



PLANNING COMMISSION MEETING OCTOBER 5, 2023

ALPHARETTA CITY HALL
COUNCIL CHAMBERS
2 PARK PLAZA
6:30 PM

I. CALL TO ORDER

II. ROLL CALL

III. APPROVAL OF MEETING MINUTES

1. Consideration of the 9/7/2023 Planning Commission meeting minutes.

IV. PUBLIC HEARING

1. Z-23-08/V-23-13 10355 Waters Road Tract

Consideration of a rezoning and variance to allow for the construction of 2 'For-Sale' single-family detached homes on 1.5 acres. A rezoning is requested from AG (Agriculture) to R-22 (Dwelling, 'For-Sale', Residential) and a variance is requested to reduce front setbacks. The property is located at 10355 Waters Road and is legally described as being located in Land Lots 35 & 36, 1st District, 1st Section, Fulton County, Georgia.

2. Z-23-11 / Ocee Place/ 4050 Kimball Bridge Road

Consideration of a rezoning to allow for 2 'For-Sale' single-family detached lots on 2.5 acres. A rezoning is requested from AG (Agriculture) to R-15 (Dwelling, 'For-Sale', Residential). The property is located at 4050 Kimball Bridge Road and is legally described as being located in Land Lots 79, 80 and 93, 1st District, 1st Section, Fulton County, Georgia.

V. ITEMS FROM STAFF

1. 2023 Economic Development Strategic Plan

2023 Economic Development Strategic Plan is the official guiding document for economic development initiatives and activities within the City of Alpharetta.

VI. ITEMS FROM BOARD MEMBERS

VII. ADJOURNMENT



Planning Commission Meeting
September 7, 2023

Department of Community Development
ALPHARETTA CITY HALL | 2 PARK PLAZA | 6:30PM

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I. CALL TO ORDER

- Chairman Kung'u called the meeting to order at 6:30 p.m.

II. ROLL CALL

- **Planning Commissioners present:**
 - Francis Kung'u (Chairman)
 - Martine Zurinkas
 - Todd Stratton
 - William Perkins
 - Katie Rocco
 - Jill Reynolds
 - Karen Richard
- **Staff Present:**
 - Kathi Cook, Director of Community + Economic Development
 - Michael Woodman, Planning + Development Services Manager
 - Nikisha Mistry, GIS Specialist/Planner
 - Kiersten VanHorn, Assistant City Clerk

III. ELECTION OF VICE CHAIRMAN

- ❖ Commissioner Richard offered a motion to elect Commissioner Zurinkas as Vice Chairman.
 - Commissioner Reynolds seconded the motion.
 - The motion was approved unanimously (7-0)

IV. APPROVAL OF MINUTES

- ❖ Commissioner Richard offered a motion to approve meeting minutes from August 3, 2023.
 - Commissioner Reynolds seconded the motion.
 - The motion was approved (6-0-1) with Commissioner Rocco abstaining.

V. ITEMS FROM BOARD MEMBERS

VI. ITEMS FROM STAFF

VII. PUBLIC HEARING

1. Z-23-08/V-23-13 10355 Waters Road

- Planning & Development Services Manager, Michael Woodman, came forward to present this item.
- Staff is recommending approval with the following conditions:
 1. The site, consisting of approximately 1.5 acres, shall be rezoned to R-22 and developed substantially similar to the site plan prepared by Harper Engineering, Inc., dated 8/28/23, except for modifications required to comply with the conditions below. However, lot yield depicted is not guaranteed and subject to meeting all City code requirements and conditions of zoning.
 2. Home elevations shall be substantially similar to the submitted renderings, labeled Exhibit A – Renderings, with final approval by Staff. Homes shall have a brick or stone exterior and shall have 3-sided architecture, materials and details, as approved by Staff.
 3. Homes shall be side loaded, and each lot shall be permitted a curb cut on Waters Road.
 4. Building setbacks shall be 50' along Waters Road.
 5. Developer shall improve Waters Road streetscape with a minimum 6' planter planted with street trees and minimum 6' sidewalk, as approved by Staff.
 6. Minimum 10' decorative landscape strip shall be provided along Waters Road, consisting of a mix of trees, shrubs and ground cover, as approved by Staff.
 7. Developer shall plant a row of Cryptomeria in the 5' landscape strip adjacent to Waters Cove. Existing trees shall be saved in the 5' landscape strips along the east and northwest property lines.
 8. Unfinished wood fences and decks shall not be visible from Waters Road.
 9. Trees shall be preserved as depicted on the plan prepared by Harper Engineering, Inc., dated 8/28/23.

- The applicant, Neryk Zavulunov, is requesting a rezoning and variance in order to subdivide a 1.5-acre property into two (2) 'For-Sale' single-family detached lots. A rezoning is requested from AG (Agriculture) to R-22 (Dwelling, 'For-Sale' Residential) and a variance is requested to reduce front setbacks. The subject property is located at 10355 Waters Road on the east side of Waters Road across from Lauren Hall Court.
- The submitted request, if approved, will allow for the construction of two (2) 'For-Sale' single-family detached lots on 1.5 acres. The proposed density is 1.33 dwelling units per acre. A rezoning is requested from AG to R-22 and a variance is requested to reduce front setbacks. Initially, the applicant requested a rezoning to R-12 to allow for subdivision of the property into three (3) lots. The applicant amended the request to R-22 in order to meet the future land use designation of the property. The subject property is located at 10355 Waters Road on the east side of Waters Road across from Lauren Hall Court.
- The wooded property is developed with a single-family detached home, which is proposed to be removed. Surrounding properties are zoned CUP (Community Unit Plan) to the northwest and east and R-12 to the southwest. Akunna Court is under construction and located to the northwest, Waters Cove is located to the east and Lauren Hall is located to the southwest. The comprehensive land use plan designation of the property is 'Very Low Density Residential', which allows the applicant's proposal.
- A variance is requested to reduce the front setback along Waters Road. The applicant requests a reduction in the front setback from 65' to 50'. The applicant states that the requested front setback variance would allow for tree saves in the rear yards. As shown in the table below, homes in surrounding subdivisions have setbacks along Waters Road that are less than the applicant's requested setback of 50'.

Setbacks along Waters Road

Subdivision	Waters Road Setback
Akunna Court	35'
Hampshire Manor	35'
Milton Park	20' (side corner)
Lauren Hall	20' (side corner)

- The submitted site plan depicts the 1.5-acre property being subdivided into two (2) single-family detached lots. Lot 1 is 32,304 square feet and Lot 2 is 33,082 square feet. Each lot has access from a new driveway off Waters Road. Homes are oriented to Waters Road and are depicted with a side-loaded garage. Lots have a 50' front setback along Waters Road, 25' side setbacks and 30' rear setback. A ten-foot (10') landscape strip is depicted along Waters Road and a five-foot (5') landscape

strip is depicted around the perimeter of the property.

- The property is heavily wooded, consisting of a mix of hardwoods and pines. Three (3) specimen trees are identified on the arborist report, including a 34" Tulip Poplar proposed to be saved. Additional trees of quality and tree groupings are depicted to be saved in the north and south corners of the property.
- The proposed project, consisting of two (2) single-family detached homes, would generate approximately two (2) AM Peak Hour trips and two (2) PM Peak Hour trips.
- Residential development is known to increase school enrollment. However, Fulton County Schools does not provide an impact assessment for residential developments with less than four (4) dwelling units. Impacts to area schools should be negligible with the proposed development.
- The Planning Commission and the City Council shall consider the following standards in considering a rezoning application, giving due weight or priority to those factors particularly appropriate to the circumstances of each application:
 - a. Whether the zoning proposal will permit a use that is suitable in view of the zoning use and development of adjacent and nearby property.
Response: The zoning proposal would be suitable as it relates to the use and development of adjacent or nearby properties. The R-22 zoning district would result in lots that are larger than surrounding lots.
 - b. Whether the zoning proposal will adversely affect the existing use or usability of adjacent or nearby property. Response: The zoning proposal should not adversely affect the existing use or usability of adjacent or nearby properties. The R-22 zoning district would result in lots that are larger than surrounding lots.
 - c. Whether the zoning proposal will adversely affect the natural environment.
Response: The applicant's proposal should not have significant impacts on the natural environment. A specimen tree and several trees of quality and tree groupings are being saved on the property.
 - d. Whether there are substantial reasons why the property cannot or should not be used as currently zoned. Response: As currently zoned, the property is non-conforming with respect the minimum lot size of five (5) acres required in the AG zoning district. The future land use designation of the property supports a rezoning to R-22, allowing the property to be subdivided into two (2) lots.
 - e. Whether the zoning proposal will result in a use that will or could cause an excessive or burdensome use of public facilities or services, including but not

limited to existing streets and transportation facilities, schools, water or sewer utilities, and police or fire protection. Response: The applicant's proposal would not have a significant demand on public facilities and services. The request limits the demand on public facilities and services by proposing a density (1.33 dwelling units/acre) that is less than the maximum (2 dwelling units/acre) allowed under the future land use designation of the property.

- f. Whether the zoning proposal is supported by new or changing conditions not anticipated or reflected in the existing zoning on the property. Response: Not applicable.
 - g. Whether the zoning proposal reflects a reasonable balance between the promotion of the public health, safety, morality or general welfare against the right to unrestricted use of property. Response: The zoning proposal reflects a reasonable balance, being supported by the future land use designation of the property, which is 'Very Low Density Residential'.
 - h. Whether there are substantial reasons why the property cannot be used in accordance with existing zoning. Response: As currently zoned, the property is non-conforming with respect the minimum lot size of five (5) acres required in the AG zoning district. The future land use designation of the property supports a rezoning to R-22, allowing the property to be subdivided into two (2) lots.
 - i. The extent to which the zoning proposal is consistent with the Comprehensive Plan. Response: The comprehensive land use plan designation of the property is 'Very Low Density Residential', which allows the proposed rezoning to R-22.
- The City of Alpharetta Unified Development Code Article IV, Section 4.5.3 outlines the criteria set forth for granting a variance. The ordinance specifically states..."a variance may be granted upon a finding that":
 1. There are extraordinary and exceptional conditions pertaining to the particular piece of property in question because of its size, shape or topography; or Response: The property has an unusual triangular shape. The proposed front setback is greater than setbacks along Waters Road in surrounding subdivisions.
 2. The application of the Ordinance to this particular piece of property would create an unnecessary hardship; or Response: The property has an unusual triangular shape. The proposed front setback is greater than setbacks along Waters Road in surrounding subdivisions.
 3. There are conditions that are peculiar to the property which adversely affect its reasonable use or usability as currently zoned; or Response: The property has an unusual triangular shape. The proposed front setback is greater than setbacks along Waters Road in surrounding subdivisions.
 4. Relief, if granted, would not cause substantial detriment to the public good or

impair the purpose and intent of the City of Alpharetta ordinances.

Response: The property has an unusual triangular shape. The proposed front setback is greater than setbacks along Waters Road in surrounding subdivisions.

- Staff has reviewed the applicant's proposal against the established review criteria for a rezoning and variance. The proposal is supported by the future land use designation of the property, which is 'Very Low Density Residential'. The requested rezoning is appropriate as it relates to the use and development of adjacent or nearby properties. The R-22 zoning district would result in lots that are generally larger than lots found in surrounding and nearby subdivisions.
- The property has an unusual triangular shape. The proposed front setback is greater than setbacks along Waters Road in surrounding subdivisions.
- The report submitted by the applicant states that property owners within 500' were contacted regarding the applicant's intent. The report states that the Waters Cove HOA Manager reached out with concerns over tree removal. In response, the applicant agreed to plant a row of Leyland Cypress along the common property line with Waters Cove. The City received correspondence from two (2) nearby residents with objections to the applicant's request with concerns over the lack of stormwater, traffic, homes should not front on Waters Road, tree removal, 3-lot plan is too tight, and public notification lacked certain information. The applicant re-sent the required public notification and amended the request from R-12 to R-22, changing the subdivision of the property from three (3) lots to two (2) lots.
- CZIM was held on July 12, 2023. There were no public comments on the sign-in sheets.
- **Planning Commission discussed the following:**
 - Commissioner Stratton inquired about the stormwater management plan. Mr. Woodman followed up by informing the Commission that the stormwater requirements for this lot are listed in the City Code.
 - Commissioners were concerned about the number of trees that are being removed and what impact that will have on stormwater and runoff.
 - The applicant and the developer came forward to address any questions from the Commissioners.
 - Commissioner Richard inquired about the total number of trees that are being removed, as the site plan submitted does not reflect that.
 - Commissioner Stratton commented that the rendering does not match the site plan.
- **Public Comment:**
 - Chuck Pollack, 580 Waterview Trail, Alpharetta, came forward in opposition of this item.

- Joseph Saliceti, 590 Waterview Tail, Alpharetta, came forward with concerns about the runoff with the new development and the potential problems this development will cause with the traffic on Waters Road while trying to turn into the driveways.

❖ Commissioner Reynolds offered a motion to defer Z-23-08/V-23-13 10355 Waters Road until the next Planning Commission meeting on October 5, 2023.

- Commissioner Stratton seconded the motion.
- The motion was approved unanimously (7-0)

2. Z-23-09/V-23-15 2325 The Providence Group/2325 Old Milton Parkway

- Planning & Development Services Manager, Michael Woodman, came forward to present this item.
- Staff is recommending that the Commission approve e Z-23-09/V-23-15 The Providence Group/2325 Old Milton Parkway, subject to the following conditions:
 1. Approximately 4.88 acres shall be zoned DT-LW and developed substantially similar to site plan prepared by PEC, revised 8/29/23, except for modifications required to comply with the conditions below. However, lot yield depicted is not guaranteed and subject to meeting all City code requirements and conditions of zoning.
 2. Architecture and materials shall be developed substantially similar to the submitted renderings, labeled Exhibit A - Rendering, except for modifications required to comply with the Downtown Consultant's comments and in compliance with the Alpharetta Downtown Code, subject to final approval by DRB. Townhomes shall have 4-sided architecture, materials and details.
 3. Density shall not exceed 24 dwelling units.
 4. Courtyards may encroach into landscape strips, subject to meeting the minimum landscape material requirements, as approved by Staff.
 5. Developer shall improve Old Milton Parkway streetscape with a minimum 6' planter planted with street trees (subject to Staff and GDOT approval), minimum 8' sidewalk, and decorative pedestrian lighting, with final approval by Staff. In lieu of tree grates, the soil area around street trees shall be planted with evergreen ornamental grasses, groundcovers and/or shrubs.
 6. Streets, alleys and sidewalks internal to the site shall be developed as depicted on the site plan prepared by PEC, revised 8/29/23, with final approval by Staff. Decorative pedestrian lighting shall be required throughout the development. Internal streets and alleys shall be private and maintained by the HOA.
 7. Minimum 10' landscape strip shall be required along one side and a 4'

- landscape strip and 5' sidewalk along the opposite side of internal streets, not including alleys, as generally depicted on the site plan prepared by PEC, revised 8/29/23. The 10' landscape strip shall be exclusive of water & sewer utilities. Should Fulton County require an unencumbered water line easement, shrubs shall replace trees on the side of the street with a 4' landscape strip.
8. Minimum 20' landscape strip and building setback shall be provided along Old Milton Parkway. Landscape strip shall be planted with shade trees as a continuation of what has been planted or designed in the Downtown and outside of utility easements and overhead utilities, as approved by Staff.
 9. A 20' planted buffer shall be provided along eastern property line as depicted on the site plan prepared by PEC, revised 8/29/23. A double row of evergreen and hardwood trees and shrubs shall be planted along the west property line between Unit 4 and My First Academy, as approved by Staff.
 10. Project entrance shall include a decorative paver apron, landscaping, decorative low wall or fence with columns, as approved by Staff. Improvements shall be maintained by the HOA.
 11. Open space shall be developed substantially similar to the site plan prepared by PEC, revised 8/29/23, as approved by Staff. Open space shall be developed with a park-like setting with decorative landscape, hardscape and seating. Landscape shall include plant selections promoting the historic Downtown.
 12. Creeping vines shall be planted to cover retaining and low walls, as approved by Staff.
 13. Developer shall save trees as depicted on the tree plan prepared by 360 Studio, revised 8/29/23.
 14. Fences and walls visible from the public right-of-way shall be decorative, as approved by Staff. Unfinished wood fences and decks shall not be visible from the street.
 15. HVAC and similar equipment shall not be visible or shall be screened from the public right-of-way.
 16. Garbage pickup shall be from within the development.
 17. No more than 10% of the residential units shall be permitted to be rented, as recorded in the HOA's declarations and covenants.
 18. To mitigate stream buffer impacts, developer shall comply with a combination of the following measures, as approved by Staff:
 - a. Provide 50% additional runoff reduction or water quality volume above the standard city requirements.
 - b. Provide buffer enhancement on an agreed upon area equal to at least 2 times the area of encroachment/impact. Enhancements may include removing fallen trees inside the stream bed that are impeding flow, plant eroded or sparsely vegetated areas of stream banks with live stakes, add enhanced buffer plantings where sparsely vegetated, and remove invasive vines.
 - c. Obtain any necessary state and federal approvals for the stream and buffer

impacts.

d. Or alternative mitigation measures, as approved by Staff.

19. Developer shall plant a single row of evergreen trees in the 5' landscape strip abutting the Chelsea Walk subdivision.

- The applicant, The Providence Group, is requesting a rezoning and variances to allow for the construction of twenty-four (24) 'For-Sale' townhomes on 4.88 acres in the Downtown. The proposed density is 4.92 dwelling units per acre. A rezoning is requested from R-12 (Dwelling, 'For-Sale', Residential) to DT-LW (Downtown Live-Work). Variances are requested to allow encroachments into a non-perennial stream buffer and impervious setback, and to modify streetscape standards (sidewalk, planter, landscape strip). The subject property is located at 2325 Old Milton Parkway, and 210 Norcross Street near the southeast corner of Old Milton Parkway and Haynes Bridge Road.
- The submitted request, if approved, would allow for the construction of twenty-four (24) 'ForSale' townhomes on 4.88 acres in the Downtown. The proposed density is 4.92 dwelling units per acre. The applicant proposes to rezone the property from R-12 (Dwelling, 'For-Sale', Residential) to DT-LW (Downtown Live-Work). Variances are requested to allow encroachments into a nonperennial stream buffer and impervious setback, and to modify streetscape standards (sidewalk, planter, landscape strip). The subject property is located at 2325 Old Milton Parkway, and 210 Norcross Street near the southeast corner of Old Milton Parkway and Haynes Bridge Road.
- The undeveloped property is wooded and encumbered by approximately 2.88 acres of stream, buffers, and floodplain. Surrounding properties are zoned DT-LW to the north, O-I (OfficeInstitutional) and DT-LW to the east, R-4A (Dwelling, 'For-Sale', Attached Residential) to the south and R-4A, C-2 (General Commercial) and O-I to the west. Haynes Park subdivision is located to the south and west, My First Academy and Sabri Guven Fine Jewelry are located to the west, Beaty Facial Plastic Surgery and Chelsea Walk subdivision are located to the east, and undeveloped commercial properties are located to the north. The comprehensive land use plan designation of the property is 'Mixed Use Live Work', which allows the proposed use.
- As shown in the table below, the applicant requests variances to modify Downtown Overlay site regulations (streetscape standards) and Unified Development Code (UDC) regulations pertaining to a stream buffer encroachment. The property has an unusual shape, is situated between commercial properties, and has significant topography due to the presence of multiple streams and floodplain. The applicant proposes to mitigate the stream buffer encroachments (approximately 0.32 acres) by replanting sparse areas to buffer standards, buffer enhancements, and stream bank stability enhancements. If approved, additional

mitigation is recommended, such as providing additional runoff reduction.

Applicant's Variance Requests

UDC Section	Applicant's Request
Downtown Overlay – UDC Section 2.3.3	Modify streetscape standards for new internal street (allow 5' sidewalk one side of street, reduce planter to 4', reduce landscape strip on one side of street to 4')
UDC Section 3.3.2(D)(1)(a)	Allow encroachments into a non-perennial stream buffer and impervious setback (14,012 SF)

- The table below identifies residential approvals in the Downtown since the adoption of the 2015 Downtown Master Plan update. The applicant's proposed density is generally lower than densities approved in the Downtown and along Old Milton Parkway.

Downtown – Residential Approvals since the 2015 Downtown Master Plan Update

Development Name	Type	Acres	Density
Applicant's Proposal	24 TH	4.88 acres	4.92 du/ac
South of Wills Park	55 TH	5.5 acres	9.93 du/ac
236/244 North Main St	11 SFD	1.6 acres	6.8 du/ac
Mayfair on Main-217 South Main St	13 SFD, 11 TH	2.3 acres	10.4 du/ac
Hudson Park	16 SFD	2.41 acres	6.64 du/ac
The 1858	11 SFD	1.68 acres	6.55 du/ac
AlphaDev	11 SFD, 6 TH	2.21 acres	7.7 du/ac
Alcovy Place	10 SFD	1.23 acres	8.1 du/ac
City Center/Voysey	42 SFD, 168 For-Rent	25 acres	8.0 du/ac
Midwick	17 SFD, 23 TH	5.85 acres	6.8 du/ac
Old Milton Holdings (Foundry)	25 SFD, 137 TH	23.89 acres	6.8 du/ac
Thompson Street Flats (Kairos)	24 Condo (High)	2.39 acres	10.0 du/ac
Burnett Circle (Ouray)	43 TH	5.72 acres	7.5 du/ac
Weyhill	9 SFD	3.1 acres	2.9 du/ac
Teasley Place	24 Condo (High)	1.5 acres	16 du/ac
East of Main	60 SFD, 42 TH	13.87 acres	7.35 du/ac
Twelve on Canton	12 SFD	5.46 acres	2.2 du/ac
The Maxwell	58 SFD, 80 Condo (Mid)	12.91 acres	10.7 du/ac
Rows Downtown	22 SFD	3.26 acres	6.75 du/ac
Chelsea Walk	49 TH	7.04 acres	7.0 du/ac
Manning on the Square	58 SFD	11.7 acres	4.96 du/ac
Villa Magnolia	26 SFD	3.53 acres	7.37 du/ac

- The submitted site plan depicts twenty-four (24), three (3) story 'For-Sale' townhomes with access from a new entrance off Old Milton Parkway. Approximately 2.56 acres of the property will remain undisturbed due to the presence of stream, buffers and floodplain. Townhomes have access from a new private street and four (4) alleys. All townhomes are rear-loaded and are twenty feet (20') wide. Townhomes oriented to Old Milton Parkway are depicted with a fifteen-foot (15') setback and landscape strip along the right-of-way. Chelsea Walk was approved with a fifteen-foot (15') building setback and landscape strip along Old Milton Parkway and all other developments recently approved along Old Milton Parkway in the Downtown were approved with a twenty-foot (20') building

setback and landscape strip.

- An eight-foot (8') sidewalk and six-foot (6') planter are depicted along Old Milton Parkway and a five-foot (5') sidewalk and four-foot (4') planter are depicted along the west side of the new private street. A twenty-foot (20') planted buffer is proposed adjacent to the medical office building to the east and a 25' natural area is depicted along the western property line. If approved, a double row of evergreen trees and shrubs should be provided along the west property line adjacent to My First Academy daycare center.
- Each townhome unit will have two (2) side-by-side parking spaces within a garage and a Code compliant driveway accommodating two (2) additional cars. Five (5) guest parking spaces are provided near the mail kiosk. The Downtown Code requires 60 parking spaces for the proposed subdivision (2.5 parking spaces/unit), of which 101 spaces are provided on the site plan.
- The site plan depicts 0.60 acres, or 12.3%, open space within the proposed development. The DT-LW district requires a minimum 10% amenity space for properties less than five (5) acres. Amenity space is proposed to include a two (2) pocket parks, with one (1) located at the north end of the site and one (1) at the south end of the site. In addition, trails are depicted around the southern pocket park and bioretention and stormwater management area. A mail kiosk is located near the southern pocket park and includes five (5) guest parking spaces.
- There are approximately sixteen (16) specimen trees on the property or near the boundary of the property. Of those, the applicant proposes to remove five (5) specimen trees. An additional five (5) non-specimen trees are proposed to be removed in the stream buffer due to impacts from the development, including a sewer extension which crosses the stream in the southwest corner of the property. All other trees located in stream buffers and floodplain will be preserved. A stormwater management pond and bioretention area are depicted at the south end of the property adjacent to a pocket park.
- The submitted renderings depict two (2) story over basement and three (3) story townhomes in the Greek Revival style, consisting primarily of brick with metal roof accents. Units will range in size from approximately 1,600 to 2,120 square feet and will all be three (3) bedrooms. According to the City's Downtown Consultant, the proposed renderings generally comply with the design regulations in the Downtown Overlay.
- The applicant provided a trip generation report (see table below), which estimates that the 24 townhome units would generate approximately seven (7) AM Peak Hour trips and ten (10) PM Peak Hour trips.

Table 1 – Trip Generation								
Land Use	Size	AM Peak Hour			PM Peak Hour			24 Hour
		Enter	Exit	Total	Enter	Exit	Total	Two-way
ITE 215 – Single-Family Attached Housing	24 units	2	5	7	5	5	10	132

- Residential development is known to increase school enrollment. Fulton County calculated the potential maximum number of children who may live on the property by using the Fulton County Schools standard calculation to identify the number of children that a residential development will generate. The following chart outlines these figures:

FULTON COUNTY SCHOOLS – 24 Townhomes

School	Single Family Average #
Manning Oaks Elementary School	0 to 5 students
Northwestern Middle School	0 to 2 students
Milton High School	0 to 5 students
TOTAL	0 to 12 students

- Based on the total figure for all three school levels, it can be assumed that the proposed development could house approximately 0 – 12 school age children. Numbers provided by Fulton County Schools show that Northwestern Middle School is approaching maximum capacity and Milton High School is over capacity.
- The Planning Commission and the City Council shall consider the following standards in considering a rezoning application, giving due weight or priority to those factors particularly appropriate to the circumstances of each application:
 - Whether the zoning proposal will permit a use that is suitable in view of the zoning use and development of adjacent and nearby property. Response: The proposed zoning is consistent with the future land use designation of the property and surrounding area, which is 'Mixed Use Live Work'. The area is envisioned to redevelop into a mix of residential, office and neighborhood commercial uses.
 - Whether the zoning proposal will adversely affect the existing use or usability of adjacent or nearby property. Response: The zoning proposal would not adversely affect the existing use or usability of adjacent or nearby properties. The area is envisioned to redevelop into a mix of residential, office and neighborhood commercial uses.
 - Whether the zoning proposal will adversely affect the natural environment. Response: The proposal should not have significant impacts on the natural environment. Approximately 2.56 acres of the property will remain undeveloped. Tree saves are depicted on the applicant's site plan and

mitigation is proposed to offset encroachments into the stream buffer and impervious setback.

- d. Whether there are substantial reasons why the property cannot or should not be used as currently zoned. Response: The property is currently zoned R-12, which has setbacks that are inconsistent with the Downtown vision to become a mixed-use, walkable environment. The requested zoning district is consistent with the future land use designation of the property and surrounding area, which is 'Mixed Use Live Work'. The area is envisioned to redevelop into a mix of residential, office and neighborhood commercial uses.
 - e. Whether the zoning proposal will result in a use that will or could cause an excessive or burdensome use of public facilities or services, including but not limited to existing streets and transportation facilities, schools, water or sewer utilities, and police or fire protection. Response: The zoning proposal would not cause an excessive burden on public facilities and services. The requested rezoning to allow a residential development would increase demand on schools and parks; however, the proposed density is approximately half the average density approved in the Downtown.
 - f. Whether the zoning proposal is supported by new or changing conditions not anticipated or reflected in the existing zoning on the property. Response: The subject property is located in the Downtown Overlay, which includes opportunities for properties to develop under the Downtown zoning districts. The requested zoning district is consistent with the future land use designation of the property and surrounding area, which is 'Mixed Use Live Work'.
 - g. Whether the zoning proposal reflects a reasonable balance between the promotion of the public health, safety, morality or general welfare against the right to unrestricted use of property. Response: The request should not negatively impact public health, safety or welfare. The proposed zoning district is consistent with the future land use designation of the property. If approved, a twenty-foot (20') building setback and landscape strip should be provided along Old Milton Parkway.
 - h. Whether there are substantial reasons why the property cannot be used in accordance with existing zoning. Response: The property is currently zoned R-12, which has setbacks that are inconsistent with the Downtown vision to become a mixed-use, walkable environment. The requested zoning district is consistent with the future land use designation of the property and surrounding area, which is 'Mixed Use Live Work'. The area is envisioned to redevelop into a mix of residential, office and neighborhood commercial uses.
 - i. The extent to which the zoning proposal is consistent with the Comprehensive Plan. Response: The future land use designation of the property is 'Mixed Use Live Work', which allows the proposed DT-LW zoning district, use and density.
- The City of Alpharetta Unified Development Code Article IV, Section 4.5.3 outlines the criteria set forth for granting a variance. The ordinance specifically states..."a variance

may be granted in whole or in part, or with conditions, in such individual case of unnecessary hardship upon a finding that”:

1. There are extraordinary and exceptional conditions pertaining to the particular piece of property in question because of its size, shape or topography; or Response: The property has an unusual shape, has significant topographic challenges and is situated between multiple commercial properties, which are hardships that contribute to the requested variances. Approximately 2.88 acres of the property is encumbered by stream, buffers, and floodplain, of which the applicant requests to impact approximately 0.32 acres of impervious setback and stream buffer. Appropriate mitigation measures can be accommodated on the property.
 2. The application of the Ordinance to this particular piece of property would create an unnecessary hardship; or Response: Application of the ordinance would create an unnecessary hardship given the unusual shape and significant topography on the property. Approximately 2.88 acres of the property is encumbered by stream, buffers, and floodplain, of which the applicant requests to impact approximately 0.32 acres of impervious setback and stream buffer. Appropriate mitigation measures can be accommodated on the property.
 3. There are conditions that are peculiar to the property which adversely affect its reasonable use or usability as currently zoned; or Response: The property has significant topographic challenges and an unusual shape which contributes to the requested variances. Approximately 2.88 acres of the property is encumbered by stream, buffers, and floodplain, of which the applicant requests to impact approximately 0.32 acres of impervious setback and stream buffer. Appropriate mitigation measures can be accommodated on the property.
 4. Relief, if granted, would not cause substantial detriment to the public good or impair the purpose and intent of the City of Alpharetta ordinances. Response: Relief, if granted, would not cause a substantial detriment to the public good. The applicant’s proposed variances are related to hardships, including the unusual shape of the property and presence of topography. If approved, stream buffer encroachments should be mitigated with a combination of buffer enhancements and additional runoff reduction measures.
- Staff has reviewed the applicant’s proposal against the established review criteria for a rezoning and variance. The zoning proposal is consistent with the vision of the Downtown Master Plan and future land use designation of the property. The proposed density is generally lower than densities approved in the Downtown. Developments approved along Old Milton Parkway in the Downtown have provided a twenty-foot (20’) building setback and landscape strip, except that Chelsea Walk was approved with a fifteen-foot (15’) building setback and landscape strip. If approved, a twenty-foot (20’) building setback and landscape strip should be provided along Old Milton Parkway.
 - There are exceptional conditions pertaining to the property due to its unusual shape,

topography, presence of streams and floodplain, and location between commercial properties. Approximately 2.88 acres of the property is unbuildable due to the presence of streams and floodplain. It does not appear that variances are being requested for the purpose of increasing density. If approved, stream buffer encroachments should be mitigated with a combination of buffer enhancements and additional runoff reduction measures.

- The report submitted by the applicant states that property owners within 500' were contacted regarding the applicant's intent. The report states that no comments were received other than the comments at the Community Zoning Information Meeting (CZIM).
 - CZIM was held on July 12, 2023. There were public comments in support and a request to remove a dead Pine tree that could fall into Chelsea Walk.
 - **Planning Commission discussed the following:**
 - Chairman Kung'u discussed his concerns for granting a variance on the buffer.
 - The Commission discussed their concerns about condition number 8 recommended by staff.
 - The applicant came forward to address any questions that the Commission had.
 - **Public Comment:**
 - Ed Botts, 347 Bailey Walk, came forward to comment about the tree save agreement.
- ❖ **Commissioner Richard offered a motion to approve Z-23-09/V-23-15 2325 The Providence Group/2325 Old Milton Parkway subject to the following conditions:**
1. Approximately 4.88 acres shall be zoned DT-LW and developed substantially similar to site plan prepared by PEC, revised 8/29/23, except for modifications required to comply with the conditions below. However, lot yield depicted is not guaranteed and subject to meeting all City code requirements and conditions of zoning.
 2. Architecture and materials shall be developed substantially similar to the submitted renderings, labeled Exhibit A - Rendering, except for modifications required to comply with the Downtown Consultant's comments and in compliance with the Alpharetta Downtown Code, subject to final approval by DRB. Townhomes shall have 4-sided architecture, materials and details.
 3. Density shall not exceed 24 dwelling units.
 4. Courtyards may encroach into landscape strips, subject to meeting the minimum landscape material requirements, as approved by Staff.
 5. Developer shall improve Old Milton Parkway streetscape with a minimum 6' planter planted with street trees (subject to Staff and GDOT

approval), minimum 8' sidewalk, and decorative pedestrian lighting, with final approval by Staff. In lieu of tree grates, the soil area around street trees shall be planted with evergreen ornamental grasses, groundcovers and/or shrubs.

6. Streets, alleys and sidewalks internal to the site shall be developed as depicted on the site plan prepared by PEC, revised 8/29/23, with final approval by Staff. Decorative pedestrian lighting shall be required throughout the development. Internal streets and alleys shall be private and maintained by the HOA.
7. Minimum 10' landscape strip shall be required along one side and a 4' landscape strip and 5' sidewalk along the opposite side of internal streets, not including alleys, as generally depicted on the site plan prepared by PEC, revised 8/29/23. The 10' landscape strip shall be exclusive of water & sewer utilities. Should Fulton County require an unencumbered water line easement, shrubs shall replace trees on the side of the street with a 4' landscape strip.
8. Minimum 20' landscape strip and building setback shall be provided along Old Milton Parkway. Landscape strip shall be planted with shade trees as a continuation of what has been planted or designed in the Downtown and outside of utility easements and overhead utilities, as approved by Staff.
9. A 20' planted buffer shall be provided along eastern property line as depicted on the site plan prepared by PEC, revised 8/29/23. A double row of evergreen and hardwood trees and shrubs shall be planted along the west property line between Unit 4 and My First Academy, as approved by Staff.
10. Project entrance shall include a decorative paver apron, landscaping, decorative low wall or fence with columns, as approved by Staff. Improvements shall be maintained by the HOA.
11. Open space shall be developed substantially similar to the site plan prepared by PEC, revised 8/29/23, as approved by Staff. Open space shall be developed with a park-like setting with decorative landscape, hardscape and seating. Landscape shall include plant selections promoting the historic Downtown.
12. Creeping vines shall be planted to cover retaining and low walls, as approved by Staff.
13. Developer shall save trees as depicted on the tree plan prepared by 360 Studio, revised 8/29/23.
14. Fences and walls visible from the public right-of-way shall be decorative, as approved by Staff. Unfinished wood fences and decks

shall not be visible from the street.

15. HVAC and similar equipment shall not be visible or shall be screened from the public right-of-way.

16. Garbage pickup shall be from within the development.

17. No more than 10% of the residential units shall be permitted to be rented, as recorded in the HOA's declarations and covenants.

18. To mitigate stream buffer impacts, developer shall comply with a combination of the following measures, as approved by Staff:

- a. Provide 50% additional runoff reduction or water quality volume above the standard city requirements.
- b. Provide buffer enhancement on an agreed upon area equal to at least 2 times the area of encroachment/impact. Enhancements may include removing fallen trees inside the stream bed that are impeding flow, plant eroded or sparsely vegetated areas of stream banks with live stakes, add enhanced buffer plantings where sparsely vegetated, and remove invasive vines.
- c. Obtain any necessary state and federal approvals for the stream and buffer impacts.
- d. Or alternative mitigation measures, as approved by Staff.

19. Developer shall plant a single row of minimum 8 feet in height evergreen trees in the 5' landscape strip abutting the Chelsea Walk subdivision.

- Commissioner Stratton seconded the motion.
- The motion was approved unanimously (7-0)

- Planning Commission adjourned for a 5-minute break. Commissioner Rocco did not return.

3. PH-23-11 Unified Development Code (UDC) Text Amendments – Signs, Parking, Multi-Use Trails, Downtown Alpharetta and Tree Preservation

- Director of Community & Economic Development, Kathi Cook, came forward to present this item.
- Staff is recommending text amendments to the Unified Development Code (UDC). Amend Section 2.3 Supplementary Regulations to address fence and wall regulations along multiuse trails. Amend Section 2.5 Parking and Loading to address the different levels of electric vehicle charging stations. Amend Section 2.6 Signs to prohibit face illuminated channel letter signs, require master sign plans for all commercial shopping centers and extend time period for banner signs for new businesses after DRB submittal. Amend Section 3.2 Tree Conservation, Landscape

and Buffer Requirements to remove pines as a specimen or tree of quality and to allow homeowner's associations to review certain requests for tree removal within the front yard. Amend Subsection 2.10.5 North Point Overlay Street, Section 3.5 Installation of Streets, and Subsection 2.3.5 Downtown Overlay Multi-Use Trails to add and amend regulations pertaining to the installation of multi-use trails. Amend Appendix A: Alpharetta Downtown Code, Section 2.8 Building Design to address applicability of architectural style requirements.

- In an effort to improve community aesthetics and reduce light pollution, Staff recommends changes to the Sign Ordinance to limit sign types, requiring master sign plans for multi-tenant developments, and extend banner sign timeframe for new businesses that require approval of signage by the Design Review Board (DRB).
- Amend Subsection 2.6.8 Prohibited Signs and Devices, to prohibit face illuminated channel letter signs throughout the City. Currently, the prohibition applies to signs in the Downtown Overlay.
- Subsection 2.6.11(E) Banners is proposed to be amended to allow new businesses that require signage approval from the Design Review Board (DRB) to have a banner for up to 60 days after submission of a DRB application. Currently, banner signs are permitted for up to a fourteen (14) day period per calendar year. The recent change by the State requiring a 30-day advance legal advertisement for DRB requests is the impetus for this proposed change. Signs in the Downtown Overlay require DRB approval, which means a new business could wait seven (7) to eight (8) weeks for DRB approval of signage. The extended time period for a banner would help offset the extended DRB review process.
- To ensure aesthetic compatibility of signage, Subsection 2.6.11 (H) Signs Permitted in Strip Shopping Centers, Shopping Centers, and Mixed-Use Developments, is proposed requiring a master sign plan for multi-tenant developments. At a minimum, the master sign plan will address sign type, color and illumination and will limit sign face colors to no more than three (3) colors and illumination to no more than one (1) color. Master sign plans should be approved by the Design Review Board and will apply to signs requiring a permit.
- Staff recommends amendments to Article 2 Use of Land and Structures, Article 3 Land Development Activities, and Appendix A: Alpharetta Downtown Code to establish and amend regulations pertain multi-use trails, including applicability, dimensions, building setbacks, and fences and walls along multi-use trails. Currently, multi-use trail regulations are addressed in the Downtown Overlay and North Point Overlay.
- Propose an amendment to Subsection 2.3.6 Fence and Wall Requirements, addressing setbacks, type and height of fencing and walls along a multi-use trail.

Propose new Subsection 3.5.7 Multi-Use Trails, which addresses multi-use trail design regulations. including regulations pertaining to trail width and building setbacks from a multi-use trail. Propose amendments to Subsection 2.10.5 North Point Overlay Streets and Appendix A: Alpharetta Downtown Code Subsection 2.3.5 Multi-Use Trails, pertaining to various multi-use trial regulations.

- Staff recommends changes to the Parking Ordinance to incentivize the installation of faster charging Electric Vehicle Charing Stations (EVCS). Amend Subsection 2.5.7 Electric Vehicle Charging Stations (EVCS), to establish different requirements for Level 2 and Level 3 EVCS.
- Staff recommends amendments to the Downtown Design Guidelines in order to clean up a discrepancy between the Downtown Design Guidelines and the Alpharetta Downtown Code. Amend the Downtown Design Guidelines to change the geographic area where the design guidelines apply to the Downtown Overlay.
- In an effort to improve efficiencies related to the tree removal permitting process, Staff recommends changes to the Tree Preservation Ordinance to allow a Qualified Issuing HOA/POA to consider tree removal permits for certain tree removals in the front yard of a 'For-Sale dwelling. A Qualified Issuing HOA/POA would be required to attend a tree removal permit class provided by the City's Community Development Department and maintain a contract with a landscape architect or arborist.
- Amend Subsection 3.2.2 Definitions, to add a new definition for Qualified Issuing HOA/POA (QIH) and to exclude pine trees from the definitions of Specimen Tree and Tree of Quality. Amend Subsection 3.2.3(A) to add an exemption from the Tree Conservation, Landscape and Buffer Requirements section for the removal of trees located in the front setback of a 'For-Sale' dwelling that receives approval from a Qualified Issuing HOA/POA (QIH).
- **Planning Commission discussed the following:**
 - Commissioner Richard discussed her concern with signage on construction fencing.
 - The Commission expressed their support for the residential tree permit changes.
- **Public Comment:**
 - No Public Comment
- ❖ Commissioner Zurinkas offered a motion to approve PH-23-11 Unified Development Code (UDC) Text Amendments – Signs, Parking, Multi-Use Trails, Downtown Alpharetta and Tree Preservation
 - Commissioner Richard seconded the motion.
 - The motion was approved (6-0-1) with Commissioner Rocco being absent for

the vote.

VIII. ADJOURNMENT

- ❖ With there being no further items to consider or discuss, Chairman Kung'u adjourned the meeting at 9:30pm



CITY COUNCIL MEETING STAFF REPORT

SUBMITTING DEPARTMENT: COMMUNITY DEVELOPMENT

SUBMITTED BY: KATHI COOK

DRAFTED BY: MICHAEL WOODMAN

I. AGENDA ITEM TITLE: Z-23-08/V-23-13 10355 WATERS ROAD

PLANNING COMMISSION: OCTOBER 5, 2023

CITY COUNCIL: OCTOBER 16, 2023

The item was considered at the September 7, 2023 Planning Commission meeting. There were two (2) public comments in opposition with concerns over the developer, stormwater, public notification, screening trees installed prior to construction, trees in 30' rear setback should be saved, maintenance of screening trees should be placed in a deed restriction, tree removal without permits, and traffic (no turning lane). After discussion, Planning Commission deferred the applicant's request to the next meeting with the request that the applicant provide home renderings that fit the home footprints on the site plan. Vote 7-0

II. RECOMMENDATION:

Approve Z-23-08/V-23-13 10355 Waters Road, subject to the following conditions:

1. The site, consisting of approximately 1.5 acres, shall be rezoned to R-22 and developed substantially similar to the site plan prepared by Harper Engineering, Inc., revised 9/21/23, except for modifications required to comply with the conditions below. However, lot yield depicted is not guaranteed and subject to meeting all City code requirements and conditions of zoning.
2. Home elevations shall be substantially similar to the submitted renderings, labeled Exhibit A – Renderings, depicting the primary exterior materials to be brick and/or stone, with final approval by Staff. Homes shall have 3-sided architecture, materials and details, as approved by Staff.
3. Homes shall be side loaded, and each lot shall be permitted a curb cut on Waters Road.
4. Building setbacks shall be 50' along Waters Road.
5. Developer shall improve Waters Road streetscape with a minimum 6' planter planted with street trees and minimum 6' sidewalk, as approved by Staff.
6. Minimum 10' decorative landscape strip shall be provided along Waters Road, consisting of a mix of trees, shrubs and ground cover, as approved by Staff.
7. Developer shall plant a row of Cryptomeria in the 5' landscape strip adjacent to Waters Cove. Existing trees shall be saved in the 5' landscape strips along the east and northwest property lines.
8. Unfinished wood fences and decks shall not be visible from Waters Road.
9. Trees shall be preserved as depicted on the plan prepared by Harper Engineering, Inc., revised 9/21/23.

III. REPORT IN BRIEF:

The applicant, Neryk Zavulunov, is requesting a rezoning and variance in order to subdivide a 1.5-acre property into two (2) 'For-Sale' single-family detached lots. A rezoning is requested from AG (Agriculture) to R-22 (Dwelling, 'For-Sale' Residential) and a variance is requested to reduce front setbacks. The subject property is located at 10355 Waters Road on the east side of Waters Road across from Lauren Hall Court.

DISCUSSION

The submitted request, if approved, will allow for the construction of two (2) 'For-Sale' single-family detached lots on 1.5 acres. The proposed density is 1.33 dwelling units per acre. A rezoning is requested from AG to R-22 and a variance is requested to reduce front setbacks. Initially, the applicant requested a rezoning to R-12 to allow for subdivision of the property into three (3) lots. The applicant amended the request to R-22 in order to meet the future land use designation of the property. The subject property is located at 10355 Waters Road on the east side of Waters Road across from Lauren Hall Court.

The wooded property is developed with a single-family detached home, which is proposed to be removed. Surrounding properties are zoned CUP (Community Unit Plan) to the northwest and east and R-12 to the southwest. Akunna Court is under construction and located to the northwest, Waters Cove is located to the east and Lauren Hall is located to the southwest. The comprehensive land use plan designation of the property is 'Very Low Density Residential', which allows the applicant's proposal.

A variance is requested to reduce the front setback along Waters Road. The applicant requests a reduction in the front setback from 65' to 50'. The applicant states that the requested front setback variance would allow for tree saves in the rear yards. As shown in the table below, homes in surrounding subdivisions have setbacks along Waters Road that are less than the applicant's requested setback of 50'.

Setbacks along Waters Road

Subdivision	Waters Road Setback
Akunna Court	35'
Hampshire Manor	35'
Milton Park	20' (side corner)
Lauren Hall	20' (side corner)

SITE PLAN

The submitted site plan depicts the 1.5-acre property being subdivided into two (2) single-family detached lots. Lot 1 is 32,304 square feet and Lot 2 is 33,082 square feet. Each lot has access from a new driveway off Waters Road. Homes are oriented to Waters Road and are depicted with a side-loaded garage. Lots have a 50' front setback along Waters Road, 25' side setbacks and 30' rear setback. A ten-foot (10') landscape strip is depicted along Waters Road and a five-foot (5') landscape strip is depicted around the perimeter of the property.

The property is heavily wooded, consisting of a mix of hardwoods and pines. Three (3) specimen trees are identified on the arborist report, including a 34" Tulip Poplar proposed to be saved. Additional trees of quality and tree groupings are depicted to be saved in the north and south corners of the property.

TRAFFIC

The proposed project, consisting of two (2) single-family detached homes, would generate approximately two (2) AM Peak Hour trips and two (2) PM Peak Hour trips.

SCHOOLS

Residential development is known to increase school enrollment. However, Fulton County Schools does not provide an impact assessment for residential developments with less than four (4) dwelling units. Impacts to area schools should be negligible with the proposed development.

STANDARDS FOR ZONING CHANGES

The Planning Commission and the City Council shall consider the following standards in considering a rezoning application, giving due weight or priority to those factors particularly appropriate to the circumstances of each application:

a. Whether the zoning proposal will permit a use that is suitable in view of the zoning use and development of adjacent and nearby property.

Response: The zoning proposal would be suitable as it relates to the use and development of adjacent or nearby properties. The R-22 zoning district would result in lots that are larger than surrounding lots.

b. Whether the zoning proposal will adversely affect the existing use or usability of adjacent or nearby property.

Response: The zoning proposal should not adversely affect the existing use or usability of adjacent or nearby properties. The R-22 zoning district would result in lots that are larger than surrounding lots.

c. Whether the zoning proposal will adversely affect the natural environment.

Response: The applicant's proposal should not have significant impacts on the natural environment. A specimen tree and several trees of quality and tree groupings are being saved on the property.

d. Whether there are substantial reasons why the property cannot or should not be used as currently zoned.

Response: As currently zoned, the property is non-conforming with respect the minimum lot size of five (5) acres required in the AG zoning district. The future land use designation of the property supports a rezoning to R-22, allowing the property to be subdivided into two (2) lots.

e. Whether the zoning proposal will result in a use that will or could cause an excessive or burdensome use of public facilities or services, including but not limited to existing streets and transportation facilities, schools, water or sewer utilities, and police or fire protection.

Response: The applicant's proposal would not have a significant demand on public facilities and services. The request limits the demand on public facilities and services by proposing a density (1.33 dwelling units/acre) that is less than the maximum (2 dwelling units/acre) allowed under the future land use designation of the property.

f. Whether the zoning proposal is supported by new or changing conditions not anticipated or reflected in the existing zoning on the property.

Response: *Not applicable.*

g. Whether the zoning proposal reflects a reasonable balance between the promotion of the public health, safety, morality or general welfare against the right to unrestricted use of property.

Response: *The zoning proposal reflects a reasonable balance, being supported by the future land use designation of the property, which is 'Very Low Density Residential'.*

h. Whether there are substantial reasons why the property cannot be used in accordance with existing zoning.

Response: *As currently zoned, the property is non-conforming with respect the minimum lot size of five (5) acres required in the AG zoning district. The future land use designation of the property supports a rezoning to R-22, allowing the property to be subdivided into two (2) lots.*

i. The extent to which the zoning proposal is consistent with the Comprehensive Plan.

Response: *The comprehensive land use plan designation of the property is 'Very Low Density Residential', which allows the proposed rezoning to R-22.*

VARIANCE REVIEW CRITERIA

The City of Alpharetta Unified Development Code Article IV, Section 4.5.3 outlines the criteria set forth for granting a variance. The ordinance specifically states..."a variance may be granted upon a finding that":

(1) There are extraordinary and exceptional conditions pertaining to the particular piece of property in question because of its size, shape or topography; or

Response: *The property has an unusual triangular shape. The proposed front setback is greater than setbacks along Waters Road in surrounding subdivisions.*

(2) The application of the Ordinance to this particular piece of property would create an unnecessary hardship; or

Response: *The property has an unusual triangular shape. The proposed front setback is greater than setbacks along Waters Road in surrounding subdivisions.*

(3) There are conditions that are peculiar to the property which adversely affect its reasonable use or usability as currently zoned; or

Response: *The property has an unusual triangular shape. The proposed front setback is greater than setbacks along Waters Road in surrounding subdivisions.*

(4) Relief, if granted, would not cause substantial detriment to the public good or impair the purpose and intent of the City of Alpharetta ordinances.

Response: *The property has an unusual triangular shape. The proposed front setback is greater than setbacks along Waters Road in surrounding subdivisions.*

CONCURRENCES

Staff has reviewed the applicant's proposal against the established review criteria for a rezoning and variance. The proposal is supported by the future land use designation of the property, which is 'Very Low Density Residential'. The requested rezoning is appropriate as it relates to the use and development of adjacent or nearby properties. The R-22 zoning district would result in lots that are generally larger than lots found in surrounding and nearby subdivisions.

The property has an unusual triangular shape. The proposed front setback is greater than setbacks along Waters Road in surrounding subdivisions.

CITIZEN PARTICIPATION PLAN

The report submitted by the applicant states that property owners within 500' were contacted regarding the applicant's intent. The report states that the Waters Cove HOA Manager reached out with concerns over tree removal. In response, the applicant agreed to plant a row of Leyland Cypress along the common property line with Waters Cove.

The City received correspondence from two (2) nearby residents with objections to the applicant's request with concerns over the lack of stormwater, traffic, homes should not front on Waters Road, tree removal, 3-lot plan is too tight, and public notification lacked certain information. The applicant re-sent the required public notification and amended the request from R-12 to R-22, changing the subdivision of the property from three (3) lots to two (2) lots.

COMMUNITY ZONING INFORMATION MEETING

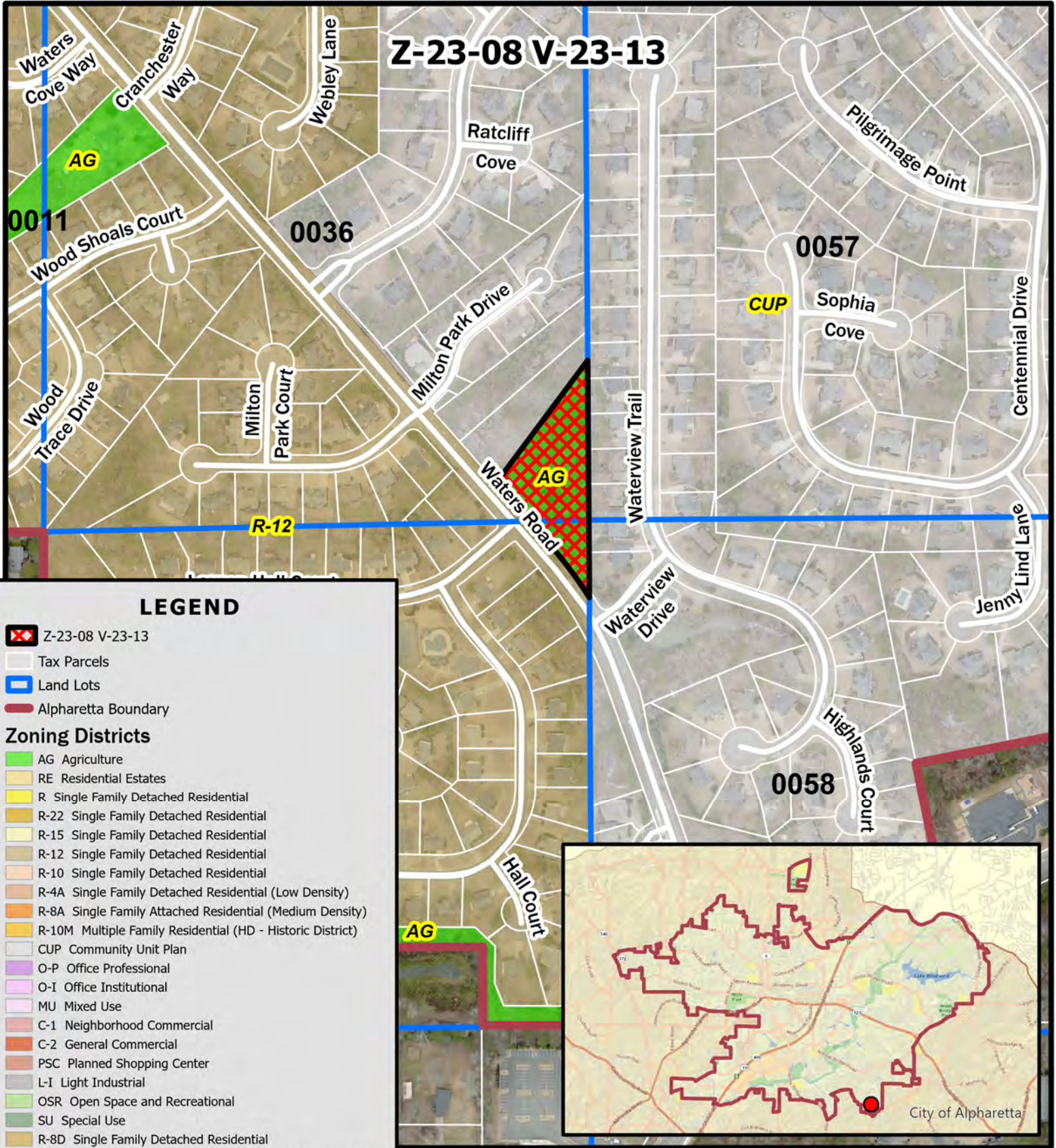
CZIM was held on July 12, 2023. There were no public comments on the sign-in sheets.

IV. ATTACHMENTS:

- Aerial Map
- Zoning Map
- Future Land Use Map
- Location Map
- Latest Site Plan
- Exhibit A – Renderings
- CZIM Sign In Sheet
- Citizen Part B
- Public Comment
- Application



Z-23-08 V-23-13
D/LL: 1/1/35, 36
PC: 8/03/23
CC: 8/28/23



LEGEND

Z-23-08 V-23-13

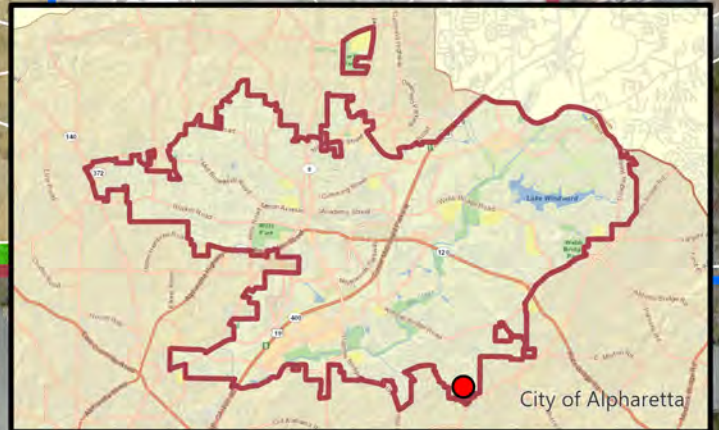
Tax Parcels

Land Lots

Alpharetta Boundary

Zoning Districts

- AG Agriculture
- RE Residential Estates
- R Single Family Detached Residential
- R-22 Single Family Detached Residential
- R-15 Single Family Detached Residential
- R-12 Single Family Detached Residential
- R-10 Single Family Detached Residential
- R-4A Single Family Detached Residential (Low Density)
- R-8A Single Family Attached Residential (Medium Density)
- R-10M Multiple Family Residential (HD - Historic District)
- CUP Community Unit Plan
- O-P Office Professional
- O-I Office Institutional
- MU Mixed Use
- C-1 Neighborhood Commercial
- C-2 General Commercial
- PSC Planned Shopping Center
- L-I Light Industrial
- OSR Open Space and Recreational
- SU Special Use
- R-8D Single Family Detached Residential
- R-4D Single Family Detached Residential (Medium Density)
- R-8A/D Single Family Attached/Detached Residential
- DT-C Downtown Core
- DT-MU Downtown Mixed-Use
- DT-LW Downtown Live-Work
- DT-R Downtown Residential

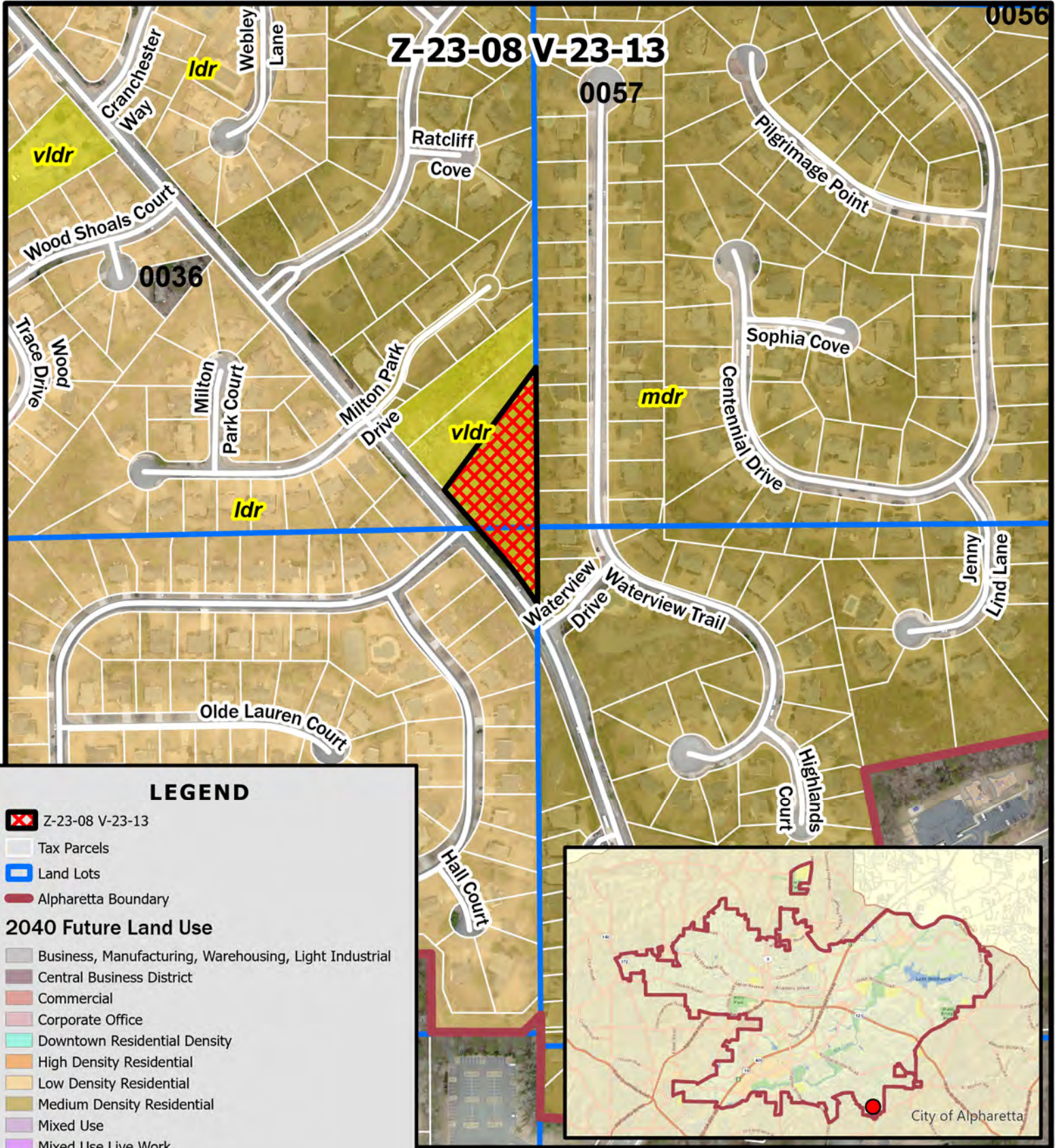


Z-23-08 V-23-13

D/LL: 1/1/35, 36

PC: 8/03/23

CC: 8/28/23

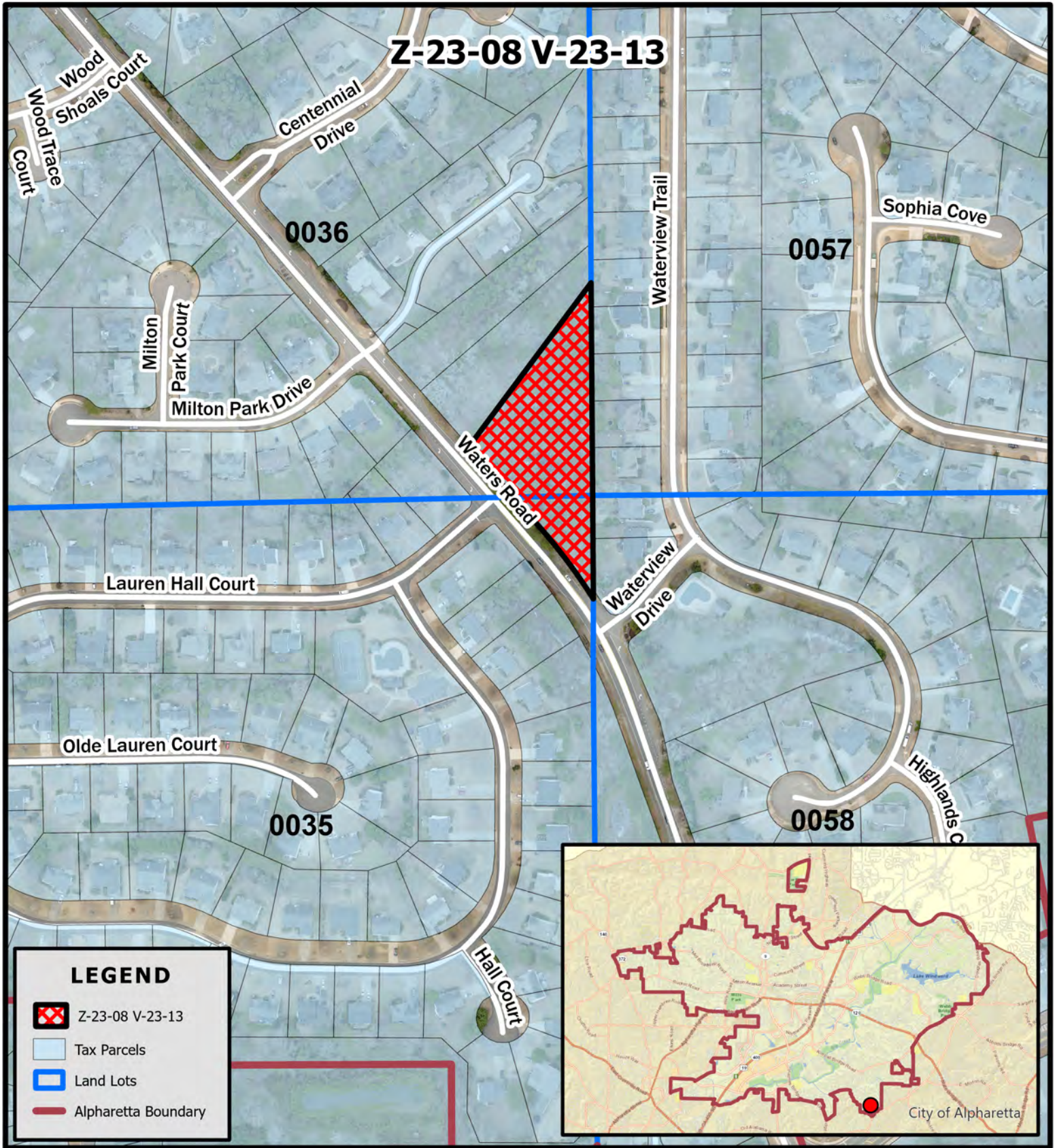


Z-23-08 V-23-13

D/LL: 1/1/35, 36

PC: 8/03/23

CC: 8/28/23



Z-23-08 V-23-13

LEGEND

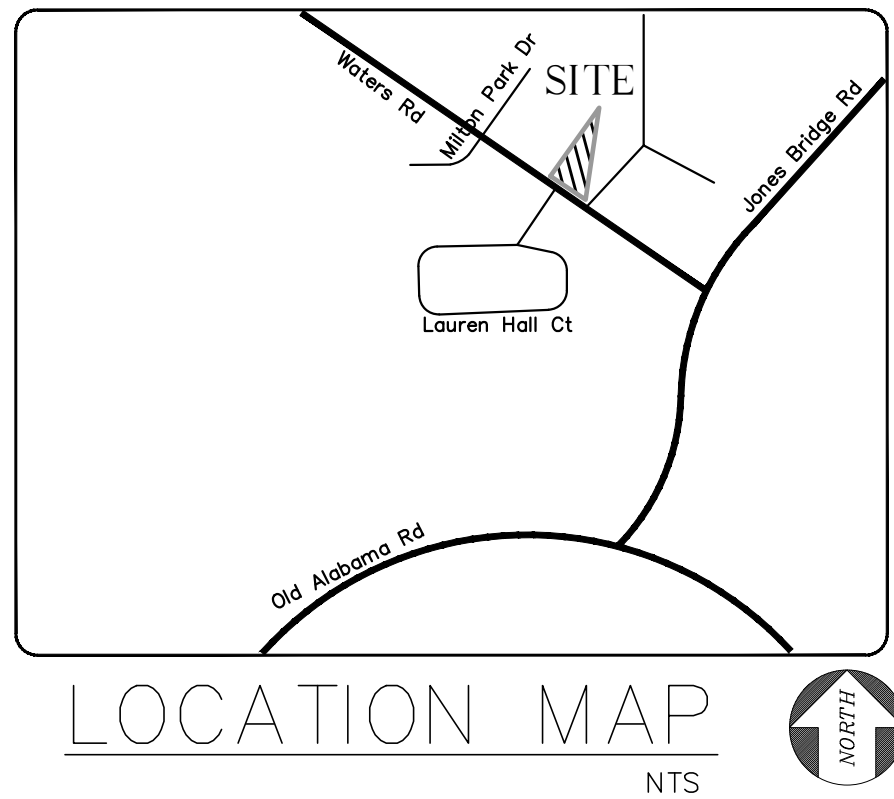
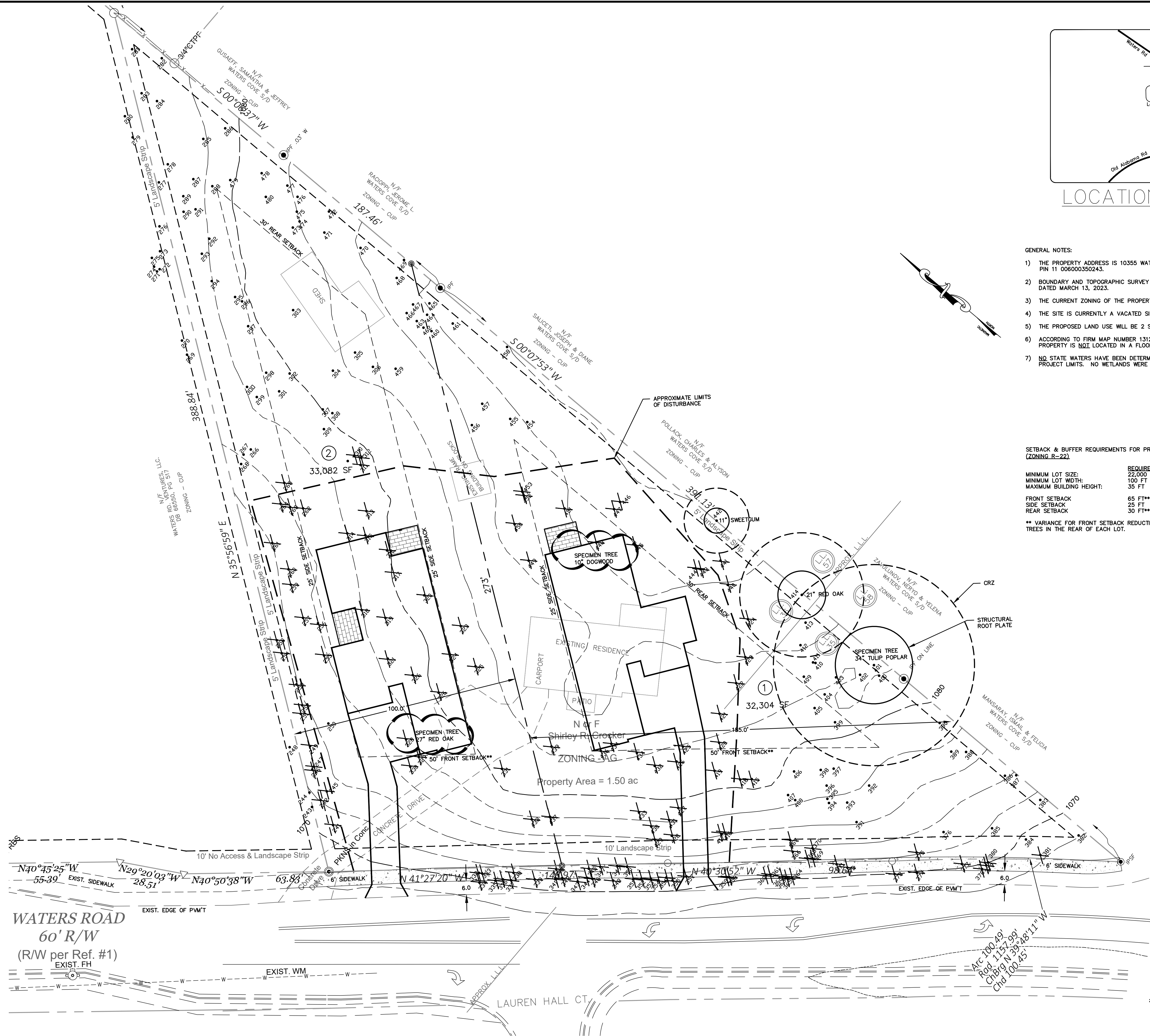
-  Z-23-08 V-23-13
-  Tax Parcels
-  Land Lots
-  Alpharetta Boundary

Z-23-08 V-23-13

D/LL: 1/1/35, 36

PC: 8/03/23

CC: 8/28/23



- GENERAL NOTES:
- 1) THE PROPERTY ADDRESS IS 10355 WATERS ROAD IN ALPHARETTA, GA. PIN 11 006000350243.
 - 2) BOUNDARY AND TOPOGRAPHIC SURVEY PERFORMED BY D&S LAND SURVEYING, INC. DATED MARCH 13, 2023.
 - 3) THE CURRENT ZONING OF THE PROPERTY IS AG.
 - 4) THE SITE IS CURRENTLY A VACATED SINGLE FAMILY RESIDENCES.
 - 5) THE PROPOSED LAND USE WILL BE 2 SINGLE FAMILY LOTS.
 - 6) ACCORDING TO FIRM MAP NUMBER 13121C0067F (DATED SEPTEMBER 18, 2013), THIS PROPERTY IS ~~NOT~~ LOCATED IN A FLOOD HAZARD AREA.
 - 7) NO STATE WATERS HAVE BEEN DETERMINED TO BE LOCATED WITHIN 200-FT OF THE PROJECT LIMITS. NO WETLANDS WERE IDENTIFIED WITHIN THE PROJECT BOUNDARY.

SETBACK & BUFFER REQUIREMENTS FOR PROPOSED REZONING:
(ZONING R-22)

MINIMUM LOT SIZE:	REQUIRED
22,000 SF	
MINIMUM LOT WIDTH:	100 FT
MAXIMUM BUILDING HEIGHT:	35 FT
FRONT SETBACK	65 FT**
SIDE SETBACK	25 FT
REAR SETBACK	30 FT**

** VARIANCE FOR FRONT SETBACK REDUCTION TO 50-FT IN ORDER TO SAVE EXISTING TREES IN THE REAR OF EACH LOT.

2295 Towne Lake Pkwy
Suite 116-185
Woodstock, GA 30189
(404) 406-5171 (cell)

Engineering, Inc.
"charting your project's course to completion"

PROPOSED 2-LOT SPLIT

10355 WATERS RD, ALPHARETTA, GA
LL. 35 & 36, 1st DISTRICT, 1st SECTION

PROJECT NO.	PROJECT DATE
	8/28/23

REV. NO.	REVISIONS	DATE
1	REVISIONS PER STAFF REVIEW COMMENTS	9/21/23

SITE LAYOUT PLAN

DRAWING NO.
C-1

Exhibit A - Rendering



Exhibit A - Rendering



60

Community Zoning Information Meeting (CZIM)

July 12, 2023

Please sign-in and leave your comments and/or concerns.

Z-23-08 / V-23-13 / 10355 Waters Road Tract

NAME	ADDRESS	COMMENTS
Neryo Zavalunov	570 Waterview Trl Alpharetta, GA 30022	
John Ejumajowo	10365 Waters Road Alpharetta GA 30022	
Alyson & Chuck Pollak 770-841-2949	580 Waterview Trail Alpharetta GA 30022	
Germya Hall	10155 LAUREN HALL CT ALPHARETTA GA 30022	
Amy Minkovic	32 HALL CT Alpharetta	

CITIZEN PARTICIPATION FORM - PART B

This form must be completed and submitted to the City of Alpharetta Community Development Department a minimum of twenty (20) working days prior to the scheduled Public Hearing. Failure to do so will result in cancellation of the scheduled hearing.

Public Hearing or Project Name: Neryk

Contact Name: Neryo Zavulunov Telephone: 770-715-8803

Please describe comments and concerns provided by any and all individuals contacted as part of the the Citizen Participation Program. If any individuals provided written correspondence, please attach copies of same to this report.

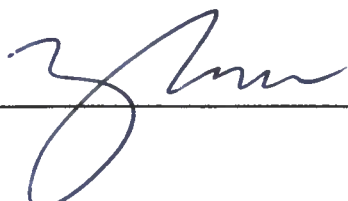
Barbi D'Ambruso - Waters Cove HOA Manager.
Asked about rezoning and communities concern
about trees being removed. I responded and addressed
the issue saying I was planning to plant Leyland Cypress

Method by which these individuals were contacted. Please mark all that apply. *Please provide samples of any and all written communications used to provide notification.*

- | | |
|--|---|
| ☒ Letter | ☐ Personal Visits |
| ☐ Telephone | ☐ Group Meeting |
| ☒ Email | ☐ Other (Please Specify) _____ |

Attach a list of people who have been notified of this application and provided information describing the subject proposal. Please note that ALL adjoining property owners MUST be notified.

I, the undersigned, as an authorized representative of the applicant and Public Hearing item identified above, do solemnly swear and attest, subject to criminal penalties for false swearing, that the information provided in this Citizen Participation Form - Part B and in any and all documents provided in support of this report are true and accurate. I further understand that any false statements provided by representatives of the applicant as part of this report may result in penalties up to and including denial of the subject application.

Signature of Authorized Agent: 

Date: 7/11/23

Print Form



19th May 2023.

Pollack Charles I & Alyson C,
580 waterview Trl,
Alpharetta GA 30022.

Dear Sir,

NOTICE OF REZONING: 10355 Waters Road Alpharetta Ga 30022.

We applied to the City of Alpharetta for the rezoning of the above-mentioned property from the current AG zoning classification to R-12.

The R12 zoning requested is consistent with all the neighborhoods on Waters Road. Below are some of the neighborhoods surrounding our property and their zoning classification:

- Lauren Hall – R-12
- Dunmoor – R-12
- Milton Park – R-12
- Hampshire Manor – CUP (R-12)
- Woodbrooke East – R1-2
- Waters Cove – CUP (R-12)

- Birkdale – R12
- Etc

Also, despite requesting R-12 zoning all our lots are larger than R-15, with our smallest lot being 18,102sqft.

The purpose of the rezoning is to enable the development of 3-Units of Single-Family Residence of about 5,000 Sqft each, on the subject property.

Attached is the preliminary site layout and the schematic design of the proposed homes.

Should you have any questions please feel free to contact the owner on mrnervo02@gmail.com.

Yours sincerely,

Neryo Zavulunov

A handwritten signature in purple ink, appearing to read 'Neryo', with a large, stylized loop at the beginning and a series of horizontal strokes at the end.

MEMORANDUM

To: Community Development Department
City of Alpharetta

From: Charles I. Pollack 
580 Waterview Trail
Alpharetta, Georgia 30022

Date: July 13, 2023

Re: 10355 Waters Road (the “Property”)
Case Numbers Z-23-08 and V-23-13 (the “Application”)

The below is offered in **opposition** to the Application for rezoning of the Property and issuance of the requested concurrent variance¹.

1. Standards for Consideration. Section 4.2.3 of the Uniform Development Code sets for the standards upon which the Application is to be considered. Included within those standards are the following criteria:
 - a. Whether the zoning proposal will permit a use that is suitable in view of the zoning, use and development of adjacent and nearby property.
 - b. Whether the zoning proposal will adversely affect the natural environment.
 - c. Whether there are substantial reasons why the property cannot or should not be used as currently zoned.
 - d. Whether the zoning proposal is supported by new or changing conditions not anticipated or reflected in the existing zoning on the property.
 - e. Whether the zoning proposal reflects a reasonable balance between the promotion of the public health, safety, morality or general welfare against the right to unrestricted use of property.

¹ Quite significantly, the Application indicates that it is for a rezoning **only** as noted on first page of the Application, as well as the Applicant’s response under “Applicant’s Request” on the second page of the Application. The Application does not properly seek any variance.

- f. Whether there are substantial reasons why the property cannot be used in accordance with existing zoning.

Each of the above criteria is discussed below.

- a. **Whether the zoning proposal will permit a use that is suitable in view of the zoning, use and development of adjacent and nearby property.**

Discussion:

The Property is currently zoned AG, which allows its current use. Nearby properties are zoned either AG or residential and are used as such (with the adjoining property currently under development).

While the residential *use* requested in the Application is generally typical of nearby properties, there are significant factual differences which requires **denial** of the Application.

- (i) The nearby properties are in developed neighborhoods, with streets, curbs, gutters, and in most cases, sidewalks, with *limited access* to Waters Road. Conversely, the Application seeks *direct access* to Waters Road via a shared driveway. There are no other properties along Waters Road with shared driveways. Moreover, nearly all of the properties having direct access to Waters Road have been that way for decades – long before construction of the existing Waters Road neighborhoods. Thus, as proposed, **this development would be an aberration as compared to nearby properties.**
- (ii) Each of the nearby neighborhoods has its own stormwater detention facilities. As proposed, the Applicant has made no accommodation for stormwater detention, and apparently is simply

planning for all runoff to disburse on the public right of way.

- (iii) Traffic along Waters Road² has increased substantially over the years, and what was once a quiet road is now a major cut-through street between Jones Bridge Road³ and Kimball Bridge Road⁴, all of which is in addition to the traffic generated by the hundreds of homes in the established neighborhoods along Waters Road.
- (iv) Virtually all of the nearby neighborhoods have sidewalks along Waters Road, as well as left-turn lanes and/or deceleration lanes for managing ingress/egress to Waters Road – this includes adjoining neighborhoods of Akunna Court (under construction), and Waters Cove, as well as the adjacent neighborhoods of Hampshire Manor, Milton Park, Lauren Hall, Dunmoor, and Wrights Mill Place. The site plans submitted with the Application do not propose such improvements.
- (v) There are no nearby properties which front on Waters Road, other than properties developed many years ago, and long before any of the established Waters Road neighborhoods. As to those homes which *do* front on Waters Road, (A) all have AG zoning, just as the Property currently has, and (B) nearly all are larger than the proposed subdivided lots on the Property, including each of the following parcels:

² Functionally classified as a “Major Collector” road on the Georgia DOT’s functional classification map.

³ Functionally classified as a “Minor Arterial” on the on the Georgia DOT’s functional classification map.

⁴ Functionally classified as a “Major Collector” road on the on the Georgia DOT’s functional classification map, although portions are designated as a “Minor Arterial” on the City of Johns Creek Master Plan.

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<u>Tax Parcel No.</u>	<u>Address</u>
12 315009180172	– 10795 Waters Road
12 315009180214	– 10790 Waters Road
12 315009180131	– 10715 Waters Road
11 005000100251	– 10640 Waters Road
11 006000110332	– 10480 Waters Road

If AG zoning is suitable for use of the above parcels,
it is certainly suitable for use of the Property.

b. Whether the zoning proposal will adversely affect the natural environment.

Discussion:

The property is heavily wooded and provides a natural visual and acoustic buffer between residences in Waters Cove neighborhood and Waters Road. Removal of numerous trees, as the Application proposes, will materially and adversely affect the natural environment and will have a material adverse effect on the surrounding properties.

[continued on next page]

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Below is a panoramic image of the Property (which is located immediately behind the fence shown in the photo) as it presently exists looking towards Waters Road (which can't be seen). The Applicant proposes to remove many of these trees.⁵



c. Whether there are substantial reasons why the property cannot or should not be used as currently zoned.

Discussion:

The Property is currently being used in conformity with the existing zoning, and there are no substantial reasons why the Property cannot or should not be used as currently zoned.

The Applicant's residence adjoins the Property.

The Applicant purchased the Property in October 2022, with the intent of having his parents reside upon the Property.

[continued on next page]

⁵ Applicant has apparently represented that it intends to plant Leyland Cypress trees to restore the screening; however, even if that's done, it will take **years** before such plantings become effective screening. And, as discussed below, there is skepticism as to Applicant's performance of such promise.

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In order to facilitate convenient access between Applicant's residence and the Property, shortly after purchasing the Property, Applicant installed a gate in the fence separating his residence from the Property, as shown the photo below:

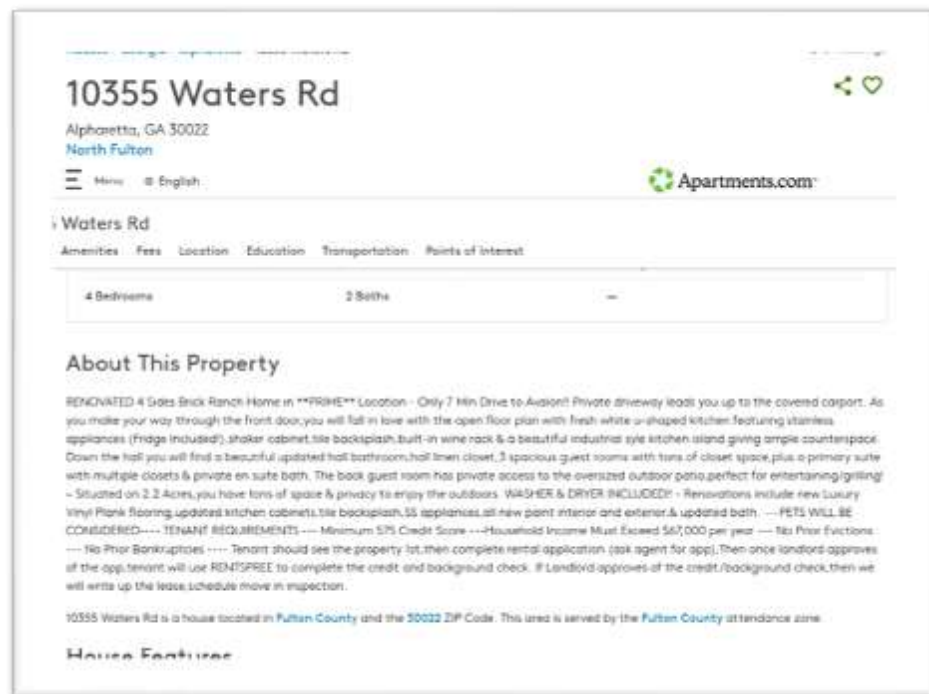


Promptly after purchasing the Property, Applicant renovated the Property, with such renovations including new luxury vinyl plank flooring, updated kitchen cabinets, tile backsplash, stainless steel appliances, all new paint interior and exterior, and an updated bath. It is unknown whether these improvements required permits, and if so, whether any required permits were obtained.⁶ If required permits for the substantial renovations were not obtained, this would be an ongoing code violation affecting the Property and should result in denial of the Application.

⁶ Upon review of the City's online permit list, no permits for this construction were found.

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Ultimately, Applicant's parents declined to live at the Property, and Applicant thereafter listed the Property for rent, touting the substantial renovations. Below is a partial screenshot of the rental listing (found at <https://www.apartments.com/10355-waters-rd-alpharetta-ga/h97p503/>):



Upon information, belief, and observation, the Applicant's efforts were successful, and the Property is currently leased. Thus, any claim that the Property cannot be used as currently zoned is patently false, and unsupported by existing conditions.

- d. **Whether the zoning proposal is supported by new or changing conditions not anticipated or reflected in the existing zoning on the property.**

Discussion:

There are no new or unanticipated changing conditions which impact the Property or mandate a rezoning of the Property.

Nearby properties have consistently been developed and used for single family residential purposes, and the subject Property has been consistently used for one single family residence for 20+ years (and more likely, decades).

What *has changed* over the years is the traffic on Waters Road, and increased usage of Waters Road as a cut-through street between Jones Bridge Road and Kimball Bridge Road. As both commercial and residential development in the cities of Johns Creek and Alpharetta increase, traffic along Waters Road will similarly increase. In fact, the right-turn only lane from Kimball Bridge Road to Waters Road, constructed as part of the Kimball Bridge Road improvements, facilitates such increased traffic, as do the recent (and soon to commence) Jones Bridge Road improvements made by the City of Johns Creek. In other words, Waters Road is “getting it from both ends.”

- e. Whether the zoning proposal reflects a reasonable balance between the promotion of the public health, safety, morality or general welfare against the right to unrestricted use of property.**

Discussion:

As noted above, the Property is currently used in conformity with the existing zoning, and such continued use strikes a reasonable balance.

- f. Whether there are substantial reasons why the property cannot be used in accordance with existing zoning.**

Discussion:

The Property is currently used in conformity with the existing zoning, and such use can continue. There are no substantial reasons why the property cannot be used in accordance with

existing zoning, and in fact, the existing zoning is entirely appropriate.

2. Other Significant Considerations.

- a. The Applicant's proposed site plan shows three (3) structures which are shoe-horned into long narrow lots, and as proposed, will have offset or angled frontage along Waters Road; the proposed lots are *not perpendicular* to either the right of way or to any of the Property's boundary lines. This unusual configuration and orientation are unlike that seen in existing nearby neighborhoods. Additionally, the photos of proposed homes included with the Application shows homes which are incompatible with those planned lots. The homes depicted are narrow and deep, while the photos show the opposite (wide and shallow). Although they may be attractive looking homes, it is not feasible to build those homes on those proposed lots.
- b. Given the removal of a substantial number of trees, and consequent elimination of the natural visual and auditory buffer between at least 6 homes in Waters Cove Subdivision (and front entrance to Waters Cove) and Waters Road, it is reasonable to presume that the rezoning and planned development will have a material adverse effect on the property values of those homes, and perhaps several others in the neighborhood which value such natural visual and auditory buffer. The replacement of the hundreds of removed trees with Leyland Cyprus (or similar) trees does not offset this damage; doing so will give an artificial appearance and, more significantly, will take *years* before any modicum of screening is restored. While the Applicant claims to be increasing the tax value of the Property, the tax values of 6 or more other properties is likely to decrease as a direct result of Applicant's proposed development.
- c. The Applicant sent a notification letter regarding the rezoning (the "Notice Letter"), a copy of which is attached as Exhibit "A." With respect to the Notice Letter:

- (i) The Notice Letter states a preliminary site layout and schematic design of the proposed homes was enclosed. Whether intentional or inadvertent, there were **no enclosures** with such letter.
 - (ii) Under Section 4.2.2, subsection A.5. of the City's Uniform Development Code, the content of the Notice Letter is required to be sent by the Applicant and is required to "*state the time, place and purpose of the Public Hearing...*" The Notice Letter failed to include such information. Furthermore, I have received through the mail no written notification containing the date(s) of any public hearings on the Application.
 - (iii) The Notice Letter claims that the rezoning is consistent with all surrounding neighborhoods. Notwithstanding Applicant's claims, each of the surrounding neighborhoods have curb and gutter, as well as adequate stormwater facilities. Several of these neighborhoods also have sidewalks, as well as left-turn lanes and/or deceleration lanes for managing ingress/egress to Waters Road. These are all things which the Property lacks, and which are not planned based upon the site plan accompanying the Application. Apparently, vehicles turning left into the Property will stop traffic along a busy Waters Road, and stormwater runoff will simply flow down onto Waters Road. These are unacceptable conditions which pose a danger to the public.
- d. The Application (on page 15) requires the Applicant to explain or defend its response to certain questions. In each case, Applicant provided only simple conclusory answers, giving no basis explaining or defending same as is required.
- e. The Applicant lacks experience with development and has shown a disregard for existing Codes.

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(i) As noted above, the Applicant's residence is adjacent to the Property. Below are photos of the Applicant's rear yard which shows:

A. Applicant constructed a stone patio and firepit (shown in the photo below), possibly with utilities, within the required 25-foot setback required by Uniform Development Code Section 4.4.5 (K), and certainly within any required landscape strip. Applicant should be required to remediate this condition by removing the offensive structure.



[continued on next page]

- B. Applicant also constructed a significant and covered outdoor kitchen and stone patio with electrical and other utility services (pictured below), possibly within the landscape strip, and certainly within the required setback. Applicant should be required to remediate this condition and remove the offensive structure.



It is undetermined whether the Applicant secured permits which may have been required for either the firepit or the outdoor kitchen, although given the locations of each, it is likely no permits were obtained.⁷

⁷ Upon review of the City's online permit list, no permits for this construction were found.

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It is noted that to construct the firepit and outdoor kitchen, as well as to install artificial turf in the remaining portion of the rear yard, Applicant removed multiple trees. It is undetermined whether Applicant had secured permits for same as required by City Code, although given the extensive work, it is likely no permits were obtained.

Finally, as shown in the above photos, there remains only one (1) substantive tree located on Applicant's lot, and it is shown as being tethered with a ratcheting strap to a tree located on the Property (presumably for the purpose of straightening the tree). Perhaps this is not a Code violation, although it would appear to a layperson that such action is unusual and could risk the health of the tree.

As to the Property itself, upon information and belief (as well as visual and auditory confirmation), within a few days after purchasing the Property the Applicant was cutting trees; according to the City Arborist, no permits were obtained for such activity. Applicant's conduct is consistent with their practice of flaunting applicable City Code requirements. More significantly, insofar as the required permit for the recent tree cutting was not obtained, this would be an ongoing code violation affecting the Property and should result in denial of the Application.

- f. The Application states, *"The existing subdivisions of Hampshire Manor, Waters Cove, Lauren Hall and the new development next door under construction, Akunna Court supports our proposal."*

Just to be clear, the Waters Cove neighborhood does not “support” the proposal....in fact, the most affected homeowners are vehemently opposed to the proposed rezoning and planned development. Further, upon discussing the Application with a Board Member of the Lauren Hall Homeowners Association, they were unaware of the proposed rezoning prior to the Application’s filing, and do not support the proposal. To the extent the word “support” is used as a synonym for “consistent with,” for reasons noted elsewhere, the proposed rezoning and planned development is not consistent with surrounding neighborhoods.

- g. The Applicant’s letter of intent regarding the Property claims that, *“[o]f the three units proposed, one will be occupied by the developer/owner as a primary residence....”* Nowhere in the Application does the identity of the developer appear, and the Property “owner” (i.e., Applicant) currently resides upon an adjoining property as his primary residence. Applicant’s statement appears to be misleading, and perhaps an intentional misrepresentation intended to engender sympathy or gain an advantage with the City in support of the Application.

3. Additional comments arising from the Community Zoning Information meeting (“CZIM”)

- a. Applicant appeared at the CZIM with John Ejumejowo (“John”) who was introduced as the “developer.” When asked about his development experience, John represented that he is an engineer⁸, has 20+ years’ experience, and has developed property all over the metro Atlanta area. When questioned about specific development experience in the Alpharetta area, John said he was developing the adjacent property, Akunna Court, and unequivocally stated that is the only other Alpharetta area property with which he has experience. **This appears to be a lie, as John was the applicant on case number Z-21-01 (360 Brady Place, Alpharetta).** In fact,

⁸ Although he claims to be an engineer, according to the Georgia Secretary of State’s online database, there is no licensed engineer with the name “John Ejumejowo” in the State of Georgia.

numerous portions of the subject Application are taken, almost verbatim, from the Brady Place application, even including representations that the owner/developer intended to live upon that property as a principal residence. One should question why John's involvement in this proposed project is omitted and withheld from the Application. Is there a reason why John is hiding behind the Applicant?

- b. Applicant was specifically questioned regarding the statement that he intends to live in one of the proposed houses as his principal residence. Rather than admitting this may be a misstatement, Applicant "doubled down" on the assertion. While certainly within the realm of possibility, it is highly unlikely that Applicant would sell his existing residence – adjoining the Property – which he occupies with his wife and several young children, thereby walking away from the substantial improvements made to same (such as the firepit, outdoor kitchen, and recent indoor kitchen remodel), as well as the amenities afforded by the Waters Cove neighborhood (such as a pool), in exchange for a residence with no amenities and fronting on a busy street such as Waters Road.
- c. Applicant and John were asked about stormwater runoff insofar as the Property has no on-site facilities, and none are shown on the proposed site plan. While the Applicant was unable to address the inquiry, John said that stormwater would either run down to Waters Road where it would be caught in the gutter or would be allowed to runoff onto property in the adjacent Akunna Court subdivision; noting that the Property is topographically higher than Akunna Court. Given the proposed addition of significant impervious improvements to the Property, future stormwater runoff will be much more than currently exists, and the Applicant's/John's explanation as to how this will be dealt with gives little serious consideration to the issue.

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4. Conclusion.

Maintaining the current zoning on this Property is entirely consistent with its prior use, its current use, and the Comprehensive Land Use Plan. Maintaining the current zoning and denying the Application would not deny the Applicant any right to use the Property. Moreover, maintaining the current zoning would preserve the value of nearby properties which otherwise would be directly and adversely impacted by rezoning and development of the Property *as proposed*.

Development of property needs to be undertaken in a responsible manner, and Applicant's desire to shoehorn 3 uncommonly oriented homes upon the Property is **not responsible development**. It deviates from other properties fronting on Waters Road (none of which have 3 houses sharing a single driveway), proposes to remove hundreds of trees (including many in the right of way), fails to adequately deal with stormwater, and creates potentially hazardous traffic conditions due to the absence of left-turn and deceleration lanes.

Further, given the Applicant's demonstrated disregard for applicable City Codes, there is no assurance that Applicant will comply with any conditions of zoning or development which may be imposed, nor is there any assurance that Applicant will undertake any required or promised remediation actions.

For the above reasons, it is respectfully requested that the Application be **DENIED**.



19th May 2023.

Pollack Charles I & Alyson C,
580 waterview Trl,
Alpharetta GA 30022.

Dear Sir,

NOTICE OF REZONING: 10355 Waters Road Alpharetta Ga 30022.

We applied to the City of Alpharetta for the rezoning of the above-mentioned property from the current AG zoning classification to R-12.

The R12 zoning requested is consistent with all the neighborhoods on Waters Road. Below are some of the neighborhoods surrounding our property and their zoning classification:

- Lauren Hall – R-12
- Dunmoor – R-12
- Milton Park – R-12
- Hampshire Manor – CUP (R-12)
- Woodbrooke East – R1-2
- Waters Cove – CUP (R-12)

- Birkdale – R12
- Etc

Also, despite requesting R-12 zoning all our lots are larger than R-15, with our smallest lot being 18,102sqft.

The purpose of the rezoning is to enable the development of 3-Units of Single-Family Residence of about 5,000 Sqft each, on the subject property.

Attached is the preliminary site layout and the schematic design of the proposed homes.

Should you have any questions please feel free to contact the owner on mrnervo02@gmail.com.

Yours sincerely,

Neryo Zavulunov

A handwritten signature in purple ink, appearing to read 'Neryo', with a large, stylized initial 'N' and a trailing flourish.

SUPPLEMENTARY MEMORANDUM

To: Community Development Department - City of Alpharetta

From: Charles I. Pollack

Date: August 14, 2023

Re: 10355 Waters Road (the "Property")
Case Numbers Z-23-08 and V-23-13 (the "Application")



A previous opposition to the Application (the "Opposition") was filed with the City of Alpharetta, Community Development Department. Recently, and subsequent to filing the Opposition, additional information was provided on behalf of John Ejumejowo ("John"). Based on this additional information, the following clarifications are offered to prevent any unintended suggestions about John's qualifications or character or other misunderstanding of certain points contained in the Opposition:

1. The Opposition correctly mentioned that John was the applicant on case number Z-21-01 (360 Brady Place, Alpharetta); however, it should be noted that such application was withdrawn before any action was taken thereon or on the underlying project. Accordingly, it would be fair to say that John simply misunderstood when questioned about his Alpharetta development experience and did not intend to lie.
2. The Opposition contained a footnote which stated "... there is no licensed engineer with the name "John Ejumejowo" in the State of Georgia...." While the footnote was not refuted, it was explained that John has engineering experience and received his bachelor of Civil Engineering degree from Nnamdi Azikiwe University, Awka, Nigeria.

The statements in the Opposition were factually correct; however, based on the recent information, John was not "hiding behind the applicant" as stated in the original Opposition, and to the extent the above statements may have been misleading, caused any misunderstanding, or may have cast John in a negative light or impugned his reputation, such was never the intent.

The above clarifications are offered to give a more complete explanation of the matters noted, based on the recently provided information. The foregoing clarifications do not diminish the underlying basis of the Opposition or the continued request that the Application be **DENIED**.

Consideration of this matter is appreciated.

Email to mwoodman@alpharetta.ga.us

Michael Woodman
Planning & Development Services Manager
Community Development Department
City of Alpharetta
2 Park Plaza
Alpharetta, Georgia 30009

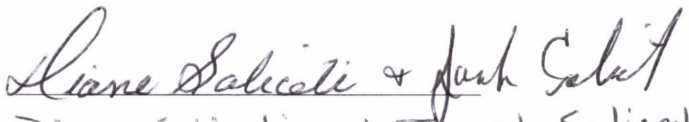
Re: 10355 Waters Road
Case Numbers Z-23-08 and V-23-13

Dear Mr. Woodman,

We are in receipt of information in connection with the above referenced rezoning matter. Upon review of that information, including a response to the application filed by our neighbor Charles Pollack, please inform the responsible parties that the we **OPPOSE THE REZONING APPLICATION**, for many of the same reasons noted in Mr. Pollack's filing.

Please let the Planning Commission and City Council know of our opposition to the rezoning application.

Thank you.

Signature: 
Print Name: Diane Saliceti and Joseph Saliceti
Address: 

From: [Neryk Zavulunov](#)
To: [Woodman, Michael](#); [Jackson, Tracy](#); [john ejumejowo](#)
Subject: Fwd: Rezoning matter
Date: Monday, July 17, 2023 12:34:29 PM

----- Forwarded message -----

From: <chuckpollack@bellsouth.net>
Date: Fri, Jul 14, 2023 at 10:09 AM
Subject: Rezoning matter
To: <mrnervo02@gmail.com>

Neryk,

I wanted to follow-up on our discussion last night and think it's unfortunate the way it ended. As next-door neighbors, it would benefit both of us to keep open the lines of communication.

Let me confirm that my opposition to your rezoning application is not personal in any way, shape or form. This is entirely about your rezoning request, which I believe would negatively affect my property if it were to be approved *as proposed*.

As I mentioned last night, I think three houses on awkwardly oriented lots (together with the setback reduction you've requested) is inappropriate for that property. However, while three lots is too many, I am not anti-development, and I believe we could come to an agreement subdividing the property into two lots with sufficient setbacks, screening, and perhaps other reasonable conditions. I am certainly willing to work with you on that possibility and, if we can come to an agreement, I'd withdraw my opposition.

An early Good Shabbos,

Chuck

One other note....It was me who drafted and signed the document which opposed the rezoning request. It is not necessary for Yelena to anyone else to criticize Alyson

regarding that document, as she had no hand in drafting it.

CITY OF ALPHARETTA

PUBLIC HEARING APPLICATION

FOR OFFICE USE ONLY

Case #: _____

PH #: _____

☐ Property Taxes & Code Violations Verified

☐ Fee Paid Initial: _____

COMMUNITY DEVELOPMENT DEPARTMENT

2 PARK PLAZA

ALPHARETTA, GA 30009

1. This page should be the first page in each of your completed application packets.
2. It is preferred that all responses be typed. Illegible applications will not be accepted.
3. Prior to signing and submitting your application, please check all information supplied on the following pages to ensure that all responses are complete and accurate. Incomplete applications will not be accepted.
4. Payment of all applicable fees must be made at the time of application. Payment may be made via cash, credit card (American Express, Master Card or Visa), or check made payable to "City of Alpharetta." Please note that a 3% convenience fee will be added to all credit card transactions.
5. Applications will be accepted on the designated submittal dates between the hours of 8:30 AM and 3:30 PM.
6. If you have any questions regarding this form, please contact the Community Development Department by calling 678-297-6070.

Contact Information:

Contact Name: Neryo Zavulunov Telephone: 770-715-8803

Address: 570 Waterview Trl Suite: _____

City: Alpharetta State: GA Zip: 30022 Fax: _____

Mobile Tel: 770-715-8803 Email: mrnervo02@gmail.com

Subject Property Information:

Address: 10355 Waters Road Alpharetta Current Zoning: AG

District: 1st Section: 1 Land Lot: 35 & 36 Parcel ID: 11 006000350243

Proposed Zoning: R12 Current Use: SFH

This Application For (Check All That Apply):

- | | | |
|--|--|---|
| ☐ Conditional Use | ☐ Master Plan Amendment | ☐ Comprehensive Plan Amendment |
| ☒ Rezoning | ☐ Master Plan Review | |
| ☐ Variance | ☒ Public Hearing | |
| ☐ Exception | ☐ Other (Specify): _____ | |

APPLICANT REQUEST AND INTENT

What is the proposed use(s) of the property?

The proposed used is 3 units of single family homes

Applicant's Request (Please itemize the proposal):

We are requesting rezoning from AG to R12 for the development of 3 units of detached single family homes.

Applicant's Intent *(Please describe what the proposal would facilitate).*

The purpose of the rezoning is to enable the development of 3-Units of Single-Family Residence of about 5000 Sqft each, on the subject property.

PROPERTY OWNER AUTHORIZATION

Property Owner Information:

Contact Name: Neryo Zavulunov

Telephone: 770-715-8803

Address: 570 Waterview Trl, Alpharetta GA 30022

Suite: _____

City Alpharetta

State: GA

Zip: 30022

Authorization:

I do solemnly swear and attest, subject to criminal penalties for false swearing, that I am the legal owner, as reflected in the records of Fulton County, Georgia, of the property identified below, which is the subject of the attached Application for Public Hearing before the City of Alpharetta, Georgia.

As the legal owner of record of the subject property, I hereby authorize the individual named below to act as the applicant in the pursuit of the Application for Public Hearing in request of the items indicated below.

- | | |
|---|--|
| ☐ Annexation | ☐ Special Use |
| ☒ Rezoning | ☐ Conditional Use |
| ☐ Variance | ☐ Master Plan |
| ☐ Land Use Application | ☐ Other |

Property Owner's Authorized Applicant (if applicable):

Name of Authorized Applicant: Neryo Zavulunov

Telephone: 770-715-8803

Address: _____

Suite: _____

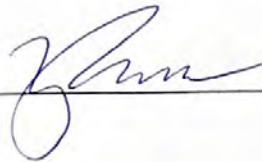
City Alpharetta

State: GA

Zip: 30022

So Sworn and Attested:

Owner Signature: _____



Date: _____

4/21/23
5/17/23

Notary:

Notary Signature: _____



Christopher S Marshall Jr
NOTARY PUBLIC
Gwinnett County, GEORGIA
My Commission Expires
09/19/2026

Date: _____

4/21/2023

DISCLOSURE FORM

The Official Code of Georgia Annotated requires disclosure of campaign contributions to government officials by an applicant or opponent of a rezoning or public hearing petition (O.C.G.A. 36-67 A-1).

Applicants must file this form with the City of Alpharetta Community Development Department within ten (10) days after filing for rezoning or public hearing. Opponents to a rezoning or public hearing petition must file this form five (5) days prior to the Planning Commission meeting at which the subject rezoning or public hearing petition is scheduled to be heard.

Name of Applicant or Opponent: Neryo Zavulunov

Subject Public Hearing Case: _____

Campaign Contribution Information:

Please provide the requested information for each contribution with a dollar amount or value of \$250 or more made within the past two (2) years to an Alpharetta Official by the individual identified above. Please use a separate form for each Alpharetta Official to whom such a contribution as been made.

If the individual identified above has made no such contributions to an Alpharetta Official within the past two (2) years, please indicate this by entering "N/A" on the appropriate lines below.

Name of Official: N/A

Position: N/A

Description of Contribution: N/A

Value: N/A

Description of Contribution: N/A

Value: N/A

Description of Contribution: N/A

Value: N/A

Description of Contribution: N/A

Value: N/A

Description of Contribution: N/A

Value: N/A

Campaign Contribution Information:

I do solemnly swear and attest, subject to criminal penalties for false swearing, that the information provided in this Disclosure Form is true and accurate and that I have disclosed herein any and all campaign contributions made to an Official of the City of Alpharetta, Georgia in accordance with O.C.G.A. 36-67 A-3.

Signature: _____



Date: 5/17/23

ALPHARETTA PLANNING COMMISSION REVIEW CRITERIA

How will this proposal be compatible with surrounding properties?

The R12 zoning requested is consistent with all the neighborhoods on Waters Road. Below are some of the neighborhoods surrounding our property and their zoning classification: Lauren Hall – R-12, Dunmoor – R-12, Milton Park – R-12, Hampshire Manor – CUP (R-12), Woodbrooke East - R1-2, Waters Cove - CUP (R-12), Birkdale – R12 etc

How will this proposal affect the use and value of the surrounding properties?

The proposed zoning is compatible with the surrounding, as the proposed homes will be of similar sizes as the nearby homes. Overall it will increase the value of the nearby homes.

Can the property be developed for a reasonable economic use as currently zoned? Please explain why or why not.

No. The current classification of AG is very restrictive and reduces the value of the 2.2acre lot to just a single dwelling of limited size.

What would be the increase to population and traffic if the proposal were approved?

There would be negligible impact on traffic and population with the introduction of 3 homes into the neighborhood.

What would be the impact to schools and utilities if the proposal were approved?

There will be no negative impact on schools and utilities because the property shall introduce just two families into the neighborhood. However, the property taxes and other fees that the city shall derive from the proposed development, shall be substantially higher than it's current tax value.

How is the proposal consistent with the Alpharetta Comprehensive Plan; particularly the Future Land Use Map?

Yes, the proposal is consistent with the City's Comprehensive Plan. The subdivisions nearby the property including Hampshire Manor, Waters Cove, and the subdivision currently under development are all zoned CUP.

Are there existing or changing conditions which affect the development of the property and support the proposed request?

The existing subdivisions of Hampshire Manor, Waters Cove, Lauren Hall and the new development next door under construction, Akunna Court supports our proposal.

On a separate sheet or sheets, please provide any information or evidence that supports your request and the statements that you have provided in this application.

BOARD OF ZONING APPEALS REVIEW CRITERIA

Please respond to the following ONLY if you are applying for a zoning variance.

Are there extraordinary and exceptional conditions pertaining to the subject property because of its size, shape, or topography? Please describe them.

Due to the triangular shape of lot 1, the 18,102sqft lot enough buildable space. We therefore request a 50ft front setback and a 25ft rear setback from the right-of-way and rear property line respectively.

Would the application of the Zoning Code standards as they relate to the subject property create an unnecessary hardship? Please explain.

This variance does not create unnecessary hardship.

Are there conditions that are peculiar to the subject property? Please describe them in detail.

Lot 1 is shaped like a right-angle triangle.

Would relief, if granted, cause substantial detriment to the public good or impair the purpose and intent of the Zoning Code? Please defend your response.

No.

On a separate sheet or sheets, please provide any information or evidence that supports your request and the statements that you have provided in this application.

CITIZEN PARTICIPATION FORM - PART A

This form must be completed and submitted with the applicant's completed Public Hearing Application. Applications submitted to the City of Alpharetta without a completed Citizen Participation Form - Part A will not be accepted.

Public Hearing or Project Name: Neryk

Contact Name: Neryo Zavulunov Telephone: 770-715-8803

The following people will be notified of this application and provided information describing the subject proposal. Please note that ALL adjoining property owners MUST be notified. Use additional pages as needed.

See attached list.

Method by which these individuals will be contacted. Please mark all that apply. *If you select "Other," please provide a description of the method of contact that will be used.*

☒

Letter

☐

Personal Visits

☐

Telephone

☐

Group Meeting

☐

Email

☐

Other *(Please Specify)*

Please describe the method(s) by which these individuals will have the opportunity to respond or contact the applicant with questions or concerns about the proposal.

Contact information of the owner including emails and phone numbers will be made available to the public for questions and clarification.

WRIGHTS MILL COMMONS HOMEOWNERS
ASSN INC
100 A WRIGHTS MILL PL
ALPHARETTA GA 30022

HERTZ GEDALYA & HERTZ RUTH
10135 LAUREN HALL CT
ALPHARETTA GA 30022

TURNER SHANE
10145 LAUREN HALL CT
ALPHARETTA GA 30022

ROY SAPTARSHI & ROY RUCHIRA
10155 LAUREN HALL CT
ALPHARETTA GA 30022

FAGES SUSAN B & JEFFREY T
10165 LAUREN HALL CT
ALPHARETTA GA 30022

RAZA ALIYA
10170 LAUREN HALL CT
ALPHARETTA GA 30022-7586

MENDEZ MARIO & SIMONE P
10175 LAUREN HALL CT
ALPHARETTA GA 30022

VALEANU MARIUS VALEANU MIHAELA
10180 LAUREN HALL CT
ALPHARETTA GA 30022

STEHL ANDREW & LANDIS EMILY
10185 LAUREN HALL CT
ALPHARETTA GA 30022

RUBYOR MICHAEL J & PATIENCE J
10190 LAUREN HALL CT
ALPHARETTA GA 30022

YOUSIF AZIZ VICTOR
10195 LAUREN HALL CT
ALPHARETTA GA 30022

DUEVE DAVID
10205 LAUREN HALL CT
ALPHARETTA GA 30022

CROCKER SHIRLEY R
10355 WATERS RD
ALPHARETTA GA 30022-6520

REEVES PATRICIA M & REEVES STUART
10435 CENTENNIAL DR
ALPHARETTA GA 30022

FERNANDES ERROL & FERNANDES ANNA
MARIA SALDANHA
10445 CENTENNIAL DR
ALPHARETTA GA 30022

FINO VERONICA S & MARK D
10455 CENTENNIAL DR
ALPHARETTA GA 30022

LAVERY ADRIAN LAVERY SARAH
10465 CENTENNIAL DR
ALPHARETTA GA 30022

WEITZEL CHARLES J & GINA L
10820 CENTENNIAL DR
ALPHARETTA GA 30022

FOLEY PETER J & COTTILLE FOLEY NORA C
10830 CENTENNIAL DR
ALPHARETTA GA 30022

COLWELL HARRY D & CLARISSE
10835 CENTENNIAL DR
ALPHARETTA GA 30022

SHADEED DAVID M & ELLEN M
10840 CENTENNIAL DR
ALPHARETTA GA 30022-4757

SCHROEDER MARK S & LYNN M
10850 CENTENNIAL DR
ALPHARETTA GA 30022

PENN MICHAEL A & MICHELLE S
10860 CENTENNIAL DR
ALPHARETTA GA 30022

MING ZHUANG & LIU JIM
10870 CENTENNIAL DR
ALPHARETTA GA 30022

LEGGETT RONALD EUGENE
10880 CENTENNIAL DR
ALPHARETTA GA 30022

HAYSMAN AMY
115 MILTON PARK CT
ALPHARETTA GA 30022

HAMARMAN WILLIAM B & CHARLOTTE
115 RATCLIFF COVE
ALPHARETTA GA 30022

HESS JUSTIN D & CAROLINE M
125 MILTON PARK CT
ALPHARETTA GA 30022

LOW CHU BING
125 RATCLIFF COVE
ALPHARETTA GA 30022

HOMEOWNERS ASSOCIATION
2555 WESTSIDE PKWY STE 600
ALPHARETTA GA 30004

MITRA NILOY & CHATTERJEE SOMDUTTA 3635 MILTON PARK DR ALPHARETTA GA 30022	MC GUIGAN DIARMOID & COOPER ELIZABETH ALEXANDRA 3640 MILTON PARK DR ALPHARETTA GA 30022	NELSON MICHAEL R & NELSON ELIZABETH W 3645 MILTON PARK DR ALPHARETTA GA 30022
SWAMINATHAN VENKATARAMANAN & VENKATARAMANAN MALATHI 3650 MILTON PARK DR ALPHARETTA GA 30022	RIFINO MICHAEL A & LISABETH A 3655 MILTON PARK DR ALPHARETTA GA 30022	CHIANG FREDERICO LAU & CHIANG EMILY PUI 3660 MILTON PARK DR ALPHARETTA GA 30022
ODEH FATHI 3665 MILTON PARK DR ALPHARETTA GA 30022	ROSS KIARA & VALENTINE MALCOLM 3675 MILTON PARK DR ALPHARETTA GA 30022	MAHRE HSUEH YUN & MARK 3680 MILTON PARK DR ALPHARETTA GA 30022
JACOBS WILLIAM JEFFREY & JACOBS LOUANNE SHEMAINE 3690 MILTON PARK DR ALPHARETTA GA 30022	ZHU LILI 3700 MILTON PARK DR ALPHARETTA GA 30022	BAE SANG G & BAE SUNNY SUNAH 3705 MILTON PARK DR ALPHARETTA GA 30022
ABDULHAMEED QUSSAI A & BELDAWI NEEDA 3710 MILTON PARK DR ALPHARETTA GA 30022	BALACHANDRAN VINAY A 3715 MILTON PARK DR ALPHARETTA GA 30022	HELFRICH RICHARD A & KRISTIN L 3720 MILTON PARK DR ALPHARETTA GA 30022-5801
O CONNOR ROBERT J 500 WATERVIEW TRL ALPHARETTA GA 30022	SONG HYU JIN & KIM EUN JIN 505 WATERVIEW TRL ALPHARETTA GA 30022	HUTCHINS ROBERT A & ELISE 510 WATERVIEW TRL ALPHARETTA GA 30022
PANCOAST BRETT DAVID & PANCOAST TIFFANY J 520 WATERVIEW TRL ALPHARETTA GA 30022	ACKERMAN LISA R & SCOTT 530 WATERVIEW TRL ALPHARETTA GA 30022	RUBOVITZ JASON EVAN & ADRIENNE ELIZABETH 540 WATERVIEW TRL ALPHARETTA GA 30022
REN SHUIE 5525 WAKE FORREST RUN DULUTH GA 30097	MANSARAY M ISMAIL & FELICIA 560 WATERVIEW TRL ALPHARETTA GA 30022	KATZ RENEE S & NORMAN V 570 OLDE LAUREN CT ALPHARETTA GA 30022
ZAVULUNOV NERYO & MORDUKHAYEV YELENA 570 WATERVIEW TRL ALPHARETTA GA 30022	RIAZ ABDULLAH & RIAZ MEHWISH MUSA 580 OLDE LAUREN ALPHARETTA GA 30022	POLLACK CHARLES I & ALYSON C 580 WATERVIEW TRL ALPHARETTA GA 30022
BURK IAN ANDREW & CUNICO PAIGE SARAH 585 OLDE LAUREN CT ALPHARETTA GA 30022	SALICETI JOSEPH & SALICETI DIANE ELKINS 590 WATERVIEW TRL ALPHARETTA GA 30022	RACIOPPI JEROME L 600 WATERVIEW TRL ALPHARETTA GA 30022

BRANDON KENNETH MICHAEL & HEIDI V
605 WATERVIEW TRL
ALPHARETTA GA 30022

GUSAEFF SAMANTHA & GUSAEFF JEFFREY
610 WATERVIEW TRL
ALPHARETTA GA 30022

YANG TAI SEN MARK & SHYU LILY
615 WATERVIEW TRL
ALPHARETTA GA 30022

BRUNNY JAMIE D & PAMELA J
620 WATERVIEW TRL
ALPHARETTA GA 30022

OZEL HASAN & JOANNA
625 WATERVIEW TRL
ATLANTA GA 30022

WATERS ROAD VENTURE LLC
6250 SHILOH RD STE 20
ALPHARETTA GA 30005

EBENEZER ROAD VENTURE L L C
6250 SHILOH RD STE 330
ALPHARETTA GA 30005

GINN ROBIN GINN CARL
630 WATERVIEW TRL
ALPHARETTA GA 30022

JULIE J SAMSEL LIVING TRUST THE
635 WATERVIEW TRL
ALPHARETTA GA 30022

FAUSZ CORALYN M
640 WATERVIEW TRL
ALPHARETTA GA 30022

FANG YI & CHEN SUE CHEN
645 WATERVIEW TRL
ALPHARETTA GA 30022

ROTTNER MICHAEL L
650 WATERVIEW TRL
ALPHARETTA GA 30022

MC GINLEY JAMES M & CONSTANCE M
655 WATERVIEW TRL
ALPHARETTA GA 30022

SCOTT STEPHEN J & LOUISE L
660 WATERVIEW TRL
ALPHARETTA GA 30022

KRUG STEVEN G & MONA Y
665 WATERVIEW TRL
ALPHARETTA GA 30022

SOUTHARD JOHN M & MELISSA W
670 WATERVIEW TRL
ALPHARETTA GA 30022

SPECTOR SCOTT A & TINA M
675 WATERVIEW TRL
ALPHARETTA GA 30022

SEHER PARSEG & LANDRY JULIE
685 WATERVIEW TRL
ALPHARETTA GA 30022

WANG SHIH WEI & SHU YING
695 WATERVIEW TRL
ALPHARETTA GA 30022

ODOM RAYMOND & BEVERLY
705 WATERVIEW TRL
ALPHARETTA GA 30022

OKPARA ANTHONY I
715 WATERVIEW TRL
ALPHARETTA GA 30022

ZEHR TIMOTHY & CORINNE
9845 LAUREN HALL CT
ALPHARETTA GA 30022

ISHAM MARK & ELIZA
9855 LAUREN HALL CT
ALPHARETTA GA 30022

RUBEL KYLE C & COURTNEY N
9865 LAUREN HALL CT
ALPHARETTA GA 30022

LEE HANNAH Y & JUNG HONG
9885 LAUREN HALL CT
ALPHARETTA GA 30022

LIM KYU T
9970 LAUREN HALL CT
ALPHARETTA GA 30022

HALL LAUREN HOMEOWNERS ASSN INC
P O BOX 2458
ALPHARETTA GA 30023-2458

HULL MICHAEL G
US NSE HQ ISAF CJ2 CJOC
APO AE 09356-9997

17th April 2023.

The Planning Commission,
Department of Community Development,
2, Park Plaza, Alpharetta,
GA, 30009.

Dear Sir,

**LETTER OF INTENT TO REZONE 10355 Waters
Road Alpharetta Ga 30022.**

We hereby apply to the City of Alpharetta for the rezoning of the above-mentioned property from the current AG zoning classification to R-12.

The R12 zoning requested is consistent with all the neighborhoods on Waters Road. Below are some of the neighborhoods surrounding our property and their zoning classification:

- Lauren Hall – R-12
- Dunmoor – R-12
- Milton Park – R-12
- Hampshire Manor – CUP (R-12)
- Woodbrooke East - R1-2
- Waters Cove - CUP (R-12)
- Birkdale – R12
- Etc

Also, despite requesting R-12 zoning all our lots are larger than R-15, with our smallest lot being 18,102sqft.

The purpose of the rezoning is to enable the development of 3-Units of Single-Family Residence of about 5,000 Sqft each, on the subject property.

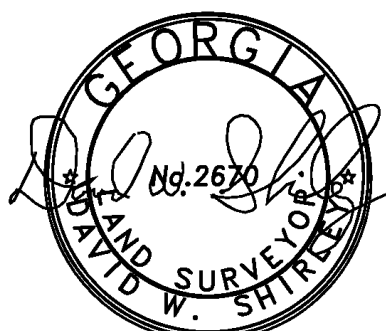
The Architectural style of the homes will be very similar to the new subdivision currently under construction. Upon completion, it will conform to the cohesive and orderly townscape in the City. Of the three units proposed, one will be occupied by the developer/owner as a primary residence and the other will be put up for sale to the public. Attached is the site layout and the schematic design of the proposed homes.

We hope our submission meets the minimum requirements for this development as we look forward to your favorable consideration.

Yours sincerely,

Neryo Zavulunov

A handwritten signature in black ink, appearing to read 'Neryo', with a stylized, flowing script.



DAVID W. SHIRLEY, RLS #2670

HB 76 NOTE, EFFECTIVE MAY 08, 2017
Code Section 15-6-67, iii
This plat is a retracement of an existing parcel or parcels of land and does not subdivide or create a new parcel or make any changes to any real property boundaries. The recording information of the documents, maps, plats, or other instruments which created the parcel or parcels are stated hereon. RECORDATION OF THIS PLAT DOES NOT IMPLY APPROVAL OF ANY LOCAL JURISDICTION, AVAILABILITY OF PERMITS, COMPLIANCE WITH LOCAL REGULATIONS OR REQUIREMENTS, OR SUITABILITY FOR ANY USE OR PURPOSE OF THE LAND. Furthermore, the undersigned land surveyor certifies that this plat complies with the minimum technical standards for property surveys in Georgia as set forth in the rules and regulations of the Georgia Board of Registration for Professional Engineers and Land Surveyors and as set forth in O.C.G.A. Section

- SURVEY NOTES:
- 1.) ALL DISTANCES ON SURVEY ARE HORIZONTAL DISTANCES.
 - 2.) ALL DISTANCES ON SURVEY ARE SHOWN AS "GROUND" DISTANCES.
 - 3.) ALL DISTANCES ON SURVEY ARE EXPRESSED IN U.S. SURVEY FEET
 - 4.) ALL ANGULAR DIRECTIONS ARE EXPRESSED IN DEGREES, MINUTES AND SECONDS.
 - 5.) IF PRESENT STREAMS ORIGINATING OR FLOWING THROUGH THE MAPPED PROPERTY ARE CONSIDERED STATE WATERS AND ARE SUBJECT TO LOCAL GOVERNMENT BUFFER AND SETBACK REQUIREMENTS.
 - 6.) THIS PLAT IS SUBJECT TO ALL LEGAL EASEMENTS AND RIGHTS OF WAY BOTH PUBLIC AND PRIVATE. ALL MATTERS OF TITLE ARE EXCEPTED.
 - 7.) EQUIPMENT USED FOR FIELD MEASUREMENTS IS A GEOMAX TOTAL STATION.
 - 8.) FIELD WORK AND MAP PREPARED BY D.S.
 - 9.) ALL PINS SET ARE FOUND ARE 1/2" DIAMETER REBARS UNLESS OTHERWISE NOTED.
 - 10.) THIS SURVEY WAS PREPARED WITHOUT THE BENEFIT OF A LEGAL TITLE SEARCH, AND IS SUBJECT TO ANY AND ALL DISCLOSURES PRODUCED BY SAME INCLUDING EASEMENTS WHETHER OR NOT SHOWN ON THIS PLAT. THIS SURVEY WAS PREPARED FOR THE EXCLUSIVE USE OF THE PERSON OR ENTITY NAMED HEREON. EDITING OR REPRODUCTION WITHOUT THE CONSENT OF THE SURVEYOR IS PROHIBITED.

SURVEY NOTES:

CREW = DS / DS
FIELD DATE: 03-13-2023
EQUIPMENT = GEOMAX TOTAL STATION
FIELD DATA ERROR OF CLOSURE = 1' IN 26,300'
ANGULAR DATA ERROR 05" PER POINT
FIELD DATA WAS NOT ADJUSTED.
DRAWN = D.S.
MAP DATE : 03-18-2023
MAPPED BOUNDARY ERROR OF CLOSURE = 1' IN 133041'

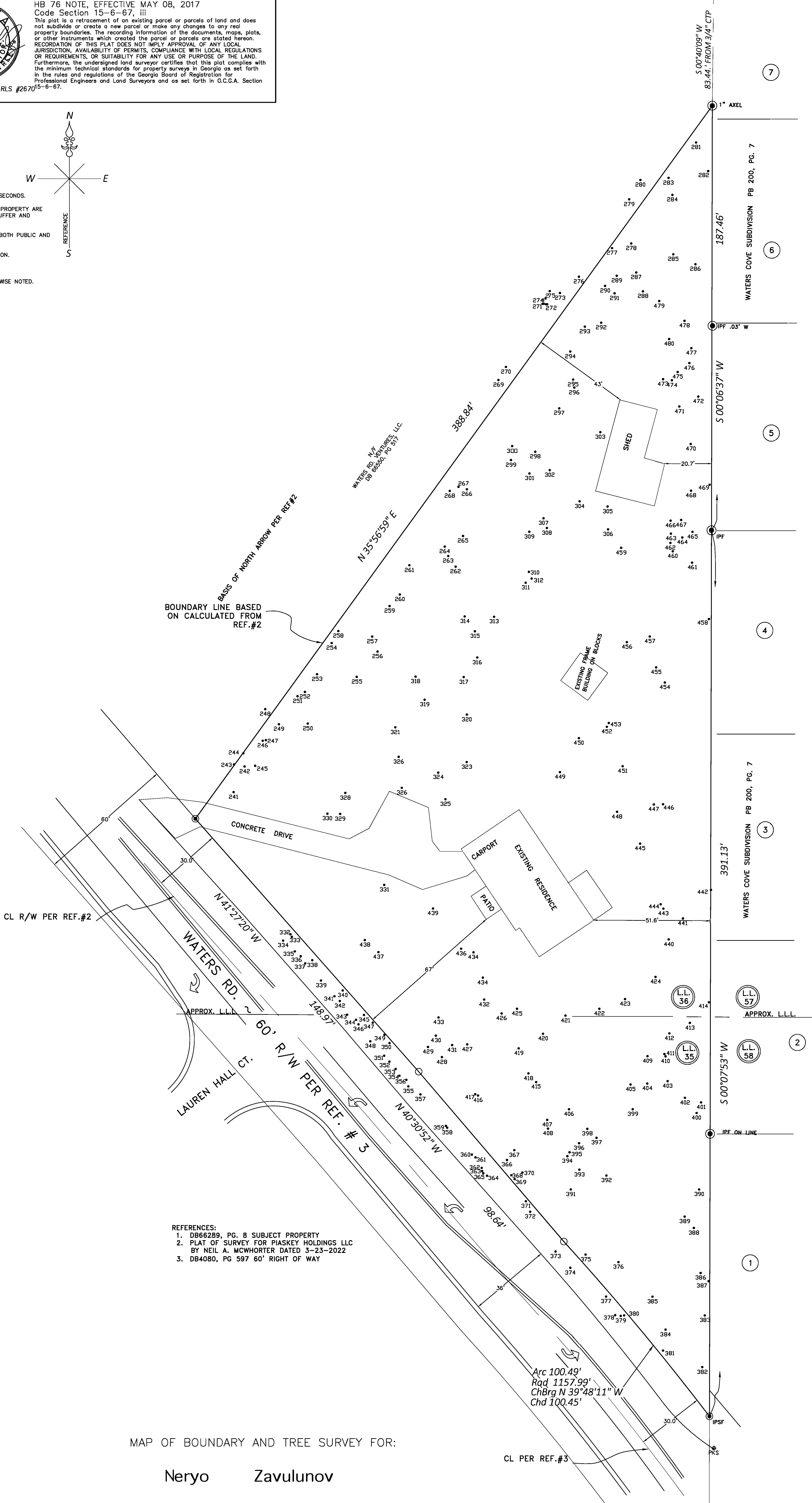
LEGEND

- PROPERTY CORNER WITHOUT MONUMENT
- MONUMENTED PROPERTY PER DESCRIPTION
- CTP CRIMPED TOP PIPE
- R/W RIGHT OF WAY
- DB DEED BOOK
- PB PLAT BOOK
- PG PAGE
- N/F PRESENT OR FORMER OWNER
- IPSF IRON PIN SET FUTURE
- IPF IRON PIN FOUND
- L.L. LAND LOT
- L.L.L. LAND LOT LINE
- P.O.B. POINT OF BEGINNING
- CL CENTERLINE
- * = TREE LOCATION
- XXX = TREE NUMBER PER TAG

AREA
1.50 ACRES

THIS PARCEL OF LAND IS NOT IN THE 100 YEAR FLOOD PLAIN ACCORDING TO F.E.M.A/ F.I.R.M. MAP# 1312100067 F, DATED 09-18-2013

LOCATION OF UTILITIES EXISTING ON OR SERVING THE SUBJECT PROPERTY IS DETERMINED BY OBSERVABLE EVIDENCE ONLY. THIS PROPERTY MAY BE SUBJECT TO EASEMENTS, CLAIMS, PRESCRIPTION AND SUBSURFACE CONDITIONS THAT ARE NOT VISIBLE OR RECORDED. THIS PLAT IS INTENDED FOR THE PARTIES STATED ON THE FACE OF SURVEY. USE OF THE SURVEY BY THIRD PARTIES IS AT THEIR OWN RISK.



- REFERENCES:
1. DB66289, PG. 8 SUBJECT PROPERTY
 2. PLAT OF SURVEY FOR PIASKEY HOLDINGS LLC BY NEIL A. MCWHORTER DATED 3-23-2022
 3. DB4080, PG 597 60' RIGHT OF WAY

MAP OF BOUNDARY AND TREE SURVEY FOR:

Neryo Zavulunov

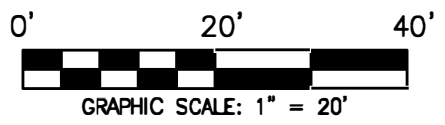
ADDRESS: 10355 WATERS RD., ALPHARETTA
LAND LOTS: 35 & 36, DISTRICT: 01, SECTION: 01
FULTON COUNTY, GEORGIA

JOB NUMBER: 23-070

PREPARED BY:

D&S LAND SURVEYING, INC.

DAVID W. SHIRLEY, RLS #2670
P.O. BOX 4968
CANTON, GA 30114
770-720-4443
DSSURVEYMAILBOX@GMAIL.COM
DSLANDGA.COM



COMMENCE at a one-half-inch rebar at the intersection of the northeasterly 60 foot right-of-way of Waters Road and the land lot line common to land lots 35 and 58; which is the POINT OF BEGINNING; thence along said right-of-way the following courses and distances: following a curve to the left, said curve having a radius of 1157.99 feet, a chord bearing of North 39 Degrees 48 Minutes 11 Seconds West and a chord length of 100.45 feet to a point; thence North 40 Degrees 30 Minutes 52 Seconds West a distance of 98.64 feet to a point; thence North 41 Degrees 27 Minutes 20 Seconds West a distance of 148.97 feet to a point in a concrete drive; thence leaving said right-of-way North 35 Degrees 56 Minutes 59 Seconds East a distance of 388.84 feet to a one-inch axel; thence South 00 Degrees 06 Minutes 37 Seconds West a distance of 187.46 feet to a one-half-inch rebar; thence South 00 Degrees 07 Minutes 53 Seconds West a distance of 391.13 feet to a one-half-inch rebar on the northeasterly 60 foot right-of-way of Waters Road; which is the POINT OF BEGINNING; having an area of 1.50 acre, more or less.





			AM PEAK			PM PEAK		
Land Use (ITE Code)	Intensity	Daily Total	In	Out	Total	In	Out	Total
Single Family Detached (210)	3 Units	6.06	-	3	3	3	-	3

(Trip Generation, 11th Edition, ITE)

*His Hands Tree Preservation, LLC.
PO Box. 441241
Kennesaw, GA. 30160
Phone: (404) 661-2700
Email: HisHandsTP@gmail.com
ISA Certified Arborist WI-0338AT
ISA Certified Tree Worker
ISA Qualified Tree Risk Assessor*

TREE INVENTORY

***10355 Waters Road
Alpharetta, GA 30022***

Prepared For:
[Neryo Zavulunov](#)

Assessor:
Robert Brettschneider
His Hands Tree Preservation, LLC
Owner
ISA Certified Arborist
#WI-0338AT ISA Certified Tree
Worker
ISA Qualified Tree Risk Assessor

March 3, 2023

On March 3, 2023, Robert Brettschneider, Owner of His Hands Tree Preservation LLC. and an International Society of Arboriculture (ISA) Certified Arborist, conducted the onsite tree assessment and inventory. This assessment aimed to verify sizes and evaluate the biological and structural health of the trees being potentially impacted during the construction.

All trees 6 inches in diameter and larger were inventoried. The specimen-sized trees were also assessed for insect infestations, disease pressures, structural defects, biological decline, and overall health. The health and structural assessment was performed as a visual ground assessment.

The following criteria per the City of Alpharetta Unified Development Code were used to determine Boundary/Shared Trees or Specimen Tree statuses. The potential impacts and necessary treatments were based on the critical root zone impacts.

Specimen Tree: Any tree that qualifies for special consideration for preservation due to its size, type, condition, location, or historical significance and which also meets the minimum size criteria set forth below.

- *Pine Trees:* 30-inch diameter or larger for trees in the Pinus (Pine) genus.
- *Coniferous Trees:* 20-inch diameter or larger for trees in the Cedrus (deodar cedar), Thuja (Arborvitae), or other ecologically similar trees.
- *Overstory Trees:* 30-inch diameter or larger for trees in the Liquidambar (Sweetgum) or Liriodendron (Tulip poplar) genus, 20-inch diameter or larger for trees in the Fagus (Beech), Nyssa (Tupelo), Diospyros (Persimmon), Sassafras (Sassafras), or other ecologically similar trees, 20-inch diameter or larger for Magnolia grandiflora (Southern magnolia) and those cultivars that generally reach a mature height over 40 feet, 24-inch diameter or larger for trees in all other genera.
- *Understory Trees:* 8-inch diameter or larger genera and 10-inch diameter or larger for Oxydendron arboretum (Sourwood).

Trees of Quality and Tree Groupings or Groves: Trees that warrant protection or preservation based upon the size, condition, special interest, character, etc.

Boundary Tree: Any tree located on adjacent property with a critical root zone will be impacted by proposed land disturbance activity.

If a Boundary Tree cannot be saved or results in encroachment into the Critical Root Zone of greater than 10%, evidence of notification to the owner of the tree will be required to be provided to the Director. This notification shall generally include the current condition of the tree, the percentage of encroachment, potential outcomes of the encroachment, and proposed tree care to offset the encroachment. In no way does this authorize any encroachment into the Structural Root Plate of a Boundary Tree.

Site Location:

The site is an approximate 1.62-acre agricultural zoned parcel with a house and sheds. This parcel of land borders the following areas. The current LDP Akunnas subdivision is to the north, residential home 560 Waterview Trail to the south, Waters Road and ROW buffer to the west, and Waters Cove Subdivision is east.

The table below summarizes the inventory and assessment of the trees on this site. All trees have been assigned a condition rating of good, fair, or poor, and comment on why. Some of the trees on the north side of the property were previously tagged from the previous inventory. Regarding the tree identification in the tables and the site plan, a metal tag number was used, starting at 240 and ending at 480. Specimen-sized trees were identified with a green and white striped ribbon. Several boundary trees needed to be identified, and the surveyor should pick up these trees during the land survey. This report can be updated based on the proposed construction impacts when the land disturbance plan is submitted.

It is understood that determining a tree's specimen status is ultimately up to the City of Alpharetta Arborist and staff.

Table Summary:

Total trees inventoried: 240

Specimen Trees inventoried: 4

Specimen Trees with defects asked to be not recompensed trees: 1

Table 1: Tree Inventory

Tree ID	Diameter	Tree	Condition		Specimen Tree	Comments
#	Inches	Common Name	Biological	Common Name	"X"	
240	23	PINE	GOOD	FAIR		#422 CO-DOMINANT LEADERS
241	15	PINE	FAIR	FAIR		#423 CO-DOMINANT LEADERS
242	20	PINE	FAIR	FAIR		#424 CANKER IN TRUNK
243	7	SWEETGUM	GOOD	GOOD		
244	24	PINE	GOOD	FAIR		
245	16	SWEETGUM	GOOD	GOOD		
246	8	SWEETGUM	GOOD	GOOD		#2016
247	9	WATER OAK	GOOD	GOOD		#2015
248	7	SWEETGUM	GOOD	GOOD		
249	10	WATER OAK	GOOD	GOOD		
250	10	RED MAPLE	GOOD	GOOD		
251	6	ELM	GOOD	GOOD		
252	22	PINE	GOOD	GOOD		
253	10	SWEETGUM	GOOD	GOOD		
254	10	SWEETGUM	GOOD	GOOD		
255	7	WATER OAK	GOOD	GOOD		
256	9	SWEETGUM	GOOD	GOOD		
257	7	SWEETGUM	GOOD	GOOD		
258	7	RED MAPLE	GOOD	FAIR		

259	16	PINE	GOOD	GOOD		#167
260	15	PINE	GOOD	GOOD		#168
261	7	BEECH	GOOD	GOOD		#171
262	19	PINE	GOOD	GOOD		#173
263	15	PINE	GOOD	GOOD		#172
264	10	SWEETGUM	GOOD	GOOD		
265	20	PINE	GOOD	GOOD		#174
266	17	PINE	FAIR	GOOD		
267	7	PINE	POOR	FAIR		CANOPY DECLINE
268	6	HACKBERRY	GOOD	GOOD		
269	6	BRADFORD PEAR	GOOD	FAIR		INVASIVE
270	6	BRADFORD PEAR	GOOD	FAIR		INVASIVE
271	6	RED OAK	FAIR	FAIR		
272	9	SWEETGUM	FAIR	FAIR		#2147
273	16	PINE	GOOD	GOOD		3126
274	21	PINE	GOOD	FAIR		#2146
275	9	PINE	GOOD	GOOD		LEAN
276	7	ELM	GOOD	GOOD		
277	11	PINE	FAIR	FAIR		
278	8	OAK	GOOD	GOOD		
279	8	BLACK CHERRY	FAIR	FAIR		TREE LOCATED ON CONSTRUCTION PROPERTY
280	20	PINE	FAIR	FAIR		TREE LOCATED ON CONSTRUCTION PROPERTY

281	18	SWEETGUM	GOOD	GOOD		TREE LOCATED ON CONSTRUCTION PROPERTY
282	6	TULIP POPLAR	GOOD	GOOD		TREE LOCATED ON CONSTRUCTION PROPERTY
283	9	TULIP POPLAR	GOOD	GOOD		TREE LOCATED ON CONSTRUCTION PROPERTY
284	21	PINE	GOOD	GOOD		TREE LOCATED ON CONSTRUCTION PROPERTY
285	22	RED OAK	GOOD	GOOD		TREE LOCATED ON CONSTRUCTION PROPERTY
286	16	RED MAPLE	GOOD	FAIR		TREE LOCATED ON CONSTRUCTION PROPERTY
287	9	PINE	GOOD	GOOD		SHARED TREE
288	7	SWEETGUM	GOOD	GOOD		SHARED TREE
289	13	PINE	GOOD	FAIR		
290	9	PINE	FAIR	FAIR		
291	9	RED OAK	GOOD	GOOD		
292	19	PINE	GOOD	GOOD		
293	16	SWEETGUM	GOOD	GOOD		
294	6	SWEETGUM	GOOD	GOOD		
295	16	SWEETGUM	GOOD	GOOD		
296	11	RED MAPLE	GOOD	GOOD		
297	20	PINE	GOOD	FAIR		

298	8	RED OAK	GOOD	GOOD		
299	17	PINE	FAIR	POOR		
300	6	HICKORY	GOOD	GOOD		#176 ROOT PLATE HEAVING
301	18	PINE	FAIR	GOOD		
302	6	ELM	GOOD	GOOD		#177
303	21	PINE	GOOD	GOOD		
304	16	PINE	FAIR	FAIR		LEAN CANKERS
305	24	PINE	GOOD	GOOD		
306	13	PINE	GOOD	GOOD		
307	19	PINE	GOOD	GOOD		
308	15	SWEETGUM	FAIR	FAIR		
309	14	PINE	FAIR	FAIR		
310	8	SWEETGUM	GOOD	GOOD		
311	20	PINE	GOOD	GOOD		
312	7	SWEETGUM	GOOD	GOOD		
313	16	PINE	GOOD	GOOD		
314	25	TULIP POPLAR	FAIR	POOR		
315	17	RED OAK	GOOD	FAIR		
316	21	PINE	GOOD	GOOD		
317	11	RED MAPLE	POOR	POOR		SEVERE CAVITY IN TRUNK AT BASE
318	13	SWEETGUM	GOOD	GOOD		
319	10	BLACK CHERRY	POOR	FAIR		SEVERE DECLINE OF CANOPY
320	12	PINE	GOOD	GOOD		

321	14	SWEETGUM	GOOD	GOOD		
322	7	SWEETGUM	GOOD	GOOD		
323	19	PINE	FAIR	GOOD		
324	20	PINE	GOOD	GOOD		
325	21	PINE	GOOD	GOOD		
326	25	PINE	GOOD	FAIR		
327	18	PINE	GOOD	GOOD		
328	27	RED OAK	GOOD	FAIR	X	
329	22	PINE	GOOD	FAIR		
330	19	PINE	GOOD	FAIR		
331	26	PINE	FAIR	FAIR		
332	9	PINE	GOOD	GOOD		
333	7	PINE	GOOD	GOOD		
334	10	PINE	GOOD	GOOD		
335	7	PINE	GOOD	GOOD		
336	12	PINE	GOOD	GOOD		
337	10	PINE	GOOD	GOOD		
338	10	PINE	GOOD	GOOD		
339	13	PINE	GOOD	GOOD		
340	9	PINE	GOOD	GOOD		
341	10	PINE	GOOD	GOOD		
342	11	PINE	GOOD	GOOD		
343	12	PINE	GOOD	GOOD		
344	11	PINE	GOOD	GOOD		
345	7	PINE	GOOD	GOOD		
346	11	PINE	GOOD	GOOD		

347	9	PINE	GOOD	GOOD		
348	13	PINE	GOOD	GOOD		
349	10	PINE	GOOD	GOOD		
350	7	PINE	GOOD	GOOD		
351	9	PINE	GOOD	GOOD		
352	11	PINE	GOOD	GOOD		
353	9	PINE	GOOD	GOOD		
354	8	PINE	GOOD	GOOD		
355	8	PINE	GOOD	GOOD		
356	12	PINE	GOOD	GOOD		
357	11	PINE	GOOD	GOOD		
358	9	PINE	GOOD	GOOD		
359	9	PINE	GOOD	GOOD		
360	7	MIMOSA	GOOD	GOOD		INVASIVE
361	13	PINE	GOOD	GOOD		
362	7	PINE	GOOD	GOOD		
363	8	PINE	GOOD	GOOD		
364	7	PINE	GOOD	GOOD		
365	11	PINE	GOOD	GOOD		
366	7	PINE	GOOD	GOOD		
367	7	PINE	GOOD	GOOD		
368	8	PINE	GOOD	GOOD		
369	7	PINE	GOOD	GOOD		
370	6	PINE	GOOD	GOOD		
371	12	PINE	GOOD	GOOD		
372	12	PINE	GOOD	GOOD		

373	9	PINE	GOOD	GOOD		
374	12	PINE	GOOD	GOOD		
375	14	RED OAK	FAIR	FAIR		
376	20	RED OAK	GOOD	GOOD		
377	7	SWEETGUM	GOOD	GOOD		
378	19	PINE	FAIR	POOR		
379	7	PINE	FAIR	FAIR		
380	8	SWEETGUM	GOOD	GOOD		
381	13	SWEETGUM	GOOD	GOOD		
382	20	RED OAK	GOOD	GOOD		
383	13	SWEETGUM	GOOD	FAIR		BRUSH PILED AROUND TREE FROM ADJACENT PROPERTY.
384	12	WATER OAK	GOOD	GOOD		
385	21	RED OAK	GOOD	GOOD		
386	17	RED OAK	GOOD	GOOD		
387	15	WATER OAK	FAIR	FAIR		
388	22	RED OAK	FAIR	FAIR		APPROX 15 DEGREE LEAN
389	22	RED OAK	FAIR	FAIR		
390	19	RED OAK	FAIR	FAIR		
391	16	PINE	GOOD	GOOD		
392	24	PINE	GOOD	GOOD		
393	20	PINE	GOOD	GOOD		
394	12	PINE	FAIR	FAIR		
395	20	PINE	GOOD	GOOD		
396	9	PINE	FAIR	FAIR		

397	16	PINE	GOOD	GOOD		
398	8	SWEETGUM	GOOD	GOOD		
399	21	PINE	FAIR	FAIR		
400	9	HICKORY	GOOD	GOOD		
401	34	TULIP POPLAR	GOOD	GOOD	X	CO-DOMINANT LEADERS
402	6	SWEETGUM	GOOD	GOOD		
403	6	RED MAPLE	GOOD	GOOD		
404	13	RED OAK	FAIR	FAIR		
405	18	PINE	FAIR	FAIR		
406	15	PINE	GOOD	GOOD		
407	23	PINE	GOOD	GOOD		
408	6	BLACK CHERRY	FAIR	FAIR		
409	7	RED MAPLE	FAIR	FAIR		
410	9	PINE	FAIR	FAIR		
411	8	PINE	FAIR	FAIR		
412	17	PINE	FAIR	FAIR		
413	23	PINE	FAIR	FAIR		
414	21	RED OAK	FAIR	FAIR		
415	21	PINE	GOOD	GOOD		
416	7	WATER OAK	GOOD	GOOD		
417	7	BLACK CHERRY	POOR	POOR		SEVERE CANOPY DECLINE AND DEADWOOD
418	16	PINE	GOOD	FAIR		DEADWOOD
419	11	HICKORY	GOOD	GOOD		
420	19	SWEETGUM	GOOD	FAIR		

421	20	PINE	FAIR	FAIR		
422	18	PINE	FAIR	FAIR		
423	8	SWEETGUM	GOOD	GOOD		
424	21	PINE	POOR	POOR		SEVERE CANOPY DECLINE. LOW % OF LIVE CROWN RATIO.
425	12	PINE	FAIR	FAIR		
426	20	PINE	FAIR	FAIR		
427	6	PINE	GOOD	GOOD		
428	7	PINE	GOOD	GOOD		
429	12	PINE	GOOD	GOOD		
430	9	PINE	GOOD	GOOD		
431	7	PINE	GOOD	GOOD		
432	20	PINE	FAIR	POOR		
433	8	PINE	GOOD	GOOD		
434	11	PINE	FAIR	FAIR		
435	25	PINE	FAIR	FAIR		
436	22	PINE	FAIR	FAIR		
437	17	SWEETGUM	GOOD	GOOD		
438	14	SWEETGUM	GOOD	GOOD		
439	23	PINE	FAIR	FAIR		
440	25	PINE	FAIR	FAIR		
441	8	SWEETGUM	GOOD	GOOD		
442	11	SWEETGUM	GOOD	GOOD		
443	22	PINE	FAIR	FAIR		
444	7	BLACK CHERRY	FAIR	FAIR		

445	24	PINE	GOOD	GOOD		
446	12	DOGWOOD	POOR	POOR	X	SEVERE CANOPY DECLINE. *ASK TO HAVE NO RECOMPENSE
447	20	PINE	GOOD	GOOD		
448	10	DOGWOOD	GOOD	GOOD	X	
449	24	PINE	GOOD	GOOD		
450	31	PINE	GOOD	FAIR		
451	8	WATER OAK	GOOD	GOOD		
452	10	RED MAPLE	GOOD	GOOD		
453	7	SWEETGUM	GOOD	GOOD		
454	6	TULIP POPLAR	GOOD	GOOD		
455	8	TULIP POPLAR	GOOD	GOOD		
456	10	RED MAPLE	GOOD	GOOD		
457	10	SWEETGUM	GOOD	GOOD		
458	15	WATER OAK	GOOD	GOOD		
459	13	TULIP POPLAR	GOOD	GOOD		
460	6	RED MAPLE	FAIR	FAIR		
461	17	SWEETGUM	FAIR	FAIR		
462	7	BLACK CHERRY	FAIR	FAIR		
463	10	PINE	FAIR	FAIR		
464	19	PINE	GOOD	GOOD		
465	15	PINE	GOOD	FAIR		
466	8	PINE	GOOD	GOOD		
467	9	PINE	GOOD	GOOD		
468	21	PINE	FAIR	POOR		

469	19	SWEETGUM	GOOD	GOOD		
470	13	PINE	GOOD	GOOD		
471	19	PINE	GOOD	GOOD		
472	8	PINE	FAIR	FAIR		
473	7	PINE	GOOD	GOOD		
474	9	SWEETGUM	GOOD	GOOD		
475	20	SWEETGUM	GOOD	GOOD		
476	9	TULIP POPLAR	GOOD	GOOD		
477	20	PINE	GOOD	GOOD		
478	16	PINE	GOOD	GOOD		
479	20	PINE	GOOD	GOOD		
480	8	SWEETGUM	GOOD	GOOD		

The above observations, discussion, and recommendations are based on my professional experience and education. It is important to note that trees are natural living things. It is impossible to predict when a tree may die or fail, significantly impacted by construction, human intervention, natural causes, or other means.

Thank you for the opportunity to assist you with this project. Please let me know if you have any questions. I can be contacted by email at hishandstp@gmail.com.



Robert D. Brettschneider
His Hands Tree Preservation, LLC.
Owner
ISA Certified Arborist WI-0338 AT
ISA Certified Tree Worker
ISA Qualified Tree Risk Assessor
Certified Pesticide Applicator GA #04207



Photos

Real Estate

View Bill

As of	4/29/2023
Bill Year	2022
Bill	2201129
Owner	CROCKER SHIRLEY R
Parcel ID	11 -0060-0035-024-3

[View payments/adjustments](#)

Installment	Pay By	Amount	Payments/Credits	Balance	Interest	Due
1	12/1/2022	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00



CITY COUNCIL MEETING

STAFF REPORT

SUBMITTING DEPARTMENT: COMMUNITY DEVELOPMENT

SUBMITTED BY: KATHI COOK

DRAFTED BY: MICHAEL WOODMAN

I. AGENDA ITEM TITLE: Z-23-11 OCEE PLACE/4050 KIMBALL BRIDGE ROAD

PLANNING COMMISSION: OCTOBER 5, 2023

CITY COUNCIL: OCTOBER 23, 2023

II. RECOMMENDATION:

Approve Z-23-11 Ocee Place/4050 Kimball Bridge Road, subject to the following conditions:

1. The site, consisting of approximately 2.49 acres, shall be zoned R-15 and developed substantially similar to site plan prepared by Earth Design Engineering, LLC, dated 8/21/2023, except for modifications required to comply with the conditions below. However, lot yield depicted is not guaranteed and subject to meeting all City code requirements and conditions of zoning.
2. Home elevations shall be substantially similar to the submitted elevations, labeled Exhibit A – Home Renderings, with final approval by Staff. Homes shall have 3-sided architecture and materials, as approved by Staff. Garages doors shall not be visible from Kimball Bridge Road.
3. Minimum 20' decorative landscape strip shall be provided along Kimball Bridge Road, consisting of trees, shrubs and ground cover, as approved by Staff. Existing tree groupings and trees of quality shall be saved in the landscape strip, as approved by Staff.
4. Developer shall improve Kimball Bridge Road frontage with a minimum 6' sidewalk, 6' planter planted with street trees, and decorative pedestrian lighting matching the City's recent improvements, as approved by Staff. Streetscape modifications shall be permitted for the purpose of tree preservation or utility conflicts, with final approval by Staff.
5. Developer shall plant trees along each side of the new shared driveway.
6. Developer shall include the driveway portion on each lot in the total impervious area calculation as it relates to stormwater.
7. Developer shall make reasonable efforts to tie directly to an existing offsite pipe including obtaining easements and agreements from the neighboring property. If direct tie-in is unavailable, daylighting the pond outfall pipe shall be done at least 30 feet from the property line.
8. Developer shall remove exotic and invasive trees and shrubs within tree save areas, as approved by Staff.
9. Unfinished wood fences and decks shall not be visible from Kimball Bridge Road or Ocee Park.
10. Trees shall be preserved as depicted on the site plan prepared by Earth Design Engineering, LLC, dated 8/21/2023.
11. Widths/lengths of fire department access road shall comply with Appendix D – Fire Apparatus Access Roads.
12. Utility structures, headwalls, etc. shall be finished with decorative stone, where visible from Ocee Park or Kimball Bridge Crossing.

III. REPORT IN BRIEF:

The applicant, Castle View Homes, LLC, is requesting a rezoning to allow for the construction of two (2) 'For-Sale' single-family detached lots on 2.49 acres. A rezoning is requested from AG (Agriculture) to R-15 (Dwelling, 'For-Sale' Residential). The subject property is located at 4050 Kimball Bridge Road at the northeast corner of Kimball Bridge Road and Buice Road.

DISCUSSION

The submitted request, if approved, will allow for the construction of two (2) 'For-Sale' single-family detached lots on 2.49 acres. The proposed density is 0.80 dwelling units per acre. A rezoning is requested from AG (Agriculture) to R-15 (Dwelling, 'For-Sale' Residential). The subject property is located at 4050 Kimball Bridge Road at the northeast corner of Kimball Bridge Road and Buice Road.

The subject property is wooded and developed with a single-family detached home. Surrounding properties are zoned R-12 (Dwelling, 'For-Sale', Residential) to the north, R-15 (Dwelling, 'For-Sale' Residential) to the west and south and AG and City of Johns Creek to the east. Kimball Oaks subdivision is located to the north, Kimball Bridge Crossing subdivision is located to the west and south, and an unplatted single-family detached lot and Ocee Park are located to the east. The comprehensive land use plan designation of the property is 'Low Density Residential', which allows the proposed zoning district and use.

SITE PLAN

The submitted site plan depicts two (2) single-family detached lots on 2.49 acres. Lot 1 is 1.03 acres and Lot 2 is 1.46 acres. Lot 2 has the appearance of a flag lot, which are prohibited in the City's Unified Development Code (UDC). However, Lot 2 meets the minimum lot width of 100' as measured at the front minimum setback line. Based on how the lots are being subdivided, the home on Lot 2 will be setback behind the home on Lot 1 which limits the visibility of the home on Lot 2 from Kimball Bridge Road. Access to the property is proposed by way of a new shared driveway off Kimball Bridge Road which straddles the property line between the two (2) lots. A 65' front setback and twenty-foot (20') landscape strip are depicted along Kimball Bridge Road.

The property is wooded and consists of a mix of pines and hardwoods. Tree saves are depicted along the west, south and east property lines. Tree groupings and/or trees of quality should be identified and saved on the property. Stormwater will be addressed on each property individually. Full stormwater requirements will apply if the new or replaced impervious area of each lot is 5,000 square feet or more.

RENDERINGS

The applicant submitted renderings of the homes depicting brick and stone as the primary exterior material. Garages will not face the street. According to the applicant, the homes will be two (2) stories over basement and between 4,000 to 6,000 square feet. Price points will range between \$1.6 million to \$2 million.

TRAFFIC

The proposed project, consisting of two (2) single-family detached homes, would generate approximately two (2) AM Peak Hour trips and two (2) PM Peak Hour trips.

SCHOOLS

Residential development is known to increase school enrollment. However, Fulton County Schools does not provide an impact assessment for residential developments with less than four (4) dwelling units. Impacts to area schools should be negligible with the proposed development.

STANDARDS FOR ZONING CHANGES

The Planning Commission and the City Council shall consider the following standards in considering a rezoning application, giving due weight or priority to those factors particularly appropriate to the circumstances of each application:

- a. Whether the zoning proposal will permit a use that is suitable in view of the zoning use and development of adjacent and nearby property.

Response: The zoning proposal would be suitable as it relates to the use and development of adjacent or nearby properties. Approval of the applicant's request would result in lots that are larger than lots in surrounding and nearby subdivisions.

- b. Whether the zoning proposal will adversely affect the existing use or usability of adjacent or nearby property.

Response: The zoning proposal would not adversely affect the existing use or usability of adjacent or nearby properties. Approval of the applicant's request would result in lots that are larger than lots in surrounding and nearby subdivisions.

- c. Whether the zoning proposal will adversely affect the natural environment.

Response: The applicant's proposal should not have significant impacts on the natural environment. Tree saves are identified throughout the site.

- d. Whether there are substantial reasons why the property cannot or should not be used as currently zoned.

Response: The future land use designation of the property would allow the R-12 or R-15 zoning districts. Given the surrounding development pattern, R-15 would have the least impact to surrounding properties.

- e. Whether the zoning proposal will result in a use that will or could cause an excessive or burdensome use of public facilities or services, including but not limited to existing streets and transportation facilities, schools, water or sewer utilities, and police or fire protection.

Response: The applicant's proposal limits the demand on public facilities and services by proposing a density (0.80 dwelling units/acre) that is less than the maximum (3 dwelling units/acre) allowed under the future land use designation of the property.

- f. Whether the zoning proposal is supported by new or changing conditions not anticipated or reflected in the existing zoning on the property.

Response: Not applicable.

- g. Whether the zoning proposal reflects a reasonable balance between the promotion of the public health, safety, morality or general welfare against the right to unrestricted use of property.

Response: The future land use designation of the property would allow the R-12 or R-15 zoning districts. Given the surrounding development pattern, R-15 zoning would have the least impact to surrounding properties. Approval of the applicant's request would result in lots that are larger than lots in surrounding and nearby subdivisions.

h. Whether there are substantial reasons why the property cannot be used in accordance with existing zoning.

Response: The future land use designation of the property would allow the R-12 or R-15 zoning districts. Given the surrounding development pattern, R-15 would have the least impact to surrounding properties.

i. The extent to which the zoning proposal is consistent with the Comprehensive Plan.

Response: The comprehensive land use plan designation of the property is 'Low Density Residential', which allows the proposed zoning.

CONCURRENCES

Staff has reviewed the applicant's proposal against the established review criteria for a rezoning. The proposed rezoning is consistent with the future land use designation of the property, as well as the existing use of adjacent and nearby properties. The R-15 district would have the least impact to surrounding properties and would result in lots that are larger than lots in surrounding and nearby subdivisions.

CITIZEN PARTICIPATION PLAN

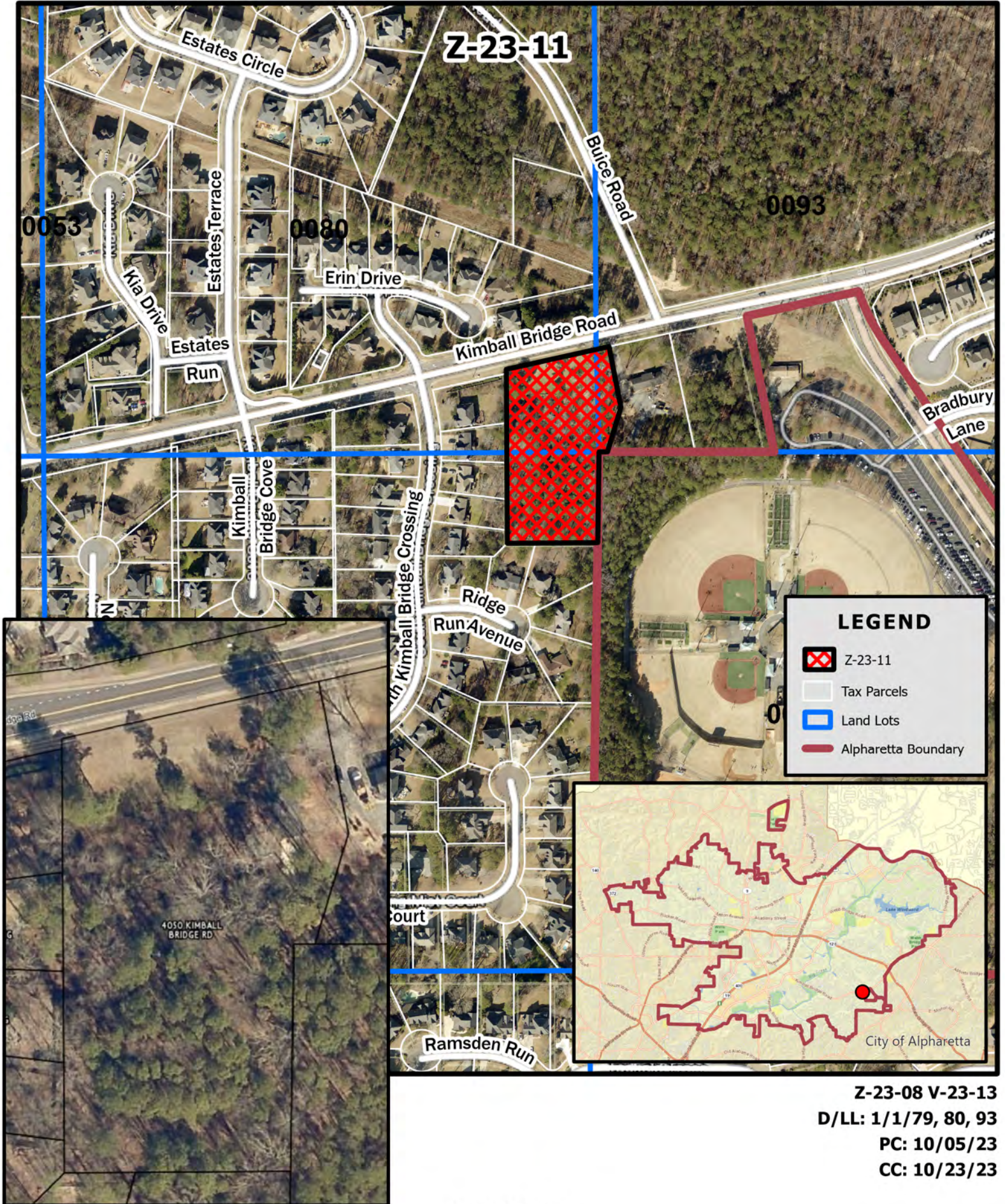
The report submitted by the applicant states that property owners within 500' were contacted regarding the applicant's intent. The report states that no comments were received, except for the comments received at the CZIM meeting.

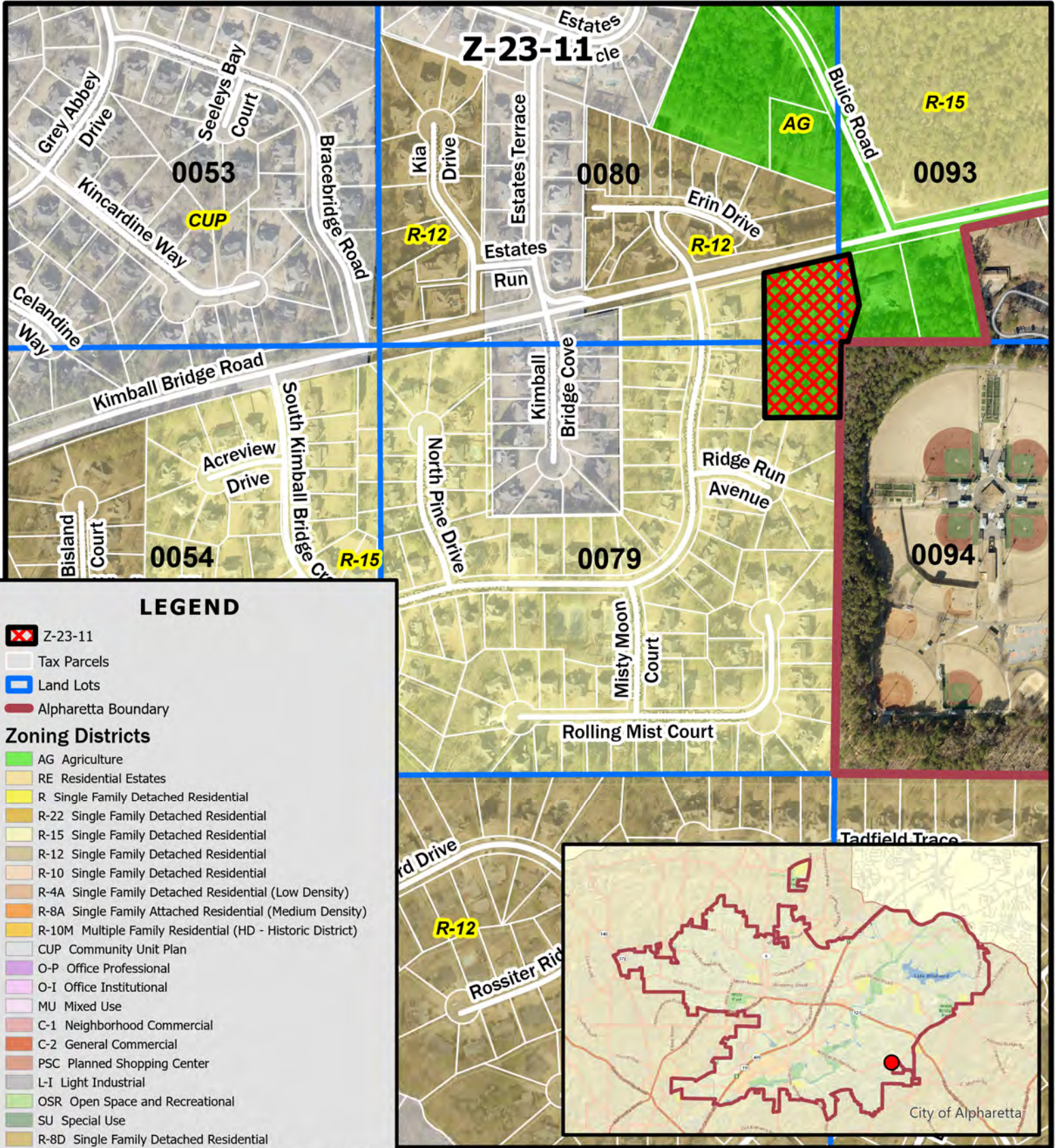
COMMUNITY ZONING INFORMATION MEETING

CZIM was held on September 13, 2023. Several people signed the sign-in sheet but did not leave comments. According to the applicant, there were three (3) main comments related to landscaping between the driveway and homes to the west, stormwater management, and length of construction. The applicant committed to planting landscaping along the new driveway, complying with the City's stormwater standards, and minimizing the length of construction.

IV. ATTACHMENTS:

- Aerial Map
- Zoning Map
- Future Land Use Map
- Location Map
- Latest Site Plan
- Exhibit A – Home Renderings
- CZIM Sign In Sheet
- Citizen Part B
- Application



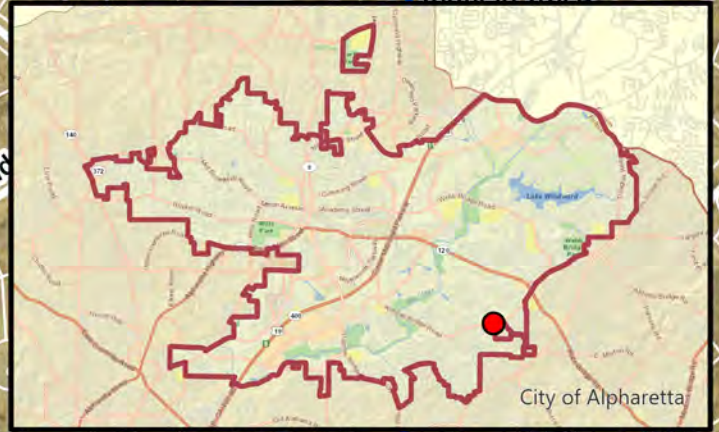


LEGEND

- Z-23-11
- Tax Parcels
- Land Lots
- Alpharetta Boundary

Zoning Districts

- AG Agriculture
- RE Residential Estates
- R Single Family Detached Residential
- R-22 Single Family Detached Residential
- R-15 Single Family Detached Residential
- R-12 Single Family Detached Residential
- R-10 Single Family Detached Residential
- R-4A Single Family Detached Residential (Low Density)
- R-8A Single Family Attached Residential (Medium Density)
- R-10M Multiple Family Residential (HD - Historic District)
- CUP Community Unit Plan
- O-P Office Professional
- O-I Office Institutional
- MU Mixed Use
- C-1 Neighborhood Commercial
- C-2 General Commercial
- PSC Planned Shopping Center
- L-I Light Industrial
- OSR Open Space and Recreational
- SU Special Use
- R-8D Single Family Detached Residential
- R-4D Single Family Detached Residential (Medium Density)
- R-8A/D Single Family Attached/Detached Residential
- DT-C Downtown Core
- DT-MU Downtown Mixed-Use
- DT-LW Downtown Live-Work
- DT-R Downtown Residential

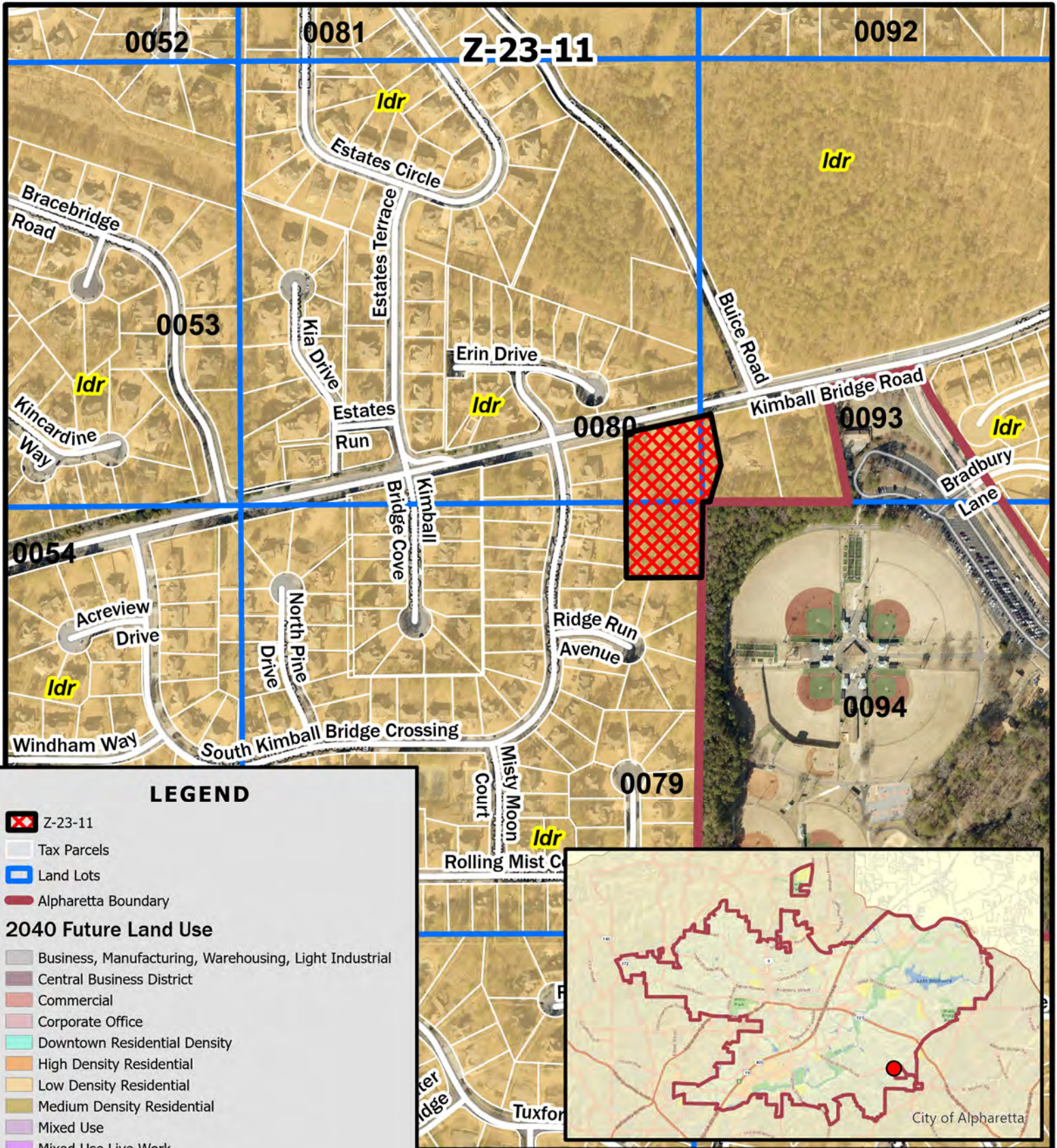


Z-23-08 V-23-13

D/LL: 1/1/79, 80, 93

PC: 10/05/23

CC: 10/23/23



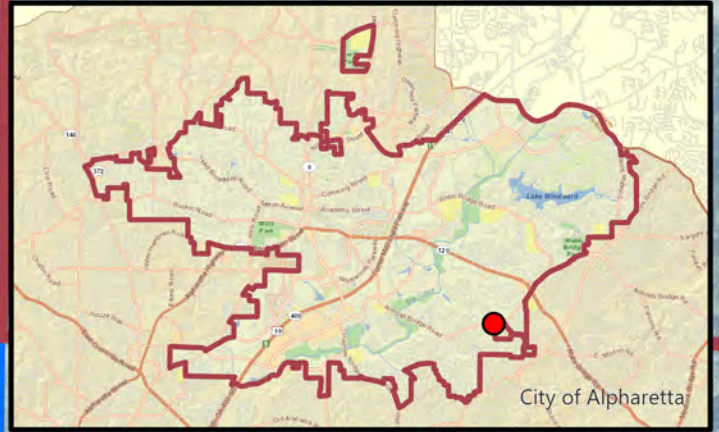
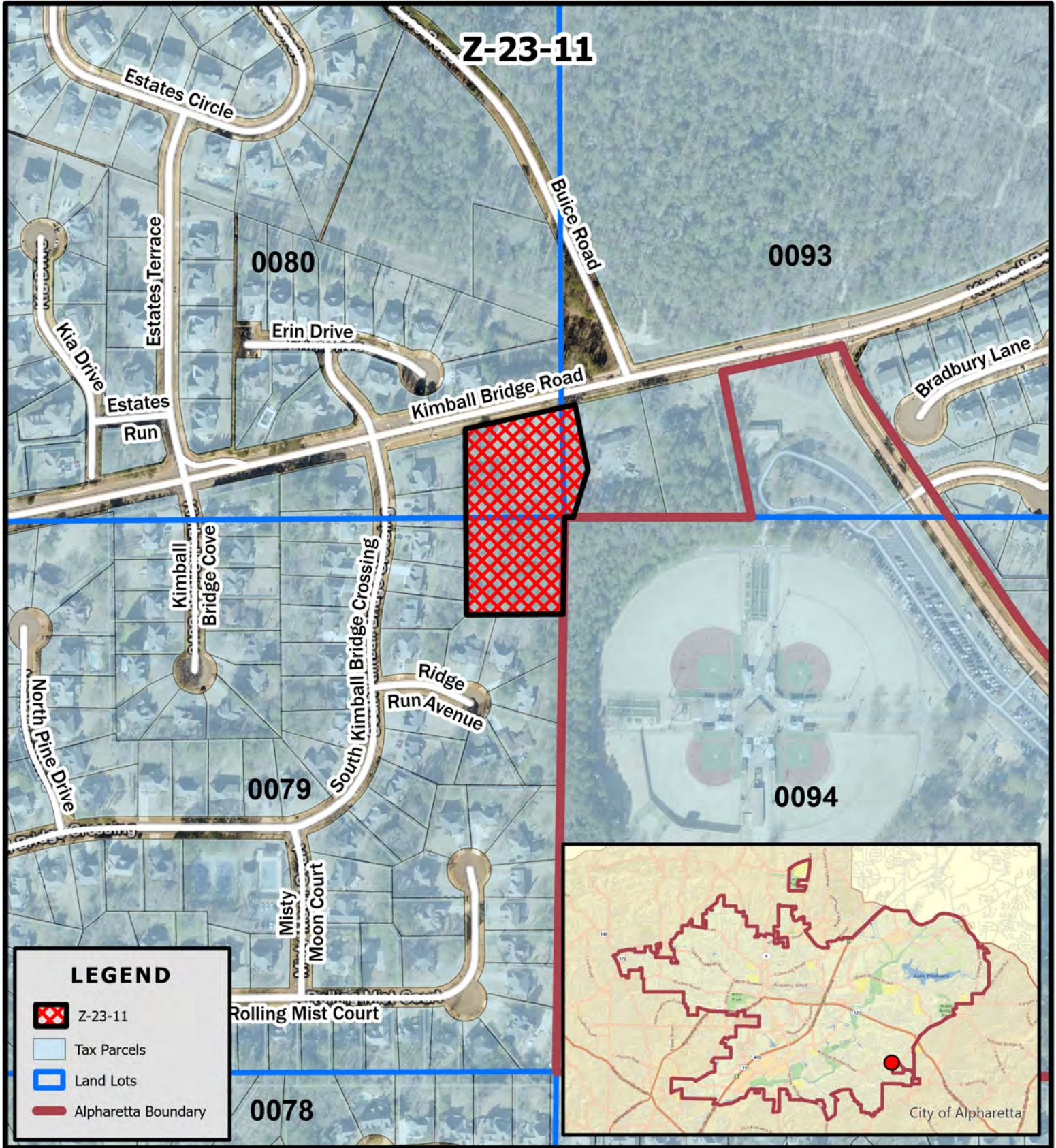
Future Land Use Map

Ocee Place

4050 Kimball Bridge Road

Z-23-08 V-23-13
D/LL: 1/1/79, 80, 93
PC: 10/05/23
CC: 10/23/23

Location Map Provided by:
 Community Development - GIS
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Z-23-08 V-23-13
D/LL: 1/1/79, 80, 93
PC: 10/05/23
CC: 10/23/23

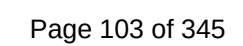
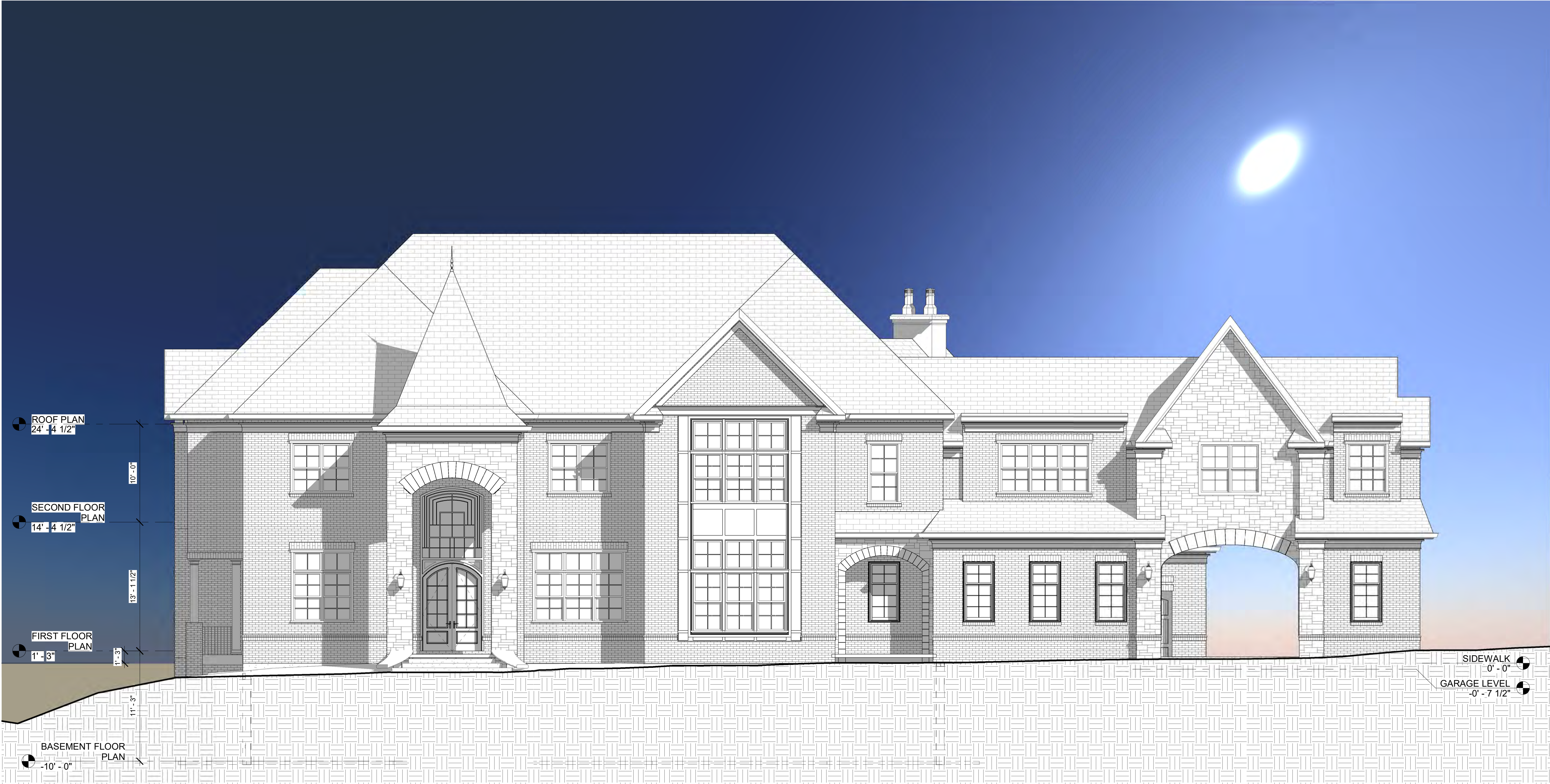


Exhibit A - Home Renderings



1 FRONT SIDE ELEVATION
3/16" = 1'-0"

NOTE:
1. SHOULD BE INSTALL 1x4 BACKBAND ON ALL EXTERIOR DOOR & WINDOWS

DRAWING ISSUE RECORD		
NO.	DESCRIPTION	DATE
1	HOA Comments	04/22/22
2	The Big Full Round Front Door	06/10/22
3	Minimum Roof Pitch 10:12	06/10/22
4	The Big Window Siding Stucco	06/10/22

PROJECT NAME:
Echelon Lot 47, Single House
269 TRADITION DRIVE,
ALPHARETTA, GA 30004

SHEET TITLE:
FRONT SIDE ELEVATION

LDP Design Group
LAND DEVELOPMENT &
PLANNING ENGINEERS DESIGN
GROUP INC.
ARCHITECTS, PLANNERS,
ENGINEERS
1150 LEA DRIVE
ROSWELL, GEORGIA 30076
PHONE: (404) 993-2829
EMAIL: ldpdesign2000@gmail.com

SEAL
Architect of record:

Date: 09/02/2021
PROJECT LOCATION:
PROJECT NUMBER: Scale:
H139-21 3/16" = 1'-0"

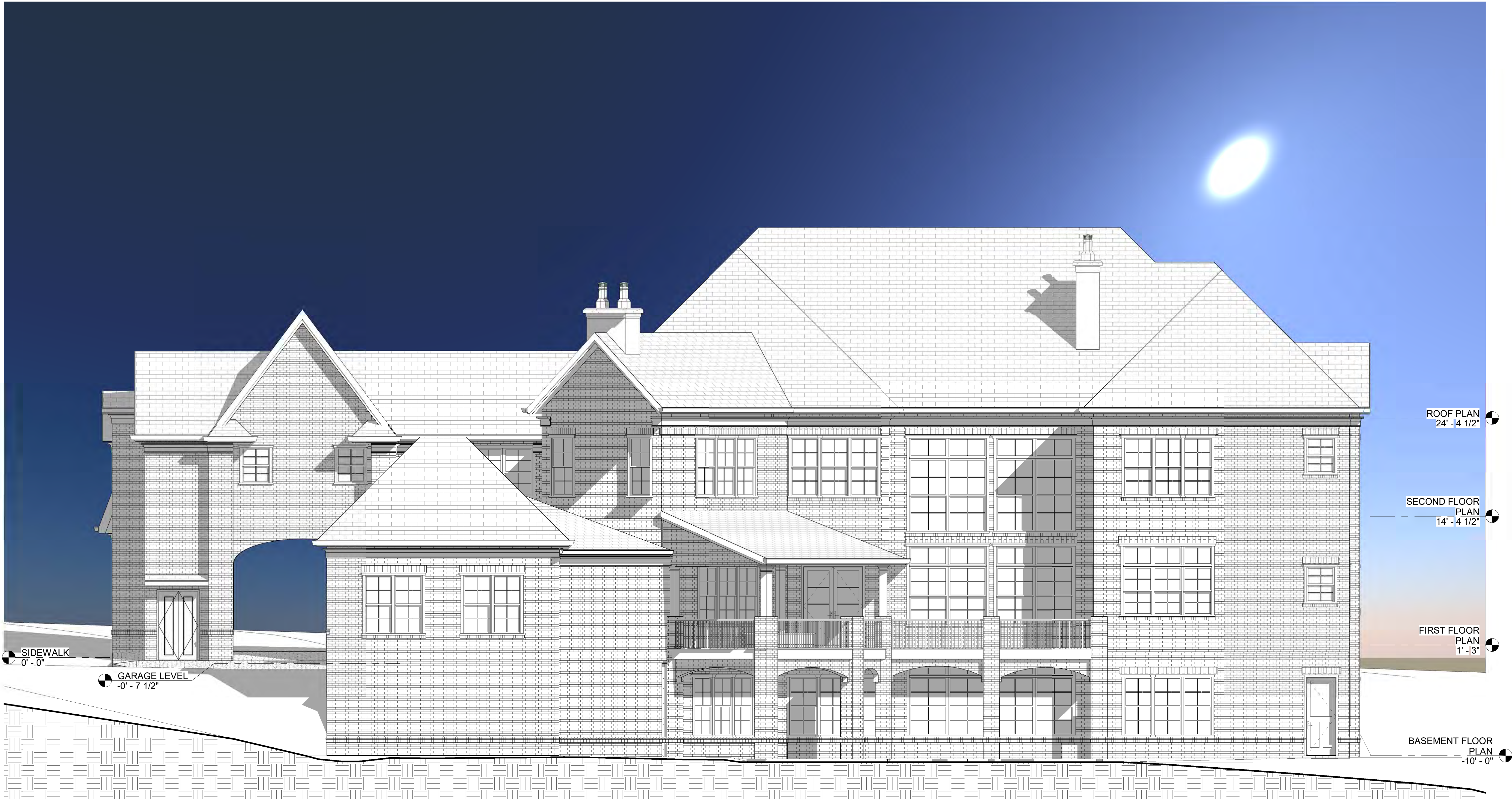
DRAWN :: Majid G.M
CHECKED Hamid G.
ISSUED:

RELEASED FOR CONSTRUCTION

SHEET NUMBER:
ORIGINAL DRAWINGS SIZES 24"x36"

A-3.0

Exhibit A - Home Renderings



1 REAR SIDE ELEVATION
3/16" = 1'-0"

NOTE:

1. SHOULD BE INSTALL 1x4 BACKBAND ON ALL EXTERIOR DOOR & WINDOWS

DRAWING ISSUE RECORD

DATE	DESCRIPTION
04/22/22	HOA Comments
06/10/22	Minimum Roof Pitch 10:12
06/10/22	Columns Basement All Brick

01/22/2020 FOR REVIEW

PROJECT NAME:

Echelon Lot 47, Single House

269 TRADITION DRIVE,
ALPHARETTA, GA 30004

SHEET TITLE:
REAR SIDE
ELEVATION

LDP Design Group

LAND DEVELOPMENT &
PLANNING ENGINEERS DESIGN
GROUP INC.
ARCHITECTS, PLANNERS,
ENGINEERS
1150 LEA DRIVE
ROSWELL, GEORGIA 30076
PHONE: (404) 993-2829
FAX: (770) 442-9876
EMAIL: ldpdesign2000@gmail.com

SEAL
Architect of record:

Date: 09/02/2021

PROJECT LOCATION:

PROJECT NUMBER: Scale:

H139-21 3/16" = 1'-0"

DRAWN :: Majid G.M

CHECKED Hamid G.

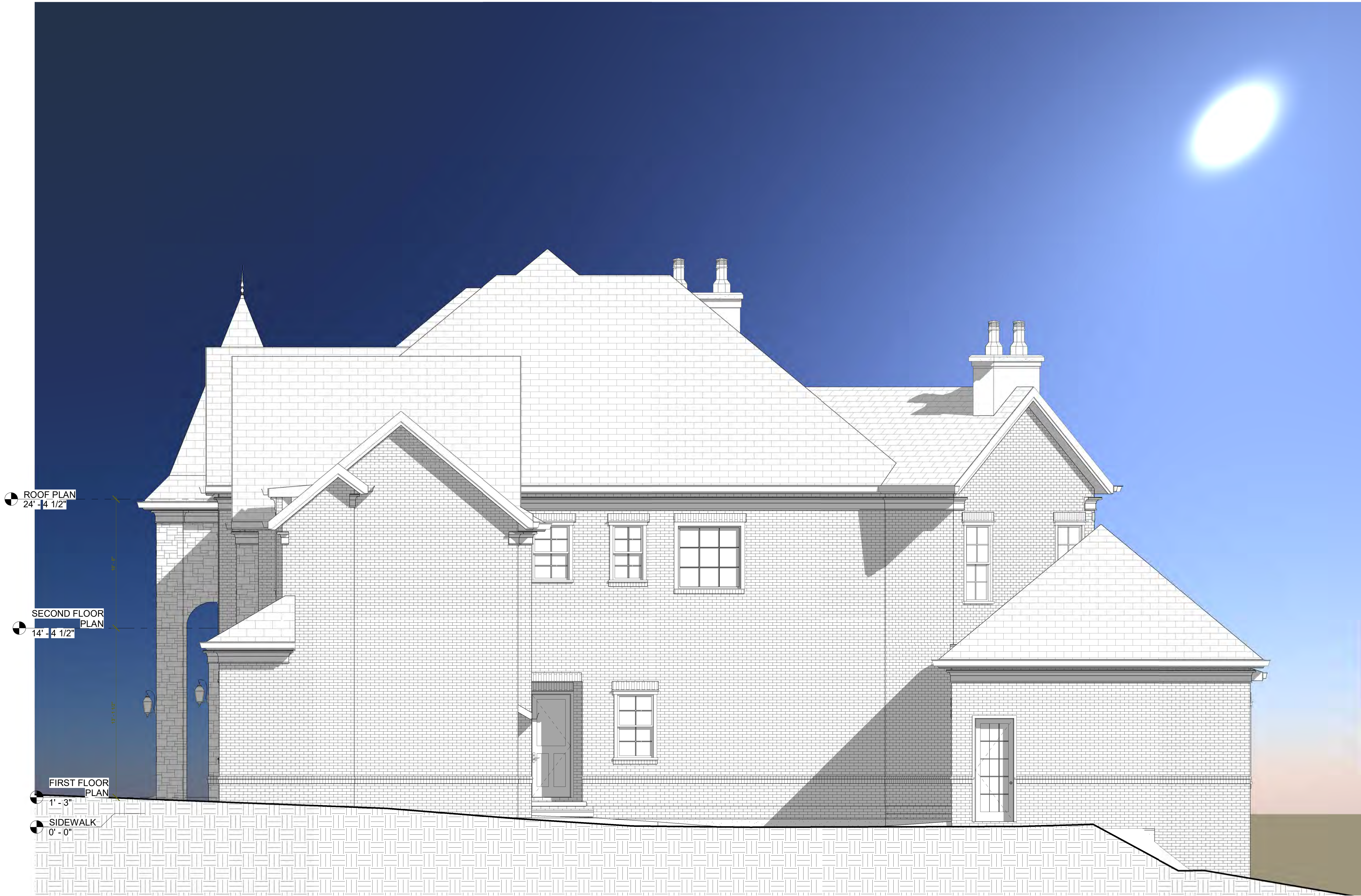
ISSUED:

FOR REVIEW OWNER

SHEET NUMBER:
ORIGINAL DRAWINGS SIZES 24"x36"

A-3.1

Exhibit A - Home Renderings



1 **RIGHT SIDE ELEVATION**
1/4" = 1'-0"

NOTE:

1. SHOULD BE INSTALL 1x4 BACKBAND ON ALL EXTERIOR DOOR & WINDOWS

DRAWING ISSUE RECORD		
NO.	DESCRIPTION	DATE
1	HOA Comments	04/22/22
3	Minimum Roof Pitch 10:12	06/10/22
6	Windows on the Side Must Have Grid	06/10/22

PROJECT NAME:
Echelon Lot 47, Single House
269 TRADITION DRIVE,
ALPHARETTA, GA 30004

SHEET TITLE:
RIGHT SIDE ELEVATION

LDP Design Group
LAND DEVELOPMENT &
PLANNING ENGINEERS DESIGN
GROUP INC.
ARCHITECTS, PLANNERS,
ENGINEERS
1150 LEA DRIVE
ROSWELL, GEORGIA 30076
PHONE: (404) 993-2829
EMAIL: lpdesign2000@gmail.com

SEAL
Architect of record:

Date: **09/02/2021**
PROJECT LOCATION:

PROJECT NUMBER: Scale:
H139-21 1/4" = 1'-0"

DRAWN :: **Majid G.M**

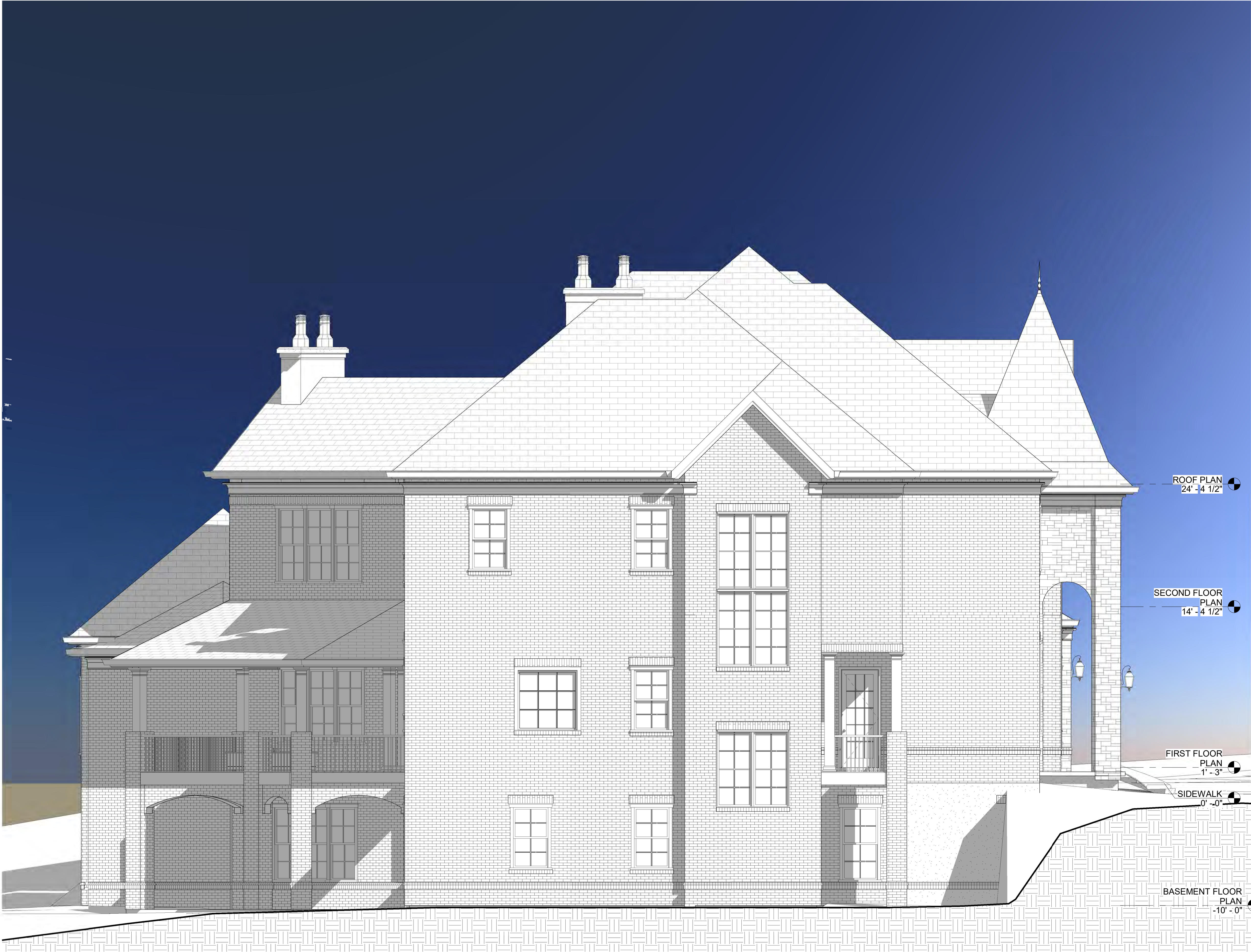
CHECKED **Hamid G.**

ISSUED:
RELEASED FOR CONSTRUCTION

SHEET NUMBER:
ORIGINAL DRAWINGS SIZES 24"x36"

A-3.2

Exhibit A - Home Renderings



1 LEFT SIDE ELEVATION
1/4" = 1'-0"

NOTE:

1. SHOULD BE INSTALL 1x4 BACKBAND ON ALL EXTERIOR DOOR & WINDOWS

DRAWING ISSUE RECORD		
NO.	DESCRIPTION	DATE
1	HOA Comments	04/22/22
3	Minimum Roof Pitch 10:12	06/10/22
6	Windows on the Side Must Have Grid	06/10/22

PROJECT NAME:
Echelon Lot 47, Single House

269 TRADITION DRIVE,
ALPHARETTA, GA 30004

SHEET TITLE:
LEFT SIDE ELEVATION

LDP Design Group

LAND DEVELOPMENT &
PLANNING ENGINEERS DESIGN
GROUP INC.
ARCHITECTS, PLANNERS,
ENGINEERS

1150 LEA DRIVE
ROSWELL, GEORGIA 30076
PHONE: (404) 993-2829
EMAIL: ldpdesign2000@gmail.com

SEAL
Architect of record:

Date: 09/02/2021
PROJECT LOCATION:
PROJECT NUMBER: Scale:
H139-21 1/4" = 1'-0"
DRAWN :: Majid G.M
CHECKED Hamid G.

ISSUED:
RELEASED FOR CONSTRUCTION

SHEET NUMBER:
ORIGINAL DRAWINGS SIZES 24"x36"
A-3.3

Exhibit A - Home Renderings

DRAWING ISSUE RECORD

DATE	DESCRIPTION

PROJECT NAME

Echelon Lot 8, SINGLE HOUSE

240 TRADITION DRIVE,
ALPHARETTA, GA 30004

SHEET TITLE:

3D VIEW -1

LDP

Design Group

LAND DEVELOPMENT &
PLANNING ENGINEERS DESIGN
GROUP INC.
ARCHITECTS, PLANNERS,
ENGINEERS

1150 LEA DRIVE
ROSWELL, GEORGIA 30076
PHONE: (404) 993-2829
EMAIL: lpdesign2000@gmail.com

SEAL

Architect of record:

Date:

09/02/2022

PROJECT LOCATION:

PROJECT NUMBER:

Project Number

Scale:

DRAWN ::

Majid G. Moghadam

CHECKED

Hamid G.

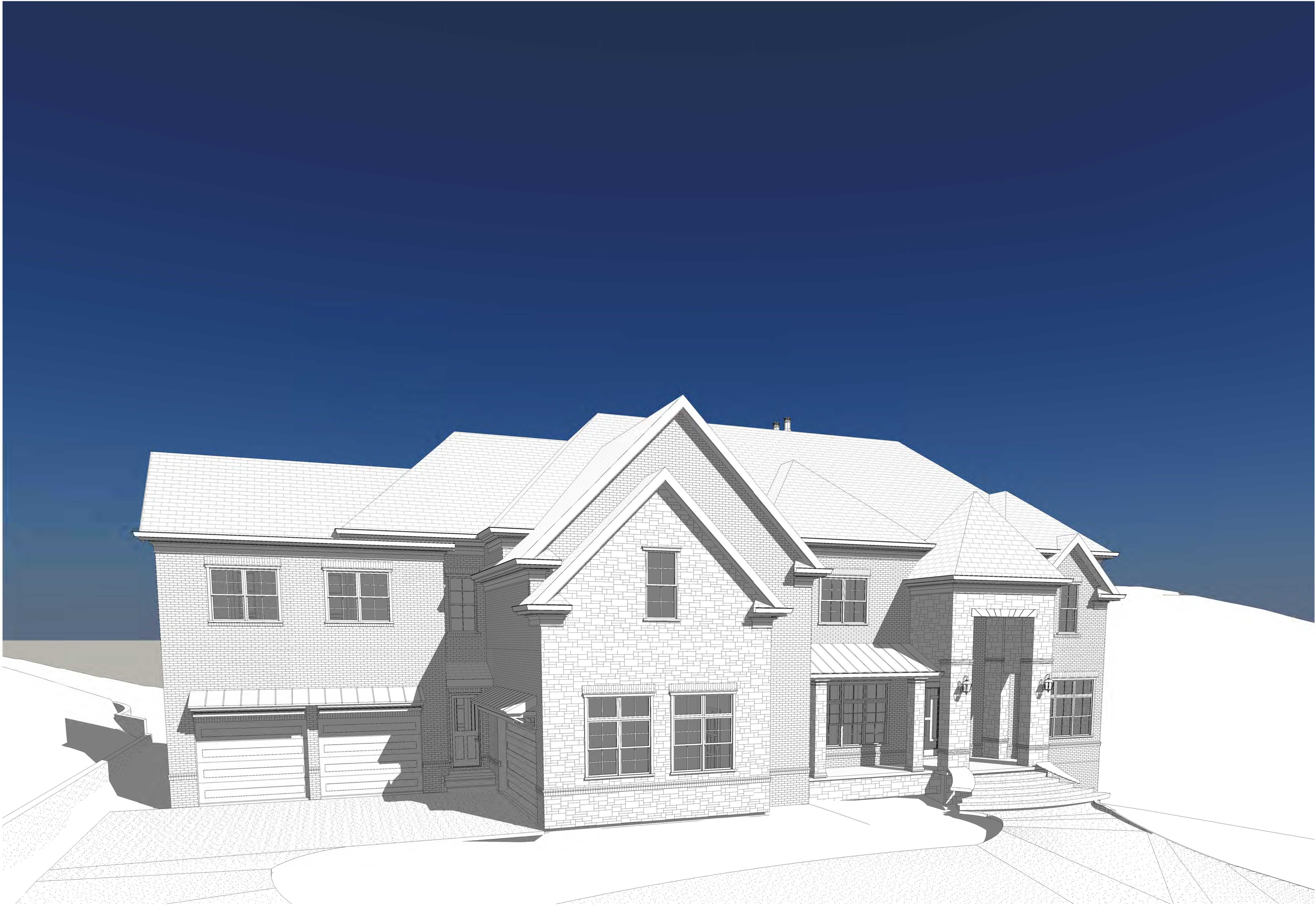
ISSUED:

RELEASED FOR CONSTRUCTION

SHEET NUMBER:

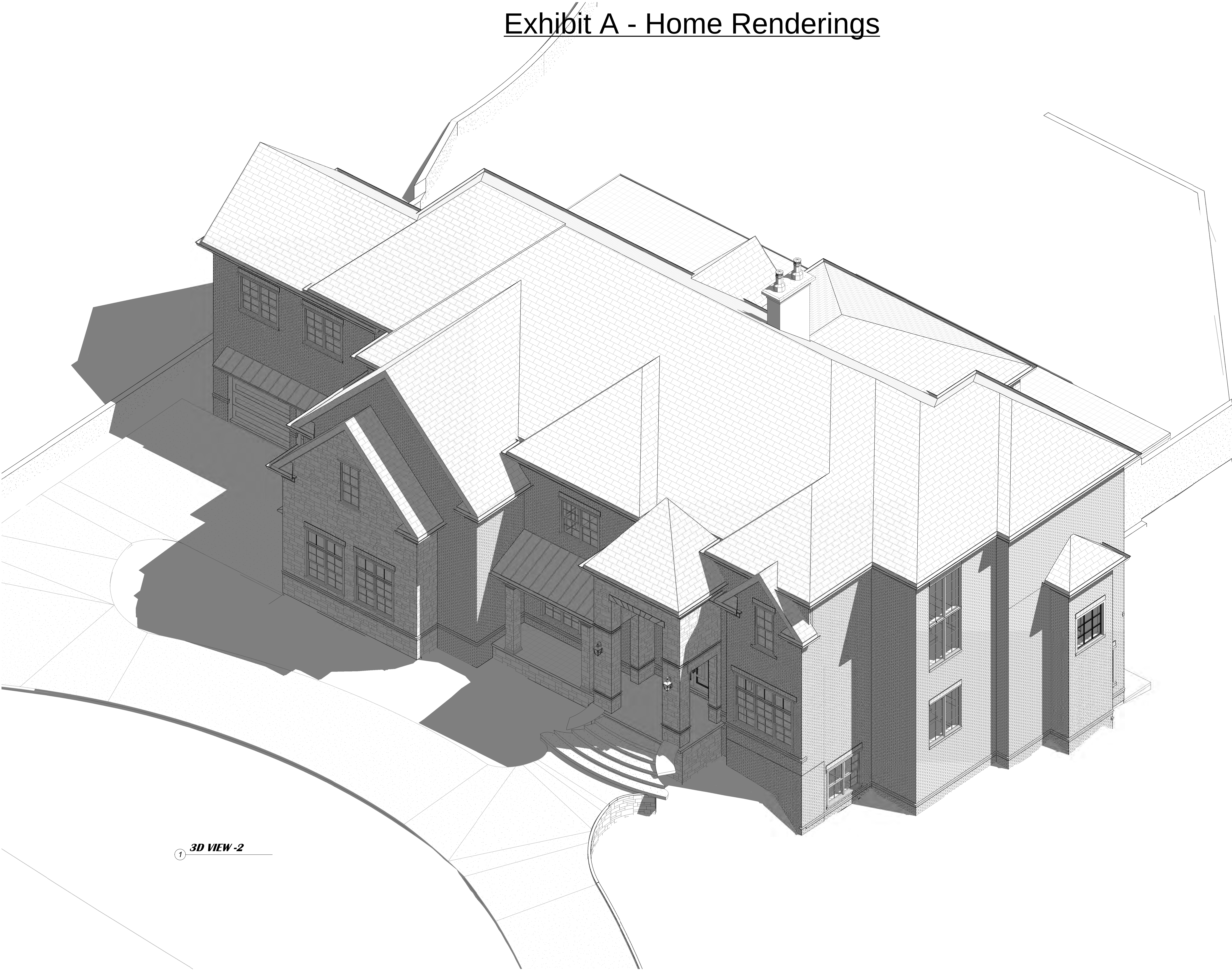
ORIGINAL DRAWINGS SIZES 24"x36"

A-5.0



1 3D View 1

Exhibit A - Home Renderings



1 3D VIEW -2

5/18/2023 9:53:52 PM

DRAWING ISSUE RECORD

DATE	DESCRIPTION

PROJECT NAME

Echelon Lot 8, SINGLE HOUSE

240 TRADITION DRIVE,
ALPHARETTA, GA 30004

SHEET TITLE:

3D VIEW -2

LDP

Design Group

LAND DEVELOPMENT &
PLANNING ENGINEERS DESIGN
GROUP INC.
ARCHITECTS, PLANNERS,
ENGINEERS

1150 LEA DRIVE
ROSWELL, GEORGIA 30076
PHONE: (404) 993-2829
EMAIL: lpdesign2000@gmail.com

SEAL

Architect of record:

Date:

09/02/2022

PROJECT LOCATION:

PROJECT NUMBER:

Project Number

Scale:

DRAWN ::

Majid G. Moghadam

CHECKED

Hamid G.

ISSUED:

RELEASED FOR CONSTRUCTION

SHEET NUMBER:

ORIGINAL DRAWINGS SIZES 24"x36"

A-5.1

Exhibit A - Home Renderings



1 3D VIEW -3

5/18/2023 9:54:05 PM

DRAWING ISSUE RECORD

DATE	DESCRIPTION

PROJECT NAME

Echelon Lot 8, SINGLE HOUSE

240 TRADITION DRIVE,
ALPHARETTA, GA 30004

SHEET TITLE:

3D VIEW -3

LDP

Design Group

LAND DEVELOPMENT &
PLANNING ENGINEERS DESIGN
GROUP INC.
ARCHITECTS, PLANNERS,
ENGINEERS

1150 LEA DRIVE
ROSWELL, GEORGIA 30076
PHONE: (404) 993-2829
EMAIL: lpdesign2000@gmail.com

SEAL

Architect of record:

Date:

09/02/2022

PROJECT LOCATION:

PROJECT NUMBER:

Project Number

Scale:

DRAWN ::

Author

CHECKED

Checker

ISSUED:

RELEASED FOR CONSTRUCTION

SHEET NUMBER:

ORIGINAL DRAWINGS SIZES 24"x36"

A-5.2

Exhibit A - Home Renderings



1 3D VIEW -4

DRAWING ISSUE RECORD

DATE	DESCRIPTION

PROJECT NAME

Echelon Lot 8, SINGLE HOUSE

240 TRADITION DRIVE,
ALPHARETTA, GA 30004

SHEET TITLE:

3D VIEW -4

LDP

Design Group

LAND DEVELOPMENT &
PLANNING ENGINEERS DESIGN
GROUP INC.
ARCHITECTS, PLANNERS,
ENGINEERS

1150 LEA DRIVE
ROSWELL, GEORGIA 30076
PHONE: (404) 993-2829
EMAIL: lpdesign2000@gmail.com

SEAL

Architect of record:

Date:

09/02/2022

PROJECT LOCATION:

PROJECT NUMBER:

Project Number

Scale:

DRAWN ::

Majid G. Moghadam

CHECKED

Hamid G.

ISSUED:

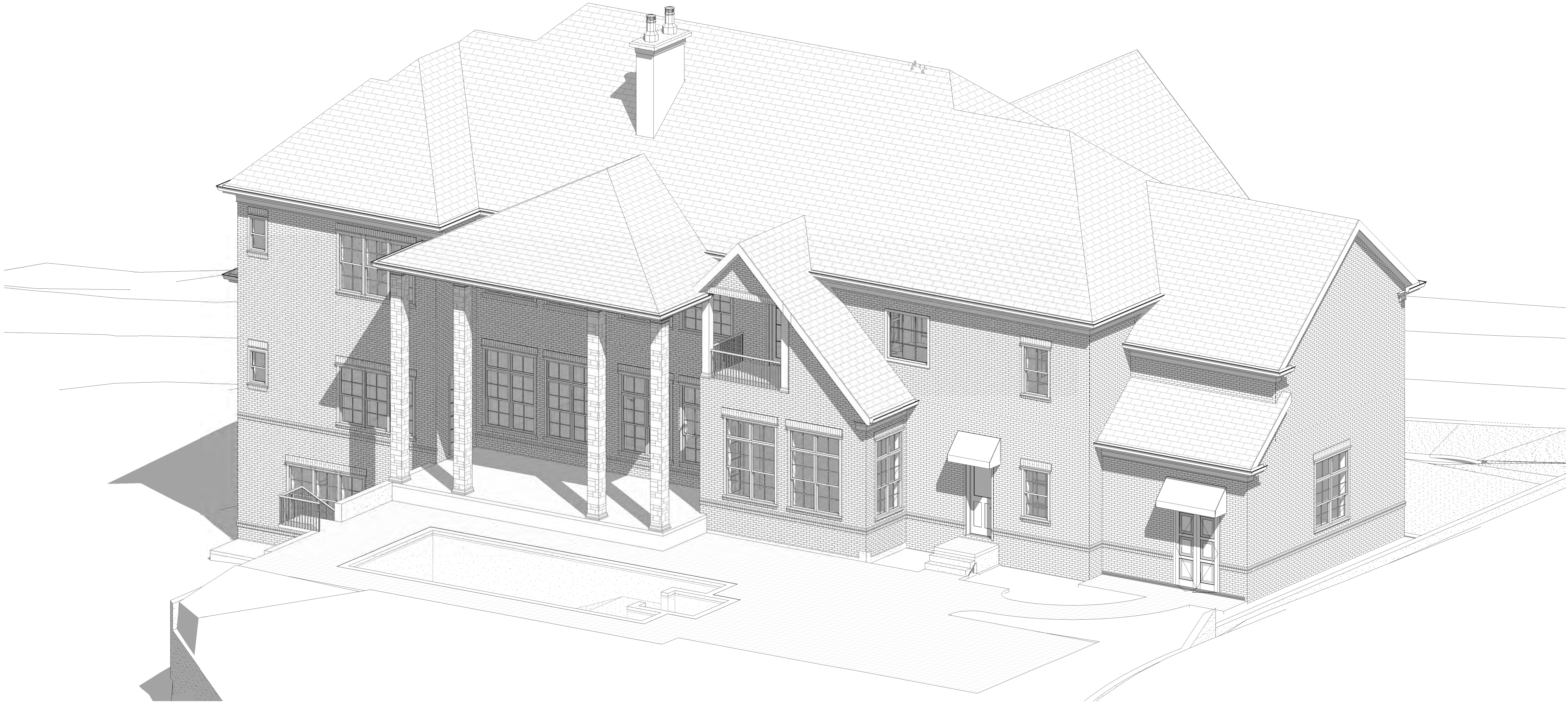
RELEASED FOR CONSTRUCTION

SHEET NUMBER:

ORIGINAL DRAWINGS SIZES 24"x36"

A-5.3

Exhibit A - Home Renderings



1 3D VIEW -5

5/18/2023 9:54:44 PM

DRAWING ISSUE RECORD

DATE	DESCRIPTION

PROJECT NAME

Echelon Lot 8, SINGLE HOUSE

240 TRADITION DRIVE,
ALPHARETTA, GA 30004

SHEET TITLE:

3D VIEW -5

LDP

Design Group

LAND DEVELOPMENT &
PLANNING ENGINEERS DESIGN
GROUP INC.
ARCHITECTS, PLANNERS,
ENGINEERS

1150 LEA DRIVE
ROSWELL, GEORGIA 30076
PHONE: (404) 993-2829
EMAIL: lpdesign2000@gmail.com

SEAL

Architect of record:

Date:

09/02/2022

PROJECT LOCATION:

PROJECT NUMBER:

Project Number

Scale:

DRAWN ::

Majid G. Moghadam

CHECKED

Hamid G.

ISSUED:

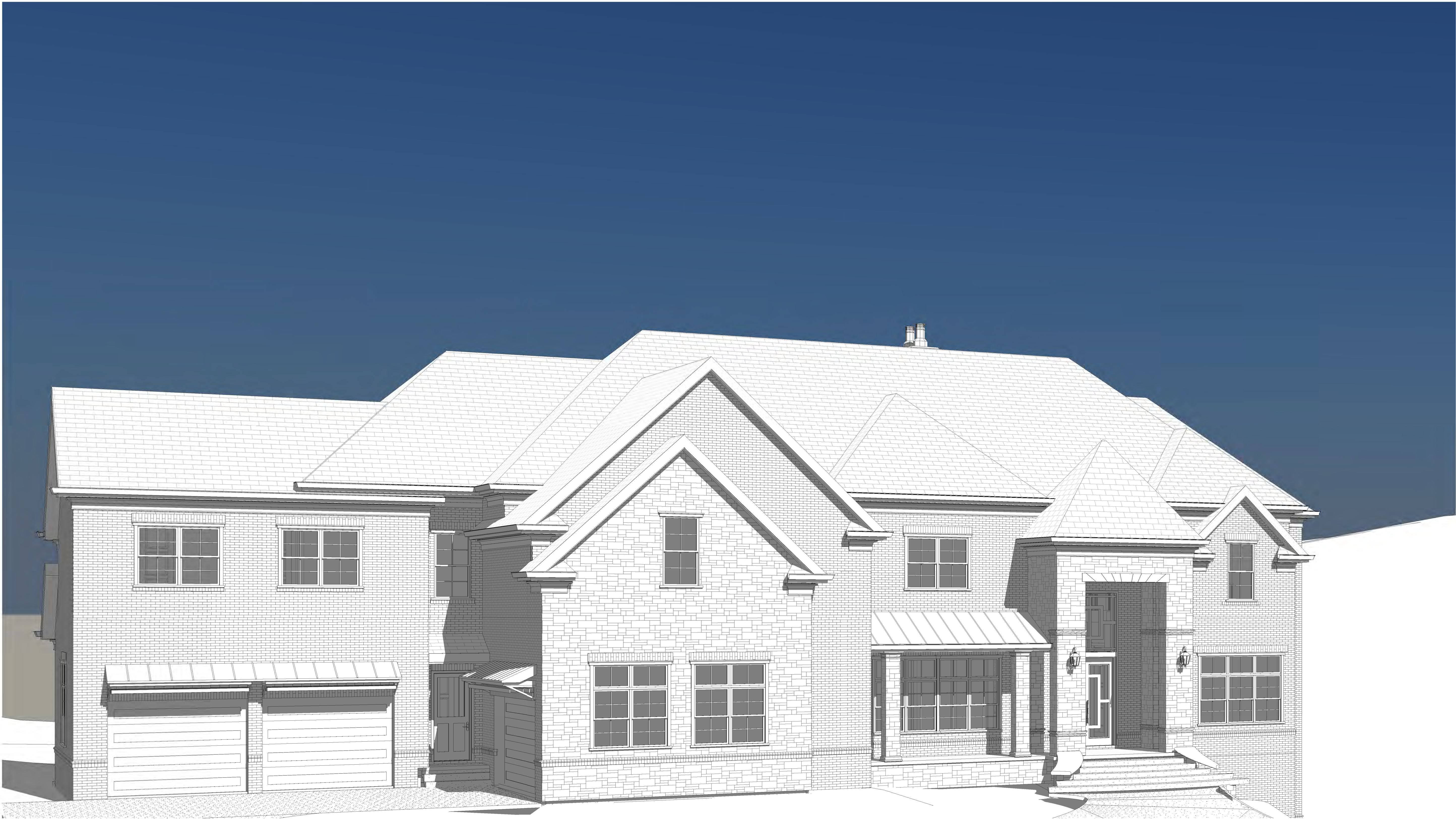
RELEASED FOR CONSTRUCTION

SHEET NUMBER:

ORIGINAL DRAWINGS SIZES 24"x36"

A-5.4

Exhibit A - Home Renderings



1 3D VIEW -6

5/18/2023 9:54:52 PM

DRAWING ISSUE RECORD

DATE	DESCRIPTION

PROJECT NAME

Echelon Lot 8, SINGLE HOUSE

240 TRADITION DRIVE,
ALPHARETTA, GA 30004

SHEET TITLE:

3D VIEW -6

LDP

Design Group

LAND DEVELOPMENT &
PLANNING ENGINEERS DESIGN
GROUP INC.
ARCHITECTS, PLANNERS,
ENGINEERS

1150 LEA DRIVE
ROSWELL, GEORGIA 30076
PHONE: (404) 993-2829
EMAIL: lpdesign2000@gmail.com

SEAL

Architect of record:

Date:

09/02/2022

PROJECT LOCATION:

PROJECT NUMBER:

Project Number

Scale:

DRAWN ::

Majid G. Moghadam

CHECKED

Hamid G.

ISSUED:

RELEASED FOR CONSTRUCTION

SHEET NUMBER:

ORIGINAL DRAWINGS SIZES 24"x36"

A-5.5

Community Zoning Information Meeting (CZIM)

September 13, 2023

Please sign-in and leave your comments and/or concerns.

Z-23-11 / Ocee Place/4050 Kimball Bridge Road

NAME	ADDRESS	COMMENTS
CEDRIC DUNKERLY	10900 S. KIMBALL BR. CROSSING ALPHARETTA GA	
PATRICK FENN	125 RIDGE RUN AVE ALPHARETTA, GA 30022	
John Lavretta	10935 S. Kimball Bridge Xing Alpharetts, GA 30022	
Thomas Hunt	120 Ridge Run Ave Alpharette, GA 30022	
Tonya Ceniza	10955 S. Kimball br. Xing	

CITIZEN PARTICIPATION FORM - PART B

This form must be completed and submitted to the City of Alpharetta Community Development Department a minimum of twenty (20) working days prior to the scheduled Public Hearing. Failure to do so will result in cancellation of the scheduled hearing.

Public Hearing or Project Name: Ocee Place Subdivision

Contact Name: Nick Griffiths

Telephone: 678-435-5871

Please describe comments and concerns provided by any and all individuals contacted as part of the the Citizen Participation Program. If any individuals provided written correspondence, please attach copies of same to this report.

No emails or phones calls were received concerning this project. The attached letters was mailed to the previously submitted mailing list the week of August 21, 2023.

The three main comments expressed during the CZIM were landscaping between the proposed driveway and the homes to the west of the property, stormwater management, and length of construction time. The client stated they are will to plant landscaping along the driveway, that the stormwater management will be required to meet the City's standards, and they will minimize the length of construction by waiting until the first home is going to be built before they begin lot clearing or driveway construction.

Method by which these individuals were contacted. Please mark all that apply. *Please provide samples of any and all written communications used to provide notification.*

☒

Letter

☐

Personal Visits

☐

Telephone

☐

Group Meeting

☐

Email

☐

Other *(Please Specify)* _____

Attach a list of people who have been notified of this application and provided information describing the subject proposal. Please note that ALL adjoining property owners MUST be notified.

I, the undersigned, as an authorized representative of the applicant and Public Hearing item identified above, do solemnly swear and attest, subject to criminal penalties for false swearing, that the information provided in this Citizen Participation Form - Part B and in any and all documents provided in support of this report are true and accurate. I further understand that any false statements provided by representatives of the applicant as part of this report may result in penalties up to and including denial of the subject application.

Nicholas J. Griffiths, P.E.

Digitally signed by Nicholas J. Griffiths, P.E.
Date: 2023.09.15 15:43:49 -04'00'

Signature of Authorized Agent: _____

Date: 9-15-2023

Print Form

CITY OF ALPHARETTA

PUBLIC HEARING APPLICATION

FOR OFFICE USE ONLY

Case #: _____

PH #: _____

☐ Property Taxes & Code Violations Verified

☐ Fee Paid Initial: _____

COMMUNITY DEVELOPMENT DEPARTMENT

2 PARK PLAZA

ALPHARETTA, GA 30009

1. This page should be the first page in each of your completed application packets.
2. It is preferred that all responses be typed. Illegible applications will not be accepted.
3. Prior to signing and submitting your application, please check all information supplied on the following pages to ensure that all responses are complete and accurate. Incomplete applications will not be accepted.
4. Payment of all applicable fees must be made at the time of application. Payment may be made via cash, credit card (American Express, Master Card or Visa), or check made payable to "City of Alpharetta." Please note that a 3% convenience fee will be added to all credit card transactions.
5. Applications will be accepted on the designated submittal dates between the hours of 8:30 AM and 3:30 PM.
6. If you have any questions regarding this form, please contact the Community Development Department by calling 678-297-6070.

Contact Information:

Contact Name: Kourosh Baghaei - Castle View Homes, LLC

Telephone: (404) 293-5555

Address: 5165 Peachtree Parkway #220

Suite: _____

City Nocross

State: GA

Zip: 30092

Fax: _____

Mobile Tel: (404) 293-5555

Email: kb@castleviewhomes.net

Subject Property Information:

Address: Ocee Place 4050 Kimball Bridge Road, Alpharetta, GA

Current Zoning: AG

District: 1

Section: 1

Land Lot: 79, 80, 93

Parcel ID: 11 016000790157

Proposed Zoning: R-12

Current Use: Residential

This Application For (Check All That Apply):

☐ Conditional Use

☐ Master Plan Amendment

☐ Comprehensive Plan Amendment

☒ Rezoning

☐ Master Plan Review

☐ Variance

☐ Public Hearing

☐ Exception

☐ Other (Specify): _____

APPLICANT REQUEST AND INTENT

What is the proposed use(s) of the property?

The proposed use of the property is Low Density Single Family Residential with 2 detached homes.

Applicant's Request (Please itemize the proposal):

The applicant requests a rezoning from AG to R-12.

Applicant's Intent *(Please describe what the proposal would facilitate):*

The applicant's intent is to construct a shared driveway, create 2 residential lots and construct 2 new single family detached homes. Please see attached Letter of Intent.

PROPERTY OWNER AUTHORIZATION

Property Owner Information:

Contact Name: Kourosh Baghaei - Castle View Homes, LLC

Telephone: (404) 293-5555

Address: 5165 Peachtree Parkway #220

Suite: _____

City: Norcross

State: GA

Zip: 30092

Authorization:

I do solemnly swear and attest, subject to criminal penalties for false swearing, that I am the legal owner, as reflected in the records of Fulton County, Georgia, of the property identified below, which is the subject of the attached Application for Public Hearing before the City of Alpharetta, Georgia.

As the legal owner of record of the subject property, I hereby authorize the individual named below to act as the applicant in the pursuit of the Application for Public Hearing in request of the items indicated below.

☐ Annexation

☐ Special Use

☒ Rezoning

☐ Conditional Use

☐ Variance

☐ Master Plan

☐ Land Use Application

☐ Other

Property Owner's Authorized Applicant (if applicable):

Name of Authorized Applicant:

Castle View Homes, LLC
Kourosh Baghaei

Telephone:

404-293-5555

Address: 5165 Peachtree Pkwy

Suite: 220

City: Norcross

State: GA

Zip: 30092

So Sworn and Attested:

Owner Signature:

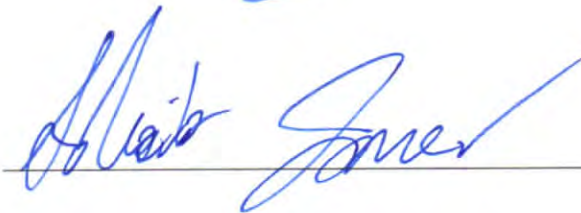


Date:

7/24/2023

Notary:

Notary Signature:





Date:

7/24/2023

DISCLOSURE FORM

The Official Code of Georgia Annotated requires disclosure of campaign contributions to government officials by an applicant or opponent of a rezoning or public hearing petition (O.C.G.A. 36-67 A-1).

Applicants must file this form with the City of Alpharetta Community Development Department within ten (10) days after filing for rezoning or public hearing. Opponents to a rezoning or public hearing petition must file this form five (5) days prior to the Planning Commission meeting at which the subject rezoning or public hearing petition is scheduled to be heard.

Name of Applicant or Opponent: Kourosh Baghaei - Castle View Homes, LLC

Subject Public Hearing Case: Ocee Place

Campaign Contribution Information:

Please provide the requested information for each contribution with a dollar amount or value of \$250 or more made within the past two (2) years to an Alpharetta Official by the individual identified above. Please use a separate form for each Alpharetta Official to whom such a contribution as been made.

If the individual identified above has made no such contributions to an Alpharetta Official within the past two (2) years, please indicate this by entering "N/A" on the appropriate lines below.

Name of Official:	Position:
Description of Contribution:	Value:
Description of Contribution:	Value:
Description of Contribution:	Value:
Description of Contribution:	Value:
Description of Contribution:	Value:

Campaign Contribution Information:

I do solemnly swear and attest, subject to criminal penalties for false swearing, that the information provided in this Disclosure Form is true and accurate and that I have disclosed herein any and all campaign contributions made to an Official of the City of Alpharetta, Georgia in accordance with O.C.G.A. 36-67 A-3.

Signature:



Date:

7/24/2023

ALPHARETTA PLANNING COMMISSION REVIEW CRITERIA

How will this proposal be compatible with surrounding properties?

The proposed use of single family detached residential matches the properties west, south and north. Ocee Park is located to the southeast. Existing AG property lies to the east. The lots will be a minimum of 1 acre.

How will this proposal affect the use and value of the surrounding properties?

The proposed use will increase the value of the surrounding properties due to the size of the proposed lots, and will not affect the use of the surrounding properties.

Can the property be developed for a reasonable economic use as currently zoned? Please explain why or why not.

The property cannot be developed for reasonable economic use, as the existing AG designation causes it to be "existing, non-conforming". AG zoning requires a minimum 5-acre lot area and the property is 2.49 acres.

What would be the increase to population and traffic if the proposal were approved?

One existing home was removed and two new homes would be constructed. With 2.76 persons per household (census.gov), there would be an increase in population of 3 people. ITE trip generation tools indicate an increase in total daily vehicle trips from 10 to 15.

What would be the impact to schools and utilities if the proposal were approved?

There would not be significant impacts to schools or utilities.

How is the proposal consistent with the Alpharetta Comprehensive Plan; particularly the Future Land Use Map?

Alpharetta's Future Land Use Map designates the parcel as Low Density Residential. This application is consistent with that designation.

Are there existing or changing conditions which affect the development of the property and support the proposed request?

From a market standpoint, the demand for single family detached housing is on the rise, along with a decrease in available supply. From a site size & shape standpoint, the geometry of the parcel is unusual, and the proposed development allows for a viable use of the property.

On a separate sheet or sheets, please provide any information or evidence that supports your request and the statements that you have provided in this application.

CITIZEN PARTICIPATION FORM - PART A

This form must be completed and submitted with the applicant's completed Public Hearing Application. Applications submitted to the City of Alpharetta without a completed Citizen Participation Form - Part A will not be accepted.

Public Hearing or Project Name: Ocee Place

Contact Name: Kourosh Baghaei - Castle View Homes, LLC Telephone: (404) 293-5555

The following people will be notified of this application and provided information describing the subject proposal. Please note that ALL adjoining property owners MUST be notified. Use additional pages as needed.

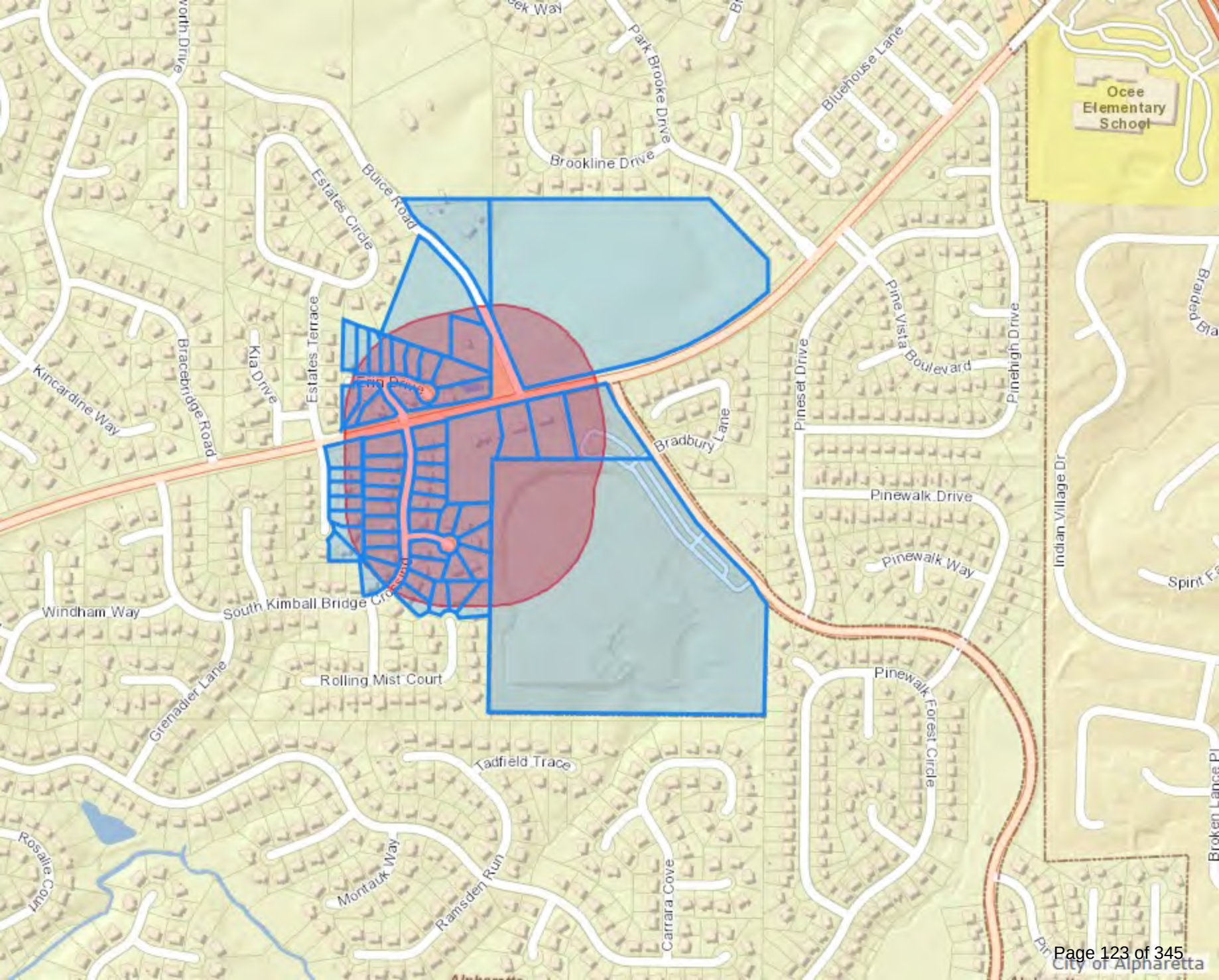
See attached mailing list.	

Method by which these individuals will be contacted. Please mark all that apply. *If you select "Other," please provide a description of the method of contact that will be used.*

- | | |
|--|--|
| ☒ Letter | ☐ Personal Visits |
| ☐ Telephone | ☐ Group Meeting |
| ☐ Email | ☐ Other <i>(Please Specify)</i> |

Please describe the method(s) by which these individuals will have the opportunity to respond or contact the applicant with questions or concerns about the proposal.

A letter will be mailed, including a description of the proposal and the Site Plan. Telephone numbers and email addresses will be provided for recipients to contact the applicant with questions or concerns. Feedback will be collected and reported back to the City in Part B of the Citizen Participation Plan.



LYSAK ROBERT R & LYSAK ALICIA G
130 KIMBALL BRIDGE COVE
ALPHARETTA GA 30022

MURPHY JAMES D & CHRISTION T
10865 S KIMBALL BRIDGE
ALPHARETTA GA 30022

TRIVEDI ABHAY V & SHILPA S
3992 ERIN DR
ALPHARETTA GA 30022

WEBB PAUL DAVID
11125 BUICE RD
ALPHARETTA GA 30022-4926

MURTHY SRINIVASA
10925 S KIMBALL BRIDGE XING
ALPHARETTA GA 30022

DICKERSON RONNIE & YOUNG H
3967 ERIN DR
ALPHARETTA GA 30022

BAHRI RAMESH C& JYOTI
3982 ERIN DR
ALPHARETTA GA 30022

PENTER BRIAN & CATHERINE TROY
110 RIDGE RUN AVE
ALPHARETTA GA 30022

JOHNSON JAMES DOUG & JOHNSON CYNTH
IA M
4032 ERIN DR
ALPHARETTA GA 30022

DALTON TYLER
160 KIMBALL BRIDGE CV
ALPHARETTA GA 30022

SIEDNER CINDY & RON
10950 S KIMBALL BRIDGE XING
ALPHARETTA GA 30022

KILKELLY THOMAS JR & KILKELLY SUSA
N MARIE
3962 ERIN DR
ALPHARETTA GA 30022

SHIRLEY STEPHEN P & ANNE MARIE
150 KIMBALL BRIDGE COVE
ALPHARETTA GA 30022

MC DONALD SCOTT C & OUELLETTE ANTO
INETTE Y
10910 S KIMBALL BRIDGE XING
ALPHARETTA GA 30022

HODGE LAURENCE PAUL & AMY LYNN
3987 ERIN DR
ALPHARETTA GA 30022

WILLIAMS CASEY PATRICIA
100 KIMBALL BRIDGE CV
ALPHARETTA GA 30022

DEBELY AARON & DEBELY MICHIKO
10890 S KIMBALL BRIDGE XING
ALPHARETTA GA 30022

CITY OF REFUGE INC
1300 JOSEPH E BOONE BLVD NW
ATLANTA GA 30314

HUNT THOMAS EDWARD & HUNT KAYTLINN
KUHN
120 RIDGE RUN AVE
ALPHARETTA GA 30022

CITY OF JOHNS CREEK
12000 A FINDLEY RD STE 400
DULUTH GA 30097

DENNIS JAMES P & SMITH LINDA B
4022 ERIN DR
ALPHARETTA GA 30022

KACHO JAY D & ROSALIND D
10895 SOUTH KIMBALL BRIDGE
ALPHARETTA GA 30201

NELSON IDRISSE ATO & SIMMONDS MICH
ELLE
4002 ERIN DR
ALPHARETTA GA 30022

HANSEN THEODORE J & JENNIFER W
385 ROLLING MIST CT
ALPHARETTA GA 30022

THORNTON CONSTANZA & TOMMY G
130 RIDGE RUN AVE
ALPHARETTA GA 30022-5777

KREITNER LEE & ELISE G
120 KIMBALL BRIDGE COVE
ALPHARETTA GA 30022

JONES HANNAH D & ZACHARY L
10885 S KIMBALL BRIDGE XING
ALPHARETTA GA 30022

GANNON STEPHANIE ANN
10875 S KIMBALL BRIDGE XING
ALPHARETTA GA 30022-5775

LAZO RONALD JOSEPH & TRICIA H
4042 ERIN DR
ALPHARETTA GA 30022

JACKSON BRIAN KENNETH & JACKSON JE
NNIFER MARIE
320 ROLLING MIST CT
ALPHARETTA GA 30022

LAVRETTA JOHN L & EMILY M
10935 S KIMBALL BRIDGE XING
ALPHARETTA GA 30022

DASARI SUNETRI PRIYANKA & TIRUPATI
SRIDHAR
10992 S KIMBALL BRIDGE XING
ALPHARETTA GA 30022

BRINKS JAMES T & DORIS A TR
10870 KIMBALL BRIDGE XING
ALPHARETTA GA 30022

CENIZA GLEN & TONYA
10955 SOUTH KIMBALL BRIDGE XING
ALPHARETTA GA 30022

WEBB PAUL DAVID
11125 BUICE RD
ALPHARETTA GA 30022-4926

RIPLEY JENNIFER & RIPLEY WILLIAM S
PENCER II
10880 S KIMBALL BRIDGE XING
ALPHARETTA GA 30022

CASELLI THOMAS J & JEAN A
375 ROLLING MIST CT
ALPHARETTA GA 30022-4405

PATEL NIRAV & PATEL FALGUNI
1115 SPRINGWOOD CONNECTOR UNIT 620
ATLANTA GA 30328

CITY OF JOHNS CREEK
12000 A FINDLEY RD STE 400
DULUTH GA 30097

DUTTA PRIYABRATA & ADITY
10965 SOUTH KIMBALL BRIDGE XING
ALPHARETTA GA 30022

ANANTHASANE JOHN
134 DEVORE RD
ALPHARETTA GA 30009

LEWIS NEWMAN INC
3032 BAKERS MEADOW
ATLANTA GA 30339

KEENAN SHELLEY Z & MICHAEL J
10930 S KIMBALL BRIDGE CRS
ALPHARETTA GA 30022

JACOBS MICHAEL E & JACOBS CAROLYN
EGAN
3972 ERIN DR
ALPHARETTA GA 30022

SHERMAN URI & SHERMAN ELA
9391 KINGSTON CROSSING CIR
ALPHARETTA GA 30022

DUNKERLY CEDRIC A II & PEGGY
10900 SOUTH KIMBALL BRIDGE
ALPHARETTA GA 30201

CROFFORD DANIEL & PRITCHARD ANNE
10915 SOUTH KIMBALL BRIDGE
ALPHARETTA GA 30202

RED RIVER LP
13315 BETHANY RD
ALPHARETTA GA 30009

SZPINDOR KRISTIN B
10920 S KIMBALL BRIDGE XING
ALPHARETTA GA 30022

HOFFMANN MICHAEL IAN & HOFFMANN MI
RIAM
115 RIDGE RUN AVE
ALPHARETTA GA 30022

KRAUSE CARRIE A
10960 S KIMBALL BRIDGE XING
ALPHARETTA GA 30022

FENN LAWRENCE P
125 RIDGE RUN AVE
ALPHARETTA GA 30022

MILTEER QIYANAH
140 KIMBALL BRIDGE CV
ALPHARETTA GA 30022

WEBB COLLIN JAMES & BLAND GEORGIA
MAY
10945 S KIMBALL BRIDGE XING
ALPHARETTA GA 30022

LIST ADAM & JULIA E
110 KIMBALL BRIDGE CV
ALPHARETTA GA 30022

DOMZAL BROOKE E
10940 S KIMBALL BRIDGE XING
ALPHARETTA GA 30022



Earth Design Engineering, LLC

June 27, 2023

Mayor and City Council
City of Alpharetta, Georgia
2 Park Plaza
Alpharetta, GA 30009

Letter of intent

RE: Application for Rezoning
Castle View Homes, LLC
Rezoning from AG to R-12
4050 Kimball Bridge Road (the "Property")

Dear Mayor and Councilmembers:

Please be advised that Castle View Homes, LLC, the owner of the Property, is asking for a rezoning of the Property. The Property consists of approximately 2.49± acres and is currently developed as a single-family residential property. The Property is currently zoned AG.

Rezoning Request

Castle View Homes, LLC is seeking a rezoning for the Property from the AG to R-12. The purpose of the rezoning request is to create 2 residential lots with each lot being greater than 1 acre and meeting the requirements of the R-12 zoning classification. The proposed development will have a positive impact on the surrounding area. The majority of the residential developments in the area have a smaller lot area and similar setback requirements.

The applicant believes that the approval of this rezoning request will not have a negative impact of the surrounding properties. The proposed lot size is larger than most of the single-family residential lots in the area and will increase the property value of the surrounding area. The development will not unduly tax any City of Alpharetta services, including, but not limited to, fire and police protection, and garbage collection. Water and sewer will be provided through Fulton County. The proposed rezoning will have minimal impact on the surrounding school systems.

Conclusion

The proposed rezoning is consistent with the City of Alpharetta's Future Land Use Plan. Constitutional Objections are attached hereto and made part hereof by reference.



Earth Design Engineering, LLC

Respectfully submitted,

A handwritten signature in black ink, consisting of stylized, flowing letters that appear to read 'N. Griffiths'.

Earth Design Engineering, LCC
Nicholas J. Griffiths, PE
Principal Engineer



Earth Design Engineering, LLC

CONSTITUTIONAL OBJECTIONS

Georgia Law and the procedures of the City of Alpharetta require us to raise Federal and State Constitutional objections during the rezoning application process. While the Owner and Applicant anticipate a smooth application process, failure to raise constitutional objections at this stage may mean that the Owner will be barred from raising important legal claims later in the process. Accordingly, we are required to raise the following constitutional objections at this time:

A denial of the Application would be unconstitutional in that it would destroy the Owner's property rights without first paying fair, adequate and just compensations for such rights, in violation of Article I, Section I, Paragraph I of the Constitution of the State of Georgia of 1983; Article I, Section III, Paragraph I of the Constitution of the State of Georgia of 1983 and the Due Process Clause of the Fourteenth Amendment to the Constitution of the United States of America.

Any application of the Code of the City of Alpharetta, or the Unified Development Code of the City of Alpharetta, to the Subject Property that prohibits the Owner from developing the Subject Property as proposed is unconstitutional, illegal, null and void because such an application constitutes a taking of the Owner's property in violation of the Just Compensation Clause of the Fifth Amendment of the Constitution of the United States; Article I, Section I, Paragraph I and Article I, Section III, Paragraph I of the Constitution of the State of Georgia of 1983; and a violation of the Equal Protection and Due Process Clauses of the Fourteenth Amendment to the Constitution of the United States of America because such an application denies the Owner and economically viable use of its land while not substantially advancing legitimate state interests.

A denial of this Application would also constitute an arbitrary and capricious act by the City of Alpharetta without any rational basis therefore, thereby constituting an abuse of discretion in violation of Article I, Section I, Paragraph I of the Constitution of the State of Georgia of 1983; Article I, Section III, Paragraph I of the Constitution of the State of Georgia of 1983; and the Due Process Clause of the Fourteenth Amendment to the Constitution of the United States of America.

A refusal by the City of Alpharetta to grant the Application would be unconstitutional and discriminate in an arbitrary, capricious and unreasonable manner between the Owner and Owners of similarly situated property in violation of Article I, Section I, Paragraph II of the Constitution of the State of Georgia of 1983 and the Equal Protection Clause of the Fourteenth Amendment to the Constitution of the United States of America. Any approval



Earth Design Engineering, LLC

of the Application that subjects the Subject Property to conditions that are different from the conditions requested by the Owner, to the extent such different conditions would have the effect of further restricting the Owner's utilization of the Subject Property, would also constitute an arbitrary, capricious and discriminatory act in zoning the Subject Property to an unconstitutional category and would likewise violate each of the provisions of the State and Federal Constitutions set forth herein above.

In addition, this constitutes formal written notice to the City of Alpharetta, pursuant to O.C.G.A. § 36-33-5, that the Owner plans to seek to recover all damages that it sustains or suffers as a result of the denial of this Application and/or the unconstitutional zoning of the Subject Property by the City of Alpharetta. Such damages may include, but are not necessarily limited to, damages related to diminution in value of the Subject Property, attorney's fees and expenses of litigation.

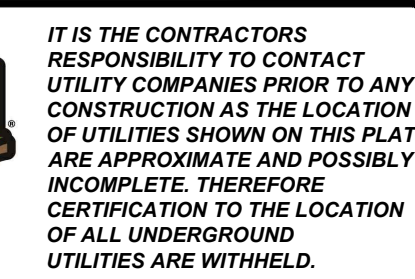
Accordingly, the Owner respectfully requests that the City of Alpharetta grant the Application as requested.

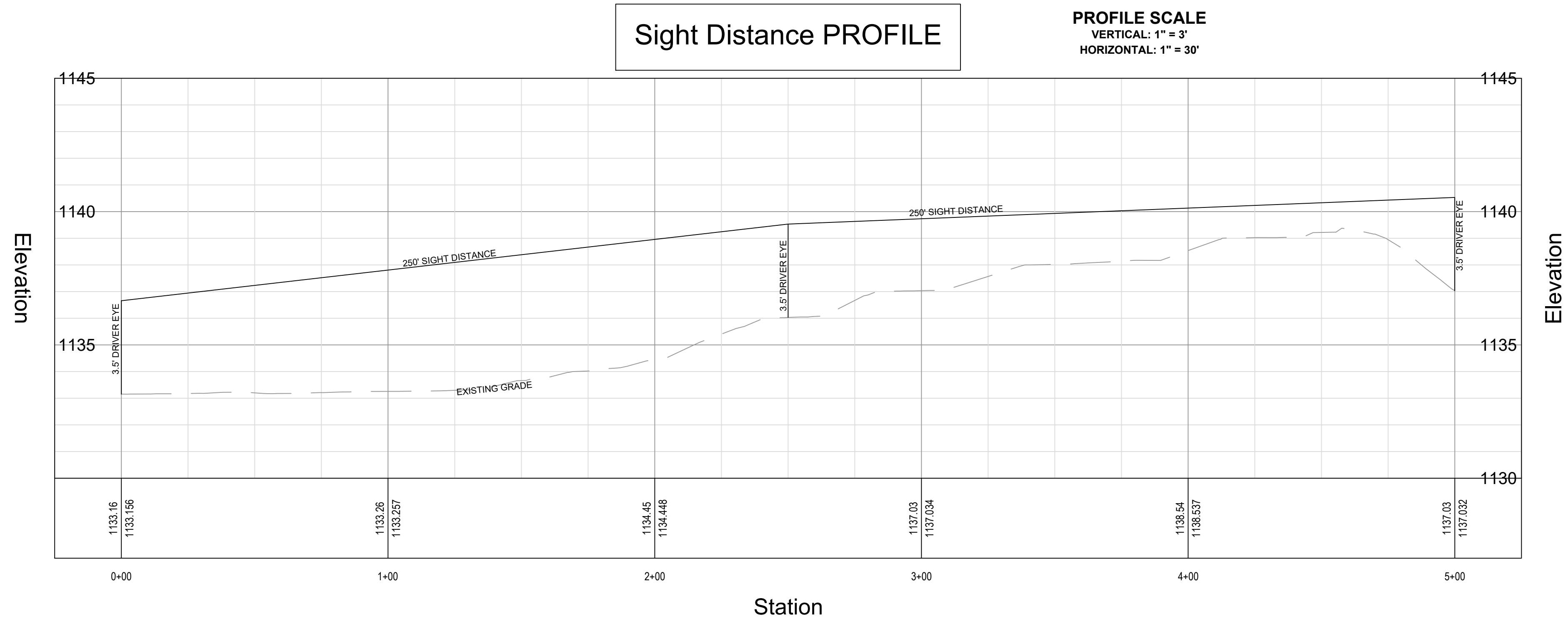
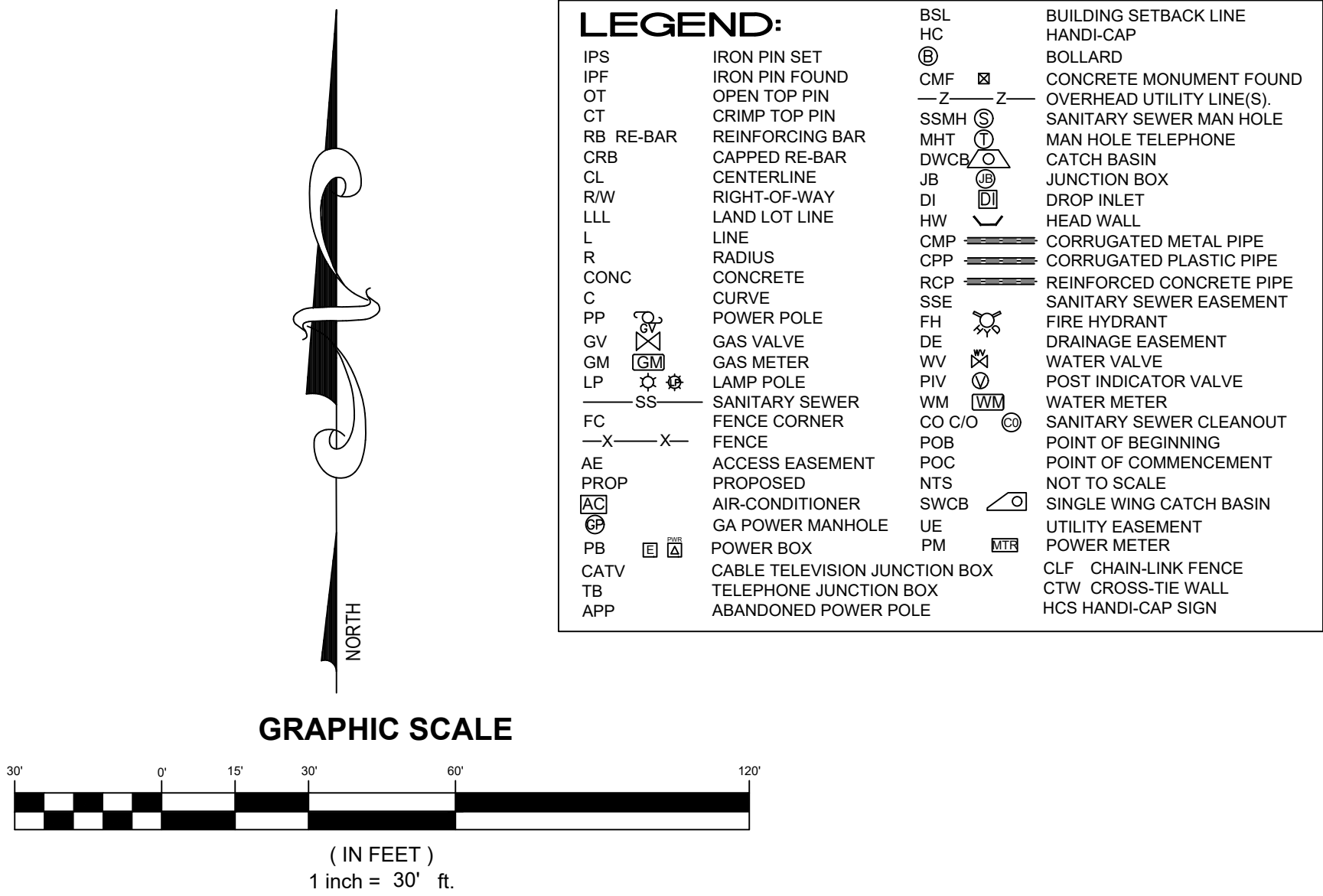
Earth Design Engineering, LLC

By: _____

Nick Griffiths

Applicant's Authorized Representative

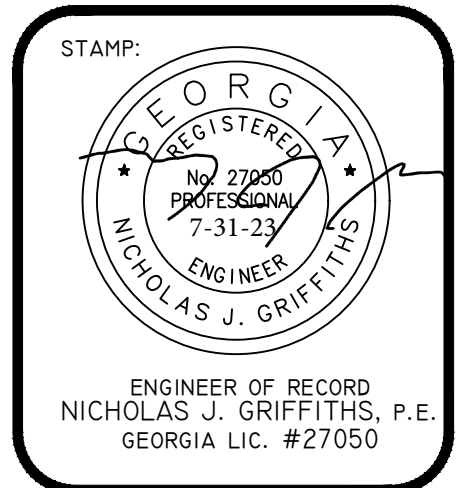




CONTRACTOR PLEASE NOTE THERE ARE NUMEROUS UNDERGROUND UTILITIES. ALL SHALL BE FIELD LOCATED PRIOR TO CONSTRUCTION OF DRIVEWAY AND PROPOSED UTILITY AND STORM DRAIN CROSSINGS. IMMEDIATELY BRING TO THE ATTENTION OF THE OWNER / ENGINEER AND / OR UTILITY PROVIDER OF EXPOSED CONFLICTS



IT IS THE CONTRACTOR'S RESPONSIBILITY TO CONTACT UTILITY COMPANIES PRIOR TO ANY CONSTRUCTION AS THE LOCATION OF UTILITIES SHOWN ON THIS PLAT ARE APPROXIMATE AND POSSIBLY INCOMPLETE. THEREFORE CERTIFICATION TO THE LOCATION OF ALL UNDERGROUND UTILITIES ARE WITHHELD.



No.	Revision/Issue	Date
Project Number:	2022-087	Issue Date: 07-18-2023
Drawn By:	NJG	Checked By: NJG

EARTH DESIGN ENGINEERING, LLC
844 180th AVE EAST
REDINGTON SHORES, FL 33708
PHONE: (678) 435-5871
EMAIL: EARTHDESIGNENGINEERING@GMAIL.COM

Project Name and Address
OCEE PLACE
KIMBALL BRIDGE ROAD, ALPHARETTA GA
PROPERTY REPRESENTATIVE:
CASTLE VIEW HOMES, LLC
ATTN: KOUROSH BAGHAEI
5165 PEACHTREE PARKWAY #220
NORCROSS, GA 30092
PHONE: (404) 293-5555
EMAIL: kb@castleviewhomes.net

Sheet Name
SIGHT DISTANCE

Sheet Number **1-2**

BOUNDARY RETRACEMENT SURVEY FOR:
CASTLE VIEW HOMES

4050 KIMBALL BRIDGE ROAD
LAND LOTS 79, 80, & 93
1st DISTRICT - 1st SECTION
FULTON COUNTY, GEORGIA
CITY OF ALPHARETTA
EXISTING ZONING: AG
PIN: 11 016000790157
108,259 SQ. FT.
2.49 ACRES

THIS BLOCK RESERVED FOR THE CLERK
OF THE SUPERIOR COURT.

LEGEND:	
IPS	IRON PIN SET
IPF	IRON PIN FOUND
OT	OPEN TOP PIN
CT	CRIMP TOP PIN
RB	REINFORCING BAR
CRB	CAPPED RE-BAR
CL	CENTERLINE
R/W	RIGHT-OF-WAY
LLL	LAND LOT LINE
R	RADIUS
CONC	CONCRETE
C	CURVE
PP	POWER POLE
GV	GAS VALVE
GM	GAS METER
LP	LAMP POLE
SS	SANITARY SEWER
FC	FENCE CORNER
AE	ACCESS EASEMENT
PROP	PROPOSED
AC	AIR-CONDITIONER
PM	POWER MANHOLE
FB	POWER BOX
CATV	CABLE TELEVISION JUNCTION BOX
TB	TELEPHONE JUNCTION BOX
APP	ABANDONED POWER POLE
BSL	BUILDING SETBACK LINE
HC	HANDI-CAP
CMF	CONCRETE MONUMENT FOUND
SSMH	SANITARY SEWER MAN HOLE
MHT	MAN HOLE TELEPHONE
DWBS	CATCH BASIN
JB	JUNCTION BOX
DI	DROP INLET
HW	HEAD WALL
CPP	CORRUGATED METAL PIPE
RCP	REINFORCED CONCRETE PIPE
SSE	SANITARY SEWER EASEMENT
FH	FIRE HYDRANT
DE	DRAINAGE EASEMENT
WV	WATER VALVE
PVI	POST INDICATOR VALVE
WM	WATER METER
CO C/O	SANITARY SEWER CLEANOUT
POB	POINT OF BEGINNING
POC	POINT OF COMMENCEMENT
NTS	NOT TO SCALE
SWCB	SINGLE WING CATCH BASIN
UE	UTILITY EASEMENT
PM	POWER METER
CLF	CHAIN-LINK FENCE
CTW	CROSS-TIE WALL
HCS	HANDI-CAP SIGN

SURVEY NOTES:

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- VERTICAL DATUM IS NORTH AMERICAN VERTICAL DATUM OF 1988 (NAVD88)
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- THIS SURVEY WAS PREPARED WITHOUT THE BENEFIT OF AN ABSTRACT TITLE. ALL MATTERS PERTAINING TO TITLE ARE EXCEPTED.
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- THIS PROPERTY IS NOT LOCATED IN SPECIAL FLOOD HAZARD AREA PER THE FEDERAL EMERGENCY MANAGEMENT AGENCY'S FLOOD INSURANCE RATE MAP No. 13121C0086F; EFFECTIVE DATE: 09-18-2013.
- THE CERTIFICATION, AS SHOWN HEREON, IS PURELY A STATEMENT OF PROFESSIONAL OPINION BASED ON KNOWLEDGE, INFORMATION AND BELIEF, AND BASED ON EXISTING FIELD EVIDENCE AND DOCUMENTARY EVIDENCE AVAILABLE. THE CERTIFICATION IS NOT AN EXPRESSED OR IMPLIED WARRANTY OR GUARANTEE.
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- ALL PROPERTY CORNERS FOR LOTS TO BE SET IN FIELD AS 1/2" (#4) REBAR WITH PINK CAPS MARKED "FLS CORNER LSF 631" UNLESS OTHERWISE STATED.
- THIS SURVEY COMPLIES WITH BOTH THE RULES OF THE GEORGIA BOARD OF REGISTRATION FOR PROFESSIONAL ENGINEERS AND LAND SURVEYORS AND THE OFFICIAL CODE OF GEORGIA ANNOTATED (OCGA) 15-6-67 AS AMENDED BY HB76 (2017), IN THAT WHERE A CONFLICT EXISTS BETWEEN THOSE TWO SETS OF SPECIFICATIONS, THE REQUIREMENTS OF LAW PREVAIL.
- BOUNDARY FIELD WORK PERFORMED 03-29-2022 BY FRONTLINE SURVEYING & MAPPING, INC.
- EQUIPMENT USED: TOPCON ELECTRONIC TOTAL STATION & TRIMBLE 5800 GPS RECEIVER UTILIZING CHAMPION GPS/eGPS NETWORK.
- ANGULAR ERROR: 9 SECONDS PER ANGLE.
- RAW FIELD PRECISION: 1:23,519.
- ADJUSTED BY LEAST SQUARES.
- PLAT CLOSURE: 1:318,664.

RECORDED AS
PHASE ONE
KIMBALL BRIDGE CROSSING
ZONED: R-15
PB 155, PG 117

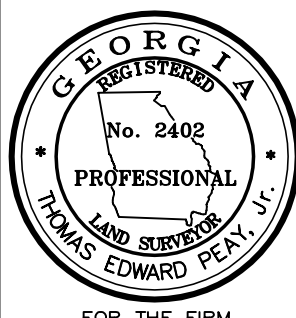
N/F
LEWIS NEWMAN INC
DB 9239, PG 202
ZONED: AG
PIN: 11 027000930149
4040 KIMBALL BRIDGE RD

N/F
CITY OF JOHNS CREEK
DB 44201, PG 364
ZONED: AG
PIN: 11 027000940014
BUICE RD

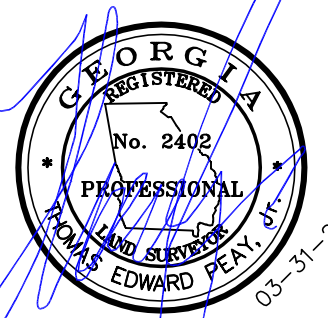
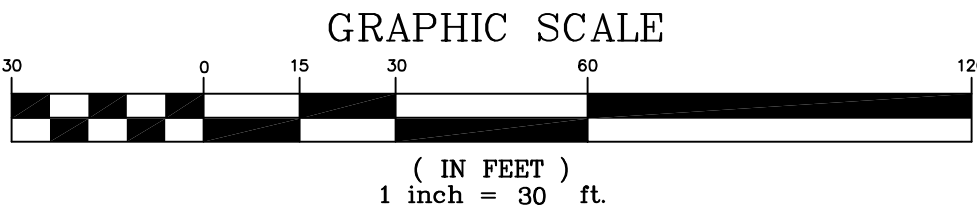
"OCEE PARK"

SURVEYOR'S CERTIFICATION:

THIS PLAT IS A RETRACEMENT OF AN EXISTING PARCEL OR PARCELS OF LAND AND DOES NOT SUBDIVIDE OR CREATE A NEW PARCEL OR MAKE ANY CHANGES TO ANY REAL PROPERTY BOUNDARIES. THE RECORDING INFORMATION OF THE DOCUMENTS, MAPS, PLATS, OR OTHER INSTRUMENTS WHICH CREATED THE PARCEL OR PARCELS ARE STATED HEREON.
RECORDATION OF THIS PLAT DOES NOT IMPLY APPROVAL OF ANY LOCAL JURISDICTION, AVAILABILITY OF PERMITS, COMPLIANCE WITH LOCAL REGULATIONS OR REQUIREMENTS, OR SUITABILITY FOR ANY USE OR PURPOSE OF THE LAND. FURTHERMORE, THE UNDERSIGNED LAND SURVEYOR CERTIFIES THAT THIS PLAT COMPLIES WITH THE MINIMUM TECHNICAL STANDARDS FOR PROPERTY SURVEYS IN GEORGIA AS SET FORTH IN THE RULES AND REGULATIONS OF THE GEORGIA BOARD OF REGISTRATION FOR PROFESSIONAL ENGINEERS AND LAND SURVEYORS AND AS SET FORTH IN O.C.G.A. SECTION 15-6-67.



By: Thomas E. Peay, Jr., Registered Ge. Land Surveyor #2402 Date 03-31-22
Frontline Surveying & Mapping, Inc.
3595 Canton Rd.
Suite 312, PMB-272
Marietta, Ga. 30066



NO N.G.S. MONUMENT WAS FOUND WITHIN 500 FEET OF THIS PROPERTY. THIS PLAT WAS PREPARED FOR THE EXCLUSIVE USE OF THE PERSON, PERSONS OR ENTITY NAMED HEREON. THIS PLAT DOES NOT EXTEND TO ANY UNNAMED PERSON, PERSONS, OR ENTITY WITHOUT EXPRESS RECERTIFICATION BY THE SURVEYOR NAMING SAID PERSON, PERSONS OR ENTITY. THESE DOCUMENTS, AS INSTRUMENTS OF SERVICE, REMAIN THE PROPERTY OF FRONTLINE SURVEYING & MAPPING, INC. AND NO PART THEREOF MAY BE USED, COPIED OR REPRODUCED IN ANY FORM WITHOUT WRITTEN PERMISSION. COPYRIGHT © 2022 FRONTLINE SURVEYING AND MAPPING, INC. *** ALL MATTERS PERTAINING TO TITLE ARE EXCEPTED ***



www.frontlinesurveying.com

3595 Canton Road
SUITE 312 - 272
Marietta, GA 30066
Ph. (678) 355-9905
Fax (678) 355-9805

BOUNDARY RETRACEMENT SURVEY FOR

CASTLE VIEW HOMES

DATE 03/29/2022

SCALE 1" = 30'

LAND LOT 79, 80, 93 1st DISTRICT 1st SECTION FULTON COUNTY, GEORGIA

LOT BLOCK UNIT REVISION BY: DATE:

SUBDIVISION PHASE

PB PG I HAVE THIS DATE EXAMINED THE "FIA OFFICIAL FLOOD HAZARD MAP" AND FOUND THAT BY GRAPHIC PLOTTING ONLY THE REFERENCE PARCEL (IS NOT) IN AN AREA HAVING SPECIAL FLOOD HAZARDS.

DB 47894 PG 481 MAP ID 13121C0086F EFFECTIVE DATE: 9/18/13

BOUNDARY RETRACEMENT & TOPOGRAPHIC SURVEY FOR:

CASTLE VIEW HOMES

4050 KIMBALL BRIDGE ROAD
LAND LOTS 79, 80, & 93
1st DISTRICT - 1st SECTION
FULTON COUNTY, GEORGIA
CITY OF ALPHARETTA
EXISTING ZONING: AG
PIN: 11 016000790157
108,259 SQ. FT
2.49 ACRES

THIS BLOCK RESERVED FOR THE CLERK
OF THE SUPERIOR COURT.

LEGEND:

IPS	IRON PIN SET	BSL	BUILDING SETBACK LINE
IPF	IRON PIN FOUND	HC	HANDI-CAP
OT	OPEN TOP PIN	CMF	CONCRETE MONUMENT FOUND
CT	CRIMP TOP PIN	SSMH	OVERHEAD UTILITY LINE(S)
RB	REINFORCING BAR	MHT	SANITARY SEWER MAN HOLE
CRB	CAPPED RE-BAR	DWOS	CATCH BASIN
CL	CENTERLINE	JB	JUNCTION BOX
R/W	RIGHT-OF-WAY	DI	DROP INLET
LLL	LAND LOT LINE	HW	HEAD WALL
R	RADIUS	CMP	CORRUGATED METAL PIPE
CONC	CONCRETE	RCP	CORRUGATED PLASTIC PIPE
C	CONCRETE	SSE	REINFORCED CONCRETE PIPE
PP	POWER POLE	FH	FIRE HYDRANT
GV	GAS VALVE	DE	DRAINAGE EASEMENT
GM	GAS METER	WM	WATER VALVE
LP	LAMP POLE	PV	POST INDICATOR VALVE
SS	SANITARY SEWER	WM	WATER METER
FC	FENCE CORNER	CO C/O	SANITARY SEWER CLEANOUT
AE	ACCESS EASEMENT	POB	POINT OF BEGINNING
PROP	PROPOSED	NTS	NOT TO SCALE
AC	AIR-CONDITIONER	SWCB	SINGLE WING CATCH BASIN
PM	POWER MANHOLE	UE	UTILITY EASEMENT
FB	FENCE BOX	PM	POWER METER
CATV	CABLE TELEVISION JUNCTION BOX	CLF	CHAIN-LINK FENCE
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- TOPOGRAPHIC INFORMATION IS GROUND RUN, DATA GATHERED BY FRONTLINE SURVEYING & MAPPING, INC. ON 03-29-2022. EQUIPMENT USED: TOPCON ELECTRONIC TOTAL STATION & TRIMBLE 5800 GPS RECEIVER UTILIZING CHAMPION GPS/eGPS NETWORK.
- ANGULAR ERROR: 9 SECONDS PER ANGLE.
- RAW FIELD PRECISION: 1:23,519.
- ADJUSTED BY LEAST SQUARES.
- PLAT CLOSURE: 1:318,664.

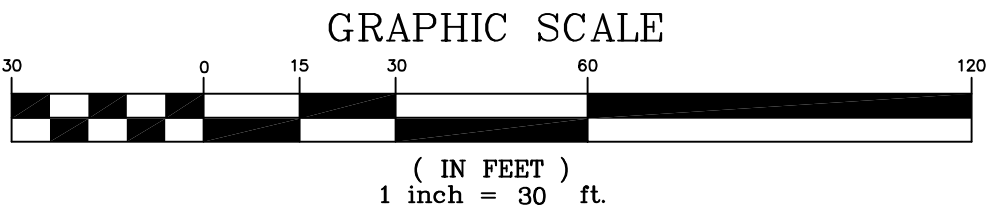
TOPOGRAPHIC NOTE:

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RECORDATION OF THIS PLAT DOES NOT IMPLY APPROVAL OF ANY LOCAL JURISDICTION, AVAILABILITY OF PERMITS, COMPLIANCE WITH LOCAL REGULATIONS OR REQUIREMENTS, OR SUITABILITY FOR ANY USE OR PURPOSE OF THE LAND. FURTHERMORE, THE UNDERSIGNED LAND SURVEYOR CERTIFIES THAT THIS PLAT COMPLIES WITH THE MINIMUM TECHNICAL STANDARDS FOR PROPERTY SURVEYS IN GEORGIA AS SET FORTH IN THE RULES AND REGULATIONS OF THE GEORGIA BOARD OF REGISTRATION FOR PROFESSIONAL ENGINEERS AND LAND SURVEYORS AND AS SET FORTH IN O.C.G.A. SECTION 15-6-67.

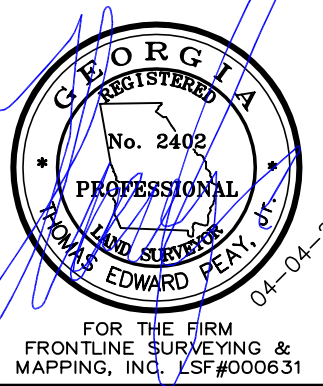
By: Thomas E. Peay, Jr., Registered Ge. Land Surveyor #2402 Date 04-04-22
Frontline Surveying & Mapping, Inc.
3595 Canton Rd.
Suite 312, PMB-272
Marietta, Ga. 30066



TREE LEGEND:

OAK	CHERRY
POPLAR	ASH
PINE	HORNBEAM
HICKORY	SWEETGUM

SHEET 2 OF 2



NO N.G.S. MONUMENT WAS FOUND WITHIN 500 FEET OF THIS PROPERTY. THIS PLAT WAS PREPARED FOR THE EXCLUSIVE USE OF THE PERSON, PERSONS OR ENTITY NAMED HEREON. THIS PLAT DOES NOT EXTEND TO ANY UNNAMED PERSON, PERSONS, OR ENTITY WITHOUT EXPRESS RECERTIFICATION BY THE SURVEYOR NAMING SAID PERSON, PERSONS OR ENTITY. THESE DOCUMENTS, AS INSTRUMENTS OF SERVICE, REMAIN THE PROPERTY OF FRONTLINE SURVEYING & MAPPING, INC. AND NO PART THEREOF MAY BE USED, COPIED OR REPRODUCED IN ANY FORM WITHOUT WRITTEN PERMISSION. COPYRIGHT © 2022 FRONTLINE SURVEYING & MAPPING, INC. *** ALL MATTERS PERTAINING TO TITLE ARE EXCEPTED ***



3595 Canton Road
SUITE 312 - 272
Marietta, GA 30066
Ph. (678) 355-9905
Fax (678) 355-9805

www.frontlinesurveying.com

BOUNDARY RETRACEMENT & TOPOGRAPHIC SURVEY FOR

CASTLE VIEW HOMES

DATE 03/29/2022

SCALE 1" = 30'

LAND LOT 79, 80, 93		1st DISTRICT	1st SECTION	FULTON COUNTY, GEORGIA
LOT	BLOCK	UNIT	REVISION	BY: DATE:
SUBDIVISION	PHASE			
PB _____ PG _____	I HAVE THIS DATE EXAMINED THE "FIA OFFICIAL FLOOD HAZARD MAP" AND FOUND THAT BY GRAPHIC PLOTTING ONLY THE REFERENCE PARCEL (IS NOT) IN AN AREA HAVING SPECIAL FLOOD HAZARDS.			
DB 47894 PG 481	MAP ID 13121C0086F EFFECTIVE DATE: 9/18/13			



3595 Canton Road
Suite 116, PMB 272
Marietta, GA 30066
Ph. (678) 355-9905
Fax (678) 355-9805
www.frontlinesurveying.com

LEGAL DESCRIPTION – 2.49 ACRES

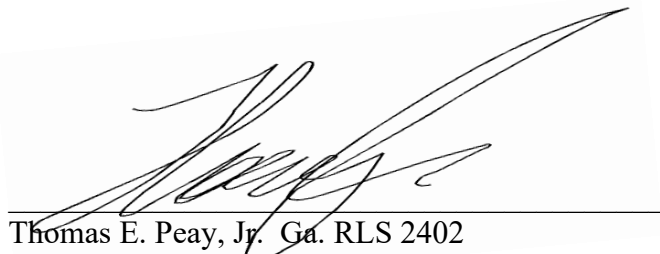
ALL THAT TRACT OR PARCEL OF LAND lying and being in Land Lots 79, 80, & 93 of the 1st District, 1st Section, of Fulton County, Georgia and being more particularly described as follows:

BEGINNING at a point (Iron Pin Found, #3 Re-Bar) located at the point of common intersection of Land Lots 79, 80, 93, and 94, said District and Section, said point being the TRUE POINT OF BEGINNING;

THENCE, from said Point of Beginning thus established, following the eastern line of Land Lot 79 (also being the western line of Land Lot 94), proceed South $00^{\circ}15'21''$ West a distance of 227.99 feet to a point (Iron Pin Found, 1 inch Crimped Top); Thence leaving said Land Lot Line proceed North $89^{\circ}44'10''$ West a distance of 219.60 feet to a point (Iron Pin Found, #5 Re-Bar); Thence proceed North $00^{\circ}12'44''$ East a distance of 420.39 feet to a point (Iron Pin Found, #4 Re-Bar) located on the southeastern right-of-way of Kimball Bridge Road (60' R/W); Thence proceed along said southeastern right-of-way of Kimball Bridge Road North $77^{\circ}38'44''$ East a distance of 255.50 feet to a point (Iron Pin Set, #4 Capped Re-Bar); Thence leaving said right-of-way proceed South $11^{\circ}20'05''$ East a distance of 149.77 feet to a point (Iron Pin Found, #3 Re-Bar); Thence proceed South $21^{\circ}31'59''$ West a distance of 108.87 feet to a point (Iron Pin Set, #4 Capped Re-Bar) on southern line of Land Lot 93 (also being the northern line of Land Lot 94); Thence continuing along said southern line of Land Lot 93 proceed North $89^{\circ}53'19''$ West a distance of 20.00 feet to a point, said point being the POINT OF BEGINNING.

Together with and subject to all covenants, easements, and restrictions of record.

Tract described herein containing 2.49 acres of land (108,259 Square feet), more or less, shown on a survey titled Boundary Retracement Survey for Castle View Homes by Frontline Surveying & Mapping, Inc., job number 77605, dated 03/31/2022, also being known as 4050 Kimball Bridge Road according to the current system of numbering in Fulton County, Georgia.



Thomas E. Peay, Jr. Ga. RLS 2402
For the Firm of Frontline Surveying & Mapping, Inc.



3/8/2022

Chris Owens
Plum Creek Consulting
7425 Mid Broadwell Trace
Alpharetta, GA. 30004

RE: Tree Risk Assessment-4050 Kimball Bridge Road

On March 3rd, 2022, I inspected the health and condition of your trees located at 4050 Kimball Bridge Road, Alpharetta, Georgia, 30009.

Ultimately, the governing body's (City of Alpharetta) arborist or representative shall determine whether a tree is classified as dead, dying, hazardous, and/or specimen status. No warranties express or implied are made with respect to the report. It shall be understood the OWNER makes use of this report by the ARBORTST at OWNER's sole risk and that the report is provided as best expert opinion. In no manner does this report guarantee the life or imply any length of life span of the trees. Attached is an excel spreadsheet with my observations. See attached photos.

1. Tree #4-18"/18"/12" Pine presents in poor condition.
 - a) I observed a trifurcated base.
 - b) Recommend removal.
 2. Tree #8-12"/8" Black Cherry presents in poor condition.
 - a) I observed a cavity in the bifurcation.
 - b) Recommend removal.
 3. Tree #11-23" Hickory presents in poor condition.
 - a) I observed a 2-foot area of decay at base of tree.
 - b) Recommend removal.
 4. Tree #14-18" Red Oak presents in poor condition.
 - a) I observed bifurcation with included bark.
 - b) Recommend removal.
 5. Tree #18-15" Ash presents in poor condition.
 - a) I observed phytophthora present in cavity at base.
 - b) Recommend removal.
 6. Tree #24-22" Black Cherry presents in poor condition.
 - a) I observed significant insect damage in parent stem.
 - b) Recommend removal.
- Tree #26-20" Black Cherry presents in poor condition.
- a) I observed decay in root flare.

- b) Recommend removal.
- 7. Tree #33-10" Pine presents in poor condition.
 - a) Tree is dead.
 - b) Recommend removal.
- 8. Tree #36-16" Pine presents in poor condition.
 - a) I observed 10-foot fusiform canker in parent stem.
 - b) Recommend removal.
- 9. Tree #40-14" Pine presents in poor condition.
 - a) I observed a large split with decay at base.
 - b) Recommend removal.
- 10. Tree #45-56" Tulip Poplar presents in poor condition.
 - a) I observed a nesting cavity in bifurcation.
 - b) Recommend removal.
- 11. Tree #48-12" Pine presents in poor condition.
 - a) I observed a large split at base.
 - b) Recommend removal.
- 12. Tree #51-14" Tulip Poplar presents in poor condition.
 - a) I observed it being fused to neighboring Red Oak.
 - b) Recommend removal.
- 13. Tree #52-28" Red Oak presents in poor condition.
 - a) I observed area of decay at base and fused to neighboring Tulip Poplar.
 - b) Recommend removal.
- 14. Tree #53-11" Black Cherry presents in poor condition.
 - a) I observed phototropic growth with associated lean.
 - b) Recommend removal.
- 15. Tree #54-22"/24" Red Oak presents in poor condition.
 - a) I observed area of decay in bifurcation.
 - b) Recommend removal.
- 16. Tree #60-10" Black Cherry presents in poor condition.
 - a) I observed a large area of decay in parent stem.
 - b) Recommend removal.
- 17. Tree #71-22" Pine presents in poor condition.
 - a) I observed a fusiform canker in parent stem.
 - b) Recommend removal.
- 18. Tree #76-25" Swamp Oak presents in poor condition.
 - a) I observed a large area of decay at base.
 - b) Recommend removal.
- 19. Tree #78-19" Red Oak presents in poor condition.
 - a) I observed 20-foot area of decay throughout entire tree.



- b) Recommend removal.
- 20. Tree #83-12" White Oak presents in poor condition.
 - a) I observed a large nesting cavity in root flare.
 - b) Recommend removal.
- 21. Tree #88-12" Red Oak presents in poor condition.
 - a) I observed a co-dominant stem with included bark.
 - b) Recommend removal.
- 22. Tree #89-22" Red Oak presents in poor condition.
 - a) I observed missing leaders as result of storm damage.
 - b) Recommend removal.
- 23. Tree #91-20"/11" Hickory presents in poor condition.
 - a) I observed bifurcation at base with included bark.
 - b) Recommend removal.
- 24. Tree #93-22" Red Oak presents in poor condition.
 - a) I observed a torsion split from phototropic growth.
 - b) Recommend removal.
- 25. . Tree #94-56" Hornbeam presents in poor condition.
 - a) I observed multiple bifurcations with included bark.
 - b) Recommend removal.
- 26. Tree #113-12"/6" Pine presents in poor condition.
 - a) I observed bifurcation with included bark.
 - b) Recommend removal.
- 27. Tree #118-14" Pine presents in poor condition.
 - a) I observed a lean over 20-degrees. +
 - b) Recommend removal.

Arborists cannot detect every condition that could possibly lead to the structural failure of a tree. Trees are living organisms that fail in ways we do not fully understand. Conditions are often hidden within trees and below ground. Arborists cannot guarantee that a tree will be healthy or safe under all circumstances, or for a specified period. Likewise, remedial treatments cannot be guaranteed. Clients may choose to accept or disregard the recommendations of the arborists, or to seek additional advice.

Kind regards,

A handwritten signature in black ink, appearing to read "Tim McDowell", with a stylized flourish at the end.

Tim McDowell
ISA Certified Arborist SO-10780A
Jarvis Tree Experts

North East Elevation

☉ 258°SW (T) ☉ 34.048312, -84.242406 ±8 m ▲ 327 m



#4 18/18/12 Tulip Poplar trifurcated at
base with included bark
Jarvis Tree Experts

4050 Kimball Bridge Rd
02 Mar 2022, 09:45:23

North West Elevation

☀ 129°SE (T) • 34.048242, -84.242393 ±13 m ▲ 301 m



#8 12"/8" Black Cherry nesting cavity in
bifurcation

Jarvis Tree Experts

4050 Kimball Bridge Rd

02 Mar 2022, 09:53:43

West Elevation

☀ 101°E (T) • 34.04802, -84.242286 ±11 m ▲ 283 m



#11 23" Hickory 2' area of decay at base
Jarvis Tree Experts

4050 Kimball Bridge Rd
02 Mar 2022, 10:03:28

North West Elevation

☀ 133°SE (T) ● 34.048125, -84.242341 ±5 m ▲ 312 m



#14 18" Red Oak bifurcated with include
bark

Jarvis Tree Experts

4050 Kimball Bridge Rd

02 Mar 2022, 10:11:13

South West Elevation

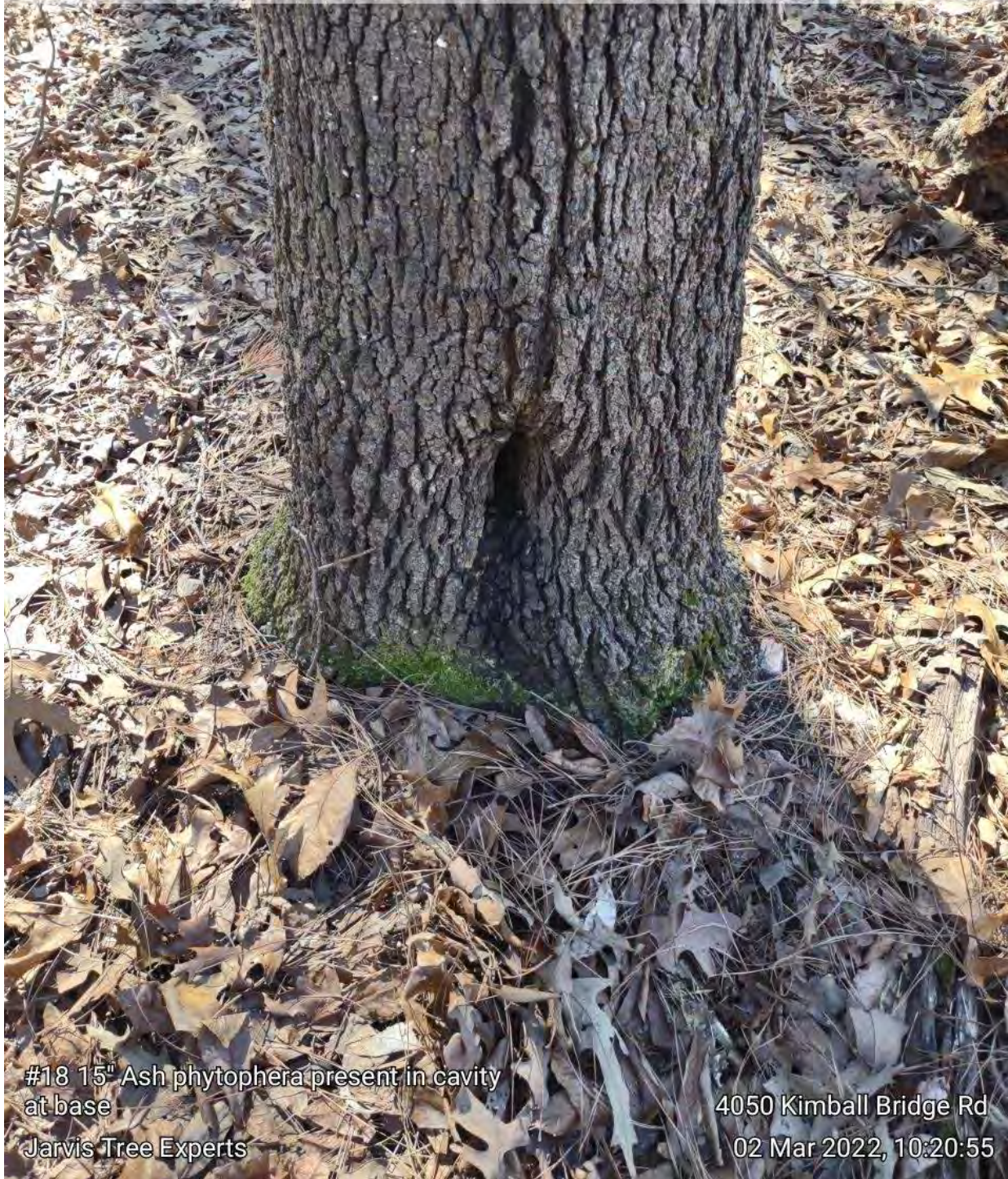
☉ 61°NE (T) • 34.048007, -84.242562 ±8 m ▲ 319 m

#17 13" Dogwood dead
Jarvis Tree Experts

4050 Kimball Bridge Rd
02 Mar 2022, 10:20:32

South West Elevation

☉ 72°NE (T) ☉ 34.047984, -84.24238 ±6 m ▲ 319 m



#18 15" Ash phytophthora present in cavity
at base

Jarvis Tree Experts

4050 Kimball Bridge Rd
02 Mar 2022, 10:20:55

North East Elevation

☉ 214°SW (T) ☉ 34.047611, -84.242389 ±12 m ▲ 329 m



#24 22" Black Cherry significant insect damage

Jarvis Tree Experts

4050 Kimball Bridge Rd

02 Mar 2022, 10:30:56

South East Elevation

☀ 324°NW (T) • 34.047453, -84.242228 ±17 m ▲ 309 m



#26 20" Black Cherry decay in root flare
Jarvis Tree Experts

4050 Kimball Bridge Rd
02 Mar 2022, 10:36:19

North Elevation

☀ 174°S (T) ● 34.04745, -84.24211 ±7 m ▲ 320 m



#36 16" Pine 10ft fuciform canker in
parent stem

Jarvis Tree Experts

4050 Kimball Bridge Rd
02 Mar 2022, 10:52:56

South West Elevation

☉ 78°NE (T) ☉ 34.047422, -84.242081 ±8 m ▲ 321 m



#40 14" Pine large split with decay at base

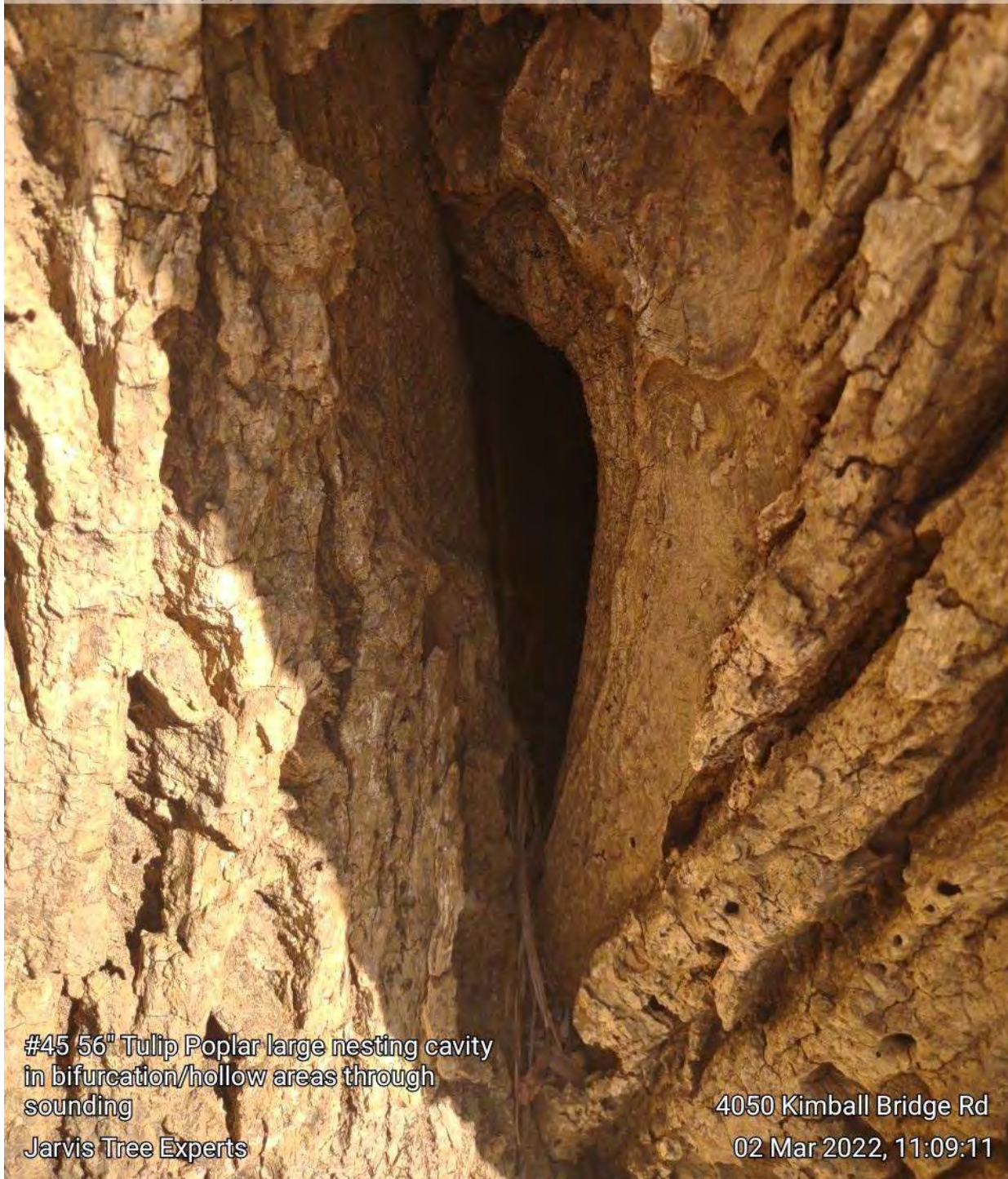
Jarvis Tree Experts

4050 Kimball Bridge Rd

02 Mar 2022, 10:58:12

South West Elevation

☀ 56°NE (T) ● 34.047268, -84.241726 ±9 m ▲ 332 m



#45 56" Tulip Poplar large nesting cavity
in bifurcation/hollow areas through
sounding

Jarvis Tree Experts

4050 Kimball Bridge Rd

02 Mar 2022, 11:09:11

East Elevation

☉ 295°W (T) ● 34.04747, -84.241737 ±10 m ▲ 293 m



#45 56" Tulip Poplar large nesting cavity
in bifurcation/hollow areas through
sounding

Jarvis Tree Experts

4050 Kimball Bridge Rd

02 Mar 2022, 11:16:48

East Elevation

☀ 285°W (T) • 34.047591, -84.241762 ±18 m ▲ 314 m



#48 12" Pine large split at base
Jarvis Tree Experts

4050 Kimball Bridge Rd
02 Mar 2022, 11:17:08

North East Elevation

☀ 250°SW (T) • 34.047803, -84.241625 ±15 m ▲ 275 m



#51 14" Tulip Poplar fused to Red Oak
Jarvis Tree Experts

4050 Kimball Bridge Rd
02 Mar 2022, 11:27:48

North East Elevation

☼ 246°SW (T) ● 34.047785, -84.2417 ±7 m ▲ 309 m



#52 28" Red Oak decay at base with
associated split I/fused to Tulip Poplar
Jarvis Tree Experts

4050 Kimball Bridge Rd
02 Mar 2022, 11:28:22

North East Elevation

☉ 235°SW (T) • 34.047772, -84.241689 ±6 m ▲ 311 m



#53 10" Black Cherry phototropic growth
Jarvis Tree Experts

4050 Kimball Bridge Rd
02 Mar 2022, 11:30:35

North East Elevation

☉ 243°SW (T) ☉ 34.047872, -84.241822 ±11 m ▲ 345 m



#54 24"/12" Red Oak decay in bifurcation
Jarvis Tree Experts

4050 Kimball Bridge Rd
02 Mar 2022, 11:33:20

North East Elevation

☉ 245°SW (T) ☉ 34.047984, -84.241519 ±8 m ▲ 351 m



#60 10" Black Cherry large area of decay
in parent stem

Jarvis Tree Experts

4050 Kimball Bridge Rd

02 Mar 2022, 11:40:05

South West Elevation

☀ 67°NE (T) • 34.048471, -84.241722 ±8 m ▲ 327 m



#71 22" Pine large fuciform canker in
parent stem

Jarvis Tree Experts

4050 Kimball Bridge Rd

02 Mar 2022, 12:08:46

East Elevation

☉ 298°W (T) ● 34.048412, -84.241826 ±5 m ▲ 326 m



#76 25" Swamp Oak decay at base and
throughout tree

Jarvis Tree Experts

4050 Kimball Bridge Rd

02 Mar 2022, 12:15:23

West Elevation

☉ 98°E (T) • 34.04822, -84.24192 ±5 m ▲ 294 m



#78 19" Red Oak decay throughout entire tree

Jarvis Tree Experts

4050 Kimball Bridge Rd

02 Mar 2022, 12:24:19

North Elevation

☉ 187°S (T) ☉ 34.048096, -84.241949 ±9 m ▲ 304 m



#83 12" White Oak large nesting cavity in
root flare

Jarvis Tree Experts

4050 Kimball Bridge Rd

02 Mar 2022, 12:33:53

North Elevation

☀ 171°S (T) ● 34.048162, -84.241866 ±9 m ▲ 254 m



#88 12" Red Oak bifurcated/phototropic
growth

Jarvis Tree Experts

4050 Kimball Bridge Rd

02 Mar 2022, 12:39:30

North East Elevation

☼ 251°SW (T) • 34.048369, -84.242022 ±6 m ▲ 333 m



#89 22" Red Oak missing leaders/storm
damage

Jarvis Tree Experts

4050 Kimball Bridge Rd

02 Mar 2022, 12:42:36

North West Elevation

☀ 145°SE (T) ● 34.048098, -84.241941 ±7 m ▲ 283 m



#91 20"/11" Hickory bifurcated at base
Jarvis Tree Experts

4050 Kimball Bridge Rd
02 Mar 2022, 12:45:31

North Elevation

☀ 187°S (T) ● 34.048135, -84.242024 ±5 m ▲ 306 m



#93 22" Red Oak torsion split from
phototropic growth
Jarvis Tree Experts

4050 Kimball Bridge Rd
02 Mar 2022, 12:49:18

South West Elevation

☀ 75°NE (T) • 34.04804, -84.241901 ±10 m ▲ 325 m



#113 12"/6" Pine bifurcated
Jarvis Tree Experts

4050 Kimball Bridge Rd
02 Mar 2022, 13:16:33

South West Elevation

☉ 68°NE (T) ☉ 34.047567, -84.241956 ±12 m ▲ 335 m



#118 14" Pine lean over 20-degrees
Jarvis Tree Experts

4050 Kimball Bridge Rd
02 Mar 2022, 13:23:48

ID	DBH	SPECIES	CONDITION	COMMENTS
1	10	BLACK CHERRY	FAIR	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
2	24	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
3	21	WATER OAK	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
4	18x18x12	TULIP POPLAR	POOR	TRIFURCATION AT BASE
5	16	TULIP POPLAR	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
6	12	TULIP POPLAR	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
7	10	PERSIMMON	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
8	12x8	BLACK CHERRY	POOR	CAVITY IN BIFURCATION
9	23	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
10	14	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
11	23	HICKORY	POOR	2' AREA OF DECAY AT BASE
12	13	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
13	15	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
14	18	RED OAK	POOR	BIFURCATED WITH INCLUDED BARK
15	25	WHITE OAK	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
16	20	HICKORY	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
17	13	DOGWOOD	DEAD	DEAD
18	15	ASH	POOR	PHYTOPHTHORA PRESENT IN CAVITY AT BASE
19	36	RED OAK	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
20	14	TULIP POPLAR	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
21	14	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
22	12	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
23	19	TULIP POPLAR	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
24	22	BLACK CHERRY	POOR	SIGNIFICANT INSECT DAMAGE
25	10	TULIP POPLAR	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
26	20	BLACK CHERRY	POOR	DECAY IN ROOT FLARE
27	10	TULIP POPLAR	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
28	10	TULIP POPLAR	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
29	10	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
30	14	BLACK CHERRY	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
31	21	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
32	14	TULIP POPLAR	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
33	10	PINE	DEAD	DEAD
34	25	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
35	10	BLACK CHERRY	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
36	16	PINE	POOR	10' FUCIFORM CANKER IN PARENT STEM
37	18	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
38	12	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
39	16	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
40	14	PINE	POOR	LARGE SPLIT WITH DECAY AT BASE
41	24	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
42	12	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
43	10	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
44	14	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
45	56	TULIP POPLAR	POOR	NESTING CAVITY IN BIFURCATION
46	34	RED OAK	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
47	27	TULIP POPLAR	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
48	12	PINE	POOR	LARGE SPLIT AT BASE
49	23	WATER OAK	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
50	16	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
51	14	TULIP POPLAR	POOR	FUSED TO RED OAK
52	29	RED OAK	POOR	DECAY AT BASE/FUSED TO POPLAR
53	11	BLACK CHERRY	POOR	PHOTOTROPIC GROWTH
54	22x24	RED OAK	POOR	DECAY IN BIFURCATION
55	10x10	BLACK CHERRY	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
56	14	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
57	12	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
58	10	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
59	12	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
60	10	BLACK CHERRY	POOR	LARGE AREA OF DECAY IN PARENT STEM
61	12	RED OAK	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
62	16	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
63	14	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
64	14	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
65	26	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
66	10	HICKORY	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
67	15	WHITE OAK	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
68	18	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
69	16	OAK	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
70	16	RED OAK	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
71	22	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
72	16	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
73	16	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING

74	14	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
75	14	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
76	25	SWAMP OAK	POOR	DECAY AT BASE AND THROUGHOUT TREE
77	21	HICKORY	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
78	19	RED OAK	POOR	20' AREA OF DECAY IN PARENT STEM
79	15	RED OAK	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
80	18	WHITE OAK	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
81	14	WHITE OAK	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
82	20	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
83	12	WHITE OAK	POOR	LARGE NESTING CAVITY IN ROOT FLARE
84	26x24	RED OAK	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
85	14x8	RED OAK	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
86	12	RED OAK	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
87	18	RED OAK	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
88	12	RED OAK	POOR	BIFURCATED /PHOTOTROPIC GROWTH
89	22	RED OAK	POOR	MISSING LEADERS/STORM DAMAGE
90	23	WHITE OAK	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
91	20x11	HICKORY	POOR	BIFURCATED AT BASE
92	15	HORNBEAM	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
93	22	RED OAK	POOR	TORSION SPLIT FROM PHOTOTROPIC GROWTH
94	56	HORNBEAM	POOR	MULTIPLE BIFURCATIONS
95	20	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
96	14	TULIP POPLAR	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
97	22	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
98	26	TULIP POPLAR	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
99	10	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
100	10	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
101	20	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
102	19	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
103	12	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
104	10	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
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106	12	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
107	14	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
108	13	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
109	10	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
110	12	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
111	24	TULIP POPLAR	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
112	13	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
113	12x6	PINE	POOR	BIFURCATED
114	10	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
115	10	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
116	10	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
117	18	TULIP POPLAR	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
118	14	PINE	POOR	LEAN OVER 20-DEGREES
119	12	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
120	10	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
121	12	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
122	13	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
123	14	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
124	12	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
125	10	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
126	12	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
127	12	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
128	20	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
129	28	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
130	16	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
131	16	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
132	20	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
133	18	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
134	14	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
135	16	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
136	14	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
137	12	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
138	12	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
139	10	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
140	14	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
141	12	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING
142	13	PINE	GOOD	SHOWS NO SIGNS OF INSECTS, DISEASE, PITCHING, OR HEAVING



JARVIS TREE EXPERTS

Chris Owens
Plum Creek Consulting
7425 Mid Broadwell Trace
Alpharetta, GA. 30004

Boundary Trees 4050 Kimball Bridge Road

1. B1-30" Water Oak presents in poor condition. I observed a cavity of decay in trunk.
2. B2-20" Pine presents in good condition.
3. B3-12" Tulip Poplar presents in good condition.
4. B4-24"/14" Tulip Poplar presents in good condition.
5. B5-24" Tulip Poplar presents in good condition.
6. B6-14" Pine presents in fair condition.
7. B7-24" Pine presents in good condition.
8. B8-22" Pine presents in good condition.
9. B9-10" Bald Cypress presents in good condition.
10. B10-12" Bald Cypress presents in good condition.
11. B11-14" Tulip Poplar presents in condition.
12. B12-14" Pine presents in good condition.
13. B13-12" Pine presents in fair condition.
14. B14-10" Pine presents in fair condition.
15. B15-14" Pine presents in good condition.
16. B16-16" Pine presents in good condition.
17. B17-12" Hickory presents in good condition.
18. B18-14" Hickory presents poor condition.
19. B19-10" Red Oak presents in good condition.
20. B20-10" Pine presents in good condition.
21. B21-14" Pine presents in poor condition.
22. B22-6"/8" Cherry presents in good condition.

Trip Generation - 4050 Kimball Bridge Road

Land Use (210)	Intensity	Daily Total	A.M. Peak			P.M. Peak		
			In	Out	Total	In	Out	Total
Single Family Detached Housing	2	28	2	7	9	2	1	3
Total		28	2	7	9	2	1	3

Real Estate

View Bill

As of	7/21/2023
Bill Year	2022
Bill	2202211
Owner	CASTLE VIEW HOMES LLC
Parcel ID	11 -0160-0079-015-7

Installment	Pay By	Amount	Payments/Credits	Balance	Interest	Due
1	12/1/2022	\$1,118.95	\$1,118.95	\$0.00	\$0.00	\$0.00
TOTAL		\$1,118.95	\$1,118.95	\$0.00	\$0.00	\$0.00



Filters

Filters Styling

Filter as map moves 

☒	Code Enforcement-Complaints	68.25%
☒	Code Enforcement-Trees	24.60%
☒	Code Enforcement-Business License	4.76%
☒	Code Enforcement-Signs	2.38%

Type	Description	Count
☒	Type Description 4 values	1
☐	Number 126 values	1
☐	Tag 90 values	1
☐	Status Code 1 values	1
☐	Assigned To 2 values	1
☐	Initiated Date 2/7/2022 to 7/20/2023	1



Deed Book 65305 Pg 376
 Filed and Recorded Feb-22-2022 07:04am
 2022-0038880
 Real Estate Transfer Tax \$540.00
CATHELENE ROBINSON
 Clerk of Superior Court
 Fulton County, Georgia

After recording
 Return to:
 Donaghue & Chandler, LLC
 931 Lower Fayetteville Rd Suite E
 Newnan, GA 30263
 File #: 22-0010
 Parcel ID # 11 -0160-0079-015-7

LIMITED WARRANTY DEED

STATE OF GEORGIA,
 COUNTY OF FULTON

This Indenture made this 18th day of February, 2022 between City of Refuge, Inc hereinafter called Grantor, of the first part, and Castle View Homes, LLC, a Georgia limited liability company, of the second part, hereinafter called Grantees (the words "Grantor" and "Grantees" to include their respective heirs, successors and assigns where the context requires or permits).

W I T N E S S E T H that: Grantor, for and in consideration TEN DOLLARS (\$10.00) and other good and valuable considerations in hand paid at and before the sealing and delivery of these presents, the receipt whereof is hereby acknowledged, has granted, bargained, sold, aliened, conveyed and confirmed, and by these presents does grant, bargain, sell, alien, convey and confirm unto the said Grantee,

All that tract or parcel of land lying and being in Land Lots 79, 80, and 93, 1st District, 1st Section, Fulton County, Georgia and being more particularly described as follows;

To find the true point of beginning, being at the intersection of Land Lots 80, 93, 94 and 79; run thence North 88 degrees 32 minutes East along the South land line of Land Lot 93 (also being the North land lot line of Land Lot 94) a distance of 20.0 feet to an iron pin; run thence North 19 degrees 51 minutes East a distance of 108.7 feet to an iron pin; run thence North 13 degrees 03 minutes West a distance of 150.0 feet to an iron pin located in the Southeastery right-of-way of Kimball Bridge Road (having a 60-foot right-of-way) and the true point of beginning; running thence South 75 degrees 57 minutes West along the Southeastery right-of-way of Kimball Bridge Road a distance 255.5 feet to an iron pin; running thence South 2 degrees 49 minutes East a distance 420.8 feet to an iron pin; running thence North 88 degrees 31 minutes East a distance of 210.0 feet to an iron pin; running thence North 1 degree 27 minutes West a distance of 228.1 feet to an iron pin located at the intersection of Land Lots 80, 93, 94 and 79; running thence North 88 degrees 32 minutes East along the South land lot line of Land Lot 93 a distance of 20.0 feet to an iron pin; running thence North 19 degrees 51 minutes East a distance of 108.7 feet to an iron pin; running thence North 13 degrees 03 minutes West a distance of 150.0 feet to an iron pin located on the Southeastery right-of-way of Kimball Bridge Road and the true point of beginning; being improved property known as No. 4050 Kimball Bridge Road, according to the present system of numbering housed in Fulton County, Georgia and being more particularly shown on survey prepared by Carter Land Surveying Co., dated June 27, 1980.

Parcel ID: 11016000790157

This conveyance is made subject to all zoning, covenants, ordinances, easements, rights of way and restrictions of record affecting said bargained premises.

TO HAVE AND TO HOLD the said tract or parcel of land, with all and singular the rights, members and appurtenances thereof, to the same being, belonging, or in anywise appertaining, to the only proper use, benefit and behoof of the said Grantee forever in FEE SIMPLE.

AND THE SAID Grantor, for their heirs, executors and administrators, will warrant and forever defend the right and title to the above described property, unto the Grantee, their heirs and assigns, against the claims of all persons owning, holding or claiming by through or under the Grantor.

IN WITNESS WHEREOF, Grantor has hereunto set grantor's hand and seal this day and year first above written. Signed, sealed and delivered in the presence of:

City of Refuge, Inc

BY:

Bruce Deel, CEO

Witness

Suzanne S. Gowen
 Notary Public



4050 Kimball Bridge Rd, Alpharetta, Georgia, 30022



GEORGIA FLOOD MAP PROGRAM

Property Flood Risk:
Low Risk

Flood Depths*:

Risk Info	Current Flood Zone:	Probability of Flooding: (30-Year Period)	Base Flood Elevation:	Lowest Adj Grade:	Preliminary Flood Zone:	Flood Zone Change Type:
	X	Not Available	Not Available	Not Available	Not Available	Not Available

Flood Depths*:

Flood Depth	Annual Chance
Not Available	0.2% ANNUAL CHANCE (500 YEAR)
Not Available	1% ANNUAL CHANCE (100 YEAR)
Not Available	10% ANNUAL CHANCE (10 YEAR)

*Above lowest adjacent grade.

Location Information

Panel:	13121C0086F
Watershed:	Upper Chattahoochee
County:	FULTON
Community ID:	13121C
Map Status:	EFFECTIVE

* Flood Depths shown on this report are derived from FEMA RiskMAP products and are rounded to the nearest tenth of a foot. These depths are calculated from HEC-RAS modeling and represent the best available data. Only areas within a RiskMAP studied watershed will have this data available. Please check back if your area is not currently available. For more information, please visit the FEMA Map Service Center at <https://msc.fema.gov/portal/resources/faq>

Nature Doesn't Read Flood Maps

Many people don't understand just how risky the floodplain can be. There is a greater than 26% chance that a non-elevated home in the SFHA will be flooded during a 30-year mortgage period.

The chance that a major fire will occur during the same period is less than 10%!

FOR MORE INFORMATION VISIT, PLEASE VISIT:



Legend with Flood Zone Designations

Flood Control Structures	1% Flood - Floodway (High Risk)	1% Flood - Zone VE (HighRisk)	Floodway Decrease
Base Flood Elevations	1% Flood - Zone AE (High Risk)	Area Not Included	Floodway Increase
Cross Sections	1% Flood - Zone A, AH, or AO (HighRisk)	Letters of Map Revision	100-Year Flood Zone Decrease
Coastal Transects	0.2% Flood - X-Shaded (Moderate Risk)	Coastal Barrier Resource Area	100-Year Flood Zone Increase
FIRM Panel Index	Area of Undetermined Flood Hazard	Limit of Moderate Wave Action	Zone Change

Disclaimer: This data is not to be used to determine any base flood elevations or flood zone designations for NFIP (National Flood Insurance Program) purposes. For NFIP flood insurance and regulation purposes, please refer to the published effective FIRM (Flood Rate Insurance Map) for your area of concern. Values displayed for Current Flood Zone, Preliminary Flood Zone, Flood Zone Change Type, and Probability of Flooding over a 30-year period based on center of dot location, not extent of structure(s).

City of Alpharetta, Georgia

Economic Development Strategy

Implementation Overview

September 25, 2023

Presented by Kyle Talente, President
RKG Associates, Inc.

Final Economic Development Goals

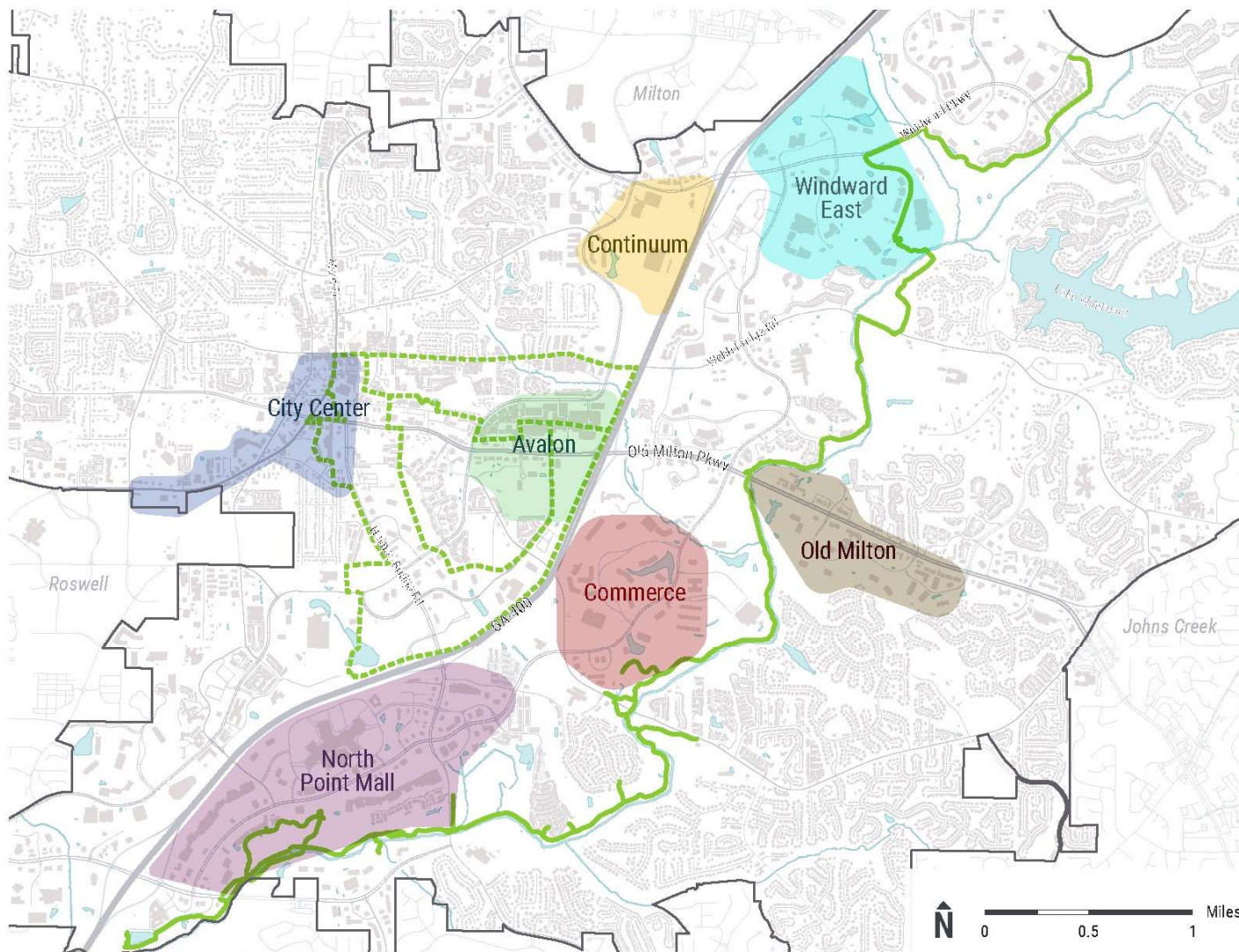
- Expand the city's business retention efforts to reach all the city's existing business base
- Continue to attract new professional and technical service firms to Alpharetta
- Expand the city's entrepreneurial ecosystem through strengthening tech-based efforts and initiating new efforts targeting other sectors
- Diversify the city's employment base beyond the existing financial technology and transaction cluster
- Create dynamic employment centers through place-based strategies that meet evolving demand from employers and workers
- Encourage development that complements the scale and character of the adjacent community
- To enhance the city's housing supply to attract workers, offer options for existing residents, and strengthen business retention and expansion
- Maximize the potential of the city's expanding green infrastructure
- Strengthen the connection between business and training providers to reach residents, existing businesses and prospective businesses

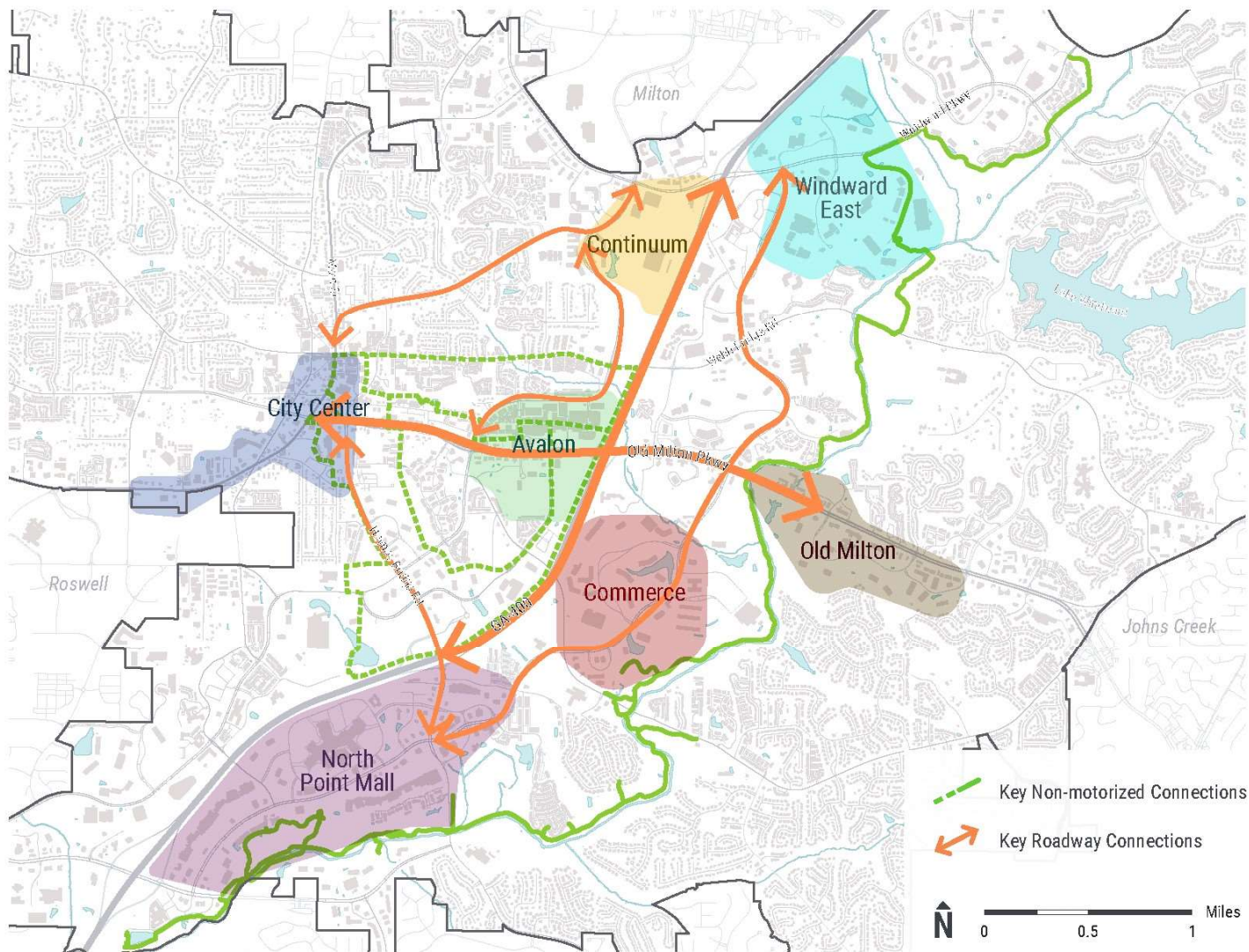
Overarching Findings

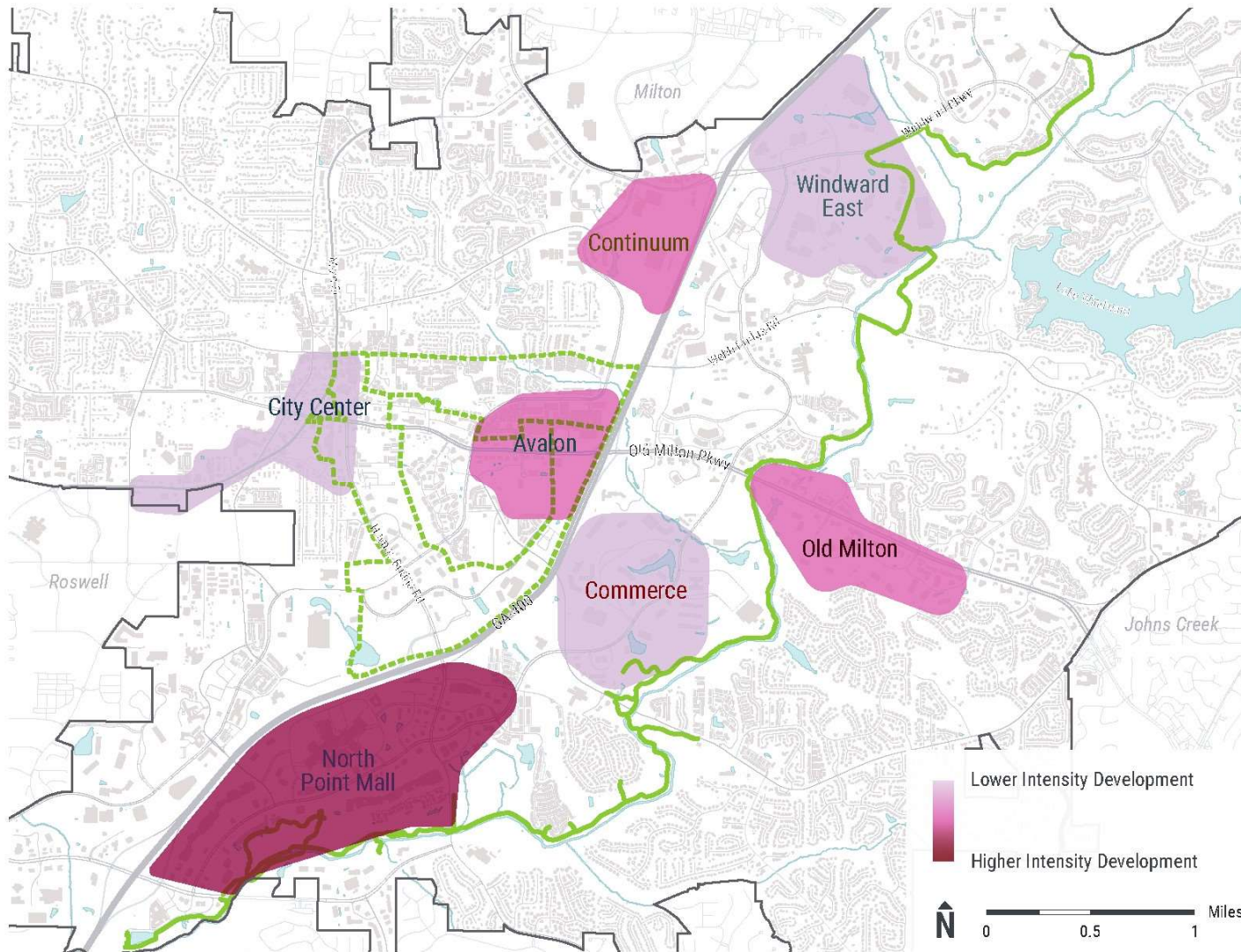
Moving Forward

- **What we want and what we are investing are out of sync**
 - We recommend the city focus efforts to areas most valued/create the greatest chance for success
 - Increase investment if you want to accomplish 'everything'
- **Focus, and stay focused**
 - Avoid one-off projects, define staff roles and remain consistent
 - Economic development cannot be all things to all people
- **Maximize partners, 'right-size' your efforts**
 - Alpharetta is blessed with well funded, influential partners... maximize their benefit for the city
- **Embrace the new market realities... the best you can**
 - Workforce and company preferences have evolved to highly amenitized, dynamic workplaces
 - Spread out workforces due to remote/hybrid work requires stronger 'draws' to get workers back to the office
 - Integrated live-work-play (e.g., Avalon) is the foreseeable future
- **Residential communities and dynamic employment centers can coexist**
 - Fear is a tremendous motivator, but often misguided/misinformed
 - Preserving our 20M SF of corporate office will require rethinking of the city's activity centers
 - That said, be informed about the potential consequences of choices you make

Implementation Framework







Strategies

Organization of Strategies

- **Business Retention and Expansion**
 - Retaining and growing the businesses we already have
- **Business Recruitment and Attraction**
 - Proactively marketing to potential new corporate residents
- **Asset Development**
 - Strategies on best positioning physical assets in the City
- **Economic Development Toolbox**
 - The financial, regulatory, and policy action opportunities
- **Outreach, Communication, and Marketing**
 - Efforts to increase awareness of Alpharetta and its vision
- **Organization and Coordination**
 - The internal and external efforts to maximize the City's success



Priority Actions

- **BUSINESS RETENTION AND EXPANSION**

- Expand business outreach efforts focusing on small and home-based businesses
- Create additional industry roundtables to expand City's capability to address broader market needs
- Implement an annual business survey to identify emerging trends/needs

- **BUSINESS RECRUITMENT AND ATTRACTION**

- Strengthen collaboration with regional/state partners through clear growth goals
- Expand entrepreneurial efforts beyond the FinTech sector
- Increase City offerings to small/start-up businesses

- **ASSET DEVELOPMENT**

- Continue to develop/update small area plans through the LCI program
- Maintain a locally-managed database of available land and building space
- Consider an Economic Development Opportunity Fund for catalytic/complex projects

Priority Actions

- **ECONOMIC DEVELOPMENT TOOLBOX**

- Improve the consistency and predictability of the City's approval processes
- Define performance requirements for local economic development incentives based on the City's priorities
- Create a development ombudsman position to assist businesses through the City's policies and processes

- **OUTREACH, MARKETING, AND COMMUNICATION**

- Strengthen the City's engagement with existing and prospective businesses through regular, proactive efforts
- Create a robust community outreach process to engage on the requirements/needs of economic development
- Enhance the City's virtual presence – website, social media, and stakeholder engagement

- **ORGANIZATION AND COORDINATION**

- Scale economic development efforts to existing resources and staffing
- Expand investments and staffing to accomplish more of the stated goals
- Create a Business Advisory Board (built from the Advisory Group?) to continue joint public-private engagement

September 2023

STRATEGIC ECONOMIC DEVELOPMENT PLAN

Alpharetta, Georgia

PREPARED FOR:

City of Alpharetta Economic Development

2 Park Plaza

Alpharetta, GA 30009

Phone: 678.297.6196

Web: www.connectedalpharetta.com

PREPARED BY:



RKG Associates, Inc

2121 Eisenhower, Suite #402

Alexandria, VA 22314

Phone: 703.739.0965

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1 INTRODUCTION

Although built around the concept of a bedroom community, the City of Alpharetta has emerged into a major employment center in Fulton County and the primary economic hub of the North Fulton County area. The city's economic transformation originated from an in-demand office product that captured rapid business investment. Alpharetta developed robust industry agglomerations, particularly in Technology. As the suburban office park continues to age out of favor and post-COVID-19 remote and hybrid working models normalize, Alpharetta's long-term economic sustainability becomes increasingly threatened.

While the economic development landscape continues to shift, the City of Alpharetta is challenged to reposition its priorities and objectives. The Strategic Economic Development Plan (SEDP) is intended to guide the City of Alpharetta on strategies and initiatives that can be used to address evolving market preferences and macroeconomic pressures. And consequently, sustain its long-recognized success as a premier economic activity center and retail the City's ability to attract business investment, stimulate job growth, and support fiscal health.

The City's elected leadership, administration, business community, and key stakeholders were engaged over a year-long process to identify locally relevant economic development goals, review the market findings and opportunities, and prioritize recommended strategies. This SEDP would not have been possible without the participation and commitment of the city's professional staff and a highly engaged group of community stakeholders assembled to represent the diverse business and community interests within Alpharetta. This group met several times with RKG Associates during the SEDP development process. Their collective input and guidance ensured that the SEDP goals and objectives were relevant and timely while recommendations were achievable. The Steering Committee consists of the following members:

Name	Affiliation
Lance Morsell	City of Alpharetta
Kathi Cook	City of Alpharetta
Charlotte Christian	City of Alpharetta
Dan Merkel	Alpharetta City Council
Brian Will	Alpharetta City Council
Karen Cashion	Tech Alpharetta
Janet Rodgers	Awesome Alpharetta
Otto Burianek	Georgia State University
Ronnie Cannon	CLRE Advisors
Nick Garzia	CIM Group
Jack Nugent	Alpharetta Development Authority
Morgan Reynolds	Alpharetta Development Authority
Felipe Smolka	Tech Alpharetta

EXECUTIVE SUMMARY

A. MAJOR FINDINGS

1. Socioeconomic Findings

North Fulton County's population rates are lower than rates across the region. Communities across North Fulton County, including the City of Alpharetta, impose greater housing limitations than communities across the Four-County Region, thus preventing more people from moving into North Fulton County. Developers can access greater and more flexible residential development options outside North Fulton County. The fewer housing options, the fewer numbers of new working-age residents. Fewer working-age residents can limit the long-term growth of Alpharetta's labor market, reducing the City's competitiveness to recruit and retain businesses.

The middle-to-senior age population (45+) increased and the prime-working age population (25-34) decreased. In the long-term, Alpharetta's labor market is vulnerable to shortages as much of the City's population moves towards the age of retirement and fewer prime-working residents are available to replace retirees. The source of the declining base of prime-working residents is a consequence of the City's restrictive costs of living, which are unaffordable to most entry-to-mid-level workers.

Alpharetta's disproportionate share of highly educated residents highlights potential labor market challenges. The City's population is highly educated, most have attained a Bachelor's Degree or higher. This is beneficial for recruiting and retaining white-collar businesses while stimulating job creation in technology-based industries. The lack of educational attainment diversity suggests that key segments of the workforce are excluded from living in Alpharetta. In particular, many service-based workers typically have lower levels of education. As fewer service-based workers are able to live in Alpharetta, service-based businesses such as restaurants are prone to face recruitment challenges.

Alpharetta's foreign-born population, non-white population, represent all the City's population growth. In the latter half of the last decade, Alpharetta's white and native population declined, whereas the City's foreign-born non-white population offset those losses. Most incoming residents come from Asian countries, particularly India and China. The increasing racial and cultural diversity in Alpharetta can create a variety of economic development opportunities.

Housing diversity integrated with community-based amenities will bolster the City's long-term economic sustainability. As the demand for suburban office parks continues to decline and the City becomes more cost-prohibitive, Alpharetta's labor market and overall economy are vulnerable to contractions. Additional workforce housing options and greater public

transportation connectivity can facilitate the City's business recruitment and retention efforts, attract young professionals, and support job creation.

2. Real Estate Findings

Outdated development concepts can threaten business recruitment and retention efforts. Suburban office parks were regarded as the primary source of the city's transformation into a major employment hub. As workplace preferences shift towards hybrid-work models and employment in vibrant urban areas, the city's office stock increasingly falls out of favor. Consequently, imposing major challenges to recruiting and retaining businesses.

Mismatch between jobs and housing can affect long-term labor market outcomes. The city's aging population and declining prime-working age population makes Alpharetta vulnerable to labor market shortages. Many young professionals, essential for sustaining Alpharetta's long-term labor market performance, are excluded from living in the city due to prohibitive costs-of-living. Minimal housing opportunities are affordable to young professionals, reducing their attractiveness to working in Alpharetta. Additional price-diverse housing options can help attract young professionals while facilitating job creation efforts.

Scarce development opportunities are readily available. Since Alpharetta is largely built out and remaining vacant parcels are limited by zoning regulations, construction activity has been limited. As land prices escalate, developers are forced to construct at higher densities to make projects financially feasible. In particular, mixed-use developments projects credited for enhancing the city's economic development efforts. Given the limited development conditions, infill and redevelopment strategies have become the best alternative.

New work-live-play destinations prove concepts work but benefits can be maximized if made more affordable. City Center and Avalon represent ground-breaking concepts for Alpharetta, centralizing live-work-play opportunities. Both prove to be producing successful outcomes, activating street life and pedestrian foot traffic. However, both are strictly designed for high-income households at the detriment of critical segments of Alpharetta's workforce. This includes young professionals, who thrive in these lifestyle destinations. Expanding work-live-play destinations but integrating more price-diverse housing options can attract young professionals while facilitating the city's job creation efforts.

3. Target Industry Findings

The objective of the Target Industry Analysis is to identify industry clusters that have the greatest potential to produce job growth in Alpharetta based on socioeconomic trends, real estate market conditions, and macroeconomic pressures. The analysis aims to guide Alpharetta towards a defined list of target industry clusters the City seeks to proactively recruit. Following this

assessment, RKG identified the following target industries for the City of Alpharetta to pursue in the near-term:

- *Software Development and IT Services*
- *Research & Development: Advanced Manufacturing and Life Sciences*
- *Healthcare Services and Medical Tourism*
- *Entrepreneurship and Innovation*

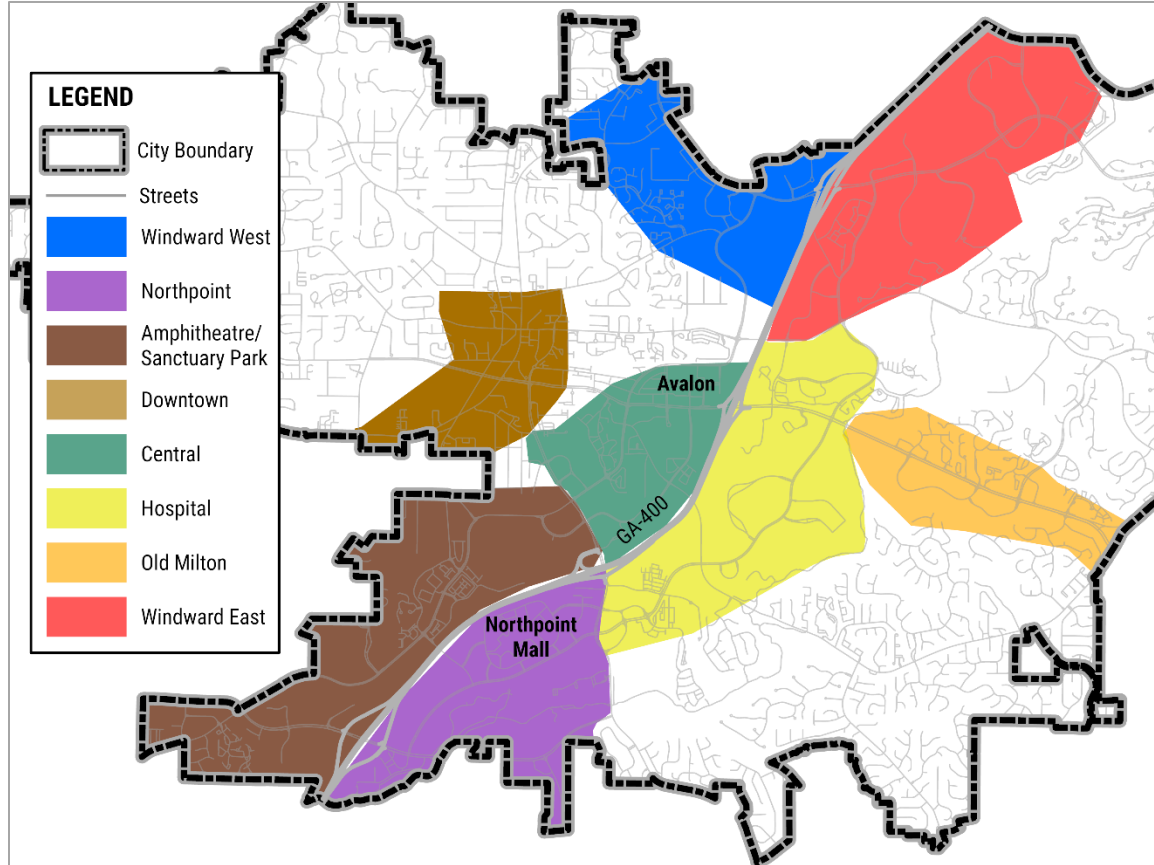
B. OPPORTUNITY SITES ANALYSIS

Most industries are in flux, constantly readjusting to shifts in macroeconomic pressures, market trends, and technological innovation. While these shifts unfold, businesses within industries are prone to change their real estate requirements. For instance, as virtual-work models continue to normalize, many businesses are seeking to downsize their office space needs. This is particularly impactful in Alpharetta, as Financial Technology (FinTech) and Medical Technology (MedTech) have sustained some of the most aggressive remote working policies since the COVID-19 pandemic. Strategic real estate investments can be an essential source for sustaining industry expansions within Alpharetta, reconfiguring properties in the City to meet industry-specific real estate requirements and strengthening the City's competitiveness in attracting new firms to backfill vacated office space. RKG Associates coordinated with the Advisory Group to identify and assess economic activity areas within Alpharetta that offer properties with catalytic real estate investment opportunities. Based on a variety of locational and market factors, 9 economic activity areas within the City were evaluated:

- | | |
|--------------|-----------------------|
| ▪ Downtown | ▪ Amphitheatre Area |
| ▪ Central | ▪ Windward East |
| ▪ Hospital | ▪ Sanctuary Park Area |
| ▪ Northpoint | ▪ Windward West |
| ▪ Old Milton | |

The Opportunity Sites chapter details specific recommendations in each area. The following is a summary of the economic development potential for these activity centers.

Map of Alpharetta Activity Centers



Source: City of Alpharetta, RKG Associates, Inc., 2022

1. Downtown

Downtown Alpharetta's emergence into a mixed-use walkable destination can benefit the City's economic development efforts. City Center has increased levels of walkability and street life, exposing neighborhood retailers to an expanded consumer base. The addition of multifamily housing units can expand consumer activities beyond traditional workday hours (9 A.M.-5 P.M.). Enhanced access to community-based amenities raises the City's quality-of-life standards, an attractive asset for corporations interested in relocating their operations to Alpharetta. The Downtown Area is equipped to absorb greater levels of investment activities to expand upon the neighborhood's work-live-play concept. Infill development strategies can be utilized, tightening the connectivity between lifestyle amenities while further enhancing walkability. Additional vertical mixed-use development projects with ground-floor retail and housing units on the upper floors can expand the critical mass for consumer activities and can enhance the City's business recruitment efforts.

2. Central

Additional development opportunities can build upon the commercial success and momentum of Avalon, expanding the mixed-use development concept to other parts of the Central activity area. The concept has proven to be a strategic medium for filling office spaces, expanding consumer retail activities, and establishing a sense of destination to enhance community-development objectives. To increase the likelihood that additional development opportunities can advance this concept in the long-term, enhancing physical connectivity and social accessibility must be an overriding objective of each strategy. This includes providing the infrastructure to support pedestrian-scale walkability across Old Milton Parkway. Moreover, expanding the price-diversity of housing options can create the critical mass needed to ensure the area's long-term economic sustainability.

3. Hospital

Several suburban-scale office properties are underutilized, which offers opportunities for in-fill development or adaptive reuse projects to revitalize declining commercial activities. These opportunities can capitalize on the proximity to Northside/Alpharetta Medical Campus while generating positive recruitment externalities that can enhance the hospital's long-term operations. This can include locating work-live-play opportunities with pedestrian connectivity to the hospital, offering a source of attraction to healthcare services professionals. Adaptive reuse projects can incorporate Public-Private Partnerships with the Northside/Alpharetta Medical Campus to help facilitate conversions to lab spaces for life-sciences research. And consequently, catalyze a built environment for innovation in ancillary industries to develop (Biotech, MedTech).

4. Northpoint

Redevelopment of the Northpoint Mall into a live-work-play activity center offers a major catalytic investment opportunity to become a centralized economic hub for North Fulton County. Through this opportunity, incorporating dense vertical mixed-use development patterns can be a strong source of attraction for businesses and white-collar professionals. The site is situated in a favorable location to support a redevelopment into a live-work-play activity center, providing access to multimodal transit options while buffered away from residential subdivisions.

5. Old Milton

Future real estate can be a strategic initiative, in coordination with property owners, existing businesses, and GSU-Alpharetta. The presence of GSU-Alpharetta in proximity to major technology-based businesses can shape the conditions for a 'workforce development hub,' capitalizing on the educational resources of GSU-Alpharetta and industry-knowledge resources of nearby technology-based businesses. This synergistic relationship can encourage the development of educational programs at GSU-Alpharetta that upskill existing workers. While hybrid-work models are ongoing and many young professionals live outside the City limits,

localizing young professionals increases in importance. RKG Associates recommends that many properties within the activity area incorporate live-work-play activity centers, offering a source of attraction for young professionals.

6. Amphitheatre Area

Like many suburban office parks, the intended vision is to preserve and revitalize underutilized. While the area's commercial and industrial operations remain stable, the objective of Amphitheatre Area is to preserve related economic activities. This includes expanding upon the momentum of the area's small-scale production-based operations and automotive uses. Strong market indicators point to pent-up demand for small-scale production-based facilities, especially as the region's supply chain networks expand and cottage manufacturing is revived into a normalized business-model among aspiring entrepreneurs. Properties within Amphitheatre Area exist that can catalyze these bullish opportunities.

7. Windward East

Windward East represents yet another situation where large-scale suburban office developments face pressures to sustain economic activities due to shifting market preferences. Other areas of the region, including Alpharetta, offer competitive workspaces that are driven by prevailing market preferences to locate in areas that provide convenient accessibility to services and amenities. The intended vision of Windward East is to develop in way that match prevailing market preferences, creating a town-center style environment; a diversity of housing-price typologies, concentrations of lifestyle-retail amenities, and infrastructure that supports walkability.

8. Sanctuary Park Area

Similar to many activity areas with suburban-scale office developments, the intended vision is to preserve and revitalize underutilized economic activities. While Sanctuary Park's clubhouse addition can be appealing, it isn't likely to be a catalyst for backfilling vacated spaces. As post-pandemic work models become more popular, businesses will continue locating areas that are positioned to attract young professionals; areas that offer connectivity and walkability to services. Investments in work-live-play activity centers with price-diverse rental options can help attract young professionals. RKG Associates recommends that the parcels near Sanctuary Park embrace infill development projects, supporting a critical mass that can help revitalize lost economic activities.

9. Windward West

While the development phases of Continuum unfold, monitoring the project's office performance will be critical as market indicators suggest leasing spaces could be challenging. Despite this possibility, Continuum expands the town-center style concept in the City while bearing some

resemblance to projects like City Center and Avalon. This concept has proven to be successful in Alpharetta, enhancing the City's efforts to attract business investment. As investments in Continuum take shape, opportunities exist for infill development and redevelopment projects that can strengthen the area's overall market performance.

C. IMPLEMENTATION

The implantation strategy is a culmination of economic development strategies for the City of Alpharetta to adopt as recommended by RKG Associates and the Advisory Group. These strategies were crafted on account of feedback from local and regional implementation partners, empirical research, and input from the City of Alpharetta elected officials and staff. The initial section of this chapter details the defined principles and goals identified by the Advisory Group and City of Alpharetta. The next sections detail discrete recommendations and implementation steps to assist the City in pursuing their economic development goals.

1. Economic Development Goals

The assembled Advisory Group (listed in the introduction section) represents the various public and private perspectives that influence—and are influenced by—the City's economic development efforts. This Advisory Group provided guidance and feedback throughout the development of this plan. As part of that effort, a comprehensive outreach strategy was held to identify, refine, and prioritize the City's economic development goals that were initiated through previous efforts. These goals were presented and reviewed with the Advisory Group, who provided feedback on refining and prioritizing these goals. The following list represents the culmination of this input and selection process and is presented in order of the Advisory Group's recommended priority.

- **Expand the City's business retention efforts to reach all existing businesses.**
- **Continue to attract professional and technical services firms to Alpharetta.**
- **Expand the City's entrepreneurial ecosystem through strengthening tech-based efforts and expanding initiatives that target other sectors.**
- **Diversify the City's employment base beyond existing software companies.**
- **Create dynamic employment centers through place-based strategies that meet evolving demand from employers and workers.**
- **Encourage development that complements the scale and character of surrounding neighborhoods.**
- **Enhance the City's housing supply to attract workers and businesses.**
- **Maximize the potential of the City's expanding green infrastructure.**
- **Strengthen relationships between businesses and training providers to reach residents, existing businesses, and prospective businesses.**

2. Implementation Matrix

The following Implementation Matrix presents the full range of objectives and corresponding action items for the City's consideration. As noted, this matrix should serve as a reference document as the economic development staff craft their annual business plan. The timelines, estimated costs, and implementation partners for each action item identified in the matrix reflect RKG Associates' professional recommendation guided by input from City staff and the project's Advisory Group. The final timing, focus, and potential costs for each action item should be refined by staff and/or the responsible implementation partner when implementation occurs.



LEGEND

Implementation Leaders

Public

AL	City of Alpharetta
FC	Fulton County
MU	Other Municipalities
GA	State of Georgia

Partners

AB	Business Advisory Board
BA	Alpharetta Business Association (ABA)
CC	Alpharetta Chamber of Commerce (ACC)
ID	Fulton County Industrial Development Authority (FCIDA)
MC	Metro Atlanta Chamber (MAC)
NF	Greater North Fulton Chamber of Commerce (GNFCC)
TA	Tech Alpharetta
VB	Alpharetta Convention and Visitors Bureau (CVB)

Private

C	Consultant
F	Financial Institutions
I	Industry Leaders
N	Neighborhood Residents
O	Property Owners
R	Realtors/Brokers

Cost Estimate Legend:

ST	Staff Time
A	Under \$1,000
B	\$1,000 to \$10,000
C	\$10,000 to \$50,000
D	\$50,000 to \$100,000
E	\$100,000 to \$250,000
F	\$250,000 to \$500,000
G	Over \$500,000

	Action
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City of Alpharetta, Georgia Strategic Economic Development Plan Implementation Matrix		Implementation Lead		Implementation Timing (Year)										Estimated	Cost
		Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	Type
BUSINESS RETENTION AND EXPANSION															
Objective 1.1	Continue to develop a comprehensive list of all businesses within the City														
Action 1.1.1	Create a single database of all Alpharetta businesses based on lists already available (e.g., pervious COVID efforts, secondary data vendors, partner organization membership lists...)	AL, AB, BA, CC, TA, VB												A	One Time
Action 1.1.2	Utilize the city's business license process to collect more detailed data about businesses, particularly contact information	AL												ST	Annual
Action 1.1.3	Provide opportunity for businesses to register/review their information in the business list through the town's economic development website	AL	O, I, R											Included 5.5.1	Annual
Action 1.1.4	Work with property owners and landlords to collect business contact information	AL, AB, CC	O, I											ST	Annual
Action 1.1.5	Implement volunteer walks, having 10-15 volunteers canvas the town's various activity centers to gather contact information	AL, CC	O, I											A	Biannual
Action 1.1.6	Ask industry roundtable members to advertise volunteer walks and engage their relationships to build the database	AL, AB	O, I											ST	Biannual
Objective 1.2	Implement an annual business survey to identify emerging trends/needs														
Action 1.2.1	Establish a fixed date (e.g., week) that the survey will be released. This should be consistent year over year. Recommend the Fall	AL, AB, CC	O, I											A	Annual
Action 1.2.2	Ensure the survey covers the following topics: Market climate/changes, Regulatory environment, Growth/contraction needs and concerns, Workforce needs, and Physical space needs	AL, AB	O, I											ST	Annual
Action 1.2.3	Work with the Tech Alpharetta, the Chamber, other business organizations, and industry roundtables to refine questions and expand awareness of the survey each year	AL, AB, BA, CC, TA, VB	O, I											ST	Annual
Action 1.2.4	Invest in multimedia marketing and outreach at least 2 months prior to the release of the survey each year (e.g., print, social media, direct outreach)	AL												Included 5.5.2	Annual
Action 1.2.5	Share general results of the survey with roundtables, partner organizations, and the community through the monthly newsletter	AL	O, I											ST	Annual
Action 1.2.6	Use results of survey to prioritize retention/expansion visits for the year	AL												ST	Annual
Action 1.2.7	Work with respective roundtables about industry-specific findings from survey to determine annual action items	AL, AB	O, I											ST	Annual
Action 1.2.8	Retain all survey results to create a longitudinal assessment tool (e.g., Excel database) that can help economic development efforts become more predictive to changing market climates	AL												ST	Annual
Action 1.2.9	Consider rekindling your partnership with the other North Fulton municipalities to implement a broader survey effort (increased responses, shared costs)	AL, MU												ST	Annual
Objective 1.3	Proactively outreach to existing businesses through 1-on-1 meetings														
Action 1.3.1	Use the comprehensive business list to identify new companies to visit and track past visit efforts. Do not concentrate on the same businesses year over year	AL, AB	I											ST	Continuous
Action 1.3.2	Establish quotas for number of monthly visits, starting with ten (10) per month, expanding as more staff is hired and/or volunteers trained	AL												ST	Continuous
Action 1.3.3	Use business survey results to prioritize outreach efforts to companies that indicate growth needs or challenges to maintain operations	AL, AB												ST	Annual
Action 1.3.4	Coordinate with economic development partners for business visits (e.g., chamber or Tech Alpharetta)	AL, AB, BA, CC, TA, VB												ST	Continuous
Action 1.3.5	Maintain database of visited businesses to track frequency and results of the visit through a Consumer Relationship Management (CRM) software	AL												B	Annual
Action 1.3.6	Create a direct "help line" initiative on the city's economic development website that allows businesses to connect to an economic development staff member for assistance	AL	C											Included 5.5.1	One Time
Action 1.3.7	Activate business ambassadors to assist in outreach, providing them training on questions to ask and how to track the conversation	AL, AB	O, I											Included 5.3.1	Annual



City of Alpharetta, Georgia Strategic Economic Development Plan Implementation Matrix		Implementation Lead		Implementation Timing (Year)										Estimated	Cost
		Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	Type
BUSINESS RETENTION AND EXPANSION															
Objective 1.4	Build additional industry roundtables in a number of different market areas														
Action 1.4.1	Have an industry roundtable for every key market sector including [1] Retail; [2] Small Businesses; [3] Professional Services; [4] Real Estate/Commercial Property Owners; [5] Healthcare; and [6] Minority-Owned Businesses	AL, AB	O, I, R											ST	One Time
Action 1.4.2	Make sure all partner organizations have representation on roundtables that crossover missions	AL, AB, BA, CC, TA, VB	O, I, R											ST	One Time
Action 1.4.3	Meet each roundtable quarterly or semiannually as necessary, with one meeting targeted immediately after the release of the business survey results	AL	O, I, R											A	Quarterly
Action 1.4.4	Use roundtable meeting to discuss: [1] market climate; [2] regulatory issues; [3] growth opportunities; [4] implementation coordination	AL	O, I, R											ST	Annual
Action 1.4.5	Use feedback from roundtables to help set annual action plan	AL, AB												ST	Annual
Objective 1.5	Actively engage Alpharetta's home-based businesses														
Action 1.5.1	Create and implement a marketing campaign to home-based businesses to provide contact information to the town	AL, AB, BA, CC	O, I											A	Annual
Action 1.5.2	Use state data to identify home-based businesses (based on a geospatial analysis of business address)	AL, FC												ST	Annual
Action 1.5.3	Consider implementing a separate home-based business survey from the main survey targeted with questions more relevant to these entrepreneurs	AL, AB, BA, CC	O, I											ST	Annual
Action 1.5.4	Create a home-based business networking series with quarterly events and lectures	AL, CC, TA													
Action 1.5.5	If enough interest, create a home-based business roundtable to augment the others	AL, AB	O, I											ST	Quarterly
Objective 1.6	Expand existing business networking series to connect more local businesses														
Action 1.6.1	Create an annual lecture on available local, county, state, and federal assistance programs	AL, AB, BA, CC												A	Annual
Action 1.6.2	Cohost at least two (2) networking/marketing events annually with municipal/regional partners targeting small business owners (less than 50 employees)	AL												A	Semiannual
Action 1.6.3	Host two (2) social gathering events for the city's industry clusters	AL												B	Semiannual
Action 1.6.4	Hold two (2) lecture/guest speaker events; bringing in regional/national industry leaders to discuss sector/market trends. This can be co-hosted with regional partners	AL												C	Semiannual
Action 1.6.5	Host at least two (2) women-owned and two (2) minority-owned business networking events annually	AL												A	Semiannual
Action 1.6.6	Host young professional/entrepreneur networking events quarterly in partnership with neighboring municipalities	AL, MU												A	Quarterly
Action 1.6.7	Host a "State of the City" event for business leaders to discuss activities over the past year, successes, opportunities, and share the business plan for the next year	AL, AB												A	Annual

City of Alpharetta, Georgia Strategic Economic Development Plan Implementation Matrix		Implementation Lead		Implementation Timing (Year)										Estimated	Cost
		Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	Type
BUSINESS RECRUITMENT															
Objective 2.1	Become more proactive with regional and statewide partners in business recruitment														
Action 2.1.1	Engage industry roundtables and individual businesses to generate potential recruitment leads through vertical and horizontal supply chains	AL, AL, BA, CC												ST	Quarterly
Action 2.1.2	Establish quarterly work sessions with implementation partners (e.g., ABA, ACC, GNFC, FCIDA, MAC...) to discuss opportunities and implementation strategies	AL, BA, CC, FC, ID, MC												A	Annual
Action 2.1.3	Maintain local property and land database, coordinating with partners on maintaining an accurate and up-to-date list	AL	C											Included 3.2.1	Annual
Action 2.1.4	Collaborate on leads collected through business outreach and marketing efforts	AL, BA, CC, FC, ID, MC												ST	Annual
Action 2.1.5	Work with local partners to build relationships with site selectors in target industry sectors, adding them the city's economic development newsletter distribution list	AL, BA, CC, FC, ID, MC	O, I											ST	Annual
Action 2.1.6	Create a municipal economic development coalition focused on information sharing, best practice engagement, and collaboration on cross jurisdictional needs/opportunities (e.g., workforce development)	AL, MU												ST	Annual
Objective 2.2	Expand start-up and entrepreneurial development services open to all businesses														
Action 2.2.1	Provide information seminars in partnership with other North Fulton municipalities on how to start, operate, and grow a business	AL, MU, FC												B	Annual
Action 2.2.2	Fund the training of 2-3 new mentors each year, selecting within business sectors that are underrepresented, particularly women and people of color	AL, MU	O, I											B	Annual
Action 2.2.3	Work with local banks to create a PPP revolving loan fund that offers low/no-interest loans and/or gap financing to start-ups and small businesses seeking to grow. Target an 80% private/20% public resource pool	AL, MU	F											F	One Time
Action 2.2.4	Engage local HR, engineering, accounting, and legal professionals to create a database of potential consultants for entrepreneurs to use	AL, MU	O, I											ST	Annual
Action 2.2.5	Provide financial assistance for entrepreneurs and small businesses to access critical services such as human resources assistance, financial planning assistance, and legal assistance	AL, MU												D	Annual
Action 2.2.6	Proactively market small business initiatives to existing businesses, focusing on home-based businesses using updated business tracking data	AL												ST	Annual
Action 2.2.7	Modify incentive programs to offer financial support to startups and small businesses to locate and grow in Alpharetta (e.g., one-time grants for creating jobs above area median income), requiring participation in an entrepreneurial training program	AL, AB												D	Annual
Action 2.2.8	Identify a highly visible, well appointed location for a comprehensive incubator/business support facility that incorporates Tech Alpharetta	AL, AB												D	Annual
Action 2.2.9	Consider hiring an additional full-time staff member dedicated to small business/entrepreneurial development in partnership with Tech Alpharetta	AL, TA												D	Annual
Objective 2.3	Scale proactive marketing and recruitment efforts to best leverage the City's resources and market reach														
Action 2.2.1	Partner with local and state entities to market through relevant digital and print mediums annually	AL, BA, CC, FC, ID, MC	C											C/D	Annual
Action 2.2.2	Host a searchable online database of available commercial space and land for prospectus businesses to review	AL												A	Annual
Action 2.2.3	Create a 'tip line' for citizens to call/Email/text ideas on business recruitment and any leads they may have on businesses that may wish to relocate or expand to Alpharetta	AL	C											Included 5.5.1	One Time
Action 2.2.4	Develop/refine the City's business recruitment collateral (see OUTREACH, COMMUNICATION, AND MARKETING section)	AL												Included 5.1.1	Annual

City of Alpharetta, Georgia Strategic Economic Development Plan Implementation Matrix		Implementation Lead		Implementation Timing (Year)										Estimated	Cost
		Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	Type
ASSET DEVELOPMENT															
Objective 3.1	Create/update small area plans for the City's primary economic activity centers														
	Action 3.1.1 Build upon the strategic recommendations in the opportunity site analysis as an initiation point for engagement and action	AL												ST	Annual
	Action 3.1.2 Define short-term, midterm, and long-term visions consistent with economic development plan	AL	C											B/E	Annual
	Action 3.1.3 Proactively engage with property owners to understand investment strategies	AL, AB												ST	Annual
	Action 3.1.4 Enact regulatory changes to allow defined visions to occur (see TOOLBOX DEVELOPMENT section)	AL												ST	One Time
	Action 3.1.5 Create a marketing brochure for each employment center/commercial corridor that encapsulates the vision	AL	C											Included 5.1.7	Biannual
Objective 3.2	Maintain a locally-comprehensive comprehensive property and asset database														
	Action 3.2.1 Inventory all existing vacant commercial and industrial land and buildings in collaboration with Costar reporting data and engagement with local real estate listing entities	AL	I, O, R											ST	Annual
	Action 3.2.2 Connect with all property owners to detail price, availability, and vision for those asset; include in online listings	AL	I, O, R											ST	Annual
	Action 3.2.3 Create an 'open source' database for property owners and brokers to submit new listings and changes to existing listings, particularly for listings not covered under Costar or similar virtual listing services	AL	C											Included 5.5.1	One Time
	Action 3.2.4 Create a web-accessible database of those assets to connect to the economic development website	AL	C											Included 5.5.1	One Time
	Action 3.2.5 Work with regional and state implementation partners to make sure their asset lists are current and complete	AL, BA, CC, FC, ID, MC												ST	Annual
	Action 3.2.6 Maintain regular communication with property owners to ensure occupied/developed land is removed	AL, AB	O, I											ST	Annual
Objective 3.3	Identify 4-6 priority investment/reinvestment properties within the City														
	Action 3.3.1 Create a comprehensive ownership database of all commercial properties in each of the opportunity sites to begin a dialogue about their property interests and investment priorities	AL	O, I, R											C	Annual
	Action 3.3.2 Engage in dialogue with owners, particularly catalytic parcels, on a regular basis to track changing strategies and create new opportunities	AL	O, I, R											ST	Annual
	Action 3.3.3 Create a catalyst sites prospectus, defining property ownership, implementation concepts, and available incentives to help bring the vision to fruition	AL	C											Included 5.1.6	Biannual
Objective 3.4	Consider creating an Economic Development Opportunity Fund														
	Action 3.4.1 Create a fund dedicated to [1] land acquisition for economic development purposes and [2] gap financing in real estate developments with economic development benefits	AL	F											ST	One Time
	Action 3.4.4 Seed the fund with \$500,000 for initial operations	AL	F											F	One Time
	Action 3.4.2 Create a board of directors comprised of public, staff, and private sector representatives to review applications and negotiate agreements	AL	F, O, I											ST	One Time
	Action 3.4.3 Develop specific criteria for access to Fund resources (e.g., minimum job creation, minimum, capital investment, creation of workforce housing, blight removal...) including performance requirements and claw back provisions	AL	F, O, I											ST	Annual



City of Alpharetta, Georgia Strategic Economic Development Plan Implementation Matrix		Implementation Lead		Implementation Timing (Year)										Estimated	Cost
		Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	Type
TOOLBOX DEVELOPMENT															
Objective 4.1	Match land use regulations to economic development vision, particularly in economic activity centers														
	Action 4.1.1 Rezone land based on the results of the small area planning process	AL												ST	As Needed
	Action 4.1.2 Consider creating higher density housing zones in/adjacent to activity centers to accommodate housing growth commensurate with job growth	AL												ST	As Needed
	Action 4.1.3 Consider overlay districts in areas where rezoning will be too difficult or time consuming	AL												ST	As Needed
	Action 4.1.4 Consider a full update to the town's comprehensive plan to reflect recent and emerging changes in the town's growth and development goals including the newly defined vision for its employment centers	AL	C											E	One Time
Objective 4.2	Create economic development incentives that match the City's priorities and performance expectations														
	Action 4.2.1 Create area-specific incentives in each activity center (e.g., promote dining diversity in downtown, promote employment diversity at Northpoint, promote infill development along Windward Parkway)	AL												ST	One Time
	Action 4.2.2 Create industry-specific incentives available throughout the city (e.g., life science investments/building conversions, unique entertainment/sports venues)	AL												ST	One Time
	Action 4.2.3 Scale incentives based on size of prospect, particularly targeting startup and small businesses (fewer than 5 jobs)	AL												ST	One Time
	Action 4.2.4 Create a scoring matrix that prioritizes location of the investment, type of business, size of project, quality of jobs, benefits packages offered, and any other characteristic valued by the town	AL												ST	One Time
	Action 4.2.5 Create specific incentive levels based on the scoring for projects	AL												ST	One Time
	Action 4.2.6 Engage with local and state partners to implement similar requirements for investments in the City	AL												ST	One Time
	Action 4.2.7 Require claw back provisions in all incentive packages to ensure compliance with stated agreements	AL												ST	Continuous
	Action 4.2.8 Tie any incentives to businesses with less than five (5) employees to participating in a small business development program/mentorship program	AL												ST	Continuous
Objective 4.3	Hire/reposition an existing City staff member under economic development to be a development ombudsman														
	Action 4.3.1 Increase staffing capacity to implement the full economic development strategy and become more proactive in business assistance	AL												D	Annual
	Action 4.3.2 Define/refine position to be a liaison to local businesses to help address business/regulatory/policy challenges	AL												ST	Continuous
	Action 4.3.3 Provide assistance to businesses going through the city's permitting process	AL												ST	Continuous
	Action 4.3.4 Become conduit to the HR, professional services, and legal service support and networking	AL												ST	Continuous

City of Alpharetta, Georgia Strategic Economic Development Plan Implementation Matrix		Implementation Lead		Implementation Timing (Year)										Estimated	Cost
		Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	Type
OUTREACH, MARKETING, AND COMMUNICATION															
Objective 5.1	Create marketing collateral necessary for effective retention and recruitment efforts														
	Action 5.1.1 Create all materials listed below in print and digital format, updating regularly (minimum once a year)	AL	C											C	Annual
	Action 5.1.2 Create target industry-specific fact and information sheets	AL	C											Included	Annual
	Action 5.1.3 Refine the existing marketing document to reflect recommended changes where applicable (e.g., incentives)	AL	C											Included	Annual
	Action 5.1.6 Create a property prospectus book detailed in 3.3.3 (digital only)	AL	C											Included	Annual
	Action 5.1.4 Create quality of life information sheets on livability and amenities in Alpharetta	AL	C											Included	Annual
	Action 5.1.5 Create materials to market the new ombudsman program	AL	C											Included	Biannual
	Action 5.1.7 Create employment marketing brochure detailed in 3.1.4	AL	C											Included	Biannual
Objective 5.2	Enact a monthly newsletter detailing market and economic development activities														
	Action 5.2.1 Highlight recent economic development activity and successes, maintaining a 'running tally' dashboard of accomplishments for the year	AL, AB												ST	Monthly
	Action 5.2.2 Publish regular opinion editorials from business owners, partner organizations, or invited guests focused on topics that influence (or are influenced by) economic development in Alpharetta	AL, AB												ST	Monthly
	Action 5.2.3 Include separate topic-themed Mayor/Economic Development Director messages in each newsletter	AL, AB												ST	Monthly
	Action 5.2.4 Implement, monitor, and report the results of opinion polls and business surveys through the newsletter	AL, AB												ST	Monthly
	Action 5.2.5 Highlight a different Alpharetta business (preferably from the target industries) in each newsletter that have invested, expanded, or created new jobs	AL, AB												ST	Monthly
	Action 5.2.6 Target writing two (2) or three (3) industry/market white papers each year focused on educating local businesses and residents about current or impending market shifts and how they will impact local/regional businesses	AL, AB, ID	O, I, R											ST	Monthly
Objective 5.3	Activate existing business leaders in economic development efforts														
	Action 5.3.1 Develop at least five (5) business ambassadors, individuals who can work with economic development staff to promote Alpharetta and engage existing/prospective business owners in targeted industries. Train more as necessary	AL, AB	O, I											A	Biannual
	Action 5.3.2 Develop a network of mentors in each of the target industries, focusing on developing women, minority and young business owners to reach the city's diverse business base	AL, AB	O, I											Included 2.2.4	Annual
	Action 5.3.3 Develop at least four (4) engaged Alpharetta residents as advocates that can assist in community outreach and resident interaction	AL, AB	N											A	Biannual
	Action 5.3.4 Create a Business-2-Business database that businesses can access to find specific services/networking opportunities	AL, AB												A	Continuous
Objective 5.4	Implement a proactive community engagement and education initiative														
	Action 5.4.1 Hold an annual "town hall" meeting open to the public (and televised) to discuss accomplishments and ongoing efforts for the previous/upcoming year	AL	N											A	Annual
	Action 5.4.2 Implement a biannual resident survey to gauge the goals and concerns of Alpharetta residents about the town's economic development efforts. Use the results to inform any changes to approach	AL	N											ST	Biannual
	Action 5.4.3 Hold a community outreach meeting in each employment center annually to engage business leaders and residents on economic development issues, opportunities, and challenges those areas are facing	AL	N											A	Annual
	Action 5.4.4 Host semiannual panelist discussions on topics of economic development each year. These discussions should address specific market/location opportunities and challenges facing local businesses	AL	C											B	Semiannual
	Action 5.4.5 Provide an online portal for citizens and groups to submit questions, provide feedback on content, or request meetings on the economic development website	AL												Included 5.4.1	One Time



City of Alpharetta, Georgia Strategic Economic Development Plan Implementation Matrix		Implementation Lead		Implementation Timing (Year)										Estimated	Cost
		Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	Type
OUTREACH, MARKETING, AND COMMUNICATION															
Objective 5.5	Enhance Alpharetta's electronic and social media presence and activity														
	Action 5.5.1 Update the City's economic development website based on the functional changes in scope/mission	AL	C											C	One Time
	Action 5.5.2 Ensure weekly use of social media platforms (e.g., SnapChat, Instagram, Twitter, Facebook...)	AL												Included	One Time
	Action 5.5.3 Create stronger connections with the ADA, Tech Alpharetta, Fulton County IDA, and other partners	AL												Included	One Time
	Action 5.5.4 Use the website to collect information, allow individuals to sign up for the newsletter, and better engage economic development staff	AL												Included	One Time
	Action 5.5.5 Create a citizens section on the website with access to educational information, the annual survey and results information, contact information for the assigned staff liaison, and the newsletter registration	AL												Included	One Time
Objective 5.6	Create an economic development dashboard on the City's economic development website to provide real-time information about the activity and successes of local economic development efforts														
	Action 5.6.1 Establish a formal economic development dashboard to track performance across each of these topic areas: [1] retention, [2] recruitment, [3] entrepreneurial development, [4] fiscal sustainability	AL												ST	One Time
	Action 5.6.2 Retention metrics should include: [1] site visits performed, [2] ombudsman assists, [3] jobs retained/expanded, [4] capital investment, [5] network event attendance, [6] prospect contacts	AL												ST	Semiannual
	Action 5.6.3 Recruitment metrics should include: [1] number of prospects, [2] successful projects, [3] total jobs created, [4] average annual wage, [5] total capital investment, [6] debrief highlights from lost opportunities	AL												ST	Semiannual
	Action 5.6.4 Entrepreneurial metrics should include: [1] enrollment inquiries, [2] business enrollment, [3] graduations, [4] jobs created, [5] debrief on businesses leaving the mentorship program	AL												ST	Semiannual
	Action 5.6.5 Fiscal sustainability metrics should include: [1] number of incentives, [2] dollar value of incentives, [3] jobs created/preserved from incentives, [4] capital investment created, [5] new tax revenues, [6] other benefits (e.g., infrastructure investments)	AL												ST	Semiannual
	Action 5.6.6 Provide regular updates to the City Council (recommended semi-annually)	AL												ST	Semiannual



City of Alpharetta, Georgia		Implementation Lead		Implementation Timing (Year)										Estimated	Cost
Strategic Economic Development Plan Implementation Matrix		Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	Type
ORGANIZATION AND COORDINATION															
Objective 6.1	Formalize staffing roles and responsibilities within the economic development department, expanding staff capacity to fully achieve the stated economic development goals														
	Action 6.1.1 Retain the manager position to oversee daily and strategic economic development efforts	AL												ST	One Time
	Action 6.1.2 Formalize the existing marketing director position to oversee the creation and development of all virtual and physical collateral, manage the economic development website, and oversee all social media and networking events	AL												ST	One Time
	Action 6.1.3 Hire/reposition an existing City staff member under economic development to be a development ombudsman	AL												D	One Time
	Action 6.1.4 Consider hiring an additional full-time staff member dedicated to small business/entrepreneurial development in partnership with Tech Alpharetta	AL												D	One Time
	Action 6.1.5 Increase the business retention and expansion efforts by one (1) full-time professional	AL												D	Annual (Salary)
Objective 6.2	Enhance strategic relationships with local and statewide implementation partners														
	Action 6.2.1 Create a quarterly coordination meeting schedule with the Chamber, CVB, Tech Alpharetta, and GNFC	AL, AB, BA, CC, FC, TA, VB, MC, GA												A	Quarterly
	Action 6.2.2 Establish a semiannual strategic meeting schedule with other regional and statewide partners	AL, AB, BA, CC, FC, TA, VB, MC, GA												A	Semiannual
	Action 6.2.3 Provide quarterly/semiannual reports to regional and statewide partners on activity and successes	AL												ST	Quarterly
	Action 6.2.4 Establish a formal quarterly or semiannual coordination meeting with neighboring municipalities to address regional and cross-boundary market issues	AL, MU												ST	Quarterly



City of Alpharetta, Georgia		Implementation Lead		Implementation Timing (Year)										Estimated	Cost
Strategic Economic Development Plan Implementation Matrix		Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	Type
ORGANIZATION AND COORDINATION															
Objective 6.3	Create a Business Advisory Board to help with strategic planning and implementation of the town's economic development strategic plan														
Action 6.3.1	Create an official business advisory board of 11 to 17 business leaders and implementation partners (e.g., post-secondary education institutions) interested and willing to participate in the City's economic development effort	AL												ST	One Time
Action 6.3.2	Host monthly meetings with the advisory board on projects, activity, and strategy to garner advice and assistance in implementation	AL												ST	Monthly
Action 6.3.3	Have the Mayor appoint at least one (1) member of the advisory board, though avoid having elected officials attending the meetings	AL												ST	Annual
Action 6.3.4	Create a committee structure to focus efforts in coordination with the City's focus areas; [1] Business Retention, [2] Marketing and Outreach, [3] Business Recruitment	AL												ST	One Time
Action 6.3.5	Ensure each committee is chaired (or co-chaired) by an active board member	AL												ST	Continuous
Action 6.3.6	Consider creating a 501(c)(3) to house the advisory board, creating an official memorandum of understanding and bylaws for the group	AL												ST	One Time
Objective 6.4	Work with City departments to develop comprehensive databases to help economic development efforts														
Action 6.4.1	Reconfigure information requirements on business licenses to collect more robust contact information and data about the business (e.g., NAICS code)	AL												ST	Continuous
Action 6.4.2	Work with Fulton County or create a locally-maintained version of property assessment data that combines all land, building, and business information to make geospatial analyses/searches more insightful	AL												ST	Continuous
Action 6.4.3	Require all business building permit and applications to include full contact and business (if known) information	AL												ST	Continuous

2 SOCIOECONOMIC ANALYSIS

A. INTRODUCTION

Towards the end of the 20th century, Alpharetta, GA emerged into an economic center absorbed by waves of investment activity that rippled throughout North Fulton County. Alpharetta's household base exploded to unprecedented levels while many businesses set up shop in the City's expansive stock of suburban office parks; At the time, an innovative and attractive workplace model allowing businesses executives to work near their homes without the inconvenience of commuting into urban centers. This came at the expense of most employees, forced to travel far distances into the office while commuting through the region's congested roadways.

While this model developed as a source of Alpharetta's economic growth, shifting employment priorities and workplace preferences threaten its long-term sustainability. And consequently, the City's long-term economic position. Accelerated by an expanding Gen-Z population, employees increasingly prefer workplaces that offer convenient commutes with walkability to nearby amenities and services. The City of Alpharetta is at a crossroads. The City can switch their approach to the workplace, cater to shifting employment priorities which may involve embracing new economic ideas and practices. Or rather, continue business-as-usual while the City faces pressures from an aging population, a declining prime-working age population, and rising affordability challenges.

The combination of these pressures can culminate into potential labor market shortages, decreased spending capacities, a contraction of local services, and business recruitment/retention challenges. The Socioeconomic Analysis examines these evolving conditions in Alpharetta, as well as demographic and economic trends unfolding throughout the region. In the face of a restructuring marketplace, the results of the analysis aim to shape policies and programs that can help the City of Alpharetta sustain its economic vitality in the long term.

B. MAJOR FINDINGS

North Fulton County's population rates are lower than rates across the region. Communities across North Fulton County, including the City of Alpharetta, impose greater housing limitations than communities across the Four-County Region, thus preventing more people from moving into North Fulton County. Developers can access greater and more flexible residential development options outside North Fulton County. The fewer housing options, the fewer numbers of new working-age residents. Fewer working-age residents can limit the long-term growth of Alpharetta's labor market, reducing the City's competitiveness to recruit and retain businesses.

The middle-to-senior age population (45+) increased and the prime-working age population (25-34) decreased. In the long-term, Alpharetta's labor market is vulnerable to shortages as much of the City's population moves towards the age of retirement and fewer prime-working residents are available to replace retirees. The source of the declining base of prime-working residents is a consequence of the City's restrictive costs of living, which are unaffordable to most entry-to-mid-level workers.

Alpharetta's disproportionate share of highly educated residents highlights potential labor market challenges. The City's population is highly educated, most have attained a Bachelor's Degree or higher. This is beneficial for recruiting and retaining white-collar businesses while stimulating job creation in technology-based industries. The lack of educational attainment diversity suggests that key segments of the workforce are excluded from living in Alpharetta. In particular, many service-based workers typically have lower levels of education. As fewer service-based workers are able to live in Alpharetta, service-based businesses such as restaurants are prone to face recruitment challenges.

Alpharetta's foreign-born population, non-white population, represent all the City's population growth. In the latter half of the last decade, Alpharetta's white and native population declined, whereas the City's foreign-born non-white population offset those losses. Most incoming residents come from Asian countries, particularly India and China. The increasing racial and cultural diversity in Alpharetta can create a variety of economic development opportunities.

Housing diversity integrated with community-based amenities will bolster the City's long-term economic sustainability. As the demand for suburban office parks continues to decline and the City becomes more cost-prohibitive, Alpharetta's labor market and overall economy are vulnerable to contractions. Additional workforce housing options and greater public transportation connectivity can facilitate the City's business recruitment and retention efforts, attract young professionals, and support job creation.

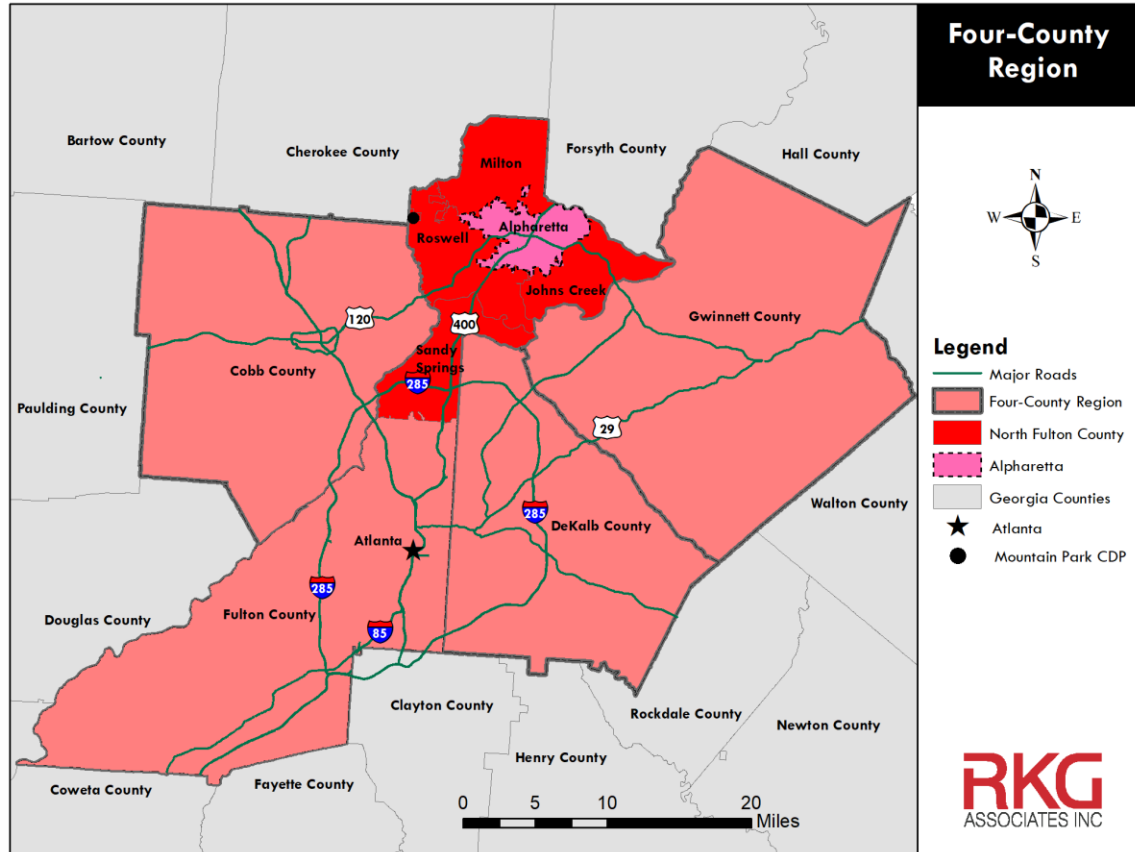
C. METHODOLOGY

1. Geographic Focus of Analysis

Alpharetta is located in North Fulton County, a major employment and population hub north of the City of Atlanta. Alongside Alpharetta, other municipalities that comprise North Fulton County include Johns Creek, Sandy Springs, Roswell, Mountain Park, and Milton. This chapter evaluates Alpharetta's demographic and economic conditions, drawing comparisons with the other North Fulton County municipalities; as well as the four largest counties absorbed within Atlanta's immediate sphere of economic gravity. These include Fulton County, Cobb County, DeKalb County, and Gwinnett County. Throughout this document, the combination of these four-counties will be identified as the 'Four-County Region' or simply The Region. Gaining a better understanding of key differences and similarities between Alpharetta, other North Fulton

County communities, and the Four-County Region can help the City shape policies for sustaining economic competitiveness while Atlanta’s marketplace rapidly expands. Map 2-1 illustrates the areas under analysis throughout this chapter.

Map 2-1



Source: City of Alpharetta RKG Associates, Inc., 2022

2. Data Sources

The Socioeconomic Analysis assesses various demographic and economic data metrics. Demographic data comes from the U.S. Census Bureau as well as estimates and projections from ESRI. ESRI is a nationally recognized third-party data provider that uses U.S. Census data to generate its estimates and projections for geographic areas. Economic data on workforce characteristics mostly came from the Bureau of Labor Statistics (BLS) and Lightcast. Lightcast provides labor market conditions of geographic areas nationwide, including the zip codes that comprise the City of Alpharetta.

D. DEMOGRAPHIC ANALYSIS

The Demographic Analysis evaluates demographic conditions and trends in the City of Alpharetta and throughout the Four-County Region. The evaluation includes potential impacts to the local economy and community that may shape the City of Alpharetta's future economic development efforts.

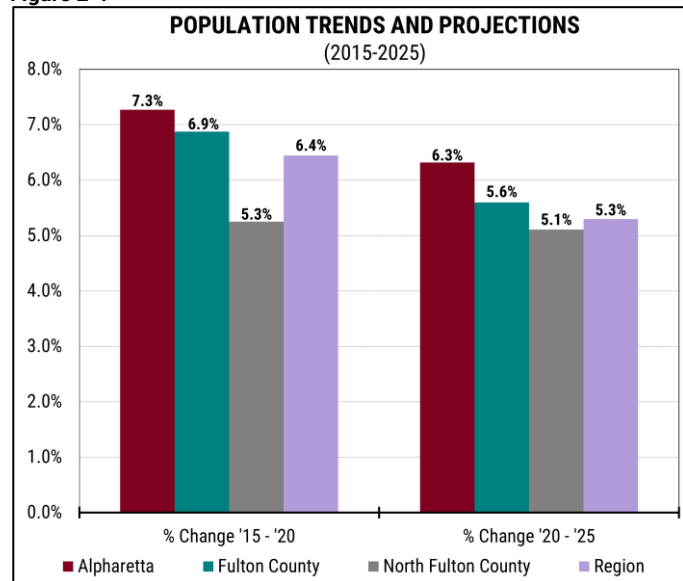
1. *Population Trends and Projections*

Atlanta's rapidly expanding marketplace has stimulated significant population growth throughout the Four-County Region. Population growth rates have been lowest in North Fulton County (Figure 2-1). The relatively lower rates are due to the pace of housing construction, slower than in areas outside North Fulton County.

Areas further from Atlanta's urban core, such as Gwinnett County, offer substantial land resources to support residential construction. Closer to Atlanta's urban core, more zoning and land use regulations exist that encourage multifamily construction, delivering more housing units on a per parcel basis. Developers have capitalized on these opportunities, delivering attractive housing options while stimulating higher rates of population growth throughout the Four-County Region.

Most communities throughout North Fulton County have demonstrated resistance to housing development in general, and multifamily development specifically. Fewer housing projects are constructed as a result, limiting the number of people that can move into North Fulton County. While the housing supply is constrained, the cost of living escalates, limiting the availability of housing opportunities for critical segments of North Fulton County's workforce--young professionals and service-based workers. The local supply of workers is therefore vulnerable to decline, discouraging business activities in communities throughout North Fulton County. This includes Alpharetta, which needs to attract more workers as large proportions of the City's population reaches the age of retirement. These pressures largely emanate from Alpharetta's lack of housing price diversity.

Figure 2-1



Source: U.S. Census, Esri, RKG Associates, Inc., 2022

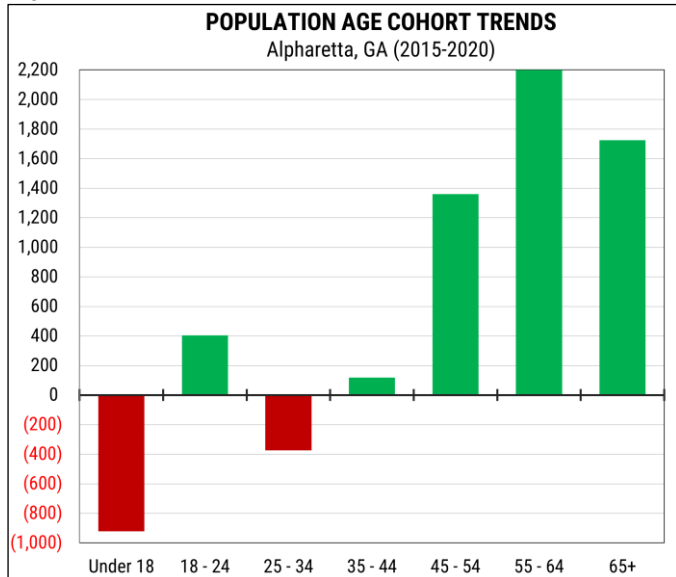
2. Population by Age

Between 2015 and 2020, Alpharetta's middle-aged to senior population (Age 45+) underwent rapid expansions while the prime working age population (Ages 25-34) declined (Figure 2-2). These trends can impose long-term economic development challenges, as the City becomes disadvantageous for a business' recruitment efforts. As seniors transition to retirement and fewer workers are available to replace retirees, the City is vulnerable to pervasive labor market shortages. Most of all, among mid-to-upper-level management roles who are credited as the primary decision-makers within a businesses' operations. The declining availability of prime-working age

residents that could assume those supervisory and leadership positions imposes recruitment limitations on local businesses. And therefore, increasing the likelihood of relocating their operations elsewhere; Particularly, to areas that offer greater accessibility to a young talented workforce that can sustain the business' long-term labor needs. In part, this explains why businesses nationwide are expanding their operational footprints in urban centers such as Midtown Atlanta and Sandy Springs. These areas offer a diversity of housing options, including affordable opportunities for young professionals to live and work in the same community.

Few affordable opportunities exist in Alpharetta, which accelerates the decline of the City's prime-working age population; The earning levels of most young professionals are not enough to afford the City's prohibitive housing costs. This forces many young professionals to commute into the City for work, adding pressure to the area's already overburdened traffic patterns. Without an efficient public transportation system and limited housing options, Alpharetta is inaccessible to young professionals. That degree of inaccessibility can reduce the City's attractiveness to workers seeking job opportunities. And therefore, reduce attractiveness to businesses seeking to expand their workforce capacities.

Figure 2-2

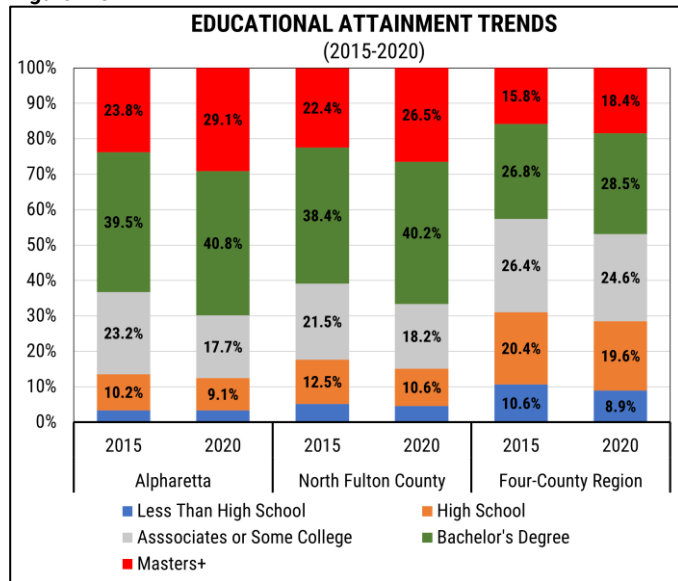


Source: U.S. Census, Esri, RKG Associates, Inc., 2022

3. Educational Attainment

Alpharetta is concentrated with highly educated residents. As of 2020, nearly 70% of City residents possess a Bachelor's Degree or higher (Figure 2-3). Alpharetta's high educational attainment levels have fueled job creation among businesses that propel high-value economic expansions. Predominately, concentrated in knowledge-based industries such as Technology and Financial Services. Several technology businesses have located their operations in Alpharetta, capitalizing on the City's availability of talented workers with technical skillsets. Similar jobs have been created locally too. Tech Alpharetta has helped develop multiple entrepreneurial ventures within the City's limits. The creation of jobs in knowledge-based industries has cumulated into a variety of economic development benefits, including increased fiscal spending capacities that can support local services.

Figure 2-3



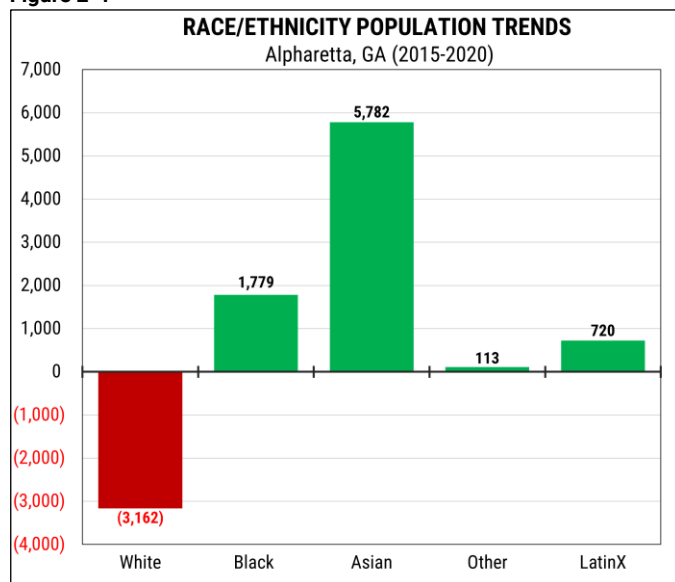
Source: U.S. Census, Esri, RKG Associates, Inc., 2022

While the City's large concentration of highly educated residents helps support job creation in knowledge-based industries, businesses among service-based sectors are more likely to face recruitment and retention challenges. Fewer residents are willingly available to fill roles in community services, retail/hospitality, and restaurants. Restaurant owners have voiced the significant challenge of recruiting sufficient workers. As most service-based workers are unable to afford to live in Alpharetta, they're more likely to seek employment opportunities that offer greater accessibility to their homes. And consequently, imposing risks to sustain Alpharetta's high quality of local services, which are a vital source of attracting corporations to the City. Without enough service-based workers to sustain the quality of the City's lifestyle amenities, corporations may be less inclined to relocate to Alpharetta.

4. Racial-Ethnic Diversity

People of color spearheaded Alpharetta’s population growth in the latter half of the previous decade. Between 2015 and 2020, the City’s white population experienced a net-loss of 3,162 residents while the non-white population experienced a net gain of nearly 8,394 residents (Figure 2-4). Most of the net-growth is driven by the Black and Asian population. The City’s diversifying population can nurture a vital source of job creation. Higher levels of diversity can enhance recruitment efforts for local businesses, appealing to Gen Z’s preferences of living and working in dynamic places with greater proportions of racial and ethnic diversity. Attracting this group is critical for sustaining Alpharetta’s labor market performance, especially since the City’s labor market is weighted towards workers reaching the age of retirement. The additional diversity also lends itself to job creation at the local level—historically, minorities are more likely to jumpstart businesses than the majority population nationwide.

Figure 2-4

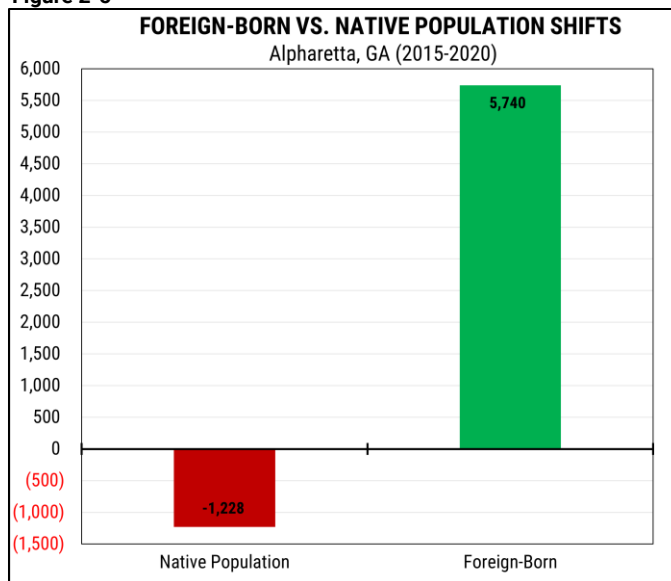


Source: U.S. Census, RKG Associates, Inc., 2022

5. Foreign-Born Population

The foreign-born population has sustained the City’s recent economic performance, supporting Alpharetta’s positive net-population growth while offsetting losses among the native population (Figure 2-5). Most of the City’s population growth comes from Asian nations (e.g., India, China), possessing high levels of educational attainment. Among the roughly 4,700 Asian residents (Age 25+) that moved into Alpharetta between 2015-2020, approximately 85% possess a Bachelor’s Degree or Higher (ACS). The influx can provide a strong support system for strengthening the City’s economic

Figure 2-5



Source: U.S. Census, Esri, RKG Associates, Inc., 2022

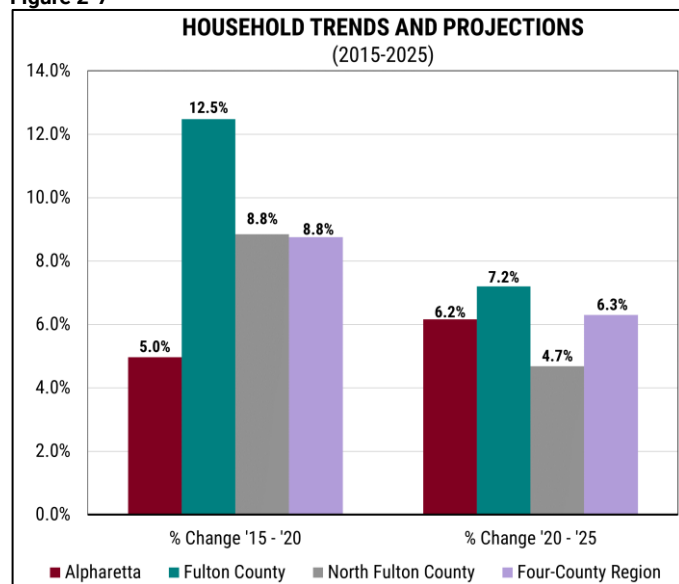
development position. This includes expanding Alpharetta's presence on a global scale, appealing to a broader international investor community, and enhancing the City's business recruitment and retention efforts.

The City's increasing diversity creates a critical economic development asset, helping to alleviate the challenges associated with the City's struggling labor market. Moreover, a diverse community can help local businesses' recruitment efforts, as Gen Z-er's prefer to live and work in places with greater proportions of racial and ethnic variation.

6. Households

In Alpharetta, population growth rates exceeded household growth rates between 2015 and 2020. This means the City's average household size increased, reflecting the types of households moving to Alpharetta; Most notably, families with children and foreign-born households. As of 2020, foreign-born households averaged 3.0 members per household, exceeding the City's 2020 total average (2.76/household). Many incoming foreign-born households have children. Overall, irrespective of national origin, families with children accounted for a significant proportion of the City's increase in average household sizes. Their influx can be attributed to Alpharetta's blend of family-oriented assets, attracted to the City's high-quality public schools, low crime rates, and evolving entertainment scene (e.g., Avalon).

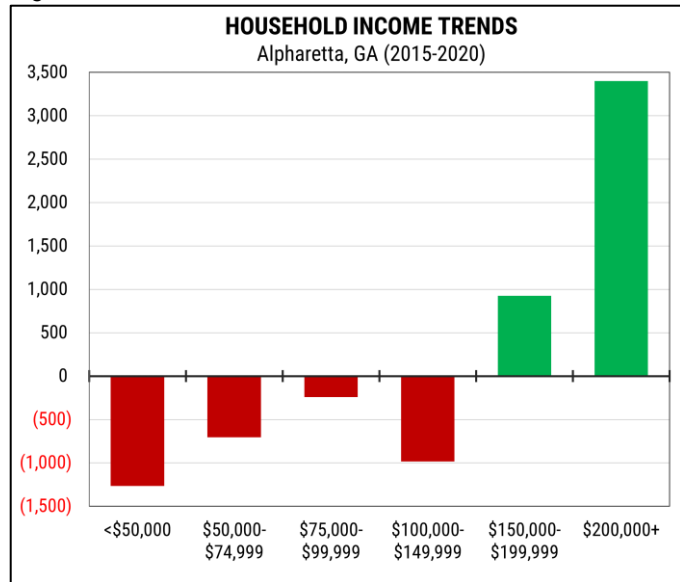
Figure 2-7



The influx of households generates obvious economic benefits to communities. More spending dollars are circulated within a City's limits and additional sources for fiscal expansions are made available. These benefits compounded in Alpharetta in the latter half of the previous decade. Between 2015 and 2020, all of Alpharetta's net growth occurred among households earning \$150,000 or more (Figure 2-8). Alpharetta's abundant stock of high-end ownership housing units absorbed many of these households, translating into notable expansions to the City's spending capacities. Amidst the influx of these high-income households, a substantial outflow occurred among households earning below \$150,000. These trends raise concerns for Alpharetta's economic development efforts while illuminating the City's key limitations towards advancing sustainable and resilient economic growth.

The influx of high-income households and substantial outflow of relatively lower-income households' points to Alpharetta's prohibitive costs-of-living. Households with incomes below \$150,000 correspond to the annual earnings of critical segments within Alpharetta's workforce. That includes entry to mid-level white-collared professionals, most of which do not earn enough to live in Alpharetta. Their inability to afford Alpharetta's living costs largely reflects the City's lack of housing opportunities that correspond to their annual earnings. Therefore, many entry to mid-level professionals are forced to live elsewhere and commute through the region's congested roadways; A stressful experience aggravated by the absence of convenient public transportation options.

Figure 2-8



Source: U.S. Census, Esri, RKG Associates, Inc., 2022

If we learned anything from COVID-19, convenience and accessibility are major employment priorities of young professionals. Many choose to live in urban centers, offering advantages that support these priorities—connectivity, walkability, affordability etc. Nearby business investment follows, locating within proximity to young professionals as a strategic recruitment effort. This is unfolding in areas such as Midtown Atlanta and Sandy Springs. To attract similar business investments, Alpharetta can enhance their built environment with expanded workforce rental options and a better-connected public transportation system. This can culminate in attracting young professionals to the City, while fueling business investments and job creation, a precondition for advancing sustainable and resilient economic growth.

E. ECONOMIC BASE ANALYSIS

The Economic Base Analysis evaluates Alpharetta’s economic conditions and trends. This includes a discussion on unemployment trends, labor force characteristics, industry compositions, and the City’s position relative to the Four-County Region. The results of the analysis can assist the City of Alpharetta to shape future economic development programs and policies.

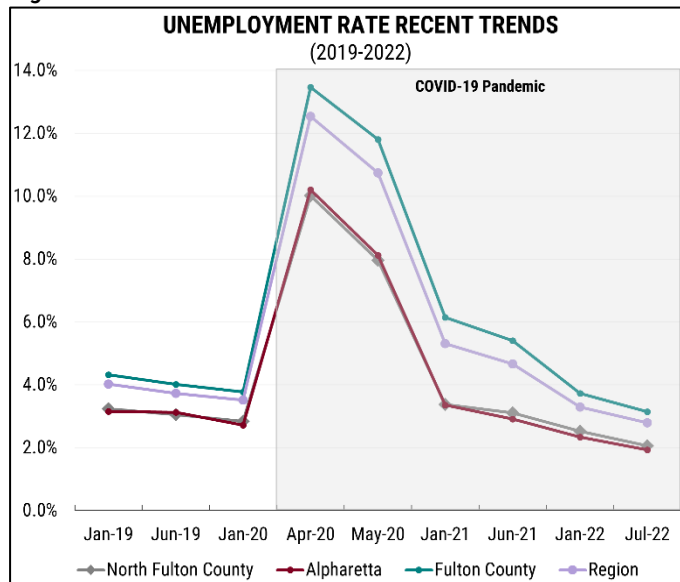
1. Unemployment Trends

The COVID-19 pandemic disrupted Alpharetta’s labor market, hovering below 4% prior to the pandemic then spiking to roughly 10% following pandemic-induced social distancing mandates (Figure 2-9). Service-based workers felt these impacts the most, especially those employed in Accommodation and Food Services establishments, which accounted for a net-loss of roughly 3,000 workers in 2020 (Lightcast).

In relation to Alpharetta, service-based industries comprise a larger proportion of workers in Fulton County and the Four-County Region. As a result, Fulton County and the Four-County Region experienced a sharper spike among their respective unemployment rates during the pandemic. Alpharetta’s greater resiliency during the pandemic dovetails the City’s workforce advantages. Compared to Fulton County and the Four-County Region, higher proportions of the City’s workforce are employed in white-collar industries. Many businesses within white-collar industries transitioned to a work-from-home environment. Many white-collar workers retained their jobs during this transition, not accounted for within the City’s unemployment rate.

As the pandemic subsides, unemployment rates have plummeted below pre-pandemic rates. As of July 2022, the City’s unemployment rate is 1.9%, which can be considered unhealthy from a business recruitment and retention perspective. At these levels, minimal workers are available for recruitment. And of those workers available, they’re driving recruitment negotiations, demanding higher wages from businesses desperately seeking to expand their labor capacities. Technology-based businesses, the lifeblood of Alpharetta’s economy, have faced immense recruitment pressures as the pandemic has subsided. Many have been forced to near-shore and off-shore workers.

Figure 2-9

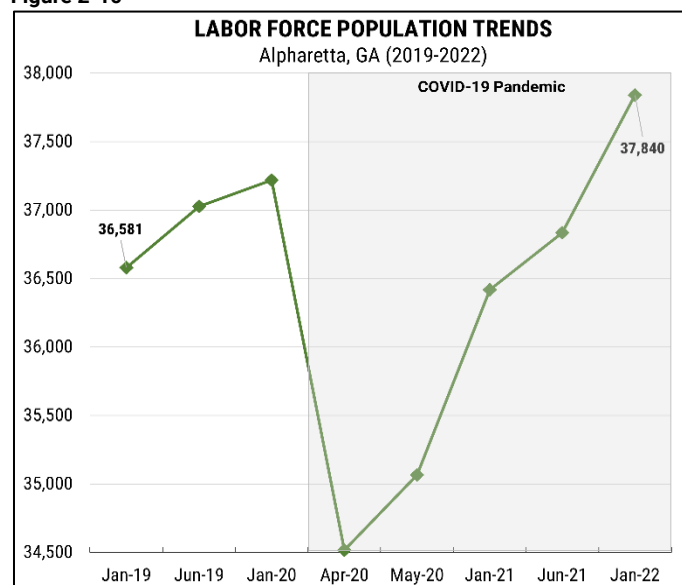


The pandemic has redefined the workplace, as many Alpharetta-based businesses are employing either full or partial virtual-working models. These models translate into fewer workers commuting into Alpharetta, which overtime can reduce their attachment to employment opportunities in the City. Given this possibility, along with increased labor recruitment pressures, workforce retention and expansions becomes increasingly important to stabilize market conditions. The City of Alpharetta must execute a comprehensive approach to do so. This includes enhancing its entrepreneurial infrastructure, facilitating partnerships in-coordination with local educational institutions, and expanding the supply of talent through workforce housing opportunities.

2. Labor Force Participation Trends

Trends among the City's labor force population followed a similar narrative to unemployment trends. As the COVID-19 pandemic unfolded, Alpharetta's labor force participation dropped due to social-distancing mandates (Figure 2-10). As mandates were lifted, participation levels became more stable. To sustain an upward trajectory of labor force participation levels will require expanding the City's labor force. Expansions are vital for Alpharetta's long-term economic sustainability and to counteract the waves of conflicting socioeconomic trends. Alpharetta's unemployment rate is at unfavorable levels, large proportions of workers are transitioning to retirement, and critical segments of the workforce live outside the City. Looking into the future, these trends point to a shrinking labor force which can discourage businesses from investing in the City. The City of Alpharetta must consider executing a comprehensive approach to mitigate the potential risks, emphasizing strategies that focus on attracting young professionals and enhancing the accessibility for all workforce segments.

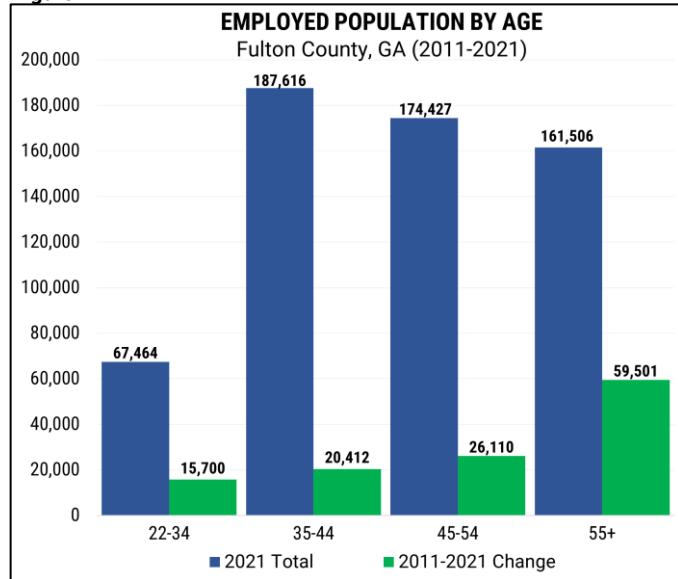
Figure 2-10



3. Employed Population by Age

The baby boomer generation's impact on Fulton County's workforce is evident, as the county's employed population is skewed towards workers aged 45 and older (Figure 2-11). This indicates that many workers are reaching the age of retirement, imposing labor market shortages in the mid-to- long-term. Future labor market shortages galvanize a need to replace those transitioning to retirement. This becomes all the more critical as many impending retirees have developed valuable skill sets and leadership qualities throughout their careers. Businesses will face the challenge of recruiting workers to backfill critical operational roles, responsible for molding strategies, making decisions, and distributing resources effectively and efficiently.

Figure 2-11



Source: QWI, RKG Associates, Inc., 2022

Unfortunately for businesses in Fulton County, Gen-Z workers (aged 22-34) represent the smallest share of the county's employment base (Figure 2-11). And among these workers, most live and work in Atlanta. Alpharetta-based businesses are therefore in a worse competitive position for recruitment purposes. To help enhance their competitive position, the City of Alpharetta can execute strategies credited for attracting young talent. That includes expanding the availability of rental units, providing efficient and convenient public transportation, and integrating work-live-play destinations.

4. Labor Force Population by Educational Attainment Level

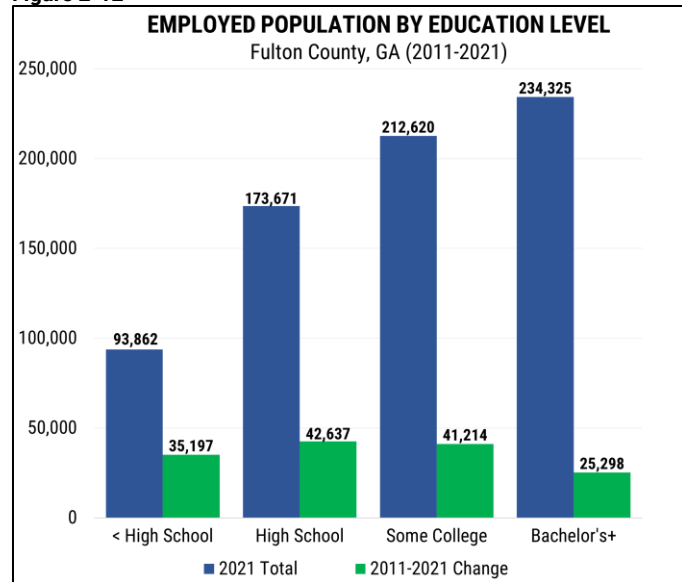
In Fulton County, most job growth occurred among positions that don't require a post-secondary education. Between 2011 and 2021, increases among jobs that don't require a Bachelor's Degree or higher outnumbered jobs that do require a Bachelor's Degree or higher by a ratio of 5:1 (Figure 2-12). The disproportionate ratio underpins the critical mass of workers needed to support the pent-up demand for essential services in Fulton County. Essential services may include restaurant and retail services as well as repair or maintenance services. The pent-up demand is largely attributed to Atlanta's rapidly expanding marketplace and increasing income levels, driving upward shifts in consumption patterns.

Expansions among service-based jobs correspond with an expanded labor pool, supporting the recruitment efforts for service-based businesses in Fulton County. Service-based businesses in urbanized areas, including Atlanta, are anticipated to benefit the most from the expanded labor pool. Such areas offer advantageous infrastructure that support service-based workers' connectivity and accessibility to job opportunities. In particular, infrastructure that tailors to their limited income levels; Cost-effective public transportation and income-compatible housing options. Without these opportunities, many service-based businesses in Alpharetta will likely continue to face recruitment challenges.

5. Industry Analysis

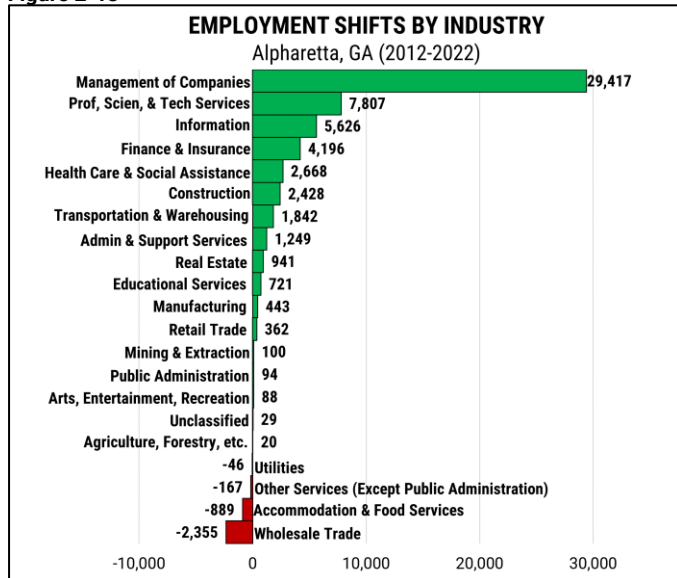
Alpharetta has evolved into a major employment center in North Fulton County. Between 2012 and 2022, nearly 30,000 jobs identified within the 'Management of Companies' industry were added to the City's employment base (Figure 2-13). Industry job growth reflects Alpharetta's mass absorption of corporate operations, expanding their footprint to take advantage of the City's high quality-of-life features and highly skilled workforce. These advantages cater to knowledge-based industries, as many corporate expansions are concentrated around financial services, healthcare, and above all, technology. With good reason, Alpharetta has branded itself as 'Technology City of the South,' hosting more than 600 technology-based businesses and distinct software development clusters in state-of-the-art fields (e.g., FinTech, MedTech).

Figure 2-12



Source: QWI, RKG Associates, Inc., 2022

Figure 2-13



Source: QWI, RKG Associates, Inc., 2022

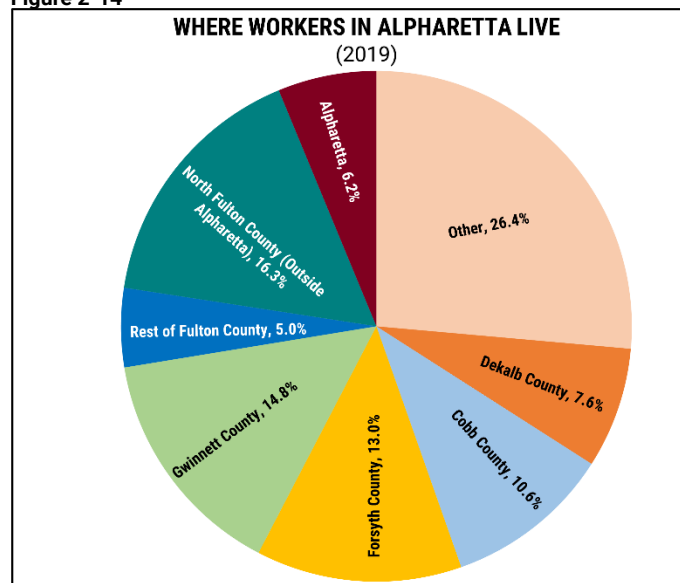
Technology businesses were the clear winners during the COVID-19 pandemic, capitalizing on the heightened demand for digital products and services. As other industries faced employment contractions, shifts to remote-working models allowed technology businesses to sustain jobs and even expand operations. While the pandemic subsides, remote-working models, or at least hybrid working models have become commonplace. And are anticipated to remain well into the future.

Alpharetta's long-term economic prospects may be threatened, especially since technology-based businesses are a core segment of the City's economy. The mass transition to hybrid-work models coincides with fewer workers commuting to the City, a contracted consumer base to support service-based businesses, and reduced demand for office spaces. These adverse impacts, among others, could be accelerated in Alpharetta, as the City falls short on many assets that appeal to the evolving technology-based workforce in the 'New-Age Economy' - income-compatible rental housing, work-live-play destinations, efficient and convenient public transportation.

6. Labor Force Mobility Patterns

Most of Alpharetta's workforce live outside the City's limits and even Fulton County. Forsyth County and Gwinnett County represent nearly 30% of in-commuters (Figure 2-14); Both areas offer the ability to secure less-expensive housing outside Alpharetta while accessing high-salary employment opportunities within the City's limits. As a hub for knowledge-based industries (e.g., Technology) and corporate operations, Alpharetta offers abundant employment opportunities that pay high salaries. Many of these salaries are insufficient to afford the City's exorbitant housing costs, however. This is reality for many entry-to-mid young professionals, forced to commute far distances to their place of employment.

Figure 2-14



Source: QWI, RKG Associates, Inc., 2022

The mismatch between housing and jobs dovetails Alpharetta's large proportion of in-commuters. Critical segments of the City's workforce, including young professionals and service-based workers can't afford to live in the City. This helps contribute to widespread traffic congestion, workforce recruitment, and fewer spending sources overtime.

F. INSIGHTS & IMPLICATIONS

Alpharetta is a major employment center in North Fulton County and has transformed into a vibrant technology hub recognized across the country. Corporate expansions have contributed to Alpharetta's success, attracted to the City's high quality-of-life amenities and highly skilled workforce. Evolving socioeconomic trends, including an aging workforce, and declining base of young professionals can impose adverse impacts and threaten the City's long-term economic sustainability. Feasible impacts include labor market shortages, reduced spending capacities, business recruitment challenges. In an effort to counteract these impacts and strengthen its economic resiliency, the City of Alpharetta must consider executing policies and programs that adapt to prevailing market preferences, in particular initiatives that attract young professionals and service-based workers. This will require strengthening the connectivity for the City's workforce, offering accessibility to price-compatible housing opportunities and efficient public transportation options.

3 REAL ESTATE MARKET ANALYSIS

A. INTRODUCTION

Alpharetta's real estate market is predominantly the traditional suburban bedroom community. The City's economic activity centers also reflect more traditional suburban form (e.g., horizontal mixed uses, large surface parking fields...). However, Alpharetta is also equipped with a substantial corporate-scale office inventory that fueled the city's transformation into a major employment hub. While Alpharetta's residential market is expected to remain vigorous, shifting workforce preferences and macroeconomic trends are adversely impacting the vitality of the city's campus-style office market. Above all, the preference to work in walkable destinations abundant with community amenities and services is affecting location decisions of larger corporations. The shifting preference towards working among these destinations has imposed pressures on increasingly outdated forms of commercial developments.

Suburban office parks represent most of Alpharetta's office market and are reporting high vacancy rates. Rates are projected to rise while yielding to workplaces more in character with urban marketplaces, credited for offering better proximity between housing opportunities, at-work amenities, and the office. While the connection between real estate and economic development becomes increasingly stronger, the City of Alpharetta enhancement of the built environment to reflect shifting workplace preferences will benefit long-term office market viability. Consequently, improving their prospects for job creation, business recruitment/retention, and entrepreneurship.

The Real Estate Market Analysis assesses Alpharetta's residential and non-residential marketplace, to understand recent trends, current conditions, and emerging opportunities to assist the City of Alpharetta create policies and programs that bolster their built environment to promote sustainable economic development outcomes.

B. MAJOR FINDINGS

Outdated development concepts can threaten business recruitment and retention efforts. Suburban office parks were regarded as the primary source of the city's transformation into a major employment hub. As workplace preferences shift towards hybrid-work models and employment in vibrant urban areas, the city's office stock increasingly falls out of favor. Consequently, imposing major challenges to recruiting and retaining businesses.

Mismatch between jobs and housing can affect long-term labor market outcomes. The city's aging population and declining prime-working age population makes Alpharetta vulnerable to labor market shortages. Many young professionals, essential for sustaining Alpharetta's

long-term labor market performance, are excluded from living in the city due to prohibitive costs-of-living. Minimal housing opportunities are affordable to young professionals, reducing their attractiveness to working in Alpharetta. Additional price-diverse housing options can help attract young professionals while facilitating job creation efforts.

Scarce development opportunities are readily available. Since Alpharetta is largely built out and remaining vacant parcels are limited by zoning regulations, construction activity has been limited. As land prices escalate, developers are forced to construct at higher densities to make projects financially feasible. In particular, mixed-use developments projects credited for enhancing the city’s economic development efforts. Given the limited development conditions, infill and redevelopment strategies have become the best alternative.

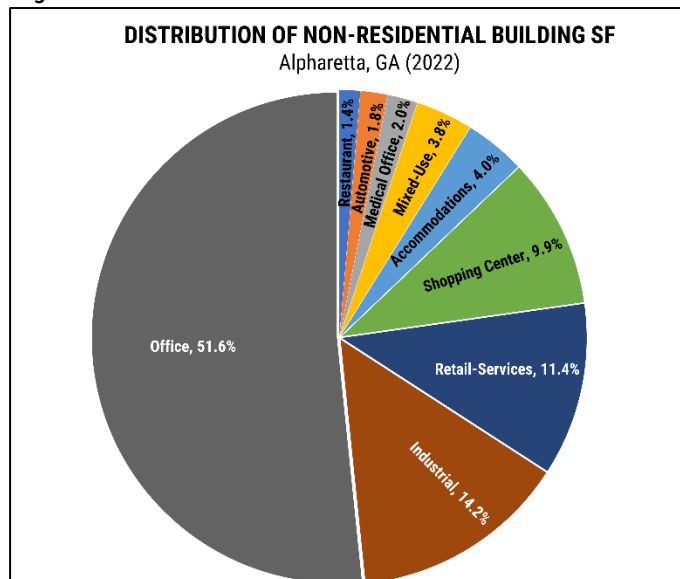
New work-live-play destinations prove concepts work but benefits can be maximized if made more affordable. City Center and Avalon represent ground-breaking concepts for Alpharetta, centralizing live-work-play opportunities. Both prove to be producing successful outcomes, activating street life and pedestrian foot traffic. However, both are strictly designed for high-income households at the detriment of critical segments of Alpharetta’s workforce. This includes young professionals, who thrive in these lifestyle destinations. Expanding work-live-play destinations but integrating more price-diverse housing options can attract young professionals while facilitating the city’s job creation efforts.

C. DEVELOPMENT TRENDS

1. Non-Residential Building Stock

Office uses dominate Alpharetta’s non-residential built spaces, constituting over 50% of the city’s non-residential building square footage (Figure 3-1). Most of the city’s office uses are located in traditional suburban office parks, facilitating Alpharetta’s transformation into a major employment center in the late 1990s. In recent years, suburban office parks have increasingly fallen out of favor as businesses gravitate towards urban centers to gain better access to a young-talented workforce. This is largely due to young professionals’ lifestyle preferences, many of whom prefer to live and work in areas that offer convenient access to amenities and services. These preferences conflict with

Figure 3-1



Source: City of Alpharetta, RKG Associates, Inc., 2022

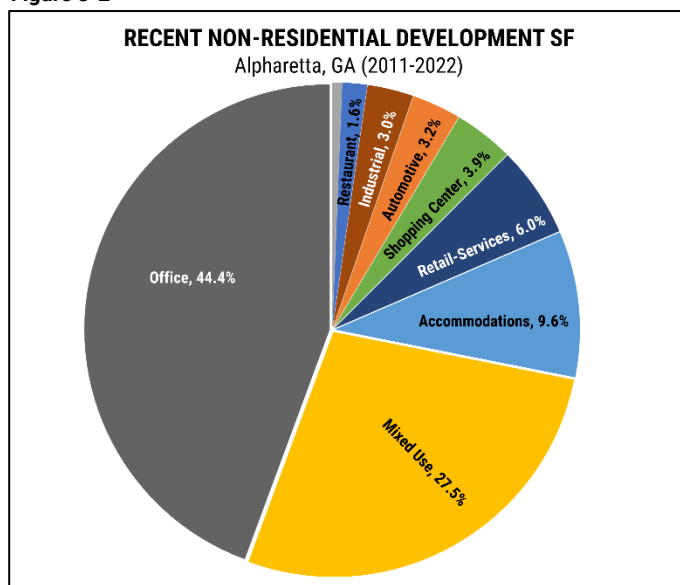
the prototypical suburban office park model, which typically requires workers to drive to their place of employment. Trends suggest many young professionals prefer to ride public transportation, walk, or even bike to their place of employment.

While the suburban office park concept is losing favor as a preferred employment destination, much of the city's existing inventory offers opportunities to be reimagined in support of prevailing market trends. In particular, redeveloping or converting campus-style office parks with high vacancies into work-live-play activity centers; ideally, a combination of apartments, retail establishments, and office spaces formulated in an accessible and walkable environment. These types of activity centers can help Alpharetta attract young professionals, whose residential population in the city continues to decline. In addition to suburban office parks, underutilized shopping centers are ripe for conversions into work-live-play activity centers. This includes the North Point Mall, which continues to decrease in economic and social value.

2. Recent Non-Residential Building Activities

The total non-residential building square footage developed since 2011 represents approximately 14% of all non-residential development within the city's limits. Among non-residential buildings developed since 2011, nearly 70% were built between 2016 and 2022. Mixed-use projects constituted a substantial share of non-residential development since 2011 (Figure 3-2), with most occurring in the middle of the previous decade. Consumer preferences for walkable activity centers fueled the construction of notable projects like City Center and Avalon. Both have catalyzed numerous economic benefits for Alpharetta, strengthening the city's commercial marketplace, facilitating business recruitment efforts, and creating a vibrant communal destination for residents. Permitting expansions of mixed-use destinations can benefit's Alpharetta economic development efforts overtime, enhancing job creation and business recruitment.

Figure 3-2



Source: City of Alpharetta, RKG Associates, Inc., 2022

3. Land Use Efficiencies

Successful work-live-play activity centers are designed to be human-centric, offering convenient accessibility to employment opportunities and community-based amenities. Convenient

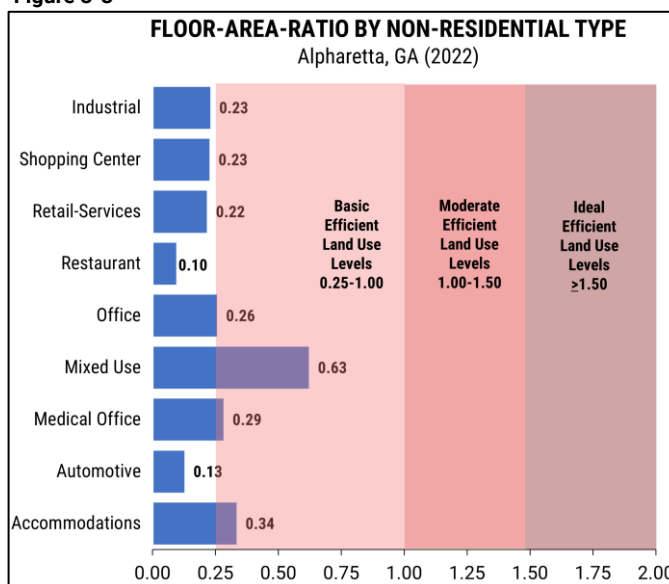
accessibility is synonymous with high-walkability levels, instrumental to the success of areas like City Center and the Avalon. Both areas are pedestrian-scale, offering walkability to retailers, restaurants, and office spaces. Consequently, catering to prevailing market preferences while attracting households and businesses. Other areas of Alpharetta are capable of absorbing further expansions of human-centric development patterns but embracing higher developmental densities will be required.

In contrast to most major employment centers, Alpharetta's sparse development patterns reflect a typical suburban community. A distinguishing feature is the city's low Floor-Area-Ratios (FAR) for most commercial building types. The FAR measures the density of developed parcels in square feet, or the floor size of the building in relation to the size of the parcel upon which it was built. Most commercial building types in Alpharetta reported FARs well below 1.00 (Figure 3-3), configuring a built environment that promotes driving while discouraging walkability and connectivity. Mixed use buildings are the only commercial building type that reported FARs above

1.00, manifested in activity-dense structures such as those exhibited along Commerce Street in Downtown Alpharetta; A tremendous display of planning that appeals to the tastes and preferences of young professionals and service-based businesses.

A major barrier to increasing density levels in Alpharetta is the city's restrictive zoning and land use regulations which limit infill development opportunities. These restrictions are largely intended to safeguard the character and identity of residential subdivisions; A priority shared among many active community members that can undermine the city's economic development efforts. Easing restrictions can facilitate investment activities that strengthen the city's job creation efforts. This can be targeted in commercial-intensive areas separated from residential subdivisions (e.g., Northpoint area), balancing the city's objectives of sustaining long-term economic growth without impacting community character.

Figure 3-3



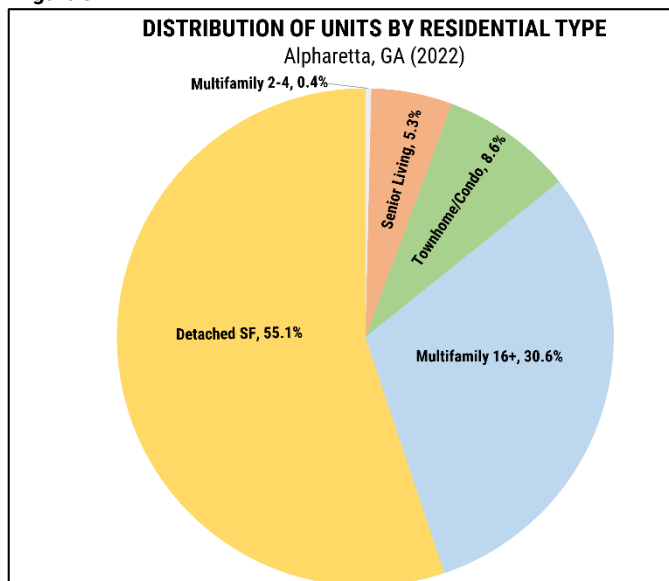
Source: City of Alpharetta, RKG Associates, Inc., 2022

4. Residential Building Stock

Most housing units in Alpharetta are single-family detached homes, consuming over half of the city's residential building stock (Figure 3-4). The imbalance of single-family detached homes corresponds to the city's preferential treatment towards homeownership, satisfying a long-standing community convention to preserve Alpharetta's suburban design and character. In fact, a salient policy included in the city's most recent comprehensive plan is ensuring Alpharetta's housing stock maintains a ratio of 68% owner-occupied units to 32% rental units (Horizon 2040). While fewer multifamily rental units are constructed and market demand increases, rental prices escalate which strains the affordability levels of existing rental households. This is an existing challenge in Alpharetta, as severe supply shortages impact the city's rental households at the lowest- and highest-income levels (Figure 3-5). Many are therefore excluded from living in Alpharetta, forced to seek housing opportunities elsewhere.

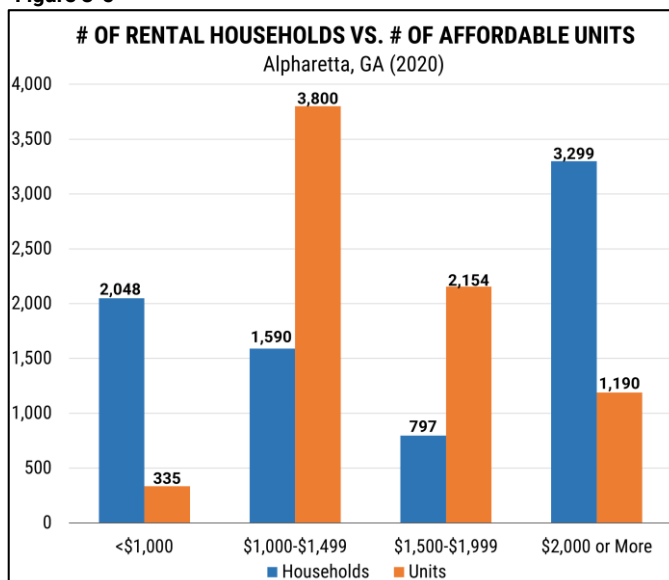
Among rental households that can't afford to live in Alpharetta, many represent critical segments of the city's workforce. In particular, service-based workers and even entry-to-mid-level white-collar workers. While most workers can't live locally, many are subjected to commuting into the city, increasing traffic congestion on Alpharetta's already overburdened roadways. Longer commute times and psychological stress follow, pressing many workers to seek job opportunities that offer greater accessibility and proximity to their places of employment. Such opportunities play to the prevailing market preferences of young-educated professionals while reducing the attractiveness of working in Alpharetta. Without the

Figure 3-4



Source: City of Alpharetta, RKG Associates, Inc., 2022

Figure 3-5



Source: U.S. Census, RKG Associates, Inc., 2022

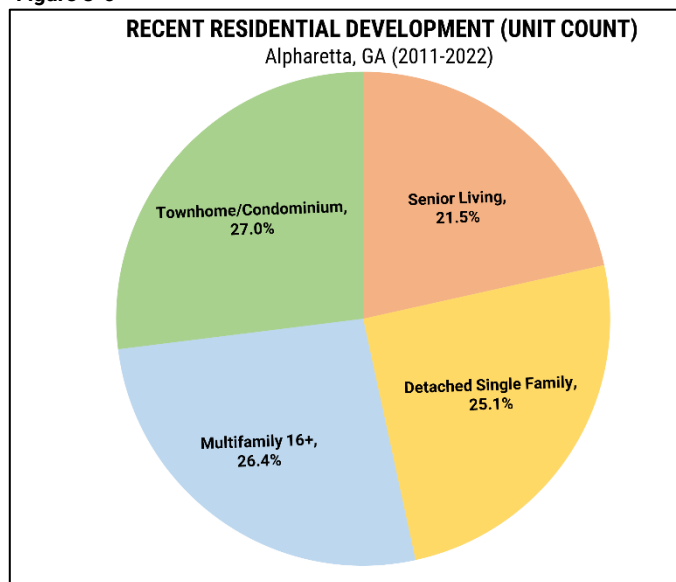
infrastructure that attracts young-educated professionals—price diverse rental options and public transportation—Alpharetta’s aging labor market becomes all the more vulnerable to shortages in the long-term. And as a result, exposing the city’s economic development efforts to adverse conditions. A smaller labor pool increases the challenge of recruiting and retaining businesses, reduces entrepreneurial ventures, and decreases overall spending capacities.

5. Recent Residential Building Activities

Housing has served as a major protagonist within Alpharetta’s economic development narrative. The city’s abundance of high-end homes appeals to c-suite executives, attracting many to locate their business operations in Alpharetta. The city’s abundance of homeownership opportunities appeals to families, attracting many to nurture children in a safe community with accessibility to high-quality schools. The benefits to Alpharetta’s economic base are irrefutable, as the city’s absorption of businesses and households have culminated in rapid job and fiscal expansions.

Recent residential construction activities have continued the city’s economic development narrative, although, through a different approach. Contrary to historical development trends, residential construction was more balanced across development typologies. Rather than limited to detached single family homes, multifamily units constituted a greater share of residential construction activities in the previous decade (Figure 3-6). Most multifamily construction was integrated with groundbreaking mixed-use projects such as Avalon and City Center. Both projects reflect the ideals of a modern-living environment, offering living opportunities within walking distance to jobs, services, and community-based amenities. These types of dynamic and compact environments are credited for attracting young-education professionals. And rental units in general, are credited for attracting service-based workers. Avalon and City Center are not designed to do so, however.

Figure 3-6



Source: City of Alpharetta, RKG Associates, Inc., 2022

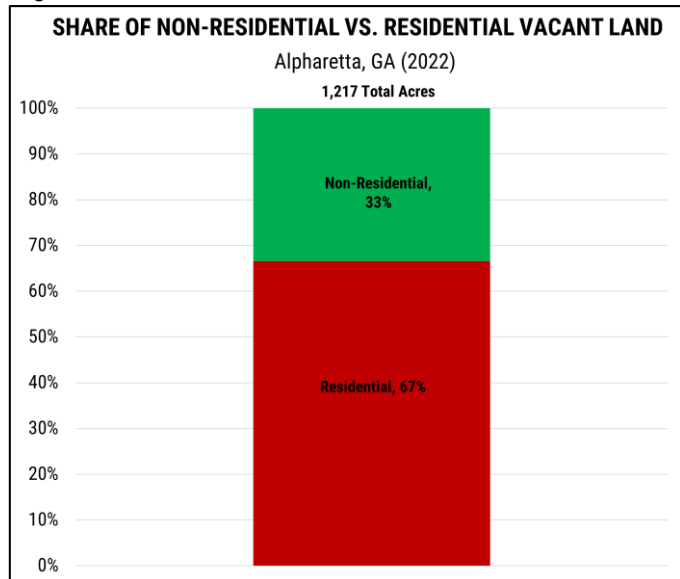
Recently constructed owner-occupied homes in proximity to these projects are averaging \$700,00 or more while rental-occupied units are priced at \$2,000 or more. The expansion of high-end housing options, although multifamily units were incorporated into the residential landscape, is expected to continue the city’s economic development narrative; Particularly, attracting high-income households. This isn’t considered a bad thing. However, excluding housing to the

highest-income households can make the city vulnerable to economic development challenges overtime; Ultimately, challenges related to workforce and business recruitment.

6. Developable Land Opportunities

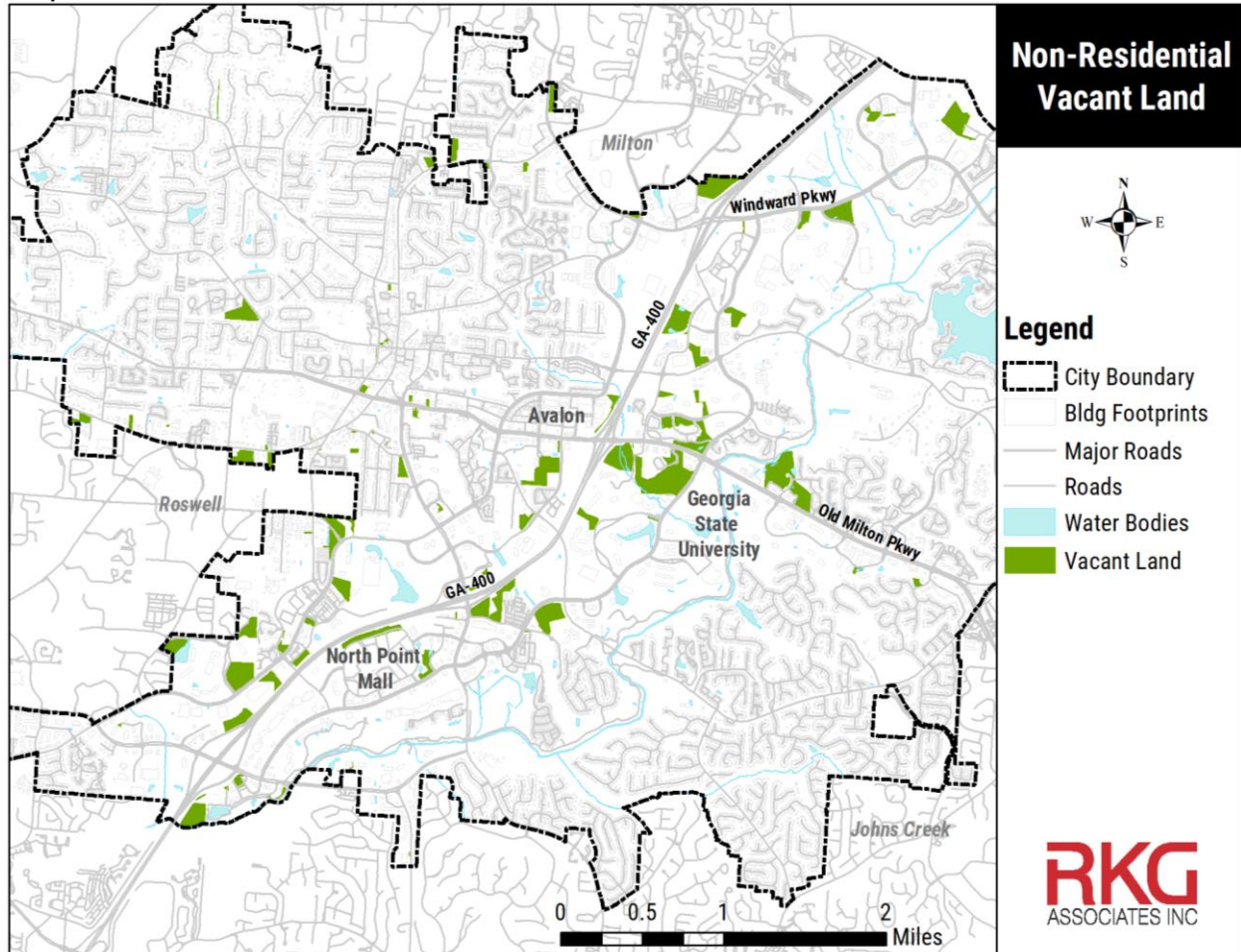
Map 3-1 illustrates the city's minimal availability of non-residential vacant land that could be used for development opportunities. Alpharetta is largely built out, and most remaining vacant land is restricted to residential development (Figure 3-7). The lack of vacant land available to non-residential development opportunities contribute to the city's escalating land prices, which demand developers to construct higher density projects to justify the increased costs of construction. Rising construction costs and limited vacant land availability suggests a critical need to permit higher densities in the city's primary commercial activity areas. In particular, targeting infill and redevelopment opportunities on underutilized suburban office parks and shopping malls. The approach to future development opportunities should consider prevailing labor market preferences; Particularly, mixed-use developments that encourage walkability, accessibility, and connectivity.

Figure 3-7



Source: City of Alpharetta, RKG Associates, Inc., 2022

Map 3-1



Source: City of Alpharetta, RKG Associates, Inc., 2022

D. COMMERCIAL REAL ESTATE MARKET ANALYSIS

REIS, a commercial real estate analytics firm, produces key commercial market indicators of geographic areas nationwide; including distinct submarkets throughout metro Atlanta. Alpharetta's commercial markets (office, retail, industrial) are represented in submarkets delineated by REIS. The following sections evaluate these submarkets while providing insights into market performance in the City of Alpharetta. Maps 3-3 through 3-5 at the end of this chapter illustrate the submarkets under analysis.

1. Office Market

The Roswell/Alpharetta submarket represents the northernmost stretches of metro Atlanta's broader office marketplace, incorporating portions of Johns Creek, Forsythe County, and Roswell. In wake of Atlanta's rapidly expanding marketplace, Alpharetta/Roswell absorbed a tsunami of corporations and professional-services businesses, attracted to the submarket's extensive stock of suburban office parks; a long-standing development trend that catered to the workplace preferences of the time. The suburban office park can offer abundant parking spaces, efficient commutes, and proximity to the home addresses of c-suite executives. Times have changed, however, as the suburban office park concept increasingly falls out of favor. The value of location and a sense of destination has upended this concept, contributing to Alpharetta/Roswell's high vacancy rates; nearly 1/4th of its office stock is unoccupied as of 2022 (Figure 3-8). That's 3.8 million square feet, a vast display of unused workspaces and underutilized economic activity. Employees, especially among the millennial population and rapidly expanding Gen-Z generation, increasingly prefer workspaces near public transportation integrated within vibrant work-live-play-destinations.

These shifting preferences offer justification for Alpharetta/Roswell's high vacancy rates. Most of the submarket's office spaces are located in isolated areas without convenient accessibility to public transportation options and social amenities. Workers are forced to commute through metro Atlanta's unforgiving traffic conditions while increasing their likelihood of developing an unhealthy work-life balance. A standard 40-hour work week in addition to a long and unpredictable commute leaves substantially less time and energy for activities outside the workplace; an employment situation that many young professionals are prone to avoid in

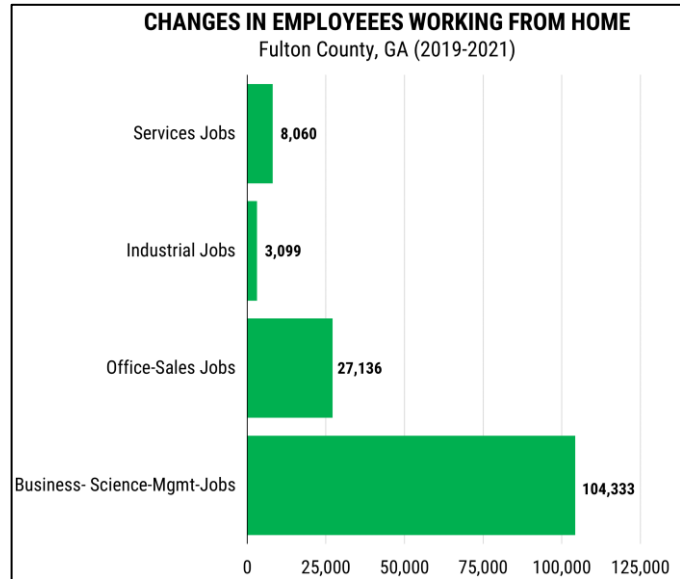
Figure 3-8

Roswell/Alpharetta Office Submarket		
2022 Q2 Metrics:		Outlook
Total Square Footage:	16.1 Million SF	
Total Vacancy Rate:	23.4%	
'Class A' Vacancy Rate:	21.6%	
Total Net Absorption:	-290,000 SF	

Source: REIS, RKG Associates, Inc., 2022

favor of working in urban areas designed to offer a better work-life balance. Many reside in urban areas, taking advantage of the enhanced proximity to jobs, services, and social opportunities while improving their quality-of-life standards. As the competition for young talent tightens, businesses increasingly locate nearby to strengthen their workforce recruitment and retention outcomes. And so, expanding their office footprints in places like Midtown Atlanta. The evolving preference among workers, to capture greater accessibility to their place of employment, was especially accelerated during the COVID-19 pandemic. To comply with social-distancing restrictions, most white-collar businesses transitioned to a work-from-home model. Between 2019 and 2021, substantial expansions occurred among Fulton County's workforce that worked from home (Figure 3-9). While social-distancing restrictions have been lifted, working from home has remained a popular workplace model in Fulton County. Or rather, hybrid-work models at the very least.

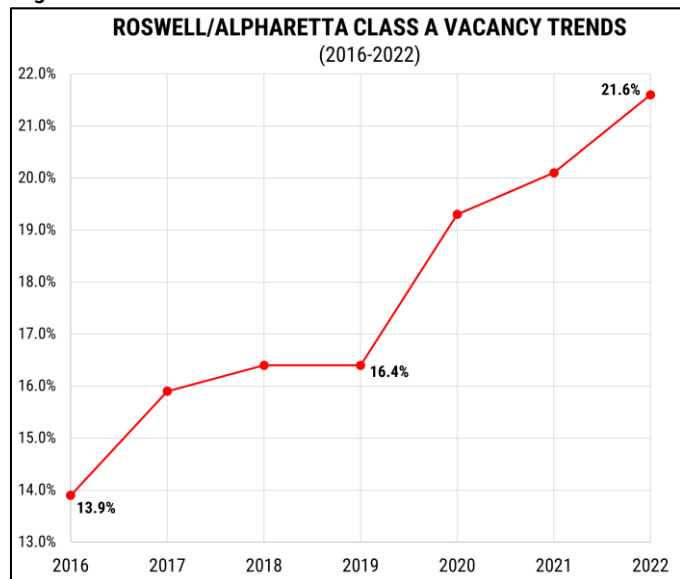
Figure 3-9



Source: REIS, RKG Associates, Inc., 2022

These models are expected to remain, prompting many white-collar white businesses to reevaluate their unused workspaces or downsize their spaces. Technology-based businesses, Alpharetta's primary economic base, are credited for spearheading this transition. As leases expire, many are vulnerable to discontinuing their leases at existing spaces; Particularly, those operating out of 'oversized' spaces represented in Alpharetta's excessive supply of suburban office parks. While businesses are prone to downsize their physical footprint due to hybrid-work models and attraction towards urban environments, vacancies are projected to increase among the city's office market. That even includes buildings recognized for their high-quality design standards. Class A office spaces report vacancies above 20% (Figure 3-10),

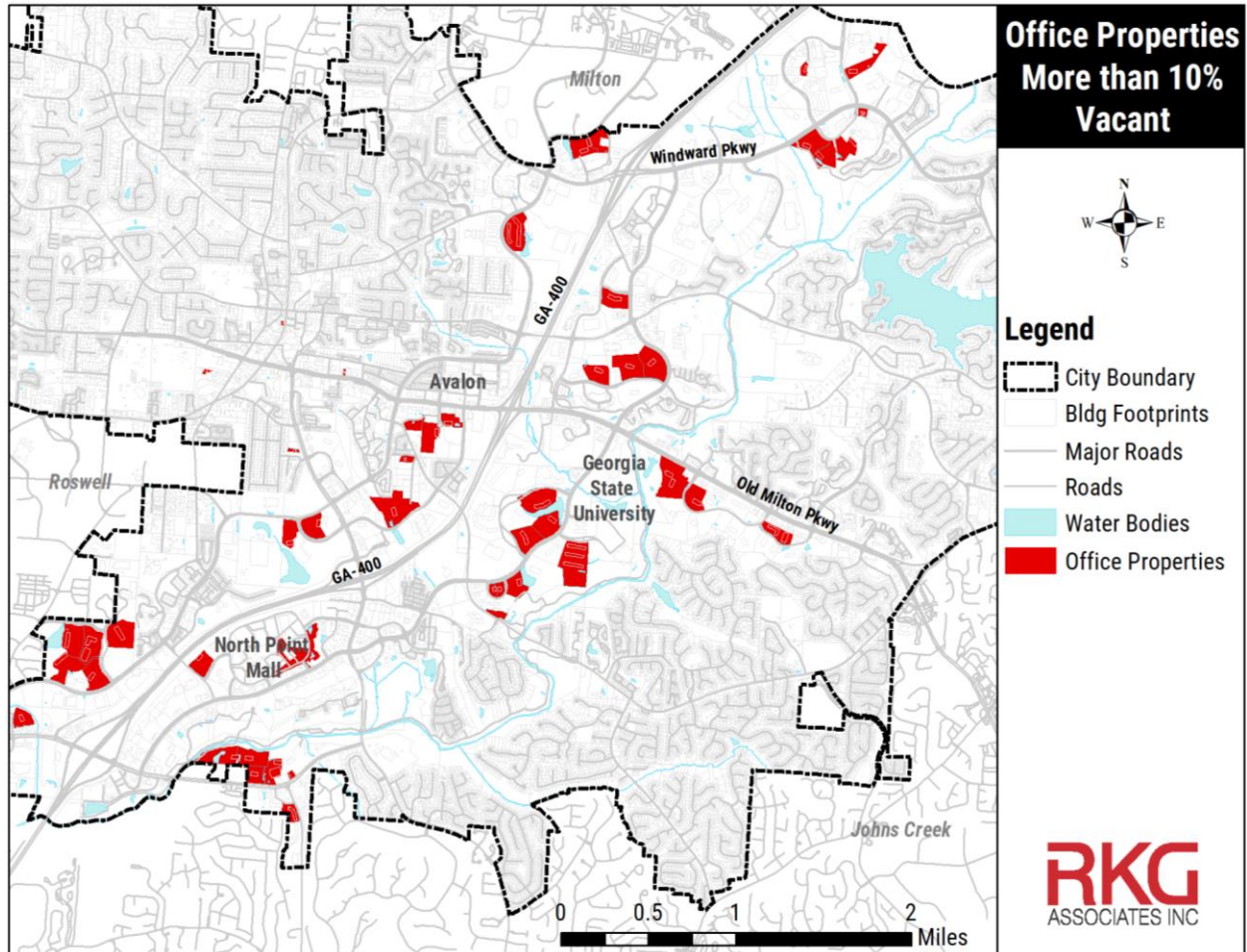
Figure 3-10



Source: REIS, RKG Associates, Inc., 2022

reinforcing how the value of location exceeds and level of accessibility to services exceeds the value of construction quality in today's marketplace. As suburban office markets like Alpharetta struggle to retain tenants, many property owners are urged to reconsider their long-term investment prospects. Some have answered through expanding lifestyle amenities on their properties, as office parks like The Edison and The Sanctuary seek to attract workers back to the office. These interventions may be insufficient, however--large quantities of The Sanctuary remain vacant as the office park is situated far away from housing opportunities designed for entry-to-mid-level professionals.

Map 3-2



Source: REIS, RKG Associates, Inc., 2022

In an effort to reverse the trend of rising vacancies across Alpharetta's office market, the city must execute a comprehensive approach designed to match prevailing workplace preferences. Above all, localizing town-center style developments with price-diverse housing opportunities, access to public transportation, and co-working spaces. Underutilized suburban office parks with high vacancies (Map 3-2) are viable to support these developments through a collection of infill and/or redevelopment strategies. The results of these efforts can help strengthen Alpharetta's economic development position by attracting young professionals to replace an aging workforce, expand the labor pool for existing businesses, and sustain the city's fiscal base for supporting local services.

2. Retail Market

As a major employment hub for commuters, Alpharetta has developed into a regional shopping destination for north metro Atlanta. Daily workforce commuters more than double Alpharetta's daytime population, escalating the city's daily consumer base while driving revenue streams across major retail types. Food services and drinking places report large surpluses (Figure 3-11), as drive-in retailers attract commuters along the city's major north-south and east-west thoroughfares. While commuting patterns are vulnerable to decline due to hybrid-work models, Alpharetta's retail market is susceptible to decreased consumer activity. Suburban retail outlets already face market threats, as the demand for online shopping (ecommerce) continues to increase; A regional trend that satisfies consumer preferences for convenient and accessible purchases. The popularity of ecommerce has undermined the performance of suburban-dominated retail markets, including the Sandy Springs/North Fulton submarket where inventories have declined and vacancy rates remain high (Figure 3-12). The City of Alpharetta, a retail hotspot within the Sandy Springs/North Fulton submarket, has launched synergistic approaches that can enhance the performance of traditional brick and mortar establishments.

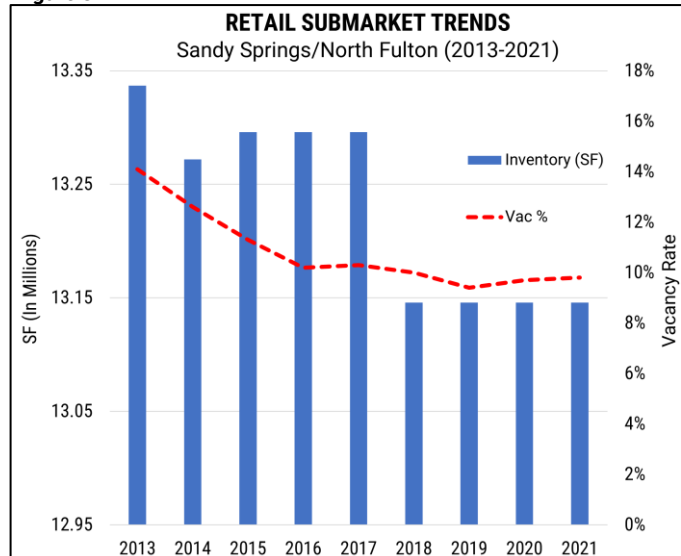
City Center and Avalon represent ground-breaking projects that split from the city's long-standing approach to retail; automobile-oriented developments such as shopping malls

Figure 3-11



Source: REIS, RKG Associates, Inc., 2022

Figure 3-12



Source: REIS, RKG Associates, Inc., 2022

and single-anchor neighborhood centers. Retailers throughout both projects capitalize off the synergies of nearby housing and offices, attracting consumers due to their presence in walkable-accessible locations. Branded as live-work-play destinations, City Center and Avalon are credited for activating street life and pedestrian traffic beyond standard business hours. Therefore, enabling stores and restaurants to capture revenue streams beyond the city's daytime population. These types of developments have gained favor in retail marketplaces, tempering the adverse impacts of ecommerce and declining commuting patterns. Meanwhile, threatening the economic vitality of former bustling retail outlets such as shopping malls.

Figure 3-13

Sandy Springs/North Fulton Submarket		
2022 Q2 Metrics:		Outlook
Total Square Footage:	13.2 Million SF	
Net Absorption:	3,000 SF	
Vacancy Rate:	9.8%	
Asking Rent-\$/SF:	\$21.7	

Source: REIS, RKG Associates, Inc., 2022

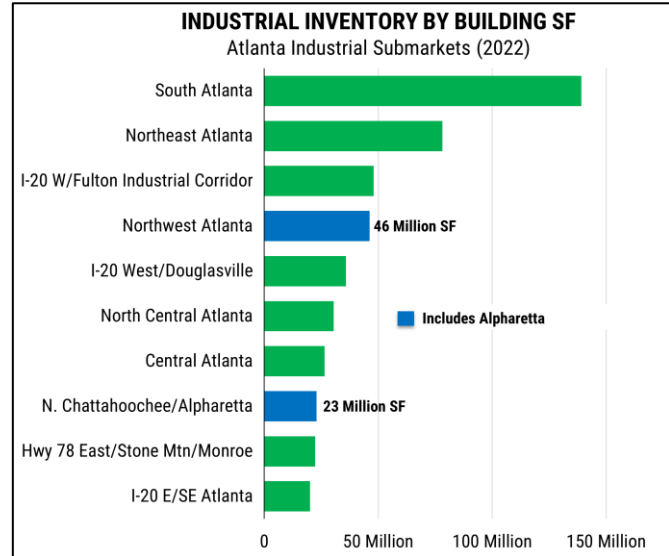
That includes the North Point Mall, a former bustling retail outlet for shoppers in metro Atlanta. In wake of shifting consumer preferences, the mall has been in decline while exhausting a potential source for economic development. Revitalization efforts have generated interest from the development community, submitting proposals that model the ideals of a work-live-play destination. And therefore, enhance the performance of nearby retailers. Policymakers have struggled to embrace such proposals, fearing that additional multifamily units may disrupt competing community objectives. As the connection between retail performance and housing strengthens, embracing work-live-play destinations becomes more critical. Not only for retailers but for the city's long-term sustainability, as these destinations have become essential for job creation in the New-Age Economy.

3. Industrial Market

Prototypical industrial development—noxious processing plants and spacious warehouse facilities—are unlikely to materialize in Alpharetta or be a feasible source for job creation in the city. Limited vacant parcels are available to support construction activities and operations can undermine the city's quality-of-life. Moreover, while the region is a global supply-chain leader, other areas of metro Atlanta offer cost-effective alternatives. For instance, the South Atlanta submarket's substantial inventory is credited to its intersection with three interstates and proximity to Hartsfield-Jackson Atlanta International Airport. These locational conditions appeal to production-based operations, attracted to the advantageous cost-efficiencies. Ultimately, these advantages enabled the South Atlanta submarket to capture the most industrial development inventory in the broader metro Atlanta industrial market (Figure 3-14).

Alpharetta is divided into two of metro Atlanta's submarkets, North Chattahoochee/Alpharetta, and Northwest (Figure 3-15). The city's representation is minimal in both submarkets, mostly comprised of Flex/R&D spaces and storage facilities. The former benefit city-area businesses with generally lower lease rates than traditional office buildings; Whereas the latter benefit city-area households, allowing high-income households units to store excess property. In contrast to Flex/R&D spaces, storage facilities consume substantially more land resources while generating fewer jobs. As job creation remains an incentive for the City of Alpharetta and development opportunities are scarce, storage facility expansions can create obstacles.

Figure 3-14



Source: REIS, RKG Associates, Inc., 2022

Accounting for the city's scarce development resources, skilled-technical workforce, and thirst for job creation, targeting investments towards scaled-down R&D facilities appears to be strategic. However, like recent innovative retail investments, it must be synergistic; Providing the ingredients enables micro-R&D facilities to thrive, integrated with housing and lifestyle amenities. Otherwise coined as live-work-create destinations. Urban areas are recognized for these investments, as makerspaces and micro-labs are popping up around mixed-use development centers. Underutilized commerce parks and commercial areas in Alpharetta are prime candidates to support these investments through infill and redevelopment opportunities.

Figure 3-15

N. Chattahoochee/Alpharetta Industrial Submarket		Northwest Industrial Submarket	
2022 Q2 Metrics:	Outlook	2022 Q2 Metrics:	Outlook
Total Square Footage: 21.8 Million SF	↑	Total Square Footage: 46.2 Million SF	↑
Net Absorption**: 380,000 SF	↑	Net Absorption**: 3.6 Million SF	↑
Warehouse Vacancy Rate: 4.3%	↓	Warehouse Vacancy Rate: 9.6%	↓
Construction Activity**: 425,000 SF	↑	Construction Activity**: 2.7 Million SF	↑

Source: REIS, RKG Associates, Inc., 2022

And consequently, localize spaces within live-work-create destinations that support cottage manufacturers, promote entrepreneurship, and foster innovation.

E. INSIGHTS & IMPLICATIONS

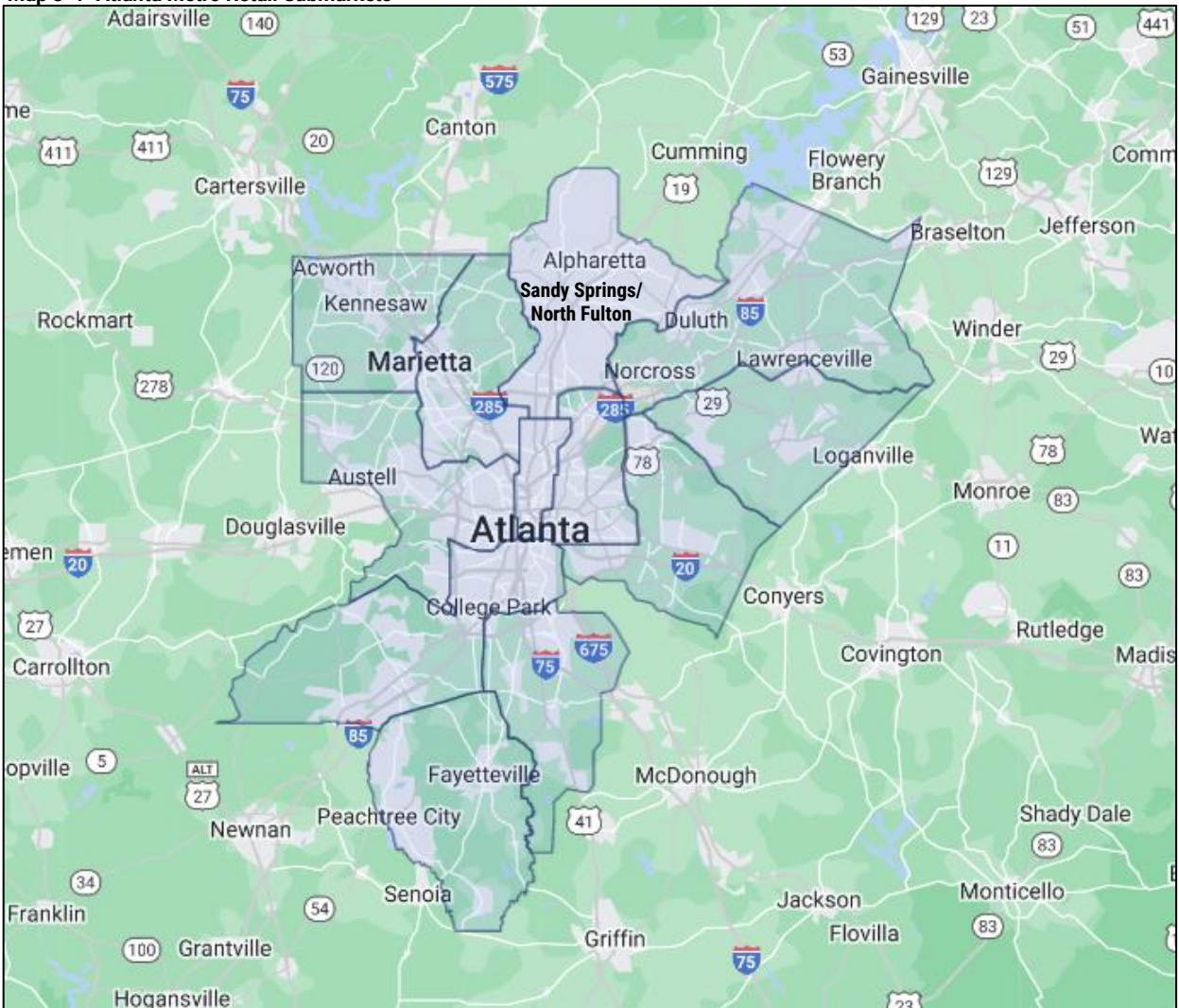
Shifts in workplace preferences, changes in consumer tastes, and outdated development patterns threaten Alpharetta's long-term economic sustainability. Neglecting to embrace these evolving market conditions can obstruct the city's job creation efforts, which becomes all the more important in face of disruptive socioeconomic forces; an aging population and declining Gen-Z population. Additional improvements to Alpharetta's built environment, that enhance walkability and accessibility can strengthen local labor market outcomes. The city can still retain its community character and identity without undermining economic development interests. It will involve greater flexibility towards density, concentrating work-live-play/create development opportunities in areas that 'make sense.' In particular, buffered away from residential subdivisions (e.g., North Point Mall). Above all, such opportunities must integrate key synergies to maximize economic development benefits: accessibility to public transportation, increased densities for enhanced walkability, and price-diverse housing options near key services/lifestyle amenities.

Map 3-3- Atlanta Metro Office Submarkets



Source: REIS, RKG Associates, Inc., 2022

Map 3-4- Atlanta Metro Retail Submarkets



Source: REIS, RKG Associates, Inc., 2022

A map of the Atlanta Metropolitan Area, Georgia, illustrating various submarkets. The map is color-coded: light green for the Northwest Submarket, light blue for the N. Chattahoochee/Alpharetta area, and light purple for the Marietta area. The central city of Atlanta is highlighted in a darker shade. Major highways are shown as red and blue lines with their respective route numbers. Numerous cities and towns are labeled, including Rome, Canton, Marietta, Alpharetta, Duluth, Norcross, Lawrenceville, Loganville, Monroe, Conyers, Covington, Rutledge, Madison, Shady Dale, Monticello, Eatonville, Juliette, Zebulon, Griffin, Senoia, Peachtree City, Fayetteville, McDonough, Jackson, Flovilla, Grantville, Hogansville, Franklin, Carrollton, Bowdon, Bremen, Douglasville, Austell, College Park, Kennesaw, Acworth, Cartersville, Adairsville, Jasper, Dawsonville, Gainesville, Commerce, Jefferson, Braselton, Winder, Watkinsville, and Cornelia. The map also shows the locations of several major airports, including Hartsfield-Jackson Atlanta International Airport and DeKalb County Airport.

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4 TARGET INDUSTRY ANALYSIS

A. INTRODUCTION

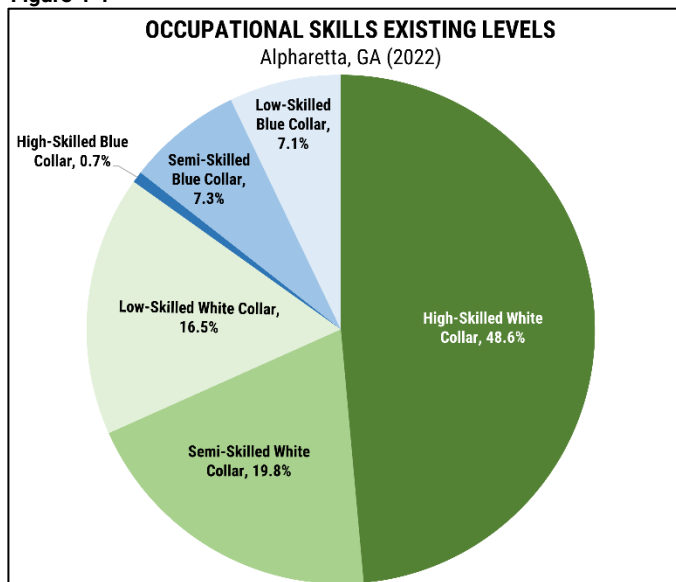
The objective of the Target Industry Analysis is to identify industry clusters that have the greatest potential to produce job growth in Alpharetta based on socioeconomic trends, real estate market conditions, and macroeconomic pressures. The analysis aims to guide Alpharetta towards a defined list of target industry clusters the City seeks to proactively recruit. This chapter includes: (1) an evaluation of characteristics related city's workforce, (2) site location strengths and weaknesses, (3), an assessment of local and regional business climate features for supporting the city's business recruitment and retention; (4) a description of the identified industry clusters and preliminary tools and initiatives to promote employment expansions within each industry.

B. WORKFORCE ANALYSIS

1. Occupational Skills Trends

Most occupations in Alpharetta are geared towards white-collar industries, designated for highly educated or experienced professionals. As of 2022, nearly half of jobs in the city are classed as 'High-Skilled White-Collar' occupations (Figure 4-1). This includes critical positions that serve Alpharetta's primary target industries, providing an essential source for attracting businesses in Software Development & IT Services. Major businesses such as ADP, LexisNexis, and Fiserv have expanded their footprints in Alpharetta, in an effort to enhance their recruitment efforts towards workers with software capabilities and technical skillsets.

Figure 4-1



Source: Lightcast, RKG Associates, Inc., 2022

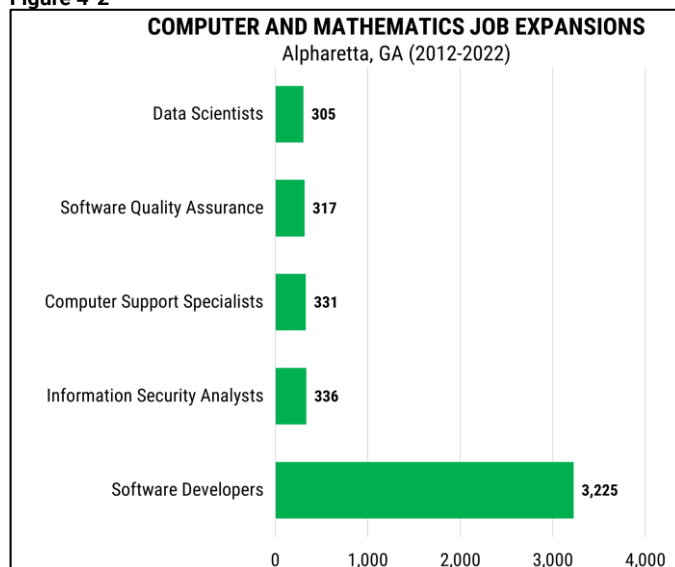
As several Software Development & IT Services businesses relocated to Alpharetta, successive job expansions unfolded among computer-based occupations (Figure 4-2). The expanded presence among these workers and Software Development & IT Services businesses is mutually reinforcing—an increase of qualified workers with software capabilities and technical skillsets is

expected to generate further increases among businesses seeking to recruit those workers. This favorable situation has been the reality for Alpharetta, as the city has transformed into a well-recognized tech hub. Alpharetta's transformation into a tech hub has generated several economic development benefits. This includes expanded local spending capacities and improved community marketability.

2. Occupational Skills Employment Projections

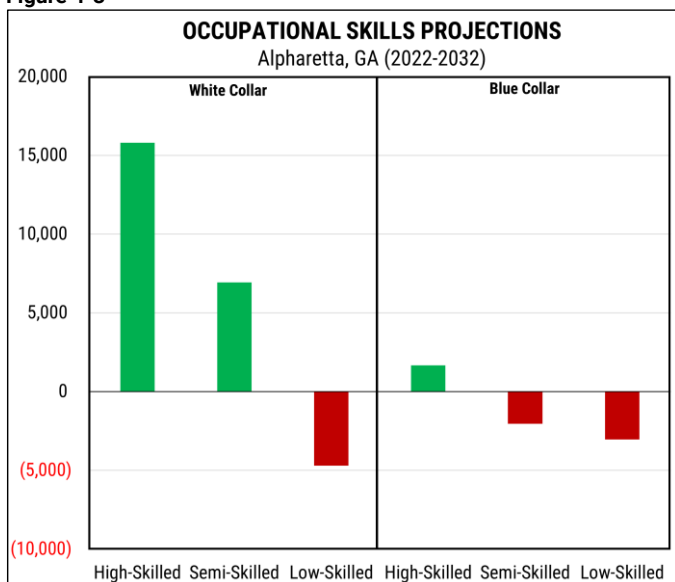
While Alpharetta has benefited through its continue development into a tech hub, the economic boom has imposed unintended consequences on critical segments of the city's workforce. This includes accelerating the displacement of service-based workers unable to afford the city's high—and rising—costs of living. Service-based businesses such as retailers and restaurants have felt these effects, with many business owners interviewed for this analysis reporting the challenge of finding workers willing to commute to Alpharetta. Projections point to recruitment conditions worsening for these types of businesses, as substantial losses are projected among low-skilled white-collar professionals through 2032 (Figure 4-3). The projected decline among service-based workers can result in a decline of key community services, including retail and healthcare. And consequently, impact Alpharetta's quality-of-life which plays a major role in the city's business recruitment and retention efforts. The City of Alpharetta must consider interventions that can limit the magnitude of future losses among low-skilled white-collar workers. That can include facilitating investments in workforce housing opportunities and efficient public transportation options.

Figure 4-2



Source: Lightcast, RKG Associates, Inc., 2022

Figure 4-3



Source: Lightcast, RKG Associates, Inc., 2022

3. Workforce Availability

While the abundance of highly skilled workers served as a major catalysis for business investment, particularly in Software Development & IT Services, recent labor market trends point to a decline in recruitment access for employees. Computer and Mathematics occupations, which include all the occupations listed in Figure 4-2, report an unemployment rate of 1.8% (Figure 4-4).

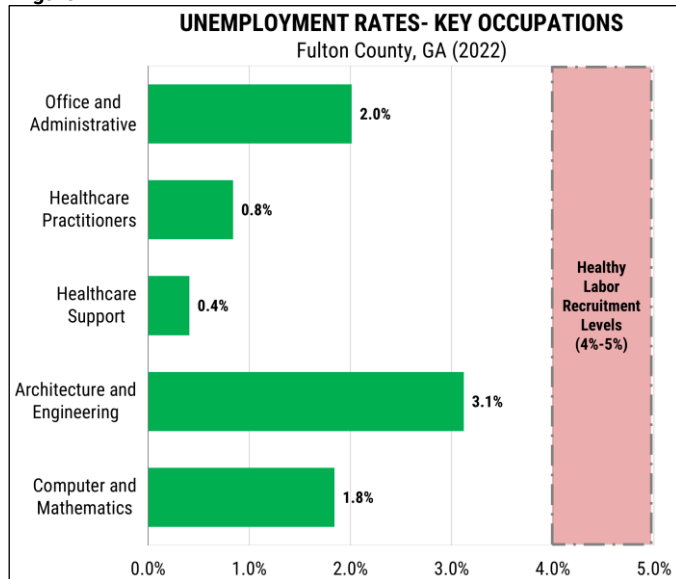
The unemployment levels point to a tight hiring market for Software Development & IT Services businesses. Most workers are already employed, leaving existing businesses with very few prospects available for recruitment. Without an adequate local supply of skilled talent, many businesses in Software Development & IT Services have turned to near-shoring and even offshoring to meet their workforce needs. This hiring practice accelerated during the COVID-19 pandemic, as virtual-working models normalize for Computer and Mathematical Occupations. This is especially pronounced within FinTech and Cybersecurity operations, which maintain a significant representation

within Alpharetta's city limits. While virtual recruitment models are projected to continue and recruitment within the city remains challenging, Software Development & IT Services businesses are more likely to relocate their operations elsewhere. And if so, the city is subjected to job losses, reduced spending capacities, and the challenge of backfilling vacated office spaces. Even if a business retains physical office space, fewer workers are commuting daily into Alpharetta due to virtual-working models. While fewer workers commute into Alpharetta, fewer spending resources are available to support the city's fiscal health and community services.

4. Workforce Development

Fulton County needs substantial workforce expansions among key occupations within target industry segments, sufficient to meet projected 2032 levels. Computer and Mathematics occupations, which are mostly employed within Software Development and IT Services businesses, need nearly 30,000 workers over the next 10 years to stabilize labor market conditions (Figure 4-5). For Alpharetta, expanding the number of workers in target industry segments will involve facilitating partnerships between private and public stakeholders, enhancing workers'

Figure 4-4



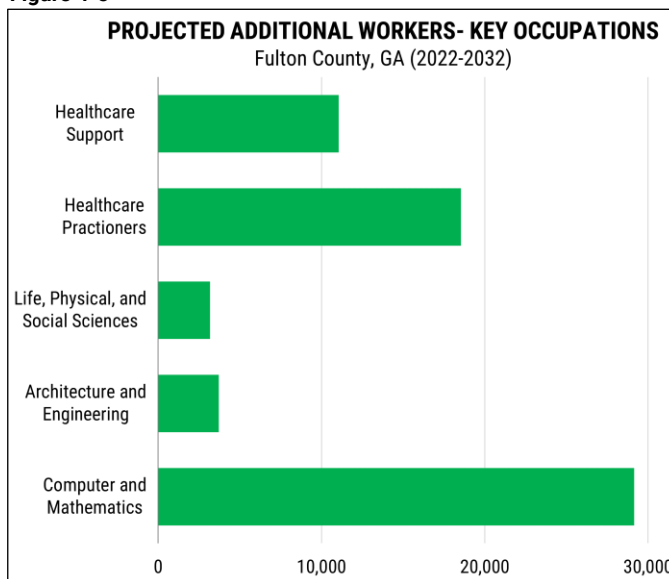
Source: Lightcast, RKG Associates, Inc., 2022

living conditions, and capitalizing on local educational resources. While the competition for young talent among target industry segments tightens in Fulton County, executing a comprehensive approach to job creation will be critical for Alpharetta.

The tightening competition for young talent is largely attributed to high-capital investment activities targeting the City of Atlanta. Major players in Big Tech, including Amazon and Google, expanded in Midtown Atlanta to strengthen their recruitment efforts towards impending graduates from world class research institutions in advanced technical and scientific fields. Particularly, from Georgia Tech (Figure 4-6).

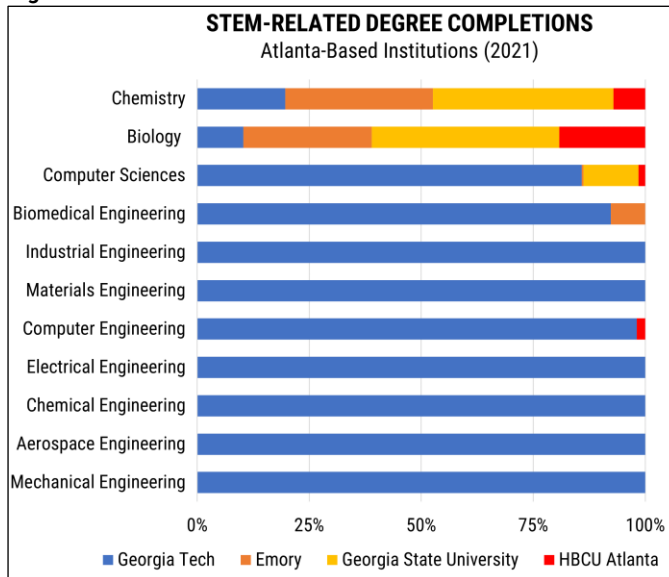
While Alpharetta-based businesses in technology-based sectors are prone to recruit from these institutions too, most graduates will likely be drawn to nearby companies in Atlanta. In effort to capture greater proportions of graduates in Alpharetta, the city will have to consider implementing a comprehensive approach; providing price-diverse housing options affordable to entry-to-mid-level professionals, working with regional transportation entities (MARTA) to expand rail access, and upskilling existing workers in cooperation with local educational institutions (Gwinnett Tech).

Figure 4-5



Source: Lightcast, RKG Associates, Inc., 2022

Figure 4-6



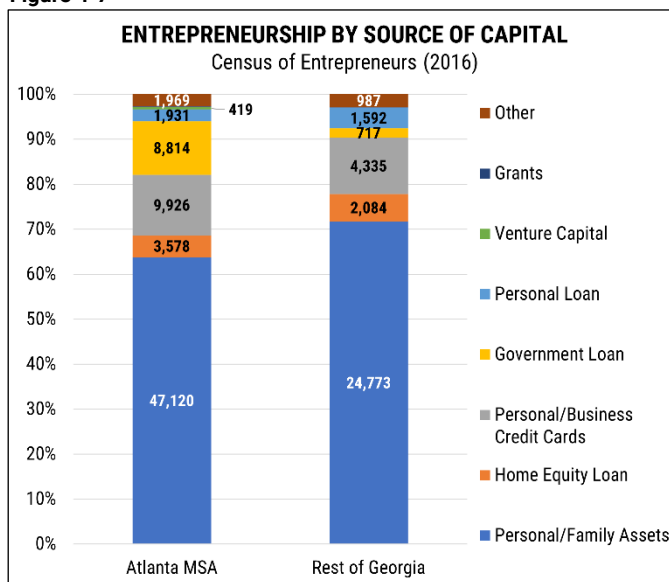
Source: Lightcast, RKG Associates, Inc., 2022

C. ENTREPRENEURIAL ANALYSIS

1. Sources of Capital

In the Atlanta MSA, entrepreneurs are most likely to use personal capital to finance startups (Figure 4-7). This is a common source of financing for entrepreneurs residing in high-income communities, including places like Alpharetta. Without enough personal capital, alternative sources to financing startup ventures may involve a greater risk factor such as a personal loan. Or maybe challenging to access, such as venture capital (VC) financing. In the Atlanta MSA, venture capital is the least common financial source for entrepreneurs (Figure 4-7). The low figure reflects the limited range of startup opportunities venture capitalists target investment towards. In The New Age Economy, most venture capitalists limit investments towards high-tech startups in advanced sectors such as software development and biotechnology.

Figure 4-7



Source: Lightcast, RKG Associates, Inc., 2022

According to Tech Alpharetta, venture capital financing is limited in the city and a firm investor infrastructure is nonexistent. Most investors are in Atlanta, reducing Alpharetta-based tech ventures to networking opportunities which is a vital factor to attract early-stage seed-financing. Atlanta-based startups are better positioned to capitalize on these opportunities, in closer proximity to exhibit their ideas more easily.

2. Patent Activities

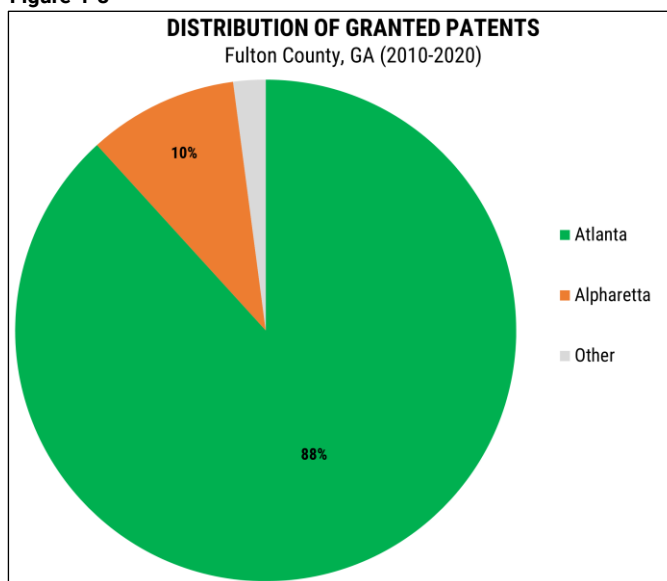
Several tech incubators and state-of-the-art Research & Development facilities are in Atlanta. Many are affiliated with Georgia Tech or Emory University, providing cost-effective access to advanced machinery and equipment. Access to these types of assets increases a community's competitive advantage for innovation, which contributed to Atlanta capturing the most patents in Fulton County between 2010 and 2020 (Figure 4-8).

While accounting for a much smaller proportion of acquired patents in Fulton County over the previous decade, Alpharetta remains a major patent hub outside of Atlanta. Patents related to Computer and Electronic Product Manufacturing make up most patents received in Alpharetta, as most commercialized products developed in the city are software technologies (Figure 4-9).

Given the city's concentrated workforce in STEM-oriented fields and substantial corporate presence with R&D arms (e.g., Phillips Healthcare), Alpharetta is equipped with the human capital and financial resources to develop into an innovation hub.

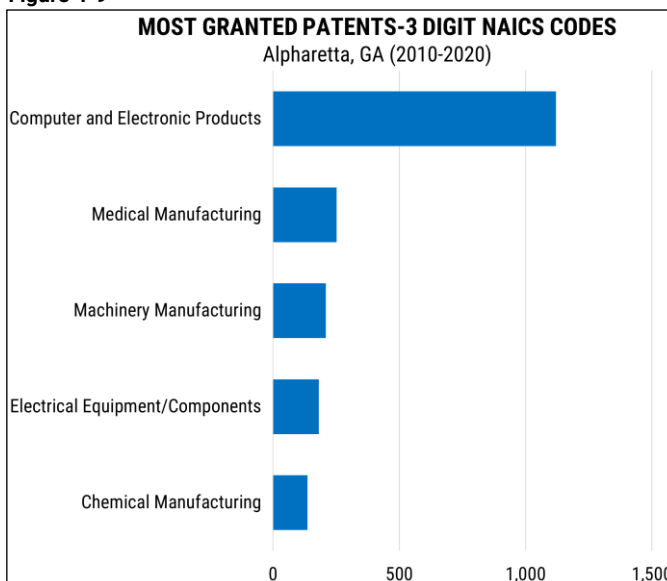
To capitalize on these resources, the city must take a more proactive approach; Particularly, facilitating strategic partnerships between corporate sponsors and Tech Alpharetta to institutionalize an investment vehicle to finance capital projects--R&D facilities, laboratories, and advanced machinery and equipment (e.g., 3-D printers). These interventions can be critical for investing in ventures beyond software development, such as Advanced Manufacturing and Life Sciences which require substantially more financial resources than software applications. A comprehensive approach can enhance innovation and entrepreneurial outcomes, shaping a built environment that supports the demands of a tech-savvy, young talented workforce. That includes expanding the price-diversity of housing options integrated within vibrant work-live-create destinations. Such destinations promote socialization and 'knowledge-sharing,' essential conditions for an environment that fuels innovation.

Figure 4-8



Source: Lightcast, RKG Associates, Inc., 2022

Figure 4-9



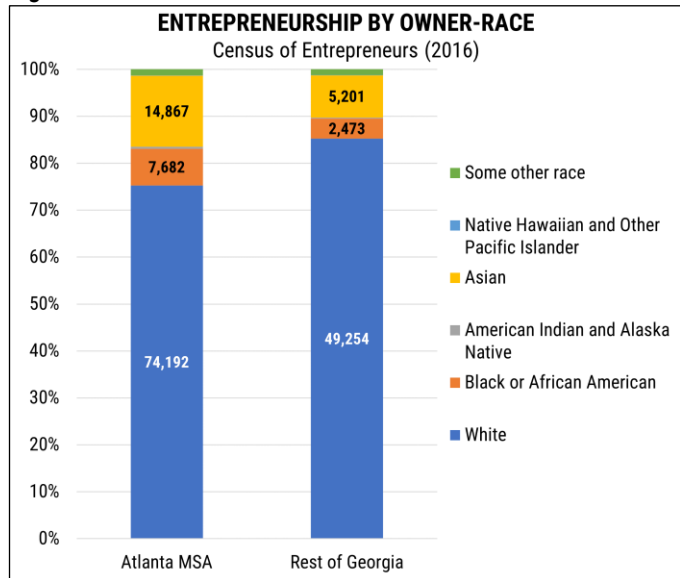
Source: Lightcast, RKG Associates, Inc., 2022

3. Minority Entrepreneurship

Metro Atlanta has a more diverse entrepreneurial base than the rest of Georgia (Figure 4-10). The relatively greater proportion of minority entrepreneurs is representative of most urban centers nationwide, where minorities historically have greater access to financial and social resources than in rural areas.

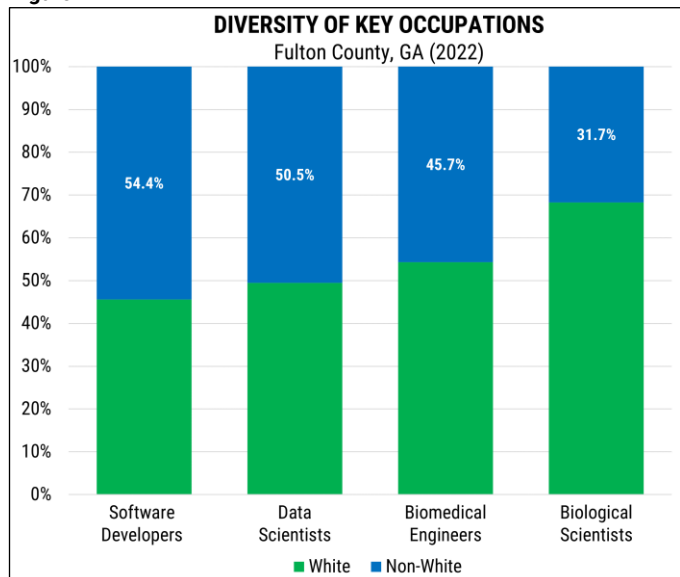
Given Alpharetta's influx of non-white residents and foreigners, the city must develop programs that empower their entrepreneurial ventures. Programmatic development could include coordination and cooperation with Tech Alpharetta, as substantial proportions of minorities are employed in technology-based fields across Fulton County (Figure 4-11). Many of which either work or live in Alpharetta. Models to support entrepreneurial ventures are underway throughout the metropolitan region. For instance, Apple and Southern Company each invested \$25 million to develop the Propel Center, a startup incubator for Atlanta-area HBCU students. Without a program focused on minority entrepreneurial ventures, particularly in technology-based fields, can reduce Alpharetta's competitiveness with places that do.

Figure 4-10



Source: Lightcast, RKG Associates, Inc., 2022

Figure 4-11



Source: Lightcast, RKG Associates, Inc., 2022

4. Self-Employed and Non-QCEW Workers

Over the course of the previous decade, Alpharetta’s self-employed and non-QCEW workforce expanded (Table 4-1). Major expansions occurred among industries known for employing high concentrations of independent contractors; Particularly, Insurance Carriers and Related Activities which absorbed the largest net-gain of jobs between 2012 and 2022. Considering expansions, the City of Alpharetta should strive to bolster their social capital environment, spurring investments in things like co-working spaces and innovation districts.

Table 4-1

SELF-EMPLOYED AND NON-QCEW WORKERS Alpharetta, GA (2012-2022)				
NAICS	Description	2012 Jobs	2022 Jobs	Net Change
524	Insurance Carriers and Related Activities	1,059	2,077	1,018
541	Professional, Scientific, and Technical Services	1,182	1,566	385
551	Management of Companies and Enterprises	22	245	223
531	Real Estate and Rental and Leasing	261	399	137
236	Construction of Buildings	359	471	112
621	Ambulatory Health Care Services	215	304	90
812	Personal and Laundry Services	281	363	83
523	Securities/Commodities/Finances	57	100	43
713	Amusement/Gambling/Recreation	109	150	41
485	Transit and Ground Passenger Transportation	0	29	29
454	Nonstore Retailers	60	87	27
512	Motion Picture/Sound Recording Industries	30	56	26
517	Telecommunications	8	30	22
334	Computer and Electronics Manufacturing	7	27	20
518	Data Processing, Hosting, and Related Services	4	23	19
443	Electronics and Appliance Stores	67	85	18
339	Miscellaneous Manufacturing	19	37	18

D. BUSINESS CLIMATE FACTORS

Business climate factors measure a community’s economic and social viability for executing business functions and scaling operations. The strength of these factors is essential for supporting Alpharetta’s key industry segments. For instance, technology-based businesses have stringent place-based requirements to support financing capital and operational costs efficiently and effectively. Cost-efficiencies for technology-based companies have become increasingly critical, as more financial resources are distributed towards research and innovation to remain competitive. The main business climate factors include- Businesses & Jobs, Financial Assets & Income, Housing & Homeownership, Healthcare, and Education. Each factor accounts for a collection of quantified metrics, gauging the ‘business-friendliness’ of the area under analysis. For instance, a metric accounted for within the Businesses & Jobs factor is a state’s proportion of microenterprise enterprises (businesses with 5 employees or fewer). The State of Georgia ranks 9 among U.S. states with microenterprise enterprises, suggesting Georgia ecosystem for entrepreneurial development is stronger than most U.S. states.

The following analysis in this section incorporates data points from a variety of sources, including Prosperity Now; a non-profit focused on assisting state and local governments expand economic opportunities throughout their respective jurisdictions. An understanding of Georgia's 'business-friendliness' relative to the rest of the U.S. can help Alpharetta gauge its 'business-friendliness' relative to the State of Georgia. And accordingly, shape policies and programs that strengthen the city's competitiveness in creating jobs through business attraction and entrepreneurship. The analysis primary uses Alpharetta's key industry segments as a case study, as competition tightens in Georgia for technology-based industries.

1. Financial Assets & Income

Metrics among the Financials Assets & Income factor measure the distribution of wealth and access to financial resources in communities. As the level of wealth accumulation increases, communities become better equipped to finance economic development initiatives that fuel job creation. This is particularly critical for job creation evolving New Age Economy, as technology-based corporations increasingly form strategic community-based partnerships to finance high-tech accelerators/incubators and R&D functions.

Relative to other U.S. states, Georgia ranks low among multiple metrics that demonstrate a community's capacity to manage and expand financial resources (Table 4-5). For instance, Georgia ranks 49th among U.S. states for the proportion of 'underbanked households,' an indication that many households lack the essential accounts (e.g., savings investment vehicles) needed to accumulate wealth. The low rankings misrepresent Alpharetta's financial circumstances, as the city is predominantly high-income households and a hotspot for corporations. Alpharetta's median income is \$117,894 significantly higher than Georgia's 2020 median income (\$65,030). Alpharetta hosts major corporate offices, including businesses in advanced technology fields—ADP, Clearside Biomedical, Change Healthcare etc. The city's potential depth of financial resources can be a catalytic source for startups in advanced technology fields. Despite this advantageous opportunity, however, it appears the use of these financial resources is underutilized.

Tech Alpharetta is the city's primary technology incubator, crediting for jumpstarting multiple businesses and creating thousands of jobs in technology-based fields. According to Tech Alpharetta, the city lacks a streamlined venture capital infrastructure to scale entrepreneurial startups. Most investors are in Atlanta, yielding a competitive edge for tech entrepreneurs in places like Midtown and Buckhead. Given Alpharetta's depth, high-income households and high-capital corporations with R&D functions, potential financial resources exist to develop a structured capital financing program. Such programs are critical to scale startups focused on innovating and commercializing products in advanced software and hardware fields. Sufficient capital-financing is needed to facilitate accessibility to high-tech equipment such as 3-D printers and to cloud computing infrastructure. As industry vertical partnerships with Georgia Tech and Emory University are formed in other areas of the Atlanta MSA to finance the capital and operating needs of innovative startups, aspiring entrepreneurs will be more prone to locate there.

Consequently, reducing Alpharetta's competitive edge for creating jobs through technology-based startups.

Other than accessing equipment and infrastructure, innovative technology companies need substantial financial resources to fund workers' salaries. Due to tighter labor markets for skilled talent, particularly in Alpharetta, salaries have grown exponentially in key occupations (e.g., software developers, DevOps engineers) making it increasingly cost-prohibitive for many startups. This reinforces the need for an institutionalized financing infrastructure in the city to spur innovation and enhance Alpharetta's competitive edge for startups in advanced technology fields.

2. Businesses & Jobs

Metrics among the Businesses & Jobs factor measure the distribution of job types and access to entrepreneurship. Favorable metrics can demonstrate a community's potential for business recruitment and retention. The proportion of Low-Wage jobs in a community can be a barometer that gauges the stability of a community's services, as workers within these jobs are critical service-based workers. Relative to the U.S., Georgia ranks low at 41 among states proportions of low-wage jobs (Table 4-2). Fewer low-wage jobs can correspond to a lower quantity and quality of community services. Most of Alpharetta's businesses have relocated to the city, attracted to the city's premier lifestyle amenities. These lifestyle amenities are supported by the proportion of service-based workers that fill positions in low-wage jobs. As the costs-of-living escalate and service-based workers are pushed out of Alpharetta, the city's lifestyle amenities are vulnerable to decline in quality. Consequently, threatening the City of Alpharetta's ability to continue recruiting corporate operations which are a vital source of the local economy. Expanding the price-diversity of housing options can support living opportunities for service-based workers while sustaining the quality of lifestyle amenities within the city.

3. Homeownership & Housing

As the competition for talent workers tightens amid the evolving New Age Economy, technology-based businesses increasingly locate in urban centers with proximity to major research institutions. Sufficient housing options are an essential element of these locations, providing rent-affordable living opportunities for entry-to-mid-level professionals equipped with strong technical skillsets. These conditions have supported the development of innovation hubs, facilitating the recruitment efforts of emerging startups and big tech. Google and Adobe are expanding their footprints in Midtown Atlanta, capitalizing on the accessibility to a young and educated talent base amid a robust innovation ecosystem. These skilled workers that technology-based firms recruit choose to live there in the first place, largely to take advantage of the relatively affordable housing costs compared to North Fulton County, including the City of Alpharetta.

Most of Alpharetta's housing stock is owner-occupied units and as of November 2022, the median home value in the city was \$665,928 (Zillow.com). Accounting for all related owner-occupied

housing expenses (e.g., mortgage payments at FHA rate, insurance taxes etc.) a household must earn a minimal annual gross income of \$173,576 to be considered in today's marketplace. To put this into perspective, the median annual earnings of software developers with 0–3 years of experience in Fulton County is roughly \$106,322 (Lightcast). The substantial difference between these earnings and home values suggests most entry-to-mid-level professionals are unable to afford to purchase a home within Alpharetta's city limits.

Even if purchasing a home was a viable option, many entry-level professionals may be disinterested in doing so. Many are young professionals in the early stage of their careers, averse to the potential long-term time and social costs attached to owning a home. Given the city's limited availability of affordable rental options for young professionals, most seek rental options in other parts of Fulton County. This is the case for young professionals employed in critical occupations that serve Alpharetta's key target industry segments. Accounting for each occupation's median annual earnings, substantially more affordable units are available to entry-level professionals in other parts of Fulton County than Alpharetta. This includes the City of Atlanta, where many technology-based businesses have expanded their operations in recent years to gain proximity to young skilled talent.

Amid the evolving New-Age Economy and post-pandemic hybrid work models, the link between housing and business attraction has strengthened. Businesses, especially in technology-based industries, increasingly locate near young skilled talent to improve their recruitment prospects. Expanding the price-diversity of housing rental options can attract young talent, enhancing the City of Alpharetta's efforts to recruit and retain businesses in technology-based fields.

4. Healthcare

Metrics among the Healthcare factor measure the level of accessibility to healthcare coverage, influencing the health and wellbeing of residents. The city's premier healthcare coverage conflicts with the poor-quality healthcare metrics represented statewide (Table 4-2). According to Prosperity Now, Georgia ranks low among healthcare metrics, nearing the bottom of state-rankings for many of the reported metrics (e.g., Uninsured Rate). Alpharetta is equipped with nationally recognized healthcare systems, including Emory Healthcare and Northside Hospital. The Northside/Medical Campus sits on a 140-acre campus staffed with nearly 3,500 physicians, supporting a comprehensive pool of medical specialties. The city's accessibility and concentration of quality healthcare services strengthens Alpharetta's competitiveness as a place to do business. Investment activities into medical services are projected to rise due to an aging population. That said, expanding and sustaining the healthcare industry must be prioritized by the City of Alpharetta.

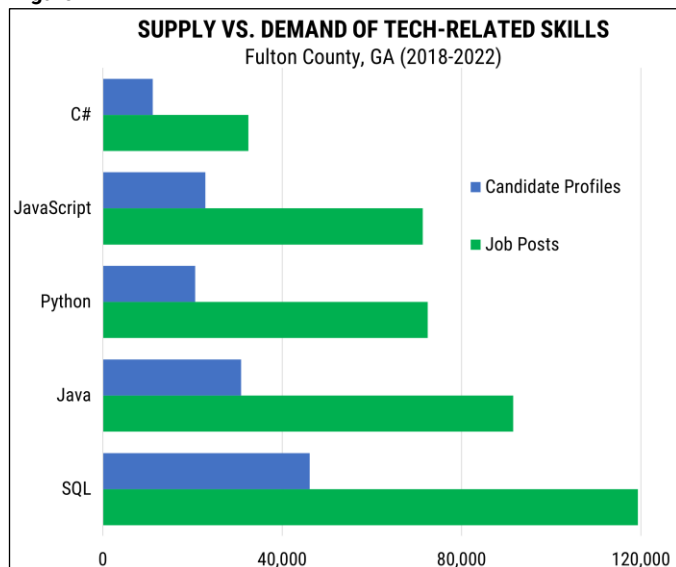
5. Education

Metrics among the Education factor measure an area's educational attainment levels and prevalence of educational institutions. The proportion of college graduates in Georgia is

moderate relative to U.S. standards, ranking 21st among U.S. states. This differs from Alpharetta, where the city’s abundance of college graduates has helped fuel the city’s business recruitment and retention efforts. Despite city’s the abundance of college graduates, Alpharetta’s labor market has become increasingly overheated in recent years. Most college graduates are already employed, reducing the number of workers available for recruitment. These circumstances have disproportionally affected technology-based businesses in Alpharetta, as existing candidates are demanding exponentially higher salaries and the base of skilled talent demanded by employers is declining.

The declining base of skilled candidates can be encouraging for local institutions that offer coursework and certificate programs to develop in-demand workforce skills. Gwinnett Tech offers programs for learning SQL and Java, two in-demand programming languages. In 2023, Tech Alpharetta will offer online training programs that teach in-demand skills—front-end web development, back-web development, and cloud computing. Tech Alpharetta, Gwinnett Tech, and local technology-based business should continue collaborating to help upskill the local marketplace. And consequently, expand the number of skilled workers available to technology-based businesses for workforce recruitment. This is critical, especially since there appears to be a mismatch between the number of workers with marketable skillsets and the number of job opportunities that demand specific skillsets in Fulton County over the previous few years (Figure 4-12). A greater supply of skilled workers can strengthen local labor conditions, while facilitating the city’s efforts to attract and retain businesses.

Figure 4-12



Source: Lightcast, RKG Associates, Inc., 2022

Table 4-2
Economic Assets and Opportunities Scorecard
Georgia Relative to United States

Category	Score		Rank
	Georgia	US	Georgia
FINANCIAL ASSETS AND INCOME			
Access to Revolving Credit	69.1%	74.0%	39
Asset Poverty Rate	27.3%	24.1%	34
Bankruptcy Rate	4.10	2.30	48
Borrowers Over 75% Credit Card Limit	30.9%	25.4%	48
Consumers with Collections	28.9%	21.2%	45
Consumers with Prime Credit	42.4%	53.0%	49
Low Financial Well-Being	20.0%	18.0%	9
Households with Savings Accounts	64.2%	71.4%	45
Households with Zero Net Worth	17.2%	15.7%	10
Saved for Emergencies	52.2%	57.8%	43
Severely Delinquent Borrowers	20.0%	14.8%	44
Unbanked Households	10.6%	6.5%	48
Underbanked Households	24.1%	18.7%	49
BUSINESSES AND JOBS			
Business Ownership by Race	19.3%	17.6%	8
Business Value by Gender	4.03	3.03	49
Business Value by Race	\$374,615	\$440,190	41
Employers Offering Health Insurance	42.4%	46.8%	40
Low-Wage Jobs	25.4%	18.7%	41
Microenterprise Ownership Rate	20.4%	18.2%	7
HOUSING AND HOMEOWNERSHIP			
Delinquent Mortgage Loans	1.3%	1.1%	39
High-Cost Mortgage Loans	8.6%	7.6%	42
Homeownership Rate	63.8%	63.9%	40
Housing Cost Burden - Homeowners	25.1%	27.7%	22
Housing Cost Burden - Renters	49.8%	49.7%	38
HEALTH CARE			
Employee Share of Premium	31.5%	27.8%	43
Employer Provided Insurance Coverage	57.5%	59.5%	35
Forgoing Doctor Visit Due to Cost	18.2%	13.0%	51
Poor or Fair Health Status	19.1%	18.4%	34
Uninsured Low-Income Children	11.4%	7.1%	48
Uninsured Rate	15.7%	10.4%	48
EDUCATION			
Borrowers with Student Loan Debt	25.0%	21.9%	45
Four-Year College Degree	31.9%	32.6%	21
High School Graduation Rate	79.4%	84.1%	44
Math Proficiency - 8th Grade	31.1%	33.8%	31
Median Student Loan Debt	\$20,727	\$18,366	49
Reading Proficiency - 8th Grade	32.1%	33.6%	31

Source: Prosperity Now, RKG Associates, Inc., 2022

E. TOP SITE SELECTION FACTORS

The COVID-19 pandemic accelerated a declining interest for suburban office parks and automobile-dependent commuting, features in character with Alpharetta’s existing workplace environment. Amidst the pandemic, many technology-based businesses maintained sufficient productivity levels through remote working. Meanwhile, employees gained a better work-life balance and avoided a draining commute to the office. While the pandemic subsides and many businesses transition from remote-working models to hybrid-working models, workplace preferences largely remain the same for their employees. Most are demanding workplaces that offer flexibility and convenient accessibility to office spaces (in the case for those employed under hybrid-working models). These shifts in demand have decreased the office space requirements for many tech businesses, particularly those tied to leases in mega suburban office parks.

No longer seeing the practical value of maintaining these spaces, businesses in Alpharetta have turned to subleasing. In August 2022, Global Payments, the city’s largest FinTech employer, subleased nearly 40% of its 220,000 square foot facility (Atlanta Business Chronicle). This is enough space to accommodate approximately 450 employees. In the previous year, significant office subleases entered Alpharetta’s marketplace. This includes FinTech businesses other than Global Payments, seeking to sublease their underutilized office spaces in wake of normalizing virtual-working models. While virtual-working models remain, businesses are projected to increasingly downsize their workspaces. Consequently, reducing the demand for ‘mega-spaces’ in traditional suburban office settings which represent most of Alpharetta’s underperforming office marketplace.

High vacancy rates in Alpharetta’s office market reflect shifts in a businesses’ site selection preferences. To sustain the city’s attraction to businesses, Alpharetta is challenged to respond to shifts in preferences. According to Area Development Magazine, a publication that surveys corporate executives, a community’s high quality-of-life is considered a key asset for recruiting and retaining businesses as of the year 2020.

Table 4-3- Corporate Executives Survey of Top Site Selection Factors

Executives' Top Site Selection Criteria		
2020	2010	2000
Availability of Skilled Labor	Highway Accessibility	Highway Accessibility
Highway Accessibility	Labor Costs	Labor Costs
Energy Availability & Costs	Tax Exemptions	Availability of Skilled Labor
Quality of Life	Occupancy or Construction Costs	Corporate Tax Rate
Labor Costs	State & Local Incentives	State & Local Incentives
Occupancy or Construction costs	Corporate Tax Rate	Tax Exemptions

Source: Area Development Magazine, RKG Associates, Inc., 2022

However, Alpharetta’s quality-of-life ‘assets’ is largely restricted to c-suite executives and their families, attracted to the city’s stock of luxury homes and highly rated public schools. Both assets

are less prioritized for the expanding Gen-Z workforce population, who evaluate a community's quality-of-life through a completely different lens; Specifically, large segments of Gen-Z workers will evaluate the magnitude of rental options available to entry-to-mid-level professionals, accessibility to efficient public transportation options, and the presence of vibrant nightlife options. While the city's availability of skilled labor remains a top priority for executives, expanding the availability of quality-of-life assets for Gen-Z workers creates an additional advantage for Alpharetta as a place to do business. And so, enhancing the city's long-term business recruitment efforts.

The availability of highly skilled labor represents a strength for Alpharetta to recruit and retain businesses. The following sections detail other strengths, as well as weaknesses, that can affect the city's capacity as a place to do businesses. Given the identified strengths and weaknesses, the following sections also discuss potential threats and opportunities for the Alpharetta to consider as the city seeks to advance its ultimate economic development objective; ensuring Alpharetta is equipped to sustain long-term job growth in face of evolving market pressures. This includes tightening labor market competition for young talent, an aging population, and shifting workplace models.

Table 4-4

Site Selection Criteria Competitiveness		
Rank	Factor	Rating
1	Availability of Skilled Labor	
2	Highway Accessibility	
3	Energy Availability and Costs	
4	Quality-of-Life	
5	Labor Costs	
6	Occupancy or construction costs	
7	Corporate tax rate	
8	Tax exemptions	
9	State and local incentives	
10	Inbound/outbound shipping costs	

Source: Area Development Magazine, RKG Associates, Inc., 2022

1. Alpharetta Strengths

Highly Skilled Workforce. Alpharetta’s workforce is highly educated with most workers equipped with a Bachelor’s Degree or higher. The presence of a highly skilled workforce can be instrumental for attracting businesses to a community. Alpharetta is credited as a premier technology hub, and its abundance of workers with in-demand skillsets has fueled business investments in Software Development and IT Services. Investments from these industries have catalyzed job expansions among software developers and data analysts, whose high salaries have benefitted the city’s fiscal health and spending capacities.

Public School Performance. Many public schools throughout greater Alpharetta are highly rated, attracting families with children to move to the city (Table 4-5). The high performance corresponds to greater proportions of high-income households, generating strong fiscal benefits for the local community.

Crime & Safety. The city’s low crime rates, relative to state rates, can be a source of attraction for businesses and households. Ultimately, leading to investment activities that can support the city’s job creation efforts and increase local spending resources.

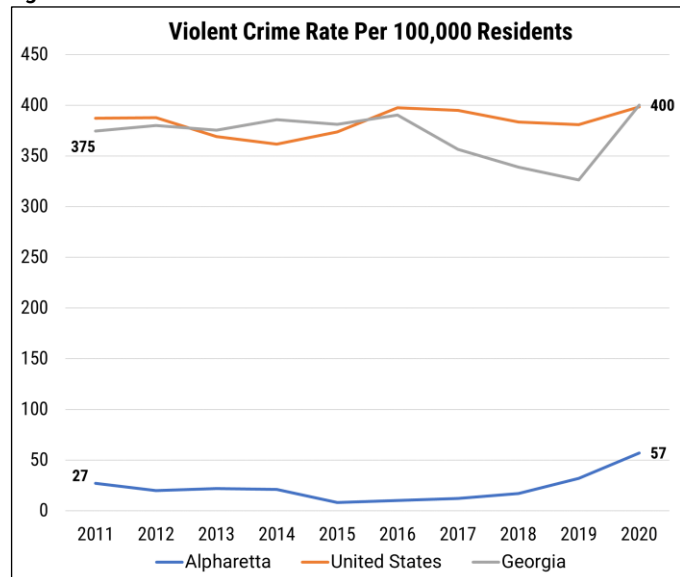
Regional Competitiveness. As the region’s marketplace continues to expand, Alpharetta possesses competitive advantages that can attract incoming investment activities. Advantages include highly rated quality of life amenities and concentrations of highly skilled workers.

Table 4-5- Grades Among Alpharetta-Based Schools

School	Grade
Creek View Elementary School	A
Alpharetta Elementary School	B
Lake Windward Elementary School	A
New Prospect Elementary School	B
Manning Oaks Elementary School	C
Alpharetta Elementary School	B
Hopewell Middle School	B
Haynes Bridge Middle School	B
Webb Bridge Middle School	A
Milton High School	A
Cambridge High School	A
Centennial High School	B
Alpharetta High School	A
Chattahoochee High School	A

Source: State of Georgia, RKG Associates, Inc., 2022

Figure 4-13



Source: FBI, RKG Associates, Inc., 2022

Economic Development Partnerships. The City of Alpharetta maintains proactive partnerships with various public and private stakeholders to fuel investment activities among the city's primary industries. For instance, the City of Alpharetta and Tech Alpharetta coordinate to expand entrepreneurial activities in high-demand technology sectors—FinTech, MedTech, Cybersecurity etc. Continued coordination and cooperation with local stakeholders can help the city shape policies and programs that may sustain industry expansions and resist economic shocks.

Tech Alpharetta. Alpharetta's primary business incubator has facilitated entrepreneurial ventures in tech-related sectors. Tech Alpharetta is credited with creating thousands of jobs throughout greater Alpharetta and graduating multiple businesses. The presence of an incubator can support networking opportunities to attract venture capital investment and facilitate corporate partnerships aimed to strengthen R&D outcomes; capital/startup financing opportunities, mentorship, and equipment/machinery contributions.

Diversifying Population. The city's population increasingly diversifies, which can promote a dynamic and inclusive environment. Such environments can attract an emerging Gen-Z population, recognized as a cohort that values social equity and inclusion. While major corporations seek to advance their Diversity, Equity, and Inclusion (DEI) objectives, locating near a diverse population is a valuable investment. All that said, Alpharetta's diversifying population is a strong asset for workforce and business recruitment efforts among the city's established and emerging industries; Software Development and IT Services, Advanced Manufacturing and Life Sciences. Among these industries, large concentrations of minorities are employed within high demand occupations.

2. Alpharetta Weaknesses

Public Transportation System. The city lacks an efficient public transportation system that can support convenient accessibility between housing and employment centers. While white-collar workers prefer access to an efficient public transportation system, this is a necessity for many service-based workers. Due to earning limitations and the escalating costs-of-living throughout the Atlanta MSA, commuting via automobile is unaffordable for many service-based workers. Those that can access MARTA's rail system lend support to their financial needs while facilitating the recruitment efforts for regional restaurants and restaurants. Due to the absence of a public transportation system that offers efficient connectivity to Alpharetta, restaurants and retailers are more to struggle with identifying hireable workers.

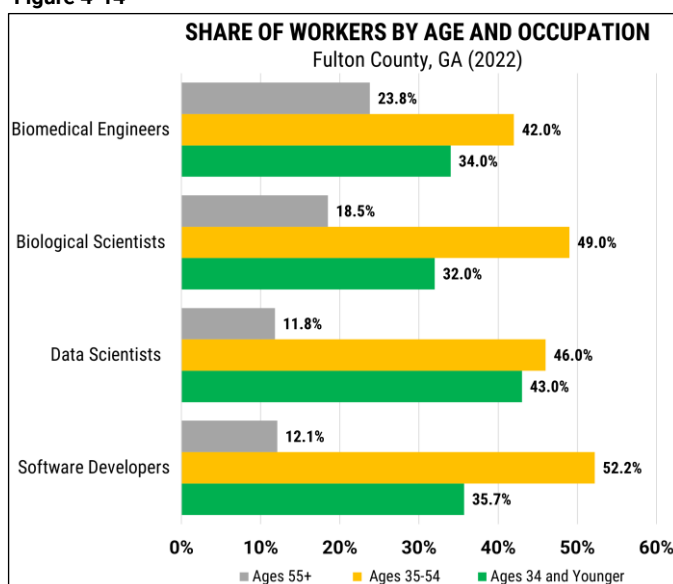
Housing Diversity. Most of Alpharetta's housing stock are owner-occupied units designed for high-income households. The limited supply of rental units distributed across earnings levels prohibits critical segments of the workforce from living in Alpharetta. This includes large proportions of software developers, police officers, childcare workers, nurses, and teachers. While the cost of living continues to escalate in Alpharetta, many workers are

increasingly likely to live and work elsewhere. Consequently, making the city vulnerable to reduced spending capacities, decreased level of services, and increased tax burdens.

Retail Diversity. Alpharetta’s retail market mostly caters to families and high-income households. In the evolving New Age Economy, young professionals prefer locating in vibrant areas with an active nightlife scene; supplied with late-night bars and restaurants. A scarce supply of these retail establishments operates in Alpharetta, reducing the city’s attractiveness to young professionals. While the city’s population continues to age, attracting young professionals becomes increasingly time sensitive. Without their presence, Alpharetta is vulnerable to significant labor market shortages in the long-term.

Throughout Fulton County, substantial proportions of young professionals are employed within occupations integral to the city’s target industries (Figure 4-14); Software Development and IT services, Advanced Manufacturing and Life Sciences. As catalytic investments aim to expand these industries around Georgia Tech and Emory University, Alpharetta’s competitiveness to recruit young professionals is vulnerable to decline. The City of Alpharetta can continue their competitive position through investments in work-live-play destinations that accommodate the social and retail preferences of young professionals.

Figure 4-14



Source: Lightcast, RKG Associates, Inc., 2022

Labor Availability. Fulton County’s unemployment rates have reached unfavorable levels, fluctuating between 2% and 3%. These levels suggest an overheated labor market, diminishing the supply of available workers to fulfill key roles. The county’s extraordinarily low unemployment rates have impacted technology-based businesses’ recruitment efforts in Alpharetta, forcing many to near-shore or even off-shore workers. The diminished labor pool can reduce Alpharetta’s attraction as a place to do business; Particularly, for technology-based businesses which prioritize locating in areas that provide access to highly skilled technical workers.

Underdeveloped Venture Capital Platform. An institutionalized venture capital platform is non-existent in the city, limiting many entrepreneurs from commercializing their ideas. Without an institutionalized platform, Alpharetta’s competitiveness as place for

entrepreneurship and innovation is vulnerable to decline. This can disproportionately impact the potential for tech startups to scale their operations.

3. Alpharetta Opportunities

Updating Workplace Conditions. Many of Alpharetta's suburban office parks are vulnerable to declining market values. An uptick in vacancies and subleases in suburban office parks reflect shifting workplace priorities. Businesses are expanding their footprints near live-work-play destinations, locating jobs and financial assets in places like Midtown Atlanta and Central Perimeter. To accommodate shifting workplace priorities with the objective of sustaining business investments, the City of Alpharetta can convert declining office parks into work-live-play destinations.

Improve Coordination & Communication. While high-capital investments in advanced manufacturing, life sciences, and software development unfold in the City of Atlanta, Alpharetta's competitiveness to attract investment is likely to tighten. Proactive coordination and communication among local and regional stakeholders can be an effective approach to maintaining levels of competitiveness. Effects of these efforts could include upskilling of the city's existing workforce, pooling resources for R&D activities, and capitalizing on synergies of regional specializations. For instance, while early-stage pharmaceutical research accelerates in the City of Atlanta, Alpharetta's concentration of software developers and MedTech businesses can coordinate in support of AI innovation that expedite and improve early-stage research methods.

Bolster Innovation Environment. Alpharetta is concentrated with corporations in STEM-related fields and has a highly skilled technical workforce. The assets are ripe for advanced technological and scientific innovation. Since the formation of Tech Alpharetta, most entrepreneurial ventures have focused on app-development. In general, app-development requires minimal capital investment in comparison to R&D activities among advanced manufacturing fields. Local corporations and Tech Alpharetta should increase their cooperation and pool financial resources for expansive innovation investment fund. Sufficient to finance innovative ventures among fields that generally require high-capital investments (e.g., advanced manufacturing, artificial intelligence, biotech etc.)

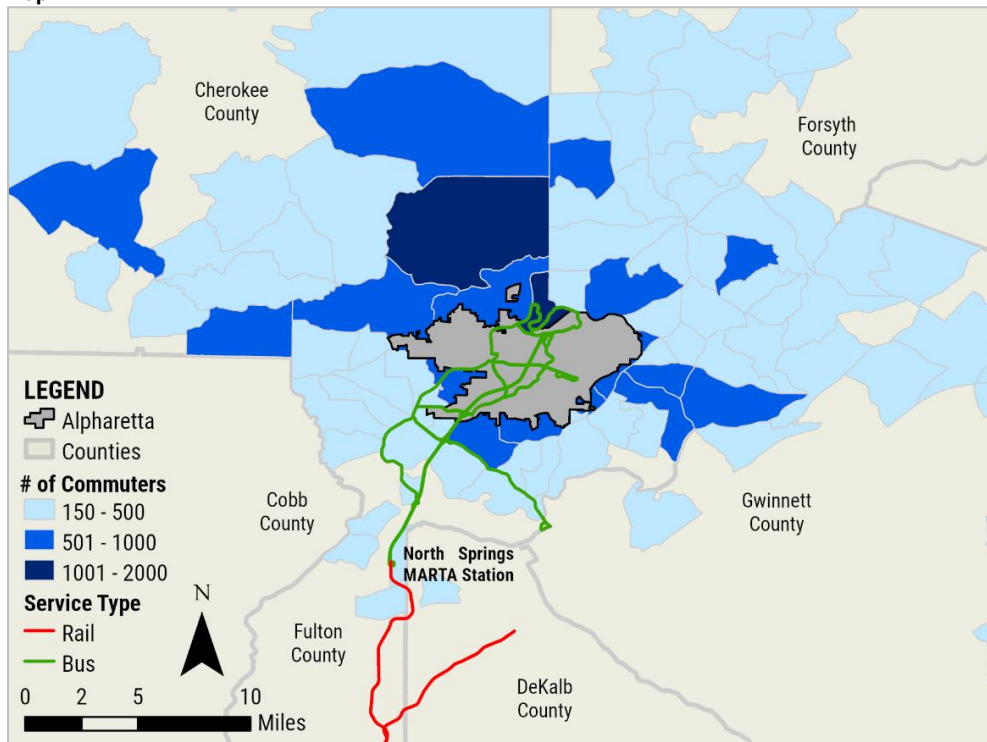
Leveraging Diversity. Historically, foreign-born residents are more likely to start small businesses than the native population. This is a viable opportunity in Alpharetta, given that many foreign-born residents have achieved high levels of educational attainment. Empowering the foreign-born population and local minorities to pursue entrepreneurial opportunities can be instrumental to expanding entrepreneurship in target industry segments.

4. Alpharetta Threats

Urban Sprawl. In the 1990s and through the early 2000s, Alpharetta’s economy skyrocketed to unprecedented levels. Alpharetta absorbed rapid business expansions as executives were attracted to the city’s cost-effective quality of life amenities and proximity to the City of Atlanta. As the city’s developable land resources become limited and the city’s costs of living escalate, investment activities are beginning to expand in other parts of the Atlanta MSA- Forsyth County, Cobb County, Gwinnett County etc. Consequently, affecting Alpharetta’s competitive position to capture jobs and financial investment in key industry segments (e.g., healthcare occupations). Areas north and west of Alpharetta, where urban sprawl is unfolding due to affordability advantages (Cherokee County, Forsyth County), traffic congestion into Alpharetta is projected to increase. As job creation investments target Cherokee County and Forsyth County and traffic congestion exacerbates, fewer workers living outside Alpharetta may be less inclined to commute into the city. And if that happens, Alpharetta is vulnerable to reduced spending resources and labor market shortages.

Transit Accessibility. Limited transportation options exist to access Alpharetta workspaces. MARTA offers four north-south bus routes that connect between North Springs Station and major employment destinations in the city. Otherwise, inbound commuters are forced to travel by car. Most are likely to do so, as counties with substantial proportions of Alpharetta-based workers do not have access to public transportation (Map 4-1). The lack of access to public transportation can be an impediment to attracting technology-based businesses in the post-pandemic environment, as young talent prefers to live and work in urban environments that offer convenient accessibility.

Map 4-1



Source: On the Map, RKG Associates, Inc., 2022

Post-Pandemic Work-Models. While the pandemic subsides, hybrid-working models are increasingly utilized in technology-based businesses, Alpharetta's primary economic base. Hybrid work models translate to fewer in-bound commuters daily, and therefore, less spending resources to sustain the quality and quantity of community services. Sustaining quality of services is essential to the city's business recruitment and retention efforts since the city's premier quality-of-life amenities are a primary source of attraction to businesses. Furthermore, technology-based businesses are less inclined to retain their physical office space in Alpharetta as fewer workers commute into the city for work. As vacancies increase among office spaces, commercial tax revenues are projected to decrease. And therefore, imposing pressures to the city's fiscal sustainability.

Resistance to Change. The city's suburban development patterns are incompatible with evolving workplace preferences and priorities. High office vacancies reflect the reduced demand for the city's suburban office parks. The lack of affordable multifamily rental units restricts entry-to-mid level professionals from living in Alpharetta. As the evolving Gen-Z workforce population seeks flexible workplaces integrated with work-live-play destinations, Alpharetta-based businesses are likely to face recruitment challenges. And therefore, increasing the likelihood of relocating their operations elsewhere, taking away vital jobs and spending resources. As other places in Fulton County, including Atlanta, offer stronger assets to support the livability of Gen-Z workers, business investment will likely follow. Attracting Gen-Z workers is essential to Alpharetta's economic development efforts, as the city faces impending labor shortages as a result of an aging population.

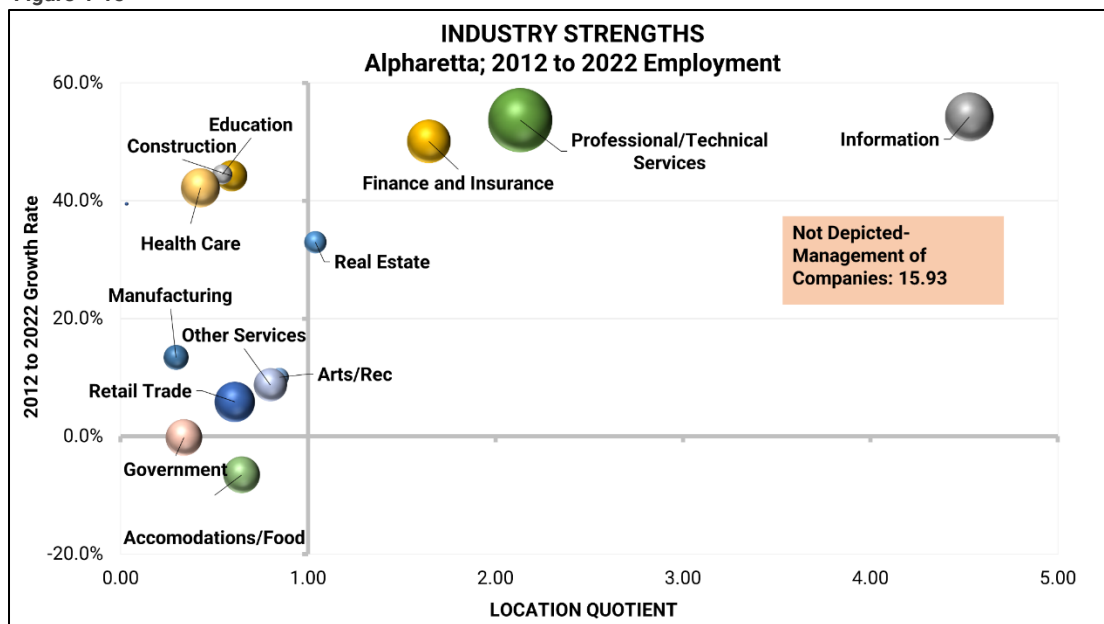
F. TARGET INDUSTRIES

The identification of the above target industries involved a complex vetting process, accounting for multiple factors. The process began with a cluster analysis, assessing industry at the basic NAICS 2-digit level to gain a baseline understanding of Alpharetta's industry strengths. Figure 4-9 on page 2-17 illustrates the three main drivers of an industry's cluster score: its size in terms of number of jobs in the City of Alpharetta (bubble size), its location quotient (LQ) or job concentration relative to the Atlanta MSA (x-axis), and employment growth rate in the City of Alpharetta (y-axis). The chart indicates that Alpharetta's largest job concentrations relative to the Atlanta MSA are Management of Companies (LQ: 15.93) and Information (LQ: 4.53).

Each 2-digit NAICS industry was then assessed to gauge their capacity to expand based on local socioeconomic trends, real estate conditions, and conversations with local stakeholders. Following this assessment, RKG identified the following target industries for the City of Alpharetta to pursue in the near-term:

- *Software Development and IT Services*
- *Research & Development: Advanced Manufacturing and Life Sciences*
- *Healthcare Services and Medical Tourism*
- *Entrepreneurship and Innovation*

Figure 4-15



Source: Lightcast, RKG Associates, Inc., 2022

Table 4-6 on page 2-18 includes a collection of subindustries allocated under each of the above identified target industries. Market indicators provide justification that these subindustries can support further employment expansions within the City of Alpharetta. If applicable, a subindustry will correspond with a specific 6-digit NAICS code.

The following sections include a snapshot of the identified target industries, broadly describing relevant labor market trends and socioeconomic conditions and justifying the industry's potential for future expansions. Specific subindustries are discussed, but most recommended strategies and policies will apply to all the subindustries among each target industry. For instance, policies focused on expanding the Data Processing, Hosting, and Related Services industry (NAICS: 518210) will be largely like policies focused on expanding the Software Publishers industry (NAICS: 511210).

Table 4-6- Target Industries and Corresponding Subindustries

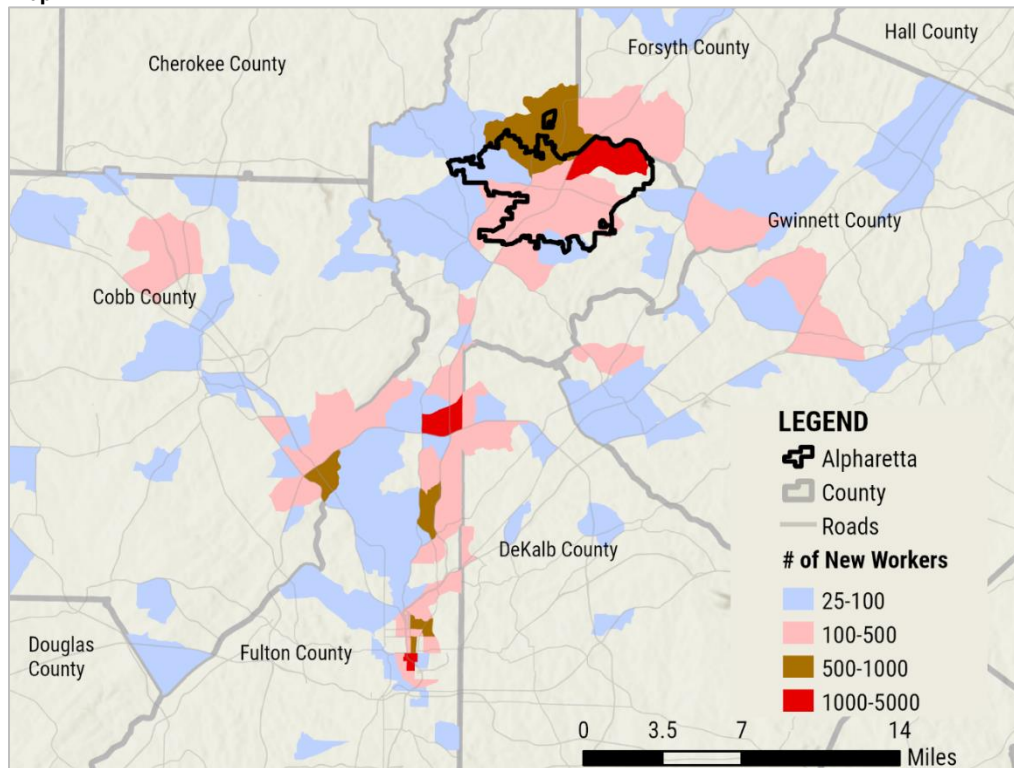
Software Development and IT Services	
Subindustries	NAICS Code (If Applicable)
Software Publishers	511210
Data Processing and Hosting	518210
Custom Computer Programming	541511
Computer Systems Design Services	541512
FinTech	N/A
MedTech	N/A
Cybersecurity	N/A
Cloud Computing	N/A
eGaming	N/A
R&D: Advanced Manufacturing and Life Sciences	
Subindustries	NAICS Code (If Applicable)
R&D-Biotechnology	541714
R&D- Physical, Engineering, and Life Sciences	541715
Irradiation Apparatus Manufacturing	334517
Switchgear and Switchboard Manufacturing	335313
Semiconductor and Related Device Manufacturing	334413
Pharmaceutical Prep Manufacturing	325412
Electromedical Manufacturing	334510
Medical Instrument Manufacturing	339112
AI Systems	N/A
Healthcare Services and Medical Tourism	
Subindustries	NAICS Code (If Applicable)
Continuing Care Retirement Communities	623311
Assisted Living Facilities for the Elderly	623312
Medical Laboratories	621511
Fitness and Recreational Sports Centers	713940
Offices of Podiatrists	621391
Offices of Physical Therapists	621340
Offices of Physicians	621111
Sports Training and Rehabilitation Services	N/A
Psychiatric Care	N/A
Entrepreneurship and Innovation	
Subindustries	NAICS Code (If Applicable)
Professional, Scientific, Technical Services	541990
Software Publishers	511210
Medical Laboratories	453998
R&D-Biotechnology	541714
R&D- Physical, Engineering, and Life Sciences	541715
Semiconductor and Related Device Manufacturing	334111
Computer Systems Design Services	541512
Artificial Intelligence Systems	N/A
Independent Retailers	N/A

Source: Lightcast, Stakeholder Interviews, RKG Associates, Inc., 2022

1. Software Development and IT Services

Alpharetta has evolved into a major technology-based hub, centralizing hundreds of Software Development and IT services businesses while developing specialized market segments such as FinTech and Cybersecurity. Recent labor market trends in Alpharetta provide a source of attraction for Software Development and IT Services businesses considering relocation options throughout the Atlanta MSA. A top site-selection priority for these types of businesses is locating near areas that provide accessibility to a highly skilled, technical workforce. Among the Atlanta MSA, Alpharetta's employment base underwent substantial expansions of computer and mathematics occupations in the previous twelve years (Map 4-2).

Map 4-2



Source: Lightcast, RKG Associates, Inc., 2022

In this time frame, Alpharetta captured a net-gain of 4,000 software developers; an integral subset of computer and mathematics occupations equipped with in-demand skillsets essential for supporting software product development and business operations. That includes skills in key computer programming languages (e.g., Java) and data algorithms. The concentration of workers with these skillsets can facilitate the city's business recruitment and retention efforts among the Software Development and IT Services industry. The prevalence of a highly skilled, technical workforce is one Alpharetta's competitive advantages as this industry undergoes macroeconomic expansions (Table 4-7).

While the City of Alpharetta possesses various competitive advantages for fueling industry expansions, evolving macroeconomic trends can threaten the city's efforts to recruit and retain

businesses. In Fulton County, the unemployment rate for computer and mathematics occupations is below 2%; an extremely tight labor market for recruiting qualified workers. The reduced availability of qualified workers can discourage Software Development and IT Services businesses from moving their operations to Alpharetta. Likewise, existing local-based businesses may be prone to leave Alpharetta, in favor of areas that offer better prospects for recruitment. This is especially in the face of compounding recruitment pressures that stem from tighter labor conditions. Prospective employees are demanding much higher salary expectations than ever before; many Alpharetta-based businesses are not able to pay these higher salaries and are therefore forced to nearshore or even offshore recruits. Compounded with rising local costs-of-living, Alpharetta becomes less viable for Software Development and IT Services businesses to manage increasing overhead costs. Under these circumstances, the city is increasingly prone to reduced business investment and potential job losses.

Alpharetta’s marketing brand is coined as ‘The Technology City of the South.’ The city has earned that brand; home to more than 600 technology-based businesses and the highest concentration of software developers in the Atlanta MSA. A progressively challenging market climate, however, coupled with shifting workplace preferences accelerated during the COVID-19 pandemic (remote work) can threaten Alpharetta’s long-term sustainability to retain industry investment. The City of Alpharetta must consider a comprehensive approach, implementing numerous key tools and initiatives to sustain job growth among Software Development and IT Services Businesses.

Table 4-7

Software Development and IT Services
Alpharetta Advantages and Market Rationales
• Most software occupations relative to Atlanta MSA • Recruitment opportunities from regional universities • Cross-industry workforce adaptability • Facilitate local creation of spin-off industries; AI, Robotics • Presence of local tech incubator; Tech Alpharetta • Presence of corporations can finance innovation • Specialized segments for tech agglomerations; FinTech, MedTech

Source: RKG Associates, Inc., 2022

Table 4-8

Software Development and IT Services
Alpharetta Disadvantages and Market Pressures
• Near-shoring/off-shoring workers • Minimal living options affordable to entry-level workers • Live-work-play amenities compatible for young professionals • Competition with expanding tech hubs; Atlanta, Gwinnett County • Labor cost hikes can restrict entrepreneurship • Limited venture capital resource structure/platform • Shifting workplace pressures; urban accessibility, remote work

Source: RKG Associates, Inc., 2022

Key Tools and Initiatives:

Expanding opportunities for young professionals. Access to a young skilled talent among Software Development & IT Services is a top priority in today's increasingly competitive marketplace. This priority provides justification for the substantial investment activities occurring in the City of Atlanta. Technology-based businesses seek to capitalize on their recruitment efforts through greater proximity to a young skilled talent base nearing graduation and transitioning into the workforce. The City of Alpharetta can expand their base of young skilled talent through providing opportunities that cater to the living preferences of an evolving Gen-Z population. That includes providing sufficient housing units affordable to entry-level professionals and expanding the city's presence of work-live-play destinations.

Upskilling existing workforce through consistent stakeholder cooperation. The rapid pace of technological and software innovation yields constant demands on Software Development and IT Services businesses to adapt and remain competitive. This can require their workers to keep up to date with evolving new skillsets. The City of Alpharetta can facilitate cooperation with Tech Alpharetta, existing businesses, and local educational institutions to ensure local workforce development programs meet the skillset demands of Alpharetta-based businesses. Consequently, expanding the quantity of workers qualified and prepared for shifting job opportunities. This effort can be critical for stabilizing the labor market recruitment conditions for existing Alpharetta-based businesses.

2. R&D: Advanced Manufacturing and Life Sciences:

Advanced Manufacturing

The use of innovative, state-of-the-art methodologies and technologies that enhance the efficiency of traditional manufacturing production processes. Through advanced manufacturing, processes incorporate Information Communication Technology (ICT)—robotics, artificial intelligence, and autonomous systems. While the field of Advanced Manufacturing continues to evolve, production-based sectors—e.g., logistics, automotive—invest in ICT systems such as 3D printers to improve their bottom line, supporting cost efficiencies and expediting life cycles.

Due to real estate limitations and local barriers, scalable manufacturing facilities are not economically or socially viable. Minimal industrial spaces exist, scarce development opportunities are available, and residents may demonstrate opposition to potential negative externalities from scaled production—air pollution. However, the city is equipped with critical resources and conditions for facilitating R&D activities, the initial exploratory stages of innovating advanced manufacturing technologies (Table 4-9).

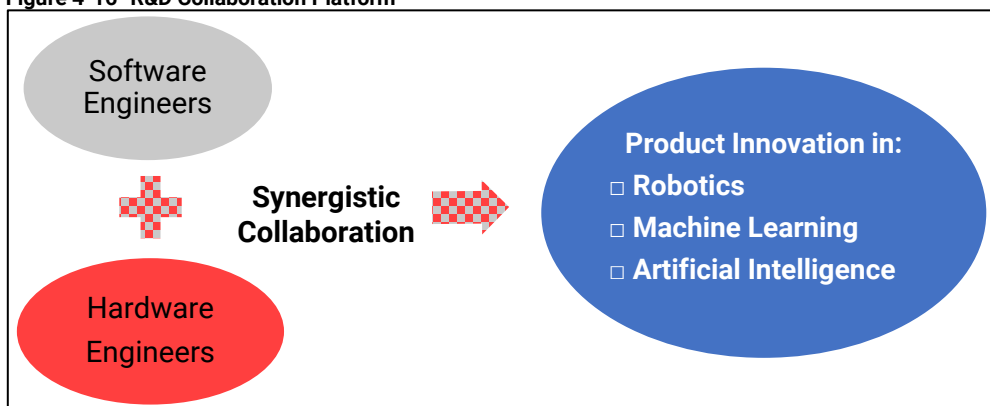
High concentrations of software and hardware engineering workers are employed in Alpharetta and across the Atlanta MSA. Many of these workers are likely equipped with computer programming and computation skillsets, which can be channeled towards the development of software applications into intelligent hardware systems. This includes the creation of artificial intelligence systems embedded within robotics. The cross-collaboration between the region's concentrations of software and hardware engineers can be an effective tool towards researching & developing innovative products. Alpharetta can capitalize on this cross-collaboration, supporting business expansions within established and emerging market segments. This includes—but not limited to—FinTech, MedTech, Cybersecurity, Biotechnologies, Pharmaceutical Manufacturing.

R&D for advanced manufacturing systems has maintained a presence in the City of Alpharetta. Since 2010, a substantial number of patents were granted to Alpharetta-based corporations that relate to Information Communication Technologies (ICT), instrumental applications for enabling autonomous systems. This includes Siemens, Verint Americas, and Landis + Gyr. Major corporations like these execute high-volume R&D investments. Many investments, however, may be outsourced to technical teams and R&D facilities on other domestic or international locations. Outsourcing can be a consequence of a local inaccessibility to critical resources needed for many R&D activities related to testing and experimentation, advanced machinery, laboratory spaces, available workers with key skillsets.

Life Sciences

These capital needs are transferable to other target industry segments, including R&D activities in Life-Sciences. Life-Sciences is the study of living organisms and biological processes to make useful products across a variety of industries--pharmaceuticals, food processing, biofuels etc. An aging population and the aftermath of the COVID-19 pandemic are accelerating R&D investments, as pre-clinical development trials have rapidly unfolded. R&D-related activities in the life-sciences industry involves substantial capital costs, significant regulatory hurdles (FDA approvals), and long-term product development life cycles.

Figure 4-16- R&D Collaboration Platform



Source: RKG Associates, Inc., 2022

To enhance cost-efficiencies and mitigate risks, life sciences companies are prone to form institutional partnerships with advanced research universities and/or federally funded health agencies (e.g., Centers for Disease Control and Prevention). Through these partnerships, institutions provide life sciences companies with the core infrastructure to execute R&D processes; Especially, access to lab-trained research experts in advanced scientific fields and state-of-the-art lab spaces.

Alpharetta's minimal infrastructure—lack of R1: Doctoral Universities, lab spaces---for executing R&D activities in life-sciences fields can reduce the city's attractiveness to industry businesses. Life-sciences companies exist in Alpharetta; however, many may just maintain their corporate operations within the city limits; outsourcing early-stage research and clinical trials to research institutions outside the city. For instance, Ennaid Therapeutics, an Alpharetta-based biopharmaceutical company, outsourced pre-clinical research to the Universidad Catolica de Murcia (UCAM) in Spain. Clearside Biomedical, an Alpharetta-based biotechnology firm, developed its initial proprietary technology through doctorates at Georgia Tech.

Due to the proximity to world class research universities and the Centers for Disease Control and Prevention, most investments in life sciences target the City of Atlanta. Major upcoming projects include the Technology Enterprise Park and the Center for Global Health Innovation, adding hundreds of thousands of square feet of lab space to attract existing life sciences companies and facilitate emerging startups. While lab spaces become operational over the next few years, venture capital financing activity for startups is projected to concentrate around Georgia Tech, Georgia State University, and Emory University. While most life sciences and biotechnology investments will continue to unfold in the City of Atlanta, feasible opportunities exist for the City of Alpharetta to capitalize. This will involve the complex interaction of regional industry-vertical partnerships, leveraging local labor talent (software engineers), and creating incentives as a stimulus for innovation.

Table 4-9

R&D: Advanced Manufacturing and Life Sciences
Alpharetta Advantages and Market Rationales
• High concentrations of software and hardware engineers • Emerging regional sector presence; Biotech in Atlanta • High skills transferability; Programming->AI • Facilitate local creation of spin-off industries; Digitalization in Biotech • Evidential Innovation Activities • Potential for cross-industry R&D partnerships between corporations • Community buy-in; City enacted legislation for R&D spaces

Source: RKG Associates, Inc., 2022

Table 4-10

R&D: Advanced Manufacturing and Life Sciences

Alpharetta Disadvantages and Market Pressures

- Minimal existing and usable R&D and testing facilities
- Most investments targeting City of Atlanta; greater cost efficiencies
- Lack of educational/training programs for lab technicians
- Lack of affordable housing options for young engineers/scientists
- Limited funding platform for access to high-tech equipment
- Minimal innovation infrastructure; dense collaboration clusters
- Developable land to scale production; Forsyth capturing investment

Source: RKG Associates, Inc., 2022

Key Tools and Initiatives:

Restructuring Real Estate Assets. In April 2022, the City of Alpharetta passed zoning legislation allowing office property owners to reconvert 50% of their spaces to lab or research & development spaces without council approval. This legislation creates an opportunity to backfill operations at declining suburban office parks and attract investment in life sciences activities. While state building codes stipulate restrictive barriers for ‘wet-labs’ in high rises, Alpharetta’s 3-4 story office buildings can offer a competitive price-point advantage relative to the City of Atlanta.

Capitalizing on Biotechnology’s Digitalization. Digitalization of biotechnology research and development processes is an emerging field within life sciences. That includes integrating software applications for data storage and process automation. Alpharetta-based MedTech businesses (e.g., Change Healthcare) can form industry-vertical partnerships with emerging biotech firms across the Atlanta MSA. And through this partnership, work to innovate software applications that can be integrated into biotech research & development processes. Cross-collaboration can be an effective tool for stimulating organic job growth in Alpharetta, localizing innovative activities, and sustaining daytime population patterns. MedTech businesses are prone to implement remote-working schedules, particularly for software engineers. The creation of R&D activities through industry-vertical partnerships can be a mechanism for attracting software engineers to work daily.

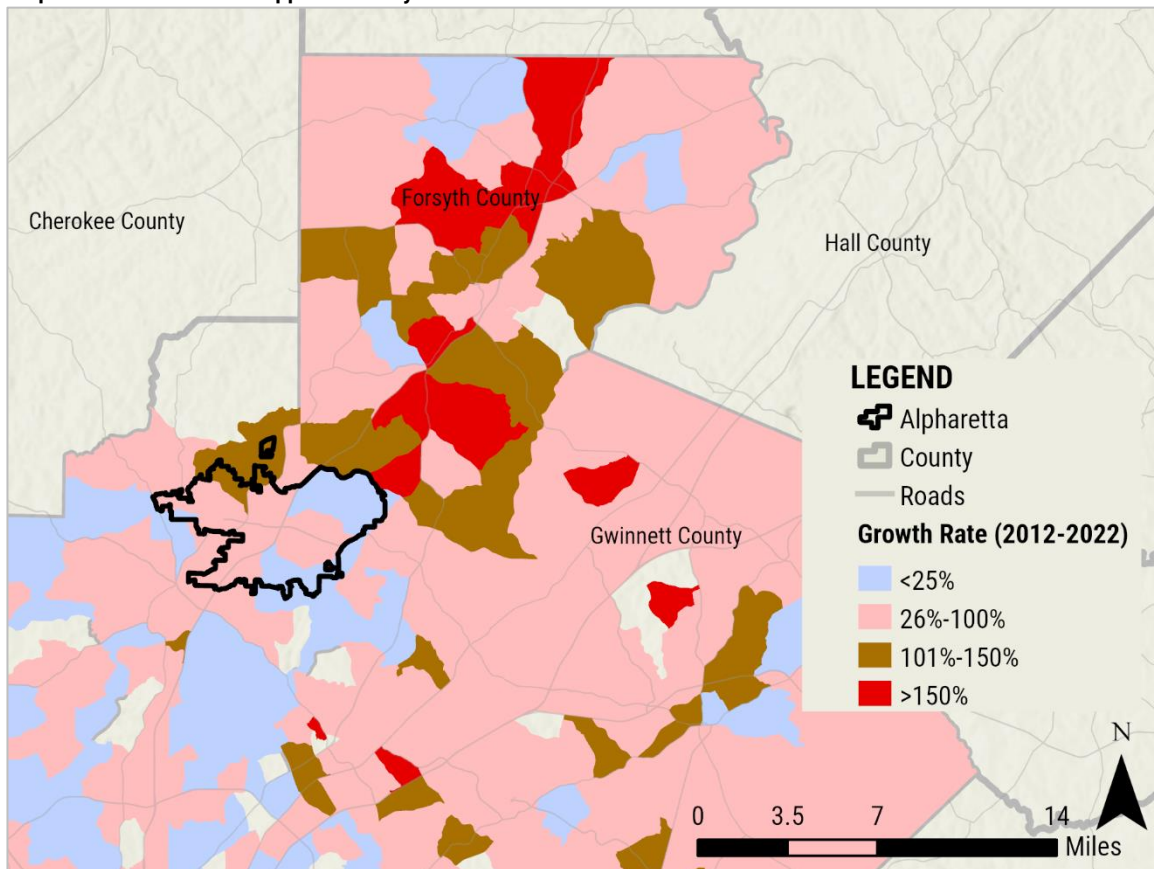
Expanding Price-Diversity of Rental Housing Options. While working remotely is feasible for Software Development & IT Services, biotech firms must conduct their operations in the lab. Alpharetta’s lack of affordable rental options can discourage biotech firms from moving to the city, as skilled researchers will likely favor living in places that provide better accessibility to lab spaces. Without sufficient rental housing options, the life sciences industry is unlikely to make a big impact in Alpharetta.

3. Healthcare Services and Medical Tourism

Healthcare services are projected to rise in demand over the next several years, as the city's population ages. Alpharetta may also absorb an influx of seniors from across the region, as seniors may be attracted to the city's quality-of-life amenities. The city has a strong healthcare presence to accommodate the growth of seniors, home to nationally recognized hospital systems and assisted living facilities. However, the availability of healthcare services faces threats due to rising affordability challenges and urban sprawl.

Alpharetta lacks sufficient workforce housing opportunities that are affordable for critical healthcare support roles (nursing assistants, home health aides, etc.) The lack of housing opportunities can encourage these medical professionals to live and work elsewhere, imposing potential labor shortages among critical healthcare support roles in Alpharetta. As investment activities continue to extend beyond Alpharetta and North Fulton County, other areas of the region are positioned to attract healthcare support workers. That includes Forsyth County and Gwinnett County, which experienced higher growth rates among these workers in the previous decade (Map 4-3).

Map 4-3- Growth Rate of Support Roles by Census Tract



Source: Lightcast, U.S. Census, RKG Associates, Inc., 2022

Attracting these roles is critical, as Alpharetta resident population continues to age and will consequently increase the local demand for medical services. Moreover, as discussed in previous sections of this report, access to quality healthcare is a critical factor for recruiting corporate offices to a community. As healthcare investments push towards other areas of the region, those areas may have a competitive edge for recruiting and retaining businesses in other sectors.

Medical Tourism-

Medical tourism is centralizing specialized healthcare activities to attract patients from outside the region. Centralization can be a strong marketing and branding tool to fuel investment activities into specialized medical research and job creation. The creation of a sports medicine destination demonstrates economic development potential in Alpharetta. Such a destination could be a pull factor for the region's substantive base of professional and youth athletes, attracted to athletic training and/or rehabilitation services.

Table 4-11

Healthcare Services and Medical Tourism
Alpharetta Advantages and Market Rationales
• Expanding household base and senior population • Large concentrations of high-income households • High-quality healthcare presence; Northside, Emory • Evolving sports medicine concept; • Regional participation of youth sports • Atlanta MSA professional athlete base • Presence of educational programs; Nursing at Gwinnett Tech

Source: RKG Associates, Inc., 2022

Table 4-12

Healthcare Services and Medical Tourism
Alpharetta Disadvantages and Market Pressures
• Competition for healthcare resources throughout MSA • Transit accessibility to medical facilities • Key healthcare support roles more competitive outside city • Lack of affordable housing options for key healthcare support roles • Potential strains on healthcare resources given aging population

Source: RKG Associates, Inc., 2022

Key Tools and Initiatives:

Expanding Price-Diversity of Housing Options. Without sufficient affordable housing options, critical healthcare workers are expected to live and work outside Alpharetta. Additional housing opportunities that accommodate the wages of nurses and physicians can sustain the quality and quantity of healthcare services in Alpharetta. The accessibility

to healthcare services is not only critical for seniors, but a critical factor for recruiting and retaining businesses in other industries.

Develop work-live-play destinations around Northside Alpharetta/Medical Campus. Typically, as people age their mobility declines. Locating senior housing within walking distance of the Northside Alpharetta/Medical Campus can increase their accessibility to healthcare. Moreover, additional work-live-play amenities around the medical campus can enhance the hospital's workforce recruitment efforts for young workers and physicians.

4. Entrepreneurship and Innovation

Entrepreneurship is an emerging component of Alpharetta's job creation efforts. Tech Alpharetta, Alpharetta's primary business incubator, was established in the previous decade amid the city's transition into a premier technology hub. Since its inception, the incubator has graduated several software-based businesses. Beyond tech-related entrepreneurial ventures, several service-based businesses originate within the city limits; 2B Whole Bakery and Smokejack BBQ are examples of Alpharetta-grown businesses, operating as popular food establishments in Downtown Alpharetta. While the city offers entrepreneurial support services for technology-based ventures, minimal resources are available for other industry segments. The City of Alpharetta must consider localizing more resources, in cooperation with Georgia State University and the UGA Small Business Development Center (SBDC).

Table 4-13

Entrepreneurship and Innovation
Alpharetta Advantages and Market Rationales
• Highly skilled and educated population • Concentrations of workers in STEM-related roles • Strong quality of life amenities • Availability of existing office spaces • Affluence and presence of corporations • Tech Alpharetta and involvement of corporate sponsors • Diverifying population

Source: RKG Associates, Inc., 2022

Table 4-14

Entrepreneurship and Innovation
Alpharetta Disadvantages and Market Pressures
• Extremely aggressive investment efforts in Atlanta; Big-Tech • Underdeveloped venture capital financing platform/structure • Limited base of young professionals • High costs of living can discourage start-up scalability • Lack of usable R&D facilities with lab spaces and equipment • Centralized location for sectors beyond tech

Source: RKG Associates, Inc., 2022

Key Tools and Initiatives:

Identify industry-vertical partnerships. Substantial investments are targeting Gwinnett County, generating thousands of jobs and millions of dollars in advanced scientific research and technological innovation projects. That includes Peachtree Corners' Curiosity Labs, a high-tech laboratory implemented through emerging R&D business models that facilitates startups, innovation, and workforce recruitment. The project was implemented through strong public-private partnerships, as corporate sponsors provided financial support for infrastructure and state-of-the-art equipment. The project gained success through public-private partnerships with industry crossovers; T-Mobile provided 5-G infrastructure to fuel innovation in robotics and autonomous vehicles. This project represents the importance of partnerships for catalyzing technological innovation and how Alpharetta can undertake a similar approach to enhance their startup ecosystem.

5 OPPORTUNITY SITE ANALYSIS

A. INTRODUCTION

Most industries are in flux, constantly readjusting to shifts in macroeconomic pressures, market trends, and technological innovation. While these shifts unfold, businesses within industries are prone to change their real estate requirements. For instance, as virtual-work models continue to normalize, many businesses are seeking to downsize their office space needs. This is particularly impactful in Alpharetta, as Financial Technology (FinTech) and Medical Technology (MedTech) have sustained some of the most aggressive remote working policies since the COVID-19 pandemic. Strategic real estate investments can be an essential source for sustaining industry expansions within Alpharetta, reconfiguring properties in the City to meet industry-specific real estate requirements, and strengthening the City's competitiveness in attracting new firms to backfill vacated office space. RKG Associates coordinated with the Advisory Group to identify and assess economic activity areas within Alpharetta that offer properties with catalytic real estate investment opportunities. Based on a variety of locational and market factors, 9 economic activity areas within the City were evaluated (Map 5-1):

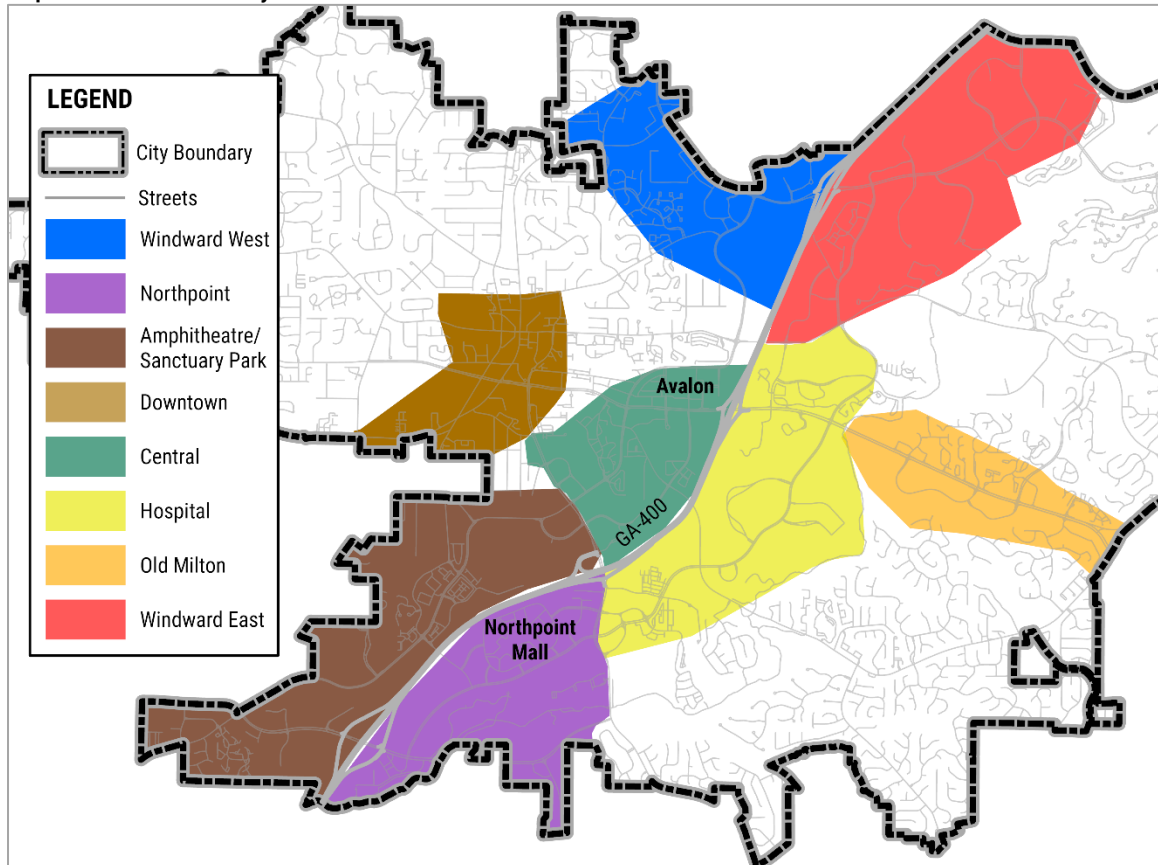
- Downtown
- Central
- Hospital
- Northpoint
- Old Milton
- Amphitheatre Area
- Sanctuary Park Area
- Windward East
- Windward West

The evaluated economic activity areas contain high concentrations of commercial activities, a strong foundation to build upon. Multiple properties were identified in each area to accommodate infill development, adaptive reuse, or redevelopment. The properties within each economic activity area demonstrate a potential to attract and sustain business investment. Several physical, spatial, and political factors were considered to determine the properties with the greatest investment potential:

- *Parcel Size* – The size of the parcel determines the scale of the development opportunity. Larger parcels can more easily accommodate infill or redevelopment.
- *Vacancies* – Undeveloped parcels and buildings with high vacancies offer an easier transition to infill, adaptive reuse, or redevelopment opportunities.

- **Land Uses** – Incompatible land uses given the context of the overall commercial corridor were considered for adaptive reuse or redevelopment opportunities (underutilized parking lots in suburban office parks).

Map 5-1- Economic Activity Areas



Source: City of Alpharetta, RKG Associates, Inc., 2022

- **City Priority Areas** – Specific economic activity areas contain properties that have generated interest and proposals from the development community (North Point Mall, Continuum)
- **Underutilized Properties** – Properties with Floor Area Ratios (FAR) below .25 are considered underutilized. Increasing the densities of properties in walkable, mixed-use economic activity centers (Avalon) can build upon its success.
- **Employment Patterns and Daytime Population** – Properties near concentrated employment clusters, especially in proximity to facilities that relate to the City's identified target industries (Healthcare).

- **Ownership patterns** – Assessing properties of their existing ownership structures. Adjacent properties may have different owners, which can increase the complexity of investment strategies (Assemblage)
- **Proposed & Planned Developments** – To ensure recommended investment opportunities are compatible with the vision of proposed or planned developments in the City’s pipeline.

The following sections discuss the existing development conditions and a proposed vision for each of the economic activity areas. The intent is to strengthen or redefine the areas to maximize their economic expansions while advancing towards the City’s long-term economic development goals. Pages 13-39 in this chapter includes 3 maps for each distinct subarea: [1] Current Land Uses, [2] Development Conditions, [3] Opportunity Sites.

B. OPPORTUNITY AREAS

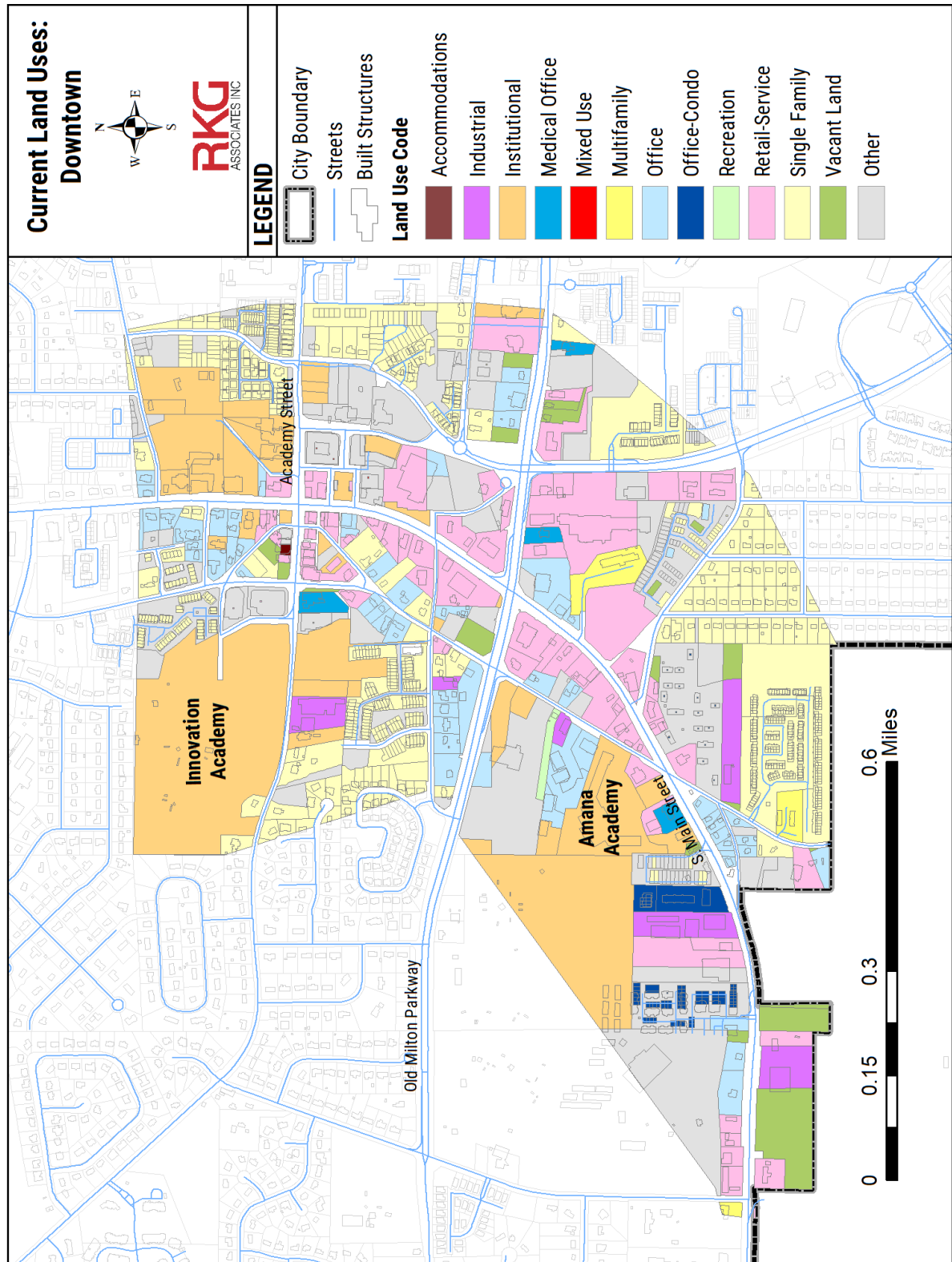
1. Downtown

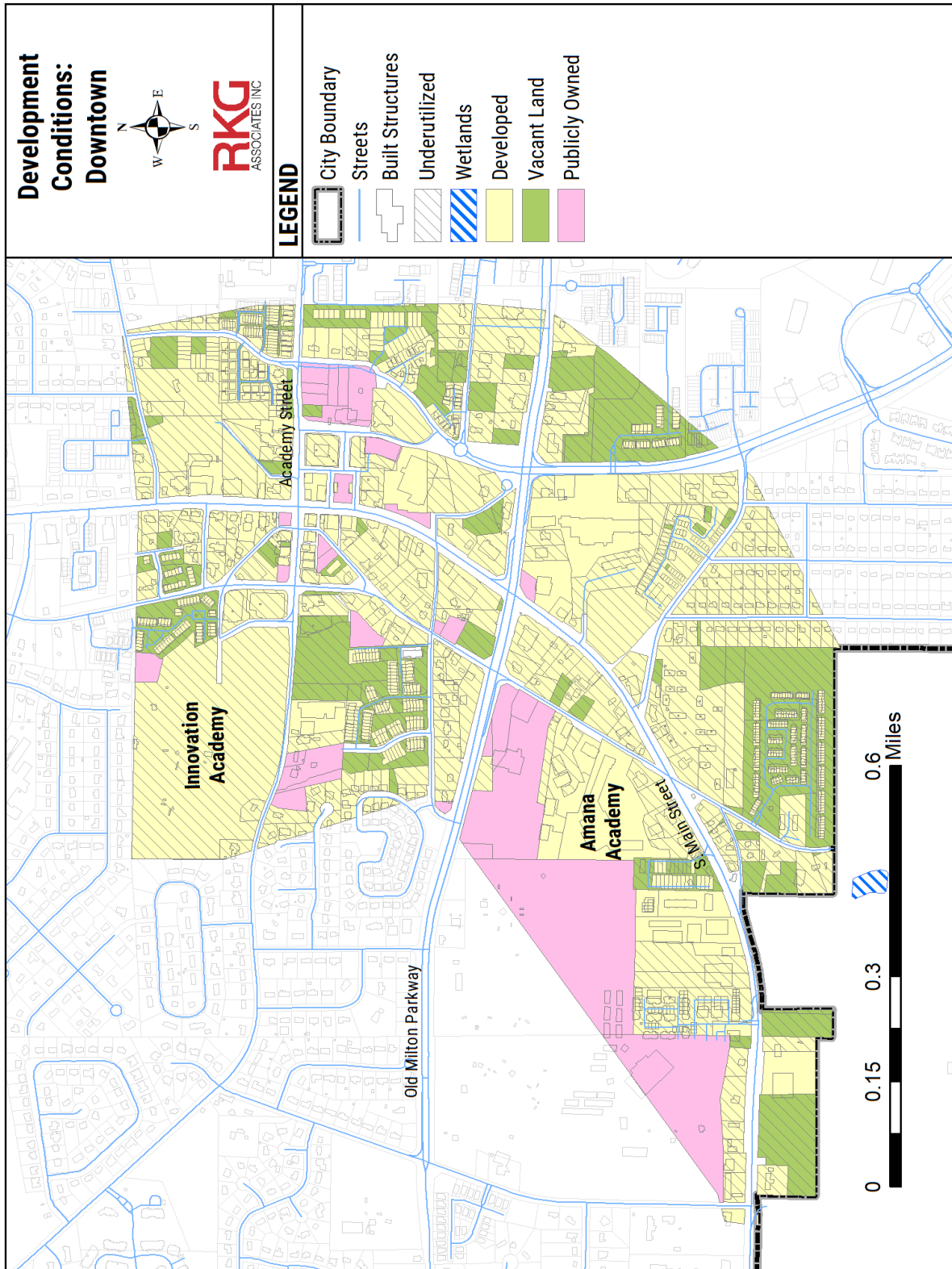
Overview

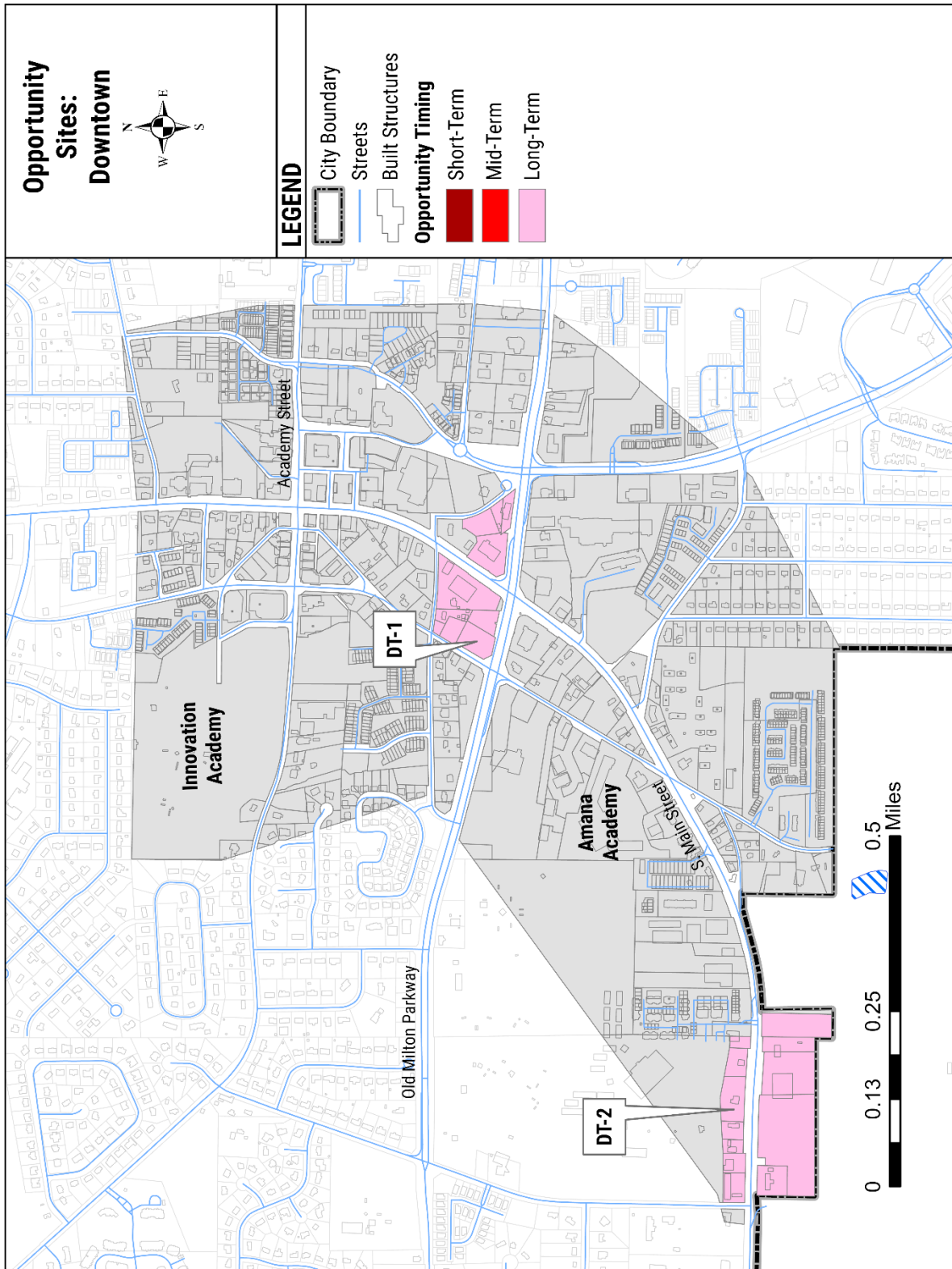
Downtown Alpharetta spans along the City’s southern boundary to Cumming Street to the North. Main Street serves as the neighborhood’s commercial core, equipped with a variety of retail and hospitality amenities. Downtown Alpharetta is considered a community-centric destination, designed to be pedestrian-friendly to support socialization and connection among the City’s residents. Major recent projects have strengthened the economic and social vitality of Downtown Alpharetta. City Center, a mixed-use development integrated with vertical multifamily units, has helped enhance the neighborhood’s walkability and street-life activities.

Vision

Downtown Alpharetta’s emergence into a mixed-use walkable destination can benefit the City’s economic development efforts. City Center has increased levels of walkability and street life, exposing neighborhood retailers to an expanded consumer base. The addition of multifamily housing units can expand consumer activities beyond traditional workday hours (9 A.M.-5 P.M.). Enhanced access to community-based amenities raises the City’s quality-of-life standards, an attractive asset for corporations interested in relocating their operations to Alpharetta. The Downtown Area is equipped to absorb greater levels of investment activities to expand upon the neighborhood’s work-live-play concept. Infill development strategies can be utilized, tightening the connectivity between lifestyle amenities while further enhancing walkability. Additional vertical mixed-use development projects with ground-floor retail and housing units on the upper floors can expand the critical mass for consumer activities and can enhance the City’s business recruitment efforts.







2. Central

Overview

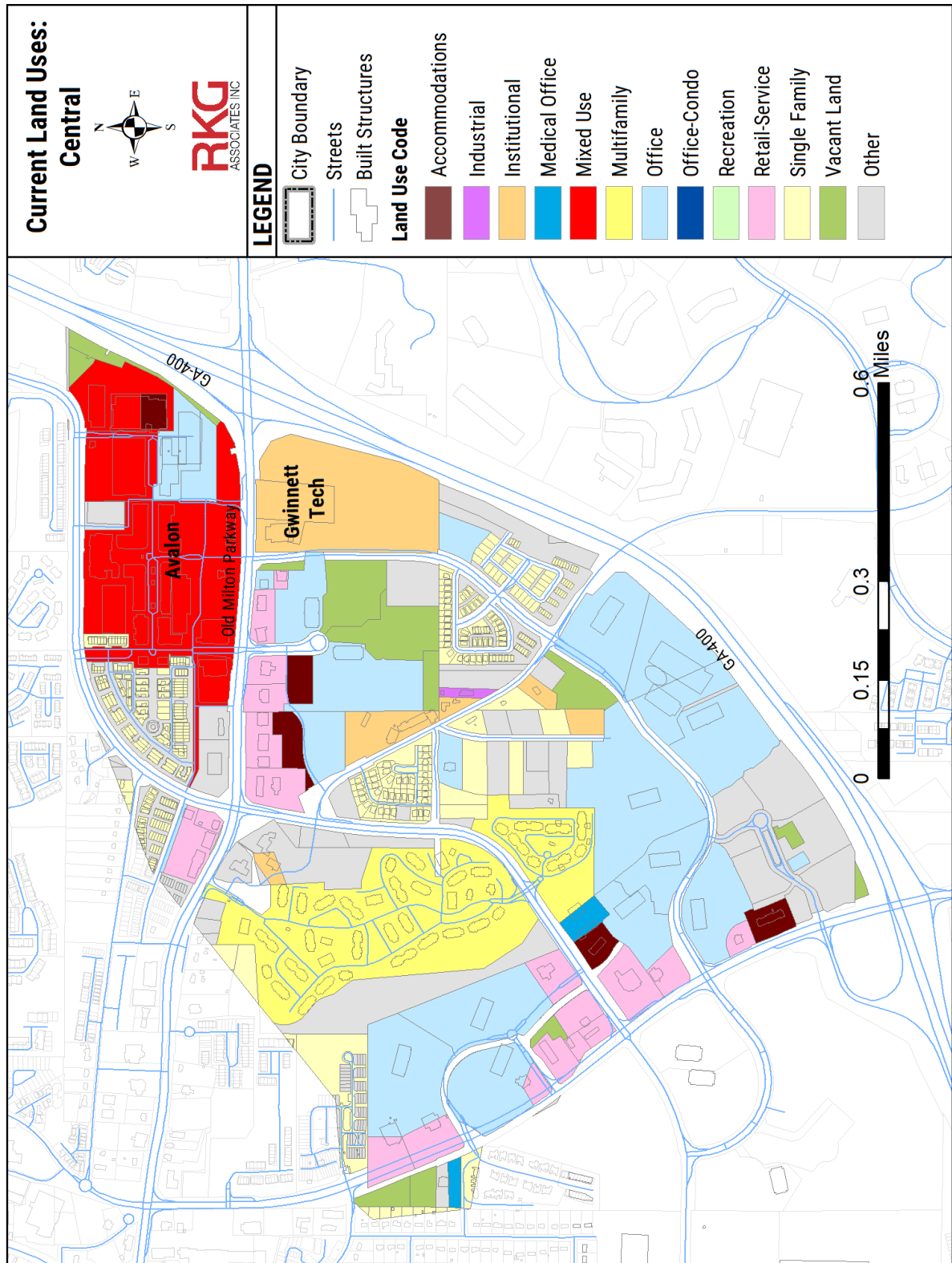
The Central activity center extends from Avalon to the interchange of GA-400 and Haynes Bridge Road. The neighborhood focal point is Avalon, the City's premier mixed-use lifestyle destination that has catalyzed expansions to the City's business and household bases. Avalon's developmental scale and commercial intensity is a state-of-the-art concept for Alpharetta, raising the City's quality-of-life standards which has become an essential source for attracting business investment.

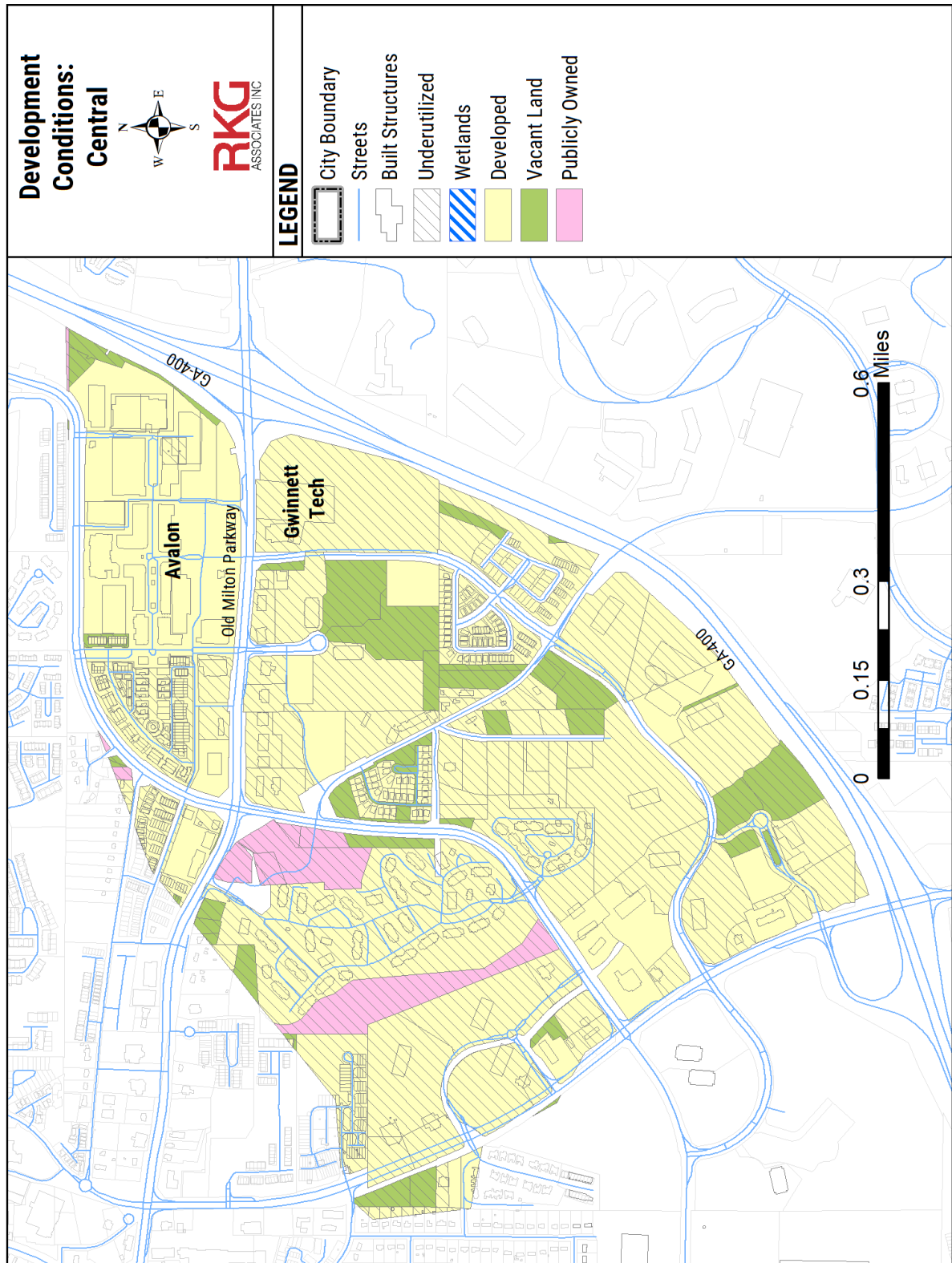
Vision

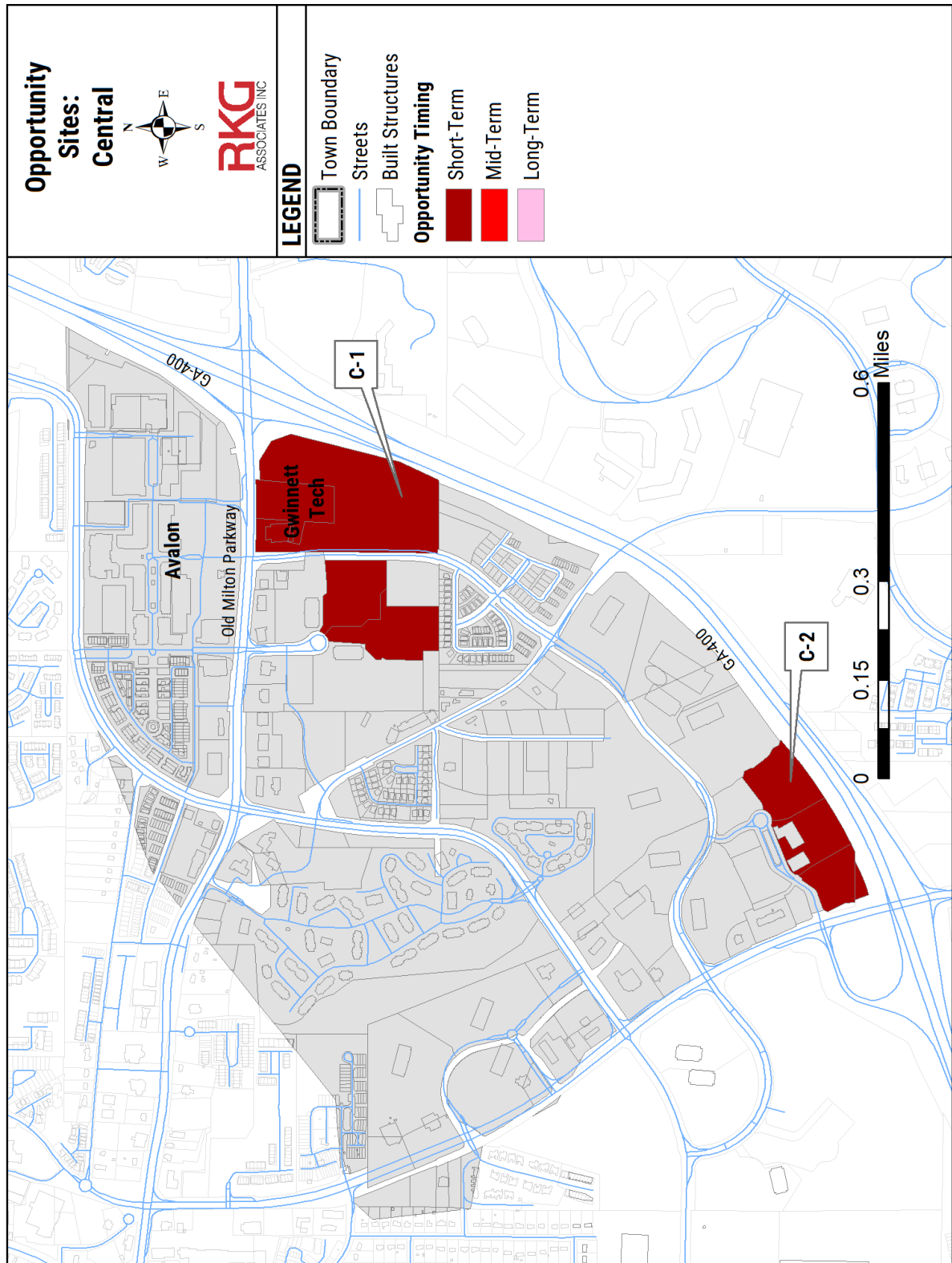
Additional development opportunities can build upon the commercial success and momentum of Avalon, expanding the mixed-use development concept to other parts of the Central activity area. The concept has proven to be a strategic medium for filling office spaces, expanding consumer retail activities, and establishing a sense of destination to enhance community-development objectives. To increase the likelihood that additional development opportunities can advance this concept in the long-term, enhancing physical connectivity and social accessibility must be an overriding objective of each strategy. This includes providing the infrastructure to support pedestrian-scale walkability across Old Milton Parkway. Moreover, expanding the price-diversity of housing options can create the critical mass needed to ensure the area's long-term economic sustainability.

Short-Term Strategies

- C-1, Infill Development w/Structured Parking: Substantial infill development opportunities exist across Old Milton Parkway on Gwinnet Tech's campus. The parcels land resources are largely underutilized, with ample greenspaces and parking lots ripe for catalytic infill development. RKG recommends that these parcels incorporate infill development at the same scale as Avalon, to expand commercial activities and the built character through pedestrian connections over Old Milton Parkway. Structured parking can help maximize land efficiencies while generating high value returns.
- C-2, Infill Development w/Structured Parking: Coordinate a public-private partnership between existing property owners for infill development projects with structured parking that strengthen the marketability of nearby commercial properties.







3. Hospital

Overview

The Hospital activity area consists of parcels adjacent and east of GA-400, extending between Webb Bridge Road and Haynes Bridge Road. Near Haynes Bridge Road are a collection of strip-development retail centers, which manage to remain operational due to access to GA-400. The center of the activity area is a cluster of suburban-scale office properties, including the Royal Centre office park which report high vacancy rates. High vacancies reflect shifts in workplace preferences, as businesses increasingly prefer locating in highly-amenitized areas. The northern edge of the activity area is the Northside/Alpharetta Medical Campus, which contains the City's largest concentration of medical professionals. Targeting investments near the medical campus can strengthen the hospital's long-term operations and the City's efforts to sustain job growth in healthcare sector segments.

Vision

Several suburban-scale office properties are underutilized, which offers opportunities for infill development or adaptive reuse projects to revitalize declining commercial activities. These opportunities can capitalize on the proximity to Northside/Alpharetta Medical Campus while generating positive recruitment externalities that can enhance the hospital's long-term operations. This can include locating work-live-play opportunities with pedestrian connectivity to the hospital, offering a source of attraction to healthcare services professionals. Adaptive reuse projects can incorporate Public-Private Partnerships with the Northside/Alpharetta Medical Campus to help facilitate conversions to lab spaces for life-sciences research. And consequently, catalyze a built environment for innovation in ancillary industries to develop (Biotech, MedTech).

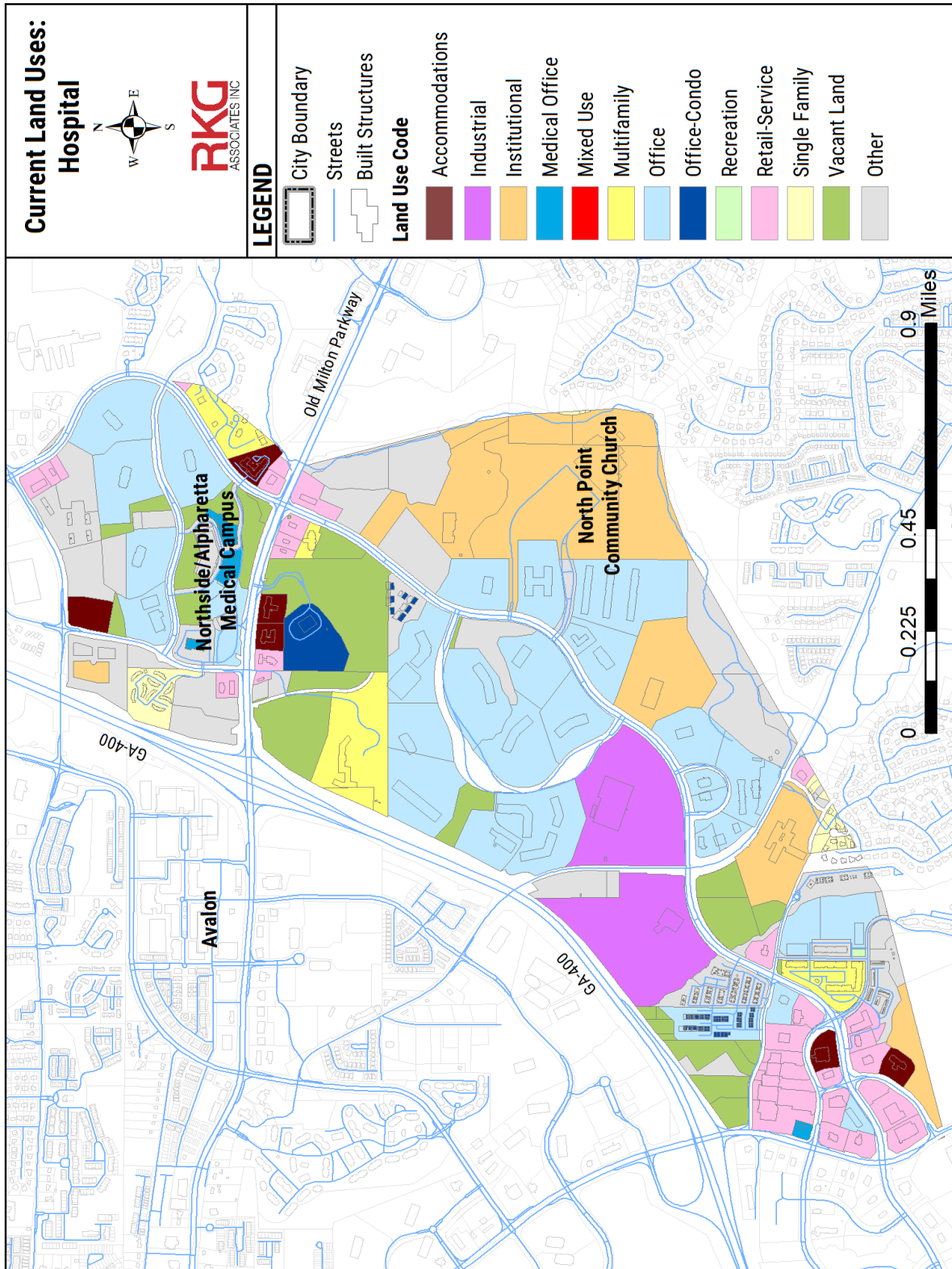
Short-Term Strategies

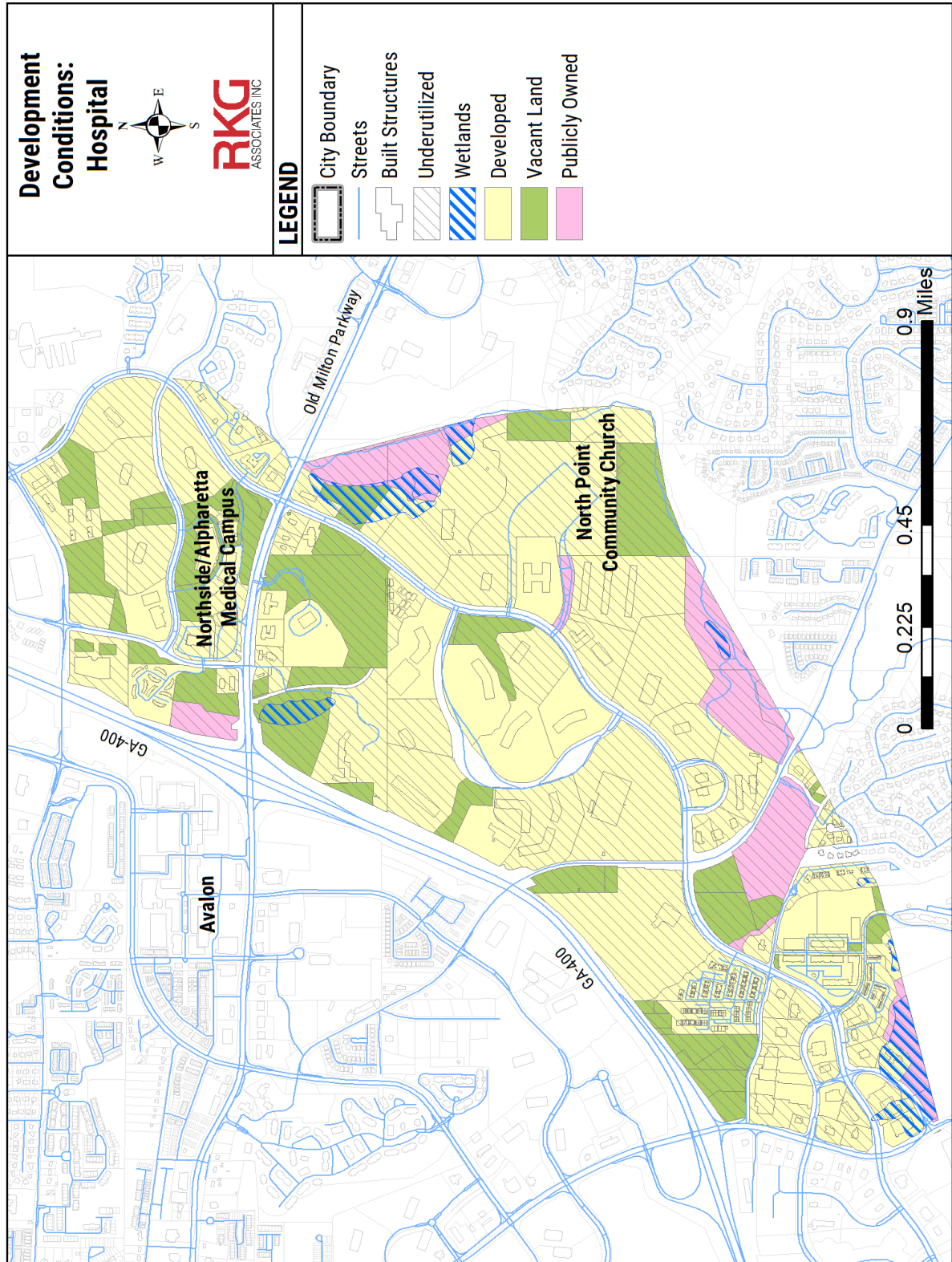
- H-1, Infill Development/Adaptive Reuse: These suburban-scale properties are located within the Royal Centre office park and report high vacancy rates due to decreased demand for these office space types. These properties offer potential opportunities for infill development with living and entertainment amenities to revive declining commercial activities. Or rather, engage with landlords and the medical campus to explore the financial feasibility for adaptive reuse projects that integrate lab-spaces for research or light manufacturing.

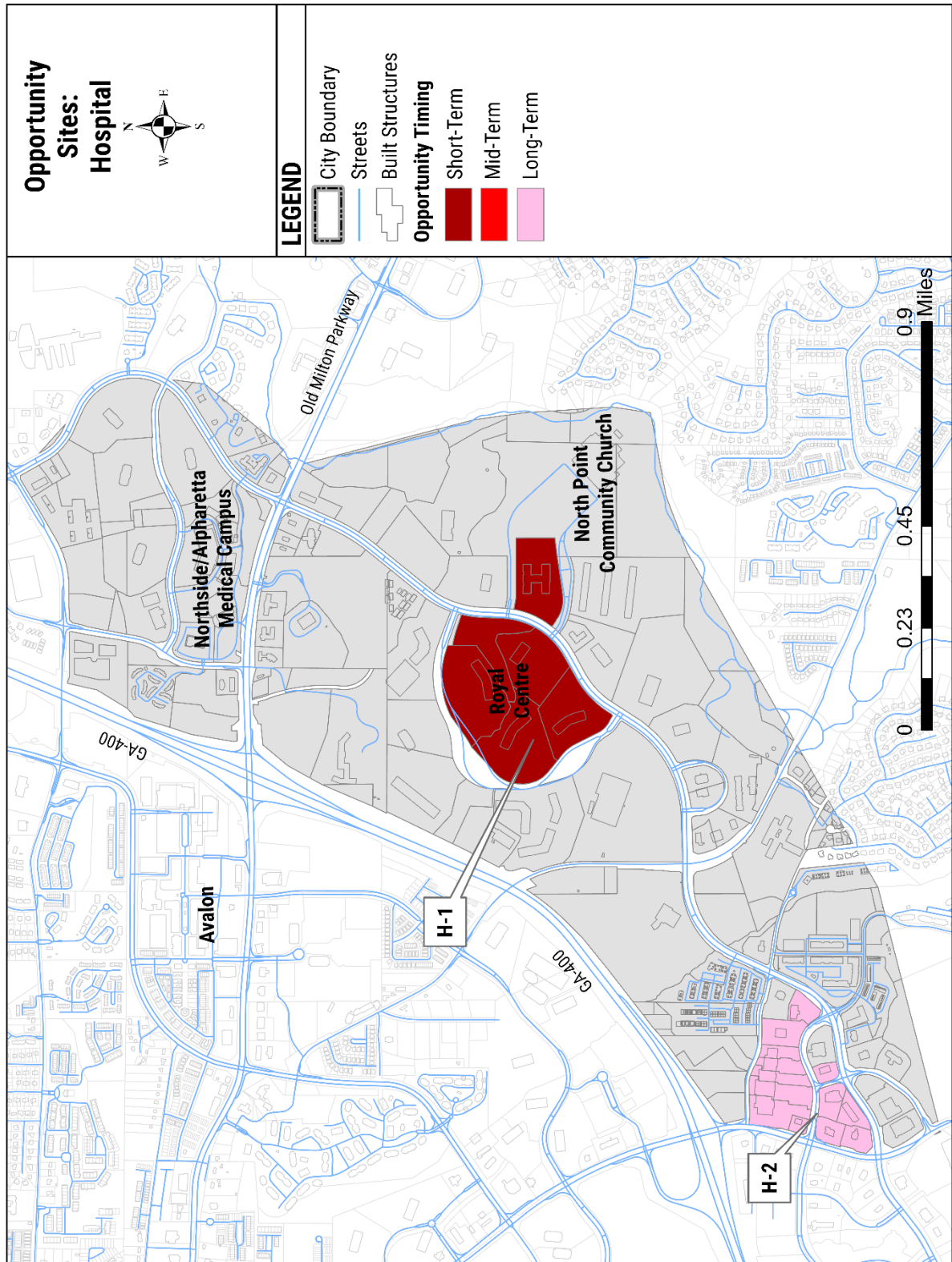
Long-Term Strategies

- H-2, Assemblage: A collection of retail-service properties are located between North Point Parkway and Rock Mill Road. Assemblage of these properties can be used for redevelopment/infill development opportunities that can increase land-use efficiencies and add more commercial activities. Reinvestments into these properties can generate exponential returns, particularly if the North Point Mall Project is revived to the

southwest. This is a long-term strategy due to the diversity of property owners which will require complex coordination and cooperation efforts.







4. Northpoint

Overview

The Northpoint activity area extends from the southern entrance of Alpharetta along GA-400 to Haynes Bridge Road. The area is predominately retail-service uses, with the Northpoint Mall as the focal point. Northpoint Mall has been the premier regional shopping destination for North Fulton County. Due to increased demand for shopping online and at competing retail destinations, like most traditional shopping malls, Northpoint Mall has faced pressures to sustain economic value. Developers have submitted proposals to redevelop the mall into a work-live-play activity center, seeking to capitalize on rising market preferences for pedestrian-friendly lifestyle destinations.

Vision

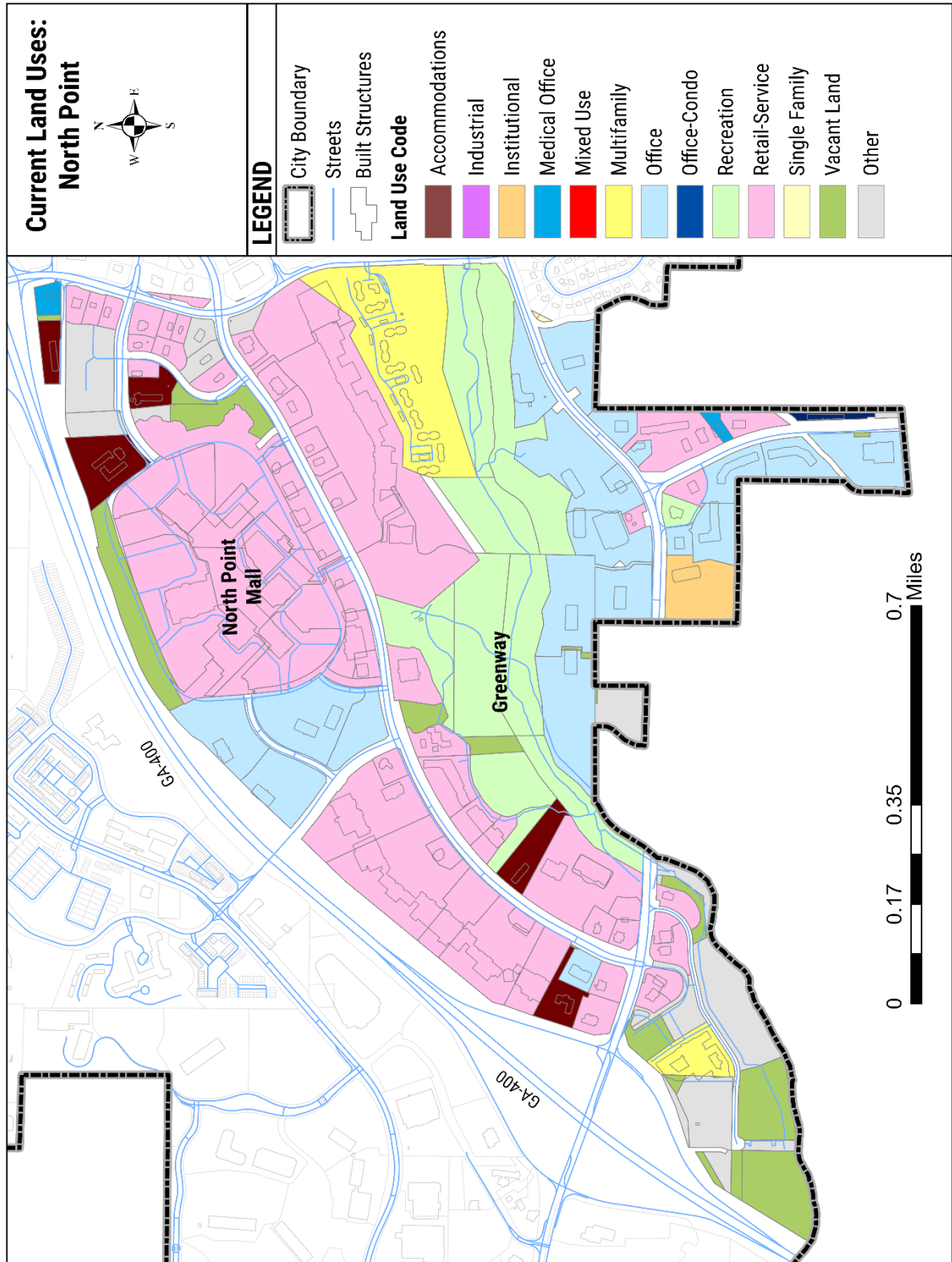
Redevelopment of the Northpoint Mall into a live-work-play activity center offers a major catalytic investment opportunity to become a centralized economic hub for North Fulton County. Through this opportunity, incorporating dense vertical mixed-use development patterns can be a strong source of attraction for businesses and white-collar professionals. The site is situated in a favorable location to support a redevelopment into a live-work-play activity center, providing access to multimodal transit options while buffered away from residential subdivisions.

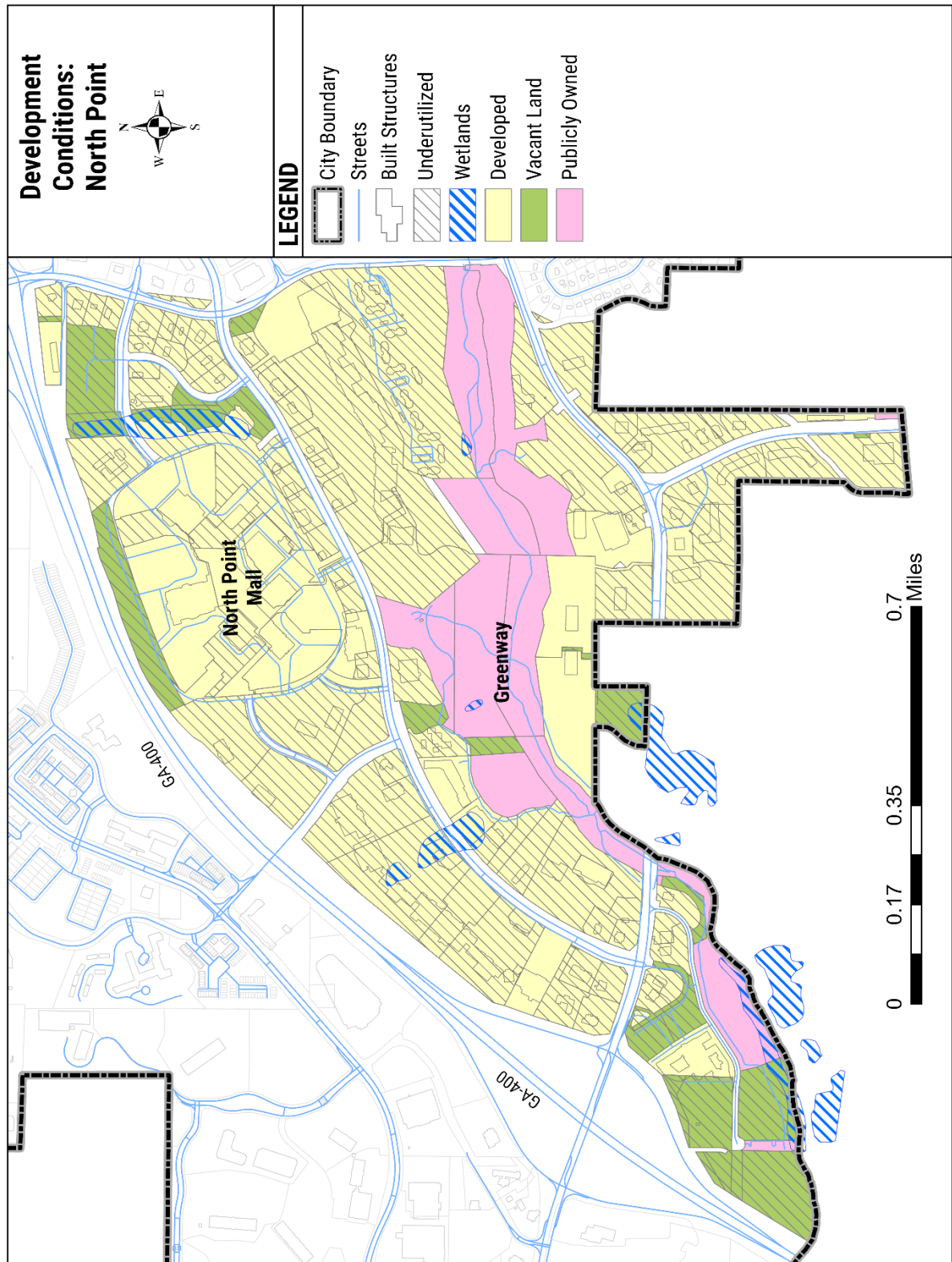
Short-Term Strategies

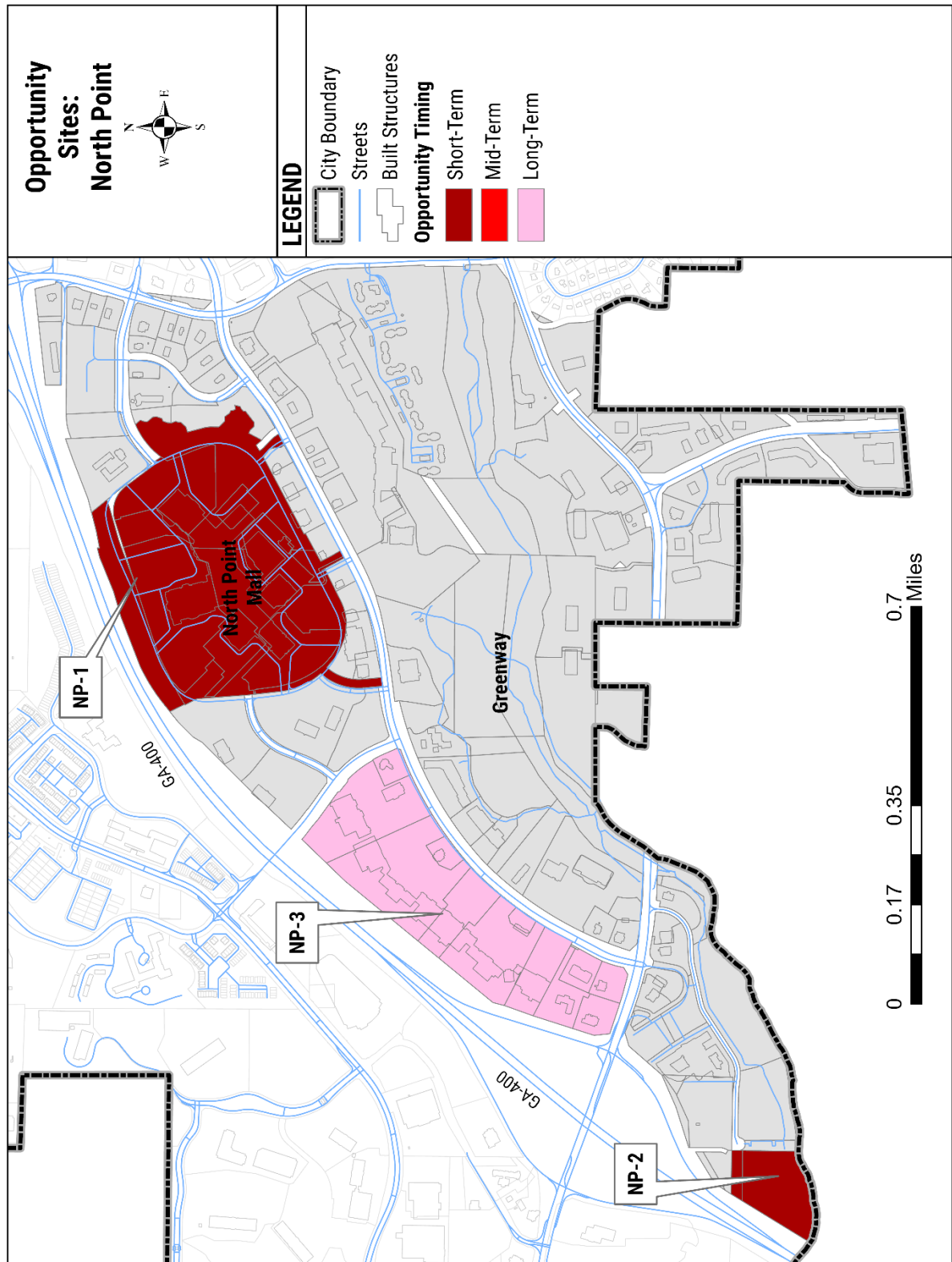
- NP-1, Redevelopment: Redevelop the Northpoint Mall into a live-work-play activity center that supports greater development densities than the Avalon and City Center. Sufficient multifamily units will need to be incorporated into the redevelopment strategy, as escalating construction costs would otherwise make the redevelopment financially infeasible. The redevelopment effort is envisioned to be a destination for young professionals to sustain long-term labor market outcomes. Connectivity to multi-modal transportation options (walking, biking, public transit) can maximize the site's potential.
- NP-2, Recreation Destination Use: With proximity to Big Creek Greenway, this site can be redesigned into a recreational activity center with a regional marketing pull that capitalizes on access to GA-400. Potential opportunities include a BMX course, ropes course, or paintball park.

Long-Term Strategies

- NP-3, Assemblage: If the redevelopment of Northpoint Mall demonstrates market success (e.g., favorable lease rates, rapid absorption rates), these properties can be assembled and redeveloped to expand upon that success. Redevelopment efforts would be an extension of the Northpoint Mall redevelopment, at high density levels with a diversity of commercial and residential uses.







5. Old Milton

Overview

The Old Milton activity area extends from the intersection of GA-400 and Old Milton Parkway to the intersection of Old Milton Parkway and Kimball Bridge Road. The activity area consists of auto-centric retailers and suburban-scale office developments. Georgia State University Alpharetta's (GSU-Alpharetta) Campus is located on the west side of Old Milton. A few large suburban-scale office developments report very high vacancies; three office buildings in front of GSU are over 50% vacant and two office buildings along Alexander Drive are over 30% vacant. The activity area is home to a few major technology-based businesses, including:

- Hi-Rez Studios
- Aptean
- Profisee
- Agilent
- Dexis Dental Imaging

Technology-based businesses are recognized for implementing hybrid-working models. As these models continue to normalize, technology-based businesses are prone to downsize their workspaces with the possibility of seeking workspaces outside of the City limits. Consequently, reducing the number of Alpharetta-based jobs and technology-based businesses. In light of these potential impacts, the City of Alpharetta should engage with the above businesses and identify their existing and future real estate needs.

Vision

Future real estate can be a strategic initiative, in coordination with property owners, existing businesses, and GSU-Alpharetta. The presence of GSU-Alpharetta in proximity to major technology-based businesses can shape the conditions for a 'workforce development hub,' capitalizing on the educational resources of GSU-Alpharetta and industry-knowledge resources of nearby technology-based businesses. This synergistic relationship can encourage the development of educational programs at GSU-Alpharetta that upskill existing workers. While hybrid-work models are ongoing and many young professionals live outside the City limits, localizing young professionals increases in importance. RKG Associates recommends that many properties within the activity area incorporate live-work-play activity centers, offering a source of attraction for young professionals.

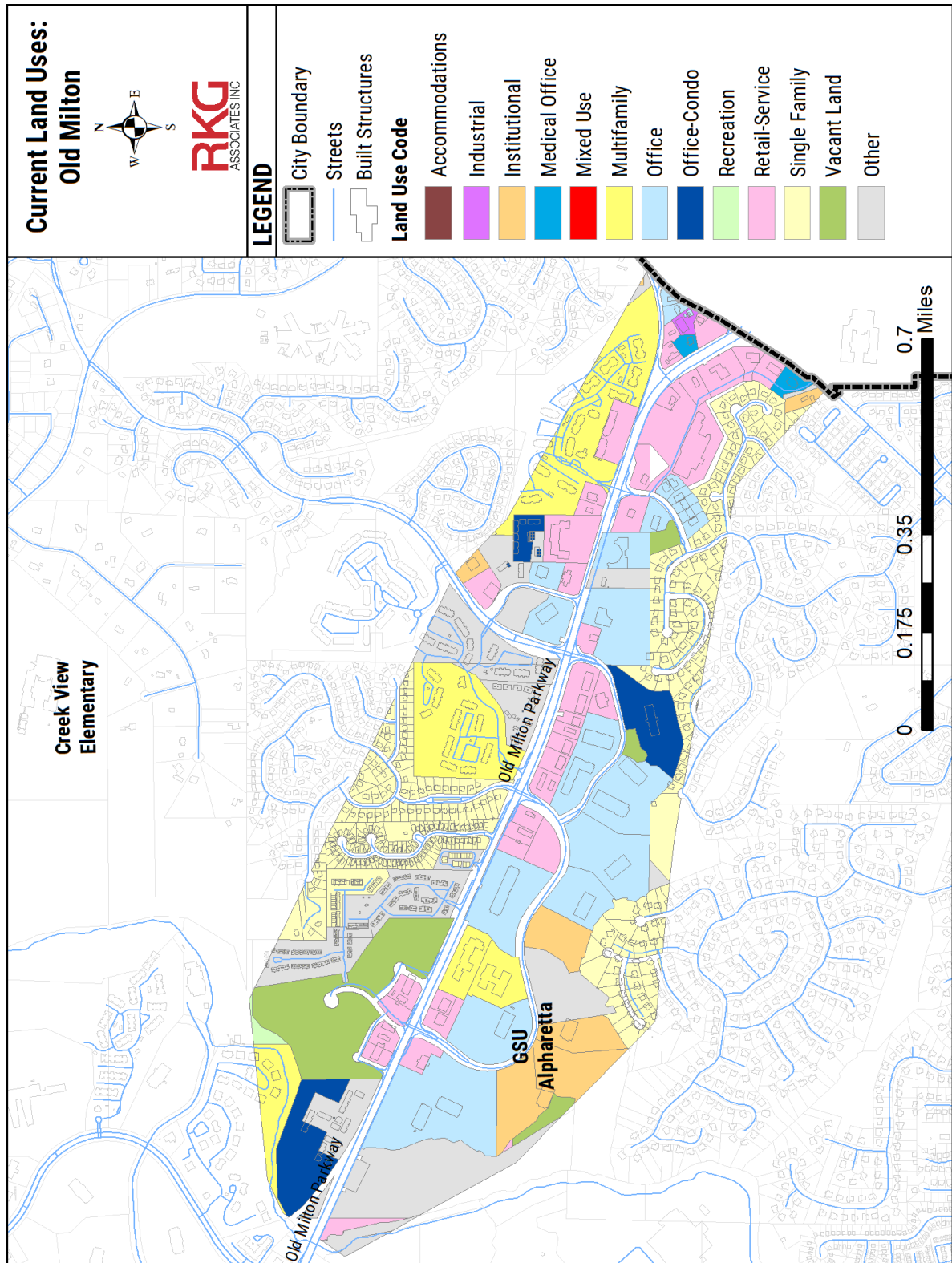
Short-Term Strategies

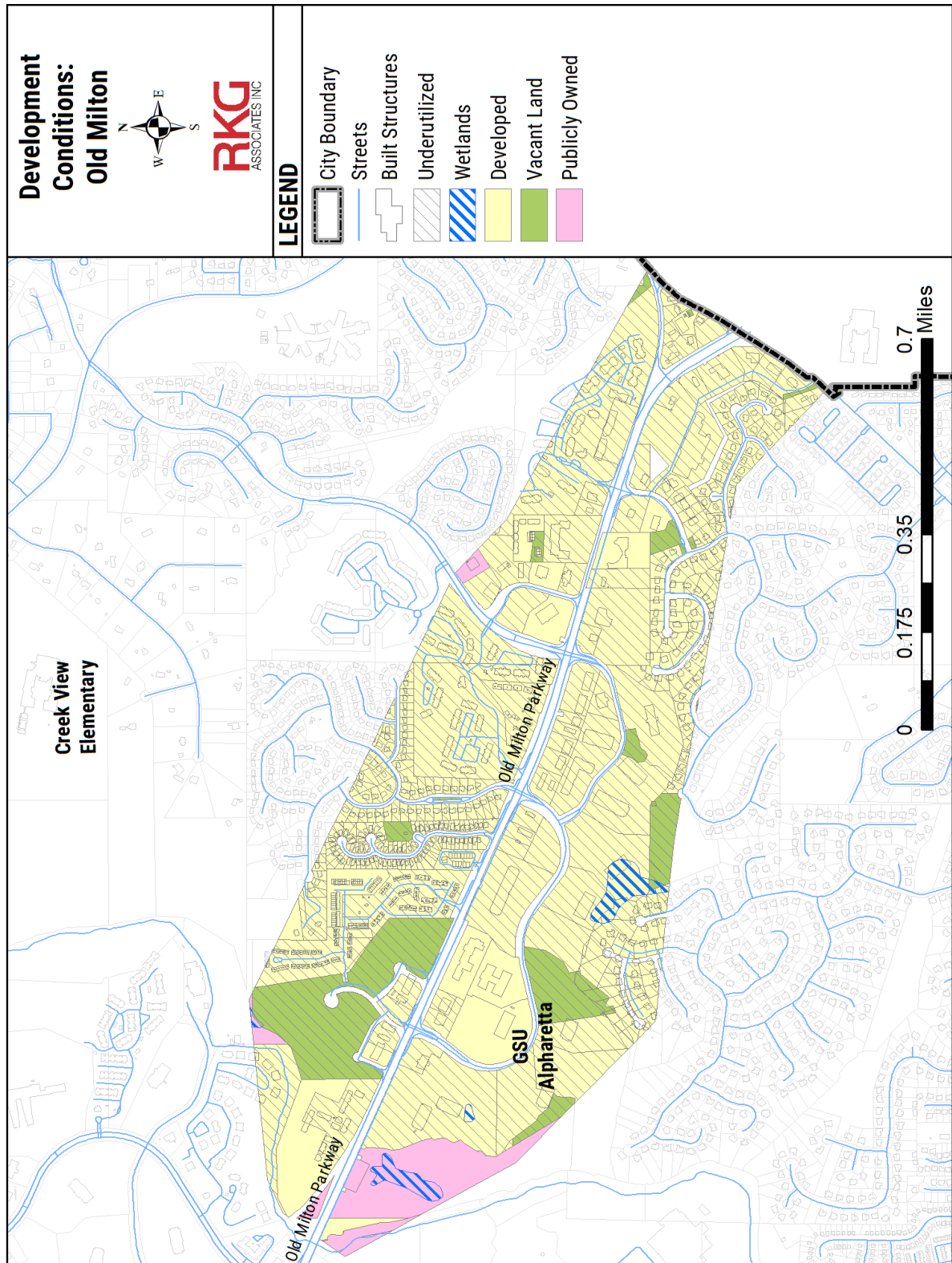
- OM-1, Redevelopment/Adaptive Reuse: A coordinated PPP strategy between existing property owners and GSU-Alpharetta can create a catalytic investment opportunity. The existing office properties report very high vacancy rates and are unlikely to backfill vacated spaces due to shifts in workplace preferences among white-collar businesses; Particularly, the preference to be located in highly amenitized and walkable areas.

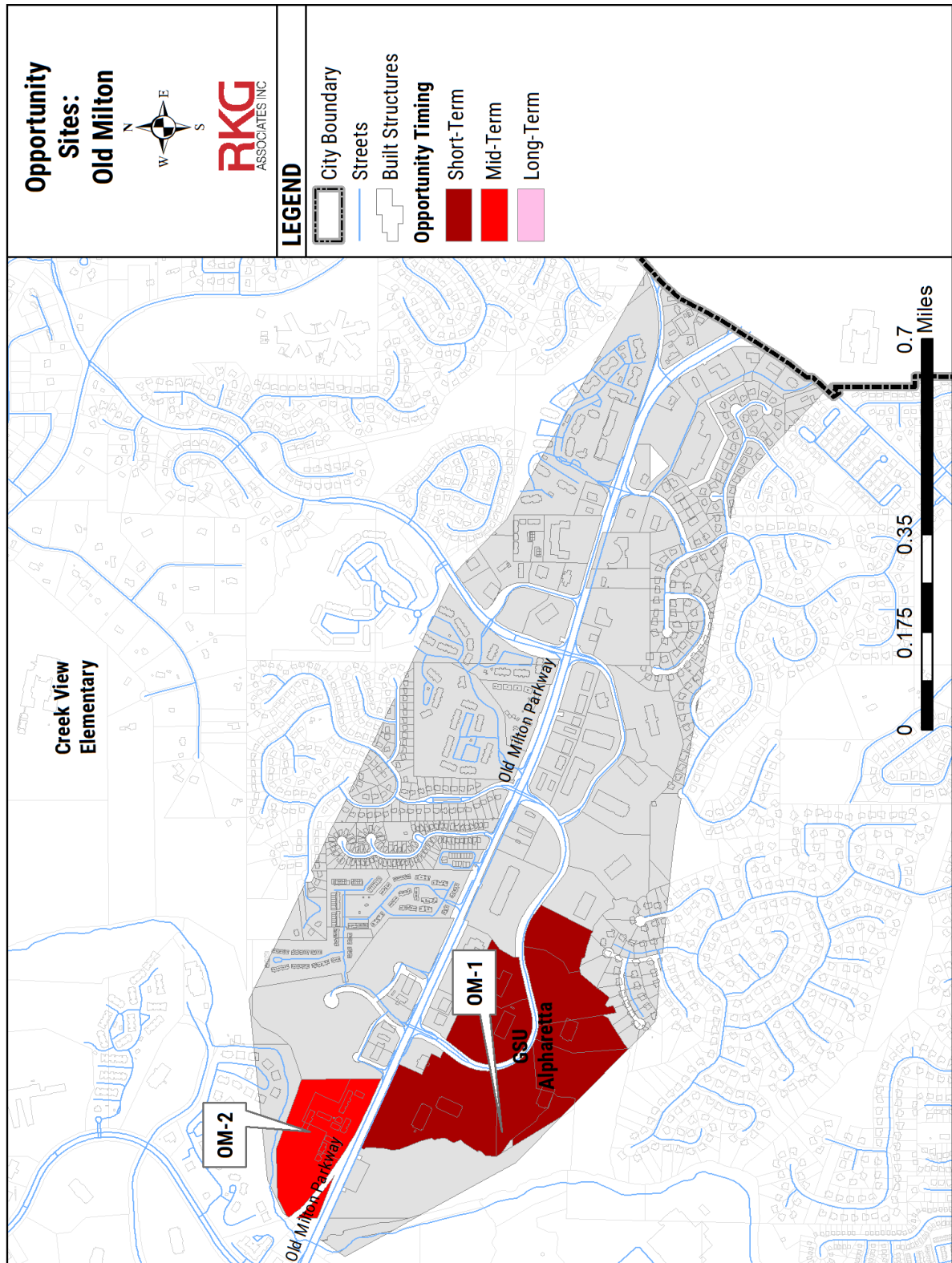
Redevelopment of the site into a work-live-create destination can help attract young professionals, a declining but needed population segment to help stabilize the City's long-term labor market conditions. Another opportunity can be converting the properties to accommodate R&D/flex spaces. These types of spaces face supply constraints throughout Fulton County and GSU is currently investing in biomedical sciences research. A PPP between GSU-Alpharetta and the office property owners can create an opportunity to expand GSU research activities to Alpharetta.

Long-Term Strategies

- **OM-2, Monitor Properties' Market Conditions:** These office-condo properties retain healthy occupancy rates. Most existing spaces are below 1,500 SF, which can be attractive to businesses seeking to downsize. If the market value of these properties declines and vacancies increase, consider adding amenities around the site in an effort to backfill vacated spaces and strengthen marketability.







6. Amphitheatre Area

Overview

The Amphitheatre Area Activity Area is predominantly industrial and commercial uses, consisting of various small-scale production-based facilities and automotive dealerships. Notable area assets include Fetch Park and the Ameris Bank Amphitheater, enhancing the City's tourism and hospitality sectors.

Vision

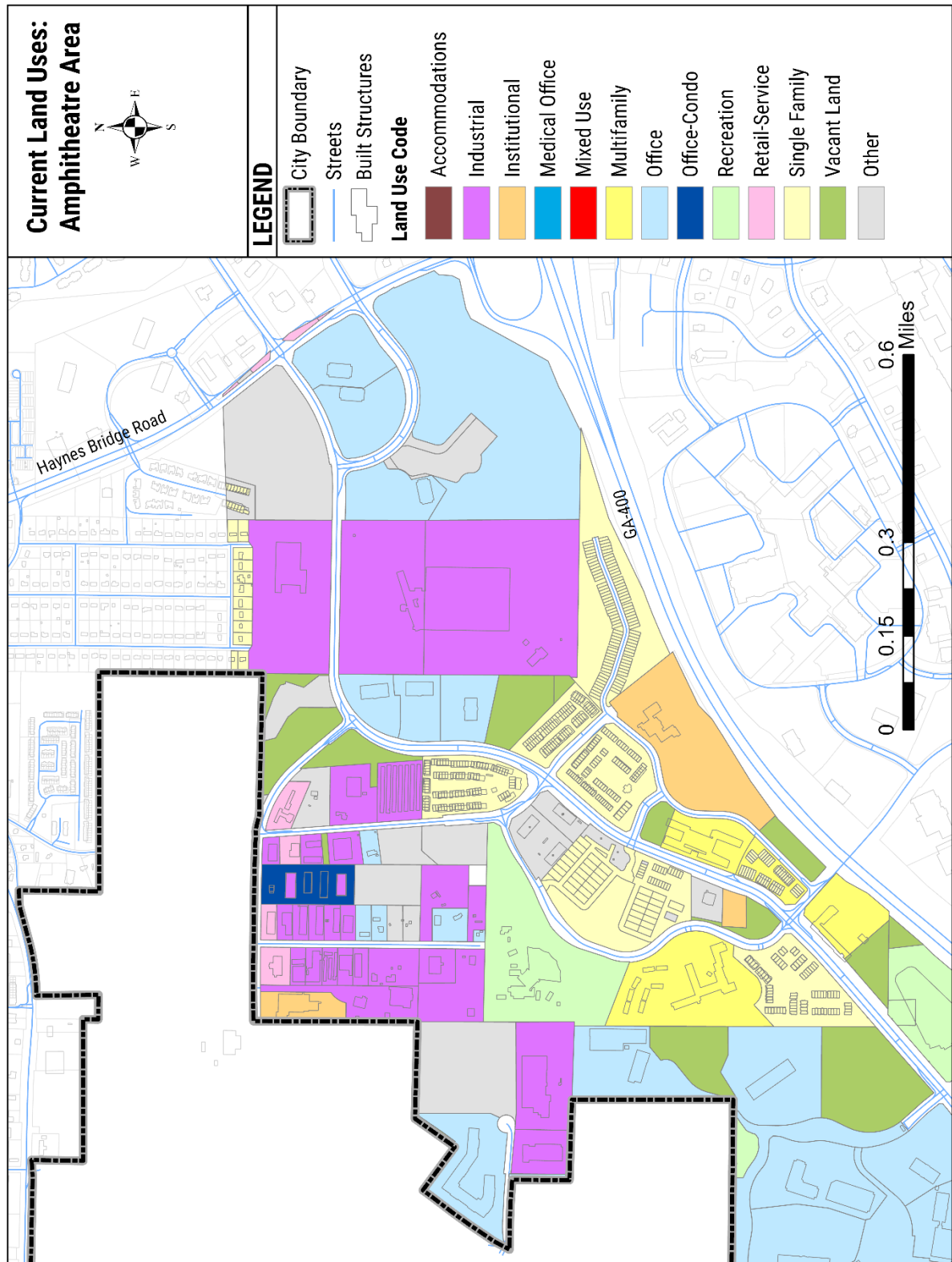
While the area's commercial and industrial operations remain stable, the objective of Amphitheatre Area is to preserve related economic activities. This includes expanding upon the momentum of the area's small-scale production-based operations and automotive uses. Strong market indicators point to pent-up demand for small-scale production-based facilities, especially as the region's supply chain networks expand and cottage manufacturing is revived into a normalized business-model among aspiring entrepreneurs. Properties within Amphitheatre Area exist that can catalyze these bullish opportunities.

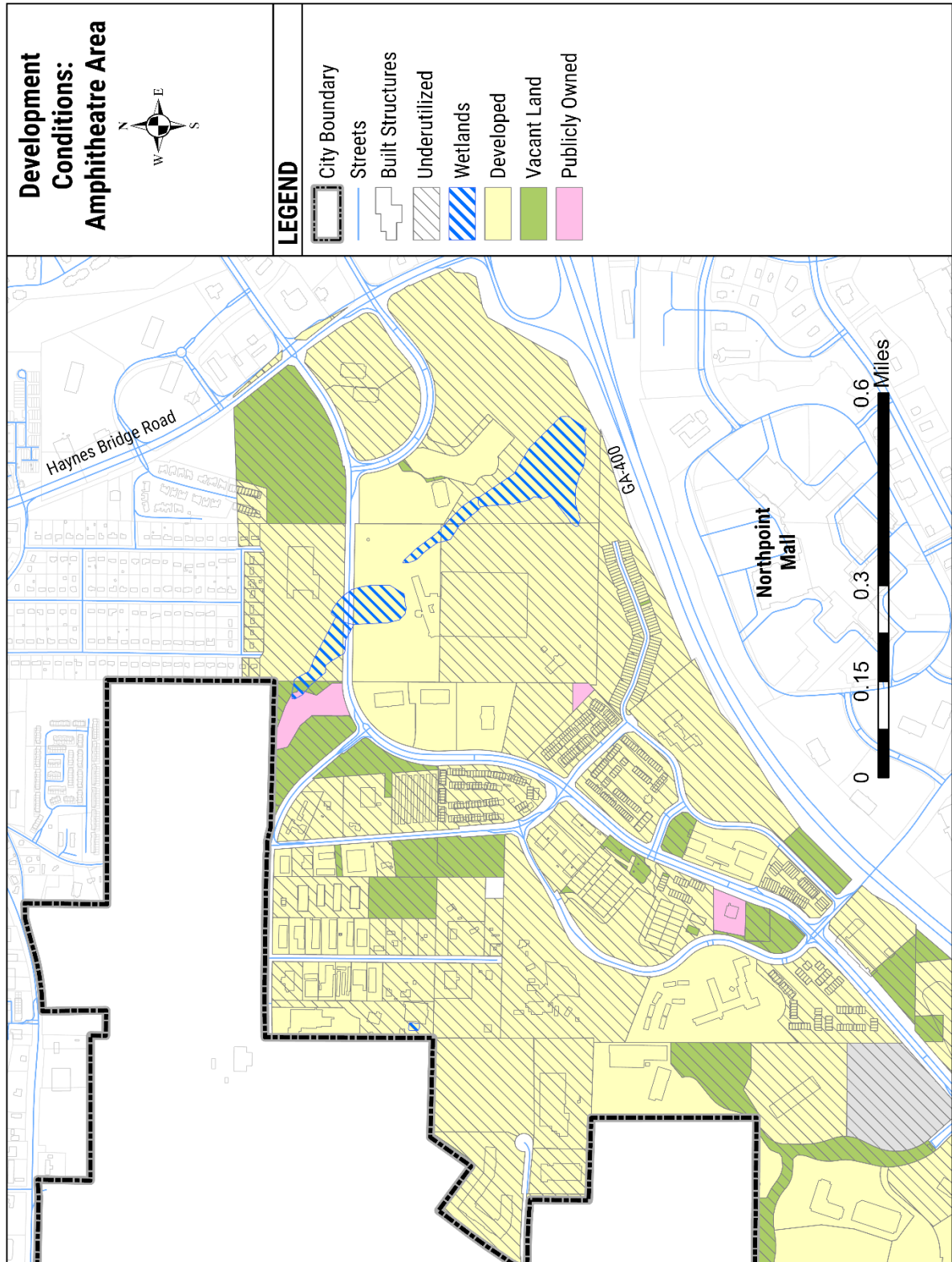
Short-Term Strategies

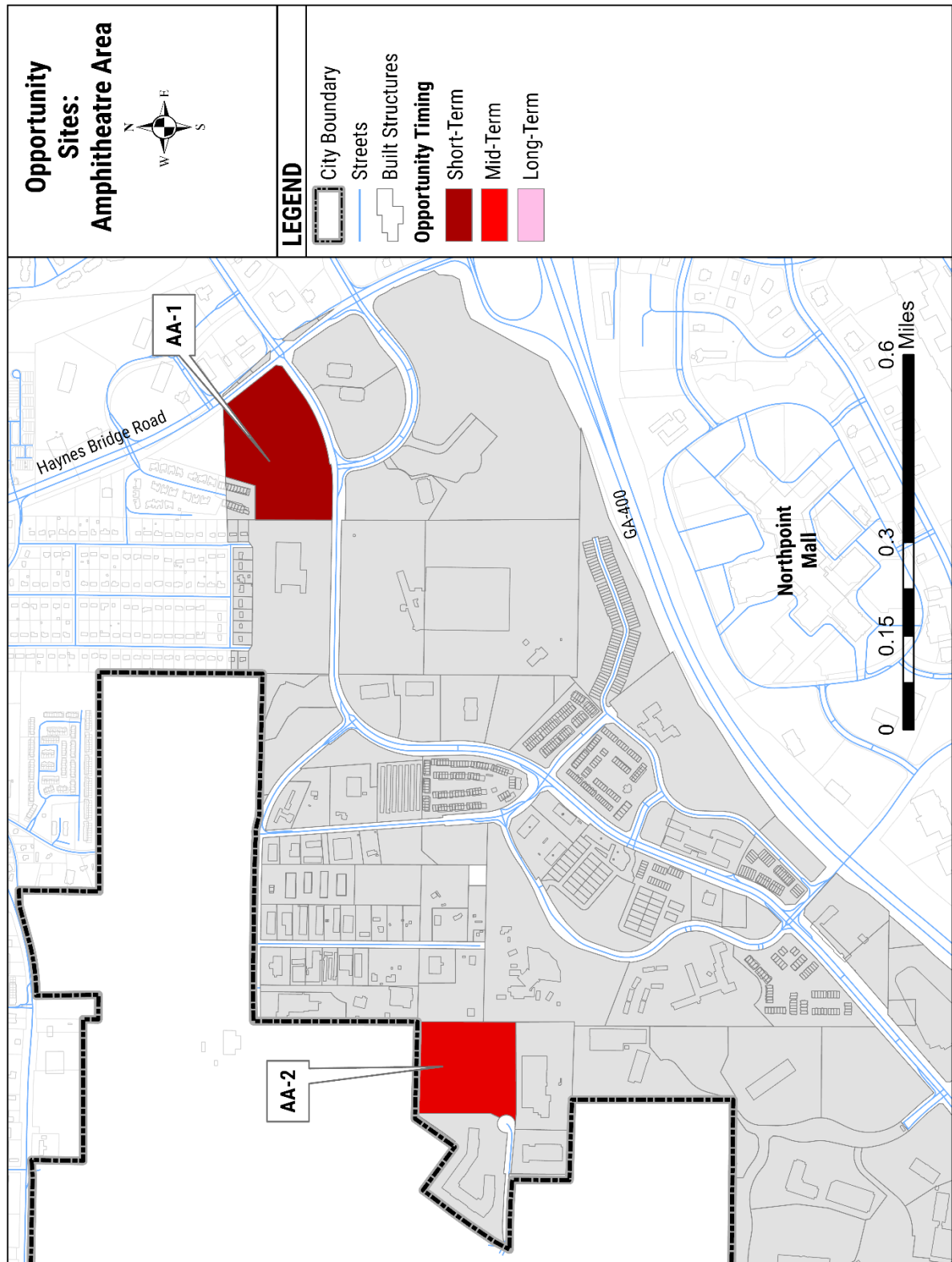
- ORN-1, Infill Development: A roughly 25 acre vacant parcel without improvements is located near the intersection of Morrison Parkway and Haynes Bridge Road. The site is absent of physical development limitations (wetlands, steep-gradients) and can be developed to capitalize on the proximity to GA-400.

Mid-Term Strategies

- ORN-2, Infill Development/Structured Parking: This vacant parcel is connected to the Ameris Bank Amphitheater, serving as a major parking lot for the venue. The parcel supports a strong catalytic potential for infill development, expanding on the momentum of small-scale production-based operations. Construction of a structured parking deck can be used to fulfill needed parking requirements for the amphitheater and increase the magnitude of commercial-generating activities. Through these efforts, the site will be better incubated to support strong fiscal benefits.







7. Windward East

Overview

The Windward East activity area borders the City's northern boundary, located directly east of the Windward Parkway and GA-400 intersection. Large-scale suburban office developments are located on either side of Windward Parkway. Many of which are underperforming due to market shifts in workplace preferences and virtual-working models. Virtual-working models have compelled many businesses to sublease unneeded workspaces. That includes Global Payments, which subleased nearly 40% of their office space in 2022. The area's underutilized workspaces translates to fewer weekly in-bound commuters, and therefore, less available spending resources on local services which can impact fiscal budgets overtime.

Vision

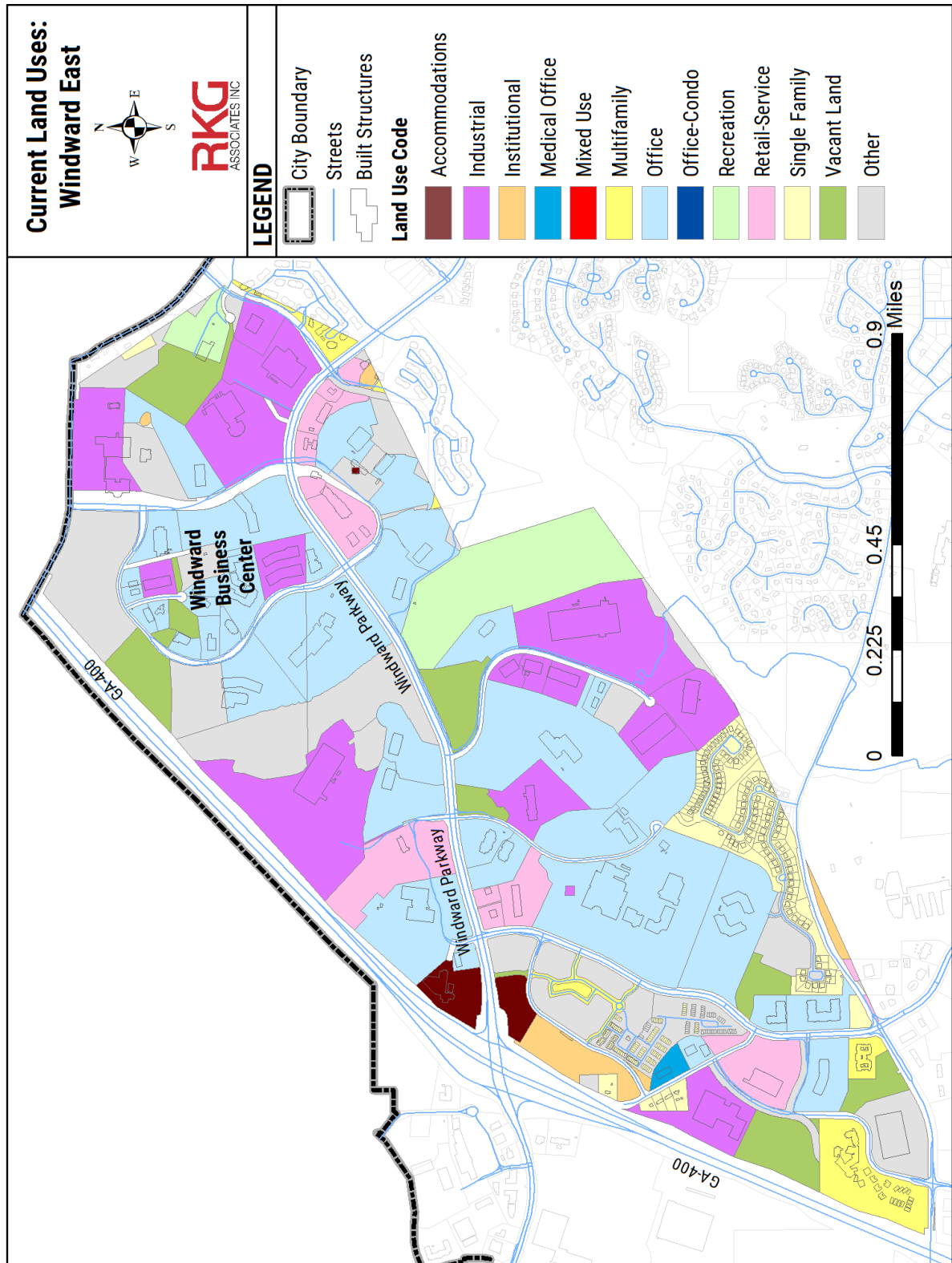
Windward East represents yet another situation where large-scale suburban office developments face pressures to sustain economic activities due to shifting market preferences. Other areas of the region, including Alpharetta, offer competitive workspaces that are driven by prevailing market preferences to locate in areas that provide convenient accessibility to services and amenities. The intended vision of Windward East is to develop in way that match prevailing market preferences, creating a town-center style environment; a diversity of housing-price typologies, concentrations of lifestyle-retail amenities, and infrastructure that supports walkability.

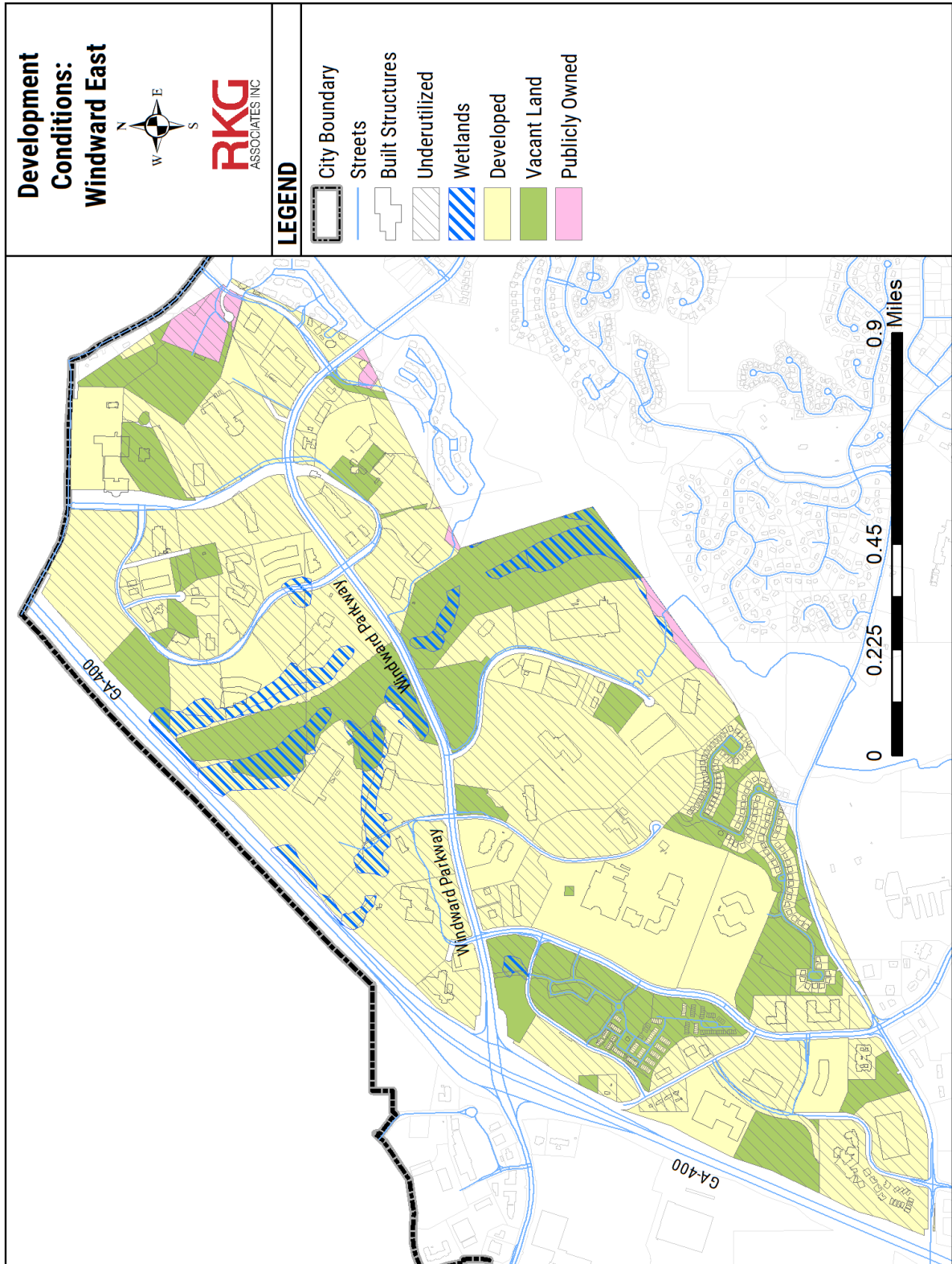
Short-Term Strategies

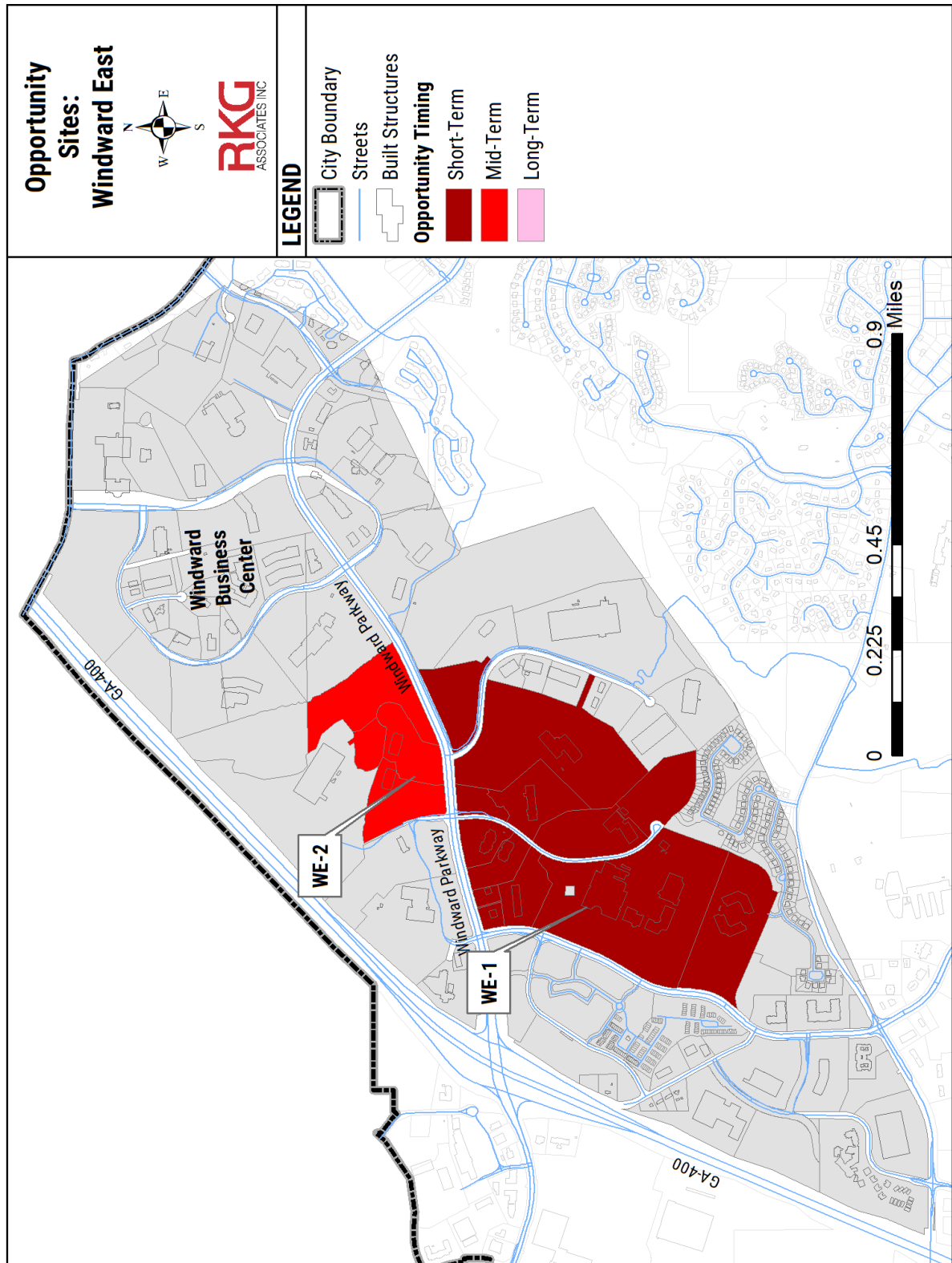
- WE-1, Infill Development w/Structured Parking: Form a public-private partnership with existing property owners to coordinate the development of a town-center style concept. Structured parking on the sites can maintain adequate parking ratios while freeing up land to develop a dense cluster of commercial-generating activities.

Mid-Term Strategies

- WE-2, Infill Development: Develop infill projects on these parcels that expand the town-center style concept on WE-1 to strengthen its marketability.







8. Sanctuary Park Area

Overview

The Sanctuary Park Area activity area extends to the City's border, interwoven with a variety of residential and commercial uses. A highlight of the area is Sanctuary Park, an instrumental business park for attracting companies and recognized for including a state-of-the-art clubhouse with lifestyle amenities. The intent of adding amenities is the same for most office park property owners, to revitalize leasing activities and attract workers back to office spaces. The rise of virtual-working models, however, imposes pressures on property owners as companies are projected to downsize their spaces. Large quantities of Sanctuary Park's office spaces remain vacant. That doesn't even account for the nearly 130,000 SF of office space which tenants are seeking to sublease, reinforcing the reduced spatial needs of businesses as virtual-working models continues to normalize.

Vision

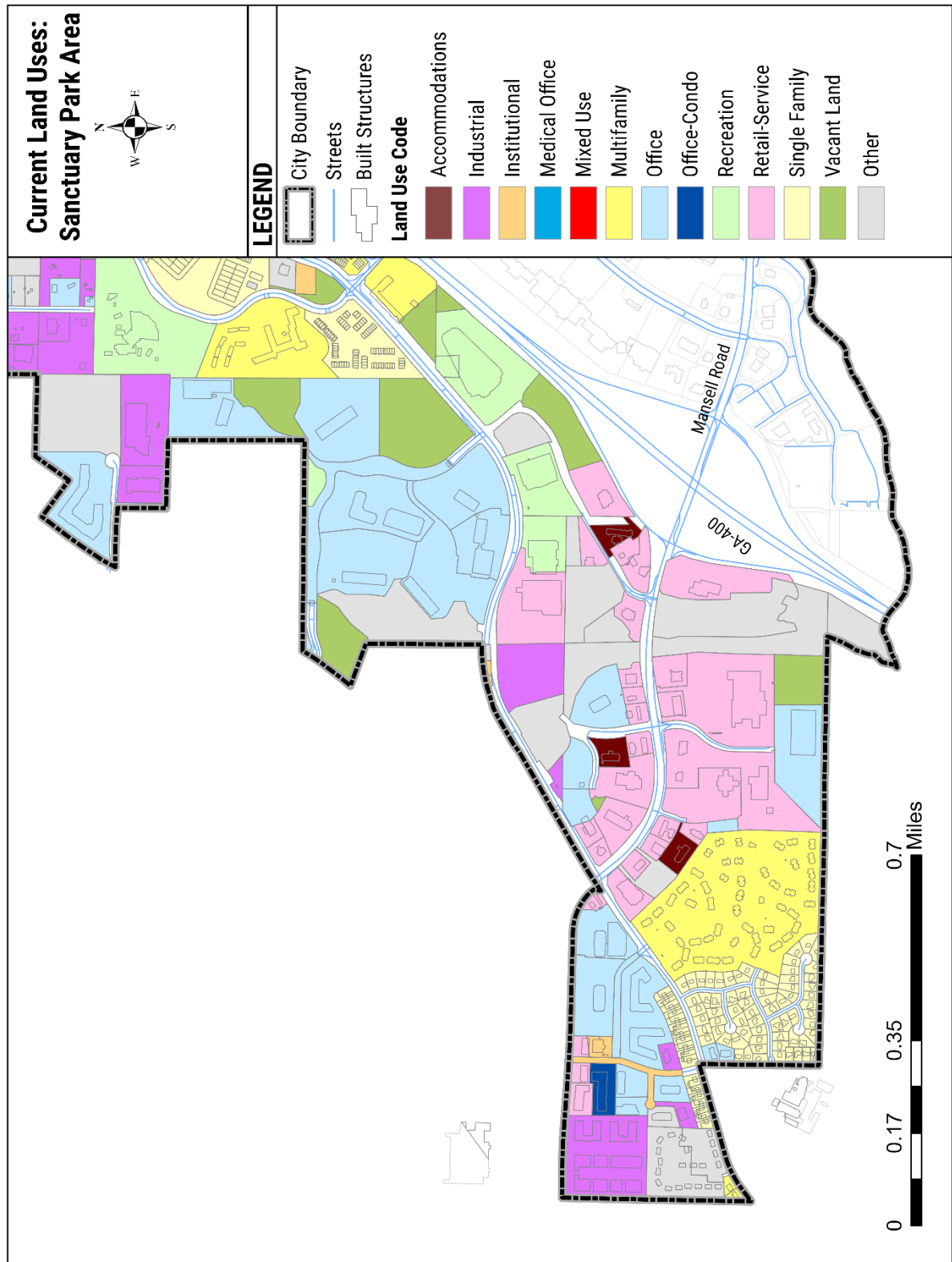
Similar to many activity areas with suburban-scale office developments, the intended vision is to preserve and revitalize underutilized economic activities. While Sanctuary Park's clubhouse addition can be appealing, it isn't likely to be a catalyst for backfilling vacated spaces. As post-pandemic work models become more popular, businesses will continue locating areas that are positioned to attract young professionals; areas that offer connectivity and walkability to services. Investments in work-live-play activity centers with price-diverse rental options can help attract young professionals. RKG Associates recommends that the parcels near Sanctuary Park embrace infill development projects, supporting a critical mass that can help revitalize lost economic activities.

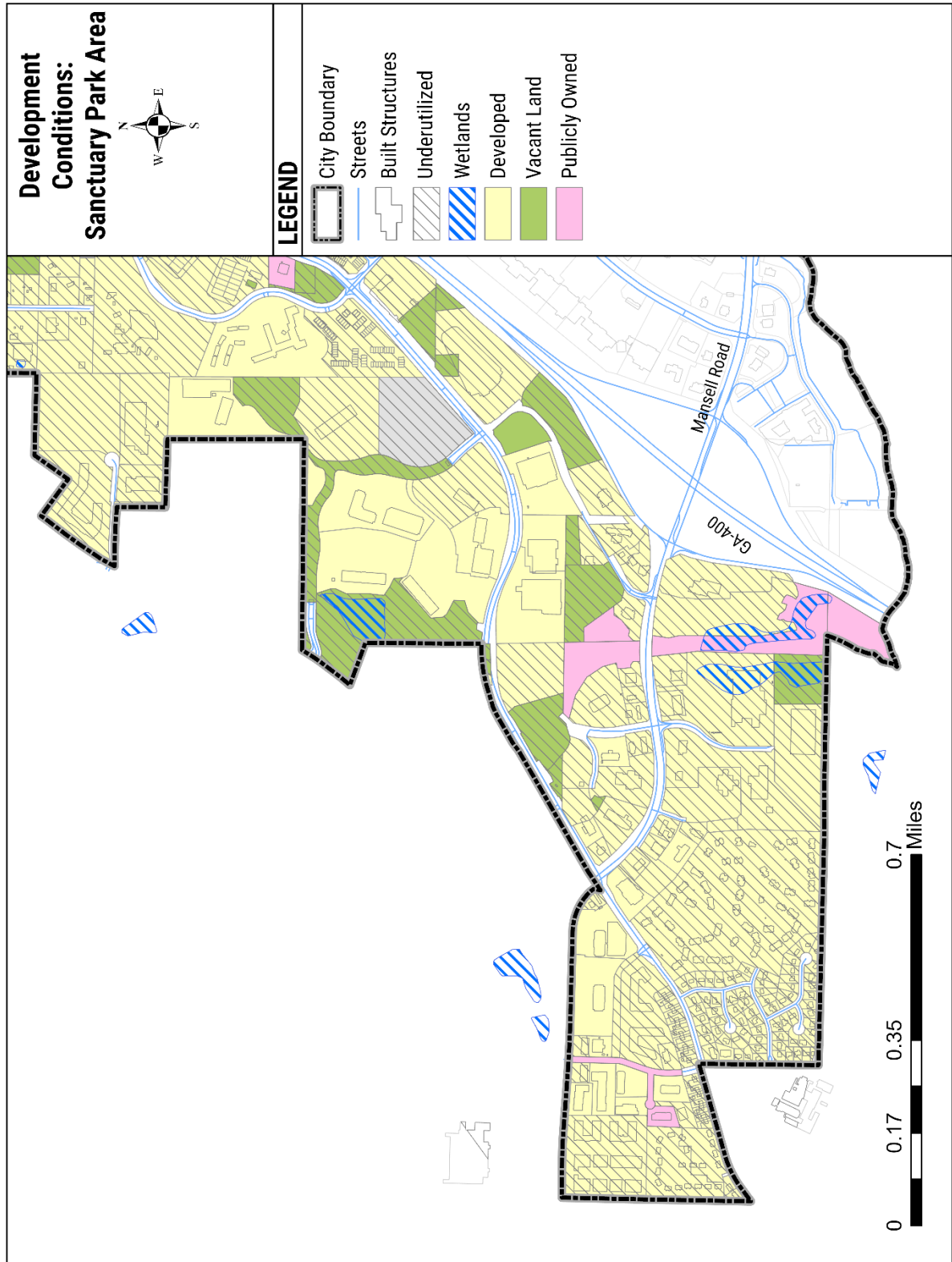
Short-Term Strategies

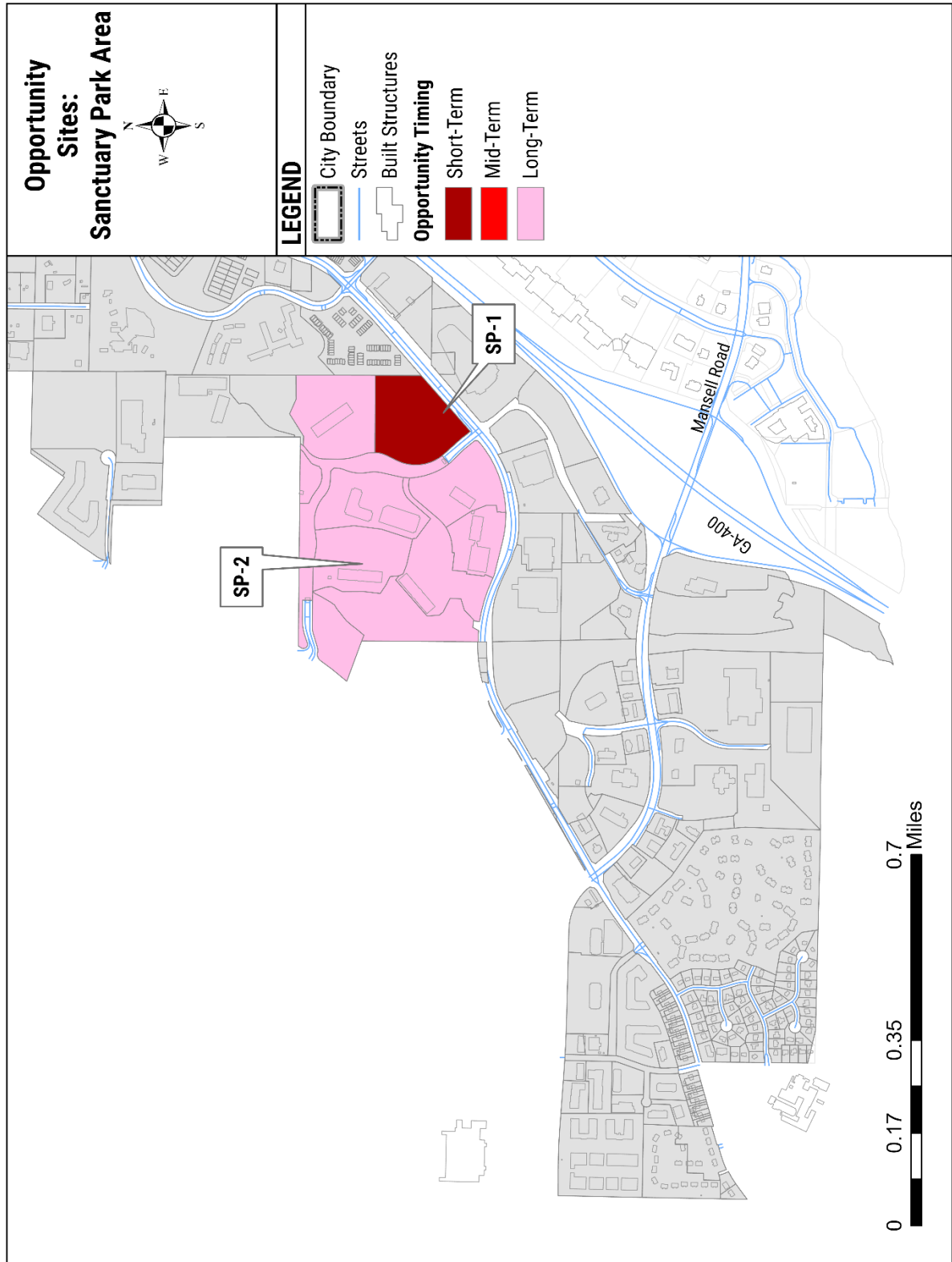
- ORS-1, Infill Development: A 14-acre vacant parcel without improvements is fronting Westside Parkway that is positioned for a catalytic opportunity. The site can be set aside for vertical mixed-use vertical development that accommodates the service and/or housing needs of existing workers within Sanctuary Park.

Long-Term Strategies

- ORS-2, Monitor Performance: Like most suburban-scale office developments, monitoring their performance will be critical to sustain economic activities in the long-term. If vacancies persist and hybrid-working models continue, expanding the town-center style concept to Sanctuary Park can strengthen its long-term market performance.







9. Windward West

Overview

The Windward West activity is west of Windward East and GA-400, hovering the City's northern boundary. The area is primarily suburban-scale retail development suburban-scale office projects. Windward West provides strong access to GA-400, which catalyzed the development of retail projects and is fueling recent investment proposals. Continuum, a City-council approved project, is expected to bring in substantial additional office space integrated with moderate levels of housing units. The project challenges the City's struggling office market performance, proposing to develop roughly 1.0 million square feet of office space.

Vision

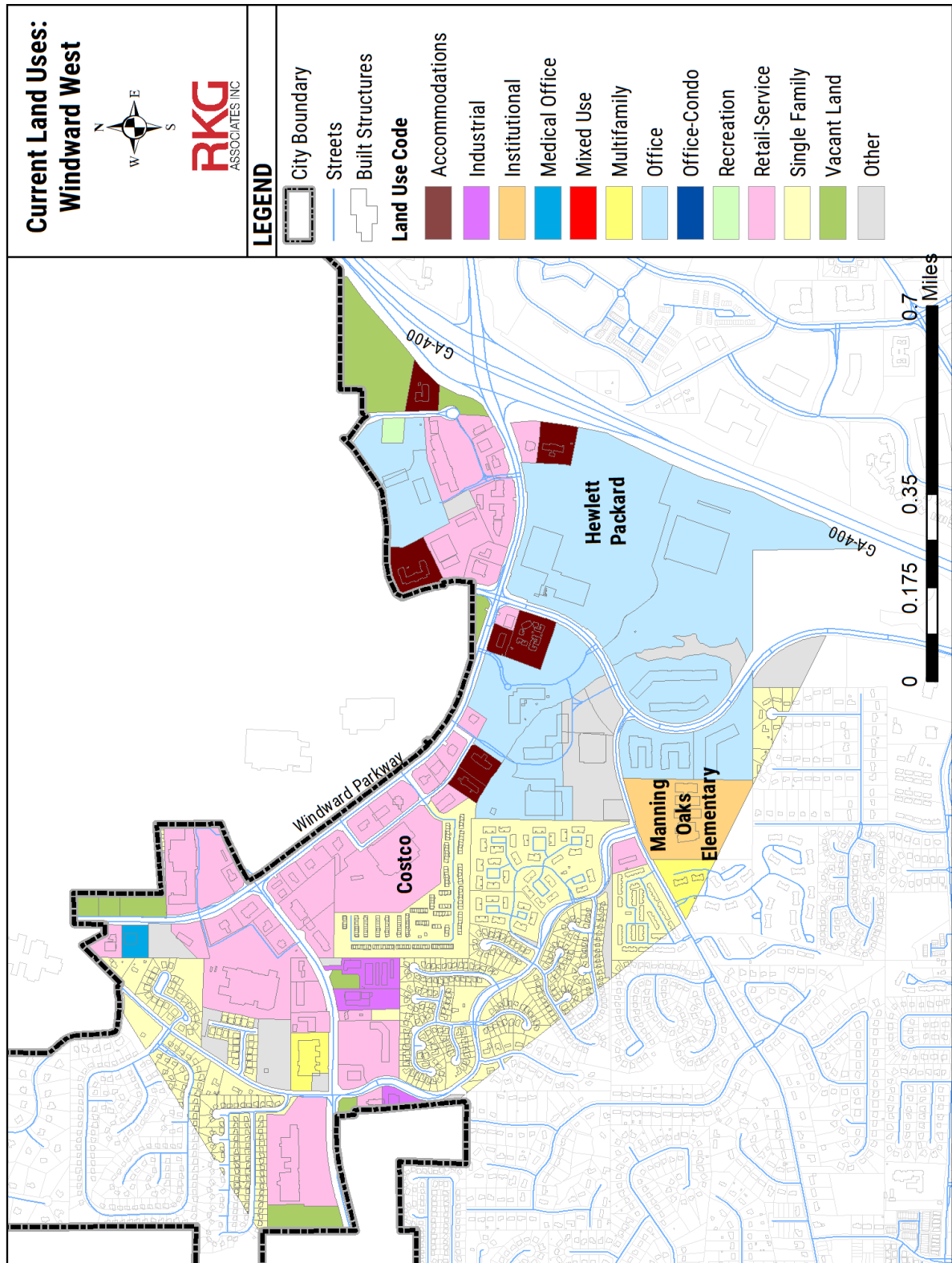
While the development phases of Continuum unfold, monitoring the project's office performance will be critical as market indicators suggest leasing spaces could be challenging. Despite this possibility, Continuum expands the town-center style concept in the City while bearing some resemblance to projects like City Center and Avalon. This concept has proven to be successful in Alpharetta, enhancing the City's efforts to attract business investment. As investments in Continuum take shape, opportunities exist for infill development and redevelopment projects that can strengthen the area's overall market performance.

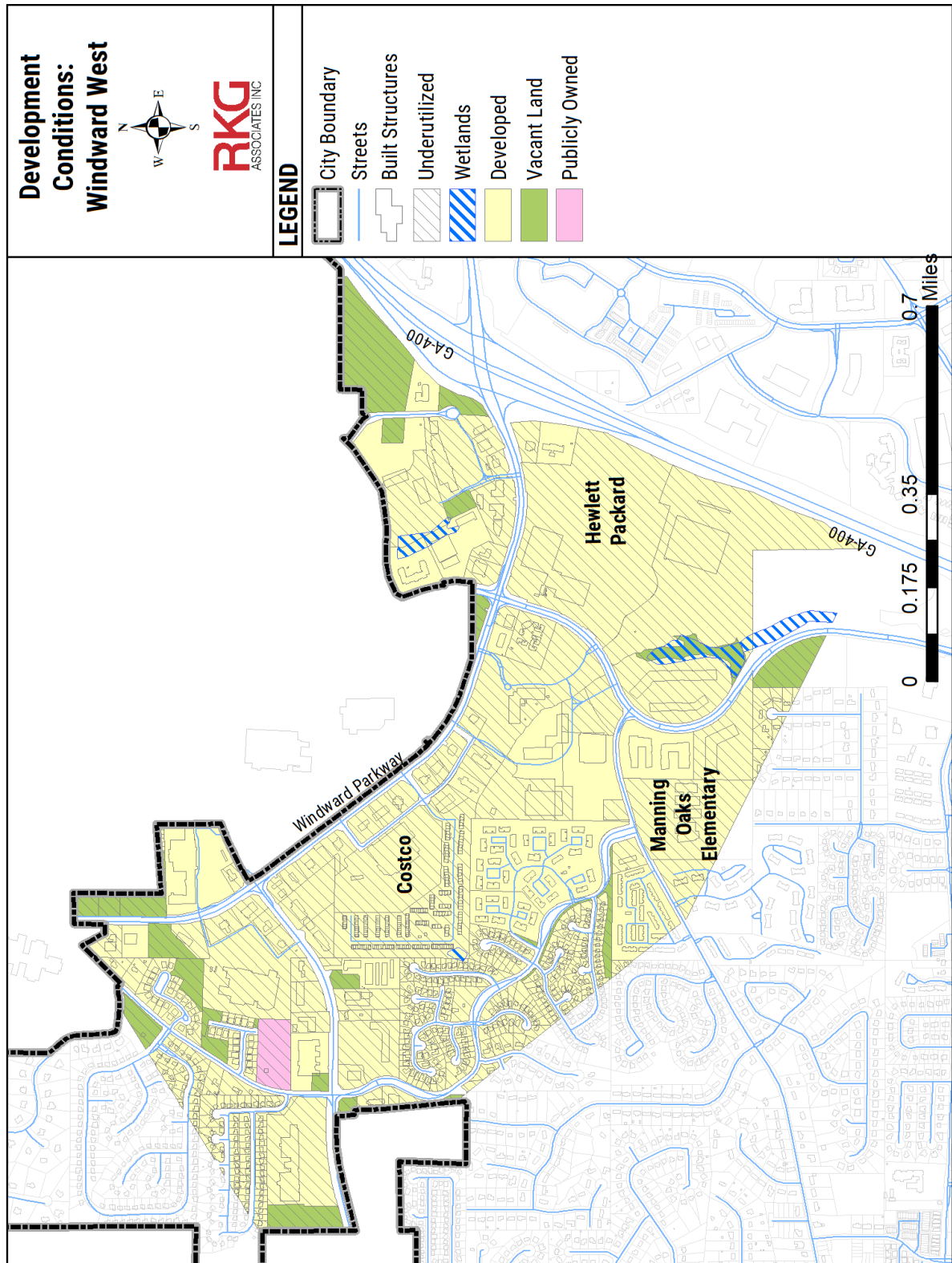
Short-Term Strategies

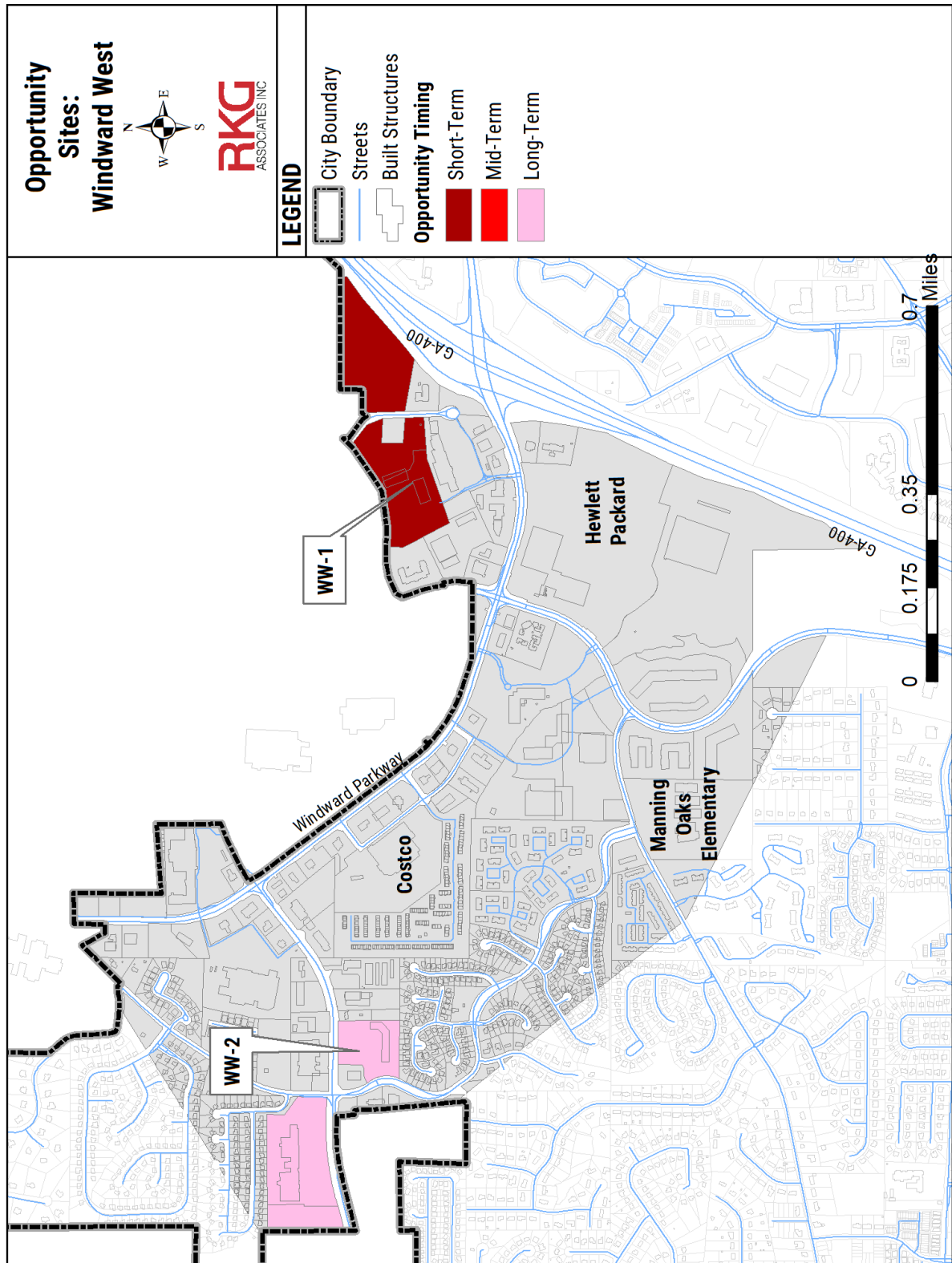
- WW-1, Infill Development w/Structured Parking: The access to GA-400 provides a catalytic opportunity for infill development. A public-private partnership with the owners in Deerfield Point can enhance cost efficiencies for the development of a town-center style concept. Structured parking can free up land to support greater densities of new commercial activities. This can help reverse declining economic activities at Deerfield Point, which report very high vacancies.

Long-Term Strategies

- WW-2, Redevelopment: Monitor the performance of these retail neighborhood centers, both of which report high vacancies. If the rates of performance continue to decline, consider redevelopment opportunities to include vertical mixed-use development; ground floor retail with rental housing units on upper floors.







6 IMPLEMENTATION STRATEGY

A. INTRODUCTION

This chapter discusses economic development strategies for the City of Alpharetta to adopt as recommended by RKG Associates and the Advisory Group. These strategies were crafted on account of feedback from local and regional implementation partners, empirical research, and input from the City of Alpharetta elected officials and staff. The initial section of this chapter details the defined principles and goals identified by the Advisory Group and City of Alpharetta. The next sections detail discrete recommendations and implementation steps to assist the City in pursuing their economic development goals.

B. STRUCTURE OF THE PLAN

The implementation strategy is organized into six general topic areas: [1] Business Retention and Expansion; [2] Business Recruitment; [3] Existing Asset Development; [4] Toolbox Development; [5] Outreach, Communication, and Marketing; and [6] Organization and Coordination. These topic areas reflect the basic tenets of effective business retention, expansion, and recruitment activities.

The success of each topic area depends on the effectiveness of all other topic areas. For example, the City's business retention and expansion strategies will depend on committing to a comprehensive and proactive marketing, outreach, and communication strategy with existing businesses within Alpharetta. Without consistent communication, the City will be limited in its effectiveness when trying to engage individual businesses regarding growth needs and challenges.



C. PROPOSED ECONOMIC DEVELOPMENT GOALS

The assembled Advisory Group (listed in the introduction section) represents the various public and private perspectives that influence—and are influenced by—the City's economic development efforts. This Advisory Group provided guidance and feedback throughout the development of this plan. As part of that effort, a comprehensive outreach strategy was held to identify, refine, and prioritize the City's economic development goals that were initiated through

previous efforts. These goals were presented and reviewed with the Advisory Group, who provided feedback on refining and prioritizing these goals. The following list represents the culmination of this input and selection process and is presented in order of the Advisory Group's recommended priority.

- **Expand the City's business retention efforts to reach all existing businesses.** Alpharetta is equipped with several assets that have attracted businesses. Workplace preferences are in constant flux, however, and the key assets that fueled Alpharetta's prior success—including the City's office park inventory and price-competitive homeownership opportunities—increasingly become less desired and/or scarcer. While this document provides recommendations on how to strengthen the City's position to continue to attract new businesses, working to retain and grow existing businesses should become a priority in Alpharetta. The City should increase their coordination and cooperation efforts with all businesses within the City, understanding their unique challenges and opportunities; and in response, address their needs to sustain and expand their operations. Such business retention efforts can be instrumental for enhancing the City's long term economic sustainability, while unlocking greater sources of job creation and spending capacities.
- **Continue to attract professional and technical services firms to Alpharetta.** Alpharetta has grown into an employment center for professional and technical services firms, rooted in the City's highly educated population, abundant technology infrastructure, and office space inventory. The City's increasing cost-of-living, which restricts housing opportunities for entry-to-mid-level workers, and limited live-play-work activity destinations, which are preferred over office parks, can reduce Alpharetta's recruitment potential. Redesigning areas of the City to align with the workplace preferences in the prevailing knowledge economy can help sustain Alpharetta's recruitment competitiveness. This includes enabling greater levels of investments into live-work-play activity centers, equipped with price-competitive rental housing opportunities and efficient public transportation options.
- **Expand the City's entrepreneurial ecosystem through strengthening tech-based efforts and expanding initiatives that target other sectors.** City-sponsored entrepreneurship efforts have primarily focused on supporting the growth of technology-based startups. And to the City's credit, Tech-Alpharetta has proven to be a measurable success producing several technology-based startups and jobs in the greater Alpharetta region. While Tech-Alpharetta's efforts have had a positive impact on job creation, there is room for improving the City's entrepreneurial ecosystem to achieve even greater results. Such improvements include relocating Tech-Alpharetta within a collaborative work-live-play destination to nurture innovation. Additionally, co-locating workforce housing options that are affordable to recent college graduates. Furthermore, pooling sufficient financial resources to fund high-tech machinery and equipment that supports capital-intensive ventures (e.g., robotics, biotechnology, etc.).

The City of Alpharetta also should expand its entrepreneurial ecosystem by offering startup services to other market segments (e.g., retail). This includes technical guidance on the various aspects of starting and managing a business. Consolidating entrepreneurial services in one physical location—technology-based with other market segments—can optimize service delivery and lead to lower costs. Moreover, consolidation can promote innovation, as entrepreneurs can explore how technologies can be applied to various business models.

- **Diversify the City’s employment base beyond existing software companies.** Alpharetta is a major hub for software companies, especially in high demand fields such as FinTech and MedTech. While the software sector has been an integral part of Alpharetta’s economic development efforts, overdependence on any single sector can threaten the City’s economic stability. If investment from software companies were to pull out of Alpharetta, fewer spending resources are available to finance other commercial activities and local services. Alpharetta is vulnerable to losing investment overtime as external factors may influence software companies to relocate elsewhere. Such factors include an increasing demand among software companies to locate near young talent and downsize office spaces due to growing remote working possibilities. All that said, it’s critical for Alpharetta to diversify their employment base beyond software companies to ensure long-term economic sustainability.
- **Create dynamic employment centers through place-based strategies that meet evolving demand from employers and workers.** Avalon represents a fundamental shift in the City’s approach towards how workspaces are designed and modeled. In contrast with the single-use office park, Avalon’s multi-use approach enabled workspaces to be mixed into a vibrant environment of social and lifestyle amenities. A dense cluster of retail and communal spaces that foster socialization and walkability, reflecting urbanesque development patterns, catalyzed the commercial success of Avalon and exerted a major influence on the City’s overall economic development efforts. More place-based investments that reflect the development patterns of Avalon, and even at greater density levels in some cases (e.g., North Point Mall), can be a strong source of business and workforce attraction.
- **Encourage development that complements the scale and character of surrounding neighborhoods.** Retaining community character is a policy priority for the City of Alpharetta. However, given the rising market demand for vibrant, walkable destinations, investing in additional work-live-play activity centers should be considered to accommodate shifts in demand. This will involve redesigning areas of the City that can support higher levels of developmental densities, buffered away from non-compatible land uses and spatial patterns (e.g., single-family subdivisions).
- **Enhance the City’s housing supply to attract workers and businesses.** The connection between housing and pursuing sustainable economic development outcomes cannot be

overstated. Workforce housing options are critical for attracting service-based workers, boosting the supply of labor for local restaurants and retailers. Additionally, workforce housing options have become increasingly important to attract entry-to-mid-level professionals, boosting the supply of labor for professional services firms and software companies.

- **Maximize the potential of the City's expanding green infrastructure.** Green infrastructure in Alpharetta has several various economic and community benefits. The City's network of parks and trailways has enhanced the City's aesthetic appeal, facilitated social opportunities, and promoted recreational activities. Once complete, the Alpha Loop will be an active mobility path, offering walking and biking opportunities to travel between major activity centers. To improve the economic potential of the Alpha Loop, the City should consider adding intermediate commercial amenities (e.g., bike-up microbreweries) between the major activity centers.
- **Strengthen relationships between businesses and training providers to reach residents, existing businesses, and prospective businesses.** Equipping workers with in-demand market skills is critical to sustain local businesses' operations. This is particularly important for software companies as technological advancements continue to shape what skills employers require. While workforce training programs are offered at local educational institutions, such as Gwinnett Tech, their curriculums may not be up to date to address evolving workforce demands. All that said, facilitating consistent coordination between local workforce training programs and businesses can be effective in ensuring businesses' needs are met.

D. BUILDING FOR SUCCESS

Through existing economic development staff members, the City of Alpharetta has made proactive efforts to improve the City's competitive position. This plan is not designed to supplant those efforts but rather build upon them to enhance the efficiency and effectiveness of economic development investments.

- **Be flexible when implementing.** The recommended strategies detailed in this report are guidelines and not prescriptive edicts. They are considered effective practices that have been executed in other municipalities but are transcribed to reflect the ideals and vision of the Advisory Group and address challenges unique to Alpharetta. Given the long-term timeframe of several of the recommendations, strategies will likely need to be readjusted overtime to meet the City's economic development objectives.
- **Embrace change to support growth.** Development typologies and patterns that paved the way for Alpharetta's past economic development success may not align with shifting market realities. Investments in workforce housing opportunities and additional live-work-play activity centers can help Alpharetta adapt to shifting realities and ensure long-

term economic sustainability. Misleading narratives that these types of investments can generate negative consequences (e.g., reduced property values) can derail necessary investments to strengthen the City's competitive position and deter the City's economic growth potential.

- **Community data is the best data.** Identifying the key challenges and opportunities facing businesses today will involve consistent communication with them. Their responses provide the City with the most relevant information to craft applicable strategies and policies that facilitate business retention and expansion efforts.

E. IMPLEMENTATION FRAMEWORK

The economic development implementation strategy is based on maximizing the potential of the City's primary economic activity centers while avoiding adverse impact on the larger residential communities. To this point, implementation of the action items detailed later in this chapter should be done within context of this implementation framework.

Connectivity

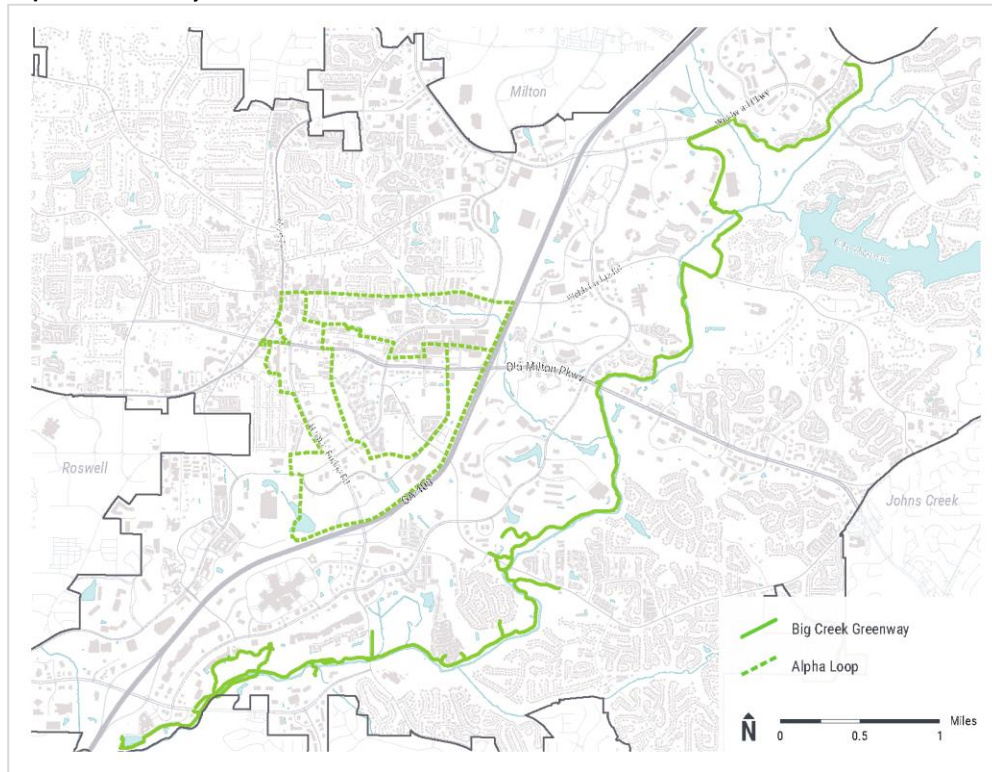
The City has invested in local green infrastructure to enhance physical connections between key economic activity centers, including the Alpha Loop and Big Creek Greenway (Map 6-1). Both trailways offer non-motorized connections (e.g., biking, walking etc.), expanding the City's multimodal transportation network beyond traditional motorized uses. Utilizing these assets as a starting point acknowledges the importance of multimodal connectivity between housing, amenities, and employment centers for attracting the current—and emerging—generations of workers. While Big Creek Greenway is completed, extensions to the Alpha Loop are still underway.

Activity Centers

The final and complete construction of the Alpha Loop will improve accessibility to various economic activity centers (Map 6-2). Through the years, each economic activity center has developed a unique character based on various factors—motorized traffic patterns, land uses, and density levels:

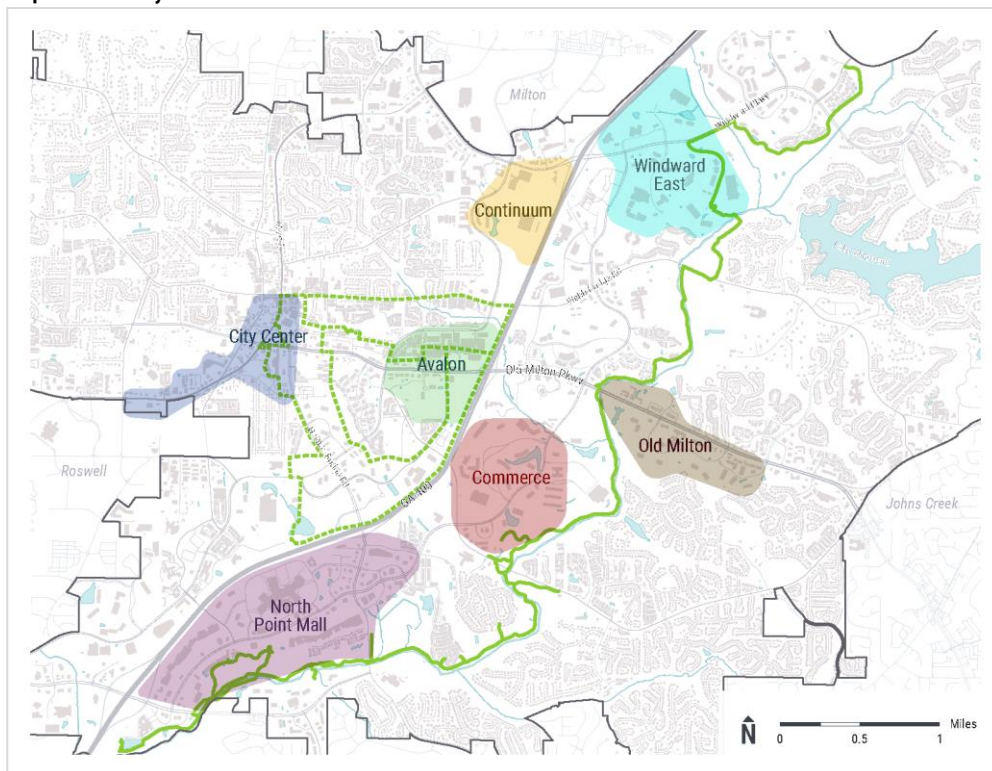
- **North Point Mall.** Regional shopping center that benefits from access to GA-400.
- **Commerce.** Suburban employment center that accompanied corporate operations
- **Old Milton.** Auto-centric retail development that benefits from access to Old Milton Parkway.
- **Windward East.** Suburban employment center that accompanied corporate operations.
- **Continuum.** Suburban employment center that accompanied corporate operations.
- **Avalon.** Vibrant mixed-use activity center that has attracted office tenants.
- **City Center.** Vibrant mixed-use activity center that serves as City's communal hub.

Map 6-1 - Connectivity



Source: City of Alpharetta, RKG Associates Inc., 2022

Map 6-2 - Activity Centers

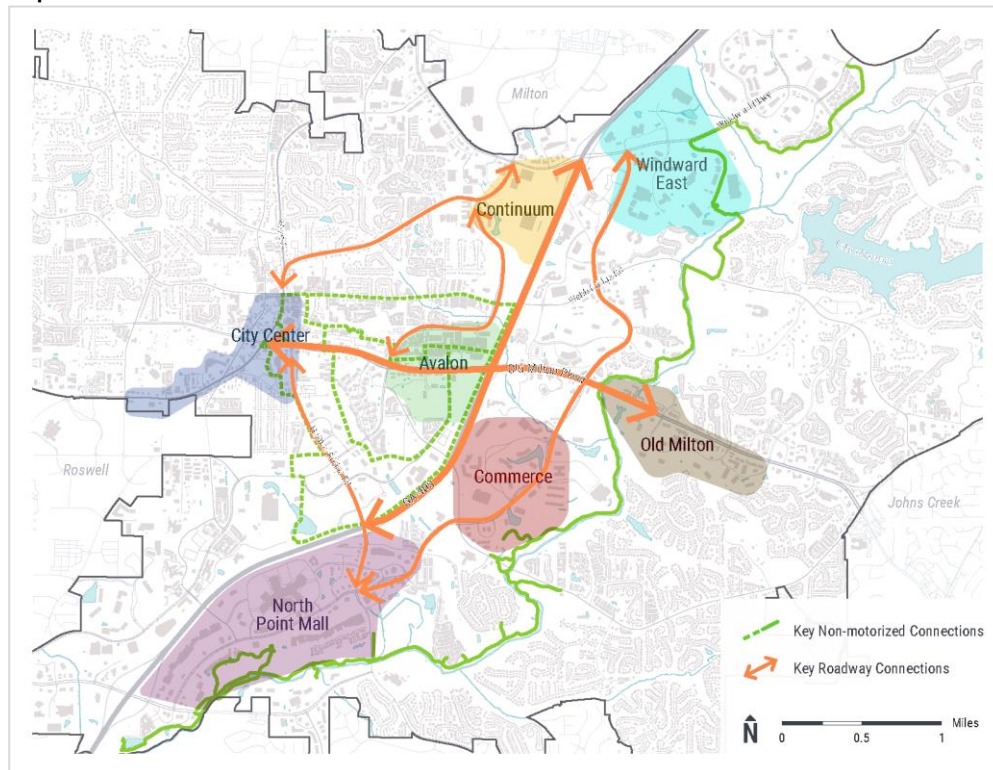


Source: City of Alpharetta, RKG Associates Inc., 2022

Road Network

While the addition of non-motorized connections being integrate with the City's key roadways connections is important for future sustainability, focusing investment intensity in areas with the greatest transportation connectivity and access will help prioritize investment strategies and potential development levels. Using the City's main transportation assets (e.g., GA-400, Old Milton Parkway and Windward Parkway) to better define development/growth areas is paramount for this framework (Map 6-3). For instance, the planned confluence of Big Creek Greenway, the Alpha Loop, and GA-400 at North Point Mall indicates this area is better equipped for higher development typologies and intensity levels.

Map 6-3 – Road Network

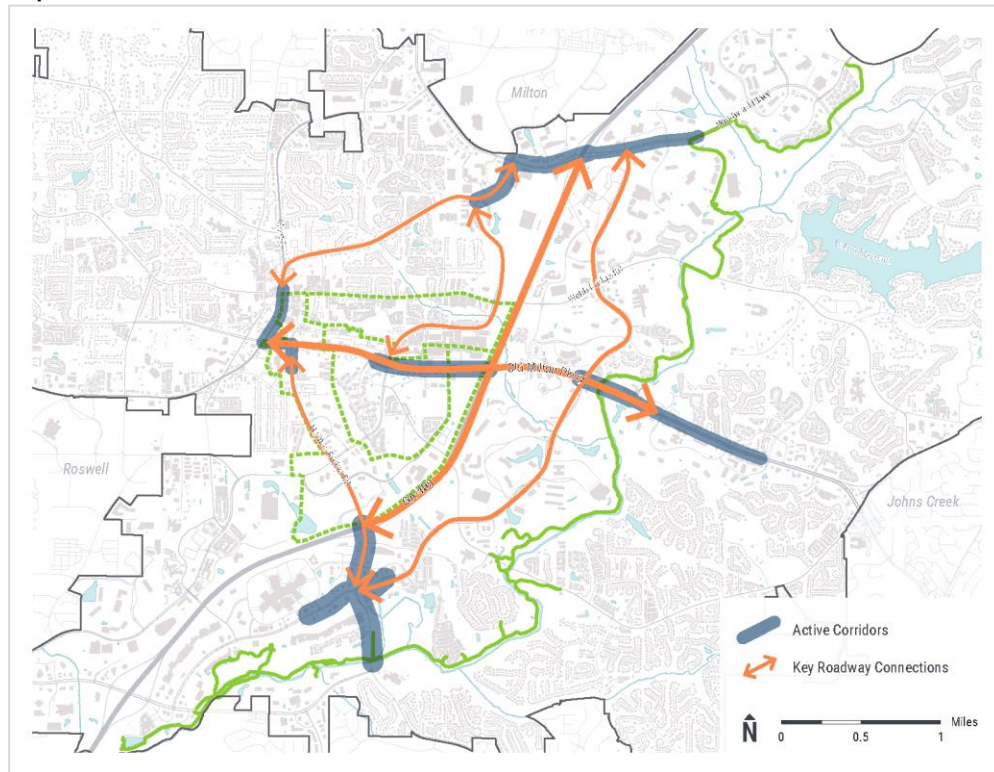


Source: City of Alpharetta, RKG Associates Inc., 2022

Corridors and Activity Centers

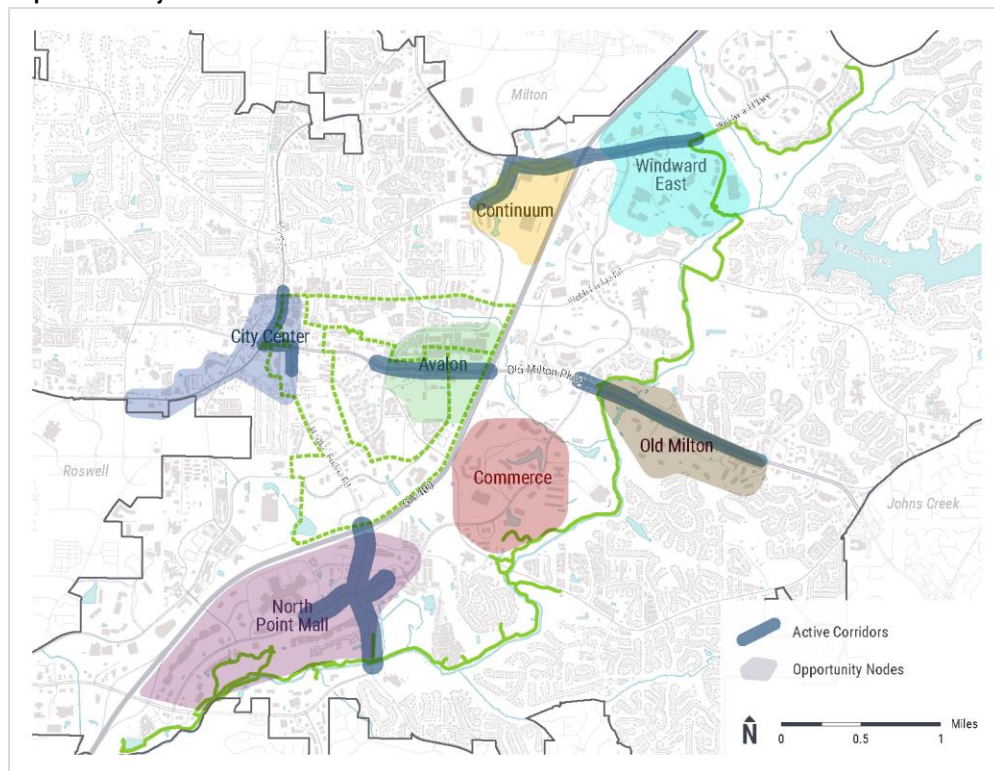
Accessibility improvements and expansions to the City's multimodal transportation network can help generate several long-term economic development benefits to each area. This includes creating new sources of consumer demand for retailers, facilitating business and workforce recruitment investments, and creating seamless connections with existing active corridors (Map 6-4, Map 6-5).

Map 6-4 – Active Corridors



Source: City of Alpharetta, RKG Associates Inc., 2022

Map 6-5 – Activity Center Corridor Nodes



Source: City of Alpharetta, RKG Associates Inc., 2022

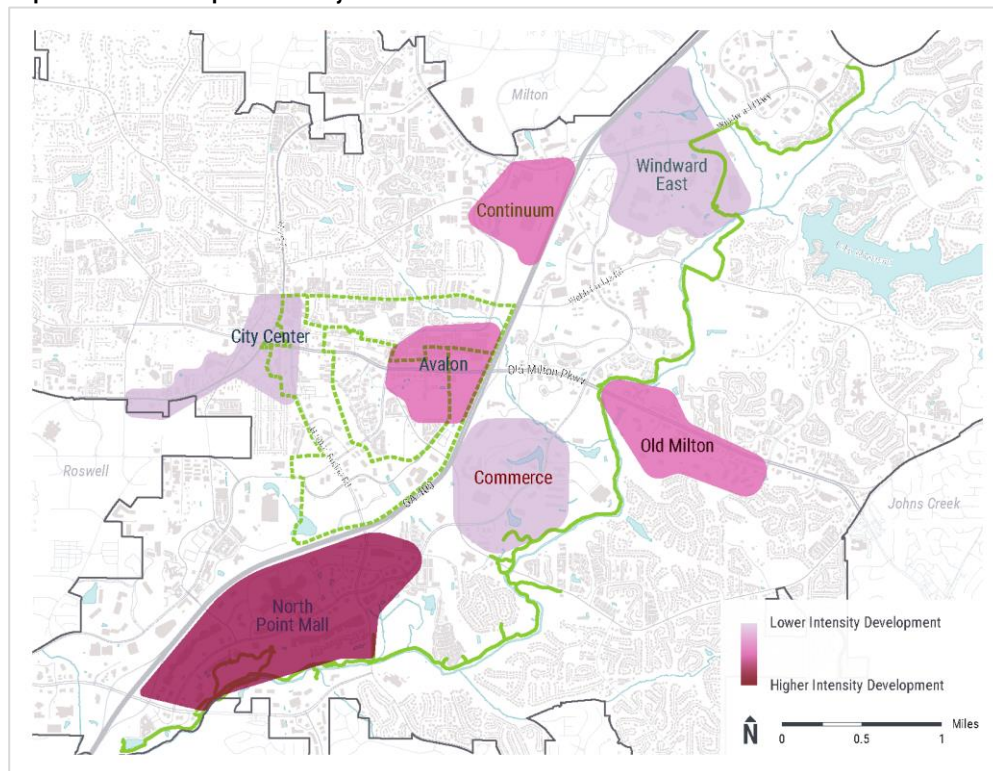
New sources of consumer demand for retailers can be developed through increased consumer traffic from walkers and bikers. For instance, while Old Milton largely relies on consumers via motorized, its intersection with the Big Creek Greenway allows walkers and bikers to access shops and restaurants more easily. This expanded accessibility for consumers can help support declining retail centers, such as the North Point Mall.

In today's knowledge economy, young professionals prioritize a multimodal transportation network, especially integrated with active mobility options. Attracting young professionals is a critical factor for attracting business investment, as businesses increasingly prioritize locating their operations near young talent. Such efforts are critical for revitalizing suburban office parks that are vulnerable to further decline (e.g., Commerce).

Nodal Development Intensity

While expansions to the City's multimodal transportation network can help with revitalization efforts in economic activity areas, enhancing land-use efficiencies and/or increasing developmental density levels should also be considered. RKG and the Advisory Group discussed how the current economic, market, transportation, and amenity climate in the City influences how the various nodes should be viewed for future infill and redevelopment efforts. Map 6-6 illustrates proposed density levels for each of the existing economic activity centers.

Map 6-6 – Nodal Development Intensity



Source: City of Alpharetta, RKG Associates Inc., 2022

North Point Mall represents the highest proposed developmental density levels whereas Commerce, Windward East, and City Center represents the lowest proposed developmental density levels. RKG Associates envisions North Point Mall transforming into a Central Business District (CBD) environment, equipped with the highest concentration of housing units, office uses, and retail spaces. The North Point Mall is a strategic location for this transformation, tucked away from incompatible land uses (e.g., single-family subdivisions) and situated at the City's gateway. RKG Associates envisions Commerce and Windward East be redeveloped to reflect similar developmental densities to City Center. Co-locating services and amenities through infill development projects can be used to sustain existing office spaces and revitalize unoccupied office spaces.

F. PRIORITY ACTIONS

The Implementation Matrix presented later in this chapter provides an easy-to-follow guide of the economic development recommendations for the City of Alpharetta. The recommendations are organized into the six general topic areas identified earlier in this chapter. The specific recommendations in this strategy were shaped through combining the vision of the Advisory Group, input from community stakeholders, business leaders, and elected officials, current and projected market conditions, and current/projected market opportunities.

The following action items are "priorities" for the Advisory Group in context of the City's short-term implementation of an economic development business plan. They are considered critical, and in some cases catalytic, in their importance to reach the stated goals. The narrative provides context for these recommendations to help frame Alpharetta's efforts in a manner that will maximize the effectiveness of City resources in expanding economic sustainability, support new and existing businesses, expand the diversity of local housing choices, and attract further investment to Alpharetta. While the other actions identified and detailed in the Implementation Matrix are necessary to meet the defined economic development goals, their implementation is more supportive and ancillary to these efforts.

1. Business Retention and Expansion

Continue to develop a comprehensive list of all businesses within the City. Over the previous few years, the City of Alpharetta has undertaken proactive efforts to inventory businesses within its municipal boundaries. Compiling a list of businesses through the availability of licensing data is efficient and effective. In an effort to ensure a comprehensive list of businesses, the City of Alpharetta can request local organizations to share their databases on existing City-based businesses. Organizations may include Tech Alpharetta, Alpharetta Business Association, and the Alpharetta Chamber of Commerce. A comprehensive list is essential for executing outreach and communication efforts to businesses in Alpharetta, such as implementing business surveys and scheduling 1-on-1 meetings.

Implement an annual business survey to identify emerging trends/needs. An annual business survey can be an effective approach towards engaging with local businesses to understand and respond to prevailing market conditions and trends, shifting regulations, workforce needs, and physical workspace requirements. Survey responses can facilitate the creation of programs and policies that address common challenges and needs among businesses. And be used to identify specific businesses vulnerable to downsizing or closing, catalyzing the City to prioritize in-person visits to those specific businesses. Assessing the results of the survey will be critical to evaluate shifting market conditions.

Proactively outreach to existing businesses through 1-on-1 meetings. A major component of business retention and expansion is working to enhance the performance of underrepresented businesses. This includes small businesses with limited capital resources and time availability. Most businesses the City of Alpharetta has recently connected with are large-scale operations (e.g., Microsoft, ADP). Large-scale operations can provide substantive insights on industry-specific market trends. However, the City must meet and engage with all businesses throughout its municipal boundaries not only to ensure their needs are met, but to update them on available economic development programs, opportunities, and incentives.

Per the existing economic development website, it seems that businesses are responsible for coordinating a discussion with staff members. It is recommended that the City reaches out to businesses to coordinate a discussion, and not the other way around. This approach can be more effective to nurture trust and transparency between the City of Alpharetta and the local business community.

Given the substantial number of businesses in Alpharetta, in-person visits will require considerable effort and time. Existing staff levels within the economic development department can limit the pace of engagement with local businesses. That said, hiring additional staff and/or reorganizing existing staff under economic development while cooperating with local implementation partners to engage with local businesses should be a priority. An efficient and effective approach is for the City to utilize a Customer Relationship Management (CRM) tool to track engagement efforts with local businesses.

Create additional industry roundtables to meet quarterly on market/economic issues. Industry roundtables gather professionals from a particular industry on a quarterly basis. Roundtables are an effective platform for communicating business-related challenges and opportunities in Alpharetta. The City's participation at meetings is critical, drawing insights that can be used to develop programs and policies for sustaining and growing a particular industry. While all industries are encouraged to form roundtables, RKG recommends the following industries be prioritized for forming roundtables:

- **Retailers**
- **Small Businesses**
- **Professional Services**

- **Real Estate/Commercial Property Owners**
- **Healthcare**
- **Minority-owned businesses**

Roundtables are integral for facilitating the creation of programs and policies that focus on workforce development, entrepreneurship, and asset development. This is particularly beneficial for market segments historically underrepresented in economic development discussions (e.g., small businesses, minority-owned businesses).

Actively engage Alpharetta's home-based businesses. As a means of adapting to the 'new normal' following the COVID-19 pandemic, many entrepreneurs are expected to turn to home-based businesses. As home-based businesses undergo potential expansions, the City of Alpharetta must consider similar action items recommended for other market segments. Key actions items can include the creation of business surveys and Advisory Groups targeted towards home-based businesses.

Expand existing business networking series to connect more local businesses. Networking opportunities can enable local businesses to develop professional connections, recruit workers, and identify market shifts. Such opportunities can be engineered through interactive events and seminars, especially in casual stress-free environments. These events are different than traditional social and happy-hour type gatherings. Typically, these events bring in outside experts or keynote speakers, engaging the business community to provide emerging market information or provide insights into existing challenges identified in the business survey/business outreach initiatives. The City of Alpharetta can partner with local and regional organizations (e.g., chambers of commerce, the convention and visitor's bureau...) to develop specific subject matter events, applied to various market segments--small/entrepreneurial businesses, women-owned and minority-owned businesses, and young professional/entrepreneur group events. Implementation partners that may be interested in cooperating events for various market segments include:

- **Small/Entrepreneurial Businesses:** SBDC, U.S. Small Business Administration
- **Women-Owned or Minority-Owned:** Women Influencing Business at Greater North Fulton Chamber, Women's Economic Development Agency (WEDA), Georgia Minority Supplier Development Council (GMSDC), Multicultural Business Division (MBD) at University of Georgia SBDC Center
- **Young Professional/Entrepreneurs:** Tech Alpharetta, Georgia State University

Create an annual lecture on available local, county, state, and federal assistance programs. Several local, regional, and federal programs are available to help existing businesses sustain and expand their businesses. Many of these programs spearheaded by government entities beyond the local level are actively engaged in economic development, managing larger budgets and can

offer substantial incentive programs. Local businesses should be aware of these programs, and the City should hold an annual lecture to make them aware of existing offerings at each level of government. Consequently, providing them with critical information that can increase their chances of retaining or expanding their operations.

2. Business Recruitment and Attraction

Become more proactive with partners in business recruitment. Statewide, regional, and local economic development organizations actively engage in larger-scale business recruitment, including the Georgia Department of Economic Development, Metro Atlanta Chamber, Georgia Power, and Fulton County. RKG Associates recommends the City continue to coordinate with these organizations on potential business recruitment opportunities and how Alpharetta can enhance their competitiveness to capture investment activities.

- **Engage industry roundtables to generate potential recruitment leads:** Participation in industry roundtables (discussed in *Business Recruitment and Expansion*) is valuable for networking with existing businesses that can connect the City to prospective businesses within their vertical or horizontal supply chains.

To illustrate this, consider the City's interest in expanding their life-sciences sector and the challenge of renovating office spaces to lab spaces which requires specialized expertise. Through industry roundtables with commercial property developers/owners, the City can inquire about general contractors that may have previous experience with office-to-lab space conversions. The City can coordinate with general contractors and office property owners to identify renovation opportunities and ultimately, help enhance Alpharetta's prospects for recruiting life sciences firms.

- **Leverage relationships with nearby communities to join market in common target industries:** Competition between nearby communities can reduce Alpharetta's opportunities for attracting business operations. Rather, partnerships between communities can create co-benefits and be a cost-effective mechanism for business recruitment. The North Fulton municipalities worked very well together during the COVID-19 pandemic, engaging collaboratively to identify and address business needs/opportunities. While meetings continue today, Alpharetta should encourage this group to increase its proactive retention and recruitment efforts for shared target industries and objectives. For instance, the GA-400 brand—Technology Corridor—can be used to bridge resources between southern Forsyth County and North Fulton County/Alpharetta for recruiting advanced manufacturing firms.

Expand start-up and entrepreneurial development services open to all businesses. Other than Tech Alpharetta, the City lacks a structured small business development program that helps aspiring entrepreneurs start and grow their businesses across industry segments. A Small Business Development Center (SBDC) exists to serve entrepreneurs throughout Fulton County

but is in Atlanta. Given the lack of program availability, the City of Alpharetta can create a program through a multistakeholder approach with the help of local quasigovernmental agencies, educational institutions, and business leaders.

- **Form strategic partnerships for staffing and technical assistance:** The closest Small Business Development Center (SBDC) operates out of University of Georgia. The SBDC offers entrepreneurial courses on start-up assistance, financing opportunities, digital marketing, and branding. The City of Alpharetta must consider coordinating with SBDC at University of Georgia, in effort to receive an in-house consultant that can help with small business development training and guidance. The City will need to identify a physical location in Alpharetta, for the SBDC consultant and other volunteers (retired mentors) to execute entrepreneurial development services.
- **Develop mentorship program that involves past or current business leaders:** Mentors can help enable aspiring entrepreneurs' business development goals through sharing their experiences and business connections. The City of Alpharetta should consider developing a program that connects local business leaders to entrepreneurs either seeking to start a business or grow their business. Strong consideration should be given to retirees acting as mentors, able to commit more time for mentorship than current professionals.
- **Develop small business revolving loan fund in coordination with financial partners to administer loan funds on behalf of the City:** A major challenge for entrepreneurs is to secure financing for their business operations. In response, the City should activate a small business revolving fund for business planning services and capital needs. Loans can be offered at very low interest rates with government guarantees backed by the City of Alpharetta and if possible, local, and regional stakeholders (e.g., Fulton County). The program would involve partnership with one (or multiple) banks, having these institutions match the City's investment in exchange for managing the origination and administration of the loans.
- **Partner with local firms to offer free/reduced cost business support services:** Early-stage businesses may lack the financial resources to fund specialized professional services. The City of Alpharetta should coordinate with local professional services firms to inquire about offering reduced (or free) rates for local entrepreneurs. This includes legal services, human resources, and accounting services.
- **Centralize Entrepreneurial Activities:** Tech Alpharetta just focuses on technology-based ventures. However, other market sectors are as critical to entrepreneurship (retail/hospitality). A central location for supporting entrepreneurial activities throughout all market sectors, including technology-based ventures, can enhance cost-efficiencies for City-sponsored programs. Moreover, a central location can encourage cross-pollination

between market sectors to facilitate the commercialization of innovative business solutions.

3. Asset Development

Create/update small area plans for the City's primary economic centers. The City of Alpharetta has identified several areas positioned for development and/or redevelopment opportunities. This includes the redevelopment of the North Point Mall, which has been proposed to be transformed into a vibrant live-work-play activity center. Following a complex procurement process, the most recent proposal was voted down. The eventual rejection reverberates the challenge of finding consensus among decisionmakers—in relation to things like character, scale, and developmental density levels. Without a defined and unified real estate vision, future projects will remain stalled which limits the City's overall economic development vision. RKG Associates recommends Alpharetta continue to build consensus for each of City's primary economic activity centers (through the LCI process). These ARC-sponsored small area plans serve to clearly define the scale and vision for various economic activity centers, serving to find consensus on proposed projects while balancing the interests of community members with economic development objectives.

That said, a unified vision must be in coordination with property owners, businesses owners, and residents. And through this engagement, determine the short-term, midterm, and long-term goals for each economic activity area. An integral part to promoting these visions will be modifying incompatible land-use/zoning regulations that limit progress (e.g., areas zoned for low-density residential in economic activity areas envisioned to transition to live-work-play town-center style development patterns.

Maintain a locally managed database of available land and building space. The City of Alpharetta has maintained a publicly available database that includes a useful GIS component---Select Alpharetta. The database advertises a comprehensive spectrum of spatial sizes, ranging from smaller-scale spaces (10,000 SF or below) to larger-scale spaces (25,000 SF and above). RKG Associates recommends that the City continue maintaining Select Alpharetta but cross-reference with other entities advertising properties within the City to ensure accurate reporting. For instance, many properties in Alpharetta advertised by Georgia Power Community and Economic Development report different square footages of available leasable space than reported in Select Alpharetta. The conflicting information can cause confusion for prospective tenants, and therefore, increases the likelihood of seeking other communities to locate their operations.

Identify 4-6 priority investment/reinvestment properties within the City. Based on the economic development small area plans mentioned above, the City should identify 4-6 priority investment/reinvestment properties to focus their efforts. As the properties are identified, the City should develop a prospectus book highlighting each site, current use/ownership, City vision, and the tools available to develop the site. Consistent communication with property owners will be critical to cooperate on investment strategies that are compatible with the City's vision.

4. Economic Development Toolbox

Match land use and/or zoning regulations to economic development vision. As Alpharetta seeks to sustain job growth and fiscal capacities, realigning land use/zoning regulations that support marketplace preferences will be imperative. Avalon is a strong proof-of-concept that demonstrates the marketability of mixed-use activity centers in Alpharetta. The City can realign land use/zoning regulations that support densities at the scale of Avalon or even greater. RKG Associates acknowledges and understands many community members may have concerns about Alpharetta losing its suburban character. And doesn't recommend the City match the character and scale of Midtown Atlanta. However, permitting greater flexibility and densities in areas that 'make sense' (underutilized office parks/economic activity centers—North Point Mall), can help Alpharetta develop a stable economic foundation and preserve its high quality-of-life. Developing the regulatory environment to improve consistency and predictability can increase investment activities, while helping Alpharetta enhance its built environment to support business and workforce recruitment.

Create economic development incentives that match the City's priorities and performance expectations. RKG Associates recommend the City consider incentives that vary by location (e.g., Downtown, North Point), type of business (e.g., retail, life sciences), and structural circumstances (e.g., high vacancies). Each of these incentives should include claw back requirements that would make the partner reimburse the City of Alpharetta for failure to meet incentive-term conditions. For instance, if a defined proportion of a single-use office structure (e.g., 40% or higher) remains vacant for a fixed-period time, the property owner will be required to restructure the property to support another revenue-generating activity—integrating housing units. Other performance requirements could include the net new number of jobs created and the amount of capital investment.

RKG Associates recommends prioritizing the refinement of its incentive package tools to support entrepreneurial and small business retention, expansion, and recruitment. From a financial incentive perspective, the threshold to qualify for a small business incentive should be low (e.g., create 1-2 jobs). And consider more generous thresholds for City residents seeking to start or expand a business. For instance, creating 1-2 jobs but allotted more time to achieve these thresholds than non-residents. Finally, RKG recommends specific incentives be created for aspiring minority entrepreneurs or existing business owners. Incentives for small businesses should be restricted to entrepreneurs that are involved in a business planning service (e.g., SBDC), to increase their chances of meeting defined performance metrics.

Hire a developmental ombudsman. The ombudsman position is focused on providing property owners and investors technical and process-oriented assistance when going through the development review and entitlement processes. Whether it is a rezoning or variance request, the ombudsman program is intended to assist applicants in effectively and efficiently navigating the relevant City rules and regulations. The position has two priorities. First, the ombudsman must be familiar with all procedures and expectations in the City of Alpharetta and be able to advise applicants on how to ensure a complete application package. Second, the ombudsman must be

able to collaborate with industry professionals (i.e., engineers) to provide advisory services when it comes to technical needs.

5. Outreach, Marketing, and Communication

Business Outreach

Create marketing collateral necessary for effective and retention efforts. Communication and marketing are critical for retaining and attracting investment activities. The City of Alpharetta will need to enhance their ‘marketing collateral’ to sustain business investment activities. Specific materials include:

- Target Industry Content – Industry-specific marketing materials for each of the target industries are important for disseminating specific data that is valuable to the City’s target industries--(see Chapter 4 for recommended target industries). While the City has advertised specific industry clusters on Connected Alpharetta, it appears that datapoints may be outdated or inaccurate which may be a deterrent towards attracting businesses due to issues related to trust and transparency. The documents should highlight information including employment and establishment growth data, regional wage rates, current businesses operating in the area, competitive advantages of operating locally, unique incentives available (where applicable) and local business contacts (ambassadors). A focus on reporting employment data is critical given the importance for prospective businesses to locate near a skilled workforce.
- Incentive Sheet – The City of Alpharetta publishes state and local incentives on their economic development website--Connected Alpharetta. The City should proactively update the website to advertise new incentives when they’re established. For instance, the Fulton County Recovery Loan Program, established through coordination with Access to Capital for Entrepreneurs (ACE) in August 2022.
- Business Testimonial Book – Through stakeholder interviews, RKG Associates uncovered several “success stories” of existing businesses succeeding in Alpharetta. However, these experiences are not chronicled or readily available to use in marketing. RKG recommends crafting a business testimonials book with written statements from existing industry leaders on topics ranging from quality of life, business climate, value-add created by the City, and personal preference to do business locally. Getting input from companies that have chosen Alpharetta and thrive locally is valuable to industry recruitment. Individual testimonies of leaders from a range of businesses by size should be a priority.
- Property Assemblage Book – The City should create a property assemblage book that highlights those catalytic land assets identified in each of the economic activity centers where the City and property owner are aligned on the future development program. To this point, the assemblage book should only highlight those assets where the property owners are

engaged and supportive of the City marketing their property. The book should focus on the top catalytic projects. Each listing should provide information on all the properties as well as the community's development vision for that area.

Develop business ambassadors to assist in business engagement and marketing. The ambassador program is a collection of business and industry leaders that provide support to the economic development entity's staff for industry recruitment and retention. Although these individuals will have no formal authority within the recruitment process, they provide a 'real life' vantage point for prospects doing business in Alpharetta. Their most important function is to provide a business perspective for prospects interested in locating/expanding within the City. Utilizing business leaders in the recruitment process legitimizes the recruitment effort through testimonials while leveraging the staff's time and effort. The most effective ambassadors may not be from the largest businesses. Alpharetta should identify ambassadors from each of the major industry sectors to ensure appropriate coverage regardless of the prospect.

Enact a monthly newsletter detailing market and economic development activities. The Alpharetta Business Association already publishes a monthly newsletter that advertises networking events. This newsletter should be expanded to provide opinion editorials and highlight developments occurring in certain target industries. A monthly newsletter should advertise networking events, provide opinion editorials, and highlight developments occurring in certain target industries. LinkedIn has been used as a platform for publishing significant development projects (e.g., Alpha Loop). Projects like these should be consolidated into a monthly newsletter. Moreover, this newsletter should be easily accessible on the economic development website.

Community Outreach

Community awareness and support are critical components of implementation. Simply put, the amount of financial and political support for economic development is influenced by the willingness of residents to endorse local action. Increased awareness and education about economic development can only benefit implementation in building sustainable and strategic relationships with all local stakeholders.

Host community update meetings. RKG recommends the City engage with community advocates to meet with citizen and civic groups to provide annual updates on economic development related actions. This effort can dovetail into a staff-led "town hall" presentation/discussion to be held at different locations throughout the City, enabling community members to hear about economic development efforts and ask questions/give feedback.

Implement bi-annual survey to residents. A bi-annual survey targeted to residents can gauge local understanding and support of economic development as well as identify any community-based goals and concerns. Their responses can help facilitate the creation of programs and policies

that advance community goals and provide content to develop targeted approaches to address common/detailed community concerns.

Develop citizen advocates to assist in community engagement. Given the challenge of reaching all the different community groups in Alpharetta, RKG Associates recommends a select group of interested citizens assist in engaging local civic organizations (e.g., homeowner associations, social clubs). Ideally, the community advocates would be individuals with strong ties and broad recognition within either a specific area of the City or with a civic group. Individuals selected to be advocates should be familiar with the City's economic development efforts, can discuss and explain economic development concepts, and be well spoken. Most importantly, the advocates must be available to assist in outreach to various community (i.e., congregations) and civic (i.e., neighborhood groups) entities. Outreach meetings should occur on a quarterly basis to keep community residents up to date about local economic development issues.

Create an online portal through economic development website for citizens to engage. To ensure constant and consistent communication with residents and civic organizations, an online tool should be made accessible for community members to provide feedback on economic development programs and to request meetings with staff members. Having a dedicated communication portal online can offer individual citizens the opportunity to ask questions, provide recommendations, or seek clarification on the City's economic development efforts.

General Outreach

Establish an economic development dashboard to highlight activities and impacts. Traditional economic development metrics include job creation, business attraction, and tax revenue growth. These metrics alone can overlook the performance of all economic development activities in a community. That said, additional metrics are essential to track the effectiveness and efficiency of various implementation programs. For instance, tracking the number of jobs created from the support of local incentives. This can help gauge whether new incentives need to be developed or existing incentives need to be refined to support greater job growth.

RKG Associates recommend the City establish an economic development dashboard that not only tracks traditional economic development metrics but metrics that track the performance of local programs. Recommended metrics categorized under topic areas are listed below:

- **Business Retention and Expansion**
 - Site visits performed
 - Ombudsman assists
 - Jobs retained/expanded
 - Capital Investment
 - Network event attendance
 - Survey participation
 - Programs/strategies created from roundtable discussions

- **Business Recruitment and Attraction**
 - Number of prospective businesses engaged
 - Successful recruitments
 - Total jobs created
 - Average annual wage
 - Total capital investment
 - Debrief highlights from lost opportunities
- **Entrepreneurial Development**
 - Enrollment inquiries
 - Business enrollment
 - State/regional investment
 - Graduation rates
 - Job created per graduate and associated NAICS code
 - Debrief on businesses leaving the program
- **Fiscal Sustainability Metrics**
 - Number of incentives
 - Value of incentives
 - Jobs created/preserved from incentives
 - Capital Investment
 - New tax revenues
 - Infrastructure investments

Enhance the City's virtual media presence. The City has been proactive to promote local economic development efforts online. In particular, marketing the City's successes on Instagram and LinkedIn. The City of Alpharetta should continue updating their economic development website to reflect current information (e.g., real estate data, number of businesses per industry).

6. Organization and Coordination

The importance of pursuing economic development through joint-cooperation and strategic partnerships is critical for achieving the proposed economic development goals. The City of Alpharetta needs financial and technical support from all relevant partners and stakeholders. This includes the Alpharetta Chamber of Commerce, Greater North Fulton Chamber of Commerce, Tech Alpharetta, and various educational institutions. To summarize, any entity involved with advancing economic and social outcomes in Alpharetta, Fulton County, and throughout the Atlanta MSA.

Fund economic development activities commensurate with economic development goals. The current volume of financial investments and staff capacity is insufficient to meet Alpharetta's proposed economic development goals. The City of Alpharetta should scale its economic

development focus to the most critical tasks until additional staff and resources are made available. In particular—small business development, marketing, and outreach to economic development stakeholders.

Leverage local and regional partnerships to support economic development activities. The City of Alpharetta has limited staff and financial resources to achieve all the proposed economic development goals. To help offset these limitations, the City needs to continue to build coordination with local mission-based entities focused on enhancing the economic and social climate in the area. Coordination among organizations is vital for bolstering the City’s efforts on business recruitment, communication and outreach, and small business development.

G. IMPLEMENTATION MATRIX

The following Implementation Matrix presents the full range of objectives and corresponding action items for the City’s consideration. As noted, this matrix should serve as a reference document as the economic development staff craft their annual business plan. The timelines, estimated costs, and implementation partners for each action item identified in the matrix reflect RKG Associates’ professional recommendation guided by input from City staff and the project’s Advisory Group. The final timing, focus, and potential costs for each action item should be refined by staff and/or the responsible implementation partner when implementation occurs.



LEGEND

Implementation Leaders

Public

AL	City of Alpharetta
FC	Fulton County
MU	Other Municipalities
GA	State of Georgia
WI	Village of Williamsville

Partners

AB	Business Advisory Board
BA	Alpharetta Business Association (ABA)
CC	Alpharetta Chamber of Commerce (ACC)
ID	Fulton County Industrial Development Authority (FCIDA)
MC	Metro Atlanta Chamber (MAC)
NF	Greater North Fulton Chamber of Commerce (GNFCC)
TA	Tech Alpharetta
VB	Alpharetta Convention and Visitors Bureau (CVB)

Private

C	Consultant
F	Financial Institutions
I	Industry Leaders
N	Neighborhood Residents
O	Property Owners
R	Realtors/Brokers

Cost Estimate Legend:

ST	Staff Time
A	Under \$1,000
B	\$1,000 to \$10,000
C	\$10,000 to \$50,000
D	\$50,000 to \$100,000
E	\$100,000 to \$250,000
F	\$250,000 to \$500,000
G	Over \$500,000

	Action
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City of Alpharetta, Georgia Strategic Economic Development Plan Implementation Matrix			Implementation Lead		Implementation Timing (Year)										Estimated	Cost
			Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	Type
BUSINESS RETENTION AND EXPANSION																
Objective 1.1	Continue to develop a comprehensive list of all businesses within the City															
	Action 1.1.1	Create a single database of all Alpharetta businesses based on lists already available (e.g., pervious COVID efforts, secondary data vendors, partner organization membership lists...)	AL, AB, BA, CC, TA, VB												A	One Time
	Action 1.1.2	Utilize the city's business license process to collect more detailed data about businesses, particularly contact information	AL												ST	Annual
	Action 1.1.3	Provide opportunity for businesses to register/review their information in the business list through the town's economic development website	AL	O, I, R											Included 5.5.1	Annual
	Action 1.1.4	Work with property owners and landlords to collect business contact information	AL, AB, CC	O, I											ST	Annual
	Action 1.1.5	Implement volunteer walks, having 10-15 volunteers canvas the town's various activity centers to gather contact information	AL, CC	O, I											A	Biannual
	Action 1.1.6	Ask industry roundtable members to advertise volunteer walks and engage their relationships to build the database	AL, AB	O, I											ST	Biannual
Objective 1.2	Implement an annual business survey to identify emerging trends/needs															
	Action 1.2.1	Establish a fixed date (e.g., week) that the survey will be released. This should be consistent year over year. Recommend the Fall	AL, AB, CC	O, I											A	Annual
	Action 1.2.2	Ensure the survey covers the following topics: Market climate/changes, Regulatory environment, Growth/contraction needs and concerns, Workforce needs, and Physical space needs	AL, AB	O, I											ST	Annual
	Action 1.2.3	Work with the Tech Alpharetta, the Chamber, other business organizations, and industry roundtables to refine questions and expand awareness of the survey each year	AL, AB, BA, CC, TA, VB	O, I											ST	Annual
	Action 1.2.4	Invest in multimedia marketing and outreach at least 2 months prior to the release of the survey each year (e.g., print, social media, direct outreach)	AL												Included 5.5.2	Annual
	Action 1.2.5	Share general results of the survey with roundtables, partner organizations, and the community through the monthly newsletter	AL	O, I											ST	Annual
	Action 1.2.6	Use results of survey to prioritize retention/expansion visits for the year	AL												ST	Annual
	Action 1.2.7	Work with respective roundtables about industry-specific findings from survey to determine annual action items	AL, AB	O, I											ST	Annual
	Action 1.2.8	Retain all survey results to create a longitudinal assessment tool (e.g., Excel database) that can help economic development efforts become more predictive to changing market climates	AL												ST	Annual
	Action 1.2.9	Consider rekindling your partnership with the other North Fulton municipalities to implement a broader survey effort (increased responses, shared costs)	AL, MU												ST	Annual
Objective 1.3	Proactively outreach to existing businesses through 1-on-1 meetings															
	Action 1.3.1	Use the comprehensive business list to identify new companies to visit and track past visit efforts. Do not concentrate on the same businesses year over year	AL, AB	I											ST	Continuous
	Action 1.3.2	Establish quotas for number of monthly visits, starting with ten (10) per month, expanding as more staff is hired and/or volunteers trained	AL												ST	Continuous
	Action 1.3.3	Use business survey results to prioritize outreach efforts to companies that indicate growth needs or challenges to maintain operations	AL, AB												ST	Annual
	Action 1.3.4	Coordinate with economic development partners for business visits (e.g., chamber or Tech Alpharetta)	AL, AB, BA, CC, TA, VB												ST	Continuous
	Action 1.3.5	Maintain database of visited businesses to track frequency and results of the visit through a Consumer Relationship Management (CRM) software	AL												B	Annual
	Action 1.3.6	Create a direct "help line" initiative on the city's economic development website that allows businesses to connect to an economic development staff member for assistance	AL	C											Included 5.5.1	One Time
	Action 1.3.7	Activate business ambassadors to assist in outreach, providing them training on questions to ask and how to track the conversation	AL, AB	O, I											Included 5.3.1	Annual



City of Alpharetta, Georgia Strategic Economic Development Plan Implementation Matrix		Implementation Lead		Implementation Timing (Year)										Estimated	Cost
		Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	Type
BUSINESS RETENTION AND EXPANSION															
Objective 1.4	Build additional industry roundtables in a number of different market areas														
Action 1.4.1	Have an industry roundtable for every key market sector including [1] Retail; [2] Small Businesses; [3] Professional Services; [4] Real Estate/Commercial Property Owners; [5] Healthcare; and [6] Minority-Owned Businesses	AL, AB	O, I, R											ST	One Time
Action 1.4.2	Make sure all partner organizations have representation on roundtables that crossover missions	AL, AB, BA, CC, TA, VB	O, I, R											ST	One Time
Action 1.4.3	Meet each roundtable quarterly or semiannually as necessary, with one meeting targeted immediately after the release of the business survey results	AL	O, I, R											A	Quarterly
Action 1.4.4	Use roundtable meeting to discuss: [1] market climate; [2] regulatory issues; [3] growth opportunities; [4] implementation coordination	AL	O, I, R											ST	Annual
Action 1.4.5	Use feedback from roundtables to help set annual action plan	AL, AB												ST	Annual
Objective 1.5	Actively engage Alpharetta's home-based businesses														
Action 1.5.1	Create and implement a marketing campaign to home-based businesses to provide contact information to the town	AL, AB, BA, CC	O, I											A	Annual
Action 1.5.2	Use state data to identify home-based businesses (based on a geospatial analysis of business address)	AL, FC												ST	Annual
Action 1.5.3	Consider implementing a separate home-based business survey from the main survey targeted with questions more relevant to these entrepreneurs	AL, AB, BA, CC	O, I											ST	Annual
Action 1.5.4	Create a home-based business networking series with quarterly events and lectures	AL, CC, TA													
Action 1.5.5	If enough interest, create a home-based business roundtable to augment the others	AL, AB	O, I											ST	Quarterly
Objective 1.6	Expand existing business networking series to connect more local businesses														
Action 1.6.1	Create an annual lecture on available local, county, state, and federal assistance programs	AL, AB, BA, CC												A	Annual
Action 1.6.2	Cohost at least two (2) networking/marketing events annually with municipal/regional partners targeting small business owners (less than 50 employees)	AL												A	Semiannual
Action 1.6.3	Host two (2) social gathering events for the city's industry clusters	AL												B	Semiannual
Action 1.6.4	Hold two (2) lecture/guest speaker events; bringing in regional/national industry leaders to discuss sector/market trends. This can be co-hosted with regional partners	AL												C	Semiannual
Action 1.6.5	Host at least two (2) women-owned and two (2) minority-owned business networking events annually	AL												A	Semiannual
Action 1.6.6	Host young professional/entrepreneur networking events quarterly in partnership with neighboring municipalities	AL, MU												A	Quarterly
Action 1.6.7	Host a "State of the City" event for business leaders to discuss activities over the past year, successes, opportunities, and share the business plan for the next year	AL, AB												A	Annual

City of Alpharetta, Georgia Strategic Economic Development Plan Implementation Matrix		Implementation Lead		Implementation Timing (Year)										Estimated	Cost
		Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	Type
BUSINESS RECRUITMENT															
Objective 2.1	Become more proactive with regional and statewide partners in business recruitment														
Action 2.1.1	Engage industry roundtables and individual businesses to generate potential recruitment leads through vertical and horizontal supply chains	AL, AL, BA, CC												ST	Quarterly
Action 2.1.2	Establish quarterly work sessions with implementation partners (e.g., ABA, ACC, GNFCC, FCIDA, MAC...) to discuss opportunities and implementation strategies	AL, BA, CC, FC, ID, MC												A	Annual
Action 2.1.3	Maintain local property and land database, coordinating with partners on maintaining an accurate and up-to-date list	AL	C											Included 3.2.1	Annual
Action 2.1.4	Collaborate on leads collected through business outreach and marketing efforts	AL, BA, CC, FC, ID, MC												ST	Annual
Action 2.1.5	Work with local partners to build relationships with site selectors in target industry sectors, adding them the city's economic development newsletter distribution list	AL, BA, CC, FC, ID, MC	O, I											ST	Annual
Action 2.1.6	Create a municipal economic development coalition focused on information sharing, best practice engagement, and collaboration on cross jurisdictional needs/opportunities (e.g., workforce development)	AL, MU												ST	Annual
Objective 2.2	Expand start-up and entrepreneurial development services open to all businesses														
Action 2.2.1	Provide information seminars in partnership with other North Fulton municipalities on how to start, operate, and grow a business	AL, MU, FC												B	Annual
Action 2.2.2	Fund the training of 2-3 new mentors each year, selecting within business sectors that are underrepresented, particularly women and people of color	AL, MU	O, I											B	Annual
Action 2.2.3	Work with local banks to create a PPP revolving loan fund that offers low/no-interest loans and/or gap financing to start-ups and small businesses seeking to grow. Target an 80% private/20% public resource pool	AL, MU	F											F	One Time
Action 2.2.4	Engage local HR, engineering, accounting, and legal professionals to create a database of potential consultants for entrepreneurs to use	AL, MU	O, I											ST	Annual
Action 2.2.5	Provide financial assistance for entrepreneurs and small businesses to access critical services such as human resources assistance, financial planning assistance, and legal assistance	AL, MU												D	Annual
Action 2.2.6	Proactively market small business initiatives to existing businesses, focusing on home-based businesses using updated business tracking data	AL												ST	Annual
Action 2.2.7	Modify incentive programs to offer financial support to startups and small businesses to locate and grow in Amherst (e.g., one-time grants for creating jobs above area median income), requiring participation in an entrepreneurial training program	AL, AB												D	Annual
Action 2.2.8	Identify a highly visible, well appointed location for a comprehensive incubator/business support facility that incorporates Tech Alpharetta	AL, AB												D	Annual
Action 2.2.9	Consider hiring an additional full-time staff member dedicated to small business/entrepreneurial development in partnership with Tech Alpharetta	AL, TA												D	Annual
Objective 2.3	Scale proactive marketing and recruitment efforts to best leverage the City's resources and market reach														
Action 2.2.1	Partner with local and state entities to market through relevant digital and print mediums annually	AL, BA, CC, FC, ID, MC	C											C/D	Annual
Action 2.2.2	Host a searchable online database of available commercial space and land for prospectus businesses to review	AL												A	Annual
Action 2.2.3	Create a 'tip line' for citizens to call/Email/text ideas on business recruitment and any leads they may have on businesses that may wish to relocate or expand to Amherst	AL	C											Included 5.5.1	One Time
Action 2.2.4	Develop/refine the City's business recruitment collateral (see OUTREACH, COMMUNICATION, AND MARKETING section)	AL												Included 5.1.1	Annual

City of Alpharetta, Georgia Strategic Economic Development Plan Implementation Matrix			Implementation Lead		Implementation Timing (Year)										Estimated	Cost
			Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	Type
ASSET DEVELOPMENT																
Objective 3.1	Create/update small area plans for the City's primary economic activity centers															
	Action 3.1.1	Build upon the strategic recommendations in the opportunity site analysis as an initiation point for engagement and action	AL												ST	Annual
	Action 3.1.2	Define short-term, midterm, and long-term visions consistent with economic development plan	AL	C											B/E	Annual
	Action 3.1.3	Proactively engage with property owners to understand investment strategies	AL, AB												ST	Annual
	Action 3.1.4	Enact regulatory changes to allow defined visions to occur (see TOOLBOX DEVELOPMENT section)	AL												ST	One Time
	Action 3.1.5	Create a marketing brochure for each employment center/commercial corridor that encapsulates the vision	AL	C											Included 5.1.7	Biannual
Objective 3.2	Maintain a locally-comprehensive comprehensive property and asset database															
	Action 3.2.1	Inventory all existing vacant commercial and industrial land and buildings in collaboration with Costar reporting data and engagement with local real estate listing entities	AL	I, O, R											ST	Annual
	Action 3.2.2	Connect with all property owners to detail price, availability, and vision for those asset; include in online listings	AL	I, O, R											ST	Annual
	Action 3.2.3	Create an 'open source' database for property owners and brokers to submit new listings and changes to existing listings, particularly for listings not covered under Costar or similar virtual listing services	AL	C											Included 5.5.1	One Time
	Action 3.2.4	Create a web-accessible database of those assets to connect to the economic development website	AL	C											Included 5.5.1	One Time
	Action 3.2.5	Work with regional and state implementation partners to make sure their asset lists are current and complete	AL, BA, CC, FC, ID, MC												ST	Annual
	Action 3.2.6	Maintain regular communication with property owners to ensure occupied/developed land is removed	AL, AB	O, I											ST	Annual
Objective 3.3	Identify 4-6 priority investment/reinvestment properties within the City															
	Action 3.3.1	Create a comprehensive ownership database of all commercial properties in each of the opportunity sites to begin a dialogue about their property interests and investment priorities	AL	O, I, R											C	Annual
	Action 3.3.2	Engage in dialogue with owners, particularly catalytic parcels, on a regular basis to track changing strategies and create new opportunities	AL	O, I, R											ST	Annual
	Action 3.3.3	Create a catalyst sites prospectus, defining property ownership, implementation concepts, and available incentives to help bring the vision to fruition	AL	C											Included 5.1.6	Biannual
Objective 3.4	Consider creating an Economic Development Opportunity Fund															
	Action 3.4.1	Create a fund dedicated to [1] land acquisition for economic development purposes and [2] gap financing in real estate developments with economic development benefits	AL	F											ST	One Time
	Action 3.4.4	Seed the fund with \$500,000 for initial operations	AL	F											F	One Time
	Action 3.4.2	Create a board of directors comprised of public, staff, and private sector representatives to review applications and negotiate agreements	AL	F, O, I											ST	One Time
	Action 3.4.3	Develop specific criteria for access to Fund resources (e.g., minimum job creation, minimum, capital investment, creation of workforce housing, blight removal...) including performance requirements and claw back provisions	AL	F, O, I											ST	Annual



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TOOLBOX DEVELOPMENT															
Objective 4.1	Match land use regulations to economic development vision, particularly in economic activity centers														
	Action 4.1.1 Rezone land based on the results of the small area planning process	AL												ST	As Needed
	Action 4.1.2 Consider creating higher density housing zones in/adjacent to activity centers to accommodate housing growth commensurate with job growth	AL												ST	As Needed
	Action 4.1.3 Consider overlay districts in areas where rezoning will be too difficult or time consuming	AL												ST	As Needed
	Action 4.1.4 Consider a full update to the town's comprehensive plan to reflect recent and emerging changes in the town's growth and development goals including the newly defined vision for its employment centers	AL	C											E	One Time
Objective 4.2	Create economic development incentives that match the City's priorities and performance expectations														
	Action 4.2.1 Create area-specific incentives in each activity center (e.g., promote dining diversity in downtown, promote employment diversity at Northpoint, promote infill development along Windward Parkway)	AL												ST	One Time
	Action 4.2.2 Create industry-specific incentives available throughout the city (e.g., life science investments/building conversions, unique entertainment/sports venues)	AL												ST	One Time
	Action 4.2.3 Scale incentives based on size of prospect, particularly targeting startup and small businesses (fewer than 5 jobs)	AL												ST	One Time
	Action 4.2.4 Create a scoring matrix that prioritizes location of the investment, type of business, size of project, quality of jobs, benefits packages offered, and any other characteristic valued by the town	AL												ST	One Time
	Action 4.2.5 Create specific incentive levels based on the scoring for projects	AL												ST	One Time
	Action 4.2.6 Engage with local and state partners to implement similar requirements for investments in the City	AL												ST	One Time
	Action 4.2.7 Require claw back provisions in all incentive packages to ensure compliance with stated agreements	AL												ST	Continuous
	Action 4.2.8 Tie any incentives to businesses with less than five (5) employees to participating in a small business development program/mentorship program	AL												ST	Continuous
Objective 4.3	Hire/reposition an existing City staff member under economic development to be a development ombudsman														
	Action 4.3.1 Increase staffing capacity to implement the full economic development strategy and become more proactive in business assistance	AL												D	Annual
	Action 4.3.2 Define/refine position to be a liaison to local businesses to help address business/regulatory/policy challenges	AL												ST	Continuous
	Action 4.3.3 Provide assistance to businesses going through the city's permitting process	AL												ST	Continuous
	Action 4.3.4 Become conduit to the HR, professional services, and legal service support and networking	AL												ST	Continuous

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			Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	Type
OUTREACH, MARKETING, AND COMMUNICATION																
Objective 5.1	Create marketing collateral necessary for effective retention and recruitment efforts															
	Action 5.1.1	Create all materials listed below in print and digital format, updating regularly (minimum once a year)	AL	C											C	Annual
	Action 5.1.2	Create target industry-specific fact and information sheets	AL	C											Included	Annual
	Action 5.1.3	Refine the existing marketing document to reflect recommended changes where applicable (e.g., incentives)	AL	C											Included	Annual
	Action 5.1.6	Create a property prospectus book detailed in 3.3.3 (digital only)	AL	C											Included	Annual
	Action 5.1.4	Create quality of life information sheets on livability and amenities in Alpharetta	AL	C											Included	Annual
	Action 5.1.5	Create materials to market the new ombudsman program	AL	C											Included	Biannual
	Action 5.1.7	Create employment marketing brochure detailed in 3.1.4	AL	C											Included	Biannual
Objective 5.2	Enact a monthly newsletter detailing market and economic development activities															
	Action 5.2.1	Highlight recent economic development activity and successes, maintaining a 'running tally' dashboard of accomplishments for the year	AL, AB												ST	Monthly
	Action 5.2.2	Publish regular opinion editorials from business owners, partner organizations, or invited guests focused on topics that influence (or are influenced by) economic development in Alpharetta	AL, AB												ST	Monthly
	Action 5.2.3	Include separate topic-themed Mayor/Economic Development Director messages in each newsletter	AL, AB												ST	Monthly
	Action 5.2.4	Implement, monitor, and report the results of opinion polls and business surveys through the newsletter	AL, AB												ST	Monthly
	Action 5.2.5	Highlight a different Alpharetta business (preferably from the target industries) in each newsletter that have invested, expanded, or created new jobs	AL, AB												ST	Monthly
	Action 5.2.6	Target writing two (2) or three (3) industry/market white papers each year focused on educating local businesses and residents about current or impending market shifts and how they will impact local/regional businesses	AL, AB, ID	O, I, R											ST	Monthly
Objective 5.3	Activate existing business leaders in economic development efforts															
	Action 5.3.1	Develop at least five (5) business ambassadors, individuals who can work with economic development staff to promote Amherst and engage existing/prospective business owners in targeted industries. Train more as necessary	AL, AB	O, I											A	Biannual
	Action 5.3.2	Develop a network of mentors in each of the target industries, focusing on developing women, minority and young business owners to reach the city's diverse business base	AL, AB	O, I											Included 2.2.4	Annual
	Action 5.3.3	Develop at least four (4) engaged Alpharetta residents as advocates that can assist in community outreach and resident interaction	AL, AB	N											A	Biannual
	Action 5.3.4	Create a Business-2-Business database that businesses can access to find specific services/networking opportunities	AL, AB												A	Continuous
Objective 5.4	Implement a proactive community engagement and education initiative															
	Action 5.4.1	Hold an annual "town hall" meeting open to the public (and televised) to discuss accomplishments and ongoing efforts for the previous/upcoming year	AL	N											A	Annual
	Action 5.4.2	Implement a biannual resident survey to gauge the goals and concerns of Amherst residents about the town's economic development efforts. Use the results to inform any changes to approach	AL	N											ST	Biannual
	Action 5.4.3	Hold a community outreach meeting in each employment center annually to engage business leaders and residents on economic development issues, opportunities, and challenges those areas are facing	AL	N											A	Annual
	Action 5.4.4	Host semiannual panelist discussions on topics of economic development each year. These discussions should address specific market/location opportunities and challenges facing local businesses	AL	C											B	Semiannual
	Action 5.4.5	Provide an online portal for citizens and groups to submit questions, provide feedback on content, or request meetings on the economic development website	AL												Included 5.4.1	One Time



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OUTREACH, MARKETING, AND COMMUNICATION															
Objective 5.5	Enhance Alpharetta's electronic and social media presence and activity														
	Action 5.5.1 Update the City's economic development website based on the functional changes in scope/mission	AL	C											C	One Time
	Action 5.5.2 Ensure weekly use of social media platforms (e.g., SnapChat, Instagram, Twitter, Facebook...)	AL												Included	One Time
	Action 5.5.3 Create stronger connections with the ADA, Tech Alpharetta, Fulton County IDA, and other partners	AL												Included	One Time
	Action 5.5.4 Use the website to collect information, allow individuals to sign up for the newsletter, and better engage economic development staff	AL												Included	One Time
	Action 5.5.5 Create a citizens section on the website with access to educational information, the annual survey and results information, contact information for the assigned staff liaison, and the newsletter registration	AL												Included	One Time
Objective 5.6	Create an economic development dashboard on the City's economic development website to provide real-time information about the activity and successes of local economic development efforts														
	Action 5.6.1 Establish a formal economic development dashboard to track performance across each of these topic areas: [1] retention, [2] recruitment, [3] entrepreneurial development, [4] fiscal sustainability	AL												ST	One Time
	Action 5.6.2 Retention metrics should include: [1] site visits performed, [2] ombudsman assists, [3] jobs retained/expanded, [4] capital investment, [5] network event attendance, [6] prospect contacts	AL												ST	Semiannual
	Action 5.6.3 Recruitment metrics should include: [1] number of prospects, [2] successful projects, [3] total jobs created, [4] average annual wage, [5] total capital investment, [6] debrief highlights from lost opportunities	AL												ST	Semiannual
	Action 5.6.4 Entrepreneurial metrics should include: [1] enrollment inquiries, [2] business enrollment, [3] graduations, [4] jobs created, [5] debrief on businesses leaving the mentorship program	AL												ST	Semiannual
	Action 5.6.5 Fiscal sustainability metrics should include: [1] number of incentives, [2] dollar value of incentives, [3] jobs created/preserved from incentives, [4] capital investment created, [5] new tax revenues, [6] other benefits (e.g., infrastructure investments)	AL												ST	Semiannual
	Action 5.6.6 Provide regular updates to the City Council (recommended semi-annually)	AL												ST	Semiannual



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			Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	Type
ORGANIZATION AND COORDINATION																
Objective 6.1	Formalize staffing roles and responsibilities within the economic development department, expanding staff capacity to fully achieve the stated economic development goals		AL													
	Action 6.1.1	Retain the manager position to oversee daily and strategic economic development efforts													ST	One Time
	Action 6.1.2	Formalize the existing marketing director position to oversee the creation and development of all virtual and physical collateral, manage the economic development website, and oversee all social media and networking events													ST	One Time
	Action 6.1.3	Hire/reposition an existing City staff member under economic development to be a development ombudsman													D	One Time
	Action 6.1.4	Consider hiring an additional full-time staff member dedicated to small business/entrepreneurial development in partnership with Tech Alpharetta													D	One Time
	Action 6.1.5	Increase the business retention and expansion efforts by one (1) full-time professional														D
Objective 6.2	Enhance strategic relationships with local and statewide implementation partners		AL, AB, BA, CC, FC, TA, VB, MC, GA													
	Action 6.2.1	Create a quarterly coordination meeting schedule with the Chamber, CVB, Tech Alpharetta, and GN FCC													A	Quarterly
	Action 6.2.2	Establish a semiannual strategic meeting schedule with other regional and statewide partners													A	Semiannual
	Action 6.2.3	Provide quarterly/semiannual reports to regional and statewide partners on activity and successes													ST	Quarterly
	Action 6.2.4	Establish a formal quarterly or semiannual coordination meeting with neighboring municipalities to address regional and cross-boundary market issues													ST	Quarterly



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Strategic Economic Development Plan Implementation Matrix		Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	Type
ORGANIZATION AND COORDINATION															
Objective 6.3	Create a Business Advisory Board to help with strategic planning and implementation of the town's economic development strategic plan														
Action 6.3.1	Create an official business advisory board of 11 to 17 business leaders and implementation partners (e.g., post-secondary education institutions) interested and willing to participate in the City's economic development effort	AL												ST	One Time
Action 6.3.2	Host monthly meetings with the advisory board on projects, activity, and strategy to garner advice and assistance in implementation	AL												ST	Monthly
Action 6.3.3	Have the Mayor appoint at least one (1) member of the advisory board, though avoid having elected officials attending the meetings	AL												ST	Annual
Action 6.3.4	Create a committee structure to focus efforts in coordination with the City's focus areas; [1] Business Retention, [2] Marketing and Outreach, [3] Business Recruitment	AL												ST	One Time
Action 6.3.5	Ensure each committee is chaired (or co-chaired) by an active board member	AL												ST	Continuous
Action 6.3.6	Consider creating a 501(c)(3) to house the advisory board, creating an official memorandum of understanding and bylaws for the group	AL												ST	One Time
Objective 6.4	Work with City departments to develop comprehensive databases to help economic development efforts														
Action 6.4.1	Reconfigure information requirements on business licenses to collect more robust contact information and data about the business (e.g., NAICS code)	AL												ST	Continuous
Action 6.4.2	Work with Fulton County or create a locally-maintained version of property assessment data that combines all land, building, and business information to make geospatial analyses/searches more insightful	AL												ST	Continuous
Action 6.4.3	Require all business building permit and applications to include full contact and business (if known) information	AL												ST	Continuous