

# INTRODUCTION

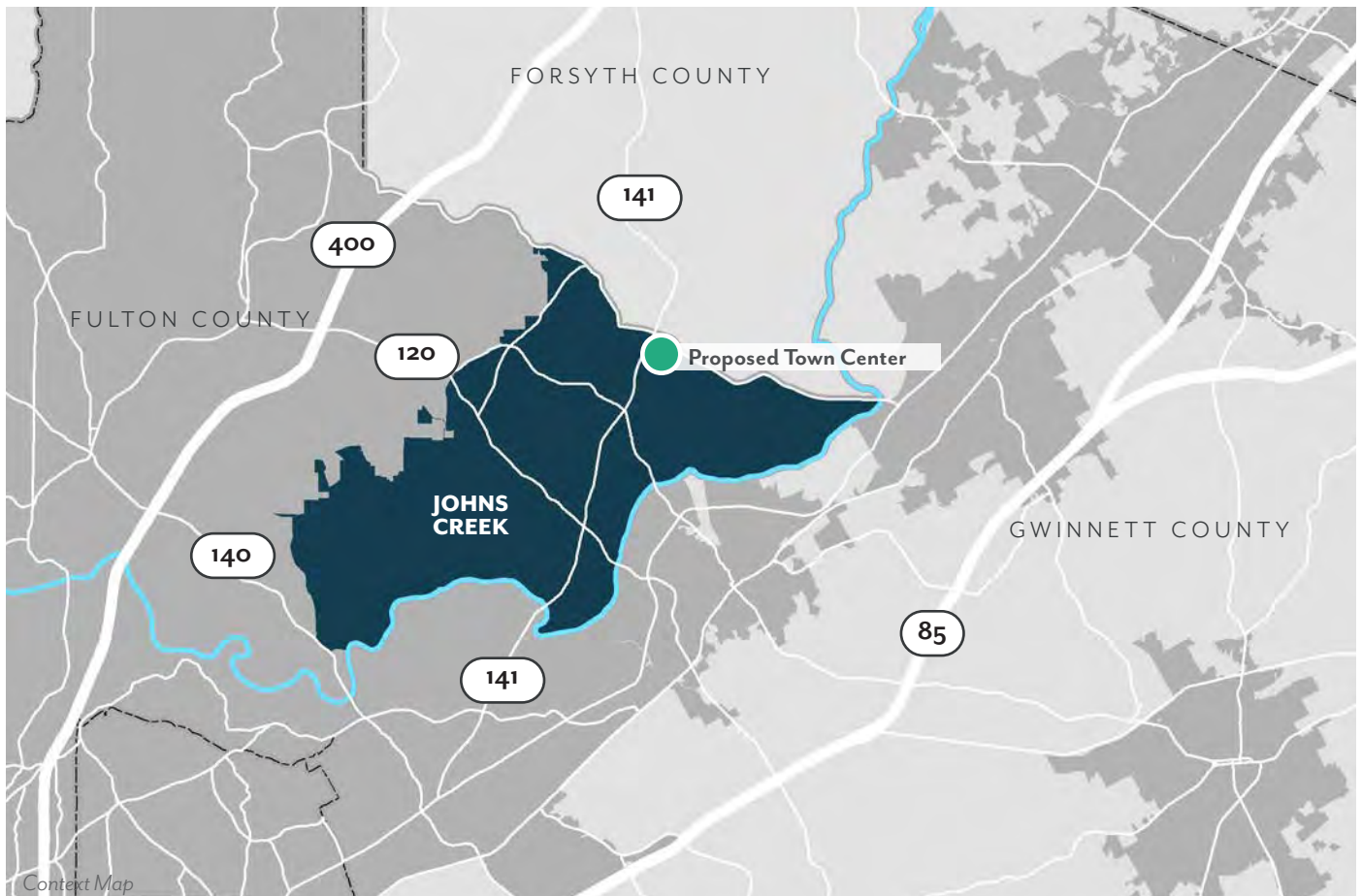


# INTRODUCTION

Anchoring the northern part of Fulton County, Johns Creek is a city that has grown to over 84,000 people in its relatively short history as an incorporated community. With a high median household income, location adjacent to the Chattahoochee River, and access to GA 400, Johns Creek steadily attracts new residents and businesses. Since its inception in 2006, the City of Johns Creek has established a presence in the Metro Atlanta region as a premier community, offering top-tier public schools, world-class services and facilities, and quality housing. In recent years, the City of Johns Creek has worked to redevelop portions of its community, introduce new parks,

improve transportation infrastructure, and provide great customer service. These are some of the many reasons it was recognized as the third best place in the country to live by USA Today.

A city with the immense natural and cultural resources that Johns Creek possesses should showcase and leverage them in a way that exhibits a sense of identity and pride, uplifts the local economy, and improves quality of life. The comprehensive planning process resulted in consensus around forming a vibrant Town Center that provides a place for citizens, workers, and visitors to live, work, eat, play, and shop.



Context Map

# STUDY AREA

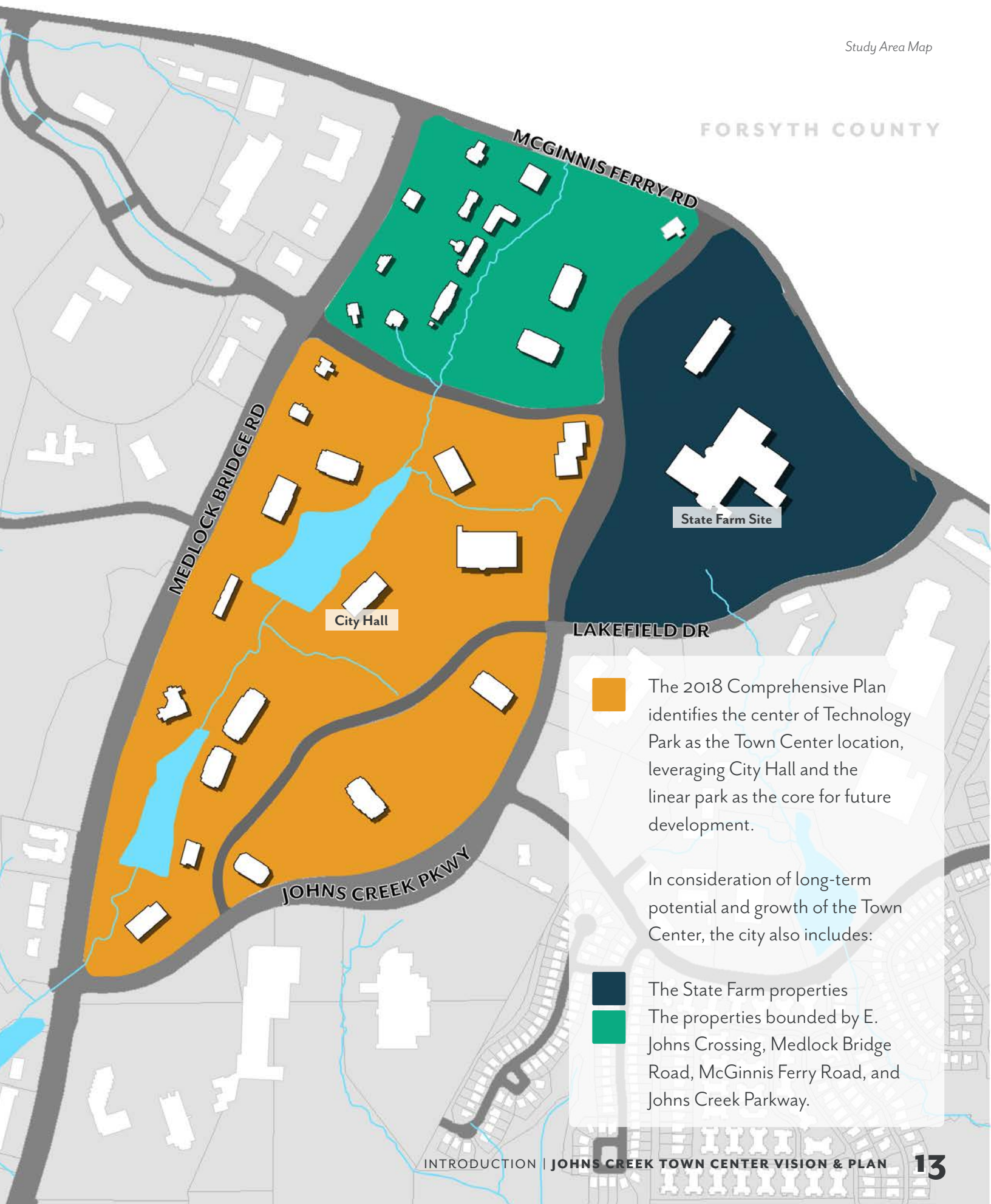
The identified 192-acre study area is located in Technology Park in northern Johns Creek. Situated at the crossroads of Medlock Bridge Road and McGinnis Ferry Road, the study area is distanced from major thoroughfares: 5 miles from GA-400, 7 miles from I-85, and 13 miles from I-285.

A changing community requires effective planning, and the city has taken a proactive approach to managing growth and development. Johns Creek has three primary documents that serve as the framework for this Master Plan. The 2018 Comprehensive Plan is the guiding document for the city. Technology (or “Tech”) Park is a character area identified in the 2018 plan as a candidate for future redevelopment into a Town Center. Technology Park is a prominent employment node that comprises the majority of the city’s office and industrial stock, and sits across Medlock Bridge Road/SR 141 from Emory Johns Creek Hospital. Home to 10,000 employees and several major corporations including Alcon Laboratories, Ebix, and Bomgar, Technology Park is a key piece of the city’s economic infrastructure. Over 80% of the city’s office product is located in the Technology Park campus, yet much of the stock was built in the 1980s and follows an older suburban business park land use pattern with low density buildings surrounded by parking. Office vacancy rates in the park are at 13%, which is higher than the overall

submarket. The high vacancy rate can be attributed to the recent relocation of State Farm’s headquarters from Technology Park to Dunwoody. Retail vacancy rates remain healthy at 6% due to the presence of a stable population base with strong buying power. This suggests that there is an opportunity to reimagine the land use mix in Technology Park to adapt to changing work trends while providing an amenity-rich environment that is attractive to innovative companies and next-generation talent.



Technology Park was envisioned as a true civic area with City Hall incorporated into the core of the new “downtown.” Creating this change will also require a land use change that is a key component of this master plan process. The 2016 Economic Development Strategic Plan showcases Technology Park on its cover and states “To achieve economic prosperity, the city needs new investments, increased public/private partnerships and increased high paying job creation.” Achieving this economic prosperity will require the Town Center plan to understand the economics and development potential of Technology Park and the surrounding parcels. The 2016 Parks and Recreation Strategic Plan highlights the significance of the Tech Park Linear Park as a catalyst project that can inform future development including a potential “town green.” This remains a critical element and one that will serve to help frame the rest of the Town Center.

FORSYTH COUNTY



 The 2018 Comprehensive Plan identifies the center of Technology Park as the Town Center location, leveraging City Hall and the linear park as the core for future development.

In consideration of long-term potential and growth of the Town Center, the city also includes:

-  The State Farm properties
-  The properties bounded by E. Johns Crossing, Medlock Bridge Road, McGinnis Ferry Road, and Johns Creek Parkway.



# WHY WE PLAN

## IMAGINE REMARKABLE

The economic and development potential of the Town Center has spurred the city to invest in a new master planning effort that considers the dramatic growth, new amenities, and land use changes. We're imagining *remarkable*. This plan takes a fresh approach to helping manage change and provide the city with toolkits that can be tailored to meet housing, infrastructure, land use/zoning, and mobility issues. Using a multi-pronged approach, the plan builds upon the recent efforts and creates synergy with elected officials, stakeholders, business owners, property owners, and residents.

The Johns Creek Town Center Plan is a strategic blueprint that will guide the growth and redevelopment of 192 acres of the Technology Park into a vibrant Town Center. There is an opportunity to capitalize on the land use planning trends that have been accelerated due to COVID-19, particularly in the office and retail sectors.

The shift towards a “hub-and-spoke” office model that locates corporate headquarters in urban centers and smaller regional offices in suburban locations would allow the city to preserve its suburban scale and quality while introducing new office typologies that address changing work dynamics.

This plan will allow the city to proactively respond to changing trends by leveraging the existing assets in Johns Creek to position Technology Park as a unique destination that comprises a dynamic mix of land uses, vibrant public realm, and multi-modal connectivity. Our dynamic team of urban planners, real estate analysts, and economic development experts understand the importance of aligning economic and market considerations with the enabling mobility infrastructure and transportation initiatives. These alignments help unlock real estate development opportunities and attract the private sector as a development partner.



It is important to assess and define the optimal mix of land uses, placemaking initiatives, and transportation infrastructure that will bring renewed vibrancy to the area as well as shift the focus from auto-oriented to multi-modal travel.

The creation of a vibrant, economically viable multi-use Town Center in Johns Creek is dependent on several factors that should be considered as part of this study, including:

- Creating a new town center that incorporates the city hall, new housing, and commercial/retail spaces;
- The clustering of higher-density residential, retail, and employment to create nodes of activity with increased foot traffic and place making;
- The underutilization of land and opportunities for redevelopment and infill;
- Creating a Town Center with a strong sense of place through creative design standards and public realm enhancements;
- The identification of catalytic projects that can attract private sector development and improve mobility;
- The shift toward the decentralization of office and providing spaces that are “right-sized” for end user tenants;
- The strategic positioning of the study area as Johns Creek’s central core of activity while considering its synergistic relationship with other key development areas in the city;
- Creating the right amenity package to attract new commercial and residential development to the area;
- The ability to have this plan grandfathered by the Atlanta Regional Commission (ARC), making Johns Creek eligible for future Livable Centers Initiative (LCI) funding; and
- The role experiential retail plays in creating a destination where people stay and linger as well as its alignment with the preferences of millennials and innovative companies.

# THE PROCESS

The Town Center Plan will assess and align land use, economic development, parks & open space, transportation & mobility, and urban design & placemaking. With these key topics in mind, the planning team executed the following process to form the Town Center's vision.

**1 Listen**

Begin by listening to the community to form a vision for the new Town Center.

**2 Assess**

Assess residential, retail, service, and employment opportunities for the new Town Center.

**3 Envision**

Develop visuals that speak to the community's needs and desires.

**4 Synthesize**

Form a cohesive plan with maps, graphics, and a narrative to describe the overall plan.

**5 Celebrate**

Adopt a final **Johns Creek Town Center Plan.**

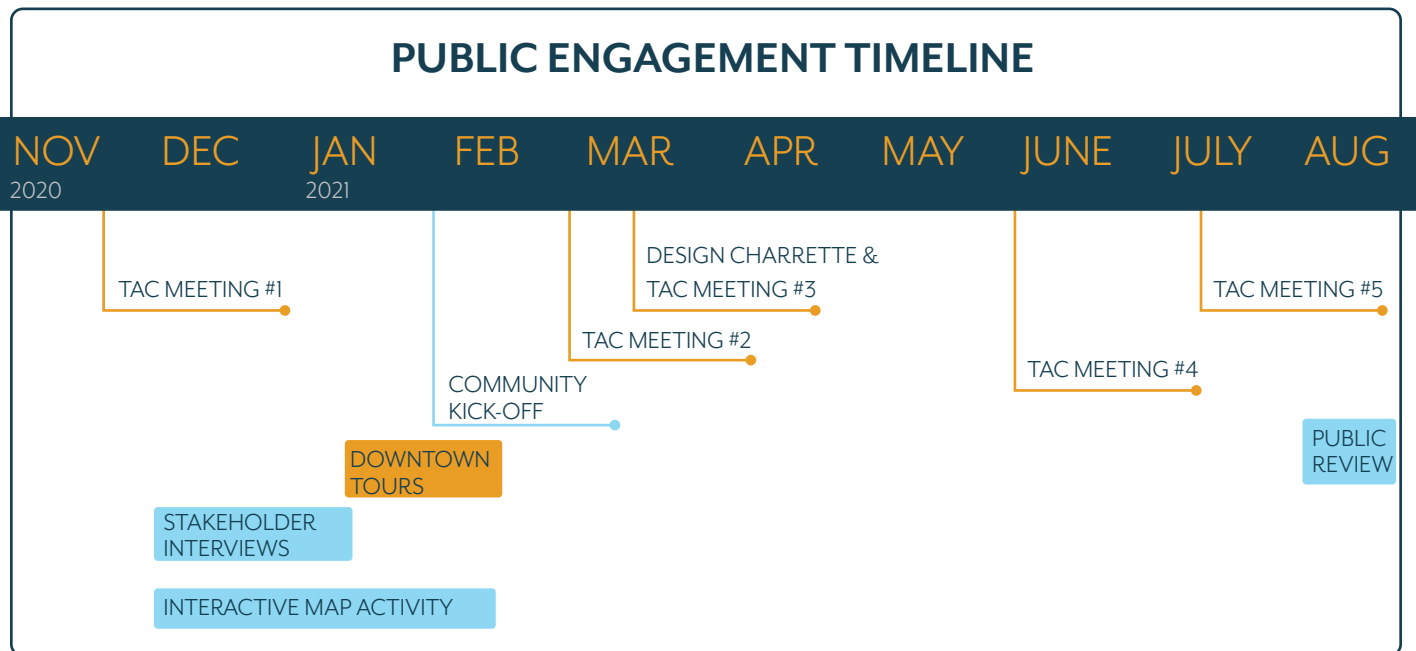


# PUBLIC ENGAGEMENT

Listening well, educating the public, and collaboration are all strategies to create long-term advocates for the Johns Creek Town Center. With the COVID-19 pandemic as a factor, the planning team had to be creative with public outreach. The team offered highly effective, multi-faceted, mostly virtual engagement options, including a project website, online surveys, stakeholder and Technical Advisory Committee (TAC) meetings, community meetings, staff-led downtown tours (Alpharetta, Duluth, Milton, and Suwanee) and a four-day design charrette.

## PROJECT WEBSITE

The planning team established a website at [www.JCTownCenter.com](http://www.JCTownCenter.com) to publish project information, post educational videos about the planning process, and ways to participate. This website housed several virtual engagement opportunities including mapping activities and surveys.





## TECHNICAL ADVISORY COMMITTEE (TAC)

The Technical Advisory Committee, or TAC, was made up of 35 Johns Creek residents who expressed interest in the planning process. While all residents are welcome to provide input and feedback on plan elements, the TAC served as a sounding board on materials produced throughout the process. They also served as advocates for the implementation of the Town Center throughout the project and upon conclusion of the master plan. The TAC met five times over the course of the project to discuss and review land use, placemaking, transportation, and market components of the plan prior to public distribution.

## STAKEHOLDER MEETINGS

Members of the planning team met with various stakeholders as a part of the listening phase of the project. Elected and Appointed Officials, city staff, business owners, and property owners were interviewed on topics pertaining to their role in the process. Elected Officials and city staff discussed institutional knowledge and conveyed preliminary thoughts on desires the public had previously expressed regarding a designated downtown. All interviewees noted that this type of development has been highly anticipated to further improve the quality of life for the already thriving City of Johns Creek.



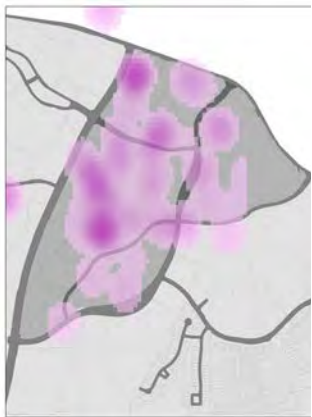
Business owners were asked about their long-term plans for their business and how the implementation of a Town Center would affect their operations. Some expressed interest in continuing to operate and integrating into the Town Center as it develops. Business owners were informed of the opportunity that clustering development will provide in terms of increased clientele and exposure.

Property owners discussed utilization of existing buildings on their properties. Several property owners with occupied office space were receptive to the possibility of new development occurring in Technology Park. Others with vacant property expressed interest in partnerships or selling their properties to developers who may be willing to bring the Town Center vision to life.

## INTERACTIVE MAP ACTIVITY

In preparation for a virtual charrette, the public had the opportunity to provide geographically-specific input on an interactive map. Participants could drop pins for gateway opportunities, gathering and open space opportunities, bicycle and pedestrian

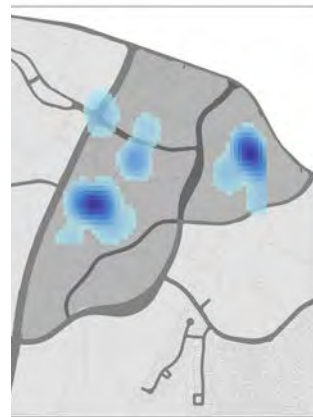
opportunities, placemaking opportunities, safety concerns, and other comments. They were also able to 'like' or 'dislike' comments on the map to give the planning team better insight into the community's thoughts. The map received 160 comments and over 1,000 'likes' and 'dislikes.'



**PLACEMAKING OPPORTUNITIES**



**GATHERING/OPEN SPACE OPPORTUNITIES**



**NATURAL/CULTURAL OPPORTUNITIES**



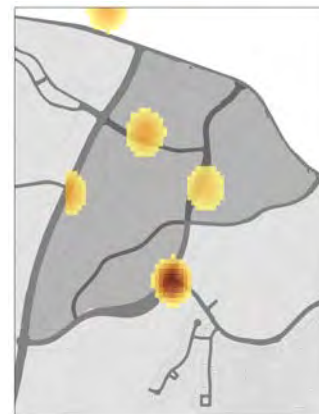
**GATEWAY OPPORTUNITIES**



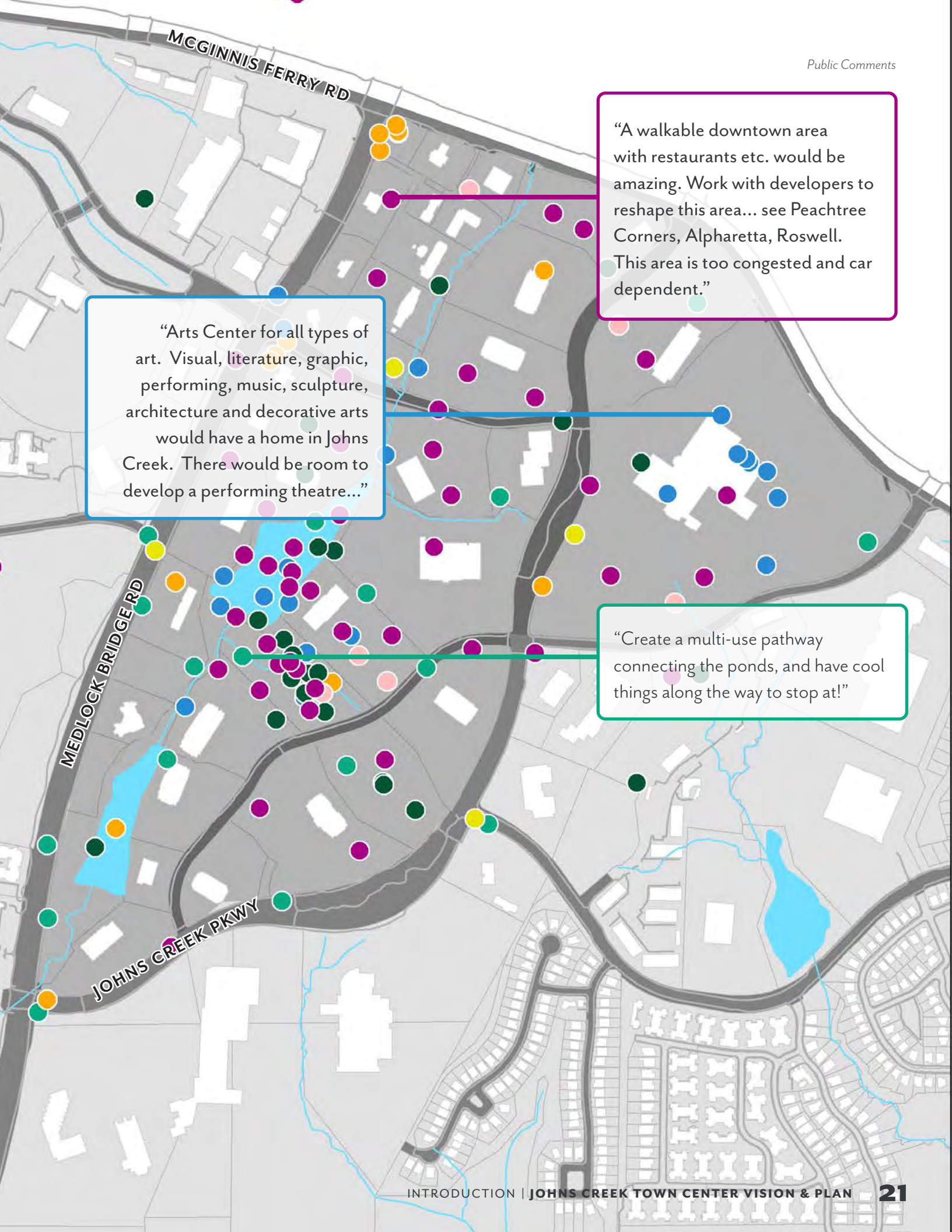
**GENERAL MOBILITY OPPORTUNITIES**



**BIKE/PEDESTRIAN CONNECTIONS**



**SAFETY CONCERNS**



“A walkable downtown area with restaurants etc. would be amazing. Work with developers to reshape this area... see Peachtree Corners, Alpharetta, Roswell. This area is too congested and car dependent.”

“Arts Center for all types of art. Visual, literature, graphic, performing, music, sculpture, architecture and decorative arts would have a home in Johns Creek. There would be room to develop a performing theatre...”

“Create a multi-use pathway connecting the ponds, and have cool things along the way to stop at!”

## COMMUNITY KICK-OFF

The first public meeting was held virtually over video conference on Thursday, January 28, 2021. The planning team presented an overview of the Town Center Plan process and schedule with the general public. MXD Development Strategist also presented potential market opportunities and various uses that may be applicable to the study area. The Presentation for this meeting can be found in the appendix.

## DESIGN WORKSHOP

The planning team hosted a Virtual Design Workshop over the course of 4 days from Monday, March 1st to Thursday, March 4th. The design workshop consisted of a series of public work sessions in which various aspects of the plan such as transportation and mobility, trails and open space, urban design and placemaking were discussed. Workshop participants had the opportunity to provide their input in real time while our planners and designers were hard at work creating content for review and discussion.

The outcome of the workshop resulted in sketches and diagrams representative of previous engagement activities and conversations held throughout the workshop.

**Transportation + Mobility.** Converting the office-focused technology park to a viable town center seemed to intrigue participants the most. The planning team and workshop participants collaborated on potential solutions that maximize existing infrastructure while rethinking vehicular and pedestrian site circulation.

**Trails + Open Space.** Complementary to any upcoming development, access to trails and meaningful open space is also a priority to Johns Creek stakeholders. Planning team members and workshop participants worked together to identify open space and trail types appropriate for the Town Center.

**Urban Design + Placemaking.** Given the current state of the study area, adapting an office park area into a vibrant Town Center also requires an overhaul of existing look and feel. The planning team surveyed participants on their preference of urban form, development typologies, as well as other features that would bring the Town Center to life. Participants provided ambitious input ranging from investing in high-profile gateway features to building upon the idea of the arts as a central theme.



**Land Use + Economic Development.** The Market Analysis conducted as a part of the process informs the Master Plan on economically viable uses according to market demand. As the planning team digested the market study findings, participants were asked their opinion on preferred business types and uses. Desired land uses were mostly consistent with market findings and allowed the planning team to move forward with formulating a development program. Graphic exercises allowed the group to visualize how uses could be organized, however, development patterns will ultimately be guided by this plan and occur organically over time.

## **FOOD TRUCK FRIDAY OPEN HOUSE**

The City of Johns Creek hosted a community event behind City Hall, which is located in the heart of Technology Park. The event consisted of local food trucks, free treats, and live music. The rarely activated park space was filled with hundreds of people enjoying the summer evening along the north pond, allowing Johns Creek residents to visualize what the Town Center could be. The Community Development staff and planning team set up a tent with boards explaining plan elements with graphics. Citizens were also shown a 3D flyover of the conceptual park design created to display how an activated and developed Town Center could function.







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**TECHNOLOGY  
PARK TODAY**

# HISTORY

Technology Park is comprised of over 1,900 acres developed in the 1980s as a “park-like,” master-planned office and technology park. Technology Park contains a mix of mid-rise office, business service, retail, residential, and municipal government offices for the City of Johns Creek. The Technology Park employs over 10,000 people and contains more than 6 million square feet of developed office and industrial space.

In 2017, the City of Johns Creek purchased 26 acres of land within the Technology Park and renovated an existing three-story building that is now City Hall. The impetus for purchasing these lands was the city’s desire to create a “town center” for Johns Creek. The City of Johns Creek lacks a defined physical identity or a central “core downtown” in the community, and as a result, has never enjoyed a true gathering place, a place where people can come together and share activities.

In 2018, the city amended its Comprehensive Plan to designate the Study Area (192 acres) as the “Town Center” within the overall Technology Park. As set forth in the Comprehensive Plan, the desire of the the city is to redevelop the Study Area within the Technology Park campus into a live-work-play

destination. Considering the long-term potential and growth of the area, the city has embarked on this master planning process to strategically leverage City Hall and the linear park to create a long-term vision for a town center.

A town center is the location that brings a community together while providing a destination for visitors from surrounding communities and ideally, the larger region. With a plan in place to guide its direction, a town center can become the heart of a community and a place for diverse interests and age groups to converge in one location.

This plan identifies catalytic projects to increase economic vitality, balance land use, transportation, and mobility, promote an enjoyable pedestrian environment, and introduce placemaking strategies that will create a unique and remarkable Town Center. It identifies public and private investments within short, middle, and long-term time frames that will maximize the area’s future growth potential, promote development, and encourage redevelopment.



# EXISTING CONDITIONS

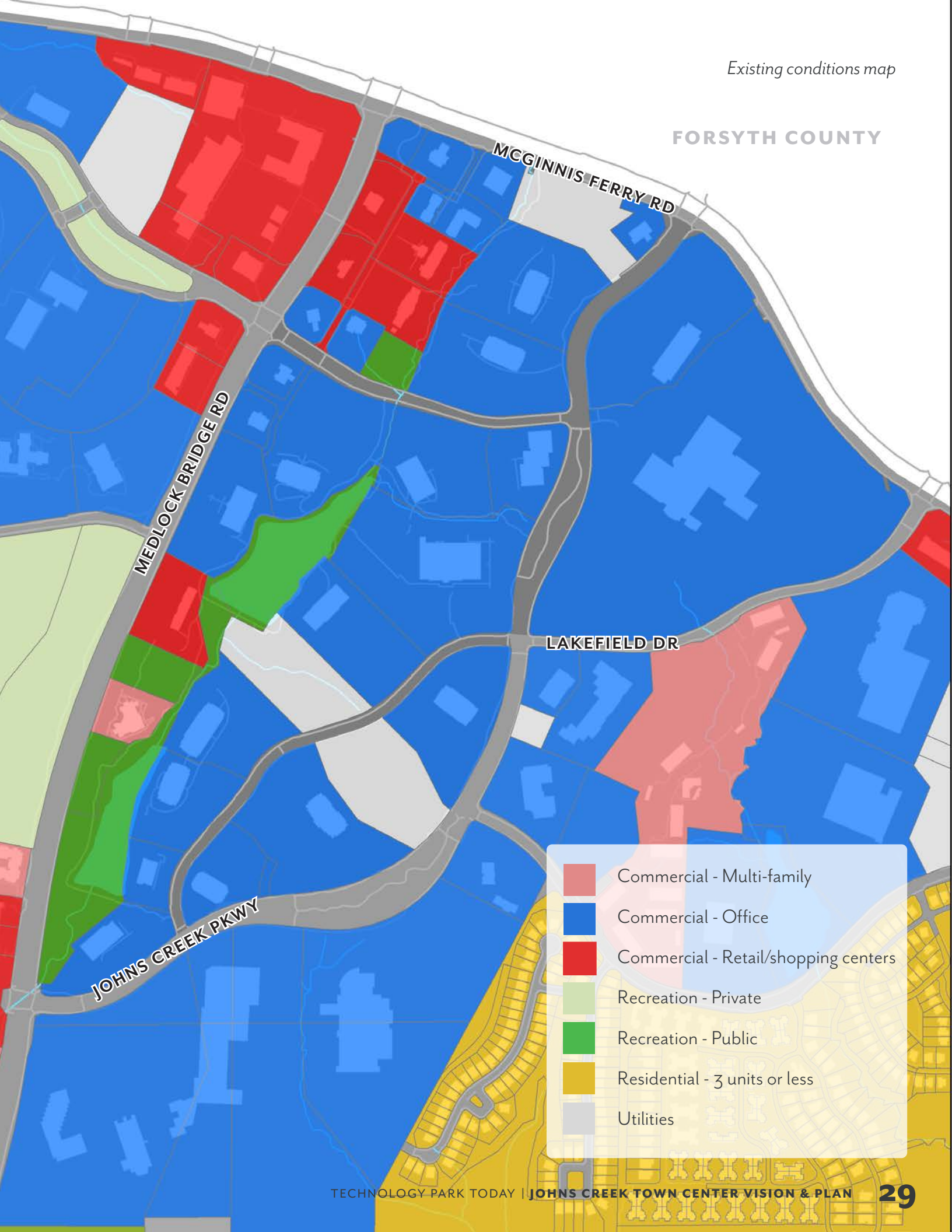
## EXISTING LAND USE








The properties located within the study area boundary are predominantly commercial office, retail, and recreational. The majority of the existing retail is clustered at the southeast quadrant of the intersection of Medlock Bridge Road and McGinnis Ferry Road. Approximately 12 acres of undeveloped parcels in addition to acreage that can be repurposed within the Study Area may provide development opportunities to be explored in later phases of the plan.



*Existing land use map portrays the existing land uses within the Study Area.*

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	Commercial - Multi-family
	Commercial - Office
	Commercial - Retail/shopping centers
	Recreation - Private
	Recreation - Public
	Residential - 3 units or less
	Utilities

## FUTURE LAND USE

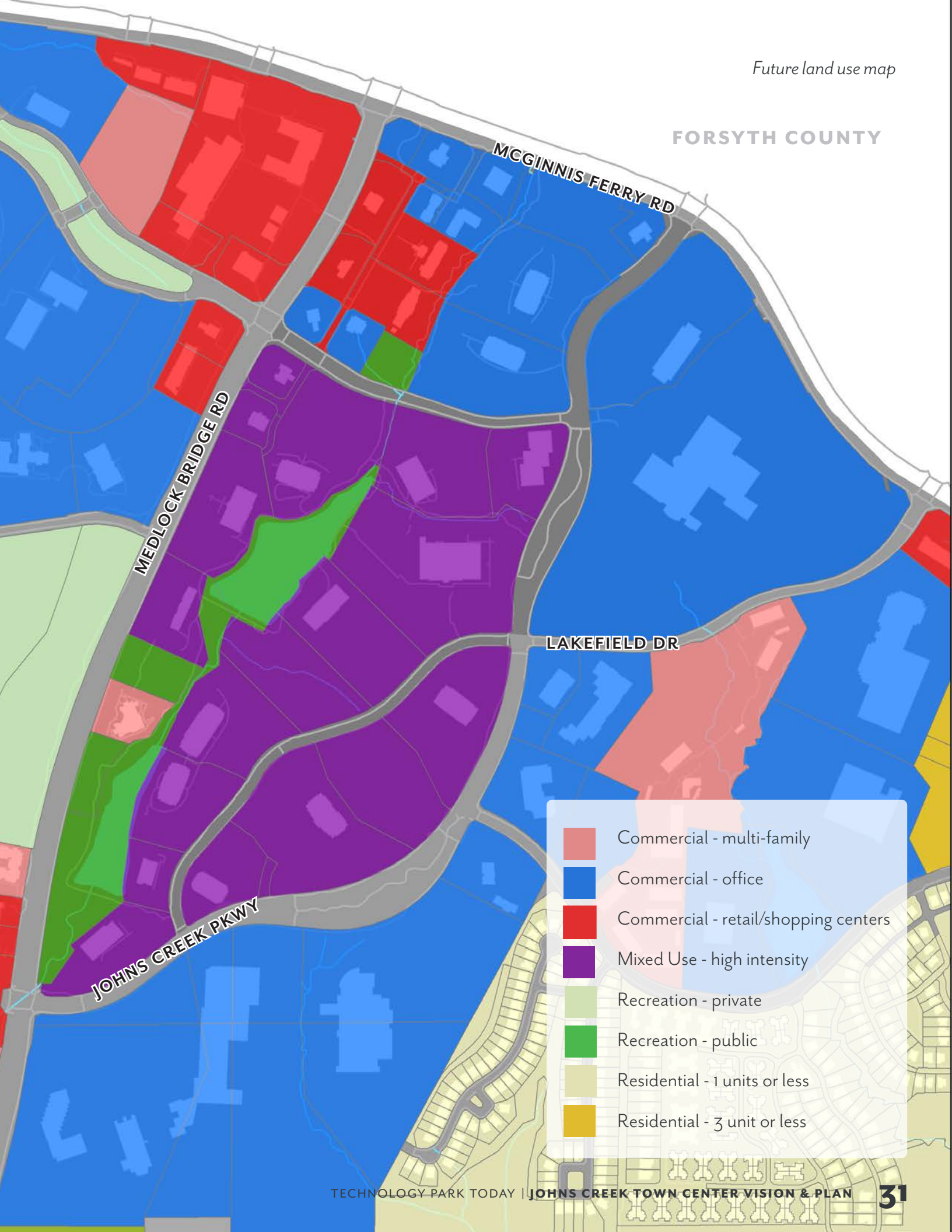
The Future Land Use Map, included in the city's 2018 comprehensive plan, reflects the community's desire for how it would like to see areas developed or redeveloped over time. While it is not the same as zoning, the map informs staff recommendations and ultimately, Planning Commission and City Council decisions on rezoning requests and proposed developments.

The properties located within the center of the study area - bounded by Medlock Bridge Road, Johns Creek Parkway, and East Johns Crossing - are indicated as high intensity mixed-use with public

recreation areas. While the indicated recreation areas are located along the linear park, the mixed-use character area highlights the community's desire to see the area redeveloped as a vibrant, walkable town center. The other large blocks within the study area are shown as office with some retail/shopping centers, which accurately reflects what exists. However, with the relocation of State Farm, there is an opportunity to redevelop this large site at Lakefield Drive and McGinnis Ferry Road as a more innovative and collaborative office environment with amenities such as greenspace, food trucks/carts, and outdoor working spaces to meet the desires of the modern office worker.



FORSYTH COUNTY



- Commercial - multi-family
- Commercial - office
- Commercial - retail/shopping centers
- Mixed Use - high intensity
- Recreation - private
- Recreation - public
- Residential - 1 units or less
- Residential - 3 unit or less

## ZONING

The Study Area is zoned to reflect its existing use and development as a suburban office park. More specifically, the properties in the study area are designated as Community Business (C-1) to reflect the retail and commercial uses along Medock Bridge and McGinnis Ferry Roads; and Industrial Park (M-1A) and Office-Institutional (O-I) for the existing office park uses.

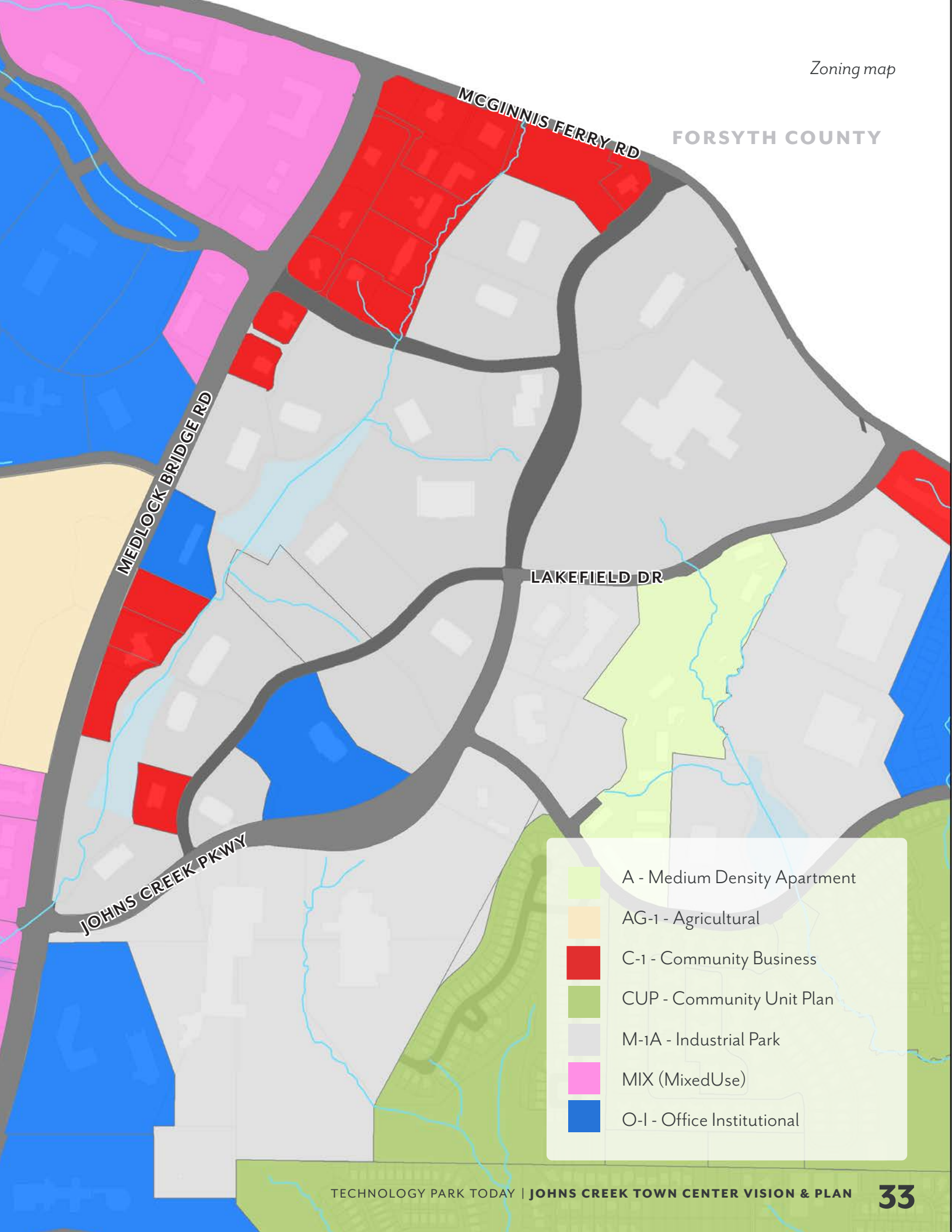
Through the course of the town center planning process, the planning team will begin to formulate the appropriate development form and aesthetic for the town center based on community and

stakeholder feedback as well as best practices in urban design. This plan will provide a framework and recommendations on key zoning regulations including but not limited to appropriate building setbacks and heights, location and amount of parking, streetscape design, and maximum building coverage to inform the creation of a Town Center zoning district. This will ensure that once development and redevelopment of the site begins, the city has a set of clear and easy-to-interpret zoning standards.





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- A - Medium Density Apartment
- AG-1 - Agricultural
- C-1 - Community Business
- CUP - Community Unit Plan
- M-1A - Industrial Park
- MIX (MixedUse)
- O-I - Office Institutional

## CIRCULATION

Medlock Bridge Road serves as the north-south principal arterial roadway for the study area. It also provides convenient access to neighboring communities in Forsyth County and the greater Atlanta area, and provides visibility for the development. McGinnis Ferry Road is also a principal arterial that provides east-west connections to the surrounding communities. Johns Creek Parkway serves as an additional arterial collector for the study area, along with additional local roads: Lakefield Drive and East Johns Crossing.

Pedestrian/bike connections are provided by sidewalks located along the existing roadways in most locations throughout Technology Park. In addition, there is also an underpass at Medlock Bridge Road which provides a safe connection to the developments located to the west of the study

area. Although these connections exist, Technology Park overall is not pedestrian-friendly and is designed for the automobile. The sidewalks are not inviting or safe to travel as they are very narrow and separated from primary roadways. There is also no public transit in the area to provide access to surrounding communities.

This plan considers how various modes of transportation can safely co-exist within the new Town Center to create an enjoyable environment for pedestrians and bicyclists. It also examines connections to surrounding neighborhoods and amenities. There are a number of strategies that are further explored, including creating a street grid, human-scaled architecture, inviting streetscapes, placemaking and art, gateways, and signage.



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- Principal Arterial
- Collector
- Local
- Trails/Sidewalks

## OPEN SPACE

There are two greenway connections within the study area: Johns Creek Greenway along Medlock Bridge Road and the Bell Road Multi-Use Trail east at McGinnis Ferry Road. The two ponds located within the Study Area provide additional open

space and serve as an opportunity for residents and employees within Technology Park to gather and exercise. This Town Center Plan will further investigate how the ponds can be modified to operate and function as unique features to the Town Center and an asset to the entire Johns Creek community.



FORSYTH COUNTY



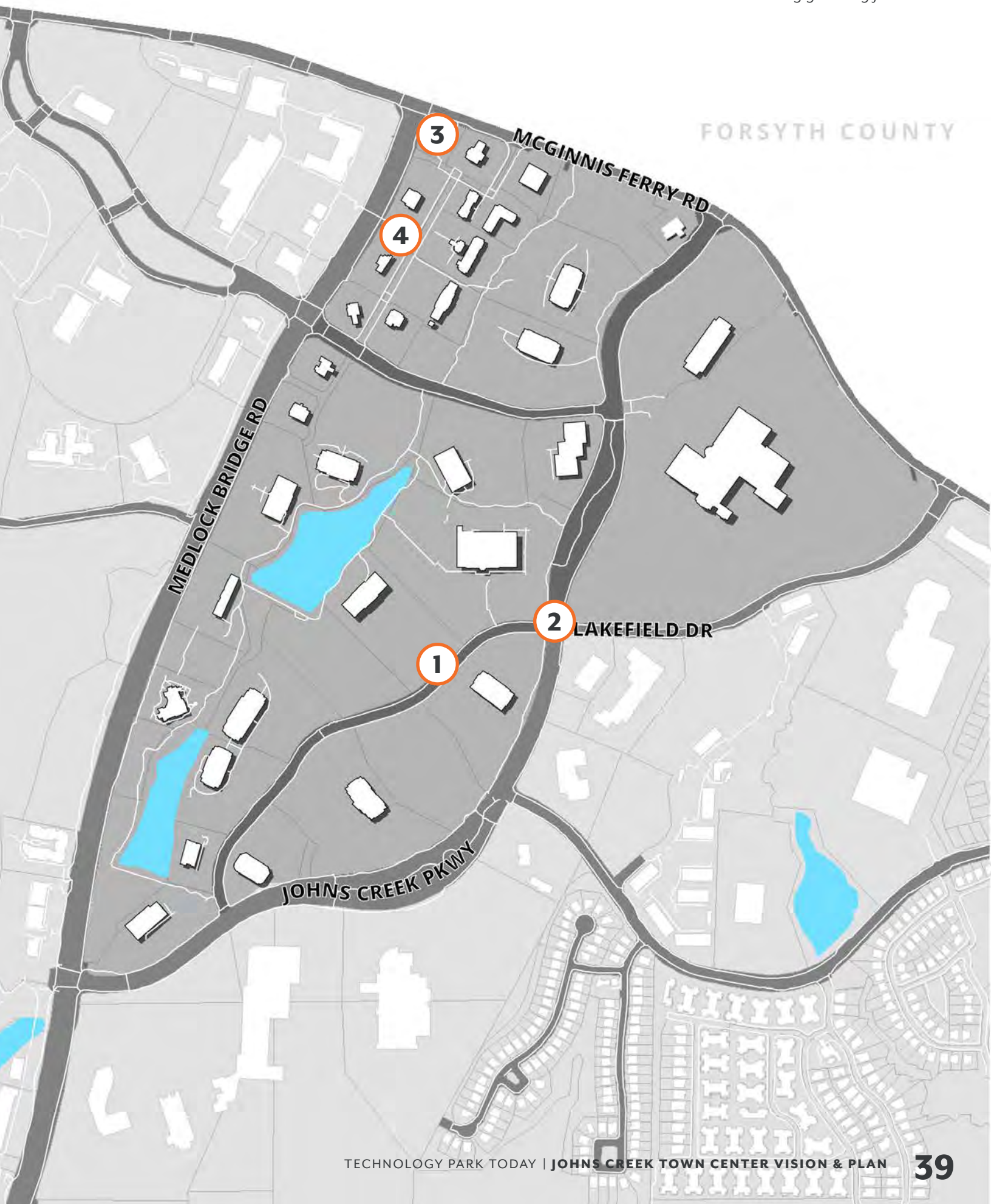
- Open Space
- Pond/Stream
- Trails/Sidewalks

## SIGNAGE + GATEWAY FEATURES

The existing signage in Technology Park is inconsistent and contains a variety of sizes, colors, and locations throughout the road corridors. Appropriately sized business signs and wayfinding signage in visible and appropriate locations are

the key to success as they provide visual appeal for the new Town Center. Wayfinding signs can support active transportation by guiding pedestrians and bicyclists onto safer routes to community destinations.





FORSYTH COUNTY



# MEGABLOCKS

When developers planned Technology Park, it was divided into large parcels of land to accommodate office buildings and office/retail complexes which required great amounts of parking. The limited road network was also designed to move vehicles to and through the office park. As a result, the overall design created three megablocks.

The existing sidewalks are relatively narrow with little separation from the roads, which does not facilitate a comfortable or desirable pedestrian experience. To create a more walkable environment in the future Town Center, the overall concept will look to incorporate a street grid network similar to those found in many historic downtowns.

This grid network can be achieved by dividing the three large megablocks into smaller blocks. While block sizes will likely vary, a typical walkable urban block is approximately 250' to 300' in length and width. In turn, this creates smaller plots of land for development and encourages design of buildings at a human scale by limiting height and allowing for smaller setbacks. Narrow traffic lanes with on-street parking, coupled with wider sidewalks and streetscape elements such as landscape strips, street trees, decorative light fixtures, and seating areas, will ensure that the new Town Center provides greater accessibility and mobility for pedestrians, and favors walkability over the use of cars.





# A GATEWAY

## RIPE FOR REDEVELOPMENT

Technology Park is the southern terminus of Forsyth County and therefore, provides a gateway into Johns Creek. As previously discussed, Technology Park was developed in the late 1980s and its auto-centric design is typical for that era, but it is now outdated and is in need of a makeover. In order to compete with neighboring corporate centers and mixed use town centers that are located closer to Atlanta and offer a more walkable experience with restaurants, shopping, and entertainment, the Technology Park needs to redevelop. This will allow for the transformation of Technology Park into a center of community life that includes art, culture, events,

recreation, shopping and dining, and health and wellness opportunities. The vision is to create a new town center or main street plan for Johns Creek.

The Town Center Plan will further refine the vision set forth for this area in the adopted 2018 Johns Creek Comprehensive Plan. The purpose of the Town Center Plan is to provide clear direction and master planning guidance for this strategic area of the city and the north Fulton/south Forsyth region.

# SWOT ANALYSIS

During the initial community outreach phase of this planning process, the Technical Advisory Committee (TAC) participated in a Strengths, Weaknesses, Opportunities, and Threats (SWOT) exercise. The results of the SWOT Analysis will be used in conjunction with feedback from the community meetings, design charrette, and surveys to determine the priority concerns to be addressed in the Town Center Plan.

A SWOT exercise provides learning and knowledge critical to the development of a realistic plan, and helps to inform planning principles and the town center vision. The next page presents a brief summary of the SWOT Analysis.

## SWOT ANALYSIS LEGEND



### STRENGTHS

Characteristics of Johns Creek/Technology Park that give them an advantage when compared to other cities and town center areas.



### OPPORTUNITIES

Characteristics that Johns Creek/Technology Park could explore to use to its advantage.



### WEAKNESSES

Characteristics of Johns Creek/Technology Park that are a disadvantage relative to others.



### THREATS

Characteristics that could cause trouble for Johns Creek/Technology Park.



## STRENGTHS

- The water feature within Technology Park is a nice amenity.
- Johns Creek is a diverse community.
- Overall, Johns Creek is an affluent community with high average household incomes.
- Technology Park is in close proximity to Emory Johns Creek.
- The area is very safe.
- The area has good existing infrastructure.
- Johns Creek has excellent schools.



## WEAKNESSES

- The area lacks character and identity.
- There is no direct access to an interstate.
- There are more national retailers than local businesses.
- Technology Park is not centrally located.
- Technology Park is not pedestrian friendly.
- There is no access to public transportation.

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## OPPORTUNITIES

- There is potential to create an identity & sense of place for the area.
- There is significant amount of land & space available for development.
- There are opportunities to prioritize spaces for performing arts, culture & entertainment.
- There are opportunities to create trail connections to the surrounding community.
- Potential exists to increase development intensity within the study area.
- There is potential to incorporate SMART technology into the study area.

## THREATS

- There are nearby existing city centers & developments.
- The future of retail markets are uncertain and over-commercialization is a risk.
- There is significant traffic congestion.
- There are private landowners within the Technology Park.
- Difficult to make greenspace visible



# A NEW WATERFRONT

Technology Park transformed an unnamed tributary of Johns Creek into a series of ponds to manage stormwater for future development. Two remaining ponds and an unnamed tributary of Johns Creek are significant elements of the ecology of the Town Center. The ponds are envisioned as amenities for any redevelopment, but they also serve a practical application, and future changes need to be managed well to ensure the ponds continue to function.

The unnamed stream and stormwater ponds form a north-south spine through Technology Park that represents an intriguing opportunity for redevelopment. These two ponds sit within a watershed that has a dividing line following Johns Creek Parkway. The State Farm property is in a different watershed with stormwater draining to a third pond to the south. Dewberry, an environmental services firm, conducted a 2016 Technology Park Lakes Study which:

- Evaluated the existing detention capacity in both lakes.
- Evaluated the detention capacity needed for future developments in Technology Park.
- Developed alternative scenarios to provide additional detention in the Technology Park lakes.
- Evaluated the water quality volume needed for the Technology Park development.

In summary, the study compared predeveloped conditions with future buildout scenarios. The study concluded that:

- The ponds could meet water quality thresholds for future buildout conditions.
- Depending on modifications to outlet control structures, decreased volumes in various storm events are predicted.
- The 10% point downstream (the location at which the drainage area is 10 times the site drainage area) experiences an increase in all storm events.



The study offers insight into the ecology of Technology Park. There are still unknowns, including conditions of the lake associated with State Farm and what future build-out conditions may result from this plan (the memo considered certain future development, but not redevelopment of existing sites). Modifications to the outlet control structures is not the only solution to the future health of the ponds. New development patterns will need to consider not just spatial orientation to the ponds and stream, but also onsite stormwater management including green infrastructure. Consolidation and reduction of hardscapes, introduction of a more diverse species of native plants, introduction of green infrastructure techniques, rainwater harvesting, and removal of developed conditions within the 75-foot stream buffer will all contribute to improved stream health and stormwater management performance.

San Antonio, Chicago, Greenville, Columbus (Ohio), and Indianapolis are all cities that have centered redevelopment around significant waterbodies. Johns Creek is presented with a similar situation within a different context. The environment has experienced twentieth century, office park-style development, so most of the architecture does not engage the waterbodies. Unlike the cities listed above, Johns Creek is presented with a stream and two ponds. The vision for the town center will consider redevelopment and open space amenities that can work with both conditions. In addition to ecological improvements, another consideration for the town center vision is the opportunity to create spaces where visitors, residents, and employees can engage nature. These considerations can be incorporated into the vision for the Town Center in such a way that the city and its partners can distinguish themselves in their restoration of the watershed, improved ecology, and distinctive spaces in the new Town Center.



# COMMUNITY CONNECTIONS

Technology Park is strategically located at the gateway to Johns Creek adjacent to Forsyth County. McGinnis Ferry Road and Medlock Bridge Road (SR 141) form a northern and western edge that is dominated by automobile traffic and corresponding land uses which cater solely to vehicles. Transit services do not exist in and around the proposed Town Center and bicycle and pedestrian facilities are limited. Technology Park's successful transition to a vibrant city center is dependent on strengthening mobility options internally and externally to the broader community.

Mobility focuses on reliable transportation options that improve travel time, offer flexibility, and improve safety. Internal to Technology Park, Johns Creek Parkway is a primary route for all traffic nodes. The superblocks, private drives, and few secondary roads have limited the opportunity to create a hierarchy of roads emphasizing arterials and local street networks. An expansion of the road network would both create human scale block patterns and redundancy in routes offering new travel options. Extending Findley Road to Lakefield Drive (or some variation) and continuing East Johns Creek



Crossing through the State Farm site to McGinnis Ferry Road represent two major moves that would help to expand the road network and shift land use patterns.

Johns Creek Parkway is an arterial that could be redesigned to accommodate multiple transportation options such as a greenway/sidepath or autonomous vehicles. The latter is an intriguing option based on recent suburban retrofits, but would require a broader network and commitment to technology. Off-road concrete trails already exist around the stormwater management ponds and are popular for workers and hotel guests. This smaller network of trails can be expanded to continue along the unnamed stream that runs north-south through Technology Park. This potential trail network can serve as a catalyst for redevelopment.

In addition to these major moves, new standards for sidewalks can bolster improved walkability. While existing pedestrian infrastructure meets minimum accessibility requirements, their narrowness creates unpleasant walking conditions. A typical sidewalk in and around Technology Park is located adjacent to the road with limited buffers creating perceived safety concerns for users. Widened sidewalks with street trees, buffers, and good visibility will create more inviting and safer pedestrian experience.

Ensuring Technology Park is better connected to the surrounding neighborhoods and land uses is equally as important for its success. The existing road network creates distinctive barriers for connectivity.

McGinnis Ferry and Medlock Bridge Roads are major corridors that are focused on moving high volumes of vehicular traffic. No amount of road improvements will fully address the congestion on these corridors. However, improving pedestrian and bicycle connectivity can reduce vehicular trips to nearby destinations. Technology Park already has a great asset with its existing pedestrian tunnel connecting to Johns Creek Village Shopping Center. This artfully decorated and safe connection is a model that this plan will consider for other locations along both major corridors.

Greenways and trails are an expanding presence in Johns Creek. To the east, the Bell Road/Rogers Bridge Road Trail links directly to the Chattahoochee River. The planned bridge over the river will link Johns Creek with the City of Duluth. Further downstream is Cauley Creek Park and a proposed trail connection to the Chattahoochee River National Recreation Area near Abbotts Bridge Road. This Chattahoochee River Trail network was completed in the Atlanta Regional Commission's 2020 RiverLands Plan. Immediately adjacent to the study area is the Johns Creek Greenway, an existing sidepath that continues south from Findley Road adjacent to the roadway. This trail should connect directly into the Town Center

The plan will investigate a variety of mobility options to expand the road network, create safe connections, and establish a framework for future linkages to other community amenities.





A decorative horizontal band featuring a repeating pattern of light blue, stylized wavy lines that resemble water or ripples. The pattern is composed of multiple rows of these waves, creating a textured effect.

3

**MARKET ANALYSIS**



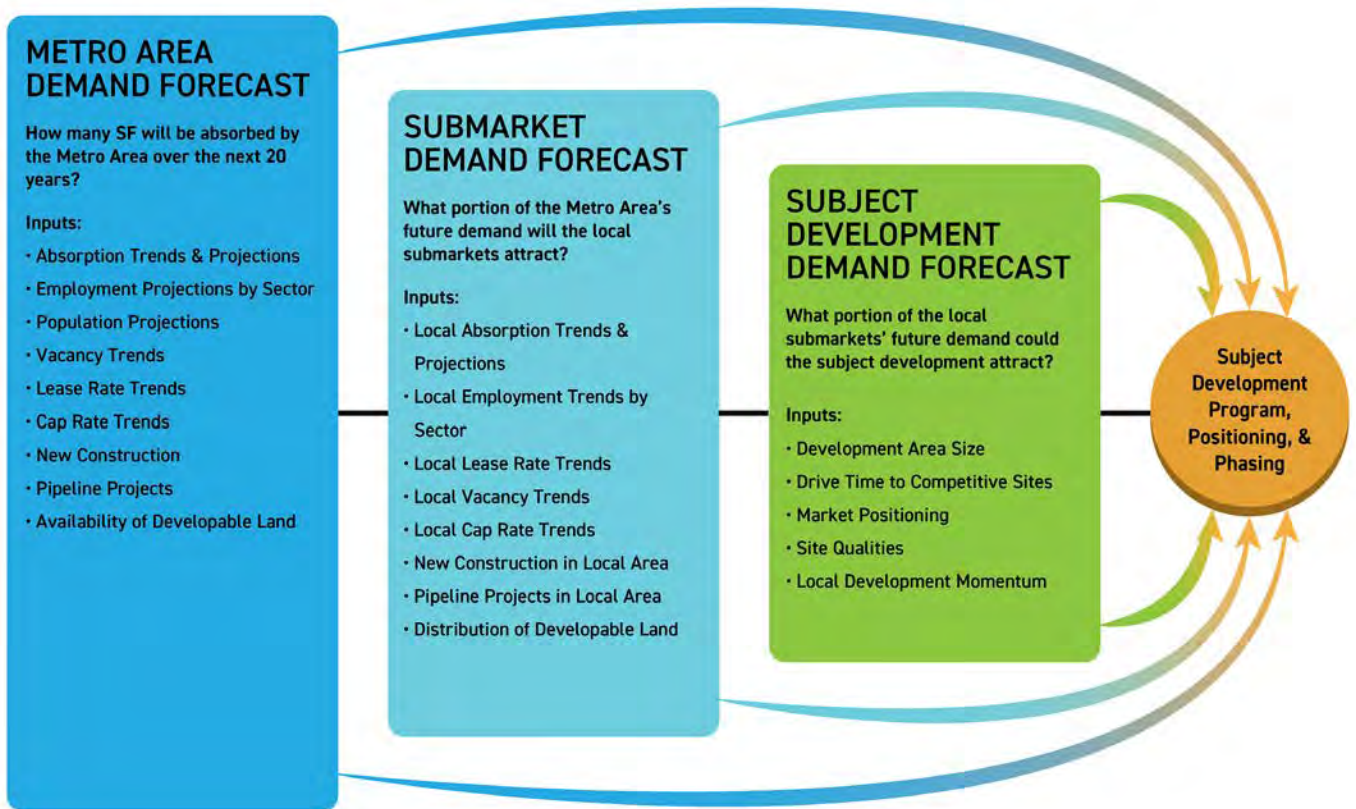
# OVERVIEW & METHODOLOGY

## INTRODUCTION

An economic and real estate market analysis was undertaken to create a market-driven development program for the Johns Creek Town Center. This analysis provides a baseline understanding of land uses that have greatest viability for development in the Study area and demonstrates both the short-term and long-term opportunities for the Town Center Plan. Current residential, office, retail, hotel, and supplementary uses were analyzed in

Johns Creek, North Atlanta, and the Metro Atlanta region to understand development challenges and opportunities. The market-driven development program informs what the appropriate mix, size, and phasing should be for the future Johns Creek Town Center, and ensures that the plan is supported by both the public and the local development community.

### Real Estate Market Analysis Methodology



## REFERENCES

The following are references and resources that are utilized in the Market Analysis. Economic analysis data is from a mix of U.S. Census, City of Johns Creek, and Atlanta Regional Commission. Real Estate Data for each demand analysis is from CoStar and local real estate brokerages such as CBRE and Cushman Wakefield, among others. Multiple sources were cross-referenced when possible to ensure validity and accuracy.

- Atlanta Business Chronicle
- Atlanta Journal Constitution (AJC)
- Atlanta Townhomes
- CBRE Hotels
- City of Alpharetta
- City of Johns Creek
- City of Suwanee
- CoStar
- Cushman & Wakefield
- Georgia MLS
- Fulton County
- OnTheMap
- US Census Bureau
- US HUD
- Zillow



# ECONOMIC ANALYSIS

## METRO ATLANTA ECONOMIC ANALYSIS

Metro Atlanta's population is 6,020,364 (2019) and is the fourth fastest U.S. metropolitan area for growth. The metro area has seen its population increase by 733,646 or 12% since 2010 which equates to an annualized growth rate of 1.3% per year.

Metro Atlanta has a median household income of \$71,000 (2019) with a cost of living indexed near the U.S. average, and below other major U.S. metropolitan areas such as Boston, Washington and Chicago. It is one of the top ten most economically diverse metro areas in the U.S. and has the ninth largest economy with an annual GDP of \$397.3 billion.

There are 16 Fortune 500 companies headquartered in Metro Atlanta. Several of

the largest employers in Atlanta are corporate headquarters, drawn to Georgia due to business-friendly policies at the regional and state level. Georgia was ranked the number one state for doing business in the nation by Area Development (corporate site selection magazine). KPMG also found Atlanta had the "lowest relative cost of doing business" of the U.S. ten largest metro areas in 2016.

Healthcare is one of the largest employment sectors in Metro Atlanta. Other primary sectors include retail trade, accommodation, professional/scientific & technical services, and administration & support.

## Metro Atlanta Largest Employers

Rank	Employer (Full-Time Equivalent Headcount)	Sector	Location
1	Delta Air Lines (34,500)	Airline	Atlanta, GA
2	Emory University and Emory Healthcare (32,091)	Healthcare	Multiple Locations
3	The Home Depot (16,510)	Retail	Atlanta, GA
4	Northside Hospital (16,000+)	Healthcare	Multiple Locations
5	Piedmont Healthcare (15,900)	Healthcare	Atlanta, GA
6	Publix Super Markets (15,591)	Retail	Multiple Locations
7	WellStar Health System (15,353)	Healthcare	Multiple Locations
8	The Kroger Company (15,000+)	Retail	Atlanta, GA
9	AT&T (15,000)	Telecommunications	Atlanta, GA
10	UPS (14,594)	Logistics	Atlanta, GA
11	Marriott International (12,000+)	Hospitality	Multiple Locations
12	Children's Healthcare of Atlanta (9,000)	Healthcare	Multiple Locations
13	Cox Enterprises (8,894)	Telecommunications	Atlanta, GA
14	Centers for Disease Control and Prevention (CDC) (8,403)	Federal Agency	Atlanta, GA
15	The Coca-Cola Company (8,000)	Food Processing	Atlanta, GA
16	Southern Company (7,753)	Energy	Atlanta, GA
17	Grady Health System (7,600)	Healthcare	Atlanta, GA/ Sandy Springs, GA
18	SunTrust Bank (7,478)	Finance	Atlanta, GA
19	Georgia Institute of Technology (7,139)	Education	Atlanta, GA
20	State Farm (6,000)	Insurance	Dunwoody, GA
21	Turner (6,000)	Telecommunications	Atlanta, GA
22	Kennesaw State University (5,488)	Education	Kennesaw, GA
23	Bank of America (5,130)	Finance	Atlanta, GA
24	Metropolitan Atlanta Rapid Transit Authority (MARTA) (4,700)	Transportation	Atlanta, GA
25	Allied Universal Security Services	Security	Atlanta, GA



An Economic Cluster Analysis was performed to provide a supplementary analysis to the Economic Overview, further analyzing the local economy's relationship to the greater American economy, its change over time, and growth by sector. Data was drawn from the U.S. Census 2007 to 2017. This analysis includes the following:

- **Economic Base Analysis:** Separates economic activity into two components: export-oriented (basic employment) and locally-oriented (non-basic employment). Economic base analysis demonstrates economic sectors that are strong in a local economy.
- **Shift-Share Analysis:** Estimates the growth or decline of each industry sector into (1) change related to overall national trends, (2) trends related to national industry-specific trends, and (3) change in regional competitive advantage for the industry sector.
- **Employment Location Quotient:** Analyzes a specific industry's share of the local economy to the industry's share within the regional or national economy. This is used to provide context on which industry clusters are likely to drive employment, and as a result drive commercial real estate development.



Metro Atlanta Employment Sector Trend Analysis Summary

**Metro Atlanta**

Employment Sector	United States			Metro Area				
	Employment 2008	Employment 2018	Change	Employment 2008	Employment 2018	Change	LQ 2007	LQ 2017
Agriculture, Forestry, Fishing & Hunting	1,055,420	1,200,762	13.8%	2,684	2,368	-11.8%	0.14	0.10
Mining, Quarrying, and Oil & Gas Extraction	680,720	649,223	-4.6%	1,147	1,492	30.1%	0.09	0.12
Utilities	775,221	810,794	4.6%	10,956	9,948	-9.2%	0.76	0.65
Construction	6,920,623	7,363,944	6.4%	127,669	128,485	0.6%	0.99	0.92
Manufacturing	13,262,133	12,706,857	-4.2%	173,048	175,700	1.5%	0.70	0.73
Wholesale Trade	5,869,964	5,884,818	0.3%	161,832	157,950	-2.4%	1.49	1.42
Retail Trade	14,625,453	15,612,320	6.7%	263,547	308,290	17.0%	0.97	1.04
Transportation & Warehousing	4,481,652	5,507,184	22.9%	129,022	156,636	21.4%	1.55	1.50
Information	3,034,182	3,148,001	3.8%	89,216	104,562	17.2%	1.58	1.76
Finance & Insurance	5,583,596	5,994,107	7.4%	111,305	119,628	7.5%	1.07	1.06
Real Estate	2,091,383	2,259,525	8.0%	44,889	50,904	13.4%	1.16	1.19
Professional, Scientific & Technical Services	7,522,766	9,432,795	25.4%	184,450	225,926	22.5%	1.32	1.27
Management of Companies & Enterprises	1,926,848	2,485,981	29.0%	45,173	67,249	48.9%	1.26	1.43
Administration & Support	7,609,079	9,185,182	20.7%	186,519	233,933	25.4%	1.32	1.35
Educational Services	11,893,718	13,170,433	10.7%	205,549	220,063	7.1%	0.93	0.88
Health Care & Social Assistance	16,273,276	21,568,041	32.5%	217,618	287,404	32.1%	0.72	0.70
Arts, Entertainment & Recreation	2,144,451	2,638,473	23.0%	28,291	38,152	34.9%	0.71	0.76
Accommodation & Food Services	10,927,921	13,743,361	25.8%	207,631	260,006	25.2%	1.02	1.00
Other Services	4,371,553	4,601,197	5.3%	62,336	73,323	17.6%	0.77	0.84
Public Administration	5,280,283	6,507,352	23.2%	90,939	110,060	21.0%	0.93	0.89
<b>TOTAL</b>	<b>126,330,242</b>	<b>144,470,350</b>	<b>14.4%</b>	<b>2,343,821</b>	<b>2,732,079</b>	<b>16.6%</b>	<b>1.00</b>	<b>1.00</b>



**Economic Base Analysis** identifies those sectors that are exported-oriented (to regional, domestic or international markets) and therefore bringing wealth into the region. Economic sectors that have stronger prevalence in Metro Atlanta compared to the nation include Administration & Support and Transportation & Warehousing.

Other sectors that are prevalent include Information, Professional, Scientific & Technical Services, and Wholesale Trade. Administration and Support is primarily activities that provide day-to-day operations of organizations and companies. This includes general management, administration, clerical activities, etc.

**The Shift-Share Analysis** identifies Metro Atlanta’s respective advantages per industry cluster compared to the rest of the U.S. The analysis looks at the overall growth of the national economy compared to local growth. These advantaged sectors can be key demand drivers for new real estate development.

This analysis identified that Metro Atlanta has a significant comparative growth advantage versus the rest of the U.S. in Manufacturing, Retail Trade, Transportation & Warehousing, Information, Management of Companies & Enterprises, Administration & Support, Health Care & Social Assistance, Accommodation & Food Services, and Other Services.

Many of the jobs in these above-noted employment sectors pay lower than average wages. Metro Atlanta had the highest economic sector growth relative to the U.S. in Retail Trade, Transportation & Warehousing, and Information between 2007 and 2017.

Metro Atlanta Economic Base Analysis

Employment Sector	ECON. BASE ANALYSIS	
	Basic Employment	Non-Basic Employment
Agriculture, Forestry, Fishing & Hunting	0	2,368
Mining, Quarrying, and Oil & Gas Extraction	0	1,492
Utilities	0	9,948
Construction	0	128,485
Manufacturing	0	175,700
Wholesale Trade	46,662	111,288
Retail Trade	13,045	295,245
Transportation & Warehousing	52,490	104,146
Information	45,030	59,532
Finance & Insurance	6,273	113,355
Real Estate	8,174	42,730
Professional, Scientific & Technical Services	47,542	178,384
Management of Companies & Enterprises	20,237	47,012
Administration & Support	60,232	173,701
Educational Services	0	220,063
Health Care & Social Assistance	0	287,404
Arts, Entertainment & Recreation	0	38,152
Accommodation & Food Services	105	259,901
Other Services	0	73,323
Public Administration	0	110,060
<b>TOTAL</b>	<b>299,791</b>	<b>2,432,288</b>

**EXPORT JOBS 11.0%**

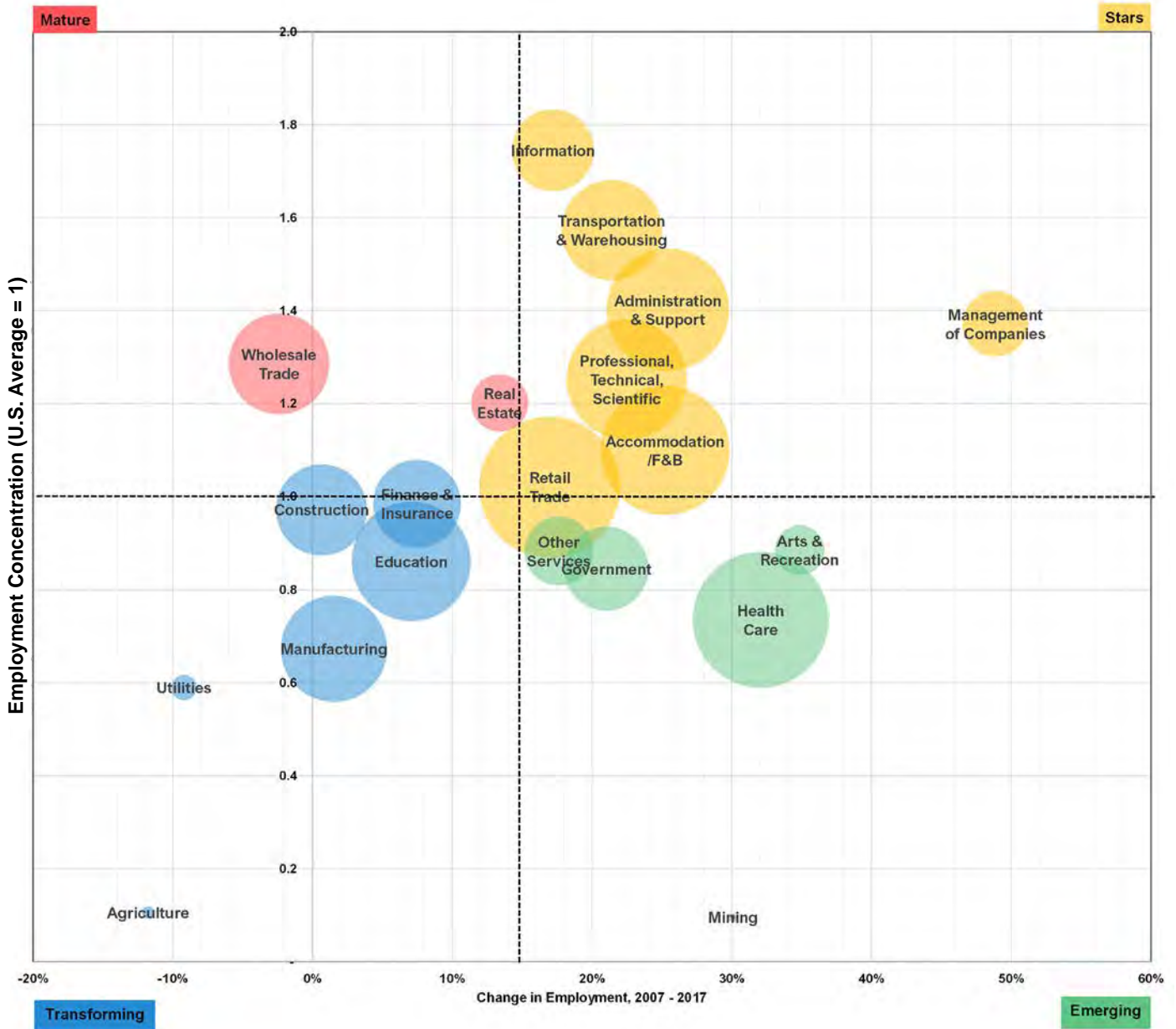
Metro Atlanta Shift-Share Analysis

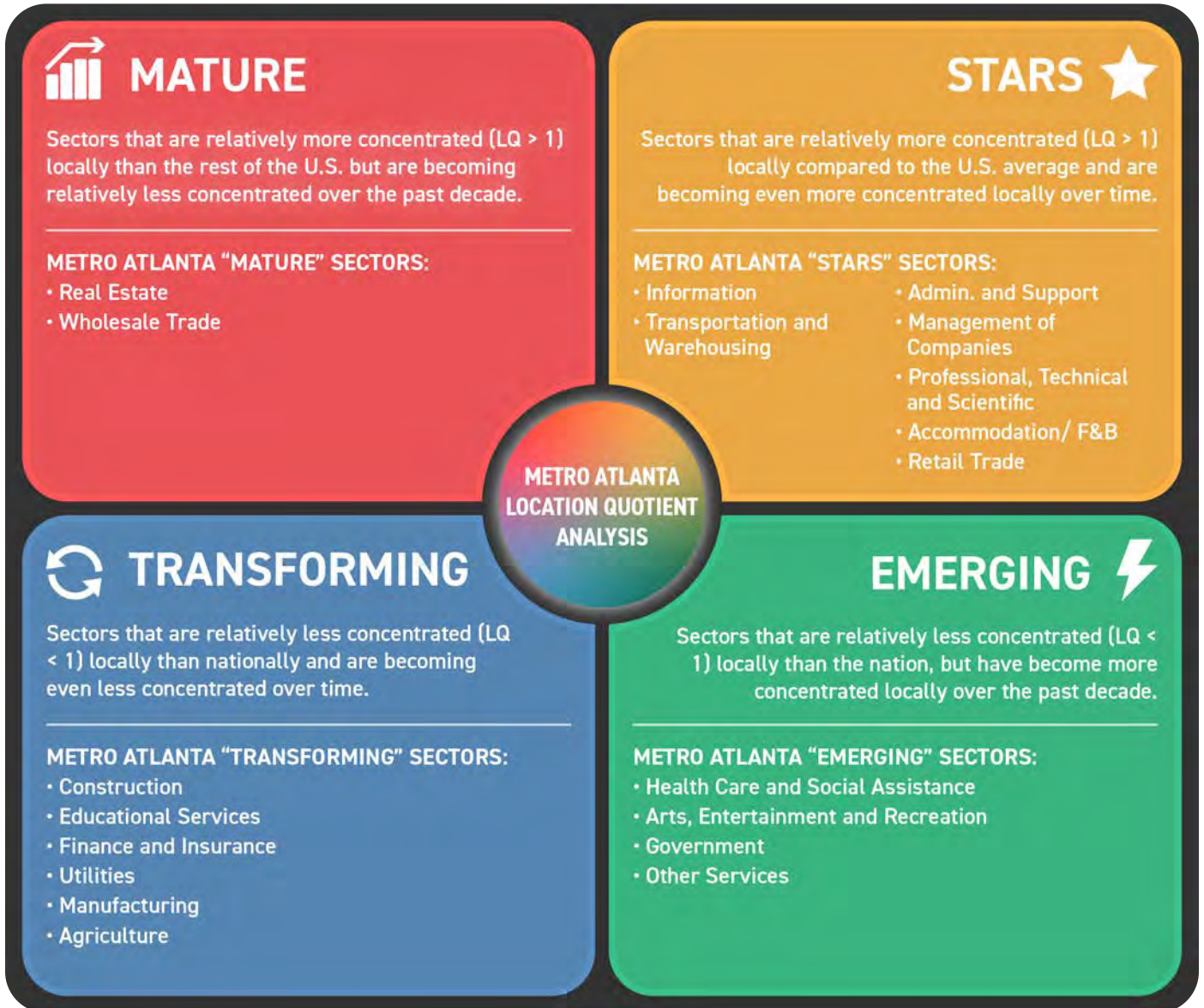
Employment Sector	SHIFT SHARE ANALYSIS		
	National Share	Industrial Mix	Regional Shift
Agriculture, Forestry, Fishing & Hunting	-385	-16	-686
Mining, Quarrying, and Oil & Gas Extraction	165	-218	398
Utilities	1,573	-1,070	-1,511
Construction	18,332	-10,154	-7,362
Manufacturing	24,848	-32,094	9,897
Wholesale Trade	23,238	-22,828	-4,292
Retail Trade	37,843	-20,060	26,960
Transportation & Warehousing	18,527	10,997	-1,910
Information	12,811	-9,464	11,999
Finance & Insurance	15,983	-7,799	140
Real Estate	6,446	-2,837	2,406
Professional, Scientific & Technical Services	26,486	20,346	-5,356
Management of Companies & Enterprises	6,487	6,622	8,968
Administration & Support	26,783	11,852	8,779
Educational Services	29,515	-7,451	-7,550
Health Care & Social Assistance	31,248	39,557	-1,019
Arts, Entertainment & Recreation	4,062	2,455	3,344
Accommodation & Food Services	29,814	23,679	-1,118
Other Services	8,951	-5,676	7,712
Public Administration	13,058	8,075	-2,012
<b>TOTAL</b>	<b>336,556</b>	<b>3,915</b>	<b>51,702</b>

A **Location Quotient Analysis** quantifies the degree of concentration between different employment sectors in Metro Atlanta relative to the U.S. employment sectors. Sectors with a higher concentration of employment in Metro Atlanta

relative to the U.S. average are located above the x-axis, while sectors with a higher growth rate compared to the national average are located to the right of the y-axis.

Metro Atlanta Location Quotient Analysis 4Q Model





# JOHNS CREEK ECONOMIC ANALYSIS

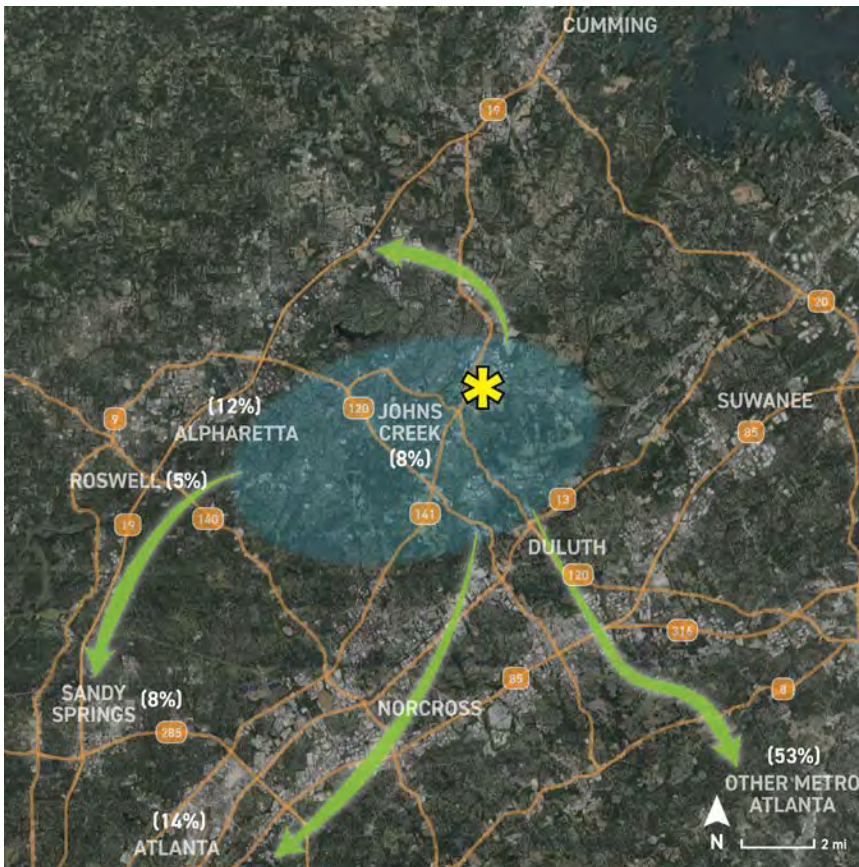
Johns Creek has a population of 84,590 (2019), 9.6% higher than 2010. The city has experienced a 1.1% average annual growth rate over the past decade which is similar to Metro Atlanta’s average annual growth rate of 1.3%. Johns Creek has a median household income more than double the Metro Atlanta average, at \$152,000.

Johns Creek had a low unemployment rate of 2.5% in September 2019 which was lower than both Fulton County and Metro Atlanta. The impact of Covid-19 has nearly doubled the unemployment rate to 4.4%; however, it is still relatively low in comparison to the national average.

Johns Creek is primarily a commuter suburb, where residents commute outside the city for their employment. In 2017, only eight percent (2,863 people) of residents lived and worked in Johns Creek. The largest destinations for places of employment include Atlanta (14%), Alpharetta (12%), Sandy Springs (8%) and Roswell (5%), with the rest of the labor force working in other communities across Metro Atlanta and Georgia.

A goal of the Town Center Plan would be to increase the amount of employment opportunities for those living in Johns Creek.

## Johns Creek Employment Destinations



Source: United States Census Bureau

**\$152,000**  
Median Household Income  
in Johns Creek

**2.5%**  
Unemployment Rate  
in Johns Creek (Sep 2019)

**8%**  
Residents who live and  
work in Johns Creek

## Top Employers in Johns Creek

Employer	Number of Employees	Sector
Alcon	1,108	Medical Equipment
Emory Johns Creek Hospital	820	Healthcare
Macy's Systems and Technology	641	Retail Tech
Kroger Company	499	Grocery
SAIA Inc.	400	Logistics
Publix	276	Grocery
Nordson Corporation	275	Manufacturing
Lifetime Fitness	270	Gym
Country Club of the South	164	Leisure

Source: City of Johns Creek

The five largest employment sectors in Johns Creek are (note that Finance and Insurance will significantly be reduced once U.S. Census data reflects State Farm's closure):

- Professional, Scientific and Technical Services (15.4%),
- Retail Trade (15.2%);
- Finance and Insurance (12.8%);
- Accommodation and Food Services (9.7%); and
- Healthcare and Social Assistance (9.3%).

A labor force survey from the U.S. Census Bureau demonstrates that the top five employment sectors for those living in Johns Creek (but may be working outside of the city) are:

- Professional, Scientific and Technical Services (15.3%),
- Retail Trade (9.7%),
- Healthcare and Social Assistance (9.0%),
- Accommodation and Food Services (7.9%) and
- Wholesale Trade (7.7%).

Johns Creek's labor profile matches well with major employment sectors. The top ten employers also reflect the city's top economic sectors. In

2019, the top ten employers in Johns Creek comprised 37 percent of total Johns Creek employment, down from 40 percent in 2009.

The recent closure of the State Farm Johns Creek campus removed 1,200 jobs from the city inventory. This was due to State Farm's regional consolidation at the new Dunwoody campus.



**New Commercial Lease Transaction in Johns Creek  
2015-2020**

Tenant	Sector	SF Leased	Sign Date
Meriwether and Tharp LLC	Legal	26,285	02/2016
Route 66 (closed)	F+B	16,640	04/2018
First Financial	Finance	15,240	02/2020
Undisclosed	N/A	14,949	04/2016
Undisclosed	N/A	13,700	02/2016
Nichiha	Manufacturing	13,157	12/2015
Office Evolution	Coworking	13,136	08/2020
PerkinElmer Inc.	Manufacturing	12,406	02/2016
Northside Hospital	Healthcare	12,018	05/2019
VSoft US	Finance	11,958	06/2018

Source: City of Johns Creek

A review of new commercial lease transactions demonstrates the type of companies that have emerged recently in Johns Creek. The largest commercial lease transaction in Johns Creek over the past five years was the law firm Meriwether and Tharp LLC. Other examples include the offices of manufacturing companies Nichiha and PerkinElmer Inc., financial technology firm VSoftUS and coworking firm Office Evolution. Most commercial leases signed in the past five years have been for 10,000 SF to 20,000 SF spaces within existing office parks. There has only been one major retail (food and beverage) tenant within the top ten largest lease transactions.

The ten largest commercial lease transactions in Johns Creek over the past five years reflect the diversity of employment sectors in the city, including top sectors such as professional, scientific and technical services, accommodation and food services, finance and insurance, as well as healthcare and social assistance. The manufacturing and finance tenants are considered “professional, scientific and technical services” employers as they are the corporate offices.

Lease transactions also reflect that many of the businesses that have opened in Johns Creek over the past five years have been smaller in nature, while larger-scale businesses have continued to locate in more urban areas that have interstate and MARTA access. This is discussed further in the Office Analysis section.

**Strategic Economic Development Plan**

Johns Creek has a Strategic Economic Development Plan (SEDP) that serves as a roadmap for the city’s economic development efforts. It has five major goals that have direct correlation with the efforts of the Johns Creek Town Center Plan. The 2021 goals are:

1. Promote city Image, Climate and Brand for Economic Development
2. Develop Infrastructure for Balanced Growth
3. Position the city for Economic Development
4. Develop Product - Land and Buildings
5. Maintain Quality of Life through Community Development

Recommendations from the Johns Creek Town Center Plan can complement and provide inputs to reaching the objectives of the SEDP.

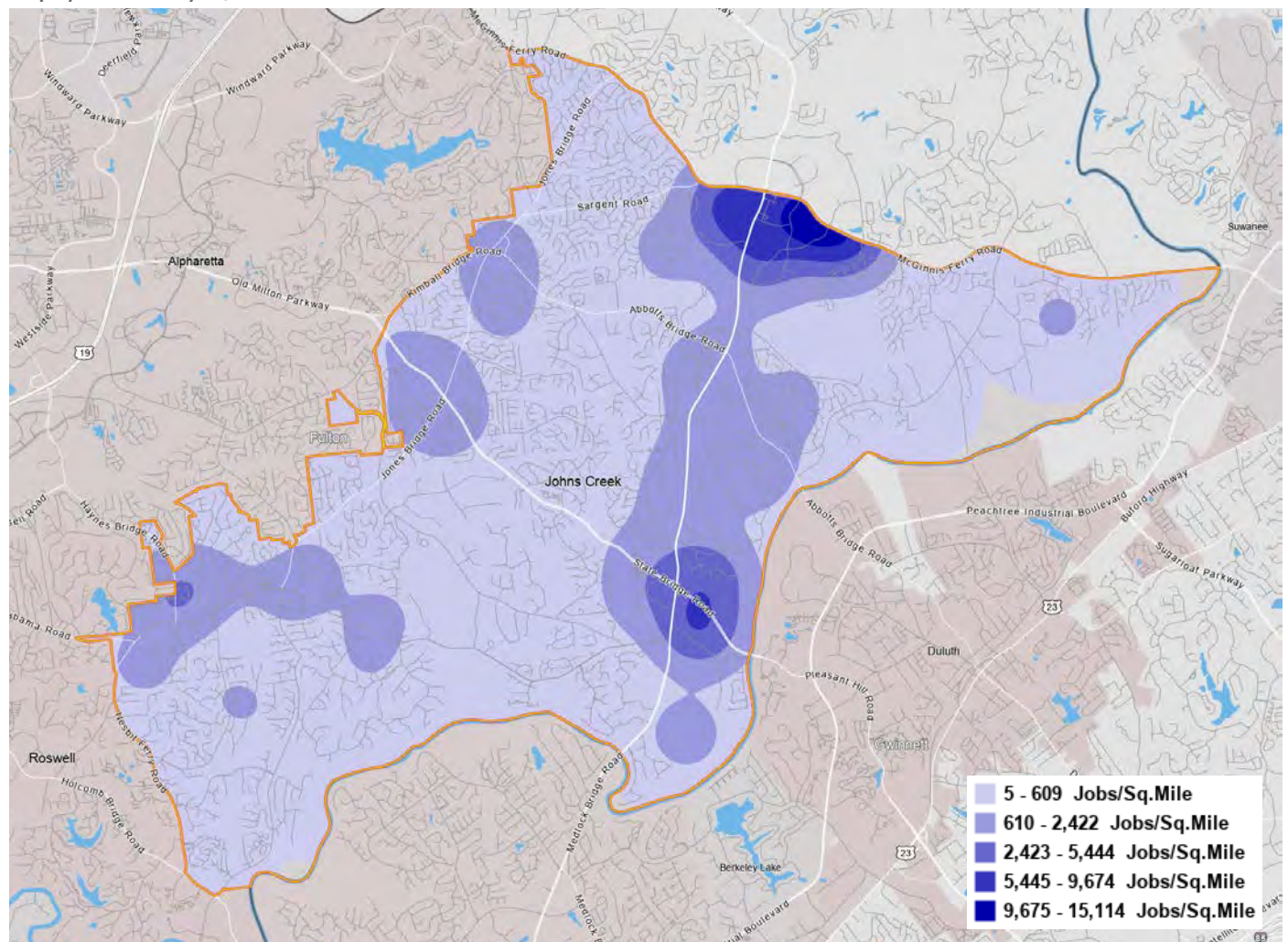
Johns Creek employment is focused on Johns Creek Technology Park and the Medlock Bridge Road corridor. The significant employment population already located within the study area can be leveraged by the Town Center. Anchor employers such as Emory Hospital (and accompanying health care support services), Alcon Laboratories, and Nordson Corporation among others can provide a future town center with daytime activity that supports retail, services, and food & beverage.

Emory Hospital broke ground in Spring 2020 on its expansion for the medical office building (Physicians Plaza along with a new parking deck).

The hospital’s vertical expansion project built three new floors on top of the existing four-story building to create a total of seven floors.

The expansion added 108,500 SF of new medical space which is completely accounted for according to Emory. Most tenants in the expansion space are Emory practices; however, several spaces may be leased to outside medical practices. The expansion was completed in the summer of 2021. In addition to the Physicians Plaza expansion, construction on two new floors of the hospital was also recently completed. Forty additional beds were added to the 110 existing beds in acute care.

### Employment Density in Johns Creek



Source: United States Census Bureau

Johns Creek Employment Sector Trend Analysis Summary

Employment Sector	United States			Study Area				
	Employment	Employment	Change	Employment	Employment	Change	LQ	LQ
	2008	2018		2008	2018		2007	2017
Agriculture, Forestry, Fishing & Hunting	920,239	1,041,689	13.2%	2	11	450.0%	0.01	0.05
Mining, Quarrying, and Oil & Gas Extraction	524,102	720,870	37.5%	0	0	#N/A	-	-
Utilities	744,869	784,345	5.3%	3	29	866.7%	0.02	0.17
Construction	6,327,293	6,150,010	-2.8%	359	479	33.4%	0.29	0.36
Manufacturing	13,575,714	12,138,869	-10.6%	1,286	1,150	-10.6%	0.48	0.44
Wholesale Trade	5,431,941	5,715,032	5.2%	1,411	837	-40.7%	1.32	0.68
Retail Trade	13,330,251	14,046,782	5.4%	2,600	4,178	60.7%	0.99	1.39
Transportation & Warehousing	3,997,468	4,630,244	15.8%	226	633	180.1%	0.29	0.64
Information	2,827,293	2,785,734	-1.5%	288	462	60.4%	0.52	0.77
Finance & Insurance	5,371,702	5,649,363	5.2%	2,573	3,306	28.5%	2.44	2.73
Real Estate	1,933,399	1,970,936	1.9%	549	415	-24.4%	1.45	0.98
Professional, Scientific & Technical Services	6,407,770	8,392,778	31.0%	2,771	4,377	58.0%	2.20	2.44
Management of Companies & Enterprises	1,717,970	2,280,235	32.7%	656	468	-28.7%	1.94	0.96
Administration & Support	6,667,408	7,759,631	16.4%	2,630	1,042	-60.4%	2.01	0.63
Educational Services	10,535,982	11,887,247	12.8%	2,040	2,017	-1.1%	0.99	0.79
Health Care & Social Assistance	13,705,464	18,168,563	32.6%	1,214	2,674	120.3%	0.45	0.69
Arts, Entertainment & Recreation	1,694,430	2,003,713	18.3%	964	1,062	10.2%	2.90	2.47
Accommodation & Food Services	8,949,179	11,002,947	22.9%	1,892	2,857	51.0%	1.08	1.21
Other Services	3,639,306	3,860,788	6.1%	706	977	38.4%	0.99	1.18
Public Administration	4,829,484	6,052,431	25.3%	47	234	397.9%	0.05	0.18
<b>TOTAL</b>	<b>113,131,264</b>	<b>127,042,207</b>	<b>12.3%</b>	<b>22,217</b>	<b>27,208</b>	<b>22.5%</b>	<b>1.00</b>	<b>1.00</b>



The **Shift-Share Analysis** identifies Johns Creek’s respective comparative advantages per industry cluster compared to the rest of the U.S. average. The analysis looks at the overall growth of the national economy compared to local growth.

This analysis identifies that Johns Creek has a comparative advantage in many employment categories and has seen growth higher than the national average over the past decade in:

- Retail Trade
- Health Care & Social Assistance
- Finance & Insurance (likely attributed to State Farm)
- Professional, Scientific & Technical Services
- Transportation & Warehousing
- Public Administration
- Information
- Real Estate

**Johns Creek Economic Base Analysis**

Employment Sector	ECONOMIC BASE ANALYSIS	
	Basic Employment	Non-Basic Employment
Agriculture, Forestry, Fishing & Hunting	0	11
Mining, Quarrying, and Oil & Gas Extraction	0	0
Utilities	0	29
Construction	0	479
Manufacturing	0	1,150
Wholesale Trade	0	837
Retail Trade	1,170	3,008
Transportation & Warehousing	0	633
Information	0	462
Finance & Insurance	2,096	1,210
Real Estate	0	415
Professional, Scientific & Technical Services	2,580	1,797
Management of Companies & Enterprises	0	468
Administration & Support	0	1,042
Educational Services	0	2,017
Health Care & Social Assistance	0	2,674
Arts, Entertainment & Recreation	633	429
Accommodation & Food Services	501	2,356
Other Services	150	827

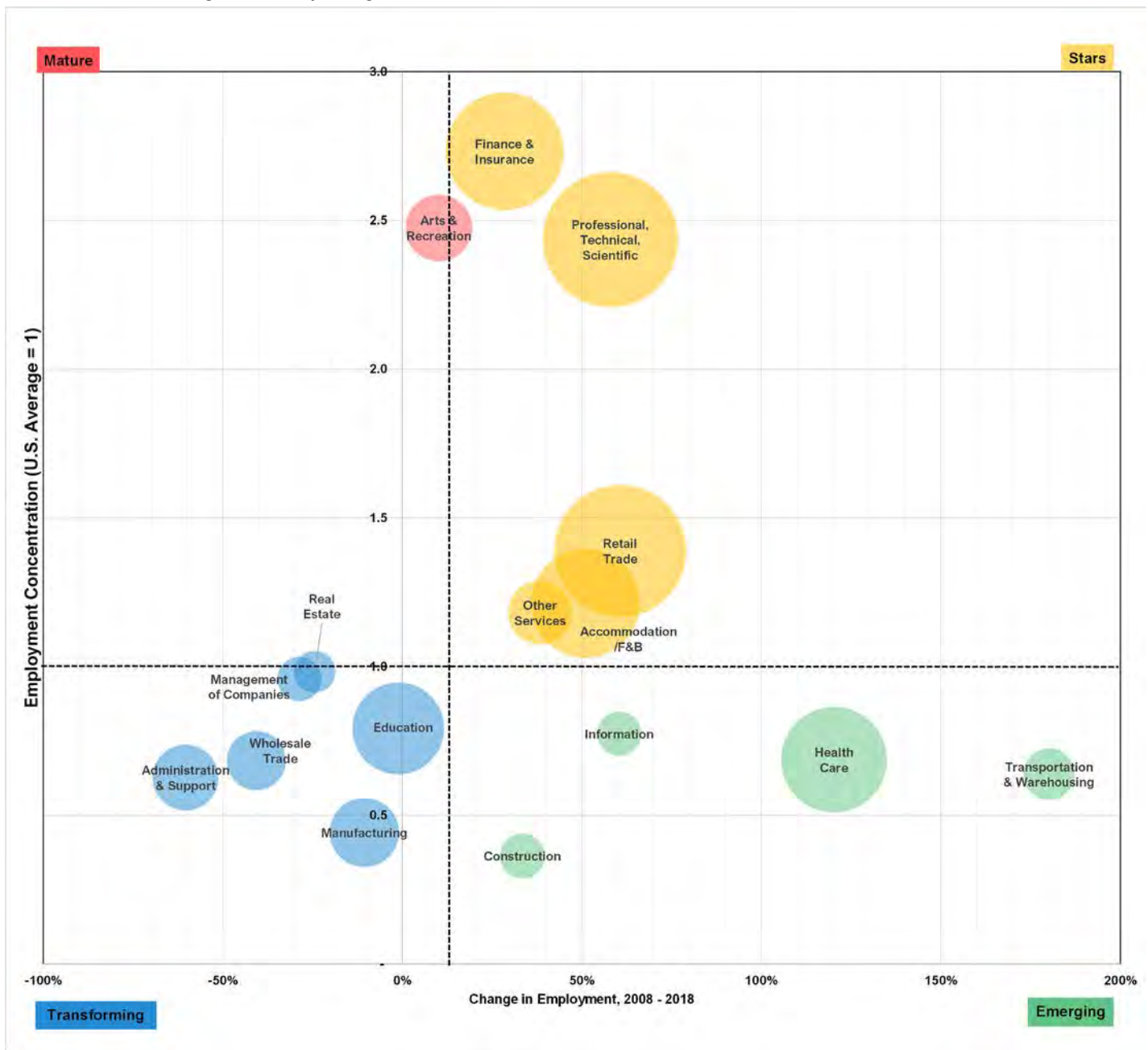
**Johns Creek Shift-Share Analysis**

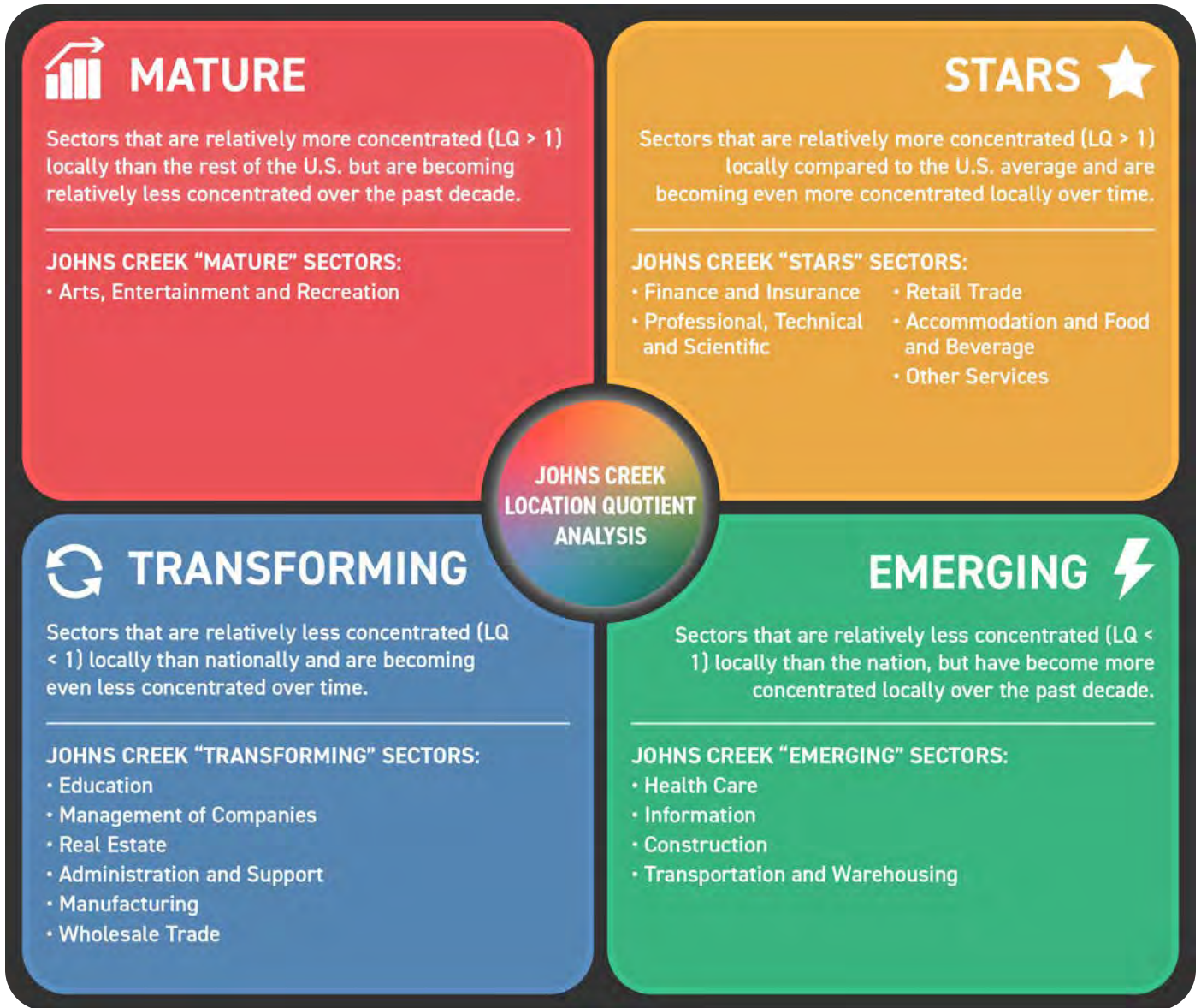
Employment Sector	SHIFT SHARE ANALYSIS		
	National Share	Industrial Mix	Regional Shift
Agriculture, Forestry, Fishing & Hunting	0	0	9
Mining, Quarrying, and Oil & Gas Extraction	0	0	0
Utilities	0	0	26
Construction	44	-54	130
Manufacturing	158	-294	0
Wholesale Trade	174	-100	-648
Retail Trade	320	-180	1,438
Transportation & Warehousing	28	8	371
Information	35	-40	178
Finance & Insurance	316	-183	600
Real Estate	68	-57	-145
Professional, Scientific & Technical Services	341	518	748
Management of Companies & Enterprises	81	134	-403
Administration & Support	323	107	-2,019
Educational Services	251	11	-285
Health Care & Social Assistance	149	246	1,065
Arts, Entertainment & Recreation	119	57	-78
Accommodation & Food Services	233	202	531
Other Services	87	-44	228
Public Administration	6	6	175
<b>TOTAL</b>	<b>2,732</b>	<b>337</b>	<b>2,259</b>

A **Location Quotient Analysis** quantifies the degree of concentration between different employment sectors in Johns Creek relative to the U.S. average. Employment sectors with a higher concentration of employment in Johns Creek relative to the U.S. average are located above the x-axis, while sectors with a higher growth rate compared to the national average are located to the right of the y-axis.

This model demonstrates the shining stars and emerging economic sectors of the past decade. Economic Sectors such as Health Care is expected to see continual growth due to the expansion of Emory Johns Creek Hospital. Finance & Insurance is expected to decrease its concentration of employment with the recent State Farm relocation.

Johns Creek Location Quotient Analysis 4Q Model





# KEY TAKEAWAYS AND IMPLICATIONS

## Metro Atlanta Economic Diversity

The diversity and strong growth of Metro Atlanta's economy will lead to a quicker Covid-19 recovery than many other metro areas. The economy is supportive of real estate development.

## Health Care & Wellness is Integral

The health care sector is a major economic driver in Metro Atlanta and Johns Creek. It has seen significant growth over the past decade and has plenty of room for further expansion going forward. Supportive sub-sectors such as research and development and innovation are industries that can be a focus for the Town Center.



## Local Labor Profile is Strong

Johns Creek residents work in industries that are complementary to the current economic sectors and employers of the City. The Town Center can target future companies that match the labor profile such as professional white-collar sectors (tech, health care, etc.)

## Strong Fundamentals, Limited Activity

There is a strong need for the Town Center to be a "game changer" that will rejuvenate a tired and outdated employment node. Catalytic projects can demonstrate to future employers and tenants that the area is economically desirable.



# OFFICE ANALYSIS

## METRO ATLANTA OFFICE OVERVIEW

Metro Atlanta has been one of the strongest office markets in the United States over the past decade. A limited amount of supply and steady year-over-year demand have created a healthy office market for the metro area. The relatively low cost of conducting business, a well-educated workforce and global connections through Hartsfield-Jackson International Airport have given Atlanta an advantage for attracting major office tenants.

Covid-19 has slowed leasing activity, sales volume and lowered rental growth in 2020, yet the metro area experienced positive 12-month year-over-year net absorption due to several major leases by tech tenants. Midtown Atlanta has experienced some of 2020's largest leasing activity driven by the tech sector, with recent transactions including a 523,000 SF lease by Microsoft and Mailchimp adding an additional 150,000 SF by 2022.

As a result of Covid-19, Metro Atlanta vacancy rates continued to climb throughout 2020

nearly reaching 20% by Q4 according to various brokerages. Vacancy is expected to stay relatively high due to a slowdown in demand and speculative construction completions that began prior to the pandemic. Major build-to-suit projects have included the first two buildings (600,000 and 670,000 SF, respectively) of the State Farm consolidated campus in Dunwoody; Mercedes Benz in Sandy Springs; Cox Communications in Sandy Springs; and HD Supply in Cumberland.

The popularity of Midtown has made it a top performer for lease rates and activity; however, the rental difference between Midtown and “urban suburban” markets such as the Central Perimeter and Cumberland has generated new demand for these suburban locations. Areas that have transit accessibility challenges such as Norcross and Peachtree Corners have underperformed in comparison to communities with MARTA access. Major companies will continue to target transit accessible locations moving forward.

## COMPETITIVE LOCAL MARKET – 10-MILE RADIUS

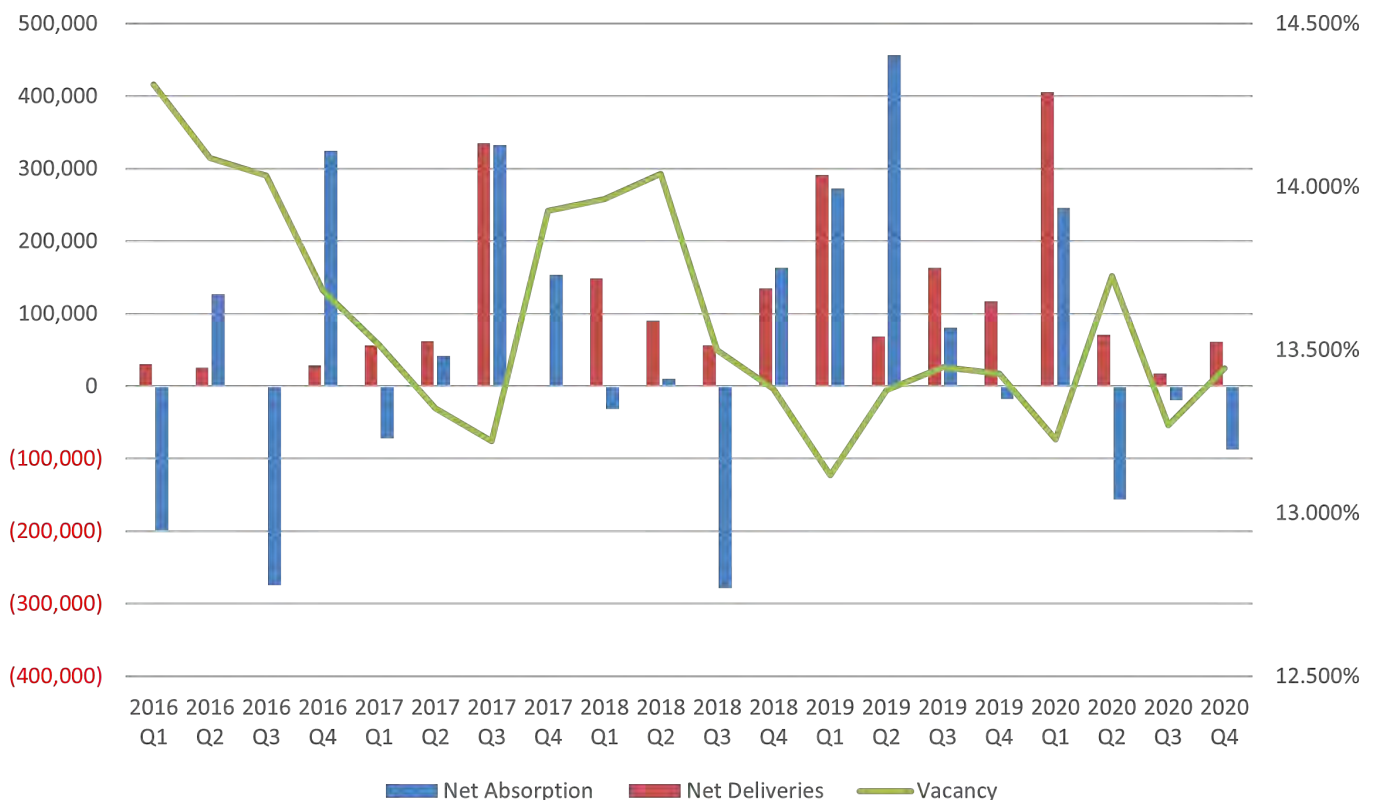
MXD analyzed a ten-mile radius around the Johns Creek Technology Park which is considered the competitive local market. This includes areas such as Alpharetta, Peachtree Corners, Norcross, and Duluth, among others. There is approximately 62 million SF of office inventory within the ten-mile radius. Relative to the Metro Atlanta average lease rate of \$26.42, market rents are more affordable at \$22.57/SF.

Vacancy rates are lower than the metro average, reaching 14.5% in Q4 2020. This is also lower than certain individual submarkets such as the Norcross/ Peachtree Corners submarket with a vacancy rate of 20%. Although the vacancy rate has marginally increased in 2020 due to Covid-19, it remains lower than the 17% vacancy rate during the Global Financial Crisis. Overall, there is 12.4 million SF of available office space.

Class A properties make up a little over one-third of overall office inventory within the ten-mile radius, at 27 million SF of existing inventory. As expected, these properties command a rental premium and currently average \$26.88/SF. Class A inventory has a higher vacancy rate of 16.4%, demonstrating that many end-user tenants in this area of the metro are still value-oriented, preferring to lease Class B or C product.

Pre-COVID leasing activity was fairly robust. Absorption of office product has been limited in 2020, primarily due to Covid-19. The amount of office space leased over the past 12 months is down 2.3 million SF year-over-year. The 7.5% cap rate remains on-par with the metro average of 7.2%, which has flattened in the last few years.

10 Mile Radius – Absorption, Deliveries & Vacancy



## 10-MILE RADIUS LEASE ANALYSIS

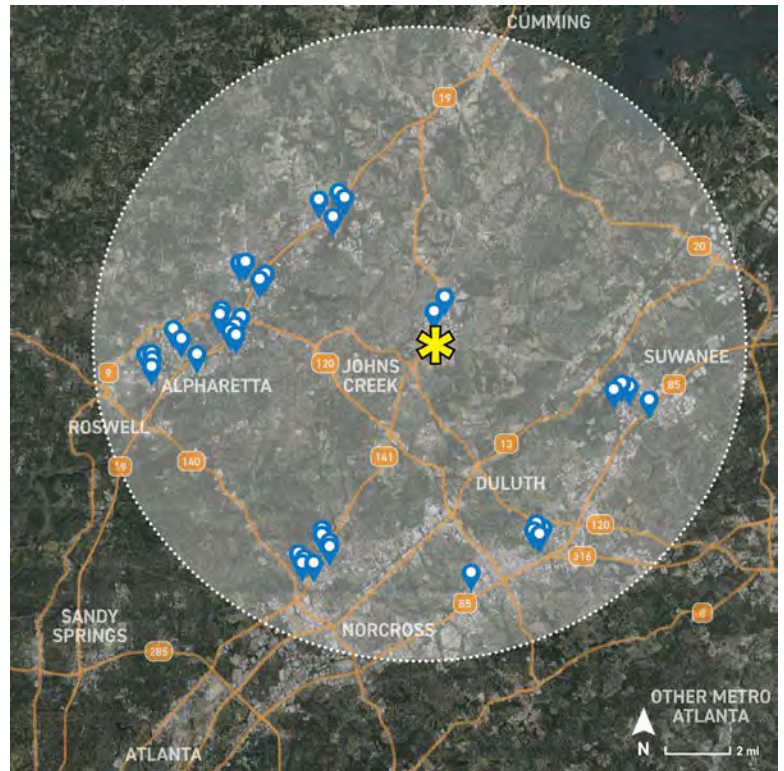
A lease analysis demonstrates the type of companies and their spatial location within the competitive area. Leases over 50,000 SF and signed in the past five years were criteria for analysis. Nine of the top ten largest leases signed have been over 100,000 SF, with the majority in Alpharetta. Out of the fifty office leases signed, 59% were in Alpharetta, 20% in Norcross, and 16% in Duluth. There have been no new office leases over 50,000 SF in Johns Creek in the past five years.

As displayed in the map, most leases signed within the competitive area are located near or adjacent to major highways and interchanges. This includes State Route 400 and I-85. This demonstrates the requirement for many major employers to be located near transportation connections. This presents a challenge for Johns Creek as the city does not have a major highway in proximity.

10 Largest Office Leases within a 10-Mile Radius  
2015-2020

Address	Tenant	GLA SF	Lease Sign Date
1130 Sanctuary Pkwy, Alpharetta	Delta Dental Plans Association LLC	161,813 SF	2018
3239 Satellite Blvd, Duluth	Merial Limited	137,910 SF	2018
5335 Triangle Pkwy, Norcross	Crawford and Company	115,053 SF	2016
3 Edison Dr, Alpharetta	E-Trade	107,991 SF	2018
11575 Great Oaks Way, Alpharetta	Chubb	104,707 SF	2016
1110 Sanctuary Pkwy, Alpharetta	McKesson	104,012 SF	2018
3333 Old Milton Pkwy, Alpharetta	Undisclosed	102,908 SF	2017
6610 Shiloh Rd E, Alpharetta	NCR	101,670 SF	2017
11700 Great Oaks Way, Alpharetta	MarketSource	100,484 SF	2019
1015 Windward Ridge Pkwy, Alpharetta	Equifax	96,900 SF	2018

Office Leases over 50,000 SF within a 10-Mile Radius  
2015-2020



## 10-MILE OFFICE DELIVERIES ANALYSIS

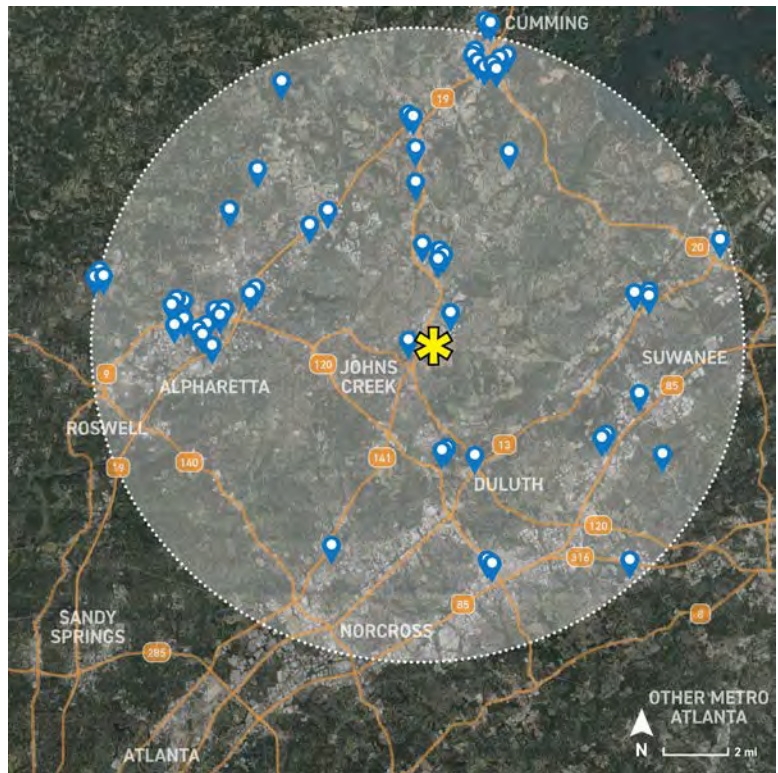
As with lease transactions over the last five years, the largest office deliveries (new construction) from 2015 to 2020 were primarily in Alpharetta. The largest new office building in Johns Creek built in the last five years is 9,800 SF at 6985 McGinnis Ferry Road, delivered in 2019, and 10730 Medlock Bridge Road, delivered in 2016, at 9,600 SF.

Overall, 2.3 million SF of new inventory has been delivered in the last five years within the 10-mile radius. These buildings have an average market rent of \$28.29/SF, sale price of \$245/SF, and a 7% cap rate. These metrics are significantly higher than the average for the area.

Major Office Deliveries within a 10-Mile Radius 2015-2020

Address	Tenant	GLA SF	Delivery Date
2555 Northwinds Pkwy, Alpharetta	Medical Office	267,000 SF	2019
10000 Avalon Blvd, Alpharetta	Office	249,579 SF	2020
8000 Avalon Blvd, Alpharetta	Office	228,182 SF	2017
2000 Howard Farm Dr, Cumming	Medical Office	125,000 SF	2018
1 Edison Dr, Alpharetta	Office	107,991 SF	2020
3 Edison Dr, Alpharetta	Office	107,991 SF	2018
4150 Deputy Bill Cantrell Memorial Hwy, Cumming	Medical Office	91,500 SF	2017
6555 Town Square, Alpharetta	Office	90,000 SF	2019
2685 Peachtree Pkwy, Suwanee	Medical Office	60,166 SF	2020
125 Technology Pkwy, Norcross	Technology Park	60,000 SF	2019

Office Deliveries within a 10-Mile Radius 2015-2020





## JOHNS CREEK OFFICE MARKET

Johns Creek has an office inventory of 2.8 million SF over 103 properties. There are three primary areas of concentration in the city (see map): Johns Creek Technology Park, along Medlock Bridge Road corridor, and State Bridge Road (at Jones Bridge Road).

While many may view office space in Johns Creek as the large scale “campus style” typology, nearly half of the office properties in Johns Creek are under 10,000 SF in size. Furthermore, there are only 18 properties over 50,000 SF in size, most within or adjacent to Technology Park. This provides the city with a diversity of options for medium and smaller-scale tenants who are seeking suburban-style Class B & C space that is considerably more affordable than urban offices.

Office inventory has increased by only 30,000 SF over the past decade. Three small buildings have been constructed since 2010, one of which is located on the edge of the study area at 6985 McGinnis Ferry Road. Annual absorption has also been slow since 2010, averaging 23,600 SF per year with a peak of 43,000 in 2016.

Vacancy rates are at 13.8%, but do not include the vacant State Farm property that is presently leased until 2023. State Farm vacated the property over the past few years as they consolidated operations in Dunwoody. The property is currently being marketed as “The Quad at Johns Creek.” Combined, the two main buildings offer 475,229 SF of space. This property is a primary anchor of the study area and will be a catalyst for change if a new tenant is secured. Overall, vacancy rates fall in line with the 10-mile radius analysis.

Primary Office Nodes in Johns Creek



**2.8 million SF**

Office Space in Johns Creek

**23,600 SF**

Average Annual Absorption  
(2010-2020)

**13.8%**

Office Vacancy Rate (not  
including State Farm)

There are fourteen Class A office buildings in Johns Creek, amounting to a total inventory of 1.4 million SF, or half of all Johns Creek office inventory. All but two are in Technology Park. Compared to the overall office market, Class A office inventory has a significantly lower vacancy rate at 4.5% with many long-term tenants. Most Class A buildings were constructed in the late 1990s and early 2000s prior to the formation of the city.



There is only one proposed office building at 10740 Medlock Bridge Road, a 13,000 SF medical office building. The absence of new construction and generally inactive office market in Johns Creek over the past decade is due to a variety of reasons:

- Focus on “urban” locations such as downtown and Midtown, along with “urban suburban” locations such as Alpharetta City Center.
- Limited walkability and amenity-rich environments that office tenants desire.
- Lack of land available for new development.
- Limited highway and public transit accessibility.



The study area for the Town Center Plan has 1.5 million SF of office, nearly half of the entire Johns Creek inventory. The absence of State Farm has created significant availability in Technology Park. As discussed in the 2018 Comprehensive Plan, the office park “is in need of a makeover” as the desirability of vehicle-centric suburban office parks has been limited over the past decade.

Office buildings are located on large land parcels that provide ample parking and green space that was prevalent in design standards for office parks in the 1980s. Most are multi-tenant buildings of three to four stories that have a variety of tenants such as finance and insurance, services, administration, real estate, healthcare, and professional and technical services. Major office tenants in the study area include:

- Hargrove Engineers and Constructors (34,000 SF)
- Meriwether and Tharp LLC (26,285 SF)
- North Atlanta Women’s Specialists (19,279 SF)

The study area has not been competitive from a site selection perspective when compared to Alpharetta, Sandy Springs, Dunwoody, etc., but could become more desirable if re-envisioned and positioned as a modern employment and town center node. The high-quality Class A office product that exists on many parcels should not be disregarded, but rather leveraged as existing assets when forming a Town Center Plan.



## PROPOSED AND UNDER-CONSTRUCTION OFFICE SPACE

There is approximately 6.6 million SF of office space currently under construction in Metro Atlanta, making it one of the busiest markets in the U.S. While most deliveries following the 2008 Financial Crisis were primarily build-to-suit, there has been an increasing share of speculative construction.

There is 335,000 SF of office space under construction within a ten-mile radius of the Johns Creek Technology Park. There is also nearly 7 million SF of proposed office space in 69 projects that are expected to deliver by 2023. Covid-19 has likely delayed many of these projects until the market recovers. Most of this proposed space is in Alpharetta.

Major projects under construction or recently completed include:

- Expansion of Emory Johns Creek Hospital (Physicians Plaza) in Johns Creek (108,500 SF) completed in 2021.
- Kimball Place at Parkway 400 in Alpharetta (128,031 SF of rentable building area) with expected delivery in 2021.
- Building 4/5 at Market District Crabapple in Milton (67,500 SF of rentable building area) with expected delivery in 2021.

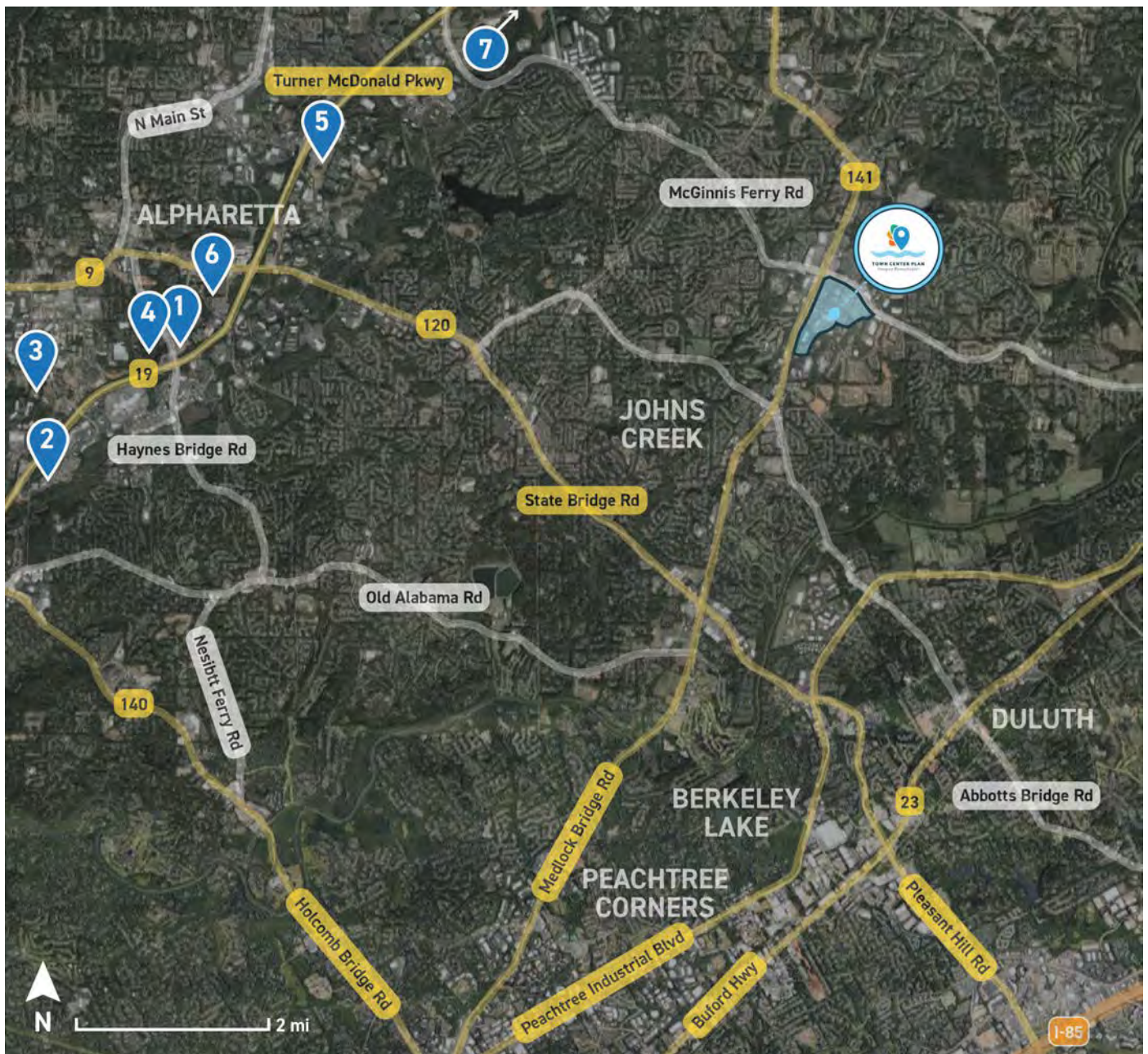
*Emory Johns Creek Physicians Plaza Expansion*



Significant proposed office projects include (see map):

1. **Northwinds** (400,000 SF rentable building area) in Alpharetta, expected in 2022.
2. **Gateway Center** (363,000 SF of rentable building area) in Alpharetta, expected in 2022.
3. **The Towers** (2 buildings, 250,000 SF of rentable building area each) in Alpharetta, expected in 2022.
4. **360 Tech Village Office** (500,000 SF of rentable building area in 2 buildings) in Alpharetta, expected in 2022.
5. **Windward Park** (500,000 SF of rentable building area in two buildings) in Alpharetta, expected in 2022.
6. **Parkway 400** (three buildings, 210,000 SF of rentable building area each) in Alpharetta, expected in 2022.
7. **Halcyon** (2 buildings, 250,000 SF of rentable building area in total) in Forsyth County, expected in 2022.

Proposed and Under-Construction Office Projects (over 100,000 SF)



## OFFICE SUBMARKET ANALYSIS MODEL (EXCERPT)

An Office Submarket Analysis model was developed based on the submarket performance metrics of absorption, vacancy, rental increases, and cap rate changes, as well as consideration of available developable land.

The initial objective was to forecast future demand for additional office development in each local

submarket over the next 20 years. From this submarket projection, a capture rate from each local submarket to the subject development was then estimated based upon factors such as proximity to the site, market position, remaining developable land in each submarket, as well as site strengths and weaknesses relating to office tenant site selection.

### Office Submarket Analysis Model (Excerpt)

#### Market Analysis Assumptions

Subject Site Submarket	North Fulton/Forsyth County
Current Year	2020
Historic Base Year	2010
Year 1 of Operations	2023
Balanced Vacancy Rate <sup>(1)</sup>	7.0%
Local Submarket Class A Average Rent	\$23.35
Rental Premium for New Buildings	20%
Trade Area 10-Year Annual Rental Rate Increase <sup>(2)</sup>	2.56%
Projected Annual Rental Rate Increase	2.50%
Subject Development Floor-Area Ratio (FAR)	0.30

<sup>(1)</sup> Vacancy rate at which supply is sufficiently constrained to cause market rent increases.

<sup>(2)</sup> Source: CoStar

#### Current Market Conditions (2020) (Class A, B & C)

Submarket	Inventory SF	Vacancy SF	Vacancy %	Occupied SF	% of Metro Occupied Inventory	10-Year Avg. Net Absorption (SF/Yr)	10-Year Avg Annual Rent Change	Under Construction SF	Asking Base Rents	Cap Rate
Duluth/Suwanee/Buford	17,554,161	2,136,793	12.2%	15,417,368	5.5%	146,826	1.1%	57,580	\$22.51	7.7%
Norcross/Peachtree Corners	10,535,494	2,126,867	20.2%	8,408,627	3.0%	1,732	2.1%	10,000	\$20.14	7.7%
North Fulton/Forsyth County	38,430,353	4,901,357	12.8%	33,528,996	11.9%	339,505	3.4%	308,495	\$23.35	7.4%
Local Submarkets	66,520,008	9,165,017	13.8%	57,354,991	20.4%	488,063	2.56%	376,075	\$22.65	7.5%
Metro Area	320,793,167	39,123,473	12.2%	281,669,694	100.0%	2,282,005	3.50%	6,490,770	\$26.51	7.9%

#### Historic Market Conditions (2010) (Class A, B & C)

Submarket	Inventory SF	Vacancy SF	Vacancy %	Occupied SF	% of Metro Occupied Inventory	Asking Rents	Cap Rate
Duluth/Suwanee/Buford	16,843,467	2,894,360	17.2%	13,949,107	5.4%	\$20.15	8.8%
Norcross/Peachtree Corners	10,818,003	2,426,696	22.4%	8,391,307	3.2%	\$16.42	8.8%
North Fulton/Forsyth County	36,097,732	5,963,788	16.5%	30,133,944	11.6%	\$16.74	8.5%
Local Submarkets	63,759,202	11,284,844	17.7%	52,474,358	20.3%	\$17.60	8.6%
Metro Area	310,502,810	51,653,166	16.6%	258,849,644	100.0%	\$18.80	8.8%

Several metrics factor into the demand model:

- The local office submarkets include 20.4% of Metro Atlanta’s total inventory.
- Vacancy rates are considered high at 13.8%, and well above the 7% rate recognized as a threshold to support speculative new office development.
- New construction is limited and sits below average annual absorption over the past decade, indicating gradual consolidation in the local office market.

**An estimated 283,000 SF to 471,000 SF of office space could be absorbed at the subject development over the next 20 years.**

**An initial five-year phase could include 40,000 SF to 70,000 SF of office development.**

**Office absorption is expected to be low over the next decade, so focus should be on small scale projects and buildings that infill on current sites.**

Office Submarket Analysis Model (Excerpt) (continued)

### Vacancy Adjustments to Forecast

Submarket	Vacancy SF @ Balanced State	Actual Vacant SF	Under Construction SF	10-Year Avg. Net Absorption (SF/Yr)	Years to Balance	Additional Warranted New SF
Duluth/Suwanee/Buford	1,228,791	2,136,793	57,580	146,826	6.6	-
Norcross/Peachtree Corners	737,485	2,126,867	10,000	1,732	808.0	-
North Fulton/Forsyth County	2,690,125	4,901,357	308,495	339,505	7.4	-
<b>Local Submarkets</b>	<b>4,656,401</b>	<b>9,165,017</b>	<b>376,075</b>	<b>488,063</b>	<b>10.0</b>	<b>-</b>
<b>Metro Area</b>	<b>22,455,522</b>	<b>39,123,473</b>	<b>6,490,770</b>	<b>2,282,005</b>	<b>10.1</b>	<b>-</b>

### Profitability Adjustments to Forecast

Submarket	Development Value per SF 2010	Development Value per SF 2020	Profitability Forecast Adjustment
Duluth/Suwanee/Buford	\$190	\$257	82%
Norcross/Peachtree Corners	\$145	\$209	87%
North Fulton/Forsyth County	\$164	\$275	101%
<b>Local Submarkets</b>	<b>\$168</b>	<b>\$261</b>	<b>94%</b>
<b>Metro Area</b>	<b>\$178</b>	<b>\$295</b>	<b>100%</b>

### Development Scenarios, Land Requirements & Rental Rates

Scenario (Cumulative SF)	2023	2028	2033	2038	2042
<b>Conservative</b>					
Building SF	8,203	49,390	129,191	214,083	282,512
Acres	1	4	10	16	22
<b>Moderate</b>					
Building SF	10,938	65,853	172,255	285,445	376,682
Acres	1	5	13	22	29
<b>Aggressive</b>					
Building SF	13,672	82,317	215,318	356,806	470,853
Acres	1	6	16	27	36
<b>Estimated Average Base Rent per SF/Year</b>	<b>\$30.17</b>	<b>\$34.14</b>	<b>\$38.63</b>	<b>\$43.70</b>	<b>\$48.24</b>

# KEY TAKEAWAYS AND IMPLICATIONS

## Metro Atlanta is Resilient, but Oversupply can Delay Demand

While the Covid-19 pandemic has slowed leasing activity and increased vacancy rates, the development and business community is optimistic that office will rebound in the Metro. A glut of proposed projects in a 10-mile radius means that the Town Center should incorporate office typologies into future phases.

## Lacking Competitiveness

Johns Creek has seen little action in new development or major office leases over the past decade, losing ground to Alpharetta, Peachtree Corners, Norcross, etc. The Town Center must create an environment that provides a competitive positioning to secure new and exciting employers.

## Think "Right Sized"

The study area currently is focused on large-scale campus office. A variety of employment typologies include garden office, mixed-use office, etc. will provide opportunities for a diversity of tenants to locate in the Town Center.



## Connectivity is Key

Employment continues to locate along major transportation corridors (highway and MARTA). The lack of this connectivity for Johns Creek means that other attractors are required to overcome this shortfall.

## Re-Use of State Farm Property

The vacancy of the State Farm property allows for creative thinking to reimagine a major anchor for other employment uses based on rising economic sectors such as healthcare, medical, life sciences, and tech.

## The Cool Factor

Major proposed office projects in North Atlanta are primarily in Alpharetta. The Town Center should determine how to create a lively and amenity-rich place that is appealing to developers and end-user tenants.





# RETAIL ANALYSIS

## METRO ATLANTA RETAIL OVERVIEW

Metro Atlanta’s retail market struggled throughout 2020 due to the Covid-19 pandemic. Retail was already a transforming asset sector due to changing consumer preferences and the rise of e-commerce, and the pandemic has accelerated these trends. Real estate is considered a lagging indicator for retail during the pandemic, as many metrics may not emerge until later into 2021. The metro saw spending reaching pre-Covid-19 levels in late 2020; however, despite spending increases, retail vacancies are still likely to climb following the closure of many big-box brick-and-mortar chains such as JCPenney, Tuesday Morning and Macy’s.

The Metro experienced negative annual absorption for the first time in over a decade; however, retail absorption was already on a downward trend in 2018 and 2019.

The Covid-19 recovery will be assisted by retail demand in Metro Atlanta’s northern suburbs, driven by strong growth of both household population

and income. The region’s largest spending cohort, 35–54-year-old individuals, has been growing at a rate more than double the U.S. average.

Since 2010, there has been over 8 million SF of refurbished/renovated retail space, driving down the need for new retail construction. The financials demonstrate that renovating a property in most locations is more viable than demolishing and building new. As a result, despite relatively low vacancies, construction levels are near the national average.

A continuing trend in Metro Atlanta is combining retail and multi-family housing to create larger mixed-use developments, with most new retail supply targeting higher-income households in exurban markets such as Suwanee/Buford and Cumming/Forsyth, as well as gentrifying markets such as East Atlanta. The “urban suburban” revitalization into retail and entertainment districts is expected to remain.

**995,000 SF**

Retail Under Construction  
in Metro Atlanta

**60%**

Considered Community or  
Neighborhood Retail  
of all Existing Inventory

**6.5%**

Metro Vacancy Rate  
(Q4 2020)

## Retail Submarket Summary

Retail Submarket	Submarket Positioning	Leasing	Rental Rate	Vacancy	Development Pipeline	Development Performance
<b>Norcross/ Peachtree Corners</b>	Primarily neighborhood/community centers split between affluent Peachtree Corners and more blue-collar Norcross	Slowed absorption in 2020 but leasing has nearly come back to pre-pandemic levels by Q4 2020	\$17.39/SF, similar to Metro Atlanta average with a \$4/SF premium for Peachtree Corners versus Norcross	5.9%, similar to the Metro Atlanta vacancy rate, after years of being significantly higher	There is currently no retail under construction in the submarket	Over the past 12 months there has been 116,000 SF delivered
<b>Gwinnett Mall/ Duluth (*study area submarket)</b>	Potential of more vacancies to come, fundamentals may continue to move in a downward direction	Slowed leasing momentum as a result of Covid-19, with expectation that this will continue	\$18.10/SF, with a \$2/SF premium for rents north of Buford Highway with highest rents around \$30/SF	8.7%, vacancies have risen due to pandemic uncertainty and the underperforming Gwinnett Place Mall	Only 76,000 SF, of which 36,000 SF is the upcoming Lidl grocery store	Most new inventory is focused on mixed-use. Only 3% inventory increase this decade, with most stock from the 90s and 2000s
<b>Roswell/ Alpharetta</b>	Affluent submarket with strong growth making it one of the Metro's foremost submarkets currently driven by mixed-use development	Only 50% of pipeline inventory has been pre-leased	\$22/SF, with retail in Avalon north of \$40/SF	7.8%, with vacancies increasing as a result of Covid-19	120,000 SF, 50% unleased	Inventory has increased since 2010; new inventory dominated by Avalon
<b>Cumming/ Forsyth</b>	One of the Metro's fastest-growing and active submarkets, especially in the southern portion of the submarket	Fast growing, taking advantage of the submarket's wealthy and fast growing population, even during Covid-19	\$18.90/SF, above Metro Atlanta average, with retail near grocery stores at a slight premium	5.0%, well below Metro average despite growth of new supply because of tenants looking to get into emerging submarket	76,000 SF with most in retail strips or shopping centers	Inventory has increased 15% since 2010, with 170,000 SF in last 12 months, including the new Halcyon Forsyth mixed use development
<b>Suwanee/ Buford</b>	Affluent, performing well, driven by Mall of Georgia and the upcoming Exchange at Gwinnett development	More than 90% of the upcoming Exchange at Gwinnett project is pre-leased	Asking rent average of \$19.30/SF, with rental growth of 1.5% YOY	4.2%, with trends over recent years below Metro Atlanta averages	Upcoming Exchange at Gwinnett project with 430,000 SF of retail	Nearly 1 million SF added since 2010, with 145,000 SF in the last 12 months with 46,400 SF absorbed

## 10-MILE RADIUS RETAIL OVERVIEW

MXD completed an analysis of the retail inventory within a 10-mile radius of the study area. There is approximately 54,870,000 SF of retail inventory in 3,100 buildings within the 10-mile radius. This represents a 6.6% increase of retail inventory over the past decade.

Vacancy rates are higher than the Metro average, reaching 7.3% in Q4 2020. The number of vacancies has risen considerably in 2020 as a result of the impacts of Covid-19, with vacancy rates at their highest since 2014. This falls in line with Metro trends. Market rents within a 10-mile radius of the study area come at a premium compared with Metro Atlanta averages. The average market rent is \$19.81/SF in Q4 2020, or 15 percent higher than in Q4 2010, while sales prices are \$187/SF, a 13%

premium over the Metro Atlanta average. This is likely due to the burgeoning Alpharetta retail market which falls into the 10-mile radius.

Much of the retail market in this area has transitioned from traditional, aging strip centers and enclosed malls, to mixed-use lifestyle centers and town center projects such as Avalon, Alpharetta City Center, and Peachtree Corners Town Center. Lifestyle center inventory only makes up 3.6% of total retail inventory in this area; however, total lifestyle center inventory has increased nearly 40% over the last decade. For retail within lifestyle centers, vacancy is substantially lower at 3.3%, while rent and sales prices are both considerably higher than average at \$26.88/SF and \$195/SF, respectively.

There are three enclosed malls that anchor this area, North Point Mall, Gwinnett Place, and Sugarloaf Mills. Gwinnett Place was recently purchased by Gwinnett County for \$23 million, indicating potential redevelopment of a mixed-use community over time. North Point is also planned to undergo

redevelopment into mixed-use. Due to a significant amount of aging Class B and C properties in this radius, it is likely to see continued repositioning or redevelopment of obsolete retail properties over the next decade.

## JOHNS CREEK RETAIL OVERVIEW

Johns Creek has a retail inventory of approximately 4,291,000 SF which makes up only 8% of total retail inventory in the 10-mile radius of the study area. Neighboring communities such as Alpharetta and Duluth, with stronger transportation connections, have significantly more retail supply. This is driven by super-regional malls and power centers as well as the growth of “downtown-in-the-suburbs” lifestyle centers.

While Johns Creek has a smaller share of retail inventory than surrounding cities, it has a retail per capita of 50 SF per resident. This falls in line with the U.S. average that ranges between 40 SF to 60 SF per capita. It is beneficial that Johns Creek is not “overbuilt” from a retail perspective, especially due to the changing nature of retail that has been

ongoing over the past decade, and has seen acceleration from Covid-19.

Johns Creek boasts higher-than-average market rents at \$22.14/SF. The market has been surprisingly resilient through the Covid-19 pandemic with the average market rent remaining stable. Vacancy rates are also stable and remain far below the levels of the last recession in 2008. Several factors account for this stability:

- A population with higher-than-average incomes and spending power.
- No struggling enclosed malls.
- A retail inventory that has not been overbuilt in the past several decades.
- Retail focus on everyday needs such as grocery, pharmacy, house and home, restaurants, etc. that have been more resilient retail categories.



Johns Creek’s retail inventory has seen much less growth than surrounding municipalities. Over the past ten years, retail inventory in Johns Creek has only increased 0.4%, with an average net absorption of 35,000 SF per annum. While this can be considered stagnant and retail sales have likely been captured in cities such as Alpharetta, this also positions Johns Creek well moving forward to determine what it requires from a retail perspective in its future Town Center coming out of the Covid-19 pandemic.

Almost all retail projects in Johns Creek were developed prior to the incorporation of the city, with many built in the 1980s to 2000s. “Retail follows rooftops,” and the limited population growth in Johns Creek compared to surrounding communities has played a factor. This has resulted in much of

the Johns Creek inventory being categorized as suburban car-centric retail such as power centers, strip centers, and neighborhood retail. While still successful, there is limited differentiation between retail products in Johns Creek, creating a homogenous landscape.

There are no lifestyle centers or mixed-use town centers in Johns Creek. Due to changing retail preferences, many residents are shopping at newer and more exciting projects such as Avalon, Halcyon Forsyth, etc. that offer a “destination” experience by providing a more urban pedestrian-friendly environment with a mixture of chain and independent shops and restaurants. The lack of new retail formats in Johns Creek is evident and will continue to be a challenge for capturing a higher share of taxable retail sales in the city.

**Johns Creek Strip, Neighborhood and Community Center Retail Nodes**



Node	Anchors
1	Lowe’s, Kroger, T.J. Maxx, Walgreens
2	H Mart
3	Dollar Tree, Publix
4	Crunch Fitness Johns Creek
5	Target, Home Depot, Hobby Lobby, Publix, Regal Cinemas
6	Walgreens
7	Anytime Fitness, CVS
8	Walgreens, The Fresh Market, Publix, Kroger

# EXAMPLES OF CURRENT STRIP/NEIGHBORHOOD/COMMUNITY CENTER RETAIL PRODUCT



**Abbots Village**

- 117,836 SF Class B
- Anchor Tenants: Publix
- Rents: \$22/SF NNN
- Built 1994 to 1997



**North Bridges**

- 107,300 SF Class C
- Anchor Tenants: Aldi, Goodwill
- Rents: \$N/A
- Built in 1989, renovated 1999



**Haynes Bridge Village**

- 110,637 SF Class B
- Anchor Tenants: Publix
- Rents: \$N/A
- Built 1991 to 1994




**Shops at State Bridge**

- 326,648 SF Class B
- Anchor Tenants: Target, Home Depot
- Rents: \$22/SF NNN
- Built 1994 to 2003



**Medlock Crossing**

- 168,656 SF Class B
- Anchor Tenants: Regal Cinemas
- Rents: \$19-22/SF NNN
- Built 1998



**Johns Creek Walk**

- 27,962 SF Class B
- Anchor Tenants: N/A
- Rents: \$N/A
- Built 2006

## RETAIL AT AND ADJACENT TO THE TOWN CENTER SITE

Due to the location of the town center site at the edge of Johns Creek, there is a significant amount of retail across McGinnis Ferry Road in Forsyth County.

There is approximately 1.2 million square feet of retail within the node at McGinnis Ferry Road and Medlock Bridge Road. This includes the 180,000 SF Life Time Fitness next to Johns Creek City Hall.

Retail primarily consists of big box, neighborhood retail, and strip centers. National and regional chains are prevalent with limited unique and local shops at this node.

Much of the retail is located on the north side of McGinnis Ferry Road in Forsyth County. Retail anchors on the Forsyth County side include Sprouts, PetSmart, Kohl's, Lowe's, and Kroger. Johns Creek residents living in the area as well as

employees in Technology Park are shopping and dining near home or work but leaving the city and reducing taxable sales.

The major retail center on the Johns Creek side is the 206,000 SF Johns Creek Village that is adjacent to Emory Johns Creek Hospital. Built in 2003, it is anchored by LA Fitness, Ross, T.J. Maxx as well as Walgreens. Food & beverage is mostly national fast-food chains, quick-service restaurants with limited full-service offerings or unique restaurants.

The few retail uses in the town center site aside from Life Time Fitness are Muse Salon and Spa and Panera Bread. Employees working in Technology Park must drive to nearby retail centers for shopping or dining.



## PROPOSED AND UNDER CONSTRUCTION RETAIL

There is approximately 300,000 SF of retail space under construction and another 394,000 SF proposed for delivery within a ten-mile radius of the site.

The largest retail delivery expected in the next several years is the retail component of the upcoming Market District Crabapple, a mixed-use development in Milton, providing 40,500 SF of retail in three buildings. Other major developments in the pipeline include:

- Steve Reynolds Retail (40,000 SF in four buildings under construction) delivered late 2020.
- Proposed redevelopment of BP gas station at 500 Peachtree Industrial Boulevard (40,000 SF proposed).
- Lidl grocery store on Peachtree Industrial Boulevard (36,000 SF, proposed for 2022).
- Lidl grocery store at 690 Holcomb Bridge Rd (29,000 SF, proposed for 2021).

Proposed and Under Construction Retail



**300,000 SF**

Retail Space under construction in 10-mile radius

**394,000 SF**

Proposed for delivery within a 10-mile radius

**+40,500 SF**

Market District Crabapple mixed-use development

## RETAIL SUBMARKET ANALYSIS MODEL (EXCERPT)

A Retail Submarket Analysis model was developed based on the submarket performance metrics of absorption, vacancy, rental increases, and cap rate changes, as well as considerations of available developable land.

The initial objective was to forecast future demand in each local submarket for additional retail development over the next 20 years.

From this submarket projection, a capture rate from each local submarket to the subject development was then estimated based upon factors such as proximity to the site, market position, remaining developable land in each submarket, as well as site strengths and weaknesses relating to retail tenant site selection.

### Retail Submarket Analysis Model (Excerpt)

#### Market Analysis Assumptions

Current Year	2020
Historic Base Year	2010
Year 1 of Operations	2023
Balanced Vacancy Rate <sup>(1)</sup>	7.0%
Asking Rent for New Retail in Submarket	\$15.89
Rental Premium for New Buildings	20%
Metro Average Annual Absorption % <sup>(2)</sup>	0.90%
Historic Annual Rent Rate Increase	1.06%
Project Annual Rental Rate Increase	2.50%
Subject Development Floor-Area Ratio (FAR)	0.30

<sup>(1)</sup> Vacancy rate at which supply is sufficiently constrained to cause market rent increases.

<sup>(2)</sup> Source: CoStar

Total Local Submarkets	Inventory SF	Vacancy SF	Vacancy %	Occupied SF	% of Metro Occupied Inventory	Asking Base Rents	Cap Rate
Malls	3,474,497	752,206	21.6%	2,722,291	10.9%	\$21.34	7.2%
Power Center	1,166,191	2,794	0.2%	1,163,397	4.4%	\$19.77	7.5%
Neighborhood Center	9,487,886	660,618	7.0%	8,827,268	8.8%	\$17.29	7.9%
Strip Center	3,652,862	209,416	5.7%	3,443,446	11.8%	\$16.11	7.6%
General Retail	11,228,654	524,602	4.7%	10,704,052	6.9%	\$16.71	7.4%
Other Retail	506,324	43,515	8.6%	462,809	14.9%	\$13.56	8.1%
<b>Total</b>	<b>29,516,414</b>	<b>2,193,151</b>	<b>7.4%</b>	<b>27,323,263</b>	<b>8.0%</b>	<b>\$17.36</b>	<b>7.6%</b>

Metro Area	Inventory SF	Vacancy SF	Vacancy %	Occupied SF	% of Metro Occupied Inventory	Asking Base Rents	Cap Rate
Malls	27,765,818	2,796,603	10.1%	24,969,215	100.0%	\$26.40	7.5%
Power Center	27,531,378	1,148,572	4.2%	26,382,806	100.0%	\$20.43	7.8%
Neighborhood Center	108,473,596	8,226,601	7.6%	100,246,995	100.0%	\$17.19	7.9%
Strip Center	31,111,607	1,926,872	6.2%	29,184,735	100.0%	\$15.94	7.7%
General Retail	161,732,230	5,611,637	3.5%	156,120,593	100.0%	\$16.27	7.5%
Other Retail	3,307,303	210,551	6.4%	3,096,752	100.0%	\$20.62	8.0%
<b>Metro Total</b>	<b>359,921,932</b>	<b>19,920,836</b>	<b>5.5%</b>	<b>340,001,096</b>	<b>100.0%</b>	<b>\$17.62</b>	<b>7.7%</b>



Several metrics factor into the demand model:

- Local retail submarkets include 8% of Metro Atlanta's total inventory.
- Vacancy rates are considered moderately healthy at 7.4%, slightly above the 7% rate recognized as a threshold to support new retail development.
- New construction is limited and sits below average annual absorption over the past decade. Vacancy rates could decline in the next several years to support new retail development in the local submarkets.

**An estimated 168,000 SF to 280,000 SF of retail space could be absorbed at the subject development over the next 20 years.**

**An initial five-year phase could include 44,000 SF to 73,000 SF of retail development.**

Retail Submarket Analysis Model (Excerpt) (continued)

**Vacancy Adjustments to Forecast**

Submarket	Vacancy SF @ Balanced State	Vacant SF	Under Constructio n SF	Fair Share Absorption SF/Yr	Years to Balance (from 2019)	Additional Warranted New SF
<b>Norcross/ Peachtree</b>						
Malls	43,367	65,886	-	2,978	7.6	-
Power Center	17,689	-	-	1,197	0.0	17,689
Neighborhood Center	258,811	201,125	102,677	38,915	1.2	-
Strip Center	116,150	93,789	-	17,986	0.0	22,361
General Retail	311,509	236,080	-	30,741	0.0	75,429
Other Retail	3,128	-	-	966	0.0	3,128
<b>Sub-total</b>	<b>750,654</b>	<b>596,880</b>	<b>102,677</b>	<b>92,784</b>	<b>0.0</b>	<b>51,097</b>
<b>Gwinnett Mall-Duluth</b>						
Malls	199,848	686,320	-	11,666	41.7	-
Power Center	63,945	2,794	-	4,312	0.0	61,151
Neighborhood Center	405,341	459,493	40,000	59,339	1.6	-
Strip Center	139,550	115,627	-	21,576	0.0	23,923
General Retail	474,496	288,522	44,244	47,344	0.0	141,730
Other Retail	32,315	43,515	-	9,038	1.2	-
<b>Sub-total</b>	<b>1,315,495</b>	<b>1,596,271</b>	<b>84,244</b>	<b>153,276</b>	<b>2.4</b>	<b>-</b>

**Development Scenarios, Land Requirements & Rental Rates**

Scenario (Cumulative SF)	2023	2028	2033	2038	2042
<b>Conservative</b>					
Building SF	10,886	52,159	93,433	134,706	167,724
Acres	1	4	7	10	13
<b>Moderate</b>					
Building SF	14,515	69,546	124,577	179,608	223,633
Acres	1	5	10	14	17
<b>Aggressive</b>					
Building SF	18,144	86,932	155,721	224,510	279,541
Acres	1	7	12	17	21
<b>Estimated Average Base Rent</b>					
per SF/Year	\$20.54	\$23.23	\$26.29	\$29.74	\$32.83

# KEY TAKEAWAYS AND IMPLICATIONS

## Older Existing Supply

Most existing retail supply in Johns Creek is outdated strip centers, and neighborhood and community centers that have suburban-centric development patterns. High disposable incomes and the desire for more modern retail offerings indicates a need to construct new retail inventory that will be competitive with neighboring communities such as Alpharetta or Duluth.

## Strong Retail Demand, even with Covid-19

While the future of brick-and mortar retail in a post Covid-19 world is uncertain for certain retail categories, Johns Creek and surrounding communities have remained relatively resilient. Strong retail spending profiles for Johns Creek residents offers the opportunity to develop new retail in the Town Center once the market stabilizes.





# MULTI-FAMILY ANALYSIS

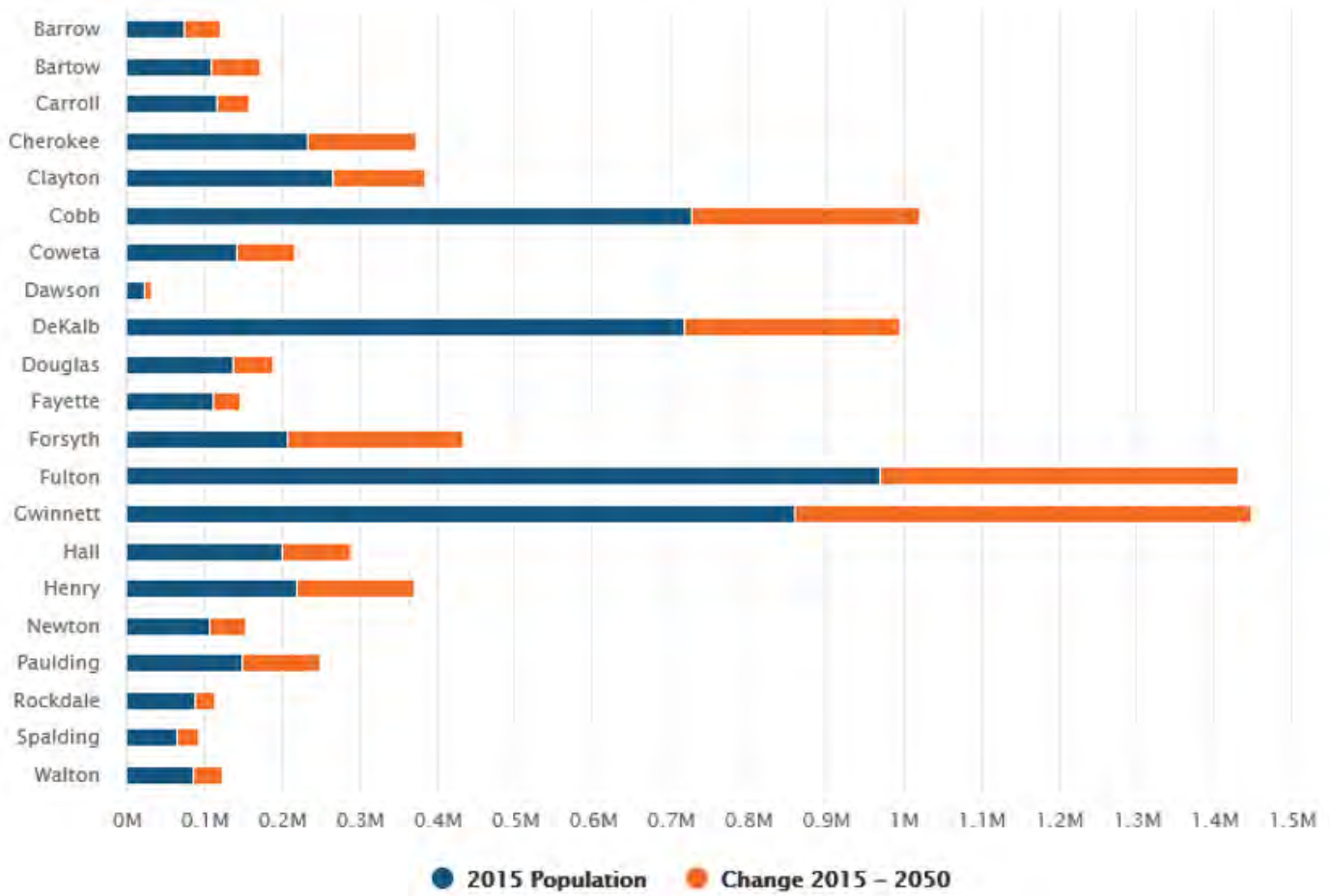
The Atlanta Regional Commission forecasts that the Atlanta region will potentially add 2.9 million more residents by 2050. This increase averages to nearly 100,000 additional residents per year. Fulton County and Gwinnett County, the two most populous counties in the region are projected to receive much of this growth, followed by Cobb County and DeKalb County. This plays favorably for the Johns Creek Town Center. Johns Creek is nearly built out of vacant land, so infill of Technology Park will allow the city to capture a portion of this increase in population.

Metro Atlanta has been one of the fastest growing metro areas in the United States over the past decade and the amount of residential supply

has not kept up with demand. This has created an increasingly tight housing market. Compared to two other similarly-sized metro areas, Dallas and Houston, Metro Atlanta had 65,000 new multi-family units added within the past decade, compared to 155,000 units and 105,000 units respectively.

As a result of Covid-19, national interest rates on homeownership loans have decreased, which increases access for homeownership to many individuals and as a result, may increase demand of for-sale condominium and townhouse units. Condominium and townhouse demand is expected to rise given interest rates stay low and constraints on supply continue in certain submarkets.

Atlanta Regional Commission Population Growth Forecast 2050



High-amenity, easily accessible neighborhoods within the Perimeter such as Buckhead, Midtown and Eastside have been top performers in Metro Atlanta with two-thirds of delivered multi-family supply in the last decade.

The boom of “downtown in the suburbs” projects exhibiting similar mixed-use, transit-rich communities have generated a larger share of metropolitan construction over the past decade and are expected to keep increasing in popularity. This trend has been particularly noticeable locally in the North Gwinnett submarket with one of Metro Atlanta’s highest amount of inventory delivered in 2020.

Inner suburbs, such as Dunwoody, Sandy Springs and Cumberland had an increasingly large proportion of Metro Atlanta commercial multi-family transactions in 2019. This was driven by large amounts of existing 1980s and 1990s product as well as fewer development-limiting regulations than many North Metro Atlanta suburbs.

Despite the impact of the Covid-19 pandemic, Atlanta’s third-quarter 2020 demand was the highest in the U.S., absorbing more than 9,000 units for 87% of the market’s annual absorption at the time. By Q4 2020, there had been 12,907 units of multi-family rental delivered, with a total absorption of 13,166 units.

# NORTH FULTON MULTI-FAMILY RENTAL ANALYSIS

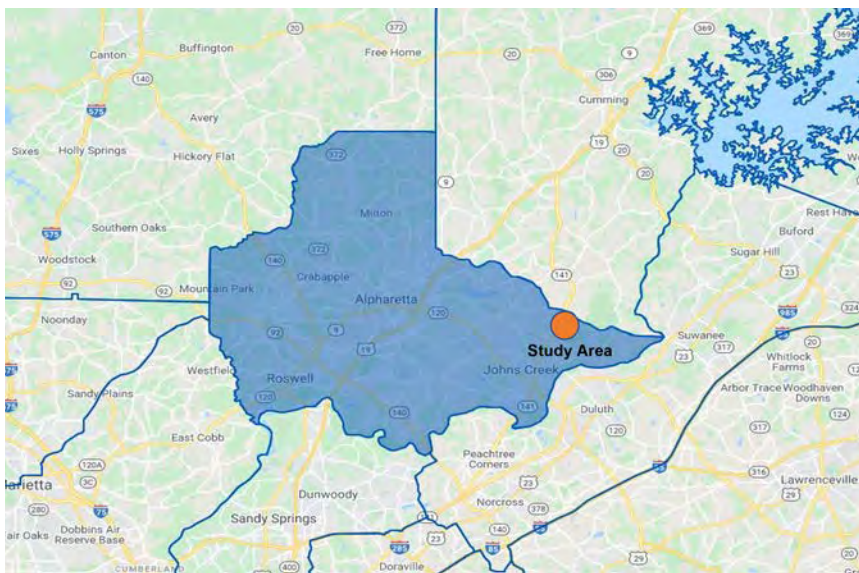
The City of Johns Creek and the Town Center Plan study area are situated in the North Fulton submarket. This submarket has experienced strong growth in the multi-family rental sector, especially in the past several years. Demand for multi-family rental housing in this area can be partially attributed to the growth of local white-collar jobs, and as a result of the growth in wealthier households such as executives, families and young professionals. This growth has led to higher demand with strong rental prices.

In comparison to other jurisdictions in Metro Atlanta, the municipalities of Alpharetta and Roswell are perceived by the development community to having a more complicated regulatory and development process. This has resulted in a less over-saturated multi-family rental market. This relative supply constraint, combined with strong residential demand driven by good schools, highway connectivity and proximity to retail, entertainment and employment areas has created a vacancy rate lower than the Metro Atlanta average.

The development of “downtown-in-the-suburbs” amenities such as the eight-mile Alphaloop trail in Alpharetta, like the Atlanta BeltLine, may potentially drive further development along these nodes. The Covid-19 pandemic slowed rental growth temporarily for rental multi-family in North Fulton; however, the market has proved resilient as rental growth bounced back to a 0.4% increase year-over-year by the end of 2020. Residential is viewed as a safer longer-term development play compared to office and retail, thus investors and developers continue to seek deals through the pandemic.

Most new deliveries in North Fulton have been higher-end product primarily concentrated within mixed-use town centers, such as Avalon or Alpharetta City Center, or in historic town centers such as Roswell and Duluth. With amenities in these town centers able to justify higher-end development, asking rents are approaching levels comparable to Midtown or Buckhead with rates as high as \$2 per SF for projects such as the Veranda at Avalon or Amorance. This is at a premium over the submarket 4/5-star average of \$1.40 per SF.

## North Fulton Submarket



**+0.4%**  
Rental growth year-over-year  
by end of 2020 in North Fulton

**\$2/SF**  
Asking rental rate (high)  
in North Fulton

## NORTH FULTON MULTI-FAMILY FOR-SALE ANALYSIS

Prices in North Fulton hold a premium over other northern Metro Atlanta suburban submarkets such as North Gwinnett and Forsyth County, with prices averaging \$200 per SF in Class A developments. The strong submarket prices are driven both by the submarket's affluent population as well as the "downtown-in-the-suburbs" amenities of the various suburban town center communities.

There has been a trend of for-sale townhouse development in the submarket to cluster near town center developments such as Avalon or Northwinds, near/within historic downtowns such as Alpharetta or Roswell, or to concentrate near major transportation nodes.

There have been nearly 1,000 townhouse deliveries in 24 developments within the last five years in the North Fulton submarket. The average price for these townhomes from 2017 to 2020 was \$197 per SF,

with product in-or-near Downtown Alpharetta or Downtown Roswell attracting a premium due to the proximity to amenities and employment nodes.

During this same five-year period, approximately 110 condominium units were delivered in North Fulton, with an average price of \$357 per SF. More premium options such as Teasley Place in Downtown Alpharetta have reached or exceeded the \$400 per SF mark.

Most multi-family condominium development within the submarket has occurred in Downtown Alpharetta, anchored by the recent Alpharetta City Center and Avalon mixed-use developments. There is currently an additional 42 age-restricted (55+) condominium units under construction at the new Market District at Crabapple development in Milton.



## NORTH GWINNETT MULTI-FAMILY RENTAL ANALYSIS

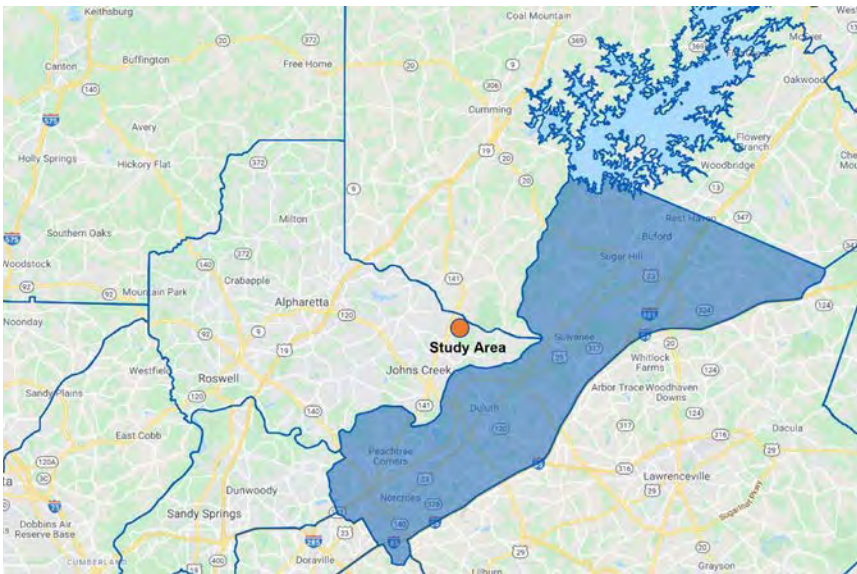
North Gwinnett multi-family rental absorption over the past 12 months has been lower than expected. Although nearly 1,100 units were delivered, only 770 units were absorbed. There are also an additional 1,400 units under construction in the development pipeline causing concern of market over-saturation.

Vacancies have risen in the North Gwinnett multi-family rental submarket due to a large quantity of new units not renting. There is an expectation that vacancies will continue to rise due to the considerable number of units under construction. Regardless of increasing vacancy, year-over-year rental growth in North Gwinnett has outpaced the Metro Atlanta average at 4.7%.

The property values of existing three-star assets in the North Gwinnett submarket have raised in value as a result of development of newer four-and-five-star inventory. Year-over-year growth in 2020 for three-star assets in the North Gwinnett submarket was 5.6% higher than the 4% year-over-year average for four-and-five-star assets and the submarket average. Overall, rents have risen 65% for all multi-family rental assets in the submarket since 2010.

New multi-family developments have mostly been located near major highways, such as I-85, or near/within larger retail areas or mixed-use communities, and in the past five years, almost all construction has been mid-rise apartments.

North Gwinnett Submarket



**+4.7%**  
Rental growth year-over-year  
in North Gwinnett

**+65%**  
Rise in multi-family assets in  
North Gwinnett since 2010

## NORTH GWINNETT MULTI-FAMILY FOR-SALE ANALYSIS

Development of townhouses within the North Gwinnett submarket has primarily clustered in Suwanee and Sugar Hill with approximately 200 units delivered in each municipality since 2015. Overall, the North Gwinnett submarket had approximately 731 townhouse unit deliveries in 14 developments between 2015 and 2020. There were no condominium apartment deliveries during this time period.

The average price for new townhouse development in the North Gwinnett multi-family submarket was \$148 per SF, a 9% increase from the same value

three years prior. This is considerably lower than the North Fulton submarket which achieves an average of \$197 per SF.

Access and proximity to transportation and central employment areas add premiums to the prices of for-sale multi-family housing in North Gwinnett. For-sale multi-family residential in further-out suburbs such as Buford has a lower price per square foot as these areas have more affordable and plentiful land for development and are not in proximity to major employment nodes.





# FORSYTH COUNTY MULTI-FAMILY RENTAL ANALYSIS

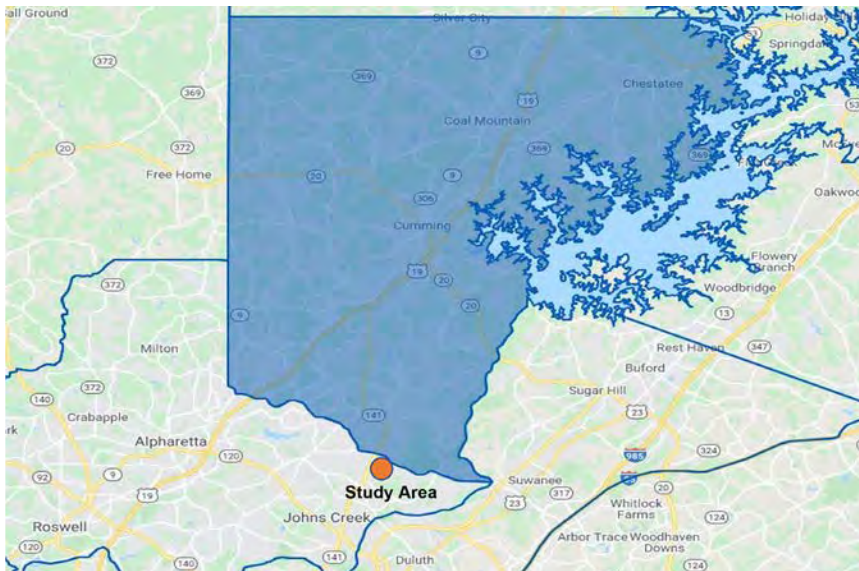
Since the turn of the millennium there has been strong household growth in Forsyth County, with the population expected to double by the year 2050. This has generated substantial housing demand. The area’s excellent schools, healthcare and major retail nodes, as well as proximity to major employment centers in Fulton County along GA 400 are all drivers for strong residential demand growth in Forsyth County.

Comparable to other North Atlanta residential submarkets, Forsyth County is wealthier than the Metro Atlanta average. A large proportion of residents earn higher-than-average wages and work in professional sectors such as finance and insurance or information. This creates strong demand in Forsyth County for higher-end, four-and five-star multi-family rental units.

Dominated by newer supply, Forsyth County is one of Metro Atlanta’s more expensive multi-family markets, including higher rents than neighboring North Fulton. A smaller multi-family inventory than other North Atlanta multi-family submarkets may lead to more volatility in rental growth.

While the submarket has been one of Metro Atlanta’s strongest in terms of new construction over the past decade, there is a limited number of units in the development pipeline. There may be new multi-family construction activity soon with new multi-family zoning in Cumming attempting to promote mixed-use and more walkable communities. The 320-unit and 193,000 SF (retail) Solis Cumming Town Center recently broke ground in Cumming.

Forsyth County Submarket



**2x**  
Population growth by 2050  
in Forsyth County

**320**  
Units in development pipeline  
in Forsyth County

## FORSYTH COUNTY MULTI-FAMILY FOR-SALE ANALYSIS

For-sale residential in Forsyth County has been dominated by single-family home construction, although there has been recent growth in the inventory of for-sale multi-family residential. There were 400 units of townhomes delivered in five developments between 2015 to 2020, primarily in and around the City of Cumming.

Prices lag the North Fulton submarket with a 2020 average price of \$149 per SF. The average

price per square foot in Forsyth County has risen approximately 13.3% in the last three years, which demonstrates positive value moving forward.

For-sale multi-family development in Forsyth County has lagged compared to other areas of Metro Atlanta due to a variety of factors. Recent zoning changes in Cumming that promote density along with a strong homebuyer market may increase the supply of multi-family products.



## Multi-family Residential Analysis – Summary Rental

Submarket	Characteristics	Market Position	Asking Rent \$/Monthly	Rent Dynamics	Rental Unit Vacancy	Inventory Growth	Development Pipeline	Implications for Johns Creek Development
North Fulton	<ul style="list-style-type: none"> <li>- New multi-family development is commonly met with opposition and red tape, but one of the fastest growing typologies</li> <li>- Affluent demographic compared to other Metro Atlanta submarkets</li> <li>- Multi-family growth dominated by new mixed-use town center development</li> </ul>	High-tier	<ul style="list-style-type: none"> <li>• \$1.28/SF</li> <li>• \$1,388/Unit</li> <li>• \$1.76/SF Class A</li> </ul>	Newer Class A inventory achieving rents similar to Midtown or Buckhead	<ul style="list-style-type: none"> <li>• 6.5%</li> <li>• 9.8% Class A</li> </ul>	12-month absorption of 257 rental units	140 rental units under construction	Example of how multi-family development can be successful despite historic opposition to this typology of development
North Gwinnett	<ul style="list-style-type: none"> <li>- Growing faster than the Metro Atlanta averages in terms of both population and rental growth</li> <li>- Multi-family development is centered around clusters of mixed-use density along major roadways</li> <li>- Nearly all product delivered over the past five years has been mid-rises</li> </ul>	High-tier	<ul style="list-style-type: none"> <li>• \$1.24/SF</li> <li>• \$1,276/Unit</li> <li>• \$1.63/SF Class A</li> </ul>	Newer 4-and-5-star inventory has helped raise existing 3-star rent values.	<ul style="list-style-type: none"> <li>• 7.3%</li> <li>• 22.4% Class A</li> </ul>	1,100 rental units (770 absorbed) within the last 12 months	1,400 rental units under construction	Potential for market to get oversaturated during the next development cycle, creating an oversupply of multi-family rental within a 10-mile radius of Johns Creek
Forsyth County	<ul style="list-style-type: none"> <li>- Outer suburban market that has been flooded with new inventory over recent years</li> <li>- Higher-income demographic but little professional employment. In proximity to employment centers in Fulton County</li> <li>- Single-family dominated residential market</li> </ul>	Newer High-tier	<ul style="list-style-type: none"> <li>• \$1.35/SF</li> <li>• \$1,502/Unit</li> <li>• \$1.58/SF Class A</li> </ul>	One of the highest in the Metro because of most supply being newer 4/5-star	<ul style="list-style-type: none"> <li>• 7.9%</li> <li>• 10.6% Class A</li> </ul>	12-month absorption of 566 rental units	320 rental units under construction	Potential competition due to the significant expected population growth; however, at a locational disadvantage compared to Johns Creek

## Multi-family Residential Analysis – Summary For-Sale

Submarket	Market Position	3-Year Average Sales Prices	Sales Dynamics	Inventory Growth	Implications for Johns Creek Development
North Fulton	<ul style="list-style-type: none"> <li>• High-tier</li> <li>• Newer</li> <li>• Only regional condo market</li> </ul>	• \$197/SF	More premium class-A condominium inventory with sales values similar to Midtown or Buckhead	There have been nearly 1,200 new townhouse and condo units added within the last three years	Example of how condominiums can be constructed in a suburban location with a critical mass and achieve sales prices similar to Midtown or Buckhead
North Gwinnett	• High-tier	• \$148/SF	Variety throughout the submarket with prices reaching significantly higher prices in areas in closer proximity to major employment areas	731 townhouse units delivered in the last three years	Disparity in submarket prices highlight the importance of connectivity and accessibility to regional amenities such as employment, retail and entertainment
Forsyth County	<ul style="list-style-type: none"> <li>• Newer</li> <li>• Middle-high-tier</li> </ul>	• \$149/SF	Slow for new inventory deliveries over the past few years; however, prices have risen in Forsyth County 13.3%	There has been approximately 400 new townhouse units added within the last three years	Example of how multi-family development can begin to break into a single-family dominated market

## MULTI-FAMILY RENTAL PROPERTIES 10-MILE RADIUS ANALYSIS

To further analyze how the Town Center's trade area has absorbed new inventory locally, MXD completed an analysis of multi-family rental properties delivered within a 10-mile radius over the past three years.

This area has been one of the strongest for multi-family rental construction in Metro Atlanta over the past decade. Approximately 20% of Metro Atlanta multi-family rental deliveries have occurred here, delivering 13,207 units in 60 new multi-family rental projects driven by new town center developments such as Avalon. Data indicates a multi-family rental construction boom mid-decade, with most product delivered in the last several years.

Overall, 7,369 units of rental multi-family housing in 35 projects have been delivered within a 10-mile radius in the last three years. These projects have mainly been built in Alpharetta, Norcross, Duluth, and Forsyth County. Most are built at or near city centers / town centers for their respective jurisdiction.

Average asking rents for multi-family rental properties built between 2017 and 2020 was 7% higher than the asking rent was for new deliveries in 2017, or \$1.98 per SF and \$1,902/unit. The asking rent per square foot is comparable to new-build 4-5-star multi-family developments in the submarkets within the 10-mile radius.

Multi-family Rental Deliveries 2017-2020 in 10-mile Radius



**20%**  
Multi-family rental deliveries within 10-mile radius

**7,369**  
Delivered units in the last 3 years within a 10-mile radius

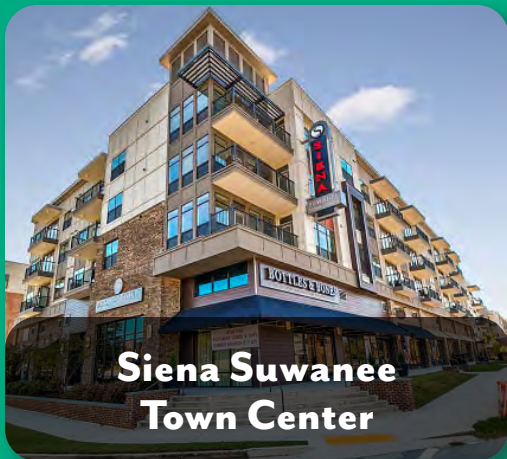
**+7%**  
Asking rent premium for multi-family built between 2007 to 2010

## MULTI-FAMILY RENTAL PROJECT EXAMPLES



**EVOQ Town Flats of Johns Creek**

- **Development Summary:** 4-star, 140-unit community including one-and-two-bedroom units ranging from approximately 800 SF to 1,350 SF with amenities such as fitness trainers, taproom, music lounge, bbq, pool, concierge and firepit. 55+ age restricted.
- **Developer:** One Street Residential
- **Completed:** 2020
- **Average asking rent:** \$2,150



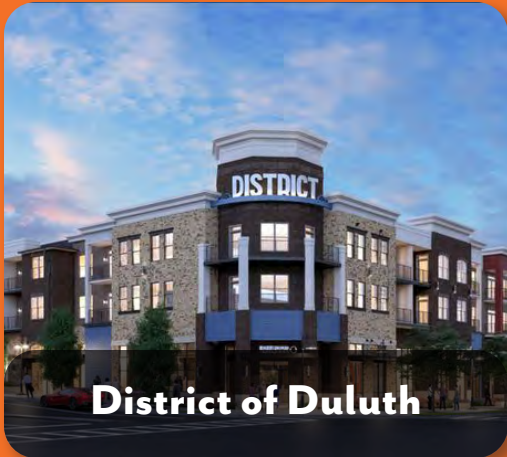
**Siena Suwanee Town Center**

- **Development Summary:** 4-star, 240-unit rental community in Suwanee Town Center with studio-to-three-bedroom units ranging from 500 to 1,500 SF. Amenities include fitness center with training room, electric car stations, pool, courtyard, bike storage, business center, clubhouse and outdoor entertainment areas.
- **Developer:** Terwilliger Pappas
- **Completed:** 2018
- **Absorption:** 18 units/per month
- **Average asking rent:** \$1,660 including for studio, one-, two-and-three-bedroom units.



**Elan Halcyon**

- **Development Summary:** 4-star, 300-unit community including one-and-two-bedroom units ranging from approximately 600 SF to 1,500 SF with community amenities such as pool, co-working space, fitness center, courtyard, cocktail lounge, piano lounge and outdoor kitchen.
- **Developer:** Greystar/RocaPoint Partners
- **Completed:** 2020
- **Absorption:** 16 units/per month
- **Average asking rent:** \$1,850 for one-and-two-bedroom units combined.



**District of Duluth**

- **Development Summary:** 4-star, 370-unit complex, alongside 11 live-work townhomes and 15,000 SF of commercial space, contains studio-to-three-bedroom units ranging from 700 to 1,100 SF. Amenities include saltwater pool, outdoor kitchen, bike storage, pet spa, fitness center, park and clubhouse.
- **Developer:** Residential Group LLC
- **Completed:** 2017
- **Average asking rent:** \$1,640
- The project was sold in December 2018 to Principal Financial Group Inc. from Convest Development Corp. for \$83,000,000



**The Brunswick (Norcross, GA)**

- **Development Summary:** 4-star, 193-unit development with a mix of one, two and three-bedroom units, including nine live-work units. Community amenities include outdoor patios, pool, grills, fitness center, yoga lounge, conference room and bike storage.
- **Developer:** Centro Development, City of Norcross and Gateway Ventures
- **Completed:** 2020
- **Average asking rent:** \$1,720



**Veranda at Avalon**

- **Development Summary:** 276-unit complex with two studios, 163 one-bedroom and 111 two-bedroom units.
- **Developer:** North American Properties
- **Completed:** 2017
- **Average asking rent:** \$2,280
- Sold by North American Properties to Prudential Financial Inc. in October 2017 as part of a larger \$128,500,000 six-property portfolio.

### Multi-family Rental Project Examples Summary

	Number of Units	Number of Studio Units	Number of One-Bed Units	Number of Two-Bed Units	Number of Three-Plus-Bed Units	Development Mix	Average Asking Rent	Average Asking Rent/ Studio	Average Asking Rent/One Bed	Average Asking Rent/ Two Bed	Average Asking Rent/Three Plus Bed
EVOQ Town Flats of Johns Creek	140	0	74	66	0	52.9% one-bed; 47.1% two-beds	\$1,669	-	\$1,387	\$1,985	-
Siena Suwanee Town Center	240	21	130	78	11	8.8% studio; 54.2% one-bed; 32.5% two-bed; 4.6% three-bed	\$1,661	\$1,290	\$1,508	\$1,910	\$2,426
Elan Halcyon	300	0	207	93	0	69% one-bed; 31% two-bed	\$1,855	-	\$1,626	\$2,363	-
District at Duluth	370	41	232	97	0	11.1% studio; 62.7% one-bed; 26.2% two-bed	\$1,645	\$1,348	\$1,631	\$1,805	-
The Brunswick	193	0	131	54	8	67.9% one-bed; 28% two-bed; 4.1% three-bed	\$1,718	-	\$1,584	\$1,893	\$2,732
Veranda at Avalon	276	2	163	111	0	0.7% studio; 59.1% one-bed; 40.2% two-bed	\$2,280	\$1,652	\$1,854	\$2,917	-

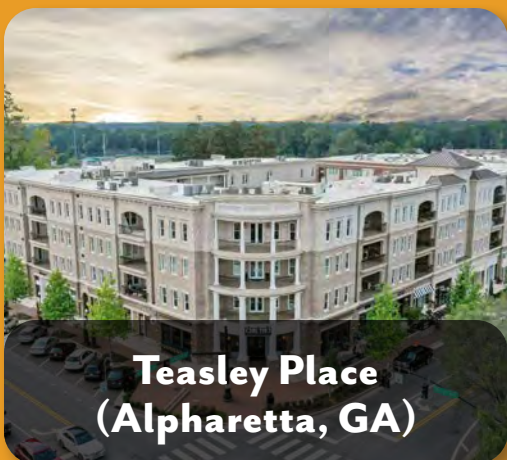
## MULTI-FAMILY FOR-SALE PROJECT EXAMPLES



- **Development Summary:** 100-plus townhomes, in six different plans, within a master-planned single-family and townhouse community. The three-level townhomes offer amenities such as 2-car garages, premium features and private backyards.
- **Developer:** Providence Group
- **Completed:** 2016-2019
- **Average Unit Size:** 2,300 SF
- **Average Unit Price YTD:** \$167/PSF



- **Development Summary:** 36 three-story, three-to-four-bedroom, two-car-garage townhomes located in Downtown Duluth
- **Developer:** Calatlantic Homes of Georgia
- **Completed:** 2017-2019
- **Average Unit Size:** 2,601 SF
- **Average Unit Price YTD:** \$162/PSF



- **Development Summary:** Luxury 24-unit residential condominium units ranging between 1,900 to 3,000+ SF. Mixed-use community in Downtown Alpharetta above 17,000 SF of retail and 5,000 SF of office. The development has amenities such as storage units, bike share, a botanical garden and courtyard.
- **Developer:** River Rock Development
- **Completed:** 2017
- **Average Unit Size:** 2,600 SF
- **Average Unit Price YTD:** \$388/PSF





**West Main  
(Alpharetta, GA)**

- **Development Summary:** 23 townhomes with above-average finishes and amenities, located within Downtown Alpharetta pushing prices per unit above the \$1-million mark in many cases.
- **Developer:** D&G Development Group and Patrick Molloy Communities
- **Completed:** 2017-2020
- **Absorption:** 16 units/per month
- **Average Unit Size:** 3,260 SF
- **Average Unit Price YTD:** \$301/PSF

**Multi-family For-Sale Project Examples Summary**

	Number of Units	Development Typology	Number of Two-Bed Units	Number of Three-Bed Units	Number of Four-Plus-Bed Units	Development Mix	Average Asking Price PSF	Average Asking Price PSF/Two Bed	Average Asking Price PSF/ Three Bed	Average Asking Price PSF/Four Plus Bed
Brookmere	116	Townhouse	0	51	65	44% three-beds; 56% four-beds	\$167	-	\$167	\$167
Park at Parsons Square	36	Townhouse	0	34	2	94.4% three-beds; 5.6% four-beds	\$162	-	\$162	\$170
Teasely Place	24	Condominium	10	14	0	41.7% two-bed; 58.3% three-beds	\$378	\$360	\$361	-
West Main	23	Townhouse	0	21	2	91.3% three-beds; 8.7% four-beds	\$301	-	\$299	\$319

# JOHNS CREEK MULTI-FAMILY RENTAL ANALYSIS

Within the boundaries of Johns Creek, there are approximately 3,282 units of multi-family rental housing in 18 apartment buildings, not including senior housing. Delivery of new multi-family rental housing has been slow over the past decade. There have been two new apartment building deliveries, responsible for a 16% increase in the number of units from 2,825 to 3,282.

The two multi-family rental buildings delivered in the last decade – The Regency at Johns Creek Walk and The Oaks at Johns Creek were both built in 2012 and are adjacent to the study area. They delivered 193 and 264 units respectively.

Most recent multi-family rental developments have been age-restricted apartments (55+) that total 356 units over three properties. EVOQ Town Flats Johns Creek opened in 2020 and is located just south of the Town Center Plan area at Bell Road and Medlock Bridge Road.

The average asking rent in Johns Creek in Q4 2020 was \$1.25 per SF, the highest rental rate over the past decade. These fall in line with the average of the North Fulton submarket. Vacancy rates have been volatile through 2020, ranging from 4.7% to 8.2%. Volatility is expected in vacancy rates due to a small and aging rental inventory.

Johns Creek lacks a true critical mass of urban development like the town centers of Alpharetta, Duluth or Roswell, and as such, limits demand for growth of new multi-family rental housing. The lack of urban amenities and a central gathering space, along with restricted connectivity have limited growth potential from a private development perspective.

Johns Creek Multi-Family Rental Market Rent and Vacancy Rate Quarterly Averages (2011-2020)



## JOHNS CREEK MULTI-FAMILY FOR-SALE ANALYSIS

Johns Creek is primarily composed of large-lot high-end single-family homes. Many homes are built near or adjacent to golf and country clubs as well as recreational trails. Homeowners purchase single-family homes for the highly regarded school district and high standard of living that Johns Creek provides.

Johns Creek's for-sale multi-family inventory increased by 99 units in two developments over the past five-years, Abbots Square and Londonberry. There have also been several mixed-residential communities that contain single-family and townhome products such as Brookmere. Prior to the global financial crisis, Johns Creek experienced a wave of multi-family development with 16 attached projects delivered in Johns Creek from 1999 to 2010.

While there has been for-sale multi-family development in Johns Creek over the past decade, development has been slower than neighboring exurban areas such as Forsyth County.

The average price per square foot for sold new multi-family inventory over the last three years was \$171 per SF in Q4 2020, with the 2020 YTD price of \$164 per SF. The 2020 YTD price dropped six percent from 2019, which had an average price of \$175 per SF, but up significantly from 2018 at \$114 per SF.

All for-sale multi-family development in Johns Creek has been townhouse development, with no condominium projects built in Johns Creek. Like multi-family rental construction, the lack of an amenity-rich urban environment has limited developers who have been focusing on more urban suburban areas such as Alpharetta. The perception of Johns Creek as a single-family-focused suburb will need to be overcome.



*Typical Single-Family Home in Johns Creek*



*Typical Single-Family Home in Johns Creek*



*Abbots Square*

## 2015-2019 JOHNS CREEK MIGRATION RESIDUAL

MXD completed an age-cohort projection model, examining trends in the city’s population from 2010 to 2019 to analyze growth to 2029. From that model, a migration residual is calculated as the difference between the projected population, not considering inflows and outflows of people, and the actual census-derived population in the given year.

Between 2015 and 2019, the populations of those aged 15-29 and 55+ saw the greatest population outflows. An outflow of people aged 15-24 is expected in suburban areas such as Johns Creek

as young adults leave for college and other opportunities.

Despite those over 55 being the fastest growing demographic in Johns Creek, those in the 60-64 and 70-74 age groups are some of the fastest demographics leaving as well. One reason for this may be the lack of suitable housing options for this demographic, as many in this age cohort are choosing to leave their large single-family detached homes to downsize to smaller single-family attached or multi-family units with less maintenance.

Johns Creek Migration Residual 2015-2019

Migration Residual 2015-2019	
Age Cohort	Total
0-4	943
5-9	1,818
10-14	1,305
15-19	-1,300
20-24	-3,202
25-29	-1,608
30-34	383
35-39	1,394
40-44	2,029
45-49	641
50-54	134
55-59	-88
60-64	-1,082
65-69	-448
70-74	-1,103
75-79	-6
80-84	-77
85+	-525
<b>(792)</b>	

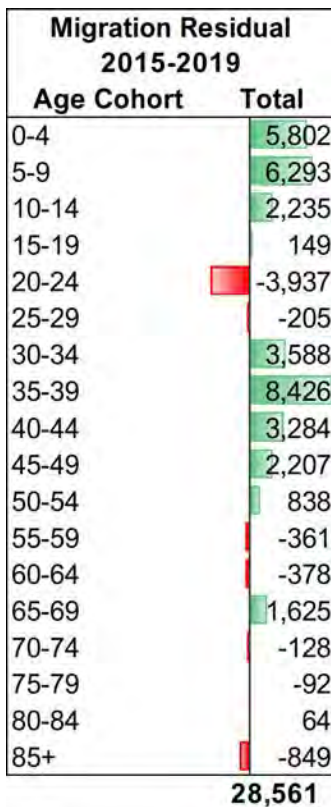
A migration residual analysis of the surrounding submarkets exhibited similar behavior to Johns Creek, with outflows of older adults, for all but people aged 65-69 in Forsyth County. Johns Creek did see a disproportional outflow in the number of adults aged 55-59 and 70-74, compared to the larger North Fulton submarket. Compared to the larger submarket, the outflow population in both demographics in Johns Creek made up nearly half of the overall submarket outflow, despite making up less than a third of the population. This indicates that there are evidently larger push factors in Johns Creek for outflows in this demographic than the overall submarket.

There is a larger national trend of adults aged 65-73 moving further than other groups. The National

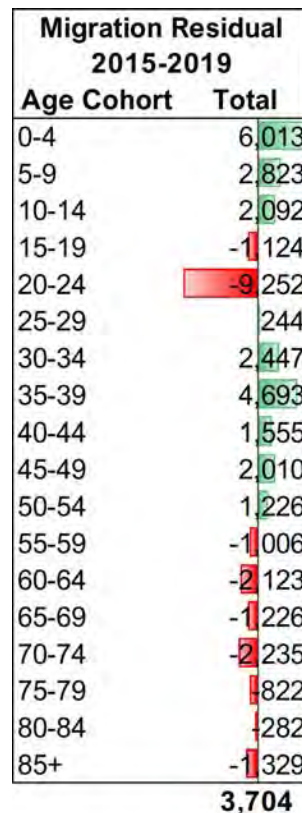
Association of Realtors found that the median distance between purchased home and previous residence for consumers aged 65-73 is higher than all other age cohorts at 40 miles. This is potentially indicative of the negative migration residuals for this demographic in North Fulton and North Gwinnett residential submarkets.

Like the rest of the North Fulton submarket, Johns Creek has seen a rise in inflow migration of children, teenagers and adults between 30 and 54, indicating families are moving to the area. This trend is not only present in North Fulton but across the North Atlanta residential submarkets. This is indicative of the single-family nature of these areas, with pull-factors such as good schools and strong public amenities.

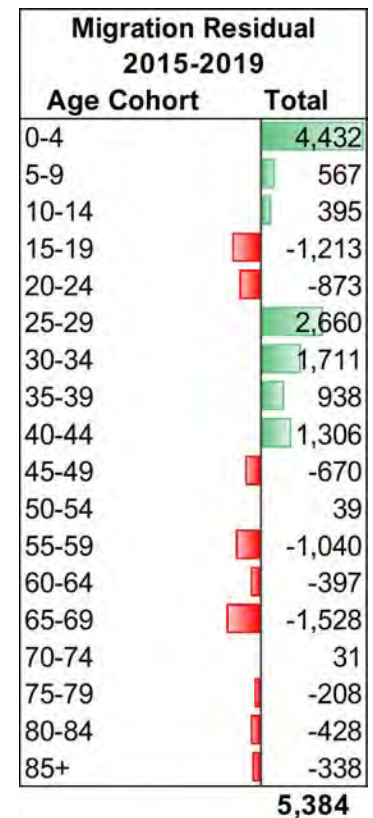
Forsyth County Migration Residual 2015-2019



North Fulton Migration Residual 2015-2019



North Gwinnett Migration Residual 2015-2019



## 2029 NORTH ATLANTA SUBURBS POPULATION PROJECTIONS

Overall, the population in Johns Creek is expected to rise 0.2% from 2019 to 2029, assuming housing stays at its status quo. This is far below both surrounding North Atlanta suburbs as well as Metro Atlanta, despite being in a high-growth region.

From 2019 to 2029, the adjacent North Atlanta suburbs, comprised of North Fulton, North

Gwinnett and Forsyth County submarkets, is expected to grow 14%.

To help capture a portion of that growth expected within the next decade, Johns Creek will need to introduce new housing typologies to both better reflect the city's changing demographics and reflect overarching regional trends.

Johns Creek 2029 Projected Population

Age Cohort	2029 Population		
	Male	Female	Total
0-4	1,954	1,954	3,909
5-9	3,141	3,148	6,289
10-14	3,685	3,329	7,013
15-19	2,588	3,361	5,950
20-24	1,649	1,358	3,007
25-29	1,490	527	2,017
30-34	1,308	1,263	2,571
35-39	2,311	2,388	4,699
40-44	3,496	3,805	7,301
45-49	3,801	4,231	8,032
50-54	3,697	4,157	7,854
55-59	4,095	4,318	8,413
60-64	2,763	2,714	5,476
65-69	1,951	2,555	4,506
70-74	1,119	1,809	2,928
75-79	1,074	1,094	2,168
80-84	650	929	1,579
85+	142	347	489
<b>Total</b>	<b>40,914</b>	<b>43,287</b>	<b>84,201</b>

North Atlanta 2029 Projected Population

Age Cohort	2029 Population		
	Male	Female	Total
0-4	28,513	28,513	57,026
5-9	32,191	32,286	64,477
10-14	30,399	29,882	60,281
15-19	30,300	28,297	58,597
20-24	23,419	23,657	47,076
25-29	24,331	23,093	47,424
30-34	24,954	23,594	48,547
35-39	30,465	30,214	60,679
40-44	31,982	34,293	66,275
45-49	33,360	35,431	68,791
50-54	30,934	34,062	64,996
55-59	30,701	32,434	63,135
60-64	25,494	27,225	52,719
65-69	21,559	23,065	44,625
70-74	15,127	18,079	33,206
75-79	10,209	12,699	22,908
80-84	6,316	8,441	14,757
85+	3,060	6,547	9,607
<b>Total</b>	<b>433,314</b>	<b>451,812</b>	<b>885,126</b>

## JOHNS CREEK IN THE CONTEXT OF NATIONAL BUYERS TRENDS

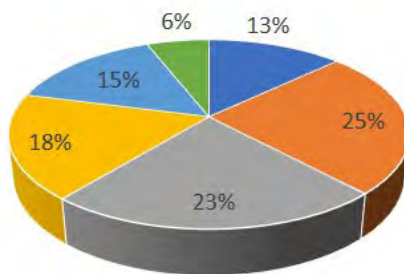
Besides people in their late teens and early-to-mid 20s, primarily leaving to attend school or for new job opportunities, the next largest group moving from Johns Creek are adults aged 55+, which is also the fastest growing demographic in Johns Creek.

There is a larger trend of people in the 55+ demographic moving elsewhere for family or retirement aspirations; however, Johns Creek may still be capturing less of this demographic than adjacent jurisdictions due to the lack of suitable existing housing product.

According to the 2020 National Association of Realtors Home Buyer and Seller Generational Trends report, buyers in the 55-64, 65-73 and 74-94 years-old demographics are demanding smaller units. Twelve percent of sellers aged 55 to 64, ten percent aged 65 to 73 and seventeen percent aged 74 to 94 stated that a home too large was their primary reason for selling their previous home. 24% of buyers aged 74 to 94 years said desire for a smaller home was the primary reason for purchasing a home.

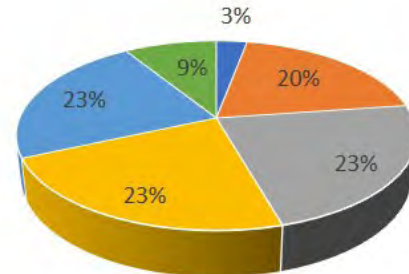
The average size of the home sold is 300 SF larger than the average size of home purchased by sellers aged 74-to-94.

Johns Creek Share of Home Buyers Nationally by Age



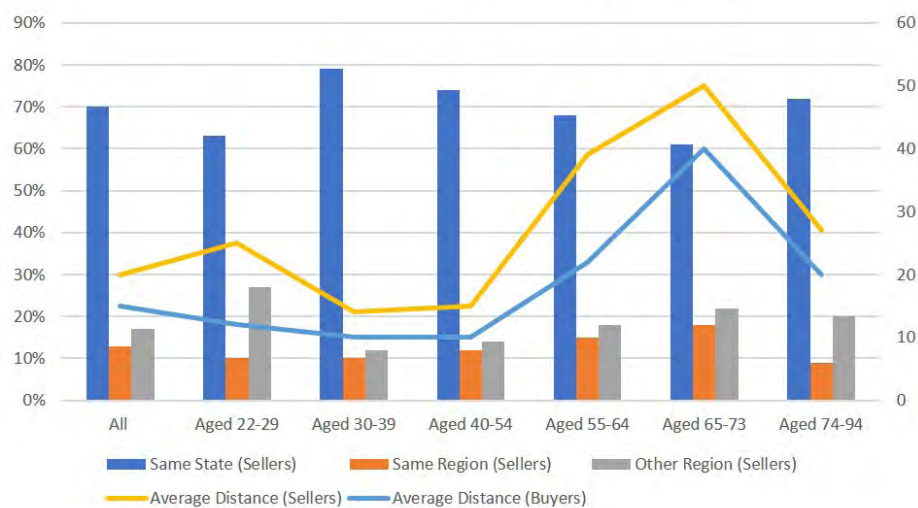
■ 22-29 ■ 30-39 ■ 40-54 ■ 55-64 ■ 65-73 ■ 74-94

Johns Creek Share of Home Sellers Nationally by Age



■ 22-29 ■ 30-39 ■ 40-54 ■ 55-64 ■ 65-73 ■ 74-94

Johns Creek National Trends in Proximity of Dwellings Sold/Bought

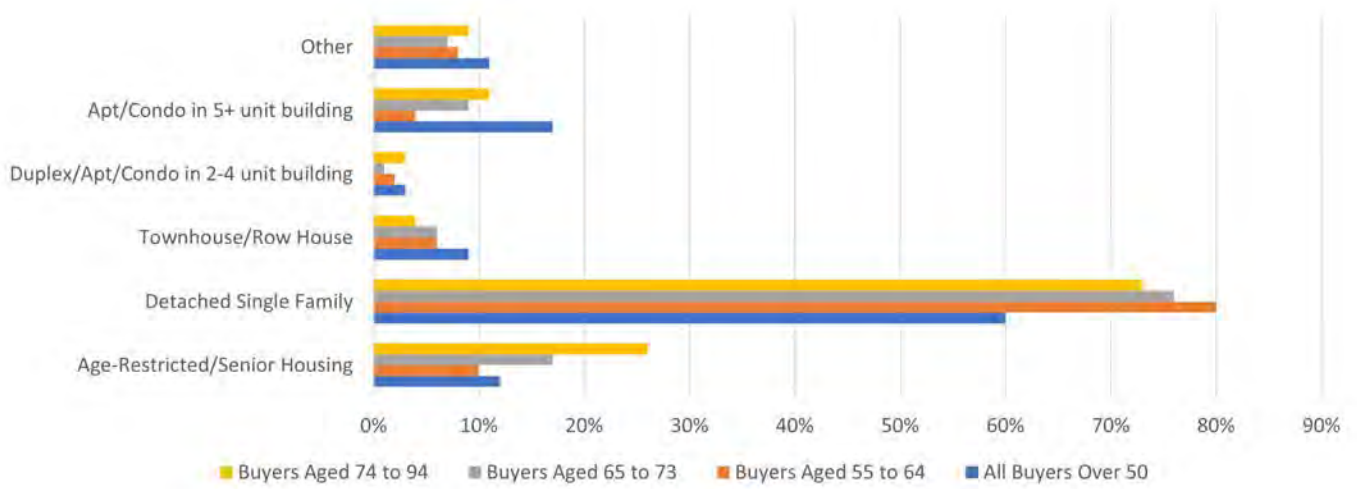


Johns Creek's housing typology makeup is currently 76% single-family detached and 24% multi-family, primarily townhouses. This falls in line with national averages. That said, Johns Creek has a significant number of single-family dwellings well above average size. These homes are much less suitable for the 55+ age segment that is characterized by smaller, easier-to-maintain units. To account for this, additional for-sale multi-family housing would be required to help capture this demographic. While Johns Creek may not be able to offer the

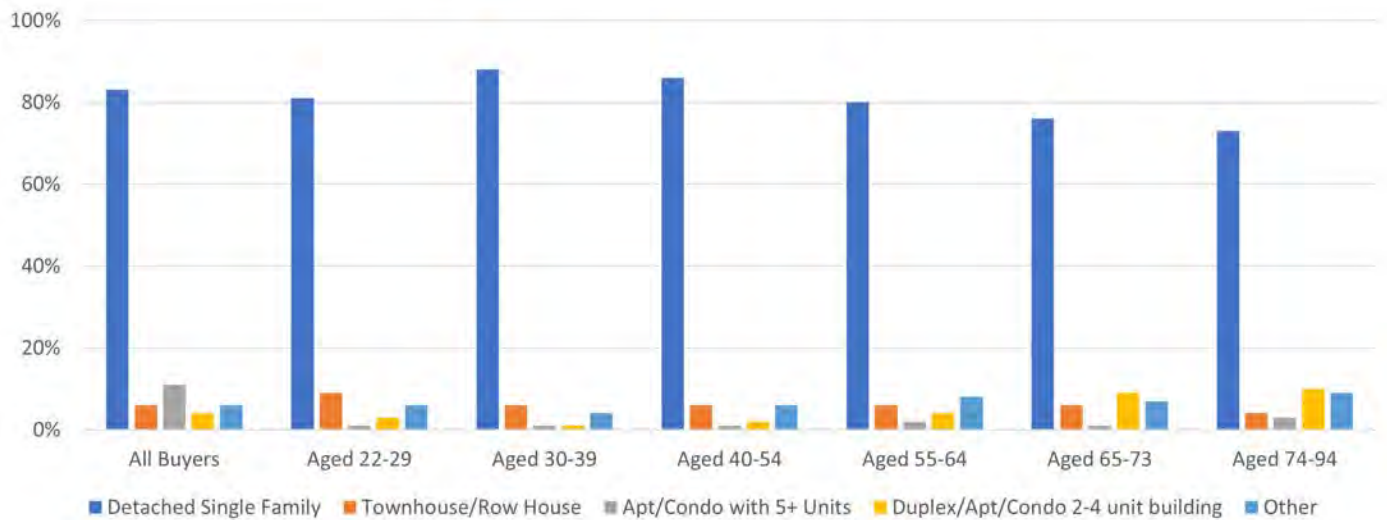
“cool” image of inner-suburban areas within the Perimeter to capture the outflow of people in their 20s, those who prefer to live closer to family or have jobs in the North Atlanta area, along with young families in their early 30s will generate demand for additional multi-family housing.



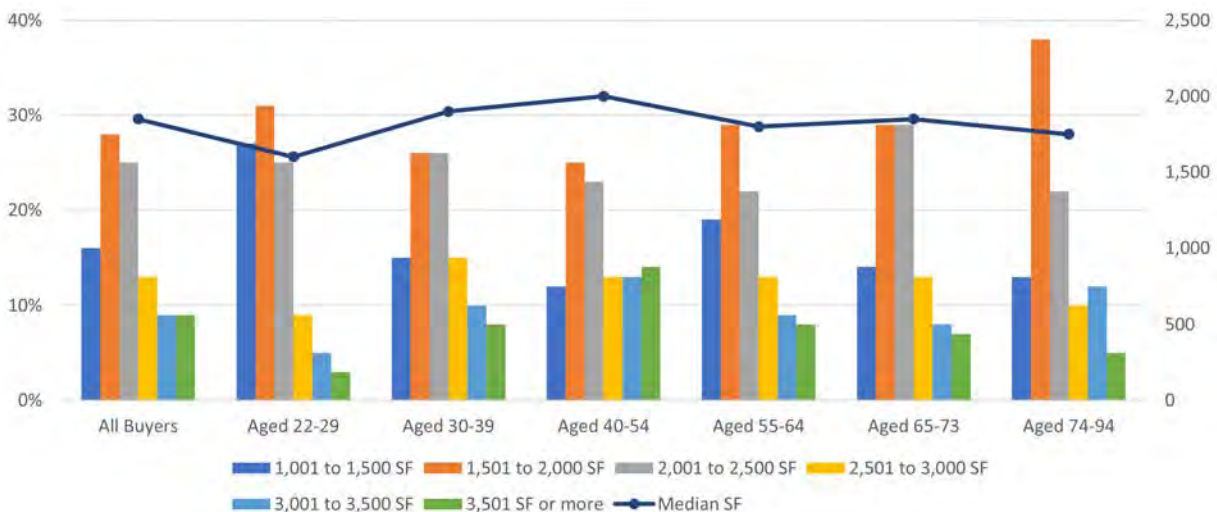
### Johns Creek National Dwelling Trends for Older Adults



### Johns Creek Dwelling Type Purchased Nationally by Age Cohort



### Johns Creek Size of Dwelling Purchased by Age Cohort Nationally



# MULTI-FAMILY RENTAL SUBMARKET MODEL

Projected demand for multi-family rental units in the future Town Center was made by an analysis of local multi-family submarkets. Data on historic absorption, vacancy, units under construction,

rental rates, cap rates and other data were combined to project total multi-family rental demand in local housing submarkets.

## Multi-Family Rental Submarket Analysis Model (Excerpt)

### Current Market Conditions (2020) (Class A)

Submarket	Inventory Units	Vacant Units	Vacancy %	Occupied Units	10-Year Avg. Net Absorption (Units/Yr)	YTD Delivered Units	Under Construction Units	Market Rent Per Unit	Market Rent Per SF	Average Unit Size SF	Cap Rate
North Fulton	9,891	781	7.9%	9,110	198	300	140	\$1,526	\$1.38	1,106	5.1%
North Gwinnett	9,104	1,198	13.2%	7,906	340	786	1,668	\$1,459	\$1.40	1,042	5.1%
MultiFamily Trade Area	18,995	1,979	10.4%	17,016	538	1,086	1,809	\$1,495	\$1.39	1,076	5.1%
Metro Area	165,067	19,196	11.6%	145,871	5,870	9,063	11,674	\$1,599	\$1.58	1,012	5.0%

### Historic Market Conditions (2010) (Class A)

Submarket	Inventory Units	Vacant Units	Vacancy %	Occupied Units	Market Rent Per Unit	Market Rent Per SF	Average Unit Size SF	Cap Rate
North Fulton	7,562	434	5.7%	7,128	\$1,084	\$0.98	1,106	6.4%
North Gwinnett	4,838	333	6.9%	4,505	\$1,019	\$0.98	1,040	6.6%
MultiFamily Trade Area	12,400	767	6.2%	11,633	\$1,059	\$0.98	1,080	6.5%
Metro Area	93,530	6,360	6.8%	87,170	\$1,238	\$1.22	1,015	6.3%

### Vacancy Adjustments to Forecast

Submarket	Vacant Units @ Balanced State	Actual Vacant Units	Under Construction Units	10-Year Avg. Net Absorption (Units/Yr)	Years to Balance	Additional Warranted New Units
North Fulton	495	781	140	198	1.4	-426
North Gwinnett	455	1,198	1,669	340	2.2	-2,412
MultiFamily Trade Area	950	1,979	1,809	538	1.9	-2,838
Metro Area	8,253	19,196	11,674	5,870	1.9	-22,617

### Profitability Adjustments to Forecast

Submarket	Development Value per SF 2010	Development Value per SF 2020	Profitability Forecast Adjustment
North Fulton	\$173	\$299	112%
North Gwinnett	\$166	\$286	111%
Sub-total MultiFamily Trade Area	\$170	\$293	111%
Metro Area	\$217	\$335	100%

The submarket model indicates demand for 211 new multi-family rental units in the first 10 years of development and 421 new multi-family rental units over 20 years.

Based on the market analysis, and the income profile and demographics of Johns Creek, there is demand for the future Town Center to accommodate an additional 40% of units of for-sale product.

**In total, an estimated 356 multi-family units could be supported at the site in the first decade, with a total of 712 units over the first 20 years of development (moderate scenario). This includes both rental and for-sale product.**

Multi-family Residential Submarket Demand Model (Excerpt)

**Development Scenarios, Land Requirements & Rental Rates**

Scenario (Cumulative)	2023	2028	2033	2038	2042
<b>Conservative</b>					
Total Units	27	160	294	427	533
Rental Units	19	114	210	305	381
For-Sale Units	8	46	84	122	152
Acres	1	6	11	15	19
<b>Moderate</b>					
Total Units	36	214	392	570	712
Rental Units	25	153	280	407	509
For-Sale Units	10	61	112	163	203
Acres	1	8	14	20	25
<b>Aggressive</b>					
Total Units	45	267	490	713	890
Rental Units	32	191	350	509	636
For-Sale Units	13	76	140	204	254
Acres	2	10	18	25	32
<b>Estimated Average Base Rent</b>					
per Unit/Month	\$1,816	\$2,006	\$2,214	\$2,445	\$2,646
per SF/Month	\$1.64	\$1.81	\$2.00	\$2.21	\$2.39

# KEY TAKEAWAYS AND IMPLICATIONS

## Continued Demand for a Variety of Housing Types in Metro Atlanta

Metro Atlanta has experienced continued demand for multi-family housing; however, construction in Johns Creek has lagged surrounding municipalities. Strong population growth in Fulton and Gwinnett County across a wide swath of age-cohorts over the next twenty years will allow the Town Center to capture a portion of future demand if a variety of multi-family housing is offered.

## Accessibility is Important

Most new multi-family developments are located within or adjacent to major multi-use retail, entertainment or employment nodes that offer regional highway or public transit (MARTA) networks. The Town Center Plan area lacks both this existing critical mass as well as transportation connectivity and will need to explore creative solutions to overcome this challenge.

What does this mean for the Johns Creek Town Center Plan?



## Provide a Diversity of Housing Options

An aging population in Johns Creek that is looking to downsize from single-family homes into lower-maintenance units, and children who have grown up in the City but prefer more urban environments as young professionals, creates an opportunity to fill in the gap for higher-end multi-family housing in a more “urban” environment and reduce leakage to areas such as Alpharetta and Duluth.

## Creating Downtown in the Suburbs Attracts Desirable Clientele

Suburban mixed-use town centers such as Avalon and Halcyon Forsyth command rental values that rival more urban areas such as Buckhead or Midtown. The Town Center should position itself as a higher-end mixed-use community with a strong amenity profile to cater to young professionals and downsizers from Johns Creek.

## High Amenity Living

Although townhouse and condominium values are strong and continue to grow within the three submarkets, amenities, both in terms of local amenities (i.e. dining, recreation, entertainment, etc.) as well as on-site amenities (i.e. pool, community center), are important to drive multi-family demand in a primarily single-family market.



# HOTEL ANALYSIS

## METRO ATLANTA HOTEL OVERVIEW

There had been strong growth in the hospitality sector in Metro Atlanta prior to the Covid-19 pandemic. From 2014 to 2019, average RevPAR (Revenue Per Available Room) growth was 6.9% per year, with average demand growth of 3.2% per year. Although RevPAR growth began to stabilize in 2019, Superbowl LIII, hosted in Atlanta, gave a boost to occupancy rates to nearly 70%.

In 2020, it is estimated the average occupancy in the Metro was between 36% to 39%, above

the national average of 34.6%. Nearly 70 to 80% of hotel staff were also laid off in Metro Atlanta. Although Hartsfield-Jackson International Airport has begun to resume more flight routes, nearly all international travel and inter-regional domestic travel have been limited. Recent approvals of vaccines and plans of mass vaccination programs in 2021 offer hope for the hospitality industry. It is believed that Metro Atlanta may take until 2023 to reach pre-pandemic levels.

## 10-MILE RADIUS HOTEL OVERVIEW

There are approximately 134 hotel properties within a ten-mile radius of the study area. They are mainly clustered at nodes along major transportation routes such as I-85 or Highway 400.

There have been 17 new hotel deliveries since 2017, and most have been mid-priced limited-service hotels such as Springhill Suites Marriott, Staybridge Suites and Embassy Suites by Hilton.

Several new town center projects within the area have incorporated hotels into their development mix. Hotels were added at a later stage of development following a critical mass of office

product or new residential to support event spaces for conferences or housing for visitors. It is rare for mixed-use town center projects to begin with a hotel anchor, although there is precedent.

There are an additional 10 hotels currently under construction within a ten-mile radius of the Town Center area, and an additional 11 hotels proposed. Despite the recent optimism in the sector granted by U.S. Covid-19 vaccine distribution, there is still uncertainty in this asset class until the pandemic is over, potentially delaying hospitality projects further. Hospitality experts are projecting that occupancy rates will return to 2019 averages by 2023 or 2024.

## JOHNS CREEK HOTEL OVERVIEW

There are three existing hotels in Johns Creek, all within the study area. There is also an 80-room Holiday Inn Express adjacent to the site across McGinnis Ferry Road, creating a combined inventory of 421 rooms. The four hotels are:

- Hyatt Place Atlanta/Duluth/Johns Creek
- Hampton Inn and Suites Johns Creek
- Hilton Garden Inn Atlanta North/Johns Creek
- Holiday Inn Express (Forsyth County)

All four hotels are considered mid-priced 2.5 to 3.5-star hotels. Only the Hampton Inn and Suites was built in the past decade. This indicates an aging inventory. Current rates for the hotels (January

2021) are all under \$100/night, averaging near \$70/night. Rates would likely be higher once the pandemic is over.

The lack of highway connectivity, major employment anchors, cultural and entertainment anchors, and low population growth have all been limiting factors for local hotel demand. This is despite the high-income locale and relative density of employment nearby. There is no 4-star, 4.5-star or luxury 5-star hotel product in the market. A critical mass of activity would be required for demand to increase for this asset class.



Lower-priced rooms across Metro Atlanta averaged 59.8% occupancy in 2019 (prior to the pandemic), well below the 70% occupancy rate needed to support new development.

Approximately 764 new rooms are in planning or development stages across the entire Metro, which is a modest 2.3% increase.

The local hotel submarkets include the Gwinnett Area and GA 400 North. Both submarkets have similar performance to the Metro average in terms of occupancy, average daily rate (ADR), and RevPAR.

Nearly 50% of current pipeline development is in the local submarkets despite representing just 11.2% of Metro Atlanta's lower-priced hotel market, limiting near-term development potential.

Based on historic and projected future market conditions, it is anticipated that a new lower-priced hotel of approximately 100 rooms could be developed in the Town Center by 2036.



Lower-Priced (3 and 3.5-Star) Hotels – Residual Room Demand

Lower-Priced Hotels Residual Room Demand	HISTORIC DATA						CBRE HOTELS FORECAST				RESIDUAL ROOM DEMAND (SUPPLY KEPT CONSTANT)				
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2030	2035	2040	
<b>Metro Atlanta</b>															
<b>Supply</b>															
Supply (Rooms)	33,589	33,522	33,522	33,489	33,556	-32,995	33,325	33,692	33,725	33,759	33,793	33,793	33,793	33,793	
Supply (Million Room Nights)	12.27	12.24	12.24	12.23	12.26	12.05	12.17	12.31	12.32	12.33	12.34	12.34	12.34	12.34	
Δ Supply	-0.2%	0.0%	-0.1%	0.2%	-1.7%	1.0%	1.1%	0.1%	0.1%	0.1%	0.00%	0.00%	0.00%	0.00%	
<b>Demand</b>															
Occupancy Rate (%)	66.4%	63.4%	62.7%	63.4%	59.8%	52.2%	59.4%	64.3%	65.4%	66.5%	68.1%	77.0%	87.2%	98.6%	
Demand (Million Room Nights)	8.15	7.76	7.68	7.75	7.33	6.29	7.23	7.91	8.06	8.20	8.40	9.51	10.76	12.17	
Δ Demand		-4.9%	-1.1%	1.0%	-5.8%	-16.5%	13.0%	8.6%	1.8%	1.8%	2.5%	2.5%	2.5%	2.5%	
Residual Room Demand @ 70% Occupancy Rate	-1,209	-2,212	-2,447	-2,210	-3,423	-5,873	-3,532	-1,920	-1,551	-1,182	-644	2,380	5,801	9,672	
<b>Performance</b>															
Average Daily Rate (ADR)	\$55.67	\$61.23	\$63.90	\$65.62	\$65.68	\$57.74	\$57.26	\$60.84	\$65.60	\$71.44	\$73.23	\$82.85	\$93.74	\$106.05	
Δ ADR		10.0%	4.4%	2.7%	0.1%	-12.1%	-0.8%	5.9%	8.2%	8.9%	2.5%	2.5%	2.5%	2.5%	
Revenue per Available Room (RevPAR)	\$36.96	\$38.82	\$40.07	\$41.60	\$39.28	\$30.14	\$34.01	\$38.99	\$42.90	\$47.51					
Δ RevPAR		5.0%	3.2%	3.8%	-5.6%	-23.3%	12.8%	14.6%	10.0%	10.7%					
<b>Gwinnett Area Submarket</b>															
<b>Supply</b>															
Construction Pipeline (Rooms)									95						
Supply (Rooms)						2,320	2,320	2,320	2,415	2,415	2,415	2,415	2,415	2,415	
Supply (Million Room Nights)						0.85	0.85	0.85	0.88	0.88	0.88	0.88	0.88	0.88	
Δ Supply							0.0%	4.1%	0.0%	0.0%	0.00%	0.00%	0.00%	0.00%	
<b>Demand</b>															
Occupancy Rate (%)	69.3%	67.2%	67.2%	66.6%	62.8%	55.8%	63.5%	68.7%	69.9%	71.1%	72.9%	82.4%	93.3%	105.5%	
Demand (Million Room Nights)						0.47	0.54	0.58	0.62	0.63	0.64	0.73	0.82	0.93	
Δ Demand							12.1%	7.6%	5.5%	1.7%	2.5%	2.5%	2.5%	2.5%	
Residual Room Demand @ 70% Occupancy Rate						-329	-151	-29	-2	26	69	300	562	858	
<b>Performance</b>															
Average Daily Rate (ADR)	\$55.65	\$57.41	\$59.71	\$62.12	\$63.80	\$56.71	\$56.24	\$59.56	\$64.43	\$70.17	\$71.92	\$81.37	\$92.06	\$104.16	
Δ ADR		7.0%	4.0%	4.0%	2.7%	-11.1%	-0.8%	5.9%	8.2%	8.9%	2.5%	2.5%	2.5%	2.5%	
Revenue per Available Room (RevPAR)	\$37.18	\$38.58	\$40.13	\$41.37	\$39.94	\$31.84	\$35.71	\$40.94	\$45.04	\$49.88					
Δ RevPAR		3.8%	4.0%	3.1%	-3.5%	-20.8%	12.8%	14.6%	10.0%	10.7%					
<b>GA 400 North</b>															
<b>Supply</b>															
Construction Pipeline (Rooms)										100					
Supply (Rooms)						1,402	1,402	1,402	1,502	1,502	1,502	1,502	1,502	1,502	
Supply (Million Room Nights)						0.51	0.51	0.51	0.55	0.55	0.55	0.55	0.55	0.55	
Δ Supply							0.0%	0.0%	7.1%	0.0%	0.00%	0.00%	0.00%	0.00%	
<b>Demand</b>															
Occupancy Rate (%)	69.4%	66.3%	65.6%	65.8%	63.2%	56.1%	63.8%	69.1%	70.3%	71.5%	73.3%	82.9%	93.8%	106.1%	
Demand (Million Room Nights)						0.29	0.33	0.35	0.36	0.39	0.40	0.45	0.51	0.58	
Δ Demand							12.1%	7.6%	1.7%	8.2%	2.5%	2.5%	2.5%	2.5%	
Residual Room Demand @ 70% Occupancy Rate						-195	-86	-13	4	22	49	193	357	542	
<b>Performance</b>															
Average Daily Rate (ADR)	\$52.45	\$58.66	\$62.98	\$65.60	\$65.88	\$55.66	\$62.81	\$72.01	\$79.23	\$87.73	\$89.93	\$101.74	\$115.11	\$130.24	
Δ ADR		11.8%	7.4%	4.2%	0.4%	-15.5%	12.8%	14.6%	10.0%	10.7%	2.5%	2.5%	2.5%	2.5%	
Revenue per Available Room (RevPAR)	\$36.40	\$38.89	\$41.31	\$43.16	\$41.64	\$31.23	\$40.10	\$49.76	\$55.89	\$62.70					
Δ RevPAR		6.8%	6.2%	4.5%	-3.5%	-25.0%	28.4%	24.1%	11.9%	12.6%					
<b>Development Scenarios &amp; Revenue Projections</b>							2021	2022	2023	2024	2025	2030	2035	2040	
<b>Local Submarket Residual Room Demand</b>							-237	-42	2	48	118	494	919	1,400	
<b>Conservative @ 5% Capture Rate</b>															
Rooms							5.0%	-	-	0	2	6	25	46	70
Gross Building Area (SF) @ 400 SF/Room							400	-	-	-	966	2,361	9,877	18,381	28,003
Net Developable Area (Acres) @ FAR 0.8							0.80	-	-	-	0.0	0.1	0.3	0.5	0.8
<b>Moderate @ 10% Capture Rate</b>															
Rooms							10.0%	-	-	0	5	12	49	92	140
Gross Building Area (SF) @ 400 SF/Room							400	-	-	-	1,931	4,722	19,754	36,763	56,006
Net Developable Area (Acres) @ FAR 0.8							0.80	-	-	-	0.0	0.1	0.3	0.5	0.8
<b>Aggressive @ 15% Capture Rate</b>															
Rooms							15.0%	-	-	0	7	18	74	138	210
Gross Building Area (SF) @ 400 SF/Room							400	-	-	-	2,897	7,083	29,632	55,144	84,009
Net Developable Area (Acres) @ FAR 0.8							0.80	-	-	-	0.0	0.1	0.3	0.5	0.8
<b>Average Daily Rate (ADR)</b>							\$58.71	\$64.25	\$70.00	\$76.78	\$78.70	\$89.04	\$100.75	\$113.98	

Data Source: CBRE Hotels' Americas Research



Mid-priced rooms across Metro Atlanta averaged 70.5% occupancy in 2019 (prior to the pandemic), sufficient to support new development.

Consequently, 4,588 new rooms are in planning or development stages across the entire Metro which is a strong 10.8% increase.

The Gwinnett Area mid-priced hotel submarket operates at generally lower occupancy and ADR to the Metro average, while the GA 400 North submarket generates higher ADR despite lower occupancy rates than the Metro average.



36.7% of current pipeline development is in the local submarkets despite representing just 18.7% of Metro Atlanta's mid-priced hotel market. This will put a ceiling on development over the near term.

Based on historic and projected future market conditions, it is anticipated that a new mid-priced hotel of approximately 120 rooms could be developed in the Town Center by 2038. This demand timeline could be accelerated by the success of the Town Center Plan.

Mid-Priced (4-Star) Hotels - Residual Room Demand

Mid-Priced Hotels Residual Room Demand	HISTORIC DATA						CBRE HOTELS FORECAST				RESIDUAL ROOM DEMAND (SUPPLY KEPT CONSTANT)			
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2030	2035	2040
<b>Metro Atlanta</b>														
<b>Supply</b>														
Supply (Rooms)	37,072	37,409	38,329	39,271	40,361	42,530	43,891	45,647	46,560	47,118	47,966	47,966	47,966	47,966
Supply (Million Room Nights)	13.54	13.66	14.00	14.34	14.74	15.53	16.03	16.67	17.01	17.21	17.52	17.52	17.52	17.52
Δ Supply	0.9%	2.4%	2.4%	2.7%	5.1%	3.2%	-4.0%	-2.0%	1.2%	1.8%	0.00%	0.00%	0.00%	0.00%
<b>Demand</b>														
Occupancy Rate (%)	72.5%	71.8%	72.3%	70.8%	70.5%	43.5%	54.6%	64.0%	67.7%	71.0%	72.1%	81.6%	92.3%	104.4%
Demand (Million Room Nights)	9.82	9.81	10.12	10.16	10.39	6.76	8.75	10.67	11.51	12.32	12.63	14.29	16.17	18.29
Δ Demand	-0.1%	-0.1%	3.1%	0.3%	2.3%	-53.8%	22.8%	18.0%	7.3%	6.6%	2.5%	2.5%	2.5%	2.5%
Residual Room Demand @ 70% Occupancy Rate	927	673	882	314	202	-11,270	-6,759	-2,739	-1,071	754	1,004	5,548	10,689	16,506
<b>Performance</b>														
Average Daily Rate (ADR)	\$105.12	\$111.23	\$114.71	\$117.10	\$120.02	\$98.85	\$99.91	\$103.94	\$110.17	\$120.89	\$123.91	\$140.20	\$158.62	\$179.46
Δ ADR		5.8%	3.1%	2.1%	2.5%	-17.6%	1.1%	4.0%	6.0%	9.7%	2.5%	2.5%	2.5%	2.5%
Revenue per Available Room (RevPAR)	\$76.21	\$79.86	\$82.94	\$82.91	\$84.61	\$43.00	\$54.55	\$66.52	\$74.59	\$86.56				
Δ RevPAR		4.8%	3.8%	0.0%	2.1%	-49.2%	26.9%	21.9%	12.1%	16.1%				
<b>Gwinnett Area Submarket</b>														
<b>Supply</b>														
Construction Pipeline (Rooms)								100	479	424				
Supply (Rooms)						4,401	4,401	4,501	4,980	5,404	5,404	5,404	5,404	5,404
Supply (Million Room Nights)						1.61	1.61	1.64	1.82	1.97	1.97	1.97	1.97	1.97
Δ Supply							2.3%	10.6%	8.5%	0.0%	0.00%	0.00%	0.00%	0.00%
<b>Demand</b>														
Occupancy Rate (%)	71.1%	72.5%	72.6%	71.6%	67.0%	40.7%	51.1%	59.9%	63.3%	67.0%	68.7%	77.7%	87.9%	99.4%
Demand (Million Room Nights)						0.65	0.82	0.98	1.15	1.32	1.36	1.53	1.73	1.96
Δ Demand							20.3%	16.0%	14.6%	12.9%	2.5%	2.5%	2.5%	2.5%
Residual Room Demand @ 70% Occupancy Rate						-1,289	-832	-455	-332	-163	-72	416	967	1,591
<b>Performance</b>														
Average Daily Rate (ADR)	\$102.80	\$107.71	\$107.39	\$108.33	\$109.87	\$93.34	\$94.34	\$98.15	\$104.03	\$114.15	\$117.01	\$132.38	\$149.78	\$169.46
Δ ADR		4.8%	-0.3%	0.9%	1.4%	-15.0%	1.1%	4.0%	6.0%	9.7%	2.5%	2.5%	2.5%	2.5%
Revenue per Available Room (RevPAR)	\$73.09	\$78.09	\$77.97	\$77.78	\$73.61	\$37.99	\$48.19	\$58.77	\$65.89	\$76.47				
Δ RevPAR		6.8%	-0.2%	-0.2%	-5.4%	-48.4%	26.9%	21.9%	12.1%	16.1%				
<b>GA 400 North</b>														
<b>Supply</b>														
Construction Pipeline (Rooms)								175	272	233				
Supply (Rooms)						3,556	3,556	3,731	4,003	4,236	4,236	4,236	4,236	4,236
Supply (Million Room Nights)						1.30	1.30	1.36	1.46	1.55	1.55	1.55	1.55	1.55
Δ Supply							4.9%	7.3%	5.8%	0.0%	0.00%	0.00%	0.00%	0.00%
<b>Demand</b>														
Occupancy Rate (%)	70.7%	72.4%	71.3%	69.1%	66.8%	36.8%	46.2%	54.1%	57.3%	60.6%	62.1%	70.2%	79.5%	89.9%
Demand (Million Room Nights)						0.48	0.60	0.74	0.84	0.94	0.96	1.09	1.23	1.39
Δ Demand							20.3%	18.7%	11.9%	10.6%	2.5%	2.5%	2.5%	2.5%
Residual Room Demand @ 70% Occupancy Rate						-1,181	-847	-592	-509	-399	-335	10	401	844
<b>Performance</b>														
Average Daily Rate (ADR)	\$110.96	\$116.08	\$120.57	\$122.01	\$125.16	\$90.29	\$124.69	\$152.06	\$170.49	\$197.85	\$202.80	\$229.45	\$259.60	\$293.72
Δ ADR		4.6%	3.9%	1.2%	2.6%	-21.5%	26.9%	21.9%	12.1%	16.1%	2.5%	2.5%	2.5%	2.5%
Revenue per Available Room (RevPAR)	\$78.45	\$84.04	\$85.97	\$84.31	\$83.61	\$36.17	\$57.60	\$82.33	\$97.64	\$119.84				
Δ RevPAR		7.1%	2.3%	-1.9%	-0.8%	-56.7%	59.2%	42.9%	18.6%	22.7%				
<b>Development Scenarios &amp; Revenue Projections</b>							2021	2022	2023	2024	2025	2030	2035	2040
<b>Local Submarket Residual Room Demand</b>							-1,678	-1,047	-841	-562	-407	426	1,369	2,435
<b>Conservative @ 5% Capture Rate</b>														
Rooms						5.0%	-	-	-	-	-	25	46	70
Gross Building Area (SF) @ 500 SF/Room						500	-	-	-	-	-	12,347	22,977	35,004
Net Developable Area (Acres) @ FAR 0.7						0.70	-	-	-	0.0	0.1	0.3	0.6	0.9
<b>Moderate @ 10% Capture Rate</b>														
Rooms						10.0%	-	-	-	-	-	49	92	140
Gross Building Area (SF) @ 500 SF/Room						500	-	-	-	-	-	24,693	45,953	70,007
Net Developable Area (Acres) @ FAR 0.7						0.70	-	-	-	0.0	0.1	0.3	0.6	0.9
<b>Aggressive @ 15% Capture Rate</b>														
Rooms						15.0%	-	-	-	-	-	74	138	210
Gross Building Area (SF) @ 500 SF/Room						500	-	-	-	-	-	37,040	68,930	105,011
Net Developable Area (Acres) @ FAR 0.7						0.70	-	-	-	0.0	0.1	0.3	0.6	0.9
<b>Average Daily Rate (ADR)</b>							\$107.91	\$122.24	\$133.73	\$151.56	\$155.35	\$175.76	\$198.86	\$224.99

Data Source: CBRE Hotels' Americas Research

## Upper-Priced (4.5-Star and 5-Star) Hotels - Residual Room Demand

Upper-Priced Hotels Residual Room Demand	HISTORIC DATA						CBRE HOTELS FORECAST				RESIDUAL ROOM DEMAND (SUPPLY KEPT CONSTANT)				
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2030	2035	2040	
<b>Metro Atlanta</b>															
<b>Supply</b>															
Supply (Rooms)	24,500	24,500	24,698	24,897	25,588	26,004	26,550	27,320	27,375	27,402	27,539	27,539	27,539	27,539	
Supply (Million Room Nights)	8.95	8.95	9.02	9.09	9.35	9.50	9.70	9.98	10.00	10.01	10.06	10.06	10.06	10.06	
Δ Supply	0.0%	0.0%	0.8%	2.7%	1.8%	2.1%	2.9%	0.2%	0.1%	0.5%	0.00%	0.00%	0.00%	0.00%	
<b>Demand</b>															
Occupancy Rate (%)	74.1%	74.4%	74.5%	73.5%	75.6%	32.1%	46.9%	65.2%	71.4%	74.0%	75.5%	85.4%	96.6%	109.3%	
Demand (Million Room Nights)	6.63	6.66	6.72	6.68	7.07	3.05	4.55	6.51	7.14	7.41	7.59	8.59	9.72	10.99	
Δ Demand		0.4%	0.9%	-0.5%	5.4%	-131.7%	33.0%	30.1%	8.9%	3.6%	2.5%	2.5%	2.5%	2.5%	
Residual Room Demand @ 70% Occupancy Rate	1,005	1,078	1,111	871	1,433	-8,856	-6,133	-1,311	383	1,096	1,507	4,238	7,329	10,825	
<b>Performance</b>															
Average Daily Rate (ADR)	\$148.87	\$157.90	\$160.74	\$164.59	\$172.51	\$147.39	\$142.94	\$148.78	\$154.97	\$160.21	\$164.22	\$185.79	\$210.21	\$237.83	
Δ ADR		6.1%	1.8%	2.4%	4.8%	-14.6%	-3.0%	4.1%	4.2%	3.4%	2.5%	2.5%	2.5%	2.5%	
Revenue per Available Room (RevPAR)	\$110.31	\$117.48	\$119.75	\$120.97	\$130.42	\$47.31	\$67.07	\$96.99	\$110.60	\$118.47					
Δ RevPAR		6.5%	1.9%	1.0%	7.8%	-63.7%	41.8%	44.6%	14.0%	7.1%					
<b>Total Upper-Priced Rooms</b>															
	Rooms	% of Market													
Metro Atlanta	26,004	100.0%													
Gwinnett Area	452	1.7%													
GA 400 North	918	3.5%													
<b>Residual Room Demand</b>	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2030	2035	2040	
Metro Atlanta	1,005	1,078	1,111	871	1,433	-9,856	-6,133	-1,311	383	1,096	1,507	4,238	7,329	10,825	
Gwinnett Area	17	19	19	15	25	-171	-107	-23	7	19	26	74	127	188	
GA 400 North	35	38	39	31	51	-348	-217	-46	14	39	53	150	259	382	
<b>Development Scenarios &amp; Revenue Projections</b>							2021	2022	2023	2024	2025	2030	2035	2040	
<b>Local Submarket Residual Room Demand</b>							-323	-69	20	58	79	223	386	570	
<b>Conservative @ 5% Capture Rate</b>															
Rooms						5.0%	-	-	1	3	4	11	19	29	
Gross Building Area (SF) @ 600 SF/Room						600	-	-	606	1,732	2,382	6,699	11,583	17,109	
Net Developable Area (Acres) @ FAR 0.6						0.60	-	-	0.0	0.1	0.1	0.3	0.4	0.7	
<b>Moderate @ 10% Capture Rate</b>															
Rooms						10.0%	-	-	2	6	8	22	39	57	
Gross Building Area (SF) @ 600 SF/Room						600	-	-	1,211	3,465	4,764	13,398	23,166	34,218	
Net Developable Area (Acres) @ FAR 0.6						0.60	-	-	0.0	0.1	0.2	0.5	0.9	1.3	
<b>Aggressive @ 15% Capture Rate</b>															
Rooms						15.0%	-	-	3	9	12	33	58	86	
Gross Building Area (SF) @ 600 SF/Room						600	-	-	1,817	5,197	7,146	20,097	34,749	51,326	
Net Developable Area (Acres) @ FAR 0.6						0.60	-	-	0.1	0.2	0.3	0.8	1.3	2.0	
<b>Average Daily Rate (ADR)</b>							\$142.94	\$148.78	\$154.97	\$160.21	\$164.22	\$185.79	\$210.21	\$237.83	

Data Source: CBRE Hotels' Americas Research

Upper-priced rooms across Metro Atlanta averaged 75.6% occupancy in 2019 (prior to the pandemic), well above the 70% occupancy rate needed to support new development.

Approximately 1,398 new rooms are in planning or development stages across the entire Metro, a 5.3% increase.

The local hotel submarkets include the Gwinnett Area and GA 400 North. Detailed data are available for these submarkets due to the small number of upper-priced properties located in the area.

Approximately 5.2% of the upper-priced hotel inventory in Metro Atlanta is in the local submarkets.

A "Fair Share" capture rate was applied to future Metro Atlanta upper-priced hotel room demand reflecting the local submarkets' current share of inventory.

Just 57 upper-priced rooms are forecast to be supportable in the Town Center over the next 20 years, which is likely not economical to develop, unless as a boutique product.

## KEY TAKEAWAYS AND IMPLICATIONS

### Opportunity for a Higher-end Hotel

Demand modeling demonstrates the opportunity for an upscale 4-star hotel. This would differentiate itself from existing hotels already located in Johns Creek and the immediate area. A 4-star hotel would not directly compete with the existing hotels, but rather provide a unique market offering.

### Hotels Locate on Transportation Corridors

In the North Atlanta suburbs, hotel development has primarily followed major roadways, such as I-85, or along MARTA. Hotel development within the Town Center will have to find creative solutions to make it attractive, despite the disadvantage of not being on a major transportation corridor.



### Create a Critical Mass of Uses to Enable a Hotel's Success

An upscale 4-star hotel matches the local demographics of Johns Creek, but will require an urban town center that has a diversity of anchor uses to generate demand and attract a hotel developer/operator. Proposed uses such as increased residential density, Emory Hospital expansions, entertainment and culture, and new employment would all be beneficial in making a 4-star hotel viable in the Town Center.

### The Covid-19 Recovery is Uncertain

Hospitality has been strongly impacted by the Covid-19 pandemic, nearly bringing the industry to a halt. The industry's recovery is considered long-term, reliant on when travel can return to pre-pandemic levels. A hotel in the Town Center should be considered a longer-term opportunity, in secondary phases of development.



# MARKET-SUPPORTED DEVELOPMENT PROGRAM

Johns Creek Town Center – Market-Supported Development Program – 20-Year Demand

Land Use	Johns Creek Town Center Development Program LOW	Johns Creek Town Center Development Program MODERATE	Johns Creek Town Center Development Program HIGH
Multi-family (Rental + For-Sale)	533 UNITS	712 UNITS	890 UNITS
Office	283,000 SF	377,000 SF	471,000 SF
Retail	168,000 SF	224,000 SF	280,000 SF
Hotel Mid-Priced (4 Star)	70 Rooms	140 Rooms	210 Rooms
Hotel Lower Priced (3 Star + 3.5 Star)	70 Rooms	140 Rooms	210 Rooms

While the demographics of Johns Creek present some challenges, the strong regional fundamentals of North Atlanta and the Metro market including population growth, household income and economic growth present development opportunities for the Town Center.

The Metro Atlanta region is growing quickly, and North Atlanta is expected to capture a large amount of future growth. Johns Creek is primarily built-out and has limited greenfield development potential. Coupled with the lack of a central gathering place in the city, the opportunity presents itself for a unique town center that represents the diversity of Johns Creek. The Town Center can also be an economic development tool that will grow the

city's employment and diversify the tax base. This matches the main goals of the Johns Creek SEDP which includes promoting the city image for economic development and positioning the city for economic development, among others.

This focus can be on niche sectors that are already considered "Stars" or "Emerging" sectors such as Professional, Technical and Scientific Industries, Education, Information, and Healthcare. Targeting high value, knowledge-base industries can create new economic anchors that will support the current and future labor force, attracting high wage earners and thus, support higher quality retail, entertainment, and services for the Town Center.

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## POTENTIAL DEVELOPMENT OPPORTUNITIES

### Multi-Family

There is strong demand for quality and upscale multi-family rental and for-sale product. Nearby jurisdictions such as Alpharetta, Duluth, and Sandy Springs have captured a large share of demand over the past decade, while Johns Creek has featured limited product delivery. There appears to be a desire to see a mix of urban townhouses, stacked flats, low-rise condos, mixed-use apartments, and other attached multi-family product that is oriented towards young professionals, young families, and local downsizers. These typologies would stand out from the conventional single-family detached product found throughout the city. Multi-family development will need to be of appropriate scale and building materials to fit the standards of Johns Creek.

### Office

A significant amount of proposed office projects in the North Atlanta area, combined with the Covid-19 pandemic implies that office opportunities are a longer-term play for the Town Center. Immediate emphasis should be placed on the vacant State Farm property and whether the site can be re-used as another major employment anchor for rising economic sectors. Future office development should be right-sized for the area. This means boutique and mixed-use office product that attract end-user tenants who desire walkable and amenity-rich environments. A strong labor force in Johns Creek and adjacent jurisdictions is beneficial for attracting employment but creating a 'cool factor' in the Town Center would be the first step in changing the perception of the plan area.

## **Retail**

The retail sector has experienced a transformational change due to shifts in shopping patterns and the rise of e-commerce. A smaller amount of retail is projected for the Town Center over a 20-year period compared to projects such as Avalon. It is important for the retail project to be “right sized” with the “right mix”. Positioning can be focused on restaurants, bars, entertainment, grocery, and daily services. A phased approach is important for the retail program, with a first phase creating enough of a critical mass to entice residents and local employees to visit on a consistent basis.

## **Hotel**

There are four select-service hotels in and around the plan area. These hotels are considered 2.5-star to 3.5-stars and were built over the past several decades. The Metro Atlanta hotel market is expected to return to pre-pandemic metrics by 2023 or 2024. However, a hotel is not considered a near-term opportunity. The lack of highway and MARTA connectivity, along with a lack of major employment anchors and low population growth have all been limiting factors. Best practice research demonstrates that hotels require a critical mass of activity already established in a town center environment to increase viability. There is an opportunity for a 4-star mid-priced hotel at the Town Center, but this is likely to be introduced in later phases of development once a destination of multiple uses is established.



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**TOWN CENTER VISION**

# VISION & PRINCIPLES

The Town Center Plan's vision provides a framework for the Town Center Master Plan and informs design principles, overarching themes, and other plan elements that create a cohesive Town Center Master Plan.

The following vision captures the essence of the planning process and the subsequent actions to be taken:

“ Johns Creek Town Center is an **iconic destination** that represents the city's diversity, culture, and values. As both a gateway and a connector, the Town Center incorporates a series of experiences that appeal to a variety of audiences and age groups. This inclusive and *remarkable* place is defined by intentional neighborhoods connected via natural resources and greenways that is synonymous with wellness and sustainable living. ”

## DESIGN PRINCIPLES

The planning team derived the design principles from the project team, stakeholders, Technical Advisory Committee, and public comments over the course of the project. The design principles are as follows:

- 1** The Town Center's **identity** focuses on a clear connection between arts, culture, wellness, sustainability, and innovation.
- 2** Proposed redevelopment will consider a phased approach over a **20-year horizon** with the consideration of the size of the study area.
- 3** **Mobility and connectivity opportunities** create safe connections for multiple users within the Town Center and to nearby amenities, neighborhoods, and employers.
- 4** **Water features** within the Town Center should be used as a distinguishing element to make this a distinctive place.
- 5** Johns Creek Town Center needs to serve as both a **gateway** into the community and an **accessible destination** for residents and visitors.

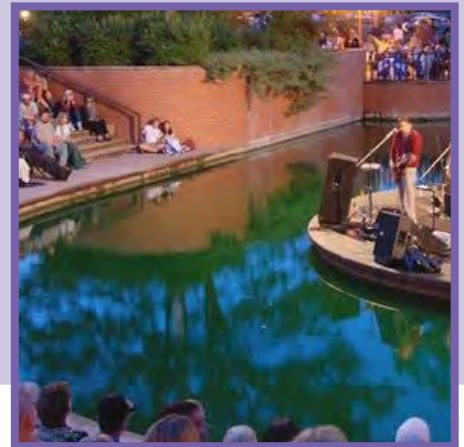
# THEMES

Throughout the planning process, broader ideas became evident about how the Town Center should be approached. The design workshop allowed the planning team and stakeholders to devise priority themes. As a result, five major themes were identified as priorities for Johns Creek stakeholders: Art, Culture, Wellness, Sustainability, and Innovation. Elements of this plan were developed with each of these themes in mind to create a cohesive Town Center.

## ART

This theme builds upon the existing art community within Johns Creek. Johns Creek takes pride in its local art community, ranging from performing to visual arts. The existing pedestrian tunnel that connects Technology Park across Medlock Bridge Road features a mural painted by local artists representing the many cultures of Johns Creek. The beginnings of an immersive art experience create the opportunity to implement more 3D and 2D works throughout the Town Center.

Performing arts such as dance, music and theater are also prominent within Johns Creek. The Town Center Plan includes outdoor performance spaces as well as a conceptual location for the potential performing arts center. This multi-disciplinary arts center could be an economic driver for the greater community. This theme will make the Johns Creek Town Center a unique destination.



## CULTURE

In a broader context, the Johns Creek Town Center also seeks to celebrate the many cultures represented in Johns Creek by creating space conducive to cultural activities. Ranging from

restaurants to open-air markets to spaces for cultural festivals, the Town Center will showcase global traditions and create a new destination for local food and retail.



## WELLNESS

Another aspect that the Town Center Plan focuses on is the idea of health and wellness. As suburban communities rethink form and use, the Plan promotes health by creating comfortable, walkable spaces. The Plan also considers Emory Johns Creek Hospital as an asset with which the city can partner

for a potential civic wellness center. By preserving open spaces and a serene atmosphere and promoting health and medical business (i.e. medical R&D and medical training), the Town Center will thrive as a wellness community.



## SUSTAINABILITY

Environmentally sustainable development will take center stage as the Town Center comes to life. Identified as a priority for the community, sustainability will be implemented in the Town Center's infrastructure and building practices where applicable. Developed on a Johns Creek tributary, Technology Park currently utilizes traditional means of stormwater management. As infill development occurs and new infrastructure is created, the city will

consider alternative Green Infrastructure methods to reduce the volume of runoff entering the streams. This may include rain gardens, green roofs, urban tree preservation, and a reduction of impervious surfaces. In addition to their function, these systems can look aesthetically pleasing, adding to the exceptionality of the Town Center.



## INNOVATION

Developing the study area as a location conducive to innovation is key to a forward-looking Town Center. In addition to the recruitment of tech companies and co-working environments, all

aspects of the Town Center should be designed with the future in mind to sustain a viable Town Center for years to come.



# THE PLAN

## THIS PLAN IS...

- This plan is a framework document to guide the City of Johns Creek proactively plan for future development. Providing a 20-year vision, this plan will be a flexible tool that sets the community up for success with a development plan that is responsive to existing conditions and current and future needs of the people of Johns Creek.
- This plan is an opportunity to engage the public and help create something that will truly represent Johns Creek. Informed by community input, business and property owner feedback, city staff, and elected officials, the Town Center Plan identifies opportunities that would benefit all users and stakeholders. By collecting input on land use, mobility, urban design, and economic development, the planning team has interpreted the community's vision into an all-encompassing development strategy.
- This plan is a method to identify catalyst projects and to begin thinking how to distinguish the Town Center from other communities regionally. As Atlanta Metro-Area cities continue to urbanize, the desire for connected and walkable town centers have increased, opening the region to a mixed-use market sector and spurring competition among municipalities. The proposed Town Center immediately sets itself apart by taking advantage of existing water features and developable land. To kick things off, this plan incorporates catalyst projects the city can tackle within the first 5 years to further promote development and to recruit businesses and developers.

## THIS PLAN IS NOT...

- This plan is not a detailed site design effort. While the document offers alternatives and a conceptual design layout, these only provide a vision of what the Town Center could be.
- This plan is also not a zoning or regulatory document. This plan will contain recommendations that the City of Johns Creek may use to guide policy and zoning changes; however, the plan itself is not law.
- Most importantly, this plan is not a singular vision for the Town Center. It must remain flexible to account for changing market conditions, new technologies, and changing demographics.

## CONCEPT DESIGN

This concept plan reflects a community-driven vision of HOW these locations could be redeveloped in order to provide guidance to private property owners who may consider redevelopment and WHAT the city's capital investments may entail. We can begin to envision what new development form looks like with some existing structures remaining and integrated.





MEDLOCK BRIDGE RD

MCGINNIS FERRY RD

HILTON GARDEN INN  
HAMPTON INN

E JOHN'S CROSS

STATE FARM SITE

LIFETIME FITNESS

JOHN'S CREEK PKWY

HYATT PLACE

CITY HALL

LAKEFIELD DR

LAKEFIELD DR

JOHN'S CREEK PKWY





5

**IMPLEMENTATION**



A refined street network, trails and open space are designed to form a well-rounded Town Center. The different elements of the draft concept plan will be broken down and discussed in this chapter.

# STREET FRAMEWORK

Technology Park's street network currently lends itself to deliberately separated lots, and is not conducive to walkability and effective circulation. This plan adopts a street design framework with design standards from best practices suitable for the built environment and with future development in mind. The proposed grid network promotes economic development, environmental sustainability, and the community's desired character.

This section highlights new street typologies by taking advantage of existing right-of-way and routes that just make sense from a connectivity standpoint. The following are the proposed typologies:

- The Edge
- Linear Parkway
- Main Street
- Local Road
- Shared Street
- Green Alley



MEBLOK BRIDGE RD

MCGINNIS FERRY RD

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HAMPTON INN

JOHN'S CROSSING

STATE FARM SITE

LIFETIME FITNESS

HYATT PLACE

CITY HALL

LANEFIELD DR

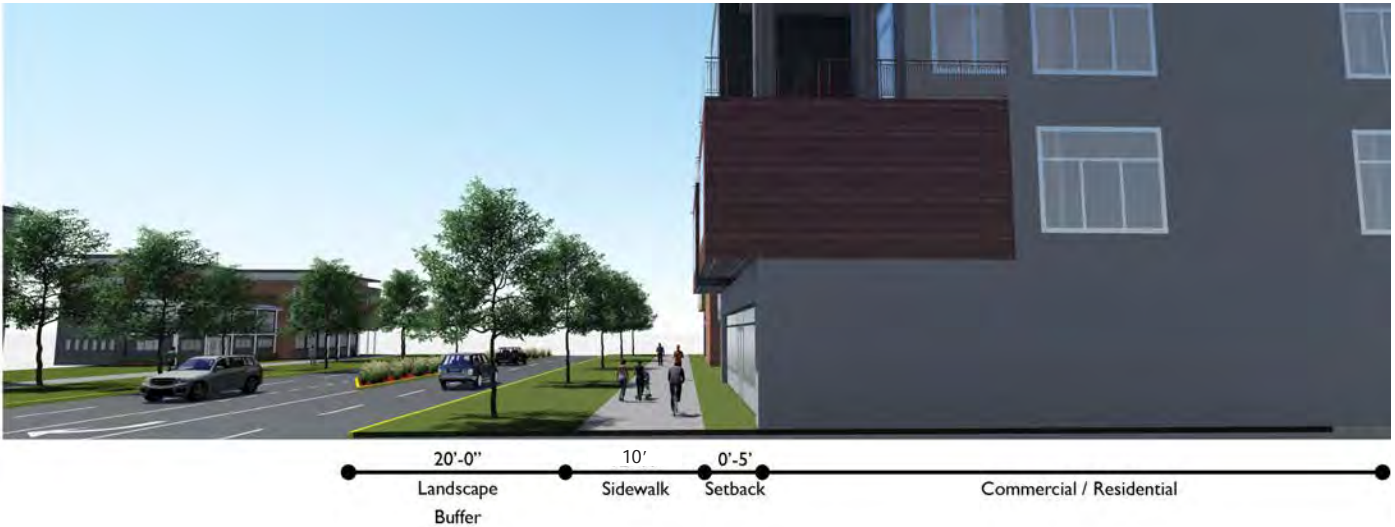
JOHN'S CREEK PKWY

- EXISTING ROAD 
- LINEAR PARKWAY 
- MAIN STREET 
- LOCAL ROAD 
- SHARED STREET 
- GREEN ALLEY 
- TRAFFIC CIRCLE/ROUNDBOUNT 
- EXISTING PEDESTRIAN TUNNEL 
- PROPOSED PEDESTRIAN TUNNEL 

## THE EDGE

Medlock Bridge Road and McGinnis Ferry Road frame the northern and western boundaries of the plan area, creating the edge of the Town Center. Being two major thoroughfares, development is likely to occur directly along these corridors.

This streetscape features a wide 10' Sidewalk with a 20' landscape buffer to provide a comfortable path for pedestrians walking along the major thoroughfares. A 0'-5' setback from the sidewalk will provide a human-scaled experience for the pedestrian, conducive to easy access to ground-level retail.



## LINEAR PARKWAY

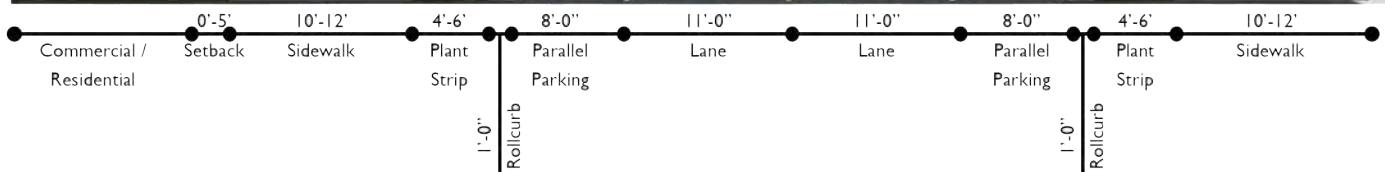
Johns Creek Parkway currently operates as a divided highway with a wide right-of-way. The proposed street network reduces Johns Creek Parkway to two 11' lanes on only one side of the existing right-of-way to accommodate 2-way traffic. The remaining right-of-way will be converted to linear park space, which will feature a 14' Multi-Use Path.



\*Linear Parkway and Linear Park locations switch positions south of Lakefield Drive.

## MAIN STREET

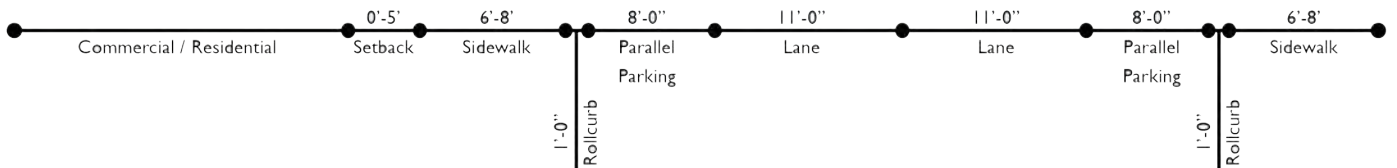
Both picturesque and functional, the Main Streets will intersect to form the Town Center core, both featuring a narrow two-way street with on-street parking, a plant strip and wide sidewalks on either side of the street. A 0'-5' setback from the sidewalk will form an urban feel, slowing vehicular traffic to create comfortable passage for pedestrians and cyclists.





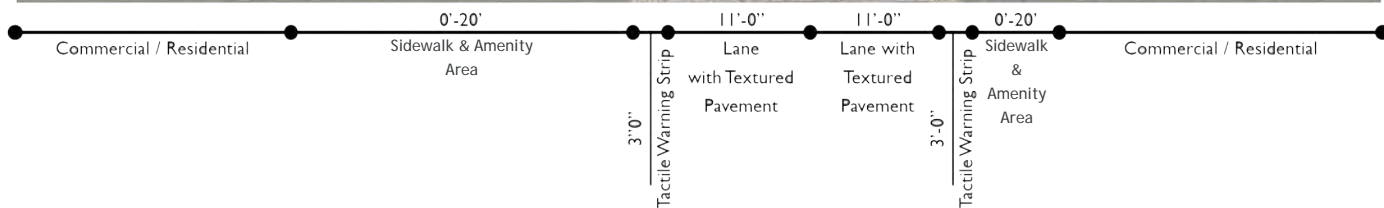
## LOCAL STREET

Local streets throughout the plan area will form the bulk of the newly formed street grid. Similar to main streets, the roadway will be narrow with shallow setbacks. Sidewalks will continue providing pedestrian connectivity throughout the grid. These streets will require the most land acquisition as land becomes available and right-of-way dedication as development occurs.



## SHARED STREET

The Shared Street Typology will be the most recognizable of all streets, forming Johns Creek Town Center's signature look and character. These curbless streets will be activated with sidewalk cafes and textured pavement among other amenities identified in the street section. The narrow street and seamless transition to pedestrian space will slow down vehicular traffic, creating a safer environment for pedestrians and cyclists.



## GREEN ALLEY

Green Alleys will be utilized along roadways that abut stream buffers. These streets will implement green practices such as bioswales and pervious pavements to allow for site circulation while preserving the natural environment.



# TRAILS & OPEN SPACE

Programmed outdoor spaces are essential to the function of this Town Center. Trails, parks, and open space can serve multiple functions, and in this case, they will operate in tandem with prospective development, creating a vibrant community and maximizing the potential for the Johns Creek Town Center.

## TRAILS

Like the street grid, the proposed trail network will serve those living in the vicinity of the plan area as well as visitors. The system of sidewalks and trails will provide interesting and safe routes for cyclists and pedestrians alike.

**Linear Park Trail.** The Linear Park Trail will parallel Johns Creek Parkway, occupying one half of the former divided roadway. This 14' multi-use path will provide a direct connection from the south pond to the northern end of the Town Center. Acting as a central spine, users will be able to access each of the newly established neighborhoods.

**Multi-Use Trail.** Multi-use trails will provide major pedestrian and bicycle connections throughout the Town Center. The existing pedestrian tunnel crossing underneath Medlock Bridge Road links the plan area to the retail node west of Medlock Bridge Road (SR 141). Recognizing the benefits of this connection, this plan proposes two more tunnels along Medlock Bridge Road that will connect to existing commercial west of Medlock Bridge Road and the Johns Creek Greenway.

**Edge Trail.** Edge trails directly abut the northern and western boundaries of the plan area. This Trail typology provides a transitional zone from car-centric highway to pedestrian-focused Town Center. 10' sidewalks with a wide landscape strip will allow ample pedestrian space, distanced from vehicular traffic.

**Nature Trail.** The nature walk will leverage existing pathways along the stream, providing a tranquil respite for those working in the Town Center and an experience unique to the Johns Creek Town Center.

**Sidewalk.** Sidewalks throughout the Town Center will be well thought-out, consistently implemented with respective streetscape typologies in mind.



LINEAR PARK TRAIL	
MULTI-USE TRAIL	
THE EDGE TRAIL	
JOHNS CREEK GREENWAY	
NATURE TRAIL	
BOARDWALK	
SIDEWALK	
EXISTING PEDESTRIAN TUNNEL	
PROPOSED PEDESTRIAN TUNNEL	
PRIMARY PEDESTRIAN ACCESS	
SECONDARY PEDESTRIAN ACCESS	

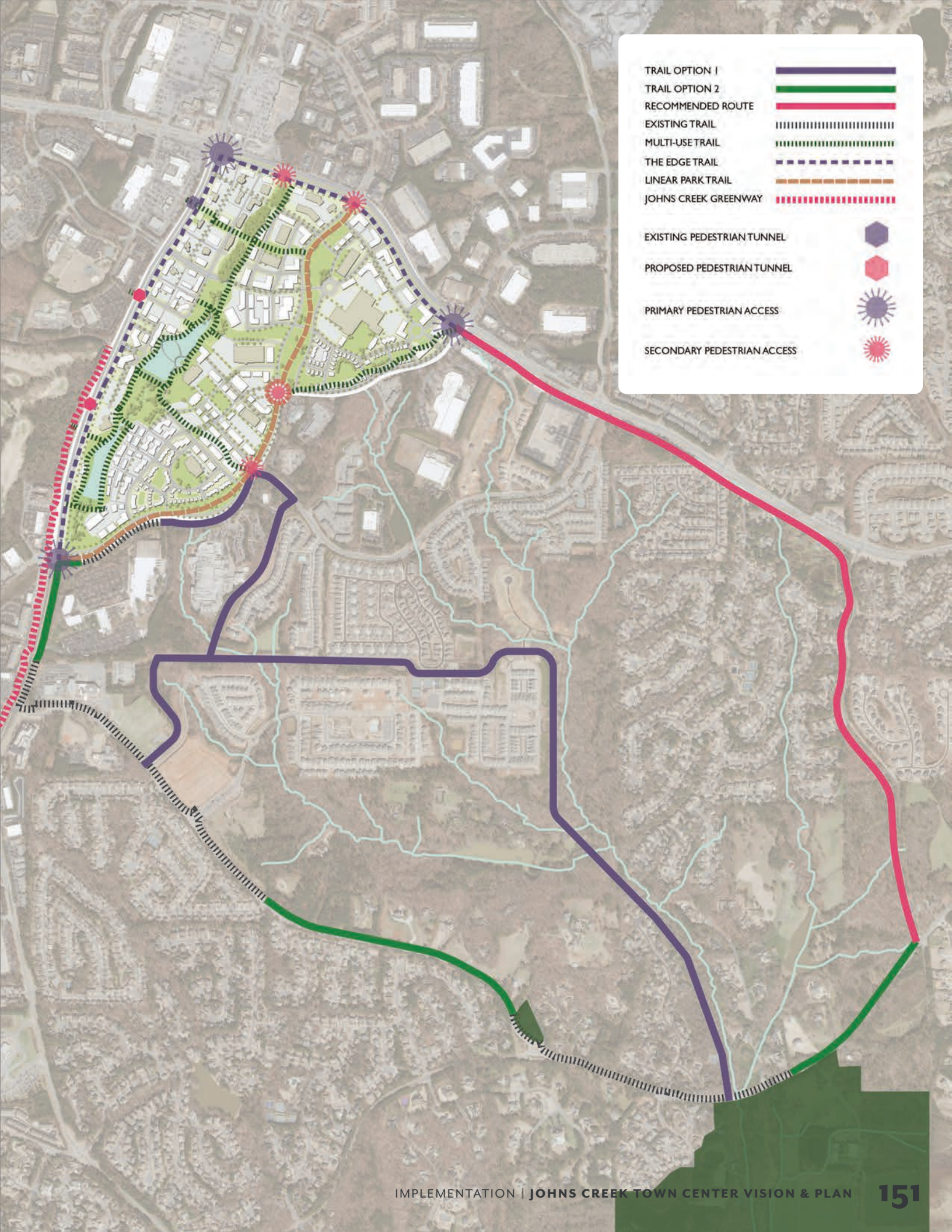
## REGIONAL CONNECTIVITY

While a new trail network within the plan area provides internal connectivity, it also considers external bicycle and pedestrian connections that can be made to further integrate the Town Center as a multi-modal hub. Other upcoming regional connections, including 10-foot sidewalks along McGinnis Ferry Road to the Big Creek Greenway will also provide additional bicycle and pedestrian linkages.

**Trail Option 1.** This route connects the existing Bell Road Multi-Use Trail and the Rogers Bridge Multi-Use Trail to the Town Center Linear Park Trail, providing access to existing parks and to residential areas in between.

**Trail Option 2.** This route achieves similar goals, but connects existing sidewalks along Bell Road. The recommended route completes a connection to the Rogers Bridge Multi-Use Trail and Bell Road Multi-Use Trail.

**Johns Creek Greenway.** The existing Johns Creek Greenway connects the plan area to the south along Medlock Bridge Road. Proposed tunnels would connect the existing multi-use path directly to the Town Center core.



TRAIL OPTION 1	
TRAIL OPTION 2	
RECOMMENDED ROUTE	
EXISTING TRAIL	
MULTI-USE TRAIL	
THE EDGE TRAIL	
LINEAR PARK TRAIL	
JOHNS CREEK GREENWAY	
EXISTING PEDESTRIAN TUNNEL	
PROPOSED PEDESTRIAN TUNNEL	
PRIMARY PEDESTRIAN ACCESS	
SECONDARY PEDESTRIAN ACCESS	

## OPEN SPACE

Vacant, publicly-owned land throughout Technology Park creates conditions suitable for programmed open spaces. Parks and outdoor recreation and entertainment have been identified as top priorities for the public. Of the 192 acres, 64 acres could be planned for open space, accounting for 33% of the plan area. This significant amount of open space will promote a healthy mix of public realm-focused land among developed acreage. This plan considers environmental state,

development potential, and public needs to form open space zones which will be used to guide public investments in construction, amenities, stormwater management, and resource conservation. Open space zones are as follows: Community Commons, Linear Park, Community Open Space, and Water Restoration.







MEDLOCK BRIDGE RD

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STATE FARM SITE

JOHNS CREEK PKWY

LIFETIME FITNESS





HYATT PLACE

CITY HALL

LAKEFIELD DR

LAKEFIELD DR

JOHNS CREEK PKWY

LINEAR PARK (14 AC)	
COMMUNITY OPEN SPACE (15 AC)	
WATER / RESTORATION (32 AC)	
COMMUNITY COMMONS (3 AC)	
TOTAL OPEN SPACE ACREAGE = 64 AC / 33% OF SITE	

**Community Commons.** The Community Commons zone will become host to the majority of activity that takes place within the Town Center. The axis through the front and rear of City Hall will focus plaza spaces to the east and outdoor performing space to the west adjacent to the north pond. The Community Commons zone also stretches across the northwestern quadrant of the plan area, creating a pedestrian-friendly gateway, connecting existing businesses to the tranquility of the forested stream.

**Linear Park.** Johns Creek Parkway is currently constructed along a wide right-of-way with high setbacks. While the existing boulevard has passive plaza space located in the median, the Linear Park zone seeks to eliminate the divided traffic pattern to create a series of linear park space from north to south along a pedestrian and bicycle friendly streetscape. The park will feature a multi-use path among other amenities to attract residents in proximity to the Town Center as well as visitors who wish to navigate the destination without having to drive from place to place.

**Community Open Space.** This zone will be dispersed throughout the plan area, creating pockets of passive park space that promote healthy living. These locations tend to be less centralized, but provide open space within walking distance to all developable areas. While some Community Open Space may be publicly-owned, private developers and property owners will have the opportunity to receive building incentives for providing intentional, public-facing open space on their sites.

**Water Restoration.** The spine created by the Johns Creek tributary and its immediate surroundings will form the Water Restoration zone. This zone prioritizes sustainable development on adjacent parcels and nature-based infrastructure to protect the local water source.

The northernmost section of the Water Restoration zone will revive the stream and leverage of its natural beauty with a nature walk and educational opportunities. The existing north pond will remain as a focal point of the Town Center, featuring a boardwalk, an amphitheater and waterfront cafes.



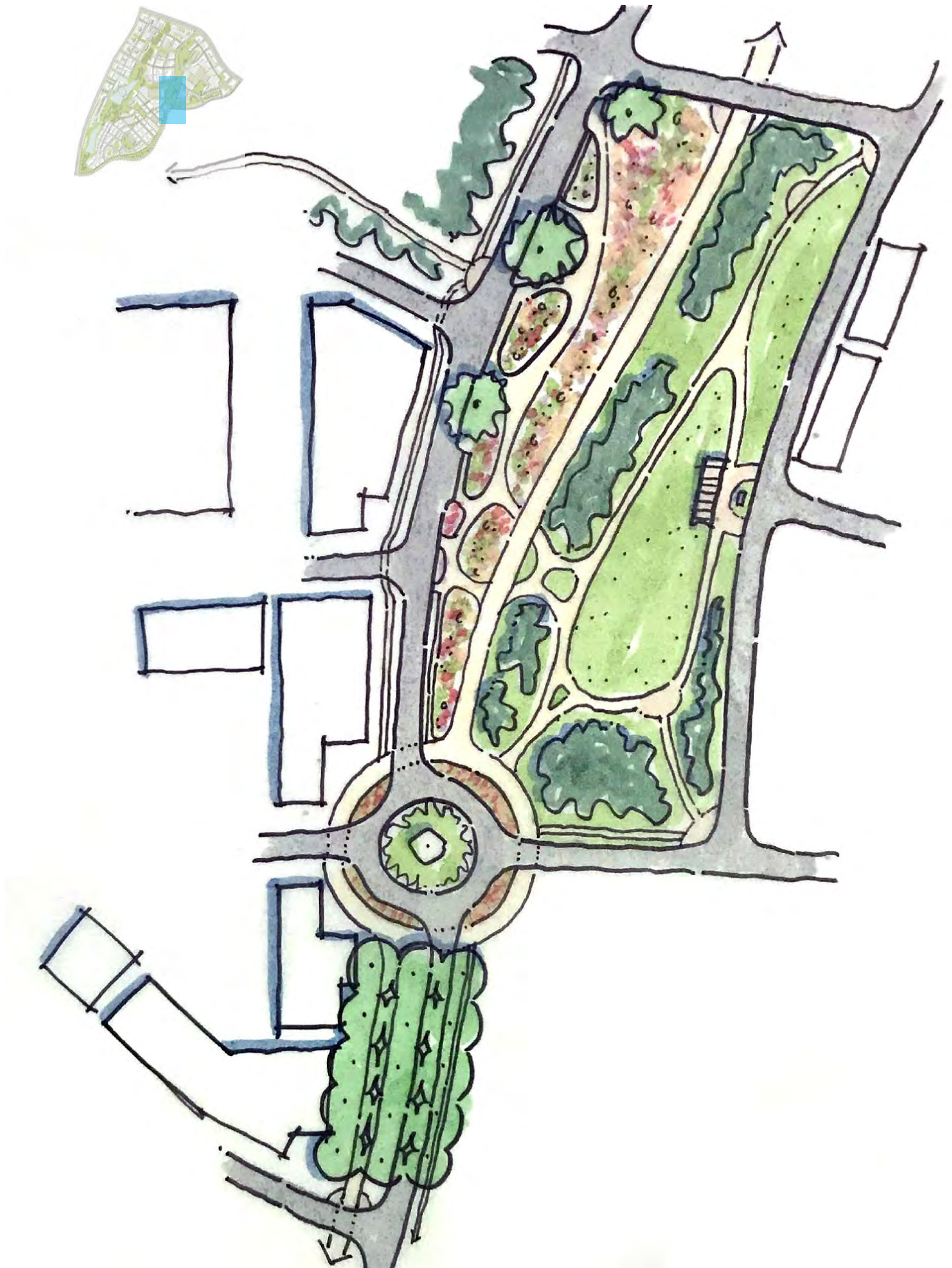


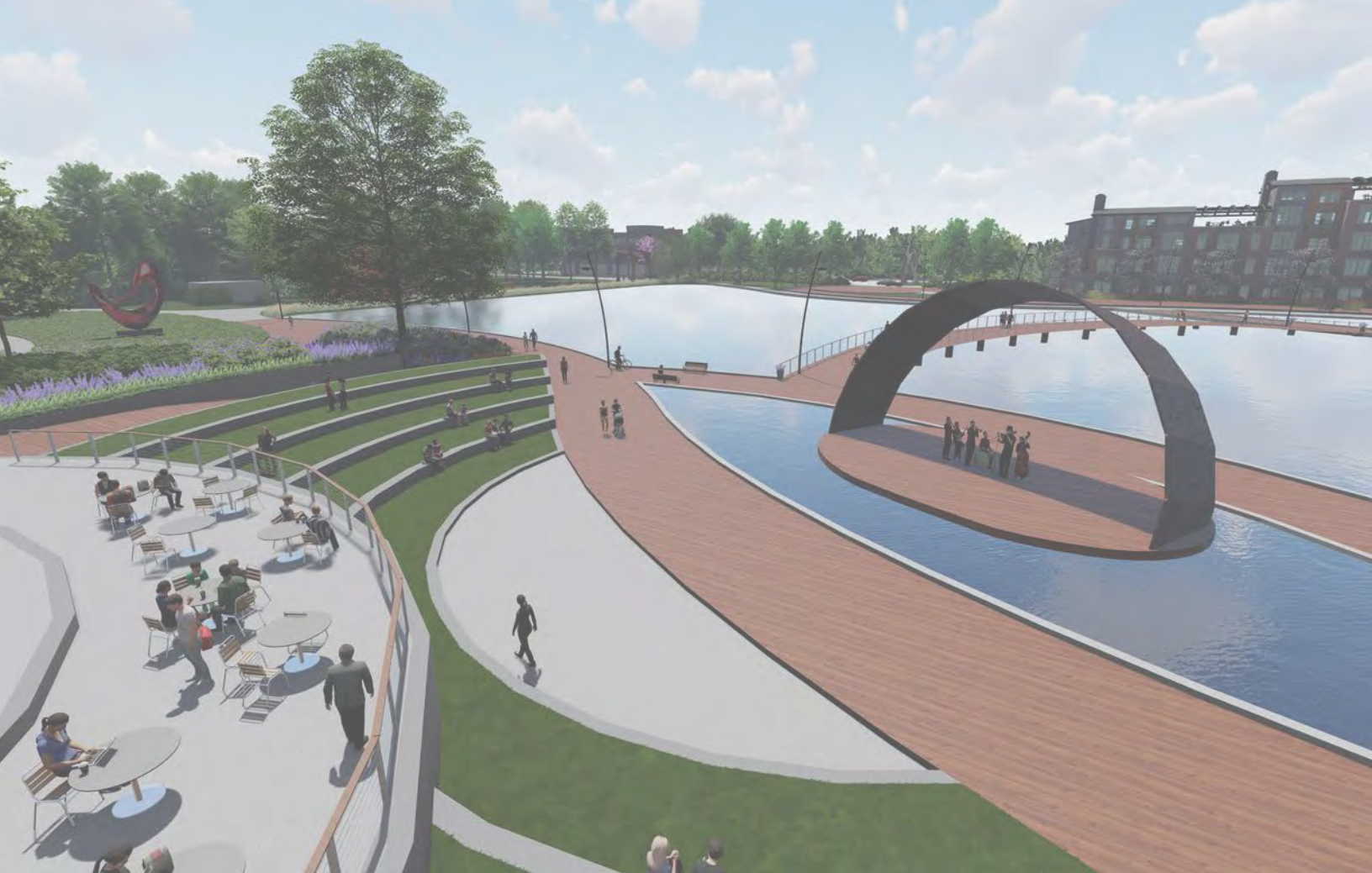
## JOHNS CREEK LINEAR PARK

### Gateway and North Linear Park Scenario:

- Traffic circle and gateway feature
- Utilizing one side of Johns Creek Parkway for vehicular traffic, opposite side for expanded Linear Park Trail
- Festival space along Linear Park Trail (tents/food trucks/stages) and in active lawns
- Integrated art opportunities – immersive and fixed







## CREEKSIDE - NORTH POND

### Potential Scenario:

- Paths mimic 'creek braiding' and create edge for ponds
- Softer edge at north portion of lake
- Separation of multi-use and pedestrian paths
- Iconic bridge network
- Amphitheater and floating stage (16,500 sf/1450 capacity)
- Buildings on pond edge have terraced decking, patios
- Strategically placed fountains/art in pond
- Integrated art opportunities – immersive and fixed





## CREEKSIDE - SOUTH POND

### Potential Scenario:

- Paths serve as transition and linkage between built environment and water
- Natural edges are conserved at either end
- Buildings on pond edge have terraced decking, patios
- Southern end serves as a gateway art opportunity
- Strategically placed fountains/art in pond
- Integrated art opportunities – immersive and fixed

*Creekside - South Pond Conceptual Design*

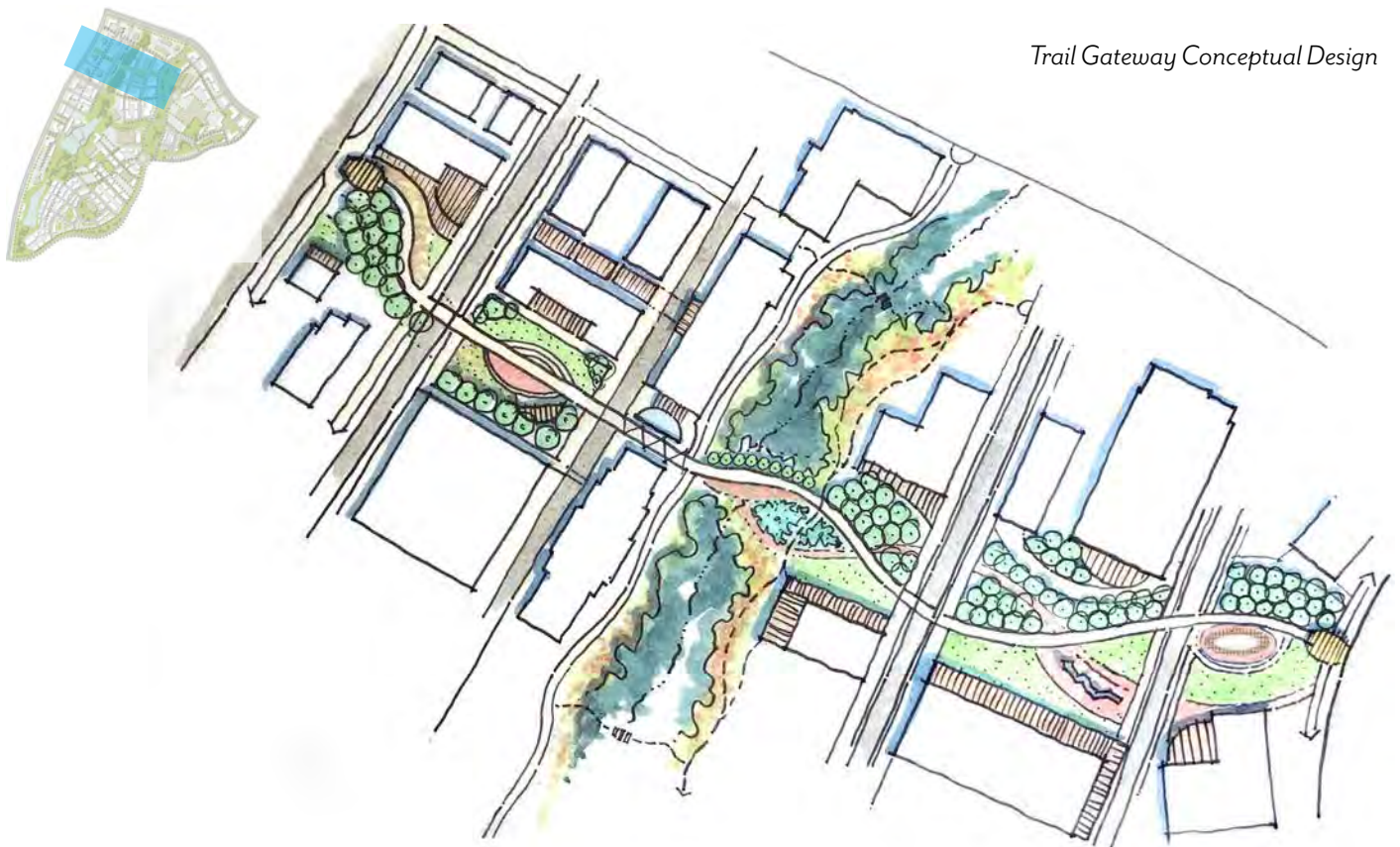




## TRAIL GATEWAY

### Potential Scenario – Trail Gateway Corridor:

- Immersive gateway art
- Buildings focused on linear space - patios
- Series of spaces: flexible plazas, open lawn
- Shade and sun open spaces
- Pedestrian bridge feature
- Play area
- Paths mimic 'creek braiding'
- Central natural area/stream with nature play
- Integrated art opportunities – immersive and fixed



*Trail Gateway Conceptual Design*

# NEIGHBORHOODS

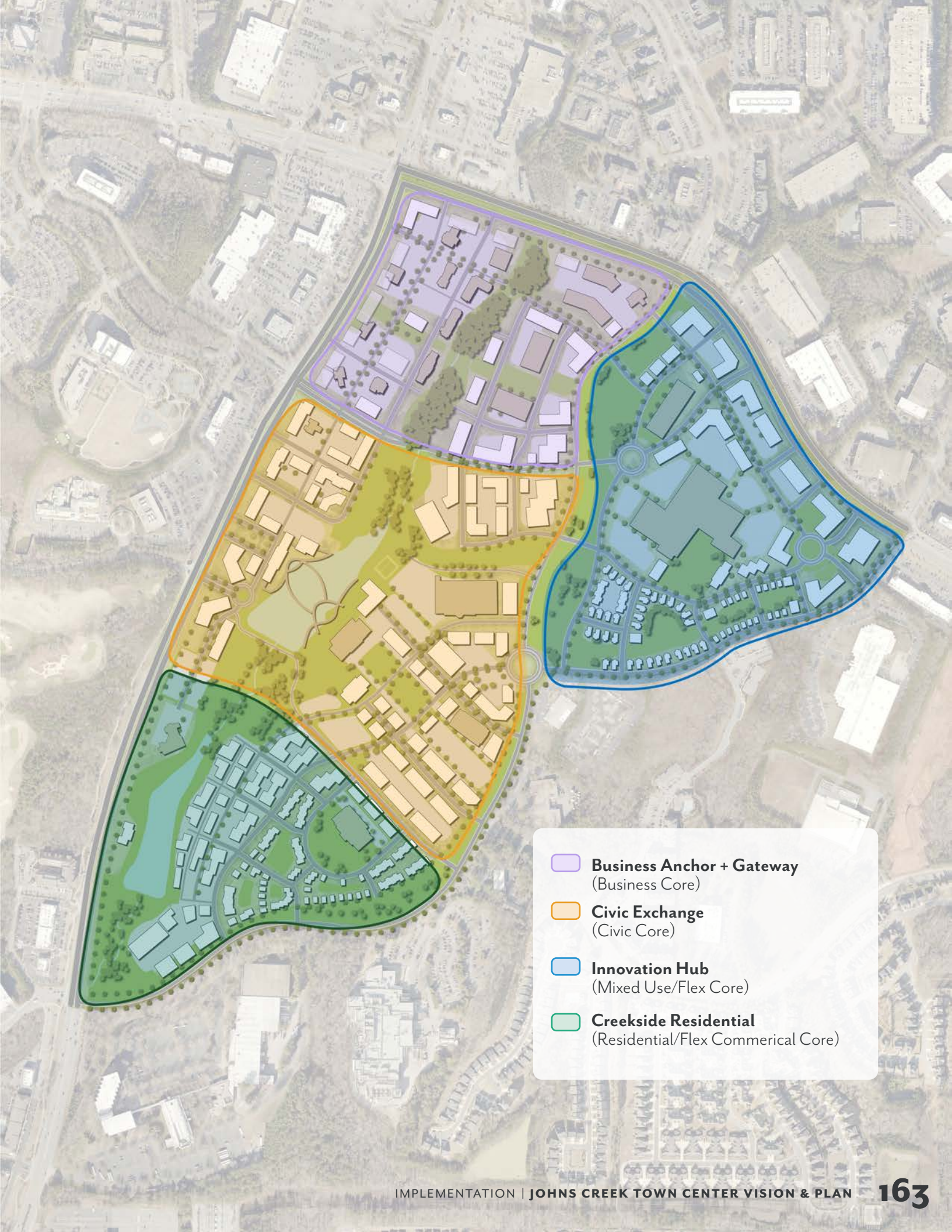
For the purposes of this plan, portions of the site are grouped into thematic Neighborhoods: The Business Anchor + Gateway, Civic Exchange, Innovation Hub, and Creekside Residential. Key elements of each provide a framework for neighborhood design.

**Business Anchor + Gateway.** This section of the Town Center is bordered by McGinnis Ferry Road to the north, Medlock Bridge Road to the west, East Johns Crossing to the south, and the Johns Creek Tributary to the east. Presently occupied businesses and their building footprints establish a business core, conducive to commercial infill development and potential reconfiguration as redevelopment occurs.

**Civic Exchange.** Central to all of the Town Center, this neighborhood will become the Civic Core, home to City Hall and other municipal facilities.

**Innovation Hub.** To the northeast, the Innovation Hub will take the place of the former State Farm site, creating a space for additional Mixed-Use and flex space.

**Creekside Residential.** The area surrounding the south pond will become Creekside Residential, hosting mixed residential as well as neighborhood-serving commercial.



**Business Anchor + Gateway**  
(Business Core)

**Civic Exchange**  
(Civic Core)

**Innovation Hub**  
(Mixed Use/Flex Core)

**Creekside Residential**  
(Residential/Flex Commercial Core)

# MAIN + MAIN

Notable downtowns typically have a signature look and feel captured in a central location. Looking ahead to the Town Center's potential buildout, this design conceptualizes "Main + Main," representing the heart of the City Center.

This location has a direct association with civic space and creates key linkages to other aspects of the site. Previously mentioned, all of the Town Center's overarching themes are represented here: Arts, Culture, Wellness, Sustainability, and Innovation.

Main + Main will be an established Main Street with a dramatic axis toward the ponds. In the short term, activated greenspaces will act as a key bookend. Ultimately, Main + Main will be lined with retail, food and beverage with active streetscapes including sidewalk cafes. This will provide an environment for shared streets and a walkable community, with plenty of surface parking in the rear of buildings for those driving to the Town Center.





# DEVELOPMENT TYPOLOGIES

## INTRODUCTION

Improving sense of place and adding vibrancy is a critical factor for the Johns Creek Town Center Plan. The plan focuses on accommodating for future growth through a variety of uses. These uses may be different than what is currently developed in the City of Johns Creek, but they are the key ingredients for creating a complete community that will add to the high quality of life that Johns Creek already enjoys.

Each land use has its own accompanying development typologies, which characterize the built form of each land use. The following development typologies are recommendations that

emerged throughout the Town Center Plan process. This includes the market analysis, stakeholder engagement, best practices, competitive town center analysis, and discussions with city staff. Certain typologies are appropriate in early phases of development in the Town Center, while others are more appropriate once there is an established critical mass to leverage and build upon. The development characteristics for each typology are approximate and are to be used only as a guide.

## RESIDENTIAL

- Zero Lot Line Single-Family Residential
- Townhouse or Row Home
- Stacked Flats
- Standalone Apartments or Condos
- Mixed-Use Condos or Apartments

## OFFICE

- Low-Rise Multi-Tenant Office
- Medical Office
- Mixed-Use Office
- Live/Work Office
- Flex Office

## RETAIL

- Neighborhood or Community Center Retail
- Mixed-Use Retail
- Destination Restaurant
- Small-Scale Freestanding Retail
- Pad Retail





# MULTIFAMILY TYPOLOGIES

## OVERVIEW

A wide variety of housing typologies are required for the Johns Creek Town Center to ensure that people stay, live, and build a future in the city. Johns Creek is a diverse city and having the right housing options for young and old is important to build an exciting and vibrant community.



## ZERO LOT LINE SINGLE-FAMILY RESIDENTIAL

Zero lot line single-family residential (SFR) are detached homes aligned on the edge of the property boundary. Limited side yards and setbacks allow these homes to fit into an urban pedestrian-friendly environment with up to 16 residential units per acre. This is an appealing alternative to townhomes or condos as they offer greater privacy and no shared walls.



### TYOLOGY CHARACTERISTICS

Number of Units: 10+

Number of Stories: 2-3

Units Per Acre: 10-16

Typical Footprint: 1,200-2,000 SF/unit



## TOWNHOUSE OR ROW HOME

Townhouses give an urban feel to a family-oriented environment. Slim and tall facades are complemented by small yards and common spaces. Townhouses attract newer families, young professionals and downsizers due to typically lower costs and higher convenience to amenities.



### TYOLOGY CHARACTERISTICS

Number of Units: 20-100

Number of Stories: 2-4

Units Per Acre: 12-24

Typical Footprint: 1,000-1,500 SF/unit

## STACKED FLATS

A cross between a condo and townhouse. Each unit has its own front door and is typically a two-story design. Stacked flats rarely have garage or private yard space. Residents use street parking or a shared parking lot for the development. These appeal to young professionals and families looking to enter an ownership position.



### TYOLOGY CHARACTERISTICS

Number of Units: 20-100

Number of Stories: 4

Units Per Acre: 25-30

Typical Footprint: 5,000 - 10,000 SF/block

## STANDALONE APARTMENTS OR CONDOS

Apartment buildings can range in look and feel and generally offer diverse living options to residences. Apartments usually have shared amenities like gyms, pools, and outdoor spaces. They have underground or surface parking. The feel of the site can change depending on the architecture and materials, for example traditional brick vs. stone with dark/light accents. Attractive for young professionals and empty nesters, luxury for the latter.



### TPOLOGY CHARACTERISTICS

Number of Units: 100-200 per building

Number of Stories: 3-5

Units Per Acre: 30-40

Typical Footprint: 20,000-80,000 SF/building

## MIXED-USE CONDOS OR APARTMENTS

Mixed-use condos offer communities both diverse living options and commercial amenity and vibrancy. Great for creating destination streets or just adding subtle retail in neighborhoods like food & beverage, grocery and services. Typically located more central in Town Center development compared to other forms of housing. More expensive to build and are typically constructed once land values appreciate.



### TPOLOGY CHARACTERISTICS

Number of Units: 100-200 per building

Number of Stories: 3-5

Units Per Acre: 30-60

Typical Footprint: 30,000-80,000 SF/building

# OFFICE TYPOLOGIES

## OVERVIEW

The dominant typology in Johns Creek Town Center is suburban campus office. New types of employment require new forms and typologies. This will generate economic development and attract new end-user tenants to the Town Center that may have not considered Johns Creek in the past for site selection.



## LOW-RISE MULTI-TENANT OFFICE

Office buildings that have multiple tenants located within the same structure. The most common office typology, it caters to a variety of end-user tenants who require different sized spaces. They may be pre-leased by the developer to ensure viability.



### TYOLOGY CHARACTERISTICS

Acreage: 1-2

Number of Stories: 2-5

Size: 30,000-70,000 SF

Footprint: 10,000-15,000 SF



## MEDICAL OFFICE

Medical office buildings are similar in size and scale to a multi-tenant office building; however, the office facilities are designed specifically for healthcare and wellness practices. Layouts and accessibility are important to improve the patient experience. They may include research & development facilities, wet lab/dry lab space, and other specialty spaces. A well located and designed medical office building can garner higher lease rates than the industry average.



### TYOLOGY CHARACTERISTICS

Acreage: 2-5

Number of Stories: 1-4

Size: 20,000-100,000 SF

Footprint: 10,000-25,000 SF

## MIXED-USE OFFICE

Mixed-use offices generally has retail on the ground floor and is in an urban setting. Food & beverage and entertainment creates a more vibrant environment that extends past office hours. Retail on the ground floor serves the office tenants and the surrounding community. This typology may be more expensive to build which can lead to higher office and retail lease rates.



### TYOLOGY CHARACTERISTICS

Acreage: 1-3

Number of Stories: 4-5

Size: 100,000-300,000 SF

Footprint: 20,000-80,000 SF

## LIVE/WORK OFFICE

Live/work units offer living and workspace in the same building, usually with offices or retail at the ground floor and residential above. Live/work units are typically in clusters of 4 to 12 units depending on building size and configuration. This typology lends to creating a vibrant environment.



### TYOLOGY CHARACTERISTICS

Acreage: <1

Number of Stories: 2-3

Size: 10,000-40,000 SF

Footprint: 5,000-20,000 SF



## FLEX OFFICE

Flex offices have a mix of office/retail, office/light industrial, or a combination of all three. They are usually light industrial spaces with small-scale production or assembly along with store frontage, or tech production with offices. They can be catalyst developments depending on the tenants and size. This typology has increasingly become more popular as tenants require hybrid work spaces.



### TYOLOGY CHARACTERISTICS

Acreage: 1-2

Number of Stories: 2-3

Size: 10,000-40,000 SF

Footprint: 5,000-50,000 SF



# RETAIL TYPOLOGIES

## OVERVIEW

The changing nature of retail and shifts in spending patterns over the past decade, coupled with the Covid-19 pandemic, mean that cities must accommodate new forms of retail to stay relevant. Focusing on daily convenience retail, destination food & beverage, entertainment, and mixed-use will set up the Town Center for a sustainable retail environment that is flexible to this ever-transforming sector.



## NEIGHBORHOOD OR COMMUNITY CENTER RETAIL

A retail center that serves the local trade area. The most standard form of suburban and quasi-urban retail. A neighborhood center is typically smaller than a community retail center. Tenants include neighborhood grocery, pharmacy, general merchandise, food & beverage, daily services, commercial retailers, etc. Properties should be configured in a pedestrian-style format. A second floor of small office or medical space can be integrated into the development.



### TYOLOGY CHARACTERISTICS

Acreage: 5-20

Number of Stories: 1-2

Size: 50,000-250,000 SF

Footprint: 25,000-250,000 SF

## MIXED-USE RETAIL

Retail at ground-floor integrated with multi-family housing or office above. Mixed-use retail offers communities a 24/7 environment with shopping, food & beverage, grocery, and services. Architecture and outdoor amenities play a big role in creating an attractive streetscape and destination. Has potential to attract credit tenants. Mixed use is more expensive to build and thus typically has higher lease rates.



### TYOLOGY CHARACTERISTICS

Acreage: 1-3

Number of Stories: 3-6

Size: 100,000-300,000 SF

Footprint: 20,000-80,000 SF



## DESTINATION RESTAURANT

Destination restaurants attract customers from the community and beyond. They can be regional chains or unique food & beverage attractions with renowned chefs and local cuisine options. They add special character to a place and enable nearby businesses to flourish.



### TYOLOGY CHARACTERISTICS

Acreage: <1

Number of Stories: 1-2

Size: 4,000-8,000 SF

Footprint: 4,000-8,000 SF



## SMALL-SCALE FREESTANDING RETAIL

These are small character developments that offer special food & beverage or services. This includes a wine bar, small restaurant, or artisan craft shop. They take little room and can be a special addition to a larger development that adds sense of place.



### TYOLOGY CHARACTERISTICS

Acreage: <0.5

Number of Stories: 1

Size: 500-5,000 SF

Footprint: 500-5,000 SF



## PAD RETAIL

Pad retail are freestanding units that are usually occupied by restaurants, cafés and services. These may be chain fast-food restaurants or they can also be unique shops and cafés. Units in mixed-use developments have room for patios and outdoor spaces.



### TYOLOGY CHARACTERISTICS

Acreage: <1

Number of Stories: 1

Size: 1,000-10,000 SF

Footprint: 1,000-10,000 SF





# POLICIES & PROGRAMMING

## LAND USE & ZONING

The 2018 Comprehensive Plan identifies the plan area within the Technology Park Community Area. While the Comprehensive Plan expresses intention for the implementation of a Town Center, the city has the opportunity to secure the Town Center vision from this plan in the Comprehensive Plan by creating a new Community Area called Town Center. As future development occurs, the Comprehensive Plan will provide guidance to City Council on future zoning decisions as they relate to the Town Center. The Technology Park Community Area should also be revised to reflect compatible land use patterns adjacent to the Town Center Area.

The city's Future Land Use Map should also be updated to reflect the vision stated in the Town Center Community Area narrative as well as the plan's development program according to the neighborhoods established in this chapter.

The Business Anchor + Gateway, Civic Exchange, and Innovation Hubs, should each reflect Commercial Mixed-Use with Recreation-Public appropriately dispersed. The Creekside Residential neighborhood should incorporate Residential Mixed-Use and some Commercial-Retail.

The city will create new zoning categories that directly correlate with planned development and streetscape typologies within each neighborhood. City-owned properties may go through a public hearing process prior to making official changes to the zoning map. New zoning would be applied to privately owned properties as they redevelop or rezone.

## STORMWATER

The two distinct watersheds require a comprehensive approach to stormwater management that ideally is in place prior to any major redevelopment. The two ponds within the study area meet current development patterns which does not trigger increases in storm events at the 10% point downstream. Any change in development patterns warrants a new approach to addressing hydrological and ecological patterns.

A first step is developing a stormwater management plan for the Town Center Area. Key goals of the management plan include:

- Gaining a fuller understanding of the hydrological patterns within the watershed,
- Establishing a stormwater runoff reduction goal
- Developing design standards implemented by the city and private property owners during redevelopment to support runoff reduction
- Creating an action plan for data collection that provides the city real-time feedback and historic trends impacting the Town Center ecosystem including air temperature and humidity, soil moisture, water depth and pressure, wind speed and direction, gust speed and barometric pressure, rain amounts, leaf wetness, and CO<sub>2</sub> levels

The Georgia Institute of Technology (GA Tech) has developed a similar approach known as EcoCommons, which covers 80 acres within their urban campus. Like EcoCommons, the city can implement their strategy over time while maintaining flexibility based on changing environmental conditions and development trends.

Key strategies that may originate out of the stormwater management plan include:

- Brand the stormwater plan to generate momentum (GreenTown, SustainJC, EcoTownCenter, etc.)
- Reduce impervious surface through permeable roadways/parking lots, new plantings, open space (i.e. North and South Pond redesign, the Linear Park, and shared streets/green streets)
- Introduce art that celebrates sustainability,
- Support redevelopment patterns that reduce runoff
- Restore stream ecologies (i.e. the woodland areas at the northern end of the Town Center Area)

## ART AND ACTIVATION

The City has an opportunity to leverage local and regional artists to activate public spaces using several types of art strategies: 2-Dimensional Works, 3-D Pieces, and Immersive and Experiential Works.

**2-D Works.** The City of Johns Creek has a strong presence of artistic people who contributed to the success of the existing tunnel which connects the plan area across Medlock Bridge Road. With the possibility of a new pedestrian-friendly urban fabric, the city has the opportunity to implement mural commissions throughout the Town Center.

**3-D Pieces.** Gateway features and screening should incorporate 3-Dimensional Pieces of art sculptures and facade treatments can be impactful throughout the Town Center.

**Immersive and Experiential Works.** Temporary and permanent installations can line streets, trails and paths to create an immersive experience for drivers, cyclists, and pedestrians alike.







# REDEVELOPMENT & INVESTMENT STRATEGIES

The vision of Johns Creek Town Center has been visualized through this plan. Now, how do we begin to make this vision a reality? The city must spearhead a strategic path to implementation in a collaborative manner. This will require support, participation, and cooperation of local leaders, public agencies, property and business owners, developers, and residents.

This section presents an implementation framework for the city to use to initiate and undertake key recommendations included in this document. The actions and strategies identified in this section establish the next steps in continuing the process of planning and investment.

This section includes the following components:

- 1. Phasing Plan**
- 2. Catalyst Sites**
  - Creekside - North Pond (City)
  - Town Center Market Hall
  - Mixed-Age Community
  - Innovation Flex Office Blocks
- 3. Pop-up Quick Hits**
  - Amphitheatre and Performing Arts Space
  - Arts & Culture Trail
  - Outdoor Food & Artisan Market
- 4. Toolbox for Infill and Redevelopment**
  - Organizational Tools
  - Financial Tools
- 5. Strategies for Attracting Business**

# PHASING

Johns Creek Town Center is a large planning area that has significant land holdings under both public and private control. A phasing plan is an important tool from a development and infrastructure perspective as public investment should be focused on specific areas to generate a critical mass of activity. The initial phase will begin to change the perception of the current day Technology Park into a true Town Center for Johns Creek.

The Town Center Plan is projected to be built out over 20+ years from a market and economic feasibility perspective. It will take time and patience for infill and redevelopment to occur on certain strategic parcels of land that are privately held. Projected development phasing is based on site availability, market demand and absorption, access, location of current amenities and public infrastructure, and development feasibility.

## PHASE I

0-10 years

A

Focus on mixed-use and commercial development around City Hall as the foundation of the Town Center and make capital improvements and open space upgrades to prepare existing infrastructure for growth.

B

Phase IB focuses on the vacant State Farm site – creating meaningful mixed-use development, office, and retail with complementary open space connecting the site to the Civic Core.

## PHASE II

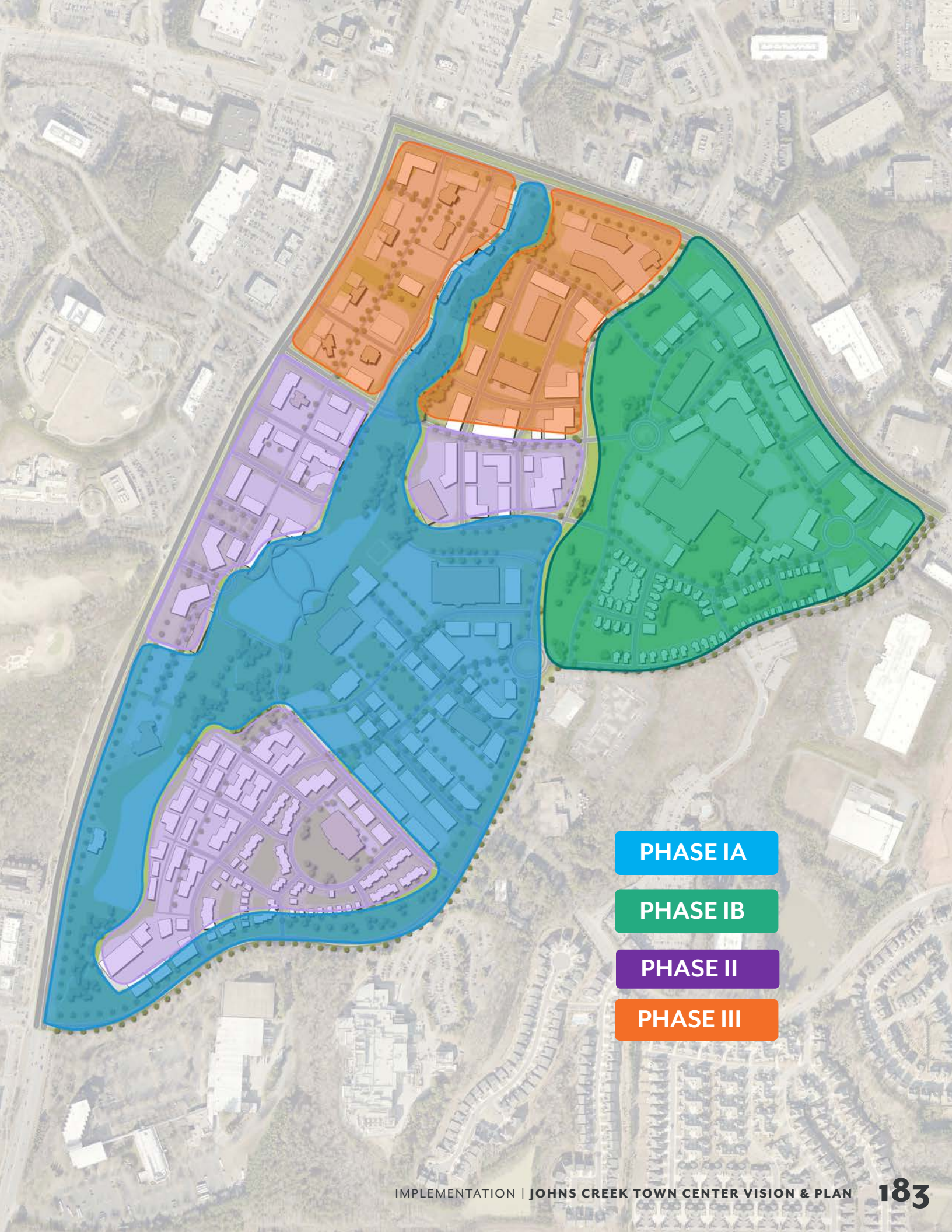
10-15 years

Phase II extends the Civic Core and adds residential options. It will focus on waterfront commercial and residential to the south, building upon the momentum of the Civic Core and State Farm development.

## PHASE III

15-20 years

Phase III will include hotel accommodations and additional retail. Development in this quadrant will occur last, as occupied commercial buildings currently operate in this area.



**PHASE IA**

**PHASE IB**

**PHASE II**

**PHASE III**

# CATALYST SITES

## WHAT ARE CATALYST SITES?

Catalyst Sites are public, private or public-private partnership (P3) projects that stimulate or trigger complementary development or job creation on surrounding areas. These sites are identified as initiatives that could occur in Johns Creek within the first five years of implementation.

The following four catalyst sites emerged as the most locally applicable, beneficial and feasible through market analysis, stakeholder consultation, case studies, and the planning process.

Potential locations that are most suitable for each catalyst site were identified and are shown on the map to the right.

## CREEKSIDE - NORTH POND (CITY)



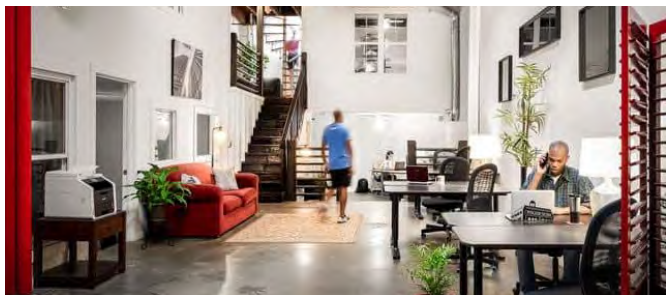
## TOWN CENTER MARKET HALL



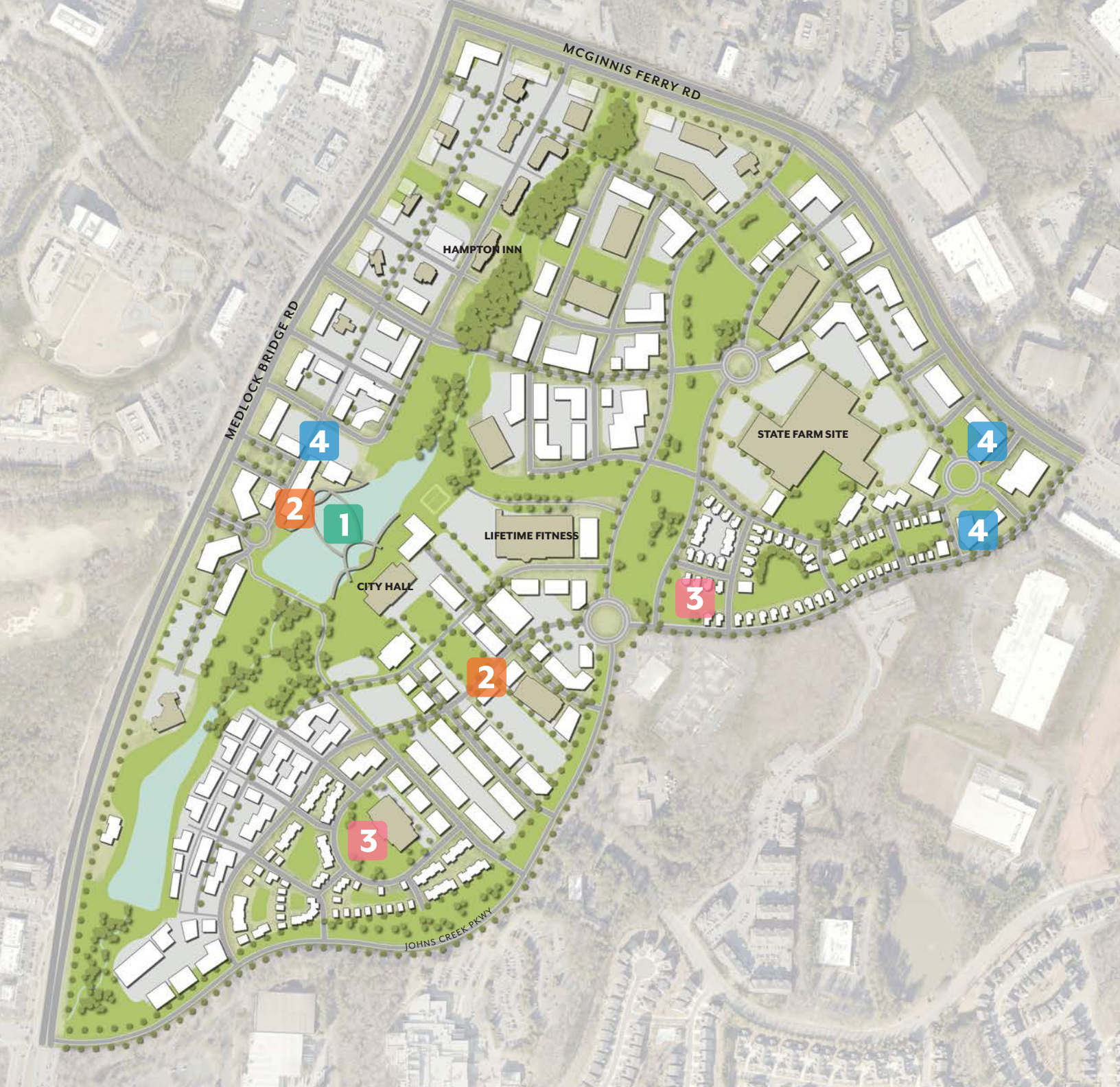
## MIXED-AGE COMMUNITY



## INNOVATION FLEX OFFICE BLOCKS







## SUGGESTED LOCATIONS

**1** **Catalyst Site 1**  
Creekside - North Pond (City)

**2** **Catalyst Site 2**  
Town Center Market Hall

**3** **Catalyst Site 3**  
Mixed-Age Community

**4** **Catalyst Site 4**  
Innovation Flex Office  
Blocks

# CATALYST SITE 1 CREEKSIDE - NORTH POND (CITY)

## THE VISION

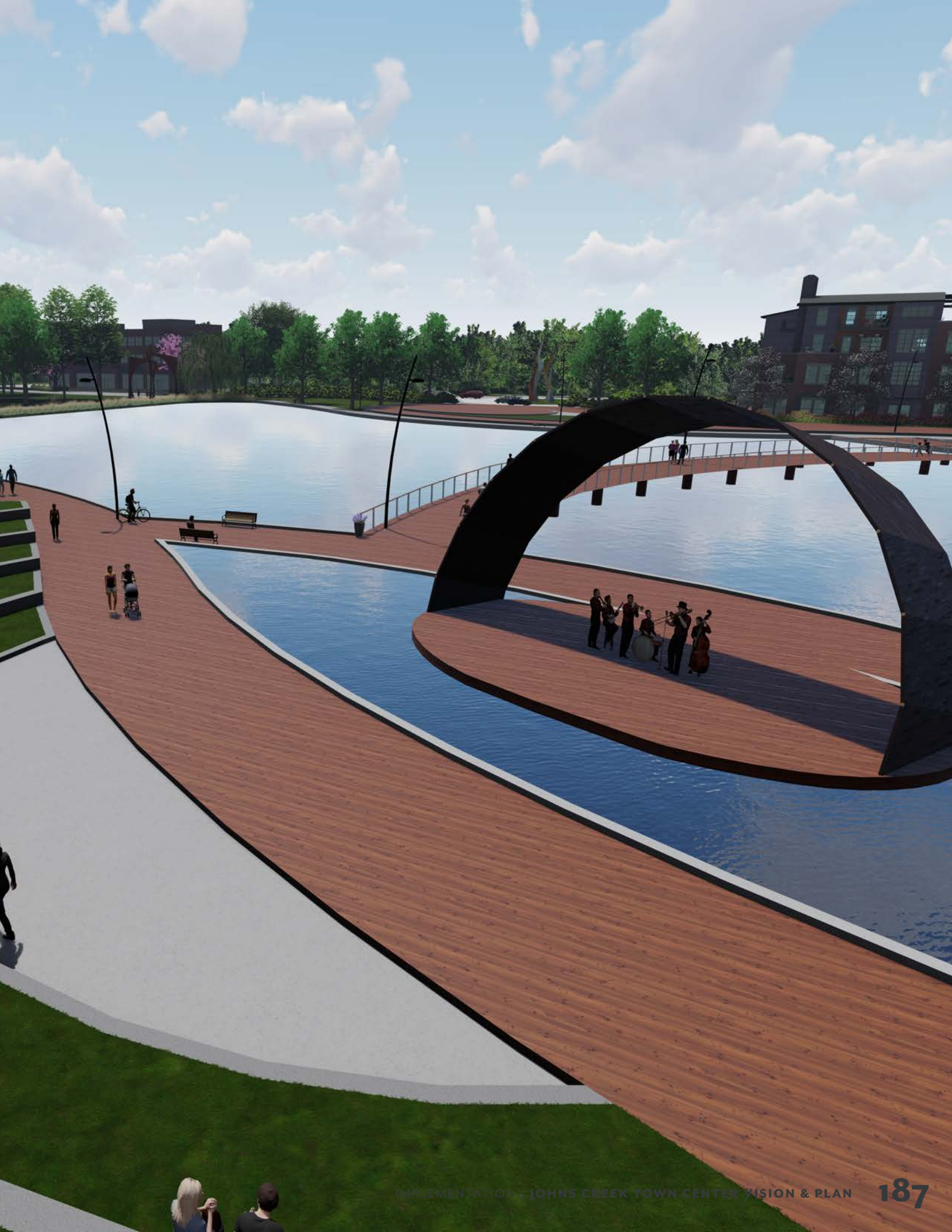
The city will undertake the redevelopment of the North Pond with the intention of recruiting developers. Comprehensive public improvements will anchor the Town Center around the North Pond, creating opportunities for waterfront retail and overall community enjoyment.

East and west edges of the pond will be lined with decking that transitions to a bridge network to create pedestrian connections between City Hall and future development to the west.

The city will also build an amphitheater that will be utilized as an outdoor venue that support the arts and other community events. These improvements will include a combination of landscape and hardscape improvements that the city will solicit for design and construction services.

The implementation of this catalyst site will spur development and redevelopment over time as the Town Center comes to fruition.





# CATALYST SITE 2

## TOWN CENTER MARKET HALL

### THE VISION

The Town Center Market Hall will be an iconic destination that celebrates the culinary and ethnic diversity of Johns Creek. It will combine multiple aspects of the food system including fresh produce, ethnic goods, prepared foods to-go, commissary kitchens, food education, and outdoor food gardens among other anchor functions.

The Market Hall will be well positioned to differentiate itself from successful food halls in Metro Atlanta (that primarily focus on prepared foods) by providing a strong mix of tenants that will draw locals and visitors daily. It will provide an entrepreneurial space for residents to try

new concepts and expand their culinary-based businesses.

The Market Hall can become an example of innovation at a local level, being able to host an array of events such as pop-up dinners, wine tastings, and tours with local schools.

To gain viability, reduce initial financial investment and generate a constant following, the Market Hall can begin as a temporary pop-up space in the Town Center. This catalyst will also begin to change the perception of how Johns Creek is viewed in the North Atlanta context.



Sparkman Wharf in Tampa Bay, Florida.

## KEY ATTRIBUTES

- 10,000 SF to 30,000 SF Market Hall including fresh and prepared foods
- Outdoor central dining plaza
- Culinary incubator and commissary kitchens
- Food education
- Craft Brewpub / Distillery / Wine bar
- Local artisan shops

## WHY THIS WORKS

- A destination anchor and activity generator for the Town Center
- Differentiates Johns Creek from other Town Centers in the North Atlanta suburbs
- Can be used to celebrate the cultural diversity of the city
- Fits the model regarding the future of retail

## STRATEGIES

- Collaboration between City of Johns Creek and private sector developers.
- Discussions with local universities on food sustainability partnerships and research.
- Review potential retrofit of existing buildings in the Town Center for Market Hall.



# CATALYST SITE 3

## MIXED-AGE COMMUNITY

### THE VISION

There is demonstrated demand for multi-family residential in Johns Creek that is positioned toward local downsizers, young professionals, and young families. A mixed-age intergenerational community will provide the housing typologies that meet the needs of various households and fill a missing gap in the city.

Rather than have segregated seniors and assisted living facilities, the community will offer an environment that navigates the shifting demographics of the region and create an urban

area that encourages engagement and activity between age groups. While multi-purpose communities are often marketed towards younger age demographics, aging-in-place in walkable communities that have a strong amenity mix is becoming more desirable for older generations.

Higher-end residential can be marketed towards 55+ plus downsizers who live in Johns Creek, but are looking for less upkeep and a “lock and leave” residential product.



*Mixed-use and mixed-age community living spaces.*

## KEY ATTRIBUTES

- For-sale 55+ or intergenerational residential
- Upscale condos and apartments
- Stacked flats
- Townhomes
- Neighborhood services
- Pharmacy
- Coffee shop
- Play areas for kids
- Community-oriented space

## WHY THIS WORKS

- Strong demand for higher-end multi-family residential in Johns Creek and adjacent communities
- Allows residents to downsize and stay in Johns Creek
- Offers a variety of housing product
- Will bring residential living into the Town Center

## STRATEGIES

- Private-sector-led development.
- Infill medium-density residential on existing site.
- Strong architecture for first project to set precedence for future development.
- Promote activation of streetscape. Create bikeable and walkable environment in the Town Center core.



# CATALYST SITE 4

## INNOVATION FLEX OFFICE BLOCKS

### THE VISION

The Innovation Flex Office Blocks are envisioned as a unique node that focuses on smaller-scale employment entrepreneurship in a hybrid office/flex environment. Many businesses established in the North Atlanta area in recent years are looking for hybrid spaces that offer a mix of office, research & development, warehouse, and production uses; however, most flex spaces are in industrial parks and do not provide the amenity package or urban form businesses desire.

The Town Center can provide a new form of employment use that differentiates itself from the campus-style offices currently present in Technology Park. Targeted businesses will be a diverse mix, from established Atlanta-based companies to local start-ups. This could include food incubators, delivery services, catering companies, coffee roasters, professional studios, biotech companies, and more.

The Innovation Flex Office Blocks will assist in diversifying the types of businesses in Johns Creek and bring forth new and exciting types of employment that are community-focused.



*Flex office and industrial facilities are an increasingly popular choice for businesses and tech companies.*



## KEY ATTRIBUTES

- Flex Office – 5,000 SF to 50,000 SF pods that allow for multiple configurations based on tenant needs
- Industry-focused incubator
- Medical labs
- Co-working space
- Live/work Office
- Coffee shop
- Restaurants
- Craft brewery / Distillery

## WHY THIS WORKS

- Reduced demand for typical office space, especially when emerging out of Covid-19
- Many innovative companies require flexible spaces for a variety of activities
- Will attract new types of employment and tenants to the Town Center

## STRATEGIES

- Infill flex office uses on existing sites.
- Retrofit and reuse existing buildings, if financially viable.
- Create marketing and branding around new forms of employment uses in Johns Creek.
- Introduce multiple uses in the Flex Office Blocks – promote innovation, research & development, education, incubator, co-working space.
- Improve streetscape; create a bikeable/walkable employment area that links to surroundings.
- Have zoning allow for a variety of uses such as employment, production, retail, food & beverage that stimulates and fosters innovation.



# POP-UP QUICK HITS

## WHAT ARE POP-UP QUICK HITS?

Pop-Up Quick Hits are public, private, or P3 projects that are effective at improving the perception of an area through placemaking. These initiatives could occur in the first several years of implementation and require relatively little time and fiscal resources compared to catalyst projects.

The following three Pop-up Quick Hits have emerged from market analysis, stakeholder consultation, case studies, and the planning process.

The most suitable locations for these initiatives are illustrated in the map to the right.

### AMPITHEATRE/OUTDOOR ARTS SPACE



### ARTS & CULTURE TRAIL



### OUTDOOR FOOD & ARTISAN MARKET (CITY)





## SUGGESTED LOCATIONS

- 1** **Pop-Up Quick Hit 1**  
Amphitheatre & Performing Arts Space
- 2** **Catalyst Site 2**  
Arts & Culture Trail

- 3** **Catalyst Site 3**  
Outdoor Food & Artisan Market (City)

# POP-UP QUICK HIT 1

## AMPITHEATRE/OUTDOOR ARTS SPACE

### THE VISION

An outdoor amphitheater and arts space will act as a central gathering place for the Town Center and the local community. Johns Creek is rich in arts and culture and has strong demand to expand upon current offerings that are spread amongst multiple locations. It will provide an informal space for the performing arts in Johns Creek and can be used for a variety of uses such as symphony orchestra, plays, choirs, festivals, musical performances, wedding ceremonies, and graduations.

To bring the community together on a consistent basis, the outdoor amphitheater and performing arts space can also be utilized as a venue for arts and cultural activities, from Christmas concerts and tree lightings to celebrating Chinese New Year. A flexible designed space will best allow for a multitude of programming.



# POP-UP QUICK HIT 2

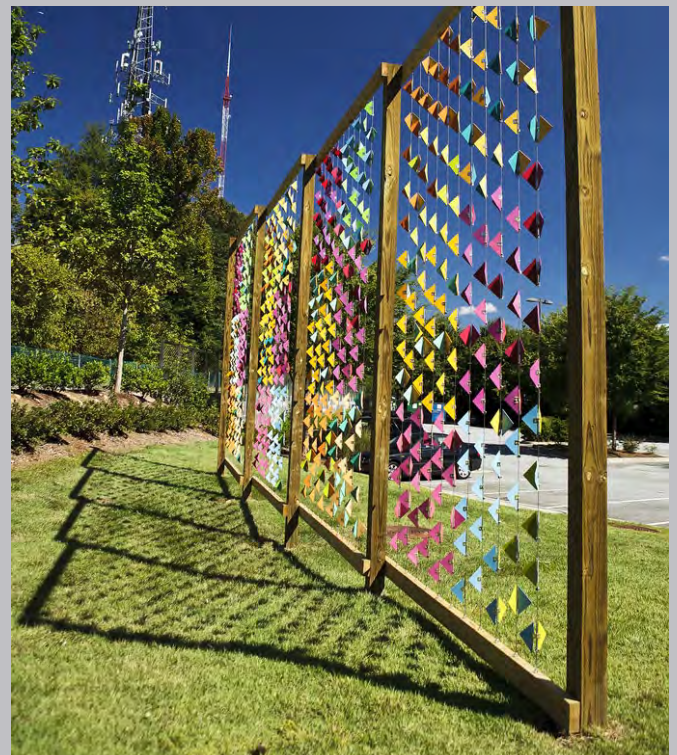
## ARTS & CULTURE TRAIL

### THE VISION

The arts and culture trail will celebrate the arts community and cultural diversity of Johns Creek by integrating public art throughout the Town Center in a curated fashion. This will introduce new and exciting local artists through a variety of installations, from painters, sculptors, and photographers.

This trail will promote the growth of local artists, create a sense of community pride, add unique character, and establish meaningful partnerships with various organizations in Johns Creek and across Metro Atlanta. The installations can be temporary or permanent depending on the artist and their work.

Murals painted on existing buildings and/or walls can begin to change the look and feel of the Town Center, especially on those closer to City Hall and the designated core. An annual culture trail festival can bring forth live artists, new media, musicians, and performance works from celebrated and emerging artists.



# POP-UP QUICK HIT 3

## OUTDOOR FOOD & ARTISAN MARKET (CITY)

### THE VISION

The outdoor food & artisan market will allow local and regional food vendors, artists, personal service, and other craftspeople to market and sell their goods and services in the Town Center. The market can be a temporary pop-up that occurs weekly or monthly, or be a permanent building or dedicated outdoor space that is inexpensive and easily implementable. The outdoor food & artisan market will establish a vibrant and communal identity for the Town Center.

The market can be a precursor to the Town Center Market Hall, or it may prove popular and be a permanent installation in the Town Center. It will provide a unique shopping and dining experience not found in the area and will differentiate and transcend the market.

Potential uses can include a central beer garden, food & beverage, bike repair, art spaces, and artisan shops. A benefit of outdoor food & artisan market projects is that they can be expanded or contracted as needed, so if the quick hit becomes popular, it can be adapted as needed by the operator.





# TOOLBOX FOR INFILL & REDEVELOPMENT

## INTRODUCTION

Town Centers are important places. They are hubs of activity that bring together a variety of uses including residential, retail, food & beverage, employment, recreation, culture, among others. The Johns Creek Town Center is envisioned as a place that offers something new and exciting to draw residents, businesses, and visitors to the area.

Stakeholder interaction throughout the Town Center planning process has built a strong foundation of “buy-in” from the local community as well as broader interest groups. It is important to achieve buy-in as private sector investment will play a significant role in achieving the vision of the Town Center, with most parcels in each area of the Town Center being privately owned. Furthermore, many parcels are currently cash-flow positive with strong tenants and low vacancy. Implementation is key for the success of the Johns Creek Town Center Plan.

This section provides a strategic toolbox of implementation methods that the City of Johns Creek can employ to encourage infill and redevelopment in the Town Center. They are used specifically to encourage private landowners, businesses, and land developers to:

- Improve/retrofit existing buildings,
- Infill on revenue producing parcels,
- Redevelop old or underperforming buildings,
- Construct new development not currently available in the area such as multi-family residential, mixed-use, etc, and
- Capitalize on new and improved open and public spaces, connectivity, and branding.

Each tool, whether it be organizational or financial, has its advantages and challenges. These tools should be reviewed by the City of Johns Creek further to evaluate their benefit and viability for implementation of the Town Center Plan. They should also be combined with other tools in the implementation section to ensure success.

### ORGANIZATIONAL TOOLS

- In-House Municipal Development Department
- Implementation & Engagement Team
- Special Zoning / Pre-Zoned District
- Public-Private Partnerships (P3)
- Re-investment Organizations
- Prepare a Financial Analysis
- Continue the Technical Advisory Committee
- Meetings with Developers & Businesses
- Fast-Track Approvals Stream
- Marketing Campaign

### FINANCIAL TOOLS

- Property Tax Abatement
- Sales Tax Abatement
- Fee Waivers
- Utility Fee Reductions
- Debt Financing
- Capital Recovery Grants
- Private Activity Bonds (PABs)
- Low-Interest Loans
- Capital Recovery Grants
- Tax Allocation District (TAD)



## RESEARCH & SELECTION METHODOLOGY

The tools provided in this toolbox were selected using the following methodology:

1. Case study analysis of successful implementation tools deployed locally, statewide, and nationally.
2. Evaluation of best tools and examples in terms of return on investment and applicability to Johns Creek and the Town Center Plan.
3. Refinement of the tools researched by categorizing into organizational or financial.
  - Organizational tools are methods or strategies that are not directly related to financing or incentivization, but rather are qualitative and non-monetary tactics.
  - Financial tools incentivize developers and business owners directly through cost savings, tax avoidance, or funding.

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## ECONOMIC DEVELOPMENT OBJECTIVES & ALIGNMENT

This Toolbox for Infill & Redevelopment, along with the following section on Strategies for Attracting Businesses are both aligned with the five major goals of the 2016 Strategic Economic Development Plan (SEDP). Major synergistic goals include, Promoting City Image, Business Climate and Brand for Economic Development, Position the City for Economic Development, and Develop Product, Land and Buildings. The following tools described in this section potentially yield outcomes that achieve the above main objectives of the SEDP.

By supporting the goals of the SEDP, this Toolbox can be utilized by the city and partner Johns Creek Advantage (JCA), a non-profit formed with the creation of the city to assist with economic development efforts. Depending on the nature of the tools, they may be implemented by the city, JCA, another existing entity, or a public/private partnership.



# ORGANIZATIONAL TOOLS

## OVERVIEW

The Town Center Master Plan is a strategic blueprint that will guide the growth and redevelopment of 192 acres of Technology Park into a vibrant Town Center. Implementation of the plan will be a key process following the planning phase. The organizational tools are programs and actions the City of Johns Creek can employ to kick-start infill and redevelopment in the Town Center.

These tools are not recommendations, but successful options that have been used elsewhere. They should be reviewed as part of the implementation process to reflect on their potential impacts, as well as funding or staff resources required to execute successfully.

## IN-HOUSE MUNICIPAL DEVELOPMENT DEPARTMENT

An "In-House" Municipal Development Department is a city-managed department that is responsible for the full process of developing lands, including land purchases, procurement of developers, leasing, etc. This department is in the business of developing land to provide land use opportunities. The department has a dedicated team of staff that manages and tenders the project to consultants, contractors, and developers. Municipal development departments will typically purchase and prepare sites for development with necessary transportation and infrastructure upgrades, as well as appropriate zoning, and will then sell the site to a developer based on the vision of the city.



This would be a direct department within the municipality; however, it is not a department that the City of Johns Creek currently has in operation. This department would work under or in conjunction with Economic Development, as well as other departments integral to the development process.

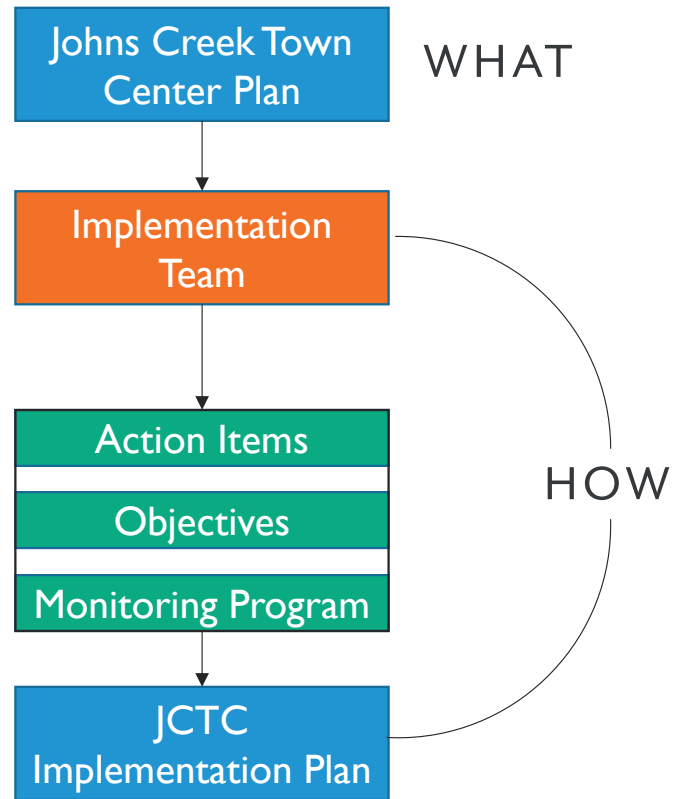
The "In-House" model is less flexible in comparison to a Local Development Authority as it must adhere to municipal requirements in procurement and finance, and may be exposed to political interference. There may also be a perceived conflict of interest from the public and development community.

## IMPLEMENTATION & ENGAGEMENT TEAM

The Implementation & Engagement Team is a city-appointed team with the purposes of moving the Johns Creek Town Center Plan forward and liaising with the public, stakeholders, and investors. The team can develop an implementation plan with clear objectives and action items that have indicators and can be monitored.

The team ensures that objectives of the plan are met and that the process is monitored, evaluated, and improved upon throughout the timeframe. The establishment of the team also demonstrates the city's intent for the plan, which would garner interest from developers. The team can also act as a direct point of contact with interested developers and end-user tenants.

Creating an Implementation and Engagement Team may incur costs to the city if new staff are required on a full-time basis.



## SPECIAL ZONING / PRE-ZONED DISTRICT

Development of large scale can sometimes require special zoning districts, which are typically of mutual benefit to developers and the municipality. Such districts or zones can be established for key areas of the Johns Creek Town Center Plan to create more flexibility with regard to density, architecture, and public space.

Pre-zoning the development for targeted densities or special structures will save developers time and cost by avoiding the rezoning process. It is a tool used by many cities for infill development as the city can strategically pre-zone key properties to provide certainty for land owners and developers.

Pre-zoning can also provide assurance that amenities and infrastructure upgrades for new development will be secured.

These tools can also provide local municipalities with the ability to control development and the built form. Form-based codes are one way that cities are employing this process.

The City of Milton implemented a form-based code called SmartCode for the Crabapple area in response to mounting development pressure. Although only partially developed, this local example was successful in shaping development.

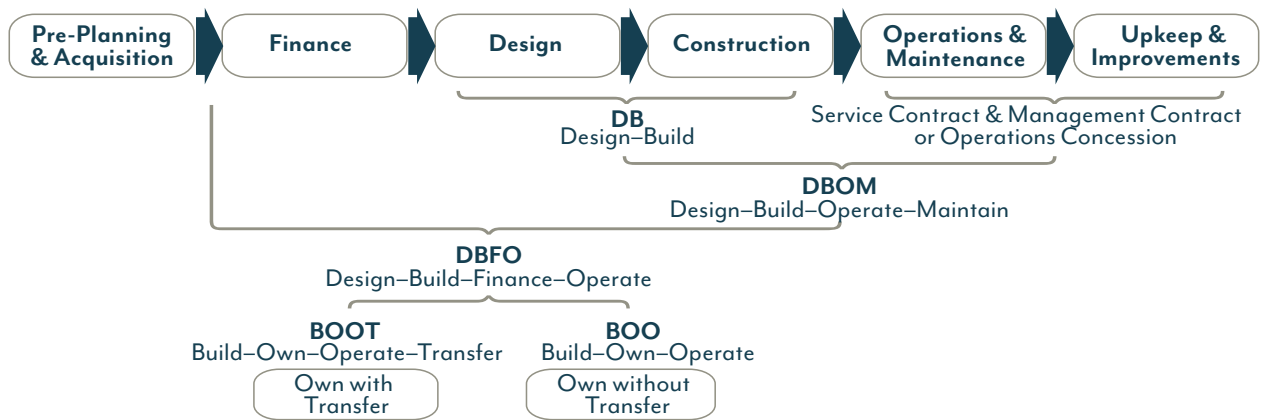
# PUBLIC-PRIVATE PARTNERSHIP (P3)

The Public-Private Partnership (P3) is a recent model that was first used in the US in 1989 and is increasingly deployed in the development industry. It involves a partnership for a certain project that provides access to financial tools not normally available to private developers, which unlock larger and more rewarding projects. The P3 allows the private development sector to accelerate development by cost-sharing and reducing risks. Projects at certain scales may require state or local government support.

There is also the potential to include multiple partners such as city, county, state, healthcare system, educational institutions, foundations, etc. The higher the complexity, the greater the need there may be for multiple partners. P3s are usually tendered directly by the municipality or Development Authority for a specific project, and can be combined strategically with other P3s to achieve a greater goal.

P3s are advantageous in increasing operational capacity and financial flexibility, reducing financial risk, and combining public and private sector knowledge and expertise. P3s are, however, less aligned with municipal objectives as they are not managed directly, and can potentially introduce extra legal and operational costs.

There are various forms of P3s which involve different levels of municipal and private involvement that are dependent on the roles assumed throughout the land development process. Below is a diagram of typical P3 structures in the development process, and a table of common types of P3s utilized by jurisdictions in across the nation.



ABR.	NAME	ABR.	NAME
<b>BOT</b>	Build Operate Transfer	<b>DBFOM</b>	Design Build Finance Operate Manage
<b>BOO</b>	Build Own Operate	<b>LROT</b>	Lease Renovate Operate Transfer
<b>BOOT</b>	Build Own Operate Transfer	<b>DCMF</b>	Design Construct Manage Finance
<b>DBF</b>	Design Build Finance	<b>BOOR</b>	Build Own Operate Remove
<b>DBFO</b>	Design Build Finance Operate	<b>JDA</b>	Joint Development Agreement
<b>DBO</b>	Design Build Operate	<b>JV</b>	Joint Ventures
<b>BLT</b>	Build Lease Transfer	<b>BTO</b>	Build Transfer Operate

## REINVESTMENT ORGANIZATIONS

The re-investment organizations in this Toolbox are fully- or quasi-public entities that are focused on attracting investment, economic development, or redevelopment to a jurisdiction, community, or designated area. There are various types and levels of reinvestment organizations that can be established within the State of Georgia under legislation, such as the Local Government Authorities Act. Local Government Authorities such as Downtown Development Authorities, can be created through the Georgia Department of Community Affairs in three ways: by general enabling act, local laws, and Constitutional Amendments.

Business Improvement Districts and Community Improvement Districts are area-based grassroots initiatives that require involvement of both stakeholders and public officials. These districts are established under the Constitution of Georgia and have specific requirements as to who and how many board members can participate on a committee.

The following reinvestment organizations are applicable for Johns Creek Town Center and can be reviewed by the City of Johns Creek and JCA for potential implementation.

### Downtown Development Authority (DDA)

DDAs are a popular Local Government Authority and consist of seven board members that are local tax-payers appointed by the municipality. This non-profit organization can accept grants and apply for loans; own, acquire and improve lands; and sign contracts with other organizations and companies to create joint-venture projects.

### Urban Redevelopment Authority (URA)

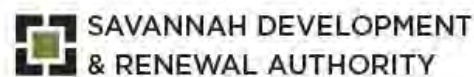
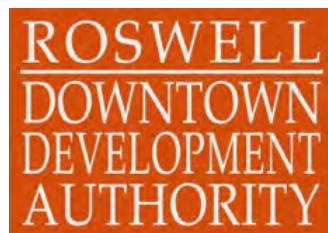
URAs also consist of seven board members, although there are some groups such as in Dallas, GA, that have less than seven members. The general role of URAs are to promote the revitalization, redevelopment, improvement, and social development of urban areas.

### Business Improvement District (BID)

BIDs are quasi-public organizations run by stakeholders and public officials that encompass a designated area of business, usually a Central Business District. Businesses are levied to fund improvement projects for the area as a whole.

### Community Improvement District (CID)

CIDs are similar to BIDs in many ways except that they can encompass larger areas or entire jurisdictions, and not solely business districts.



## **PREPARE A FINANCIAL ANALYSIS**

A plan is an important first step in establishing the visions and goals of the Town Center. To get property owners and land developers on board, the city can undertake a Financial Feasibility Analysis to determine the cost and revenue implications for infill and redevelopment on certain properties. If a property is currently cash-flow positive and producing revenue for the landowner, the city must demonstrate why it would be beneficial to infill or redevelop from a private financial standpoint.

Many cities are now arming themselves with the financial data when approaching private landowners and developers, placing themselves in a proactive stance to implementation. The financial analysis

may also demonstrate funding gaps that require federal, state, or city incentives or grants to enable land development to occur in a manner that reflects the city's vision.

The financial analysis would put Johns Creek in a proactive position to enable infill and redevelopment. It also provides a realistic understanding of when certain properties can be redeveloped, speaks the language of the private development community, and identifies grants that are required for specific projects. However, the large amount of properties in the plan area can create variability in results.

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## **MEETINGS WITH DEVELOPERS & BUSINESS OWNERS**

It is important to engage with potential Johns Creek Town Center developers and business owners to raise awareness of the Town Center Plan, particularly opportunities associated with immediate and short-term goals. This can be delivered in various ways, such as community events, targeted meetings, or online newsletters.

The purpose is to "tell the story" of the new Johns Creek Town Center. Ongoing dialogue will display the city's intent and willingness to listen and engage with various groups. New insights can be learned in terms of potential challenges or requirements businesses, local property owners, or developers may require to implement the Town Center Plan.

An effective strategy should be determined at the beginning to ensure that the city is reaching out to the correct groups with appropriate messaging.

## FAST-TRACK APPROVALS

The municipal development approvals process can sometimes be a barrier to redevelopment when approvals take longer than expected. Fast tracking high-priority development projects will alleviate some of the barriers to development, particularly with land holding related costs.

Fast tracking involves an expedited approvals stream for projects that meet certain criteria. The criteria should identify key projects that support the Johns Creek Town Center Plan. There can also be separate streams for differing levels of priority. The criteria needs to be transparent and clear for both the Community Development Department, land owners, and developers.

This is a simple and inexpensive tool to implement that saves both the public and private sector time and resources. A review of the current development approvals process is required to determine efficiencies for fast-track permits. There are challenges, as this approvals process can be confusing to the private sector if not managed clearly. It is also not likely to trigger or encourage large-scale development on its own, and requires to be paired with other tools.

Examples include the GRAD Certified Sites in Georgia, which offer fast-tracked industrial sites for qualified companies, and Atlanta Express Permits, which utilizes a dedicated approvals team to accelerate development permits for certain types of projects listed on their program site (<https://www.atlantaga.gov>).

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## MARKETING CAMPAIGN

Investing in a branding, marketing, and public consultation strategy will help create a strong and locally influenced identity for the Johns Creek Town Center. The story tells the public, business owners, developers, and other interest groups of what the place and opportunity is, why it is exciting, why it is important, and how it can happen. These points drive investment, show the fiscal opportunity for local business owners, and excite developers.

A marketing campaign generates an identity for the plan and the community, encourages stakeholders and the public to participate and become excited, and helps distribute the message clearly. A brand and sense of place is increasingly important in this digital age.

Towns and Downtown Districts across Georgia and the US utilize branding and marketing services to develop an exciting identity that welcomes economic development and growth.

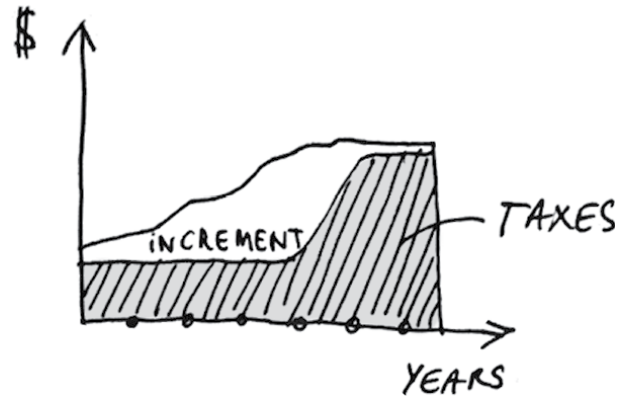


# FINANCIAL TOOLS

## OVERVIEW

In addition to the organizational tools, there is a multitude of financial tools that can be used to assist in infill and redevelopment. This is not considered an exhaustive list of financial tools, but items that have been used by the public sector to initiate development in specific areas such as downtowns and town centers.

There may be deficits or funding gaps for landowners or developers in terms of executing the city’s vision and municipalities are taking a more active role in determining the mechanisms and solutions that will enable development to occur successfully from a private sector perspective. Like organizational tools, the financial tools should be reviewed in further detail for their potential applicability in the Town Center.



FINANCIAL TOOL	DESCRIPTION	ADVANTAGES	CHALLENGES
<b>Property Tax Abatement</b>	Property tax abatements, deferrals, or exemptions lower or eliminate a property tax bill for a designated period of time. Depending on state enabling legislation, this period may be from 1 to 20+ years, with abatements ranging from 100% down to 10% for any given year. This type of tool should only be used where infrastructure capacity exists to accommodate new development, such as areas targeted for redevelopment based on a redevelopment plan.	Inexpensive method of leveraging private investment, usually concludes with a better project, helps reduce development and is only for a finite period.	Applies only to jurisdictional taxes, cannot be combined with a TAD. City loses on potential tax revenue increases during the period, and the abatement might not be enough for the upfront cost.
<b>Sales Tax Abatement</b>	Allows a retail operation to phase in sales taxes over a designated period. Depending on state-enabling legislation, this period may be of any length (usually no more than 10 years), with abatements ranging from 100% down to 10% for any given year.	Similar to regular tax abatement.	Only applies to sales tax for that jurisdiction and cannot be combined with a TAD.



FINANCIAL TOOL	DESCRIPTION	ADVANTAGES	CHALLENGES
<b>Fee Waivers</b>	Local governments often have targeted fee waiver policies for development/redevelopment in targeted areas.	Can reduce total construction costs by up to 5%. Occurs at front-end of development, and has high impact. General fund reimbursed through greater economic and fiscal activity.	Scarcity of municipal tax revenues makes it difficult to fund necessary infrastructure requirements without development-based fees.
<b>Debt Financing</b>	The Payment Distribution Agency (PDA) provides below-market loans to qualifying parties. The interest charged can include a small increment to generate cash flow back to the PDA. For instance, The Fulton Development Authority issues taxable and tax-exempt bonds for economic development projects within the County and its Municipalities, including the City of Atlanta. These bonds provide financing for entities to make investments and developments that drive growth and create jobs within the County. Companies qualify for financing through an application and review process.	Inexpensive debt that is only attainable through the municipality is offered as financing to the developer.	Small, but long-term fiscal risk for the municipality.
<b>Private Equity Bonds (PABs)</b>	A tax-exempt municipal bond in which a local government entity seeks to raise money for a private company.	Can attract a business and its related jobs when the business may otherwise be unable to obtain financing for the project.	PABs are generally not guaranteed by the local government so higher risk and higher payments to the investor. City must be able to prove that a public benefit derives from the bond.
<b>Low-Interest Loans</b>	Regional and local governments, non profits and foundations may have access to funds that can be used to provide below-market loans for an investment. A local example is the Downtown Development Revolving Loan Fund that assists in efforts to enhance downtown areas by providing below-market rate financing to fund capital projects and spur commercial development.	Similar to debt financing, this often provides bridge financing to projects through large government grants.	There must be sufficient funds for the organization to use as a loan.
<b>Capital Recovery Grant</b>	A recoverable grant is provided to the developer, with the funds to be returned at sale of property or after a specific time period. Can be from foundations or government.	Recovery amount can be declining if project continues to meet objectives of funding agent.	Can be delayed if sale of the property is extended.
<b>Tax Allocation District (TAD)</b>	Financing tool for local governments to invest in infrastructure and other improvements and to finance those investments by capturing property and or sales tax revenue from newly developed property. A TAD district must be created. TADs can be used for land assembly, transportation improvements, infrastructure, planning expenses, financing expenses and public-purpose portions of private property.	Upfront timing of available infrastructure funding through a TAD makes them more attractive than a tax abatement. Attractive to developers because it facilitates the self-financing of a project.	TADs that are too large can capture revenue from areas that would have appreciated in value regardless of the TAD designation. Can be risky if developer does not go through with the project once upfront investments have been made.

# STRATEGIES FOR ATTRACTING BUSINESS

## INTRODUCTION

The City of Johns Creek requires a targeted and focused approach to identify and attract business investment in the Town Center. This includes new retailers, food & beverage operators, services, and employers. Due to strong competition from other jurisdictions in North Atlanta, the Town Center requires an environment that cultivates innovation, generates a strong workforce, and is vibrant. It is these aspects that will bring forth interest from new businesses and investors.

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This Town Center strategy has been prepared to kick-start discussion in the city and amongst stakeholders on business recruitment and retention. It takes into consideration that the Economic Development Department already has its own internal actions and methods for attracting business to Johns Creek. The Town Center strategy should be a component of the city's broader economic development strategy.

## MARKETING PLAN

The Johns Creek Town Center requires a brand and marketing plan to sell the vision. This is not a logo, but a holistic view of the positioning and experience that the Town Center will have for residents, employees, and visitors. Establishing a brand will tell a story that interests people and will change their current perception of Technology Park. There are key targets in marketing and branding, specifically when introducing new uses. Targeted messaging needs to come across to investors and

developers, prospective residents, prospective businesses, and future visitors. Promotional materials across a broad digital spectrum will guide the story of the Town Center to different audiences.

## DEDICATED INVESTMENT WEBSITE

Improving online exposure also includes dedicating city-led webpages to the Town Center. The Johns Creek Advantage website is the city's economic development website and is the ideal location to promote the Town Center for business attraction and investment. Marketing material and any relevant documents should be kept up to date, including the Town Center Plan.

## OFFERING NEW AND INNOVATIVE TYPOLOGIES

The current offering in the Town Center is campus-style office space in a suburban business park format. Introducing new and modern typologies such as flex office, flex industrial, and mixed-use will present new typologies for business attraction. The city can then target a wider array of employment sectors while retaining its current businesses.

## AMENITY PACKAGE

A strong amenity package may be one of the most important business attraction strategies available. High-order public transit is desirable for many end-user tenants (in a pre-Covid-19 environment); however, the location of the Town Center negates the short to medium-term potential of using this as an amenity draw. This means that other amenities must be in place to act as attractors for business and investment in the Town Center.

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This includes new retail and food & beverage concepts, entertainment, services, health & wellness, all in an attractive environment. Town Centers that offer a dynamic environment will receive more attention from prospective tenants as it will make employee recruitment and retention easier, especially for small and medium-sized businesses that do not have the funds to create their own amenitized corporate campus.

## PROACTIVE RECRUITMENT

The City can create a targeted shortlist of developers and investors who may have interest in the Town Center and its implementation. Reaching out to these groups while exhibiting the vision and opportunity is an act of pre-marketing that will benefit the Town Center, and ensure that it is on the radar of the development and investment community. The city can also partner with brokers and property owners to contact prospective businesses/end-user tenants through a targeted

short list. There are various aspects and approaches to this strategy including trade shows, focus groups, one-on-one meetings, and group site tours of the Town Center itself.

## PUBLIC INVESTMENT

Public investment is required to initiate and trigger business attraction and private-sector development. This public investment should be placed into items/projects that would not only transform Technology Park, but also provide public good to current residents of Johns Creek. This can include, but is not limited to, outdoor recreation, trail systems, pocket parks, a central performance space, and other infrastructure; bringing long-term benefits to the Town Center and Johns Creek.

# PRIORITIZATION & ACTION PLAN

## CITY

Public investment is required to initiate and trigger business attraction and private-sector development. Public investment can help to spur on redevelopment much sooner than relying solely on private investment. The following chart details the implementation projects in which the City would have a direct role over the next ten years. Many of the larger projects can be phased to meet budget constraints.

## TIER 1

ACTION	COST ESTIMATE	INITIATION	PLAN REFERENCE & NOTES
<b>Creekside - North Pond Redevelopment</b>	\$6,000,000*	FY 2022	<p>The Creekside North Pond is one of two ponds forming a water-feature "spine" through Technology Park. Redevelopment of the Creekside North Pond could serve to catalyze the desired investment and redevelopment within the Town Center. The Creekside North Pond is a major distinguishing factor that will differentiate Johns Creek's Town Center from other town centers/downtowns found in the greater North Fulton and surrounding region.</p> <ul style="list-style-type: none"> <li>• Trail &amp; Open Space as found on pages 158 and 159.</li> <li>• Catalyst Site 1 as found on pages 185-187.</li> <li>• Pop-up Quick Hit 1 (Amphitheater &amp; Performing Arts Space) as shown on pages 195-196.</li> </ul> <p>With Parks Bond dollars earmarked for implementation, the first step would be for Council to authorize staff to begin engineering construction documents and pursuing environmental permits (such as Georgia Environmental Protection Division and possibly U.S. Army Corps of Engineers) to implement the new vision for the lake.</p>
<b>Creekside - Pond Trail Connection</b>	\$3,000,000*	FY 2022	<p>A multi-use trail around the Creekside ponds (North and South) could provide the initial improvement within the Town Center. Redeveloping a continuous multi-use trail around and connecting both ponds to the surrounding parcels would provide interesting and safe routes for pedestrians and cyclists alike and provide a starting point to extend various trails and connect to existing and future tunnels (crossing underneath Medlock Bridge Road) in the Town Center area. This project could spur redevelopment of adjacent parcels surrounding the Creekside ponds.</p> <ul style="list-style-type: none"> <li>• For more information, please review pages 148-151 and 158-160.</li> </ul> <p>The first step would be for Council to authorize staff to begin engineering construction documents and pursuing environmental permits (such as Georgia Environmental Protection Division and possibly U.S. Army Corps of Engineers) to implement a creekside multi-use trail connection around the lakes.</p>
<b>Johns Creek Parkway at Lakefield Drive Traffic Circle</b>	\$2,500,000*	FY 2024	<p>A traffic circle at the intersection of Lakefield Drive and Johns Creek Parkway could anchor the future linear park (eastern portion of Johns Creek Parkway) and the new main street - Lakefield Drive - and serve as a critical gateway. The purpose of the traffic circle is for traffic calming and to reorient the intersection to be more pedestrian focused.</p> <ul style="list-style-type: none"> <li>• For more information, please review pages 140-141 and 154-157.</li> </ul> <p>The first step would be Council authorization for staff to begin a traffic study of the intersection and surrounding area and engineering plans for the roadway improvement.</p>

*\*Investment can be phased or completed over time*

TIER 1 (CONTINUED)

ACTION	COST ESTIMATE	INITIATION	PLAN REFERENCE & NOTES
<p><b>Lakefield Drive Streetscape</b></p>	<p>\$3,000,000*</p>	<p>FY 2025</p>	<p>Lakefield Drive could become one of two "main streets" for the Town Center. Both picturesque and functional, Lakefield Drive is envisioned to be transformed to feature two-way vehicular travel with on-street parking, a plant strip, and wide sidewalks on either side of the street. A minimal building setback (0-5') from the sidewalk will form edges to the transformed roadway, slowing vehicular traffic to create comfortable passage for pedestrians and cyclists alike. Although, the full main street transformation is expected to occur over time as adjacent parcels redevelop, there are initial efforts the City could take to encourage implementation.</p> <ul style="list-style-type: none"> <li>• For more information, please review pages 140-141 and 144.</li> </ul> <p>The first step would be for Council to authorize staff to adjust the use and character of the roadway by restriping it as one travel lane in each direction with parallel (on-street) parking (instead of a center turn lane) and adding a sidewalk connection from Lakefield Drive by the City Hall sign (directly connecting to the center island walkway through the parking lot). As more events are held at City Hall, direct access from surrounding parking areas will prove more and more desired. As a second step, the City could proactively create design standards for the roadway to specify the desired characteristics upon redevelopment or the City could work with individual parcels as properties are redeveloped.</p>
<p><b>Create Town Center Zoning Districts</b></p>	<p>Staff Time</p>	<p>FY 2021/22</p>	<p>To codify the vision of the adopted Town Center Plan with the development of a formal Town Center Zoning District, directly correlating zoning requirements with the design features, and planned development and streetscape typologies for each neighborhood character area identified within the plan. Formulation and adoption of a new zoning district for the Town Center will bring the Town Center Plan to life and provide rules and regulations to the development community that align directly with the Town Center Plan.</p> <ul style="list-style-type: none"> <li>• For more information, please review the Implementation Chapter beginning on page 140.</li> </ul> <p>As part of the original scoping of the Town Center Master Plan initiative, Council indicated an interest in codifying the results so staff has begun working on the Zoning Districts and will take the proposed zoning amendment to the Planning Commission and Council for adoption in FY2022.</p>
<p><b>Update Comprehensive Plan to reflect Town Center Character Area and its vision</b></p>	<p>Staff Time</p>	<p>FY 2022</p>	<p>To fully integrate the adopted Town Center Plan into the Comprehensive Plan will require a process through the Atlanta Regional Commission for it to become a recognized amendment to the current Comprehensive Plan for the City. Formally amending the Comprehensive Plan would allow for future development to consider the Town Center vision as the appropriate context and future land use for the area and provide guidance to Council on future zoning decisions for properties located within the Town Center.</p> <ul style="list-style-type: none"> <li>• For more information, please review the Implementation Chapter beginning on page 140.</li> </ul> <p>The first step would be staff packaging the Town Center Plan as an Amendment to the adopted Comprehensive Plan. Following Council consideration, staff would submit to the Atlanta Regional Commission as an official amendment to the adopted Comprehensive Plan. As part of the original intent of the Town Center Master Plan initiative, Council indicated an interest in amending the Comprehensive Plan to reflect the planning effort so staff has begun working on the effort and anticipates bringing materials to Council in early FY2022.</p>

\*Investment can be phased or completed over time

TIER 1 (CONTINUED)

ACTION	COST ESTIMATE	INITIATION	PLAN REFERENCE & NOTES
<p><b>Develop a Stormwater Management Plan</b></p>	<p>\$300,000</p>	<p>FY 2023</p>	<p>The Creekside ponds not only serve as a water-feature "spine" through Technology Park, they are also key to the stormwater management for Town Center. To proactively manage stormwater in redevelopment and implementation of the Town Center Plan, the City could prepare a stormwater management plan to address the potential changes in hydrological and ecological patterns.</p> <ul style="list-style-type: none"> <li>• For more information, please review page 178.</li> </ul> <p>The first step would be to authorize staff to engage an engineer to develop a fuller understanding of the hydrological patterns within the watershed.</p>
<p><b>Town Center Land Acquisition</b></p>	<p>TBD</p>	<p>FY 2022</p>	<p>A strategy of Prudent Advance Acquisition of land would encourage that as suitable land for public uses (roads, parks, trails, civic uses, etc.) becomes available to forward the overall Town Center Plan, the City would be prudent to make strategic acquisitions, even if the funds are not immediately available for development or redevelopment of the property. The acquisition of the Creekside Lakes are an example of the City's past efforts to apply the Prudent Advance Acquisition philosophy.</p> <ul style="list-style-type: none"> <li>• For more information, please review the Implementation Chapter beginning on page 140</li> </ul> <p>The first step would be for Council to determine which aspects of the implementation strategy to prioritize.</p>
<p><b>Begin implementing Town Center branding, marketing, and diversity of events</b></p>	<p>"\$5,000-\$10,000 annually"</p>	<p>FY 2022</p>	<p>Marketing collateral materials could activate and bring the Town Center brand to life and assist with storytelling to create interest in the area. Strategic public relations and advertising will communicate the vision of Town Center to the Johns Creek community, major stakeholders, and potential developers. Professional marketing materials will help share the excitement about the Town Center plan and attract the partners to activate the Town Center.</p> <ul style="list-style-type: none"> <li>• For more information, please review the Implementation Chapter beginning on page 140</li> </ul> <p>The first step would be for Council to adopt the proposed FY2022 Budget which includes baseline funding for marketing and promotion of the Town Center.</p>

*\*Investment can be phased or completed over time*

TIER 2

ACTION	INITIATION	PLAN REFERENCE & NOTES
<p><b>Explore frameworks for future reinvestment organizations</b></p>	<p>FY 2024</p>	<p>To further the work of the Economic Development Director and community partners for economic development (such as Johns Creek Advantage and Johns Creek Chamber of Commerce), the City could seek to add a public or quasi-public entity focused on attracting investment, economic development to the Town Center area such as a Downtown Development Authority, an Urban Redevelopment Authority, a Business Improvement District, or a Community Improvement District.</p> <ul style="list-style-type: none"> <li>For more information, please review pages 202-211.</li> </ul> <p>A first step would be reviewing the Town Center Plan's alignment with the current Strategic Economic Development Plan (SEDP) and updating the SEDP as appropriate.</p>
<p><b>Creekside - South Pond Redevelopment</b></p>	<p>FY 2026</p>	<p>The Creekside South Pond is one of two ponds forming a water-feature "spine" through Technology Park. Redevelopment of the Creekside South Pond could serve to catalyze the desired investment and redevelopment within the Town Center. The Creekside South Pond is a major distinguishing factor that will differentiate Johns Creek's Town Center from other town centers/downtowns found in the greater North Fulton and surrounding region.</p> <ul style="list-style-type: none"> <li>For more information, please review Trail &amp; Open Space as found on pages 160 and 161.</li> </ul> <p>The first step would be for Council to authorize staff to begin engineering construction documents and pursuing environmental permits (such as Georgia Environmental Protection Division and possibly U.S. Army Corps of Engineers) to implement the new vision for the lake.</p>
<p><b>Medlock Bridge Tunnel 1 (South Pond)</b></p>	<p>FY 2027</p>	<p>Building off the success of the existing pedestrian tunnel (under Medlock Bridge Road between E. Johns Crossing and McGinnis Ferry Road) the City could further connect the Town Center to the surrounding area and potentially reduce vehicle trips by adding a new pedestrian tunnel underneath Medlock Bridge Road (perpendicular with the Creekside South Lake, between Johns Creek Parkway and FIndley Road).</p> <ul style="list-style-type: none"> <li>For more information, please review pages 148-151.</li> </ul> <p>The first step would be for Council to authorize staff to begin engineering construction documents and discuss permitting with the Georgia Department of Transportation (as Medlock Bridge Road - also known as State Route 141 - is owned and controlled by GDOT).</p>
<p><b>Public Art Program</b></p>	<p>FY 2027</p>	<p>Public Art is a major theme and priority for the Town Center. Johns Creek takes pride in its local art community. The City could do more to use art as a means to celebrate and establish Town Center by creating a formal Public Art Program. Building off the success of a partnership with Johns Creek Beautification ArtSpot Committee for a temporary installation of six pieces in 2016, a Public Art Program could begin with the arts and culture trail and potentially lead to an immersive art experience for the Town Center as a placemaking initiative.</p> <ul style="list-style-type: none"> <li>For more information, please review pages 133, 179, and 197.</li> </ul> <p>The first step would be for Council to authorize staff to identify potential partner organizations, research best practices, logistics, and determine funding needs to implement an arts and culture trail. Typically, proposals for art installations are done through a formal Request for Proposals process which specifies key issues such as if the installations will be temporary or permanent.</p>
<p><b>Johns Creek Parkway Lane Road Modification (North - from northern terminus of Lakefield Drive to State Farm site)</b></p>	<p>FY 2028</p>	<p>Johns Creek Parkway is currently a divided roadway with two vehicular travel lanes in each direction and a wide landscaped median in the center. Between the northern intersection with Lakefield Drive and the State Farm Site, the City could create a new park amenity through a "road diet" and eliminate the divided traffic pattern. The western side of Johns Creek Parkway would be used for bi-directional vehicular travel (one travel lane in each direction) and the eastern side's former travel lanes could be used to create the northern segment of the Linear Park Trail. The wide landscaped median becomes the buffer between vehicular traffic and the new pedestrian and bicycle friendly area. The new linear park could become festival space (with space for tents, food trucks, stages, and active lawns) for special events. Implementing a road diet on Johns Creek Parkway from Lakefield Drive north to McGinnis Ferry Road is an integral component to establishing the north linear park along the eastern portion of Johns Creek Parkway. The project will eliminate the divided traffic pattern to create a linear park space along with pedestrian and bicycle friendly streetscape.</p> <ul style="list-style-type: none"> <li>For more information, please review pages 148-149, 152-153, and 154-157.</li> </ul> <p>The first step would be Council authorization for staff to begin a traffic study of the area, review the intersecting driveways, and begin engineering plans for the roadway improvement and driveway modifications necessary.</p>

ACTION	INITIATION	PLAN REFERENCE & NOTES
<b>Johns Creek Parkway Linear Park (North segment)</b>	FY 2029	<p>Johns Creek Parkway is currently a divided roadway with two vehicular travel lanes in each direction and a wide landscaped median in the center. Between the northern intersection with Lakefield Drive and the State Farm Site, the City could create a new park amenity through a "road diet" and eliminate the divided traffic pattern. The eastern side's former travel lanes could be used to create a Linear Park Trail. The wide landscaped median becomes the buffer between vehicular traffic and the new pedestrian and bicycle friendly area. The new linear park could become festival space (with space for tents, food trucks, stages, and active lawns) for special events. The envisioned linear park could provide another larger gathering space for the public in the Town Center, one that will be fully integrated with redevelopment of the adjacent State Farm property, and provide better use of the large landscaped medians existing along Johns Creek Parkway.</p> <ul style="list-style-type: none"> <li>• For more information, please review pages 148-149, 152-153, and 154-157.</li> </ul> <p>The necessary precursor to the linear park development is the roadway modification to Johns Creek Parkway. The first step for that project would be Council authorization for staff to begin a traffic study of the area, review the intersecting driveways, and begin engineering plans for the roadway improvement and driveway modifications necessary.</p>
<b>Johns Creek Parkway Lane Modification (South - from southern terminus of Lakefield Drive to Technology Circle)</b>	FY 2029	<p>Johns Creek Parkway is currently a divided roadway with two vehicular travel lanes in each direction and a wide landscaped median in the center. Between the southern intersection with Lakefield Drive and Technology Circle, the City could create a new park amenity through a "road diet" and eliminate the divided traffic pattern. The eastern side of Johns Creek Parkway would be used for bi-directional vehicular travel (one travel lane in each direction) and the western side's former travel lanes could be used to create the southern segment of the Linear Park Trail. The wide landscaped median becomes the buffer between vehicular traffic and the new pedestrian and bicycle friendly area. This portion of the linear park would become passive park space and a connection to the linear park trail. Implementing a road diet on Johns Creek Parkway from Lakefield Drive south to Medlock Bridge Road is an integral component to establishing the south linear park along the western portion of Johns Creek Parkway. The project will eliminate the divided traffic pattern to create a linear park space along with pedestrian and bicycle friendly streetscape.</p> <ul style="list-style-type: none"> <li>• For more information, please review pages 148-149, 152-153, and 154-157.</li> </ul> <p>The first step would be Council authorization for staff to begin a traffic study of the area, review the intersecting driveways, and begin engineering plans for the roadway improvement and driveway modifications necessary.</p>
<b>Johns Creek Parkway Linear Park (South segment)</b>	FY 2030	<p>Johns Creek Parkway is currently a divided roadway with two vehicular travel lanes in each direction and a wide landscaped median in the center. Between the southern intersection with Lakefield Drive and Technology Circle, the City could create a new park amenity through a "road diet" and eliminate the divided traffic pattern. The western side's former travel lanes could be used to create a Linear Park Trail. The wide landscaped median becomes the buffer between vehicular traffic and the new pedestrian and bicycle friendly area. This portion of the linear park would become passive park space and a connection to the linear park trail.</p> <ul style="list-style-type: none"> <li>• For more information, please review pages 148-149, 152-153, and 154-157.</li> </ul> <p>The necessary precursor to the linear park development is the roadway modification to Johns Creek Parkway. The first step for that project would be Council authorization for staff to begin a traffic study of the area, review the intersecting driveways, and begin engineering plans for the roadway improvement and driveway modifications necessary.</p>
<b>East Johns Crossing Streetscape</b>	FY 2030	<p>East Johns Crossing is an existing local street just past the northern edge of the Creekside North Pond. The road bisects the current sidewalk system and proposed improved multi-use trail extending from the Creekside ponds north to McGinnis Ferry Road. The City could improve and promote walkability in and around the area through streetscape improvements as redevelopment occurs on parcels fronting the roadway. In addition to sidewalk/trail improvements and landscaping, improvements could include providing safer crossing of the roadway by providing on-street parking to narrow the crossing distance for pedestrians.</p> <ul style="list-style-type: none"> <li>• For more information, please review pages 140-141 and 145.</li> </ul> <p>A first step could be to install an unsignalized pedestrian crossing where the current trail (and envisioned improved multi-use trail) crosses the roadway.</p>



TIER 3 (CONTINUED)

ACTION	INITIATION	PLAN REFERENCE & NOTES
<b>Trail Connection to Cauley Creek Park</b>	FY 2030	<p>To create a vibrant Town Center and maximize the potential for the community, the Town Center must connect with and to the community. The City could promote this connectivity by establishing a continuous trail connection to Cauley Creek Park (the City's largest park amenity at just over 200 acres, funded for construction in 2022). At just over two miles as the crow flies, no easy or continuous route exists today but the Town Center Plan explored potential trail options to establish the desired regional connectivity to Cauley Creek Park and surrounding sidewalk and multi-use trail network.</p> <ul style="list-style-type: none"> <li>For more information, please review pages 148-151.</li> </ul> <p>A first step for this project would be gap and feasibility analysis to consider which of the explored alternatives is likely to be the most appropriate route for the trail connection. At roughly three total miles of trail, this project will likely need to be divided into segments for construction. Each of the potential routes includes some segments of existing trail or sidewalk as well as some missing segments that are highly prioritized on the City's existing list of prioritized sidewalk and trail additions.</p>
<b>Medlock Bridge Tunnel 2 (North Pond)</b>	FY 2031	<p>Building off the success of the existing pedestrian tunnel (under Medlock Bridge Road between E. Johns Crossing and McGinnis Ferry Road) the City could further connect the Town Center to the surrounding area and reduce vehicle trips by adding a new pedestrian tunnel underneath Medlock Bridge Road (perpendicular with the Creekside North Lake, between Findley Road and Hospital Parkway).</p> <ul style="list-style-type: none"> <li>For more information, please review pages 148-151.</li> </ul> <p>The first step would be for Council to authorize staff to begin engineering construction documents and discuss permitting with the Georgia Department of Transportation (as Medlock Bridge Road - also known as State Route 141 - is owned and controlled by GDOT).</p>

PUBLIC-PRIVATE PARTNERSHIP (P3)

Staff will look for opportunities to initiate these P3 projects following plan adoption, but cannot set target years for initiation as it is outside the city's control.

ACTION	NOTES
<b>Pop-up Quick Hit 2 - Arts &amp; Culture Trail</b>	<p>The arts and culture trail is intended to celebrate the arts community and cultural diversity of Johns Creek by integrating public art throughout the Town Center in a curated fashion. The trail will promote local artists, create a sense of place and community pride, and add unique character to the area. The installation of art can be temporary or permanent. This action item can first begin around the North Pond and then extend into a wider area of the Town Center.</p> <ul style="list-style-type: none"> <li>For more detailed information, please review pages 195 and 197.</li> </ul>
<b>Pop-up Quick Hit 3 - Outdoor Food &amp; Artisan Market</b>	<p>The outdoor food and artisan market is intended to allow local and regional food vendors, artists, personal service, and other craftspeople to market and sell their goods and services in the Town Center. This concept can be applied as a temporary pop-up, occurring weekly or monthly, or be a permanent building or dedicated outdoor space. The outdoor food and artisan market will establish a vibrant and communal identity for the Town Center and be the precursor for a Town Center Market Hall.</p> <ul style="list-style-type: none"> <li>For more detailed information, please review pages 195, 198 and 199.</li> </ul>
<b>Catalyst Site 2 - Town Center Market Hall</b>	<p>The Town Center Market Hall can become an iconic destination that celebrates culinary and ethnic diversity of Johns Creek. It can combine multiple aspects of the food system - fresh produce, ethnic goods, prepared foods-to-go, commissary kitchens, "ghost" kitchens, food education, etc. To gain viability and generate interest to this concept, a temporary pop-up space (outdoor food &amp; artisan market) can be started in the Town Center.</p> <ul style="list-style-type: none"> <li>For more detailed information, please review pages 185, 188 and 189.</li> </ul>
<b>Business Core Trail Gateway</b>	<p>Much like the importance of streets to connect and move people in and through the Town Center, a well-designed and planned trail network will help to provide interesting and safe routes for pedestrians and cyclists alike. A defining trail within the Town Center would be the business core trail gateway. The Business Core neighborhood area is bordered by McGinnis Ferry Road to the north, Medlock Bridge Road to the west, East Johns Crossing to the south, and the Johns Creek tributary to the east. There is an established business core in this area and also has the tunnel underneath Medlock Bridge Road, providing east-west access to properties. Locating a gateway trail in this area will help to link the Town Center to other commercial uses existing in the larger area.</p> <ul style="list-style-type: none"> <li>For more information, please review pages 148-151 and 161-163.</li> </ul>

