



Appendix **5**



Introduction

This final chapter includes a summary of the public participation process, including a list of meeting dates (outlined to the right), the full market assessment, as well as meeting agendas, materials (including PowerPoints), and completed exercises from the public workshops.

Though much of this information is referenced throughout the report, the original documents and materials used throughout this report can be found within this chapter.



Phase 1

Inventory and Assessment

- July 15, 2015 Project Management Team Kickoff Meeting
- August 3, 2015 Presentation to City Council
- August 13, 2015 Project Management Team Conference Call
- August 31, 2015 Project Management Team Conference Call
- September 2, 2015 Stakeholder interviews
- September 17, 2015 Core Team Meeting #1
- September 17, 2015 Public Workshop #1 (Kick-off and Visioning)

Phase 2

Concept Plan Development

- September 29, 2015 Project Management Team Conference Call
- October 8, 2015 Core Team Meeting #2
- October 8, 2015 Public Workshop #2 (Concept Development)
- November 2, 2015 Project Management Team Conference Call
- November 9, 2015 Core Team Meeting #3
- November 19, 2015 Public Workshop #3 (Draft Plan)
- December 1, 2015 Project Management Team Conference Call

Phase 3

Implementation Plan

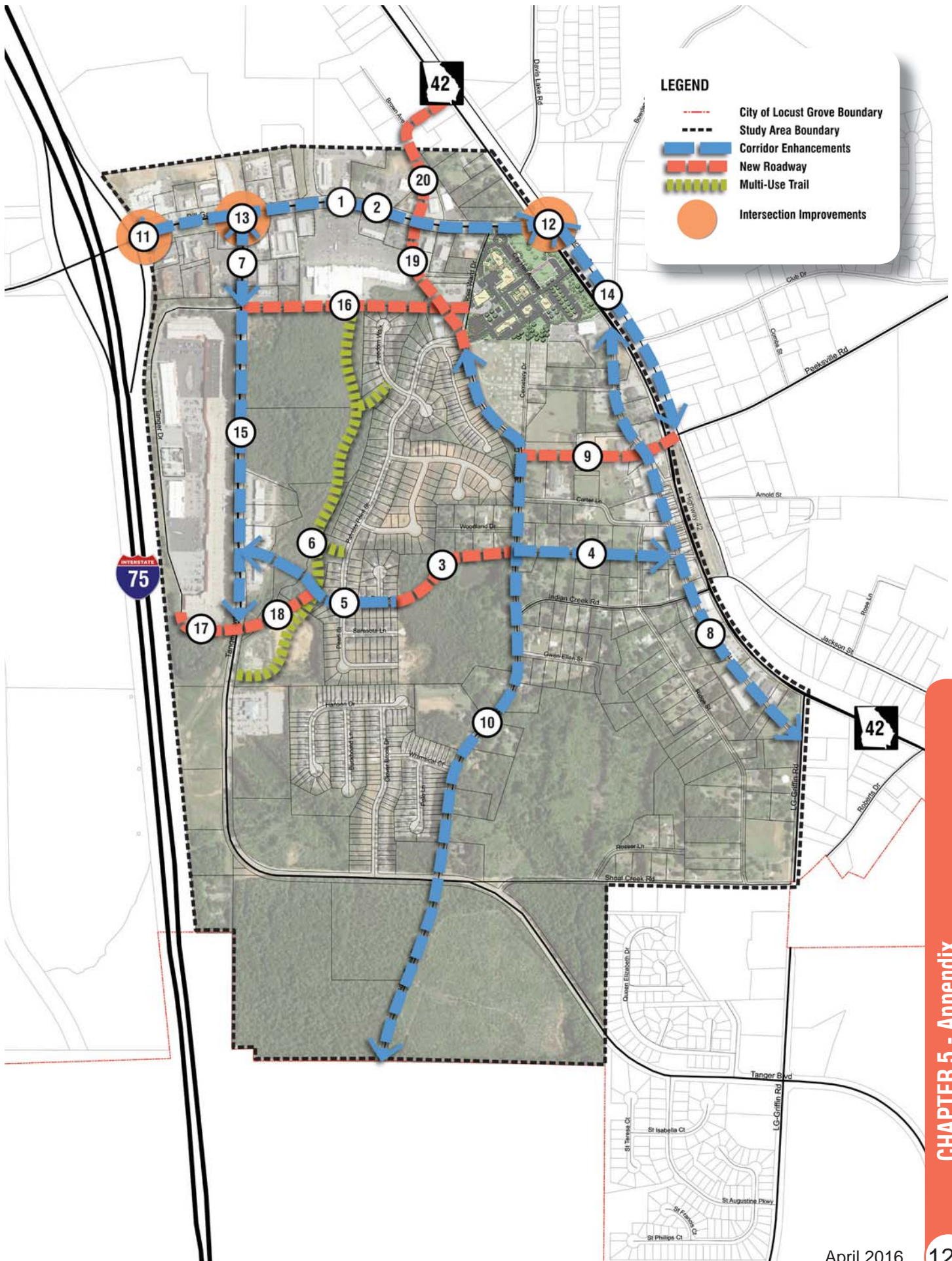
- January 11, 2016 Project Management Team Conference Call
- January 21, 2016 Transportation Coordination Meeting
- January 26, 2016 Core Team Meeting #4 (Issues Forum Discussion)
- January 26, 2016 Public Workshop #4 (Open House)

Short-Term

	Project Name	Project Type	Length (feet)	Length (miles)	P.E. Costs	R.O.W. Costs	Construct. Costs	Total Costs	Responsible Party	Funding Source	Local Source
1	Bill Gardner Parkway Median and Streetscape	Multi-modal/Roadway/Operations/Safety/ Beautification	3250	0.6155	\$340,000	\$700,000	\$2,900,000	\$3,970,000	City of Locust Grove	Local, State/Federal Funds	City of Locust Grove
2	Bill Gardner Parkway Wayfinding Signage	Wayfinding	3250	0.6155	50,000	—	—	\$500,000	City of Locust Grove, Main Street, DDA	Local, Main Street, Private Funds	City of Locust Grove
3	Central Avenue	Multi-modal/Roadway/ Bike-Ped Facilities	1050	0.1988	\$140,000	\$720,000	\$1,200,000	\$2,060,000	Affected Properties, City of Locust Grove	Private and Local Development	Private Development, City of Locust Grove
4	Smith Street Enhancements	Multi-modal/Roadway/ Bike-Ped Facilities	1275	0.2415	\$200,000	\$150,000	\$1,700,000	\$2,000,000	City of Locust Grove	Local, LCI, State/ Federal Funds, PATH Foundation, Private Developer	City of Locust Grove
5	Palmetto Street Enhancements	Multi-modal/Roadway/ Bike-Ped Facilities	3750	0.7689	\$130,000	—	\$1,100,000	\$1,220,000	City of Locust Grove	Local, LCI, State/Federal Funds	City of Locust Grove

Long-Term

	Project Name	Project Type	Length (feet)	Length (miles)	P.E. Costs	R.O.W. Costs	Construct. Costs	Total Costs	Responsible Party	Funding Source	Local Source
6	Southern States Multi-Use Trail	Multi-Use Trail	—	—	—	—	—	\$4,000,000	City of Locust Grove	Local, LCI, State/ Federal Funds, PATH Foundation,	City of Locust Grove
7	Tanger Boulevard Median and Streetscape	Multi-modal/Roadway/Operations/Safety/ Beautification	750	0.1420	\$150,000	—	\$1,300,000	\$1,390,000	City of Locust Grove	Local, LCI State/Federal Funds	City of Locust Grove, Private Development
8	Cleveland Street Streetscape	Multi-modal/Roadway/Operations & Safety	3575	0.6771	\$740,000	—	\$6,300,000	\$7,080,000	City of Locust Grove, Adjacent Property	Local, State/Federal Funds	City of Locust Grove, Private Development
9	Peeksville Extension	Multi-modal/Roadway/Operations & Safety/ Bike-Ped Facilities	1150	0.2178	\$230,000	\$860,000	\$2,000,000	\$3,070,000	Affected Properties, City of Locust Grove	Private Development, City of Locust Grove	Private Development, City of Locust Grove
10	Frances Ward/Indian Creek Roadway Upgrades & Streetscape	Multi-modal/Roadway/Operations & Safety/ Bike-Ped Facilities	6050	1.1458	\$930,000	\$3,200,000	\$8,000,000	\$12,120,000	City of Locust Grove	Local, LCI, State/Federal, Private Development	City of Locust Grove, Private Development
11	Bill Gardner Parkway @ I-75 Northbound Ramps Intersection Improvements	Roadway/Operations & Safety	1275	0.2414	\$130,000	\$360,000	\$1,100,000	\$1,560,000	City of Locust Grove, GDOT	Local, State/Federal Funds	City of Locust Grove
12	Bill Gardner Parkway @ Highway 42 Intersection Improvements	Roadway/Operations & Safety	650	0.1231	\$110,000	\$140,000	\$920,000	\$1,170,000	City of Locust Grove, GDOT	Local, State/Federal Funds	City of Locust Grove
13	Bill Gardner Parkway @ Tanger Boulevard Intersection Improvements	Roadway/Operations & Safety	—	—	\$120,000	—	\$1,000,000	\$1,140,000	City of Locust Grove	Local, State/Federal Funds	City of Locust Grove
14	Highway 42 Enhancements	Multi-modal/Roadway/Operations & Safety	2000	0.3789	\$380,000	\$430,000	\$3,200,000	\$4,020,000	City of Locust Grove	Local, State/Federal, Private Developer	City of Locust Grove
15	Tanger Boulevard Operational Improvements	Multi-modal/Roadway/Operations & Safety	1900	0.3598	\$120,000	—	\$1,000,000	\$1,150,000	City of Locust Grove	Local, State/Federal Funds	City of Locust Grove, Private Development
16	Tanger Drive Extension	Multi-modal/Roadway/Operations & Safety Joint Ped-Bike Facilities	1800	0.3409	\$300,000	\$1,400,000	\$2,600,000	\$4,200,000	City of Locust Grove	Local, LCI State/Federal Funds	City of Locust Grove
17	Tanger Loop Connection	Multi-modal/Roadway/Operations & Safety Joint Ped-Bike Facilities	750	0.1420	\$150,000	—	\$1,300,000	\$1,430,000	City of Locust Grove, Tanger Outlet Center	Local, LCI State Funds	City of Locust Grove, Private Development
18	Tanger Ridge Extension	Multi-modal/Roadway/Operations & Safety Joint Ped-Bike Facilities	650	0.1231	\$150,000	\$500,000	\$1,300,000	\$1,930,000	City of Locust Grove	Local, LCI State/Federal Funds	City of Locust Grove
19	Frances Ward Drive Realignment	Roadway/Operations & Safety	1100	0.2083	\$200,000	\$850,000	\$1,700,000	\$2,720,000	City of Locust Grove, Affected Property Owners	Local, LCI State/Federal Funds	City of Locust Grove, Private Development
20	Bill Gardner Parkway Median and Streetscape	Roadway/Operations & Safety	750	0.1420	\$160,000	\$480,000	\$1,300,000	\$1,950,000	City of Locust Grove, Affected Property Owners	Local, LCI State/Federal Funds	City of Locust Grove, Private Development



Market Assessment

Market Overview :: Metro + Submarket

RESIDENTIAL MARKET¹

Approximately 6,480 homes were sold in metro Atlanta in September 2015. This represented an increase of 13.1% over the September 2014 figure of 5,730 homes sold. The median sales price for homes sold in September 2015 was \$185,300, which was 9.0% higher than the September 2014 median sales price of \$170,000. The residential inventory in September 2015 was approximately 4.0 months, which was a decrease of 10.6% from the September 2014 figure of 4.5 months.

The Study Area is located in the 30248 zip code. In the first ten months of 2015, approximately 380 homes sold in this zip code, and the median sales price was \$155,200. The average number of days on the market before selling was 72. During 2014, approximately 380 homes sold, and the median sales price was \$144,470. The average number of days on the market in 2014 was 60. The increase in average sales price over the previous year indicates a strengthening market. However, the increase in the average number of days for a house to sell could be a sign of resistance to additional increases in price.

RETAIL MARKET²

The metro Atlanta retail market has approximately 25,800 buildings, with almost 352.0 million square feet of space. In the second quarter of 2015, retail vacancy in metro Atlanta was 7.9%, which was essentially on par with 8.1% in the first quarter. The average quoted rental rate was \$12.51 per square foot. Almost 1.4 million square feet of retail space was absorbed over the first half of 2015. During the second quarter, approximately 208,500 square feet of new space was delivered and an additional 787,000 square feet was under construction.

The Study Area is located in the McDonough/Butts Retail Submarket. There are approximately 600 retail buildings in this submarket, with almost 5.8 million square feet of leasable retail space. At the end of the second quarter, the submarket vacancy rate was 6.0%, which was significantly below the vacancy for metro Atlanta of 7.9%. The average quoted rental rate was \$12.12 per square foot, which was slightly less than the average for metro Atlanta of \$12.51 per square foot. During the first half of the year, approximately 35,300 square feet of retail space was absorbed in the submarket and no new space was delivered. At the end of the second quarter there was no new space under construction.

OFFICE MARKET³

There are almost 15,700 office buildings in metro Atlanta, with over 304 million square feet of space. Approximately 40% of metro Atlanta office buildings are considered to be Class A, with 42.1% Class B and 17.9% Class C. The vacancy rate for the overall office market was 13.3%; this was a slight decrease from the vacancy rate of 13.8%. The average rental rate increased from

¹ Source: Georgia Multiple Listing Service.

² Source: *The Retail Report: Atlanta Retail Market*. CoStar Group, Second Quarter 2015.

³ Source: *The Office Report: Atlanta Office Market*. CoStar Group, Second Quarter 2015.

\$19.43 per square foot in the first quarter to \$19.82 in the second quarter. During the second quarter almost 2.0 million square feet of office space was absorbed in the market and 621,200 square feet of new space was delivered. Approximately 1.5 million square feet of office space was under construction.

The Study Area is located in the South Clayton/Henry Office Submarket. There are approximately 580 office buildings in this submarket, with almost 4.5 million square feet. Only 3% of office space in the submarket is considered to be Class A, as compared to 40% in metro Atlanta as a whole. Approximately 59.6% is classified as Class B and 37.4% as Class C. The submarket vacancy rate was 10.3%, which was lower than the rate for metro Atlanta of 13.3%. The average quoted rental rate was \$17.27, which was less than the average rental rate for metro Atlanta of \$19.82. During the first half of 2015, approximately 10,400 square feet of office space was absorbed, and no new space was delivered nor was any new office space under construction.

INDUSTRIAL MARKET⁴

The metro Atlanta industrial market consists of over 16,100 buildings, with just less than 664.8 million square feet of space. The metro Atlanta vacancy rate for industrial space was 8.3% in the second quarter, which was basically on par with 8.4% from the first quarter. The average rental rate was \$4.16 per square foot, which was a slight increase from \$4.08. Approximately 3.7 million square feet of industrial space was absorbed, and 3.6 million square feet of new space was delivered. At the end of the quarter, an additional 13.9 million square feet was under construction.

The Study Area is located in the South Clayton/Henry County Industrial Submarket. This submarket has approximately 780 industrial buildings, with almost 49.8 million square feet of space. At the end of the second quarter, the vacancy rate in the submarket was 7.1%. This is noticeably less than the vacancy rate for metro Atlanta of 8.3%. The average quoted rental rate was \$3.01 per square foot, which is much lower than the figure for metro Atlanta of \$4.16 per square foot. During the first half of the year there were no new deliveries of space, but over 2.3 million square feet of space was under construction at the end of the second quarter. Over 1.2 million square feet of space was absorbed over the first six months of 2015.

⁴ Source: *The Industrial Report: Atlanta Industrial Market*. CoStar Group, Second Quarter 2015.

Market Assessment

Market Performance :: Area Dynamics

SURROUNDING AREA POSITION

The Study Area is located in the southern portion of Henry County. Over the past four decades, Henry County has been transformed from a mostly rural community into a suburb of metro Atlanta. In general, growth has moved south along Interstate 75 through the county. While much of Henry County is now heavily developed, the City of Locust Grove is at the southern most edge of the County and nearing the end of consumer habits and patterns consistent with the greater metropolitan Atlanta market.

There is a great deal of industrial development on both sides of Interstate 75 one exit north of the Study Area at North McDonough Road. Major industrial tenants in the area include distribution facilities for Sports Authority and Toys R Us, among many others. One exit further to the north at Hampton Road, there is significant retail development, anchored by the South Point lifestyle center. Retailers in this area include JC Penney, Kohl's, Academy Sports, and Hobby Lobby, as well as multiple fast casual restaurants. Interstate exits to the south of the Study Area are largely rural and undeveloped.

STUDY AREA OVERVIEW

The Study Area stretches from Interstate 75 on the west to Highway 42 on the east. The northern boundary is located just north of Bill Gardner Parkway. The southern boundary is irregular but follows Shoal Creek Road, Apache Avenue, and Sioux Street. The Study Area includes significant amounts of both commercial and residential development.

Commercial development in the Study Area includes a variety of retail, office, and industrial properties. While some of the buildings in the Study Area do not fall neatly into one type of use, in general, commercial buildings in the area can be classified as follows.

- Within the Study Area boundaries, there are approximately 50 retail buildings with 670,000 square feet of space. Retail development includes Locust Grove's historic downtown, a major outlet center, and local-serving convenience retail.
 - Retail sales are almost never spread evenly across a region. Some areas have a large number of retailers that attract customers from outside of the immediate area, while other communities have few retail options, and residents have to travel to other areas to make purchases. This phenomenon is measured by comparing how much residents living in an area spend on various retail goods versus how many dollars are spent on retail goods at stores within that same area. The difference between the two figures can be described as a "surplus" of retail sales or a "gap" in retail sales.
 - The Study Area has a very strong retail market that is attracting outside dollars into the area. In 2015, residents living in the Study Area made almost \$23.1 million in retail purchases, but retail sales in the Study Area were almost \$128.8 million. This represents over \$100 million of revenue coming into the Study Area from outside and indicates that this area is a regional destination for retail. This is not surprising as the Tanger Outlet Center has become a retail destination almost as strong as a regional mall. The "Clothing and Clothing Accessories" category for the Study Area has a noticeably higher surplus in retail sales, with sales about 28 times higher than local spending. This is to be expected as the vast majority of the tenants at Tanger sell primarily clothes and accessories.

- There are approximately 12 office buildings in the Study Area with 110,000 square feet of space. Office tenants in the area are located in relatively small buildings, which are interspersed with retail development. For the most part, office tenants provide services for local residents.
- The Study Area has approximately 10 industrial buildings with 75,000 square feet of space. Most of these industrial buildings are smaller, older structures located directly behind the downtown retail district. The tenants of these buildings are typically service businesses, such as auto repair establishments.
- The Study Area also includes a significant amount of single-family development in both older, established neighborhoods and in newer neighborhoods with homes still under construction. Older homes are located primarily in the areas directly to the west of the historic downtown. Further to the west are the newer neighborhoods of Carriage Gate and Patriots Point. The Patriots Point development also has a section of townhomes, in addition to the single-family homes.

TRADE AREA DEFINITION

The Study Area has a variety of retailers. Some of these stores attract customers from a relatively small area, while others attract customers from a very large area. For this reason, it is important to look at the demographic characteristics of both the Primary Trade Area and the Regional Trade Area. The two trade areas are very different in size because retail in the area serves two very different customer bases.

The Primary Trade Area is defined as the area within a ten-minute drive of the Study Area, and the Regional Trade Area is defined as the area within a 60-mile radius of the Study Area. The geographies of the two trade areas were developed based on feedback from both local-serving retailers and regional retailers within the Study Area.

Primary Trade Area

- The Primary Trade Area has a population of approximately 22,800. Over the next five years, it is projected that the population will increase by 7.0% to 24,400, which is double the national growth rate. Over the same time period, the population of the United States is expected to increase by just 3.5%.
- The daytime population of the Primary Trade Area is 8,600, which is relatively small.
- The average household income is \$64,880; this is significantly below the national average household income of \$74,165.
- Residents in the Primary Trade Area made almost \$343.0 million in retail purchases. However, almost \$917.1 million in retail sales took place in this trade area. This means that more than half of all consumer spending (\$574.1 million) was spent in the area by non-residents.

Regional Trade Area

- The population in the Regional Trade Area is almost 5.9 million and this population is projected to grow to over 6.2 million in the next five years. This represents a rate of growth of 5.6%, which is notably stronger than the anticipated national growth rate of 3.5%.
- The daytime population of the Regional Trade Area is over 2.5 million, which is significant.

Market Assessment

- Average household income is \$75,210, which is just above the national average income of \$74,165.
- Residents of the Regional Trade Area spent over \$96.0 billion on retail purchases. Retail sales in this trade area were a comparable \$97.9 billion. It is not surprising that these figures would be fairly close to one another when looking at such a large area, as most retail spending and sales come into balance and retail dollars tend to stay within a larger regional economy.

Because the Primary Trade Area has a fairly small population and average incomes are below the national average, significant growth of the Study Area's retail market will likely require the addition of businesses and amenities to attract the regional customer.

PLANNING DISTRICTS

For the purposes of this study, the Study Area has been divided into three planning districts: Historic Downtown, Gateway, and Emerging South.

Historic Downtown

The "Historic Downtown" district includes the commercial development to the west of Highway 42. This includes the historic retail core, newer retail and office development to the north and south of the historic retail core, and older industrial buildings behind the historic retail core.

- The historic retail core includes approximately 20 buildings with almost 35,000 square feet of space. Retail tenants include service businesses, retailers, and restaurants. The anchor for this retail district is the French Market. The French Market's high-end buildout, high quality experience, and extensive marketing allow it to regularly draw customers from the greater region, as far away as Macon. Other retailers in the historic core typically serve local residents. Most of these local-serving businesses describe their trade area as stretching to the cities of Hampton, McDonough, and Jackson.
- There is newer retail and office development along Highway 42 north and south of the historic retail core. Moye's pharmacy and several small office buildings are located in freestanding buildings just north of the historic district. Strip center development and convenience retail are located south of the historic core.
- There are several older and smaller industrial buildings located directly behind the historic retail core. Some of these industrial buildings have been converted to other uses, such as churches.

Gateway

The "Gateway" planning district includes the northern and western portions of the Study Area, including the commercial development along Bill Gardner Parkway and Tanger Boulevard. Major retail developments include the Tanger Outlets, Locust Grove Village, and a variety of highway commercial uses.

- The Tanger Outlets development is a regional retail center with over 300,000 square feet of space. Tenants include outlets for upscale brands and retailers, such as Coach, Polo Ralph Lauren, Chico's, Banana Republic and Michael Kors. This center has a regional draw that stretches from the City of Atlanta in the north to the Macon/Warner Robins area in the south. According to management, the typical customer is fairly affluent, and there is a waiting list for tenants desiring to locate in the center.

- Locust Grove Village is a strip shopping center with over 100,000 square feet of space. Ingle's supermarket is the anchor for the center with a variety of additional small retailers. Because of other grocery stores in the surrounding area, the Ingle's store and the smaller tenants have a fairly limited trade area serving primarily local customers.
- There are a variety of highway-oriented businesses along Bill Gardner Parkway, including convenience stores, fast food restaurants, and hotels.
- Directly across Tanger Boulevard from the rear of the outlet center are two adjacent parcels with over 32 acres of undeveloped land.
- There are a few medical office buildings within this planning district on Bill Gardner Parkway and on Tanger Boulevard. These are fairly small buildings, with tenants including primary care physicians and a dialysis clinic.

Emerging South

The "Emerging South" district forms a triangle in the central and southern portions of the Study Area. This planning district consists largely of vacant land and the Carriage Gate neighborhood.

- Construction on the Carriage Gate neighborhood began in 2006, but stopped with the economic downturn. Construction of new homes resumed less than two years ago, with prices ranging from \$140,000 to almost \$160,000. According to the broker, new homes in the development are selling, but the pace of sales is fairly slow.
- This planning district also includes several large tracts of undeveloped land along Tanger Boulevard. Because these properties are located further from the interstate and major highways, it is likely that much of this land will be developed for residential uses.

Existing Residential

In addition to the three planning districts, there is a swath of land between the districts that includes a variety of residential properties. The majority of these homes are located in the Patriot's Point development, a neighborhood of single-family homes and townhomes. Construction of this development began before the recession hit, but stopped as the market for new homes disappeared. Approximately 90 vacant lots were left, but construction of new single-family homes has now begun on those parcels, with prices ranging from \$148,900 to \$162,750. According to one of the agents for the property, sales of the new homes have been slow. A significant number of the original homes were purchased by investors during the foreclosure crisis, and many are showing signs of disinvestment. These investor-owned homes are reportedly hurting the ability to sell the new homes in the neighborhood. In addition to Patriot's Point, there are a variety of older ranch-style homes in the area between the Emerging South and Historic Downtown planning districts.

Market Assessment

Market Opportunities :: LCI Study Area

An estimate of supportable future demand for additional commercial and residential space is provided for each planning district, as well as challenges and opportunities. This is demand for new space above what currently exists and is shown in the aggregate (i.e., the 5-year demand is included within every period shown after).

It is important to note that this is a measure of potential demand for each property type, but limited land and other physical constraints will likely not allow the construction of enough development to fulfill the full demand for every property type. It is also worth noting that the Study Area is not a stand-alone market, but part of a much larger region; therefore, as development continues in the greater area, the demand capture of the Study Area will continue to be impacted and vary as a result.

MARKET OPPORTUNITIES: HISTORIC DOWNTOWN

MARKET DYNAMICS

Property Type	Short-Term	Long-Term	Character
Residential	Likely	Likely	Walkable; Mixed-Use; Townhomes & Multi-Family
Retail	Somewhat Likely	Likely	Walkable; Mixed-Use; Destination Customer
Office	Somewhat Likely	Likely	Local-Serving
Industrial	Unlikely	Unlikely	N/A

DEMAND FORECAST

	5-Year Demand	10-Year Demand	15-Year Demand	20-Year Demand	25-Year Demand
Multi-Family	0	40	40	40	40
Single-Family & Townhomes	12	24	30	30	30
Retail	15,000	25,000	35,000	35,000	35,000
Office	12,000	18,000	28,000	35,000	35,000
Industrial	0	0	0	0	0

Residential: Challenges + Opportunities [HISTORIC DOWNTOWN]

CHALLENGES

- There is not a great deal of vacant land in this planning district for residential development.

OPPORTUNITIES

- An urban, walkable residential development located directly behind the historic retail core would likely appeal to a growing segment of the public and be a differentiator in the area's residential market.
- The walkability and proximity to amenities of the historic downtown could increase the appeal to multiple generations and more customer segments.

Retail: Challenges + Opportunities

[HISTORIC DOWNTOWN]

CHALLENGES

- Historic retail buildings are often expensive to maintain, and rents in the downtown are relatively low.
- Retail tenants serving the everyday needs of local residents often prefer strip shopping center locations.
- There is limited land to build additional retail space.

OPPORTUNITIES

- The wide trade area of the French Market provides an opportunity to add other retailers who appeal to the same customer base.
- Industrial buildings behind the historic retail core could be converted to retail uses.

Office: Challenges + Opportunities

[HISTORIC DOWNTOWN]

CHALLENGES

- The demand for office space is limited almost exclusively to tenants providing services for local residents. There is very little demand for Class A office space for regional tenants.
- There are few sites in this planning district suitable for free-standing office development, would mostly likely involve storefront-type space.

OPPORTUNITIES

- As the population in the area grows, there will be increased demand for office serving local residents. Examples of this type of use include medical, insurance, and real estate offices.

Industrial: Challenges + Opportunities

[HISTORIC DOWNTOWN]

CHALLENGES

- There is limited space for additional industrial use of significant size.
- The addition of a great deal of industrial development would likely limit other property types.

OPPORTUNITIES

- Henry County has a very strong industrial market, and there is likely demand for smaller industrial buildings for businesses that serve the larger industries.
- Additional residential growth in the area will create a demand for smaller industrial spaces, such as construction and maintenance companies.

Market Assessment

MARKET OPPORTUNITIES: GATEWAY

MARKET DYNAMICS

Property Type	Short-Term	Long-Term	Character
Residential	Somewhat Likely	Somewhat Likely	Townhomes or Multi-Family
Retail	Likely	Likely	Geared to Regional Tanger Customer; More Restaurants
Office	Somewhat Likely	Likely	Local-Serving
Industrial	Somewhat Likely	Somewhat Likely	Small Flex Space

DEMAND FORECAST

	5-Year Demand	10-Year Demand	15-Year Demand	20-Year Demand	25-Year Demand
Multi-Family	0	110	110	110	110
Single-Family & Townhomes	10	10	10	10	10
Retail	60,000	75,000	98,000	110,000	110,000
Office	35,000	48,000	58,000	65,000	65,000
Industrial	15,000	25,000	35,000	35,000	35,000

Residential: Challenges + Opportunities

[GATEWAY]

CHALLENGES

- Much of the vacant land in this planning district is located in close proximity to commercial, which may make the land somewhat less desirable for single-family residential development.

OPPORTUNITIES

- According to local agents, home buyers often mention the Tanger Outlets as one of the amenities that drew them to the area.
- The strong industrial growth one exit north of the Study Area creates an opportunity to provide multi-family or townhome units for those workers.

Retail: Challenges + Opportunities

[GATEWAY]

CHALLENGES

- Until there is a great deal of residential growth, retail demand for tenants serving local residents is likely limited.

OPPORTUNITIES

- The Tanger Outlet Center has become a regional retail center attracting customers from a very wide trade area. These shoppers provide a market for additional retail and restaurant

development targeted to this same customer. The most pressing demand from the Tanger customer is for sit-down restaurants. There are very few dining options on the Tanger property, and most of the surrounding restaurants are fast food. Tanger attracts an affluent customer that would likely be looking for sit-down restaurant options.

- There is an opportunity to develop new retail space that would complement the Tanger Outlet Center and encourage its customers to stay in the area longer. An example of this complementary retail is when a large sporting goods superstore or similar use is placed a short distance from an outlet mall.

Office: Challenges + Opportunities

[GATEWAY]

CHALLENGES

- The demand for office space is almost exclusively for tenants providing services to local residents. There is likely to be very little, if any, demand for Class A office for regional tenants.

OPPORTUNITIES

- As the population in the area grows, there will be increased demand for office serving local residents. Examples of this type of use include medical, insurance, and real estate offices.
- There is already office development along Tanger Boulevard and land available nearby for additional buildings. These properties are less likely than those on Bill Gardner Parkway to attract retail development, leaving them available as potential office sites.

Industrial: Challenges + Opportunities

[GATEWAY]

CHALLENGES

- The large amount of retail traffic on the roads leading into this area would impact the ease of deliveries to industrial space.
- A great deal of industrial development would likely disrupt other commercial and residential uses.

OPPORTUNITIES

- Henry County has a very strong industrial market, and there is likely a demand for smaller industrial buildings to provide space for businesses that serve the larger industries.
- Additional residential growth in the area will create a demand for smaller industrial spaces, such as construction and maintenance companies.

MARKET OPPORTUNITIES: EMERGING SOUTH

MARKET DYNAMICS

Property Type	Short-Term	Long-Term	Character
Residential	Likely	Likely	Mix of Single Family & Multi-Family (longer term)
Retail	Somewhat Unlikely	Somewhat Likely	Neighborhood-Scale, Convenience Retail
Office	Somewhat Likely	Likely	Local-Serving

Market Assessment

Property Type	Short-Term	Long-Term	Character
Industrial	Somewhat Likely	Likely	Small-Scale Serving Larger Users

DEMAND FORECAST					
	5-Year Demand	10-Year Demand	15-Year Demand	20-Year Demand	25-Year Demand
Multi-Family	0	0	100	195	195
Single-Family & Townhomes	35	100	120	125	130
Retail	0	10,000	20,000	25,000	30,000
Office	0	10,000	20,000	28,000	35,000
Industrial	50,000	70,000	80,000	95,000	95,000

Residential: Challenges + Opportunities

[EMERGING SOUTH]

CHALLENGES

- The two newer subdivisions in the Study Area have experienced some disinvestment related to the foreclosure crisis. This may limit comps in the area and discourage additional single-family development until those neighborhoods are stabilized.

OPPORTUNITIES

- Land in this planning district is located far enough from the commercial corridors to limit competition with commercial uses. For the immediate future, this will likely keep land prices low enough to allow single-family development.

Retail: Challenges + Opportunities

[EMERGING SOUTH]

CHALLENGES

- Until there is a great deal of additional residential growth, retail demand is likely limited because of low traffic and a small potential customer base. The area is already served by a great deal of convenience retail on Bill Gardner Parkway.

OPPORTUNITIES

- If there is a great deal of residential growth in the planning district, there would be a demand for a small amount of neighborhood retail.
- A node of neighborhood retail could be created at intersections in front of adjacent residential development.

Office: Challenges + Opportunities

[EMERGING SOUTH]

CHALLENGES

- The demand for office space is almost exclusively for tenants providing services to local residents. There is likely to be very little, if any, demand for Class A office for regional tenants.

- There will have to be a great deal of residential growth in the area to create demand for any significant amount of office space.

OPPORTUNITIES

- As the population in the area grows, there will be a small increase in demand for office serving local residents. Examples of this type of use include medical, insurance, and real estate offices.
- Local-serving office could be included as part of neighborhood commercial nodes at intersections in front of adjacent residential development.

Industrial: Challenges + Opportunities

[EMERGING SOUTH]

CHALLENGES

- Retail traffic closer to Interstate 75 would impact the ease of deliveries to industrial space in this planning district.
- A great deal of industrial development would likely disrupt other residential uses in the area.

OPPORTUNITIES

- Henry County has a very strong industrial market, and there is likely a demand for smaller industrial buildings for businesses that serve the larger industries.
- Additional residential growth in the area will create a demand for smaller industrial spaces, such as construction and maintenance companies.

MARKET OPPORTUNITIES: FUTURE DEVELOPMENT SCENARIOS

The projections below outline growth scenarios for the Study Area between 2015 and 2040. The first table provides a projection of future growth resulting from a continuation of existing development patterns. The second table provides projections of growth based on the implementation of LCI recommendations.

TOTAL DEMAND FORECAST: AS IS

	Existing 2015	2020	2025	2030	2035	2040
Population	1,380	1,680	2,045	2,210	2,225	2,240
Housing Units (total)	550	600	730	790	795	800
Jobs	1,450	1,560	1,665	1,730	1,775	1,815
Commercial SF (total)	855,000	920,000	982,000	1,020,000	1,048,000	1,070,000

DEMAND FORECAST: LCI

	Existing 2015	2020	2025	2030	2035	2040
Population	1,380	1,700	2,335	2,690	2,970	2,980
Housing Units (total)	550	607	834	960	1,060	1,065
Jobs	1,450	2,085	2,270	2,460	2,565	2,590
Commercial SF (total)	855,000	1,042,000	1,136,000	1,229,000	1,283,000	1,295,000

Market Assessment

Market-Related Recommendations

IMPROVED AESTHETICS AT INTERSTATE

The Tanger Outlet Center is one of the largest economic engines in the area, and it depends on an affluent customer base traveling to the shopping center from throughout the region. Unfortunately, development at Interstate 75 is largely dated somewhat haphazard, streetscapes are not attractive, which has resulted in an unwelcoming entrance to Locust Grove. Efforts should be made to improve the aesthetics of this area with new signage and landscaping that signify this as a gateway into the community as well as into the Tanger development.

CREATE MIXED-USE DOWNTOWN

The vacant land directly behind the historic retail core provides a location for new housing that could transform the downtown into a true neighborhood. A variety of housing types should be explored, including multi-family rental housing, senior housing, townhomes, and cluster homes. The development pattern should emphasize walkability and connectivity with the historic downtown. This will enable life cycle housing, meaning allowing recent high school or college grads with their first job to couples starting families to retirees to live in the same community, and in close proximity to each other.

CONNECT HISTORIC DOWNTOWN & TANGER OUTLETS

The Tanger Outlet Center attracts a regional, affluent customer and the French Market has demonstrated that this kind of customer can also be drawn to the historic downtown. These two areas should be marketed together and connected, at a minimum, by wayfinding signage and possibly by some direct connection by alternate mode of transportation. While making a stronger connection between the historic downtown and the Tanger Outlet Center, it will be important to improve and enhance downtown offerings at the same time. Leveraging the existing Main Street program to strengthen existing businesses, deliver enhanced marketing, and diversify tenant mix will be crucial.

STABILIZE SINGLE-FAMILY NEIGHBORHOODS

The foreclosure crisis led to the purchase of a significant number of homes in the Carriage Gates and Patriots Point neighborhoods by investors. Some of these investors are not maintaining their homes, and there is a risk of disinvestment and blight taking hold in these communities. Efforts already delivering positive results should continue to be made, including enforcing codes and encouraging additional home ownership in these neighborhoods. The City should also support any efforts of the neighborhood associations in regards to organization, beautification, and maintenance of public spaces.

ATTRACT ADDITIONAL REGIONAL RETAIL

The Tanger Outlet Center draws a large customer base from throughout the region. Efforts should be made to keep this shopper in the area for a longer period of time. Other outlet centers have seen complementary development nearby, such as sporting goods superstores or entertainment destinations. In addition, most of the restaurant options in the area are fast food establishments. The relatively affluent Tanger shoppers should be better leveraged to support additional sit-down restaurants in the immediate area.

LEVERAGE COUNTY'S LARGE-SCALE INDUSTRIAL

Henry County has a large and very active industrial employment base. Most of the large-scale industrial development is located just north of the Study Area. While there is not room for large industrial buildings within the Study Area, there could be smaller buildings designed for firms that work with the larger industries in the surrounding area. Industrial development is particularly important, as it increases jobs, and in turn, daytime population, which is a critical component for commercial development success and sustainability.

INFLUENCE COMPLEMENTARY DEVELOPMENT

Any development outside of the Study Area will obviously impact market dynamics and performance for the uses inside the Study Area. Currently, the Study Area is largely retail and residential uses. Recommendations are being made within this LCI Study effort to enhance, diversify and integrate different types of development into the Study Area in order to strengthen and better position it for long-term economic viability. However, it is also worth mentioning that the City of Locust Grove needs to be aware of how other potential development within the city limits could have positive or negative impacts in the future. There is a deep need for increasing jobs in the area, which would in turn increase demand for retail and residential uses in the Study Area. In particular, the best case scenario would be for the undeveloped land west of Interstate 75 (outside the Study Area) to be developed and anchored by commercial uses that are key job generators – office and industrial – as opposed to additional retail and residential uses that could impact the Study Area.

Core Team Meeting and Public Workshop 1

Core Team Meeting Agenda

Thursday, September 17, 2015

5:00 PM – 6:00 PM

Locust Grove City Hall Council Chambers

1. Welcome
2. LCI Overview and Role of the Core Team
 - Local leaders helping shape future implementations for the City of Locust Grove
3. Schedule Overview
 - **PHASE 1 – Inventory and Assessment**
 - *September 17th @ 5:00 PM* – City Hall Council Chambers
 - **PHASE 2 – Concept Plan Development**
 - *October 5th @ 5:30 PM* – City Hall Main Conference Room
 - *November 9th @ 6:00 PM* – City Hall Main Conference Room
 - **PHASE 3 – Implementation Plan**
 - *January 26th @ 5:00 PM* – City Hall Council Chambers
4. Strengths, Weaknesses, and Opportunities Discussion
 - Strengths
 - Weaknesses
 - Opportunities
5. Visioning and Priority Discussion Flip Chart
 - A list of potential investment opportunities was created based on the feedback gathered during the Stakeholder Meetings held Wednesday, September 2nd. Review the list to determine if we have captured everything you would like to incorporate and discuss throughout the LCI process.
6. Wrap-up and Questions

Public Workshop 1 Agenda

Thursday, September 17, 2015
6:30 PM – 8:00 PM
Locust Grove City Hall Council Chambers

1. **Welcome**

- Mayor Price and/or Bert Foster

2. **LCI Orientation and Overview**

3. **Your Input – Group Exercises**

Three different planning exercises are posted around the room, spend 5-10 min at each station to complete all of the exercises. If there is something specific you would like to discuss, be sure a facilitator makes note of your comments.

- **One Word Exercise**

Strengths

1. In one word - what are Locust Grove's **Strengths** relative to the study area?
2. Write your word on a post-it note and place it under **Strengths**.
3. Discuss with Facilitator/Group

Weaknesses

1. In one word - what are Locust Grove's **Weaknesses** relative to the study area?
2. Write your word on a post-it note and place it under **Weaknesses**.
3. Discuss with Facilitator/Group

- **Dot Mapping Exercise**

- Place a Green Dot on places you want to **preserve**, explain why
- Place a Red Dot on places you would like to see **change**, explain why

- **Prioritization Exercise**

- Using the Potential Investment Opportunities list posted in the room, select up to 5 investments that you consider to be the highest priority for enhancing Locust Grove.
- List them on the sheet provided and assign monetary value to each investment. Your total should add up to \$100, representing the total funding available.

4. **Wrap-up and Questions**

Public
Workshop #1

City of Locust Grove
Town Center | LCI

September 17, 2015

Kimley»Horn

Agenda

- Introduction to Locust Grove Town Center LCI
- Group Exercises
 - *One Word*
 - *Dot Mapping*
 - *Prioritization*
- Wrap-up and Questions



Kimley»Horn





ATLANTA REGIONAL COMMISSION

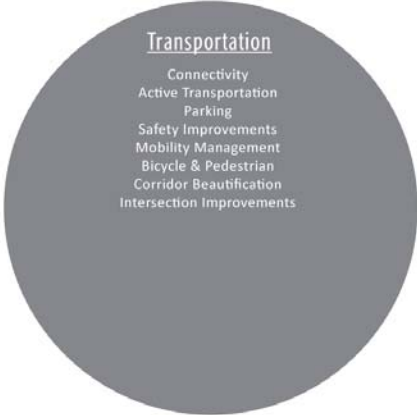


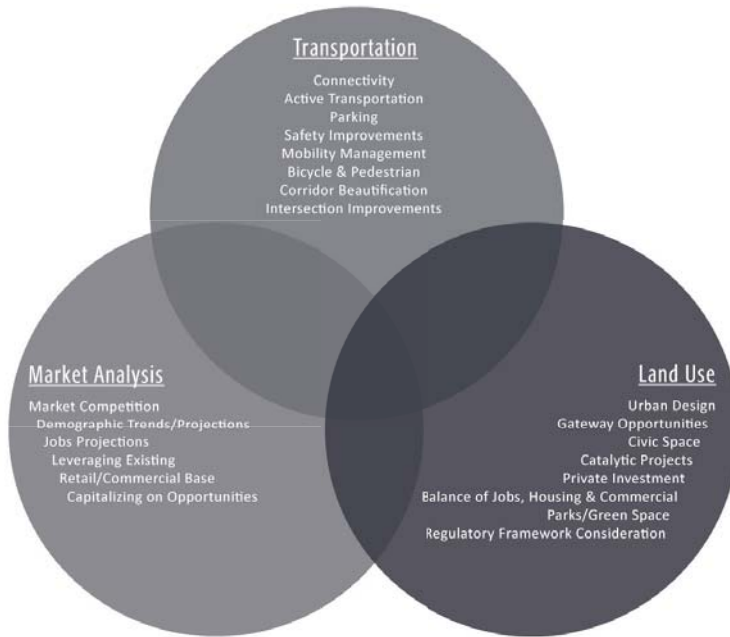
Kimley»Horn

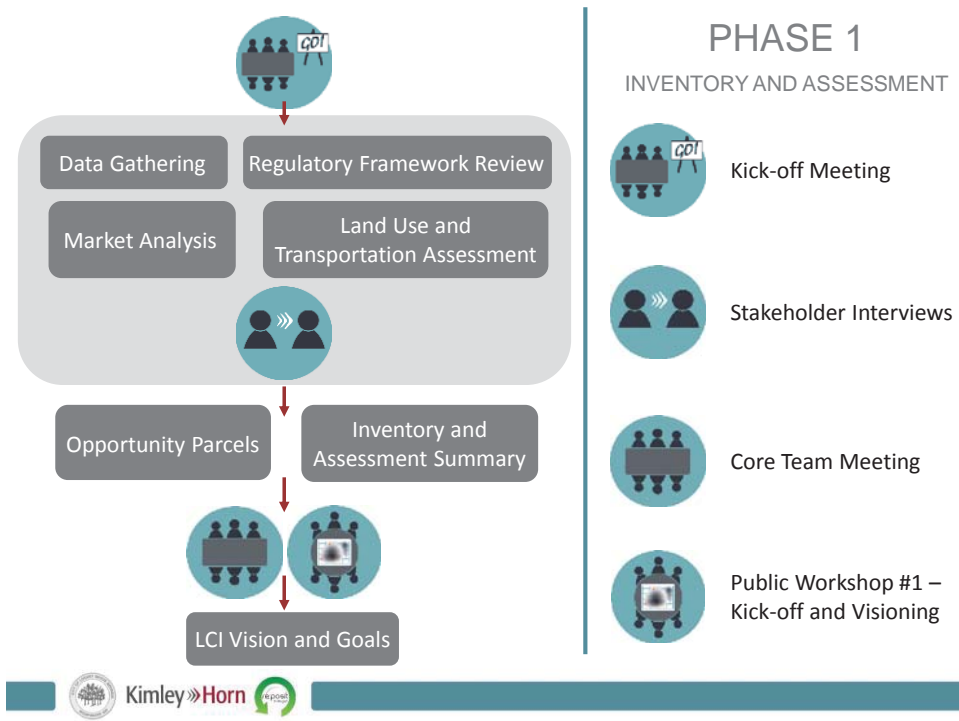


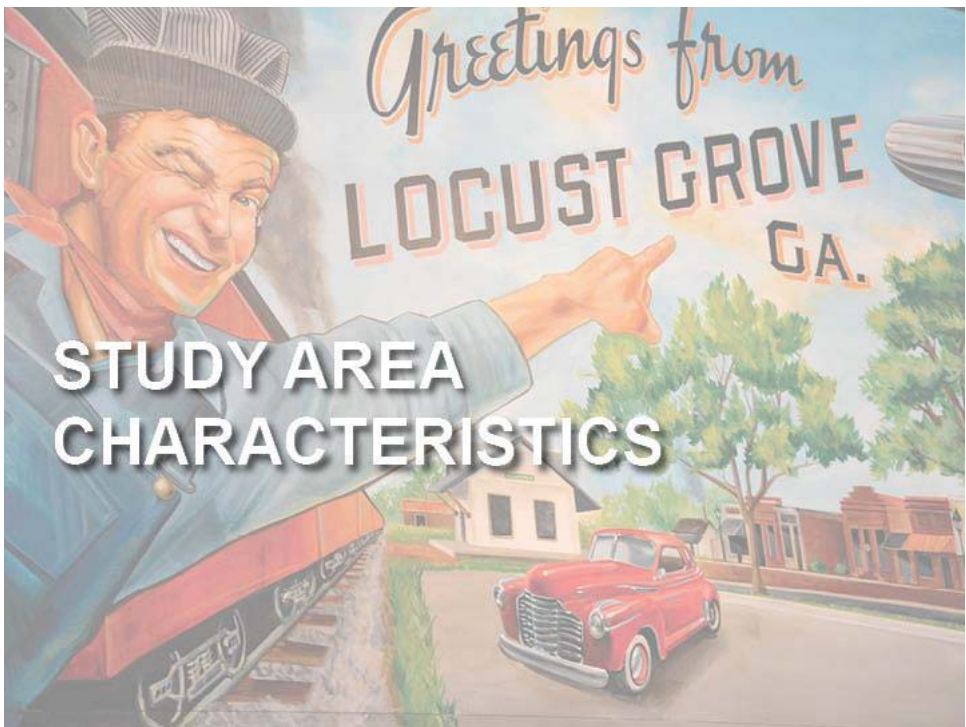
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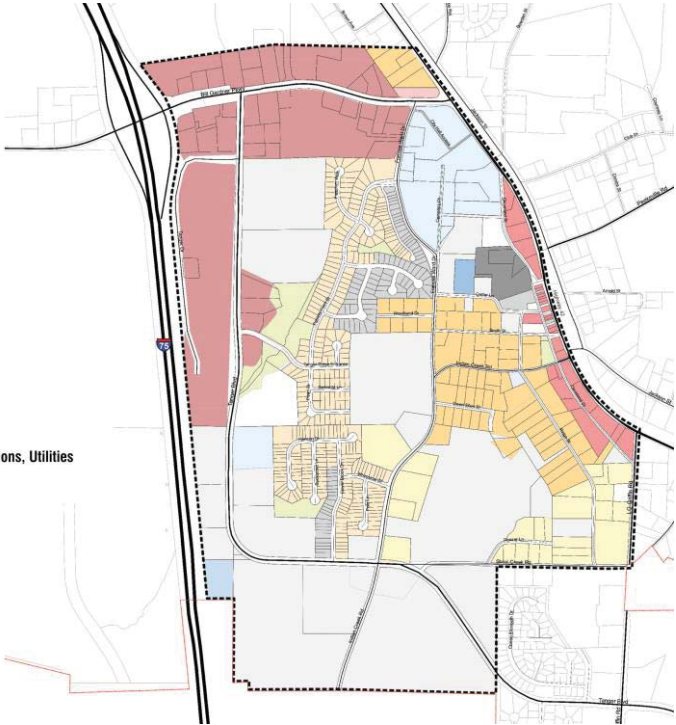
Study Area

- City of Locust Grove Boundary
- Study Area Boundary



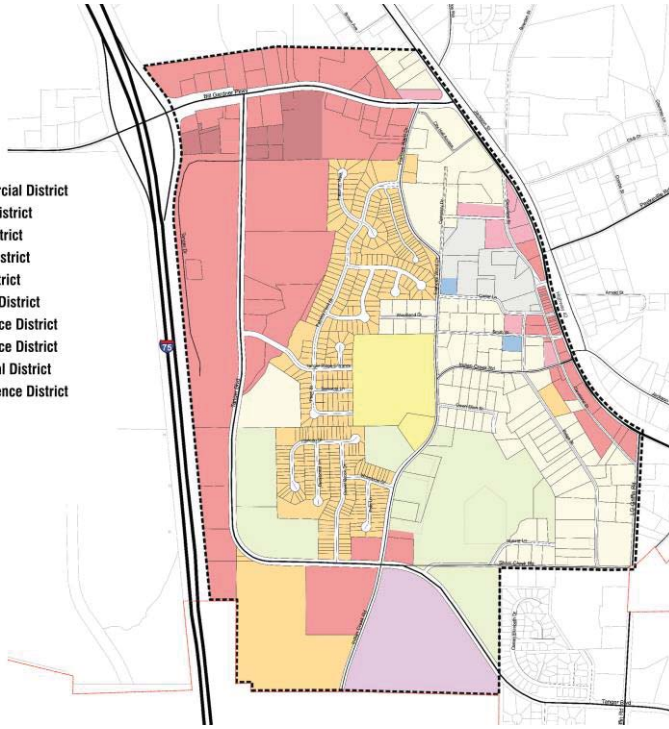
Existing Land Use

- Central Business District
- Developed/Vacant
- High Density Residential
- Industrial
- Medium Density Residential
- Neighborhood Commercial
- Open Space
- Office
- Public/Institutional
- Regional Commercial
- Low Density Residential
- Service Commercial
- Transportation, Communications, Utilities
- Undeveloped/Vacant



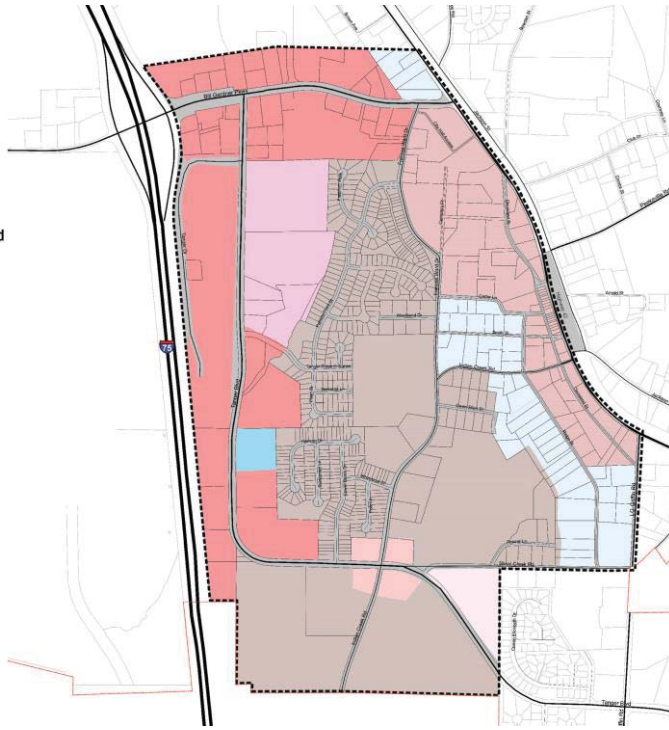
Zoning

- C-1 Neighborhood Commercial District
- C-3 General Commercial District
- C-4 Heavy Commercial District
- M-1 Light Manufacturing District
- OI Office-Institutional District
- PD Planned Development District
- R-2 Single-Family Residence District
- R-3 Single-Family Residence District
- RA Residential-Agricultural District
- RM Multiple-Family Residence District



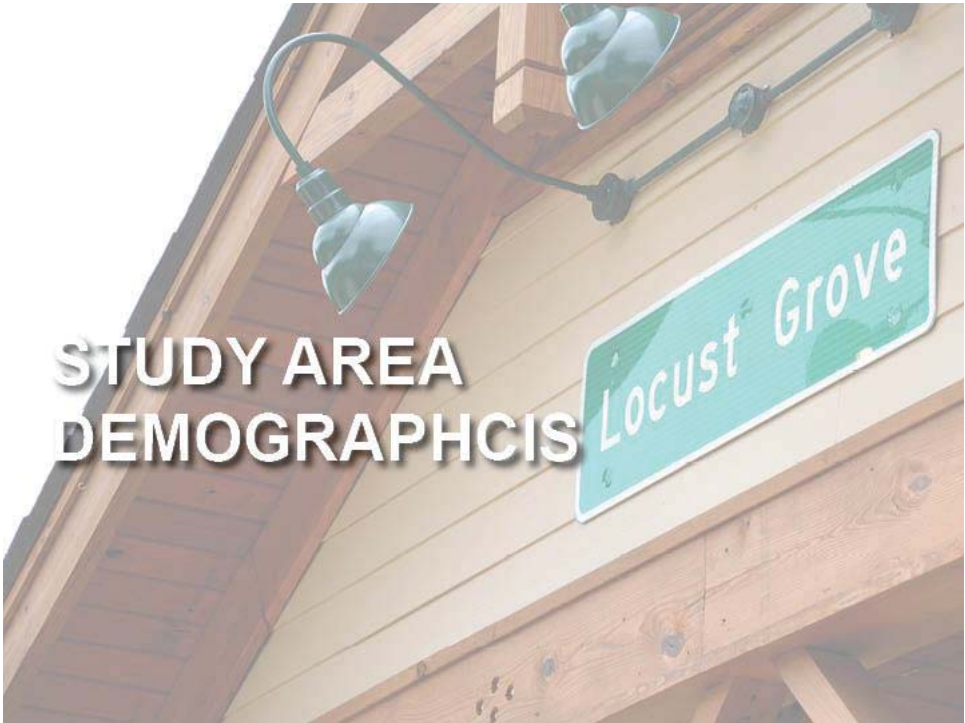
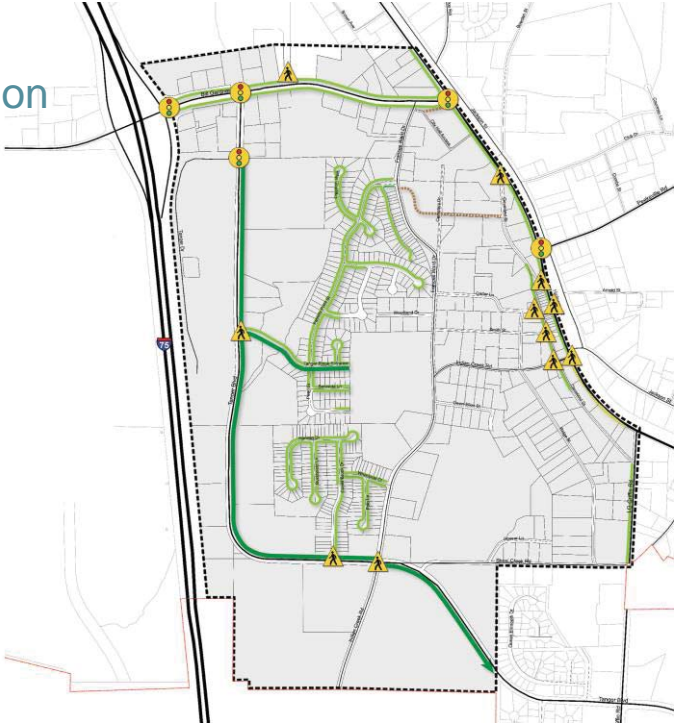
Future Land Use

- Central Business District
- High Density Residential
- Mixed Historic Neighborhood
- Mixed Use Neighborhood
- Neighborhood Commercial
- Office/Institutional
- Public/Institutional
- Regional Commercial Node



Transportation

- Signal with Crosswalk
- Crosswalk with no Signal
- 4-5 ft. Sidewalks
- 5-10 ft. Sidewalks
- 5-10 ft. Dirt Path
- 2-3 ft. Mixed Paths



Population

- **About 1,380 residents in LCI Study Area**
- **LCI Study Area growth of 156% since 2000**
 - Substantially higher growth than Henry County, Atlanta MSA & US
- **LCI Study Area growth of 14% between 2010-2015**
 - Higher growth than county, MSA & US
- **LCI Study Area projected to grow by 11% between 2015-2020**
 - Higher growth than county, MSA & US
- **Almost 70% of LCI Study Area housing stock built since 2000**

Sources: US Census Bureau, Nielsen, Re:Posit Strategies



Kimley»Horn



Income + Education

- **Average household income in LCI Study Area is almost \$76,000**
- **LCI Study Area's average household income is higher than Henry County & on par with Atlanta MSA & US**
 - 23% of households earn above \$100,000
 - 18% of households earn less than \$25,000
- **LCI Study Area's population with less than high school education (10%) is on par with county & less than MSA & US**
- **LCI Study Area's population with college degrees (24%) is on par with county, MSA, & US**

Sources: US Census Bureau, Nielsen, Re:Posit Strategies



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Employment

- About 1,450 jobs in LCI Study Area
- Share of Henry County (3%) & Atlanta MSA (0.06%) employment is very small
- More daytime population than resident population in LCI Study Area
- Share of county & metro employment is slighter higher than share of population
- Retail is largest employment sector (42%)
 - Sector is generally comprised of low-skill, low-wage jobs

Sources: US Census Bureau, US Bureau of Economic Analysis, Nielsen, Re:Posit Strategies



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A PERKINS+WILL COMPANY



Goals of LCI

- Develop a Community based Vision
- Create a prioritized project list
- Update City Policies and Budgets to Implement Plan

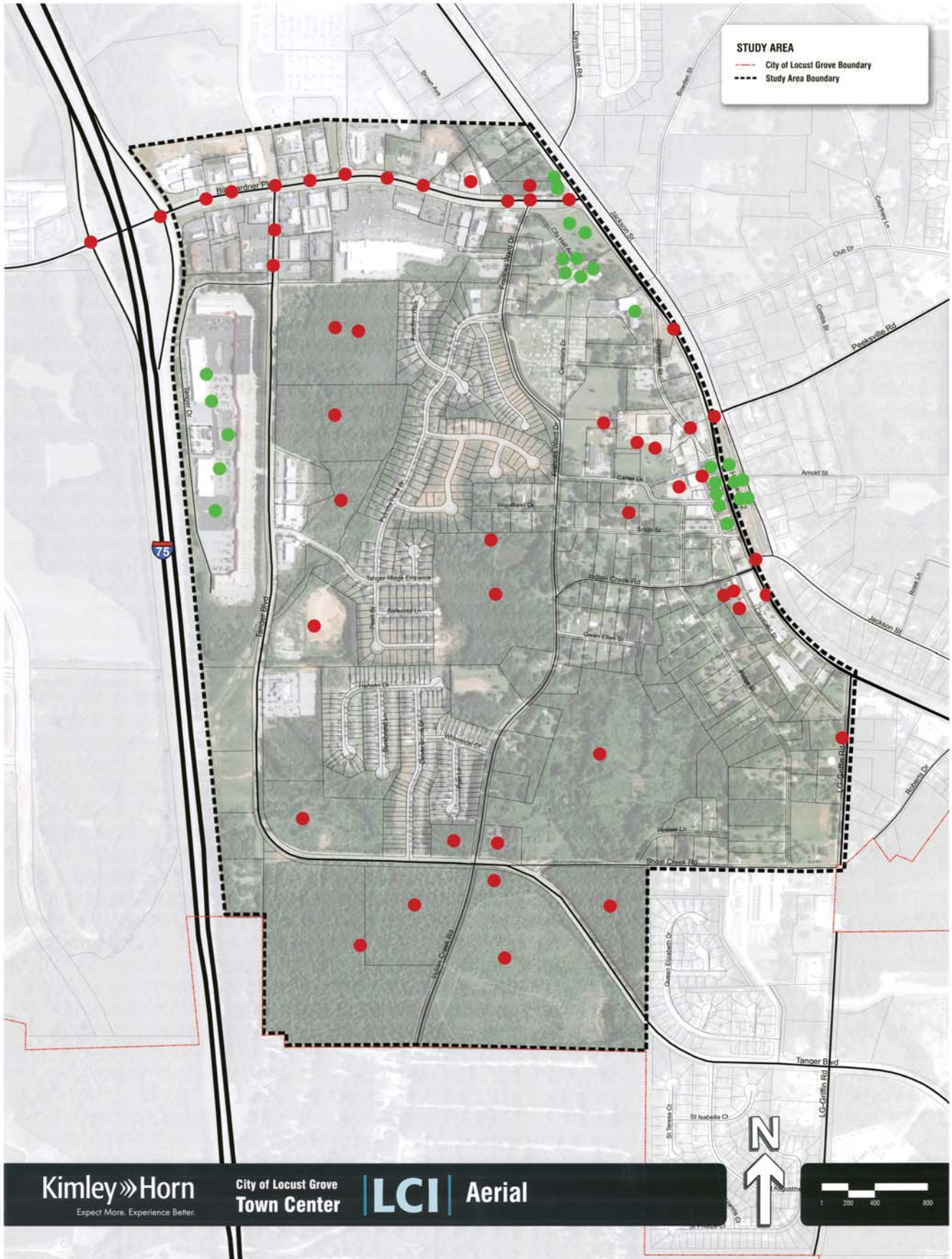


Next Steps

PUBLIC WORKSHOP #2
City Hall Council Chambers
October 8, 2015
6:00 PM

<http://www.locustgrove-ga.gov/calendar.php>





STRENGTHS

City of Locust Grove
Town Center

LCI

✓ *Quality of Life*

HISTORICAL

Location

Community

History

Community

✓ Hometown Feel

CITY COUNCIL

ADMINISTRATION

PROXIMITY

VACANT LAND

ITS

DOWNTOWN-POTENTIAL

TANGER

WEAKNESSES

City of Locust Grove
Town Center

LCI

TRANSPORTATION

KNOWLEDGE OF DOWNTOWN

BG AESTHETICS

BARRIERS (PHYSICAL)

NO BRANDING/IDENTITY

HOUSING (VOID)

Pass Through

Community Buy In

Community Recreation Parks

RR CROSSINGS

RR NOISE

TRAFFIC CONGESTION ✓

PARKING

Core Team Meeting and Public Workshop 2

Core Team Meeting Agenda
Thursday, October 8, 2015
5:00 PM – 5:45 PM
Locust Grove Conference Center

1. **Welcome**
2. **What we've heard so far**
3. **Market Forecast Discussion**
4. **Wrap-up and Questions**
5. **Schedule Edits and Overview**
 - ***Core Team Meeting #3***
Monday, November 9, 2015
 - ***PUBLIC WORKSHOP #3***
Optional New Date:
Christmas on the Grove
Saturday, December 5, 2015
10:00 am – 4:00 pm

Public Workshop 2 Agenda
Thursday, October 8, 2015
6:00 PM – 7:30 PM
Locust Grove Senior Center Event Room

1. Welcome
2. What we've heard so far
3. Market Forecast and Opportunities
4. Group Exercises

Please sit at one of the three tables stationed around the room.

- **Visual Preference Survey Mapping Exercise**

- Using the pre-cut images provided, pick out the images you feel belong in Locust Grove. If there are images that you do not like, place them in the "Doesn't Belong in Locust Grove" Box.

- **Perfect World Transportation**

- Using the Base Map provided, draw the various transportation connections you would like to see in Locust Grove.
 - **Blue**=New Roadways
 - **Green**=Sidewalks and Multi-use Paths
 - **Brown**=Trails

- **Land Use**

- Building on top of your Base Map, draw the various land uses you would like your transportation network to connect to.
 - **Red**=Commercial,
 - **Yellow**=Single-Family Residential,
 - **Orange**=Multi-Family Residential,
 - **Purple**=Mixed-use (Retail/Office/Residential),
 - **Green**=Parks and Open Space,
 - **Blue**=Office/Institutional

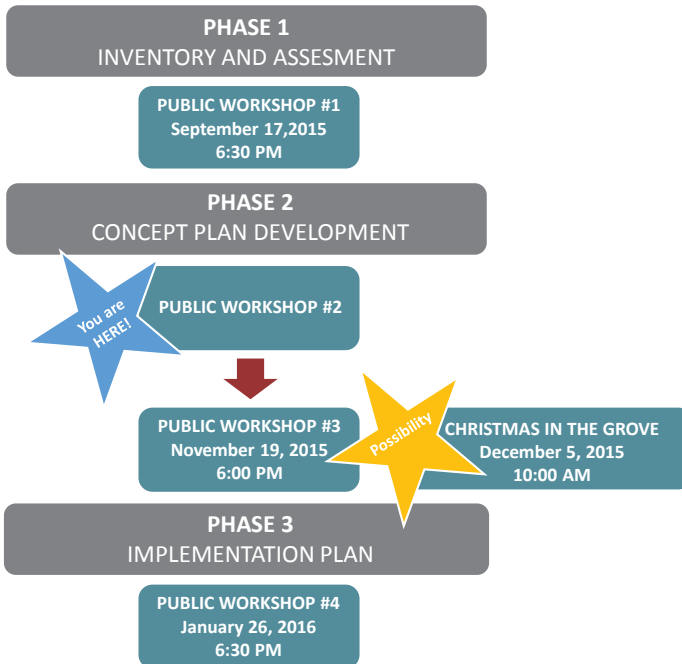
5. Wrap-up and Questions

Public Workshop #2

City of Locust Grove
Town Center | **LCI**

October 8, 2015

Kimley»Horn



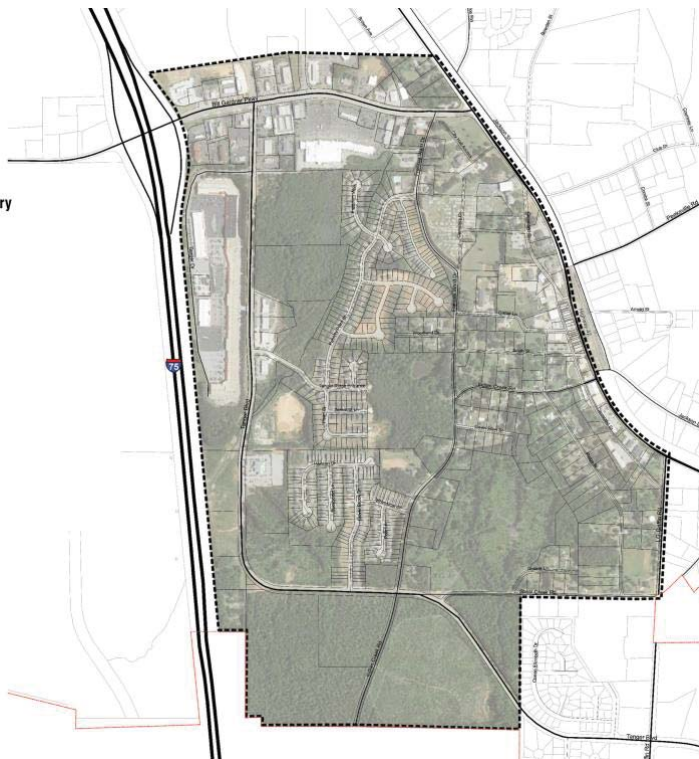
Agenda

- What we've heard so far
- Market Forecast and Opportunities
- Group Exercises
 - *Visual Preference Survey*
 - *Perfect World*
- Wrap-up and Questions



Study Area

- City of Locust Grove Boundary
- Study Area Boundary





Weaknesses



Priority Exercise

Stakeholder Interviews

- September 2, 2015
- City Staff
- Local Business Owners within the Study Area
- Residents living within the Study Area

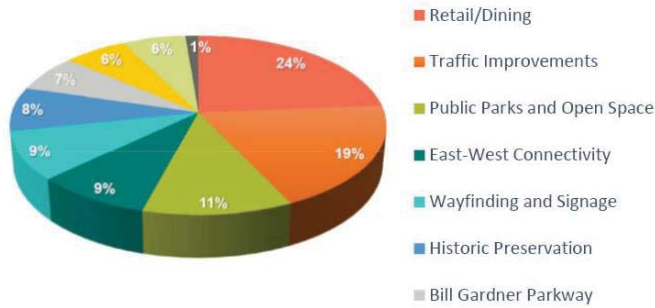
Core Team

- 18 members
- City Staff
- DDA Board Members
- Main Street Program
- Locust Grove Heritage Society

HOUSING	<i>Add a wider range of housing options</i>
RETAIL/DINING	<i>Bolster downtown with additional retail and dining options</i>
TRAFFIC IMPROVEMENTS	<i>At the Interchange, along Bill Gardner and Main Street</i>
EAST-WEST CONNECTIVITY	<i>Add new east-west streets to increase connectivity within the Study Area</i>
HISTORIC PRESERVATION	<i>Enhance historic preservation efforts in and around downtown</i>
PUBLIC PARKS AND OPEN SPACE	<i>Provide more parks, trails, and open space</i>
PEDESTRIAN AND BICYCLE AMENITIES	<i>Enhance the ability to walk and bicycle in and around the Study Area</i>
BILL GARDNER PARKWAY IMPROVEMENTS	<i>Safety and Aesthetics</i>
PARKING	<i>Provide additional parking downtown</i>
WAYFINDING AND SIGNAGE	<i>Develop wayfinding signage of Locust Grove and the downtown area</i>



Priority Exercise



Top Priorities

- 1 Retail/Dining
- 2 Traffic Improvements
- 3 Public Parks and Open Space
- 4 Wayfinding and Signage
- 5 East-West Connectivity

Out of the top five, Traffic Improvements was listed as a priority for 9 out of 12 participants, however, it represented 5 percent less funding allocation than Retail/Dining.

Overall, these two priorities, along with Public Parks and Open Space, East-West Connectivity, and Wayfinding and Signage, represent 72 percent of the total "funding" available for this exercise.

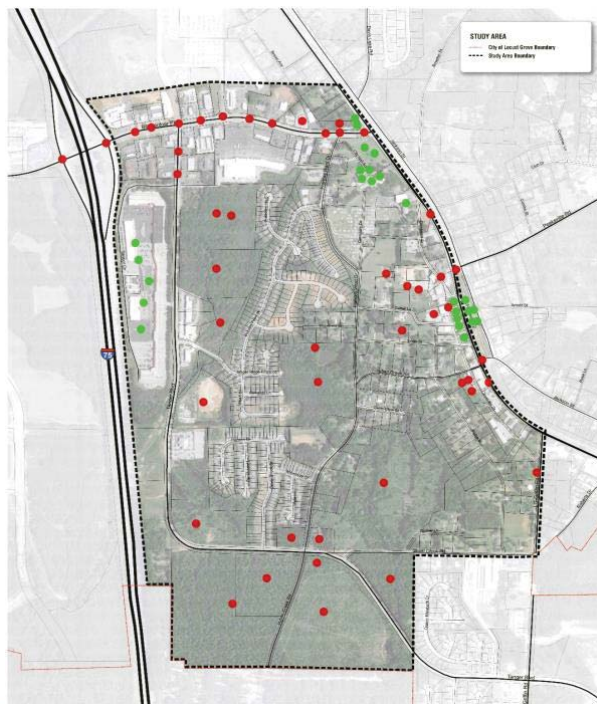
Dot Mapping Exercise

Green Preserve

- Tanger Outlet Mall
- City Hall
- Downtown Historic Business District

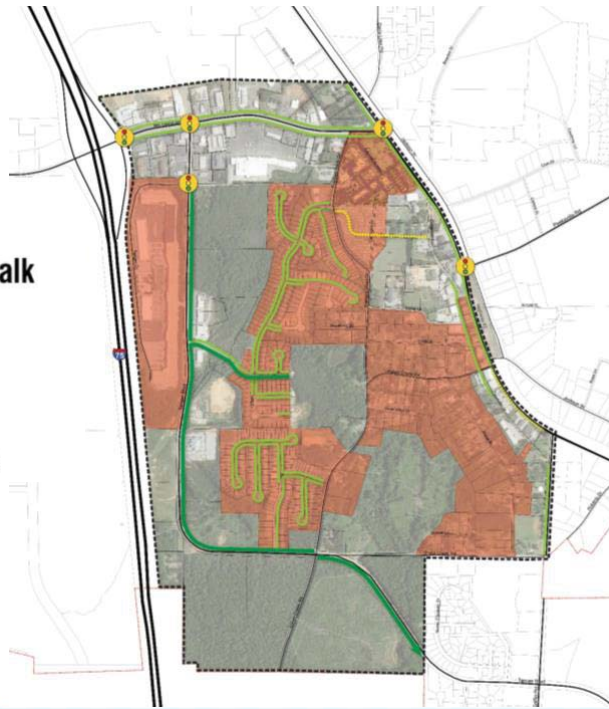
Red Change

- Bill Gardner Parkway
- Various industrial sites in the Downtown Historic District
- Oxidation Pond
- Opportunities to develop vacant land within the Study Area



Opportunity Map

-  **Signal with Crosswalk**
-  **4-5 ft. Sidewalks**
-  **5-10 ft. Sidewalks**
-  **5-10 ft. Dirt Path**
-  **2-3 ft. Mixed Paths**



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Retail

OVERVIEW:

- ✔ Approximately 670,000 sf
- ✔ Tanger Outlet Center, Bill Gardner Pkwy, Downtown
- ✔ Destination & Regional-serving trade areas
- ✔ Limited demand for small shop, potential for regional if complements Tanger

CONCERNS:

- Tenant mix
- Aesthetics
- Wayfinding
- Congestion



Residential

OVERVIEW:

- ✔ Predominately single-family, mostly entry-level
- ✔ Hit hard by recession, sales starting again
- ✔ Will have to stabilize & create identity for diversification to be feasible

CONCERNS:

- ✔ Investor/Rental activity
- ✔ Slow sales
- ✔ Maintenance/Re-investment



Office

OVERVIEW:

- ✔ Approximately 110,000 sf
- ✔ Located mostly in retail strip centers
- ✔ Potential for small-scale, local-serving users

CONCERNS:

- ✔ Not strong market sector in area
- ✔ Limited demand



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Industrial

OVERVIEW:

- ✔ Approximately 75,000 sf
- ✔ Small-scale, local-serving industrial

CONCERNS:

- ✔ Unlikely fit for study area
- ✔ Limited demand for business services



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WRAP-UP AND QUESTIONS

Goals of LCI

- Develop a Community based Vision
- Create a prioritized project list
- Update City Policies and Budgets to Implement Plan



Next Steps

PUBLIC WORKSHOP #3

City Hall Council Chambers

November 19, 2015

6:00 PM

Possibility

CHRISTMAS IN THE GROVE

December 5, 2015

10:00 AM

<http://www.locustgrove-ga.gov/calendar.php>



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Expect More. Experience Better.

City of Locust Grove
Town Center

LCI Base Map



Streets
 Parks, Clubs, Special Retail
 Food, Beverage, Retail, Car Wash
 Schools
 Local Area Highway
 Wetland Area
 Proposed
 1.25 Acres of Wetland / 100 ft. Buffer
 Wetland Area
 Connection with Taylor / Downtown
 Apartments

BASE MAP

- City of Locust Grove Boundary
- Study Area Boundary
- Signal with Crosswalk
- 4-5 ft. Sidewalks
- 5-10 ft. Sidewalks
- 5-10 ft. Dirt Path
- 2-3 ft. Mixed Paths
- Off-limits





BASE MAP

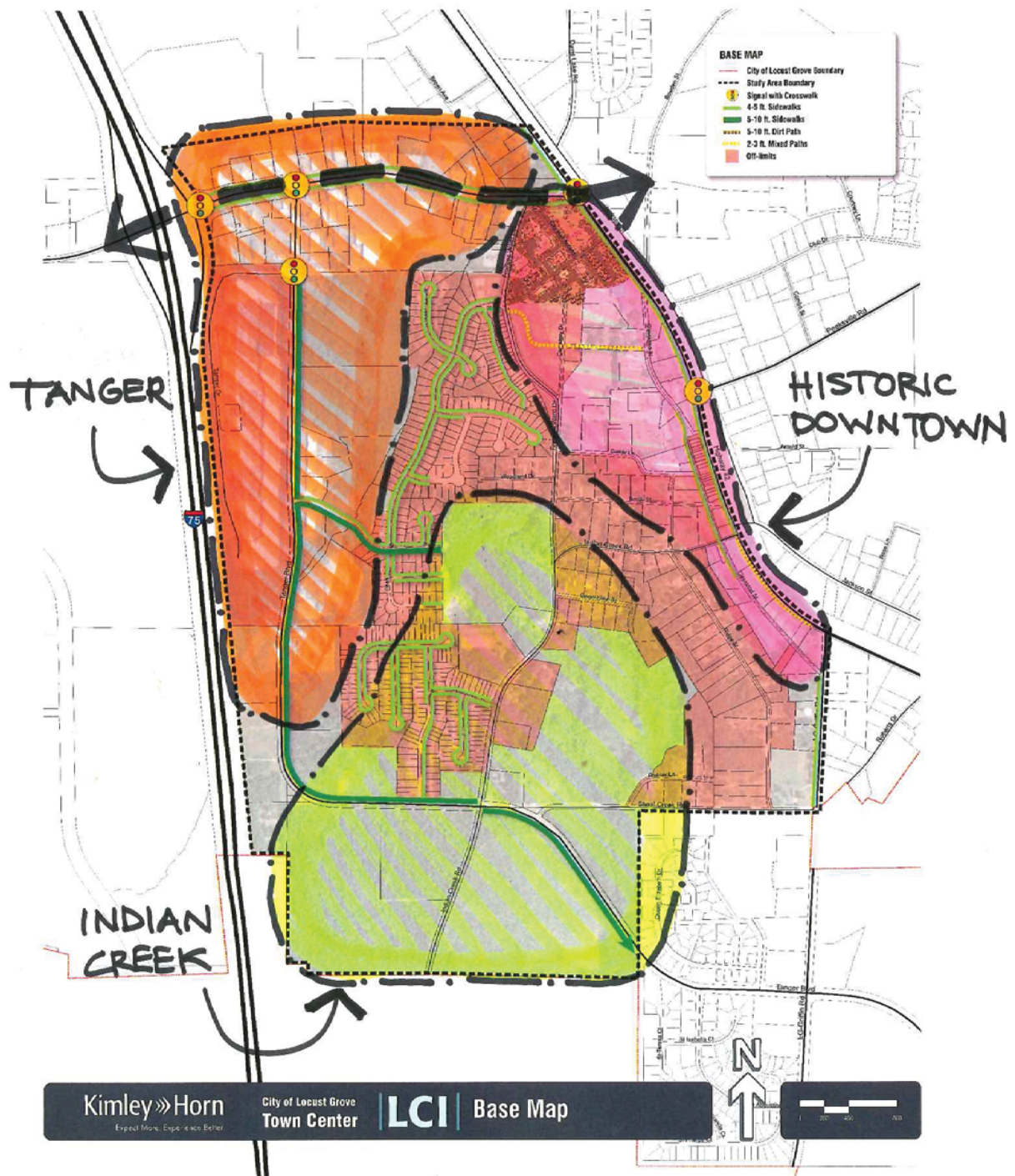
- City of Locust Grove Boundary
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BASE MAP

- City of Locust Grove Boundary
- Study Area Boundary
- Signal with Crosswalk
- 4-5 ft. Sidewalks
- 5-10 ft. Dirt Path
- 2-3 ft. Mixed Paths
- Off-limits

15



Core Team Meeting and Public Workshop 3

Core Team Meeting Agenda

Monday, November 9, 2015

6:00 PM – 7:00 PM

Locust Grove City Hall Conference Room

1. **Transportation Framework** (5 min – Jeffrey)
 - Overview of Transportation Framework Plan
 - Overview of Transportation Projects

2. **Land Use Framework** (5 min – Marsha)
 - Districts
 1. Historic Downtown
 2. Gateway
 3. Emerging South

2. **Market Forecast Overview** (30 min – Lakey)
 - Current
 - Future
 - Demand
 - Districts
 1. Historic Downtown
 2. Gateway
 3. Emerging South
 - LCI Projections
 - Market Recommendations

3. **Public Workshop Discussion** (30 min)

Public Workshop 3 Agenda
Thursday, November 19, 2015
6:00 PM – 7:30 PM
Locust Grove Senior Center Event Room

1. Welcome

2. Framework and Market Forecast Overview

- LCI Overview + What we've heard so far
- Transportation Framework
- Land Use Framework
- Market Forecast

3. Group Exercises

Please complete the exercises at each of the listed stations. Have the facilitator sign your Locust Grove Passport for a chance to win one of the participation prizes!!!

- Gateway District
- Historic Downtown
- Transportation Prioritization
- Bill Gardner Parkway

4. Wrap-up and Questions

Be on the look-out for more information:

CHRISTMAS IN THE GROVE
Saturday, December 5, 2015
10:00 am – 4:00 pm

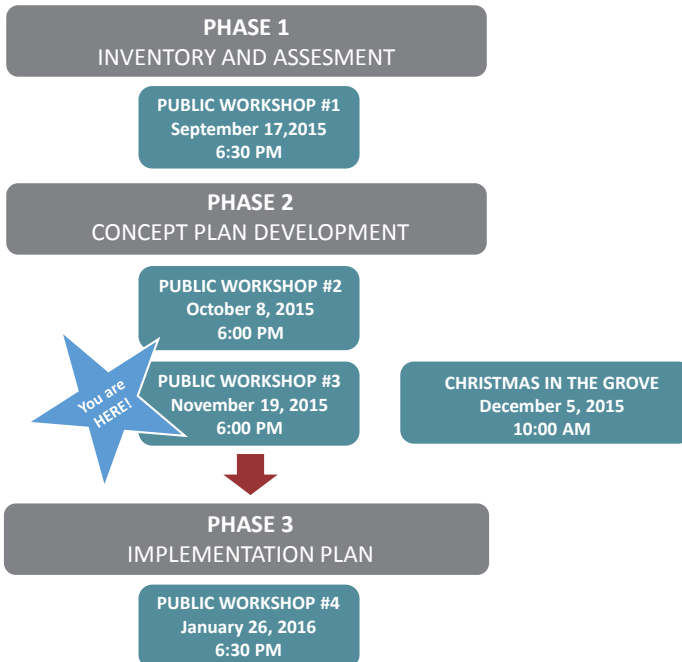
PUBLIC WORKSHOP #4
Tuesday, January 26, 2016
6:30 pm – 8:00 pm

Public Workshop #3

City of Locust Grove
Town Center | **LCI**

November 19, 2015

Kimley»Horn



Agenda

- LCI Overview + What we've heard so far
- Transportation Framework
- Land Use Framework
- Group Exercises
- Wrap-up and Questions



ARC

ATLANTA REGIONAL COMMISSION



Livable Centers Initiative

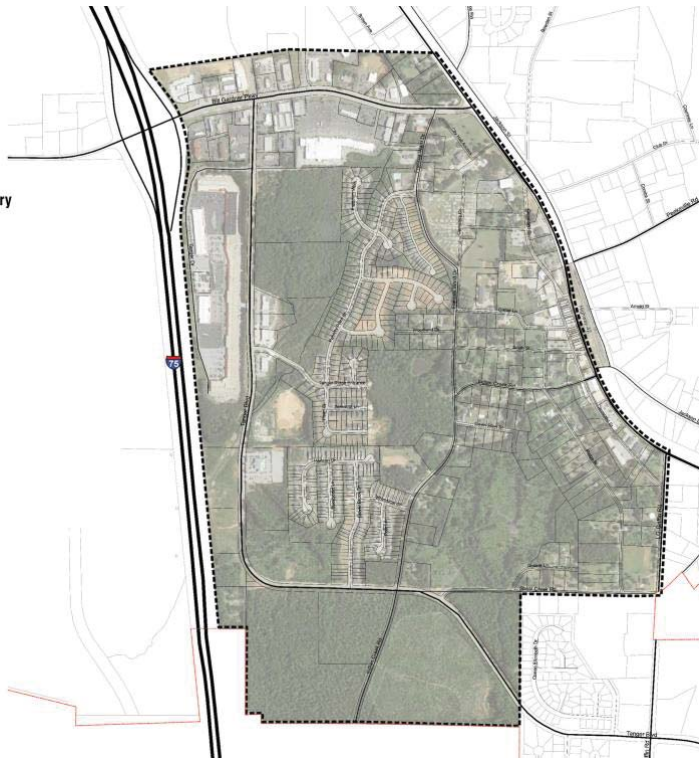


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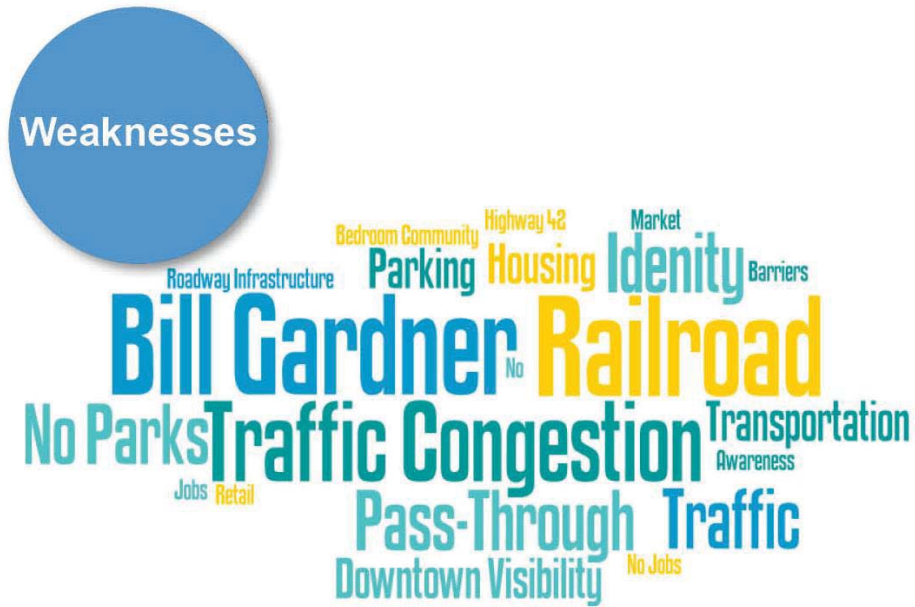


Study Area

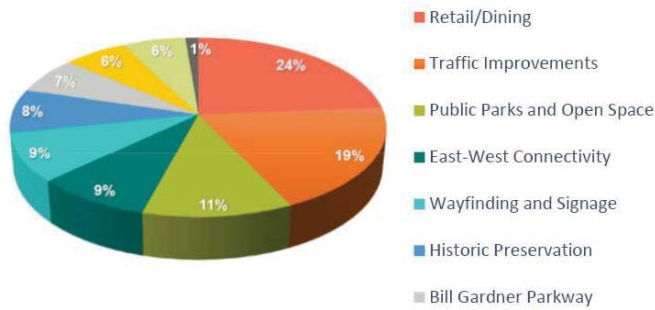
- City of Locust Grove Boundary
- Study Area Boundary



WHAT WE'VE HEARD



Priority Exercise



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- 5 East-West Connectivity

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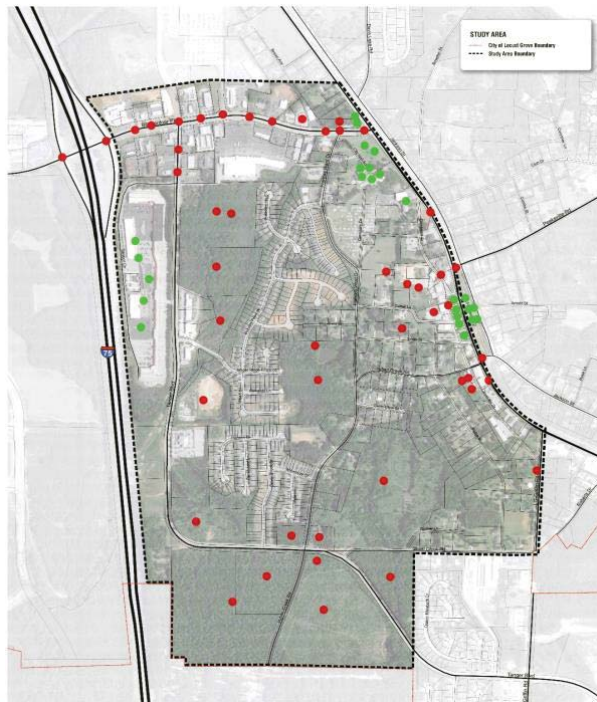
Dot Mapping Exercise

Green (Preserve)

- Tanger Outlet Mall
- City Hall
- Downtown Historic Business District

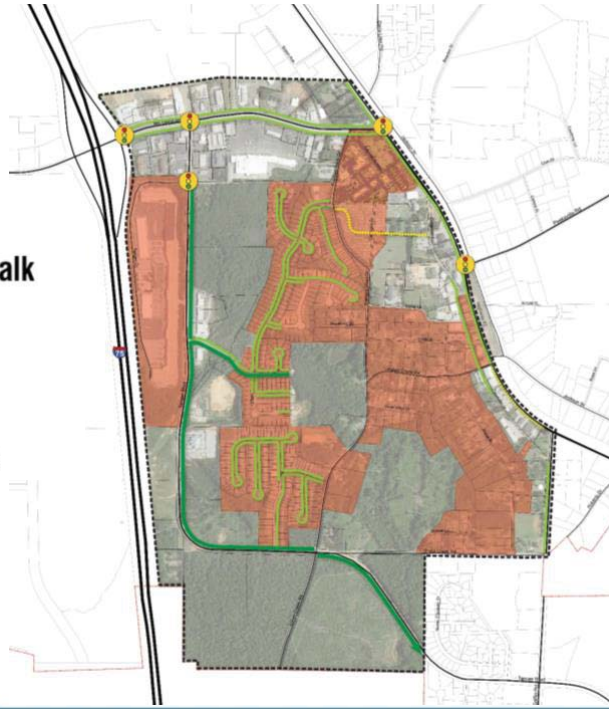
Red (Change)

- Bill Gardner Parkway
- Various industrial sites in the Downtown Historic District
- Oxidation Pond
- Opportunities to develop vacant land within the Study Area



Opportunity Map

-  **Signal with Crosswalk**
-  **4-5 ft. Sidewalks**
-  **5-10 ft. Sidewalks**
-  **5-10 ft. Dirt Path**
-  **2-3 ft. Mixed Paths**



Public Workshop 2

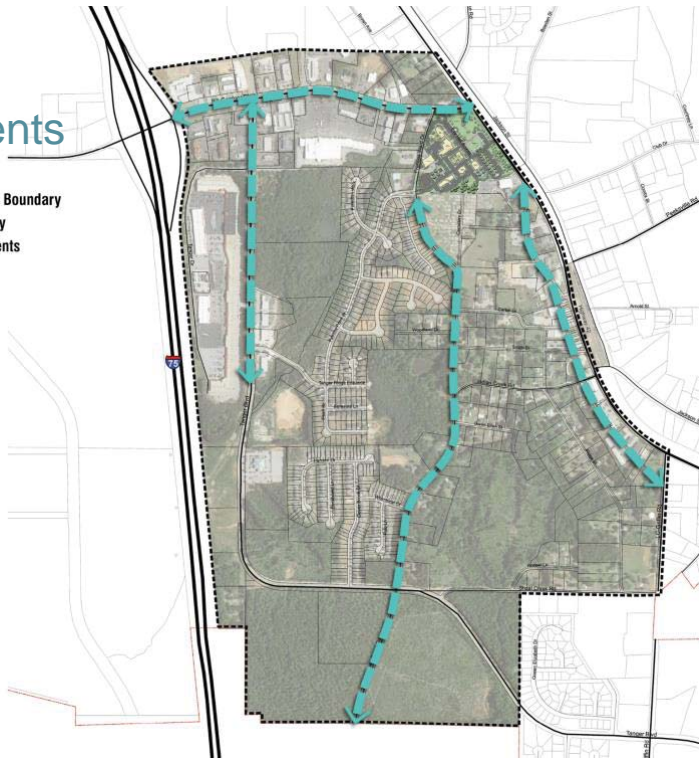


Public Workshop 2



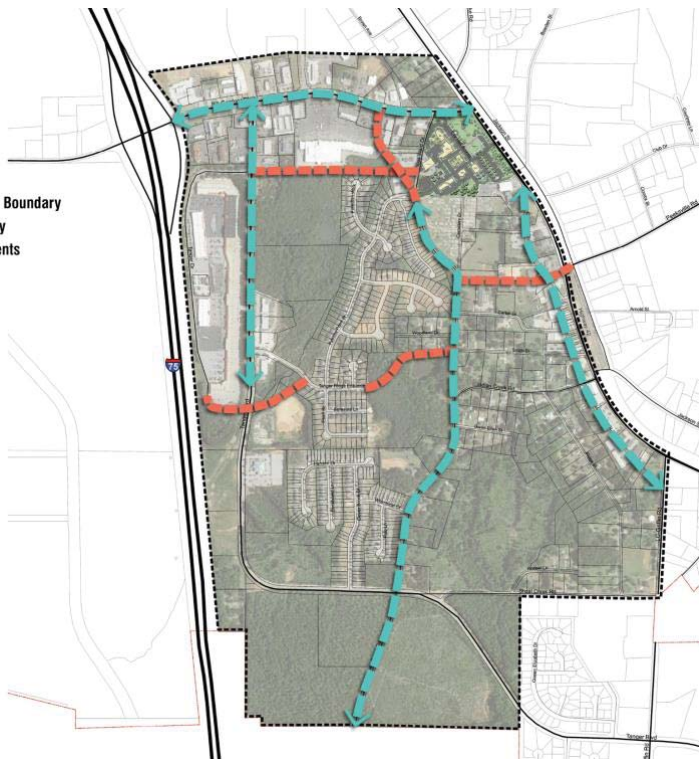
Corridor Enhancements

- City of Locust Grove Boundary
- Study Area Boundary
- Corridor Enhancements



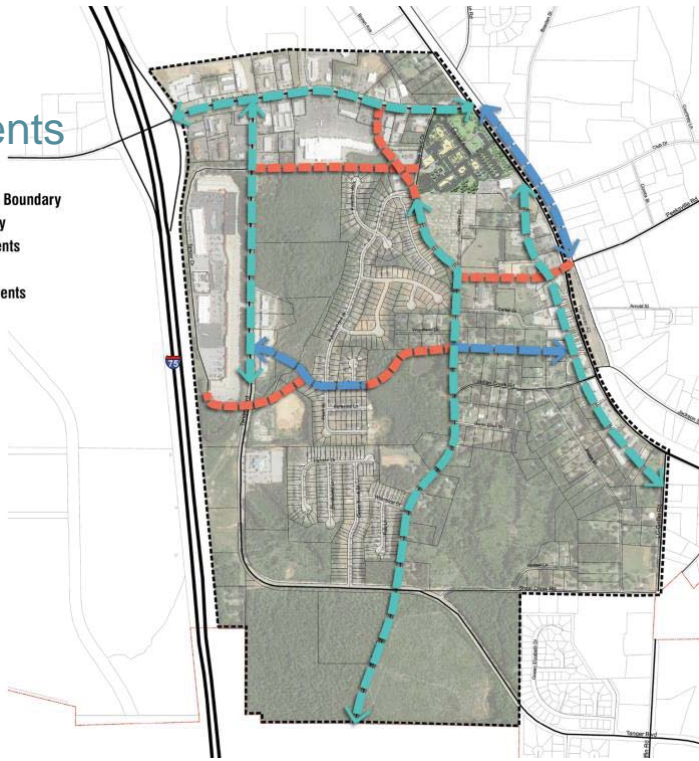
New Roadways

- City of Locust Grove Boundary
- Study Area Boundary
- Corridor Enhancements
- New Roadway



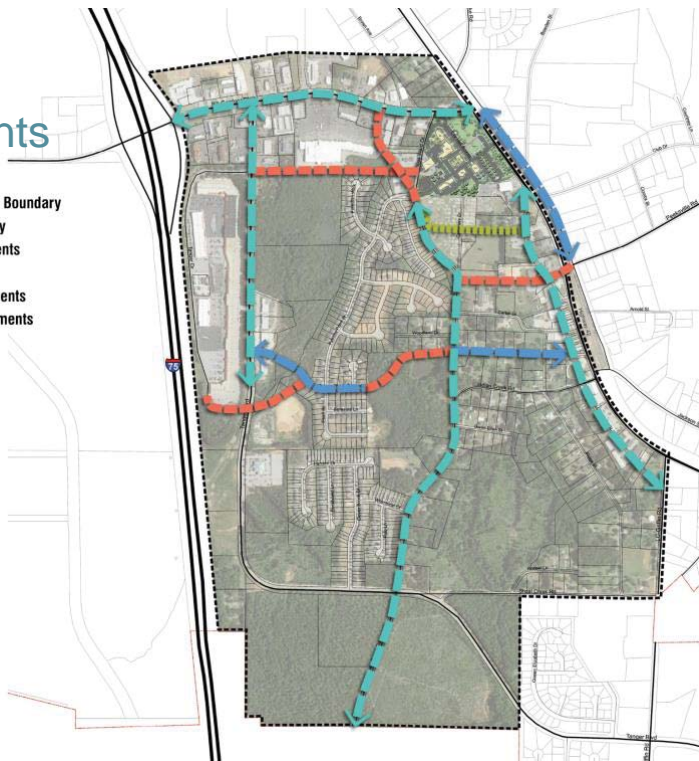
Roadway Enhancements

-  City of Locust Grove Boundary
-  Study Area Boundary
-  Corridor Enhancements
-  New Roadway
-  Roadway Enhancements



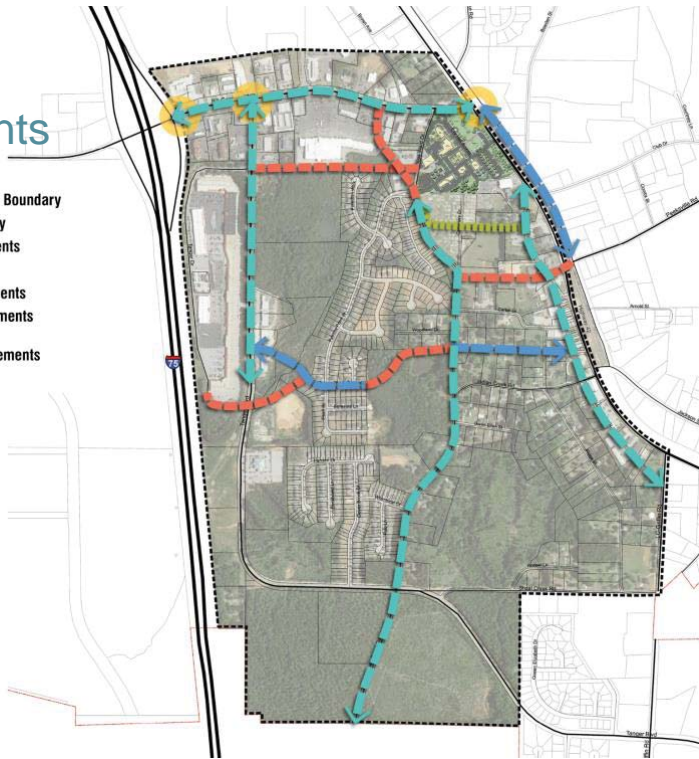
Pedestrian Improvements

-  City of Locust Grove Boundary
-  Study Area Boundary
-  Corridor Enhancements
-  New Roadway
-  Roadway Enhancements
-  Pedestrian Improvements



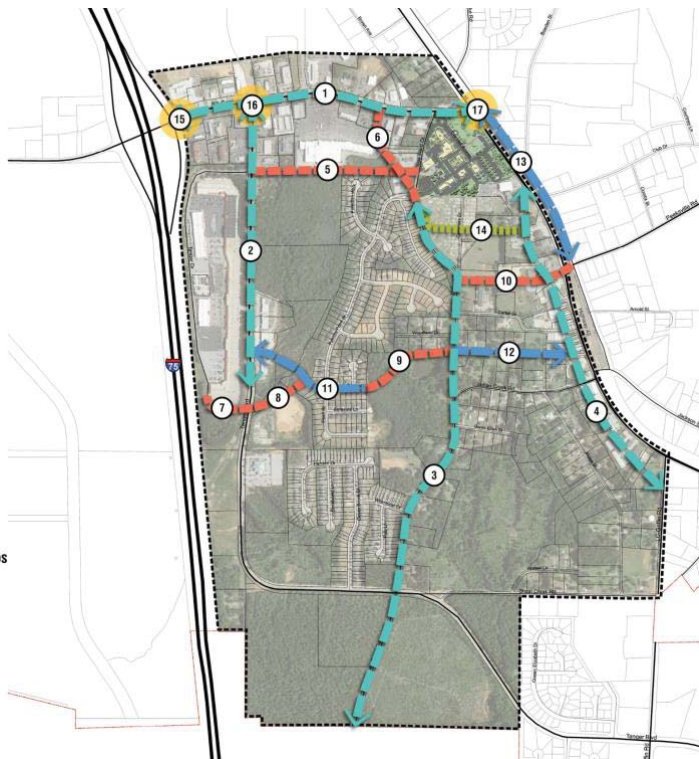
Intersection Improvements

-  City of Locust Grove Boundary
-  Study Area Boundary
-  Corridor Enhancements
-  New Roadway
-  Roadway Enhancements
-  Pedestrian Improvements
-  Intersection Improvements



PROJECTS

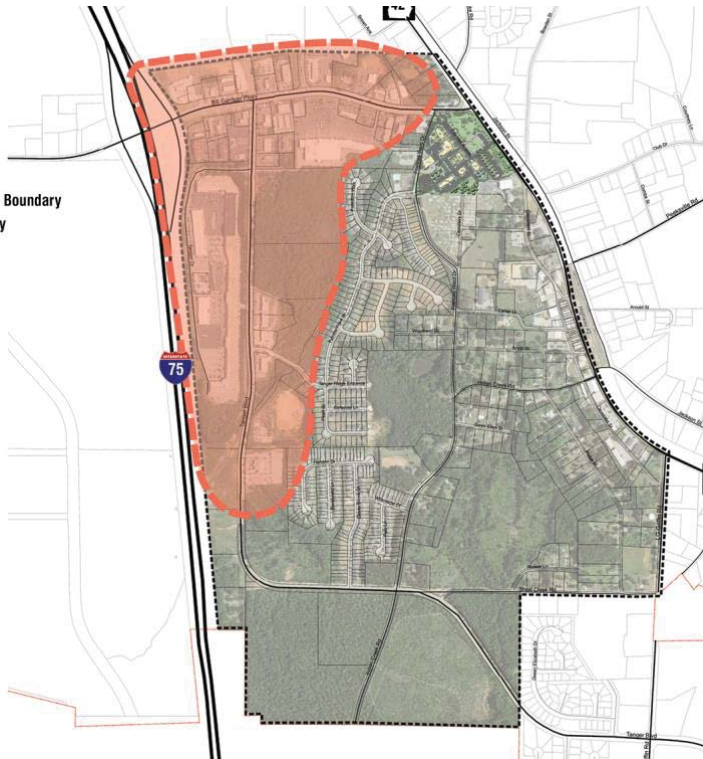
- ① Bill Gardner Parkway
- ② Tanger Boulevard
- ③ Francis Ward/Indian Creek
- ④ Cleveland Avenue
- ⑤ Tanger Drive Extension
- ⑥ Francis Ward Realignment
- ⑦ Tanger Loop
- ⑧ Tanger Ridge Extension
- ⑨ Central Connector
- ⑩ Peeksville Extension
- ⑪ Palmetto Drive Enhancements
- ⑫ Smith Street Enhancements
- ⑬ Highway 42 Enhancements
- ⑭ Cemetery Trail
- ⑮ BGP @ I-75 Northbound Ramps
- ⑯ BGP @ Tanger Boulevard
- ⑰ BGP @ Highway 42





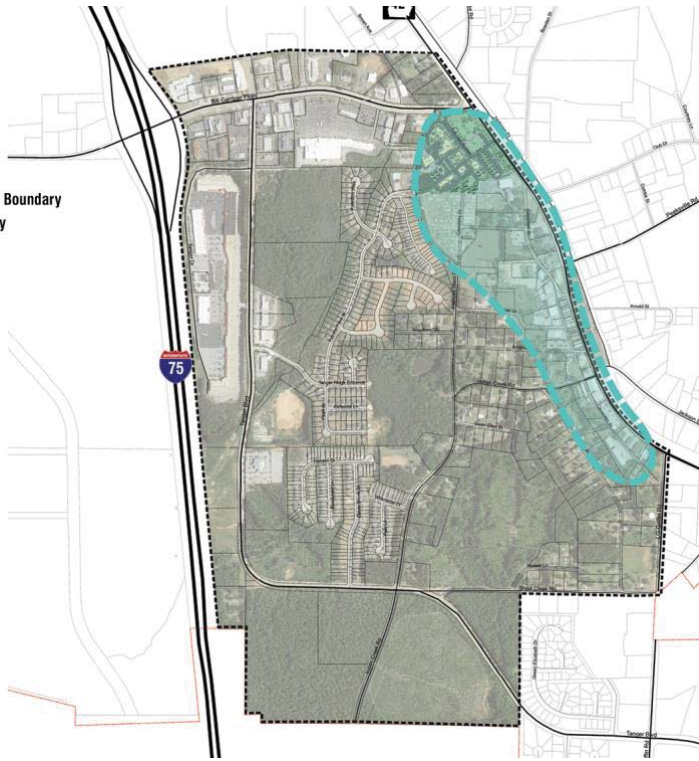
Gateway District

- City of Locust Grove Boundary
- Study Area Boundary



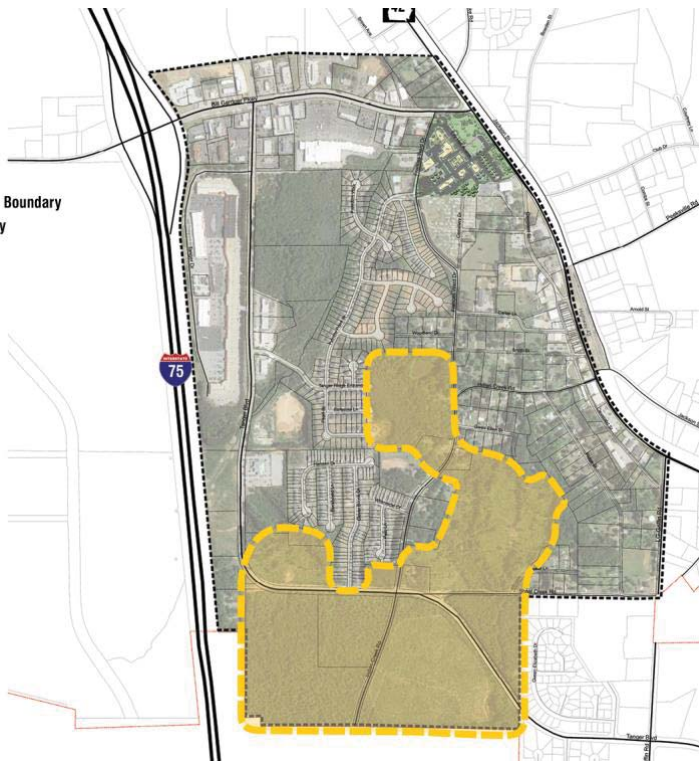
Historic Downtown

- City of Locust Grove Boundary
- Study Area Boundary



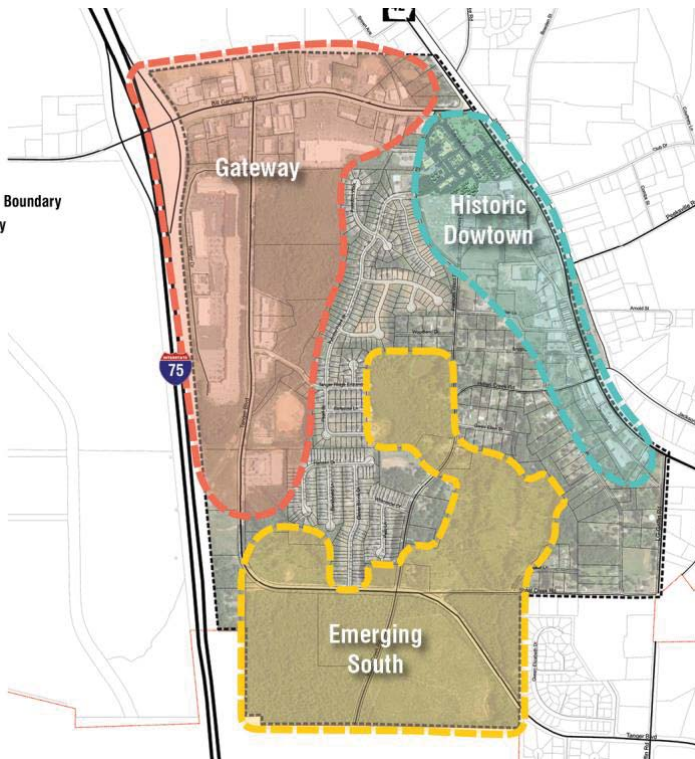
Emerging South

- City of Locust Grove Boundary
- Study Area Boundary



Framework

- City of Locust Grove Boundary
- Study Area Boundary



Real Estate Market- Current

- Limited size & developable parcels
- More demand than can be physically absorbed in Study Area
- Edge of market & greater metro area
- No significant market pressure to be different



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Real Estate Market- Future

- Leadership will have to create change
- City will have to incentivize different development
- Focus should be on short-term priorities
- Incremental implementation is the best approach



District: Gateway

	Short-Term	Long-Term	Character
Residential	Somewhat Likely	Somewhat Likely	Townhomes or Multi-Family
Retail	Likely	Likely	Geared to Regional Tanger Customer; More Restaurants
Office	Somewhat Likely	Likely	Local-Serving
Industrial	Somewhat Likely	Somewhat Likely	Small Flex Space



District: Gateway

RESIDENTIAL

- 5-Yr Demand: 10 SF/TH 0 MF
- 10-Yr Demand: 10 SF/TH 110 MF

Challenges + Opportunities

- Land is close to commercial, could limit SF
- Tanger seen as amenity
- Strong industrial growth nearby provides demand

RETAIL

- 5-Yr Demand: 60,000 sf
- 10-Yr Demand: 75,000 sf

Challenges + Opportunities

- Little demand for local-serving retail
- Tanger Outlet Center regional destination status with strong customer base
- Increased demand for sit-down restaurants



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District: Gateway

OFFICE

- 5-Yr Demand: 35,000 sf
- 10-Yr Demand: 48,000 sf

Challenges + Opportunities

- Limited demand for local-serving office; no demand for regional office
- Local serving office increases with residents
- Existing office on Tanger Blvd

INDUSTRIAL

- 5-Yr Demand: 15,000 sf
- 10-Yr Demand: 25,000 sf

Challenges + Opportunities

- Retail traffic congestion
- Industrial could disrupt other uses
- Limited demand for small-scale services for large users



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District: Historic Downtown

	Short-Term	Long-Term	Character
Residential	Likely	Likely	Walkable; Mixed-Use; Townhomes & Multi-Family
Retail	Somewhat Likely	Likely	Walkable; Mixed-Use; Destination Customer
Office	Somewhat Likely	Likely	Local-Serving
Industrial	Unlikely	Unlikely	N/A



District: Emerging South

	Short-Term	Long-Term	Character
Residential	Likely	Likely	Mix of Single Family & Multi-Family (longer term)
Retail	Somewhat Unlikely	Somewhat Likely	Neighborhood-Scale, Convenience Retail
Office	Somewhat Likely	Likely	Local-Serving
Industrial	Somewhat Likely	Likely	Small-Scale Serving Larger Users



Market + Economic Recommendations

- Improve aesthetics at Interstate
- Created mixed-use downtown
- Diversify residential product type
- Connect historic downtown & Tanger Outlets
- Stabilize single-family neighborhoods
- Attract additional regional retail
- Leverage County's large-scale industrial base



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LCI Goals

- Develop a Community based Vision
- Create a prioritized project list
- Update City Policies and Budgets to Implement Plan



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Next Steps

PUBLIC WORKSHOP #4

City Hall Council Chambers

January 26, 2016

6:30 PM

Public
Input

CHRISTMAS IN THE GROVE

December 5, 2015

10:00 AM

<http://www.locustgrove-ga.gov/calendar.php>



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Locust Grove Town Center LCI

In February of 2015, the Atlanta Regional Commission (ARC) awarded a grant to the City of Locust Grove to complete the city's first Livable Centers Initiative (LCI) Study.

Located 35 miles from Downtown Atlanta and less than 220 miles from the Port of Savannah, along I-75 between the City of Atlanta and Macon, the City of Locust Grove is positioned along one of Georgia's prime transportation corridors.

While commerce along the interstate has sustained growth and development of cities along this regional connector, Locust Grove has developed around its Historic Downtown dating to the 1870s and Tanger Outlet Mall, which opened in 1994.

The LCI Study Area is located directly east of I-75, between Bill Gardner Parkway, Highway 42, and Tanger Boulevard. Representing nearly 16% of the City of Locust Grove, the Study Area is 650 acres in size.

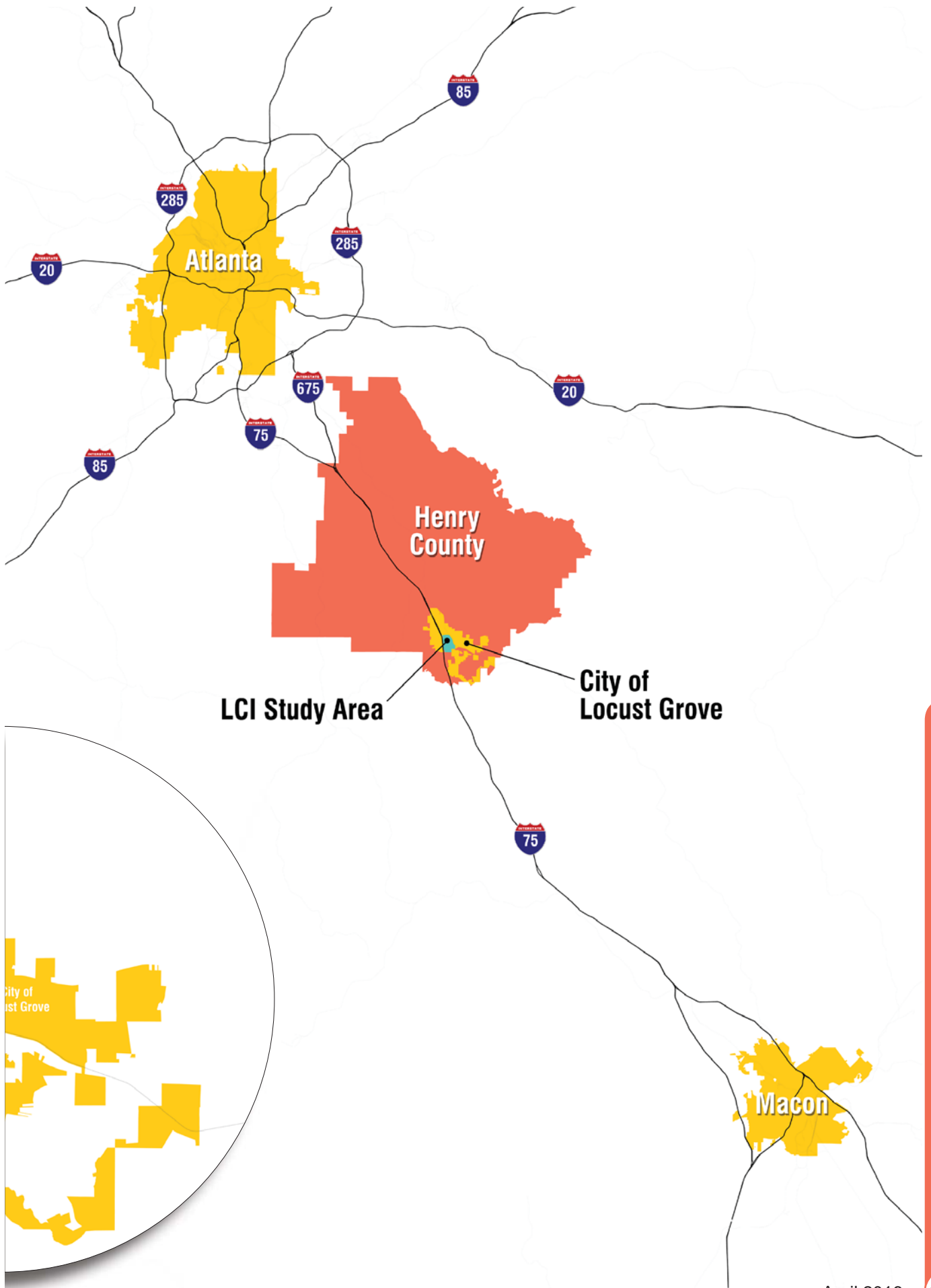
Within the Study Area, developments include Tanger Outlet Mall, Ingles Grocery Store, Locust Grove City Hall, the Henry County Parks and Recreation Locust Grove Recreation Center, and the Historic Downtown business district, all serving locally and regionally significant populations.

Due to Locust Grove's location, enviable regional draw, and abundance of vacant land, Locust Grove has been identified as a prime competitor in the economic growth along Interstate I-75. The main goal of this effort is to study efficient ways to connect the Historic Downtown business district and areas adjacent to the Tanger Outlet Mall and I-75 interchange.

The study focuses on strategic long-term commercial and residential development plans for vacant tracts of land, as well as infill development within the Historic Downtown business district and development surrounding Tanger Outlet Mall and I-75 Interchange.

Each of these existing development areas have been identified as unique improvement districts. Within each of these districts, the plan seeks to identify development opportunities that support and enhance the historic character of Locust Grove, while further enhancing the connectivity throughout the Study Area through a series of roadway and corridor enhancements that connect the development surrounding Tanger Outlet Mall and the commercial corridor along Bill Gardner Parkway to Locust Grove's Historic Downtown.





Gateway District

The “Gateway” planning district includes the northern and western portions of the Study Area, including the commercial development along Bill Gardner Parkway and Tanger Boulevard. Major retail developments include the Tanger Outlets, Locust Grove Village, and a variety of highway commercial uses.

The vision for the Gateway District addresses the safety and aesthetic improvement of Bill Gardner Parkway and Tanger Boulevard, as well as improving the quality of life within the district by proposing the redevelopment of the area surrounding the oxidation pond as a multi-use trail and linear park.

The plan looks to develop the large vacant parcels across from Tanger Outlet Mall, revitalize existing roadways, extent new roadway connections, linking the existing and proposed development through a series of enhanced roadway and pedestrian connections.

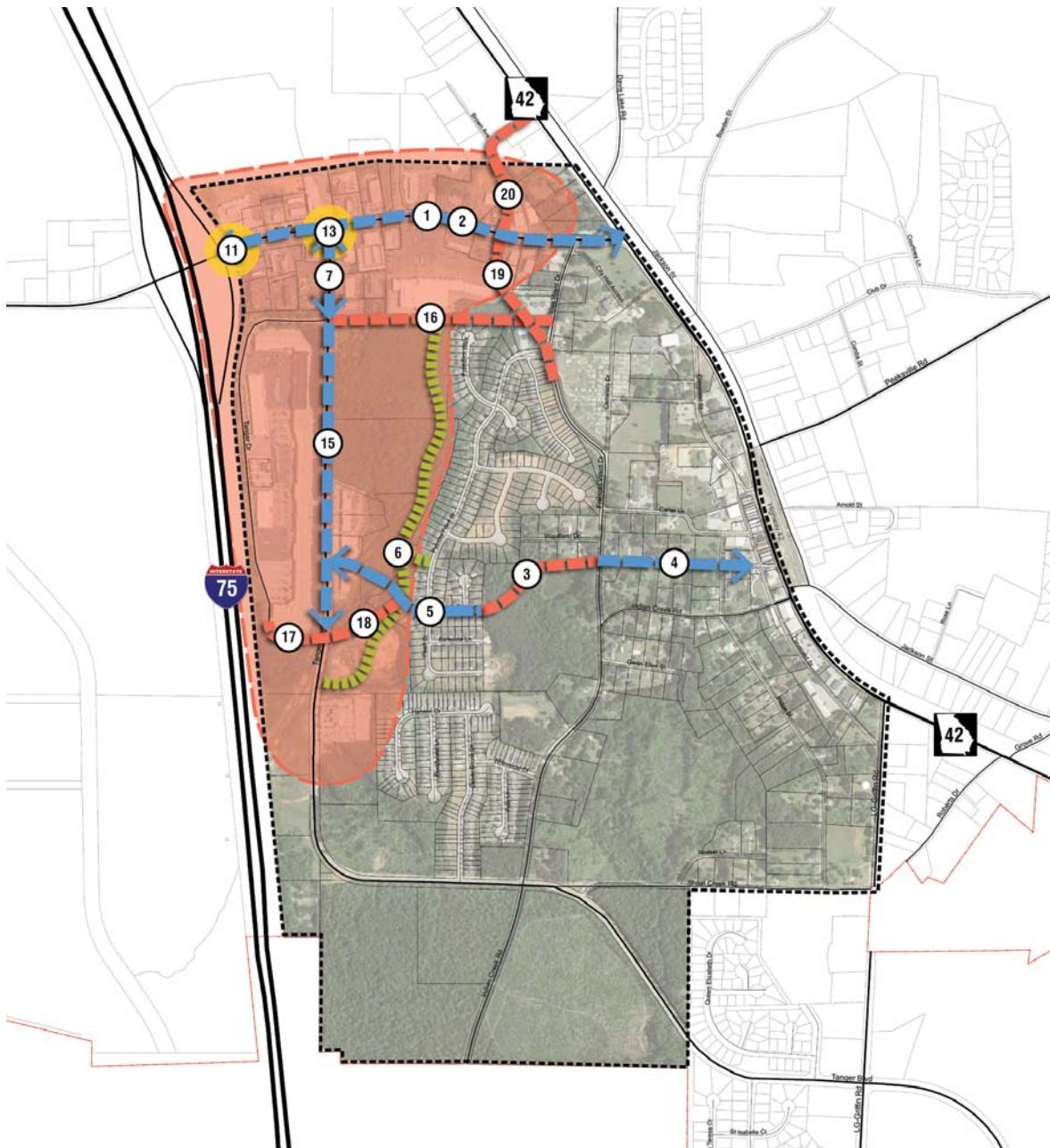


Challenges

- Much of the vacant land in this planning district is located in close proximity to commercial, which may make the land somewhat less desirable for single-family residential development.
- Until there is a great deal of residential growth, retail demand for tenants serving local residents is likely limited.
- The demand for office space is almost exclusively for tenants providing services to local residents. There is likely to be very little, if any, demand for Class A office for regional tenants.
- The large amount of retail traffic on the roads leading into this area would impact the ease of deliveries to industrial space.
- A great deal of industrial development would likely disrupt other commercial and residential uses.

Opportunities

- According to local agents, home buyers often mention the Tanger Outlets as one of the amenities that drew them to the area.
- The Tanger Outlet Center has become a regional retail center attracting customers from a very wide trade area. These shoppers provide a market for additional retail and restaurant development targeted to this same customer. The most pressing demand from the Tanger customer is for sit-down restaurants. There are very few dining options on the Tanger property, and most of the surrounding restaurants are fast food. Tanger attracts an affluent customer that would likely be looking for sit-down restaurant options.
- There is an opportunity to develop new retail space that would complement the Tanger Outlet Center and encourage its customers to stay in the area longer. An example of this complementary retail is when a large sporting goods superstore or similar use is placed a short distance from an outlet mall.
- As the population in the area grows, there will be increased demand for office serving local residents. Examples of this type of use include medical, insurance, and real estate offices.
- Additional residential growth in the area will create a demand for smaller industrial spaces, such as construction and maintenance companies.



District Vision Characteristics

- Enhance Bill Gardner Parkway corridor, including wayfinding and intersection improvements
- Foster redevelopment along Bill Gardner Parkway closer to the roadway and include a mix of uses
- Encourage regional mixed use development (office, retail, residential, etc.) with parks and open space
- Formalize Gateway to Historic Downtown (via Central Connector)
- Construct Southern States Multi-use Trail and Park
- Improve South Tanger Outlet entrance/exit at Tanger Boulevard
- Construct Tanger Drive connection from Tanger Boulevard to Frances Ward Drive
- Realign Frances Ward Drive realignment and Brown Avenue connection
- Develop recreation facility along Tanger Boulevard at gateway to Historic Downtown

Historic Downtown District

The “Historic Downtown” district includes the properties to the west of Highway 42 from Bill Gardner Parkway to MLK Jr. Boulevard. This includes the City’s Municipal Complex on the north, historic retail core, older industrial buildings behind the retail core and some newer retail and office development scattered throughout. Much of this area lies within the Historic Preservation District, which allows the City to encourage the preservation of significant buildings and design features that enhance the historic character of downtown.

This plan seeks to expand Historic Downtown by redeveloping adjacent industrial and vacant properties along Cleveland Street, capitalizing on the proposed Municipal Complex by linking existing downtown retail with proposed redevelopment, and creating opportunities for residential development between the Historic Downtown and existing residential neighborhoods that abut the core downtown development through a series of streetscape and roadway enhancements.

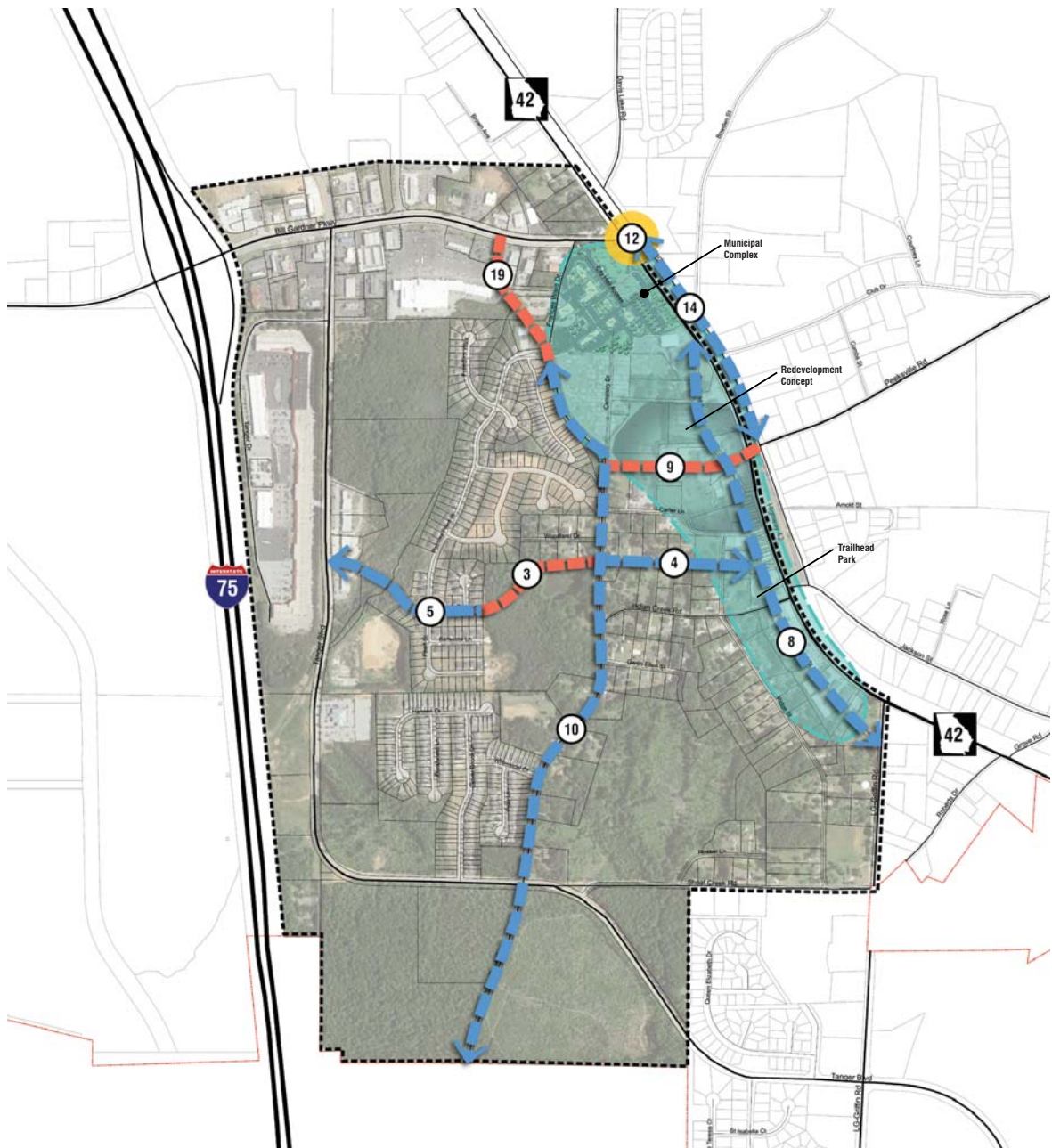


Challenges

- There is not a great deal of vacant land in this planning district for residential development.
- Historic retail buildings are often expensive to maintain, and rents in the downtown are relatively low.
- Retail tenants serving the everyday needs of local residents often prefer strip shopping center locations.
- The demand for office space is limited almost exclusively to tenants providing services for local residents. There is very little demand for Class A office space for regional tenants
- There is limited space for development of significant size.

Opportunities

- An urban, walkable residential development located directly behind the historic retail core would likely appeal to a growing segment of the public and be a differentiator in the area’s residential market.
- The walkability and proximity to amenities of the historic downtown could increase the appeal to multiple generations and more customer segments.
- The wide trade area of the French Market provides an opportunity to add other retailers who appeal to the same customer base.
- Industrial buildings behind the historic retail core could be converted to retail uses.
- As the population in the area grows, there will be increased demand for office serving local residents. Examples of this type of use include medical, insurance, and real estate offices.
- Henry County has a very strong industrial market, and there is likely demand for smaller industrial buildings for businesses that serve the larger industries.
- Additional residential growth in the area will create a demand for smaller industrial spaces, such as construction and maintenance companies.



District Vision Characteristics

- Complete development of City Municipal Complex vision
- Develop of Trailhead Park vision
- Encourage new mixed-use development (office, retail, residential, etc.) with parks, open space and additional parking to support historic downtown
- Construct new connection to Gateway District (via Central Connector)
- Enhance Cleveland Street streetscape
- Extend Peeksville Road
- Improve and realign Frances Ward Drive corridor
- Construct Bill Gardner Parkway at Highway 42 intersection improvement
- Encourage Highway 42 operational and streetscape improvements
- Connect the existing Tanger Drive to Gateway District

Emerging South District

The “Emerging South” district encompasses an area in the central and southern portion of the LCI study area. This planning district consists largely of vacant land with some single family homes. The properties included in this district are located further from the interstate and major roadways, therefore commercial and retail development is unlikely to occur for a long time. There is development pressure for residential uses on these properties, which is likely the most appropriate use.

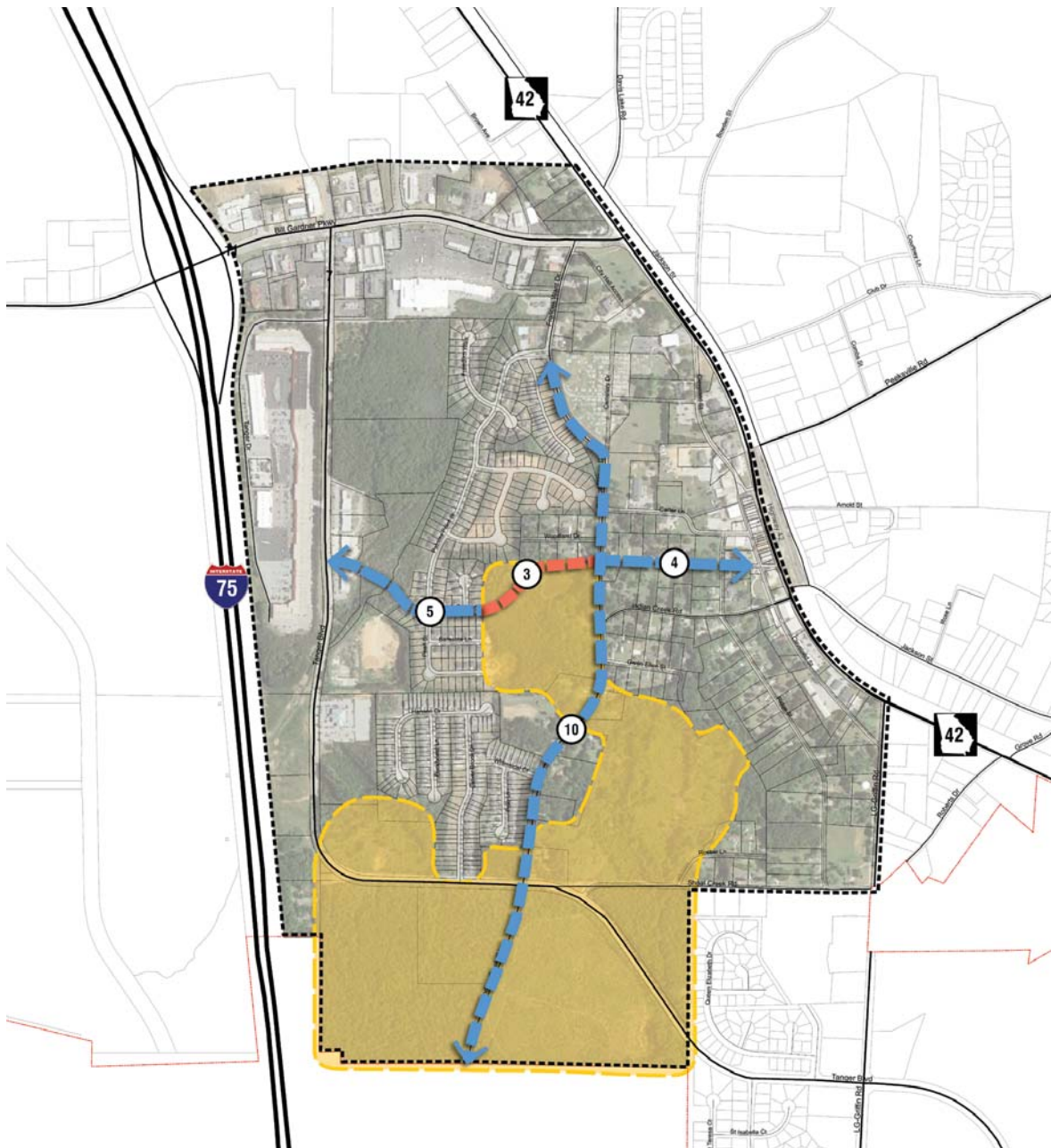
This plan seeks to encourage residential development that extends the existing neighborhoods adjacent to Historic Downtown, create a new Central Park with active and passive recreation, and enhance the existing Frances Ward Drive to capitalize on the vital north/south connectivity through the Study Area, while maintaining the residential characteristic of the Emerging South District.

Challenges

- The two newer subdivisions adjacent to the Study Area have experienced some disinvestment related to the foreclosure crisis. This may limit comps in the area and discourage additional single-family development until those neighborhoods are stabilized.
- Until there is a great deal of additional residential growth, retail demand is likely limited because of low traffic and a small potential customer base. The area is already served by a great deal of convenience retail on Bill Gardner Parkway.
- The demand for office space is almost exclusively for tenants providing services to local residents. There is likely to be very little, if any, demand for Class A office for regional tenants.
- There will have to be a great deal of residential growth in the area to create demand for any

Opportunities

- Land in this planning district is located far enough from the commercial corridors to limit competition with commercial uses. For the immediate future, this will likely keep land prices low enough to allow single-family development.
- If there is a great deal of residential growth in the planning district, there would be a demand for a small amount of neighborhood retail.
- A node of neighborhood retail could be created at intersections in front of adjacent residential development.
- As the population in the area grows, there will be a small increase in demand for office serving local residents. Examples of this type of use include medical, insurance, and real estate offices.
- Henry County has a very strong industrial market, and there is likely a demand for smaller industrial buildings for businesses that serve the larger industries.
- Additional residential growth in the area will create a demand for smaller industrial spaces, such as construction and maintenance companies.



District Vision Characteristics

- Create a new Central Park with active recreation and passive park space adjacent to the proposed Central Connector, connecting to the proposed Southern States Multi-Use Trail and Park
- Encourage new multi-family or Senior-oriented residential development in the northern part of the district
- Construct Central Connector linking the Gateway District to the Historic Downtown District, becoming a central hub of the study area
- Develop southern part of district as the market allows to have low environmental impact and focus on preservation - to include active and passive park space, trails and link to the existing and proposed trail system
- Improve and realign Frances Ward Drive corridor

Transportation Framework

The Transportation Framework Plan illustrates the key improvement opportunities that have been identified through the Livable Centers Initiative planning process.

This combination of corridor and roadway enhancements, new roadway connections, and pedestrian improvements seek to further enhance access to and walkability within the area between the Gateway District along the I-75 corridor and Historic Downtown. Additionally, these projects create a framework in which both public agencies, private owners, and developers can implement change in the area that will create long-term sustainable development patterns to support livability and economic growth.

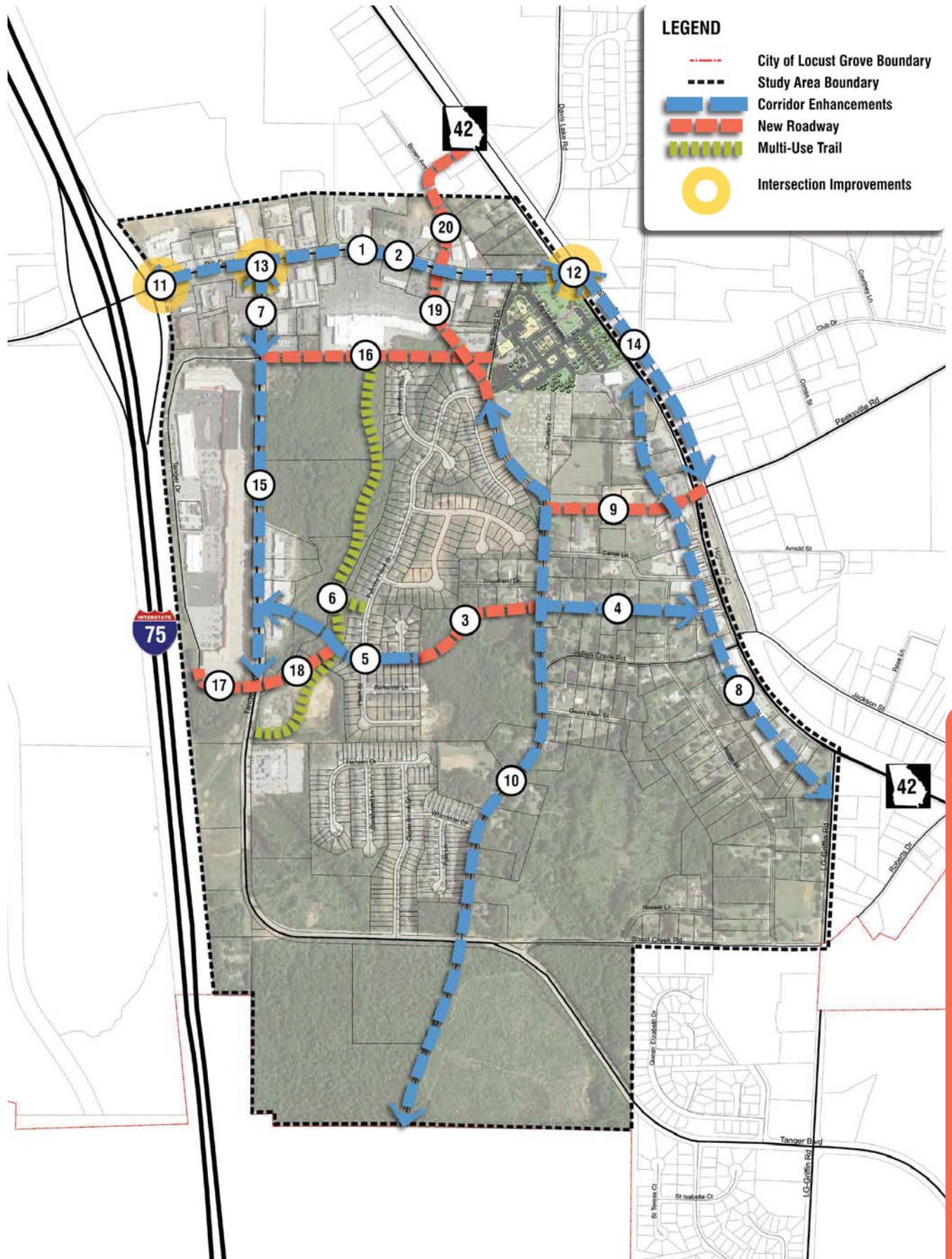
Through a series of stakeholder interviews, meetings with city staff, local business owners, property owners, church representatives, as well as public workshops and outreach, a total of twenty projects were identified. The projects are listed in priority order, with the first nine being categorized as the short-term improvements projects, with the last eleven, long-term projects.

Short-Term Projects

- 1 **Bill Gardner Parkway Median and Streetscape**
- 2 **Bill Gardner Parkway Wayfinding Signage**
- 3 **Central Connector**
- 4 **Smith Street Enhancements**
- 5 **Palmetto Street Enhancements**
- 6 **Southern States Multi-Use Trail**
- 7 **Tanger Boulevard Median and Streetscape**
- 8 **Cleveland Street Streetscape Enhancements**
- 9 **Peeksville Road Extension**

Long-Term Projects

- 10 **Frances Ward/Indian Creek Roadway and Streetscape**
- 11 **Bill Gardner Parkway @ I-75**
- 12 **Bill Gardner Parkway @ Highway 42**
- 13 **Bill Gardner Parkway @ Tanger Boulevard**
- 14 **Highway 42 Enhancements**
- 15 **Tanger Boulevard Operational Improvements**
- 16 **Tanger Drive Extension**
- 17 **Tanger Loop Connection**
- 18 **Tanger Ridge Extension**
- 19 **Frances Ward Drive Realignment**
- 20 **Brown Avenue Connection**



Bill Gardner Parkway Vision

Bill Gardner Parkway is the largest roadway within the study area, defined by the Georgia Department of Transportation as a Regional Collector, carrying over 20,300 vehicles per day.

This corridor is key to Locust Grove's current and future success as a city, as it connects Interstate 75 to Highway 42, and is a gateway to Locust Grove for many visitors traveling to the Tanger Outlets and adjacent commercial properties.

Unfortunately, many visitors come to the area, without discovering the City's beautiful Historic Downtown. Much of the vision of the LCI study is to leverage the success of this corridor and enhancing its aesthetics and function to connect the gateway of the area to the Historic Downtown.

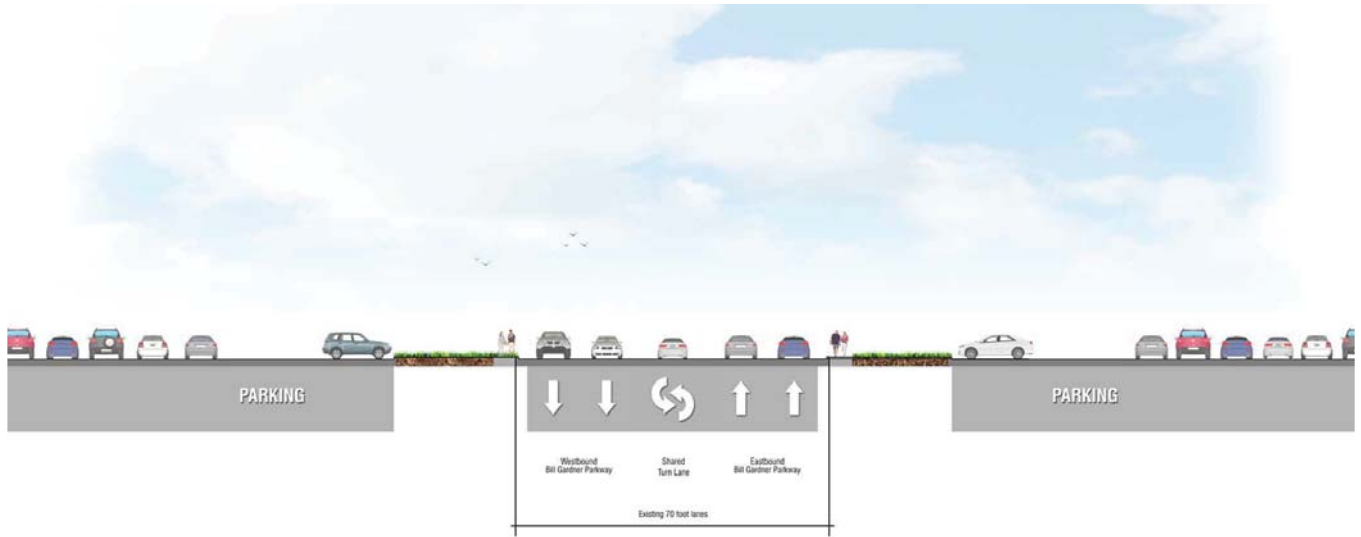
The images to the right illustrate the long-term vision for Bill Gardner Parkway as redevelopment occurs over the next 10 years and beyond. Key elements associated with a transformation of the roadway, as well as a wayfinding signage program are shown and described to the right.

Current Challenges

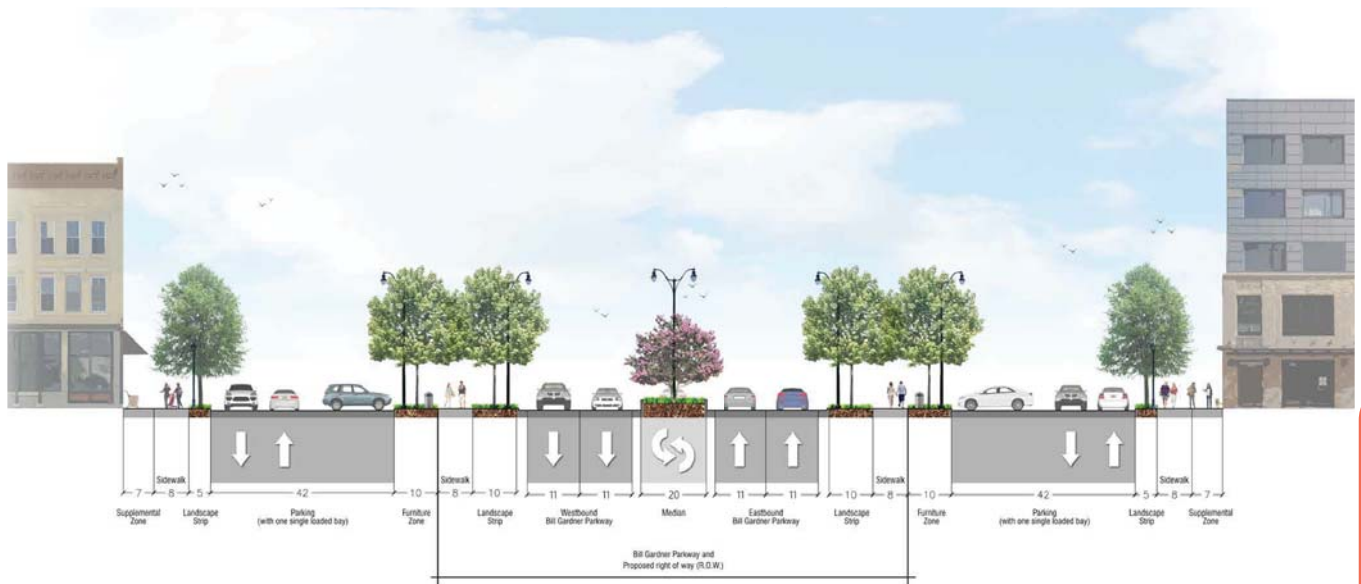
- Configuration consists of wide lanes and numerous driveways, encouraging speeding and in some cases unsafe turn maneuvers into and out of driveways.
- Sidewalks are narrow, against the roadway and not shaded by trees, creating a high-stress experience for pedestrians walking along the corridor.
- Buildings are set back away from the roadway, making pedestrian access challenging.
- Few signalized intersections make it difficult for pedestrians and motorists to cross Bill Gardner Parkway.
- Corridor characteristics are not consistent with Locust Grove's historic downtown, leaving many visitors unaware that Locust Grove has a downtown.

Vision Characteristics

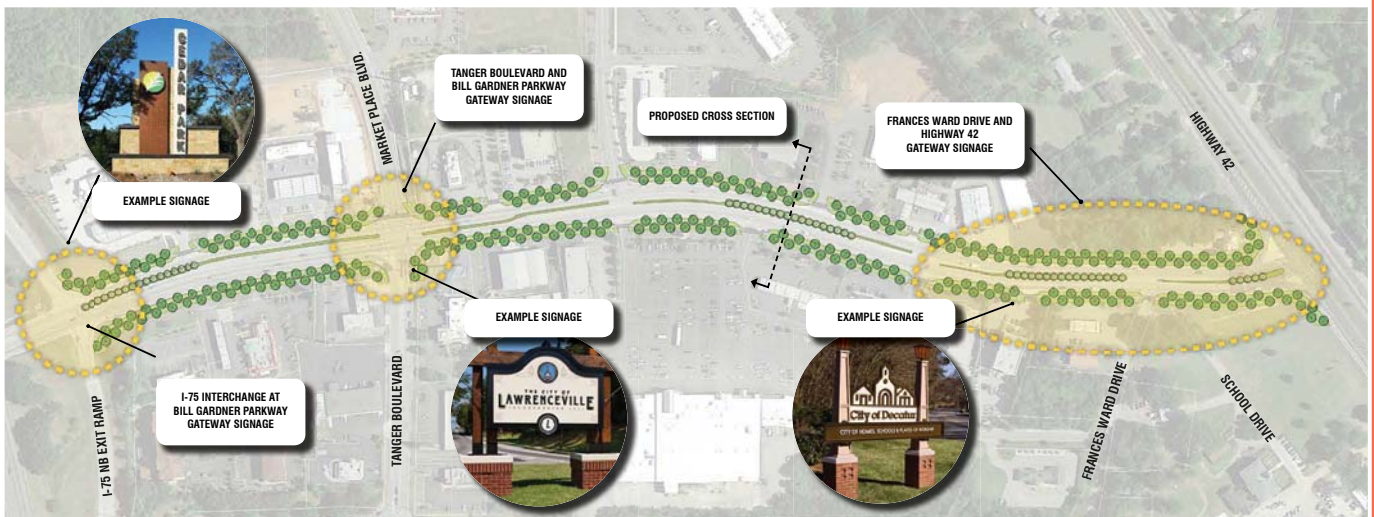
- Center planted median to better organize traffic flows, reduce speeds and provide landscaping and wayfinding signage.
- Landscaping and trees along both sides of the road and median, providing enhance aesthetics and sun protection for pedestrians.
- Wider sidewalks separated from the roadway to create a more pleasant and safe experience for pedestrians.
- Improved vehicular and pedestrian scale lighting.
- Buildings located closer to the road with outdoor dining to encourage an active street activity and increase viability of businesses along the corridor.
- Building architecture and strategically located wayfinding signage to create connection from Interstate 75 to Historic Downtown.
- Convenient parking that remains visible along the corridor (with additional parking behind buildings).



Existing Bill Gardner Parkway Cross Section



Proposed Bill Gardner Parkway Cross Section



Proposed Median and Wayfinding Signage Locations

Implementation Plan



City Council to Adopt LCI Plan.



Incorporate recommendations into local and regional planning studies.



Meet with key property owners to discuss and define short-term redevelopment opportunities.



Work with local schools to create a strategic plan to initiate a community garden program.



Develop a Downtown Strategic Action Plan that includes steps to strengthen downtown's brand, increase visibility to the community and visitors, attract retail tenants, and seek creative funding sources.



Attract supplemental LCI funding for specific projects and initiatives, including a zoning ordinance review.



Make zoning classification modifications including classification of City Municipal Complex as Office-Institutional and new "Gateway Mixed-Use" and "Downtown Mixed-Use" districts.



Develop design requirements for Bill Gardner Parkway corridor.



Work with Henry County DOT and Georgia DOT to secure funding for high-priority projects along Bill Gardner Parkway and Highway 42.



Pursue private grant funding to help implement transportation improvement projects.





