



# Midtown Roswell Redevelopment Plan

Roswell, Georgia

## PREPARED FOR

The City of Roswell, GA

## PREPARED BY

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International Resource Group

Approved by Roswell City Council, January 6, 2003

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## Introduction

## Purpose of the Study

The City of Roswell is a community blessed with strong neighborhoods and a beautiful historic district. Yet, while the character and identity of individual neighborhoods and historic district are strongly defined, the City continues to search for a specific identity for its Midtown District.

Formerly known as the Neon Zone, Midtown Roswell extends along Alpharetta Street from Woodstock Street to Holcomb Bridge Road. Midtown Roswell forms a district that links together a unique collection of neighborhoods, office areas, and retail uses. Alpharetta Street in this portion of the corridor has evolved into a local service destination. Historic Canton Street to the south is succeeding in drawing new development, while the area near the Holcomb Bridge intersection has seen a recent decline.

A number of key issues face the district. Commercial properties along Alpharetta Street struggle with limited parcel sizes, impacting redevelopment opportunities, parking supply, and storm water quality. Alpharetta Street's regional traffic function of moving cars has overshadowed its local role of serving neighborhood and business access. Market conditions in the corridor are limiting the mid-block portions of the corridor from redeveloping. The aesthetics of the corridor do not reflect the character or quality of the surrounding neighborhoods and has negatively impacted commercial businesses.

The intent of this study is to develop a Midtown Roswell Redevelopment Plan based on a citizen defined vision for the community. City leaders will utilize this Redevelopment Plan to influence neighborhood stability, outline commercial redevelopment strategies, document street beautification plans, and improve the traffic and pedestrian safety in the corridor. The plan will identify transportation investments, land use controls, streetscape improvements and other investments in public spaces that will support the vision of a more livable Midtown Roswell where pedestrians, cyclists, transit users and motorists peacefully coexist within a vibrant commercial environment surrounded by healthy residential neighborhoods.

## Organization of the Report

The Market and Economic Analysis component of this redevelopment study is under separate cover in a companion document prepared by Robert Charles Lesser and Company, LLC

The remainder of the report is organized into seven sections. **Section 2** presents the public involvement process, which includes meeting with public officials, stakeholder interviews and a four-day public design charrette. **Section 3** presents the existing physical context of the study area. **Section 4** illustrates the redevelopment vision for the district. **Section 5** details basic transportation principles and proposed improvements to the existing transportation system. **Section 6** outlines design considerations for Alpharetta Street. **Section 7** documents strategies and funding sources for implementing the plan.



**The Process**

The Midtown Roswell Redevelopment Plan is the result of a several-month process of site analysis and stakeholder meetings, which culminated in an evening workshop June 12th and a four-day public design charrette held July 29-August 1, 2002.

## Stakeholder Interviews

During initial phases of the project a number of meetings were held June 11-13, 2002 with individual stakeholders in the study area. These meetings were one-on-one sessions intended to identify the issues, concerns and future development expectations of residents, members of the business community, and property owners in the corridor.

The Consultant Team met the following individuals and representatives from the following groups/agencies to solicit their input and concerns regarding the plan:

Melanie Chen - City of Roswell Economic Development  
 Steve Acenbrak, Roswell Department of Transportation  
 John Krueger, Roswell Department of Transportation  
 Larry Strickland - Property Owner  
 Delores & Randy Rodden - Property Owners  
 Mary Jane Casablanca - Property & Business owner - Alpharetta Street Business Association  
 Kathleen Field - City of Roswell Community Development Department  
 Frank Wilbanks - Property Owner  
 Mr. & Mrs. Charles Smith - Resident  
 Jim Vann - Resident  
 Noel Turner - Property Manager  
 Caroline Cranfill - Resident  
 Mike & Pat Stettner - Property Owner  
 Don Riffe - Property Owner  
 Kon Kim - - Property Owner & Business Owner  
 Mr. & Mrs. Yilmaz - Property Owner & Business Owner  
 Deborah Hornbuckle - Resident

Ricky and Karen Martin - Property Owners  
 Paula Winiski - City Council Member  
 Lori Henry - City Council Member  
 Kent Igleheart - City Council Member  
 Jan Thompson - Business Owner  
 Derrick Smith - GIS Coordinator  
 Linda Braddon - Property Owner - Alpharetta Street Business Association  
 Dorsia Eubanks - Property Owner  
 Linda Pickren - Property Owner  
 Dallas Curry - Property Owner  
 Terry Peterson - Property Owner  
 Rosmary Kopatzki - Property Owner  
 Roswell Intercultural Alliance  
 Joe Glover - City of Roswell Parks Department  
 Georgia Department of Transportation

One purpose of these meetings was to establish the viewpoints of the various stakeholders regarding potentially contentious issues related to Midtown Roswell's future. This allowed their interests to be balanced as part of the planning process. These meetings provided a comprehensive picture of current issues and redevelopment potential.

A public workshop was held June 12th at the Masonic Lodge in the study corridor involving over 70 participants. During this initial public workshop the public was asked to voice specific issues and concerns they have for the future of the area. The participants wrote, talked and drew, jump-starting the design charrette and giving clear direction to the design team. The following categorizes the major issues that surfaced during the stakeholder interview process.

**What's Good**

- Historic District
- Access to businesses
- Good location for business owners
- Variety of daily needs met
- Multiple purpose corridor

**What's Bad**

- Ability to cross the road
- Air quality/pollution
- Peak hour congestion
- Traffic speeds
- Not pedestrian-friendly
- Loitering
- Unfriendly for cyclists
- Harsh to eye-no greenery
- Poor lighting
- Road very wide and close to some buildings
- Difficult design review process

**What Should Be Done**

- Lower speed limits
- Wide sidewalk
- More bicycle facilities
- Longer crosswalk timing for signal intervals
- More crosswalks
- More access streets
- Attractive road that will help businesses
- Integrate with historic district
- Greenery-grass and trees
- Maintain "Roswell character"

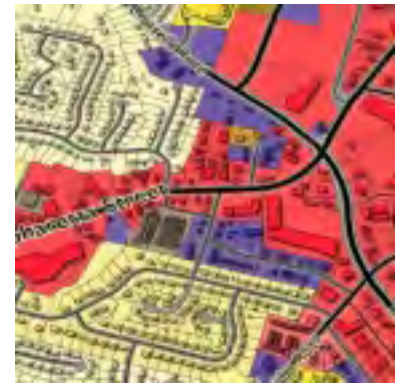
**The Design Charrette**

A design charrette is a hands-on, public design workshop where participants provide input regarding areas of concerns in the community. During the sessions, designers produce sketches of design alternatives that respond directly to input received by the public. The end result is a preliminary plan that represents the collective vision for the community.

With the completion of data collection, preliminary analysis, and stakeholder interviews, a design charrette was held over a 4-day period involving over 100 participants. The 4-day charrette was held in the study corridor from July 29-August 1, 2002 in the Old Lake Place Shopping Center.

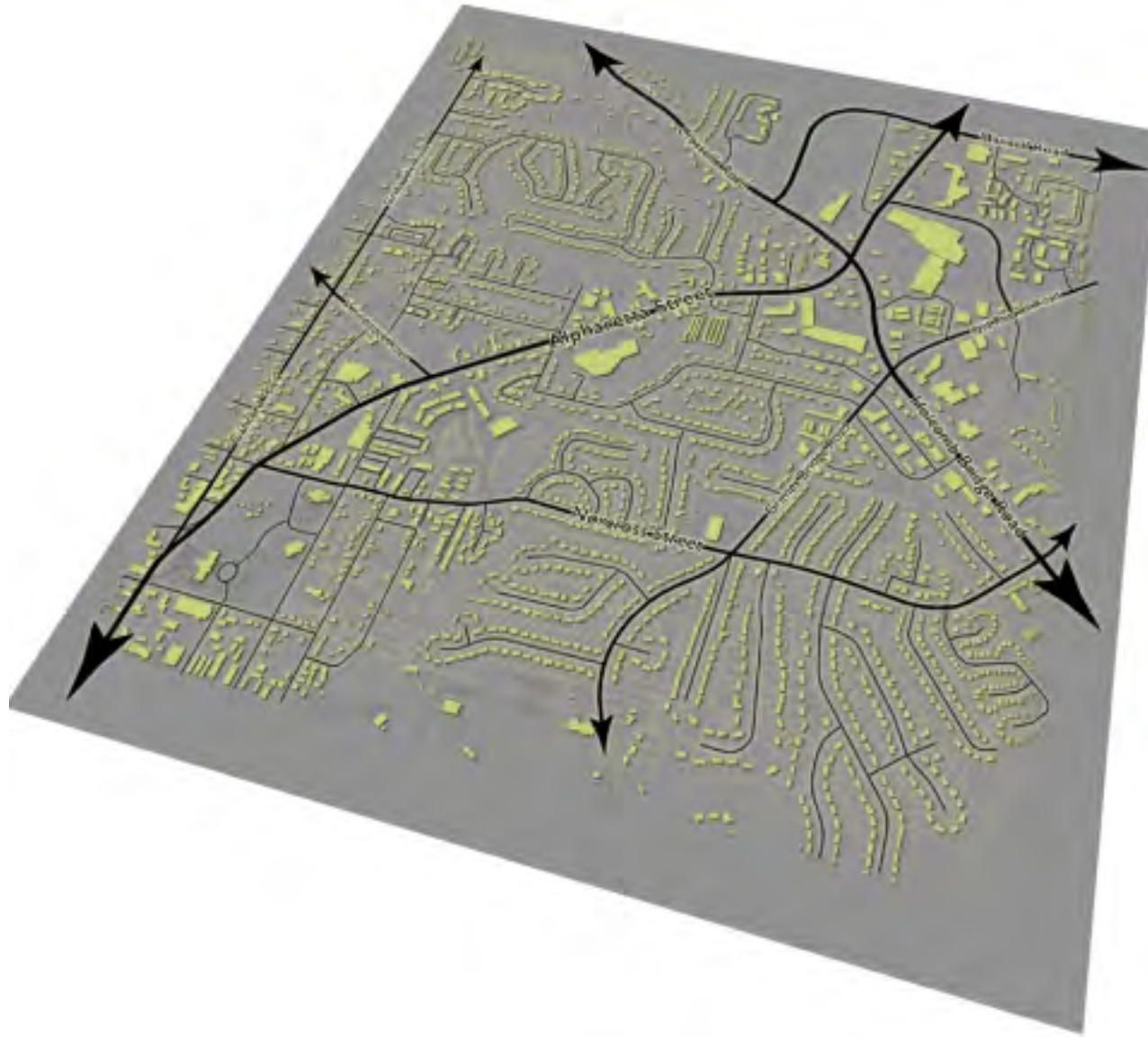
The presentation on the first day of the charrette began with a brief overview of the team's initial findings, illustrating how the area's context will influence the design process. The preliminary market analysis was also presented. The public was asked and encouraged to visit the design studio and offer ideas to the team. During the 4-day process the design team worked one-on-one with over 60 local business owners, neighbors, property owners, and City staff.

The product of this intensive process was a preliminary Redevelopment Plan that was displayed on the evening of the final day in a public presentation at City Hall. Following the charrette, the team made additional refinements to the plan based on public comment and review. This report illustrates the completed Redevelopment Plan with the purpose of establishing the design intent, development strategies, and vision for the future of the district. This report is intended to be a flexible blueprint that illustrates concepts that can accommodate change over time while still maintaining the overall vision.



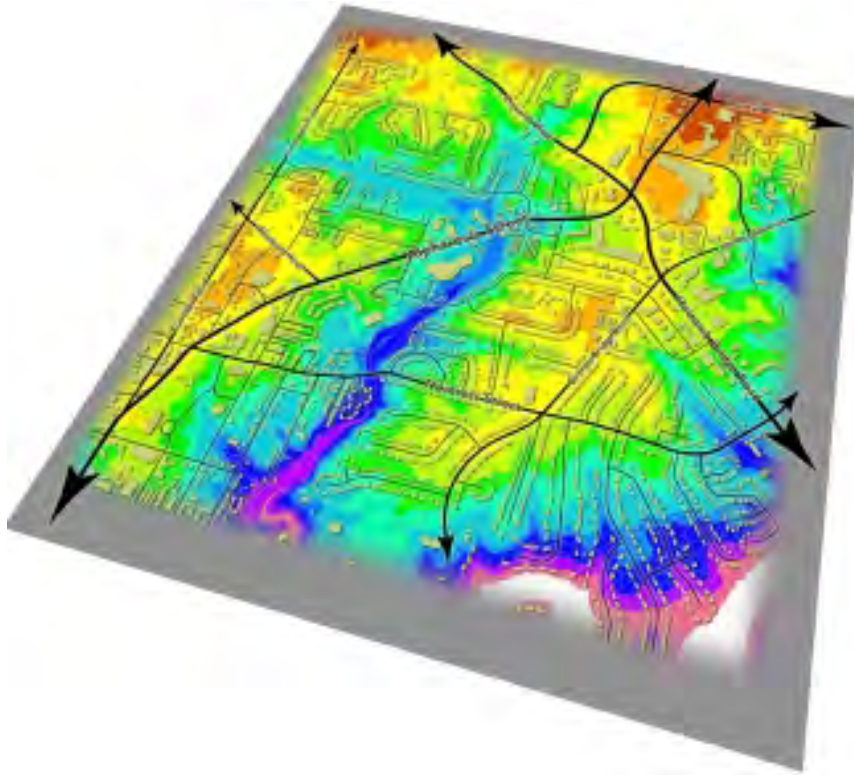
**Context**





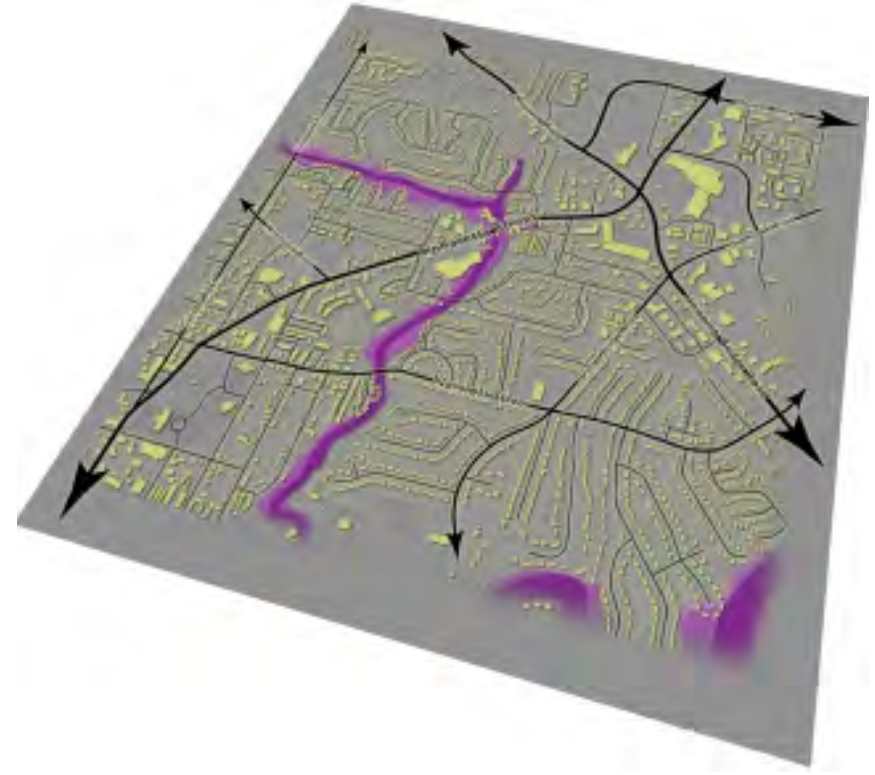
### Study Area

Roswell is a city of 80,000 people located in Fulton County north of the city of Atlanta, and adjacent to the Chattahoochee River. The Midtown Roswell district is centered on Alpharetta Street, which carries the designation of Georgia State Route 9, and runs northeast from the city's Historic District to Holcomb Bridge Road and ultimately to the city of Alpharetta. Alpharetta Street is a mix of aging strip development, small office and retail outlets, car sales, repair, and service shops, and newer retail shopping centers. Residential neighborhoods adjoin the commercial corridor throughout its length. Midtown Roswell is anchored on the south end by the Historic District, with its collection of shops and restaurants, and by the Municipal Complex. The north end of Midtown Roswell includes the commercial development around the Holcomb Bridge Road intersection.



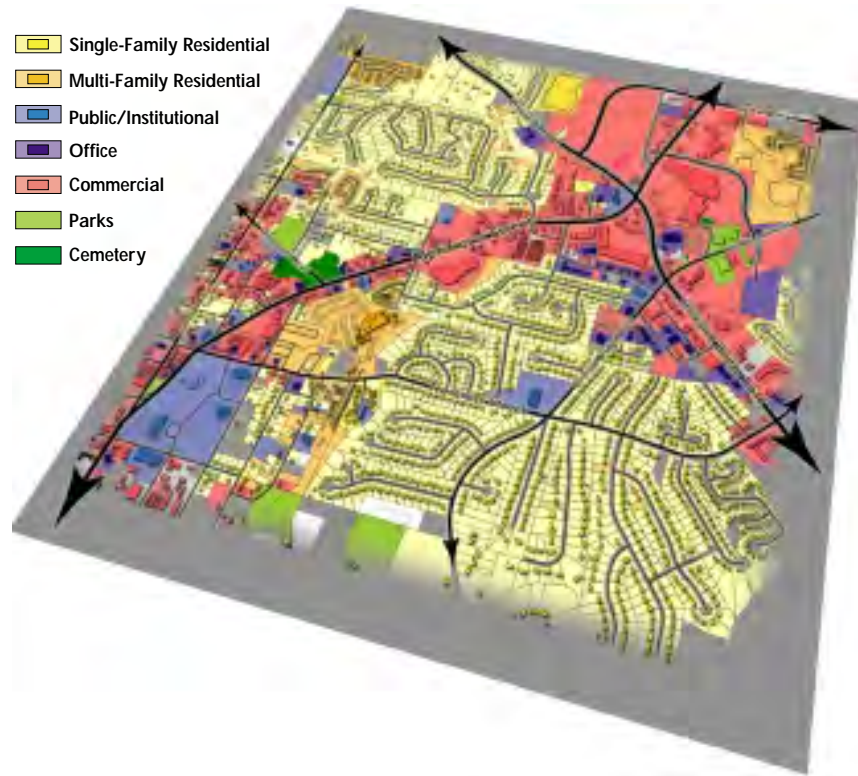
### Topography

The district sits as two areas of relatively high ground bisected by a low area associated with Hog Wallow Creek. While no slopes in the study area would be considered technically unbuildable, the rolling terrain creates site distance issues on Alpharetta Street and difficulties screening residential neighborhoods from commercial uses.



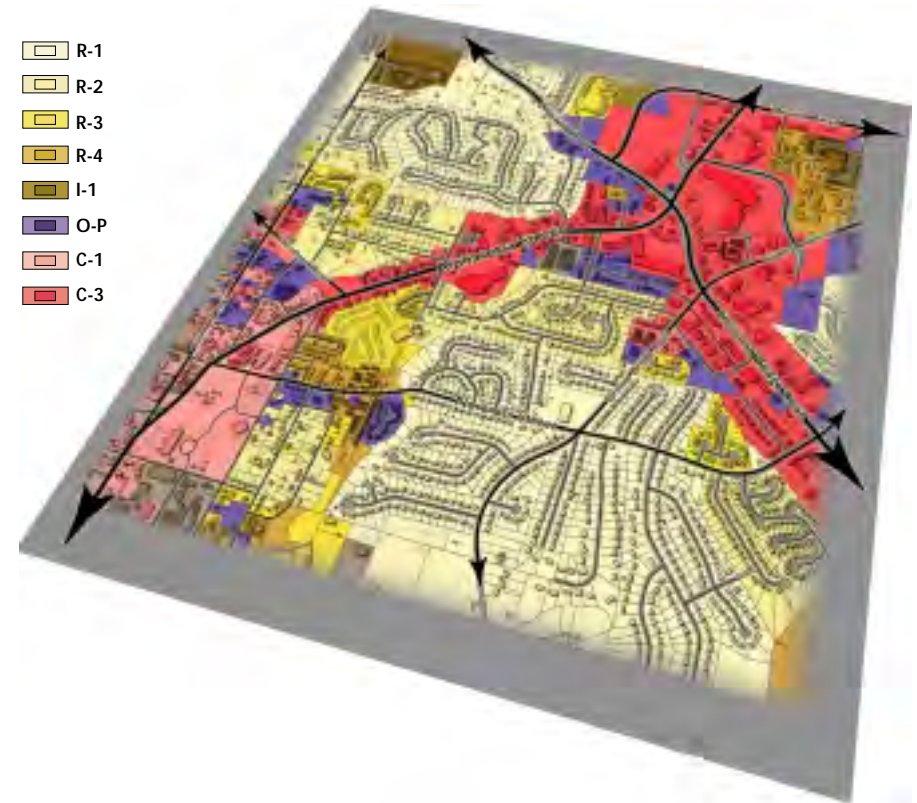
### Hydrology

Hog Wallow Creek runs south through the study area to its intersection with Big Creek, which empties into the Chattahoochee River. The floodplain area associated with the creek varies in width from 75 feet to 300 feet as it meanders south. The floodplain has impacts on the development potential of several parcels, while offering potential for a greenway and open space preservation.



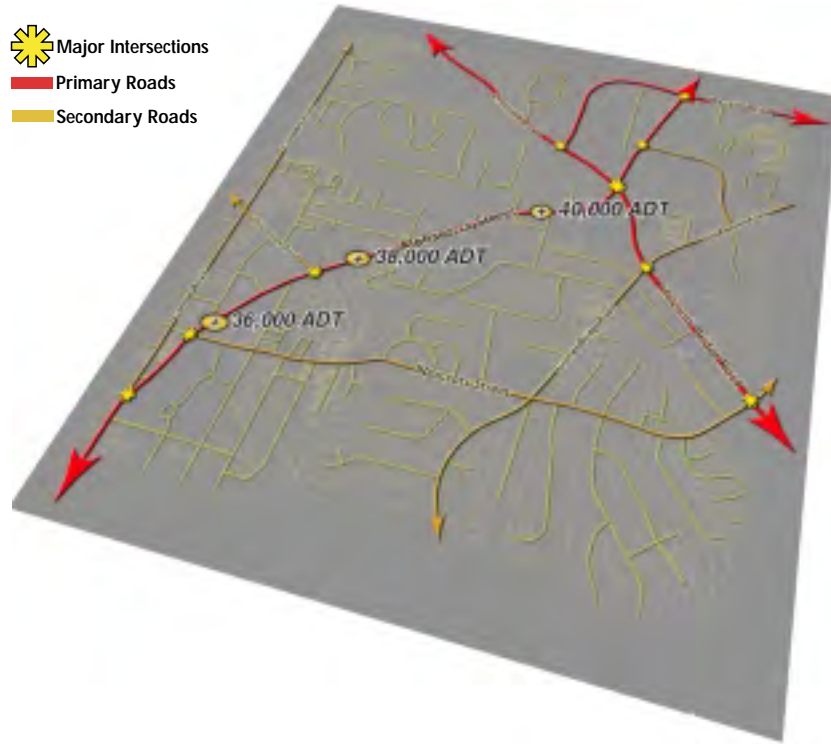
### Existing Land Use

Land uses along the Alharetta Street corridor vary based on parcel size and location. In the southern portion of Midtown Roswell, the small size of the parcels supports individual retail and office uses, or small strip centers of three to five bays positioned perpendicular to Alharetta Street. The middle portion of the district includes larger parcels with a greater depth from the street. Uses in this area are more land intensive - storage, car repair and sales, larger strip centers. The most intensive commercial uses in the study area, consisting of several "big-box" retail centers, are found around the intersection of Holcomb Bridge Road and Alharetta Street.



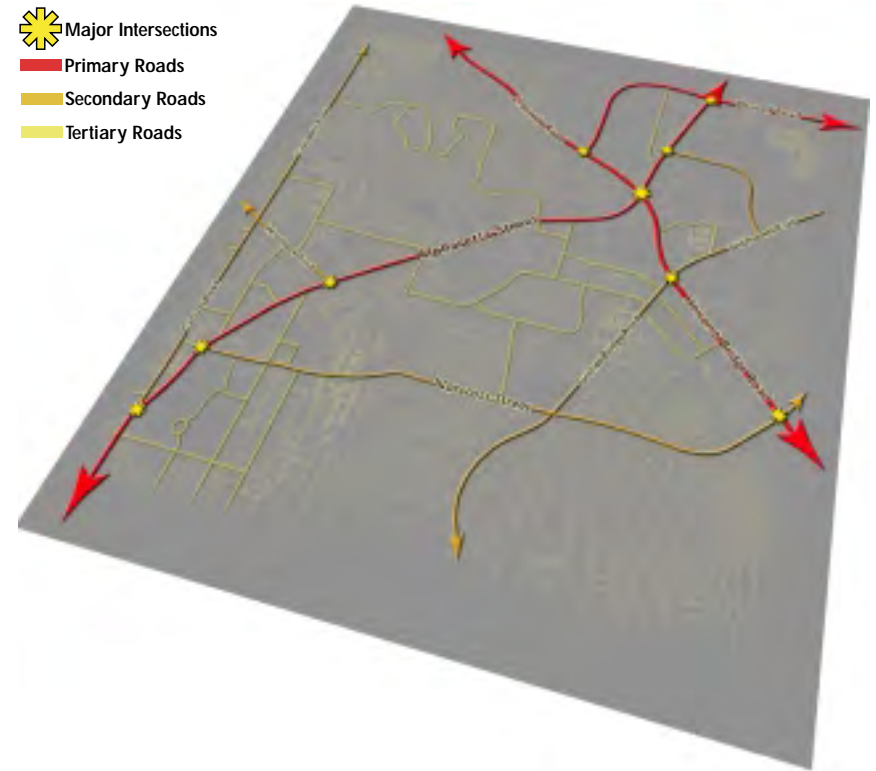
### Existing Zoning

The southern end of the Alharetta Street corridor is zoned C-1, which is intended to encourage the intensive development of a centralized business center for the City. The area generally south of Woodstock Road is overlaid by the Historic District, creating further rules and regulations on development of these parcels. The middle portion and upper portions of the corridor, from roughly Woodstock Road north is zoned C-3, which allows for a range of commercial uses "which primarily serve the traveling public and benefit from direct access to major streets". Residential zones (R-1, R-2, R-3, and R-4) generally abut the commercial zones to the north and south throughout the corridor.



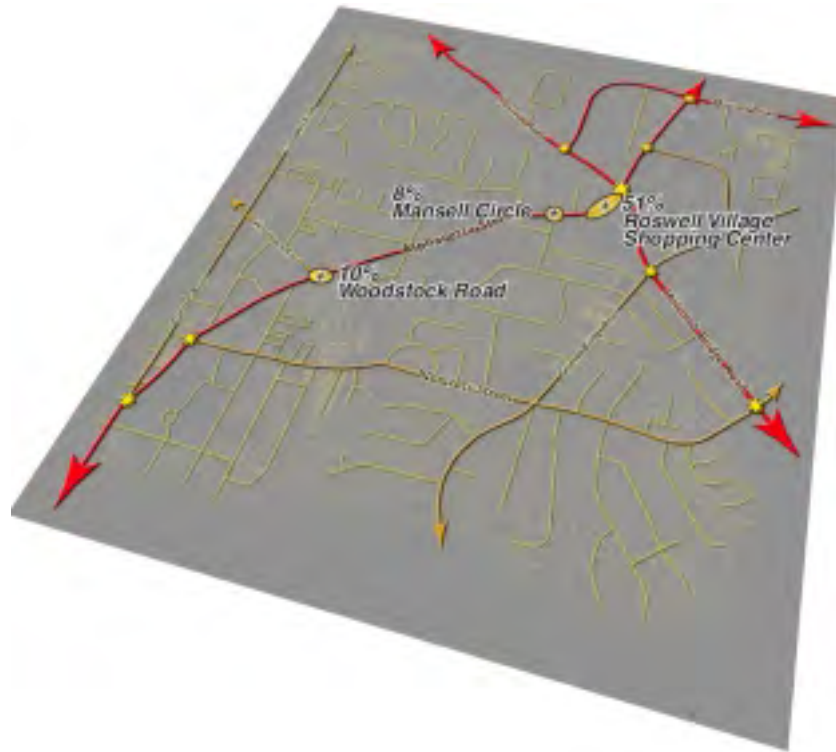
### Regional Street Network

The regional street network is primarily supported by Alpharetta Street, Holcomb Bridge Road, and Mansell Road. Only two roads in this portion of north Fulton County cross the Chattahoochee River, Georgia 400 and State Route 9. As such, Alpharetta Street serves an important role carrying regional traffic. Both Holcomb Bridge Road and Mansell Road extend from Alpharetta Street to Georgia 400. Predictably, these intersections accommodate a large volume of through traffic and turning movements. Daily traffic volumes on Alpharetta Street range from 40,000 near Holcomb Bridge Road to 36,000 at Woodstock Road. This volume of traffic is within the capacity of the 5-lane cross-section of Alpharetta Street.



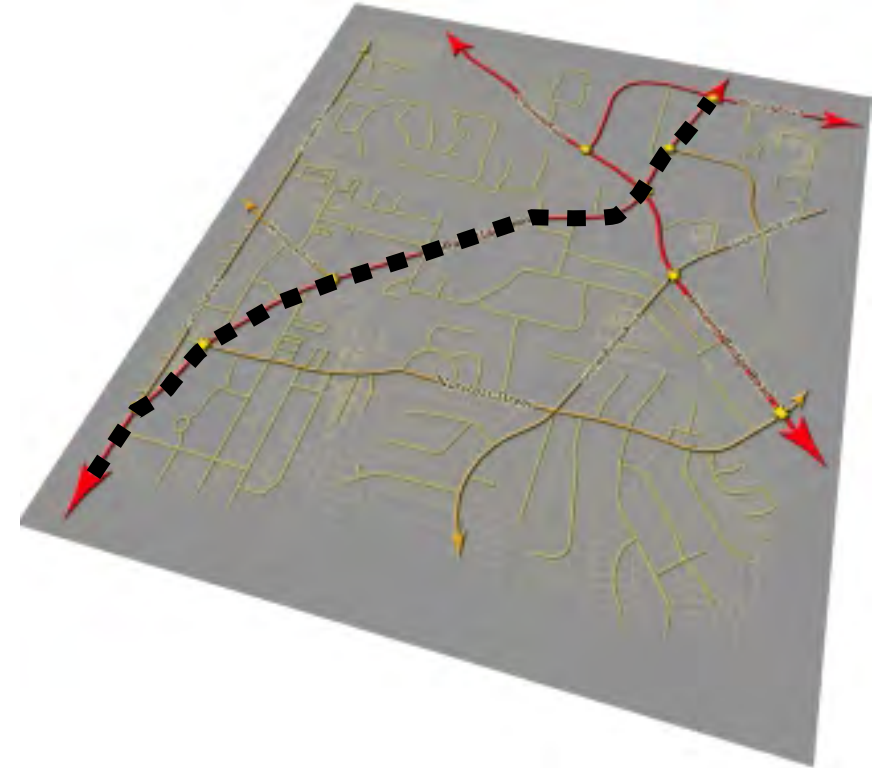
### Local Access

In addition to the primary network of Alpharetta Street, Holcomb Bridge Road, and Mansell Road, access to most destinations within Midtown Roswell is provided by Woodstock Road, Norcross Street, Frazier Street, Canton Road, Prospect Street, Alpine Drive, and Charles Place/Maxwell Road. Alpharetta Street, in addition to carrying regional traffic to and from areas outside Midtown Roswell, provides access to each business fronting the street. Some parcels have only one curb cut, while many parcels have multiple curb cut entrances/exits onto Alpharetta Street.



### Safety

A March 2000 study by Street Smarts found that in 1998 and 1999, there were a total of 211 accidents on this portion of Alharetta Street, including 3 fatal accidents. More than half (51%) of accidents happened in the vicinity of Roswell Village Shopping Center. Other significant accident locations were Woodstock Road (10%) and Mansell Circle (8%). Additional information on Alharetta Street's safety can be found in the "Alharetta Street Corridor Study", prepared by Street Smarts, March 2000.



### Pedestrians and Transit Service

The Alharetta Street corridor supports a large number of pedestrians given the strip commercial development pattern of the area. There are sidewalks along both sides of Alharetta Street throughout the study area, with the exception of the west side of the street north of Clara Drive. Crossing the street is difficult, as crosswalks are only provided at the signalized intersections, meaning there is no crosswalk between Woodstock Road and Holcomb Bridge Road, a distance of nearly one mile. MARTA's Route 85 runs along Alharetta Street, providing service every 15 minutes during peak times and every 30 minutes in off-peak hours. This route is MARTA's only route through this portion of north Fulton County.

**Population & Employment Projection  
The Roswell Corridor  
2000 - 2025**

	2000/ 2002	2005	2010	2015	2020	2025
<b>Population/3</b>	43,340	44,863	46,385	47,908	49,430	50,953
<b>Households/3</b>	16,491	17,319	18,146	18,974	19,801	20,629
<b>Employment/4</b>	22,363	22,847	23,331	23,815	24,299	24,783
<b>Jobs/HH Ratio</b>	1.36	1.32	1.29	1.26	1.23	1.20

- 1) The Roswell Corridor is defined as the polygon around the most prominent census tracts.
- 2) Year 2000 data from the US Census
- 3) Projection based off of US Census, assume 201 rental units and 130 for-sale units will be constructed in the corridor every two years at an average household size of 1.84.
- 4) Projection based off of US Census, assume 45,000 sf of small office space and 15,000 sf of retail space is added to the corridor every two years. Assume 275 sf of Office/Employee and 500 sf Retail/Employee.

Source: Robert Charles Lesser & Co. LLC. Based upon data from Claritas, Inc.



**Redevelopment Vision**

## Redevelopment Plan

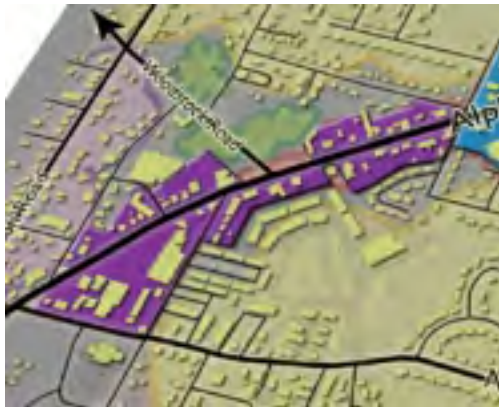
The Redevelopment Plan illustrates potential future development within the Midtown Roswell District based on identified opportunity sites, expected market trends, and Roswell's desired vision for the area. This Redevelopment Plan is not intended to specifically predict or dictate future development but provide a guiding vision for redevelopment.

In addition, the Redevelopment Plan serves a number of other specific purposes. First, the plan identifies a number of specific sites that due to size and utilization are ripe for redevelopment in the near future. With these sites identified the plan illustrates how they may redevelop based on recommended building form, block structure and use. The plan also identifies district-wide improvements such as new road connections,

public parks, or greenways. Finally, the plan provides a reference for guiding future land use or zoning decisions through revised codes or design standards.

## The Three Lens Strategy (Revitalize - Reposition - Reorganize)

The Redevelopment Plan recognizes that even within the Midtown Roswell District a variety of unique development conditions exist that will dictate different redevelopment approaches. The Redevelopment Plan outlines a "three lens strategy" that identifies three unique conditions within Midtown Roswell with a specific approach for each area.



### Revitalize

This strategy applies to the southern end of the corridor, where parcel size and adjacency to neighborhoods limits parcel consolidation and intensification potential. The intensity and uses found here are expected to be maintained. The neighborhoods and businesses found here are good, and they need reinforcing not reinvention. This area can capitalize on its location adjacent to historic district, where small-scale additions will improve stability and quality.



### Reposition

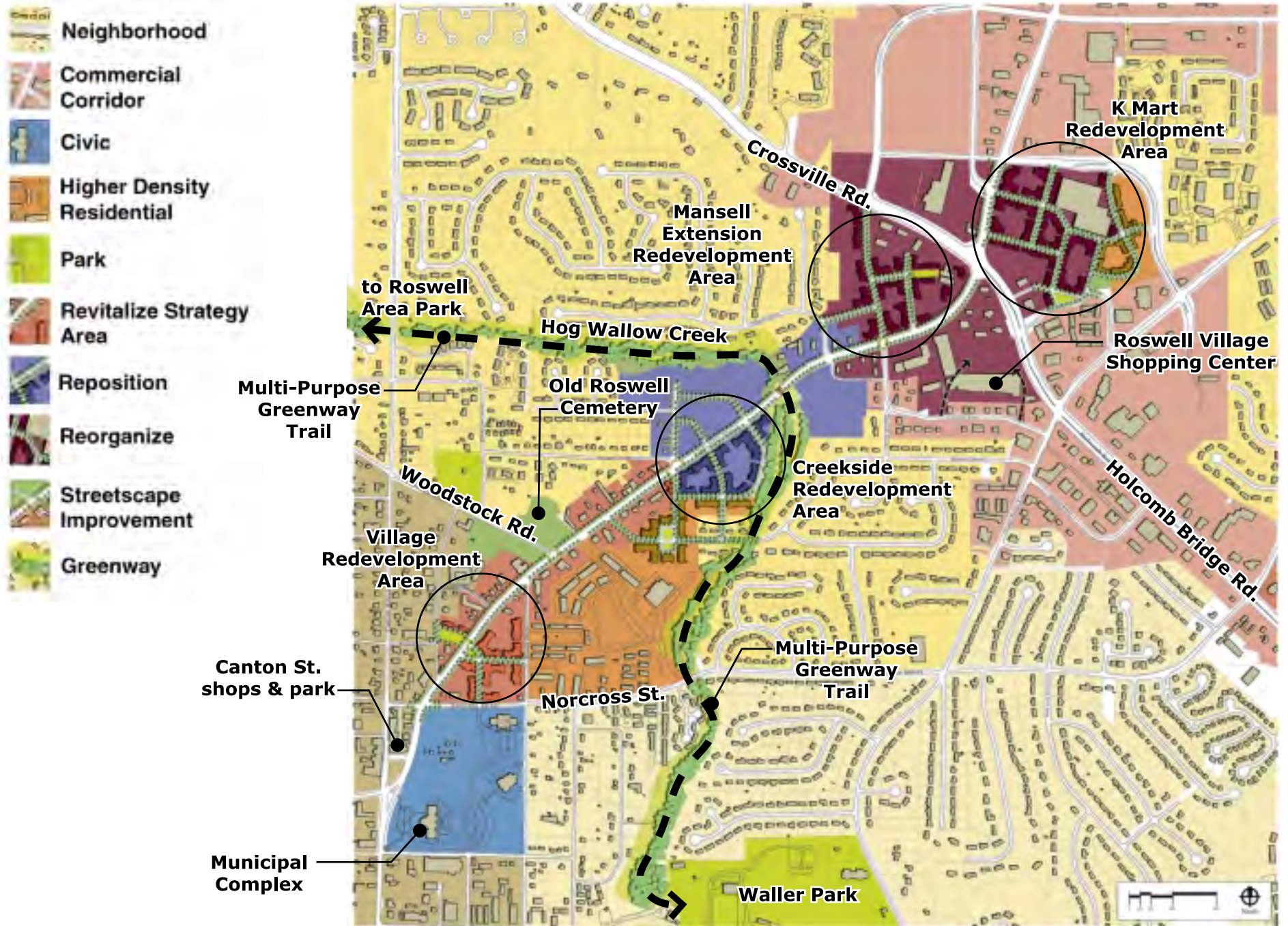
In the middle portion of the corridor, where the commercial parcels are better insulated from their residential neighbors, there is more potential for larger-scale redevelopment. Long-term steps can be taken to remake or re-image these underutilized areas. In the near-term, renovation and replacement can establish this new direction. The area's "mid-block" location away from high-volume regional intersections has implications on potential successful uses. Retail uses will be constrained by its mid-block location and the area should be repositioned for more appropriate uses such as office or residential.



### Reorganize

The intersection of Holcomb Bridge Road and Alpharetta Street is already established as a higher-intensity commercial node. It is by far the best "regional" location in the study area for future development. With its large-parcel ownership pattern, the valuable real estate at this strategic location can add tremendous value to the entire corridor, anchoring it in much the same way as the historic district does at the south end. The reurbanization of this area should perform at a very high urban design and economic level.



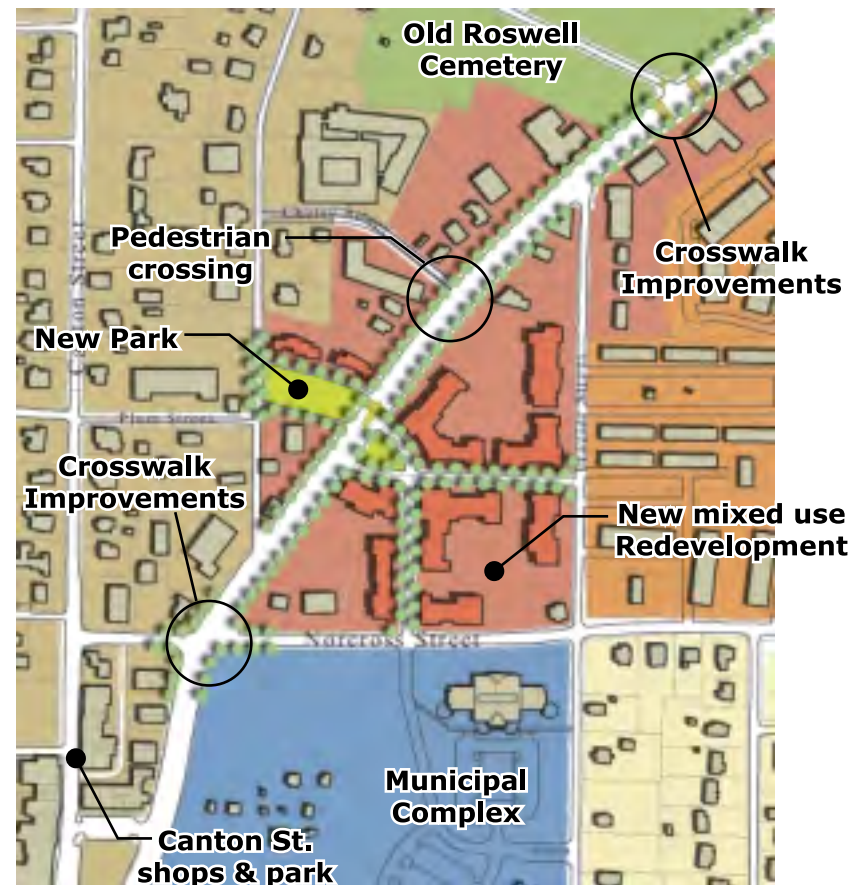


Revitalize: The Village Redevelopment Area



**Existing**

This portion of the Midtown Roswell District is within the Historic District and walking distance of Canton Street and the Municipal Complex. The Value Village Shopping Center is the only remaining large parcel of land under single ownership within this part of the corridor. Its suburban strip center site design creates a critical pedestrian void on Alpharetta Street disconnecting it from the Canton Street area and the Municipal Complex.



**Proposed**

Redevelopment in this area should capitalize on its adjacency to the Historic District and recent projects such as the Plum Tree Village and Liberty Square. Future redevelopment of this area should serve to structure the site into development blocks and pedestrian oriented streets that would connect the Municipal Complex to Alpharetta Street. This new redevelopment should also convert the single use strip commercial center into a mix of uses to include office and residential in addition to retail. The mix of uses should generally include office (10 - 30%), residential (10 - 35%), and retail (35 - 60%). Parks or plazas should be created to amenitize new development and provide needed public spaces.



Existing view

Village Redevelopment Area Proposed Development

Reposition: The Creekside Redevelopment Area



**Existing**

The portion of the Midtown Roswell District between Hog Wallow Creek and Strickland Road is characterized by a collection of small parcel, auto-oriented uses on the north side and a large parcel commercial strip center to the south. Hog Wallow Creek runs through the area completely hidden underneath Alharetta Street and behind the commercial properties.

**Proposed**

The redevelopment plan capitalizes on the large parcel strip center, envisioning new redevelopment on streets and blocks connecting to Alharetta Street. With the abundance of retail uses within the corridor the plan proposes to take advantage of long-term office and residential demand to create a mix of residential and office uses that could support a small amount of ground floor retail. The mix of uses should generally include office (20 - 40%), residential (40 - 60%), and retail (0 - 20%). Hog Wallow Creek should be rediscovered as a future greenway that would connect Waller Park to the Roswell Area Park.

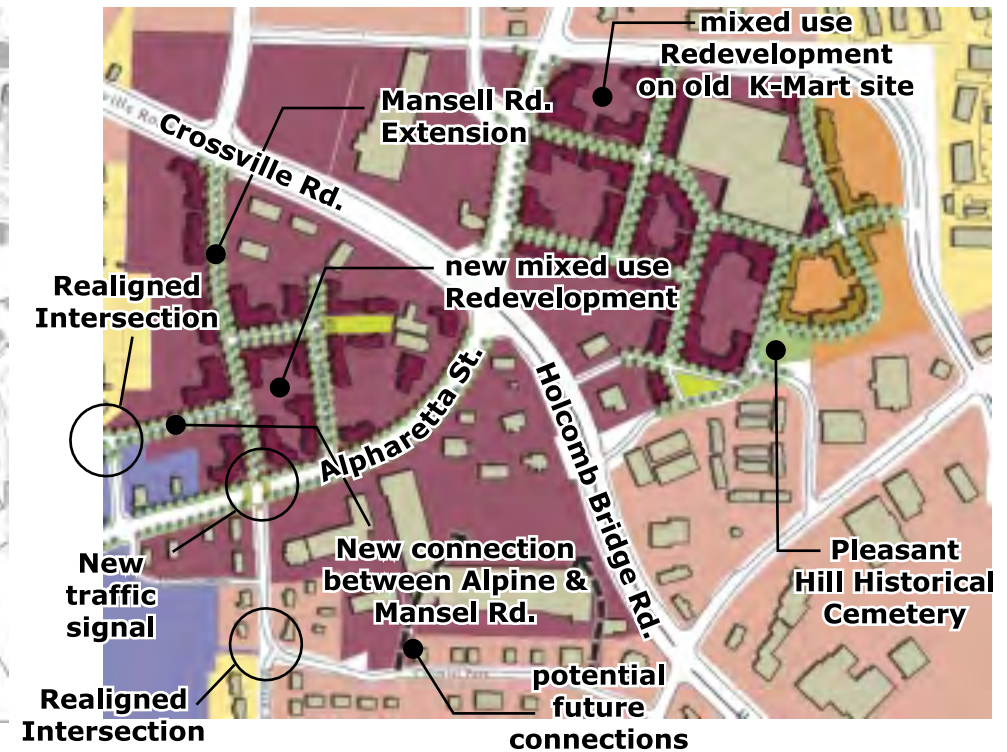


Creekside Redevelopment Area Proposed Development



Existing view

## Reorganize: The Mansell Road and K-Mart Redevelopment Area

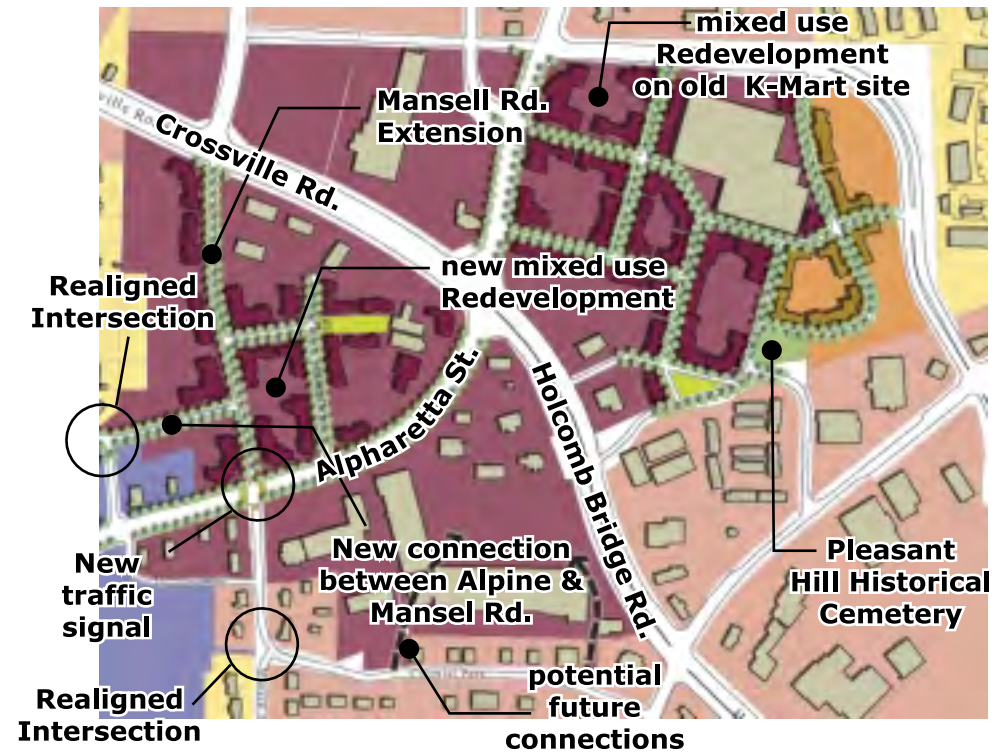
**Existing**

The four quadrants of the Holcomb Bridge and Alharetta Street intersection include a collection of big box retail centers and commercial out parcels. The recent closing of the K-Mart and new commercial development at Northpoint Mall has put into question the long term future of this area. In addition, access, parcel acquisition, and retail market issues have hindered redevelopment in the east quadrant, south of Crossville Road and north of Alharetta Street. The lack of street network in this area puts a tremendous amount of traffic pressure on the Holcomb Bridge/Alharetta Street intersection adding to the area's congestion and creating a hostile pedestrian environment.

**Proposed**

The redevelopment plan for this area is premised on developing a supplementary network of street connections to provide traffic alternatives and support future redevelopment. One of these potential connections is an extension of Mansell Road south from Crossville Road to a new traffic signal at Alharetta Street. The extended Mansell Road will facilitate the redevelopment of this quadrant by providing improved accessibility to both Crossville Road and Alharetta Street. A new street connection between Alpine Dr. and the Mansell Rd. extension would provide the adjacent neighborhoods signaled access to both Alharetta Street and Crossville Road. As with other proposed redevelopment within the district, this area should be developed with a mix of uses focusing on office with additional residential and supporting retail.

The K-Mart redevelopment area is planned to reorganize this single-use, big box strip center into a mixed use "life-style" center. The term "life-style" center refers to a recent retailing trend of creating outdoor, main street retail destinations. These types of centers will typically include restaurants, retail shops, and a destination anchor such as a movie theater. The redevelopment plan assumes demolition of portions of the existing strip center to create a structure of streets and blocks that allow for street-oriented development with parking placed in lots or structures behind the buildings. The remaining portions of the center could be renovated to serve as the destination anchor for the redeveloped project. The mix of uses should generally include office (20 - 40%), residential (20 - 25%), and retail (40-50%).





K-Mart Redevelopment Area Proposed Development



Existing view





**Circulation**

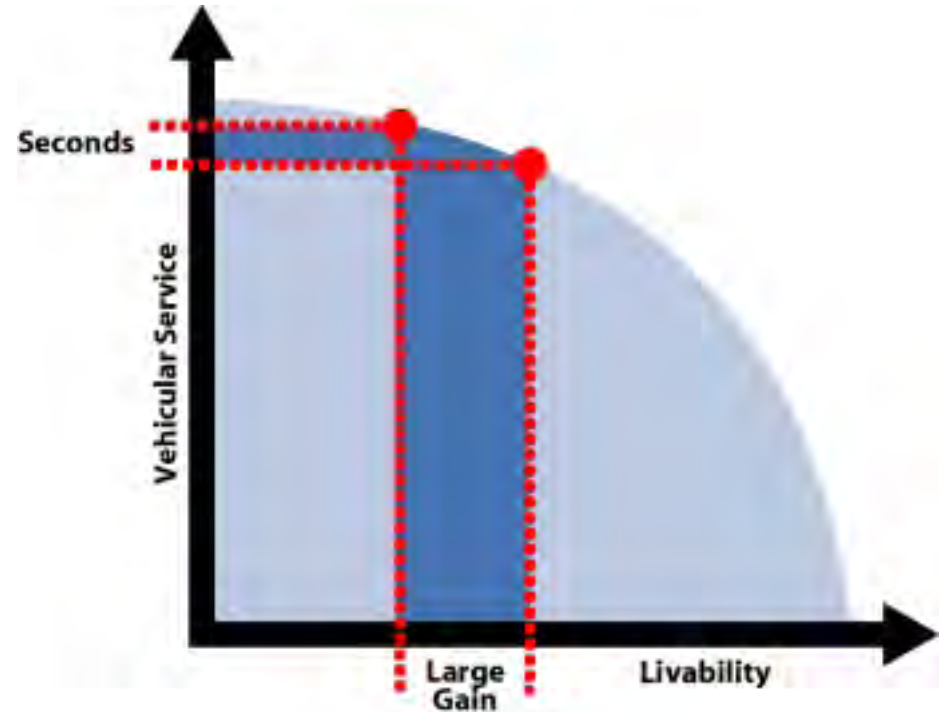
The transportation system plays a critical role in defining the character of Midtown Roswell. Transportation issues span the study area boundaries and should be discussed both at the local and regional levels. Alpharetta Street, in particular, is an important roadway for the redevelopment of Midtown Roswell, as well as the greater North Fulton County region.

Alpharetta Street historically was the only crossing of the Chattahoochee River. Traffic patterns were channeled across the bridge and filtered throughout north Fulton County. As a result, Roswell's and North Fulton County's land use patterns and economic development evolved along Alpharetta Street from Marietta Highway to Mansell Road.

Until recently (within the last 20-years) commercial activity in North Fulton County centered on the Alpharetta Street corridor and Midtown Roswell. That was until GA 400 was constructed.

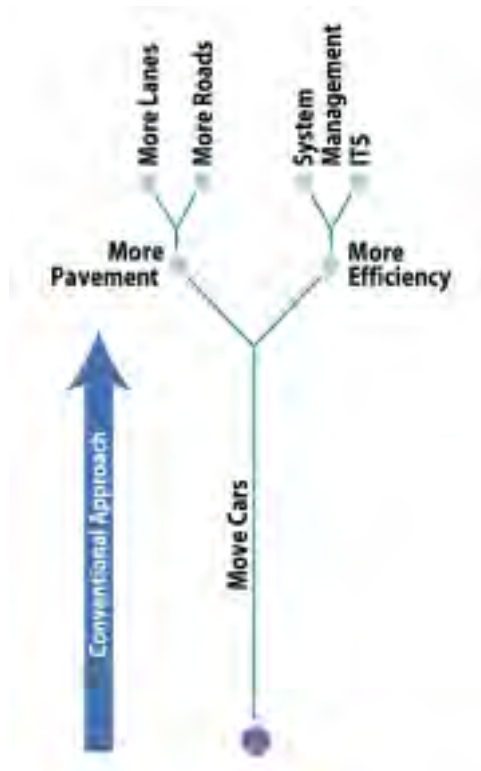
The opening of GA 400 shifted traffic patterns, and consequently land development pressure in Roswell and North Fulton County away from Alpharetta Street to the GA 400 corridor and to streets accessing GA 400 (like Holcomb Bridge Road and Mansell Road). Roswell's center of activity has remained on Alpharetta Street, but has shifted focus north from Canton Street to Holcomb Bridge Road.

Since the opening of GA 400, Alpharetta Street, through Midtown Roswell, is no longer the primary north-south corridor in north Fulton County. However, being one of only two river crossings, Alpharetta Street remains an important transportation corridor. As a result, Midtown Roswell is still traversed by a significant regional corridor and therefore a significant amount of regional traffic is passing through Roswell impacting the livability of the study area and the city.



The primary transportation challenge of this Study is to balance the success and livability of Midtown Roswell with Alpharetta Street's requirement to accommodate regional transportation. Livability is focused on balancing vehicular service requirements of Alpharetta Street with business, neighborhood and pedestrian needs. Since the focus of Alpharetta Street is currently skewed toward vehicular service, large gains in livability for the corridor can be made with rather minor impacts on vehicular service. This circulation section is divided into two sections: 1) Principles of Livable Transportation, and 2) Transportation Actions.

Principles of Livable Transportation



**Conventional Approach to Transportation Planning:**

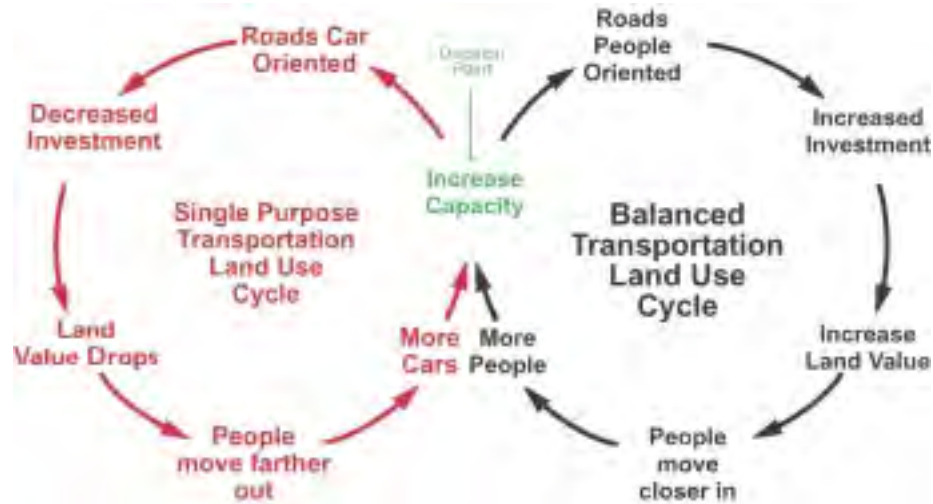
The historic approach to transportation planning in Fulton County has been focused solely on moving more cars. As a consequence, transportation planners and engineers have focused on only two transportation solutions: make roads bigger, or make roads more efficient. Due to the context of the study area, this single-minded approach was not used for the Midtown Roswell Redevelopment Plan.



**A Balanced Approach to Transportation Planning**

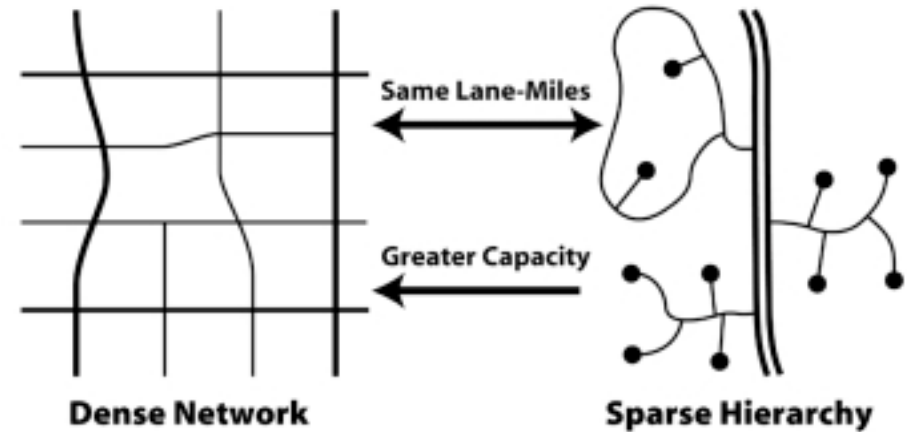
A balanced approach to transportation planning recognizes the interrelationship between land use and transportation planning. This approach broadens the definition of transportation planning to include the movement of people - through cars, transit, bicycling, and walking. This approach also recognizes the value of improving the quality of trip as well as utilizing land use solutions to resolve transportation problems. The redevelopment plan for Midtown Roswell will employ a balanced approach to transportation issues.

## Principles of Livable Transportation



### Transportation and Land Use Cycle

The transportation land use cycle illustrates how land development patterns, in redeveloping areas, are impacted by transportation investment. Typically land development and private investment in redeveloping areas respond positively to transportation improvements that balance mobility with accessibility. Single purpose transportation investments that favor mobility can restrict access and consequently reduce investment along a corridor.

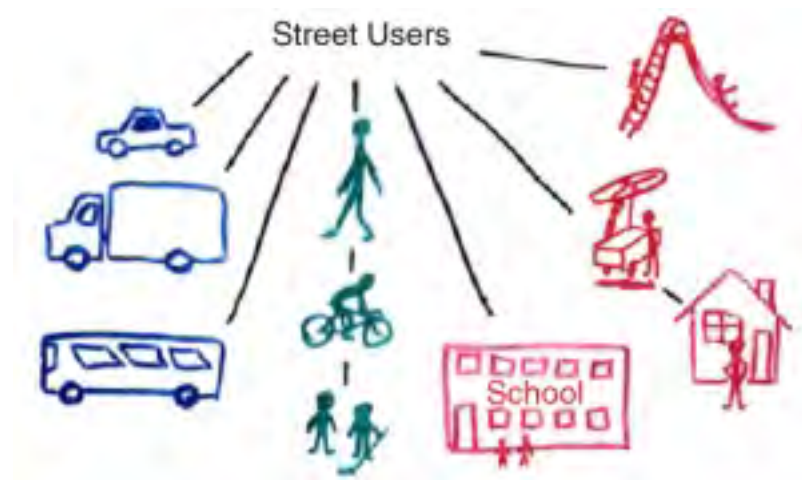


### Street Network

Basic transportation planning principles suggest that a traditional network of streets has more capacity than the suburban sparse hierarchy. The fundamental reason why a network of small streets outperforms a sparse hierarchy of streets is that streets become less (not more) efficient as their size increases. Instead of an efficiency of scale as the street gets larger we experience a "diseconomy" of scale. A highly connected grid of streets provides numerous, redundant opportunities to make left turns. This contrasts with a sparse network pattern in which left turns are gathered up from multiple locations and focused at a single location.

The long-term redevelopment strategy for increasing vehicular capacity in the redevelopment district is focused on increasing the street network within the study area. The most significant of which is the long-term extension of Mansell Road from Crossville Road to Alpharetta Street. This action will provide a needed alternative route to the Holcomb Bridge/Alpharetta Street intersection.

## Principles of Livable Transportation



### Alpharetta Street - Users

Alpharetta Street has many different users. Its obvious role of providing service to vehicular traffic is unchanged - and will likely grow in the next 20-years. However, successful redevelopment of Midtown Roswell is dependent on Alpharetta Street recognizing all of its users and developing design solutions that meet and balance all of its user's needs. Besides its vehicular transportation role, Alpharetta Street needs to better meet the transportation needs of pedestrians and bicyclists. Equally important, transportation planners need to recognize and propose design solutions to facilitate Alpharetta Street's community responsibilities of supporting commerce (the exchanges of goods and services) and proper functioning as a premiere public space.



### Alpharetta Street - Capacity

Traditionally Alpharetta Street's capacity has been narrowly defined by its vehicular capacity. As a 5-lane suburban arterial, Alpharetta Street has a theoretical vehicular capacity per lane of 1,800 cars per hour. Currently during the peak hour the roadway is carrying approximately 900 cars per lane, per hour. Yet, everyone agrees there is congestion on the corridor. That is because the true capacity of the street is defined by its intersections with other streets. Capacity constraints on Alpharetta Street only occur at intersections, not mid-block.

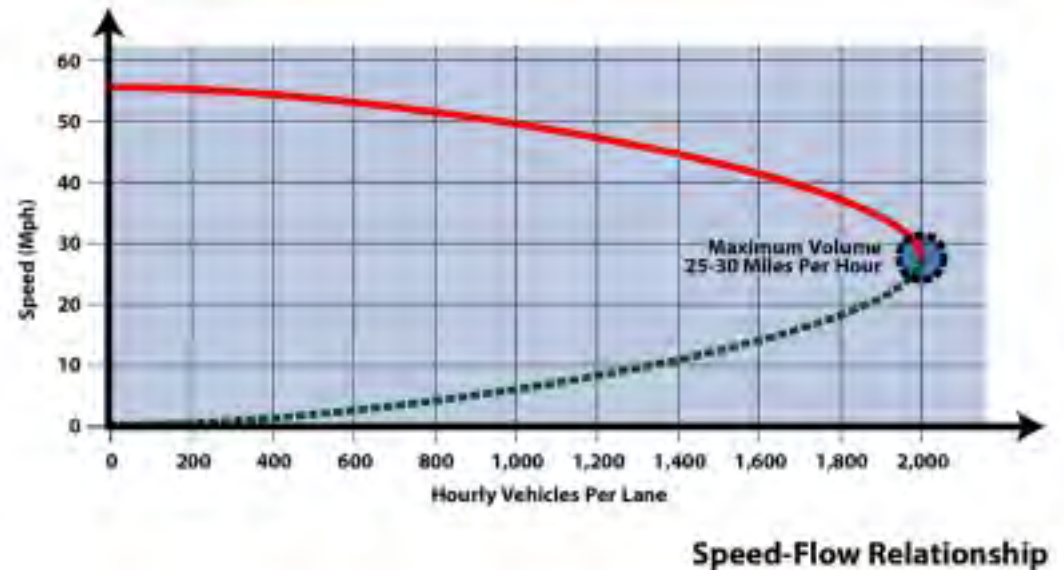
Unfortunately, measuring capacity through only vehicles neglects to recognize all of the other users of the street. The redevelopment strategy for Midtown Roswell measures street capacity by the number people and community functions it serves and therefore will outline design solutions, which improve the broader capacity of the corridor.

## Principles of Livable Transportation



### Alpharetta Street - Mobility Vs. Access

Alpharetta Street is evolving from a suburban arterial to an urban arterial. The street is serving multiple users as well as multiple modes of travel. Businesses and neighborhoods throughout Midtown Roswell are dependent on improving the accessibility and livability of Alpharetta Street. Yet, this study also recognizes the important mobility role that Alpharetta Street provides to the region. Alpharetta Street needs to balance mobility with accessibility as an urban, or smart growth, corridor.

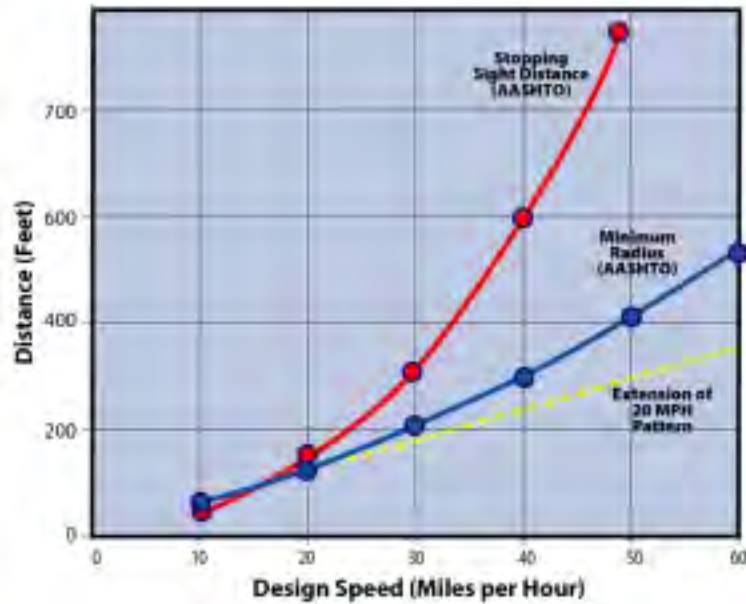


### Speed - Flow

A common misconception in transportation planning is that higher speeds allow for greater capacity than lower speeds. This is not true. According to the Institute of Transportation Engineer's Highway Capacity Manual, a roadway will carry more cars per lane between 25-30 miles per hour than any other speed. With speeds higher than 30 mph, motorists allow for greater gaps between cars and for speeds below 25 mph the efficiency of the roadway is compromised.

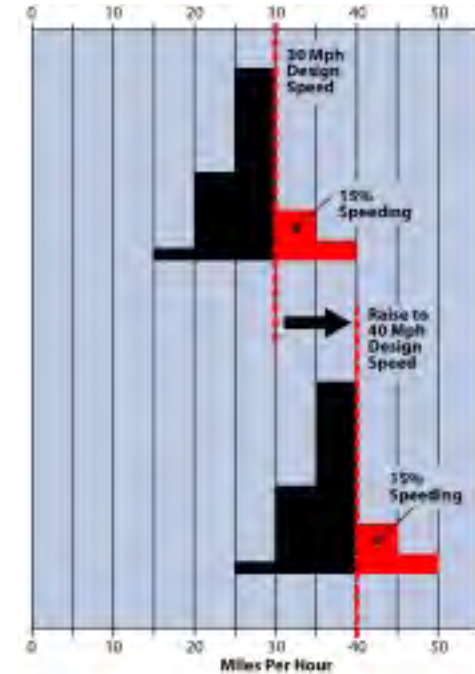
Vehicular speeds of 25-30 mph are more reasonable speeds for pedestrians and bicyclists sharing the corridor. Since capacity is not compromised with lower speeds, design solutions for Alpharetta Street should limit corridor design speeds, and consequently posted speed limits, from 40 mph to 30 mph.

Principles of Livable Transportation: Quality of the Walk



Roadway Design Speeds

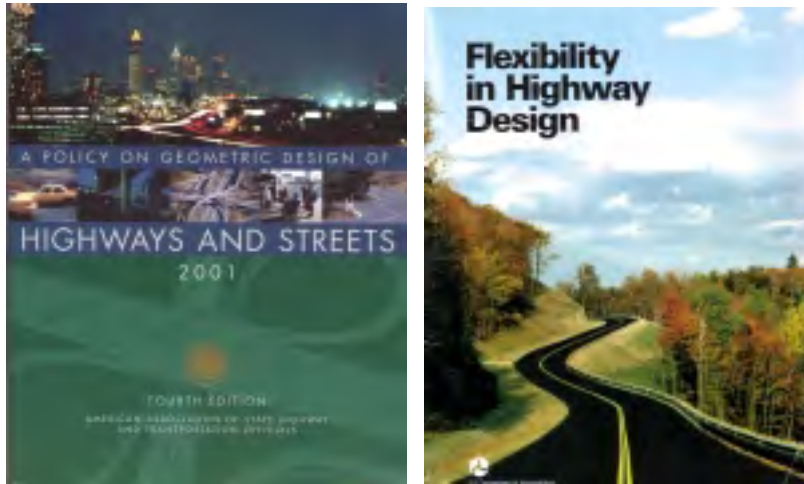
Roadway design speeds control the level of roadside improvements a community can make. The design speeds impact clear zone distances. Interestingly enough, minor changes in design speed can again leverage large gains for roadside treatments, such as street trees, lighting, and other pedestrian amenities. Notice stopping sight distance at various speeds is not linear but exponential. Increasing speeds from 20-mph to 40-mph will not simply double stopping sight distance, it will increase stopping sight distance three fold. Utilizing specific actions that lower the design speed of Alpharetta Street will directly benefit all the users of the corridor.



Alternative Approach to Roadway Safety

Two different and completely reasonable approaches to roadway safety are employed throughout the United States. One approach resolves safety issues by increasing sight distances, such as flattening curves, eliminating conflicts, and removing obstacles. Unfortunately, as design speeds are increased, the quality of the surrounding environment is often compromised. Surprisingly, roadways will still experience about 15% of the motorists exceeding the speeds limits. Only this time, the potential severity of an accident is increased with the increase speed caused by higher design speeds.

The second approach to resolving safety concerns focuses on design speeds so that they match existing sight distances. This approach focuses on lowering design speed so that motorist can adequately react to existing curves, sight limitations, and conflicts. Often referred to as traffic calming, the benefits of this approach and lower design speeds can increase the quality of the surrounding environment. Similarly, 15% of motorists will continue to exceed the lower speed limit. Only this time, the potential severity of an accident is decreased with the reduction in design speed.



## Roadway Design Guidelines

The American Association of State Transportation Officials (AASHTO) produce what is commonly referred to as the "Green Book" to establish basic geometric design criteria that establish the physical features of a roadway. The state of Georgia has produced its own highway design standards based on guidelines established in the "Green Book".

Street design guidelines documented in the "Green Book" recognize the wide range of issues that impact driver behavior and expectations and document design criteria that ensure the roadway meets driver expectations and creates a safe traveling environment.

Guidelines used in the "Green Book" and the State of Georgia recognize the differences in roadway design features and driver expectations. For example design solutions for a rural highway with no curbing produce different design criteria than urban corridors with curb and gutter.

## Context Sensitive Design

An often-cited shortcoming in roadway design by local communities is that design standards used for roadway design are not appropriate and are out of context with the surrounding environment.

The Federal Highway Administration (FHWA) recognized this shortcoming and produced, in partnership with AASHTO, a guide for "Flexibility in Highway Design". As stated in that document:

"This guide does not attempt to create new standards. Rather, the guide builds on the flexibility in current laws and regulations to explore opportunities to use flexible design as a tool to help sustain important community interests without compromising safety"

Design solutions identified in for Alpharetta Street in this section and next are not intended to compromise safety. They are intended to create a roadway that better fits within its environment. The solutions documented are meant to work within the parameters of the "Green Book" to obtain safety and mobility goals, while preserving the pedestrian and community goals sought after by the City of Roswell.

It is recommended that the City of Roswell and the Georgia Department of Transportation develop a partnership to recognize this project as an opportunity to use their creative abilities, to expand beyond the standard or conservative use of the "Green Book" criteria and related State standards to create an Alpharetta Street that fits within the context of its surroundings and creates a balanced street environment for all modes of travel.



## TRANSPORTATION ACTIONS

Numerous physical transportation improvements are needed for the successful redevelopment of Midtown Roswell. Many improvements can and should occur in the short-term (1-5 years), while other improvements are not needed immediately and are proposed more as long-term solutions (10-20 years). The focus of these improvements physically elevates the status of the public realm and allows Alpharetta Street and local city streets to fully support the redevelopment plan.

A number of different transportation solutions were identified as possible actions in providing adequate circulation and access to the study area: 1) specific actions for Alpharetta Street (see Street Design Section), 2) new bicycle facilities, and 3) new streets.

### New Bicycle Facilities

The City of Roswell should concentrate on improving the quality of the bicycle environment within the Midtown Roswell District and throughout the City. Specific actions, outlined below will elevate bicycling throughout the City by constructing two primary bicycling facilities.

#### Hog Wallow Trail -

Transportation opportunity for a potential bicycle, pedestrian, and greenway trail has been identified for Hog Wallow Creek. Over time, if this trail is developed, it will provide a transportation and greenway connection from the Chattahoochee River to Waller Park and to the Roswell Area Park

**Bike Lanes** - The redesign of Alpharetta Street allows the opportunities to create bicycle lanes in the corridor. Bike lanes are portions of the street exclusively for bicycle use. Signs and pavement markings showing a bicycle and diamond-shaped restricted lane symbol designate them.



**Traffic Signals And Pedestrian Crossings**

*New Signal at Mansell Circle.* (warranted, see the Alpharetta Street Corridor Study conducted by Street Smarts, March 2000).

*New Signal at Strickland Road.* (warranted, see the Alpharetta Street Corridor Study conducted by Street Smarts, March 2000).

*New unsignalized pedestrian crossing at Hog Wallow Creek.* (combination with traffic signals allows a pedestrian crossing less than every 1/4 - mile).

*New unsignalized pedestrian crossing at Value Village.* (combination with traffic signals allows a pedestrian crossing less than every 1/4 - mile).



## New Streets

Over time, as traffic volumes increase, the City of Roswell needs to outline a strategy to manage future congestion. This redevelopment plan focuses on creating additional livable streets and promoting alternative modes of travel rather than widening existing streets to accommodate future traffic. New street actions are divided into three categories: 1) public investment, 2) redevelopment requirements, and 3) traffic calming needed as a result of the proposed new streets.

### New Streets - Public Investment (10-20 year need)

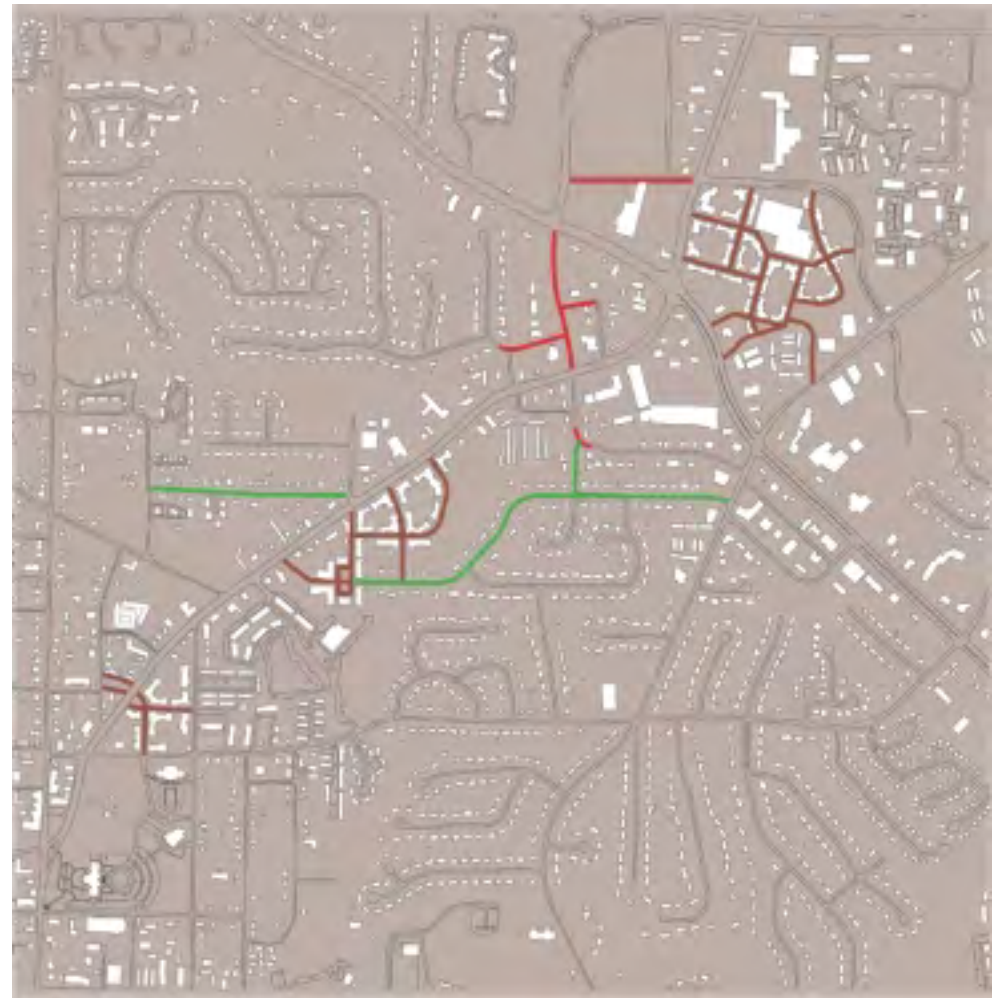
Mansell Road - Extend from Crossville Road to Alpharetta Street  
 Mansell Circle / Colonial Park Drive - Realign intersection to line-up Mansell Circle with Colonial Park Drive  
 Commerce Parkway - Extend from Alpharetta Street to Mansell Road

### New Streets - Regulated Through Redevelopment

K-mart Shopping Plaza - Network enhancement (see, urban design action section)  
 King's Creek Shopping Plaza - Network enhancement (see, urban design action section)  
 Value Village - Network enhancement (see, urban design action section)

### Traffic Calming

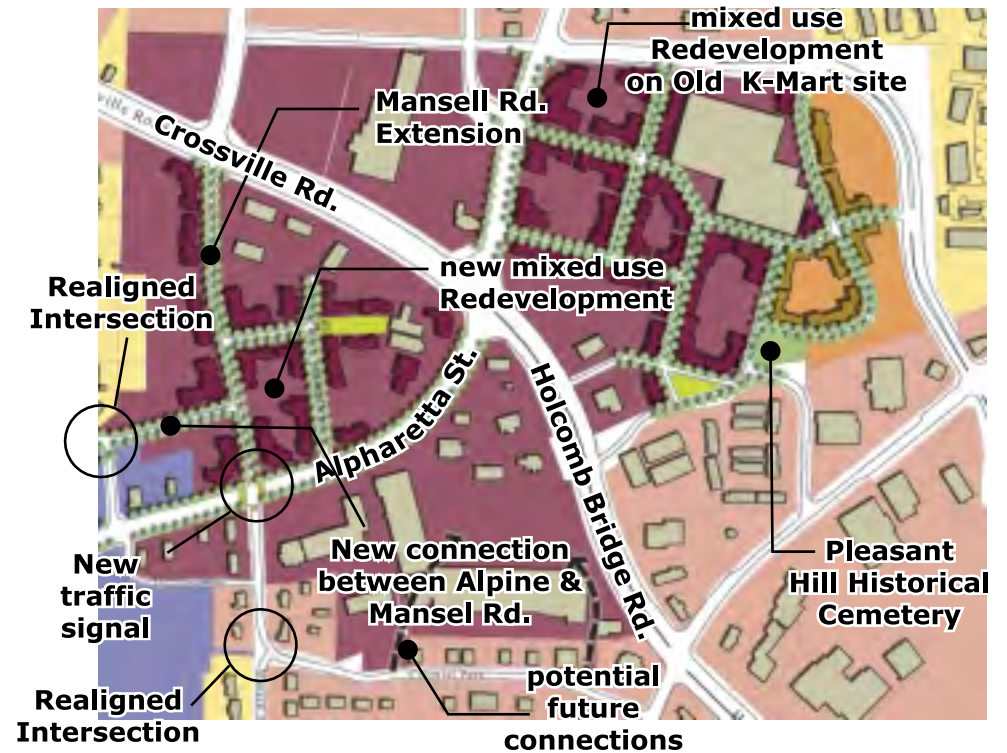
Mansell Circle - Associated with potential extension of Mansell Road  
 Charles Place / Maxwell Road - Associated with new signal and potential extension of Mansell Road  
 Mansell Circle - Associated with the new signal and potential extension of Mansell Road  
 Prospect Street - Associated with the new signal at Strickland Road.

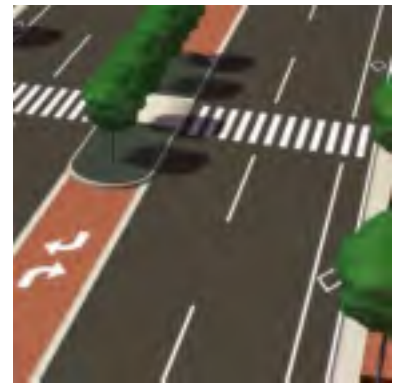


### Mansell Extension

Future capacity issues at the Holcomb Bridge intersection with Alpharetta Street will cause an ever-increasing pressure to widen, or a worse case, grade separate the intersection. Instead of this drastic action, this redevelopment plan proposes to extend Mansell Road south to Alpharetta Street to create an alternative route for traffic at the Holcomb Bridge intersection. This action is a long-term solution (10-20 years).

It is recognized that this extension could negatively impact valuable community resources. The intent of this action is not to impact these property owners. The intent of this action is to defend the City from using drastic actions at the Holcomb Bridge intersection and creating a viable redevelopment opportunity in the corridor. Specific actions by the City should be scheduled and coordinated with local property owners to maximize community resources in the area.

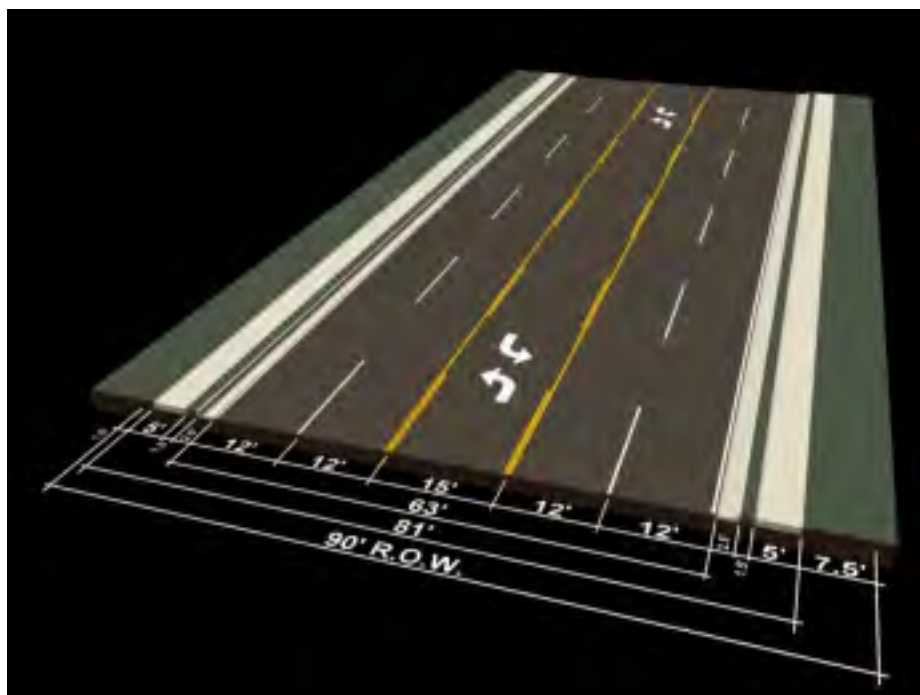




**Street Design**

## Alpharetta Street - Today

The current form and function of Alpharetta Street does not contribute to the redevelopment of Midtown Roswell. As stated earlier vehicular capacity is not a problem in the corridor, other than at the Holcomb Bridge Road intersection. The problem with the corridor relates to its design. Currently, the design of the roadway is an unbalanced (automobile oriented) high-speed suburban arterial. A redesign of the roadway's cross section is needed for three reasons: 1) improve the livability of the corridor for adjacent businesses and neighborhoods, 2) balance the street for all modes of travel, and 3) improve safety of the corridor (see the Alpharetta Street Corridor Study conducted by Street Smarts, March 2000). The median solution proposed in the Street Smarts study was a single purpose solution that did not consider the context of its surrounding environment. The median solution contains unacceptable impacts on corridor business and access and is not considered a viable transportation improvement.



Existing Street Section

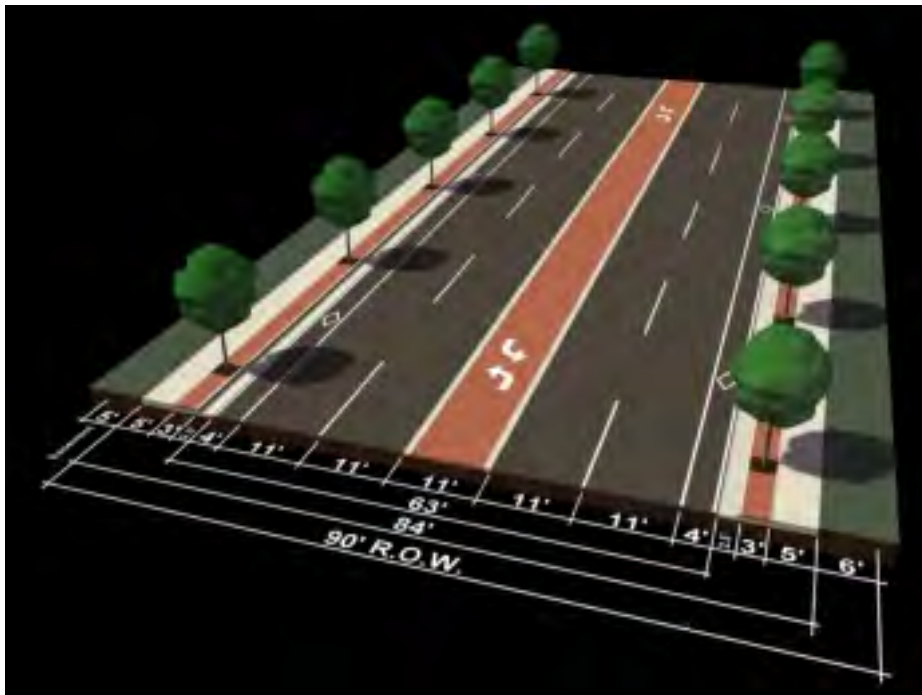
The City of Roswell will need to work collaboratively with the Georgia Department of Transportation to create a more context sensitive solution for Alpharetta Street that addresses roadway safety as well as business viability and neighborhood stability. The following street design concepts provides a safer transportation facility while meeting the business viability and neighborhood stability expectation of the community. These design concepts also meet the American Association of State Highway Transportation Officials (AASHTO) design guidelines.

### Existing Street Section

- *Between 80-90 feet of right-of-way* - varies throughout the corridor.
- *Four 12-foot travel lanes* - too wide, promotes high speed. The Federal Interstate standard is 12-feet. Alpharetta Street in not an interstate.
- *15-foot continuous center left turn lane* - too wide, could be reduced. People often use as a travel lane.
- *No bicycle facility* - Safety hazard for bicyclists.
- *5-foot sidewalks* - inappropriate buffer between sidewalk and street.
- *No street trees* - no room with existing clear zone and right of way constraints (would require private landscape easement).

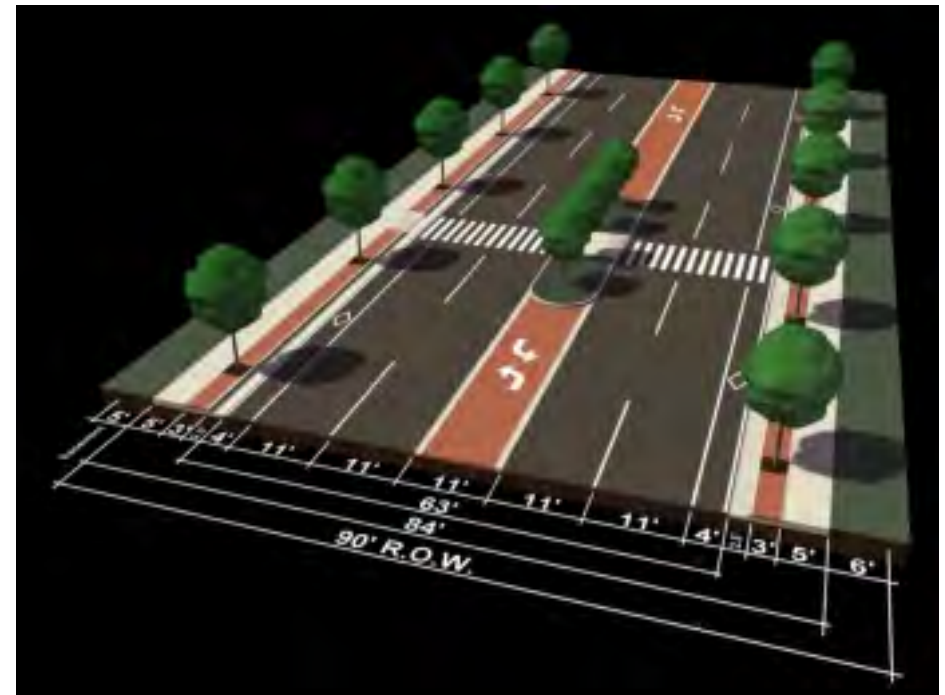
### Proposed Street Section

- *Between 80-90 feet of right-of-way* - no additional right-of-way is needed. This remains within existing curbing.
- *Four 11-foot travel lanes* - appropriate widths to accommodate existing and future traffic conditions, lowers design speed of roadway as well as corresponding clear zone requirements.
- *11-foot textured center left turn lane* - brick texture discourages use as travel lane, maintains access to businesses, visually narrows the street, and landscaped island located in conjunction with pedestrian crossings.
- *4-foot bicycle lane* - Safest facility available for bicyclists. An alternative without bicycle lanes would allow for a wider center turn lane.
- *5-foot sidewalks* - buffered by bike lanes with 3-foot furnishing zone and street trees.
- *Street trees* - Seeking credit from GDOT for bike lanes and being credited as part of the eight-foot clear zone. Private landscaping easement not required.



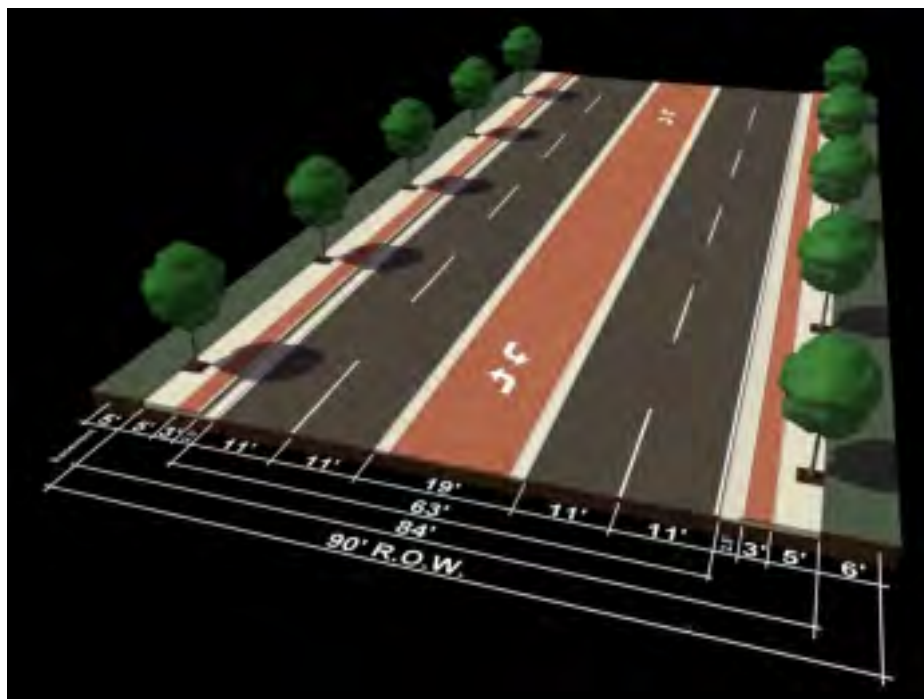
### Proposed Street Section: Bike Lanes Option

In this scenario the width of the road, from face of curb to face of curb, remains the same as the existing section. The continuous center turn lane and four travel lanes are narrower with the introduction of bicycle lanes between the curb and gutter and the travel lanes on both sides of the road. The bicycle lanes facilitate the introduction of canopy trees between the back of curb and the sidewalk by increasing the distance between the travel lane and the tree. This increased separation potentially satisfies Georgia Department of Transportation's (GDOT) eight-foot setback requirement from the outside of the travel lane to a vertical object. The continuous at-grade center turn lane is shown as brick with a concrete band on either side. The change in texture helps to visually narrow the travel lanes and provides an auditory cue to drivers to slow down when they enter the lane. The grass strip between the curb and sidewalk is also shown as brick to provide a wider walk surface and reduce maintenance.



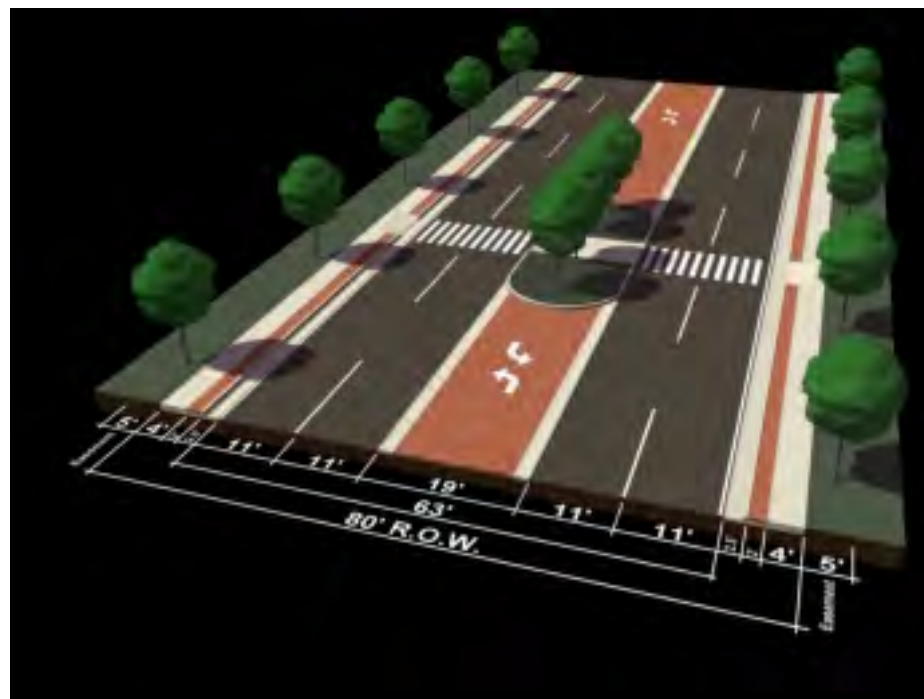
### Bike Lanes Option with Pedestrian Island

Crosswalks with raised pedestrian refuge islands can be introduced in the continuous center turn lane. The crosswalks will be located so that they minimally impact turning movements. Multiple driveways to one property may have to be consolidated to allow the introduction of the raised pedestrian island. Driveway consolidation commitments should be completed by the City and property owners separate from the proposed streetscape project. In the scenario with bike lanes the pedestrian refuge island may have plantings consisting of ground covers, low shrubs, and small trees or tree form shrubs. The narrow width of the island does not permit the use of trees based on guidelines established by GDOT.



### Proposed Street Section: Wide Turn Lane Option

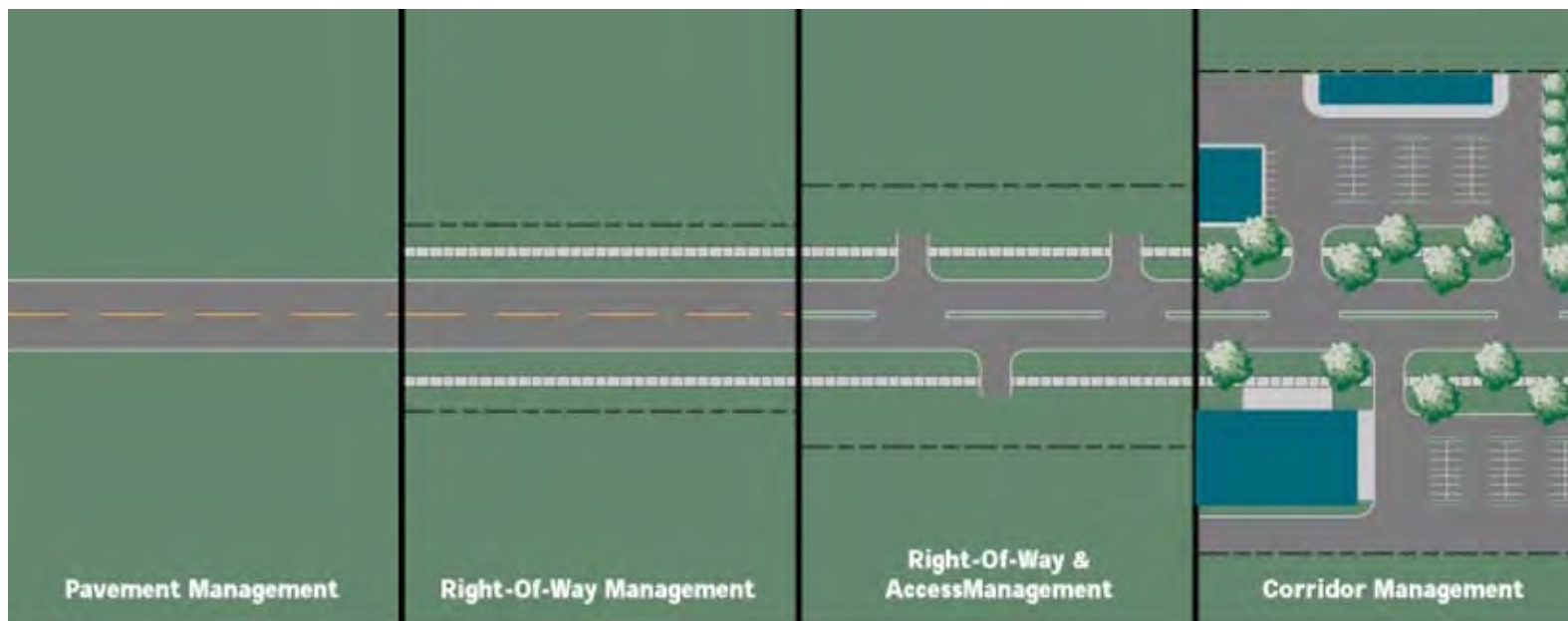
In this scenario the width of the road, from face of curb to face of curb, remains the same as the existing section. The continuous center turn lane has been widened and the travel lanes have been narrowed. The continuous at-grade center turn lane is shown as brick with a concrete band on either side. The change in texture helps to visually narrow the travel lanes and provides an auditory cue to drivers to slow down when they enter the lane. The grass strip between the curb and sidewalk is shown as brick to provide a wider walk surface and reduce maintenance. Canopy trees are placed between the sidewalk and the right-of-way limits to satisfy GDOT setback requirements. In certain circumstances along the corridor landscape easements will have to be established to allow the introduction of canopy trees.



### Wide Turn Lane Option with Pedestrian Islands

Crosswalks with raised pedestrian refuge islands can be introduced in the continuous center turn lane. The crosswalks will be located so that they minimally impact turning movements. Multiple driveways to one property may have to be consolidated to allow the introduction of the raised pedestrian island. In this scenario the pedestrian refuge island may have plantings consisting of ground covers, low shrubs, tree form shrubs and trees. The wide island permits the use of trees based on guidelines established by GDOT.





### Conceptual Streetscape and Access Management Plan

The goal of access management is to improve the flow of through traffic. Numerous driveways along a commercial corridor can inhibit traffic flow as vehicles enter and exit the roadway. Access management addresses this issue by managing the location of turning movements onto and off the roadway.

Within the roadway right-of-way, medians can be used to control the locations of turns. Median openings are then provided in select locations so as to provide U-turn access to and from businesses while reducing the number of places where vehicles can turn on and off the roadway.

While this strategy would improve the flow of through traffic along Alpharetta Street, the introduction of a median could harm the vitality of existing businesses along Alpharetta Street and is not recommended. This is because the land uses along the corridor have been developed over time in a way that has made most businesses dependent on the left-turn access provided by the continuous two-way turn lane.

Outside the roadway right-of-way, there are two access management strategies that can be used to improve the connections between parcels: 1) Shared driveways to allow two or more businesses to use a single driveway, 2) Cross-access easements to provide a connection between properties reducing the number of necessary driveways.



### Access Management: Existing Condition

Properties with frontage along Alpharetta Street have sacrificed pedestrian amenities for the convenience of drivers. Multiple driveways for single property parcels interrupt the sidewalk on both sides of the road. The driveways are wider than necessary and are located at intervals that preclude the introduction of canopy trees for shade and structure. The numerous driveways also impact traffic flow as vehicles enter and exit. This photograph shows the driveways in front of Dance Fashions at Mansell Circle and Alpharetta Street.



### Access Management: Example Improvements

Multiple driveways for single properties should be consolidated to decrease interruptions to the sidewalk and allow for the introduction of canopy trees. Also, where appropriate, multiple property owners should consider cross access easements between their properties to eliminate redundant driveways. Additionally, the sidewalk should be emphasized as it crosses driveways as a visual cue to drivers that pedestrians have the right-of-way. This enhanced photo conceptually shows how driveways can be consolidated to improve the pedestrian environment.



### Hog Wallow Creek: Existing Condition

Hog Wallow Creek is hidden from the view of travelers along Alpharetta Street. The creek has been diverted through multiple box culverts under the road. Currently it is denoted by a small GDOT sign.



### Hog Wallow Creek: Proposed Improvements

An opportunity exists to celebrate Roswell's connection to the natural environment by enhancing the creek crossing. The introduction of faux bridge treatments including columns with appropriate icons, balustrade barriers, and different textured surfaces will provide visual and auditory cues to drivers that they are crossing the creek. The surrounding vegetation should be carefully cleared to provide vistas. Additionally, this location can serve as a crosswalk with a raised pedestrian refuge island. This crosswalk can potentially connect a trail that parallels Hogs Wallow Creek. Careful consideration should be given to the depth of the box culverts when the faux bridge treatments are designed.



### Pedestrian Crossing: Existing Condition

Pedestrian crossings are needed at destinations that draw a high volume of pedestrians across Alpharetta Street. The Value Village Shopping Center is a destination that lacks crosswalk facilities. It is located at an appropriate interval from the nearest signalized intersection to allow the introduction of a crosswalk.



### Pedestrian Crossing: Proposed Improvements

A crosswalk with raised pedestrian refuge island should be established in front of the Value Village Shopping Center. The pedestrian refuge island plantings will be dependent on the width of the continuous center turn lane and consistent with GDOT guidelines. Multiple driveways to the mall's parking will have to be consolidated to allow the introduction of the raised pedestrian island. Additionally, a landscape easement should be acquired along the parking lot to soften the views along the sidewalk.

Conceptual Streetscape and Access Management Plan



Conceptual Streetscape and Access Management Plan



Conceptual Streetscape and Access Management Plan



Conceptual Streetscape and Access Management Plan

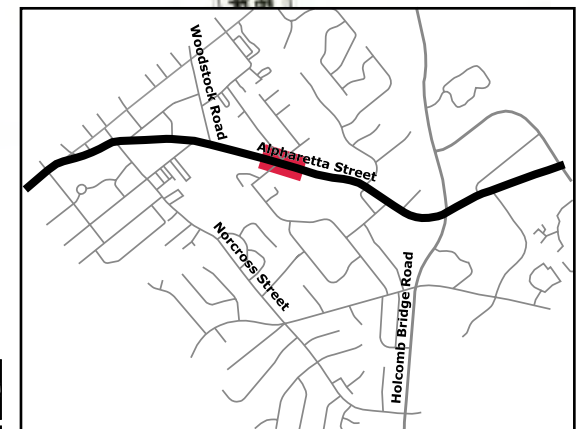




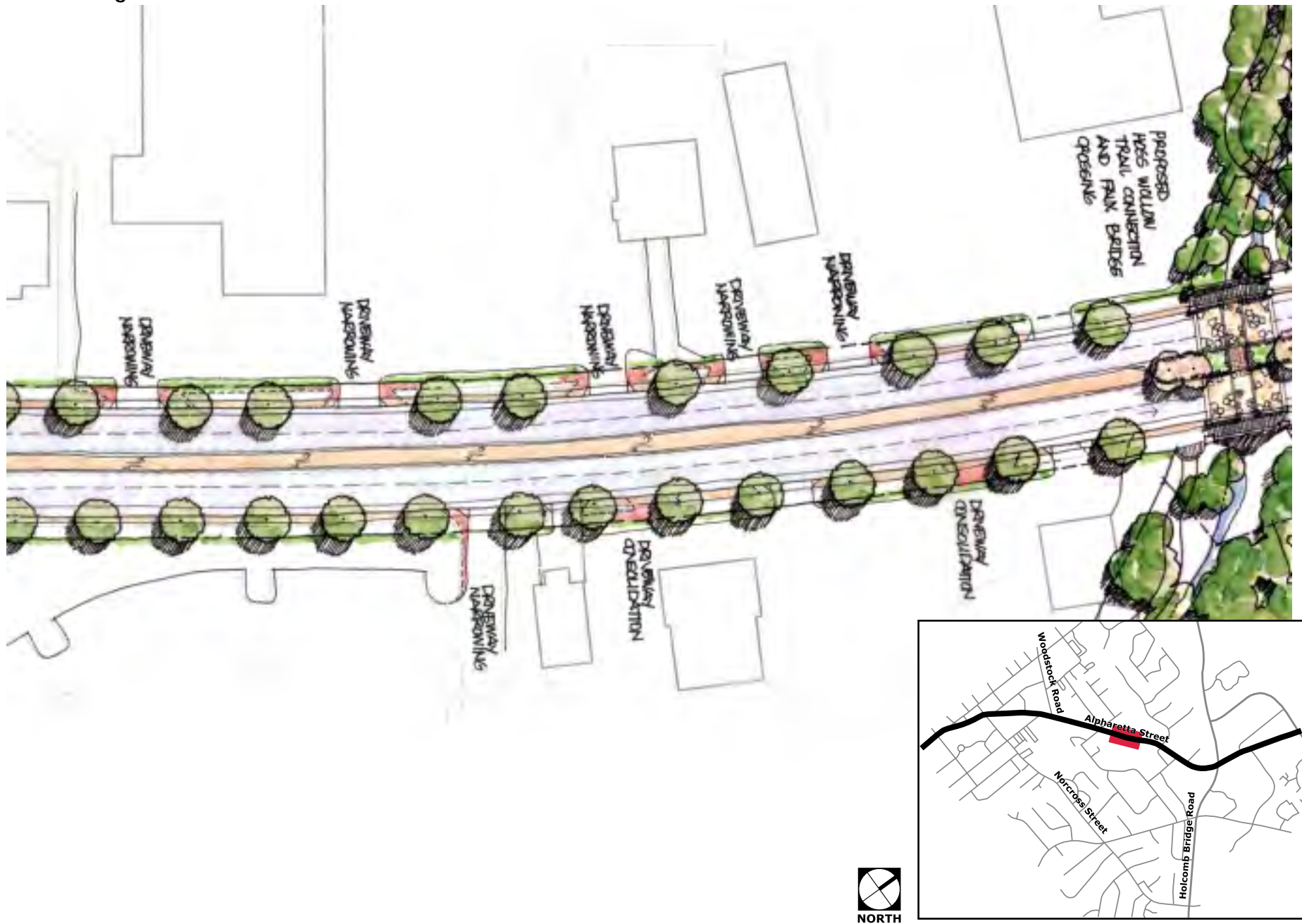
Conceptual Streetscape and Access Management Plan



**New Signalized Intersection and Pedestrian Crosswalks.**



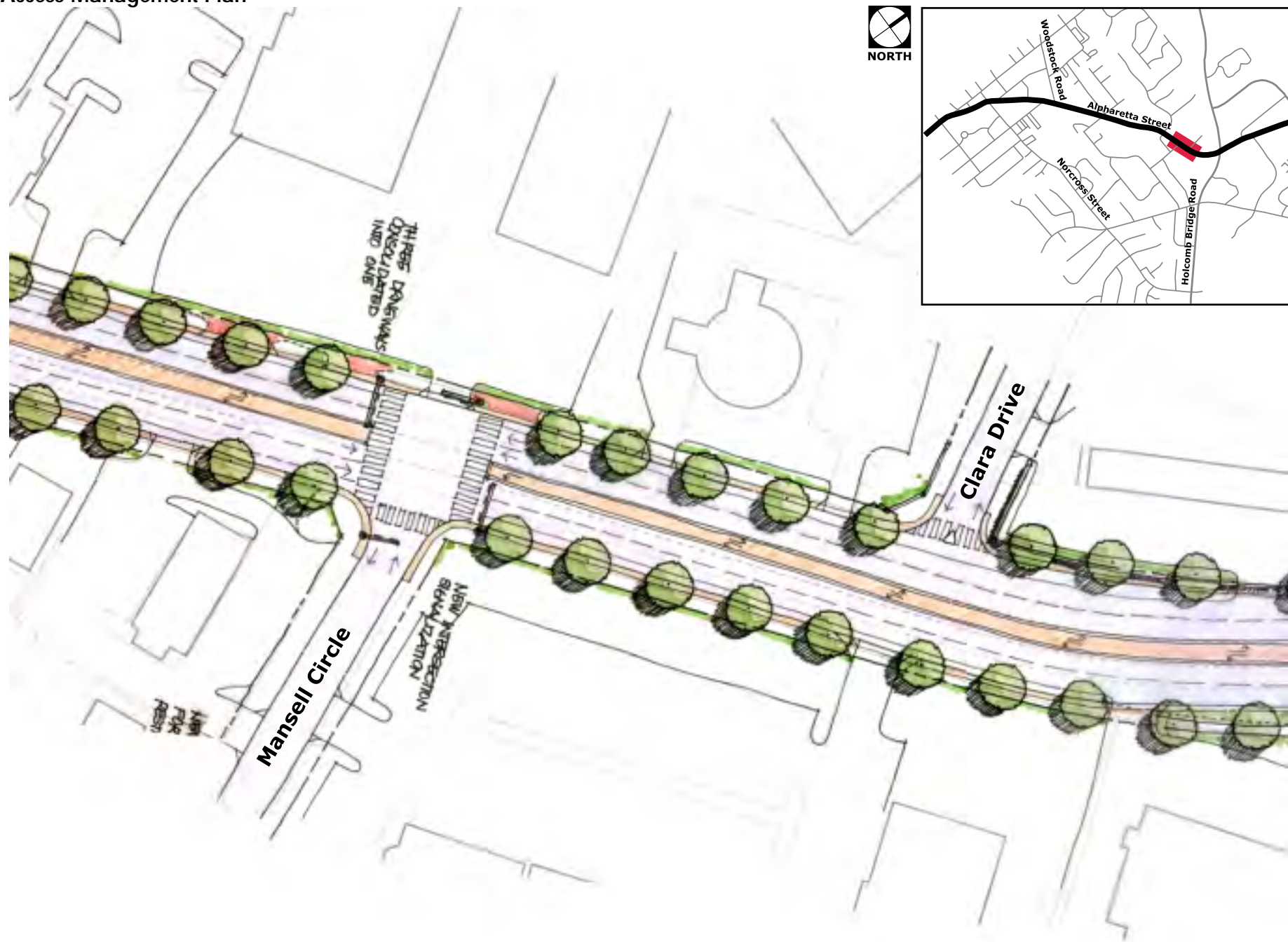
Conceptual Streetscape and Access Management Plan



Conceptual Streetscape and Access Management Plan



Conceptual Streetscape and Access Management Plan



Conceptual Streetscape and Access Management Plan





**Implementation**

This Redevelopment Plan provides a physical blueprint for the ultimate build out of Midtown Roswell, but its implementation will not occur over night. This blueprint will be achieved over time through the construction of a number of independent private and public initiatives. Many challenges lie ahead for the City. First and foremost, the Redevelopment Plan must be adopted by the City and endorsed by the community. With the adoption of the Redevelopment Plan, the City will become the Plan's caretaker and advocate, taking on the daily responsibility of ensuring that each element of the Redevelopment Plan, no matter its scale, is implemented.

The words and pictures within any report have never by themselves successfully implemented a plan. The successful implementation of the Midtown Roswell Redevelopment Plan, or any plan, needs action. The City must be a proactive caretaker of the Redevelopment Plan and take actions aimed at implementation. Roswell is a small community with limited resources. Past development trends suggest that creative partnerships will be required to realize the desired redevelopment envisioned in this Redevelopment Plan.

This section identifies specific implementation actions that will support the design concepts and urban design intent of the Midtown Roswell Redevelopment Plan. These implementation actions are divided into an action framework for the next 20 years. These actions encompass short-term (1-3 years) immediate actions by the City; mid-term (3-7 years) actions developed through partnerships; and, long-term (7-20 years) which allow for coordination of major infrastructure projects and continued private investment. A detailed description of each project is included in the appendix of this report.

## Short-Term: 1-3 years

The adoption of the Redevelopment Plan for the Midtown District will be the City of Roswell's official endorsement of the Plan. With this endorsement, the City will be assigned caretaker of the Plan and begin the process of implementation. It is important to maintain the momentum of the project and demonstrate immediate results to the project participants and citizenry of Roswell. Unfortunately, many of the immediate actions needed to gain momentum are not easily seen or understood by the public. The majority of these short-term actions are regulatory in nature. At this stage of implementation, it will be important for the City to maintain communication with the project's stakeholders and provide frequent updates to the progress of the study.

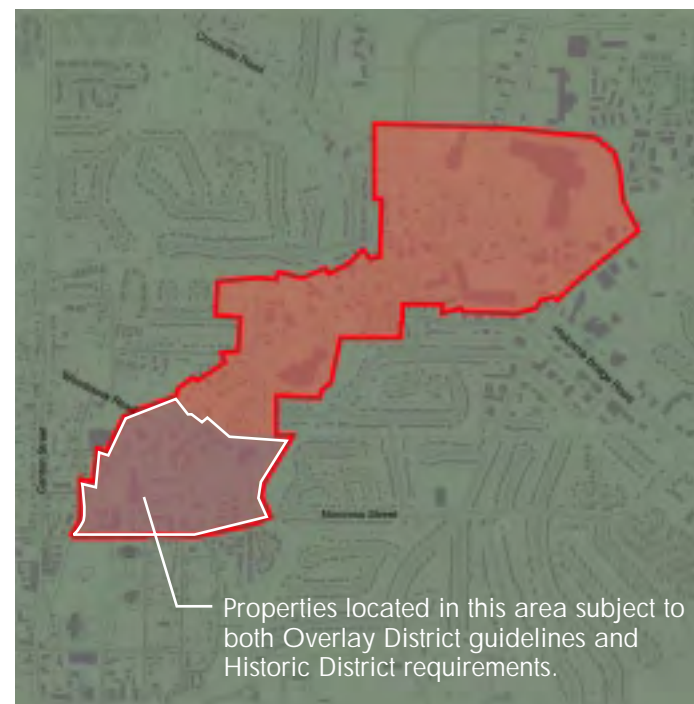
### ***Policy Changes***

Policy changes within the City of Roswell should address the City's regulatory control over the Midtown District. Changes in policy should focus on the development review process including: the creation of a new overlay district for the area; modifications of the City's design guidelines; and, a streamlining of the development review.

*New Zoning Ordinance:* The City of Roswell is updating its zoning ordinance. The section of the update that was intended to regulate the Midtown District was pulled from the process until this study could recommend solutions for the District. Additional coordination with the City's Historic District will be needed.

**1. District Boundary:** The Midtown Roswell District Boundary should extend from Norcross Street to Holcomb Bridge Road (including all four quadrants of the Alpharetta Street/Holcomb Bridge Road intersection). The current boundary excludes key areas at Holcomb Bridge and Norcross Street that will eventually redevelop and should be governed by the Overlay District in addition to Historic District guidelines. See attached diagram.

**2. Trigger for Enforcement:** Define a single trigger for enforcement of the Design Standards. Example: when any proposed renovation or property improvement is valued equal to or greater than 40% of the property's tax assessment, or the accumulation of improvements for the property exceed 40% of the assessed value over five years. (from



Proposed Overlay District Boundary

Sandy Springs Zoning Overlay District, Fulton County).

**3. Streetscape Easement:** The existing right-of-way varies between an 80 foot and 90 foot section and is in some cases asymmetrical, leaving more right-of-way (beyond the curb) on one side than the other (this can vary between 6 and 14 feet).

Due to these varied conditions, the street section options developed for the Midtown Redevelopment Plan provide a range of alternatives regarding the right-of-way outside of the curb. In all cases, the sidewalk is expanded to between 6 and 8 feet utilizing the grass strip between the curb and sidewalk. Depending on the size of the existing right-of-way (80 of 90 feet), an easement may or may not be needed. Where an easement is necessary, no more than 5 feet should be required, allowing ample room for street trees and landscape material.

Currently, the Redevelopment Plan assumes that the streetscape design and construction (along with necessary easements) will be implemented as one project carried forward by the City and/or the GDOT. The



Redevelopment Plan recommends providing flexibility to the property owner and streetscape project by continuing enforcing the streetscape guidelines before and after the streetscape project, accelerating physical improvements to the corridor.

The streetscape will be a City and or/GDOT initiative; yet, the project will take time to implement. To accelerate physical improvement to the corridor, it is encouraged that the City continues to utilize the Design Guidelines and require incremental improvements to the corridor before and after the streetscape project.

**4. Land Use Intensity Incentives:** Land use intensity incentives should be given to any redevelopment project in the corridor that conforms to the plan by employing a mix of uses and allowing for necessary restrictions to protect adjacent neighborhoods.

**5. Development Intensities:** The Overlay Zoning District for the Midtown Roswell should allow for flexibility in residential densities within the mixed-use centers to meet the economic feasibility requirements for redevelopment -- costs associated with redevelopment (e.g. land costs, demolition, site cleanup, etc...) may be high and can be better recouped with higher density residential development.

The development scenarios created for this Redevelopment Plan are documented in the Appendix of this report. In those development assumptions, the recommended mixture of uses on the K-Mart site and the Value Village site yield a gross density of residential units below the current permitted 8 units per acres.

However, the King's Creek development assumptions use in the Redevelopment Plan yield a gross residential density as high as 15 units per acre. This higher yield of residential uses represents the economic constraints on the center portion of the corridor and the desire to shift away from 100% retail and encourage a more office and residential uses.

The center portion of the corridor is not a good location for retail. The Redevelopment Plan's recommended mix of 0-20% for retail, 20-40% for office, and 40-60% residential, reflect the market realities of the site.

From an urban design perspective the King's Creek area is the only

appropriate area for these higher residential densities because the site is buffered from adjoining neighborhoods by Hog Wallow Creek.

Therefore, the recommended gross residential densities for the corridor will remain at 8 units/acre except in the King's Creek Shopping Center where it is recommended to allow as high as 15 units per acre. However, the Comprehensive Plan, which is the official policy of the City, currently calls for a maximum density of 8 units per acre. Any change to this density level would require an amendment to the City's Comprehensive Plan.

Given the variety of potential site designs for each of these projects and the undocumented potential redevelopment costs throughout the corridor The Redevelopment Plan also recommends that the City allow residential densities above the 8 and 15 units per acre under the following circumstances:

- 1) Landowner/developer actively participates with the City in the initial development concepts of the site;
- 2) The Landowner/developer and City develop a pro-forma demonstrating the costs, yield, and needs to exceed the recommended densities; and,
- 3) The landowner/developer participate with strict adherence to the City's Design Guidelines.

Should the City choose to keep density maximums to 8 units per acre, other development incentives and subsidies will likely be necessary to fill the gap financially to encourage redevelopment.

**6. Maximum Height:** Set maximum and minimum building heights: 1-story=25', 3-story=45' (height bonus for good design (to 60' for corner buildings)). Minimum height of buildings (i.e. 1 story buildings larger than 5,000 square feet should be 25 feet) to help typical single story development form a more defined street frontage.

**7. Building Setbacks:** The goal is to bring new redevelopment closer to the street, yet provide the needed flexibility to differentiate between large parcels that can accommodate change and small parcels that cannot accommodate changes in building locations. The critical issue here is maximums. The code should specify a minimum and a maximum to

allow some flexibility for smaller parcels but not allow buildings to be set all the way back on the site (i.e. 5 or 10 foot minimum and a 20 or 25 foot maximum). Regulating the location of parking will also dictate building orientation. Small parcels (dimension to be determined in the design guidelines)) should be exempt from this requirement.

**8. Small Parcels:** Many properties along Alpharetta Street were plated as residential parcels. As the road was widened, these parcels could no longer viably function as residential uses and were rezoned to commercial activity. The redevelopment strategy for these smaller parcels should recognize that they will likely not change in the future unless additional land is assembled parallel to Alpharetta Street. Future design guidelines developed for the corridor should allow flexibility in property improvements on these smaller parcels and not put onerous design requirements that are not economically feasible.

**9. Parking:** The proposed parking code in the new zoning ordinance is considering regulating maximum off street parking. Both the placement and amount of parking are the most defining physical characteristics of suburban corridors like Alpharetta Street. While this is a difficult issue in suburban areas, regulating maximums would give developers some leverage with the lenders and retailers that generally dictate the number. In addition, location should be tightly controlled possibly restricting all parking between streets and building except where site conditions (i.e. very small parcels) make this impossible. The Redevelopment Plan recommends establishing parking maximums of 4 spaces / 1,000 sf for all forms of office and 5 spaces / 1,000 sf for all forms of retail. The City should provide parking bonuses exceeding the standards if the development minimizes potential negative impacts and demonstrates exemplary urban design.

**10. Design Guidelines / Building Design:** In general, the language should be organized into concise statements that are easy to understand and quantify.

### ***Streamline the Development Review Process***

The City is an important partner in the development community. Like private developers, the City is interested in creating valuable assets that contribute to the form and function of the City. As such, the City should actively encourage development that fits within the character of Roswell as well as the design intent of the Midtown Redevelopment Plan. To become a more active partner in the redevelopment of Midtown Roswell, the City can create an environment conducive for development.

This is not to say in any way the City should sacrifice its standards or development expectations. The City should instead work proactively with the development community and be a partner in ensuring future development contributes to the form and function of the City. Specifically, the City of Roswell can employ the following recommendations to create a climate of partnership and streamline the development review process:

- 1. Design Standards:** The City can clarify its design expectations in concise easy to understand code language. Incorporating the current paragraph form of the design guidelines into concise language so that the development community understands the rules of Roswell as they enter the process.
- 2. Town Designer:** The City can identify, or hire, a town designer responsible for working with property owners/developers in reviewing, suggesting changes, and making staff recommendations to the appropriate review boards. This staff member should have a design background in architecture, landscape architecture, or urban design, and have the flexibility and authority to work with property owners and/or developers to coordinate and approve minor modifications without full review by the City boards.
- 3. Development Response Team:** The City can develop a development response team consisting of city staff, or an on call consultant team, to proactively work with land owners/developers on larger developments. This team, following the design visions established in the Redevelopment Plan would work with land owners/developers in creating small area site plans, identifying development requirements and incentives.

The intent of the Development Response Team is to streamline the development review process while ensuring City standards are met. If a property owner/developer agrees to working with the Development Response Team, the City would take the results of the analysis through the formal Design Review Board and formal reviews as part of the Small Area Plans.

### ***Development Incentives***

The City should develop a comprehensive package of incentives for development in the Midtown Roswell District. Specific incentives can be classified into three categories: regulatory incentives, financial incentives, and infrastructure incentives. Application of each incentive would be determined as specific opportunities arise over-time.

#### *Regulatory Incentives*

- 1. Mixed-use zoning (Midtown overlay district)** - Mixed-use zoning allows the development community flexibility in development decisions allowing them the opportunity to develop more than one use on a site.
- 2. Simplify design guidelines** - Clear, concise design expectations from the City will enable the development community to easily understand the rules of development in Roswell.
- 3. Assist with design modifications (town designer)** - Easing the development review process with assistance from a town designer may lower overall planning and design fees by a developer.
- 4. Streamline review process / Expedite permitting process** - To a developer, time is money. If a development is following the form and function expectations of the community as outlined in the Redevelopment Plan the City should reward the applicant with a streamlined process. If a development does not conform to form and function expectations then the developer should be required follow normal development review procedures.

**5. Prepackaged site design approvals** - The Development Response Team working for the City with the landowner/developer, would walk the project through the formal review boards within the City at the City's expense. This would minimize development costs on the developer and ensure the City receives a project that conforms, and likely excels, meeting form and function requirements established by the City.

**6. Density bonus** - Density bonuses are often used to reward landowners for good planning and design. These bonuses would allow developers to receive higher land yields, improving the likelihood of success.

**7. Parking bonus** - Similar to density bonuses, parking bonuses can be used to reward landowners for good planning and design. Parking designed in the proper manner and with minimal impacts does not take away from the redevelopment expectations established in this report. If done properly, parking bonus may be the key difference in a developer signing particular tenants to a development.

#### *Financial Incentives*

Financial incentives are intended to help the bottom line on individual development Projects. There are several ways to improve the financial feasibility of development projects. The following list is intended to lower the up-front costs, as well as some short-term operating costs, of particular developments.

- 1. Impact fee / development fee - credits & waivers**
- 2. Property tax - credits & waivers**
- 3. Co-finance infrastructure improvements through BID, or CID**
- 4. Tax allocation bonds**
- 5. Creation of development authority - expand jurisdiction**

#### *Infrastructure Incentives*

**1. Alpharetta Street Streetscape** - The streetscape will demonstrate to landowners that the City is committed to the corridor and its redevelopment.

**2. Hog Wallow Creek Greenway** - The greenway improves the public realm and access to the redevelopment area. This action also can possibly provide relief to storm water requirements for small parcels in the corridor.

**3. New Street network** - Added street network through new streets or easement agreements improves access to property.

**4. Parking Assistance** - Once a development pro forma has been created, landowners understand the various costs and returns on individual projects. A new parking assistance fund could be developed by the City and used as an economic development tool to reduce the up front costs of development and enable a project to succeed.

**5. Water / Sewer line extensions** - Often development opportunities are constrained by the low capacity infrastructure serving a property. For example, improving access from roads, improving access from water and sewer lines may improve the attractiveness of a piece of land.

**6. Storm water exceptions and enhancements** - Water quality issues are surfacing throughout the Atlanta area as well as within Roswell. Water quality requirements for collecting and storing storm water can restrict a property's development potential. Opportunities exist to relieve property owners of this burden by creating off-parcel storage that is meant to serve multiple properties, thus enabling potential development.

**Short-Term: 1-3 years*****Atlanta Regional Commission - Livable Communities Initiative***

The Atlanta Regional Commission (ARC) can be a funding partner in implementing the transportation and streetscape projects identified in the Redevelopment Plan. This Redevelopment Plan was formatted to comply with ARC requirements and included ARC participation throughout the development and completion of this redevelopment effort.

The following text is from the Atlanta Regional Commission's (ARC) Web site detailing their Livable Communities Initiative (LCI) program. The web address from which this text is taken is:

<http://www.atlantaregional.com/qualitygrowth/lci/programsummary.html>.

***Program Summary***

Atlanta Regional Commission (ARC) Board adopted policies in the Regional Transportation Plan (RTP) proposal in May 1999 to provide funding for investment studies and transportation projects located in activity and town centers in the region. This program of studies and projects has become known as the Livable Centers Initiative (LCI). The focus of the program is to encourage increased residential development, mixed-uses and connectivity in activity and town centers. The studies also define detailed plans that support the adopted policies of the Regional Development Plan (RDP) to encourage activity and town center development.

***Livable Centers Initiative Studies***

The ARC Board approved an allocation of \$5 million over 5 years to fund the Livable Centers Initiative program. The study projects are awarded on a competitive basis to local governments and non-profit sponsors, such as Transportation Management Associations (TMAs), for producing plans to define future center development strategies and supporting public and private investments. ARC funded thirty-two planning studies in the first three years of the LCI program (in 2000, 2001 and 2002).

***Activity Center/Town Center Project Investments***

The ARC Board also approved an allocation of \$350 million for priority funding of transportation projects resulting from Livable Centers Initiative studies. \$70 million has been allocated in the Transportation Improvement Program in Fiscal Years 2003-05 specifically for LCI related projects. All communities that complete an LCI planning study are not guaranteed to receive implementation money from the dedicated LCI funds in the TIP. In selecting TIP projects for the dedicated LCI money, priority is given to those communities that have completed and approved the planning study, have independently taken local actions as identified in the study's implementation plan and to those transportation projects that meet the basic goals of the LCI program.

***Eligibility and Priority Projects***

The Livable Centers Initiative program is open for funding to government jurisdictions in the Atlanta region and activity center/town center oriented non-profit organizations. The LCI program utilizes federal transportation program STP 33 (C) funds administered through ARC.

In order for a jurisdiction to be considered for an LCI award, it must:

- Complete and submit the required RDP/Comprehensive Plan Coordination reports, as outlined in the ARC/GRTA Joint Land Use strategy, to ARC by the established timeframe.
- Maintain Qualified Local Government (QLG) status, or show progress toward reinstating QLG status through the Georgia Department of Community Affairs (DCA).

Study areas that will be given priority consideration include:

- Existing or planned transit station areas
- Commuter rail locations (proposed)
- Town centers
- Existing activity centers
- Infill/redevelopment projects
- Study areas that utilize the products of the ARC Community Choices program

Study proposals that will not be considered include:

- Projects in greenfield areas (for purposes of this program, greenfield is defined as areas with 50% or more of non-improved land)
- Single-purpose studies or incomplete study scopes (e.g. housing study, parking study)
- Inappropriately defined activity centers
- Applicants that demonstrate no local coordination with major stakeholders

**Approach** - As stated above, the ARC Funding (Transportation Infrastructure) could include planning, design, right-of-way acquisition, and construction of transportation improvements identified in this plan, specifically: the brick center turn lane, new traffic signals, intersection modifications, pedestrian crossings, and streetscape improvements.

This Redevelopment Plan meets the planning requirements of the LCI Program. Therefore the first step is for the City of Roswell to seek to "Grandfather" this planning effort so that projects identified within this document qualify for design, right-of-way acquisition, and construction funding from the ARC.

"Grand fathering" the plan should occur by December 2002 so that the City can apply by spring 2003 and potentially receive funding for design by FY-2004 and construction for FY-2005

### ***GDOT Safety Project***

Safety improvements for the Alpharetta Street corridor are not currently identified in the Regional Transportation Plan (RTP). If ARC moneys from the LCI Program are not available to Roswell, the City should seek to advance the safety project to the RTP and eventually to the TIP.

Transportation improvements identified in this plan eligible for safety improvement funding include: the brick center turn lane, new traffic signals, intersection modification, and pedestrian crossings. If the City of Roswell can petition the ARC as well as the Georgia Department of Transportation to advance the safety project from R.T.P. to T.I.P., preliminary design could occur as early as FY 2005 and construction could begin by FY 2007.

### ***GDOT Design Standards***

Regardless of the timing or funding source, the City of Roswell will need to coordinate desired street improvements to Alpharetta Street. This coordination started in the fall of 2002 and will continue in the spring of 2003. Issues that will need to be addressed are the desire for 11-foot lanes, pedestrian islands, tree placement, and the center brick turn lane.

The most rewarding approach for the City of Roswell will be to coordinate with other local jurisdictions, the Atlanta Regional Commission, and the Georgia Department of Transportation to create a multi-jurisdictional coalition to discuss flexibility in roadway design in the Atlanta Region.

This discussion should focus on encouraging highway designers to expand their consideration in applying roadway design criteria to urban corridors and enable engineers who are not aware of opportunities to use their creative abilities to fully employ the "Green Book" and State guidelines to create context sensitive solutions for urban corridors, like Alpharetta Street, so that it creates a balanced street environment for all modes of travel and a friendlier environment for surrounding businesses and neighborhoods.

**Action Plan**

**Actions for the Short-Term: 1-3 years**

- 1) Develop a Redevelopment Information Package with regular updates made through publications
- 2) Adopt New Overlay Zoning District
- 3) Adopt New Design Guidelines
- 4) Apply for ARC to "Grandfather" Midtown Redevelopment Plan (LCI eligibility)
- 5) Hire Town Designer / Coordinator
- 6) Construct Faux Bridge - Design & Construct
- 7) Alpharetta Street - Streetscape Preliminary Design (LCI application - December 2002)
- 8) Hog Wallow Greenway (Wallow Park to Roswell Area Park) - Conceptual Design (A conceptual study to examine the extent of the greenway and identify the scope and fee for detailed analysis)
- 9) Hog Wallow Greenway (Alpharetta Street) - Preliminary Design

**Actions for the Mid-Term: 3-7 years**

- 1) Alpharetta Street - Streetscape - Construction (LCI Funding)
- 2) Safety Project - Preliminary Design and Construction (if necessary)
- 3) Residential Traffic-calming - Preliminary Design and Construction
- 4) Hog Wallow Greenway (Alpharetta Street) - Right-of-Way Acquisition and Construction (identified in the greenway's preliminary design )
- 5) Hog Wallow Greenway (Wallow Park to Norcross) - Preliminary Design

**Actions for the Long-Term: 7-20 years**

- 1) Hog Wallow Greenway (Wallow Park to Norcross) - Right-of-Way, Acquisition, and Construction
- 2) Hog Wallow Greenway (Alpharetta Street to Roswell Area Park) - Preliminary Design, Right-of-way Acquisition, and Construction
- 3) Mansell Road & Alpine Drive Extension (if appropriate) - Right-of-Way, Acquisition, and Construction

PROJECTS	FUNDING PARTNER			COST
	City of Roswell	ARC	GDOT	
<b>Safety project</b>				
Pedestrian crossing - Value Village	X	X	X	\$ 33,000
Pedestrian crossing - Hog Waller Bridge	X	X	X	\$ 33,000
Strickland signal and intersection realignment	X	X	X	\$ 86,000
Mansell Circle signal and intersection realignment	X	X	X	\$ 87,000
<b>Sub - Total</b>				<b>\$ 249,000</b>
<b>Streetscape</b>				
Faux Bridge	X			\$ 315,000
Streetscape	X	X		\$ 2,625,000
<b>Sub - Total</b>				<b>\$ 2,940,000</b>
<b>Traffic Calming</b>				
Mansell Circle / Colonial Park Intersection	X	X		\$ 78,000
Charles Place, Maxwell Road, and Prospect Street	X	X		\$ 174,000
<b>Sub - Total</b>				<b>\$ 252,000</b>
<b>TOTAL</b>				<b>\$ 3,441,000</b>
<b>LONG-TERM</b>				
Hog Waller Creek Greenway & Trail	X			???
Mansell & Alpine Extensions	X	X	X	???



## **Appendix - A1** Project Descriptions



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## Transportation Issues

**Project:**

Hog Wallow Creek - Faux Bridge

**Sponsor:**

The City of Roswell & the GDOT

**Schedule:**

Mid-term: 3-7 years

**Actions:**

Provide architectural enhancements to bridge including: add architectural detailing of existing bridge abutments; add texture to bridge surface (stone, brick, or press concrete); introduce landscaped island and pedestrian crossing.

**Benefit:**

The bridge improvements will assist in creating a sense of place in center of redevelopment district. Provides a safe pedestrian crossing for pedestrians and cyclists on Alpharetta Street and the soon to be established Hog Wallow Greenway. This action also traffic calms Alpharetta Street.

**Issues/Cost:**

\$315,000

Requires GDOT coordination.

(These are estimates of design and construction costs and are for general planning purposes only. No right-of-way acquisition estimate is included. Detailed cost estimates are included in the appendix of this report)

**Project:**

Pedestrian crossing at Value Village.

**Sponsor:**

The City of Roswell & the GDOT

**Schedule:**

Mid-term: 3-7 years

**Actions:**

Introduce landscaped island and pedestrian crossing across Alpharetta Street in front of the Value Village Shopping Center

**Benefit:**

This cross walk creates a safe and aesthetically pleasing pedestrian crossing across Alpharetta Street providing good sight distance and proximity to a significant pedestrian generator.

**Issues/Cost:**

\$33,000

Requires GDOT coordination.

(These are estimates of design and construction costs and are for general planning purposes only. No right-of-way acquisition estimate is included. Detailed cost estimates are included in the appendix of this report)

## Transportation Issues

### Project:

Strickland/Thomas intersection improvement

### Sponsor:

The City of Roswell & the GDOT

### Schedule:

Mid-term: 3-7 years

### Actions:

Introduce a traffic signal, pedestrian crossing and intersection realignment at Alpharetta Street and Strickland/Thomas intersection.

### Benefit:

Signal is warranted (Street Smarts Report). The realigned intersection slows motorists accessing Prospect Street and improves the overall walking environment.

### Issues/Cost:

\$96,000

Requires GDOT coordination.

(These are estimates of design and construction costs and are for general planning purposes only. No right-of-way acquisition estimate is included. Detailed cost estimates are included in the appendix of this report)

### Project:

Mansell Circle / Alpharetta Street intersection improvement

### Sponsor:

The City of Roswell & the GDOT

### Schedule:

Mid-term: 3-7 years

### Actions:

Introduce a traffic signal, pedestrian crossing at Alpharetta Street and Mansell Circle intersection.

### Benefit:

Signal is warranted (Street Smarts Report) and improves the overall walking environment.

(Refer to the Alpharetta Street Corridor Study prepared by Street Smarts).

### Issues/Cost:

\$87,000

Requires GDOT coordination.

(These are estimates of design and construction costs and are for general planning purposes only. No right-of-way acquisition estimate is included. Detailed cost estimates are included in the appendix of this report)

## Transportation Issues

### Project:

Mansell Circle / Colonial Park intersection improvement

### Sponsor:

The City of Roswell

### Schedule:

Mid-term: 3-7 years

### Actions:

Realign intersection to facilitate traffic flow to and from Colonial Park from Alpharetta Street and traffic calm Residential Portions of Mansell Circle.

### Benefit:

Facilitates traffic flow and manages cut-through traffic within a valued residential neighborhood.

### Issues/Cost:

\$78,000

Requires GDOT coordination.

(These are estimates of design and construction costs and are for general planning purposes only. No right-of-way acquisition estimate is included. Detailed cost estimates are included in the appendix of this report)

### Project:

Residential street traffic calming

### Sponsor:

The City of Roswell

### Schedule:

Mid-term: 3-7 years

### Actions:

Manage residential cut through traffic on Mansell Circle, Charles Place, Maxwell Road and Prospect Street.

### Benefit:

Facilitates traffic flow and manages cut-through traffic within a valued residential neighborhood.

### Issues/Cost:

\$12,000 per traffic calming measure (600-foot spacing - 10 measures) =  
\$120,000

(These are estimates of design and construction costs and are for general planning purposes only. No right-of-way acquisition estimate is included.)

## Transportation Issues

### Project:

Hog Wallow Greenway & Trail

### Sponsor:

The City of Roswell

### Schedule:

Long-term: 7-20 years

### Actions:

Develop a recreational greenway and multi-use trail along Hog Wallow Creek from Wallow Park north to Roswell Area Park.

### Benefit:

The Greenway will improve the City's recreational amenities, alternative transportation system, flood control, overall water quality, and provide development incentives within the Midtown Roswell District by possible lowering storm water demand on smaller parcels by creating storage areas in the greenway.

### Issues:

Right of way and easement acquisition will be a slow process

### Project:

Mansell Road and Alpine Street Extensions

### Sponsor:

The City of Roswell & the GDOT

### Schedule:

Long-term: 7-20 years

### Actions:

Extend Mansell Road from Crossville Road to Alpharetta Street. Extend Alpine Drive to the Mansell Road extension.

### Benefit:

Improve redevelopment opportunities of southwest quadrant of Holcomb Bridge and Alpharetta Street intersection. Provide viable transportation alternative to the Holcomb Bridge and Alpharetta Street intersection. Contribute to the safety of the corridor.

### Issues/Costs:

\$1.1 million (Construction only. This number does not include a right-of-way estimate)  
Requires GDOT coordination.

(These are estimates of design and construction costs and are for general planning purposes only. No right-of-way acquisition estimate is included. Detailed cost estimates are included in the appendix of this report)

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## Streetscape Improvements

**Project:**

Alpharetta Street Beautification and Access Management Plan

**Sponsor:**

The City of Roswell & the GDOT

**Schedule:**

Mid-term: 3-7 years

**Actions:**

Sidewalk improvements, brick center turn-lane, bike lanes, driveway consolidation, landscape planting, and transit shelters.

**Benefit:**

Safety improvements, aesthetic improvements, traffic flow improvements, business access improvements.

**Issues/Cost:**

\$2.6 million

Requires GDOT coordination.

(These are estimates of design and construction costs and are for general planning purposes only. No right-of-way acquisition estimate is included. Detailed cost estimates are included in the appendix of this report)

## Small Area Development Packages

While the Midtown Roswell Design Guidelines and Overlay District will govern the design and form of redevelopment, the City can take a more proactive role in the redevelopment of the district by creating Small Area Development Packages for identified sites. The purpose of these development packages would be to actively seek out potential developers and accurately assess development opportunities.

These development packages would involve:

Identifying willing property owners to be directly involved in the planning process. Only those sites where property owners are willing to participate should be considered.

Preparing a development pro forma (prepared by a real estate consultant) that identifies a marketable development program based on site specific development costs and revenue projections. This pro forma will help quantify the site utilization (parking, mix of uses, development intensity, land assemblage, etc.) that will be required to match the market reality.

Preparing a detailed site and development plan (consistent with the pro forma) that illustrates building placement and massing, parking, and access. This plan should be carried through the DRB and other necessary review steps, by City staff, in order to establish an approved site plan, reducing approval time and uncertainty for potential developers.

### Project:

Small Area Development Packages: (Value Village Redevelopment Area, Creekside Redevelopment Area, Holcomb Bridge Road Redevelopment Area)

### Sponsor:

The City of Roswell & Specific Property Owners

### Schedule:

Short-term: 1-3 years

### Actions:

Working with property owners, the City should sponsor the creation of Small Area Development Packages for selected sites within the district. The City's and property owner's design team will create a specific development plan including a development pro forma and site development plan. The City will then take the plan through the development review process and seek approval from the appropriate development review board. Once approved the City and property owners will seek a development partner for implementation

### Benefit:

The City would facilitate development review process, providing incentives to the development community. The City will in return receive design influence and assurances to the intensity and quality of development.

### Issues / Cost:

Cost will vary by project between \$40,000 - \$100,000  
Requires GDOT coordination.

It is vital to coordinate with willing property owners and the development community throughout the plan development process.



## **Appendix - A2** Cost Estimates



**PROJECT NAME:** Alpharetta Highway - City of Roswell  
**GJ PROJECT NO.:** 15665  
**DATE:** September 10, 2002  
**PROJECT PHASE:** Streetscape Improvements

Item No.	Item	Quantity	Unit	Unit Cost	Subtotal	Description
<b>1.</b>	<b>Alpharetta Streetscape</b>					
	<b>Roadway</b>					
	Remove and Dispose Road Asphalt	7,500	SY	\$4.00	\$30,000.00	Remove asphalt from continuous turn lane
	Flush Curb	11,140	LF	\$12.00	\$133,680.00	Perimeter of continuous turn lane
	Roadway Brick	5,500	SY	\$120.00	\$660,000.00	8' wide course in continuous turn lane
	Remove and Dispose Curb and Gutter	350	LF	\$12.00	\$4,200.00	Deceleration lanes in front of Burger King
	Curb and Gutter	350	LF	\$16.00	\$5,600.00	Deceleration lanes in front of Burger King
	Roadway Striping	44,560	LF	\$1.25	\$55,700.00	
	Crosswalk Striping	2,200	LF	\$20.00	\$44,000.00	
	Remove and Dispose of Driveway Asphalt	2,250	SY	\$11.00	\$24,750.00	Driveway consolidation
	<b>Sidewalk</b>					
	5' Concrete Walk	6,200	SY	\$32.00	\$198,400.00	Remove old sidewalk, new base course, new walk
	Brick Band	1,860	SY	\$90.00	\$167,400.00	1.5' brick strip between sidewalk and back of curb
	Bus Shelter	8	EA	\$20,000.00	\$160,000.00	
	<b>Planting</b>					
	Canopy Trees	222	EA	\$800.00	\$177,600.00	
	Ornamental Tree	12	EA	\$500.00	\$6,000.00	
	Shrubs	3,100	SF	\$2.50	\$7,750.00	
	Sod	3,100	SF	\$0.50	\$1,550.00	
	Irrigation	11,140	LF	\$12.00	\$133,680.00	
	<b>Subtotal</b>				<b>\$1,810,310.00</b>	
	<b>10% MOT/MOB</b>				<b>\$181,031.00</b>	
	<b>15% Design Fees</b>				<b>\$271,546.50</b>	
	<b>20% Contingency</b>				<b>\$362,062.00</b>	
	<b>Grand Total</b>				<b>\$2,624,949.50</b>	

Glatting Jackson Kercher Anglin Lopez Rinehart, Inc. has no control over the cost of labor, materials, or equipment, the Contractor's method of determining prices or competitive bidding or market conditions. Therefore, our opinions of probable construction costs provided for herein are made on the basis of experience and represent our best judgment as Landscape Architects familiar with the construction industry. The firm cannot and does not guarantee that proposals, bids or the construction cost will not vary from our opinions of probable costs. If the Owner wishes greater assurances as to the construction cost, we recommend the employment of an independent cost estimator.





**PROJECT NAME:** Alpharetta Highway - City of Roswell  
**GJ PROJECT NO.:** 15665  
**DATE:** September 10, 2002  
**PROJECT PHASE:** Transportation Improvements

Item No.	Item	Quantity	Unit	Unit Cost	Subtotal	Description
1.	<b>Hog Wallow Faux Bridge and Crossing</b>					
	<b>Roadway</b>					
	Grading and Box Culvert Inspection	350	CY	\$5.50	\$1,925.00	Volume based on 50' x 90' x 2' depth
	Curb and Gutter	100	LF	\$16.00	\$1,600.00	
	6" Subbase Course	500	SY	\$9.00	\$4,500.00	
	8" Base Course	500	SY	\$15.00	\$7,500.00	
	Textured Surface	500	SY	\$125.00	\$62,500.00	
	Roadway Striping	300	LF	\$1.25	\$375.00	
	<b>Cross Walk and Faux Treatments</b>					
	Curb	260	LF	\$16.00	\$4,160.00	
	Brick Pavers	1,200	SF	\$75.00	\$90,000.00	Pedestrian island and sidewalk on either side of bridge
	Crosswalk Striping	70	LF	\$20.00	\$1,400.00	
	Balustrade	200	LF	\$100.00	\$20,000.00	
	Statue Icons	1	LS	\$15,000.00	\$15,000.00	
	<b>Planting</b>					
	Ornamental Tree	8	EA	\$500.00	\$4,000.00	
	Shrubs	1,150	SF	\$2.50	\$2,875.00	
	Irrigation	120	LF	\$12.00	\$1,440.00	
	<b>Subtotal</b>				<b>\$217,275.00</b>	
	<b>10% MOT/MOB</b>				<b>\$21,727.50</b>	
	<b>15% Design Fees</b>				<b>\$32,591.25</b>	
	<b>20% Contingency</b>				<b>\$43,455.00</b>	
	<b>Grand Total</b>				<b>\$315,048.75</b>	

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**PROJECT NAME:** Alpharetta Highway - City of Roswell  
**GJ PROJECT NO.:** 15665  
**DATE:** September 10, 2002  
**PROJECT PHASE:** Transportation Improvements

Item No.	Item	Quantity	Unit	Unit Cost	Subtotal	Description
<b>2.</b>	<b>Pedestrian Crossing at Value Village</b>					
	<b>Refuge Island and Striping</b>					
	Curb	260	LF	\$16.00	\$4,160.00	
	Brick Pavers	120	SF	\$75.00	\$9,000.00	
	Crosswalk Striping	54	LF	\$20.00	\$1,080.00	
	<b>Sidewalk</b>					
	Curb Cut and Ramp	28	SY	\$32.00	\$896.00	Includes 4" gravel base
	<b>Planting</b>					
	Ornamental Trees	6	EA	\$500.00	\$3,000.00	
	Shrubs	1,200	SF	\$2.50	\$3,000.00	
	Irrigation	120	LF	\$12.00	\$1,440.00	
	<b>Subtotal</b>				<b>\$22,576.00</b>	
	<b>10% MOT/MOB</b>				<b>\$2,257.60</b>	
	<b>15% Design Fees</b>				<b>\$3,386.40</b>	
	<b>20% Contingency</b>				<b>\$4,515.20</b>	
	<b>Grand Total</b>				<b>\$32,735.20</b>	

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**PROJECT NAME:** Alpharetta Highway - City of Roswell  
**GJ PROJECT NO.:** 15665  
**DATE:** September 10, 2002  
**PROJECT PHASE:** Transportation Improvements

Item No.	Item	Quantity	Unit	Unit Cost	Subtotal	Description
<b>3.</b>	<b>Strickland/Thomas Intersection</b>					
	<b>Roadway</b>					
	Remove and Dispose Curb and Gutter	450	LF	\$12.00	\$5,400.00	
	Remove and Dispose Road Asphalt	920	SY	\$4.00	\$3,680.00	
	Curb and Gutter	450	LF	\$16.00	\$7,200.00	
	Grading and Drainage	920	CY	\$10.00	\$9,200.00	Based on 150' length of road x 52' ROW x 3' depth
	6" Subbase Course	920	SY	\$9.00	\$8,280.00	
	8" Base Course	920	SY	\$15.00	\$13,800.00	
	2" Asphalt Surface Course	920	SY	\$3.75	\$3,450.00	
	Roadway Striping	300	LF	\$1.25	\$375.00	
	<b>Sidewalk</b>					
	5' Concrete Walk	250	SY	\$32.00	\$8,000.00	Includes 4" gravel base
	<b>Planting</b>					
	Shrubs	300	SF	\$2.50	\$750.00	
	Sod	1,750	SF	\$0.50	\$875.00	
	Irrigation	450	LF	\$12.00	\$5,400.00	
	<b>Subtotal</b>				<b>\$66,410.00</b>	
	<b>10% MOT</b>				<b>\$6,641.00</b>	
	<b>15% Design Fees</b>				<b>\$9,961.50</b>	
	<b>20% Contingency</b>				<b>\$13,282.00</b>	
	<b>Grand Total</b>				<b>\$96,294.50</b>	

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**PROJECT NAME:** Alpharetta Highway - City of Roswell  
**GJ PROJECT NO.:** 15665  
**DATE:** September 10, 2002  
**PROJECT PHASE:** Transportation Improvements

Item No.	Item	Quantity	Unit	Unit Cost	Subtotal	Description
4.	Mansell Circle/Alpharetta Signal					
	Intersection Device					
	Full Signalization	1	LS	\$60,000.00	\$60,000.00	
	<b>Subtotal</b>				<b>\$60,000.00</b>	
	<b>10% MOT</b>				<b>\$6,000.00</b>	
	<b>15% Design Fees</b>				<b>\$9,000.00</b>	
	<b>20% Contingency</b>				<b>\$12,000.00</b>	
	<b>Grand Total</b>				<b>\$87,000.00</b>	

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**DATE:** September 10, 2002  
**PROJECT PHASE:** Transportation Improvements

Item No.	Item	Quantity	Unit	Unit Cost	Subtotal	Description
<b>5.</b>	<b>Mansel Circle/Colonial Park Int.</b>					
	<b>Roadway</b>					
	Remove and Dispose Curb and Gutter	300	LF	\$12.00	\$3,600.00	
	Remove and Dispose Road Asphalt	800	SY	\$4.00	\$3,200.00	
	Curb and Gutter	300	LF	\$16.00	\$4,800.00	
	Grading and Drainage	800	CY	\$10.00	\$8,000.00	Based on 150' length of road x 52' ROW x 3' depth
	6" Subbase Course	800	SY	\$9.00	\$7,200.00	
	8" Base Course	800	SY	\$15.00	\$12,000.00	
	2" Asphalt Surface Course	800	SY	\$3.75	\$3,000.00	
	Roadway Striping	300	LF	\$1.25	\$375.00	
	<b>Sidewalk</b>					
	5' Concrete Walk	200	SY	\$32.00	\$6,400.00	Includes 4" gravel base
	<b>Planting</b>					
	Shrubs	250	SF	\$2.50	\$625.00	
	Sod	1,500	SF	\$0.50	\$750.00	
	Irrigation	300	LF	\$12.00	\$3,600.00	
	<b>Subtotal</b>				<b>\$53,550.00</b>	
	<b>10% MOT</b>				<b>\$5,355.00</b>	
	<b>15% Design Fees</b>				<b>\$8,032.50</b>	
	<b>20% Contingency</b>				<b>\$10,710.00</b>	
	<b>Grand Total</b>				<b>\$77,647.50</b>	

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Item No.	Item	Quantity	Unit	Unit Cost	Subtotal	Description
6.	<b>Residential Traffic Calming</b>					
	<b>Method</b>					
	Assorted Devices	10	EA	\$12,000.00	\$120,000.00	
	<b>Subtotal</b>				<b>\$120,000.00</b>	
	<b>10% MOT</b>				<b>\$12,000.00</b>	
	<b>15% Design Fees</b>				<b>\$18,000.00</b>	
	<b>20% Contingency</b>				<b>\$24,000.00</b>	
	<b>Grand Total</b>				<b>\$174,000.00</b>	

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Item No.	Item	Quantity	Unit	Unit Cost	Subtotal	Description
<b>8A.</b>	<b>Mansell Circle Extension</b>					
	<b>Roadway</b>					
	Grading	11,200	CY	\$5.50	\$61,600.00	Volume based on 56' ROW assuming 3' depth
	6" Subbase Course	7,200	SY	\$9.00	\$64,800.00	
	8" Base Course	7,200	SY	\$15.00	\$108,000.00	
	2" Asphalt Surface Course	7,200	SY	\$3.75	\$27,000.00	
	Curb and Gutter	3,600	LF	\$16.00	\$57,600.00	
	Roadway Striping	7,200	LF	\$1.25	\$9,000.00	
	Crosswalk Striping	600	LF	\$20.00	\$12,000.00	
	<b>Sidewalk</b>					
	5' Concrete Walk	2,000	SY	\$32.00	\$64,000.00	Includes 4" gravel base
	<b>Planting</b>					
	Canopy Trees	72	EA	\$800.00	\$57,600.00	
	Ornamental Tree	8	EA	\$500.00	\$4,000.00	
	Shrubs	2,500	SF	\$2.50	\$6,250.00	
	Sod	15,500	SF	\$0.50	\$7,750.00	
	Irrigation	3,600	LF	\$12.00	\$43,200.00	
	<b>Subtotal</b>				<b>\$522,800.00</b>	
	<b>10% MOT/MOB</b>				<b>\$52,280.00</b>	
	<b>15% Design Fees</b>				<b>\$78,420.00</b>	
	<b>20% Contingency</b>				<b>\$104,560.00</b>	
	<b>Grand Total</b>				<b>\$758,060.00</b>	

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Item No.	Item	Quantity	Unit	Unit Cost	Subtotal	Description
<b>8B.</b>	<b>Alpine Drive Extension</b>					
	<b>Roadway</b>					
	Grading	3,900	CY	\$5.50	\$21,450.00	Volume based on 56' ROW assuming 3' depth
	6" Subbase Course	1,870	SY	\$9.00	\$16,830.00	
	8" Base Course	1,870	SY	\$15.00	\$28,050.00	
	2" Asphalt Surface Course	1,870	SY	\$3.75	\$7,012.50	
	Curb and Gutter	1,400	LF	\$16.00	\$22,400.00	
	Roadway Striping	2,100	LF	\$1.25	\$2,625.00	
	<b>Sidewalk</b>					
	5' Concrete Walk	780	SY	\$32.00	\$24,960.00	Includes 4" gravel base
	<b>Planting</b>					
	Canopy Trees	28	EA	\$800.00	\$22,400.00	
	Ornamental Tree	8	EA	\$500.00	\$4,000.00	
	Shrubs	1,750	SF	\$2.50	\$4,375.00	
	Sod	5,250	SF	\$0.50	\$2,625.00	
	Irrigation	1,400	LF	\$12.00	\$16,800.00	
	<b>Subtotal</b>				<b>\$173,527.50</b>	
	<b>10% MOT/MOB</b>				<b>\$17,352.75</b>	
	<b>15% Design Fees</b>				<b>\$26,029.13</b>	
	<b>20% Contingency</b>				<b>\$34,705.50</b>	
	<b>Grand Total</b>				<b>\$251,614.88</b>	

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**Appendix - A3**  
Development Program for the Three Study Areas

Value Village Development					
Existing		Proposed			
Site (Acres)	Improvements	Improvements	footprint (s.f.)		
11	116,870	111,240 250,290	total s.f. (at 75% 2 story & 25% 3 story)		
Land Use Mix	Charrette	Square Feet	Dwelling Units	Residential Density	Recommended
Retail	60%	150,174			35-60%
Office	30%	75,087			10-30%
Residential	10%	25,029	25	2.28	10-35%
<b>Total</b>	<b>100%</b>	<b>250,290</b>			

K-Mart Site Development					
Existing		Proposed			
Site (Acres)	Improvements	Improvements			
7.25	308,000	221,400			
17.88	159,000	750,000			
9.18	125,000	240,000			
34.31	592,000	1,211,400			
Land Use Mix	Charrette	Square Feet	Dwelling Units	Residential Density	Recommended
Retail	50%	605,700			40-50%
Office	30%	363,420			20-40%
Residential	20%	242,280	242	7.06	20-25%
<b>Total</b>	<b>100%</b>	<b>1,211,400</b>			

King's Creek Development					
Existing		Proposed			
Site	Improvements	Improvements			
9	152,000	48,600			
1.36		26,400			
0.6		39,600			
0.4	2,337	30,000			
0.67	1,500	40,500			
		33,000			
		28,800			
		24,000			
		24,000			
12.03	155,837	294,900			
Land Use Mix	Charrette	Square Feet	Dwelling Units	Residential Density	Recommended
Retail	10%	29,490			0-20%
Office	30%	88,470			20-40%
Residential	60%	176,940	177	14.71	40-60%
<b>Total</b>	<b>100%</b>	<b>294,900</b>			



ROBERT CHARLES LESSER & CO., LLC

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**MARKET AND ECONOMIC ANALYSIS COMPONENT  
FOR THE MIDTOWN ROSWELL CORRIDOR  
REDEVELOPMENT STUDY**

*Prepared for:*  
**CITY OF ROSWELL**

**September 4, 2002**

## BACKGROUND AND OBJECTIVES

### Background

Robert Charles Lesser & Co. (RCLCo) has been retained by The City of Roswell and Glattig Jackson as part of a team of consultants hired to prepare a plan for the revitalization of a section of Alpharetta Street from the intersection of Holcomb Bridge Road to the north, to Norcross Street to the south in the City of Roswell. RCLCo's role has been to evaluate and analyze market and economic trends, and based on that analysis recommend opportunities for revitalization in the corridor, describing future projects that can lead the revitalization, and recommending the appropriate implementation strategies necessary to make economic revitalization a reality.

Although Roswell itself is a very historical city that was once independent from surrounding cities it has today been encompassed by the suburban sprawl of the metropolitan Atlanta region. The street network in Roswell was forced to grow rapidly to meet the demand of the rapidly growing population and historic rural routes such as Alpharetta Street were widened to accommodate the heavy traffic flows. During the 1970's and 1980's, formerly residential parcels along Alpharetta Street were rezoned commercial and residential structures were either converted or demolished to make room for new commercial buildings. Throughout this period, little was developed along the corridor that contributed to creating a sense of place or sustainable development pattern. Today the Alpharetta Highway corridor is comprised of underperforming and in many cases unattractive retail and commercial development. It lacks economic vitality, and is losing market share and tenants to newer developing areas to the north and west. The mix of land uses is heavily skewed to small Class-B and Class-C retail centers. Meanwhile, future demand in the corridor is anticipated for better quality retail, housing that addresses residents changing needs, as well as office space that caters to small businesses and executives that are continuing to blossom in the area.

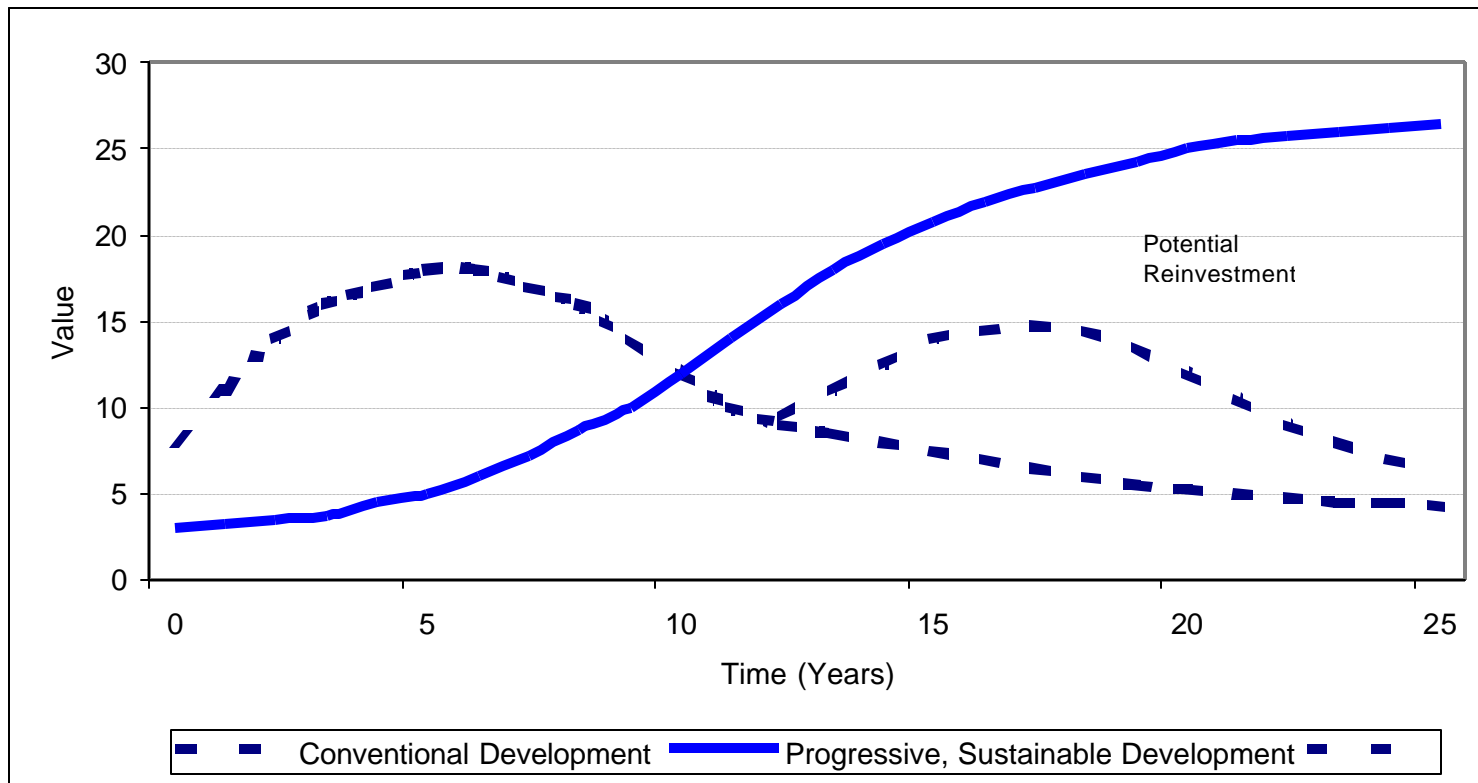
The opportunity exists to capitalize on future land use demand in order to revitalize the corridor. Successful implementation requires a longer-term vision than has been typically employed by developers and investors in the corridor. That lack of long-term vision is not unique to this corridor. Many retail centers are developed with an anticipated life of approximately 20 years. Financing for these centers emphasizes immediate short-term returns, and typically assumes the sale of a retail center within 5 to 7 years, at which time the initial investor's return is achieved. This places a greater emphasis on immediate profit and discourages the creation of high-quality sustainable places that will continue to increase in value over time, returning a greater long-term profit while providing smaller short-term gains. Without substantial reinvestment, these aging centers continue to change hands over time, typically being purchased by owners with less and less interest or financial wherewithal to improve or even maintain these centers.



# CITY OF ROSWELL

Figure 1:

Example of Change in Value, Traditional versus Sustainable Retail Centers



It is the combination of these factors that has created a number of declining retail corridors throughout metro Atlanta, including Alpharetta Highway in Roswell. Revitalizing these older commercial corridors has become a major issue, not only in Roswell and the Atlanta area, but also throughout the entire nation. Addressing the revitalization of these aging corridors represents perhaps the most significant challenge facing planners in aging urban and suburban areas today.

Trends are in place, both nationally and in metro Atlanta, that support revitalization of the Alpharetta Highway corridor. Included in these trends are shifting demographics, increased preferences for attached product in Atlanta, worsening traffic congestion and related commute times and support from local government for investment in non-auto oriented, mixed-use areas. While these trends support new

investment and revitalization, they are not sufficient by themselves. Successful revitalization requires an action plan, such as that described below.

## Assignment Objective and Methodology

RCLCo's objective in this revitalization plan has been to identify market-driven opportunities for revitalization in the corridor, identifying the types of projects that can spearhead revitalization. An additional objective has been to recommend the types of implementation strategies necessary to make economic revitalization a reality.

To achieve these objectives, RCLCo completed the following tasks:

- Attended kick-off meetings to understand key issues, strengths and challenges of the corridor by those living, working and governing in the area;
- Conducted interviews with key persons involved in the area to understand their individual perspectives on the corridor, potential opportunities and challenges related to revitalization;
- Examined the subject corridor to understand its physical context and context within the larger North Fulton market;
- Analyzed economic and demographic shifts occurring in and around the corridor, and placing these trends into the context of the larger Atlanta market and trends occurring at the national level;
- Obtained and analyzed secondary market data to understand broader market trends in area office, retail, rental apartment and for-sale residential markets;
- Surveyed and analyzed key office, retail, apartment and for-sale attached residential projects to understand market conditions and performance and related these projects back to opportunities for redevelopment along the corridor;
- Presented an initial "opportunity analysis" resulting from the completion of the previous steps shown above;
- Conducted case studies of other corridor revitalization efforts occurring elsewhere as well as reviewing case studies of "main street" or "town center" developments occurring in other suburban areas to understand potential market opportunities in the corridor;
- Estimated demand potential for office, retail, rental apartments and for-sale residential in the corridor through the creation of statistical demand analyses and estimating captures of demand in the corridor;

- Working with the consulting team, provided recommendations for redevelopment along the corridor, including recommendations addressing potential land use mix, positioning of potential revitalized or redeveloped land uses, locations for potential uses and strategies for revitalization.

## 12 –Step Process Framework

Our economic analysis was conducted based on local market conditions with an eye toward opportunities experienced elsewhere, both in the greater Atlanta region and beyond. Included in these experiences outside of the local market is a 12-step process created by the Urban Land Institute<sup>1</sup> and further expanded by RCLCo for revitalizing aging retail corridors such as Alpharetta Highway. The following summarizes these twelve steps:

1. **Ignite the public leadership** of the area and nurture public/ private cooperation, using an economic development plan that fosters communication between all parties, including area residents;
2. **Know the market** well enough to properly plan for revitalization covering short and long-term needs;
3. **Anticipate market evolution**, in terms of demographic demand and changes in the retail sector;
4. **“Prune” the retail-zoned land.** A surplus of retail-zoned land makes it easy to simply abandon existing structures and build others, contributing to sprawl;
5. **“Pulse” the development**, creating specific focal points for intense development connected by less densely developed areas or by open space;
6. **Tame Traffic**, using roads as seams to connect various portions of the development, and providing pedestrian routes that minimize conflict with traffic. If possible, try to avoid using roads as edges that divide development and encourage faster driving speeds;
7. **Enhance connectivity** between commercial development and adjacent neighborhoods to reinforce a sense of community and create a vibrant environment conducive to living, working, and recreation.
8. **Eradicate Ugliness** by focusing on development standards that address signage, landscaping, lighting, and pedestrian amenities;
9. **Create a ‘place’** or sense of community that is appealing from a variety of perspectives including safety, comfort, dining, and physical attractiveness;
10. **Diversify the character** of the development, providing a variety of uses beyond retail;

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<sup>1</sup> The Urban Land Institute is a member supported research and education organization dedicated to providing responsible leadership in the use of land in order to enhance the total environment.

# CITY OF ROSWELL

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11. **Put your money and regulations where your policy is**, with zoning that compliments, rather than inhibits development strategies; and by leveraging public investments such as government offices or post offices into larger scale, mixed-use developments;
12. **Facilitate partnerships for implementation**; coordinate mutual interests (businesses, residents, property owners) to establish an entity to guide implementation efforts.

Part of our analysis includes understanding and applying these steps to revitalization efforts along the Alpharetta Highway corridor.

## Company Qualifications

Robert Charles Lesser & Co., LLC (RCLCo) is the nation's leading independent real estate advisory firm, providing market and financial analysis and strategic planning for a broad spectrum of clients. We are recognized in the industry as having the ability to address specific project situations as well as our clients' overall long-term strategic needs. Our services are customized to address our clients' particular needs, supported by both quantitative analysis and creative problem solving.

RCLCo has unsurpassed experience in market and feasibility analysis, economic revitalization and strategic programming, including significant experience with revitalization of economically challenged or under-performing markets, smart growth and Traditional Neighborhood Development (TND) concepts. Throughout the past couple of decades, RCLCo has been among the leaders in understanding metropolitan growth trends and placing our clients' projects and issues in the context of these greater trends. More recently, RCLCo's Atlanta office has been extensively involved in regional dialogs involving infill housing, smart growth implementation and commercial corridor revitalization. In addition, RCLCo representatives, through their work with the Urban Land Institute, have participated in and led discussions on all of these topics over the past couple of years, staying current on trends and looking into the future to identify future trends and opportunities for development in the Atlanta region.



## CRITICAL ASSUMPTIONS

The conclusions and recommendations presented in this report were reached based on our analysis of the information available to us from our own sources and from the client as of the date of this report. We assume that the information is correct, complete and reliable.

Our conclusions and recommendations are based on certain assumptions about the future performance of the global, national, and/or local economy, as well as that of the real estate market and on other factors similarly outside either our control or that of the client. To the best of our ability we analyzed trends and information available to us in drawing these conclusions and making the appropriate recommendations. However, due to the very fluid and dynamic nature of the economy and the real estate markets, it is critical to continually monitor the economy and the market, and to revisit the aforementioned conclusions and recommendations periodically to ensure that they stand the test of time.

We assume that in the future the economy and the real estate markets will grow at a stable and moderate rate. Often this assumption is made due to budget limitations that prevent us from delving deeper and/or more frequently into the economic forecast or the forecast of the real estate markets. The economy is quite cyclical, and the real estate markets are typically very sensitive to these cycles.

Additionally, we assume that economic, employment and household growth will occur more or less in accordance with current expectations, as will other forecasts of trends and demographic and economic patterns. Along these lines, we are not taking into account any major shifts in the level of consumer confidence; in the cost of development and construction; in tax laws (i.e., stable property and income tax rates, deductibility of mortgage interest, etc.); or, in the availability and/or cost of capital and mortgage financing for real estate developers, owners, and buyers. Should any of the above change, there is good reason to believe that this analysis should be updated, and the conclusions and recommendations summarized herein be accordingly reviewed (and possibly revised).

We also assume that competitive projects will be developed as planned (active and future), and that real estate demand will be met with a reasonable stream of supply offerings. Finally, we assume that major public works projects occur and are completed as planned.

## CORRIDOR STRENGTHS AND CHALLENGES

### *Key Economic Strengths*

The Midtown Roswell Corridor is defined as the parcels of land with frontage along Alpharetta Street from the intersection of Holcomb Bridge Road to the north, to Norcross Street to the south in the City of Roswell. The corridor is one and a quarter miles long and parcels along it range from 1/10 of an acre to 18 acres with parcel depths from the road of between 150 feet to more than 800 feet, all of the parcels combined comprise approximately 270 acres. The majority of the parcels along the corridor are zoned for commercial use with existing residential communities located directly behind the parcels. The corridor benefits from high traffic counts of between 36,000 and 40,000 cars per day and has good access to a major highway and employment cores via nearby Georgia 400. In addition, Alpharetta Highway and Georgia 400 are the only two routes in the area to cross the Chattahoochee River between Roswell and Sandy Springs to the south, and the corridor has a public transportation route through MARTA bus service. In the last several years, several residential projects have been developed on or along the corridor as well as small executive office space. Much of the new growth in the area is due to the strong attraction of Roswell's historic core area which includes the small shops located just south of the study corridor. Although the study area itself lacks character, the surrounding area has a strong sense of community among current residents, many of who have resided in the area for several years or more.

Roswell is located within metro Atlanta's favored quarter<sup>2</sup> of growth and has already been established as a residential core. The city is within North Fulton County an area known for its affluent households, good schools and vast array of regional and local shopping. In addition, a significant Hispanic population has bloomed along or near the corridor, creating opportunities for multi-cultural experiences. Geographically the area benefits from strong natural amenities with its proximity to the Chattahoochee River and parks along with its regional location between the metro core and the north Georgia mountains and Lake Lanier.

### *Key Economic Challenges*

The development pattern along the section of Alpharetta Highway being studied for this engagement has not been developed in a sustainable manner, with a hodge-podge of retail and commercial buildings bearing little relationship to one another. As income producing properties they are achieving below market incomes (based on our observations of rents and occupancies). The lack of character and relationship between buildings, their generally lower quality and the fact that there is no "public sphere"<sup>3</sup> results in a paucity of significant

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<sup>2</sup> The favored quarter is that quadrant of the metro area emanating north from downtown Atlanta, generally between I-75 and I-85, where much of the upscale housing and highest paying jobs have tended to locate over the past 20 years.

<sup>3</sup> Park, plaza, green space, town square, viable pedestrian orientation, etc.

# CITY OF ROSWELL

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focal points to build upon as part of a revitalization strategy. In essence, the corridor lacks a “there there”; a recognizable, popular and synergistic place in which people want to come to, rather than merely pass through or quickly visit and move on. One area just off of the corridor, Canton Street, *is* emerging into an identifiable location and should be considered a building block for the corridor. A second potential “there”, the highly visible intersection of Holcomb Bridge Road and Alpharetta Highway, is currently underutilized but represents substantial opportunity due to its crossroads location.

In summary, development in this section of Alpharetta Street is generally unattractive, lacks consistency and execution among the land uses. Pedestrianism is defacto de-emphasized due to the poor parcel connectivity, lack of an attractive pedestrian environment and safety issues caused by an increasing traffic congestion problem. Finally, there is a lack of connectivity between the corridor and nearby residential areas, some of which may be resistant to being more strongly connected to the corridor due to its current state and perceived negative influences.

## *Potential Market Opportunities*

Against these strengths and challenges, there are several opportunities for revitalization of the corridor, including:

- Building off the historic character and strength of the southern end of the corridor, including Canton Street and the somewhat less visible but obviously important City Hall complex;
- Capitalizing on the market’s desire for true pedestrian-oriented, mixed-use districts in the north metro area, proximity to the region’s most highly active real estate market and location within one of the most affluent area’s in the southeast; and
- Tying into existing supportive market segments, including both affluent households moving into the area (including along the corridor) and nearby Hispanic market audiences, many of whom already support walking and transit along the corridor.

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## DEMOGRAPHIC OVERVIEW

To evaluate the demographics relating to the corridor we examined two different areas, a Primary Market Area (PMA) and a smaller Study Corridor Area, which more closely reflects the characteristics of the corridor and surrounding neighborhoods. The PMA is the area in which the corridor would receive the majority of its target market audience from. This area was defined as 23 census tracts composing all of North Fulton County, north of the river, and portions of East Cobb County. The Study Corridor Area was defined as five census tracts immediately surrounding the corridor itself. Both of these areas are shown on the map at right.

As the Roswell Study Corridor Area has continued to build-out, population and household growth has moderated. As of 2001, the Corridor Area had a population of 44,308 with 17,418 households. In spite of being relatively built-out, household growth remained relatively strong, growing at a rate of 3.4% annually, consistent with the Atlanta MSA (3.5%) and somewhat more moderate than the PMA, which includes more areas available for greenfield development (4.8%). This healthy rate of growth reflects the relatively strong attractiveness of the area and the infill development still occurring in the area.

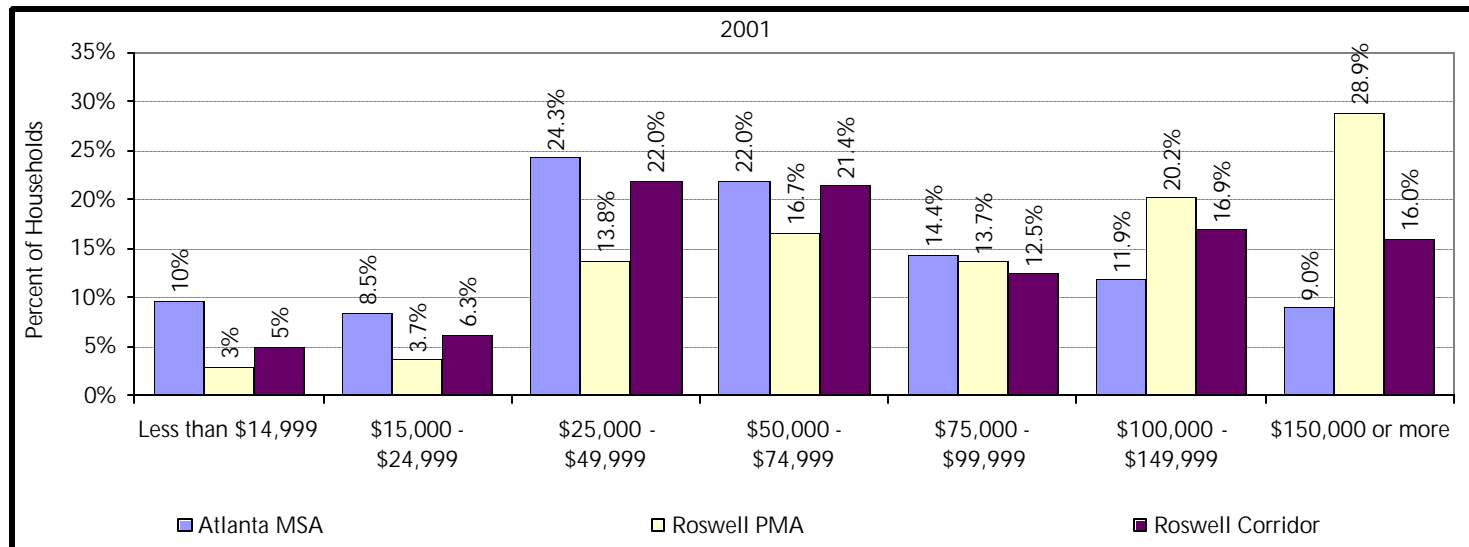


# CITY OF ROSWELL

One of the areas greatest strengths is its concentration of affluent households, which help to support an array of residential and office products as well as commercial businesses. The median household income for the Corridor area is a very healthy \$69,000 with 33% of the households being above \$100,000 (compared to \$56,000 and 20% at the MSA level).

Figure 2:

Households by Income, 2001



In spite of being perceived as a heavily renter-oriented area, ownership rates in the corridor area are relatively in line with those in the North Fulton PMA and the greater Atlanta MSA. Including vacant units, approximately 60% of households in the Corridor Area own their homes, compared with 66% in the entire PMA and 63% at the larger MSA level, indicating a relatively balanced owner-renter relationship.

Another strength previously mentioned for the corridor is its diverse ethnic population. New Census data indicates that approximately 17% of Corridor Area residents are Hispanic population, a 766% increase over that of 1990.

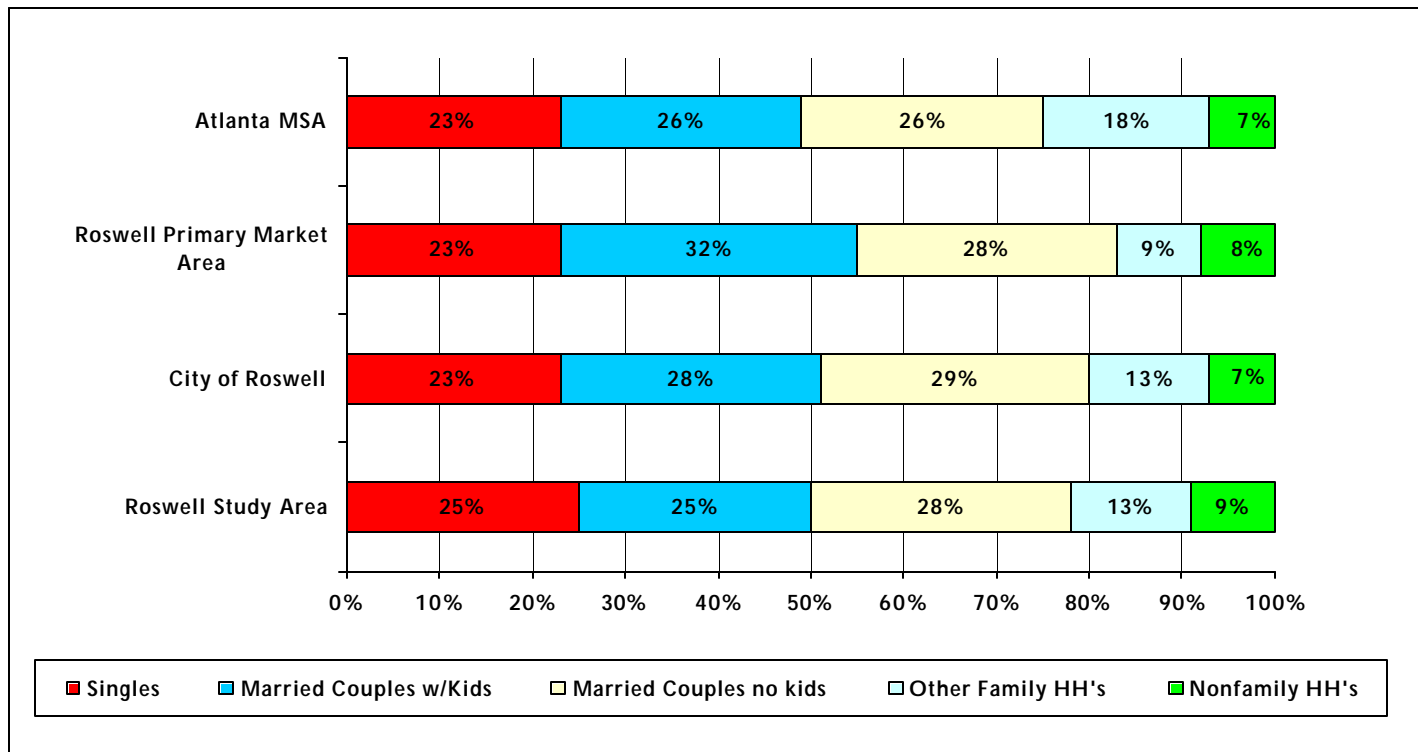
# CITY OF ROSWELL

## Household Growth Trends

Among the largest market shifts occurring in the U.S., Atlanta and North Fulton in the coming years are the shifts occurring within household composition and the impacts these shifts will continue to have on changing housing preferences, including preferences for more compact and convenient<sup>4</sup> living situations. As people move through different life stages, their housing needs change.

Figure 3:

Households by Household Type, 2000



<sup>4</sup> For example, townhomes oriented to empty-nester households seeking a lower maintenance lifestyle in a location convenient to shopping, dining and other services.

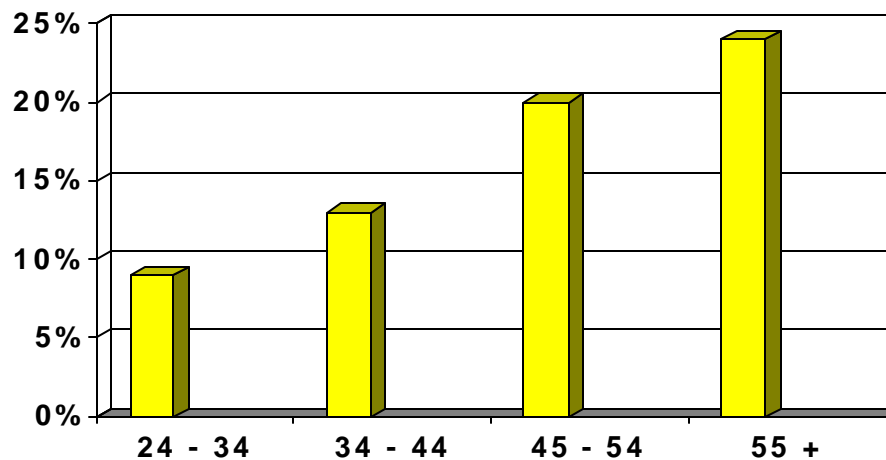
# CITY OF ROSWELL

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The criteria upon which people choose a house or a location change later in life; for example “school district” becomes less important while “convenience” becomes more important after age 55. Twice as many people will prefer a townhome at age 55 than at age 35. Today, more than one-half of all households in the Alpharetta Highway area, the North Fulton PMA and the Atlanta MSA have no children present. Included among these households are singles, couples with no children, and non-family households (roommates, for example). U.S. Census projections indicate that households with no children will comprise the bulk of household growth in the U.S. in the coming decade. These households will not necessarily be driven by the same criteria in their choice of location or home –concerns about schools, large yards and cul-de-sacs that have been motivating factors for family households with children over the past 50 years. Many non-family households chose a home and location based on the “ease of lifestyle”, a reduced commutes and a greater sense of community. Many within the ranks of aging Baby Boomers are already transitioning into empty nesters one of the fastest growing age cohorts in America in the coming decade (households age 45+).

Recent research conducted by the National Association of Home Builders and Fannie Mae indicates that, given a choice between a single-family detached home with a longer commute and a townhouse of equal price closer to work households over the age of 55, more so than any other age group, preferred the townhouse. This is significant as townhouses represent a viable product type in the Alpharetta Highway corridor and households over 55 are a significant and growing market segment in North Fulton County.

**Figure 4:** *Willingness to Trade-Off a Townhouse and Short Commute for a Detached Home and Longer Commute*



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Similarly, another consumer survey indicates that homebuyers are very interested in purchasing homes in areas already largely developed, including suburban areas, inner-suburbs and central cities. Assuming these findings hold true for Roswell, and given that in terms of character Roswell is somewhere between an “existing, partially developed suburban area” and an “inner suburb”, between roughly 58% and 88% of homebuyers could be interested in living in the area (as opposed to outlying areas).

**Figure 5:** *Preferred Locations in Which to Buy a Home, 2000<sup>5</sup>*

	Most Preferred	Second Most Preferred	Third Most Preferred
Build New Homes in Outlying Areas	29%	26%	45%
Build New Homes in Existing, Partially Developed Suburban Areas	37%	51%	12%
Build New Homes on Vacant Land in the Central City or Inner Suburbs	35%	23%	42%

Roswell has the opportunity to capitalize on these demographic shifts and changing preferences,, through the creation of an attractive, pedestrian-oriented corridor with the sense of location and character generally missing in North Fulton County, and facilitating the development of attached for-sale product(condominiums and/or townhomes), will create significant revitalization in the Alpharetta Highway corridor.

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<sup>5</sup> Source: National Homebuilders Association survey, 2000.



## ECONOMIC OVERVIEW

The Primary Market Area and the Study Corridor Area have both seen tremendous employment growth in the past decade. Employment in the PMA rose by 111% from 1990 to 2000 due in part to the Georgia 400 office corridor, which has accounted for close to one-half of all office absorption in metro Atlanta in the mid to late-1990s. Of the growth occurring in the PMA, 36% was in retail trade and 24% in services and miscellaneous jobs all of which risen to support the tremendous population growth. The growth in retail is significant as this growth requires an affordable workforce, a significant problem confronting North Fulton given the high cost of housing in the area.

In spite of being more of an infill location, the Study Corridor also demonstrated significant growth in the 1990s, growing by 70% between 1990 and 2000. Again, the area saw the majority of the growth in retail trade, 21%, as well as services and miscellaneous jobs, 21%. Both areas also received strong growth in the Financial, Insurance and Real Estate segment, between 10-12%.

Figure 6:

*Employment Growth by Industry in the Corridor Study Area, 1990 - 2000*

	Con- struction	Manu- facturing	Comm. Utility	Wholesale Trade	Retail Trade	FIRE	Misc. and Services	Government	Total Emp.
1990	652	640	352	848	5,031	894	3,649	1,052	13,118
as % of PMA	21%	21%	8%	12%	33%	20%	21%	22%	22%
1995	1,024	1,056	644	1,689	6,050	1,381	5,062	1,459	18,365
as % of PMA	27%	17%	12%	18%	24%	19%	18%	20%	20%
2000	1,606	1,250	784	2,474	6,963	2,010	5,611	1,665	22,363
as % of PMA	29%	19%	11%	18%	18%	18%	16%	18%	18%
Change, 1990 - 2000	954	610	432	1,626	1,932	1,116	1,962	613	9,245
% Change, 1990 - 2000	146%	95%	123%	192%	38%	125%	54%	58%	70%
<b>% of Total Emp. Growth</b>	<b>10%</b>	<b>7%</b>	<b>5%</b>	<b>18%</b>	<b>21%</b>	<b>12%</b>	<b>21%</b>	<b>7%</b>	<b>100%</b>

The strong growth in these sectors, both at the PMA level and the Corridor level, is important, as many of these jobs are office space users and fuel demand for office space in the area, from larger Class A buildings close to Georgia 400 to smaller office buildings and office condos in more residential settings. The growth of these industry categories is significantly related to the prevalence of affluent households, which include many business owners, CEOs and other executives. When identifying locations for their businesses, these owners or chief executives typically prefer to locate close to where they live. In many cases, this includes North Fulton and Forsyth Counties, areas proximate to the subject study area. Creating an environment that is attractive for office development, both aesthetically and functionally (office services, dining opportunities, etc), is of high importance to the revitalization of the Alpharetta Highway corridor, particularly for smaller office users.

## MARKET OVERVIEW

### Rental Apartments

#### *Residential Market Trends*

The North Fulton apartment market has been fueled by the growth of employment along the Georgia 400 corridor. Many traditional garden style apartment complexes have been developed in the area to benefit from the easy access to the 400 corridor as well as the regional and local shopping choices. Given the current economic slowdown, occupancy is somewhat low, averaging 89.8%, generally consistent with the Atlanta Metro average overall (90.4%). However, as office space vacancies decline with the growth of the economy over the next five years, demand for rental apartments will again strengthen, resulting in increasing rental apartment occupancies. In fact, given the faster growth in office space than new rental apartment development, a tight rental apartment market is likely mid to late decade.

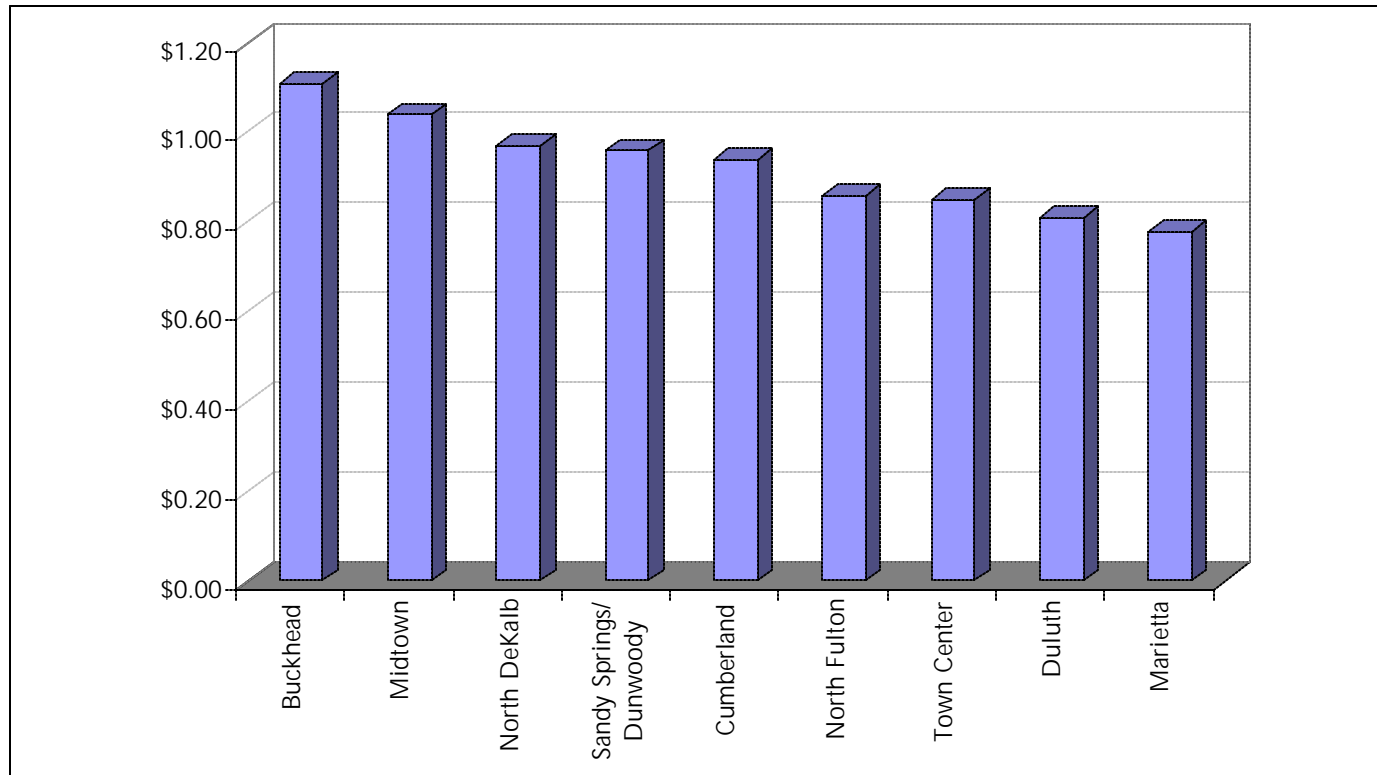
As of mid-year, 2002 average rents in North Fulton apartments exceeded \$903, or more than \$.82 per square foot. These numbers place the area slightly above the Atlanta Metro averages of \$811 and \$.79, yet below closer-in areas such as Sandy Springs (\$935, \$.88 per square foot), Buckhead (\$1,143, \$1.06 per square foot) and Midtown (\$916, \$1.03 per square foot) respectively. As North Fulton continues to urbanize with faster job growth than apartment development, apartment rents will continue to climb. This is significant as rents will likely increase to a level where more vertical or urban product becomes feasible (generally above \$1.00 per square foot).



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Figure 7:

Average Street Rents, Mid-2002 for Class A Apartments



To get a further understanding of apartment performance closer to our area we surveyed 10 apartment communities ranging from an older complex within our corridor to brand new Class A apartments being built in other North Fulton locations. On average these communities were achieving rents of \$1,008 at \$0.96 per square foot while maintaining 94% occupancy. This reinforces the strength of the apartment market in the area and potential demand for additional rental units.

These projects are all configured as free-standing garden apartments. Rental apartments as part of a mixed-use project, or development of non-garden product (such as has occurred in Midtown, Buckhead and more recently Perimeter Center) do not really exist in this area, though there is market demand for it. As will be shown later, such projects can achieve premiums over other, more conventional rental apartment product.

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## Rental Apartment Demand

To understand potential market depth for rental apartments in North Fulton and in the Corridor Area, a statistical demand analysis was undertaken for the next five years and beyond. Demand was estimated from those households with one or two-persons earning \$35,000 or more (translating into rents of \$700 or more—required for market rate development). As shown in the analysis below, annual demand in the corridor could exceed 200 units, assuming revitalization efforts enhance its attractiveness.

Figure 8:

Estimated Demand for Market-Rate Rental Apartments, 2001 - 2006

Existing Households 2001		New Households 2001 - 2006	
Total Households 1/	108,235	Net New Annual Households, PMA 1/	3,106
One and Two-Person Households 2/	55.3% 59,854	One and Two-Person Households 2/	55.3% 1,718
% Renters 2/	31.3% 18,734	% Renters 2/	31.3% 538
% w/ Incomes Above \$35,000 1/	88.5% 16,580	% w/ Incomes Above \$35,000 1/	88.5% 476
Renters in Turnover 3/	38.9% 6,450		
Preference to Rent New 4/	3.0% 193		
		Total Net Renters in Primary Market Area Capture, Alpharetta Highway Corridor 5/	669 201

## Development Opportunity

There is significant demand for new quality market rate rental units in the corridor. This trend will continue well into the future -- for example, about 20% of seniors rent, and the seniors population will more than double over the next 20 years. Given the level of familiarity

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of local developers to build residential over retail (relatively high for apartment developers and quite low for condominium developers), the strongest initial opportunities for vertically-integrated mixed-use development in the corridor are for rental apartment development above retail or office space. Such a development scenario represents a growing opportunity in the corridor.

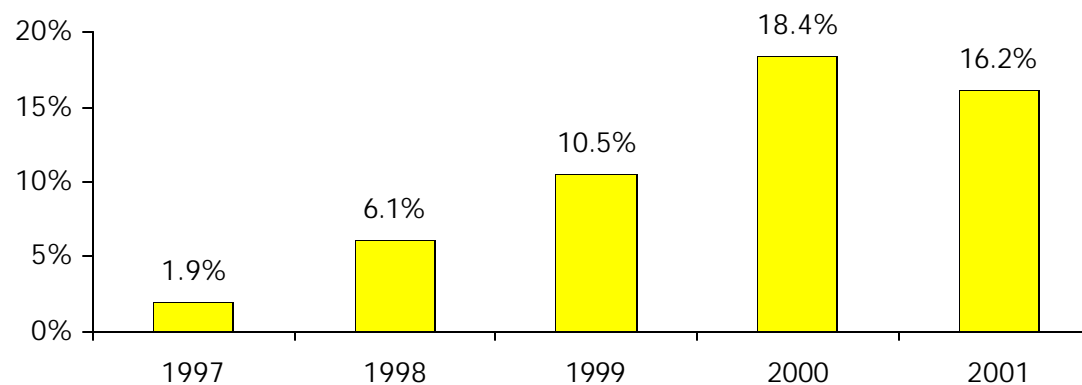
## For-Sale Residential

Over the past five years, as traffic congestion increased dramatically, metro Atlanta has experienced an explosion in demand for attached for-sale housing. The chart below shows the increase in sales of attached housing, from less than 2% of all new home sales in 1997, to more than 18% in 2000. A slight decline in 2001 is due to a decline in the supply of units priced under \$250,000. Meanwhile there are two significant trends in the market place:

1. Attached product has gone from being purely a price-alternative product (to more expensive single-family homes) to more of a "lifestyle product"; and
2. Attached product is no longer only an urban product, having transitioned to a more acceptable product in suburban areas, including North Fulton, Gwinnett and even Forsyth County.

**Figure 9:** *New Attached Home Sales as a % of All New Home Sales (1997 to 2001)*

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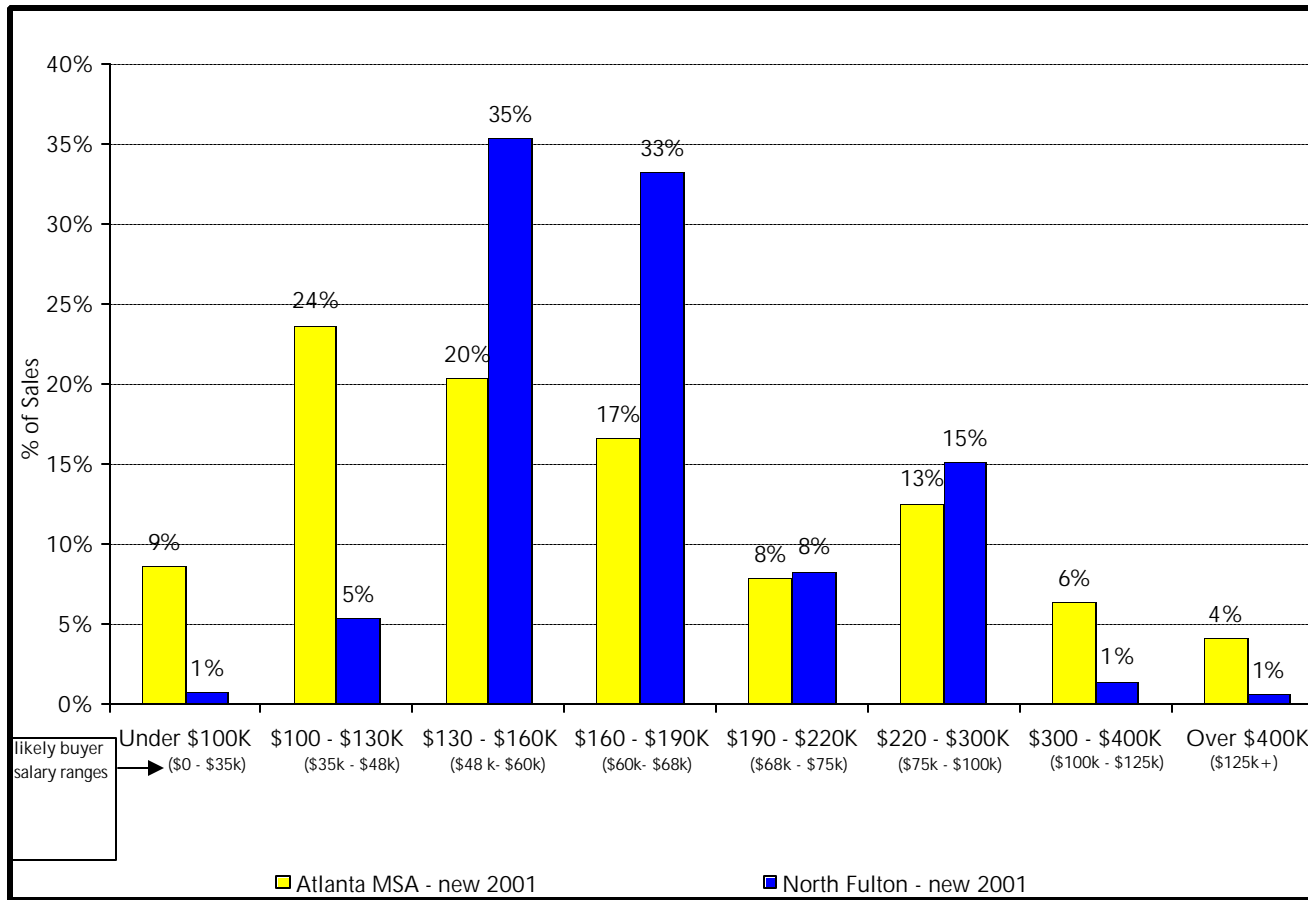


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Consistent with this metro area trend, North Fulton has seen a significant increase in demand for attached condominiums and townhouses, both as a price alternative to high single-family home costs and as a lifestyle product for younger singles and couples and empty nesters moving down to simplify their lifestyle.

Figure 10:

New Attached Home Sales by Price, North Fulton County and the Atlanta MSA, 2001



The majority of new attached home sales (68%) in North Fulton can be found between \$130,000 and \$190,000, a fairly substantial price affordable to those with incomes between roughly \$48,000 and \$68,000 or around the median income for the Atlanta region. Given the

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high prices of single-family detached housing in North Fulton, attached product is both a lifestyle product as well as filling a "gap" in affordable housing for middle-income singles, couples and even families who find themselves priced out of the single family market. Very little product, is being developed below \$130,000, with only 6% of new attached home sales being delivered at this price point. An estimated 20% of PMA households have incomes in this price point. Many in the region find themselves not only priced out of the single family detached housing market, with more than one-third of Atlantans (MSA) priced out of new attached housing in the area. For affluent and largely childless couples, attached housing in Roswell and North Fulton is also a lifestyle alternative, with more than 25% of new attached product selling above \$190,000. However, sellers also report that families who can't find new housing in convenient locations priced under \$250,000 are also attracted to attached product.

There are currently several infill attached residential projects being developed proximate to the corridor and performing relatively well. Consistent with North Fulton attached home sales, corridor-area condominium flat units on average range from \$150,000 to \$212,000. These units are averaging a sales pace of 4.8 units per month and are attracting mostly young singles and couples who work in the Georgia 400 corridor. The PMA represents one of the only areas outside of the Perimeter where condo flats are currently being developed, reflective of potentially strong condo demand and high housing and land prices. Townhouse units in the area tend to be quite expensive, ranging from on average \$222,000 to \$265,000 (with a number of units selling well above \$300,000) at around \$105 per square foot. The units are selling very comparable to the condominiums at 4.6 units per month and also attract mostly young singles and couples, however they are also attracting a large percentage of empty nesters and retirees moving down from single-family detached housing in the North Fulton market for the convenience of a maintenance free or low maintenance product.

Liberty Lofts and Townhomes, located on the corridor, features condominium units beginning in the \$150's and townhouses starting from the \$220's on a large site. The project is selling quite well, averaging nearly seven sales per month in a slow economy, and indicates the potential level of opportunity for attached product in the corridor. Key to continuing condominium and townhouse development in the corridor will be land assemblage issues and the aesthetics of the corridor. Given the limited size of properties in the corridor today, creation of a sense of location and enhancing the attractiveness of the corridor will become increasingly important to attract for-sale housing investment.

## *For-Sale Attached Housing Demand*

Like rental housing, a statistical demand analysis was undertaken to estimate potential demand for for-sale housing in North Fulton and the Corridor Study Area. Demand was estimated utilizing new U.S. Census data, projected household growth trends and recent and historic

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home sales trends. As can be seen in the table on the following page, demand for new attached housing is estimated to approach 7,300 units annually, significant given the overall slowdown in housing that is expected to occur.

**Figure 11: Estimated Market Depth for New For-Sale Attached Housing in the Atlanta MSA and Capture in the Alpharetta Highway Corridor**

Base Affordable Home Price	Adjusted Demand	Distrib.	PMA Capture	Adjusted Demand	Alpharetta Highway Corridor Capture Rate	Potential Capture
\$0 - \$100,000	597	8%	4.9%	30		
\$100,000 - \$130,000	1,829	25%	7.4%	135		
\$130,000 - \$160,000	1,478	20%	16.6%	246	21%	51
\$160,000 - \$220,000	1,595	22%	15.3%	244	20%	49
\$220,000 - \$300,000	1,084	15%	9.7%	105	25%	26
\$300,000 - +	698	10%	2.1%	15	25%	4
<b>Total:</b>	<b>7,281</b>	<b>100%</b>	<b>10.6%</b>	<b>774</b>	<b>17%</b>	<b>130</b>

Assuming captures utilizing current and potential sales by price point, total potential annual demand in the corridor is estimated to be approximately 130 units. This also assumes development of market-rate product priced above \$130,000 and aesthetic revitalization of the corridor. For such development to occur, some type of parcel assemblage and/or addressing of parking may be required to address the small parcel sizes and lack of parcel depth in the corridor.

### Development Opportunity

Opportunities for additional infill of attached for-sale residential are estimated to be strong both in the short-term and longer-term. Several key barriers or challenges exist to infilling residential in the corridor. Perhaps the most significant of these is the need to assemble properties, short parcel depths, and the potential need for structured parking given the short depths, not to mention potentially high land costs. An additional issue is the lack of local developers with experience in developing vertically-integrated for-sale residential space above offices or retail uses. More typical in Atlanta has been the development of rental apartments over commercial uses, which is also easier to develop from a financial perspective. Addressing these issues will require proactivity on the part of the City of Roswell.



## Retail

The North Fulton retail submarket is composed of approximately 10.2 million square feet of multi-tenant space and includes the 1.5 million square foot North Point Mall. The submarket as a whole is currently performing well with only 7% average vacancy, as compared to 9% and 11% for neighboring Cumberland and Sandy Springs submarkets. Approximately 700,000 square feet is currently under construction and there are no signs for this growth to end in the near future. In spite of the relatively low vacancy rates, North Fulton, like much of metro Atlanta, appears to be over-retailed and includes many retail tenants that are under-performing in terms of sales per square foot. Atlanta has approximately 1.5 to two times more retail space per capita than the national average while local Roswell statistics indicate this level may be 3 to 4 times the national average. As retail continues to sprawl northward, some of the market audience supporting that excess retail in Roswell are being lost to other centers further impacting marginally performing retail in places like the Alpharetta Street section studied for this engagement.

Sixteen retail centers, 3 of which within our study area, 7 within the PMA, and an additional 6 within the PMA that are new specialty retail centers, were surveyed to understand market conditions. These specialty retail centers include two story centers, themed centers as well as mixed use centers. The centers within the study area, all of which are located on parcels within the corridor, are achieving 91.5% occupancies with average lease rates of between \$13 and \$14 per square foot on a triple net lease.

In the Alpharetta Highway corridor, lease rates vary significantly, with Roswell Village at the intersection of Holcomb Bridge doing the best by achieving small shop rents of \$18 to \$20 per square foot (s.f.), typical of a conventional suburban shopping center. Rents decline in the corridor as you move away from the Holcomb Bridge intersection. Old Lake Place, next to Roswell Village, achieves \$14 per s.f., while Old Lake Place, in the middle of the corridor, is achieving very low rents of \$8 per s.f., indicating weak tenant performance. Single-tenant sites along the corridor are reported to achieve rents as low as \$6 per square foot (though some are much higher).

Few national tenants exist along the corridor, with the exceptions being fast food restaurants. Several locally-established tenants, including popular restaurants, have abandoned the corridor for other "Greenfield" locations, reflecting the unattractiveness of the corridor and the lack of "place" that exists. This also reflects the outdated space found in the corridor, much of which was developed 25 or more years ago.

The strongest performing retail centers in North Fulton (and more broadly, north Metro Atlanta) are those with a greater sense of place largely derived from their stronger architecture and a vertical mix of uses. These specialty centers, such as Grand Pavilion, Terrace at Windward and French Quarter, are achieving higher rents, typically between \$20 and \$25 per square foot and are generally well occupied, averaging 95% occupancy. Second floor office spaces also perform well, achieving lease rates of between \$15 and \$20 per square foot. Typical tenants include restaurants, coffee stores and other local retailers, while upstairs space often leases to local-serving offices and



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personal service uses. The greatest success occurs when there is an anchor for these retail centers, such as a national chain store, grocery store or well-known restaurant.

## *Retail Demand Analysis*

A retail demand analysis was conducted based on estimated incremental demand generated in the area over the next five to ten years. This demand methodology assumes that current supply meets or exceeds demand and that no demand for retail space in the corridor will be displaced from other locales outside of the corridor (i.e. only newly created demand). In actual practice, better located and designed centers will compete for the existing pool of tenants as their leases turn over. In this analysis however the focus is on the growth in underlying retail demand from two key market sources: local residents moving into the area and new employees working in the area. Additional demand is assumed to come from *outside* market sources, such as people passing through the area, visitors to area residents and/or businesses.

Based on these assumptions, net incremental demand for retail space in the corridor is estimated to be approximately 82,000 square feet over the next five years. To the extent that other, obsolete retail space is replaced in the corridor, net demand could be increased in the corridor, albeit at a replacement level less than a one-to-one ratio (i.e. the removal of 20,000 under-performing square feet of space in the corridor may actually equate to only 10,000 to 15,000 square feet of sustainable retail space).



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**Figure 12: Estimated Net Incremental Market Depth for New Retail Space in the Alpharetta Highway Corridor (2001 – 2006)**

	BASE Total Local Sales Potential /1 2001	PROJECTED Total Local Sales Potential /2 2006	INCREMENTAL Total Local Sales Potential 2001 - 2006	ADDITIONAL Potential Demand From Area Workers 2001- 2006	NET TOTAL INCREMENTAL SALES POTENTIAL	% of Sales in Neigh. & Community Centers /4	Net Neighborhood & Community Retail Sales Potential	Average Sales/ S.F. /5	Gross Supportable S.F.
Total Population	26,292	29,197	2,905	478					
Per Capita Spending	\$10,321			\$2,904					
Comparison Goods	\$37,080,004	\$41,176,969	\$4,096,965	\$13,870	\$4,110,835	37%	\$1,521,009	\$211	7,686
Eating and Drinking	\$42,081,102	\$46,730,638	\$4,649,536	\$721,221	\$5,370,757	42%	\$2,255,718	\$207	10,894
Convenience	\$91,060,824	\$101,122,124	\$10,061,300	\$133,148	\$10,194,448	70%	\$7,136,114	\$300	23,751
Gifts, Specialty, Other	\$17,136,699	\$19,030,131	\$1,893,432	\$166,436	\$2,059,867	42%	\$865,144	\$224	3,858
Clothing and Access.	\$23,223,879	\$25,789,883	\$2,566,004	\$152,566	\$2,718,570	28%	\$761,199	\$261	2,911
Discount Dept Stores	\$37,035,864	\$41,127,952	\$4,092,088	\$152,566	\$4,244,654	28%	\$1,182,412	\$158	7,475
Gas Stations	\$23,731,331	\$26,353,403	\$2,622,072	\$33,287	\$2,655,359	56%	\$1,479,380	\$2,276	650
<b>TOTAL</b>	<b>\$271,349,703</b>	<b>\$301,331,100</b>	<b>\$29,981,397</b>		<b>\$29,981,397</b>	<b>47%</b>	<b>\$15,200,976</b>	<b>\$266</b>	<b>57,225</b>

Additional Demand from Outside Sources: 30% 81,750

As shown above, demand is estimated to be strongest for Convenience retail uses, such as drug stores, video rental stores, dry cleaners and other neighborhood-serving uses. Additional significant support exists for Eating and Drinking places. It should be noted that areas with a strong sense of character and sense of location tend to attract a significant dining component, which could very well be the case for the Alpharetta Highway corridor. This demand would represent a redistribution of existing demand from other locations in North Fulton and would be in addition to the above retail demand. Success with a higher proportion of eating and drinking places requires that the corridor be an attractive and walkable place, that people want to visit, and re-visit. On the other hand, orienting current and future retail more towards "neighborhood support" types of goods and services, and leaving the eating and drinking places growth to other areas such as Canton Street, the historic square, etc. will help to avoid creating too many similar destinations and dampening the ability of any one of those destinations to become sustainable.

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## *Development Opportunity*

Given the oversupply of retail space in the area, “in-filling” with new retail should be focused on key intersections and, as possible, as part of new mixed-use projects. The focus of new and existing retail should be primarily local-serving, both for residents and area employees. Retail serving the broader market, including eating and drinking places, should be emphasized at key pulse points in the corridor such as at major intersections. Creating a focal point in the corridor, such as a park or plaza, would provide a strong anchor for retail space and help to upgrade the overall appearance of the corridor. Creating such places will help to staunch the retail “leakage” to other areas as well as lend further support for additional demand.

## **Office Market**

The North Fulton office submarket is comprised of approximately 12% of the overall office space in the Atlanta market. Coming into its own just in the past decade, it is third in terms of size to the Northwest/I-75 and Central Perimeter markets. A majority of its growth has been focused along Georgia 400, fueled by the proximity to the affluent neighborhoods and executive decision makers living in North Fulton. In the short term, its important to note that the North Fulton submarket has been hit especially hard by the current recession due to its strong concentration high tech sector jobs. At the end of 2001 the area had a vacancy rate of 25.1%, second to only that of the South Atlanta submarket at 27%. Despite its strong vacancy rates North Fulton is still the strongest office submarket in Atlanta, far exceeding any other submarket in its capture of absorption with a fair share index of 5.33 (i.e. absorbing more than five times its share of space relative to its size in the larger Atlanta market). Larger, Class A properties are generally located along Georgia 400 with smaller, local-serving office spaces locating further off the expressway, where land and space are more affordable. The current economic conditions are of minimal consequence in the long term, and in terms of the planning horizon of this study the key trend is the likely continued strong demand for office space in this area. In fact, as the economy comes out of recession it is likely that office space in this area will once again outpace other areas.

Suburban office buildings of under four stories (typically two), often sold or leased as office condominium units, are comparable to the types of office space that could be potentially developed along the Alpharetta corridor. In the course of this study, 16 comparable suburban office buildings (generally smaller buildings located off of Georgia 400) in the Roswell area were examined in terms of age, size, performance and lease terms. Fourteen of these buildings were *leasing* space, with the other two *selling* space. Buildings were evaluated relative to their location, with the characteristics of building in or adjacent to the corridor examined separately from those located outside of the corridor. *Within the corridor* space is leasing on average for \$15 to \$17 a square foot with occupancies in the 90% to 100% range (with the exception of one project, Wilton Center Offices, which is still in initial lease up). Projects *outside* the corridor have similar lease

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rates (approximately \$17), however occupancies seem to be weaker. Based on the sample of buildings examined in this study, it appears that for-sale office space in the Roswell area is being sold for \$130 to \$140 per square foot.

Demand for smaller office uses is strong in North Fulton given the high number of affluent households in the area. These households include many of the region's CEO's, business owners and/or key managers who often prefer to have their office closer to their homes. In the short-term, market demand appears to be satisfied, as smaller companies have been forced to cut back or, in some cases, retreat to home offices. Longer term, demand is estimated to remain strong. Ingress and egress (including the absence of a consistent median) and support retail services are key factors for office location decisions.

## *Analysis of Office Space Demand*

Given the smaller size of offices locating off of Georgia 400 and the smaller size of properties along the corridor, development of office space in the corridor is likely to be in buildings offering less than 40,000 to 50,000 square feet of leasable space. Its likely that demand for office space will come primarily from smaller companies, generally those with 50 employees or less. Demand for office space in the corridor from smaller firms has been forecast for the next five years.

As shown on the following page, depending on the growth estimates assumed for the Atlanta metro area (more conservative or more optimistic), estimated annual demand for 37,000 to 51, 000 square feet of office space is anticipated in the corridor over the next five years and beyond. This demand will largely come from firms owned or managed by North Fulton or Forsyth residents and includes largely local-serving and possibly some smaller technology-oriented firms. Such local-serving tenants could also include real estate offices, homebuilders, architects, accountants, small law firms and other business services.

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Figure 13:

Estimated Office Space Demand from Smaller Companies (those with less than 50 employees)

Sectors Analyzed	Atlanta		Annual Growth	Annual Growth
	# of Establishment with less than 50			
	1998	1999		
Information	227	247	196	8.6
Finance & insurance	697	706	91	1.3
Real estate & rental & leasing	504	536	314	6.2
Professional, scientific & technical	1467	1527	594	4.0
Management of companies & enterprises	107	112	49	4.6
Number of Employees	828,26	849,16	20,89	2.5

Sectors Analyzed	N. Fulton		Annual Growth	Annual Growth
	# of Establishment with less than 50			
	1998	1999		
Information	86	104	18	20.9
Finance & insurance	285	300	15	5.3
Real estate & rental & leasing	207	232	25	12.1
Professional, scientific & technical	922	981	59	6.4
Management of companies & enterprises	36	40	4	11.1
Number of Employees	7,70	8,52	820	10.6
<b>N. Fulton Area as a % of Atlanta MSA</b>	<b>0.93</b>	<b>1.00</b>	<b>3.92</b>	

	Conservative 2001-2006	Optimistic 2001-2006
Atlanta Average Annual Projected	53,61	74,23
N. Fulton Employment Growth for Selected	2,10	2,91
Estimated Annual Demand in Square Feet for N. Fulton	368,16	509,75
Alhparetta Highway	37,00	51,00

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## *Development Opportunity*

The greatest influence on future real estate demand in the corridor is the quality of the place that is created there. Aesthetically pleasing, walkable districts ripe with urban amenities will tend to attract the best quality small office spaces. Assuming an enhanced Alpharetta Highway corridor is created (through streetscaping and other aesthetic improvements), demand for new office space in the corridor should be significant, possibly exceeding one-quarter million square feet over the next five years and gaining strength and momentum in the future for additional development. In addition to improving the appearance of the corridor, public sector enhancements such as site assembly, entitlements and investments in structured parking could substantially improve the outlook for office development in the corridor.

## **Development Opportunity Recap**

The following summarizes the level of opportunity and demand potential by land use for the Alpharetta Highway corridor over the next five years and beyond. As noted, demand appears strongest for residential products, both rental and attached for-sale, followed by office and retail. Development potential for each use assumes some improvement of the corridor via streetscaping, an improved pedestrian environment and other mobility and aesthetic related enhancements. Success in capitalizing on the opportunity described below depends on the proactive implementation within the corridor by the City of Roswell. A more detailed list of recommended actions is provided later in this report.

**Figure 14: *Potential Mix of Land Uses Based on Demand Potential and Development Opportunity***

Land Use	Level of Opportunity (Next Five Years)	Estimated Annual Demand Potential	Potential Mix
Rental Apartments	XXX (Moderate)	201 units	46%
Attached For-Sale Residential	XXX (Strong)	130 units	41%
Local-Serving Office	XXX (Improving to Strong)	37,000 – 51,000 sf	10%
Retail	XX (Moderate)	16,000 sf	4%

## CASE STUDY CONCLUSIONS

To further understand opportunities for revitalization and redevelopment in the Alpharetta Highway corridor, two types of case studies were conducted:

1. Case studies of mixed-use projects, including TND “main streets”, to understand general mixes of land uses, intensity of development and potential premiums achieved in the market; and
2. Examinations of other corridor revitalization projects to understand key implementation strategies, critical success factors and issues to be overcome, as well as other key revitalization issues.

### Mixed-Use/TND Case Studies

Thirteen mixed-use and TND (Traditional Neighborhood Development) projects were examined to understand their mix of uses, project size and intensity, as well as understand key office and retail tenant types. Projects were sorted by the type of mixed-use project, including:

- Free-standing mixed-use projects;
- Apartment-developed mixed-use projects;
- MPC (Master-Planned Community) mixed-use projects; and
- Transit-Oriented Development (TOD) mixed-use projects.

Excluding hotel uses, which are not applicable in the corridor, approximately one-half of space developed in these mixed-use projects is multifamily residential, either attached or detached. Approximately one-third of the space developed is used for offices, while the remaining 14% is developed as retail space.

Project mixes change significantly depending on the type of project, with mixed-use projects developed by apartment developers such as Post Properties, being very heavy on the residential component, and TODs being heavier on office uses. Similarly, free-standing or MPC town centers tend to be heavier on office space than either residential or retail.



Figure 15:

Mix of Land Uses by Type of Mixed-Use Project

Mixed-Use Project Type	Average Retail Space	Average Office Space	Average Multifamily Units
Free-Standing Mixed-Use	19%	48%	33%
Apartment-Based Mixed-Use	6%	12%	82%
MPC-Oriented Town Centers	21%	57%	22%
TOD-Oriented Mixed-Use	5%	53%	41%
<b>Average, All Projects</b>	<b>14%</b>	<b>35%</b>	<b>50%</b>

Against these case studies and the regulatory constraints in Roswell, some adjustments to development opportunities should be considered, as residential uses comprise 86% of demand potential in the corridor over the next five years. As such, reducing the number of potential residential units developed in the corridor relative to commercial space may be appropriate.

## Corridor Revitalization Case Studies

To further understand revitalization opportunities in the corridor, five case studies were conducted of other revitalization efforts on similar corridors elsewhere in the U.S. The following summarizes these case studies and their applicability to the Alpharetta Highway corridor.

### *Morse Road Corridor—Columbus, Ohio*

The Morse Road corridor was historically a major retail node for the Columbus Metropolitan area in the 1960's and 1970's. As sprawl began to take effect and the suburban population moved farther out new retail development and business establishments began to follow. This increase in retail, office and residential competition along with a decreased investment in the corridor resulted in a decreased performance.

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A five-mile section of Morse Road running from Interstate 71 to Interstate 270 was identified as the study area, with a more immediate scope focused on a 2.6-mile section from Indianola Avenue to Cleveland Avenue. Like Alpharetta Highway, the corridor was a heavily traveled artery with two lanes of traffic in each direction and a turning lanes running uninterrupted in the center. The corridor contained no sidewalks and had large and small disjointed parcels with uses such as car dealerships, fast food and discount retail. The heart of this formerly dying retail corridor is the Northland Mall; originally developed in the 1960's it has since lost all anchor tenants and must now accept office tenants to survive.

In 1999 the Columbus City Council, realizing the need for revitalization of this corridor, funded *The Morse Road Market Study and Redevelopment Strategy*. Through inventory and analysis of the current situation in the corridor the study broke out recommendations for revitalization into four categories: Public Streetscape Improvements, Opportunity Sites, Outline Design Guidelines and Strategic Recommendations. The following summarizes the key strategies proposed by the plan and currently being acted upon.

- Identified catalytic redevelopment projects at key sites along the corridor
  - Sites were identified through a market study and redevelopment strategy plan
  - Properties did not need assemblage
  - The Northland Alliance, a non-profit business organization comprised of local business and community leaders compiles information on each site and markets them to developers. They aid in the approval process.
    - The Columbus Urban Growth Organization, a non-profit development corporation has purchased one site and has proposed an infill residential development
- Established future design principles
  - Based off input from community on what the corridor should look like.
  - Enforced through an overlay district
- Established a planned zoning district
  - Enforces design guidelines
  - Includes a mixed-use zoning category
  - More flexible parking ratios
- Established structure for an organizational entity to guide future efforts
  - Northland Alliance Incorporated
    - Primary focus is to find additional sources of funding redevelopment in the corridor
    - Plans to establish Special Improvement Districts
    - Has established a TIF in which parcels are appraised every 6 years, or 3 in the case of changed ownership



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*Richmond Highway--City of Alexandria in Fairfax County, Virginia just outside Washington DC's I-495 beltway.*

Located in one of the nations highest median household income jurisdictions, the Richmond Highway Corridor stretches eight miles from the City of Alexandria to the U.S. Army Fort Belvoir Military Post. Richmond Highway has one of the largest concentrations of retail space in the DC metro area. As in many areas though, new shopping centers that are more attractive and have better access have been built, and have left many older centers vacant.

The corridor began redevelopment in 1981 with the formation of the Southeast Fairfax Development Corporation (SFDC) in order to help ensure its competition with new suburban retail cores. The SFDC has been established to oversee the ongoing process of ensuring that Route 1 develops into an active, vibrant corridor with a mix of uses and opportunities. To this end the SFDC provides a range of services, which are the core of their mission.

The following summarizes key implementation strategies resulting from the revitalization efforts along Route 1:

- Has had little to no involvement with public municipality
- Entire effort has been led by concerned citizens and business owners
- Established the Southeast Fairfax Development Corporation to oversee future redevelopment in the corridor
  - Provides site location assistance
  - Market data
  - Planning and Zoning resolution
  - Identifies specific sites and funds market studies for the sites potential uses
- \$550 million in private investment has been attracted in the past 17 years
  - 42% Residential Development
  - 18% Retail Development
  - 9% Office Development
  - 2% Hospitality Development

*Stockton Boulevard—Sacramento, California*

Stockton Boulevard forms a link between the City of Sacramento and the City of Stockton in California. The study area is approximately 5 miles outside of downtown Sacramento. For over 100 years the Stockton Boulevard corridor was the major transportation artery leading out of the City of Sacramento. In 1960 the development of State Highway 99 drew traffic away from the Boulevard causing many businesses to close and those the remain to operate on a marginal basis.

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The Stockton Boulevard Redevelopment Area is defined as the portion of the Boulevard that runs from 14<sup>th</sup> Avenue to the 65<sup>th</sup> Street Expressway. Much of the retail market that was established in the area fled to newer suburban retail corridors or relocated to larger parcels sufficient for big-box development along freeways and expressways in the area. The corridor still contains approximately 400 businesses, the majority of which are small “mom and pop” retail stores, many of which are still revolving around the automobile from auto service centers to fast food restaurants. In 1999 the City commissioned the Broadway/Stockton Urban Design Plan to identify the need for public sector investment in order to resuscitate private sector and neighborhood investment along the corridor during the next five years. The plan itself received a 1999 Planning Award from the Sacramento Valley Section of the American Planning Association as well as the State of California chapter, and is currently under going implementation of its beginning phases.

Key conclusions and implementation strategies from the plan include:

- Started with an Urban Design Study Commissioned in 1999 by the City of Sacramento
- Identified four strategies for redevelopment
  - Traditional Patterns-- portions of the corridor in which already exist great community design with a walkable orientation, however have not yet seen economic reinvestment
  - Hot Sites-- four sites along the corridor ranging in size that were identified as ideal situations to “pulse” development along the corridor
  - Focus Development Opportunities-- group redevelopment efforts along areas surrounding the “Hot Sites”
  - Collective Vision-- all organizations involved in the redevelopment efforts must share a collective vision for the outcome of their efforts
- The study corridor was further classified into six geographic areas based on their qualities.
- Sacramento Housing and Redevelopment Agency has facilitated the majority of the efforts thus far:
  - Leading a \$16.1 MM facelift of the corridor, including \$2 million in improvements to curbs, gutters and sidewalks as well as new landscaped medians, streetlights and new sidewalks;
  - Issuing bonds to raise \$2.9 million to help develop the catalyst sites identified for housing projects.
- Sacramento Area Council of Governments
  - Fast bus system--\$6 million in funds have already been obtained for the first phase of the \$80 million project to introduce fast bus transit to the corridor

## *Leimert Park Village—Los Angeles, California*

After years of economic disinvestments and physical damage caused by the 1992 civil unrest, the City of Los Angeles developed and established the Los Angeles Neighborhood Initiative (LANI) in 1992. Leimert Park was identified by this initiative as a transit oriented community in need of transportation improvements, additional housing, commercial rehabilitation and new development.



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The Village is situated on approximately 240 acres and includes the Leimert and Crenshaw Boulevard corridors. The area is the most visible center of African American heritage and culture in the City of Los Angeles and this was one of the most influential reasons for revitalization. The first goal was to establish a permanent community organization to provide technical assistance, support, training and funding throughout the revitalization, this was accomplished with the formation of the Leimert Park Village Community Development Corporation (LPV CDC). The mission of the LPV CDC was and still is to promote an arrangement of land uses, streets, and services which will encourage and contribute to the economic, social, and physical health, safety, welfare, and convenience of the people who live and work in the plan area.

- Established Leimert Park Village Community Development Corporation
  - They identified six targets for redevelopment
    - Neighborhood Transformation
    - Commercial Development (BID)
    - Job Development
    - Community Organization
    - Security
    - Community Development Corporation Operation
- Established a Business Improvement District (BID)
- Implemented specific transit related amenities
  - Funding from the Federal Transit Administration used to leverage more than \$1 million in local government money to fund the over \$5 million total transportation improvements
  - Construction of bus shelters with matching benches, information kiosks, decorative trash receptacles, additional light fixtures, community banners, additional trees and flowerpots as well street work which included decorative paving and bump outs along with re-surfacing and re-stripping of all public streets and surface parking.
- The LPV CDC initiated a number of programs to aid in the redevelopment process including:
  - Public Streetscape Improvement Project
    - Over \$280,000 was allocated for streetscape improvements including a “Jazz Walk of Fame”
  - Commercial Façade Program
    - The City of Los Angeles Community Redevelopment Agency made available \$500,000 for grants to be available to property and business owners to improve the exterior of their buildings.
  - Pedestrian Lighting
    - Creation of a lighting assessment district in which 85% of the property owners voted to approve (the highest approval rating ever in the City of Los Angeles for such an assessment).



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- Leimert Park Plaza Restoration
  - Full restoration of the existing park including a renovated fountain, more attractive benches and seating and additional palm trees.
- Transit Information Center
  - An advanced information center was erected to provide customized commuter routes and travel itineraries, route maps and tokens for the public transportation system.
- Business Improvement District
- New commercial and residential development has returned to the community, several new businesses have come to life, and job-training efforts are preparing future workers in the community.
- Established a non-profit development corporation Community Build, Inc.
  - Developed a new commercial building in the area bringing office suites and retail space
- Have utilized funds from additional organizations
  - Los Angeles Housing Department Small Site Development Program
  - Redevelopment Agency

## *East Washington Boulevard—Culver City (Los Angeles)*

The Study Corridor runs from Fairfax Avenue to National Boulevard through the Helms District of Culver City, California a suburb of Los Angeles near Santa Monica.

In the 1920's, Culver City's Washington Boulevard was a popular artistic community known for its nightclubs, studios and offbeat cafes. Decades of neglect and little new development to the area began taking its toll on the corridor. In the late 1980's the Culver City government established a redevelopment office with the goal of improving the aesthetic look of the city and restoring their historic downtown. The surrounding community of Culver City has long been hailed as an attractive place to live and was labeled the second most desirable place to live in Los Angeles in 1994, however it received a rating of 14 out of 100 for aesthetics. Realizing the need for redevelopment the City set out on a continuing beautification and redevelopment effort along the entire corridor.

Since redevelopment efforts began in the corridor in late 1993 the properties along the Boulevard have seen a 52.66% increase in assessed value as compared to the City wide average of only 25.45%. The number of auto related retail, wholesale and manufacturing businesses has dropped nearly 12% while commercial office business has increased 8%.

- Began with the foundation of the Culver City Redevelopment Office in the late 1980's
- Community Visioning Workshops started in late 1993

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- Created an Overlay Zone that was approved in late 1994
  - Limits certain uses
    - Manufacturing
    - Auto related uses
    - Retail sales within enclosed buildings
  - Identifies preferred uses as
    - Restaurants
    - Pedestrian oriented retail sales
    - Outdoor dining
    - Art galleries
    - Theatres
    - Neighborhood oriented services
    - Mixed-use
- Established a Property and Business Improvement District
  - Funds generated are used for façade program and future streetscape improvements
- Established a Façade Rehabilitation Program
  - City funds 60% of improvements up to \$15,000 for small jobs
  - City funds 60% of improvements up to \$250/lf front façade and \$150/lf side and rear facades for large jobs
  - Since 1995, 23 projects at \$8,700,000 public/private investment
- Since 1993 the Study Corridor has seen a 52.66% increase in property valuation as compared to the city wide average of 25.45%
- Number of discouraged businesses has decreased by 12% and preferred businesses increased by 8%

## *Applications to Midtown Roswell Corridor*

Against these case studies, several implementation opportunities exist for the Alpharetta Highway corridor:

- The corridor is considerably smaller in scale than many of the case studied projects and may not be able to sustain its own separate development corporation, but having the support of a community development corporation focused on this and other areas would likely be very beneficial. The City of Roswell may want to consider the formation of such a non-profit organization in order to facilitate redevelopment efforts within the Alpharetta Highway Corridor, as well as elsewhere in the City limits.



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- As was seen in all areas examined the formation of an organization committed to the redevelopment efforts is essential to achieving a unified vision representing both the community and the governments concerns.
- Also uniform to most projects examined was the formation of an overlay or planning district to help ensure development is in line with the overall vision for the corridor. These districts can ensure a proper mix of business establishments is achieved as well as provide uniform design guidelines throughout the corridor.
- Another common trait among redeveloped corridors is the practice of “pulsing” development. This concept is relevant to the Midtown Roswell Corridor in order to achieve the critical mass, in certain sections, necessary to attract appropriate tenants. Commercial development potential is diluted when spread along a corridor as primarily linear development, with much less appeal and economic vitality.
- The establishment of an ongoing fund raising mechanism is critical to the success of all corridor redevelopments. Strategies employed include the formation of Business Improvement Districts and/or Tax Increment Financing Districts (called Tax Allocation Districts in Georgia). BID’s raise money through self-taxing to improve their area while a TIF captures the incremental increase in tax revenues based on increases in the assessed value resulting from improvements made in the corridor and allocates it back directly to the area responsible for generating the increase for future improvements. Anticipated increases in tax revenue can be bonded to raise revenue in advance of the initial investments and improvements, to pay for those improvements. Both options are viable for the Alpharetta Corridor and should be further explored through discussions with the appropriate local and regional governments, as well as with business and property owners within the corridor.
- With a plan in place and public investments committed, private investment will be much easier to attract to the corridor as well. As was seen in the case studied corridors, the investment of public money directly into an area with strong potential further reduces the risk of that area thus greatly influencing the potential for private development to occur.





## CORRIDOR REVITALIZATION RECOMMENDATIONS

### Land Use Opportunities

Based on our analysis of the local market and the case studies of mixed-use projects and corridor revitalization projects, enhancement of the aesthetics of the corridor, combined with a proactive approach to economic development should spur significant potential investment in the corridor. As noted, opportunities in the corridor are strongest for residential uses, followed by local-serving office, with more modest opportunities for new infill retail (although reprogramming the mix and location of retail along the corridor will strengthen the existing retail orientation). The following summarizes a revised matrix of development opportunities in the corridor.

Figure 16:

Recommended Mix of Products, Alpharetta Highway Corridor

Product/ Land Use	Five-Year Demand Potential	Mix of Product	Potential Positioning	Unit Pricing/ Lease Rates
<b>Residential</b>				
<b>Rental Residential</b>			Positioned approximately 15% to 20% over newer garden product in the area	Target lease rates of \$1.05 to \$1.10 per square foot., possibly higher in key locations.
<b>For-Sale Attached Residential</b>	750 (including for-sale and rental)	75%	Product price positioned above other projects in terms of price per square foot, in line in terms of absolute dollars.	Condos: \$140 - \$170/sf Townhouses: \$105 - \$140
<b>Commercial</b>				
<b>Local-Serving Office</b>	185,000 - 255,000	18%	Position near top (10% premium) of "off Georgia 400 small office" market in North Fulton.	Up to \$20 - \$22/sf
<b>Local-Serving Retail</b>	80,000	7%	Position toward the top of the local-serving market, competitive with two-story retail centers in North Fulton.	\$22 - \$25/sf

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## Residential Development Opportunities

Both attached for-sale and rental residential appear to be significant opportunities for the corridor. As a target, Roswell should pursue the development of up to 200 units annually in the corridor over the next five years, whether they be rental or for-sale. Given land prices, as well as the additional value needed to incent the redevelopment of a site, required densities of over 15 units per acre will likely be required. To confirm this, two or three hypothetical projects should be financially modeled. From a "marketability" perspective, i.e. from the point of view of what will meet with market acceptance, densities of up to 15 du/ac for townhouse product and even greater densities for condo flats or rental apartments would be appropriate. To further demonstrate this density requirement the following density calculator was created using local data for a corridor average.

Figure 17:

Density Calculator (Corridor Average)

Density Calculator			
	1	Acre	
	43560	Square Feet in an Acre	
	0.23	Retail FAR (Current)	
	10000	Retail Space per Acre (Square Feet x FAR)	
\$	12.00	Average Retail Rent	
\$	120,000.00	Gross Revenue	
\$	27,500.00	Expenses at \$2.75 per square foot	
\$	92,500.00	Net Income	
\$	1,027,777.78	Cap Income to get sales price @ 9%	
\$	1,027,777.78	Price per Acre (not including demolition)	
Residential Price Per / \$		1,027,777.78	
Per unit Cost:			
	Density:	Per Unit Land Cost	Residential Unit Price (Land at 18%)
	5	\$205,555.56	\$1,141,975.31
	8	\$128,472.22	\$713,734.57
	10	\$102,777.78	\$570,987.65
	14	\$73,412.70	\$407,848.32
	15	\$68,518.52	\$380,658.44
	20	\$51,388.89	\$285,493.83
	25	\$41,111.11	\$228,395.06

Conclusion:	
Even at a high density, will need to (1) get some type of subsidy and/or (2) infrastructure investment assistance, (3) or allocate some of the land costs to another land use (new retail, office, etc.)	

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Certain retail centers in the corridor are currently performing far below a market average. On these sites, (for example, the Value Village Center site) a more appropriate \$8.00 average retail rent is assumed. With this change the density calculator demonstrates that densities closer to 14 and 15 du/acre may be achievable, although still at prices higher than much of the condominium market except in the strongest sites and submarket areas. So while lower densities (14 to 15 units/acre) may be financially feasible on the worst performing sites, they do not necessarily result in the most marketable price points for new housing.

Figure 18:

Density Calculator (Below Market Rate Sites)

Density Calculator	
	1 Acre
	43560 Square Feet in an Acre
	0.23 Retail FAR (Current)
	10000 Retail Space per Acre (Square Feet x FAR)
\$	8.00 Average Retail Rent
\$	80,000.00 Gross Revenue
\$	27,500.00 Expenses at \$2.75 per square foot
\$	52,500.00 Net Income
\$	583,333.33 Cap Income to get sales price @ 9%
\$	583,333.33 Price per Acre (not including demolition)

Residential Price Per / \$		583,333.33
Per unit Cost:		
Density:	Per Unit Land Cost	Residential Unit Price (Land at 18%)
5	\$116,666.67	\$648,148.15
8	\$72,916.67	\$405,092.59
10	\$58,333.33	\$324,074.07
14	\$41,666.67	\$231,481.48
15	\$38,888.89	\$216,049.38
20	\$29,166.67	\$162,037.04
25	\$23,333.33	\$129,629.63

Conclusion:
Even at a high density, will need to (1) get some type of subsidy and/or (2) infrastructure investment assistance, (3) or allocate some of the land costs to another land use (new retail, office, etc.)

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Long-range demographic trends are supportive of new rental apartment development, especially that which targets a mature market audience. New rental apartment developments are more likely to provide opportunities for vertical integration into mixed-use projects. Rental apartment developers in Atlanta, such as Trammell Crow, Wood Partners, Post Properties as well as others, have experience in vertically integrating retail or office with rental residential. Financing for such projects is also easier to obtain. While condominium development can be similarly integrated vertically with commercial uses, the list of developers with experience in this product is relatively short, with Ultima Holdings and John Wieland Homes being among the few developers who have previously developed suburban vertically-integrated product.

Key issues to be addressed include the potential need for structured parking, which may be cost-prohibitive, as well as the very real need for parcel assemblage, given the size of parcels in the corridor. Again, preparing financial models to better understand the density and other incentives necessary to spur redevelopment will be an important next step.

## *Office Development Opportunities*

Although a limited short-term opportunity given current market conditions, office development appears to be a moderate to strong development opportunity in the corridor. Development of smaller buildings in the corridor is encouraged, with the possible integration of office spaces into mixed-use projects containing either residential or retail. Where vertical integration is possible, pursue leased office product as opposed to for-sale office condominiums for ease of financing. Office tenants targeted should be those with less than 50 employees and will be largely comprised of local-serving professional services, FIRE (Finance, Insurance and Real Estate) and some technology companies.

Key barriers again to be addressed are the ability to vertically integrate uses, the potential need for parking structures and the need to establish a greater sense of quality and place in the corridor.

## *Retail Development Opportunities*

As retail is generally in oversupply in the area, both short-term and longer-term, incremental demand for new retail is relatively modest, assuming demand isn't "pirated" away from other areas of Roswell. Retail should be pursued as part of mixed-use projects, with retail representing ancillary and support uses, not the sole focus of development. Retail does present opportunities for replacement space, with a replacement ratio somewhere less than 1.0 (new space replacing old) to allow for the fact that much of the existing space is under-performing in the market.



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To the extent that additional retail demand is desired, provision of a key focal point to act as a retail anchor can enhance opportunities in the corridor. Larger, more significant focal points can enhance the opportunities to redirect demand from other locations, particularly relative to eating and drinking establishments.

## Key Corridor Opportunities

Two key short-term redevelopment opportunities have been identified in the corridor where significant redevelopment can occur:

Expanded Church Site: The first of the two key sites is an expansion of the church site at the intersection of Alpharetta Highway and Holcomb Bridge Road. The church site is too small to effectively function as a multi-use property and has not been successfully developed as a restaurant row as marketed over the past several years. We recommend enlarging the site to include parcels along Clara Drive, a small cul-de-sac. This enlarged property provides stronger ingress and egress onto Alpharetta Highway and allows a greater mix of retail (including restaurants and office or rental residential land uses.



Mid-Block Residential Site: North of Strickland Road is a collection of parcels used largely for retail purposes. Assemblage and redevelopment of these properties as a residential community with potential ground-floor retail or office uses along the frontage of Alpharetta Highway represents a real development opportunity in the corridor and removes unattractive retail.

In addition, the City of Roswell should work to investigate the opportunities to upgrade the Value Village Shopping Center on the south end of the corridor. This upgrade should include façade improvements for the center, opportunities to enhance the physical layout of the center, increasing connectivity between the two land uses and adjacent retail and addressing issues associated with the informal day labor market and associated loitering occurring at the site.



## Key Implementation Strategies

In addition to the aesthetic physical enhancements recommended along the corridor, the City of Roswell should consider undertaking several economic policies in the corridor. These policies include:

- Considering broadening of the overlay zone for the corridor to permit vertically-integrated buildings and mixed-use development, reduces setbacks from the street, encourages facades and sidewalk/parking treatments more friendly to pedestrians and increases maximum residential density above eight du/ac.
- Formation of a Tax Allocation District (TAD) for the corridor that can help pay for physical improvements in the corridor such as streetscaping, creation of public spaces or plazas, extensions of sidewalks and possibly small business and façade improvement loans.
- Alternately, consider the formation of a Business Improvement District or Community Improvement District to provide these same programs.
- Although the corridor itself is too small to sustain a non-profit, quasi-public development corporation, the City of Roswell should consider the creation of a development corporation to assist in facilitating private development in the corridor and elsewhere in the city. Such a development organization can maintain a unified vision and focus for the corridor over time, both from a public and private viewpoint.
- Roswell should consider the development of public parking structures to ease parking requirements for new development in the region. Development costs could be repaid to the City by charging modest fees for use of the decks.
- For implementation key identified projects, parcel assemblage assistance may be necessary. The City should investigate the means by which parcel assembly can be undertaken or the associated risks minimized for private developers. This could include use of the aforementioned development corporation or Economic Development department.
- Consider the creation of a central focal point, such as a plaza or park in the corridor, which could anchor new investment in the area.
- For new residential development, consider provision of low interest loans, density bonuses or other incentives in exchange for the provision of moderate-income workforce housing (housing priced at a level that is affordable to those earning 80% or more of the median household income).



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- Identify mortgage assistance programs to assist local renters to move into for-sale housing, possibly including converted apartments into condominiums and moderately-priced new housing in the corridor.
- Provide marketing materials for the corridor, including key demographics for the surrounding area, information on new developments in the area, infrastructure upgrades planned, available properties for sale, potential development assistance provided and other key data.

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This report was prepared by Todd Noell, Vice President, and Gregg Logan, Managing Director, with support from David Laube, Associate; and Joel Murovitz, Associate. If you have any questions regarding the conclusions and recommendations included herein, or wish to learn about other RCLCo advisory services, please call (404) 365-9501.

## GENERAL LIMITING CONDITIONS

Every reasonable effort has been made to insure that the data contained in this study reflect the most accurate and timely information possible and it is believed to be reliable. This study is based on estimates, assumptions and other information developed by RCLCo from its independent research effort, general knowledge of the industry and consultations with the Client and its representatives. No responsibility is assumed for inaccuracies in reporting by the Client, its agent and representatives or any other data source used in preparing or presenting this study. This report is based on information that was current as of August 2002, and RCLCo has not undertaken any update of its research effort since such date.

Our report may contain prospective financial information, estimates or opinions that represent our view of reasonable expectations at a particular point in time, but such information, estimates or opinions are not offered as predictions or as assurances that a particular level of income or profit will be achieved, that events will occur or that a particular price will be offered or accepted. Actual results achieved during the period covered by our prospective financial analysis may vary from those described in our report and the variations may be material. Therefore, no warranty or representation is made by RCLCo that any of the projected values or results contained in this study will actually be achieved.

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