

1.0 Inventory and Assessment

1.1 STUDY AREA CONTEXT

The North Point Activity Center LCI study area is located in the southwestern portion of the City of Alpharetta, approximately 23 miles north of Downtown Atlanta along the Georgia 400 Corridor. The North

Figure 1.1: Context Map



Point Activity Center is in close proximity to the City of Roswell on both the western and southern portions of the study area boundary. The study area includes Mansell Road to the south, North Point Parkway to the east, Haynes Bridge Road to the north and Westside Parkway to the west.

The North Point Activity Center includes North Point Mall, a collection of retail commercial developments, and the Big Creek Greenway on the eastern side of Georgia 400. North Point Mall, established in 1993, is ranked 5th in the Atlanta region in terms of total area (square feet) (Commercial Real Estate, November 8, 2007). The Mall is the central focus of a

regional, retail district situated along North Point Parkway. Big Creek Greenway runs parallel to North Point Parkway from Mansell Road to Webb Bridge Road. The major, local serving greenway trail is accessible in the study area from North Point Parkway, Mansell Road and Haynes Bridge Roads.

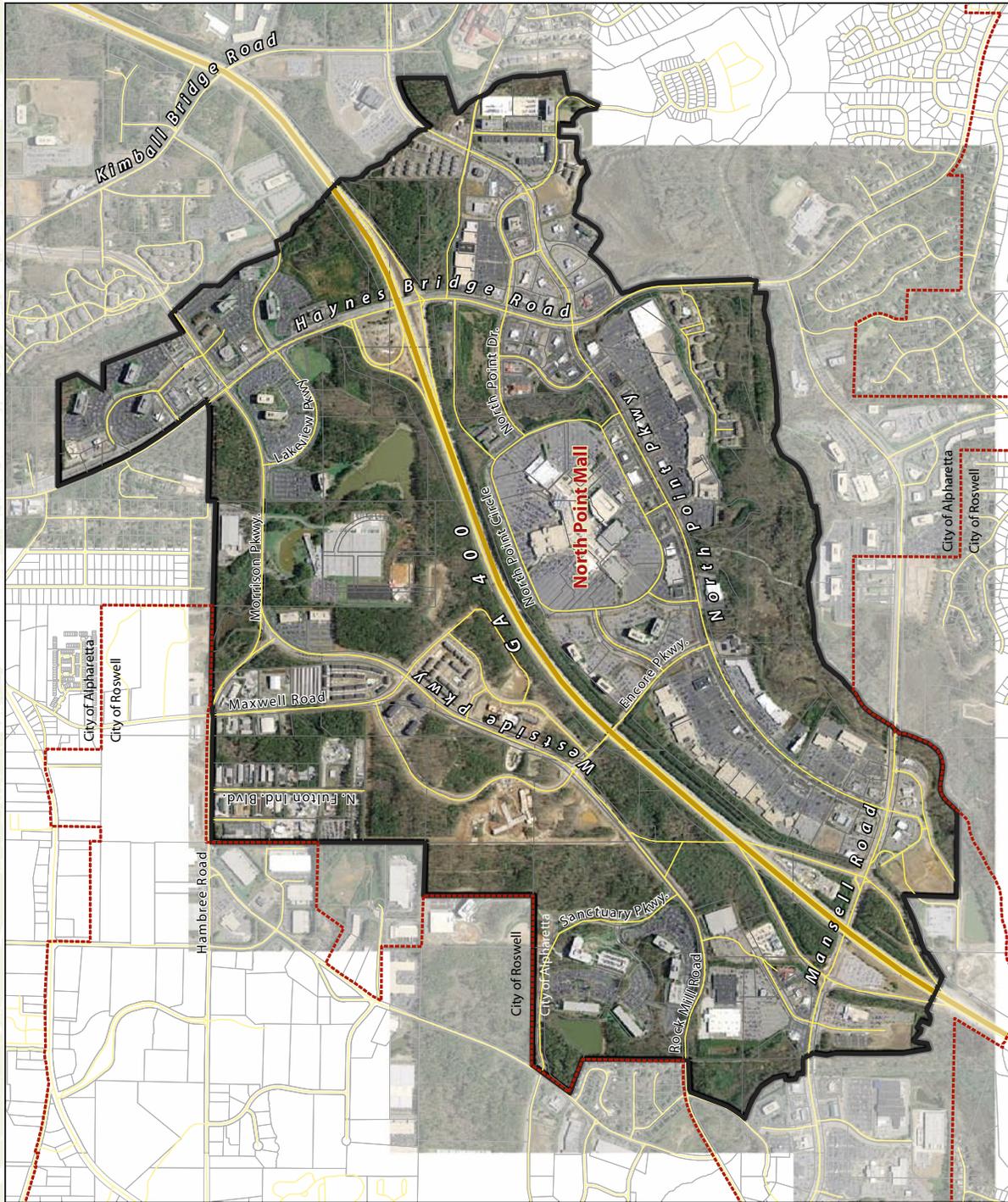
The western side of Georgia 400 includes a collection of office, residential and industrial developments including Sanctuary Park, Encore Park, American Honda Motor Company, and the NorthWinds development. There are a number of undeveloped parcels to the west of Georgia 400 within the Activity Center, providing opportunities for future development.

1.2 EXISTING LAND USE

A review of existing land uses within the study area allows the Planning Team to analyze development in the area as it currently exists. The following land use information was gathered by the Planning Team through a “windshield survey” in August 2007.

The study area is comprised of approximately 1,800 acres. Three land uses dominate the Activity Center: commercial/retail development, transportation facilities (largely Georgia 400), and office developments. While those three land uses comprise almost 60% of all property within the Activity Center, over 400 acres of property are either undeveloped

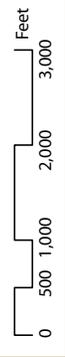
Figure 1.2: Aerial Map of Study Area



NORTH POINT
LIVABLE CENTERS INITIATIVE

-  City of Alpharetta Boundary
-  Study Area Boundary
-  Existing Streets
-  Parcel Boundary

Aerial Map of Study Area



Prepared for: 

Prepared by: 

August 2007



North Point Mall

or are properties where new development has been recently approved or proposed. These undeveloped or soon to be developed properties make up almost 25% of the study area. The magnitude of change that could be realized by new development on approximately 400 acres of property underlies the importance of this LCI planning process and the need to establish a vision for the future of the North Point Activity Center quickly in order to shape the future of development in Alpharetta's most dynamic activity center.

Also important to note is the small amount of existing residential development within the Study Area. The Activity Center is surrounded by high-quality residential stock in the Cities of Alpharetta, Roswell, Johns Creek and Milton, however the Study Area itself includes few residential units and/or choices. Table 1.1 shows the percentage distribution of existing land uses across the study area.

Table 1.1: Existing Land Use

Rank	Existing Land Use	Area (Acre)	Area (%)
1	Commercial	456	25%
2	Transportation	328	18%
3	Offices	260	14%
4	Undeveloped	234	13%
5	Under Construction / Proposed Development	207	12%
6	Manufacturing / Warehousing / Wholesale	118	7%
7	Multi-Family / Apartments	102	6%
8	Parks / Recreation / Conservation	81	5%
9	Public / Institution	7	0.4%
10	Mixed Use	2	0.1%
11	Single Family	1	0.1%
	Total Area	1796	100%

Source: City of Alpharetta 2006 and Windshield Survey 2007.

East of GA 400

Within the study area, the east side of GA 400 is dominated by retail land uses including North Point Mall and three large suburban strip commercial centers on either side of North Point Parkway; areas that include large amounts of surface parking. These commercial properties accommodate many brand name stores and restaurants and are generally in good condition. Retail anchors along North Point Parkway include Macy's, Dillard's, Sears, JC Penney, American Girl, Toys R Us, Bed Bath & Beyond, Michaels, TJ Maxx, Office Depot, and Barnes and Noble among others. North Point Parkway itself is well maintained and heavily landscaped, reinforcing the area's high-quality reputation.



Strip Commercial on North Point Parkway



Garden Apartments



Townhomes

West of GA 400

The west side of Georgia 400 includes a mix of land uses including office, industrial, and retail/ commercial. Most of the office development is concentrated along Haynes Bridge Road, particularly in the NorthWinds development at the intersection of Haynes Bridge Road and Morrison Parkway. Small pockets of commercial development along Haynes Bridge Road primarily serve the surrounding offices. Sanctuary Park near the southern boundary of the study area is the largest single office park in terms of land area in the study area. Retail / commercial developments west of Georgia 400 (restaurants, car dealerships and big box retailers) are concentrated along Mansell Road near GA 400. A MARTA park-and-ride lot is located at the corner of Mansell Road at Georgia 400.

Recent multifamily development at the intersection of Westside Parkway and Maxwell Road, largely garden apartments and town homes, are beginning to change the development pattern on Westside Parkway. These parcels are part of a larger development proposal and agreement that will include Encore Park for the Arts, future office development, convention/conference facilities, an education center, retail/restaurant development and additional residential units in the form of stacked flats. There are a number of undeveloped properties on the west side of Georgia 400 whose future is as of yet undetermined.

Light industrial land uses within the study area are concentrated primarily on North Fulton Industrial Boulevard and Maxwell Road. The American Honda Motor Company, Inc. occupies the only large (larger than 50 acres) manufacturing property within the study area on Morrison Parkway.

1.3 PROPOSED DEVELOPMENT/ UNDER CONSTRUCTION

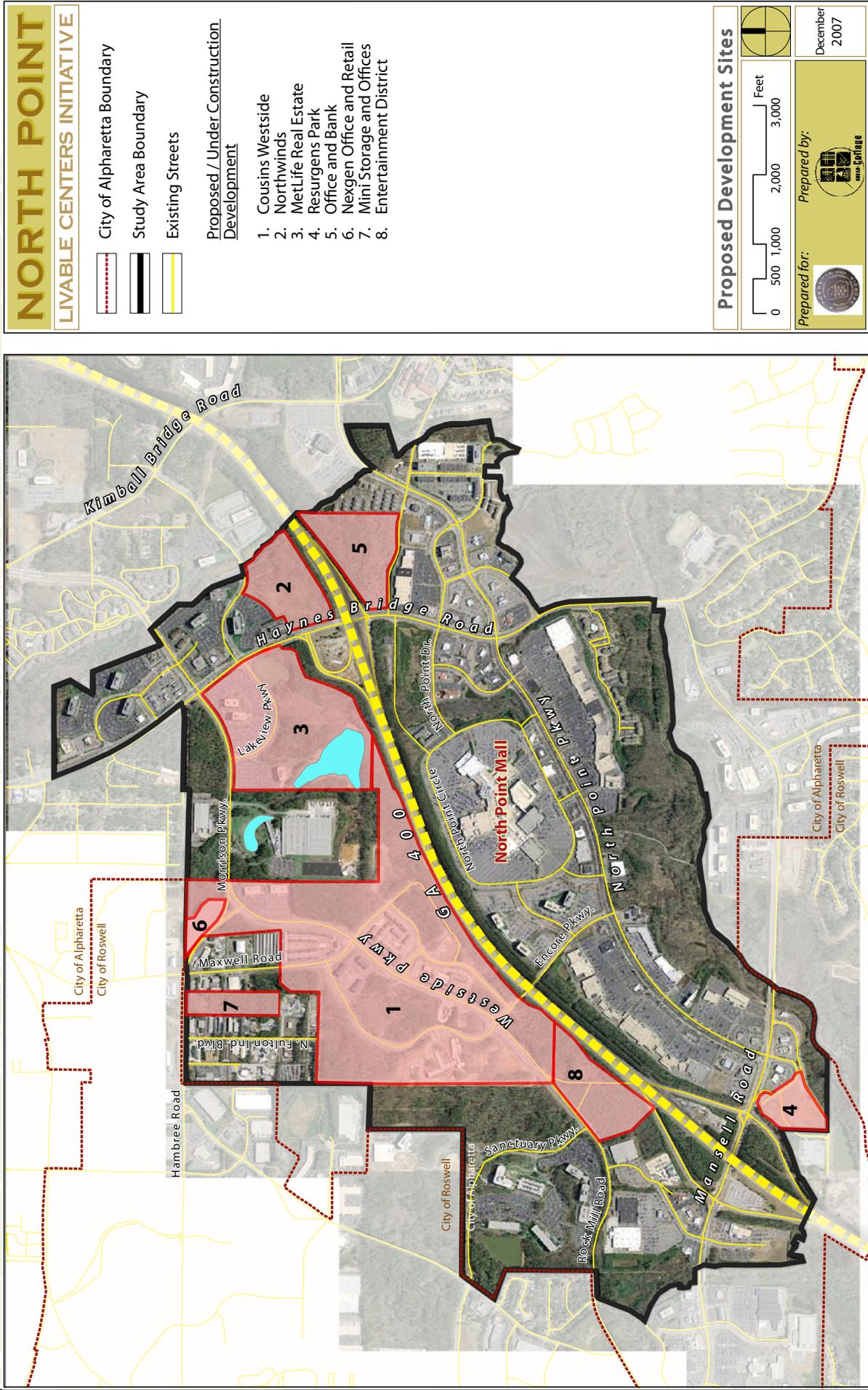
One of the North Point Activity Center's challenges is the significant development pressure on remaining undeveloped properties. The following section outlines two incomplete, but approved development projects and a brief description of other development projects that are "on the boards" and anticipated to come before the City of Alpharetta for approval in 2008.

Approved Development

1. Cousins Westside:

Cousins Properties, Inc. received approval on October, 27, 2003 for development of 191.66 acres along Westside Parkway. The development plan was approved as a CUP (Community Unit Plan).

Figure 1.4: Proposed Development Sites



Source: Alpharetta City Council



Within the development four residential complexes have been constructed and a performing arts amphitheater is under construction (the venue is expected to open in May 2008). The performing arts component covers 27.43 acres of performing arts space (restricted to no more than 20,000 sf of development per acre of land) and 30,000 sf of structured parking. On the south side of amphitheater, a senior living component is planned on 31.46 acres property, including 792 units (no more than 15,000 sf of development/acre) and 20,000 sf of structured parking. Remaining properties are planned for retail, restaurant, office, educational, and multifamily residential development at 10-20 units/acre.

The Cousins Westside development agreement also included a 9.5 acre parcel to be set aside as a future MARTA transit facility. However, the set aside is due to expire and there has been questions raised regarding the locational and logistical suitability of the site as a future transit station.

2. NorthWinds:

The NorthWinds Center Office Park was approved by Alpharetta City Council in 1998. The property is located on Haynes Bridge Road, west of GA 400. While a large portion of the approved development has been constructed, additional development, notably additional office and a hotel development, is permissible under the 1998 development agreement on the southern portion of the site.

Proposed Development Projects

In addition to previously approved projects above, there are multiple development projects proposed or anticipated (on the boards) within the study area.

3. MetLife Real Estate:

Metropolitan Life Insurance Company owns over 81 acres on the southwest corner of Morrison Parkway and Haynes Bridge Road at Georgia 400. The parcels were included in a 1990 development agreement which provided for multi-story office, hotel and retail development. The 1990 development agreement provides for a mix of office, retail and hotel development with building heights from six to twelve stories. MetLife has recently outlined concepts for a more dynamic, mixed-use development on the site to include hotel, retail and residential uses. The anticipated development proposal is expected to take advantage of site's natural features and include recreational amenities and "town center" building characteristics that respond to an on-site lake.



4. Resurgens Park:

Resurgens Park is located on the south side of Mansell Road just east of GA 400. The property current includes five restaurants facing Mansell Road. A March 2000 City Council approval, conditioned the property with a maximum of 880,00 SF of development including office (up to 20 stories tall) restaurants, hotel and other commercial development. A January 2007 plan for the site proposes two ten-story office buildings totaling 440,000 SF of office space and 366 residential units.

Just south of the Study Area off Beaver Creek Road, Gateway Center, a 12-story office building and 4-story parking garage has been proposed. This parcel is directly south of Resurgens Park and would be accessed via Mansell Road near North Pint Parkway. Gateway Center was approved with conditions by Alpharetta City Council on May 22, 2006

5. Office and Bank Development:

An office and bank development has been proposed for the southeast corner of Haynes Bridge Road and GA 400 at Rock Mill Road. The proposed development consists of a 7,000 SF bank and 440,194 SF of office space in three buildings. The site is currently undeveloped.

6. Nexgen Office and Retail Development:

An office and retail development is proposed in two three-story buildings on the north side of the intersection of Westside Parkway/Morrison Parkway and Hembree Road. The site is currently undeveloped.

7. Mini Storage and Offices

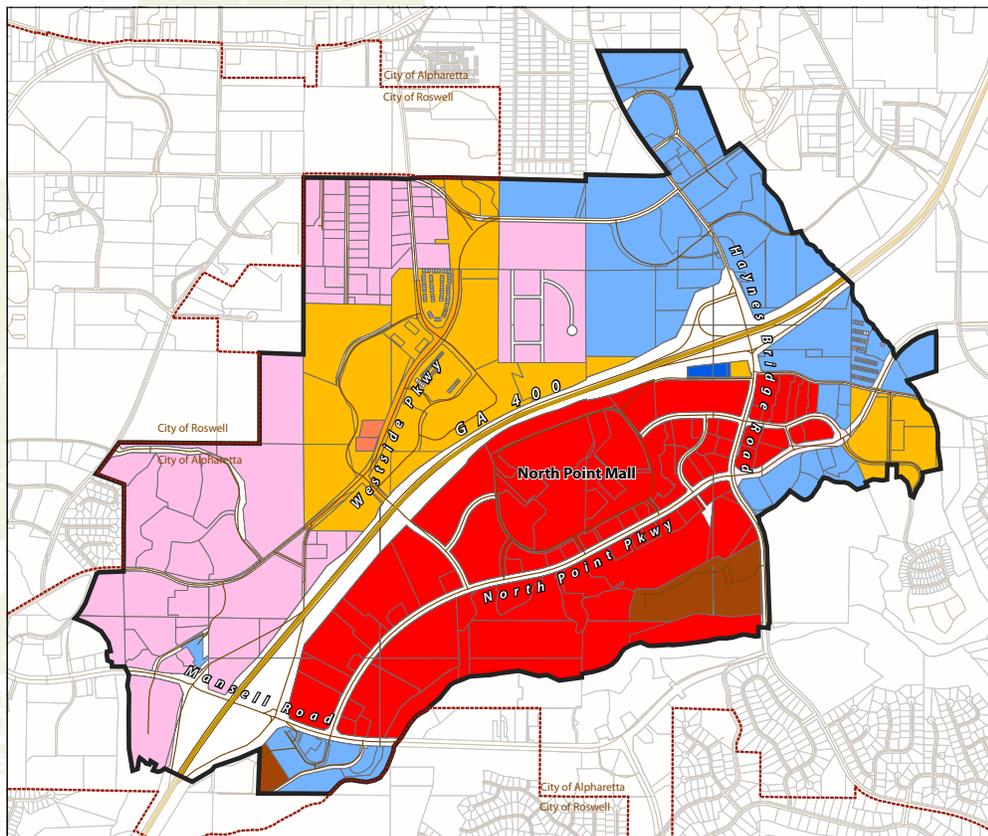
A mini-storage and office facility is under consideration on the south side of Hembree Road just west of Maxwell Road.

8. Entertainment District:

There has been recent conversation of an anticipated proposal for an "Entertainment District" west of GA 400 on Westside Parkway, near Encore Parkway. The concept for this development would combine child, young adult and family entertainment venues into one area near Encore Park. Details concerning the development or information as to its status were unavailable at the time of this report.

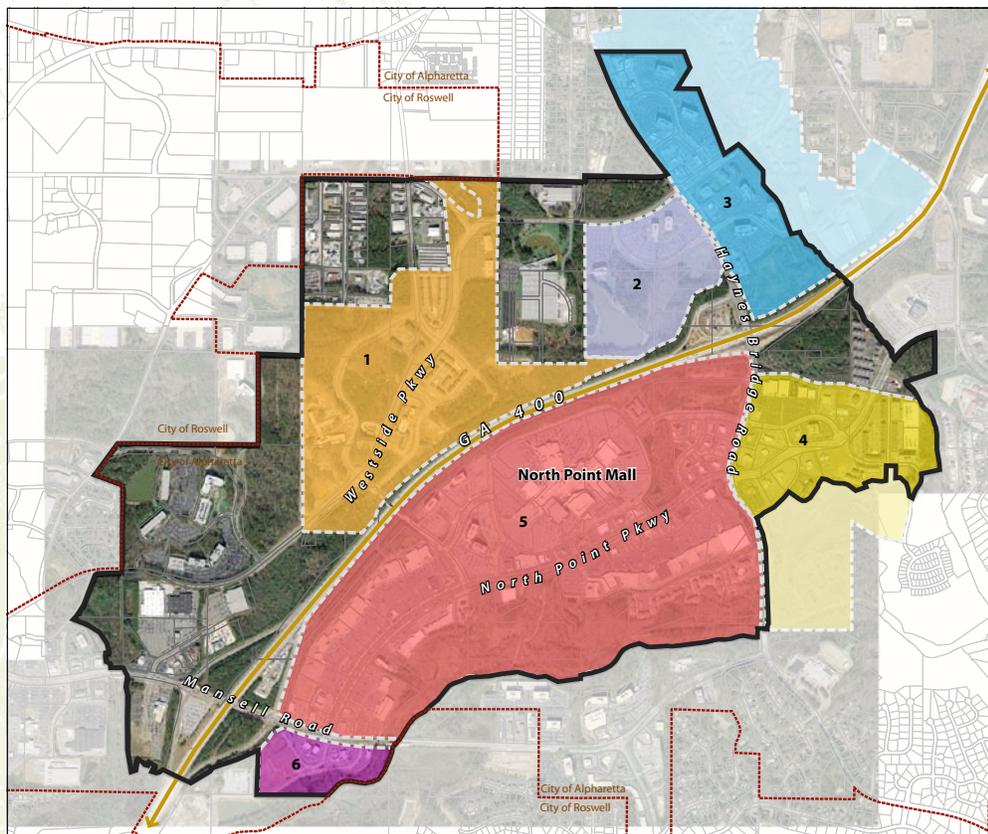
Just north of the Study Area, along Kimball Bridge Road, two new developments have been proposed. One development includes 160,000 SF of office development, while the other mixes 105,000 SF of office with 25,000 SF of retail, bank and restaurant space. While

Figure 1.5: Existing Zoning



Source: City of Alpharetta

Figure 1.5a: Development Agreements



Source: City of Alpharetta



these sites are outside the study area, they could impact circulation on Haynes Bridge Road, North Point Parkway and Westside Parkway within the Study Area.

1.4 EXISTING ZONING

An existing zoning map of the North Point Activity Center displays typical Euclidean Zoning, where each land use is segregated from other “non-compatible” uses. There are four predominant zoning categories in the Activity Center: PSC (Planned Shopping Center), OI (Office-Institution), CUP (Community Unit Plan) and LI (Light Industrial). While the zoning pattern and zoning ordinance are not atypical of a Southeastern suburban area, there are numerous City Council approvals with conditions that overlay the zoning regulations and allow various uses, building heights and setbacks based on previous consideration of each proposed development area.

East of GA 400

The east side of GA 400, particularly along North Point Parkway, is primarily zoned PSC (Planned Shopping Center). This area is dominated by North Point Mall and surrounding retail strip centers. A small P10M (Multi Family Residential) area is located on the south end of the Study Area off Haynes Bridge Road. OI (Office-Institution) zoned properties are found on the northeast edge of study area on North Point Parkway and on the south end of the district at Mansell Road. Many OI zoned properties are currently occupied by retail uses. A Community Unit Plan district was development on North Point Parkway on the far eastern end of the Study Area. The development, Milton Park, includes office and multi-family residential development.

West of GA 400

To the west of Georgia 400, the Cousins Westside development is zoned CUP (Community Unit Plan) per the 2003 development agreement. To the north and west of Cousins Westside, properties are zoned LI (Light Industrial). However, a significant majority of the parcels near Mansell Road are office or commercial in nature. The industrial use east of Cousins Westside is the Honda Motor Company and LI parcels north along Hembree Road include an assortment of storage, warehousing and manufacturing facilities. OI (Office-Institution) zoned property is concentrated along Haynes Bridge Road including the NorthWinds and MetLife developments. A Fire Station and cemetery on Westside Parkway are zoned SU (Special Use).

1.5 FUTURE LAND USE

The Future Land Use map is based on the 2025 City of Alpharetta Comprehensive Plan. The Future Land Use map largely encourages office development with some business/manufacturing, retail sales, and small areas of high density residential development in the Activity Center.

East of GA 400

The Future Land Use map assumes continued retail development on the east side of GA 400 including the North Point Mall and other existing strip commercial development. Outside of the retail commercial core, the future land use map prescribes office development along Mansell Road, Encore Parkway and east of Haynes Bridge Road. Existing high density residential developments are preserved in the future land use plan, as is the Big Creek Greenway.

West of GA 400

On the west side of GA 400 existing business/manufacturing/warehousing areas along Hembree Road are preserved. The remainder of the area is projected as office development with the exception of the Mansell Road/Westside Parkway area which is preserved as a retail/commercial area. The retail/commercial future land use is potentially in conflict with the area's zoning as a light industrial area.

The future land use plan and existing zoning regulations do not offer the ability to vary or mix land uses within a single development without prescribed development agreements granted by City Council. To that end, the current zoning and future land use patterns have potential to create future development that is segregated by use, further contributing to transportation congestion. To foster more sustainable, mixed-use development, the current zoning classifications and future land use plan will need to be modified.

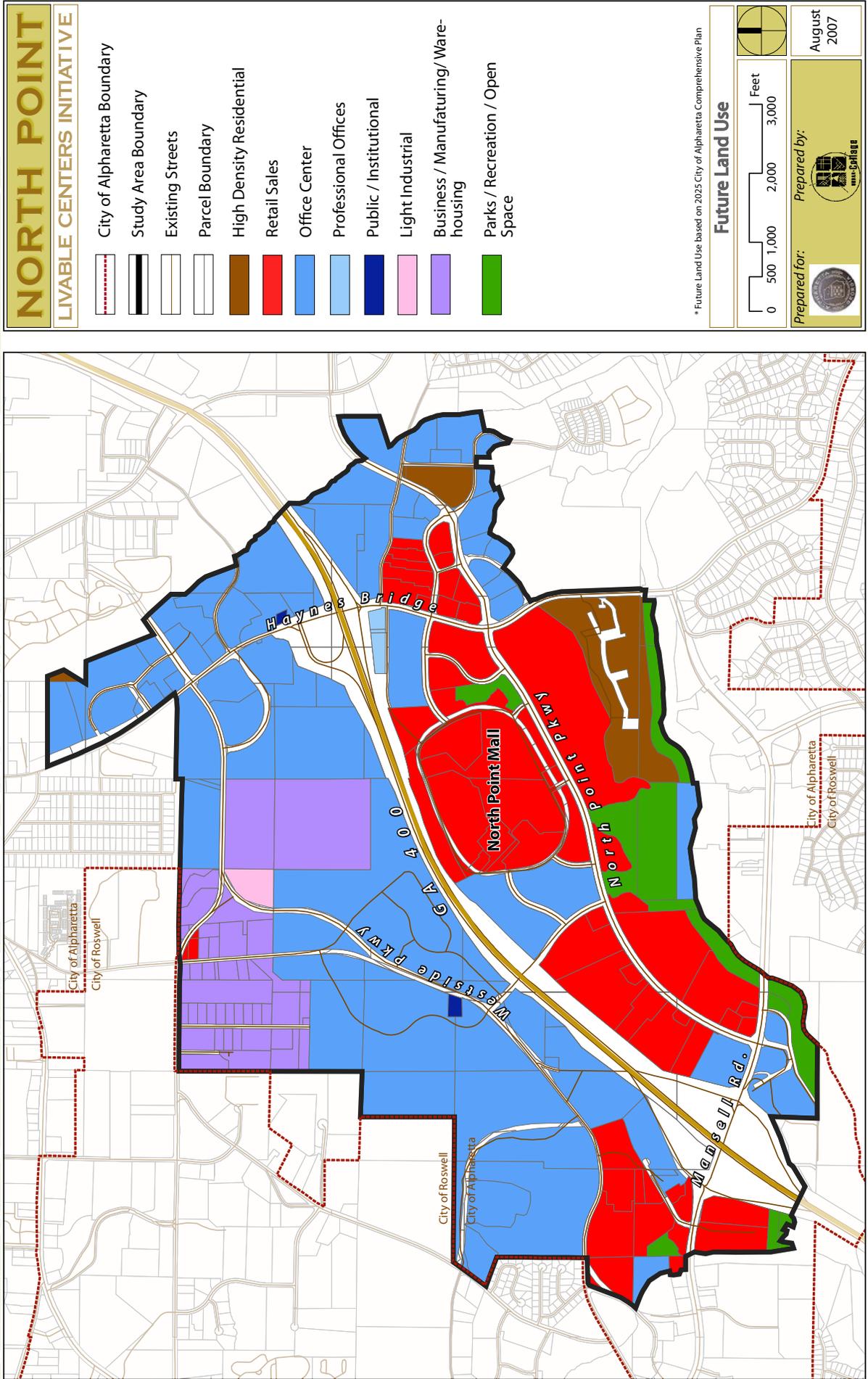
1.6 NATURAL RESOURCES

While many perceive the North Point Activity Center as a regional office and shopping center, the Activity Center has a number of significant natural resources including lakes, ponds, and wetlands. Additionally, the City of Alpharetta has taken advantage of the area's topography and natural amenities to create the Big Creek Greenway along the 100-year floodplain on the southern and eastern edges of the Activity Center. The City has also aggressively sought to preserve the natural environment by instituting a 200-foot buffer along Georgia 400. The Big Creek Greenway occupies the lowest lying areas in the Activity



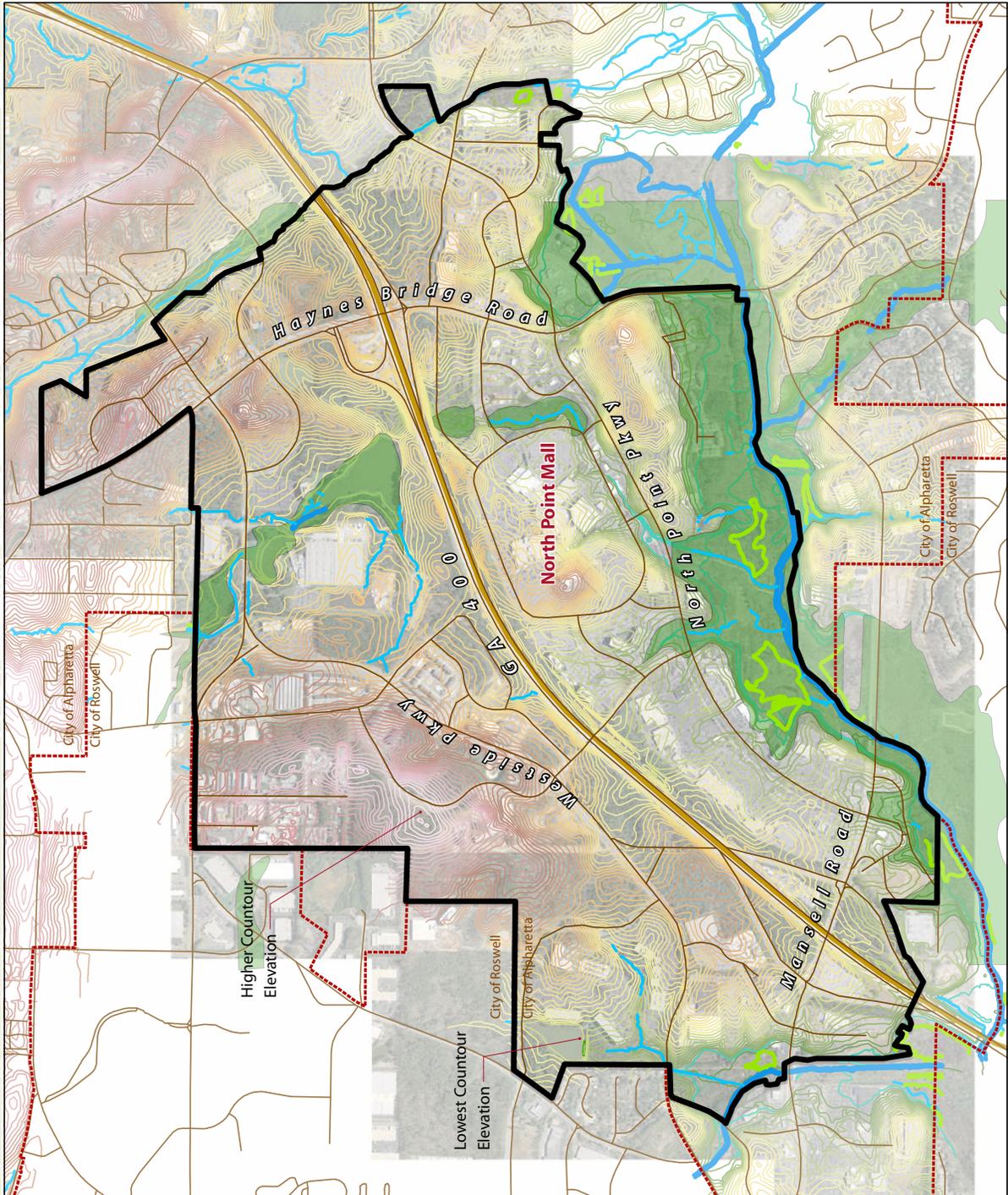
Big Creek Greenway Trail

Figure 1.6: Future Land Use Map



Source: City of Alpharetta

Figure 1.7: Natural Features Map



NORTH POINT

LIVABLE CENTERS INITIATIVE

- City of Alpharetta Boundary
- Study Area Boundary
- Existing Streets
- Water Streams
- River
- Swamp
- 100 Year Flood Plain

Contour Elevation	
-0.1	1039
0	1044
949	1049
954	1054
959	1059
964	1064
969	1069
974	1074
979	1079
984	1084
989	1089
994	1094
999	1099
1004	1104
1009	1109
1014	1114
1019	1119
1024	1124
1029	1129
1034	1134

Natural Features Map

0 500 1,000 2,000 3,000 Feet

August 2007

Prepared for:

Prepared by:



Center, while the highest contour level in the study area is around Encore Park. The area's natural resources provide opportunities to create green spaces around and within future developments, including natural lakes on the western side of Georgia 400. The preserved water setting along the greenway from Mansell Road and Haynes Bridge Road includes many wildlife species, while the trail network provides pedestrian and bicycle connections to surrounding area that may be expanded through future extensions and development.

1.7 TRANSPORTATION SYSTEM CHARACTERISTICS

The North Point Activity Center LCI study area transportation system has been designed and developed to accommodate high-volume vehicular traffic. Georgia SR 400 bisects the study area with a six-lane, limited access freeway. The study area's southern and northern boundaries are roadways with interchanges to and from SR 400. On the south, Mansell Road is a four-lane arterial, averaging 23,800 to 41,500 vehicles per day (vpd). On the north, Haynes Bridge Road is a six-lane arterial, averaging 24,900 vpd. Other major roadways in the study area include the four-lane Westside Parkway, with 15,600 vpd and the six-lane North Point Parkway, averaging 25,500 to 30,800 vpd. The study area's roadway system serves dual purposes: local traffic connections for shopping and employment and for regional through-trips. Other features of the North Point LCI study area's transportation system include local bus transit service and pedestrian facilities.

Overall, the North Point LCI study area provides a robust roadway network for vehicular travel within and through the study area. Most of the area's multi-lane roadways are anticipated to operate at an acceptable level of service (LOS) into the near future. Generally, the roadways with failing LOS, besides SR 400, are two-lane roadways.

Within the current regional plan, the Envision6 RTP, the extension of Westside Parkway is likely to provide needed capacity on the western half of the study area. Intelligent Transportation Systems (ITS) interconnections on North Point Parkway will provide a means to manage traffic efficiently. Transportation enhancement projects on or near Mansell Road to provide bicycle and pedestrian connections to the Mansell Road Park/Ride Lot and the Big Creek Greenway will provide facilities where none currently exist.

Broad transportation issues identified for the North Point LCI study area include the following:

- Balancing the need to accommodate a high volume of vehicular

traffic within and through the study area while providing safe travel for those using alternative modes such as walking, bicycling or taking transit (particularly as the area densifies);

- Providing safe and accessible facilities for persons on foot, on bicycle or using transit;
- Expanding transit services to areas currently unserved as population and employment densities increase and new, high-travel destinations, such as the Verizon Wireless Amphitheatre at Encore Park, are developed;
- Continuing to provide an acceptable roadway LOS for those traveling within and through the study area;
- Expanding and enhancing transit amenities such as pedestrian access, bus shelters, benches, receptacles, and service information at existing bus stop locations;
- Providing and expanding bicycle and pedestrian network between the Big Creek Greenway and adjacent developments;
- Identifying means to minimize the frequency and severity of traffic crashes at higher-crash intersections; and
- Determining ways to manage parking efficiently and effectively.

The following sections provide a baseline inventory and assessment of the North Point LCI study area transportation system, presented by mode.

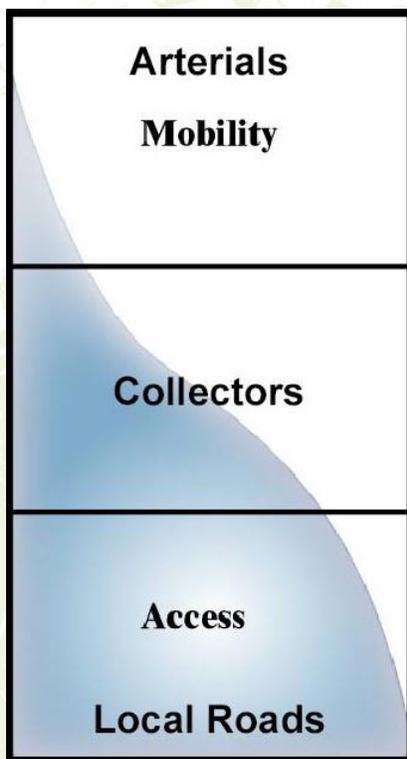
Roadway System

The roadway system is described by built characteristics as well as by utilization. The following characteristics are included in this section:

1. Functional Classification
2. Number of Lanes
3. Traffic Controls
4. Posted Speed
5. Daily Utilization and Level of Service
6. Safety

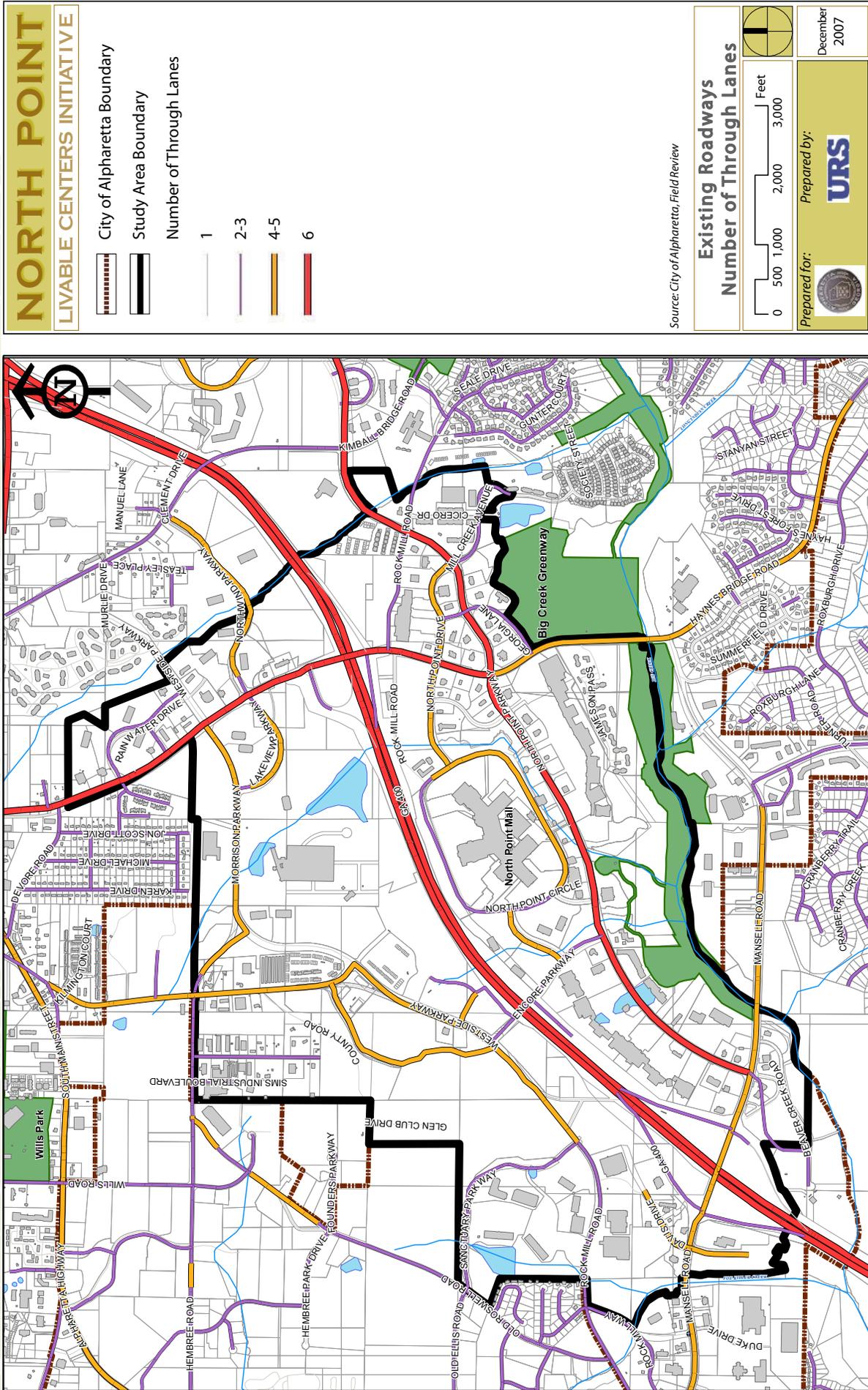
1. Functional Classification

Understanding functional classification is necessary in order to properly assess a roadway. Functional classification indicates a roadway's purpose, whether it is primarily for providing vehicular throughput or access to land. Functional classification is a hierarchical system, with arterials providing the greatest mobility and limited access and local roads providing a higher level of access and lower level of mobility. Collector roadways provide a balance between arterials and local roads by allowing access for motorists to the roadway, while maintaining a reasonable degree of throughput capacity to enable traffic to move through the corridor.



Functional Classification

Figure 1.8: Existing Roadways, Number of Through Lanes



Functional classification is important for local, regional and statewide planning and funding. Only roadways classified as collectors and above are included in the Atlanta Regional Commission’s (ARC) travel demand model. In addition, many federal transportation program funds are restricted to roadways classified as collectors or arterials.

The City of Alpharetta and the Georgia Department of Transportation (GDOT) functional classification designation for each major roadway in the study area is shown in Table 1.2. The remaining streets in the study area are considered local streets.

Table 1.2: Functional Classification

Roadway	Functional Classification Designation	
	Alpharetta	GDOT
SR 400	Freeway	Urban Freeway and Expressway
Mansell Road	Arterial	Urban Minor Arterial
Westside Parkway	Arterial	Urban Collector Street
North Point Parkway	Arterial	Urban Local Street
Haynes Bridge Road	Arterial	Urban Minor Arterial
Encore Parkway	Collector	Urban Collector Street
Maxwell Road	Collector	Urban Local Street
Lakeview Parkway	Collector	Urban Local Street
Old Roswell Road	Collector	Urban Local Street

Source: City of Alpharetta, GDOT

Mansell Road and SR 400 are currently included in ARC’s Congestion Management Program (CMP). Mansell Road, Haynes Bridge Road, and SR 400 were identified as part of the Regional Strategic Transportation System (RSTS) for the Envision6 Regional Transportation Plan (RTP). Roadways included in the RSTS are priority corridors for transportation funding (Atlanta Regional Commission, Regional Strategic Transportation System Fact Sheet, July 13, 2007.)

2. Number of Lanes

The number of through lanes on the study area roadway network is shown in Figure 1.8. Most of the major roadways within the study are four or six-lane divided roadways. North Point Parkway is six lanes. Haynes Bridge Road is six lanes from North Point Parkway to the north and four lanes to the south. Mansell Road and Westside Parkway are four-lane, divided roadways.



Controlled intersection at North Point Parkway and North Point Village Center

3. Traffic Controls

Within the study area, 30 intersections are controlled with traffic signals as shown in Figure 1.9. The greatest number of traffic signals

is found on North Point Parkway. Figure 1.9 also shows traffic signal interconnect. Traffic signal interconnect is the communications infrastructure for traffic signal coordination or Intelligent Transportation System (ITS) deployment.

4. Posted Speed

The posted speed throughout the study area ranges from 15 to 65 miles per hour (mph). In general, the primary roadway network posted speed ranges from 30 to 45 mph. Mansell Road is posted at 45 mph, Westside Parkway is posted at 40 mph, Haynes Bridge Road is posted at 45 mph and North Point Parkway is posted at 35 mph from Mansell Road to Haynes Bridge Road and 40 mph from Haynes Bridge Road to the study area boundary.

5. Daily Utilization and Level of Service (LOS)

No new traffic counts were collected for this study. Traffic volumes are reported using GDOT data collected at count stations, traffic counts collected by the City of Alpharetta, and those collected by private firms for traffic impact studies or Developments of Regional Impact (DRI) studies. A generalized level of service (LOS) analysis was conducted using the existing Annual Average Daily Traffic (AADT) volumes. LOS is a qualitative rating of the effectiveness of a roadway in serving traffic. Ratings are designated by an alphabetical scale ranging from A to F with A being the best (free flow) and F being the worst (extreme congestion).

For the purposes of analyzing existing LOS conditions within the study area, average daily traffic volumes were assessed using Florida Department of Transportation's 2002 Quality/Level of Service Handbook. The LOS is based on the Transportation Research Board Highway Capacity Manual and considers traffic volumes, capacity, and the number and spacing of traffic signals. Figure 1.11 shows the existing daily traffic. Table 1.3 shows existing AADT and estimated LOS for the count locations in and adjacent to the study area.

Within the study area, the greatest traffic volumes occur on SR 400, and a significant portion of that traffic exits or enters the local roadway network at the two interchanges at Mansell Road and Haynes Bridge Road. Looking at the three count locations on SR 400 (457, 458, and 459), approximately 30,500 vpd exits or enters SR 400 at Mansell Road and 16,300 vpd exits or enters SR 400 at Haynes Bridge Road. The majority of SR 400 traffic exiting or entering the local network is traveling to or from the south.



Southbound SR 400 Ramp Traffic at Mansell Road

NORTH POINT
LIVABLE CENTERS INITIATIVE

-  City of Alpharetta Boundary
-  Study Area Boundary
-  Signals
-  Traffic Signal Interconnect

Traffic Signal Locations

0 500 1,000 2,000 3,000 Feet

Prepared for:  Prepared by: **URS**

December 2007

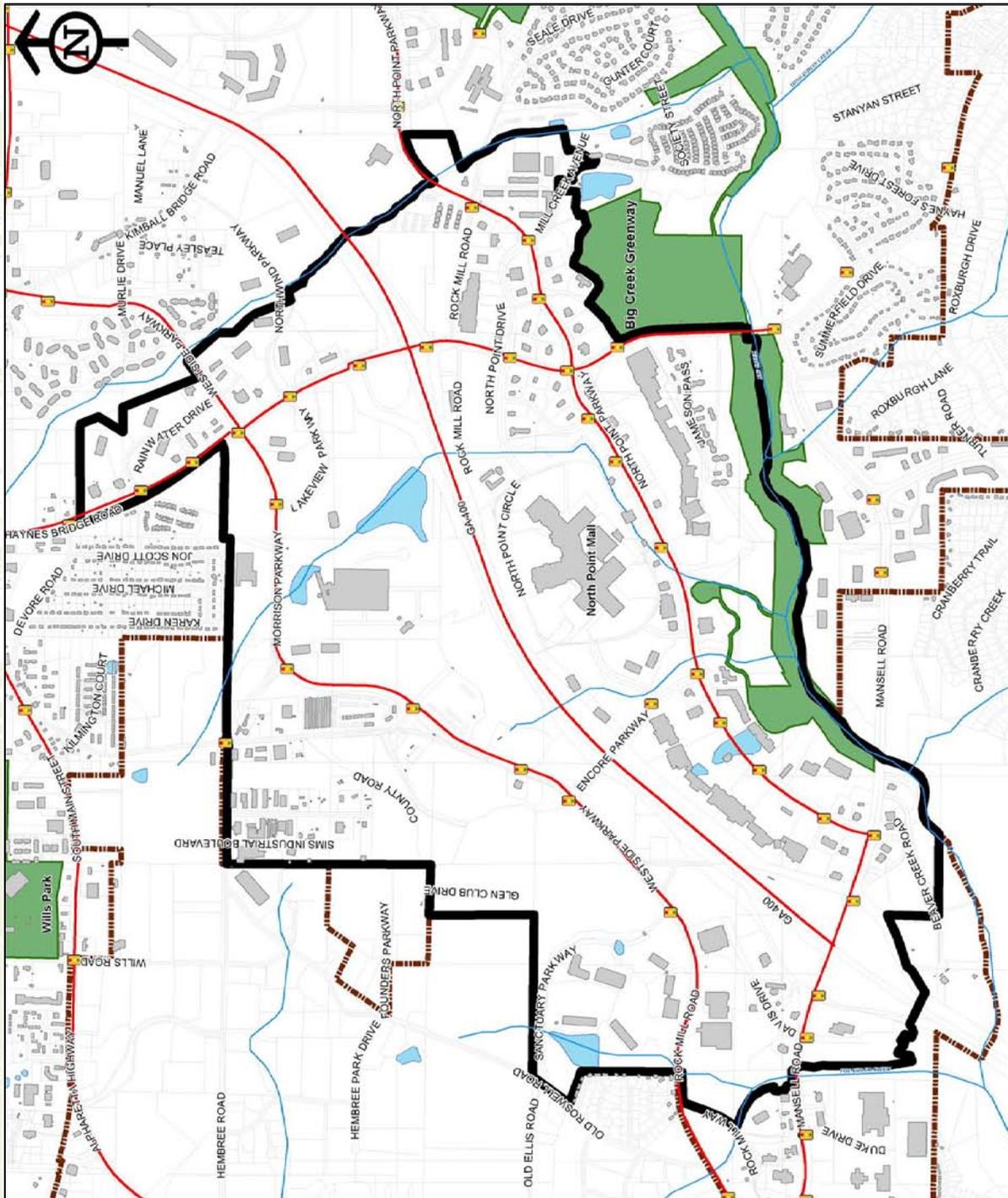
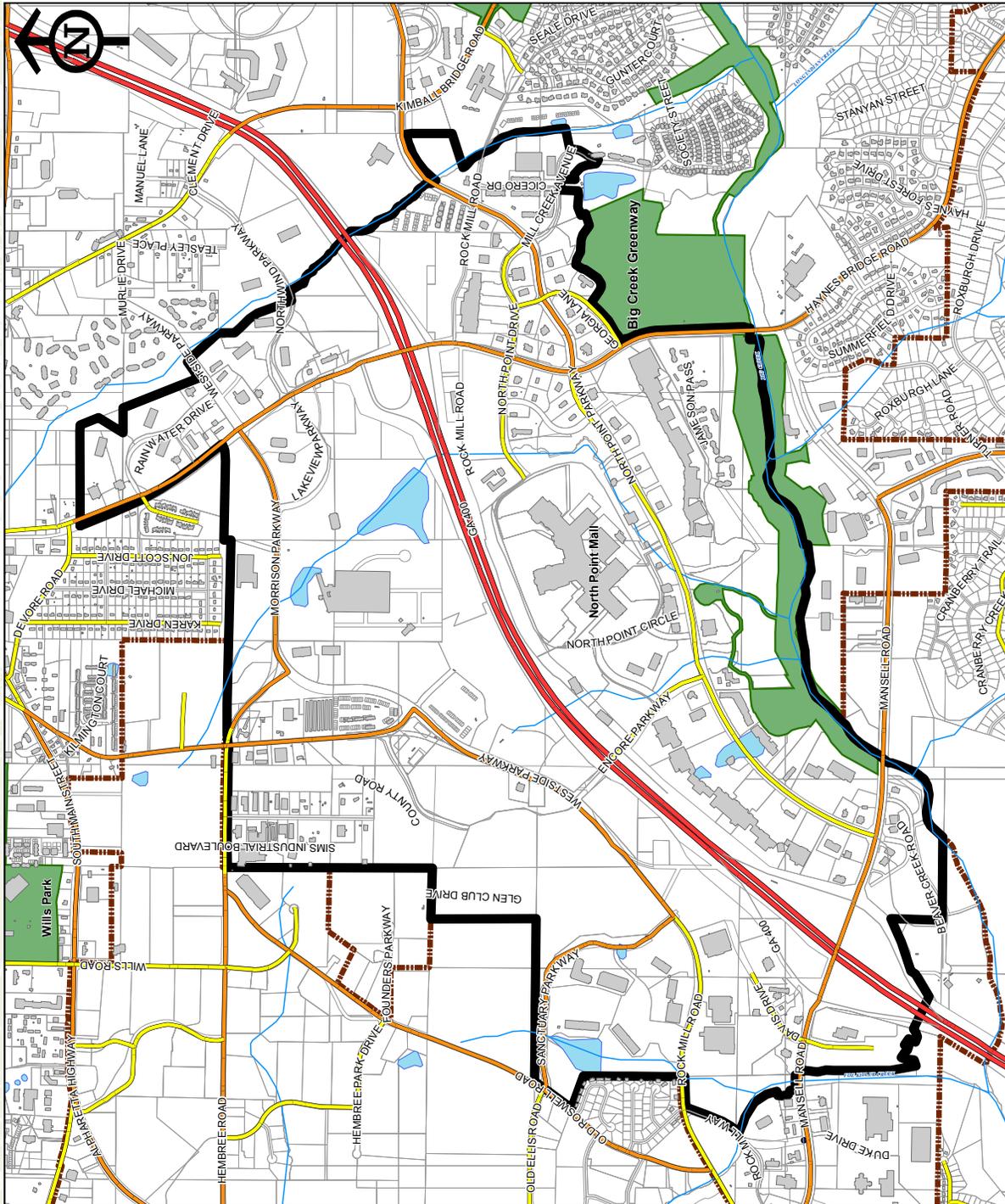


Figure 1.9: Traffic Signal Locations

Source: City of Alpharetta

Figure 1.10: Natural Features Map



Source: and GDOT RC Data (2006) and City of Alpharetta

NORTH POINT

LIVABLE CENTERS INITIATIVE

- City of Alpharetta Boundary
- Study Area Boundary
- Posted Speed Limit**
- 15-25 Mph
- 30-35 Mph
- 40-50 Mph
- 55-65 Mph

Source: GDOT RC Data (2006) and City of Alpharetta

Posted Speed Limit

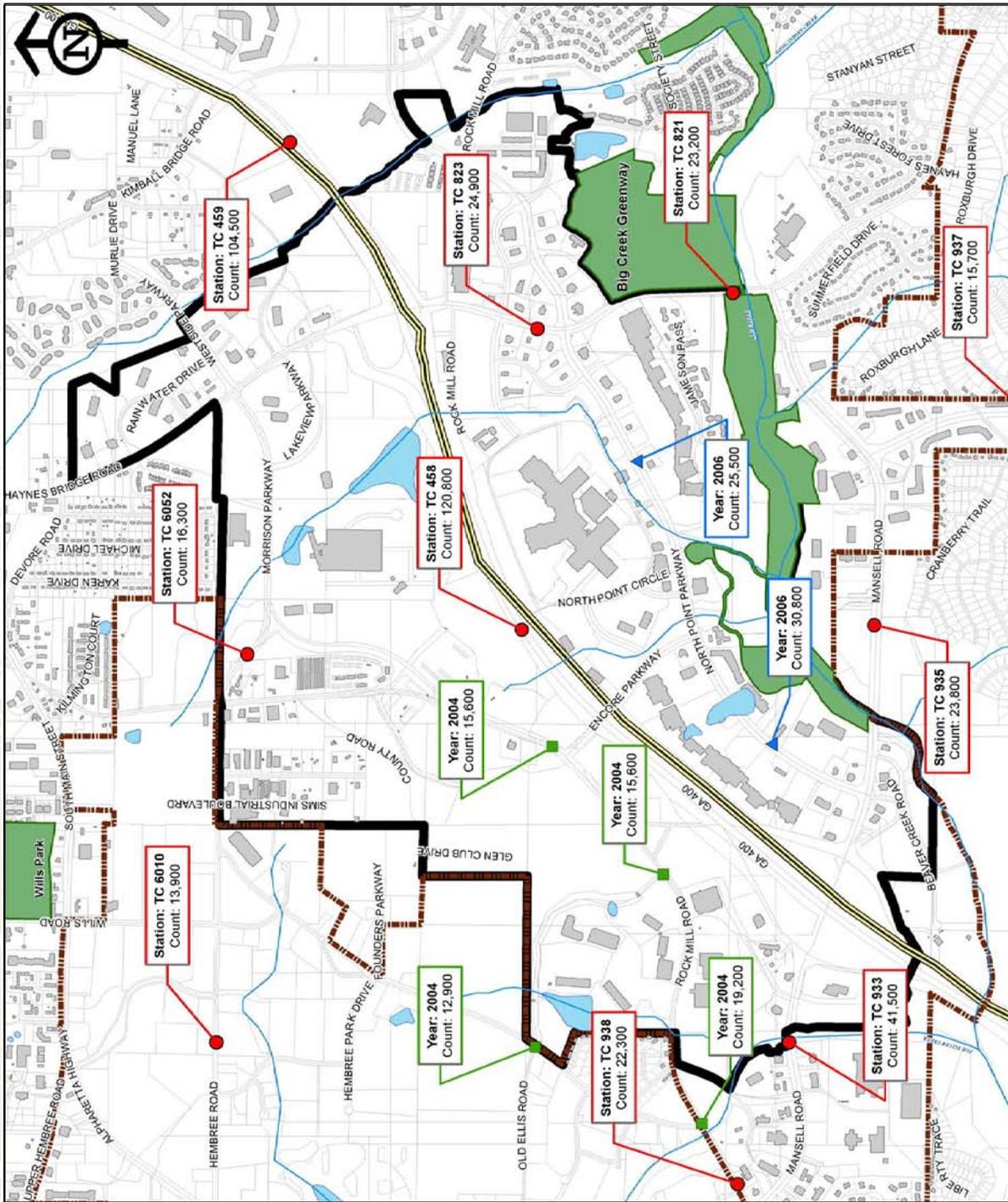
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Prepared for:

Prepared by:

December 2007

Figure 1.11: Daily Traffic



NORTH POINT LIVABLE CENTERS INITIATIVE

- City of Alpharetta Boundary
- Study Area Boundary
- GDOT Count
- Private Firm Count
- City of Alpharetta Count

Source: GDOT RC Data (2006)

Daily Traffic

0 500 1,000 2,000 3,000 Feet

Prepared for: Prepared by:

December 2007

Source: and GDOT RC Data (2006)

Table 1.3: North Point LCI Study Area Traffic Volumes, Roadway Characteristics, and Level of Service

Name	Route Number	From	To	GDOT Count Station	Average Daily Traffic	Number of Lanes	Number of Signals	Posted Speed (MPH)	Level of Service*
SR 400	SR 400	Holcomb Bridge Road	NB to Mansell Road	0457	151,300	6	n/a	55	F
SR 400	SR 400	Mansell Road	SB to Haynes Bridge Road	0458	120,800	6	n/a	55	F
SR 400	SR 400	Haynes Bridge Road	NB to SR 120	0459	104,500	6	n/a	55	D
Mansell Road	CR 2227	SR 400 SB	Foe Killer Creek	0933	41,500	4	3	45	F
Mansell Road	CR 2227	Old Alabama Connector	SR 400 NB	0935	23,800	4	3	45	D
Haynes Bridge Road	CR 1334	Turner Road	Old Alabama Road	0821	23,200	6	2	45	D
Haynes Bridge Road	CR 1334	SR 400	Rock Mill Road	0823	24,900	6	2	45	D
Old Roswell Road	CR 1332	Mansell Road	Rock Mill Road	0938	22,300	2	1	35	F
Old Alabama Connector	CR 3365	Old Alabama Road	Mansell Road	0937	15,700	2	1		F
Hembree Road	CR 1811	Haynes Bridge Road	Old Roswell Road	6052	16,300	2	1	35	F
Hembree Road	CR 186	Hembree Parkway	Old Roswell Road	6010	13,900	2	0	35	D
Old Roswell Road		Dassow Court	Sanctuary Parkway	n/a	12,900 (2004)	2	1	45	D
Rock Mill Road		Colonial Center Parkway	Old Roswell Road	n/a	19,200 (2004)	2	1	35	F
Rock Mill Road		Old Roswell Road	Sanctuary Parkway	n/a	15,600 (2004)	2	1	35	F
Westside Parkway		Encore Parkway	Maxwell Road	n/a	14,200 (2005)	4 (Divided)	2	40	C
North Point Parkway		Mansell Road	Encore Parkway	n/a	30,800 (2006)	6 (Divided)	4	35	D
North Point Parkway		Encore Parkway	North Point Court	n/a	25,500 (2006)	6 (Divided)	2	35	D

Traffic Count Source: Georgia Department of Transportation (2004-2006 counts), City of Alpharetta (2006 counts), Access Study: Parc Alpharetta (2005 counts), Sanctuary Park Traffic Impact Study (2004 counts)

* Used Table 4-1: Generalized Annual Average Daily Volumes for Florida's Urbanized Areas for generalized level of service



In general, the daily LOS on the major roadways is acceptable at LOS D, except for Mansell Road, west of SR 400, with LOS F. The facilities with failing LOS F are all two-lane roadways and most are located on the western half of the study area, except for the Old Alabama Connector. With the extension of Westside Parkway to Mansell Road, it is likely that there will be an improvement in LOS on the west side of the study area.

An average growth rate was determined using the historic traffic growth trends from the GDOT count station locations for data from 1997 through 2006. The estimate annual growth rate, 1.35 percent, was then applied to the existing counts to project traffic growth for 2016. From these projections, the LOS was reviewed. Only three locations are anticipated to experience LOS degradation: SR 400 north of Haynes Bridge Road (from LOS D to LOS F), Hembree Road between Hembree Parkway and Old Roswell Road (from LOS D to LOS F), and Old Roswell Road from Dassow Court to Sanctuary Parkway (from LOS D to LOS E).

6. Traffic Safety

Traffic crash data was obtained from GDOT for the years 2004 through 2006 for the study area. Over the three-year period, the study area experienced, on average, 431 crashes per year. The greatest number of crashes occurred in 2005 (500 crashes) and the least occurred in 2004 (330 crashes). Only one crash resulted in a fatality in 2005, accounting for less than 0.1 percent of all crashes. Nearly 21 percent of all crashes resulted in an injury, and the remaining 79 percent of crashes were property-damage-only crashes. Approximately four of every ten crashes occurred at an intersection.

Table 1.4: Higher-Frequency Crash Intersections

Location Ranking	Intersection	Average Number of Crashes per Year
1	North Point Parkway at Haynes Bridge Road	45
2	Haynes Bridge Road at Lakeview Parkway	41
3	Mansell Road at SR 400 NB Ramps	37
4	North Point Parkway at Mansell Road	35
5	Mansell Road at SR 400 SB Ramps	28
6	Haynes Bridge Road at SR 400 NB Ramps	22
7	Haynes Bridge Road at North Point Parkway	16
8	Haynes Bridge Road at Mansell Road	13
9	Westside Parkway at Encore Parkway	13
10	Haynes Bridge Road at SR 400 SB Ramps	13
11	Haynes Bridge Road at Morrison Parkway	13

Source: GDOT 2004-2006 Critical Analysis Reporting Environment (CARE) Database

The greatest frequency of crashes was vehicles with other vehicles, accounting for 94.7 percent of all crashes. Over the three year period, only two crashes involved striking a pedestrian and one crash involved a bicyclist (pedalcycle).

Crashes at intersections were reviewed to determine locations with the greatest crash frequency. The highest-frequency crash intersection locations are shown in Table 1.4. Over the three-year period, the greatest number of crashes occurred at the intersection of North Point Parkway and Haynes Bridge Road (45 crashes), followed by Haynes Bridge Road at Lakeview Parkway (41 crashes), and Mansell Road at the SR 400 Northbound Ramps (37 crashes).

Table 1.5 shows the breakdown of crash type at each of the higher-crash intersections. By far, the type of crash that occurred most often at these intersection locations was rear-end crashes (70 percent), followed by angle crashes (18 percent), and sideswipe-same direction crashes (seven percent). The intersection that experienced the greatest frequency of rear-end crashes was North Point Parkway at Mansell Road (90 percent), followed by Haynes Bridge Road at Morrison Parkway (82 percent), and Haynes Bridge Road at SR 400 NB Ramps (76 percent). The greatest frequency of angle crashes occurred at North Point Parkway at Haynes Bridge Road (34 percent), followed by Westside Parkway at Encore Parkway (26 percent), and Haynes Bridge Road at North Point Parkway (25 percent).

Table 1.5: Type of Crash by Intersection Location

Crash Type	Intersection Location (Numbered by Ranking)											Total
	1	2	3	4	5	6	7	8	9	10	11	
Angle	34%	20%	12%	7%	9%	15%	25%	13%	26%	18%	5%	18%
Head On	1%	0%	2%	0%	1%	0%	0%	0%	0%	0%	3%	1%
Rear End	54%	75%	74%	90%	75%	76%	60%	50%	67%	50%	82%	70%
Sideswipe - Same Direction	6%	4%	7%	3%	9%	6%	10%	25%	3%	13%	5%	7%
Sideswipe - Opposite Direction	1%	0%	2%	0%	0%	2%	2%	0%	5%	0%	3%	1%
Not A Collis	3%	1%	4%	0%	5%	2%	2%	13%	0%	18%	3%	3%

Source: GDOT 2004-2006 CARE Database

Transit

The Metropolitan Atlanta Rapid Transit Authority (MARTA) operates two local buses in the study area: Route 85: Roswell/Mansell Road and



MARTA Bus on Bus Turn-around at Mansell Road and SR 400

Route 140: North Point/Mansell Road Park/Ride. Route 85 provides daily service between the North Springs MARTA rail station and the Mansell Road Park/Ride Lot through Roswell. Route 140 provides service between the North Springs MARTA rail station, the Mansell Road Park/Ride lot, downtown Alpharetta and the Windward Parkway Park/Ride Lot.

The Mansell Road Park/Ride Lot is located within the study area at the southwest corner of the interchange of SR 400 and Mansell Road. Existing operating features of the two routes are summarized in Table 1.6, while the route locations and average weekday ridership are shown in Figure 1.12.

Table 1.6: MARTA Route Operating Characteristics

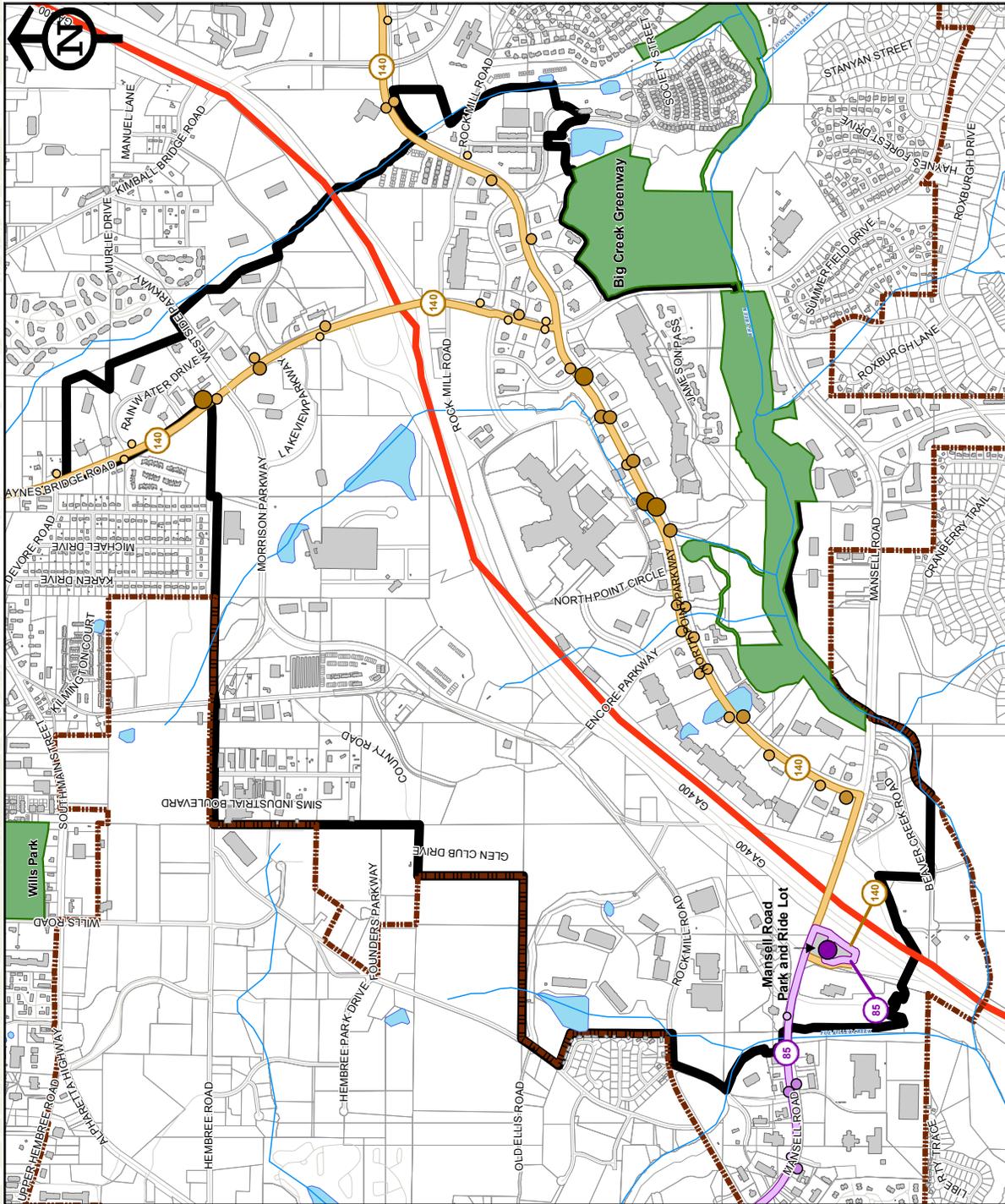
Route	Points of Interest Served in Study Area	Days of Operation	Hours of Operation	Operating Frequency	Average Daily Ridership (2007)
Route 85: Roswell/Mansell Road	<ul style="list-style-type: none"> - Mansell Road Park/Ride Lot - Mansell Center 	Monday - Friday	5:00 a.m. - 1:00 a.m.	30 minutes	2,290
		Saturday Sunday	5:25 a.m. - 12:30 a.m.	40 minutes	
Route 140: North Point/Mansell Road Park/Ride	<ul style="list-style-type: none"> - Resurgens Park Place - Mansell Crossing - North Point Village - Regency Park - North Point Market Center - North Point Mall - North Point Commons - Milton Park - Big Creek Greenway 	Monday - Friday	6:00 a.m. - 12:45 a.m.	11 to 30 minutes	1,620
		Saturday Sunday	6:00 a.m. - 12:30 a.m.	40 minutes	

Source: MARTA

The location with the greatest ridership is Mansell Road Park/Ride Lot. There is more ridership activity at North Point Mall than at other stops along North Point Parkway.

The western half of the study area lacks transit service other than the short portion of Mansell Road, west of SR 400, served by Route 85. Developments underway or planned will increase the potential need for transit to serve this portion of the study area. Developments underway include the Verizon Wireless Amphitheatre at Encore Park and surrounding development. The Nexgen Encore Mixed-Use Project

Figure 1.12: MART Bus Routes and Ridership



Source: MARTA (September 2007)

NORTH POINT

LIVABLE CENTERS INITIATIVE

- City of Alpharetta Boundary
- Study Area Boundary
- MARTA Route 85
- MARTA Route 140

Bus Stop Ridership Activity

- 2 - 5
- 6 - 15
- 16 - 30
- 31 - 80

Bus Stop Ridership Activity

- 2 - 5
- 6 - 15
- 16 - 30
- 31 - 80

December 2007

0 500 1,000 2,000 3,000 Feet

Prepared for:

Prepared by:

Source: MARTA (September 2007)

MARTA Bus Routes and Ridership

is slated for the parcel between Encore Parkway, Westside Parkway, and Fanfare Way. Parc Alpharetta, an apartment complex for adults age 55 and over, recently opened on Fanfare Way.



One of two Bus Shelters at the Mansell Road Park and Ride Lot



Bus shelter in front of Verizon on North Point Parkway



Mansell Road MARTA Park and Ride Lot Access and Foot Path on Mansell Road



Sidewalk Gap at Bus Stop on North Point Parkway



Pedestrian Access into Development from Bus Stop on North Point Parkway



No Pedestrian Access into Development from Sidewalk

The availability of transit amenities and sidewalks concurrent with bus transit stop locations was reviewed during a study-area field visit. Overall, it was observed that few transit amenities such as bus shelters

or trash receptacles are evident at study area bus stop locations. Bus shelters are provided at the Mansell Road Park/Ride Lot and in front of the Verizon corporate offices on the northeast end of the study area on North Point Parkway. Another observation is that little to no route information is provided at any bus stop or at the Mansell Road Park/Ride Lot.

Sidewalk coverage is incomplete for walk-to access at bus stops, particularly on Mansell Road and North Point Parkway. No sidewalks connect the Mansell Road Park/Ride Lot to Mansell Road and adjacent development. A significant gap in the sidewalk network exists on the south side of North Point Parkway from Encore Parkway east to Haynes Bridge Road.

Another issue facing transit users is the lack of pedestrian access from bus stop locations into adjacent developments. A few locations exist where the sidewalk extends from the bus stop location or sidewalk into the development. Most bus stop locations and sidewalks on North Point Parkway lack pedestrian access into the adjacent development.

Pedestrian and Bicycle Facilities

Overall, a majority of study area roadways have sidewalks on one or both sides of the street, as shown in Figure 1.13. From the study-area field visit, it appears that sidewalks are being built in conjunction with new development, such as with the new roadways on the western half of the study area (Fanfare Way, Encore Parkway, Westside Parkway, and Arts Summit). A more urban streetscape is evident in the southeast corner of the study area around Milton Park (Mill Creek Avenue, Cicero Drive and Rock Mill Road). Gaps in the sidewalk network exist on Mansell Road, North Point Parkway, North Point Drive, Encore Parkway, Haynes Bridge Road, Morrison Parkway/Westside Road, and on North Point Circle.

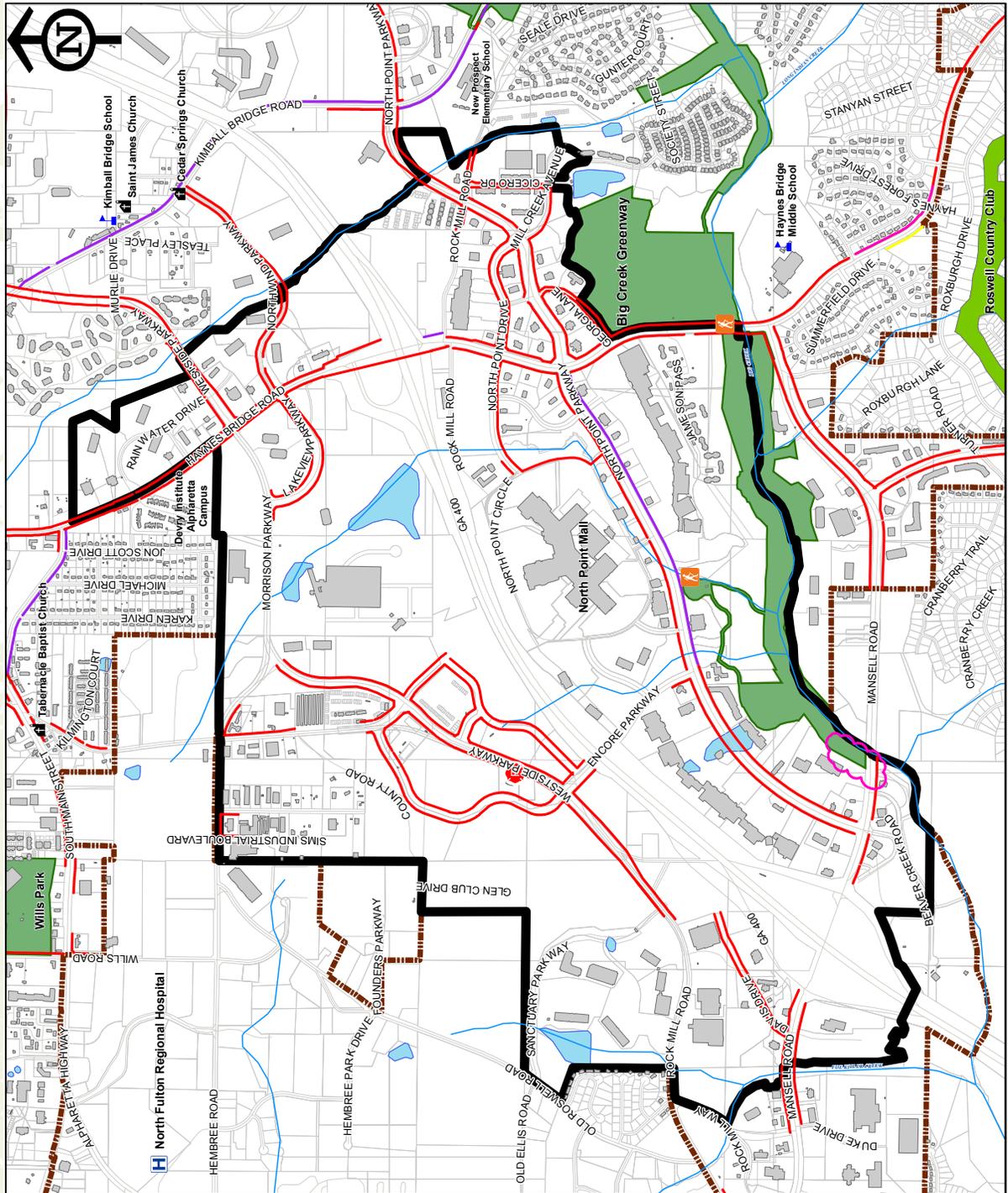


Urban Streetscape on Mill Creek Avenue



Sidewalks on Mill Creek Avenue at Milton Park

Figure 1.13: Pedestrian Facilities and Sidewalks



NORTH POINT

LIVABLE CENTERS INITIATIVE

- City of Alpharetta Boundary
- Study Area Boundary
- Sidewalk Conditions
- Existing Sidewalks
- Proposed by City
- Proposed by Developer
- Capital Improvement Projects
- Junior Council Recommended

- Big Creek Greenway Trailhead
- Fire Station
- Hospital
- School
- Church

Source: GDOT RC Data (2006) and City of Alpharetta

Pedestrian Facilities and Sidewalks

05001,0002,0003,000
Feet

December 2007

Prepared for:

Prepared by:

An observed deficiency in the study area pedestrian network is the discontinuity of marked cross-walks at roadway crossings. For many intersections, pedestrian crossings are only marked for three of the four legs of the intersection. Pedestrian access from existing sidewalks into developments is often lacking. Pedestrians are then forced into traffic or through landscaping to access development. Pedestrian push buttons are not always accessible. Finally, free-flowing right turn lanes at some intersection locations make it more difficult for pedestrians to cross.



No Pedestrian Access from the Sidewalk



Pedestrian Crossings Only Marked for 3-Legs of the Intersection



Inaccessible Pedestrian Push Button

No on-street bicycle routes or bicycle lanes were observed within the study area. However, the Big Creek Greenway provides a multi-use trail network that can be used by bicyclists. Two of the Big Creek Greenway's trailheads are located in the study area: one on North Point Parkway and the other on Haynes Bridge Road. Though sidewalks connect to the Greenway's entrance on Haynes Bridge Road, no sidewalks connect to the entrance on North Point Parkway. In addition, the trail ends abruptly at Mansell Road. The Big Creek Greenway currently extends to Webb Bridge Road, and there are plans to extend the Greenway across Mansell Road into Roswell.



Big Creek Greenway Entrance at Haynes Bridge Road



Big Creek Greenway Driveway from North Point Parkway



Big Creek Greenway End at Mansell Road



Parking

Abundant private parking can be found within the study area. Surface parking lots accompany all retail development, while parking ramps or structures are provided at some, but not all of the office and other commercial development. In general, the parking lots associated with the retail development provide interparcel access between outparcel uses and the inparcel uses. The parking areas primarily provide circulation for vehicles, but circulation for travel by foot or bicycle is more difficult. Because development destinations are set back a great distance from the street, it can be challenging for pedestrians to access the destinations from the sidewalk network. Within a development, it can be difficult for pedestrians to access destinations within the development since few direct access facilities are provided. The parking lot size and location also discourages traveling between developments on foot.



Sidewalk Access from Street to Development on North Point Drive



Surface Parking Lots Can Present a Challenge for Pedestrian Navigation

The supply of parking in the study area was estimated by evaluating the size of each development and the ratio of parking per 1,000 square feet of office and retail development. Table 1.7 lists major office developments, and Table 1.8 lists major retail developments. Overall, it is estimated that there are over 27,600 private parking spaces provided within the major office and retail developments.

Table 1.7: Major Office Developments Parking Supply

Project Street Address	Year Built	Gross Square Feet	Parking per 1,000 Square Feet	Estimated Number of Parking Spaces
Georgia 400 Center 2300 Lakeview Parkway	2001	143,000	4.20	601
Georgia 400 Center 2300 Lakeview Parkway	1999	138,465	4.20	582
Georgia 400 Center 2300 Lakeview Parkway	1998	124,800	4.00	499
North Point Center East 100 North Point Center East	1995	128,000	4.50	576
North Point Center East 200 North Point Center East	1996	130,000	4.50	585
North Point Center East 333 North Point Center East	1998	129,000	4.25	548
North Point Center East 555 North Point Center East	1999	152,000	4.25	646
North Point Park 3 5755 North Point Parkway	2006	4,752	4.00	19
North Point Park 6 5775 North Point Parkway	2004	4,752	4.00	19
North Point Park 14 5755 North Point Parkway	2006	8,864	4.00	35
North Point Park 24 5755 North Point Parkway	2006	6,750	4.00	27
North Point Park 25 5755 North Point Parkway	2006	11,680	4.00	47
10745 Westside Parkway 10745 Westside Parkway	1994	58,093	4.00	232
Northwinds I 2475 Northwinds Parkway	1997	148,883	4.00	596
Northwinds II 2520 Northwinds Parkway	1997	146,252	4.00	585
Northwinds III 2500 Northwinds Parkway	1998	147,711	4.00	591
Northwinds IV 11605 Haynes Bridge Road	1999	147,654	4.00	591
Northwinds V 11625 Rainwater Drive	1999	148,180	4.00	593
Northwinds VI 11675 Rainwater Drive	2000	150,376	4.00	602
Northwinds VII 2550 Northwinds Parkway	1998	148,509	5.00	743
100 Milton Park 30000 Mill Creek Avenue	2002	155,000	3.80	589
200 Milton Park 11175 Cicero Drive	2006	153,000	3.78	578

Sanctuary Park - Falls 1125 Sanctuary Parkway	2003	226,000	4.00	904
Sanctuary Park - Lake I 1105 Lakewood Parkway	1996	182,000	4.00	728
Sanctuary Park - Lake II 1145 Sanctuary Parkway	1997	182,000	4.00	728
Sanctuary Park - Oak I 1165 Sanctuary Parkway	2000	152,000	4.00	608
Sanctuary Park - Oak II 1185 Sanctuary Parkway	2001	152,000	4.25	646
Sanctuary Park - Stonebridge 1185 Sanctuary Parkway	2006	150,000	4.00	600
Total		3,429,721		14,096

Source: Dorey's Office Guide

Table 1.8: Major Retail Developments Parking Supply

Project Street Address	Year Built or Renovated	Rentable Square Feet	Parking per 1,000 Square Feet	Estimated Number of Parking Spaces
Mansell Crossing 7101 North Point Parkway	1993	442,000	6.0	2,652
380 North Point Circle 380 North Point Circle	1995	20,500	5.8	119
North Point Mall 1000 North Point Circle	1993	1,500,000	4.9	7,350
North Point Market Center 6200 North Point Parkway	1996	489,500	6.3	3,084
Northpoint Village I 7300 North Point Parkway	2000	57,000	4.0	228
Shops at Milton Park North Point Parkway	UC	27,500	4.5	124
Total		2,536,500		13,557

Source: Dorey's Retail Guide

Transportation Demand Management (TDM) Programs

The Greater North Fulton Chamber of Commerce has partnered with the Clean Air Campaign (CAC) to facilitate implementation of Transportation Demand Management (TDM) programs within the North Fulton area, including the North Point LCI study area. The CAC works with all employers with at least one-hundred employees. TDM or commuter assistance programs offered in the study area to provide assistance or incentives for using alternative travel modes to the single occupant vehicle (SOV) include:

- Commuter promotion programs to provide incentives to commuters to change their travel mode (Cash for Commuters, carpool rewards, and commuter prizes);
- Vanpooling and carpooling assistance (including a Vanpool)



Incentive Program that provides a start-up subsidy for new vanpools);

- Free consulting services for employers starting or expanding a current telework program;
- A Guaranteed Ride Home Program for those using alternative modes such as transit, bicycling, ridesharing or walking that provides transportation in case of emergency or change in work schedule; and
- Employer training programs on topics such as tax benefits, teleworking, and ways to encourage employee participation in programs.

Employer partners to the CAC within the study area include:

- American Honda Motor Company
- Cox Communications, Inc., MIS
- Colonial Pipeline
- Duke Realty (NorthWinds Property)
- Foodbuy, LLC
- Greater North Fulton Chamber of Commerce
- General Growth Properties, Inc. (North Point Mall)
- Jones Lang LaSalle (Sanctuary Park Property)
- LeasePlan USA

According to the CAC, it is estimated the employment reach in the North Point LCI area is greater than 6,500 employees. Specific program highlights from the CAC partnership within the study area include the following.

Cox Communications, Inc., MIS (400 Employees) - With the help of the CAC, Cox Communications holds multiple events on-site to educate employees about their commute options programs. The CAC reaches employees through Transportation Day events, Try-It Days, and Surprise Patrols. Clean Commuters have access to the Guaranteed Ride Home Program. There is a locker room on-site as well as secured bicycle storage, which encourages more employees to save gas and walk and ride their bicycles as opposed to taking trips in the car. They offer incentives such as food and drinks for those who are willing to try clean commuting. Alternative work arrangements include informal telework and flextime.

Duke Realty, Northwinds Property (2,700 Employees) - Since becoming a partner in November, 2006, Duke Realty has continued efforts to lessen traffic congestion for tenants. The CAC holds annual events on-site including Transportation Day events, Try-It Days and Surprise



Patrols. Duke Realty has a Guaranteed Ride Home Program for each of their seven buildings. By the end of September 2007, Duke will have installed Carpool-Only parking signs as well as bicycle racks to encourage clean commuting. To eliminate trips, all employees have access to a fitness facility as well as automated teller machines (ATMs) and restaurants.

Foodbuy, LLC (112 Employees) - To introduce their commute options program, Foodbuy, LLC called on the CAC for their expertise. The CAC is on-site throughout the year and conducts annual Transportation Day events. All Clean Commuters have access to the Guaranteed Ride Home Program. To help ease employees' commutes into work, they offer informal flextime. They also provided the CAC with employees' home zip codes to produce a zip code map to facilitate ridesharing.

Jones Lang LaSalle, Sanctuary Park (3,000 Employees) - Jones Lang LaSalle at Sanctuary Park holds annual events on-site hosted by the CAC, which include Transportation Days, Try-It Days and Surprise Patrols. Tenants in all six buildings have access to a Guaranteed Ride Home Program. To further promote Commuter Rewards incentive programs, Jones Lang LaSalle introduced their own site through Commuter Rewards Kick-Off events during September 2007. A vanpool currently runs from Douglas County and ends at LeasePlan USA picking up riders from MetLife, Verizon Business and Verizon Wireless along the way.

Colonial Pipeline (635 Employees) - Colonial Pipeline now offers a Guaranteed Ride Home Program for their employees. They received assistance from the CAC for formalizing their telework program. The CAC conducted telework training sessions for both the managers and employees during September 2007. Colonial Pipeline will officially roll out the complete Commute Options program to all employees in October 2007 by inviting the CAC on-site for a Transportation Day event.

Transportation Plans

1. ARC and GDOT Programmed and Planned Projects

ARC Programmed and planned transportation improvements within the North Point LCI study area are listed in Table 1.9. The projects are included in the ARC Envision6 Regional Transportation Plan and FY 2008-2013 Transportation Improvement Program. Projects in the GDOT Construction Work Program (CWP) are listed in Table 1.10.

Table 1.9: Planned and Programmed Projects in the ARC

ARC Project Number	GDOT PI Number	Location	Description	Project Type	TIP/RTP Status	Sponsor	Location	Length (miles)	Model Network Year	Total Cost
AR-H-400	0001757	SR 400 Managed Lanes	Four lanes; I-285 To McFarland Road in Forsyth County	Managed Lanes	Long Range	GDOT	Multi-County	8.1	2020	\$277,619,000
FN-031B	0006054	Haynes Bridge Road	Widen from 2 to 4 lanes; Mansell Road to Old Alabama Road	General Purpose Roadway Capacity	Long Range	City of Alpharetta	Fulton (North)	2	2020	\$12,949,800
FN-173A	N/A	Westside Parkway; Segment 2 - Rock Mill Road / Old Roswell Road	Widen from 2 to 4 lanes; 1,000 feet south of Mansell Road to Rock Mill Road at Sanctuary Park [See Also FN-173B]	General Purpose Roadway Capacity	Programmed	City of Alpharetta	Fulton (North)	1.1	2010	\$7,321,250
FN-173B	752970-	Westside Parkway; Segment 2 - Rock Mill Road / Old Roswell Road	Widen from 2 to 4 lanes; 1,000 feet south of Foe Killer Creek to 1,000 feet north of Foe Killer Creek [See Also FN-173A]	General Purpose Roadway Capacity	Programmed	City of Alpharetta	Fulton (North)	0.4	2010	\$8,727,000
FN-202	0006819	North Point Parkway Traffic Signal Interconnections	From Mansell Road to Windward Parkway	ITS-Other	Programmed	City of Alpharetta	Fulton (North)	5.3	2010	\$1,070,000
Total Cost of Planned Projects										\$307,687,050

Source: Envision6 Regional Transportation Plan. FY 2008-2013 Transportation Improvement Program

Table 1.10: Georgia Department of Transportation Projects

GDOT PI Number	Description	Primary Work Type	Project Type	Status	GDOT Office	Location	Length (miles)
8139	Mansell Road Multi-Use Trail Connection in Roswell	TE-Bike/Ped Facility	Enhancement	Construction Work Program	Planning	Fulton	
771228-	CR 126/Mansell Road from Big Creek to MARTA Parking Lot	TE-Bike/Ped Facility	Enhancement	Construction Work Program	Planning	Fulton	2.91
6057	CR 1332/Rock Mill @ Mansell Road and Old Roswell Road	Intersection Improvement	Reconstruction/ Rehabilitation	Long Range Program	District 7	Fulton	0.4
S009748	Westside Parkway in Alpharetta	Grade, Drain, Base & Surface	New Construction	Under Construction	State Aid	Fulton	

Source: GDOT TREX Transportation Explorer, http://app5-trex-web.dot.state.ga.us/trex_external/index.htm

All of the projects identified for the study area have the potential to address some of the transportation needs in or near the study area. Managed lanes or high occupant vehicles (HOV) lanes on SR 400 from I-285 to McFarland Road (AR-H-400) could encourage or facilitate carpools, vanpools or express transit to use SR 400, which could result in more persons carried in fewer vehicles at the access points to SR 400 (Mansell Road and Haynes Bridge Road). The additional lanes will also provide more capacity on SR 400. Widening Haynes Bridge Road to four lanes from Mansell Road to Old Alabama Road (FN-031B) will provide greater throughput capacity for those accessing and leaving the study area. The Westside Parkway expansion (FN-173A and 173B) will provide needed capacity for throughput in the southwest quadrant of the study area where the LOS is currently failing (LOS F). ITS interconnections on North Point Parkway from Mansell Road to Windward Parkway (FN-202) will aid in managing existing and future



Bicyclist on Mansell Road Westbound

traffic. The two transportation enhancement (TE) projects on Mansell Road (GDOT PI numbers 8139 and 771228) could provide needed bicycle and pedestrian connections to the Big Creek Greenway and the Mansell Road Park and Ride lot, on which no pedestrian or bicycle infrastructure currently exists.

2. Other Plans and Projects

The *City of Alpharetta Comprehensive Plan (2025 Edition)* identified guiding principles for alternative modes of transportation which can aid in both assessing the needs in the study area and provide guidance for potential improvements. Nearly every principle listed has implications for the study area.

Alternative Modes Guiding Principles

- Identify one or more locations for internal circulator services.
- Develop policy statements regarding rail service along Georgia 400 and express bus and HOV lanes.
- Explore the formation of a Transportation Management Association (TMA) along Georgia 400 and/or the Windward/Northpoint area.
- Locate sidewalks on all collector and arterial roadways.
- Provide bicycle and pedestrian connections from all activity centers (i.e. schools, commercial districts, parks, etc.), and ensure that sidewalks exist from all public transportation in areas that link to the existing sidewalk system.
- Review development guidelines and subdivision regulations for appropriate language supporting development of the sidewalk and bicycle systems.
- Connect the Big Creek Greenway to the sidewalk and bike systems.
- Review roadways for “bike-friendly” shoulders.
- Locate bus shelters throughout the City to encourage and accommodate use of public transportation.

City of Alpharetta Comprehensive Plan, p. 8-3.

Within the Comprehensive Plan, the Capital Improvement Element (CIE) identified impact fee-eligible projects for the short term. Projects included in the CIE are shown in Table 1.11.

Table 1.11: Planned Capital Projects and Cost for 2005-2010

Project	Planned Start Year	Estimated End Year	Estimated Cost	Funding Source
Intersection improvement, North Point Parkway and North Point Court	2006	2009	\$170,000	Impact Fees, Bond Funds
Road Construction, Westside Parkway, Phase III	2006	2009	\$7,500,000	Impact Fees, Bond Funds
Greenway Connection Sidewalks	2005	2007	\$481,000	Impact Fees, Bond Funds

Source: *City of Alpharetta Comprehensive Plan (2025 Edition)*, Capital Improvement Element, Appendix D: Pages 6-7.



Plans and discussions regarding extension of the MARTA North Line Rail to the North Point LCI study area have been considered by planning processes both within the City of Alpharetta and MARTA in the recent past. The City of Alpharetta's Short Term Work Program for 2006 allocated \$1.8 million to "work with MARTA to acquire 9 acres of land along Georgia 400 for future public transit purposes." (City of Alpharetta, Short-Term Work Program: 2006 Update, September 25, 2006.) The MARTA North Line Transit Oriented Development (TOD) Study Draft Final Report (December 2006) identified the North Point LCI study area for a terminus on the North Line Rail. Specifically, a location on Center Bridge Road (now Encore Parkway) was identified as the "best location for development of a prototypical MARTA TOD station." (MARTA, North Line Transit Oriented Development (TOD) Study Draft Final Report (December 2006), page 4-1.)

A number of traffic impact studies associated with developments planned in or near the study were also reviewed. In general, the traffic impact study recommendations are generally implemented in conjunction with each development, if it is shown that the development would create a need for such improvement. Most improvements are traffic-operations improvements such as the addition of turning lanes, new traffic signals, or signal timing optimization.

The following studies were reviewed:

The Offices at Prospect Park: Development of Regional Impact Transportation Analysis; prepared by URS for Barry Real Estate Companies; June 6, 2006.

Traffic Impact Study for Beaver Creek Office Development; prepared by A&R Engineering, Inc. for Compass Real Estate; March 8, 2006.

Traffic Study & Signal Warrant Analysis for Rock Mill Road; prepared by A&R Engineering, Inc. for Level 5 LLC; December 12, 2006.

Resurgens Park Traffic Impact Evaluation; prepared by Sain Associates for American Resurgens Management Corp.; July 2007.

Access Study: Parc Alpharetta; prepared by Marc R. Acampora for Highland Engineering, Inc.; January 10, 2006.

Traffic Impact Study for Jackson Healthcare Solutions Corporate Headquarters Building in Alpharetta, Georgia; prepared by Street Smarts for Duke Realty Corporation; March 2007.

Traffic Impact Study for Nexgen Site; prepared by A&R Engineering, Inc. for Nexgen Properties; August 2, 2006.

Traffic Impact Study for Northpoint Office Commons in Alpharetta, Georgia; prepared by Street Smarts for AEC, Inc.; March 2007.

Sanctuary Park Traffic Impact Study; prepared by Day Wilburn Associates, Inc. for AEC, Inc.; March 2005.

The Forum of Alpharetta Mixed-Use Development: Development of Regional Impact Transportation Analysis; prepared by URS for Thomas Enterprises, Inc.; February 14, 2005.



1.8 ECONOMIC AND DEMOGRAPHIC TRENDS

The following real estate/land use market assessment provides a summary of current economic market conditions and future development potential in the North Point Activity Center.

Market conditions for office are healthy with vacancies dropping and rents increasing. After a more moderate start to the decade relative to the booms of 1990s, the office market has rebounded in the North Point area and is poised to continue its upward trajectory. A threat to continued office growth, however, is traffic congestion and the lack of both mixed-use environments and housing diversity.

Significant short-term supply of existing and already-planned office buildings may result in support for new office locations in North Point occurring beyond the next three to five years.

Despite the high retail vacancies experienced in other parts of North Fulton County, the North Point area enjoys a very healthy retail market. The area functions as a regional retail destination, anchored by North Point Mall and the big box power centers surrounding it. Missing from the market though are retailers and retail environments that are more attractive to area residents.

Current offerings will be challenged by the more pedestrian-oriented, mixed-use environments being developed at Prospect Park and being proposed in new projects at Holcomb Bridge Road and to the north in Forsyth County. These projects will be well-poised to compete with North Point and, lacking significant new investment in the area, may significantly impact the retail vibrancy of the area.

While the demographic composition of the North Point area differs somewhat from that of North Fulton County (North Fulton refers to the portion of Fulton County north of the Chattahoochee River) as a whole, North Point is in a favorable demographic position to create additional quality residential developments.

North Point's proximity to some of the metro area's most affluent households provides an opportunity to provide housing for empty nesters and retirees looking to downsize from larger homes in nearby North Fulton.

The concentration of high-paying white collar jobs in the North Point area creates the opportunity to house those workers, particularly



young professionals who may desire a more mixed-use environment than found in traditional North Fulton subdivisions.

The North Point area is slightly younger, somewhat less affluent, and comprised of more one- and two-person households than North Fulton as a whole. This may point to an opportunity to develop more residential units that cater to smaller household sizes and more moderate price points, those that often fit into a walkable mixed-use format. (It is worth noting that this is only one segment and product type that may be supported in the study area. The demographics of those who are there are important and represent one aspect of demand. However, the demographics of the larger area, representing those who could likely be attracted to development in the study area, are equally important.)

The balance between jobs and housing in North Point is weighted heavily towards jobs, creating significant opportunities for infill housing in the area. The lack of housing in the North Point area can be seen in the high levels of in-commuting by workers being experienced today.

New detached single-family home sales continue to increase in price, creating opportunities for newer attached and higher-density detached product in the area; product that can function both as a lifestyle product and as a price-alternative.

In the short-term, the performance of actively-selling residential units in the local area has been mixed. The national and regional slowdown in the for-sale market has impacted the area somewhat, but the large number of high-paying jobs in the area provides significant depth in the coming years for newer attached and detached products.

There is a significant lack of newer, more urban apartment product in the area which, combined with strong market fundamentals for rental product, creates significant development opportunities for new rental apartments in the area. This rental product could be important both to “pioneer” currently more commercial areas lacking a residential base, and to create potential conversion opportunities for moderately-priced condominiums over time.

Positive employment conditions will allow for more office space

The study area appears to be a participant in the healthy and expanding economic growth enjoyed by the Atlanta region. The Atlanta Regional Commission (ARC) is forecasting continued job



growth throughout the North Fulton area, including North Point. The closest approximation of the LCI study area for data purposes is a 2.5 mile radius from North Point Mall. This geographic area is somewhat larger than the actual boundaries of the study area but is the best approximation available given data reporting constraints. However, because reliable employment data are only available at the larger census tract level, census tracts 116.05 and 116.07 are used to estimate the economic make-up of the area.) Through 2015 the study area is projected to experience 3.7% annual employment growth, an increase of over 17,000 jobs. As a whole, the North Fulton area is projected to add over 64,000 jobs in that same period, an annual increase of 3.9%. As home to much of the high-end employment and residential growth over the past decades, the North Fulton area (centered on the GA 400 corridor) has been the heart of Atlanta's "Favored Quarter." Projections indicate that this trend should continue in the future, as this area should capture greater than its fair share of growth. To wit, it currently comprises 6% of the entire metro area's employment but is projected to attract 13% of all new metro employment through 2010.

According to Claritas, Inc., study area businesses and organizations employ approximately 41,000 workers, 35% of which work in service-related jobs. Within the service sector, business services have the largest employment contingent. The next largest economic sector in the area is retail trade at 28%. Clearly the high volume of white-collar office and retail space has an impact on employment within the study area.

Imbalanced jobs-to-housing ratio impacts commuting patterns

A key indicator of an area's character and balance of land uses is the jobs to housing ratio. Due to the historically sprawling nature of metro Atlanta, many employment nodes in the region are characterized by a high ratio (an abundance of jobs with a lack of housing) and many residential areas with a low ratio (an abundance of housing with a lack of jobs). When comparing the North Point area to the metro area, the jobs-to-housing analysis reveals that the North Point area has a plethora of jobs, but fewer housing options. However, the North Point area is not as out of balance as other mall/office areas in the metro region. Figure 1.14 illustrates the jobs to housing ratio for select metro Atlanta mall/office areas in 1990, 2000, and 2005, based on ARC figures. Among the areas depicted, North Point is in the best situation. But, while the imbalance in North Point may not be as strong as other mall/office areas, it is interesting to note that North Point is one of only two areas that are still seeing increases in the imbalance of jobs

Figure 1.14: Jobs to Housing Ratio 2000-2005

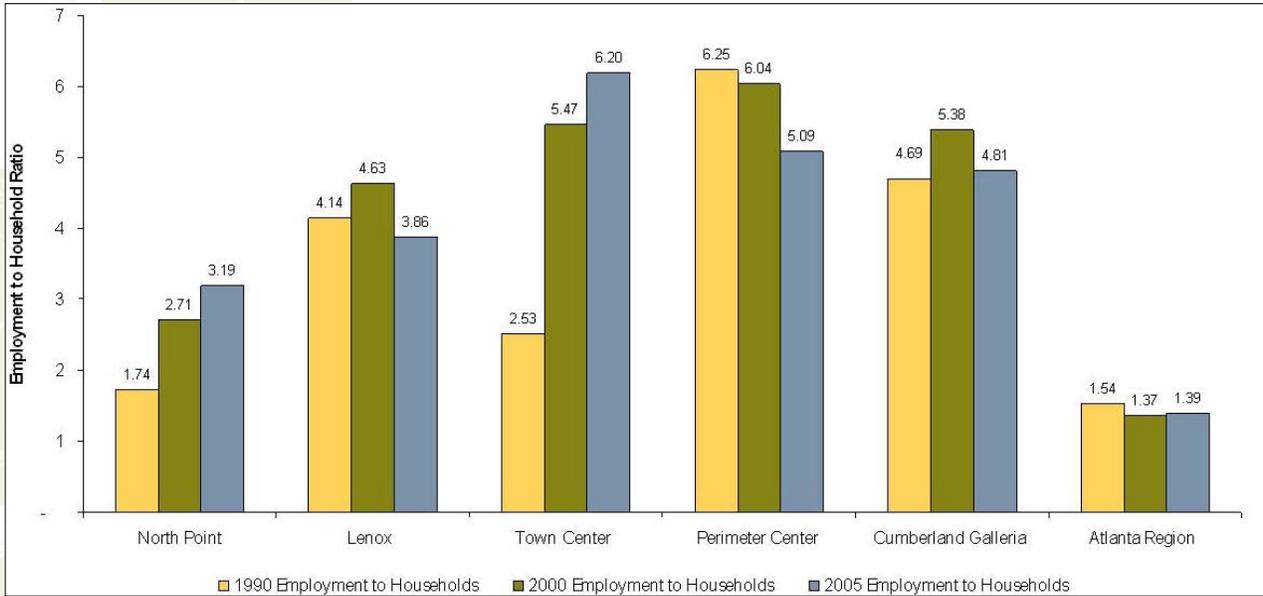
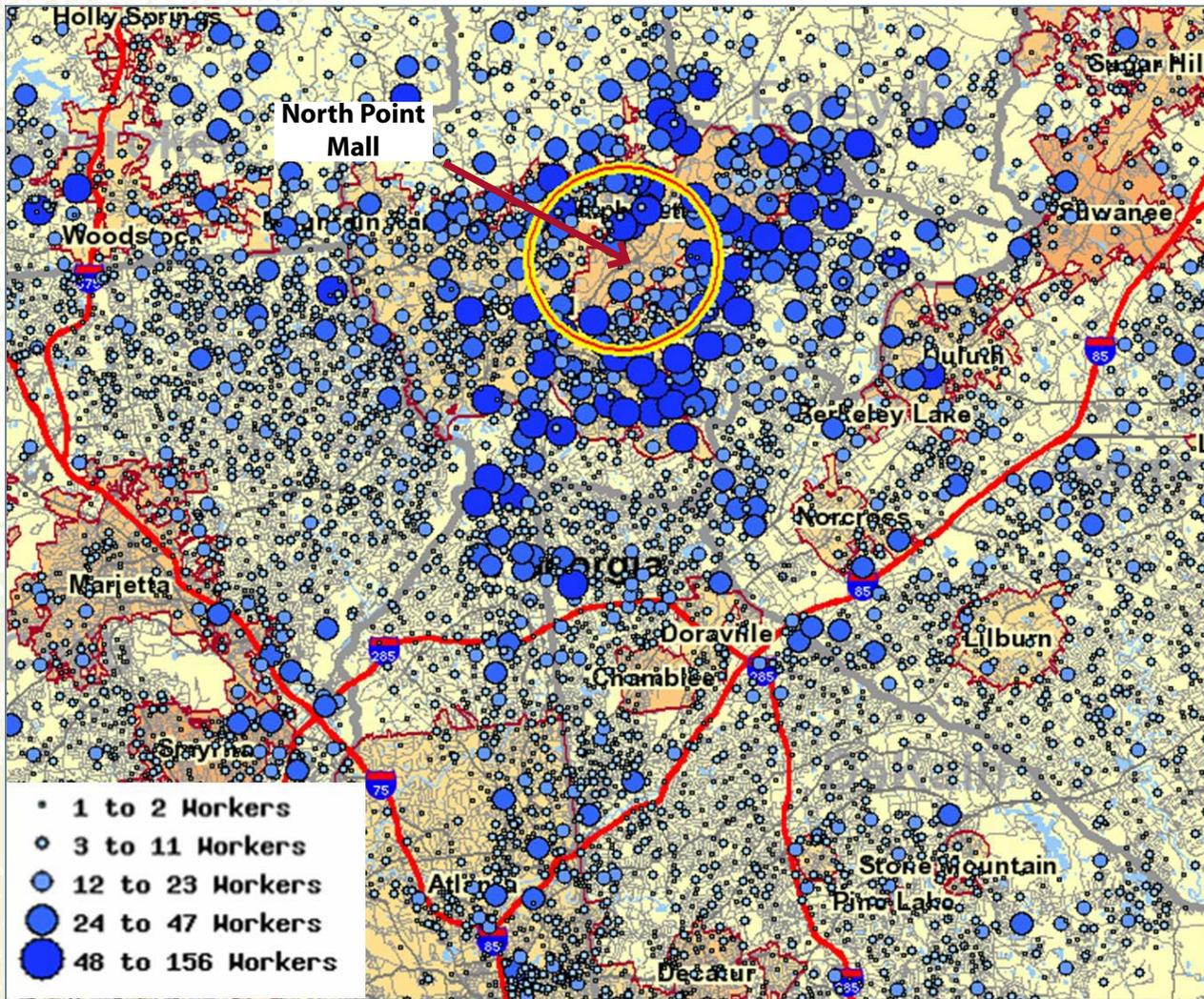


Figure 1.15: Residential Location of North Point Workers, 2005



Source: US Census Bureau



and housing. Lenox, Perimeter, Cumberland, and the metro Atlanta region as a whole have all seen decreases in recent years. There is an important opportunity here for North Point to add significant housing in order to slow or even reverse the growing imbalance between jobs and housing.

North Point’s jobs-to-housing imbalance is reflected in the commuting patterns of the area. Only 5.5% of North Point area workers live in Alpharetta, and only 28% live in Fulton County (US Census Bureau). In a metropolitan area with one of the longest commutes in the country, North Point’s lack of housing near employment is contributing to the commuting problem, yet indicates increasing opportunities to develop new housing closer to the area’s burgeoning employment. Figure 1.15 clearly shows a void of housing in the North Point area with virtually no worker trips beginning in the area.

Slower growth in the study area with smaller, less-affluent households

While North Fulton County has experienced strong high-end residential and commercial growth over the past two decades, the North Point area has seen more limited development across the residential sector; impacted by dwindling land supply and competition with office and retail uses. These circumstances have led to the study area losing its share of the region’s population in the past two decades. Based on the Claritas data, we estimate that the study area’s share of North Fulton County population has dropped from 24% in 1990 to just under 18% in 2007. Table 1.12 highlights the population and household growth in the North Point area relative to the larger region.

Table 1.12: Population and Households, 1990 - 2007

	HISTORIC		EST. 2007	COMPOUND ANNUAL GROWTH RATE	
	1990	2000		1990-2000	2000-2007
North Point Area (2.5 Mile Buffer from Mall)					
Population	24,231	39,760	43,092	5.1%	1.2%
Households	9,691	15,124	16,300	4.6%	1.1%
North Fulton County					
Population	100,867	205,970	242,262	7.4%	2.3%
Households	38,295	75,004	87,356	7.0%	2.2%
Fulton County					
Population	648,951	816,006	956,795	2.3%	2.3%
Households	257,140	321,242	378,109	2.3%	2.4%
Atlanta CBSA*					
Population	3,069,411	4,247,981	5,122,861	3.3%	2.7%
Households	1,140,838	1,554,154	1,865,741	3.1%	2.6%

Source: Claritas, Inc.

*The Atlanta CBSA is the 28-county metro Atlanta region

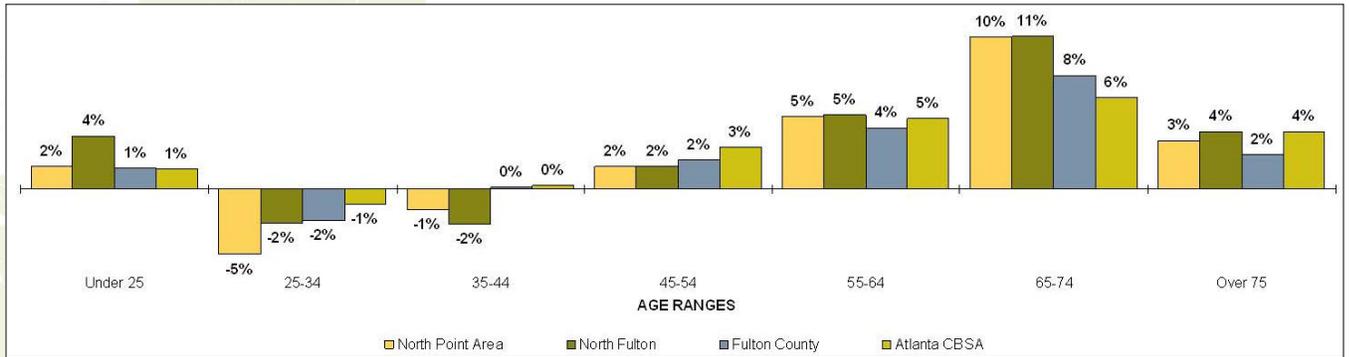


The North Point area, like much of North Fulton County, is entering a new phase of real estate market maturation, transitioning from largely greenfield development to more redevelopment and revitalization. The lack of available undeveloped land is reflected in the minimal population growth experienced in the area and points to the need to infuse new and more intense residential and commercial development into the area, as well as strong green spaces and local and regional gathering spots (places).

The rising competition for dwindling greenfield sites, as well as the costs of redevelopment will necessitate more dense residential development going forward. RCLCO research and analysis in markets throughout the U.S. indicates that market audiences drawn to such locations are likely to be singles and couples and, as the area becomes more established residentially, mature couples seeking a more simplified lifestyle. As shown below, indications for support for such residential development appears to exist in the area, with the major challenge being to create opportunities in the market to anchor this higher-density product.

- Singles and couples make up 57% of North Point area households compared to 51% in North Fulton.
- Further, the study area has a larger proportion of these singles and couples who are younger individuals, as the median age in 2007 is 34.5, compared to 36.7 for North Fulton.
- Claritas projections reveal that the study area should expect to see its population continue to age over the next five years indicating growth occurring in older age cohorts, as shown in Figure 1.16. Providing housing options for mature couples aging in place throughout North Fulton will be an increasingly important opportunity for the North Point area. These options could expand upon the current developments in the study area that specifically target the 55 and older population. Current trends show that segments in this population are also looking for low-maintenance housing options in active, but mixed-age settings, including townhouses and condominium or apartment flats within walking distance to shopping and dining options.
- Growth is also projected in the youngest age cohort, showing an opportunity for housing options targeted towards young single professionals. Such options include luxury apartments and condo flats.

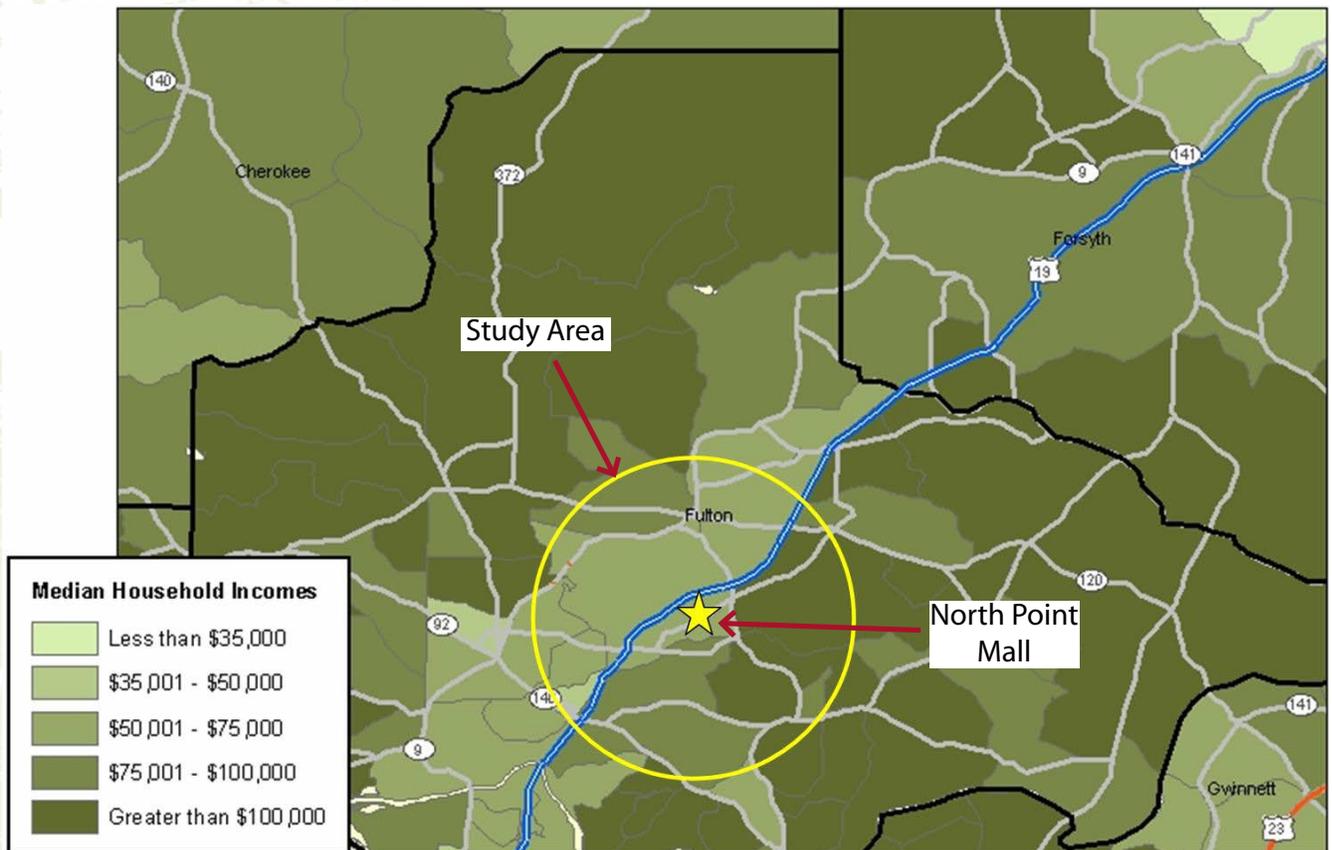
Figure 1.16: Household Projections by Age Cohort, 2007 - 2012



Source: Claritas, Inc.

The study area is part of a North Fulton area that is known to be a haven for some of the metro area’s most affluent residents. Although not as affluent as all of North Fulton, which boasts a median household income of just under \$100,000, the North Point area’s median income is \$74,664--still significantly higher than the metro area, which has a median income of just under \$60,000. Figure 1.17 depicts median household income by US Census block group and illustrates this concentration of wealth.

Figure 1.17: Median Household Income by Block Group, 2007-2012



Source: Claritas, Inc.



Because of the more affluent population, housing proximate to North Point is significantly more expensive than the metro area. In 2007, the median home value in the North Point area was estimated at \$296,000, compared to \$307,000 in the rest of North Fulton and \$178,000 throughout the entire metro area. It is worth noting that these values include existing home resales and the prices at which new housing stock is being delivered are considerably higher.

1.9 EXISTING MARKET CONDITIONS AND FUTURE OPPORTUNITIES

Office

After a rough start to the decade, the office market is looking extremely healthy in the North Point area. In the first quarter of 2004, the overall vacancy rate for the Class A North Fulton office market was 24.4%, compared to 23.2% metro wide. By the beginning of 2007, that number dropped to just 15.6% in North Fulton, below the metro average of 17.7%. Local office brokers are reporting that the vacancy rates in the study area are even lower with most of the major office developments in the study area showing vacancies of 5% or less. Rents are also reportedly increasing as well in the submarket, due to high occupancies. As far as tenants, the study area is home to a diversity of companies, ranging from small Alpharetta start-up businesses, to large Fortune 500 corporations. Tenants are attracted to the area by the presence of executive housing in nearby areas of North Fulton. Local brokers are reporting that mixed use office environments are becoming more desirable to tenants, with such projects achieving higher rents and occupancies.

As the North Point office market matures, brokers are reporting that density increases may be necessary to make new office development feasible, especially in properties right along GA 400. As the North Point market matures, brokers are reporting that density increases may be necessary to make future development feasible in many study area locations. Because of this and the improving market fundamentals there is a tremendous amount of new space planned and proposed in the North Point area - as much as 3,000,000 square feet, or six years supply based on the past five years absorption average. In order to avoid an oversupply of office space in the near-term and to allow for successful developments at the necessary densities, many of the planned projects many need to covert to mixed-use, assuming this becomes feasible under future zoning.

Retail

Although the overall North Fulton submarket suffers from high vacancy rates, the North Point area is fairing much better in general, with many



of the larger retail spaces experiencing full occupancy. Overall, the City of Alpharetta reported a third quarter 2007 retail vacancy of 4.7% of leasable space, compared to 11.6% in North Fulton as a whole. When looking at the six retail centers surveyed by RCLCO in the North Point area, the vacancy was even lower at approximately 2%. Despite the apparent health of North Point and Alpharetta retail, several large outparcel structures within larger strip centers, particularly restaurants, have gone vacant, and were not included in the RCLCO survey. The failure of these restaurants could be due to a decreasing popularity of traditional sit-down full service restaurants as well as poor execution on the part of the restaurant operators.

National trends reveal that the strip center format that characterizes much of the North Point retail faces increasing competition as more walkable, mixed-use centers become more prevalent in the area. Most of the major big-box strip retail centers in the North Point area were built in the mid- to late-1990s and will require upgrading or replacement with the next five to ten years. With the construction of new retail in the most modern formats located in other parts of North Fulton as well as southern Forsyth, the North Point area could begin to experience a decline in retail health. While the North Point area will still retain its prime location on GA-400, reinvestment in retail centers will become necessary for North Point to compete with newer developments that are configured in a more desirable format for today's consumers.

For-Sale Residential

Despite overall soft market conditions in the for-sale segment nationally, the long-term prospects for for-sale housing in North Fulton and the study area are very strong. Atlanta has not been hit as hard by the downturn as other metros (posting 1% housing appreciation over the last year, compared to depreciation in many markets) and the underlying fundamentals for housing demand in North Fulton remain strong. North Fulton and the North Point area provide a high quality of life with desirable retail, access to high-paying jobs, and among the highest quality public schools in the region. These factors, among others, will continue to drive demand for a wide variety of housing types at the full spectrum of price points. The local housing market has taken a downturn, as discussed in the following paragraph, and the recovery from this downturn will likely continue for at least the next year. This needs to be taken into consideration in the phasing of development and redevelopment plans. However, demand over the planning horizon should be robust.



Atlanta has slowed recently, but still remains relatively strong. The picture is similar in the primary market area, comprised of most of Fulton County north of the Chattahoochee River. However, annualized sales in this area, based on market performance in the first half of 2007, have continued to drop since their peak in 2005. The first six months of 2007 saw an annualized 9% drop in the number of sales of new single-family homes, with the volume at 1,116. All new sales in the market dropped over 30% year-over-year in the first half of 2007, due largely to a drastic drop in the volume of new attached homes, which fell to an annualized 560 sales from 997 in 2006. Detached single-family homes accounted for two-thirds of all new sales in North Fulton County during this time period. Most new construction in this area is for mid- to upper-income households, with an average new home price in the first half of 2007 at approximately \$432,000, an increase of approximately 13% over 2006.

Despite the current downturn in the for-sale market, particularly on the attached side, future projects in the study area have an opportunity to fill a void in the market and find success by offering buyers a unique-selling proposition. That is, according to research by Chris Leinberger of the Brookings Institute, the Atlanta market is lacking supply of housing in a walkable mixed-use format when compared to estimated demand in other large metropolitan areas such as Boston, as shown in Table 1.13. The study area has seen a recent proliferation of new attached housing hit the market, and in the long-term this type of product should find great success, especially if these products are oriented to fill the apparent void in the area for walkable housing types.

Table 1.13: Demand by Housing Type

Housing Preference	Atlanta		Boston	
	Demand	Supply	Demand	Supply
Walkable	30%	12%	40%	30%
Drivable	40%	88%	30%	70%
Agnostic	30%		30%	

Source: C. Leinberger, Brookings Institution

The study area (This refers to the LCI study area boundary, and is different from the North Point area definition referenced throughout this real estate market summary.) has only begun to emerge as a denser residential submarket, with two new projects actively selling in the study area, two sold-out projects, and one planned project. With the exception of one project, most of the for-sale residential



construction is on the west side of GA 400, away from the retail and office traffic and close to the planned Verizon Amphitheater on Encore Parkway. Sales paces are currently slow, but are not out of line with the Atlanta market in general. All the for-sale units are attached, with most of the buyers in this area downsizing from larger homes within the North Fulton area. However, local real estate agents estimate that between 20% and 30% of buyers in the study area are coming from out of state. The for-sale market appeals most strongly to two main demographic groups: young singles and couples who work in the North Fulton area, and empty nesters and retirees who are looking for a more maintenance free lifestyle near their children and grandchildren. Given this, the for-sale market in the study area should experience steady, moderate growth over the next several years due to growth in the empty nester and retiree age groups and continued job growth in the area.

For-Rent Residential

Rental units made their debut in the study area in 1999 and as of 2007 there were roughly 1,200 units existing or under construction. In addition to younger singles and couples—the conventional rental market audiences—projects in the area are also targeting empty nesters and retirees with two new active adult communities under construction. Occupancies are very strong in the study area, with the two stabilized properties holding at around 95%, which is similar to the North Fulton average occupancy of 94.5%. Monthly absorptions are healthy as well, with all projects doing between 18 and 35 leases per month. Rents are also increasing in the area, with a 3.5% increase reported in the past year for North Fulton.

Similar to for sale residential, the rental market is targeting young professionals as well as empty nesters and retirees. Of the properties that are not age restricted 55+, roughly 80% of the tenants appear to be young professionals, virtually all of whom work in the North Fulton area. Empty nesters and retirees are attracted to the active adult rental communities because of the study area's proximity to retail, cultural events, and the many younger families located nearby.

With occupancies, rents, and absorptions very strong in this area, additional rental construction appears supportable, particularly for projects targeted towards the many young professionals that work in the area. Such newer, more urban housing stock will also create opportunities for conversion of units to home ownership as the for-sale housing market regains its footing in the market.



1.10 ISSUES AND OPPORTUNITIES

While there is significant development pressure and potential for continued development and redevelopment in the North Point Activity Center, undeveloped property is quickly disappearing and a vision for redevelopment of existing underutilized parcels is needed. The west side of GA 400 has many undeveloped properties. However, a majority of those parcels will be emerging as part of the Cousins Westside development. Recent development on the west side of GA 400 includes multi-family housing development, but future plans call for additional office, hotel and entertainment/convention facilities.

On the east side of GA 400, strip retail centers with large surface parking lots and outparcels will provide opportunities for redevelopment over the next 5-10 years. The financial basis to provide for redevelopment of these parcels, rather than owners choosing minimal reinvestment or allowing decline of the parcels, will necessitate higher intensity development. The market is further impacted by anticipated retail competition in the North Fulton market, a need to provide a better balance between jobs and housing options to reduce transportation congestion, and the desire to foster more sustainable development types within the City.

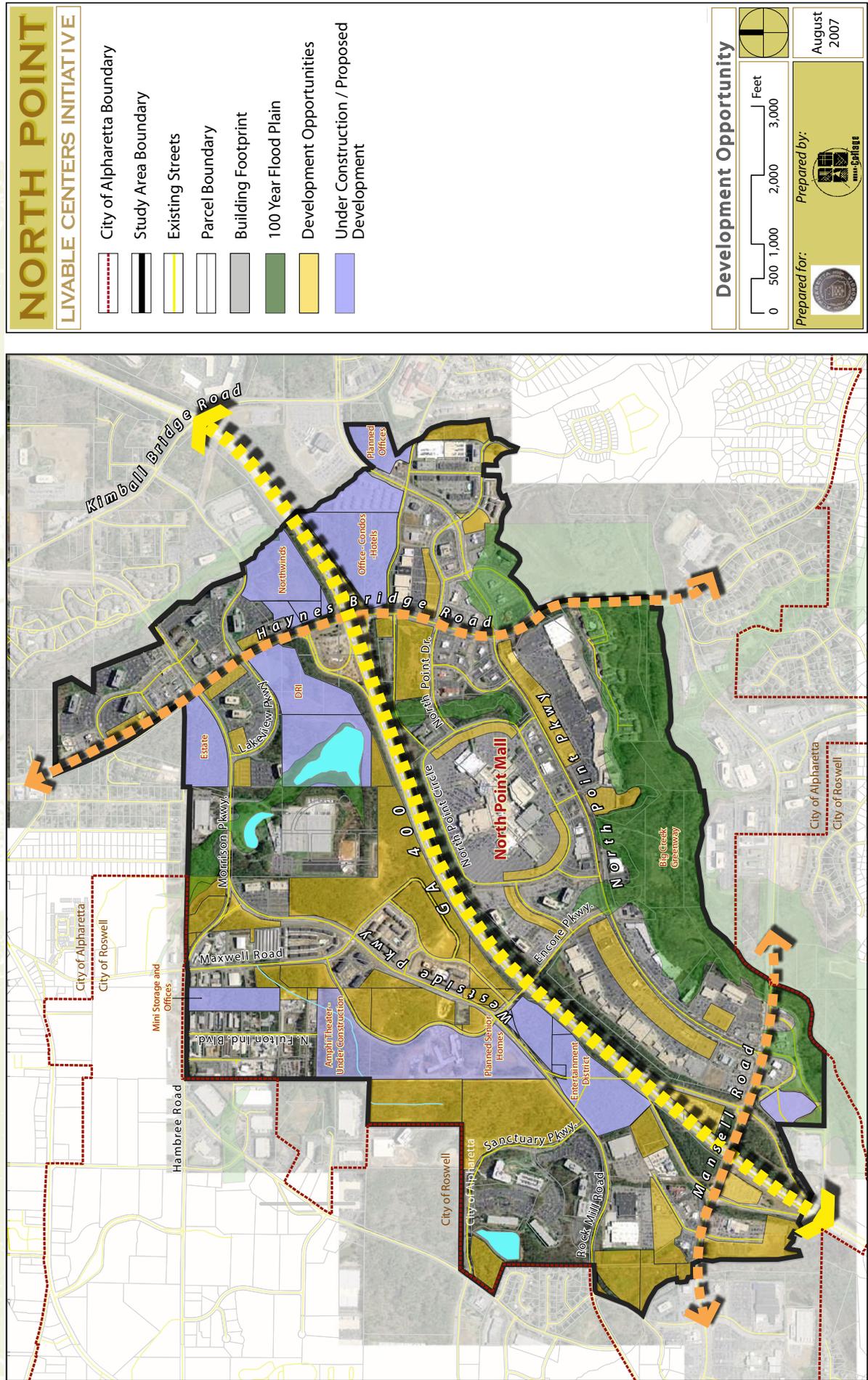
The biggest asset in the study area, Big Creek Greenway, provides a great opportunity to link commercial and residential uses throughout the North Point Activity Center and reduce short distance automobile trips. Further enhancing the pedestrian environment, pedestrian linkages between developments, and preserving future opportunities for transit service would also enhance the activity center's position as a regional activity center.

The following section outlines major issues and challenges discussed by the Planning Team, Core Team and area stakeholders during the first phase of the planning process. These issues and challenges will be explored further and addressed by the Framework and Concept Plans that will outline a future vision for the North Point Activity Center.

Activity Center Assets

- Proximity of GA 400
- Exit ramps on GA 400 at logical locations
- Existing efficient road network
- Existing bridge on GA 400 - Center Bridge / Encore Parkway
- Big Creek Greenway
- Quality infrastructure, landscaping, and streetscapes

Figure 1.18: Development Opportunities Diagram



- 
- 13% undeveloped properties
 - Proximity to quality executive housing
 - Reputation for excellent quality of life
 - Redevelopment potential of vacant out parcels of strip commercial

The assessment of land development and transportation components of North Point Activity Center identifies that the study area:

- Lacks sense of place
- Lacks integration of retail and residential uses which results in poor walkability
- Is subject to future decline of retail properties
- Is auto-dependent
- Does not relate well to the existing greenway/open space- a key strength of the area

1. Transportation

- What short-term improvements can be made to alleviate key traffic pinch points and “hot spots?”
- How can the pedestrian/bicycle/trail network be expanded to provide enhanced access?
- What long-term transportation improvements are necessary?
 - New/modified roadways
 - Georgia 400 enhancements
 - Transit opportunities and locations (MARTA, North Point Shuttle, etc.)

2. Development

- What investments can be made to retain and enhance the value created in the area?
- What is the desired character for new development projects?
- How can the area best plan for the second generation of existing retail only and office only areas?
- How can more significant amounts of residential be infused in order to make the area more viable over the long term?
- How can this area establish itself as a unique option as competition heats up?
- Where does higher intensity development belong?
- How and where can appropriate open spaces be maintained and developed?
- What strategies should be employed to enhance the pedestrian environment?