



City Council Meeting & Public Hearing
MARCH 18, 2024
OFFICIAL MINUTES
Office of the City Clerk

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

OFFICIAL MINUTES

The public is advised that the following minutes are not a verbatim transcription of business presented at the Council Meeting of the date shown; but are a synopsis of pertinent information. The public is further advised that the video recording for said meeting is a matter of public record and is available to be viewed at the City Clerk's office during normal business hours or viewed online at <https://www.youtube.com/user/alpharettagov>.

1. CALL TO ORDER

- Mayor Gilvin called the meeting to order at 6:30 p.m.

2. ROLL CALL

• **Council Members**

- Mayor Jim Gilvin
- Mayor Pro Tem Dan Merkel
- Brian Will
- Fergal M. Brady
- Donald F. Mitchell
- Douglas J. DeRito
- John Hipes

• **Staff**

- Chris Lagerbloom, City Administrator
- James Drinkard, Assistant City Administrator
- Molly Esswein, City Attorney
- Lauren Shapiro, City Clerk
- Cris Randall, Director of Human Resources
- John Robison, Director of Public Safety
- Kathi Cook, Director of Community & Economic Development
- Morgan Rodgers, Director of Recreation, Parks & Cultural Arts Services
- Pete Sewczwicz, Director of Public Works
- Tom Harris, Director of Finance

- Michael Woodman, Planning and Development Services Manager

3. PLEDGE TO THE FLAG

4. WORK SESSION ITEMS

A. Presentation of Windward Parkway & Highway 9 Livable Centers Initiative (LCI) Study

Discussion and presentation by MKSK Studios of the Windward Parkway & Highway 9 Livable Centers Initiative (LCI) Study.

- Luis Calvo with MKSK Studios came forward to present the draft of the Windward Parkway & Highway 9 Livable Centers Initiative (LCI) Study, which is attached hereto as Exhibit "A."

CITY COUNCIL DISCUSSION

- Council Member Hipes shared that he was interested to know how to connect this area when there is a lot of big box retail and an area that is car dependent.
- Council Member Mitchell asked about other options in this area other than adding additional retail and was curious to know how many more restaurants would be sustainable in this area.
- Council Member DeRito shared that this is incredibly important for both Alpharetta and Milton to be in agreement in a plan for this area.
- Council Member Brady was interested to know what the first areas to change/key seeds to implement should be in order create change in this area.

5. CONSENT AGENDA

A. City Council Meeting Minutes (Meeting of 3/4/2024)

Approval of the City Council Meeting Minutes from the meeting of March 4, 2024.

PUBLIC COMMENTS:

- There were no public comments.
- ❖ Mayor Pro Tem Merkel offered a motion to approve the Consent Agenda.
 - Council Member Mitchell seconded the motion.
 - The motion was approved unanimously (7-0).

6. PUBLIC HEARING

A. Ordinance – Text Amendment Code of Alpharetta

Second Reading

The first reading of this item occurred during the March 4, 2024 City Council Meeting and Public Hearing.

Consideration of adoption of an Ordinance to amend Chapter 32, Parks and Recreation, of the Code of the City of Alpharetta, Georgia to amend rules and regulations for parks owned and operated by the City; to provide for effective dates; to repeal all ordinances in conflict herewith; and for other purposes.

- City Attorney, Molly Esswein, read the Ordinance title aloud.
- City Administrator, Chris Lagerbloom, came forward to present this item and added that there have been no changes since the first reading.

PUBLIC COMMENTS:

- There were no public comments.
- ❖ Council Member Hipes offered a motion to approve the adoption of an Ordinance to amend Chapter 32, Parks and Recreation, of the Code of the City of Alpharetta, Georgia to amend rules and regulations for parks owned and operated by the City; to provide for effective dates; to repeal all ordinances in conflict herewith; and for other purposes.
 - Council Member Will seconded the motion.
 - The motion was approved unanimously (7-0).

7. NEW BUSINESS

A. Resolution: Windward Livable Centers Initiative

Consideration of adoption of a resolution of the Windward Parkway & Highway 9 Livable Center (LCI) Study.

- City Attorney, Molly Esswein, read the Resolution title aloud.
- Planning and Development Services Manager, Michael Woodman, came forward to present this item and request adoption of the LCI Study that was presented during the Work Session at the beginning of the meeting.

PUBLIC COMMENTS:

- There were no public comments.
- ❖ Mayor Pro Tem Merkel offered a motion to approve the adoption of a resolution of the Windward Parkway & Highway 9 Livable Center (LCI) Study.
 - Council Member DeRito seconded the motion.
 - The motion was approved unanimously (7-0).

B. Change Order #1 to Purchase Order #24000129 For Killer Watershed Flood Mitigation Design for Log Cabin Park

Consideration of approval of RK&K's proposal for Change Order #1 to Purchase Order #24000129 for design additions to the Foe Killer Watershed Flood Mitigation Log Cabin Park for an amount not to exceed \$120,385.00 and with authorization for the Mayor to execute all necessary documents.

- Director of Public Works, Pete Sewczwicz, came forward to present this item.
- This change order request is for the design for replacement of the Mayfield Circle Culvert between Meadow Drive and Heritage Lane. The scope of work includes updated modeling, geotechnical investigation and testing, structural design, survey, sub surface utility exploration, and associated permitting for the preparation of construction documents for the culvert replacement.
- Meadow Brooks/Milton Estates neighborhood in the City is experiencing nuisance flooding from an unnamed tributary to Foe Killer Creek. Public Works staff requested an evaluation of stormwater best management practice (BMP) alternatives within the park property (log cabin site) to assist in alleviating this flooding as part of an RFP awarded to RK&K in July 2023.
- RK&K performed a quick existing conditions hydrologic and hydraulic (H&H) analysis of the tributary's watershed to understand where the critical points causing the flooding are located. Based on this analysis, the existing culvert crossings, particularly at Mayfield Circle, are undersized for lower return period storms, i.e., 5 and 10-year storms. The undersized pipe backs up and flows onto adjacent properties, which are approximately equal to or lower in elevation compared to Mayfield Circle. Based on this determination, Public Works staff has requested a proposal for supplemental services to size, design, permit and prepare construction documents for the replacement of the Mayfield Circle Culvert.
- The goal of the Log Cabin Stormwater Mitigation project is to help alleviate downstream nuisance flooding in the Meadow Brooks/Milton Estates neighborhood from an Unnamed Tributary to Foe Killer Creek. Based on the existing conditions, preliminary H&H analysis for the site and surrounding area, the nuisance flooding is primarily caused by an undersized culvert crossing at Mayfield Circle.
- This was not identified until RK&K discovered the proposed improvements on the site would not improve stormwater matters upstream or downstream. Prior to RK&K's preliminary modeling to see how their proposed improvements would benefit the community, or in this case no benefit, Public Works was unaware the culvert under Mayfield Circle was serving as a choke point for runoff. If known, Public Works would have included the work in the original scope of work.

- Without modifications to the culvert, RK&K's recommendation as well as Public Works is to not move forward with stormwater improvements to the log cabin site, since there will be minimal to no stormwater benefit to the area. Though the design anticipates utilizing a pre-cast concrete box culvert, the engineer needs to design walls to tie into the box culvert to hold back the soil. Additionally, the design needs to be accomplished in such a fashion to minimize unnecessary disturbance to the banks of the Unnamed Tributary to Foe Killer Creek. Due to work occurring within the streambanks, environmental permits and approvals from agencies outside the City will need to be obtained.
- RK&K was awarded \$154,065.00 on June 23, 2023, to develop a plan to incorporate stormwater enhancements on the Log Cabin Property. The proposed change order for the necessary modeling to ensure downstream properties are not adversely affected by the culvert replacement is \$120,385.00, bringing the total cost of the design work to \$274,450.00.

PUBLIC COMMENTS:

- There were no public comments.
 - ❖ Council Member DeRito offered a motion to approve RK&K's proposal for Change Order #1 to Purchase Order #24000129 for design additions to the Foe Killer Watershed Flood Mitigation Log Cabin Park for an amount not to exceed \$120,385.00 and with authorization for the Mayor to execute all necessary documents.
 - Council Member Hipes seconded the motion.
 - The motion was approved unanimously (7-0).

C. Request for Proposal 24-108: Canton Street Drainage and Pedestrian Improvements Design

Consideration of approval of the award of RFP 24-108 to Moffatt & Nichol for the performance of the Canton Street Drainage and Pedestrian Improvements Design Services in an amount not to exceed \$119,837.00 and with authorization for the Mayor to execute all necessary documents.

- Director of Public Works, Pete Sewczwicz, came forward to present this item.
- The award of this request for proposals is for design services for stormwater and pedestrian improvements along Canton Street from Mayfield Rd. to Canton Street Extension. The overall goal of the project is to lessen the impact of current stormwater runoff through residential properties into an already overly inundated flood-prone watershed.
- The addition of curb and gutter, new storm structures, and sidewalks will be included in the overall design and approach. All new, re-located, and widened

sidewalks will be solely limited to the east side of Canton Street. Curb and gutter will be incorporated on both sides of Canton Street where feasible. The curb and gutter will be designed to fit the overall intent of the project and be aesthetically confluent to the overall design. Curb and Gutter will also consider the effective conveyance of stormwater and the aid in providing pedestrian safety.

- The design will be limited to the existing Right of Way to the extent feasible. The design also includes reducing the width of travel lanes, and removal of right turn lanes. The design will incorporate the proper stormwater management facilities that improve overall impacts along the corridor. No proposed improvements will adversely affect any properties downstream or associated floodplains. In addition to the stormwater management facilities, the project design will integrate pedestrian improvements that provide a safer pedestrian connectivity, compliant with ADA standards, for residents along the corridor. Attached is an exhibit depicting the site and possible improvements.
- Currently, along Canton Street, the sidewalk varies in width from 4' to 5' to 6' with little to no buffer between the travel lane and pedestrians.
- A scoping document was prepared by the Public Works Department and request for proposals was issued on October 19th, 2023. A total of eight submissions were received on November 16th, 2023. Staff from the Public Works Department evaluated and scored the proposals.

PUBLIC COMMENTS:

- There were no public comments.
 - ❖ Council Member Mitchell offered a motion to deny Request for Proposal 24-108: Canton Street Drainage and Pedestrian Improvements Design.
 - Council Member Will seconded the motion.
 - The motion was approved (6-1; with Council Member Hipes in opposition).

D. Agreement: City of Alpharetta and True North 400 for Dryden Road Extension and Culvert Repair

Consideration of approval of an agreement between City of Alpharetta and North Fulton Community Improvement District d/b/a True North 400 for Design, Right of Way and Construction of the Dryden Road Extension and Culvert Repair and with authorization for the Mayor to execute all necessary documents.

- Director of Public Works, Pete Sewczwicz, came forward to present this item.

- Dryden Road is situated between Morris Road and North Point Parkway and fronts the Windward MARTA Park and Ride facility. Extending Dryden Road to Edison Drive will provide connectivity for both pedestrians and vehicles to the MARTA Park and Ride and the future end of the line of MARTA's future Bus Rapid Transit.
- The CID identified the extension of Dryden Road as part of their Blueprint III Master Plan, adopted in October 2021. Alpharetta Public Works prepared a concept plan, and the CID took the initiative to allocate \$600k towards the design of the project. Elements of the design consist of a 2-lane road, a 4' buffer, and an 8' wide sidewalk on both sides.
- The proposed road traverses over an existing creek and repair of the existing culvert is necessary for the success of the project. The City is responsible for obtaining the right of way, which is described in the Agreement to be donated, and construction of the extension.
- Once all permits and ROW have been obtained, the City will bid the project for construction. The anticipated cost to construct the extension of Dryden Road is \$3.0M. Funds for the construction of the project are available in TSPLSOT II, associated with Tier I project - Tradewinds Ripple Affect. A new account name and number has been established for the project, Dryden Road Extension.

PUBLIC COMMENTS:

- There were no public comments.
 - ❖ Council Member DeRito offered a motion to approve an agreement between City of Alpharetta and North Fulton Community Improvement District d/b/a True North 400 for Design, Right of Way and Construction of the Dryden Road Extension and Culvert Repair and with authorization for the Mayor to execute all necessary documents.
 - Mayor Pro Tem Merkel seconded the motion.
 - The motion was approved unanimously (7-0).

E. Memorandum of Agreement: GDOT and City of Alpharetta for Waters Road Bridge Project

Consideration of approval of the Memorandum of Agreement between the City of Alpharetta and the Georgia Department of Transportation for work associated with the replacement of the Waters Road Bridge over Long Indian Creek and with authorization for the Mayor to execute all necessary documents.

- Director of Public Works, Pete Sewczwicz, came forward to present this item.

- The Georgia Department of Transportation has a bridge replacement program through their office. GDOT receives federal funds to design and construct the replacement of bridges throughout the state that meet the necessary requirements. The Waters Road Bridge is safe to traverse, GDOT is being proactive and looking to replace the bridge before any significant weight reduction would occur.
- In December 2023, Public Works received notification that a MOA was never executed, and we need to sign the MOA before the project can move into the right of way phase. The City's commitment towards right of way acquisition is \$100,000.
- The Waters Road Bridge is more complicated than most projects because a temporary bridge will be constructed to the south which will enable Alpharetta residents along Waters Road to utilize Waters Road during construction and not have to go through a long detour. Included in the design of the project are 5' wide sidewalks with a 5' separation between the vehicular lane and the sidewalk (3' buffer plus 2' curb and gutter). The 5' wide sidewalks match the existing sidewalk on either side of the bridge. The bridge will be raised several feet to meet FEMA requirements and raising the bridge will also minimize the steepness of Water Road.
- GDOT has allocated \$1M towards design, \$1.46M towards ROW, \$80k for utility relocations, and \$3.3M for construction. All in all, GDOT is funding \$5.8M and the City's obligation is \$100k.

PUBLIC COMMENTS:

- There were no public comments.
 - ❖ Council Member DeRito offered a motion to approve the Memorandum of Agreement between the City of Alpharetta and the Georgia Department of Transportation for work associated with the replacement of the Waters Road Bridge over Long Indian Creek and with authorization for the Mayor to execute all necessary documents.
 - Mayor Pro Tem Merkel seconded the motion.
 - The motion was approved unanimously (7-0).

F. Purchase Approval: Replacement of Four Public Safety Vehicles

Consideration of approval to purchase four (4) public safety vehicles in a total amount of \$265,556.44, which includes purchasing four (4) replacement vehicles from Wade Ford through competitively procured State Contract 99999-001-SPD0000183-0006, totaling \$177,152.00 and upfitting the four (4) replacement vehicles from Dana Safety Supply Inc. through the City's competitively procured On-Call Public Safety Vehicle

Upfitting contract totaling \$88,404.44, and with authorization for the Mayor to execute all necessary documents.

- Director of Public Safety, John Robison, came forward to present this item.
- The Department of Public Safety requests approval to purchase four (4) vehicles (and upfitting) that were totaled. The four (4) replacements will be funded through the Risk Management Fund, totaling \$265,556.44.
- The above vehicles will be replaced with four (4) 2024 Utility Police Interceptor Explorers.

PUBLIC COMMENTS:

- There were no public comments.
- ❖ Council Member Will offered a motion to approve the purchase of four (4) public safety vehicles in a total amount of \$265,556.44, which includes purchasing four (4) replacement vehicles from Wade Ford through the competitively procured State Contract 99999-001-SPD0000183-0006, totaling \$177,152.00 and upfitting the four (4) replacement vehicles from Dana Safety Supply Inc. through the City's competitively procured On-Call Public Safety Vehicle Upfitting contract totaling \$88,404.44, and with authorization for the Mayor to execute all necessary documents.
 - Council Member Mitchell seconded the motion.
 - The motion was approved unanimously (7-0).

G. Purchase Approval: One Vehicle for the Fire Department

Consideration of approval of the purchase one (1) vehicle in an amount totaling \$71,744.21, which includes purchasing one (1) Chevrolet Silverado from Hardy Chevrolet through the competitively procured State Contract 99999-001-SPD0000183-0002 for \$52,939.80 and upfitting this vehicle from Dana Safety Supply Inc. through the City's competitively procured On-Call Public Safety Vehicle Upfitting contract totaling \$18,804.41, and with authorization for the Mayor to execute all necessary documents.

- Director of Public Safety, John Robison, came forward to present this item.
- The Department of Public Safety requests approval to purchase one (1) vehicle (and upfitting) that is up for replacement.

PUBLIC COMMENTS:

- There were no public comments.
- ❖ Council Member Will offered a motion to approve the purchase of one (1) vehicle in an amount totaling \$71,744.21, which includes purchasing one (1) Chevrolet Silverado from Hardy Chevrolet through the competitively

procured State Contract 99999-001-SPD0000183-0002 for \$52,939.80 and upfitting this vehicle from Dana Safety Supply Inc. through the City's competitively procured On-Call Public Safety Vehicle Upfitting contract totaling \$18,804.41, and with authorization for the Mayor to execute all necessary documents.

- Council Member Brady seconded the motion.
- The motion was approved unanimously (7-0).

H. Request for Proposal 24-109: Firefighter Turnout Gear

Consideration of approval of the award of RFP 24-19 to Bennett Fire Products Co., Inc. for firefighter turnout gear, approval of a one-year contract, and with authorization for the Mayor to execute all necessary documents.

- Director of Public Safety, John Robison, came forward to present this item.
- The Department of Public Safety annually purchases Fire Department Structural Turnout Gear and Pull-on boots for our Firefighter personnel as either an initial issue or as a replacement for out-of-service gear. With this RFP, the City intends to award a 5-year non-exclusive contract to vendor(s) that best meet the requirements listed in the RFP.
- The Department of Public Safety and Finance Department worked together to prepare a Request for Proposal (RFP 24-109) and advertised for proposals on November 16, 2023, and the City only received one (1) proposal from Bennett Fire Products Co., Inc.
- The turnout gear replacement schedule is non-standard and depends on the age of the underlying gear to be replaced. The National Fire Protection Association recommends a 10-year service life for turnout gear. Based on this life expectancy, the department anticipates the replacement of approximately 40 sets of gear in fiscal year 2025. Funding for replacement and initial-issue gear (e.g., new hires) is provided through the General Fund.

PUBLIC COMMENTS:

- There were no public comments.
- ❖ Council Member Will offered a motion to approve the award of RFP 24-19 to Bennett Fire Products Co., Inc. for firefighter turnout gear, approval of a one-year contract, and with authorization for the Mayor to execute all necessary documents.
 - Council Member Brady seconded the motion.
 - The motion was approved unanimously (7-0).

I. **Agreement between the City of Alpharetta and ZKTeco for Union Hill Overflow Parking**

Consideration of approval of an agreement between the City of Alpharetta and ZKTeco for parking during permitted events at Union Hill Park and with authorization for the Mayor to execute all necessary documents.

- Director of Recreation and Parks, Morgan Rodgers, came forward to present this item.
- The covered arena at Union Hill Park has recently been upgraded to serve as the host for events and concerts. The limited parking at Union Hill Park hinders larger events from using the Park. Currently, there are 108 marked parking spaces at Union Hill Park.
- Staff worked with the adjoining business, ZKTeco, to develop an agreement for the use of ZKTeco's parking for events that take place on weekends. ZKTeco has 75 parking spaces that could be used during scheduled events at Union Hill Park.
- This agreement would be used during scheduled events that occur on Friday evenings, Saturdays or Sundays for permitted events only. This agreement would allow for a total of up to 500 people to be in attendance at an event.
- ZKTeco is not asking for any monetary compensation for this agreement. The City would ensure that the event organizers comply with the terms of the agreement.

PUBLIC COMMENTS:

- There were no public comments.
 - ❖ Council Member DeRito offered a motion to approve an agreement between the City of Alpharetta and ZKTeco for parking during permitted events at Union Hill Park and with authorization for the Mayor to execute all necessary documents.
 - Council Member Hipes seconded the motion.
 - The motion passed unanimously (7-0).

8. **PUBLIC COMMENT**

- There were no public comments.

9. **REPORTS**

- There were no reports.

10. **EXECUTIVE SESSION (IF NECESSARY)**

- ❖ Council Member DeRito offered a motion to adjourn to Executive Session.

- Council Member Mitchell seconded the motion.
 - The motion was approved unanimously (7-0).
- Mayor Gilvin recessed the meeting for an executive session to discuss personnel, litigation, and land acquisition at 8:05 p.m.
- ❖ Mayor Pro Tem Merkel offered a motion to reconvene the meeting.
 - Council Member Will seconded the motion.
 - The motion was approved unanimously (7-0).
- Mayor Gilvin reconvened the meeting at 9:15 p.m.

11. ADJOURNMENT

- ❖ Council Member Hipes offered a motion to adjourn the meeting.
 - Council Member Will seconded the motion.
 - The motion was approved unanimously (7-0).
- With there being no further items to consider or discuss, Mayor Gilvin adjourned the meeting at 9:16 p.m.

Respectfully submitted,



Lauren Shapiro, City Clerk

EXHIBIT A

February 23, 2024



Windward Parkway & Highway 9

Strategic Master Plan

02.23.24 DRAFT



TRUENORTH400



MILTON
EST 2006

The Cities of Milton and Alpharetta, in partnership with True North 400, conducted this strategic plan for the Windward Parkway and Highway 9 corridors. We thank the hundreds of residents, employees, and community leaders that participated in this process.

Project Leadership

City of Milton

Anita Jupin, Economic Engagement Manager
Robert Dell-Ross, Engineering Project Manager
Emily Schnarre, Planner II
Shubhangi Jangam, Principal Planner
Robert Buscemi, Community Development Director
Sara Leaders, Public Works Director

City of Alpharetta

Kathi Cook, Community Development Director
Lance Morsell, Economic Development Manager
Michael Woodman, Planning & Dev. Services Manager
Nikisha Mistry, GIS Specialist/Special Projects Planner
Charlotte Christian, Economic Development Coordinator

True North 400

Brandon Beach, Executive Director
Kristin Rome Winzeler, Deputy Executive Director
Alex Battle, Program Coordinator

Project Management (Kimley-Horn)

Eric S. Bosman
Allison W. Galloway

MKSK



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Executive Summary

This plan identifies investments in mobility, transportation, green space, and placemaking to improve quality of life and economic competitiveness.

The Windward Parkway and Highway 9 Study Area is a 4.6 square mile area (2,944 acres) that includes portions of both the City of Alpharetta and the City of Milton. It is also within the service area of the True North 400, formerly known as the North Fulton Community Improvement District. This geographic area is a regional employment center that represents a significant portion of the commercial tax base for both cities and has contained a majority of each municipality's top employers over the last couple decades. Through the years, millions of square feet of service retail have been added, in addition to over 12,000 residences, making it a blend of homes, jobs, shopping, dining, and recreation.

With much of the Study Area developing during the 1990s and early 2000s, the area's form and function highly favors the automobile and the separation of different land uses. This has diminished some of this area's competitive advantage in recent years and resulted in extremely busy traffic for the district's workers and residents. As office vacancies within the Study area have risen in recent years, supporting retailers have also struggled, with the Covid-19 pandemic compounding and accelerating these impacts.

To best position this important area for future success, this 10-month planning process engaged hundreds of local voices. These included nearby residents, Study Area employees, key stakeholders within the district,



and city staff and elected leadership. Through this engagement, five key takeaways emerged. These takeaways, representing hundreds of comments and ideas, oriented around improving mobility, increasing local authenticity, adding new parks and open spaces, considering the impact of major roadways, and improving the quality of the built environment and amenity offerings of large employers. **These five key takeaways became the foundation for four ideas for how the Study Area can take steps toward a well-positioned and vibrant future.**

How We Engaged

2 Community Meetings

1 Online Survey

90

Total people in attendance at two community meetings directed to Study Area residents

808

Total Responses to an Online Survey directed at Study Area Employees

4 Meetings with a Core Group of community leaders

Five Key Takeaways from our Engagement

Improving mobility is key to the success of the area.



The area lacks authentic and local experiences.



There is a need for additional parks and open spaces.



Major roadways divide as well as connect the district.



The quality of the built environment and amenities will influence working arrangements for large employers.





1

Connecting the Dots

Getting to and through the district

Connecting the Dots provides recommendations to transform the Study Area into a more walkable and bikeable area where users have an alternative to automobile travel. This idea does so through the following key projects:

- **Improving pedestrian connectivity** between the planned mixed-use Continuum development to the future MARTA BRT station.
- **Proposed roadway connections** as complete streets to alleviate the road system's reliance on major arterial roads.
- **Development of a robust multi-modal trail network** that allows for non-vehicular mobility throughout the district.
- **Creating new roadway and trail connections** between the future MARTA BRT station (and current park and ride station) and its surroundings, both through an extension of Dryden Road and through a multiuse path across GA 400 and along Old Morris Road.



2

Serenity & Amenity

Drawn to the office

Serenity and Amenity recognizes that attracting employees back into the offices is crucial to the Study Area's future. As a major employment hub for both cities, the Study Area had about half the daily workforce in 2022 that it did in 2019. This idea encourages public realm enhancements that encourage a return to office, including:

- **Adding recreational loop trails** along distinctive natural features in the Study Area.
- **Enhancing trail connectivity** by building pedestrian connections between business campuses and an expanded public trail network.
- **Creating trailhead parks** at business campuses with outdoor amenities and comforts.
- **Protecting natural resources and open space** for public use and recreation along Camp Creek and its tributaries.
- **Developing signature branding elements**, design guidelines, programming opportunities and messaging for a newly-minted Camp Creek Trail.
- **Create unique design features for Windward Parkway** from Highway 9 to Union Hill Road.

Ales to Trails is about creating distinctive places for people to come together. For the Windward/Highway 9 area, this concept of placemaking goes beyond banners and logos, and instead focuses on strategies to shape the perception of the Study Area, such as:

- A Social Campaign with strategies to share news, events, and economic development opportunities. This campaign would utilize a fresh social media presence to **reinforce the identity and brand of the Study Area** building visibility, recognition, and civic pride.
- An Experiential Campaign proposing **high quality programming and events** to bring Study Area residents, employees, and visitors together.
- A Place Campaign that reimagines two sites within the Study Area, each with beautiful nature, to create **distinctly authentic and local experiences** that add character and value to the areas around them. Both sites present unique venues that are not currently found in either city and have ease of access from nearby major employers and future redevelopment sites.

Lakefront Property builds off the notion of creating long term economic success for the Study Area through positioning its land use strategy to capture high-value future investments. This includes:

- **Strategies for re-imagining suburban office space** and developing an approach to how future growth can be accommodated.
- **An economic strategy** that matches the growth trajectories and visions of Alpharetta and Milton. This strategy starts by understanding market realities and creates a blueprint that property owners, business owners, and local government partners can use in future decision-making.

3

Ales to Trails

The local live/work/visit experience



4

Lakefront Property

A competitive niche for success





1

Introduction

The Purpose of this Plan

Process & Schedule

Plan Alignment

The Purpose of this Plan

Nationally recognized as vibrant economic centers with a high quality of life, the cities of Alpharetta and Milton are dynamic, destination-rich environments.

The Windward area sprung forth in the 1980's when Mobil Land Development began realizing a 3,400 acre planned development which included millions of square feet of office, clusters of retail and thousands of new housing units. Windward Parkway, on both sides of GA 400, benefited from the employment and housing boom that began in the late 1980's and early 1990's with many corporate headquarters opening along the corridor, taking advantage of the burgeoning fiber optic network and ample nearby housing. This led to significant amounts of supporting retail and restaurant offerings positioning themselves within the bustling employment center, one that contains a majority of both Alpharetta and Milton's largest employers.

Because most of the district's growth occurred before or immediately after 2000, much of the built environment in this district is at least 25 years old. Its form and function is highly auto-oriented, with

standalone buildings separated by large surface parking lots, and with most of the movement within the area happening in cars along busy arterial roads. As new walkable centers and destinations emerge in the Metro Atlanta area, and the region invests in high frequency transit, suburban corridors like Windward Parkway and Highway 9 face growing pressure to respond to consumer demand and reinvent themselves into more walkable and connected districts. This is further emphasized by commercial vacancy rates within the district now reaching all-time highs, impacting the office market and by extension, the supporting retailers as well. These trends were evident even before 2020 but have been amplified by Covid-19 and its influence on working arrangements and appetites around corporate real estate.

From a residential perspective, much growth has occurred in the last three decades. A high-quality of life and proximity to jobs has led to over 12,000



An updated approach to land use and transportation integration that re-imagines the area as a walkable, multimodal transit-supportive place.

Strategies for integrating the planned high-capacity transit station and providing first/last mile connectivity.

An updated market study to assist developers in gaining an understanding of the type, scale, design and location of desired development.

A branding strategy for the area that re-creates it as a destination and improves sense of place.

Strategies for economic development to support growth of the area and attract a talented and diverse workforce.



residents calling this planning area home. Proximity to daily conveniences and amenities within the North Metro area continues to reinforce this area as an attractive living option.

The Windward Parkway/Highway 9 Area Strategic Master Plan is an update to the 2012 Highway 9/ GA 400 Area Master Plan adopted by the cities of Alpharetta and Milton and is intended to serve as a 10-year plan update in accordance with the Atlanta Regional Commission's Livable Centers Initiative.

This plan seeks to balance the needs and desires of both residents and employees, while also accentuating its pivotal role in the economies of both Alpharetta and Milton. It also provides a blueprint for integrating transportation improvements, pedestrian mobility, linking key destinations, and thoughtfully positioning expected and potential growth.

Because the planning area stretches across two separate jurisdictions and essentially knits together their peripheries, there is great opportunity for collaboration and cohesiveness of vision for a space that has meant so much to the growth and attractiveness of the North Atlanta metro. Conversely, because the planning area covers two distinct municipalities, the plan's branding strategy allows each city to pursue unique, individualized branding within the larger context of a cohesive public realm. This can celebrate the distinctness of both communities, leveraging the strengths of each jurisdiction to improve an overall sense of place.

With fresh vision and strategic action provided by this master plan, the Windward Parkway/Highway 9 area will hopefully be equipped to build upon its solid foundation, moving into its next generation of regional influence and local prestige.

Process & Schedule

The 10-month planning process was divided into four tasks, and included two community meetings, an online survey, and a Core Group of community leaders.

Led by True North 400, in partnership with the Cities of Alpharetta and Milton, this strategic plan was launched in March of 2023 and completed in early 2024. The planning team included the planning and design firm of MKSK in the lead consultant role, with Development Strategies leading the market analysis and strategy components of the plan.

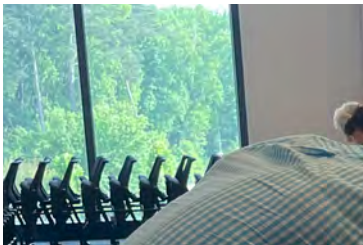
Key representatives from both cities and True North 400 met biweekly with the consultant team as a Project Management Team (PMT). This group established a Core Group of community leaders, business representatives, and key landowners to steer the project's progress. This group met with the planning team on four occasions at key project milestones, providing feedback on recommendations and establishing the project's direction.

The first task of the process included kickoff meetings with the PMT and the Core Group, as well as an existing conditions analysis looking at the Study

Area's infrastructure. This task also launched the plan's community engagement efforts, which included two community meetings directed at residents, and an online survey targeting the thousands of employees working in the Study Area.

The second task focused on a market analysis and strategy for the Study Area, establishing a baseline of existing economic conditions. The plan's main deliverables were developed in the third task of work, which included connectivity strategies, transportation recommendations, placemaking recommendations, and land use policies for growth. These components are summarized in four ideas for the Study Area later in this document.

The fourth and final task of work shared these four ideas with the community at a second meeting, and established an implementation strategy. The task completed with the documentation of this summary report, and its appendix materials.



Task 1 Existing Plan Assessment

- > Project Kickoff
- > Plan Alignment and Development Context
- > Existing Conditions Analysis
- > **Core Group Meeting 1**
- > **Community Kickoff Meeting**

March - May



Task 2 Market Analysis

- > Market Analysis
- > Real Estate Analysis
- > Economic Development Strategy
- > True North 400 Board Review

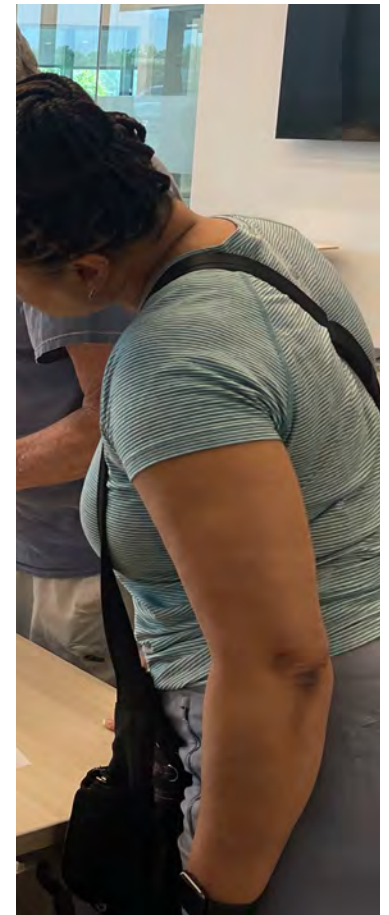
April - June



Task 3 Plan Development

- > Opportunities Assessment
- > **Core Group Meeting 2**
- > Connectivity, Walkability and Mobility Improvements
- > Placemaking and Branding Strategy
- > Land Use Strategy and Redevelopment Sites
- > **Core Group Meeting 3**

June - October



Task 4 Action Plan/ Implementation

- > Implementation Action Plan
- > **Community Meeting 2**
- > **Core Group Meeting 4**
- > True North 400 and City Work Sessions
- > Report Documentation
- > Final Plan Review
- > Plan Review and Adoption

October - January



Plan Alignment

The Plan Alignment highlights previous plans, with attention given to those influencing the Study Area through policies, recommendations and strategic actions.

The Cities of Alpharetta and Milton, as well as True North 400, have a rich and lengthy history of community planning. Especially significant is the amount of recent planning work that has been undertaken in these respective communities and the jurisdictions that they serve. In total, a dozen plans were reviewed, which included eight plans that have been adopted since the start of 2020.

A foundational recommendation from prior planning efforts is the need for increased connectivity within the district. New street connections directly benefit vehicular travel by reducing dependence and congestion on the major arterial roadways in the district. Connectivity can also be increased through new additional trails and landscapes that allow for more seamless pedestrian connections to destinations such as workplaces, retail areas and MARTA. These principles are

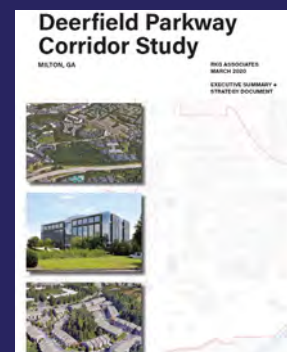
stated as priorities in the City of Alpharetta's 2040 Comprehensive Plan, the City of Milton's Strategic Plan (2021-2025) and Blueprint North Fulton III, completed by True North 400 (formerly known as NFCID) in 2021.

"Increased connectivity benefits all modes of travel by reducing congestion and providing route alternatives"

Hwy 9/Ga 400 Master Plan (2012)

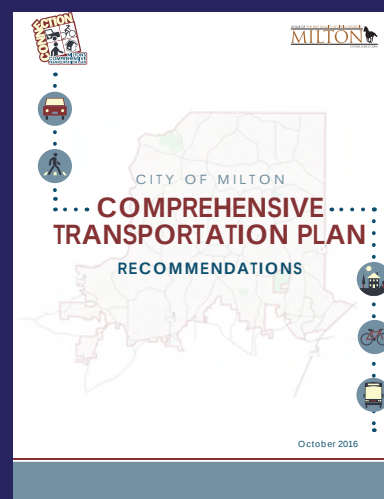
"Superblocks and cul-de-sacs create congestion on adjacent corridors, and result in a scale that is less comfortable for pedestrians. Whenever possible, connect streets through developments"

Hwy 9/Ga 400 Master Plan (2012)



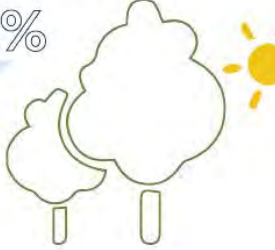
Plans Reviewed by Planning Team

- > Milton 2040 Comprehensive Plan (2021)
- > Alpharetta 2040 Comprehensive Plan (2021)
- > Blueprint III Master Plan - NFCID (2021)
- > Highway 9/GA 400 Master Plan LCI (2012)
- > Deerfield Parkway Corridor Study (2020)
- > Milton Community Trail Prioritization Plan (2020)
- > South Main LCI Study (2023)
- > Highway 9 Vision Plan (2014)
- > Milton Comprehensive Transportation Plan (2016)
- > Milton Strategic Plan (2021)
- > Recreation and Parks Master Plan (both Cities)
- > Continuum [Development Plan] (2022)



Milton Residents within a
10 MINUTE WALK OF A
PARK

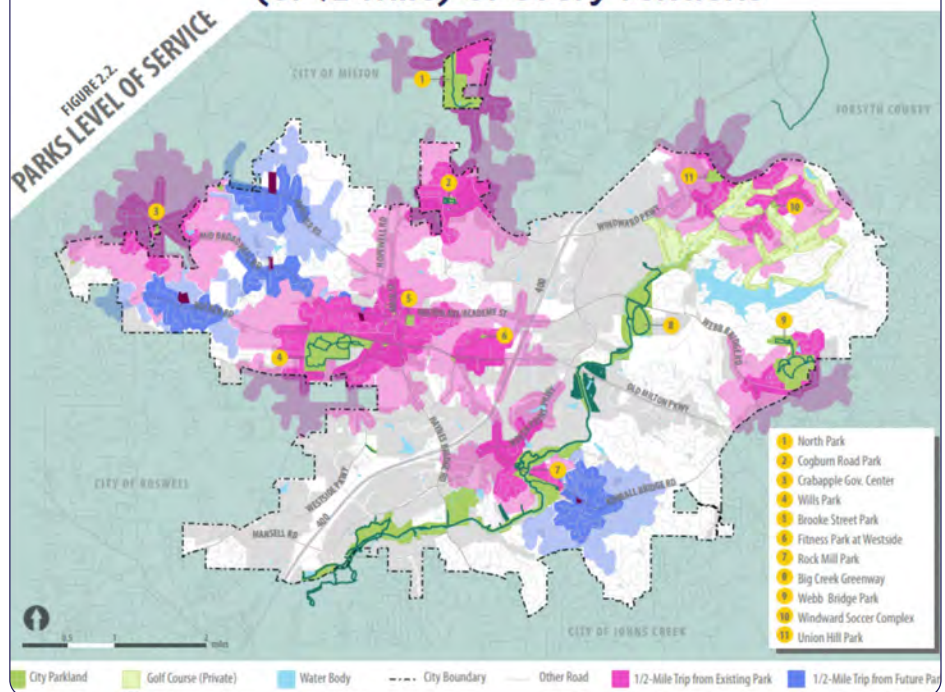
22%



**“By 2025, Increase the
number of families
connected to businesses,
and activity nodes via a
continuous network of
trails”**

*Milton Strategic Plan (2021-
2025)*

**A goal for Alpharetta is to have a park or other
active destination **within a 10-minute walk**
(or ½ mile) of every resident**



**“Continue to add to the City’s open space inventory and provide trail
connections between parks and where people live and work”**

Alpharetta 2040 Comprehensive Plan

One way the cities of Alpharetta and Milton offer a high quality of life to their residents is through the provision of and access to parks and open space. Milton’s Comprehensive Parks and Recreation Master Plan notes that additional Parks and Open Space is needed by 2030, with the biggest need being for neighborhood parks (between 5-15 acres). It also recommends a level of service of 12.5 acres of park/open space for each 1,000 residents, with attention given to acquisition and provision of new park/open space facilities in underserved areas of the City. (Milton’s portion of the Study Area contains 10,667 people and 1.2 acres of public park space - or 0.1 acres per 1,000 people). The City of Alpharetta has a stated goal (Parks and Recreation Master Plan) of having a park within a 10-minute walk of every resident. Blueprint III Master Plan recommends the incorporation of green spaces/green amenities through greyfield redevelopment/parking lot infill.

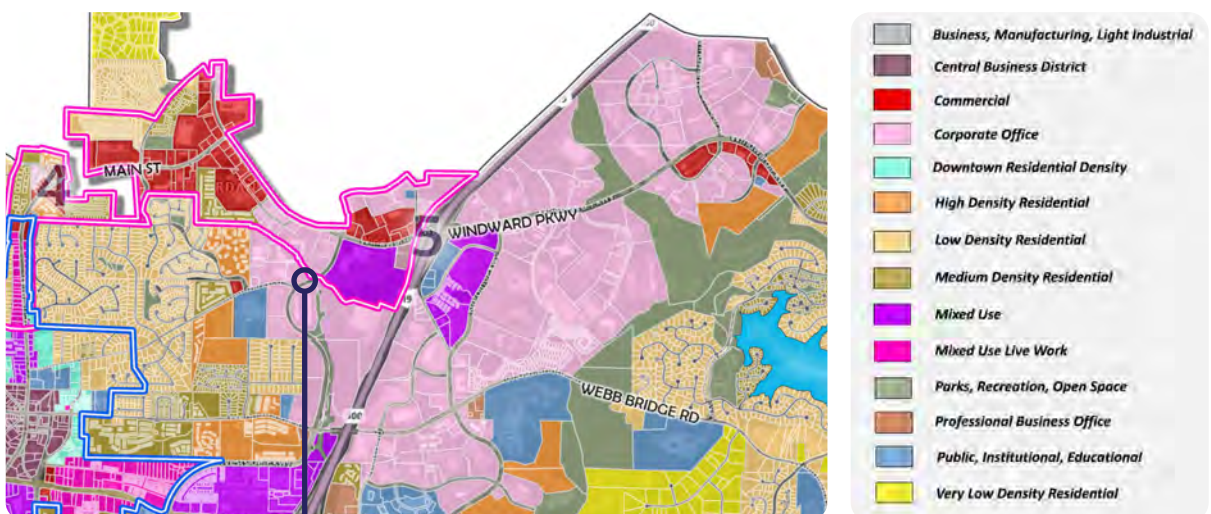
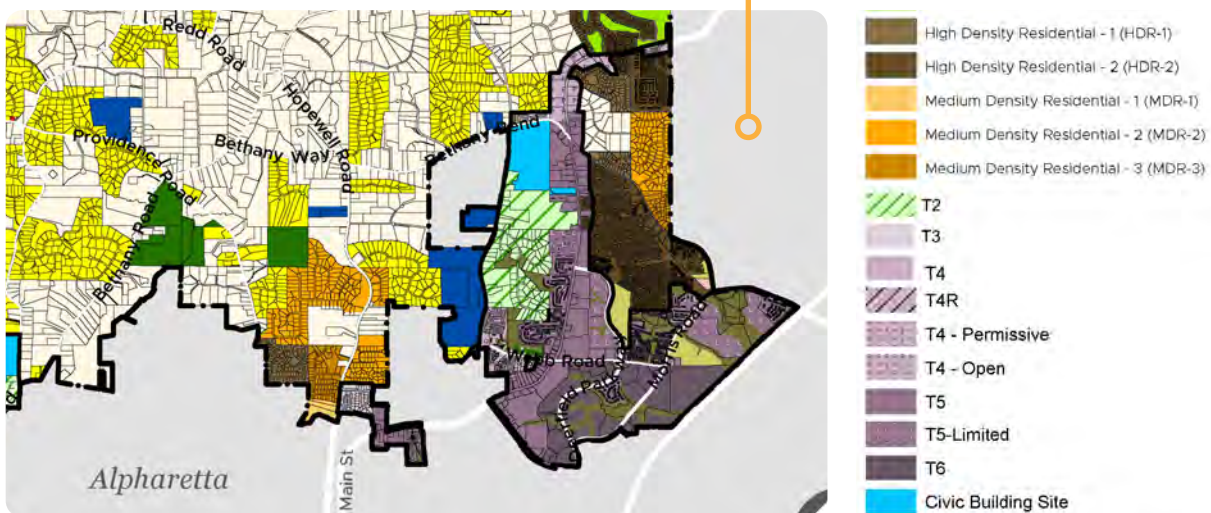
The importance of an expanded trail network has garnered a lot of attention in recent planning efforts. Blueprint Master Plan III highlights how they can play a valuable role in last mile connectivity for commuters. The City of Alpharetta’s comprehensive plan recommends the promotion of a system of trails and targeted efforts to provide safe and convenient alternative (non-vehicular) transportation improvements. The City of Milton’s 2025 Strategic Plan identifies the need to increase the number of families who can connect to businesses and activity nodes via a continuous network of trails. Milton’s Comprehensive Plan also mentions new trails can help preserve the rural feel of Milton, while also connecting to larger regional multi-modal networks. It’s worth noting that trails hold a unique role in positively influencing the other key themes from the Plan Alignment. Trails offer increased connectivity, they add value to nearby properties and they often connect to larger community greenspaces.

Another major takeaway from the Plan Alignment is a recognition of the inherent land use value within the Study Area, particularly with respect to how it's positioned in the future. Alpharetta's 2040 Comprehensive Plan notes the most intense development in the City happens along the GA 400 spine, with that trend expected to continue. Properties along the GA 400 corridor contain the greatest potential in the City for major change. The

City of Milton's 2040 Comprehensive Plan highlights the Deerfield District (which is within the Study Area) as one of the city's three main cores. The Deerfield Parkway Corridor Study (2020) notes that this district represents the largest collection of properties upon which commercial development is allowed, and a clear vision for the area can be instrumental in engaging owners with key properties within the district.

"Enhance the commercial tax base with businesses that fit into a cohesive, community driven vision"

Milton Strategic Plan (2021-2025)



"The area is envisioned to evolve as a more compact, walkable mixed-use and office/commercial corridor."

Alpharetta 2040 Comprehensive Plan



2

Understanding the Study Area

Study Area Existing Conditions

Market Summary

Community Engagement



Study Area

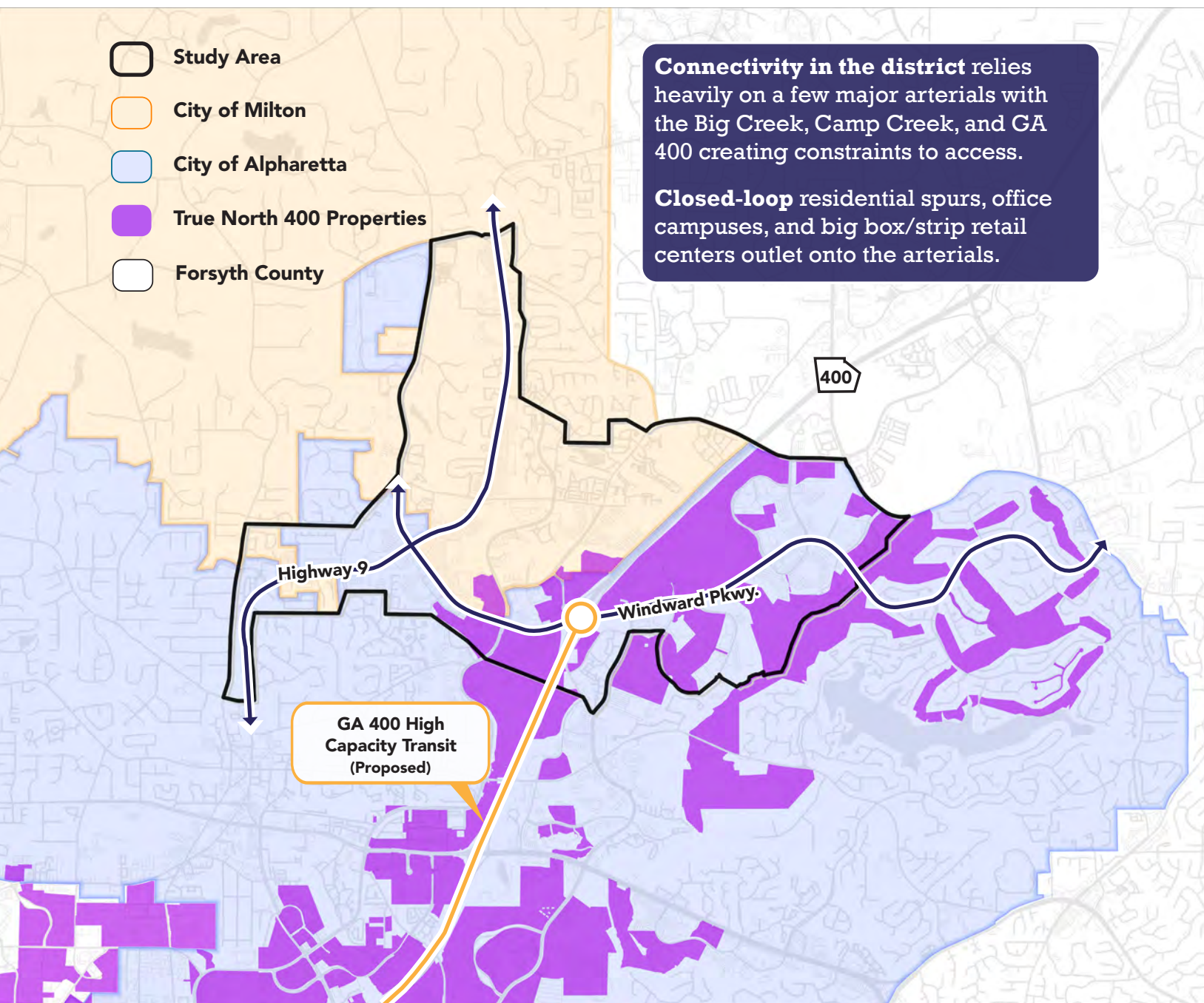
Existing Conditions

The Windward Parkway and Highway 9 Study Area is a major regional residential and employment hub. This section highlights its key existing conditions.

The Windward and Highway 9 Study Area is 2,944 acres or 4.6 square miles, which is approximately the same size as the City of Decatur, Georgia. The district is bounded to the east by Big Creek, to the north by McGinnis Ferry Road (Forsyth County) and Bethany Bend Road, to the west by Cogburn and Hopewell Roads, with the southern extent being just south of Highway 9 and Windward Parkway. Key north-south thoroughfares are GA 400 and Highway 9, with Windward Parkway acting as the principle east-west connection through the district. Together Windward Parkway and Highway 9 combine to make up over 6.5 miles of corridor through the Study Area, with most smaller roads connecting into these two main corridors. Webb Road, Morris Road, Deerfield Parkway, Windward Concourse and Union Hill Road are collector streets that support navigation through the Study Area.

North Park is adjacent to but just outside the Study Area to the Northwest. Cogburn Park, Union Hill Park and Freedom Park are public park spaces within the Study Area. About 2.5 miles of the Big Creek Greenway exists within the Study Area, with trailheads at Marconi Drive and Union Hill Park. Camp Creek and its associated floodplain is a major hydrological feature, flowing from northwest to southeast through the district, with several smaller tributaries feeding into it. Camp Creek connects with Big Creek about a half mile south of Windward Parkway at Windward Plaza.

Study Area in Context



City of Milton



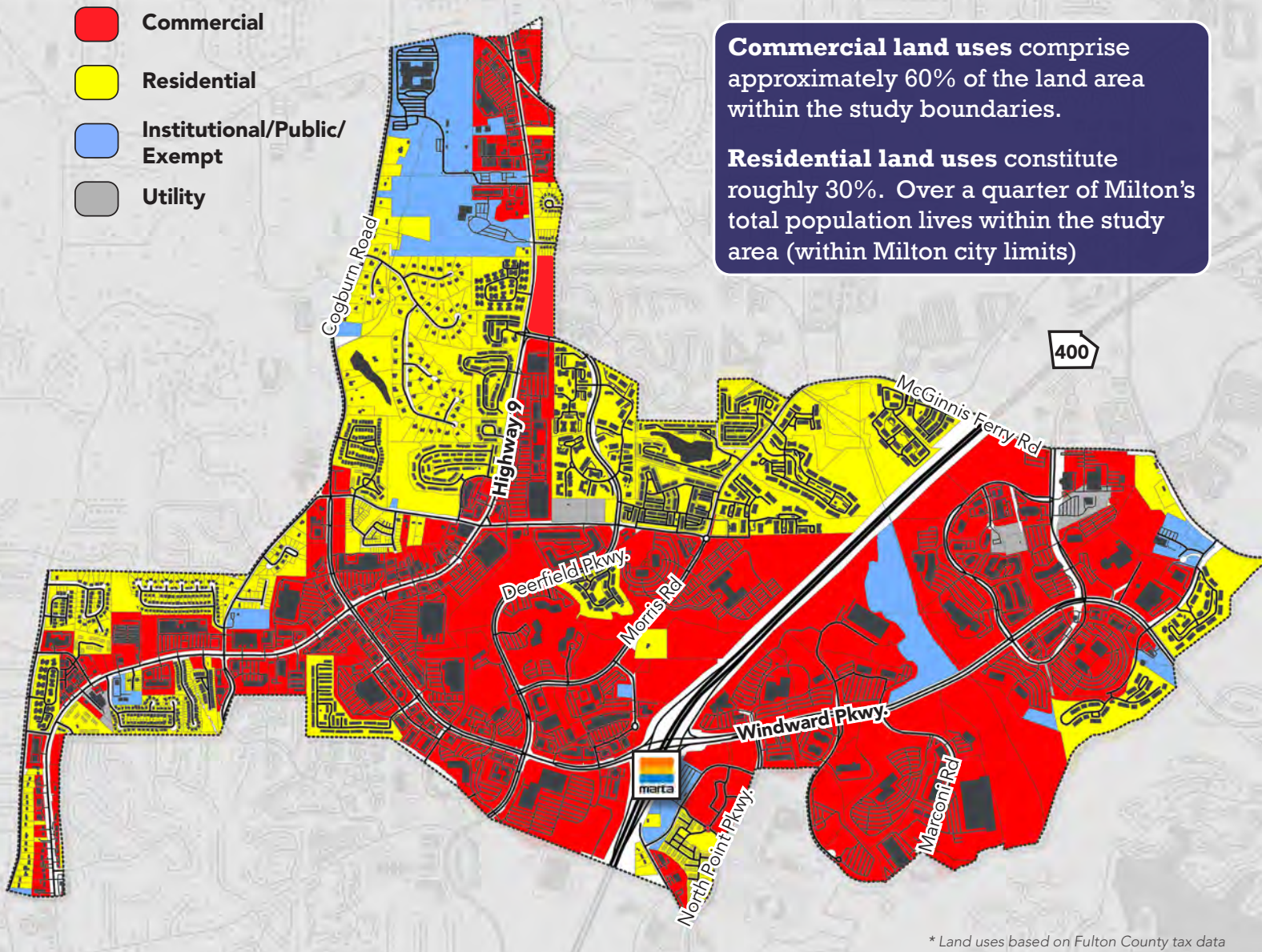
City of Alpharetta



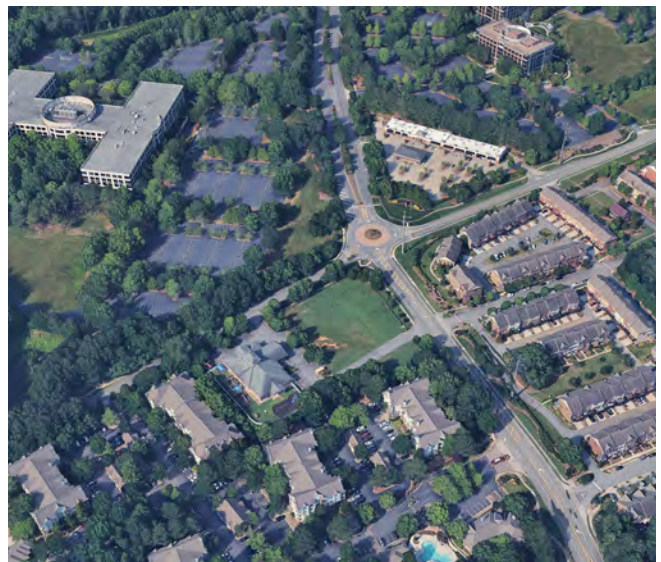
True North 400 Properties



Existing Land Uses



Commercial land use comprises approximately 60% of the land area within the study area. East of GA 400 this is primarily large corporate office campuses. West of GA 400 it is a mixture of office stock, big-box retail and service retail. The northern end of the study area is primarily institutional with the presence of Cambridge High School and Stonecreek Church. There is only about 12 acres of designated public park space within the entirety of the Study Area (Not including the 2.5 miles of Big Creek Greenway,) representing less than 1% of the total area of the district.



Though occupying less than 5.7% of the City of Milton's total land area, the study area is home to a third of the City's 14,941 housing units.

City of Milton

Excluding their portion
of LCI Study Area



37

Square Miles

9,884

Housing Units

30,629

Population (2022)

City of Milton

Including only their portion
of LCI Study Area



2.1 (5.7%)

Square Miles

5,057 (34%)

Housing Units

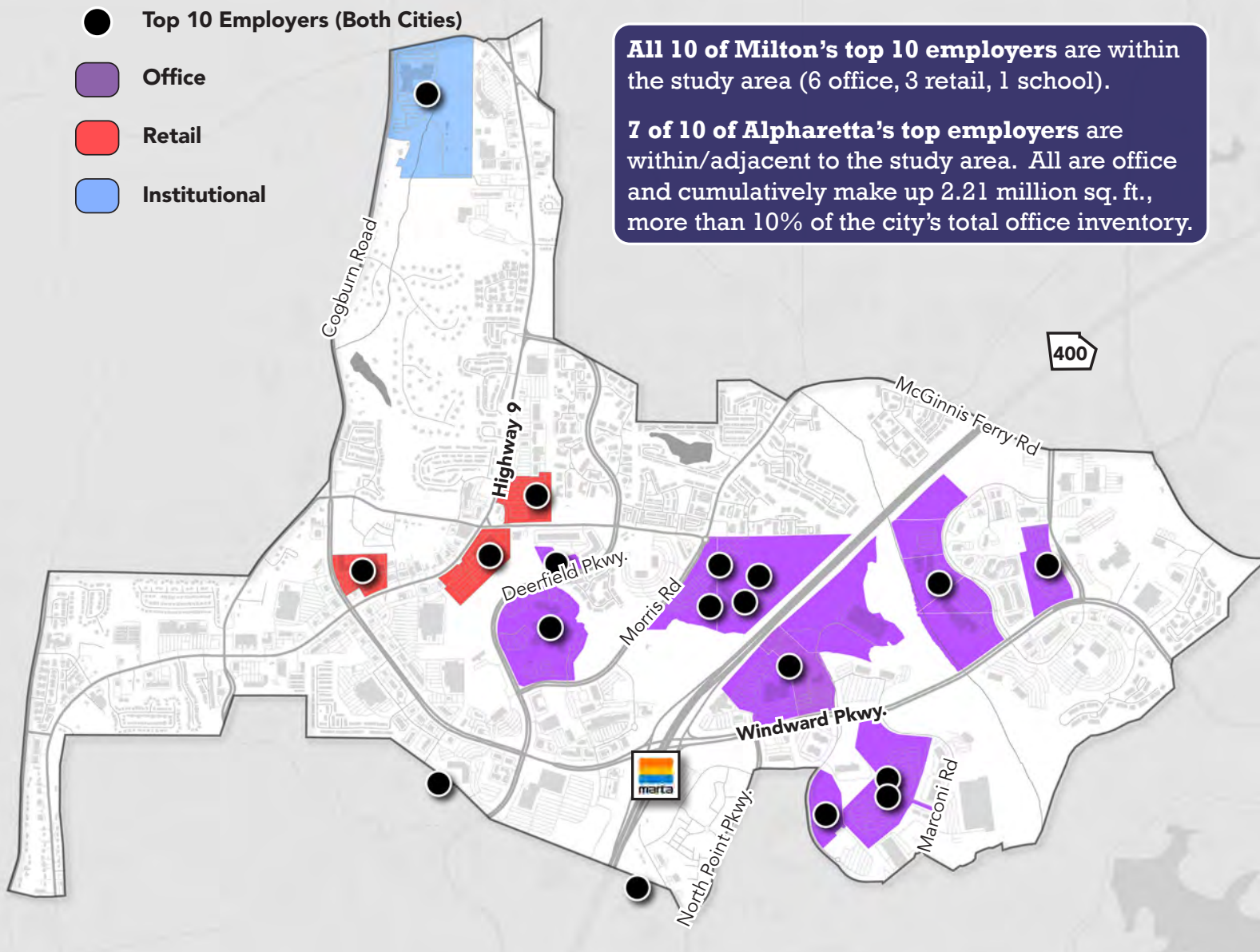
10,667 (26%)

Population (2022)

About 30% of the Study Area is dedicated to residential land use, totaling just under 6,000 housing units and a population of 12,657 residents. Most of this housing is concentrated just north of Webb Road, with single family detached accounting for 13%, townhomes accounting for 28%, and multifamily making up the remaining 59%. Over 5,000 of the housing units in the Study Area are within the City of Milton, representing approximately 1/3 of the City's entire housing stock (by unit) and 26% of its total population (per 2020 Census).

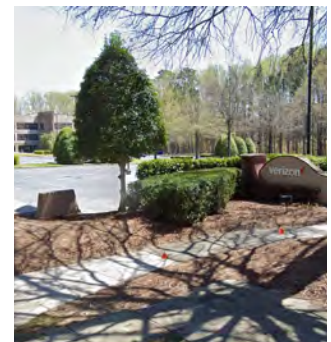


Major Employers

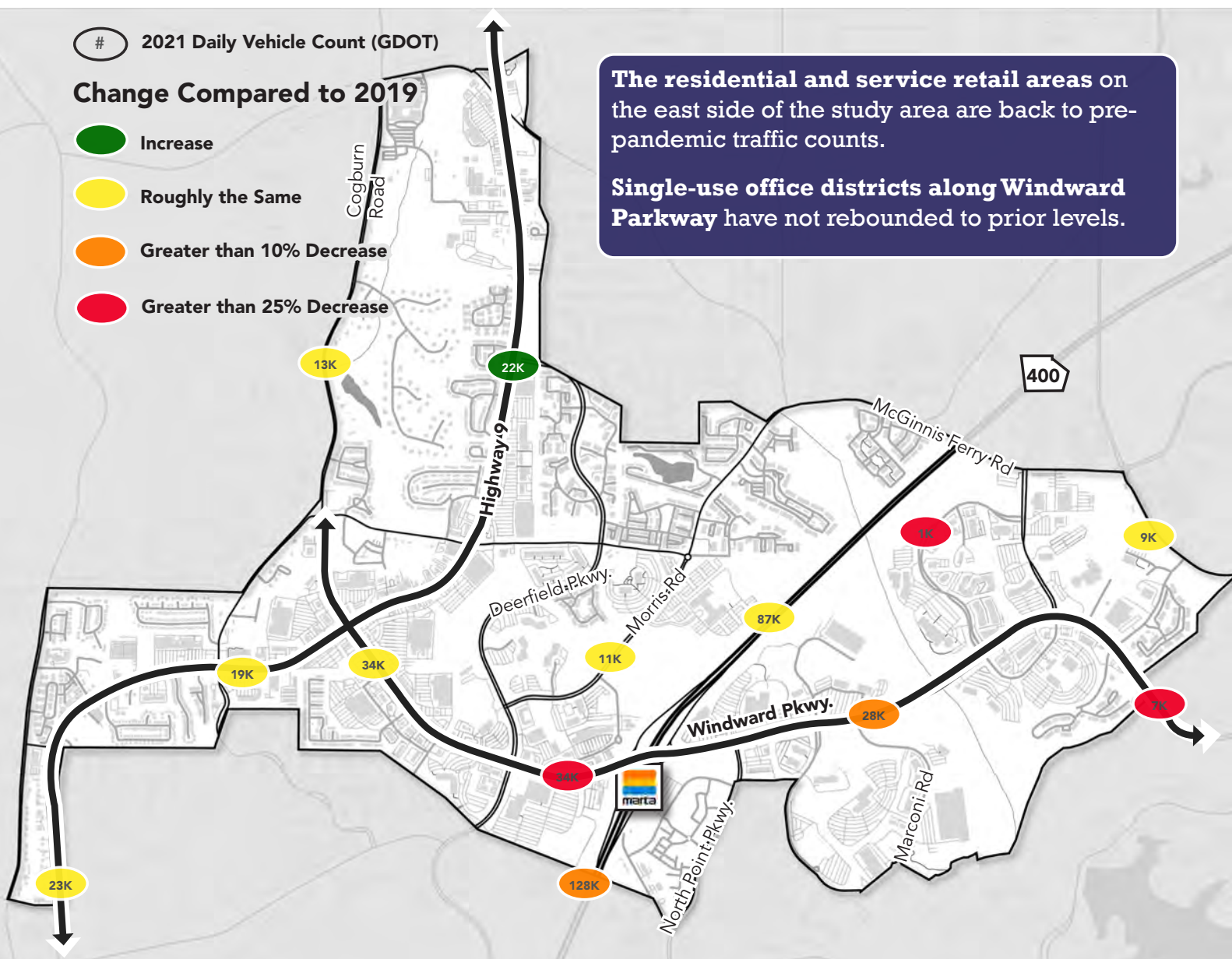


There are over 1,000 businesses within the Study Area according to employment data from ESRI Business Analyst. Top Employer data from the Cities of Alpharetta and Milton for 2021 found that all 10 of Milton's top 10 employers are within the Study Area. Seven of 10 of Alpharetta's top employers are within or immediately adjacent to the Study Area. All seven of these are large office tenants whose leases cumulatively make up 2.2 million square feet. ESRI's Business Analyst reports a pre-covid daytime population estimate for the district was 35,000 people, with more than 20,000 of those being workers who commute in. Recent numbers indicate that there

are closer to 10,000 people coming to work within the district daily (Placer AI). Even with the drop in employee population within the district, the Study Area still represents one of the larger employment centers within the greater Metro Area.



Traffic Counts



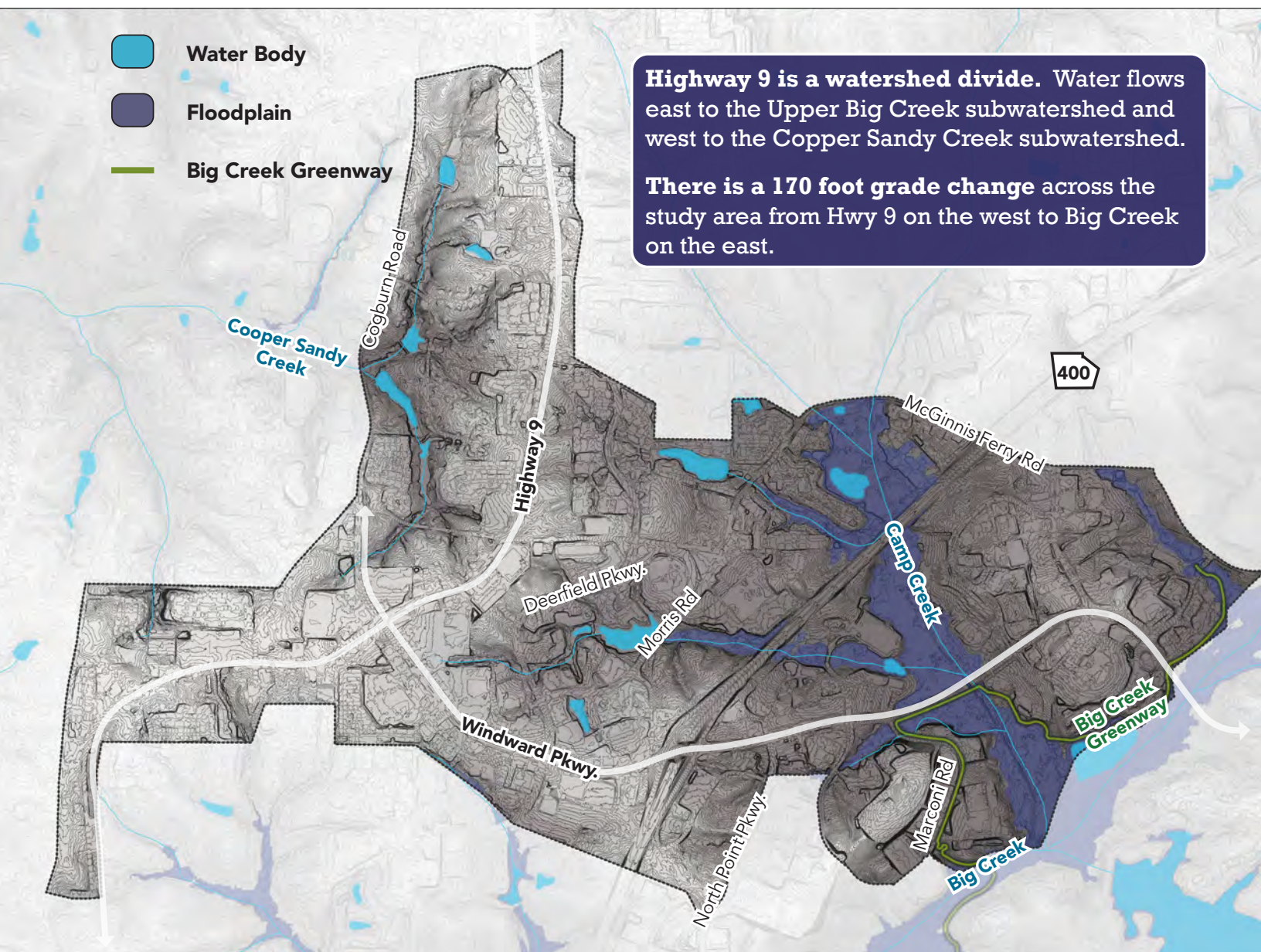
Traffic Counts within the Study Area unsurprisingly find their greatest concentration along Windward Parkway around the GA 400 corridor, particularly between GA 400 and Highway 9. That section of roadway is home to regional offices and hundreds of retailers, including big box stores such as Costco, Wal-Mart and Home Depot. Highway 9 daily traffic counts within the district hover around 20,000 vehicles a day, with the other north-south spines of Morris Road and Cogburn Road carrying between 11,000 - 13,000 vehicles daily.

When compared to pre-pandemic traffic counts, the residential and service retail areas on the west side of the Study Area have returned to what they were in 2019. The east side of the Study Area, however, has seen a drop-off in traffic counts since

2019, particularly in Single-use office districts along Windward Parkway that have been heavily impacted from work from home trends and rising vacancies. As more employees return to physical office spaces in 2023, its anticipated these traffic counts may return to near pre-pandemic levels.

In general, due to the heavy traffic load on Windward Parkway and Highway 9 as well as the time in which the roadways were developed, the environment is hostile to pedestrians and bicyclists. While True North 400 and the city of Alpharetta have made improvements along the north side of Windward Parkway, particularly between GA 400 and Deerfield Parkway, much can be done to improve the multimodal environment within the area.

Hydrology & Topography

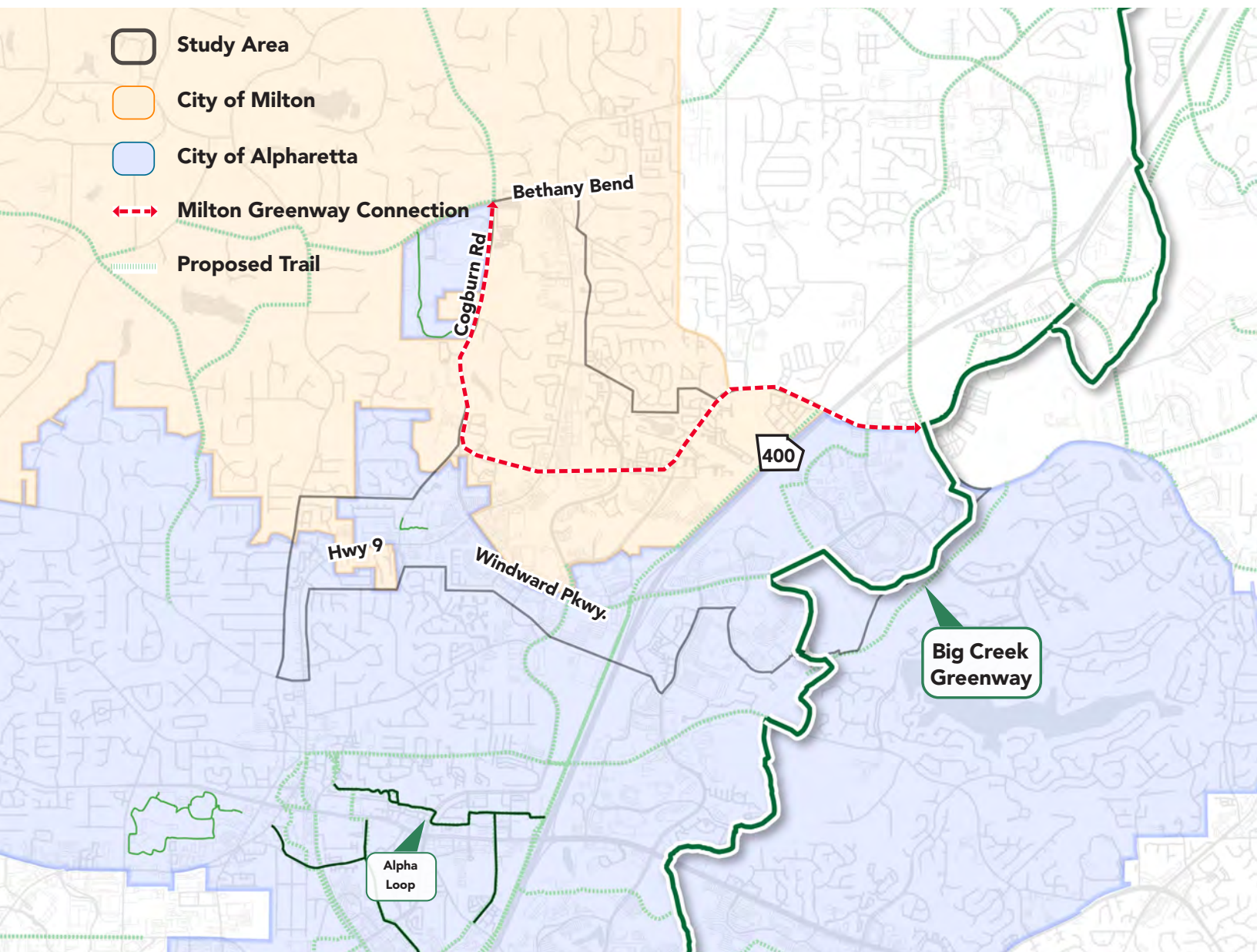


As is common for major roadways, both Highway 9 and Woodward Parkway have alignments that run along the higher elevations within the Study Area. Highway 9 follows a ridge line running north to south, channeling water to its west into Cooper Sandy Creek. To the east of Highway 9, several tributaries make their way into Camp Creek before eventually feeding into Big Creek west of Marconi Road and south of Woodward Parkway. Within the Study Area alone, there is over 200 acres of floodplain associated with Camp Creek, presenting a large swath of protected tree canopy, rich ecological systems, and wildlife habitat that includes various streams and wetlands.

There is a network of ponds and water retention areas, with one of the most significant being a 7-acre lake between Morris Road and Deerfield Road. Its visibility and frontage along Morris Road makes it one of the more noticeable water features within the entire district.



Existing Regional Trail Network



Within the Study Area, two significant trails exist or are undergoing design and construction. About 2.5 miles of the Big Creek Greenway is located within the eastern portion of the Study Area. There are two trailheads located within the Study Area – one along Marconi Drive and the other located in Union Hill Park. This portion of the Big Creek Greenway was completed in 2021 and is part of a regional trail spine that spans 26 miles from Roswell into central Forsyth County.

The City of Milton is actively pursuing a multi-use path connection to the Big Creek Greenway, beginning at Cambridge High School and following Cogburn Road south before heading east along Webb Road before using McGinnis Ferry Road to connect to the

existing Big Creek Greenway alignment. This project, which is over 3.5 miles in total, runs by North Park and Freedom Park and will offer convenient connectivity for the thousands of Milton residents who live along Cogburn Road, Highway 9, Webb Road and McGinnis Ferry Road. Currently this project is under Design and Right of Way Acquisition.

These trails provide two significant linear alignments through the district, while being primarily peripheral to the major commercial centers that are central to the Study Area.

Market Summary

This section creates the foundation for strategies in this plan by estimating the type and pace of development that could be expected over the next decade.

The Study Area spans 4.6 square miles, with Highway 9 and Windward Parkway serving as the primary suburban arterials in an area that was originally designed as auto-centric. Broadly, the area includes most of Milton and Alpharetta's existing office and retail plazas, adjacent to residential communities. Therefore, the Study Area presents these two communities' best opportunity to remake their local economies through land use transformation.

As shown in the map on the facing page, the boundaries of the Primary Market Area (PMA) well-extend beyond those of the Study Area. In this case, the PMA consists of areas within a 20-minute drive of the Study Area, which have similar demographic and economic conditions. It includes all of Milton and Alpharetta, as well as portions of Cumming, Roswell, and Johns Creek, totaling 506,000 residents (up 26% since 2010) with a median household

income of \$132,000. The Study Area is essentially the commercial and economic core of a predominantly low-density suburban area that includes many of the Atlanta Region's most suburban zip codes.

Analysis of regional market conditions must first take into account the impacts of the Pandemic nationwide. The COVID-19 Pandemic significantly shifted risk levels for certain types of real estate development. Office development is particularly high risk, owing to more widespread adoption of remote work. Both hospitality and retail remain moderately risky, while the multi-family market offers expanding opportunity, particularly for high-end and affordable development.

Primary Market Area (PMA)

Primary Market Area (PMA)

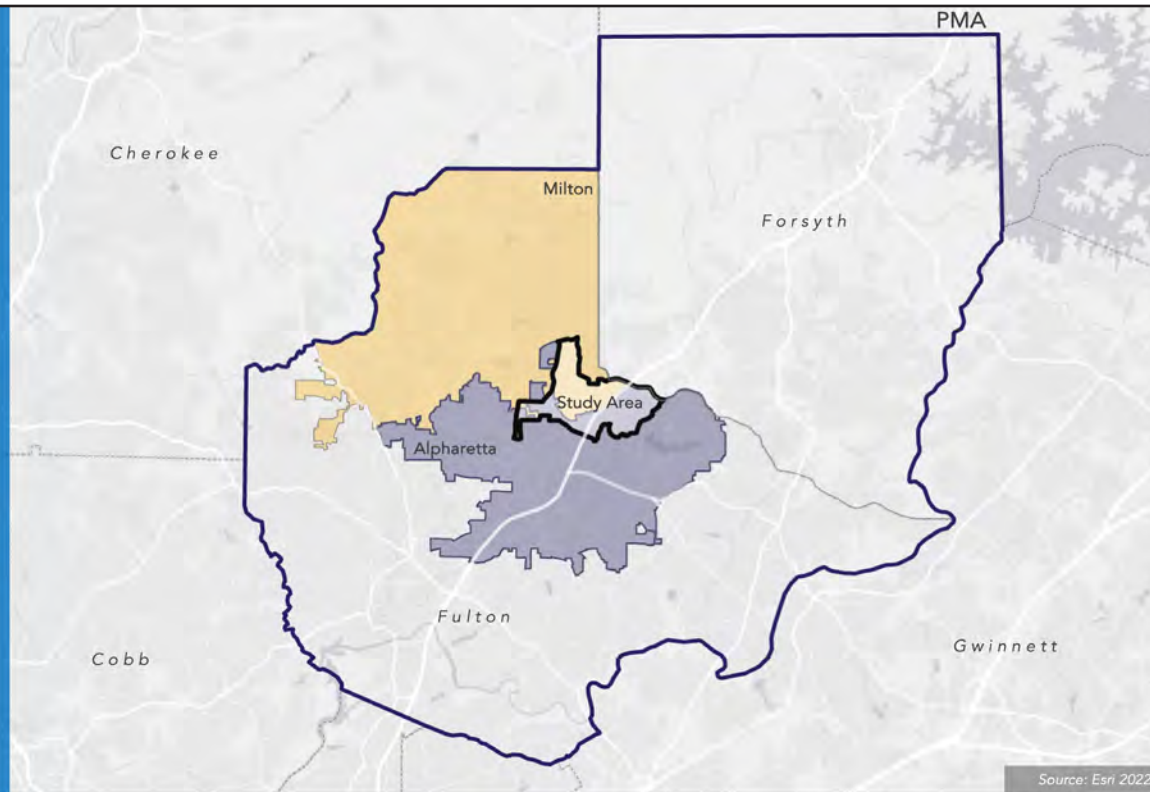
Areas generally within about 20-minute drive with similar socio-economic conditions

506,500 Population 6.3M MSA

\$132k Median Household Income \$79k MSA

\$445k Median Housing Value \$285k MSA

26% Population Change 2010-2022 19% MSA

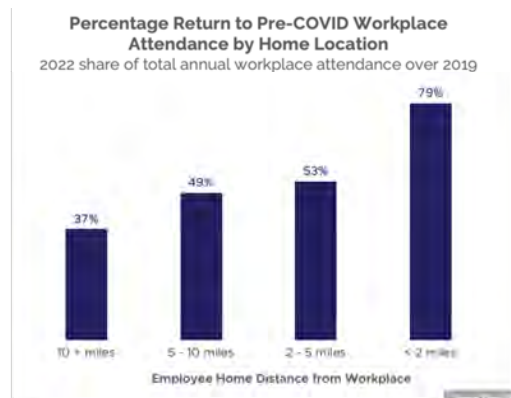


Source: Esri 2022

In the context of these changing nationwide markets, the Study Area's large supply of suburban office buildings presents growing vulnerability. For example, office utilization in 2022 remained well below pre-pandemic rates in the Study Area. Depicted in the graph to the right, workers who did return to the office in 2022 tended to live within closer proximity. Stated otherwise, the pandemic escalated the risk of obsolescence already faced by auto-dependent aging suburban office parks—a trend that is increasingly evident in the Study Area.

Hence, to preserve and bolster economic viability, the Study Area should be redesigned in the vision of a new economic model. This emerging model holds that the creation of more dense, accessible, and integrated mixed-use spaces offers resiliency in the face of rapid economic and technological change, as summarized in the above graphic that depicts the three focal areas of this Plan's Market Strategy. By acclimating, the Study Area would offer a more livable, desirable, and economically-vibrant area that can thrive in the Atlanta Region's expanding knowledge sector economy.

Average Weekday Workforce



Demographic Context

The Study Area has recently emerged as a highly affluent community of choice and employment center for families and young professionals. With evolving demographics and changing attitudes toward work, life, and play, the Study Area's built environment, housing, and amenities must evolve accordingly. Hence, the Study Area can continue to attract both existing and new residents, workers, and visitors via the development of space, connectivity, and experiences that better meet those changing wants and needs.

The Atlanta MSA (Metropolitan Statistical Area) has grown substantially in recent years, having gained nearly one million new residents since 2010 (19%). The PMA is home to 506,500 residents, accounting for 8% of the MSA's population, and has grown by 26% since 2010. Relative to the rest of the region, population density in the PMA is high. Density is highest toward the southern edge of the PMA, which is comparable to that of inner-ring suburbs like Sandy Springs, though significantly declines towards the PMA's northern perimeter. Consistent with both regional and national trends, the PMA's population is aging—since 2010, the fastest growth was observed among residents over age 60, who accounted for approximately 40% of population growth. Coupled with an increase in non-family households and those without children, these trends indicate that PMA's population is diversifying with many household types beyond suburban families with children.

Households in the PMA are affluent when compared to those in the MSA. The median household income is \$132,000, or well above the regional median (\$79,000). The PMA's wealthiest households are generally located in secluded residential communities, whereas households with more moderate incomes are present along Highway 400. Home values depict a similar story; with a median value of \$445,000, home values are by far the highest in Milton and other similar high-end suburban communities. The PMA is hence highly income segregated, with incomes and housing values generally inversely correlated with density.

Key Trends

Strong population growth – since 2010, the PMA has added 104,800 new residents, growing by 26% compared to 19% in the MSA

A very affluent community – the median household income in the PMA is \$132,000 compared to a median of \$79,000 in the MSA

A highly-educated community – 67% of PMA residents have a bachelor's degree compared to 42% of residents in the MSA

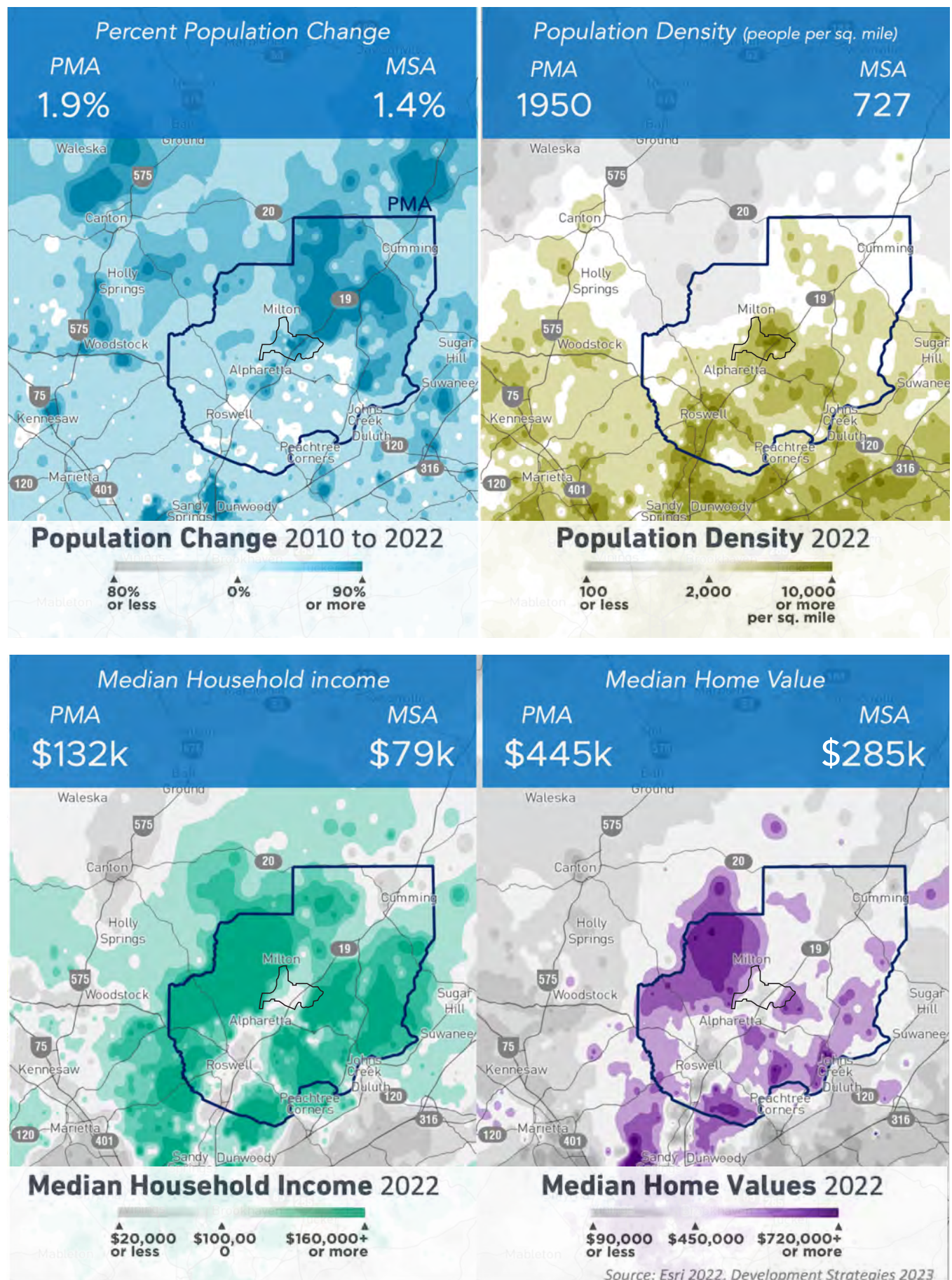
High automobile dependence – 99% of workers within the PMA commute via car, which is slightly higher than the 98% of workers who commute via car at the region-wide level

Residents of the PMA tend to have high levels of educational attainment, as the majority (67%) have at least a bachelor's degree compared to 42% of those in the MSA. The presence of such a highly-educated workforce has driven knowledge-sector job growth along the corridor, such that the PMA has gained around 30,000 of these jobs since 2010. While employment growth remains strong, transit usage is low – just 1% of households utilize public transit. Although this usage is consistent with the region (2%), when combined with high rates of working from home, it demonstrates the relative affluence of the PMA.

Context Map



Demographic Trends



Economic Context

Having seen rapid growth of its knowledge sector economy, the PMA has emerged as a regional tech hub hosting upwards of 700 companies. The local tech hub has brought about a new and changing workforce, characterized by a desire for flexibility, accessibility, and proximity—all trends in progress prior to, yet expedited by, the COVID-19 Pandemic. As a result, the existing landscape of isolated, auto-dependent office, retail, and housing is increasingly prone to becoming obsolete. Therefore, to remain competitive in a growing region, the Study Area will need to contain a mix of uses at higher densities with linked activity centers throughout.

The PMA includes 8% of the MSA's population, yet captured 13% of regional job growth, having added 77,500 jobs since 2010. As shown in the map on the facing page, employment density is by far the highest along Highway 400. Of these newly-added jobs, 39% are within high-paying knowledge sector industries such as information and finance. The addition of such positions has contributed to the corridor's emergence as a regional technology corridor, home to roughly 700 tech companies within the PMA. Consequently, Alpharetta has one of the highest average number of tech jobs in any U.S. city and is well-positioned to grow its workforce and start-up scene.

Key Trends

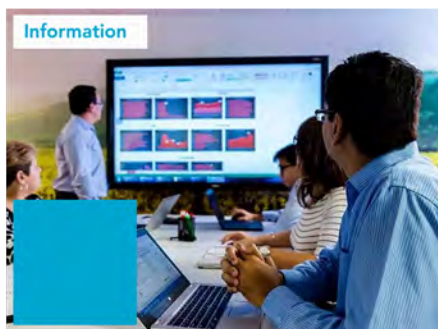
Job growth in the PMA has been strong over the last decade – the PMA added 77,500 jobs from 2010 to 2019.

The PMA has attracted substantial knowledge sector growth – 39% of net new jobs in the PMA are in high-paying knowledge sectors, higher than the rate of regional growth in these sectors (37%).

The PMA's large share of Administrative and Support jobs poses some risk – 10% (29,800 jobs) of jobs are in administration & support, which is projected to decline by nearly 5% nationally over the next decade.

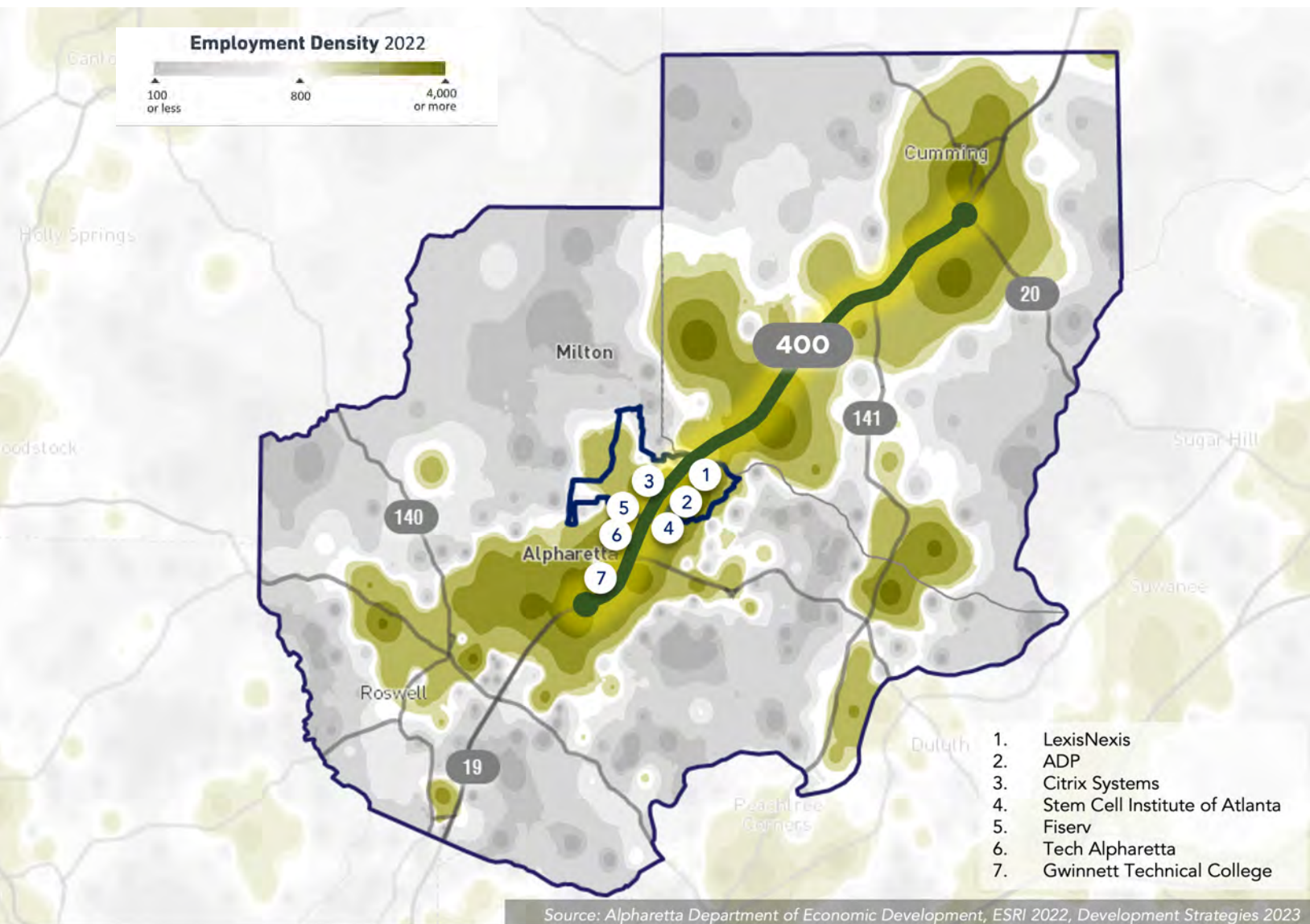
More than a third of the PMA's workforce live-work in the PMA – 36% of workers live in the PMA, meaning that 64% of workers commute from elsewhere.

Key Job Sectors in the Study Area



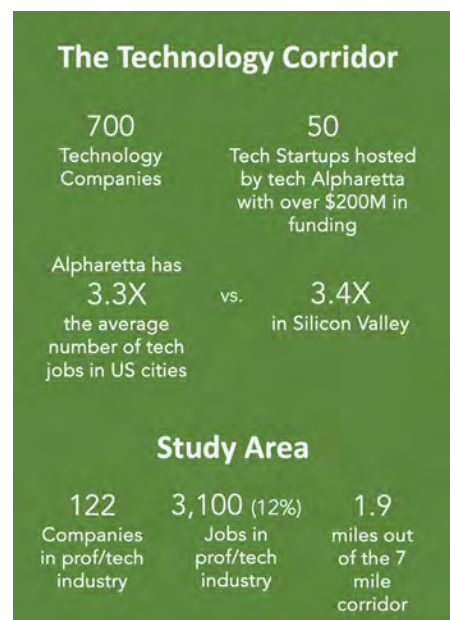
Source: U.S. Census QtrlyMap (2019)

Economic Trends



Expansion of tech-oriented jobs offers a buffer to economic obsolescence; however, the growing number of jobs in administration and support could pose challenges, as these jobs are forecasted to decline 5% by 2030. Further, the PMA is not effectively capitalizing on its highly-educated population: just 36% of PMA workers live in the PMA, indicating a need to improve both regional transit access from outside of the region and connectivity within the PMA.

Tech Alpharetta, a technology incubator dedicated to growing innovation and technology in the City of Alpharetta, continues to generate technology-based employment momentum within both the city (and therefore Study Area) and the larger region. As of January 2024, Tech Alpharetta has helped with the creation of 1,452 new jobs in Alpharetta and a total of 2,064 jobs in the state of Georgia.



Office Overview

The Study Area's office market is foremost characterized by suburban-style developments, located along major thoroughfares and overwhelmed by adjacent parking lots. As these buildings were primarily built in the 1980s and 90s, based on a suburban office park model developed in the 1950s, they are representative of a dated conception of the workplace. While COVID significantly expedited their decline, these office spaces were already struggling to compete, as workers and employers alike sought more centrally-located sites that served as "destinations", offering easily accessible amenities, retail, and housing.

In the 1990s, the Study Area emerged as one of the premiere office destinations in the region, having seen a massive expansion of Class A development. As a result, the Area went from having essentially no office space in the mid-1980s to a present total supply of 7.1 million SF. In recent decades, however, these trends have slowed considerably: since 2010, the Study Area has added 225,000 SF, only a small fraction of PMA-wide deliveries (3.8 million SF). In the midst of an increasingly competitive environment, Class A vacancy rates have soared from 5% in 2016 to 20% in 2023, though this is somewhat consistent with post-pandemic regional trends. Simultaneously, rents have remained roughly equivalent to 2019 rates. Given relatively little new development, the Study Area maintains a low Class A market rent (\$26/SF) when compared to the MSA (\$32/SF), yet is consistent with

Key Trends

Competition is growing – the Study Area has a total supply of 7.1 million SF, yet only 225,000 SF has been added since 2010; simultaneously, the PMA gained 3.8 million SF

Vacancy is on the rise – the Study Area's average Class A vacancy has increased from 5% in 2016 to 20% in 2023, although the current average Class A vacancy in the MSA is comparable (21%)

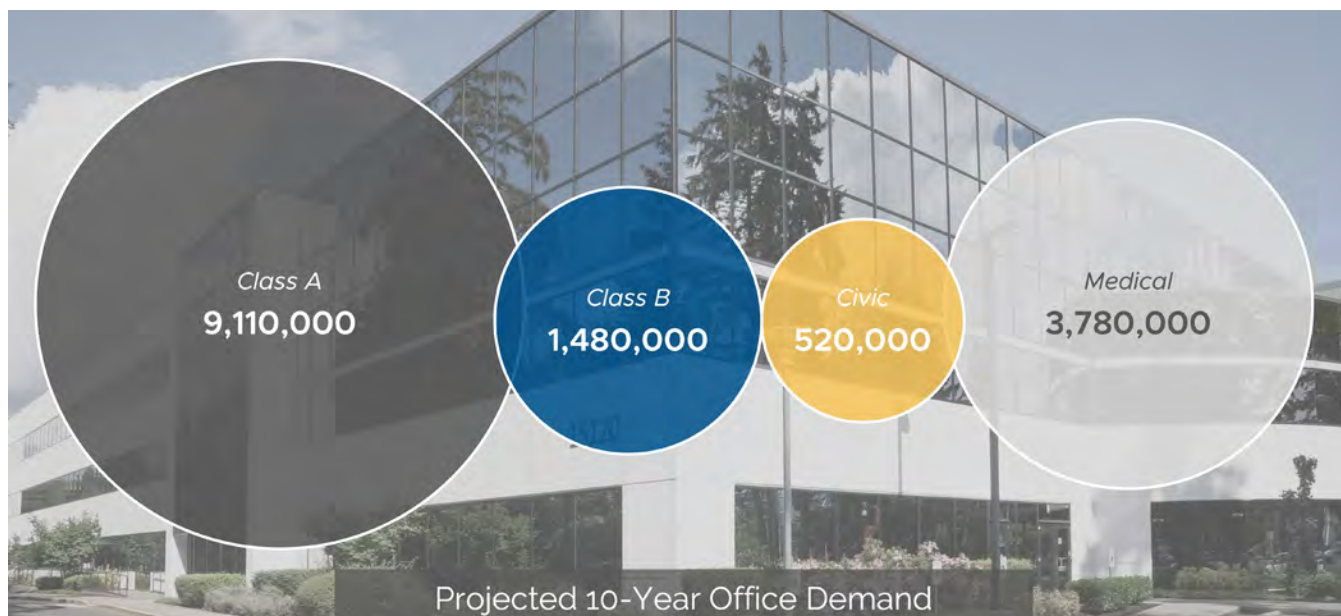
Rent growth has been flat since 2019 – the average Class A rent in the Study Area of \$26/SF is consistent with the PMA (\$27/SF), yet lower than the regional average (\$32/SF)

Substantial development pipeline, but uncertainty of timing – according to CoStar, there is 4.9 million SF of office space proposed in the PMA; how much and how long this development will take, however, is highly uncertain.

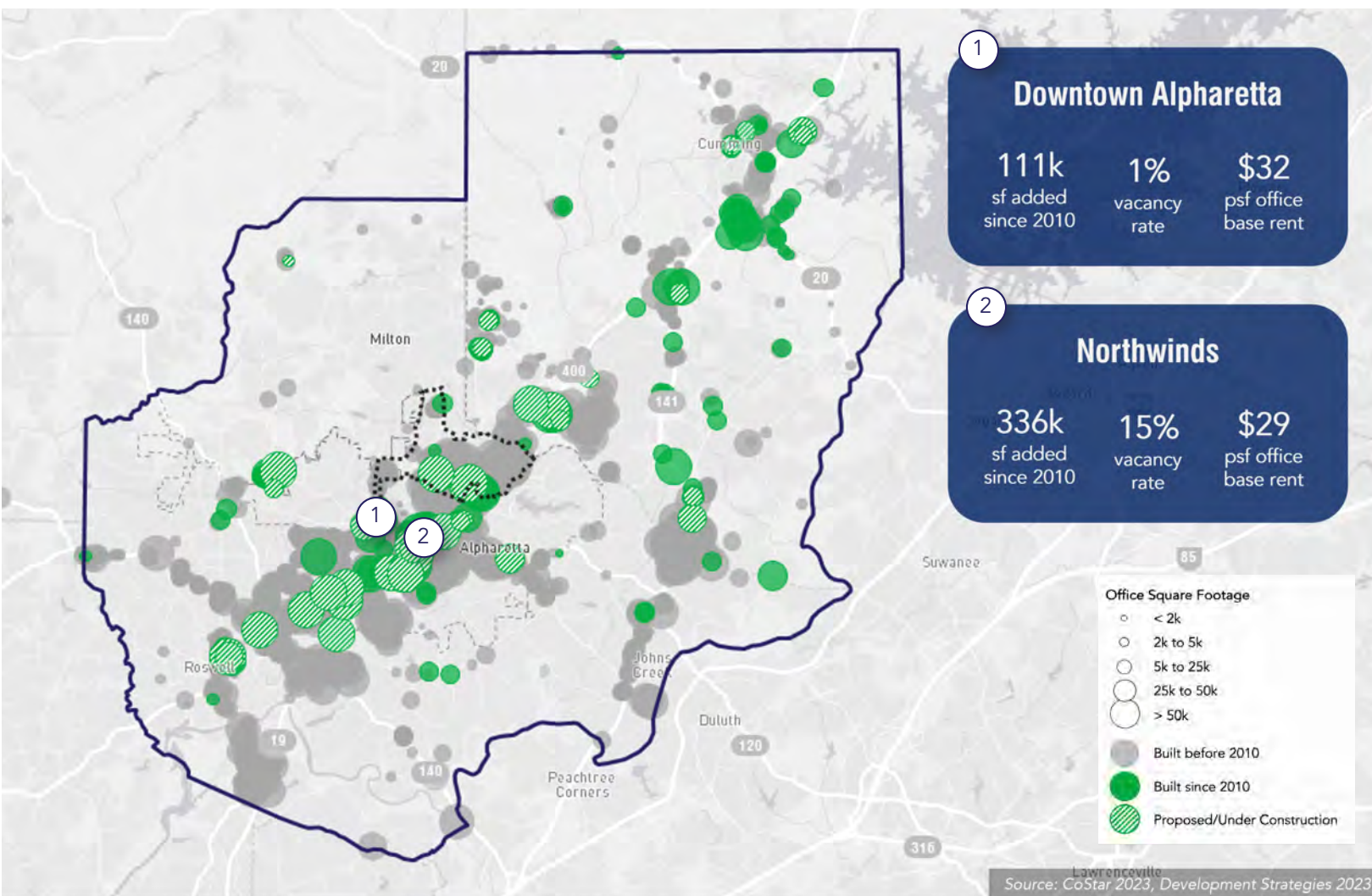
the PMA (\$27/SF). As of mid-2023, there is 4.9 million SF of office space proposed in the PMA—a figure that most certainly will decline, given low occupancy and high risk of speculative development.

Representative of the Study Area's office stock are all large-scale developments with upwards of 100,000

Projected 10-year Demand (Fulton County)



Office Overview



SF and maintain elevated vacancy rates, ranging from 11% to 100%. In comparison, more recent mixed-use developments, such as Downtown Alpharetta and Northwinds Summit (which is a part of the larger Northwinds Master Plan), both located southwest of the Study Area, have sustained stronger performance. Both developments maintain low vacancy and high rent rates that significantly exceed those achieved in the Study Area, suggesting heightened demand for more integrated, mixed-use developments.

Ten-year projections for Class A, Class B, civic, and medical office demand in Fulton County are displayed on the facing page. The Study Area will capture only a small fraction of this demand: likely no more than 1% of Class A space (77,500 SF) and 7% of Class B space (88,200 SF). Expanding this capture rate would require implementing land use and development strategy, such as increasing transit access and housing density.

PMA	MSA
+3.7M sf added since 2010	+30.4M sf added since 2010
9.5% change since 2010	10% change since 2010
\$38 psf rent on office built since 2010	\$42 psf rent on office built since 2010

Residential Overview

As the Atlanta region has swelled, the PMA has captured significant growth of the recently added housing stock; yet, none of these new units are within the Study Area. Housing development is the key to the economic vibrancy needed to sustain and build out commercial centers, offices, and entertainment and recreational amenities in the Study Area. In other words, failure to build a range of housing options means that the Study Area will miss out on future economic prosperity—prosperity that is most readily afforded by increasing the density, diversity, and connectivity of the housing stock across the Area.

Since 2010, the PMA's multi-family housing market has expanded significantly, adding over 8,700 units, shown in the map on the facing page. Despite strong PMA-wide activity, the Study Area maintained its stock of 3,000 units, which is concentrated around the Area's northern edge, west of Highway 400. Following strong delivery activity, the 9% vacancy rate in the PMA is high (between 5% and 7% is considered an industry-standard healthy vacancy rate), though this is consistent with the similarly high-growth MSA. Further, rents have risen dramatically, with the PMA's average rent increasing by 28% since 2020 alone, well exceeding the MSA wide growth of 20%. With a per unit asking rent of \$2,300 for units built since 2010, newly delivered units in the PMA cater to high-income renters.

The single-family market in both Milton and Alpharetta has grown, with each community adding 2,700 and 3,100 units since 2010, respectively. In recent years, for-sale housing has become highly cost-

Key Trends

Strong multi-family housing market – since 2010, 8,700 units have been delivered in the PMA, expanding total inventory 30%; however, there has been no new development in the Study Area

Vacancy rates are increasing – the average residential vacancy in the PMA is 9%, though this is equivalent to the regional average

Average rents are increasing – since 2020, market rent in the PMA has increased 28%, exceeding the regionwide increase (20%)

Large share of smaller households – over half (52%) of PMA households contain one or two persons, which is only slightly lower than the regional average (59%)

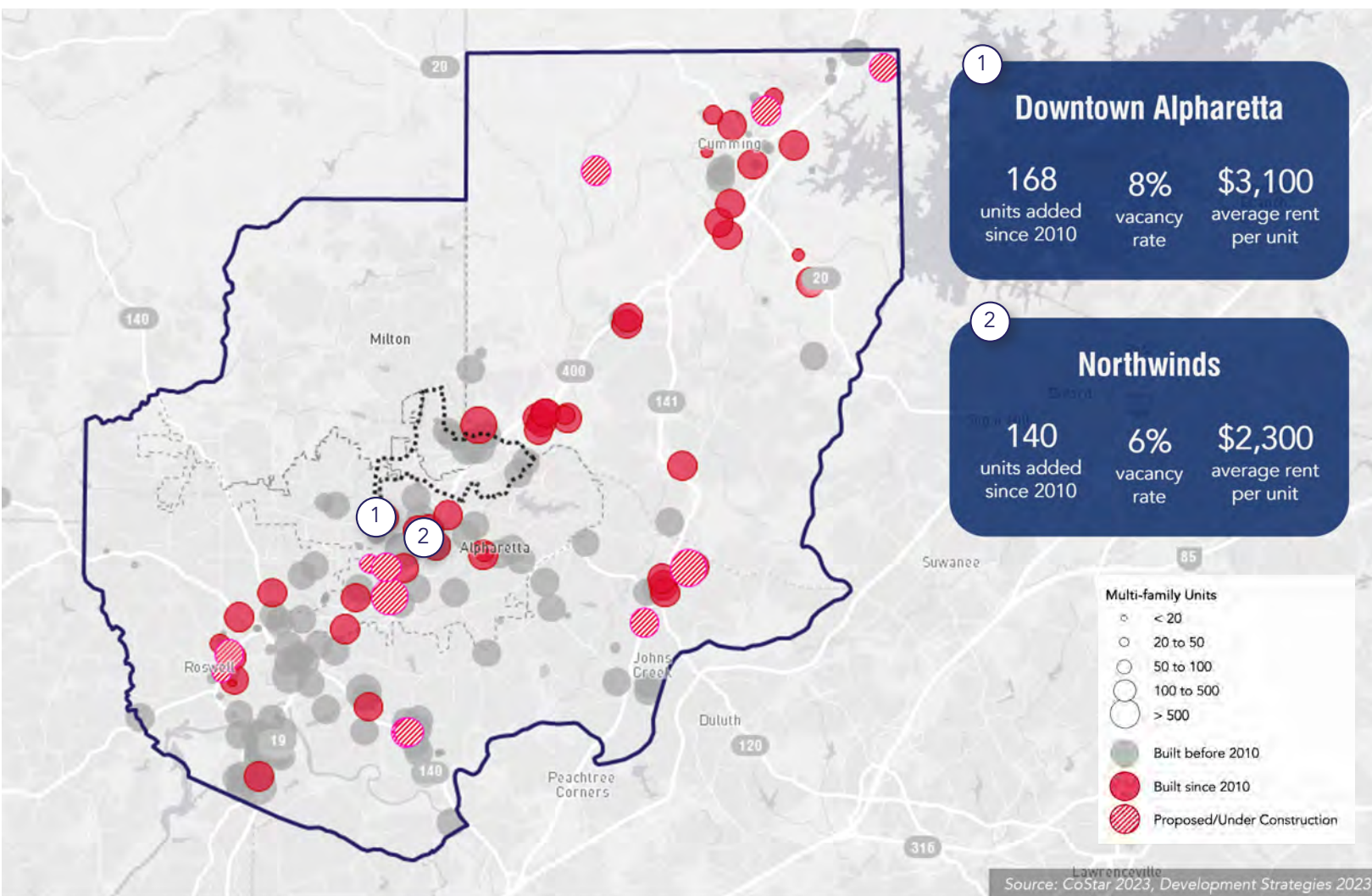
prohibitive: according to Zillow, the median housing value in Alpharetta is \$680k—up 55% since 2018—while the median in Milton is even higher (\$870k). Recently-delivered high-density for-sale developments reflect these trends, with asking prices for 2,000 to 4,000 SF townhomes ranging from \$500k to over \$1.7M. The expansion of the multi-family and high-density for-sale supplies in the PMA reflects strong (and growing) demand for high-quality housing from a diverse range of household types.

Demographic trends indicate increases among smaller, non-family households occupied by young professionals and empty nesters. As a result, the

Tapestry Segmentation: Key Groups in the PMA



Residential Overview



housing supply must meet demand from a population characterized less by the typical suburban family household with children. Displayed on the facing page, Esri Tapestry data suggests rising demand from moderate- to high-income households including singles, couples, and families. Assuming a consistent share of renters and owners, by 2032, the PMA is expected to gain 21,700 net new households—18,300 owner-occupied and 3,400 renter-occupied.

Alpharetta and Milton are highly sought-after communities of choice in the region; therefore, the Study Area could readily capture a significant portion of the PMA's 21,700 newly-added households. The primary limit to growth is the will to develop new housing, particularly rental housing. Solely considering the availability of vacant land, the Study Area could accommodate up to 4,500 new units (900 townhomes and 3,600 apartments), capturing 20% of the PMA's residential demand. Increasing density would raise this number, while developing based on existing housing typologies, dominated by for-sale single-family, would lower capture and, therefore, the Study Area's potential economic activity.

PMA	MSA
+8,700 units added since 2010	+124,100 units added since 2010
30% change since 2010	28% change since 2010
\$2,308 per unit rent on MF built since 2010	\$1,995 per unit rent on MF built since 2010

Retail Overview

Shaped by ever-evolving consumer preferences, economic condition, supply chain logistics, and technology, retail needs to adapt with rapid succession to remain competitive. The Study Area's market is no exception, as it faces extensive regional competition to capture spending from a limited, though expanding, pool of customers. Since the Pandemic, a number of clear trends have emerged, including a growing preference for smaller, experientially-driven retail spaces, better integrated with other uses like housing, entertainment venues, and office space. With a central location and robust retail stock, the Study Area can readily reposition and reinvent its retail space to meet these new preferences.

Despite the disruptions brought about by the pandemic, retail markets have remained strong both regionally and locally. Vacancy rates are low in the Study Area (5%) and MSA (4%), despite all-time high regional delivery activity in 2022. That being said, the Study Area has captured only 5% of PMA-wide deliveries since 2010, with most new supply clustered at the southern end of the Study Area (see map on facing page). Nearby competition is extensive, as the Study Area is within a 20-minute drive of 36M SF of retail space. Consequently, rents in the Study Area are low (\$22/SF) relative to the PMA (\$30/SF). An added potential driver of this trend is net absorption—from 2018 to 2021, net absorption in the Study Area was negative, in contrast to in the PMA, where net absorption was negative solely in 2020. Given these trends, to maintain its competitive position in a saturated market, retail development in the Study Area will need to adapt to changing consumer preferences.

Key Trends

Vacancy rates at pre-pandemic levels – vacancy in the Plan Area is 5% compare to 4% in the MSA

A very competitive retail market – there is 36M SF of retail space within 20 minutes

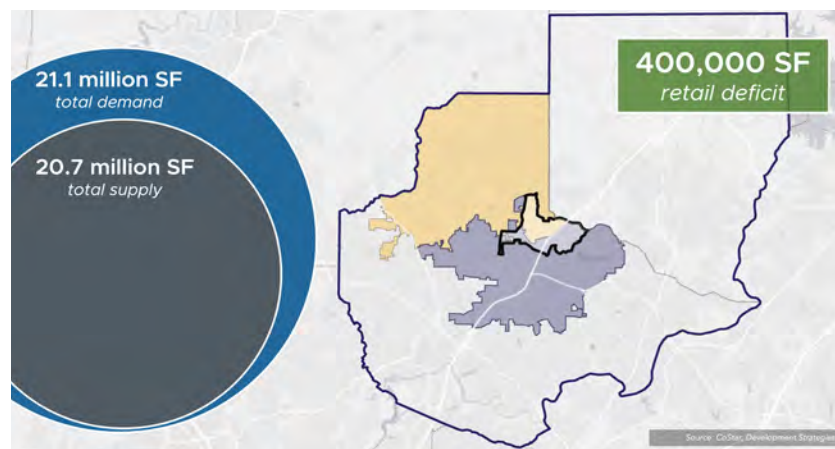
Local steep competition – since 2010, 175k SF of space was added to the Study Area, comprising 5% of PMA deliveries (3.5M SF)

Average study area lease rates have remained flat since 2020 – with an average rent of \$22/SF, the Study Area's new supply falls short of new supply in the PMA (\$30/SF)

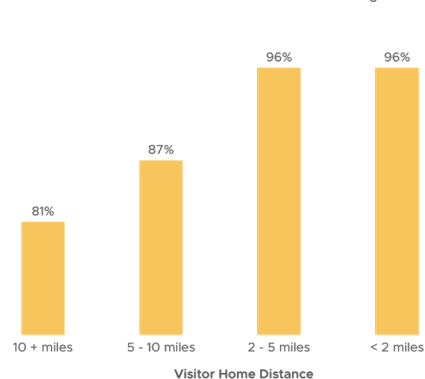
Retail centers in the PMA generally have low vacancy. Older, strip-center properties have somewhat weaker performance, whereas new mixed-use centers, such as Halcyon, sustain relatively high occupancy. This suggests that less auto-dependent retail models can prove stable in the regional market, even with intensive competition.

Demand for future retail development has (and will) evolve in accordance with broader trends. For instance, spending has largely kept pace with elevated inflation, yet consumers are increasingly looking to get more “bang for [their] buck” by patronizing retailers like discount stores and fast casual restaurants. Additionally, retailers are increasingly serving local, as opposed to regional, markets; shown on the facing page, Study Area visitation rates in 2022 from residents living within 5 miles largely returned to pre-pandemic levels, while visitation from farther distances

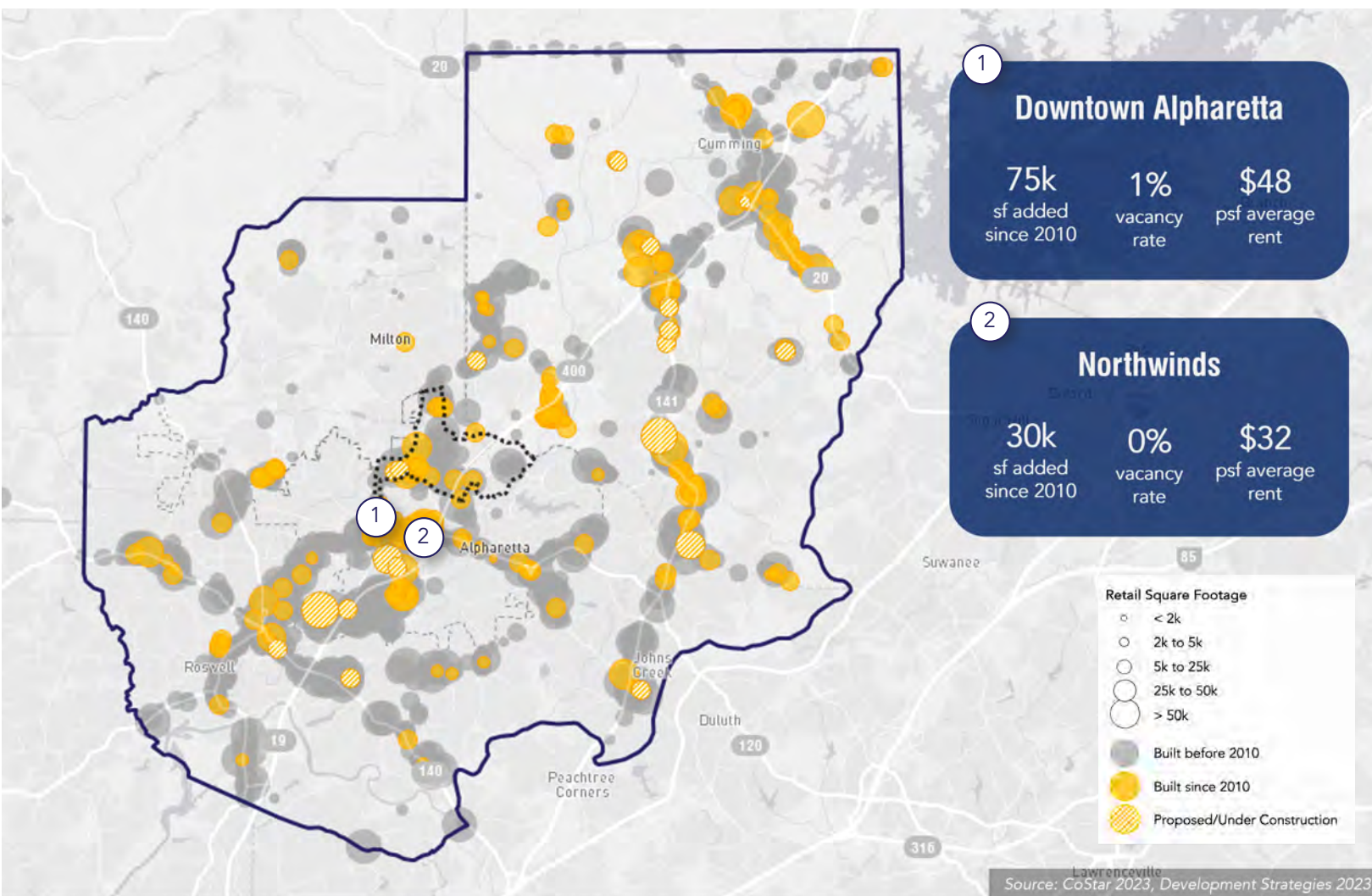
Retail Supply Gap



Percentage Return to Pre-COVID Visitor Levels by Home Location
2022 share of total annual visits over 2019



Retail Overview



has yet to recover. Retail will likely need to adapt to diminished visitor rates, as the volume of retail supply per capita regionally continues to decline.

Considering these factors, the PMA currently has a supply gap of 400k SF of retail and, based on projected 10-year population growth, could accommodate a further 1.2M SF. Applying the Study Area's historic capture rate, it can justify adding 84k SF, or roughly equivalent to a large grocery store. Elevating these capture rates will require the addition of population density, as new development is expected to be smaller in scale and primarily serve the local community.

PMA	MSA
+3.5M sf added since 2010	+26.4M sf added since 2010
11% change since 2010	8% change since 2010
\$30 psf rent on retail built since 2010	\$27 psf rent on retail built since 2010

Hospitality Overview

Although the hospitality sector was disrupted dramatically by the COVID-19 Pandemic, the Study Area's local market recovered quickly as risk of transmission declined. Further, the PMA's market has expanded significantly in recent years as the area has emerged as a major employment hub. To continue this momentum, and avoid obsolescence, future hotel development should occur alongside the creation of integrated spaces that provide good access to transit networks, entertainment venues, and industry centers.

Local and regional hospitality markets have largely recovered in recent years, as they continue to evolve in the wake of COVID-19. Since 2010, the PMA has added 1,900 rooms, a 40% increase in the total stock. Of these, 249 rooms were added in the Study Area. In accordance with this added stock, coupled with the pandemic, average occupancy in the PMA (65%) is under 2019 levels (71%). Demand in the PMA has yet to fully recover, with a 12-month demand of 1.34 million room-nights compared to 1.40 million in 2019. In contrast, the 12-month ADR for PMA hotels is \$122, having recovered from its pandemic era low (\$79) and resumed the level from 2019 (\$121). That being said, this recovery does not take into account recent inflation, which significantly raised operating costs, and suggests that the hospitality market still remains vulnerable post-pandemic.

Displayed in the map on the facing page, hotel deliveries in the PMA were concentrated along Highway 400, which is emerging as a major technology-oriented corridor. Hotels along the highway in the PMA maintain relatively high 12-month ADR (\$152) and occupancy (66%). These figures demonstrate that the integration of hotel properties with retail, office, and residential uses along a highly-trafficked corridor has proven successful, even with business travel still trailing pre-pandemic rates.



Key Trends

New supply is entering the market – nearly 1,500 rooms were added in the PMA since 2019, of which 249 were in the Study Area

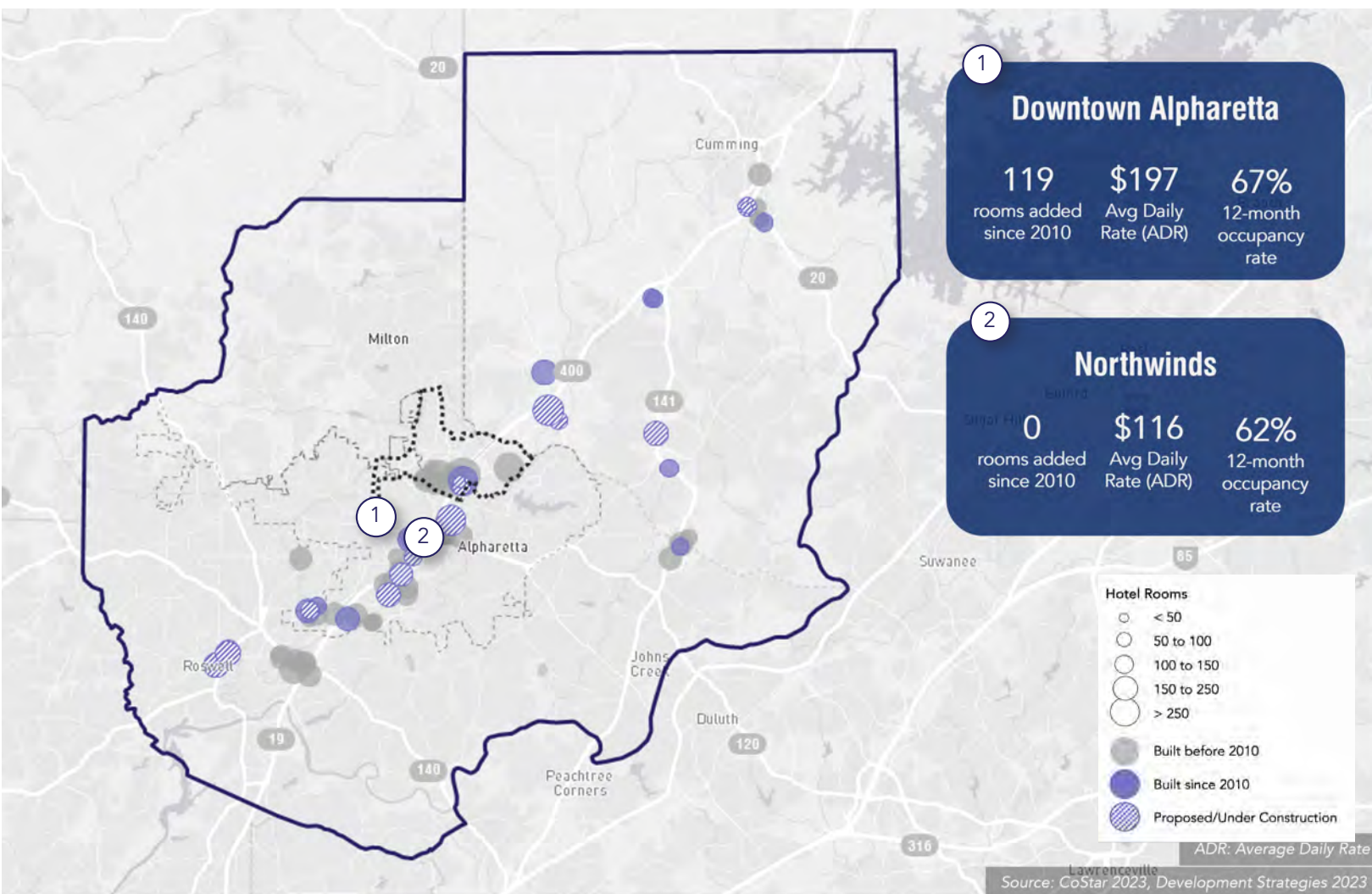
Average occupancy in the PMA remains below pre-pandemic levels – the average 12-month occupancy is 65% as of late-2023 compared to 71% in 2019

Total room-nights in PMA is just below pre-pandemic levels given new supply – 12-month room-nights totaled 1.34 million by late 2023 compared 1.40 million in 2019

Average daily rates (ADR) are back to pre-pandemic rates in the PMA – with a current 12-month ADR of \$122, ADR has recovered from a low of \$79 in 2021 and is equivalent to 2019 levels (\$121); however, this figure does not account for the inflation that occurred in the interim



Hotel Overview



The supply in the PMA is dominated by mid to upscale franchise hotels, a selection of which are displayed to the right. Most recent deliveries serve the upscale market, though only one property (Hilton Alpharetta) is within the Study Area. Otherwise, all hotels in the Area are over 20 years old and serve the upper-midscale to upscale tiers. This is true of the City of Milton's sole hotel, which is within the Study Area. Built in 1999, it has a 12-month occupancy rate of 60% (per January 2024) and an ADR of \$124. Its 2019 ADR was \$139, which hit a pandemic-era low of \$77 between March 2020 and March 2021.

Per 10-year demand projections, the PMA can support an additional 770 rooms, of which 210 are expected in the Study Area. With a 50-unit midscale hotel in the final planning stages, a growing short-term rental (e.g., Airbnb) market, and existing low occupancy, a more conservative estimate is 120 rooms. Given the existing supply, the "mid-level" franchise market is oversaturated, leaving a gap for independent, boutique, and luxury hotels. Any future development should be co-located retail nodes, transit stations, and high-visibility interchanges, so as to ensure long-term marketability.

PMA	MSA
+1,920 rooms added since 2010	+17,600 rooms added since 2010
40% change since 2010	19% change since 2010
\$144 ADR on hotel rooms built since 2010	\$135 ADR on hotel rooms built since 2010

Community Engagement

Through two community meetings and an online survey, the Milton and Alpharetta communities helped guide this plan's recommendations.

Home to thousands of jobs and residents, the Study Area is both a significant source of municipal tax base as well as a residential community. With this in mind, this study aimed to engage with both Study Area employees and residents alike. As such, this process included two community meetings held in the Study Area, one at the onset of the project and a second meeting toward the end of the process to preview the plan's main ideas. Through both meetings, more than 90 people attended, the majority of which were residents of the neighborhoods within and near the Study Area.

While community meetings are an effective tool in engaging with residents and neighborhood leaders, they are less effective in reaching commuters and employees. The planning team thus devised an online survey directly targeting these employees. The survey was shared via email with key stakeholders, and attracted 808 responses, from which 87% were people who worked in the Study Area boundary.

The planning process was also guided by a Core Group of Milton and Alpharetta business owners, residents, and community leaders that met with the planning team on four occasions. This group acted as a sounding board for the planning team, reviewing engagement results and previewing recommendations. The group's feedback and input was instrumental in refining these materials prior to sharing with the community.

Other Meetings:

Workshop with Milton City Council

Presentation to Alpharetta Development Authority

Site Visits and City Staff Meetings

How We Engaged

2 Community Meetings

1 Online Survey

90

Total people in attendance at two community meetings directed to Study Area residents

808

Total Responses to an Online Survey directed at Study Area Employees

4 Meetings with a Core Group of community leaders

The Windward Parkway & Highway 9 Strategic Master Plan was guided by a Core Group of Milton and Alpharetta business owners, residents, and community leaders.

Adam Orkin
Orkin & Associates

Bernie Tokarz
Cloverhurst LLC,
NFCID Milton appointment

Brian Taylor
Taylor Morrison

David Fisher
Morgan Stanley

Dennis Carman
Bike Alpharetta

Elaine Harris
Vitality Living

Francis Kung'u
Chair of Alpharetta Planning
Commission

Glenn Aspinwall
JLL Commercial Broker

Gloria Mattei
Milton Business Council Board
Member

Isaiah Yancy
Regency at Windward Square
Townhome Assos.

Jake Meek
Builder, Toll Brothers

Joe Bucher
Southwest Value Partners

Josh Barnes
Orkin & Associates

Kevin Landry
NELSON

Kimbrle Matherly
Deerfield Association

Laura Wysong
Milton Planning Commission, resident

Leslie Day Harrell
Jackson Healthcare, NFCID Alpharetta

Mindy Selig
Selig Enterprise

Nick Garzia
CIM Group

Community Meetings

Community Kickoff Meeting

The Windward Parkway & Highway 9 Strategic Master Plan held its first Community Meeting on Wednesday, May 24 at the True North 400 office space in Avalon, between 5:30 PM and 7:30 PM. This meeting included open-house style activities with interactive stations and informational displays, and was attended by more than 50 community residents during the two-hour event. Based on map results from this meeting, most attendees were residents of the Deerfield area, or of the residential communities around Highway 9.

The activities in the open house were designed to provide the planning team with a rich understanding of how residents perceive the Study Area, what improvements they would like to see happen, and how these are prioritized. As shown in the maps on the following page, meeting attendees were asked to share their favorite destinations within the Study Area (bottom map) and which areas need to be changed/ improved (top map). As seen on the maps, residents enjoy the shopping and retail of Windward Parkway, and access to the Big Creek Greenway. Nonetheless, they see opportunities for improvement along Highway 9, near where meeting attendees reported residing.

Second Community Meeting

The planning team hosted a second Community Meeting on Wednesday, November 15th at the Hilton Alpharetta on Windward Parkway, between 5:30 PM and 7:30 PM. This meeting included open-house style activities with interactive stations as well as a brief presentation sharing the Four Big Ideas for the Study Area detailed in the following chapter of this report. This second meeting was attended by more than 40 residents and business owners, a majority of which were residents of the area.

Those who attended the meeting shared insights on the four ideas, highlighting the value of a connected trail network in bringing residents near destinations. Many also expressed excitement in the vision for two community destinations sites, and helped share with the planning team how they would use and gather at these locations.



Community Kickoff Meeting

50

Total people in attendance throughout the 2-hour open house event

191

Total comments received on various boards, displays, and activities.

249

Total stickers placed on various maps and activities.



Second Community Meeting

40+

Total people in attendance throughout the 2-hour open house event (35 sign-ins)

74

Total comments received on various boards, displays, and activities.

77

Total stickers placed on various maps and activities.

Change/Improve

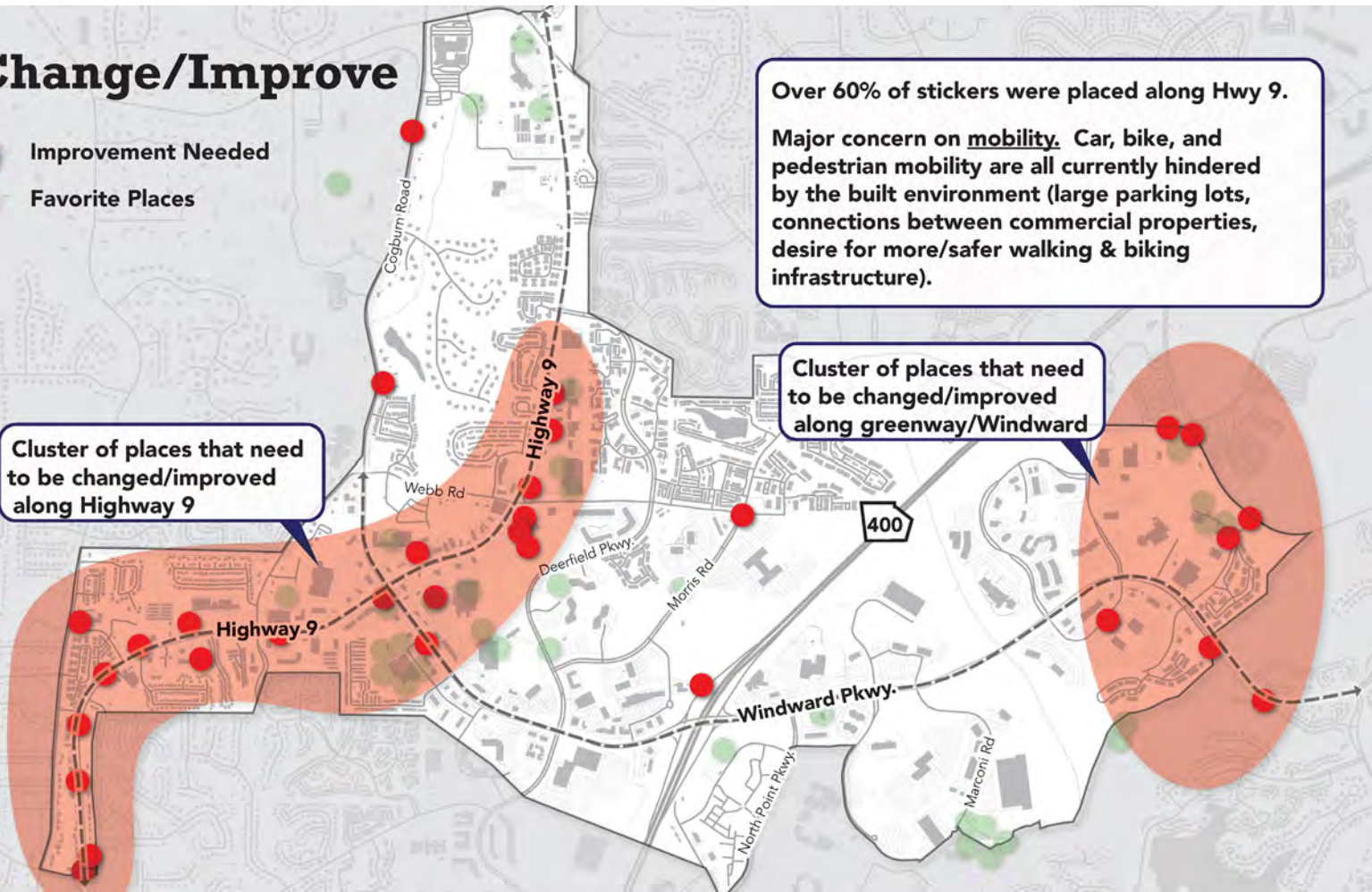
- Improvement Needed
- Favorite Places

Over 60% of stickers were placed along Hwy 9.

Major concern on mobility. Car, bike, and pedestrian mobility are all currently hindered by the built environment (large parking lots, connections between commercial properties, desire for more/safer walking & biking infrastructure).

Cluster of places that need to be changed/improved along Highway 9

Cluster of places that need to be changed/improved along greenway/Windward



Favorite Places

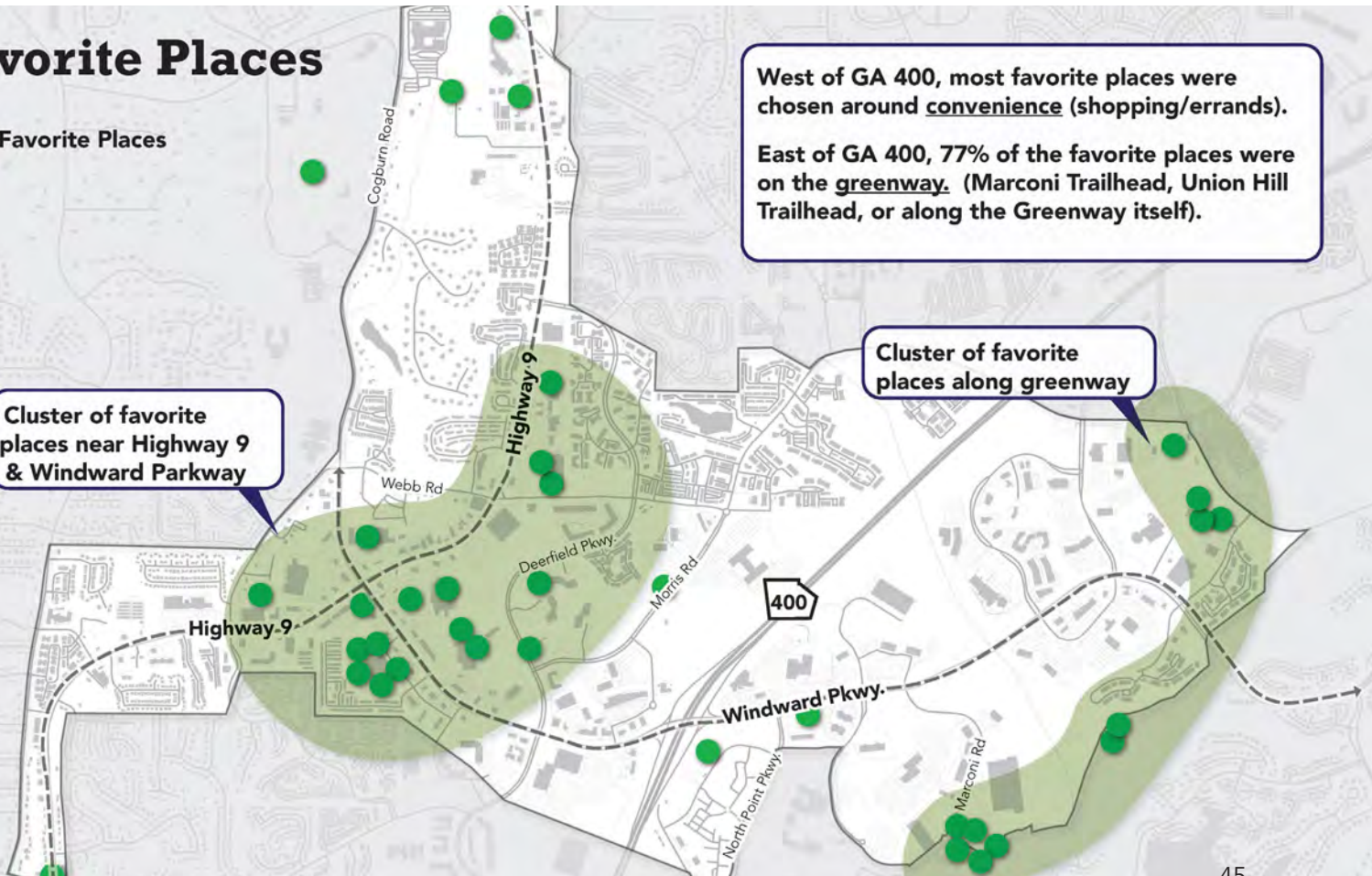
- Favorite Places

West of GA 400, most favorite places were chosen around convenience (shopping/errands).

East of GA 400, 77% of the favorite places were on the greenway. (Marconi Trailhead, Union Hill Trailhead, or along the Greenway itself).

Cluster of favorite places near Highway 9 & Windward Parkway

Cluster of favorite places along greenway



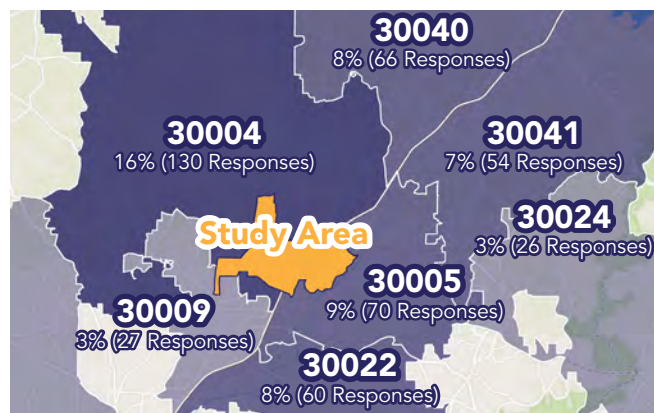
Online Employee Survey

The planning team released a survey directed at Study Area employees between May 22 and June 16 of 2023. Shared by the Cities of Milton and Alpharetta to key stakeholders and businesses via email, LinkedIn, and online newsletters, the survey attracted 808 responses over a month-long period. The responses, the full summary of which is available as an appendix to this report, has a subset of key findings detailed in the paragraphs below.

The online survey was largely taken by employees who work in the study area - about 86% of responses were from employees who identified as having an office within the Study Area boundary. Of these employees, 63% reported that they come into the area on a daily basis, either for work, errands, or entertainment. This is higher than the 39% of employees who reported working fully on site, as 57% of those responding noted that they follow a hybrid working arrangement that includes some work from home. This can be partly explained by the large amount of respondents (59%) who reported that they shop or dine in the area, with 13% living in the area.

Survey respondents were largely concerned with traffic and congestion. With commute times largely above the national average of 27 minutes (35% of commuters reported a commute of more than 30 minutes) - employees in the Study Area are highly influenced by congestion, 97% of which are driving a car. When asked what activities would motivate them to come into the Study Area more often, most written responses mentioned a desire for a shorter, easier, or more convenient commute. Despite these challenges, when asked if improvements to the built environment would encourage them to return to the office, at least half of employees were willing to do so.

Nonetheless, a critical mass of employees would spend more time in the Study Area if it offered more distinctive dining and retail options. Respondents noted that while 74% of them patronize restaurants in the Study Area during office days, they are far less likely at 24% to stay in the area for dinner or drinks after work. Walkable destinations with a strong sense of place, like Avalon or Downtown Alpharetta, were noted as more inviting placed for these types of social activities.



ZIP Codes with greater than 3% of responses

808

Total responses as of survey closing on Friday, June 16

57%

Are currently in a hybrid working arrangement, with 39% fully on-site, and 4% fully remote.

59%

Shop or dine within the Study Area (13% live within the Study Area)

63%

of respondents are in the Study Area daily, with 24% spending time there 2-3 times per week.

41

Metro Atlanta ZIP Codes represented in survey responses.

76%

of employees are willing to walk/bike under 20 minutes for lunch, errands, or drinks.

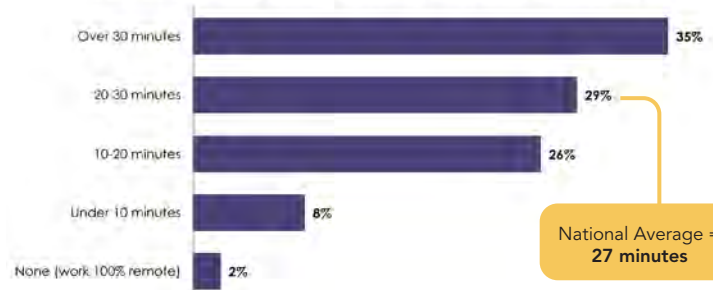
Lastly, despite being a car-centric area, there is pent up demand for walking and biking. Though a majority of errands and trips are accomplished with a car, 76% of those surveyed noted as being willing to walk or bike under 20 minutes to grab lunch, run errands, or have a drink with friends/colleagues. Those who did so clarified that the experience of walking or biking mattered in making that decision, with many noting that they would only walk or bike if it feels safe, convenient, and pleasant.

Commuting into the Office

If you currently work remote/hybrid, would you be encouraged to return to the office more if there were more direct improvements to the built environment such as connectivity to trail networks and increased connectivity to dining/retail opportunities?

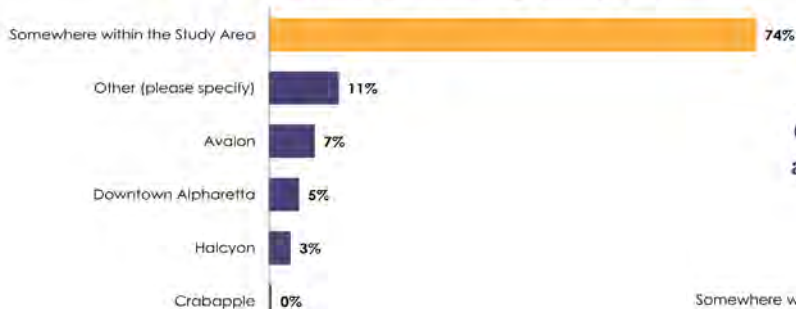


About how long is your current commute to work?

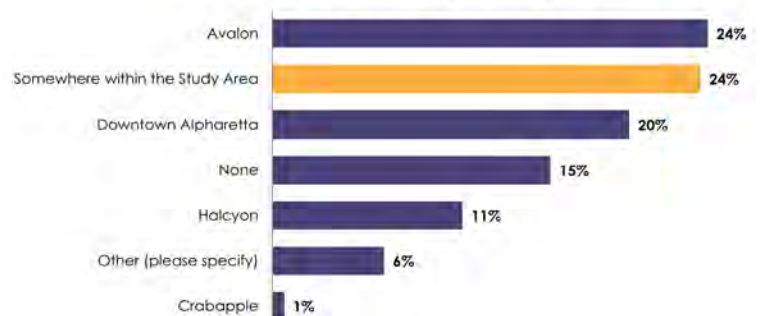


Outside the Office

On days you work in the office and go out to lunch, where do you most typically go?



On days you work in the office and go out after work (for dinner/drinks/socializing), where do you most typically go?



I Would Spend More Time in the Study Area If..

Major Themes

It had less traffic/congestion

My commute/traffic wasn't this bad

There were more areas like Avalon/Halcyon

Restaurants were more varied & accessible

It included more safe spaces for all ages

Had mobility options other than driving

Five Key Takeaways from our Engagement

The recommendations in this plan have as a foundation the hundreds of voices engaged through the planning process. In analyzing the feedback received at community meetings, Core Group meetings, and in the online survey, a series of key themes were often repeated and augmented in the comments and ideas received. From these comments, the following five key themes emerged as representative of an overall community sentiment around the future of the Study Area. These five key themes, detailed below, include:

- 1. Improving mobility is key to the success of the area:** It is hard to get around the district for both drivers and pedestrians, which causes stress and influences the perception/experience of the district. Employees noted that congestion and long commute times highly influence the decision of returning to the workplace, whereas residents noted that traffic and lack of connectivity makes reaching destinations challenging.
- 2. The area lacks authentic and local experiences:** The study area lacks a “sense of place” and vibrant walkable destinations, making it challenging to compete with Avalon or Halcyon for dinner/drinks. This is especially true to Study Area employees, who noted in the online survey that they are less likely to patronize businesses in the area for these activities. Nonetheless, residents value the current retail offerings, and would like to see more walkable and distinctive places to visit, similar to Alpharetta’s City Center or Milton’s Crabapple.
- 3. There is a need for additional parks and open spaces:** There is consensus among both residents and employees that green space with a variety of amenities and programming is lacking. Residents of the neighborhoods near Highway 9 expressed a desire for a community park, whereas employees noted an opportunity for additional green spaces near office buildings.
- 4. Major roadways divide as well as connect the district:** The two corridors that define and connect much of the Study Area, Windward Parkway and Highway 9, also contribute to creating barriers for pedestrian and vehicular travel. Wide crossing distances, car-centric design, and a lack of alternate routes make these two corridors challenging to transverse. Additionally, GA 400 creates an east-west divide for retail and other amenities, and disconnects Milton and Alpharetta residents from the Big Creek Greenway system.
- 5. The quality of the built environment and amenities will influence working arrangements for large employers:** Through the online survey, employees working in the Study Area were able to provide feedback on their working arrangements and commute decisions. Though fully remote working arrangements are on the decline since 2020, many continue to follow a hybrid work schedule. The Study Area’s long commute times and congestion continue to highly influence whether employees choose to work from home, or commute into the office. Despite these challenges, about half of those surveyed noted that improvements to the quality of the surrounding district, the availability of green space, and a diversity of food/drink options and programmed amenities can help persuade them back into the office and Study Area.

Five Key Takeaways

Improving mobility is key to the success of the area.



The area lacks authentic and local experiences.



There is a need for additional parks and open spaces.



Major roadways divide as well as connect the district.



The quality of the built environment and amenities will influence working arrangements for large employers.



An aerial photograph of a parking lot, partially obscured by a semi-transparent blue overlay. The parking lot features several cars, including a silver sedan and a white car. There are green grassy areas and trees in the background. A large, semi-transparent blue circle is centered over the image, containing a white circle with the number 3. A white horizontal line extends from the right side of the white circle.

3

Four Ideas for the Study Area

1 | Connecting the Dots

2 | Serenity & Amenity

3 | Ales to Trail

4 | Lakefront Property





Idea 1

Connect the Dots

The vision for the Windward/
Highway 9 area starts with creating a
framework for a more walkable and
connected district.

Mobility to, and more importantly, through the Study Area is the most repeatedly emphasized priority by past planning efforts and public feedback from current employees. With an average one-way commute time of about 30 minutes, many of the district's employees spend significant amounts of time in route to and from the district on a daily basis. Many survey respondents expressed frustration that a large chunk of their time commuting to and from work was spent traveling very short distances within the district due to traffic congestion around peak workday travel times.

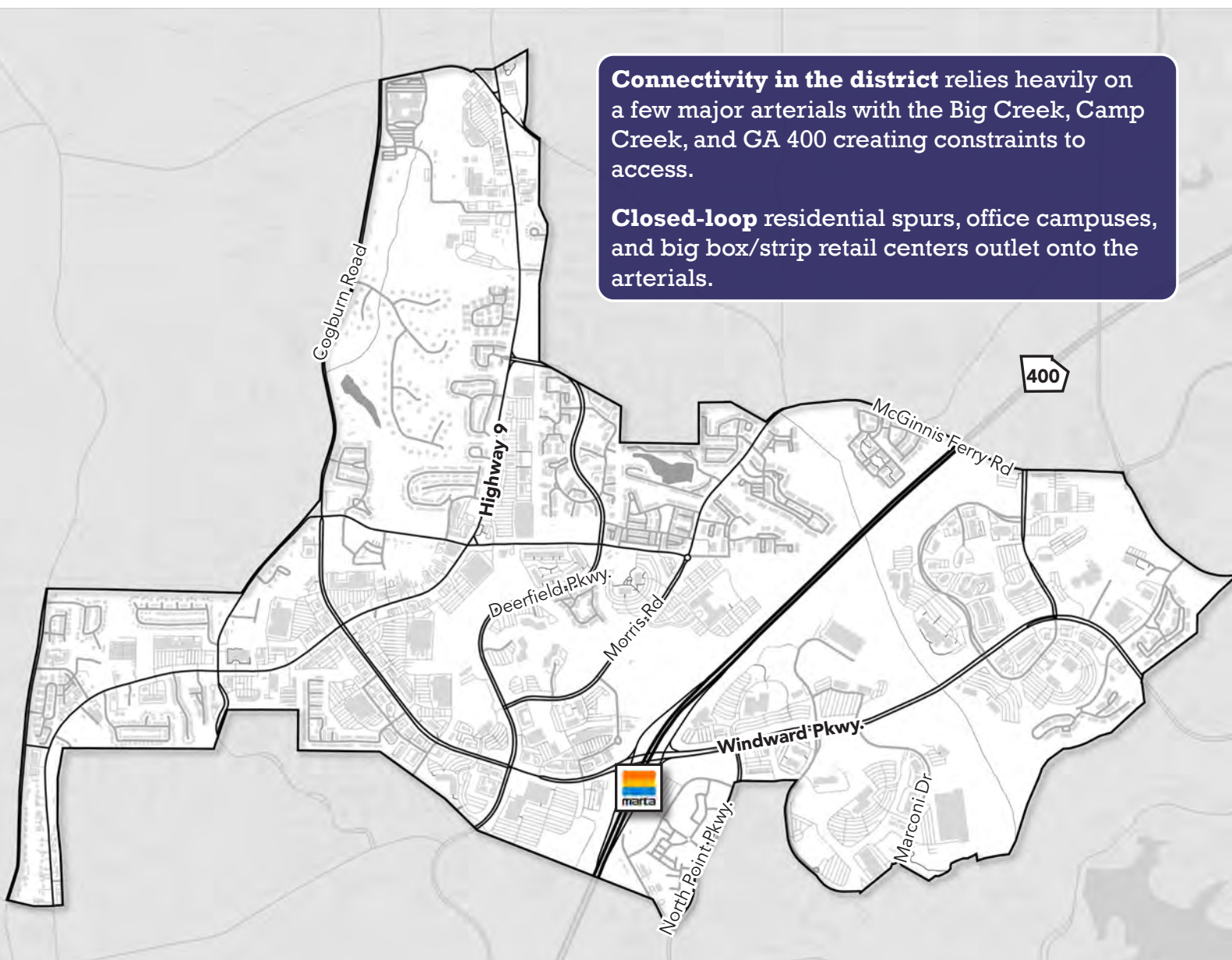
At a national level, A 2021 study by the Bureau of Transportation Statistics found that more than half of all daily trips in the United States were less than three miles in distance, with 28% of total trips being less than 1 mile. And since 1960, vehicle miles traveled (VMT) has increased sevenfold (per the Office of

Energy Efficiency & Renewable Energy), while the population has only doubled. Together, these data points communicate that society is driving much more than we used to, and many of those driving trips are quite short. These insights are re-iterated in the public feedback that was received - while many have a willingness to walk or bike places, most do not within the Study Area because the conditions are not conducive or safe to do so.

“I work in a corporate office where individuals walk to their vehicles and drive to local food destinations that are EASILY within walking distance.”

- Online Survey Response

Existing Street Network with **Potential Street Connections**



Existing Street Network

The auto-dominance of the Study Area is most visible in the major pressure put on a few key arterial roadways that act as the collection points for most of the major employment centers and retail clusters within the district. Public feedback mentioned these roadways can get so busy that an informal network of access roads and parking lots end up being used as travel routes for patrons trying to move through the district and more efficiently navigate the rush-hour gridlock.

One key indicator for connectedness and mobility is that of block size. In general, areas within cities

that are inherently very walkable or provide a grid of connected streets typically have perimeter block sizes of less than 2,000 feet or 1/3 of a mile (For reference, Downtown Savannah, GA, has block perimeters of less than 1,000 feet). Within the Woodward/Hwy 9 Study Area, there are several blocks whose perimeters exceed a mile. The centrally located block that is bounded by Woodward Parkway, Highway 9, Webb Road and Deerfield Parkway has a block perimeter of over 2.5 miles (13,200 feet). This kind of a block size greatly discourages connectivity on foot or bike and forces all vehicular traffic to queue up at major intersections, such as the Woodward Parkway/Deerfield (and Westside) Parkway intersection, which experiences close to 50,000 vehicles pass through it daily from all directions, per the Georgia Department of Transportation.

Potential Street Connections

A few new road connections that are designed to be user-friendly for both vehicles and pedestrians, at key locations within the Study Area, have great potential to positively influence general mobility within the District. A new roadway connection at Windward Parkway and the entrance to the Plaza at Windward ("A" on adjacent Map) would create a seamless access onto Morris Road and into the heart of the residential area of Deerfield, reducing the number of vehicles that travel west along Windward Parkway just to turn onto Deerfield Parkway. This connection can also activate the potential for a future secondary street network around the Plaza at Windward shopping center, repositioning the conveniently located commercial center for success through pedestrian scaled redevelopment. At the time of this plan, the eastern portion of the Plaza at Windward shopping center has high vacancy, influenced by its configuration and limited visibility (Its almost 600 feet removed from Windward Parkway and positioned behind other retail establishments). A new public roadway connection could not only ease surrounding traffic congestion, but also breathe increased access and visibility into this shopping center, which has great proximity to GA 400 and adjacency to the future Continuum development, but its potential is

constrained by its current form and configuration. Roadway connectivity here would also unlock greater potential for sites in Milton along Morris Road. This connection could be truly catalytic and mutually beneficial for both municipalities.

Another potentially catalytic street connection is the connection from Highway 9 to Deerfield Road in between the former Fry's retailer and Wal-Mart ("B" on Map). This would in essence cut the 2.5-mile super-block in half, providing much easier and direct access to GA 400 for those coming south on Highway 9. If the new roadway includes a strong streetscape and redevelopment plans for surrounding parcels promote buildings that frame the roadway, a shift from auto-dominance to pedestrian friendliness can begin to occur within that portion of the Study Area.

On the eastern side of the Study Area, roadway connections at Dryden Road between North Point Parkway and Edison Drive ("D" on map) and between Marconi and Edison Drives ("E" on map) would create a network that could operate adjacent to and separate from Windward Parkway. If these connections were made, someone at the Big Creek Greenway Marconi Trailhead could traverse over to North Point Parkway and out of the district, without ever needing to get on Windward Parkway. This is significant as several of the top employers in the City of Alpharetta (and thus big contributors to commuter traffic in the Study Area) are located along Edison and Marconi Drive, or just north of them. The current lack of redundancy, or



Existing Street Network with Potential Street Connections

 Potential Street Connections

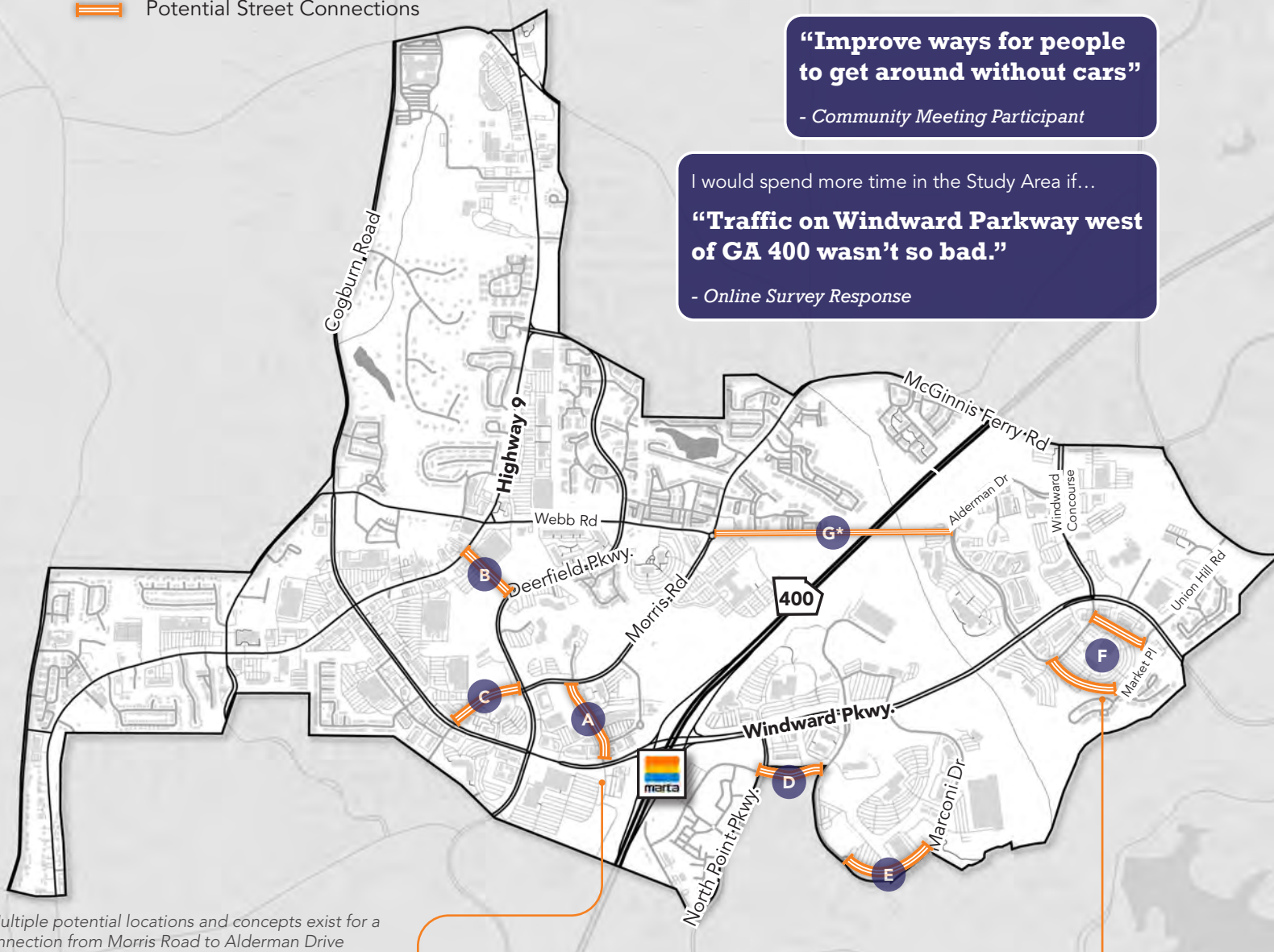
“Improve ways for people to get around without cars”

- Community Meeting Participant

I would spend more time in the Study Area if...

“Traffic on Windward Parkway west of GA 400 wasn’t so bad.”

- Online Survey Response



multiple options for movement through the district, is one of the most frustrating aspects of the Study Area, brought up by residents and employees alike. These connections can add a layer of “roadway resilience” and a sense of choice to travel that does not exist today.

Another example of roadway resilience and redundancy are proposed connections between Market Place and Windward Plaza, which runs parallel to Windward Parkway (“F” on map). Recommended as part of the Urban Land Institute’s 2023 Technical Assistance Panel for Windward Plaza, these connections could lead to other future roadway connections and the emergence of a pedestrian-oriented area, better serving the existing office users, retail establishments and adjacent apartments while also positioning the district to receive additional mixed-use investment within the setting of supportive and adequate roadway infrastructure. They also connect Market Place to Windward Concourse without the need to use Windward Parkway. It also offers a pedestrian scaled connection from the Big Creek Greenway to Windward Plaza’s retail, without having to traverse surface parking lots, or take the sidewalk along the busy Windward Parkway.

Lastly, extending Webb Road across GA 400 (“G” on map) could connect the two sides of the Study Area using a local road that does not have a major highway interchange.

Potential Trail Connections

When considering the “dots” or destinations to connect to, workplaces, shopping/dining, and activity centers certainly fall under that classification. But green spaces and significant natural features also constitute desired destinations within the district. Two such significant natural features are the lake on Morris Road (“1” on the map on following page), and the Camp Creek floodplain just north of Windward

I would spend more time in the Study Area if...

**“...I didn’t have to drive to it –
More pathways.”**

**“...It was more pedestrian and
or bike/scooter friendly.”**

**“...It felt safe to walk between
different shopping plazas.”**

**“...I didn’t have to depend on
car for my usual needs”**

- Online Survey Responses

Nature-based trail systems rely on the quality of their natural resources to remain attractive to users. **Invasive management** along with careful selective clearing for views and trailside safety conditions is critical for the viability and appeal of the Camp Creek Trail. Moreover, invasive management and **selective stream restoration** provides ecological uplift for the Camp Creek and its receiving waters by creating functional habitat corridors for both aquatic and terrestrial wildlife.



Trail markers along the Camp Creek Trail provide a legible and informative system of routes, distances, and destinations to provide ease of access and navigation for people walking and cycling on the trail. Designed as part of the family of architectural elements that define the Camp Creek Trail network, these markers become part of the brand of the Windward/Deerfield District’s signature trail system.

Existing/Potential Street Network with Potential Trail Connections

-  Potential Street Connections
-  Existing and Potential Trails

Trail infrastructure can catalyze real estate development and encourage healthier lifestyles.

Investments in trails, bike lanes and bicycle-sharing systems have high levels of return on investment. There is evidence of a correlation between access to trail facilities and increased property values

- ULI Active Transportation and Real Estate: The Next Frontier

*Multiple potential locations and concepts exist for a connection from Morris Road to Alderman Drive

Parkway on the eastern side of GA 400 ("2" on map). A future network of trails that connects to and through these areas, provides seamless access to nature for both residents and employees alike, helping also to formalize public green spaces in a district that has very little for its overall size.

The importance of a robust and connected trail network cannot be overstated. Because of how auto-dependent much of our environment is, particularly in places like the Windward Parkway/ Hwy 9 Study Area, multi-use trails offer one of the only legitimate alternatives for mobility. Their effect is far beyond just convenience, as they offer a way

to combat the psychological unsustainability of immersion in constant traffic by offering a healthy mode of travel that is also enjoyable and efficient (when part of a meaningful network). Economically, trail access has been proven to elevate property values and it has become a bigger piece of corporate location strategies and what employers promote as a competitive advantage for their workplaces.

Trails that connect to the MARTA Park-and-Ride, like the ones shown along Dryden Road ("3" on map) and Old Morris Road ("4" on map), have the ability to safely connect residents and workers to regional transportation without the use of a vehicle.

Windward Parkway Streetscape Design

Windward Parkway is the Study Area's key artery, connecting the district from east to west, transporting more than 30,000 vehicles a day in some sections, and gathering travellers from the numerous smaller roads that terminate onto the Parkway. The look and feel of Windward Parkway greatly impacts the perception of the larger district. Over the last decade, efforts from both cities and True North 400 have been undertaken to enhance the experience along the Parkway (particularly close to its interchange with GA 400), but continued enhancement is necessary for the corridor to reach its full potential. Below are a few design recommendations:

- 1 **Native meadow grasses** provide a low-maintenance landscape treatment and an appearance more in keeping with agrarian heritage of Milton and Alpharetta than mowed turfgrass. Native grasses should extend through the setback in rural frontage areas.
- 2 A street **verge** provides a buffer between people walking or biking along the roadside and adjacent vehicular traffic. Combined with large street trees providing shade, native meadow grasses, and pedestrian-scaled light fixtures, the buffer that the verge provides can help reduce the stress of walking or biking near a high-volume

of automobiles. A minimum width of 5 ft for the verge accommodates the root plate growth of most street trees and allows for an adequate soil volume to support the growth of large shade trees.

- 3 **Shade trees** planted in the verge provide critical shade for thermal comfort in the warm summer months, encouraging people to take walking or biking trips. The shadows cast by street trees on the roadway also creates a traffic calming effect.
- 4 **Street lights** at a height designed for sidewalks (14-18ft tall) can provide illumination for safety and evening ambience for people walking or biking along the roadside. The selection of a street light with a style that suggests (but does not replicate) historic fixtures can reinforce the character of a district that is rural in heritage but forward-looking in economic competitiveness and lifestyle.



Windward Parkway Setbacks

Because of the form, function, length and auto-dominant nature of Windward Parkway, a two-tiered approach to building setbacks from the roadway may be effective in curating a sense of place and human-scaled design.

- **Village Setbacks at Regional Crossroads** provide closer building orientation to the road (*maximum 20 foot setback within 400 feet of intersection*) which presents a more pedestrian-friendly feel where edges are present and traffic is moving at a slower pace. These major intersections have marked crosswalks and pedestrian movement is likely to be higher than other areas along the parkway. Walkability and closer buildings that form natural edges can lend to a commercial village feel within these nodes.
- **Rural Setback Corridors** make up a majority of the more than 3.3 miles of Windward Parkway corridor that exists within the Study Area. The sheer length of this corridor, and the reality that large portions of it are used for through-traffic, make it so that these sections would be best suited with deeper building setbacks (40 foot minimum setback).

New Tool For **Connecting the Dots:**

Alpharetta Connect Forward Grant (Effective December 2023)

Goal: To promote and incentivize investment by the City's office park and retail property owners into projects that increase public access to green spaces through improved pedestrian-focused infrastructure and creative placemaking.

How it works: The Connect Forward Grant is funded by the Alpharetta Development Authority, through funds it receives from the City Council to carry out the Authority's statutory purpose of developing and promoting trade, commerce, industry, and employment opportunities for the public good.

The Authority has initially appropriated \$50,000 from its general fund to fund Connect Forward Grants. Grants for eligible projects will be made available on a matching basis, with the Authority offering awards of up to ten percent (10%) of the total project cost, with a maximum award of \$15,000. Applications will be accepted on a rolling basis.

Windward Parkway Village and Rural Setbacks:



Idea 2

Serenity & Amenity

The Windward/Highway 9 Area is home to thousands of employees - bringing them back into the office is crucial to the area's success.

With commercial land use comprising approximately 60% of the land area, the success of office properties influence and impact the overall success of the Study Area. Since the COVID 19 pandemic, employee working arrangements continue to be in flux, with the Study Area's office properties having 51% of their average weekday workforce in 2022 compared to 2019, according to Placer AI data. These data are consistent with the results of the online employee survey, which inform that 57% of employees continue to have a hybrid arrangement, with only 4% fully remote. Thus, despite more office workers returning to the office, a sizable amount continue to have the flexibility to work from home and avoid the traffic and congestion many expressed having as part of a daily commute. The online survey results also suggest that about half of employees could be persuaded to work from the office if there were direct improvements to the built environment, such as trail connections. This section builds on that opportunity.

57%

of employees are currently in a hybrid working arrangement.

Online Survey Responses

50%

of employees would return to the office more if there were improvements to the built environment, such as trail connections.

Online Survey Responses

51%

of employees in the Study Area are back in the office in 2022 on a daily basis compared to 2019.

Average Weekday Workforce (M-F):

2019: 21,000 employees

2022: 10,600 employees

Source: Placer AI

Existing/Potential Trail Network with **Recreational Loops**



Amenitizing the Workplace with Nature

One of the key opportunities in the potential trail network introduced in Connecting the Dots is creating trail experiences within the larger system. While some users will have the time and ability to utilize a larger portion of the trail network, many may only have time for a lunchtime stroll during the workday, a quick dog walk, or a light jog to experience the outdoors. In fact, at the second community meeting, when asked how they would use a future trail system, most attendees voted that they would do so to “contemplate and enjoy nature” or “exercise and recreate.”

With these users in mind, the trail system can include trail loops designed around a natural experience or feature, such as a creek or lake, that provide a

high quality experience in a shorter distance with a convenient beginning and end. The map above shows three of these trail loops, each within walking distance to thousands of employees at the doorsteps of various office campuses. These loops can include consistent branding and signage, while even incorporating portions of existing trails like those within the Verizon Campus (Deerfield Parkway) and parts of the Big Creek Greenway. The three proposed trail loops are:

- **Deerfield Lake Loop:** A mile loop around a lake already popular with Milton residents and adjacent to the Verizon campus.
- **Camp Creek Circulator:** A mile loop along Camp Creek near Lexis Nexis and Woodward Plaza.
- **Big Creek Connector:** A 2-mile loop following portions of the existing Big Creek Greenway with new alignment that follows an existing power easement and Caney Creek.

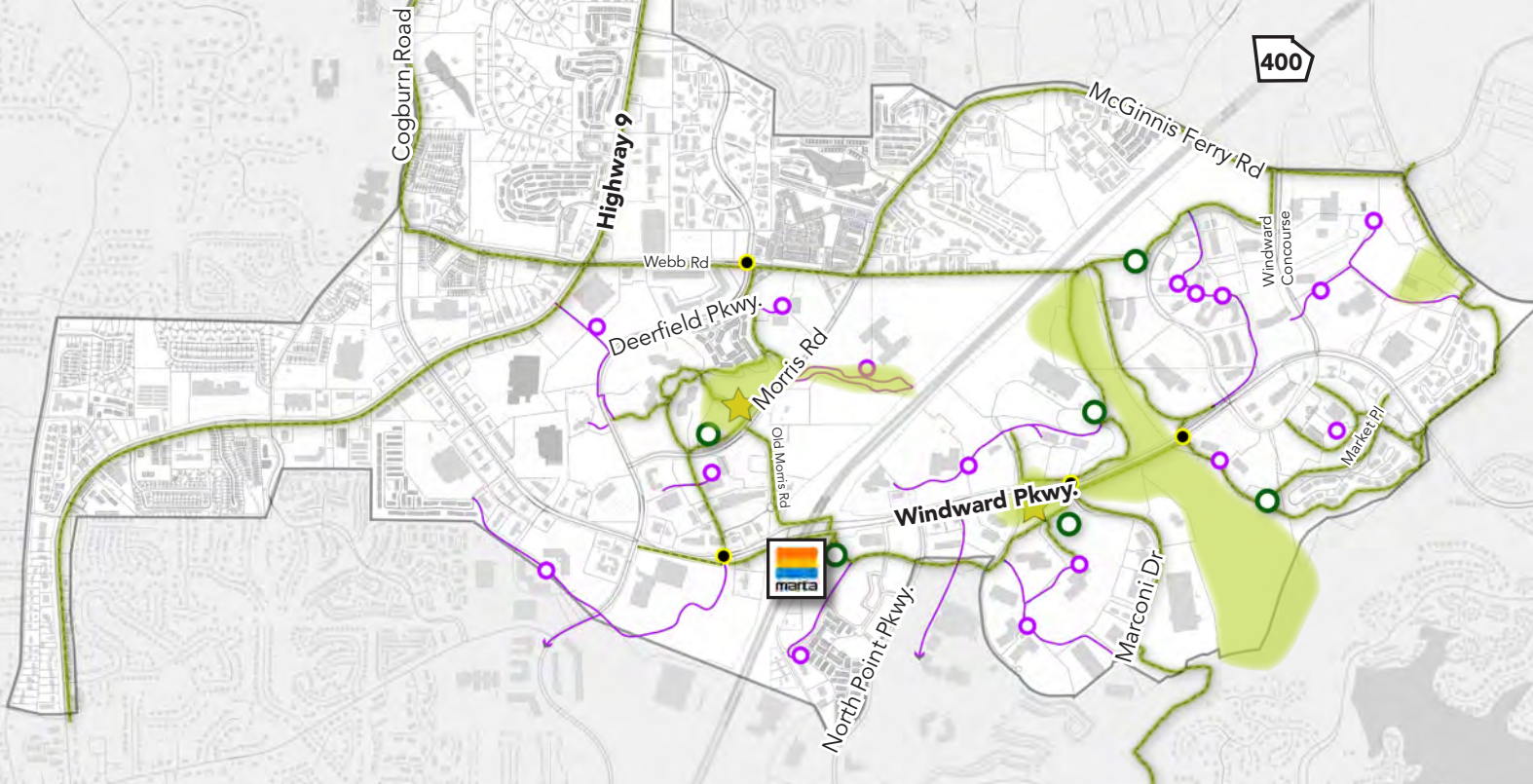
Existing/Potential Trail Network with **Trailheads & Amenities**

- Mainline Trail
- Secondary Trail (Privately Funded/with Redevelopment)
- Trailhead/Amenity/Public Parking
- Trailhead/Amenity (Private)
- Signature Road Crossing
- Significant Natural Areas

76%

of employees are willing to walk/bike under 20 minutes for lunch, errands, or drinks.

Online Survey Responses



Enhancing Trail Access

The vision for a future trail system in the Study Area is a bold interconnected network with various redundancies and access points. Touching both the Milton and Alpharetta city boundaries, as well as properties within the True North 400 improvement district, implementing this vision in an expansive area will require coordination between both cities and various partners. Key segments of the trail network that provide overall connectivity and are near significant access points can be considered as belonging to a “Mainline Trail,” or those that are most likely funded and implemented by a public entity.

Mainline trails are accesses through public trailheads with public parking and green space, noted in green in the map above.

Trail segments primarily serving office campuses and users, on the other hand, are noted as “Secondary Trails.” These trails provide an additional level of connectivity to the network, and are accessed through trailheads on private property or along Right-of-Way near a redevelopment site. Their funding and implementation may vary and be paired with the redevelopment of catalytic sites, or as part of an office property improvement.

Together, both mainline and secondary trails converge to create a world class trail network serving both Milton and Alpharetta residents and employees, while also creating greater pedestrian/bicycle access to the future high-capacity transit station at Windward.

How a Trailhead Could Look in an Office Campus Parking Lot



How a trailhead could look in an office campus parking lot

Trailhead Parks at the perimeter of existing parking areas of Windward and Deerfield businesses can serve both employees and the general public. Sited at key locations near existing or planned trail segments, these Trailhead Parks may include outdoor lounge furniture, al fresco study pods, collaboration spaces, communal lunch tables, or other comforts to inspire and encourage office users to engage in recreation, nature immersion, digital detox, and healthy work day habits. These locations may also include dedicated parking for employees or public visitors that are using the trail network. Supporting features for the trailhead may include bike racks, trail system maps, bike service kiosks, and creative public seating such as lounge swings.

Creating Trailhead Parks

The vision for a future trail network has the opportunity to provide significant greenspace to the Study Area through the addition of Trailhead Parks. These pocket parks, which may include features like seating and lounging areas, dedicated parking, lighting, and trail access, can be scattered through the Study Area serving both mainline and secondary trails.

The addition of trailhead parks is especially critical for office properties looking to amenitize outdoor spaces. The Gensler Research Institute's U.S. Workplace Survey found that employees expect high quality experiences in the workplace as a trade-off in departing the comforts of working from home. One of these comforts, as noted in the online survey results, is access to high quality green space and trails. According to the online survey results, about 76% of Study Area employees are willing to walk/bike under 20 minutes for lunch, errands, or drinks. However, many cite a poor walking environment and lack of convenient access to trails as reasons preventing them from doing so, such as having to walk across large parking areas. Trailhead parks are thus an opportunity to create a high quality green space, suitable for outdoor meetings or recreation, and additionally provide walkable access to nearby amenities.

"...Many employees now expect top-of-the-line office space as a trade-off for departing the comforts of work-from-home. The difference between high- and low-quality assets perhaps has never been wider."

"Effective workplaces that provide great experiences are more likely to be in neighborhoods that have access to a range of amenities including coffee shops, outdoor spaces, and eateries."

- Gensler Research Institute's U.S. Workplace Survey Dec 2022



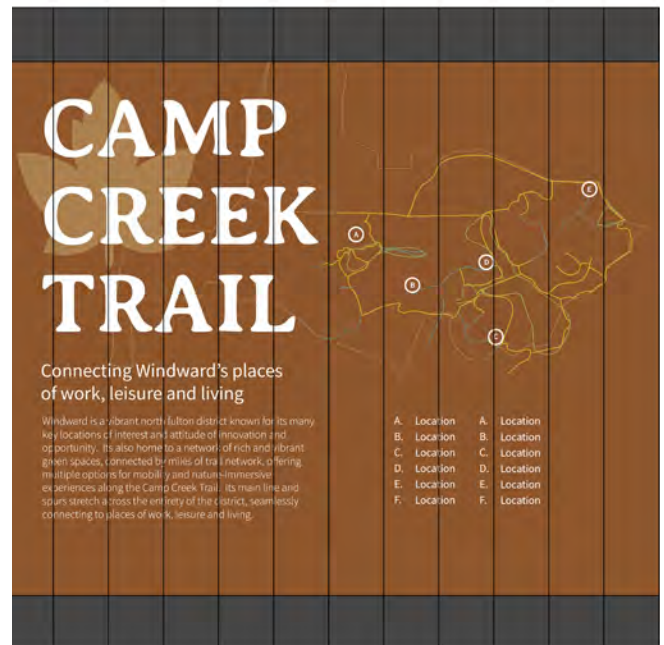
Potential trail gateway feature



The Camp Creek Trail System

Similar to the Alpha Loop or the Big Creek Greenway, trail systems can become part of community fabric. Beyond a greenway, their presence in a neighborhood or district can help connect people to nature and each other, attract economic opportunities, and help define the area's identity. Trail systems that do this effectively tend to have an established brand and nomenclature that feels authentic with its context. Through consistent branding, signage, wayfinding, amenities, and fixtures, trail segments can feel part of a single system. This is the vision for the Camp Creek Trail - a future connector to help define the growth and identity of Milton and Alpharetta communities along GA 400 and Windward Parkway.

Taking inspiration from the area's agrarian past and rural heritage, the concepts in this spread show a potential trail identity package, ranging from gateway features at trailheads to mile markers. These concepts illustrate opportunities on how a future Camp Creek Trail can highlight Milton and Alpharetta's existing identities to establish a common graphic language.



Potential trail seating shed with swing



Potential Trail
mile marker



Potential Trail
seating bench



Potential lighting
fixture



Idea 3

Places to Trails

Our approach to placemaking
centers around creating
distinctive places for people
to come together.

Traditionally, a placemaking strategy focuses on public realm improvements such as public art, banners, gateways, and a cohesive identity package. While these are indeed valuable and important to fostering a sense of place, and are well incorporated into Serenity and Amenity's Camp Creek Trail concept, the Windward and Highway 9 Study Area requires a strategy that goes beyond banners. This section takes a more holistic view at placemaking - one that proposes strategies to shape the perception of the Study Area in the eyes of the thousands of residents, employees, and visitors that move through it on a daily basis. This is especially critical for this area, since one of the key takeaways from the plan's engagement is that "the area lacks authentic and local experiences". This sentiment was repeated by both the residents and employees we engaged, who in the online survey noted that the Study Area lacked the vibrancy and sense of place of nearby places like Avalon, Downtown Alpharetta, or Crabapple.

Recognizing that the Study Area is composed of two different communities, this section finds opportunities for Milton and Alpharetta to find common ground and work together, while each maintaining their unique identities. This section does so through three overall strategies:

- **A Social Campaign** to tell the story of the Study Area, its happenings, and the people that call it home or create great things within its boundary.
- **An Experiential Campaign** built around high quality programming and events to bring the community together.
- **A Place Campaign** that reimagines two sites within the Study Area, each with beautiful nature, into concentrated clusters of rich and distinctive experiences.

Economic Development
Fiscal Health
Community Pride

District Name
District Identity
City Identity
Marketing
Market Strategies
Business Mix
Development Form
Sense of Place



Milton



Alpharetta

Daily Living & Working

Infrastructure Quality
Trail Connectivity
Green Space Priority
Legible Wayfinding
Low-Stress Mobility
Daily Needs & Convenience
Industry Clusters
News & Communications
Events and Activities
Stories and Profiles

Common Ground.
Unique Identity.



Build around Evolving
Assets

Social Campaign

Well-coordinated, **consistent sharing of notices, news, profiles and stories** that support local businesses, daily living and the daily economy of the district.



Build for People

Experiential Campaign

A diverse program of daily/ weekly programming - **public events and activities** - appealing to district employees as well as a wide range of local audiences and visitors



Build on Enduring
Assets

Place Campaign

Small, concentrated **clusters of distinctive character and rich experience** - anchored by existing green assets - that shape the perception of the greater district.

Social Campaign

The Windward and Highway 9 Study Area is an expansive geography of 2,900 acres, similar in size to the entirety of the City of Decatur. Home to both Milton and Alpharetta's top employers and to thousands of residents, at any given time various events or community gatherings occur within this area. As a regional employment and commercial hub, it experiences significant growth and economic development news throughout the year.

Together with the opportunities in programming described in the Experiential Campaign, there is a distinct opportunity for Milton and Alpharetta to work together in creating a single external repository of news and events, information about the area, and destinations to see and experience. With a strong web and social media presence, this resource can serve an audience in the Study Area that is largely unaware of the minutia of jurisdictional boundaries between Milton and Alpharetta, and amplify existing social media and public relations strategies for both cities.

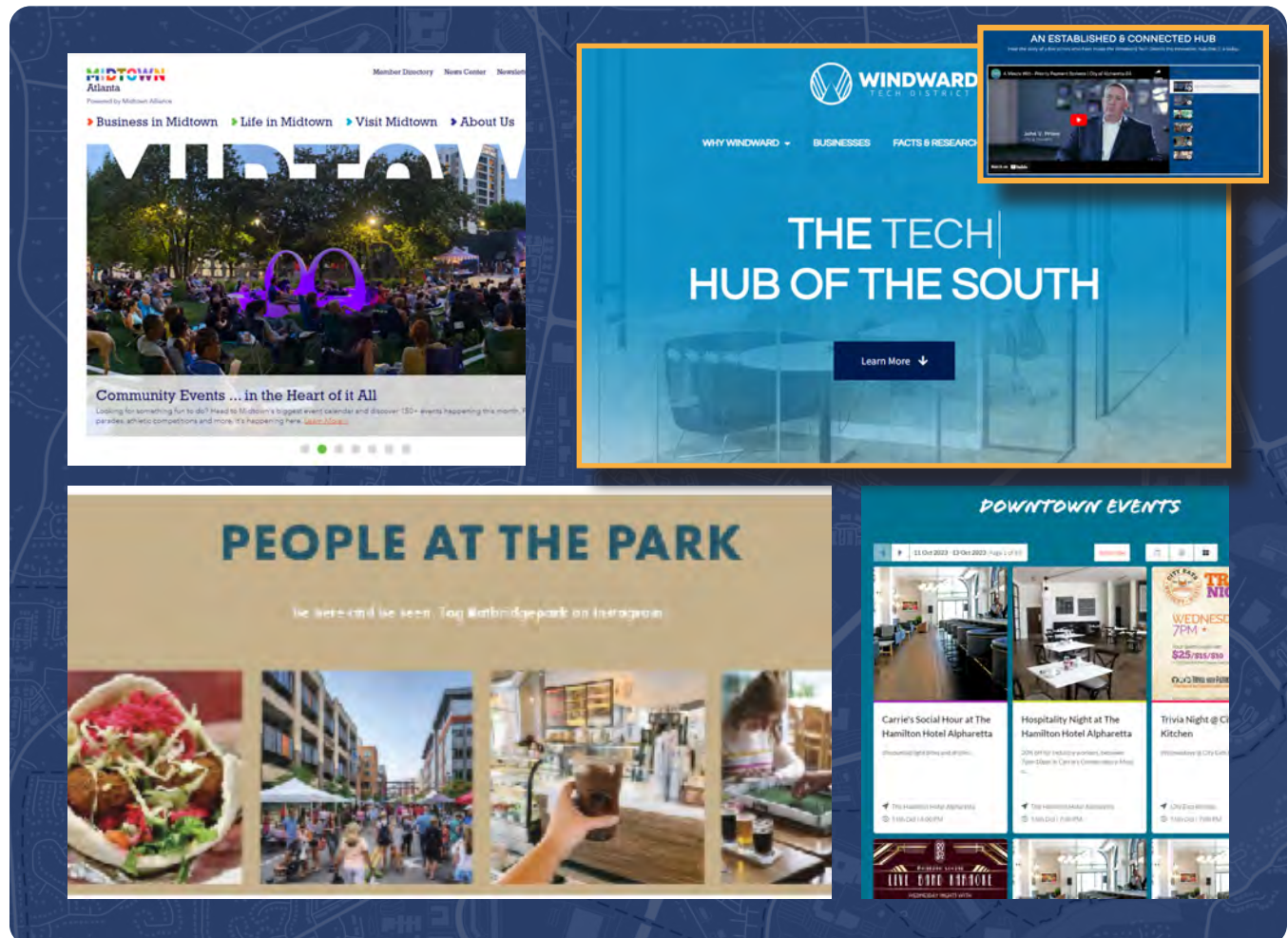
A Social Campaign of this scale, especially one

crossing municipal lines, requires an organized and consistent strategy to disseminate information. As such, Milton and Alpharetta have an opportunity to collaborate on a content release calendar that assists with publishing information, promoting events, and increase community visibility of things happening within the Study Area.

In 2021, the City of Alpharetta initiated the development of a district-wide website to brand the Windward commercial district. Based on direction from a committee of key Windward stakeholders, the website offers a repository of news and events, and acts as a digital economic development tool that promotes all the area has to offer to both residents and employees. While the geographic extent of this effort differs slightly from that of the Study Area, it acts as an existing prototype from which to build from, with opportunities to work with True North 400 and the City of Milton to potentially expand its scope and delineate long-term maintenance responsibilities.

Existing Website, Branding and Social Initiative:

Windward Tech District





Experiential Campaign

Programming that brings people together is at the backbone of every successful district. Small concerts, movie nights, food trucks, outdoor group yoga sessions, and various other events and gatherings can transform a space from a lawn to a destination. These types of events bring people together, attract families and folks of all ages, and help build a sense of community. While most events will attract nearby residents, they may also become a useful tool in employee attraction and retention for the area's large employers.

Through the online survey, employees noted an opportunity for more "things to do" in the area after the workday as something that would help motivate them to come into the office more often. Respondents praised the events and amenities of Avalon and Halcyon as conducive to after work dinner or socialization, and noted the lack of options near their workplace outside of lunchtime hours.

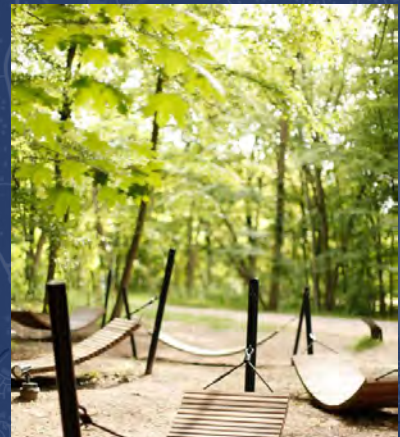
The previous two ideas, Connecting the Dots and Serenity and Amenity, envision a future Study Area where a system of trails connect people with parks and amenitized office campuses. The success of these investments is not just that of the capital improvement, but on the ability to activate and market them to the community. As noted in Gensler Research Institute's U.S. Workplace Survey, employees expect high quality amenities and experiences in the workplace. As such, programming and events is as much about economic development as it is community-building.

Place Campaign

When it comes to creating a district identity and attracting people, destinations are the driving force. Quality physical spaces where people can gather and cultivate experiences are a timeless element of vibrant neighborhoods and thriving cities. While much emphasis has been placed upon connectivity and developing a robust trail network, a trail system alone does not create a sense of place. A rich and resilient sense of place emerges when you have something to do/a place to go that's embedded into the trail network. Beyond that, the place itself needs to have some level of distinction, or uniqueness from other nearby places. In the Windward Parkway/Highway 9 district, which is saturated with strip retail centers and corporate office campuses, two distinctive sites have been proposed as district destinations. Strategically selected due to their proximity, accessibility and natural features, these sites have the potential to be hubs of civic vitality with economic ripple effects.

These potential community destinations, one of which is in Milton and one which is in Alpharetta, are both undeveloped properties along major roadways. They are positioned centrally among major employers, area residents and future transportation connections proposed as part of Connecting the Dots (prior section). They each possess natural amenities that offer serene escapes from the nearby hustle and bustle of traffic and activity.

The design, layout and programming of these community destinations produce quasi-public amenities, providing room for creativity in public-private partnerships to offer a high end experience that benefits the general public and the private property owner.



Proximity of **Community Destination Sites** to Major Employers

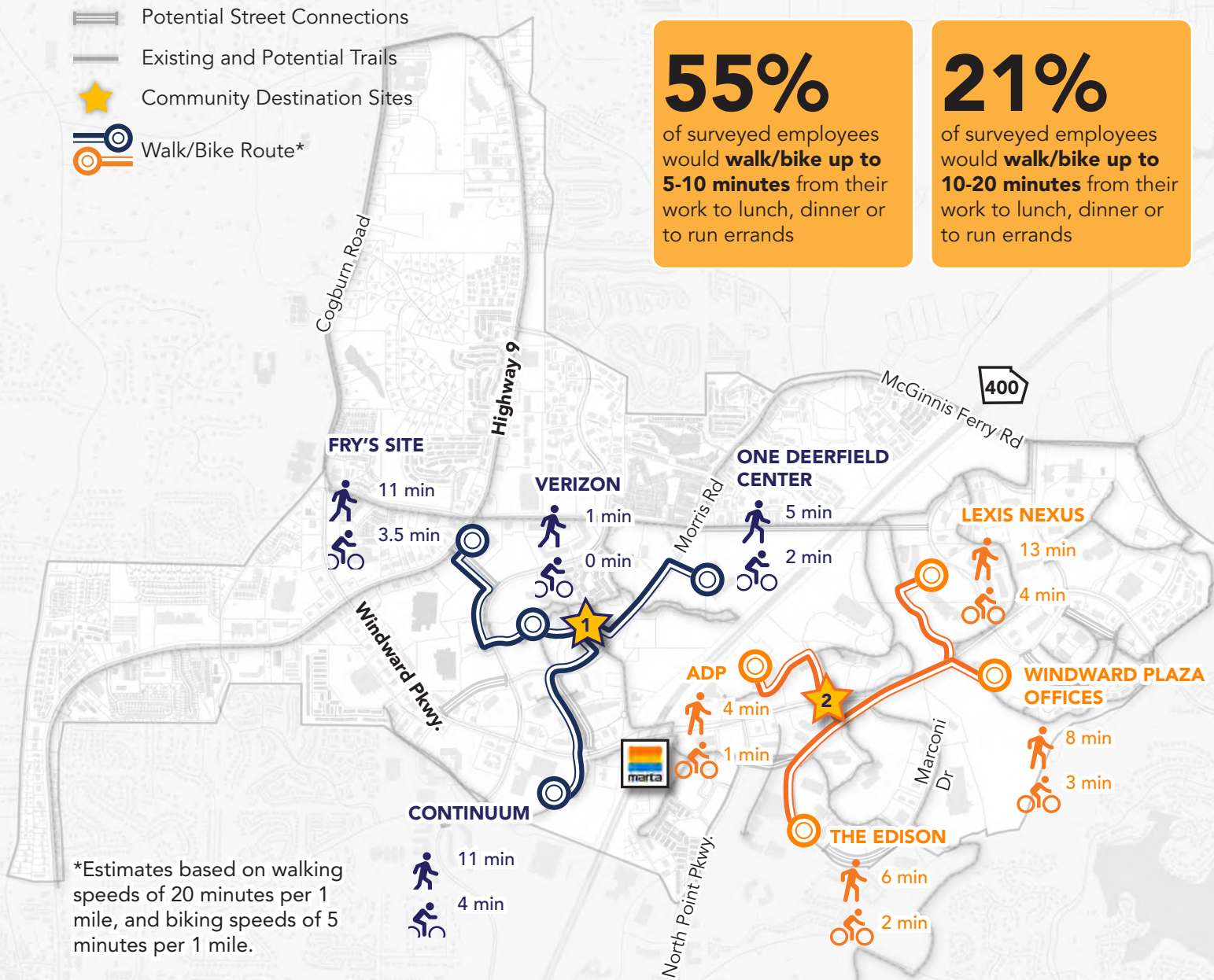
- Potential Street Connections
- Existing and Potential Trails
- Community Destination Sites
- Walk/Bike Route*

55%

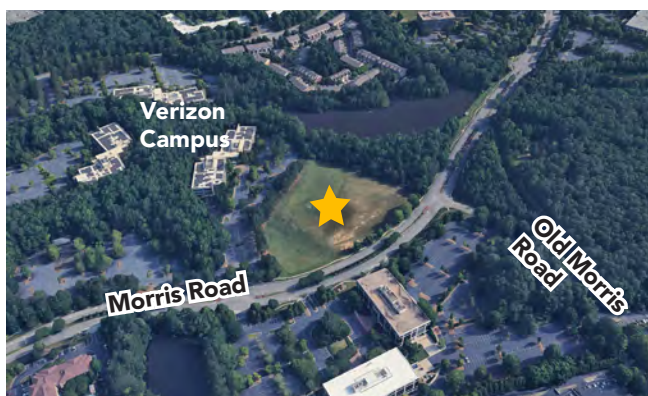
of surveyed employees would **walk/bike up to 5-10 minutes** from their work to lunch, dinner or to run errands

21%

of surveyed employees would **walk/bike up to 10-20 minutes** from their work to lunch, dinner or to run errands



Site 1: Morris Road & Old Morris Road
(City of Milton)



Site 2: Woodward Parkway & Edison Dr.
(City of Alpharetta)



Community Destination Site 1: Morris Road

The Morris Road site is a roughly 8-acre undeveloped property along Morris Road, between Deerfield Parkway and Webb Road. The property sits between the Verizon corporate campus and a 7-acre lake, with over 1,000 feet of frontage along Morris Road, which acts as a key roadway connection into the residential heart of Deerfield. Within just one mile of the site is a residential population of close to 10,000 people and over 700 businesses totaling over 20,000 employees. Within that same area, the only current publicly accessible greenspace is the 1.1-acre Freedom Park. This site offers immense opportunity to fill that gap and provide unique gathering spaces and access to natural amenities for countless thousands of nearby residents and workers.

Anchor with Green Assets: Waterfront Amenity



Community Destination: **Waterfront Natural Amenity**



The site is positioned as a central spoke within Milton's Deerfield district, with great proximity to major roadways and potential for even greater connectivity in the future. Three of the plan's proposed roadway connections are in very close proximity to this site, with the proposed trail along Morris Road (continuing to the MARTA Park and Ride) taking users straight to and through the property as well.

For being conveniently located, the property has a quaint and natural feel to it, as the lake and strong presence of tree canopy make it feel removed from the busyness of Windward Parkway and Highway 9, even though both corridors are quite close. These qualities naturally position the site to have potential for a waterfront natural amenity, offering residents and

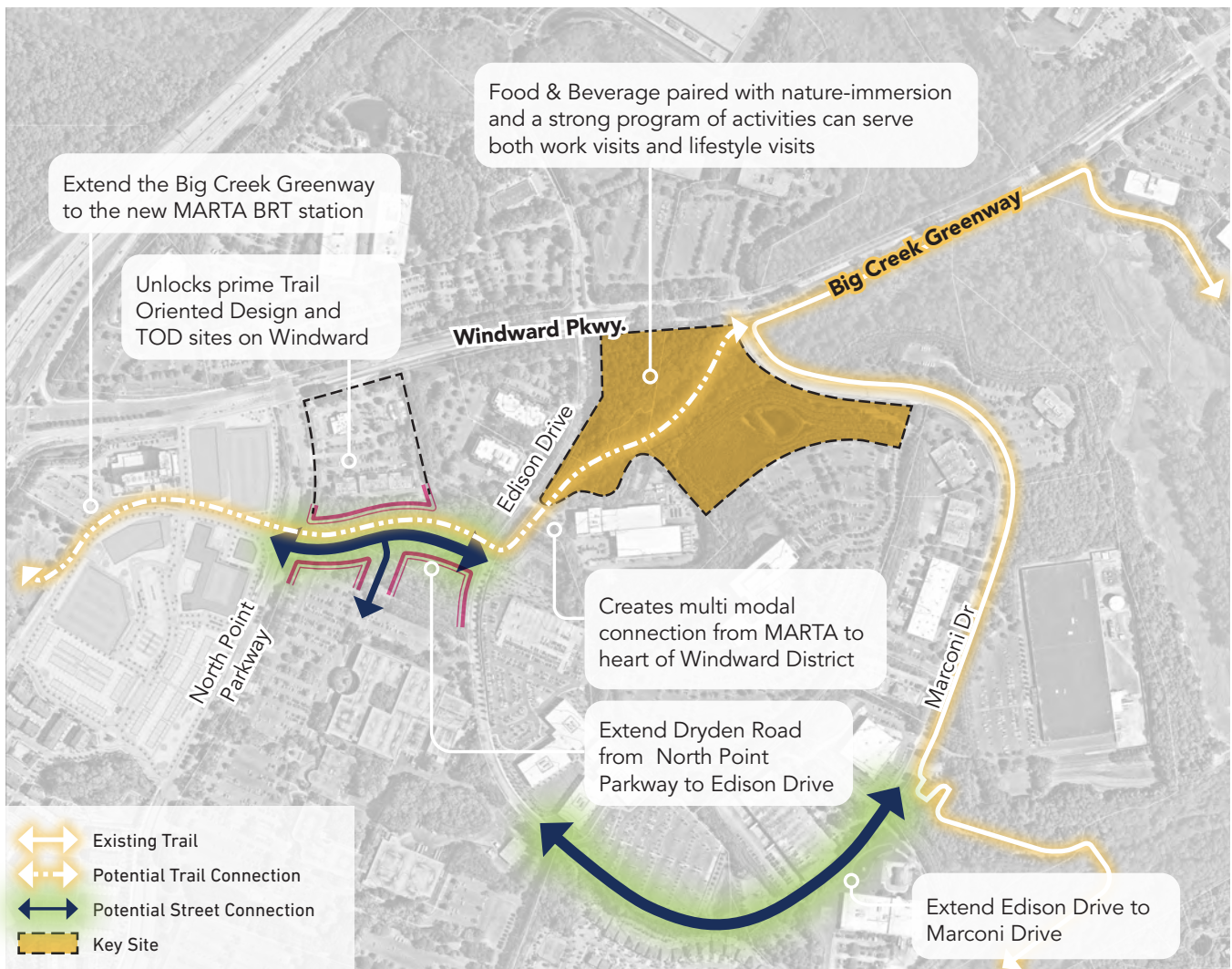
workers a chance to soak in the sun and enjoy toes in the sand and vistas of open water. A gathering hall, restaurant and pier house offer unique event venue and food options, capable of hosting corporate retreats, weddings and rehearsal dinners, local events and business expos, or simply accommodating the daily market demand of surrounding residents and workers through a distinct kind of commercial offering. Corporate bungalows are also envisioned, along with a rooftop garden, taking further advantage of lakeside charm and the desire for a sense of place.

With easily visible parking, the site can also naturally act as a trailhead, providing easy access to future trail connections around the lake, over to Highway 9, north along Morris Road, and south to Windward Parkway.

Community Destination Site 2: Windward & Edison

The Windward and Edison site is a roughly 12-acre multi-parcel site that sits along Windward Parkway, in between Edison Drive and Marconi Drive. It is one of only a few remaining greenfield development sites on the east side of the Study Area. A stream with associated floodplain flows through the property, posing some considerations and challenges regarding development, while also offering a natural amenity that can be a huge asset if embraced thoughtfully. This site concept is anchored by a food hall that accommodates social events, while also providing patrons with a rich outdoor experience that interacts with the site's stream and robust tree canopy. The

Anchor with Green Assets: Forest Restoration



Community Destination: **Edison Forest Restoration**



idea of an experiential “forest restoration” can be realized by creative seating elements that take advantage of the shade and natural beauty the site has to offer.

From a transportation perspective, the site gets great visibility with frontage along Woodward Parkway where there are close to 30,000 cars driving by it daily (per GDOT). The Big Creek Greenway also runs along the site’s eastern boundary (Marconi Drive), providing direct multi-modal access to the site from the already established regional greenway system. To the west, a planned road extension connecting North Point Parkway with Edison Drive will provide direct access to the future MARTA BRT station and the development occurring around the station. Naturally, this site provides a possible multi-use trail linkage between the future BRT station and the existing greenway, with an off-road alignment that many petitioned for when

providing public feedback about trail preferences.

Five of Alpharetta’s top 10 employers are within a half mile of this site, giving it incredible proximity and convenience for providing lunchtime or after work food and drink options. This in addition to being a venue for creative programming and events geared toward engaging the local workforce.

Almost 8,000 residents live within one mile of the site, making it a possible economic and cultural hub for employees and residents alike. A comment from the final public meeting mentioned the community-enhancing effect this concept could have, saying “the Food Hall along with the experience will create a ‘stickier’ community for Woodward residents.”



Idea 4

Lakefront Property

There is great uncertainty about the viability of conventional office space. The Study Area needs to re-think how it accommodates future growth.

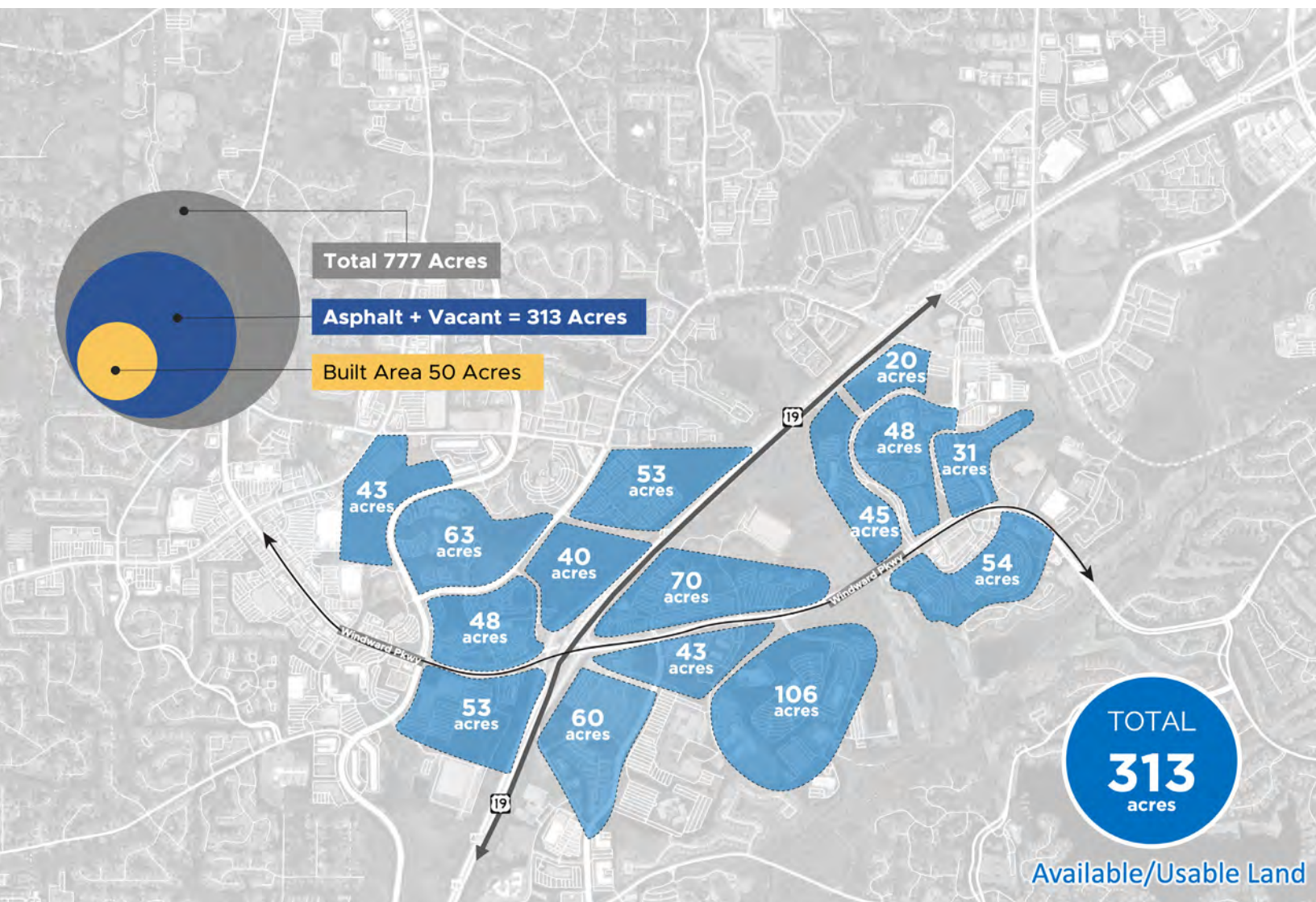
This Economic Strategy builds upon the market analysis to identify key development and investment objectives for the Study Area in the near term. The intention of the strategy is to guide and prioritize real estate investment, in alignment with community goals and economic realities. Ultimately, the Economic Strategy seeks to capture the value created by new investments and apply that revenue toward community goals.

This section, entitled “lakefront property” refers to the value of assets located alongside an investment (e.g., a park) and/or public good (lake or beach). While a waterfront property has long been a value-adding real estate catalyst, greenways can also add value if—and only if—development is aligned properly to meet that investment. Understanding this idea and its central role in the Economic Strategy requires review of three distinct, yet interrelated concepts:

- **Value Creation** – that which brings people in from great distances to have a unique experience
- **Value Capture** – investments and entities that generate economic activity, typically through the sale of goods and services, or property value
- **Public benefit** – that which provides community services, experiences, and supports that often do not produce sufficient direct revenue to be privately financeable/self-sustaining

The community vision (this plan) encapsulates these three ideas.

Identifying Key Parcels



To focus investment, key parcels along State Route 400 and Windward Parkway were identified and divided into 15 separate “pods”, shown above, containing a range of office, hotel, and retail properties.

With both thoroughfares serving as key entry points to Alpharetta and Milton, development within the selected pods comprise the face of both communities and, therefore, present the best opportunities for catalytic (re)development. The pods vary heavily in size, between 20 to 106 acres, totaling 793 acres. The built environment is dominated principally by 20- to 30-year-old office buildings, tenanted by finance, tech, and professional service firms, though vacancy is persistently high. Given their suburban environs, all properties are overwhelmed by parking and

under-utilized space: for every 1 acre occupied by buildings, there are approximately 6 acres of asphalt and/or vacant land. Hence, the pods’ aging properties and abundant developable land provide extensive opportunities for re-envisioning the corridor. Utilizing these 15 pods, the Economic Strategy will be guided by three pillars, designed to develop the “lakefront property” that will create, capture, and make publicly-beneficial value in the Study Area:

1. **Reimagine Suburban Office Space**
2. **Adapt to change**
3. **Support connectivity and neighborhoods**

Economic Strategy Pillars

1 | Reimagine Suburban Office Space

At the time of this report, evidence suggests the suburban office park is at risk of becoming a product of a previous era: one where the separation of workers, land uses, and isolation of the workplace from the wider world was seen as key to productivity and desirable for quality of life. It is a product of an era when people drove great distances and spent many hours in the car each day to get to work. Today, as collaboration, coworking, and hybrid arrangements become more popular, these properties risk becoming obsolete, leaving communities across the country to seek out new and innovative ways of reimagining their respective office inventories. For the Study Area, the goal of this strategy is twofold: first, to allocate limited resources better, one must determine which properties are most at-risk of vacancy. Then, based on those rankings, one or more strategies are applied to each pod—either to maintain, reposition, repurpose, or rebuild.

2 | Adapt to change

Central to this pillar is the recreation of main streets and mixed use districts: areas with unique community destinations that offers a range of amenities for residents and visitors alike. This model offers an opportunity to create value, or an asset that will draw visitors, that features a public benefit in the form of walkable streets and trails. Adoption of the main street approach requires an evolution of the Study Area's physical conditions via the integration of experience, shopping, hospitality, and housing within a denser environment.

3 | Support connectivity and neighborhoods

This final pillar seeks to ask: how can the Study Area's neighborhoods be made more navigable? How can investment be focused to support more vibrant neighborhoods along the corridor? Here, the connections between areas are redesigned such that they are more accessible to non-vehicular traffic, so as to overcome the segmentation that the Study Area's existing suburban, auto-oriented landscape creates. These re-envisioned areas can become their own unique neighborhoods, containing an integration of uses, and connected by walkable trails, new roadways, and transit. Lastly, this pillar evokes opportunity to capture the value created by greenspace access, public art, and other placemaking activities via the expansion of businesses and commercial strips both along and within pods.



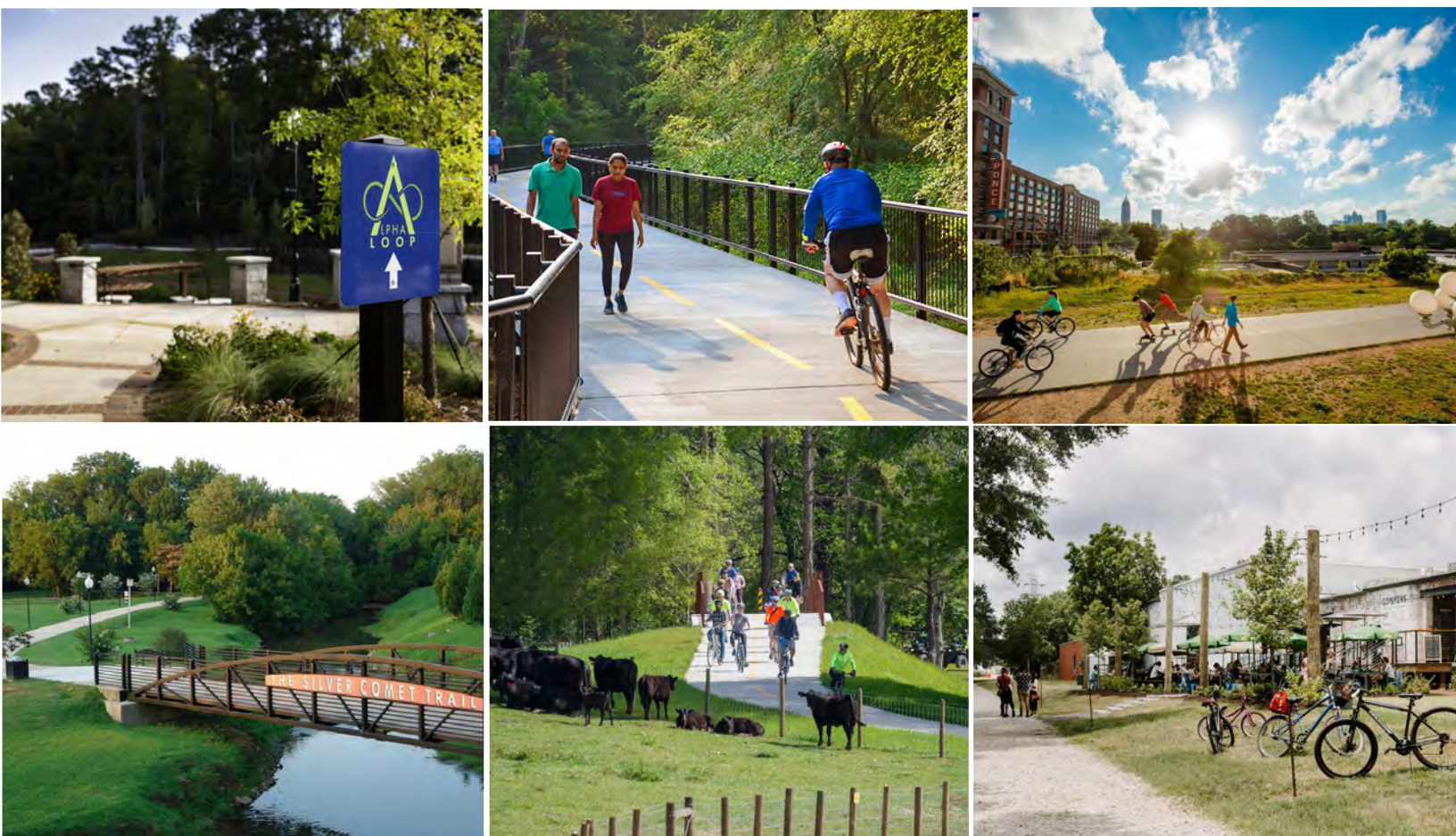
Reimagining
Suburban Office



Adapting to
Change



Supporting Walkability and
Connectivity



Connectivity is Key: Greenways as Part of the Lakefront Recipe

Within the Atlanta region, there are numerous successful greenway developments, connecting urban, suburban, and even rural communities. Locally, the Alpha Loop is a prime example of a greenway that links commercial and residential centers, while the Big Creek Greenway offers miles of densely-forested path for recreational opportunities. It's hard to accurately quantify the immense value these projects bring to the local community, as they have numerous health, well-being, and increasingly, economic benefits.

While many locals may be aware of the impact of the Atlanta Beltline, where office properties along the trail experienced a rent increase of 190% between 2013 and 2023 compared to a 70% increase citywide, there are several other notable greenway networks that shed light on

the value they bring to local communities. This chapter includes a page that explores lessons and takeaways from the Silver Comet Trail, Carrolton Greenbelt and the Swamp Rabbit Trail in Greenville, South Carolina. Together, these provide a mosaic that resembles the character (and potential) of the Windward/Highway 9 Study Area.

Lastly, it is important to remember the interconnected nature of what makes for a successful district. Greenways by essence are facilitators of connectivity, acting as the lifeblood of human-scaled movement and recreation within a physical space. They have become a very active ingredient in attractive real estate and a key component of communities that value investing in a high quality of life.

Reimagine Suburban Office Space

Throughout the 1990s to early-2000s, Alpharetta and Milton arose as destinations-of-choice for both nascent and established firms. The roughly two decade period saw a great number of well-known tech and finance companies leasing office space in the community, attracting thousands of new workers and residents. As a result, speculative office development came to overwhelm the landscape of the Study Area – a landscape that now, in the “post-COVID” era, is far more vulnerable than ever before. It is in this context that the “Reimagine Suburban Office Space” strategy seeks to recreate office space in the Study Area to attract and meet the needs of workers and employers in the 2020s and onward.

In recent years, developments throughout the country have been undertaken to position existing office communities for long term success. For example, in the Raleigh-Durham, NC area, HUB RTP is a proposed mixed-use development located at the center of the area’s 7,000-acre Research Triangle Park (RTP). Constructed in the 1960s through 1990s, RTP is the country’s largest office park, positioned between Duke University, University of North Carolina-Chapel Hill, and North

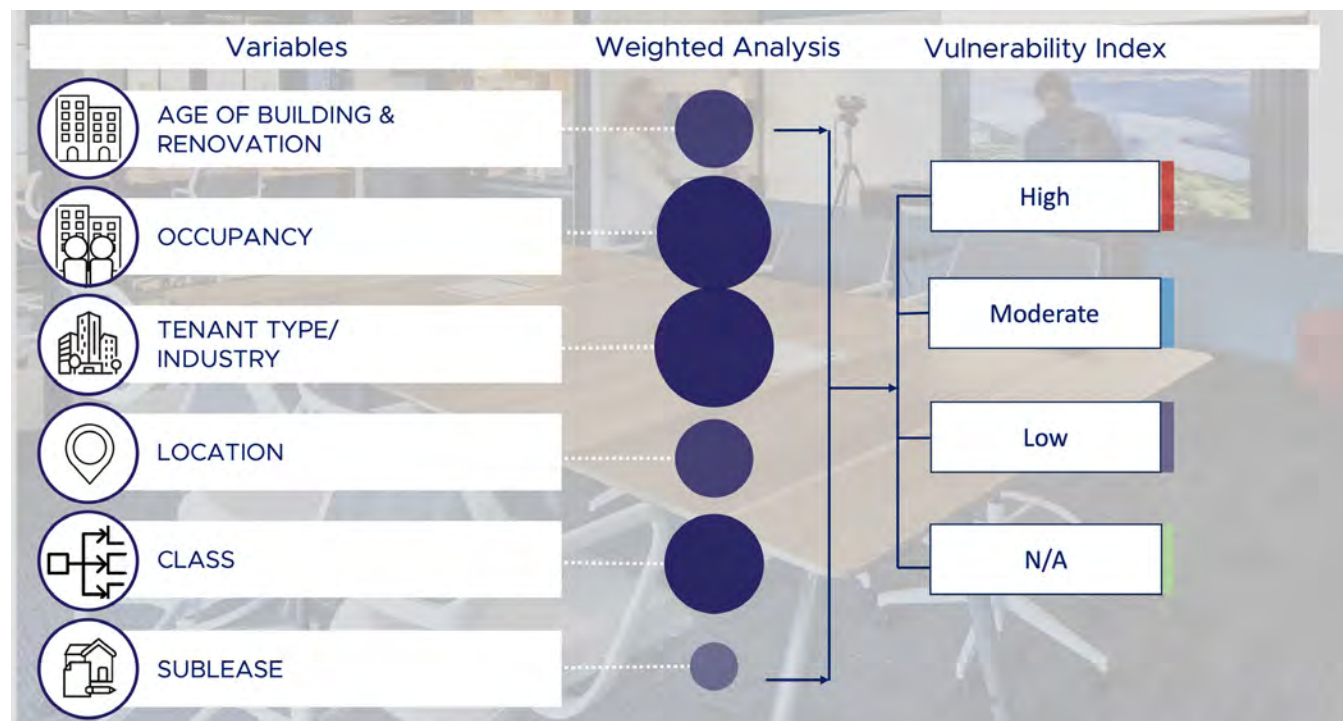


Hub RTP

Carolina State University. By the 2010s, RTP’s design had become dated, spurring a planning effort that foresaw the design of mixed-use town center. With construction underway, HUB RTP is envisioned to contain one million square feet of office space in mid-rise and high-rise towers, integrated with a hotel, over 1,000 apartments, and 50,000 square feet of retail, all within short walking distance. Another contemporary example, HALL Park in Frisco, TX was developed as an office park in the early-2000s, containing nearly two million square feet of office space. In 2019, realizing growing demand for housing, retail, and hotels around the office park and its potential long-term vulnerability, the developer envisioned a new master plan for a mixed-use district. Now under construction, the completed project will feature three high-rise towers including office and residential uses, a luxury hotel, 10,000 square feet of retail, and a public park, all interconnected by a three-mile greenway and accompanied by numerous public art installations.

To determine appropriate strategy for reimagining office space in the Study Area, office stock within each pod was assessed for its vulnerability to vacancy and obsolescence. The Office Vulnerability Index (OVI) was devised as a scoring matrix for office properties that identifies risk on the basis of recent performance, physical characteristics, and users, illustrated in the graphic below.

Office Vulnerability Criteria



Office Vulnerability Index



Office Vulnerability Assessment

As shown in the map above, risk varies significantly across the area's small geography. Following are the conclusions of likely future vulnerability of the respective office parks that have been evaluated.

Low Vulnerability

Pods 1, 8, 9, 10, and 12 were labeled as low vulnerability: they contain a high density of multi-tenant, Class A and B properties, that were primarily built in the 90s, with a small number of buildings added within the last five years. Their provision of small spaces, leased by a range of tenant firms, confers security from becoming fully vacant and occupancy rates are on the higher end for the local market.

Medium Vulnerability

Pods 3, 13, and 14 were deemed as having mid-level risk; this is because the buildings in these pods are all older and contain tenants in industries like finance and information, which have high rates of working from home. Additionally, they have sustained relatively low vacancy, though across a variety of smaller spaces that could be readily leased by small-scale and start-up firms.

High Vulnerability

Pods 4, 6, and 11 were determined to have the highest risk, primarily due to their density of large-scale single-employer users, including Verizon (Pod 4), formerly HP, now slated for redevelopment (Pod 6), and Lexis Nexis (Pod 11). Each pod contains properties with upward of 100k SF (that is, larger spaces that tend to be more difficult to lease). A windshield survey also reveals very low utilization across each property, and visibility and accessibility from major roadways is generally poor. Hence, the office properties in these pods are seen as most in need of transformative development programs.

Pods 2, 5, 7, and 15 contain little to no office space and therefore were not assessed.

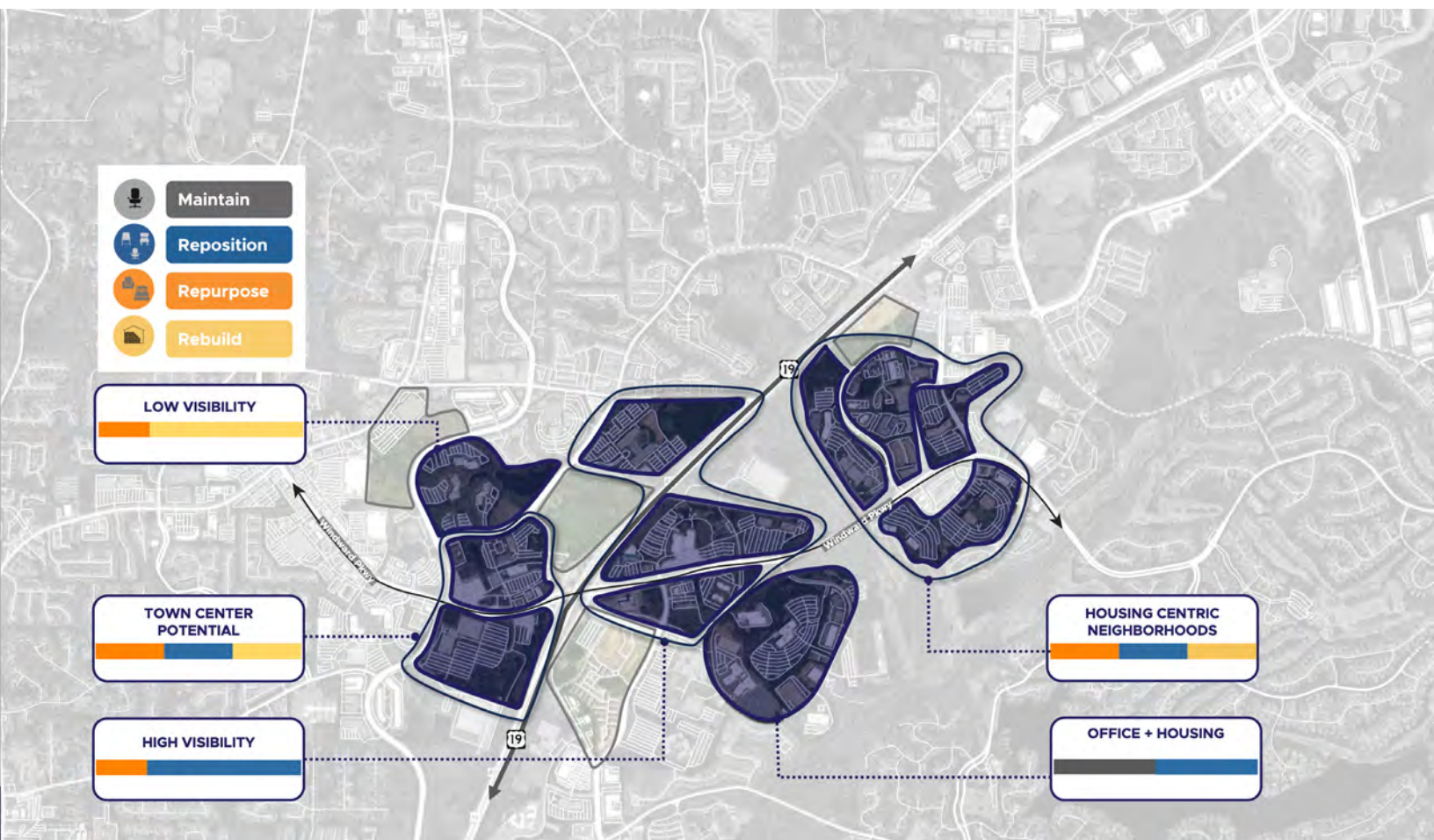
Redevelopment Strategy

Based on these results, each pod was assigned a redevelopment strategy of its office stock. Each redevelopment plan was built on the basis of one or more of four strategies (maintain, reposition, repurpose, and rebuild), discussed below.

- **Maintain:** Simply put, office properties in the Study Area that are performing and have low vulnerability should be maintained as they are. These properties include some of the newest developments in the market, such as The Edison—a Class A, highly-amenitized property built in 2020 that is fully leased. That being said, not all properties to be maintained are the newest; Windward 400, for instance, is a Class B property built 2000, though it is afforded additional stability by its proximity to the interstate, wide range of rentable spaces, and diverse tenant base.
- **Reposition:** This approach entails reconfiguring existing office space into that which can serve a different tenant mix or market, while preserving office use. In the wake of the Pandemic, demand for office space has declined, with firms' still needing office, but less of it. In the PMA, for instance, most leases since 2020 have been for less than 5,000 SF. Consequently, a common method of repositioning office properties is to convert a single-tenant building into multi-tenant. Other methods include adding amenities, cosmetic upgrades, and re-configuring spaces for specific uses, like lab space.
- **Repurpose:** As demand for office space declines, dated office properties across the country are being repurposed for a variety of uses. A primary challenge associated with office properties with similar vintages to those in the Study Area is their large footprints, which tends to make conversion to industrial and institutional uses easier. Though multi-family conversion has emerged as a popular route, given a nationwide undersupply of rental housing, these large floorplans are difficult to segment into units with their own window access and infrastructure. However, many properties built in the late 20th century have successfully been converted to housing in recent years.
- **Rebuild:** The final strategy is to rebuild existing properties and replace them with new construction. Rebuilding, as opposed to redeveloping, can be undertaken for a variety of reasons: for instance, rebuilding may be more cost effective than re-development, often due to the cost of addressing deferred maintenance and maintaining energy inefficient systems. The building may also be a poor candidate for reconversion due to its layout, prior use, location, or design, among other factors. Case studies of suburban office park re-development involving rebuilding are limited and primarily skew toward retail and mixed-use.

Office Strategy Definitions





Reimagine Suburban Office Space

Key Conclusions

Strategies for each pod are shown in the map above. As shown, each pod will require a blend of strategies, with the ultimate goal of forming unique identities for each. Strategy will be guided by the following key considerations:

- There is great uncertainty about the viability of conventional office space, given that hybrid and remote work is likely to continue.
- Strong professional sector growth suggests sustained demand for certain types of office space, just less of it overall.
- Utilization data indicates that if commuting times are reasonable, workers would prefer to be at the office.
- Select office properties could be repositioned by adding amenities to surrounding areas with new housing, retail, and place-based investment.

Case Studies

Reposition: Bell Works (Holmdel, NJ)

The redevelopment of the Bell Labs building in northern New Jersey presents a case study of a repositioned and repurposed obsolete office property into a mixed-use building. The two million SF-property was built in 1962 for use by AT&T and, at one point, featured over 6,000 workers. By 2006, however, the site had just 1,200 employees and was put on the market, with AT&T fully vacating the building in 2013. Redevelopment of the site began that year and was completed in 2016. Modeled as a “metroburbs”, the building contains office, retail, public use, entertainment, start-up, and coworking space, designed to mimic the feel of an urban streetscape and offering amenities like community programs and live music. With this model, Bell Works succeeds in making the office a “destination” that will draws workers and visitors. Today, the property contains 106 tenants, including numerous small retailers, companies, a pre-school, and the local public library, and is near fully leased.

Bell Works



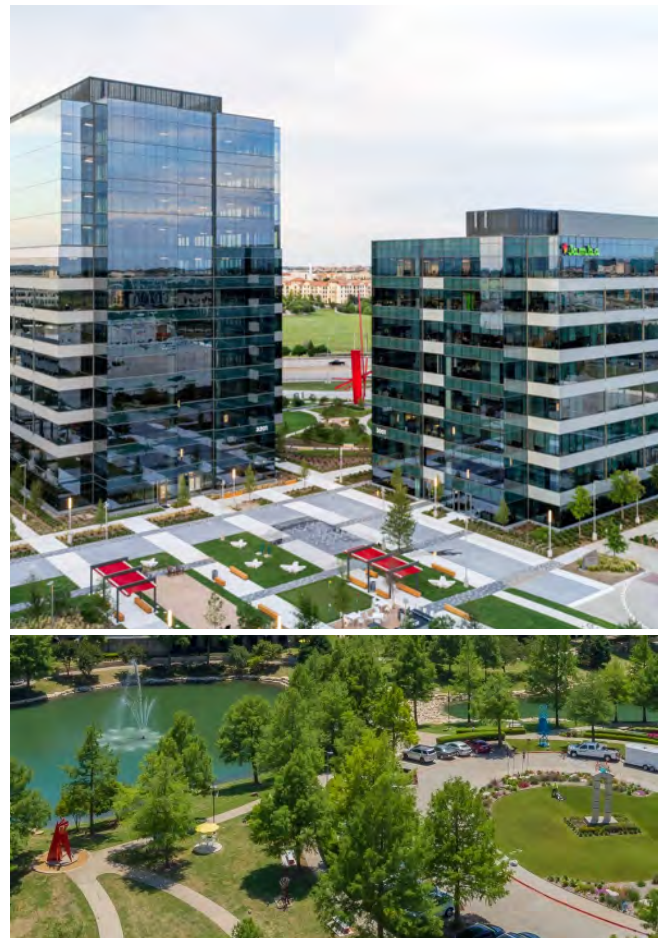
Reposition: HALL Park (Frisco, TX)

A 20+ year old, 15-building, 162 acre office park that is home to 180 companies experienced a big shift in 2019, when HALL Park shifted its focus to becoming a dynamic mixed-use community. With a new master plan focused on wellness, walkability, and sustainability, HALL Park’s next wave of investment includes a boutique hotel, a luxury residential tower and a 6-acre community-centric park with a full lineup of dynamic programming.

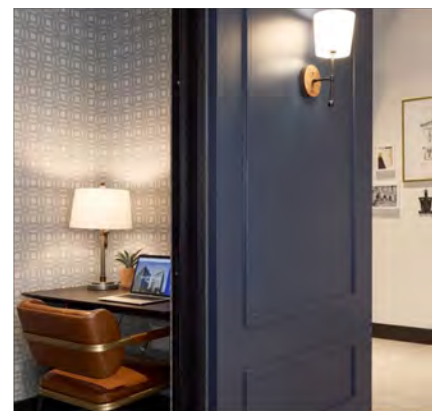
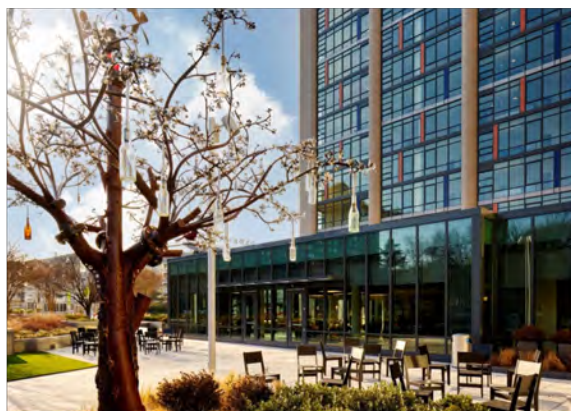
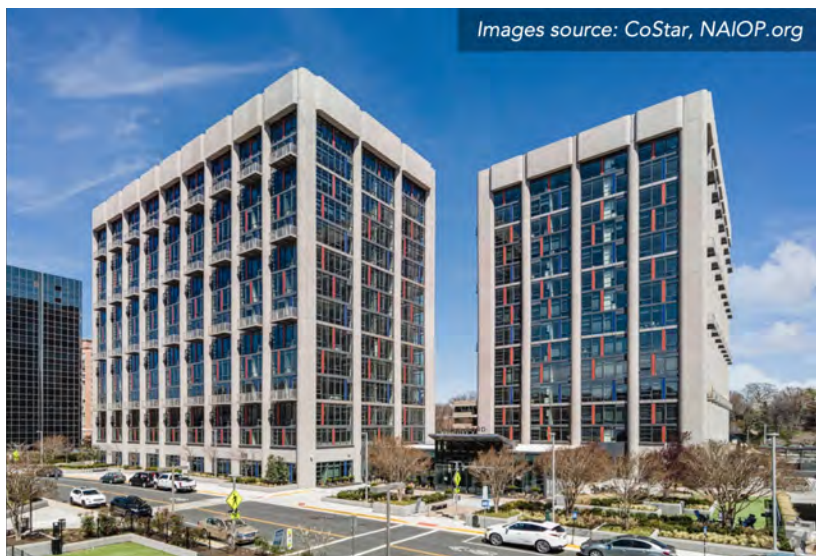
Repurpose: CityPlace (Woodbury, MN)

CityPlace is a mixed-use office and retail complex in the Minneapolis suburbs. The site had previously been occupied by the headquarters of State Farm, which built an office campus in 1996, yet closed it by 2006. Having sat empty for nearly a decade, the property was demolished in 2015 due to functional obsolescence and deferred maintenance. Beginning in the late-2010s, the site is in process of being developed as a mixed-use retail center, anchored by Whole Foods, and features a hotel, restaurants, and medical offices. Future phases of the project are expected to include over 250 multi-family units and additional medical office and retail space.

HALL Park



Park + Ford



Rebuild: Park + Ford (Alexandria, VA)

Shown above, Park + Ford is mixed-use property comprised of two 14-story towers and one four-story building that were built in the early- to mid-1980s as office buildings. Completed in 2021, the property was redeveloped as a 435-unit luxury housing complex. Conversion was facilitated by city policy, which sought to promote redevelopment of underutilized commercial structures. The buildings' 16,000-SF floorplates presented a challenge, which was resolved

by designing units with large open floorplans and high ceilings that allowed the flow of natural light. The developer also added balconies and a range of community amenities, allowing the property to sustain rents upwards of \$3.15/SF. The complex also features 10,000 SF of office space, an under-ground garage, a daycare, and ground floor retail.

Adapt to Change

This office strategy concerns the built environment occupied by workers and employers. “Adapt to Change” refers to the ways in which the Study Area’s built environment can be reimagined to attract area residents and visitors at all times of the day and week. While workers provide strong support, attracting new residents and visitors to the Study Area is necessary to sustaining economic growth in the long term.

Main Street

Adapt to change begins with a return to a familiar concept: the Main Street. The Main Street is both the nexus of commerce and the center point for community gathering. It is an asset unique to its place, reflecting the shared identity of the community, while acting as its primary economic driver. In the Study Area, the success of creating a Main Street hinges on the integration of uses, combining office tenants in high-growth industries with the services, dining, and storefronts that are typical of the Main Street.

Retail

Investment in retail is key to developing a Main Street. With a retail supply gap of around 400k SF across the PMA, the Study Area is well-positioned for modest retail expansion. As is, the Study Area has a deep supply of conventional retail; further, the “town center” model—characterized by mixed-use, large-scale anchored centers with abundant public space—is heavily represented in the PMA by Halcyon and Avalon. Experience-driven retail has proved successful post-Pandemic and can attract visitation outside of work hours. Experiential retail represents a wide range of uses, including a mix of services, public benefits, and boutiques. They often are small scale,

yet big in impact; locally-owned and homegrown; adjacent to greenways and/or place-making; and serve a community function by offering a “third place” to gather outside of work and home.

Adding a variety of experience-based retailers attracts foot traffic throughout the day and can create a more holistic Main Street experience that keeps visitors returning.

Hospitality

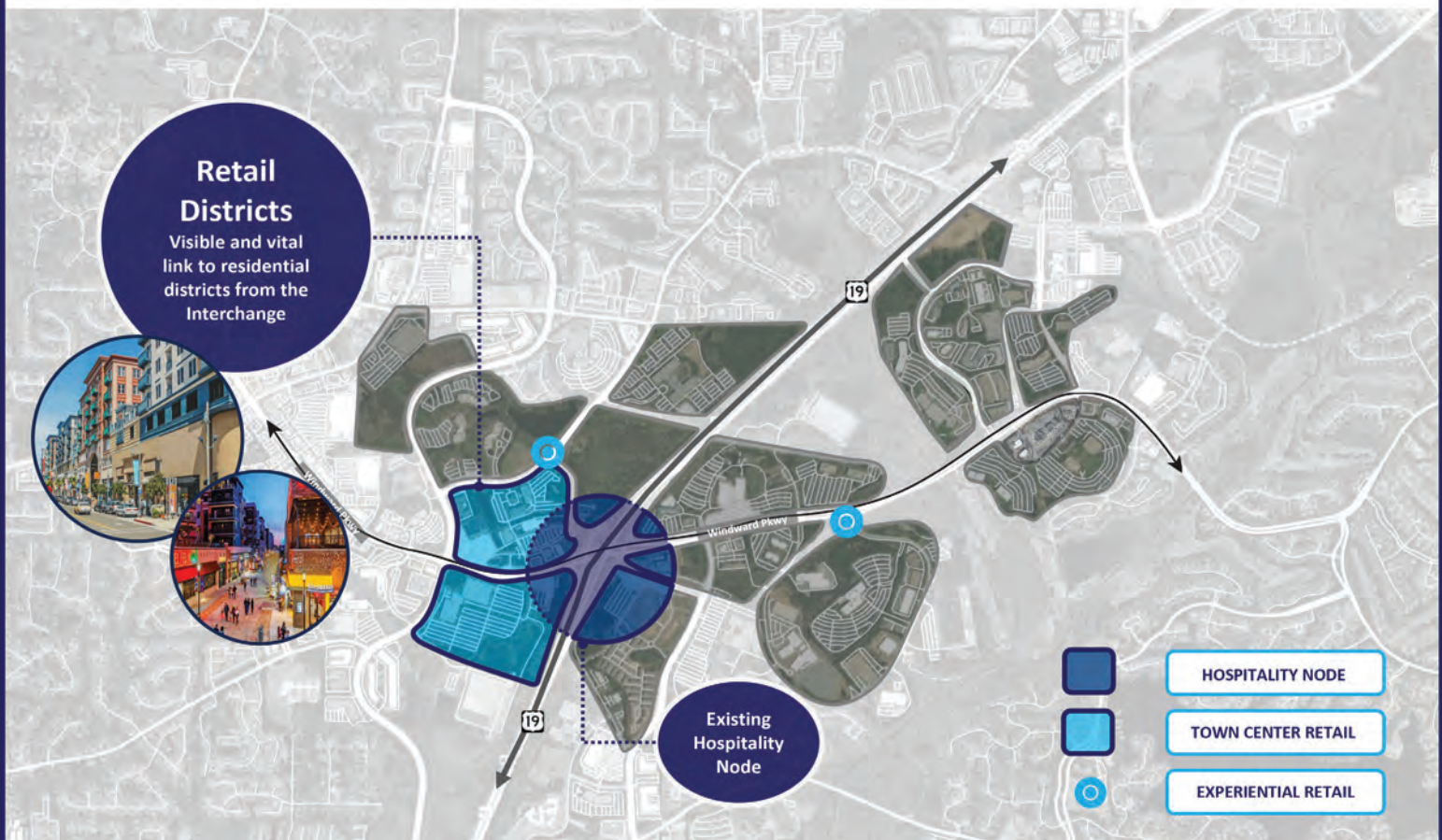
Along with retail, expansion of the hospitality market will be necessary to attract the visitation needed to sustain economic growth. While the hospitality market is still recovering from the pandemic, there is opportunity for the addition of 2 to 3 hotels in the Study Area over the next decade. In particular, diversification of the hotel supply is needed, with focus on higher-end and boutique lodging, which should be placed near highly visible interchanges and transit networks.

Depicted in the map on the facing page, smaller experience-driven retail nodes—Main Streets—are scattered along major thoroughfares. The pods at the Study Area’s southwestern edge benefit from strong visibility, contain the area’s proposed MARTA station, and serve as the entryway to the community. As they already contain conventional retail and hotels, they are well-suited to large-scale experiential retail development that can act as a center point of the Study Area and be integrated with reimagined office space. Success of this larger retail district will rely on improved walkability within and accessibility between each pod, particularly across busy thoroughfares. Proactive investment into public benefits, like placemaking, public art, and greenspace, and tenanting nodes with homegrown businesses will also create value and uniqueness in identity that will draw repeat visitation.

Retail growth and diversification require a strategy that builds upon multiple tiers of demand:

- **Workers**
- **Employment Strategy**
- **Office, Retail, Housing**
- **Residents**
- **Growth Strategy**
- **Housing, Retail, Green-ways, Neighborhoods**
- **Visitors**
- **Tourism Strategy**
- **Hospitality, Retail, Green-ways, Neighborhoods**

Experience Retail and Hospitality Districts



Housing

To complete the vision of a Main Street, housing will need to be integrated thoughtfully with retail, office, hotel, and public space. Construction will allow the area to grow, attracting not only new residents, but also the jobs, businesses, services, and amenities needed to tenant existing and reimagined office space. To prove successful, newly constructed housing will need to be right-sized for demand. Households in Milton and Alpharetta are becoming more diverse; for example, the share of households with children declined from 46% in 2010 to just 41% in 2021, indicating growing demand for housing outside of the typical suburban single-family home. According to Esri Tapestry Segmentation data, the PMA is expected to gain 21,700 net new households over the next decade. Alpharetta and Milton are both highly

attractive communities that could readily capture a significant portion of this demand. With high home values and abundant (re)development opportunity, the Study Area's growth is therefore principally limited by the interest and capacity to build new housing.

Construction of higher-density housing, integrated among other uses, is the most effective means of attracting new residents. High-density housing types appropriate for the Study Area include for-sale townhomes and large-scale multi-family, depicted in the graphic below. These types of development have the capacity to capture the most value created by the Main Street concept, represented by the estimated

land value per acre. Additionally, these types of housing are better-suited to meet the needs of a changing demography and provide more significant built-in demand for surrounding retail. Housing density can also reinvigorate nearby office space; according to foot traffic data from Placer.ai, Study Area workers who live within close proximity to work were far more likely to return to the office in 2022, suggesting that, when workers live close by, they prefer to work onsite. Ultimately these factors provide evidence of the value of high-density housing districts as inter-woven with uses and experiences in the wider community.

Key Considerations

Retail

- The market can support more retail, but—with the exception of a small number of mixed use town center opportunities—it will need to be smaller in scale, differentiated, and primarily serve the local community,
- There is an opportunity to create retail nodes catalyzed by place-based investments, parks and trails, and redevelopment
- There is an opportunity to leverage retail development and strategic tenanting to improve the marketability of office space

Hotel

- Co-location of hotels with retail nodes and transit accessibility will improve marketability

Housing

- There is abundant demand to support new housing development, including apartments and townhomes
- Housing development can help improve marketability of office space
- Linking new housing development with trails, pedestrian infrastructure, and the future MARTA station can improve long-term transit readiness
- Depending on the scale of future development, civic uses, including schools, may need to be incorporated

				
Single-Family	Single-Family (small lot)	Townhome	Young Professionals (surface parking)	Young Professionals (garage parking)
2	6	15	30	60
units per acre				
\$1.5m	\$850k	\$800k	\$1,750	\$1,950
purchase price	purchase price	purchase price	monthly rent	monthly rent
\$460k	\$260k	\$245k	\$68k	\$80k
required HH income				
\$525k	\$775k	\$2.2m	\$1.8m	\$3.3m
est. land value/acre				



Adapt to Change

Key Conclusions

- **Housing investment is needed** in all pods and is designed to complement adjacent uses.
- **Mixed-use districts are positioned at the southwestern and northeastern edges** of the area and will act as local destinations, comprised of experience-driven retail and hospitality, along with rental housing.
- **Rental and for-sale housing should be developed** in tandem with repurposed office space—which itself could become housing—within orange-shaded pods to create housing-centric neighborhoods, anchored by community-serving retail nodes.
- **The Study Area's largest pod will continue to contain a concentration of office space.** Adding housing will prove pivotal in creating life and activity both within the existing office stock and in community gathering spaces outside of typical work hours.

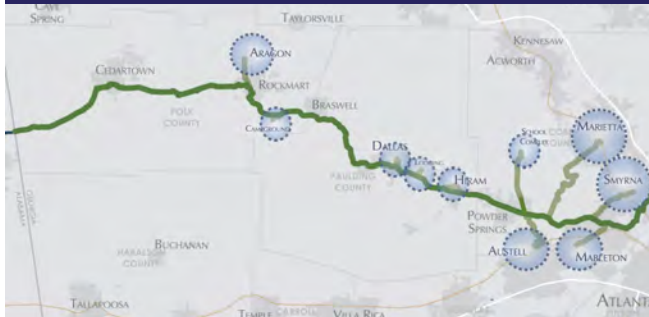
A Case For Connectivity

As North Fulton continues to grow and mature, so does the need for a multi-modal support system that can meet the desires of a competitive workforce and satisfied resident base. Quality trail networks offer leisure and exercise, but they also present increasingly strong economic arguments, while also facilitating means of alternative transportation. Quality of life, economic opportunity, and transportation are three key pillars that have made Metro Atlanta the focal point of the Southeast. The fact that strong trail networks can simultaneously elevate all three pillars should not be overlooked.

The following three trail systems are examples from the Southeast that offer important lessons in respect to the value a robust trail network can bring to a forward-thinking community willing to invest in it.

Silver Comet Trail (Smyrna, GA)

At 61.5 miles long the Silver Comet is the nation's longest and oldest rail-trail.



In 1992, The Georgia Department of Transportation (GDOT) purchased an inactive rail line through Cobb, Paulding, and Polk counties from CSX. GDOT intended to use the line as a high-speed transit route, but the corridor instead became a shared use, non-motorized trail in 1998.

The Silver Comet Trail has more than 1.9 million users each year, with the trail system accessed by nine different trailheads. 71% of trail users bicycle while 28% walk or run. Males account for 2/3 of the trail usership, with female users most likely found in densely populated, well-trafficked areas.

An Economic Impact Analysis found that **for every \$1 spent on Silver Comet trail development there is a return of \$4.64** in direct and indirect economic benefits (over 400% return).

Carrollton Greenbelt (Carrollton, GA)

Like the Atlanta Beltline, but Rural. 18 miles of open pastures, forests and water features.



The **longest continuously paved loop trail in the state of Georgia** belongs to Carrollton, a city of about 28,000 people located 50 miles west of Atlanta.

The trail circles the city, connecting many of its top employers, activity centers, educational institutions and parks - all while moving through a largely pristine natural landscape. One such example is the Ayers Dairy Farm, a **100-acre active farm that worked with the Friends of Carrollton Greenbelt to provide access to their property** while the farm remains operational.

Swamp Rabbit Trail (Greenville, SC)

Balancing City and Scenic the Swamp Rabbit Trail offers both leisure and commuting options.



The 20+ mile multiuse greenway traverses along the Reedy River between Greenville and Travelers Rest, South Carolina.

There were over 700,000 trail users in 2022. Trail counter data found that **over 15% of weekday bikers were using the trail to commute to work** (0.6% is the national average for bike commuting).

A five-mile trail extension is planned, which is projected to generate \$1.5 billion in new property value in the surrounding neighborhoods and an **85% sales boost toward trailside businesses**.

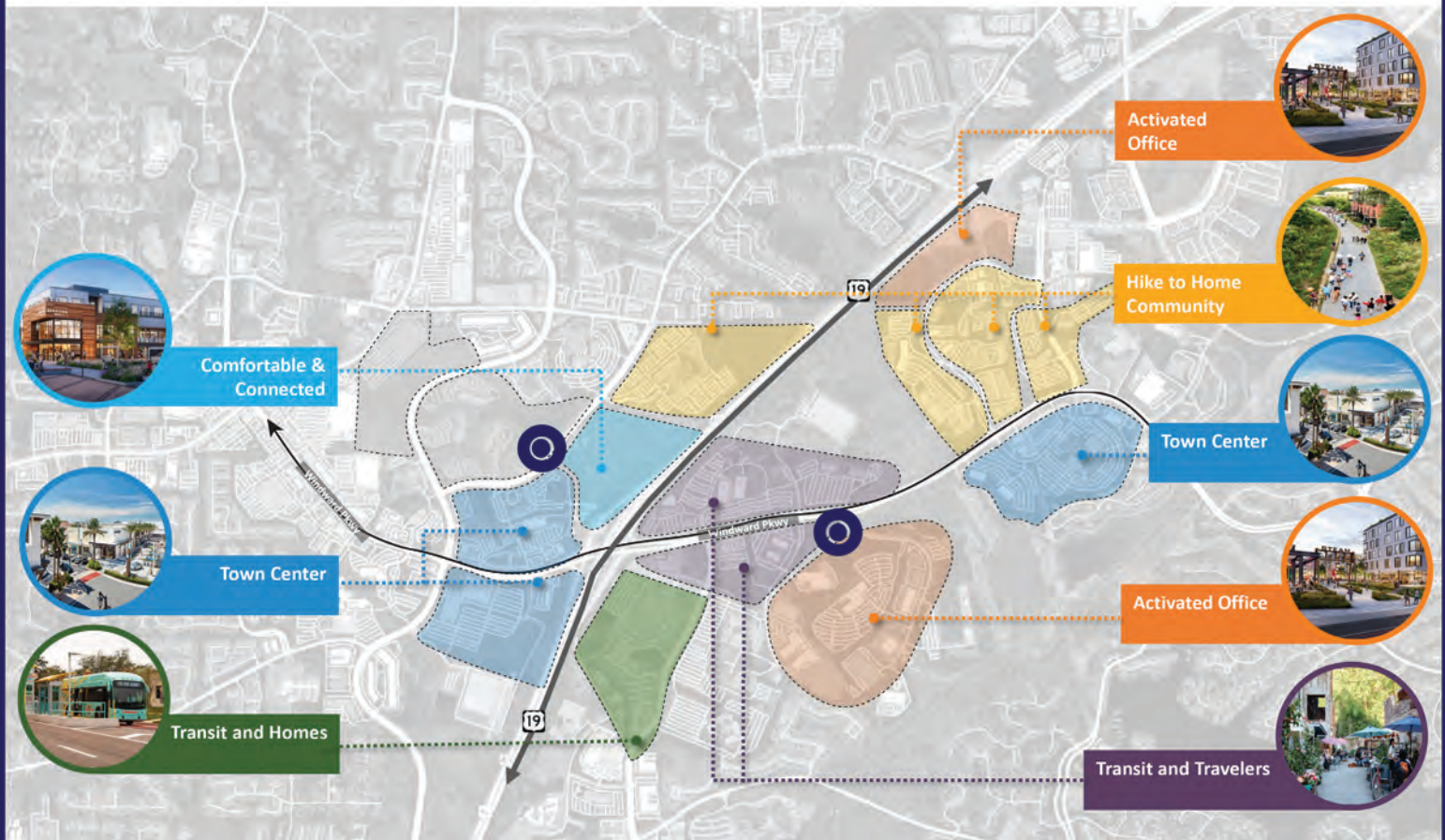
Greenbelt Routes



The Study Area has incredible green assets of its own, and a momentum of recent investment in trail expansion. Continued investments in greenspace and trails should build off of the existing trail network, then extending to within and between different pods within the Study Area. To attract users, these greenbelts should form a functional network, providing utility as an alternative form of transportation. This daily foot traffic provides built-in demand for adjacent retail, while the extension of the greenbelt from neighborhoods to commercial centers offers an asset that can draw employers and workers. Together, these factors will increase demand for and, therefore, the value of nearby property.

Beyond economic development, greenways can enhance neighborhood aesthetics and feel. They act

as connecting points between areas—the “glue” that pulls individual neighborhoods together to form a single community. Further, greenways provide “third places” in which community can gather and conserve existing green and wooded spaces. In the Study Area, greenbelt development could reclaim land presently used for parking, the need for which would be diminished due to lessened reliance on vehicles. Depicted in the map above, the Study Area’s trail network could readily be expanded to internal streets within and between pods, linking residential neighborhoods and open space with employment centers and regional transportation networks.



The final strategy for economic development, neighborhood formation brings together all of the concepts discussed, allowing the forging of individual identities for each pod and providing clear direction for future investment and urban design.

Each pod was assigned a neighborhood categorization (see map above), developed on the basis of existing stock, potential for redevelopment, and location.

Here, the intention was to carve out neighborhoods within the Study Area that can serve a diverse range of residents, including young professionals, families, and seniors. While each pod will require its own unique mix of uses and design, all seek to integrate recreational amenities with housing and commercial activity.

Ultimately the goal of classification is to augment the assets within and strengths of each pod, alongside providing direction for future development and the repositioning of the existing built environment.

Comfortable & Connected



This neighborhood sees the construction of multi-family housing integrated among locally-owned storefronts and small office spaces. Young professionals looking to rent housing near the office with plenty of things to do after hours are drawn to the area. Visitors and residents alike seek refuge among the area's unassuming coffee shops, neighborhood parks, and walkable streets, while just a short walk from a bustling commercial center.

Hike to Home Community



Each pod offers a collection of housing, office, and retail in a lush natural environment, interconnected by greenways. Contemporary for-sale and rental housing is positioned among ample greenspace and recreational opportunities. Older office buildings have gained new life as mixed-use developments. The neighborhood attracts families and empty nesters seeking an active lifestyle and a strong sense of community.

Town Center



Situated at entry points to the community, the Town Centers contain the Study Area's highest concentration of experiential retail and office space. Big chain retailers draw visitors from throughout the region, while luxury boutiques, yoga studios, and a central amphitheater keep them coming back. These pods heavily attract new residents, who seek the convenience of an upscale urban lifestyle in the comforts of the suburbs.

Activated Office



Modernized office space tenanted by both established tech businesses and start ups creates an intriguing contrast against older buildings. Infill housing offers a contemporary design, catering to young professionals. A beer garden, coworking space, and small event venue line storefronts of new mixed-use buildings. With many preferring to walk, the neighborhood is dense with greenways, public plazas, and untamed foliage.

Transit & Homes



High-density housing, retail, and hotels are located nearest to the MARTA station, while for-sale townhomes line quiet streets along the periphery. Homes are interspersed with pocket parks and playgrounds, with family-friendly retail, dining, and public space located at the core. This neighborhood is ideal for commuters and young families seeking a quiet community, easily navigable by walking or biking.

Transit & Travelers



The area's entertainment center, this pod always teems with life throughout the day and evening. It provides a range of activities for visitors and residents alike and includes premiere dining, hotels, and concert venues. Internal streets are limited to pedestrians and frequently host pop-up events. Newly-built housing is discretely tucked away in the neighborhood's quieter corners, while hotels, offices, and retail congregate at its center.



4

Action Plan

Implementation Framework
Funding Implementation Table

Implementation Framework

A strategy to translate the plan's four ideas into exciting realities.

The implementation of the Windward Parkway & Highway 9 Strategic Plan involves individual and collective responsibilities for the cities of Milton and Alpharetta, and for True North 400. Lead entities for each action item have been suggested below.

Many of the action items below are closely related, intertwined, and will be most successful when implemented in concert. For example, creating attractive amenities in the district without convenient, low-stress access by trail will limit the viability of these amenities. Conversely, a trail network without attractive destinations is unlikely to see its maximum potential use.

Accompanying each action item in this section is a bulleted list of benefits. This allows an at-a-glance understanding of why each action item is important and the benefits that it confers to various stakeholders and actors in the implementation process.

Four Ideas for the Study Area

1

Connecting the Dots

Getting to and through the district

2

Serenity & Amenity

Drawn to the office

3

Ales to Trails

The local live/work/visit experience

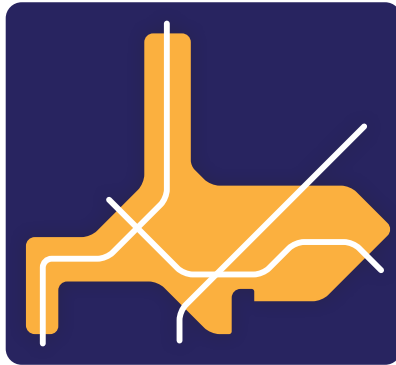
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Lakefront Property

A competitive niche for success



The plan's recommendations are categorized as one of four types of projects or studies:



Capital Projects

Infrastructure projects that align with community-based plans and public policy.

Enabling Studies

Design, engineering and/or technical feasibility studies.

Public-Private Partnership Projects (PPP Projects)

Public facilities constructed through a combination of public and private investment.

Public Policy

Public policies and programs adopted by local, county and/or state government.



Definitions

Definition of terms specific to the implementation recommendations of the Windward Parkway & Highway 9 Strategic Master Plan

- **Capital Projects:** Built improvement of transportation facilities, public space and supporting infrastructure that align with community-based plans and public policy.
- **Public-Private Partnership Projects (PPP Projects):** Public facilities constructed through a combination of public and private investment formalized through the entitlement process. Absent private investment in real estate improvements and development, PPP Projects would not be constructed as stand-alone public capital projects.
- **Enabling Studies:** Design, engineering and/or technical feasibility studies to establish the schedule, costs, and construction impacts of proposed capital projects. Enabling Studies allow for capital planning and the procurement of services for implementation. Enabling Studies may also refer to the technical analysis required to inform Public Policy.
- **Public Policy:** Public policies and programs adopted by local, county and/or state government that direct public resources and provide the statutory framework for aligning market mechanisms with the goals of public planning, economic development, community development and public works.

Capital projects are the focus of the transportation- and mobility-related recommendations of this study and include:

1) public street segments to ease congestion, facilitate redevelopment, and provide convenient pedestrian routes, and 2) the implementation of a new, highly-connected trail system – the Camp Creek Trail – to provide a safe, low-stress route connecting residential areas and employment clusters to district businesses and destinations as well as providing a multi-modal connection to MARTA transit services. Each capital project listed below requires enabling work in the form of design and engineering feasibility studies which better define the routes, extents, and costs and design features of street and trail segments. These enabling studies must be scoped to include technical analysis, community engagement, and creative design.

Milton

Top Priority Capital Projects

- A** Old Morris Road-MARTA Station Trail Connection- Utilizing existing right-of-way, this roughly ½ mile multi-use pathway provides a pedestrian connection from the intersection of Morris Road and Old Morris Road to the MARTA Park and Ride, crossing GA 400 along Windward Parkway.
 - Connects commuters with Deerfield employment cluster
 - Provides low-stress route for commuting service workers to Windward/Hwy 9 businesses
 - Creates first mile/last mile commute route for Deerfield residents by foot or bike to MARTA station
- B** Webb & Cogburn Shared Use Path (in engineering/construction) - A 2.5 mile multi-use trail that runs adjacent to two major corridors within the Deerfield District, connecting Cambridge High School to the roundabout at Morris Road and Webb Road.
 - Provides key link between Deerfield area residents and Big Creek Greenway
 - Serves local residents with key east/west crossing of Highway 9 providing access to retailers and services

Capital Projects of Importance

- C** Morris Road Extension - a 1/4 mile complete streets roadway extension from Morris Road's current terminus (at Deerfield Parkway) to Windward Parkway, lining up with the intersection at Innovation Way.
- D** Morris Road Widening & Shared Use Path (under construction) - A roadway-adjacent shared-use path that connects from the roundabout at Webb Road and Morris Road to Bethany Bend, along the most populous residential corridor within the entire Study Area.
 - Provides key link between Deerfield area residents and Big Creek Greenway

PPP Projects

- E** Hwy 9 to Deerfield Parkway Connector (through Fry's redevelopment site) - An approximately 1,000 foot roadway connection between Highway 9 and Deerfield Parkway between Webb Road and Windward Parkway.
 - Relieves highly-congested intersection of Windward Pkwy/Hwy 9
 - Unlocks redevelopment potential of vacant Fry's site at key location on Highway 9
- F** Morris Road Lake Loop and Connector - A roughly 1-mile primarily off-road multi-use trail that orients itself around the 7-acre lake along Morris Drive.
 - Links residents to the most scenic natural resources in the Deerfield area and the planned signature park space for recreation and leisure
 - Connects Deerfield employees to a signature amenity area for lunch and after work dining and social activity
 - Supports redevelopment of key lakefront parcel for potential hospitality destination

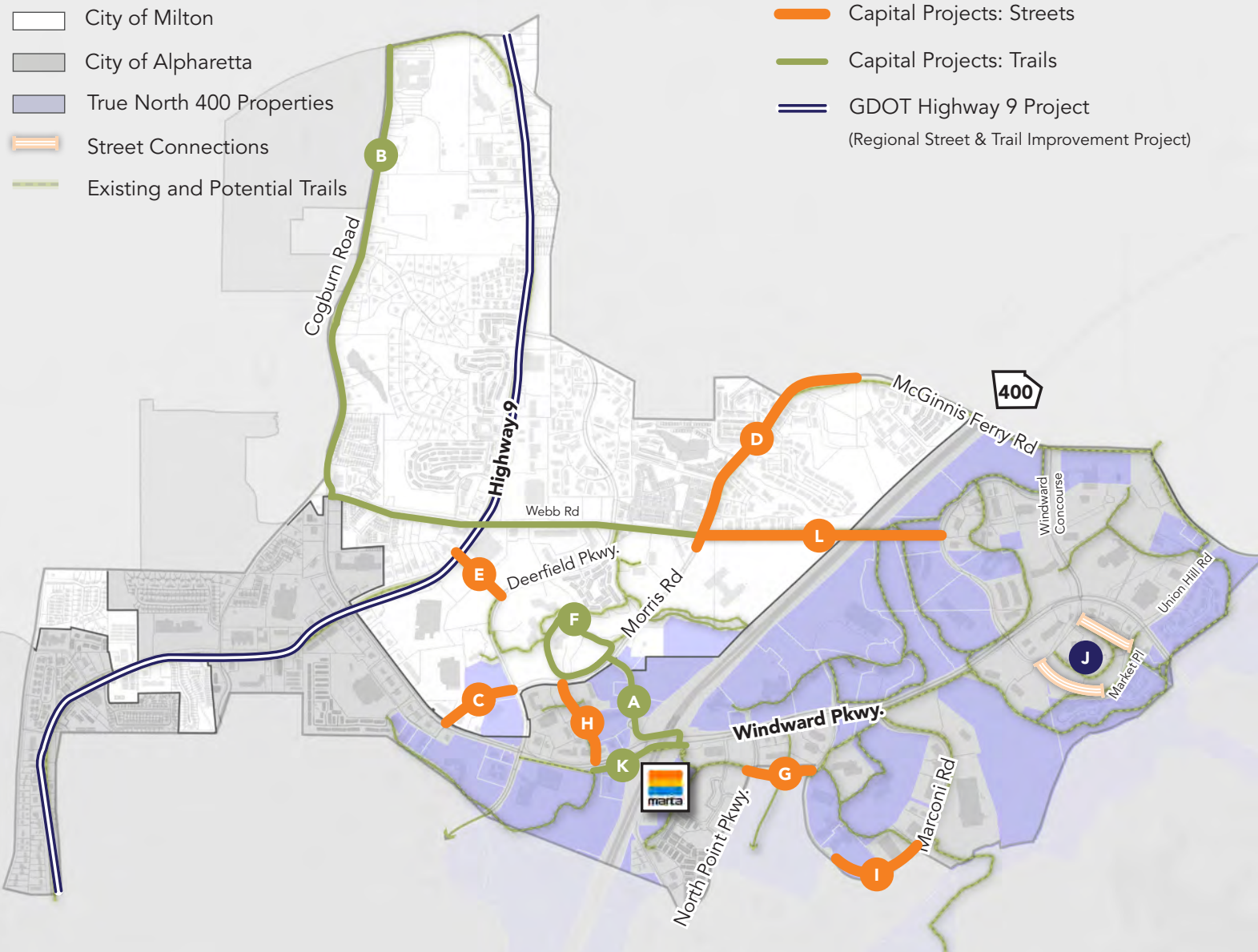
**May involve capital investment from the city via a public/private partnership*

Alpharetta

Top Priority Capital Projects

- G** Dryden Road Extension – An approximately 1,000 foot roadway connection between North Point Parkway and Edison Drive, running parallel to Windward Parkway.
 - Links existing and proposed housing west of North Point Parkway, including future TOD development, to the major employment clusters in the Windward District
 - Provides a network alternative for employees of businesses on Edison Drive and emergency services providers who currently have only one point of access via Windward Parkway

Connecting the Dots: Capital Projects



- Designed as a Complete Street inclusive of a generous multi-use trail, the Dryden Rd extension provides a pedestrian/cyclist link for commuters between the future MARTA BRT station and major employers
- Inclusive of a multi-use trail, the Dryden Rd extension provides a low-stress trail link connecting users west of GA 400 to the east.

Capital Projects of Importance

- H** Windward-Morris Connector - Formalization of a ¼ mile public street using the existing alignment of the access drive into the Plaza at Windward, connecting Windward Parkway and Morris Road.
 - Relieves Westside/Deerfield Parkway as the

sole N/S connector crossing Windward Parkway over a nearly 3 mile span from Union Hill Rd to Highway 9

- Connects Deerfield residents by car, foot, or bike to retail and dining options along Windward Parkway (including future Continuum)
- Unlocks redevelopment potential of under-performing strip/outlot retail north of Windward Parkway
- Creates access to high value redevelopment parcels north of Morris Road

1

Connecting the Dots

I Marconi-Edison Connector - A roughly ¼ mile roadway connection between the current cul-de-sac terminus' of Edison Drive and Marconi Drive.

- Completes planned connection of commercial office loop
- Provides a network alternative for employees of businesses on Marconi Drive and emergency services providers who currently have only one point of access via Windward Parkway

PPP Projects

J Windward Terraces ULI TAP Study Area Primary Street Network - To breathe new life into the entirety of the area around the Windward Terraces, a street network of several new roadway connections is recommended as a precursor to attracting new development investment and activating new areas within existing surface parking lots. Extending Market Place to connect into Windward Parkway and creating a roadway connection between Windward Plaza and Market Place are two initial street connections that can act as bookends, setting the framework for subsequent connections and creating a new network of future development sites.

- Relieves Westside/Deerfield Parkway as the sole N/S connector crossing Windward Parkway over a nearly 3 mile span from Union Hill Rd to Highway 9.
- Provides a network alternative for employees of businesses on Marconi Drive and emergency services providers who currently have only one point of access via Windward Parkway

True North 400

Top Priority Capital Projects

- G** Dryden Rd Extension (see previous page)
- A** Old Morris Road-MARTA Station Trail Connection
- K** MARTA-Continuum Trail Segment - A trail segment of approximately ½ mile connecting from the MARTA Park and Ride Station, along the southern side of Windward Parkway under GA 400 to the northern entrance to the future Continuum development.
 - Provides the only E-W pedestrian connectivity in a 2.5 mi stretch of 400 from Webb Bridge Rd to McGinnis Ferry Rd
 - Connects the planned mixed-use development at Continuum to the Park & Ride and future BRT station, providing a first mile/last mile pedestrian route for future resident and employee commuters

Capital Projects of Importance

- L** Webb Road Extension - a 3/4 mile complete streets roadway extension from the roundabout on Webb Road to Alderman Drive, providing an east-west connection across GA 400 that does not pass through a major highway interchange. The only current east-west connections across GA 400 through the Study Area are along Windward Parkway and McGinnis Ferry Road, which are both highway interchanges. (**Note - there are multiple potential locations and concepts for this connection*)

PROPOSED
SCHEME 3



Recommendations that support the significant clusters of office workers and major employers in the District include the implementation of policies, programs and guidelines that create amenities. These amenities include access to scenic green space, trail networks, placemaking elements and recreational opportunities that support daily work and lifestyles.

Milton

Implementation Projects

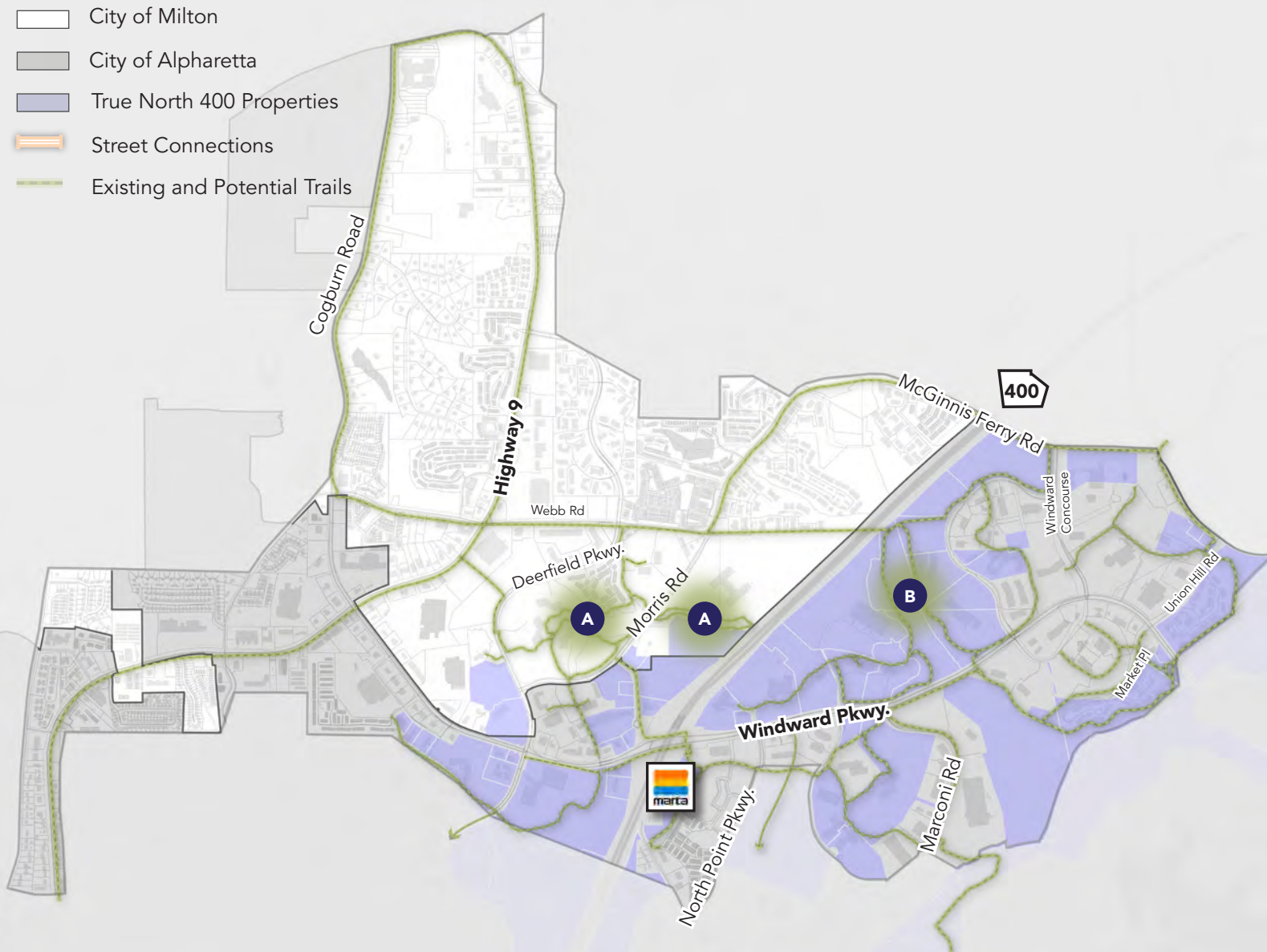
- Codify Public Trail Connections - Amend the Deerfield Form Based Code (Sections 3.2 and 4.3) to require developments to provide pedestrian connections to adjacent portions of the public trail network (Camp Creek Trail, where applicable) and provide recommendations for trailhead amenities to encourage trail use
 - Help alleviate traffic congestion from new (re)development by providing pedestrian connections to the public trail network linked to district businesses and services, thereby encouraging walking and/or biking for short distance trips
- A** Conserve Green Space for Public Use - Protect natural resources and open space for public use and recreation along the Camp Creek and its tributaries. Via the Uniform Conservation Easement Act, Georgia Greenspace Program, and other conservation tools like Milton's Greenprint Plan, proactively work with property owners to put natural and scenic assets into perpetual trust for public benefit.
 - Provides the only E-W pedestrian connectivity in a 2.5 mi stretch of 400 from Webb Bridge Rd to McGinnis Ferry Rd
 - Protects ecologically-important riparian corridors and their adjacent floodplains for wildlife habitat
 - Improves water quality in local streams and downstream water supplies
 - Anchors the experience of trail users on the newly proposed Camp Creek Trail network by providing access to high quality natural and scenic areas
 - Drives value for mixed-use redevelopment by providing public green space as an amenity for employees and residents
 - Protects and enhances an authentic identity of the district as a green, pastoral landscape of rural and agrarian heritage

Alpharetta

Implementation Projects

- Expand the Alpharetta Connect Forward Grant
 - Through the Alpharetta Development Authority, expand the matching fund grant program for pedestrian connections from business campuses to the public trail network to include the provision of amenities at campus trailheads. These amenities may include outdoor lounge furniture, al fresco study pods, collaboration spaces, communal lunch tables, or other comforts to inspire and encourage office users to engage in recreation, nature immersion, digital detox, and healthy work day habits.
 - Improves water quality in local streams and downstream water supplies
 - Anchors the experience of trail users on the newly proposed Camp Creek Trail network by providing access to high quality natural and scenic areas
- B** Conserve Green Space for Public Use - Protect natural resources and open space for public use and recreation along the Camp Creek and its tributaries. Via the Uniform Conservation Easement Act, Georgia Greenspace Program, and other conservation tools, proactively work with property owners to put natural and scenic assets into perpetual trust for public benefit.
 - Protects ecologically-important riparian corridors and their adjacent floodplains for wildlife habitat
 - Improves water quality in local streams and downstream water supplies
 - Anchors the experience of trail users on the newly proposed Camp Creek Trail network by providing access to high quality natural and scenic areas
 - Drives value for mixed-use redevelopment by providing public green space as an amenity for employees and residents
 - Protects and enhances an authentic identity of the district as a green, pastoral landscape of rural and agrarian heritage

Serenity & Amenity: Capital Projects



True North 400

Implementation Projects

- Develop Windward area Design Guidelines - Solicit a design study to develop the signature branding elements, design guidelines, and messaging for the Windward district, with an emphasis on a cohesiveness of feel across the entirety of public and private spaces within the district
 - Supports employers, brokers and developers in marketing the public amenities of the district
 - Provides the foundation (identity) for effective district marketing, promotion, programming and activities
 - Gives aesthetic direction to private investment
- Develop Camp Creek Trail Branding & Design Guidelines - Solicit a design study to develop the signature branding elements, design guidelines, and programming opportunities for the newly-minted Camp Creek Trail. This study must be geared towards inspiring users to engage in trail use and attracting residents and employees to the nature-based assets of the district.
 - Promotes district-wide travel by foot or bike on a low-stress trail network
 - Attracts funding partners for the implementation of trail segments
 - Creates legibility, ease of access, safety and navigability for future trail users

The primary driver for improving quality of life for both employees and residents in the District is the creation of authentic places for socializing, recreation and leisure activities. Destinations that are anchored by unique natural features and include both public green space and options for dining and entertainment in a unique built environment will generate a positive spillover effect that will elevate the perception and experience of the greater District.

Milton

Implementation Projects

- A** Develop Signature Placemaking Destination at Morris Lake Site - Anchor the experience of the Deerfield District with a combination of lakefront public park, trailhead, eateries and unique hospitality and event venues. Identify and engage qualified development partners and budget for public investment in green space, park features and trailhead infrastructure.
 - Creates a destination for employees returning to the office – dining, drinking, scenic public park space, community events, recreation, programmed activities, socializing, and entertainment
 - Provides an iconic architectural and site design that is authentic to the heritage of this geography of Milton and becomes a recognizable placemaking element that elevates the image of the entire Deerfield District
 - Serves local residents with public park space, programmed activities, access to nature, and green space for leisure and recreation, as well as dining and entertainment options
 - Creates a centrally-located public trailhead for access to the new Camp Creek Trail network
 - Provides needed public park space in the Deerfield district that can support community events and programmed activities
 - Attracts development interest and supports tenantry as a highly marketable amenity for potential businesses and employers
 - Leverages portions of a site for public green space that complements commercial and retail development
- Develop Deerfield District Social Media Presence - Create a dedicated program of local communication and national marketing with consistent tone and identity. Using both Milton channels and shared content on City of Alpharetta and True North 400 channels, provide regular content including news,

history, and stories to promote the businesses and activities in the Deerfield District. With content ranging from profiles of small business owners to economic development initiatives, the social campaign for Deerfield requires dedicated personnel committed to a rolling content calendar and real time information sharing across multiple digital platforms.

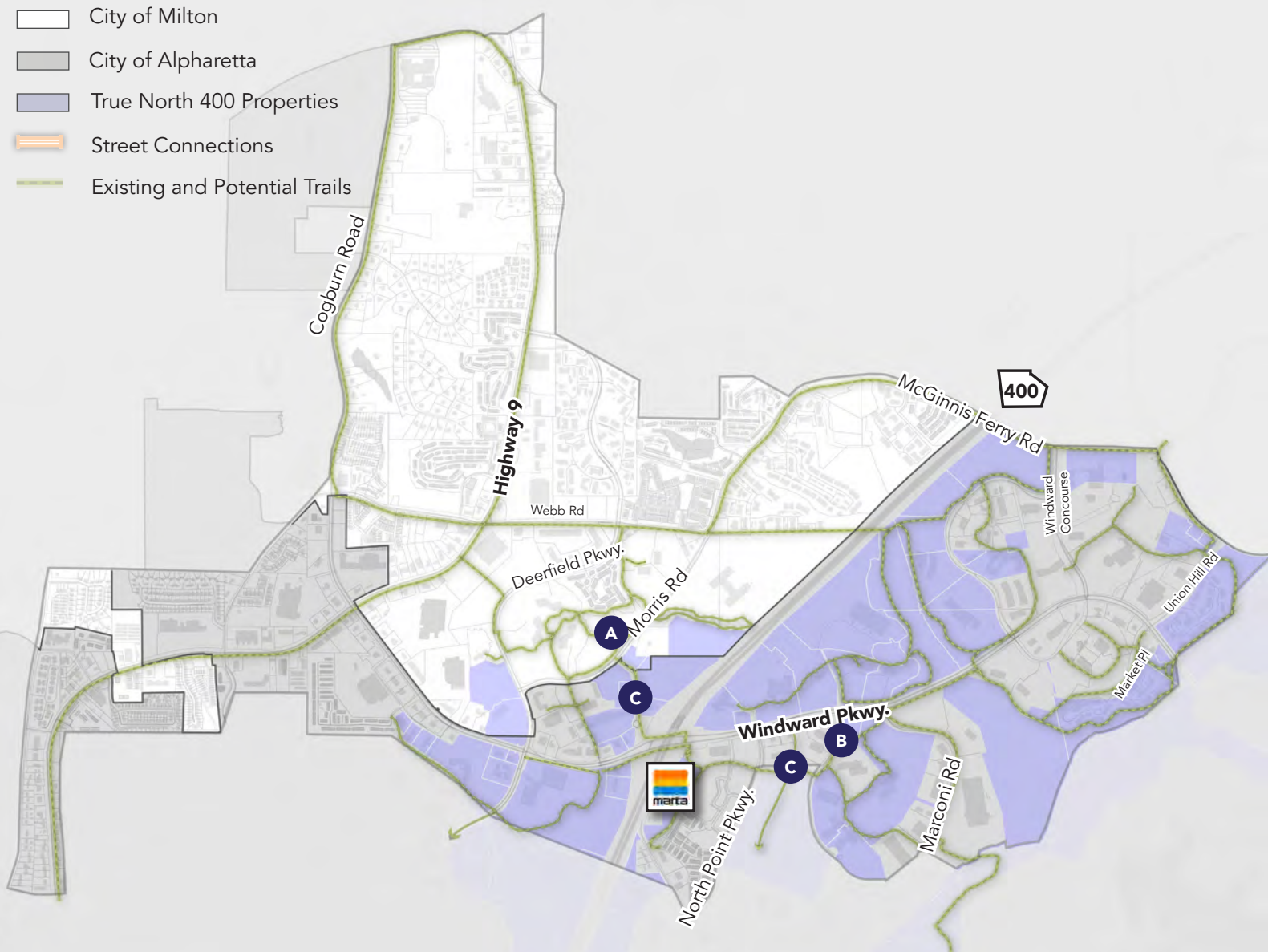
- Enhances economic competitiveness by communicating the successes and opportunities in the Deerfield District to a local, metro, and national audience
- Supports and highlights local businesses at the edge of the Milton municipal boundary that may lack the agglomeration benefits afforded to businesses located in more centralized clusters of activity
- Reinforces the identity and brand of the Deerfield District building visibility, recognition, and civic pride
- Shines a light on the industries, entrepreneurs, restaurateurs, retailers and local businesses that collectively create the competitive niche for Deerfield

Alpharetta

Implementation Projects

- B** Develop a Signature Placemaking Destination at Edison Drive Site - Anchor the experience of the Windward District with a combination of nature-based public park, trailhead and food hall along the new Camp Creek Trail. Identify and engage qualified development partners and budget for public investment in green space, park features and trailhead infrastructure.
 - Creates a destination for employees returning to the office – dining, drinking, community events, recreation, programmed activities, socializing, and entertainment
 - Provides an iconic architectural and site design that is authentic to the heritage of

Ales to Trails: Capital Projects



this geography of Alpharetta and becomes a recognizable placemaking element that elevates the image of the entire Windward District

- Serves local residents with public park space, programmed activities, access to nature, and green space for leisure and recreation, as well as dining and entertainment options
- Creates a centrally-located public trailhead for access to the Big Creek Greenway and the new Camp Creek Trail network
- Provides needed public space in the district that can support community events and programmed activities
- Attracts development interest and supports tenantry as a highly marketable amenity for potential residents and employers
- Leverages undevelopable portions of a site for public green space that complements commercial and retail development

- Develop Windward District Social Media Presence
Create a dedicated program of local communication and national marketing with consistent tone and identity. Using both Alpharetta channels and shared content on City of Milton and True North 400 channels, provide regular content including news, history, and stories to promote the businesses and activities in the Windward District. With content ranging from profiles of small business owners to economic development initiatives, the social campaign for Windward requires dedicated personnel committed to a rolling content calendar and real time information sharing across multiple digital platforms.
 - Enhances economic competitiveness by communicating the successes and opportunities in the Windward District to a local, metro, and national audience
 - Supports and highlights local businesses at the edge of the Alpharetta municipal boundary that may lack the agglomeration benefits afforded to businesses located in more centralized clusters of activity
 - Reinforces the identity and brand of the Windward District building visibility, recognition, and civic pride
 - Shines a light on the technologies, industries, entrepreneurs, innovators, and creatives that collectively create the competitive niche for Windward

True North 400

Implementation Projects

- C** Support Connections to Placemaking Destinations-
The CID can provide funding, project management and technical support for public street and public trail connections to Placemaking Destinations within the CID boundaries. The identification of these projects may be best timed with the site master plans that will emerge as the relationship between the cities and their development partners takes shape.
- Host and Coordinate Windward/Deerfield Communications-Building on the social media campaigns described above, True North 400 can serve as a central entity for communications that span municipal boundaries. By reciprocating with Alpharetta and Milton regarding social media posts and by hosting a shared content calendar, True North 400 is in the perfect position to supply dedicated resources to a district-wide social media presence.
 - Supports and informs businesses and residents who routinely cross municipal boundaries for daily activities
 - Reinforces the identity and brand of the CID and its territory building visibility, recognition, and credibility
 - Enhances economic competitiveness by communicating the successes and opportunities in the District to a local, metro, and national audience

An effective implementation strategy can help overcome barriers to development, resulting in a project that is viable, attracts private investment, and provides public benefits that are consistent with community goals. Such an implementation strategy will require the City to act in three key capacities: 1) as a regulator, 2) as a partner, and 3) as an economic developer. This implementation framework is intended to support investments in the public realm, real estate, small businesses, and people in order to generate net positive community outcomes.

City as Regulator:

- Implement zoning overlays: Zoning overlays designed to achieve the development goals and vision for each of the neighborhood pods will help regulate future development. These will ensure that any development happening in these pods is appropriately scaled, well linked, and best repositions the existing built environment. For example:
 - “Transit and Travelers” pods could feature zoning overlays that allow for relatively higher residential density with ground level retail, so as to augment transit usage and accessibility
 - “Hike to Home Community” pods could benefit from a zoning overlay that allows for active ground-level uses to activate the public realm and promotes consistent architectural/design treatments for properties adjacent to any trail or greenway.
- Selective use of development incentives/bonuses: These zoning overlays could also offer benefits in exchange for the provision of community and policy goals, such as public space, attainable housing, and provision of subsidies for small businesses. Incentives could include relaxation of height requirements in exchange for a minimum assembly acreage, density bonuses in exchange for provision of attainable housing set-asides, and relaxation on development fees in lieu of public infrastructure improvements.
- Future planning study: The neighborhood pods framework presented in this document is a concept designed to maximize the potential of the existing stock, redevelopment, and location such that it can serve a diverse range of residents. A more detailed effort is needed to study the real estate, land use, and design guidelines for each pod, beginning with those located near catalytic development, such as the MARTA station. The city should explore engaging in a future planning study that explores all these topics.

City as Partner

- Build capacity and partnerships: assess potential revenue sources, partnerships, and opportunities to finance and support future improvements to enhance the urban and suburban landscape.
 - Access the viability of public tools, such as tax allocation districts (TADs) and True North 400 to facilitate infrastructure improvements, transformation of commercial streets into pedestrian friendly corridors, and creation of new parks, trails and greenways.
 - Forge Public Private Partnerships (PPPs) with large-scale employers, businesses, and developers.
 - Collaborate with major landowners to create and launch RFPs for master developers as needed.
 - Utilize the neighborhood pod framework to identify key sites for policy-supported uses.
- Promote multi-modal transit through land use: continuously evaluate the relationship between trails, greenways, and land use, so as to ensure that placemaking, trail, and streetscape improvements promote non-motorized transportation.

City as Economic Developer

- Retain, attract, and diversify businesses: Support development of innovation and start-up hubs by working with established business incubators. Explore partnerships with land owners and/or developers to create a physical shared space that can serve as its own entrepreneurial ecosystem
 - Utilize space and knowledge network to attract start-ups and small businesses with growth potential in a diverse array of targeted, office-using industries.
 - Establish incentives to subsidize lease of currently underutilized office space by small businesses and start-ups.
 - Expand social media presence of existing economic development initiatives, such as Windward Tech District, to capture renewed focus on a more diversified innovation ecosystem.

Funding Implementation Table

The following matrix establishes guidance on potential timelines, partners, and order of magnitude cost (when applicable) for projects.

	Project	Timeline	Order of Magnitude Cost	Potential Partners
1	Connecting the Dots			
A	Old Morris Road - MARTA Station Trail Connection	Short	\$1.9M - \$2.6M	True North 400, Alpharetta, Milton
B	Webb & Cogburn Shared Use Path	Short (In Progress)	\$8.1M	Milton
C	Morris Road Extension	Long	\$3.8M - \$5.1M	Milton, True North 400

Project		Timeline	Order of Magnitude Cost	Potential Partners
D	Morris Road Widening & Shared Use Path	Short (Under Construction)	\$8M	Milton
E	Highway 9 to Deerfield Connector (through Fry's)	Medium	\$2.1M - \$3.6M	Milton, Private Developer
F	Morris Road Lake Loop and Connector	Medium	\$3.4M - \$4.2M	Milton, Private Developer, True North 400
G	Dryden Road Extension	Short (in preliminary engineering)	\$2M - \$3.5M	Alpharetta, True North 400
H	Windward Morris Connector	Medium	\$2.8M - \$5.2M	Alpharetta, True North 400
I	Marconi-Edison Connector	Long	\$3.1M - \$5.4M	Alpharetta, True North 400
J	Windward Terraces ULI TAP Study Area Primary Road Network	Medium/Long	\$9.2M - \$16.3M	Alpharetta, Private Developer
K	MARTA-Continuum Trail Segment	Short	\$1.3M - \$1.7M	True North 400, Alpharetta
L	Webb Road Extension	Long	\$74M - \$89M	True North 400, Alpharetta, Milton

Project		Timeline	Potential Partners
2	Serenity & Amenity		
A	Milton - Conserve Green Space for Public Use	Short/Medium	Milton, Private Developer
Other	Codify Public Trail Connections (Milton)	Short	Milton
B	Alpharetta - Conserve Green Space for Public Use	Short/Medium	Alpharetta, Private Developer
Other	Expand the Alpharetta Connect Forward Grant	Short/Medium	Alpharetta
Other	Develop Windward Area Design Guidelines	Short	True North 400
Other	Develop Camp Creek Trail Branding & Design Guidelines	Short/Medium	True North 400
3	Ales to Trails		
A	Develop Signature Placemaking Destination at Morris Lake Site	Medium	Milton, Private Developer
B	Develop Signature Placemaking Destination at Edison Drive Site	Medium	Alpharetta, Private Developer
Other	Support Connections to the Placemaking Destinations	Short	True North 400
Other	Develop City-Specific Social Media Presence (Milton - Deerfield, Alpharetta - Windward)	Short	Milton, Alpharetta
Other	Host and Coordinate Windward/Deerfield Communications Initiative	Short/Medium	True North 400



