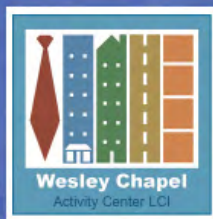


Wesley Chapel Activity Center

Livable Centers Initiative



Redevelopment Plan Report

August 30, 2011



JACOBS™

HUNTLEY





A Redevelopment Plan for the Wesley Chapel Activity Center Livable Centers Initiative (LCI) Study Area

August 30, 2011

Prepared for:



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Key Study Recommendations

The recommendations of this LCI Study fall into five main areas:

1. Catalyst Redevelopment Projects
2. Multimodal Transportation Improvements
3. Land Use & Community Design Policies
4. Economic Growth Strategies
5. Community Organization Strategies

Section 4 of this report contains detailed information expanding on these ideas, including a five-year implementation program that addresses transportation improvements, housing, and other local initiatives to accomplish these recommendations.

1. Catalyst Redevelopment Projects

A core product of the LCI is the identification of the preferred mix, style and interaction of uses within the study area. To this end, the project team, in coordination with community leaders, stakeholders, and community members, defined three key catalyst redevelopment projects that constitute the Master Plan. They are considered catalyst projects because they would be expected to jump-start other private or public investment in the area. The catalyst projects demonstrate the desirable form that the community would like the area to evolve into over time. Features include a mixture of uses, sustainable site and building features, diverse housing options, and a mix of community resources. The plan also includes four supplemental redevelopment areas that likely will result from reinvestment in the area through development of the catalyst sites.

The three catalyst sites are (1) the town green, (2) an institutional campus, and (3) a transit oriented development (TOD) around a future multimodal transit station. Each of these sites has the ability to create a new identity and center for the community; because of this it is important that the three sites work in conjunction and not in competition with one another in terms of establishing that identity, and that the centers of community activity are not redundant in terms of the facilities and activities that they provide. In many ways, which ever of these sites is the first to be developed will play a major role in establishing the character which should be echoed in the other sites. The four supplemental redevelopment project areas include: (1) the Covington Highway-Wesley Chapel Road neighborhood commercial node, (2) the Wesley Chapel Road-Snapfinger Woods Drive Commercial redevelopment, (3) the Wesley Chapel – I-20 mixed-used redevelopment area, and (4) the Wesley Chapel – I-20 commercial redevelopment area.

Altogether if built out as drawn on the Master Plan, the study area could accommodate over 2.2 million square feet of new commercial, 1.2 million square feet of mixed-use development, almost 700,000 square feet of institutional use, and 1.6 million square feet of office. These numbers are supported by the market analysis conducted for this report, and certainly would



make the Wesley Chapel community a vibrant town center as envisioned in the DeKalb County Comprehensive Plan.

2. Multimodal Transportation Improvements

A primary focus of the LCI Study was enhancing connectivity in the community. Wesley Chapel and I-20 both provide excellent highway access for community motorists but at the same time serve as barriers for pedestrians and cyclists. To improve local mobility, the plan calls for the modification of several local arterial roads to create a network of complete streets that better accommodate bikers, pedestrians, and transit users. In particular, the plan calls for improvements to Snapfinger Woods and Wesley Chapel Road, as well as a new bridge over I-20 that will provide better access to the proposed TOD site. The plan also calls multi-use path connections to surrounding area parks. The lack of recreational facilities in the area was recognized a major community concern.

A multi-modal transit station at Wesley Chapel and I-20 is also a key feature of the plan that will provide improved transit access to community and connectivity to downtown Atlanta and the Stonecrest Mall area. The station is envisioned to be similar to the transit station in Athens, and in similar fashion, the development around the station would include a conference/events center.

3. Land Use & Community Design Policies

The Overlay District that was recently adopted for the greater Wesley Chapel area can be improved to provide stronger support encouraging higher quality development in the area and for denying uses that are inappropriate to the urban character envisioned for the community. Also, the current design guidelines for the overlay are very generic and are actually the same guidelines used for Stonecrest. New design guidelines should be prepared that are specific to Wesley Chapel, as some components of the Stonecrest design guidelines may not be applicable or a good fit for Wesley Chapel. The Overlay District should also be amended to provide for double-faced signs, campus appropriate signage, and signage that is unique to the community character and easily identifiable.

4. Economic Growth Strategies

Several economic growth strategies are identified in Section 4 of the report. These recommendations acknowledge that redevelopment and new investment will not happen on its own, particularly in light of the ongoing impacts of the sluggish economy. Leveraging existing financial tools at the County's disposal and pursuing new and creative funding strategies will play a key role. The creation of a Tax Allocation District and a Community Improvement District along with securing LCI transportation funding are strategic steps that should be pursued. Other possible funding recommendations include the following:

- Opportunity Zone tax-incentive program
- Low Income Housing Tax Credits
- Brownfield redevelopment programs

5. Community Organization Strategies

The successful implementation of this LCI can only be achieved through the strong partnerships between the County, its citizens, and the private sector. These relationships have been formed through efforts to create the overlay district, and Wesley Chapel Community Overlay Committee (WCCOC) will continue to play a central role in achieving the vision for Wesley Chapel Community. The core recommendations for strengthening organizational and partnership opportunities are:

- Leverage existing organizational strengths and resources,
- Provide coordination & excitement for redevelopment efforts,
- Tap into county, regional & state resources.

In particular, this study recommends forming of a Community Improvement District that can represent the interests of local businesses as they strive to redevelop the heart of the community.

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1.1 Purpose

This redevelopment plan for the Wesley Chapel Activity Center Livable Centers Initiative (LCI) is a multi-disciplinary planning study carried out by DeKalb County with partial funding from the Atlanta Regional Commission (ARC). Its purpose is to develop an implementable plan that will serve as a blueprint for addressing transportation, land use, economic development and community design issues in the Wesley Chapel Community. This report also documents the public involvement efforts undertaken as part of this study, and input and feedback received from the public in return.

Economic development was a major motivation for undertaking this study. The Wesley Chapel area was once a thriving area of commercial and residential development but has experienced a significant amount of disinvestment over the past 20 years. While a limited portion of the study area has undergone redevelopment, much of the area is in need of revitalization that requires new multi-modal connectivity—including transit and pedestrian connections, business retention and development, and increasing the variety of housing options to support workers in the area and improve the economic base.

1.2 Guiding Principals

The following ten primary goals guide the development of any study undertaken as part of the ARC LCI program.

1. Encourage diverse medium to high-density, mixed income neighborhoods, employment, shopping and recreation choices at

Chapter 1: Introduction

- 1.1 Purpose
- 1.2 Guiding Principles
- 1.3 Study Area
- 1.4 Methodology



the transit stations, corridor, activity and town center level.

2. Provide access to a range of travel nodes including transit, roadways, walking and biking to encourage the use of alternative modes of transportation within the study area.
3. Encourage integration of uses and land use policy/regulation with transportation investments to maximize the use of alternative modes.
4. Through transportation investments, increase the desirability of redevelopment of land served by existing infrastructure at transit stations, corridors, activity and town centers by detailing proven incentive strategies that are currently in use.
5. Preserve the historic characteristics of transit stations, corridors, activity and town centers and create a community identity.
6. Develop a community-based transportation investment program at the transit station, corridor,

activity and town center level that will identify capital projects, which can be funded in the annual Transportation Improvement Plan (TIP).

7. Provide transportation infrastructure incentives for jurisdictions to take local action to implement the resulting transit station, corridor, activity or town center study goals.
8. Provide for the implementation of Regional Development Plan (RDP) policies, quality growth initiatives and Best Development Practices in the study area and at the regional level.
9. Develop a local comprehensive planning outreach process that promotes the involvement of all stakeholders, particularly low income, minority and traditionally underserved populations, through face-to-face meetings.
10. Secure planning funds for development of transit station, corridor, activity and town centers that showcase the integration of land use policies/regulations and transportation investments with urban design tools.

In addition, the study's stakeholders and sponsors, particularly ARC, are interested in promoting the principles of two regional programs as part of this effort: Lifelong Communities and Green Communities.

Lifelong Communities

The goal of Lifelong Communities is to create communities that accommodate the needs of residents throughout all stages of life.

In support of a lifelong community, for example, zoning policy should be adopted to facilitate the development of housing for older adults. Such policy might include accessory dwelling units, easy living and visit ability standards in new construction, and energy efficiency standards for new construction and home renovations.

The design of a Lifelong Community may also include:

- Senior centers/communities on transit routes
- Develop walkable communities
- Improve design of sidewalk infrastructure to meet older adults needs – curb cuts, wide sidewalks (to accommodate mobility aids) with traffic buffers and shade, countdown crosswalk signals
- Increase neighborhood access to fresh fruit and vegetables
- Accessible recreation options – parks, city facilities
- Expand volunteer opportunities for older adults
- Enhance the design of healthcare facilities to meet the needs of older adults – parking, lighting, waiting areas, drop off areas, etc.

Green Communities

The principles of Green Communities, on the other hand, revolve around the concept of making our communities more sustainable and environmentally friendly. Green Community strategies include:

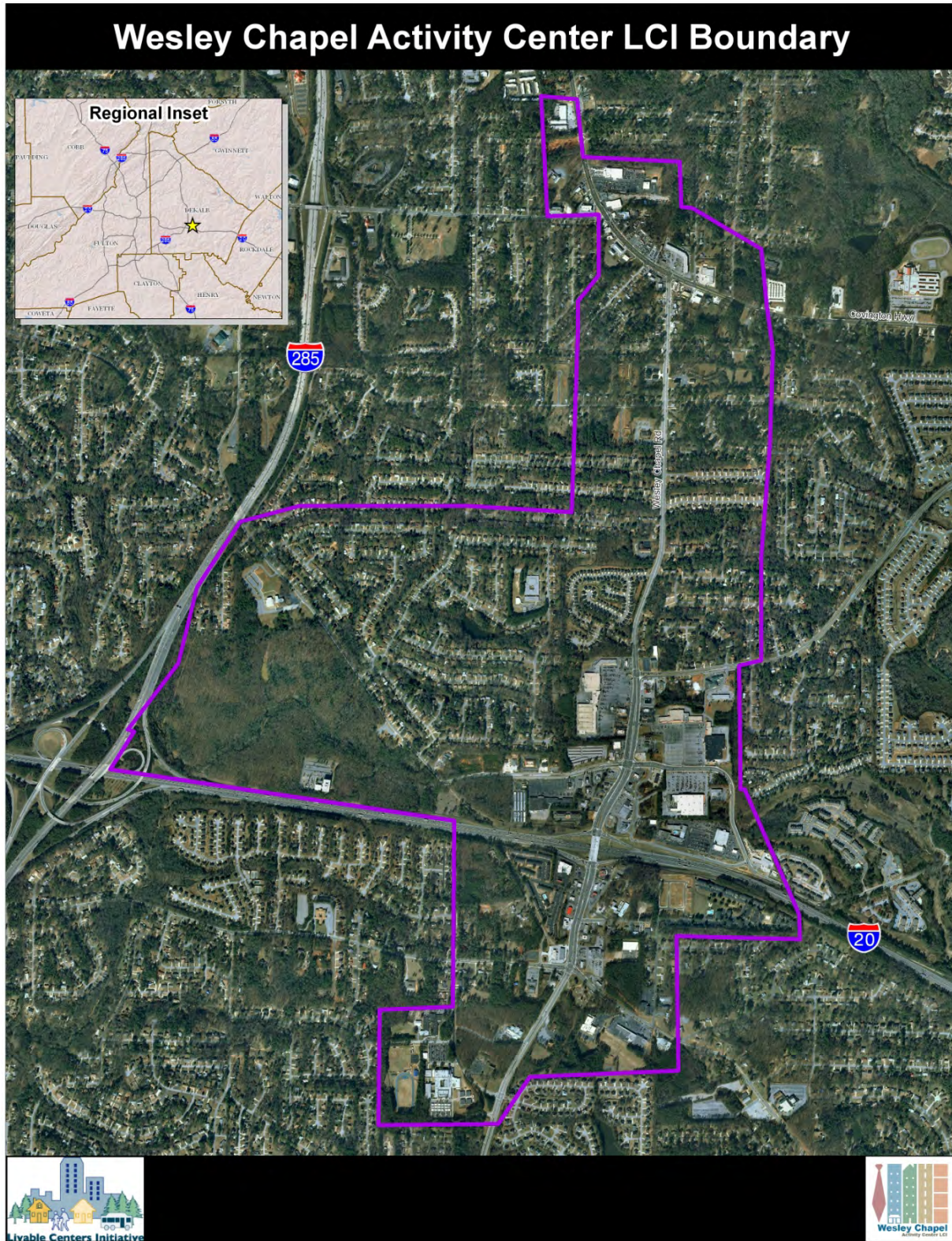
- Encouraging the construction of “green buildings”, or building that meet LEED, EarthCraft, and/or Energy Star incentives;
- Energy efficient design– Enforce Georgia energy codes and standards that take advantage of natural lighting and shade;
- Use of “green” power – remove regulatory barriers that discourage/prohibit onsite renewable energy technologies, such as solar panels;
- Water use reduction and efficiency – Compliance with metro water district plans, incentives for Water Sense certified homes;
- Inclusion of native trees and natural green space in site design, which can be encourage with shade coverage standards, and the provision of spaces for community gardens/farmers markets;
- Incorporation of design standards that encourage alternative modes of transportation such as “Complete Street” standards and safe routes to school programs;
- Adaptive land use strategies that encourage revitalization and the reuse of buildings/sites, incentivize infill, mixed use, traditional neighborhood development (TND) and transit oriented development (TOD).

1.3 Study Area

The Wesley Chapel Livable Centers Initiatives (LCI) study area includes the commercial centers surrounding the I-20/Wesley Chapel Road interchange and adjacent neighborhoods along the Wesley Chapel corridor. Map 1.1 shows the boundaries of the study area superimposed on an aerial photo of the community. The existing land uses include a mix of commercial, single-family homes, and civic/community uses. The future land use will be guided by the policies of the DeKalb County Comprehensive Plan, which designates the commercial core as a Town Center, an intense but walkable activity center, to be oriented around a future Metropolitan Atlanta Rapid Transit Authority (MARTA) transit station.

One strength of the LCI study area is its excellent accessibility, including a direct exit/entrance to I-20, visibility from I-285, and close proximity to Hartsfield-Jackson Atlanta International Airport. The study area is also a strategic location for future transit investment. MARTA is currently conducting a study to analyze alternatives for express service in the I-20 corridor, with Wesley Chapel Road being among the most important station sites along this proposed corridor. Finally, the Wesley Chapel area has a strong community base, including schools, a library, YMCA, and numerous active churches.

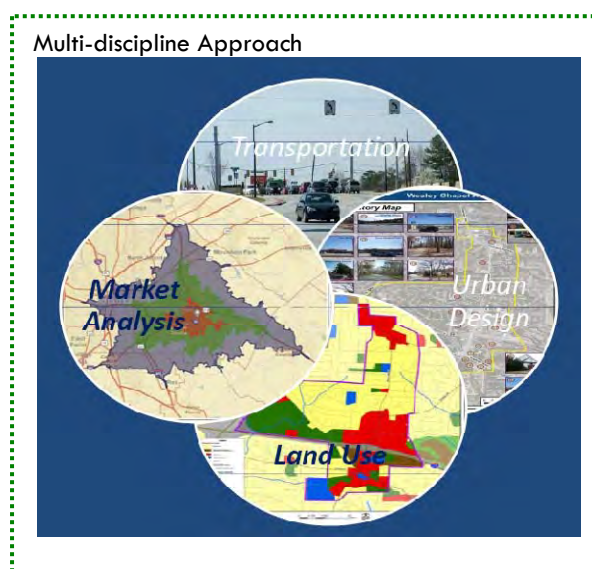
Map 1-1: Study Area



1.4 Methodology

This LCI study is the product of an active public involvement process and a multi-disciplinary analysis of the community. As part of this planning effort a Core Team made of community leaders was established that met throughout the study process. Four public meetings were held in the study area to engage and work with the community, and an active website was maintained to help inform the public and post draft materials. Additionally, a Business Focus Group with area business leaders provided guidance on barriers to and strategies for economic growth.

In preparing this study, the project team called upon knowledge and experience of professionals in the areas of land use planning, real market analysis, transportation planning, and urban design. This report lays out the basic findings of this team, describes the feedback and input of the general public, and provides recommendations on how to make the community vision a reality.



Wesley Chapel Road



2.1 Overview

You have to know where you are and where you want to be before you can move forward. Communities are the same way. The intent of this chapter is to establish the conditions at the time this study took place. Conditions that are discussed include previous studies, existing land use and zoning, transportation systems, and community character. The preliminary findings of this Chapter were presented to public at community meetings, and the feedback from which has been incorporated here.

2.2 Related Planning Efforts

Many previous planning efforts have focused on or addressed parts of the study area, and in fact, this LCI study is in some ways a result of those previous efforts. In addition, there are some other ongoing planning efforts that will play a major role in the success of implementing this study. Following is a brief review of these other efforts.

2.2.1 2005-2025 Comprehensive Plan

DeKalb County's current Comprehensive Plan establishes the land use policies that help to guide rezoning and capital investment decisions. It was adopted in 2005 and is regularly updated to conform to changing conditions. The Comprehensive Plan designated the Wesley Chapel Road and I-20 area as a Town Center. The plan includes policies and future land use map that are discussed in detail in the Land Use Section (2.4) of this chapter.

Chapter 2: Base Conditions

- 2.1 Overview
- 2.2 Related Planning Efforts
- 2.3 Socioeconomics & Real Estate Market Conditions
- 2.4 Land Use and Zoning
- 2.5 Transportation Systems & Conditions
- 2.6 Community Character



Know Where You Are

2.2.2 Wesley Chapel Study and Overlay District

The DeKalb County Planning Division undertook a study of the Wesley Chapel Community in 2007. The goal of the study was to develop an Overlay District for the area that will promote private sector investment, spur coordinated redevelopment activity, and create a thriving family-oriented destination. The overlay was established and a core group of community leaders was formed that helped craft the study, and who played a significant role in supporting the county's efforts to undertake this LCI study. The group is called the Wesley Chapel

Community Overlay Committee (WCCOC), and members of the committee also played a role in the Core Team of the LCI study.

The 2007 Planning effort resulted in several products that not only helped inform the development of the Overlay District but also supported this LCI effort. In particular, a Visual Preference Study was undertaken in the study (a sample of the results is shown in the facing column) and was used as a part of the urban design analysis of this study. The other key product was the Overlay District specifications, which are described in greater detail in the land use section of this chapter.

2.2.4 Interstate-20 Transit Initiative

The I-20 Transit Initiative is an on-going planning effort that could have a big impact on the LCI study area. Being undertaken by the Metropolitan Atlanta Rapid Transit Authority (MARTA) in close coordination with DeKalb County, the City of Atlanta, and the Federal Transit Administration (FTA), this initiative will identify and summarize the transportation and environmental benefits and impacts associated with the implementation of a new east-west transit service from downtown Atlanta to the Mall at Stonecrest. One of the preferred locations of a future transit station is along I-20 at its intersection with Wesley Chapel Road. The initiative has involved an extensive public involvement process, transportation modeling, and financial analysis. The study is proposed to be completed in summer 2012.

2.2.5 Other Ongoing Efforts

Community Improvement District Initiative

One of the many on-going efforts of the WCCOC is the formation of a Community

2007 Visual Preference Results Sample

Most Preferred - Building Height



Three Stories – Approximately 35' maximum

Most Preferred Retail Areas



Most Preferred - Public Open Space



Streetscapes



Improvement District (CID) for the area. A CID is a geographically defined district in which commercial property owners vote to impose a self-tax. To enact a CID under Georgia law, a simple majority of affected property owners holding at least 75 percent of the assessed property value of the area must vote affirmatively. Funds are then collected by the taxing authority and given to a board of directors elected by the property owners. CIDs have been used all around the Atlanta region and proven to be very effective revitalization tool. The challenge in trying to form one is getting the necessary 75 percent buy-in from the community to basically impose a self-tax. Funds collected from the tax can be used for water projects, transportation improvements, public transportation, parks and recreation facilities, and parking facilities.

Lifelong DeKalb

Based on the recommendations of the Lifelong Communities Program initiated by ARC (described in Chapter 1 of this report), DeKalb County has launched a Lifelong DeKalb, a task force made up of community members and professionals charged with serving the needs of seniors in the county. It

will focus on ensuring equitable access and optimal delivery of services to DeKalb seniors. Lifelong DeKalb is focusing on how to provide housing and transportation options to residents, encourage healthy lifestyles, and expand information and access to services in the community. The task force activities are an important resource to the Wesley Chapel community.

2.3 Socioeconomics & Real Estate Market Conditions

As part of this LCI Study, a full market analysis was conducted by Huntley Partners to gain a better understanding of the economic strengths and challenges facing the community. A full copy of the Huntley Market Analysis can be found in the Appendix. The facts and conditions described here were extracted from that analysis, and for a more complete discussion of each please refer to that larger document.

In reviewing the highlights of this market analysis it is interesting to note that the area currently only contains an estimated 1.5 million square feet of commercial, office, and industrial space and approximately 2,000

Table 2-1: Estimate of Existing Commercial and Industrial Space

Existing Study Area Inventory: Commercial & Industrial					
	Retail	Office	Ind/Storage	Auto Service	Total Industrial
Existing Square Feet	907,826	81,466	92,738	189,524	282,262
Approx Vacant SF	100,000	30,000			50,000
Approx Vacant %	11.0%	36.8%			17.7%
Add Neigh Services	32,000				
Approx Vacant %	14.5%				

Based on 114 parcels with on-site building/improvements square footage as identified in DeKalb County tax records. 21 parcels include multiple buildings on site. No residential, motel or religious facilities are included. "Neighborhood Services" are considered to be housed primarily in retail facilities in this Study Area.



residential units, of which one quarter (approximately 500) are renter occupied. These numbers were based DeKalb County tax records, and are offered as benchmark for comparison.

2.3.1 Demographic Characteristics

The immediate Wesley Chapel residential market area has not been spared from the impact of the national recession that began in 2007. While technically over, the recession still had a significantly affect on the Metro Atlanta region and its various submarkets. Wesley Chapel has not been as negatively impacted as most other area of Atlanta due to a number of basic demographic and income strengths that those market areas, called collectively the “Wesley Chapel Market Area” share. [All basic demographic and income data come from ESRI.] Individual demographic and income components support this profile of a strong, affluent surrounding community and adjacent retail and housing Wesley Chapel Market Area with strong growth potential.

Observations

- The area has a higher percent of homeownership than the county and Metro Atlanta
- The area has lower vacancy rate than DeKalb County and Metro Atlanta
- Per capita income and household income are lower than DeKalb County and Metro Atlanta

Table 2-2: Summary Profile 2010

	Summary Profile: 2010				Study Area as % of	
	Study Area	DeKalb	Metro Atl	Georgia	County	Metro
Population	5,130	691,893	5,268,680	9,687,653		
Households	1,634	256,445	1,902,033	3,542,185		
Avg Household Income	\$ 72,829	\$ 80,799	\$ 85,998	\$ 71,155	90%	85%
Per Capita Income	\$ 23,331	\$ 30,357	\$ 31,282	\$ 26,398	77%	75%
Avg Home Value	\$ 105,494	\$ 184,133	\$ 189,450	\$ 163,509	57%	56%
Housing Units	2,008	304,968	2,165,495	4,088,801		
Owner Households	61.7%	50.7%	59.8%	58.4%	122%	103%
Renter Households	27.5%	40.1%	29.7%	29.3%	69%	93%
Vacant Housing Units	9.9%	10.9%	10.5%	12.3%	91%	94%

Growth is projected to be lower than the County, Metro Atlanta and State in all key income areas summarized below over at least the next ten years:

Table 2-3: Summary Profile: Annual Growth Rate 2010-2021

	Summary Profile: Annual Growth Rate 2010-2021				City as % of	
	Study Area	DeKalb	Metro Atl	Georgia	County	Metro
	<i>Population</i>	0.84%	1.13%	1.95%	1.45%	74%
<i>Households</i>	0.87%	1.12%	1.95%	1.47%	78%	45%
<i>Avg Household Income</i>	1.57%	2.75%	2.76%	0.80%	57%	57%
<i>Per Capita Income</i>	1.63%	2.73%	2.73%	2.89%	60%	59%
<i>Avg Home Value</i>	0.14%	0.11%	1.03%	1.35%	126%	14%
<i>Housing Units</i>	0.64%	0.93%	1.75%	1.25%	69%	37%

Observations

- Population and household growth is projected to continue at a slow pace, though the increase in new housing units will outpace the formation of new households
- In absolute dollars, the projected increases in all key income categories are less than both the County, Metro Atlanta and the State

Table 2-4: Summary Profile: Net Growth 2010-2021

	Summary Profile: Net Growth 2010-2021				City as % of	
	Study Area	DeKalb	Metro Atl	Georgia	County	Metro
	<i>Population</i>	1,288	91,030	1,247,024	1,662,224	
<i>Households</i>	163	33,424	450,185	616,782		
<i>Avg Household Income</i>	\$ 13,602	\$ 28,106	\$ 30,074	\$ 14,286	48%	45%
<i>Per Capita Income</i>	\$ 4,531	\$ 10,468	\$ 10,809	\$ 8,714	43%	42%
<i>Avg Home Value</i>	\$ 1,695	\$ 2,340	\$ 22,493	\$ 26,067	72%	8%
<i>Housing Units</i>	309	50,990	455,316	598,699		

2.3.2 Economic Base

Economic base analysis is used to identify the local significance of each industrial sector. Studied were the kinds of industry within a community, the total earnings those industries produce, and the wages distributed the resident population. Economic base studies can direct recruitment toward businesses that complement existing industry or require the skills of residents currently exporting labor to other regions. This information is basic, but vital, for more effective decisions concerning the health of the local economy.

Employment by Economic Sector

The primary measure of an industry's value to a local economy is the number of people it employs. An economy grows stronger as it increases any form of gainful employment in the local population, redistributing wealth and encouraging economic growth.

The table below highlights the three primary types of employment-white collar, services and blue collar by percentage. There is 10% less white collar jobs in the area than the county, 4% more service jobs, and almost 10% more blue collar jobs than the county.

Table 2-5: Resident Employment, 2010

	Resident Employment: 2010				Study Area as % of	
	Study Area	DeKalb	Metro Atl	Georgia	County	Metro
White Collar	59.1%	69.0%	67.3%	62.2%	86%	88%
Services	19.5%	15.5%	14.5%	16.2%	126%	134%
Blue Collar	21.4%	15.4%	18.2%	21.6%	139%	118%

With respect to particular industries, the decade between 2000 and 2010 saw a decrease in residents' employment in manufacturing jobs of slightly more than 7%, a 2% decrease in transportation, warehousing and utility (TCU) jobs, and less than a 1% change in retail employment, construction trade, wholesale trade, finance, insurance and real estate (FIRE) and government.

Table 2-6: Resident Employment by Industry, 2010

	Resident Employment: 2010				Study Area as % of	
	Study Area	DeKalb	Metro Atl	Georgia	County	Metro
Construction	3.3%	5.5%	7.5%	7.3%	60%	44%
Manufacturing	6.8%	4.7%	7.0%	9.0%	145%	97%
TCU	15.1%	10.3%	10.2%	8.4%	147%	148%
Wholesale	3.3%	2.7%	3.8%	3.3%	122%	87%
Retail	11.4%	9.4%	11.5%	11.6%	121%	99%
FIRE	7.8%	8.3%	8.1%	6.8%	94%	96%
Services	45.6%	53.1%	47.1%	46.8%	86%	97%
Government	6.7%	5.9%	4.4%	5.3%	114%	152%

TOTAL	2,384	336,099	2,350,787	4,172,600	1%
Construction	79	18,485	176,309	304,600	0%
Manufacturing	162	15,797	164,555	375,534	1%
TCU	360	34,618	239,780	350,498	1%
Wholesale	79	9,075	89,330	137,696	1%
Retail	272	31,593	270,341	484,022	1%
FIRE	186	27,896	190,414	283,737	1%
Services	1,087	178,469	1,107,221	1,952,777	1%
Government	160	19,830	103,435	221,148	1%

Resident Employment Observations

- High proportion of residents work in White Collar jobs within the Wesley Chapel study area itself, reflecting the office real estate market base that already exists
- Very high percentages of White Collar jobs within the overall Wesley Chapel Area, supportive of both the market area's overall affluence (critical to retail demand) as well as the local labor force that can fuel future office employment growth

- Extremely high percentage residents work in Services (Professional and Business Services) and FIRE (Finance, Insurance and Real Estate), indicative of higher-salary “premium” jobs

Manufacturing has decreased significantly as a source of employment for area residents, particularly within the past decade. Employment in the Wholesale sector has also experienced a major decline, although its decline has occurred over a 20-year period, whereas the decline in manufacturing has likely been influenced by the 2007-09 economic downturn.

As a source of employment for area residents, Services represents a growth sector, as does FIRE (Finance, Insurance and Real Estate) to a lesser extent.

2.3.3 Existing Real Estate Market Conditions

The impact of the 2007-2009 global economic recession continue to be felt by commercial and industrial real estate markets around the world. Rising vacancy rates and declining rental rates defined nearly every market and sector here in the United States through most of 2010, with signs of stabilization being seen in late 2010 and early 2011. Through most of the past several years, however, eroding demand and increasing supplies of sublease space further impacted the market, leading to a near standstill in transaction volume. Banks and financial institutions have continued to focus on cleaning up their balance sheets and are moving aggressively to dispose of commercial real estate loans and financially distressed real estate assets – included residential mortgages – in the coming year.

Office Market

As it relates to the office market recovering, metro Atlanta remains in a holding pattern. The metro Atlanta office market is still waiting for consistent signs of stabilizing. A record amount of available office space exists in the market. This byproduct of the economic downturn and overzealous spec developers will require years of sustainable growth in order to return to a more balanced market. The good news is the economy is beginning to strengthen and the metro Atlanta office leasing is more active now than it was twelve months ago. In addition, no speculative construction has taken place in the market for almost two years. Heading into mid-year 2011, office leasing activity is expected to intensify with a number of large space requirements likely to be signed. The majority of these requirements, however, will be lateral moves within the market, meaning modest absorption will persist. Outside of these transactions though, Atlanta will maintain its significance as a regional hotspot for companies to consolidate their offices.

The consensus among local and regional forecasters is that, while its economic fundamentals remain solid, Atlanta is likely to lag other major markets in restoring occupancy rates. Although service producing jobs are expected to show improvements by the second half of 2011, banking and housing industry woes will continue to counterbalance Atlanta office market growth in the coming year.

Table 2-7: Atlanta Office Market Profile

Year	Qtr	Inventory SF/Units	Completions	Inventory Growth%	Vacant Stock	Vacancy Rate	Vacancy Change(BPS)	Occupied Stock	Net Absorption	Asking Rent	Ask Rent % Chg
2005	Y	136,291,000	1,084,000	- 0.4%	24,104,000	17.7%	-140	112,187,000	1,498,000	\$19.88	0.7%
2006	Y	136,871,000	1,695,000	0.4%	22,021,000	16.1%	-160	114,850,000	2,663,000	\$20.38	2.5%
2007	Y	138,575,000	2,618,000	1.2%	20,905,000	15.1%	-100	117,670,000	2,820,000	\$21.20	4.0%
2008	Y	139,790,000	1,970,000	0.9%	23,237,000	16.6%	150	116,553,000	-1,117,000	\$21.43	1.1%
2009	1	139,641,000	334,000	- 0.1%	23,847,000	17.1%	50	115,794,000	-759,000	\$21.44	0.0%
2009	2	139,909,000	530,000	0.2%	24,392,000	17.4%	30	115,517,000	-277,000	\$21.40	- 0.2%
2009	3	141,426,000	628,000	1.1%	26,409,000	18.7%	130	115,017,000	-500,000	\$21.33	- 0.3%
2009	4	141,041,000	0	- 0.3%	25,970,000	18.4%	-30	115,071,000	54,000	\$21.20	- 0.6%
2009	Y	141,041,000	1,492,000	0.9%	25,970,000	18.4%	180	115,071,000	-1,482,000	\$21.20	- 1.1%
2010	1	142,588,000	1,633,000	1.1%	28,325,000	19.9%	150	114,263,000	-808,000	\$21.18	- 0.1%
2010	2	142,398,000	0	- 0.1%	28,603,000	20.1%	20	113,795,000	-468,000	\$21.17	0.0%
2010	3	142,511,000	564,000	0.1%	29,609,000	20.8%	70	112,902,000	-893,000	\$21.16	0.0%
2010	4	142,474,000	0	0.0%	29,796,000	20.9%	10	112,678,000	-224,000	\$21.17	0.0%
2010	Y	142,474,000	2,197,000	1.0%	29,796,000	20.9%	250	112,678,000	-2,393,000	\$21.17	- 0.1%
2011	Y	142,474,000	0	0.0%	28,516,000	20.0%	-90	113,958,000	1,280,000	\$21.31	0.7%
2012	Y	143,158,000	684,000	0.5%	27,377,000	19.1%	-90	115,781,000	1,823,000	\$21.67	1.7%
2013	Y	144,722,000	1,564,000	1.1%	26,233,000	18.1%	-100	118,489,000	2,708,000	\$22.11	2.0%
2014	Y	146,718,000	1,996,000	1.4%	24,593,000	16.8%	-140	122,125,000	3,636,000	\$22.70	2.7%
2015	Y	149,124,000	2,406,000	1.6%	22,672,000	15.2%	-160	126,452,000	4,327,000	\$23.64	4.1%

Source: REIS

As with all submarkets within Metro Atlanta, the Wesley Chapel office market will benefit from the almost-total lack of new space being brought onto the market. Some improvement should begin to be seen this year and next, but recovery in the office market will likely not occur until 2013-14 in Wesley Chapel.

Retail Market

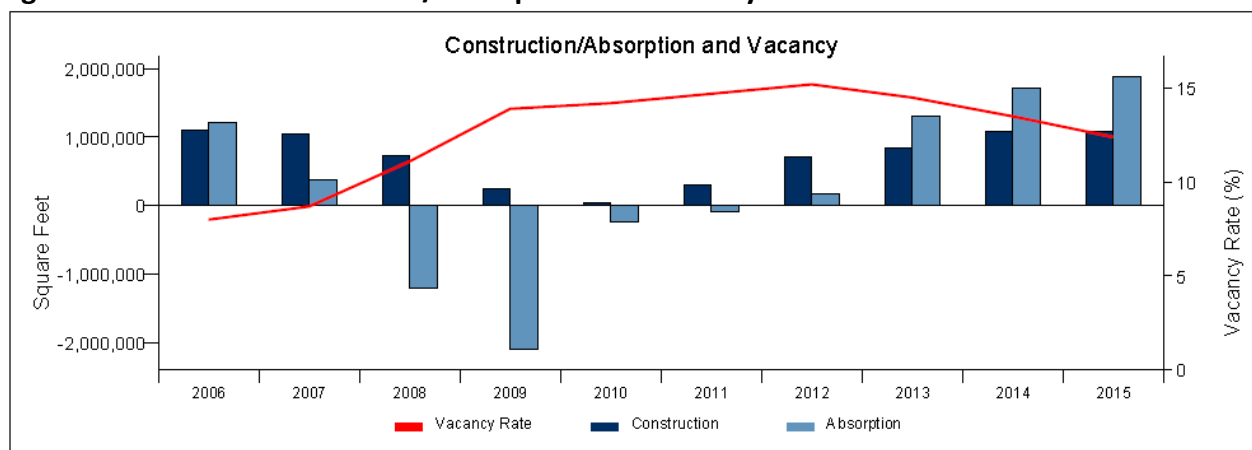
A slow economic recovery and timid consumer spending along with large volumes of empty retail space, a residue of Atlanta's latest development cycle, make for a slow recovery and persistent soft conditions. Elements of gradual improvement, however, are discernible. "The pace of new household formation, which hit a 30-year low in 2010, will not accelerate to historical norms until 2012, limiting demand for in-line space in newer suburban communities," states Marcus & Millichap in its 2011 outlook report on the local market. "Retail sales will also reach pre-recession levels." Reis's market data, meanwhile, indicate a mixed performance for occupancy even as vacancy rates remain painfully high. Indicated as well is the return of growth to rents, although gains have been small, and the return of positive net absorption to some sectors. While a large volume of space remains under construction, activity is dominated by a few large-format projects.

Table 2-8: Atlanta Retail Market Profile

Year	Qtr	Inventory SF/Units	Completions	Inventory Growth%	Vacant Stock	Vacancy Rate	Vacancy Change(BPS)	Occupied Stock	Net Absorption	Asking Rent	Ask Rent % Chg
2005	Y	78,001,000	1,353,000	1.8%	6,453,000	8.3%	80	71,548,000	649,000	\$16.73	8.1%
2006	Y	79,094,000	1,093,000	1.4%	6,333,000	8.0%	-30	72,761,000	1,213,000	\$17.10	2.2%
2007	Y	80,134,000	1,040,000	1.3%	7,007,000	8.7%	70	73,127,000	366,000	\$17.42	1.9%
2008	Y	80,866,000	732,000	0.9%	8,944,000	11.1%	240	71,922,000	-1,205,000	\$17.49	0.4%
2009	1	80,996,000	130,000	0.2%	9,379,000	11.6%	50	71,617,000	-306,000	\$17.39	-0.6%
2009	2	81,056,000	60,000	0.1%	10,443,000	12.9%	130	70,613,000	-1,004,000	\$17.25	-0.8%
2009	3	81,092,000	36,000	0.0%	10,727,000	13.2%	30	70,365,000	-248,000	\$17.19	-0.3%
2009	4	81,102,000	10,000	0.0%	11,282,000	13.9%	70	69,820,000	-545,000	\$17.16	-0.2%
2009	Y	81,102,000	236,000	0.3%	11,282,000	13.9%	280	69,820,000	-2,102,000	\$17.16	-1.9%
2010	1	81,102,000	0	0.0%	11,539,000	14.2%	30	69,563,000	-257,000	\$17.14	-0.1%
2010	2	81,102,000	0	0.0%	11,554,000	14.2%	0	69,548,000	-15,000	\$17.12	-0.1%
2010	3	81,137,000	35,000	0.0%	11,575,000	14.3%	10	69,562,000	14,000	\$17.20	0.5%
2010	4	81,137,000	0	0.0%	11,555,000	14.2%	-10	69,582,000	20,000	\$17.23	0.2%
2010	Y	81,137,000	35,000	0.0%	11,555,000	14.2%	30	69,502,000	-230,000	\$17.23	0.4%
2011	Y	81,430,000	293,000	0.4%	11,942,000	14.7%	50	69,488,000	-94,000	\$17.26	0.2%
2012	Y	82,131,000	701,000	0.9%	12,475,000	15.2%	50	69,656,000	168,000	\$17.41	0.9%
2013	Y	82,963,000	832,000	1.0%	12,004,000	14.5%	-70	70,959,000	1,303,000	\$17.65	1.4%
2014	Y	84,042,000	1,079,000	1.3%	11,364,000	13.5%	-90	72,678,000	1,719,000	\$18.13	2.7%
2015	Y	85,118,000	1,076,000	1.3%	10,561,000	12.4%	-110	74,557,000	1,879,000	\$18.69	3.1%

The Atlanta retail market reached stability – although one might describe it as having “bottomed out” – during 2010, with overall quarterly vacancy rates varying only slightly from the year-end rate of 14.2%. Absorption was a negative -238,000 square feet. However, asking rents began moving up and deliveries of new inventory totaled only 35,000 square feet for the year. A continued lack of delivery of significant new space should allow a gradual return to “new normal” growth starting in 2013.

Figure 2-1: Atlanta Construction/Absorption and Vacancy



Source: REIS

Residential Market Existing Conditions

Atlanta, like the rest of the nation, is weathering an “unusually slow” economic recovery as it struggles with previous overbuilding of residential real estate according to RealtyTrac. Atlanta



led the nation in new single-family home construction every year between 1995 and 2005, so it took a big beating when housing turned down during the second half of the decade. Housing prices rose only modestly during the boom years, but lending was overly aggressive and many homebuyers had little equity in their homes to begin with. A high proportion of mortgage loans made during the housing boom were either subprime or Alt-A. The net result has been a surge in mortgage delinquencies and foreclosures, and the problem is likely to linger for some time to come.

The recession and its aftermath, meanwhile, have ravaged Atlanta's once-hot housing market. According to RealtyTrac, the MSA ranked 26th among the nation's top 206 metro areas in rate of foreclosure for third quarter 2010 as fully 1.38% of existing ownership stock (29,824 residences) received notifications. This nearly doubles the 0.72% national rate calculated for the period. "The market still has to deal with a lot of foreclosures, which are both a symptom of the fragile economy and the hangover from bad loans," an executive with Harry Norman Realtors informed the *Atlanta Business Chronicle* in January 2011. While there are reasons to believe the market has bottomed out, "there is still a lot of downward pressure on pricing resulting from foreclosures and short sales." Over the 12-month span concluding with November, data from First Multiple Listing Service (FMLS) indicate a 6.0% drop off in sales volume year-over-year. According to Standard & Poor's S&P/Case-Shiller Home Price Index as reported by the *Chronicle*, Atlanta was one of six metro areas in which the average selling price has fallen "beyond the recent lows seen in most other markets in the spring of 2009."

2.3.4 Wesley Chapel Projected Market Demand

Clearly the entire Metro Atlanta Region has suffered from the national economic downturn that began in 2007. Given the severity of the current "Great Recession," economists have generally lowered expectations of what a recovery may look like and what a return to normal growth will be. These lowered expectations are summed up by the media's use of the phrase "a return to the new normal" in describing an economic recovery that stabilizes at much lower – but hopefully less volatile and more sustainable – growth rates than those experienced in the heady economic expansions and associated bubbles that characterized recoveries in the past several decades.

As applied to Metro Atlanta's recovery to levels of "new normal" growth, a weak consensus (major differences of opinion remain as to the timing and extent of recovery) has emerged pointing to recoveries in the markets for major types of development as follows:

- **Residential:** Slight improvement in housing sales through 2011 coupled with continuing declines in sale prices as sellers – particularly banks writing down foreclosure inventories – increasingly prioritize moving product over pricing. Slight improvement in sales and prices is anticipated through 2012 with some degree of stabilization in the market being achieved by the end of 2013. The "new normal" is for the overall residential market is projected to be achieved in mid-to-late 2013 and early 2014 for sale properties. Rental properties are beginning to strengthen with respect to both

occupancy and effective rates, with the “new normal” for apartments being reached in 2012.

- **Retail:** Declining rates and occupancy continuing and perhaps temporarily accelerating through mid-2011, with market stabilization in late-2011 and continuing through 2012. However, a “new normal” is not anticipated until 2013-2014.
- **Office:** Basically the same pattern of recovery as retail, but with larger inventories and longer lead times for new development than retail, “new normal” stabilization occurring in 2014-2015.
- **Hotels:** New location-specific deals will continue during 2011 even with overall declines in rates and occupancy. The hospitality market should see signs of substantive recovery as reflected in the increasing availability of capital in 2012, building to the “new normal” in 2013.

The Wesley Chapel Study Area could experience new development in the amounts given below over an initial 10-year 2011-2021 period, as well as the total 25-year period 2011-2036. Several caveats bear repeating, however:

- In all markets – office, retail and residential – there are relatively large “excess” inventories. For purposes of converting total area demand into feasible, demand-supported new development, one must assume that at least a sizeable portion of currently vacant commercial space or dwelling units will absorb an amount of new demand over the next ten years approximately equal to 50% of the excess vacant inventories in the Wesley Chapel Market Area.
- Some products – demand notwithstanding – will not be built/developed in the Wesley Chapel due to (1) the lack of available land for the type of product envisioned and/or (2) community policies which put constraints on such development. An example of the first is single-family detached residential homes, due primarily to the amount of land each requires. An example of the second is multi-family rental units, apartments not being viewed favorably in communities where rental units appear to dominate ownership units.

Based on household, income and employment growth, total projected demand for retail, office and residential product within retail and residential 3-mile Primary Market, as well as the office and industrial collective “Wesley Chapel Superdistrict” market, the amount of development that could be supported within the Wesley Chapel Study Area over the next ten years (2011-2021) and twenty-five years (2011-2036) is summarized in the following table.

Table 2-9: Total Area Demand

Total Area Demand		
	<i>Yrs 1-10</i>	<i>Total 25 Yrs</i>
	2011-2021	2011-2036
Retail From Current Unmet Demand	1,509,798	1,509,798
From Employee/Visitor Markets	44,842	99,970
Retail From Market Area Household & Income Growth	1,497,515	3,338,536
Retail	SF = 3,052,155	4,948,304
Local Office (from household growth)	SF = 147,136	328,022
Office (from employment growth)	SF = 695,145	1,638,741
Industrial (from employment growth)	SF = 588,379	1,041,748
Residential: Single Family Detached Houses	Units = 1,590	5,590
Residential: Townhouses/Condos	Units = 365	1,285
Residential: Multi-family Rental/Apartments	Units = 1,620	5,695

**2022-2036 Retail & Local Office AGR = 1.39%*

2.4 Land Use and Zoning

An examination of a community's land use and zoning patterns provides a glimpse into the character and values of a community. This portion of the analysis examines the land use and zoning conditions, regulations and policies that shape the character of the Wesley Chapel community.

Located within south DeKalb County, just east of the City of Atlanta, the Wesley Chapel community has developed over the years in a typical suburban pattern of development, and serves as home to a population comprised predominantly of middle-income families. The residents of the community value the "family-oriented" character of the community, and look forward to the redevelopment of the Wesley Chapel corridor into a vibrant, mixed-use activity center to serve residents of all ages.

Scope

This component of the Wesley Chapel Activity Center LCI study will provide an in depth look at current land use and zoning patterns, as well as zoning regulations and future development policies that will shape the future of the Wesley Chapel community.

Methodology

For the purposes of this analysis, existing land use and zoning were examined through review of DeKalb County's GIS data, as well as through field surveys conducted in the area. A review of regulatory and policy documents, including the DeKalb County Zoning Ordinance, Interstate 20 Corridor Compatible Use Overlay District and Design Guidelines, as well as DeKalb County Comprehensive Plan 2005-2025 was conducted to ensure that DeKalb County's

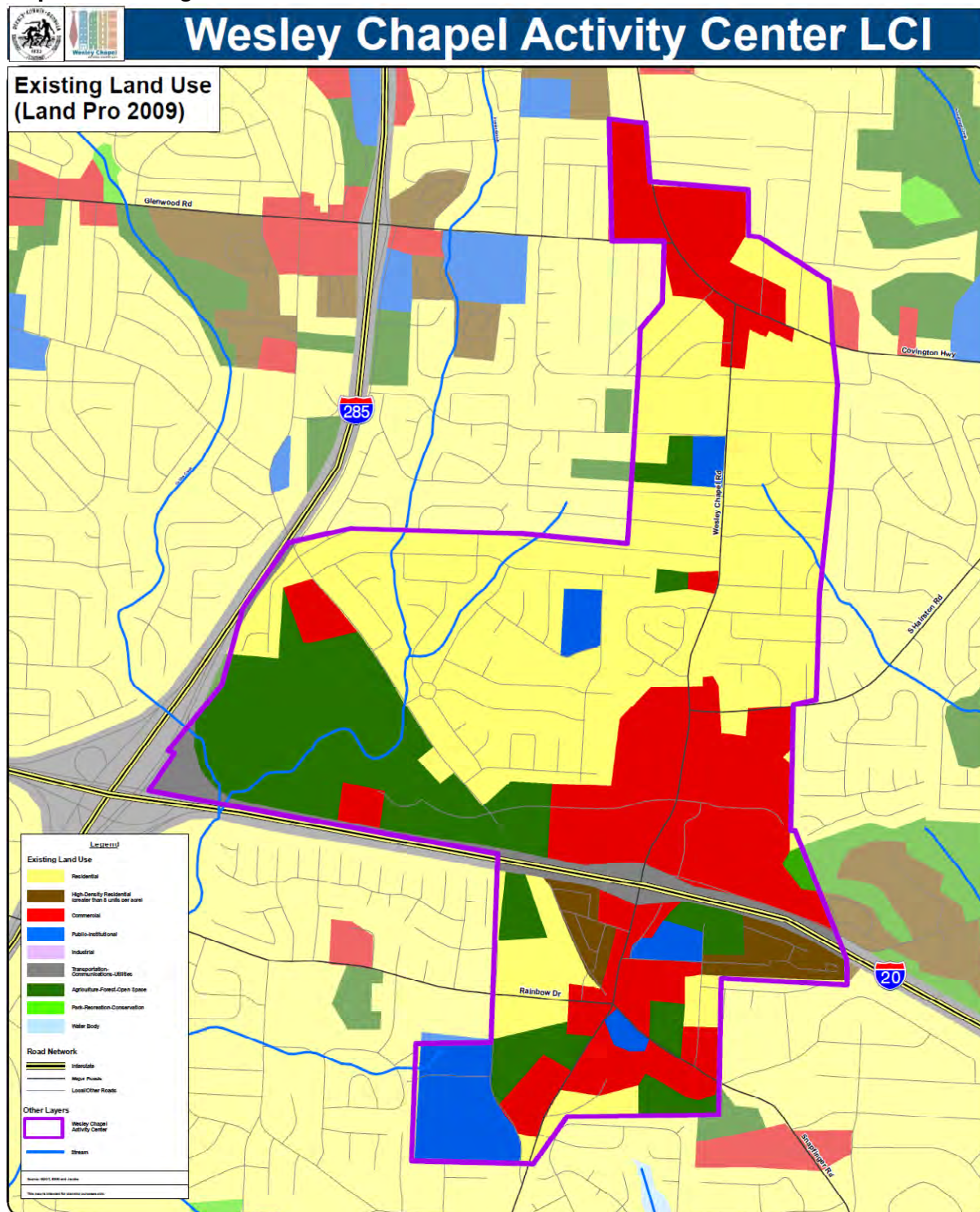
policies are conducive to promote the desired redevelopment of the Wesley Chapel area. This information is supplemented by feedback gathered from stakeholders in the Wesley Chapel community through community meetings and Core Team meetings.

2.4.1 Existing Land Use

Over the years, the Wesley Chapel Road corridor and its surrounding neighborhoods have taken on a development pattern that is exemplary of suburbs throughout the metropolitan Atlanta region. As depicted on Map 2-1, Wesley Chapel Road itself is a predominantly commercial corridor extending from Rainbow Drive and Snapfinger Road to South Hairston Road, with the core of the commercial activity centered around the Interstate 20 interchange. Traveling north on Wesley Chapel between South Hairston Road and Covington Highway, the corridor takes on a primarily residential character, populated by individual single family residences and subdivisions, with low-intensity commercial, office, and institutional uses scattered amongst the residential uses. Finally, Wesley Chapel terminates at the intersection with Covington Highway with a smaller commercial node, consisting of a number of automotive service uses.



Map 2-1: Existing Land Use



May 2011

0 0.125 0.25 0.5 Miles



JACOBS



August 30, 2011

Table 2-10 indicates that nearly half of the Wesley Chapel LCI study area is utilized for residential uses, with approximately 43% occupied by low and medium-density single-family residences on lots of one-quarter acre or more, and less than 3% occupied by high-density residential uses, including both multifamily and single-family dwellings on lots of less than one-quarter acre. Low and medium-density residential uses are primarily concentrated in neighborhoods accessed via Snapfinger Road, as well as on Wesley Chapel Road between South Hairston

Road and Covington Highway. Primarily constructed in the mid- to late-twentieth century, the existing single-family neighborhoods are typical examples of suburban residential development that is found throughout the Atlanta region. Most are accessed via one or two entrances from a local road, such as Snapfinger Road, or a major road, such as Wesley Chapel Road, and provide little or no connectivity to surrounding neighborhoods or commercial uses, with many internal subdivision streets terminating in a cul-de-sac. As shown on the

Table 2-10: Existing Land Use, Wesley Chapel LCI Study Area

Land Use Category	Description	Acres	% of Total Acreage
Residential-Low Density	Parcels are occupied by single family dwelling units on 2-5 acre lots.	41.43	2.69
Residential-Medium Density	Parcels are occupied by attached or detached single family residential units on ¼ to 2 acre lots.	677.47	44.00
Residential-High Density	Parcels are occupied by single-family dwelling units on lots of ¼ acre or less, as well as multi-family residential uses.	41.81	2.72
Commercial	Parcels are occupied by commercial enterprises, located within stand-alone establishments, shopping centers, strip centers, office buildings and warehouses.	375.23	24.37
Public/Institutional	Parcels are occupied by educational, religious, cemeteries, health and government uses.	80.05	5.20
Highway Right-of-Way	Right-of-ways, interchanges and ramps associated with limited access highways	58.70	3.81
Golf Courses	Land that is utilized for golf courses.	3.91	0.25
Other Urban	Open land without structures within developed areas such as landfills, and recreation areas not counted as parks.	7.98	0.52
Transitional	Land that is transitioning from one land use to another, including land that has been cleared for new development.	17.89	1.16
Forest/Undeveloped	Land that is forested or remains undeveloped.	235.11	15.27
Total		1539.58	100

Existing Land Use Map, this pattern of development has left subdivisions such as Emerald Estates on Snapfinger Road, which abuts a major shopping center and grocery store, with no direct access to adjoining commercial properties.

High-density residential uses are situated on the outskirts of the commercial core near the Interstate 20 interchange, and consist primarily of aging apartment complexes. Over the years, these complexes have transitioned from multifamily housing options for middle-income individuals to areas that are known for breeding crime and poor property maintenance.

As reflected in Table 2-1, commercial development occupies approximately 24% of the Wesley Chapel LCI study area. A significant proportion of the area's commercial uses are housed within strip centers along Wesley Chapel Road. Once bustling shopping areas, these centers have deteriorated in recent years and while some major retailers, such as Home Depot and Kroger, remain in the community others, such as Kmart and Wal-Mart, as well as a number of restaurants, have left the Wesley Chapel area. Recently the center that was previously home to Wal-Mart was redeveloped and a number of new tenants moved in, including the Everest Institute and Little Giant grocery store. Other centers, such as the one housing Kroger, are in need of renovation and have a number of vacant storefronts. The current retail and service offerings in the area include a number of discount stores and small shops. Shuttered businesses, particularly restaurants, are strewn along Wesley Chapel Road on outparcel lots. Many of these properties have become dilapidated, detracting from

the appeal of the area. Many area residents are hopeful that these properties and vacant storefronts will be redeveloped and provide a greater diversity of retail and service opportunities in the future.

Although a number of restaurants in the Wesley Chapel community, there are a number of fast food offerings in the area. Members of the community have expressed a desire to see new dine-in restaurants, including casual dining chains and upscale offerings.

In addition to retail commercial areas along Wesley Chapel, there are hotel and motel uses in the area which are underutilized. Some of these lodging establishments have fallen into disrepair, such as the inn located in the northwest quadrant of the Wesley Chapel Road I-20 interchange, while others have been improved recently, such as the inn located in the southwest quadrant of the interchange.

A great asset of the Wesley Chapel community is the availability of vacant land, with approximately 15% of the study area remaining undeveloped. The largest available tract is located at the northeast quadrant of the interchange of I-20 and I-285. This property is currently home to a large office building; however, the bulk of the property, consisting of approximately 150 acres, remains forested. While this site presents some development challenges, including hilly topography and a stream traversing through the middle of the site, its location offers remarkable potential for this site to host a catalyst development in the future.

2.4.2 Current Zoning and Regulations

Land use and development in the Wesley Chapel area is governed by DeKalb County through its zoning and land development regulations. As depicted on Map 2-2 and Table 2-10 below, there are several zoning classifications found within the study area; however, residential classifications,

comprising over 65% of properties within the area, are clearly predominant.

Nearly 30% of the study area is zoned R-75: Single-Family Residential. Under the guidelines of this classification, detached single-family residences having a minimum of 1,600 square feet can be constructed on lots of 10,000 square feet or more. In total,

Table 2-11: Current Zoning, Wesley Chapel LCI Study Area

Current Zoning Classification	Purpose/Definition	Acres	% of Total Acreage
R-100: Single-Family Residential District	Single-family detached residences with a minimum lot size of 15,000 square feet and a minimum floor area of 2,000 square feet.	202.54	14.40
R-85: Single-Family Residential District	Single-family detached residences with a minimum lot size of 12,000 square feet and a minimum floor area of 1,800 square feet.	201.40	14.32
R-75: Single-Family Residential District	Single-family detached residences with a minimum lot size of 10,000 square feet and a minimum floor area of 1,600 square feet.	407.96	29.01
R-A5: Single-Family Residential District	Single-family attached and detached residences at a maximum density of 5 units per acre and a minimum floor area of 1,400 square feet.	34.28	2.44
RM-100: Multifamily Residential District	Multifamily residences, as well as single-family attached and detached residences at a maximum density of 12 units per acre.	16.27	1.16
RM-85: Multifamily Residential District	Multifamily residences, as well as single-family attached and detached residences at a maximum density of 14 units per acre.	31.37	2.23
RM-75: Multifamily Residential District	Multifamily residences, as well as single-family attached and detached residences at a maximum density of 18 units per acre.	2.51	0.18
RM-HD: Multifamily Residential District	Multifamily residences, as well as single-family attached and detached residences at a maximum density of 30 units per acre.	1.95	0.14
TND: Traditional Neighborhood Development District	Residential district intended to allow for development in a traditional neighborhood pattern. This district has been repealed by DeKalb County and no new applications are being accepted for TND zoning.	25.96	1.85
C-1: Local Commercial District	Provides for retail and services to meet the needs of the local population.	219.62	15.62
C-2: General Commercial District	Provides for general business and commercial services to meet the needs of the County.	44.25	3.15
M: Industrial District	Areas established for manufacturing, processing, assembling and distributing goods.	17.53	1.25
OD: Office-Distribution District	Areas established for offices and distribution of goods, as well as select retail, service, and institutional uses.	13.99	0.99
OI: Office-Institution District	Areas established for office and institutional uses, such as community facilities, educational uses, places of worship, and healthcare services.	186.56	13.27
Total		1406.19	100

approximately 60% of the study area is zoned for single-family residential housing. These zoning districts include subdivision development and individual single-family homes along Snapfinger Road, South Hairston Road and Wesley Chapel Road.

As previously discussed, there is limited multifamily residential land use in the Wesley Chapel study area, and the current zoning in the area reflects this. Less than 4% of the study area is zoned for multifamily residential use, with all of this property located south of I-20 on the outskirts of the commercial core.

The C-1: Local Commercial District is another predominant zoning classification in the Wesley Chapel area. Comprising just over 15% of property within the study area, and including most of the commercial centers north and south of I-20 on Wesley Chapel Road, as well as many properties near the intersection of Wesley Chapel Road and Covington Highway, the C-1 district provides for a variety of commercial and services uses intended to serve the surrounding neighborhoods. This zoning district allows for a variety of retail uses, such as grocery stores, department stores, shops, and restaurants, among others. While not as prevalent as the C-1 zoning district, there are also a number of properties within a C-2: General Commercial District. The majority of property in the C-2 district is located near the intersection of Wesley Chapel Road and Covington Highway, where a commercial node has developed that includes a number of automotive service uses which would not be permitted within the C-1 district.

In 2008, the DeKalb County Board of Commissioners adopted the Interstate 20 Corridor Compatible Use Overlay District,

which is intended to promote development and redevelopment at key interchanges along I-20 in the context of attractive, walkable mixed-use communities. The I-20 Corridor Overlay District includes the following geographical areas: Panola Road, Snapfinger Woods Drive, Wesley Chapel Road, the I-20/I-285 interchange, Candler Road and Gresham Road. **Map 2-3** illustrates the boundaries of the I-20 Corridor Overlay District within the LCI study area.

The I-20 Overlay District is divided into three tiers to promote development of the appropriate density and intensity. Tier 1 allows for the highest intensity of development, with a maximum building height of 20 stories and a maximum density of 60 dwelling units per acre. Within Tier 1 the redevelopment of existing parking lots is encouraged, and development should include a mixture of uses to limit the need for automobile travel. In the Wesley Chapel study area, the commercial core at the I-20 interchange, as well as the large vacant tract in the northeastern quadrant of the I-20/I-285 interchange, are included within Tier 1.

Tier 2 within the I-20 Corridor Overlay District surrounds the Tier 1 areas, and allows for medium-density mixed-use development with a maximum building height of eight stories, and a maximum density of 40 dwelling units per acre. In the Wesley Chapel area, Tier 2 surrounds the commercial core, extending just south of South Hairston Road to the north side of Snapfinger Road south of I-20.

Finally, Tier 3 of the I-20 Corridor Overlay District is intended to provide a transition from the more intense uses in Tiers 1 and 2 to the surrounding neighborhoods. Within

the study area, properties on the outskirts of Tier 2, including the intersection of Wesley Chapel Road with Rainbow Drive and Snapfinger Road south of I-20, as well as properties fronting on the south side of South Hairston Road, are located within Tier 3. Tier 3 allows for a maximum height of four stories, and a maximum density of 40 dwelling units per acre.

The I-20 Corridor Overlay District provides an additional set of zoning standards over and above the regulations of the underlying zoning district. While the overlay does not change the underlying zoning of a property, the overlay district supersedes the underlying zoning where there are conflicting regulations. One key provision of the overlay is that it does not require a rezoning public hearing. This is provided as incentive to redevelopment, in that development approval is done administratively and conducted much quicker. Table 2-10 reflects the current zoning classifications within the Overlay Tiers. Within the Overlay, there is a

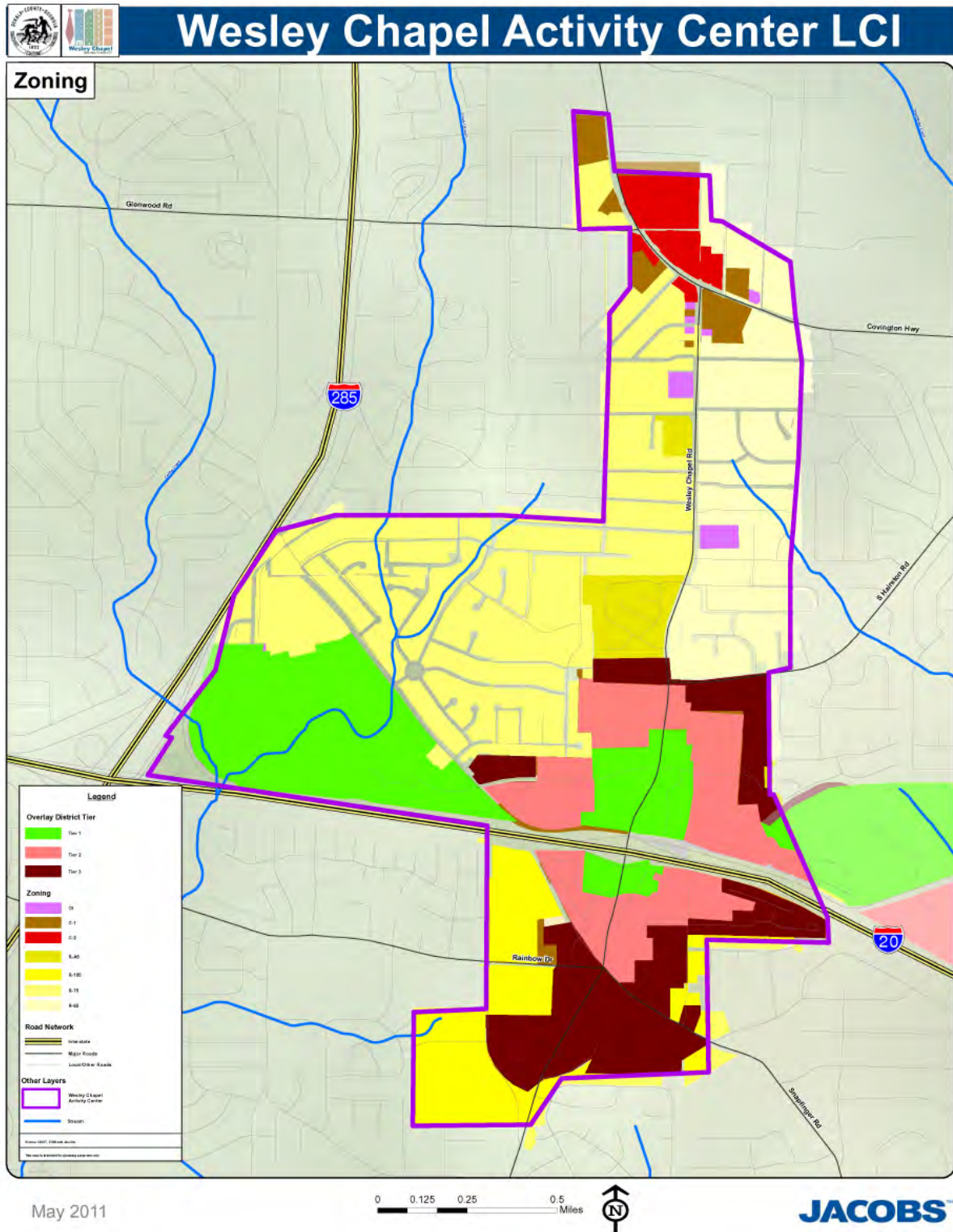
specified list of permitted uses, as well as a number of uses which are explicitly prohibited within the confines of the Overlay. Furthermore, there are additional development standards to guide development within the boundaries. These development standards allow for reduced setbacks, which would not typically be allowed in the underlying zoning districts, to promote pedestrian-friendly mixed-use development. The Overlay also allows for density bonuses as an incentive to provide connectivity and additional public space, as well as an appropriate mix of uses. Parking standards within the Overlay are intended to promote shared parking with easy access to the building it serves.

In addition to the standards for parking and setbacks, the I-20 Corridor Overlay District prescribes regulations for architecture, signage, landscaping, open space and public space (including sidewalks and streetscaping) to ensure that development and redevelopment within its boundaries will be

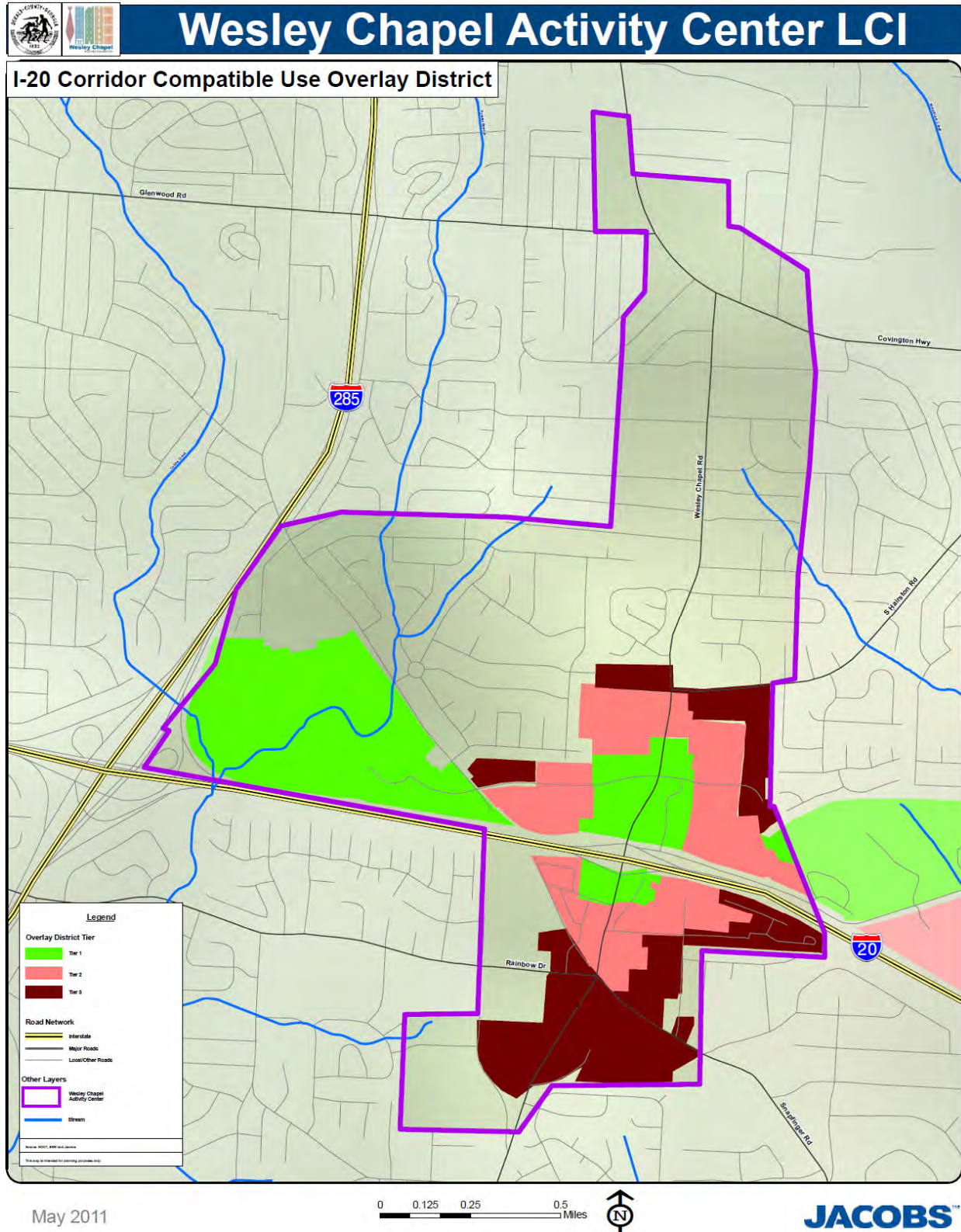
Table 2-12: Current Zoning by Overlay Tiers

Current Zoning Classification	Tier 1	Tier 2	Tier 3	No Tier
R-100	2.22	6.62	58.47	135.23
R-85	0	0	0	201.40
R-75	0	0	2.35	405.61
R-A5	0	0.03	3.22	31.03
RM-100	13.22	0	2.23	0.82
RM-85	0	10.11	20.97	0.29
RM-75	0.01	2.50	0	0
RM-HD	0	1.95	0	0
TND	22.73	0	0	3.23
C-1	40.48	100.86	39.04	39.24
C-2	0	2.65	6.31	35.29
M	1.73	12.49	0	3.31
OD	6.66	7.32	0	0.01
OI	166.75	2.06	7.59	10.16
Tier Totals	253.80	147.00	140.18	865.62

Map 2-2: Existing Zoning, Wesley Chapel Activity Center



Map 2-3: Corridor Overlay District



attractive and functional. These regulations are supplemented by Design Guidelines, specifying additional requirements for development within the Overlay.

While the I-20 Corridor Overlay District is an important initiative of DeKalb County that will certainly promote a higher standard for development within its boundaries, there are some aspects of the Overlay that may hinder or complicate redevelopment of the Wesley Chapel area in the future. The Design Guidelines that supplement the Overlay were adapted from the Design Guidelines for the Stonecrest Overlay District in the eastern portion of DeKalb County, which has a very different character from the Wesley Chapel area. Also, there are a number of inconsistencies between the Design Guidelines and the I-20 Corridor Overlay itself, particularly with regard to sign regulations. For instance, the Overlay Ordinance does not allow for dual-faced signs, while the Design Guidelines specify that dual-faced signs are acceptable. Another example of inconsistency is that the Overlay ordinance allows for one ground sign per lot, regardless of the size of the lot or number of street frontages, while the Design Guidelines allow for one ground sign per street frontage. As Wesley Chapel looks toward the future, it would be very beneficial to establish Design Guidelines that are specific to the area, and that reflect the vision for the community set forth through the LCI process in order to facilitate realization of the LCI plan and to define an identity for the Wesley Chapel community.

Another potential hindrance to development presented by the Overlay District is the sign regulations. Under the current requirements, dual-faced signs are

prohibited. This may be problematic for commercial developments on Wesley Chapel Road, as it will be difficult to orient signs in such a way as to ensure visibility for travelers from different directions. Also, as previously discussed, the Overlay allows for only one ground sign per lot. For properties with dual street frontages, such as those at the intersection of Wesley Chapel Road and Snapfinger Woods Drive, this may restrict the ability to adequately advertise uses on the site. Wall signs in the Overlay are required to be located within 15 feet of a public right-of-way. This is not conducive to campus style development, such as what may be located on the large vacant site at the I-20/I-285 interchange. Also, this could pose issues for mixed-use development centered around a town green, as these shops would not likely all be located within 15 feet of the public right-of-way.

The I-20 Corridor Overlay District requires a minimum of 20 percent open space for each new development. For large lot development this is appropriate; however, for small developments this may not be feasible. Consideration should be given to allowing for reduced open space within smaller developments to ensure that these smaller lots can be developed in a manner that is attractive and functional without posing a potential hardship to the property.

2.4.3 Future Land Use

In accordance with the requirements of the Georgia Department of Community Affairs, DeKalb County has adopted its 2005-2025 Comprehensive Plan to serve as a policy guide for a 20-year planning period. The Comprehensive Plan specifies character area classifications and policies to guide development within each character area.

Character Area Policies

- Fostering mixed use in activity centers
- Establishing a sense of place
- Human scaled urban design and architecture that facilitates activity, good health and sociability.
- Incorporating pedestrians and bikes into developments and neighboring transportation networks
- Facilitating transit
- Creating transit-oriented development around existing or planned transit facilities
- Street connectivity within new developments and between new developments and existing neighborhoods.
- Mitigating negative impacts of new development on existing neighborhoods using traffic calming, narrower streets, access management, land use transitions and buffering
- Creating design guidelines appropriate to respective development types
- Linking green and open spaces into a larger, connected networks
- Preserving significant open space
- Minimizing development impacts to the natural environment and to existing infrastructure
- Encouraging land uses that are accessible to and provide services for the local population
- Reduced or less-obtrusive parking areas
- Significant buffering by use of landscaping and other buffering techniques

While there are policies which are specific to individual character areas, there are a number of concepts that transcend all character area classifications, and these are presented in the following text box.

There are six character area classifications found within the boundaries of the Wesley Chapel Activity Center LCI.

The **Town Center character area** is located at the intersection of Wesley Chapel Road and Interstate 20. The Comprehensive Plan describes this as a “focal point for several neighborhoods with a concentration of activities such as retail, service commercial, professional office, higher-density housing, and open space.” Uses within this area would include high density residential and high intensity commercial. The

Comprehensive Plan recommends that small area plans and overlays should be created for Town Center areas, a step that DeKalb County has already taken with the implementation of the I-20 Corridor Overlay District and this LCI plan. Redevelopment within the Town Center should include pocket parks and open space, promote healthy living through a welcoming pedestrian environment, reduce vehicular travel, highlight community assets, and provide for an attractive street character.

The **Town Center character area** is located at the intersection of Wesley Chapel Road and Interstate 20. The Comprehensive Plan describes this as a “focal point for several neighborhoods with a concentration of activities such as retail, service commercial, professional office, higher-density housing,

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created, including pocket parks and community open space, as well as schools and other community uses. A mix of housing styles and choices should be provided within the Suburban character area.

The area in the far south region of the LCI study area, adjacent to the town center and including Southwest DeKalb High School, has been designated as an **Institutional character area**. The Institutional character area is intended to designate areas to provide institutional services, including areas used for religious, civic, educational and governmental purposes. These uses should be developed such that they are compatible with adjacent uses, reduce automobile dependency, and have access to existing infrastructure.

There are a number of areas within the LCI study area which have been designated as **Conservation and Open Space areas**. A portion of the Snapfinger Woods Golf Course lies adjacent to the west side of the Town Center area. Within the Suburban character area, there are also two streams, one originating on the west side of Wesley Chapel Road and flowing east, and the other flowing north to south near I-285. The



Comprehensive Plan describes these areas as, “Primarily undeveloped and environmentally sensitive lands not suitable for development and areas of protected open space that follow linear features for recreation and conservation.” These open space areas should be preserved, particularly environmentally sensitive areas. Also, steps should be taken to increase connectivity and accessibility of greenspace.

The **Highway Corridor character area** includes the Interstate 20 corridor and adjacent properties. This area is described in the Comprehensive Plan as “Developed or undeveloped land on both sides of designated limited access highways.” These corridors should be abutted by the most intense development, including commercial, office, industrial and high-density residential uses. Transit-oriented development is encouraged in these areas.

Covington Highway and Glenwood Road are designated as **Commercial Redevelopment Corridors**. These areas are described in the Comprehensive Plan as, “Declining, unattractive vacant or underutilized strip shopping centers; with high vehicular traffic and transit if applicable; on-site parking; low degree of open space; moderate floor to area ratio; large tracks of land and campus or unified development.” The Plan prescribes that transportation alternatives should be provided in these areas to reduce automobile travel, compact mixed-use development is encouraged, and performance and aesthetic controls should be implemented to enhance the appearance of the area.

Map 2-4 reflects the prescribed Future Land Use for the Wesley Chapel LCI study area.

2.4.4 Lifelong Communities Assessment

With the “Baby Boomer” generation reaching retirement age, communities throughout the nation are recognizing the importance of providing adequate services, housing, connectivity, and activities for residents of all ages, including senior citizens. In fact, the Atlanta Regional Commission (ARC) estimates that, by 2030, one in every five residents within the Atlanta region will be over age 60. In an effort to assist communities to accommodate the needs of the aging population, ARC created the Lifelong Communities Handbook, which provides critical recommendations to enhance livability for residents regardless of age or ability.

Within the Lifelong Communities Handbook, five key objectives are identified and complemented by a series of recommendations to achieve each objective. In reviewing the existing conditions within the Wesley Chapel LCI study area, which exemplifies suburban development that is reliant upon automobile transportation, it is clear that there are areas for improvement. The following table outlines the extent to which each objective is met or not met within the study area.

Table 2-13: Lifelong Communities Assessment Summary

Lifelong Communities Objective	Consistency with Objective
<u>Lifelong Mobility and Accessibility</u> - Provide access and transportation to people of all ages and mobility.	The Wesley Chapel community offers MARTA bus rapid transit as an alternative to automobile transportation. Wesley Chapel Road offers significant challenges to pedestrian navigation, as pedestrian facilities, including crosswalks and pedestrian islands, are limited.
<u>Lifelong Dwellings</u> - Incorporate elements that allow building to change with its inhabitants rather than inhabitants having to constantly find new dwellings as their needs change.	Housing offerings within the Wesley Chapel community consist primarily of single-family subdivisions with one or two story homes. Lots in these developments are relatively large with deep front yard setbacks. Housing is available for families and individuals at a variety of price points; however, the range of specialized housing types is limited. Future housing offerings should include a variety of for-sale and for-lease housing products, homes with smaller lots, multi-family housing, and supportive housing.
<u>Lifelong Social Interaction</u> - Social interaction is critical at all ages and stages of life, but particularly as one grows older.	The Wesley Chapel area offers community spaces including the Wesley Chapel- William C. Brown Library, Wesley Chapel Park, and the South DeKalb Family YMCA. Additional opportunities to provide interaction among neighbors and additional community gathering spaces, such as a town green, should be explored.
<u>Lifelong Healthy Living</u> - Living longer is a great benefit of living in this century, but getting and staying healthy is essential to maintaining a high quality of life.	Currently, the Wesley Chapel community, particularly along the Wesley Chapel Road corridor, is not very conducive to pedestrian travel. In order to facilitate walking for health, pedestrian facilities should be improved. Incorporation of active recreation facilities into area parks and community facilities should be pursued (i.e. walking trails, swimming pools, recreation venues, etc.).
<u>Lifelong Access to Services</u> - Lifelong Communities must provide access to a full range of basic and supportive services.	A number of daily needs of Wesley Chapel area residents can be met through the existing retail and service offerings, including groceries, banking, personal services, childcare facilities, etc. Moving forward, steps should be taken to increase retail and service offerings, as well as access to healthcare providers, in the community.

In 2008, DeKalb County established the Lifelong DeKalb Task Force, intended to guide the County in its efforts to meet the needs of residents of all ages so that residents can effectively “age in place” within DeKalb County. As the County and the Wesley Chapel community work toward achieving the vision of the Wesley Chapel LCI plan, the community and potential investors should work in partnership with Lifelong DeKalb to

ensure that the Lifelong Communities principles are incorporated to the extent possible so that the Wesley Chapel area will be an ideal home for residents of all ages and abilities.



Map 2-4: Future Land Use

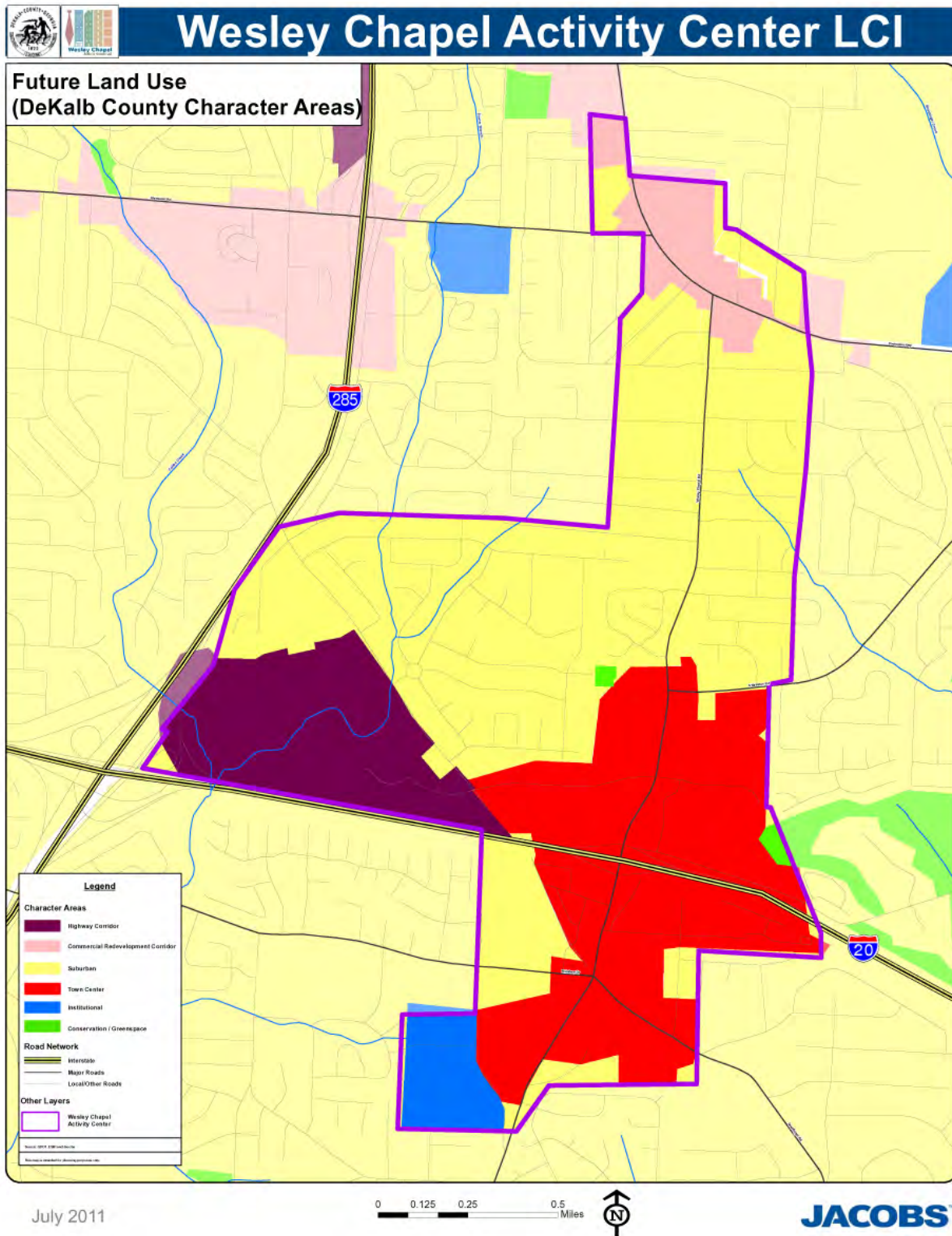


Table 2-14: Lifelong Community Assessment Checklist

Wesley Chapel LCI

Lifelong Communities Principles		Status
Mobility and Accessibility	Streets that are welcoming and unthreatening	N
	Traffic calming strategies that make the environment feel safe	N
	Plantings and fencing positioned to reduce traffic noise	P
	Engaging frontages that include diverse urban and building form	N
	Walkable/fall-safe sidewalks	P
	Manage sidewalks during any construction and repair to avoid access barriers	P
	Manage sidewalks to avoid cluttering of pedestrian environment	N
	Grade level changes that are clearly marked and well-lit	P
	Handrails installed where appropriate	N
	Curb cuts at all intersections	Y
	Pedestrian friendly sidewalk paving	P
	Trees for shade	N
	Sensory cues at decision points, such as junctions or grade changes	Y
	Adequate pedestrian lighting	P
	Crossable streets	P
	Accommodation for specialized vehicles (power chairs, golf carts, etc.)	N
	Sitting arrangements to provide respite and facilitate conversation	N
	Sturdy seating with arm and back rests, made of appropriate materials	N
	Covered bus stops with seating	N
	Areas of sun and shade considered in the design of the street	N
	Gates/doors requiring less than 5 lbs of pressure to open & having lever handles	P
	Consideration given to required vegetative buffers and pedestrian access	Y
	Consideration given to parking requirements and pedestrian access	Y
Centralized transit waiting areas	N	
Transit stops that provide protection from rain, wind and sun	N	
Smart transit technology that alerts riders to bus/shuttle's arrival time	N	
Smart transit technology alerts bus drivers to riders waiting out of sight	N	
Stops for shuttles, jitneys, buses and light rail	Y	
Dwelling	Diversity of housing (varying sizes, products)	P
	Accessibility of housing products	P
	Workforce housing	Y
	Range of supportive housing types	P
	Range of specialized housing types (cohousing, models that address disabilities)	N
	Accessible spaces as appropriate based on community accessibility standards	P
Social Interaction	Front yard gardens, porches and stoops	P
	Reinforcement of found gathering places	N
	Community rooms (large enough for exercise classes, meetings, movies)	P
	Opportunities for meaningful volunteer activities (e.g. after-school tutoring)	P
	Active and passive open space such as dog parks, playgrounds, etc.	P
	Third-places such as parks, shops, community centers, etc.	P



Table 2-14: Lifelong Community Assessment Checklist

Wesley Chapel LCI

Lifelong Communities Principles		Status
Healthy Living	Daily needs within safe and inviting walking distance	N
	Fall-safe environment	N
	Shorter block sizes	N
	Walkable destinations	N
	Designated walking loop	N
	Exercise and recreation venues (e.g. bocce, dancing, tennis, yoga, tai chi)	Y
	Swimming pool	Y
	Community equipped with access to health services and education	Y
	Community concierge (and case management)	N
	Neighborhood access to healthy foods	P
Access to Services	Community bulletin boards	N
	Wayfinding signage	N
	Community must have local access to ordinary daily needs that are location appropriate	P

- Y Yes, this principle is met in the study area
- P Partly Yes, this principle is met in parts of the study area
- N No, this principle is not met anywhere in the study area

2.5 Transportation Systems & Conditions

This section provides an overview of the existing conditions and planned improvements of the study area's multi-modal transportation system, which includes an inventory of roadways and transit, bicycle, and pedestrian facilities. The findings from this assessment are essential in creating a plan that reflects the area's needs for an integrated transportation network and support the land use recommendations of this study.

2.5.1 Roadway Assessment

The transportation system in the study area is served by six major roads that carry the majority of the traffic. Their road characteristics, including functional classifications, lane configurations, and speed limits can be found in **Table 2-15** and **Map 2-5**.

Wesley Chapel Road can be divided into two segments based on functional class and carrying capacity. Wesley Chapel Road between Snapfinger Road and South Hairston Road is a principal arterial of six lanes with a raised median and currently carries up to 31,400 vehicles per day. This segment of Wesley Chapel Road serves the busy commercial areas and provides access to I-20. Wesley Chapel Road between South Hairston Road and Covington Highway carries significantly less traffic (16,800 vehicles per day) and has five lanes with a center turn median. This segment serves residential neighborhoods along Wesley Chapel Road as well as regional through traffic. As such, some of the neighborhood streets, such as Lindsey Drive, experience high cut-through

traffic during peak periods as drivers seek to avoid the often congested intersection at Covington Highway.

The study area has ten signalized intersections, most of which are along Wesley Chapel Road. Major signalized intersections along Wesley Chapel Road include: Rainbow Drive/Snapfinger Road; East Side Drive; I-20 Interchange Ramps; Snapfinger Woods Drive; South Hairston Road; and Covington Highway. Some of these intersections will be explored in further detail with respect to congestion and safety. Coordination and signal timing optimization may be needed to facilitate the heavy north-south traffic movement, particularly during peak periods.

Covington Highway is a five-lane minor arterial that is heavily traveled with up to 30,900 vehicles per day through the northern section of the study area. This segment of Covington Highway serves the commercial uses concentrated in the vicinity of Glenwood Road and Wesley Chapel Road intersections. Both intersections are signalized and exhibit long queues during peak periods.

Snapfinger Road currently traverses the study area in two separate locations due to the construction of I-20 in the 1960's. The segment of Snapfinger Road north of I-20 is a two-lane minor arterial with approximately 11,900 vehicles per day and ties in with Snapfinger Woods Drive, which is a four-lane, median-separated roadway. Snapfinger Road on the south side of I-20 is considered to be a principal arterial with up to 20,000 vehicles per day. This segment of Snapfinger Road is currently under construction. It is being widened to four lanes to relieve congestion

and accommodate the anticipated growth in this area.

South Hairston Road is a four-lane principal arterial that carries approximately 25,000 vehicles per day and ties in to Wesley Chapel Road at a T-intersection. This intersection is one of the most heavily utilized in the study area, as greater than half of the traffic on Wesley Chapel Road diverges to South Hairston Road.

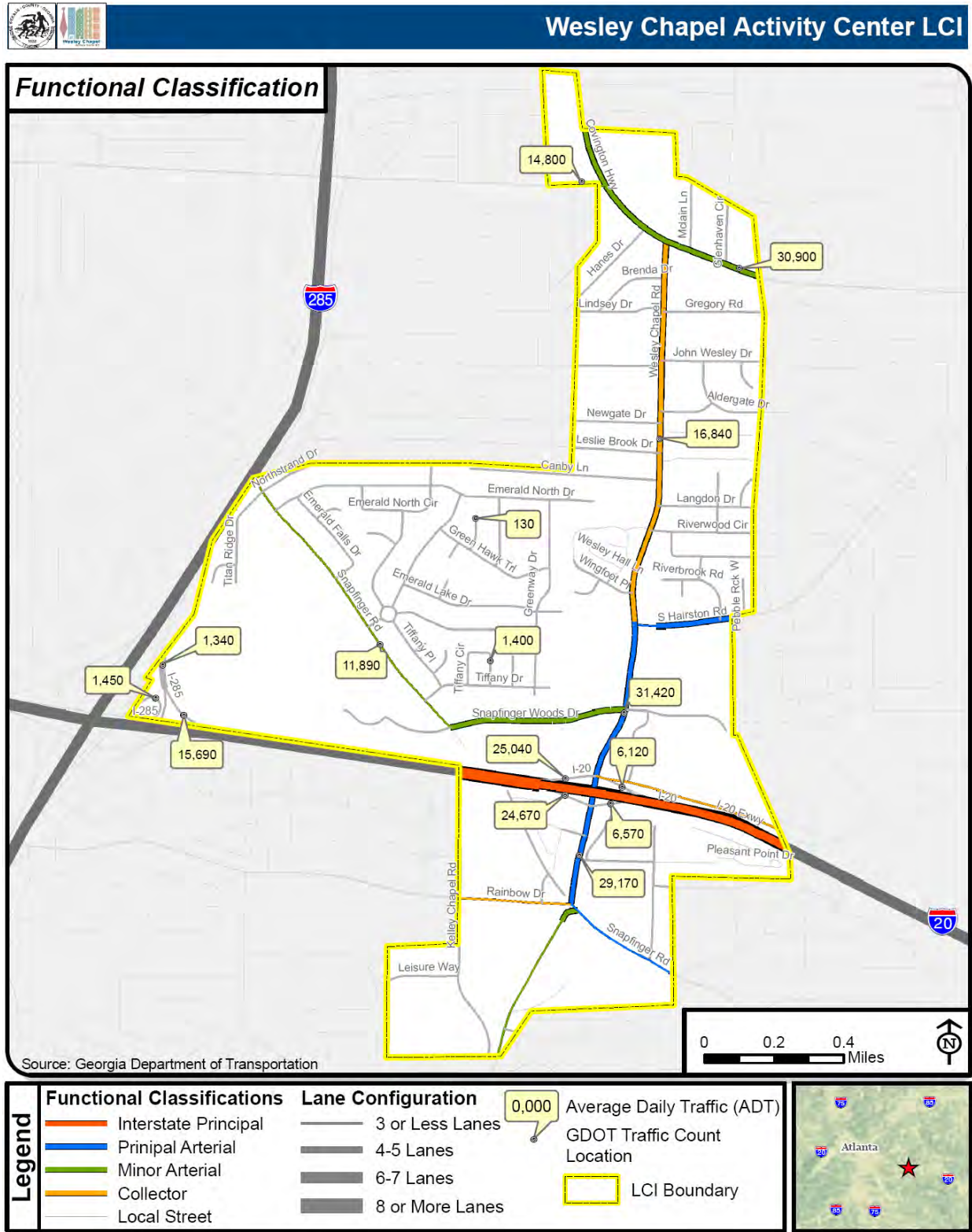
Rainbow Drive is a two-lane collector that carries approximately 14,700 vehicles per day. It parallels I-20 on the south side and intersects with Wesley Chapel Road and Snapfinger Road in the study area.

Table 2-15: Major Road Characteristics

Street Name	Limit	Functional Classification	Lane Configuration	Speed Limit
Wesley Chapel Rd	Snapfinger Rd to S. Hairston Rd	Principal Arterial	Six lanes with raised median	45 mph
	S. Hairston Rd to Covington Hwy	Collector	Five lanes with continuous center turn lane	45 mph
Covington Hwy (SR 12/US 278)		Minor Arterial	Five lanes with continuous center turn lane	45 mph
Snapfinger Rd	North of Snapfinger Woods Dr	Minor Arterial	Five lanes with continuous center turn lane	45 mph
	East of Wesley Chapel Rd	Principal Arterial	Two lanes (currently under construction to widen to four lanes with raised median)	45 mph
Snapfinger Woods Dr	Snapfinger Rd to Wesley Chapel Rd	Minor Arterial	Four lanes with raised median	45 mph
S. Hairston Rd		Principal Arterial	Four lanes with raised median	40 mph
Rainbow Dr		Collector	Two lanes	40 mph

Source: GDOT Roadway Characteristics (RC) Database

Map 2-5: Functional Classification



2.5.2 Roadway Level of Service and Congestion

Level of service (LOS) is a qualitative measure of traffic flow that describes operating conditions with six levels of service defined by Federal Highway Administration (FHWA) in the Highway Capacity Manual (HCM). LOS are given letter designations from A to F, with LOS A representing the best operating conditions and F the worst. A facility may operate at a range of levels of service depending upon time of day, day of week or period of the year. As such, LOS is generally regarded as a standard measure for congestion.

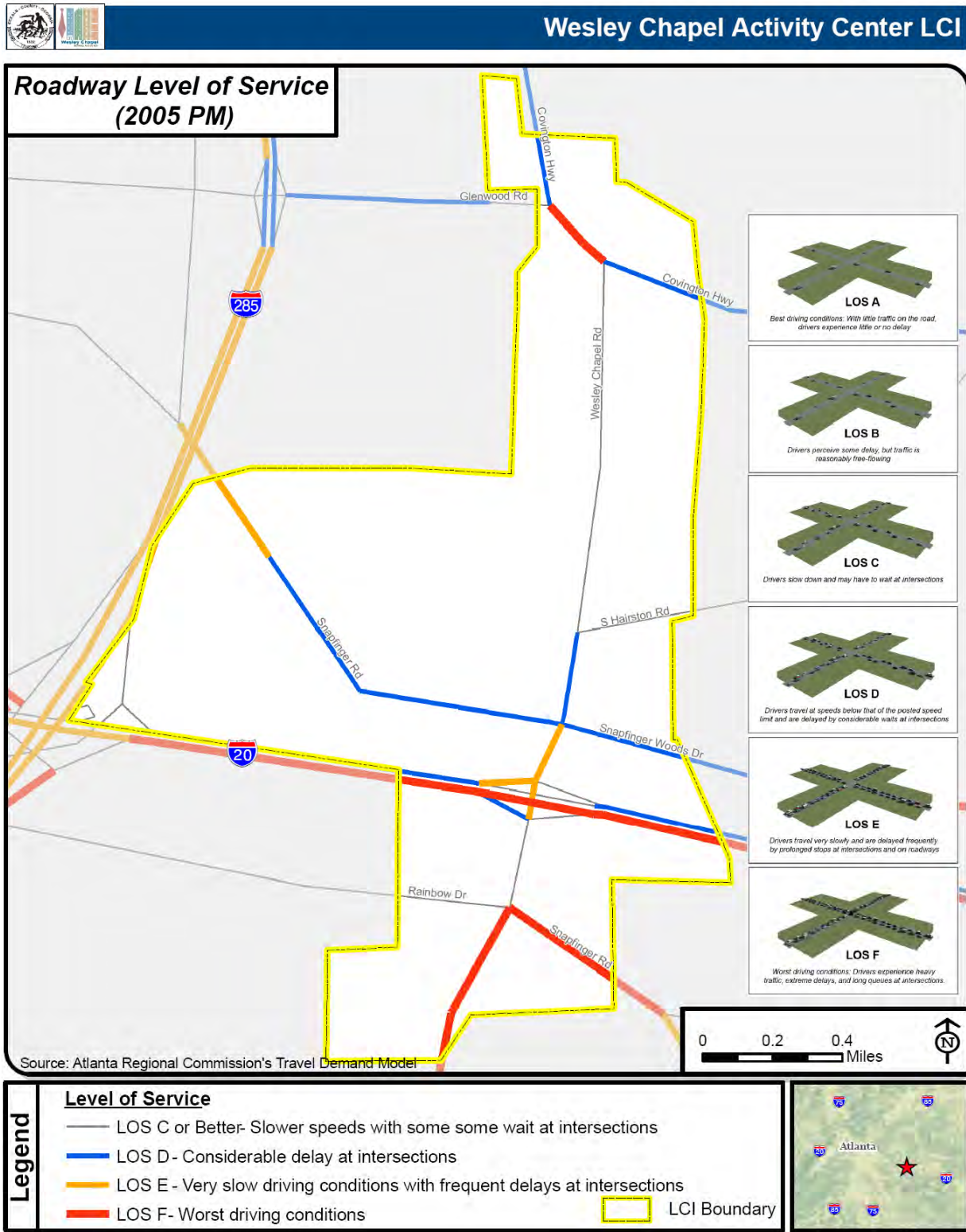
Maps 2-6 and **2-7** illustrate the roadway levels of service (LOS) for the study area determined by the ARC Travel Demand Model network for 2005 and 2030 peak periods, respectively. Heavy peak hour congestion and delay occur on major roadways in the study area, particularly in the vicinity of the I-20 Interchange and on Covington Highway. The following major study area roadways operate at deficient LOS under existing conditions:

- Wesley Chapel Road
 - From I-20 Interchange to Snapfinger Road
 - From Rainbow Drive/Snapfinger Road to Kelley Chapel Road
- Snapfinger Road
 - From I-285 Interchange to Emerald Falls Drive
 - From Wesley Chapel Road to Thompson Road
- Covington Highway
 - From Glenwood Road to Wesley Chapel Road

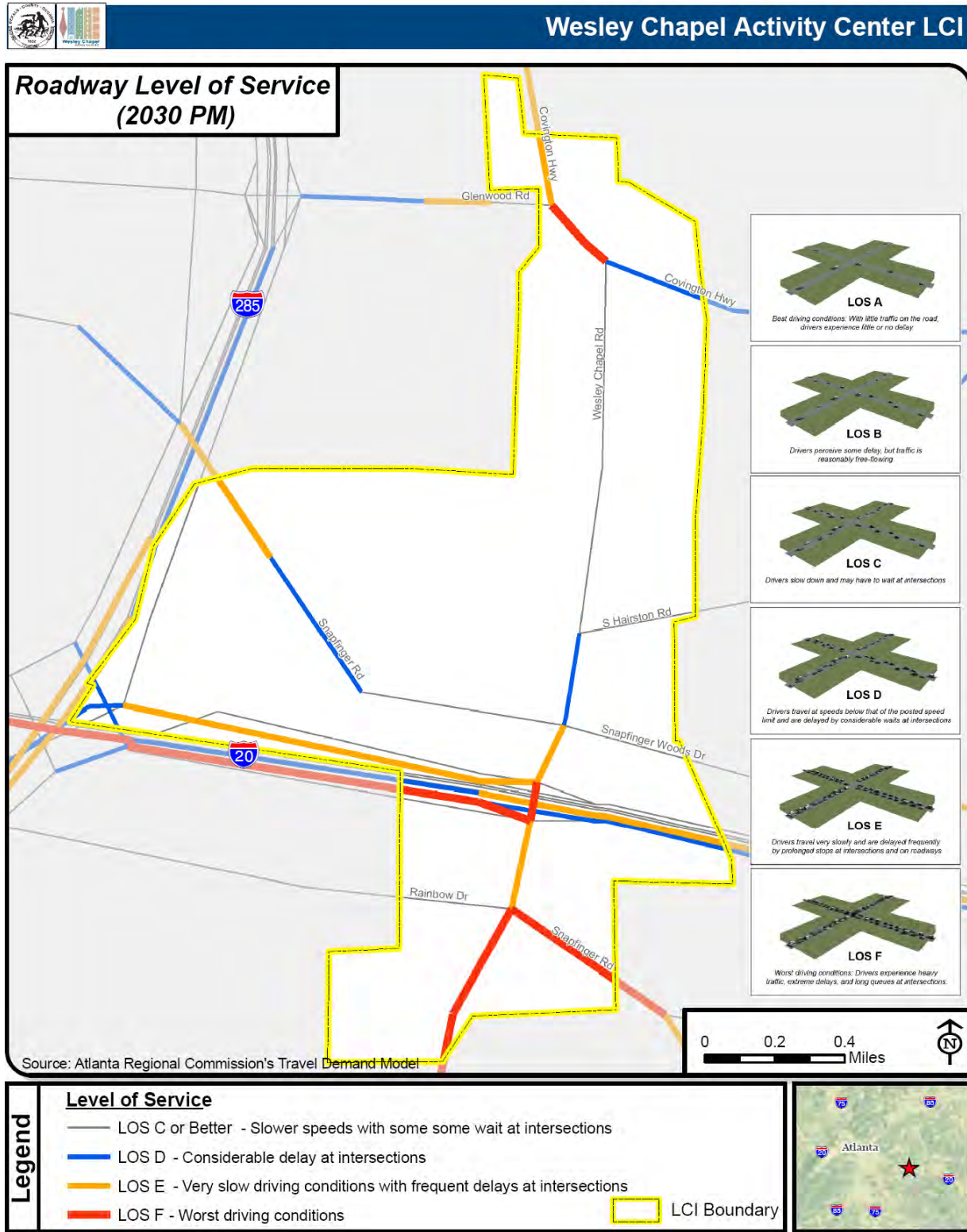
Given the planned growth and development in the area, congestion is expected to worsen significantly by 2030, particularly in the commercial areas surrounding the I-20 Interchange.



Map 2-6: Roadway Level of Service (2005PM)



Map 2-7: Roadway Level of Service (2030 PM)



2.5.3 Planned & Programmed Roadway Improvements

As presented in **Map 2-8** on page 2-38 and **Table 2-16** on page 2-37, there are a limited number of planned and programmed road improvements in the study area. The following projects are already underway and will be completed in the near-term:

- Snapfinger Road Widening from Wesley Chapel Road to Flat Shoals Parkway (Scheduled for completion by 2011) – Widen Snapfinger Road to a four-lane divided urban roadway with a raised median and bike lanes to improve safety and operation.
- Redesign of I-20/I-285 Interchange with Collector-Distributor (C-D) Lanes along I-20 (Scheduled for completion by 2013) - Eliminate dangerous weaving between I-20 eastbound traffic exiting at Wesley Chapel Road and vehicles entering I-20 East from I-285. The work will all be done within current rights of way, and there will be no acquisition of new land.

Notable long range projects that will have significant impact to the study area include the I-20 East Managed Lanes from I-285 to Salem Road. GDOT conducted a Managed Lane System Plan in 2010 that recommends building two elevated reversible lanes to Sigman Road and one elevated reversible lane to Salem Road. This segment of I-20 East outside I-285 was designated as a Tier 4 priority project based on various technical and qualitative evaluation criteria (e.g., ease of implementation, project costs, system connectivity, etc.). As such, it will likely not be included in the upcoming update of ARC's Regional Transportation Plan (RTP); however, as the region works to implement the system

of managed lanes, concerted effort from the transportation agencies, jurisdictions and the private sector could bring managed lanes along I-20 East to fruition.

As part of the Transportation Investment Act of 2010 (TIA2010), local governments in each of the state's 12 regions have been engaged in developing lists of unconstrained transportation projects to be potentially funded by a one percent sales tax. This act allows for a proposed tax to be voted upon by citizens of each region in July 2012.

To date, of the approximately \$22.9 billion of proposed projects in the ARC's unconstrained list, the following projects are relevant to the Wesley Chapel LCI area:

- Wesley Chapel Road from US 278 (Covington Highway) to South Hairston Road – Resurfacing
- US 278 (Covington Highway) from I-285 East to SR 124 (Turner Hill Road) - Corridor Improvements
- Glenwood Road from SR 155 (Candler Road) to US 278 (Covington Highway) - Corridor Improvements
- Rainbow Drive from SR 155 (Candler Road) to Wesley Chapel Road - Corridor Improvements
- MARTA East Heavy Rail Line Extension



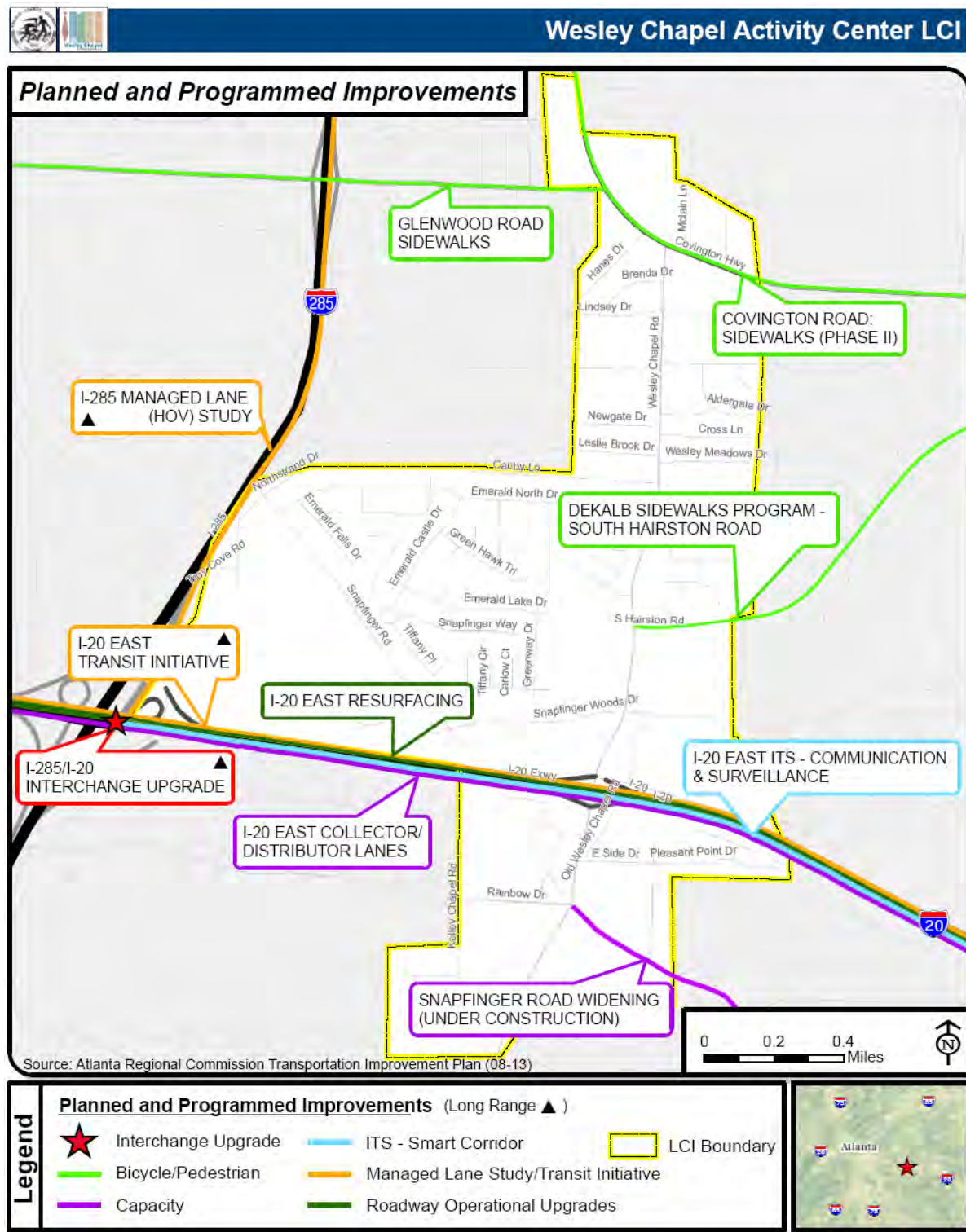
from Indian Creek Station to Wesley Chapel Road Near I-20 East

In the coming months, the Regional Roundtable's Executive Committee will review the projects in the unconstrained list for consideration in the financially constrained list of projects that can be funded by the expected sales tax revenue - approximately \$6 billion to \$9 billion over 10 years for the Atlanta region.

Table 2-16: Planned and Programmed Improvements

ARC ID	Project Type	Project Name	From/To	Status	Open Year
DK-031B	Pedestrian Facility	Covington Road: Phase II	Margarette Drive/ Panola Road	Programmed	2010
DK-032B	Pedestrian Facility	SR 260 (Glenwood Road) Pedestrian Facilities	SR 155 (Candler Road)/US 278 (Covington Highway): Phase II	Programmed	2015
DK-AR-BP066	Pedestrian Facility	DeKalb Sidewalks Program - South Hairston Road	Rockbridge Road/ Wesley Chapel Road	Programmed	2011
AR-305	ITS-Smart Corridor	I-20 East Its - Communication And Surveillance	I-285 East (DeKalb)/ SR 138/SR 20 (Rockdale)	Programmed	2014
DK-056	Roadway Capacity	Snapfinger Road	South Of Riders Trail/Wesley Chapel Road	Programmed	2010
AR-H-250	Managed Lanes (Auto/Bus)	I-20 East HOV Lanes	Columbia Drive/ Evans Mill Road	Programmed	2015
DK-AR-249	Roadway Maintenance / Operations	I-20 East Resurfacing	Columbia Drive/ SR 12 (Turner Hill Road)	Programmed	2012
DK-AR-241	Interchange Capacity	I-20 East Interchange At I-285 East		Long Range	2030
AR-904B	Transit Capital	I-20 East Bus Rapid Transit (BRT)	Stonecrest Mall / Downtown Atlanta [Split Funded - See AR-904A]	Long Range	2030

Map 2-8: Planned and Programmed Improvements



2.5.4 Safety Analysis

Assessing safety through the use of statistics is useful in identifying intersections and roadway segments that merit further study for safety improvements. To this end, crash data collected by GDOT in between 2006 and 2008 were analyzed for all study area intersections. The annual average numbers of crashes among study area intersections were compared to determine the relative safety of each intersection. The crash frequencies for the ten intersections with the highest number of average annual crashes are listed in **Table 2-17**. These intersections are mapped with average crash frequencies in **Map 2-9** on page 2-40.

The Covington Highway intersection at Glenwood Road exhibited the highest number of crashes (53) in the study area, followed by Wesley Chapel Road at Snapfinger Woods Drive (46), then Wesley Chapel Road at Rainbow Drive/Snapfinger Road (42).

Covington Highway at Glenwood Road is a T-

intersection located at the northern edge of the study area. It is heavily used by travelers to and from I-285 as well as the residential communities inside the perimeter. To this end, the northbound left turn from Covington Highway and the eastbound right turn on Glenwood Road may need additional storage capacities to prevent excessive queuing on both approaches during the peak periods. Additionally, the southbound right turn lane could be upgraded to a free-flowing turn lane to facilitate a more efficient turning movement.

Further operational analysis with turning movement counts is needed to quantify the benefits of these potential improvements. Wesley Chapel Road at Snapfinger Woods Drive has one of the highest daily throughputs in the study area, serving over 31,000 vehicles on Wesley Chapel Road and almost 12,000 on Snapfinger Woods Drive. The high rate of accidents at this is likely a function of the high traffic volumes it serves.

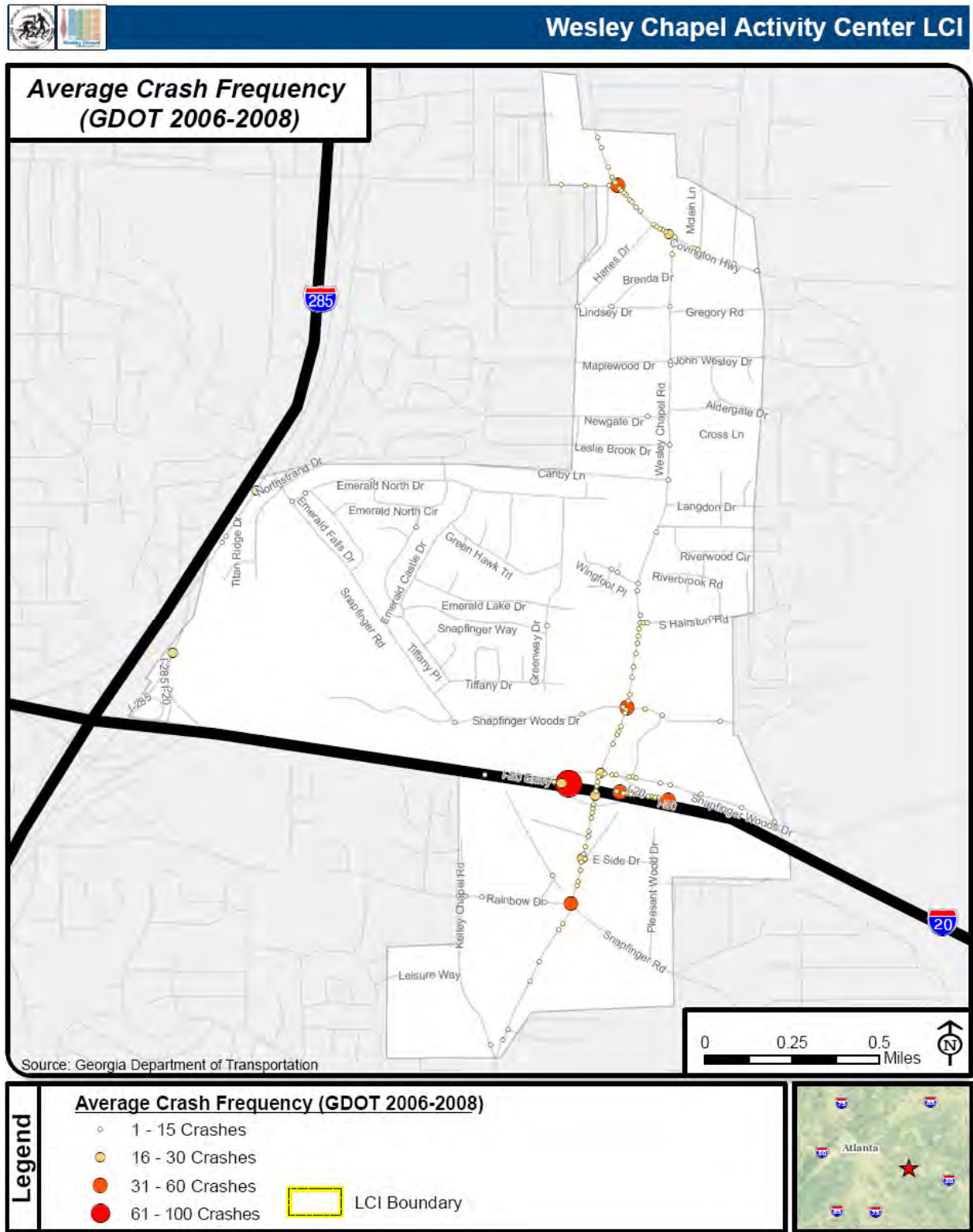
Table 2-17: Average Intersection Crashes

Intersection Location	Crash Frequencies		
	Crash	Injury	Fatality
Wesley Chapel Rd and Covington Hwy	28	5	0
Wesley Chapel Rd and S. Hairston Rd	20	2	0
Wesley Chapel Rd and Snapfinger Woods Dr	46	10	0
Wesley Chapel Rd and I-20 Westbound Ramp	38	6	0
Wesley Chapel Rd and I-20 Eastbound Ramp	39	9	0
Wesley Chapel Rd and Eastside Dr	25	4	0
Wesley Chapel Rd and Rainbow Dr/Snapfinger Rd	42	8	0
Covington Hwy and Glenwood Rd	53	13	0

Source: GDOT 2006-2008 Crash Data



Map 2-9: Average Crash Frequency (GDOT 2006-2008)



To accommodate these high volumes, this intersection has double left turn lanes on three of the approaches and exclusive right turn lanes on all four approaches. However, navigating through this high capacity intersection could result in unsafe conditions for the left-turning movements. To this end, the dashed lines used to guide the two left turning movements must be clearly marked to avoid driver confusion and potential conflict. In addition, the setback of the median on Snapfinger Woods Drive should be considered to allow enough space to prevent the left-turning traffic from northbound Wesley Chapel Road from encroaching onto the adjacent lane.

The Wesley Chapel Road at Rainbow Drive/Snapfinger Road intersection is located south of the I-20 interchange. This is another highly traveled intersection with improvements currently underway on the Snapfinger Road approach (as part of the widening project).

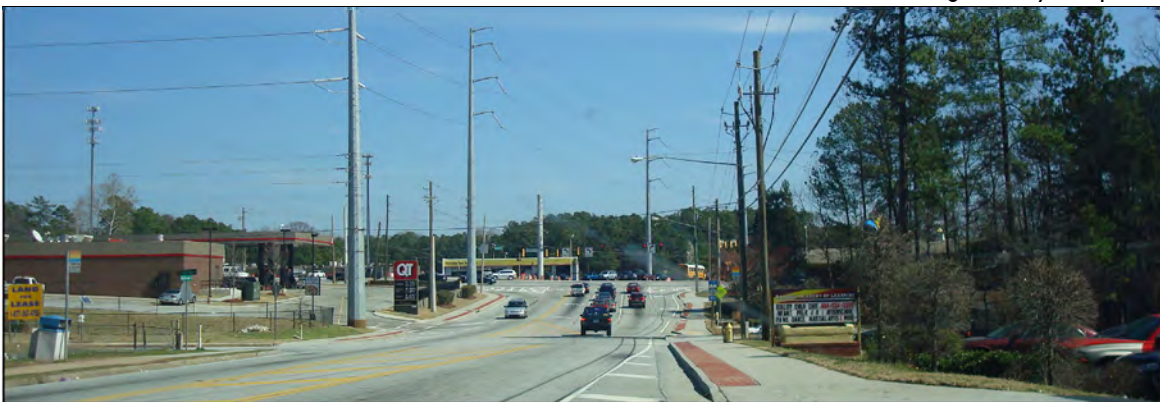
2.5.5 Transit

Improving the existing multi-modal transportation network supports the study

area's vision for a more sustainable community. As illustrated in **Map 2-10**, the study area is well served by MARTA's local bus routes: 111 – Snapfinger Woods Drive/Stonecrest, 86 – Fairlington Road/McAfee Road, 107 – Glenwood Road, and 186 – Rainbow Drive/South DeKalb. These bus routes provide connections to MARTA heavy rail stations along the Blue Line. As the study area grows, the demand for transit and alternative modes is also expected to increase. To address this, a major transit investment is planned along the I-20 East Corridor that will have significant impact on the travel patterns in the study area.

MARTA is currently conducting an I-20 East Alternative Analysis/Draft Environmental Impact Statement (AA/DEIS) to apply for Federal New Starts funding for a premium transit investment in this area. A high capacity transit station is proposed in the vicinity of Wesley Chapel Road in recognition of the ridership potential and to take advantage of the redevelopment plans. Potential sites for the proposed transit station include the existing Chapel Hall

Rainbow Drive Facing Wesley Chapel Road



Shopping Center located in the northeastern quadrant of the I-20 Interchange and the vacant land wedged between I-285 North and I-20 East owned by Orkin Property Management. Both locations are included in the I-20 East Overlay district which allows for high density transit-oriented development.

2.5.6 Bicycle and Pedestrian Facilities

Providing a safe and functional pedestrian environment is consistent with the study area's development plans. Though all the major roads in the study area have some sidewalks, coverage is either not continuous or is on just one side of the roadway. Existing sidewalks are generally in good condition and are typically three feet wide with an even surface. Existing sidewalk coverage in the study area is presented in **Map2-10** on page 40.

The only bicycle lanes in the study area are available on Wesley Chapel Road between South Hairston Road and I-20 Interchange. These bicycle lanes were put in as part of the previous Wesley Chapel Road improvements, but have not been expanded and are rarely utilized. Expansion of the bicycle network onto connecting roadways would encourage their use and provide for a safer route system for bicyclists within the study area.

2.5.7 Major Findings

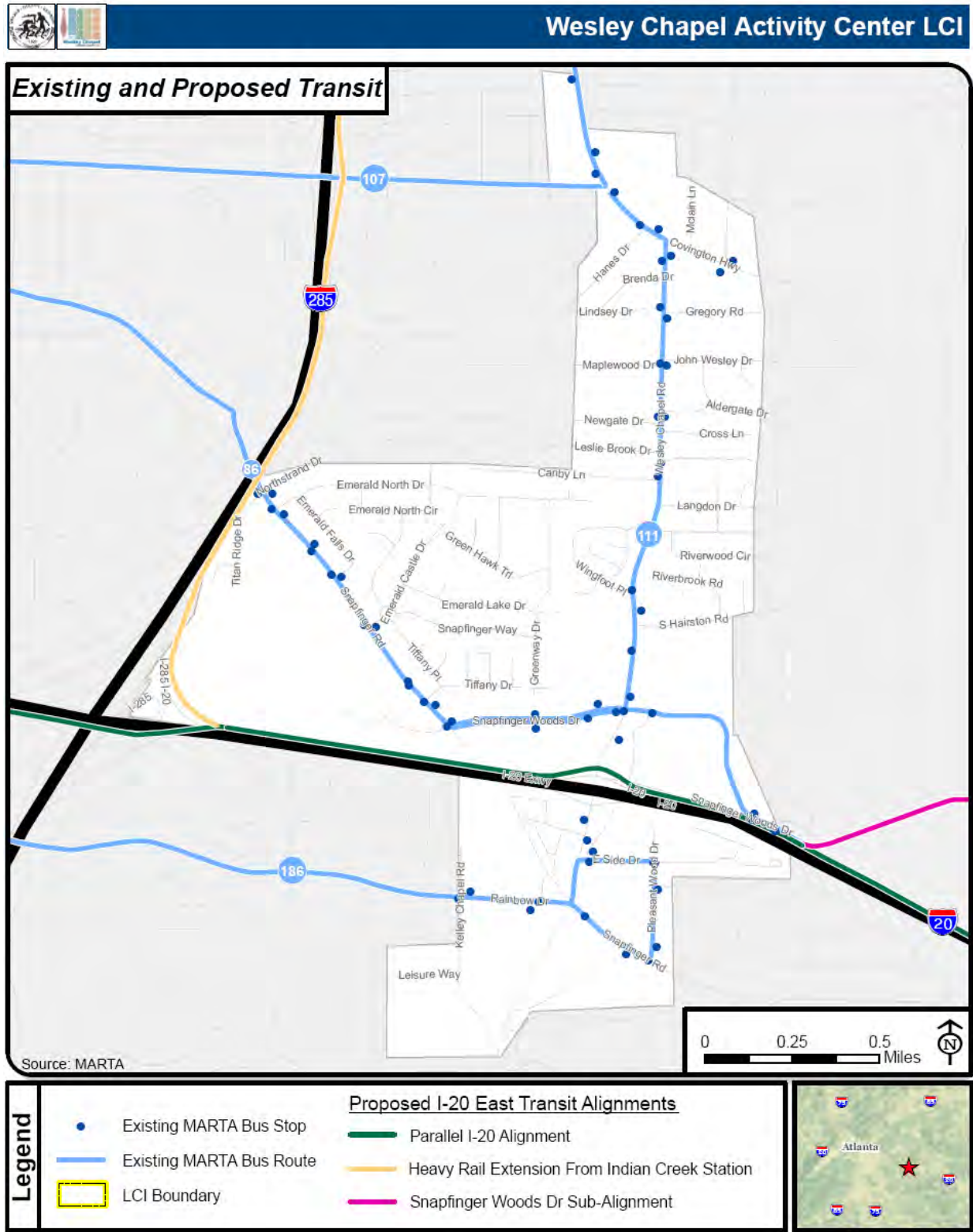
- The study area is home to a number of major thoroughfares that carry a significant amount of regional traffic.
- Congestion is expected to worsen significantly by 2030 given the planned growth and development in the area, coupled with the lack of programmed improvements, particularly in the commercial areas surrounding the I-20 Interchanges.

- TIA2010 is a potential funding source to help pay for some transportation improvements in the study area.
- Safety improvements at intersections associated with high crash incidents are needed for the Covington Highway at Glenwood Road, Wesley Chapel Road at Snapfinger Woods Drive and Wesley Chapel Road at Rainbow Drive/Snapfinger Road.
- Major transit improvements are envisioned in association with a potential transit station in the study area along the I-20 East Transit Corridor.
- The existing sidewalk and bicycle facilities should be improved and expanded to support the study area's vision for a more compact and mixed-use development.

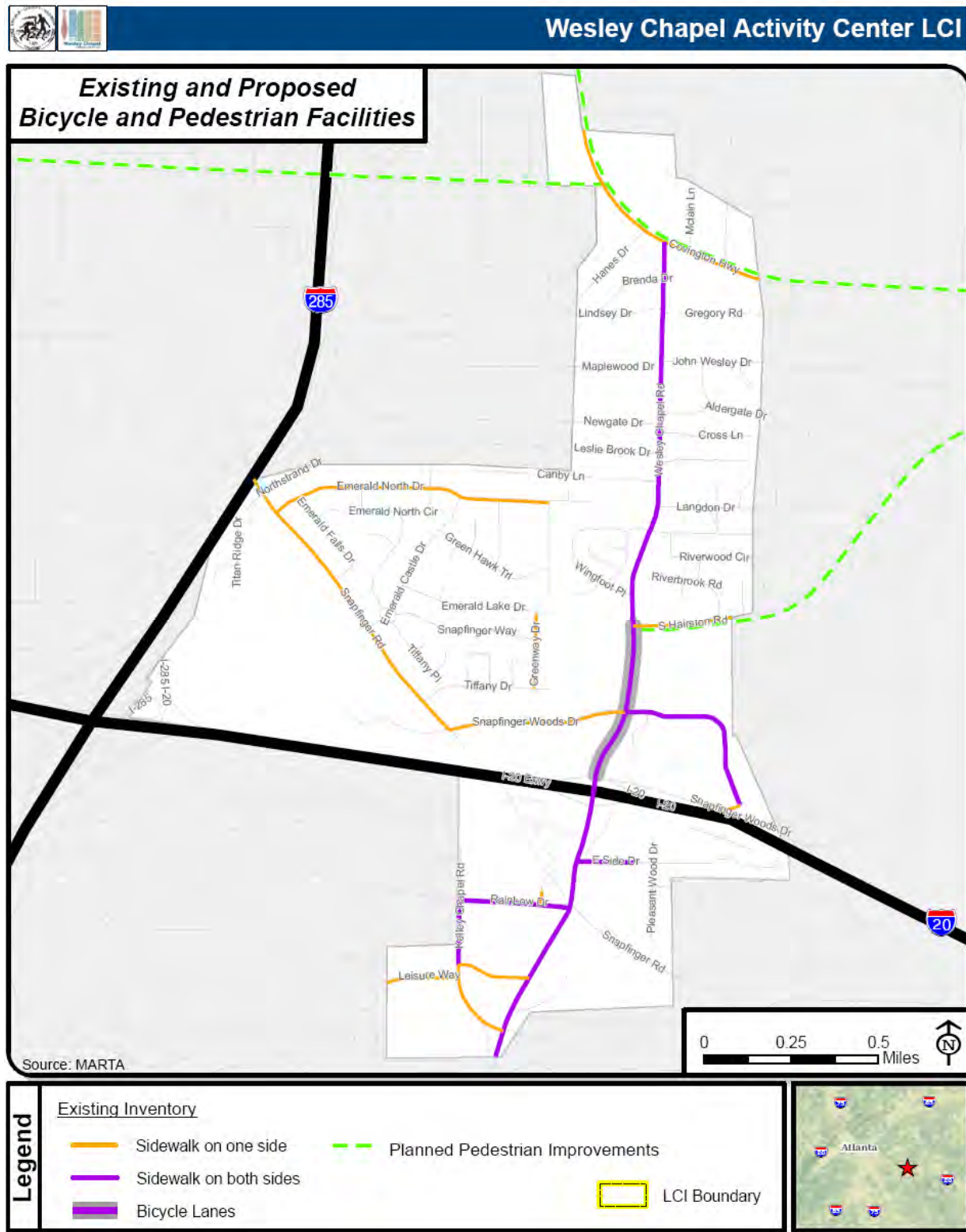
Bike Lane on Wesley Chapel Road, north of I-20



Map 2-10: Existing and Proposed Transit



Map 2-11: Existing and Proposed Bicycle and Pedestrian Facilities



2.6 Community Character

The Wesley Chapel Study Area has many urban design issues that need to be addressed in order to create a sense of place that central to a LCI community. There is no central meeting place within the community outside the confines of institutional buildings, certainly no outside meeting places other than school recreational areas. The institutional buildings themselves also lack a uniformed sense of style or character which could help to define the area.

Most of the houses within the study area are ranch or split level, a style that many would consider generic or plain. Most were built in the 1960s and 70s, and so have a somewhat dated character but not one that one might call historic. In time, they might be considered such, but for now the area is very typical of other similar residential suburban communities in the DeKalb County.

The commercial buildings too do not share any specific type or style of architecture. Most reflect the architect and readily recognizable character of corporate America. Home Depot, McDonalds, Chick-fil-A, they all present the corporate image that anyone can find through country.

Poor connectivity is another major issue within the Activity Center. Both Wesley Chapel Road and I-20 serve as major barriers to non-motorized traffic. Also, the pedestrian routes are not clear or continuous, and in many cases, existing sidewalks are in poor condition and disconnected between neighborhoods. The intersection of Interstate 20 and Wesley Chapel Road is currently the main entryway

Institutional Uses



Nancy Guinn Memorial Library



U.S. Post Office

Housing



Shopping Center



for the community, and should be an attractive gateway that informs vehicles that they have entered a unique place. Wesley Chapel Road is lined with strip malls, fast food stores, parking lots and oversized, unattractive signage and billboards. The lanes are fairly wide, which encourages vehicles to speed. A visually strong gateway and wayfinding signage system would improve travelers' ability to navigate the area and know where they are.

Another issue is the location of the study area in terms of the interstate. The area is directly adjacent to Interstate 20 and is currently an eyesore to passersby. Interstate 20 also poses a noise issue and poor views of the highway to and from the study area. Any future residential uses for the area directly adjacent to the interstate should include a sound barrier wall in addition to landscape berms and screening.

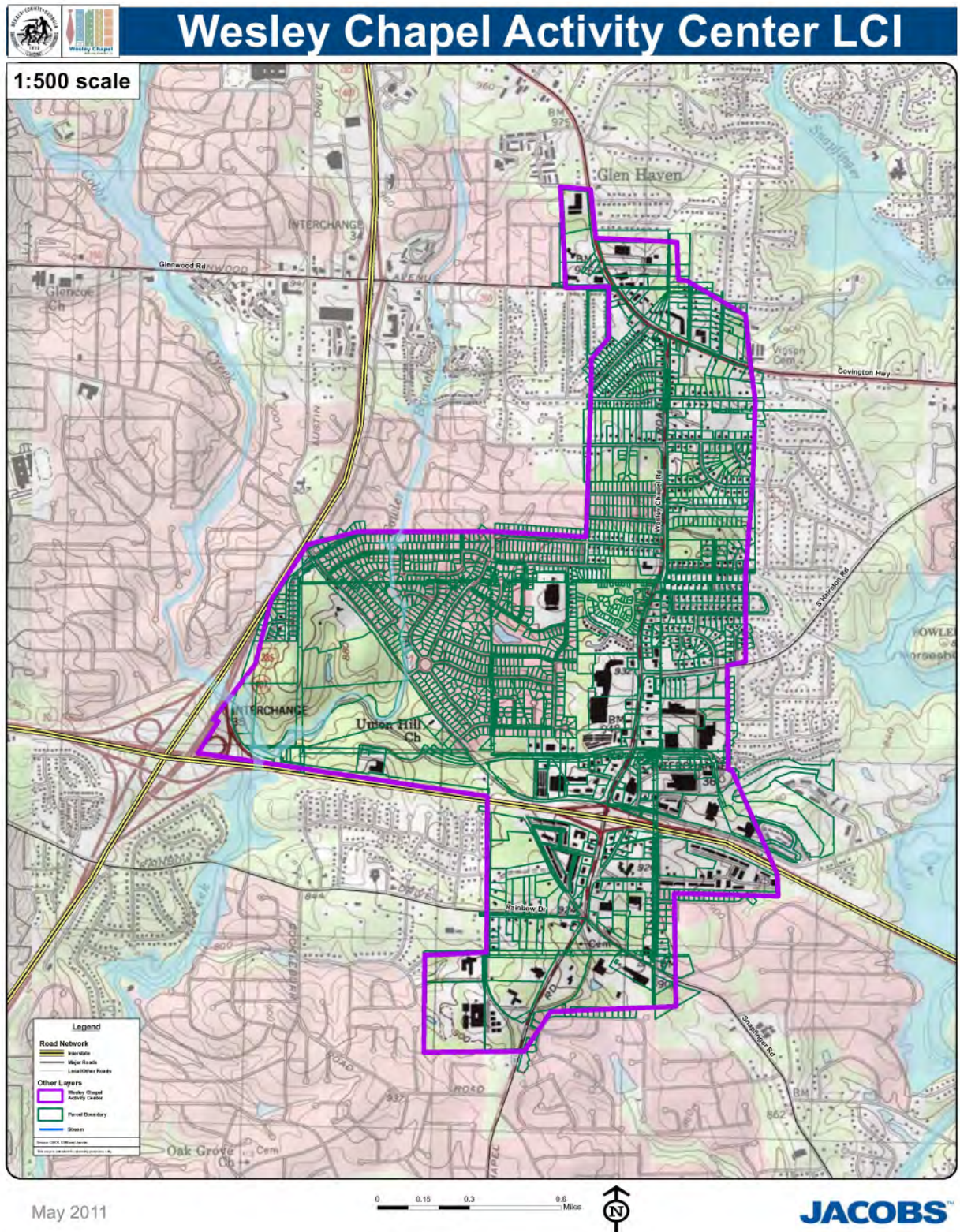
Currently, the study area has little usable greenspace, and there is not a connection between the spaces which exist to greenspace outside of the study area. A trail or walking path would improve the quality of the area greatly and allow residents to connect with spaces outside of the area, positively impacting the entire community. Directing development away from and reserving natural buffers around the area's streams and employing low impact development technique to manage remaining runoff are two strategies which could be effective in creating additional greenspace and addressing development constraints. **Map 2-12** presents the location of floodplain and the topography of the study area, both factors that were later taken into

consideration in the development of the Master Plan.

Existing commercial developments within the area mostly consist of stand-alone small businesses and strip mall-type development with parking lots located adjacent to Wesley Chapel Road and buildings set back from the road. Development of this type should be brought up to the street with parking on the side or in the rear. Also, there is a general lack of a streetscaping in these commercial areas. The existing commercial areas are potential locations for future activity nodes within the study area. This site could become an attractive and inviting gateway to the community and potentially a mixed-use development.

Despite all of the existing issues, the study area has strong potential to become a more livable community. There is a large undeveloped tract at the corner of I-20 and I-285 that can easily accommodate a catalyst development that could jump start the area's economy. The area's location on a proposed transit rail line and a the potential for a transit station location are strong points for the Activity Center that would allow residents to have better access to public transportation.

Map 2-12: Floodplain and Topography



3.1 Overview

Building on the information collected in the base analysis, the project team worked with the community to craft a vision for how they wanted the community to develop over the planning horizon. This vision was illustrated by a generalized concept plan that showed the preferred arrangement of future land uses in the study area. The Concept Plan was then used as a guide in drawing up a more detailed Master Plan of how the community could develop in the future. Based on this planning effort a list of future projects was prepared and work program for its implementation which is presented in Chapter 4. This chapter documents the steps and process that led to the development of the Master Plan, and a detailed description of its major components.

3.2 Opportunities & Challenges

Community kickoff Meeting

On March 24, 2011, a community kickoff meeting was held at the Everest Institute, where the public were informed of the planning effort and how they could be involved in the studies development. During that meeting the participants were led in a discussion of what needs to be preserved, what needs to be changed, and what needs to be created in the study area. Following are the results of that discussion.

What needs to be preserved?

- Family-oriented community
- Community that accommodates seniors
- Greenspace
- Faith community/churches
- Institutes of higher learning
- Tax base

Chapter 3: Vision & Master Plan

- 3.1 Overview
- 3.2 Opportunities & Challenges
- 3.3 Master Plan



Concept Plan

- Buffer between neighborhoods and commercial uses
- Trees and more rural areas
- Hospital
- Industrial park
- RBC Bank/all banks
- Keep and improve I-20 interchange
- MARTA

What has to change?

- Traffic
- Roads in disrepair
- Location of Post Office (move to K-Mart building or new location)
- Crime

- Loitering/Panhandling, including collection @ intersections
- Reduce signage (specifically temporary signage)
- Improve traffic light timing/synchronization
- Better communication/response from County
- More effective Code Enforcement
- Businesses maintain their property
- Improve lighting/dark sky compliance
- Maintenance of foreclosed properties
- Maintain Greenspace
- Appearance of parking lots
- Streetscape/improve Wesley Chapel
- Gas stations on north side of I-20
- Clean gutters and prevent flooding
- Consistent branding throughout community
- Keep large County garbage trucks off main roads during peak hours (reroute)
- Keep garbage trucks from leaking trash juice on the roads
- Promote diversity of businesses (not so many dollar stores, etc.)
- Better quality hotels and restaurants
- Pick up trash along right-of-way before mowing
- Image of Wesley Chapel
- Flea market type businesses
- Quality senior housing
- Police on bikes
- Brownfields used for solar grids
- Whole Foods and organic food options in restaurants and grocery stores
- Designated bike trail
- Tram/trolley to serve Wesley Chapel area
- Designated parking areas/shared parking
- Lake or water feature
- Program to educate neighborhood on business development
- Foreign trade zone
- Free Wi-Fi in town center
- After school programming
- Nice and safe night spot
- Method of communication throughout community (such as kiosks or community bulletin board)
- Safe routes to school
- Casino to pay for schools
- Unique feature that will attract visitors
- Attractions/civic center/multipurpose facility
- Community partnerships- promote shopping/dining/using Wesley Chapel businesses
- Monthly community meetings
- Skating rink
- Quality shops
- Major annual event/festival

What would you like to see created?

- Parks
- Pedestrian-friendly town center w/Post Office
- Good restaurants
- Live/work/play community
- Beautiful gateway
- Nice bowling alley
- Decorative street lights and streetscaping
- Jobs
- Small business incubator
- Community centers for children
- Pedestrian-friendly walkways
- Transportation alternatives

Community Workshop

On May 14, 2011, a community design workshop was held which led to the creation of a Concept Plan for the area. Participants were divided into three breakout groups. One looked at transportation needs, another at neighborhood and community needs, and the third at real estate market and economic needs. A draft Concept Plan that resulted from this effort was later presented to the public on June 16 and refined based on their input. Figure 3-1, presents this plan.

Open House

An Open House was held on August 1, 2011 to present the draft Master Plan to the public and take any comments. The meeting was very well attended. Over 100 participated in the discussion, including two DeKalb County Commissioners. Notes from the meeting can be found in the Appendix, along with summaries of the other public meetings.

3.3 Master Plan

A core product of the LCI is the identification of the preferred mix, style and interaction of uses within the study area, the Master Plan which is presented in Map 3-2. To this end, the project team, in coordination with community leaders, stakeholders, and community members, defined three key catalyst redevelopment projects that constitute the Master Plan. They are considered catalyst projects because they would be expected to jump-start other private or public investment in the area. The plan also includes four supplemental redevelopment areas that likely will likely result from reinvestment in the area through development of the catalyst sites. The catalyst projects demonstrate the desirable form that the community would like the area to evolve into overtime. Features include a mixture of uses, sustainable site and building features, diverse housing options, and a mix of community resources.

The three catalyst sites are (1) the town green, (2) an institutional campus, and (3) a Transit Oriented Development (TOD) around a future multimodal transit station. Each of these sites has the ability to create a new identity and center for the community. The four supplemental redevelopment project

areas include: (1) the Covington Highway-Wesley Chapel Road neighborhood commercial node, (2) the Wesley Chapel Road-Snapfinger Woods Drive Commercial redevelopment, (3) the Wesley Chapel – I-20 mixed used redevelopment area, and (4) the Wesley Chapel – I-20 commercial redevelopment area.

Altogether if built out as drawn on the Master Plan, the study area could accommodate over 2 million square feet of new commercial, 1.1 million square feet of mixed-use development, almost 700,000 square feet of institutional use, and 1.6 million square feet of office. These numbers are supported by the market analysis conducted for this report, and certainly would make Wesley Chapel community a vibrant town center as envisioned in the DeKalb County Comprehensive Plan. The breakdown of how much square footage can be accommodated is presented in Table 3-1.

One key feature of the proposed master plan is the addition of new greenspace and recreational areas. Altogether over 5 miles of new sidewalk or paths are proposed, linking approximately 60 acres of new greenspace. In particular, the proposed Town Green and TOD site will provide new outdoor venues for concerts and community events.

3.3.1 Town Green

The proposed Town Green would require the redevelopment of the Northwest corner of the intersection of Wesley Chapel Road and I-20, an area currently dominated by strip commercial development. The plan calls for the construction of a grid of local roads parallel to Wesley Chapel and Snapfinger

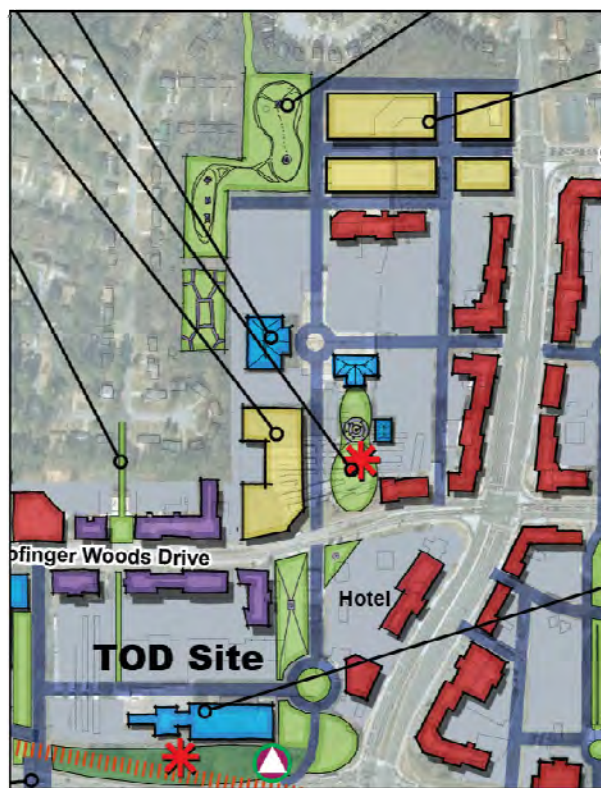
Woods Drive, that would provide alternative access to a mix of commercial, mixed-use and residential uses flanking a chain of small parks and community gathering areas that is proposed to stretch from I-20 up to an short extension of Hairston Rod.



Example of Town Green developed in Duluth, GA

Part of this redevelopment could be a retirement living community geared toward the needs of active seniors. Placing the community on the Town green and close proximity to the proposed transit station will provide easy access to community shopping and activities. Altogether around 810 new residential units could be accommodated in this area.

The redevelopment of the commercial space should provide over 220,000 square feet of new commercial space and 150,000 square feet of mixed-use, most likely in the form of residential over commercial.



Zoom-in of the Town Center portion of the Master Plan

*Color key for each of the zoom-in illustrations:
Red – commercial, Purple – mixed use, Blue – institutional, Yellow – residential, Green –parks/trail connections*

3.3.2 Institutional Campus

While the Town Green may best address the residential and commercial needs of community, the Institutional Campus may best address its employment needs. The large tract of undeveloped land at the intersection of I-285 and I-20 offers an excellent location for any number of potential employment generators. The concept that study participants felt was the most likely was an institutional or corporate campus. Possible anchors being a medical facility or other institution, the site will likely be occupied by office towers and supportive residential and commercial uses all within a campus like environment.



Example of a corporate campus, Sprint/Nextel in Overland Park, KS

Under the current overlay district, the site could support a significant amount of new development. This plan shows a potential of approximately 4 millions square feet of new development, in the form of office, residential and commercial uses. Such an intensity of development will require supported improvements to Snapfinger Road (North) and Snapfinger Woods Drive, as well as access to rail transit.

Campus sites as well as this plan’s effort to create a lifelong community in keeping with the community’s vision for the area. The hub of this transit activity would be rail transit station located close to the Wesley Chapel Road exit on I-20. It is recognized that the construction of the rail line and station are likely long range projections, however, in short term a transit park and ride lot could be constructed in this area to help preserve the future station site and to help provide supportive bus transit access to the area.



Example of a multi-modal transit center in Athens, GA



Zoom-in of the Town Center portion of the Institutional Campus portion of the Master Plan

To provide convenient access to the transit center, and the corporate campus, this plan calls for the construction of a new bridge over I-20. This new bridge and corresponding roadway would provide multi-modal access linking both sides of I-20 and helping to relieve traffic on Wesley Chapel Road, which currently supplies the only access across the interstate within the study area.

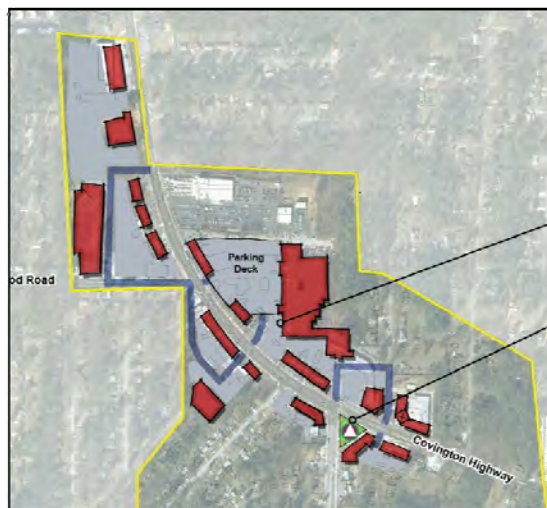
Around the new transit center is envisioned a mix of supportive residential, office, and commercial uses, totaling approximately 255,000 square feet of new development. It is also felt that this location due to its strong accessibility would be a good location for a new mid-sized conference/events center, approximately 350,000 square feet.

3.3.3 Transit Oriented Development

Transit access is central to the success of both the Town Center and the Institutional



Zoom-in of the Transit Oriented Development portion of the Master Plan



Zoom-in of the Covington Highway-Wesley Chapel Road neighborhood Commercial Node portion of the Master Plan

3.3.4 Covington Highway-Wesley Chapel Road neighborhood Commercial Node

This commercial node at the northern end of the study area serves in many ways is a gateway to the Wesley Chapel Community. The master Plan calls for general beautification of the area and the introduction of a gateway feature, such as monument to announce to visitors that they have entered the Wesley Chapel Community. To also help in this effort, the plan calls for streetscape improvements to Wesley Chapel Road, and the incorporation of the Wesley Chapel Design guidelines, which currently are only applied to the southern portion of the study area.



Example of gateway monument in Norcross, GA

Altogether it is estimated that another 316,000 square feet of new retail could be accommodated in this portion of the study area, after application of Wesley Chapel overlay district.

3.3.5 Wesley Chapel Road-Snapfinger Woods Drive Commercial Redevelopment

An important part of the public’s future vision for the study area was the availability of more variety of commercial, particularly dining options. Besides including these options as part of the other catalyst sites, the most logical location for new commercial is the northeastern corner of Wesley Chapel Road and I-20, where a large concentration of such uses have been located in the past, and in proximity to other existing viable commercial uses.

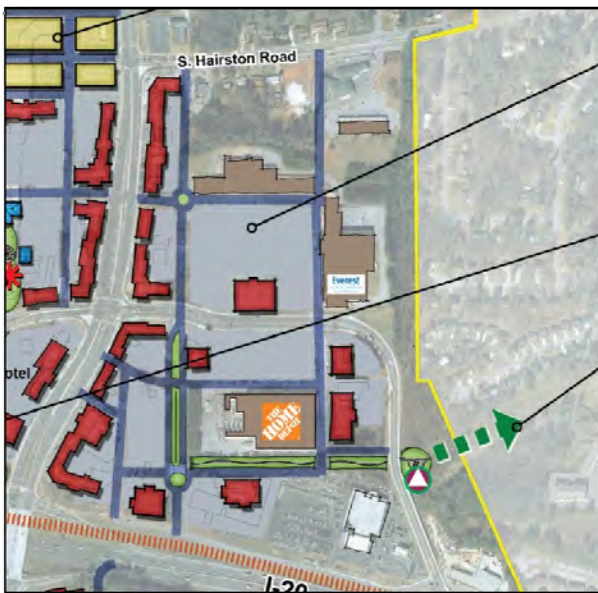
To close the gap between the LCI vision for this portion of the study area and what currently occupies it, the building forms need to increase to a standard of at least 3 to 4 stories high, and an internal grid of local streets needs to be introduced. Basically this

portion of the area needs to transform from a standard one-story suburban commercial area to a more urban multi-story form.



Example of multi-story commercial at Georgia Tech, Atlanta, GA

It is estimated that 850,000 square footage of new retail could be constructed along Wesley Chapel and Snapfinger Woods Drive. To better integrate this area into the urban fabric of the surrounding neighborhood, the Master Plan also calls for a future Greenway Connection to greater trail system currently planned by the county just east of the study area.



Zoom-in of the Wesley Chapel Road-Snapfinger Woods Drive Commercial node portion of the Master Plan

3.3.6 Wesley Chapel – I-20 Mixed used Redevelopment

The southwest corner of I-20 and Wesley Chapel Road is in many ways presents one of the greatest opportunities for private investment, primarily because of the potential impact of proposed public transportation investment. In particular, the proposed bridge over I-20 will open up the area to much easier access to the catalysts sites on the other side I-20 and better integrate it into the fabric of the community.



Example of mixed-use development, Smyrna, GA

The Master Plan envisions approximately 430,000 square feet of new mixed use redevelopment, along a new complete street that will link the library to new TOD site on other side of I-20. Though some apartments would have to be redeveloped as part of this plan, the area as envisioned would net 267 new residential units.



Zoom-in of the Wesley Chapel – I-20 Mixed used Redevelopment portion of the Master Plan

3.3.7 Wesley Chapel – I-20 Commercial Redevelopment

Much like the Wesley Chapel Road-Snapfinger Woods Drive catalyst site, this portion of the study area also provides a great opportunity for commercial redevelopment. The Master Plan envisions this area offering some highway oriented businesses, but primarily a greater variety of dining opportunities and retail.



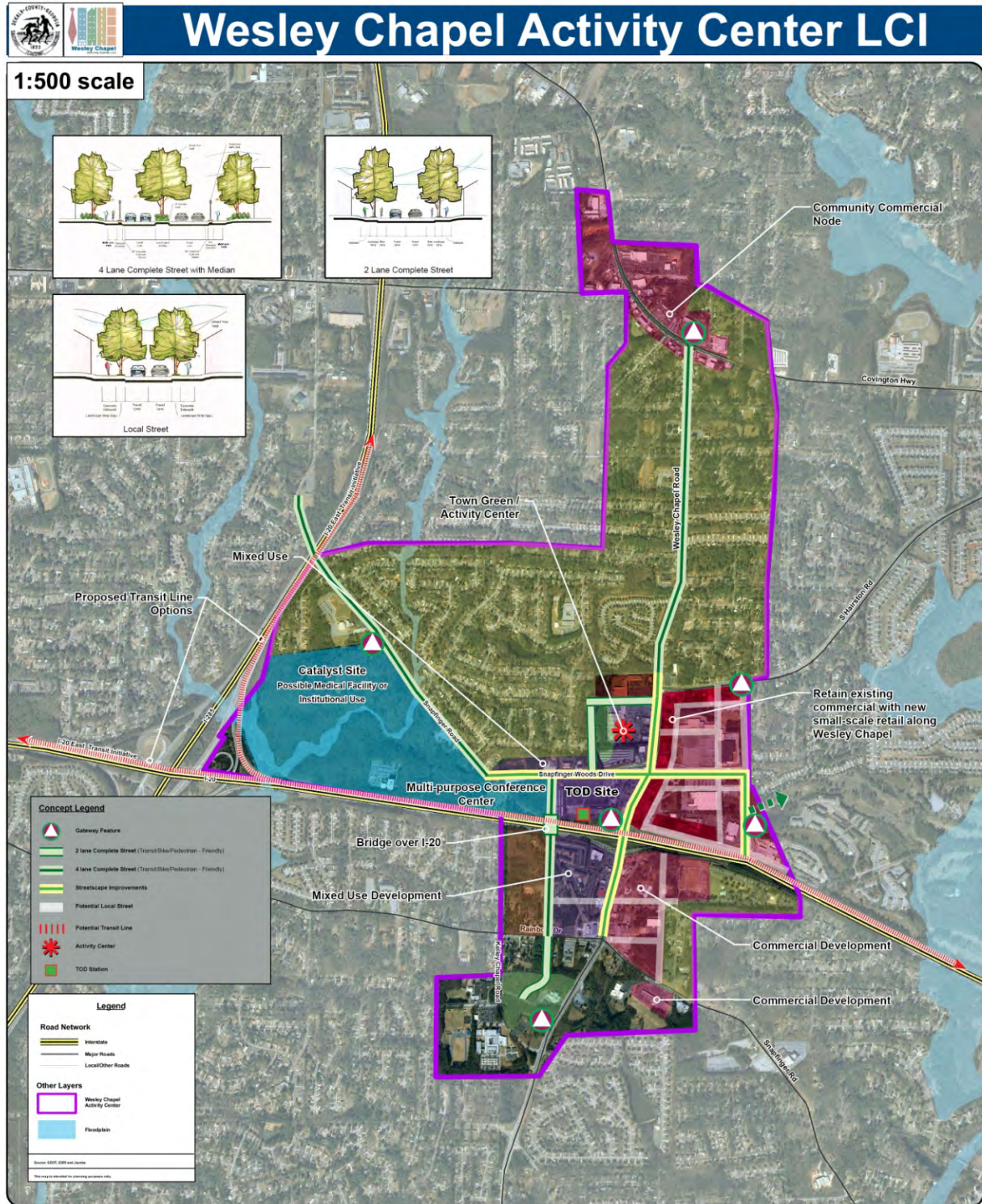
Example of commercial development, The Forum in Norcross, GA

This portion of the study area could accommodate another 575,000 square feet of commercial and a little over 200 new residential, surrounding an interconnected grid of local streets and sidewalks.



Zoom-in of the Wesley Chapel – I-20 Commercial Redevelopment portion of the Master Plan

Map 3-1: Concept Plan



June 2011

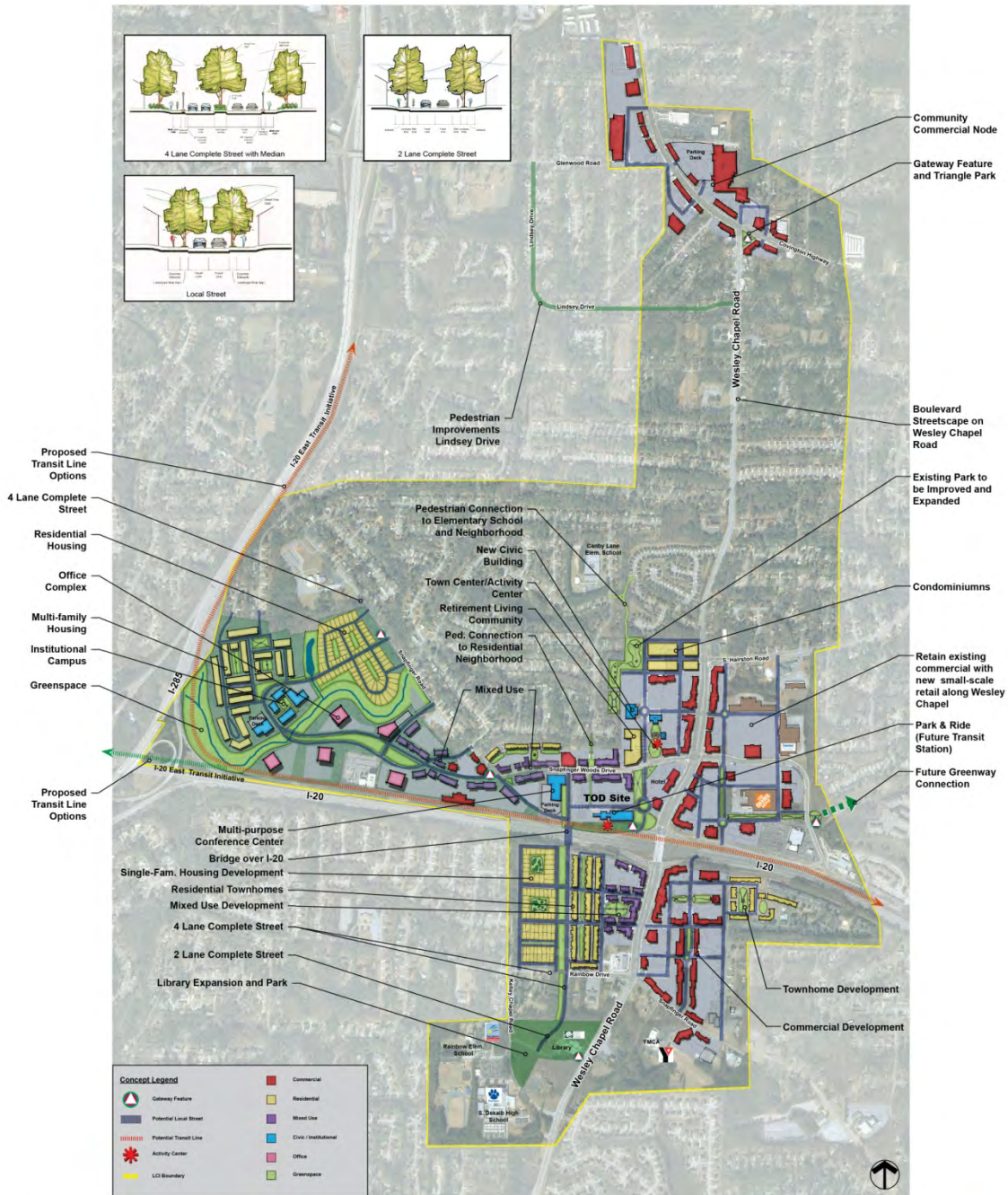
JACOBS™



August 30, 2011

Map 3-2: Master Plan

Wesley Chapel Activity Center LCI



August 2011

Master Plan



August 30, 2011

Table 3-1: New Construction Estimates based on the Master Plan

Area	Height (Av. stories)	New Commercial (Sq. Ft.)	Commercial (Sq. Ft. replaced)	Net New Commercial (Sq. Ft.)	Mixed Use (Sq. Ft.)	Civic/ Institutional (Sq. Ft.)	Office (Sq. Ft.)	Residential (Sq. Ft.)	Residential (Sq. Ft. Replaced)	Net New Residential (Sq. Ft.)	Net New Units
Town Green Site	4	571,200	355,154	216,046	148,200	228,000	0	1,012,000	0	1,012,000	810
Covington Hwy Commercial	1	586,300	270,105	316,195	0	0	0	0	0	0	0
TOD Site	3	97,650	183,307	-85,657	255,040	117,300	0	42,250	0	42,250	34
Mixed Use South of I-20, west of Wesley Chapel Road	3	0	145,981	-145,981	429,600	0	0	748,800	414,609	334,191	267
Commercial Development South of I-20, east of Wesley Chapel Rd	2	782,500	204,859	577,641	0	0	0	261,600	0	261,600	209
Institutional Campus - office	8	0	0	0	0	0	1,600,000	0	0	0	0
Institutional Campus - institutional	5	0	0	0	0	351,575	0	0	0	0	0
Institutional Campus - mixed use	3	0	0	0	444,000	0	0	0	0	0	0
Institutional Campus - commercial	2	495,250	0	495,250	0	0	0	0	0	0	0
Institutional Campus - residential	2	0	0	0	0	0	0	919,700	0	919,700	736
Commercial Development North of I-20, east of Wesley Chapel Rd	4	1,027,000	175,369	851,631	0	0	0	0	0	0	0
Totals		3,559,900	1,334,775	2,225,125	1,276,840	696,875	1,600,000	2,984,350	414,609	2,569,741	2,056

Assumptions

Sq. ft per employee			400	300	300	250					
Estimated new jobs	18,542	<==	5,563	4,256	2,323	6,400			Residents per unit	1.5	
Jobs/Housing balance	9.0								New Residents	3,084	



4.1 Overview

The Implementation Program presented here addresses the core ingredients necessary for moving both public and private elements of the Master Plan forward. The implementation program discussed herein includes policies, strategies, and projects designed to address the opportunities and challenges facing the community. The heart of this implementation program is the 5-year program of projects which identifies costs, responsibilities and funding sources.

Successful implementation of the LCI program will ultimately pivot upon the ongoing interest and investment of community leaders and citizens in pushing the plan forward. In addition, the following elements are core themes that should weave throughout the implementation program, impacting regulatory changes, partnerships and funding mechanisms:

- *Lifelong Communities* – ensuring that design captures the needs of young, old, and everyone in-between by promoting multimodal access, diverse housing options, and desirable community spaces
- *Multimodal Transportation Investments* – the transportation agenda must include improvements for vehicle, pedestrian, and other ways of getting around
- *Green Communities Standards* – becoming greener: conserving water, minimizing the urban heat island, reducing energy consumption through more efficient building design and

CHAPTER 4: Recommendations & Implementation Strategies

- 4.1 Overview
- 4.2 Policy Recommendations
- 4.3 Organizational Strategies
- 4.4 Economic Growth Strategies
- 4.5 Five Year Program of Implementation Projects



land use choices, and pursuing new opportunities for energy production

- *Public Private Partnerships* – both public and private investments will be necessary to meet the needs of the study area; an air of collaboration should be maintained

4.2 Policy Recommendations

4.2.1 LAND USE & ZONING REGULATORY RECOMMENDATIONS

Changes to I-20 Overlay

1. Change Properties South of Snapfinger Woods from Tier 2 to Tier 1.

On the current Overlay map, many of the properties on the southern frontage of Snapfinger Woods Drive are in Tier 2 of the Overlay District. The concept plan calls for much of this site to be incorporated into the TOD, with the Catalyst site being designated for a multi-purpose/conference center and possible medical/institutional uses. With this being said, it may make sense to change those properties on the south side of Snapfinger Woods from Tier 2 to Tier 1 to allow for increased density and intensity, as would be appropriate for an area around a transit station.

2. Consider changing the frontage along Snapfinger Road to at least Tier 2 and apply the transitional buffer and transitional height requirements (I-20 OVD 27-729.11).

The Overlay map has the entire Catalyst site in Tier 1. Tier 1 allows for up to 20 stories and 60 d.u./ac. It seems like this would be a little intense, particularly along Snapfinger Road, directly across from individual single-family homes and the Emerald Estates subdivision. Although it would divide the site into two tiers, it is recommended that the frontage along Snapfinger Road (beginning at the dogleg intersection w/Snapfinger Woods) be

changed to at least Tier 2 to provide at least some transition from the most intense/dense uses to the single-family residential across the street. The Overlay does include a transitional height plane to prevent construction of a 20 story building directly across the street from a 2 story residence, as well as a transitional buffer zone so the change in tiers may not be necessary, but should be considered. The overlay transitional buffer zone and height requirements may need to adjusted to specifically also apply prosperities across a street. Currently they do apply to adjacent properties which also implies properties across a street, but to avoid any questions in interpretation they should specifically apply to “across the street” conditions as well.

3. Adjust Sign Regulations to allow additional sign for dual frontage lots and for single-lot commercial developments exceeding a certain size.

The sign regulations in the overlay text only allow for one ground sign per lot. For larger commercial developments, lots with two street frontages (such as those at the intersection of Wesley Chapel and South Hairston or Snapfinger Woods), or perhaps for the Institutional Catalyst site if it is developed as a campus of some sort, this could be problematic. It is recommended to allow an additional sign for dual frontage lots and for single-lot commercial developments exceeding a certain size (provided signs are a prescribed distance apart). Also, it may be helpful to have an allowance to accommodate addi-

tional ground signs (particularly for directional purposes) within a development (interior) for campus type development.

4. Amend the Overlay to impose Use Limitations

It is important that as proposals for new development come in for approval with the County that they are consistent with the LCI vision of an active urban or town center. The implementation of such a vision calls for development at an urban scale and character that is not consistent with the current suburban scale and character of the area, which is more highway oriented. To address this, it is recommended that certain stand alone highway oriented commercial uses be excluded from Tier 1. The mix of other commercial uses in the area should be encouraged and controlled through the interpretation and use of specific design guidelines.

5. Amend Overlay as needed to ensure consistency with Design Guidelines.

The current design guidelines allow for one sign per street frontage, rather than one sign per lot. Also, the design guidelines allow for double-faced signs. There is definitely some discrepancy between the overlay text and the design guidelines which needs to be resolved. Ultimately, the overlay text is what is actually codified and the design guidelines are supplemental

6. Amend Sign Regulations to accommodate needs of Campus Style Development.

Wall signs are required to be located within 15 feet of the public right-of-way. Again, this could be problematic on a campus style development, or even if there are shops surrounding the town green/activity center. If those shops are facing toward the green, the signs will not likely be within 15 feet of the public right-of-way.

7. Consider Limited Use of Dual-Faced Signs.

Dual-faced signs are prohibited. For a ground sign along the right-of-way, this could be an issue.

8. Develop Wesley Chapel Specific Design Guidelines.

The design guidelines for the overlay are very generic and are based on the same guidelines used for the Stonecrest Overlay and the rest of the I-20 Overlay. New design guidelines should be prepared that are specific to Wesley Chapel, as some components of the Stonecrest and I-20 Overlay design guidelines may not be applicable or a good fit for Wesley Chapel.

9. Greyfield to Greenfield Provisions

The creation of additional parks that can serve as a network of greenspace for local residents and serve as a destination for the surrounding community is central to the vision for this LCI. To accomplish this, a center Town Green will need to be acquired and constructed which will need to be a task for the newly formed CID or similar group. But also through overlay requirements the county should seek out supportive pocket parks and pub-

lic common areas that would help to link the Town Green to the TOD site, as shown on the Master Plan. It is recommended that county consider requiring a minimum 20% open space requirement for development which could be achieved through the donation public parkland or the construction of private common greenspace as laid out in the LCI Master Plan.

Another consideration could be in the form of incentive zoning which would offer an additional 10% increase in development density or a one for one reduction in on-site parking area requirements in exchange for the dedication of common open space.

10. **Requirement for Block Size.** To promote the development of better street grid, for any development, block faces longer than 600 feet in length should be subdivided to create two or more block faces no more than 400 feet in length.

4.2.2 Transportation System

The Concept Plan recommends a comprehensive land-use and transportation strategy that reflects the community's vision for a life-long community. As a part of this strategy, transportation improvements are needed to enhance the safety and mobility for all travelers in the study area. This plan's recommendations include improvements to vehicular flows, safety, accessibility, connectivity and multimodal facilities. These recommendations are based on a combination of technical analyses supplemented with community and stakeholder input. Figure 4-1 and Table

4-1 present the transportation improvements.

Short-Term Recommendations

The following projects identify actions that can be implemented quickly with relatively lower costs and impacts to provide short-range improvement to the transportation network:

Capacity Improvements - Based on an examination of study area conditions and redevelopment plans, the recommended capacity improvements include the widening of Snapfinger Road and a pair of new inter-parcel connectors along Wesley Chapel Road. According to the results from the Public Workshop, the improvements to Wesley Chapel Road, followed by the widening of Snapfinger Road, are two high priority projects for the community.

- Widen Snapfinger Road to four lanes from Austin Drive to Snapfinger Woods Drive to not only improve the mobility along the corridor but also to support the future development of the Catalyst Site. This project would address the needs of all modes by implementing the 'Complete Streets' principle with the addition of sidewalks and bike lanes.
- Construct new Inter-parcel Connectors or Frontage Roads that parallel Wesley Chapel Road to provide inter-parcel access for the commercial areas between S. Hairston Road and New Snapfinger Woods Drive. These parallel facilities would allow for more efficient trip-making for local traffic, thereby alleviating congestion on

Wesley Chapel Road. Inter-parcel connectivity and the frontage road concept both demonstrate an effective methodology to consolidating the number of access points and therefore the number of movement conflicts along Wesley Chapel Road.

Complete Streets and Pedestrian Improvements - Complete Streets are those that allow safe movement and crossing opportunities for all users: automobiles, pedestrians, bicyclists, and transit riders. This concept should be applied on every major transportation project to allow for a system of complete streets. As such, the existing bicycle and pedestrian facilities should be expanded to connecting roadways to encourage their use and provide for a safer system within the study area.

- The existing sidewalks and bicycle lanes along the heavily traveled segment of Wesley Chapel Road from Rainbow Drive to S. Hairston Road should be maintained and upgraded as necessary. Additionally, Wesley Chapel Road from S. Hairston Road to Covington Highway should be upgraded to a four-lane complete street with sidewalks and bike lanes to provide seamless travel for all modes.
- Snapfinger Woods Drive from Snapfinger Road to New Snapfinger Woods Drive should be upgraded to a Complete Street to be consistent with the multimodal improvements recommended for Snapfinger Road. These improvements reflect the land use

and development plans of higher density and mixed uses appropriate for pedestrians and bicyclists.

- Sidewalks should be constructed on at least one side along Lindsey Drive and implement traffic calming measures such as speed humps and signage. These improvements will provide a safer pedestrian environment on Lindsey Drive and discourage its use as a cut-through route during peak periods.

Intersection Improvements – The intersection improvements are designed to allow a more cost-effective management of existing roadway facilities. These improvements can increase throughput and reduce queuing by optimizing traffic operations such as adding additional turn lane storage or coordinating signal times.

- Add minor upgrades to the intersection of Wesley Chapel Road and Snapfinger Woods Drive to facilitate a safer turning movement. Clearly mark the dashed lines used to guide double left turning movements for northbound, southbound and westbound approaches. Implement setback of the median on Snapfinger Woods Drive to create additional space for left-turning traffic from northbound Wesley Chapel Road. Optimize and coordinate signal timing with adjacent intersections.
- Study the potential upgrade of the intersection of Wesley Chapel Road and

Covington Highway with improved pedestrian crossing and signal, including a pedestrian island on the southeastern corner. During the course of the study it was suggested that the northbound right turn lane be upgraded to a free-flowing turn lane, however, GDOT and ARC expressed concerns that this might impede pedestrian movement and suggested that the option be studied further, before programming.

- As part of the Study of Wesley Chapel Road and Covington highway also study the potential redesign the intersection of Covington Highway and Glenwood Road with additional turn lane capacity for the northbound left turn and the eastbound right turn.

Transit Improvements – Local bus service is already available through most of the study area, but it recommended that a Park and ride Lot be constructed on the proposed site of the transit center to improve local access to commuter bus service.

Long-Term Recommendations

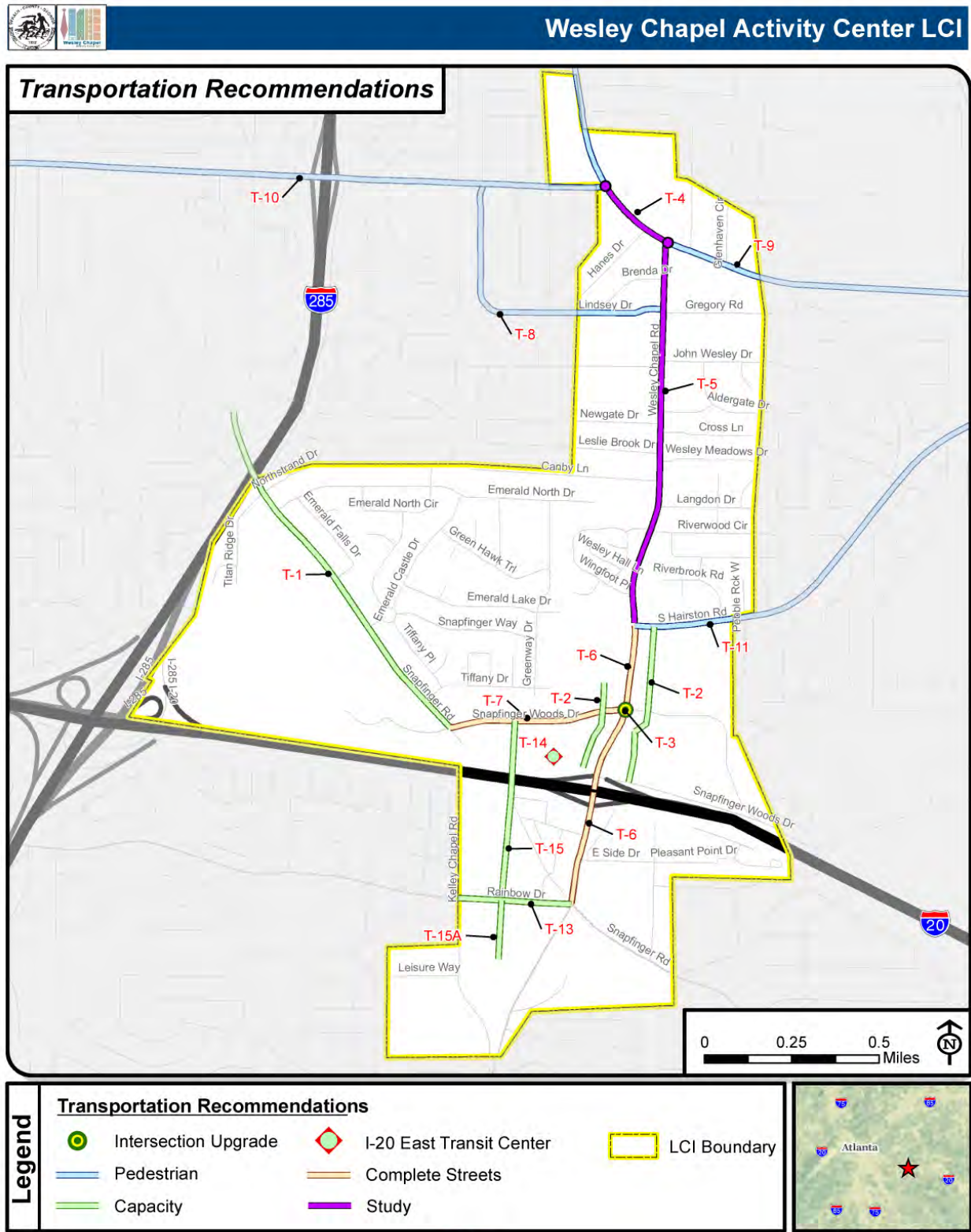
The improvements recommended here represent actions for long-range implementation. These items were identified for implementation in more than five years due to the complexity or needs of the improvement or to coordinate implementation with other transportation improvements or redevelopment efforts.

- Construct a new four-lane Complete Street from Snapfinger Woods Drive

to Rainbow Drive including a bridge over I-20. This facility will provide much needed north-south connectivity, extend the grid network and relieve congestion on Wesley Chapel Road.

- The existing Chapel Hall Shopping Center located in the northeastern quadrant of the I-20 Interchange is recommended for the future I-20 East Transit Center location. This location is recommended due to its proximity to the interchange and its high potential to implement transit oriented development. Coordination with the ongoing I-20 East Transit Initiative is necessary as the project advances within the federal project development process.

Map 4-1: Recommended Transportation Projects



4.3 Organizational Strategies

4.3.1 Community Capacity Strategies

1. Continue to utilize the Wesley Chapel Community Overlay Committee (WCCOC) as a vehicle for community input and guidance on the area's development.
2. Form a Community Improvement District for the Wesley Chapel community to facilitate increased safety, aesthetic improvements, transportation investments, and marketing of the area to businesses. (See Economic Growth Strategies for further description.)
3. Work with the DeKalb County Police Department to increase community policing efforts, particularly in high crime areas.
4. Actively solicit the involvement of the DeKalb County Department of Economic Development, DeKalb Chamber of Commerce, and the DeKalb Development Authority in the implementation of the Wesley Chapel LCI.
5. Work with ARC and Lifelong DeKalb in seeking out funding and local initiatives to implement the community's vision of a lifelong community.

4.3.2 Housing & Neighborhood Preservation

Throughout the LCI study area there are mature single-family neighborhoods sitting behind the commercial property fronting the major arterial roads. As these neighbor-

hoods have aged and long-term residents have sold properties, commercial uses have begun to encroach upon the neighborhoods. Additionally, as traffic congestion has increased, many area commuters have sought out time-saving short cuts, which often bring heavy traffic onto residential streets. To stem this tide of commercial and vehicular encroachment and stabilize and improve the quality of the area's neighborhoods, preservation strategies and actions are necessary.

To alleviate negative impacts from adjacent commercial properties, transitions are necessary. These transitions can take a number of forms, including, for instance, inserting lower-intensity land uses between commercial properties and neighborhoods. Instead of having single-family homes adjacent to commercial properties, town homes or greenspaces can be used as transitions. Additionally, buffers of trees or landscaping should be mandatory between neighboring land uses of differing intensities. The size and materials required for the buffer should vary depending on the abutting land uses – the greater the difference in intensity, the larger and more opaque materials should be.

The height of adjacent land uses can also have an impact on the corridor's older single-family subdivisions. Many of these subdivisions are comprised of one-story ranch homes that can be dwarfed by multi-story buildings, causing privacy and lighting issues. Requiring new development adjacent to these subdivisions to employ step-down height planes on the rear of buildings will address this issue. Infill development regulations can also address this issue in addition to ensuring rehabilitated properties and tear-down situations do not create new

structures that are incompatible in massing or design.

While limiting the visual effects of abutting land uses on single-family neighborhoods is important, it is also necessary to make sure these neighborhoods are not cut off from new development. Connecting the older neighborhoods to new development via sidewalks, trails and street networks will encourage walking for short trips (thus reducing VMT) and will add to sense of community. However, connectivity should not encourage cut-through traffic or speeding through neighborhoods. The following traffic calming measures could be employed to prevent this from happening:

- Narrowing standard vehicle travel lanes in neighborhoods.
- Installation of frequent stop signs.
- Allowing on-street parking.
- Installing raised speed tables on long through-streets.
- Marking crosswalks on primary pedestrian routes through neighborhoods.
- Installing traffic islands or diverters in the center of wide streets.

As previously noted, households in the study area are aging, which may result in deferred maintenance of homes as older householders transition to fixed incomes. A program of grants or revolving loans could be useful in helping low-income seniors “age in place” and keep their homes from appearing dilapidated or falling into disrepair and becoming unsafe.

4.4 Economic Growth Strategies

1. Establish a Tax Allocation District Encompassing the Commercial Components and Potential “Catalyst Site” the within Wesley Chapel LCI Study Area

DeKalb County has the authority to create Tax Allocation Districts based on the State’s Redevelopment Powers Law and has, in fact, created several including TADs along Memorial Drive and North Druid Hills Road. Since TAD financing is based on increases in property tax values within a defined TAD area since the date of its creation, the depressed property values brought on by the on-going economic downturn of the past three years have effectively brought TAD financing in DeKalb County – as in the rest of the region as well as nationally – to a halt. During the past six months, however, some Tax Increment Financing (“TIF” – the generic term nationally for this type of financing based on incremental tax revenues) activity has occurred, including bond financing associated with the City of Atlanta’s Belt-Line project.

A Wesley Chapel TAD could be an excellent financing tool for both public improvements and private development as envisioned in the Master Plan. The key considerations for maximizing the potential success of a TAD in this area are as follows:

a) The TAD needs to be an “area TAD” in that it should include multiple development and redevelopment sites. The advantage is that the additional (“incremental”) tax revenues generated by development improvements on any of these multiple sites can be used to fund improvements anywhere else within the TAD. For example, development of the catalyst site will increase the value of that site, resulting in additional property tax revenues from that site that can be used not only on the site itself, but also anywhere within the defined TAD boundary.

A recommended boundary that encompasses the maximum potential development sites within the Wesley Chapel LCI Study Area is shown in red below. The key Master Plan development/redevelopment areas include:

- The Catalyst Site
- TOD Site
- Kroger Site
- Public Square/Park Site
- Everest Institute/Little Giant Shopping Center
- Home Depot Shopping Center
- Commercial properties north of I-20 to Snapfinger Road, both east and west of Wesley Chapel
- All properties – commercial and residential – south of I-20 within the Study Area
- The Covington Highway node

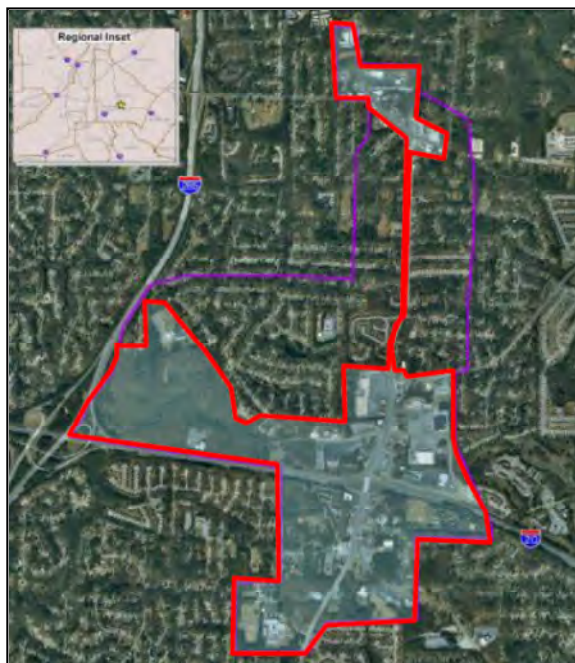
Since State law requires that a TAD consist of contiguous properties, the Covington Highway node could be connected by a right-of-way north-south link along Wesley Chapel from the main activity nodes centered on the I-20 interchange.

Any of these individual projects could generate increased property values for themselves, and thus generate incremental tax revenues that could be committed to assist in project financing. However, it appears that only the Catalyst

site would generate enough additional tax revenues to produce significant amounts of TAD financing. While the Catalyst site may very well want all of the incremental TAD funding for its own project development, the County could decide that some portion of those funds should be used on road, signage, greenspace and such improvements elsewhere in the Wesley Chapel area.

b) The DeKalb County School System should be approached early in the TAD-creation process in order to discuss – and possibly begin negotiations – the School System’s participation in the TAD. Its participation would mean that it would commit all or a portion of the incremental tax revenues it would receive during the term of the TAD (assumed to be 25 years) to the TAD itself – i.e. to the improvement projects that TAD financing will fund totally or in part.

c) Historically, including significant amounts of residential areas – particularly single-family detached communities – within a proposed TAD has proven to be extremely problematic and has often resulted in major disagreements not only



between government and public citizenry, but



also between the sponsoring County or City and its associated public school system. School systems familiar with TADs are generally supportive of them, understanding the benefits that certain types of redevelopment can bring to the school system without that redevelopment generating additional burdens on the schools while withholding associated new tax revenues that could be used to offset such redevelopment. For example, schools systems will look very favorably on TADs that facilitate development generating additional property and sales tax revenues (primarily commercial development) without resulting in additional school-age children who would add to the number of students in that school system – without the additional property tax revenues (which have been committed to the TAD) to cover those added costs.

Thus, in identifying the boundary of the Wesley Chapel TAD, the County should include primarily existing commercial area, which hopefully will undergo redevelopment in the near-to-mid term (over the next ten years) and provide the incremental tax base and revenues upon which the TAD depends. It should not include any existing established residential areas unless the residential properties are in obvious need of redevelopment or some sort of improvement that only a TAD could finance (e.g. deteriorating apartments with little hope of purely-private supported redevelopment, a similarly-deteriorating trailer park, either of the above with significant crime problems).

Including established single-family detached housing areas, multifamily condominium or townhome communities in the TAD would very probably (1) upset any residents who interpreted their TAD-designated property as “blighted” in any way, which is how the media simplistically describe any area included in a TAD, and (2) create major concerns among the public School System that it would not receive tax revenues from appreciating existing property values even as it was absorbing additional students from housing development facilitated by

the TAD, particularly if that housing development were of a type and price-point (rental or sale) that made it likely that such housing would have school-age children and that those children would likely attend public schools. Basically, the cost-benefit analysis regarding TADs that include major portions of existing residential areas usually is not in the favor of the School System itself. If School System support itself is desired for the TAD – as it almost always is – excluding residential communities from a TAD is usually a very good idea.

Lead County Entity: The Department of Planning and Development – possibly through its Office of Economic Development – could take lead responsibility in preparing either in-house or via a third-party consultant the formal TAD Redevelopment Plan. Alternately, the Development Authority of DeKalb County and/or a newly-created County economic development entity could lead such an effort. Another approach would be to have the Development Authority of DeKalb County assume responsibility for all TAD projects within the County, whether initiated by the County itself or by any of the County’s incorporated areas (municipalities). This would allow the preparation of and adherence to a set of common application procedures, economic development criteria, basic usage policies, tax participation policies, an approvals process and schedule, and an accepted set of performance measures applied to TADs among the County, municipalities within the County, and the County School System. Such common accepted TAD “policy and procedures” guidelines approved by the County, cities and School System would prevent having to negotiate each proposed TAD separately.

Cost Range: Preparation of the TAD Redevelopment Plan will cost in the \$25,000-\$45,000 range. At the lower end, the Plan will include only those elements absolutely required by State Redevelopment Powers Law (Chapter 36-44) to establish that the area “as a whole” meets the criteria established for TADs. The higher end of

cost would include all of the required elements, of course, but would include more-credible and more-detailed projections of anticipated TAD financing that certain tax-generating redevelopment projects contemplated in the Master Plan could generate with respect to both amount of financing and timing of such amount, whether via bond financing or “pay-as-you-go” financing as incremental tax revenues become available.

Approvals Process: Whichever entity proposes a TAD to the County for the Wesley Chapel area, the approvals process will require the Commission to allow the preparation of a formal TAD Redevelopment Plan, the submittal of such a Plan back to the Commission, at least one public hearing (more if the County wishes) and adoption of a resolution by the Commission creating the TAD. If the County wants the School System to participate, it will have to adhere to the established policy of the School System with respect to TAD participation. Absent such a School System/Board policy, the County will need to enter into discussions with the Schools regarding its participation and negotiate agreement on a Wesley Chapel TAD on a single-case basis.

2. Create a Community Improvement District

A Community Improvement District (CID) is an excellent means for a community of businesses to augment County services it receives. It also allows a CID entity, with its own Board of Directors and staff, to specify how the funds it generates can be used. Unfortunately, a CID is a special self-taxing district. The only funds it raises come from a millage assessment on real property owned by CID members/participants – any amount from 1/8 mill to a State maximum of 5.0 mills, with most CIDs in Georgia assessing an additional 1.25-1.75 mill.

Georgia law authorizes property owners in commercial areas to establish special tax districts to pay for infrastructure enhancement. These Community Improvement Districts (CIDs) do not replace traditional city and county infrastructure improvement programs but supple-

ment them by providing a means to pay for required facilities in densely developed areas such as those around large shopping malls. Projects which can be funded by a CID include street and road construction and maintenance, sidewalks and streetlights, parking facilities, water systems, sewage systems, terminal and dock facilities, public transportation, and parks and recreational areas.

A CID is created through local legislation passed by the General Assembly with the approval by resolution of the city or county government which has jurisdiction over the area in which the CID would be located. Any law creating or providing for the creation of a CID shall require the adoption of a resolution consenting to the creation of the CID by:

- The governing authority of the county if the CID is located wholly within the unincorporated area of a county; or
- The governing authority of the municipality if the CID is located wholly within the incorporated area of a municipality; or
- The governing authorities of the county and municipality if the CID is located partially within the unincorporated area of a county and partially within the incorporated area of a municipality.

In addition, written consent to the creation of the CID must be given by:

- The owners of real property within the proposed CID which will be subject to taxes, fees, and assessments levied by the administrative body of the CID; and

- The owners of real property within the CID which constitutes at least 75% by value of all real property within the CID which will be subject to taxes, fees, and assessments levied by the administrative body of the CID.

The administrative body of each CID is authorized to levy taxes, fees and assessments on all property subject to the tax up to a level which amounts to 2.5% of the assessed value of the property, i.e., 25 mills. Bonded debt is permitted but such debt may not be considered an obligation of the state or any other unit of government other than the CID.

The only problem with establishing a CID in the Wesley Chapel area has primarily to do with timing. It is questionable whether the business community within Wesley Chapel is healthy enough to afford to tax itself (over and above all other taxes it pays the County and others) a sufficiently-large amount to make more than minor improvements in the area. There is also the possibility that major commercial businesses in the area may choose not to participate.

3. Utilize New Market Tax Credits (NMTC) Financing

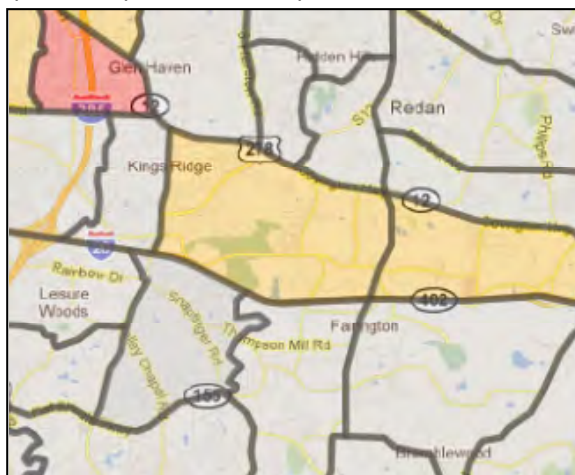
The census tract (13089023203) encompassing the northeast quadrant of the Study Area – east of Wesley Chapel Road, north of I-20 and south of Covington Highway – is qualified for the use of New Market Tax Credits. While 2011 appropriations are questionable due to Federal budget constraints, there are NMTC funds available from prior appropriations to firms – particularly community development arms of large commercial banks – that remain uncommitted and unspent. They can be used to provide financing for small commercial businesses of the type Wesley Chapel needs and the Master Plan envisions. Several sources of NMTC funding in the recent past have been, the following, who likely still have NMTC funds available

- *Wells Fargo Community Development Enterprises*
- *CAHEC New Markets*
- *SunTrust*

Wesley Chapel Census Tract Eligible for New Market Tax Credit Financing for Small Businesses, as well as Housing and Mixed-Use Development

4. Apply for Atlanta Regional Commission Supplemental Grant Funds

Once the Wesley Chapel LCI Report is accepted and approved by the DeKalb County Commission, the County can apply for ARC Supplemental Grant funds for any of a number of eligible activities. If it decides to move forward with the establishment of a TAD, the County could apply for ARC SG funding to pay for the preparation of a formal TAD Redevelopment Plan, including market assessment updates, if necessary. ARC SG funds may also be used for streetscape and other public space design – top priorities of the Master Plan. The funds are limited; thus, the application process is competitive. The extent to



which the County demonstrates its commitment to taking concrete steps to improve the Wesley Chapel area will be a major ARC consideration in granting (or not) the funds. The approval of the LCI Report itself by the Commission will be essential to approval of SG funds by ARC, and the public commitment of the Commission to creation of the TAD and its support for the CID should

be sufficient to gain ARC SG approval. Generally the funds are in the \$20,000-\$80,000 range.

5. Apply for ARC Implementation Funds

ARC also has a significant amount of funding for the implementation of roadway, interchange and other public improvements. As with Supplemental Grants, Commission approval of the LCI Report and its Master Plan recommendations will be essential to ARC granting of Implementation Funds. It is likely that the upcoming Transportation Investment Act referendum in the Metro Atlanta district, if passed, will generate tremendous demand for ARC Implementation funds. The next application period will be highly competitive, indeed, requiring quick County action on Wesley Chapel's behalf in order to successfully apply for these funds.

The Department of Planning and Development should take the lead in preparing the application and carrying out all pre- and post-application tasks, although it will need to coordinate closely with the County's TIA representatives in identifying specific improvement projects.

6. DeKalb County Office of Planning and Development

The DeKalb County Office of Planning and Development could become the main County economic development entity supporting the Wesley Chapel redevelopment initiatives. However, the OP&D, either directly through its key staff or through the Office of Economic Development, which it has incorporated, may find that its extremely broad countywide planning and development mission prevents it from focusing to the extent necessary on a handful of specific economic development projects such as Wesley Chapel – involving itself a TAD, CID, ARC funding, possible bond financing, NMTC and extensive negotiations directed toward both forming public/private partnership development initiatives, as well as attracting and retaining private investment and businesses. The OP&D might find that working to support another lead entity would yield better results.

7. Development Authority of DeKalb County

The Development Authority of DeKalb County may be the best primary economic development entity supporting Wesley Chapel redevelopment, not because of its ability to provide bond financing (secured by revenues from the specific projects being financed in Wesley Chapel), but because of its theoretical ability to initiate and direct economic development activities one important step removed from both the DeKalb County administration and the County Commission. It can be, in a sense, "above the fray" and relatively immune to changes in elective offices.

The Development Authority does have separate funding resources, limited as they may be, and could establish a professional economic development staff – as envisioned in the creation of a separate economic development entity that is currently in process – that could directly or indirectly take responsibilities for TAD creations, CID establishments, School Board interactions/negotiations, recruitment and retention of private businesses and, perhaps most important, communications with the County Administration and Commission.

8. Promote greater use of the Enterprise Zone Program

One of the economic development tools already in place and available to businesses within the study area is the Enterprise Zone (EZ) Program. On December 20, 2001, the Board of Commissioners voted unanimously to enact Enterprise Zone legislation for DeKalb County. The EZ program, which is designed to promote areas facing economic challenges, was created to foster investment opportunities and business development by providing economic incentives to qualifying businesses. The program is administered by the DeKalb Office of Economic Development, and offers some tax exemption to qualified businesses. Those interested in taking advantage of the program have to fill out an application and go through an approval process with the county that takes approximately 6 months.

The advantages of the program include.

1. Starting in the year following the designation, a qualified project will receive 10 years of tax exemptions based on the following schedule:
 - o Years 1 – 5 100% exemption
 - o Years 6 – 7 80% exemption
 - o Years 8 60% exemption
 - o Years 9 40% exemption
 - o Years 10 20% exemption

If the project creates five or more new full-time jobs in the Zone, the qualified business enterprise may also receive up to \$10,000 in each of the following categories:

- o Building Permit Fees
- o Business License Fees
- o Water/Sewer Tap-on Fees

Further information about the program is available on the county website, <http://web.co.dekalb.ga.us/decidedekalb/enterprise-zones.html>.

4.5 Master Plan Development Impacts

1. Housing Projections: 2011-2036

Housing projections are based on the introduction of new housing units into the Wesley Chapel area based on demand projections for multifamily (owned and rented) and townhouse residential units only. The assumption is that development will equal the projected demand, summarized in the following table:

Table 4-1: Projected Housing by Type, 2011-2036

Projected Housing by Type: 2011-2036	
Total Housing Units	1,606
Single-family Detached	-
Townhouses/Condos	286
MF Rental	1,320

New housing projections are through 2036 and anticipate that all multi-family units supported by projected demand will be built. No single-family detached units are included in the projections, as this type of residential product is unlikely to be built within the Wesley Chapel LCI Study Area.

Table 4-2: Housing Projections

HOUSING PROJECTIONS	2010	2011	2016	2021	2026	2031	2036
Existing Households	2,008						
Current Population	5,130						
Household Size per Occupied Unit	3.14						
Baseline Households: 2011		2,021	2,021	2,021	2,021	2,021	2,021
Projected New Housing Units during 5-yr Periods		-	227	460	359	396	132
Cumulative New Housing Units at Designated Year			195	687	1,046	1,442	1,574
Total Net Housing Units at Designated Year	2,008	2,021	2,248	2,708	3,067	3,463	3,595

2. Population Projections: 2011-2036

Population increases within the Wesley Chapel area is based on an anticipated 1.5 persons per household 2011-2036. The population increase due to new residential development is added to the baseline population of 5,130 in 2011.

Table 4-3: Population Projections

POPULATION PROJECTIONS	2010	2011	2016	2021	2026	2031	2036
Baseline Household Units		2,021	2,021	2,021	2,021	2,021	2,021
Additional Household Units due to Projected New Housing		-	227	460	359	396	132
Additional Population due to New Housing @ 1.50 per unit		-	341	690	539	594	198
Projected Baseline Population	5,130	5,270	5,270	5,270	5,270	5,270	5,270
Additional Population due to Projected Development	per unit	-	341	690	539	594	198
Total Projected Population at 5-year Intervals	5,130	5,270	5,562	6,300	6,839	7,433	7,631

3. Employment Projections: 2011-2036

The Master Plan envisions a community development program that incorporates a variety of types of development, summarized in the table below. The “Total” column reflects the 25-year period 2011-2036. The “Yrs 1-10” column shows that in all development categories, it is anticipated that slightly less than one-third of total 25-year development will occur during the first 10 years – a reflection of an anticipated period of 2-4 years before new development begins in earnest due to the continuing economic downturn.

Table 4-4: Master Plan Development Projections

DEVELOPMENT PROGRAM			
		Total	Yrs 1-10
BUILD-OUT			
Residential-Sale	Units	286	91
Residential-Rental	Units	1,320	420
Retail (incl MXD)	SF	2,308,829	734,627
Office (incl MXD)	SF	1,393,986	420,164
Civic/Institutional-Other	SF	621,600	178,943
Civic/Institutional-Catalyst	SF	351,575	100,450

Nonetheless, long-term demand should be sufficient to support significant new development in the Wesley Chapel Study Area. Moreover, that new development is projected to create – or attract – a proportionately significant number of net new jobs in the Study Area. Based on the type of development envisioned, a total of 4,355 new employees are projected to be in the Study Area by 2021 and a total of 14,225 by the end of the 25-year period 2011-2036.

Table 4-5: Direct Job Creation Projections

DIRECT JOB CREATION FROM SITE DEVELOPMENT			
NEW PERMANENT FULL-TIME JOBS		Yrs 1-25	Yrs 1-10
Residential-Sale	-	-	-
Residential-Rental	-	-	-
Retail (incl MXD)	340 SF/Job	6,791	2,161
Office (incl MXD)	332 SF/Job	4,196	1,265
Civic/Institutional-Other	293 SF/Job	2,119	610
Civic/Institutional-Catalyst	314 SF/Job	1,120	320
TOTALS		14,225	4,355

The construction itself associated with the new residential, office, retail and institutional development will generate 2,260 construction jobs during 2011-2021 and 9,260 through 2036 – one construction job consisting of one full-time work year.

Table 4-6: Construction Job Creation Projections

FTE CONSTRUCTION JOBS		Yrs 1-25	Yrs 1-10
Development Cost in Given Year (\$000)			
Wages @ 25%	Devel Cost (\$000)	\$ 462,718	\$ 112,942
2011 Constr Wages/Worker =	\$ 49,972		
Total FTE Construction Worker Years:		9,260	2,260

Net new job growth is based on the introduction of new types of development that represent new FTE (full-time-equivalent) jobs: retail and office (both professional and local-serving). Employment in the Wesley Chapel study area is projected to grow from 16,841 in 2011 to 31,066 in 2036 (an additional 14,225 as indicated above).

Table 4-7: Net Job Creation Projections

JOB PROJECTIONS		2010					
Existing Jobs		16,841					
		2011	2016	2021	2026	2031	2036
Baseline Jobs		16,841	16,841	16,841	16,841	16,841	16,841
Net New FTE Jobs from Projected Development (5 yrs)			2,648	3,240	3,048	2,759	2,530
Cumulative New Jobs at Designated Year			2,648	5,888	8,936	11,695	14,225
Total Net Projected Jobs at Given Year		16,841	16,841	19,489	22,729	25,777	31,066

These job projections are based on the projected non-residential demand and summarized in the table below combined with square-footage-per-employee measures from *CoStar* and the *GSU Economic Forecasting Center*:

Table 4-8: Projected Non-residential Development

Projected Non-residential Development (SF)		2010	2011	2016	2021	2026	2031	2036
Retail	2,308,829 SF			209,894	524,733	524,734	524,734	524,734
Office	2,015,586 SF			95,557	503,550	472,160	472,160	472,159
Institutional	696,875 SF			48,135	162,185	162,185	162,185	162,185

Additional jobs are projected to be created outside the Wesley Chapel Study Area as a result of those jobs created within it. While the development program incorporates a number of types of new jobs, each of which has an associated job multiplier, a blended rate of 1.65 is incorporated into the “Indirect Permanent Job Creation” numbers below – i.e. for every job created within the Study Area, an additional 1.65 jobs will be created outside the Study Area. While 4,355 “direct” jobs are anticipated to be created in the Wesley Chapel Study Area 2011-2021, an additional 7,186 will be created outside the Study Area but within the region, the majority of those within DeKalb County itself. Over the 25-year period 2011-2036, 23,471 indirect jobs are projected to be created as a result of the 14,225 direct jobs created within Wesley Chapel – again, the majority of those indirect jobs being within DeKalb County itself.

Table 4-9: Indirect Job Creation Projections

MULTIPLIER EFFECT: INDIRECT PERMANENT JOB CREATION		
Indirect Permanent Full-time Jobs:		
Multiplier @	1.65	
Cumulative Indirect Perm Full-time Jobs:		
	23,471	7,186

Adding the direct and indirect job projections together yields a total of 11,541 jobs being created as a result of new development within Wesley Chapel 2011-2021 and 37,696 jobs being created 2011-2036.

Table 4-10: Projected Cumulative Job Creation Projections

TOTAL PERMANENT JOB CREATION: DIRECT + INDIRECT		
	<u>Yrs 1-25</u>	<u>Yrs 1-10</u>
Direct + Indirect Perm Full-time Jobs:		
Cumulative Direct + Indirect Perm Full-time Jobs:	37,696	11,541



4. Jobs-to-Housing Ratio: 2011-2036

The continued introduction of a higher proportion of non-residential development to residential development into the Wesley Chapel area produces higher jobs-to-housing unit ratios than areas with communities that are largely residential. Over the next 25 years, however, the Wesley Chapel area is projected to add significant numbers of mid-to-high density multifamily (almost exclusively rental apartments) and townhouse units that will decrease the jobs-to-housing ratio significantly. The ratios are projected to stay relatively stable at approximately 8.24-8.67 to 2036 based on the projected development program. (Note: Only direct job creation within Wesley Chapel Study Area is incorporated into the ratio calculations; no indirect jobs are included since the ratio relates only to the Study Area itself.)

Table 4-11: Jobs-Housing Balance Projections

	2010	2011	2016	2021	2026	2031	2036
Jobs:Housing Ratio (Jobs per Housing Unit)	8.39	8.33	8.67	8.39	8.41	8.24	8.64

5. Wage Generation: 2011-2036

Based on (1) the projected FTE “Permanent” (non-construction) jobs directly created within the Wesley Chapel Study Area by the development recommended in the LCI Master Plan and (2) 2010 average annual wages in the Metro Atlanta labor market as determined by the Georgia Department of Labor, the development program is projected to generate wages of \$948,145,000 in the 10-year period 2011-2021 and \$11,541,560,000 in the 25-year period 2011-2036.

Table 4-12: Wage Projections

WAGES GENERATED BY DIRECT STUDY AREA JOB CREATION			
WAGES GENERATED (DIRECT) (\$000)		Annual Increase @ 2.00%	
Permanent FTE Jobs		(000)	(000)
	Avg Annual Wage	Yrs 1-25	Yrs 1-10
Retail (incl MXD)	\$ 27,144	\$ 3,043,852	\$ 275,028
Office (incl MXD)	\$ 66,342	\$ 4,507,139	\$ 370,432
Civic/Institutional-Other	\$ 75,660	\$ 2,558,557	\$ 196,367
Civic/Institutional-Catalyst	\$ 80,475	\$ 1,432,013	\$ 106,318
TOTAL WAGES (DIRECT) (000)		\$11,541,560	\$ 948,145

6. 10- and 25-year Fiscal Impact of Wesley Chapel Area Master Plan Development

The impact of new development during the ten-year period 2011-2036 will be significant to all entities receiving tax and other revenues derived from that development. Those cumulative revenues are shown in the table below for DeKalb County, the DeKalb County School System and MARTA. These are gross revenues; projected expenses associated with the new development have not been incorporated. New development 2011-2021 is projected to generate a total of \$24,749,065 in gross new tax revenues to DeKalb County, the DeKalb School System and MARTA in the major categories listed below by recipient

of those revenues. Over the 25-year period 2011-2036, those revenues are projected to total \$218,608,885.

Table 4-13: Projections of Total Revenues Generated by New Development

Total Revenues Generated by New Development with Wesley Chapel Study Area						
Revenues To ==>	2011-2021			2011-2036		
	DEKALB COUNTY	DEKALB SCHOOLS	MARTA	DEKALB COUNTY	DEKALB SCHOOLS	MARTA
Real Property Tax	\$ 793,116	\$ 1,520,084		\$ 4,140,996	\$ 7,936,621	
Personal Property Tax	\$ 118,967	\$ 228,013		\$ 621,149	\$ 1,190,493	
Sales Tax: MARTA			\$ 9,093,113			\$ 84,300,594
Sales Tax: HOST	\$ 6,365,179			\$ 59,010,416		
Sales Tax: ELOST		\$ 6,365,179			\$ 59,010,416	
Sanitation Fee	\$ 265,413			\$ 2,398,200		
Total New Revenues Generated from LCI Area	\$ 7,542,676	\$ 8,113,276	\$ 9,093,113	\$ 66,170,761	\$ 68,137,530	\$ 84,300,594
	\$ 24,749,065			\$ 218,608,885		

Net "new" annual tax revenues generated by new development within the Wesley Chapel LCI Study Area are projected to equal \$6,198,854 in 2021 and \$18,857,785 by 2036 within the major revenue categories listed below.

Table 4-14: Projections of Total Net New Revenues Generated by New Development

Annual Net New Revenues Generated by New Development with Wesley Chapel Study Area						
Revenues To ==>	by Tax Year 2021			by Tax Year 2036		
	DEKALB COUNTY	DEKALB SCHOOLS	MARTA	DEKALB COUNTY	DEKALB SCHOOLS	MARTA
Real Property Tax	\$ 154,143	\$ 295,430		\$ 298,310	\$ 571,740	
Personal Property Tax	\$ 23,121	\$ 44,314		\$ 44,746	\$ 85,761	
Sales Tax: MARTA			\$ 2,339,788			\$ 7,353,620
Sales Tax: HOST	\$ 1,637,852			\$ 5,147,534		
Sales Tax: ELOST		\$ 1,637,852			\$ 5,147,534	
Sanitation Fee	\$ 66,353			\$ 208,539		
Total New Revenues Generated from LCI Area	\$ 1,881,469	\$ 1,977,596	\$ 2,339,788	\$ 5,699,130	\$ 5,805,035	\$ 7,353,620
	\$ 6,198,854			\$ 18,857,785		

4.5 Five Year Program of Implementation Projects

The following tables summarize the transportation, housing and other initiatives identified to implement the Master Plan. The tables include costs, program years, funding sources and responsibilities.

Table 4-15: Short-Term Transportation Projects (2011-2016)

ID	Name	To/From	Description	Type of Improvement	Engineering Year	Engineering Costs*	ROW Year	ROW Costs*	Construction Year	Construction Costs*	Total Project Costs*	Responsible Party	Funding Source	Local Source	Match Amount
T-1	Snapfinger Road Widening	Austin Drive to Snapfinger Woods Drive	Widen Snapfinger Road from 2 to 4 lanes with a raised median from Austin Drive to Snapfinger Woods Drive. Implement 'Complete Streets' principle with sidewalks and bike lanes.	Capacity	2014	\$1,780,275	2016 - 2018	\$2,117,500	2019 - 2022	\$22,266,921	\$26,164,696	County	County/ LCI	HOST	\$4,450,000
T-2	New Interparcel Connectors	West of Wesley Chapel: Kroger Parking Lot to Access Road to Existing Model 6 Parking Lot East of Wesley Chapel: S.Hairston Road to Snapfinger Woods Drive	New parallel routes that provide interparcel access for the commercial areas along both sides of Wesley Chapel Road.	Capacity	2012	\$426,324	2012	\$3,815,000	2015	\$5,519,332	\$9,760,656	County	County/ Private	HOST	NA
T-3	Wesley Chapel Road and Snapfinger Woods Drive	N/A	Implement following operational improvements to facilitate safe and efficient travel for all modes: - Clearly mark dashed lines used to guide double left turning movements. - Optimize and coordinate signal timing with adjacent intersections. - Create pedestrian refuge island at the median where possible and implement upgrades such as countdown pedestrian signals, enhanced signage, textured crosswalks and streetscapes.	Intersection	2011	\$0	N/A	\$0	2012	\$100,000	\$0	County	County/ LCI	HOST	\$20,000
T-4	Covington Highway/ Glenwood Road/ Wesley Chapel Road Intersection Traffic Study	Glenwood Road to Wesley Chapel Road	Traffic study to improve congested conditions on Covington Road from Glenwood Road and Wesley Chapel Road while addressing the conflicting needs of vehicular turning movements and pedestrians crossing at both intersections.	Study	2012	\$50,000	N/A	N/A	N/A	N/A	\$50,000	County	County/ LCI	HOST	\$10,000

Table 4-15: Short-Term Transportation Projects (2011-2016)

ID	Name	To/From	Description	Type of Improvement	Engineering Year	Engineering Costs*	ROW Year	ROW Costs*	Construction Year	Construction Costs*	Total Project Costs*	Responsible Party	Funding Source	Local Source	Match Amount
T-5	Wesley Chapel Road Improvements Study	S. Hairston Road to Covington Highway	Feasibility study to maintain existing vehicular movement while enhancing pedestrian and bicycle environment along Wesley Chapel Road from S. Hairston Road to Covington Highway. The study would analyze the traffic impacts of various roadway configurations including potential 'Road Diets' and 'Complete Streets' with sidewalks and bike lanes. Right-of-way preservation to minimize neighborhood impacts will be a key consideration.	Study	2013	\$50,000	N/A	N/A	N/A	N/A	\$50,000	County	County/LCI	HOST	\$10,000
T-6	Wesley Chapel Road Improvements	Rainbow Drive to I-20	Improve streetscape (sidewalks with planting streets) from Rainbow Drive to I-20.	Complete Street	2012	\$74,052	2014	\$612,500	2016	\$814,572	\$1,501,124	County	County/LCI	HOST	\$162,900
T-7	Snapfinger Woods Drive Improvements	Snapfinger Road to Wesley Chapel Road.	Implement 'Complete Streets' principle with sidewalks and bike lanes on Snapfinger Woods Drive from Snapfinger Road to Wesley Chapel Road.	Complete Street	2013	\$102,850	2015	\$2,232,500	2017	\$1,131,350	\$3,466,700	County	County/LCI	HOST	\$226,200
T-8	Lindsey Drive Pedestrian Improvements	Wesley Chapel Road to Glenwood Road	Construct sidewalks on at least one side along Lindsey Drive and implement traffic calming measures such as speed humps and signage.	Pedestrian	2012	\$22,880	2013	\$477,500	2014	\$251,680	\$752,060	County	County	HOST	NA
T-9	Covington Road Pedestrian Facilities: Phase II	Margaret Drive to Panola Road	Improve sidewalks and pedestrian amenities along Covington Road from Margaret Drive to Panola Road (TIP Proj #: DK-031B).	Pedestrian	AUTH	\$0	2013	\$1,000,000	2014 - 2020	\$2,551,000	\$3,551,000	County	County/TIP	HOST	\$510,200
T-10	Glenwood Road Pedestrian Facilities	Candler Road to Columbia Drive	Improve sidewalks and pedestrian amenities along Glenwood Road from Candler Road to Columbia Drive (TIP Proj #: DK-032B)	Pedestrian	AUTH	\$0	2012	\$200,000	2014 - 2020	\$4,500,000	\$4,700,000	County	County/TIP	HOST	\$900,000

Table 4-15: Short-Term Transportation Projects (2011-2016)

ID	Name	To/From	Description	Type of Improvement	Engineering Year	Engineering Costs*	ROW Year	ROW Costs*	Construction Year	Construction Costs*	Total Project Costs*	Responsible Party	Funding Source	Local Source	Match Amount
T-11	DeKalb Sidewalks Program - South Hairston Road	Rockbridge Road to Wesley Chapel Road	Improve sidewalks and pedestrian amenities along South Hairston Road from Rockbridge Road to Wesley Chapel Road (TIP Proj #: DK-AR-BP066)	Pedestrian	AUTH	\$0	AUTH	\$0	AUTH	\$0	\$0	County	County/TIP	HOST	NA
T-12	Wesley Chapel Pedestrian Safety Improvements	Throughout the Study Area	<ul style="list-style-type: none"> - Improve pedestrian safety at major intersections and crossings throughout the study area by implementing countdown pedestrian signals, enhanced signage, textured crosswalks and streetscapes. - Create potential interparcel pedestrian connection between the residential areas along Wingfoot Place and Greenway Drive to provide direct student access to Canby Lane Elementary School. - Implement crosswalks with enhanced signage across Wesley Chapel Road at Riverwood Circle/Wesley Hall Drive. - Upgrade existing bus stop amenities by providing sidewalk access, covered shelters and crosswalks near bus stops throughout the study area. 	Pedestrian	2012	\$25,000	2015	\$300,000	2014 - 2020	\$675,000	\$1,000,000	County	County/LCI	HOST	\$135,000
T-13	Rainbow Drive Widening	Wesley Chapel Road to Kelley Chapel Road	Widen Rainbow Drive from 2 to 4 lanes with a raised median from Wesley Chapel Road to Kelley Chapel Road. Implement 'Complete Streets' principle with sidewalks and bike lanes.	Capacity	2015	\$743,371	2017-2018	\$1,130,000	2019-2022	\$8,782,097	\$10,655,468	County	County/LCI	HOST	\$1,756,400

Table 4-15: Short-Term Transportation Projects (2011-2016)

ID	Name	To/From	Description	Type of Improvement	Engineering Year	Engineering Costs*	ROW Year	ROW Costs*	Construction Year	Construction Costs*	Total Project Costs*	Responsible Party	Funding Source	Local Source	Match Amount
T-14	I-20 East Park and Ride Lot	N/A	Construct a Parkand Ride Lot (for the use of MARTA and GRTA Express Services) at the preferred I-20 East Transit Center site (T-14A) in the interim in preparation of the proposed fixed guideway system. This project would also include the construction of a slip ramp onto the I-20 access ramp or a tie into the proposed C/D system.	Transit	2015	\$120,000	2017-2020	\$1,015,000	2021-2023	\$1,412,740	\$2,547,740	MARTA/ GRTA	FTA/ County/ LCI	HOST	\$282,500

Table 4-16: Long-Term Transportation Projects (2016-2035)

ID	Name	To/From	Description	Type of Improvement	Engineering Year	Engineering Costs*	ROW Year	ROW Costs*	Construction Year	Construction Costs*	Total Project Costs*	Responsible Party	Funding Source	Local Source	Match Amount
T-14A	I-20 East Transit Center	N/A	Coordinate with on-going I-20 East Transit Initiative in identifying future transit station near the I-20 Interchange.	Transit	2020	\$2,000,000	2022 - 2024	\$0	2025 - 2030	\$20,000,000	\$22,000,000	MARTA	FTA/ County/ LCI	HOST	\$5,000,000
T-15	New Connector Road over I-20	Snapfinger Woods Drive to Rainbow Drive	New 4-lane 'Complete Street' from Snapfinger Woods Drive to Rainbow Drive including a bridge over I-20.	Capacity	2018	\$1,882,977	2020 - 2022	\$2,097,500	2023 - 2028	\$22,540,887	\$26,521,364	County	County/ LCI	HOST	\$4,508,100
T-15A	New Connector Extension	New Connector Road (T-14) to Library Road	New 2-lane 'Complete Street' from New Connector (T-14) Road to Library Road.	Capacity	2022	\$178,521	2024 - 2026	\$575,000	2030 - 2035	\$2,292,507	\$3,046,028	County	County/ LCI	HOST	\$458,500

Table 4-17: Housing Projects/Initiatives

Description/Action	Cost	Year	Responsible Party	Funding Source
Work with Lifelong DeKalb and ARC to seek out funding and to help design, implement and market the Wesley Chapel Community has a Lifelong Community.	Staff Time	2011	County, ARC, Lifelong DeKalb, WCCOC	NA
Work with private developers to incorporate green community standards in all building construction within the study area.	Staff Time	ongoing	County - Planning & Sustainability Dept.	NA
Pursue Low Income Housing Tax Credits (LIHTC) for Senior Housing	Staff Time	ongoing/TBD based on development timeline	County Economic Development Dept. Private Developer	NA

Table 4-18: Other Local Initiatives

Description/Action	Cost	Year	Responsible Party	Funding Source
Undertake TAD Redevelopment Plan	\$25,000-\$45,000	2012	County	County
Develop of community gateways	TBD - based on location	2011 - 2015	County and WCCOC (or future CID)	TAD, County
Amend the Wesley Chapel Overlay District as outlined in the LCI Report	Staff Time	2011-2012	County - Planning & Sustainability Dept..	NA
Utilize New Market Tax Credits (NMTC) Financing	Staff Time	2012	County Economic Development Depts.	NA
Apply for ARC Implementation Funds	Staff Time	2012	County - Planning & Sustainability Dept.	NA
Pursue ARC Green Communities certification	Staff Time	2012 - 2013	County - Planning & Sustainability Dept.	NA
Investigate the formation of a Community Improvement District (CID)	Staff Time	ongoing	WCCOC, County - Economic Development Dept.	NA
Pursue Brownfield Redevelopment Grants redevelopment	Staff Time	ongoing/TBD based on development timeline	County - Economic Development Dept. and Private Developers	NA

Appendix

- A-1. Kick-off Meeting Summary
- A-2. Workshop Summary
- A-3. Plan Presentation Summary
- A-4. Open House Summary

- B. ARC LCI Study Goals – Record of Achievement

- C. Huntley Partners Market Analysis



Appendix A-1: Wesley Chapel Activity Center Livable Centers Initiative (LCI), Community Kick-off Meeting Summary

The Everest Institute, March 24, 2011, 6:30 PM to 8:00 PM

1. Welcome and Introductions

Sidney Douse, Land Use Planner with DeKalb County's Department of Planning and Sustainability, opened the meeting and thanked everyone for attending the Community Kick-off Meeting for the Wesley Chapel LCI. He introduced the Project Team.

2. Project Overview

Jim Summerbell of Jacobs and Jessica Guinn of The Collaborative Firm gave a presentation to introduce the LCI study area, goals, and components to the attendees, as well as to inform attendees on how they can be involved over the course of the LCI study process.

The following topics were addressed:

- What areas are included in the Livable Centers Initiative (LCI) study?
- What are the goals of the LCI study?
- What factors does the LCI study examine?
- How can I participate in the planning process?

Attendees were given an opportunity to ask questions about the LCI. Questions included:

- How can residents be involved in the process between now and May?
- How can we get from where we are today to the vision for the future?
- What is happening on the I-20 corridor?
- What will happen with the historic Wesley Chapel Cemetery? Will it be preserved?
- Can a study be done to look at how we shop and spend money as a zip code to assess the needs of the community?
- How do we keep out undesirable things such as Dollar General?
- Can we have better communication with the community in terms of what activities are occurring?
- Who is responsible for implementation of the plan?
- Can the Wesley Chapel area still get LCI supplemental and implementation funds given the late start on the study?
- Will there be any incentives to encourage development/redevelopment?



3. Community Feedback on Study Area

The Project Team led attendees in a discussion to gather some initial feedback from the community. Three questions were presented, as follows:

- What needs to be preserved?
- What needs to change?
- What would you like to see created?

Responses to Community Feedback Exercise

What needs to be preserved?

- Family-oriented community
- Community that accommodates seniors
- Greenspace
- Faith community/churches
- Institutes of higher learning
- Tax base
- Buffer between neighborhoods and commercial uses
- Trees and more rural areas
- Hospital
- Industrial park
- RBC Bank/all banks
- Keep and improve I-20 interchange
- MARTA

What has to change?

- Traffic
- Roads in disrepair
- Location of Post Office (move to K-Mart building or new location)
- Crime
- Loitering/Panhandling, including collection @ intersections
- Reduce signage (specifically temporary signage)
- Improve traffic light timing/synchronization
- Better communication/response from County
- More effective Code Enforcement
- Businesses maintain their property
- Improve lighting/dark sky compliance
- Maintenance of foreclosed properties
- Maintain Greenspace
- Appearance of parking lots
- Streetscape/improve Wesley Chapel
- Gas stations on north side of I-20
- Clean gutters and prevent flooding
- Consistent branding throughout community
- Keep large County garbage trucks off main roads during peak hours (reroute)
- Keep garbage trucks from leaking trash juice on the roads
- Promote diversity of businesses (not so many dollar stores, etc.)
- Better quality hotels and restaurants
- Pick up trash along right-of-way before mowing
- Image of Wesley Chapel
- Flea market type businesses

What would you like to see created?

- Parks
- Pedestrian-friendly town center w/Post Office
- Good restaurants
- Live/work/play community
- Beautiful gateway
- Nice bowling alley
- Decorative street lights and streetscaping
- Jobs
- Small business incubator
- Community centers for children
- Pedestrian-friendly walkways
- Transportation alternatives
- Quality senior housing
- Police on bikes
- Brownfields used for solar grids
- Whole Foods and organic food options in restaurants and grocery stores
- Designated bike trail
- Tram/trolley to serve Wesley Chapel area
- Designated parking areas/shared parking
- Lake or water feature
- Program to educate neighborhood on business development
- Foreign trade zone
- Free Wi-Fi in town center
- After school programming
- Nice and safe night spot
- Method of communication throughout community (such as kiosks or community bulletin board)
- Safe routes to school
- Casino to pay for schools
- Unique feature that will attract visitors
- Attractions/civic center/multipurpose facility
- Community partnerships- promote shopping/dining/using Wesley Chapel businesses
- Monthly community meetings
- Skating rink
- Quality shops
- Major annual event/festival

4. Concluding Comments from DeKalb County Commissioners
Commissioner Stan Watson and Commissioner Larry Johnson addressed the attendees. They again thanked everyone for attending and emphasized the importance of the LCI to the Wesley Chapel community.

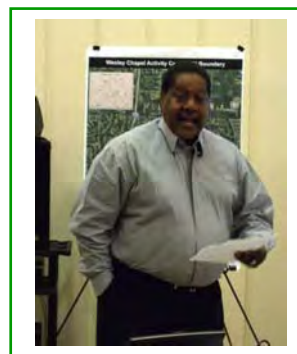


Appendix A-2: Wesley Chapel Activity Center Community Design Workshop Summary

Word Church International, May 14, 2011, 9:00 AM to 1:00 PM

AGENDA

5. Welcome, Introductions, and Agenda for the Workshop
6. Overview Presentation
 - Goals for the LCI
 - Existing Conditions in the Study Area
 - Priorities
7. Break-out Session #1- Identification of Needs
8. Break-out Session #2- Conceptual Planning
9. Next Steps



1. Welcome, Introductions, and Agenda for the Workshop

Sidney Douse, Land Use Planner with DeKalb County's Department of Planning and Sustainability, opened the meeting and thanked everyone for attending the Community Design Workshop for the Wesley Chapel LCI. He introduced the Project Team.

2. Overview Presentation

- ❖ Jim Summerbell of Jacobs presented the goals of the LCI, as well as existing transportation and urban design conditions. Rick Padgett of Huntley Partners gave an overview of the existing market conditions in the study area. Jessica Guinn of The Collaborative Firm summarized the existing land use and zoning, future land use, and the highlights of the Community Kick-off Meeting.
- ❖ An attendee asked about environmental justice concerns and emphasized that addressing this issue would be key to successful redevelopment of the area. The project team will explore this matter further so that it is appropriately addressed in the plan.
- ❖ An attendee expressed concern about traffic in front of Chick-fil-a. She said that cars turning into this location, combined with thru-traffic on Wesley Chapel Road, creates a dangerous situation.



3. Break-out Session #1- Identification of Needs

The project team and the attendees split up into three breakout groups as follows:

Group A- Neighborhood and Community Needs

What should be kept?

- Southwest DeKalb High
- Library- should be expanded
- Home Depot
- Everest Institute
- Kroger- but improve shopping center
- Fitness Center at Everest shopping center
- Post Office, but in a new location (perhaps old K-Mart store)
- Churches
- Little Giant store

What should change?

- Shell station right off of I-20
- Apartment complex behind Shell (redevelop)
- Hotel/motel behind Shell
- No more carwashes
- Apartment complex behind McDonald's (redevelop)
- Motel off of I-20 (near Chapel Hill shopping center)
- Old Holiday Inn/Days Inn behind Home Depot
- Old Ford dealership
- Old golf course (outside study area)
- Old Hardees
- Abandoned Chinese restaurant (old Shoney's)
- Old Scores sports bar
- J&J Fish (next to McDonald's- upgrade)
- Old K-Mart
- Better signage in neighborhoods
- Better roads in neighborhoods
- Wesley Chapel Park (maintenance and crime issues, also is a cut through to Kroger)

Group B- Transportation Needs

- Preserve and maintain mobility on Wesley Chapel Rd.
- Although Wesley Chapel Rd has been improved, there are congestion and safety issues associated with the high number of vehicles traversing this corridor.
- It is difficult to get in and out of shopping centers on Wesley Chapel Road, especially the Chick-fil-a. The median opening may be too wide and enables too many potential conflict points.
- Inner parcel access was suggested to help relieve this congestion and reduce the number of accidents. Explore parallel roadways that connect commercial properties along Wesley Chapel Rd.
- Major "access management" is needed throughout the area.
- Bike lanes do not make sense on Wesley Chapel Rd or other major roadways for safety reasons. Instead, multi-use trails that are separated from the road are appropriate - in particular, bike access along Snapfinger Woods Dr, which would allow for connection to the old golf course (soon to be turned into wetlands).

- Snapfinger Woods Dr should be enhanced to “complete streets” to improve bicycle and pedestrian access to commercial areas and to support future TOD and redevelopment efforts in the study area. This project should be the signature project for the LCI.
- Possible Recreation Center location was discussed in the old golf course site. This would increase the appeal in having bike access along Snapfinger Woods Dr.
- There is a need for signage improvements for I-20 on Wesley Chapel Rd.
- Intersection improvements are needed at Wesley Chapel Rd/Snapfinger Dr, Wesley Chapel Rd/Rainbow Dr, Wesley Chapel Rd/Covington Hwy and Covington Hwy/Glenwood Rd.
- Glenwood Rd at Covington Hwy is a dangerous intersection. People turn right onto Covington Hwy without stopping to yield to traffic. Possible solutions were to realign this intersection to 90 degrees and/or add a “NO TURN ON RED” sign. This intersection incurs the highest number of accidents and the people avoiding it are cutting through the nearby neighborhood. This was of great concern to the group and heightens the need for the intersection improvements in order to prevent the unwanted cut-through.
- Traffic signal optimization is needed along Covington Hwy and Wesley Chapel Rd.
- There is a major grade difference between S. Hairston Rd and the shopping center at the Blockbuster that is creating difficulty for drivers getting in and out of the shopping center and creates accidents.
- Transit plays an important role in the study area’s transportation system as the existing bus system serves the community very well.
- Gaps in sidewalks are an issue – there is a need for a complete network of pedestrian friendly sidewalk. Too many people are seen walking in the road. Rainbow Rd was noted to only have sidewalks on the north side and south side sidewalks are needed.
- Street trees are needed along Wesley Chapel Rd to not only buffer the pedestrian from traffic but also to create a “sense of place.”
- Street lighting is needed along Wesley Chapel Rd from Rainbow Rd to Snapfinger Woods Dr. The group saw it as a “problem area” that is frequented by loiterers.
- The traffic lanes on Rainbow Rd from the QuickTrip to I-20 do not seem to have been laid out correctly. Group agreed that it feels awkward and difficult to drive. They have difficulty staying in or finding the correct lane.

Group C- Real Estate Market and Economic Needs

- How do retailers look at the area?
- Sustainability/balance of uses in area?
- Food defines an area- need chains
- White flight
- The existing stores before I-20/I-285 exchange
- Where should power center be? Hotel?
- Can there be some small offices, active adult at Orkin Property?
- Special use for Orkin Property?
- Need employment center to drive retail
- Fear that Kroger and Home Depot will move to larger facilities.

4. Break-out Session #2- Conceptual Planning

The project team and the attendees split up into three breakout groups as follows:



Group A- Activity Center Location and Mix

- Where should the Activity Center be located? North of I-20 on Wesley Chapel, centered around Wesley Chapel/Snapfinger Woods Drive intersection. Include Chapel Hill Shopping Center, Kroger Shopping Center, and properties in front of Home Depot and Everest Shopping Center.
- What should the activity center include? Town green, surrounded by mixed-use; wide sidewalks with outdoor dining; like Glenwood Park; include restaurants, post office, larger library, theater, Wine Styles and similar small shops.
- What should activity center look like? Upscale, but comfortable. Harmonious aesthetics, but not cookie cutter.

Group B- Neighborhood Connectivity- Transportation Approach

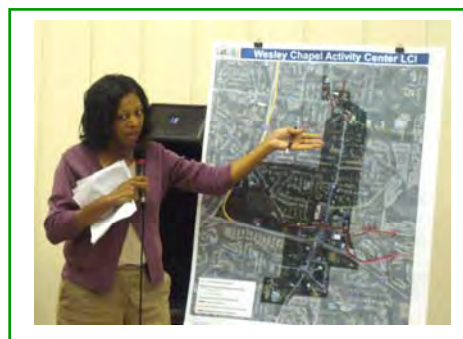
- Potential Locations for Future I-20 East Transit Station/TOD Site:
 - Orkin Property - A full build-out of this site would require additional interstate access to I-20 and/or 285, potential bridge over I-20 to re-connect Snapfinger Rd and significant improvements to Snapfinger Rd). Potential for private-public partnerships exists to provide connection to existing MARTA heavy rail.
 - Chapel Hill Shopping Center on the northwestern corner of I-20 Interchange should be considered for its proximity to the interchange and redevelopment potential.

Group C- Redevelopment and Economic Catalysts- Market Approach

- Promote redevelopment opportunities within existing parking lots, determine value of existing portions of centers and tie new development into those.
- Create interparcel access for Wesley Chapel frontage, allow for multi-story office, mixed use, and most importantly any new development should utilize a street grid with on street parking.
- Main parking in rear or between developments.
- Key for promoting retail/office redevelopment is bringing in an employment center, most likely at the Orkin Property, to bring lunch crowds and allow for further residential mix in the corridor.
- A major intersection improvement for Snapfinger Woods and Wesley Chapel should be considered if redevelopment is to occur. Grade separation? Roundabout?

5. Next Steps

After the final group presentations, Jessica Guinn said that the Draft Plan Presentation would be the next meeting, and would be held in June, followed by an Open House in July. She thanked everyone for participating and the meeting was adjourned.



Appendix A-3: Wesley Chapel Activity Center Plan Presentation Public Workshop Summary

Sanford Realty, June 16, 2011, 6:30 pm to 8:00 pm

1. **Welcome & Introductions** *Sidney Douse, DeKalb County*
2. **Highlights from Last Meeting** *Jim Summerbell, Jacobs*
 - Identification of Needs
 - Concept Planning
3. **Review of Draft Concept Plan** *Jim Summerbell, Jacobs and Rick Padgett & Walt Huntley, Huntley & Associates*
4. **Voting Exercise: Prioritization of Pubic Investment and Strategies** *Amanda Hatton, Jacobs*
5. **Next Steps** *Jim Summerbell, Jacobs*

1. Welcome & Introductions

Sydney Douse welcomed attendees and identified staff and community leaders at the meeting. Mr. Douse turned the meeting over to the consultant team.

2 & 3. Highlights from Last Meeting & Review of Draft Concept Plan

Project staff provided findings from the Design Workshop and summarized the draft Concept Plan and market potential of the study area.

Huntley & Associates

Huntley & Associates provided additional details on market conditions in the study area.

- Market conditions of the Wesley Chapel area are good.
- Comparisons to Camp Creek- pop #s are stronger in Wesley Chapel.
- Once transit center is approved, get a developer on board and then you have an advocate for getting funding fast tracked.



4. Voting Exercise Questions, Top Vote & Comments ¹

Q1. In the near-term, which of the following public investments would best facilitate redevelopment?

¹ Summarized voting results are provided at the end of the Meeting Notes.

Vote: Streetscape (beautification) improvements

- So many eye sores
- Too many gas stations, can gas stations be zoned out

Comment: Access management should be a high priority with I-20 going east, tough to merge. Public safety enhancements-panhandling has been identified as a deterrent. Street network is not easy to navigate.

Q2: What should Wesley Chapel be best known for in the future?

Vote: A lifelong community

- Lifelong community caters to a greater range

Comments: Something else

- Business, -if you don't have an employment center, you won't have any work. How can you have restaurants?
- Want to be known for something else such as a business center or having upscale restaurants
- Youth and elderly have a lot in common in what they want
- There is a lack of parks
- Cultural centers/art center should have been in Wesley Chapel area. Draws other support users like dance studios and restaurants.



Q3: What catalyst/redevelopment project would have the most positive impact on the area in the intermediate to long run?

Vote: Redevelopment of commercial sites fronting Wesley Chapel Road

Comments:

- What is redevelopment of I-20? Apartments, develop area to be commercial.
- What is an institutional campus? Hospital, employment center.
- A conference center could be a generator of visitors/tourists.

Q4: What characteristic or development would best set apart the Wesley Chapel area from other communities?

Vote: Implementation of a catalyst/redevelopment project

Q5: Which of the following road improvements should be the top recommendation of the LCI study?

Vote: New Connector and Bridge over I-20

Comments:

Combine new connector and bridge over I-20 with Wesley Chapel Road Improvements with streetscapes (north of S. Hairston Road)

Q6: What activity would improve the image of the area most?

Vote: Beautification of the area.

Comments: Parks have multiple benefits-public safety and socialization.

Q7: Which of the following community development needs should be the top priority for Wesley Chapel stakeholders?

Vote: New high-quality commercial (shops, restaurants, entertainment, etc.)

Q8: What economic development strategy would best attract new jobs to the Wesley Chapel area?

Vote: Financial incentives & streamlining the development process for desired development and/or businesses

Comments: Development of a Community Improvement District (CID) and Financial incentives & streamlining the development process for desired development and/or businesses go hand in hand.

Other Questions:

- What is the near term?
 - 5 years
- How are we addressing green space? How is it a part of the plan?
- Kids don't have a place to play. Will the plan have parks?
 - The Town green will provide recreational space for families
- Who defined the study area limits?
 - Atlanta Regional Commission
- Will there be solar energy off the interstate?
 - Solar energy would make for a unique neighborhood.
- Are there any schools in the study area? Yes.
- If you tie in the Marta initiative with the LCI plan, how will it enhance retailing?
 - It will provide access to a greater potential market area.
- Are there any retail scenarios that LCI's look at that spurs job growth? Look at comparisons to see what's more sustainable.
- Why were brownfields not included as an economic development option?



- It will be consideration in the final recommendations.

5. Next Steps

- Complete Draft Report
- July 28- Tentative Date for Open House

Polling Results

Question #	Choice #		All Participants
Practice: Have you been to a previous meeting for this LCI project?			
	1	Yes	65.7%
	2	No	34.3%
	3	Not Sure	0.0%
N			35
1	Question 1: In the near-term, which of the following public investments would best facilitate redevelopment?		
	1	Access Management	18.2%
	2	Streetscape (beautification) improvements	39.4%
	3	Signage/branding	0.0%
	4	Better enforcement of current codes	18.2%
	5	Public safety enhancements	24.2%
	6	Other	0.0%
N			33
2	Question 2: What should Wesley Chapel be best known for in the future?		
	1	A transit center	6.1%
	2	An employment center	18.2%
	3	A lifelong community	39.4%
	4	A family-oriented community	21.2%
	5	A cultural center	6.1%
	6	Something else	9.1%
N			33
Question 3: What catalyst/redevelopment project would have			



Question #	Choice #		All Participants
3		the most positive impact on the area in the intermediate to long run?	
	1	Town Green	25.9%
	2	Redevelopment of commercial sites fronting Wesley Chapel Road	48.1%
	3	Institutional Campus in the NE corner of I-20/I-285	3.7%
	4	Conference/Events Center	7.4%
	5	Transit Station	11.1%
	6	Redevelopment of commercial areas south of I-20	3.7%
		N	27
4		Question 4: What characteristic or development would best set apart the Wesley Chapel area from other communities?	
	1	Implementation of a catalyst/redevelopment project	43.3%
	2	Community and cultural events	3.3%
	3	Branding/marketing effort	26.7%
	4	Distinctive design/commercial storefront consistency	16.7%
	5	Other	10.0%
		N	30
5		Question 5: Which of the following road improvements should be the top recommendation of the LCI study?	
	1	Choice 1	25.0%
	2	Choice 2	10.7%
	3	Choice 3	53.6%
	4	Choice 4	10.7%
	5	Choice 5	0.0%
		N	28
6		Question 6: What activity would improve the image of the area most?	
	1	Increased public safety	12.9%
	2	Branding or Marketing of the Wesley Chapel community	22.6%
	3	Beautification of the area	41.9%
	4	Addition of more park space	6.5%
	5	New private development	9.7%
	6	Better signage/signage standards	3.2%
	7	Something else	3.2%

Question #	Choice #		All Participants
			N 31
7		Question 7: Which of the following community development needs should be the top priority for Wesley Chapel stakeholders?	
	1	New quality housing	0.0%
	2	New high-quality commercial (shops, restaurants, entertainment, etc.)	71.0%
	3	New jobs	19.4%
	4	New parks, recreation or cultural sites	9.7%
			N 31
8		Question 8: What economic development strategy would best attract new jobs to the Wesley Chapel area?	
	1	Development of a Community Improvement District (CID)	16.7%
	2	Strong workforce (excellent public schools, workforce training opportunities, etc.)	30.0%
	3	Public investments	0.0%
	4	Financial incentives & streamlining the development process for desired development and/or businesses	40.0%
	5	Safety measures	3.3%
	6	Transportation improvements, including transit, bicycle and pedestrian facilities	10.0%
			N 30

Appendix A-4: Wesley Chapel Activity Center Plan Open House Summary

Porter Sanford III Performing Arts and Community Center
August 1, 2011, 6:30 p.m.

AGENDA

1. View Concept Plans & Information Stations
2. Welcome
3. Presentation of Concept Plans
4. Questions and Answers

- ❖ Prior to beginning the presentation, attendees viewed concept plans and asked questions at three stations dedicated to land use, economic development and transportation.
- ❖ Sidney Douse, Land Use Planner with DeKalb County's Department of Planning and Sustainability, opened the meeting and thanked everyone for attending. He briefly discussed the status of a proposed RaceTrac gas station on Wesley Chapel Road, which had not yet filed for the necessary zoning modification.
- ❖ Jim Summerbell of Jacobs reviewed the LCI planning process and the highlights of the market conditions. He presented the draft conceptual plan and discussed the plans for key areas, including the Wesley Chapel/Covington Highway Intersection, the proposed town green, commercial areas, the proposed TOD site, the proposed institutional campus development, and the area south of I-20 on Wesley Chapel.
- ❖ The presentation included recommendations for greenspace, changes to the overlay district, and transportation improvements to facilitate the LCI Plan.
- ❖ An overview of the expected economic impact of the LCI plan was presented, along with an inventory of tools that may be utilized to spur economic development.
- ❖ Attendees were given an opportunity to ask questions and comment on the plan. Community feedback and questions included:
 - Moving forward, how can we keep people from submitting plans for uses such as the proposed RaceTrac before the plan is adopted? Once the plan is adopted, the community will have an additional layer of protection against uses that may be undesirable. There is another meeting on Saturday, August 6 to discuss RaceTrac.
 - What are we doing for the young people? The goal is to create a lifelong community, which is not only intended to meet the



needs of seniors, but of residents of all ages. Services, amenities, housing, etc. will be encouraged to serve the entire population.

- Will there be opportunities for small businesses in the community? Commissioner Johnson and Commissioner Watson explained that DeKalb County seeks to take care of its own residents and businesses first, and intends to provide opportunities for local small businesses.
 - How do we implement the concept plan? Commissioner Johnson said that the plan will be implemented through growing entrepreneurs and new businesses. The county provides incentives. Businesses should be asked to reinvest in the community.
 - Commissioner Johnson encouraged the community to stay informed of the transportation referendum. The next meetings for this item will be held on August 8 and August 27.
 - Commissioner Johnson stated that the community needs to tap into global dollars. With so many educational institutions in the DeKalb, there are opportunities to capture foreign investment.
 - How do we get the community involved with the economic development tools? Many tools are available in DeKalb, people just need to apply for funds. The Enterprise Zone is already in place and gives a tax credit for hiring five or more people. There will be a Small Business forum on August 18 and September 3 at DeKalb Tech.
 - There should be nice restaurants in the neighborhood. This is a function of the Chamber of Commerce and Economic Development Department.
- ❖ Jessica Guinn of The Collaborative Firm discussed next steps. This was the final public meeting for the LCI, final edits will be made and the draft will be on the website by mid-August. The document will be submitted to DeKalb County for adoption.
 - ❖ Andrew Baker of DeKalb County explained that the plan would be reviewed by the Community Council, Planning Commission, and Board of Commissioners for adoption. The public can attend these public hearings prior to county adoption. Planning and Transportation will be the departments responsible for guiding the implementation process once the plan is adopted.
 - ❖ The meeting was adjourned.



Appendix B: LCI Study Objectives Summary

The Atlanta Regional Commission requires all LCI studies to address certain objectives. Each of these objectives is listed below along with a brief description of how the Wesley Chapel LCI Study meets these objectives.

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 study area is currently very suburban in character, including a typical mixture of single-family residential, strip commercial and supportive institutional uses. The missing element that would make the area more efficient and economically sustainable is non-retail oriented employment. In addressing this, the study recommended the introduction of new office uses and an institutional campus. In addition, it also focuses on transforming the area into a lifelong community, which calls for the introduction of services and retail more oriented to pedestrians and transit.

Unlike many LCI studies that result in the creation of an overlay district, this LCI study itself is partially a result of a county effort in adopting an overlay district which already supports the transformation of the study area into a more urbanized environment. This study does offer a few minor recommended changes to the current overlay district, but for the most part such regulations and supportive policies are already in place.

2. Transportation demand reduction measures.

Transportation demand reduction is a key element of the Wesley Chapel LCI. Implementation measures for achieving this include several short and long term activities. Completion of the sidewalk network and the introduction of multi-use trails will reduce demand for short trips. In the long-term, a transit rail station has been proposed for area, and in the short term the proposed site for the station is recommended for a park and ride lot. Provisions for mixed-use zoning and a better connected street grid will also contribute to decreased transportation demand.

3. Internal mobility requirements (including safety and security of pedestrians), such as traffic calming, pedestrian circulation, transit circulation, and bicycle circulation.

Several techniques and projects are proposed for improving mobility. Traffic calming measures are recommended along Lindsey Drive, pedestrian refuge islands are recommended for Wesley Chapel Road, a new bridge over I-20 will improve multi-modal connectivity between the northern and southern portions of the study area. The plan also includes a strategic mix of pedestrian crossing improvements, intersection improvements, and complete street prototypes to facilitate multimodal travel for pedestrians and cyclists.

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

The Regulatory Strategies and Incentives section discusses the importance of sustaining affordable housing options in the community. Recommended changes to the Future Land Use Plan will allow for a greater variety of housing options and price-points to meet the diverse needs of area workers and residents as well as the special needs of the senior population. Recommendations also include density incentives for inclusion of mixed-income housing by residential developers. Supportive policies, programs, and funding streams are discussed for assisting in the preservation and improvement to existing housing and neighborhoods. The plan includes several community organizational strategies that address housing and social issues, including garnering the influence of existing agencies such as the Lifelong DeKalb and the Atlanta Regional Commission.

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

The Development Concept Plan and the corresponding Transportation Concept Plan propose the addition of several new roadway connections, particularly within redevelopment areas. Complete street designs are also recommended for eventual implementation on main thoroughfares, including Snapfinger Woods Drive and Wesley Chapel Road.

6. Need/identification of future transit circulation systems.

The study area is already served by transit bus service and the introduction of more density and will increase transit demand. The potential long-term addition of a transit rail station is also considered in the plan, along with a short term plan to construct a park and ride lot on the site of the future station. The proposed street grid improvements and changes to land use would help facilitate efficient bus travel in the area.

7. Connectivity of transportation system to other centers.

The LCI study area is located in a strategic location, at the intersection of two major interstate highways and a heavily visited exit off of I-20 that serves as a gateway to the surrounding communities. As such, transportation improvements ensure connectivity with adjacent centers along the interstates and Wesley Chapel Road. The plan also improves bicycle connectivity by supporting trail connections to adjacent future park sites.

8. Community organization, management, promotion and economic restructuring to ensure implementation.

Several community organizational and economic strategies are proposed to help achieve the LCI vision. The Wesley Chapel Community Overlay Community (WCCOC) have been very involved in this planning effort and will help monitor and advocate for desired changes in the area. Eventually, a Community Improvement District should be created to administer the implementation of this plan and the revenues potentially generated from a key strategy of the plan, a future tax allocation district (TAD). The market analysis for the plan, recommends pursue of the TAD, citing the current economic downturn as a good starting point for any such effort, and the latent market demand which is evident in area's demographics. Lifelong

DeKalb, ARC, and the County staff will also provide support and leadership in this plan's implementation

9. Stakeholder participation and support.

This planning effort included an extensive public involvement effort. Meetings held to solicit public input included the Kick-off Meeting, Community Workshop, Plan Presentation, and Open House. In addition, a Core Team of stakeholders participated in four specialized meetings to help provide more in-depth contributions to the planning process and plan recommendations. Community leadership, including the Board of Commissioner and County staff played an important role in the process. A summary of public involvement may be found in Appendix A.

10. Public and private investment policy.

Several catalyst sites were outlined in the Concept Plan. Actualization of these catalyst sites will rely on private, developer-driven investment. Several improvements to the street grid, including sidewalk network completions, pedestrian crossings and intersection improvements will be leveraged by the public sector to facilitate desired private development.

Appendix C: Huntley Partners Market Analysis

On the following page is copy of the market analysis of the study area prepared by Huntley Partners as part of this LCI Study. Excerpts of the study and summary of its findings and recommendations have been incorporated into the report.

Wesley Chapel Study Area: Community Assessment and Demand Projections



Huntley Partners, Inc.
229 Peachtree Street, NW
Suite 525
Atlanta, GA 30303

August 2011

Wesley Chapel Community Assessment

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Wesley Chapel Community Assessment

The purpose of this analysis is to arrive at a common understanding of the Wesley Chapel Study Area's existing economic strengths and challenges. This analysis is expressed in the context of the State and metro Atlanta economies as a means of understanding Wesley Chapel's relative position and highlighting its potential competitive advantages during ten-year and twenty-five-year timeframes.

I. Wesley Chapel Demographic and Income Profile

The demographic section of this report provides an inventory and analysis of demographic data, defining significant trends and attributes to help determine service need, public facility needs and employment opportunities necessary to support existing and future populations. Promoting the welfare of existing and future residents and businesses of Wesley Chapel is, in part, determined by the aggregate number and type of population the city has and will have in the future. This information forms the basis for many strategies that involve land use and zoning, economic development and capital improvement planning.

The path the County chooses needs to be predicated upon management and encouragement of an appropriate amount and type of development and redevelopment in this area without sacrificing the quality of life and services for our citizens. Additionally, educational attainment and income contribute to the types of service programs the area needs, and the type of employment possibilities the community can target. The information may also assist in establishing development patterns consistent with goals and policies established by the Board of Commissioners.

A. Summary of Key Defining Demographic Characteristics - Summary

The immediate Wesley Chapel residential market area has not been spared from the impact of the national recession that began in 2007. While technically over, the recession still had a significantly affect on the Metro Atlanta region and its various submarkets. Wesley Chapel has not been as negatively impacted as most other area of Atlanta due to a number of basic demographic and income strengths that those market areas, called collectively the "Wesley Chapel Market Area" share. [All basic demographic and income data come from ESRI.] Individual demographic and income components support this profile of a strong, affluent surrounding community and adjacent retail and housing Wesley Chapel Market Area with strong growth potential.

A summary of key demographic and income data comparing the Wesley Chapel Study Area with DeKalb County, Metro Atlanta and the State of Georgia is provided in the table below.

Observations

- The area has a higher percent of homeownership than the county and Metro Atlanta
- The area has lower vacancy rate than DeKalb County and Metro Atlanta
- Per Capita income and Household Income are lower than DeKalb County and Metro Atlanta

	Summary Profile: 2010				Study Area as % of	
	Study Area	DeKalb	Metro Atl	Georgia	County	Metro
	Population	5,130	691,893	5,268,680	9,687,653	
Households	1,634	256,445	1,902,033	3,542,185		
Avg Household Income	\$ 72,829	\$ 80,799	\$ 85,998	\$ 71,155	90%	85%
Per Capita Income	\$ 23,331	\$ 30,357	\$ 31,282	\$ 26,398	77%	75%
Avg Home Value	\$ 105,494	\$ 184,133	\$ 189,450	\$ 163,509	57%	56%
Housing Units	2,008	304,968	2,165,495	4,088,801		
Owner Households	61.7%	50.7%	59.8%	58.4%	122%	103%
Renter Households	27.5%	40.1%	29.7%	29.3%	69%	93%
Vacant Housing Units	9.9%	10.9%	10.5%	12.3%	91%	94%

Growth is projected to be lower than the County, Metro area and State in all key income areas summarized below over at least the next ten years:

	Summary Profile: Annual Growth Rate 2010-2021				City as % of	
	Study Area	DeKalb	Metro Atl	Georgia	County	Metro
	Population	0.84%	1.13%	1.95%	1.45%	74%
Households	0.87%	1.12%	1.95%	1.47%	78%	45%
Avg Household Income	1.57%	2.75%	2.76%	0.80%	57%	57%
Per Capita Income	1.63%	2.73%	2.73%	2.89%	60%	59%
Avg Home Value	0.14%	0.11%	1.03%	1.35%	126%	14%
Housing Units	0.64%	0.93%	1.75%	1.25%	69%	37%

Observations

- Population and household growth is projected to continue at a slow pace, though the increase in new housing units will outpace the formation of new households
- In absolute dollars, the projected increases in all key income categories are less than both the County, Metro Atlanta and the State

	Summary Profile: Net Growth 2010-2021				City as % of	
	Study Area	DeKalb	Metro Atl	Georgia	County	Metro
	Population	1,288	91,030	1,247,024	1,662,224	
Households	163	33,424	450,185	616,782		
Avg Household Income	\$ 13,602	\$ 28,106	\$ 30,074	\$ 14,286	48%	45%
Per Capita Income	\$ 4,531	\$ 10,468	\$ 10,809	\$ 8,714	43%	42%
Avg Home Value	\$ 1,695	\$ 2,340	\$ 22,493	\$ 26,067	72%	8%
Housing Units	309	50,990	455,316	598,699		

B. Key Defining Demographic Characteristics – Major Category Details

1. Population Profile

Population Growth

Population growth identifies several trends, ranging from the volume of in-migration to death and fertility rates. In 2010, the population of the area stood at 5,130 representing a decline in the rate of annual growth of less than 1% and a total decrease of 6.84% from 2000. By comparison, the population of DeKalb County grew annually by less than 1% and by 3.7% during the same time period.

	Population				Study Area as % of	
	Study Area	DeKalb	Metro Atl	Georgia	County	Metro
2000	5,507	665,865	4,247,981	8,186,453		
2010	5,130	691,893	5,268,680	9,687,653		
2015	6,104	731,878	5,802,805	10,410,674		
2021	6,418	782,923	6,515,704	11,349,877		
2036	7,276	926,657	8,705,021	14,085,488		
2000-10 AGR	-0.71%	0.38%	2.18%	1.70%	-184%	-32%
2010-15 AGR	0.84%	1.13%	1.95%	1.45%	74%	43%
2010-15 Growth	974	39,985	534,125	723,021		
2015-21 Growth	314	51,044	712,899	939,203		
2010-21 Growth	1,288	91,030	1,247,024	1,662,224		

Age

The residents of the area are significantly younger at an average of 31.9 years of age than the entire County and even younger in comparison to Metro Atlanta and the State. At least part, possibly a major part, of this difference can be attributed to workforce characteristics as driven by the industry composition of the City. Also, urbanized areas usually have younger populations than suburban and ex-urban areas due to a variety of socioeconomic factors.

	Median Age				Study Area as % of	
	Study Area	DeKalb	Metro Atl	Georgia	County	Metro
2000	31.9	32.4	33.0	33.4	98%	97%
2010	34.9	33.8	34.7	35.2	103%	101%
2015	36.0	33.9	34.8	35.5	106%	103%

Ethnicity

In 2000, persons of Hispanic origin comprised 1.5% of Wesley Chapel’s population; in 2010 the percentage of the area’s population of persons of Hispanic origin rose to 1.6%. During the same time period, the percentage of the county’s Hispanic origin population grew by 2.1% and 4% in Metro Atlanta.

	Ethnicity			
	Study Area	DeKalb	Metro Atl	Georgia
Ethnicity: 2000				
Black alone	91.8%	54.2%	28.6%	28.7%
White alone	5.9%	35.8%	63.5%	65.1%
Other Race Alone	0.6%	3.5%	2.8%	2.4%
Hispanic origin	1.5%	7.9%	6.4%	5.3%
Ethnicity: 2010				
Black alone	94.0%	54.3%	32.4%	30.5%
White alone	3.3%	33.3%	55.4%	59.7%
Other Race Alone	0.6%	4.5%	4.5%	4.0%
Hispanic origin	1.6%	9.8%	10.4%	8.8%
Ethnicity: 2015				
Black alone	93.6%	53.7%	33.3%	31.0%
White alone	3.4%	33.1%	53.7%	58.3%
Other Race Alone	0.7%	9.5%	4.9%	4.4%
Hispanic origin	1.9%	11.2%	11.9%	10.2%

Educational Attainment

Educational attainment refers to the final level of education achieved within the adult population (age 25 and up), as identified by categories representing various levels of education. Ideally, communities would prefer a greater percentage of their populations achieving much higher education levels, surpassing high school and possibly graduating college.

	Educational Achievement: 2010				Study Area as % of	
	Study Area	DeKalb	Metro Atl	Georgia	County	Metro
HS Graduate	36.9%	22.8%	26.3%	30.0%	162%	140%
Bach/or Degree	13.5%	23.6%	22.8%	18.2%	57%	59%
Grad Degree	7.8%	15.2%	11.6%	10.0%	51%	67%

In 2010, almost 13.5% of Wesley Chapel’s population attained a Bachelor’s degree compared with 23.6% of the population in the county 2010; persons with a high school degree, however registered more than 14% higher than the county and metro Atlanta.

2. Housing Profile

	Housing Units				Study Area as % of	
	Study Area	DeKalb	Metro Atl	Georgia	County	Metro
2000	1,850	261,231	1,644,572	3,281,737		
2010	2,008	304,968	2,165,495	4,088,801		
2015	2,230	336,726	2,361,725	4,350,820		
2021	2,317	355,958	2,620,811	4,687,500		
2036	2,550	408,980	3,399,790	5,647,637		
2000-10 AGR	0.82%	1.56%	2.79%	2.22%	53%	29%
2010-15 AGR	0.64%	0.93%	1.75%	1.25%	69%	37%
2010-15 Growth	222	31,758	196,230	262,019		
2015-21 Growth	87	19,232	259,087	336,680		
2010-21 Growth	309	50,990	455,316	598,699		

Housing Units

Local governments, such as DeKalb County, often examine housing data to adequately plan to meet their existing and projected housing needs including their share of the regional housing need. In the decade from 2000-2010, the number of housing units in the study area increased by 7.8%, half what the increase was for the county (14.3%) during the same time period. This number of housing units in this area is projected to grow more slowly than the county and metro Atlanta for the next five years.

Housing Tenure

Wesley Chapel has a significantly higher share of homeowners and fewer percentage of renters than the county and this trend will likely continue to during the next five years, as well. This is not unusual in more stable, single family detached areas; in fact, it is the norm. The key issues to be addressed at the policy level are (1) the (assumed) continued match of available for sale housing to lower-income people and (2) the location and pricing (rent levels) of new multifamily rental units.

	Housing Units: 2010 Occupancy Status				Study Area as % of	
	Study Area	DeKalb	Metro Atl	Georgia	County	Metro
	<i>Owner-occupied</i>	1,239	154,654	1,294,640	2,389,423	
<i>Renter-occupied</i>	553	122,375	642,585	1,196,161		
<i>Vacant</i>	199	33,159	228,270	503,217		
<i>Owner-occupied</i>	61.7%	50.7%	59.8%	58.4%	122%	103%
<i>Renter-occupied</i>	27.5%	40.1%	29.7%	29.3%	69%	93%
<i>Vacant</i>	9.9%	10.9%	10.5%	12.3%	91%	94%

	Occupied Housing Units			
	Study Area	DeKalb	Metro Atl	Georgia
2010 Owned	69.1%	55.8%	66.8%	66.6%
2015 Owned	70.9%	56.8%	65.4%	65.2%
2010 Rented	30.9%	44.2%	33.2%	33.4%
2015 Rented	29.1%	43.2%	34.6%	34.8%

In sheer numbers, the study area did not grow (one unit) in the ten year period from 2000-2010 and is projected to grow by only 1% by 2015 and by 19% by 2021. The vacancy rate rose 4% from 2000-2010 and will decrease by 2% from that point between 2010 and 2015.

	Occupied Housing Units: Owned			
	Study Area	DeKalb	Metro Atl	Georgia
2000	1,238	145,825	1,037,404	2,029,154
2010	1,239	154,654	1,294,640	2,389,423
2015	1,382	170,160	1,411,955	2,542,542
2021	1,538	190,833	1,566,850	2,739,292

Occupied Housing Units: Rented				
<i>Study Area</i>	<i>DeKalb</i>	<i>Metro Atl</i>	<i>Georgia</i>	
2000	503	103,514	516,750	977,215
2010	553	122,375	642,585	1,196,161
2015	566	129,494	748,049	1,359,830
2021	630	138,586	1,053,961	1,948,208

Vacant Housing Units				
<i>Study Area</i>	<i>DeKalb</i>	<i>Metro Atl</i>	<i>Georgia</i>	
2000	109	11,892	90,418	275,368
2010	199	33,159	228,270	503,217
2015	176	29,878	201,721	448,448

Housing Units: % Vacant				
2000	5.9%	4.6%	5.5%	8.4%
2010	9.9%	10.9%	10.5%	12.3%
2015	7.9%	8.9%	8.5%	10.3%

Housing Unit Occupancy Status

- Relatively low percentages of housing unit vacancies in the Wesley Chapel Market Area
- Very good balance of owner-to-renter in occupied housing units

Household Growth

There was a drop in the rate of annual growth of new households in Wesley Chapel study area from 2000-2010; (-6.3%) this will be slightly reversed by 2015 (.87%) and will be slightly greater than the base year 2000 by the year 2021.

	Households				Study Area as % of	
	<i>Study Area</i>	<i>DeKalb</i>	<i>Metro Atl</i>	<i>Georgia</i>	<i>County</i>	<i>Metro</i>
	2000	1,741	249,339	1,554,154	3,006,369	
2010	1,634	256,445	1,902,033	3,542,185		
2015	1,707	271,131	2,094,856	3,810,304		
2021	1,798	289,869	2,352,218	4,158,968		
2036	2,047	342,577	3,142,578	5,176,670		
2000-10 AGR	-0.63%	0.28%	2.04%	1.65%	-224%	-31%
2010-15 AGR	0.87%	1.12%	1.95%	1.47%	78%	45%
2010-15 Growth	72	14,686	192,823	268,118		
2015-21 Growth	91	18,738	257,362	348,664		
2010-21 Growth	163	33,424	450,185	616,782		
2010-36 Growth	413	86,132	1,240,545	1,634,484		

Household Size

Household size in the area decreased slightly (.02) from 3.16 persons in 2000 to 3.14 persons in 2010, quite bit slightly higher than the county. Household size is projected to increase to 3.58 by 2015.

	Household Size				Study Area as % of	
	Study Area	DeKalb	Metro Atl	Georgia	County	Metro
	2000	3.16	2.67	2.73	2.72	118%
2010	3.14	2.70	2.77	2.73	116%	113%
2015	3.58	2.70	2.77	2.73	132%	129%

3. Level of Affluence Indicators

Home Values

Home values are quite low relative to the county, the metropolitan Atlanta area and the state. Values decreased slightly, 2%, between 2000 and 2010 and are not projected to reach 2000 levels until 2021. While projected depreciation of home values is minimal, it is approximately in line with projections that have become much more conservative over the past 2-3 years due to the severe downturn in the housing market.

	Median Home Value				Study Area as % of	
	Study Area	DeKalb	Metro Atl	Georgia	County	Metro
	2000	\$ 96,616	\$ 133,489	\$ 130,800	\$ 100,648	72%
2010	\$ 94,415	\$ 135,851	\$ 145,533	\$ 121,464	69%	65%
2015	\$ 95,992	\$ 137,060	\$ 154,774	\$ 131,412	70%	62%
2021	\$ 97,919	\$ 138,525	\$ 166,641	\$ 144,431	71%	59%
2000-10 AGR	-0.23%	0.18%	1.07%	1.90%	-131%	-21%
2010-15 AGR	0.33%	0.18%	1.24%	1.59%	187%	27%
2010-15 Growth	\$ 1,577	\$ 1,209	\$ 9,241	\$ 9,948		
2015-21 Growth	\$ 1,927	\$ 1,465	\$ 11,867	\$ 13,019		
2010-21 Growth	\$ 3,504	\$ 2,674	\$ 21,108	\$ 22,967		

	Median Home Value As % of Metro Atlanta			
	Study Area	DeKalb	Metro Atl	Georgia
	2000	74%	102%	100%
2010	65%	93%	100%	83%
2015	62%	89%	100%	85%
2021	59%	83%	100%	87%

Per Capita Income

Measuring income levels provides an indication of the economic health of the population. Just as education levels can offer insight into employment conditions and the quality of the labor pool, per-capita and household income levels measure the financial stability of the population, and how the local economy is responding to the educational climate. Higher income levels suggest a thriving local economy, and offer a good indicator as to the success of a community.

	Per Capita Income				Study Area as % of	
	Study Area	DeKalb	Metro Atl	Georgia	County	Metro
	2000	\$ 17,773	\$ 23,968	\$ 24,785	\$ 21,154	74%
2010	\$ 23,331	\$ 30,357	\$ 31,282	\$ 26,398	77%	75%
2015	\$ 25,291	\$ 34,733	\$ 35,800	\$ 30,445	73%	71%
2021	\$ 27,862	\$ 40,825	\$ 42,091	\$ 35,112	68%	66%
2000-10 AGR	2.76%	2.39%	2.36%	2.24%	115%	117%
2010-15 AGR	1.63%	2.73%	2.73%	2.89%	60%	59%
2010-15 Growth	\$ 1,960	\$ 4,376	\$ 4,518	\$ 4,047		
2015-21 Growth	\$ 2,571	\$ 6,092	\$ 6,291	\$ 4,667		
2010-21 Growth	\$ 4,531	\$ 10,468	\$ 10,809	\$ 8,714		

Median Household Income

In 2000, median household income stood at \$51,084 and grew 3.04% annually by 2010 reaching \$68,949. By comparison, median household income grew by only 2.77% and 2.80% annually in DeKalb County and metro Atlanta, respectively during the same time period. It is, however expected to grow less than these two areas between 2010 and 2015.

	Median Household Income				Study Area as % of	
	Study Area	DeKalb	Metro Atl	Georgia	County	Metro
	2000	\$ 51,084	\$ 49,163	\$ 51,657	\$ 42,686	104%
2010	\$ 68,949	\$ 64,601	\$ 68,106	\$ 56,184	107%	101%
2015	\$ 75,308	\$ 73,656	\$ 78,229	\$ 64,184	102%	96%
2021	\$ 83,718	\$ 86,213	\$ 92,382	\$ 75,302	97%	91%
2000-10 AGR	3.04%	2.77%	2.80%	2.79%	110%	109%
2010-15 AGR	1.78%	2.66%	2.81%	2.70%	67%	63%
2010-15 Growth	\$ 6,359	\$ 9,055	\$ 10,123	\$ 8,000		
2015-21 Growth	\$ 8,410	\$ 12,557	\$ 14,153	\$ 11,118		
2010-21 Growth	\$ 14,769	\$ 21,612	\$ 24,276	\$ 19,118		

	Median Household Income			
	As % of Metro Atlanta			
	Study Area	DeKalb	Metro Atl	Georgia
2000	99%	95%	100%	83%
2010	101%	95%	100%	82%
2015	96%	94%	100%	82%
2021	91%	93%	100%	82%

Average Household Income

Average household income in the Wesley Chapel area grew by 3.00% between 2000 and 2010, compared with 2.51% and 2.55% in the county and metro Atlanta, respectively during this same period. It is, however projected to grow by 1.57%, one percent less than these same areas between 2010 and 2015.

	Average Household Income				Study Area as % of	
	Study Area	DeKalb	Metro Atl	Georgia	County	Metro
	2000	\$ 54,195	\$ 63,066	\$ 66,876	\$ 56,612	86%
2010	\$ 72,829	\$ 80,799	\$ 85,998	\$ 71,155	90%	85%
2015	\$ 78,724	\$ 92,541	\$ 98,557	\$ 82,104	85%	80%
2021	\$ 86,431	\$ 108,905	\$ 116,072	\$ 85,441	79%	74%
2000-10 AGR	3.00%	2.51%	2.55%	3.21%	120%	118%
2010-15 AGR	1.57%	2.75%	2.76%	0.80%	57%	57%
2010-15 Growth	\$ 5,895	\$ 11,742	\$ 12,559	\$ 10,949		
2015-21 Growth	\$ 7,707	\$ 16,364	\$ 17,515	\$ 3,337		
2010-21 Growth	\$ 13,602	\$ 28,106	\$ 30,074	\$ 14,286		

	Average Household Income			
	As % of Metro Atlanta			
	Study Area	DeKalb	Metro Atl	Georgia
2000	81%	94%	100%	85%
2010	85%	94%	100%	83%
2015	80%	94%	100%	83%
2021	74%	94%	100%	74%

Mid-to-Upper Income Households

Perhaps, a more telling comparison between the Wesley Chapel area and the county/metro Atlanta area is the percentage of households with incomes greater than \$75,000, but less than \$100,000; in 2010, this percentage was almost twice as high, 25.4%, for the Wesley Chapel Study Area as compared with 16.2% for DeKalb County and 17.4% for metro Atlanta.

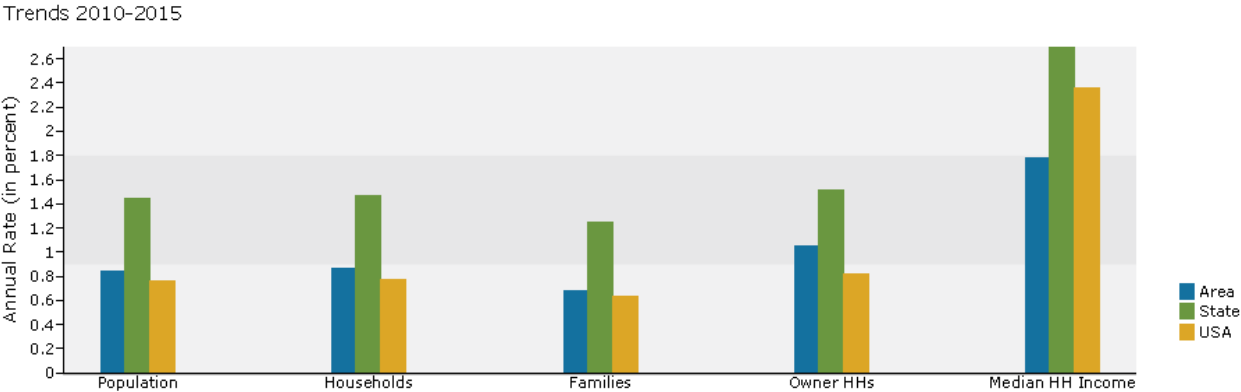
	Households with Income > \$50,000				Study Area as % of	
	Study Area	DeKalb	Metro Atl	Georgia	County	Metro
	\$50k-\$74.9k	26.5%	21.8%	21.8%	19.7%	122%
\$75k-\$99.9k	25.4%	11.9%	12.9%	10.4%	213%	197%
\$100k-\$149.9k	15.7%	9.7%	10.7%	7.8%	162%	147%
\$150k-\$199.9k	2.0%	3.0%	3.2%	2.2%	67%	63%
\$200k+	0.6%	2.8%	3.3%	2.4%	21%	18%
2000	70.2%	49.2%	51.9%	42.5%	143%	135%
\$50k-\$74.9k	26.5%	24.5%	21.9%	21.9%	108%	121%
\$75k-\$99.9k	25.4%	16.2%	17.4%	14.8%	157%	146%
\$100k-\$149.9k	15.7%	16.1%	17.1%	12.3%	98%	92%
\$150k-\$199.9k	2.0%	3.8%	5.0%	3.4%	53%	40%
\$200k+	0.6%	4.3%	5.2%	3.5%	14%	12%
2010 Total	70.2%	64.9%	66.6%	55.9%	108%	105%
\$50k-\$74.9k	27.8%	25.9%	22.9%	23.5%	107%	121%
\$75k-\$99.9k	25.8%	16.5%	17.2%	15.5%	156%	150%
\$100k-\$149.9k	21.6%	21.4%	22.2%	16.7%	101%	97%
\$150k-\$199.9k	2.2%	5.4%	6.9%	7.9%	41%	32%
\$200k+	0.9%	5.6%	6.6%	4.6%	16%	14%
2015 Total	78.3%	74.8%	75.8%	68.2%	105%	103%

Household Income Observations

- Wesley Chapel Market Area has strong household income
- Projected growth over the next 10-15 years slightly lower than Metro Atlanta overall
- Actual dollar increases strong in area

4. Summary of Trends

The “Trends 2010-2015” chart below reflects the extent to which the Wesley Chapel Market Area’s projected annual household income growth should be considered extremely strong relative to national trend and weaker than projected state trends.



II. Economic Development Indicators

The Economic Development section of a comprehensive plan identifies the variety of employment categories and through analysis determines a community’s assets and liabilities/ strengths and weaknesses, and needs of local businesses. A portrait of the Wesley Chapel area’s economic condition is the foundation for assessing the performance of wages and job skills, employment and industry patterns, and the programs and efforts designed to improve local economies.

A. Economic Base

This type analysis is used to identify the local significance of each industrial sector. Studied are the kinds of industry within a community, the total earnings those industries produce, and the wages distributed the resident population. Economic base studies can direct recruitment toward businesses that complement existing industry or require the skills of residents currently exporting labor to other regions. This information is basic, but vital, for more effective decisions concerning the health of the local economy.

1. Employment by Economic Sector

The primary measure of an industry’s value to a local economy is the number of people it employs. An economy grows stronger as it increases any form of gainful employment in the local population, redistributing wealth and encouraging economic growth.

The table below highlights the three primary types of employment-white collar, services and blue collar by percentage. There is 10% less white collar jobs in the area than the county, 4% more service jobs, and almost 10% more blue collar jobs than the county.

	Resident Employment: 2010				Study Area as % of	
	Study Area	DeKalb	Metro Atl	Georgia	County	Metro
	White Collar	59.1%	69.0%	67.3%	62.2%	86%
Services	19.5%	15.5%	14.5%	16.2%	126%	134%
Blue Collar	21.4%	15.4%	18.2%	21.6%	139%	118%

With respect to particular industries, the decade between 2000 and 2010 saw a decrease in residents’ employment in manufacturing jobs of slightly more than 7%, a 2% decrease in transportation, warehousing and utility (TCU) jobs, and less than a 1% change in retail employment, construction trade, wholesale trade, finance, insurance and real estate (FIRE) and government.

	Resident Employment: 2010				Study Area as % of	
	Study Area	DeKalb	Metro Atl	Georgia	County	Metro
Construction	3.3%	5.5%	7.5%	7.3%	60%	44%
Manufacturing	6.8%	4.7%	7.0%	9.0%	145%	97%
TCU	15.1%	10.3%	10.2%	8.4%	147%	148%
Wholesale	3.3%	2.7%	3.8%	3.3%	122%	87%
Retail	11.4%	9.4%	11.5%	11.6%	121%	99%
FIRE	7.8%	8.3%	8.1%	6.8%	94%	96%
Services	45.6%	53.1%	47.1%	46.8%	86%	97%
Government	6.7%	5.9%	4.4%	5.3%	114%	152%

TOTAL	2,384	336,099	2,350,787	4,172,600	1%
Construction	79	18,485	176,309	304,600	0%
Manufacturing	162	15,797	164,555	375,534	1%
TCU	360	34,618	239,780	350,498	1%
Wholesale	79	9,075	89,330	137,696	1%
Retail	272	31,593	270,341	484,022	1%
FIRE	186	27,896	190,414	283,737	1%
Services	1,087	178,469	1,107,221	1,952,777	1%
Government	160	19,830	103,435	221,148	1%

Resident Employment Observations

- High proportion of residents work in White Collar jobs within the Wesley Chapel study area itself, reflecting the office real estate market base that already exists

- Very high percentages of White Collar jobs within the overall Wesley Chapel Area, supportive of both the market area's overall affluence (critical to retail demand) as well as the local labor force that can fuel future office employment growth
- Extremely high percentage residents work in Services (Professional and Business Services) and FIRE (Finance, Insurance and Real Estate), indicative of higher-salary "premium" jobs

Manufacturing has decreased significantly as a source of employment for area residents, particularly within the past decade. Employment in the Wholesale sector has also experienced a major decline, although its decline has occurred over a 20-year period, whereas the decline in manufacturing has likely been influenced by the 2007-09 economic downturn.

As a source of employment for area residents, Services represents a growth sector, as does FIRE (Finance, Insurance and Real Estate) to a lesser extent.

B. Existing Real Estate Market Conditions

The impact of the 2007-2009 global economic recession continue to be felt by commercial and industrial real estate markets around the world. Rising vacancy rates and declining rental rates defined nearly every market and sector here in the United States through most of 2010, with signs of stabilization being seen in late 2010 and early 2011. Through most of the past several years, however, eroding demand and increasing supplies of sublease space further impacted the market, leading to a near standstill in transaction volume. Banks and financial institutions have continued to focus on cleaning up their balance sheets and are moving aggressively to dispose of commercial real estate loans and financially distressed real estate assets – included residential mortgages – in the coming year.

1. Office Market

Metro Office Market

As it relates to the office market recovering, metro Atlanta remains in a holding pattern. The metro Atlanta office market is still waiting for consistent signs of stabilizing. A record amount of available office space exists in the market. This byproduct of the economic downturn and overzealous spec developers will require years of sustainable growth in order to return to a more balanced market. The good news is the economy is beginning to strengthen and the metro Atlanta office leasing is more active now than it was twelve months ago. In addition, no speculative construction has taken place in the market for almost two years. Heading into mid-year 2011, office leasing activity is expected to intensify with a number of large space requirements likely to be signed. The majority of these requirements, however, will be lateral moves within the market, meaning modest absorption will persist. Outside of these transactions though, Atlanta will maintain its significance as a regional hotspot for companies to consolidate their offices.

The consensus among local and regional forecasters is that, while its economic fundamentals remain solid, Atlanta is likely to lag other major markets in restoring occupancy rates. Although service producing jobs are expected to show improvements by the second half of 2011, banking and housing industry woes will continue to counterbalance Atlanta office market growth in the coming year.

Atlanta Office Market

Year	Qtr	Inventory SF/Units	Completions	Inventory Growth%	Vacant Stock	Vacancy Rate	Vacancy Change(BPS)	Occupied Stock	Net Absorption	Asking Rent	Ask Rent % Chg
2005	Y	136,291,000	1,084,000	- 0.4%	24,104,000	17.7%	-140	112,187,000	1,498,000	\$19.88	0.7%
2006	Y	136,871,000	1,695,000	0.4%	22,021,000	16.1%	-160	114,850,000	2,663,000	\$20.38	2.5%
2007	Y	138,575,000	2,618,000	1.2%	20,905,000	15.1%	-100	117,670,000	2,820,000	\$21.20	4.0%
2008	Y	139,790,000	1,970,000	0.9%	23,237,000	16.6%	150	116,553,000	-1,117,000	\$21.43	1.1%
2009	1	139,641,000	334,000	- 0.1%	23,847,000	17.1%	50	115,794,000	-759,000	\$21.44	0.0%
2009	2	139,909,000	530,000	0.2%	24,392,000	17.4%	30	115,517,000	-277,000	\$21.40	- 0.2%
2009	3	141,426,000	628,000	1.1%	26,409,000	18.7%	130	115,017,000	-500,000	\$21.33	- 0.3%
2009	4	141,041,000	0	- 0.3%	25,970,000	18.4%	-30	115,071,000	54,000	\$21.20	- 0.6%
2009	Y	141,041,000	1,492,000	0.9%	25,970,000	18.4%	180	115,071,000	-1,482,000	\$21.20	- 1.1%
2010	1	142,588,000	1,633,000	1.1%	28,325,000	19.9%	150	114,263,000	-808,000	\$21.18	- 0.1%
2010	2	142,398,000	0	- 0.1%	28,603,000	20.1%	20	113,795,000	-468,000	\$21.17	0.0%
2010	3	142,511,000	564,000	0.1%	29,609,000	20.8%	70	112,902,000	-893,000	\$21.16	0.0%
2010	4	142,474,000	0	0.0%	29,796,000	20.9%	10	112,678,000	-224,000	\$21.17	0.0%
2010	Y	142,474,000	2,197,000	1.0%	29,796,000	20.9%	250	112,678,000	-2,393,000	\$21.17	- 0.1%
2011	Y	142,474,000	0	0.0%	28,516,000	20.0%	-90	113,958,000	1,280,000	\$21.31	0.7%
2012	Y	143,158,000	684,000	0.5%	27,377,000	19.1%	-90	115,781,000	1,823,000	\$21.67	1.7%
2013	Y	144,722,000	1,564,000	1.1%	26,233,000	18.1%	-100	118,489,000	2,708,000	\$22.11	2.0%
2014	Y	146,718,000	1,996,000	1.4%	24,593,000	16.8%	-140	122,125,000	3,636,000	\$22.70	2.7%
2015	Y	149,124,000	2,406,000	1.6%	22,672,000	15.2%	-160	126,452,000	4,327,000	\$23.64	4.1%

Source: REIS

2. Industrial Market

Metro Industrial Market

An executive with Industrial Developments International (IDI) expects 2011 to be “a transitional year” for Atlanta area industrial real estate, according to the *Atlanta Business Chronicle*. In its own way, 2010 also was a year of transition, as the crippling losses of 2009 yielded to the slower pace of decline indicative of stabilization. Indeed, some observers have reported the reemergence of positive net absorption at different points in 2010, an assessment in accord with Reis’s analysis.

Atlanta Industrial Market

Year	Inventory SF	Completions	Vac %	Vacant Stock	Occupied Stock	Net Absorption	Eff Rent \$	%Change	Industrial Employment
2006	333,525,000	4,854,000	14.7	49,028,000	284,497,000	5,455,000	\$3.90	0.5	365,484
2007	339,249,000	5,724,000	15.0	50,887,000	288,362,000	3,865,000	\$3.95	1.3	362,657
2008	342,529,000	3,280,000	15.9	54,417,000	288,112,000	-250,000	\$3.89	-1.5	347,065
2009	343,382,000	853,000	17.3	59,405,000	283,977,000	-4,135,000	\$3.61	-7.2	313,547
2010	344,017,000	635,000	17.8	61,235,000	282,782,000	-1,195,000	\$3.44	-4.7	313,902
2011	345,046,000	1,029,000	17.1	59,003,000	286,043,000	3,261,000	\$3.42	-0.7	317,645
2012	348,238,000	3,192,000	16.7	58,156,000	290,082,000	4,039,000	\$3.47	1.7	323,066
2013	354,347,000	6,109,000	16.3	57,759,000	296,588,000	6,506,000	\$3.56	2.4	334,477
2014	362,400,000	8,053,000	16.0	57,984,000	304,416,000	7,828,000	\$3.66	2.9	342,991
2015	369,413,000	7,013,000	15.3	56,520,000	312,893,000	8,477,000	\$3.78	3.2	346,832

Sources: REIS, Moody's Economics

While vacancy remains severely elevated—an effect of the freewheeling development typical for Atlanta—the emerging trend features both a downward movement in the rate of vacancy and a marked decline in construction, including the virtual elimination of speculative endeavors. The severe rental declines of the past two years also have reached, or soon will reach, their end. Optimism is growing; near-

term prospects have improved as Atlanta maintains its position as the Southeast’s dominant distribution market.

As the market turns the corner, Reis expects to see 3.3 million square feet of positive net absorption in 2011 accompanied by a 70 basis point drop in the vacancy rate and a firming up of rents. “Absent additional speculative development,” summarizes Cushman & Wakefield, “Atlanta’s industrial sector will report stabilizing occupancy in 2011 as demand rebounds further. As vacancy decreases, rental rates will stabilize and concessions will become less prevalent.” Construction will slowly re-enter the picture, with possible speculative development in 2012.

3. Retail Market

Metro Retail Market

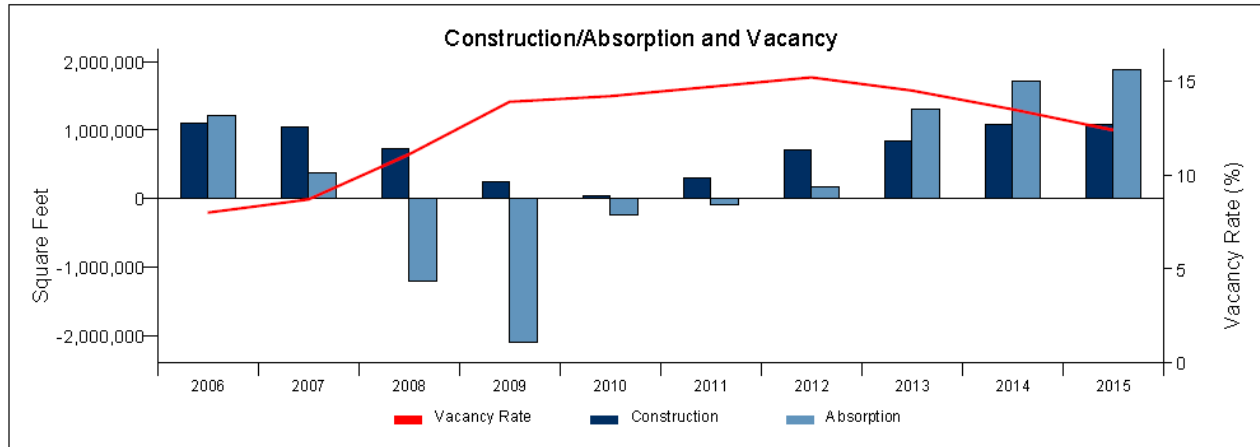
A slow economic recovery and timid consumer spending along with large volumes of empty retail space, a residue of Atlanta's latest development cycle, make for a slow recovery and persistent soft conditions. Elements of gradual improvement, however, are discernible. “The pace of new household formation, which hit a 30-year low in 2010, will not accelerate to historical norms until 2012, limiting demand for in-line space in newer suburban communities,” states Marcus & Millichap in its 2011 outlook report on the local market. “Retail sales will also reach pre-recession levels.” Reis's market data, meanwhile, indicate a mixed performance for occupancy even as vacancy rates remain painfully high. Indicated as well is the return of growth to rents, although gains have been small, and the return of positive net absorption to some sectors. While a large volume of space remains under construction, activity is dominated by a few large-format projects.

Atlanta Retail Market

Year	Qtr	Inventory SF/Units	Completions	Inventory Growth%	Vacant Stock	Vacancy Rate	Vacancy Change(BPS)	Occupied Stock	Net Absorption	Asking Rent	Ask Rent % Chg
2005	Y	78,001,000	1,353,000	1.8%	6,453,000	8.3%	80	71,548,000	649,000	\$16.73	3.1%
2006	Y	79,094,000	1,093,000	1.4%	6,333,000	8.0%	-30	72,761,000	1,213,000	\$17.10	2.2%
2007	Y	80,134,000	1,040,000	1.3%	7,007,000	8.7%	70	73,127,000	366,000	\$17.42	1.9%
2008	Y	80,866,000	732,000	0.9%	8,944,000	11.1%	240	71,922,000	-1,205,000	\$17.49	0.4%
2009	1	80,996,000	130,000	0.2%	9,379,000	11.6%	50	71,617,000	-305,000	\$17.38	-0.6%
2009	2	81,056,000	60,000	0.1%	10,443,000	12.9%	130	70,613,000	-1,004,000	\$17.25	-0.8%
2009	3	81,092,000	86,000	0.0%	10,727,000	13.2%	30	70,365,000	-248,000	\$17.19	-0.3%
2009	4	81,102,000	10,000	0.0%	11,282,000	13.9%	70	69,820,000	-545,000	\$17.16	-0.2%
2009	Y	81,102,000	236,000	0.3%	11,282,000	13.9%	280	69,820,000	-2,102,000	\$17.16	-1.9%
2010	1	81,102,000	0	0.0%	11,539,000	14.2%	-30	69,563,000	-257,000	\$17.14	-0.1%
2010	2	81,102,000	0	0.0%	11,554,000	14.2%	0	69,548,000	-15,000	\$17.12	-0.1%
2010	3	81,137,000	35,000	0.0%	11,575,000	14.3%	10	69,562,000	14,000	\$17.20	0.5%
2010	4	81,137,000	0	0.0%	11,555,000	14.2%	-10	69,582,000	20,000	\$17.23	0.2%
2010	Y	81,137,000	35,000	0.0%	11,555,000	14.2%	-30	69,562,000	-230,000	\$17.23	0.4%
2011	Y	81,430,000	293,000	0.4%	11,942,000	14.7%	50	69,488,000	94,000	\$17.26	0.2%
2012	Y	82,131,000	701,000	0.9%	12,475,000	15.2%	50	69,656,000	168,000	\$17.41	0.9%
2013	Y	82,963,000	832,000	1.0%	12,004,000	14.5%	-70	70,959,000	1,303,000	\$17.65	1.4%
2014	Y	84,042,000	1,079,000	1.3%	11,364,000	13.5%	-90	72,678,000	1,719,000	\$18.13	2.7%
2015	Y	85,118,000	1,076,000	1.3%	10,561,000	12.4%	-110	74,557,000	1,879,000	\$18.69	3.1%

The Atlanta retail market reached stability – although one might describe it as having “bottomed out” – during 2010, with overall quarterly vacancy rates varying only slightly from the year-end rate of 14.2%.

Absorption was a negative -238,000 square feet. However, asking rents began moving up and deliveries of new inventory totaled only 35,000 square feet for the year. A continued lack of delivery of significant new space should allow a gradual return to “new normal” growth starting in 2013.



Source: REIS

4. Residential Market Existing Conditions

Metro Atlanta Residential Market

Atlanta, like the rest of the nation, is weathering an “unusually slow” economic recovery as it struggles with previous overbuilding of residential real estate according to RealtyTrac. Atlanta led the nation in new single-family home construction every year between 1995 and 2005, so it took a big beating when housing turned down during the second half of the decade. Housing prices rose only modestly during the boom years, but lending was overly aggressive and many homebuyers had little equity in their homes to begin with. A high proportion of mortgage loans made during the housing boom were either subprime or Alt-A. The net result has been a surge in mortgage delinquencies and foreclosures, and the problem is likely to linger for some time to come.

The recession and its aftermath, meanwhile, have ravaged Atlanta’s once-hot housing market. According to RealtyTrac, the MSA ranked 26th among the nation’s top 206 metro areas in rate of foreclosure for third quarter 2010 as fully 1.38% of existing ownership stock (29,824 residences) received notifications. This nearly doubles the 0.72% national rate calculated for the period. “The market still has to deal with a lot of foreclosures, which are both a symptom of the fragile economy and the hangover from bad loans,” an executive with Harry Norman Realtors informed the *Atlanta Business Chronicle* in January 2011. While there are reasons to believe the market has bottomed out, “there is still a lot of downward pressure on pricing resulting from foreclosures and short sales.” Over the 12-month span concluding with November, data from First Multiple Listing Service (FMLS) indicate a 6.0% drop off in sales volume year-over-year. According to Standard & Poor’s S&P/Case- Shiller Home Price Index as reported by the *Chronicle*, Atlanta was one of six metro areas in which the average selling price has fallen “beyond the recent lows seen in most other markets in the spring of 2009.”

C. Economic Trends: Wesley Chapel Projected Market Demand

1. Looking Forward - Recovery Timing

Clearly the entire Metro Atlanta Region has suffered from the national economic downturn that began in 2007. Given the severity of the current “Great Recession,” economists have generally lowered expectations of what a recovery may look like and what a return to normal growth will be. These lowered expectations are summed up by the media’s use of the phrase “a return to the new normal” in describing an economic recovery that stabilizes at much lower – but hopefully less volatile and more sustainable – growth rates than those experienced in the heady economic expansions and associated bubbles that characterized recoveries in the past several decades.

As applied to Metro Atlanta’s recovery to levels of “new normal” growth, a weak consensus (major differences of opinion remain as to the timing and extent of recovery) has emerged pointing to recoveries in the markets for major types of development as follows:

- **Residential:** Slight improvement in housing sales through 2011 coupled with continuing declines in sale prices as sellers – particularly banks writing down foreclosure inventories – increasingly prioritize moving product over pricing. Slight improvement in sales and prices is anticipated through 2012 with some degree of stabilization in the market being achieved by the end of 2013. The “new normal” for the overall residential market is projected to be achieved in mid-to-late 2013 and early 2014 for sale properties. Rental properties are beginning to strengthen with respect to both occupancy and effective rates, with the “new normal” for apartments being reached in 2012.
- **Retail:** Declining rates and occupancy continuing and perhaps temporarily accelerating through mid-2011, with market stabilization in late-2011 and continuing through 2012. However, a “new normal” is not anticipated until 2013-2014.
- **Office:** Basically the same pattern of recovery as retail, but with larger inventories and longer lead times for new development than retail, “new normal” stabilization occurring in 2014-2015.
- **Hotels:** New location-specific deals will continue during 2011 even with overall declines in rates and occupancy. The hospitality market should see signs of substantive recovery as reflected in the increasing availability of capital in 2012, building to the “new normal” in 2013.

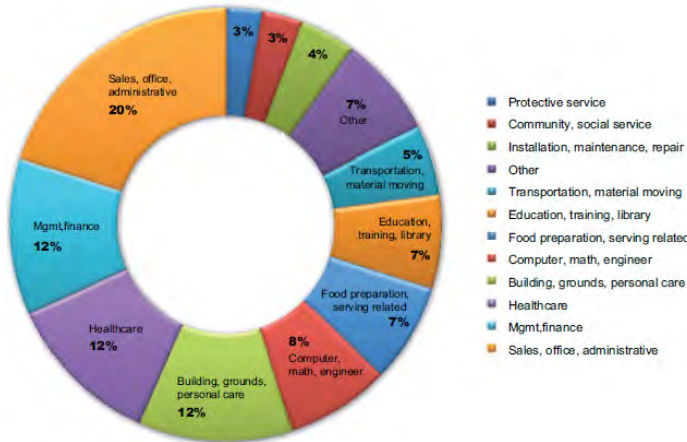
2. Employment Growth Projections

Metro Atlanta

Recovery across all industries will occur only as employment grows. In its most-recent (February 2011) 2010-2040 regional population and employment projections, the Atlanta Regional Commission lowered its estimates of job growth in the 20-county Atlanta region, last published in 2009. Nonetheless, the ARC’s population and employment forecasts show moderately-strong long-term growth for the 20-county Atlanta region. ARC expects that 8.3 million people will call the region home by the year 2040, an increase of roughly three million people from today. Job growth, although not as robust as in the 1990s, will

remain strong in the long-term, as well. ARC forecasts the region to have 3.65 million jobs by 2040, an addition of about 1.5 million jobs from today. One of the more significant trends ARC expects is the shrinking of the labor force participation rate (LFPR) over the coming decades. The labor force participation rate is expected to fall from a high of almost 74% in 2000, to around 62% by 2040.

Expected Growth by Occupation 2010 – 2040



In terms of specific occupations, then, it should be no surprise that healthcare occupations will be one of the leaders in percentage change between 2010 and 2040. Sales, office and administrative occupations will capture the bulk of the growth between 2010 and 2040. Management and finance occupations, healthcare occupations and occupations in building, landscape and other personal services will each capture approximately 12% of all growth in occupations between now and 2040.

In the short-term, according to Dr. Rajeev Dhawan, Director of the *Economic Forecasting Center of Georgia State University*, the Atlanta metro area, after losing almost 129,000 jobs in 2009, will experience a moderate loss of 12,500 in calendar year 2010. In calendar year 2011, 42,500 job gains are expected, including 11,800 “premium” job gains. The recovery picks up in 2012 when 51,600 jobs (13,300 premium jobs) are expected to be created.

Wesley Chapel Employment Projections

Overall employment growth in these submarkets is projected from Atlanta Regional Commission (ARC) employment growth forecasts, considered to be the most comprehensive and detailed database in the region. However, the projections are based on employment growth in the “Sandy Springs” Superdistrict, which will generate the bulk of the demand for office space in the submarkets that the Wesley Chapel redevelopment will draw upon.

Wesley Chapel Market Area: Change in Employment by Sector 2009-2016								
	CONST	MFG	TCU	WHOL	RETL	FIRE	SVCS	GOV
2009	5,261	8,721	22,182	6,018	16,754	6,035	43,638	5,850
2010	-18.7%	-5.9%	-0.9%	-4.2%	0.5%	-1.8%	0.8%	-1.5%
2011	-5.9%	0.8%	2.1%	1.7%	0.2%	2.4%	1.6%	-1.2%
2012	3.5%	2.6%	4.2%	2.3%	1.5%	3.0%	1.5%	1.2%
2013	4.0%	3.0%	3.0%	3.0%	2.0%	2.5%	3.0%	1.0%
2014	5.0%	4.0%	4.0%	4.0%	2.5%	3.0%	3.5%	3.0%
2015	5.0%	4.0%	4.0%	3.0%	3.0%	3.5%	4.0%	2.0%
2016	4.0%	3.0%	3.0%	2.0%	3.5%	4.0%	4.0%	2.0%
Stable	2.0%	0.5%	1.0%	0.5%	2.0%	2.0%	1.8%	0.5%

Sources: ARC, GSU EFC, Huntley Partners

The baseline Superdistrict employment estimates for 2009 (the most recent from ARC at that geographic level) are increased or reduced by the number of jobs estimated to be gained or lost in 2010 within major employment categories and adjusted to confirm to the county-level employment estimates recently released (February 2011) by ARC.

Applying growth projections to the 2009 base numbers and adjusting for the recent ARC county-level estimates, employment in the Wesley Chapel Superdistrict through 2036 is estimated as follows:

Wesley Chapel Market Area: Employment									
Year	CONST	MFG	TCU	WHOL	RETL	FIRE	SVCS	GOV	TOTAL
2009	5,261	8,721	22,182	6,018	16,754	6,035	43,638	5,850	114,459
2011	4,025	8,272	22,444	5,863	16,871	6,066	44,713	5,693	113,948
2016	4,967	9,739	26,835	6,750	19,086	7,100	52,329	6,236	133,043
2021	5,484	9,985	28,204	6,921	21,073	7,839	57,211	6,393	143,110
2026	6,055	10,237	29,643	7,095	23,266	8,655	62,549	6,555	154,055
2031	6,686	10,495	31,155	7,275	25,688	9,555	68,385	6,720	165,959
2036	7,381	10,760	32,744	7,458	28,361	10,550	74,765	6,890	178,910

Sources: ARC, GSU EFC, Huntley Partners

D. Projected Demand in the Wesley Chapel Market

The potential for new office, retail and residential development within the Wesley Chapel Study Area does refer specifically to development demand that could occur within the boundaries of the Wesley Chapel based purely on:

1. identification and definition of the market areas from which demand is generated
2. projected growth in demand within these market areas, and
3. share of the total market demand (share of market or “SOM”) that the Wesley Chapel Study Area could reasonably be expected to attract.

1. Definitions of Wesley Chapel Market Areas

The analyses of current and projected demographic profile as well as the potential market-driven development growth are based fundamentally on the market areas that the real estate market – office, industrial, retail and residential for purposes of this analysis – depend upon for support and growth. In this analysis, each industry type has a related market area.

Retail Demand: The Wesley Chapel Study Area obviously is defined by its formal boundaries (Figure 1). The local resident market area – the basis for a major portion of retail demand – is often defined by major retailers by “drive-time” (Figure 2), the time it takes to get from a residence to the center point of the City. The drive-time map above shows the 5-, 10- and 15-minute drive times for the Wesley Chapel market area. For purposes of this analysis, however, the “Wesley Chapel Market Area” is defined as the combination of three “levels” of market area (Figure 3): a **Primary Market Area** defined as that area within three miles of the assigned center point of Wesley Chapel, a **Secondary Market Area** defined as the area 3-6 miles from the Wesley Chapel center, and a Tertiary Market Area extending 6-10 miles from that center. The Wesley Chapel “center” for market-area purposes is at the intersection of I-20 and Wesley Chapel Road.

Figure 1: Wesley Chapel Boundaries



Figure 2: Wesley Chapel “Drive-time” Market Area

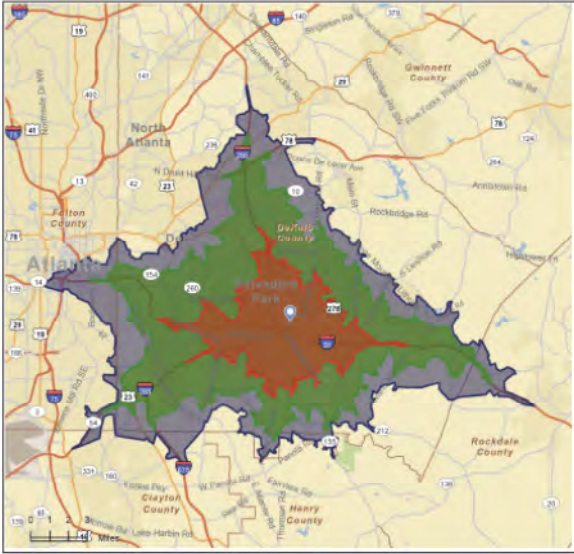
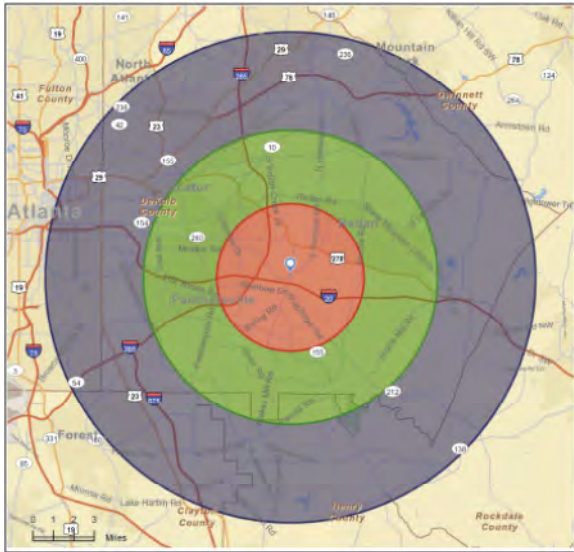


Figure 3: Wesley Chapel Primary, Secondary and Tertiary Markets – Radius Analysis



Retail demand from area employees is also incorporated into the demand projections. Other sources of retail demand that typically are analyzed include visitor markets (e.g. tourists, business-related visitors), meetings/conference attendees, and non-local “pass-through” traffic. None of these markets are included in the Wesley Chapel retail demand projections due to a lack of evidence of significant impact from any of these potential retail markets.

Office: Demand for office space is driven fundamentally by employment growth. A particular submarket’s (e.g. Wesley Chapel’s) ability to capture that demand is primarily based on its location strengths, existing inventory size, industry mix and

“address” – an intangible combination of perceived image, quality, safety, convenience, culture, visual appeal and emotional satisfaction. With respect to the fundamental driver – area employment growth – the Wesley Chapel office market’s primary employment engine is the ARC’s collection of Superdistricts that includes South DeKalb, Southwest DeKalb, Southeast DeKalb, Northeast Clayton and North Henry. The **Wesley Chapel Employment Projections** in the previous section reflect estimated employment growth within this aggregation of Superdistricts.

Industrial: The Wesley Chapel area is considered a major industrial market and is dependent upon the same collection of ARC-defined Superdistricts for employment conditions and growth. As with the Office

demand projections, the **Wesley Chapel Employment Projections** in the previous section reflect estimated employment growth within this aggregate Superdistrict as it relates to Industrial demand.

2. Projected Demand for Office, Industrial, Retail and Housing Development

a. Office Space Demand Projections

Of the eight major employment categories, four generate demand for office space:

- **TCU** (Transportation, Communications, Utilities) – 20% of TCU employment generates demand for office space
- **FIRE** (Finance, Insurance, Real Estate)
- **SVCS** (Business and Professional Services)
- **GOV** (Government, including Education)

The other categories of employment, with the exception of Construction (**CONST**) also generate demand for space, but generally that space is considered Industrial Space. Retail (**RETL**) employment-generated space is considered in the Retail Demand section.

CoStar, among others, compiles data on the amount of office and industrial space as measured in square feet that is occupied by each employee within a given industry. The table below contains data from 4Q 2010.

SF of Space per Employee	
Profession	SF/Employ
Prof/Business Services	356.0
FIRE	339.6
Wholesale/Retail	335.5
Manufacturing	318.3
Government	311.2
TCU	292.6
Construction	306.8

These standards include Industrial-related space, also, and will be referenced in the Industrial Demand Projections section.

New Demand for Office Space within Primary Market Area

Five-year gains in office-related employment in the Market Area are reflected below, with the majority of gains being in the Business and Professional Services. During the ten-year 2011-21 period, a total of 15,835 jobs are expected to be added to the Wesley Chapel economy, with an additional 21,443 added in the following 15-year period 2021-36, for a total increase of 37,278 employees in office-related industries in the area by 2036.

Wesley Chapel Market Area: Office-related Job Gain/-Loss							
Year	TCU*	FIRE	SVCS	GOV	TOTAL	CUMUL	ANN INC
2011							
2016	659	1,034	7,616	543	9,851	9,851	1,970
2021	205	739	4,882	157	5,984	15,835	1,197
2026	216	816	5,338	161	6,531	22,366	1,306
2031	227	901	5,836	166	7,129	29,495	1,426
2036	238	995	6,380	170	7,783	37,278	1,557

*15% of TCU requires enclosed Office space

Based on space (square feet) requirements per employee within each job category (“SF/Employ”), employment gains within the overall Wesley Chapel Office Market (Wesley Chapel Submarket) will generate the following demand for net new office space in five-year increments through 2036.

Wesley Chapel Market Area: Office Space (SF) Demand Gain/-Loss							
Year	TCU	FIRE	SVCS	GOV	TOTAL	CUMUL	ANN INC
SF/Employ	293	340	356	311			
2011							
2016	192,733	351,009	2,711,178	168,871	3,423,791	3,423,791	684,758
2021	60,078	250,946	1,737,961	49,002	2,097,986	5,521,776	419,597
2026	63,142	277,064	1,900,110	50,239	2,290,556	7,812,332	458,111
2031	66,363	305,902	2,077,388	51,508	2,501,161	10,313,493	500,232
2036	69,748	337,740	2,271,206	52,808	2,731,503	13,044,996	546,301

Sources: ARC, GSU EFC, Huntley Partners

New Demand for Office Space within the Wesley Chapel Study Area

Based on the reasonable assumption that the location attributes of the Wesley Chapel Study Area will allow it to attract 10%-15% of the potential office demand within the Superdistricts-defined market area that is generating employment, and adding an additional “induced” demand that could be expected to be attracted to the area from outside this local market area, the demand for office space within the Study Area 2011-2036 is reflected in the following table:

Wesley Chapel: Office Space (SF) Demand Gain/-Loss							
Year	TCU	FIRE	SVCS	GOV	TOTAL	CUMUL	ANN INC
WC SOM	10.0%	10.0%	10.0%	15.0%			
+Induced	10.0%	25.0%	25.0%	10.0%			
2011							
2016	21,201	43,876	338,897	27,864	431,838	431,838	86,368
2021	6,609	31,368	217,245	8,085	263,307	695,145	52,661
2026	6,946	34,633	237,514	8,289	287,382	982,527	57,476
2031	7,300	38,238	259,674	8,499	313,710	1,296,237	62,742
2036	7,672	42,218	283,901	8,713	342,504	1,638,741	68,501

Sources: ARC, GSU EFC, Huntley Partners

Thus, over the next five years, demand in the Wesley Chapel Market Area for additional office space based on office-related employment growth is projected to total 431,838 square feet. An additional 263,307 square feet in demand will be generated in the five-year period 2016-21, for a total of **695,145**

square feet over the next ten years. Through 2036, gross demand for office space within the Wesley Chapel Market Area will total **1,638,741** square feet.

b. Neighborhood Services Space Demand Projections

New Demand for Neighborhood Services Space within Wesley Chapel

The increase in households within the various market areas will in itself create demand for office space for business, professional (e.g. legal, medical, financial, real estate) and other services directed toward the local residential community. Based on an industry standard of demand for 15 square feet of such space per household, the total new Neighborhood Services space required in the Wesley Chapel Study Area by 2021 will total 147,136 square feet over the next ten years based on the projected increase in households over the next ten years.

New Neighborhood Services Demand by 2021					
Market Area	New Households	Local Office SF/HH	Total SF Demand	Share of Market	Total New SF Demand
Primary Market	2,358	15	35,373	55%	19,348
Secondary Market	10,234	15	153,512	41%	62,825
Tertiary Market	22,582	15	338,730	19%	64,962
Total SF Demand from New Household Formation					147,136

Each new household supports **15** SF of Neighborhood-serving office

While this type of space is typically considered office space, it is often found in smaller retail centers. However, since demand is based on the number of households in an area rather than trackable sales, it is not included in retail demand projections. It remains a separate class of space.

c. Industrial Space Demand Projections

Of the eight major employment categories, four generate demand for industrial space:

- **CONST** (Construction) – 20% of TCU employment generates demand for enclosed industrial space, usually flex space, but also some basic warehouse space
- **TCU** (Transportation, Communications, Utilities) – 65% of TCU employment generates demand for enclosed industrial space, usually flex space office space
- **MFG** (Manufacturing) – including light manufacturing, assembly and processing
- **WHOL** (Wholesale) – primarily storage and distribution; some processing

Wesley Chapel Market Area: Industrial-related Job Gain/-Loss							
Year	CONST*	MFG	TCU*	WHOL	TOTAL	CUMUL	ANN INC
2011							
2016	189	1,467	2,854	887	5,397	5,397	1,079
2021	103	246	890	170	1,410	6,806	282
2026	114	252	935	175	1,476	8,282	295
2031	126	258	983	179	1,547	9,829	309
2036	139	265	1,033	184	1,621	11,450	324

*20% of CONST requires enclosed Industrial space

65% of TCU requires enclosed Industrial space

New Demand for Industrial Space within Primary Market

Based on the average amount of space as measured in square feet that are required in these Industrial-related occupations – as presented in the Office Demand section above – demand in the Wesley Chapel aggregate Superdistrict over the next ten years (to 2021) for additional industrial space based on industrial-related employment growth is projected to total **3,033,126** square feet. Through 2036, gross demand for industrial space within the Wesley Chapel Superdistrict will total of **5,370,709** square feet.

Wesley Chapel Market Area: Industrial Space (SF) Demand Gain/-Loss							
Year	CONST	MFG	TCU	WHOL	TOTAL	CUMUL	ANN INC
SF/Employ	307	318	293	336			
2011							
2016	289,195	466,843	1,284,888	297,600	2,338,526	2,338,526	467,705
2021	158,621	78,275	400,517	57,187	694,600	3,033,126	138,920
2026	175,130	80,252	420,947	58,631	734,960	3,768,086	146,992
2031	193,358	82,278	442,420	60,112	778,167	4,546,254	155,633
2036	213,483	84,356	464,988	61,629	824,456	5,370,709	164,891

Sources: ARC, GSU EFC, Huntley Partners

New Demand for Industrial Space within Wesley Chapel Study Area

Applying Share-of-Market (SOM) and induced-demand assumptions to the total market area demand for industrial space produces a projected demand for this type of space within the Study Area is estimated at **588,379** square feet over the 10-year period 2011-21 and **1,041,748** square feet through 2036.

Wesley Chapel Market Area: Industrial Space (SF) Demand Gain/-Loss							
Year	CONST	MFG	TCU	WHOL	TOTAL	CUMUL	ANN INC
WC SOM	10.0%	10.0%	20.0%	10.0%			
+Induced	0.0%	25.0%	30.0%	5.0%			
2011							
2016	28,920	58,355	334,071	31,248	452,594	452,594	90,519
2021	15,862	9,784	104,134	6,005	135,786	588,379	27,157
2026	17,513	10,031	109,446	6,156	143,147	731,526	28,629
2031	19,336	10,285	115,029	6,312	150,961	882,488	30,192
2036	21,348	10,544	120,897	6,471	159,261	1,041,748	31,852

Sources: ARC, GSU EFC, Huntley Partners

d. Retail Demand Projections

Current Unmet Retail Demand within Primary Market

There are indications that there is a significant amount of pent-up demand within the Wesley Chapel Market Area that is currently unmet by existing retail offerings. This unmet demand is reflected in amounts of sales dollars that are spent outside the market area by Wesley Chapel residents.

Total Market Area Current Unmet Retail Demand						
Category - Retail	Total Area Sales Leakage	Leakage Factor	Area Share of Sales			
			*Share of Mrkt	Additional Spending	Sales Per SF	Additional SF
	A		B	C	D	E
Full-service Restaurants	\$ 115,097,242	N/A	43%	\$ 48,935,323	\$ 350	139,815
Limited-service Eating	\$ 135,582,015		49%	\$ 66,627,136	\$ 350	190,363
Special Food Services	\$ 23,716,906		54%	\$ 12,787,640	\$ 350	36,536
Specialty Food Stores	\$ 4,472,961		58%	\$ 2,593,871	\$ 350	7,411
Beer, Wine, Liquor	\$ 12,845,247		33%	\$ 4,192,596	\$ 350	11,979
Drinking Places	\$ 2,728,448		52%	\$ 1,409,246	\$ 350	4,026
Grocery Stores	\$ 221,303,863		40%	\$ 88,497,529	\$ 350	252,850
Bldg Material, Law n, Garden	\$ 140,680,762		30%	\$ 42,187,048	\$ 300	140,623
HH Furnishings/Equipment	\$ 94,226,103		20%	\$ 19,014,890	\$ 300	63,383
Electronics & Appliances	\$ 150,028,376		20%	\$ 30,115,923	\$ 300	100,386
Florists	\$ 4,317,026		42%	\$ 1,816,414	\$ 300	6,055
Office Supply/Stationary	\$ 6,948,877		47%	\$ 3,234,257	\$ 300	10,781
Used Merchandise Stores	\$ 714,890		51%	\$ 367,350	\$ 300	1,225
Other Misc Store Retailers	\$ 16,684,152		28%	\$ 4,739,237	\$ 300	15,797
Sports, Hobbies, Books, Music	\$ 30,463,501		32%	\$ 9,682,120	\$ 300	32,274
Dept. Stores	\$ 140,229,481		35%	\$ 49,014,278	\$ 300	163,381
Apparel & Accessories	\$ 95,925,931		30%	\$ 28,319,252	\$ 300	94,398
Health & Personal Care	\$ 49,809,735		39%	\$ 19,628,292	\$ 300	65,428
Misc. General Merchandise	\$ 197,465,279		26%	\$ 51,926,171	\$ 300	173,087
TOTAL UNMET DEMAND	\$ 1,443,240,795		34%	\$ 485,088,573		1,509,798

There appears to be sufficient unmet retail demand to support **1,509,798** square feet of new retail in the Wesley Chapel 0-3 mile Primary Market. Based on the amount of “leaked” consumer dollars being spent outside that 3-mile area, the major types of currently-supportable retail stores are included in the table below:

Retailers with Most Unmet Demand in Wesley Chapel Study Area*								
Rank: Retailers with Most Unmet Demand	Gross Mkt Area Unmet Demand	W/C SOM	Net Demand	Sales PSF	Supportable Retail SF	# of Stores	Avg SF per Store	Examples**
1 Grocery Stores	\$ 221,303,863	40%	\$ 88,497,529	\$ 350	252,850	4	70,000	Publix, Kroger
2 Limited-service Eating	\$ 135,582,015	49%	\$ 66,627,136	\$ 350	190,363	76	2,500	Chipotle, Zaxbys
3 Misc. General Merchandise	\$ 197,465,279	26%	\$ 51,926,171	\$ 300	173,087	1	200,000	Super Walmart, Target
4 Dept. Stores	\$ 140,229,481	35%	\$ 49,014,278	\$ 300	163,381	2	100,000	JC Penny, Sears
5 Bldg Material, Lawn, Garden	\$ 140,680,762	30%	\$ 42,187,048	\$ 300	140,623	1	100,000	Home Depot, Lowes
6 Full-service Restaurants	\$ 115,097,242	43%	\$ 48,935,323	\$ 350	139,815	19	7,500	Outback
7 Electronics & Appliances	\$ 150,028,376	20%	\$ 30,115,923	\$ 300	100,386	2	50,000	Frye's
8 Apparel & Accessories	\$ 95,925,931	30%	\$ 28,319,252	\$ 300	94,398	5	20,000	Ross, TJ Maxx
9 Health & Personal Care	\$ 49,809,735	39%	\$ 19,628,292	\$ 300	65,428	65	1,000	Beauty, Vitamins
10 HH Furnishings/Equipment	\$ 94,226,103	20%	\$ 19,014,890	\$ 300	63,383	2	30,000	Amer Signature Furn
11 Special Food Services	\$ 23,716,906	54%	\$ 12,787,640	\$ 350	36,536	7	5,000	
12 Sports, Hobbies, Books, Music	\$ 30,463,501	32%	\$ 9,682,120	\$ 300	32,274	1	30,000	Barnes&Noble
13 Other Misc Store Retailers	\$ 16,684,152	28%	\$ 4,739,237	\$ 300	15,797	16	1,000	
14 Beer, Wine, Liquor	\$ 12,845,247	33%	\$ 4,192,596	\$ 350	11,979	5	2,500	
15 Office Supply/Stationary	\$ 6,948,877	47%	\$ 3,234,257	\$ 300	10,781	1	10,000	Office Max/Depot
16 Specialty Food Stores	\$ 4,472,961	58%	\$ 2,593,871	\$ 350	7,411	5	1,500	
17 Florists	\$ 4,317,026	42%	\$ 1,816,414	\$ 300	6,055	8	800	
18 Drinking Places	\$ 2,728,448	52%	\$ 1,409,246	\$ 350	4,026	1	3,000	Bar with limited menu
19 Used Merchandise Stores	\$ 714,890	51%	\$ 367,350	\$ 300	1,225	1	1,000	

* "Wesley Chapel Area" same as 3-mile Primary Market but functionally is same as Study Area due to commercial concentration

** Examples of types of retailers; not necessarily recommendations for W/C area

"SOM": Share of Market = Percentage of Unmet Demand that the Wesley Chapel Area can reasonably expect to attract assuming recommended improvements

New Demand for Retail Space within Primary Market from Household Growth

Rather than relying primarily on current excess demand within the Wesley Chapel' overall market area to support the need for new or reposition retail with the Community, such demand may be found in the significant increase in households with its Primary, Secondary and Tertiary markets. Projected increases in population and households within the three Wesley Chapel market areas are particularly relevant to the retail demand analysis. Estimates of incremental demand over the 10-year 2011-21 period for retail and related services incorporate available demographic and income data, as well as growth projections over that 10-year timeframe.

Based on 2010-2021 new household growth and the increase in per-household disposable income, an additional **1,497,515** square feet of new retail offerings could be supported within the Wesley Chapel 3-mile Primary Market Area by 2021 from new demand attracted from the Primary, Secondary and Tertiary Market Areas.

Potential New Retail from 10-year Growth: 2011-2021		
Primary Market Area	282,750	SF
Secondary Market Area	528,896	SF
Tertiary Market Area	685,869	SF
Retail Demand from Market Area Growth	1,497,515	SF

New Retail Demand from New Area Employees

Area employees – primarily daytime employees – represent an additional source of significant demand for retail in the Wesley Chapel. Average annual retail expenditures by daytime employees as estimated by the International Council of Shopping Centers (ICSC) and the Urban Land Institute (ULI) equal approximately \$3,200 per employee, with approximately 50% being spent within the Wesley Chapel Market. Based on the projected growth of employment within the Wesley Chapel, new (additional) retail demand based on-site employment and per-employee retail expenditures is estimated at **44,842** square feet.

Total New Demand for Retail Space 2011-2021 within the Primary Market and Study Area

Based on the above assumptions and calculations, by 2021 there will be enough new demand for store-based retail from (1) current unmet demand, (3) household and income growth within the Wesley Chapel 10-mile market area and (3) growth in employees within the Wesley Chapel 3-mile Primary Market Area to support almost 3,052,155 square feet of additional retail space.

Total Area New Demand 2011-2021		
From Current Unmet Demand	1,509,798	SF
From New Area Employees	44,842	SF
From All Market Areas 10-year Growth	1,497,515	SF
Retail	3,052,155	SF

With respect to retail space, it is a reasonable assumption that most if not all of the new demand could be attracted to and accommodated within the Wesley Chapel Study Area, since it almost exclusively represents the retail corridor within the 3-mile Primary Market.

e. Housing Demand Projections

New Demand for Housing with the 10-mile Wesley Chapel Market Area

Housing demand for a specific development/redevelopment site is projected according to the same basic approach as retail demand: a likely market area is defined, growth within that market area is projected, the site’s share-of-market assumption is made and housing preferences (ownership or rental, single-family or multi-family unit, etc.) are applied to determine the number, types and timing of potential new demand for housing. In the case of a standard geographic unit such as a city, county or state, projections are made using basic census data historical and trend analyses.

The projections of household increases as well as the preferences for types of housing contained in the Demographic Profile section of this report are incorporated into the projections of demand for new housing units within the Wesley Chapel Market Area. The increase in total demand for housing units over any given period of time is assumed to be the same as the projected increase in households over that same time period.

Over the next ten years, a demand for a total increase of 100,573 housing units is projected within the 10-mile Wesley Chapel Market Area, of which 52,735 (52%) are anticipated to be owned units and 47,838 (48%) are anticipated to be rental units. Of the ownership units, 43,924 are anticipated to be single-family detached housing and 8,811 are anticipated to be townhouse or condominium units.

Total Market Area Residential Demand: 2011-2021				
<i>Market Area Generating Demand: 0-3 mile 3-6 mile 6-10 mile</i>				
	<i>Market</i>	<i>Market</i>	<i>Market</i>	<i>Total</i>
<i>New Demand from Growth</i>				
Total Demand 2011-2021: Ownership	1,439	5,664	11,115	18,217
Total Demand for Townhouses 2011-2021	360	850	1,667	2,876
Total Demand for SFD Homes 2011-2021	1,079	4,814	9,448	15,341
Total Demand 2011-2021: Rental	650	3,305	8,591	12,546
Total Demand 2011-2021: All	2,089	8,969	19,705	30,763
<i>New Demand from Turnover</i>				
Total Demand 2011-2021: Ownership	814	3,331	6,900	11,045
Total Demand for Townhouses 2011-2021	203	500	1,035	1,738
Total Demand for SFD Homes 2011-2021	610	2,832	5,865	9,307
Total Demand 2011-2021: Rental	869	4,151	10,204	15,224
Total Demand 2011-2021: All	1,683	7,482	17,104	26,269
<i>New Demand from Inducement</i>				
Total Demand 2011-2021: Ownership	6,757	8,995	7,721	23,473
Total Demand for Townhouses 2011-2021	1,689	1,349	1,158	4,197
Total Demand for SFD Homes 2011-2021	5,068	7,646	6,563	19,276
Total Demand 2011-2021: Rental	4,558	7,456	8,055	20,069
Total Demand 2011-2021: All	11,315	16,451	15,775	43,541
<i>Total New Demand from All Sources</i>				
Total Demand 2011-2021: Ownership	9,009	17,991	25,736	52,735
Total Demand for Townhouses 2011-2021	2,252	2,699	3,860	8,811
Total Demand for SFD Homes 2011-2021	6,757	15,292	21,875	43,924
Total Demand 2011-2021: Rental	6,078	14,911	26,849	47,838
Total Demand 2011-2021: All	15,087	32,902	52,585	100,573

New Demand for Housing with the Wesley Chapel Study Area

Based on Share-of-Market (SOM) assumptions as well as induced-demand assumptions of demand for new housing within the Wesley Chapel Study Area itself, it is projected that demand will support a total of 3,575 housing units by 2021 and an additional 8,995 units by 2036, for a total of 12,570 units over the 25-year period from 2011 to 2036. Of the total 12,570 units, 6,875 (55%) are projected to be for-sale units and 5,695 (45%) are projected to be rental units.

Total Wesley Chapel Study Area Residential Demand			
		<i>Yrs 1-10</i>	<i>Total 25 Yrs</i>
		<i>2011-2021</i>	<i>2011-2036</i>
Residential: Single Family Detached Houses	Units =	1,590	5,590
Residential: Townhouses/Condos	Units =	365	1,285
Residential: Multi-family Rental/Apartments	Units =	1,620	5,695

3. Total Demand for Retail, Office and Residential Development

Based on the analyses above, the Wesley Chapel could experience new development in the amounts given below over an initial 10-year 2011-2021 period, as well as the total 25-year period 2011-2036. Several caveats bear repeating, however:

- In all markets – office, retail and residential – there are relatively large “excess” inventories. For purposes of converting total area demand into feasible, demand-supported new development, one must assume that at least a sizeable portion of currently vacant commercial space or dwelling units will absorb an amount of new demand over the next ten years approximately equal to 50% of the excess vacant inventories in the Wesley Chapel Market Area.
- Some products – demand notwithstanding – will not be built/developed in the Wesley Chapel due to (1) the lack of available land for the type of product envisioned and/or (2) community policies which put constraints on such development. An example of the first is single-family detached residential homes, due primarily to the amount of land each requires. An example of the second is multi-family rental units, apartments not being viewed favorably in communities where rental units appear to dominate ownership units.

Based on household, income and employment growth, total projected demand for retail, office and residential product within retail and residential 3-mile Primary Market, as well as the office and industrial collective “Wesley Chapel Superdistrict” market, the amount of development that could be supported within the Wesley Chapel Study Area over the next ten years (2011-2021) and twenty-five years (2011-2036) is summarized in the following table.

Total Area Demand			
		<i>Yrs 1-10</i>	<i>Total 25 Yrs</i>
		2011-2021	2011-2036
Retail From Current Unmet Demand		1,509,798	1,509,798
From Employee/Visitor Markets		44,842	99,970
Retail From Market Area Household & Income Growth		1,497,515	3,338,536
Retail	SF =	3,052,155	4,948,304
Neighborhood Services (from household growth)	SF =	147,136	328,022
Office (from employment growth)	SF =	695,145	1,638,741
Industrial (from employment growth)	SF =	588,379	1,041,748
Residential: Single Family Detached Houses	Units =	1,590	5,590
Residential: Townhouses/Condos	Units =	365	1,285
Residential: Multi-family Rental/Apartments	Units =	1,620	5,695
<i>*2022-2036 Retail & Neighborhood Services AGR = 1.39%</i>			

4. Excess Inventory within Wesley Chapel

“Excess inventory” is defined as the portion of vacant supply that is in excess of a “normal” amount of vacant supply that one would find in a stable, balanced community where supply and demand are in relative equilibrium – is reflected in the following table. Based on current levels of vacant retail and office space, as well as the number of months of housing unit supply on the market, the Wesley Chapel area has approximate excess inventory as indicated in the table below.

Type of Development	Current Excess Inventory
Retail	100,000 SF
Neighborhood Services	32,000 SF
Office	30,000 SF
Industrial	50,000 SF
Residential: Single-family Detached	75 Units
Residential: Townhomes/Condos	1 Unit
Residential: Multifamily Rental	24 Units

5. Net New Demand for Retail, Office and Residential Development

Assuming that the excess inventory in each development category will be absorbed within five years (by 2016) in order to achieve a relatively-stable market, the net demand for new supply of retail, neighborhood services, office and industrial space, and residential units is indicated in the table below.

Total Area Demand Net of Current Excess Inventory			
		Yrs 1-10 2011-2021	Total 25 Yrs 2011-2036
Retail	SF =	2,952,155	4,848,304
Neighborhood Services (from household growth)	SF =	115,136	296,022
Office (from employment growth)	SF =	665,145	1,608,741
Industrial (from employment growth)	SF =	538,379	991,748
Residential: Single Family Detached Houses	Units =	1,515	5,516
Residential: Townhouses/Condos	Units =	364	1,284
Residential: Multi-family Rental/Apartments	Units =	1,596	5,671

The amount of retail demand is extremely significant for the Wesley Chapel area, for it indicates not only that there is a tremendous amount of currently unmet retail demand in the area (1.5 million square feet), but also that both projected household growth and anticipated growth in household income will generate

additional demand of approximately 150,000 square feet of retail annually over the next 25 years. While industrial growth in the area will likely be minimal due to a combination of land availability and value, there is a strong demand in the general market area for office space – something that Wesley Chapel has not been able to attract to this point yet which could be a major factor in transforming the image of the area with respect to high-income jobs and an overall higher quality of life.

E. Summary SWOT Analysis

The Wesley Chapel Study Area has a number of key strengths that offer a number of opportunities for strengthening the community’s ability to both improve and sustain its overall quality of life. On the other hand, it also has some challenges that must be addressed in order to fully realize its great potential.

STRENGTHS

- Stable base of homeowners
- Low vacancy rate
- Very good balance of owner-to-renter in occupied housing units
- Very high percentage of White Collar jobs
- Strong household income
- Good local labor force that can fuel future office employment growth- Extremely high percentage residents work in Services (Professional and Business Services) and FIRE (Finance, Insurance and Real Estate), indicative of higher-salary “premium” jobs

WEAKNESSES

- Per Capita income and Household Income are lower than DeKalb County and Metro Atlanta
- Population and household growth is projected to continue at a slow pace
- In absolute dollars, the projected increases in all key income categories are less than both the County, Metro Atlanta and the State
- In all markets – office, retail and residential – there are relatively large “excess” inventories
- Some products – demand notwithstanding – will not be built/developed: single-family detached residential homes due primarily to the amount of land each requires and multi-family rental units

OPPORTUNITIES

- Amount of retail demand is extremely significant
- Demand for industrial space including warehouse space, flex office space, light manufacturing and storage and distribution space.
- Strong demand in the general market area for office space could be a major factor in transforming the image of the area with respect to high-income jobs and an overall higher quality of life.
- Projected household growth and anticipated growth in household income will generate additional demand of approximately 150,000 square feet of retail annually over the next 25 years. While industrial growth in the area will likely be minimal due to a combination of land availability and value
- New development is projected to create – or attract – a proportionately significant number of net new jobs. Based on the type of development envisioned, a total of 4,355 new employees are projected to be in the Study Area by 2021 and a total of 14,225 by the end of the 25-year period 2011-2036

THREATS

- A sizeable portion of currently vacant commercial space and or dwelling units will absorb an amount of new demand over the next ten years approximately equal to 50% of the excess vacant inventories
- Overall residential market is projected to be achieved in mid-to-late 2013 and early 2014 for sale properties given the severity of the current recession
- Based on current levels of vacant retail and office space, as well as the number of months of housing unit supply on the market, the Wesley Chapel area has approximate excess inventory as indicated in the table below

F. Master Plan Development Impacts

1. Housing Projections: 2011-2036

Housing projections are based on the introduction of new housing units into the Wesley Chapel area based on demand projections for multifamily (owned and rented) and townhouse residential units only. The assumption is that development will equal the projected demand, summarized in the following table:

Projected Housing by Type: 2011-2036	
Total Housing Units	1,606
Single-family Detached	-
Townhouses/Condos	286
MF Rental	1,320

New housing projections are through 2036 and anticipate that all multi-family units supported by projected demand will be built. No single-family detached units are included in the projections, as this type of residential product is unlikely to be built within the Wesley Chapel LCI Study Area.

HOUSING PROJECTIONS	2010	2011	2016	2021	2026	2031	2036
Existing Households	2,008						
Current Population	5,130						
Household Size per Occupied Unit	3.14						
Baseline Households: 2011		2,021	2,021	2,021	2,021	2,021	2,021
Projected New Housing Units during 5-yr Periods		-	227	460	359	396	132
Cumulative New Housing Units at Designated Year			195	687	1,046	1,442	1,574
Total Net Housing Units at Designated Year	2,008	2,021	2,248	2,708	3,067	3,463	3,595

2. Population Projections: 2011-2036

Population increases within the Wesley Chapel area is based on an anticipated 1.5 persons per household 2011-2036. The population increase due to new residential development is added to the baseline population of 5,130 in 2011.

POPULATION PROJECTIONS		2010					
Baseline Household Units		2,021	2,021	2,021	2,021	2,021	2,021
Additional Household Units due to Projected New Housing		-	227	460	359	396	132
Additional Population due to New Housing @ 1.50 per unit		-	341	690	539	594	198

Projected Baseline Population	5,130	5,270	5,270	5,270	5,270	5,270	5,270
Additional Population due to Projected Development	per unit	-	341	690	539	594	198
Total Projected Population at 5-year Intervals	5,130	5,270	5,562	6,300	6,839	7,433	7,631

3. Employment Projections: 2011-2036

The Master Plan envisions a community development program that incorporates a variety of types of development, summarized in the table below. The “Total” column reflects the 25-year period 2011-2036. The “Yrs 1-10” column shows that in all development categories, it is anticipated that slightly less than one-third of total 25-year development will occur during the first 10 years – a reflection of an anticipated period of 2-4 years before new development begins in earnest due to the continuing economic downturn.

DEVELOPMENT PROGRAM			
		Total	Yrs 1-10
BUILD-OUT			
Residential-Sale	Units	286	91
Residential-Rental	Units	1,320	420
Retail (incl MXD)	SF	2,308,829	734,627
Office (incl MXD)	SF	1,393,986	420,164
Civic/Institutional-Other	SF	621,600	178,943
Civic/Institutional-Catalyst	SF	351,575	100,450

Nonetheless, long-term demand should be sufficient to support significant new development in the Wesley Chapel Study Area. Moreover, that new development is projected to create – or attract – a proportionately significant number of net new jobs in the Study Area. Based on the type of development envisioned, a total of 4,355 new employees are projected to be in the Study Area by 2021 and a total of 14,225 by the end of the 25-year period 2011-2036.

DIRECT JOB CREATION FROM SITE DEVELOPMENT			
NEW PERMANENT FULL-TIME JOBS		Yrs 1-25	Yrs 1-10
Residential-Sale	-	-	-
Residential-Rental	-	-	-
Retail (incl MXD)	340 SF/Job	6,791	2,161
Office (incl MXD)	332 SF/Job	4,196	1,265
Civic/Institutional-Other	293 SF/Job	2,119	610
Civic/Institutional-Catalyst	314 SF/Job	1,120	320
TOTALS		14,225	4,355

The construction itself associated with the new residential, office, retail and institutional development will generate 2,260 construction jobs during 2011-2021 and 9,260 through 2036 – one construction job consisting of one full-time work year.

FTE CONSTRUCTION JOBS	Yrs 1-25	Yrs 1-10
Development Cost in Given Year (\$000)		
Wages @ 25% Devel Cost (\$000)	\$ 462,718	\$ 112,942
2011 Constr Wages/Worker = \$ 49,972		
Total FTE Construction Worker Years:	9,260	2,260

Net new job growth is based on the introduction of new types of development that represent new FTE (full-time-equivalent) jobs: retail and office (both professional and local-serving). Employment in the Wesley Chapel study area is projected to grow from 16,841 in 2011 to 31,066 in 2036 (an additional 14,225 as indicated above).

JOB PROJECTIONS	2010						
Existing Jobs	16,841						
		2011	2016	2021	2026	2031	2036
Baseline Jobs		16,841	16,841	16,841	16,841	16,841	16,841
Net New FTE Jobs from Projected Development (5 yrs)			2,648	3,240	3,048	2,759	2,530
Cumulative New Jobs at Designated Year			2,648	5,888	8,936	11,695	14,225
Total Net Projected Jobs at Given Year	16,841	16,841	19,489	22,729	25,777	28,536	31,066

These job projections are based on the projected non-residential demand and summarized in the table below combined with square-footage-per-employee measures from *CoStar* and the *GSU Economic Forecasting Center*:

Projected Non-residential Development (SF)	2010	2011	2016	2021	2026	2031	2036
Retail 2,308,829 SF			209,894	524,733	524,734	524,734	524,734
Office 2,015,586 SF			95,557	503,550	472,160	472,160	472,159
Institutional 696,875 SF			48,135	162,185	162,185	162,185	162,185

Additional jobs are projected to be created outside the Wesley Chapel Study Area as a result of those jobs created within it. While the development program incorporates a number of types of new jobs, each of which has an associated job multiplier, a blended rate of 1.65 is incorporated into the “Indirect Permanent Job Creation” numbers below – i.e. for every job created within the Study Area, an additional 1.65 jobs will be created outside the Study Area. While 4,355 “direct” jobs are anticipated to be created in the Wesley Chapel Study Area 2011-2021, an additional 7,186 will be created outside the Study Area but within the region, the majority of those within DeKalb County itself. Over the 25-year period 2011-2036, 23,471 indirect jobs are projected to be created as a result of the 14,225 direct jobs created within Wesley Chapel – again, the majority of those indirect jobs being within DeKalb County itself.

MULTIPLIER EFFECT: INDIRECT PERMANENT JOB CREATION		
Indirect Permanent Full-time Jobs:		
Multiplier @ 1.65	Yrs 1-25	Yrs 1-10
Cumulative Indirect Perm Full-time Jobs:	23,471	7,186

Adding the direct and indirect job projections together yields a total of 11,541 jobs being created as a result of new development within Wesley Chapel 2011-2021 and 37,696 jobs being created 2011-2036.

TOTAL PERMANENT JOB CREATION: DIRECT + INDIRECT		
	Yrs 1-25	Yrs 1-10
Direct + Indirect Perm Full-time Jobs:		
Cumulative Direct + Indirect Perm Full-time Jobs:	37,696	11,541

4. Jobs-to-Housing Ratio: 2011-2036

The continued introduction of a higher proportion of non-residential development to residential development into the Wesley Chapel area produces higher jobs-to-housing unit ratios than areas with communities that are largely residential. Over the next 25 years, however, the Wesley Chapel area is projected to add significant numbers of mid-to-high density multifamily (almost exclusively rental apartments) and townhouse units that will decrease the jobs-to-housing ratio significantly. The ratios are projected to stay relatively stable at approximately 8.24-8.67 to 2036 based on the projected development program. (Note: Only direct job creation within Wesley Chapel Study Area is incorporated into the ratio calculations; no indirect jobs are included since the ratio relates only to the Study Area itself.)

	2010	2011	2016	2021	2026	2031	2036
Jobs:Housing Ratio (Jobs per Housing Unit)	8.39	8.33	8.67	8.39	8.41	8.24	8.64

5. Wage Generation: 2011-2036

Based on (1) the projected FTE “Permanent” (non-construction) jobs directly created within the Wesley Chapel Study Area by the development recommended in the LCI Master Plan and (2) 2010 average annual wages in the Metro Atlanta labor market as determined by the Georgia Department of Labor, the development program is projected to generate wages of \$948,145,000 in the 10-year period 2011-2021 and \$11,541,560,000 in the 25-year period 2011-2036.

WAGES GENERATED BY DIRECT STUDY AREA JOB CREATION			
WAGES GENERATED (DIRECT) (\$000)		Annual Increase @ 2.00%	
Permanent FTE Jobs		(000)	(000)
	Avg Annual Wage	Yrs 1-25	Yrs 1-10
Retail (incl MXD)	\$ 27,144	\$ 3,043,852	\$ 275,028
Office (incl MXD)	\$ 66,342	\$ 4,507,139	\$ 370,432
Civic/Institutional-Other	\$ 75,660	\$ 2,558,557	\$ 196,367
Civic/Institutional-Catalyst	\$ 80,475	\$ 1,432,013	\$ 106,318
TOTAL WAGES (DIRECT) (000)		\$11,541,560	\$ 948,145

6. 10- and 25-year Fiscal Impact of Wesley Chapel Area Master Plan Development

The impact of new development during the ten-year period 2011-2036 will be significant to all entities receiving tax and other revenues derived from that development. Those cumulative revenues are shown in the table below for DeKalb County, the DeKalb County School System and MARTA. These are gross revenues; projected expenses associated with the new development have not been incorporated. New

development 2011-2021 is projected to generate a total of \$24,749,065 in gross new tax revenues to DeKalb County, the DeKalb School System and MARTA in the major categories listed below by recipient of those revenues. Over the 25-year period 2011-2036, those revenues are projected to total \$218,608,885.

Total Revenues Generated by New Development with Wesley Chapel Study Area						
Revenues To ==>	2011-2021			2011-2036		
	DEKALB COUNTY	DEKALB SCHOOLS	MARTA	DEKALB COUNTY	DEKALB SCHOOLS	MARTA
Real Property Tax	\$ 793,116	\$ 1,520,084		\$ 4,140,996	\$ 7,936,621	
Personal Property Tax	\$ 118,967	\$ 228,013		\$ 621,149	\$ 1,190,493	
Sales Tax: MARTA			\$ 9,093,113			\$ 84,300,594
Sales Tax: HOST	\$ 6,365,179			\$ 59,010,416		
Sales Tax: ELOST		\$ 6,365,179			\$ 59,010,416	
Sanitation Fee	\$ 265,413			\$ 2,398,200		
Total New Revenues Generated from LCI Area	\$ 7,542,676	\$ 8,113,276	\$ 9,093,113	\$ 66,170,761	\$ 68,137,530	\$ 84,300,594
	\$ 24,749,065			\$ 218,608,885		

Net “new” annual tax revenues generated by new development within the Wesley Chapel LCI Study Area are projected to equal \$6,198,854 in 2021 and \$18,857,785 by 2036 within the major revenue categories listed below.

Annual Net New Revenues Generated by New Development with Wesley Chapel Study Area						
Revenues To ==>	by Tax Year 2021			by Tax Year 2036		
	DEKALB COUNTY	DEKALB SCHOOLS	MARTA	DEKALB COUNTY	DEKALB SCHOOLS	MARTA
Real Property Tax	\$ 154,143	\$ 295,430		\$ 298,310	\$ 571,740	
Personal Property Tax	\$ 23,121	\$ 44,314		\$ 44,746	\$ 85,761	
Sales Tax: MARTA			\$ 2,339,788			\$ 7,353,620
Sales Tax: HOST	\$ 1,637,852			\$ 5,147,534		
Sales Tax: ELOST		\$ 1,637,852			\$ 5,147,534	
Sanitation Fee	\$ 66,353			\$ 208,539		
Total New Revenues Generated from LCI Area	\$ 1,881,469	\$ 1,977,596	\$ 2,339,788	\$ 5,699,130	\$ 5,805,035	\$ 7,353,620
	\$ 6,198,854			\$ 18,857,785		

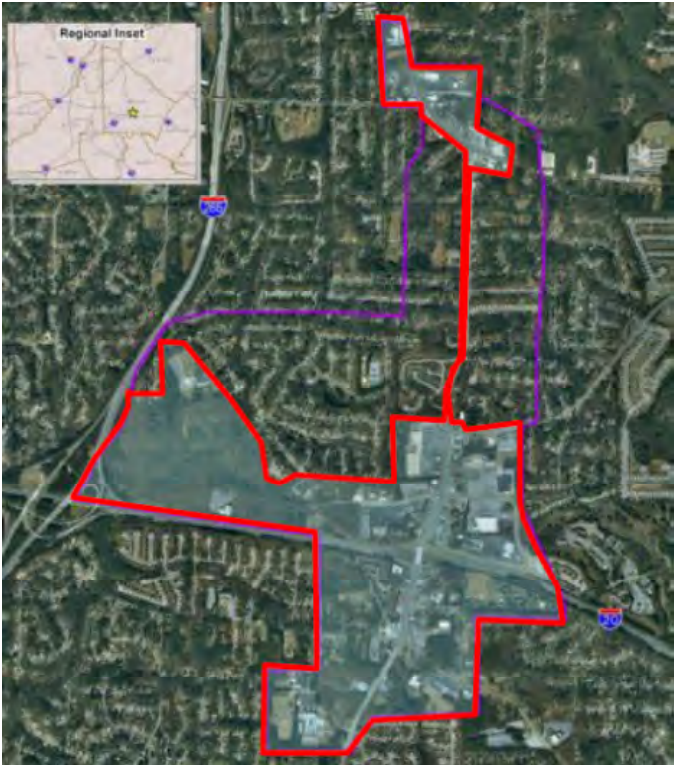
F. Implementation Strategies

1. Establish a Tax Allocation District Encompassing the Commercial Components and Potential “Catalyst Site” the within Wesley Chapel LCI Study Area

DeKalb County has the authority to create Tax Allocation Districts based on the State’s Redevelopment Powers Law and has, in fact, created several including TADs along Memorial Drive and North Druid Hills Road. Since TAD financing is based on increases in property tax values within a defined TAD area since the date of its creation, the depressed property values brought on by the on-going economic downturn of the past three years have effectively brought TAD financing in DeKalb County – as in the rest of the region as well as nationally – to a halt. During the past six months, however, some Tax Increment Financing (“TIF” – the generic term nationally for this type of financing based on incremental tax revenues) activity has occurred, including bond financing associated with the City of Atlanta’s BeltLine project.

A Wesley Chapel TAD could be an excellent financing tool for both public improvements and private development as envisioned in the Master Plan. The key considerations for maximizing the potential success of a TAD in this area are as follows:

a) The TAD needs to be an “area TAD” in that it should include multiple development and redevelopment sites. The advantage is that the additional (“incremental”) tax revenues generated by development improvements on any of these multiple sites can be used to fund improvements anywhere else within the TAD. For example, development of the catalyst site will increase the value of that site, resulting in additional property tax revenues from that site that can be used not only on the site itself, but also anywhere within the defined TAD boundary.



A recommended boundary that encompasses the maximum potential development sites within the Wesley Chapel LCI Study Area is shown in red below. The key Master Plan development/redevelopment areas include:

- The Catalyst Site
- TOD Site
- Kroger Site
- Public Square/Park Site
- Everest Institute/Little Giant Shopping Center
- Home Depot Shopping Center
- Commercial properties north of I-20 to Snapfinger Road, both east and west of Wesley Chapel
- All properties – commercial and residential – south of I-20 within the Study Area
- The Covington Highway node

Since State law requires that a TAD consist of contiguous properties, the Covington Highway node could be connected by a right-of-way north-south link along Wesley Chapel from the main activity nodes centered on the I-20 interchange.

Any of these individual projects could generate increased property values for themselves, and thus generate incremental tax revenues that could be committed to assist in project financing. However, it appears that only the Catalyst site would generate enough additional tax revenues to produce significant amounts of TAD financing. While the Catalyst site may very well want all of the incremental TAD funding for its own project development, the County could decide that some portion of those funds should be used on road, signage, greenspace and such improvements elsewhere in the Wesley Chapel area.

b) The DeKalb County School System should be approached early in the TAD-creation process in order to discuss – and possibly begin negotiations – the School System’s participation in the TAD. Its participation would mean that it would commit all or a portion of the incremental tax revenues it would receive during the term of the TAD (assumed to be 25 years) to the TAD itself – i.e. to the improvement projects that TAD financing will fund totally or in part.

c) Historically, including significant amounts of residential areas – particularly single-family detached communities – within a proposed TAD has proven to be extremely problematic and has often resulted in major disagreements not only between government and public citizenry, but also between the sponsoring County or City and its associated public school system. School systems familiar with TADs are generally supportive of them, understanding the benefits that certain types of redevelopment can bring to the school system without that redevelopment generating additional burdens on the schools while withholding associated new tax revenues that could be used to offset such redevelopment. For example, schools systems will look very favorably on TADs that facilitate development generating additional property and sales tax revenues (primarily commercial development) without resulting in additional school-age children who would add to the number of students in that school system – without the additional property tax revenues (which have been committed to the TAD) to cover those added costs.

Thus, in identifying the boundary of the Wesley Chapel TAD, the County should include primarily existing commercial area, which hopefully will undergo redevelopment in the near-to-mid term (over the next ten years) and provide the incremental tax base and revenues upon which the TAD depends. It should not include any existing established residential areas unless the residential properties are in obvious need of redevelopment or some sort of improvement that only a TAD could finance (e.g. deteriorating apartments with little hope of purely-private supported redevelopment, a similarly-deteriorating trailer park, either of the above with significant crime problems).

Including established single-family detached housing areas, multifamily condominium or townhome communities in the TAD would very probably (1) upset any residents who interpreted their TAD-designated property as “blighted” in any way, which is how the media simplistically describe any area included in a TAD, and (2) create major concerns among the public School System that it would not receive tax revenues from appreciating existing property values even as it was absorbing additional students from housing development facilitated by the TAD, particularly if that housing development were of a type and price-point (rental or sale) that made it likely that such housing would have school-age children and that those children would likely attend public schools. Basically, the cost-benefit analysis regarding TADs that include major portions of existing residential areas usually is not in the favor of the School System itself. If School System support itself is desired for the TAD – as it almost always is – excluding residential communities from a TAD is usually a very good idea.

Lead County Entity: The Department of Planning and Development – possibly through its Office of Economic Development – could take lead responsibility in preparing either in-house or via a third-party consultant the formal TAD Redevelopment Plan. Alternately, the Development Authority of DeKalb County and/or a newly-created County economic development entity could lead such an effort. Another approach would be to have the Development Authority of DeKalb County assume responsibility for all TAD projects within the County, whether initiated by the County itself or by any of the County’s incorporated areas (municipalities). This would allow the preparation of and adherence to a set of common application procedures, economic development criteria, basic usage policies, tax participation

policies, an approvals process and schedule, and an accepted set of performance measures applied to TADs among the County, municipalities within the County, and the County School System. Such common accepted TAD “policy and procedures” guidelines approved by the County, cities and School System would prevent having to negotiate each proposed TAD separately.

Cost Range: Preparation of the TAD Redevelopment Plan will cost in the \$25,000-\$45,000 range. At the lower end, the Plan will include only those elements absolutely required by State Redevelopment Powers Law (Chapter 36-44) to establish that the area “as a whole” meets the criteria established for TADs. The higher end of cost would include all of the required elements, of course, but would include more-credible and more-detailed projections of anticipated TAD financing that certain tax-generating redevelopment projects contemplated in the Master Plan could generate with respect to both amount of financing and timing of such amount, whether via bond financing or “pay-as-you-go” financing as incremental tax revenues become available.

Approvals Process: Whichever entity proposes a TAD to the County for the Wesley Chapel area, the approvals process will require the Commission to allow the preparation of a formal TAD Redevelopment Plan, the submittal of such a Plan back to the Commission, at least one public hearing (more if the County wishes) and adoption of a resolution by the Commission creating the TAD. If the County wants the School System to participate, it will have to adhere to the established policy of the School System with respect to TAD participation. Absent such a School System/Board policy, the County will need to enter into discussions with the Schools regarding its participation and negotiate agreement on a Wesley Chapel TAD on a single-case basis.

2. Create a Community Improvement District

A Community Improvement District (CID) is an excellent means for a community of businesses to augment County services it receives. It also allows a CID entity, with its own Board of Directors and staff, to specify how the funds it generates can be used. Unfortunately, a CID is a special self-taxing district. The only funds it raises come from a millage assessment on real property owned by CID members/participants – any amount from 1/8 mill to a State maximum of 5.0 mills, with most CIDs in Georgia assessing an additional 1.25-1.75 mill.

Georgia law authorizes property owners in commercial areas to establish special tax districts to pay for infrastructure enhancement. These Community Improvement Districts (CIDs) do not replace traditional city and county infrastructure improvement programs but supplement them by providing a means to pay for required facilities in densely developed areas such as those around large shopping malls. Projects which can be funded by a CID include street and road construction and maintenance, sidewalks and streetlights, parking facilities, water systems, sewage systems, terminal and dock facilities, public transportation, and parks and recreational areas.

A CID is created through local legislation passed by the General Assembly with the approval by resolution of the city or county government which has jurisdiction over the area in which the CID would be located. Any law creating or providing for the creation of a CID shall require the adoption of a resolution consenting to the creation of the CID by:

- The governing authority of the county if the CID is located wholly within the unincorporated area of a county; or

- The governing authority of the municipality if the CID is located wholly within the incorporated area of a municipality; or
- The governing authorities of the county and municipality if the CID is located partially within the unincorporated area of a county and partially within the incorporated area of a municipality.

In addition, written consent to the creation of the CID must be given by:

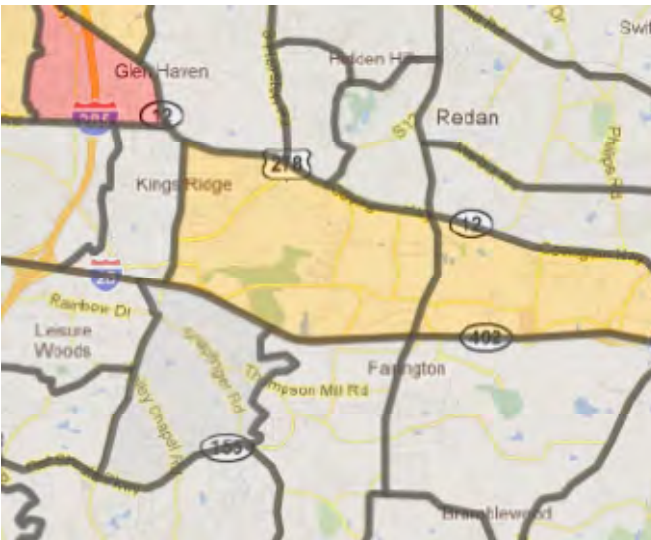
- The owners of real property within the proposed CID which will be subject to taxes, fees, and assessments levied by the administrative body of the CID; and
- The owners of real property within the CID which constitutes at least 75% by value of all real property within the CID which will be subject to taxes, fees, and assessments levied by the administrative body of the CID.

The administrative body of each CID is authorized to levy taxes, fees and assessments on all property subject to the tax up to a level which amounts to 2.5% of the assessed value of the property, i.e., 25 mills. Bonded debt is permitted but such debt may not be considered an obligation of the state or any other unit of government other than the CID.

The only problem with establishing a CID in the Wesley Chapel area has primarily to do with timing. It is questionable whether the business community within Wesley Chapel is healthy enough to afford to tax itself (over and above all other taxes it pays the County and others) a sufficiently-large amount to make more than minor improvements in the area. There is also the possibility that major commercial businesses in the area may choose not to participate.

3. Utilize New Market Tax Credits (NMTC) Financing

The census tract (13089023203) encompassing the northeast quadrant of the Study Area – east of Wesley Chapel Road, north of I-20 and south of Covington Highway – is qualified for the use of New Market Tax Credits. While 2011 appropriations are questionable due to Federal budget constraints, there are NMTC



funds available from prior appropriations to firms – particularly community development arms of large commercial banks – that remain uncommitted and unspent. They can be used to provide financing for small commercial businesses of the type Wesley Chapel needs and the Master Plan envisions. Several sources of NMTC funding in the recent past have been, the following, who likely still have NMTC funds available

- Wells Fargo Community Development Enterprises
- CAHEC New Markets
- SunTrust

Wesley Chapel Census Tract Eligible for New Market Tax Credit Financing for Small Businesses, as well as Housing and Mixed-Use Development

4. Apply for Atlanta Regional Commission Supplemental Grant Funds

Once the Wesley Chapel LCI Report is accepted and approved by the DeKalb County Commission, the County can apply for ARC Supplemental Grant funds for any of a number of eligible activities. If it decides to move forward with the establishment of a TAD, the County could apply for ARC SG funding to pay for the preparation of a formal TAD Redevelopment Plan, including market assessment updates, if necessary. ARC SG funds may also be used for streetscape and other public space design – top priorities of the Master Plan. The funds are limited; thus, the application process is competitive. The extent to which the County demonstrates its commitment to taking concrete steps to improve the Wesley Chapel area will be a major ARC consideration in granting (or not) the funds. The approval of the LCI Report itself by the Commission will be essential to approval of SG funds by ARC, and the public commitment of the Commission to creation of the TAD and its support for the CID should be sufficient to gain ARC SG approval. Generally the funds are in the \$20,000-\$80,000 range.

5. Apply for ARC Implementation Funds

ARC also has a significant amount of funding for the implementation of roadway, interchange and other public improvements. As with Supplemental Grants, Commission approval of the LCI Report and its Master Plan recommendations will be essential to ARC granting of Implementation Funds. It is likely that the upcoming Transportation Investment Act referendum in the Metro Atlanta district, if passed, will generate tremendous demand for ARC Implementation funds. The next application period will be highly competitive, indeed, requiring quick County action on Wesley Chapel's behalf in order to successfully apply for these funds.

The Department of Planning and Development should take the lead in preparing the application and carrying out all pre- and post-application tasks, although it will need to coordinate closely with the County's TIA representatives in identifying specific improvement projects.

6. DeKalb County Office of Planning and Development

The DeKalb County Office of Planning and Development could become the main County economic development entity supporting the Wesley Chapel redevelopment initiatives. However, the OP&D, either directly through its key staff or through the Office of Economic Development, which it has incorporated, may find that its extremely broad countywide planning and development mission prevents it from focusing to the extent necessary on a handful of specific economic development projects such as Wesley Chapel – involving itself a TAD, CID, ARC funding, possible bond financing, NMTC and extensive negotiations directed toward both forming public/private partnership development initiatives, as well as attracting and retaining private investment and businesses. The OP&D might find that working to support another lead entity would yield better results.

7. Development Authority of DeKalb County

The Development Authority of DeKalb County may be the best primary economic development entity supporting Wesley Chapel redevelopment, not because of its ability to provide bond financing (secured by revenues from the specific projects being financed in Wesley Chapel), but because of its theoretical ability to initiate and direct economic development activities one important step removed from both the DeKalb County administration and the County Commission. It can be, in a sense, "above the fray" and relatively immune to changes in elective offices.

The Development Authority does have separate funding resources, limited as they may be, and could establish a professional economic development staff – as envisioned in the creation of a separate economic development entity that is currently in process – that could directly or indirectly take responsibilities for TAD creations, CID establishments, School Board interactions/negotiations, recruitment and retention of private businesses and, perhaps most important, communications with the County Administration and Commission.

Addendum

Existing Study Area Inventory: Commercial & Industrial					
	Retail	Office	Ind/Storage	Auto Service	Total Industrial
Existing Square Feet	907,826	81,466	92,738	189,524	282,262
Approx Vacant SF	100,000	30,000			50,000
Approx Vacant %	11.0%	36.8%			17.7%
Add Neigh Services	32,000				
Approx Vacant %	14.5%				

Based on 114 parcels with on-site building/improvements square footage as identified in DeKalb County tax records. 21 parcels include multiple buildings on site. No residential, motel or religious facilities are included. "Neighborhood Services" are considered to be housed primarily in retail facilities in this Study Area.