

City of Stockbridge

LIVABLE CENTERS INITIATIVE 10-YEAR UPDATE

July 9, 2012 - As Adopted

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The City of Stockbridge, Georgia

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CITY OF STOCKBRIDGE

LIVABLE CENTERS INITIATIVE 10-YEAR UPDATE

Part 1: Introduction

July 9, 2012



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1.1 Overview

The Livable Centers Initiative (LCI) program is intended to promote greater livability, mobility and development alternatives in existing corridors, employment centers, and town centers. The rationale behind the program is that directing development towards areas with existing infrastructure will benefit the region and minimize sprawling land use patterns. Minimizing sprawl, in turn, will potentially reduce the amount of vehicle miles traveled and the air pollution associated with those miles. Thus, the LCI program is a vehicle whereby the Atlanta Regional Commission (ARC) can attempt to direct mixed-use and mixed-income development towards areas with existing infrastructure by providing study and implementation dollars.

In this context, the City of Stockbridge undertook one of the first LCI studies in 2001, when a master plan was prepared for its traditional downtown, the State Route (SR) 138 corridor, and nearby residential areas. The vision of this plan called for strengthening and expanding the downtown area; promoting commercial growth along SR 138; establishing a regional activity center near I-675; improving multi-modal transportation connections; and updating land use regulations.

Since the 2001 plan's completion, the City has implemented several of its recommendations, while others remain unfinished or irrelevant due to changing conditions or obstacles that could not be overcome. In this light, the purpose of this 10-year update is to reevaluate and update the previous LCI vision to reflect current market conditions and changing community needs. Doing so will ensure that the plan remains relevant, and will position the community for transportation implementation funds available through the LCI program.

Study Goals

As a 10-year LCI update, this study is guided by both local and regional planning goals. Key local goals include creating a plan that serves the needs of the area residents and provides a market-based strategy for realizing a vibrant community center. Regional goals, as established by the LCI program, include to:

- Encourage a diversity of medium to high-density, mixed-income neighborhoods, employment, shopping and recreation choices at the activity and town center level.
- Provide access to a range of travel modes, including transit, roadways, walking and biking to enable access to all uses within the study area.
- Through transportation investments, increase the desirability of redevelopment of land served by existing infrastructure at activity and town centers.
- Preserve the historic characteristics of activity and town centers and create a community identity.



One of the goals of the LCI program is to promote more livable communities



New sidewalks on East Atlanta Road were planned during the 2001 LCI



Well designed development can encourage alternatives to driving

- Develop a community-based transportation investment program at activity and town center levels that will identify capital projects, which can be funded in the annual Transportation Improvement Program (TIP).
- Provide transportation infrastructure incentives for jurisdictions to take local actions to implement the resulting activity or town center study goals.
- Provide for the implementation of the Regional Development Plan (RDP) policies, quality growth initiatives and Best Development Practices in the study area, both through local governments and at the regional level.
- Develop a local planning outreach process that promotes the involvement of all stakeholders particularly low income, minority and traditionally under-served populations.
- Provide planning funds for development of activity and town centers that showcase the integration of land use policy and regulation and transportation investments with urban design tools.

Regional Context

Stockbridge is located just east of the junction of I-75 and I-675 in northwest Henry County, approximately 16 miles southeast of downtown Atlanta. Established in 1829, the city was historically a self-contained community set in a rural landscape until growth from Atlanta starting in the 1980s transformed much of the surrounding countryside into subdivisions, industrial parks, and shopping centers. As one of the first parts of Henry County to suburbanize, Stockbridge is starting to face many of the same issues that other aging suburban areas across the region are also experiencing.

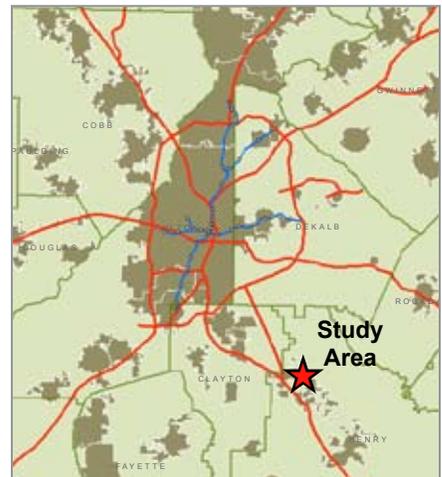
Study Area Boundaries

The study area is roughly bounded by Davis Road to the north, Rock Quarry Road to the east, Walt Stephens Road/Red Oak Road to the south, and I-75/I-675 to the west. It includes the traditional downtown of Stockbridge, commercial areas along North Henry Boulevard (SR 138/42), and surrounding residential areas. Approximately 2,661 acres of land are included in the study area, of which 2,094 lie within the City of Stockbridge. Of the remaining area, approximately 520 acres are within unincorporated Henry County, and 47 acres are within unincorporated Clayton County.

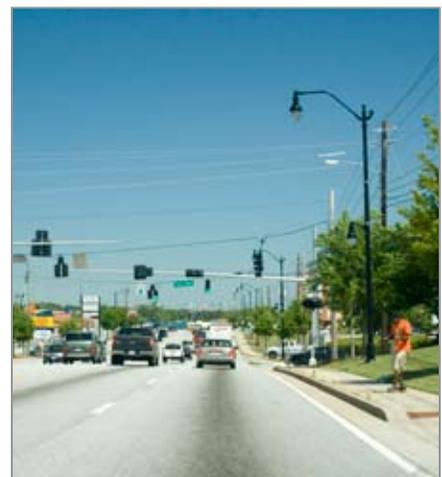
Due to the study area's large size, and a previously-identified community desire to preserve Stockbridge's existing neighborhoods, the study area also includes a smaller focus area that includes the SR 138 corridor and the traditional downtown area. This area reflects those areas of Stockbridge most likely to change or redevelop in the next 25 years, and will serve as the focus of this plan's land use and transportation updates.



Successful LCI plans are based on community involvement

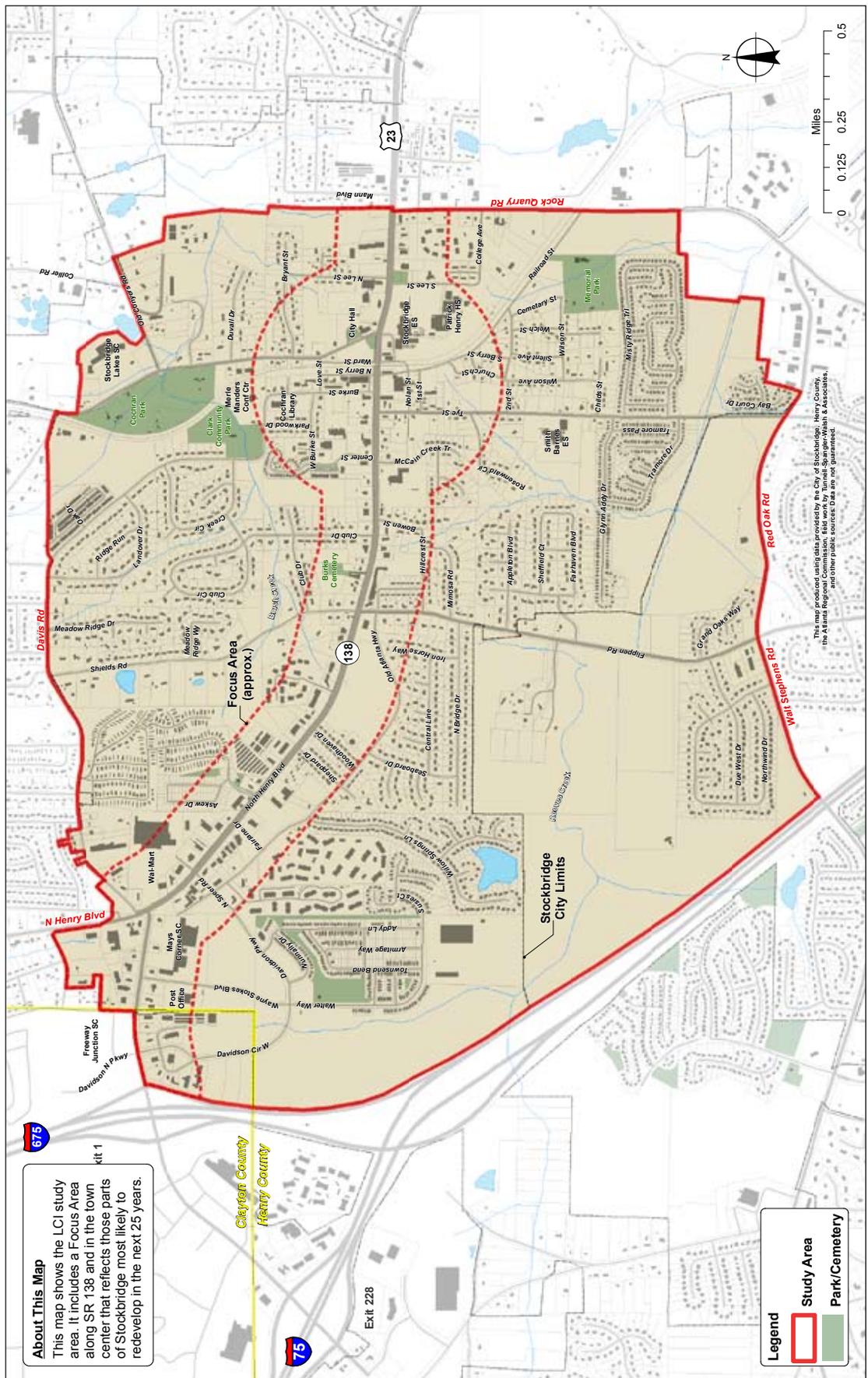


Map showing the study area's location in the Atlanta region



The study area includes a small focus area centered on SR 138 and Stockbridge's downtown

**Figure 1.1:
Study Area Map**



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CITY OF STOCKBRIDGE

LIVABLE CENTERS INITIATIVE 10-YEAR UPDATE

Part 2: Existing Conditions

July 9, 2012



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2.1 Existing Plan Assessment

Periodic assessment and evaluation is an essential part of the community planning progress. Because planning is impacted by a variety of internal and external forces, the ARC requires such assessment for LCI plans in order to ensure that they remain relevant to the communities they are intended to serve.

Since the completion of its initial LCI study in 2001, the City of Stockbridge has made significant progress in implementing the recommendations of said plan and its subsequent 5-year update conducted in 2006. The City's accomplishments are summarized below and in the tables that follow.

5-Year Action Plan Accomplishments

The 5-Year Action Plan in the 2006 LCI update identified 23 tasks for the City of Stockbridge to undertake to bring the plan's vision to reality. While many of these extended beyond 2011, the action plan's suggested time frame, the City of Stockbridge has nevertheless made progress in plan implementation, with three tasks completed and an additional six underway.

Table 2.1 Report of Accomplishment (5-year)

Project	Description	Status						Notes
		PE Year	Construction Year	Complete	Underway	Not Started	Not Relevant	
Transportation Initiatives								
Clark-Gardner Park Multi-Use Trail and Underpass	Construct minimum 8 ft. wide trail connecting Gardner Park/E. Atlanta Road with Clark Park/ Davis Road via tunnel under NSRR	2008	2011				X	
Davis Road Multi-Use Path	Construct minimum 8 ft. wide side path trail along Davis Road from US 23 to tunnel.	2012	2013				X	Right-of-way limitations make a sidewalk more feasible.
Ward Street Pedestrian Facilities	Install sidewalks/streetscape along Ward Street from US 23 to Love Street.	2012	2013			X		
Flippen Road Sidewalks	Install Sidewalks along Flippen Road from Red Oak Road to US 23.	2013	2014			X		
Shields Road Sidewalks	Install Sidewalks along Shields Road from US 23 to Davis Road	2013	2014			X		
Bryant Street/North Lee Street Sidewalks	Install Sidewalks along Bryant Street/North Lee Street from US 23 to East Atlanta Road.	2013	2014	X				
Old Downtown Streetscape	Reconstruct streetscape in Old Downtown along Railroad Street from US 23 to Love Street; Burke Street from US 23 to Davis Road; Love Street from Burke Street to Ward Street; and Jim Clark Street from Railroad Street to Burke Street.	2013	2014		X			Plans have been completed for improvements on Berry Street.
Davidson Parkway to Flippen Road Bypass	Bypass to remove through traffic from town center area	2011	2016			X		

Project	Description	Status						Notes
		PE Year	Construction Year	Complete	Underway	Not Started	Not Relevant	
Rock Quarry Road Extension		2011	2016				X	The current traffic volume does not support this as a public project. Comparable connectivity in the area should be provided with private development.
Nolan Street Sidewalks	Install sidewalks to provide a safer walk to access business than high-traffic SR 138						X	This project was highlighted on the LCI and will be pursued if funding becomes available.
Flippen Road Bike Lanes	Bicycle lanes to improve cycling	2012	2014				X	
East Atlanta Road Streetscape	Improved facilities from Old Conyers Road to SR 138	2009	2010	X				
Reeves Creek Trail	Multi-use trail from Memorial Park to Flippen Road	2008	2010		X			Phase I is complete. City is pursuing Phase II.
Transit Infrastructure	Transit service in study area				X			City will continue to coordinate with the State and Henry County to pursue transit initiatives.
Housing Initiatives								
Downtown Master Plan	Implement New Downtown Master Plan (to include condos and townhome developments)	2012-2015					X	
Accessory Dwelling Zoning Updates	Amend/expand Overlay District to allow for accessory dwelling units in the area surrounding the Town Center.	2012-2015					X	
Other Local Initiatives								
SR 138 Overlay	State Route 138 Overlay District Ordinance	2011			X			City will issue RFP later this year.
Town Center Master Plan Completion	Implement Town Center Master Plan (Construct 112,214 sf Office and Commercial portion)	2012-2015					X	Plan completion has been stalled by the economy
Town Center Green Space	Implement Town Center Master Plan (Construct 1.58 acre green space portion)	2012-2015					X	Plan completion has been stalled by the economy.
Town Center Master Plan Offices	Implement Town Center Master Plan (Construct 50,000 sf Civic Office portion)	2012-2015			X			Plan completion has been stalled by the economy. The City is current exploring options for temporary public uses of the vacant land.
Architectural Design Guidelines	Prepare architectural/design guidelines for reconstruction of "old" downtown streetscape (Railroad and Burke Street)	2011					X	
LCI 10-Year Update	Update plan to reflect current market conditions and community needs	2012		X				

Project	Description	Status					Notes
		PE Year	Construction Year	Complete	Underway	Not Started	
Old City Hall Reuse	Plan for re-use of existing City Hall when new facility is completed.	2008		X			

Land Use Regulation Assessment

Significant progress has been made in updating land use policies and zoning to reflect the vision of the 2001 LCI study. The Joint County/Cities Comprehensive Plan 2030 that was adopted in 2008 aligns with the plan’s vision, resulting in no inconsistencies between the 2001 LCI study vision (shown below) and the future land use plan. Zoning was also updated to reflect the plan’s vision through the creation of a High Rise Mixed-Use Overlay District for the area near I-675 and an Old Town Overlay for the historic core. The only unfinished zoning item from the original plan is a design-focused overlay for North Henry Boulevard (SR 138/42). Fortunately, the City plans on moving forward with this effort in the near future, following the outcome of this 10-year update.

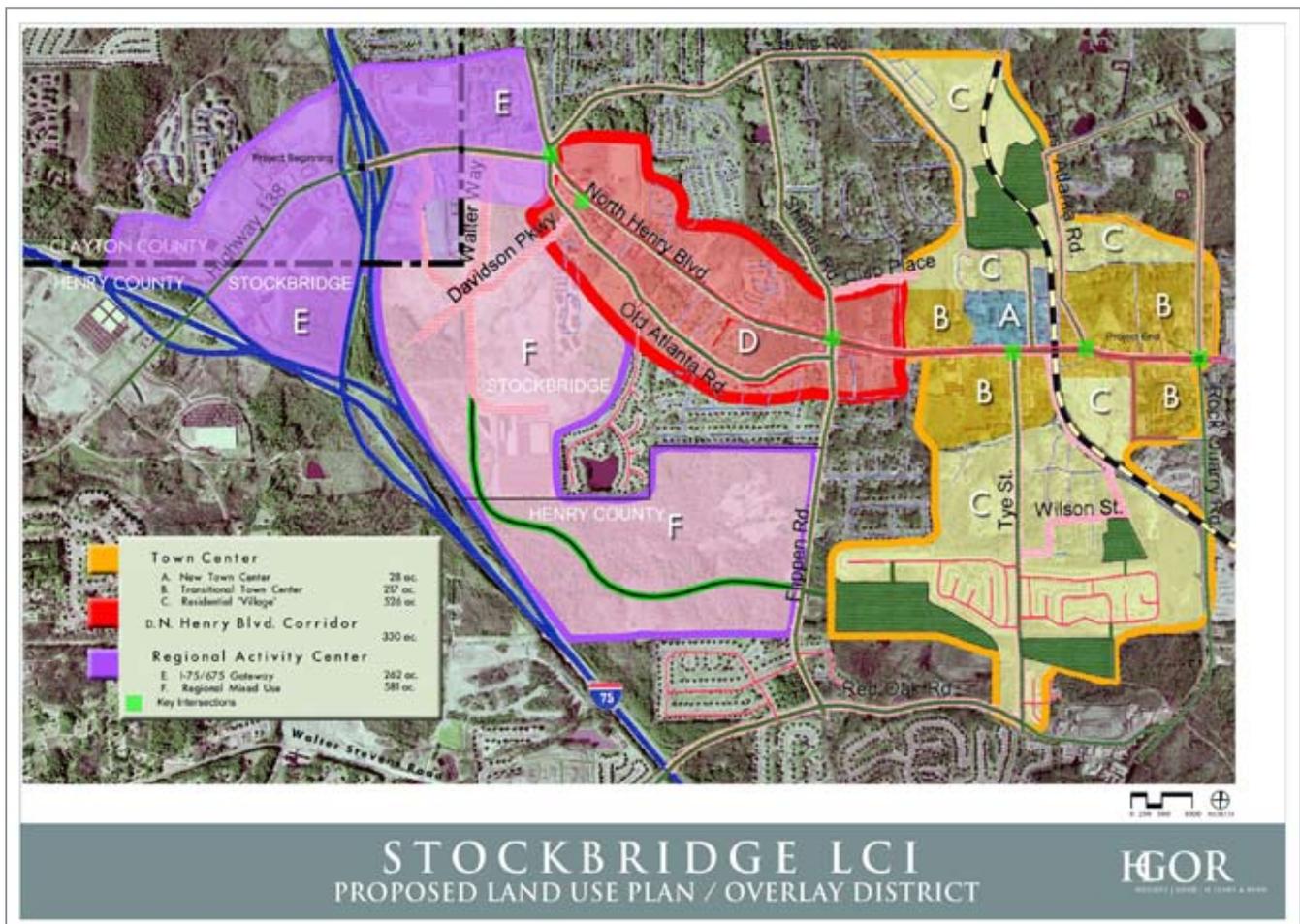


Figure 2.1: 2001 LCI Study Proposed Land Use Plan/Overlay District

Transportation Plan Assessment

As part of this 10-year update, deliberate attention was given to integrating previous transportation planning efforts. To this end, the Joint Henry County/Cities Transportation Plan and the regional Envision6 Transportation Plan were reviewed and incorporated. For this reason, there is no inconsistency between the LCI plan and other transportation initiatives.

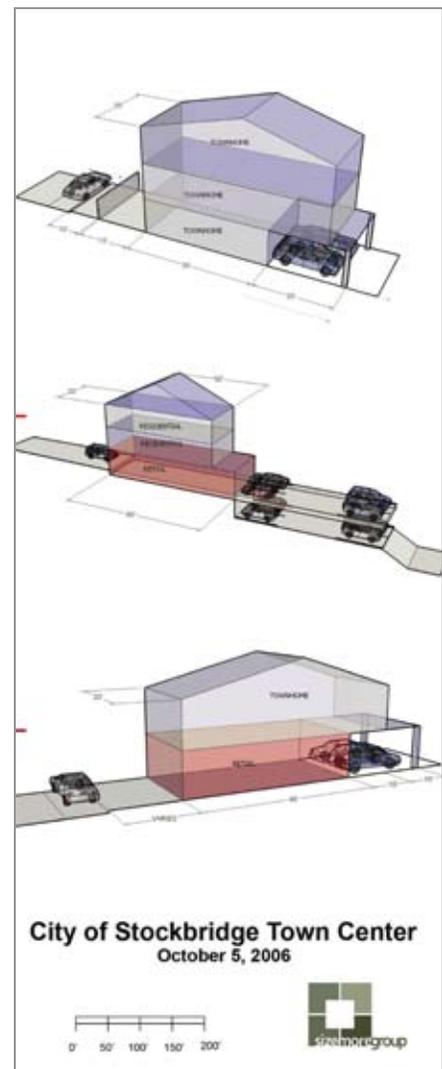
Potential Implementation Obstacles

As with other communities, one of the greatest challenges to achieving LCI visions has been, and will continue to be, transportation funding. Public funds never match need, especially for competitive regional grants, but Stockbridge has, nevertheless, been successfully awarded several funding requests.

In addition, the current state of the Atlanta real estate market has slowed efforts to develop the Town Center Master Plan as envisioned in the original LCI. Although public buildings, streetscapes, and open spaces have been realized, the critical private sector element has yet to materialize. As a result, the housing, shops, and offices that were so essential to the initial plan remain absent, and their development sites lie graded and unbuilt. Whether the type of vertical mixed-use development envisioned is still financially viable remains to be seen, and represents a key focus of the 10-year update.

The failure of the Town Center Master Plan to completely materialize also contributes to another potential implementation challenge - the lack of a community focal point. Without a clearly defined core serving Stockbridge residents it may be challenging for the average citizen to support future LCI-related efforts, particularly given the city's spread out nature. Fortunately, if the Town Center Master Plan can be restarted when the economy improves, this potential obstacle will probably only be temporary.

Finally, the implementation of specific public and private projects envisioned in this plan will always be impacted by concerns from affected citizens. Designing in a way that minimizes negative impacts will always present a challenge.



The mixed-use development and structured parking envisioned in 2006 is unlikely to be developed today

2.2 Land Use

Land Use

Land uses and the relationship between them impact the quality of life in a community. Different land uses have varying impacts on transportation and utility systems. The arrangement of land uses and their proximity also support or discourage different modes of travel, including bicycling, walking, and transit use; this can directly impact the vehicular system by reducing or increasing traffic.

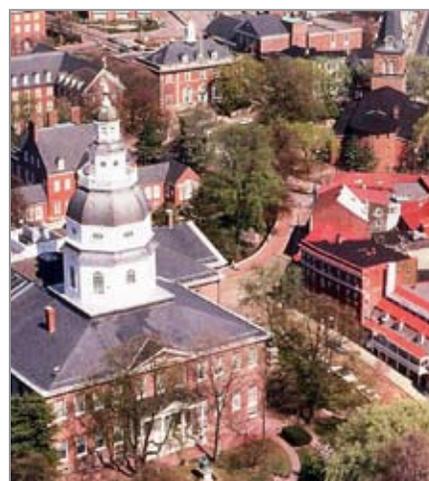
Towns and cities were traditionally built as mixed-use environments with housing, shops, offices, religious institutions, schools, parks, and factories all within a short walk of one another. As the benefits of mixed-use areas are rediscovered, it is increasingly important to understand the uses that can operate within an acceptable walking distance of five to ten minutes. Many uses are compatible, including retail, office, open space, civic, and residential uses. Others, such as industrial and transportation services, are more difficult to reconcile in a mixed-use setting.

Existing Conditions

The study area is marked by a variety of land uses as shown in Table 2.1. Due to the study area's large size, it includes a variety of land uses ranging from intense commercial development along North Henry Boulevard (SR 138/42), to undeveloped land along Flippen Road. The most prevalent land use, however, is single-family residential, which can be found across the study area, frequently interspersed with pockets of townhouses, duplexes, and apartments.



The five-minute or quarter-mile walk is central to walkable communities



Traditional towns include a mix of uses in a walkable layout

Table 2.1: Existing Land Uses

Land Use	Parcels	Acres	Percent of Study Area
Single-family	2032	834.1	31.3%
Mobile Home Park	3	58.1	2.2%
Residential 1-4 Stories	168	125.1	4.7%
Low Density Commercial	195	244.2	9.2%
Public/Institutional	22	114.8	4.3%
Industrial	10	101.0	3.8%
Park/Cemetery	20	69.8	2.6%
Undeveloped/Wooded	79	610.9	23.0%
Vacant Lot/Site	204	200.5	7.5%
Transportation/Utilities	6	32.0	1.2%
Rights-of-Way	n/a	270.9	10.2%
Total	2,739	2661.3	100.0%

Other than a few exceptions in Stockbridge's historic core, the orientation and design of land uses in the study area focus completely on vehicular transportation. Uses are designed for access by car, and the distances between different uses (for example, offices and restaurants) are too great to walk, even if quality sidewalks were provided. The result is that the study area's land uses fail to maximize the use of existing transit, or even provide residents with facilities that they can easily walk to, if so desired.

Strengths

- There is a wide mix of land uses in the area, ensuring that most daily needs are provided.
- The area has excellent proximity to I-75, I-675, Hartsfield-Jackson Atlanta International Airport, and the Atlanta region.
- Neighborhoods provide a good single-family base.
- Institutional uses, including schools, churches, and public facilities, anchor the study area.

Weaknesses

- The lack of housing types suitable for an aging population could be a challenge as residents age and their needs change.
- There is a lack of mixed-use or pedestrian-friendly land uses.
- Existing land uses are generally auto-oriented.
- Some commercial buildings are nearing obsolescence.
- Existing land uses do not provide many employment opportunities beyond retail, service, and government jobs.
- A large amount of unbuilt single-family lots exist.
- Commercial encroachment into single-family areas along North Henry Boulevard (SR 138/42) has contributed to visual clutter; accommodating commercial parking and signs is often difficult.

Opportunities

- Creating an activity center near I-75 could expand employment and housing options.
- New land use patterns could support alternatives to driving.
- Additional housing options for all ages could be provided.

Threats

- Long-term, the continuation of nearly three miles of commercial uses on North Henry Boulevard (SR 138/42) may be unsustainable and excessive; regional and national trends are favoring more concentrated commercial activity at strategic locations.
- The state of the region's real estate markets could limit growth for years to come.
- The costs of redevelopment and unproven market for vertical mixed-uses could limit growth until the market matures.
- Ill-planned development could preclude a new growth model.



Most land uses in the study area are laid out for access by car

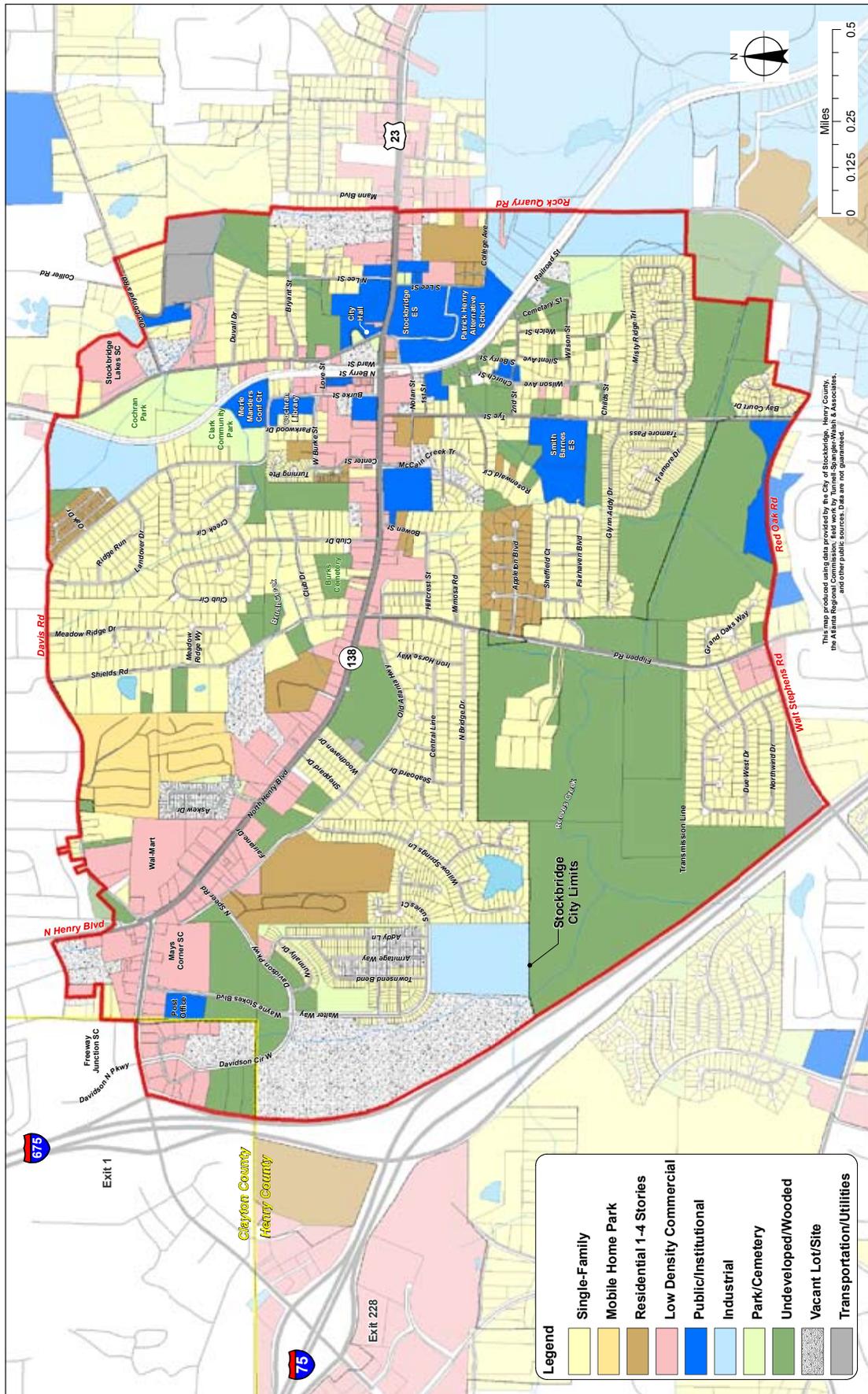


The study area has many undeveloped home lots



Elderly housing could allow residents to remain in the area as they age

**Figure 2.2:
Existing Land
Use**



Future Land Use Plan

Aside from existing land uses, land use considerations are also affected by the future land use designations of the local comprehensive plan. Such designations need not reflect on-the-ground uses today, but rather express the long-term land use vision for growth. They establish local policies that, under state law, must support proposed rezoning requests.

Existing Conditions

The future land use designations shown in Figure 2.2 are taken from the Joint Henry County/Cities Comprehensive Plan 2030. Generally speaking, the land use classifications reflect a proactive vision for future growth consistent with the vision of the 2001 LCI study.

In addition, the Comprehensive Plan incorporates a variety of policies striving to preserve existing Stockbridge neighborhoods while supporting more walkable, mixed-use development in strategic areas, including in the traditional downtown. Many of these were informed by the 2001 LCI effort and, therefore, are likely to support the vision that will emerge from this current effort.

Strengths

- The Comprehensive Plan contains many policies consistent with the principles of the LCI program, including concentrating mixed-use development in strategic locations, while preserving and protecting nearby neighborhoods.
- Current land uses classifications allow the area to accommodate growth without commercial or multifamily encroachment into single-family areas.
- The “Suburban Employment Center” classification near I-75/I-675 and the “Mixed-Use” classification downtown support a broad range of possibilities and allows the study area to respond to changing markets.

Weaknesses

- The “Mixed-Use” classification does not encompass the entire downtown, notably excluding the historic core along North Berry and Burke Streets.

Opportunities

- Amendments to the future land use map could make it more compatible with the vision emerging from this study.

Threats

- Commercial classifications along much of North Henry Boulevard (SR 138/42) could perpetuate its role as a barrier between the core of Stockbridge and nearby neighborhoods unless provisions are made for walkability in these areas.



Walkable communities are becoming important as the population ages



Current land use policies encourage mixed-use development in the downtown area



Existing classifications support commercial growth on SR 138

Zoning

The third major land use consideration is zoning. Zoning is the legal framework that codifies the land use vision of a comprehensive plan to regulate development. It directly shapes the form, placement, and design of new projects, and therefore affects the future of how a community feels and functions more than any other element.

Existing Conditions

The study area contains a variety of zoning districts that allow a mix of uses across it, while also permitting a mix within individual developments in some locations.

As shown in Figure 2.4, most of the North Henry Boulevard (SR 138/42) corridor and the traditional downtown is zoned C-1 Neighborhood Commercial or C-2 General Commercial. Both allow large exclusively commercial uses with few, if any, design standards. Most of the remaining study area is zoned a residential district, including RA Residential-Agriculture and R-2 or R-3 Single-family. Pockets of RM/RM-2 Multi-Family Residential and RMH Mobile Home Development also exist. Each of these allows the uses that their names suggest.

The City of Stockbridge has also adopted supplemental regulations above and beyond the base zoning identified above. These supplemental regulations include:

- A **High-Rise District Overlay** near I-675, which permits mixed-use development in buildings as tall as 30 stories, and provides design guidelines to ensure higher-quality development.
- An **Old Downtown Overlay** for the traditional downtown which permits condominiums and townhouses as part of new mixed-use development. This also includes design standards.
- A **Planned Town Development** district which allows the City to rezone certain sites for alternative development patterns not anticipated in the base zoning. These include mixed-use projects and those utilizing amenity-based density bonuses.

In addition, the City has a Residential Growth Regulation to guide the development and rezoning processes. This regulation ensures that no less than 70 percent of Stockbridge's housing stock is single-family, with the intention of providing a healthy ratio of owner-occupied to rental housing in the city.

Like many communities, the current zoning in the study area reflects far more development permission than likely to ever be built, particularly for commercial space. The buildout analysis shown in Table 2.2 suggests that the study area is zoned for nearly 25 million square feet (sf) of commercial and industrial space (the equivalent of nearly 25 Southlake Malls) and nearly 6,000 housing units.



Zoning directly shapes the character of new development



Some places, such as Woodstock, Georgia, use zoning to support quality growth



High rises are currently allowed near I-675

Strengths

- The existing mix of zoning in the study area supports a variety of development types.
- The High-Rise and Old Downtown Overlays allow mixed-use development and include design standards.
- R-2 and R-3 districts protect existing neighborhood character.

Weaknesses

- The area is over-zoned for commercial, with 23.1 million sf permitted.
- Current zoning does not support quality residential uses within some parts of the study area, particularly those types that may be necessary to serve an aging population.
- No design standards exist today for new construction along North Henry Boulevard (SR 138/42).

Opportunities

- A design-based overlay for North Henry Boulevard (SR 138/42) could raise the bar for development.
- Zoning changes could support the vision emerging from this plan.
- Easier permitting could encourage desired growth.
- Flexible, mixed-use zoning could allow projects to respond to changing market conditions and position the study area to capitalize on growth trends.

Threats

- Opposition to zoning changes could hinder the ability to achieve the vision emerging from this plan.
- Zoning changes that do not match the City of Stockbridge's ability to administer them could threaten their effectiveness.

Table 2.2: Buildout Analysis Under Existing Zoning Regulations

District	Acres	Floor Area Ratio ¹	Dwelling Units/Acre ²	Total Zoned Commercial Square Feet	Total Zoned Industrial Square Feet	Total Zoned Residential Units
RA	436.9	0.00	0.5	none	none	218
R2	414.4	0.00	0.7	none	none	285
R3	541.4	0.00	0.4	none	none	224
RD	23.2	0.00	1.4	none	none	32
RM	84.1	0.00	3.6	none	none	303
RM-2	63.8	0.00	6.0	none	none	383
RMH	57.1	0.00	3.6	none	none	206
OI	37.5	0.50	0.0	816,000	none	none
C1	39.9	0.25	0.0	435,000	none	none
C2	230.8	0.25	0.0	2,514,000	none	none
C3	41.3	0.25	0.0	450,000	none	none
GB (Clayton Co.)	39.3	0.30	0.0	514,000	none	none
M1	121.2	0.30	0.0	1,584,000	1,584,000	none
High-Rise Overlay ³	96.5	4.00	45.0	16,814,000	none	4,343
Total	2,227.4	—	—	23,127,000	1,584,000	5,963

1. An approximation of building density allowed by the code.

2. An approximation of units per acre. For RM and RM-2 these vary based on the future land use plan.

3. Although shown as PD on the zoning map, PD is a site-specific district no longer used.

Environmental Factors

The ways that communities are built are closely related to the natural environments in which they are located. Development patterns affect and are affected by the natural environment in direct and indirect ways that must be considered in any planning process.

The direct environmental effects of development are those with a physical, on-site impact. These include things like topography, streams, forest lands, building performance, and noise. They must be considered during site design if negative environmental impacts are to be minimized.

Recent thinking has embraced a broader understanding of environmental impacts that also considers indirect factors. This perspective looks beyond the immediate impacts of activity on an individual site to also consider off-site impacts, especially energy consumed by transport. Given that in 2007 nearly 29 percent of the nation's energy use was for transportation,¹ and that in 2010 nearly 61 percent of transportation energy was used by cars,² land use patterns that reduce driving can have a positive environmental impact. In some cases, their macro level benefits can outweigh on-site disadvantages.

Existing Conditions

There are many direct environmental factors in the study area, both natural and man-made, that have a significant impact on its future. The most notable natural feature is its hydrologic or water system. The study area includes a variety of protected stream corridors, wetlands, and flood zones that will shape development now and in the future. These include Reeves Creek, Brush Creek, and their tributaries.

In addition, the study area's tree cover is notable. As Figure 2.7 shows, there is an extensive tree canopy found in its wooded sites and residential areas. Unfortunately, this breaks down in commercial areas and on cleared and graded, but unbuilt, development sites found throughout the study area.



New developments nationwide are incorporating "green" techniques

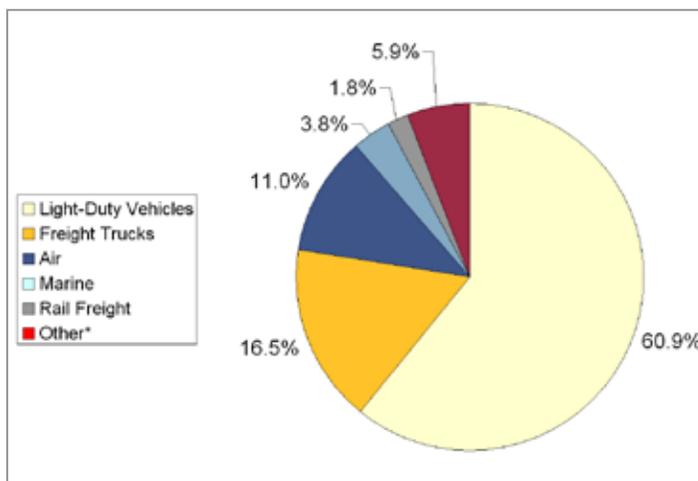


Figure 2.5: 2010 Transportation Energy Use (Source: US Department of Energy)

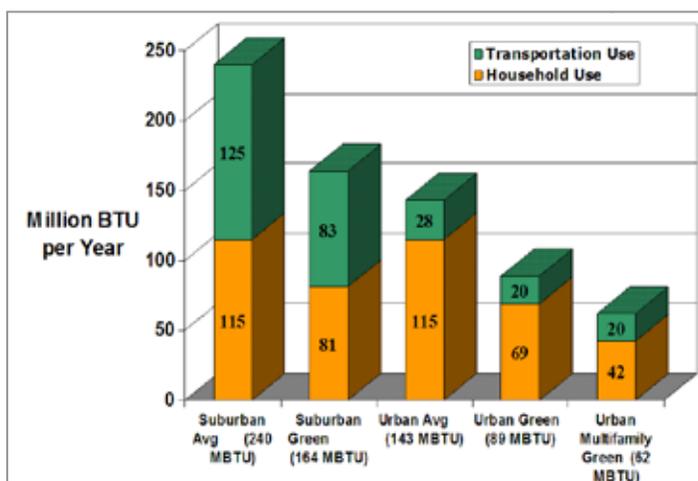


Figure 2.6: Aggregate energy consumption by housing type (Source: Jonathan Rose Companies)

1 United States Department of Energy. *Annual Energy Outlook 2009 with Projections to 2030*. Report #:DOE/EIA-0383(2009). Washington: GPO, 2009

2 United States Department of Transportation. Research and Innovation Technology Administration. *Transportation Vision 2030*. January 2008. Washington. http://www.rita.dot.gov/publications/transportation_vision_2030/html/figure_02.html. Accessed 9/11/09

Man-made factors are also present, including noise and air pollution, radiant heating and runoff, and potential ground contaminants. Noise levels from I-75 and I-675 are high, as is localized air pollution around them. Research shows that airborne particulate matter is greatest within 300 meters downwind of highways.³ Parking lots are another factor; they can contribute to water runoff and localized heating. Finally, the presence of commercial uses, particularly gas stations, may suggest that ground contaminants exist on some sites, although this can only be determined through an Environmental Site Assessment.

Indirect environmental factors in the study area are more difficult to quantify, but still significant. Most notable is the driving patterns of area residents that result from the community's form, the lack of sizeable employment, and the lack of some amenities in the area. If jobs, services, housing, and other amenities were provided in a walkable setting, it is certain that many more people would walk or bicycle than currently do, benefiting public health, the environment, and their wallets in the process.

Strengths

- Streams, including Reeves Creek, exist in the study area.
- Flood zones ensure that many areas will remain open space.

Weaknesses

- Noise and pollution from I-75 and I-675 are challenges.
- Parking lots contribute to radiant heating and water runoff.
- There is a lack of landscaping on streets or in parking lots.
- The area's built form encourages driving.

Opportunities

- "Green" building and planning techniques could allow growth with a lesser impact on the local environment.
- Creek corridors and flood zones could be future greenways.
- Compact, mixed-use development could reduce driving.
- Certain housing options could reduce energy consumption.
- Water retention ponds could be environmental amenities.
- Stormwater management techniques, such as bioswales or pervious paving, could reduce runoff and improve water quality.

Threats

- Poorly planned development could increase stormwater runoff and radiant heating.
- Existing gas stations could contaminate soils if not maintained.
- The tree canopy could be lost if new development fails to provide street trees, public spaces, landscape parking lots, and similar contextually appropriate landscaping.



Paved surface can contribute to water runoff and radiant heating



The study area has a healthy tree canopy in many parts



Roadside swales and infiltration can be visually pleasing and reduce water erosion

³ Zhu, Yifang and William C. Hinds. "Concentration and Size Distribution of Ultrafine Particles near a Major Highway." *Journal of the Air & Waste Management Association*. 52, September 2002. Page 1032.

2.3 Transportation

A community's transportation system is comprised of several interconnected components that work together to move people and goods within a given area. These include vehicular, transit, pedestrian, and bicycle facilities. Together, these different components interact with one another to affect travel mode, land use and system flexibility.

More than anything else, traffic is affected by the organization of the streets and blocks within which they occur. In fact, these are the most defining characteristics of a community and its transportation system. While buildings and land uses change, the street pattern of a community often remains unchanged over centuries.

Blocks and streets can be thought of as the bones of a community. Just as bones determine a person's height, stature, and looks, block and street patterns directly affect a community's form and the importance of key sites within it. There are two major types of street patterns:

Dendritic or branch-like street systems are made up of many small and disconnected local streets that feed into fewer collector streets that, in turn, feed into even fewer arterials. Because this pattern contains many dead-end local streets, it forces all traffic onto collectors and arterials, resulting in large block sizes and increased trip distances.

Dendritic street patterns tend to discourage walking, encourage traffic congestion on collectors and arterials, and create a transportation system that is prone to shutdown when accidents or other incidents disrupt traffic on collectors or arterials. Its creation of longer trips also supports conventional suburban-style land uses marked by automobile orientation, separation of use, and disregard for the quality of the streetscape. These great distances also have a direct impact on the ability of emergency vehicles to respond to situations in an efficient manner.

Interconnected street systems are made up of a series of small and medium sized streets arranged in a grid or modified grid pattern. In this pattern, virtually all streets connect to other streets. This provides small blocks, ensuring many possible routes and eliminating the need for wide, high-traffic arterials and collectors.

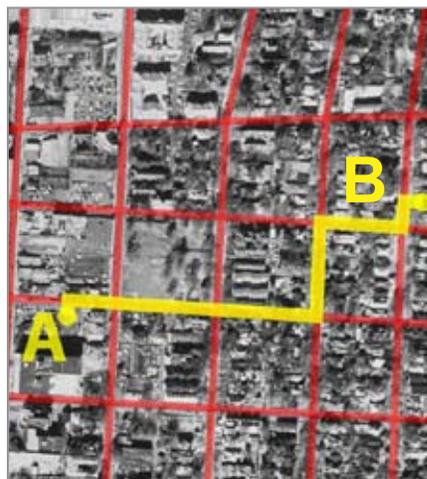
An interconnected street pattern encourages walking, bicycling, and other forms of non-motorized transportation because it increases the likelihood of being able to make a trip without being forced onto a high-speed, high-volume road. It also tends to support pedestrian-oriented land uses by allowing land uses to be closer together, thus increasing the opportunities for shared parking and pedestrian-oriented streetscapes.



Transportation systems include many ways to travel



In a dendritic system, the distance from A to B is one mile and achievable along one route



In an interconnected system the distance from A to B is one half mile, with multiple route options

“Smart growth” principles generally support an interconnected system over a dendritic system because it better balances pedestrian and vehicular needs. Both cars and pedestrians operate more efficiently when multiple routes, shorter distances, and more direct trips are available.

Generally, the largest a block in a walkable setting should be is 800 feet in length or 3,200 feet in perimeter, although between 200 and 600 feet in length or 800 to 2,400 feet in perimeter is more desirable. In developed areas with an existing dendritic system, achieving this can be a challenge because interconnected systems work best over a large area. In most places, the reality is that arterials and collectors serve transportation needs that extend beyond the immediate area. Even so, a localized interconnected system can reduce congestion on these streets by dispersing local trips.

Traffic Systems

Traffic system operations are affected by a variety of factors, including intersection operations, signal timings, turning movements, volume, capacity, and speeds. The interface of these different components affects each other and defines the ability of the whole system to operate efficiently and as part of a well-balanced system.

Existing Street Network

The existing street network in the study area includes urban principal arterials, urban minor arterials, urban collector streets and urban local streets serving regional and local needs. These roadways are primarily four-lanes with curb and gutter or two-lanes without curbs. One State Route passes through the study area, and two State Routes create the western boundary of the study area:

- SR 138/42 (North Henry Boulevard) provides east/west regional access thru the center of the study area
- SR 401 (I-75) borders the study area to the southwest, but is not part of the study
- SR 413 (I-675) borders the study area to the west, but is not part of the study

Flippen Road, East Atlanta Road, and Old Conyers Road are urban minor arterial streets within the study area. Rock Quarry Road serves as an urban collector street and borders the study area to the east. All remaining streets are local streets.



An interconnected network in Boston allows most streets to be two lanes wide and pedestrian friendly



North Henry Boulevard (SR 138/42) is a key east-west corridor



The existing street network consists of extremely large blocks, especially in its western half

Existing Freight Rail

A Norfolk Southern rail line exists in the study area parallel to Railroad Street and runs in a north to southeast direction. The railway has three at-grade crossings and one grade separated crossing at North Henry Boulevard (SR 138/42). The three at-grade crossings are located at Love Street in the traditional downtown, Nolan Street in the traditional downtown, and Rock Quarry Road near the intersection with Railroad Street. A grade-separated bridge is currently under construction to replace the Rock Quarry Road at-grade crossing. The Federal Railroad Administration Office of Safety Analysis reports 47 trains passing through the study area each weekday, at speeds ranging from 5 to 50 miles per hour (mph).

Existing Traffic Signals

There are eight traffic signals in the study area. The majority of these are found along North Henry Boulevard (SR 138/42), where all include pedestrian signals and crosswalks. The remaining three are along the edge of the study area and also include pedestrian signals and crosswalks. In addition to the traffic signals, several intersections are managed by 4-way or 3-way stops.

Existing Traffic Volume

The following volumes are consistent with the average daily traffic flow of the functional roadway classifications for each street. State routes having the higher volumes, and the principal and minor arterials carrying lower traffic volumes.

Existing Traffic Calming Devices

The only study area traffic calming devices are located in the Ansley Park community, off Davis Road.

Existing Parking

There is no on-street parking along any study area urban arterial or collector streets, although it can be found on several local streets.

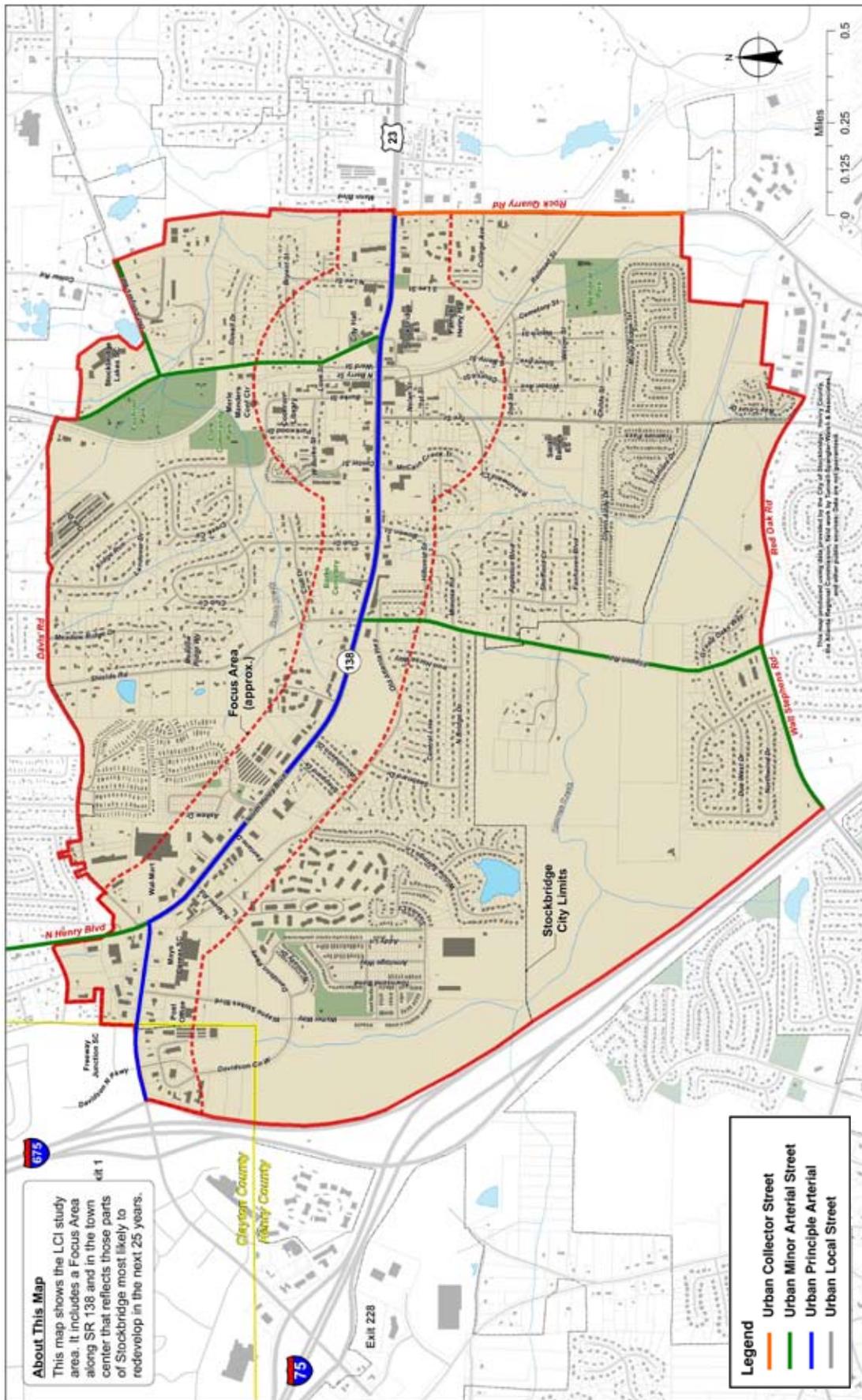
Existing Truck Routes

Current truck routes through Stockbridge are along the urban principle arterial, North Henry Boulevard

Table 2.3: Traffic Volumes

Location	2010 Traffic Volumes (AADT)
SR 138 SW, between Interstate 675 (SR413) and North Henry Boulevard (SR 138/42)	31,640
North Henry Boulevard (SR 138/42), between Club Drive and Center Street	31,510
North Henry Boulevard (SR 138/42), between Davidson Parkway and Fairlane Drive	30,870
North Henry Boulevard (SR 138/42), between East Atlanta Road and South Lee Street	27,700
Flippen Road, between North Bridges Road and Red Oak Road	9,330
East Atlanta Road, between North Henry Boulevard (SR 138/42) and Bryant Street	8,730
Rock Quarry Road, between College Avenue and Railroad Street	8,360

**Figure 2.8:
Roadway
Function
Classification**



(SR 138/42), the urban minor arterials, Flippen Road and East Atlanta Road, and the urban collector street Rock Quarry Road.

Existing Speed Limits

Speed limits in the study area vary vastly depending upon the functional classification of the roadway. The speed limit on the urban interstate principal arterial is 55+ mph. The speed limit on the urban principal arterial, urban minor arterial, and urban collector streets generally varies between 45 and 35 mph. The majority of the local streets are 35 mph, but some are 25 mph in certain areas.

Existing Travel Patterns

The study area contains one urban principal arterial (North Henry Boulevard) that is fed from the urban minor arterials, urban collector streets, and from outside the study area to the west. The corridor serves as the main access for the study area to I-75 and I-675. Therefore on a typical business day the urban principle and urban minor arterials experience congestion during “rush hours.” Rush hour can be defined as the time between 7 A.M. and 9 A.M. when motorists are travelling to work or school, and 4 P.M. to 7 P.M. when motorists are returning to their homes. A significant point of congestion on these roads is the intersection of North Henry Boulevard (SR 138/42) and SR 138 SW. Traffic congests at this traffic signal where vehicles from the west and north attempt to access I-75 and I-675. Due to the high volume of motorists passing thru this area, a certain level of congestion is to be expected.

Programmed Future Projects

Several projects have been planned for the study area to improve pedestrian accessibility, traffic flow, and bicycling. A few projects from the previous LCI are underway or funded.

Ongoing projects include:

- Transit Infrastructure - Coordination with the State and County continues.
- Stockbridge Downtown Streetscape (PI 0009093) - Streetscape improvements along Berry Street from Nolan Street to North of Love Street. Improvements include new asphalt pavement, drainage upgrades, concrete sidewalks, Americans with Disabilities Act (ADA) compliant ramps, lighting, signs, street furniture, trees, and landscaping.

GDOT planned projects include:

- North Henry Boulevard (SR 138/42) - Signalization upgrades and maintenance in and north of the study area.
- South Lee Street and College Avenue - Pedestrian facilities along South Lee Street and College Avenue between North Henry Boulevard (SR 138/42) and Rock Quarry Road.
- Reeves Creek Trail Phase II - Addition of a parking lot and 700 feet of trail along Flippen Road to the trailhead of Reeves Creek Trail.

Project Development Process

There are a number of steps to be taken in the project development process. Some of these include:

- Developing consensus among stakeholders and community leaders on traffic issues that needs to be addressed, so that there is motivation to proceed with project implementation steps;
- Identifying a few projects or alternatives that appear to cost effectively solve the problem;
- Begin considering sources of funding from traditional and, if possible, non-traditional sources;
- Perform preliminary design, environmental, project cost and right-of-way analyses;
- Conduct public hearings to share findings and solicit comments;

- Reflect comments;
- Build consensus on action plan among elected officials;
- Identify the project(s), finalize design(s), and finalize right-of-way needs;
- Secure funding agreements and get project(s) programmed into the ARC's and GDOT's formal programming documents: Regional Transportation Plan (ARC); Transportation Improvement Program (ARC); and, Statewide Improvement Program (GDOT).

If the City and County develop a set of projects that has community support and meets local mobility, access and safety concerns, then the project(s) will have a very good chance to receive funding from traditional sources even though the implementation timeline may not be clear. This also means the City and County will need to supply local matching funds toward the total project cost. Local matching funds often take the form of preliminary engineering studies, site preparation work such as utility relocation and right-of-way acquisition.

Strengths

- There is easy access to nearby I-675 and I-75.
- There is adequate off-street commercial parking.
- Traffic signals seem to be synchronized to adequately move traffic on major streets.
- There are turn lanes and flush medians on major roads to reduce traffic congestion.

Weaknesses

- There is congestion during peak hours.
- The intersection configuration at North Henry Boulevard (SR138/42) and SR 138 is not ideal.
- There is a large amount of traffic "passing thru" on Davidson Parkway.
- Multiple curb cuts along North Henry Boulevard (SR 138/42) create safety concerns for motorists.
- There are long peak hour delays at the intersection of North Henry Boulevard and SR 138 SW.
- The existing traffic system is not interconnected to provide multiple route options.
- Block sizes are large, which forces traffic onto a few major corridors.

Opportunities

- The redesign of existing road intersections could improve their operations.
- Additional interstate access could benefit the area.
- The addition of traffic signals at major intersections could provide safe access onto state routes.
- The addition of turn/u-turn lanes and raised medians to control traffic and reduce turning accidents along North Henry Boulevard (SR 138/42) could improve operations.
- New development could expand the street network.

Threats

- Additional traffic signals could further congest state routes and increase travel time for vehicles traveling through the study area.
- Connectivity of street system could increase traffic volume on local streets and could decrease pedestrian safety if not properly planned for.
- The ability to acquire right-of-way for future projects could be limited by high costs and concerns over displacing existing residents or businesses.

Pedestrian Facilities

Because every trip begins on foot, the walking experience is critical to understanding the current transportation system. Pedestrian trips are also important as they have the opportunity to take the stress off of vehicular systems and create a safer study area.

Existing Conditions

The main corridor of the study area, North Henry Boulevard (SR 138/42), provides a traversable network of pedestrian facilities from east to west across the study area. Restaurants, stores, and other businesses front this corridor and have adequate passages between each other. The sidewalks along this corridor are some of the most heavily used in the community due to the access they provide to these businesses.

The secondary or “feeder” sidewalks receive less foot traffic, but are equally important to the pedestrian network. These are the sidewalks used to transport residents from their homes to the traditional downtown area. Sidewalks along Old Atlanta Highway, Tye Street, Club Drive, and East Atlanta Road currently serve as gateways into the residential community.

Most existing sidewalks on secondary streets are in good condition, but narrow; this discourages the sense of safe pedestrian passage. Also several of the secondary streets in the study area do not currently have sidewalks. Future streetscape projects along secondary streets would improve accessibility to North Henry Boulevard (SR 138/42).

Strengths

- Almost all of the newer neighborhoods in the study area have sidewalks in them.
- Existing sidewalks are in-place on both sides of the street along the main commercial corridor.
- Close proximity of neighborhoods to commercial uses along North Henry Boulevard (SR 138/42) make walking viable.

Weaknesses

- The combination of development patterns, existing facilities, and distances mean that much of the study area is not walkable.
- There is poor ADA accessibility for pedestrians along North Henry Boulevard (SR 138/42).
- Many buildings have frontal parking and are set back from the street, which discourages walking.
- There is a lack of sidewalk connectivity on key streets.
- ADA-compliant pedestrian facilities are lacking at many intersections.



Sidewalks alone do not create a walkable community, land uses and building form also play a part



Quality sidewalks not only provide transportation, but can also support commerce



The railroad and a pedestrian-hostile bridge create barriers to walking

- Most secondary streets lack a sidewalk to connect neighborhoods to commercial uses.
- The lack of a planting strip between roadway and sidewalk along North Henry Boulevard (SR 138/42) reduces the sense of safety for pedestrians.
- There are few pedestrian crossing locations along North Henry Boulevard (SR 138/42).
- There are few walkways from buildings to the sidewalk in existing auto-oriented sites.
- There are few street trees to provide shade in summer months.
- Large blocks make walking distances very great, especially between adjacent uses and neighborhoods that are geographically close, but which lack safe, direct pedestrian routes.

Opportunities

- Crosswalks could be restriped or better marked.
- The existing right-of-way along North Henry Boulevard (SR 138/42) provides an opportunity to increase sidewalk width.
- Pedestrian improvements along North Henry Boulevard (SR 138/42) could improve access for persons with disabilities.
- Additional sidewalks could provide connectivity on secondary streets.
- Street furnishings and a typical section could establish and maintain a community image.
- Pedestrian connections across the railroad between Cochran and Clark Community Parks could better connect the two.
- The proximity of business and housing makes walking a viable form of transportation if improved, continuous facilities are provided.
- Pedestrian improvements on major streets could improve safety and connectivity.
- Sidewalks constructed on new proposed streets could provide supplementary travel routes for pedestrians.
- Mid-block paths or connections between otherwise disconnected adjacent neighborhood could decrease walking distances.

Threats

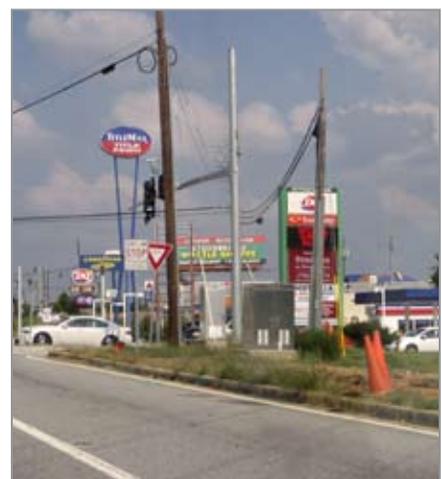
- Narrow rights-of-way on secondary streets could limit the provision of quality sidewalks.
- Drainage improvements would be necessary along secondary streets if curb and gutter are added to provide pedestrian facilities.
- Redevelopment could increase pedestrian crossings on state routes and create conflicts if facilities are not improved.



ADA-accessible ramps were recently installed along parts of SR 138



A new sidewalk was installed on East Atlanta Road as part of the Town Center project



There are no sidewalks in the Clayton County portion of the study area

Bicycle Facilities

Bicycles are an increasingly important means of transportation today. A balanced transportation system including a mix of transit and bicycle facilities can help diversify how people travel. Bicycle facilities can take four major forms.

Off-street bicycle facilities are generally ten to twelve feet wide off-road paved areas that permit travel in two directions; lanes may or may not be striped. Usually, these facilities are built in conjunction with greenways, and their off-road nature makes them ideal for inexperienced bicyclists.

Bicycle lanes are striped one-way on-street facilities. They are usually located next to the curb so bicyclists move in the same direction as traffic, and are sometimes found next to parking spaces. In Georgia, designated bicycle lanes are required to have a minimum width of five feet. However, undesignated bike lanes can be striped for narrower widths. Lanes are strongly suggested on streets with vehicular speeds greater than 25 miles per hour.

Cycle tracks combine the experience of an off-street bicycle facility with the on-street infrastructure of a bicycle lane. They provide a protected, dedicated bicycling area physically separated from motor traffic and distinct from the sidewalk.

Sharrow markings are installed in a street's travel lane to alert drivers that bicyclists also use the roadway. They also assist bicyclists with lateral positioning, encourage safe passing of bicyclists by motorists, and reduce the incidence of wrong-way bicycling. Sharrows are often used where streets are too narrow for dedicated bicycle lanes.

Existing Conditions

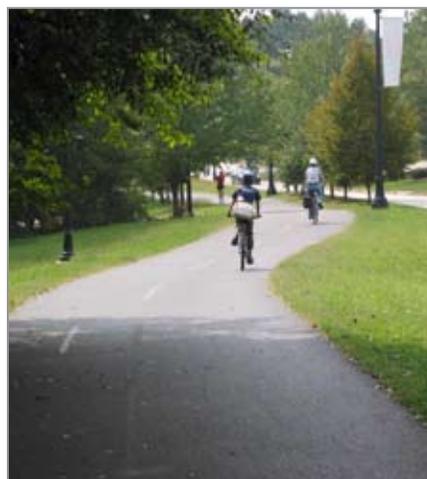
Currently the study area only contains one off-street bicycle facility, the multi-use path along Reeves Creek. Although only one funded project with bicycle facilities is scheduled for the study area, several streets have the potential of including bicycle facilities in the future. These could include off-street paths, bicycle lanes, or just a shared roadway.

Strengths

- Reeves Creek Trail provides a recreational path for bicyclists.
- Relatively low vehicular volumes and speeds make on-street bicycling feasible along secondary streets in the study area
- Close proximity of neighborhoods to the commercial corridor may create a demand for bike facilities.
- Some people do bicycle in the study area, in spite of poor bicycling conditions.



Bicycle and pedestrian facilities are part of a balanced transportation system



Multi-use paths are off-street facilities used by pedestrians and bicyclists



Today, people do bike in the study area, but they lack quality facilities

Weaknesses

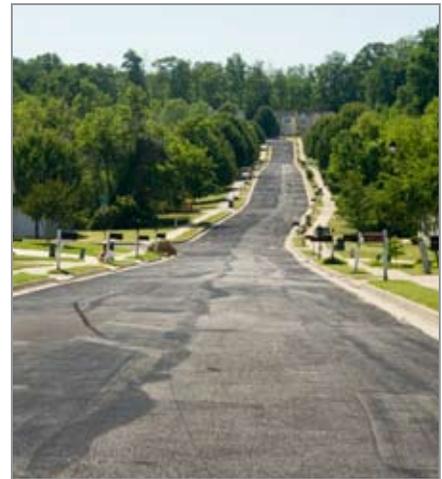
- North Henry Boulevard is a key corridor, but it is very automobile-oriented - creating a hostile environment for bicyclists.
- High truck traffic on urban minor arterial and urban collector streets creates a hostile environment for bicyclists.
- Narrow local streets create safety concerns for bicyclists.
- The lack of bike racks encourage storage on other elements in the pedestrian environment, and may discourage bicycling.

Opportunities

- Due to the area's demand for transit and its relatively high number of pedestrians, there is the potential to significantly increase bicycle use.
- Off-street paths could tie neighborhoods to parks and open spaces, the downtown, and surrounding communities.
- Existing plans identify potential bicycle facility links along secondary roads between the study area and nearby communities.
- Expansion of the Reeves Creek Trail could provide a link between the study area and nearby communities.
- Bike routes or shared-road markings could be established on streets that are too narrow for bike lanes or multi-use trails.
- The installation of bicycle racks at existing businesses or within new developments could promote bicycle use.

Threats

- Development of bicycle facilities at the expense of existing vehicular lanes on roads without excess capacity could negatively impact vehicular flow on urban principal arterials, urban collectors, and urban minor arterials.
- Implementing bicycle lanes or other facilities along existing State Routes could create a false sense of security and actually expose more bicyclists to unsafe conditions.



Low speeds and traffic volumes make bicycling relatively safe on most local streets



Installing bicycle racks at businesses could encourage bicycle use

Public Transportation

While public transit accounts for only 2.5 percent of trips made in the Atlanta metropolitan region,⁴ interest in it is growing as traffic congestion increases and demographics changes, especially the aging population, create demand for alternatives to driving. Public transit can be a vital asset to a community that works hand-in-hand with improved walkability.

Public transportation can be incorporated into the study area in two main ways, regional and/or local transit. Regional transit could provide access to major destinations or other transportation ports outside of the study area. Local transit could provide a system of transportation to destinations within the study area. The addition of a transit service would require coordination with several governmental agencies as well as several studies of feasibility, potential ridership, and economic impact.

Existing Conditions

The only available public transportation in the study area is the Henry County Transit. This is a curb-to-curb service that is available to county residents for transport to any destination within Henry County. A park and ride lot is located less than a mile west of the study area at the I-75/I-675 interchange. GRTA Xpress commuter transportation service runs two bus routes from this lot to downtown Atlanta. Xpress provides commuters an alternative to driving their own vehicles alone to work.

Strengths

- Henry County Transit provides public transportation in the study area and surrounding areas.
- Close proximity to nearby shopping centers and the Hartsfield-Jackson Atlanta International Airport could create a high demand for residents interested in utilizing public transportation.

Weaknesses

- There are no dedicated bus lanes for faster service, especially along North Henry Boulevard (SR 138/42).
- The lack of transit-supportive uses within the study area limits its ability to attract riders.
- The lack of quality pedestrian facilities also negatively impacts transit ridership, as every transit trip starts on-foot.

Opportunities

- Signal preemption, or dedicated bus lanes could streamline bus service, especially on I-75.
- Transit-supportive land uses could make using transit a desirable option for a larger population.

Threats

- Creating bus stops along North Henry Boulevard (SR 138/42) may increase traffic congestion.
- Expensive research and numerous studies would be needed to merit the addition of a public transportation system.

⁴ Atlanta Regional Commission, Household Travel Survey, (2002)

2.4 Markets & Economics

As part of the 10-year update a market analysis was performed to determine the potential market depth for new residential, retail and office space. The following tasks were performed as part of this:

- **Study Area Overview:** The study area's current position in the marketplace was assessed in terms of the quality and level of existing supply and in how it relates to competitive markets.
- **Demographic and Economic Profile:** Analysis of demographic and economic trends in and around the study area, as well as larger geographic areas from which customers and new residents are likely to emanate.
- **Market Analysis:** Analysis of the competitive supply of residential, retail and office uses. Estimates of potential market support for new or rehabbed residential, retail and office development, phased over a 10-year period.
- **Economic Development & Marketing:** Based on community input and findings of the market analysis, redevelopment considerations will be provided in Part 4: Recommendations

Methodology

While redevelopment activity throughout the study area will be phased over time, the market analysis is focused on the ten-year time period from 2012-2022, a realistic projection period for redevelopment. The results of this study are based on:

- Site visits conducted by Marketek, Inc.;
- Analysis of secondary data, including those provided by the US Census, ESRI Business Information Solutions, and others;
- Input from local residents and property owners, public officials, and real estate professionals;
- Statistical estimates of potential supportable space;
- Business inventory and mapping of key shopping centers; and
- The professional and technical expertise of Marketek, Inc.

Target Market Profile

Retail and Residential Market Areas are the areas from which the most potential retail customers and residents of new housing will come. They are based on drive time estimates, geographic and man-made boundaries, and the location of existing competition.

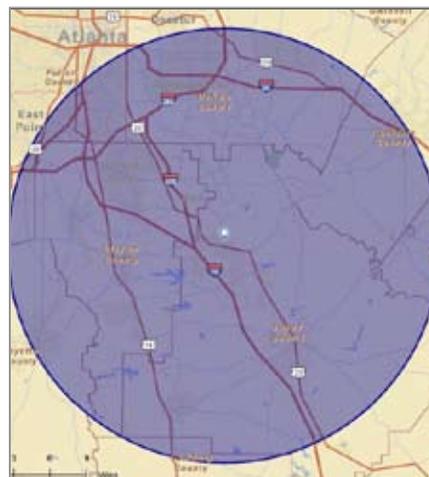
The study area's market areas include:

- **Local Resident Market Area:** Approximately a ten-minute drive from Stockbridge City Hall. Residents will visit the area for convenience goods and services, as well as for specialty shopping, dining and entertainment.

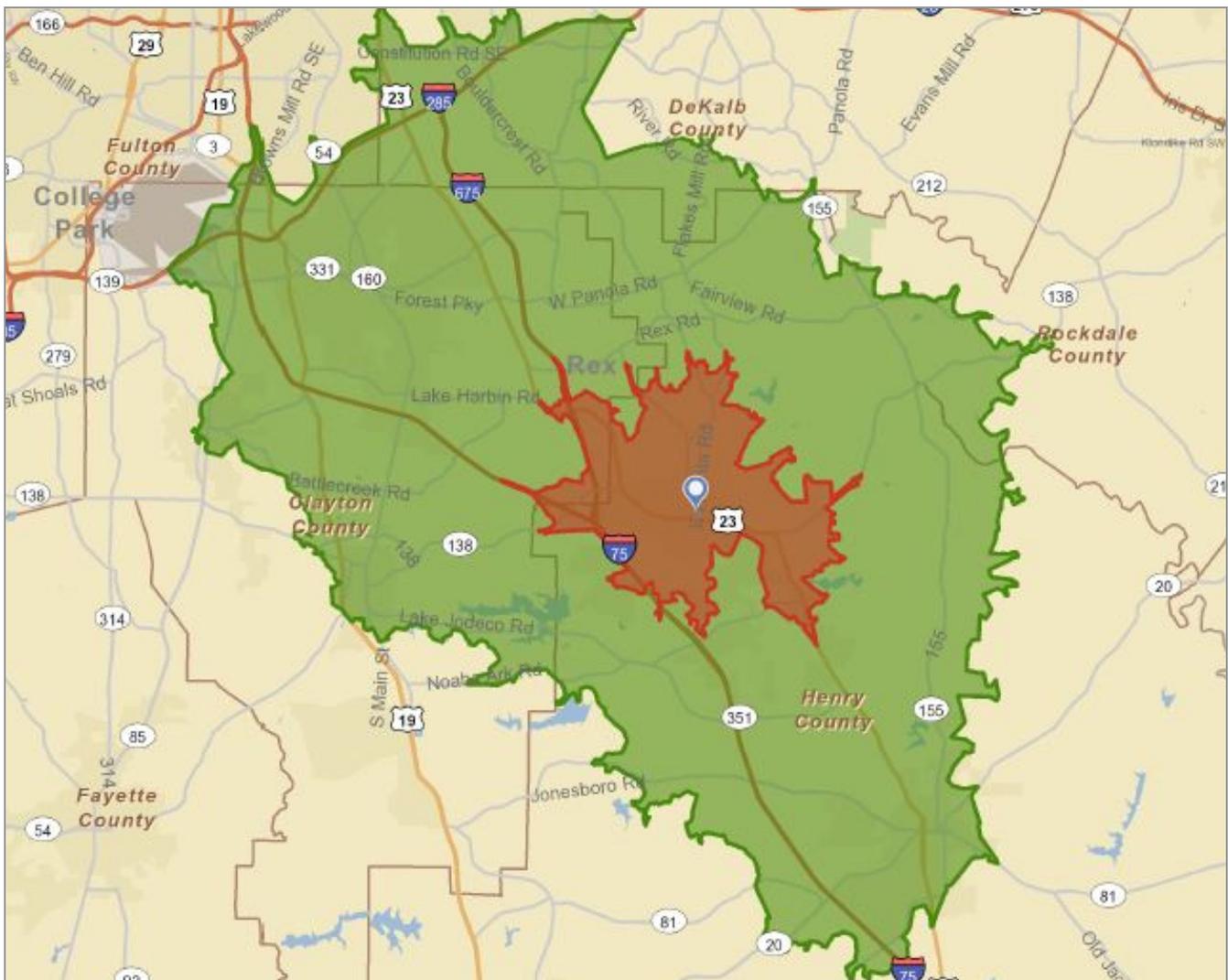
Note:
This section contains a summary of market conditions. Please see the appendix for a complete market study.



It is critical to understand how market forces impact the planning process



The Residential Market Area extends 15 miles from City Hall



Local and Greater (green) Retail Market Areas represent ten and twenty-minute drives

- **Greater Retail Market Area:** Approximately a twenty-minute drive from City Hall. Residents will visit the study area for destination shopping, dining and entertainment.
- **Residential Market Area:** Fifteen-mile radius from City Hall. Most new study area residents will move from within this area. It is from these different market areas that the analysis in this section is based.

Demographic trends are analyzed for the 2000 to 2015 time period and comparisons to the City of Stockbridge and the Atlanta Metropolitan Statistical Area (MSA) are made where appropriate. Table 2.4 provides several demographic and economic indicators.

- Over the last decade, the Local Retail Market Area grew by 14,833 persons, or an average of 7.4 percent per year, to reach 35,021 in 2010. This increase is not surprising given that Henry County had one of the strongest growth rates nationwide in the 2000s and was the seventh fastest growing county in the country through 2006.
- The Greater Retail Market Area and Residential Market Areas saw more modest growth – with average annual population growth rates of 2.5 percent and 1.6 percent, respectively – similar to the study area average of 2.3 percent and the metro average of 2.4 percent. Stockbridge more than doubled its population, although some growth is attributable to changes in the city boundaries.

Table 2.4: Demographic Snapshot

Demographic Indicator	Study Area	City of Stockbridge	Local Retail Market Area	Greater Retail Market Area	Residential Market Area	Atlanta MSA
Population						
2010	8,270	25,636	35,021	283,903	852,370	5,268,860
2015 (forecast)	9,500	30,051	39,036	309,415	929,703	5,803,172
Avg. Ann. % Change ('00 -'10)	2.33%	16.02%	7.35%	2.52%	1.58%	2.40%
Avg. Ann. % Change ('10 -'15)	2.97%	3.44%	2.29%	1.80%	1.81%	2.03%
Households						
2010	3,238	9,499	13,010	100,128	305,338	1,937,225
2015 (forecast)	3,729	11,158	14,545	109,269	333,042	2,132,276
Avg. Ann. % Change ('00 -'10)	2.15%	15.34%	7.43%	2.87%	2.11%	2.46%
Avg. Ann. % Change ('10 -'15)	3.03%	3.49%	2.36%	1.83%	1.81%	2.01%
Average Household Size	2.51	2.69	2.67	2.87	2.89	2.72
Median Household Income	\$61,130	\$72,139	\$65,280	\$60,701	\$61,600	\$68,106
Median Age (Years)	30.5	32.8	32.9	32.8	33.4	34.7
Race						
Percent White Alone	37.60%	28.80%	38.00%	31.00%	25.60%	55.40%
Percent Black Alone	48.10%	55.70%	48.90%	55.10%	65.70%	32.40%
Percent Hispanic	14.10%	9.50%	12.00%	11.60%	7.50%	10.40%
Homeownership	67.20%	70.90%	73.20%	65.70%	67.90%	66.50%
Educational Attainment						
Associate Degree	9.00%	8.90%	9.20%	7.50%	7.60%	6.80%
Four Year Degree or More	27.80%	32.70%	23.50%	20.80%	22.50%	34.40%

Sources: 2000 and 2010 US Census; ESRI Business Information Solutions

- As of 2010, the study area included 8,270 persons in 3,238 households. Median income (\$61,130) and median age (30.5 years) are both slightly below metro medians. About half of residents are African American (48 percent), 38 percent are white, and 14 percent are of Hispanic origin.
- As of 2010, the Greater Retail Market Area contained 283,903 residents and the Residential Market Area is home to 852,370 people. Despite cooled growth rates compared to the 2000s, the former is projected to gain 25,512 residents through 2015, and the latter 77,333.
- Median income in 2005-2009 for the three market areas ranged from \$49,047 in the Greater Retail to \$57,812 in the Local Retail; all were below, but within \$10,000 of, the metro median. Like the study

area, market area populations had a slightly lower median age than the metro, but Henry County is anticipated to see aggressive gains in the 55+ population through 2030, according to the ARC.

- The largest share of residents in each market area in 2010 were African American (ranging from 49 percent in the Local Retail to 66 percent in the Residential). White persons constituted between 26 percent in the Residential and 38 percent in the Local Retail. In both retail market areas, 12 percent of the population was of Hispanic origin as of 2010.
- ESRI Business Information Solutions categorizes neighborhoods into 65 consumer groups or market segments. Neighborhoods are defined by census blocks and are analyzed by a variety of demographic and socioeconomic characteristics and other determinants of consumer behavior. In the Stockbridge Market Areas, the top consumer segments consist of young families with incomes near or above the national median whose spending reflects family needs - purchases for babies/children, home improvement and gardening, and big-ticket home items. The market areas also include older couples who are either retired or approaching retirement and have fewer children living at home.

Employee Market

Market research conducted by the Business Owners and Managers Association of America demonstrates that office workers (as one segment of the workforce) spend between 10 and 15 percent of their expendable income in and near their places of work.

An estimated 415 businesses with 3,411 employees operate in the study area. Within three miles there are an additional 1,277 businesses and 9,784 jobs. In the three-mile area, the largest share of employees work in retail trade (27 percent), health services (21 percent) and other services (15 percent).

Additional Population Segments

During the LCI Kick-Off Meeting and Community Workshop, community members identified several population segments whose needs should be specifically considered in the planning process, including:

- **Families with Children:** Workshop participants identified recreation and after-school activities as a key need in the study area. The 2010 Census shows that 4,329 households in the City of Stockbridge (45 percent) have children and, of these, 1,717 are single-parent households. As of 2010, there were a total of 5,812 school-aged children in the city and 1,754 in the study area.
- **Seniors:** Nationally, aging Baby Boomers are projected to fuel increases in the senior (65 and older) population in the coming decades. In Stockbridge, there were an estimated 1,603 seniors (65+) as of 2010 and senior householders made up 10 percent of the households. In the study area, seniors constituted 6 percent of the population and senior householders made up 7 percent of households.
- **Veterans:** Residents also expressed a desire to serve veterans. There are 2,301 veterans living in Stockbridge and 16,729 in Henry County. Looking at characteristics for Henry County's veteran population, the majority are male (87 percent) and the largest share (45 percent) are between ages 35 and 54. Henry County veterans are college-educated at about the same rate as non veterans (24 percent) and have a slightly lower unemployment rate (8.5 percent versus 9.9 percent).
- **Disabled Persons:** The 2008-2010 American Community Survey also provides estimates of the disabled population in Stockbridge. There are an estimated 2,365 persons in the City with one or more disabilities, including 1,094 persons with ambulatory disabilities (i.e., difficulty walking or climbing stairs). Persons with disabilities constitute about 10 percent of the Stockbridge population.

Residential Market Analysis

This section provide an overview of the existing housing market, along with a statistical demand analysis to estimate potential market depth for for-sale and rental housing in the study area. Target markets and approaches to supporting development of affordable and senior housing will be provided in the recommendations phase of this study.

Market Overview

Economic uncertainty, job losses, an oversupply of residential real estate and continuing foreclosures have continued to plague the housing market nationally and in metro Atlanta. In the US, new single and multifamily housing starts bottomed out in the second half of 2009 and are anticipated to grow to 0.9 million units per year by 2012. Before the recession, housing starts averaged 2 million plus per year. While home sales were boosted by the extended homebuyer tax credit, they did not match the volume sold during the first tax credit period.

In metro Atlanta, several factors have coalesced to depress rents, sales prices and sales volumes. From 1995 to 2005, the Atlanta MSA led the nation in terms of square footage of new home construction. This construction boom leaves the metro area with an estimated 150,000 vacant, developed lots (i.e., lots that are served by varying levels of infrastructure but no homes are built). Meanwhile, risky lending practices, unemployment, and a short foreclosure process statewide have further increased oversupply as foreclosed homes are made available.

On the rental side, rents and occupancies have fallen for apartments, although the market has not been hit as hard as for-sale. A 2011 report by the National Multi Housing Council reports that rental apartment development activity has increased in most areas, and apartments are generally performing better than other real estate sectors nationally. In metro Atlanta, apartment occupancy rates average 90 percent, down from 96 percent ten years ago. Rental rates are stable and poised to increase, and complex and land sales are picking up.

Housing Supply

Table 2.5 summarizes the characteristics of the existing housing supply in the study area, Residential Market Area, City of Stockbridge, and Atlanta MSA.

- **Tenure:** In all geographies, the majority of housing is owner-occupied. Homeownership rates in the study area and Residential Market Area are similar to that of the Atlanta MSA, at 67 to 68 percent.
- **Vacancy:** Residential vacancy rates range from 8 percent in the city and county to 12 percent in the Residential Market Area. All have increased since 2000. In the Study Area, there are approximately 314 vacant housing units and 180 vacant, unbuilt home lots.
- **Home Values:** Median home values in Stockbridge and Henry County are close (\$168,000 and \$171,000, respectively) but remain below that of the MSA (\$188,000). Median values are lower in the study area and Residential Market Area (\$145,000 and \$150,000, respectively).
- **Structure Type:** Detached single-family housing is the dominant residential type in each geography, constituting 62 percent of housing in the study area and 71 percent in the Market Area. Apartments with 10 or more units follow, making up a quarter of units in the study area, one-fifth of units in the city and one-tenth of units in the Market Area.
- **Building Permits:** Another indicator of the housing market is the number of residential building permits issued. Permits issued in Henry County reveal a significant decline over the last decade. In 2010, only 220 permits were issued, down from as high as 4,689 in 2002, evidencing the drastic slowdown in residential construction.

Table 2.5: Summary Characteristics of Existing Housing

Housing Characteristic	Study Area	City of stockbridge	Henry County	Residential Market Area	Atlanta MSA
Occupied Units (2010)	3,238	9,499	70,255	305,388	1,937,225
Owner occupied	67%	71%	84%	68%	67%
Renter occupied	33%	29%	16%	32%	33%
Vacancy Rate (2010)	9%	8%	8%	12%	11%
Median Owner Occupied Unit Value ('05-'09)	\$144,494	\$168,400	\$171,700	\$149,588	\$188,400
Median Contract Rent (2005-2009)	\$815	\$808	\$800	\$698	\$733
Units in Structure (2005-2009)					
Single-family Detached	62.20%	66.10%	84.70%	71.10%	67.00%
Single-family Attached	1.10%	2.50%	1.80%	4.00%	4.70%
2-4 Units	2.20%	1.90%	1.70%	4.60%	4.50%
5-9 Units	5.70%	6.60%	2.60%	7.60%	6.10%
10+ Units	24.70%	18.90%	5.40%	10.60%	14.30%
Mobile Home	4.10%	4.00%	3.80%	2.10%	3.40%
Median Year Structure Built (2005-2009)	1995	2000	1997	1986	1987

Source: 2010 US Census, 2005-2009 American Community Survey, ESRI Business Information Solutions

Henry County home sales for the last five years have declined. New sales for both detached and attached homes fell significantly from 2005 to 2009, by 83 percent and 78 percent, respectively. Existing detached home sales fell less drastically (21 percent) but saw a steep decline in median price (24 percent); by comparison new single-family homes prices peaked in 2007 before returning to 2005 levels.

Sales of existing attached homes increased from only 21 in 2005 to 74 in 2009. Prices, however, fell considerably; medians dropped from \$123,000 in 2005 to \$40,000 in 2009. New attached home sales prices also fell, with a median of \$85,000 in 2009. In the case of resales for both attached and detached housing, foreclosures are bolstering sales numbers while depressing prices.

Interviews with local real estate professionals echo building permit data and sales histories - construction and market activity have slowed significantly in Henry County and many sales now involve foreclosures. Few communities are actively building, although some builders have had success selling new units at competitive prices after acquiring vacant foreclosed lots. Prices in these neighborhoods ranged from the \$170s to \$260s, or about \$60 to \$70 per square foot. The majority of sales, however, are resales or foreclosures and, as permit data indicates, little to no speculative building is underway.

On the rental side, Henry County is among the top performing apartment markets in the region, along with Rockdale, north Fulton, and the City of Atlanta. The occupancy rate for Henry County in 2010 was estimated at 92 percent, the second highest of the 12 Atlanta submarkets tracked by real estate information providers Databank, Inc. According to Databank, with more Class A and Class B product, newer construction and higher rents, Henry was less affected by job losses that led many low-wage workers to vacate mid- and low-rent apartment in South Fulton and Clayton.

Despite strong occupancy rates in some suburban counties, developer interest is currently focused

primarily on infill locations in Atlanta. Thus, while about 2,000 new apartment units were planned for Henry County over the next two to three years, development timelines will be heavily influenced by the pace of economic recovery throughout the region.

Marketek surveyed several apartment communities in and near the study area. Occupancy rates range from 85 percent to 99 percent; seven of the eleven properties surveyed have occupancy rates at 92 percent or above. All of the surveyed communities have one, two and three bedroom apartments but typically offer fewer floorplan options for three bedroom units.

Starting rental rates for one bedroom homes are roughly evenly distributed from \$589 to \$850 per month (or \$0.74 to \$1.11 per square foot). Two bedroom unit starting monthly rents range from \$659 to \$990 (or \$0.62 to \$0.93 per square foot), but most are below \$800. Rents for three bedrooms are in the \$790 to \$1,000 range, with the exception of Mandalay Villas, where they start at \$1,260. Compared to a similar rental survey completed in Henry County in 2008, rents in most complexes have increased slightly.

Housing Demand

Over the next ten years, 1,441 Residential Market Area households will be potential buyers of newly developed or rehabilitated market rate housing annually. An estimated 1,228 households in the Residential Market Area are potential renters at market rate rental projects annually.

It is estimated that during the first ten years of development, approximately 793 for-sale and 614 rental units could be absorbed in the study area. These may include newly developed housing units or rehabilitation of obsolete units.



There are an estimated 180 vacant single-family house lots in the study area



These townhouses are located off of Davis Road

Table 2.6: Summary of Potential New Residential Units in Stockbridge LCI Study Area

	10-Year Market Area Potential Demand	Study Area Capture	10-Year Study Area Potential Demand	Potential Price Points/Rents
For-Sale Product	14,413 units	5.50%	793 units	Condos: \$85,000 to \$125,000
				Townhomes: \$125,000 to \$175,000
				Single-Family Detached: \$175,000 to \$250,000
Rental Product	12,280 units	5.00%	614 units	1 bd: \$700 to \$850
				2 bd: \$775 to \$975
				3 bd: \$950 to \$1,250

Retail Market Analysis

The supply and demand analysis estimates the amount of potential new retail space that can be supported in the Stockbridge LCI study area now and over the next ten years by merchandise type.

Market Overview

Nationally, slowed retail sales, increasing vacancy, and tightening lending markets have lowered lease rates and stalled commercial construction in many markets. Several indicators, however, point to a recovery. After being down by nearly \$45 billion, retail sales have almost returned to pre-recession levels and are anticipated to grow over the next year. Nationwide, occupancy rates are recovering (estimated at 7.1 percent) and positive absorption has continued (21.5 million sf in the first half of 2011).

As retailers took advantage of lower rental rates and other deals, leasing activity has increased. First tier properties have seen the strongest recovery, with some demand for space spilling over to second tier centers. Third tier properties and unanchored strip centers face the most challenges in filling vacancies and stabilizing rents. While discount retailers remain strong and luxury retailers are strengthening, the middle market segment has been slower.

Retail Supply

Dorey Publishing and Information Services places the study area in the “Stockbridge/McDonough/Henry County” retail submarket. The vacancy rate in this submarket was estimated at 9.4 percent in 2010, up from 8.1 percent five years ago. Of the 28 metro submarkets tracked, Stockbridge has the sixth-lowest vacancy rates; of suburban submarkets, it is the second-lowest behind Stone Mountain, at 9.1 percent. Of the study area’s 1.25 million square feet of retail space, fieldwork conducted as part of this 10-year update estimates that 65,000 square feet, or 5.2 percent, is vacant.

In terms of rental rates, Stockbridge falls in the middle when compared with the 20 suburban retail markets. At \$14.15 per square foot, Stockbridge’s average is above that of eight submarkets, below that of another eight and on par with (within a dollar of) the remaining three. Lease rates in Stockbridge have increased since 2005, when they averaged about \$11 per square foot.

Overall, discount retailers, including second-hand stores, make up a large share of study area commercial space. In terms of restaurants, the majority are chains - primarily fast food and casual dining. Shopping plazas and free-standing stores are typical. Vacancies tend to be concentrated in a few centers, with others being fully-occupied or having only one or two storefronts available. An exception to this development style is the downtown, which includes several historic “Main Street” buildings. While many of the existing buildings are deteriorating, the downtown could offer an



There is an estimated 65,000 sf of vacant space in the study area



Most existing retail is found in strip malls



Walkable retail could strengthen the existing downtown area

Table 2.7: Summary of Potential Supportable Retail Space: Stockbridge LCI Study Area, 2010-2021

Merchandise/Service Category	Existing Unmet Demand		New Supportable Retail Space in Study Area				Total New Supportable Space in Study Area
	2010		2016		2021		
	Capture	Sf	Capture	Sf	Capture	Sf	
Local Retail Market Area							
Convenience Goods							
Grocery	-	-	40%	9,811	45%	12,056	21,867
Health & Personal Care	50%	2,826	42%	1,850	48%	2,273	6,949
Subtotal	50%	2,826	40%	11,661	45%	14,329	28,816
Personal Services			40%	4,897	45%	6,018	10,915
Greater Retail Market Area							
Shoppers' Goods							
Apparel	15%	2,827	14%	9,624	18%	12,915	25,366
Home Furnishings	15%	19,206	12%	8,423	15%	11,303	38,932
Home Improvement			13%	9,578	16%	12,854	22,431
Misc. Specialty Retail			10%	7,760	12%	10,414	18,174
Subtotal	15%	22,033	12%	35,384	15%	47,486	104,903
Restaurants	10%	12,949	15%	19,079	18%	24,580	56,609
Entertainment	NA	NA	15%	7,004	18%	9,024	16,029
Total	13%	37,808	15%	78,026	19%	101,438	217,272

Note: Because demand for Convenience Goods and Personal Service businesses is derived primarily from nearby residents, captures are based predominately on Local Retail Market Area demand.

Source: ESRI; Urban Land Institute; Marketek, Inc.

alternative to the auto-oriented nature of most retail and restaurant development in the area.

Retail Demand

“Existing demand” is demand for retail goods by current market area households that is now being met outside of the market area. Existing demand is found by comparing retail supply (i.e., actual retail sales) with retail demand (i.e., the expected amount spent by market area residents based on consumer expenditure patterns). When demand outweighs supply, a leakage occurs, indicating that consumers are spending outside of the market area. While consumers will always do a certain amount of shopping away from home, this comparison provides an indication of the availability of goods in the local market.

The second source of resident demand is “future demand,” or demand based on projected household growth and spending patterns in the market areas over the next ten years. Potential retail sales are found by applying expenditure potential by type of merchandise to market area population figures and are divided among five merchandise categories: shoppers' goods, convenience goods, restaurants, entertainment and personal services. Based on standards sales per square foot of store space, potential sales are converted to supportable space.

The share of this demand that the Stockbridge study area can ultimately capture depends on its success at implementing a comprehensive development program with a wide variety of retail, entertainment,

Table 2.8: Potential Annual Demand for Office Space: Henry County, 2011-2021

Employment Category	Average Annual Employee Change (1)	Office Space User Ratio (2)	Office Space Users (2)	Sq. Ft. per Employee (2)	Average Annual Demand (sf)
Construction	118	10%	11.8	245	2,889
Manufacturing	2	10%	0.2	245	49
TCU	95	20%	19	245	4,655
Wholesale Trade	36	10%	3.6	245	882
Retail Trade	145	5%	7.3	245	1,776
FIRE	320	80%	256	245	62,720
Services	861	40%	344.4	245	84,378
Government	169	25%	42.3	245	10,351
TOTAL	1,746			245	167,700

(1) 2010-2020 annual net change in employment from ARC Employment Forecasts (prepared February 2011).

(2) Based on standards developed by the Urban Land Institute.

Sources: Marketek, Inc.; ARC; Urban Land Institute

housing and office uses and on its ability to establish a robust business recruitment system. In other words, a passive or segmented approach would result in Stockbridge achieving only a fraction of its estimated potential.

Based on the assumption that a comprehensive business development program is underway, Marketek estimates that over the next ten years, the study area has the potential to capture 17 percent of new market area demand (or 180,000 sf of commercial space) and 13 percent of existing market area demand (38,000 sf). Combined, these form potential for 217,000 sf of new or rehabbed retail space in the study area over ten years. Estimates of potential new retail space in the area should be considered conservative based on the fact that expenditures of three key markets - employees, visitors and students - fall outside of the model.

Office Market Analysis

Accurately forecasting demand for leasable office space is difficult at best. It is especially so in a market like Stockbridge, where small-scale product and small tenants predominate. The proceeding methodology uses forward-looking demand projections, based on estimates of employment growth, to forecast potential demand for office over the next ten years. However, given the current slow pace of economic recovery, employment gains in the short term are likely to be low compared with long-term growth rate projections.

Based on the ARC's recent job growth forecasts for Henry County, potential future demand for office space in Henry is estimated at 167,000 sf per year through 2021, as shown in Table 2.8. While some demand will also be generated by turnover of existing office space, this is likely to be negligible considering the high vacancy in the market at present.

Assuming that a comprehensive development program is underway, including development of attractive commercial space in a mixed-use, downtown atmosphere, Marketek estimates that the study area could initially attract 5 percent of Henry County demand for new or rehabilitated office space and increase progressively to 9 percent over the next ten years. These capture rates translate to the potential for 117,390 sf of new or rehabbed office space in the study area through 2021. However, given the vagaries of economics and real estate and the unknown pace of economic recovery, actual demand can fluctuate significantly on a year-to-year basis. The subsequent phase of this research will identify more specific types of office space users likely to locate in the study area.

Land Values

Land values also significantly impact redevelopment prospects in a community. To identify these impacts in Stockbridge a study was conducted that factored land costs into multifamily rental, for-sale housing, and mixed use redevelopment.

By establishing a set of assumptions and extrapolating a range of variables, an acceptable range of land values under which a particular development type may be feasible was determined for the study area. Key findings include that:

- **Multifamily housing** without structured parking (30 units/acre or less) could be feasible where land values at or below \$175,000 per acre, but only where density achievable in the High-Rise District Overlay is provided. In other areas, where a maximum density of 16 units/acre is assumed, the maximum land price falls to just under \$100,000 per acre.
- **Multifamily housing with structured parking** (generally 30 units/acre or more) is not feasible anywhere in the study area.
- **Conventional single-family housing** at up to 3.6 units per acre could be built within areas of land value up to \$150,000 to \$175,000 per acre.
- **Small lot single-family housing** at could only be build on areas with land prices of no more than \$225,000 per acre, due to a lower sale price per unit.
- **Townhouses** at 15 units per acre could occur on land as high as \$280,000 per acre.
- **Commercial uses**, such as found along North Henry Boulevard, can occur on land up to \$700,000 per acre, depending on the specific franchise, and their potential sales.
- **Vertical Mixed-Use development** is not feasible in the study area today, with the exception of live/work units, where the ground floor of a townhouse is used by the owner for a business.

Regarding the fact that vertical mixed-use development is not feasible today, conventional wisdom would have it that the uses combined in a mixed-use development add value to both (or each) use through synergy and efficiency. While this may happen where pedestrian-oriented demand is robust and exceeds supply of available opportunities or where densities are exceedingly high - as in a high-rise environment - in the earlier stages of redevelopment, the additional costs to design and build mixed-use projects tend to work against their economics, leaving a lower, rather than higher land value. Furthermore, the financial community tends to penalize mixed-use underwriting because of the added costs and risks. As such, vertical mixed-use development is unlikely to lead redevelopment in an area with relatively high land costs, but little ambiance. Horizontal mixed-uses, however, remains viable.



Pedestrian-friendly multifamily units such as these are feasible in the study area today



Townhouses are also feasible given land costs in most places



Vertical mixed-use development in the study area will remain challenging to finance for several years

2.5 Urban Design & Historic Resources

Urban Design

Urban design is a comprehensive review of the collective patterns that define a community and the design opportunities that they represent. It looks at the physical impacts of a variety of factors that shape our communities, and then evaluates their ability to create a whole that is greater than the sum of its parts. A key component of urban design is the experience that a place provides. This experience is defined by an interaction of building, street, trees, sidewalks, topography, and other physical features that work together to define “place” and establish physical character.

A key component of place is the public realm and its spatial form. Spatial form refers to the way in which the placement and massing of buildings work together to form a space greater than the individual buildings. Different spatial forms have different impacts on psychology and the ability of places to support activities. For example, most people like to feel protected while walking. This is best achieved by making them feel enclosed.

From a psychological point of view, a street with a height-to-width ratio of between 1:1 and 1:3 provides the necessary enclosure, irrespective of how tall the buildings are. Therefore, if there is a desire to create an environment where walking is encouraged, these ratios should be respected. The existence or lack of enclosure also has a direct impact on driver behavior; all else being equal, buildings close to the street psychologically narrow it and result in slight decreases in vehicular speeds. It also contributes to a sense-of-place.

Existing Conditions

Due to the study area’s large size, a variety of design experiences exist across it. Within the study area these fall into four general types: the traditional downtown, residential neighborhoods, the North Henry Boulevard “strip,” and undeveloped areas.

The traditional downtown includes the historic core along North Berry Street, the newer Town Center Project by City Hall, and nearby streets. This area represents the physical and psychological heart of Stockbridge, albeit a fragmented one. Here, design features vary from block to block, with pre World War II buildings typically contributing more positively to the area’s identity than newer ones. This is largely because the historic buildings front the street with doors, windows, shopfronts, porches, and quality architectural design, while newer buildings tend to be set back further. There are, of course, some exceptions to this, including City Hall and the Ted Strickland Community Center.



Good urban design can be found in downtown Decatur

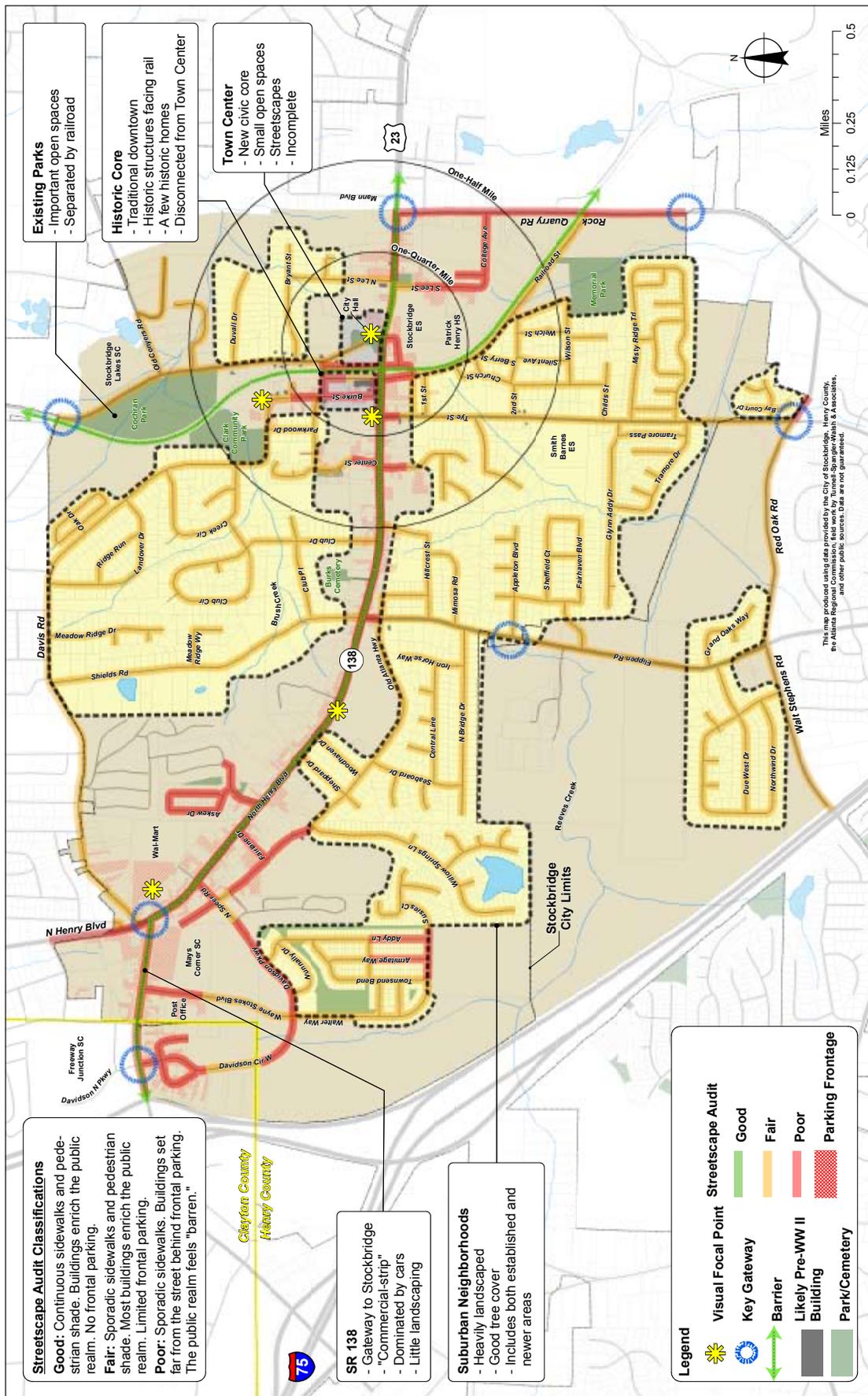


Buildings on the most walkable streets line up and touch one another



Bull Street in Savannah has a 1:1 height to width ratio

**Figure 2.11:
Urban Design
Analysis**



Stockbridge's neighborhoods are its second major character area. Generally speaking, the community's residential streets have a positive design experience, especially those with mature landscaping. Design features in these areas include buildings set back from the street behind landscaped yards or small frontal parking pads, and buildings that face the street with doors and porches. There are, however, exceptions to this, particularly in some newer neighborhoods, where prominent front garages and parking areas contribute to a less visually pleasing streetscape. In parts of the Northbridge Crossing neighborhood, the need to accommodate parking on small lots was mitigated through the use of rear alleys.

The third element of Stockbridge's community design is the North Henry Boulevard (SR 138/42) "commercial strip." Although once a rural "farm to market" road, today virtually all of the corridor is marked by the same post World War II development patterns found across the region. Elements of this include buildings with a low level of architectural detail set far from the street, frontal parking, visual clutter, little landscaping, and a lack of spatial enclosure. The result is that this prominent corridor resembles "Anywhere, USA."

The final design feature of Stockbridge is its undeveloped or rural areas. These areas recall Stockbridge's past and provide a strong identify that many parts of the Atlanta region lack.

Despite the fact that much of the study area has been developed in a way that does not contribute to a positive or sense-of-place, it is important to note that urban design is not static. As portions of the area invariably redevelop, particularly the North Henry Boulevard (SR 138/42) corridor and the traditional downtown area, an opportunity exists to improve the quality of the built environment. This was a key component of the 2001 LCI plan and something that could benefit the community today, although changing economic conditions mean that this will likely be a more incremental process than originally envisioned.

Strengths

- The remnants of the traditional downtown, as well as the newer Town Center Project, are a starting point for creating a downtown area with a strong sense-of-place.
- Pre World War II buildings relate to the street appropriately with storefronts or porches, and shallow setbacks.

Weaknesses

- There is a lack of street-oriented buildings in most places.
- Auto-oriented development creates the impression of "Anywhere, USA" on North Henry Boulevard.
- Visual clutter is prevalent on North Henry Boulevard, especially where former houses that have converted to businesses.
- There is a lack of public art in the study area.
- Major barriers separate different parts of the study area.

Opportunities

- The completion of the Town Center Project could create a high-quality "place" that becomes a focal point for Stockbridge's citizens and strengthens the community's identify.
- Large redevelopment sites could become master planned projects with a strong sense of place and good urban design.
- Zoning changes could improve the quality of development.
- Landscaping could improve aesthetics, especially along North Henry Boulevard.
- The study area's large size could allow several different character areas to be developed.
- Building height could vary by location to reduce the visual impacts of taller buildings.
- Public art could be incorporated into new developments or public spaces.



Figure 2.12:
Figure Ground

A figure ground shows the arrangement of buildings and the spaces they define. It is a tool for understanding the development patterns of a community.

- Several major gateways could welcome people to the area.
- Streetscape projects could improve aesthetics.

Threats

- Development could continue in a disjointed manner.
- Lack of upkeep, especially at aging commercial properties, could worsen aesthetics in the community.

Historic Resources

Preserving a community’s heritage is becoming increasingly important in today’s world of homogenous cities and towns. Many places have found that the best way to promote future growth is by preserving the past. This is particularly true where historic buildings are of a quality that is financially prohibitive today. People are increasingly drawn to communities with a sense of character and history. In addition, “place-oriented” retail has become one of real estate’s hottest commodities, with many new “Main Streets” emerging across the nation. Given this demand, authentic historic areas can be positioned to capture this growing market.

While only a few historic structures from before World War II exist within the study area, these structures represent a key piece of Stockbridge’s history and provide a sense of history that cannot be replicated in new development. In addition, the study area includes other features such as mature trees, cemeteries, and farmland that should be investigated as candidates for preservation. Incorporating such features into developments can provide the sense of “authenticity” that many long for.

Strengths

- Stockbridge is a small town with a rich history, including being the birthplace of Martin Luther King, Sr.
- Several historic houses and businesses recall earlier times.
- Many historic or “legacy” trees exist throughout the study area.
- Area cemeteries preserve local family history.

Weaknesses

- Many potentially historic buildings have been modified or are in a state of disrepair.
- Little remains of Stockbridge’s historic core.

Opportunities

- Architecture could build upon local or regional precedents, rather than simple corporate prototypes.
- Historic features could be incorporated into new developments.

Threats

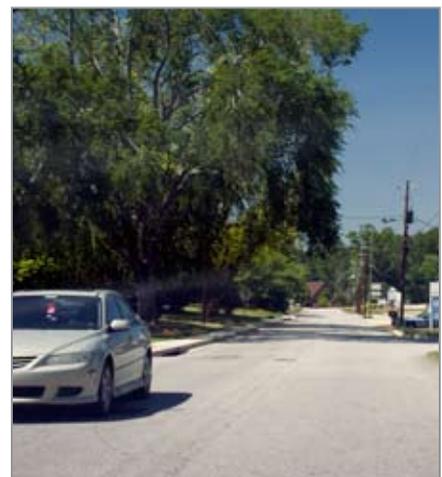
- The loss of the study area’s few historic buildings could further degrade its history.



North Henry Boulevard includes key gateway areas



Historic buildings on North Berry Street sit close to the sidewalk



Historic trees on Burke Street remain from when it was lined with homes

2.6 Public Facilities & Spaces

Today many services are provided by local, state, and federal governments, or private companies. These include basic facilities for public health, safety, and welfare, as well as additional services that make a community an inviting place to live or do business. An example of the latter includes open space, which is becoming an important development strategy in some places.

Public Facilities

Within the study area a variety of public facilities exist, including

- Stockbridge City Hall
- Stockbridge Municipal Court
- Stockbridge Police Department
- The Ted Strickland Community Center, a space for special events held by residents and community groups
- The Merle Manders Conference Center, a multi-use space hosting conference, weddings, banquets, and meetings
- Fire Station #9, which is about to be housed in a new building
- Cochran Public Library, a division of the Henry County Library System
- Smith-Barnes Elementary School (Henry County Schools)
- Patrick Henry Alternative School (Henry County Schools)

The area also contains several private facilities that serve the public, including religious institutions, some of which include schools. The closest hospital, Henry Medical Center, is located just to the south of the study area.

Strengths

- Many public and private facilities exist in the study area.

Weaknesses

- Many are concerned about public safety in certain areas.
- Many view the lack of swimming and/or recreational facilities (such as a YMCA) as a negative, especially for those with limited transportation options
- There are no facilities for Stockbridge's seniors or youth

Opportunities

- The existing JP Moseley Recreation Center on Miller's Mill Road could serve the area better, perhaps if a shuttle was provided.
- New facilities could be created either publicly or as part of privately-developed master planned projects.

Threats

- Growth without facility expansion and improvements could strain existing resources and reduce quality.



City Hall occupies a prominent location at North Henry Boulevard and East Atlanta Road



The Cochran Public Library is located on Burke Street



A new home for the Henry County Fire Station #9 is almost complete on Rock Quarry Road

Public Spaces

Reliance on technology and fast-paced lifestyles leads people to increasingly value places that allow them to connect with others. In fact, one of today's hottest real estate trends is the community where people can partake in a wide variety of public spaces on a daily basis. Many people no longer want to drive to walk down a pleasant, tree-lined sidewalk, play in a park with their children, or relax on a warm summer evening. They want their communities to provide all of these opportunities and more.

There are five major categories of public spaces, each with their own distinct definition and applicability:

Streets and sidewalks are the most used public spaces in towns and cities. In addition to serving as a transportation conduit, streets and sidewalks can be designed to encourage social interaction and community building. Streets can be parade routes or the location of special festivals, while sidewalks can provide room for cafe dining, street furniture, and street trees.

Plazas are hardscaped gathering places in a town or city center and surrounded by commercial, mixed-use, or civic buildings. They often include fountains, benches, or similar elements. Their entire surface is accessible to the public and consists of stone, concrete, or pavement interspersed with trees and limited plant materials.

Parks are landscaped recreation and gathering places that can be located in any area of a town or city. They may be surrounded by residential or commercial buildings, and are often the focal points of neighborhoods. Parks often include picnic facilities, drinking fountains, benches, and playgrounds. Larger parks may include ponds, sports fields, and courts. Well designed parks are defined at the edges by streets, lawns, shrubs, and other plant materials.

Greenways are parks that can serve as corridors for transportation, wildlife migration, or habitat protection that occur in a linear manner - usually along creeks or rivers. Greenways can also connect plazas, parks, and conservation lands. Because of this, they can be located in virtually any setting and with any size.

Conservation Lands protect and enhance areas of environmental and historic significance. They are usually located at the edge of a town or city. Because their primary purpose is the protection of open space, they can include camping sites and trails.

Existing Conditions

Public space conditions in the study area vary widely. In older parts of the city surrounding the traditional downtown several parks exist, including Cochran Park, Memorial Park, Clark Community Park, Gardner Park, and a small square and fountain developed as part



A mother and her son experience a well designed public street at Atlanta's Atlantic Station



The Mall of Georgia in Buford incorporates a plaza with a fountain



A park is the center of Harbor Town, near Memphis (Courtesy of Alex S. MacLean)

of the Town Center Project. In addition, the City of Stockbridge owns conservation lands along Reeves Creek. There are also a variety of other privately-owned public spaces, including Burks Cemetery and the green spaces found in several of the study area's newer subdivisions, including Northbridge Crossing.

Despite these existing assets, the study area's public spaces are still lacking in many respects. Most major streets and sidewalks are impoverished public spaces that only serve drivers. Minor streets are only slightly better, in large part because they retain vestiges of the area's past, including mature trees that provide shade and greenery. In addition, the city lacks a square or focal point of sufficient size to host larger public events, especially those involving live music.

With growth, an opportunity exists to enrich the public realm. New developments could incorporate pedestrian friendly streets and plazas, while existing stream corridors could become greenways. Buildings could be placed in a way that enriches these spaces, rather than turning their backs on them. Without such facilities, however, growth will only continue to degrade the area's public realm.

Strengths

- The study area includes several existing public spaces.
- Some secondary streets, such as Old Atlanta Highway, are lined with trees on adjacent properties

Weaknesses

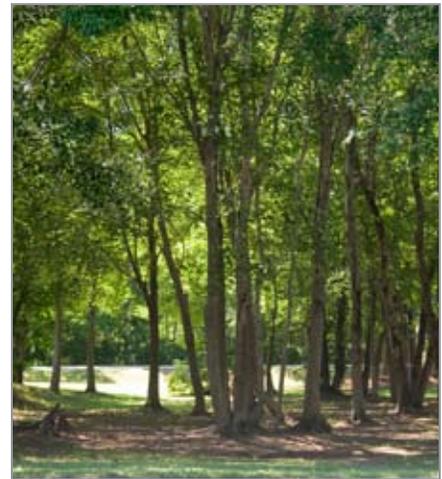
- There is no traditional town square or other central public space that can serve large community events.
- Most streets and sidewalks fail to serve as meaningful public spaces.
- Litter and weeds in streets and sidewalks make much of the public realm appear neglected.

Opportunities

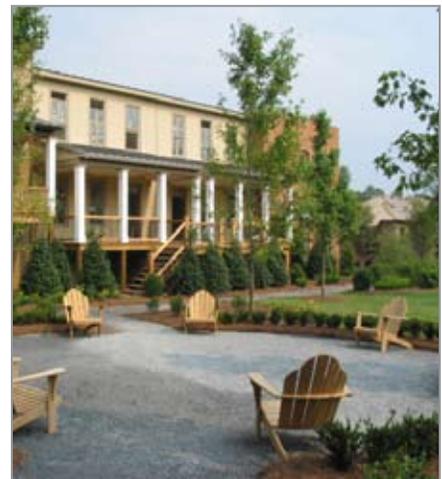
- New developments could provide public spaces, including plazas that could be a focal point or "town center."
- Stream corridors and flood zones could become greenways.
- Street trees could enhance the public realm.

Threats

- Development could occur without appropriate or well-placed public spaces.
- Poorly designed public spaces might lack appeal and fail to capitalize on the need for a community focal point.
- Liability and limited funds, which could limit the ability to provide publicly-owned open spaces.
- Poorly located open spaces could result when open spaces are relegated to the areas with least development potential.
- Maintenance of public spaces could be a long-term challenge.



Cochran Park and nearby Clark Community and Gardner Parks are key assets to the study area



Small pocket parks could be scattered throughout developments and fronted with buildings



This development, Glenwood Park, in Atlanta incorporates a central park

2.7 Lifelong Communities

Lifelong communities are places where people of all abilities can live throughout their lifetime. Components that make a community a place where individuals can age in place successfully include a range of housing and transportation options (including a connected and walkable environment), opportunities that encourage healthy lifestyles, and access to supportive services and information.

Existing Conditions

Stockbridge is a place where people of all ages and abilities live, but it lacks many amenities and characteristics that are important for an aging population or those with physical disabilities. Table 2.9 shows the study area's performance in a variety of Lifelong Communities measures established by the ARC. These are grouped for consideration during the planning process.

Many principles of Lifelong Communities involve the ability of the transportation system to support mobility and accessibility, especially for non-drivers. As identified in Section 2.3 Transportation, many parts of the study area today are difficult and inconvenient to walk in, both due to a lack of safe facilities, but also development patterns favoring drivers.

A second set of principles involves providing a range of accessible dwellings. Unfortunately, the study area performs poorly in this category, as well, in that it fails to provide housing for those of a variety of ages, incomes, and lifestyles. This limits its appeal and means that there are few options for residents of nearby single-family neighborhoods to down-size to other housing types as they age, unless they choose to move out of the area.

Social interaction between people of all ages and abilities is also key to Lifelong Communities. In Stockbridge this occurs primarily in semi-public settings such as restaurants or religious facilities. A few encounters also occur in parking lots, public buildings, or parks.

The study area does provide some support for healthy living, including parks and many places selling healthy foods. Unfortunately the community is largely laid out in a way that discourages informal physical activity that is part of daily life.

The final element of Lifelong Communities is access to services. In this category parts of the study area come close to achieving Lifelong Communities principles. Those living near North Henry Boulevard (SR 138/42) have access to a range of daily goods and services. During field work conducted as part of this study, several people were seen walking from nearby apartments and neighborhoods to said businesses, especially along Tye and Railroad Streets.



Lifelong Communities serve people of different ages in a walkable setting (Courtesy NHTSA)



The area provides a range of healthy food options, but not in a walkable setting



There are many houses of worship in and near the study area

Table 2.9: Lifelong Communities Assessment of the Study Area

Lifelong Communities Principle		Status
Mobility and Accessibility	Streets that are welcoming and unthreatening	<input checked="" type="checkbox"/>
	Traffic calming strategies that make the environment feel safe	<input type="checkbox"/>
	Plantings and fencing positioned to reduce traffic noise	<input type="checkbox"/>
	Engaging frontages that include diverse urban and building form	<input checked="" type="checkbox"/>
	Walkable/fall-safe sidewalks	<input checked="" type="checkbox"/>
	Manage sidewalks during any construction and repair to avoid access barriers	<input checked="" type="checkbox"/>
	Manage sidewalks to avoid cluttering of pedestrian environment	<input checked="" type="checkbox"/>
	Grade level changes that are clearly marked and well-lit	<input checked="" type="checkbox"/>
	Handrails installed where appropriate	<input type="checkbox"/>
	Curb cuts at all intersections	<input checked="" type="checkbox"/>
	Pedestrian friendly sidewalk paving	<input checked="" type="checkbox"/>
	Trees for shade	<input checked="" type="checkbox"/>
	Sensory cues at decision points, such as junctions or grade changes	<input checked="" type="checkbox"/>
	Adequate pedestrian lighting	<input checked="" type="checkbox"/>
	Crossable streets	<input checked="" type="checkbox"/>
	Accommodation for specialized vehicles (power chairs, golf carts, etc.)	<input type="checkbox"/>
	Sitting arrangements to provide respite and facilitate conversation	<input type="checkbox"/>
	Sturdy seating with arm and back rests, made of appropriate materials	<input checked="" type="checkbox"/>
	Covered bus stops with seating	<input type="checkbox"/>
	Areas of sun and shade considered in the design of the street	<input checked="" type="checkbox"/>
	Gates/doors requiring less than 5 lbs of pressure to open & having lever handles	<input type="checkbox"/>
	Consideration given to required vegetative buffers and pedestrian access	<input type="checkbox"/>
	Consideration given to parking requirements and pedestrian access	<input type="checkbox"/>
Centralized transit waiting areas	<input type="checkbox"/>	
Transit stops that provide protection from rain, wind and sun	<input type="checkbox"/>	
Smart transit technology that alerts riders to bus/shuttle's arrival time	<input type="checkbox"/>	
Smart transit technology alerts bus drivers to riders waiting out of sight	<input type="checkbox"/>	
Stops for shuttles, jitneys, buses and light rail	<input type="checkbox"/>	
Dwelling	Diversity of housing (varying sizes, products)	<input checked="" type="checkbox"/>
	Accessibility of housing products	<input checked="" type="checkbox"/>
	Workforce housing	<input checked="" type="checkbox"/>
	Range of supportive housing types	<input checked="" type="checkbox"/>
	Range of specialized housing types (cohousing, models that address disabilities)	<input type="checkbox"/>
	Accessible spaces as appropriate based on community accessibility standards	<input checked="" type="checkbox"/>
Social Interaction	Front yard gardens, porches and stoops	<input checked="" type="checkbox"/>
	Reinforcement of found gathering places	<input type="checkbox"/>
	Community rooms (large enough for exercise classes, meetings, movies)	<input checked="" type="checkbox"/>
	Opportunities for meaningful volunteer activities (e.g. after-school tutoring)	<input checked="" type="checkbox"/>
	Active and passive open space such as dog parks, playgrounds, etc.	<input checked="" type="checkbox"/>
	Third-places such as parks, shops, community centers, etc.	<input checked="" type="checkbox"/>
Healthy Living	Daily needs within safe and inviting walking distance	<input checked="" type="checkbox"/>
	Fall-safe environment	<input type="checkbox"/>
	Shorter block sizes	<input type="checkbox"/>
	Walkable destinations	<input checked="" type="checkbox"/>
	Designated walking loop	<input checked="" type="checkbox"/>
	Exercise and recreation venues (e.g. bocce, dancing, tennis, yoga, tai chi)	<input checked="" type="checkbox"/>
	Swimming pool	<input type="checkbox"/>
	Community equipped with access to health services and education	<input checked="" type="checkbox"/>
	Community concierge (and case management)	<input type="checkbox"/>
	Neighborhood access to healthy foods	<input checked="" type="checkbox"/>
Access to Services	Community bulletin boards	<input type="checkbox"/>
	Wayfinding signage	<input checked="" type="checkbox"/>
	Local access to ordinary daily needs that are location appropriate	<input checked="" type="checkbox"/>

Yes, this principle is met
 No, this principle is not met
 This principle is partially met

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CITY OF STOCKBRIDGE

LIVABLE CENTERS INITIATIVE 10-YEAR UPDATE

Part 3: Public Process

July 9, 2012



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3.1 Public Process

The Stockbridge LCI Study 10-Year Update utilized a number of public outreach tools and techniques to solicit community involvement from over 600 people between July of 2011 and March of 2012. These included interviews, core team meetings, public notices, press releases, an image preference survey, a community workshop, three public presentations, and a website.

Interviews and Surveys

Confidential interviews and surveys were used throughout the planning process to solicit candid feedback on Stockbridge and its future potential. These included:

- **Interviews** with assorted agencies and stakeholders at the beginning of the process
- An on-line **Community Survey** taken by 48 stakeholders at the beginning of the process
- An on-line **Image Preference Survey** taken by 23 stakeholders at the beginning of the process
- A focus meeting with the **Stockbridge Historical Society** on September 15, 2011, attended by 10 people
- A **Community Questionnaire** handed out at the Bridgefest in the Pines on October 1, 2011, and taken by 10 people
- An **Intercept Survey** on December 13, 2011, at the Food Depot in which 240 people were asked to share their opinions on the community's future and 72 did
- An **Intercept Survey** on December 13, 2011, at Walmart in which 300 people were asked to share their opinions on the community's future and 15 did
- A **Visioning Survey** for those unable to attend the community workshop that was taken by 3 people
- A **Draft Plan Survey** for those unable to attend the Draft Plan Open House that was taken by 3 people

Raw comments from these surveys can be found in the Appendix.

The Core Team

To guide the process and facilitate outreach, a Core Team of stakeholders was also established. The Core Team consisted of property owners and developers, elected officials, Stockbridge staff, Henry County staff, business owners, residents, and other leaders in the community. Nearly 30 people either expressed interest in the Core Team or were invited to participate.

Because of the use of surveys, interviews, and other methods of directly interacting with Stockbridge's stakeholders at all stages of the planning process, the Core Team only met twice during the 10-

Note:

This section provides an overview of public outreach. The Appendix provides more detailed information.



The public process engaged residents of all ages



Stakeholders sign-in at the Kickoff Meeting

year update. The following are brief summaries of these meetings:

- **Core Team Meeting #1** (September 20, 2011): At this meeting the consultant team introduced the process to the Core Team, defined the Core Team’s role, provided an update on inventory work, and answered process questions.
- **Core Team Meeting #2** (December 13, 2011): At this meeting the consultant team presented ideas emerging from the workshop and offered preliminary plan recommendations for review and comment.

Core Team members also attended the various public meetings and provided their input at them. In addition, they frequently contacted the consultant team through emails and phone calls to discuss specific issues and ideas.

Public Meetings

In addition to the Core Team meetings, four public meetings were held to ensure that interested parties were given an opportunity to be involved in shaping the community’s future. Summaries of these meetings are provided below. Further information is available in the Appendix.

Kickoff Meeting

On August 30, 2011, a public meeting was held at the Stockbridge City Hall to commence the public portion of the planning effort. The meeting began with an exercise that allowed participants to put red and green dots on a map to show where they thought negative and positive things were happening. Following this, attendees were introduced to the project team, the LCI program, the planning process, and current planning trends. As the meeting closed, participants were given an opportunity to visit different stations to share their thoughts on transportation, housing/marketing, land use, and other issues. They were asked to tell the project team what they liked most and least in the study area, as well as specific needs for change.

Community Workshop

Through a workshop held at the Ted Strickland Community Center on October 18, 2011, the consultant team shared the results of the Community Survey and Image Preference Survey with attendees. They then conducted breakout sessions to further define the community’s desires on several fronts: the traditional downtown area, North Henry Boulevard (SR 138/42), markets and economic development, study area-wide transportation, and community linkages.

Specifically, workshop attendees brainstormed various ideas for each topic, encouraged not to limit their thoughts at this point in the planning effort. At the conclusion of the sessions, a representative



The workshop allowed residents to have a hand in shaping Stockbridge



Town Center Project concept plans were explored at the workshop



Based on public comments, concept plans were revised and finalized

for each topic presented the highlights of the ideas discussed.

Draft Plan Open House

The draft master plan recommendations were made at an open house held on January 23, 2012, at the Merle Manders Conference Center. At the meeting, boards showing all plan recommendations were available for review and comment; this informal format allowed participants to focus on the areas of most interest to them. In addition, the public could share their most- and least-liked recommendations with the consultant team, and fill out a detailed worksheet with specific comments.

Final Plan Presentation

The final master plan recommendations were presented to the public on March 5, 2012, at the Stockbridge City Hall. At this meeting, comments on the plan were heard and later incorporated into the finished plan document.

Communication Tools

Recognizing the importance of communication to public involvement, the planning effort utilized a number of tools to keep stakeholders informed of upcoming meetings and project information.

One key tool was the project website, which provided access to the project maps, meeting presentations, meeting minutes, flyers, documents, and other information pertaining to the study. The website also included a listserv which was used to keep members updated on the planning process.

In addition to the website, various print media were distributed to inform residents and property owners of upcoming meetings. Flyers were posted at area businesses, government buildings, and other high traffic locations to let the community know about upcoming events. Core Team members also assisted in spreading the word through word-of-mouth and neighborhood associations.

Finally, Channel 14, Henry County's public access channel, was used to remind viewers of upcoming meetings at least two weeks before the schedule date. The advertisement also included a link to the project website.



An open house allowed stakeholders to review plans at their own pace



**We need your input for the
STOCKBRIDGE LIVABLE
CENTERS INITIATIVE STUDY
10-YEAR UPDATE**

Final Plan Presentation
Monday, March 5, 2012
6:00 - 8:00 pm
City Hall - Council Chambers
4640 North Henry Boulevard
Stockbridge, GA 30281

Please join us for a formal presentation of the final recommendations of the Stockbridge LCI 10-Year Update. These have been prepared based on comments received at January's Draft Plan Open House and through the project website.

At the meeting consultants will present:

- Revised Town Center concepts
- Land use recommendations
- Transportation recommendations
- Public facilities and space recommendations
- Environment recommendations
- Implementation strategies
- And much more!

Comments will also be taken so that the plan can be finalized for adoption.



This study is sponsored by the Atlanta Regional Commission and the City of Stockbridge.
To learn more about the LCI program and the study, please visit:

www.tunspan.com/stockbridge

Flyers were posted at many area businesses prior to public meetings

3.2 Image Preference Survey

A key visioning tool of the Stockbridge LCI Study 10-Year Update was the image preference survey (IPS). Using an online format accessed from the project website, the public was given the opportunity to score a variety of images for their level of appropriateness for the future of the study area. Categories included Commercial and Mixed-Use, Multifamily Residential, Small Lot Single-Family and Townhouses, Transportation, and Public and Open Spaces. Possible scores ranged from -5 (extremely inappropriate) to +5 (extremely appropriate). A score of 0 indicated no preference.

The IPS was available from September 21, 2011, to October 14, 2011, and was completed by 23 people. Demographic information collected during the survey indicated:

- 43% of respondents lived in the LCI study area
- 26% lived in the City of Stockbridge (excluding the study area)
- 22% lived in Henry County (excluding the study area)
- 9% lived outside of Henry County

Following the survey, the most and least appropriate images were identified by taking the average (mean) score for each image. In addition, agreement between respondents was determined by looking at the standard deviation of image scores.

Because survey participation was self-selected and limited to persons with Internet access, it was not a statistically valid representation of all Stockbridge's residents, and was but one of many tools used to solicit input into the planning process. This said, the highly visual nature of the survey played an important role in getting the public to think about future possibilities and spurring discussion at the Community Workshop

The following is a summary of key findings.

Commercial and Mixed-Use

A key element of the LCI program is the promotion of commercial and mixed-use development, both vertically and horizontally. However, in Stockbridge, survey responses suggest a desire to ensure that mixed-use development is also well-designed and walker-friendly. To this end, the highest scoring mixed-use images were of The Walk at Legacy in Cobb County, Edgewood Retail District and Lindbergh City Center in Atlanta, and Vickery in Forsyth County. These images showed one to three story traditionally styled brick and clapboard buildings containing shops, housing, and offices. More significantly, they included open space and landscaping that minimized the visual impact of the higher density development and provided spaces for people.



This image of a mixed-use project in Cobb County scored +3.23



Atlanta's Edgewood Retail District scored +2.95



This Chili's at Lindbergh City Center in Atlanta also scored +2.95

Images of modern designs and tall buildings scored poorly (although a minority rated them highly), as did photos of existing commercial areas in Stockbridge. Images of the latter include the commercial buildings on North Berry Street and the Mays Corner shopping center.

Overall, the survey confirmed that there is a role for high-quality, commercial and mixed-use development in the study area's future.

Multifamily Residential

Currently the study area contains a handful of large multifamily apartment complexes scattered throughout it, and no for-sale condominiums. Survey results suggest that respondents are lukewarm, at best, to increasing the amount of multifamily housing in the study area, particularly if in the form of large, monolithic apartment complexes found across much of suburban Atlanta.

Most images in this category scored poorly, particularly images of existing aging complexes and high-rise buildings. The images that scored the highest were of small, low-rise buildings that looked more like houses than "complexes." These frequently included small buildings containing only a few units, ample landscaping, discrete parking, sidewalks, and two or three stories.

While the image survey focused on building form, an optional comment section, as well as the Community Survey, suggested that stakeholders are interested in new multifamily housing that is incorporated into a mixed-use setting, well-designed, and primarily owner-occupied or targeted towards the elderly. Many feel that Stockbridge's existing large apartment complexes offer enough of that type of housing for the community.

Small Lot Single-Family and Townhouses

As Stockbridge's population ages and residents choose to downsize from their large lot single-family houses, townhouses and small lot single-family houses are expected to become an increasingly popular housing option, especially within a short walk of shops and services. While these options in the study area will be limited, due to a desire to protect existing neighborhoods, there will still be some opportunities for such uses in Stockbridge.

When small lot single-family houses and townhouses are built, survey results suggest that the conventional approach to cookie-cutter development that provide higher density living, but without the amenities that make it desirable (including parks, sidewalks, and a true "town" environment) are inappropriate for the future of the study area.

Both townhouse and single-family images that scored well were of traditional designs with quality design features and landscaped



This multifamily residential image scored +1.50



This image of a well landscaped brick building scored +1.19



These "patio homes" scored +2.40, the highest for the category

yards. These houses fronted on tree-lined sidewalks and alluded to a setting that was truly walkable. Parking was provided, but to the rear of buildings so as to not disrupt the pedestrian-oriented building front.

Survey results also suggest that small lot single-family houses and townhouses may be appropriate for Stockbridge's aging population. The two highest scoring images in this category were one story houses that are well suited to the elderly because they provide living space on one level and can readily be adapted for persons with limited mobility.

Transportation

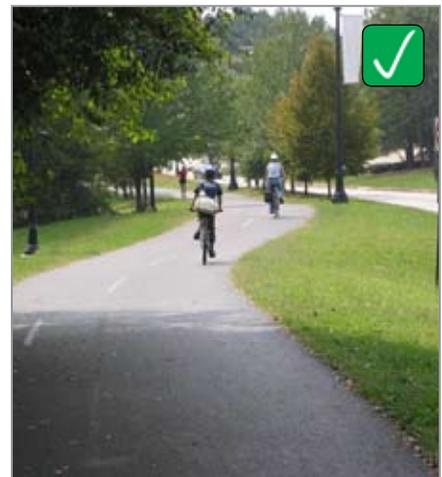
Transportation images showed many different facilities, including roadways, medians, bicycle lanes, multi-use paths, sidewalks, buses, and more. Except for one image showing North Henry Boulevard (SR 138/42) as it exists today, all images in this category received positive scores, suggesting that people want to expand the range of transportation offerings.

The top rated images in this category showed a strong desire for improving transportation options for bicyclists and pedestrians. The highest scoring image, shown at right, was a landscaped multi-use path that is very similar to the existing Reeves Creek Trail. Said trail represents an ideal method for linking existing neighborhoods to existing and proposed growth centers in Stockbridge.

The second highest score in this category was of a very different facility from the multi-use path. This image showed a wide, tree-lined sidewalks in a downtown environment. Here, the design of buildings and the public realm worked together to create a setting ideally suited for walking. This suggests that transportation facilities alone are not enough to truly promote walking



These one story houses on a tree-lined street scored +2.05



This path was the highest-scoring image in the survey, at +3.75



This image of SR 138 today scored -1.35



When a median and landscaping were added the score increased to +0.55

Public and Open Spaces

This category showed a series of open spaces ranging from parks and plazas, to farmers markets and community gardens. The study area currently has several parks, but no true community gathering spot, such as a town green or square. Survey responses suggest a desire to increase the amount of quality open space in the future. To this end, all images in this category scored well.

The highest scoring image in this category was of a playground; this was also the second-highest scoring image in the entire survey. This is consistent with interview comments and Community Survey findings that suggest a strong desire to make central Stockbridge a family-friendly community.

Other images that scored well included a tree-lined sidewalk, an urban town square, and a small farmers market. The lowest-scoring image was a community garden, which suggests that many respondents were only lukewarm to the idea or did not consider gardens to be a priority.

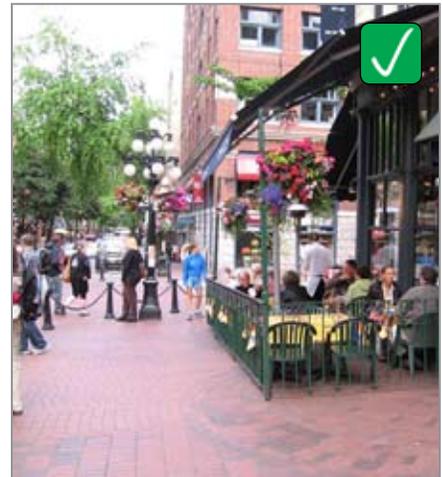
General Findings

The images selected as most appropriate represent places from around the nation; regardless of origin, all share certain design elements. Most notable is that all show a vibrant, human-scaled small town environment; survey participants rejected the images of sprawling suburban areas and high-rise canyons equally. Furthermore, all share a common respect for the pedestrian, landscaping, and well-designed buildings. Another key indication is that people think the study area should provide facilities that serve a range of people. This is reflected in terms of business types, housing types, open space types, transportation facilities, and architectural styles.

Results also suggest that the residents, businesses, and property owners in and around Stockbridge are yearning for a place that is different from what has been offered in recent decades, and one which, in many ways, recalls Stockbridge’s traditional role as a self-contained small town. As evidenced by the scores, many would like to see both a walkable downtown environment in Stockbridge’s historic core, but also improved aesthetics, landscaping, and quality of design in other areas, particularly the North Henry Boulevard (SR 138/42) corridor. The recommendations contained in the following section represent a blueprint for doing just that.



This image a playground was the second-highest scoring, at +3.35



This lively sidewalk environment scored well, at +3.25



This small square in Atlanta’s Glenwood Park scored +3.10

CITY OF STOCKBRIDGE

LIVABLE CENTERS INITIATIVE 10-YEAR UPDATE

Part 4: Recommendations

July 9, 2012



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4.1 Overview of Recommendations

This part of the document includes recommendations for the Stockbridge LCI Study 10-Year Update study area that proactively shape its future character; it also provides short- and long-range actions to address the weaknesses and threats identified in Part 2: Inventory & Analysis. There are two types of recommendations: Policies and Projects. Projects are followed by a reference number corresponding to the Section 5.1: Action Plan.

Recommendations are a synthesis of the desires of area residents, businesses, property owners, the project Core Team, and others, coupled with sound planning principles. They offer a visionary yet achievable blueprint for sustainable growth that will benefit Stockbridge and its residents for decades to come.

Future Vision

This 10-year update is a refinement of the vision for Stockbridge that emerged from the initial LCI study. Since 2001, many factors affecting the city's future have changed significantly, not the least of which are aging local and regional populations; an economic slowdown; tightening real estate lending practices; and a decrease in state and federal funds available for community improvements. These and other factors have created a need for a plan that serves changing demographics, maximizes the return on public investments, reduces barriers to private investment, and has a resiliency that allows it to adjust to change - all while keeping with a community desire for growth that improves Stockbridge's quality-of-life and benefits current and future residents.

The recommendations that follow have been developed to realize a vision that emerged from an open and inclusive planning process. Central to this is a belief that poorly planned development practices must be shunned in favor of a thoughtful and integrated approach to land use, transportation, economic development, design, and public facilities - one that builds on Stockbridge's strengths to create a place of lasting economic, social, and environmental value.

As the area develops, it is envisioned as becoming both a revitalized heart for Stockbridge and a key activity center for northern Henry County. It is designed to be:

- **Compact:** Offering different uses close to one another, preferably within a ten minute walk.
- **Connected:** Providing pedestrian, vehicular, bicycle, and transit facilities that allow easy access between uses.
- **Complex:** Striving for diversity in the mix of uses, economic resilience, the range of housing, and the design of buildings and public spaces. Failure to do this creates monotony, and places that are monotonous are not of lasting value.

Policies & Projects

There are two types of plan recommendations:

Policies are guidelines that provide direction for the implementation of the plan's vision. They often support specific implementation projects and should be the basis for actions by the City of Stockbridge. Policies should also guide the private sector, especially to the extent that they define plan aspirations.

Projects are specific tasks, such as transportation improvements or new parks, with a defined cost and time frame. They are often undertaken by a local agency such as the City of Stockbridge, Henry County, GDOT, or GRТА.



In general, this means providing a mix of employment, housing, retail, civic, and open spaces connected by a balanced system of streets, transit, sidewalks, and bicycle facilities. It also means arranging them in a way that creates “a place” where people want to live, work, and play, both today and in the coming decades. Most importantly, it means doing so in a way that benefits existing residents and businesses.

Specifically, the land use vision calls for directing growth into walkable centers that can serve as focal points for nearby areas. Due to its large size, it is not feasible to expect the study area to have a single identity. However, by establishing different centers based on access, environmental factors, and location, it is possible to create a framework that can accommodate the range of development patterns desired by stakeholders.

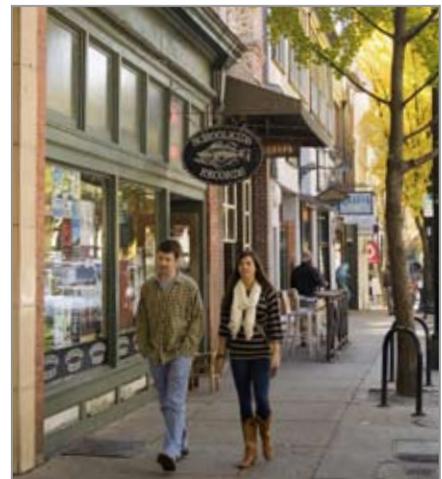
Envisioned growth centers areas include:

- The **Downtown**, which includes Stockbridge’s Town Center Project and the historic core along North Berry Street. This area features a mix of restored historic and new buildings, streetscapes, housing options, and expanded public spaces.
- The **Regional Activity Center** near I-75, which is a high-density area featuring employment, hotels, retail, housing, and public spaces serving as a buffer to Northbridge Crossing.
- **Davis Road Neighborhood Center**, which lies north of Walmart and is envisioned as a neighborhood center that could develop long-term to serve surrounding residents.
- **Old Atlanta Road Neighborhood Center**, which could one day become a pedestrian-friendly mixed-use center within a short walk or bike ride of several nearby neighborhoods.
- **Flippen Road Neighborhood Center**, which currently only offers gas and convenience retail, but could gradually provide more neighborhood services.
- **Stockbridge Lakes Neighborhood Center**, which surrounds the existing Stockbridge Lakes shopping center.

Between these centers, preserved neighborhoods and greenspace corridors are envisioned, as well as the continuation of existing commercial uses along major corridors. A range of transportation facilities should serve and connect these areas, including sidewalks, shuttles, paths, and streets, to benefit the immediate community and improve access to greater north Henry County. In all areas, the design of buildings, streets, and public spaces should create a memorable place where people want to be. Buildings should use lasting materials and strive for design excellence, while art and landscaping are envisioned throughout.



Highly walkable growth centers often focus on a public space

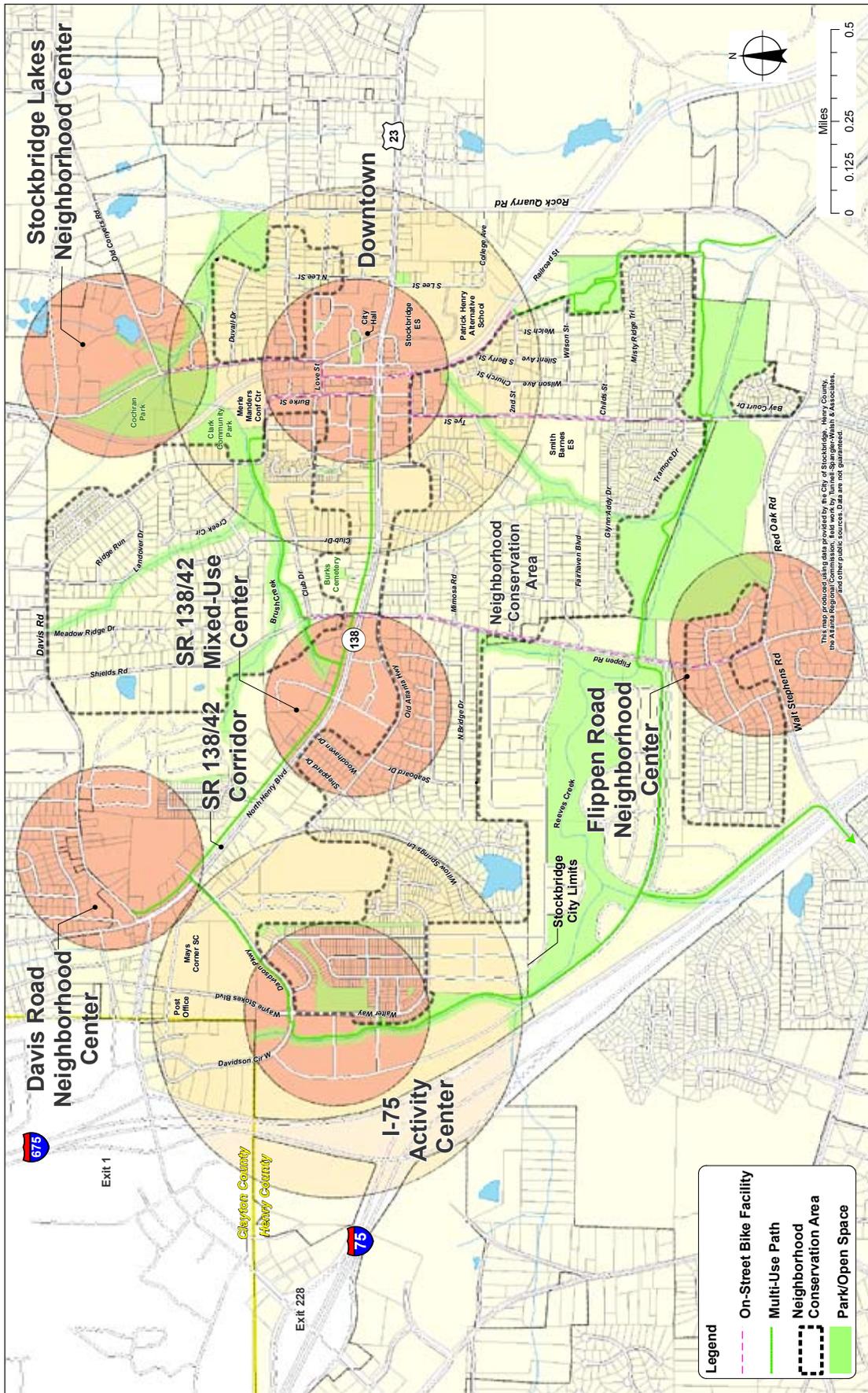


Neighborhood centers often include pedestrian-friendly businesses



A series of streets, sidewalks, and paths will connect growth centers

**Figure 4.1:
Growth Centers**



4.2 Land Use Recommendations

The large amount of marginal lands in the study area represents an opportunity to proactively plan for change. As market forces increasingly favor walkable, compact communities, the area should grow in a way that increases the mix of uses, particularly those creating high-paying jobs, serving the aging population, or enhancing available goods and services. This must occur in a way that minimizes negative environmental impacts and improves the area's quality-of-life.

Land Use Policies

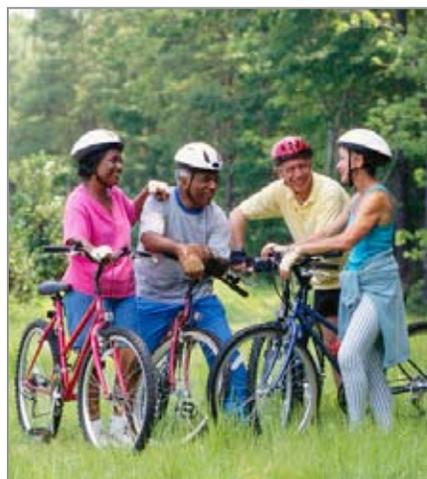
Use the Framework Plan as a guide for long term redevelopment, while recognizing that interim growth may be less intense than reflected in the plan.

The Framework Plan in Figure 4.2 reflects aspirations for how the area should grow over the next 25 years in a way that protects existing neighborhoods, supports appropriate development, and positions Stockbridge to be a model for sustainable development. Central to this is a land use vision that provides opportunities for everything from townhouses to high rise offices and condominiums. The plan's goal is that people of all incomes and ages will be able to live, work, and play in the community, with all the necessary supporting services such as schools, parks, and places of worship within a short walk or bicycle ride.

Before this aspiration can be achieved, some sites, especially aging shopping centers, will probably be renovated or converted into other uses, such as offices or religious facilities, in advance of their long-term redevelopment. Such should not be viewed as a plan failure, but rather one step in the incremental growth of the area.



Higher-density, mixed land uses must be well designed to have a positive impact in Stockbridge



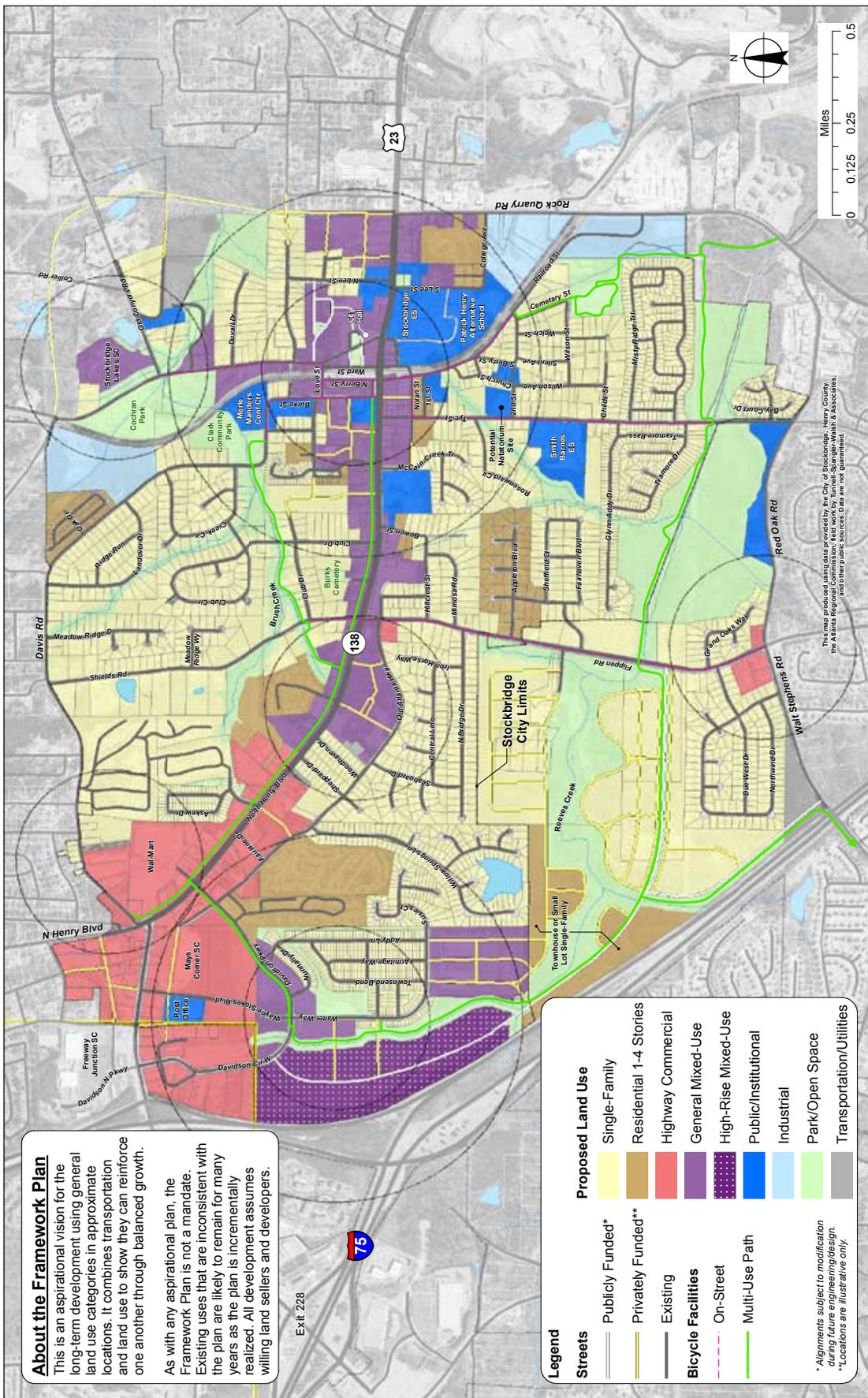
The plan will improve accessibility in Stockbridge, especially for bicyclists

Table 4.1: Description of Typical Framework Plan Land Uses

Land Use	Primary Uses	Typical Building Heights	Typical Housing Density*
Single-family	Single-family houses	1-3 stories	1-2 DUA
Residential 1-4 Stories	Small lot single-family houses, townhouses, assisted living, multifamily	1-3 stories	8 DUA
Highway Commercial	Hotels, auto-oriented retail	1-3 stories	-
General Mixed-Use	Housing, offices, hotel, retail	1-4 stories	16 DUA
High-Rise Mixed-Use	Housing, offices, hotels, retail	max. stories	max. 45 DUA
Public/Institutional	Schools, religious facilities, etc.	1-3 stories	-
Industrial	Manufacturing, processing, etc.	1-3 stories	-
Park/Open Space	Public or private parks or open space	-	-
Transportation/Utilities	Public utility or transportation facilities	-	-

*Dwelling units per acre

**Figure 4.2:
Framework Plan**



Establish the greater downtown area as a mixed-use focal point for Stockbridge.

The greater downtown area, which includes Stockbridge’s historic core and nearby areas, was once the civic and business heart of the community. Although time and growth have diminished this role, it is critical that the area stays relevant to the Stockbridge community, now and in the future. Most cities are only as healthy as their downtown and, over the long-term, Stockbridge may be no different.

To position Stockbridge for changing local, regional, and national market and demographic trends, particularly the needs of aging residents and the so-called “Millenials,” the downtown must be revitalized in a way that builds on its historic character and positions it as a walkable, mixed-use alternative to surrounding areas - many of which will be less suitable to adapt to these changes.

Central to this vision is:

- Making the downtown a good place to live, particularly for those desiring a more walkable lifestyle.
- Providing amenities and programs that attract residents from all of Stockbridge to visit.
- Connecting the downtown to nearby neighborhoods through improved bicycle, pedestrian, transit, and vehicular linkages.
- Directing compact mixed-use development into the area to generate activity and reduce development in existing neighborhoods.
- Focusing on creating a special “place” through careful attention to design and the preservation of the area’s historic resources.

The recommendations on the following pages reflect specifics of how this can be achieved.

Please see the Town Center Project Concept Plans for examples of how part of the downtown might develop.

Create a mixed-use regional activity center near I-75.

The Joint Henry County/Cities Comprehensive Plan 2030 identifies the area near I-75 as a “Suburban Employment Center.” This means that it should develop as a high intensity mixed-use district featuring significant employment options. Feedback received during this study shows that Stockbridge stakeholders support this, provided that appropriate height and scale transitions are made to the Northbridge Crossing neighborhood

Please see the I-75 Activity Center Concept Plan for an example of how this area might develop.

Protect existing neighborhoods from commercial and multifamily encroachment.

Given the large amount of vacant or under-developed land in the study area and an abundance of areas zoned for commercial or



Many downtowns have positioned themselves as “mallalternatives;” Stockbridge could do the same



Events can attract people and establish downtown as the community’s heart



The I-75 Activity Center could house major offices in a walkable setting

I-75 Activity Center Concept Plan

The I-75 Activity Center has the potential to become a major employment center for the City of Stockbridge and North Henry County. This concept plan shows how that might occur in a way that is consistent with the vision of this plan.

The images at right and below show one option for how the area could accommodate the following long-term development program:

- 1.0-1.5 million sf of Class A office (blue)
- 2 full-service hotels (purple)
- 250,000 - 300,000 sf of retail (red)
- 750-1,000 units of high-quality multifamily (yellow)
- 300-500 units of senior housing or assisted living (turquoise)
- 1,500 housing units (yellow and brown)
- 20-25 acres of park space (green)
- Potential long-term parking decks (white)

Of these uses, big box retail and parking could front I-75, with mixed-uses and offices lining a new north-south roadway connecting to Flippen Road. Housing could occur to the east, where proposed parks and multi-use paths would create a quality residential address. Nearby, the former Manheim Drive Center could become a college.



multifamily uses, it is reasonable to expect new development to occur in these areas or within the proposed growth centers. To this end, the City of Stockbridge should encourage reinvestment in these areas before supporting developments or zoning changes that could negatively impact existing neighborhoods.

Provide appropriate transitions between new development and existing neighborhoods.

A variety of design techniques exist for mitigating the impacts of redevelopment on adjacent houses. These could include conventional techniques such as buffers, or innovative site planning that uses small lot single-family houses or townhouses to make the transition.

Please see the following page potential approaches.

Continue existing city policies and regulations that provide a balance of owner and renter-occupied housing in Stockbridge.

The City's Residential Growth Regulation guides the development and rezoning process to ensure that no less than 70 percent of Stockbridge's housing stock is single-family. This and similar policies aimed at providing a healthy ratio of owner-occupied to rental housing in the city should be continued, with consideration given for exceptions for condominiums and senior housing/assisted living that are developed in a manner consistent with this plan.

Land Use Projects

Town Center Project completion (O-1)

The unfinished Town Center Project represents unfulfilled potential for the City of Stockbridge. As the economy and real estate market recover, the City should prioritize the project's completion. Yet, because completion will depend on factors beyond the scope of this study, the plan does not recommend a specific development program beyond the following minimum components:

- New open spaces, including one serving the entire city
- Housing, including potentially small lot single-family houses, townhouses, senior housing, and above-shop flats
- Retail and office space
- New pedestrian-friendly streets and sidewalks
- Sufficient parking for the development program

To demonstrate how these might be accommodated, the following pages contain two of many possible options for project realization. The final determination of which, if any, of these options the City pursues should only be made following careful deliberation by the City of Stockbridge and discussion with a potential developer.

Please see the Town Center Project Concepts on the following pages.



Townhouses are an appropriate transition between higher and lower density sites



The unfinished Town Center Project is fails to live up to its potential



The Town Center Project should become a focal point for the city

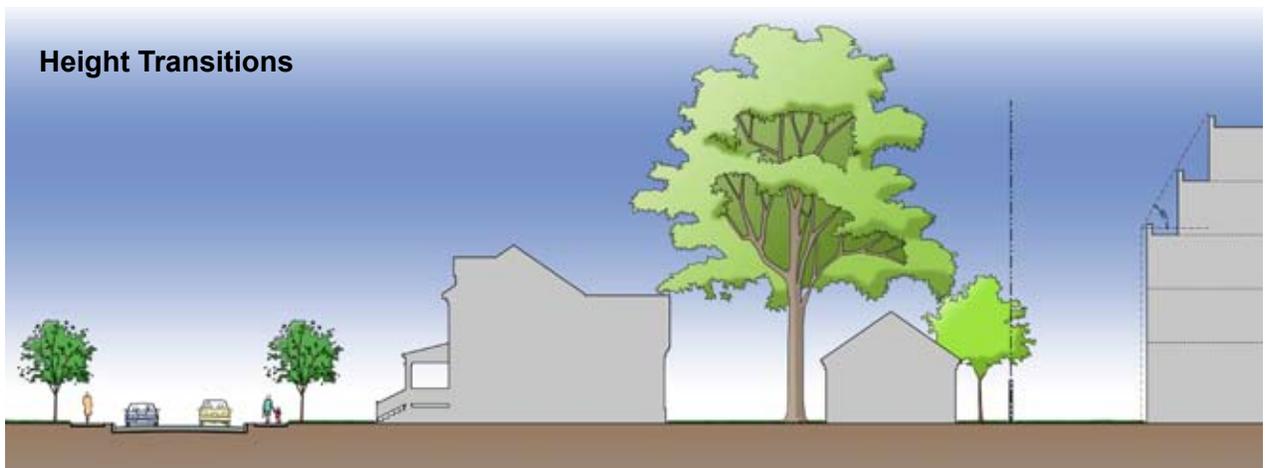
Potential Neighborhood Transitions

In addition to conventional buffers, several techniques exist for providing transitions between new development and single-family houses. The following are options that should be explored individually or combined, especially as redevelopment occurs adjacent to existing neighborhoods.

Alley



Height Transitions



Transitional Use

(often townhouses or small lot single-family houses)



Town Center Project Concept A

This concept plan shows how the Town Center Project could develop in a way that adds significant new residential and commercial space to the community, with only modest increases in the amount of open space. It includes the following program:

- 40,000-55,000 sf Office/Retail
- 30,000-50,000 sf Retail/Office
- 76 Single-family Houses
- 10 Townhouses/Live-Work Units
- 1.0 acre Town Green
- 0.5 acre Park Space

Highlights of this concept include an expanded town green on the west side of East Atlanta Road that could host special events, such as markets or ice-skating. If alternate routes are built, East Atlanta Road could even be closed during these events - creating a space that could accommodate as many as 2,250 people.

Surrounding the green, shops and offices are housed in one- to two-story buildings (although up to three stories might be appropriate if the market justifies it). Further away, the plan transitions into small lot single-family houses.



Town Center Project Concept B

This concept shows how a large central park and amphitheater could be incorporated into the Town Center Project, but at the expense of other uses. It envisions:

- 40,000-50,000 sf Office/Retail
- 45,000-65,000 sf Retail/Office
- 46 Single-family Houses
- 12 Townhouses/Live-Work Units
- 5.3 acres Park Space

Within the proposed parks, the plan includes a 3,000 seat amphitheater. To accommodate this, two parking decks are also recommended - one behind City Hall and one off of East Atlanta Road. Depending on the programming, it may also be necessary to provide off-site parking and shuttles for patrons.

Around the existing town green, the plan envisions a ring of one- to two-story buildings housing ground-floor shops and offices (like Concept Plan A, taller buildings would be appropriate if feasible). The plan then transitions to live/work units, townhouses, and small lot single-family houses, although with far fewer than in Concept Plan A.



**Figure 4.4:
Town Center
Project Illustrative
Plan B**



Comprehensive plan updates (O-2)

The Joint Henry County/Cities Comprehensive Plan 2030 should be updated to reflect the vision of this 10-year update.

Please see Section 6 for details.

North Henry Boulevard (SR 138/42) Overlay (O-3)

In many ways, North Henry Boulevard (SR 138/42) represents most people’s image of Stockbridge; unfortunately, the image conveyed is not a positive one. To address this and ensure that future growth achieves the vision of this plan, an overlay for the North Henry Boulevard (SR 138/42) corridor should be created that addresses, at a minimum:

- Aesthetics and buildings design
- Sidewalk and streetscape standards
- Placement and treatment of parking
- Landscape and open spaces
- Mix of uses
- Access management

A similar overlay currently exists along the corridor to the west in Clayton County.

Temporary uses in the Town Center Project (O-4)

Given the limited demand for new development in Stockbridge in the short-term, efforts should be made to generate excitement over the Town Center Project in advance of its actual development.

Many communities have found that temporary uses represent an inexpensive, low risk way to do this. Sometimes called “tactical” or “incremental” urbanism, these efforts should be explored in Stockbridge.

Potential uses could include:

- Farmers or artists markets
- Market stalls and community events
- Temporary buildings or “pop-up shops”
- Food trucks or vendors
- Community gardens
- Ice skating (in winter)

These are just a few of the options that should be considered by the City of Stockbridge.



An overlay along SR 138 could address aesthetics, sidewalk standards, parking, and more



Temporary buildings such as this could energize the Town Center Project



Food trucks could also create activity at certain times

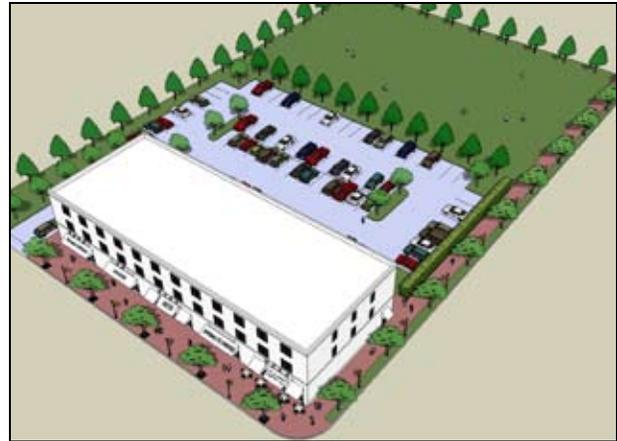
Horizontal Mixed-Use Development

A goal of the LCI program and this 10-year update is creating a mixed-use environment where housing, businesses, and other uses are seamlessly blended in a high-quality, pedestrian-friendly setting. Due to the current state of the real estate market and increasingly conservative lending practices, this means that vertical mixed-use development - where different uses are stacked in the same building - will probably not be financially feasible for developers in Stockbridge for several years.

In response to this, horizontal mixed-use development - where different uses are arranged next to one another in a high-quality setting - has been illustrated in the Town Center Project Concept Plans. This development pattern provides the mix of uses desired by the community while still incorporating discrete commercial or residential real estate “products” demanded by lenders in all but the most urban real estate markets.

To ensure that horizontal mixed-use development is truly integrated into a cohesive town setting, several important design steps should be taken:

- Distances between different uses should be as short as possible to encourage walking.
- Buffers between different uses should be avoided or minimized. In their place, walls, fences, alleys, or height transitions should be used.
- The streetscape should be consistent. This means that trees, lighting, and building orientation should create a seamless transition from one use to the other.
- Shared parking should be encouraged to minimize the amount of land dedicated to it.
- Architectural design should be harmonious. When residential and non-residential uses are mixed a common architectural vocabulary is a powerful tool for camouflaging distinctions that might otherwise be objectionable.⁴



Vertical mixed-use scenario showing a three-story building containing 24 residential flats above 12,600 sf of commercial space



Horizontal mixed-use scenario showing a two-story 24 unit multifamily building and a 12,600 sf commercial building



Horizontal mixed-use scenario showing 24 townhouses and a 12,600 sf commercial building

⁴ Andres Duany and Jeff Speck. *The Smart Growth Manual*. New York: McGraw Hill, 2010. Page 14.2.

Environmental Policies

Promote the protection of natural waterways, such as Brush and Reeves Creeks.

Several creeks, streams, and wetlands exist in the study area. These should be protected and promoted as the area develops through their incorporation into parks, greenways, and buffers. In other communities, such features have become amenities.

Incorporate sustainable development practices, but with consideration of their potential impacts on the viability of redevelopment.

New developments should strive to meet an established standard for sustainability, such as LEED (Leadership in Environmental and Energy Design) or EarthCraft.

Reduce the environmental impacts of parking.

Parking consumes a large amount of land, contributes to heating in summer, and increases water runoff. Structured parking decks can free up land for other uses, including open space, while permeable paving can accelerate water infiltration.

Encourage the use of permeable paving.

Permeable paving is appropriate for parking and hardscape pedestrian surfaces, where it allows water to percolate into the soil rather than contributing to runoff and flooding. It can take the form of pervious materials or open grid pavers.

Embrace sustainable stormwater management practices.

Many techniques exist for managing stormwater in a less damaging way than conventional engineering practices. These include use of bioswales, and rooftop gardens, to name a few. These and other techniques should be embraced in the greater Stockbridge community, particularly in the proposed growth centers.

Minimize exterior light pollution.

Reducing light pollution saves energy, preserves views of the night sky, and benefits wildlife.

Support local food production.

Even if they produce only a small portion of a household's food, community gardens and related programs make a difference long-term by changing society's thoughts about food production. They can also offer community gathering spots.

Incorporate bioswales along streets in new developments.

Bio-swales are planted areas that allow stormwater to infiltrate into the ground. By redirecting water, they can reduce the load on treatment plans and benefit street landscaping.



Parking lots could be designed with infiltration areas for stormwater



Pervious paving allows water to pass through it and infiltrate into the ground



Curbside bioswales could improve water quality

Encourage tree planting on private property, in both existing and new development.

Property owners are encouraged to plant trees to ensure the long-term preservation of the tree canopy.

Encourage xeriscaping and native species in all landscape design projects.

Xeriscaping, where plant materials are native to the region and use available water, should be promoted in public and private projects such as parks, yards, and streetscapes.

Encourage the use of plants that are native or adaptive to the Georgia Piedmont.

Such plants require less water to irrigate than other species, provide food for native birds and insects, and are more tolerant to local weather extremes.

Encourage the renovation and reuse of existing buildings.

One of the best ways to practice “green” development is by reusing existing buildings, rather than demolishing them and building new. Not only does this prevent building material waste from going to the landfill, it can also help meet a community’s historic preservation goals.

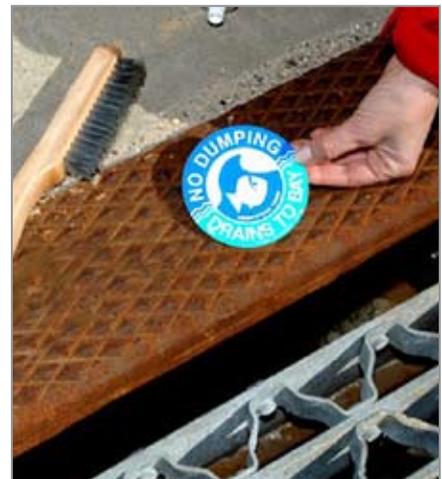
Environmental Projects

Storm drain labels to make people aware of impacts on streams. (O-5)

Help make people think twice before pouring chemicals in drains by labeling them to indicate that they eventually feed into area waterways.



Native or adaptive trees, such as Shumard Oaks, are good street trees



Labeling drains will make people aware that they lead to creeks

4.3 Transportation

As the study area develops and redevelops it should provide a range of transportation options. In addition to driving, the area should encourage bicycling, walking, and potential future transit use. Smooth and speedy traffic flow should be provided along major arterials and collectors, but local streets should be focused on responding to adjacent land uses and development patterns, rather than simply moving as many vehicles as possible in the shortest amount of time.

General Transportation Policies

Create a balanced transportation system that does not promote one form of travel at the expense of another.

Although sidewalks and multi-use paths exist in the study area today, it is overwhelmingly auto-oriented. However, as the area grows, it must do so in a way that expands non-vehicular facilities and ensures that travel types are balanced with the land use vision.

Use a “complete street” approach for new or redesigned streets.

A “complete street” is designed to consider the array of potential travel modes and how each mode would use the street, with a balance struck between motorized and non-motorized users.

Create new streets and inter-parcel connections.

As the area grows, new interconnected streets must be created to provide more routes for drivers, bicyclists, and pedestrians. In addition, where new streets are not feasible, connections between adjacent properties should be provided so people can drive, walk, or bicycle between them without going onto the adjacent road.

Maximize connectivity and minimize dead-end streets, but only when adequate provisions are made to minimize the negative impacts of cut-through traffic.

Other than stub streets designed to one day connect to adjacent sites, cul-de-sacs and dead-end streets should be minimized and new connections maximized to provide pedestrian connectivity and support multimodal travel. At the same time, measures should be taken to reduce the impacts of cut-through traffic and speeding, particularly where said streets pass through a residential neighborhood.

Provide access management along major roadways.

Access management ensures a smooth traffic flow, reduces pedestrian-vehicle conflict, and reduces conflicts between on-street bicyclists and drivers. Access management can include shared driveways, inter-parcel access, alleys, or side street access.



As the study area grows, the needs of cars must be balanced with those of other users



Interconnected streets can greatly reduce walking distances



The plan envisions many new streets, shown here in yellow

Vehicular Transportation Policies

Promote shared parking arrangements wherever possible to decrease the number of underused parking spaces.

Different land uses have parking needs at different times of the day and week. Allowing shared parking can make more efficient use of land and keep parking from sitting empty.

Promote inter-parcel access between commercial and transitional uses.

A key tenet of access management is inter-parcel access, where it is possible to drive from one lot to another without going onto the roadway. Such is encouraged in all commercial and transitional use areas, particularly along North Henry Boulevard (SR 138/42).

Promote on-street parking, except on state highways.

On-street parking is important to support retailers and create a safe pedestrian environment. It should be maximized on existing streets where possible, and incorporated into most new streets.

Vehicular Transportation Projects

North Henry Boulevard (SR 138/42) improvements (T-1)

This project would reduce congestion, improve safety, and update existing traffic signals along North Henry Boulevard (SR 138/42). Signals would also be synchronized to streamline travel, in coordination with the GDOT Traffic Operations Office, and replaced with mast arms and upgraded pedestrian crossing signal heads.

Access management would be supported by the project. It would encourage existing adjoining businesses to share driveways and provide inter-parcel access, an idea that could be reinforced by the proposed zoning overlay. Fewer curb cuts would improve traffic flow and possibly reduce the frequency of rear-end collisions.

This project would also add raised median with turn/u-turn lanes in place of the existing shared turning lane to regulate traffic operations and control the location of left turns. Medians would provide refuges and safer locations for pedestrians crossing the roadway. Mid-block pedestrian crosswalks can also be installed in locations where people already commonly cross, and to divide a long distance without a marked crossing. Due to the travel speeds along the corridor, signalized mid-block crossings (such as the high intensity activated crosswalk



When parking is shared, it can reduce the amount of paving required



On-street parking should be provided on streets with adjacent pedestrian-oriented uses



A median could improve safety for both pedestrians and drivers along North Henry Boulevard (SR 138/42)

[HAWK] pedestrian beacons) would be recommended to provide the safest option for pedestrians.

Finally, this project would replace existing ramps and retrofit existing ramps not meeting ADA standards along the corridor. This would create a continuous accessible route from I-675 east to Rock Quarry Road.

This project would require coordination with GDOT since it would involve operations along a state route.

Traffic studies and plans (T-2)

These proposed studies would evaluate the feasibility for various vehicular related projects. A feasibility study would provide data and analysis to justify moving forward with a particular project.

- a. Feasibility Study for Roundabout at North Henry Boulevard (SR 138/42) - This study would determine the feasibility of a new roundabout at the existing intersection of North Henry Boulevard (SR 138/42) and SR 138 SW.
- b. Traffic Signal Warrant Analysis for Tye Street and North Henry Boulevard (SR 138/42) Intersection - This study would determine if a traffic or HAWK signal is warranted for the Tye Street and North Henry Boulevard (SR 138/42) intersection.
- c. Access Management Plan for North Henry Boulevard (SR 138/42) - This project would develop a master plan for improving access management along North Henry Boulevard (SR 138/42). The plan would include provisions for reducing the number of commercial driveways and creating inter-parcel access.

Roundabout at North Henry Boulevard (SR 138/42) (T-3)

This project proposes a new roundabout to improve an existing problematic intersection with North Henry Boulevard (SR 138/42) and SR 138 SW. A roundabout could provide continuous traffic flow through the intersection and reduce congestion. The roundabout would include landscaping and pedestrian facilities for a non-vehicular route through the proposed intersection.

New publicly funded streets (T-4)

These proposed projects would add new streets throughout the study area to provide alternate routes, reduce congestion along North Henry Boulevard (SR 138/42), and improve connectivity. These new streets would be designed as “complete streets,” incorporating bicycle and pedestrian facilities, landscaping, and other features specified in local standards.

- a. North Henry Boulevard (SR 138/42) Bypass - A new street from Flippen Road northwest to Davidson Circle West to provide an alternate route for motorists south of North Henry Boulevard (SR 138/42) to access the I-675 and I-75 interchanges. Davidson Circle West could be reconfigured to dead end into the new bypass. Due to the proximity of tie-in on the northern end of the I-675 on/off ramps, special attention must be paid to proper



A HAWK crossing stops traffic only when pedestrians need to cross



A modern roundabout could reduce vehicular delay



New development should expand the street network

timing and interconnections between signals. This project would assist in alleviating congestion along North Henry Boulevard (SR 138/42), and would create a direct connection to Walt Stephens Road. This new road could be joined with the proposed continuation of the existing Reeves Creek Trail to the northwest and southwest portions of the study area. This project would provide pedestrian and bicycle access connecting Flippen Road to Davidson Parkway. Portions of the proposed path would be along a new proposed publicly-funded street, and other portions would follow Reeves Creek. This extension of Reeves Creek Trail would serve as a continuous non-vehicular route across the entire study area from Memorial Park to Davidson Parkway. This new street would require right-of-way acquisition within four parcels.

- b. New street network around City Hall from East Atlanta Road to North Lee Street - This project would provide access to proposed facilities such as an amphitheater, event lawns, and small parks. The roads would also be an entrance for office/retail ventures to the new development area. This new street network would be on City-owned land and would not require right-of-way acquisition.

New traffic signal at Tye Street and North Henry Boulevard (SR 138/42) (T-5)

This project would add a traffic signal to the existing un-signalized intersection of Tye Street and North Henry Boulevard (SR 138/42). A signal would reduce left turn congestion on Tye Street during peak hours and improve the overall safety of the intersection. Due to the proximity of the intersection to the overpass, additional signs and advanced warning would need to be added to alert motorists traveling over the bridge.

New privately funded streets (T-6)

A large portion in the southwest region of the study area is comprised of vacant land; therefore, much of the area can be developed by private entities. Areas like to redevelop also exist in its northeast quadrant between North Henry Boulevard (SR 138/42) and East Atlanta Road. In order to avoid congestion, a street network should be designed to promote traffic flow with and to through the study area. Also several large parcels exist along the North Henry Boulevard (SR 138/42) corridor creating “mega blocks” without access to parallel secondary streets. Short connector streets would divide these “mega blocks” and create more route options. A general road network is proposed in this report that meets both of these qualifications.

Rock Quarry Road improvements and railroad grade separation (T-7)

This proposed project would provide vehicles with a grade separated bridge over the existing railroad tracks. The bridge would be constructed to accommodate four lanes (in the future), even though Rock Quarry road is not expected to be widened for some time. This road is routinely used as a cut through from North Henry Boulevard to Eagles Landing, and is currently under construction.

Pedestrian and Bicycle Policies

The focus for pedestrian and bicycle infrastructure is to provide safe, accessible, and connected facilities. Primary considerations for pedestrian and bicyclist safety are traffic volumes, design and separation, and traffic speed. Lowering speeds on pedestrian-oriented streets is especially critical; as noted in the Federal Highway Administration Pedestrian Facilities User Guide, “Speeding has serious consequences when a pedestrian is involved. A pedestrian hit at 40 mph has an 85 percent chance of being killed; at 30 mph, the likelihood goes down to 45 percent, while at 20 mph, the fatality rate is only 5 percent. Faster speeds increase the likelihood of a pedestrian being hit. At higher speeds, motorists are less likely to see a pedestrian, and are even less likely to be able to stop in time to avoid hitting one.” As a result, the recommendations here focus on improving walking and bicycling in areas most suitable to them.

Encourage adjacent homeowner associations to work together to study ways to improve pedestrian and bicycle connections between them.

A need exists to connect adjacent neighborhoods in order to reduce walking and bicycling distances and make them more feasible forms of transportation. Adjacent homeowners associations should coordinate to explore options such as the use of mid-block paths, street connections, or other options.

Provide public facilities and buildings that are accessible and visitable to persons with disabilities and the elderly.

All new public facilities, including parks, sidewalks, and buildings must be accessible to persons with disabilities and the elderly.

Improve pedestrian accessibility to and across the North Henry Boulevard (SR 138/42) Corridor.

Improving pedestrian conditions along this corridor should be a priority given the large number of businesses on it.

Implement requirements for non-vehicular improvements as part of the proposed North Henry Boulevard (SR 138/42) overlay district.

See project O-3 for details.

Design new buildings to support walking and bicycling with basic urban design elements.

In addition to outdoor displays and dining, the design of buildings impacts the walkability of an area. Where walking is desired, buildings should front the street with doors, windows, stoops, interesting architecture, and active uses.

Continue coordination of joint bicycle facilities with Henry County, the ARC, and surrounding areas.

For transportation to truly serve people it must reflect their travel



Improved pedestrian and bicycle facilities will benefit children



Facilities must comply with the ADA (photo courtesy Michael Ronkin)



Buildings should provide ground floor doors and windows facing sidewalks

patterns, not arbitrary political lines. To this end, coordination between the City of Stockbridge, Henry County, ARC, and other surrounding areas is critical to creating a cohesive bicycle network.

Implement requirements for non-vehicular improvements for all future transportation projects.

All future transportation projects, including new roads, should serve bicycles and pedestrians. This means, at a minimum, providing sidewalks and shade in all locations, and dedicated bicycle facilities in areas where traffic volumes and travel patterns make shared roadways unsafe. Development patterns along these roads should also support alternatives travel.

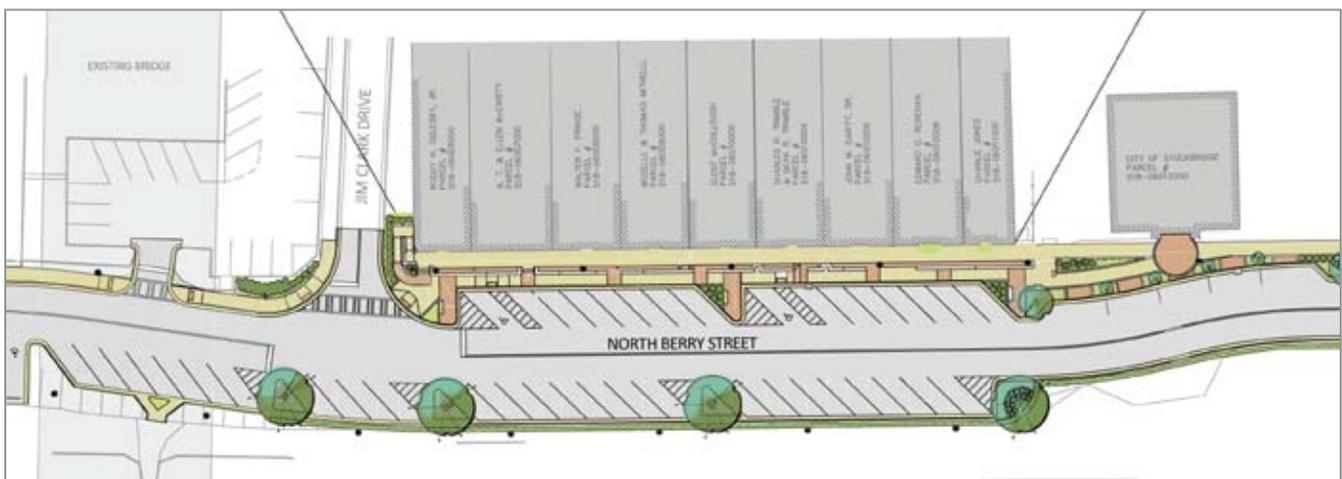
Pedestrian and Bicycle Projects

A number of specific sidewalk and path recommendations have been identified to improve multimodal access, connectivity, and mobility. As noted in Part 2: Inventory and Analysis, the area currently lacks a comprehensive sidewalk or bicycle network. This plan supports expanding options for non-motorized transportation and providing a means for those living, working, or going to school in the area to access nearby employment, shopping, dining, and other destinations without driving.

Major Pedestrian Facilities (T-8)

These proposed projects would provide pedestrian facility revitalization to several existing streets within the study area. An improved pedestrian network would encourage locals and visitors to use non-vehicular methods of travel within the study area. Projects include:

- a. North Berry Street from Love Street to Nolan Street - Improvements include: new sidewalk, curb and gutter, storm drainage system, landscaping, on-street bicycle facilities, and pedestrian lighting. This project is designed and programmed for construction in 2012.
- b. South Berry Street from Nolan Street to Railroad Street - Improvements include: new sidewalk, curb and gutter, drainage, landscaping, on-street bicycle facilities, and pedestrian lighting. New features would match adjacent proposed Transportation Enhancement (TE) facilities on North Berry Street.
- c. Railroad Street from Rock Quarry Road to South Berry Street - Improvements include: new sidewalk, curb and gutter, storm drainage system, landscaping, on-street bicycle facilities (from 2nd Street to South Berry Street), and pedestrian lighting. New features to match adjacent proposed TE facilities on North Berry Street.
- d. Nolan Street from Tye Street to South Berry Street - Improvements include: new sidewalk, curb and gutter, storm drainage system, landscaping, on-street bicycle facilities, and pedestrian lighting.



Plans have already been drawn up for major pedestrian upgrades along North Berry Street, adjacent to the city's only row of historic commercial buildings

- e. Ward Street from South Berry Street to Love Street - Improvements include: new sidewalk, curb and gutter, storm drainage system, landscaping, and pedestrian lighting. New features to match nearby facilities on North Berry Street and East Atlanta Road.
- f. Love Street from Burke Street to East Atlanta Road - Improvements include: new sidewalk, curb and gutter, storm drainage system, landscaping, on-street bicycle facilities, and pedestrian lighting. New features to match nearby facilities on North Berry Street and East Atlanta Road.
- g. 1st Street from Tye Street to South Berry Street - Improvements include: new sidewalk, curb and gutter, storm drainage system, landscaping, and pedestrian lighting. New features to match the adjacent proposed TE facilities on North Berry Street.
- h. Flippen Road from North Henry Boulevard (SR 138/42) to Walt Stephens/Red Oak Road - Improvements include: new sidewalk, curb and gutter, storm drainage system, landscaping, pedestrian lighting, on-street bicycle facilities, and new pedestrian crossing signals at North Henry Boulevard (SR 138/42).
- i. Davis Road from North Henry Boulevard (SR 138/42) to Clark Community Park - Improvements include: curb and gutter, storm drainage system, a new sidewalk, landscaping, and pedestrian lighting.
- j. Shields Road from North Henry Boulevard (SR 138/42) to Davis Road - Improvements include: new sidewalk, curb and gutter, storm drainage system, landscaping, on-street bicycle facilities (from North Henry Boulevard to the new multi-use path along Brush Creek, T-10), pedestrian lighting, and new pedestrian crossing signals at North Henry Boulevard (SR 138/42).
- k. Tye Street from North Henry Boulevard (SR 138/42) to Red Oak Road - Improvements include: new sidewalk, curb and gutter, storm drainage system, landscaping, on-street bicycle facilities (from Reeves Creek Trail to Nolan Street), and pedestrian lighting. Portions of this project would replace existing sidewalk not in compliance with ADA standards.



Pedestrian projects will make walking in Stockbridge safer



Sharrow markings are used where there is no room for bike lanes



Multi-use paths could one day tie Stockbridge's neighborhoods to its downtown

Bicycle/Pedestrian Facilities (T-9)

These proposed projects would provide bicycle/pedestrian facilities to several existing streets and new locations within the study area. An improved bicycle/pedestrian network would encourage locals and visitors to use non-vehicular methods of travel, as well as provide linkages between neighboring areas. Projects include:

- a. Extension of Reeves Creek Trail to Flippen Road - This project would provide pedestrian and bicycle access along Reeves Creek from the current trail terminus to Flippen Road. This non-vehicular route would connect to the existing Reeves Creek Trail, providing pedestrians with a multi-use path across the

southern portion of the study area. This project would also add a small parking lot at the Flippen Road trailhead for motorists who wish to visit the trail.

- c. Multi-use path along Brush Creek from North Henry Boulevard (SR 138/42) to Cochran Park - This project would provide pedestrian and bicycle access along Brush Creek from North Henry Boulevard (SR 138/42) to Cochran Park. This non-vehicular route would connect to the existing Cochran Park, providing pedestrians with a multi-use path across the northern portion of the study area.
- d. North Henry Boulevard (SR 138/42) from downtown to Davis Road - This project would add a separated multi-use path for cyclists and pedestrians, and could be combined with other proposed improvements along the corridor.
- e. Cemetery Street and a short segment of 2nd Street, Connecting Memorial Park to Railroad Street - This project would add a separated multi-use path for cyclists and pedestrians.
- f. Burke Street from North Henry Boulevard (SR 138/42) to Clark Community Park - This project would add on-street bicycle facilities to Burke Street to connect North Henry Boulevard to Clark Community Park.
- g. East Atlanta Road from Cochran Park to Love Street - This project would add on street bicycle facilities to East Atlanta Road connecting Cochran Park to the downtown area.

Minor Pedestrian Facilities (T-10)

These proposed projects would provide minor pedestrian upgrades on several streets within the study area. An improved pedestrian network would encourage locals and visitors to use non-vehicular methods of travel within the study area. Projects include:

- a. Wilson Street (entire length) - Improvements include: new sidewalk, possibly curb and gutter, storm drainage, and landscaping.
- b. Wilson Avenue (entire length) - Improvements include: new sidewalk, possibly curb and gutter, storm drainage, and landscaping.
- c. 2nd Street (entire length) - Improvements include: new sidewalk, possibly curb and gutter, storm drainage, and landscaping.
- d. Church Street (entire length) - Improvements include: new sidewalk, possibly curb and gutter, storm drainage, and landscaping.
- e. Jackson Drive (entire length) - Improvements include: new sidewalk, remove and replace existing curb and gutter, and possibly landscaping.
- f. Childs Street (entire length) - Improvements include: new sidewalk, possibly curb and gutter, storm drainage, and landscaping.
- g. Welch Street (entire length) - Improvements include: new sidewalk, possibly curb and gutter, storm drainage, and landscaping.
- h. Silent Avenue (entire length) - Improvements include: new sidewalk, possibly curb and gutter, storm drainage, and landscaping.
- i. West Burke Street (entire length) - Improvements include: new sidewalk, remove and replace existing curb and gutter, and possibly landscaping.
- j. Center Street from North Henry Boulevard (SR 138/42) to West Burke Street - Improvements include: new sidewalk, removing and replacing existing curb and gutter, and possibly landscaping.
- k. Bowen Street (entire length) - Improvements include: new sidewalk with grass landscaping strip.
- l. Club Drive from Club Circle to Shields Road - Improvements include: new sidewalk. This project would tie into existing sidewalk along Club Drive and Club Circle.
- m. Davidson Parkway (entire length as needed) - Improvements include: new sidewalk with grass landscaping strip.

- n. Davidson Circle West (entire length as needed) - Improvements include: new sidewalk with grass landscaping strip.
- o. Walter Way from Davidson Parkway to SR 138 SW - Improvements include: new sidewalk with grass strip.
- p. Meadow Ridge Way (entire length) - Improvements include: new sidewalk, remove and replace existing curb and gutter, and possibly landscaping.
- q. Meadow Ridge Drive (entire length) - Improvements include: new sidewalk with grass landscaping strip.
- r. Angela Court (entire length) - Improvements include: new sidewalk with grass landscaping strip.
- s. Rebecca Court (entire length) - Improvements include: new sidewalk with grass landscaping strip.
- t. Ridge Run (entire length) - Improvements include: new sidewalk, remove and replace existing curb and gutter, and possibly landscaping.
- u. Landover Drive (entire length) - Improvements include: new sidewalk, remove and replace existing curb and gutter, and possibly landscaping.
- v. Duvall Drive (entire length) - Improvements include: new sidewalk, possibly curb and gutter, storm drainage, and landscaping.
- w. Askew Drive (entire length) - Improvements include: new sidewalk with grass landscaping strip.
- x. Susie Court (entire length) - Improvements include: new sidewalk with grass landscaping strip.
- y. Armitage Way (entire length) - Improvements include: new sidewalk with grass landscaping strip.
- z. Addy Lane (entire length) - Improvements include: new sidewalk with grass landscaping strip.
- aa. Repair South Lee Street (entire length) - Improvements include: repair of existing sidewalk and new sidewalk from Rock Quarry Road to Jackson Drive.
- ab. Repair Rosenwald Circle (entire length) - Improvements include: remove and replace existing sidewalk, and possibly the addition of curb and gutter, storm drainage, and landscaping.

Citywide Standards (T-11)

This project would develop a citywide standard for typical street sections and layout, as well as tree types and styles for all street furnishings to be used for the proposed pedestrian facility projects. A common themed would give the area a sense of cohesiveness.

Pedestrian bridge over railroad (T-12)

This would connect the Town Center Project to North Berry Street.



New sidewalks will make walking much safer



Transit works best where land uses are walkable



Expanded GRTA Xpress service could benefit Stockbridge

Transit Policies

Establish development patterns that could one day support enhanced transit service.

For transit to be effective, development patterns must support it. The Framework Plan on page 75 does this by concentrating mixed-uses in a walkable, compact setting. These could be ideal stops for future transit.

Develop expanded schedule options and additional routes with existing GRTA services.

GRTA service currently exists on the western edge of the study area. As the community grows, GRTA should seek to develop expanded service hours and additional routes to serve future demand.

Continue coordination with Henry County and McDonough for development of an express bus service and/or commuter rail service.

For transit to truly serve Stockbridge's residents, it must connect to nearby areas that people use on a daily basis. To do this, continued coordination with Henry County and McDonough will be essential.

Encourage a taxi business to begin service within the study area.

Taxis represent a form of public transit that requires no government involvement and is responsive to local travel patterns.

Encourage the addition of a high occupancy vehicle lane on I-75 to promote carpooling and rideshare.

Long-term, providing high occupancy vehicle lanes on I-75 could make car pooling, ridesharing, and GRTA bus service more attractive.

Transit Projects

City Funded Shuttle Service Along North Henry Boulevard (SR 138/42) (T-13)

A shuttle or trolley service along the North Henry Boulevard (SR 138/42) corridor could be established to serve patrons traveling within the study area. This could reduce vehicular congestion along the corridor. A feasibility study should be conducted to evaluate the merits of this service.

Addition of a Park and Ride Lot (T-14)

The addition of a park and ride lot near the northwest corner of the study area (near the Walmart parking lot) would provide the public with an alternative to single occupancy commuting. This project should encourage coordination with other entities such as GRTA, GDOT, and Henry County in the early planning stages.

New Public Parking Decks (T-15)

This proposed project would add two new 160 to 240 space (each) parking decks near City Hall. This project would be an alternative to traditional parking lots as part of the Town Center Project.

New Train Depot (T-16)

This proposed project would construct a new train depot in the historic downtown between North Berry Street, Love Street and the existing Norfolk Southern Railroad. This area is currently the property of Norfolk Southern Railroad. This project would require coordination with the Railroad for any improvements proposed within their right-of-way.

4.4 Markets & Economics

In the coming decades, Stockbridge has the potential to develop into an economically successful community that offers a balanced mix of uses including shopping, restaurants, entertainment, services, community activities, and civic space. The community already has many of these uses, although at present there is little located in the historic downtown. As the economy recovers an opportunity exists to build on these strengths and position the community for growth.

Market & Economic Policies

Support development of a proposed business incubator designed to serve veterans with business start-ups.

A business incubator is currently proposed for the former police station site in downtown Stockbridge. The facility would provide veterans and other local entrepreneurs who have new business ideas with low-cost start-up space and various other forms of technical assistance (business planning, financing, marketing, etc.). As start-ups grow, they would be potential tenants for new store and office space in downtown Stockbridge and would help increase the number of locally-owned businesses in the study area.

Promote Stockbridge's history and landmarks to residents and visitors.

Community stakeholders frequently listed Stockbridge's history as one of its strongest assets, including the traditional core, historical churches, and proximity to the railroad tracks. Identification and promotion of these can enhance Stockbridge's image in the region and, as the downtown revitalizes and the city builds a critical mass of destinations, serve as another attraction for local visitors.

Encourage local and regional entrepreneurs to locate stores, restaurants, and offices in Stockbridge's downtown.

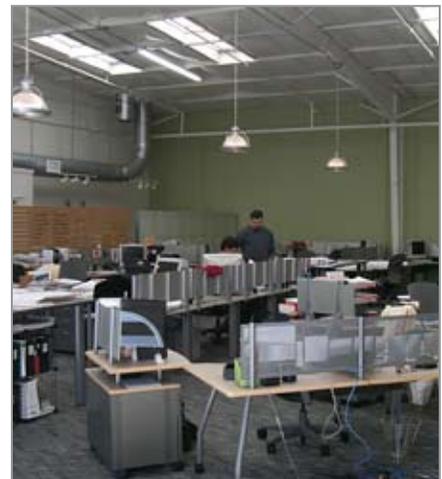
Stakeholder input reflected a strong desire for a downtown business mix focused on interesting and unique locally-owned businesses in contrast to the national chains that constitute the majority of the study area's commercial space. Development of a business incubator and outreach to local and regional business owners regarding opportunities in Stockbridge can help influence the existing mix and that of newly developed downtown space.

Focus downtown business recruitment on restaurants, entertainment, and specialty shopping.

To attract shoppers and residents, Stockbridge's downtown would need to offer local residents and visitors from the south metro region compelling reasons to make it their destination of choice. To that end, business recruitment efforts should concentrate on attracting a critical mass of unique retailers and dining and entertainment options. While convenience goods and services (groceries,



The study area should develop into a walkable mix of offices, homes, shops, and civic amenities



A business incubator could serve local veterans desiring to start businesses



Specialty shopping, restaurants, and entertainment should be encouraged to locate in Stockbridge's downtown

healthcare/pharmacy, dry cleaning, etc.) would be important as downtown builds its residential base, the initial recruitment goal should be to locate several destination businesses in the downtown.

Promote local art including public art, studio/gallery space, and art-related events.

When asked to describe what identity or image they would like to see Stockbridge's downtown develop for itself, one idea that the public suggested was for the city to be known as a haven for the arts. Examples of ways to work towards this goal include development of public art in and around downtown, recruitment of one or more artist studios and/or galleries, and creation of a regular art-related event such as an art-fest or juried show.

Involve Stockbridge's youth and teen residents in community development activities.

Throughout the planning process, one key idea that many participants voiced was the need to offer interesting activities for the city's youth and teen residents. Along with education and recreation programs, involvement in planning and community development activities offers younger community members with a fun, positive way to fill their after-school and weekend time. A few examples of projects in which children/teens could participate include creation of public art, development of a map of historic locations in Stockbridge, participation in potential public events held in the downtown or the opening of a youth business enterprise in downtown Stockbridge.

Strive for new housing units that are affordable to teachers, police officers, firefighters, nurses, and similar essential professions.

While much of the housing developed in the study area will target upwardly mobile households, affordably priced workforce housing should also be incorporated. As commercial development occurs in downtown, creating a variety of housing options and price points will become increasingly important to maintaining a jobs-housing balance and lessening impacts on the transportation system.

One method many jurisdictions have used to maintain their supply of workforce housing is inclusionary zoning. These regulations allow for some relaxation of zoning requirements in exchange for setting aside a small share of housing units at prices affordable to working moderate income households.

Market & Economic Development Projects

Conversion of the former Manheim Design Center into a job-creating use (O-6)

Explore opportunities for attracting an employer to the recently-closed Manheim Design Center. Potential options may include a campus for a higher education facility or a large-scale office space user.

Façade improvement program targeted at historic facades along North Berry Street (O-7)

One factor that will be crucial to the redevelopment of Stockbridge's historic core is revitalization of the building facades that line it. Offering incentives for property owners to invest in restoring façades is one way to spur change. A successful façade improvement program is a targeted effort designed to provide a high visual impact and send the message that investment is underway. One option would be to run a pilot program in which a few façade improvement grants are available in bigger amounts during an introductory period. Another option is to match property owners' investments up to a certain amount. Free or reduced cost design assistance and initial drawings suggesting designs, colors and signs options may also be supplied.

Regardless of what type of façade assistance is made available, the program and its successes should be well advertised. Building improvements along North Berry Street would substantially increase its attractiveness and marketability to potential business owners and create a more enticing atmosphere for shoppers. Following development of the Town Center Project, a revitalized historic core will be a strong draw for residents and visitors, who would then be more likely to cross the railroad tracks and see what North Berry Street has to offer.

Business development team responsible for sharing information about opportunities in Stockbridge, attracting new businesses and assisting existing businesses (O-8)

Successful business development requires strong coordination and a clear understanding of roles and responsibilities. Many cities have staff dedicated to business recruitment and expansion within their central business districts, whether employed directly by the city, a downtown agency or a redevelopment authority. Staff size varies, with small towns typically having one downtown manager and larger cities having entire agencies dedicated to business support and customer attraction.

In Stockbridge, an initial step to more actively managing the business district is to establish a small team of people responsible for recruiting new businesses and assisting existing ones. This team may be composed of City staff, community leaders willing to volunteer their time, or, most likely, a combination of the two. Key outreach and assistance tasks for the team would include:

Business Attraction:

1. **Real Estate Product Readiness:** Downtown economic development is as much tied to the availability of attractive, appropriately sized commercial space in the right location as it is market opportunity. One of the first steps to attracting new businesses is to identify what space the district has to offer them. The “available properties” database should identify what space is available; its size, cost and amenities, contact information, and other pertinent property information. This information should be available on the City’s website so business owner can easily access it.
2. **Sales Package:** A simple sales package is needed to share with business prospects and other marketing contacts (and should also be available online). At a minimum it should include:
 - A map showing the vision for the downtown and location of recently completed or anticipated catalytic projects. In other words, a simple, visual representation of the plan for Stockbridge’s future;
 - A 1-2 page market opportunity fact sheet highlighting the city’s consumer markets, the estimated potential demand and key business targets;
 - A brochure for Stockbridge and, if/when available, the Town Center Project;
 - A list of any business incentives available for new establishments; and
 - Contact information for the business development team and/or City of Stockbridge.
3. **Recruitment Campaigns:** Develop a business recruitment campaign for up to three key business opportunities outlined in the market analysis. Top candidates include restaurants and casual apparel stores. The campaign may include mailings, phone calls, one-on-one contact, third party outreach, hosted site visits, targeted marketing materials and related activities.
4. **Measure Progress:** Publish a simple annual report of key economic indicators that promotes the downtown’s vitality and progress. Data may include: jobs, employment, public/private investment, businesses recruited/retained, special events/ promotions, retail impacts, etc. Demonstrating success is critical to encouraging investment in the downtown.

Business Retention:

Helping Stockbridge’s existing business base succeed will be the underpinning of successful economic development. Communication to build trust and promote problem-solving to increase profitability are the tried and true most effective approaches to business retention and assistance. Sample tasks include:

- Distributing highlights of the LCI update and the retail market analysis report to business/property owners. This is a chance to educate local businesses about what is going on in the downtown and about potential new market opportunities and to encourage people to get involved in making change there.
- Now and in the future, keeping in touch with existing businesses to stay informed about business activity, property redevelopment, real estate transactions, business owner interests and other key factors to stay on top of how the commercial district is faring. This will also allow the business development team to identify any businesses desiring assistance.

- Offering small business workshops. Training and education are critical components of business assistance. Querying existing businesses regarding their most pressing information/assistance needs could help determine workshop topics, which may include ideas such as lean business techniques, cash flow management in a down economy, and use of social media for marketing, as examples. A business mentoring program that connected recently-opened businesses with longstanding ones is another possibility.

Study of the creation of a community improvement district (CID) for the commercial and mixed-use portions of the study area. Depending on the outcome of this study, establish a CID (O-9)

A community improvement district creates a predictable funding source that can be used for a variety of projects and services (such as economic development, marketing, maintenance, parking and special events) within the district. The CID is funded by an annual assessment on the businesses located within it. Creation of a CID in Stockbridge, potentially in the downtown or another redeveloped commercial and/or mixed-use area, would allow private businesses to collectively raise money to fund initiatives they see as critical to their success and the success of the district as a whole.

Main Street News identified several questions that should be carefully considered prior to attempting to enact a CID, including:

- How will the CID enhance the district and what problems could possibly be solved by creation of a CID?
- How strong are the relationships amongst property owners within the proposed district?
- What do district merchants need and want to grow their businesses?
- Who will be responsible for enacting the CID? Is there an appropriate level of commitment to undertake the 1-2 year process?
- What level of revenue would the CID be able to generate? How costly would the CID be for businesses, both small and large, within the district?

If the results of the CID feasibility study warrant, begin the process to enact the CID in the desired area.

Foreclosure counseling and homeownership counseling seminars through a housing counseling agency (O-10)

One of the most efficient ways to preserve housing affordability in the area as new development occurs is to help current residents remain in their homes for as long as they choose. Foreclosure risk threatens this option, and research and interviews with real estate agents indicate a high level of risk in Stockbridge and Henry County. To combat this problem, Stockbridge can act to connect households at risk for foreclosure and households considering homeownership with a housing counseling agency that can provide information and assistance. The Department of Housing and Urban Development lists agencies on their website that provide such services. Local examples include Metro Fair Housing Services and Resources for Residents and Communities.

“Fisher House” on the site of the historic home on East Atlanta Road at Love Street (O-11)

Fisher Houses provide temporary free or low cost housing to veterans and their families while receiving care at a military medical facility. Houses are designed to match the style of the surrounding area and are not treatment facilities, hospices or counseling centers. Each house has a full-time manager overseeing operations and may offer between 8 and 21 suites with a communal kitchen, dining room and living room. The Stockbridge Fisher House would be developed in conjunction with the business incubator designed to serve veterans and other area entrepreneurs that is also proposed in downtown Stockbridge.

4.5 Urban Design & Historic Resources

As public and private investment occurs, attention to design will be critical to creating a place with a strong identity and lasting value. Central to this will be building on the area's history, while recognizing that its future must incorporate timeless place-making principles from the best town and city centers across the region.

Urban Design & Historic Resource Policies

Preserve the few remaining historic buildings in Stockbridge.

Stockbridge has only a handful of remaining historic buildings. These should be preserved and incorporated into new development.

Require good urban design standards in most area.

Basic elements of urbanism should be required for new developments in growth centers. These include:

- Buildings oriented to the street
- Doors accessible from the sidewalk along key walking streets
- Active ground floor uses
- Storefronts, stoops, and porches along the sidewalk
- Pedestrian-scaled signs
- Front yards used for pedestrian purposes such as outdoor dining, landscaping, or porches
- No gated communities surrounded by fencing, or private streets that do not connect to surrounding streets
- Parking to the side or rear of the building, except on major streets (e.g. western portions of North Henry Boulevard) where some frontal parking is appropriate

These should be incorporated into the proposed zoning overlay along North Henry Boulevard (SR 138/42) as appropriate.

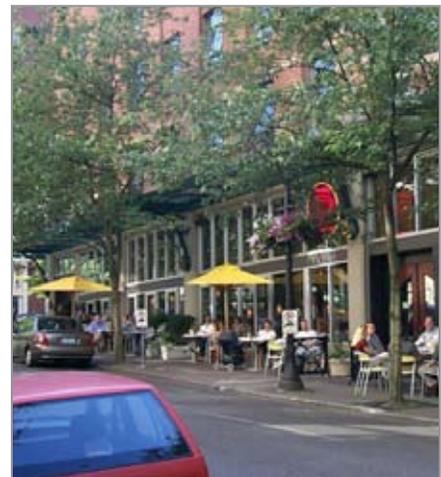
Support architectural standards that allow a variety of styles, but require good design.

The following elements are recommended to improve the quality of the built environment in Stockbridge:

- In non-historic areas, allow and encourage a variety of architectural styles
- Encourage the use of quality building materials including brick, terracotta, stone, masonry, hard coat stucco, poured-in-place rubbed concrete, and hardiplank
- Use Exterior Insulation Finish Systems (EIFS) only along facades not facing a street or park. Additionally, its use for facade details, such as window sills, is discouraged



Historic buildings in Stockbridge should be preserved for the character they bring to the community



Buildings must be designed in a way that creates a sense-of-place



This historic house in Decatur, GA, has been converted to retail use

Create pocket parks with intersection improvements or road construction, especially where unbuildable sites remain.

Proposed transportation projects will create a variety of opportunities for small pocket parks.

Incorporate Crime Prevention through Environmental Design (CPTED) Principles.

Design can support or discourage crime. Techniques that minimize opportunities for crime and support policing should be incorporated into new projects. Please see pages 104 and 105 for details.

Avoid corporate prototype architecture.

Chains have an important role in the area's future, but their design should respond to the future vision. Generic prototype architecture is discouraged in favor of designs that reflect traditional materials, styles, and building placement found in Georgia's downtowns.

Encourage public art and incorporate it, monuments, and memorials in public spaces.

The installation of a variety of public art in transportation projects and open spaces could enliven them and provide interest. Partnerships with local artists are encouraged.

Encourage art in private developments, as well.

Install art, monuments, and memorials in new developments as they are built. Ideal locations would include newly created open spaces, development entries, or other high visibility locations.

Urban Design & Historic Resource Projects

Historic signs and markers in the study area (O-12)

Historic markers would convey the study area's history.

Statue at City Hall (O-13)

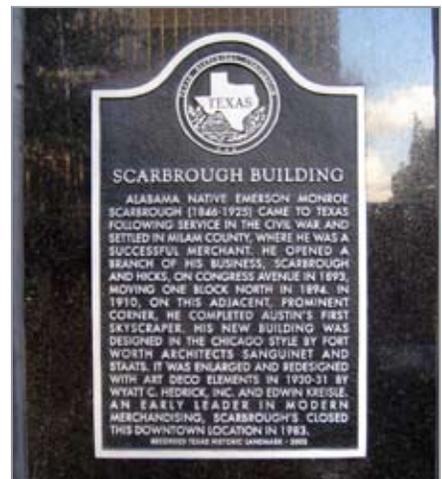
When it was built, there was discussion of a statue in front of City Hall. The City should explore an appropriate statue for the site and install it to enrich the area.

Public art on the existing North Henry Boulevard (SR 138/42) bridge over the railroad (O-14)

The existing bridge in Stockbridge's core is an unrealized opportunity to brand the community and improve its visual appeal. The City of Stockbridge should work with GDOT to explore appropriate public art installations for the bridge and identify funding for them.



Most chain businesses will vary their prototype when required by zoning



Historic markers can reinforce the community's identity



Other communities have applied public art to existing bridges

Crime Prevention through Environmental Design

The following summarizes elements of crime prevention through environmental design (CPTED) principles. It was compiled using information from wikipedia.com accessed on May 20, 2010.

CPTED is a multi-disciplinary approach to deterring criminal behavior through design. Its strategies rely upon the ability to influence offender decisions that precede criminal acts. Research into criminal behavior shows that the decision to offend or not to offend is more influenced by cues to the perceived risk of being caught than by cues to reward or ease of entry. Consistent with this research, CPTED strategies emphasize enhancing the perceived risk of detection and apprehension.

Natural surveillance

Natural surveillance increases the threat of apprehension by taking steps to increase the perception that people can be seen. Natural surveillance occurs by designing the placement of physical features, activities and people in such a way as to maximize visibility and foster positive social interaction among legitimate users of private and public space. Potential offenders feel increased scrutiny and limitations on their escape routes.

- *Place windows overlooking sidewalks and parking lots.*
- *Leave window shades open.*
- *Use passing vehicular traffic as a surveillance asset.*
- *Create landscape designs that provide surveillance, especially in proximity to designated points of entry and opportunistic points of entry.*
- *Use the shortest, least sight-limiting fence appropriate for the situation.*
- *Use transparent weather vestibules at building entrances.*
- *When designing lighting, avoid poorly placed lights that create blind-spots for potential observers and miss critical areas. Ensure potential problem areas are well-lit: pathways, stairs, entrances/exits, parking areas, ATMs, phone kiosks, mailboxes, bus stops, children's play areas, recreation areas, pools, laundry rooms, storage areas, dumpster and recycling areas, etc.*
- *Avoid too-bright security lighting that creates blinding glare and/or deep shadows, hindering the view for potential observers. Eyes adapt to night lighting and have trouble adjusting to severe lighting disparities. Using lower intensity lights often requires more fixtures.*
- *Use shielded or cut-off luminaires to control glare.*
- *Place lighting along pathways and other pedestrian-use areas at proper heights for lighting the faces of the people in the space (and to identify the faces of potential attackers).*

Natural surveillance measures can be complemented by mechanical and organizational measures. For example, closed-circuit cameras can be added where window surveillance is unavailable.

Natural access control

Natural access control limits the opportunity for crime by taking steps to clearly differentiate between public space and private space. By selectively placing entrances and exits, fencing, lighting and landscape to limit access or control flow, natural access control occurs.

- *Use a single, clearly identifiable, point of entry*
- *Use structures to divert persons to reception areas*
- *Incorporate maze entrances in public restrooms. This avoids the isolation that is produced by an anteroom or double door entry system*

- Use low, thorny bushes beneath ground level windows.
- Eliminate design features that provide access to roofs or upper levels
- In the front yard, use waist-level, picket-type fencing along residential property lines to control access, encourage surveillance.
- Use a locking gate between front and backyards.
- Use shoulder-level, open-type fencing along lateral residential property lines between side yards and extending to between back yards. They should be sufficiently unencumbered with landscaping to promote social interaction between neighbors.
- Use substantial, high, closed fencing (for example, masonry) between backyards and alleys.

Natural access control is used to complement mechanical and operational access control measures, such as target hardening.

Natural territorial reinforcement

Territorial reinforcement promotes social control through increased definition of space and improved proprietary concern. An environment designed to clearly delineate private space does two things. First, it creates a sense of ownership. Owners have a vested interest and are more likely to challenge intruders or report them to the police. Second, the sense of owned space creates an environment where “strangers” or “intruders” stand out and are more easily identified. By using buildings, fences, pavement, signs, lighting and landscape to express ownership and define public, semi-public and private space, natural territorial reinforcement occurs. Additionally, these objectives can be achieved by assignment of space to designated users in previously unassigned locations.

- Maintained premises and landscaping such that it communicates an alert and active presence occupying the space.
- Provide trees in residential areas. Research results indicate that, contrary to traditional views within the law enforcement community, outdoor residential spaces with more trees are seen as significantly more attractive, safer, and more likely to be used than similar spaces without trees.
- Restrict private activities to defined private areas.
- Display security system signage at access points.
- Avoid cyclone fencing and razor-wire fence topping, as it communicates the absence of a physical presence and a reduced risk of being detected.
- Placing amenities such as seating or refreshments in common areas in a commercial or institutional setting helps to attract larger numbers of desired users.
- Scheduling activities in common areas increases proper use, attracts more people and increases the perception that these areas are controlled.

Territorial reinforcement measures make the normal user feel safe and make the potential offender aware of a substantial risk of apprehension or scrutiny.

Maintenance

Maintenance is an expression of ownership of property. Deterioration indicates less control by the intended users of a site and indicates a greater tolerance of disorder. The Broken Windows Theory is a valuable tool in understanding the importance of maintenance in deterring crime. Broken Windows theory proponents support a zero tolerance approach to property maintenance, observing that the presence of a broken window will entice vandals to break more windows in the vicinity. The sooner broken windows are fixed, the less likely it is that such vandalism will occur in the future.

4.6 Public Facilities & Spaces

As the study area develops as provided for in the Framework Plan it will be necessary to upgrade public facilities and spaces to serve the growing community. The following recommendations provide guidance on how to do this in an incremental way that achieves the long-term vision, while reflecting current limited resources.

Public Facilities Policies

Construct civic buildings and facilities that set the standard for the type of high quality development desired in the area.

Public buildings are more than places to conduct government business; they are symbols of the values and identity of the communities they represent. As such, they should set models for the standard of architecture that a community aspires to. Cheap civic buildings encourage cheap private development nearby.

Support expanded recreation opportunities for children and seniors.

To be a truly diverse and balanced community Stockbridge should serve people of different ages. The City and County should support efforts to expand recreation opportunities targeted towards children and seniors.

Public Facilities Projects

Community center serving Stockbridge residents (O-15)

While the existing Ted Strickland Community Center is an ideal place for meetings, it is not the full service community center that many in Stockbridge desire. The City should explore opportunities to establish a full-service community center that includes programs targeted to seniors and youth

Reconstructed replica of the historic train depot (O-16)

A strong desire exists to build a replica of the historic train depot that existed along North Berry Street. Potential uses for this could include a welcome center, a history museum, an inter-modal facility (T-16), a community center (O-15), or other potential uses.

Shuttle service to the JP Moseley Recreation Center (O-17)

The existing JP Moseley Recreation Center on Miller's Mill Road could better serve residents without transportation by establishing a shuttle from neighborhoods to it. Said shuttle would be an ideal short-term option for improving recreation options in Stockbridge.

New YMCA or similar recreational facility (O-18)

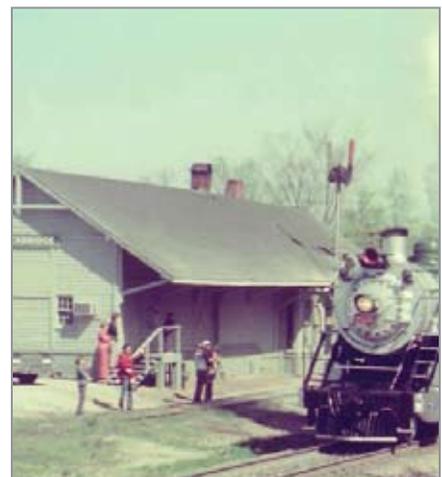
Over the long-term, the City of Stockbridge should explore options for a new YMCA or similar recreation facility. Consideration should also be given to incorporating a public natatorium (O-19).



Civic facilities should continue to set the standard for the quality of development desired in the area



A full-service community center could serve Stockbridge residents, including seniors and youths



The Stockbridge depot was once the heart of the community

Public natatorium (O-19)

Either in conjunction with O-18, or as a separate facility, options for a public natatorium should be explored. While an ideal location cannot be assessed by this plan, several in the community expressed a desire to see such a facility on Tye Street.

Services to assist seniors wishing to age-in-place in existing single-family homes (O-20)

As Stockbridge's population ages it will be necessary to expand services that assist seniors wanting to age-in-place, such as transportation or small home repair assistance.

Extended water and sewer as the area develops (O-21)

As the area continues to develop it will be necessary to extend water and sewer into new areas to accommodate growth.

City planner (O-22)

A city planner could assist the City of Stockbridge in implementing the vision of this LCI 10-year update.

Public Space Policies

Continue improved existing parks

Stockbridge is blessed with several large public spaces that should be constantly maintained and improved.

Encourage an appropriate relationship between parks and adjacent development.

New development adjacent to public spaces should front them with doors, windows, and walkways. Parking, loading zones, dumpsters, or similar uses should be minimized and hidden from view in these areas. New, publicly-accessible streets should be created to separate parks from development where feasible.

Incorporate parks and open spaces into large developments.

Developments greater than ten acres can easily accommodate pocket parks or plazas. Typically, this only needs to be between five and ten percent of the site's area, if properly designed.

Encourage the creation of shared stormwater facilities and those integrated into parks.

Shared facilities can reduce the cost to individual developers and the amount of land dedicated to stormwater retention. In addition, they can often be designed as community assets and integrated into planned public spaces.

Incorporate trees into existing new development.

The National Association of Homebuilders reports that house lots with mature trees sell for an average of 20 to 30 percent more than those without. To ensure that Stockbridge's quality-of-life is



Many would like to see a public natatorium in Stockbridge



Open spaces should be bounded by streets fronted with buildings



Shared stormwater facilities can be designed as community amenities, such as this one in Atlanta

maintained and improved, trees should be planted in existing yards and along existing streets, while new developments are encouraged to preserve mature trees (to the maximum extent possible) and plant new ones as compatible with the development program.

Public Space Projects

Town Center Project public spaces (O-23)

The ideal option for public spaces in the Town Center Project will require study beyond the scope of this plan. There are many trade-offs between an expanded town green and an amphitheater that the City of Stockbridge should consider, not the least of which is cost. This 10-year update identifies two options in the Town Center Concept Plans:

- a. Expanded Town Green - a 0.5 acre space that could be expanded to 1.0 acre by closing down adjacent streets during events to create a space capable of accommodating 2,250 visitors. This should only occur if alternate routes are in place so that traffic can be diverted.
- b. Amphitheater - a 5.0 acre space capable of accommodating 3,000 visitors, but also featuring play and passive recreation areas.

Please see the Town Center Project Concept Plans for details.

North Berry Street Plaza (O-24)

The area south of the former train depot could be converted into a small plaza either with or without the reconstruction of a depot next door. Said plaza could be outfitted with movable stalls to create a permanent location for a weekend farmers market or similar use. In the case of a farmers market, back-in angled parking could also be provided so that vendors can sell directly from their trucks.



If the City of Stockbridge determines that the amphitheater is appropriate, it could be a focal point for the entire community



The North Berry Street Plaza could sit south of the reconstructed train depot and include space for a weekend farmers market

Temporary ice skating rink (O-25)

During winter a temporary ice skating rink could be installed in the existing town green to draw visitors to the Town Center Project and build civic pride.

Skateboard park (O-26)

During intercept surveys conducted as part of the public outreach effort, several youth in the community expressed an interest in seeing a skateboarding park in Stockbridge. As Stockbridge progresses towards becoming a place that serves the needs of all ages, a skateboarding park could provide a highly-desired activity for its youth.

Community dog park (O-27)

Community members also expressed a desire for a dog park, a need that will become even greater if and when the Town Center Project is realized and new residents of small lot single-family houses and townhouses move into the area.

Preserved stream corridors (O-28)

The Framework Plan identifies preserved open space corridors along existing streams in the study area, including:

- a. Reeves Creek and tributaries
- b. Brush Creek and tributaries

Most of these areas are already protected through wetland laws and stream buffer requirements, but opportunities to maximize open space in these areas should continue to be explored.

Assorted new open spaces with private development (O-29)

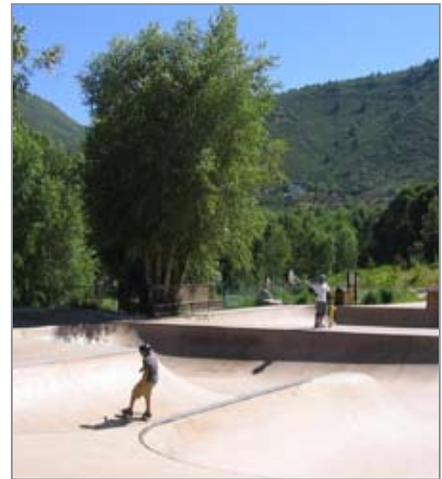
As development occurs, new open spaces should be provided.

Community gardens (O-30)

Residents would like increased community gardens. These could be on vacant or unbuilt lots, such as within the Town Center Project, or in partnership with schools.

Police station redevelopment (O-31)

The former police station along Burke Street should be redeveloped into a use consistent with the vision of this plan.



Many youth want a skateboard park in Stockbridge



A community garden could be established in conjunction with area schools

CITY OF STOCKBRIDGE

LIVABLE CENTERS INITIATIVE 10-YEAR UPDATE

Part 5: Implementation

July 9, 2012



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5.1 Action Plan

This Action Plan outlines the next steps after the 10-year update is adopted by the City of Stockbridge. The action Matrices, provided on the following pages, list all proposed projects, along with timelines, responsible parties, and cost estimates. The matrices are intended to serve as a blueprint for achieving the community's vision for the future.

Most recommendations are provided on an aggressive five year timeline, although some may extend beyond this time period if funding is delayed or not available. Projects in the near future represent those addressing areas with the most critical need, or those where public investment can spur private investment. Longer-term projects are less urgent, but equally key to the ultimate success of this plan.

Community Priorities

During the public outreach process it became evident that four plan recommendations were of high priority to the community. These include:

- Town Center Project completion (O-1)
- North Henry Boulevard (SR 138/42) improvements (T-1)
- Community center serving Stockbridge residents (O-15)
- North Berry Street improvements (T-8a, O-7)

These four projects are complicated endeavors that will require extensive coordination between the City of Stockbridge and other parties. For example, the Town Center Project will require a partnership with developers to become a reality. Similarly, the two priority transportation projects will require the involvement of the ARC and GDOT in both design and funding.

Local Funding

Through the LCI program, the ARC has committed to making funding available for the implementation of plan elements related to transportation. Their expressed desire is for public infrastructure improvements to spur private investment. Transportation projects may also be funded through other sources administered through the ARC. The City of Stockbridge should work with ARC staff to ensure that projects requiring transportation funds are included in future Regional Transportation Plans (RTPs), which are revised every five years. Most transportation funds administered by the ARC will require a 20 percent local match. Potential sources for local match funds could include:

- **General Funds:** City of Stockbridge general funds have been used in the past to fund previous LCI improvements. Such funds will likely be used in the implementation of this plan as well.
- **SPLOST Funds:** A Special Purpose Local Option Sales Tax (SPLOST) has been used to fund public improvements in Henry County in recent years.
- **Proposed Community Improvement District (CID):** If a CID is created within the study area, it will have a role in providing matching funds for transportation projects, and completing many of the marketing recommendations of the plan.
- **Private donations:** Local matches could also be obtained by soliciting area property owners, businesses, residents, and institutions. Private funds may also be used to fund specific "special interest" projects. For example, the PATH Foundation funds multi-use paths, while the Trust for Public Land and the Blank Foundation sometimes fund park projects.

Additionally, a window of opportunity exists to fund some transportation projects through the **Transportation Investment Act** (TIA). If the act passes when voted on in July 2012, Stockbridge will receive discretionary funds that could be used for transportation projects identified in this plan. These and other potential local options should be explored.

Steps Toward Implementation

This 10-year update contains an aggressive but achievable plan for Stockbridge. For the vision to become a reality there must be both short- and long-term commitments to its principles.

Ongoing

In order to ensure implementation, continued diligence will be required on the part of residents, businesses, the City of Stockbridge, and other organizations. These groups must monitor development and public improvements in the study area to ensure that they are consistent with the vision of the plan. A continuation of the open outreach process used during the planning process will be central to this effort.

Additionally, City staff will be required to track projects and maintain milestone dates and deadlines to keep projects on schedule and moving toward completion. The recommendation to hire a city planner would assist in this effort and aid elected officials in establishing policies and setting priorities for funding and implementation.

Short Term

Short-term steps toward implementation include the code amendments and other administrative projects outlined in the action matrices. Creation of a zoning overlay and related land use plans will require an update to the Joint Cities/County Comprehensive Plan. This effort will need to be undertaken in conjunction with the aid of Henry County staff and elected officials.

Long Term

Realizing the plan's vision will also require a long-term commitment. The plan's aggressive vision cannot be achieved overnight, and if it is not consulted and reviewed regularly, it risks becoming obsolete. As the City of Stockbridge moves forward with implementation, it is important to remember the following:

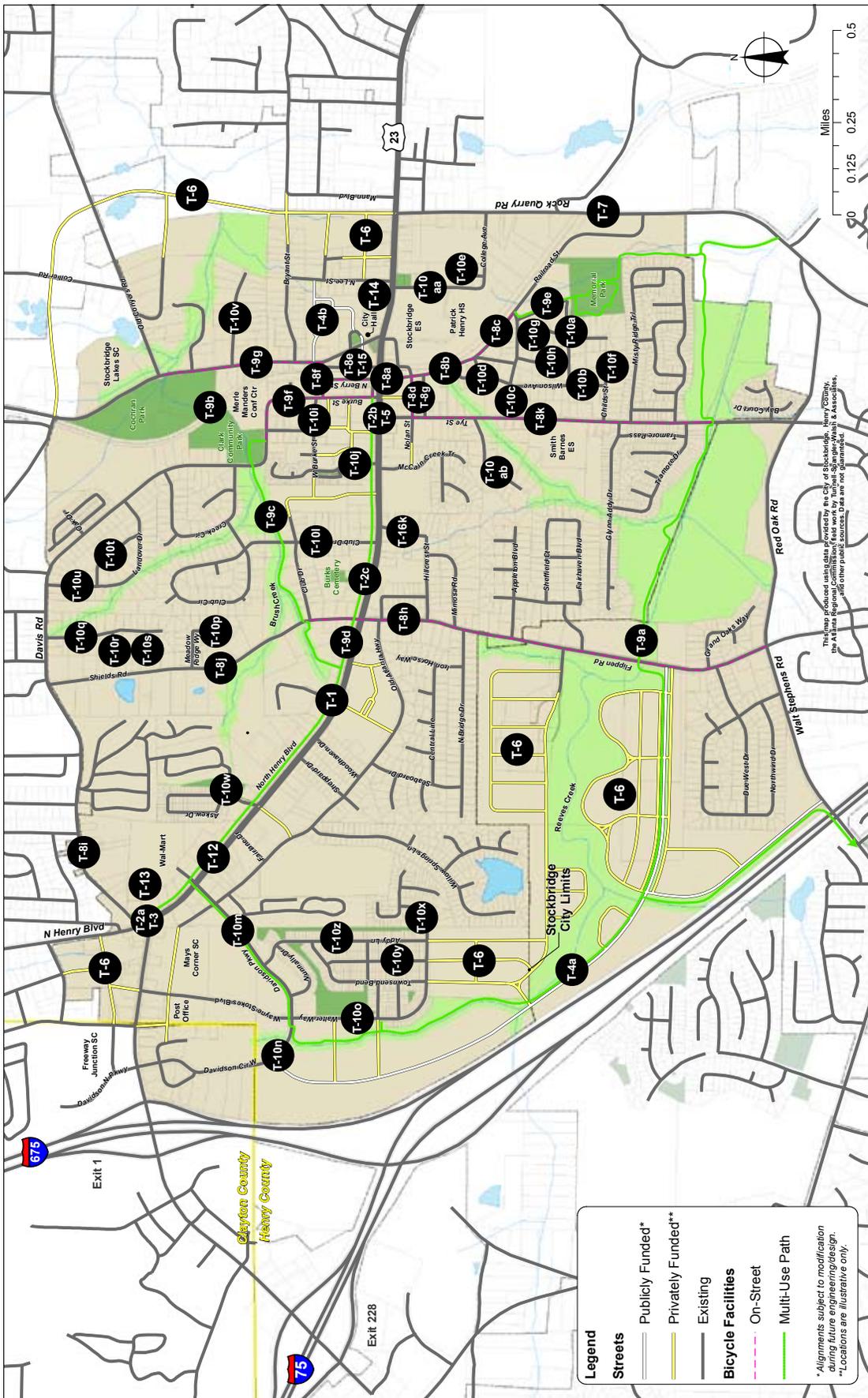
- **The Vision:** Of all of the components of this plan, the vision should represent its most lasting legacy. The ideas contained in Part 4.1: Future Vision are the result of an inclusive public involvement process. It is unlikely that the general vision and goals resulting from this process will change significantly, even though the steps to achieving them may.
- **Flexibility:** While the vision is unlikely to change in the near future, it is critical that the community recognize that the ways in which the vision is achieved can and will change. The future addition or subtraction of policies or projects should not be viewed as a compromise of the study, but rather its natural evolution in response to new conditions. Many of the assumptions used to guide this process, including the economic climate, land costs, transportation costs, transportation funding programs, and development trends, are never fixed. The City of Stockbridge must be prepared to respond to changes in order to ensure a relevant plan.
- **Development Guide:** One of the greatest long-term values of this document, in addition to its role in procuring transportation funding, is that it lays out a detailed land use framework. Future development proposals should be reviewed for compatibility with the framework.

By being mindful of these three concepts, the Stockbridge LCI Study 10-Year Update can guide positive change in and around the area for years to come.

Cost Assumptions

As with any macro-level planning process, it is impossible to assign exact costs to future projects. However, it is possible to produce cost estimates based on standard unit cost assumptions. The following unit cost assumptions are used in the action matrices. Where project costs have already been estimated by another plan, the other plan's costs are used. All costs are in 2012 dollars.

Figure 5.1:
Transportation
Project Map



Transportation Projects

ID	Description	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Length of Project (ft)
Vehicular							
T-1	North Henry Boulevard (SR138/42) Improvements	Vehicular / Pedestrian	2012	\$480,000	2013	\$500,000	10,000
T-2	Traffic Studies & Plans	Roadway Operations	2012	\$55,000	n/a	n/a	n/a
T-2a	Feasibility Study for Roundabout at North Henry Boulevard (SR 138/42)	Roadway Operations	2012	\$20,000	n/a	n/a	n/a
T-2b	Traffic Signal Warrant Analysis for Tye Street and North Henry Boulevard (SR 138/42) Intersection	Roadway Operations	2012	\$5,000	n/a	n/a	n/a
T-2c	Access Management Plan for North Henry Boulevard (SR 138/42)	Roadway Operations	2012	\$30,000	n/a	n/a	n/a
T-3	Roundabout at North Henry Boulevard (SR138/42) and SR 138 SW	Vehicular	2013	\$132,000	2014	\$2,000,000	1,000
T-4	New publicly funded streets within study area	Varies	Varies	\$2,646,000	Varies	\$13,500,000	15,800
T-4a	New street from Flippen Road northwest to Davidson Circle West, to serve as North Henry Boulevard (SR 138/42) bypass	Vehicular / Multi-use Path	2013	\$2,250,000	2015	\$12,500,000	12,500
T-4b	New street network around City Hall from East Atlanta Road to North Lee Street	Vehicular	2014	\$396,000	2015	\$1,000,000	3,300
T-5	New Traffic Signal at Tye Street and North Henry Boulevard (SR 138/42)	Vehicular	2014	\$15,000	n/a	n/a	n/a
T-6	New Privately funded streets built with redevelopment	Vehicular	2014	n/a	n/a	n/a	25,000
T-7***	Rock Quarry Road improvements and railroad grade separation	Vehicular	2010	\$840,000	2011	\$1,000,000	4,300
Pedestrian & Bicycle							
T-8	Major pedestrian facilities	Pedestrian / Bicycle	Varies	\$2,961,600	Varies	\$597,000	30,900
T-8a***	North Berry Street from Love Street to Nolan Street	Pedestrian Enhancements	2009	\$120,000	2010	\$5,000	1,300
T-8b*	South Berry Street from Nolan to Railroad Street	Pedestrian Enhancements	2012	\$96,000	2013	\$20,000	1,000
T-8c*	Railroad Street from Rock Quarry Road to South Berry Street	Pedestrian Enhancements	2012	\$254,400	2013	\$53,000	2,650
T-8d*	Nolan Street from Tye Street to South Berry Street	Pedestrian Enhancements	2013	\$57,600	2014	\$12,000	600
T-8e*	Ward Street from South Berry/Railroad Street to Love Street	Pedestrian Enhancements	2013	\$124,800	2014	\$26,000	1,300
T-8f*	Love Street from Burke Street to East Atlanta Road	Pedestrian Enhancements	2014	\$52,800	2015	\$11,000	550
T-8g	1st Street from Tye Street to South Berry Street	Pedestrian Enhancements	2014	\$57,600	2015	\$12,000	600
T-8h*	Flippen Road from North Henry Boulevard (SR138/42) to Walt Stephens/Red Oak Road	Pedestrian Enhancements	2015	\$561,600	2016	\$117,000	5,850
T-8i*	Davis Road from North Henry Boulevard (SR138/42) to Clark Community Park	Pedestrian Enhancements	2015	\$864,000	2016	\$180,000	9,000
T-8j*	Shields Road from North Henry Boulevard (SR138/42) to Davis Road	Pedestrian Enhancements	2016	\$446,400	2017	\$93,000	4,650

Cost per Linear Foot	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source & Match Amount	
\$400	2015	\$4,000,000	\$4,980,000	GDOT, City	GDOT, LCI, TE, SPLOST	SPLOST, City	\$1,780,000
n/a	n/a	n/a	\$55,000	City	GDOT, SPLOST	SPLOST, City	\$55,000
n/a	n/a	n/a	\$20,000	City	SPLOST	SPLOST, City	\$20,000
n/a	n/a	n/a	\$5,000	City	SPLOST	SPLOST, City	\$5,000
n/a	n/a	n/a	\$30,000	City	LCI, SPLOST	SPLOST, City	\$30,000
\$1,100	2016	\$1,100,000	\$3,232,000	GDOT, City	GDOT, SPLOST	SPLOST, City	\$2,352,000
Varies	Varies	\$22,050,000	\$37,196,000	City	GDOT, SPLOST	SPLOST, City	\$20,556,000
\$1,500	2017	\$18,750,000	\$33,500,000	City	GDOT, SPLOST	SPLOST, City	\$18,500,000
\$1,000	2017	\$3,300,000	\$3,696,000	City	SPLOST	SPLOST, City	\$3,696,000
n/a	2017	\$100,000	\$115,000	GDOT	GDOT, SPLOST	SPLOST, City	\$35,000
\$1,000	2017	\$25,000,000	\$25,000,000	Private	Private	n/a	n/a
\$163	2013	\$7,000,000	\$8,840,000	Henry County	Henry County SPLOST	n/a	n/a
Varies	Varies	\$24,330,000	\$27,888,600	City	Varies	Varies	\$8,424,600
\$500	2012	\$650,000	\$775,000	City	TE	SPLOST, City	\$255,000
\$800	2015	\$800,000	\$916,000	City	TE, LCI	SPLOST, City	\$276,000
\$800	2015	\$2,120,000	\$2,427,400	City	TE, LCI	SPLOST, City	\$731,400
\$800	2016	\$480,000	\$549,600	City	TE, LCI	SPLOST, City	\$165,600
\$800	2016	\$1,040,000	\$1,190,800	City	TE, LCI	SPLOST, City	\$358,800
\$800	2017	\$440,000	\$503,800	City	TE, LCI	SPLOST, City	\$151,800
\$800	2017	\$480,000	\$549,600	City	TE, LCI	SPLOST, City	\$165,600
\$800	2018	\$4,680,000	\$5,358,600	City	TE, LCI	SPLOST, City	\$1,614,600
\$800	2018	\$7,200,000	\$8,244,000	City	TE, LCI	SPLOST, City	\$2,484,000
\$800	2019	\$3,720,000	\$4,259,400	City	TE, LCI	SPLOST, City	\$1,283,400

Transportation Projects (continued)

ID	Description	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Length of Project (ft)
T-8k	Tye Street from North Henry Boulevard (SR138/42) to 2nd Street, Glynn Addy Road to Red Oak Road	Pedestrian Enhancements	2017	\$326,400	2018	\$68,000	3,400
T-9	Bicycle/Pedestrian Facilities	Various	Varies	\$629,880	Varies	\$1,051,000	21,700
T-9a***	Extension of Reeves Creek Trail from its current terminus to Flippen Road	Multi-use Path	2012	\$32,400	2013	\$60,000	600
T-9c	New multi-use path along Brush Creek from North Henry Boulevard (SR 138/42) to Cochran Park	Multi-use Path	2014	\$297,000	2015	\$440,000	5,500
T-9d	North Henry Boulevard (SR138/42) from downtown area to Davis Road	Multi-use Path	2014	\$240,000	2015	\$400,000	10,000
T-9e	Cemetery Street & short segment of 2nd Street, Connecting Memorial Park to Railroad Street	Multi-use Path	2015	\$16,200	2016	\$36,000	900
T-9f	Burke Street from North Henry Boulevard (SR138/42) to Clark Community Park	On-Street Bike Facility	2016	\$41,400	2017	\$115,000	2,300
T-9g	East Atlanta Road from Cochran Park to Love Street	On-Street Bike Facility	2017	\$2,880	2018	\$0	2,400
T-10	Minor pedestrian facilities	Sidewalk	Varies	\$409,860	Varies	\$683,100	34,155
T-10a	Wilson Street (entire length)	Sidewalk	2012	\$14,400	2013	\$24,000	1,200
T-10b	Wilson Avenue (entire length)	Sidewalk	2012	\$15,600	2013	\$26,000	1,300
T-10c	2nd Street (entire length)	Sidewalk	2012	\$19,200	2013	\$32,000	1,600
T-10d	Church Street (entire length)	Sidewalk	2012	\$12,000	2013	\$20,000	1,000
T-10e	Jackson Drive (entire length)	Sidewalk	2013	\$4,800	2014	\$8,000	400
T-10f	Childs Street (entire length)	Sidewalk	2013	\$10,800	2014	\$18,000	900
T-10g	Welch Street (entire length)	Sidewalk	2013	\$8,400	2014	\$14,000	700
T-10h	Silent Avenue (entire length)	Sidewalk	2013	\$8,400	2014	\$14,000	700
T-10i	West Burke Street (entire length)	Sidewalk	2014	\$12,000	2015	\$20,000	1,000
T-10j	Center Street North Henry Boulevard (SR 138/42) to West Burke Street	Sidewalk	2014	\$11,400	2015	\$19,000	950
T-10k	Bowen Street (entire length)	Sidewalk	2014	\$11,700	2015	\$19,500	975
T-10l	Club Drive from Club Circle to Shields Road	Sidewalk	2014	\$13,560	2015	\$22,600	1,130
T-10m	Davidson Parkway (entire length as needed)	Sidewalk	2014	\$36,000	2015	\$60,000	3,000
T-10n	Davidson Circle West (entire length as needed)	Sidewalk	2015	\$11,400	2016	\$19,000	950
T-10o	Walter Way from SR 138 SW to Davidson Parkway	Sidewalk	2015	\$25,800	2016	\$43,000	2,150
T-10p	Meadow Ridge Way (entire length)	Sidewalk	2015	\$12,300	2016	\$20,500	1,025
T-10q	Meadow Ridge Drive (entire length)	Sidewalk	2015	\$20,400	2016	\$34,000	1,700
T-10r	Angela Court (entire length)	Sidewalk	2015	\$3,000	2016	\$5,000	250
T-10s	Rebecca Court (entire length)	Sidewalk	2016	\$2,400	2017	\$4,000	200
T-10t	Ridge Run (entire length)	Sidewalk	2016	\$12,300	2017	\$20,500	1,025

Cost per Linear Foot	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source & Match Amount	
\$800	2020	\$2,720,000	\$3,114,400	City	TE, LCI, SRTS	SPLOST, City	\$938,400
Varies	Varies	\$5,249,000	\$6,929,880	City	TE, LCI, CMAQ	SPLOST, City	\$2,730,680
\$450	2015	\$270,000	\$362,400	City	TE, LCI, CMAQ	SPLOST, City	\$146,400
\$450	2017	\$2,475,000	\$3,212,000	City	TE, LCI, CMAQ	SPLOST, City	\$1,232,000
\$200	2017	\$2,000,000	\$2,640,000	City	TE, LCI, CMAQ	SPLOST, City	\$1,040,000
\$150	2018	\$135,000	\$187,200	City	TE, LCI, CMAQ	SPLOST, City	\$79,200
\$150	2019	\$345,000	\$501,400	City	TE, LCI, CMAQ	SPLOST, City	\$225,400
\$10	2020	\$24,000	\$26,880	City	TE, LCI, CMAQ	SPLOST, City	\$7,680
Varies	Varies	\$3,415,500	\$4,508,460	Varies	Varies	Varies	\$1,776,060
\$100	2015	\$120,000	\$158,400	City	SPLOST, CDBG, SRTS	SPLOST, City	\$62,400
\$100	2015	\$130,000	\$171,600	City	SPLOST, CDBG, SRTS	SPLOST, City	\$67,600
\$100	2015	\$160,000	\$211,200	City	SPLOST, CDBG, SRTS	SPLOST, City	\$83,200
\$100	2015	\$100,000	\$132,000	City	SPLOST, CDBG, SRTS	SPLOST, City	\$52,000
\$100	2016	\$40,000	\$52,800	City	SPLOST, CDBG, SRTS	SPLOST, City	\$20,800
\$100	2016	\$90,000	\$118,800	City	SPLOST, CDBG, SRTS	SPLOST, City	\$46,800
\$100	2016	\$70,000	\$92,400	City	SPLOST, CDBG, SRTS	SPLOST, City	\$36,400
\$100	2016	\$70,000	\$92,400	City	SPLOST, CDBG, SRTS	SPLOST, City	\$36,400
\$100	2017	\$100,000	\$132,000	City	SPLOST, CDBG	SPLOST, City	\$52,000
\$100	2017	\$95,000	\$125,400	City	SPLOST, CDBG	SPLOST, City	\$49,400
\$100	2017	\$97,500	\$128,700	City	SPLOST, CDBG	SPLOST, City	\$50,700
\$100	2017	\$113,000	\$149,160	City	SPLOST, CDBG	SPLOST, City	\$58,760
\$100	2017	\$300,000	\$396,000	City	SPLOST, CDBG	SPLOST, City	\$156,000
\$100	2018	\$95,000	\$125,400	City	SPLOST, CDBG	SPLOST, City	\$49,400
\$100	2018	\$215,000	\$283,800	City	SPLOST, CDBG	SPLOST, City	\$111,800
\$100	2018	\$102,500	\$135,300	City	SPLOST, CDBG	SPLOST, City	\$53,300
\$100	2018	\$170,000	\$224,400	City	SPLOST, CDBG	SPLOST, City	\$88,400
\$100	2018	\$25,000	\$33,000	City	SPLOST, CDBG	SPLOST, City	\$13,000
\$100	2019	\$20,000	\$26,400	City	SPLOST, CDBG	SPLOST, City	\$10,400
\$100	2019	\$102,500	\$135,300	City	SPLOST, CDBG	SPLOST, City	\$53,300

Transportation Projects (continued)

ID	Description	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Length of Project (ft)
T-10u	Landover Drive (entire length)	Sidewalk	2016	\$29,400	2017	\$49,000	2,450
T-10v	Duvall Drive (entire length)	Sidewalk	2016	\$16,500	2017	\$27,500	1,375
T-10w	Askew Drive (entire length)	Sidewalk	2016	\$26,400	2017	\$44,000	2,200
T-10x	Susie Court (entire length)	Sidewalk	2017	\$3,600	2018	\$6,000	300
T-10y	Armitage Way (entire length)	Sidewalk	2017	\$14,400	2018	\$24,000	1,200
T-10z	Addy Lane (entire length)	Sidewalk	2017	\$8,100	2018	\$13,500	675
T-10aa	Repair South Lee Street (entire length)	Sidewalk	2017	\$27,600	2018	\$46,000	2,300
T-10ab	Repair Rosenwald Circle (entire length)	Sidewalk	2017	\$18,000	2018	\$30,000	1,500
T-11	Citywide standards for street furniture, trees, and lighting	Pedestrian	2012	\$5,000	n/a	n/a	n/a
T-12	Pedestrian bridge over railroad tracks	Pedestrian	2016	\$240,000	n/a	n/a	n/a
Transit							
T-13	Implement a City funded shuttle service along North Henry Boulevard (SR 138/42)	Transit	n/a	n/a	n/a	n/a	n/a
T-14	Establish a park and ride lot near the Wal-Mart at the intersection of North Henry Boulevard (SR 138/42) and SR 138 SW	Transit / Vehicular	2012	\$24,000	2013	\$500,000	n/a
T-15	Two new 160 to 240 vehicle parking (each) decks in the Town Center Project	Transit / Vehicular	n/a	\$360,000	n/a	n/a	n/a
T-16	Train Depot near Historic Downtown	Historical Transit	2014	\$240,000	2015	\$30,000	n/a
Totals:				\$9,038,340		\$19,861,100	

* Project proposed in previous LCI study

** Project partially or completely outside the LCI study area

*** Already programmed

All cost estimates are in 2011 dollars

CDBG: Federal Community Development Block Grant

GDOT: Georgia Department of Transportation

LCI: Livable Centers Initiative

SPLOST: Special Purpose Local Option Sales Tax, includes potential TIA funds

SRTS: Safe Route To School

TE: Federal Transportation Enhancement

Cost per Linear Foot	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source & Match Amount	
\$100	2019	\$245,000	\$323,400	City	SPLOST, CDBG	SPLOST, City	\$127,400
\$100	2019	\$137,500	\$181,500	City	SPLOST, CDBG	SPLOST, City	\$71,500
\$100	2019	\$220,000	\$290,400	City, Private	SPLOST, Private	SPLOST, City	\$114,400
\$100	2020	\$30,000	\$39,600	City, Private	SPLOST, Private	SPLOST, City	\$15,600
\$100	2020	\$120,000	\$158,400	City, Private	SPLOST, Private	SPLOST, City	\$62,400
\$100	2020	\$67,500	\$89,100	City, Private	SPLOST, Private	SPLOST, City	\$35,100
\$100	2020	\$230,000	\$303,600	City	SPLOST, CDBG	SPLOST, City	\$119,600
\$100	2020	\$150,000	\$198,000	City	SPLOST, CDBG	SPLOST, City	\$78,000
n/a	n/a	n/a	\$5,000	City	SPLOST, City	SPLOST, City	\$5,000
n/a	2018	\$2,000,000	\$240,000	City	TE, LCI, CMAQ	SPLOST, City	\$240,000
n/a	n/a	\$200,000	\$200,000	City	SPLOST	SPLOST, City	\$200,000
n/a	2015	\$200,000	\$724,000	City, Private, GDOT, GRTA, Henry County	GDOT, SPLOST	SPLOST, City	\$564,000
n/a	n/a	\$3,000,000	\$3,360,000	City	SPLOST	SPLOST, City	\$3,360,000
n/a	2017	\$2,000,000	\$2,270,000	City	TE	SPLOST, City	\$670,000
		\$99,644,500	\$125,543,940				\$44,388,340

Other Projects

ID	Description	Cost	Starting Year	Responsible Party	Funding Source
Land Use					
O-1	Town Center Project completion	TBD	2018	City, Private	City, Private
O-2	Comprehensive plan updates	Staff hours	2012	City	-
O-3	North Henry Boulevard (SR 138/42) overlay	\$50,000	2013	City	-
O-4	Temporary uses in the Town Center Project	TBD	ongoing	City, Private	City, Private
Environmental					
O-5	Stormdrain labels	\$2,000	2014	City, County Water & Sewer	City
Markets and Economics					
O-6	Conversion of the Former Manheim Design Center into a Job-creating Use	TBD	2014	Private	Private
O-7	Façade improvement program	\$50,000 - 100,000	ongoing	City	CDBG, Hotel/Motel Tax, Private
O-8	Business development team	Staff hours	ongoing	City, Private	City, Private
O-8b	Business development efforts	\$20,000 - 35,000	ongoing	City, Private	City, Private
O-8a	Business retention efforts	\$10,000 - 15,000	ongoing	City, Private	City, Private
O-9	CID study and creation	Staff hours	2012	City, Private	City, Private
O-10	Foreclosure and homeownership counseling seminars	\$0	2013	City; housing counseling agency	-
O-11	Fisher House	\$1.5 - 2.25 million	2015	Private	Private (Fisher House Foundation)
Urban Design & Historic Resources					
O-13	Historic signs and markers in the study area	\$5,000 - 10,000	2013	City	City, GA Historical Society, Private
O-14	Public art on the existing bridge over the railroad	\$50,000 - 100,000	2014	City, Private	City, Private
Public Facilities & Spaces					
O-15	Community center serving Stockbridge residents	\$1.5 - 2.0 million	2017	City	City
O-16	Reconstructed replica of the historic train depot	See T-15			
O-17	Shuttle service to the JP Moseley Recreation Center	TBD	ongoing	City	City, Henry County Parks & Rec
O-18	New YMCA or similar recreational facility (may combine with O-19)	\$2.5 - \$5.0 million	TBD	City	City, Private, Henry County Parks & Rec
O-19	Public natatorium (may combine with O-18)	\$4.0 - \$7.0 million	TBD	City	City, Private, Henry County Parks & Rec
O-20	Services to assist seniors wishing to age-in-place in existing single-family homes	Staff hours	ongoing	Henry County	Henry County Senior Services, ARC

Other Projects (continued)

ID	Description	Cost	Starting Year	Responsible Party	Funding Source
O-21	Extended water and sewer as the area develops	TBD	ongoing	Henry County	Henry County, Private
O-22	City Planner	\$70,000 - 80,000	ongoing	City	General Fund
O-23	Town Center Project public spaces	-	2018	City, Private	General Fund, Private, SPLOST
<i>O-23a</i>	<i>Expanded Town Green (including edge streets)</i>	<i>\$1.1 - \$1.6 million</i>	<i>2018</i>	<i>City, Private</i>	<i>General Fund, Private, SPLOST</i>
<i>O-23b</i>	<i>Amphitheater (excluding land)</i>	<i>\$3.5 - 6.0 million</i>	<i>2018</i>	<i>City, Private</i>	<i>General Fund, Private, SPLOST</i>
O-24	North Berry Street Plaza	\$600,000 - 1.0 million	2015	City	TE, SPLOST, General Fund
O-25	Temporary ice skating rink	\$75,000 - 150,000	2014	City	City, Private
O-26	Skateboard park	\$50,000 - 300,000	2018	City	City, Henry County Parks & Rec
O-27	Community dog park	\$35,000 - 75,000	2014	City	General Fund
O-28	Preserved stream corridors	\$0	ongoing	Private	Private
<i>O-28a</i>	<i>Reeves Creek and tributaries</i>	\$0	ongoing	Private	Private
<i>O-28b</i>	<i>Brush Creek and tributaries</i>	\$0	ongoing	Private	Private
O-29	Assorted new open spaces with private development	TBD	ongoing	Private	Private
O-30	Community gardens	\$3,000 - 6,000	ongoing	City, Henry County, Private	City, Henry County Schools, Private
O-31	Police station redevelopment	TBD	ongoing	City, Private	City, Private

5.2 Zoning and Land Use Changes

For the vision of this plan to become a reality, it will be necessary to update the City of Stockbridge's development regulations. The changes below will allow the study area to grow in a way that fully achieves the plan's vision and promotes a high-quality, pedestrian friendly, mixed-use environment.

Future Land Use Plan Amendments

The first step following adoption of the LCI 10-year update is updating the land use element of the Joint Henry County/Cities Comprehensive Plan 2030 to reflect the plan's vision. The map on page 125 shows recommended changes, which include:

- **Mixed-Use Classification:** The areas classified as "Mixed-Use" should be expanded west along North Henry Boulevard (SR 138/42) and within the downtown area.
- **Medium Density Residential Classification:** There are several areas, including whole neighborhoods, classified as "Commercial." This has resulted in the destabilization of residential areas as homeowners forgo property upkeep and reinvestment (and often convert houses to rental units) in hopes of selling for future rezoning to commercial uses. However, given the amount of land zoned for commercial uses today, it is unlikely that additional commercial land will be needed for decades, if ever. In order to stabilize neighborhoods, achieve the Framework Plan's vision, and support the redevelopment of existing marginal commercial properties, parcels currently zoned residential but classified "Commercial" should be changed to "Medium Density Residential."
- **Minor Discrepancy Updates:** Several other minor discrepancies between the Framework Plan and the future land use plan should also be corrected as noted on page 125.

Eventually, it may also be necessary to revise the underlying land use classifications for the existing Suburban Employment Activity Center near I-75. As part of this, a higher density "Mixed-Use" classification may be needed to support the plan's vision for the area.

Zoning Amendments

The most important element to achieving the future vision for the study area is amending the zoning code to support the plan. To this end, the following actions are recommended:

- **North Henry Boulevard (SR 138/42) Overlay:** As noted in Part 4: Recommendations, an overlay is recommended for the North Henry Boulevard (SR 138/42) corridor to codify the design and streetscape vision of this plan, as well as the proposed transportation network.
- **Site Rezoning:** It may also be necessary to rezone individual properties in a manner consistent with the proposed land use plan changes identified above and the Framework Plan. Because publicly-initiated rezoning that increases the amount of by-right density on a site could increase property values (which could actually discourage redevelopment) this plan does not recommend that the City of Stockbridge or Henry County increase density on any properties. Rather, developers should have to file rezoning requests. However, greater flexibility to allocate existing density (e.g. allowing the conversion of retail floor area entitlements to housing, office space, or other uses) may be appropriate.

Both proposed zoning amendments noted above should make every effort to codify the vision and recommendations of this plan. For example, the overlay should incorporate as many of the plan's design and transportation (e.g. streetscapes, access management) ideas as possible, while individual rezonings should be reviewed for their ability to incorporate the proposed streets, open spaces, and policies of this plan. The plan should be a benchmark against which the City of Stockbridge and Henry County review and consider zoning changes.

5.3 Population and Employment Changes

It is projected that the built-out Framework Plan will add population and jobs to the study area as identified below.

2022 Population and Employment

It is estimated that 8,270 residents currently live within the study area. The recommended land uses could increase the number of residents to 8,739 by 2017 and 9,944 by 2022. Initially, the weak state of the housing market today means that most of these additional units will be single-family houses constructed on existing unbuilt lots. Longer-term, new housing will likely expand to include a greater number of townhouses and senior-oriented multifamily.

Table 5.1: Projected Population: 2012-2022

	Single-Family	Townhouses/ Duplexes	Multifamily	Mobile Home	Total
January 1, 2012					
Occupied Housing Units	1,850	127	1,141	120	3,238
Vacant Housing Units	314	12	100	5	431
Average Household Size	2.61	2.47	2.47	2.56	2.51
Population	4,830	314	2,818	307	8,270
Plan - 2017 Estimate					
Average New Household Size	2.61	2.47	2.47	2.56	2.51
Net New Units ¹	180	0	0	0	180
Net New Population	470	0	0	0	470
Total Population	5,300	314	2,818	307	8,739
Plan - 2022 Estimate					
Average New Household Size	2.45	2.35	2.35	2.56	2.40
Net New Units ²	300	125	75	0	500
Net New Population	735	294	176	0	1,205
Total Population	6,035	607	2,995	307	9,944

1. Assumes that 2012-2017 housing growth is limited to absorption of 180 unbuilt lots.

2. Multifamily projection assumes the construction of assisted living or senior units.

It is estimated that employment will also increase in the coming decade, as shown in Table 5.2.

Table 5.2: Projected Employment: 2012-2022

	Commercial/ Hotel	Office/ Healthcare	Government/ Other	Total
January 1, 2012				
Employees	867	1,309	1,236	3,412
Plan - 2017 Estimate				
Net New Square Footage	13,000	15,000	20,000	48,000
Net Employees	16	36	48	100
Total Employment	883	1,345	1,284	3,512
Plan - 2022 Estimate				
Net New Square Footage	75,000	100,000	50,000	225,000
Net Employees	91	240	120	452
Total Employment	974	1,585	1,404	3,964

2037 Employment and Population

Estimating employment and population growth beyond ten years is difficult on the micro-level. Real estate and economic trends are complex and subject to change. Because the recommended land use plan is based on a 25-year vision, longer-term forecasts can be made based on achieving said vision. Inherent to this is a regional return to economic growth and continuation of market trends favoring walkable, compact, and mixed-use communities.

Study area growth projections are shown in Tables 5.3 through 5.6. Please note that these are based on the carrying capacity of the area and assume a moderate rate of growth for the study area (ranging from six to ten percent every five years), based on existing ARC projections for Henry County.

Table 5.3: Cumulative Commercial, Government, and Office Growth: 2012-2037

Year	Commercial/ Hotel	Office/ Healthcare	Government/ Other	Total
2012	135,000 sf	100,000 sf	550,000 sf	785,000 sf
2017	148,000 sf	115,000 sf	570,000 sf	833,000 sf
2022	223,000 sf	215,000 sf	620,000 sf	1,058,000 sf
2027*	245,300 sf	247,250 sf	640,000 sf	1,132,550 sf
2032*	269,830 sf	284,338 sf	680,000 sf	1,234,168 sf
2037*	296,813 sf	326,988 sf	720,000 sf	1,343,801 sf

Table 5.4: Cumulative Employment: 2012-2037

Year	Commercial/ Hotel	Office/ Healthcare	Government/ Other	Total
2012	867	1,309	1,236	3,412
2017	883	1,345	1,284	3,512
2022	974	1,585	1,404	3,964
2027*	1,071	1,823	1,538	4,433
2032*	1,178	2,097	1,635	4,910
2037*	1,296	2,411	1,731	5,438

Table 5.5: Cumulative Total Housing Units: 2012-2037

Year	Single-Family	Townhouses	Multifamily	Total**
2012	1,850	127	1,141	3,238
2017	2,030	127	1,141	3,418
2022	2,330	252	1,216	3,918
2027*	2,563	277	1,338	4,178
2032*	2,819	305	1,471	4,596
2037*	3,101	335	1,618	5,055

Table 5.6: Cumulative Population: 2012-2037

Year	Single-Family Residents	Townhouse Residents	Multifamily Residents	Total**
2012	4,830	314	2,818	8,269
2017	5,300	314	2,818	8,739
2022	6,035	607	2,995	9,944
2027*	6,408	651	3,143	10,202
2032*	7,048	717	3,458	11,223
2037*	7,753	788	3,803	12,345

*Long-term data are supported by growth projections prepared by the ARC. Figures shown reflect a moderate growth scenario based on development that can be physically accommodated in the land use program.

**Includes 120 existing mobile homes expected to remain through 2022. After 2022 projections assume redevelopment to other uses.

5.5 Consistency with LCI Goals

The Stockbridge LCI Study 10-Year Update and the recommendations contained within it are consistent with the ten components of the LCI program as identified below:

1. Efficiency/feasibility of land uses and mix appropriate for future growth including new and/or revised land use regulations needed to complete the development program.

The land use recommendations call for the introduction of increased employment, housing, and retail options throughout the study area. These include major office facilities near I-75, walker-friendly retail in the downtown area, and a range of housing options throughout, including above-shop lofts in new mixed-use buildings, live/work units, multifamily/senior buildings, and townhouses. Single-family houses will also be provided in existing neighborhoods, including on existing vacant house lots.

In addition, the plan incorporates recommendations for land use plan and zoning changes that will achieve the design and mixed-use land use patterns contained herein.

2. Transportation demand reduction measures.

The plan proposes reducing auto-demand by shifting some auto trips to pedestrian and bicycle trips via a multifaceted effort to: locate different land uses within walking distance; improve pedestrian facilities; improve bicycle facilities; and establish land use patterns that support potential future transit upgrades.

3. Internal mobility requirements, including traffic calming, pedestrian circulation, transit circulation, and bicycle circulation.

One of the central tenets of this study is to enhance connectivity for all transportation modes and balance these with the land use vision. The plan includes both public and private street connections that will provide multiple route options as the area develops and redevelops. In addition, accessibility for non-drivers is improved by building new tree-lined sidewalks along key streets, improving pedestrian crossings along North Henry Boulevard (SR 138/42), creating a bicycle network, supporting future transit, and improving pedestrian and bicycle connectivity.

4. Mixed-income housing, job/housing match and social issues.

The study area currently has a variety of housing options including single-family houses, duplexes, townhouses, and rental apartments. Most of these, however, occur in isolated pods rather than a fine-grained mixture. To address this, the plan calls for introducing new housing types (identified in item 1 above) in parts of the study area where they can be accommodated in a more walkable and mixed development pattern. These include housing for people of a variety of ages, lifestyles, and incomes; policies intended to support elderly housing; and recommendations to incorporate workforce housing, especially for teachers, police officers, fire fighters, and similar public employees. Plan recommendations also respond to the current housing market with strategies aimed at keeping existing owners in their houses, rather than being foreclosed on, through counseling and support services.

The plan also proposes increasing employment options within walking distance of existing and proposed housing. New employment areas will be focused near I-75, with smaller employment opportunities throughout other mixed-use areas. These will benefit both existing nearby neighborhoods and new housing.

5. Continuity of local streets in the study area and the development of a network of minor roads.

The plan includes a vision for creating an extensive interconnected street network as the study area develops. These include public facilities as well as those provided with private development.

6. Need/identification of future transit circulation systems.

Although neither the study area nor Henry County are served by scheduled local transit service today, many in the community would like to establish land use patterns that could one day justify and support frequent transit service. To this end, the proposed land use vision identifies a series of growth centers that could be logical stops for future buses or shuttles. In addition, the plan incorporates recommendations for establishing such services along North Henry Boulevard (SR 138/42), as well as potential locations for future enhancements to the GRTA Xpress commuter bus service.

7. Connectivity of transportation system to other centers.

The plan supports improved traffic operations on existing roadways connecting to nearby centers, as well as improved express bus connections to Atlanta. It calls for improving new roadways to the south (which improve access to the medical center district on Eagles Landing Parkway), assorted multi-use path connections to nearby areas, and potential transit connections.

8. Center development organization, management, promotion, and economic restructuring.

Economic development is a key element of this plan. As the area grows, the plan calls for creating a major employment center and establishing a community improvement district (CID) to handle future marketing, management, and promotion efforts.

The introduction of new housing near existing and proposed commercial or mixed-use growth centers will also support retailers by increasing their potential customer base.

9. Stakeholder participation and support.

The study process included extensive public involvement in the form of an online image preference survey, four community meetings, stakeholder meetings, and in-depth interviews. In addition, the consultants met one-on-one with a variety of groups, including land owners, developers, historic preservationists, and others.

10. Public and private investment policy.

The plan calls for the City of Stockbridge to continue its efforts to direct investment into the study area via public improvements such as pedestrian facilities, multi-use paths, new parks, and the realization of the Town Center Project. It also supports future public-private redevelopment through the possibility of creating a community improvement district (CID).

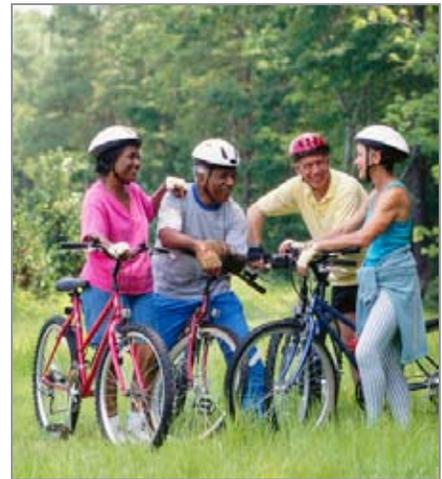
5.5 Lifelong Communities

Many of the weaknesses identified in the analysis on pages 56 and 57 are addressed by the recommendations of this plan in order to make the greater Stockbridge community a place where people of all ages and abilities can live. This approach is both a key element of the ARC's Lifelong Communities program and a desire of greater Stockbridge stakeholders.

Specific examples of projects that support creating a community that is friendly to people of all ages include:

- New sidewalks and multi-use paths to access destinations such as the downtown area, retail services, public buildings, and parks,
- Tree plantings to increase shade,
- A potential circulator shuttle,
- New public facilities, including a community center targeting the needs of senior citizens and the youth,
- Zoning changes and redevelopment concepts that increase the range of supportive housing types and support walker-friendly development patterns,
- Expanded public spaces to improve opportunities for social interaction and social well-being,
- The provision of daily needs within walking distance of existing and future houses, and
- Access to local healthy foods through community gardens and expanded farmers markets.

These recommendations, as well as other on-going efforts by the City of Stockbridge and Henry County, will make Stockbridge a place that truly serves the needs of residents of all ages.



This plan will make Stockbridge a community where people can live and be active at all ages



Many of the principles of Lifelong Communities also make a place attractive to young families