

COVER SHEET FOR COMMUNITY PLANNING SUBMITTALS

Name(s) of Submitting Government(s): **City of Woodstock**

RC: **ARC**

Submittal Type: **Comp Plan Update**

Preparer: RC Local Government Consultant: Pond, TSW

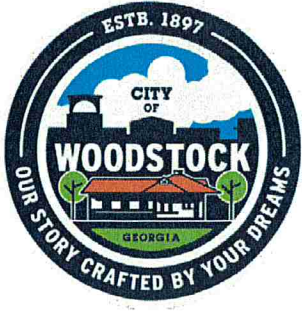
Cover Letter Date: **9/17/18**

Date Submittal Initially Received by RC: **9/14/18**

Explain Unusual Time-lags or Other Anomalies, when present:

Inaccurate/incomplete information, above, and nonconformity with the standards articulated, below, are reportable as performance errors under the terms of the annual DCA/RC contract and may lead to adverse audit findings.

- **ALL SUBMITTALS MUST BE TRANSMITTED ELECTRONICALLY USING THE DEPARTMENT'S SHAREPOINT SITE.**
- **COMBINE ALL INDIVIDUAL IMAGES, DOCUMENTS AND SPREADSHEETS INTO ONE SINGLE, SEARCHABLE PDF (INCLUDING COVER LETTERS, APPENDICES, ETC.), PUT THIS COMPLETED FORM AS THE FIRST PAGE OF THE PDF AND THEN UPLOAD IT.**
- **REVISED SUBMITTALS MUST INCLUDE THE ENTIRE DOCUMENT, NOT ONLY THE REVISED PORTION.**
- **EMAILED OR HARDCOPY MATERIALS CANNOT BE ACCEPTED.**
- **ALL SUBMITTALS MUST BE CHanneled THROUGH THE APPROPRIATE REGIONAL COMMISSION.**



City of Woodstock
State of Georgia

Council Meeting Date
August 27, 2018

RESOLUTION (ID #)

RESOLUTION

Adoption of the 2018 Update to the Comprehensive Plan and Short Term Work Program

WHEREAS, the Mayor and Council of the City of Woodstock, Georgia completed a update to the Comprehensive Plan and Short Term Work Program; and

WHEREAS, these documents were prepared according to the Minimum Planning Standards and Procedures for Local Comprehensive Planning established by the Georgia Planning Act of 1989, and the required public hearing was held on June 18, 2018; and

WHEREAS, these documents were approved by the Mayor and Council of the City of Woodstock for transmittal to the Atlanta Regional Commission on June 18, 2018; and

WHEREAS, on August 22, 2018, the City of Woodstock was notified by the Atlanta Regional Commission that these documents were reviewed by the Atlanta Regional Commission and the Georgia Department of Community Affairs and are found to be in conformity with the minimum standards and procedures for local comprehensive planning; and

NOW, THEREFORE BE IT RESOLVED, that the Mayor and Council of the City of Woodstock, Georgia do hereby adopt the final City of Woodstock 2018 Comprehensive Plan Update and Short Term Work Program Update, attached hereto as Exhibit "A."

RESOLVED, this 27th day of August, 2018

Attest:


Rhonda Pezzello, City Clerk



Donnie Henriques, Mayor





POND



WOODSTOCK COMPREHENSIVE PLAN



Acknowledgments

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WOODSTOCK COMPREHENSIVE PLAN





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WOODSTOCK COMPREHENSIVE PLAN



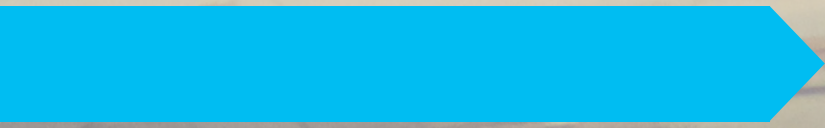
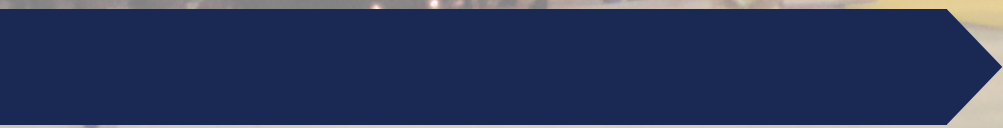
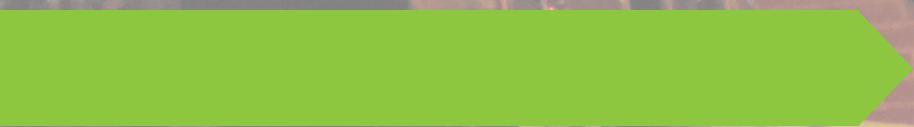


OVERVIEW



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Plan Purpose

History of Woodstock

The City of Woodstock, originally a small crossroads trading community, is the southernmost city in Cherokee County, and the County's largest. Woodstock is located approximately 30 miles north of Atlanta and 12 miles south of Canton, the County seat. The southern part of Cherokee was settled first due to its flatter topography and easier access. Woodstock is over one hundred years old and one of the County's oldest towns.

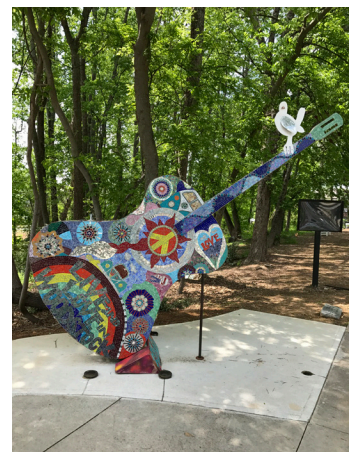
Woodstock is located in an area that was once part of the Cherokee Nation. Settlement started in 1831 when the area became a trading community with cotton as its primary commodity. The railroad came to Woodstock in November 1879. Presumably, this is when the first train depot was built, although the first written account was recorded when the City of Woodstock limits were measured from the Depot in 1897. The city had a population of 300 and comprised a total of 960 acres.

Woodstock had industries of various kinds. Mills in the city processed grains and textiles of local farmers. Woodcarving, yarn spinning, and other related activities were also done. The abundance of water power around Woodstock, such as Little River, Noonday Creek and other streams, facilitated these industries. Mining was another prominent activity because of Woodstock's location in Georgia's Gold Belt. Gold, mica and kaolin were found in nearby areas, and the old Kellogg Gold Mine is within a few miles of Woodstock. Despite this, Woodstock remained a primarily agricultural town. For instance, by the 1890s, Woodstock was said to be shipping 2,000 bales of cotton annually and a number of Woodstock developers were influential in introducing innovative farming methods to the county.



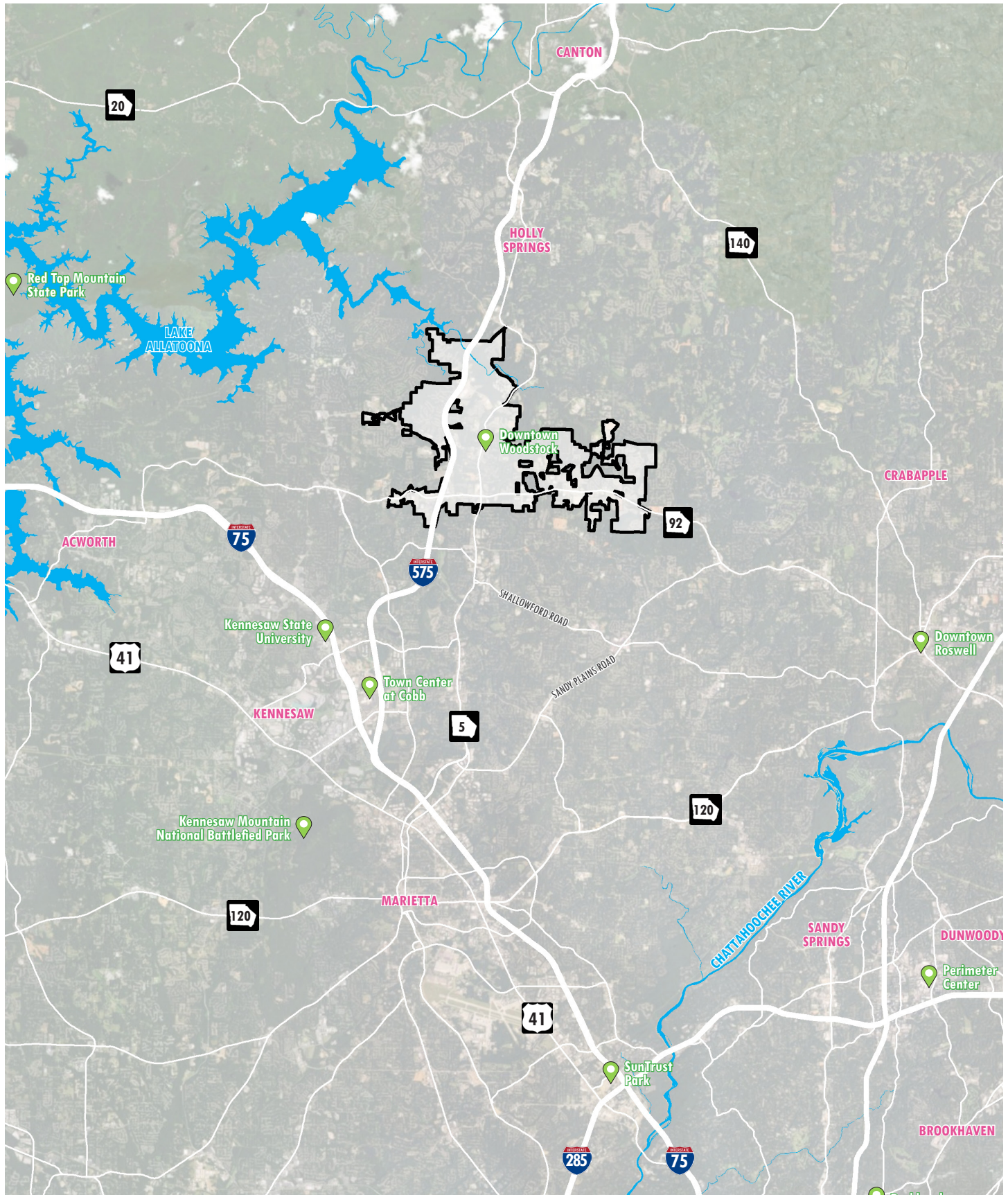
The railroad played an instrumental role in the development and layout of the city. Originally, the city boundaries were set at a 1/2 mile east and west of the tracks and 3/4 mile north and south from the railroad depot, and lots were created with orientation to the railroad. The central business district extended 10 blocks along Main Street from Kyle Street to Dupree Road and two blocks along West Mill Street and Arnold Mill Road. Today this historic core is the heart of the city, and includes much of the City's municipal facilities, streetscaping with brick paved sidewalks and decorative lighting, the City Park, historic buildings dating back to 1879, and a strong residential community.

Woodstock stands in front of a wonderful opportunity to capitalize on its reputation as a unique place to continue to expand its offerings and improve quality of life for all of its residents. Serving as a gateway to the North Georgia Mountains, the City of Woodstock has experienced tremendous growth in the past 20 years. Because of its location, the availability of businesses and professional services and relatively low housing costs, Woodstock is one of the fastest growing cities in Cherokee County. While growth provides many economic opportunities, the City also wants to preserve its small-town atmosphere and quality of life. The City must consciously guide and manage growth to ensure that the best of the past is preserved, while creating new communities that are attractive, vital and thriving. This well thought-out comprehensive plan is responsive to current market trends and anticipatory of future trends that will transform the city into a more viable and attractive place.



WOODSTOCK COMPREHENSIVE PLAN

Overview Map showing Woodstock and Metropolitan Atlanta





Overview Plan Purpose

Purpose of the Comprehensive Plan Update

As per the Georgia Planning Act, local jurisdictions are required to develop and maintain a comprehensive plan that outlines how the jurisdiction is to implement and manage all aspects of long-range planning and development. To maintain their status as a qualified local government (QLG), jurisdictions must develop these plans in adherence to the Minimum Standards and Procedures for Local Comprehensive Planning set forth by the Georgia Department of Community Affairs (DCA). These long-range planning responsibilities relate to aspects such as land use, economic development, housing, and transportation, among several others.

However there are important reasons for this planning process beyond meeting the minimum requirements. Due to the desirability of the region, Woodstock faces increasing and unique development pressures. One challenge facing Woodstock is balancing the expected impacts of growth pushing north from Atlanta, changing demographics and the slowly increasing ethnic population with the desires of long-term residents. Growth management should be looked at in a holistic way, incorporating infrastructure and services. The same opportunities and strengths that make the city attractive, such as location and uniqueness, present the city with potential conflicts. It is the desire of Woodstock to protect the established neighborhood character of the City from incompatible land uses and traffic, while at the same time to maintain its diversity in economy, cultures and ages. Master Planned Developments, conservation style open space subdivisions, traditional neighborhoods, mixed-use development and other innovative development techniques are encouraged throughout the city through the guidelines presented in the Character Area descriptions within this Plan.

The development of strong neighborhoods providing a range of housing options that give people the opportunity to choose housing that best suits them, while maintaining and enhancing the value of existing neighborhoods, is primary to the community's Vision. A greater mix of uses and housing choices in neighborhoods focused around human scale, and mixed-use centers that are accessible by multiple transportation modes, provides an atmosphere of inclusiveness of lifestyle, lifecycle and economic realities. Mixed-use development with quality housing allows compatible land uses, such as shops, offices and housing, to locate closer together and thus decrease

travel distances between them. Human-scaled design, compatible with the existing urban context and quality construction contribute to successful compact, mixed-use development and promotes safety, visual coherency and harmony among uses. Mixed-use developments, at an appropriate scale for the location, helps streets, public spaces and pedestrian-oriented retail again become places where people meet, attracting pedestrians back onto the street and helping to revitalize community life.



The City's goal is to promote a mix and balance of residential development options for existing and future residents of the city, while maintaining the character as desired by city residents. In addition, the City wants to encourage economic opportunities to promote a well-balanced tax base. Concurrent with this desire to maintain a small town atmosphere, denser development would be focused within key areas and corridors where supporting infrastructure and services exist, resulting in a more "urban" character in the appropriate places. Crucial to this urban character is the inclusion of commercial and industrial spaces, which provide retail and employment opportunities within Woodstock, as well as supporting a more robust tax base.

Therefore, this latest version of the Woodstock Comprehensive Plan is a 10-year update to the city's Comprehensive Town Plan, which provided policy direction on development through 2030. Since its adoption in 2008, the city has undertaken several related initiatives, including the LCI Highway 92 Corridor Plan and Woodstock Town Center Plan LCI update. This plan seeks to build on these initiatives and help guide the City's vision of Woodstock towards the year 2040.

Guide to this Document

Overview – The initial overview section outlines the overall Community Goals including identified Needs and Opportunities, trends affecting Woodstock, and provides a summary of the plan’s community engagement strategy.

Plan Elements – This section highlights the seven elements of the updated comprehensive plan. These elements are: Economic Development, Housing, Land Use, Parks & Recreation, Sustainability, Transportation, and Community Facilities & Infrastructure.

Each section of the Plan Elements is organized in the following way:



Additionally, the complete Short-Term Work Program (which includes some items not presented in the body of this report), along with the Annual Impact Fee Financial Report, Capital Improvements Project update, and Report of Accomplishments, is included in **Appendix A**.

Character Areas – This plan update discusses refinements and additions to the city’s Future Development Map (FDM) and includes a discussion of each of the City’s nine character areas, shown below:

Urban Areas

-  Urban Core
-  Urban Village

Employment Areas

-  Workplace Center
-  Employment Village



Activity Centers

-  Regional Activity Center
-  Community Village Center

Conservation Areas

-  Natural Preserve

Residential Areas

-  Neighborhood Living
-  Suburban Living

Additional materials with further information on technical research, public engagement, and related planning efforts are included as appendices to this document.



Community Goals

Vision Overview

An initial part of the comprehensive planning process is the development of a Community Vision. The plan's Needs & Opportunities, Core Issues, and Guiding Principles, the Community Vision provide a clear basis on which the city can develop a Community Vision, and base future development. The following section outlines the city's updated vision, which will be discussed in greater detail in subsequent sections.

Needs and Opportunities

Needs and Opportunities were initially developed and identified through a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and discussion with the planning Steering Committee. The resulting Needs and Opportunities listed below, were refined further based on analysis by the planning team, input from community meetings and survey, and further discussion with the Steering Committee.

Transportation

Needs

- Address regional roadways to provide for efficient traffic flow in and out of Woodstock
- Continue to add interconnected roadways to create a robust transportation system throughout the City, especially in and around Downtown
- Coordinate with state and regional partners to establish and advance transit service connecting the city of Woodstock with the broader region
- Increase public awareness of the Woodstock Trolley and increase service
- Investigate effective ways to incorporate Personal Transportation Vehicles (PTVs) such as golf carts into the city's existing transportation network
- Continue to assess traffic patterns and address demands accordingly

Opportunities

- Use design guidelines, existing walkability, and infrastructure investments to expand the range of walkable places and promote alternative transportation
- Increase awareness of Downtown parking options for day-to-day use and for events through increased marketing strategies
- Seek out options to increase parking availability in the Downtown area
- Promote land use and transportation coordination to improve future mobility, particularly through alternative modes and mixed uses
- Develop Public-Private Partnerships to advance transportation goals

Parks & Recreation

Needs

- Increase access to outdoor recreation as natural spaces become developed
- Add family-centered recreation opportunities downtown
- Expand trail system
- Improve existing park spaces to increase value

Opportunities

- Enhance and preserve existing tree canopy
- Engage arts community and help establish arts communities throughout the city
- Establish arts council

Land Use

Needs

- Create opportunities for Class A office in the city to diversify commercial offerings and provide employment opportunities
- Encourage commercial developments that provide daily necessities for residents
- Create a balance of residential, commercial, industrial, and office land uses
- Increase access to grocers and markets downtown

Opportunities

- Use zoning ordinances to ensure that new development complements historic development
- Preserve historic structures
- Create more public realm in the downtown area, and enhance existing public space, including family-focused amenities
- Use Downtown Woodstock as a successful precedent/catalyst for far more walkable areas in Woodstock

Economic Development

Needs

- Increase proportion of commercial-to-residential land in City to make more robust, reliable tax revenue
- Create opportunities for office in the city to diversify commercial offerings and provide employment opportunities
- Attract larger-scale employers that provide higher paying salaries
- Encourage neighborhood commercial developments that provide daily necessities for residents

Opportunities

- Utilize access to existing regional transportation corridors to attract business and residents
- Utilize existing rental housing to attract major employers
- Increase time economic development staff spends actively building prospective relationships

PR & Communications

Needs

- Improve engagement between City government and residents to increase participation
- Improved dissemination of information
- More consistent social media presence across City departments
- Focus on excellent and open communication to encourage civic engagement

Opportunities

- Improve engagement between City government and residents to increase participation
- Enhance communication between City departments
- Streamline dissemination of information to the public



OVERVIEW COMMUNITY GOALS

Sustainability

Needs

- Take steps to preserve existing natural spaces within the city
- Incentivize preservation of existing, worthy buildings within the city
- Continued promotion of sustainability awareness among citizens and employees
- Reduce dependence on the automobile and fossil fuels
- Provide and incentivize recycling for both residents and businesses
- Reduce the carbon footprint of City operations

Opportunities

- Encourage alternative stormwater management techniques
- Encourage solar/clean energy in development
- Save public and private financial resources by investing in and encouraging sustainable cost saving measures
- Further the construction of green architecture and green infrastructure

Housing

Needs

- Increase variation in housing stock, including new residential options in Downtown area
- Incentivize the creation of affordable housing in the city
- Discourage the placement of high density residential development adjacent to areas of single-family detached housing
- A diversity of housing types, densities, and price ranges

Opportunities

- Consider permitting accessory buildings/accessory dwelling units to incentivize density to existing neighborhoods without changing character
- Strong housing market will allow creation of additional residences
- High home values relative to some nearby peer cities, indicating strong desirability and market
- Access to a mix of existing housing types and a strong residential development market provide opportunities to find and create affordable housing options throughout the city

Core Issues and Guiding Principles and Policies

The City's identified Core Issues and Guiding Principles are the community's articulation of its ultimate vision for the future and policies to consider to assist in implementation. These Core Issues and Guiding Principles were developed through careful consideration of legacy planning efforts, updated through discussion and advisement from the plan's Steering Committee and the public through community meetings, and refined by the planning team and City staff. Each of the following tables shows a Core Issue in the top left corner, with that issue's corresponding Guiding Principles and Policies below. The columns to the right show which of the Plan Elements each principle/policy pertains to.

Continue to create and sustain a unique community identity and structure

	Economic Development	Housing	Land Use	Parks & Recreation	PR & Communications	Sustainability	Transportation
All new development should contribute to an overall sense of community.		✓	✓				
Encourage the continued redevelopment of the urban core as the symbolic heart of the city.	✓	✓	✓				
Expand and strengthen the downtown by building on its current successes and small town atmosphere.	✓	✓	✓				
Increase the viability of live, work and entertainment choices within the downtown area.	✓	✓	✓				
Attract a mix of businesses that will continue to make downtown a destination	✓						
Ensure that retail and commercial development will support tax base	✓		✓				
Encourage rooftop gardens and restaurants, entertainment venues, education center, and mixed use development	✓	✓	✓			✓	



OVERVIEW COMMUNITY GOALS

Provide increased mobility

	Economic Development	Housing	Land Use	Parks & Recreation	PR & Communications	Sustainability	Transportation
Transportation facilities should be designed to be context-sensitive, specifically through developing cross sections that are appropriate with both the character area and land uses they serve	↙		↙				↙
A variety of thoroughfares should be designed to be equitable to the pedestrian, bicycle and automobile.							↙
Streets in residential, mixed-use, and other urban areas should be designed for lower speeds to encourage urban life and community interaction.							↙
Public facilities and infrastructure should be able to support new development and redevelopment efforts, particularly with respect to circulation, access and linkages.			↙			↙	↙
Establish a transportation network that will enable the safest and most efficient movement of people and goods.	↙						↙

Promote a spirit of inclusiveness, opportunity, and choice

	Economic Development	Housing	Land Use	Parks & Recreation	PR & Communications	Sustainability	Transportation
Encourage a range of housing opportunities and choices.		↙					
Integrate housing into mixed-use and traditional development as appropriate through the Future Development Map	↙	↙	↙				
Ensure that land development is predictable, fair and cost effective.			↙				↙
As employment opportunities diversify in and around Woodstock, ensure adequate amounts, types and densities of housing needed to support desired commercial and industrial growth.	↙	↙	↙				↙
Promote unique aspects of Woodstock in order to promote inclusivity	↙				↙		

Land use patterns that promote connectivity

	Economic Development	Housing	Land Use	Parks & Recreation	PR & Communications	Sustainability	Transportation
Improve traffic flow in and around the downtown area and overall citywide connectivity.	↙		↙				↙
Encourage mixed use and traditional development so that they reflect the character areas in the Future Development Map	↙	↙	↙				
Create “walkable neighborhoods.”			↙				↙
Neighborhoods should be within easy walking distance of such destination points as local-serving stores and offices, schools, parks or other civic uses.			↙				↙
Promote development that is pedestrian-oriented, community-centered and minimizes vehicular trips.			↙			↙	↙
All projects should connect to existing and proposed adjacent uses through the use of easements, pedestrian connectivity or roadway connectivity as appropriate.			↙				↙
Encourage mixed-use and a balance of residential and nonresidential uses to promote internal connectivity.	↙	↙	↙				↙



OVERVIEW COMMUNITY GOALS

Developments should promote the City's vision

	Economic Development	Housing	Land Use	Parks & Recreation	PR & Communications	Sustainability	Transportation
Community aesthetics, site and building design all add to the quality of life in Woodstock	✓		✓			✓	
Focus development within the urban core and surrounding Urban Living Character Areas.	✓	✓	✓			✓	✓
Promote the unique aspects of Woodstock in order to overcome past negative perceptions, or a feeling that Woodstock is just another suburb.	✓	✓	✓	✓	✓	✓	✓
Promote a balance of residential and nonresidential development in mixed-use communities at various scales.	✓	✓	✓		✓		
The creation of civic buildings or public spaces should be part of each Character Area and incorporated into new development.			✓				
Encourage new development to focus on the pedestrian.			✓				✓
Ensure that new development proposals complement Woodstock's existing architectural style and scale of development.	✓	✓	✓				✓
Encourage growth in areas where it will be the most beneficial to the city, and discourage growth where the overall impact on the public will be negative.	✓		✓			✓	✓

There needs to be a balance between the built and natural environment

	Economic Development	Housing	Land Use	Parks & Recreation	PR & Communications	Sustainability	Transportation
Ensure that development proposals are environmentally responsible.		✓	✓			✓	
Support green architecture and green infrastructure.						✓	
Encourage and incentivize environmentally friendly construction and developments through incentives for Earthcrafts and LEED certifications.						✓	
Encourage the provision of rainwater harvesting areas and xeriscaping to promote water conservation.						✓	
Implement a land use plan that promotes an urban area in order to conserve sensitive and/or undeveloped land			✓	✓		✓	



OVERVIEW COMMUNITY GOALS

Accommodate growth while creating a sustainable community and implementing the vision

	Economic Development	Housing	Land Use	Parks & Recreation	PR & Communications	Sustainability	Transportation
Expand and diversify the city's economic base to provide employment opportunities for the residents and enhance the city's tax base.	✓		✓				
Encourage neighborhood-serving retail and services in communities identified as appropriate through the Future Development Map	✓		✓				
Encourage new non-residential, mixed-use development in areas where designated appropriate through the Future Development Map	✓		✓				
Encourage office, commercial and light industrial employment opportunities in appropriate locations, including conservation of commercial-zoned land for commercial development	✓		✓				
Encourage and promote clean, high tech industrial development that strengthens the economic base of the community and minimizes air and water pollution.	✓					✓	
Coordinate with State and County agencies and organizations to attract major economic development opportunities.	✓						
Accommodate and promote the development of quality and appropriate housing to develop a strong workforce to help support and attract economic development opportunities	✓	✓	✓				

Create a wide range of economic development initiatives

	Economic Development	Housing	Land Use	Parks & Recreation	PR & Communications	Sustainability	Transportation
Expand and diversify the city’s economic base to provide employment opportunities for the residents and enhance the city’s tax base.	✓		✓				
Encourage neighborhood serving retail and services in communities identified as appropriate through the Future Development Map	✓		✓				
Encourage new non-residential development to be mixed use in nature in parts of the community identified as appropriate through the Future Development Map	✓		✓			✓	
Encourage office, commercial and light industrial employment opportunities in appropriate locations.	✓		✓				
Encourage and promote clean, high tech industrial development that strengthens the economic base of the community and minimizes air and water pollution.	✓					✓	
Coordinate with State and County agencies and organizations to attract major economic development opportunities.	✓						
Accommodate and promote the development of quality and appropriate housing to develop a strong workforce to help support and attract economic development opportunities	✓	✓					

Trends in Woodstock

The following section provides an overview of the major trends behind Woodstock’s development since the previous comprehensive plan. These trends relate to several of the plan’s elements, with more detailed information on these trends documented as part of the plan’s “Key Findings”. The complete Key Findings document is included as **Appendix B** of this document.






Population

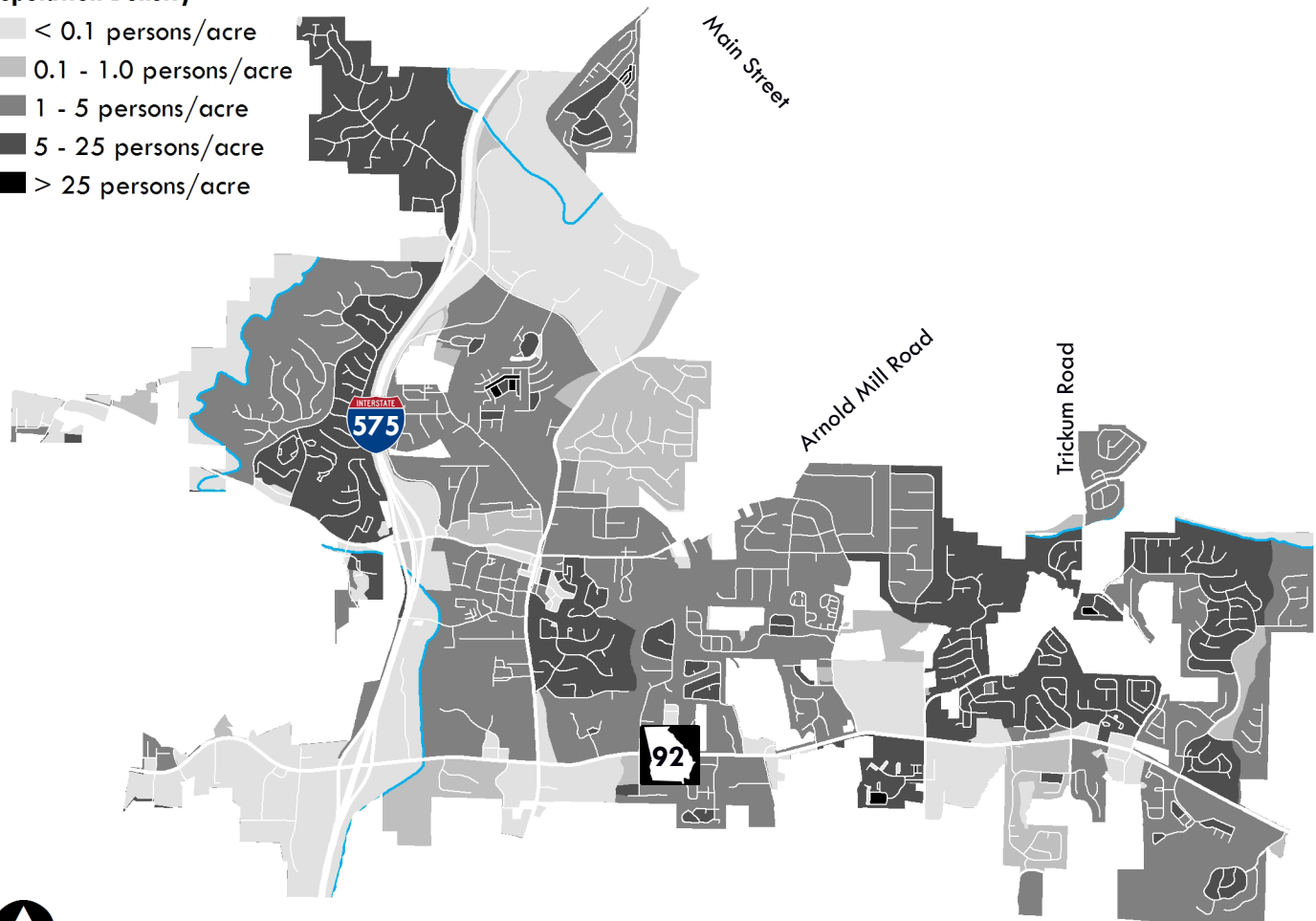
Population Density

Figure 1 below illustrates Woodstock’s population density according to the 2010 Census. Generally, the city’s population density is between 0.1 persons/acre and 10 persons/acre. Smaller pockets of higher densities are along the northwestern portion of I-575, as well as the southeastern part of SR 92. Population densities of selected peer communities are shown with the same color scheme in **Figure 2** for comparison.

Figure 1 | Population Density in Woodstock (2010)

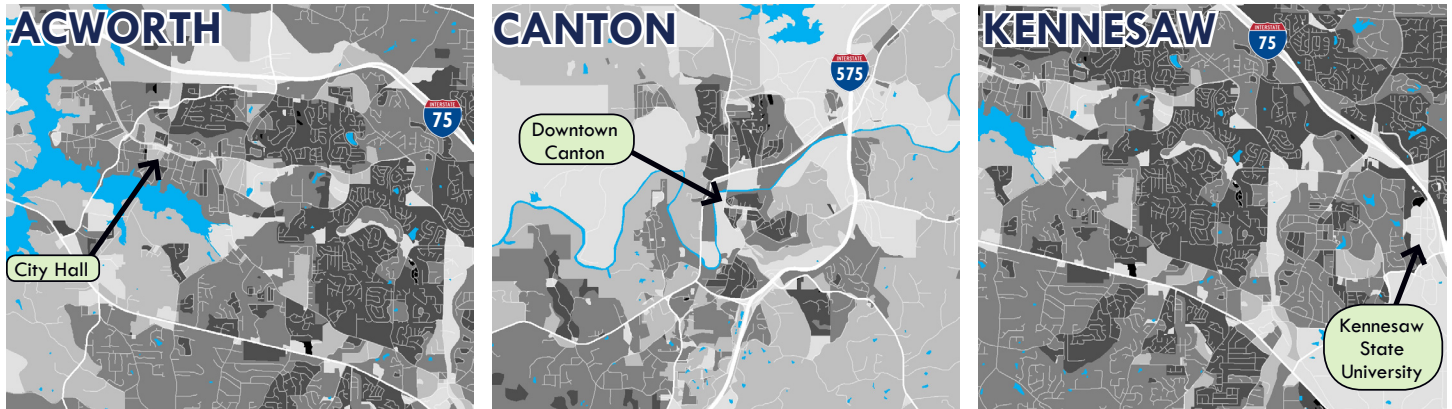
Population Density

-  < 0.1 persons/acre
-  0.1 - 1.0 persons/acre
-  1 - 5 persons/acre
-  5 - 25 persons/acre
-  > 25 persons/acre



Source: U.S. Census Bureau 2010

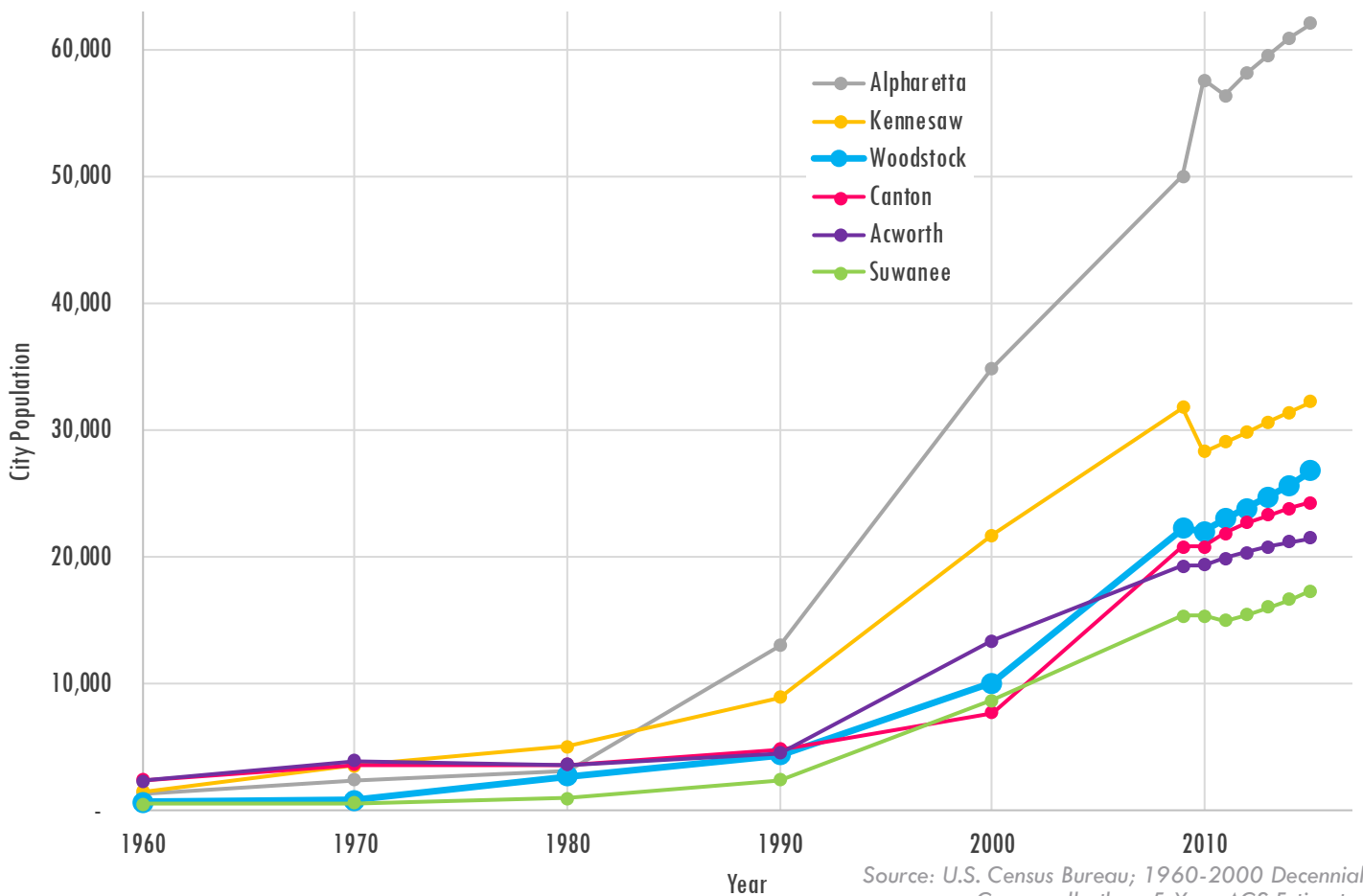
Figure 2 | Population Density in Peer Communities (2010)



Historic Population Growth

As with Cherokee County and much of the Atlanta metro, Woodstock has experienced significant growth in the past few decades. **Figure 3** below shows Woodstock’s historic population growth in comparison to several of its peer cities. The largest period of population growth in Woodstock was from 2000 to 2010, when the population more than doubled, from 10,050 to 22,027. Aside from Alpharetta and Kennesaw, Woodstock’s growth has outpaced many of its peer cities. Based on projections made by the Atlanta Regional Commission (ARC), Woodstock is expected to continue to grow quickly, adding over 13,000 people from year 2015 through the year 2040 for a total population of approximately 40,000 people.

Figure 3 | Historic Population in Woodstock and Peer Communities



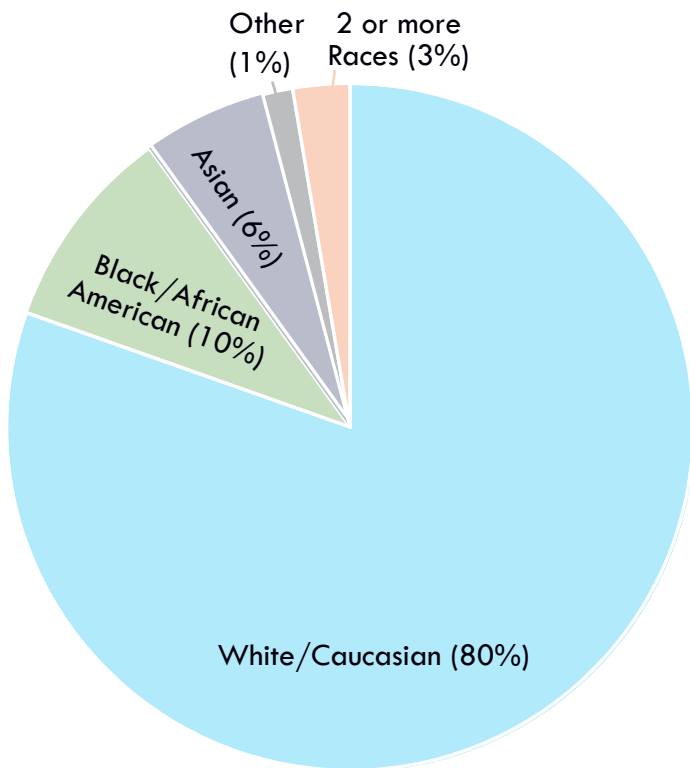


OVERVIEW TRENDS IN WOODSTOCK

Diversity

Although Woodstock is a predominantly white community, the city does have an increasing minority population, as shown in **Figure 4**. As of the 2010 Census, around 20 percent of the city’s population identified as a race other than White, up from only 10 percent in the 2000 Census. While the city’s Hispanic/Latino population is relatively scattered, there is a concentration of Hispanic community immediately west of Woodstock City limits, near Dupree Road.

Figure 4 | Racial Composition of the City of Woodstock (2015)



Source: U.S. Census Bureau 2015

Economic Development

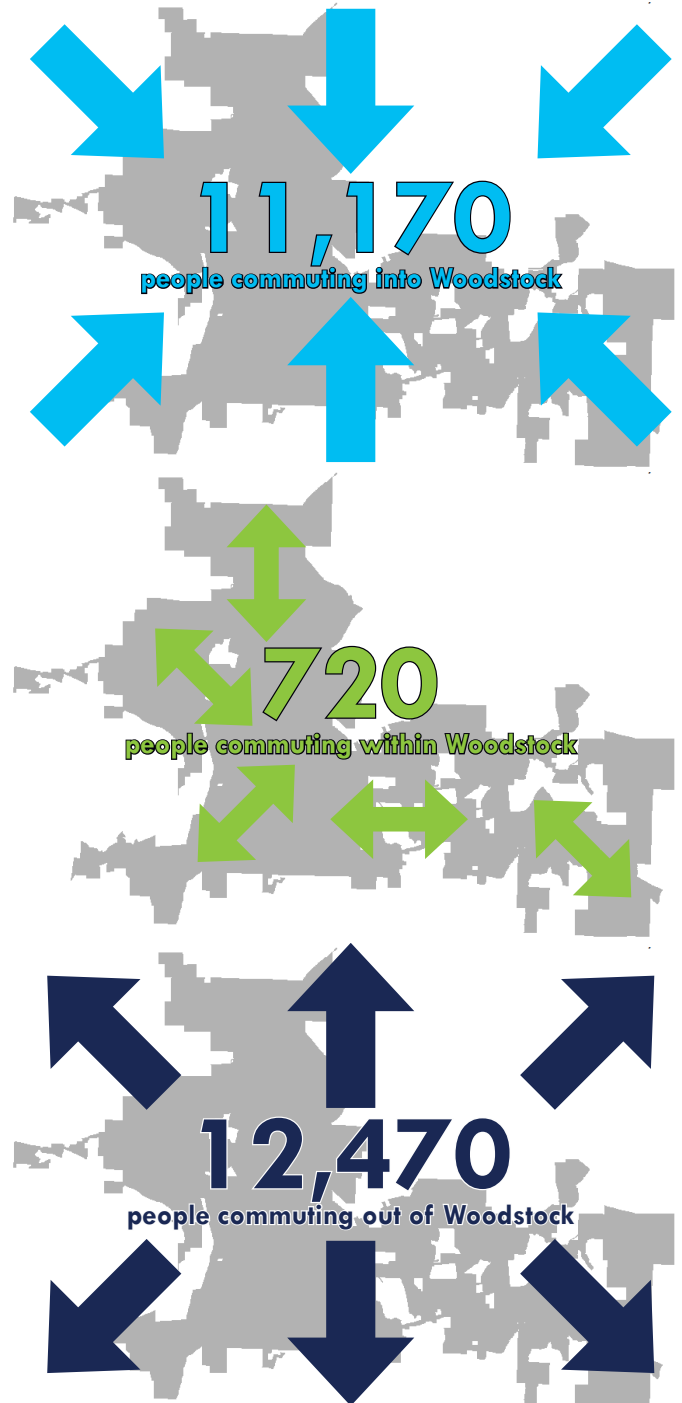
Strong Job Growth

Woodstock is experiencing a substantial increase in job growth in a variety of sectors – mainly in the following sectors: Educational Services, Healthcare & Social Assistance, Retail, and Manufacturing/Wholesale. Employment in the city is expected to grow by 35% between 2015 and 2040, which is part of Cherokee County’s overall employment growth. Retail trade is the largest sector of Woodstock’s employment, with 25% of jobs within the city falling under this category. This number is higher than most of Woodstock’s peer cities, Cherokee County, and the Atlanta metro overall.

Uneven Commuting Patterns

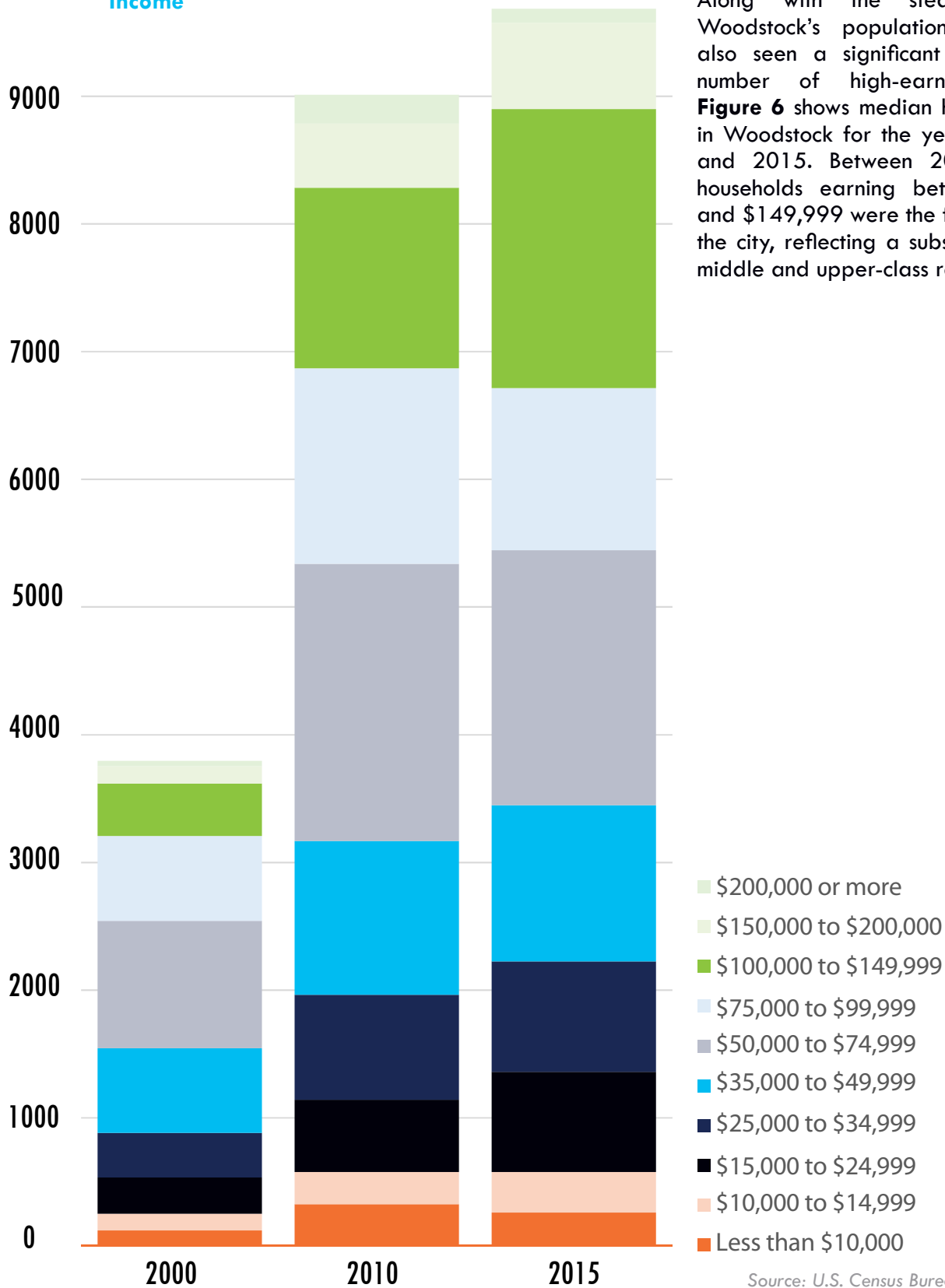
Compared to other peer cities across the Atlanta metro, Woodstock lacks a significant population of workers who both live and work within city limits. As of 2015, only 720 people identified as those who commute for work within Woodstock. This is compared to the over 12,000 people that commute out of the city for work, as shown in **Figure 5**.

Figure 5 | Commute Patterns (2015)



Source: U.S. Census Bureau 2015

Figure 6 | Households in Woodstock by Annual Household Income



Growth of High-Income Households
 Along with the steady growth in Woodstock's population, the city has also seen a significant increase in the number of high-earning households. **Figure 6** shows median household income in Woodstock for the years 2000, 2010, and 2015. Between 2000 and 2015, households earning between \$100,000 and \$149,999 were the fastest growing in the city, reflecting a substantial growth in middle and upper-class residents.

Source: U.S. Census Bureau



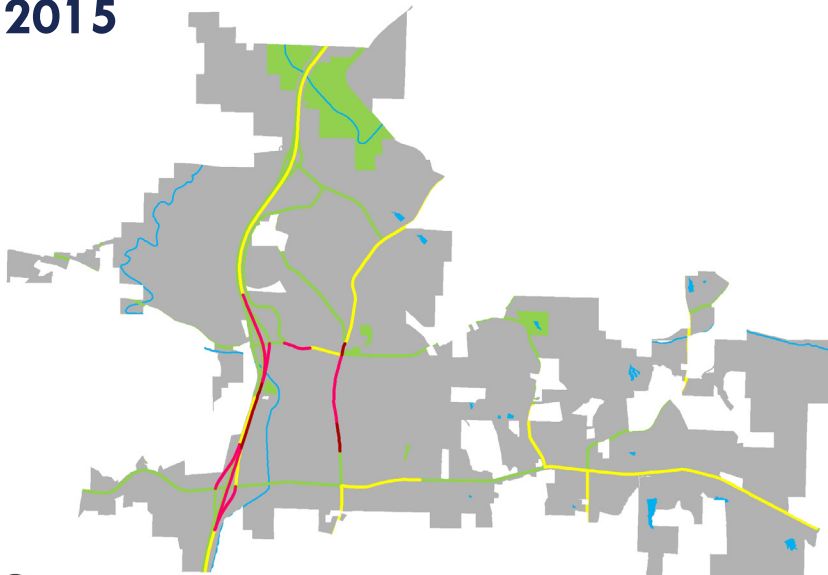
Transportation

Traffic Congestion

Woodstock's steady population growth will continue to generate more activity on the city's street network, raising the amount of congestion throughout the city. Figure 6 shows the city's street network represented in terms of vehicular level of service, a metric that illustrates the capacity of a road network relative to the activity it experiences, for both 2015 (existing) and 2040. 2040 level of service projections are obtained from the Atlanta Regional Commission's Activity Based model and include all transportation improvements that have committed regional funding. As the 2040 projections show in **Figure 7**, the current street network in Woodstock will experience notable decreases in level of service based on the city's population growth. Most of this projected traffic volume increase is expected to occur along the I-575 and SR 92 corridors.

Figure 7 | Travel Demand Model Level of Service (LOS) in Woodstock

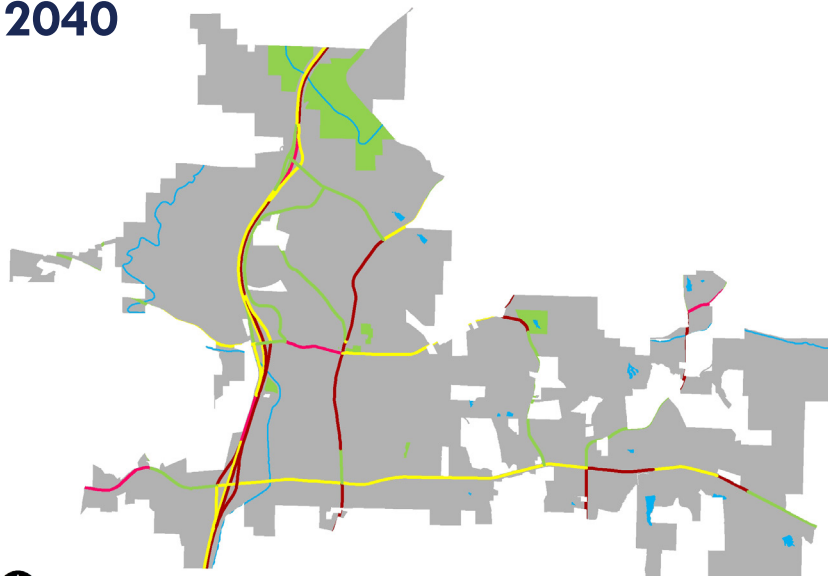
2015



LOS A-B



2040



LOS C-D



LOS E-F

Commute Characteristics

Transportation infrastructure and congestion are strongly related to commuting trips. As such, it is important to understand the kinds of commutes occurring within the city. **Figure 8** shows the home locations of Woodstock employees, and **Figure 9** shows the workplace locations of Woodstock workers. People who work in Woodstock generally live near Woodstock, in a wide spread of areas around the I-75 and I-575 corridors. In contrast, Woodstock residents work in better defined employment centers. A large portion of Woodstock residents work along the I-75 and I-575 corridors, from Canton to Kennesaw and Marietta, south to the Cumberland/Galleria area. Additionally, the GA 400 corridor is a popular place for Woodstock residents to work, from Alpharetta through Roswell and including the Perimeter Center area. The traditional employment centers of Atlanta in Buckhead, Midtown, and Downtown also play host to many jobs held by citizens of Woodstock. These patterns reinforce the need for reliable corridors that provide connections between Woodstock and other regional centers.

Figure 8 | Home Locations of Woodstock Workers (2015)

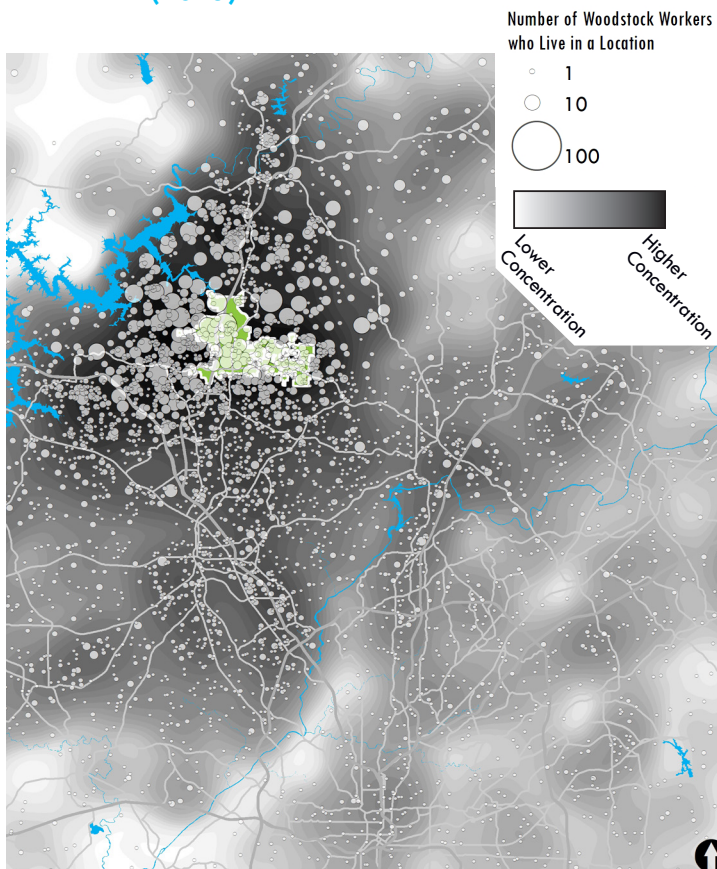
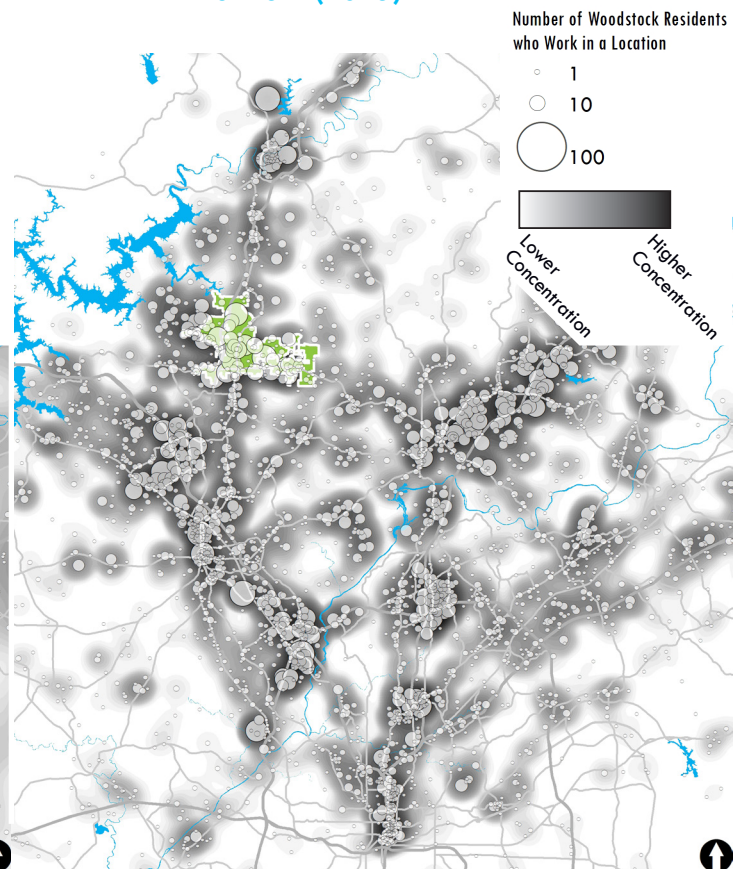


Figure 9 | Work Locations of Woodstock Residents who Work (2015)





OVERVIEW TRENDS IN WOODSTOCK

Housing

One of the most critical defining features of a community is the variety of its housing, in terms of aesthetic appearance, functional form, and affordability. Woodstock has seen a tremendous amount of population growth, enabled by an ongoing substantial amount of new residential development. **Figure 10** shows the composition of housing stock in the city of Woodstock. The vast majority of housing units in Woodstock are single-family or condominiums, making up over 70% of

units. Data from the U.S. Census Bureau shows that 68% of all housing units in Woodstock are owner-occupied as of 2015. These two data points suggest that the overwhelming majority of single-family homes and condominiums are owner occupied.

Figure 11 shows median home values in Woodstock and many peer communities. Woodstock is still a relatively affordable place to own a home in the metropolitan Atlanta region, but has higher home values than neighboring Kennesaw and Canton.

Figure 10 | Housing Stock in Woodstock by Type (May 2018)

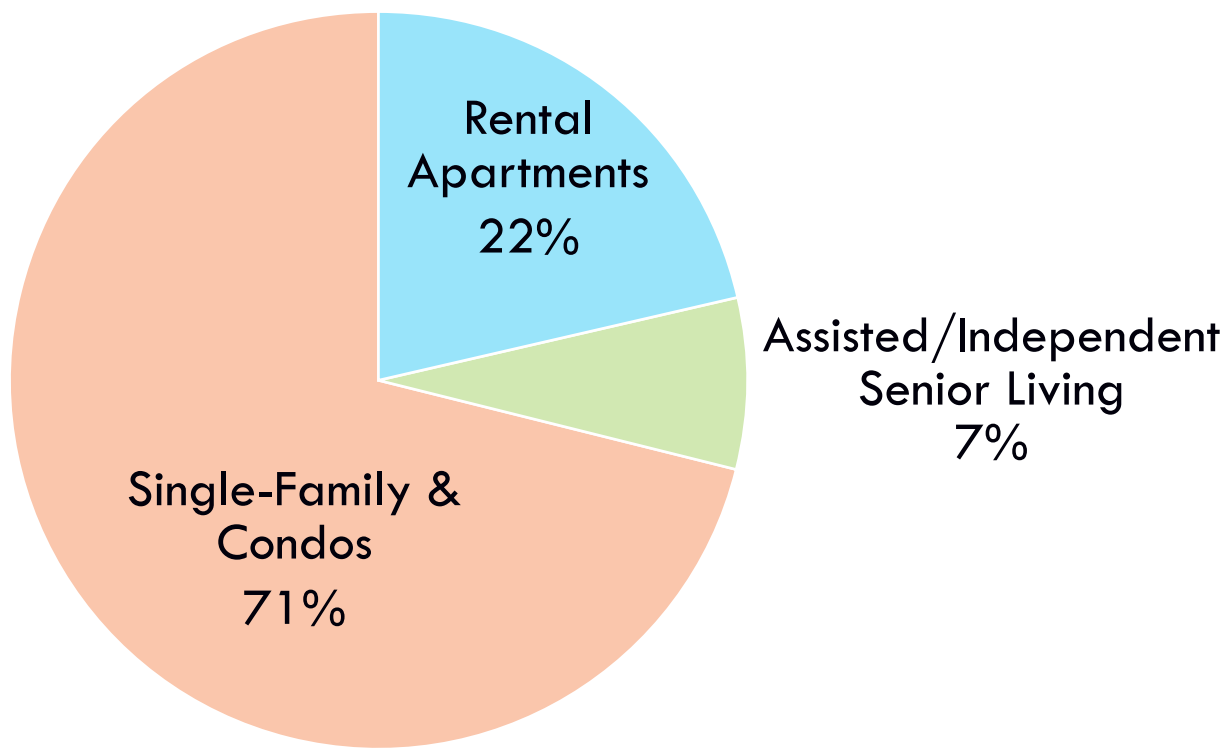
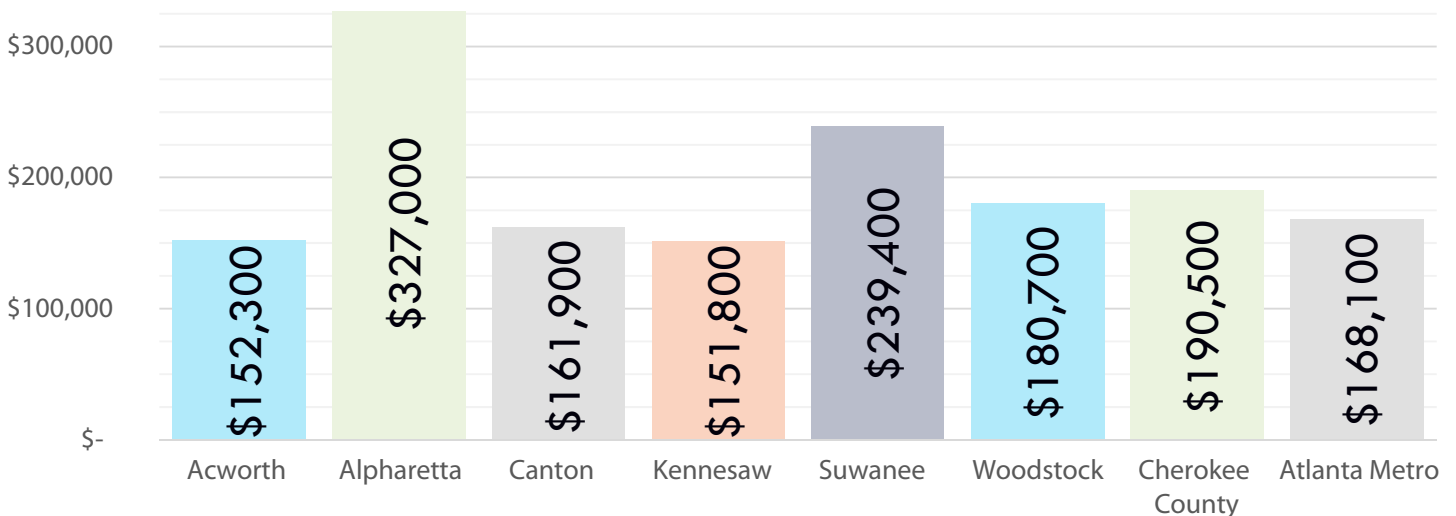


Figure 11 | Median Home Value in Woodstock and Peer Communities



Land Use

Woodstock has completed a number of previous planning efforts which are actively shaping the way the city develops.

Comprehensive Plan (2008)

The city's previous Comprehensive Plan was adopted in 2008. A joint effort with Cherokee County, the plan included earlier iterations of the content included in this plan, including the policies and future development map that were used as a starting place to craft the policies and map included in this plan.

Town Center Livable Centers Initiative (LCI) (2013)

The Town Center LCI provides a more specific vision of land use and infrastructure investment in the Downtown Woodstock area and the areas immediately around it. The original Town Center LCI was completed in 2002, well before Woodstock's recent rapid expansion. Land use recommendations from the plan are shown in **Figure 12**.

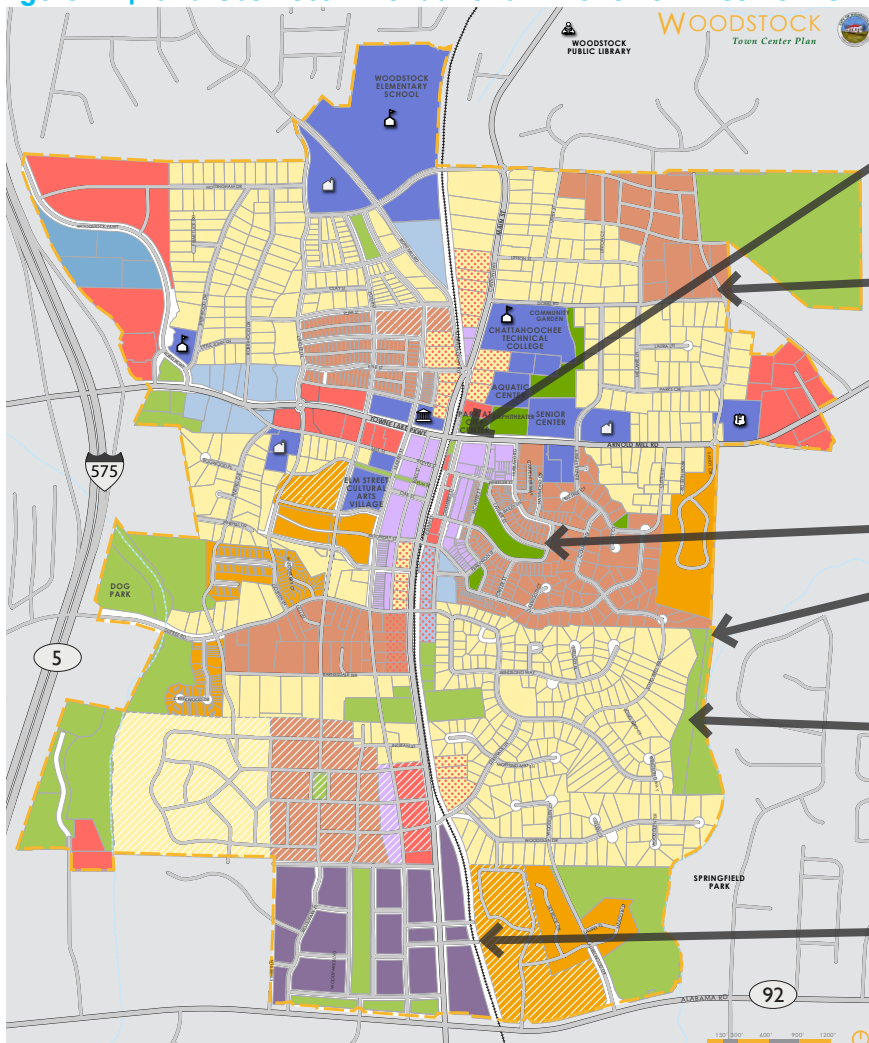


Community Agenda
CITY OF WOODSTOCK
COMPREHENSIVE TOWN PLAN

2030



Figure 12 | Land Use Recommendations in 2013 Town Center LCI



Mid-Rise Mixed Use (light purple):
Area considered to be Woodstock's
Downtown, development between 4 and
5 floors

Intown Living (lighter red):
Residential areas meant to
compliment the urban core of
Woodstock

Parks/Greenspace (dark green
for existing, light green for new):
Areas primarily near residential
development maintained as open
or natural space

Traditional Neighborhood
Design (light yellow): Single
Family Detached Residential
near Downtown Woodstock, with
sidewalks and smaller lot sizes

High Rise Mixed Use (dark purple):
Taking advantage of SR 92 and access
to I-575 as well as potential future
commuter rail



Community Engagement

To ensure that the comprehensive plan is as reflective of the Woodstock community as possible, public involvement became a cornerstone of the plan process. The project team, in conjunction with city staff, developed a public involvement strategy that included several events and tools for gathering community input. **Appendix C** includes more detailed meeting summaries and supporting materials from each meeting.

Online Survey

An online survey was developed to understand the desires of Woodstock residents on development through 2040 and over 250 responses were received. Notable questions and responses include:

What are your favorite things about Woodstock?

67 percent indicated that one of their favorite things about Woodstock is downtown followed by walkability (42 percent) and access to I-575 (33 percent).

How would you describe your ideal City of Woodstock in the year 2040 in a single sentence?

Many respondents made reference to either addressing transportation issues in the City or preserving its small town character.

“Woodstock in 2040 is the hallmark for smart suburban evolution in that it is walkable, data-driven, and retains some sense of history mixed in with the new growth” – Survey Respondent

What do you think are the biggest obstacles for Woodstock?

72 percent of respondents cited traffic on local streets while another 54 percent cited traffic on I-575 and other regional corridors as among the biggest obstacles for the community. Another 26 percent of respondents focused on a lack of Class A office space and white collar jobs. Several respondents indicated through open response

that parking availability and ‘over development’ were major concerns as well.

If you had control over a large piece of undeveloped land in the City of Woodstock, what would you like to see built on it?

The largest number of responses (30 percent) were for ‘a mix of different uses in a traditional downtown setup’ followed by 22 percent for ‘park space’ and 21 percent for ‘preserving it the way it is’.

What types of new businesses and amenities would you like to see in the City of Woodstock in the next five years?

57 percent of respondents showed interest in parks and other public spaces while 52 percent of respondents indicated they’d like to see more restaurants and another 48 percent of respondents indicated a desire for more locally owned retail.

Planning Steering Committee and Community Meetings

A Planning Steering Committee was formed to provide guidance on the comprehensive plan update. The committee, comprised of 16 members from city staff, council, and the community, met with the project team three times over the course of the plan process. The meetings involved presentations from the project team and interactive exercises. The stakeholder meetings were held at the Chattahoochee Technical College.

Several community meetings were held at various points throughout the plan process to both provide residents with updates on the plan’s development and obtain input. The meetings were all held in an “open-house” format, where attendees visited several stations that included informational boards and/or interactive exercises. Advertisements for these meetings were placed on the city’s website, and also heavily advertised on the city’s

WOODSTOCK COMPREHENSIVE PLAN



social media account (i.e. Facebook). The three community meetings were held at the Chambers at City Center.

Planning Steering Committee - Thursday, October 10th, 2017

The first committee meeting was held to introduce the steering committee to the planning process and provide an overview of the “Key Findings.” In addition to this presentation, the steering committee also participated in a “SWOT” exercise where they were asked to identify strengths, weaknesses, opportunities, and threats within Woodstock. The results of this exercise were used as the foundation for the Needs and Opportunities exercise at the first community meeting.

After this meeting, the committee was provided with a survey that asked them to review the Core Issues and Guiding Principles from the previous comprehensive plan, and indicate whether they felt each was “Still Relevant,” “No Longer Relevant,” or “Needs Revision.” These scores were used to identify which policies needed discussion during the next steering committee meeting.



Community Meeting - Thursday, October 19th, 2017

The first community meeting was composed of four stations. At the Key Findings station, attendees were first provided information on existing conditions in Woodstock with information similar to the Trends in Woodstock section of this report. The Parks Master Plan station included a survey and information about the city’s ongoing Parks Master Plan.

The Needs and Opportunities station included one board for each of the seven elements in this comprehensive plan. Each board included needs and opportunities identified during the SWOT analysis performed with the planning steering committee. Attendees were invited to write any additional needs and/or opportunities they identified within that topic on the boards. Attendees were also given dots and asked to place them next to existing needs and opportunities they agreed with. These ideas and the popular support received were used to craft and refine the needs and opportunities as included in this plan.



At the Policy Review station, attendees were shown the Core Issues and Guiding Policies and used dots to indicate whether they felt each was “Still Relevant,” “No Longer Relevant,” or “Needs Revision.”

Planning Steering Committee - Thursday, January 23rd 2018

In this meeting, the steering committee was presented with the results of the policy reviews conducted by themselves and at the community meetings. While most policies received broad support, some were not viewed favorably by one group or another. Policies that were voted as “still relevant” by less than 2/3 of either group were presented to the committee and they revised the language to make the policies more appropriate to Woodstock’s current needs. The policies presented in this plan are largely similar to what the committee recommended during this meeting.

After the policy discussion, the committee split into two groups and each was presented with a map of the city, and provided red dots and green dots. Members of the committee were told to place red dots on areas of the city they would like to see change, and green dots on areas they would like to see preserved in the future. The dots placed and aggregate results of this exercise

are shown in **Figure 13**. The area along SR 92 just east of I-575 received the strongest support for change, with some indication of a preference for change along Towne Lake Parkway between I-575 and Main Street, as well as along Ridgewalk Parkway, and at some major intersections along SR 92. Most of the areas where a preference for preservation was indicated are currently residential or are part of the existing downtown Woodstock area.

Following this activity, committee members were presented with another map of Woodstock, along with an urban scale that equates the spectrum from exurban areas through suburban areas and then community nodes to numbers from 1 to 3. Committee members were told to use the dots to express what level of development they thought is appropriate at different areas in the city. The dots placed and results of this activity are shown in **Figure 14**. Ridgewalk Parkway and SR 92 near I-575 both received interest in a higher level of development, as well as a few nodes along SR 92.

Figure 13 | Results of Change and Preserve Exercise with Planning Steering Committee

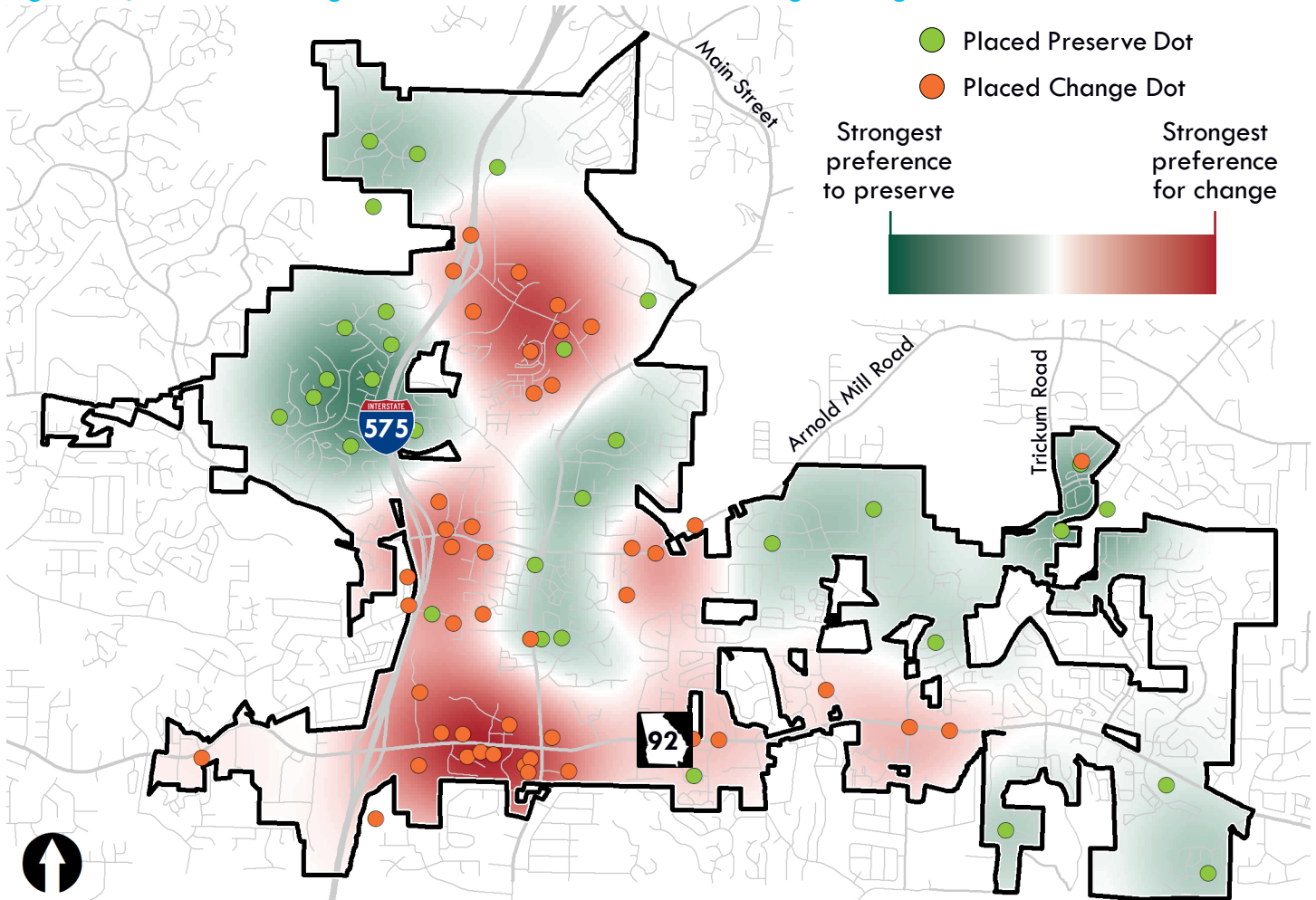
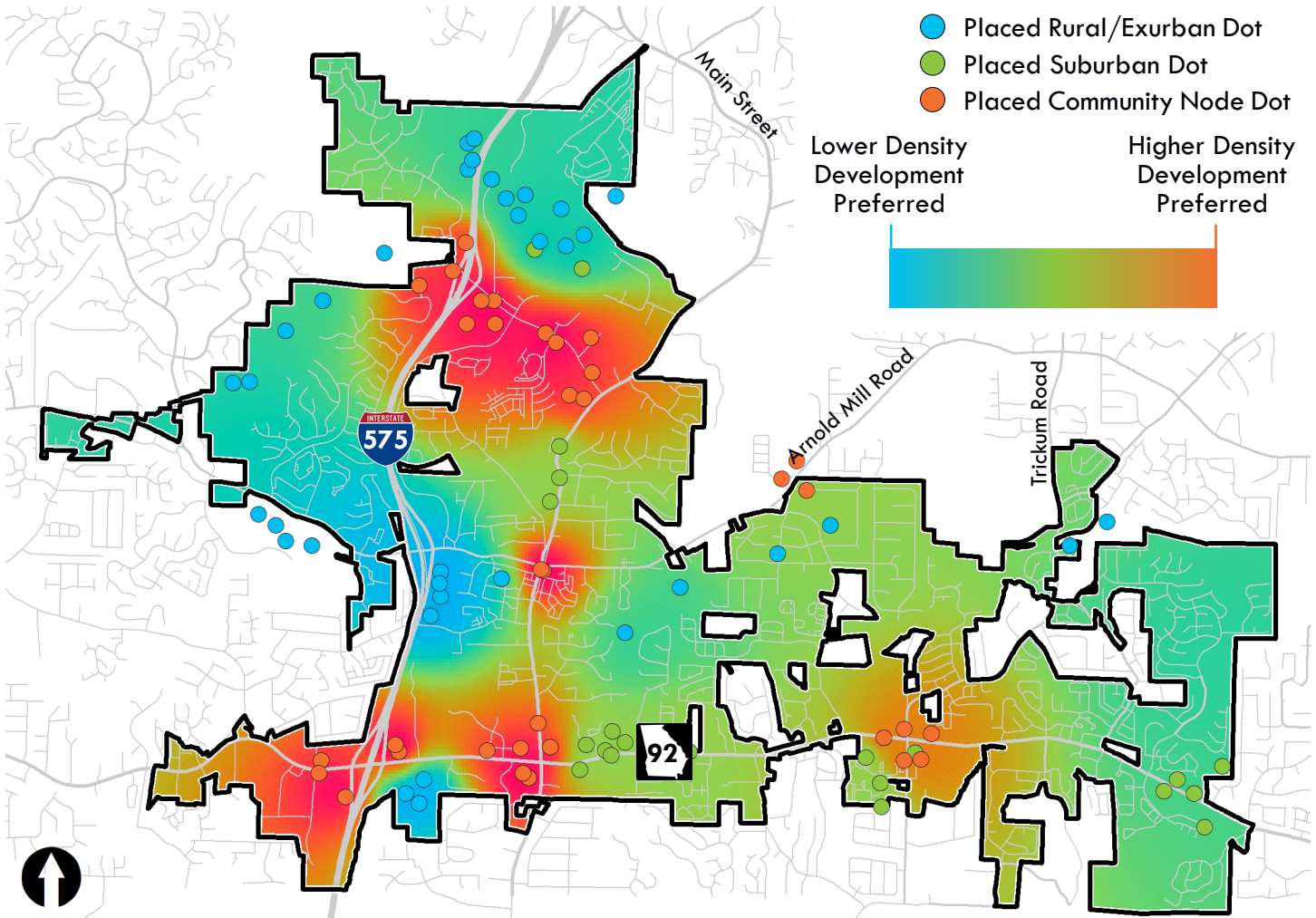


Figure 14 | Results of Urban Scale Exercise with Planning Steering Committee



Community Meeting - Thursday, February 15th 2018

In this meeting, residents participated in four distinct exercises. In the Funding Priorities Exercise, attendees were given 12 dots and presented with 13 funding areas. They were asked to allocate their dots based on what they thought was most important - more dots on categories in need of more funding with fewer or no dots on less important categories. The results of this exercise are shown in **Table 1**. Arts and Culture received the most votes immediately followed by transportation improvements, economic development and parks.

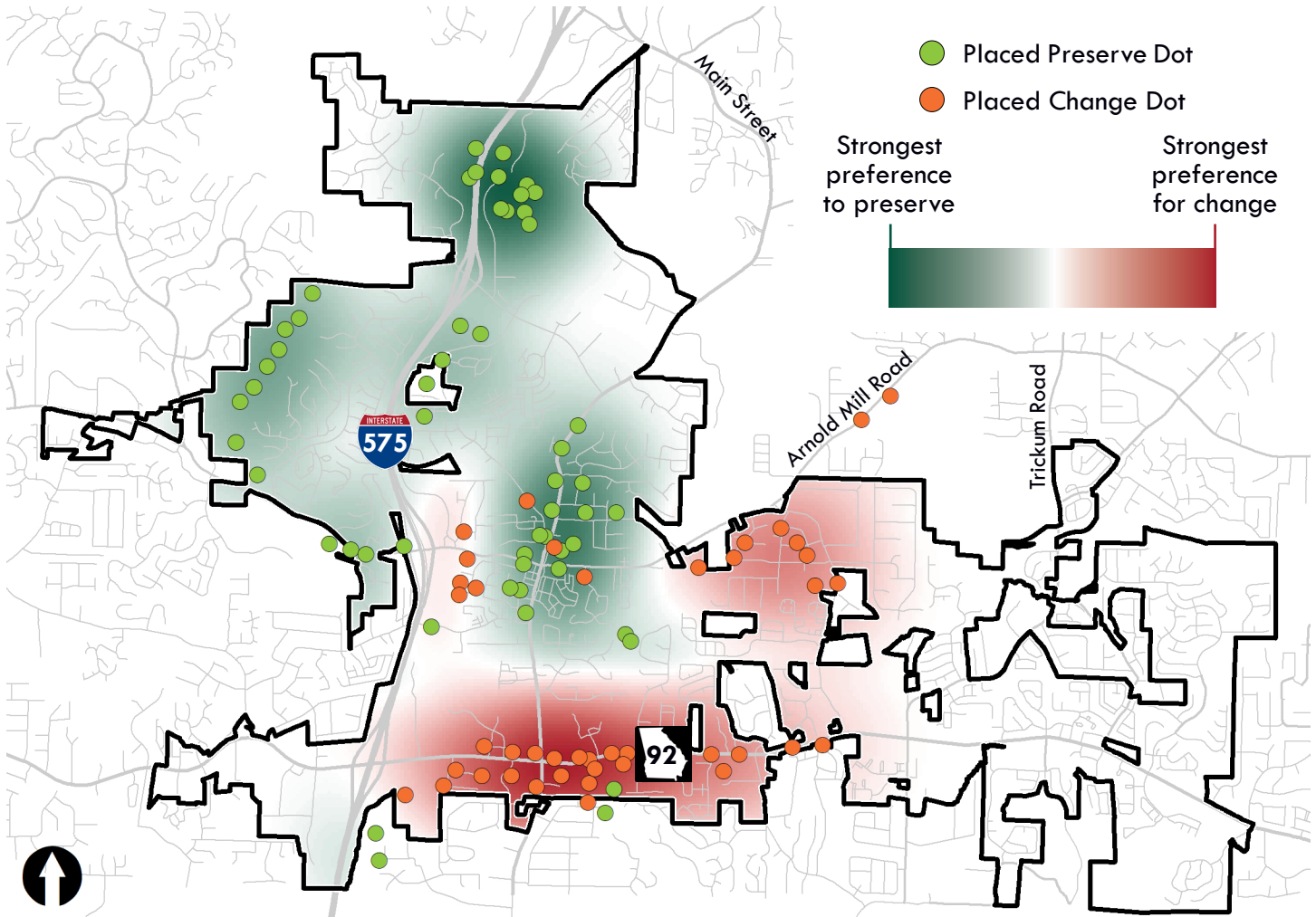
Attendees were also able to participate in the Change and Preserve activity and the Urban Scale activity, which were structured identically to the activities in the previous Planning Steering Committee meeting. Results from these activities at the public meeting are shown in **Figures 15 and 16**, respectively.

In the final exercise, residents identified their favorite destinations/attractions at three scales: within Woodstock, the Atlanta metro, and the World. Notable responses included Downtown Woodstock, Ponce City Market, Avalon, Barcelona, and Seaside, Florida.

Table 1 | Funding Priority Exercise Results

Category	Votes
Arts & Culture	73
Bike & Pedestrian Trails	72
Vehicular Transportation	65
Economic Development	49
Parks	41
Community Aesthetics	35
Events	30
Youth Services	30
Housing Assistance	30
Senior Services	29
Community Development	25
Public Safety	21
Code Enforcement	14

Figure 15 | Results of Change and Preserve Exercise at Community Meeting



Planning Steering Committee - Thursday, March 16th 2018

In this final meeting, the steering committee was presented with the results of the Change and Preserve activity and the Urban Scale activity, and the group discussed what changes should be made to the city’s Future Development Map to better reflect the community’s desires. Suggested changes included the creation of the Employment Center character area, replacement of the Transit Oriented Development character area with an expansion of the Regional Activity Center character area, and shifting the Urban Core area from Main Street north of downtown to Towne Lake Parkway west of downtown. The Transit Oriented Development character area was built around the idea of an end-of-line commuter rail station would be built in that area providing rail access to Atlanta and locations between and beyond. As this line is not likely within the next twenty years, this area was removed and replaced with Regional Activity Center which contains a

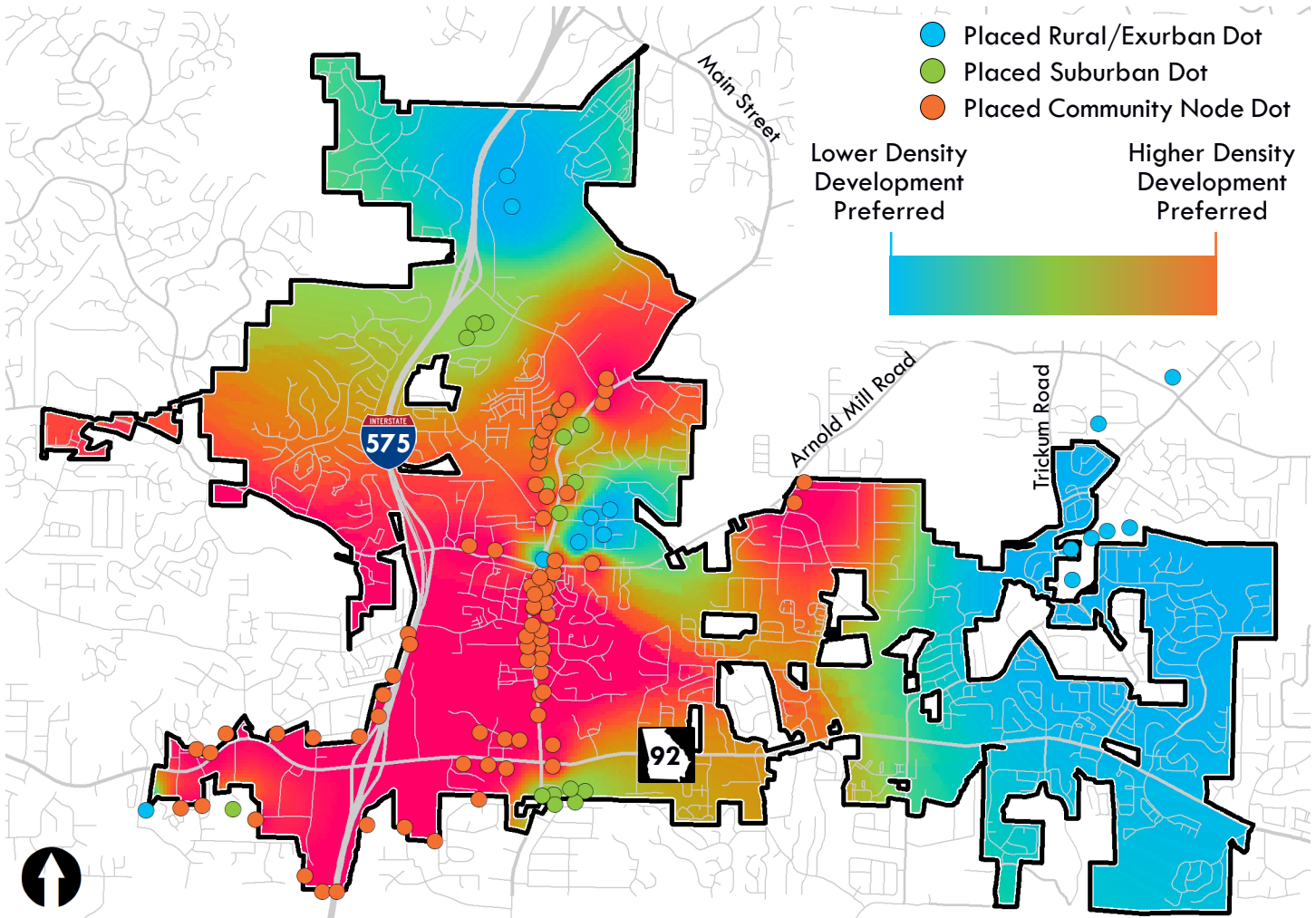
similar level of development and is compatible with the existing express bus services that exist along I-575, the primary form of regional transit in the area.

The committee was also shown the list of Needs and Opportunities and asked to make comments to further revise the language used. The results of their comments can be seen the Needs and Opportunities presented in this plan.

Community Meeting - Tuesday, April 24th 2018

In this last meeting, plan recommendations were available for the public to view and review. Materials presented included the Future Development Map, Short-Term Work Program, Core Issues and Guiding Policies, and Needs & Opportunities. Participants had the opportunity to discuss, ask questions, and provide comments on all materials presented.

Figure 16 | Results of Change and Preserve Exercise at Community Meeting



Public Hearings

As required, two public hearings were held during the planning process and are described below:

Monday, August 28th 2017

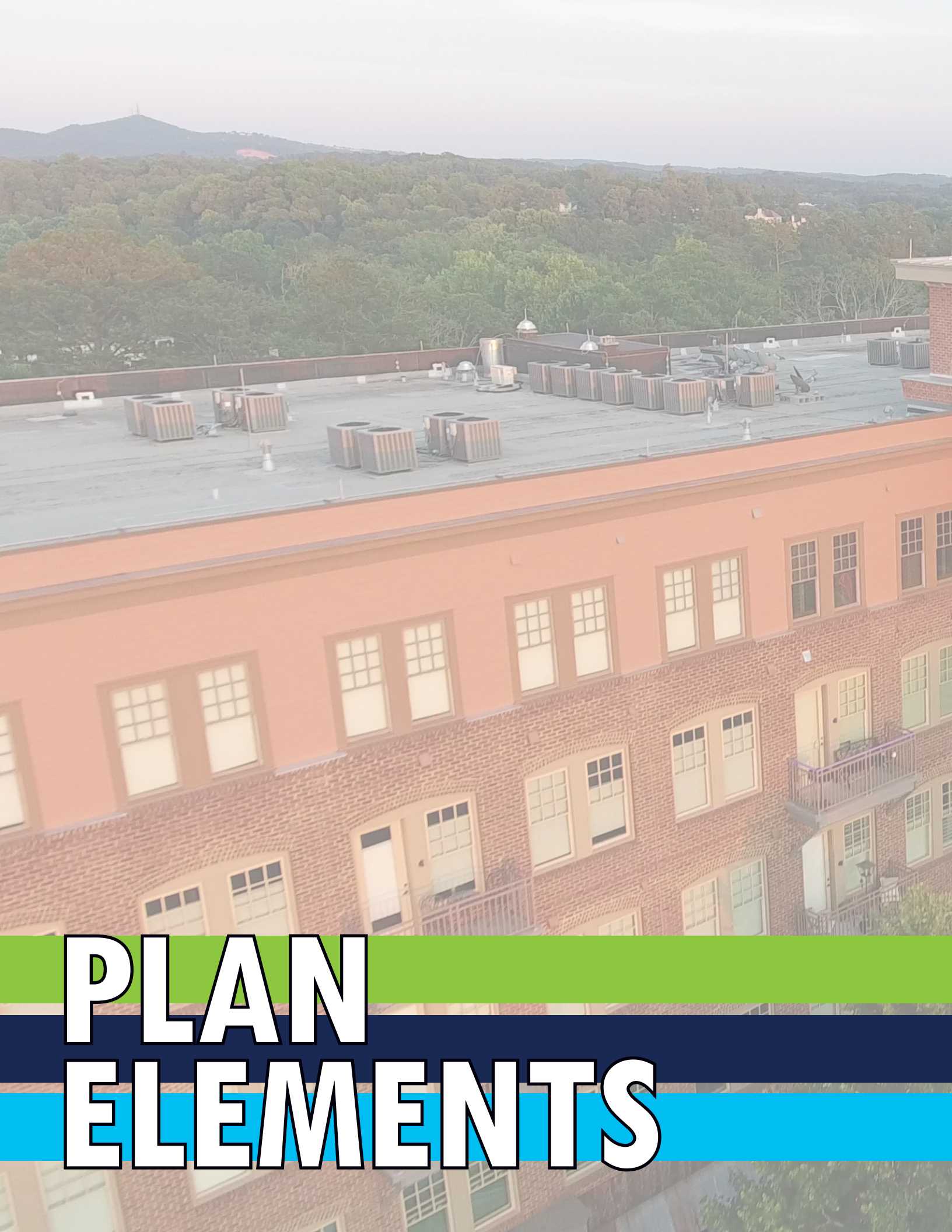
This public hearing served as the official kick-off to the comprehensive plan update process. The hearing included a presentation outlining the planning process and project timeline. Attendees were allowed to ask questions and provide comments.

Monday, June 18th, 2018 (Public Hearing #2)

This public hearing served as an official “wrap-up” to the comprehensive plan update process. In the hearing, planning staff presented the a draft of the updated plan to the City Council.

Arts Community Interviews

As stated in the Needs, Opportunities, and Policies, the arts community is an important part of Woodstock’s community and an important asset for the City’s continued growth and quality of life. In order to incorporate the needs and desires of this community, informal stakeholder interviews were conducted with employees and members of the Board of Directors of the Elm Street Cultural Arts Village, an arts organization located in Woodstock, along with local working artists. The purpose of the stakeholder interviews was to understand the current state of the arts community in Woodstock, and how the comprehensive plan can help further its development.



PLAN ELEMENTS





Economic Development

Workforce - Employment Differences

Woodstock’s workforce (people who live in Woodstock and have jobs) and Woodstock’s employment (jobs physically located in Woodstock) have some notably different characteristics. A community’s workforce is made up of that community’s residents who have jobs - regardless of where those jobs may be. Workforce is essentially a community’s working residents. A community’s employment is composed of everyone who has a job physically located in the community, regardless of where they call home.

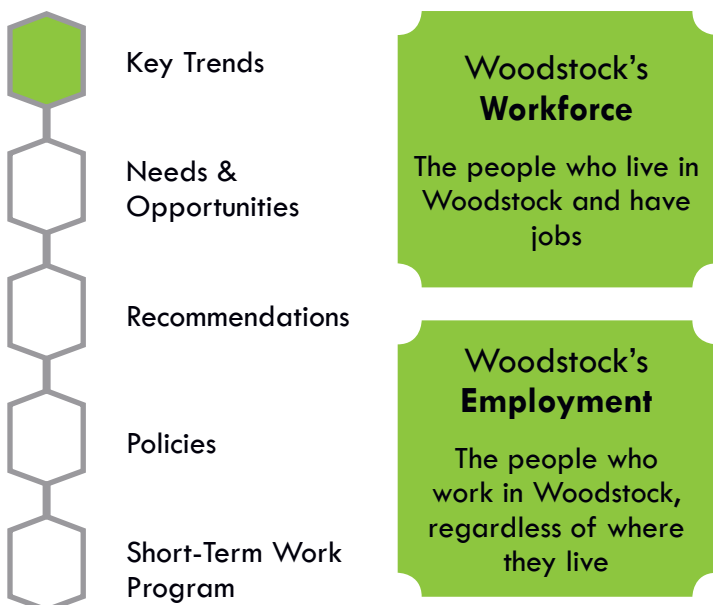
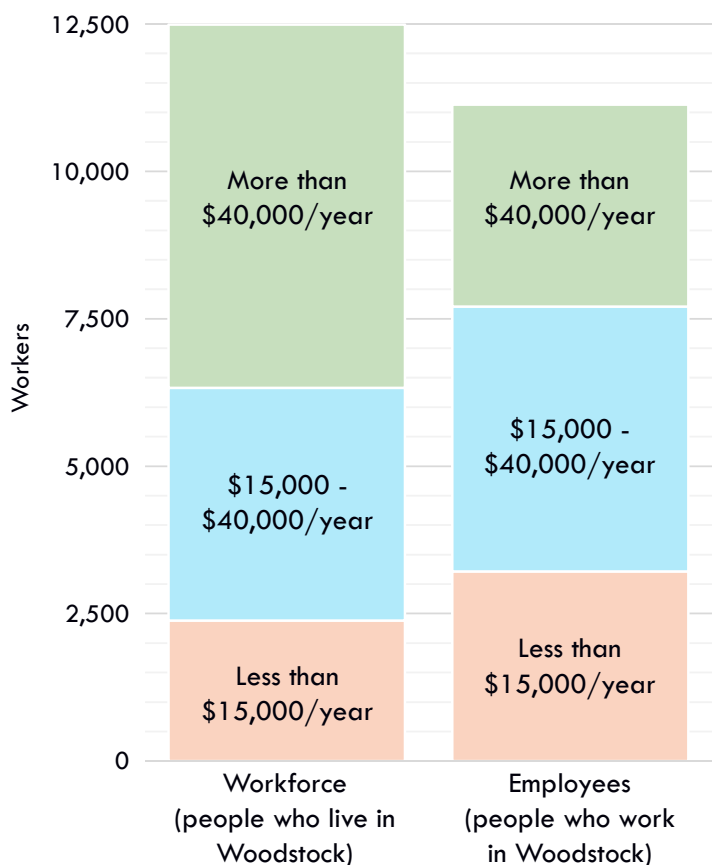
Earnings Discrepancies

Figure 17 shows the number of workers in Woodstock’s workforce and employees by the amount they earn. This graph shows that the city’s workforce is composed of a higher rate of high earners, with more than half earning over \$40,000 per year. Jobs in Woodstock are more likely to pay between \$15,000-\$40,000 per year. Differences in pay scales are likely related to differences in the sectors/industries that compose the workforce and employment.

Largest Sectors/Industries

Woodstock residents do not necessarily work in the types of jobs that are available within Woodstock. 30% of working Woodstock residents work in education, healthcare, or in a professional, scientific, management, administrative or technical service (generally office workers). In contrast, almost 40% of jobs in Woodstock are either in retail or hospitality. These differences in industries help to explain the differences in earnings and the large amount of commuting into and out of the city.

Figure 17 | Earnings of Woodstock’s Workforce and Employees (2015)



Top Workforce Sectors in Woodstock

- Educational Services, Healthcare & Social Assistance (18%)
- Retail (14%)
- Manufacturing and Wholesale (13%)
- Professional, Scientific, Management, Administrative & Technical Services (12%)

Top Employment Sectors in Woodstock

- Retail (25%)
- Accommodation and Food Services (14%)
- Administration and Support, Waste Management and Remediation (10%)
- Health Care and Social Assistance (10%)

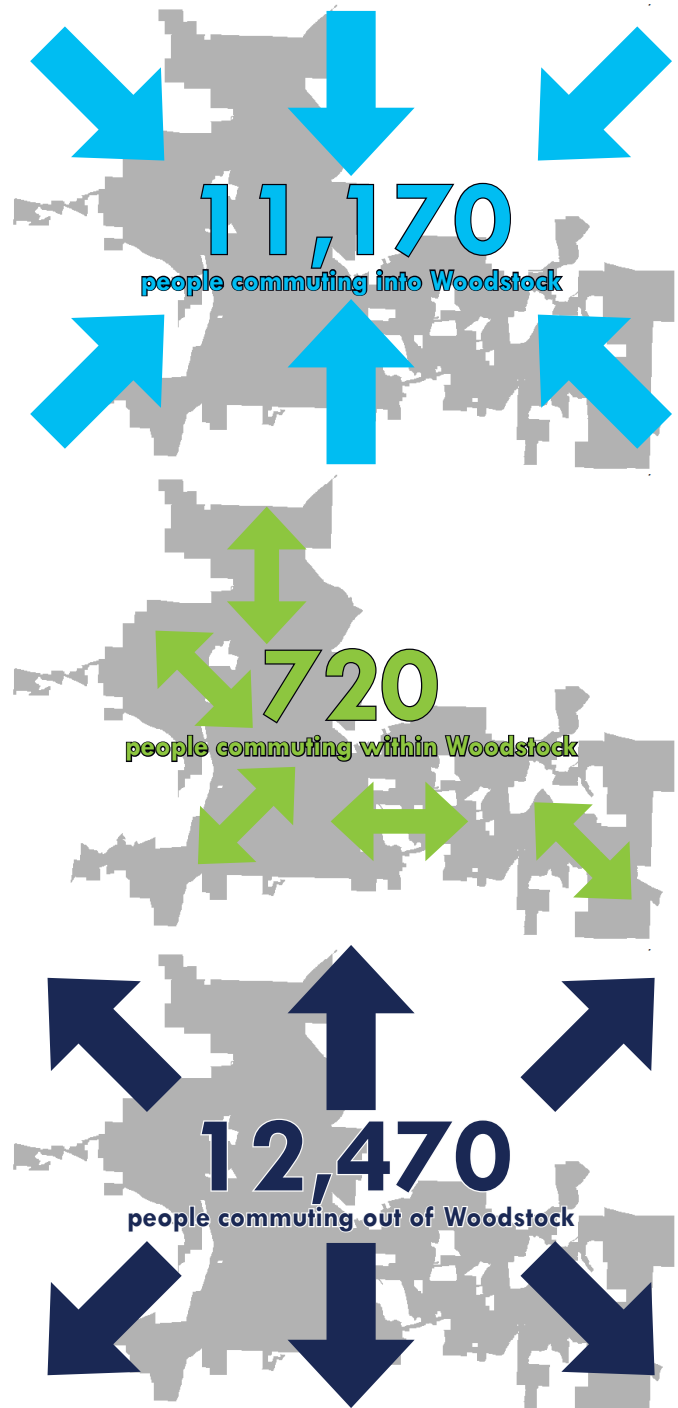
Uneven Commuting Patterns

Compared to other peer cities across the Atlanta metro, Woodstock lacks a significant population of workers who both live and work within city limits. As of 2015, only 720 people identified as those who commute for work within Woodstock. This is compared to the over 12,000 people that commute out of the city for work, as shown in **Figure 18**.

Strong Job Growth

Woodstock is experiencing a substantial increase in job growth in a variety of sectors – mainly in the following sectors: Educational Services, Healthcare & Social Assistance, Retail, and Manufacturing/Wholesale. Employment in the city is expected to grow by 35% between 2015 and 2040, which is notably slower than anticipated population growth in the same time period (approx. 50%). This discrepancy could present a problem with imbalances in Woodstock's day and night populations. Retail trade is the largest sector of Woodstock's employment, with 25% of jobs within the city falling under this category. This number is higher than most of Woodstock's peer cities, Cherokee County, and the Atlanta metro overall.

Figure 18 | Commute Patterns (2015)



Source: U.S. Census Bureau 2015



PLAN ELEMENTS ECONOMIC DEVELOPMENT

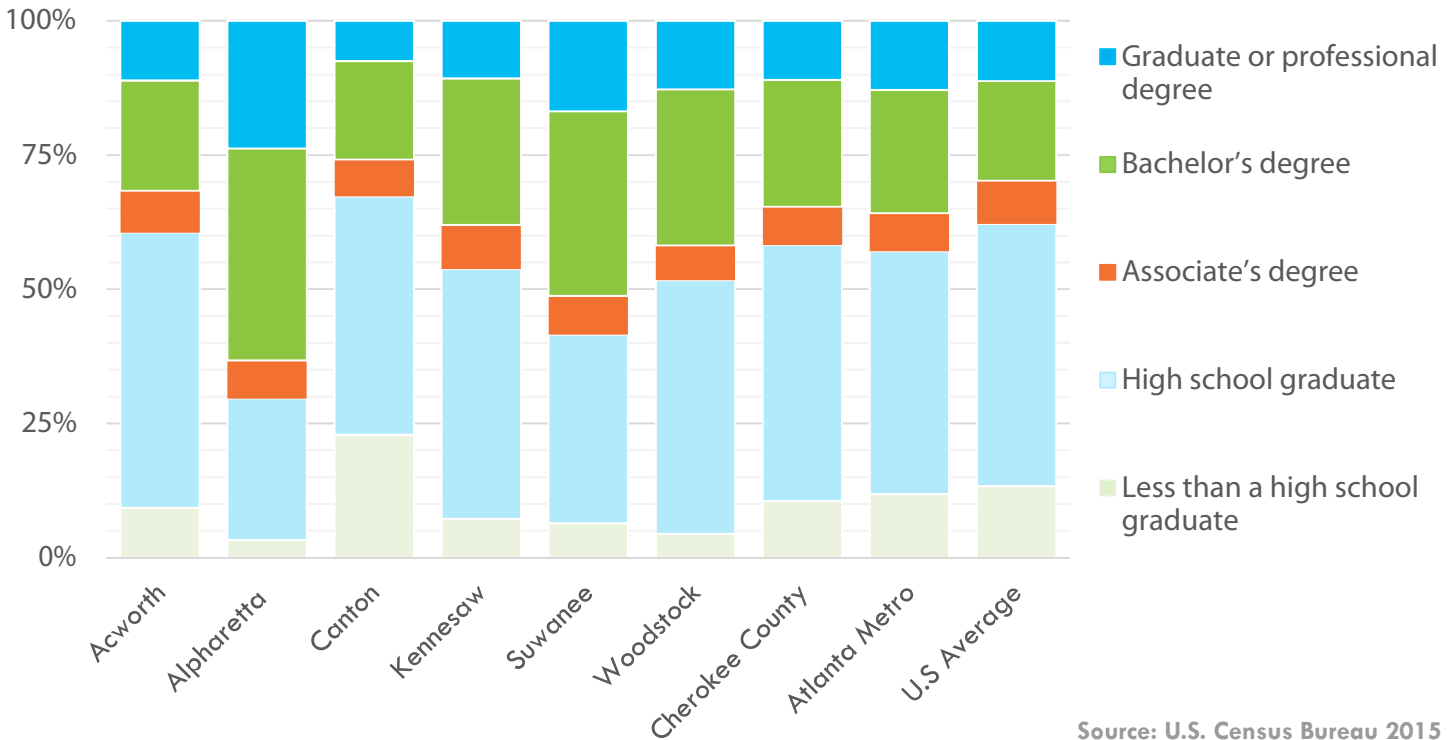
Average Educational Attainment

Residents of the city of Woodstock are more likely to have a college degree than residents of Cherokee County as a whole, or the whole of the metro Atlanta region. Slightly under half (48%) of all Woodstock residents over 25 years old have a college degree. As shown in **Figure 19**, Woodstock has a higher rate of college education than most of its peer communities, except for Alpharetta and Suwanee.

Unemployment Rate

Woodstock's unemployment rate, shown in **Figure 20**, is lower than in the Atlanta Metro region, and while comparable, is generally lower than most peer communities for which data is available.

Figure 19 | Educational Attainment of Residents 25 Years and Older (2015)



Source: U.S. Census Bureau 2015

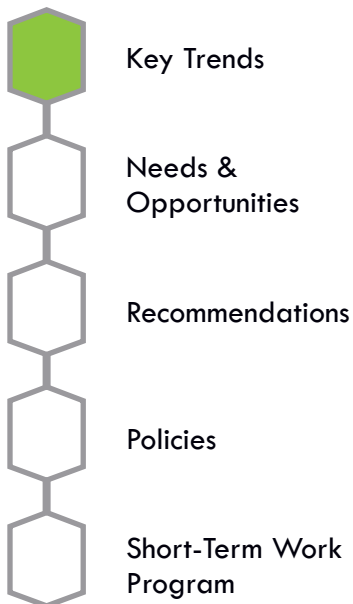
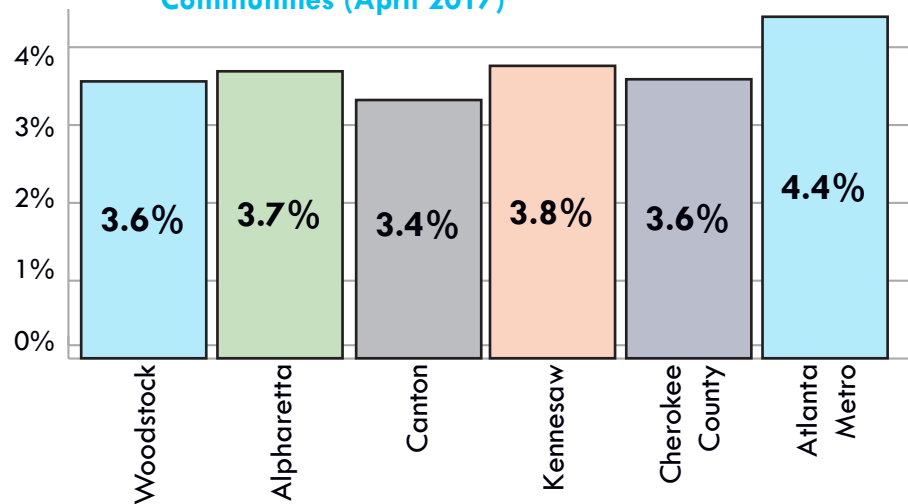


Figure 20 | Unemployment Rate in Woodstock and Peer Communities (April 2017)



Source: Georgia Department of Labor, May 2017

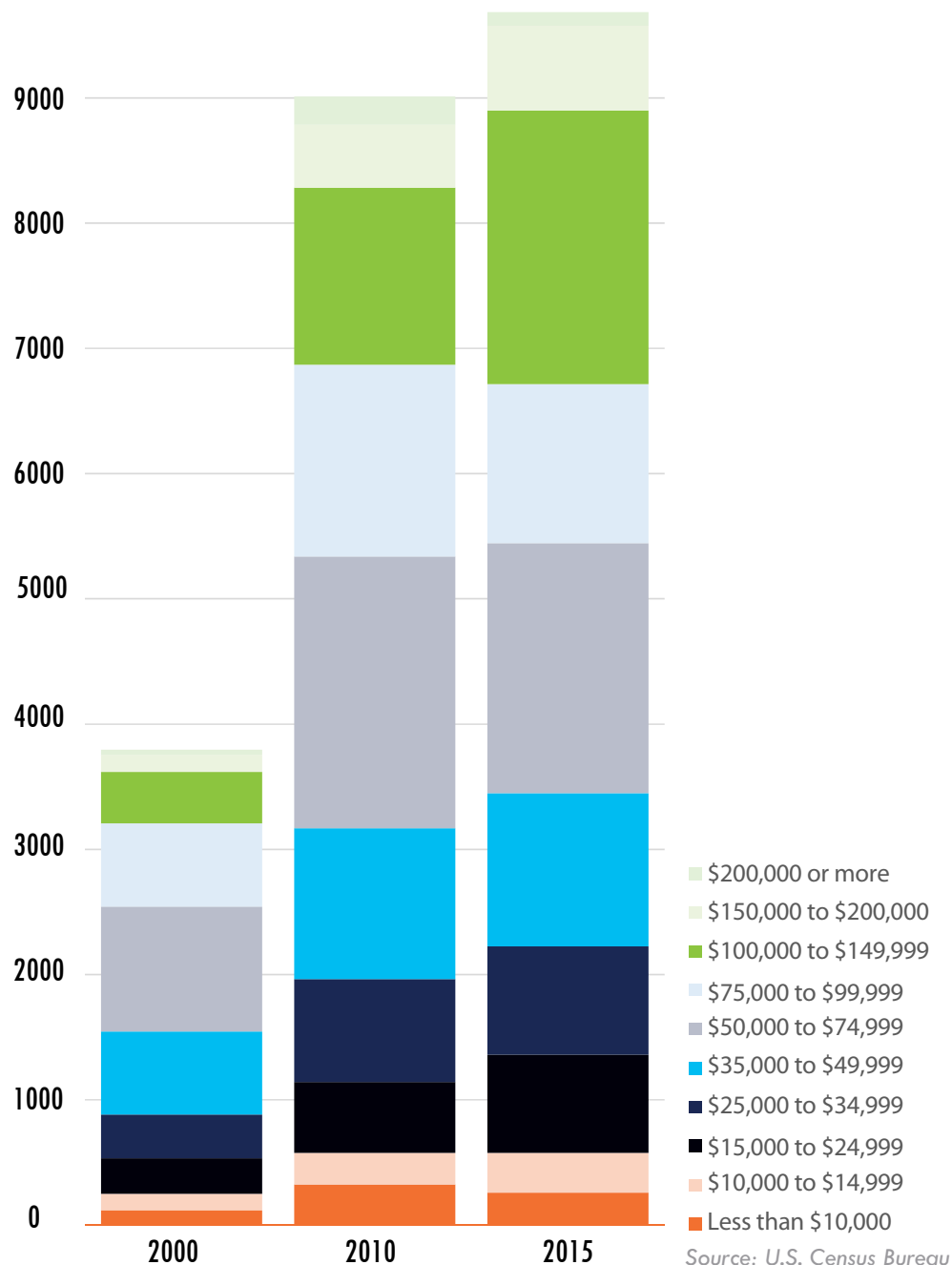
Growth of High-Income Households

Along with the steady growth in Woodstock’s population, the city has also seen a significant increase in the number of high-earning households. **Figure 21** shows median household income in Woodstock for the years 2000, 2010, and 2015. Between 2000 and 2015, households earning between \$100,000 and \$149,999 were the fastest growing in the city, reflecting a substantial growth in middle and upper-class residents.

Economic Development Plan

The City of Woodstock completed “Woodstock Now! An Economic Development Strategic Program of Work” in March 2018. This document includes an analysis of the city’s economic position and makes specific recommendations for the City to continue Woodstock’s recent growth. These recommendations focus on three areas: arts and culture; business attraction and retention; and livability. The full text of this document is included in **Appendix D**.

Figure 21 | Households in Woodstock by Annual Household Income



Source: U.S. Census Bureau



PLAN ELEMENTS ECONOMIC DEVELOPMENT

Needs & Opportunities

Needs

- Increase proportion of commercial-to-residential land in City to make more robust, reliable tax revenue
- Create opportunities for office in the city to diversify commercial offerings and provide employment opportunities
- Attract larger-scale employers that provide higher paying salaries
- Encourage neighborhood commercial developments that provide daily necessities for residents

Opportunities

- Utilize access to existing regional transportation corridors to attract business and residents
- Utilize existing rental housing to attract major employers
- Increase time economic development staff spends actively building prospective relationships

Recommendations

- Make Woodstock synonymous with the arts
- Capitalize on the growing culinary environment
- Partner with the Cherokee County Office of Economic Development (COED) in targeted business attraction and retention efforts
- Partner with the COED to address product development
- Enhance marketing/communication efforts
- Continue to pursue desirable amenities
- Develop “economic gardening” programs that invest resources to encourage entrepreneurship and grow creative- and knowledge-based businesses



- Assemble and market opportunities for redevelopment along the SR 92 corridor
- Follow the Woodstock Now Economic Development Strategic Program of Work

Policies

Continue to Create and Sustain a Unique Community Identity and Structure

- Encourage the continued redevelopment of the urban core as the symbolic heart of the city.
- Expand and strengthen the downtown by building on its current successes and small town atmosphere.
- Increase the viability of live, work and entertainment choices within the downtown area.
- Attract a mix of businesses that will continue to make downtown a destination.
- Ensure that retail and commercial development will support tax base.
- Encourage rooftop gardens and restaurants, entertainment venues, education center, and mixed use development.

Provide Increased Mobility

- Transportation facilities should be designed to be context sensitive, specifically through developing cross sections that are appropriate with both the character area and land uses they serve .
- Establish a transportation network that will enable the safest and most efficient movement of people and goods.

Promote a Spirit of Inclusiveness, Opportunity, and Choice

- Integrate housing into mixed-use and traditional development as appropriate through the Future Development Map.
- As employment opportunities diversify in and around Woodstock, ensure adequate amounts, types and densities of housing needed to support desired commercial and industrial growth.
- Promote unique aspects of Woodstock in order to promote inclusivity.

Land Use Patterns that Promote Connectivity

- Improve traffic flow in and around the downtown area and overall citywide connectivity.
- Encourage mixed use and traditional development so that they reflect the character areas in the Future Development Map.
- Encourage mixed-use and a balance of residential and nonresidential uses to promote internal connectivity.

Developments Should Promote the City's Vision

- Community aesthetics, site and building design all add to the quality of life in Woodstock.
- Focus development within the urban core and surrounding Urban Living Character Areas.
- Promote the unique aspects of Woodstock in order to overcome past negative perceptions, or a feeling that Woodstock is just another suburb.
- Promote a balance of residential and nonresidential development in village settings and mixed-use communities.
- Ensure that new development proposals complement Woodstock's existing architectural style and scale of development.
- Encourage growth in areas where it will be the most beneficial to the city, and discourage growth where the overall impact on the public will be negative.



PLAN ELEMENTS

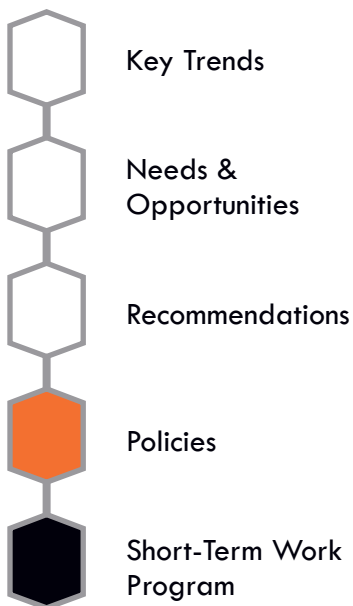
ECONOMIC DEVELOPMENT

Accommodate growth while creating a sustainable community and implementing the vision

- Expand and diversify the city’s economic base to provide employment opportunities for the residents and enhance the city’s tax base.
- Encourage neighborhoods serving retail and services in communities identified as appropriate through the Future Development Map.
- Encourage new non-residential, mixed-use development in areas where designated appropriate through the Future Development Map.
- Encourage office, commercial and light industrial employment opportunities in appropriate locations.
- Encourage and promote clean, high tech industrial development that strengthens the economic base of the community and minimizes air and water pollution.
- Coordinate with State and County agencies and organizations to attract major economic development opportunities.
- Accommodate and promote the development of quality and appropriate housing to develop a strong workforce to help support and attract economic development opportunities.

There needs to be a balance between the built and natural environment

- Look at new development proposals comprehensively: Benefit to the City overall, the character area; the neighborhood in which it will be located; existing and proposed adjacent land uses; the availability of infrastructure; and funding to provide services and a high quality of life.
- All new development and redevelopment should address the City’s Vision.
- Achieve efficiency in maximizing beneficial growth while minimizing the burden on existing residents.
- Encourage growth in areas where it will be the most beneficial to the city, and discourage growth where the overall impact on the public will be negative.



Short Term Work Program

Project Description	2018	2019	2020	2021	2022	Estimated Total Cost	Funding Source	Project Lead	Partners/ Support
Continue to fund and implement LCI/Streetscape projects	x	x	x	x	x	\$2,000,000	City/GDOT	City	ARC
Develop incentives and project attributes to assist development of new commercial space	x	x	x	x	x	Staff Time	City	City/DDA	
Continued implementation of wayfinding signage package	x	x	x	x	x	\$500,000	DDA/City/ Woodstock/ CVB	City	

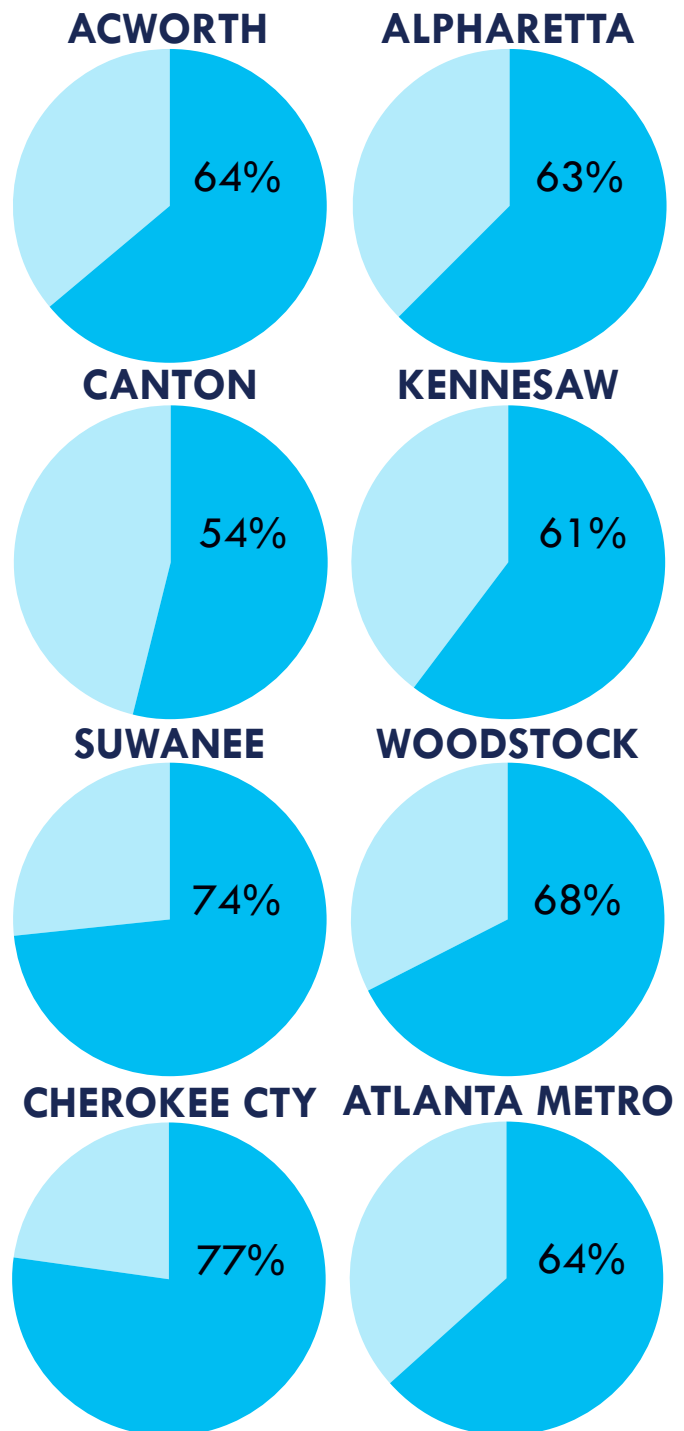


Housing

One of the most critical defining features of a community is the variety of its housing, in terms of aesthetic appearance, functional form, and affordability. As shown in **Figure 22**, Woodstock has a higher rate of homeownership than many of its peer communities in the northwestern Atlanta region. Woodstock has seen a tremendous amount of residential growth, enabled by an ongoing substantial amount of new residential development. **Figure 23** shows the composition of housing stock in the city of Woodstock. The vast majority of housing units in Woodstock are single-family or condominiums, making up over 70% of units. Data from the U.S. Census Bureau shows that 68% of all housing units in Woodstock are owner-occupied as of 2015. These two data points suggest that the overwhelming majority of single-family homes and condominiums are owner occupied.

Figure 24 shows median home values in Woodstock and many peer communities. Woodstock is still a relatively affordable place to own a home in the metropolitan Atlanta region, but has higher home values that neighboring Kennesaw and Canton.

Figure 22 | Home Ownership Rates (2015)




-  Key Trends
-  Needs & Opportunities
-  Recommendations
-  Policies
-  Short-Term Work Program

Figure 23 | Housing Stock in Woodstock by Type (May 2018)

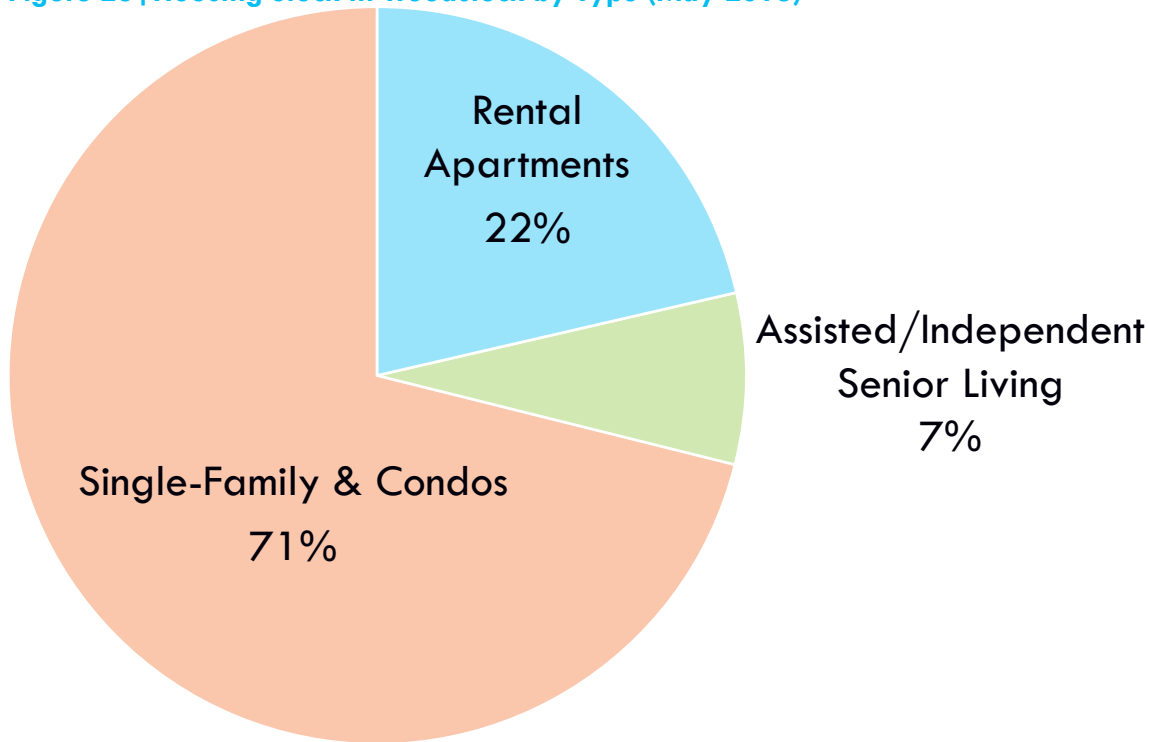
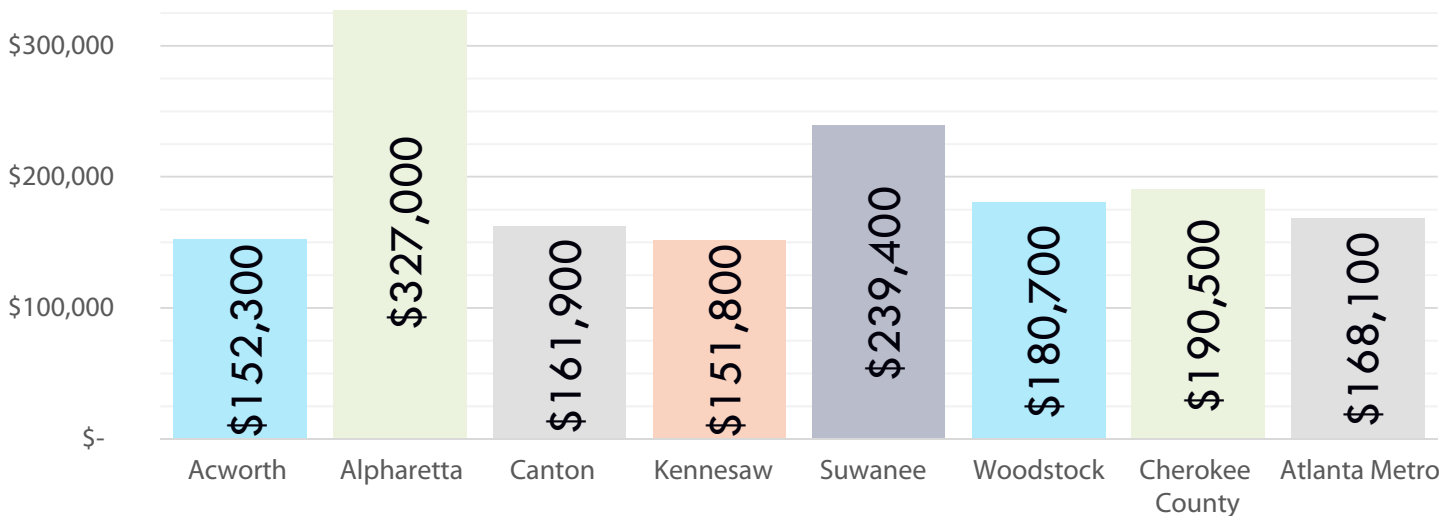


Figure 24 | Median Home Value in Woodstock and Peer Communities



Affordability of Housing

Over the course of the last ten years, as Woodstock has grown and become a preferred place, land and thus housing throughout the city has become more and more expensive, and has become unattainable for a small but steadily growing portion of the community. Woodstock has recognized this change and has expressed a desire to maintain itself as a community inclusive of different incomes. In order to maintain that condition, ensuring provisions for affordable housing has become increasingly important to the city.



PLAN ELEMENTS HOUSING

Needs & Opportunities

Needs

- Increase variation in housing stock, including new residential options in the greater downtown area
- Incentivize the creation of affordable housing in the city
- Discourage the placement of high density residential development adjacent to areas of single-family detached housing
- A diversity of housing types, neighborhood types, densities, and price ranges

Opportunities

- Incentivize accessory buildings/accessory dwelling units to incentivize density to existing neighborhoods without changing character
- Strong housing market will allow creation of additional residences with high-quality neighborhood design
- High home values relative to some nearby peer cities, indicating strong desirability and market
- Access to a mix of existing housing types and a strong residential development market provide opportunities to find and create affordable housing options throughout the city

Recommendations

- Update development codes and city programs to encourage new developments to provide a diversity of price ranges, including lower prices, through varied size and building type.
- Review development ordinances to identify constraints and barriers to providing affordable housing. Development regulations may prevent flexibility in construction, unit size, site design, or other elements that affect affordability.
- Conduct a citywide housing study to do the following:
 - Identify what kinds of residential developments or services are needed but missing or insufficient in the city (e.g. housing at certain price points, housing accessible for the elderly or disabled, housing that serves the arts community, rental housing, etc.) and provide direction on how to rectify those shortcomings;
 - Create a standard for what is considered “affordable” in Woodstock, and recommend a required amount of new development be affordable and set a target for affordability across the city; and
 - Define how affordable housing should be designed, as individual units and how they integrate into a broader development and the overall community.
- Partner with community groups and other stakeholders, as well as local, state, and federal partners to identify and pursue affordable housing opportunities.



Policies

Continue to Create and Sustain a Unique Community Identity and Structure

- All new development should contribute to an overall sense of community.
- Encourage the continued redevelopment of the urban core as the symbolic heart of the city.
- Expand and strengthen the downtown by building on its current successes and small town atmosphere.
- Increase the viability of live, work and entertainment choices within the downtown area.
- Encourage rooftop gardens and restaurants, entertainment venues, education center, and mixed use development

Promote a Spirit of Inclusiveness, Opportunity, and Choice

- Encourage a range of housing opportunities and choices.
- Integrate housing into mixed-use and traditional development as appropriate through the Future Development Map
- As employment opportunities diversify in and around Woodstock, ensure adequate amounts, types and densities of housing needed to support desired commercial and industrial growth.

Land Use Patterns that Promote Connectivity

- Encourage mixed use and traditional development so that they reflect the character areas in the Future Development Map
- Encourage mixed-use and a balance of residential and nonresidential uses to promote internal connectivity.

Developments Should Promote the City's Vision

- Focus development within the urban core and surrounding Urban Living Character Areas.
- Promote the unique aspects of Woodstock in order to overcome past negative perceptions, or a feeling that Woodstock is just another suburb.
- Promote a balance of residential and nonresidential development in village settings and mixed-use communities.
- Ensure that new development proposals complement Woodstock's existing architectural style and scale of development.

Accommodate growth while creating a sustainable community and implementing the vision

- Accommodate and promote the development of quality and appropriate housing to develop a strong workforce to help support and attract economic development opportunities

There needs to be a balance between the built and natural environment

- Look at new development proposals comprehensively: Benefit to the City overall, the character area; the neighborhood in which it will be located; existing and proposed adjacent land uses; the availability of infrastructure; and funding to provide services and a high quality of life.
- All new development and redevelopment should address the City's Vision.
- Achieve efficiency in maximizing beneficial growth while minimizing the burden on existing residents
- Encourage growth in areas where it will be the most beneficial to the city, and discourage growth where the overall impact on the public will be negative.



PLAN ELEMENTS HOUSING

Short-Term Work Program

Project Description	2018	2019	2020	2021	2022	Estimated Total Cost	Funding Source	Project Lead	Partners/ Support
Encourage the use of federal tax credits for development of moderate income housing	x	x	x	x	x	Staff Time	City	City	
Housing Study				x	x	Unknown	City	Planning	DDA



Key Trends



Needs & Opportunities



Recommendations



Policies



Short-Term Work Program

**WOODSTOCK
COMPREHENSIVE
PLAN**

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Land Use

Woodstock has completed a number of previous planning efforts which are actively shaping the way the city develops.



Comprehensive Plan (2008)

The city's previous Comprehensive Plan was adopted in 2008. A joint effort with Cherokee County, the plan included earlier iterations of the content included in this plan, including the policies and future development map that were used as a starting place to craft the policies and map included in this plan.

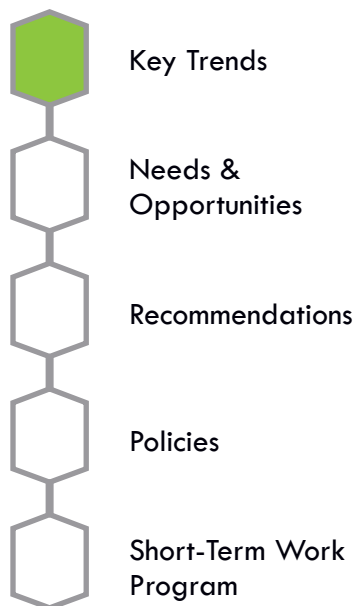
Town Center Livable Centers Initiative (LCI) (2013)

The Town Center LCI provides a more specific vision of land use and infrastructure investment in the Downtown Woodstock area and the areas immediately around it. The original LCI was completed in 2002, well before the major growth of Woodstock. Early recommendations included keeping stores open after 6pm in order to expand business downtown. Land use recommendations from the 2013 update to the LCI plan are shown in **Figure 25**.



Woodstock Highway 92 Corridor LCI Plan (2015)

Another key area considered for future growth is the Highway 92 corridor, which runs along the southern part of Woodstock. As a state route, the roadway is currently dominated by auto-centric uses and design. The Woodstock Highway 92 Corridor LCI investigated ways to make Highway 92 a more livable, walkable space with increased trails and parkspace, buffers between residential areas and areas of increased development density, and economic development tools. An overview of the study area is included in **Figure 26**.



WOODSTOCK COMPREHENSIVE PLAN

Figure 25 | 2013 Town Center LCI Recommendations

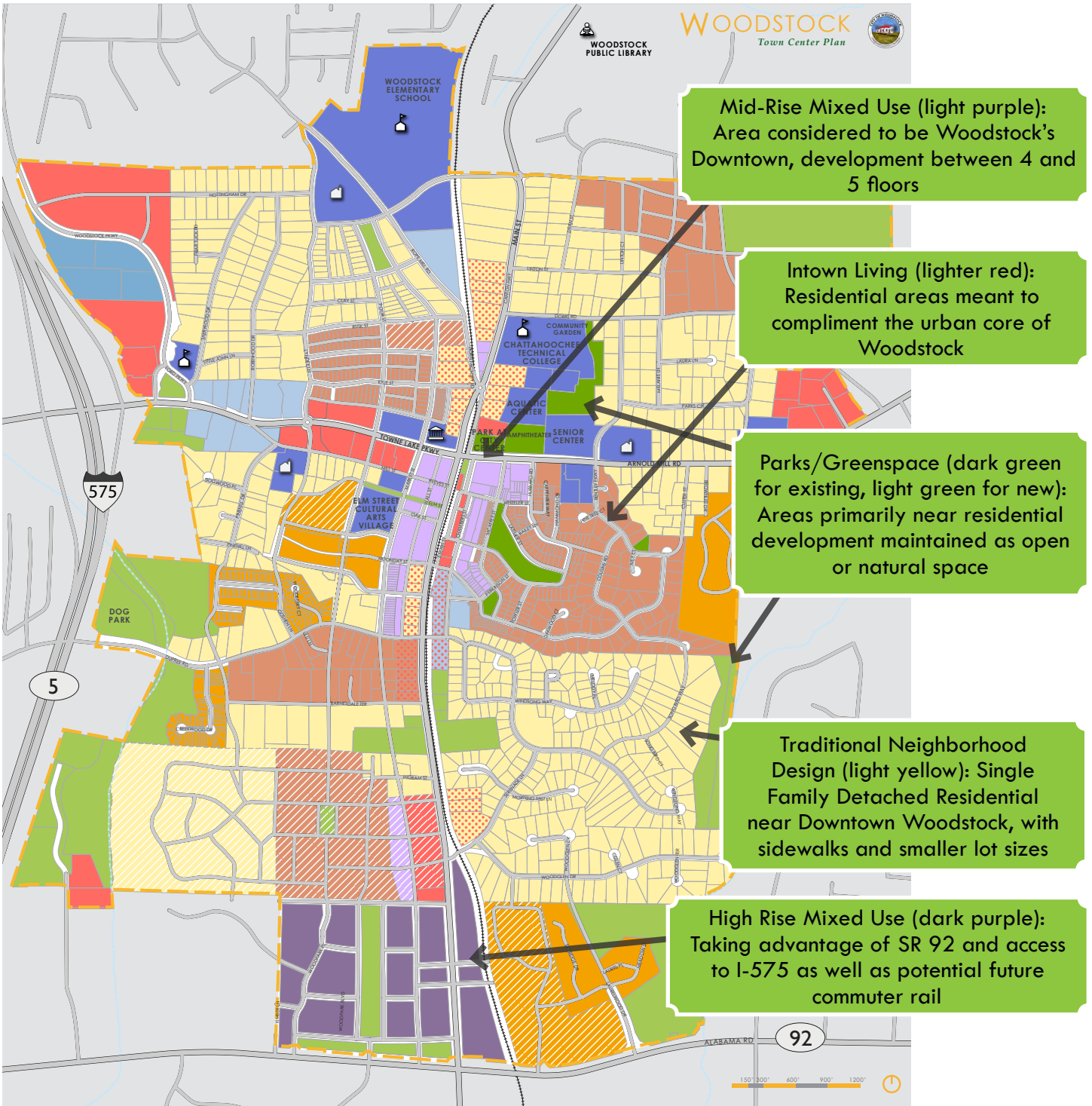
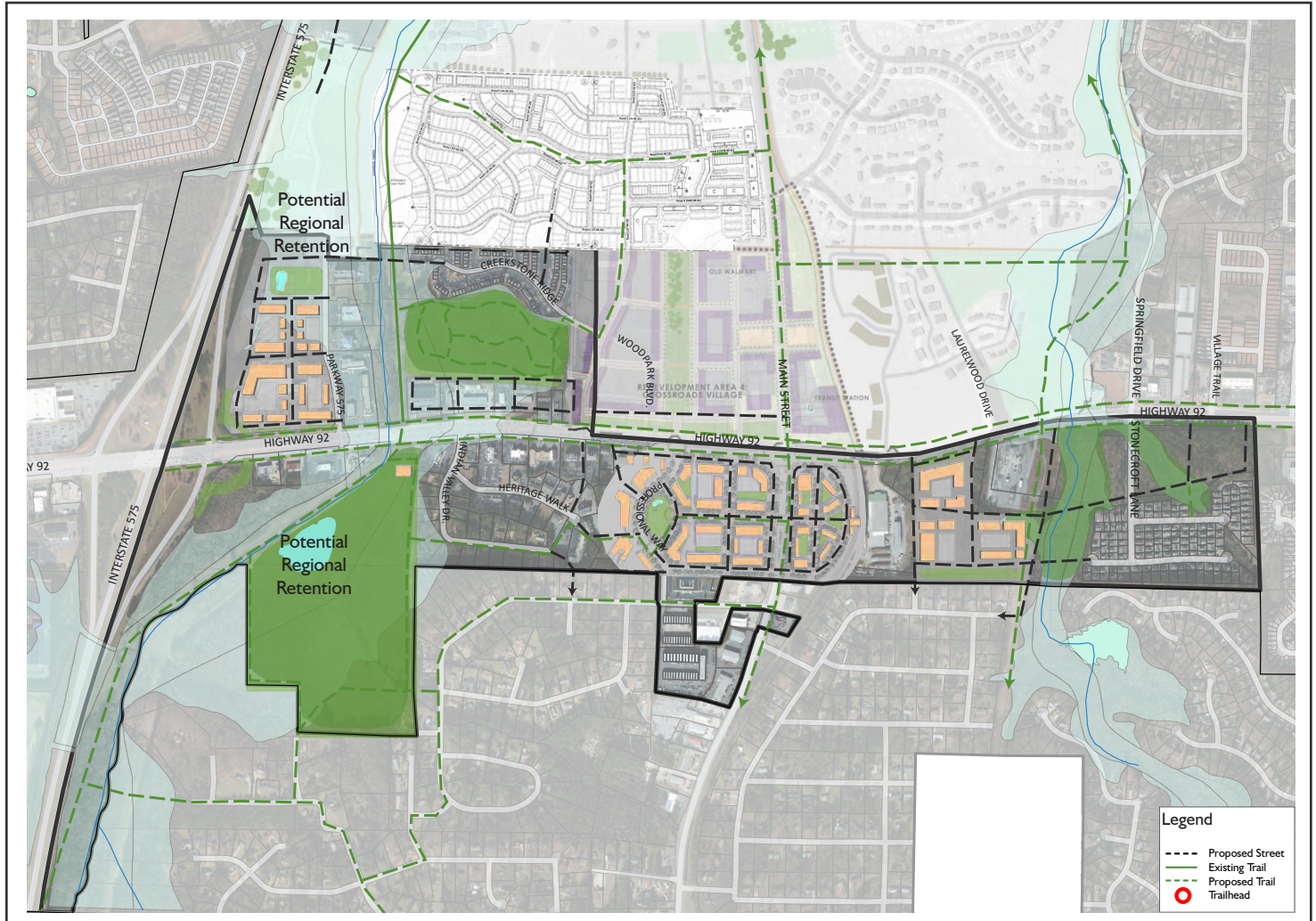






Figure 26 | 2015 Woodstock Highway 92 Corridor LCI Plan Study Area



-  Key Trends
-  Needs & Opportunities
-  Recommendations
-  Policies
-  Short-Term Work Program

Woodstock Highway 92 Corridor LCI Recommended Projects:

- Highway 92 Corridor Overlay District - Higher density along 92, multi-use trail development, residential transition buffers, complete streets guidelines
- Greenspace and Trails - Noonday Creek Trail improvements; Rubes Creek Trail improvements
- Main Street + Highway 92 Development Concept - Incremental higher-density development from 92/Main Street intersection along railway.
- Economic Development Strategies - TAD, CID, Business Association, Marketing/ Branding

Needs & Opportunities

Needs

- Create opportunities for Class A office in the city to diversify commercial offerings and provide employment opportunities
- Encourage commercial developments that provide daily necessities for residents
- Create a balance of residential, commercial, industrial, and office land uses
- Increase access to grocers and markets downtown

Opportunities

- Use zoning ordinances to ensure that new development complements historic development
- Encourage the preservation of historic structures and sites and structures identified by City Council as significant to the City
- Create more public realm in the downtown area, and enhance existing public space, including family-focused amenities
- Use Downtown Woodstock as a successful precedent/catalyst for far more walkable areas in Woodstock

Recommendations

- Partner with neighboring communities and seek state and federal funding assistance through ARC to study the interaction of regional travel on Highway 92 with more localized land use needs.
- Following Future Development Map included in next section of this plan, develop community centers at intersections of emerging transportation corridors.
- Study feasibility of focusing downtown expansion along Towne Lake Parkway between I-575 and Downtown to include Class A office opportunities at the interchange.
- Perform market study along SR 92 with a focus on how to encourage redevelopment, and specific types of redevelopment.
- Conduct visioning study along Ridgewalk Parkway to create a plan for vision, character, and use in the area.

Policies

Continue to Create and Sustain a Unique Community Identity and Structure

- All new development should contribute to an overall sense of community.
- Encourage the continued redevelopment of the urban core as the symbolic heart of the city.
- Expand and strengthen the downtown by building on its current successes and small town atmosphere.
- Increase the viability of live, work and entertainment choices within the downtown area.
- Ensure that retail and commercial development will support tax base
- Encourage rooftop gardens and restaurants, entertainment venues, education center, and mixed use development

Provide Increased Mobility

- Transportation facilities should be designed to be context-sensitive, specifically through developing cross sections that are appropriate with both the character area and land uses they serve
- Public facilities and infrastructure should be able to support new development and redevelopment efforts, particularly in the areas of circulation, access and linkages.

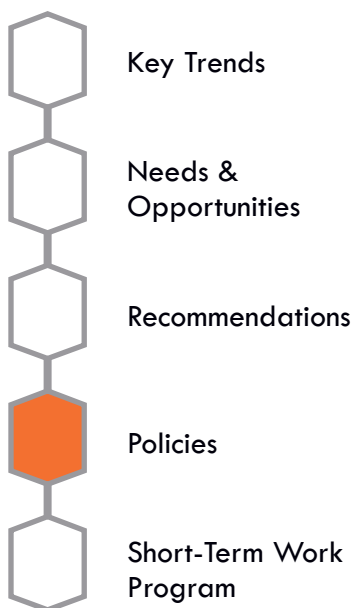


Promote a Spirit of Inclusiveness, Opportunity, and Choice

- Integrate housing into mixed-use and traditional development as appropriate through the Future Development Map
- Ensure that land development is predictable, fair and cost effective.
- As employment opportunities diversify in and around Woodstock, ensure adequate amounts, types and densities of housing needed to support desired commercial and industrial growth.

Land Use Patterns that Promote Connectivity

- Encourage mixed use and traditional development so that they reflect the character areas in the Future Development Map
- Create “walkable neighborhoods.”
- Neighborhoods should be within easy walking distance of such destination points as local-serving stores and offices, schools, parks or other civic uses.
- Promote development that is pedestrian-oriented, community-centered and minimizes vehicular trips.
- All projects should connect to existing and proposed adjacent uses through the use of easements, pedestrian connectivity or roadway connectivity as appropriate.
- Encourage mixed-use and a balance of residential and nonresidential uses to promote internal connectivity.



Developments Should Promote the City's Vision

- Community aesthetics, site and building design all add to the quality of life in Woodstock
- Focus development within the urban core and surrounding Urban Living Character Areas.
- Promote the unique aspects of Woodstock in order to overcome past negative perceptions, or a feeling that Woodstock is just another suburb.
- Promote a balance of residential and nonresidential development in village settings and mixed-use communities.
- The creation of civic buildings or public spaces should be part of each Character Area and incorporated into new development.
- Encourage new development to focus on the pedestrian.
- Ensure that new development proposals complement Woodstock's existing architectural style and scale of development.
- Encourage growth in areas where it will be the most beneficial to the city, and discourage growth where the overall impact on the public will be negative.

There Needs to be a Balance Between the Built and Natural Environment

- Ensure that development proposals are environmentally responsible.
- Implement a land use plan that promotes an urban area in order to conserve sensitive and/or undeveloped land

Accommodate growth while creating a sustainable community and implementing the vision

- Encourage neighborhoods serving retail and services in communities identified as appropriate through the Future Development Map
- Encourage new non-residential, mixed-use development in areas where designated appropriate through the Future Development Map
- Encourage office, commercial and light industrial employment opportunities in appropriate locations.
- Accommodate and promote the development of quality and appropriate housing to develop a strong workforce to help support and attract economic development opportunities

There needs to be a balance between the built and natural environment

- Ensure that future land use and development decisions are consistent with long range planning goals and that such decisions promote the Vision of the community
- Look at new development proposals comprehensively: Benefit to the City overall, the character area; the neighborhood in which it will be located; existing and proposed adjacent land uses; the availability of infrastructure; and funding to provide services and a high quality of life.
- All new development and redevelopment should address the City's Vision.
- Protect the capacity of major thoroughfares through redevelopment and connectivity techniques
- Public facilities and infrastructure should be able to support new development and redevelopment efforts, particularly in the areas of circulation, access, connectivity and linkages.
- Achieve efficiency in maximizing beneficial growth while minimizing the burden on existing residents
- Encourage growth in areas where it will be the most beneficial to the city, and discourage growth where the overall impact on the public will be negative.



PLAN ELEMENTS LAND USE

Short-Term Work Program

Project Description	2018	2019	2020	2021	2022	Estimated Total Cost	Funding Source	Project Lead	Partners/ Support
Review Development Codes to ensure consistency with Comprehensive Plan and Character Area implementation measures	x	x	x	x	x	Staff Time	City	Planning	
Review Plan yearly during the budget/STWP update in terms of actual population, map amendments and actual development	x	x	x	x	x	Staff Time	City	Planning	
Continue to update annually the 5-Year Capital Improvements Plan and STWP	x	x	x	x	x	Staff Time	City	Planning	
Revise State Route 92 Corridor standards and regulations	x	x				Staff Time	City	Planning	
Conduct annual review of FDM, rezoning and capital projects for plan & map adjustments	x	x	x	x	x	Staff Time	City	Planning	
Send a summary of all minor amendments annually to the ARC	x	x	x	x	x	Staff Time	City	Planning	ARC



Key Trends



Needs & Opportunities



Recommendations



Policies



Short-Term Work Program

WOODSTOCK COMPREHENSIVE PLAN

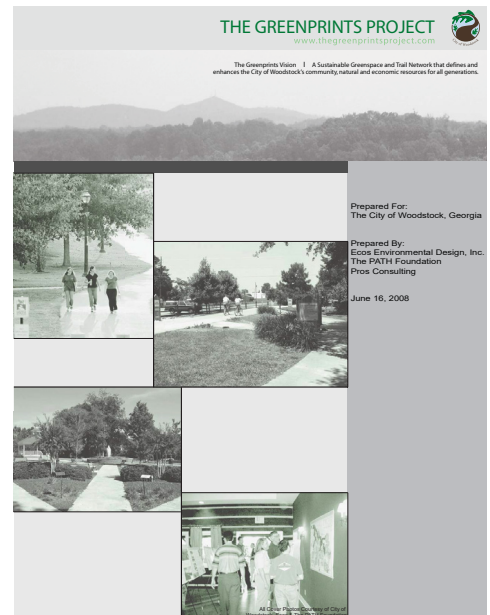
Project Description	2018	2019	2020	2021	2022	Estimated Total Cost	Funding Source	Project Lead	Partners/ Support
Develop and codify citywide Design Guidelines to include, gateway features, streetscapes, street furniture, lighting and other public amenities.	x					Staff Time	City	Planning	Public Works/ Economic Development
Develop a public art program and masterplan			x	x	x	Staff Time	City	Planning	Economic Development
Design and adopt a new utility location cross section for specific areas of the city in coordination with utility providers	x	x	x			Staff Time	City	Planning	Public Works, Utility Providers
Create a Future Development Map update committee (exec. Dir. Of DDA, chair of DDA, Mayor, one Council member (PC liaison), one PC member, planning staff) and update the FDM every two years	X	x				Staff Time	City	Planning	
Create a small area plan for Ridgewalk Parkway, including code rewrite recommendations	x	x				Unknown/ Staff Time	City	Planning	

Parks & Recreation

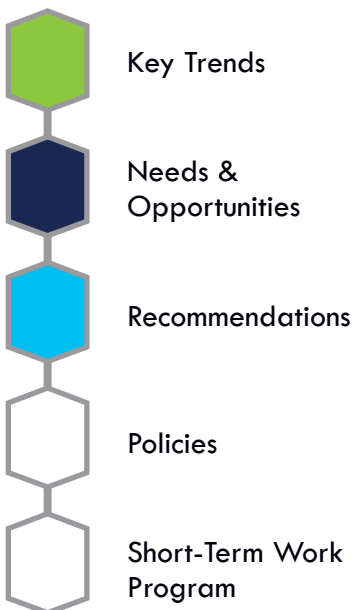
Woodstock currently features over 300 acres of park space including urban parks like The Park at City Center, which features a popular amphitheater and more passive parks like Olde Rope Mill Park, which includes biking trails and canoeing opportunities. A map of existing parks and other public facilities is included in **Figure 27**.

Trail Network and The Greenprints Project

Woodstock already has a collection of multi-use trails that connect the city, within its parks, along roadways, and in dedicated right of ways. The Noonday Creek Trail connects Downtown Woodstock with the adjacent residential areas, greenspace, and the Woodstock Dog Park to the east, continuing south to SR 92. Multi-use trails within Olde Rope Mill Park provide opportunities for mountain biking and other recreational activities. In 2008, the City of Woodstock created a vision for the Greenprints Project, a sustainable greenspace and trail network to connect and enhance the various resources present in the city. This plan included a “Connectivity Priority Map,” identifying top priority trails. Most of the trails that exist in the city today were built as recommended by this plan.



Needs & Opportunities



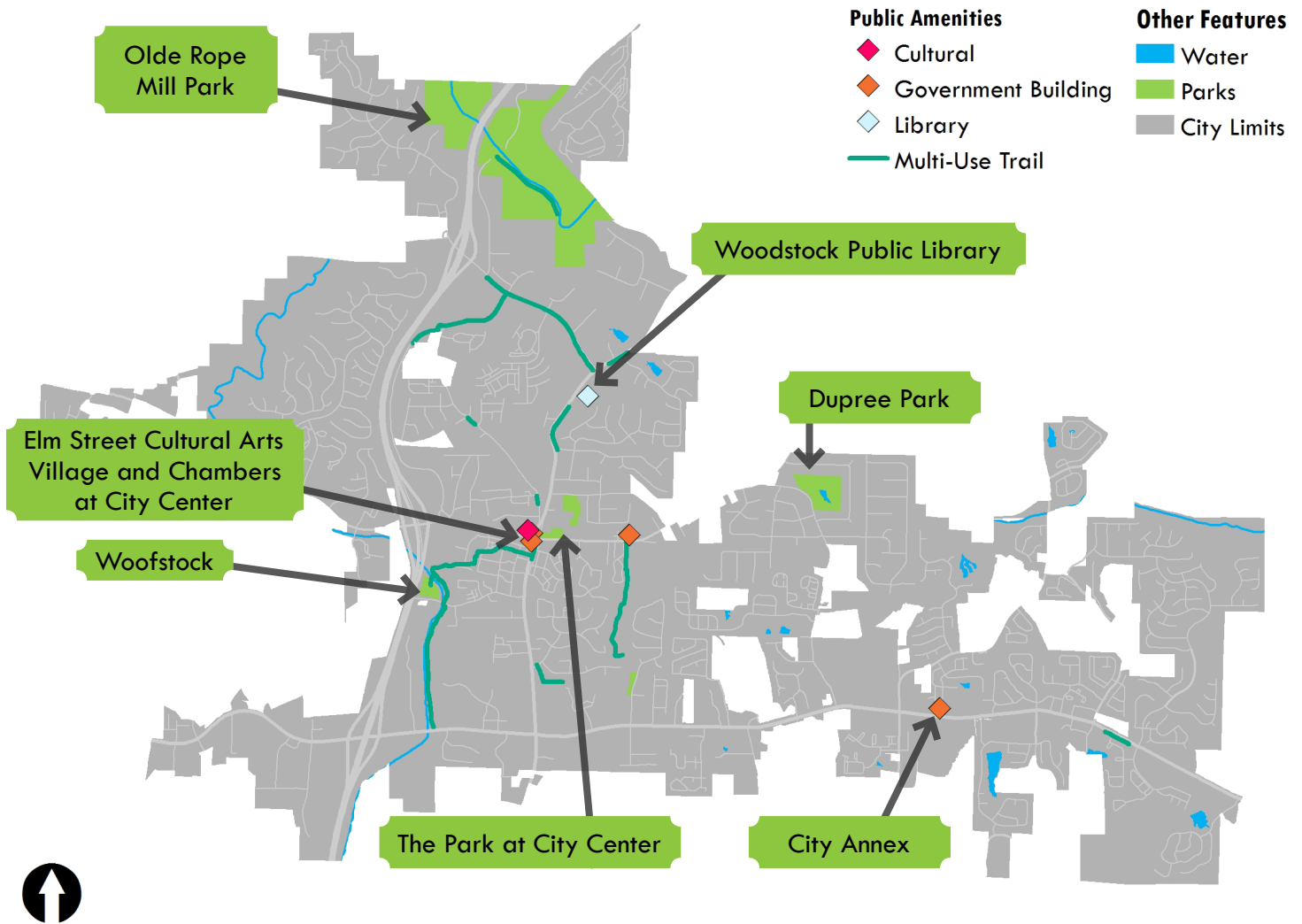
Needs

- Increase access to outdoor recreation as natural spaces become developed
- Add family-centered recreation opportunities downtown
- Expand trail system
- Improve existing park spaces to increase value

Opportunities

- Enhance and preserve existing tree canopy
- Engage arts community and help establish arts communities throughout the city
- Establish arts council

Figure 27 | Existing Parks and Other Public Facilities in Woodstock



Recommendations

- Explore options to fund and build Greenprints Trail System.
- Within higher density character areas, develop an appropriate ratio of building density to greenspace and promote the use of pocket parks and public spaces in these communities based on these ratios.
- Work with Cherokee County and Army Corps of Engineers to better understand potential of greenspace along Allatoona and Little Rivers to citizens through integrated trail and parks plan on the east side of Lake Allatoona.
- Partner with DDA to identify locations and potential partners, and fund construction for downtown playground and public restrooms.
- Construct additional community gardens



PLAN ELEMENTS PARKS & RECREATION

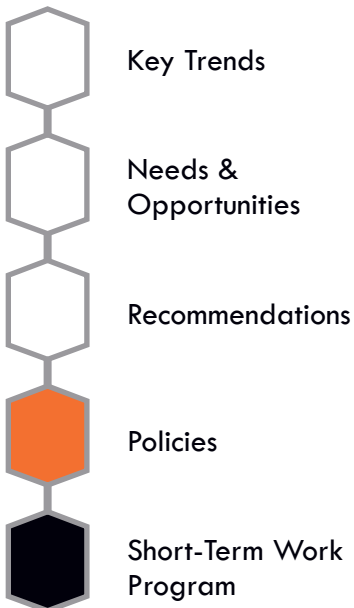
Policies

Developments Should Promote the City's Vision

- Promote the unique aspects of Woodstock in order to overcome past negative perceptions, or a feeling that Woodstock is just another suburb.

There needs to be a balance between the built and natural environment

- Implement a land use plan that promotes an urban area in order to conserve sensitive and/or undeveloped land



Short-Term Work Program

Project Description	2018	2019	2020	2021	2022	Estimated Total Cost	Funding Source	Project Lead	Partners/ Support
Construct identified multi-use trails and finalize ROW purchases	x	x	x	x	x	\$4,000,000	City/ Cherokee County	City	Greenprints, Cherokee Co.
Four Playgrounds at Trailheads, locations TBD	x	x	x	x	x	\$200,000	98.5% Impact Fees, General Fund	City	
Six (6) Pavilions/Shelters at Trailheads, locations TBD	x	x	x	x	x	\$300,000	98.5% Impact Fees, General Fund	City	
Little River Park Infrastructure Facilities and Trail Head	x	x				\$500,000	City	City	Greenprints Alliance
Little River Park Trails			x	x		\$1,000,000	General Fund, Impact Fees	City	Greenprints Alliance
Complete construction of Woodstock's second dog park		x				\$250,000	General Fund	City	
Complete design study of Little River Park	x	x				Unknown	City	City	
Complete engineering and design for Noonday Creek Trail Connector to Cobb County's trail system	x	x				Incl. with construction costs	TIP	City	Cherokee County, Cobb County
Construct Noonday Creek Trail Connector					x	\$2,800,000	TIP	City	Cherokee County, Cobb County
Construct amphitheater concession and restroom facility			x			\$750,000	City	Parks & Rec	
Dedicate a fund to the yearly purchase and acquisition of greenspace	x	x	x	x	x	Unknown	City Impact Fees	City	Greenprints Alliance



Public Relations & Communication

The City of Woodstock is committed to being an accessible 21st century city. The City has a dedicated Public Relations officer on staff and makes use of a wide variety of communication methods to reach their citizens, including social media and a city newsletter.

Needs & Opportunities

Needs

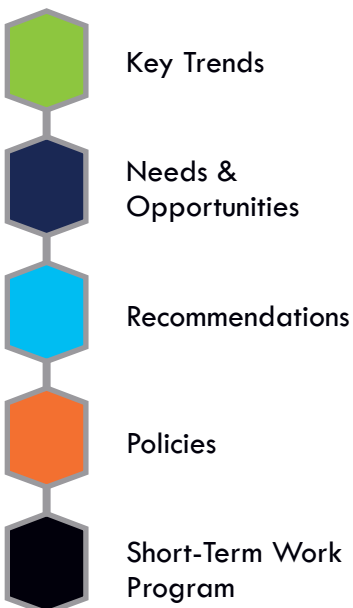
- Improve engagement between City government and residents to increase participation
- Improved dissemination of information
- More consistent social media presence across City departments
- Focus on excellent and open communication to encourage civic engagement

Opportunities

- Improve engagement between City government and residents to increase participation
- Enhance communication between City departments
- Streamline dissemination of information to the public

Recommendations

- Reduce the number of social media accounts for individual departments and disseminate information via a single, consolidated account for each social media platform.
- Establish a professional brand for the Town Hall newsletter and all City communications.
- Work to increase number of Facebook followers.
- Establish contacts in under-engaged populations to increase information distribution and encourage opportunities for increased engagement between city staff and public.
- Determine most significant barriers to public participation and identify strategies to reduce these barriers and increase engagement. Measure attendance and comments at city meetings to understand engagement levels and changes.



Policies

Promote a spirit of inclusiveness, opportunity, and choice

- Promote unique aspects of Woodstock in order to promote inclusivity

Developments should promote the City's vision

- Promote the unique aspects of Woodstock in order to overcome past negative perceptions, or a feeling that Woodstock is just another suburb.
- Promote a balance of residential and nonresidential development in mixed-use communities at various scales.

Short-Term Work Program

Project Description	2018	2019	2020	2021	2022	Estimated Total Cost	Funding Source	Project Lead	Partners/ Support
Establish an Intranet to increase internal communication		x	x			Unknown	City	PIO	
Utilize social media platforms to educate residents and increase engagement	x	x	x	x	x	Staff time	City	PIO	
Create new methods to communicate information		x		x		Staff time	City	PIO	
Provide a presence at all major city-sponsored events	x	x	x	x	x	Staff time	City	City	DDA/CVB



Sustainability

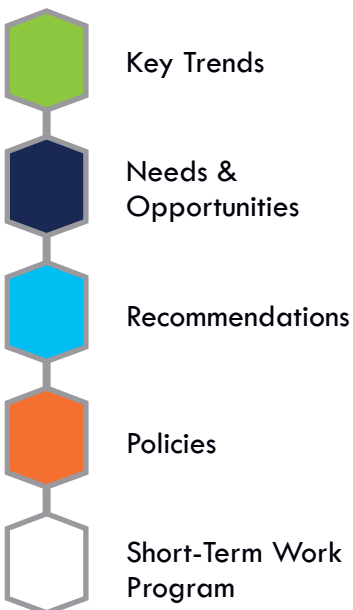
Woodstock has long had a civic and municipal commitment to sustainable development and sustainable practices. The city has been a certified Green Community, under an ongoing ARC initiative that helps local governments implement measures that reduce their environmental impact, aiming to create a greener, healthier, and more livable region. Currently, the City of Woodstock is a Gold level community, with initiatives including solar power on the City Chambers at City Center, expedited review for homes and businesses with a renewable energy source, and providing recycling containers at city facilities for paper, plastic, glass, and aluminum, amongst other initiatives.



Regional Water Plan

As part of the Metropolitan North Georgia Water Planning District, Woodstock cooperates with the District’s Water Resource Management Plan to help preserve and improve the availability of high-quality water resources in the north Georgia region. Documentation of consideration of this plan as part of this Comprehensive plan is included in **Appendix E**.

Needs & Opportunities



Needs

- Take steps to preserve existing natural spaces within the city
- Incentivize preservation of existing, worthy buildings within the city
- Continued promotion of sustainability awareness among citizens and employees
- Reduce dependence on the automobile and fossil fuels

Opportunities

- Encourage alternative stormwater management techniques
- Encourage solar/clean energy in development
- Save public and private financial resources by investing in and encouraging sustainable cost saving measures
- Further the construction of green architecture and green infrastructure
- Reduce the carbon footprint of City operations

Recommendations

- Create a citywide sustainability plan.
- Adopt 2015 IECC energy codes for all new construction.
- Establish a greenhouse gas emissions reduction target for City operations, including multiple interim goals.
- Attain the platinum level for Atlanta Regional Commission's Green Communities Program.
- Investigate a tree ordinance to help preserve and enhance existing tree canopy.

Policies

Continue to create and sustain a unique community identity and structure

- Encourage rooftop gardens and restaurants, entertainment venues, education center, and mixed use development

Provide increased mobility

- Public facilities and infrastructure should be able to support new development and redevelopment efforts, particularly with respect to circulation, access and linkages.

Land use patterns that promote connectivity

- Promote development that is pedestrian-oriented, community-centered and minimizes vehicular trips.

Developments should promote the City's vision

- Community aesthetics, site and building design all add to the quality of life in Woodstock
- Focus development within the urban core and surrounding Urban Living Character Areas.
- Promote the unique aspects of Woodstock in order to overcome past negative perceptions, or a feeling that Woodstock is just another suburb.
- Encourage growth in areas where it will be the most beneficial to the city, and discourage growth where the overall impact on the public will be negative.

There needs to be a balance between the built and natural environment

- Ensure that development proposals are environmentally responsible.
- Support green architecture and green infrastructure.
- Encourage and incentivize environmentally friendly construction and developments through incentives for Earthcrafts and LEED certifications.
- Encourage the provision of rainwater harvesting areas and xeriscaping to promote water conservation.
- Implement a land use plan that promotes an urban area in order to conserve sensitive and/or undeveloped land

Accommodate growth while creating a sustainable community and implementing the vision

- Encourage and promote clean, high tech industrial development that strengthens the economic base of the community and minimizes air and water pollution.

Create a wide range of economic development initiatives

- Encourage new non-residential development to be mixed use in nature in parts of the community identified as appropriate through the Future Development Map
- Encourage and promote clean, high tech industrial development that strengthens the economic base of the community and minimizes air and water pollution.



PLAN ELEMENTS SUSTAINABILITY

Short-Term Work Program

Project Description	2018	2019	2020	2021	2022	Estimated Total Cost	Funding Source	Project Lead	Partners/ Support
Incentivize or require businesses to recycle or at least be offered the option to have recycling		x	x	x	x	Staff time	City	City	Chamber of Commerce Going Green Committee
Recycling program in the Downtown District		x				Staff time	City	City	Main Street/ DDA
Ensure proper management of recycling for trails and offer recycling for Downtown public street trashcans	x	x	x	x	x	Staff time	City	Public Works	



Key Trends



Needs &
Opportunities



Recommendations



Policies



Short-Term Work
Program

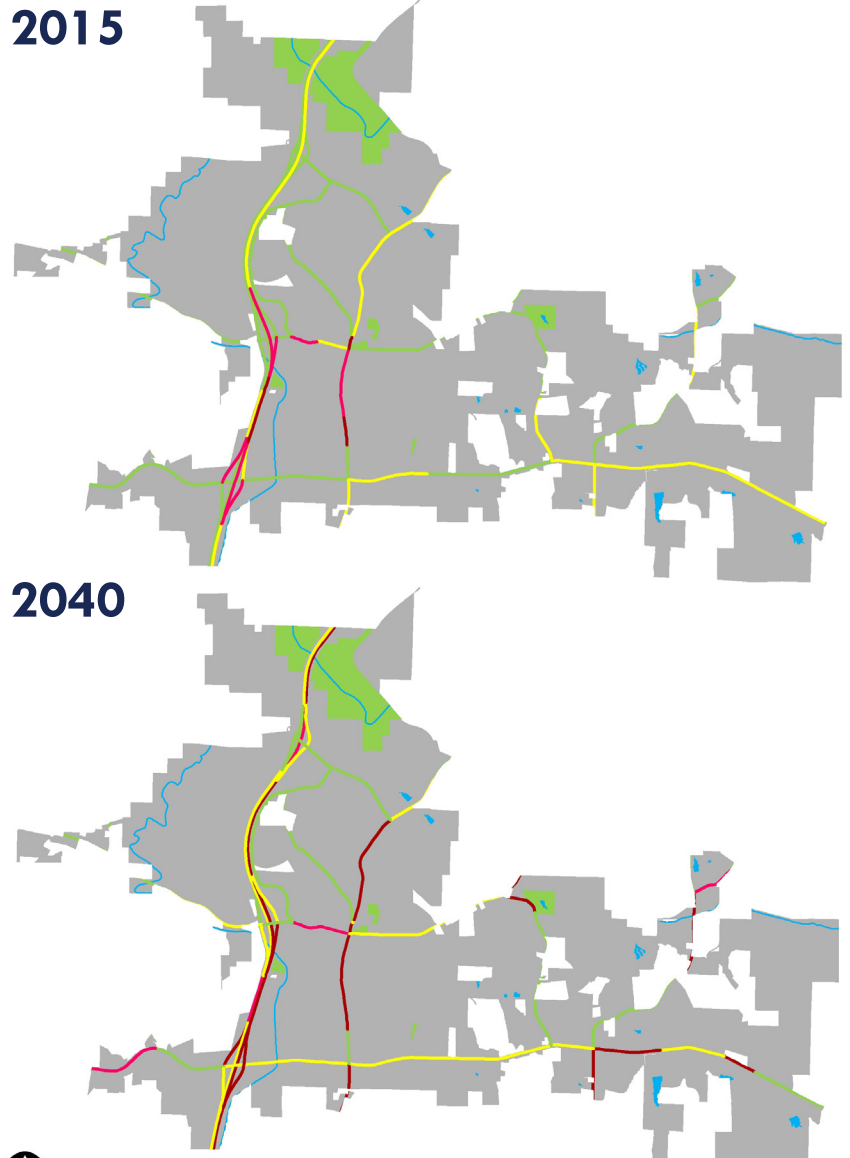
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Transportation

Traffic Congestion

Woodstock's steady population growth will continue to generate more activity on the city's street network, raising the amount of congestion throughout the city. Figure 6 shows the city's street network represented in terms of vehicular level of service, a metric that illustrates the capacity of a road network relative to the activity it experiences, for both 2015 (existing) and 2040. 2040 level of service projections are obtained from the Atlanta Regional Commission's Activity Based model and include all transportation improvements that have committed regional funding. As the 2040 projections show in **Figure 28**, the current street network in Woodstock will experience notable decreases in level of service based on the city's population growth. Most of this projected traffic volume increase is expected to occur along the I-575 and SR 92 corridors.

Figure 28 | Travel Demand Model Level of Service (LOS) in Woodstock



-  Key Trends
-  Needs & Opportunities
-  Recommendations
-  Policies
-  Short-Term Work Program



Commute Characteristics

Transportation infrastructure and congestion are strongly related to commuting trips. As such, it is important to understand the kinds of commutes occurring within the city. **Figure 29** shows the home locations of Woodstock employees, and **Figure 30** shows the workplace locations of Woodstock workers. People who work in Woodstock generally live near Woodstock, in a wide spread of areas around the I-75 and I-575 corridors. In contrast, Woodstock residents work in better defined employment centers. A large portion of Woodstock residents work along the I-75 and I-575 corridors, from Canton to Kennesaw and Marietta, south to the Cumberland/Galleria area. Additionally, the GA 400 corridor is a popular place for Woodstock residents to work, from Alpharetta through Roswell and including the Perimeter Center area. The traditional employment centers of Atlanta in Buckhead, Midtown, and Downtown also play host to many jobs held by citizens of Woodstock. These patterns reinforce the need for reliable corridors that provide connections between Woodstock and other regional centers.

Figure 29 | Home Locations of Woodstock Workers (2015)

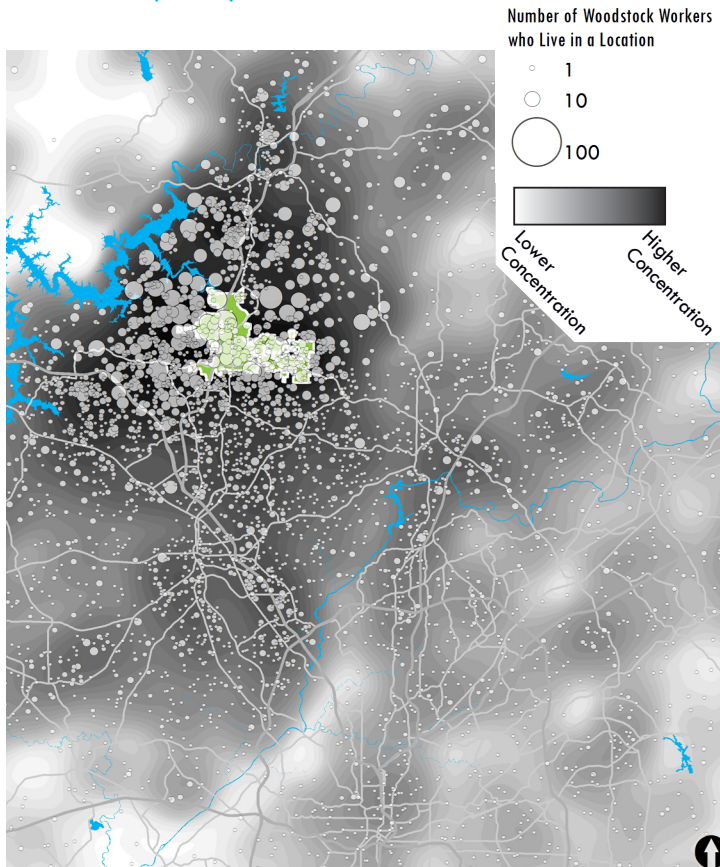
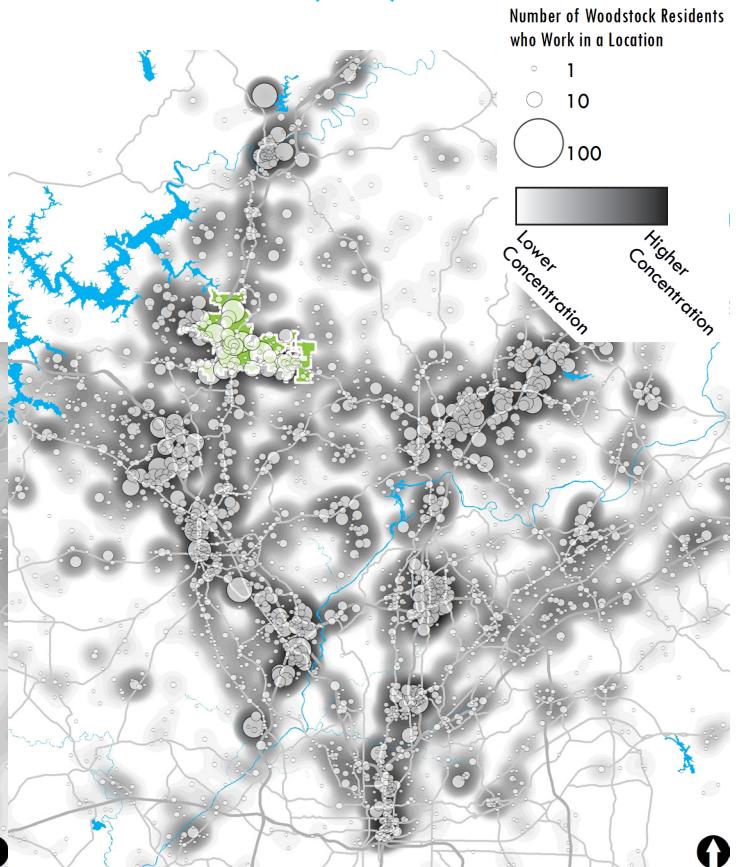


Figure 30 | Work Locations of Woodstock Residents who Work (2015)



Regional Transportation Plan

The Atlanta Regional Commission (ARC) creates and maintains a Regional Transportation Plan (RTP) for the metropolitan Atlanta region, including Woodstock. Currently, the RTP includes the following four projects in or near Woodstock.

Northwest Corridor Managed Lanes

The Georgia Department of Transportation (GDOT) is currently constructing a new system of managed lanes along I-75 and I-575 northwest of Atlanta (RTP ID AR-ML-930). These lanes will extend from I-285 northward to Hickory Grove Road on I-75 and to Sixes Road on I-575. This project includes two lanes along I-75 between I-285 and I-575, and one lane each on I-75 and I-575 north of the split. Along I-575, the project will include slip ramp access to the southbound direction south of Sixes Road (north of Woodstock), and south of Shallowford Road (south of



PLAN ELEMENTS TRANSPORTATION

Woodstock) with additional access from the northbound direction north of Shallowford Road and south of Sixes Road. In addition to providing additional vehicular capacity, these managed lanes will likely be used to enhance existing regional bus service currently provided by Cherokee Area Transportation System (CATS) and the Georgia Regional Transportation Authority (GRTA). These lanes may make additional regional bus service in the area more feasible and appealing.

Arnold Mill Road Extension/Connector

Northeast of Downtown Woodstock, a 2-lane new alignment is planned (RTP ID CH-167) that would connect the intersection of Main Street at Ridgewalk Parkway to Arnold Mill Road at Neese Road, along an alignment similar to what is shown in **Figure 31**. With this connection in place, traffic could use Neese Road and Ridgewalk Parkway to travel from SR 92 to I-575 without passing through Downtown Woodstock, providing relief for Main Street, and creating a better-connected roadway network with more alternatives for trips between the major regional facilities.

Canton Road Pedestrian Facilities

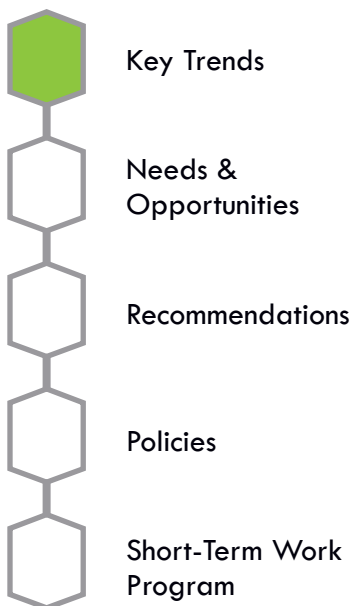
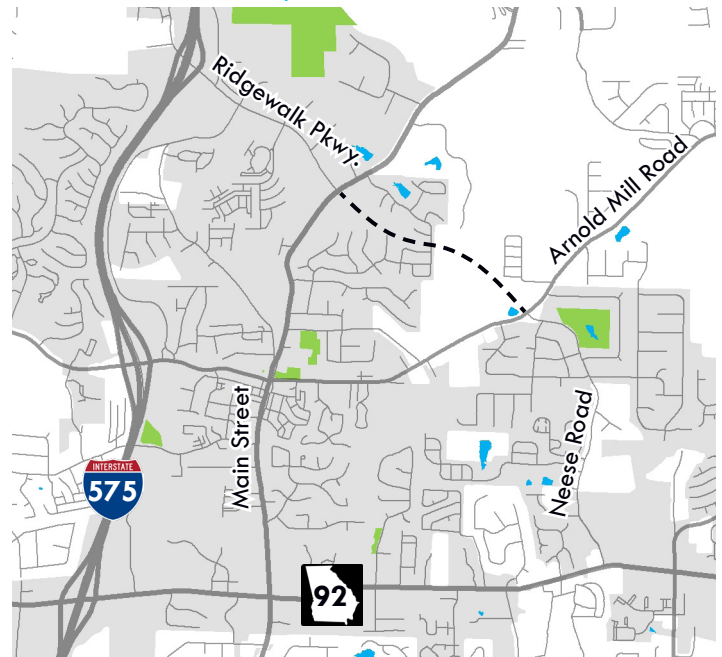
Immediately south of Woodstock, between the city limits and the Cherokee/Cobb County line, sidewalk facilities are planned (RTP ID: CH-227) on Canton Road. This sidewalk is planned as part of a Last Mile Connectivity program to improve pedestrian conditions for people walking to the commercial areas at SR 92 as well as students walking to school bus stops along the road.

Noonday Creek Trail Extension

Currently, Noonday Creek connects Downtown Woodstock with Woodstock park and south to SR 92. A planned project (RTP ID CH-240) would extend the trail further south to Noonday Creek Park in Cobb County, on Shallowford Road. This extension will connect Cobb County residents with amenities and commercial areas in Woodstock and likewise connect Woodstock with parks and amenities in Cobb County. This extension is also an important step in connecting

Woodstock's trail system with Cobb County's trail system, and eventually with the broader regional trail network throughout metropolitan Atlanta.

Figure 31 | Planned Alignment of Arnold Mill Road Extension/Connector

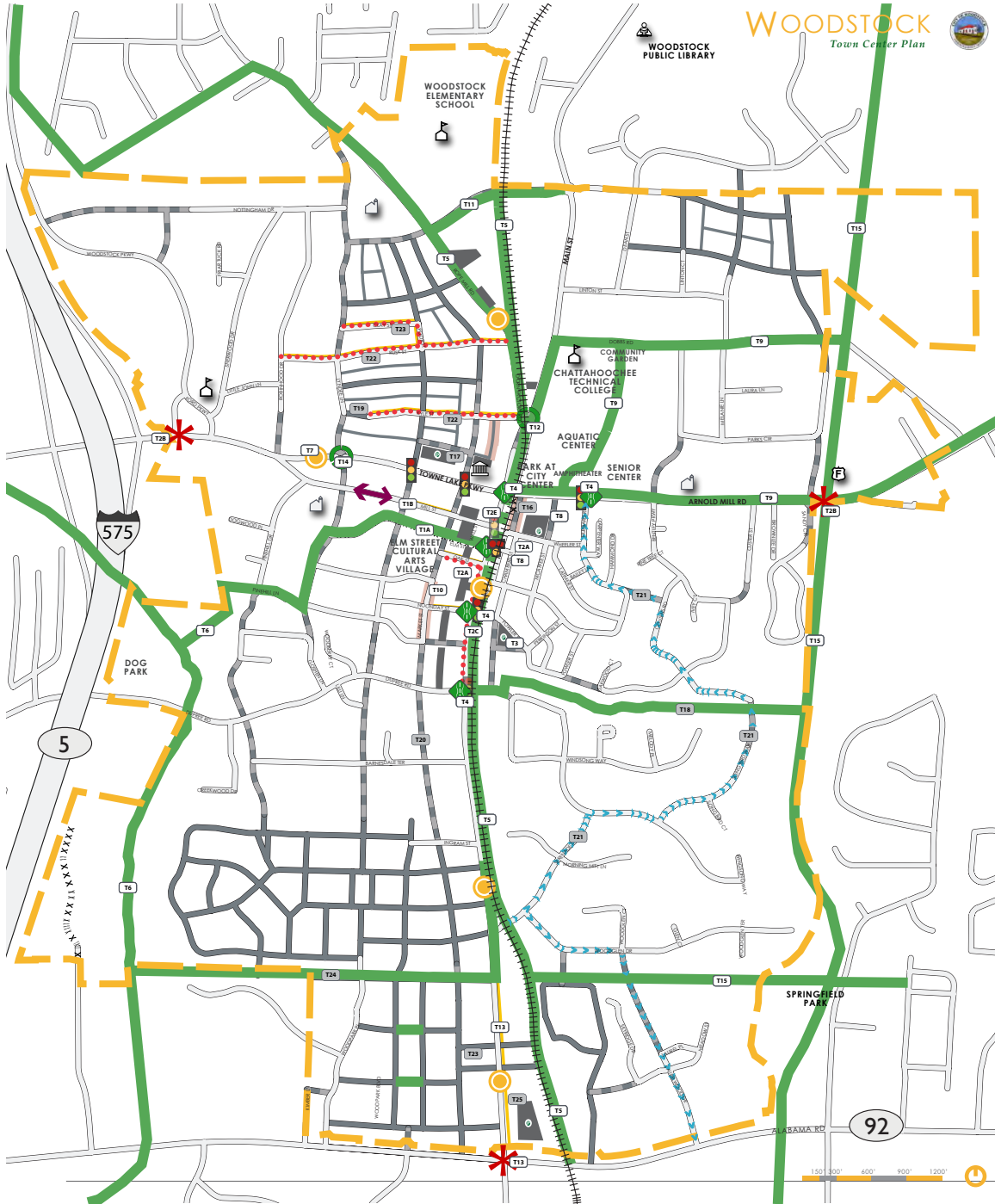


Town Center LCI Transportation Recommendations

Additionally, other previous planning efforts have included recommendations related to transportation. Notably, the Town Center LCI (2013) included a substantial transportation element. Among the many recommendations, shown in **Figure 32**, are a series of connected streets that create redundancies in the street network, and lay the foundation of a robust street grid. The plan includes new streets parallel to Main Street between SR 92 and Towne Lake Parkway, and extending north of Towne Lake Parkway, in addition to east-west roads throughout the area. This street network would be created through both direct purchase and construction as well as substantial portions built as part of redevelopment in the area.

WOODSTOCK COMPREHENSIVE PLAN

Figure 32 | Transportation Plan from Town Center LCI Plan 92013)



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



PLAN ELEMENTS TRANSPORTATION

Needs & Opportunities

Needs

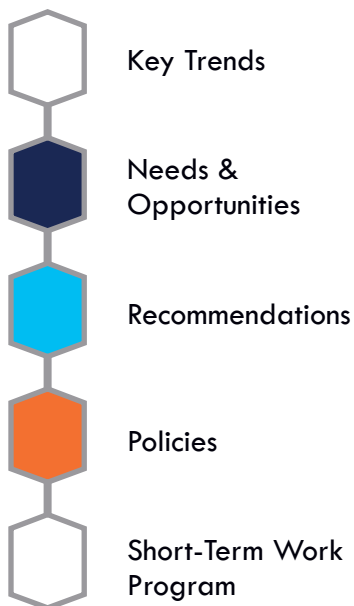
- Address regional roadways to provide for efficient traffic flow in and out of Woodstock
- Continue to add interconnected roadways to create a robust transportation system throughout the City, especially in and around Downtown
- Coordinate with state and regional partners to establish and advance transit service connecting the city of Woodstock with the broader region
- Increase public awareness of Woodstock Trolley and increase service
- Investigate effective ways to incorporate Personal Transportation Vehicles (PTVs) such as golf carts into the city's existing transportation network
- Continue to assess traffic patterns and address demands accordingly

Opportunities

- Use design guidelines, existing walkability, and infrastructure investments to expand the range of walkable places and promote alternative transportation
- Increase awareness of Downtown parking options for day-to-day use and for events through increased marketing strategies
- Seek out options to increase parking availability in the Downtown area

Recommendations

- Identify character areas that are most supportive of active transportation modes and develop policies and development regulations to prioritize mode shifts within these areas.
- Partner with neighboring communities and seek state and federal funding assistance through ARC to study the interaction of regional travel on SR 92 with more localized land use needs.
- Work with Communications Department to promote availability of existing parking in Downtown area.
- Ensure that citywide bicycle and pedestrian initiatives align with updated Greenprints Plan.
- Investigate adaptive traffic control within Woodstock through coordination with Cherokee County.
- Develop a plan to fund the purchase of property for and construction of grid streets as identified in the Town Center LCI.
- Work with GRTA and Cherokee County to promote and expand existing bus services, especially in conjunction with the opening of the Northwest Corridor managed lanes.



- Promote land use and transportation coordination to improve future mobility, particularly through alternative modes and mixed uses
- Develop Public-Private Partnerships to advance transportation goals

Policies

Provide increased mobility

- Transportation facilities should be designed to be context sensitive, specifically through developing cross sections that are appropriate with both the character area and land uses they serve
- A variety of thoroughfares should be designed to be equitable to the pedestrian, bicycle and automobile.
- Streets in residential, mixed-use, and other urban areas should be designed for lower speeds to encourage urban life and community interaction.
- Public facilities and infrastructure should be able to support new development and redevelopment efforts, particularly with respect to circulation, access and linkages.
- Establish a transportation network that will enable the safest and most efficient movement of people and goods.

Promote a spirit of inclusiveness, opportunity, and choice

- Ensure that land development is predictable, fair and cost effective.
- As employment opportunities diversify in and around Woodstock, ensure adequate amounts, types and densities of housing needed to support desired commercial and industrial growth.

Land use patterns that promote connectivity

- Improve traffic flow in and around the downtown area and overall citywide connectivity.
- Create “walkable neighborhoods.”
- Neighborhoods should be within easy walking distance of such destination points as local-serving stores and offices, schools, parks or other civic uses.
- Promote development that is pedestrian-oriented, community-centered and minimizes vehicular trips.
- All projects should connect to existing and proposed adjacent uses through the use of easements, pedestrian connectivity or roadway connectivity as appropriate.
- Encourage mixed-use and a balance of residential and nonresidential uses to promote internal connectivity.

Developments should promote the City’s vision

- Focus development within the urban core and surrounding Urban Living Character Areas.
- Promote the unique aspects of Woodstock in order to overcome past negative perceptions, or a feeling that Woodstock is just another suburb.
- Encourage new development to focus on the pedestrian.
- Ensure that new development proposals complement Woodstock's existing architectural style and scale of development.
- Encourage growth in areas where it will be the most beneficial to the city, and discourage growth where the overall impact on the public will be negative.



PLAN ELEMENTS TRANSPORTATION

Short-Term Work Program

Project Description	2018	2019	2020	2021	2022	Estimated Total Cost	Funding Source	Project Lead	Partners/ Support
Trickum Road widening - Arnold Mill to County Line	x	x	x	x	x	\$7,550,000	SPLOST	City	GDOT
Towne Lake Parkway (road widening – Sherwood to Neese Rd)	x	x	x	x	x	\$10,000,000	SPLOST	City	GDOT
Downtown Grid (new roads, extensions and connections)	x	x	x	x	x	\$5,000,000	SPLOST	City	Developers
Arnold Mill Extension/Bypass (north end of Neese to Main St)	x	x	x	x	x	\$25,800,000	SPLOST	City	ACOE, Cherokee Cty
Neese Rd. widening	x	x	x	x	x	\$5,200,000	SPLOST	City	Cherokee Cty
South Main Street Streetscape	x	x				\$725,000	Woodstock/ TE Grant	City, GDOT	GDOT
Update and continue implementation of transportation master plan	x	x	x	x	x	Unknown	City	City	Cherokee County
Update Woodstock LCI, including thorough evaluation of impacts from transportation improvements in previous LCIs.	x	x				Unknown	City/ARC	Planning	ARC



Recommendations

Policies

Short-Term Work Program

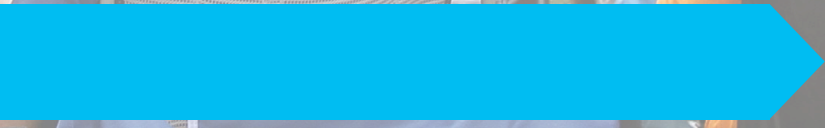
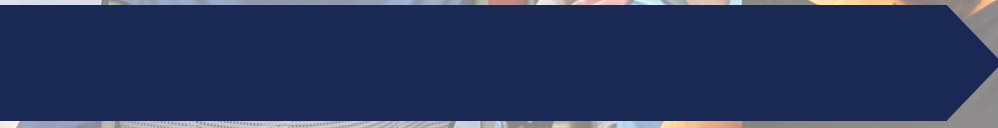
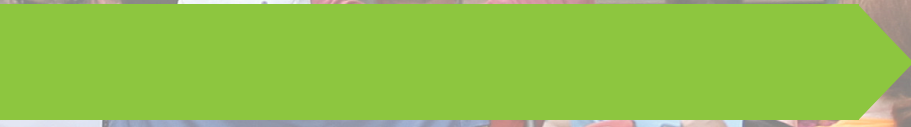
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CHARACTER AREAS



DOWNTOWN WOODSTOCK
PRESENTS
tracks
ON **main**
MUSIC FESTIVAL
2016





Overview

As part of the comprehensive planning process, the Future Development Map (FDM) for the City of Woodstock was updated. **Figure 33** shows the city's new FDM. This map was created based on the FDM from the previous comprehensive plan (2008), with changes based on input from the community, stakeholders, and city staff.

The FDM is composed of 9 character areas organized into 5 categories. A brief description of each follows, with more in-depth explanations of each in this chapter:

Urban Areas - Areas including and surrounding the commercial core of Downtown Woodstock, these areas are mixed-use and organized based on historic principles of town building. Architecture and design lean on historic examples and the public realm is critical.

- **Urban Core** - Containing downtown, this character area embodies the heart of Woodstock. Developments should be mixed-use, at a moderate density
- **Urban Village** - The areas around the downtown core serve as a transitional area between the commercial/mixed-use core and the surrounding neighborhoods. This area is predominately residential, incorporating moderate density housing and allowing retail and services that serves residents' day-to-day needs

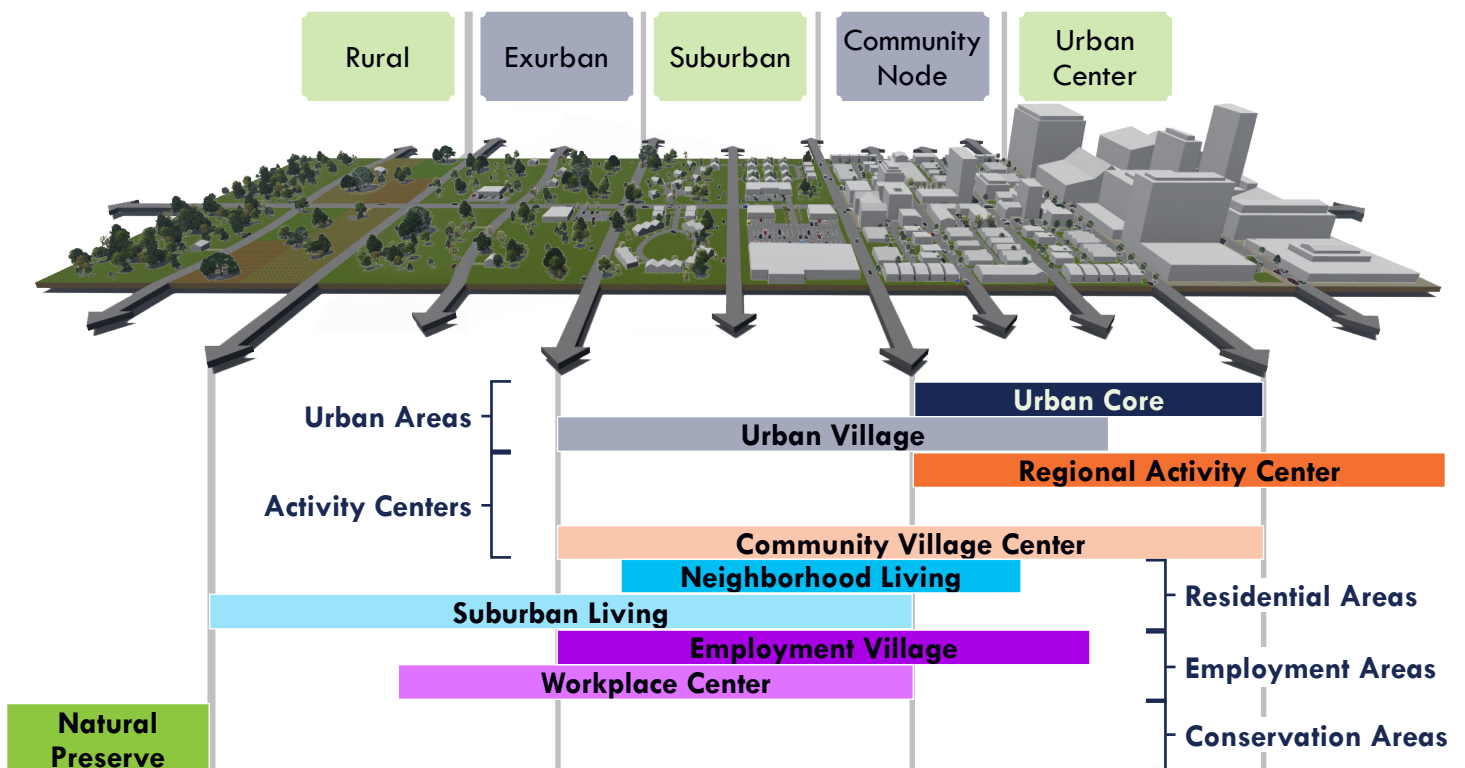
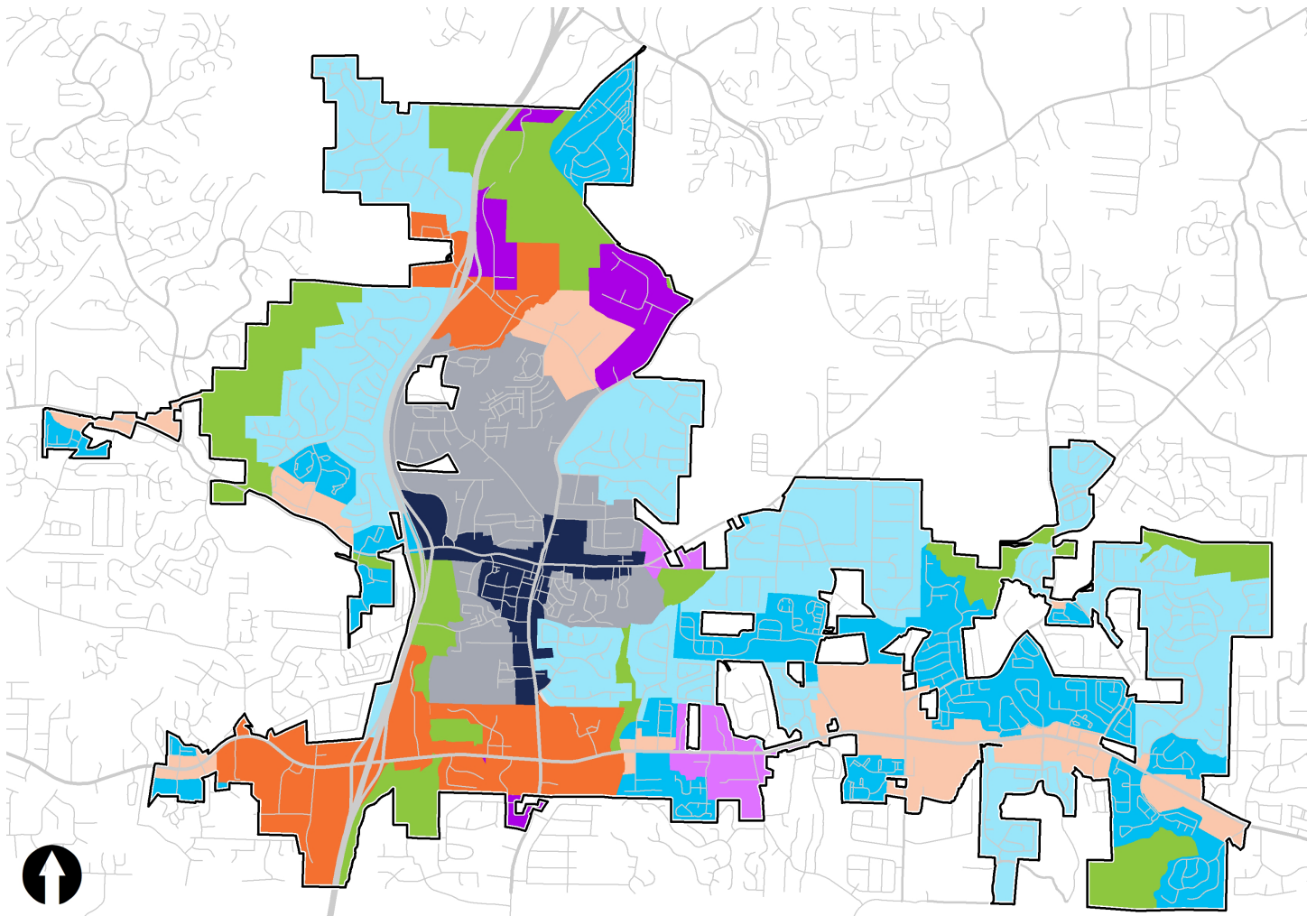


Figure 33 | Future Development Map



Urban Areas

- Urban Core
- Urban Village

Activity Centers

- Regional Activity Center
- Community Village Center

Employment Areas

- Workplace Center
- Employment Village

Residential Areas

- Neighborhood Living
- Suburban Living

Conservation Areas

- Natural Preserve



CHARACTER AREAS OVERVIEW

Activity Centers - These areas are situated well to handle substantial growth, and are envisioned as commercial centers in their own right, including retail and office space to serve their surroundings.

- **Regional Activity Center** - The highest-intensity developments should be within these areas. With access to major transportation facilities, including potential for transit service, these areas include major retail and office spaces, with the potential for some residential as well.
- **Community Village Center** - These areas contain retail, dining, and services that serve the neighborhoods around them. These areas should be designed with a village-like approach, with an emphasis on aesthetics and walkability.

Employment Areas - Serving a wide range of business types, these areas allow for commercial, light industrial, warehousing, and other similar uses.

- **Workplace Center** - Generally more removed from residential spaces, this character area can host more intense commercial and industrial uses, supporting the local economy and providing benefits to the city's tax base. These areas should be well-shielded from view of major thoroughfares with infrastructure to support truck traffic.
- **Employment Village** - Located on major transportation facilities and sometimes adjacent to residential areas, these areas facilitate smaller independent businesses, small services, and incubator spaces. Employment Villages should have provisions to maintain a high-quality experience, and should not include uses noxious to their neighbors.

Residential Areas - Large swaths of the city, especially in the east, are largely dedicated to residential uses. These areas include a variety of housing types, but typically focus on single-family dwellings.

- **Neighborhood Living** - These areas include more traditional residential developments of homes on small lots, using interconnected streets to create robust neighborhoods situated near commercial and mixed-use areas. Lots can be smaller than in Suburban Living, and may include some attached housing.

- **Suburban Living** - Suburban residential developments include larger lots and may have fewer access points onto commercial corridors, while maintaining interconnected street networks. Housing is consistently detached, and maintains amenities like sidewalks while being somewhat less accessible to commercial areas on foot.

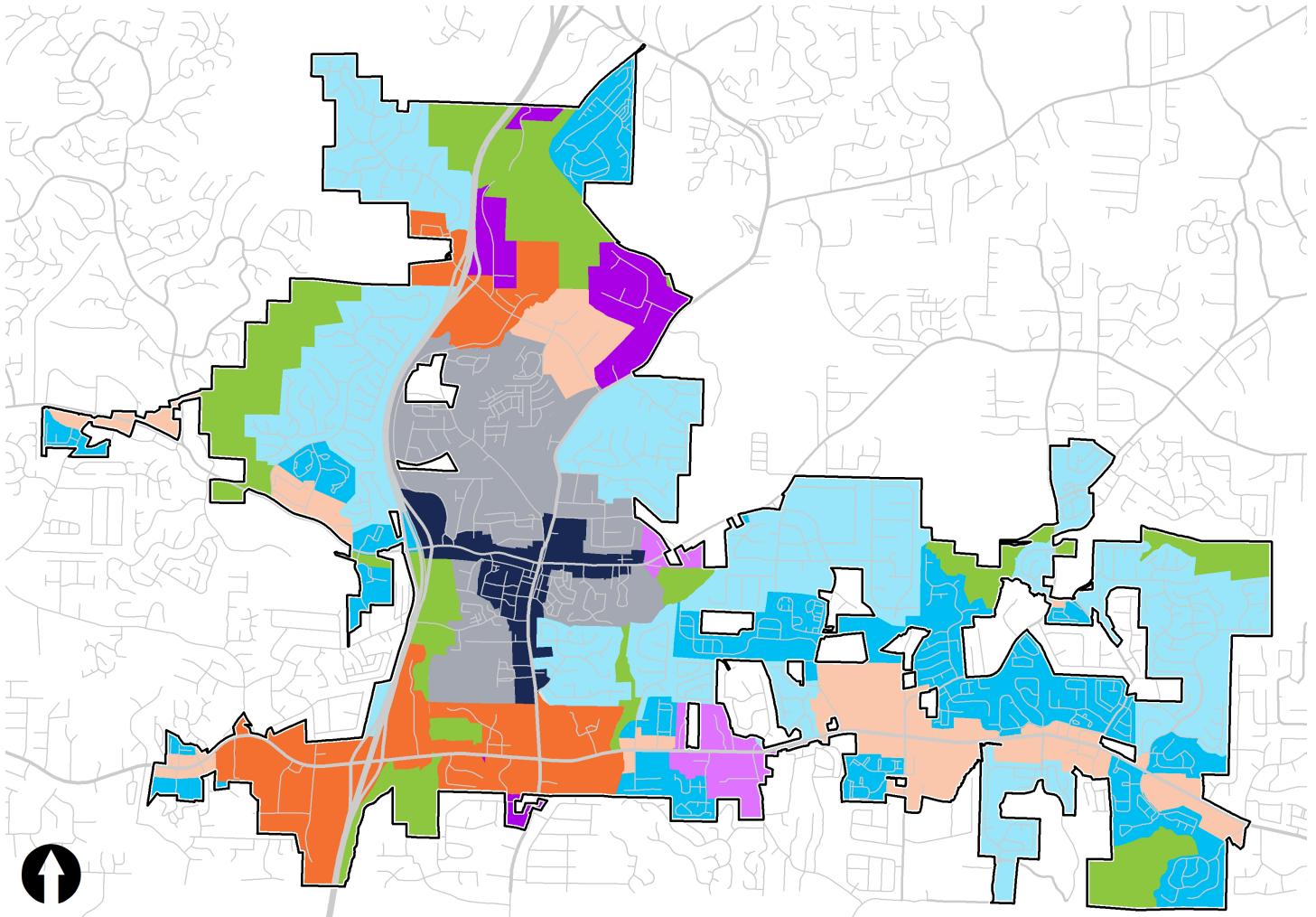
Conservation Areas/Natural Preserve - These areas provide recreational amenities, ecological conservation, and economic benefits to the City by providing a respite from urban life, maintaining areas of wildlife habitat, and serving as an amenity to residents and businesses.

Annexations

In the case when an area of land not in the City of Woodstock at the time of this plan's adoption is annexed into the City, a character area should be assigned to that area based on its designation in Cherokee County's (or other former jurisdiction) comprehensive plan. **Figure 34** shows how each of Cherokee County's character areas should be converted to Woodstock's during an annexation.

Figure 34 | Cherokee County Character Area Equivalencies

Cherokee County Character Area	City of Woodstock Character Area
Natural Preserve	Natural Preserve
Country Estates	
Suburban Growth	Suburban Living
Suburban Living	
Neighborhood Living	Neighborhood Living
Urban Core	Community Village Center
Regional Center	
Workplace Center	Employment Village



Urban Areas

- Urban Core
- Urban Village

Employment Areas

- Workplace Center
- Employment Village

Activity Centers

- Regional Activity Center
- Community Village Center

Residential Areas

- Neighborhood Living
- Suburban Living

Conservation Areas

- Natural Preserve



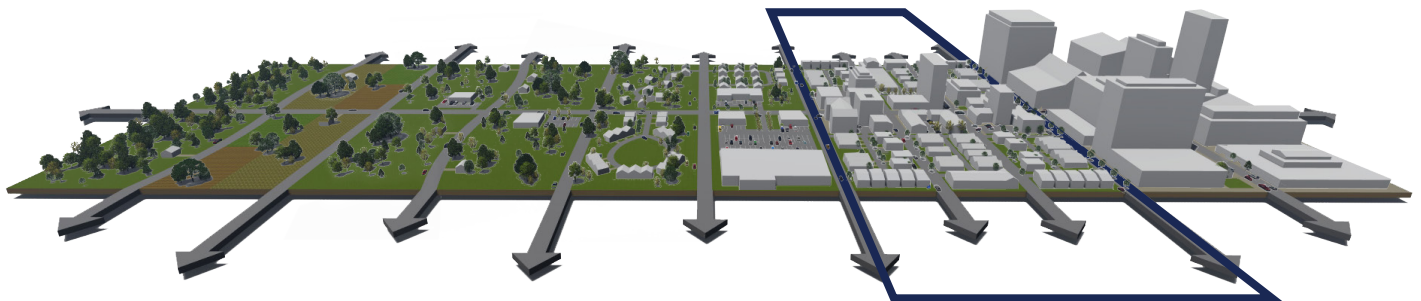

Urban Core

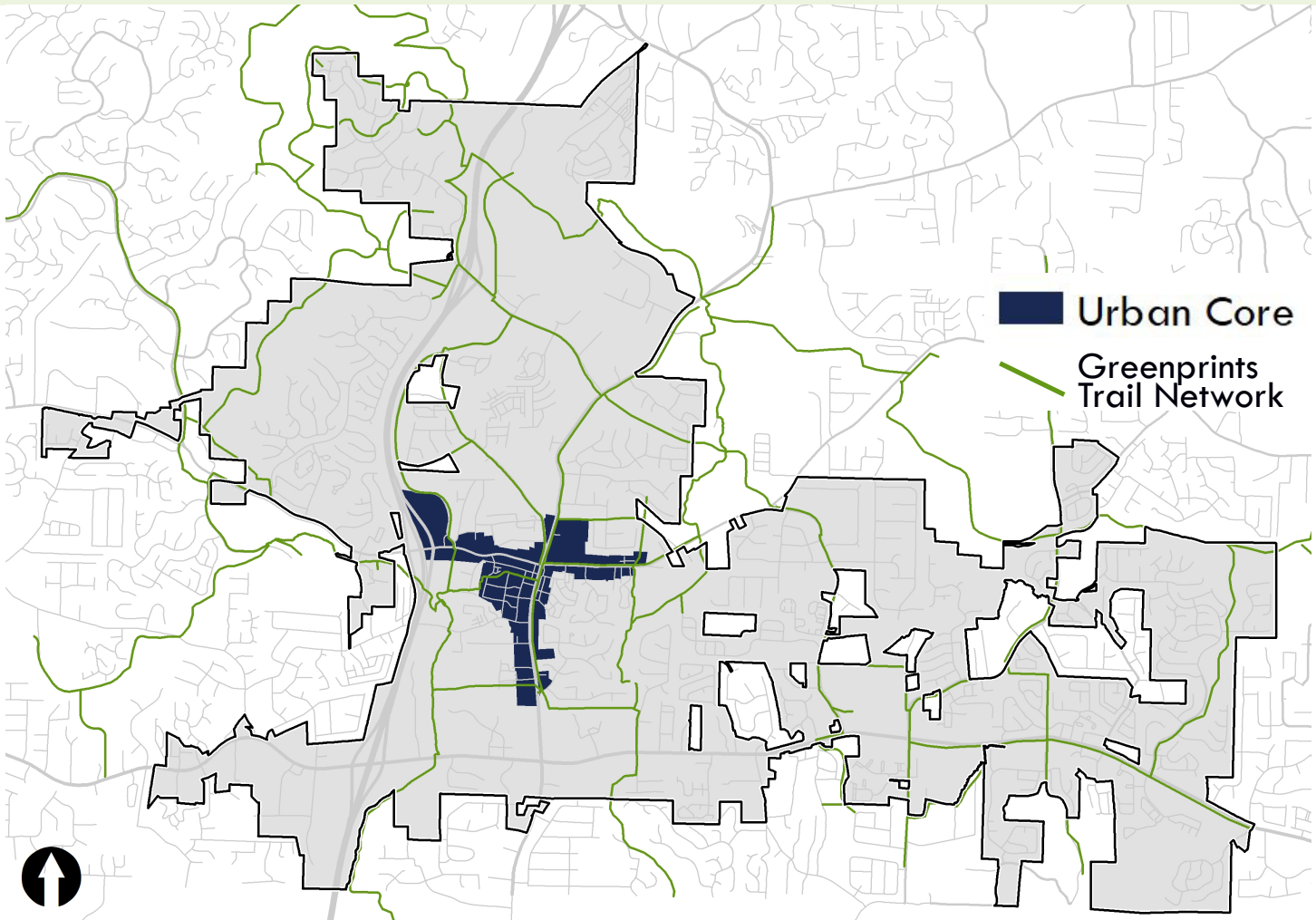
The rising cost of housing, traffic congestion and the need to ensure the long-term economic viability of urban cores has helped to contribute to increased multi-use developments. Woodstock has been experiencing a revitalization of its urban core in recent history. Always, but particularly during this ongoing period of growth, new public spaces, private projects, and infrastructure improvements should have a significant and visible component of public spaces, art and a mixture of uses. As the city grows it is increasingly important to support the compact central core that will contribute to and expand the existing vibrancy and activity. With guidance, density has created variety and vitality in the city's core, which enhances safety by reducing unpopulated, unused areas.

The historic urban core of Woodstock is a true live, work, shop, and play environment that includes a mixture of the City's municipal facilities, with new commercial and residential developments alongside historic buildings. Commercial activity is key to this area, as to all downtown areas. Multistory buildings frequently include retail and other commercial opportunities on the ground floor, and major thoroughfares include commercial frontage to reinforce the feeling of being in a downtown and to make those thoroughfares engaging and comfortable for pedestrians. Downtown Woodstock is a place where the present embraces the past through a mixture of uses, distinctive architecture, idyllic streetscapes and a true sense of community.

Urban Core
Primary Land Uses:
Higher Density Housing
Higher Density Commercial/Office Units
Vertical Mixed-Use Developments

Infrastructure:
Full Urban Facilities and Services
Mixed Use/Urban Streets
Internal Pedestrian Ways
Civic Spaces, including Plazas, Squares, and Greens





The Urban Core Character Area generally consists of higher density development and the widest range of mixed uses, combined with central civic areas, all with a traditional town-center design. Downtown residential neighborhoods and urban housing options provide varied residential opportunities that contribute to the overall vitality of the Urban Core. Buildings are situated near each other or are attached and are often tall, situated on a wide range of lot sizes. There is a very short mandatory front setback with wide sidewalks and on-street parking. The majority of the required parking throughout the district is to be located to the rear, or provided on the street. All uses not considered noxious are permitted within the buildings. A diversity of retail, office, and other commercial development downtown can better support residential development and decrease the need for commuting, thus creating an urban core where people are able to live, shop and work in a walkable area. Complex multifaceted urban spaces bring people together in different ways, creating interaction and synergy. Urban cores thrive

on the need for people to come together in so many ways, which cannot be strictly planned. Having a mix of both residential and non-residential uses is important to create an active community life in the core; creating a variety of uses is critical to having a successful 24-hour downtown.

The historic urban core of Woodstock is a true live, work, shop, and play environment... with new commercial and residential developments alongside historic buildings.



CHARACTER AREAS

URBAN CORE

Civic art can be both traditional artwork created for public spaces as well as artesian-crafted architectural details. These can define the public spaces they help form, providing a rich language that expresses the values a society upholds or rejects. Art, which includes references to Woodstock's geography, landmarks, history, diverse ethnic cultures, industry, local craft and other cultural attributes can increase our sense of belonging by associating us with a place imprinted with a specific image or feel rather than one which looks and feels like any other modern American city.

Nearby creeks and recreational facilities provide alternative transportation and recreation options. In addition, the Georgia Northeastern Railroad parallels Main Street, defining the downtown area, and provides future entertainment, community, and transportation opportunities.

Towne Lake Parkway provides a unique and significant opportunity for the expansion of downtown and the creation of a gateway for visitors approaching downtown from I-575. Additionally, I-575 provides significant connectivity to the broader region and as a high-capacity roadway, can potentially service a more intense level of regional development. This makes the Towne Lake Parkway area a candidate for larger office or similar development than would normally be expected in the Urban Core character area.

In 2005, the City developed Downtown District regulations to promote the urban core. Since then, goals for Downtown Woodstock have evolved. Contemporary goals and development strategies are summarized here:

- Increase transportation accessibility and mobility options and improve traffic flow in and around the downtown area by adding connections to create a redundant grid network;
- Strengthen the downtown by building on its current successes and small-town atmosphere;
- Expand downtown west to I-575 along Towne Lake Parkway and south to South on Main (Brighton Boulevard);
- Increase the viability of live, work and entertainment choices within the downtown area, focusing on expanding workplaces and missing commercial like grocery, office, civic spaces, and day-to-day retail;

- Preserve, protect and enhance the urban core's historic and future role as the civic and economic center of Woodstock;
- Provide safe and accessible parks and plazas;
- Improve the aesthetics of the public street and the built environment; and
- Promote pedestrian safety by ensuring sidewalk-oriented buildings and attractive street-facing facades that foster pedestrian activity and liveliness.

Development Strategies:

Intensity & Use

- Focus development on higher density residential and commercial/office uses, especially vertical mixed-use;
- Promote a mix of uses at a moderate density, similar to the existing center of Downtown Woodstock; and
- Continue to allow accessory dwelling units in appropriate areas in order to provide an alternative housing product.

Design

- Signage treatments should include small hanging signs under canopies with attractive and creative signage mounted on building fronts as required within the design standards. Signs should enhance the pedestrian experience;
- Require the efficient utilization of parking facilities by encouraging shared, underground and deck parking and alternative modes of transportation;
- Enhance Woodstock's historic quality by ensuring that new and rehabilitated buildings are compatible with the character of buildings built between 1860 and 1929;
- Require architectural and storefront treatments that provide a sidewalk level street facade;
- All developments should dedicate open space of at least 20%;
- Civic spaces such as squares and plazas should be located no more than a maximum of 600 feet from any dwelling unit;

- No parking should be located between a building and the curb;
- Street trees and appropriate streetscaping are required on all streets.
- Sidewalk level uses should have a primary pedestrian entrance, which faces, is visible from, and is directly adjacent to the sidewalk or public open space plaza/courtyard;
- The first two stories of building facades should be brick, stone, stucco, concrete siding such as hardiplank or natural wood, with the exception of pedestrian entrances and windows;
- Blank windowless walls are prohibited on street-facing facades; and
- Require a street edge treatment in residential areas, which may include low fencing, low walls or low hedging to define the semi-public edge in residential areas.

Transportation

- All public streets should connect to each other, in a gridded pattern, including connection to public stub streets to facilitate connections to adjacent existing and future development;
- Substantial internal connections should exist with a development; street designs should not contain any cul-de-sacs or other unconnected roadways;
- Parking structures should conceal automobiles from the street, preferably by wrapping them with commercial activity. If it is not possible to truly wrap a parking deck, it should look like a horizontal storied building on all levels, dedicated to commercial use;
- All parking, except for allowable on-street parking should be screened from view;
- Bicycle parking facilities must be provided in all new developments; and
- On-street parking on both sides of all roadways should be designed as an integral part of the streetscape.





Urban Village

The Urban Village character area serves as a transition between the Urban Core area and the other areas around it. The Urban Village is predominately residential, but features a mix of uses, such as building types that accommodate local-serving retail and professional offices, small-lot single-family neighborhoods, townhouses, small condominium buildings, and multifamily residential developments mixed with larger-lot historic neighborhoods. The Urban Village Character Areas presents an “in-town city neighborhood” environment, like what commonly surrounds urban cores and downtowns, providing a transition between the core and lower-intensity residential Character Areas. These mixed-use districts provide housing and retail options that offer business owners and residents, including seniors, youth, and workers, the opportunity to meet some of their daily needs by walking or bicycling.

As a transitional area, different locations in this character area may be better suited for different levels of development. When adjacent to the Urban Core or Regional Activity Center, the Urban Village can be a mixed-use area that is characterized by multi-story construction that uses the ground floor for retail, service or office space, while upper floors are usually residential. Development of this type in the Urban Village area should generally be less dense than in adjacent character areas. In areas adjacent to Suburban Residential and Natural Preserve character areas, the Urban Village is less dense and provides fewer uses, instead focusing on small-lot or multi-family residential developments.

Urban Village

Primary Land Uses:

Moderate to Higher Density Housing

Live-Work Units

Mixed-Use

Senior Housing

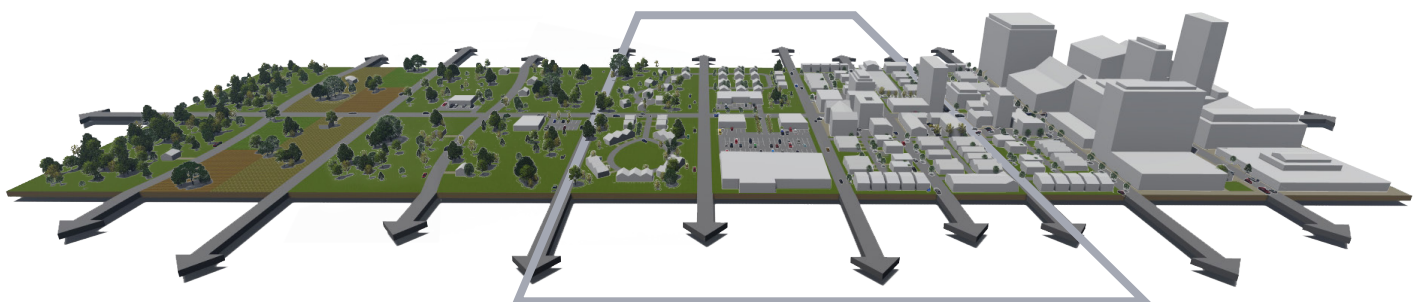
Infrastructure:

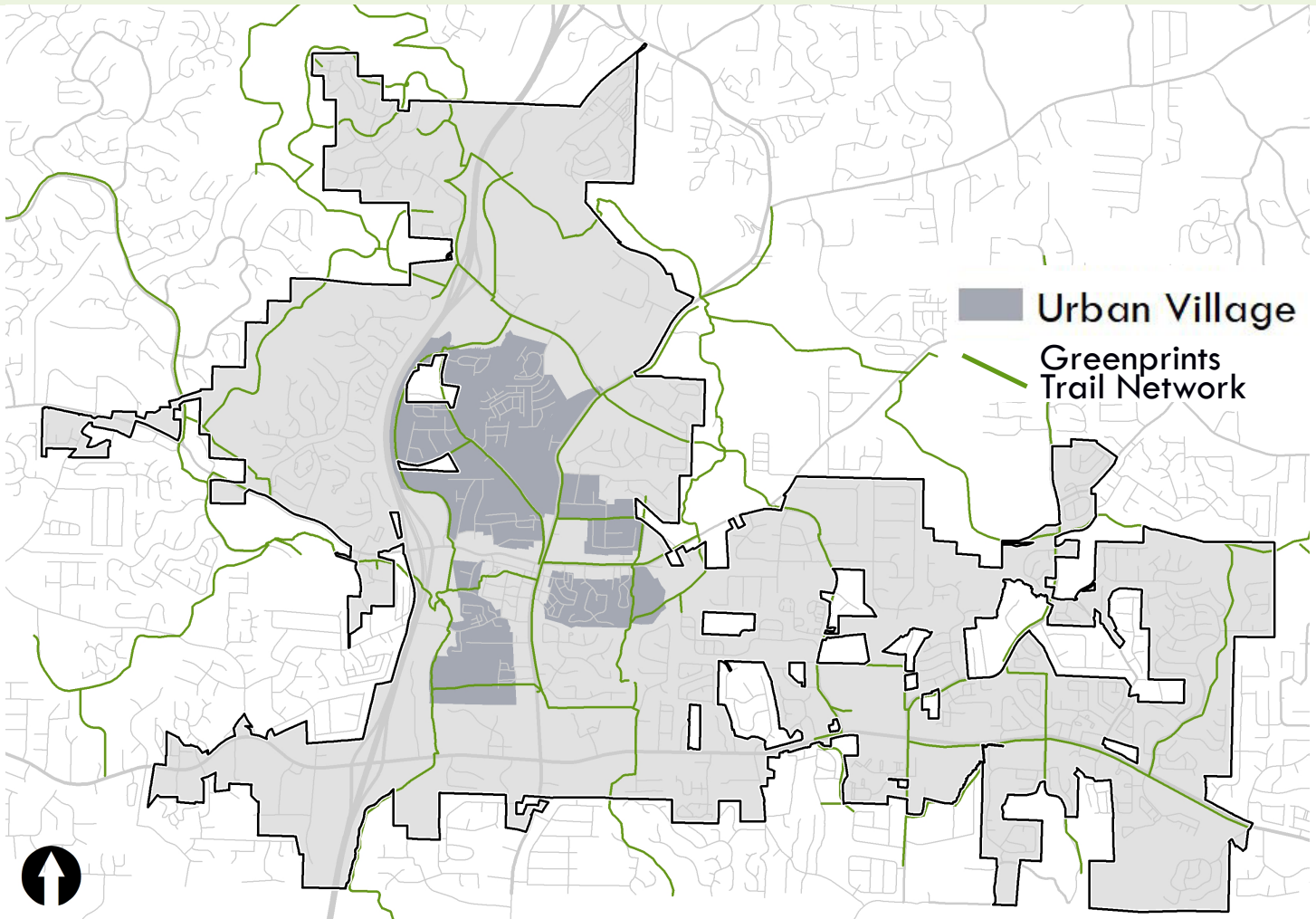
Full Urban Facilities and Services

Mixed Use/Urban Streets

Internal Pedestrian Ways

Civic Spaces, including Plazas, Squares, and Greens





Throughout, this character area includes neighborhoods that are walkable communities with easy access to restaurants, retail shopping, personal service establishments, professional offices, and recreational facilities, and typically supply the necessary population and client base for urban core areas. Mixed-use development with retail or offices is located near other existing non-residential services, and in the center of pedestriansheds (including sidewalks, commercial districts and plazas), with architectural emphasis on the corners. Well-maintained sidewalks, adjacent parallel parking, well-maintained commercial facades, public art, street trees and landscaping are highly valued characteristics of the commercial pedestrian realm, which should be promoted and incorporated into the neighborhood. It is also critical that parks and plazas have pedestrian amenities, including pedestrian furniture, water features where appropriate, pedestrian scaled lighting and semi-public edges incorporated into the design. Parking must be accessed by rear alley, through buildings or to the side and be screened from the pedestrian view.

Historic Neighborhoods

There are several neighborhoods in the Downtown district that residents have repeatedly expressed a desire to preserve. Redevelopment of individual properties and homes that maintain the historic neighborhood design in terms of lot sizes and setbacks is encouraged and preferred in these areas until a critical mass of lots is assembled for a master-planned development which must be heavily vetted for consistency of character.

The Urban Village presents an “in-town city neighborhood” environment, providing a transition between the core and lower-intensity residential areas



CHARACTER AREAS URBAN VILLAGE

Development Strategies:

Sustainable Design Features

- Accommodate a variety of housing types to suit the variety of lifestyles and lifecycles;
- Allow for conversion of sites to more intensive residential use when appropriate;
- Provide transition areas between different intensity land uses, such as higher density residential and traditional subdivisions;
- Assign internal and external connections and walkability in order to reduce automobile trips and to encourage a close knit community; and
- Provide community services and commercial uses that create a “complete community” and allow a variety of life styles and life cycles within the community.

Intensity & Use

- Development in this area should be predominantly residential, with higher-density developments located closer to the Urban Core, with lower-density developments adjacent to residential character areas;
- Residential development in this area should be varied in type, style, size, and price, and should be well connected with adjacent neighborhoods and corridors; and
- Retail, professional services, and other small-scaled commercial can be located at street level and are encouraged as a ground floor use in residential stacked units.

Design

- Incorporate plazas and small parks into future redevelopment plans as predominant features within new buildings and developments;
- Civic spaces such as parks, greens, plazas and squares should be located a maximum distance of 600 feet from each residential unit;
- Building facades should face a civic space or a roadway; and
- Vistas of 600 feet or longer should terminate at a civic space or institution, and may not be

terminated by parking lots.

Transportation

- Require a street edge treatment, which may include low fencing, low walls or low hedging to define the semi-public edge in residential areas;
- Street trees are required along all streets;
- Pedestrian scaled lighting should be incorporated;
- All public streets should connect to each other, in a gridded pattern, including connection to public stub streets to facilitate connections to adjacent existing and future development;
- Substantial internal connections should exist with a development; street designs should not contain any cul-de-sacs or other unconnected roadways;
- Bicycle parking facilities must be provided in all new developments;
- Parking structures shall conceal automobiles from visibility and shall look like a horizontal storied building on all levels, could be dedicated to commercial use, or be heavily landscaped;
- Parking lots should be located mid-block or behind buildings and accessed from an alley or internal driveway; parking areas should be connected where possible, and driveway curb cuts should be reduced and combined where possible; and
- On-street parking on both sides of all roadways should be designed as an integral part of the streetscape.

WOODSTOCK COMPREHENSIVE PLAN





Regional Activity Center

A Regional Activity Center is a major commercial area containing a mix of uses, with a substantial focus on commercial spaces, especially offices, with ground-floor restaurants and retail that support the daytime workers and the residential communities that surround these areas. These centers are located along major thoroughfares that provide access between the developments and the greater region. These same major corridors also provide access to emerging transit connections to the Atlanta region, potentially reducing vehicular traffic demand. Access management and internal networks of gridded streets ensure that employees and visitors have alternative ways to move between buildings while preserving those thoroughfares for longer trips. These internal connections also support a robust pedestrian environment and public spaces.

Regional Activity Centers include a relatively high intensity mix of business and retail, office and employment opportunities, and may also include higher-education facilities, hotels, theaters, and civic and semi-public uses (such as libraries, health clinics, museums and religious institutions) that create a multi-dimensional regional destination. A residential component is important as it adds density to the center and creates a 24-hour character area. Higher density multifamily residential over retail or office is appropriate to support these uses. This character area is a vibrant place where people can live, work, play and shop.

Regional Activity Center

Primary Land Uses:

A mix of commercial, office, and associated residential uses

Always located at a major crossroads with infrastructure in place to support regional uses

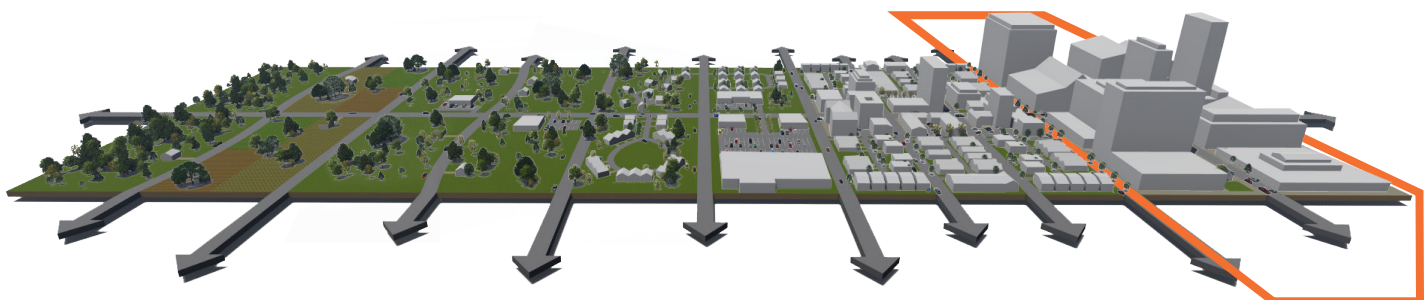
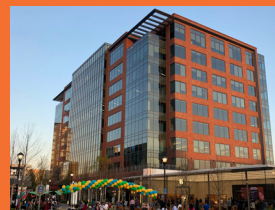
Infrastructure:

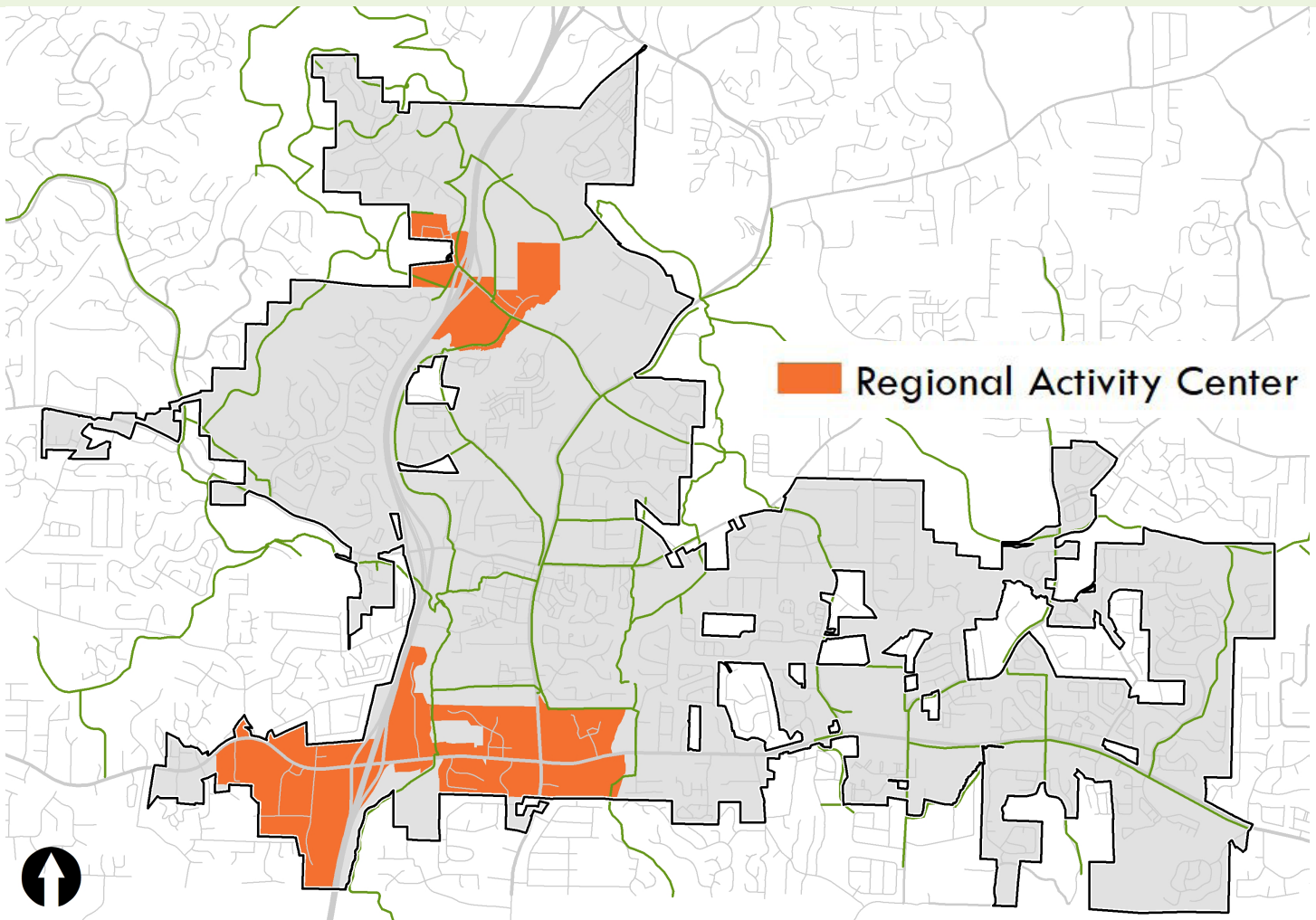
Full Urban Facilities and Services

Mixed Use/Urban Streets

Internal Pedestrian Ways

Civic Spaces, including Plazas, Squares, and Greens





As an employment- and retail-oriented town center, pedestrian facilities and connectivity are a key focus. The overall environment should be attractive and enjoyable for walking. While larger in scale and more modern in design than any other character area, development must be attractive and approachable from street level.

Design factors for this area include: addressing the size of commercial development in terms of square footage by visually breaking up street-level facades of large buildings into more pedestrian-scaled units; design parameters for parking and internal circulation/access; architectural treatments; building setbacks, siting and

While larger in scale and more modern in design than any other area, development here must be attractive and approachable from street level

orientation; buffer requirements to ensure compatibility with adjacent residential; and other factors which promote a pedestrian-friendly environment, even within higher intensity commercial and residential.

It is important to note that the vision described in this area is largely long-term and aspirational, and reflects a kind of development that is desired by the community, supported by previous planning efforts, and is best suited to the areas identified in the FDM. In the near to mid future, the vision of the Regional Activity Centers can be accomplished by incremental improvements in design and a gradual increase in intensity and the mix of uses present. As such, when changes to occur in these areas, it is important that they include some substantial improvement in design, intensity and/or mix over the current condition. For example, if a large-lot shopping center redevelops, the new incarnation could feature a better on-street presence, a new residential or office component, an overall increase in the level of activity, improved pedestrian connectivity, or some combination



CHARACTER AREAS REGIONAL ACTIVITY CENTER

of the three. The new development should not be held to the full standards of the Regional Activity Center but must provide a significant measure of progress towards them.

Development Strategies

Sustainable Design Features

- Refocus strip commercial and new development into larger-scale, more urban and modern set of primarily commercial uses;
- Provide a high intensity of mixed uses, size of uses, and types of uses in order to create a critical mass;
- Promote pedestrian scale, connectivity and inter-connection within and external to the center;
- Plan for a community street, trail and sidewalk network that is as friendly to alternative modes of transportation as to the automobile;
- Require access management in all redevelopment;
- Plan and design transportation improvements that fit with Woodstock's community character; and
- Include civic and cultural uses to promote human interaction.

Intensity & Use

- This character area should include the highest densities in the city, with a strong commercial and office component supported by larger residential buildings; and
- Higher densities are encouraged in these areas due to proximity to infrastructure, especially major roadways. As such, areas closest to those major corridors should be the highest densities, with lower densities adjacent to other character areas.

Design

- Large commercial structures should be designed so that their street-level facades are subdivided into smaller units of scale so that they create a pleasant and interesting pedestrian experience;
- Shop windows, entrances, colonnades, columns, pilasters and other details shall be designed to break down dimensions to human scale;

- Buildings should be designed in a manner, which provides architectural depth to the building.
- Buildings should feature an arcade/structural canopy along the front facade of the building, between buildings and leading from the parking area to provide design interest and relief from the weather;
- All entrances should be obvious and welcoming. Main entrances should be oriented to the street, with on-street parking nearby;
- The front facade of the building should be of a pedestrian scale and appearance;
- The design of a building that occupies a pad or portion of a building within a planned project or shopping center should share similar design characteristics and design vocabulary. Precise replication is not desirable. Instead, utilization of similar colors, materials and textures as well as repeating patterns, rhythms and proportions found within the architecture of other buildings throughout Woodstock can be utilized to achieve unity;
- Encourage unique architecture styles reflecting the regional or historic character, and discourage "franchise" or "corporate" architecture;
- Taller buildings or portions of a building should be located internally to a site with buildings stepping down in height as they reach the edges of the site that are adjoined by smaller scaled development or as they connect to existing residential uses;
- Drive through windows, menu boards, equipment and associated stacking lanes should be located to minimize impacts and should be adequately screened from public view and view of adjacent sites;
- Civic gathering places such as plazas and squares should be distributed throughout the development. Amenities such as benches, landscaping, public art, and fountains should be included within the development;

Transportation

- Buildings should be oriented in close proximity to each other and on both sides of a public street to facilitate walking instead of driving—all parcels

should be interconnected wherever topography allows, along streets, squares and plazas;

- Sidewalks should be wide and developed with street trees and landscaping and traditional pedestrian lighting. Seating and gathering areas should be worked into the overall design; all pedestrian areas should be inviting and safe and designed with appropriate furniture and amenities;
- A circulation system should connect to adjacent properties and other public rights-of-way;
- Provide trail connections to encourage non-motorized travel and provide additional safety;
- Provide conveniently located, preferably sheltered, bicycle parking at retail and office destinations and at multi-family dwellings;
- Streets should follow urban patterns, such as small blocks within a grid system, and be connected to existing street patterns, where appropriate. Projects are not meant to stand-alone, isolated; rather it should integrate with the communities around it;
- Shared access and parking should be required where possible. Investigate the possibility of

closing and consolidating excess driveways;

- Parking deck facades should partially conceal automobile visibility from any public right-of-way or private drive or street that are open to the general public, such as the appearance of a horizontal storied building, or “wrapped” by retail or residential uses. Any parking deck that is not “wrapped” should contain ground level retail, and murals or landscaping to lessen its impact; and
- All parking that is not on-street must be adequately screened (this is a new requirement that should be added to the appropriate overlay districts).





Community Village Center

Typically located at the convergence of major local transportation corridors, Community Village Centers are envisioned as places where a compatible mixture of modest to higher intensity uses are located, such as larger scaled shopping centers, professional offices and services serving several neighborhoods. Community Village Centers include shopping and service facilities designed to service the areas adjacent to and near them. These services serve larger areas than most corner shops or small retail, but do not serve the broader region. These areas include businesses that offer a wide variety of goods and services, including both convenience goods for neighborhood residents and shopping goods for a market area consisting of many neighborhoods. These areas also include small business employment opportunities and can be enhanced with well-placed parks, plazas, and open spaces. These areas are well integrated with the neighborhoods around them, with trails and sidewalks as well as roads to encourage non-motorized trips.

Land use components coexist as part of a collective approach to creating communities that are safe, attractive and convenient for pedestrians and motorists alike. A Community Village Center should create a focal point for its surrounding neighborhoods.

Community Village Center

Primary Land Uses:

Shopping Centers
Professional Offices and Services

Infrastructure:

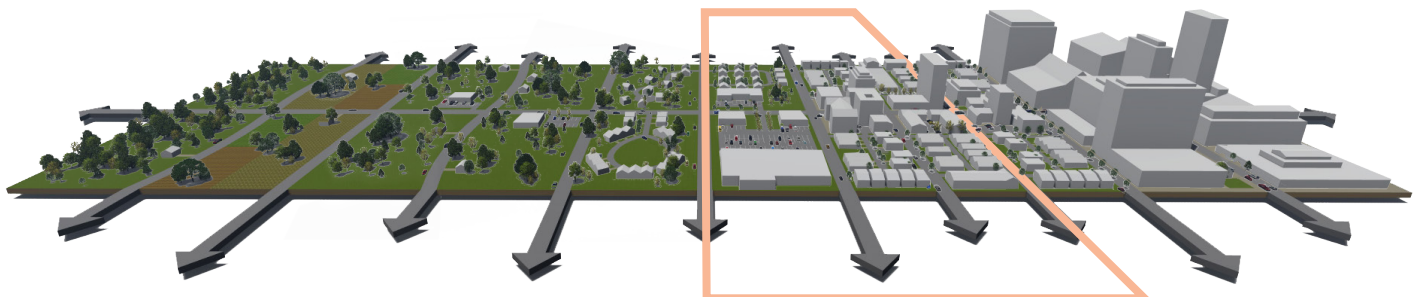
Full Urban Facilities and Services

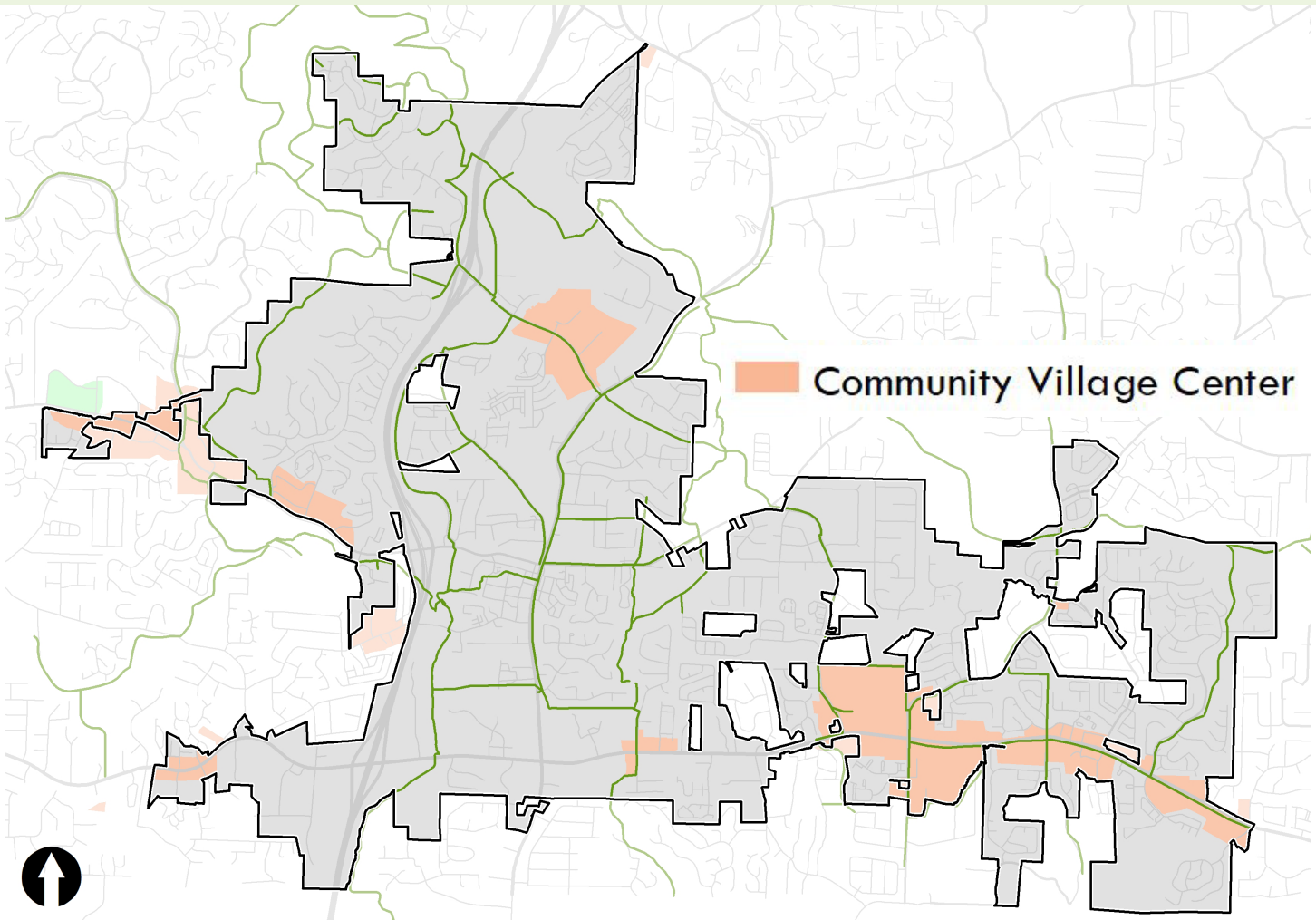
Mixed Use/Urban Streets

Internal Pedestrian Ways

Civic Spaces, including Plazas, Squares, and Greens

Community Village Centers include shopping and service facilities designed to serve larger areas than most corner shops, but do not serve the broader region





Development Strategies

Intensity & Use

- Each Community Village Center should include a mix of retail, office, services, and employment to serve a wide array of typical neighborhood needs but these areas are not regional in nature. A shopping center anchored by a major grocery store would be an example of an appropriate use;
- Residential uses are generally not desired in this character area. Residential development may be appropriate if it is a multi-family development anchored by substantial retail on the ground floor;

Design

- Civic uses and gathering places should be part of the overall design of a Community Village Center; outdoor seating is encouraged;

- Wherever practical, streets should terminate at a focal point, such as a civic building, church, bell tower, gazebo, greenspace, park, etc. streets should never terminate at parking lots;
- Buildings should be clustered and should respect the predominate scale of development in the surrounding area by designing with elements of similar scale and architecture. Large-format buildings don't promote walkability or the types of businesses desired in these areas; and
- Taller buildings or portions of a building should be located internally to a site with buildings stepping down in height as they reach the edges of the site that are adjoined by smaller scaled development. Alternatively, where adjacent to a Regional Activity Center, buildings may step up to be compatible with the higher levels of development there.



CHARACTER AREAS COMMUNITY VILLAGE CENTER

Transportation

- Road edges should be clearly defined by locating buildings at roadside with parking hidden from adjacent roadways and accessed from the side, the rear, by an alley or through a building. When it is not possible to locate parking to the rear of a structure, surface parking lots are to be screened with hedges, walls, or low fencing of a height between 3.5 and 5 feet. The parking area itself should be landscaped throughout, including shrubs and shade trees;
- Shops and offices should be pulled as close to the street as possible. Balconies, colonnades and overhangs may encroach into the front setback as long as they do not encroach into the pedestrian clear zone;
- Design for each center should be very pedestrian-oriented, with strong, walkable connections between different uses;
- The pedestrian-friendly environment should be enhanced by providing sidewalks and other pedestrian-friendly trail/bike routes linking to other neighborhood amenities, such as libraries, community centers, health facilities, parks, schools, etc.;

WOODSTOCK COMPREHENSIVE PLAN



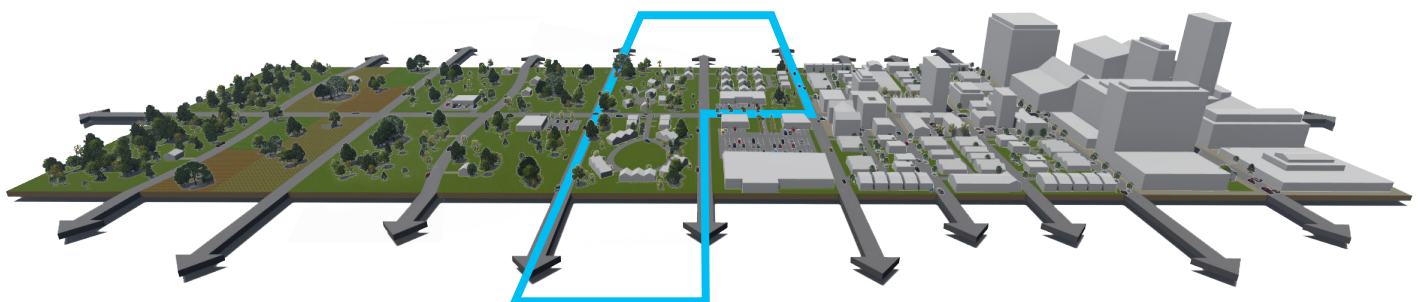


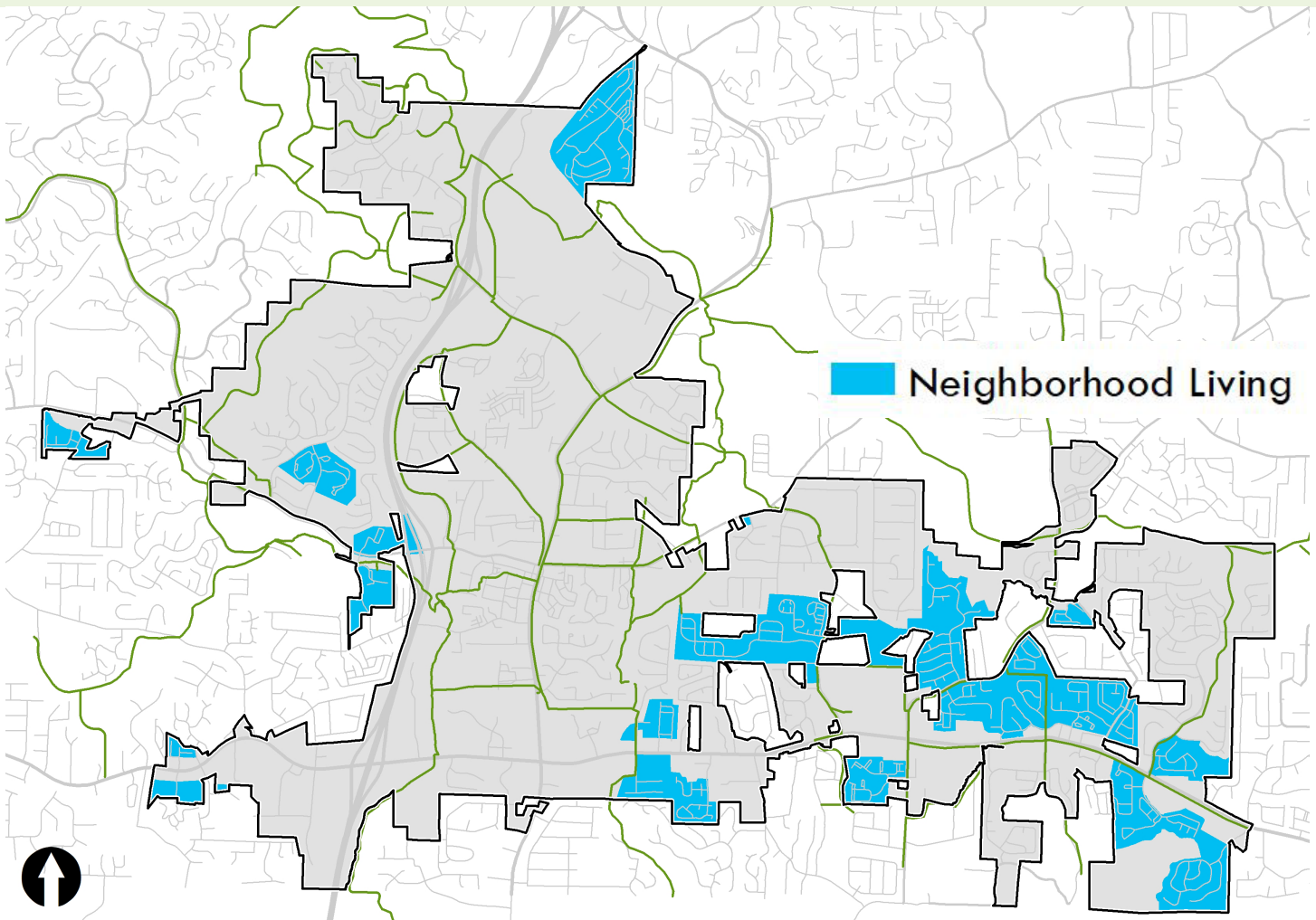
Neighborhood Living

This Character Area is solely residential in character. These neighborhoods feature housing on smaller lots, with smaller front setbacks for both attached and detached dwellings. Neighborhoods possess distinct community identities through architectural style, lot and street design, and are predominately owner occupied. Residential buildings have defined semi-public, landscaped edges with the ground floor raised above the grade of the sidewalk. Appropriate residential types can include single-family dwellings, townhomes, vertical duplexes and small multi-family dwellings. A mixing of housing types within a development is appropriate. The intent of this character area is to create new moderate density housing area to provide for empty nesters, singles, small families, stable workforce housing and to create moderate-income neighborhoods that provide a choice of various housing types that accommodate a cross-section of incomes, lifestyles, and life cycles. Infill or redevelopment of parcels within this character area will provide greater lifestyle housing choices, but should be respectful to existing neighborhoods.

Neighborhood Living features housing of widely varies types, with distinct community identities and connections to adjacent commercial areas

- Neighborhood Living**
- Primary Land Uses:
 - Small-Lot Single Family Housing
 - Small Scale Apartments
 - Live-Work Units
 - Senior Housing Facilities
- Infrastructure:
 - Full Urban Facilities and Services
 - Mixed Use/Urban Streets
 - Internal Pedestrian Ways
 - Civic Spaces, including Plazas, Squares, and Greens





Development Strategies

Sustainable Design Features

- Encourage locating residential development where full urban services, public facilities and potential routes of public transportation are available;
- The provision of community services and commercial uses to create a “complete community;”
- Accommodate a variety of housing types to suit a variety of lifestyles, price points and lifecycles;
- Develop residential areas that utilize innovative urban design principles to encourage community, including pedestrian linkages;
- Multifamily housing should be small. Multifamily and attached housing should be evaluated carefully as part of a mixed use development; and
- Walkability and external connections to activity

centers, urban centers, and employment areas are key to this character area in order to reduce automobile trips and to encourage a close knit community.

Intensity & Use

- All development within these areas should be solely residential;
- Buildings should be no greater than 4 floors; Develop residential areas that utilize innovative urban design principles to encourage community, pedestrian linkages and mixed-use environments;
- Multi-family development should be limited to fewer than 100 units and be part of a mixed-use project; and
- Institutional uses such as elementary schools, churches, libraries and community centers are encouraged.



CHARACTER AREAS NEIGHBORHOOD LIVING

Design

- Foundation planting should be provided along all buildings frontages, except single-family; planting should be of sufficient quantity and spacing to provide complete coverage of the entire length of the building;
- Neighborhood should be of a size and design that allows residents to walk from edge to center or civic space, or to a non-residential use, in 5 to 10 minutes;
- Encourage the conversion of sites to more intensive residential use when possible without conflicting with historic neighborhoods; and
- Block length shall not exceed 600 feet.

Transportation

- On-street parking should be part of an overall streetscape design such as bump-outs, pavers and other aesthetic streetscape treatments;
- All developments should connect to adjacent public rights-of-ways and other neighborhoods, especially to existing stub-streets, forming an interconnected street network in the area; and
- Substantial internal connections should exist within a development and to adjacent land uses. External connections should include both motorized links and trails. Cul-de-sacs or other unconnected roadways are discouraged.

WOODSTOCK COMPREHENSIVE PLAN





Suburban Living

This character area includes both older established neighborhoods and occasional areas with limited existing development. The intent of this character area is to preserve stable neighborhoods, while accommodating new neighborhoods that embody the spirit of older neighborhoods, such as neighborhood sense of place, human connectivity, and safety. Both existing and proposed traditional single-family neighborhoods are essential to the community character of Woodstock. Each kind of development will offer an opportunity and choice to the residents of the City.

The City has a wealth of older established neighborhoods built in the 1970's that have a distinctive community identity through their architectural style, lot size, and street design. These havens are characterized by single family housing on large lots, deep setbacks, wooded areas and wealth of old growth trees and vegetation lining quiet streets. As viable in-town neighborhoods the focus is to reinforce this stability by encouraging homeownership and negating incompatible land uses. Areas of new development adjacent to these stable neighborhoods should be sensitive to the surrounding residences. Light, mass, setbacks and landscaping should be reviewed for suitability as properties come in for redevelopment. Within redevelopment or developing areas, there is a growing desire for neighborhood design that supports the more walkable lifestyle that existed in older, traditional communities and in neighborhoods of small towns.

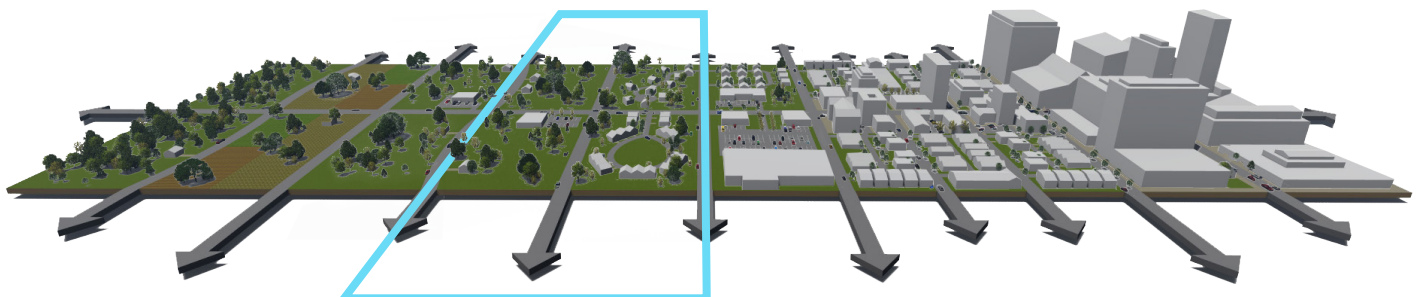
Suburban Living

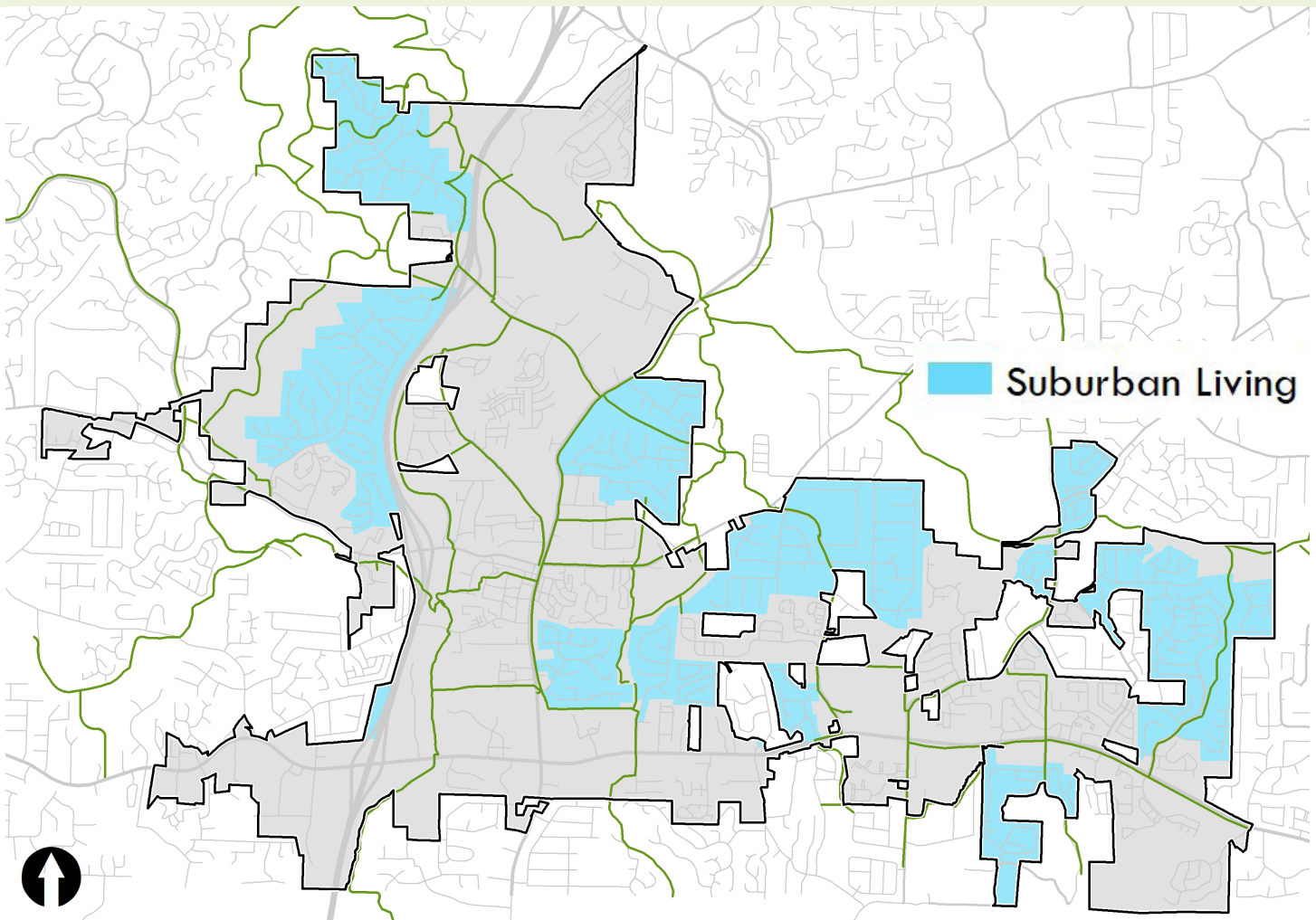
Primary Land Uses:

- Single Family Housing
- Granny Flats and Accessory Housing
- Traditional Neighborhood Developments
- Conservation Subdivisions

Infrastructure:

- Public Water/Sewer for new developments
- Neighborhood Streets
- Greenways, Parks, and Greens
- High Pedestrian Orientation





All new developments should incorporate the promotion of active modes of transportation through the inclusion of sidewalks and trails in future street design. Sustainable design features include:

The Suburban Living area preserves stable neighborhoods, while accommodating new neighborhoods that embody the spirit of older neighborhoods

Development Strategies

Sustainable Design Features

- Single Family residential units of larger lot sizes;
- A continuous and connected street network has a hierarchy, from high-capacity boulevards to narrow rear lanes or alleys. Neighborhood streets should have relatively narrow roadways, small curb radii, and sidewalks to accommodate pedestrians and bicyclists as well as motor vehicles;
- A neighborhood should be organized around a civic place, such as a plaza or green;
- Promotion of infill residential development that fosters a sense of community and provides essential mobility, recreation and open space; and adds trail connections
- Appropriately scaled nonresidential should be included in infill developments.



CHARACTER AREAS SUBURBAN LIVING

Intensity & Use

- The purpose of this character area to provide spaces where single-family detached housing on larger lots, especially older housing, is preserved.

Design

- Create neighborhood focal points by locating schools, community centers, or well-designed villages at suitable locations within walking distance of residences;
- It is encouraged that residences have porches or balconies to enhance interactions;
- Setbacks close to the street are encouraged; and
- Front yard fencing, if provided, must be wood picket, wrought iron, stone, or timber in a traditional design at least 2 feet high but not more than 4 feet high. Fence materials and designs must be consistent within each development, but may differ from other developments.

Transportation

- Design road specifications for new development while adding traffic calming improvements, sidewalks, and increased street interconnections to improve walkability within and between existing neighborhoods;
- Parking for residential uses is preferred to be located to the rear or side of the structure; and
- Every principal building must front on a street that provides for both vehicular and active transportation (not an active-only trail/mew).

WOODSTOCK COMPREHENSIVE PLAN





Workplace Center

Workplace Centers provide space for an increased diversity of employment opportunities and services and add diversity and resilience to the city's tax base. These areas are generally tucked away from sight along major thoroughfares, or should include landscaping and screening to limit their visual impact on their surroundings. These areas feature industrial facilities including warehousing and wholesale facilities, accompanied by research facilities and some offices. Flex industrial development is a typical use in these areas.

In order to include these uses in an urban area adjacent to mixed-use and residential uses, it's important that specific activities are limited to those not noxious to their neighbors. Adequate buffers should be left between these uses and other character areas in order to limit the amount of noise, light, and other disturbances experienced. When a Workplace Center is adjacent to a major roadway, architectural screens and landscaping should be used to limit the visual impact on the community. Buildings near these major thoroughfares should include aesthetic design of a higher quality than typically expected of industrial buildings. However, when away from sight of passersby, it may be less important to maintain this level of detail.

Development Strategies

Intensity & Use

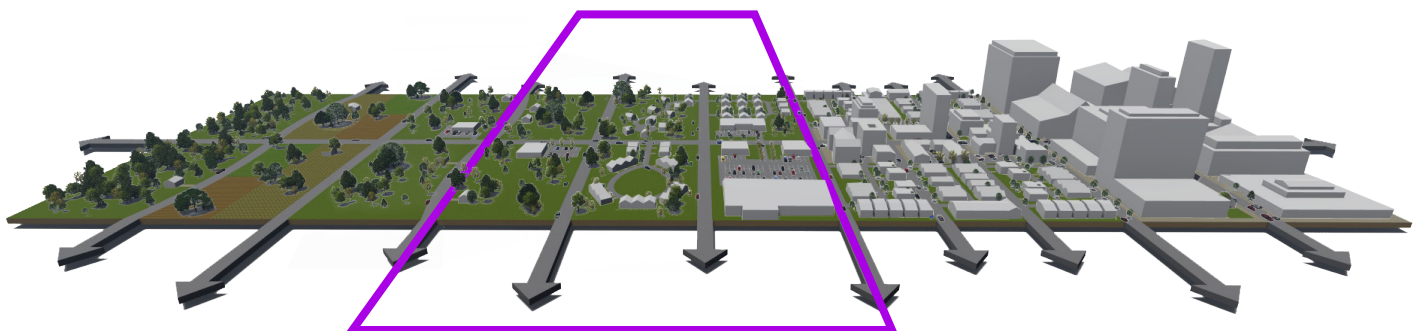
- This area is largely home to industrial and some commercial uses that provide employment to the city and surroundings.

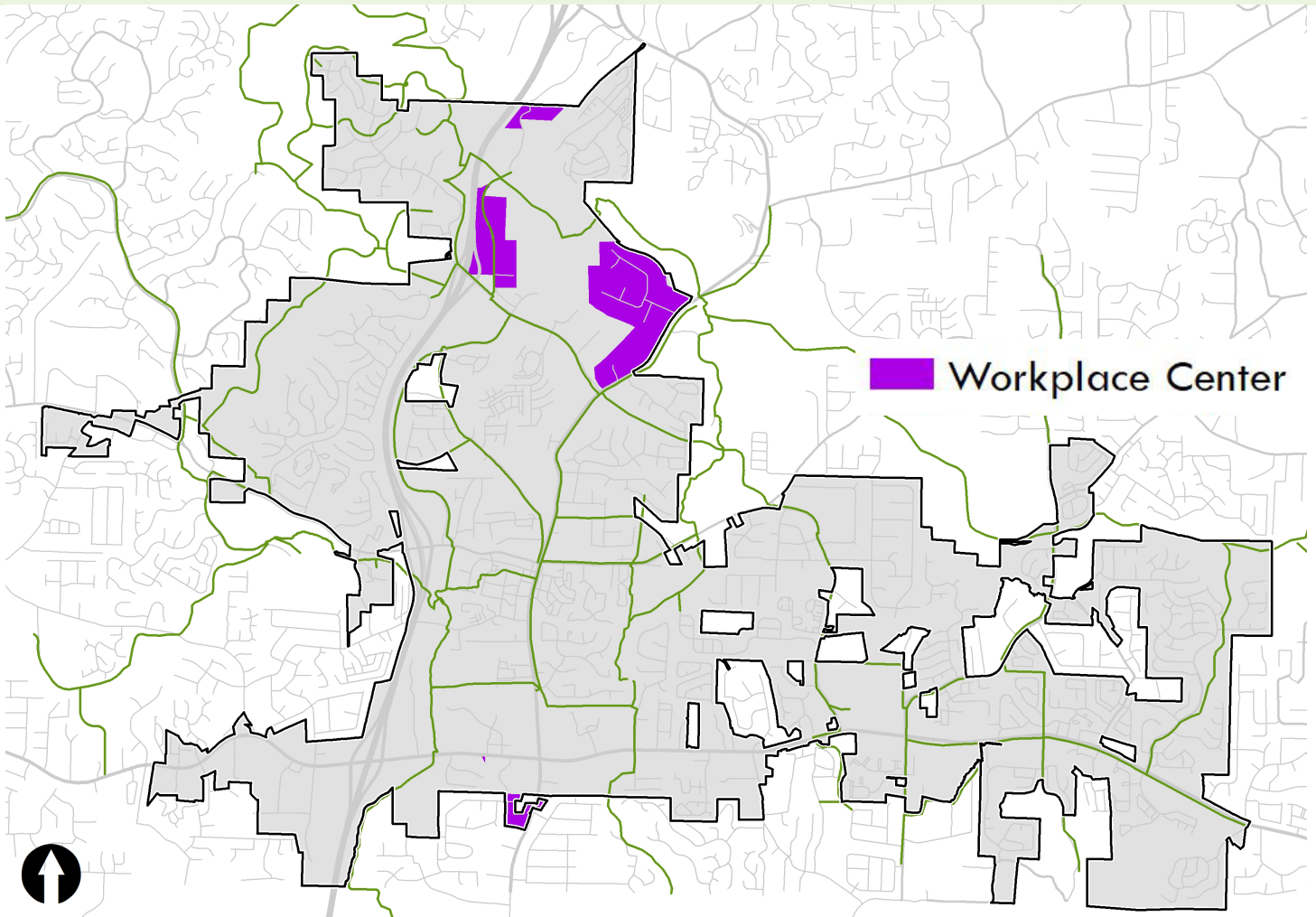
Design

- Visible edges of Workplace Centers should use landscaping and other architectural treatments to shield the industrial uses from sight of passerby;
- Industrial (truck) entrances and facilities should be located internal to the site, or at least internal to the character area, away from adjacent residential or mixed-use areas;
- Where Workplace Centers abut other character areas, a reasonable buffer must be present to reduce impacts and disturbance to the other areas. Buffers may include undisturbed natural areas, or landscaped/built screens and barriers.

Transportation

- Internal roadways must be designed to accommodate the large, heavy vehicles that will frequent the businesses within, but basic accommodations for non-motorized users must also be made.





Workplace Center

Primary Land Uses:

Large Employment Centers including Industrial Uses such as Warehousing and Wholesale, Manufacturing, Research Facilities, and Professional and Corporate Offices

Infrastructure:

Public Water/Sewer Available





Employment Village

An Employment Village is an area that provides for business and employment opportunities that are not always compatible with an urban area, but provides them in smaller settings and in a more integrated way than Workplace Centers. While a Workplace Center features larger industrial and institutional buildings and uses, an Employment Village is focused on smaller “mom and pop” businesses, which often include new businesses, small warehouses, and services which are not compatible with Activity Centers or Urban Areas, such as auto services.

Because of the smaller scale, it is not appropriate to include any uses that are considered noxious within an Employment Village. These areas should include landscaping and architectural treatments to maintain a quality appearance from adjacent roadways. Internal roadways should accommodate a wide variety of vehicles, from trucks servicing businesses to pedestrians moving between business and in and out of the area. As possible, these areas should include multimodal connections to adjacent areas to encourage non-vehicular travel when possible.

Development Strategies

Intensity & Use

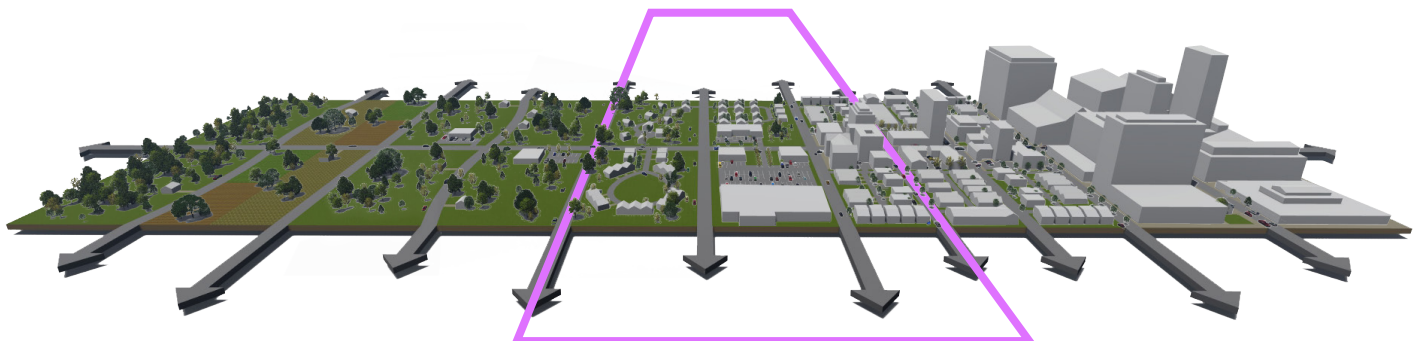
- Encourage the development of small business incubator spaces and “mom and pop” style businesses in these areas; and
- Development in these areas is industrial, industrial/flex, warehousing, or commercial, but is always at a smaller scale than what is typical in Workplace Centers.

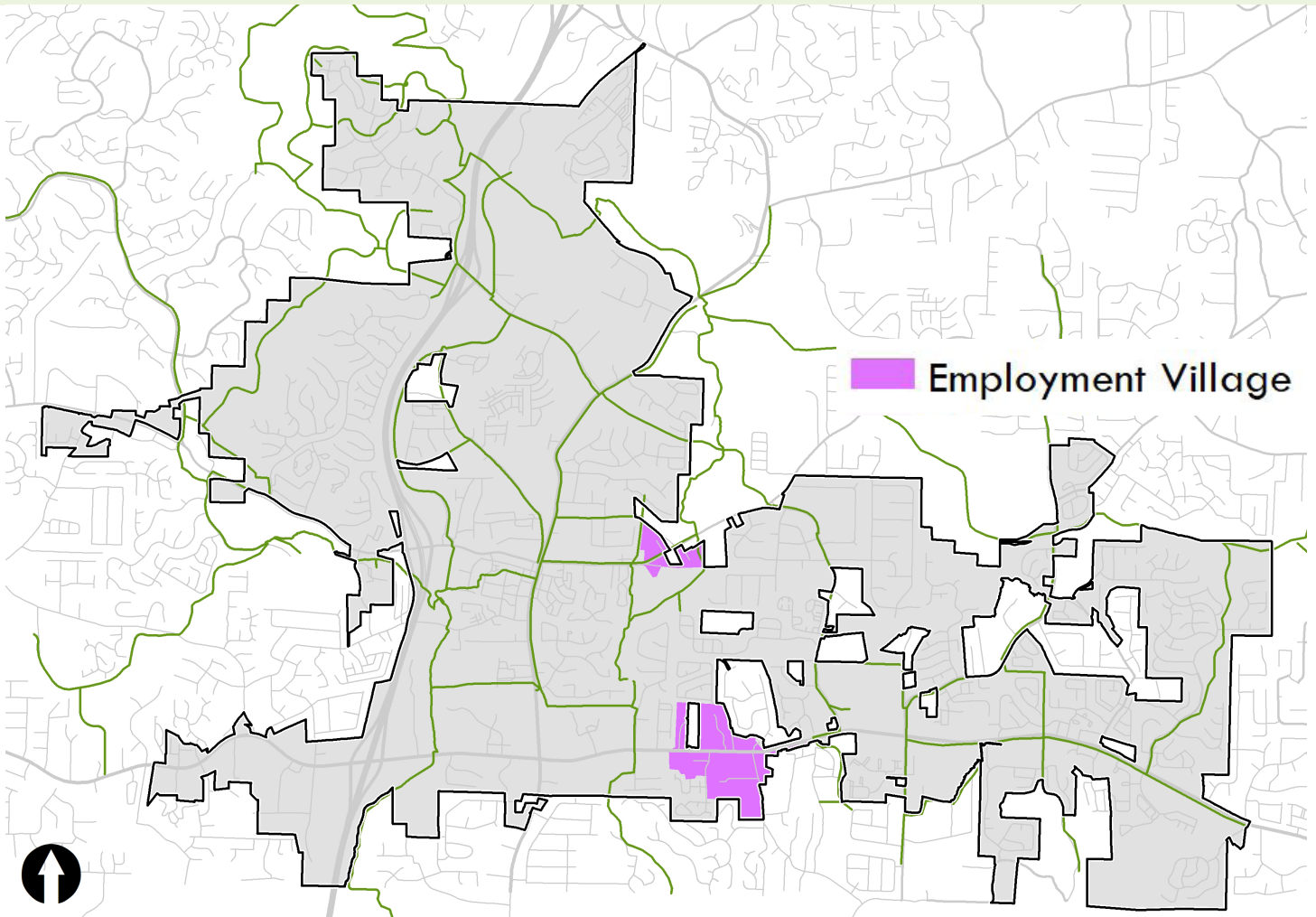
Design

- Require quality architecture and landscaping on all properties visible from external thoroughfares; and
- Automotive uses should have automotive entrances (i.e. service bay drive-in doors) oriented to the inside of the development or away from an adjacent thoroughfare whenever possible.

Transportation

- Provide sidewalks and encourage shared parking to connect these areas and reduce short trips between services; and
- In areas that include uses like small professional services or other non-automotive businesses, encourage pedestrian facilities and connections to adjacent areas.





Employment Village

Primary Land Uses

Small Employment Centers including minor Warehousing and Wholesale, Small Businesses, Incubator Spaces, and Neighborhood Services

Infrastructure

Public Water/Sewer Available



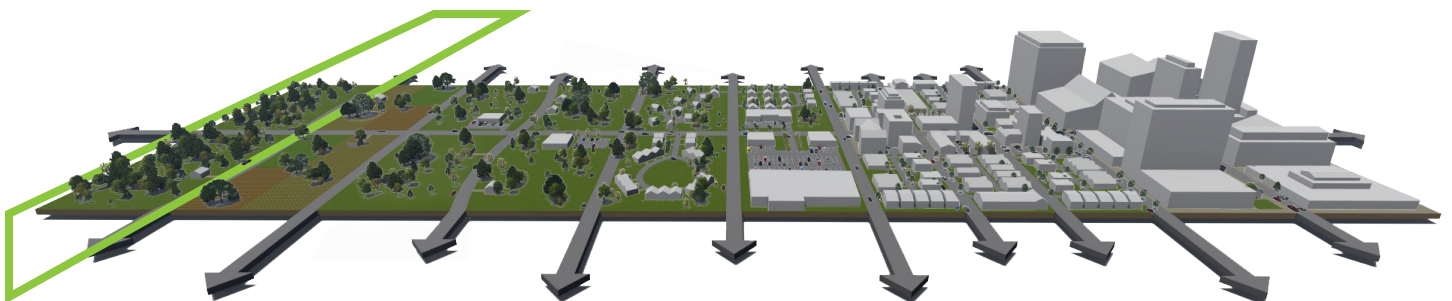


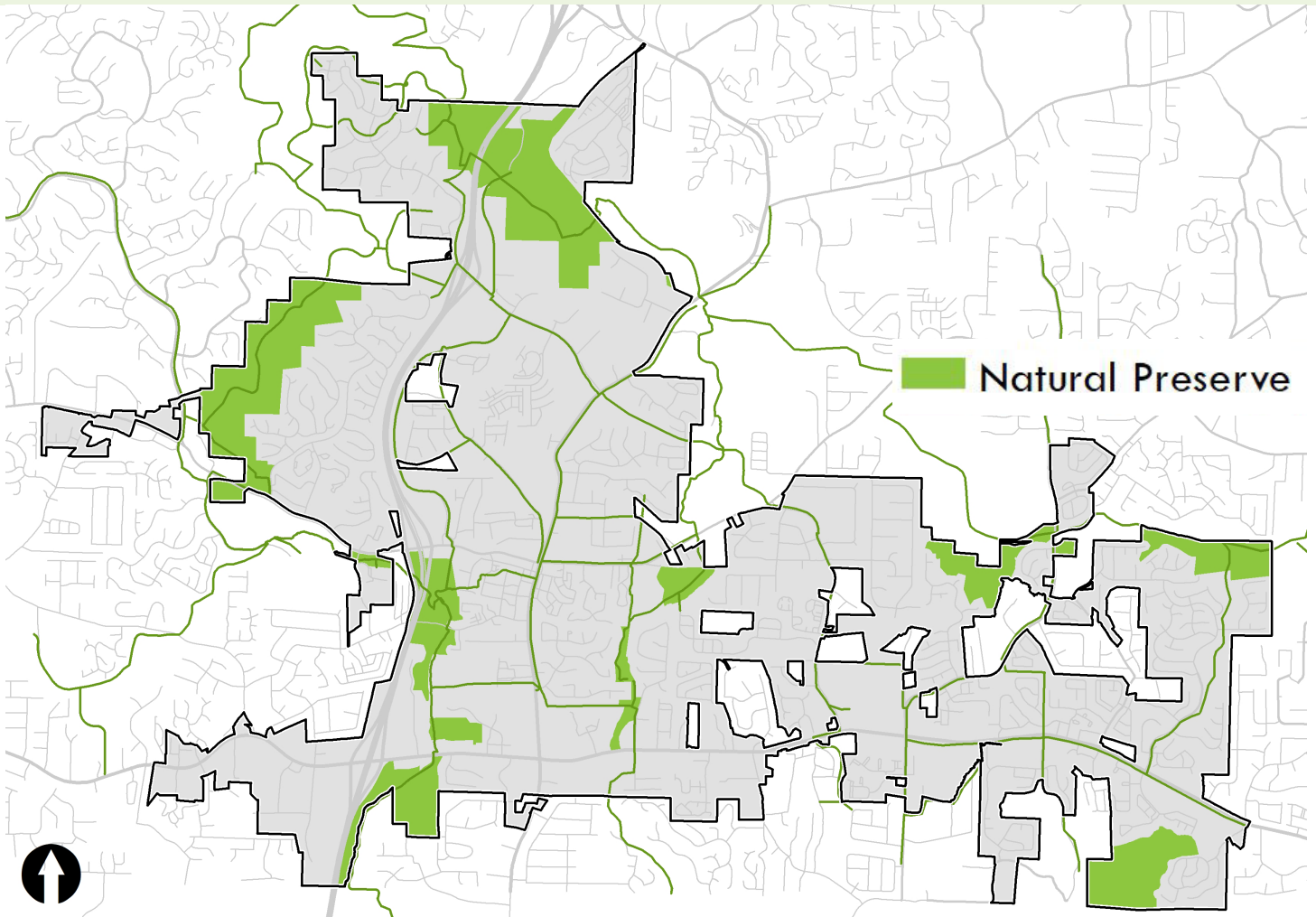
Natural Preserve

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

Development strategies:

- Maintain natural, rural character by not allowing any new development and promoting use of conservation easements;
- Widen roadways in these areas only when absolutely necessary and carefully design the roadway alterations to minimize visual impact; and
- Promote these areas as passive-use tourism and recreation destinations.





Natural Preserve

Primary Land Uses:

- Undeveloped natural spaces
- Passive parks
- Parklands with playgrounds and similar recreation-focused facilities

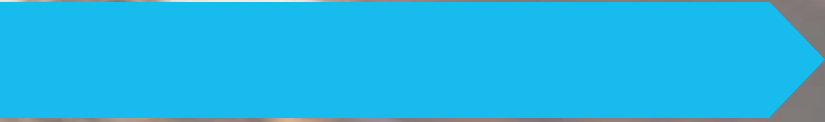
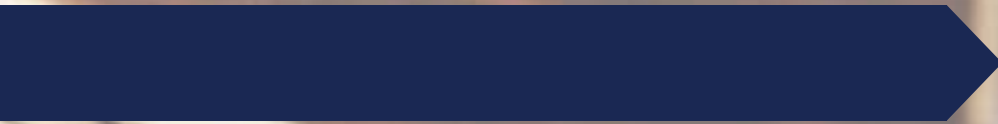
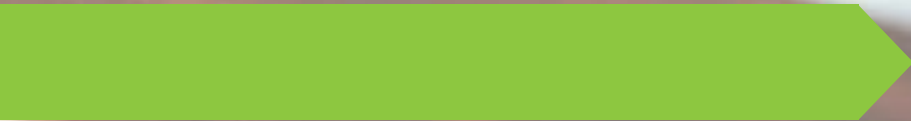
Infrastructure:

- Trails





APPENDICES



Appendix A

**Annual Impact Fee Financial Report,
Capital Improvements Project Update,
Short-Term Work Program Update, and
Report of Accomplishments**

CITY OF WOODSTOCK, GA

- Annual Impact Fee Financial Report
- Capital Improvements Project Update
- Short-Term Work Program Update
- Report of Accomplishments

2018



Note: This table can't be fully populated until after June 30, 2018, the close of the fiscal year.

CITY OF WOODSTOCK, GA					Annual Impact Fee Financial Report - FY 2018 AS OF 6.13.18		
Service Area	Parks & Rec	Admin	Total				
Impact Fee Fund Balance July 1, 2017	City \$136,937.57	City \$959.77	\$137,897.34				
Impact Fees Collected July 1, 2017 - June 30, 2018	\$326,124.99	\$9409.58	\$344,944.15				
Subtotal: Fee Accounts	\$463,062.56	\$10,369.35	\$473,431.91				
Accrued Interest	\$0	\$0	\$0				
(Impact Fee Refunds) (Expenditures)	\$0 \$208,880.04	\$0 \$0	\$0 \$208,880.04				
Impact Fee Fund Balance June 30, 2018	\$254,182.52	\$10,369.35	\$264,551.87				
Impact Fees Encumbered	\$0		\$0				

Note: This table can't be populated until after June 30, 2018, the close of the fiscal year.

CITY OF WOODSTOCK, GA									
Capital Improvements Project Update 2018-2022 AS OF 6.13.18									
Public Facility: Parks and Recreation									
Service Area: City-wide									
Project Description	Project Start Date	Project End Date	Project Estimated Cost	Percentage of Funding from Impact Fees	Other Funding Sources	Impact Fee Expenditures for 2018	Impact Fees Encumbered	Status/Notes	
Hamby Park Land	9/20/2017			100%		\$150,543.18		In Progress	
Trickum Road Park	10/30/2017			100%		\$15,579.66		In Progress	
Elm Street Cultural Arts Bldg.	05/23/2018			100%		\$42,757.20		In Progress	
Total of Costs, Expenditures and Impact Fees Encumbered						\$208,880.04			

Short Term Work Plan Update 2018-2022

Project Description	2018	2019	2020	2021	2022	Est. Total Cost	Funding Source	Partners/Support	Project Lead	Notes
Natural and Historic Resources										
Dedicate a fund to the yearly purchase and acquisition of greenspace	X	X	X	X	X	Unknown	City Impact Fees	Greenprints Alliance	City	
Economic Development										
Continue to fund and implement LCI/Streetscape projects	X	X	X	X	X	\$2,000,000	City/GDOT	ARC	City	Updated in Report of Accomplishments (ROA)
Develop incentives and project attributes to assist development of new commercial space	X	X	X	X	X	Staff Time	City		City/DDA	
Continued implementation of wayfinding signage package	X	X	X	X	X	\$500,000	DDA/City/Woodstock/CV B	Main Street	City	
Housing										
Encourage the use of federal tax credits for development of moderate income housing	X	X	X	X	X	Staff Time	City		City	
Housing Study				X	X	Unknown	City	DDA	Planning	Will seek grant funding
Community Facilities and Services										
Execute City Center Plan Explore options for relocation of City Hall to include possible public/private partnerships and explore funding in the next SPLOST cycle	X	X	X			TBD	TBD		City	Change of scope, updated in ROA
Sidewalk maintenance and replacement fund	X					\$50,000 annually	General Fund/SPLOST		City	

Project Description	2018	2019	2020	2021	2022	Est. Total Cost	Funding Source	Partners/Support	Project Lead	Notes
Acquire property for and build new fire station to include police mini-precinct.	x	x				\$1,250,000	SPLOST		City	
Parks and Recreation										
Construct identified multi-use trails and finalize ROW purchases	x	x	x	x	x	\$4,000,000	City/Cherokee County	Greenprints, Cherokee Co.	City	Updated in ROA
Four Playgrounds at Trailheads, locations TBD	x	x	x	x	x	\$200,000	98.5% Impact Fees, General Fund		City	
Six (6) Pavilions/Shelters at Trailheads, locations TBD	x	x	x	x	x	\$300,000	98.5% Impact Fees, General Fund		City	
Little River Park Infrastructure Facilities and Trail Head	x	x				\$500,000	City	Greenprints Alliance	City	
Little River Park Trails			x	x		\$1,000,000	General Fund, Impact Fees	Greenprints Alliance	City	
Complete construction of Woodstock's second dog park		x				\$250,000	General Fund		City	
Complete design study of Little River Park	x	x				Unknown	City		City	
Complete engineering and design for Noonday Creek Trail Connector to Cobb County's trail system	x	x				Incl. with construction costs	TIP	Cherokee County, Cobb County	City	
Construct Noonday Creek Trail Connector						\$2,800,000	TIP	Cherokee County, Cobb County	City	
Construct amphitheater concession and restroom facility			x			\$750,000	City		Parks & Rec	
Transportation										
Trickum Road widening - Arnold Mill to County Line	x	x	x	x	x	\$7,550,000	SPLOST	GDOT	City	

Project Description	2018	2019	2020	2021	2022	Est. Total Cost	Funding Source	Partners/Support	Project Lead	Notes
Towne Lake Parkway (road widening – Sherwood to Neese Rd)	x	x	x	x	x	\$10,000,000	SPLOST	GDOT	City	
Downtown Grid (new roads, extensions and connections)	x	x	x	x	x	\$5,000,000	SPLOST	Developers	City	
Arnold Mill Extension/Bypass (north end of Neese to Main St)	x	x	x	x	x	\$25,800,000	SPLOST	ACOE, Cherokee Cty	City	
Neese Rd. widening	x	x	x	x	x	\$5,200,000	SPLOST	Cherokee Cty	City	
South Main Street Streetscape	x	x				\$725,000	Woodstock/TE Grant	GDOT	City, GDOT	Updated in ROA
Update and continue implementation of transportation master plan	x	x	x	x	x	Unknown	City	Cherokee County	City	
Update Woodstock LCI, including thorough evaluation of impacts from transportation improvements in previous LCIs.	x	x				Unknown	City/ARC	ARC	Planning	5 year updates, intend to combine DT LCI & Hwy 92 LCI
Water and Sewage										
Provide sewer services to areas that have severe septic problems	x	x	x	x	x	Unknown	Unknown		Public Works	Updated in ROA
Investigate different options for providing sewer services to future residents and developments			x	x	x	Unknown	Unknown		Public Works	
Land Use										
Review Development Codes to ensure consistency with Comprehensive Plan and Character Area implementation measures	x	x	x	x	x	Staff Time	City		Planning	
Review Plan yearly during the budget/STWP update in terms of	x	x	x	x	x	Staff Time	City		Planning	

Project Description	2018	2019	2020	2021	2022	Est. Total Cost	Funding Source	Partners/ Support	Project Lead	Notes
actual population, map amendments and actual development										
Continue to update annually the 5-Year Capital Improvements Plan and STWP	x	x	x	x	x	Staff Time	City		Planning	
Revise State Route 92 Corridor standards and regulations	x	x				Staff Time	City		Planning	
Conduct annual review of FDM, rezoning and capital projects for plan & map adjustments	x	x	x	x	x	Staff Time	City		Planning	
Send a summary of all minor amendments annually to the ARC	x	x	x	x	x	Staff Time	City	ARC	Planning	
Develop and codify citywide Design Guidelines to include, gateway features, streetscapes, street furniture, lighting and other public amenities.	x					Staff Time	City	Public Works/ Economic Development	Planning	Underway
Develop a public art program and masterplan			x	x	x	Staff Time	City	Economic Development	Planning	
Design and adopt a new utility location cross section for specific areas of the city in coordination with utility providers	x	x	x			Staff Time	City	Public Works, Utility Providers	Planning	Updated in ROA
Create a Future Development Map update committee (exec. Dir. Of DDA, chair of DDA, Mayor, one Council member (PC liaison), one PC member, planning staff) and update the FDM every two years	x	x				Staff Time	City		Planning	

Project Description	2018	2019	2020	2021	2022	Est. Total Cost	Funding Source	Partners/Support	Project Lead	Notes
Create a small area plan for Ridgewalk Parkway, including code rewrite recommendations	x	x				Unknown/Staff Time	City		Planning	
Public Relations & Communications										
Establish an Intranet to increase internal communication		x	x			Unknown	City		PIO	
Utilize social media platforms to educate residents and increase engagement	x	x	x	x	x	Staff time	City		PIO	
Create new methods to communicate information		x		x		Staff time	City		PIO	
Provide a presence at all major city-sponsored events	x	x	x	x	x	Staff time	City	DDA/CVB	City	Underway
Sustainability										
Incentivize or require businesses to recycle or at least be offered the option to have recycling		x	x	x	x	Staff time	City	Chamber of Commerce Going Green Committee	City	
Recycling program in the Downtown District		x				Staff time	City	Main Street/DDA	City	
Ensure proper management of recycling for trails and offer recycling for Downtown public street trashcans	x	x	x	x	x	Staff time	City		Public Works	

Report of Accomplishments – Short Term Work Plan Update 2018

CITY OF WOODSTOCK, GA

Project Description	Completed	Ongoing	Pending	Dropped	Status Description
Develop a focused marketing campaign targeting identified commerce	x				Economic Development plan completed in 2018, and will become an element in the 2018 Comprehensive Plan update.
Construct identified multi-use trails and finalize ROW purchases		x			Towne Lake Pass Trail completed in 2018. The multi-purpose trail connection was built in conjunction with Cherokee County. The Cherokee County Commission, in December 2016, approved a \$2.86 million contract with Integrated Construction & Nobility, Inc. to construct the project. The concrete path runs from Woofstock Park to Towne Lake Hills South. It will connect Towne Lake residents to the Noonday Creek Trail; which runs from Market Street in downtown Woodstock to Highway 92.
Construct identified multi-use trails and finalize ROW purchases		x			The Rubes Creek Trail section was completed in 2017, and the Rubes Creek Connector (along Arnold Mill Road) is being constructed in 2018 as well.
Construct identified multi-use trails and finalize ROW purchases		x			In 2018, TIP funding was awarded to the City of Woodstock, in coordination with Cherokee and Cobb Counties, for the multijurisdictional Noonday Creek Trail connection from Hwy 92 to Noonday Park in Cobb County.
Downtown Grid (new roads, extensions and connections)		x			In 2018, two more sections of Market Street, which runs parallel to Main Street, will be constructed.
Façade improvements along Wall Street.	x				The DDA is considering ending the Façade Grant Program since most of the facades along Wall Street have been improved and the others do not seem like they will be taking advantage of the program. Wall Street is only two blocks long. The program has been in existence for three years. Seven out of eleven facades have been improved.
Execute City Center Plan Explore options for relocation of City Hall to include possible public/private partnerships and explore funding in the next SPLOST cycle		x			Name changed to City Center Plan to reflect the entire design process for City Center, which will include relocation of City Hall, and a new parking deck partially paid for with SPLOST funding.
South Main Street Streetscape		x			This project is out for bid as of April 2018.

CITY OF WOODSTOCK, GA **Report of Accomplishments – Short Term Work Plan Update 2018**

Project Description	Completed	Ongoing	Pending	Dropped	Status Description
Provide sewer services to areas that have severe septic problems		x			In 2018, sewer was extended to a new subdivision between Neese Road and Gunnin Road, with enough capacity to extend to future properties that previously had no hope of sewer access.
Review utility location specifications		x			Maps with water and sewer locations were recently completed and updated, and a new underground utility section drawing has been created by the city to help developers install properly in DT infill areas with little space for utilities and street tree conflicts.



Appendix B



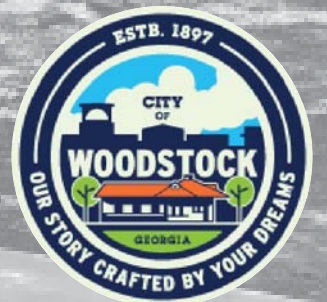
Key Findings Report



WOODSTOCK COMPREHENSIVE PLAN

KEY FINDINGS REPORT

September 2017



POND





INTRODUCTION

Georgia's Department of Community Affairs (DCA) requires that each local government create and maintain a Comprehensive Plan, which defines how that city or town plans to move forward with all aspects of city management from parks to economic development and from housing to transportation. These plans typically create guidance for the following twenty years of City activities. The DCA also requires that these plans are kept up-to-date, with updates at least every five years.

Adoption and acceptance of a Comprehensive Plan is required for a City to have Qualified Local Government Status (QLG Status). QLG status, in turn, is required for a City to participate in a wide variety of State programs. Noncompliance could impact the City's ability to participate in and take advantage of these grants, programs, and other funding.

In addition, the City will use the Comprehensive Plan to guide decision making in a variety of areas, from rezonings to new parks and transportation improvements. This plan will help ensure that all of the City works towards a common vision of Woodstock in the future.

HOW TO USE THIS DOCUMENT

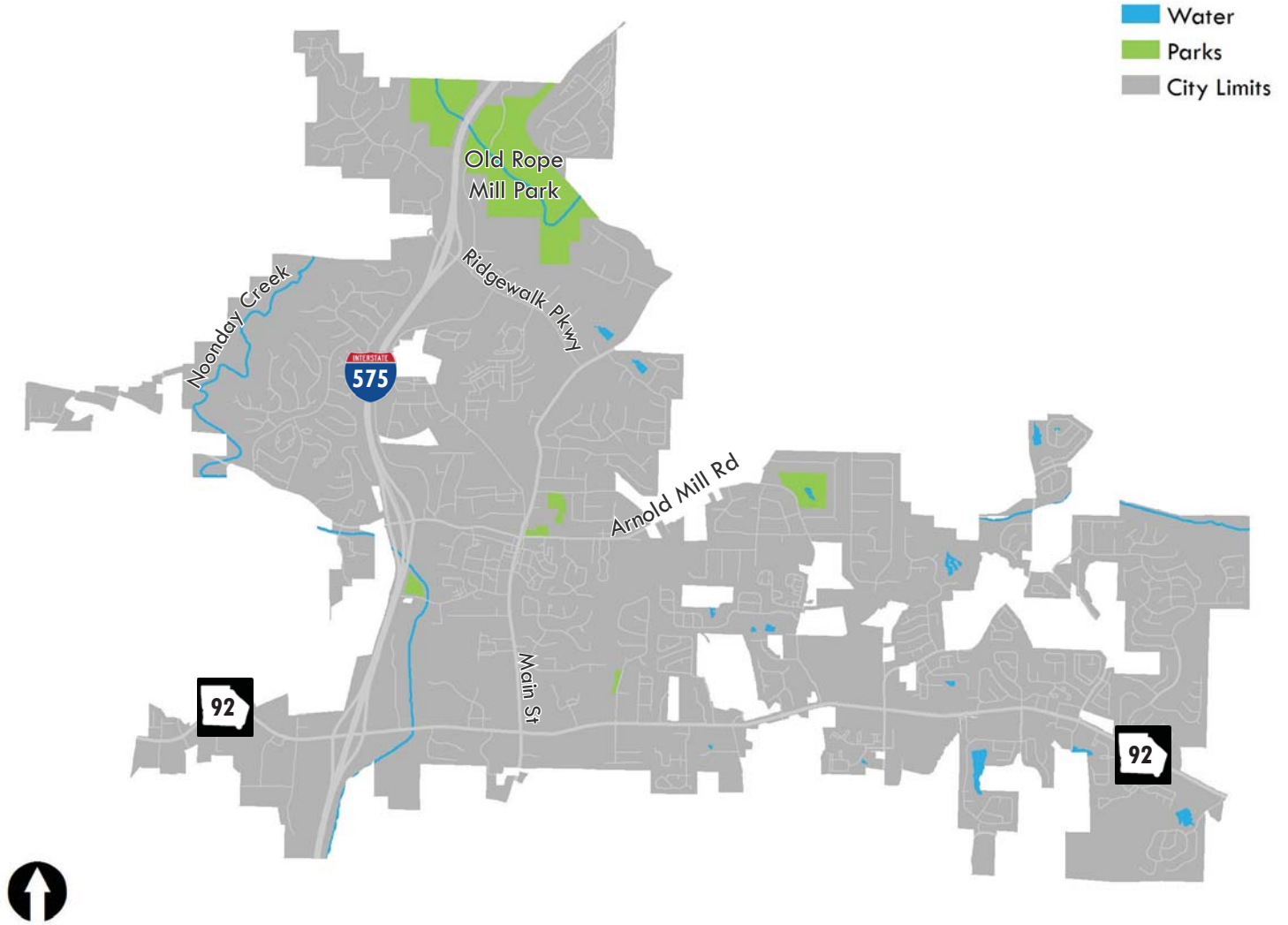
This document provides information about the City of Woodstock and its citizens, employees, and assets. The provided data and maps are intended to provide context and background information as the City makes plans for the future.

Some of the data focuses on Woodstock's current state while other parts focus on how the City has changed since the previous Comprehensive Plan, and others focus on how the City is expected to change between now and the year 2040. This information is organized into the following sections:

- Demographic Trends
- Economic Development
- Land use
- Transportation
- Parks & Recreation
- Housing
- Public Relations & Communications
- Sustainability

Each of these subjects will compose an Element in the Comprehensive Plan, with goals and policies to help the City shape each area's future.

OVERVIEW

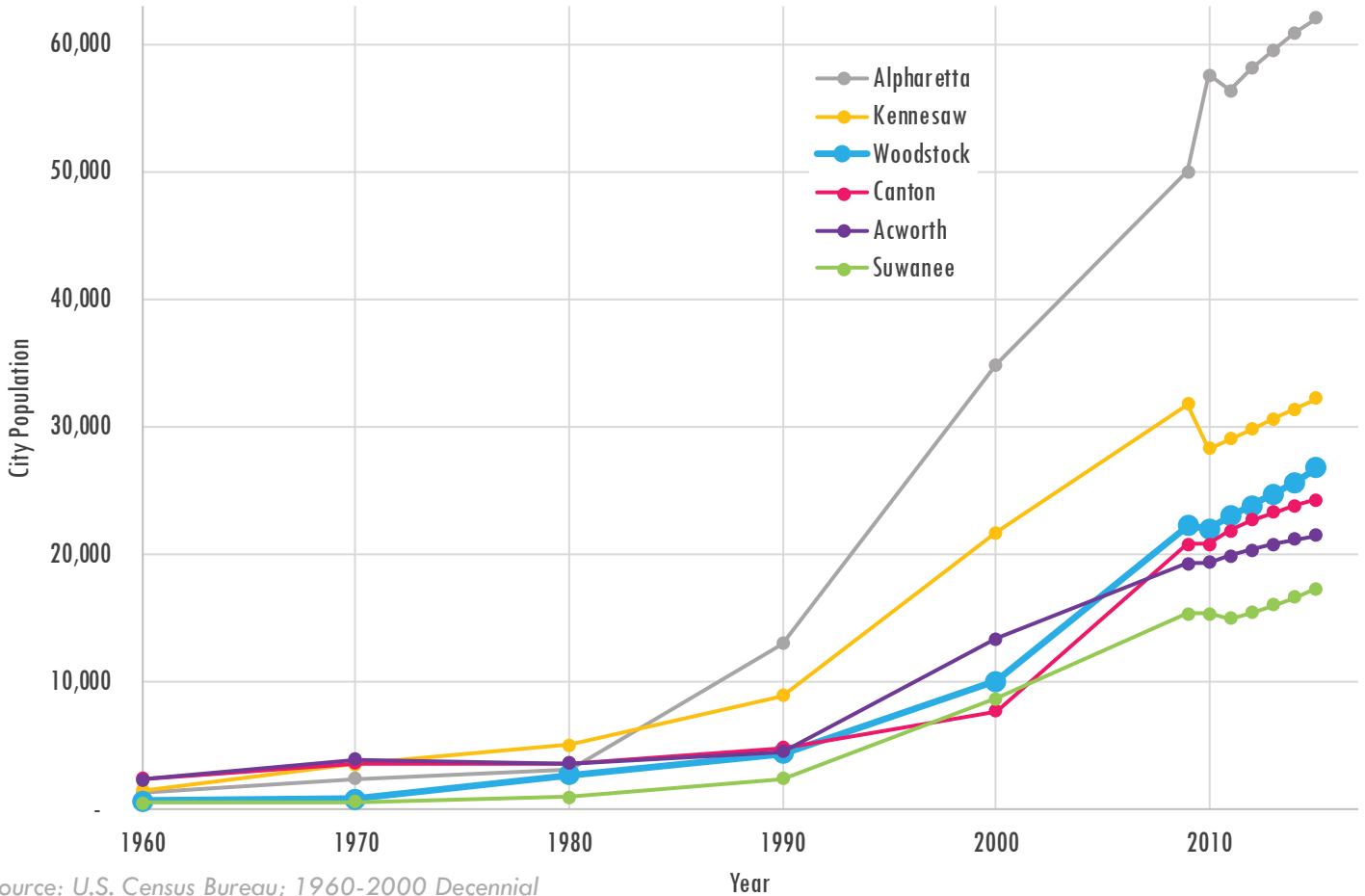




DEMOGRAPHIC TRENDS

HISTORIC POPULATION GROWTH

Between 1960 and 2010, Woodstock's population growth has been comparable to that of several of its per cities (especially Canton, Acworth, and Suwanee). Only Canton and Alpharetta have experienced more

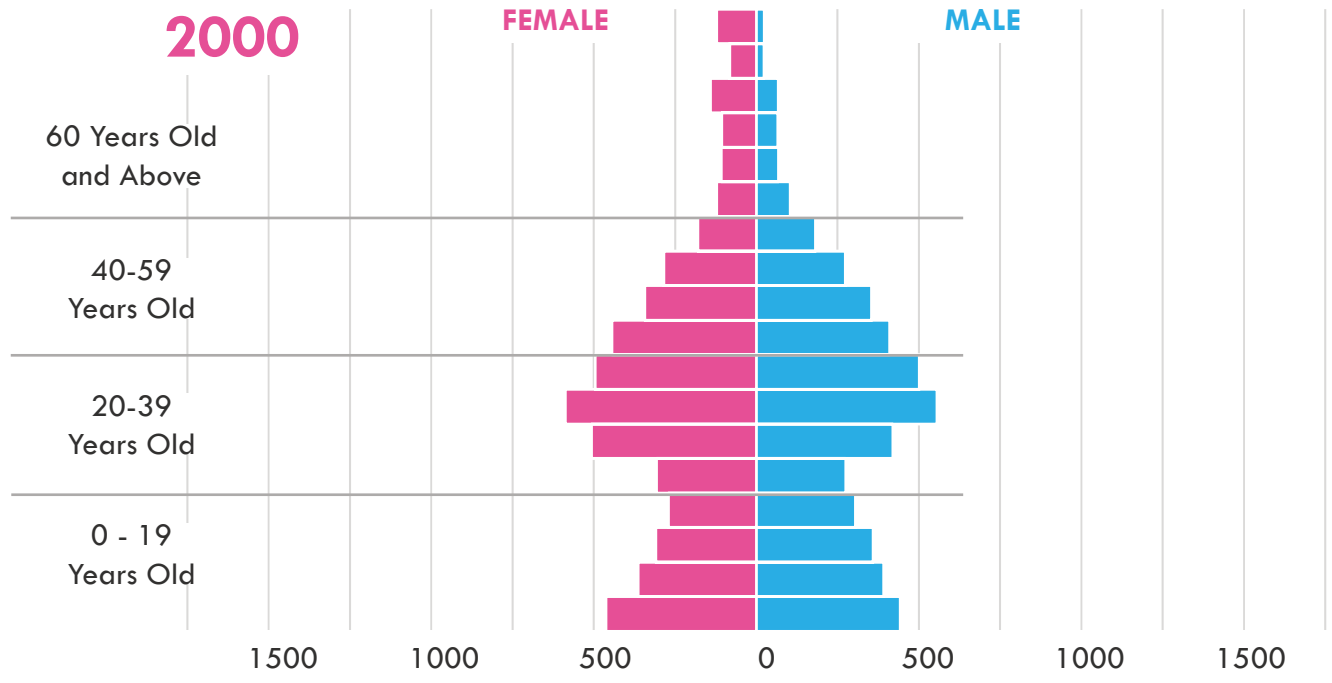


Source: U.S. Census Bureau; 1960-2000 Decennial Census, all others 5-Year ACS Estimates

Cherokee County is projected to grow by 159,200 people (68.2%) from 2015 to 2040

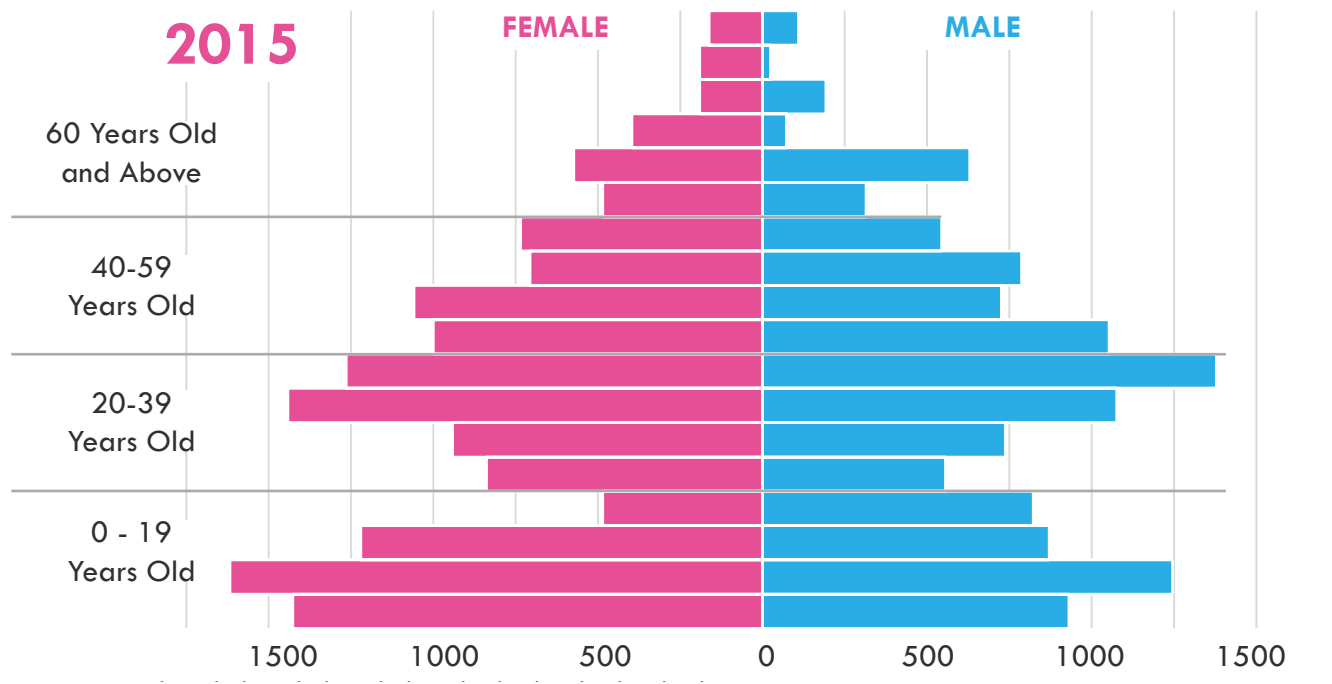
The largest period of population growth in Woodstock was from 2000 to 2010, when the population more than doubled, from 10,050 to 22,027

AGE AND GENDER COHORT



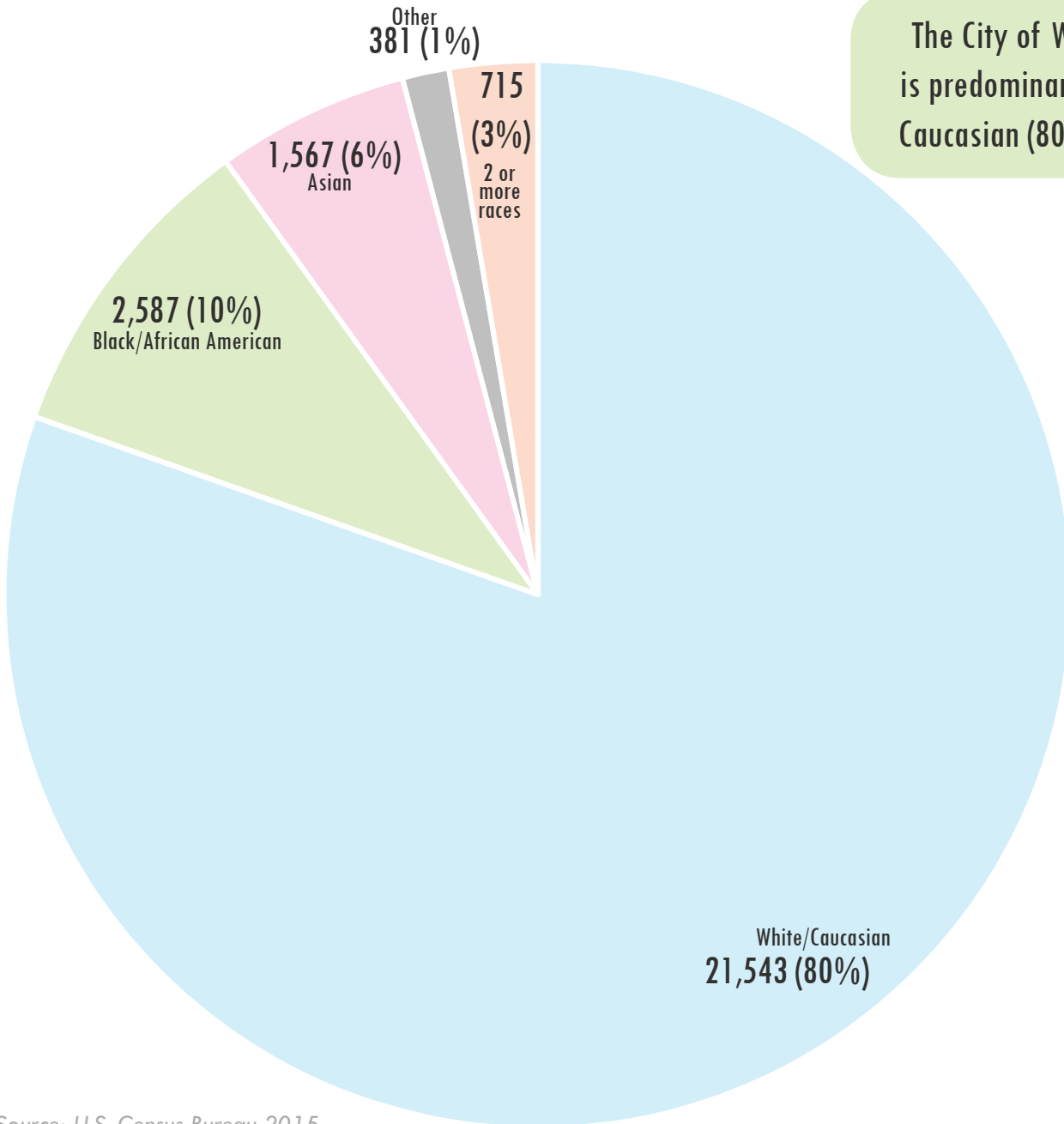
As 2040 approaches, the 30-44 year old cohort will age and begin to enter retirement. How can we improve quality of life for the aging population and for millennials?

As of 2015, the largest concentration of Woodstock's population is between 30 and 44 years old, followed by those 14 years old and younger. Woodstock does not have a substantial "Millennial" population (young/mid 20s)





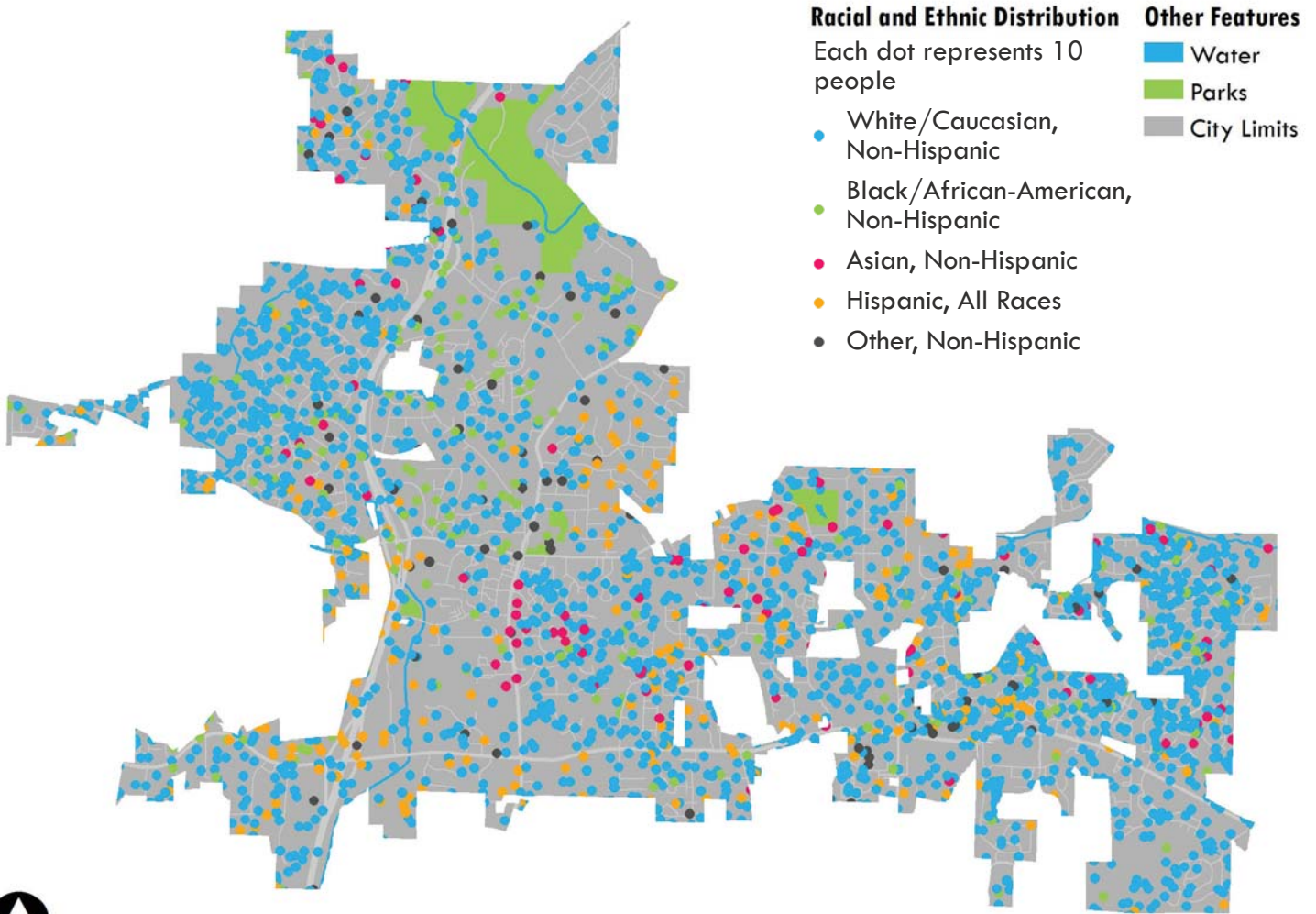
RACE AND ETHNICITY



The City of Woodstock is predominantly White/Caucasian (80% in 2015)

About 7% of the City's population is Hispanic or Latino

Source: U.S. Census Bureau 2015



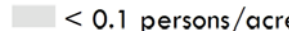
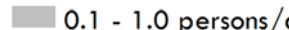
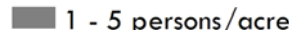
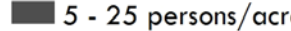
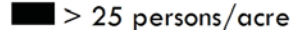
Source: U.S. Census Bureau 2015

Woodstock's Hispanic/Latino population is relatively scattered. However, there is an area of heavy concentration of Hispanics/Latinos immediately west of I-575 near Alabama Road, just outside of Woodstock's city limits.

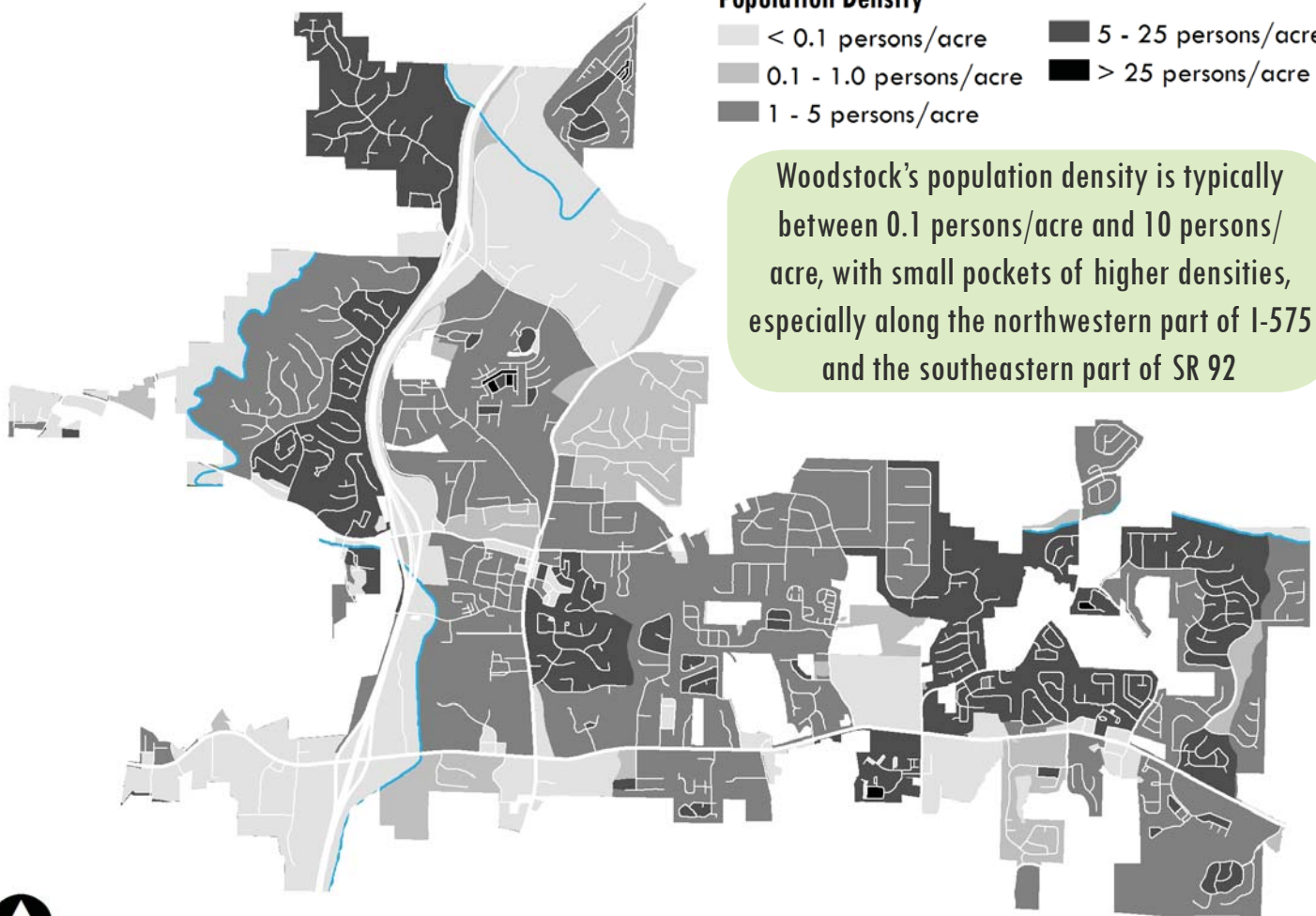


POPULATION DENSITY

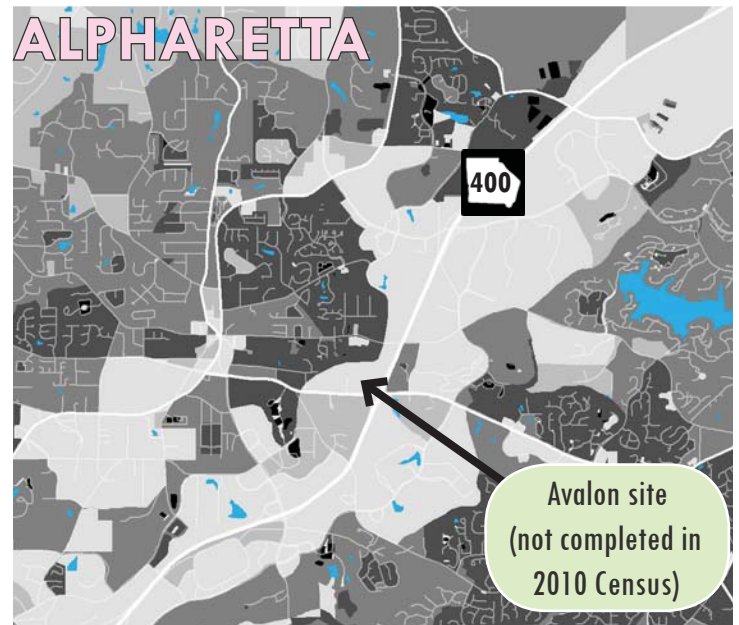
Population Density

-  < 0.1 persons/acre
-  0.1 - 1.0 persons/acre
-  1 - 5 persons/acre
-  5 - 25 persons/acre
-  > 25 persons/acre

Woodstock's population density is typically between 0.1 persons/acre and 10 persons/acre, with small pockets of higher densities, especially along the northwestern part of I-575 and the southeastern part of SR 92

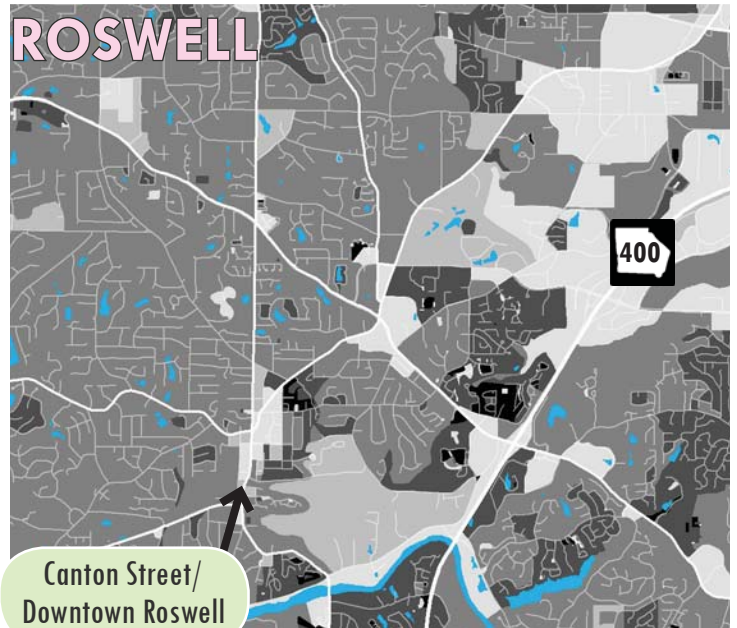
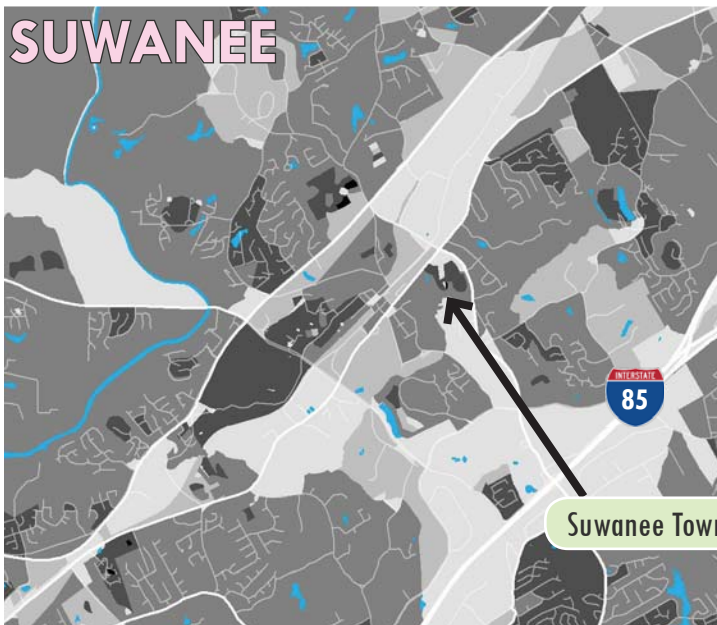
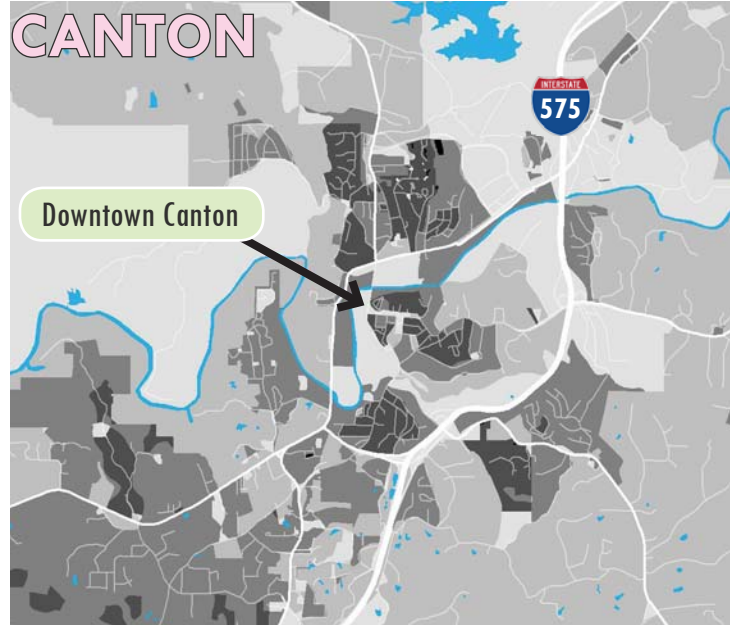
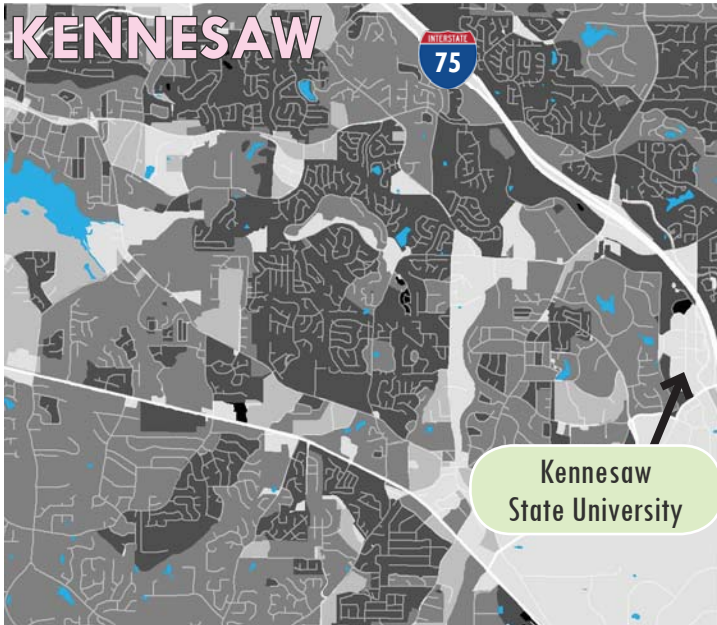


Source: U.S. Census Bureau 2010



WOODSTOCK COMPREHENSIVE PLAN

The other maps on these pages allow you to compare Woodstock's density distribution to other nearby cities



Source: U.S. Census Bureau 2010

FUTURE POPULATION GROWTH

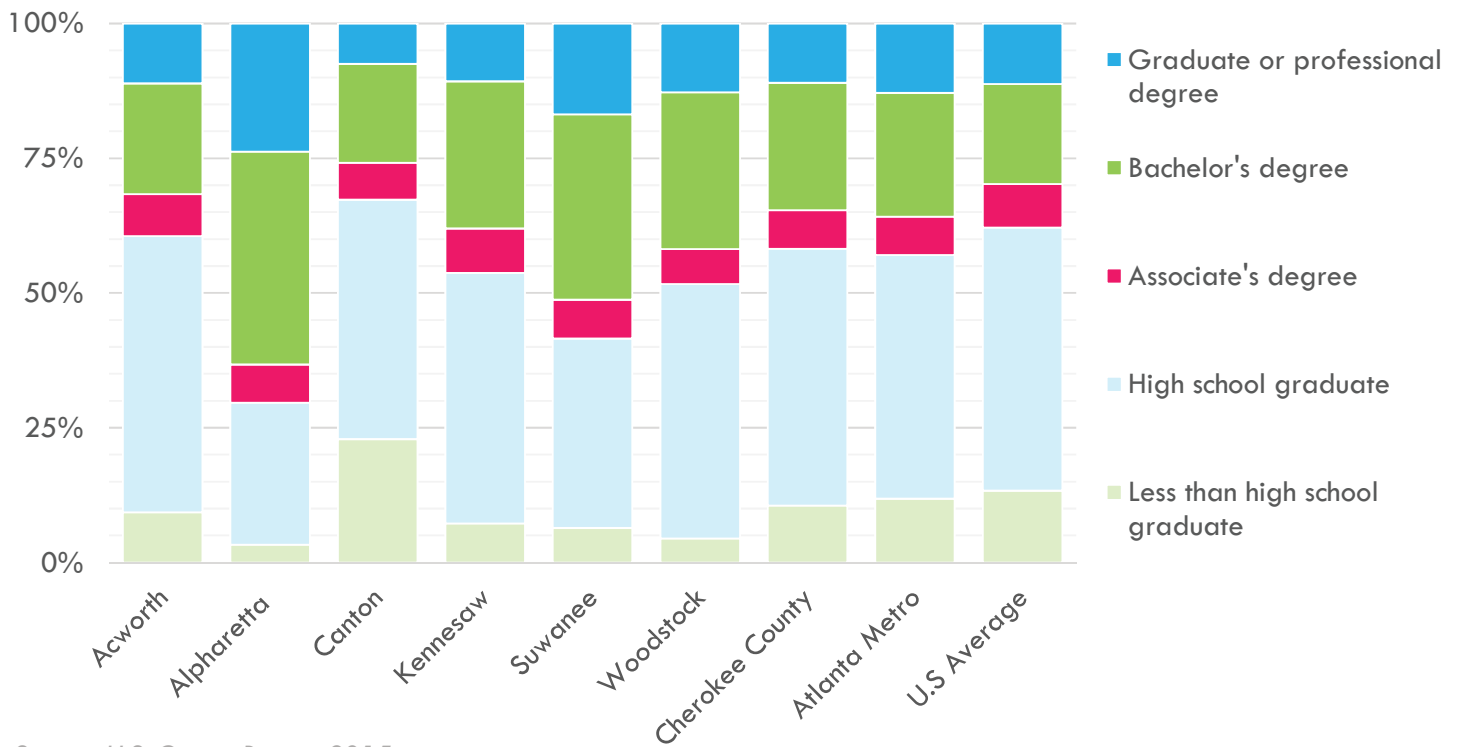
Geography	2015	2040	Change	% Change
Woodstock	26,793	39,340*	12,547*	46.8%*
Cherokee County	233,200	392,400	159,200	68.3%
Atlanta Metro	4,332,200	5,918,700	1,586,500	36.6%

Source: ARC, *Estimate based on 2015 data and 2040 regional projections



ECONOMIC DEVELOPMENT

EDUCATIONAL ATTAINMENT OF RESIDENTS 25 YEARS OR OLDER



Source: U.S. Census Bureau 2015

Education levels in Woodstock are comparable to nearby peer cities (e.g. Kennesaw, Acworth), Cherokee County, Atlanta Metro, and the U.S. as a whole

51.7% of Woodstock residents 25 years or older do not have any college degree

The information on these pages refers to Woodstock's workforce - all working people who live in Woodstock

WORKFORCE CHARACTERISTICS

Industry	Woodstock	Acworth	Alpharetta	Canton	Kennesaw	Suwanee	Cherokee County	Atlanta Metro
Educational Services, Healthcare & Social Assistance	18%	23%	17%	19%	24%	18%	18%	17%
Retail	14%	12%	9%	16%	13%	11%	14%	6%
Manufacturing and Wholesale	13%	11%	12%	12%	12%	14%	13%	10%
Professional, Scientific, Management, Administrative & Technical Services	12%	13%	24%	15%	14%	18%	13%	17%
FIRE (Finance, Insurance, Real Estate)	11%	5%	12%	7%	7%	9%	9%	11%
Entertainment, Hospitality, and Arts	9%	13%	8%	10%	11%	8%	9%	10%
Construction	7%	5%	3%	9%	5%	8%	8%	<1%
Information	6%	2%	5%	1%	3%	5%	3%	3%
Other	5%	7%	4%	5%	4%	5%	5%	4%
Public Administration	3%	3%	1%	3%	3%	2%	3%	7%
Transportation, Warehousing & Utilities	3%	4%	4%	2%	5%	2%	4%	15%
Agriculture, Forestry, and Mining	<1%	<1%	1%	<1%	<1%	<1%	1%	<1%

Source: U.S. Census Bureau 2015

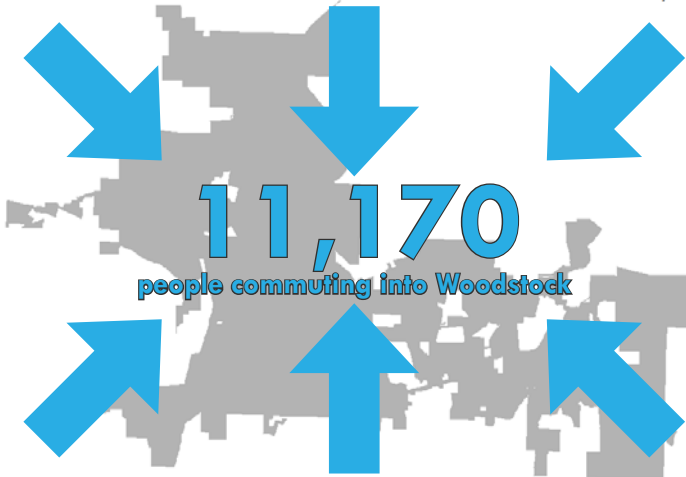
More than half of Woodstock's Workforce works in the following sectors:

- Educational Services, Healthcare & Social Assistance
- Retail
- Manufacturing and Wholesale
- Professional, Scientific, Management, Administrative & Technical Services

A higher percentage of Woodstock's workforce works in Construction and Retail than in the overall Atlanta Metro workforce



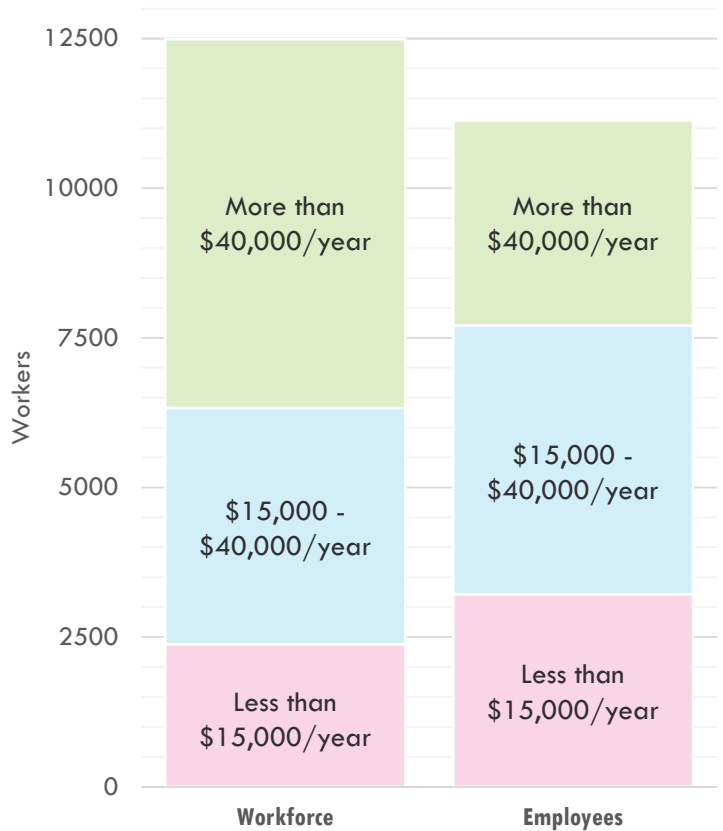
COMMUTING PATTERNS



Of the approximately 11,890 jobs in Woodstock, only 720 are held by Woodstock residents

Woodstock has approximately 1,300 more residents who leave the city for work than workers who come to the city from outside

EARNINGS



Almost half of employed Woodstock residents earn over \$40,000/year, but less than a third of jobs in Woodstock offer that much

Source: U.S. Census Bureau 2014

EMPLOYMENT

Information on this page is about jobs in the City of Woodstock

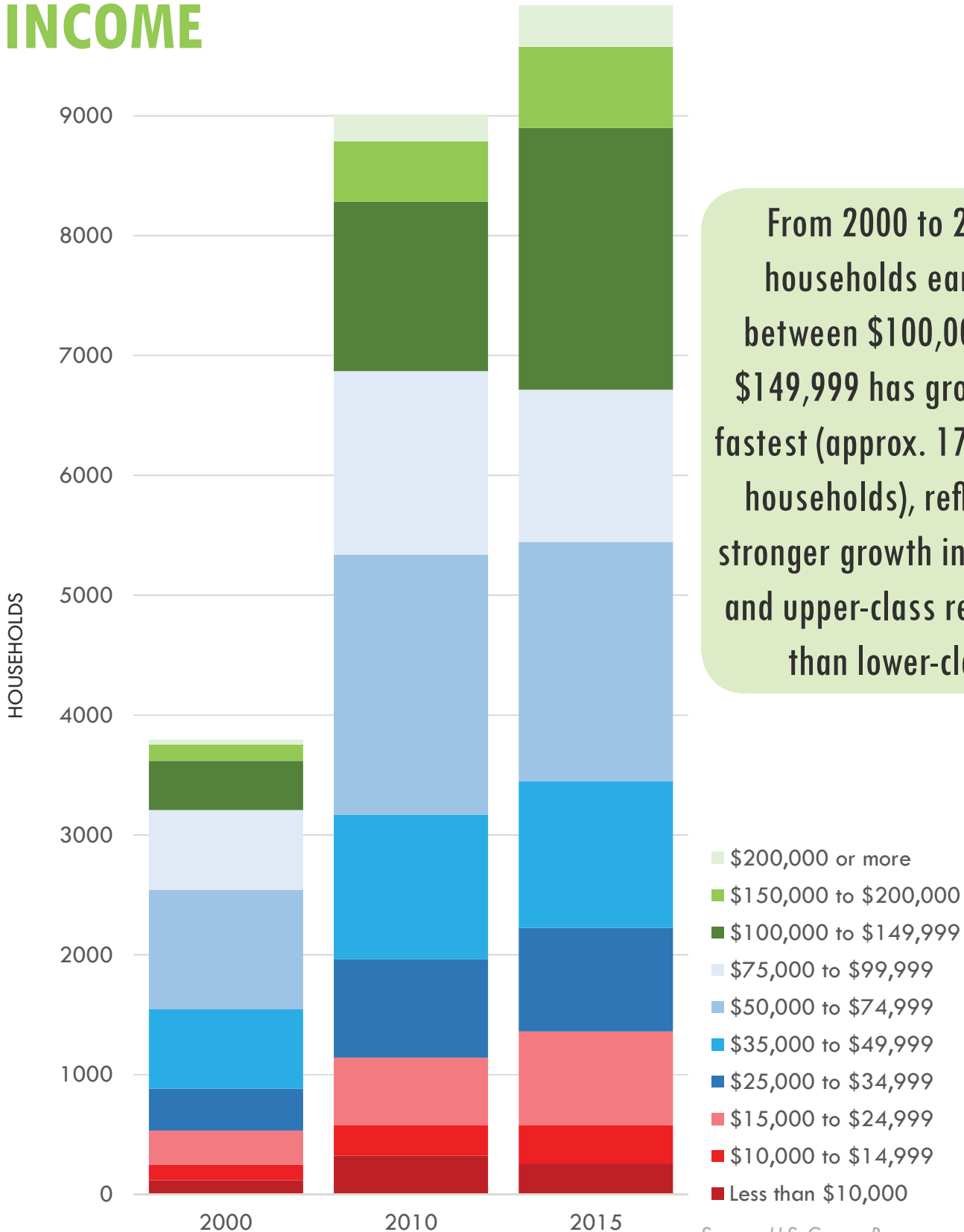
	Woodstock	Acworth	Alpharetta	Canton	Kennesaw	Suwanee	Cherokee County	Atlanta Metro
Retail Trade	25%	26%	9%	19%	8%	11%	17%	11%
Accommodation and Food Services	14%	21%	7%	15%	8%	12%	12%	9%
Administration & Support, Waste Management and Remediation	10%	7%	10%	2%	25%	10%	7%	9%
Health Care and Social Assistance	10%	4%	6%	15%	11%	7%	10%	10%
Construction	7%	8%	2%	2%	7%	4%	7%	4%
Professional, Scientific, and Technical Services	7%	4%	17%	3%	6%	5%	6%	8%
Manufacturing	6%	2%	1%	13%	5%	9%	8%	6%
Other Services (excluding Public Administration)	5%	2%	2%	2%	3%	2%	4%	3%
Wholesale Trade	4%	3%	8%	2%	9%	8%	5%	6%
Finance and Insurance	4%	4%	10%	3%	4%	3%	3%	5%
Information	2%	3%	14%	2%	1%	1%	2%	4%
Educational Services	2%	10%	3%	16%	3%	22%	11%	8%
Real Estate and Rental and Leasing	1%	1%	3%	1%	1%	2%	1%	2%
Arts, Entertainment, and Recreation	1%	<1%	2%	<1%	1%	1%	2%	1%
Transportation and Warehousing	<1%	3%	3%	1%	5%	3%	1%	6%
Management of Companies and Enterprises	<1%	<1%	3%	<1%	<1%	<1%	<1%	2%
Public Administration	<1%	3%	1%	3%	2%	1%	4%	4%
Agriculture, Forestry, Fishing and Hunting	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%

Cherokee County is projected to add 37,100 jobs between 2015 and 2040. That's a growth of over 50%

Employment in Woodstock is projected to grow by approximately 35% from 2015 to 2040, with the biggest increases in Construction, Manufacturing, Education, and Health Care



ANNUAL HOUSEHOLD INCOME



From 2000 to 2015, households earning between \$100,000 and \$149,999 has grown the fastest (approx. 1700 more households), reflecting stronger growth in middle- and upper-class residents than lower-class

- \$200,000 or more
- \$150,000 to \$200,000
- \$100,000 to \$149,999
- \$75,000 to \$99,999
- \$50,000 to \$74,999
- \$35,000 to \$49,999
- \$25,000 to \$34,999
- \$15,000 to \$24,999
- \$10,000 to \$14,999
- Less than \$10,000

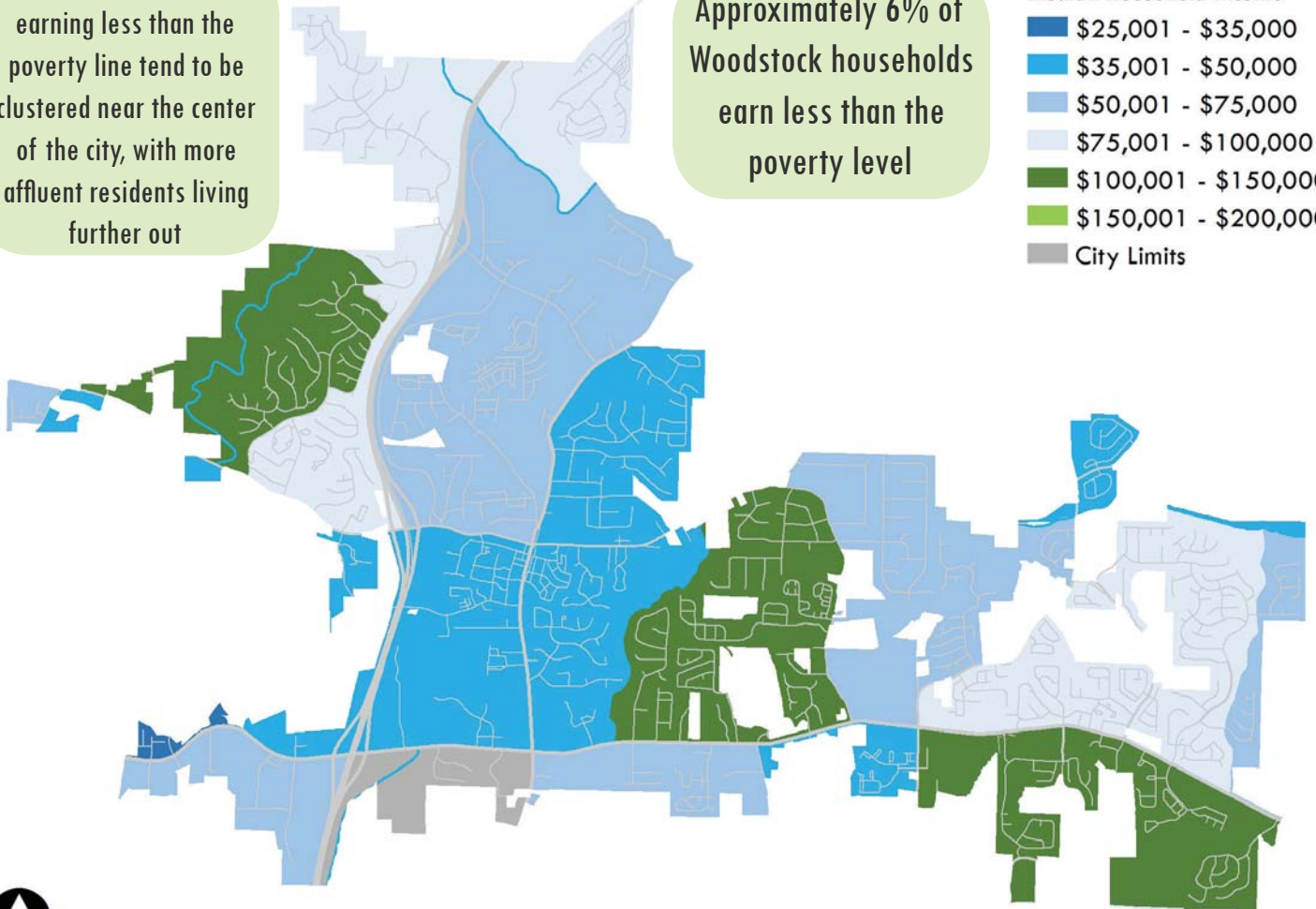
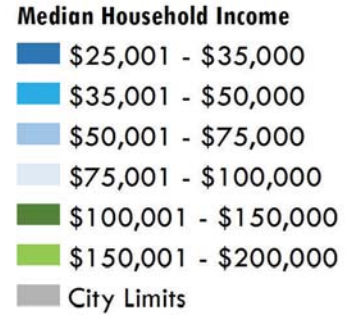
Source: U.S. Census Bureau



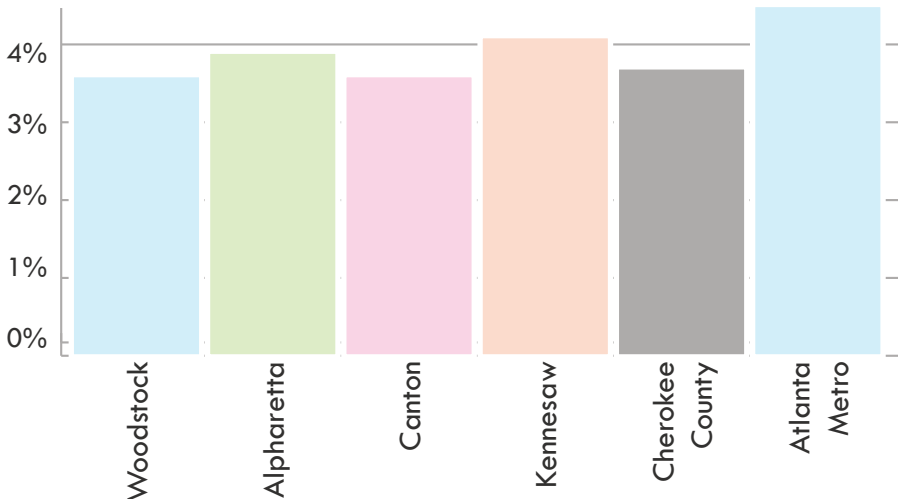
MEDIAN HOUSEHOLD INCOME

Households earning less than the poverty line tend to be clustered near the center of the city, with more affluent residents living further out

Approximately 6% of Woodstock households earn less than the poverty level



UNEMPLOYMENT RATE



Woodstock's unemployment rate is lower than most peer cities for which data is available

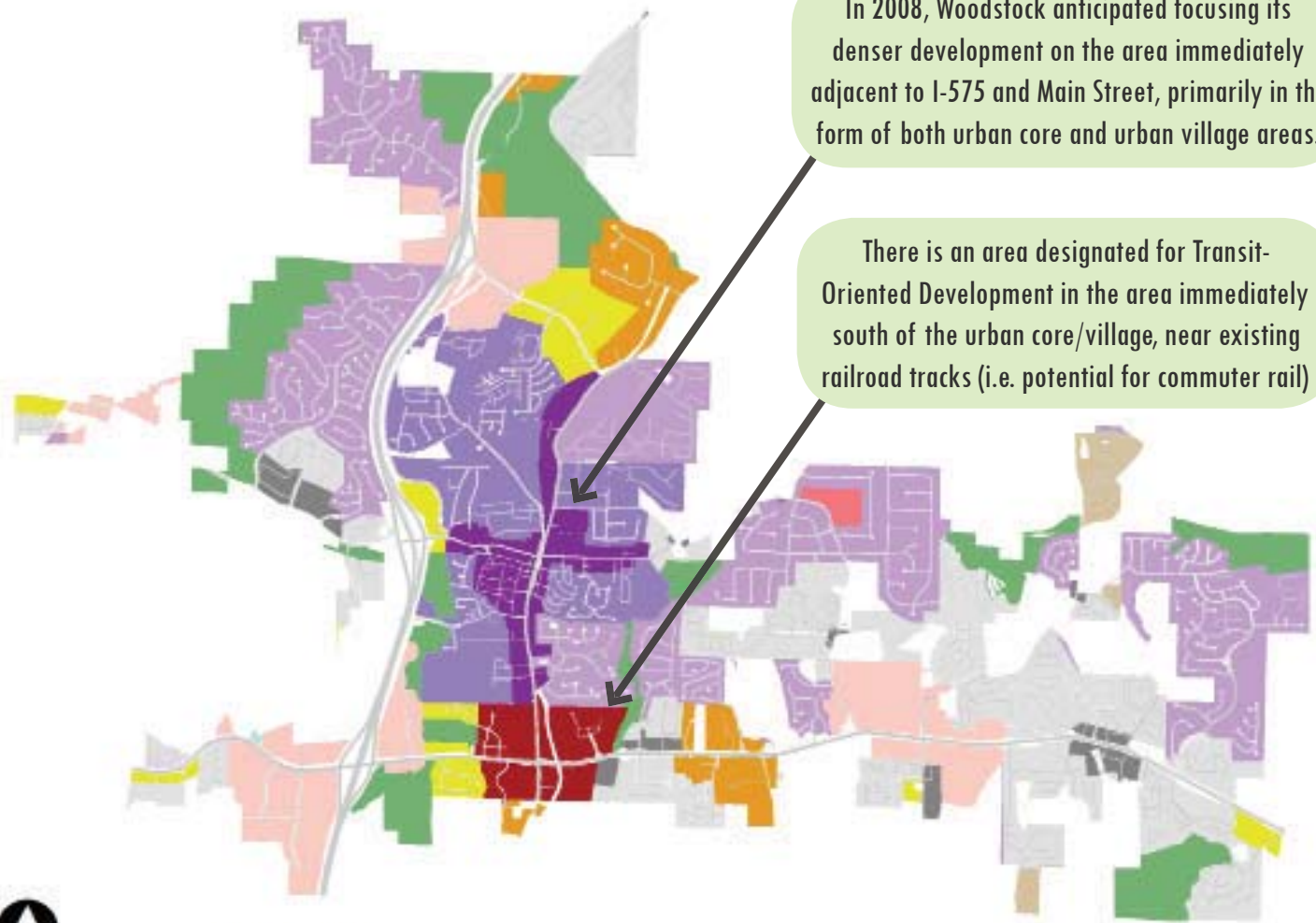
Source: Georgia Department of Labor, May 2017



LAND USE

This Future Development Map was created during the City's previous Comprehensive Plan, and adopted in 2008

FUTURE DEVELOPMENT MAP (2008)



In 2008, Woodstock anticipated focusing its denser development on the area immediately adjacent to I-575 and Main Street, primarily in the form of both urban core and urban village areas.

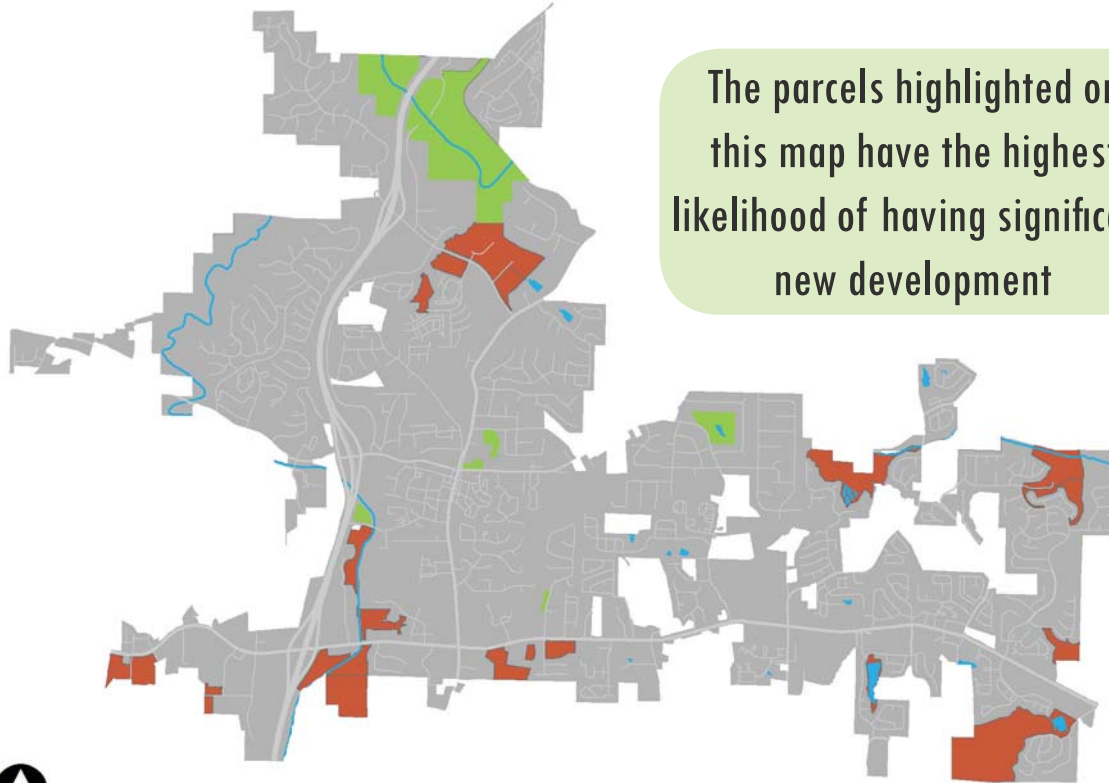
There is an area designated for Transit-Oriented Development in the area immediately south of the urban core/village, near existing railroad tracks (i.e. potential for commuter rail)



Future Land Use

- | | |
|-----------------------------|--------------------------------------|
| Civic | Regional Activity Center |
| Community Facilities | Suburban Living |
| Community Village Center | Traditional Neighborhood Development |
| Estate Living | Transit Oriented Development |
| Natural Preserve | Urban Core |
| Neighborhood Living | Urban Village |
| Neighborhood Village Center | Workplace Center |

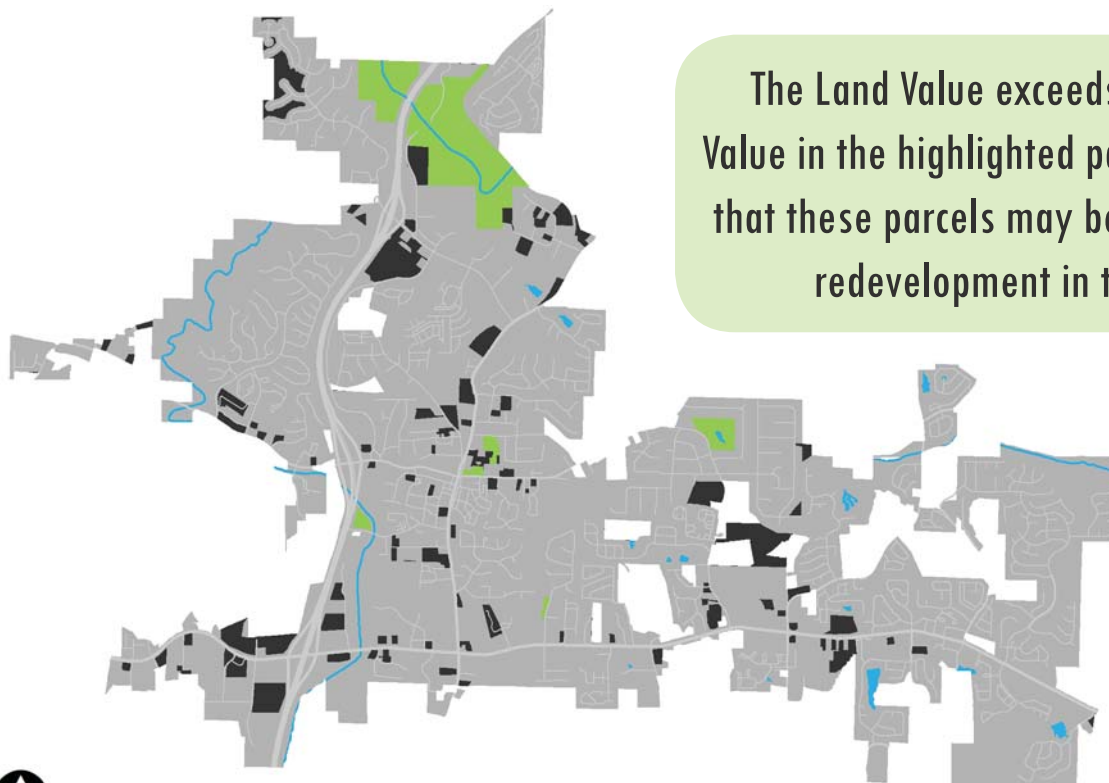
VACANT PARCELS



The parcels highlighted on this map have the highest likelihood of having significant new development



REDEVELOPMENT PRESSURE

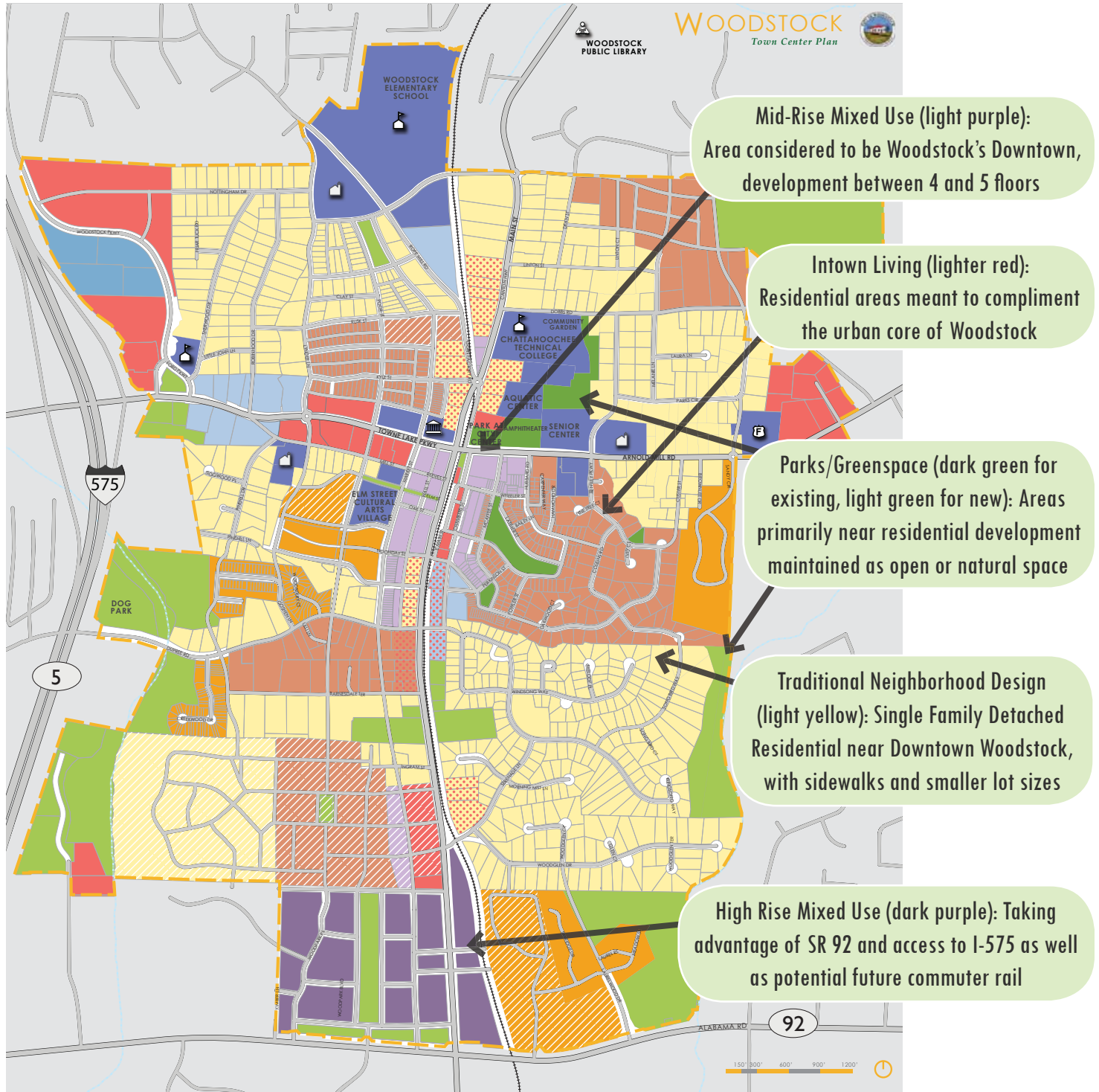


The Land Value exceeds the Building Value in the highlighted parcels, indicating that these parcels may be candidates for redevelopment in the future





TOWN CENTER LCI (2013)

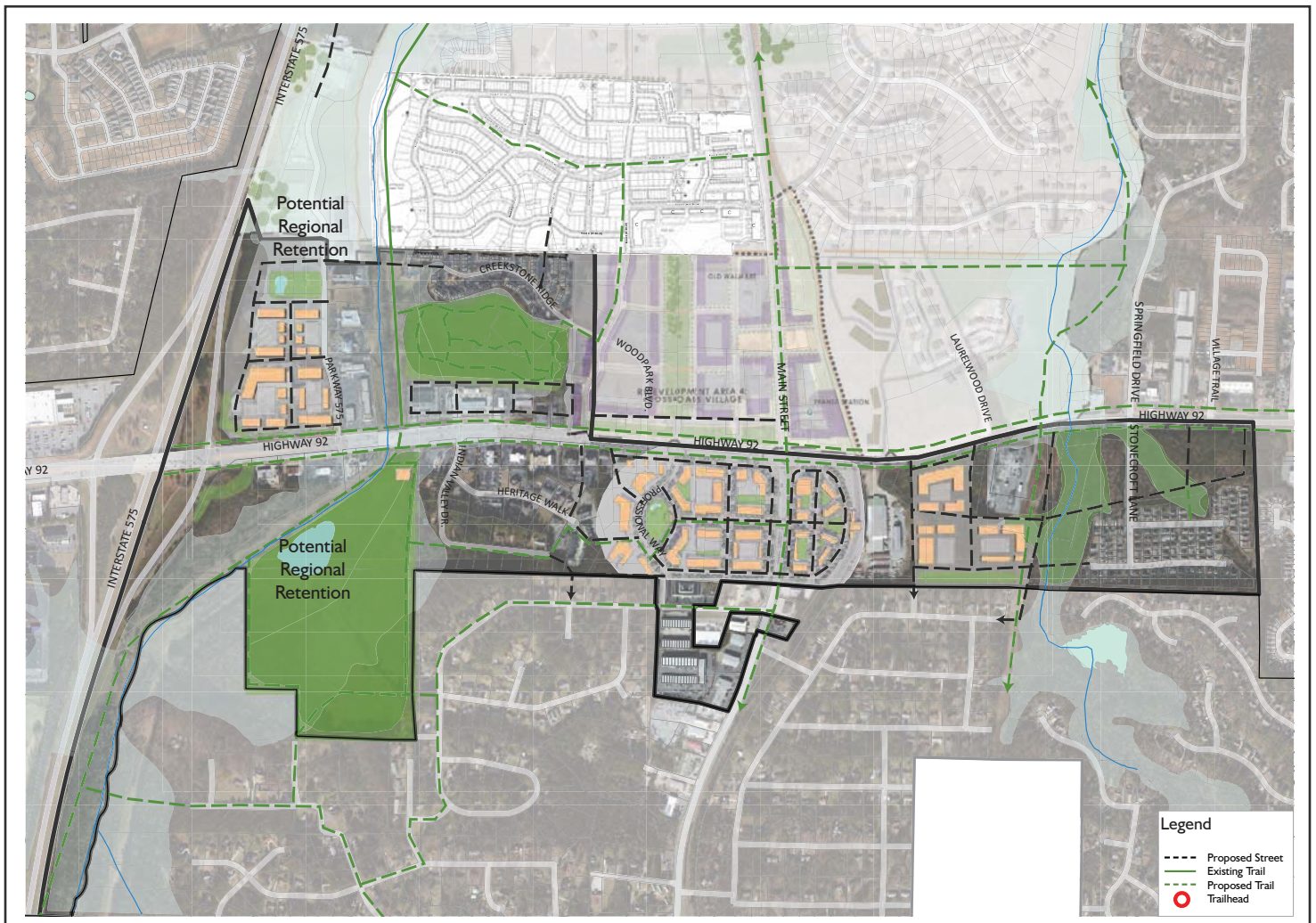


HIGHWAY 92 LCI PLAN (2015)

Current development is heavily auto-oriented (strip malls, office parks, etc.) with some recent residential added, and the scale of the corridor favors vehicular travel over bike or pedestrian travel

Anticipated future development is primarily big-box (Sam's Club, Stars & Strike, etc.)

Natural barriers inhibit development in some areas



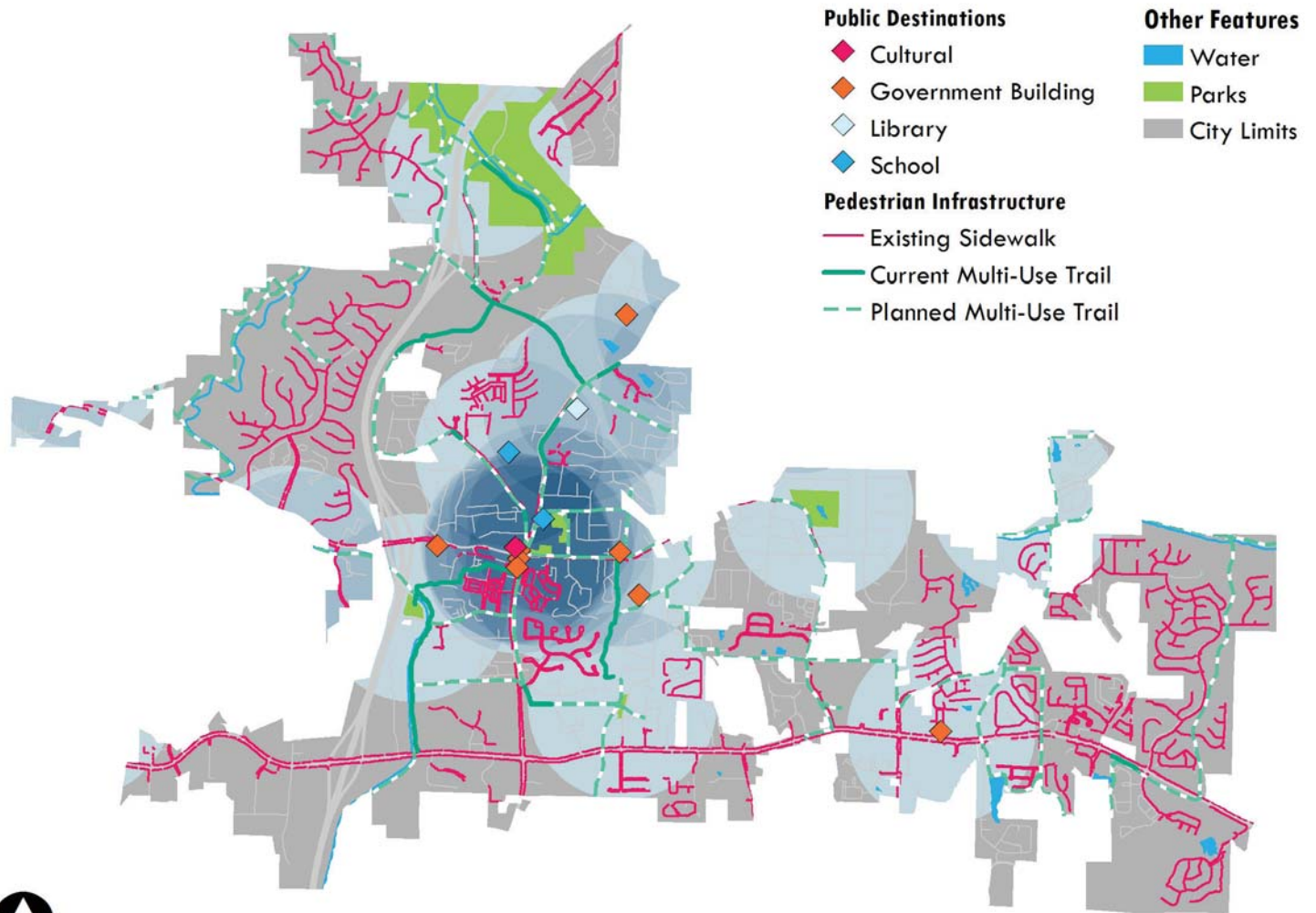
Recommended projects:

- Highway 92 Corridor Overlay District - Higher density along 92, multi-use trail development, residential transition buffers, complete streets guidelines
- Greenspace and Trails - Noonday Creek Trail improvements; Rubes Creek Trail improvements
- Main Street + Highway 92 Development Concept - Incremental higher-density development from 92/Main Street intersection along railway.
- Economic Development Strategies -TAD, CID, Business Association, Marketing/Branding



TRANSPORTATION

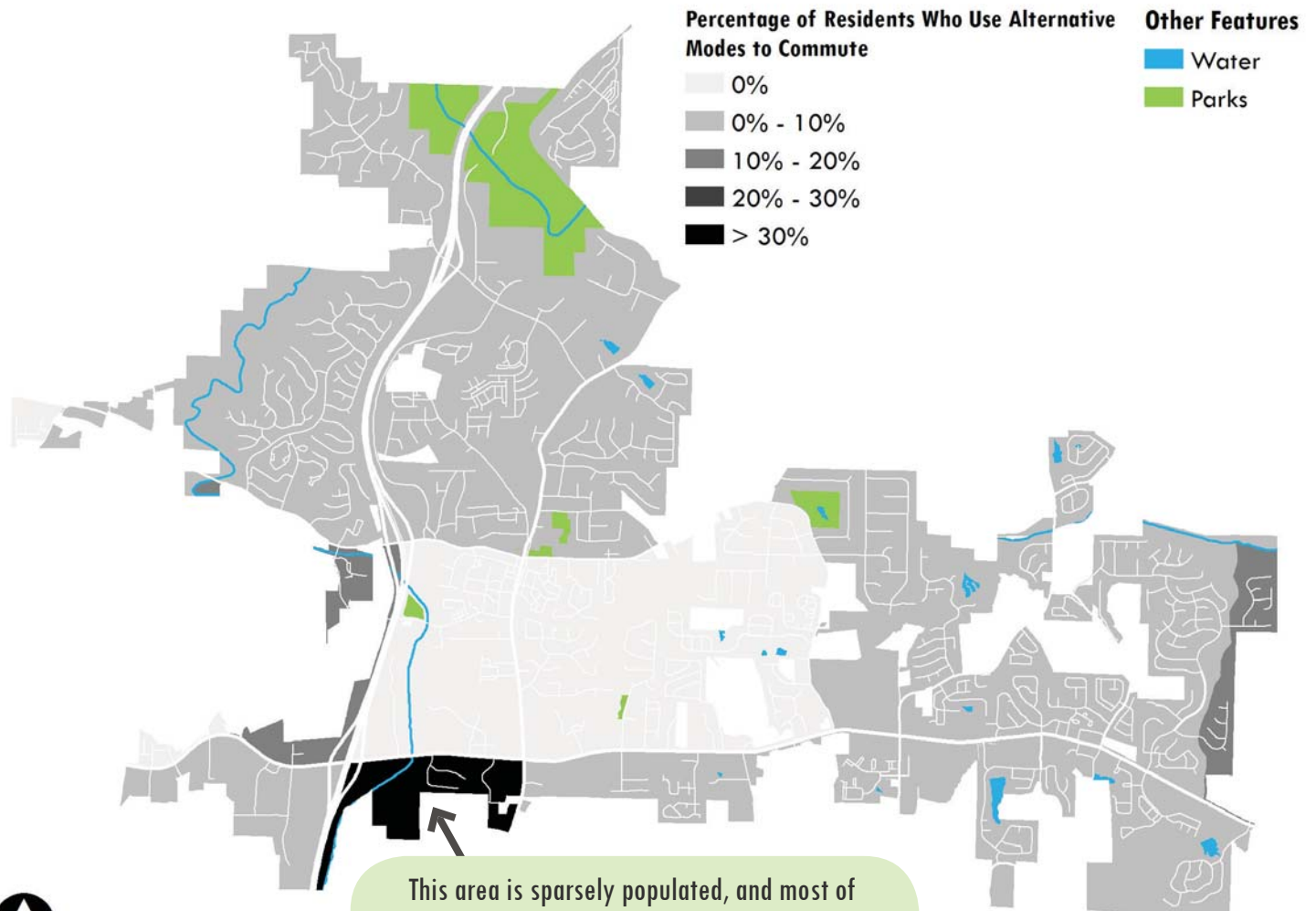
BIKE AND PEDESTRIAN INFRASTRUCTURE



The southeast portion of Woodstock has extensive sidewalk network, but the north of downtown and east of I-575 is more sparse

Areas with better sidewalk coverage tend to be home to people who use non-vehicular modes to commute to and from work

COMMUTING MODES



This area is sparsely populated, and most of the housing is outside of the city limits; a lower percentage of commutes may use alternative modes than this data suggests

In this map, “Alternative Modes” indicates anything other than driving a car/van/truck alone, including:

- Carpooling
- Transit
- Walking
- Biking
- Taxi/Rideshare
- Motorcycle

Higher concentrations of alternative mode users are found in the edges of the city

Throughout Woodstock, between 5% and 10% of residents commute using an alternative mode



VEHICULAR LEVEL OF SERVICE

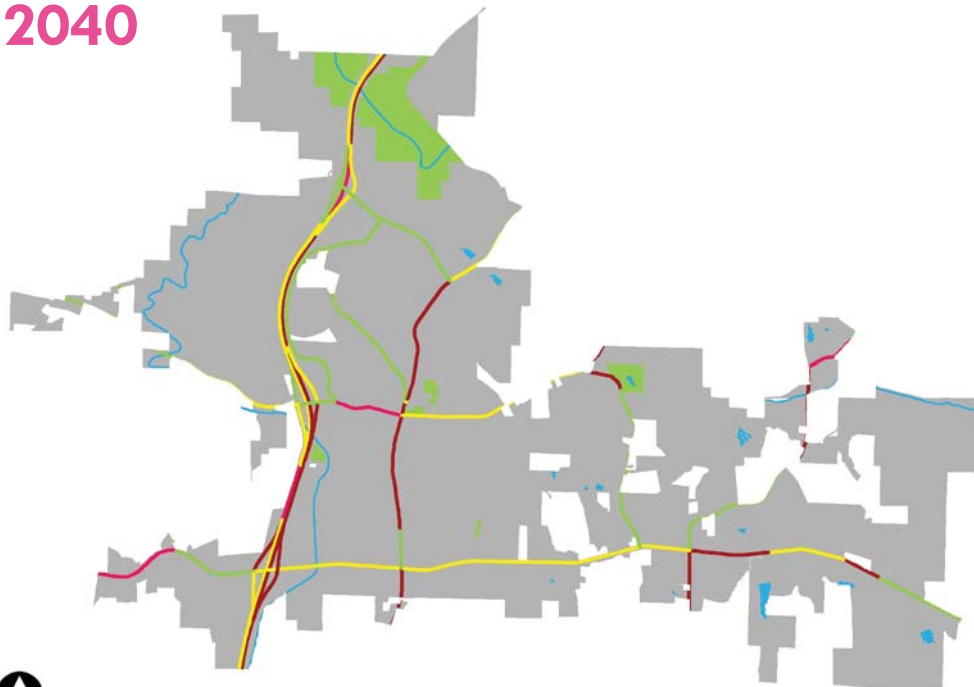
2015



LOS A-B



2040



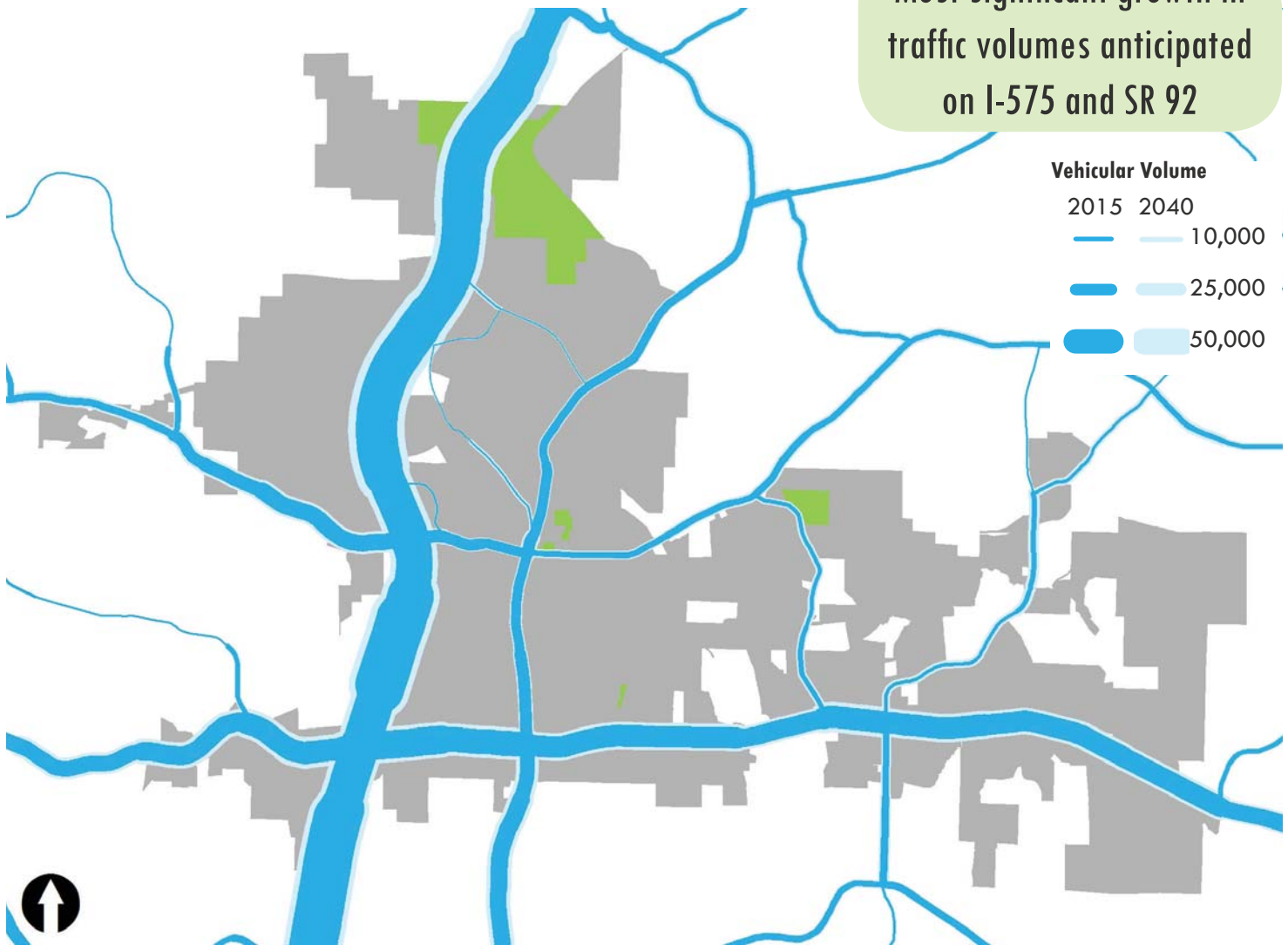
LOS C-D



LOS E-F

CURRENT AND PROJECTED TRAFFIC VOLUMES

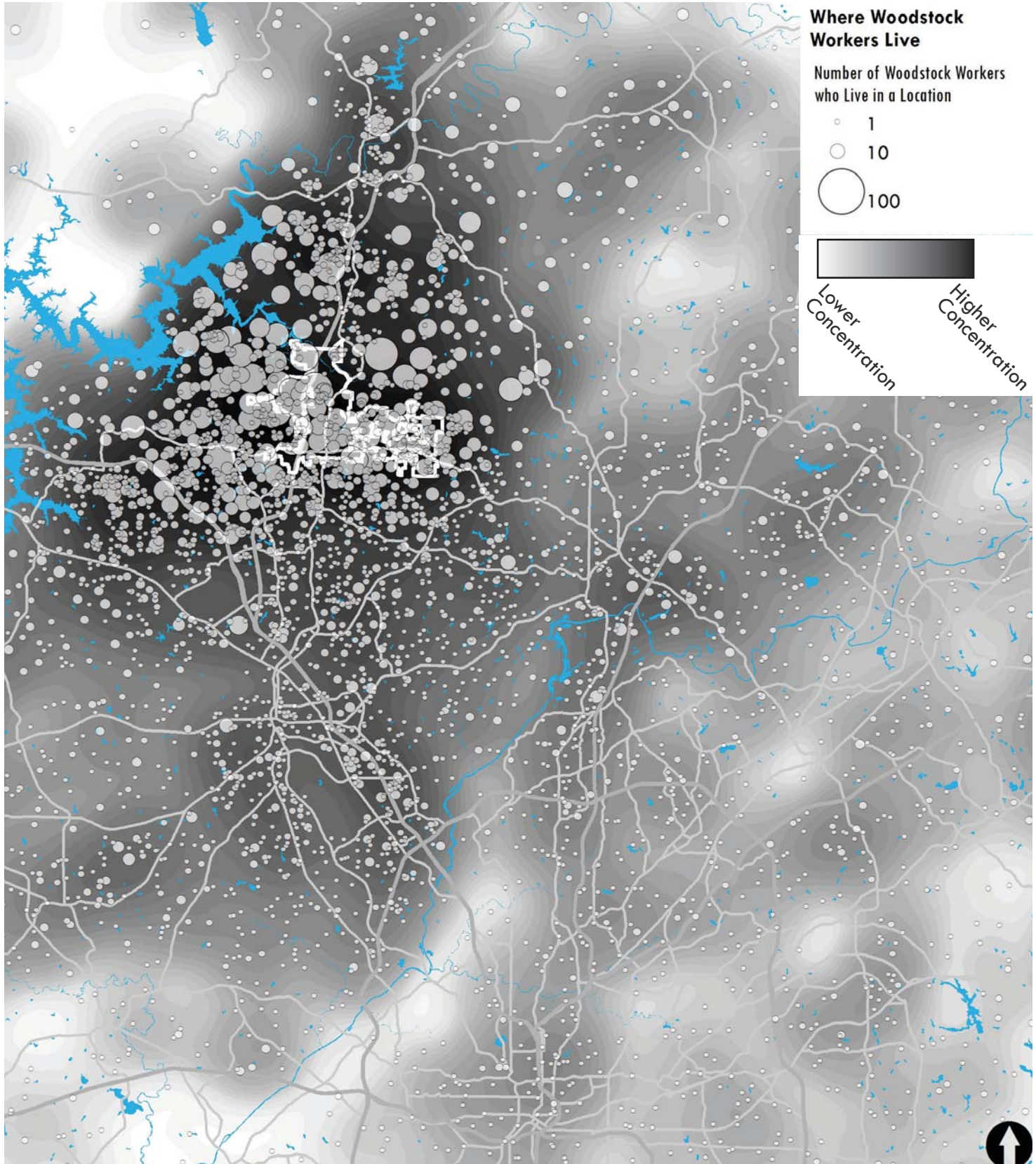
Most significant growth in traffic volumes anticipated on I-575 and SR 92



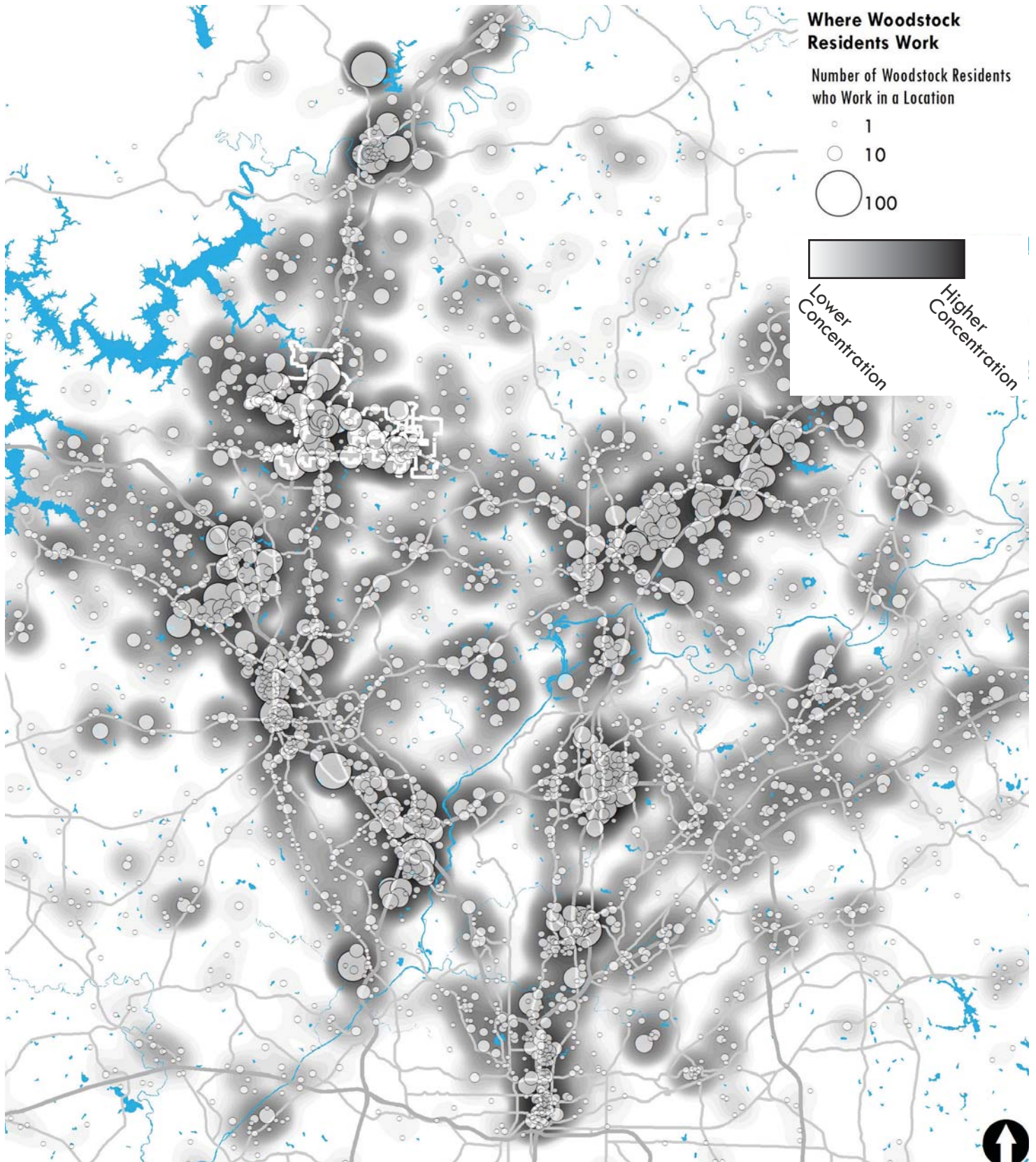
- Selected Regional Transportation Initiatives:
- I-575 Managed Lanes
 - Arnold Mill Road Extension/Connector
 - Canton Road Sidewalks



WHERE WOODSTOCK WORKERS LIVE



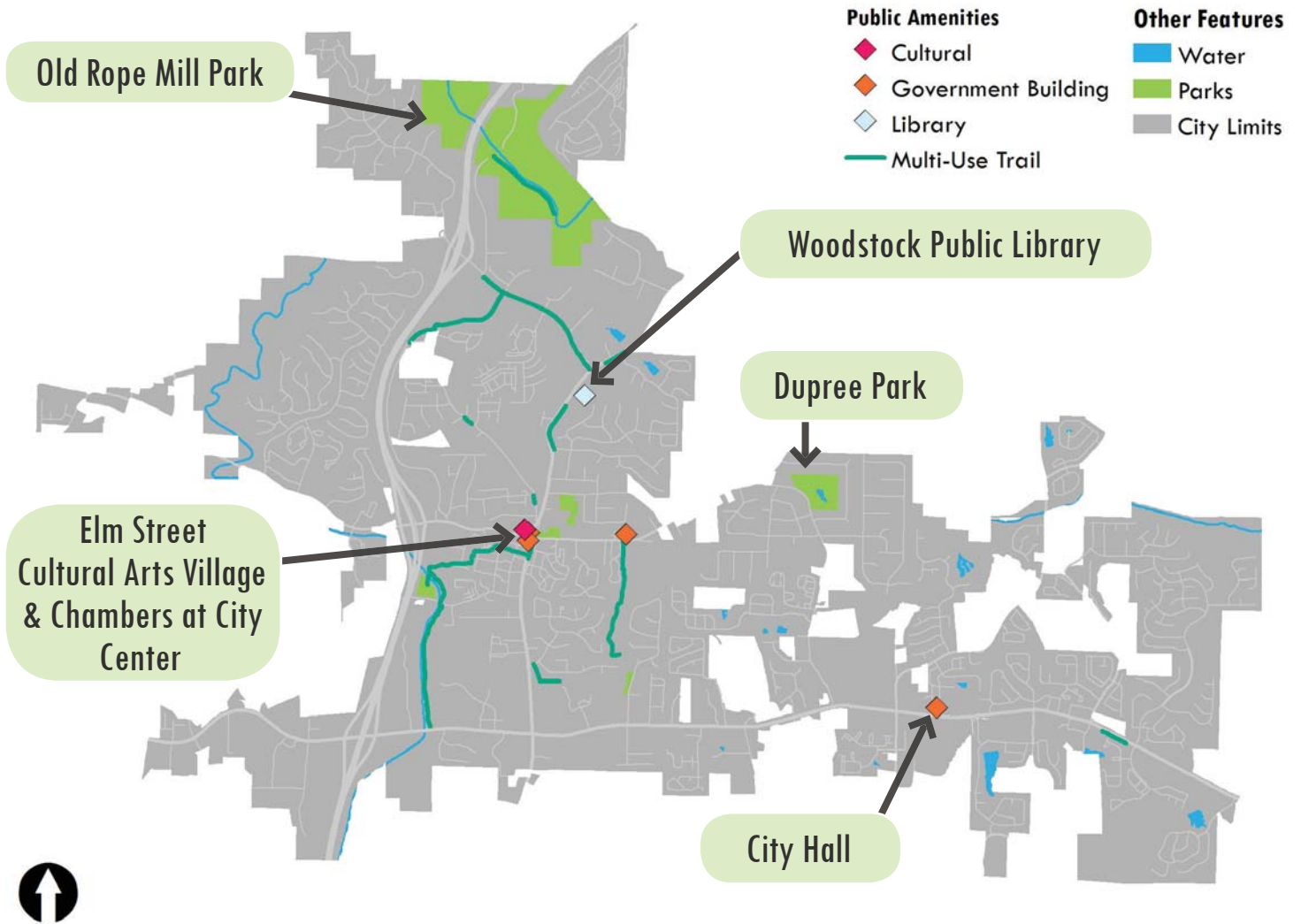
WHERE WOODSTOCK RESIDENTS WORK





PARKS & RECREATION

EXISTING PARKS AND AMENITIES



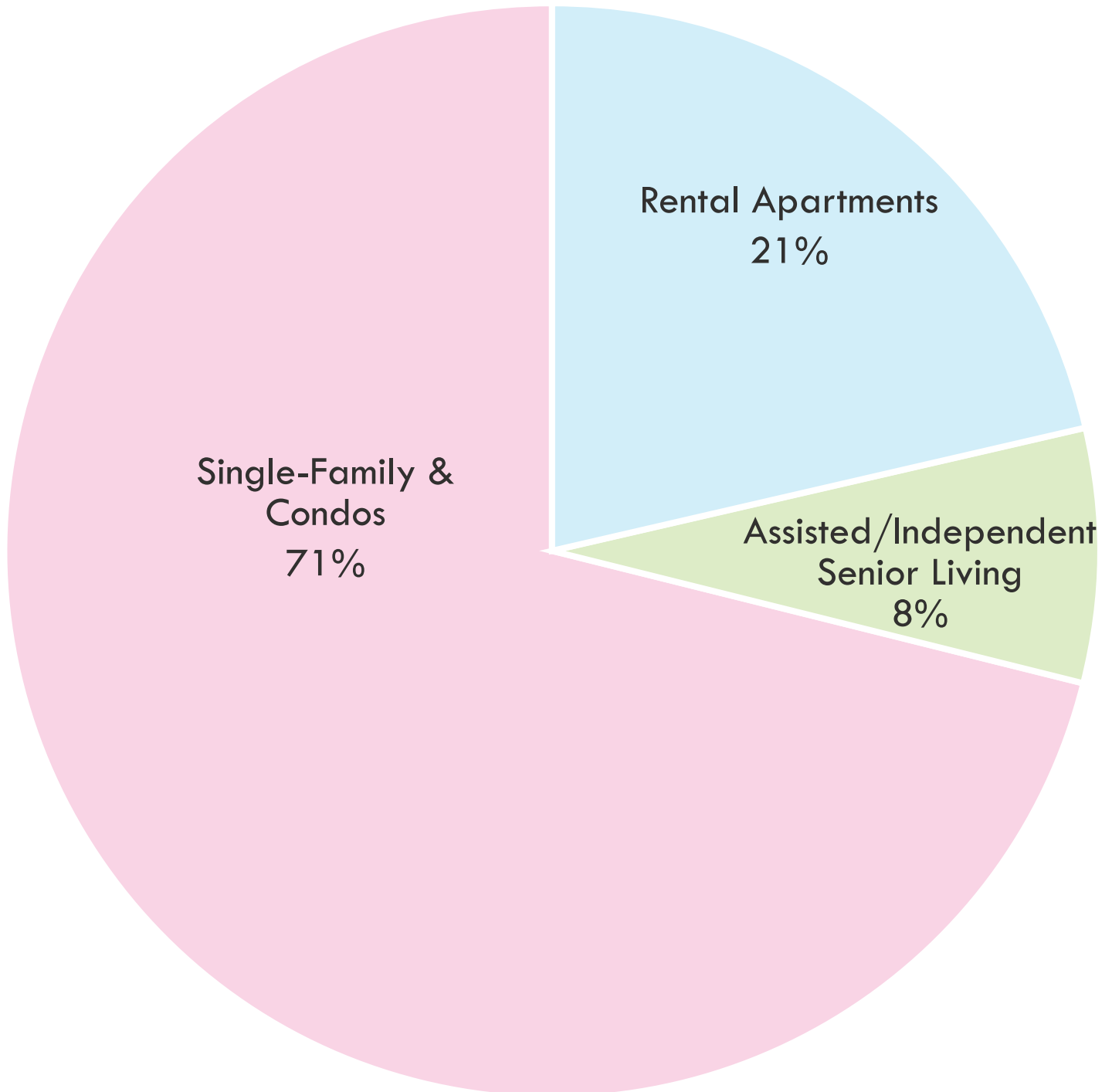
FUTURE PARKS AND AMENITIES

placeholder for future/proposed
parks and amenities

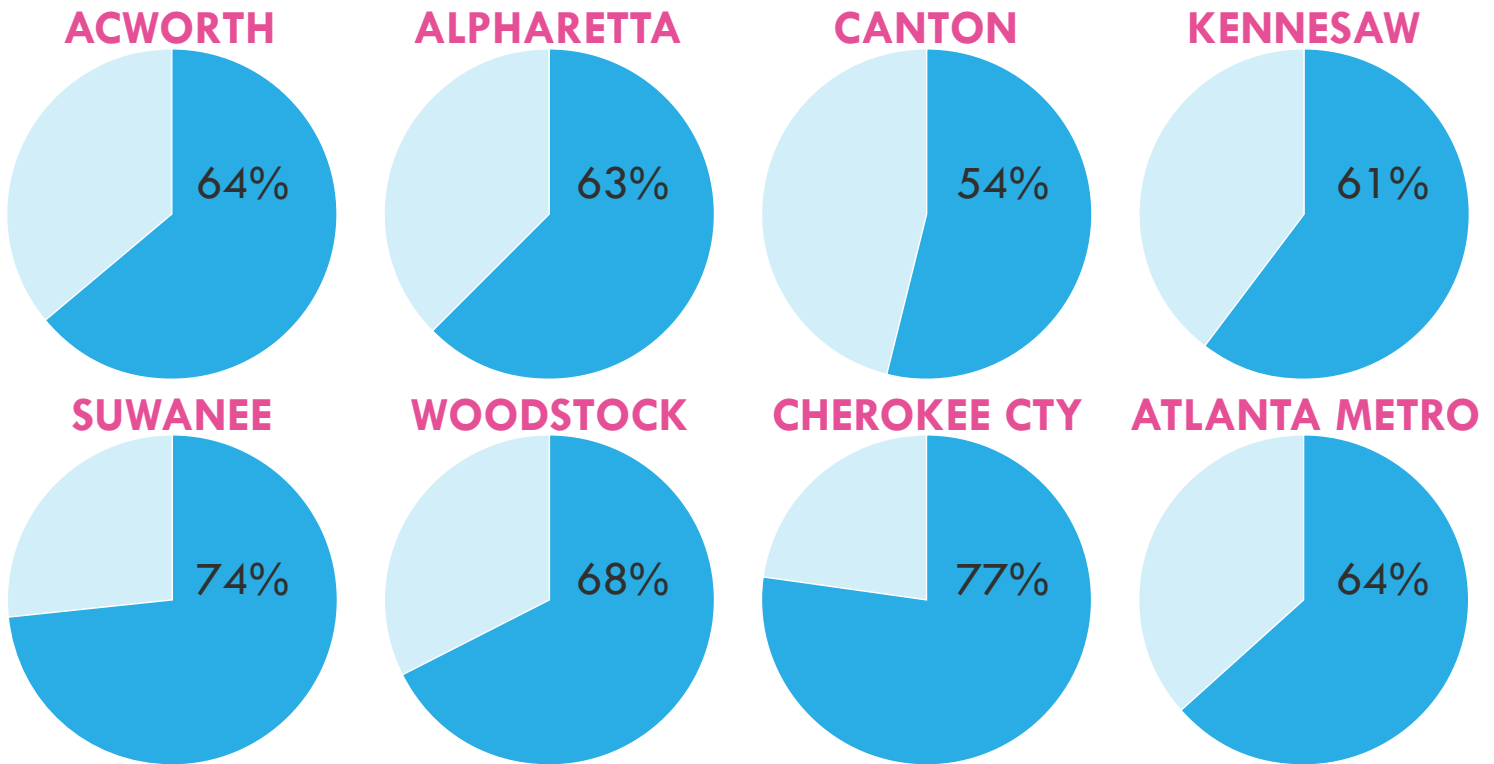


HOUSING

HOUSING UNITS BY TYPE



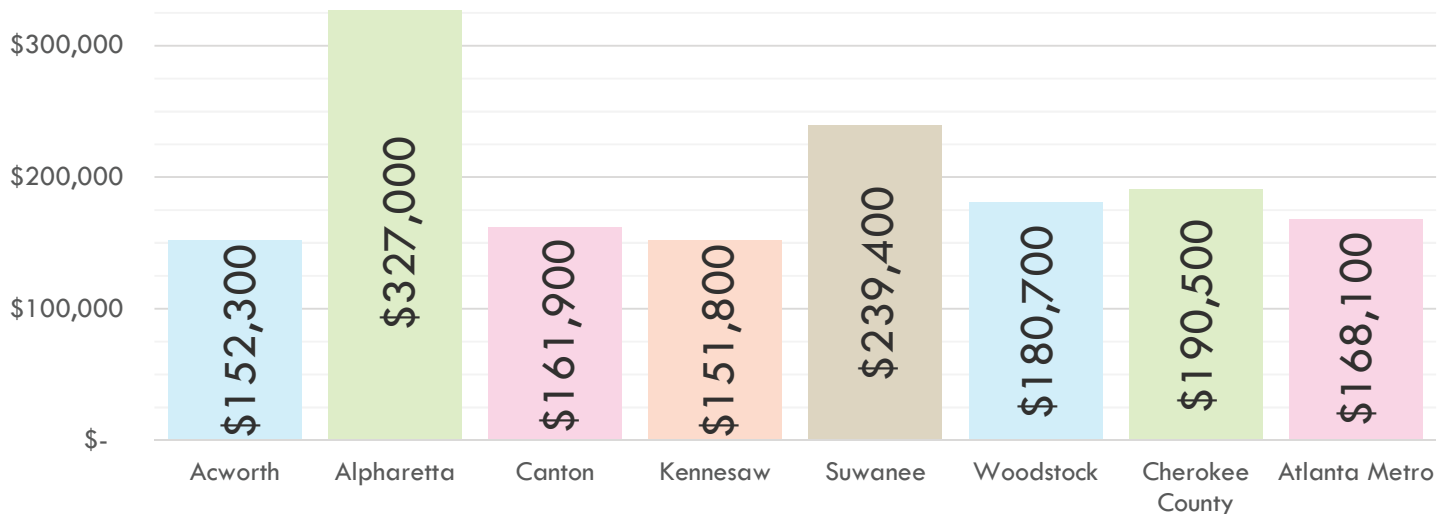
OWNER OCCUPANCY OF HOUSING UNITS



In order to be able to afford the average Woodstock apartment, you need an income of \$45,160. About 1/3 of Woodstock residents cannot afford rent in Woodstock.

In order to be able to afford the average Woodstock home, you need an income of \$60,233. The median income in Woodstock is \$68,504

MEDIAN HOME VALUE



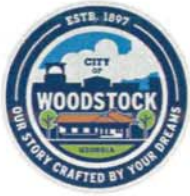


PUBLIC RELATIONS & COMMUNICATIONS

SUSTAINABILITY

Appendix C

**Public Engagement Materials
and Summaries**



Monday, August 28, 2017

**Regular Meeting of the Mayor and Council
 7:00 PM**

ITEM 1. MEETING CALLED TO ORDER

7:00 PM Meeting called to order on August 28, 2017 at The Chambers at City Center, 8534 Main Street, Woodstock, GA.

Attendee Name	Title	Status	Arrived
Donnie Henriques	Mayor	Present	
Warren Johnson	Council Member - Ward 1	Absent	
Bob Mueller	Council Member - Ward 3	Present	
Bud Leonard	Council Member - Ward 5	Present	
Rob Usher	Council Member - Ward 6	Present	
David Potts	Council Member Ward 2	Present	
Tracy Collins	Council Member Ward 4	Present	
Jeff Moon	City Manager	Absent	
Eldon Basham	City Attorney	Present	
Rhonda Pezzello	City Clerk	Present	
Brantley Day	Acting City Manager	Present	
Robert Porche	CFO	Present	
Calvin Moss	Police Chief	Present	
Dave Soumas	Fire Chief	Present	
Brian Stockton	Economic Development/DDA Director	Present	
Jeff Smith	IT Director	Present	
Preston Pooser	Parks/Rec Director	Present	
Pat Flood	Public Works Director	Present	
Katie O'Connor	Senior City Planner	Present	
Tania Celis Leyva	City Planner	Present	
Duane Helton	Building Official	Present	
Rob Hogan	Assistant Public Works Director	Present	

ITEM 2. RECOGNITION OF GUESTS AND VISITORS

1. Fire Department Promotions

COMMENTS - Current Meeting:

Promotions:

Kristina Wigington Promoted to Captain

Jared Sellers Promoted to Lieutenant

This land has been used to count the 29 lots, but without it, it's 27 lots. Not against developing property but wants the chance to establish the boundary line. Doesn't see where they are providing sewer to this property, and may not have access to sewer.

Motion to table by Council Members Usher/Collins. CM Potts asked that there be a process where site clearing wouldn't happen until variances, etc. are granted. Brantley Day stated he will suggest ways to tighten up this process and address this issue in the future. All in favor. Motion carried 5-0.

5. Public Hearing - 2018 Comprehensive Plan Kickoff Presentation

Eric Lusher from Pond & Co. will make a presentation concerning the kickoff of the 2018 Comprehensive Plan 10-year update. A public hearing is associated with the start of the process.

COMMENTS - Current Meeting:

Presented by Katie O'Connor, Senior City Planner

Representative to Pond & Company was present to kick off the 2018 Comp Plan

Thanked Council for choosing his company.

Department of Community Affairs requires a Public Hearing to present the plan and the schedule. Will have three meetings that will be more in depth and will take the plan to the public.

Required by State; An opportunity to review conditions in the community; to anticipate future needs and to establish short-term goals and a long-term vision.

Plan Encompasses: Vision and goals, needs and opportunities, economic development, transportation, land use, housing, sustainability, parks and recreation, public relations and communications.

Involvement Includes: elected officials, the public consultant team, city staff, steering committee, regulatory agencies.

Summer 2017 -Key findings

Fall 2017 - Define needs & establish vision

Winter 2017 - Prepare elements

Spring 2018 - Plan update and documentation & adoption

Eric Lusher, AICP and Katie O'Connor AICP

Project Manager and Consultant

Steering Committee: Planning Commission, Council Members Potts, Collins and Johnson and Brian Stockton, Economic Development Director

6. Public Hearing/Vote - August 2017 Zoning Map Amendment

The City Council of the City of Woodstock is adopting the official Zoning Map. This update addresses annexations, rezonings, and mapping inconsistencies, which have occurred since the last Zoning Map Adoption.

COMMENTS - Current Meeting:

Presented by Katie O'Connor, Senior City Planner



WOODSTOCK COMPREHENSIVE PLAN

Public Hearing #1
August 28, 2017



WHY?

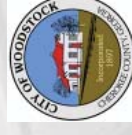
WOODSTOCK COMPREHENSIVE PLAN

Required by the State

An opportunity to review conditions in the community

An opportunity to anticipate future needs

An opportunity to establish short-term goals and a long-term vision



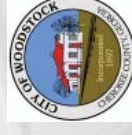
POND

WHAT?

WOODSTOCK COMPREHENSIVE PLAN

Elements addressing....

- Vision and Goals
- Needs & Opportunities
- Economic Development
- Transportation
- Land Use
- Housing
- Sustainability
- Parks & Recreation
- Public Relations & Communications



POND

WHO?

WOODSTOCK COMPREHENSIVE PLAN

Elected Officials

The Public

Consultant
Team

City Staff

Steering
Committee

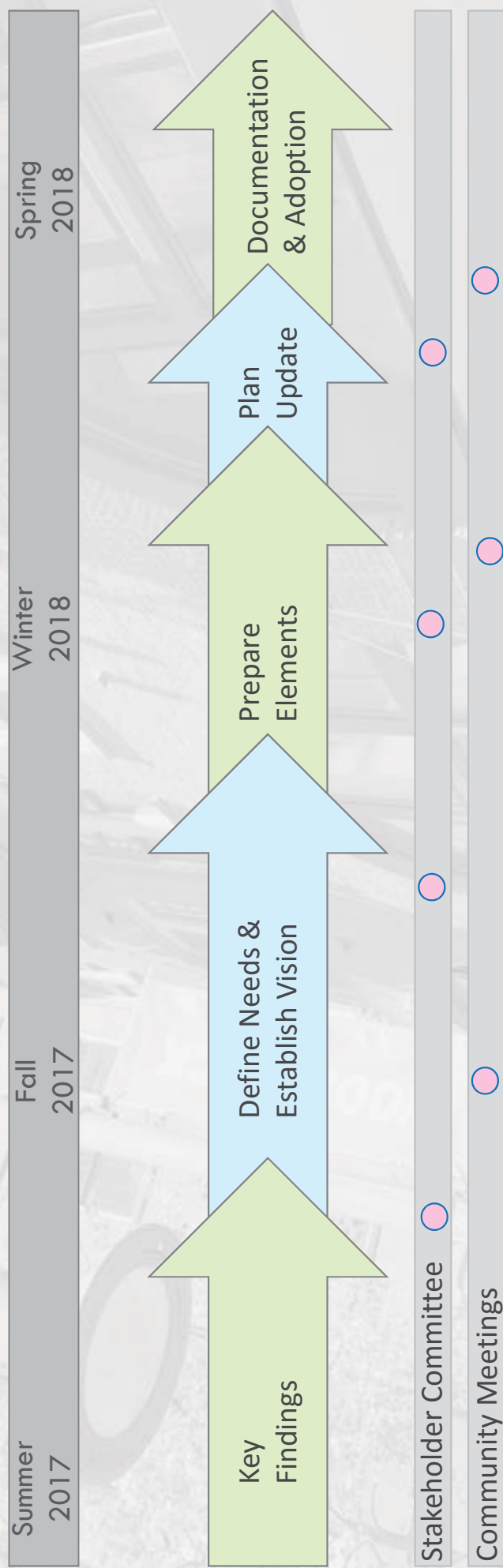
Regulatory
Agencies



POND

HOW?

WOODSTOCK COMPREHENSIVE PLAN



WHEN?

WOODSTOCK COMPREHENSIVE PLAN

Steering Committee Meetings

7:00 pm – 8:30pm | Office of Economic Development (Chattahoochee Tech):

Tuesday, September 12, 2017

Tuesday, October 10, 2017

Thursday, January 18, 2018

Thursday, March 15, 2018

Community Open Houses

6-8pm | Chambers at City Center:

Thursday, October 19, 2017

Thursday, February 15, 2018

Thursday, April 12, 2018



POND

CONTACT

WOODSTOCK
COMPREHENSIVE
PLAN

City of Woodstock Project Manager

Katie O'Connor, AICP

koconnor@woodstockga.gov

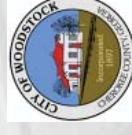
770.592.6000 x. 1601

Consultant Project Manager

Eric Lusher, AICP

lushere@pondco.com

404.748.4853



POND

WOODSTOCK COMPREHENSIVE PLAN

STEERING COMMITTEE MEETING SUMMARY – OCTOBER 10, 2017

The first of three planned Steering Committee meetings was held on October 10, 2017 at the Office of Economic Development (at Chattahoochee Tech) from 7:00pm to 9:00pm. The agenda for this meeting included materials initially planned for two separate Steering Committee meetings that had to be combined due to the first planned meeting on September 12, 2017 being cancelled due to Tropical Storm Irma.

The meeting was well attended by the members of the Steering Committee as evidenced by the Sign-In Sheet provided as **Attachment A**.

Following a brief opening by the City of Woodstock Project Manager, Katie O'Connor, the meeting began with introductions among all the participants including the members of the consultant team present:

- Eric Lusher (Pond – Consultant Project Manager)
- Andrew Babb (Pond)
- David De Leon (Pond)
- Laura Richter (TSW)

Additionally, photos from the meeting are provided in **Attachment B**.

Presentation

Mr. Lusher presented a variety of topics for consideration by the Steering Committee including:

- An overview of the comprehensive planning process to discuss the purpose of the plan, the schedule, and other logistical items
- An overview of “Key Findings” – a summary of data and trends regarding the City of Woodstock (and peer communities) to help the Committee understand a variety of issues related to the Comprehensive Plan

The presentation materials are provided in **Attachment C**.

SWOT Discussion

Following the presentation of Key Findings, a Strengths, Weaknesses, Opportunities, and Threats discussion was held to ascertain the Steering Committee’s perspective on the state of Woodstock. Notes from the discussion are provided in **Attachment D**.

While the Committee generally was in agreement on most items discussed, please note that the items indicated here do not necessarily indicate group consensus but rather items mentioned by at least one Committee member.

Core Issues & Guiding Principles

Mr. Lusher briefly described how the previous Woodstock Comprehensive Plan developed a series of Core Issues and supporting Guiding Principles. In order to understand the Steering Committee’s vision for the future of the community, the Committee was asked to take an online survey regarding the applicability of these Core Issues and Guiding Principles. The instructions provided to the Committee are available in **Attachment E**.

Next Steps

To close the meeting, Steering Committee members were encouraged to reach out to the study team with any additional comments or thoughts they may have. Similarly, Committee members were encouraged to attend and publicize the upcoming Community Meeting on Thursday, October 19, 2017 at the City Chambers from 6:00 to 8:00 pm.

Attachment A

Sign-in Sheet

Name (Title/Association)

Signature

Tracy Collins (City Council)



Katie O'Connor (Senior City Planner)



Brantley Day (Community Development Director)



David Downs (Planning Commission)



James Drinkard (Planning Commission)



Renee Gable (Planning Commission)



David Hacker (Planning Commission)



Darin Hunter (Planning Commission)

Warren Johnson (City Council)



Tania Celis Leyva (City Planner)



Debra McPherson (Planning Commission)



Jeff Moon (City Manager)

David Potts (City Council)



Brian Stockton (Economic Development Director)



Robert Tidwell (Planning Commission)

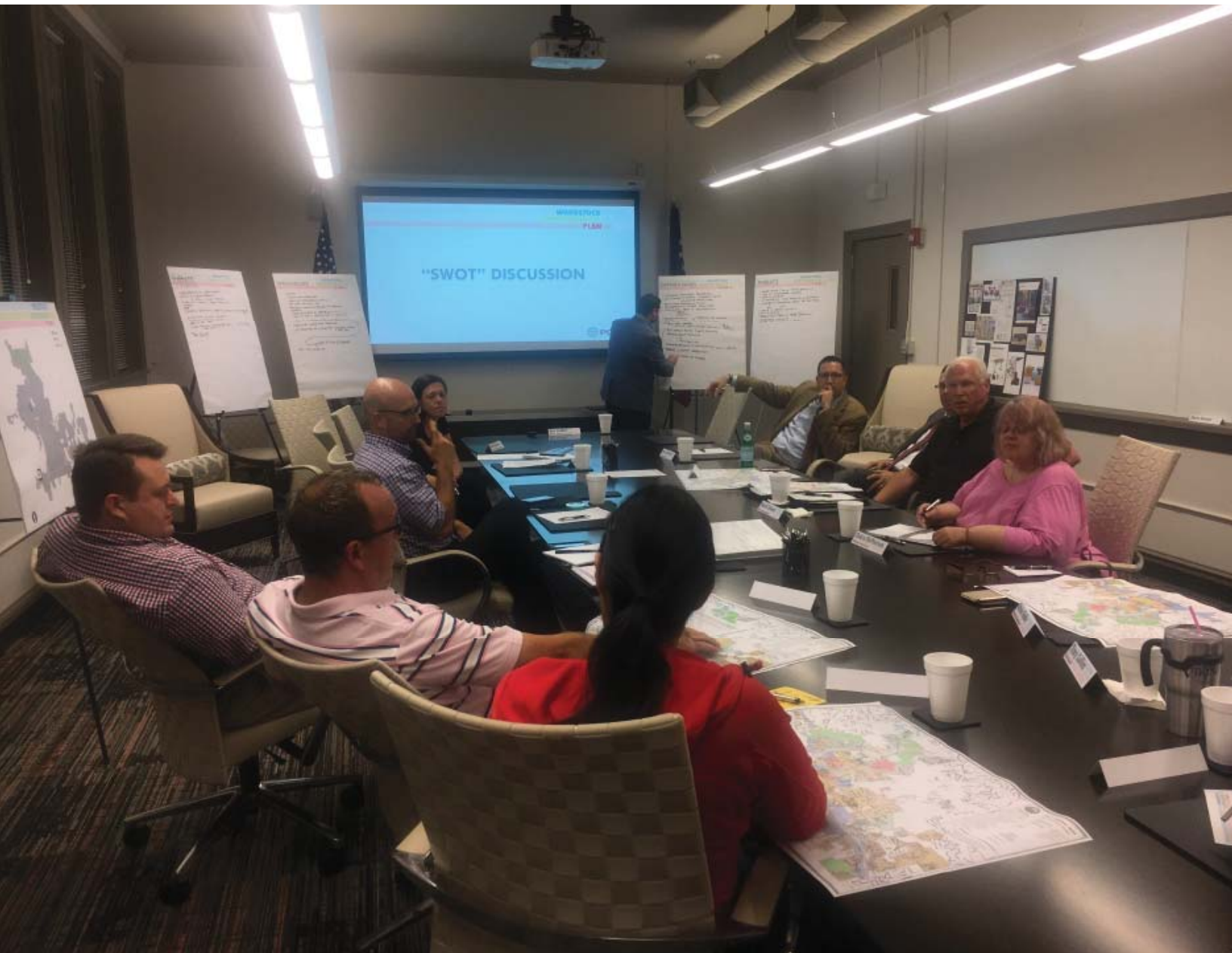


Attachment B

Photos

WOODSTOCK COMPREHENSIVE PLAN

STEERING COMMITTEE MEETING SUMMARY – OCTOBER 10, 2017



WOODSTOCK COMPREHENSIVE PLAN

STEERING COMMITTEE MEETING SUMMARY – OCTOBER 10, 2017



WOODSTOCK COMPREHENSIVE PLAN

STEERING COMMITTEE MEETING SUMMARY – OCTOBER 10, 2017



WOODSTOCK COMPREHENSIVE PLAN

STEERING COMMITTEE MEETING SUMMARY – OCTOBER 10, 2017



Attachment C

Presentation



WOODSTOCK COMPREHENSIVE PLAN

Steering Committee
October 10, 2017



AGENDA

WOODSTOCK
COMPREHENSIVE
PLAN

Comprehensive Planning 101

(Why? What? Who? How? When?)

Review Key Findings

SWOT Discussion

Review of Core Issues & Guiding Principles

Next Steps



POND

TSW

WOODSTOCK
COMPREHENSIVE
PLAN

COMPREHENSIVE PLANNING 101



POND

TSW

WHY?

WOODSTOCK COMPREHENSIVE PLAN

Required by the State

An opportunity to review conditions in the community

An opportunity to anticipate future needs

An opportunity to establish short-term goals and a long-term vision



WHAT?

WOODSTOCK COMPREHENSIVE PLAN

Elements addressing....

- Vision and Goals
- Needs & Opportunities
- Economic Development
- Transportation
- Land Use
- Housing
- Sustainability
- Parks & Recreation
- Public Relations & Communications



WHO?

WOODSTOCK COMPREHENSIVE PLAN

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Regulatory
Agencies

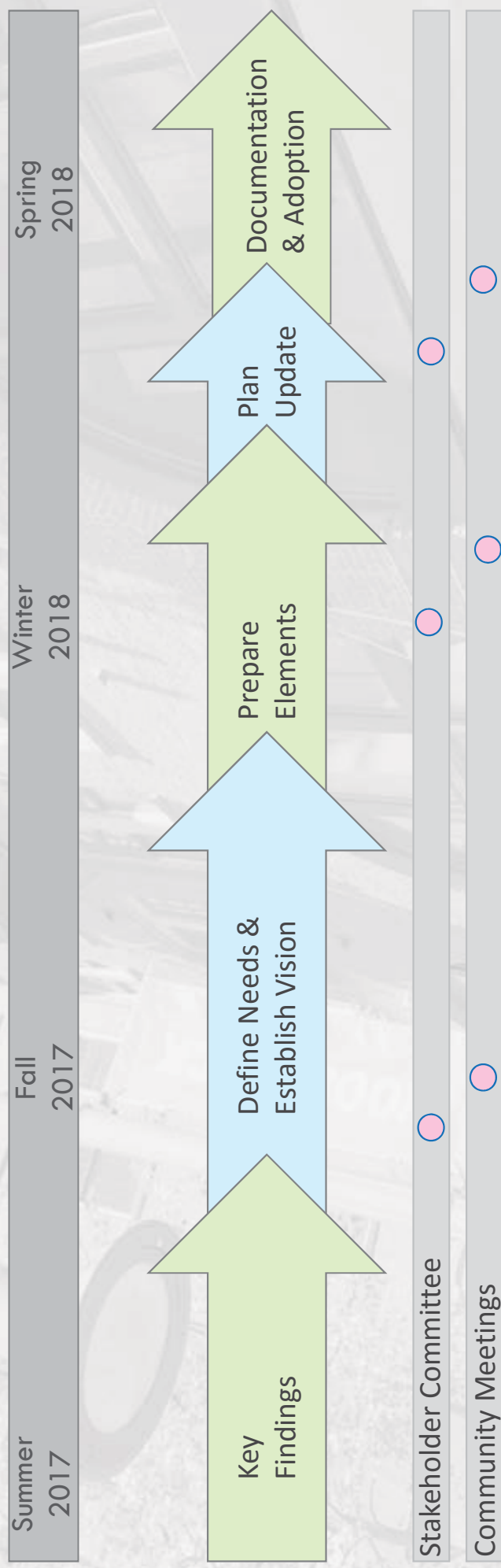


POND

TSW

HOW?

WOODSTOCK COMPREHENSIVE PLAN



WHEN?

WOODSTOCK COMPREHENSIVE PLAN

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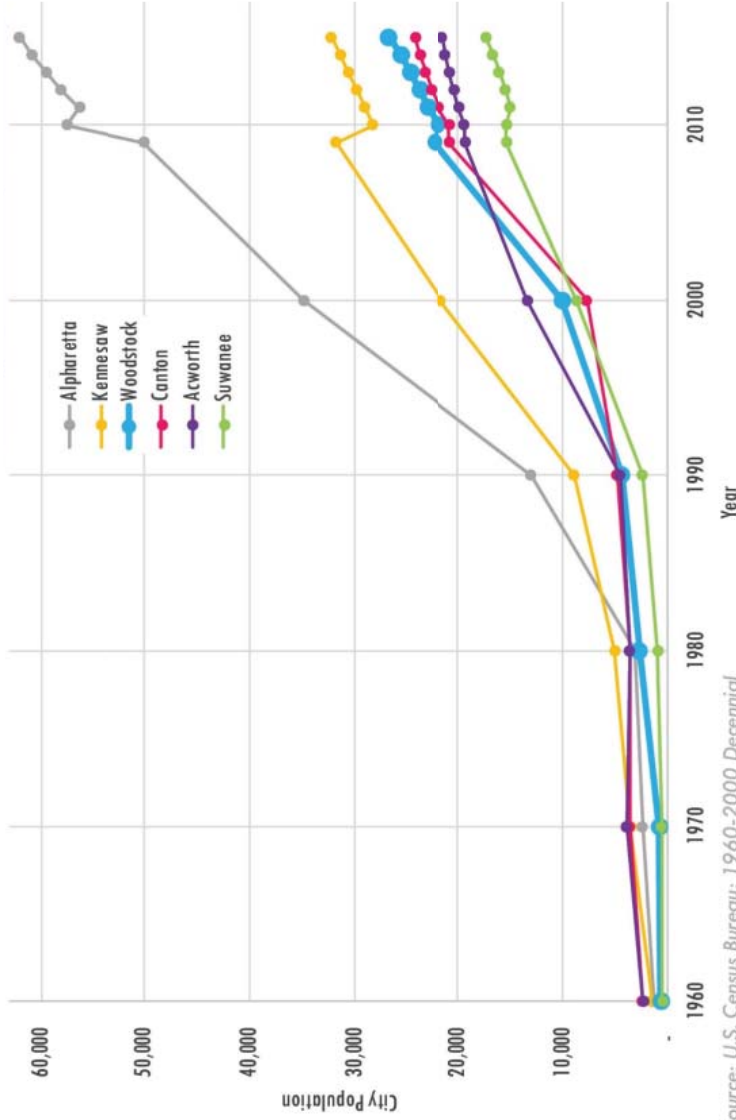


REVIEW KEY FINDINGS



DEMOGRAPHICS

HISTORIC POPULATION GROWTH



Source: U.S. Census Bureau; 1960-2000 Decennial Census, all others 5-Year ACS Estimates

Growth is comparable to other peer cities (such as Canton, Acworth)

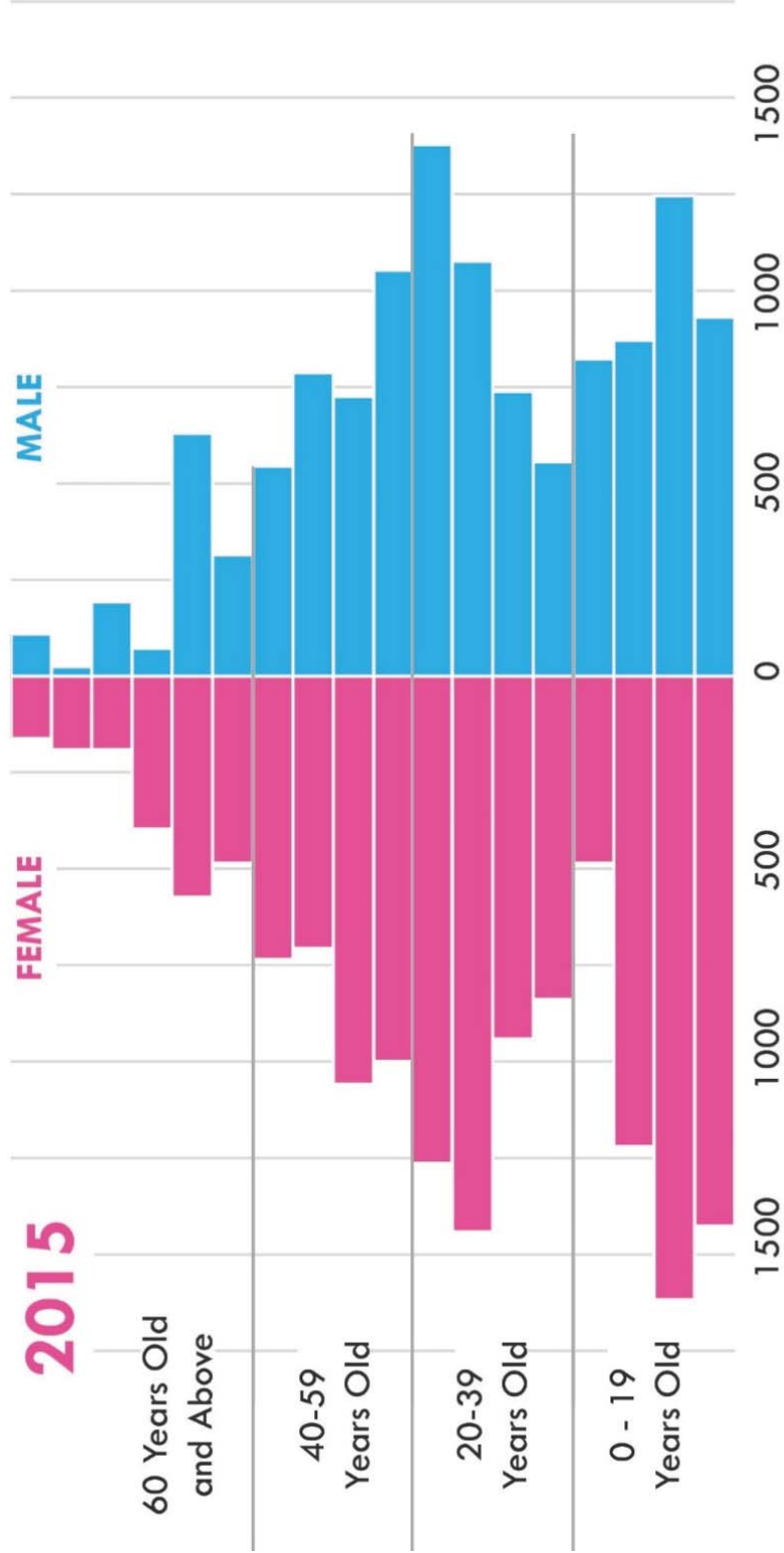
From 2000 to 2010, the population doubled

Cherokee County is projected to add 160,000 people from 2015 to 2040



DEMOGRAPHICS

WOODSTOCK COMPREHENSIVE PLAN



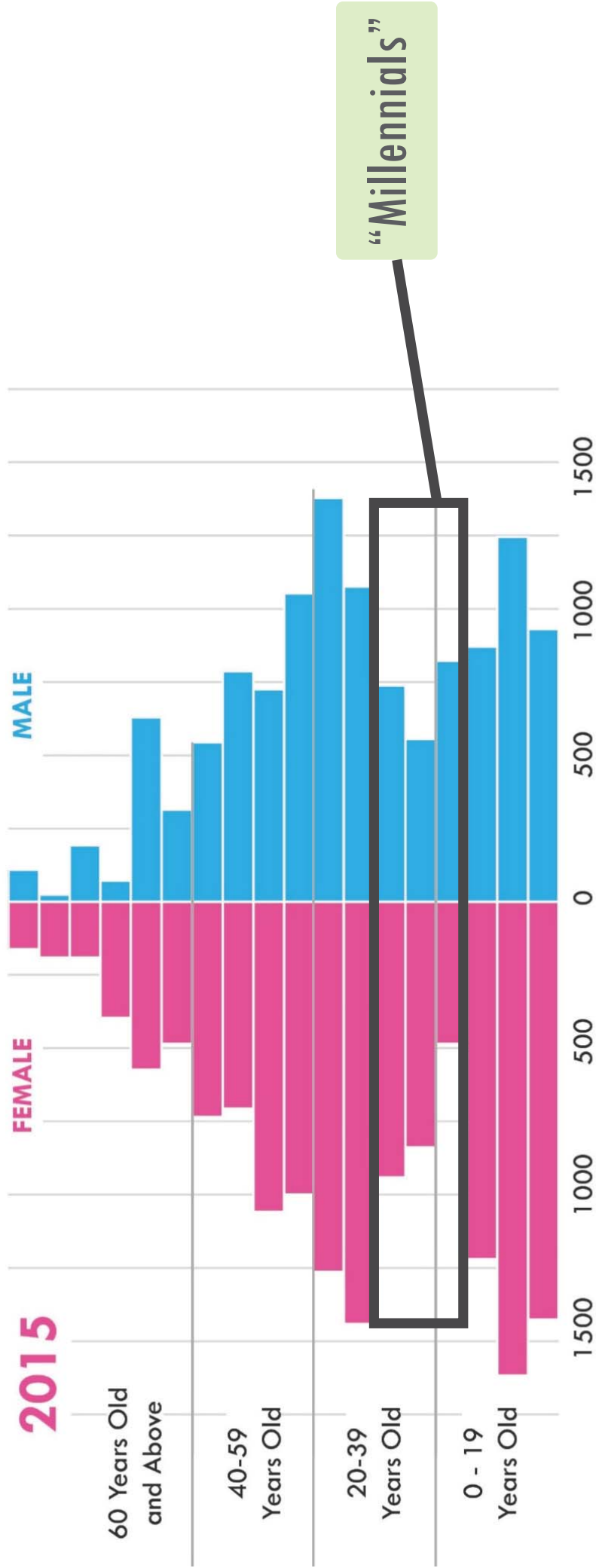
Source: U.S. Census Bureau



POND

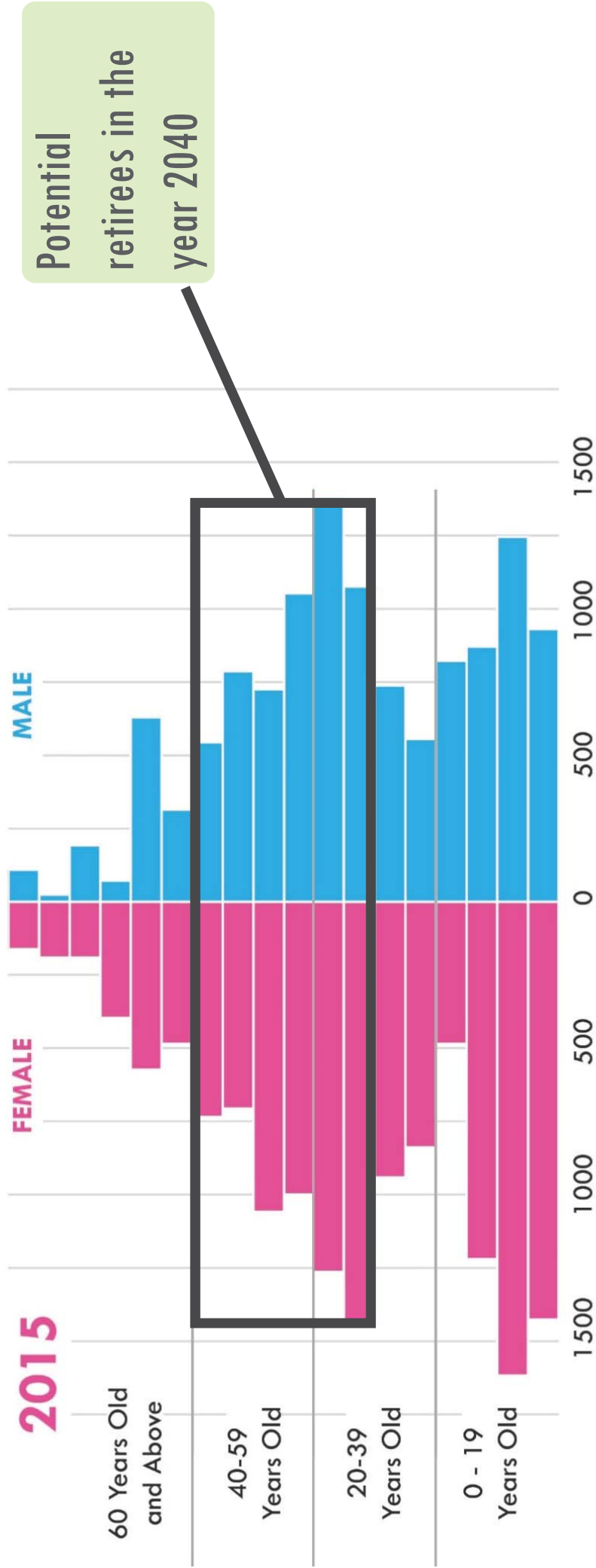
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DEMOGRAPHICS



Source: U.S. Census Bureau

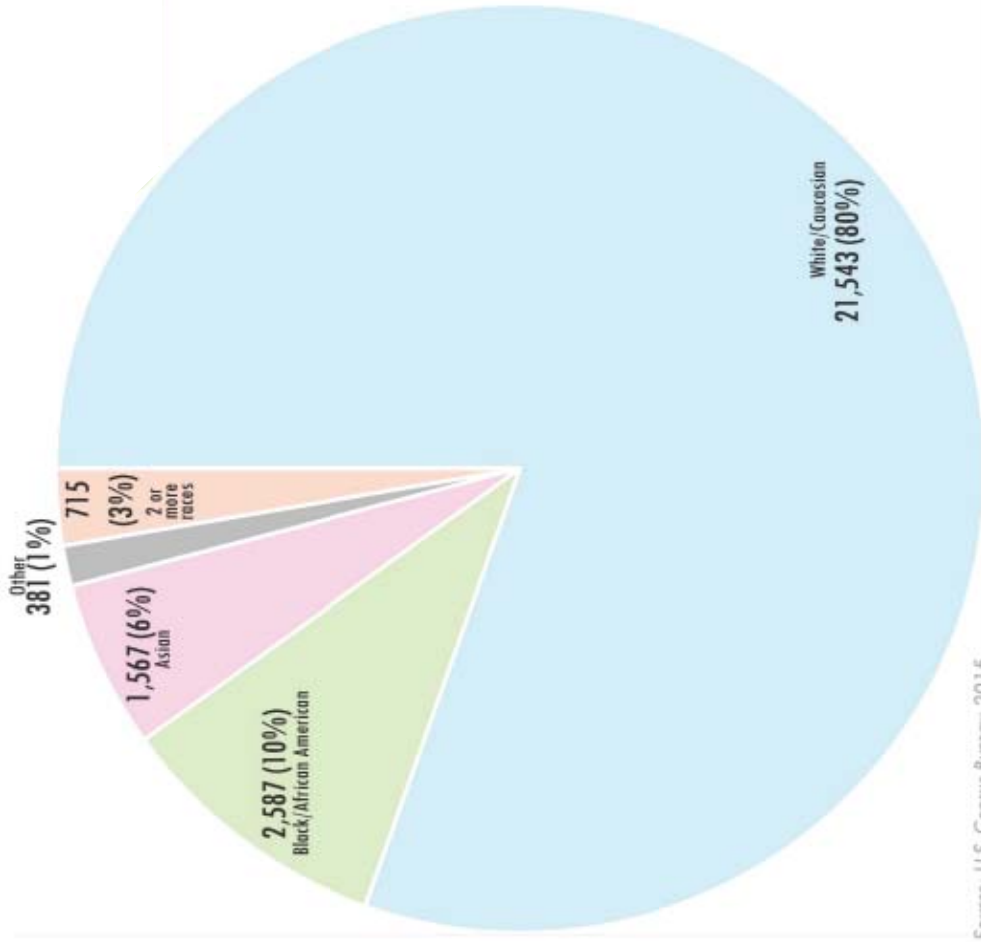
DEMOGRAPHICS



Source: U.S. Census Bureau



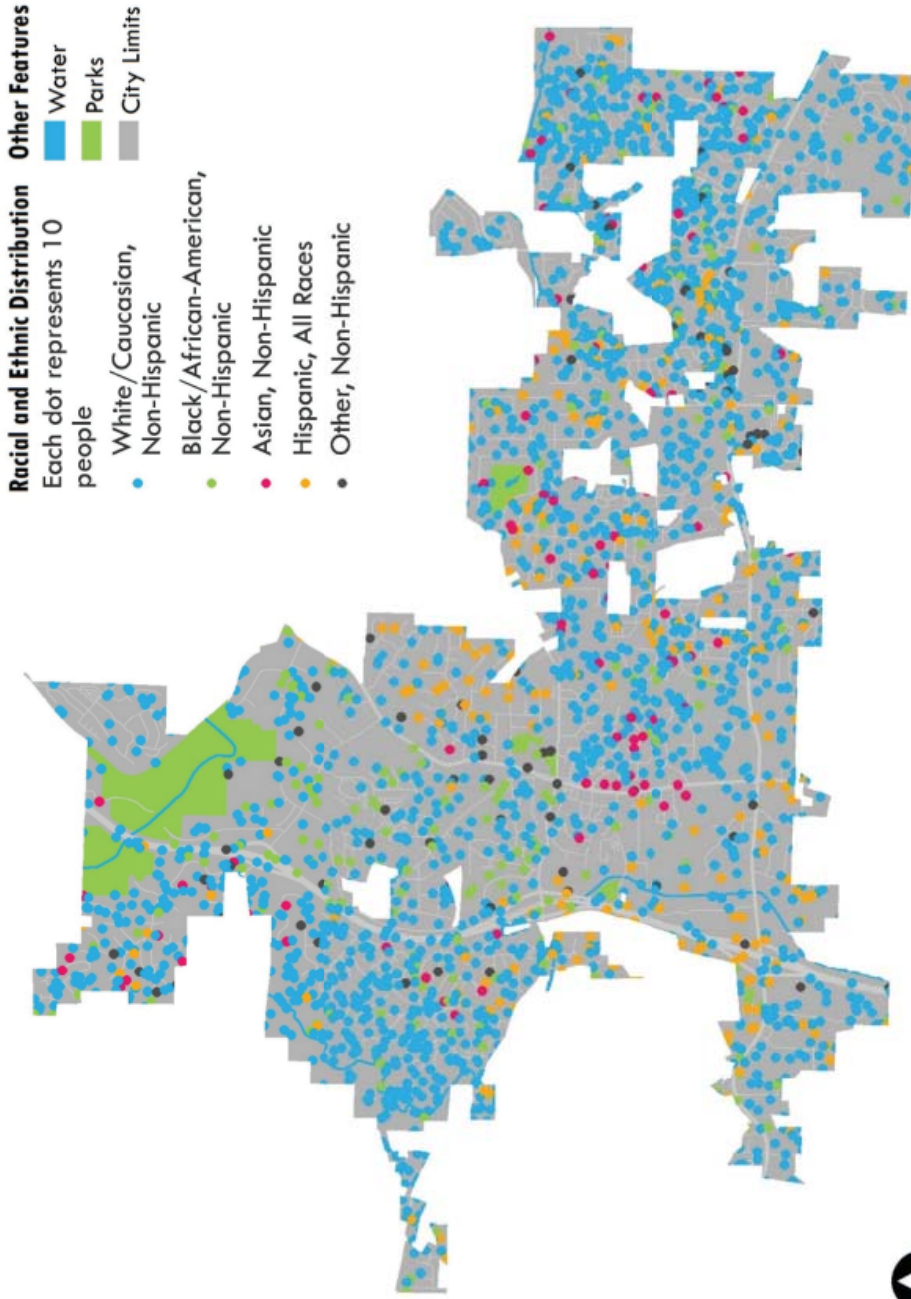
DEMOGRAPHICS



Source: U.S. Census Bureau 2015



DEMOGRAPHICS

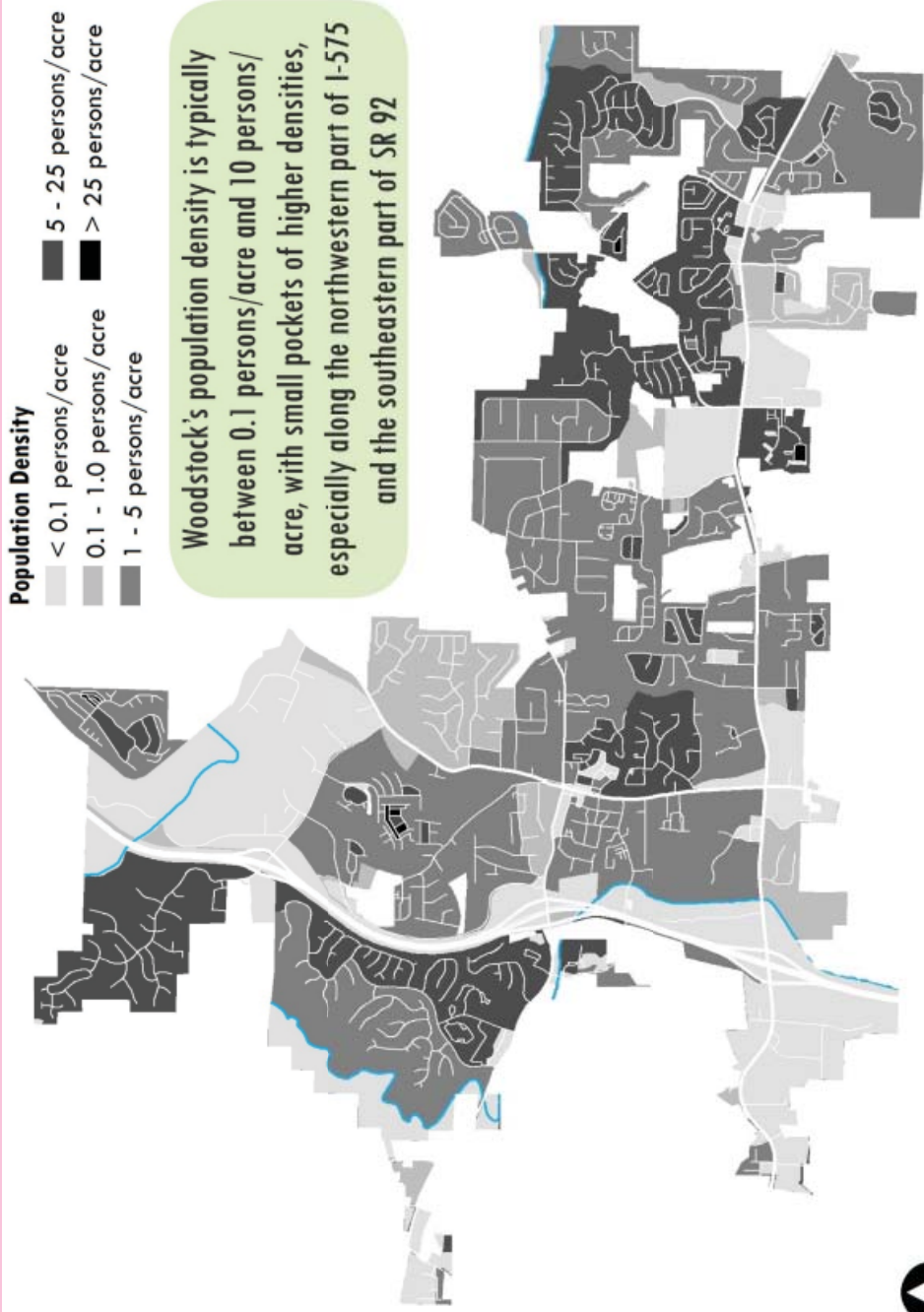


Source: U.S. Census Bureau 2015



DEMOGRAPHICS

WOODSTOCK COMPREHENSIVE PLAN

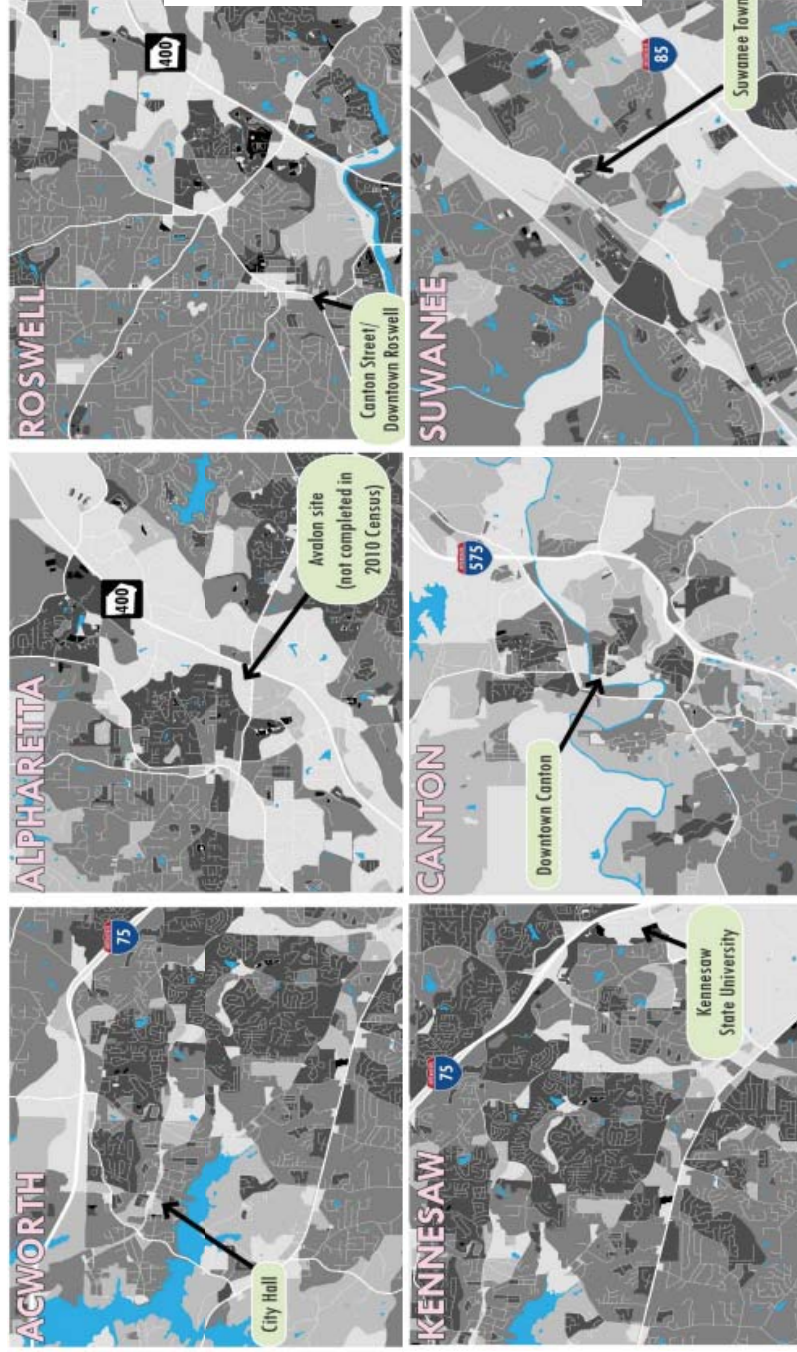


Source: U.S. Census Bureau 2010



WOODSTOCK COMPREHENSIVE PLAN

DEMOGRAPHICS



Population Density

- < 0.1 persons/acre
- 0.1 - 1.0 persons/acre
- 1 - 5 persons/acre
- 5 - 25 persons/acre
- > 25 persons/acre

Source: U.S. Census Bureau 2010



DEMOGRAPHICS

WOODSTOCK COMPREHENSIVE PLAN

FUTURE POPULATION GROWTH

Geography	2015	2040	Change	% Change
Woodstock	26,793	39,340*	12,547*	46.8%*
Cherokee County	233,200	392,400	159,200	68.3%
Atlanta Metro	4,332,200	5,918,700	1,586,500	36.6%

Source: ARC, *Estimate based on 2015 data and 2040 regional projections



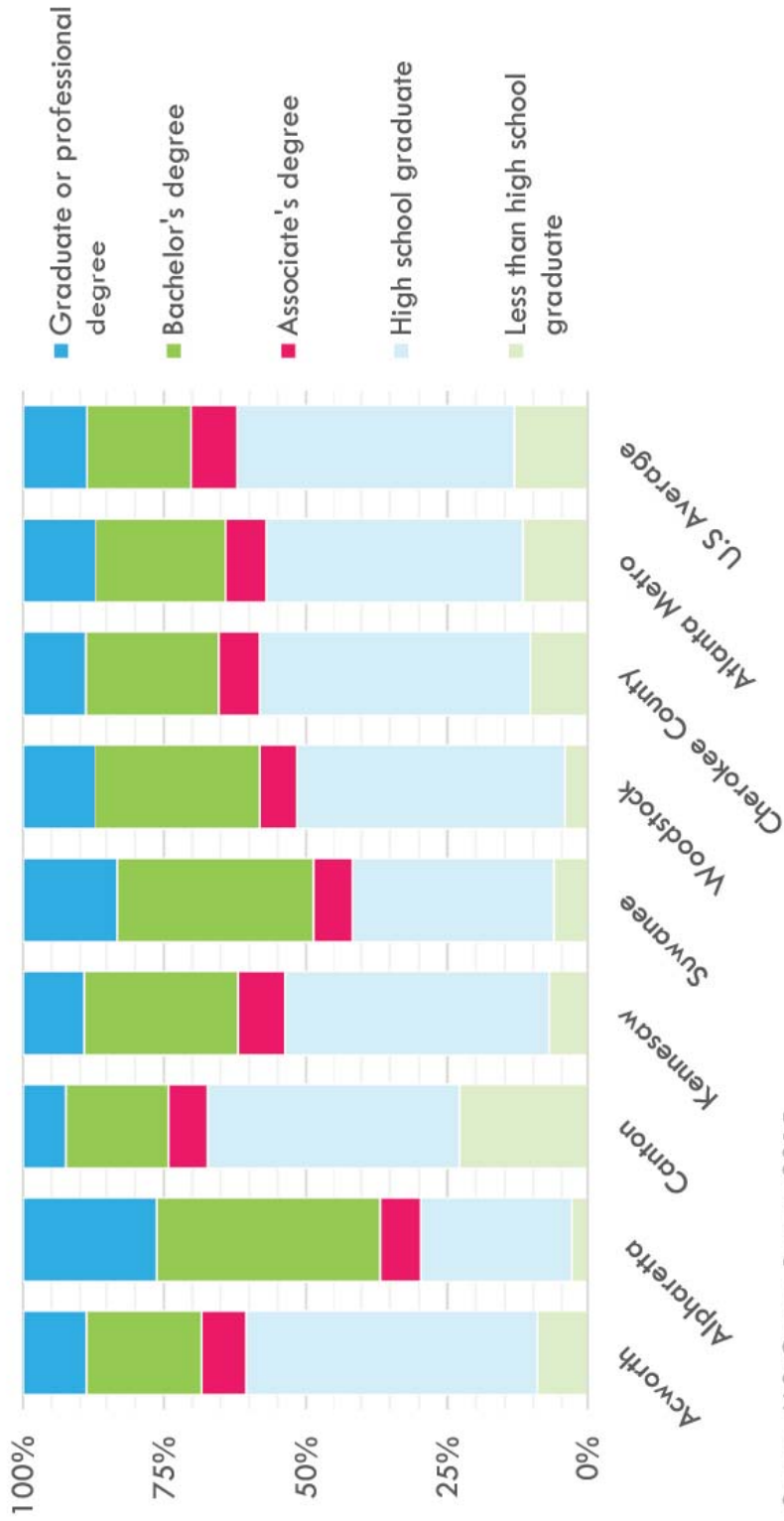
POND

TSW

ECONOMICS

WOODSTOCK COMPREHENSIVE PLAN

EDUCATIONAL ATTAINMENT OF RESIDENTS 25 YEARS OR OLDER



Source: U.S. Census Bureau 2015



POND

TSW

ECONOMICS

WORKFORCE CHARACTERISTICS

Industry	Woodstock	Acworth	Alpharetta	Canton	Kennesaw	Suwanee	Cherokee County	Atlanta Metro
Educational Services, Healthcare & Social Assistance	18%	23%	17%	19%	24%	18%	18%	17%
Retail	14%	12%	9%	16%	13%	11%	14%	6%
Manufacturing and Wholesale	13%	11%	12%	12%	12%	14%	13%	10%
Professional, Scientific, Management, Administrative & Technical Services	12%	13%	24%	15%	14%	18%	13%	17%
FIRE (Finance, Insurance, Real Estate)	11%	5%	12%	7%	7%	9%	9%	11%
Entertainment, Hospitality, and Arts	9%	13%	8%	10%	11%	8%	9%	10%
Construction	7%	5%	3%	9%	5%	8%	8%	<1%
Information	6%	2%	5%	1%	3%	5%	3%	3%
Other	5%	7%	4%	5%	4%	5%	5%	4%
Public Administration	3%	3%	1%	3%	3%	2%	3%	7%
Transportation, Warehousing & Utilities	3%	4%	4%	2%	5%	2%	4%	15%
Agriculture, Forestry, and Mining	<1%	<1%	1%	<1%	<1%	<1%	1%	<1%

Source: U.S. Census Bureau 2015

More than half of Woodstock's Workforce works in the following sectors:

- Education Services, Healthcare, & Social Assistance
- Retail
- Manufacturing and Wholesale
- Professional, Scientific, Management, Administrative, & Technical Services



ECONOMICS

WOODSTOCK COMPREHENSIVE PLAN

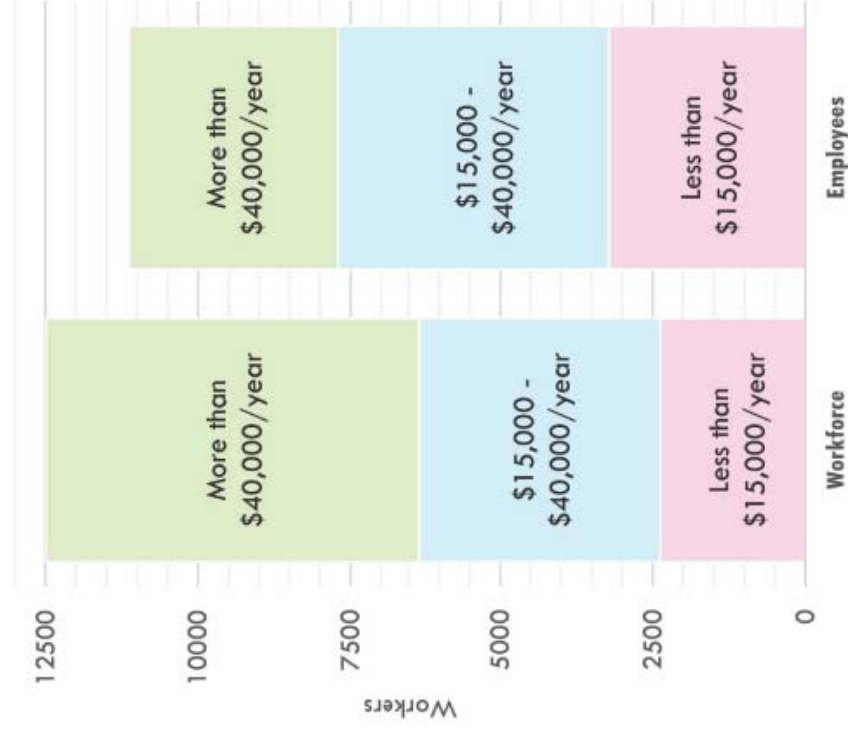
COMMUTING PATTERNS



ECONOMICS

WOODSTOCK COMPREHENSIVE PLAN

EARNINGS



Almost half of employed Woodstock residents earn over \$40,000/year, but less than a third of jobs in Woodstock offer that much



ECONOMICS

WOODSTOCK COMPREHENSIVE PLAN

EMPLOYMENT

	Woodstock	Acworth	Alpharetta	Canton	Kennesaw	Suwanee	Cherokee County	Atlanta Metro
Retail Trade	25%	26%	9%	19%	8%	11%	17%	11%
Accommodation and Food Services	14%	21%	7%	15%	8%	12%	12%	9%
Administration & Support, Waste Management and Remediation	10%	7%	10%	2%	25%	10%	7%	9%
Health Care and Social Assistance	10%	4%	6%	15%	11%	7%	10%	10%
Construction	7%	8%	2%	2%	7%	4%	7%	4%
Professional, Scientific, and Technical Services	7%	4%	17%	3%	6%	5%	6%	8%
Manufacturing	6%	2%	1%	13%	5%	9%	8%	6%
Other Services (excluding Public Administration)	5%	2%	2%	2%	3%	2%	4%	3%
Wholesale Trade	4%	3%	8%	2%	9%	8%	5%	6%
Finance and Insurance	4%	4%	10%	3%	4%	3%	3%	5%
Information	2%	3%	14%	2%	1%	1%	2%	4%
Educational Services	2%	10%	3%	16%	3%	22%	11%	8%
Real Estate and Rental and Leasing	1%	1%	3%	1%	1%	2%	1%	2%
Arts, Entertainment, and Recreation	1%	<1%	2%	<1%	1%	1%	2%	1%
Transportation and Warehousing	<1%	3%	3%	1%	5%	3%	1%	6%
Management of Companies and Enterprises	<1%	<1%	3%	<1%	<1%	<1%	<1%	2%
Public Administration	<1%	3%	1%	3%	2%	1%	4%	4%
Agriculture, Forestry, Fishing and Hunting	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%

25 percent of jobs are in retail

Cherokee County is projected to add 37,000 jobs between 2015 and 2040. That's an increase of over 50%

Jobs in Woodstock are anticipated to grow by about 35% from 2015 to 2040, with the biggest increases in Construction, Manufacturing, Education, and Health Care



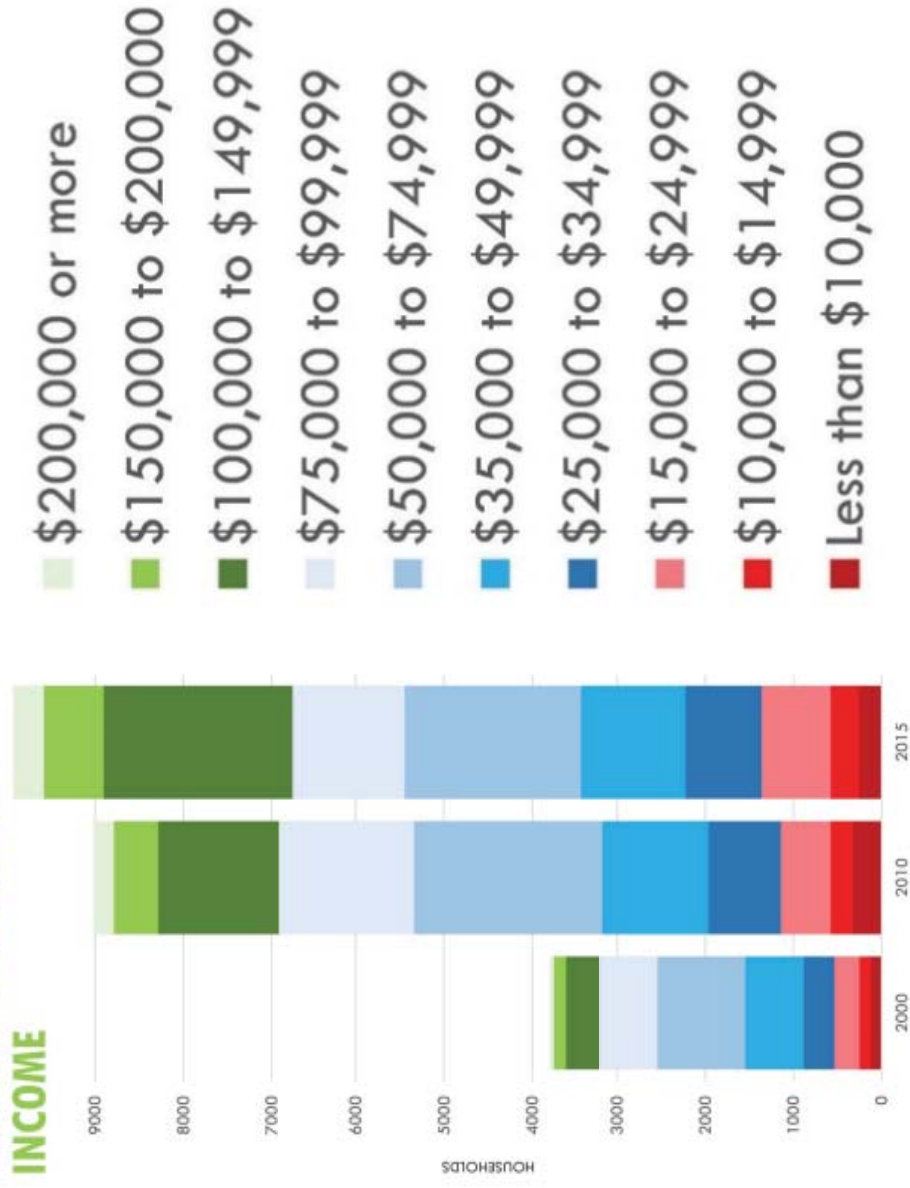
POND

TSW

ECONOMICS

WOODSTOCK COMPREHENSIVE PLAN

ANNUAL HOUSEHOLD
INCOME



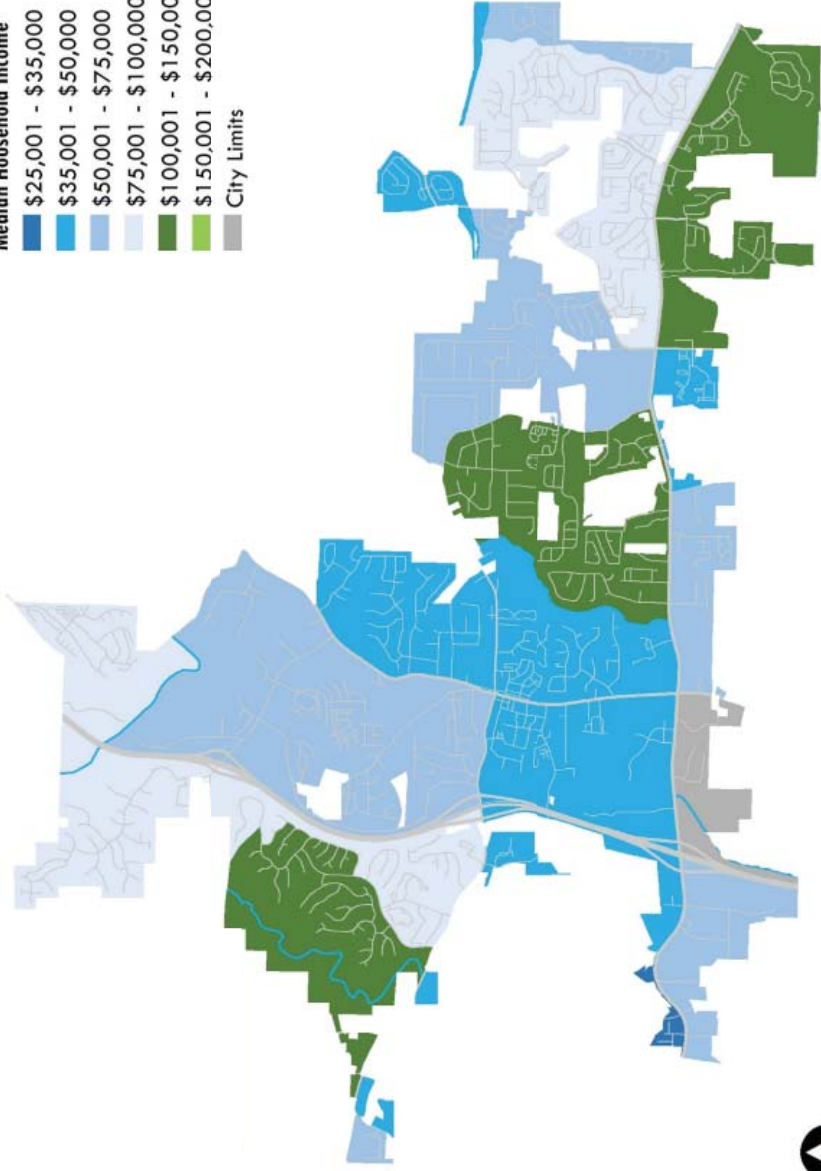
POND

TSW

ECONOMICS

MEDIAN HOUSEHOLD INCOME

- Median Household Income
- \$25,001 - \$35,000
 - \$35,001 - \$50,000
 - \$50,001 - \$75,000
 - \$75,001 - \$100,000
 - \$100,001 - \$150,000
 - \$150,001 - \$200,000
 - City Limits



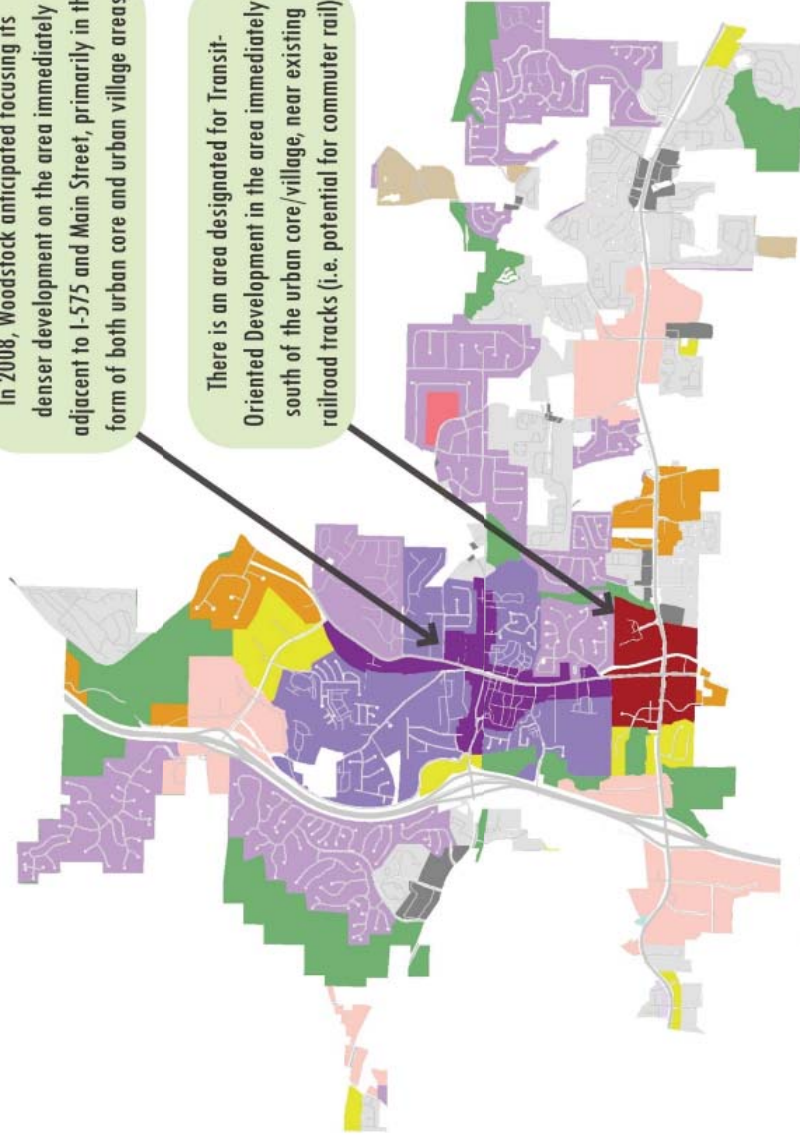
WOODSTOCK COMPREHENSIVE PLAN

LAND USE

FUTURE DEVELOPMENT MAP (2008)

In 2008, Woodstock anticipated focusing its denser development on the area immediately adjacent to I-575 and Main Street, primarily in the form of both urban core and urban village areas.

There is an area designated for Transit-Oriented Development in the area immediately south of the urban core/village, near existing railroad tracks (i.e. potential for commuter rail)



Future Land Use

- Civic
- Community Facilities
- Community Village Center
- Estate Living
- Natural Preserve
- Neighborhood Living
- Neighborhood Village Center
- Regional Activity Center
- Suburban Living
- Traditional Neighborhood Development
- Transit Oriented Development
- Urban Core
- Urban Village
- Workplace Center



POND

TSW

WOODSTOCK COMPREHENSIVE PLAN

LAND USE

TOWN CENTER LCI (2013)



HIGHWAY 92 LCI PLAN (2015)

Current development is heavily auto-oriented (strip malls, office parks, etc.) with some recent residential added, and the scale of the corridor favors vehicular travel over bike or pedestrian travel

Anticipated future development is primarily big-box (Sam's Club, Starks & Strike, etc.)

Natural barriers inhibit development in some areas



Recommended projects:

- Highway 92 Corridor Overlay District - Higher density along 92, multi-use trail development, residential transition buffers, complete streets guidelines
- Greenspace and Trails - Woodway Creek Trail improvements; Rubes Creek Trail improvements
- Main Street + Highway 92 Development Concept - Incremental higher-density development from 92/Main Street intersection along railway.
- Economic Development Strategies - TAD, CDO, Business Association, Marketing/Branding

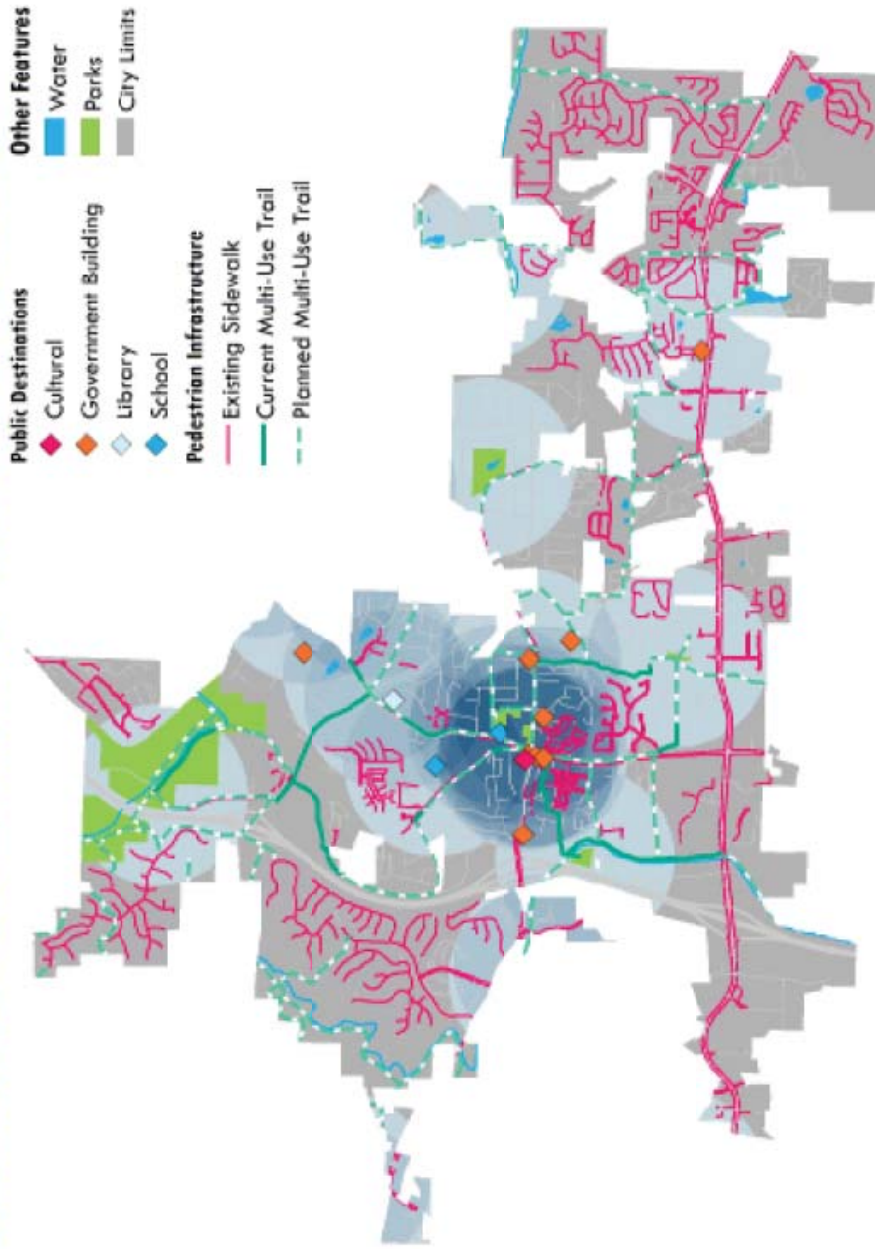


POND

TSW

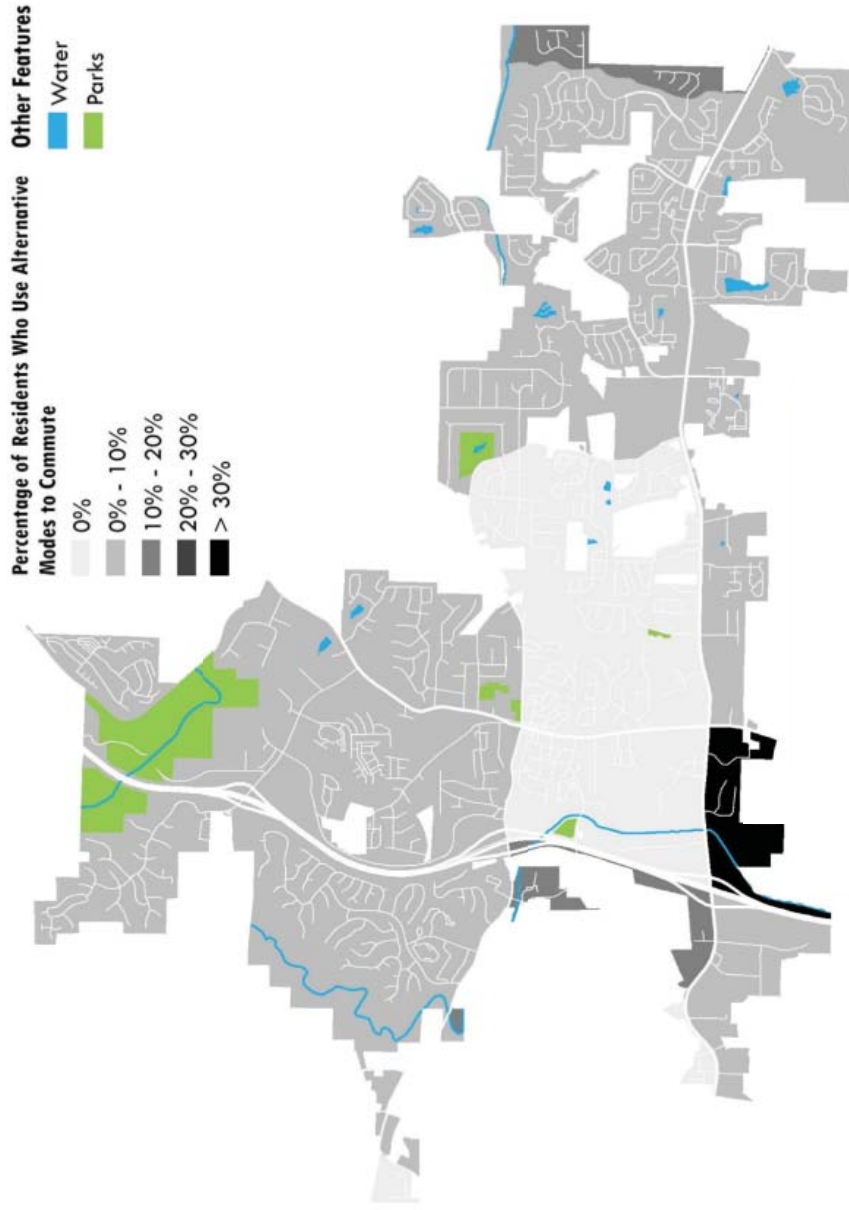
TRANSPORTATION

BIKE AND PEDESTRIAN INFRASTRUCTURE



TRANSPORTATION

COMMUTING MODES



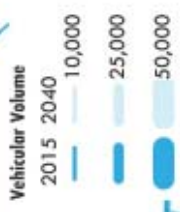
Throughout Woodstock, between 5% and 10% of residents commute using an alternative mode



TRANSPORTATION

CURRENT AND PROJECTED TRAFFIC VOLUMES

Most significant growth in traffic volumes anticipated on I-575 and SR 92



Selected Regional Transportation Initiatives:

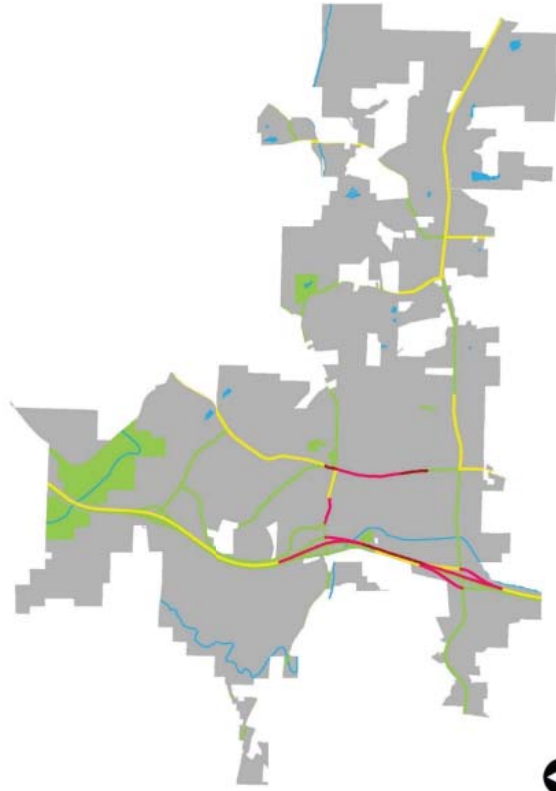
- I-575 Managed Lanes
- Arnold Mill Road Extension/Connector
- Canton Road Sidewalks



TRANSPORTATION

VEHICULAR LEVEL OF SERVICE

2015



LOS A-B



LOS C-D



LOS E-F

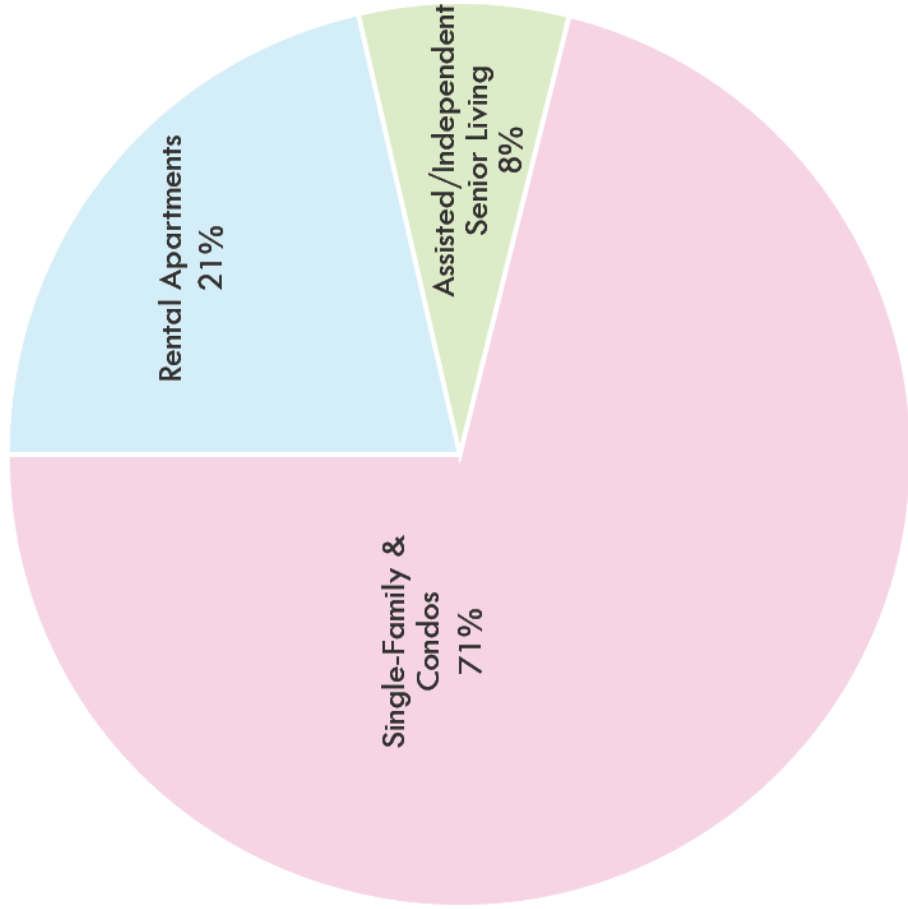
2040



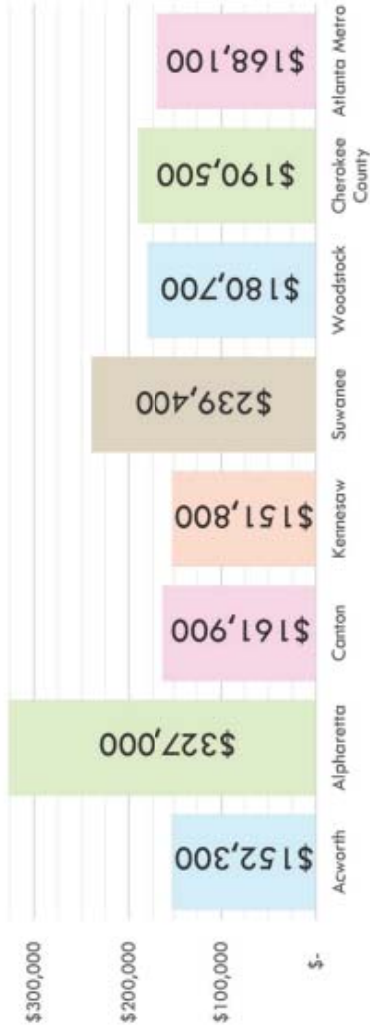
WOODSTOCK COMPREHENSIVE PLAN

HOUSING

HOUSING UNITS BY TYPE



MEDIAN HOME VALUE

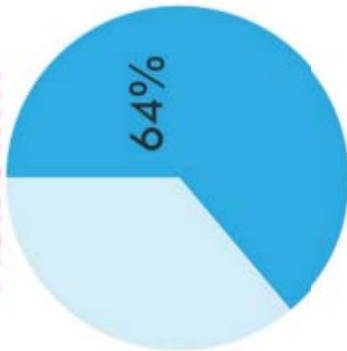


WOODSTOCK COMPREHENSIVE PLAN

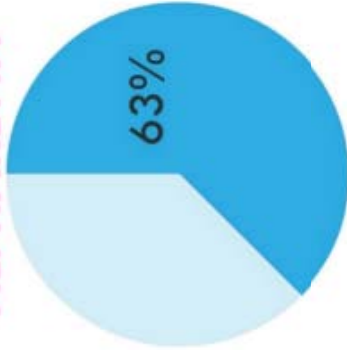
HOUSING

OWNER OCCUPANCY OF HOUSING UNITS

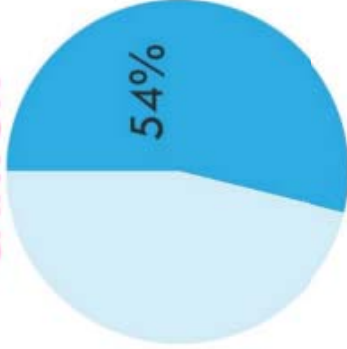
ACWORTH



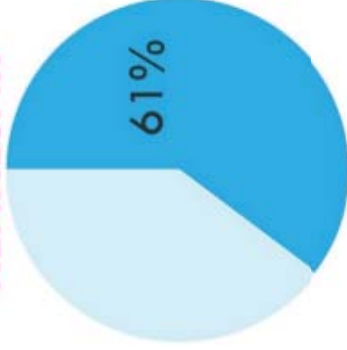
ALPHARETTA



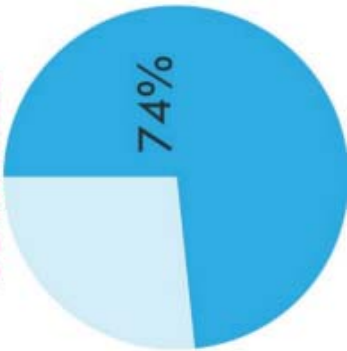
CANTON



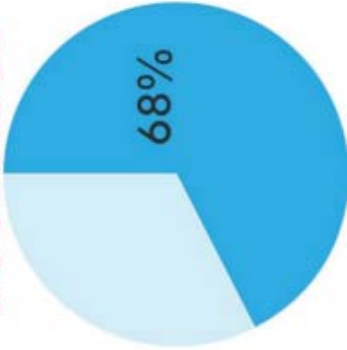
KENNESAW



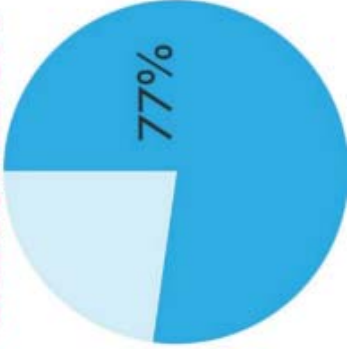
SUWANEE



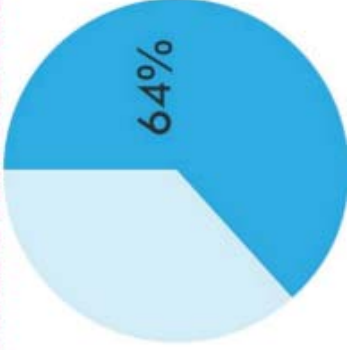
WOODSTOCK



CHEROKEE CTY



ATLANTA METRO



Income needed for the average Woodstock apartment: \$45,160

About 1/3 of Woodstock residents cannot afford rent

Income needed for the average Woodstock home: \$60,233

The median income in Woodstock is \$68,504



TSW

“SWOT” DISCUSSION



REVIEW OF CORE ISSUES & GUIDING PRINCIPLES



CORE ISSUES

WOODSTOCK COMPREHENSIVE PLAN

Accommodate Growth While Creating A Sustainable Community and Implementing the Vision

Developments Should Promote the City's Vision

There Needs To Be a Balance Between the Built and Natural Environment

Continue To Create and Sustain a Unique Community Identity and Structure

Provide Increased Mobility

Create Land Use Patterns That Promote Connectivity

Promote a Spirit of Inclusiveness, Opportunity and Choice

Create a Wide Range of Economic Development Opportunities



CORE ISSUES

Accommodate Growth While Creating A Sustainable Community and Implementing the Vision

Ensure that future land use and development decisions are consistent with long range planning goals and that such decisions promote the Vision of the community

Look at new development proposals comprehensively: Benefit to the City overall, the character area; the neighborhood in which it will be located; existing and proposed adjacent land uses; the availability of infrastructure; and funding to provide services and a high quality of life.

All new development and redevelopment should adhere to standards of design that add to the aesthetic, environmental and economic benefit of the city, and incorporate design and site elements that address the City's Vision.

Protect the capacity of major thoroughfares through village development and connectivity techniques

Public facilities and infrastructure should be able to support new development and redevelopment efforts, particularly in the areas of circulation, access, connectivity and linkages.

Ensure that adequate public services and community facilities are provided in an efficient and cost effective manner.

Achieve efficiency in maximizing beneficial growth while minimizing the burden on existing residents. Encourage growth in areas where it will be the most beneficial to the city, and discourage growth where the overall impact on the public will be negative.

CORE ISSUE

GUIDING PRINCIPLES



CORE ISSUES

WOODSTOCK
COMPREHENSIVE
PLAN

Take online survey by 11:59 PM on Monday, October 16:

www.surveymonkey.com/r/Woodstock-Policies

Review Core Issues and their Guiding Principles and let us know if they are:

- Still Relevant
- No Long Relevant
- Modify



WOODSTOCK
COMPREHENSIVE
PLAN

NEXT STEPS



POND

TSW

CONTACT

WOODSTOCK
COMPREHENSIVE
PLAN

City of Woodstock Project Manager

Katie O'Connor, AICP

koconnor@woodstockga.gov

770.592.6000 x. 1601

Consultant Project Manager

Eric Lusher, AICP

lushere@pondco.com

404.748.4853



POND

TSW

Attachment D

SWOT Notes

WOODSTOCK COMPREHENSIVE PLAN

~~THREATS~~ STRENGTHS

WALKABILITY IN CERTAIN AREAS
ACCESS TO OUTDOOR RECREATION

" TO SF5 + OTHER CORRIDORS
MIXED USE | DENSITY | VIBRANT DOWNTOWN
SCHOOLS
SAFE

EMERGING REPUTATION: VIBRANCY, SENSE OF COMMUNITY, AMENITIES
- MUSIC

LOWER TAXES ATTRACTS RESIDENTS
MOMENTUM — POLITICAL CAPITAL
OPEN TO NEW IDEAS

GOOD PLANNING + STANDARDS, BUT...
- GRID SYSTEM

TREE CANOPY



WEAKNESSES

WOODSTOCK COMPREHENSIVE PLAN

- 575
- SCHOOLS ARE OVERCROWDED
- LACK OF AFFORDABLE HOUSING
- TOO MUCH LOW PAYING JOBS
- BUILDINGS + COMMUNITIES DESIGNED W/O CREATIVITY
- TRAFFIC
- LACK OF CLASS A OFFICE
- LACK OF TECH. + INFRASTRUCTURE TO SUPPORT

→ NOT NECESSARILY FOLLOWING THROUGH

- ARTS COMM. COULD BE MORE ESTABLISHED
- NOT PERCEIVED AS A PLACE FOR INTELLECTUAL CAPITAL + TECH JOBS

→ NEED TO STICK W/ STANDARDS

- DON'T TELL STORY WELL

WOODSTOCK OPPORTUNITIES COMPREHENSIVE PLAN

- LEVERAGE AVAILABLE PROPERTIES APPROPRIATELY ***
- CAN CONTINUE TO ATTRACT UPWARDLY MOBILE
 - MAXIMIZE OPPORTUNITIES
- PROVIDE SPACE FOR EMERGING ECONOMIES
- NEIGHBORHOODS W/ DIVERSE HOUSING TYPES
- MULTIMODAL FORMS OF TRANSPORTATION
 - TRAILS?
 - TRANSIT?
 - SIDEWALKS?
- ENGAGE COMMUNITY
 - FEASIBILITY STUDY RIGHT NOW
- FULL SERVICE HOTEL + CONV. SPACE DOWNTOWN
- PUBLIC OPEN SPACES
 - DOWNTOWN PARK → PLAY STRUCTURE (ONE AT CHAMBERS CURRENTLY)
- ELM STREET ARTS | ARTS COMMUNITY
- REDEVELOPMENT POTENTIAL
 - 92
 - TOWN LAKE @ 575
- ACCESSORY BUILDINGS TO ADD DENSITY W/O CHANGING CHARACTER
- BRAND COMMUNITY INFRASTRUCTURE
- - TIE INTO FORMAL GOVT. STRUCTURE
- ANNEXATION STRATEGY
 - UNDEVELOPED COMM. PROPERTIES?

THREATS

WOODSTOCK COMPREHENSIVE PLAN

- LOWER TAXES (TOO LOW? SENIOR EXEMPTION)
- LOSS OF ENVIRONMENTAL AMENITIES
- LACK OF PATIENCE
- COMPLACENCY... NEED TO KEEP EVOLVING/INNOVATING
- COMMERCIAL/RESIDENTIAL RATIO OFF FOR TAXES
 - ↑ Too Low
 - ↑ Too High
- CHANGE IN RETAIL DYNAMICS
- COST TO DEVELOP
- PERCEIVED PARKING PROB DOWNTOWN
- DISENGAGED COMMUNITY
- LOWER TIER DEVELOPMENT + DESIGN
- DISCONNECT^{ed} PROPERTY PRICES
 - MORE PROFITABLE TO BUILD RES. (TOWNHOMES IN PARTICULAR)

Attachment E

Core Issues & Guiding Principles
Survey Instructions

WOODSTOCK COMPREHENSIVE PLAN

INSTRUCTIONS FOR ONLINE SURVEY

1. Think about our discussion at the first Steering Committee meeting. Review each of the Core Issues and Guiding Principles from the previous Comprehensive Plan which are provided on the following pages.

2. Go to www.surveymonkey.com/r/Woodstock-Policies or use:



3. For each of the Guiding Principles, please indicate your preference as follows:

- "Relevant as Written", meaning that it is still appropriate for the City and does not need to be changed
- "No Longer Relevant", meaning that it is not something the City should be trying to accomplish in the future; or
- "Needs Modification", meaning that the core message is correct but the wording should be changed going forward.

If you mark "Needs Modification" please explain what kind of modification you would like to see in the comment box below the appropriate question. If you have any additional thoughts, regardless of which option you choose, you can also use this box for other comments about each Principle/Policy

4. Survey will close at 11:59 PM on Monday, October 16, 2017!

5. If you need assistance, have questions, or need clarification while taking the survey, please contact us at:

City of Woodstock Project Manager

Katie O'Connor, AICP

koconnor@woodstockga.gov

770.592.6000 x. 1601

Consultant Project Manager

Eric Lusher, AICP

lushere@pondco.com

404.748.4853

CORE ISSUE

Accommodate Growth While Creating a Sustainable Community and Implementing the Vision

GUIDING PRINCIPLES

Ensure that future land use and development decisions are consistent with long range planning goals and that such decisions promote the Vision of the community

Look at new development proposals comprehensively: Benefit to the City overall, the character area; the neighborhood in which it will be located; existing and proposed adjacent land uses; the availability of infrastructure; and funding to provide services and a high quality of life.

All new development and redevelopment should adhere to standards of design that add to the aesthetic, environmental and economic benefit of the city, and incorporate design and site elements that address the City's Vision.

Protect the capacity of major thoroughfares through village development and connectivity techniques

Public facilities and infrastructure should be able to support new development and redevelopment efforts, particularly in the areas of circulation, access, connectivity and linkages.

Ensure that adequate public services and community facilities are provided in an efficient and cost effective manner.

Achieve efficiency in maximizing beneficial growth while minimizing the burden on existing residents. Encourage growth in areas where it will be the most beneficial to the city, and discourage growth where the overall impact on the public will be negative.

WOODSTOCK COMPREHENSIVE PLAN

CORE ISSUE

Developments Should Promote the City's Vision

GUIDING PRINCIPLES

Community aesthetics, site and building design all add to the quality of life in Woodstock

Focus development within the urban core and surrounding Urban Living Character Areas.

Promote the unique aspects of Woodstock in order to overcome past negative perceptions, or a feeling that Woodstock is just another suburb.

Promote a balance of residential and nonresidential development in village settings and mixed-use communities.

The creation of civic buildings or public spaces should be part of each Character Area and incorporated into new development.

Encourage new development to focus on the pedestrian.

Ensure that new development proposals complement Woodstock's existing architectural style and scale of development.

WOODSTOCK COMPREHENSIVE PLAN

CORE ISSUE

There Needs to be a Balance Between the Built and Natural Environment

GUIDING PRINCIPLES

Ensure that development proposals are environmentally responsible.

Support green architecture and green infrastructure.

Encourage and incentivize environmentally friendly construction and developments such as “Earthcrafts” and LEEDS certifications.

Encourage the provision of rainwater harvesting areas and xeriscaping to promote water conservation.

Implement a land use plan that promotes a compact urban area in order to conserve sensitive and/or undeveloped land.

WOODSTOCK COMPREHENSIVE PLAN

CORE ISSUE

Continue to Create and Sustain a Unique Community Identity and Structure

GUIDING PRINCIPLES

All new development should contribute to an overall sense of community.

Encourage the continued redevelopment of the urban core as the symbolic heart of the city.

Expand and strengthen the downtown by building on its current successes and small town atmosphere.

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

Market specialty shops to draw people downtown.

Retail and commercial development will follow residential development. Quality in both areas because of Character Area guidelines and zoning regulations will continue to promote the community Vision.

Encourage rooftop gardens and restaurants, entertainment venues (Playhouse Theater), educational center (similar to the Appalachian Arts and Crafts Center) and mixed-use redevelopment.

CORE ISSUE

Provide Increased Mobility

GUIDING PRINCIPLES

All roadways should be designed to be context sensitive and integrated with adjacent land use.

A variety of thoroughfares should be designed to be equitable to the pedestrian, bicycle and automobile.

Community roadways should be designed for lower speeds to encourage urban life and community interaction.

Public facilities and infrastructure should be able to support new development and redevelopment efforts, particularly in the areas of circulation, access and linkages.

Establish a transportation network that will enable the safest and most efficient movement of people and goods.

CORE ISSUE

Create Land Use Patterns that Promote Connectivity

GUIDING PRINCIPLES

Improve traffic flow in and around the downtown area and overall citywide connectivity.

Promote clustering of uses and compact site development.

Create “walkable neighborhoods.”

Neighborhoods should be within easy walking distance of such destination points as local-serving stores and offices, schools, parks or other civic uses.

Promote development that is pedestrian-oriented, community-centered and minimizes vehicular trips.

All projects should connect to existing and proposed adjacent uses through the use of easements, pedestrian connectivity or roadway connectivity as appropriate.

Encourage mixed-use and a balance of residential and nonresidential uses to promote internal connectivity.

WOODSTOCK COMPREHENSIVE PLAN

CORE ISSUE

Promote a Spirit of Inclusiveness, Opportunity and Choice

GUIDING PRINCIPLES

Encourage a range of housing opportunities and choices.

Integrate medium density housing in village centers and mixed-use developments.

Ensure that land development is predictable, fair and cost effective.

As employment opportunities diversify in and around Woodstock, ensure adequate amounts, types and densities of housing needed to support desired commercial and industrial growth.

Work to reduce barriers to the development of affordable housing, such as lack of information on funding sources, difficulty in finding appropriate locations and general uncertainty in the zoning and development process.

CORE ISSUE

Create a Wide Range of Economic Development Opportunities

GUIDING PRINCIPLES

Expand and diversify the city's economic base to provide employment opportunities for the residents and enhance the city's tax base.

Encourage neighborhood-serving retail and services in or near all neighborhoods.

All new nonresidential development should be developed in a "village" type setting at the appropriate intensity levels and scale.

Encourage office, commercial and light industrial employment opportunities in appropriate locations.

Encourage and promote clean, high tech industrial development that strengthens the economic base of the community and minimizes air and water pollution.

Coordinate with State and County agencies and organizations to attract major economic development opportunities.

Accommodate and promote the development of quality workforce housing to encourage the relocation of major economic development opportunities.

WOODSTOCK COMPREHENSIVE PLAN

COMMUNITY MEETING #1 SUMMARY – OCTOBER 19, 2017

The first of two Community Meetings regarding the Woodstock Comprehensive Plan was held on Thursday, October 19th from 6:00 pm to 8:00 pm at the Chambers at City Center. The purpose of the first meeting was to provide Woodstock residents with information on existing conditions in the city, and solicit feedback on needs, opportunities and policies from the previous plan – all of which will be used in formulating the updated Comprehensive Plan. This event was held in conjunction with a related effort to garner feedback on the city’s Parks & Recreation Master Plan.

The meeting was well attended by Woodstock residents, as evidenced by the Sign-In Sheet provided as **Attachment A**. A fact sheet providing a breakdown of the meeting “open-house” format was provided to residents. This fact sheet also included links and QR codes to surveys regarding the Comprehensive Plan and Master Plan. These purpose of these surveys is to gather additional input on these related efforts. The Fact sheet is provided as **Attachment B**.

As part of the meeting, four stations were set up in the City Chambers – three of which were related to the Woodstock Comprehensive Plan, and one which pertained to the city’s ongoing Parks Master Plan.

- Station 1: Key Findings
- Station 2: Needs & Opportunities
- Station 3: Previous Policies
- Station 4: Parks Master Plan

Station 1: Key Findings

This station included an introduction to the Comprehensive Planning process, as well as key findings related to numerous elements of the plan. The elements presented included information regarding economic development, housing, and land use.

The presentation materials are provided in **Attachment C**.

Station 2: Needs & Opportunities

The station presented a list of identified Needs & Opportunities related to the seven elements of the Comprehensive Plan, and allowed residents to vote on which needs and opportunities they found to be most relevant in Woodstock today, and add additional needs and opportunities.

The presentation materials as well as the feedback received from this station are provided in **Attachment D**.

Station 3. Previous Policies

This station presented the eight Guiding Principles and Policies from the previous Comprehensive Plan. Residents identified which policies they found to be relevant, no-longer relevant, or needed to be modified. The presentation materials and results of this exercise are provided in **Attachment E**.

Next Steps

The responses from the first community meeting and online survey will be used in developing the recommendations for the updated Comprehensive Plan. A second community meeting will be held on Thursday, February 15th, 2018 to gather additional feedback from Woodstock residents.

Attachment A : Sign – in Sheet

Name Signature

CHARLES GREGORY



Stacy Brown



David Pitts

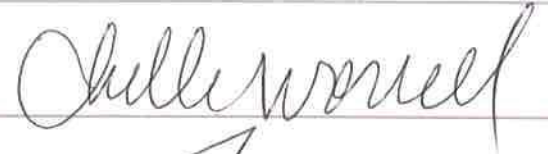


Dennis Conway

Dann Worrell



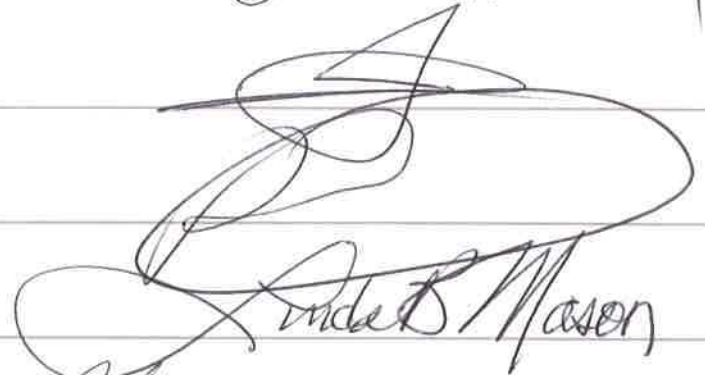
Chelle Worrell



1 JEFF SMITH

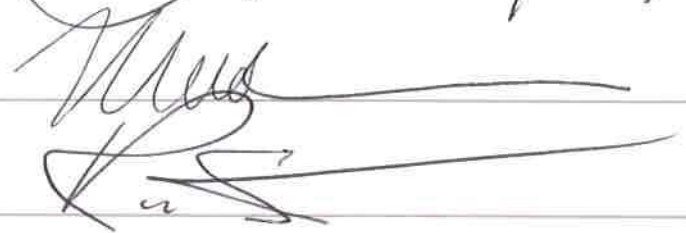
Bob McKinney

Linda Mason



Maglene Fossa

Ron Schaly

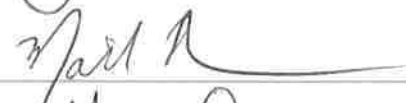


Larry Ray

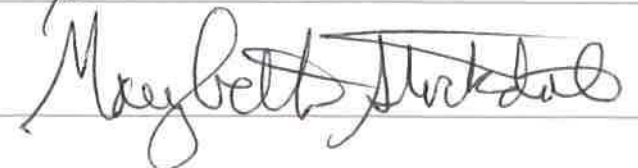
LAUREN HEKING



Matt Newman



Maybeth Stockdale



Name

Signature

Julie Kirkland

Julie Kirkland

Judy Davila

J. Davila

Jan Clo

Jan Clo

GW KIRKLAND

~~GW KIRKLAND~~

George Clo

George Clo

Tania Celis Leyva

Brantley Dy

Michelle Rickard

Michelle Rickard

Christ Gnuwon

Christ Gnuwon

WARREN JOHNSON

Warren Johnson

PALMER ROGERS

Palmer Rogers

Beth Rogers

Beth Rogers

Kevin Smith

Kevin Smith

Lisa Morton

Lisa C. Morton

Deb Merrill

debmerrill

Name

Signature

THOMAS HARTWELL

~~THOMAS HARTWELL~~

Mindy Nobis

Mindy Nobis

Katy Leggett

K. Leggett

Kelley Vaughan

Kelley Vaughn

Grey Vaughan

Grey Vaughn

Jennifer Stockton

Jennifer Stockton

Sean Daily

Sean Daily

DIANE GEESLIN

Diane Geeslin

JERRY KAUFFMAN

Jerry Kauffman

Paige Reid

Paige Reid

MATT REID

~~MATT REID~~

Geoff Moran

Geoff Moran

JAY DAWSON

J.B. Dawson

Mary Ann Wischner

Fred Wischner

Name Signature

Colin Aice



Rodney Strickland



Suzette Collins



Phillip Morrissey

Robert Deuster

Christopher Braccetti



Mike Null

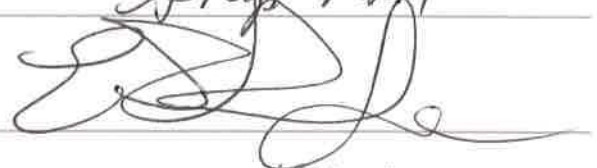


Joe Ciarcio

SKIP NOLL



ERIC RICHARDS



Brooke Richards



ALLEN DALTON



CORY PFAU



BRIAN STOCKTON



MIKE McDONALD





Name

Signature

Ron Richmond

RNRICH@BELLSOUTH.NET

R/Richmond

Jay Wiese

Rich Wiese

ANDREW BARNHILL

99adrew@gmail.com

AB/Barnhill

Kenneth Pyle

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K/Pyle

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Alex Lowell

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Trent Chambers

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paulanix77@gmail.com

T/Chambers

Spencer + Paula Nix

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Jason Scheidt

jscheidt@gmail.com

J/Scheidt

Francis Dinkard

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Lori Warner

Lori Warner

Major Warner

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M/Warner

Deborah Tidwell

dtidwellart@yahoo.com

Efe Sevin

ehs@reinhardt.edu

Attachment B: Fact Sheet

Thank you for attending this public meeting for the Woodstock Comprehensive Plan! This meeting runs from 6pm to 8pm and has an open-house format. There are three stations pertaining to the Comprehensive plan set up around the room, and an opportunity to provide feedback as part of the the City's ongoing Parks Master Plan effort. Please feel free to reach out to any member of the consultant team or City staff member with any questions you may have.

COMPREHENSIVE PLAN STATION 1: KEY FINDINGS

This station includes an introduction to Comprehensive Planning, and shows data about the City that has been compiled as part of the effort.

COMPREHENSIVE PLAN STATION 2: NEEDS & OPPORTUNITIES

Every Comprehensive Plan must include a list of the community's Needs and Opportunities. At this station, you can read what Needs and Opportunities have been identified already, and provide additional input on this section.

COMPREHENSIVE PLAN STATION 3: PREVIOUS POLICIES

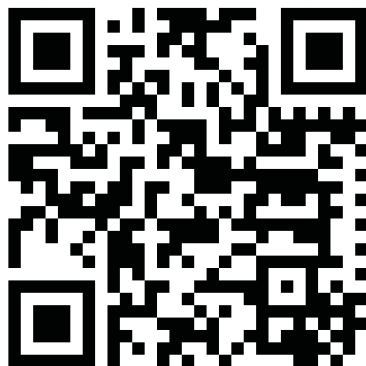
In this station the Guiding Principles and Policies from the City's previous Comprehensive Plan are displayed, and you can provide input on which you think should be maintained, which should be removed, and which need to be modified. If you have modifications to any of the presented policies, or if you think of additional policies that should be included, please write those on your comment form.

PARKS & RECREATION MASTER PLAN

Additionally, the team working on a Parks & Recreation Master Plan will be available during this meeting to meet with attendees and discuss their Plan.

COMPREHENSIVE PLAN ONLINE SURVEY

Please take our online survey to provide additional input by visiting the link below or scanning the QR code to the right! Additionally, please share this survey link with friends, coworkers, or anyone else you know who cares about Woodstock's future.



www.surveymonkey.com/r/WoodstockCP

PARKS & RECREATION MASTER PLAN ONLINE SURVEY

You can also provide additional feedback to the Parks & Recreation Department by taking their online survey, available on the Parks & Recreation Department page of the City of Woodstock's website.



www.woodstockga.gov/89/Parks-and-Recreation

Attachment C: Key Findings

INTRODUCTION

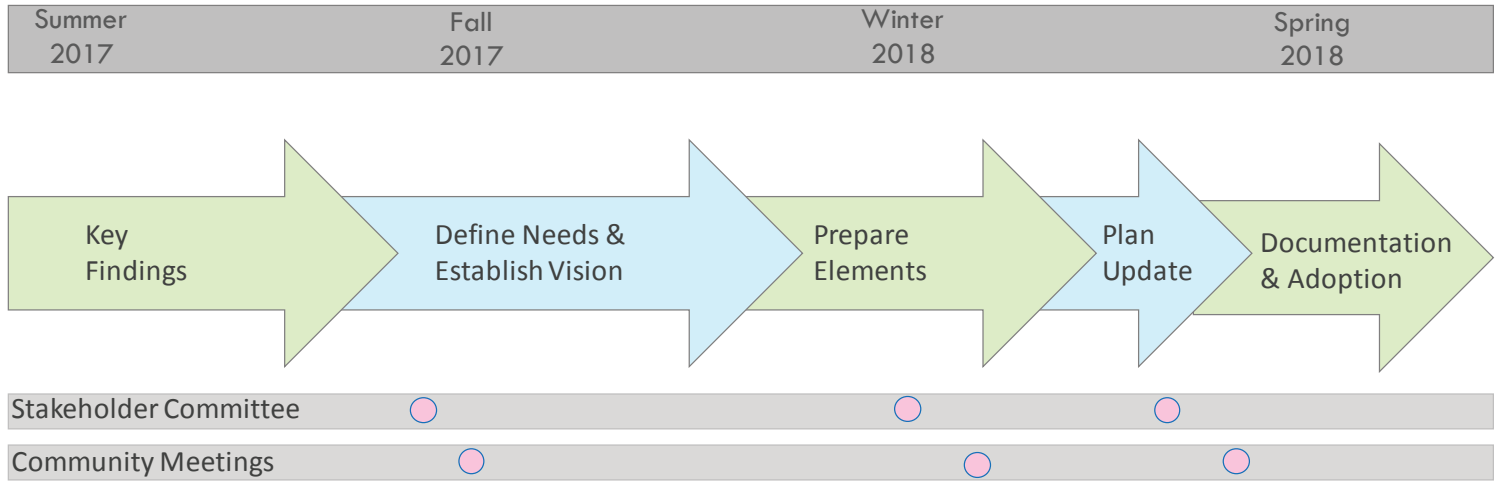
The City of Woodstock is working on a new Comprehensive Plan that will help guide the City’s vision of Woodstock in the year 2040. This vision will be used by City Council and staff as they make decisions for the City in the future.

Comprehensive plans are required by the State, and provide an opportunity to establish short-term goals and create a long-term vision for the City.

The Comprehensive Plan will include elements addressing:

- Vision and Goals
- Needs & Opportunities
- Economic Development
- Transportation
- Land Use
- Housing
- Sustainability
- Parks & Recreation
- Public Relations & Communications

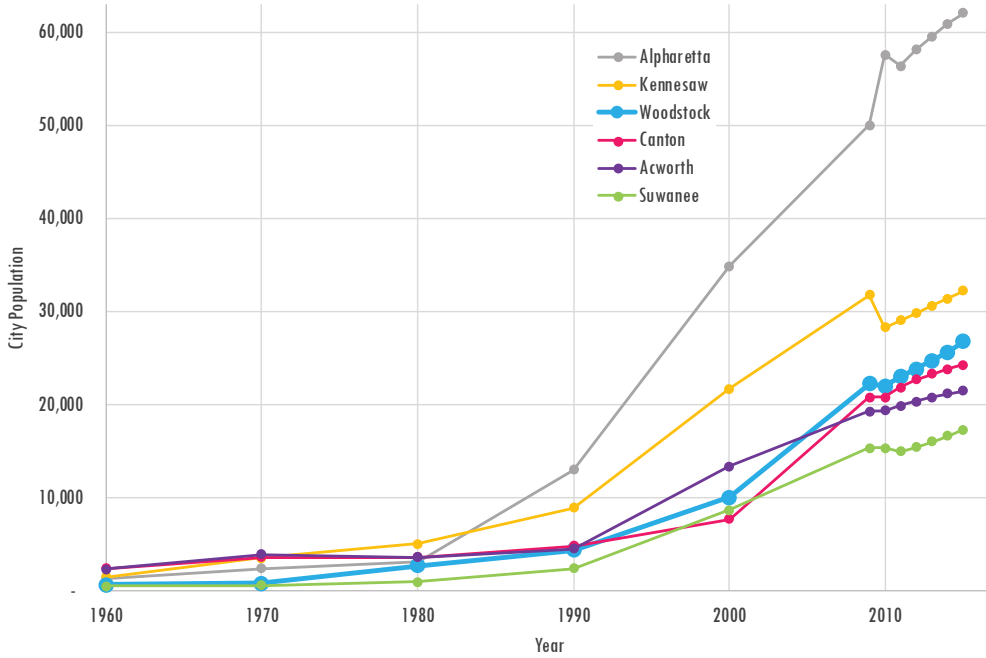
PROJECT SCHEDULE



WHO IS INVOLVED



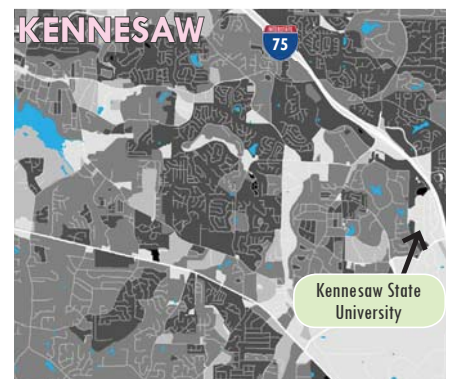
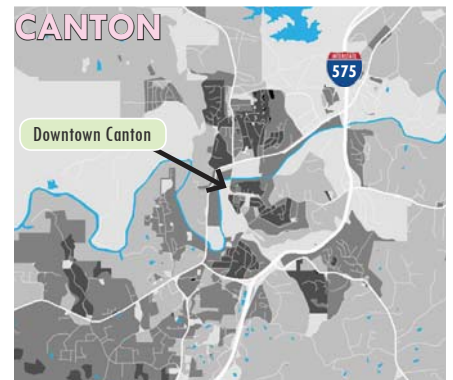
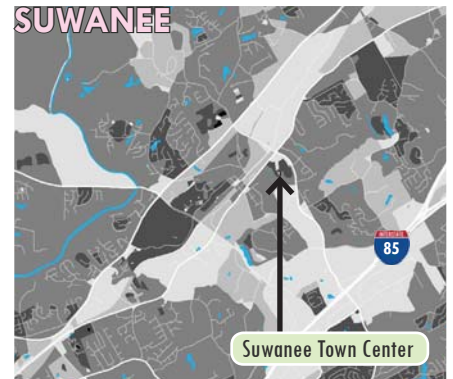
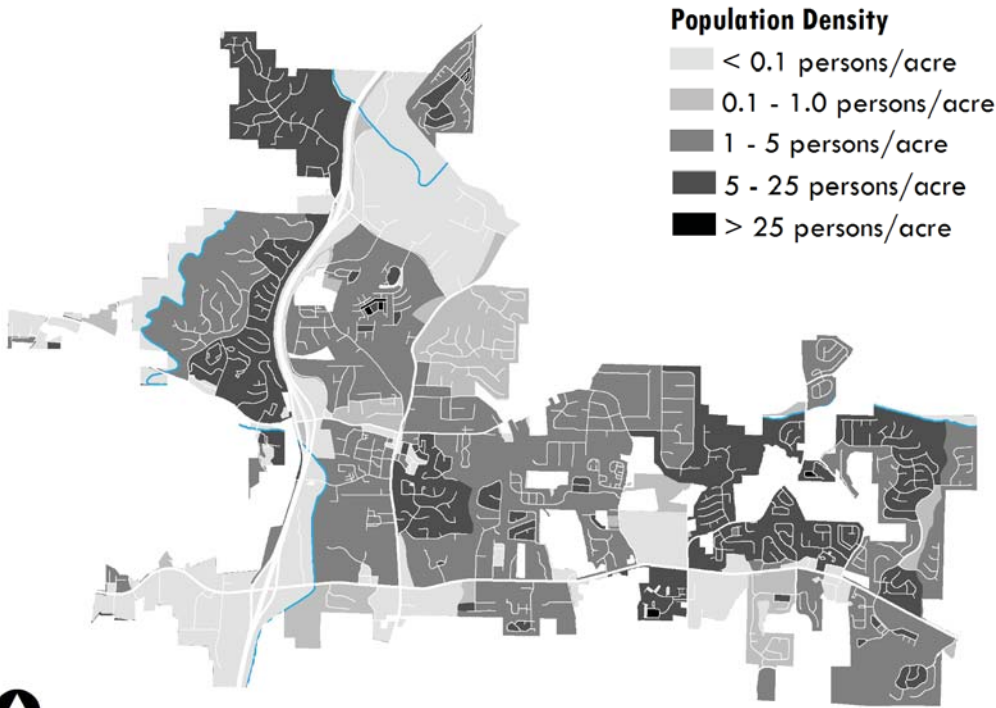
POPULATION



Source: U.S. Census Bureau; 1960-2000 Decennial Census, all others 5-Year ACS Estimates

Between 1960 and 2010, Woodstock's population growth has been comparable to that of several of its per cities (especially Canton, Acworth, and Suwanee). Only Canton and Alpharetta have experienced more.

Cherokee County is projected to grow by 159,200 people (68.2%) from 2015 to 2040



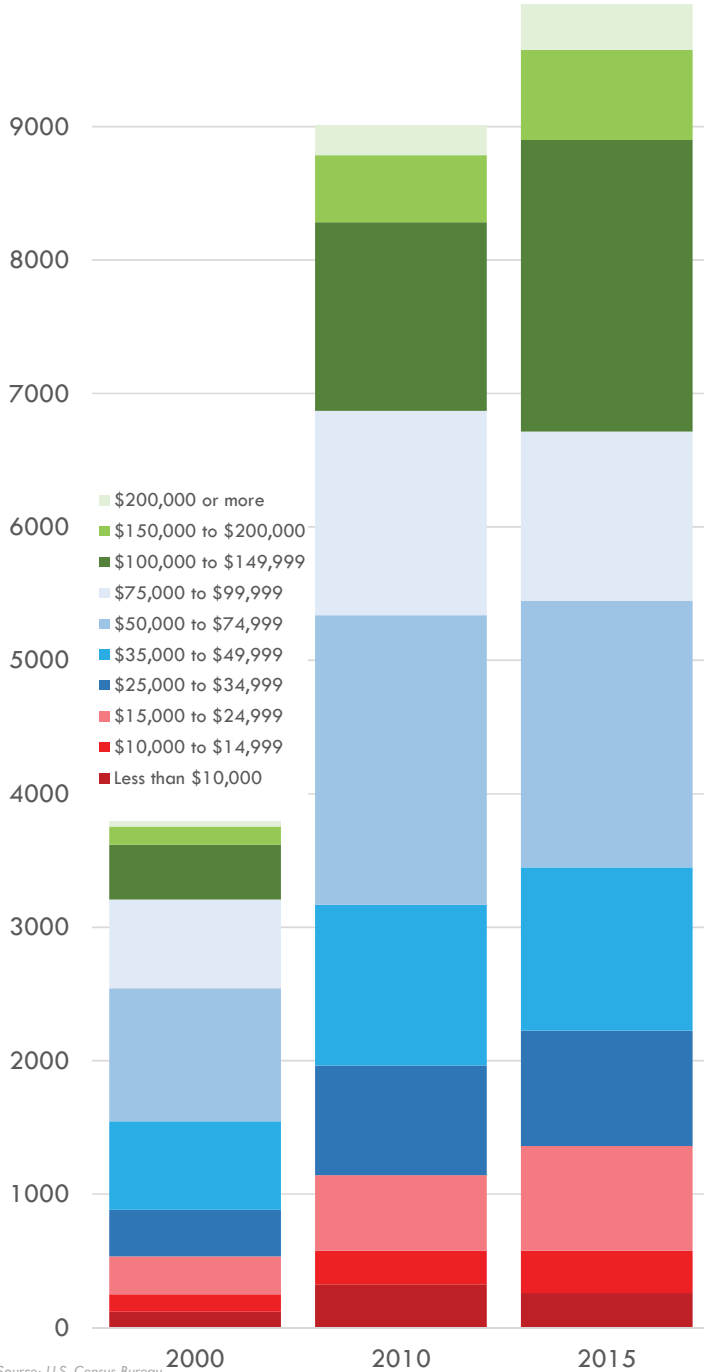
FUTURE POPULATION GROWTH

Geography	2015	2040	Change	% Change
Woodstock	26,793	39,340*	12,547*	46.8%*
Cherokee County	233,200	392,400	159,200	68.3%
Atlanta Metro	4,332,200	5,918,700	1,586,500	36.6%

Source: ARC, *Estimate based on 2015 data and 2040 regional projections

ECONOMIC DEVELOPMENT

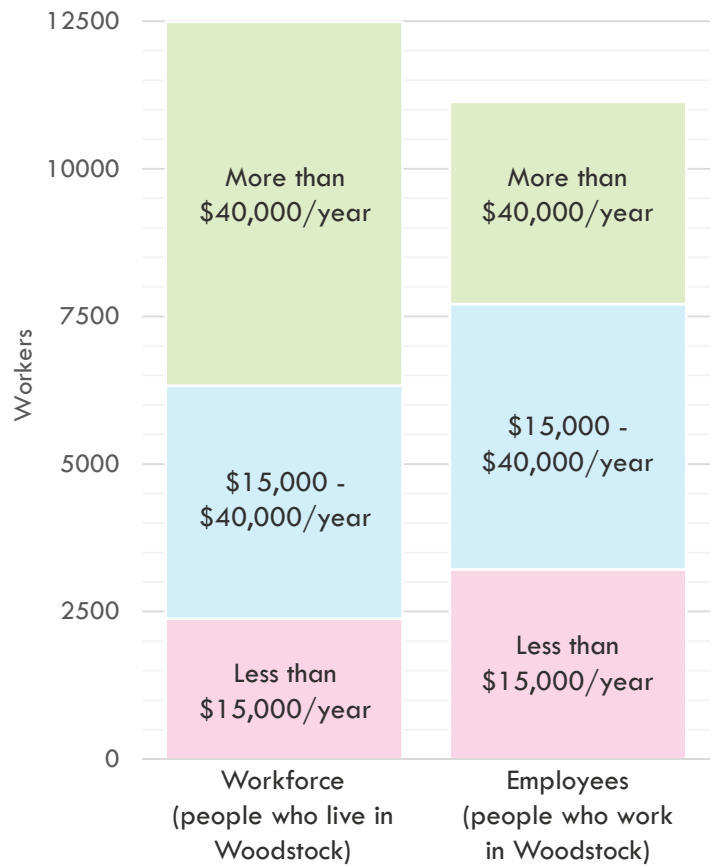
ANNUAL HOUSEHOLD INCOME



Source: U.S. Census Bureau

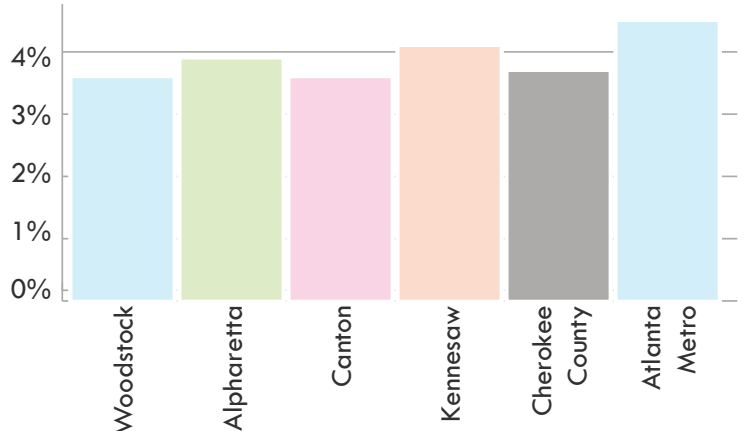
From 2000 to 2015, households earning between \$100,000 and \$149,999 has grown the fastest (approx. 1700 more households), reflecting stronger growth in middle- and upper-class residents than lower-class

EARNINGS



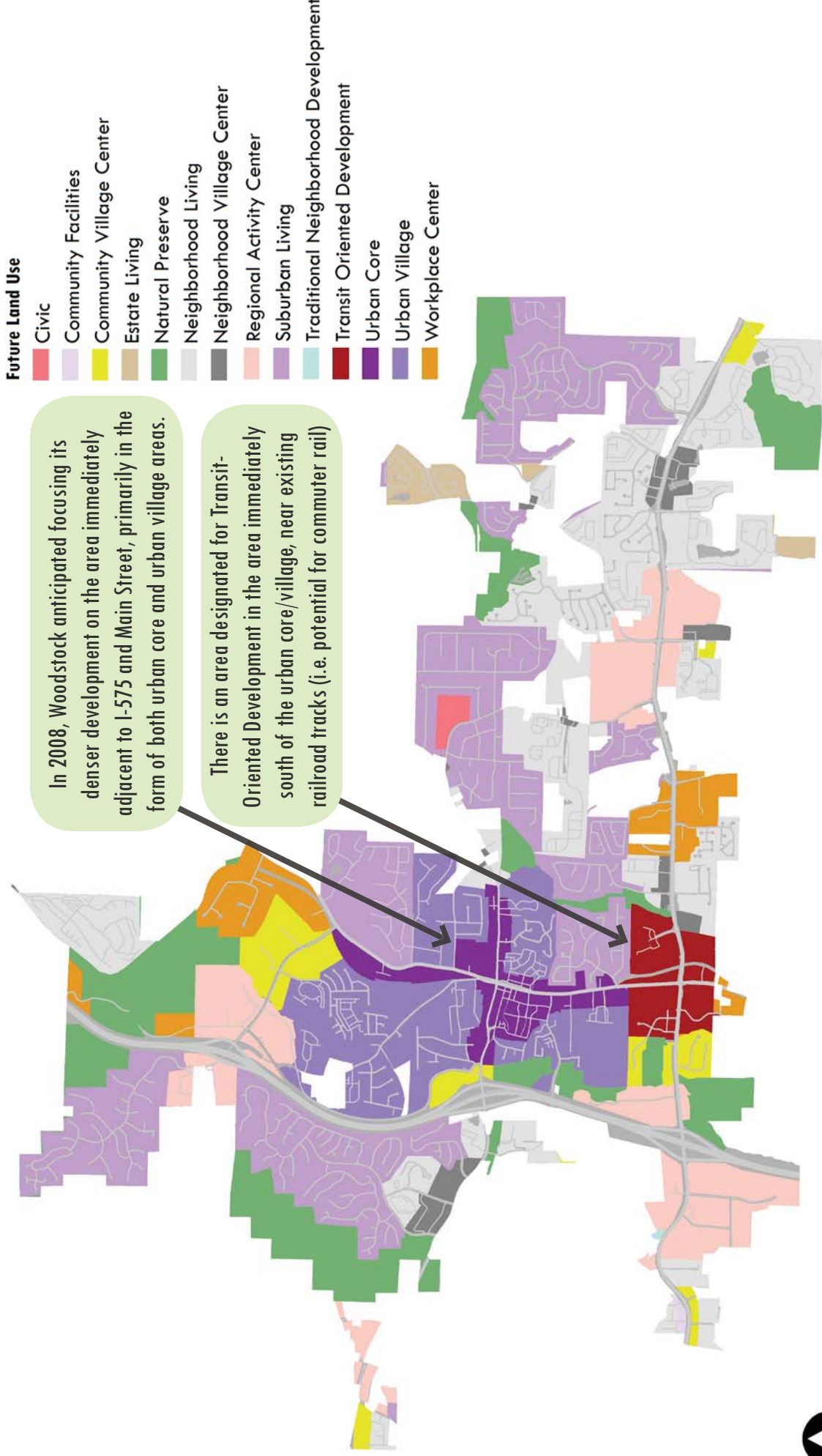
Almost half of employed Woodstock residents earn over \$40,000/year, but less than a third of jobs in Woodstock offer that much

UNEMPLOYMENT RATE

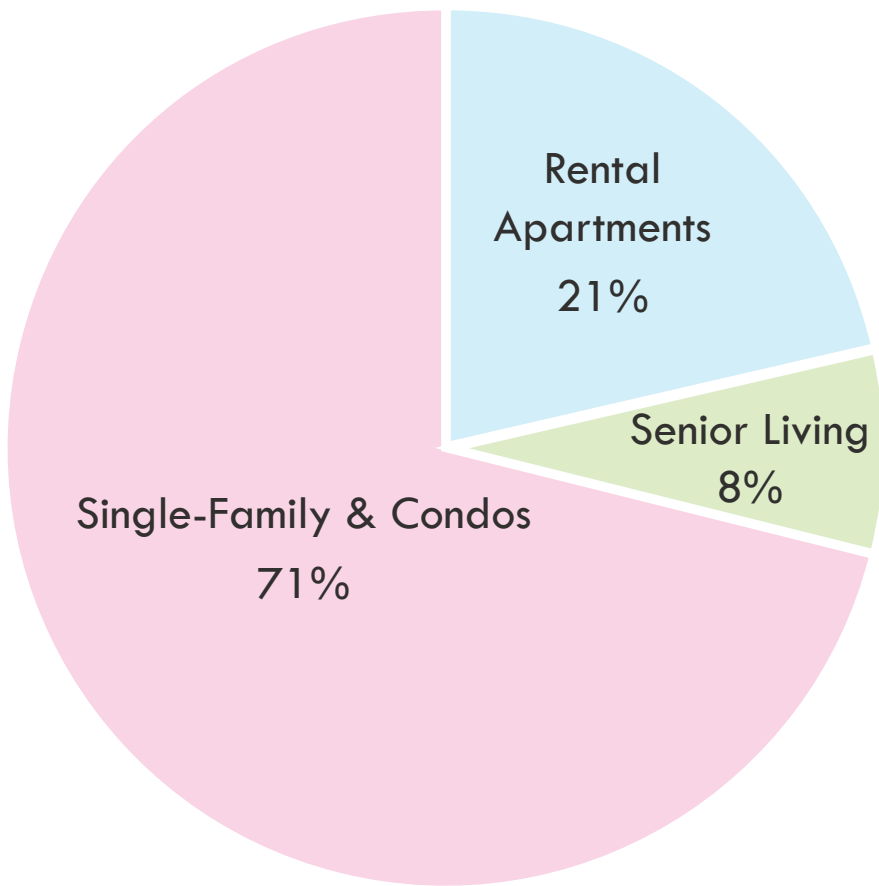


Source: Georgia Department of Labor, May 2017

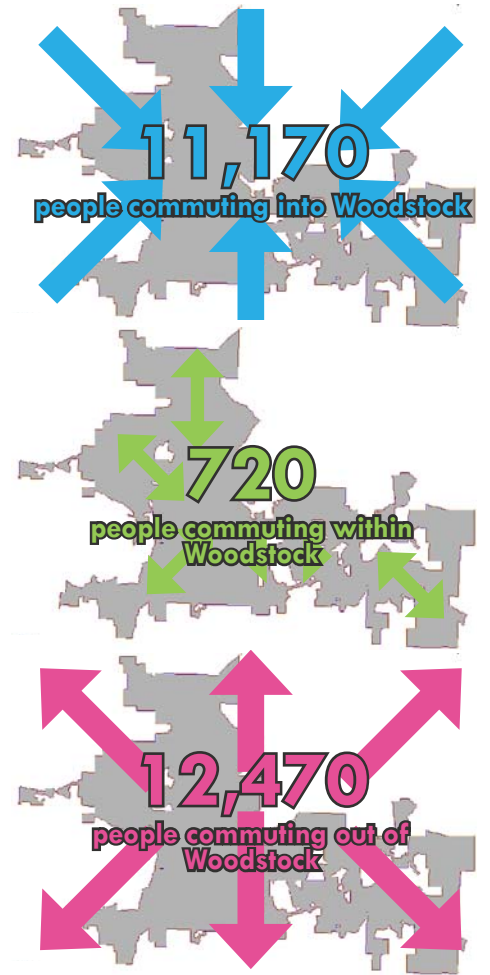
FUTURE DEVELOPMENT MAP (2008)



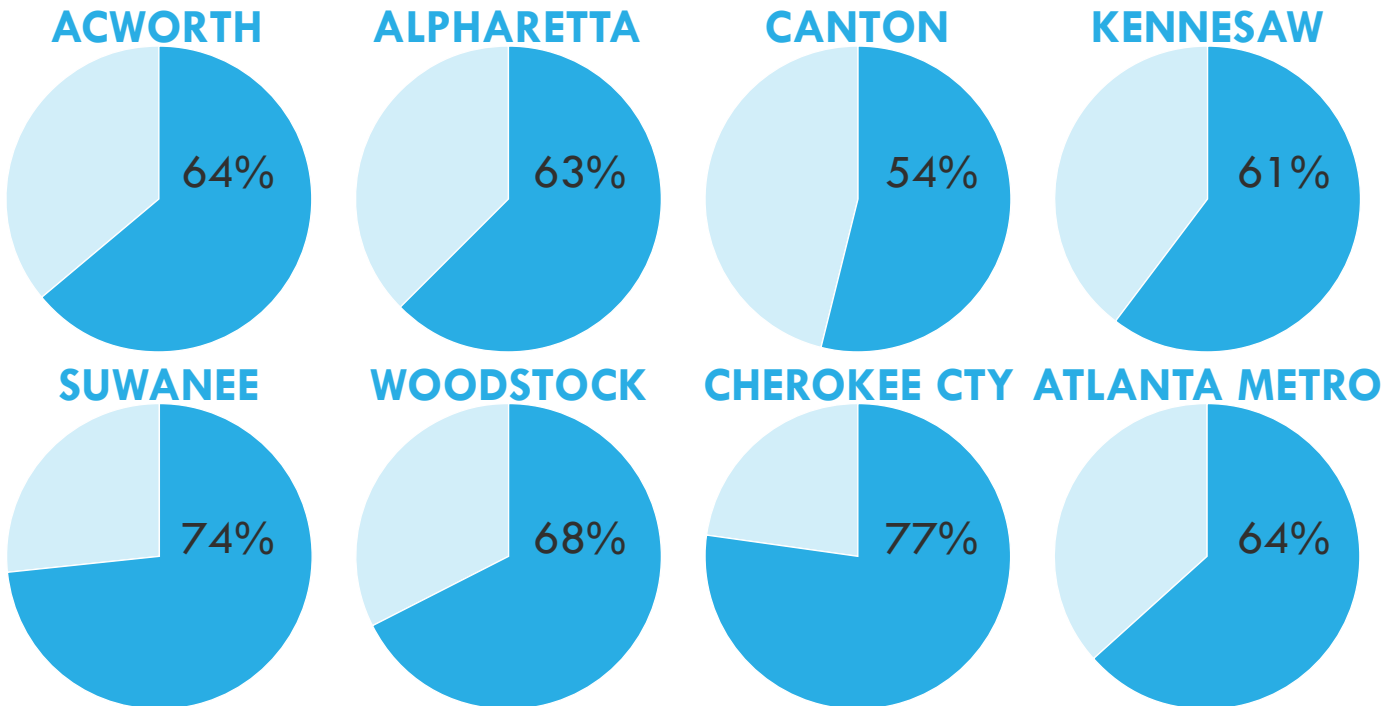
HOUSING UNITS BY TYPE



COMMUTING PATTERNS



OWNER OCCUPANCY OF HOUSING UNITS



Attachment D: Needs & Opportunities

ECONOMIC DEVELOPMENT

NEEDS

Identify opportunities for light industrial businesses ●●●●●

Increase proportion of commercial-to-residential land in City to make more robust, reliable tax revenue ●●●●●

Create opportunities for Class A office in the City to diversify commercial offerings ●●●●●

Attract larger-scale employers that provide higher-paying salaries ●●●●●

Complete the Reeves House for Elm Street - it will bring more people visiting

FACILITATE DEVELOPMENT OF COMMERCIAL COMPONENTS THAT PROVIDE DAILY NEEDS FOR RESIDENTS... "MARKET"

Incentivize programming that is accessible for all community members to participate (low barriers)

OPPORTUNITIES

Utilize access to existing regional transportation corridors to attract businesses and residents ●●

Utilize existing rental housing to attract major employers ●

ECON DEV STAFF ON ROAD ACTIVELY BUILDING PROSPECT RELATIONSHIPS

LAND USE

NEEDS

Work with Cherokee County Schools to increase school capacity and decrease overcrowding in Woodstock area

Create a balance of residential, commercial, and office land uses

Develop/create small, convenient neighborhood market in Downtown Core - walkable - access to fresh veggies.

PARKING NEED

Buy Ace Hardware for Amphitheater parking deck

more parking needed for Amphitheater

OPPORTUNITIES

Use zoning ordinances to ensure that new development complements historic development

PRESERVE HISTORIC STRUCTURES

Create more public realm in the Downtown Area, and optimize the public realm already in place

Use the Downtown Quarter as a successful precedent/catalyst for more walkable quarters in Woodstock

ELIMINATE DRY RETENTION PONDS IN NEW DEVELOPMENT

Stop cutting down the trees.

PARKS & RECREATION

NEEDS

- Increase access to outdoor recreation as natural spaces become developed 
- Add family-centered recreation opportunities downtown 
- Expand Trail System 
- Downtown Playground 
- Additional Parks 
- Improve Rope Mill Park - fix erosion 
- Add shade trees, picnic tables and extra benches to Woodstock dog park 

OPPORTUNITIES

- Enhance and preserve existing tree canopy 
- Formally engage arts community and help establish arts communities throughout the City 

PUBLIC RELATIONS & COMMUNICATIONS

NEEDS

Improve engagement between City government and residents to increase participation



Created a unified brand for community infrastructure



OPPORTUNITIES

UNIFIED CITY/COUNTY POLLING STATIONS TO ↑ INVOLVEMENT



SUSTAINABILITY

NEEDS

Take steps to preserve existing ^{natural} ~~natural~~ spaces within the City



Incentivize preservation of existing, worthy buildings within the City



OPPORTUNITIES

Encourage alternative stormwater management techniques ~~and~~ (not just dry ponds)



Encourage solar/clean energy in development



TRANSPORTATION

NEEDS

- Create spaces for more white-collar jobs to increase the number of people who can live and work in Woodstock
- Improve existing regional roadways to provide for efficient traffic flow
- Continue to add interconnected roadways to create a robust transportation system throughout the town
- Promote land use and transportation coordination to improve future mobility, particularly through alternative modes and mixed uses

TRAINS

- CONNECT PKY STS near Post Office with Woodstock PKY at Waffle House
- Create sidewalk network along Main St. south to 92, built to the same standard as new, wide sidewalks coming to Deer town
- Extend sidewalk all the way down Rope Mill Rd. -- cars drive very fast.
- Improve intersection of Rope Mill + Main
- More information available about the trolley (and more service)
- Continue sidewalk along Dupree Rd all the way to Main Street (from Reeves St to the East)

Golf Carts

OPPORTUNITIES

- Leverage existing walkability and increase walkable places with infrastructure and design guidelines to promote alternative transportation
- Create a transit-oriented development near Main St and 92, affording access to many points outside of Woodstock
- Street Lights on main st ugly. Need nice old fashioned street lights
- No highway through Woodstock Knoll
- PARKING DECK (ADOCHEST)
- WALKWAYS TO NEIGHBORHOODS
- Cont. "GRID System" for BT core for reduced traffic
- Wider Neese Road - shoulders, sidewalks, roundabouts - it has hills/curves Dangerous Safety First!
- TRUCKUM is a disaster now - left turn lanes - wallmart traffic sneaking in

TRANSPORTATION (continued)

NEEDS

Remove East Main St. access to Arnold Mill
Adequate Pedestrian Crossing Across R.R. Along Arnold Mill & Main St
SAFETY

OPPORTUNITIES

Attachment E: Guiding Principles

CORE ISSUE: CONTINUE TO CREATE AND SUSTAIN A UNIQUE COMMUNITY IDENTITY AND STRUCTURE

GUIDING PRINCIPLES AND POLICIES	Still Relevant as Written	No Longer Relevant	Needs Modification
All new development should contribute to an overall sense of community.			
Encourage the continued redevelopment of the urban core as the symbolic heart of the city.			
Expand and strengthen the downtown by building on its current successes and small town atmosphere.			
Increase the viability of live, work and entertainment choices within the downtown area.			
Market specialty shops to draw people downtown.			
Retail and commercial development will follow residential development. Quality in both areas because of Character Area guidelines and zoning regulations will continue to promote the community Vision.			
Encourage rooftop gardens and restaurants, entertainment venues (Playhouse Theater), educational center (similar to the Appalachian Arts and Crafts Center) and mixed-use redevelopment.			

CORE ISSUE: PROVIDE INCREASED MOBILITY

GUIDING PRINCIPLES AND POLICIES	Still Relevant as Written	No Longer Relevant	Needs Modification
All roadways should be designed to be context sensitive and integrated with adjacent land use.			
A variety of thoroughfares should be designed to be equitable to the pedestrian, bicycle and automobile.			
Community roadways should be designed for lower speeds to encourage urban life and community interaction.			
Public facilities and infrastructure should be able to support new development and redevelopment efforts, particularly in the areas of circulation, access and linkages.			
Establish a transportation network that will enable the safest and most efficient movement of people and goods.			

CORE ISSUE: LAND USE PATTERNS THAT PROMOTE CONNECTIVITY

GUIDING PRINCIPLES AND POLICIES	Still Relevant as Written	No Longer Relevant	Needs Modification
Improve traffic flow in and around the downtown area and overall citywide connectivity.			
Promote clustering of uses and compact site development.			
Create "walkable neighborhoods."			
Neighborhoods should be within easy walking distance of such destination points as local-serving stores and offices, schools, parks or other civic uses.			
Promote development that is pedestrian-oriented, community-centered and minimizes vehicular trips.			
All projects should connect to existing and proposed adjacent uses through the use of easements, pedestrian connectivity or roadway connectivity as appropriate.			
Encourage mixed-use and a balance of residential and nonresidential uses to promote internal connectivity.			

CORE ISSUE: PROMOTE A SPIRIT OF INCLUSIVENESS, OPPORTUNITY, AND CHOICE

GUIDING PRINCIPLES AND POLICIES	Still Relevant as Written	No Longer Relevant	Needs Modification
Encourage a range of housing opportunities and choices.			
Integrate medium density housing in village centers and mixed-use developments.			
Ensure that land development is predictable, fair and cost effective.			
As employment opportunities diversify in and around Woodstock, ensure adequate amounts, types and densities of housing needed to support desired commercial and industrial growth.			
Work to reduce barriers to the development of affordable housing, such as lack of information on funding sources, difficulty in finding appropriate locations and general uncertainty in the zoning and development process.			

CORE ISSUE: DEVELOPMENTS SHOULD PROMOTE THE CITY'S VISION

GUIDING PRINCIPLES AND POLICIES	Still Relevant as Written	No Longer Relevant	Needs Modification
Community aesthetics, site and building design all add to the quality of life in Woodstock			
Focus development within the urban core and surrounding Urban Living Character Areas.			
Promote the unique aspects of Woodstock in order to overcome past negative perceptions, or a feeling that Woodstock is just another suburb.			
Promote a balance of residential and nonresidential development in village settings and mixed-use communities.			
The creation of civic buildings or public spaces should be part of each Character Area and incorporated into new development.			
Encourage new development to focus on the pedestrian.			
Ensure that new development proposals complement Woodstock's existing architectural style and scale of development.			
Encourage growth in areas where it will be the most beneficial to the city, and discourage growth where the overall impact on the public will be negative.			

CORE ISSUE: THERE NEEDS TO BE A BALANCE BETWEEN THE BUILT AND NATURAL ENVIRONMENT

GUIDING PRINCIPLES AND POLICIES	Still Relevant as Written	No Longer Relevant	Needs Modification
Ensure that development proposals are environmentally responsible.			
Support green architecture and green infrastructure.			
Encourage and incentivize environmentally friendly construction and developments such as "Earthcrafts" and LEEDS certifications.			
Encourage the provision of rainwater harvesting areas and xeriscaping to promote water conservation.			
Implement a land use plan that promotes a compact urban area in order to conserve sensitive and/or undeveloped land			

CORE ISSUE: CREATE A WIDE RANGE OF ECONOMIC DEVELOPMENT OPPORTUNITIES

GUIDING PRINCIPLES AND POLICIES

	Still Relevant as Written	No Longer Relevant	Needs Modification
Expand and diversify the city's economic base to provide employment opportunities for the residents and enhance the city's tax base.			
Encourage neighborhood-serving retail and services in or near all neighborhoods.			
All new nonresidential development should be developed in a "village" type setting at the appropriate intensity levels and scale.			
Encourage office, commercial and light industrial employment opportunities in appropriate locations.			
Encourage and promote clean, high tech industrial development that strengthens the economic base of the community and minimizes air and water pollution.			
Coordinate with State and County agencies and organizations to attract major economic development opportunities.			
Accommodate and promote the development of quality workforce housing to encourage the relocation of major economic development opportunities.			

CORE ISSUE: ACCOMODATE GROWTH WHILE CREATING A SUSTAINABLE COMMUNITY AND IMPLEMENTING THE VISION

GUIDING PRINCIPLES AND POLICIES

GUIDING PRINCIPLES AND POLICIES	Still Relevant as Written	No Longer Relevant	Needs Modification
Ensure that future land use and development decisions are consistent with long range planning goals and that such decisions promote the Vision of the community			
Look at new development proposals comprehensively: Benefit to the City overall, the character area; the neighborhood in which it will be located; existing and proposed adjacent land uses; the availability of infrastructure; and funding to provide services and a high quality of life.			
All new development and redevelopment should adhere to standards of design that add to the aesthetic, environmental and economic benefit of the city, and incorporate design and site elements that address the City's Vision.			
Protect the capacity of major thoroughfares through village development and connectivity techniques			
Public facilities and infrastructure should be able to support new development and redevelopment efforts, particularly in the areas of circulation, access, connectivity and linkages.			
Ensure that adequate public services and community facilities are provided in an efficient and cost effective manner.			
Achieve efficiency in maximizing beneficial growth while minimizing the burden on existing residents			
Encourage growth in areas where it will be the most beneficial to the city, and discourage growth where the overall impact on the public will be negative.			

WOODSTOCK
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COMMUNITY MEETING #1 SUMMARY – OCTOBER 17, 2017

Attachment F: Photos

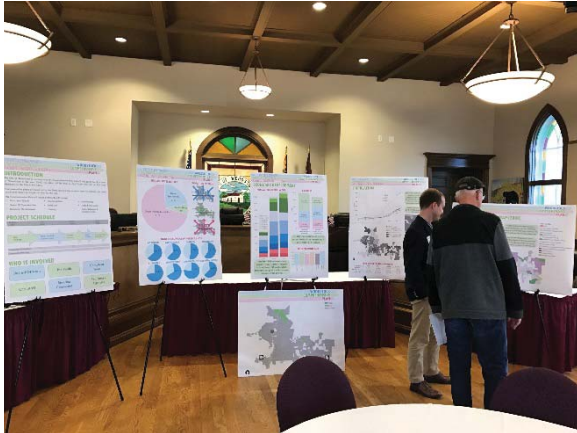
WOODSTOCK COMPREHENSIVE PLAN

COMMUNITY MEETING #1 SUMMARY – OCTOBER 17, 2017



WOODSTOCK COMPREHENSIVE PLAN

COMMUNITY MEETING #1 SUMMARY – OCTOBER 17, 2017



WOODSTOCK COMPREHENSIVE PLAN

STEERING COMMITTEE MEETING SUMMARY – OCTOBER 10, 2017

The second of three planned Steering Committee meetings regarding the Woodstock Comprehensive Plan was held on January 23, 2018 from 7:00 pm – 8:30 pm at the Chattahoochee Technical College – Woodstock campus. The second meeting was originally scheduled for Thursday, January 18th, but was cancelled due to inclement weather and rescheduled for the aforementioned date. Several members of the Steering Committee attended the meeting, as evidenced by the Sign-In Sheet provided as **Attachment A**. Members of the consultant team were also in attendance. Photos from the meeting are provided in **Attachment B**. The meeting included a presentation to the Stakeholder Committee regarding the Core Issues and Guiding Principles and Policies, Needs & Opportunities, as well two breakout exercises.

Presentation – Core Issues and Guiding Principles and Policies/Needs & Opportunities

The meeting began with a presentation to the Steering Committee by Pond Project Manager, Eric Lusher. The presentation materials are provided in **Attachment C**. The presentation reviewed several of the plan's Core Issues & Guiding Principles – particularly the Guiding Principles that received mixed response from the Steering Committee and/or public at the previous Community Meeting. **The table below** provides a list of the policies discussed, how each policy was received (from both the Steering Committee and Community Meeting), and the revised language that resulted from discussion.

Revised Guiding Principles & Policies			
Policy As Written	Voting	Revised Language or Action Per Discussion	Additional Action Item(s)
"Market specialty shops to draw people downtown."	Steering Committee: 58% Community Meeting: 58%	"Attract a mix of businesses that will continue to make downtown a destination"	
"Retail and commercial development will follow residential development. Quality in both areas because of Character Area guidelines and zoning regulations will continue to promote the community vision."	Steering Committee: 58% Community Meeting: 70%	"Ensure that retail and commercial development will support tax base"	
"Encourage rooftop gardens and restaurants, entertainment venues, education center, and mixed-use development."	Steering Committee: 58% Community Meeting: 88%	No Changes to Policy	Decision to keep policy as is (already popular idea)
"All roadways should be designed to be context sensitive and integrated with adjacent land use."	Steering Committee: 58% Community Meeting: 33%	Transportation facilities should be designed to be context sensitive and integrated with the character of the neighborhoods they serve.	Develop street sections appropriate with character area and land use
"Promote clustering of uses and compact site development."	Steering Committee: 50% Community Meeting: 8%	Encourage mixed use and traditional development in areas of the community identified as appropriate through the Future Development Map	Rewrite so that it relates more so to character areas
"Integrate medium density housing in village centers and mixed-use developments."	Steering Committee: 58% Community Meeting: 29%	Integrate housing into mixed use and traditional development communities as identified as appropriate through the Future Development Map	Remove "medium density"
"Focus development within the urban core and surrounding Urban Living Character Areas."	Steering Committee: 50% Community Meeting: 64%	Remove Policy	Either remove altogether or add another node supporting denser development

WOODSTOCK COMPREHENSIVE PLAN

STEERING COMMITTEE MEETING SUMMARY – OCTOBER 10, 2017

"Promote the unique aspects of Woodstock in order to overcome past negative perceptions, or a feeling that Woodstock is just another suburb."	Steering Committee: 50% Community Meeting: 100%	"Promote the unique aspects of Woodstock to promote inclusivity"	
"Encourage new development to focus on the pedestrian."	Steering Committee: 67% Community Meeting: 59%	Decision to remove policy	
"Ensure that new development proposals complement Woodstock's existing architectural style and scale of development."	Steering Committee: 67% Community Meeting: 63%	No Changes to Policy	Suggestion to leave as is or reword
"Implement a land use plan that promotes a compact urban area in order to conserve sensitive and/or undeveloped land."	Steering Committee: 75% Community Meeting: 50%	"Implement a land use plan that promotes an urban area in order to conserve sensitive and/or undeveloped land."	
"Encourage neighborhood serving retail and services in or near all neighborhoods."	Steering Committee: 58% Community Meeting: 20%	Encourage neighborhood serving retail and services in communities identified as appropriate through the Future Development Map	
"All new non-residential development should be developed in a 'village' type setting at appropriate intensity levels and scales."	Steering Committee: 36% Community Meeting: 22%	Encourage new non-residential development to be mixed use in nature in parts of the community identified as appropriate through the Future Development Map	Remove 'village', rewrite principle
"Accommodate and promote the development of quality workforce housing to encourage the relocation of major economic development opportunities."	Steering Committee: 73% Community Meeting: 50%	Accommodate and promote the development of quality and appropriate housing to develop a strong workforce to help support and attract economic development opportunities	
"All new development and redevelopment should adhere to standards of design that add to the aesthetic, environmental, and economic benefit of the city, and incorporate design and site elements that address the City's vision."	Steering Committee: 82% Community Meeting: 59%	"All new development and redevelopment should address City's vision"	
"Protect the capacity of major thoroughfares through village redevelopment and connectivity techniques."	Steering Committee: 75% Community Meeting: 10%	"Protect the capacity of major thoroughfares through redevelopment and connectivity techniques"	

WOODSTOCK COMPREHENSIVE PLAN

STEERING COMMITTEE MEETING SUMMARY – OCTOBER 10, 2017

The Stakeholder Committee was then shown the Needs & Opportunities that were presented in the previous Community Meeting – of which several new Needs & Opportunities were added. The Committee members were asked to provide feedback on the updated Needs & Opportunities, by placing dots on ones which they agreed with. **Attachment D** provides the updated Needs & Opportunities with the feedback from the Stakeholder Committee.

Breakout Exercises – Change & Preserve & Rural to Urban Transect

Following the presentation, the Stakeholder Committee was divided into two groups to participate in breakout exercises. In the first activity, Change & Preserve, committee members were provided an aerial map of Woodstock. Committee members were asked to place green dots in areas where the existing character should be preserved, and red dots in areas where the existing character should change. The results of the Change and Preserve exercise are provided in **Attachment E**.

Similar to the previous activity, committee members were provided with an aerial map of the city. In this exercise, committee members were asked to provide further feedback on the areas where the existing character should change, specifically in terms of land use. Committee members were shown a diagram of the rural to urban transect, a visual representation of development from a land use perspective. Committee members were asked to place white dots in areas that they believed should have less development (more rural), and black dots in areas they believed should have greater development (more urban). Areas in where development should occur at a medium intensity were identified by placing grey dots. The results of the Rural to Urban Transect exercise are provided in **Attachment F**.

Additionally, a technical memorandum regarding the methodology to apply these results is provided in **Attachment G**.

Next Steps

Steering Committee members were encouraged to attend and publicize the upcoming Community Meeting on **Thursday, February 15th, 2018** at the **City Chambers** from **6:00 to 8:00 pm**.

Attachment A

Sign-In Sheet

WOODSTOCK COMPREHENSIVE PLAN

STEERING COMMITTEE MEETING SUMMARY – JANUARY 23, 2018

STEERING COMMITTEE MEETING #2
JANUARY 23, 2018
SIGN-IN

WOODSTOCK
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Name (Title/Association)	Signature
Tracy Collins (City Council)	
Katie O'Connor (Senior City Planner)	
Brantley Day (Community Development Director)	
David Downs (Planning Commission)	
James Drinkard (Planning Commission)	
Renee Gable (Planning Commission)	
David Hacker (Planning Commission)	
Darin Hunter (Planning Commission)	
Warren Johnson (City Council)	
Tania Celis Leyva (City Planner)	
Debra McPherson (Planning Commission)	
Jeff Moon (City Manager)	
David Potts (City Council)	
Brian Stockton (Economic Development Director)	
Robert Tidwell (Planning Commission)	

WOODSTOCK

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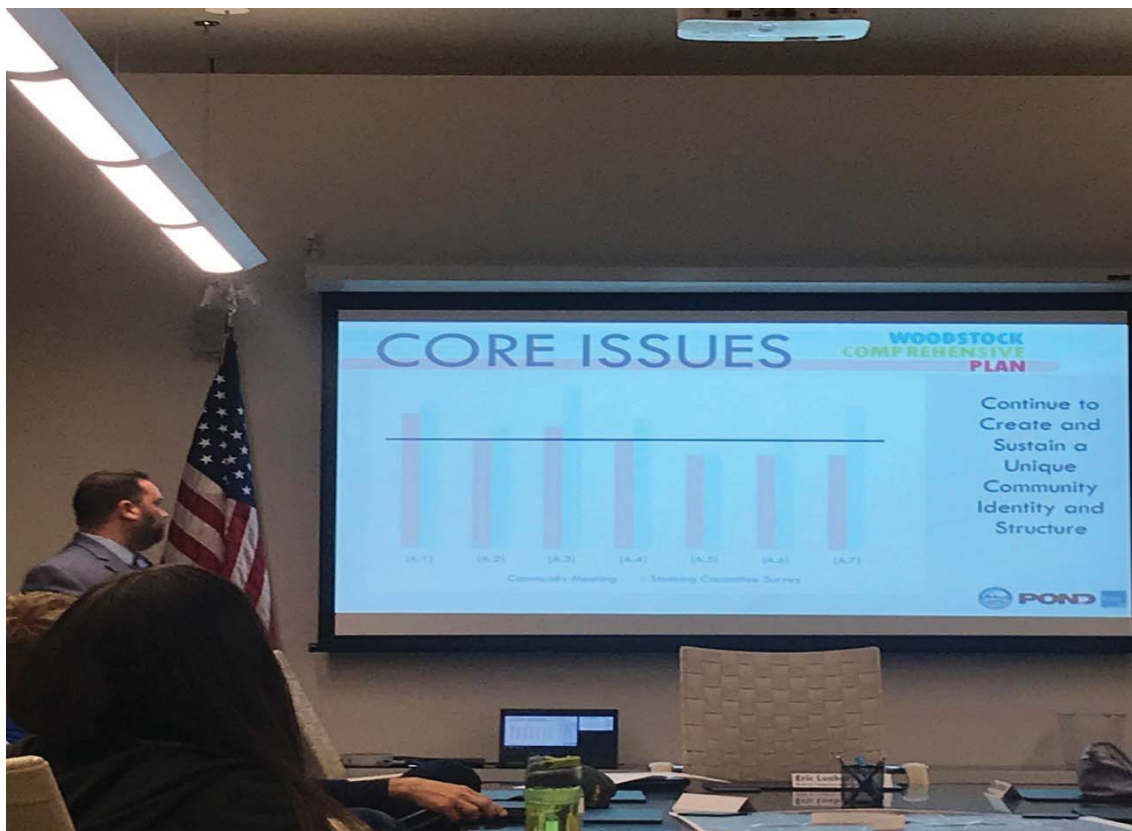
STEERING COMMITTEE MEETING SUMMARY – JANUARY 23, 2018

Attachment B

Photos

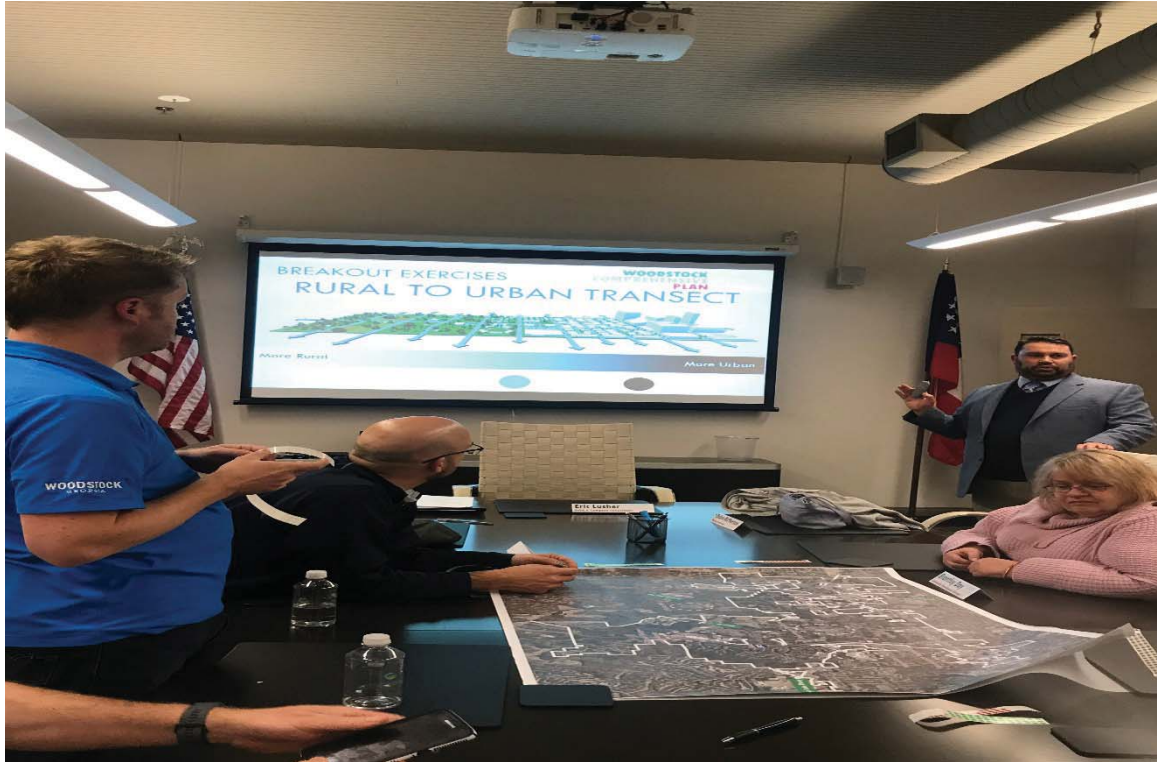
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STEERING COMMITTEE MEETING SUMMARY – JANUARY 23, 2018



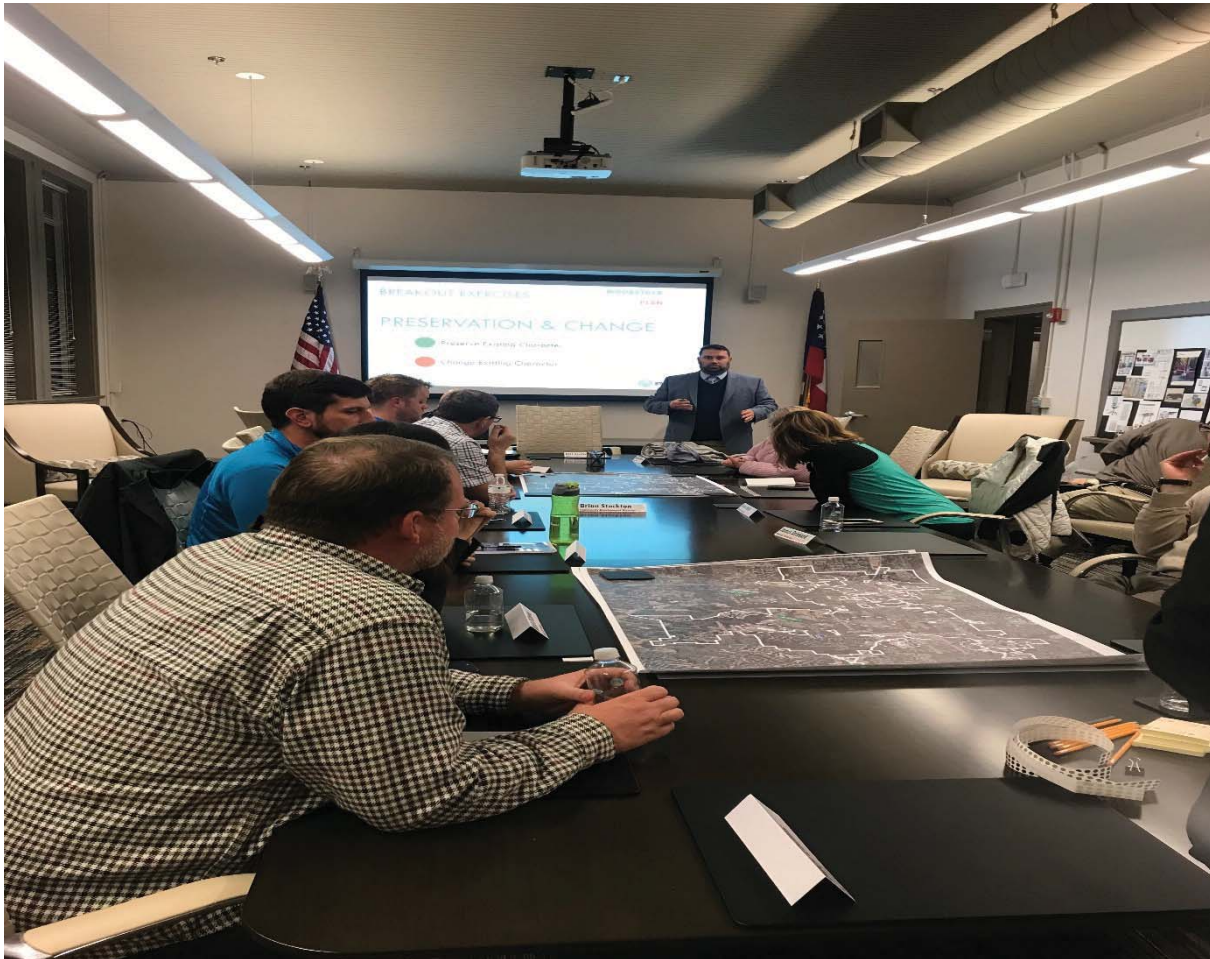
WOODSTOCK COMPREHENSIVE PLAN

STEERING COMMITTEE MEETING SUMMARY – JANUARY 23, 2018



WOODSTOCK COMPREHENSIVE PLAN

STEERING COMMITTEE MEETING SUMMARY – JANUARY 23, 2018



Attachment C

Presentation Materials



WOODSTOCK COMPREHENSIVE PLAN

Steering Committee
January 18, 2018



AGENDA

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- Review Core Issues & Guiding Principles
- Review Needs & Opportunities
- Breakout Groups
 - Preservation and Change
 - Rural to Urban Transect



POND

TSW

CORE ISSUES

WOODSTOCK COMPREHENSIVE PLAN

CORE ISSUE: CONTINUE TO CREATE AND SUSTAIN A UNIQUE COMMUNITY IDENTITY AND STRUCTURE

GUIDING PRINCIPLES AND POLICIES

	Still Relevant as Written	No Longer Relevant	Needs Modification
All new development should contribute to an overall sense of community.			
Encourage the continued redevelopment of the urban core as the symbolic heart of the city.			
Expand and strengthen the downtown by building on its current successes and small town atmosphere.			
Increase the viability of live, work and entertainment choices within the downtown area.			
Market specialty shops to draw people downtown.			
Retail and commercial development will follow residential development. Quality in both areas because of Character Area guidelines and zoning regulations will continue to promote the community Vision.			
Encourage rooftop gardens and restaurants, entertainment venues (Playhouse Theater), educational center (similar to the Appalachian Arts and Crafts Center) and mixed-use redevelopment.			

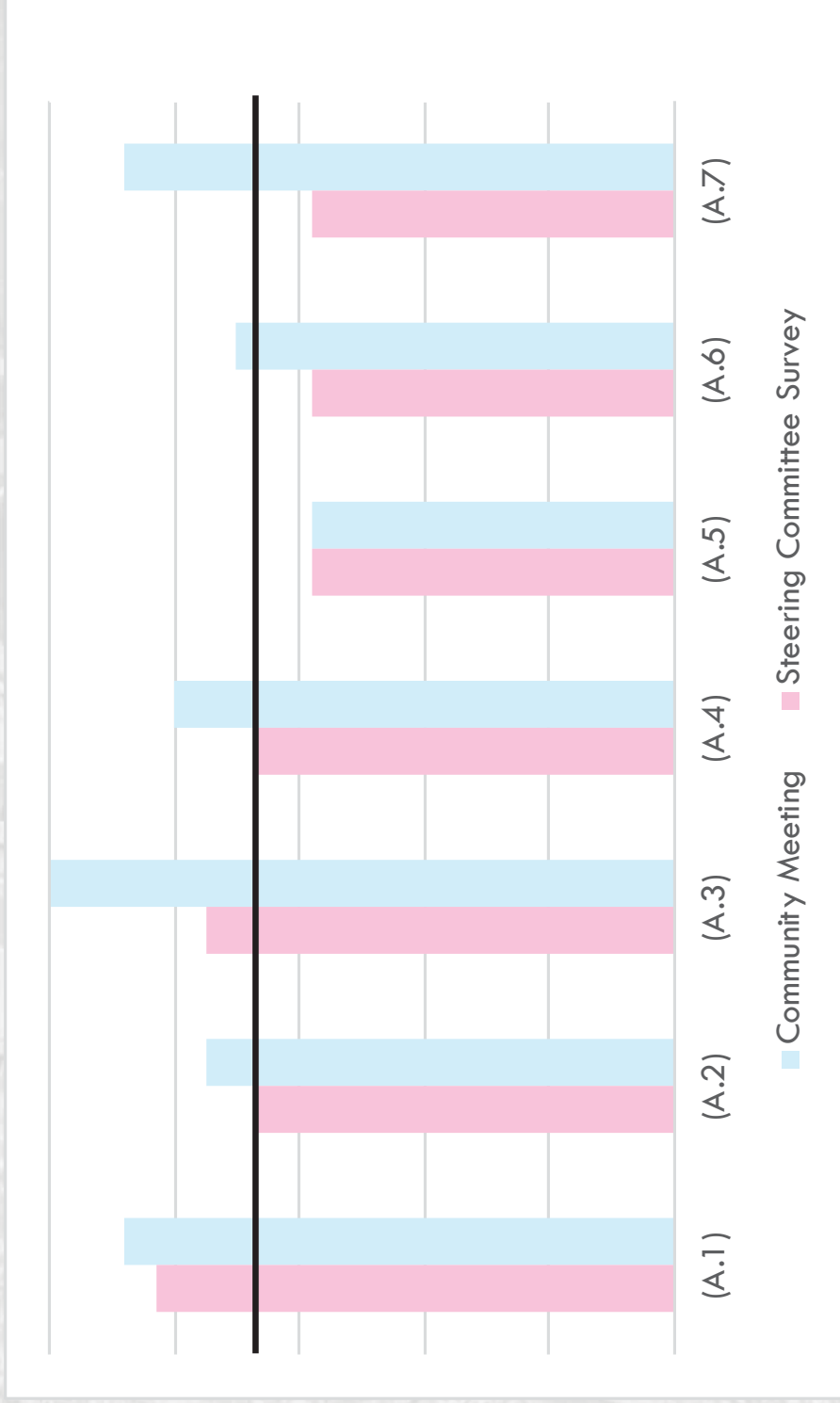


POND

TSW

CORE ISSUES

WOODSTOCK COMPREHENSIVE PLAN



Continue to
Create and
Sustain a
Unique
Community
Identity and
Structure

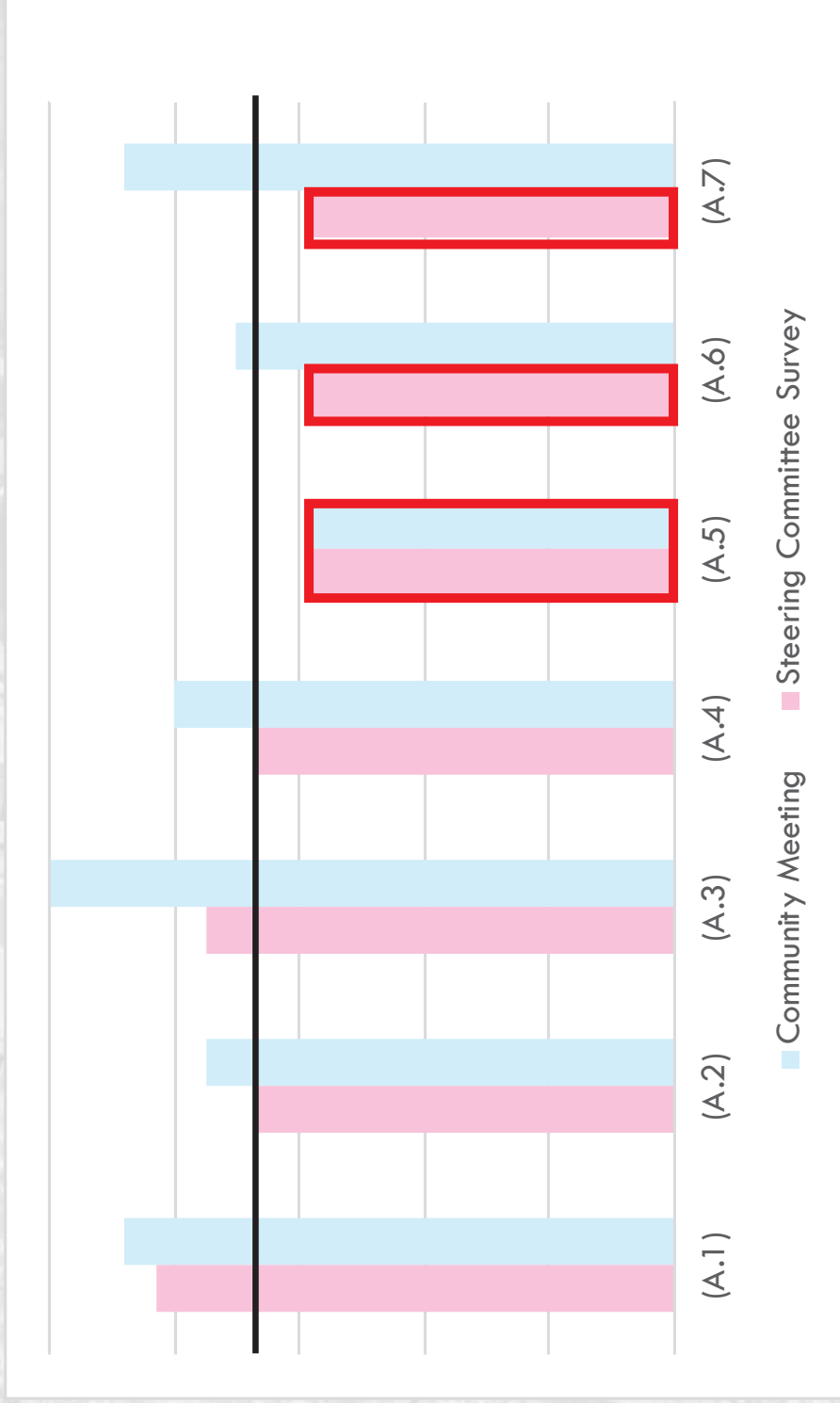


POND

TSW

CORE ISSUES

WOODSTOCK COMPREHENSIVE PLAN



Continue to
Create and
Sustain a
Unique
Community
Identity and
Structure



POND

TSW

CORE ISSUES

WOODSTOCK COMPREHENSIVE PLAN

Continue to Create and Sustain a Unique Community Identity and Structure

Guiding Principle	Community Meeting	Steering Committee
Market speciality shops to draw people downtown.	58%	58%
Retail and commercial development will follow residential development. Quality in both areas because of Character Area guidelines and zoning regulations will continue to promote the community vision.	70%	58%
Encourage rooftop gardens and restaurants, entertainment venues, education center and mixed-use redevelopment.	88%	58%

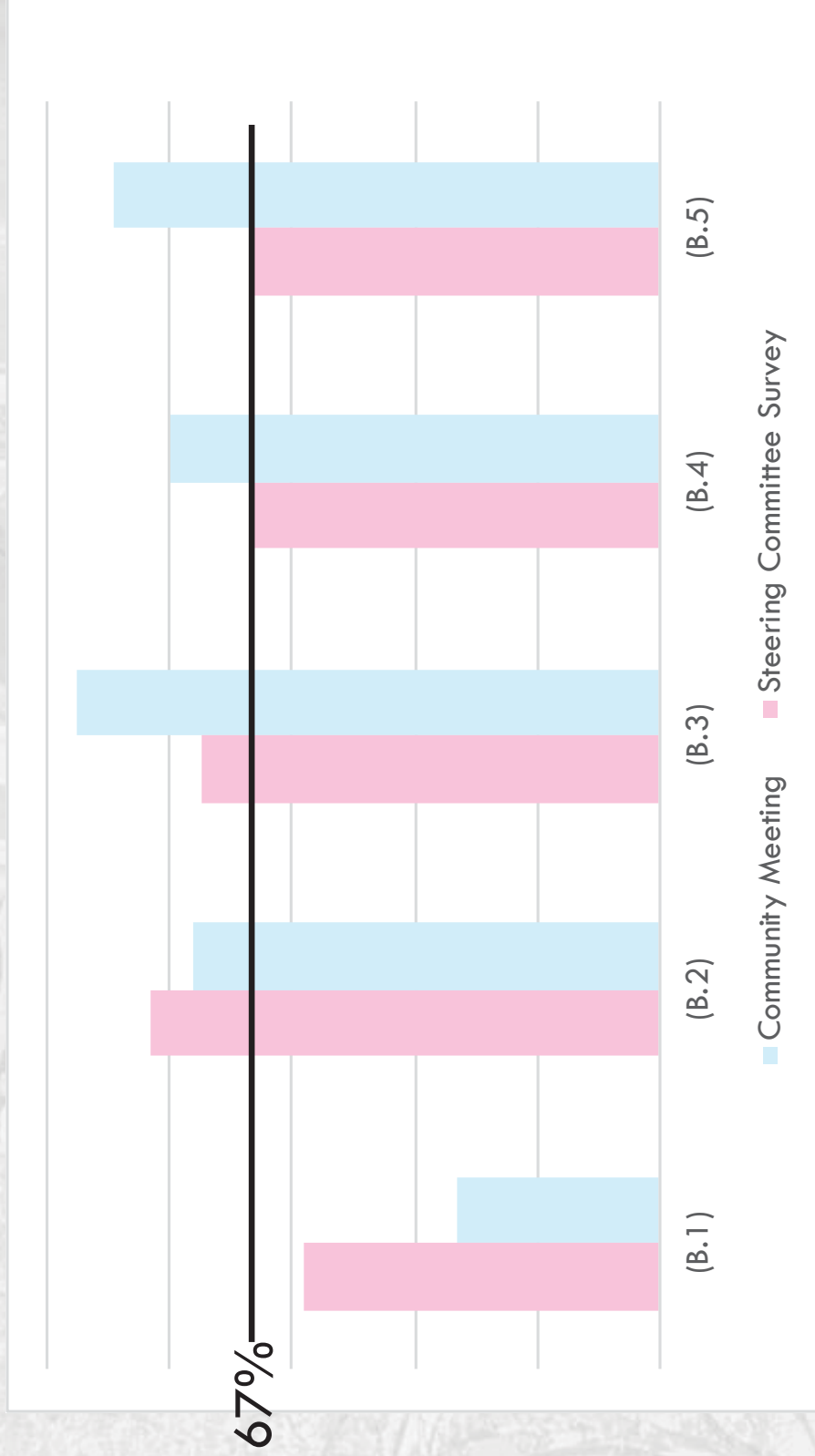


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CORE ISSUES

WOODSTOCK
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Provide
Increased
Mobility

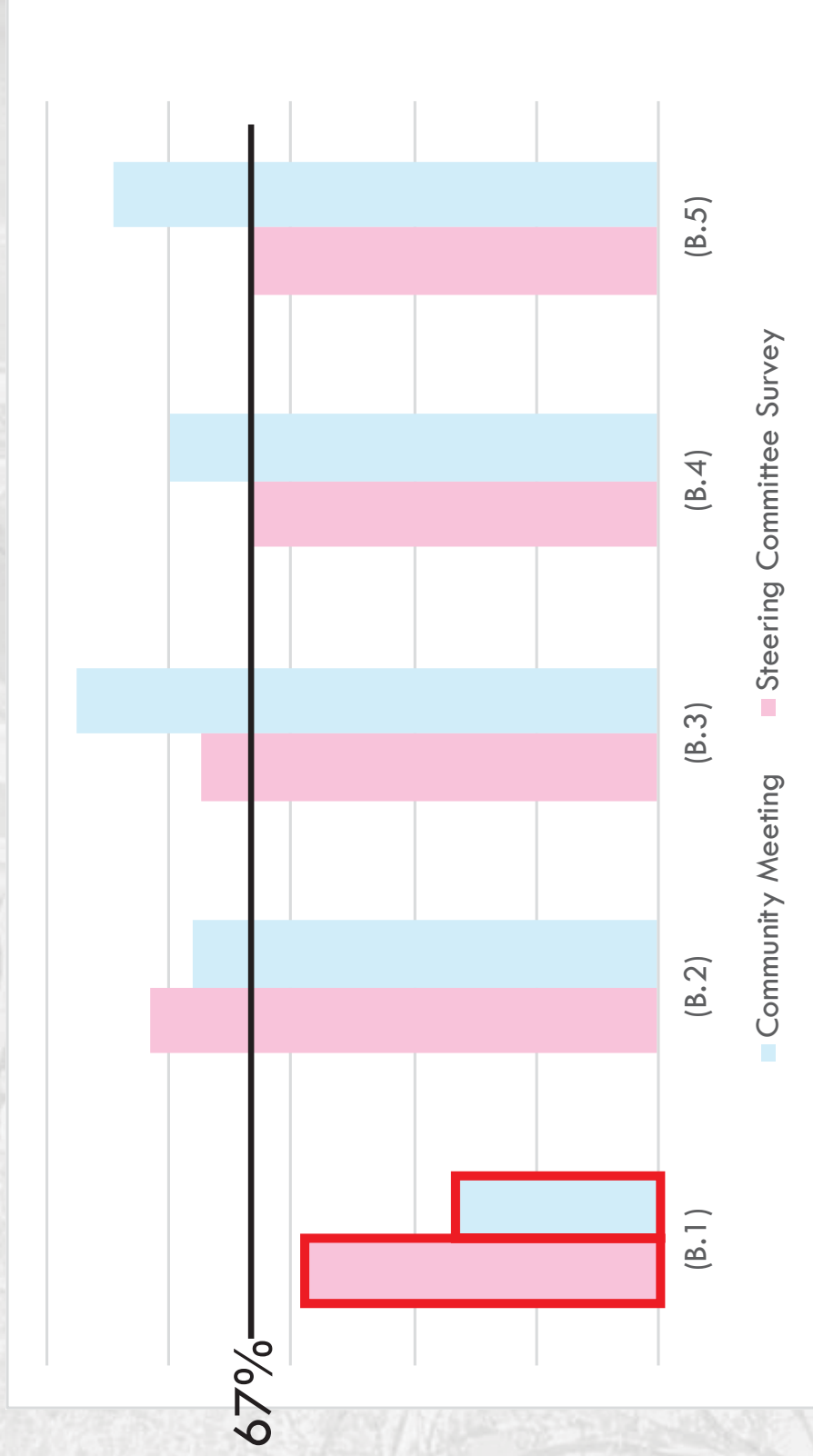


POND

TSW

CORE ISSUES

WOODSTOCK
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Provide
Increased
Mobility



POND

TSW

CORE ISSUES

WOODSTOCK
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Provide Increased Mobility

Guiding Principle

All roadways should be designed to be context sensitive and integrated with adjacent land use.

Community Meeting	Steering Committee
33%	58%

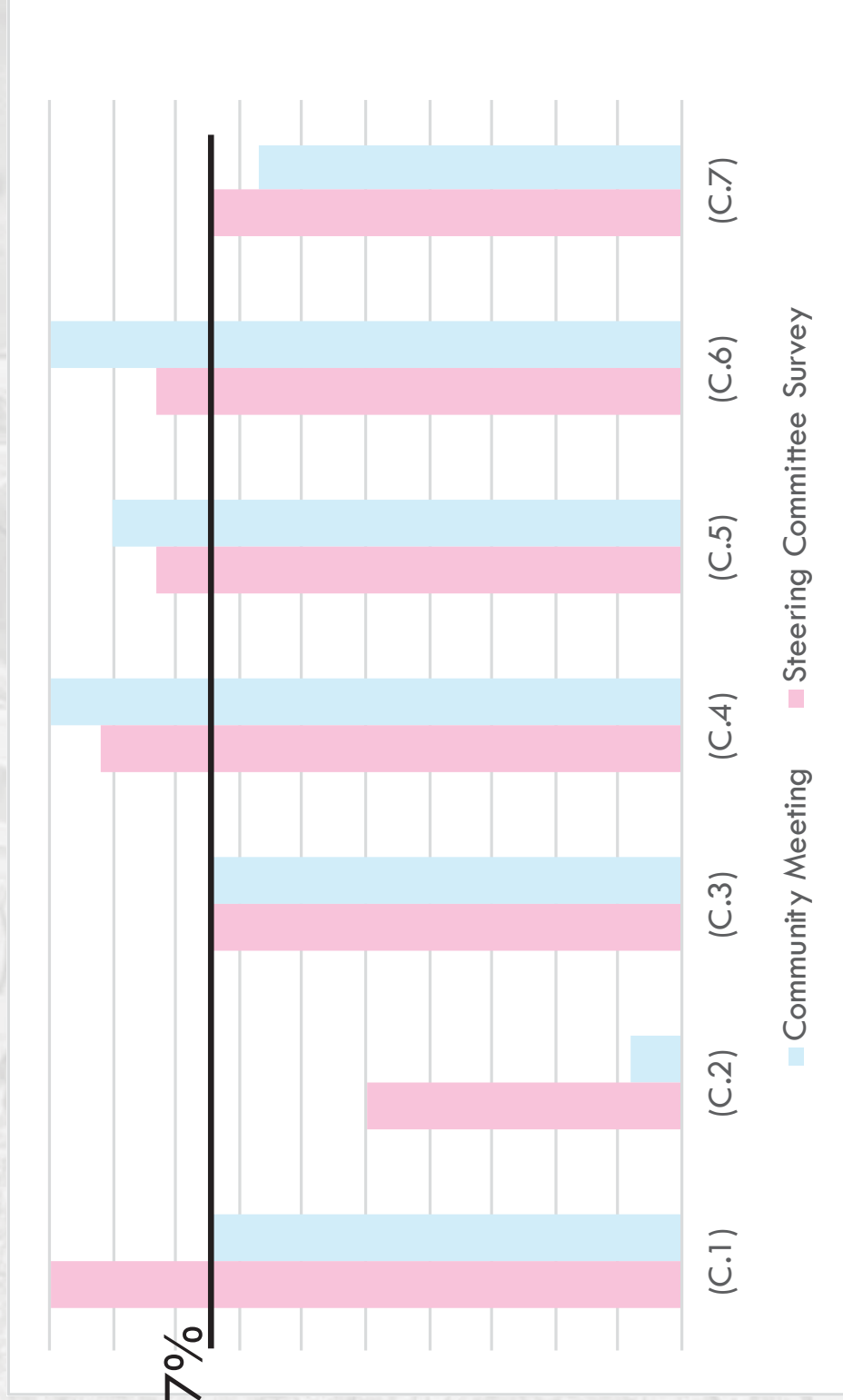


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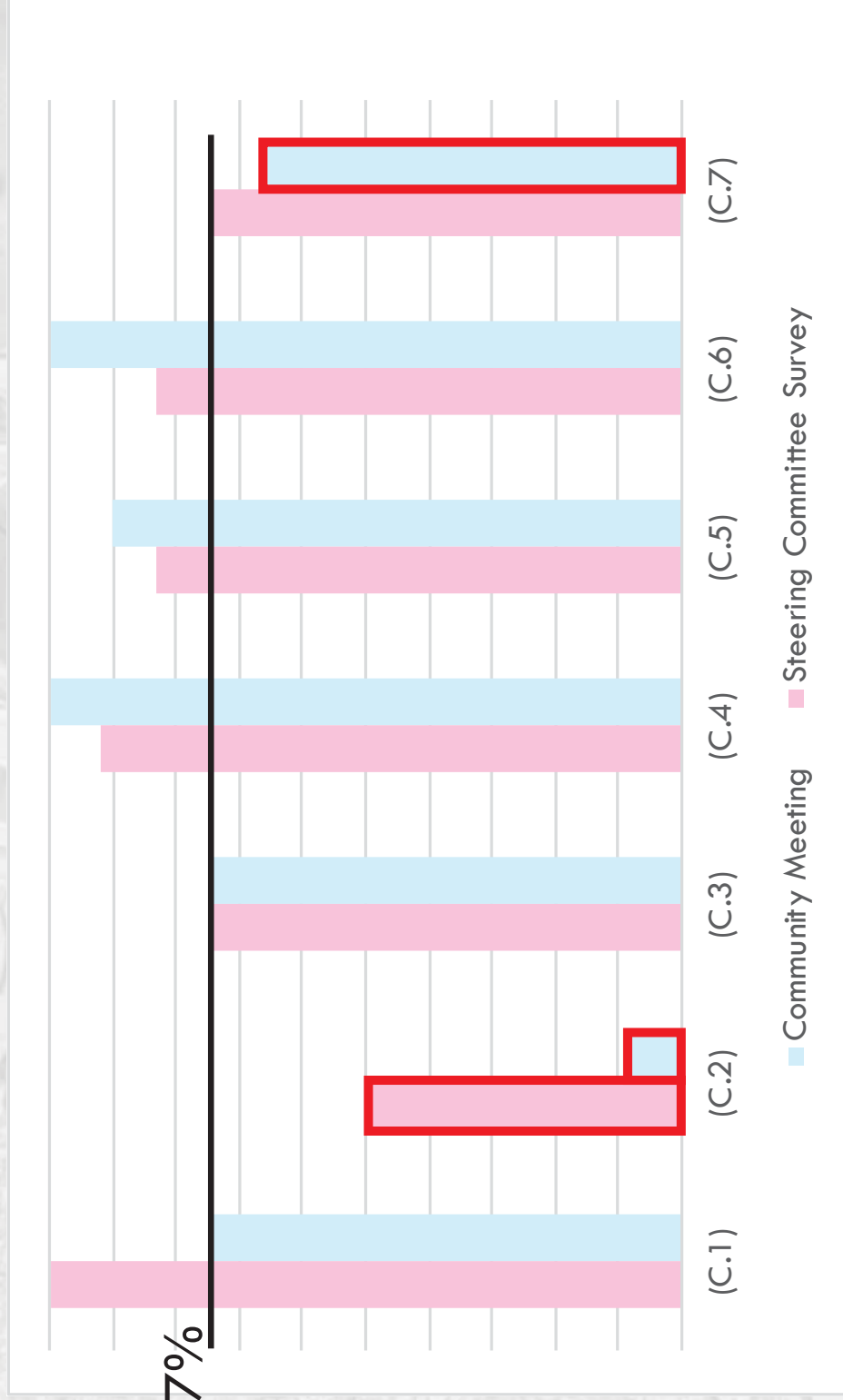


Land Use
Patterns that
Promote
Connectivity



CORE ISSUES

WOODSTOCK
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Land Use
Patterns that
Promote
Connectivity



CORE ISSUES

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Land Use Patterns that Promote Connectivity

Guiding Principle	Community Meeting	Steering Committee
Promote clustering of uses and compact site development	8%	50%

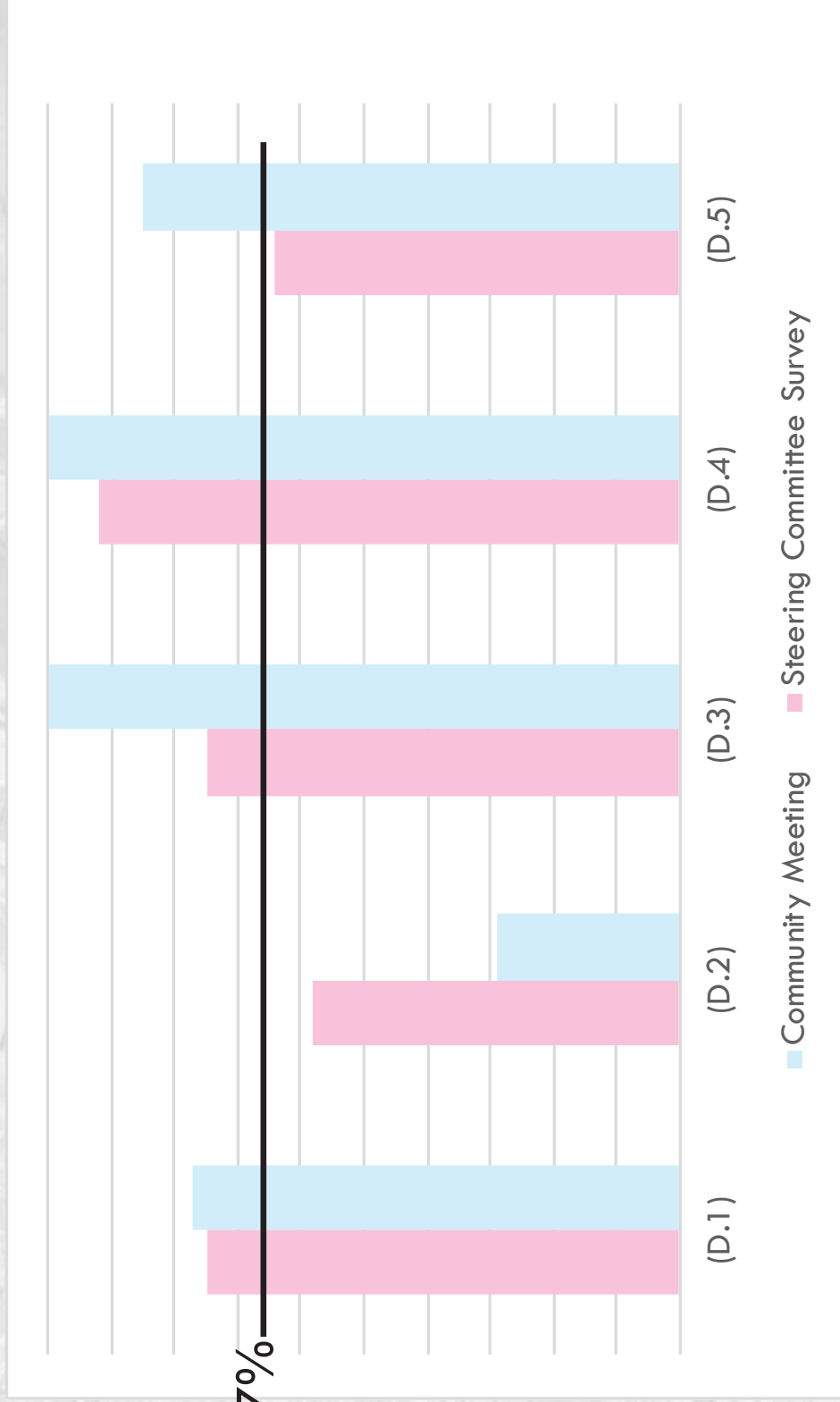


POND

TSW

CORE ISSUES

WOODSTOCK
COMPREHENSIVE
PLAN



Promote a
Spirit of
Inclusiveness,
Opportunity,
and Choice



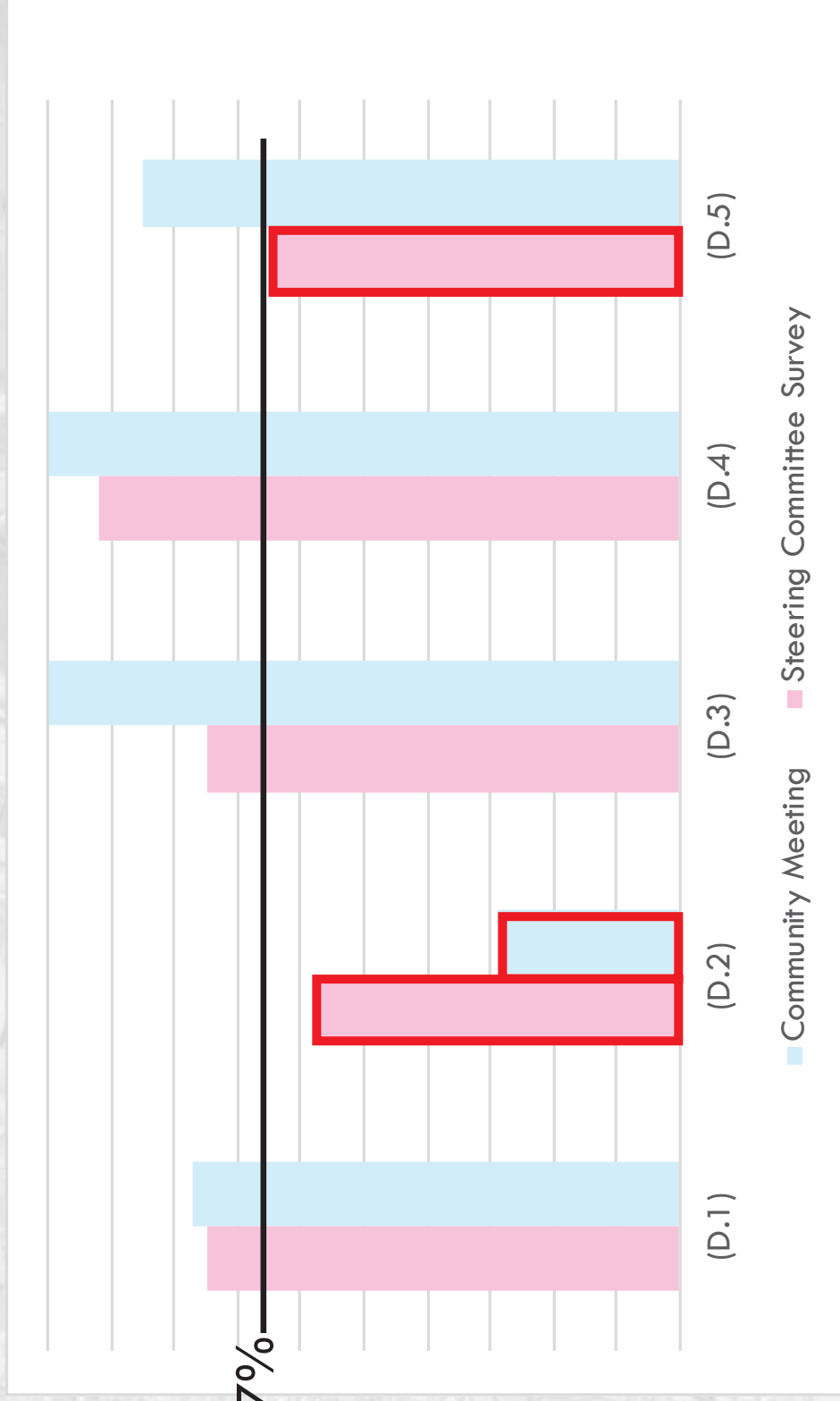
Community Meeting Steering Committee Survey

POND

TSW

CORE ISSUES

WOODSTOCK
COMPREHENSIVE
PLAN



Promote a
Spirit of
Inclusiveness,
Opportunity,
and Choice



Community Meeting Steering Committee Survey



CORE ISSUES

WOODSTOCK COMPREHENSIVE PLAN

Promote a Spirit of Inclusiveness, Opportunity, and Choice

Guiding Principle	Community Meeting	Steering Committee
Integrate medium density housing in village centers and mixed-use developments.	29%	58%
Work to reduce barriers to development of affordable housing, such as lack of information on funding sources, difficulty in finding appropriate locations, and general uncertainty in the zoning and development process	85%	64%

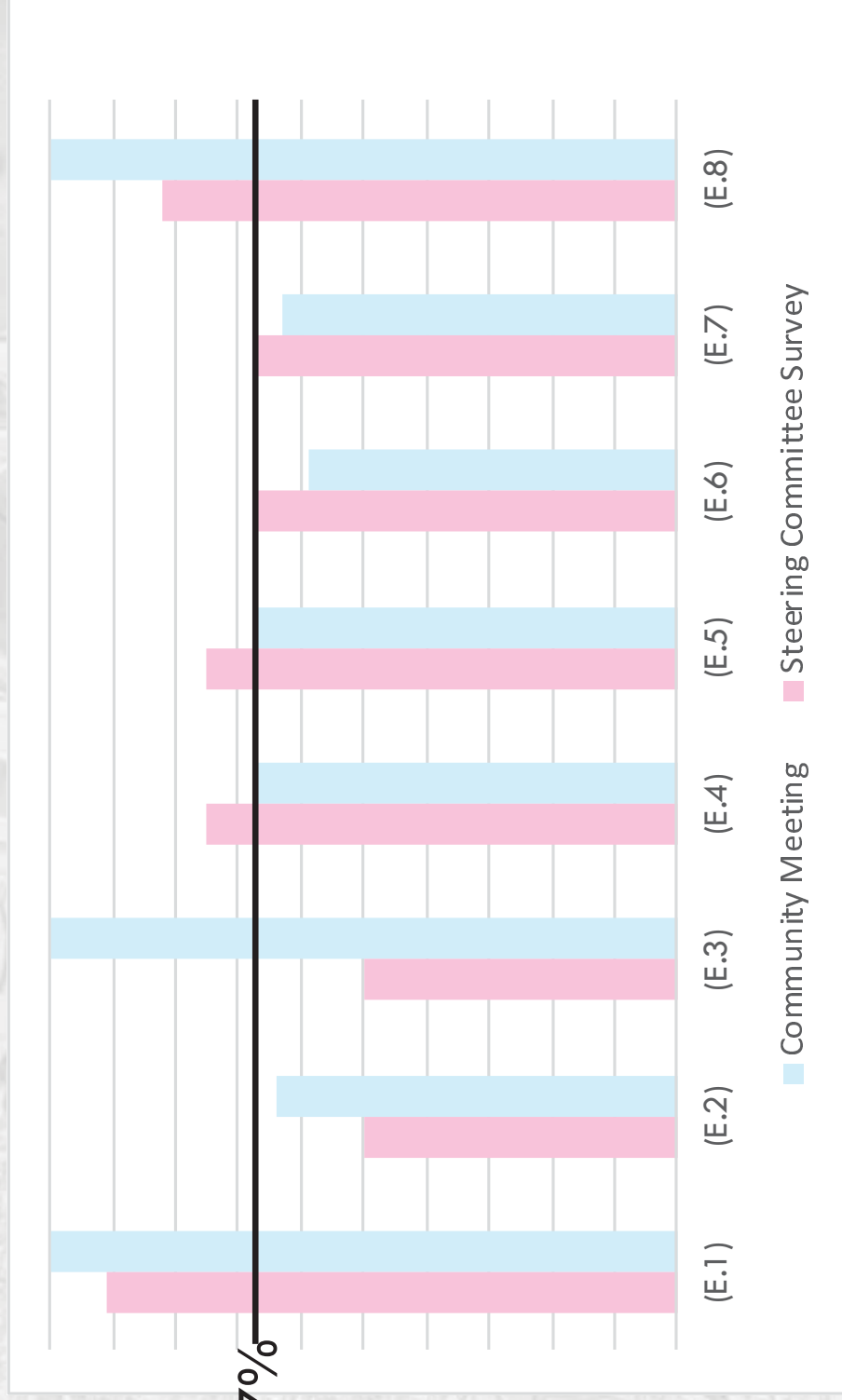


POND

TSW

CORE ISSUES

WOODSTOCK COMPREHENSIVE PLAN



Developments
Should
Promote the
City's Vision

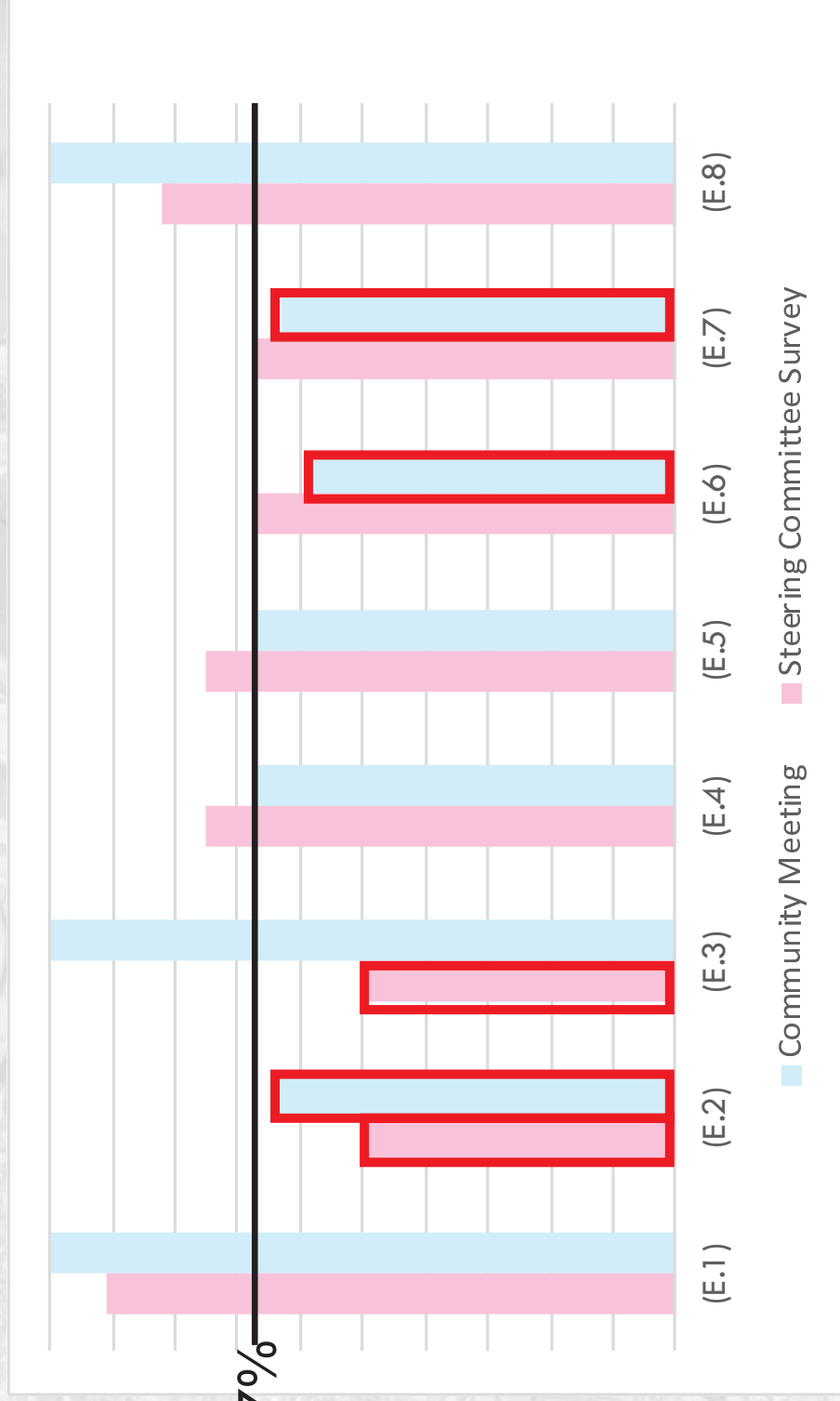


POND

TSW

CORE ISSUES

WOODSTOCK COMPREHENSIVE PLAN



Developments
Should
Promote the
City's Vision



CORE ISSUES

WOODSTOCK
COMPREHENSIVE
PLAN

Developments Should Promote the City's Vision

Guiding Principle	Community Meeting	Steering Committee
Focus development within the urban core and surrounding Urban Living Character Areas	64%	50%
Promote the unique aspects of Woodstock in order to overcome past negative perceptions, or a feeling that Woodstock is just another suburb	100%	50%
Encourage new development to focus on the pedestrian	59%	67%
Ensure that new development proposals complement Woodstock's existing architectural style and scale of development	63%	67%

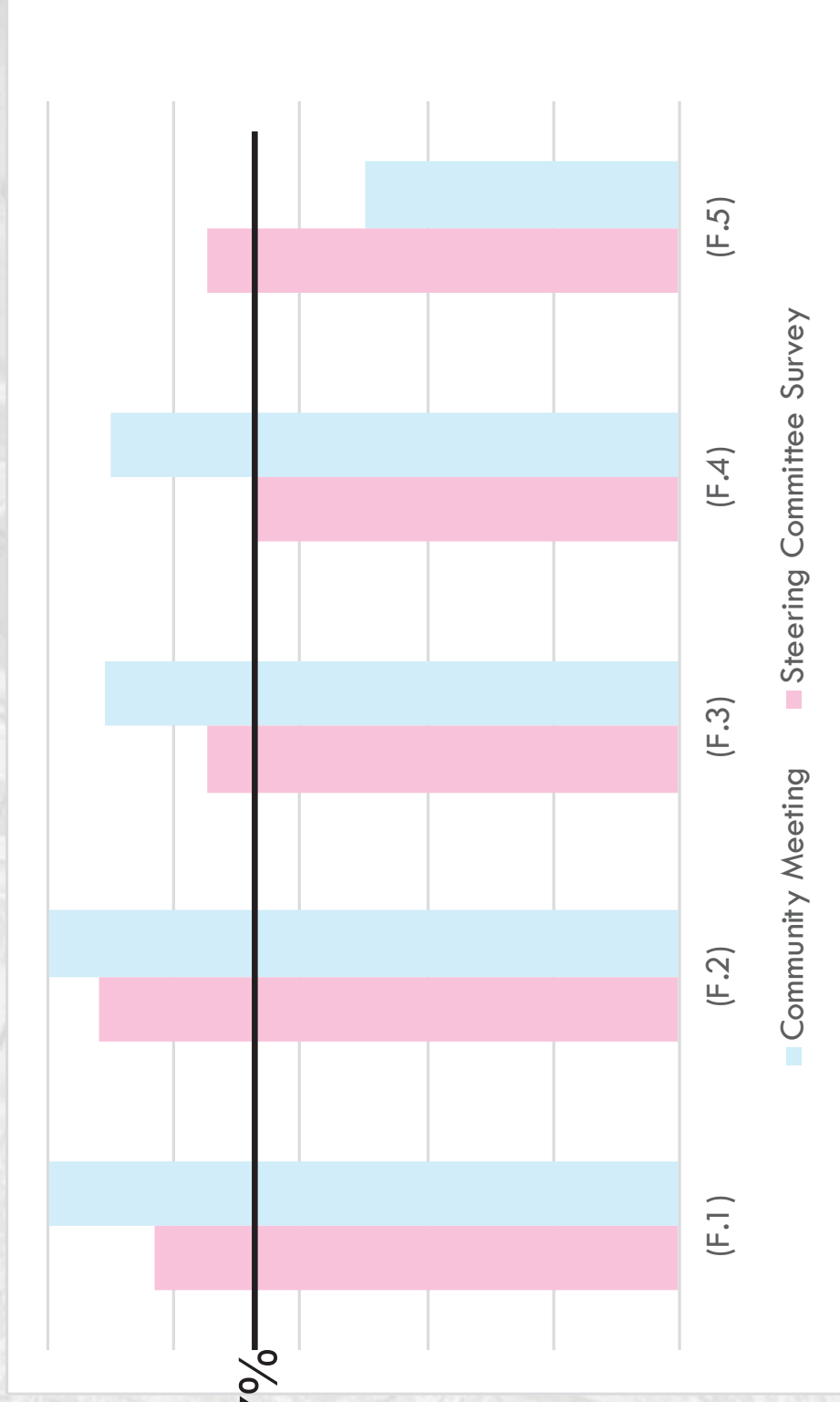


POND

TSW

CORE ISSUES

WOODSTOCK COMPREHENSIVE PLAN



There Needs
to be a
Balance
Between the
Built and
Natural
Environment

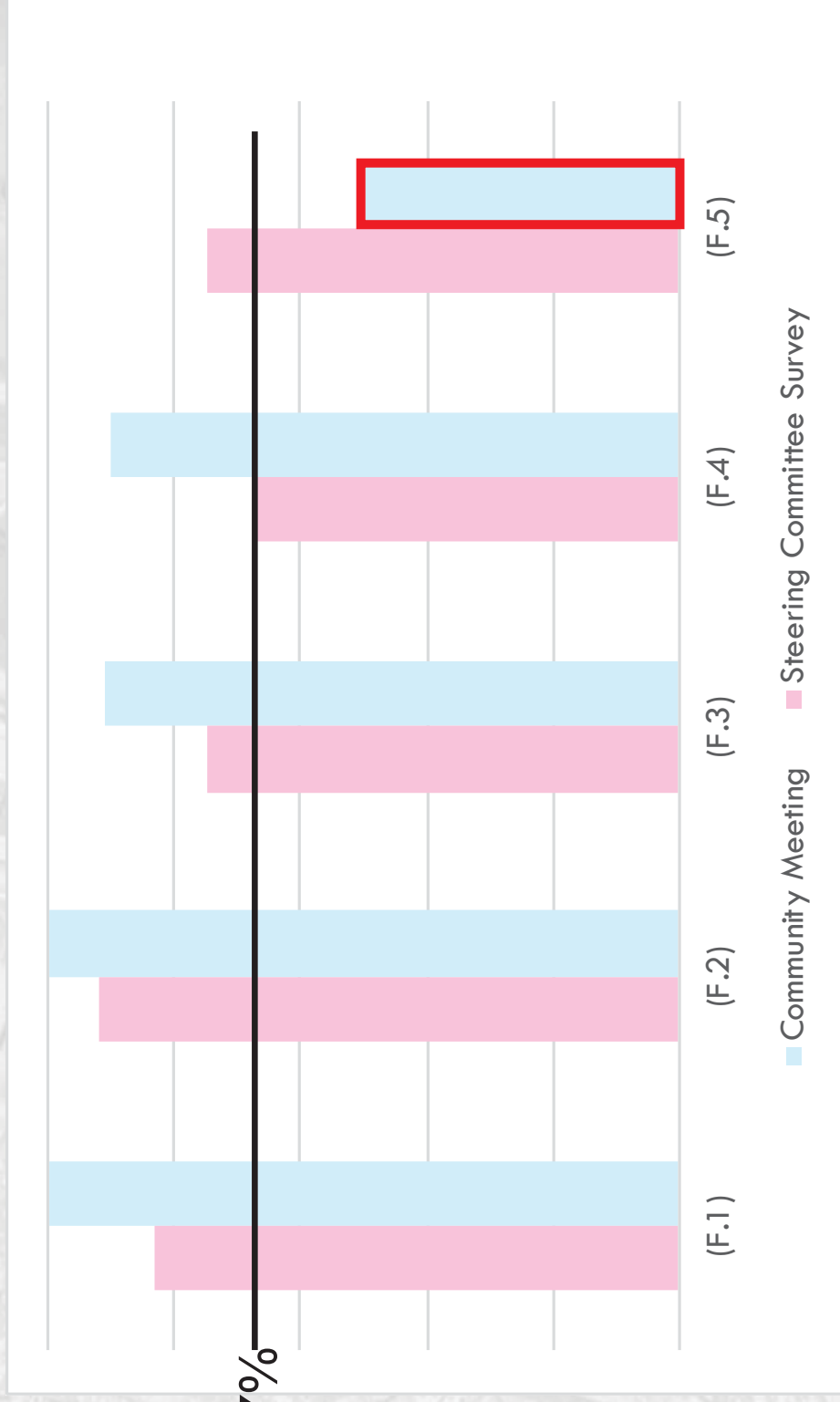


Community Meeting Steering Committee Survey



CORE ISSUES

WOODSTOCK COMPREHENSIVE PLAN



There Needs
to be a
Balance
Between the
Built and
Natural
Environment



Community Meeting Steering Committee Survey



CORE ISSUES

WOODSTOCK
COMPREHENSIVE
PLAN

There Needs to be a Balance Between the Built and Natural Environment

Guiding Principle	Community Meeting	Steering Committee
Implement a land use plan that promotes a compact urban area in order to conserve sensitive and/or undeveloped land	50%	75%

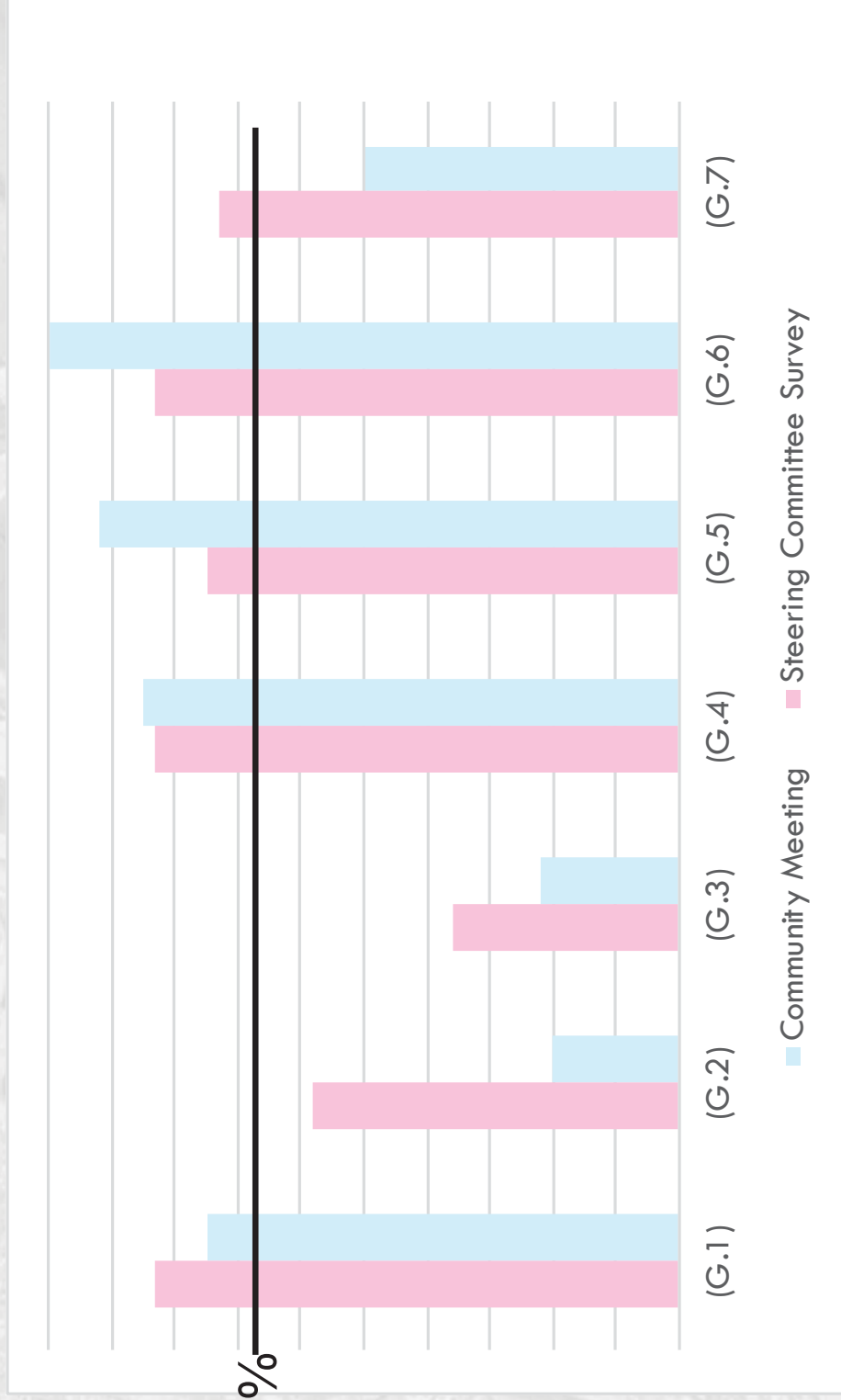


POND

TSW

CORE ISSUES

WOODSTOCK
COMPREHENSIVE
PLAN



Create a
Wide Range
of Economic
Development
Opportunities

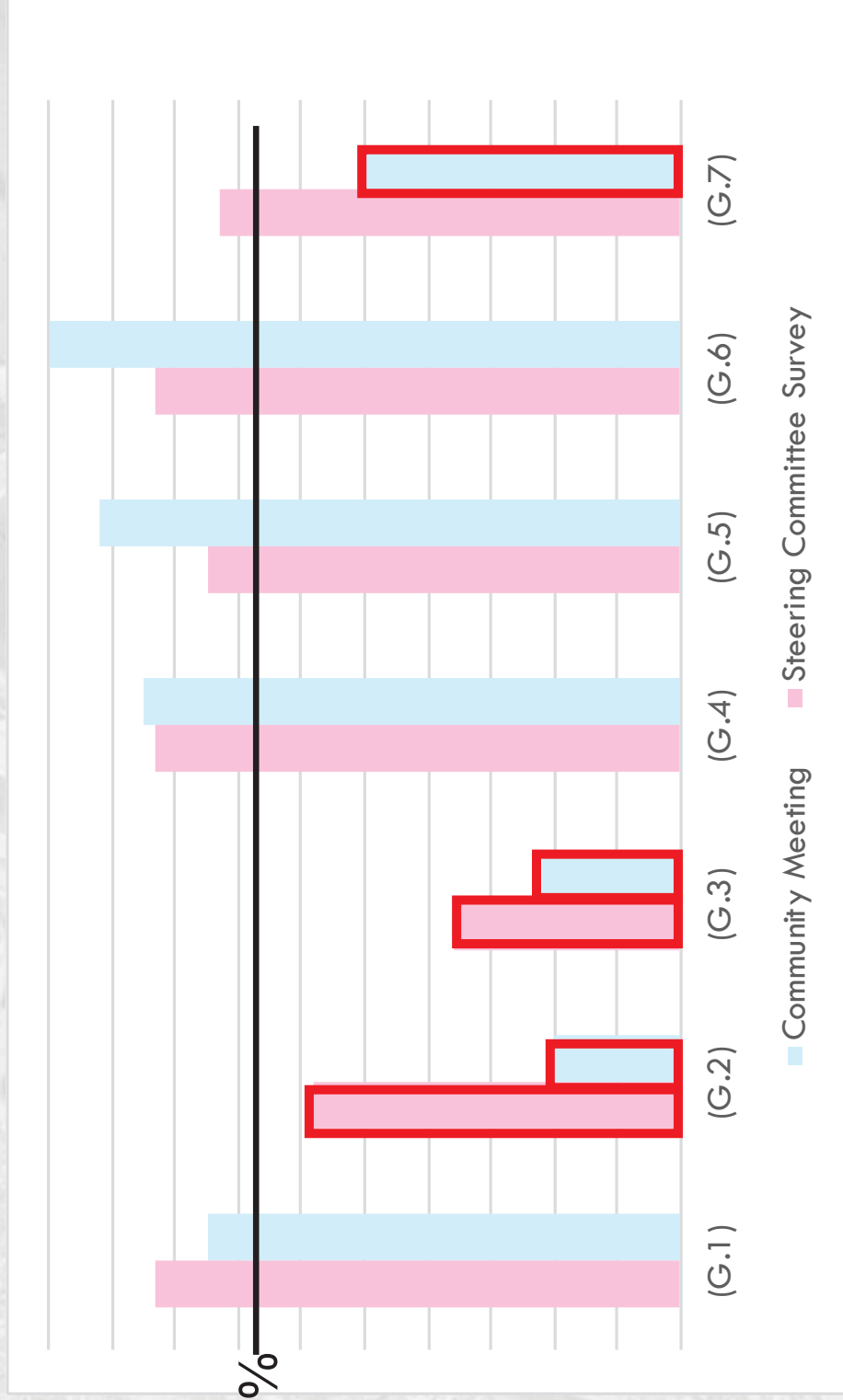


Community Meeting Steering Committee Survey



CORE ISSUES

WOODSTOCK
COMPREHENSIVE
PLAN



Create a
Wide Range
of Economic
Development
Opportunities



Community Meeting Steering Committee Survey



CORE ISSUES

WOODSTOCK COMPREHENSIVE PLAN

Create a Wide Range of Economic Development Opportunities

Guiding Principle	Community Meeting	Steering Committee
Encourage neighborhood serving retail and services in or near all neighborhoods	20%	58%
All new non-residential development should be developed in a 'village' type setting at the appropriate intensity levels and scale	22%	36%
Accommodate and promote the development of quality workforce housing to encourage the relocation of major economic development opportunities	50%	73%

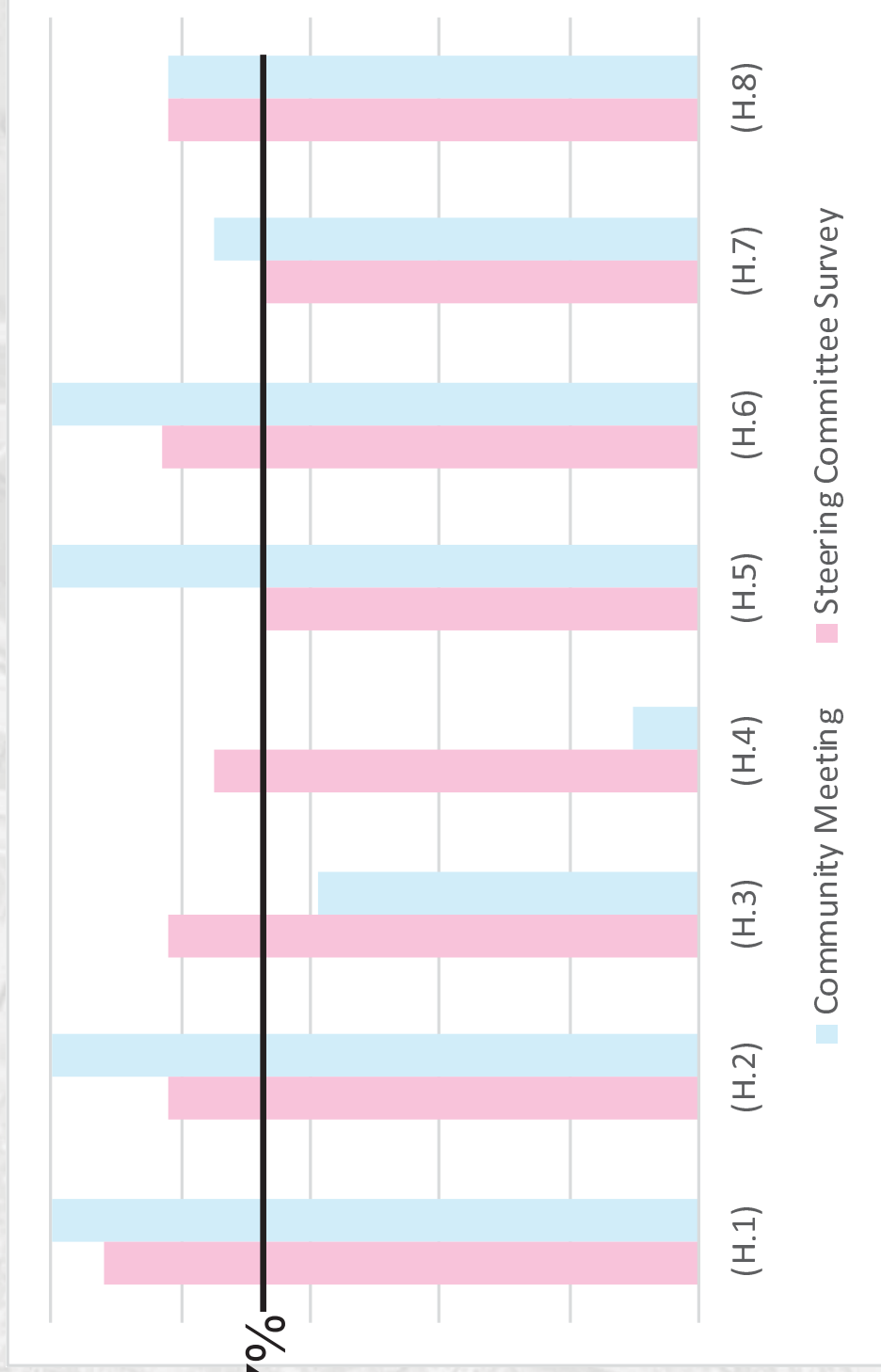


POND

TSW

CORE ISSUES

WOODSTOCK COMPREHENSIVE PLAN

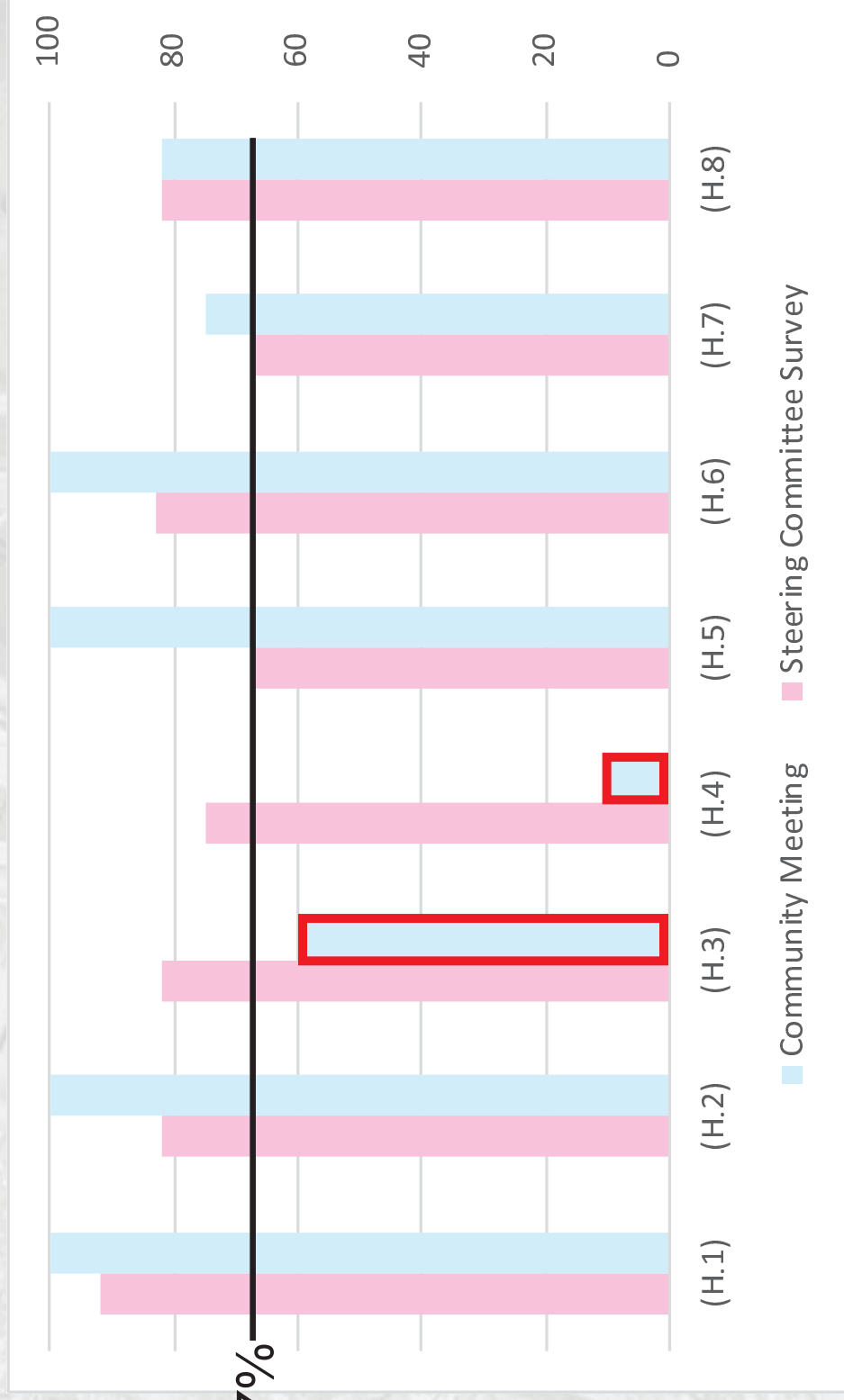


Accommodate
Growth While
Creating a
Sustainable
Community
and
Implementing
a Vision



CORE ISSUES

WOODSTOCK COMPREHENSIVE PLAN



67%

Accommodate
Growth While
Creating a
Sustainable
Community
and
Implementing
a Vision



Community Meeting Steering Committee Survey



CORE ISSUES

WOODSTOCK COMPREHENSIVE PLAN

Accommodate Growth While Creating a Sustainable Community and Implementing a Vision

Guiding Principle	Community Meeting	Steering Committee
All new development and redevelopment should adhere to standards of design that add to the aesthetic, environmental, and economic benefit of the city, and incorporate design and site elements that address the City's Vision	59%	82%
Protect the capacity of major thoroughfares through village redevelopment and connectivity techniques	10%	75%



NEEDS & OPPORTUNITIES

PUBLIC MEETING #1
OCTOBER 19, 2017
STATION 2: NEEDS & OPPORTUNITIES
WOODSTOCK
COMPREHENSIVE
PLAN

LAND USE



NEEDS
Work with Cherokee County Schools to increase school capacity and decrease overcrowding in Woodstock area
Create a balance of residential, commercial, and office land uses
Develop/revise small, vibrant neighborhood market in Downtown Core - *focus on areas in walkable - vintage*
PARKING NEEDS
Buy new hardware for Appleton parking deck
more parking needed for neighborhoods

OPPORTUNITIES
Use zoning ordinances to ensure that new development complements historic development
Preserve historic structures
Create more public realm in the Downtown Area and utilize the rail-to-trail school area

LET'S REVIEW THE BOARDS!



PRESERVATION & CHANGE

-  Preserve Existing Character
-  Change Existing Character



WOODSTOCK

BREAKOUT EXERCISES

COMPREHENSIVE

PLAN

RURAL TO URBAN TRANSECT



More Rural

More Urban



NEXT STEPS

Steering Committee Meetings

7:00 pm – 8:30pm | Office of Economic Development (Chattahoochee Tech):

Thursday, March 15, 2018

Community Open Houses

6-8pm | Chambers at City Center:

Thursday, February 15, 2018

Thursday, April 12, 2018



CONTACT

WOODSTOCK
COMPREHENSIVE
PLAN

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770.592.6000 x. 1601

Consultant Project Manager

Eric Lusher, AICP

lushere@pondco.com

404.748.4853



POND

TSW

Attachment D

Updated Needs & Opportunities

ECONOMIC DEVELOPMENT

NEEDS

Identify opportunities for light industrial businesses

Increase proportion of commercial-to-residential land in City to make more robust, reliable tax revenue

Create opportunities for Class A office in the City to diversify commercial offerings

Attract larger-scale employers that provide higher-paying salaries

Encourage commercial developments that provide daily needs for residents

OPPORTUNITIES

Utilize access to existing regional transportation corridors to attract businesses and residents

Utilize existing rental housing to attract major employers

Increase time economic development staff spends actively building prospective relationships

HOUSING

NEEDS

Increase variation in housing stock, *including new creative residential options in the Downtown area*

Incentivize the creation of affordable housing in the City

Discourage the placement of high density residential development adjacent to areas of single family detached housing

OPPORTUNITIES

Consider permitting accessory buildings/accessory dwelling units to add density to existing neighborhoods without changing character

TRANSPORTATION

NEEDS

Create spaces for more white-collar jobs to increase the number of people who can live and work in Woodstock

Improve existing regional roadways to provide for efficient traffic flow

Continue to add interconnected roadways to create a robust transportation system throughout the City, *especially in and around Downtown*

Promote land use and transportation coordination to improve future mobility, particularly through alternative modes and mixed uses

Investigate transit options, including those within the City of Woodstock and those that connect the city with the broader region

Increase public awareness of Woodstock Trolley and increase service

Investigate effective ways to incorporate Personal Transportation Vehicles (PTVs) such as golf carts into the city's transportation network

OPPORTUNITIES

Leverage existing walkability and increase walkable places with infrastructure and design guidelines to promote alternative transportation

Increase awareness of Downtown parking options for day-to-day use and for events

Seek out options to increase parking availability in the Downtown area

PARKS & RECREATION

NEEDS

Increase access to outdoor recreation as natural spaces become developed

Add family-centered recreation opportunities downtown

Expand trail system

Improve existing park spaces to increase value

OPPORTUNITIES

Enhance and preserve existing tree canopy

Formally engage arts community and help establish arts communities throughout the City

LAND USE

NEEDS

Work with Cherokee County Schools to increase school capacity and decrease overcrowding in Woodstock area

Create a balance of residential, commercial, and office land uses

Increase access to grocers and markets in Downtown

OPPORTUNITIES

Use zoning ordinances to ensure that new development complements historic development

Preserve historic structures

Create more public realm in the Downtown area, and enhance existing public space

Use the Downtown Quarter as a successful precedent/catalyst for more walkable quarters in Woodstock

PUBLIC RELATIONS & COMMUNICATIONS

NEEDS

Improve engagement between City government and residents to increase participation

Created a unified brand for community infrastructure

OPPORTUNITIES

Unified City/County polling stations to increase involvement

SUSTAINABILITY

NEEDS

Take steps to preserve existing natural spaces within the City

Incentivize preservation of existing, worthy buildings within the city

OPPORTUNITIES

Encourage alternative stormwater management techniques

Encourage solar/clean energy in development

WOODSTOCK

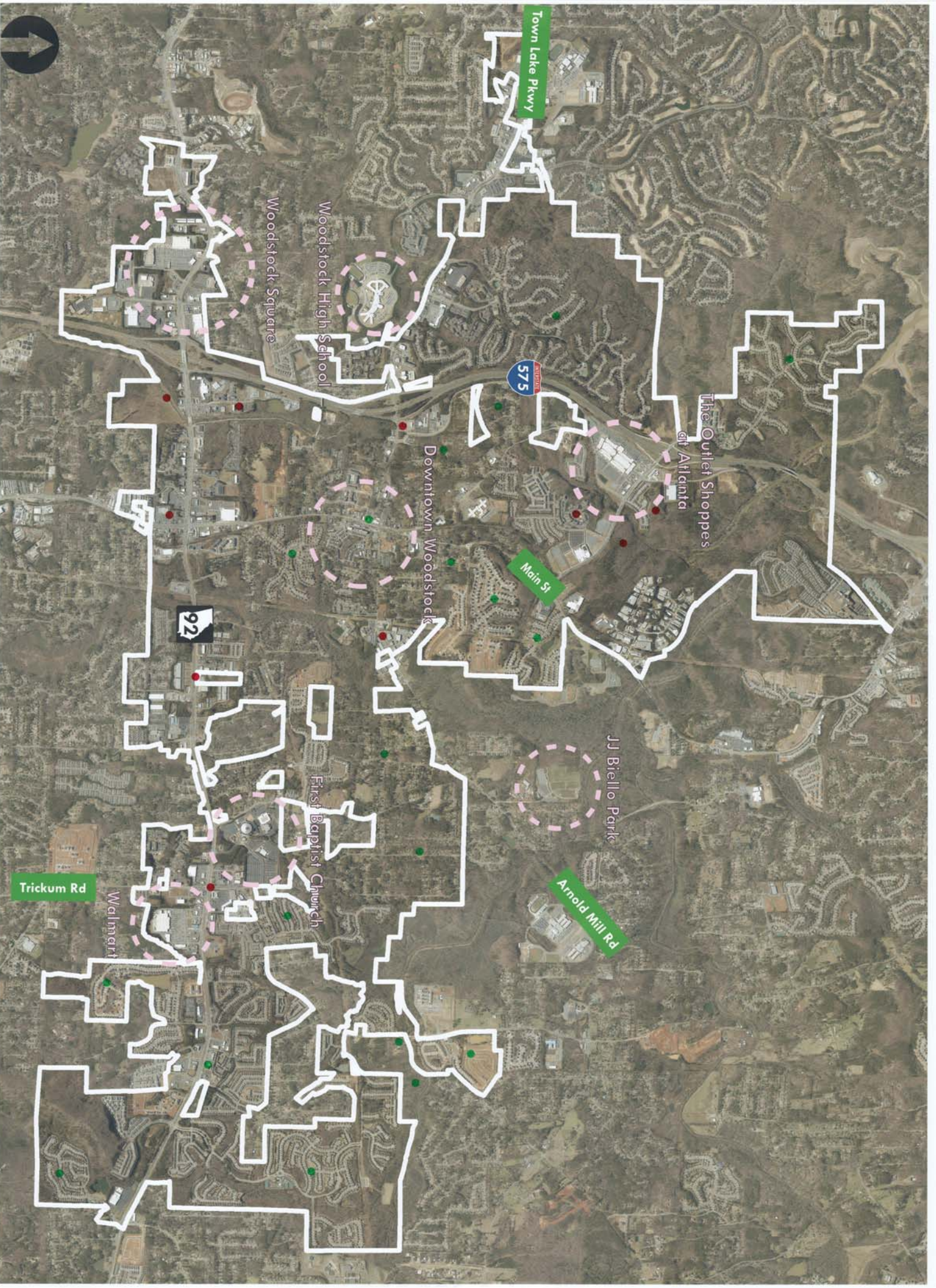
COMPREHENSIVE

PLAN

STEERING COMMITTEE MEETING SUMMARY – JANUARY 23, 2018

Attachment E

Change & Preserve Exercise



Town Lake Pkwy

Woodstock Square

Woodstock High School

575

The Outlet Shoppes
at Atlanta

Main St

Downtown Woodstock

92

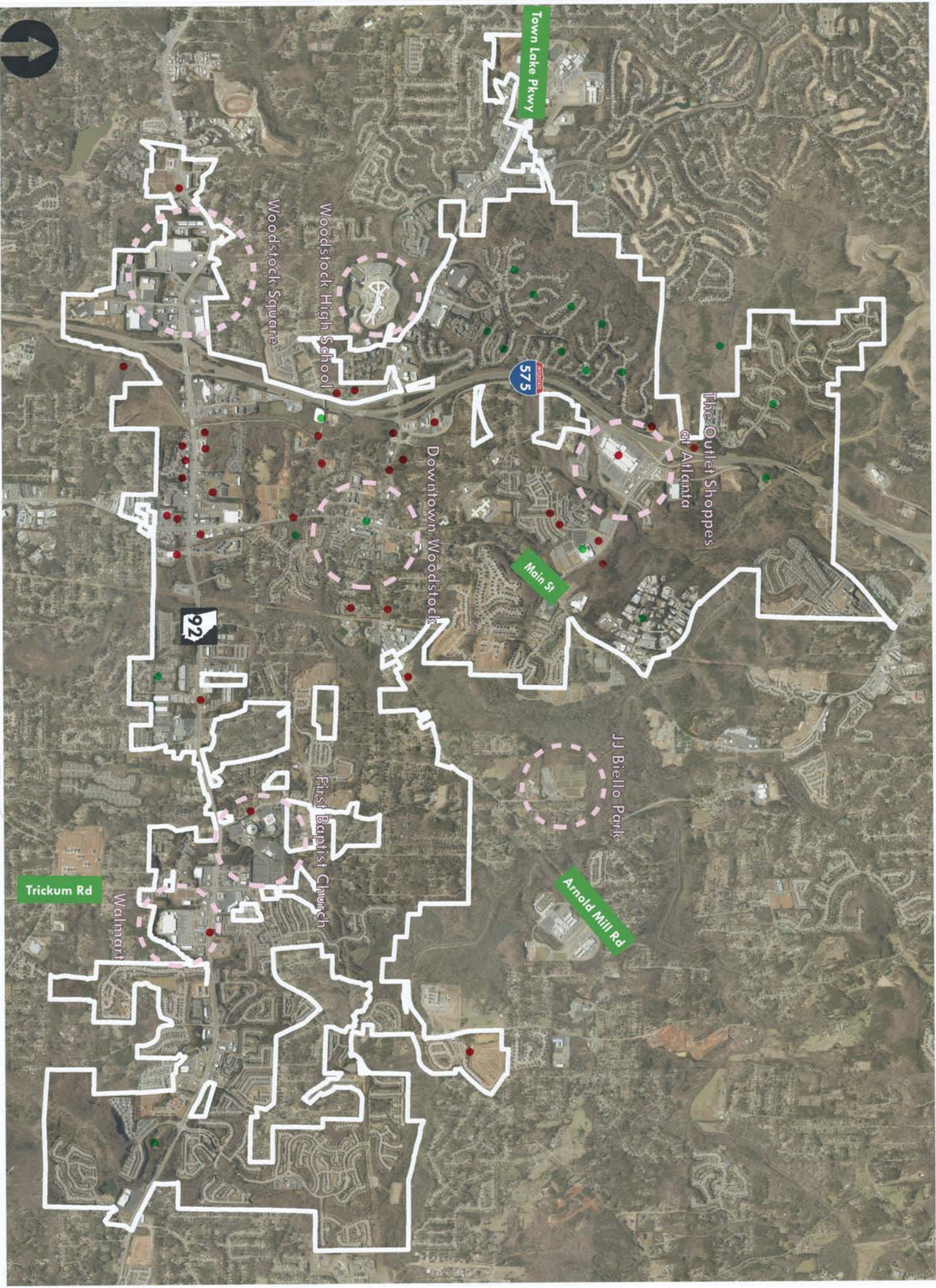
JJ Biello Park

First Baptist Church

Arnold Mill Rd

Trickum Rd

Wallmart



Town Lake Pkwy

Woodstock Square

Woodstock High School

575

The Outlet Shoppes
at Atlanta

Downtown Woodstock

Main St

92

JJ Biello Park

Arnold Mill Rd

First Baptist Church

Trickum Rd

Walmart

WOODSTOCK

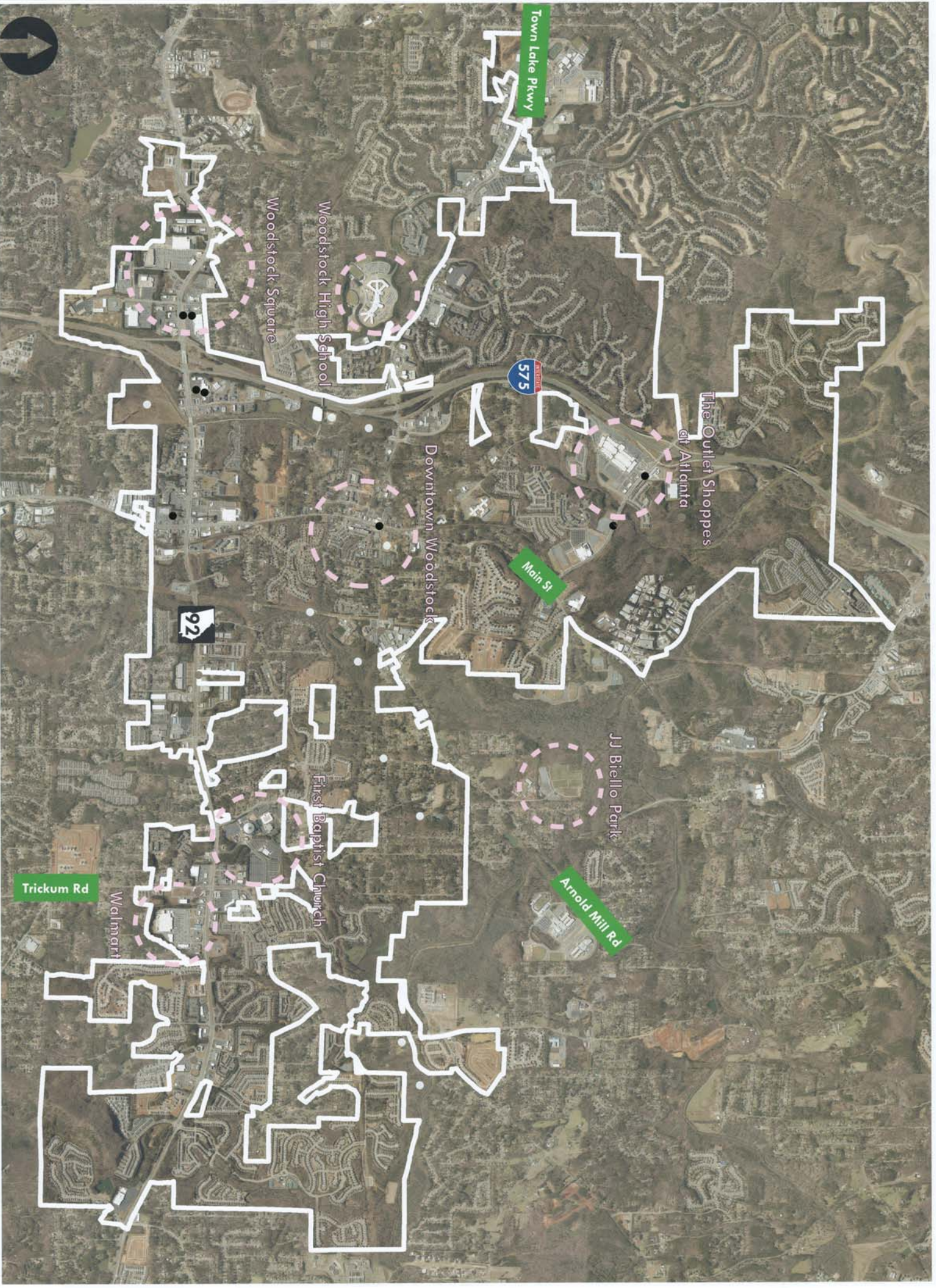
COMPREHENSIVE

PLAN

STEERING COMMITTEE MEETING SUMMARY – JANUARY 23, 2018

Attachment F

Rural to Urban Transect Exercise



Town Lake Pkwy

Woodstock Square

Woodstock High School

Downtown Woodstock

The Outlet Shoppes
at Atlanta

Main St

JJ Biello Park

Arnold Mill Rd

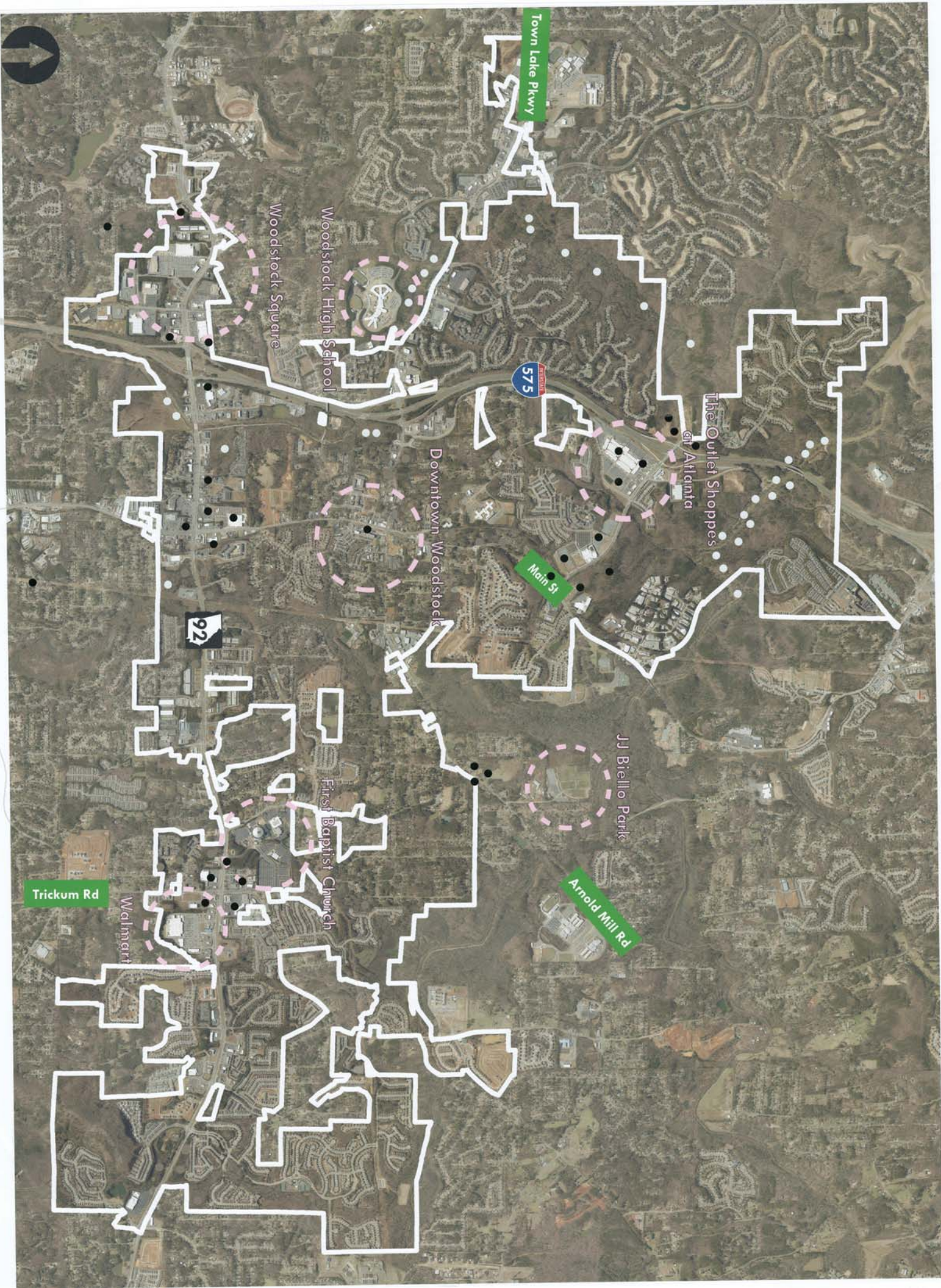
First Baptist Church

Trickum Rd

Walmart

92

575



Town Lake Pkwy

Woodstock Square

Woodstock High School

575

The Outlet Shoppes
at Atlanta

Downtown Woodstock

Main St

92

JJ Biello Park

First Baptist Church

Arnold Mill Rd

Trickum Rd

Walmart

WOODSTOCK

COMPREHENSIVE

PLAN

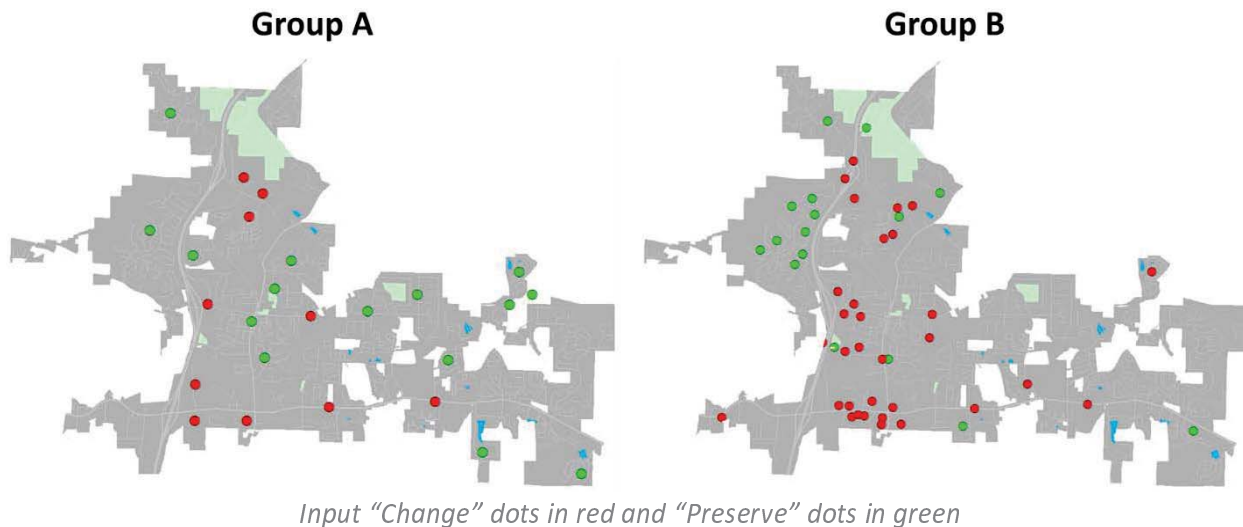
STEERING COMMITTEE MEETING SUMMARY – JANUARY 23, 2018

Attachment G

GIS Maps

Change and Preserve

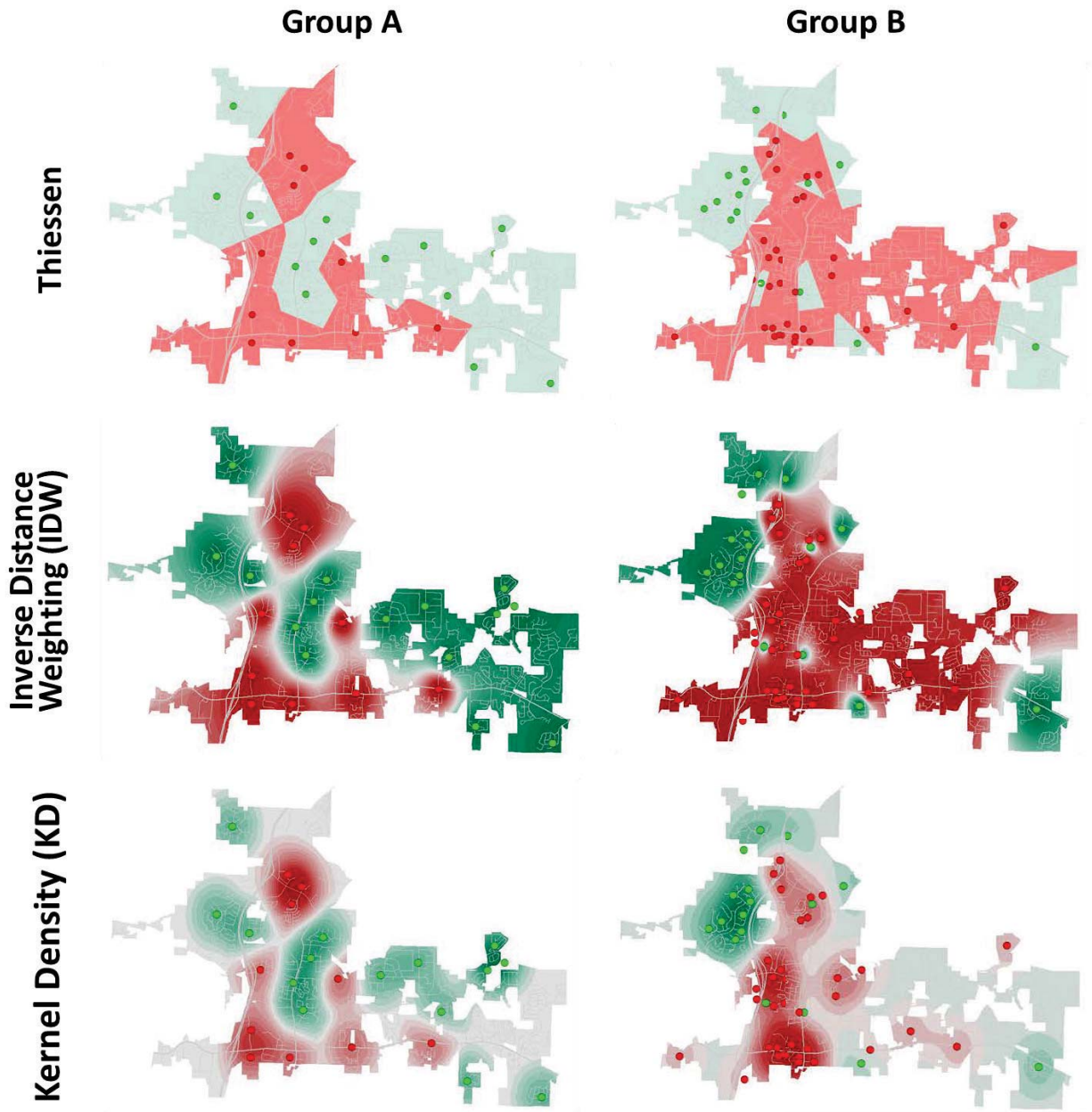
The maps below show how the two groups placed their green “Preserve” dots and their red “Change” dots. The two groups have differences in both the narrative they convey and the way in which the exercise was performed. For instance, both groups indicated a desire to Preserve the residential communities west of I-575 off of Towne Lake Parkway. Group A indicated this with a single green dot, while Group B used several.



To best analyze and combine the two groups’ results, three methods of spatial analysis were considered, as described below and presented on the following page:

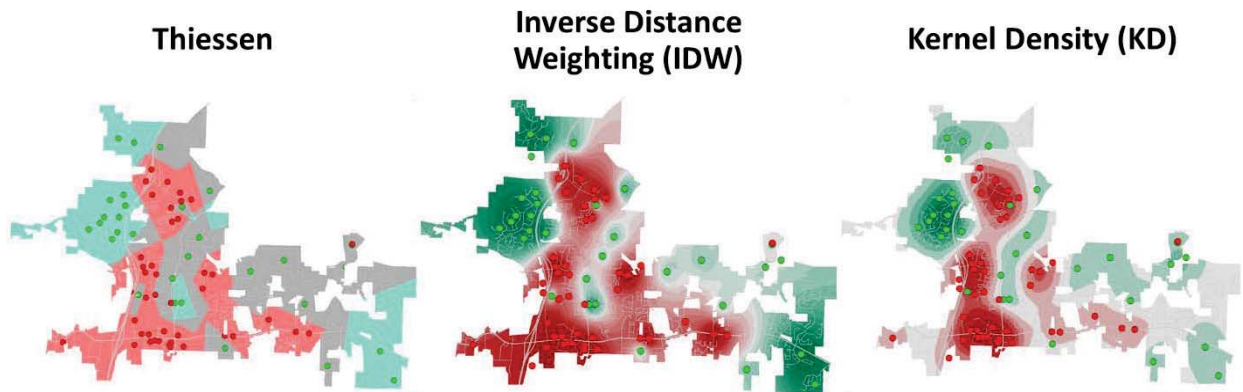
- A **Thiessen** methodology creates polygons around the input points, which each polygon including all areas closest to that point. The result is strict, simple geometric boundaries around the dots
- The **Inverse Distance Weighting (IDW)** methodology creates an approximate average score for every location in the City, based on distance to the nearest points. For this, “Change” dots were given a value of 1, and “Preserve” dots were given a value of -1. As shown in the map below, this grates a more analog output around regions of points.
- The **Kernel Density (KD)** methodology stacks the values of each point in areas around the input points, with smaller amounts as distance from points increases. As shown in the map, this also creates a more analog output than the Thiessen methodology, with some differences in output

The primary useful difference between the IDW and the KD methodologies is what occurs in areas where no dots were placed at all. In Group B, very few dots were placed north of SR 92 in the eastern part of the city. The IDW methodology assigns a value to this area based on the nearest points (in this case, Change) while the KD methodology returns no value at all. This nuance is useful for understanding which areas did not have strong reaction for the participants.



Potential Change and Preserve maps for each group, using different methodologies

This difference becomes particularly pronounced when the two groups' maps are combined. In the maps below, an aggregation of each is shown. Red areas are areas that the input suggests should be changed, green indicates areas the input suggests should be preserved, and grey represents areas where the two groups conflicted. Additionally, grey areas in the KD map may indicate where neither group indicated any opinion.



Aggregations of the maps from both groups, in each methodology

Based on this exploration of these methodologies, the following table can be constructed:

	Pros	Cons
Thiessen	<ul style="list-style-type: none"> • Very simple and easy to understand/interpret • Clear delineation of whether an area is "Change" or "Preserve" 	<ul style="list-style-type: none"> • Lacks nuance • Assigns values to areas far from input dots, where no strong opinion was indicated
Inverse Distance Weighting (IDW)	<ul style="list-style-type: none"> • Provides additional nuance based on distance and areas where conflicting input is received • Output values are relatively easy to interpret 	<ul style="list-style-type: none"> • Assigns values to areas far from input dots, where no strong opinion was indicated
Kernel Density (KD)	<ul style="list-style-type: none"> • Provides additional nuance based on both distance from input and on concentration of input • Provides nuance indicating areas where no opinions were indicated, rather than assigning any value 	<ul style="list-style-type: none"> • Numeric values of outputs are not immediately interpretable; values are relative for each group

Based on these considerations, it is recommended that the Kernel Density methodology be used for this activity. This methodology best communicates where concentrations of support for one direction or another exist, and best communicates areas in which no opinions were received, which are not available in the other methodologies.

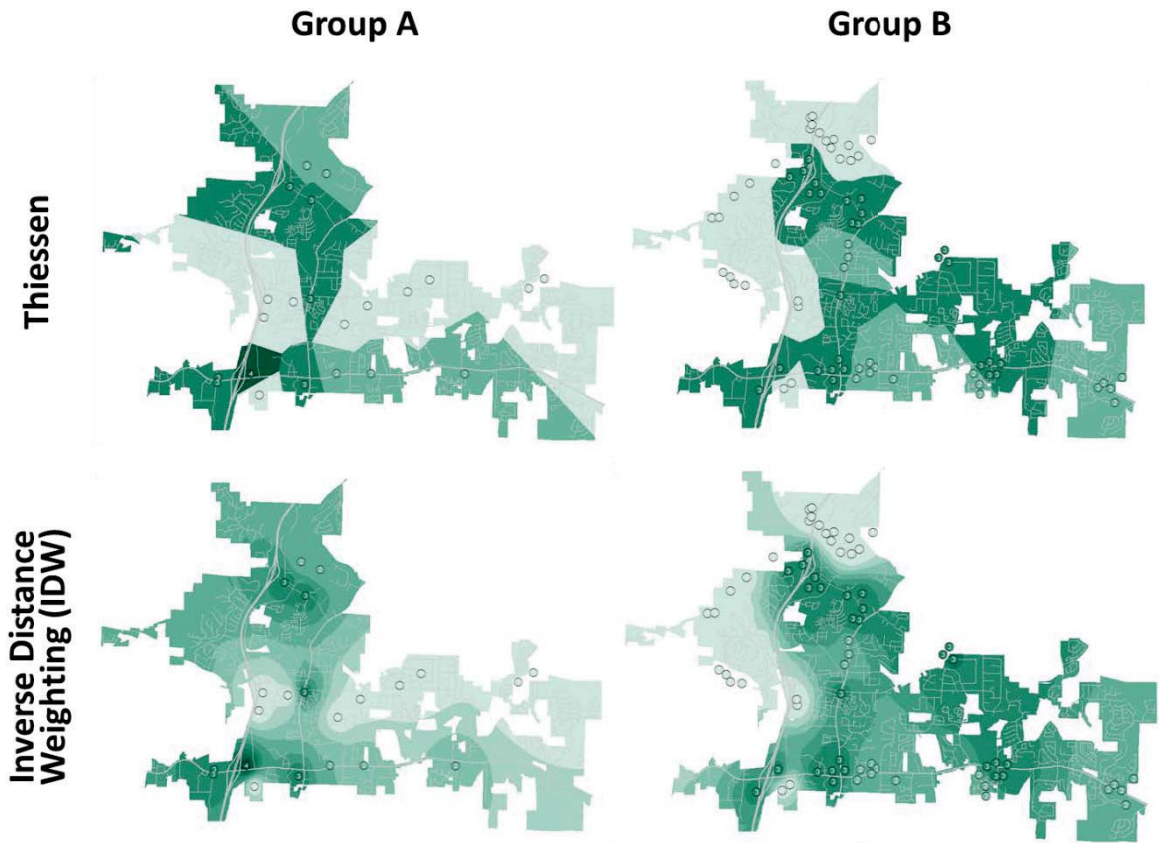
Transect Exercise

Similar considerations were applied to analyzing the Transect exercise. Both the Thiessen methodology and the IDW methodologies were again considered for this exercise. Due to its fundamentally additive nature, KD methodology is not appropriate for an exercise like this.

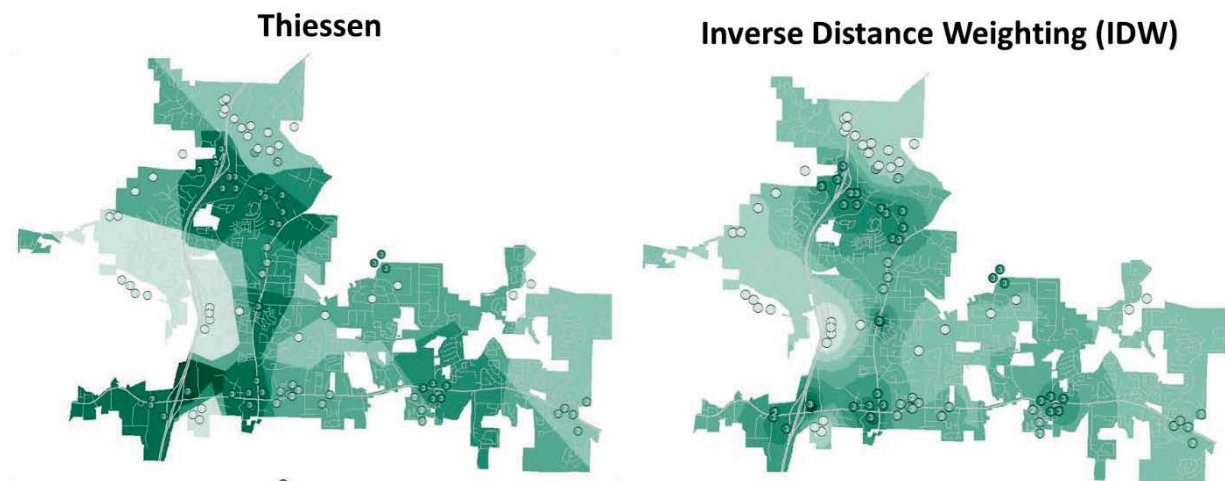


Transect activity input from each group; lighter colored dots (lower values) indicate more rural development while darker-colored dots (higher values) indicate more urban development

The two methodologies have similar advantages and disadvantages as discussed previously. However, in this activity, it is less important to understand opinions in all areas, because only areas indicated as “Change” areas in the previous activities will be examined. Thus, the primary, important difference between the two is the amount of gradation desired. The Thiessen methodology creates rigid polygons with specific values while the IDW creates a more organic, gradually transitioning output. Because of this, the IDW methodology is recommended for this activity.



Individual transect maps for each group, using two different methodologies



Aggregations of the maps from both groups, in each of the two different methodologies

WOODSTOCK COMPREHENSIVE PLAN

COMMUNITY MEETING #2 SUMMARY – FEBRUARY 15, 2018

The second of two Community Meetings regarding the Woodstock Comprehensive Plan was held on **Thursday, February 15th** from **6:00 pm to 8:00 pm** at the **Chambers at City Center**. Similar to the first meeting, the purpose of this open house was to update Woodstock residents on the comprehensive plan process, and provide new information. The sign in sheet for the event is presented in **Attachment A**. Photos from the meeting are provided in **Attachment B**. The meeting was held in an open house-style format, where attendees visited six stations. The first station provided an overview of the comprehensive plan process. The second station involved an exercise where attendees voted on funding priorities. The third station provided a summary of revised Guiding Principles & Policies. In the fourth station, attendees were asked to locate their favorite places at three scales – within the City of Woodstock, in the Atlanta Region, and around the world. The fifth and sixth stations asked participants to provide feedback on areas they would like to change and preserve, as well as how that change would look like in the context of an rural to urban transect.

Funding Priority Exercise

In this exercise, participants were shown a list of 13 categories previously identified as areas for funding. They were then asked to place green dots on categories that they believed were important and should receive funding. **Table 1** below shows the results of the funding priority exercise - with the funding categories listed from highest priority to lowest priority. The results from this exercise are also included in **Attachment C**.

Category	Votes
Arts & Culture	73
Bike & Pedestrian Trails	72
Vehicular Transportation	65
Economic Development	49
Parks	41
Community Aesthetics	35
Events	30
Youth Services	30
Housing Assistance	30
Senior Services	29
Community Development	25
Public Safety	21
Code Enforcement	14

Where Are Your Favorite Places? Exercise

In the fourth station, residents were asked to identify their favorite places with dots at three different scales – the City of Woodstock, Atlanta region, and world. In addition to identifying the attractions themselves, participants were also asked to write what about these destinations made them so appealing. Residents identified attractions such as downtown Woodstock and trails/greenspace as some of their favorite places locally. In the Atlanta region, residents mentioned Ponce City Market, the BeltLine, and Avalon in Alpharetta as some of their favorite places. Globally, places such as New York, Barcelona, and Seaside, Florida as their favorite locations. results of this exercise are shown in **Attachment D**.

Change & Preserve and Urban to Rural Transect Exercises

In the Change & Preserve exercise, residents were provided an aerial map of Woodstock. Committee members were asked to place green dots in areas where the existing character should be preserved, and red dots in areas where the existing character should change. The results of the Change and Preserve exercise are provided in **Attachment E**.

WOODSTOCK COMPREHENSIVE PLAN

COMMUNITY MEETING #2 SUMMARY – FEBRUARY 15, 2018

Similar to the previous activity, residents were provided with an aerial map of the city. In this exercise, participants were asked to provide further feedback on the areas where the existing character should change, specifically in terms of land use and density. Residents were shown a diagram of the rural to urban transect, a visual representation of development from a land use and density perspective. Residents were asked to place blue dots in areas that they believed should have less development (Exurban), green dots in areas they believe should be more suburban, and red dots in areas they believed should have the greatest level of development (community node). The results of the Rural to Urban Transect exercise are provided in **Attachment F**.

Additionally, a technical memorandum regarding the methodology to apply these results is provided in **Attachment G**.

Next Steps

The next Steering Committee Meeting will be held on **Thursday, March 15th, 2018** at the **Chattoahoochee Technical College – Woodstock Campus**, from **6:00 to 8:00 pm**.

Attachment A

Sign-In Sheet



WOODSTOCK
COMPREHENSIVE
PLAN

COMMUNITY MEETING #2 SUMMARY – FEBRUARY 15, 2018

WOODSTOCK

COMPREHENSIVE

PLAN

COMMUNITY MEETING #2 SUMMARY – FEBRUARY 15, 2018

Attachment B

Photos

WOODSTOCK

COMPREHENSIVE

PLAN

COMMUNITY MEETING #2 SUMMARY – FEBRUARY 15, 2018

Attachment C

Funding Priority Exercise

WOODSTOCK

COMPREHENSIVE

PLAN

COMMUNITY MEETING #2 SUMMARY – FEBRUARY 15, 2018

Attachment D

What Are Your Favorite Places? Exercise

WOODSTOCK

COMPREHENSIVE

PLAN

COMMUNITY MEETING #2 SUMMARY – FEBRUARY 15, 2018

Attachment E

Change & Preserve Exercise

WOODSTOCK

COMPREHENSIVE

PLAN

COMMUNITY MEETING #2 SUMMARY – FEBRUARY 15, 2018

Attachment F

Rural to Urban Transect Exercise

WOODSTOCK

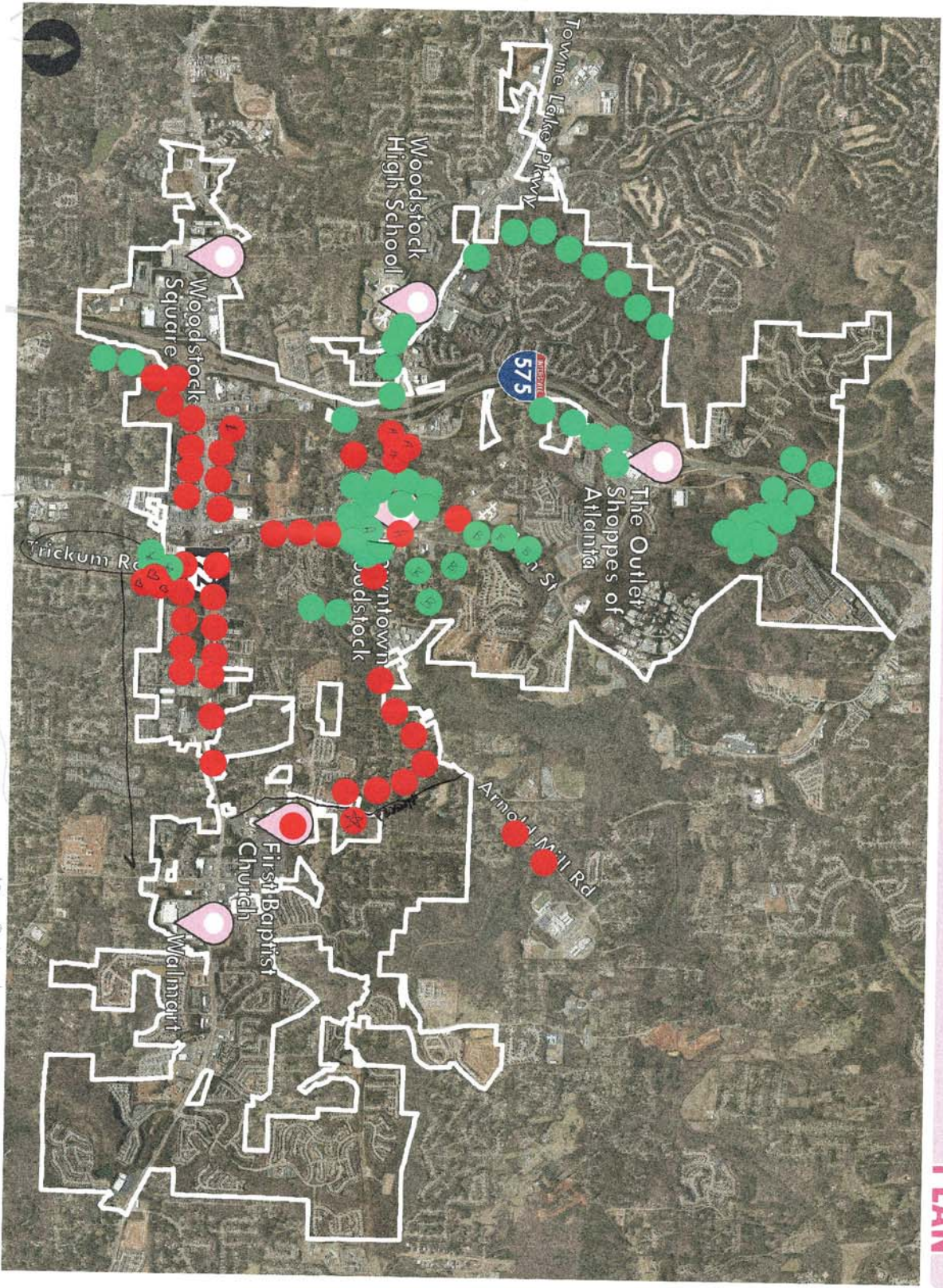
COMPREHENSIVE

PLAN

COMMUNITY MEETING #2 SUMMARY – FEBRUARY 15, 2018

Attachment G

Technical Memorandum

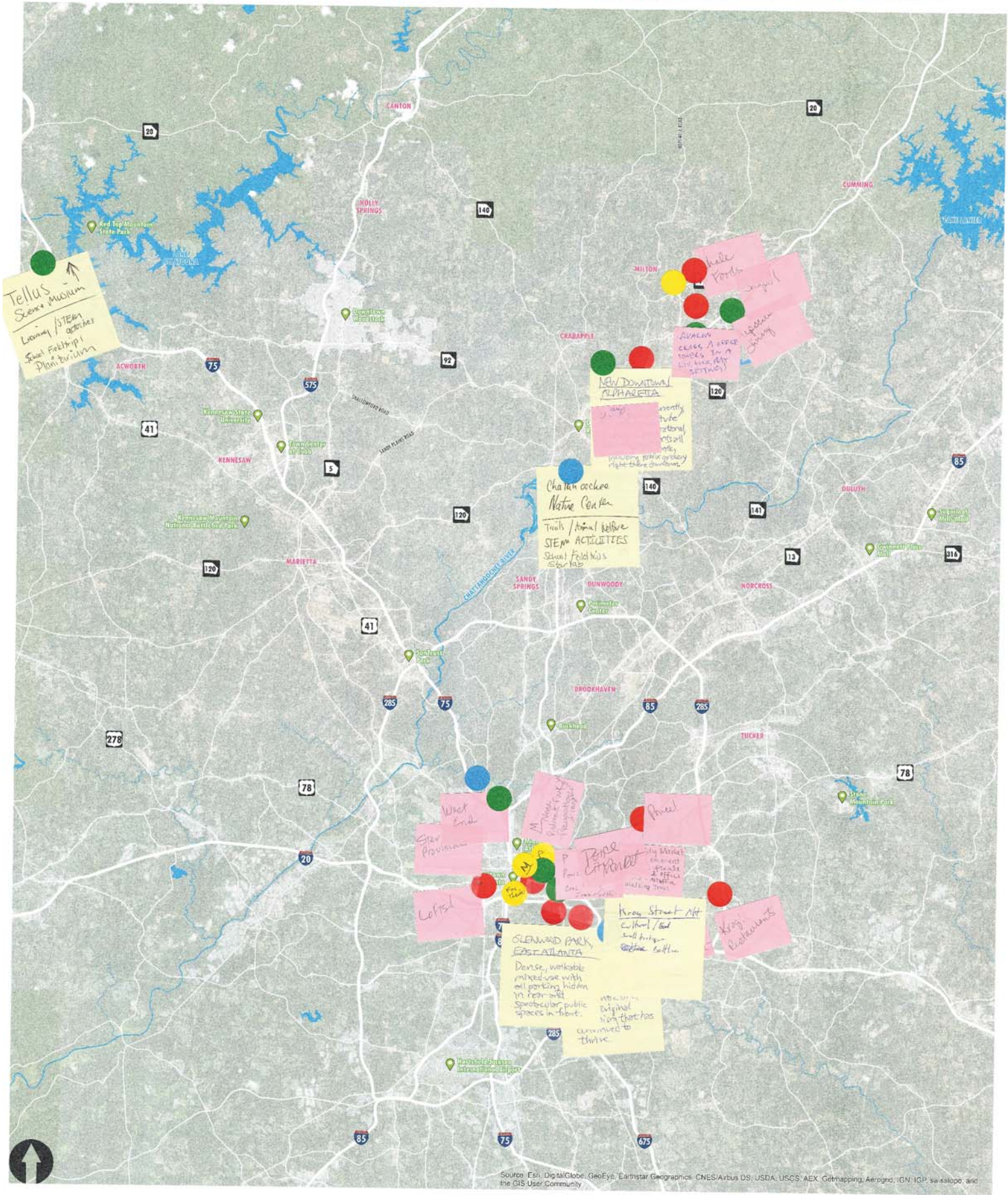


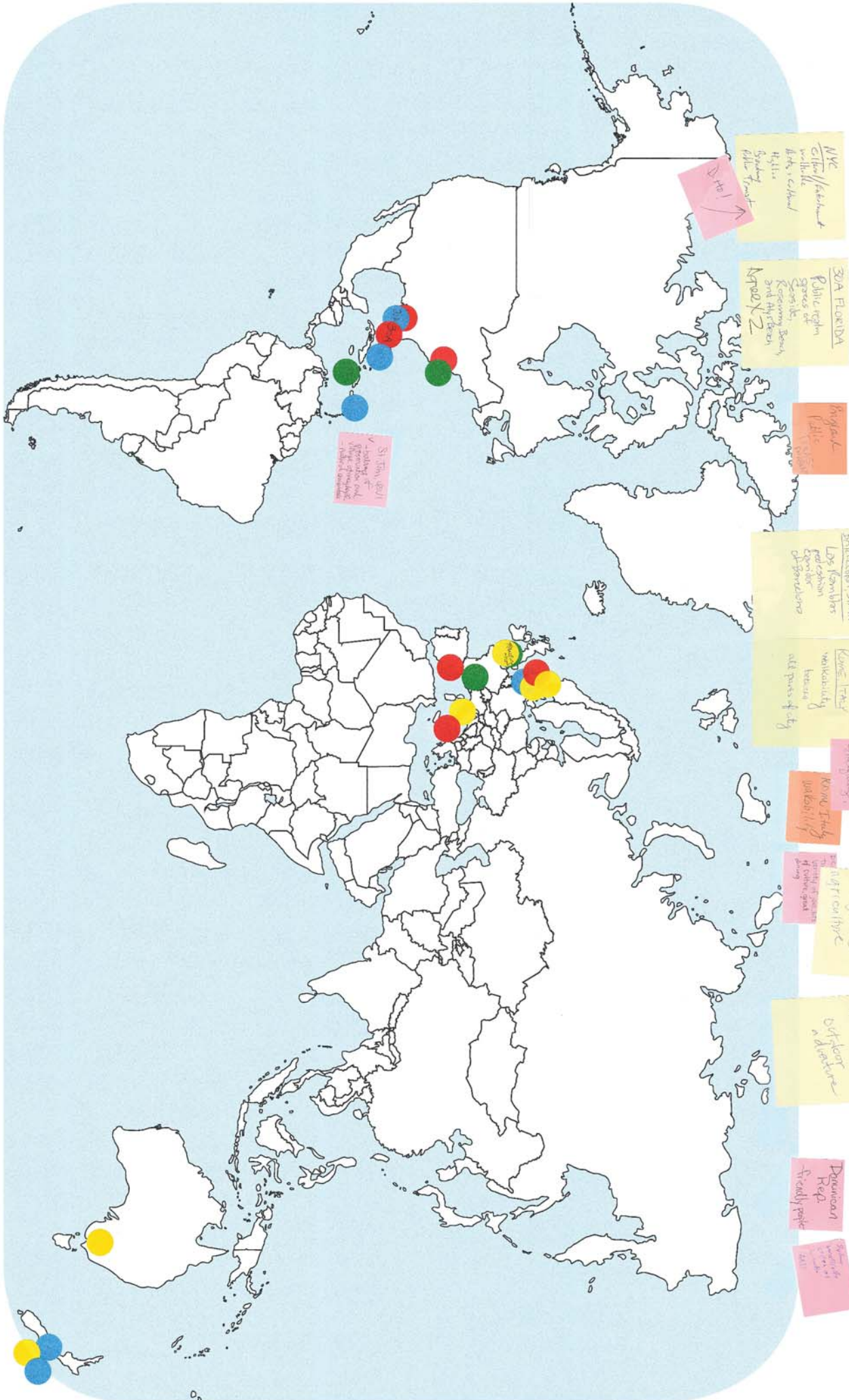
* Redstream Bridge from viewpoints to Starbucks Shopping Strip.

* Do not allow Woodstock Community Village to build and host the "Festival neighborhood!"

* Drive Park could use additional bike racks (more bike racks) and use existing bike racks to have additional Community Village

A - parking + bikes
 B - Green - Neighborhood
 C - Green - Neighborhood
 D - Green - Neighborhood
 E - Green - Neighborhood
 F - Green - Neighborhood
 G - Green - Neighborhood
 H - Green - Neighborhood
 I - Green - Neighborhood
 J - Green - Neighborhood
 K - Green - Neighborhood
 L - Green - Neighborhood
 M - Green - Neighborhood
 N - Green - Neighborhood
 O - Green - Neighborhood
 P - Green - Neighborhood
 Q - Green - Neighborhood
 R - Green - Neighborhood
 S - Green - Neighborhood
 T - Green - Neighborhood
 U - Green - Neighborhood
 V - Green - Neighborhood
 W - Green - Neighborhood
 X - Green - Neighborhood
 Y - Green - Neighborhood
 Z - Green - Neighborhood





NYC
Cuba // Cuba
walkable
Arts + Culture
Hills
Sunday
like a first

Paris

30A FLORIDA
Public realm
Spaces of
Specifics
Kronos, Benji
and Hysteria
Knox 2

Physical
Hills
walkable

St. Paul, MN
walkable
public realm
like a first

BALTIMORE SPAIN
LDS from the
food culture
center
of Barcelona

Rome Italy
walkability
versus
old parts of city

France
contemporary

Rome Italy
walkability

Spain
walkability
of other good
places

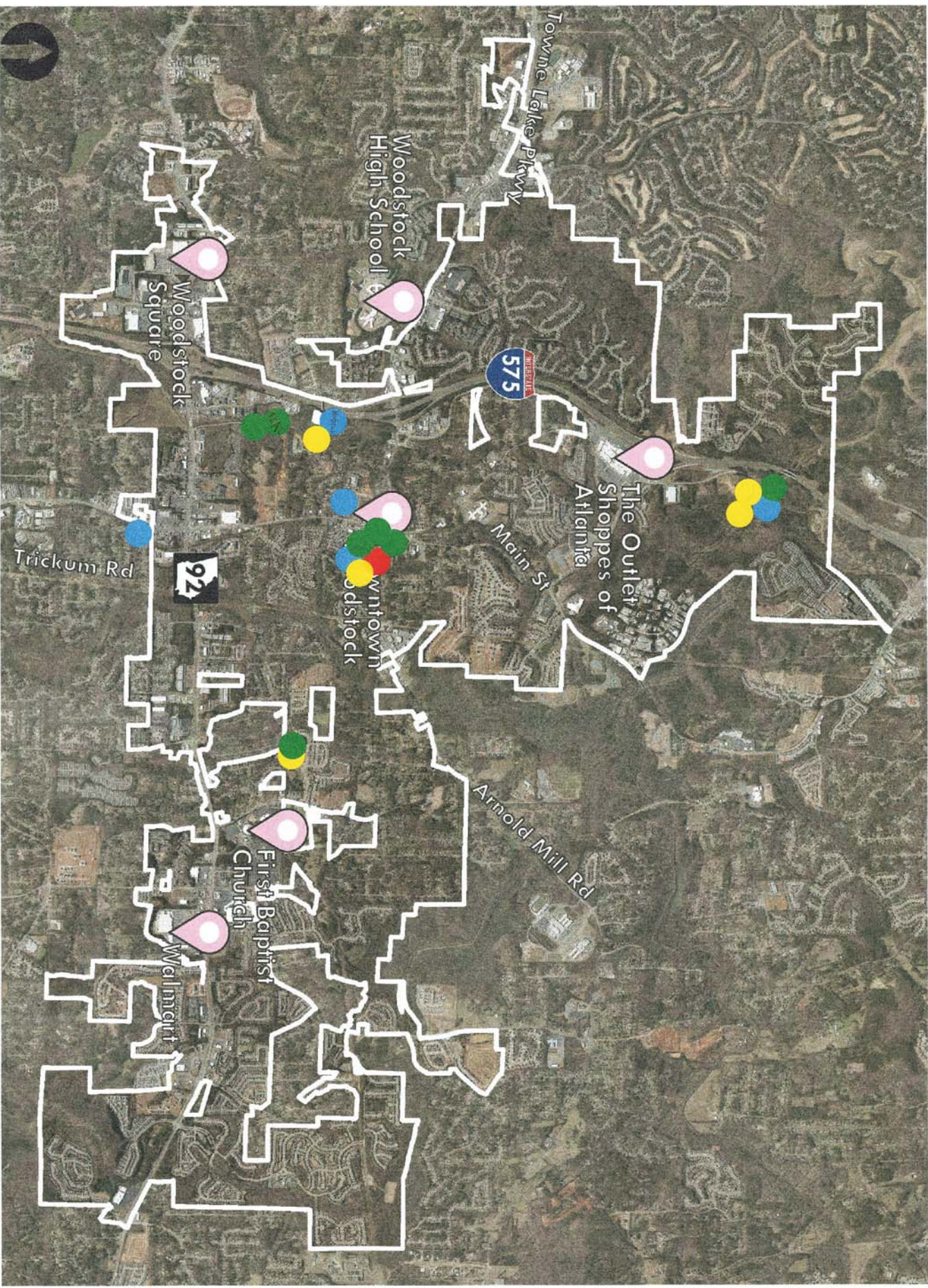
Holland
History
agriculture

Spain

NZ
different
direction

Dominican
Rep.
friendly people

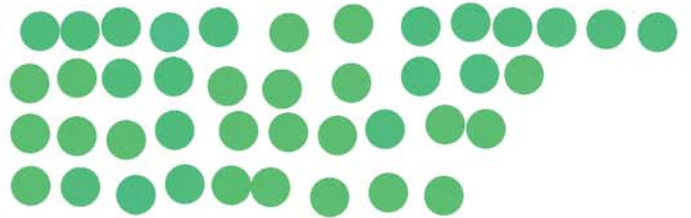
Spain
walkability
of other good
places



CATEGORY

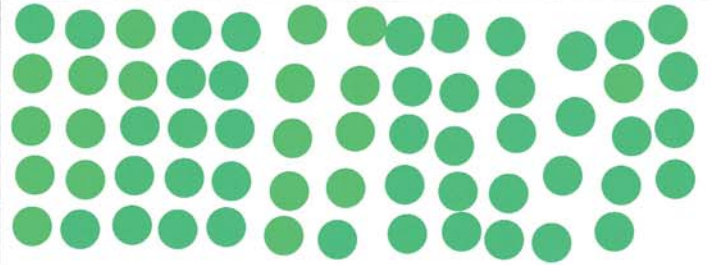
DOTS

PARKS

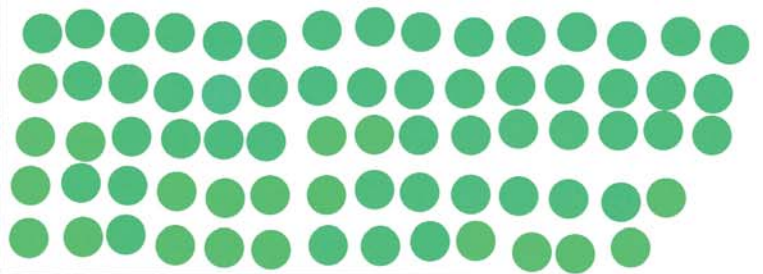


VEHICULAR TRANSPORTATION

(CARS, ROADWAY IMPROVEMENTS, INTERSECTION IMPROVEMENTS)



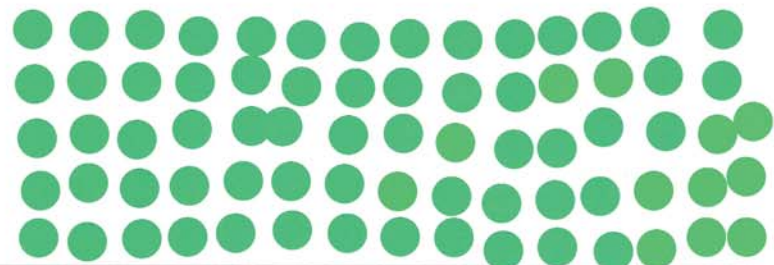
BIKE AND PEDESTRIAN TRAILS



PUBLIC SAFETY



ARTS AND CULTURE



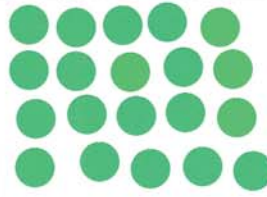
EVENTS



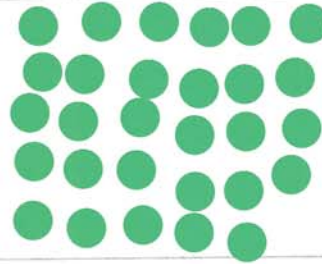
CATEGORY

DOTS

YOUTH SERVICES



SENIOR SERVICES



COMMUNITY DEVELOPMENT



COMMUNITY AESTHETICS
(BEAUTIFICATION)



HOUSING ASSISTANCE



ECONOMIC DEVELOPMENT

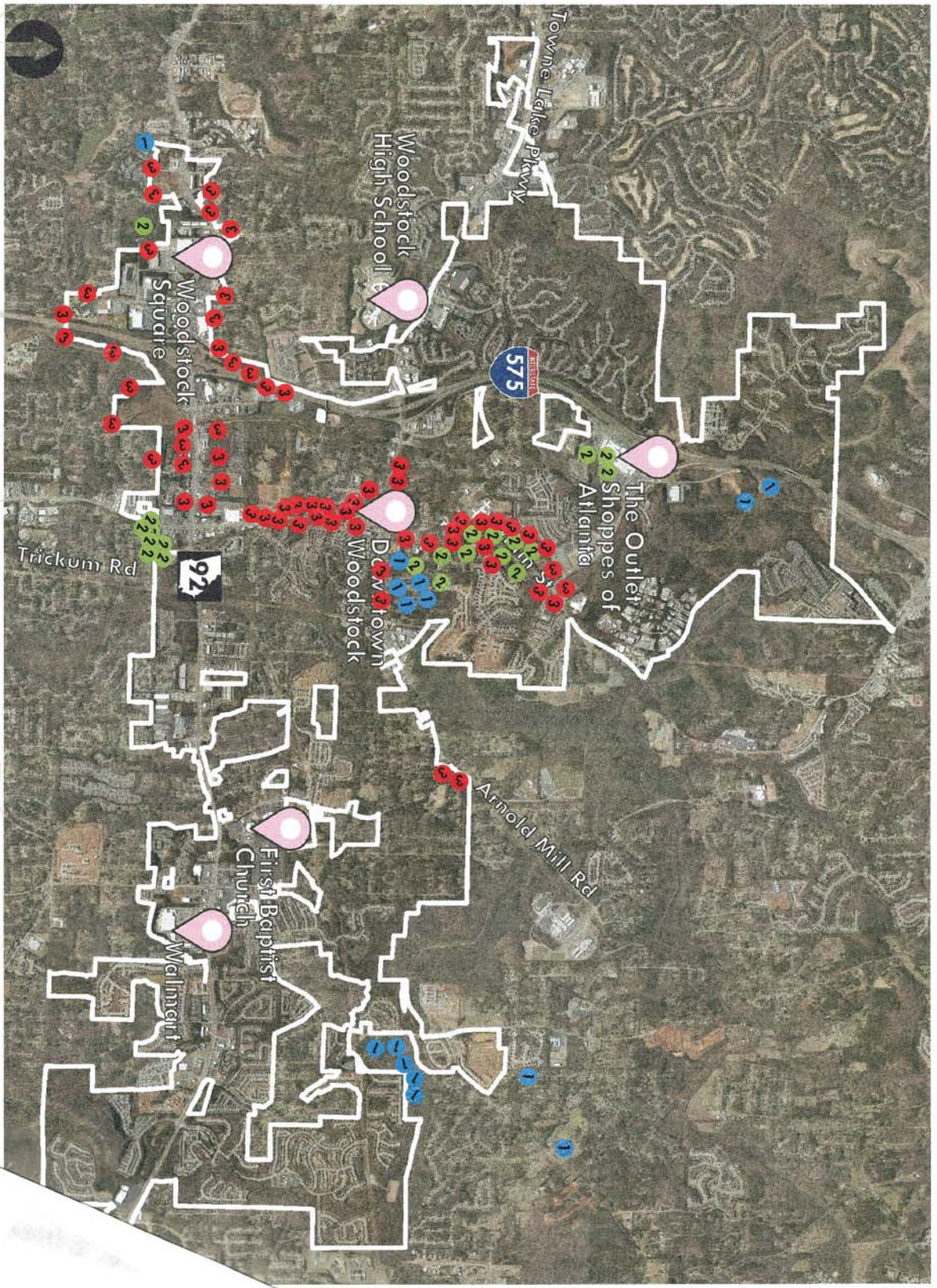


CODE ENFORCEMENT



PUBLIC MEETING #2
FEBRUARY 15, 2018
CHANGE & PRESERVE EXERCISE

WOODSTOCK
COMPREHENSIVE
PLAN



WOODSTOCK COMPREHENSIVE PLAN

STEERING COMMITTEE MEETING SUMMARY – MARCH 15, 2018

The final Steering Committee meeting regarding the Woodstock Comprehensive Plan was held on March 15, 2018 from 7:00 pm – 8:30 pm at the Chattahoochee Technical College – Woodstock campus. Several members of the Steering Committee attended the meeting, as evidenced by the Sign-In Sheet provided as **Attachment A**. Members of the consultant team were also in attendance. Photos from the meeting are provided in **Attachment B**. The meeting included a presentation and discussion regarding the city's Future Development Map, as well as a final review of the Needs, Opportunities, and Recommendations of elements of the comprehensive plan

Presentation & Discussion – Future Development Map

The meeting began with a presentation of the city's future development map led by the consultant team. The Steering Committee was first presented with the results of the Plan the Future Exercise that was conducted during the last community meeting. **Figure 1** below shows the results of the Plan the Future Exercise from the community meeting. These results were compared to what the city's current Future Development Map allows, which lead into an extensive discussion on what areas of the FDM needed refinement to better reflect Woodstock's vision for growth today. **Figure 2** is a map showing how the city's current future development map compares to the public input regarding density and character areas. In general, the areas surrounding downtown Woodstock and the eastern portion of the Highway 92 corridor received public input for development that is less dense than what the 2008 FDM allows. The Towne Lake Parkway area of the city, however, received public input for density at a significantly higher scale than what the current FDM allows. Below are the suggestions made by the Steering Committee regarding the Future Development Map, which are also represented in **Figure 3**.

- 1) Area: new neighborhoods along Barnes Road
 - a. Suggestion: Change character area designation from "Estate Living" to "Suburban Living"
- 2) Area: Regional Activity Center Character area along Trickum Road and Highway 92
 - a. Suggestion: Area to be scaled back to Community Village Center
- 3) Area: Workplace Center character areas (particularly center portion of Highway 92 corridor)
 - a. Suggestion: Change name of character area and implement consistent design standards to improve aesthetics of area. This would distinguish the area from area on Bell Parkway
- 4) Area: Transit Oriented Development character area along Main Street and Highway 92
 - a. Suggestion: Change designation of character area to 'Regional Activity Center' to avoid implying dependence on transit
- 5) Area: Towne Lake Parkway (portion between Mill Street and 575 interchange)
 - a. Suggestion: Change character area designation to 'Urban Core'. Area has potential to serve as gateway into Woodstock, and character area narrative should reflect possibilities along corridor, especially near I-575 interchange

Review of Needs & Opportunities

In addition to discussing the city's development map, the meeting also included a final review of the Needs, Opportunities, and Recommendations of the plan's seven elements (Transportation, Parks & Recreation, Land Use, Economic Development, PR & Communications, Sustainability, and Housing). Below are additional suggestions from Steering Committee.

- 1) Element: Transportation
 - a. Suggestion: Refine third recommendation so that it addresses the "marketing" of current parking in the Downtown Area.
 - b. Suggestion: Remove fourth recommendation – already addressed in 'Greenprints' Plan
- 2) Element: Public Relations & Communication
 - a. Suggestion: Add recommendation that promotes opportunities for further engagement between municipal staff and the community
- 3) Element: Housing

WOODSTOCK COMPREHENSIVE PLAN

STEERING COMMITTEE MEETING SUMMARY – MARCH 15, 2018

- a. Suggestion: Remove 'lofts' and 'townhomes' from third recommendation
- b. Suggestion: Remove fourth recommendation – already being addressed

Next Steps

A final community meeting will be held on **Thursday, April 12th, 2018** from **6:00 pm – 8:00 pm** at the **Chambers at City Center**. The community meeting will present the refined recommendations in preparation for the issuance of a draft plan to staff.

WOODSTOCK

COMPREHENSIVE

PLAN

STEERING COMMITTEE MEETING SUMMARY – MARCH 15, 2018

Attachment A

Sign-In Sheet

WOODSTOCK

COMPREHENSIVE

PLAN

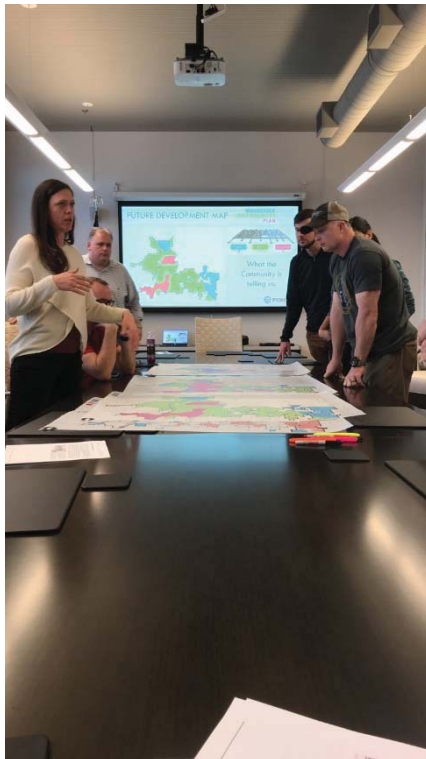
STEERING COMMITTEE MEETING SUMMARY – MARCH 15, 2018

Attachment B

Photos

WOODSTOCK COMPREHENSIVE PLAN

STEERING COMMITTEE MEETING SUMMARY – MARCH 15, 2018



WOODSTOCK

COMPREHENSIVE

PLAN

STEERING COMMITTEE MEETING SUMMARY – MARCH 15, 2018

Attachment C

Presentation Materials

Name (Title/Association)

Signature

Tracy Collins (City Council)

Katie O'Connor (Senior City Planner)



Brantley Day (Community Development Director)

~~Rod Chumley~~
~~David Downs (Planning Commission)~~



James Drinkard (Planning Commission)

Renee Gable (Planning Commission)

David Hacker (Planning Commission)



~~Matt Newman~~
~~Darin Hunter (Planning Commission)~~



Warren Johnson (City Council)

Tania Celis Leyva (City Planner)



Debra McPherson (Planning Commission)

Jeff Moon (City Manager)

David Potts (City Council)

Brian Stockton (Economic Development Director)

Robert Tidwell (Planning Commission)

COMMUNITY MEETING #3 SUMMARY – April 25, 2018

The final of three Community Meetings regarding the Woodstock Comprehensive Plan was held on **Wednesday, April 25th** from **6:00 pm to 8:00 pm** at the **Chambers at City Center**. As part of the final phase of the comprehensive plan process, the purpose of this meeting was to present residents with updated information regarding several aspects of the plan. These aspects included Needs and Opportunities, Guiding Principles & Policies, and a Short-Term Work Program. The sign in sheet for the event is presented in **Attachment A**. Photos from the meeting are provided in **Attachment B**. The meeting was held in an open house-style format, where attendees visited four stations regarding the aforementioned information. Attendees were encouraged to provide feedback. The Short-Term Work Program is presented in **Attachment C**, and the updated Needs & Opportunities, and Guiding Principles & Policies are presented in **Attachment D** and **Attachment E**.

Next Steps

A final public hearing on the comprehensive plan is tentatively scheduled for early summer 2018. This public hearing will present a final draft of the plan before it is submitted to the Georgia Department of Community Affairs (DCA) for final review. The comprehensive plan is anticipated to be adopted by October 2018.

Attachment A
Sign-In Sheet

Attachment B

Photos

Attachment C

Short Term Work Program (STWP)

Attachment D

Updated Needs and Opportunities

Attachment E

Updated Guiding Principles & Policies

Name

Signature

Mary Ann Elliott

Mary Ann Elliott

Blake Barrows O'Hara

Blake Barrows O'Hara

Bob King

Bob King

Dan Thirauk

Dan Thirauk

Connie Tierney

Connie Tierney

Stacy Smith

Stacy Smith

Matt Verma

Matt Verma

Richard Jones

Richard Jones

Judy Jones

Judy Jones

Name

Signature

CINDY Raftis

C Raftis

Jonathan Fralm

Jonathan Fralm

Paige Reid

Paige Reid

Matt Reid

Matt Reid

Karen Wintering

Karen Wintering

Gregg Smith

Gregg Smith

Tin Mirodra

Tin Mirodra

TODD SENTI

Todd Senti

David B Her

David B Her

Name

Signature

Lore & Chris Lomas

Suz Beell

Colin Ake

Joe Cianciblo

Joe Cianciblo

Deborah Tidwell

Deborah Tidwell

Bridgett Cook

Jim Cook

Jim Cook

Name

Signature

Ed Leuzarder

John Padgett

DEAN BELLMOFF

Pat Tanner

PERRY TANNER

JUSCAN GROWELL

Chief Granoc

Phillip Morrissey

Kody Leggett

JASON SCHEIDT

STAUHARTY

Michelle Betcher

GARY SAOR

NANCY DIVITA

Stephen Divita

**Public Hearing #2
City Chambers at City Center, Woodstock
Monday, June 18, 2018, 7:00pm**

During a Special Called Meeting and Work Session of Woodstock's City Council, city staff from the Department of Community Development presented the completed draft comprehensive plan, with the presentation provided after this page. After this presentation, the public was invited to comment, and the Council voted to transmit the draft plan for review by DCA and ARC. No members of the public provided any comment during the provided time.

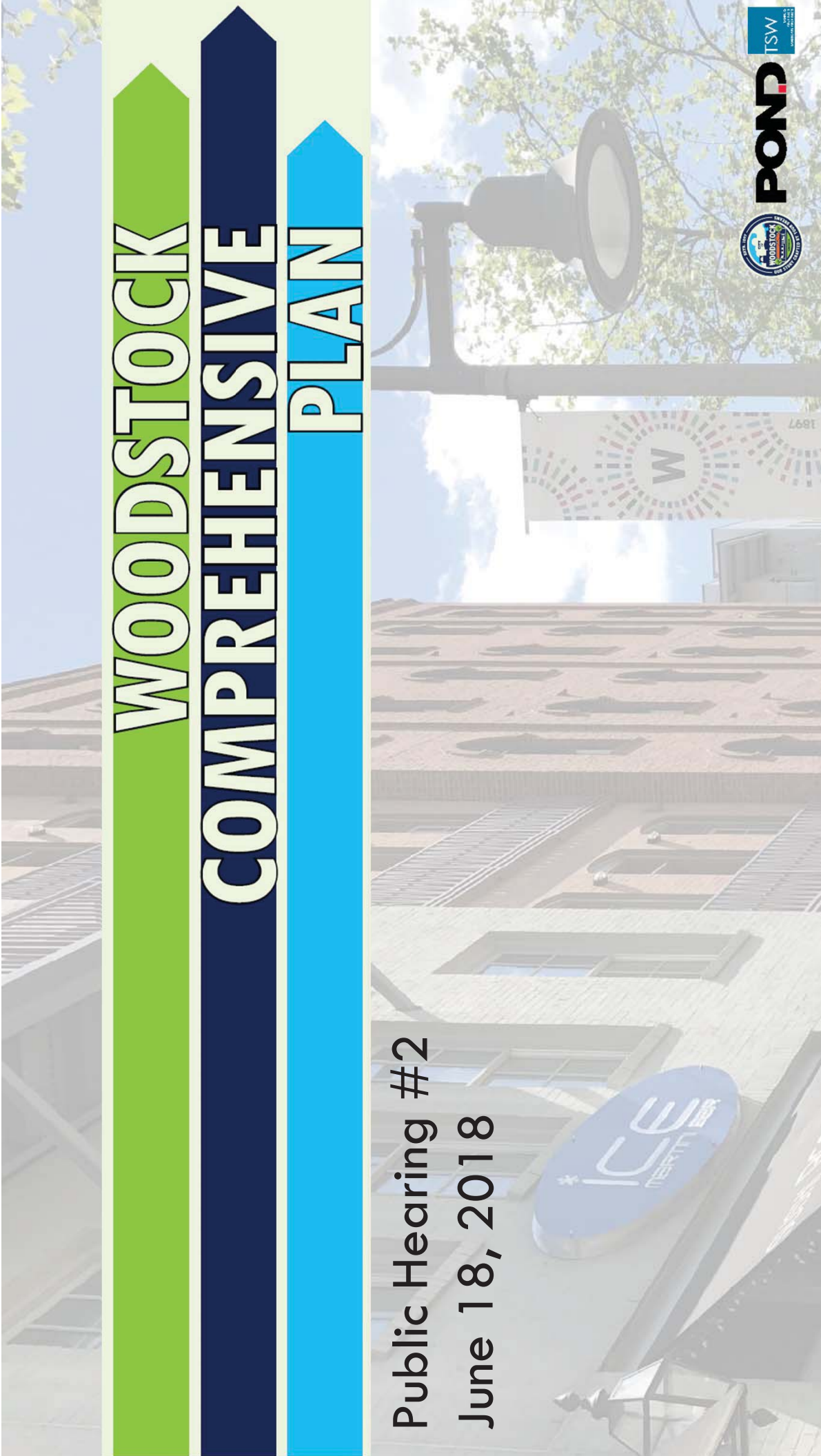
WOODSTOCK COMPREHENSIVE PLAN

Public Hearing #2
June 18, 2018



POND

TSW



Why?

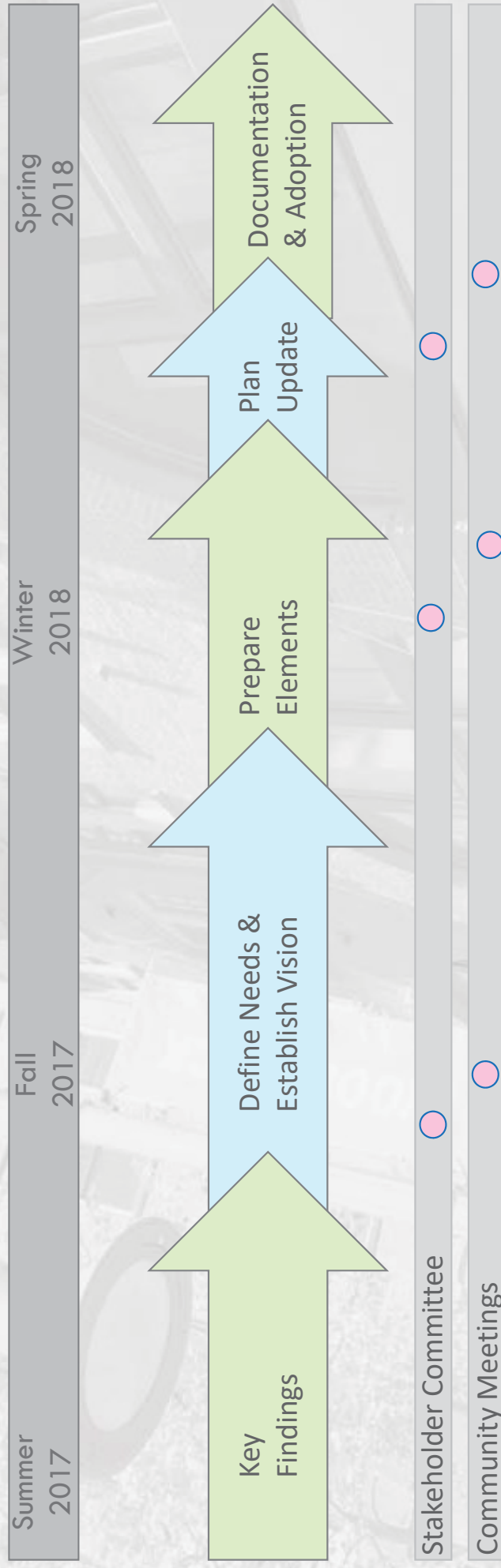
WOODSTOCK COMPREHENSIVE PLAN

- **Required by the State**
SWOT Analysis
“Needs & Opportunities”
Goals and/or Vision for the community
Future Development Map
- **An opportunity to review conditions in the community**
- **An opportunity to anticipate future needs**
- **An opportunity to establish short-term goals and a long-term vision**



Process

WOODSTOCK COMPREHENSIVE PLAN



How to Use

WOODSTOCK COMPREHENSIVE PLAN

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Appendix B: Key Findings Report	
Appendix C: Public Engagement Materials and Summaries	
Appendix D: Woodstock Now! An Economic Development Strategic Program of Work	
Appendix E: Consideration of the Regional Water Plan	

Describes the planning process and acts as an overview.

Summarizes findings on individual topics related to the Comprehensive Plan.

Focuses on the future development, vision, and character for Woodstock

Additional technical and required documentation.



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Key Trends

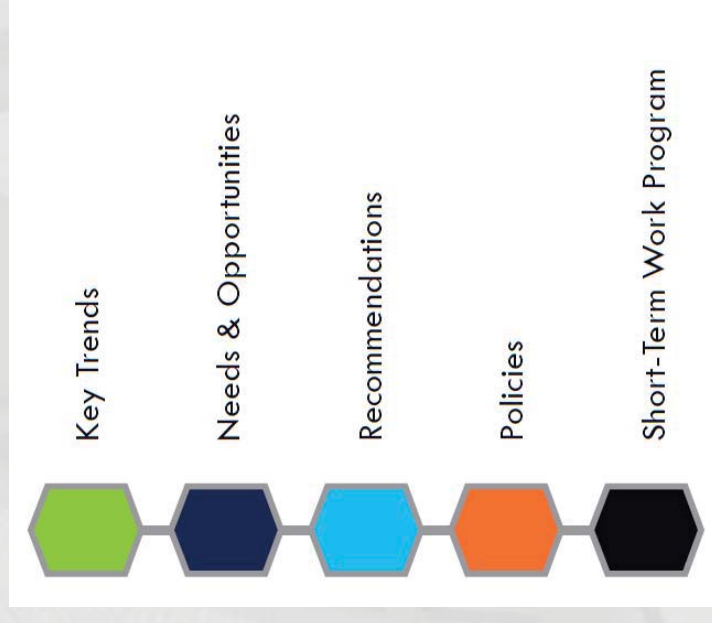
WOODSTOCK COMPREHENSIVE PLAN

Topics (Plan Elements)

include:

- Economic Development
- Transportation
- Land Use
- Housing
- Sustainability
- Parks & Recreation
- Public Relations & Communications

Organized by:



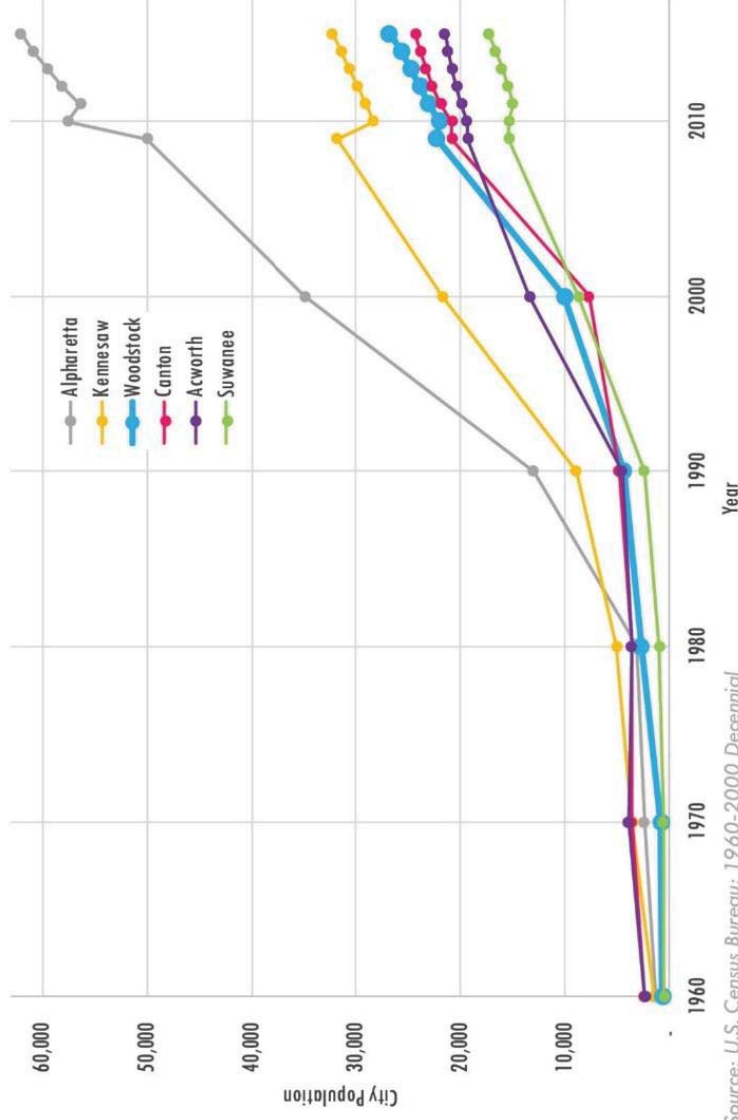
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Key Trends

WOODSTOCK COMPREHENSIVE PLAN

HISTORIC POPULATION GROWTH



Source: U.S. Census Bureau; 1960-2000 Decennial Census, all others 5-Year ACS Estimates

Growth is comparable to other peer cities (such as Canton, Acworth)

From 2000 to 2010, the population doubled

Cherokee County is projected to add 160,000 people from 2015 to 2040

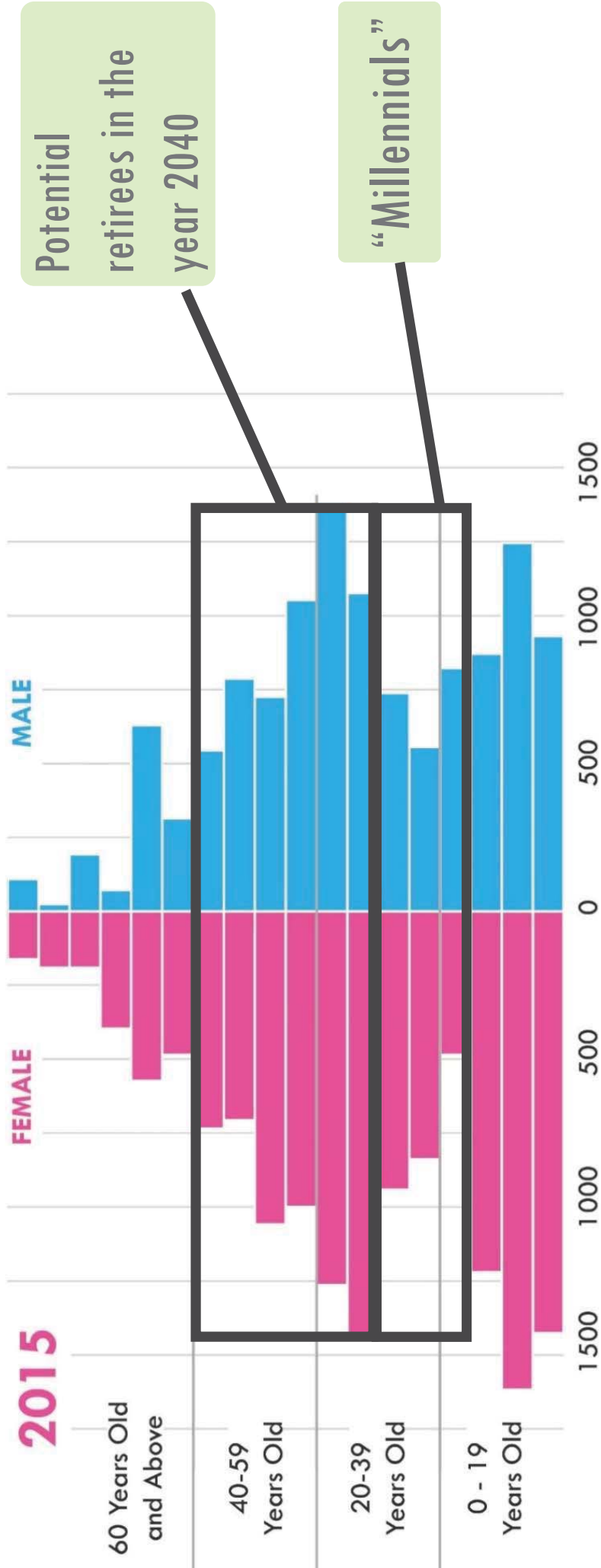


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Key Trends

WOODSTOCK COMPREHENSIVE PLAN



Source: U.S. Census Bureau



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Key Trends

WOODSTOCK COMPREHENSIVE PLAN

TRAFFIC VOLUMES

Most significant growth in traffic volumes anticipated on I-575 and SR 92

Vehicular Volume
2015 2040



Selected Regional Transportation Initiatives:

- I-575 Managed Lanes
- Arnold Mill Road Extension/Connector
- Canton Road Sidewalks

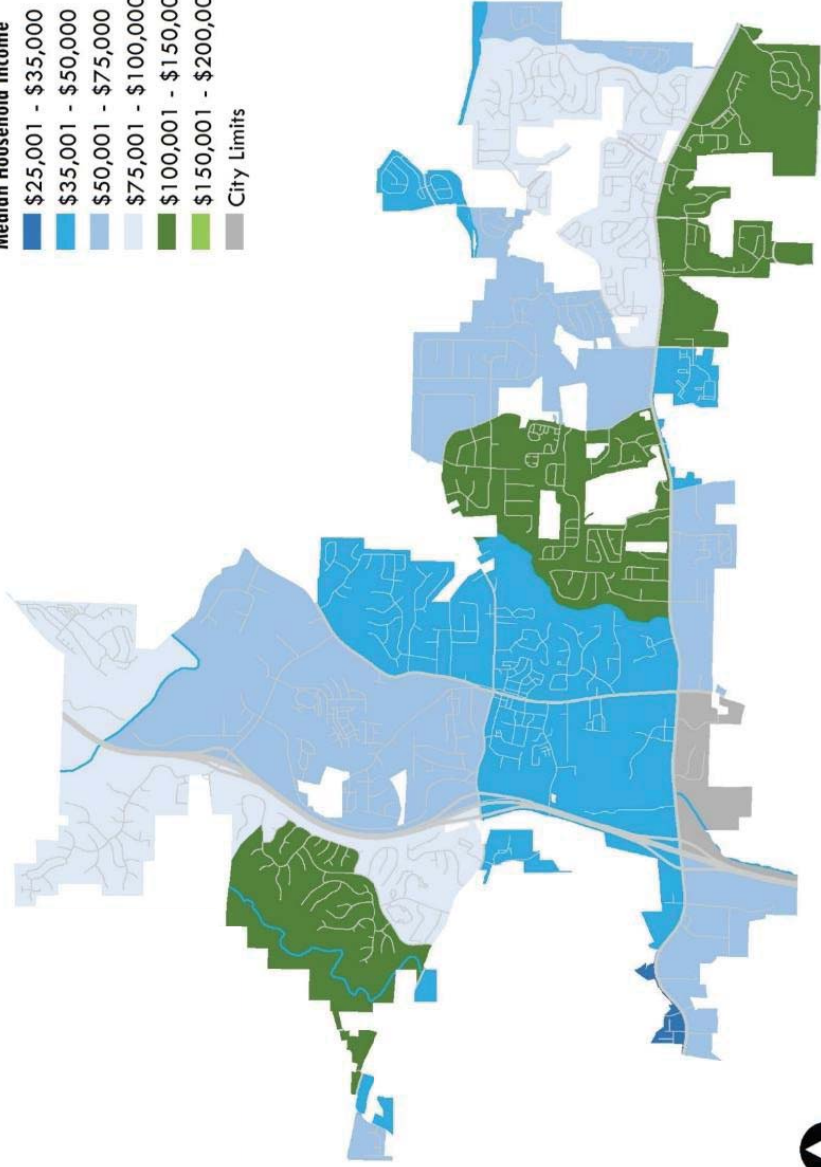


Key Trends

WOODSTOCK COMPREHENSIVE PLAN

MEDIAN HOUSEHOLD INCOME

- Median Household Income
- \$25,001 - \$35,000
 - \$35,001 - \$50,000
 - \$50,001 - \$75,000
 - \$75,001 - \$100,000
 - \$100,001 - \$150,000
 - \$150,001 - \$200,000
 - City Limits



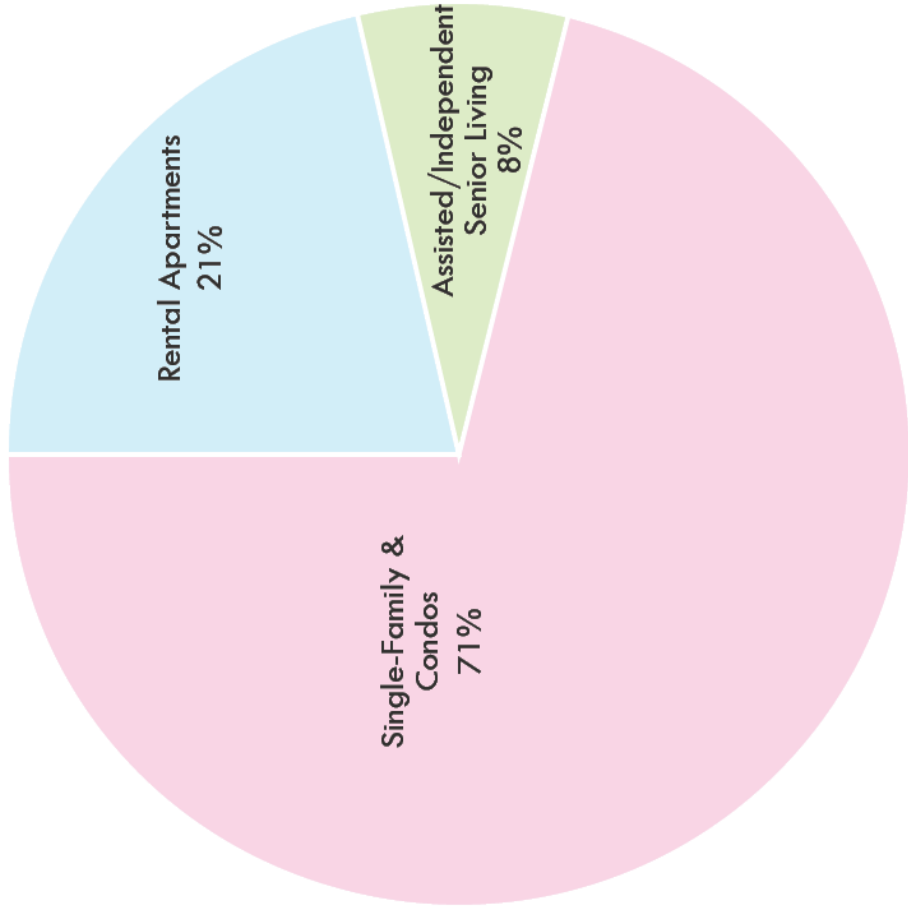
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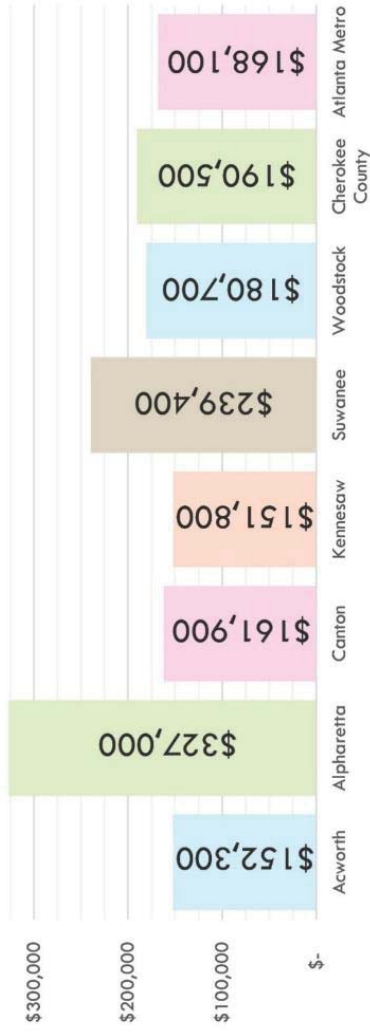
Key Trends

WOODSTOCK COMPREHENSIVE PLAN

HOUSING UNITS BY TYPE



MEDIAN HOME VALUE

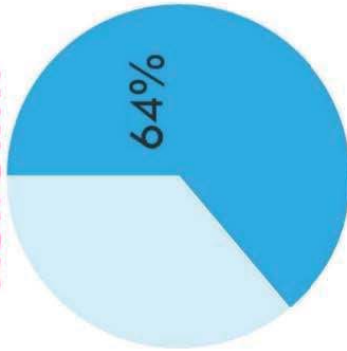


Key Trends

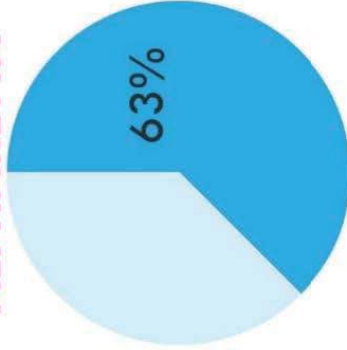
WOODSTOCK COMPREHENSIVE PLAN

OWNER OCCUPANCY OF HOUSING UNITS

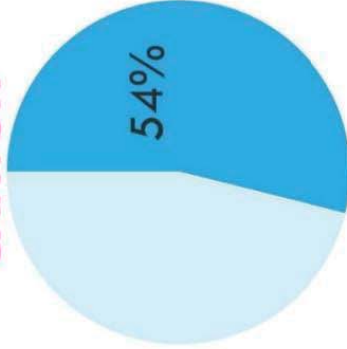
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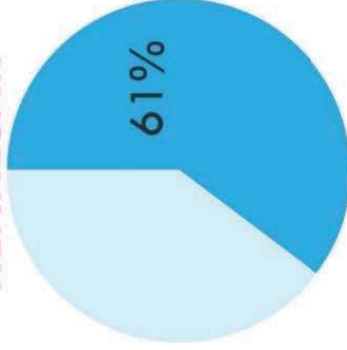
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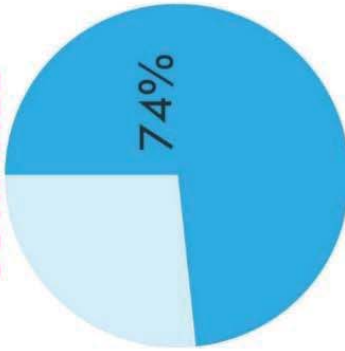
CANTON



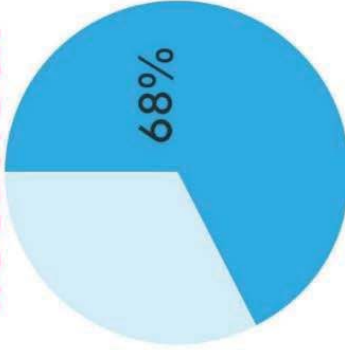
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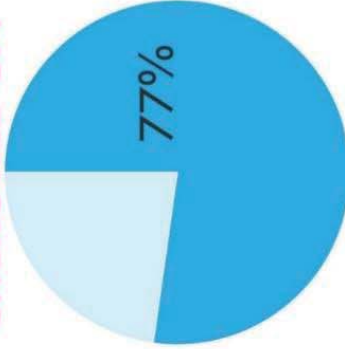
SUWANEE



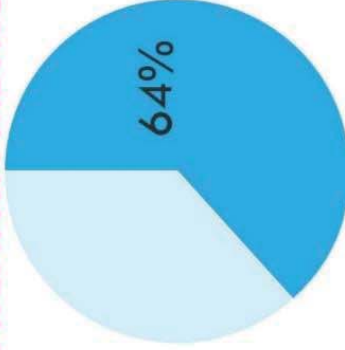
WOODSTOCK



CHEROKEE CTY



ATLANTA METRO



Income needed for the average
Woodstock apartment:
\$45,160

About 1/3 of Woodstock residents
cannot afford rent

Income needed for the average
Woodstock home:
\$60,233

The median income in Woodstock
is \$68,504



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Needs & Opportunities

WOODSTOCK COMPREHENSIVE PLAN

Steering Committee SWOT Discussion



Community Input

**PUBLIC MEETING #1
OCTOBER 19, 2017
STATION 2: NEEDS & OPPORTUNITIES**

TRANSPORTATION

NEEDS

Create spaces for more white-collar jobs to increase the number of people who can live and work in Woodstock.

Improve existing regional roadways to provide for efficient traffic flow.

Continue to add interconnected roadways to create a robust transportation system throughout the region.

Promote land use and transportation coordination to improve future mobility, particularly through alternative modes and mixed uses.

THANKS

Consider 10000 sq ft office with parking lot at highway corner
Create sidewalk network along Main St. south to St. Hill to the same standard as new, with sidewalk running to
Establish sidewalk on the way from Depot Hill - can also use bike
Improve infrastructure of Depot Hill + Main
More information available about the Valley Road Area (see map)
Continue thinking about Depot Hill at the way to Main Street (from Kearsy St to the East)
Golf carts



Needs & Opportunities (organized by element and focus area)

WOODSTOCK COMPREHENSIVE PLAN

Parks & Recreation

Needs:

- Increase access to outdoor recreation on natural spaces located throughout the city.
- Add family-centered recreation opportunities.
- Expand trail system.
- Increase existing park spaces to increase value.

Subsidiaries:

- Enhance and preserve existing tree canopy.
- Engage users throughout the city.
- Establish arts council.

Land Use

Needs:

- Create opportunities for City & office to the city to diversify commercial offerings and provide employment opportunities.
- Encourage commercial developments that provide daily necessities for residents.
- Create a balance of residential, commercial, industrial, and office land uses.
- Increase access to grocers and markets downtown.

Subsidiaries:

- Encourage historic preservation to ensure that new development complements historic development.
- Create more public realm in the downtown area, and enhance existing public spaces, including family-oriented amenities.
- Use Downtown Woodstock as a successful precedent/catalyst for more walkable areas in Woodstock.

Economic Development

Needs:

- Increase proportion of commercial-residential for city to make more robust, reliable tax revenue.
- Create opportunities for office to the city to diversify commercial offerings and provide employment opportunities.
- Attract large-scale employers that provide higher paying salaries.
- Encourage neighborhood commercial development that provide daily necessities for residents.

Opportunities:

- Utilize access to existing regional transportation corridors to attract business and residents.
- Utilize existing rental housing to attract major employers.
- Increase economic development staff spends on job training programs and workforce development.

PR & Communications

Needs:

- Improve engagement between City government and residents to increase participation.
- Improve dissemination of information.
- Make consistent social media presence across City departments.
- Focus on excellent and open communication to encourage civic engagement.

Opportunities:

- Improve engagement between City government and residents to increase participation.
- Balance communication between City departments.
- Streamline dissemination of information to the public.



POND

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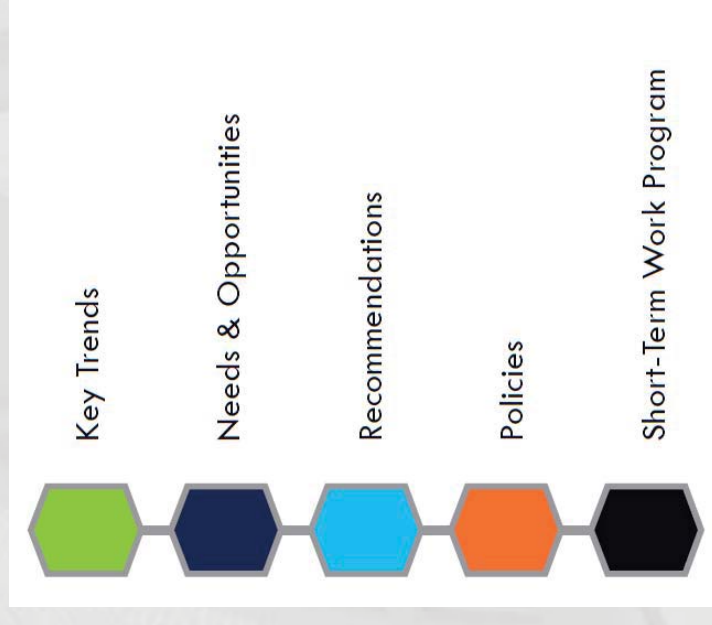
Plan Elements

WOODSTOCK COMPREHENSIVE PLAN

Topics include:

- Economic
- Development
- Transportation
- Land Use
- Housing
- Sustainability
- Parks & Recreation
- Public Relations & Communications

Organized by:



POND

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CONSULTANTS

Recommendations

WOODSTOCK COMPREHENSIVE PLAN

Economic Development Element:

- Follow the Woodstock Now Economic Development Strategic Program of Work which calls for action items over the next 3 years in 3 main categories:

- ARTS & CULTURE
- BUSINESS ATTRACTION
& RECRUITMENT
- LIVABILITY



Recommendations

WOODSTOCK COMPREHENSIVE PLAN

Action Items: Arts & Culture

- Make Woodstock synonymous with the arts
- Support and expand existing initiatives
- Create destination brand for ESCAV area:
Market&ELM
- Public Art Program expansion and formalization
- Creation of an arts alliance
- Development of live/work space for artists
- Creation of kitchen/culinary incubator
- Become a craft brewery destination



Recommendations

WOODSTOCK COMPREHENSIVE PLAN

Action Items: Business Recruitment / Retention

- Targeted Business Attraction and Retention Efforts
- Partner with COED to market target sectors
- Support retention of existing manufacturing businesses
- Focus on potential master planned mixed-use developments
- Market to office developers
- Develop local incentives for targeted sector projects
- Identify opportunities along the HWY 92 East corridor



POND

TSW
COMMUNITY DEVELOPMENT

Recommendations

WOODSTOCK COMPREHENSIVE PLAN

Action Items:

Target Sectors



POND

TSW

Recommendations

WOODSTOCK COMPREHENSIVE PLAN

Action Items: Marketing & Communication Efforts

- Specifically to the business/development community
 - ED recruitment website
 - Market key community rankings
 - Engage the business community throughout the City: MSW re-launch
 - Participate in benchmarking and marketing trips, and learning trips such as Pivot



Recommendations

WOODSTOCK COMPREHENSIVE PLAN

Transportation Element:

- Partner with neighboring communities and seek funding to study the interaction of regional travel on Highway 92 with more localized land use needs – the intended result would be recommendations for coordinated requirements, allowances, and design aesthetics for properties along Hwy 92 from Roswell to the Cherokee County line.
- Investigate adaptive traffic control within Woodstock through coordination with Cherokee County
- Develop a plan to fund the purchase of property for and construction of grid streets identified in the 2013 LCI study.
- Plan for transportation mode shifts and expand existing bus services



POND

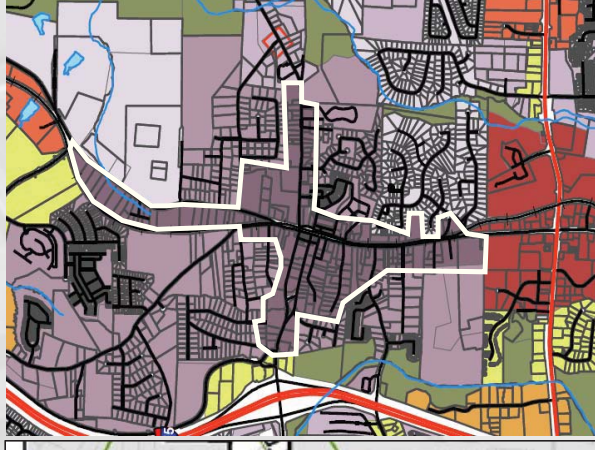
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CONSULTANTS

Recommendations

WOODSTOCK COMPREHENSIVE PLAN

Land Use Element:

- Study feasibility of focusing DT expansion along TLP between 575 and DT to include density and Class A office opportunities at the interchange
- Perform a market study along Highway 92 with a focus on how to encourage redevelopment, and specific types of redevelopment
- Conduct a visioning study in the Ridgewalk Parkway corridor to create a new plan for vision, character, and use in the area



Recommendations

WOODSTOCK COMPREHENSIVE PLAN

Housing Element:

- Citywide housing study to:
 - Identify which types of housing are missing, e.g. housing at certain price points, housing accessible for the elderly and disabled, housing that serves the arts community, rental housing, etc., and provide direction on how to rectify any shortcomings in our housing stock
 - Create a standard for what is considered “affordable” in Woodstock, and set a target for affordability across the city, with recs. on how to meet the target
 - Define how affordable housing should be designed, and how they integrate into a broader development and the overall community
- Partner with community groups, other stakeholders, state and feds to identify and pursue affordable housing opportunities
- Update codes to require more of a diversity of housing types



POND

TSW
TOWN OF WOODSTOCK

Recommendations

WOODSTOCK COMPREHENSIVE PLAN

Sustainability Element:

- Create a Citywide Sustainability Plan
- Establish a GHG reduction target for City operations, including multiple interim goals
- Attain ARC Green Communities Certification Platinum Level

Public Relations & Communications Element:

- Determine the most significant barriers to public participation and identify strategies to reduce these barriers and increase engagement
- Establish contacts in under-engaged populations to increase info. distribution and encourage opportunities for increased engagement between City staff and the public



POND

TSW
CONSULTANTS

Recommendations

WOODSTOCK COMPREHENSIVE PLAN

Parks and Recreation Element:

- Partner with DDA to identify partners and fund construction for a downtown playground with public restrooms
- Continue implementation of the Greenprints Trail Plan
- Construct additional Community Gardens
- Follow the adopted Parks & Rec Masterplan





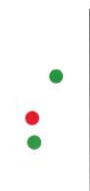
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TSW
COMMUNITY DEVELOPMENT

Policies

WOODSTOCK COMPREHENSIVE PLAN

Community review of current principles and policies for relevancy

GUIDING PRINCIPLES AND POLICIES	Still Relevant as Written	No Longer Relevant	Needs Modification
All new development should contribute to an overall sense of community.			
Encourage the continued redevelopment of the urban core as the symbolic heart of the city.			
Expand and strengthen the downtown by building on its current successes and small town atmosphere.			



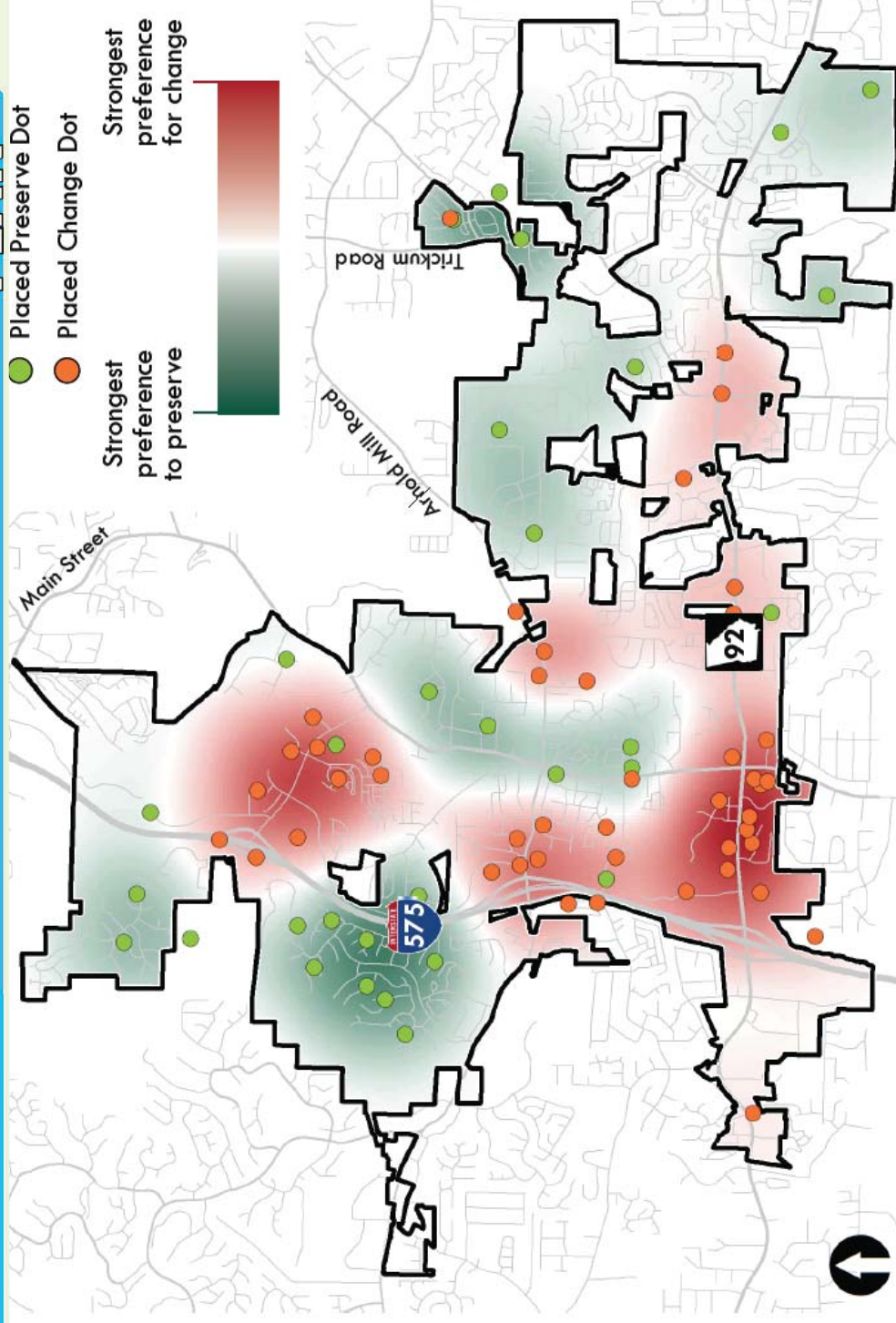
Analysis to determine where there is (and is not) broad support. Further discussion.

Guiding Principle	Community Meeting	Steering Committee
Market specialty shops to draw people downtown.	58%	58%
Retail and commercial development will follow residential development. Quality in both areas because of Character Area guidelines and zoning regulations will continue to promote the community vision.	70%	58%
Encourage rooftop gardens and restaurants, entertainment venues, education center and mixed-use redevelopment.	88%	58%

Future Development Map

WOODSTOCK COMPREHENSIVE PLAN

PLAN



Step 1

Understand community preferences or areas to “change” or “preserve”

Future Development Map

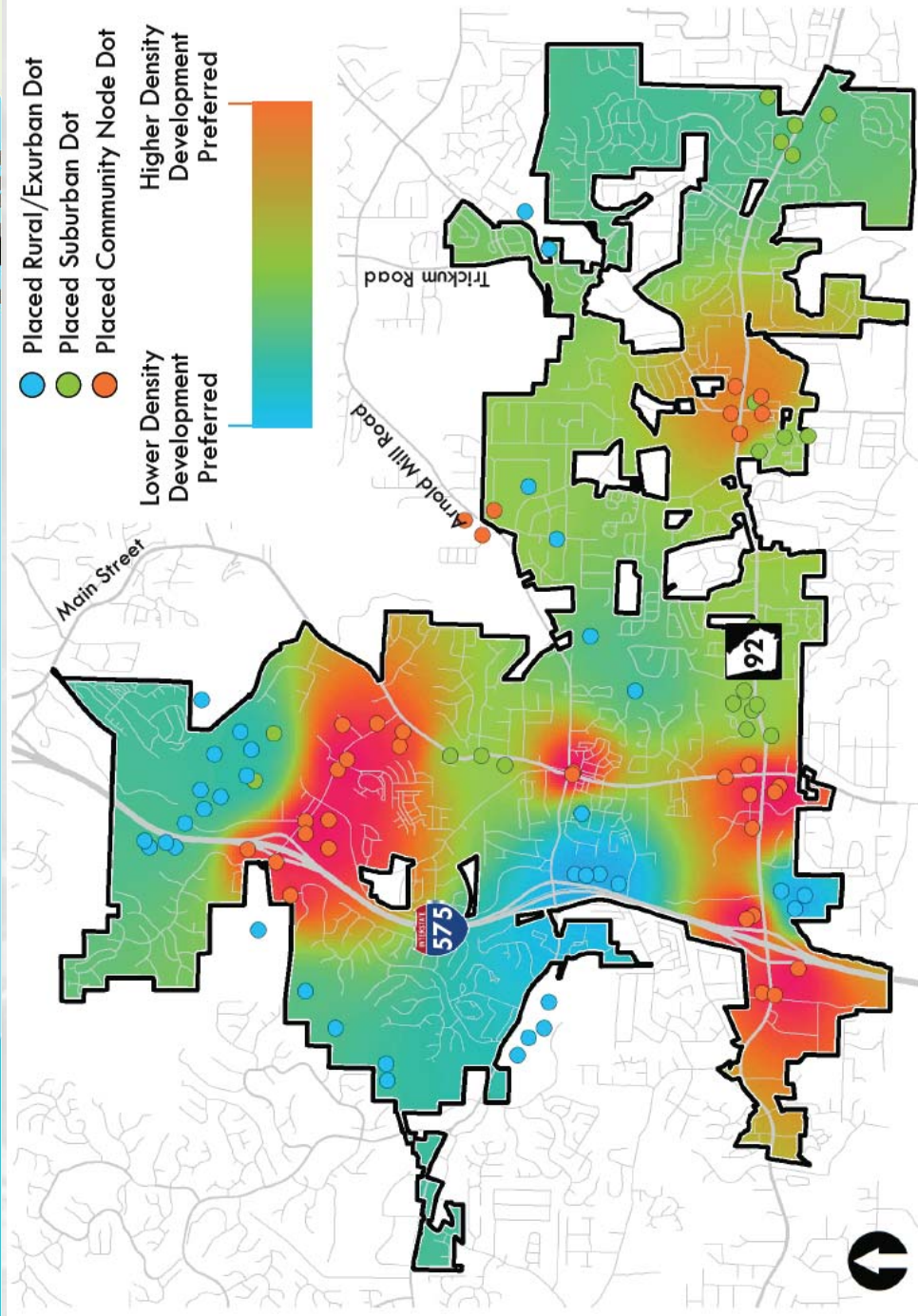
WOODSTOCK COMPREHENSIVE PLAN

PLAN



Step 2

Understand community preferences for density of development



- Placed Rural/Exurban Dot
- Placed Suburban Dot
- Placed Community Node Dot
- Lower Density Development Preferred
- Higher Density Development Preferred

WHAT ARE CHARACTER AREAS?

Character Area' means a specific geographic area or district within the community that:

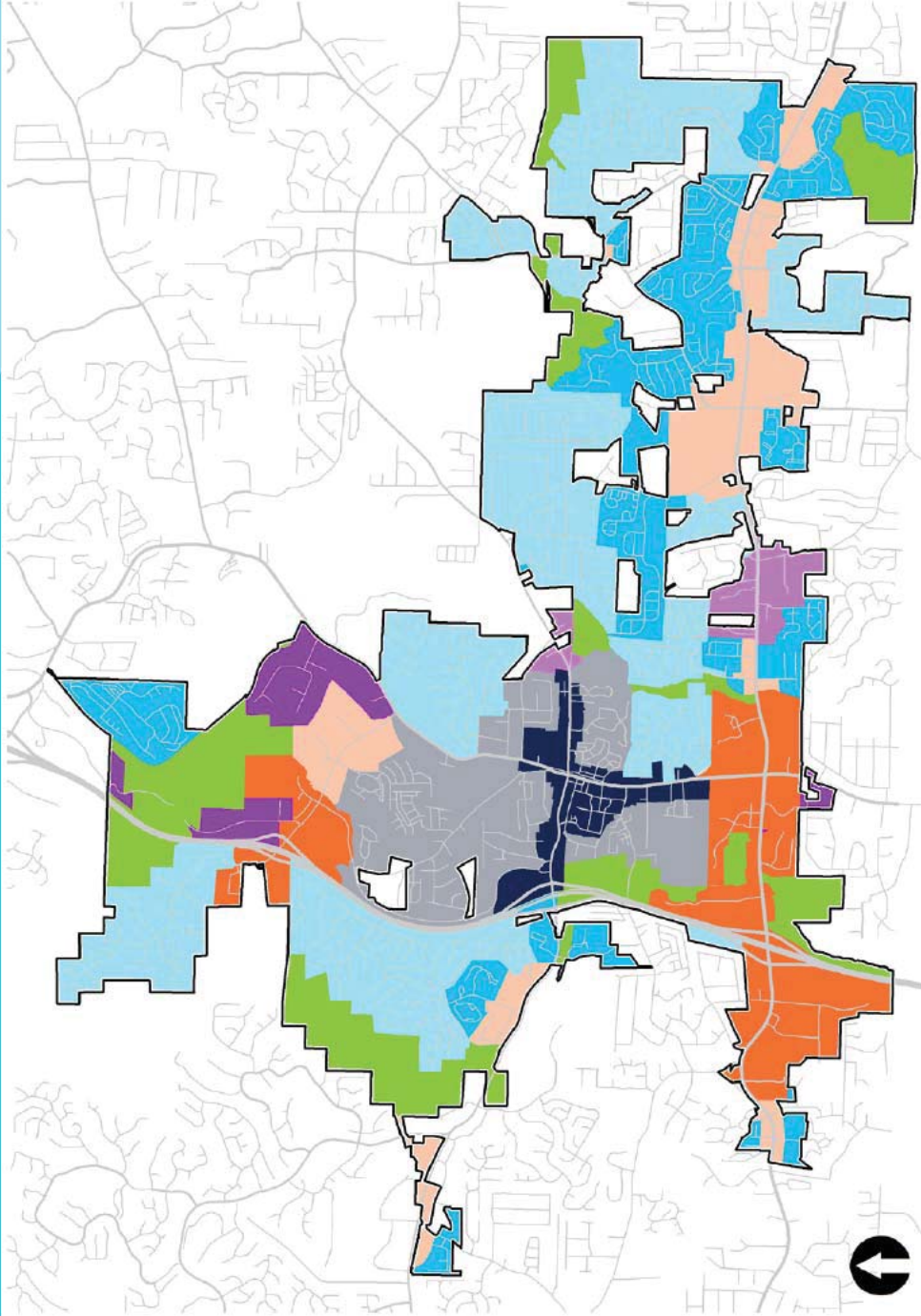
- has unique or special characteristics to be preserved or enhanced (such as a downtown, a historic district, and arts district, a neighborhood, or a transportation corridor);
- has potential to evolve into a unique area with more intentional guidance of future development through adequate planning and implementation (such as a strip commercial corridor that could be revitalized into a more attractive village development pattern); or
- requires special attention due to unique development issues (rapid change of development patterns, economic decline, etc.).

Step 3

Use preferences and best planning practices to refine character areas

Future Development Map

WOODSTOCK COMPREHENSIVE PLAN



Urban Areas

- Urban Core
- Urban Village

Activity Centers

- Regional Activity Center
- Community Village Center

Employment Areas

- Workplace Center
- Employment Village

Residential Areas

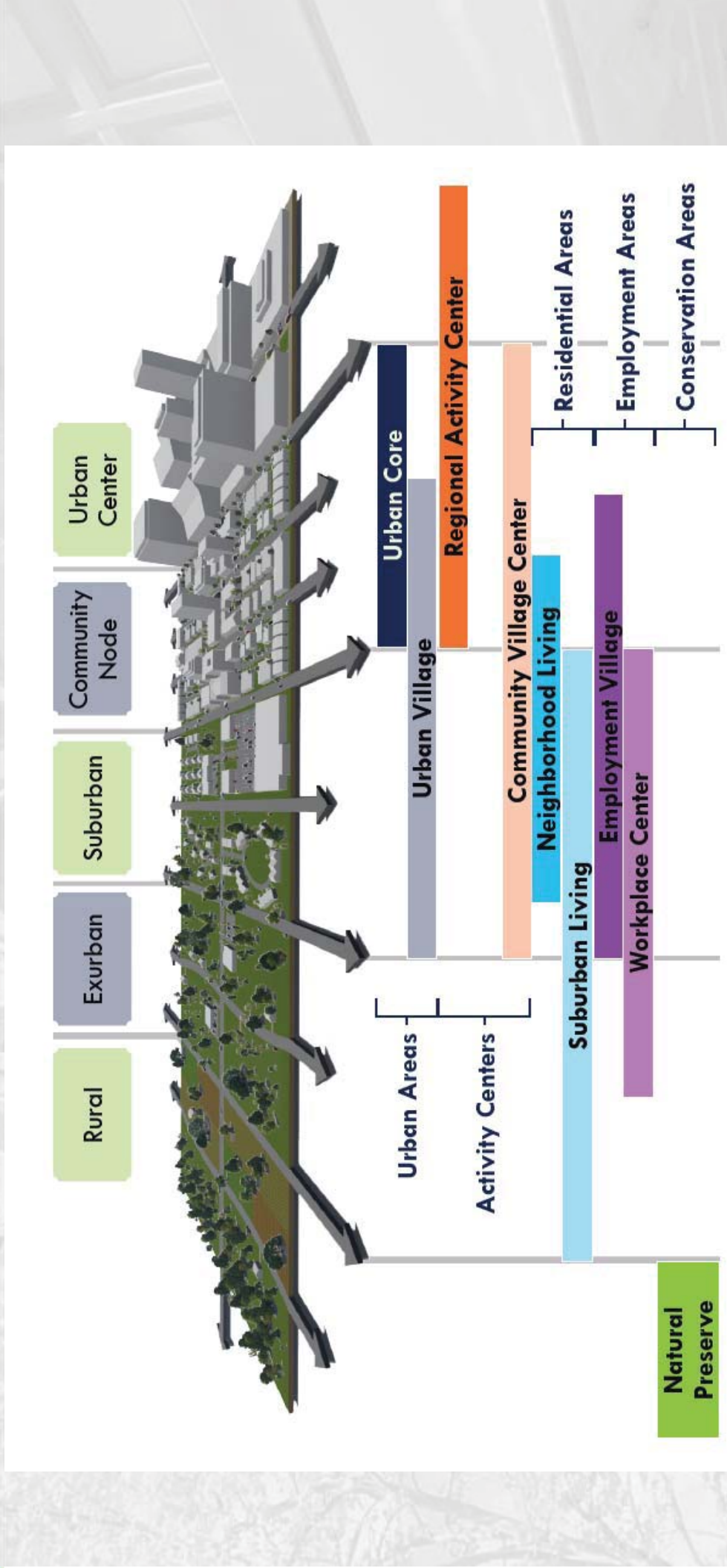
- Neighborhood Living
- Suburban Living

Conservation Areas

- Natural Preserve

Future Development Map

WOODSTOCK COMPREHENSIVE PLAN



Short-Term Work Program

WOODSTOCK COMPREHENSIVE PLAN

- Covers the next 5 years
- Each Plan Element has a STWP section with a list of related action items
- These are specific action items we definitely intend to complete
- The STWP is updated annually by staff and reviewed by DCA and ARC
- Woodstock is designated as a PlanFirst Community because we have shown that we complete items on our STWP consistently

Short Term Work Program

Project Description	2018	2019	2020	2021	2022	Estimated Total Cost	Funding Source	Project Lead	Partners/ Support
Continue to fund and implement LCI/Streetscape projects	x	x	x	x	x	\$2,000,000	City/GDOT	City	ARC
Develop incentives and project attributes to assist development of new commercial space	x	x	x	x	x	Staff Time	City	City/DDA	
Continued implementation of wayfinding signage package	x	x	x	x	x	\$500,000	DDA/City/ Woodstock/ CVB	City	



Next Steps

WOODSTOCK COMPREHENSIVE PLAN

- Approve to transmit to ARC for review
- DCA will also review for regulatory consistency
- Address comments and refinements as appropriate
- Formally adopt plan by October 31, 2018



Appendix D

Woodstock Now! An Economic Development

Strategic Program of Work

WOODSTOCK Now!

An Economic Development Strategic Program of Work

3.2018

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OVERVIEW

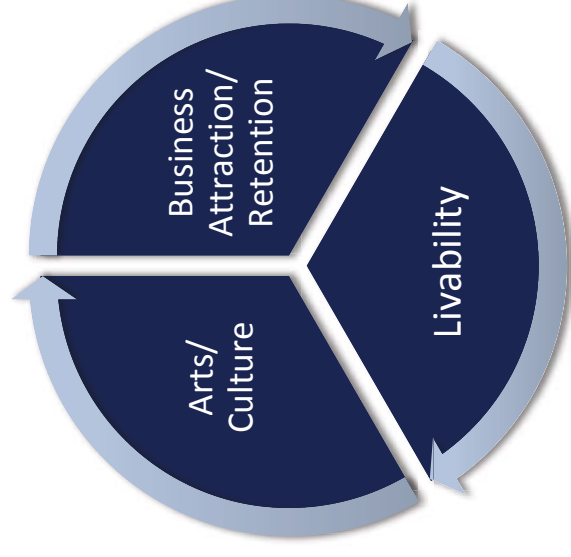
The City of Woodstock is a growing city with a young, vibrant and well-educated population. The city has dramatically changed over the past 10 years. The significant mixed-use development transformed its downtown area with new retail, restaurants and housing. The vibrant businesses, supportive residents and the many visitors have ensured that the downtown Woodstock is a place that will continue to thrive now and in the future. This transformation is a prime example of the revival of a town center that did not sacrifice history and character but at the same time resulted in a city that is now considered cool and hip by many today.

Boyette Strategic Advisors (Boyette) was engaged by the City of Woodstock Office of Economic Development to develop a Strategic Program of Work to guide its efforts over the next three years. In the development of this Strategic Program of Work, Boyette extracted and analyzed City of Woodstock survey data from the Resident Survey conducted in November 2015 related to the development of the Opportunity Cherokee Plan for the Cherokee Office of Economic Development (COED). There were 433 responses to that survey from Woodstock residents. Boyette also reviewed survey results from Pond, which is currently preparing the comprehensive plan for the city. In addition to extensive research and data analysis, which can be found in the Data Update

and Assessment separate from this report, input was also obtained from a targeted group of stakeholders.

Based on this stakeholder input and extensive research, Boyette has identified **three** areas of focus for the City of Woodstock Economic Development Strategic Program of Work, which is concentrated on capitalizing on the assets and addressing any potential challenges identified during this process. These areas of focus should all work together to ensure the future economic development success of the city.

Woodstock has an opportunity to really capitalize on the artsy vibe that it already has with its hip downtown, Reformation Brewery, its outdoor amphitheater and other similar assets by increasing its



focus in the area of **arts/culture**, which may include additional support for local artists, incorporation of public art into future development and other related programs. This relates to the idea of ensuring Woodstock continues to be a **livable** community that is focused on not only the arts/culture but also sustainability, walkability and development of future recreational assets for its residents to enjoy. Another related note is that **businesses** want to locate and grow in communities with vibrant downtowns that provide livability for residents. Woodstock needs to continue to work with the COED to ensure it persists in the identification and

development of product to attract the types of businesses it wants to attract, retain its existing business/industry, support the growth of entrepreneurs/startups and market its assets to those it wants to attract and retain.

At the end of the day, these three areas of focus, and the strategies and action items that define them, will result in the City of Woodstock becoming even more of a destination where people want to live, work and visit, and businesses want to locate and expand.



- Make Woodstock synonymous with the arts
- Capitalize on the growing culinary environment

- Partner with the COED in targeted business attraction and retention efforts
- Partner with the COED to address product development
- Continue development of the entrepreneurial support system
- Enhance marketing/communication efforts

- Continue to pursue desirable amenities
- Continue to support and promote sustainability efforts

STRATEGIES AND ACTION ITEMS

ARTS/CULTURE

The nonprofit arts and culture sector is a **\$719.8 million industry** in metro Atlanta, supporting more than **23,500 full-time equivalent jobs** and generating **\$64.5 million in local and state government revenue**.¹ Downtown Woodstock has already created an artsy vibe. This vibe should be further capitalized on by supporting existing and initiating additional programs in the city that support arts and culture.

Strategy: Make Woodstock synonymous with the arts

Action Item: Support and expand existing arts/cultural initiatives

The City of Woodstock already has a thriving arts and cultural environment with organizations such as the Elm Street Cultural Arts Village providing support for the arts through performances such as live plays and musicals, instruction through camps and classes in drama, art and music, and art exhibits, recitals and pageants year round.² This also includes the Art on the Green celebration that brings food, music, arts and crafts to downtown Woodstock on an annual basis.³

The Elm Street Visual Arts Center is to be located in the old Reeves farmhouse in downtown, and will accommodate galleries and

instruction space on the main floor, with a loft upstairs for artist studios.⁴ The City of Woodstock pledged \$300,000 in impact fees toward the renovation of the facility.⁵

The future efforts of the Elm Street Cultural Arts Village should be further supported by the City of Woodstock to ensure that Woodstock becomes known as a place for arts/culture.

Action Item: Create a specific destination brand for the Elm Street Cultural Arts Village area

The Elm Street Cultural Arts Village, located in a prime area of downtown, is in close proximity to unique retail, restaurants, the Northside Hospital-Cherokee Amphitheater, which has capacity for 7,500, the Farmer's Market, as well as the new proposed tasting room for Reformation Brewery and other assets.

Work with the Elm Street Cultural Arts Village and other partners to brand this area as the Woodstock Arts and Market District. This would be envisioned as a walkable and pedestrian friendly area of downtown that offers art galleries and street arts, loft spaces for artists to work, as well as access to retail, restaurants and entertainment. This would further ensure that the arts become part of the City of Woodstock's brand.

At some point it may also make sense to call the Elm Street Cultural Arts Village, the Elm Street at Woodstock Cultural Arts Village for further branding of the city.

Action Item: Establish a public art program

In 2015, the City of Woodstock was awarded an \$8,000 grant and assistance from the Atlanta Regional Commission (ARC) for their inaugural Atlanta Regional Public Art Program. The program provides matching funding and technical assistance to help communities install public art inspired by a public participation process. The new mural was located on the southern wall of the Woodstock Pharmacy.⁶

The City of Woodstock should initiate a public arts program that continues to encourage the installation of art in public spaces including parks and open spaces, such as natural areas and trail systems, throughout the community, as well as city offices. Guidelines for this program should be established related to the acceptance and maintenance of these public arts donations.

The idea of adopting policies to encourage developers to incorporate public arts into their projects should also be considered.

Action Item: Develop a Public Arts Master Plan

Pursue the development of a Public Arts Master Plan, which will serve as a strategic plan and community-wide vision for how public

art can be integrated into the framework of the City of Woodstock. Examples of other Georgia cities that have initiated this type of plan in recent years include the City of Roswell and the City of Suwannee.

BEST PRACTICE



ArtAround Roswell 2017 features ten original works of art on loan to the city by their artists. Each of these remarkable pieces is temporarily installed throughout Roswell's parks and made possible through 2017 ArtAround sponsors. ArtAround Roswell is a partnership between the Roswell Arts Fund and the City of Roswell.

<http://www.artaroundroswell.com>

Action Item: Explore creation of the Woodstock Arts Alliance

The City of Woodstock Office of Economic Development should consider taking the lead, working with the Elm Street Cultural Arts Village, to create the Woodstock Arts Alliance, which would be partially funded by the City but mainly funded through membership.

The Woodstock Arts Alliance would work with the City and the Elm Street Cultural Arts Village to focus on making Woodstock a destination for the arts, and championing the initiatives outlined above.

BEST PRACTICE

The **Decatur Arts Alliance (DAA)** is a nonprofit partnership of artists, business owners, residents and government dedicated to supporting and enhancing the arts in the City of Decatur.

It is a membership organization, which is partially funded by the City. The DAA sponsors several annual festivals including the Decatur Arts Festival, and the Decatur Wine Festival, as well as special events for members only. It also provides a collaborative environment to coordinate the interests of artists, gallery owners, theater groups, dance groups and performance venues within Decatur and to help build the image of the city as a strong arts community.

<http://www.exploregeorgia.org/listing/56896-decat-ur-arts-alliance>

Action Item: Create additional live/work space for artists

The Elm Street Visual Arts Center, which is currently being developed, will have space for artist studios. *The next step would be to create both living and working space for artists to further embrace and support the arts. One idea is to consider incentives to developers to incorporate this type of space into their developments. The Elm Street Cultural Arts Center and the City should eventually contact Artspace to begin exploration of the feasibility of a partnership for creation of artist live and work space in Woodstock.*

BEST PRACTICE

artspace

Artspace is a non-profit organization that has been using the tool of real estate development to create affordable places for artists to live and work since 1979. Artspace has developed 30 spaces to date, including an affordable live/work space for artists in Council Bluffs, Iowa in 2010, which involved the conversion of a former International Harvester Warehouse that was originally built in 1888. Harvester Artspace Lofts is a 36-unit project that also provides 5,320 square feet of space for arts-friendly commercial use, including a thriving coffee shop and meeting space, and an award-winning florist. Since its completion in 2010, the Harvester has welcomed a number of artists who have moved from Omaha to take advantage of the Harvester's affordable rents.

Memphis is currently working with Artspace related to development of artist live/work space in the South Main Historic Arts District, which offers boutiques, coffee shops, galleries, and restaurants, as well as the National Civil Rights Museum. In partnership with the City of Memphis and the Hyde Family Foundations, Artspace will transform a historic three-story warehouse and an adjacent parking lot into a mixed-use arts facility with 63 affordable live/work units for artists and their families, and community gallery space.

Asheville and Chattanooga are two other cities currently pursuing the development of artist live/work space working with Artspace.

<http://www.artspace.org/our-places/harvester-artspace-lofts>
<http://www.artspace.org/our-places/south-main-artspace-lofts>

BEST PRACTICE

The **River Arts District in Asheville, North Carolina** is comprised of an array of artists and working studios in 22 former industrial and historical buildings along a one mile stretch of the French Broad River.

More than 200 artists work in the River Arts District and although there are no official "Open Hours," at any given time throughout the year, visitors will find a number of open studios and galleries. There are also a number of restaurants, cafes and a brewery in the district.

<http://www.riverartsdistrict.com>

Strategy: Capitalize on the growing culinary environment

Action Item: Explore creation of a Kitchen/Culinary Incubator

A kitchen incubator serves as a space for culinary entrepreneurs to rent licensed kitchen space and benefit from business assistance services.

In the Opportunity Cherokee Plan, a recommendation was made to explore the possibility of creating the Cherokee County Kitchen Co-op to support food entrepreneurs in the county. This proposed facility would be housed on the campus of Chattahoochee Tech, which has a Culinary Arts program accredited by the American Culinary Federation for students seeking a degree, diploma or technical certificate. ⁷ This idea has been explored by the COED but has not yet been implemented.

With the City of Woodstock Office of Economic Development and the COED now housed in a former school with existing kitchen space that could be retrofitted to be an industrial kitchen that is now home to The Circuit, the city and county's first co-working space, this idea seems very fitting for location in Woodstock. In addition, not only does Chattahoochee Tech have a Culinary Program but nearby Kennesaw State University (KSU) is home to the Michael A. Leven School of Culinary Sustainability and Hospitality, which offers a Bachelor of Science degree program. ⁸

BEST PRACTICE



SEC

Shoals Entrepreneurial Center

Florence, AL

The Florence-based **Shoals Entrepreneurial Center**, which opened in the late 1990s, is home to a culinary incubator that offers a fully equipped, FDA-approved commercial kitchen for startups to rent at reasonable rates. The center's staff also provides coaching for their culinary clients, with advice on everything from marketing and packaging to volume production and distribution networks.

To date, about 200 companies have utilized the incubator, which cost \$25 per hour, along with cleaning charges and other fees, for the time they use the facility. saving them from having to buy their own equipment or rent commercial kitchen space elsewhere, which are both expensive options.

<http://www.madeinAlabama.com/2017/02/florence-culinary-incubator/>

The Florence Culinary Incubator is an example of a success story in a smaller market. There are also several successful kitchen incubators in the Atlanta market such as Shared Kitchens, a fully licensed, professionally equipped commercial kitchen in Decatur, which was the first kitchen incubator in Georgia that has more than 50 members, including makers of food products for resale and wholesale as well as caterers who prepare hot food items.⁹

The Irwin Street Community Kitchen has seen such users such as King of Pops and Little Tart grow from tiny start-up to recognizable names in locally made frozen treats and baked sweets.

PREP Atlanta, which opened in 2014, is a food business accelerator and shared kitchen facility that features commercial-quality, shared kitchen production spaces, food business growth resources, and procurement and guidance to everyone from private chefs to bakers to food truck operators. Truck & Tap, a local Woodstock business, partnered with PREP, which is the South's largest Food Truck Commissary, to provide a daily rotation of some of Atlanta's best food truck vendors to Woodstock.¹⁰

J's Kitchen, located in Doraville, includes three regular kitchens, plus a baker's kitchen and a private master kitchen, and is equipped with such appliances as six-burger gas ranges, fryers and convection ovens along with 72-inch worktables. There are also

walk-in freezers, coolers and dry storage areas. This facility also includes office amenities like conference rooms and computer work stations where users can manage operations, as well as a tasting room where potential customers can sample goods.¹¹

J's Kitchen also offers a curriculum of educational workshops designed to foster business management skills and provide resources in areas such as accounting, marketing, business and labor law, venture capital funding and franchising.¹²

The City of Woodstock should explore a partnership with Chattanooga Tech, KSU and the COED to conduct a feasibility study to evaluate the viability of a Kitchen/Culinary Incubator from a location, community support, cost, market, revenue potential and other perspective.

PREP Atlanta, which already has a partnership with a local Woodstock business, should also be contacted about the possibility of having a location in Woodstock or managing any Kitchen/Culinary Incubator that is developed in the city.

Any Kitchen/Culinary Incubator developed should ideally offer not only low cost space for member companies to cook and bake but also educational workshops focused on business skills and office space for business management.

Action Item: Become a craft brewery destination

According to the Brewers Association, a trade group representing that segment of the beer industry, more than 10 million people toured small and independent craft breweries in 2014. There were more than 5,000 U.S. breweries in the U.S. as of 2016, which is a significant increase from the more than 1,600 estimated in 2007.¹³

Many markets, such as Asheville, North Carolina, have become craft brewery destinations for both industry and tourists. In 2016, the brewing industry contributed nearly \$1 billion in overall output to the Asheville area, which includes four counties, and breweries added more than 600 direct jobs from 2011 through 2016, which is a growth rate of 754 percent.¹⁴ The business impact is clear but recent research also shows that more than a quarter of Asheville's visitors stop by a brewery and 14 percent indicated it was one of the primary reasons for their visit.¹⁵

Reformation Brewery, a growing business in Woodstock since 2013, has already been named one of the *Top Ten Breweries to Visit*

in Georgia and announced the opening of its second location in Woodstock just last year, which will provide the company with a location for research and development.¹⁶ The presence of this successful brewery, the city's thriving downtown and already artsy vibe, as well as the change in Georgia law last year that allows direct sales at breweries and distilleries, indicate that Woodstock could be successful in becoming both a craft brewery destination, as well as a location for additional craft brewery businesses.

The city should partner with Reformation Brewery, as well as local restaurants and bars that serve craft beers, including Freight Kitchen & Tap, Truck & Tap, Salt Factory Pub, among others, to market and sell the Woodstock area as a craft brewery destination.

Information on these assets should be disseminated on the tourism component of the City of Woodstock website (visitwoodstockga.com), the new economic development website to be created, as well as through social media outlets such as Facebook and Twitter.

BUSINESS ATTRACTION/RETENTION

Attracting and retaining business and industry should be the primary driver of economic development activities in a community. The Cherokee Office of Economic Development (COED) exists to promote economic development in Cherokee County by working with existing industry to support their expansion efforts, as well as through the attraction and recruitment of new business to the county.¹⁷

The COED worked with Boyette to develop Opportunity Cherokee in 2015, which is an economic development plan to guide the efforts of the COED. Part of the development of that plan included identification of targets that the COED should focus their recruitment efforts, as well as recommendations related to building upon and enhancing the organization's already successful Business Retention & Expansion (BRE) program. The City of Woodstock already works in partnership with the COED to support its economic development activities. This partnership should continue and should be the focus of the city's efforts in the area of business attraction/retention.

Strategy: Partner with the COED in targeted business attraction and retention efforts

Action Item: Understand and market target sectors

As previously indicated, the target markets for Cherokee County were identified in the Opportunity Cherokee Plan. All of those targets are a fit for the City of Woodstock and all are included in the target chart below, except for advanced manufacturing, which has been replaced with entrepreneurs/startups. With that said, supporting existing light manufacturing companies and potential new ones in the future should still be supported by the city.

The Woodstock Office of Economic Development should include these targets on its website and highlight any successes within these sectors or others both on the website and through social media.



The Office of Economic Development should also partner with the COED on select targeted business recruitment efforts.

Action Item: Support retention of existing manufacturing businesses

Woodstock is home to one industrial park, Bell Industrial Park, where many light manufacturing companies have had operations for many years. *Although light or advanced manufacturing is not listed as a target, the City of Woodstock should continue to work with the COED to support its existing manufacturing base, and also be open to future light manufacturing projects, such as the Adidas project that announced 160 new jobs in 2016, which is located near the Woodstock city limits, that may make sense for location in the community.*

Action Item: Become more involved in Business Retention & Expansion (BRE) visits

The COED currently conducts an existing industry survey and also meets with company representatives on a bi-annual basis. *The Office of Economic Development should attend these meetings as appropriate, and work with the COED to address any business challenges that are identified from the survey or meeting.*

The COED also conducts corporate headquarters visits to the top employers in the county every few years. *The Office of Economic Development should attend these corporate headquarters visits to their top employers, as feasible.*

Strategy: Partner with the COED to address product development

Action Item: Identify property for future office development

Downtown Woodstock has been very successful in retail and residential development, which is a positive. However, the city is lacking in Class A and Class B office space to attract its targeted sectors in the corporate operations and information technology sectors, and residential development continues to dominate the market.

Class A office buildings typically represent the newest and highest quality buildings in their market. While Class B buildings are generally a little older, but still have good quality management and tenants. Well-located Class B buildings can often be returned to their Class A status through renovations such as facade and common area improvements.

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The City of Woodstock should partner with the COED to identify sites for future Class A and Class B office space development that is smaller and more lofty or trendy, which is more fitting for the community. Ideally the city and COED could obtain control of some of those identified properties and get them optioned, which will make them more marketable to potential developers.

Potential sites for consideration that have been referenced during this process, some of which are already being reviewed, include:

- Sites in the downtown area
- Site across from outlet mall
- Site off Ridgewalk Parkway new proposed Costco (could also be light industrial)
- Site on the other side of I-575 (may be best for light industrial)
- Sites on Highway 92

Action Item: Focus on potential master planned mixed-use developments related to identified properties

Availability of sites for future development was referenced several times in this process as a challenge for the City of Woodstock. With that said, it was also stated that the environment has been created in Woodstock that is open to future development.

Downtown Woodstock was developed very successfully based on a master planned mixed-use development that would include office, retail and residential. Additional master planned mixed-use developments have followed suit.

Based on this success, the city should work with the COED to identify other sites for future master planned mixed-use development, and engage with one or more architectural planning/design firms that have relationships with developers.

The COED already is working with and has relationships with a number architectural planning/design firms that could be contacted, in addition to the ones that worked with the City of Woodstock on downtown development previously.

Action Item: Partner with the COED to market to office developers

One recommendation in the Opportunity Cherokee Plan was to visit with developers, based in Atlanta, for lunch, dinner or coffee to provide an overview of Cherokee County. *The Woodstock Office of Economic Development should consider partnering with the COED on these types of meetings with office developers.*

The Woodstock Office of Economic Development may also want to schedule some meetings separately to discuss all of the significant and planned developments in Woodstock, as well as to let them know the target sectors for the city and the interest in Class A and Class B office space that is smaller and more lofty or trendy type space to meet the potential needs of those sectors.

Once relationships with developers are established, they should be invited to attend events in Woodstock.

Action Item: Develop and market local incentives for developers

As recommended in the Opportunity Cherokee Plan, it may be necessary to provide incentives to developers to entice them to invest in Class A or Class B office space/mixed-use development in the county and City of Woodstock. The COED and county negotiate and approve incentives for projects in Cherokee County, which may include property tax abatement (if a project of regional impact), waiver or reduction of impact fees and free or reduced cost land (if county owned).

In addition to those incentives that may be available at the county level, the City of Woodstock should consider a written incentives policy targeted to developers that outlines the additional types of incentives that may be available at the city level, which could include:

- *Free or reduced land cost (if city owned)*
- *Reasonable development standards/ordinances*
- *Expedited permitting*
- *City-fee waivers or reductions*
- *Sale-leaseback arrangements*
- *Incentives for developers building to sustainable standards*

Once developed, the potential incentives offerings should be marketed to the targeted developers.

Action Item: Enhance the appearance of the Bell Industrial Park and consider expansion opportunities

In order to support the existing manufacturing sector, the City of Woodstock should consider enhancements to the physical appearance of the Bell Industrial Park. This may include general landscaping such as planting trees, adding sidewalks to make it more walkable and other general clean-up.

In addition, there may be companies located in the park currently that are in need of more space. The possibility of creating a connecting road with Bell Industrial Park to Ridgeway should be explored and the availability of additional property around that area and the site for the new Costco should be considered for potential light industrial development, if feasible.

Action Item: Identify key properties for redevelopment

There are many existing properties in the City of Woodstock that are ripe for redevelopment. The city should identify and prioritize existing grayfield (abandoned retail properties), unsightly or unappealing existing retail sites and other properties that are currently in need of redevelopment. One example of this type of redevelopment was the location of Sam's Club in an old Walmart building in the Woodstock Place Shopping Center in 2014 at the corner of Main Street and Highway 92.

A project to create a gateway to downtown is currently being pursued that may involve the redevelopment of an older retail site. *This should be a priority redevelopment project for the city as the further development of downtown should continue to be supported.*

Action Item: Maximize opportunities along the Highway 92 Corridor

The Highway 92 corridor is known for Big Box retail and significant new residential development is also occurring. Development around Highway 92 should be addressed as part of the city's Comprehensive Plan.

Land use planning for existing facilities and available property needs to be completed and a gap analysis to identify needed retail establishments along the Highway 92 Corridor should be performed.

Action Item: Explore the use of Tax Allocation Districts (TADs) for certain developments and redevelopments

A TAD in Georgia designates an area in which tax increment financing (TIF) is permissible, which is typically an underutilized area. TIF is a redevelopment funding mechanism that captures the future tax benefits of real estate improvements to pay a portion of the present cost of those improvements. A TAD supports the infrastructure needed to make an underutilized area attractive to private development at no additional cost to taxpayers

Downtown Woodstock was redeveloped successfully by use of a TAD. ¹⁹

The use of TAD should be considered for all potential development and redevelopment opportunities.

Strategy: Continue development of the entrepreneurial support system

Action Item: Further support COED efforts to expand the entrepreneurial support environment

Entrepreneurs/startups is a targeted sector for the City of Woodstock for many reasons. First of all, is the cool, hip and artsy vibe that Woodstock has developed in the last five to ten years with the redevelopment of downtown. This has resulted in unique shops, restaurants and residential opportunities, the growth of Reformation Brewery, which is a homegrown Woodstock startup, and of the other businesses that support the craft brewery sector, the development of the Greenprints Trail System and the support of the arts through the Elm Street Cultural Arts Village.

Second, the creation of The Circuit in Woodstock, which is the county and city's first co-working space that was a partnership among the COED, Chattahoochee Technical College and the Woodstock Office of Economic Development, is a given for why the

city should really continue to focus on the support and growth of entrepreneurs/startups.²⁰

Fresh Start Cherokee is a COED initiative focused on providing educational programming and support for startups in the county. This includes programs such as networking through One Million Cups and Women Entrepreneur and other Meetups, as well as educational events such as The Lunch Circuit, which are held at The Circuit.²¹

These programs and others should be supported by the Woodstock Office of Economic Development both in marketing the programs to the community through social media and its website, as well as contributing financially to fund these and other new programs to be developed, such as the MIT Mentor Program that is being considered.

In addition, the Office of Economic Development should take a lead role with the COED in support for the location of a coffee shop in The Circuit.

Last but not least, The Circuit currently has 22 members. The Office of Economic Development should continue to work with the COED to increase the number of members companies through marketing, education in the community and other efforts.

Action Item: Explore creation of a craft brewery and/or distillery incubator

As referenced in the Arts/Culture section of this Program of Work, the City of Woodstock is on track to become a craft brewery destination, which has both tourism and business benefits. Also, on the business side, Reformation Brewery is a craft beer startup that began operations and is now growing in Woodstock.

As such, the idea of creating a craft brewery incubator to support future growth of this sector makes sense as sharing facilities can help brewers achieve success by reducing equipment purchase and operating costs.

However, another trend in a related sector is the growth of the craft distillery business. There are now more than 1,300 craft distilleries operating in the U.S., with craft spirit sales growing at a rate of 28 percent annually between 2010 and 2015, reaching three percent market share, with experts believing market penetration on par with craft beers 12 percent is very possible.²²

Like the craft brew industry, craft distilling comes with steep start-up costs yet it too is a growing market.

A feasibility study should be conducted to assess the viability of an incubator or accelerator for small brewers and distillers in the City of Woodstock. Reformation Brewery, as well as local craft beer

vendors should be engaged in and participate in this process with the City of Woodstock.

Action Item: Partner with higher education related to creation of a Craft Brewing and Distilling Program

In order to support the future growth of this sector, access to higher educational programs that teach the necessary skills must be in place. In addition to the new Craft Brewing & Distilling Program at South Puget Community College, Asheville-Buncombe Tech Community College in Asheville, North Carolina offers an Associate in Applied Science degree in Brewing, Distillation and Fermentation.

BEST PRACTICE



Craft Brewing and Distilling Center

The **City of Tumwater, Washington** is working to develop a **Center of Excellence** for the rapidly growing brewing and distilling industries in Washington. This Center of Excellence would have a regional focus to facilitate craft brewing and distilling activities, expand industry research, education, workforce training and public information. The facility would serve as an incubator for small brewers and distillers and provide public amenities to the community such as a museum, river walk, trail connections and preservation of the historic Old Brewhouse.

As part of this Craft Brewing and Distilling Center, **South Puget Sound Community College has created a Craft**

Brewing & Distilling program that will lease space in the Craft Brewing and Distilling Center and work with local brewers, distillers, and cider makers to learn what it takes to be part of this field and develop the industry. The program is expected to launch in April 2018.

<http://www.ci.tumwater.wa.us/doing-business/craft-brewing-and-distilling-center>

<https://craftbeeriderspirits.com/whats-on-tap/locations/>

Strategy: Enhance marketing/communication efforts**Action Item: Create a separate website for economic development efforts**

A website is an economic development organization's primary marketing tool these days, other than social media. *The Woodstock Office of Economic Development should have a separate website that links to the city website.* This idea is already being explored.

This website does not have to contain robust data, as most demographic and workforce information for the county may be found on the COED website. However, the new website should highlight important data points specific to Woodstock such as positive demographics and workforce statistics for the city, key sites and buildings, targeted sectors, information on the entrepreneurial environment, news and other relevant information. As referenced later, sustainability efforts in the community should also be included. Also, contact information must be prevalent on the website, as well as links to partner organizations such as the COED, GDECD, The Circuit and Fresh Start Cherokee and others. Links to active social media accounts should also be highlighted.

While the creation and development of an economic development website is a significant achievement, economic development organizations must ensure all information and content on the

website is up-to-date to make it most effective. *The Woodstock Office of Economic Development should create a schedule for maintenance of the website for each main section and sections such as sites and buildings and the news section should be updated as often as needed.*

The website should exist as the primary marketing and communications tool for the Woodstock Office of Economic Development.

Action Item: Expand social media efforts

The City of Woodstock Office of Economic Development should develop a more aggressive social media plan that is mainly focused on the Twitter platform. All social media posts, which will focus on local business successes, as well as any other relevant economic development accolades as outlined in the Program of Work, should be tagged #WoodstockNow.

Action Item: Identify community rankings for which the City of Woodstock is qualified

Although the City of Woodstock does have some accolades through various media outlets, many are outdated with the most significant one from an economic development perspective obtained in 2015 when the city was named "One of the Top 50 Best Places to Live in the United States" by *Money Magazine*.²³

The City of Woodstock should examine the publications that have the most sought-after community rankings and decide which publications will provide the greatest positive impact if the city appears on those lists.

Most of the leading publications and rankings utilize various methodologies and empirical data to determine the rankings of communities on their respective lists. The empirical data limits how rankings can be influenced through a public relations or communications effort; however, the data sets and methodologies of these rankings can be discovered through research. *Tier each publication by public relations value and research the methodology and data each respective publication utilizes.*

Some of the lists that may be pursued in addition to the Money Magazine list the city made in 2015 include, but are not limited to:

- *Cities Where Millennials are Moving – Time*
- *The Happiest Cities to Work in Right Now – Forbes*
- *Top 25 Cities for Young Professionals - Forbes*
- *Cities Americans are Moving To – Forbes*
- *Best Cities for Jobs – Glassdoor*
- *Best Place to Start a Business – WalletHut*
- *Most Popular U.S. City to Live – Business Insider*

Other publications with rankings or lists related to entrepreneurship/startups should also be pursued such as Brookings Institute, Entrepreneur, Inc., Kauffman Foundation, and Milken Institute.

Action Item: Participate in joint benchmarking/marketing trips with the COED and learning trips (Pivots) with Woodstock leadership

The Woodstock Office of Economic Development and some board members visited the City of Asheville a few years ago in a targeted benchmarking/marketing trip with the COED.

These types of joint benchmarking/marketing trips should continue with consideration of such cities as *Frisco, Texas*, which is a fast growing city located 25 miles north of downtown Dallas that been very successful in creating its own sense of place and attracting more than \$3.8 billion in capital investment and 34,800 direct jobs since its establishment in 1991.

Franklin, Tennessee, a suburb of Nashville, may be another market for benchmarking in the future. Franklin is located in Williamson County, which is the fastest growing county in Tennessee, and is home to 12 of the 25 largest publicly traded companies in the Nashville region. It has also has a vibrant downtown area and a focus on the arts.

The Columbus, Ohio region, including a visit to the *City of Westerville*, which is where the Aloft hotel development occurred discussed below, and potentially Dublin, is another possible area to visit.

Bentonville, Arkansas is another city that has been very successful at not only reviving their downtown but also embracing the arts and culinary scene. The City of Bentonville is also known for its extensive mountain biking trails.

Fayetteville, Arkansas, which is 30 minutes from Bentonville, has very successfully embraced the entrepreneurial environment so may be another area to visit.

LIVABILITY

In today's highly competitive environment, a compelling lifestyle quality, which can make a community more attractive to existing and future residents and workers, has become a competitive advantage. In the tight labor market of today, companies are choosing locations that are attractive to the workforce of tomorrow; and many workers, especially recent graduates and young professionals, are selecting a place to live based on the lifestyle quality before securing employment.

The City of Woodstock is really become a place of strong livability in the past 10 years with a vibrant downtown area, a continued focus on sustainability, as one of the first communities to be certified under the Atlanta Regional Commission's (ARC) Green Communities program in 2010 and reaffirmed in 2015 at the Gold level, and its continued focus on improving access to recreation in the community through the continued development of it Greenprints Trail System. ²⁴

The City of Woodstock needs to continue to support and expand all of these efforts while also focusing on other assets that can make the city even more livable and attractive to both residents and visitors.

Strategy: Continue to pursue desirable amenities

Action Item: Pursue a hotel/conference center development

The idea of pursuing a hotel/conference center development to support both local businesses and tourist attraction was recommended in the Opportunity Cherokee Plan. The City of Woodstock also conducted a hotel study recently that was supportive of the idea of developing a hotel in the downtown area.

The first step is to identify potential sites for a hotel/conference center. This is already in process with the City of Woodstock looking to purchase an existing parcel of land in the downtown area that would be the perfect location for a hotel/conference center. As shown in the best practice example below from Westerville, Ohio, which has attracted two hotel developments in the past three years, offering the land can be an enticing incentive for hotel developers.

Second, work with the COED to gather data to support the need for a hotel and conference center development.

Third, identify potential developers to target for a hotel and conference center development. Stormont Hospitality Group LLC, which is based in Atlanta, was one company identified in the Opportunity Cherokee Plan to contact, as they are developing the Alpharetta Conference Center and Hotel Avalon in Alpharetta, which is branded under Marriott.

Also, Wayne Wellman of CRM Companies, who is developing the Aloft Hotel in Westerville, Ohio discussed to the right, is another potential developer to contact, in addition to developers out of the Atlanta market that specialize in hotel developments.

Fourth, explore potential funding options for the possible development, which may include an increase in the hotel/motel tax and/or creation of a tax allocation district.

Fifth, consider potential incentives that may be offered to the developer, which may include free land and potentially a property tax abatement working with the COED and county. An abatement was offered to the outlet mall that located in Woodstock so it should also be available for the right hotel/conference center development that can be shown to benefit the region. It may be necessary to complete an impact analysis to show this potential benefit.

BEST PRACTICE Hotel Development



In 2014, the **City of Westerville, Ohio** announced an agreement with Concord Hospitality to build a full service **Marriott Renaissance Hotel and Conference Center** on a site that had been purchased by the city. The hotel, which recently opened, is an eight-story, 224-room and suite hotel that features nearly 20,000 square feet of meeting space. Westerville City Council approved the \$6.7 million land purchase, along with \$9.5 million in tax increment financing (TIF) infrastructure reimbursements in planning for the project.

In 2015, another hotel development in Westerville was announced by Wayne Wellman, founder and CEO of CRM Companies out of Lexington, Kentucky. The new 101-room **Aloft**, which operates under the Starwood brand, will be located closer to uptown Westerville on the former site of a Knight's Inn that had been purchased previously by the City of Westerville for \$300,000 and demolished.

<https://www.businesswire.com/news/home/20141204005147/en/City-Westerville-Announces-Renaissance-Hotel-Development-Westar>
<http://www.dispatch.com/content/stories/business/2015/09/03/westerville-may-get-aloft-hotel-where-knights-inn-once-stood.html>

Strategy: Continue to support and promote sustainability efforts

Action Item: Pursue Platinum level under the Green Communities Program

Sustainability continues to be important to Corporate America and global companies today with the majority of the Fortune 500 viewing sustainability as important, if not central, to their business strategy allowing them to reduce costs, minimize risks, attract the best talent, retain and attract customers, drive innovation and overall growth.²⁵

As previously indicated, the City of Woodstock was re-certified at the Gold level in the ARC's Green Communities Program in 2015. *The city should continue this certification but should seek Platinum level for the next re-certification.*

Action Item: Ensure that sustainability efforts are promoted

Sustainability and economic development have become synonymous today. The City of Woodstock's commitment to sustainability is impressive and should be promoted as a differentiator for residents, businesses and companies. These significant policies and activities include but are not limited to:

- All new and removed city-owned buildings are required to be LEED or otherwise green building certified

- Incentives are available for businesses or developers building to LEED or other sustainability standards
- Energy and water audits have been completed for all city buildings
- All traffic signals have been retrofitted with LED light bulbs
- Protected greenspace
- Tree City USA Designation
- Supports the Woodstock Community Garden
- Supports the Woodstock Farmers Market
- Adopted a green fleet policy
- Adopted a Complete Streets Policy
- Adopted the Greenprints Project Master Plan
- Installed or assisted with installation of electric vehicle charging stations (at least six)
- Provides curbside recycling²⁶

The City of Woodstock needs to ensure that residents, local businesses and others understand the meaning of sustainability, and the importance of it today in attracting businesses, as well as the talent to support those businesses. According to a 2016 Cone Communications Employee Engagement Study, a company's social and environmental commitments are key drivers in recruitment and retention of today's workforce. This is especially true with Millennials and Generation Z, who generally seek to work for companies striving to fulfill a larger purpose through product innovation, community outreach programs and employee

development programs. A 2015 Morgan Stanley survey confirmed that Millennials are **three times** more likely to seek employment with a company that cares about social and environmental issues.²⁷

The city also must ensure that people understand the initiatives that the city is doing to continue to be a sustainable community. *Information on sustainability initiatives should be on the city website, on the new Office of Economic Development website and promoted through social media and other outlets.*

Action Item: Continue to work to further expand and market the trail system

The Mayor and City Council of the City of Woodstock initiated a park and trail master plan in 2007. A steering committee comprised of

residents, business owners and other interested parties developed the Greenprints Project Master Plan, which called for a 60+ mile trail and open space network throughout the City and surrounding areas.²⁸

Expanding and maintaining the trail system is a differentiator for the City of Woodstock that should be capitalized on. *Continue to support the development of this trail system and work to connect through every neighborhood in Woodstock, cities within Cherokee County, and eventually Cobb County. In addition, ensure that these efforts are marketed through the new Office of Economic Development website, tourism website and through social media and other outlets.*

ENDNOTES

- ¹ <http://www.artsalliancejoc.org/reports.htm>
- ² <http://www.elmstreetarts.org>
- ³ <http://www.elmstreetarts.org/category/event/>
- ⁴ <http://www.elmstreetarts.org/visual-arts/>
- ⁵ <http://www.ajc.com/news/local/community-voices-bringing-the-arts-downtown-woodstock/HDxFF7dlKqNju0Y1T3WnrK/>
- ⁶ <http://www.woodstockga.gov/831/Woodstock-Downtown-Mural-Project>
- ⁷ <http://www.chattahoochee.edu/programsandcourses/academicprogramscredit/personal-and-public-services/culinary-arts/>
- ⁸ <http://uc.kennesaw.edu/levenschool/>
- ⁹ <http://www.mvajc.com/lifestyles/food--cooking/atlanta-shared-kitchens-set-stage-help-micro-food-businesses/027aRGK6jhQR1FChAavsBK/>
- ¹⁰ <http://truckandtap.com/woodstock/>
- ¹¹ <http://www.jkitchenculinaryincubator.com/about-us-2.html>
- ¹² <http://www.ikitchenculinaryincubator.com/about-us-2.html>
- ¹³ <https://www.forbes.com/sites/garystoller/2017/11/16/the-road-map-to-the-top-15-craft-breweries/#2ef7bc456e4f>
- ¹⁴ <https://www.citizen-times.com/story/news/local/2017/05/24/study-breweries-contributed-1-billion-ashville-area-2016/342410001/>
- ¹⁵ <http://www.travelweekly.com/North-America-Travel/Tourism-on-tap-Beer-related-travel>
- ¹⁶ <https://reformationbrewery.com/second-location-reformation-brewery-downtown-woodstock-plans-open-spring-2018/> and <https://www.tripstodiscover.com/breweries-in-georgia/>
- ¹⁷ <http://www.cherokeega.org/about-coed/>
- ¹⁸ <http://www.areadevelopment.com/AssetManagement/Directory2013/primer-differentiating-office-space-class-26281155.shtml>
- ¹⁹ <http://www.woodstockga.gov/DocumentCenter/Home/View/90>
- ²⁰ <https://patch.com/georgia/woodstock/fresh-start-cherookee-opens-circuit-entrepreneurs>
- ²¹ <http://circuitwoodstock.com/events/>
- ²² <https://daily.seventifty.com/the-new-craft-spirits-incubators-and-accelerators/>
- ²³ <http://visitwoodstockga.com>
- ²⁴ <http://atlantarregional.org/wp-content/uploads/gc-citywoodstock--2015.pdf>
- ²⁵ http://www.corporateforum.com/wp-content/uploads/2015/04/CFO_and_Sustainability_Apr-2015.pdf
- ²⁶ <http://atlantarregional.org/wp-content/uploads/gc-citywoodstock--2015.pdf>
- ²⁷ https://www.morganstanley.com/sustainableinvesting/pdf/Sustainable_Signals.pdf
- ²⁸ <https://greenprintsalliance.org/the-plan/>

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Economic Development Strategic Program of Work Implementation by Year

Area of Focus	#	Strategies and Action Items	Responsible Parties	Cost Estimate	Status
2018					
Arts/Culture					
	1	Make Woodstock synonymous with the arts			
		<i>Support and expand existing arts/cultural initiatives</i>	City of Woodstock Office of Economic Development (WOED), DDA, Main Street Woodstock, Elm Street Cultural Arts Village, City of Woodstock	TBD	
		<i>Meet with Elm Street Cultural Arts Village representatives to discuss current and new initiatives</i>			
		<i>Create a specific destination brand for the Elm Street Cultural Arts Village area</i>	WOED; Elm Street Cultural Arts Village, DDA, CVB, Main Street Woodstock, Other downtown businesses, City of Woodstock	TBD	
		<i>Meet with Elm Street Cultural Arts Village representatives and other parties in the designated area</i>			
		<i>Determine name and brand the area</i>			
		<i>Consider calling Elm Street Cultural Arts Village, the Elm Street at Woodstock Cultural Arts Village</i>			

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Economic Development Strategic Program of Work Implementation by Year

Area of Focus	#	Strategies and Action Items	Responsible Parties	Cost Estimate	Status
		Explore creation of the Woodstock Arts Alliance	WOED, Elm Street Cultural Arts Village, City of Woodstock	\$0	Staff Time
		Meet with the Elm Street Cultural Arts Village to discuss			
		Seek support from the city			
		Seek memberships			
		Launch the organization			
	2	Capitalize on the growing culinary environment			
		Explore creation of a Kitchen/Culinary Incubator	WOED, Chattahoochee Tech, KSU, COED, City of Woodstock	TBD	
		Explore a partnership with Chattahoochee Tech, KSU and the COED to pursue			
		Complete feasibility study to evaluate the viability of a kitchen/culinary incubator			
		Consider visiting other kitchen/culinary incubators in the Atlanta metro area			
		Become a craft brewery destination	WOED, Reformation Brewery, local craft beer vendors, DDA, CVB	TBD	Mostly staff time
		Meet with Reformation Brewery, as well as local restaurants and bars that serve craft beers, including Freight Kitchen & Tap, Truck & Tap, Salt Factory Pub, among others, to discuss marketing and selling the Woodstock area as a craft brewery destination			

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Economic Development Strategic Program of Work Implementation by Year

Area of Focus	#	Strategies and Action Items	Responsible Parties	Cost Estimate	Status
		<i>Work with the COED to schedule lunch, dinner or coffee with Atlanta developers to provide an overview of Woodstock.</i>			
		<i>Schedule separate meetings, as well.</i>			
		<i>Develop and market local incentives for developers</i>	WOED	TBD	Targeted to Developers
		<i>Develop written incentive policy targeted to developers.</i>			
		<i>Market the policy to developers.</i>			
		<i>Identify key properties for redevelopment</i>	WOED, COED, City of Woodstock	\$0	Staff time
		<i>Identify and prioritize existing grayfield (abandoned retail properties), unsightly or unappealing existing retail sites and other properties that are currently in need of redevelopment.</i>			
		<i>Prioritize creation of gateway to downtown.</i>			
		<i>Maximize opportunities along the Highway 92 Corridor</i>	WOED, COED, City of Woodstock	TBD	Comp Planning Firm
		<i>Complete land use planning for existing facilities and available property.</i>			
		<i>Perform a gap analysis to identify needed retail establishments along the Highway 92 Corridor.</i>			

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Economic Development Strategic Program of Work Implementation by Year

Area of Focus	#	Strategies and Action Items	Responsible Parties	Cost Estimate	Status
		Explore the use of Tax Allocation Districts (TADs) for certain developments and redevelopments	WOED, City of Woodstock	\$0	
	3	Continue development of the entrepreneurial support system			
		Further support COED efforts to expand the entrepreneurial support environment	WOED, COED	TBD	Staff time
		Support new and existing Fresh Start Cherokee programs through marketing via social media and its website, as well as contributing financially to fund these and other new programs to be developed, such as the MIT Mentor Program that is being considered.			
		Take a lead role with the COED in support for the location of a coffee shop in The Circuit.			
		Continue to work with the COED to increase the number of members companies of the Circuit through marketing, education in the community and other efforts.			
	4	Enhance marketing/communication efforts			
		Create a separate website for economic development efforts	WOED	TBD	
		Develop website			

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Economic Development Strategic Program of Work Implementation by Year

Area of Focus	#	Strategies and Action Items	Responsible Parties	Cost Estimate	Status
		<i>Create a schedule for maintenance of the website for each main section and sections such as sites and buildings and the news section should be updated as often as needed.</i>			
		<i>Expand social media efforts</i>	WOED	\$0	Staff time
		<i>Develop a more aggressive social media plan that is mainly focused on the Twitter platform. All social media posts, which will focus on local business successes, as well as any other relevant economic development accolades as outlined in the Program of Work, should be tagged #WoodstockNow.</i>			
		<i>Identify community rankings for which the City of Woodstock is qualified</i>	WOED	\$0	Staff time - Possibly a project for an intern
		<i>Identify preferred publications</i>			
		<i>Tier each publication by public relations value and research the methodology and data each respective publication utilizes.</i>			
		<i>Participate in joint benchmarking/marketing trips with the COED and learning trips (Pivots) with Woodstock leadership</i>	WOED, COED	TBD	
		<i>Identify cities and coordinate trip(s)</i>			
Livability					
	1	Continue to pursue desirable amenities			

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Economic Development Strategic Program of Work Implementation by Year

Area of Focus	#	Strategies and Action Items	Responsible Parties	Cost Estimate	Status
		Pursue a hotel/conference center development identify potential sites for a hotel/conference center.	WOED, COED, City of Woodstock	TBD	Hotel Developers
		Work with the COED to gather data to support the need for a hotel and conference center development. identify potential developers to target for a hotel and conference center developments.			
		Explore potential funding options for the possible development, which may include an increase in the hotel/motel tax and/or creation of a tax allocation district.			
		Consider potential incentives that may be offered to the developer, which may include free land and potentially a property tax abatement working with the COED and county.			
	2	Continue to support and promote sustainability efforts			
		Ensure that sustainability efforts are promoted	COED, City of Woodstock		
		Ensure that residents, local businesses and others understand the meaning of sustainability, and the importance of it today in attracting businesses, as well as the talent to support those businesses.			

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Economic Development Strategic Program of Work Implementation by Year

Area of Focus	#	Strategies and Action Items	Responsible Parties	Cost Estimate	Status
		<i>Information on sustainability initiatives should be on the city website, on the new Office of Economic Development website and promoted through social media and other outlets.</i>			
		<i>Continue to work to further expand and market the trail system</i>	COED, City of Woodstock		
2019					
Arts/Culture					
	1	Make Woodstock synonymous with the arts			
		<i>Support and expand existing arts/cultural initiatives</i>	City of Woodstock Office of Economic Development (WOED), DDA, Main Street Woodstock, Elm Street Cultural Arts Village, City of Woodstock	TBD	
		<i>Meet with Elm Street Cultural Arts Village representatives to discuss current and new initiatives</i>			
		<i>Establish a public art program</i>	WOED; Elm Street Cultural Arts Village, DDA, CVB, Main Street Woodstock, City of Woodstock	TBD	
		<i>Establish guidelines for the program</i>			
		<i>Recommend policies to encourage developers to incorporate public arts into their projects</i>			

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Economic Development Strategic Program of Work Implementation by Year

Area of Focus	#	Strategies and Action Items	Responsible Parties	Cost Estimate	Status
		<i>Launch the public art program</i>			
		<i>Develop a Public Arts Master Plan</i>	WOED, Elm Street Cultural Arts Village, City of Woodstock	TBD	
		<i>Seek funding for the plan</i>			
		<i>Develop the plan</i>			
	2	Capitalize on the growing culinary environment			
		<i>Explore creation of a Kitchen/Culinary Incubator</i>	WOED, Chattahoochee Tech, KSU, COED, City of Woodstock	TBD	
		<i>Explore a partnership with Chattahoochee Tech, KSU and the COED to pursue</i>			
		<i>Complete feasibility study to evaluate the viability of a kitchen/culinary incubator</i>			
		<i>Consider visiting other kitchen/culinary incubators in the Atlanta metro area</i>			
		<i>Become a craft brewery destination</i>	WOED, Reformation Brewery, local craft beer vendors, DDA, CVB	TBD	Mostly staff time
		<i>Meet with Reformation Brewery, as well as local restaurants and bars that serve craft beers, including Freight Kitchen & Tap, Truck & Tap, Salt Factory Pub, among others, to discuss marketing and selling the Woodstock area as a craft brewery destination</i>			

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Economic Development Strategic Program of Work Implementation by Year

Area of Focus	#	Strategies and Action Items	Responsible Parties	Cost Estimate	Status
		<i>Attend corporate headquarters visits with the COED to Woodstock's top employers, as appropriate.</i>			
	2	Partner with the COED to address product development			
		<i>Identify property for future office development Partner with the COED to identify sites for future Class A and Class B office space development that is smaller and more lofty or trendy, which is more fitting for the community.</i>	WOED, COED, City of Woodstock, Cherokee County	TBD	
		<i>Work with the City and COED to obtain control of some of those identified properties and get them optioned.</i>			
		<i>Focus on potential master planned mixed-use developments related to identified properties</i>	WOED, COED, City of Woodstock, Cherokee County	TBD	Engage architectural planning/design firms
		<i>Work with the COED to identify other sites for future master planned mixed-use development.</i>			
		<i>Engage with one or more architectural planning/design firms that have relationships with developers.</i>			
		<i>Partner with COED to market to office developers</i>	WOED, COED	TBD	Meet with Developers

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Economic Development Strategic Program of Work Implementation by Year

Area of Focus	#	Strategies and Action Items	Responsible Parties	Cost Estimate	Status
		<i>Work with the COED to schedule lunch, dinner or coffee with Atlanta developers to provide an overview of Woodstock.</i>			
		<i>Schedule separate meetings, as well.</i>			
		<i>Develop and market local incentives for developers</i>	WOED	TBD	Targeted to Developers
		<i>Develop written incentive policy targeted to developers.</i>			
		<i>Market the policy to developers.</i>			
		<i>Enhance the appearance of the Bell Industrial Park and consider expansion opportunities</i>	WOED, COED, City of Woodstock	TBD	
		<i>Consider enhancements to the physical appearance of the Bell Industrial Park, which may include general landscaping such as planting trees, adding sidewalks to make it more walkable and other general cleanup.</i>			
		<i>Explore possibility of creating a connecting road with Bell Industrial Park to Ridgewalk and the availability of additional property around that area and the site for the new Costco should be considered for potential light industrial development, if feasible.</i>			
		<i>Identify key properties for redevelopment</i>	WOED, COED, City of Woodstock	\$0	Staff time

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Economic Development Strategic Program of Work Implementation by Year

Area of Focus	#	Strategies and Action Items	Responsible Parties	Cost Estimate	Status
		<i>Identify and prioritize existing grayfield (abandoned retail properties), unsightly or unappealing existing retail sites and other properties that are currently in need of redevelopment.</i>			
		<i>Prioritize creation of gateway to downtown.</i>			
		<i>Maximize opportunities along the Highway 92 Corridor</i>	WOED, COED, City of Woodstock	TBD	Comp Planning Firm
		<i>Complete land use planning for existing facilities and available property.</i>			
		<i>Perform a gap analysis to identify needed retail establishments along the Highway 92 Corridor.</i>			
		<i>Explore the use of Tax Allocation Districts (TADs) for certain developments and redevelopments</i>	WOED, City of Woodstock	\$0	
	3	Continue development of the entrepreneurial support system			
		<i>Further support COED efforts to expand the entrepreneurial support environment</i>	WOED, COED	TBD	Staff time
		<i>Support new and existing Fresh Start Cherokee programs through marketing via social media and its website, as well as contributing financially to fund these and other new programs to be developed, such as the MIT Mentor Program that is being considered.</i>			

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Economic Development Strategic Program of Work Implementation by Year

Area of Focus	#	Strategies and Action Items	Responsible Parties	Cost Estimate	Status
		Take a lead role with the COED in support for the location of a coffee shop in The Circuit.			
		Continue to work with the COED to increase the number of members companies of the Circuit through marketing, education in the community and other efforts.			
		Explore creation of a craft brewery and/or distillery incubator	WOED, Reformation Brewery, local craft beer vendors, City of Woodstock	TBD	
		Connect to economy study to assess the viability of an incubator or accelerator for small brewers and distillers in the City of Woodstock. Reformation Brewery, as well as local craft beer vendors should be engaged			
		in and participate in this process with the City of Woodstock.			
	4	Enhance marketing/communication efforts			
		Pursue Platinum level under the Green Communities Program			
		Expand social media efforts	WOED	\$0	Staff time

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Economic Development Strategic Program of Work Implementation by Year

Area of Focus	#	Strategies and Action Items	Responsible Parties	Cost Estimate	Status
		<i>Develop a more aggressive social media plan that is mainly focused on the Twitter platform. All social media posts, which will focus on local business successes, as well as any other relevant economic development accolades as outlined in the Program of Work, should be tagged #WoodstockNow.</i>			
		<i>Identify community rankings for which the City of Woodstock is qualified</i>	WOED	\$0	Staff time - Possibly a project for an intern
		<i>Identify preferred publications</i>			
		<i>Tier each publication by public relations value and research the methodology and data each respective publication utilizes.</i>			
		<i>Participate in joint benchmarking/marketing trips with the COED and learning trips (Pivots) with Woodstock leadership</i>	WOED, COED	TBD	
		<i>Identify cities and coordinate trip(s)</i>			
Livability					
	1	Continue to pursue desirable amenities			
		<i>Pursue a hotel/conference center development</i>	WOED, COED, City of Woodstock	TBD	Hotel Developers
		<i>Identify potential sites for a hotel/conference center.</i>			

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Economic Development Strategic Program of Work Implementation by Year

Area of Focus	#	Strategies and Action Items	Responsible Parties	Cost Estimate	Status
		Work with the COED to gather data to support the need for a hotel and conference center development. identify potential developers to target for a hotel and conference center development.			
		Explore potential funding options for the possible development, which may include an increase in the hotel/motel tax and/or creation of a tax allocation district.			
		Consider potential incentives that may be offered to the developer, which may include free land and potentially a property tax abatement working with the COED and county.			
	2	Continue to support and promote sustainability efforts			
		Pursue Platinum level under the Green Communities Program	COED, City of Woodstock		
		Ensure that sustainability efforts are promoted	COED, City of Woodstock		
		Ensure that residents, local businesses and others understand the meaning of sustainability, and the importance of it today in attracting businesses, as well as the talent to support those businesses.			

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Economic Development Strategic Program of Work Implementation by Year

Area of Focus	#	Strategies and Action Items	Responsible Parties	Cost Estimate	Status
		<i>Information on sustainability initiatives should be on the city website, on the new Office of Economic Development website and promoted through social media and other outlets.</i>			
		<i>Continue to work to further expand and market the trail system</i>	COED, City of Woodstock		

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Economic Development Strategic Program of Work Implementation by Year

Area of Focus	#	Strategies and Action Items	Responsible Parties	Cost Estimate	Status
2020					
Arts/Culture					
	1	Make Woodstock synonymous with the arts			
		<i>Support and expand existing arts/cultural initiatives</i>	City of Woodstock Office of Economic Development (WOED), DDA, Main Street Woodstock, Elm Street Cultural Arts Village, City of Woodstock	TBD	
		<i>Meet with Elm Street Cultural Arts Village representatives to discuss current and new initiatives</i>			
		<i>Create additional live/work space for artists</i>	WOED, Elm Street Cultural Arts Village, DDA, City of Woodstock	TBD	Contact Artspace
		<i>Assess incentives for developers to include such space in plans</i>			
		<i>Contact and meet with Artspace</i>			
	2	Capitalize on the growing culinary environment			
		<i>Become a craft brewery destination</i>	WOED, Reformation Brewery, local craft beer vendors, DDA, CVB	TBD	Mostly staff time

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Economic Development Strategic Program of Work Implementation by Year

Area of Focus	#	Strategies and Action Items	Responsible Parties	Cost Estimate	Status
		<i>Meet with Reformation Brewery, as well as local restaurants and bars that serve craft beers, including Freight Kitchen & Tap, Truck & Tap, Salt Factory Pub, among others, to discuss marketing and selling the Woodstock area as a craft brewery destination</i>			
		<i>Disseminate information on these assets on the tourism component of the City of Woodstock website (visitwoodstockga.com), the new economic development website to be created, as well as through social media outlets such as Facebook and Twitter.</i>			
Business Attraction/Retention					
	1	Partner with the COED in targeted business attraction and retention efforts			
		<i>Understand and market target sectors</i>	WOED, COED	\$0	Staff Time
		<i>Include targets on the WOED website and highlight any successes within these sectors or others both on the website and through social media.</i>			
		<i>Partner with the COED on select targeted business recruitment efforts.</i>			
		<i>Support retention of existing manufacturing businesses</i>	WOED, COED	\$0	
		<i>Become more involved in Business Retention & Expansion (BRE) visits</i>	WOED, COED	TBD	Staff time and travel costs

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		<i>Attend BRE meetings with the COED, as appropriate, and work with the COED to address any business challenges that are identified from the survey or meeting.</i>			
		<i>Attend corporate headquarters visits with the COED to Woodstock's top employers, as appropriate.</i>			
	2	Partner with the COED to address product development			
		<i>Identify property for future office development</i>			
		<i>Partner with the COED to identify sites for future Class A and Class B office space development that is smaller and more lofty or trendy, which is more fitting for the community.</i>	WOED, COED, City of Woodstock, Cherokee County	TBD	
		<i>Work with the City and COED to obtain control of some of those identified properties and get them optioned.</i>			
		<i>Focus on potential master planned mixed-use developments related to identified properties</i>			
		<i>Work with the COED to identify other sites for future master planned mixed-use development.</i>			
		<i>Engage with one or more architectural planning/design firms that have relationships with developers.</i>	WOED, COED, City of Woodstock, Cherokee County	TBD	Engage architectural planning/design firms

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		<i>Partner with COED to market to office developers</i>	WOED, COED	TBD	Meet with Developers
		<i>Work with the COED to schedule lunch, dinner or coffee with Atlanta developers to provide an overview of Woodstock.</i>			
		<i>Schedule separate meetings, as well.</i>			
		<i>Develop and market local incentives for developers</i>	WOED	TBD	Targeted to Developer:
		<i>Develop written incentive policy targeted to developers.</i>			
		<i>Market the policy to developers.</i>			
		<i>Identify key properties for redevelopment</i>	WOED, COED, City of Woodstock	\$0	Staff time
		<i>Identify and prioritize existing grayfield (abandoned retail properties), unsightly or unappealing existing retail sites and other properties that are currently in need of redevelopment.</i>			
		<i>Prioritize creation of gateway to downtown.</i>			
		<i>Explore the use of Tax Allocation Districts (TADs) for certain developments and redevelopments</i>	WOED, City of Woodstock	\$0	
		Continue development of the entrepreneurial support system			
	3				

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Area of Focus	#	Strategies and Action Items	Responsible Parties	Cost Estimate	Status
		<i>Further support COED efforts to expand the entrepreneurial support environment</i>	WOED, COED	TBD	Staff time
		<i>Support new and existing Fresh Start Cherokee programs through marketing via social media and its website, as well as contributing financially to fund these and other new programs to be developed, such as the MIT Mentor Program that is being considered.</i>			
		<i>Take a lead role with the COED in support for the location of a coffee shop in The Circuit.</i>			
		<i>Continue to work with the COED to increase the number of members companies of the Circuit through marketing, education in the community and other efforts.</i>			
		<i>Partner with higher education related to creation of a Craft Brewing and Distilling Program</i>	WOED, Chattahoochee Tech, KUS	\$0	
		<i>Initiate discussions with Chattahoochee Tech and KSU to determine any potential interests in creating this type of program in the future, and include the idea as part of the feasibility study.</i>			
	4	Enhance marketing/communication efforts			
		<i>Pursue Platinum level under the Green Communities Program</i>			
		<i>Expand social media efforts</i>	WOED	\$0	Staff time

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		<i>Develop a more aggressive social media plan that is mainly focused on the Twitter platform. All social media posts, which will focus on local business successes, as well as any other relevant economic development accolades as outlined in the Program of Work, should be tagged #WoodstockNow.</i>			
		<i>Identify community rankings for which the City of Woodstock is qualified</i>	WOED	\$0	Staff time - Possibly a project for an intern
		<i>Identify preferred publications</i>			
		<i>Tier each publication by public relations value and research the methodology and data each respective publication utilizes.</i>			
		<i>Participate in joint benchmarking/marketing trips with the COED and learning trips (Pivots) with Woodstock leadership</i>	WOED, COED	TBD	
		<i>Identify cities and coordinate trip(s)</i>			
	2	Continue to support and promote sustainability efforts			
		<i>Ensure that sustainability efforts are promoted</i>	COED, City of Woodstock		

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		<i>Ensure that residents, local businesses and others understand the meaning of sustainability, and the importance of it today in attracting businesses, as well as the talent to support those businesses.</i>			
		<i>Information on sustainability initiatives should be on the city website, on the new Office of Economic Development website and promoted through social media and other outlets.</i>			
		<i>Continue to work to further expand and market the trail system</i>	COED, City of Woodstock		

Appendix E

Consideration of the Regional Water Plan

Consideration of the Regional Water Plan

Department of Community Affairs (DCA) requirements for comprehensive planning mandate that any plan review the Regional Water Plan and the Rules for Environmental Planning Criteria, which is established and administered by the Department of Natural Resources pursuant to O.C.G.A. 12-2-8. The purpose of this review is to determine whether or not there is a need to adapt local implementation practices or development regulations to protect these important natural resources.

The Metropolitan North Georgia Water Planning District (MNGWPD) has adopted a comprehensive plan titled “Water Resource Management Plan.” The City of Woodstock Public Works Department complies with these planning documents through water conservation efforts aimed at both residents and businesses, wastewater master planning efforts, and revisions to developmental zoning regulations related to watershed management and preservation.

The City of Woodstock participates in the MNGWPD, including the District Plan Updates, most recently in June 2017. The City monitors pending plan changes and plans to adapt as necessary over time to comply with new plan requirements and environmental planning criteria.