IMPLEMENTATION PLAN FOR THE REVITALIZATION OF

DOWNTOWN DULUTH

DECEMBER 2013

PREPARED BY
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ACKNOWLEDGMENT

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INTRODUCTION

Duluth Downtown Master Plan

Beginning in the 1990's walkable urbanism has become the dominant development pattern in the Atlanta metro region, along with many other cities in the nation. Walkable urbanism is not new, it is a return to the way towns and cities functioned for thousands of years, but it is the new force of real estate development, and wise cities are promoting this development pattern as the springboard of their future economic and cultural health. Indeed, Atlanta, which has often been called America's poster child for sprawl, is seeing an abrupt end to sprawl. The share of the metro region's real estate development initiated in walkable mixed-use areas rose from 10% in the 1990's to 50% in the current development cycle. Once mature, these mixed-use walkable areas achieve commercial rents and residential sales prices in excess of norms for their greater marketplaces. And they are the locus of economic and cultural development, ranking high in educational attainment of the population and proportion of knowledge workers in the business community.

All of this bodes well for the affected cities to attract high quality residents and jobs, while profiting from future tax-base increases and deploying those for expanded quality of life and ongoing economic development initiatives. Public policy response to this positive market trend should be to encourage the new model of real estate development and lifestyle. Importantly, submarkets that can already achieve high rents and sales, specifically affluent areas inside the perimeter, can develop this new product pattern as a valid and independent economic model. In contrast, development projects that will achieve suburban level rents and sales will need help from their host jurisdictions to achieve acceptable economic performance. All will need infrastructure improvements, zoning and code upgrades, and other public-sector mechanisms, policies and practices that overtly support this emerging product type.

The Atlanta suburbs are, to a great extent, an accumulation of independent cities, cities that compete for tax base and quality of life. The cities that will flourish in the future are those that dominate a trade area for shopping, dining, jobs, housing, medical care, education and the arts. Trade areas will not respect municipal borders. Strong cities will draw from weaker ones as people travel throughout the north-metro region for services, attractions and experiences, and move their homes closer to their jobs and jobs closer to homes. And just as with large-scale real estate developments such as malls, once one of these cities has established itself as the regional magnet, it will capture a dominant share of market demand and other nearby cities will become subordinate.

Suburban Atlanta has historically underinvested in its cities and overinvested in regional infrastructure that promotes driving and isolates the various real estate product types into cul-de-sac residential neighborhoods, disconnected office parks and highway-oriented commodity retail. To counteract this unfortunate situation, the building of walkable urban places, giving the consumers the choice they are demanding, is the most effective economic development strategy a city can pursue. The City of Duluth has the opportunity to become the magnet for its region by acting quickly to harness the confluence of consumer demand for this new 21st century real estate trend and the ramped-up real estate development activity driven by historically low interest rates that cause development to be economically feasible, even though rents and home sales prices will only achieve suburban levels.

Once interest rates begin to climb, much of the development pipeline will necessarily return to the more established in-town market segments where higher urban level rents and sales will counterbalance higher project costs driven by higher interest rates.

The plans and recommendations in this report were crafted based on a series of 20 meetings over the course of 5 months, with consultants, planners and city leadership to establish the vision of a revitalized downtown Duluth, identify actions the city needs to take to achieve that vision, project costs and sources of funding for each task item, and establish the timing of public sector improvements that will in turn drive private investment and development. Over a dozen scenarios were studied, including order-of-magnitude costs and real estate issues.

The final plan recommended in this report is the best combination of feasible private sector projects, requiring the least costly public sector improvements and with the least market or physical obstacles to success.

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Existing Conditions

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EXISTING CONDITIONS

Study Area Introduction

The study area encompasses 76 acres of land in downtown Duluth, Georgia. The boundary, shown in Figure 2.2, includes the area from the railroad northwest to properties along the north side of Hill Street, and from Brock Road to the edge of the single family subdivisions west of downtown. The City of Duluth is centered around the award winning town green development, which includes City Hall, public buildings and park space. However, the surrounding study area is fragmented and impairing the downtown's sense of place. These fragmented sections include the area north of West Lawrenceville Street and the industrial area around Hardy Industrial Boulevard. On the other hand, these areas provide great opportunities for redevelopment, which can make downtown Duluth a more vibrant city.

Overview of Previous Plans and Studies

Several plans and studies have been completed in the City of Duluth which focused on the current Master Plan area. The following provides an overview of major plans and their recommendations affecting the study area.

Envision Duluth LCI 10-Year Update

Based on the review of the previous LCI Study from 2000 and its implementation status, this 10-year update, study area shown in Figure 2.1, intended to bring all existing plans and accomplishments together in one place where they could be better understood, coordinated, studied further, and enhanced

Figure 2.1 LCI 10-Year Update Study Area

Figure 2.2 Master Plan Study Area Aerial

with new projects. It allowed the City to leverage what it had learned about the implementation process from past experiences and to reassess how to approach the next phase of town–building and redevelopment efforts in a successful way to become more transit-oriented, environmentally friendly and better prepared to become a Lifelong Community.

The LCI study area is shown in Figures 2.1 and 2.3, which includes the area being studied in this Master Plan.

Recommendations from the LCI Update that affect this Master Plan effort are illustrated in Figures 2.4, 2.5, and 2.6, and include:

- Catalytic projects with details on timing and economic feasibilities:
  - Redevelop the area north of Hill Street to include a variety of mixed-use buildings ranging from live/work townhouses, to mixed retail, office, and residential buildings. See the images below for reference.
  - Improve the Old City Hall block with re-use of the former City Hall building and new addition of retail/residential building in the short term, and redevelopment of a boutique hotel in the long run. See Figures 2.4 and 2.5 for reference.
  - Redevelop the Hardy Industrial area (29 acres) to include a senior living community, a recreation center, and several retail/office mixed-use buildings.
  - Redevelop the area between the cemetery and the railroad along Main Street to include a new library and a mixed-use building. See Figure 2.6 for reference.
- Multi-modal circulation projects:
  - SR 120 realignment (Hill Street to Buford Highway)
  - Davenport Road Extension from Buford Hwy to north of the railroad – currently underway
  - Sidewalk along Hill Street from W. Lawrenceville Street to Brock Street
  - Multi-use trail along railroad right-of-way
  - Sidewalk along Brock Street from Main Street to Buford Hwy
  - Multi-use trail to connect Willbrook neighborhood and Davenport Road extension
- Gateway and wayfinding signage are recommended to be placed in core downtown area. They include regulatory signs, parking signs, directional signs for both vehicles and pedestrians, and gateway signs. The signs' are described in the Gateways To Duluth portion of this document.

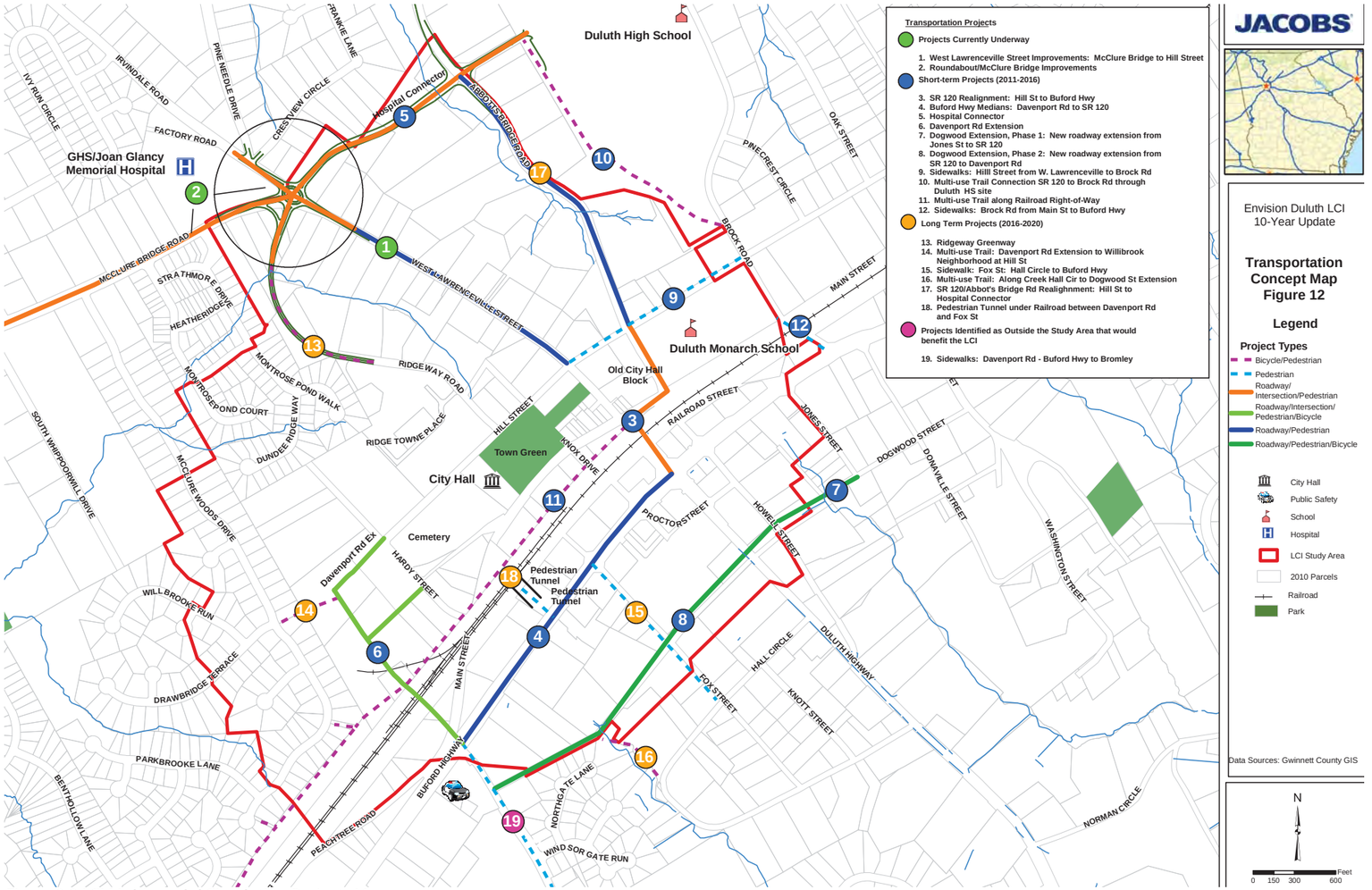


Figure 2.3 LCI Multi-modal Circulation Projects Map

Figure 2.4 Old City Hall block redevelopment concept

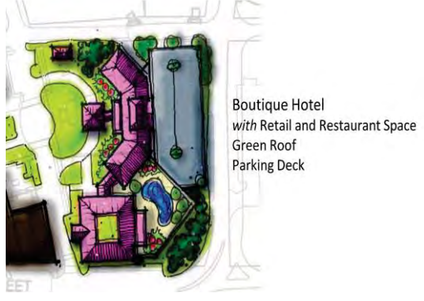


Figure 2.5 Old City Hall block redevelopment concept

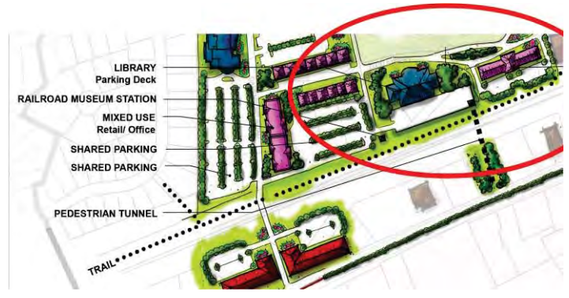


Figure 2.6 Main Street south of cemetery concept

Buford Highway Corridor Redevelopment Plan

Completed in 2010, Buford Highway Corridor Redevelopment Plan is an extension of the very successful Livable Centers Initiative Study completed in 2001 and the LCI 5-year update report completed in 2005. It created a general blueprint for the City to follow to ensure the Buford Highway Corridor's successful revitalization and improvement of the quality of life .

The Redevelopment area starts from N. Berkeley Lake Road along Buford High-

way and extends northeast to Old Peachtree Road. Major recommendations resulting from this study that affect this Downtown Master Plan include:

- SR 120 Widening, sidewalk, and intersection improvements – partly implemented
- Davenport Road extension to the north of railroad and create a signalized intersection at Buford Highway – currently underway.
- The Plan identified the Downtown Redevelopment District and provided a framework for redevelopment. A master plan was developed to illustrate potential future development in the downtown area, which includes a variety of uses (Figure 2.9).

Duluth Buford Highway Tax Allocation District (TAD) #1 and #2

TAD #1, completed in 2010, provided boundaries, fiscal data for the district, and outlined proposed projects and strategies to achieve successful redevelopment under the Georgia Redevelopment Powers Law. The TAD #1 area, shown in Figure 2.7, consisted of approximately 444 acres along a three mile area between North Berkeley Lake Road and Old Peachtree Road.

Due to economic downturn, TAD #1 was rendered an ineffective financing tool. Understanding this, TAD #2, shown below in Figure 2.8, was proposed and amended in August of 2013. TAD #2 would dissolve TAD #1, and redraw the district boundary. TAD #2 would focus on the Downtown Duluth area and a smaller portion of Buford Highway.

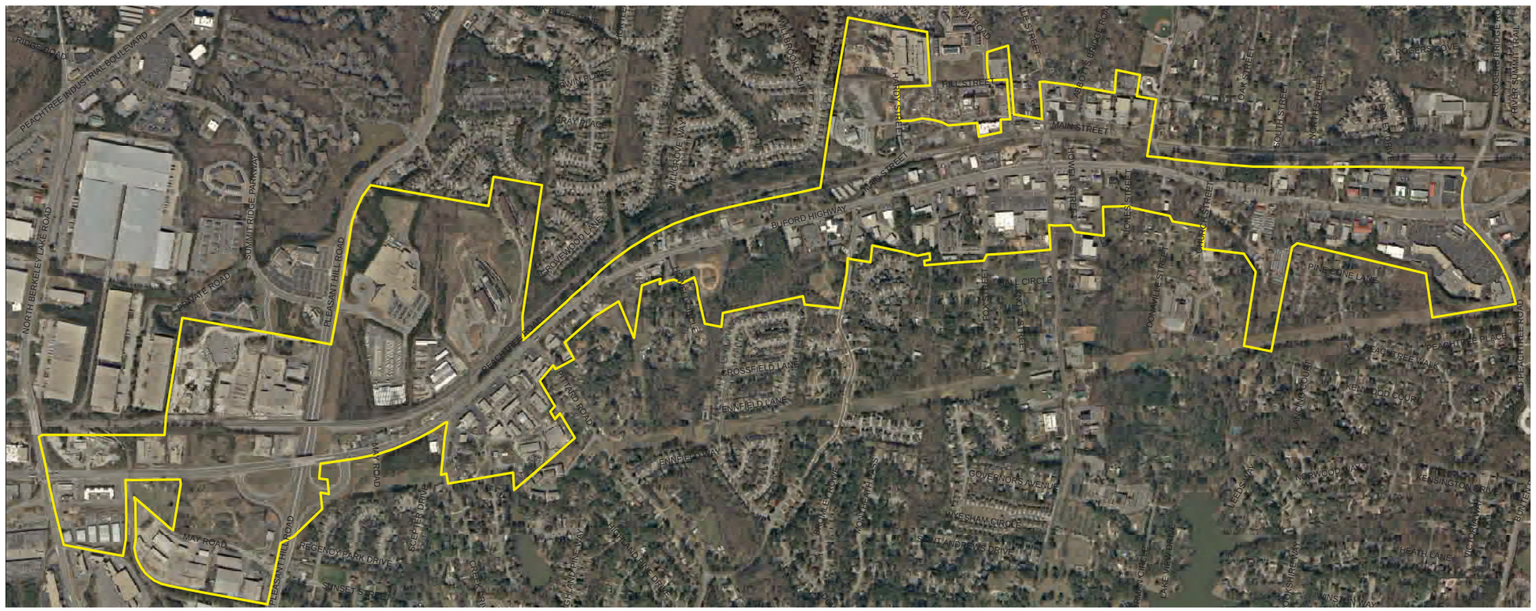


Figure 2.7 TAD #1 Boundary

Figure 2.8 TAD #2 Boundary

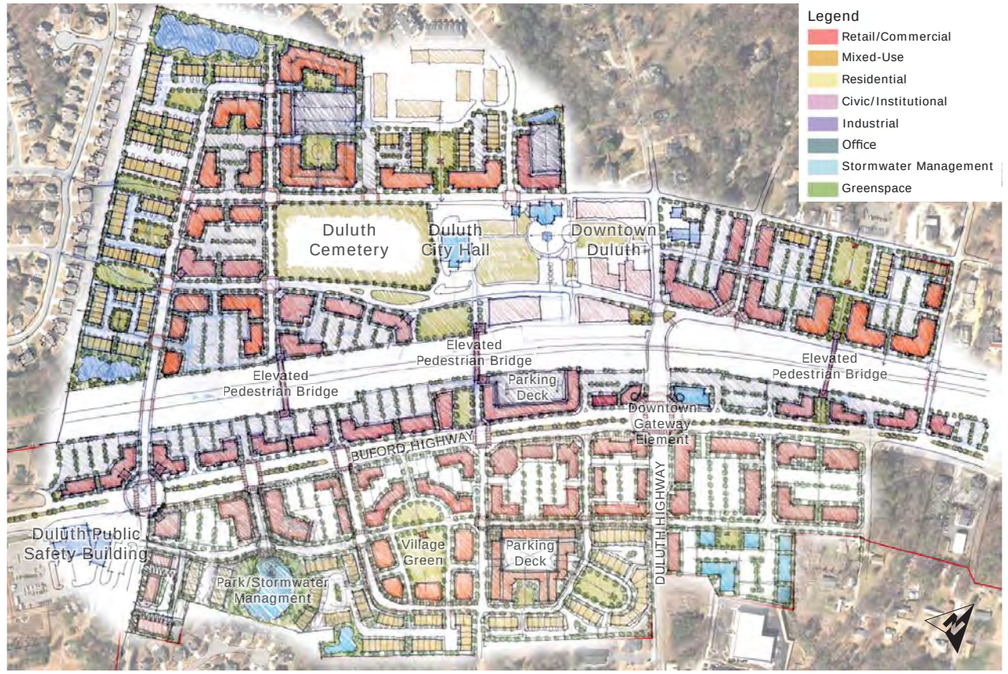


Figure 2.9 Downtown Redevelopment Concept Plan

Study Area Analysis

Sidewalks

Within the core of Duluth, sidewalks are well kept and exist on both sides of the street. This creates excellent accessibility and connectivity for pedestrians but, sidewalks become inconsistent the further one travels away from Main Street, the Town Green, and cemetery areas. Sidewalks fluctuate from existing on both sides of the street, to one side, to non existent in certain areas.

On-Street Parking

Throughout the City, on-street parking exists again within the core and immediate surroundings, highlighted in dark blue. Some conditions, such as Main Street exhibit angled on-street parking, creating an awkward interface between the sidewalk, street trees, and street furniture.

Off Street Parking

Off-street parking within Duluth takes the form of surface lots, which are denoted in light blue. This creates an enormous amount of impervious surface throughout the City. It also impedes more compact development patterns, which could support future redevelopment efforts.

Tree Coverage

The north side of Main Street exhibits the most consistent canopy of street trees. The surrounding primary streets such as West Lawrenceville and Hill Street exhibit few and inconsistent plantings. Denser groupings of trees exist within the cemetery and the Town Green, as well as near the railroad tracks and within buffers between single family home subdivisions and the City.

Open Space

The two main open spaces within Duluth are the Town Green and cemetery. These spaces provide a great amenity for the City, but are constrained by poor connectivity to its surrounding areas. These constraints are caused by topographical issues, inconsistent sidewalk infrastructure, and poor visual connections.

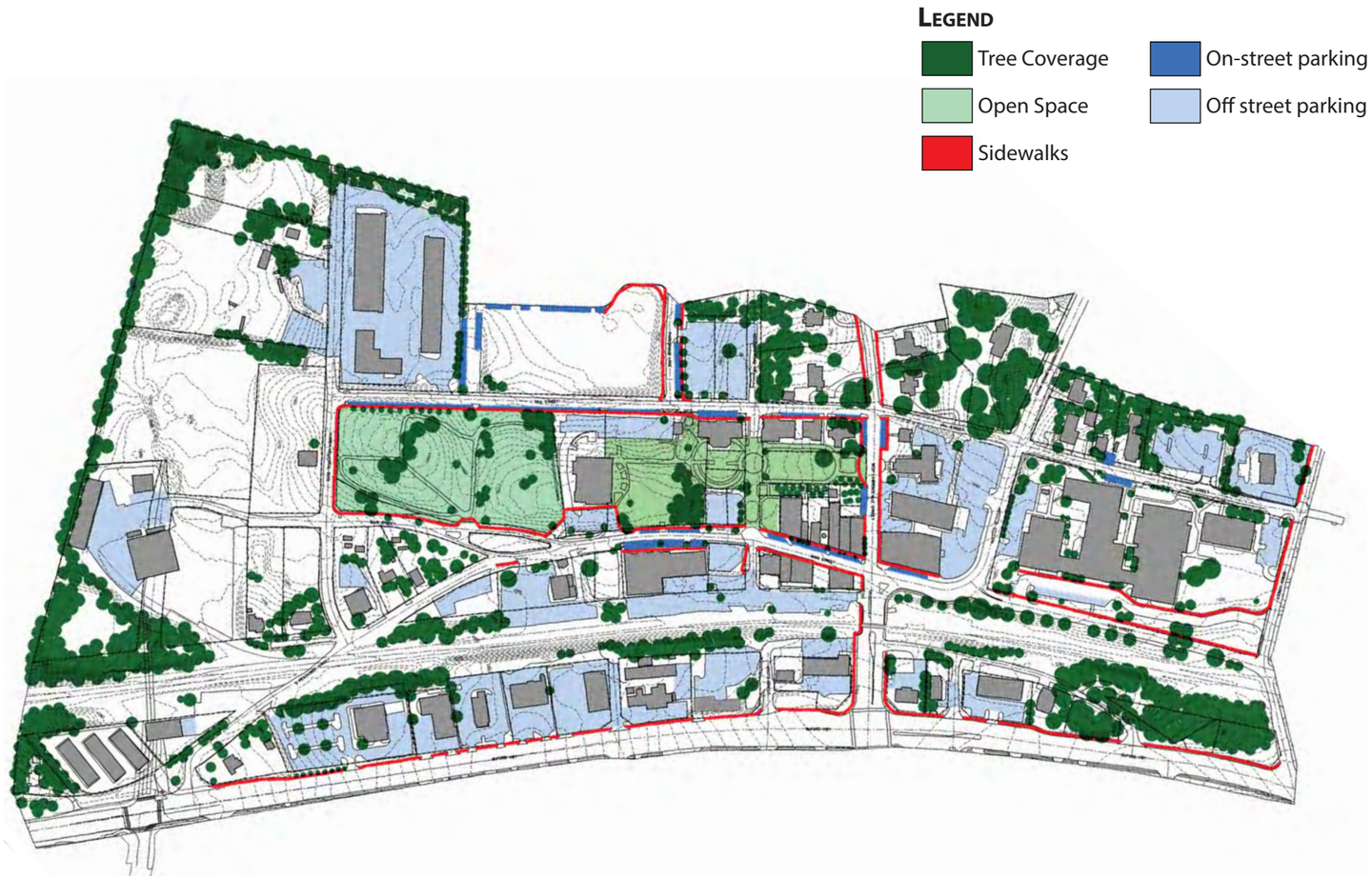
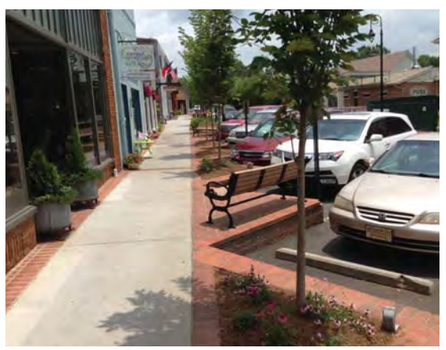


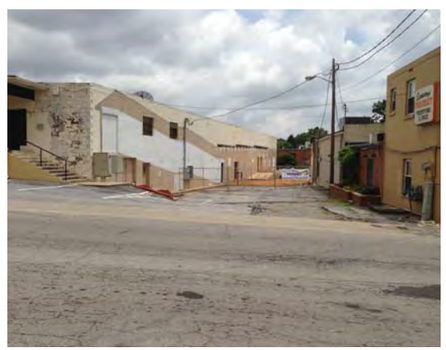
Figure 2.10 Existing Conditions Diagram

Lack of streetscape on West Lawrenceville Street



Angled on-street parking on Main Street

90 degree on-street parking at the Town Green on West Lawrenceville Street



Surface lots on West Lawrenceville Street

Tree coverage on Main Street

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Land Use + Concept Planning

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MASTER PLAN AND IMPLEMENTATION STRATEGY

The purpose of this document is to set forth a vision for the future of downtown Duluth as a true hometown and a regional magnet for commerce, and to detail an implementation strategy of the processes and steps to fulfill that vision:

- It incorporates a Master Land Use Plan with the highest and best uses prescribed for each land parcel targeted for redevelopment.

- It forecasts phasing of the full build-out of downtown assets with a detailed timeline of activities.

- It projects the costs of city infrastructure and other supports that are needed to incentivize and support each use on each parcel, and identifies the sources of those funds.

- The document also includes detail of improvements and upgrades needed in the public realm, from stormwater and utility upgrades to streets, sidewalks and bike paths, parking and greenspace.

- It anticipates changes needed to code and ordinance to support the mix of uses and authenticity of the downtown environment.

- Finally, it examines the trade area data that assures there is adequate market demand to support the new built product.

ILLUSTRATIVE MASTER PLAN

THE CATALYTIC PROJECT – PHASE 1A

(SEE PAGE 35 FOR PHASING PLAN)

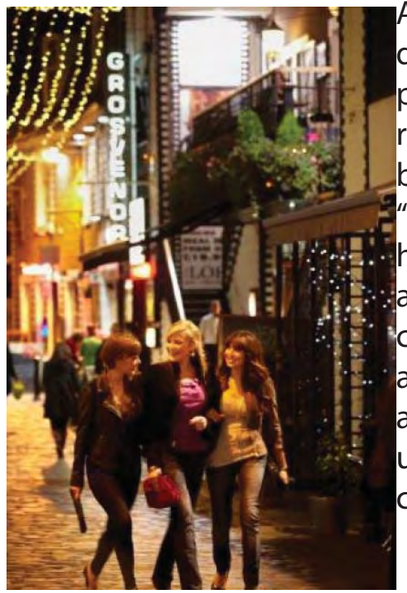
A study of the emergence of revitalized downtown districts, whether in large cities or small towns, illustrates that the momentum is set in place by one catalytic project, and that is almost always restaurants and retail. Duluth's catalytic project will be the redevelopment of The Block from a scatter of tired and unattractive mid-century commercial buildings into an energetic food and beverage district with ancillary retail.

Based on recent similar projects, this is anticipated to draw consumers from as much as a 30 minute drive, and will also cause people to want to locate their homes and jobs within close proximity. Judging by recent successful downtown redevelopments in the northern arc, commercial and residential properties within half a mile will begin immediately to see reinvestment, physical upgrades and updated uses.

The Block will be constructed and delivered to the market over two to three years, calibrating new supply to the market' s ability to discover and absorb each grouping of new businesses. The charm of the two 1930's rock-faced buildings will be retained, and each will have significant outdoor dining areas.

They are anticipated to be open first, both because they will be quickest to renovate and they have such a strong visual presence on the street, thus changes to these two facilities will have the greatest immediate impact. They will be joined by a major restaurant at the south end of the central warehouse building, with a rooftop dining deck to further animate the West Lawrenceville street edge. The remaining restaurants and retailers will join and build out over the following 18 months.

Whereas the buildings now face West Lawrenceville Street and Main Street, with an older industrial building in the center, all buildings on The Block will become multi-sided to unify the block horizontally from Main Street to Hill Street, while significant pedestrian alleys will unify it with linkage from Town Green to Abbott's Bridge.



All restaurants will have patios, decks or dining gardens, to amplify the energy of the space as a restaurant district. The Block will become an authentic place, with "real" architecture, providing a human scale experience that will appear to have developed organically over time. It will be a bit edgy and artistic, and will NOT present as a shopping center, nor will it be uniform or constrained in its physical presentation.

The buildings will be re-demised to create spaces that are the appropriate size for local restaurants and shops. It is anticipated that the project will attract chef-driven food and beverage concepts that will settle into Duluth and become the new fabric of the downtown community.

The Main Street building edge will remain retail in its usage, although it may incorporate high-end personal services. This facade will be removed and replaced with updated individual storefronts to allow the new shops to express a unique identity to passing motorists and downtown pedestrians. The retail component will open last, and only after The Block is fully established as a destination and is able to provide foot traffic to the retail storefronts.

To provide necessary support for The Block, the City of Duluth will need to take the actions listed below. It is imperative that the scope of this work be completed before the first new businesses open:

- Attract a Private Developer with experience in urban revitalization to redevelop the Block as a restaurant and retail district.
- Provide adequate, safe and well-lighted public parking within sight and a 300 foot walking distance from The Block.
- Complete the planned improvements to SR 120 , West Lawrenceville Street and Hill Street prior to the opening of The Block.
- Construct all public realm improvement on and around The Block to include sidewalks, streetlighting, landscaping, pedestrian alleys, utilities, waste and mechanical upgrades needed by the new uses.
- Resolve any pending environmental problems that may be discovered that would inhibit redevelopment of The Block buildings or site.
- Establish final plans for all roads, bike and pedestrian conveyance, signalization, parking, lighting, public spaces and any other infrastructure issues so that private development can move forward with assurance and protected from uncertainty.
- Update and upgrade zoning and codes to support the Master Plan of the revitalized downtown, specifically any design and signage changes that will be necessary to allow a successful food and beverage district.
- Deploy its communications and special events programs to support awareness of The Block, during both the leasing and consumer phases.

RESIDENTIAL DEVELOPMENT – PHASE 1B

(SEE PAGE 35 FOR PHASING PLAN)

A happy consequence of the successful catalytic project is that it will attract follow-along development of other real estate product types, starting with the addition of new homes to downtown. Atlanta area homebuilders creating neighborhoods adjacent to other successful village-scale retail and restaurant districts have enjoyed sales prices per square foot of the houses as much as 200% of market norms. They also report a more discerning homebuyer who demands excellence in architecture, interior finishes and neighborhood design expression.

The southern end of downtown is targeted for owner-occupied residential, both attached and detached. Once area homebuilding companies are satisfied that The Block will be a reality, land will begin to change hands and homes will begin to be built. The downtown neighborhood will be not be suburban in nature, but will instead hark back to downtowns of bygone days, with an urban street grid pattern, small lots, significant shared common areas and two-lane roads with parallel parking on both sides. The Master Plan shows a tentative lot plan. This will change as private sector transactions take place and home building companies plan their communities.

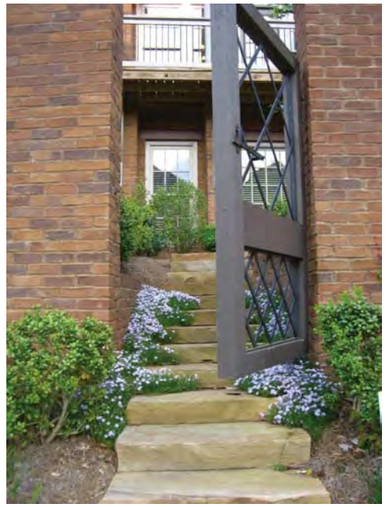
The roads in this neighborhood will eventually tie to an improved railroad crossing and signalized intersection at Davenport Road and Buford Highway. The City of Duluth will

construct the vehicular connection from downtown along the existing North Star Boulevard and extending to a new portion of Davenport Road, in turn connecting to the planned railroad crossing and on to Davenport Road at Buford Highway. Road design will be coordinated between the City and the private developers to assure good flow into downtown and all appropriate safety considerations as the road crosses the railway and intersects the highway. While the street grid in this neighborhood is urban in nature, it cannot be allowed to function as a "cut-through", thus traffic calming devices such as chicanes will be employed as part of the street design to protect the neighborhood from undue vehicular counts and inappropriate speeds.

Significant public-sphere obstacles stand in the way of the downtown residential becoming a reality, but the city is undertaking actions to remove those obstacles. The city has wisely been removing industrial uses from the downtown area for some time, as they cannot co-exist with new development, especially market-rate owner-occupied housing. This program must be continued until the area is completely free of light or heavy industry, and can begin its new life as a true part of downtown. Unfortunately, significant investigation found that nothing can be done about the massive cell tower in this area, so land around it has been slated in this plan for redeployment for stormwater management, with heavy green space acting as a visual shield from the new homes.

Downtown is currently underserved by the existing stormwater management facilities, however a study of area stormwater is underway and the city will upgrade its program to handle the increased demands of new product that is built. Land design for the cell tower area can be finalized following the conclusion of that study.

The neighborhoods being built in the new northern arc downtowns are seeing a diverse and high quality resident. These include knowledge workers and the creative class, whether professionals or mid-level workers. It is expected that trends



such as the major expansion of Gwinnett Medical Center a mile away and the conversion of 100 acres of the OFS site to the southeast's largest movie production facility some 9 miles away will add to high quality existing employers such as AGCO, and create a robust marketplace of homebuyers.

While these new downtown neighborhoods lend themselves well to families, they also see significant move-down activity in the empty-nester marketplace as the "big box" houses of the 1980's and 90's are divested in favor of smaller individual living spaces with the greater communal activity offered by walkable urban places. The varied price points and housing styles offered will create truly intergenerational neighborhoods, often even seeing young families and their grandparents move in to be close to each other and offer the kinds of support families did a generation ago. Downtown Duluth is surrounded on all sides by very large 20-30 year old subdivisions with aging baby boomers who will begin making their move-down decisions as home values continue to recover from the great recession.

HILL STREET RESIDENTIAL – PHASE 1C

(SEE PAGE 35 FOR PHASING PLAN)

Some significant measure of the work force at the hospital, movie production complex and other pending employment centers will be in jobs that lend themselves to a townhome or condominium resident, as opposed to a single family home. Downtown Duluth should offer that choice. Therefore, the City-owned parcel on Hill Street is planned for more dense owner-occupied housing. It may be townhomes or condominiums, depending on the timing of the takedown and the lending marketplace dynamics. The Atlanta region is still vastly oversupplied with condominium product, so the lending community is wary of new projects, even those with great merit. Thus, this land parcel is most likely to develop the most quickly as townhomes. This parcel was also considered for a hotel, but most hotels who have visited the area exhibited a preference for closer proximity to The Block. While this parcel is likely to be townhomes, the Master Plan should provide flexibility of land use and allow private market forces to work out the final product.

To attract new residential development to downtown, the City must:

- Provide stormwater and water quality management for the project area prior to the need for same by impending private investment.
- Remove all industrial uses from the downtown area
- Buffer the large cell tower to minimize its negative impact on private investment and the ability of that area of downtown to attract quality home builders and new residents.
- Construct the vehicular connection from downtown to the area of the planned railroad crossing improvement and Davenport Road connection.
- Resolve any pending environmental problems that would inhibit redevelopment of the subject properties.
- Establish final plans for all roads, bike and pedestrian conveyance, signalization, parking, lighting, public spaces and any other infrastructure issues so that private development can move forward with assurance and protected from uncertainty.
- Update and upgrade zoning and codes to support the Master Plan of the revitalized downtown.

GWINNETT COUNTY PUBLIC LIBRARY – PHASE 2
(SEE PAGE 35 FOR PHASING PLAN)

The City is in active conversation with Gwinnett County about placing a new full service library in downtown Duluth. This report is tasked with recommending the best placement within the downtown study area. That recommendation is for the new library to be located on a parcel of City-owned land on south Main Street adjacent to the historic Calaboose. Eventually the library can be the anchor of a new commercial district that will almost double the commercial footage in the downtown. At the outset, Main Street should remain in its current location and the library site will connect to the Calaboose with a small public parklette. Library parking will be on street. Eventually Main Street will shift toward the railroad and the current location of Main Street will become a parking lot at the rear of the library site. See Phase 4 for further details.

SECONDARY STUDY AREA; THE MONARCH SITE – PHASE 3
(SEE PAGE 35 FOR PHASING PLAN)

The Monarch School is landlocked and the Gwinnett County School System has informed City leadership that it desires to move out of downtown to an expanded campus that can accommodate a state of the art school. The current school site is 9.72 acres, including approximately 2 acres across Hill Street from the main campus and holds a building of some 126,000 square feet.

Concurrent to this possible change, the city commissioned a hotel feasibility study, with positive results. The study confirmed modest demand for a 100 room hotel, although it called for the City to assure that the hotel cost no more than $9 million, whereas the cost is projected at $11,500,000. Several locations have been investigated for the hotel and several developers and operators have been met with to gauge interest. The hotels all express a strong preference to be immediately proximate to The Block. Further, most downtown sites would require structured parking, which would add at minimum $1,000,000 to the cost of constructing the hotel.

It is therefore recommended that the City purchase the Monarch site with funds from the TAD and redeploy it for mixed-use private development, including the hotel. It is estimated that the City could reduce the hotel cost by $1,500,000 by delivering a portion of this site. Depending on market conditions, this may be all that is needed to incentivize the hotel, however the City may also need to provide the parking, which would be in the form of a surface lot, and therefore the least expensive parking alternative.

This would leave approximately 6.5 acres of land for other uses. See plans on the following page for the Secondary Study Area, investigating various combinations of product types. In all of the test plans, the hotel would sit on the Abbott's Bridge Road edge of the site to properly relate to The Block and the downtown commercial district. The preferred scenario is Plan B, combining the hotel with single family homes, townhomes and condominiums. As mentioned earlier, there should ideally be a choice of single family, townhome, and condominium living for the varied employment base and age range coming to the area. This site, as it is scheduled for Phase 3, will hopefully come on line after the necessary healing takes place in the condominium financing marketplace.

SECONDARY STUDY AREA

Six concepts were generated for the existing Monarch School Site. The Illustrative Master Plan on page 18 of this document reflects Concept B. Each concept explored a combination of single family, townhome, multi-family and hotel development.

Concept A

Land Use Summary

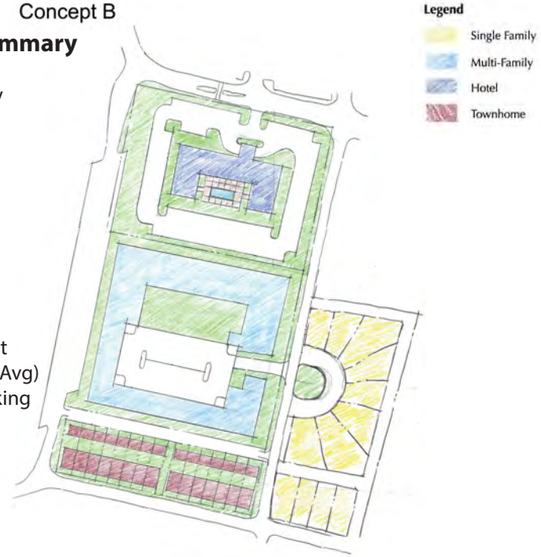
23 Single Family
35 Townhomes
Hotel
- 100 Units
- 3 stories
- 45,750 Sq Ft
- 129 Parking

Concept B

Land Use Summary

12 Single Family
15 Townhomes
Hotel
- 100 Units
- 3 stories
- 45,750 Sq Ft
- 129 Parking

Multi-Family
- 214 Units
- 4 stories
- 235,800 Sq Ft
- (+/- 1100 SF Avg)
- 1.5/Unit Parking

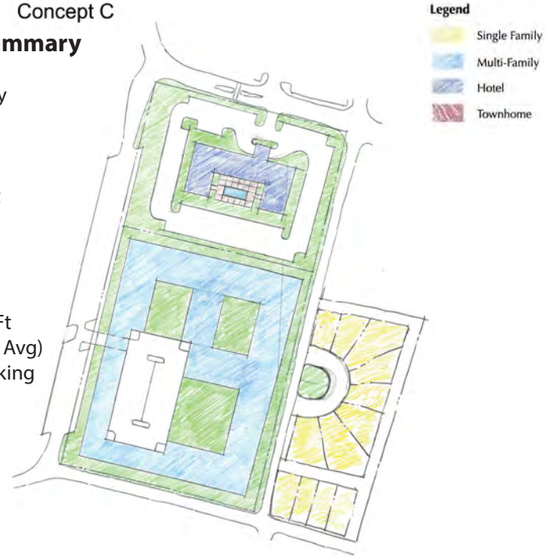


Concept C

Land Use Summary

12 Single Family
Hotel
- 100 Units
- 3 stories
- 45,750 Sq Ft
- 129 Parking

Multi-Family
- 333 Units
- 4 stories
- 367,200 Sq Ft
- (+/- 1100 SF Avg)
- 1.5/Unit Parking



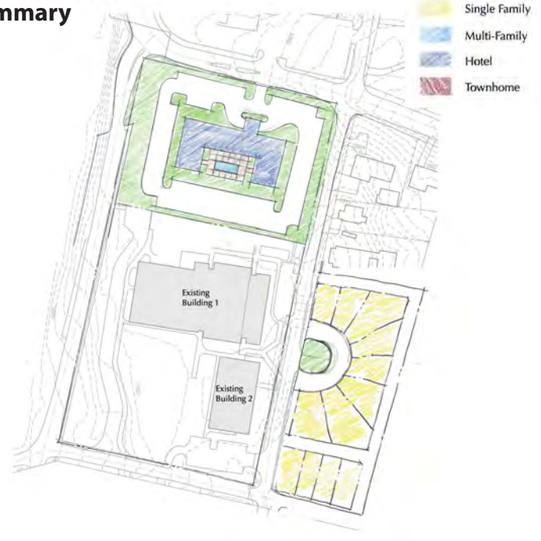
Concept D

Land Use Summary

12 Single Family
Hotel
- 100 Units
- 3 stories
- 45,750 Sq Ft
- 129 Parking

Existing Bldg 1
- 36,100 Sq Ft

Existing Bldg 2
- 23,780 Sq Ft



Concept E

Land Use Summary

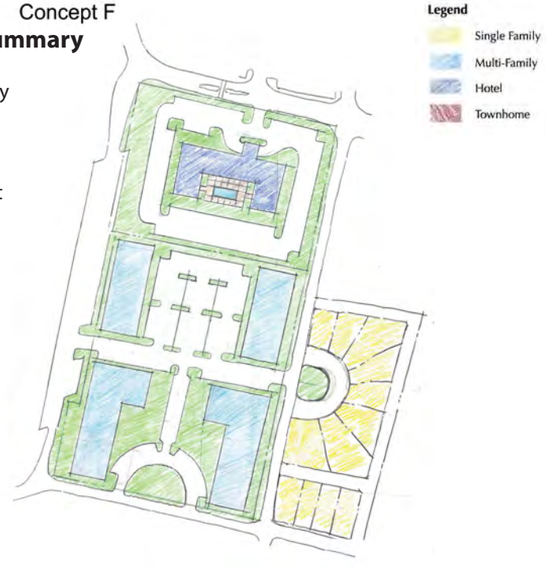
92 Townhomes
Hotel
- 100 Units
- 3 stories
- 45,750 Sq Ft
- 129 Parking

Concept F

Land Use Summary

12 Single Family
Hotel
- 100 Units
- 3 stories
- 45,750 Sq Ft
- 129 Parking

Multi-Family
- 120 Units
- 2 stories
- 192 Parking



SOUTH MAIN STREET COMMERCIAL DISTRICT – PHASE 4

(SEE PAGE 35 FOR PHASING PLAN)

If downtown Duluth experiences the same trickle-down real estate boom that other redeveloped downtowns have enjoyed, demand for product will outstrip supply within a few years. This will call for the addition of the South Main District, seen as village-scale retail, office and service.

This district is slated to contain 6 new buildings, in a traditional "double loaded" format on both sides of the street, housing 37,000 sf of retail with 27,000 sf of office on upper levels. These exact figures may well change when the private sector comes in to design and develop the built product. While this area may include some restaurant and cafe space, it is not an entertainment district like The Block.

Concurrent with this expansion, empty lots on Main Street will begin to develop as market demand increases. Also, obsolete product will begin to redevelop and better contribute to downtown's aesthetic and economic productivity.

Depending on the fortunes of the existing Main Street district, South Main could become a collection of boutiques or take a more service-oriented direction. Prior to this area developing the city will need to relocate Main Street and set in place public parking, both behind the buildings and on street. At that time, Main Street can also be extended through the residential area to Davenport. This extension and connection to Buford Highway will be necessary to the success of the new South Main District, as it would not be able to survive at the dead-end southern edge of downtown without this vehicular connectivity to the greater marketplace.

DOWNTOWN FORM

The streets, streetscapes and other portions of the public realm will change and upgrade as each component of downtown approaches redevelopment by the private sector. Transportation, Utilities, Urban Design and Signage are covered later in this report in further detail.

An item to touch on further here is Town Green. This is a very attractive space with beautiful views from and to City Hall from the W. Lawrenceville area. The Festival Center generates a good deal of activity and the pop-jet fountain is a noted attraction for area families. However, the north end of the Green sees little use. Further, it serves to block visual connection and pedestrian flow between the Main Street and the Hill Street retail segments.

One of the baseline needs for a retail district is critical mass; that is, enough depth and breadth of offerings to be a shopping destination. Small downtowns such as Duluth struggle to have enough critical mass to attract shopping visits.

There are currently a few buildings on Main Street and a few buildings on Hill Street to do the job of attracting shoppers. With the Town Green acting as a barrier, this is more difficult than need be. Improvements in the Town Green could put these buildings into better play and increase the functional retail footage of downtown accordingly. Pedestrian pathways from Hill Street to Main Street should be clarified with paving, and the stairway down to the Main Street edge should be widened and brightened and made more obvious and welcoming. The bosque of trees behind the Main Street buildings should be thinned out and/or limbed up to remove the visual barrier they create. Steps and pathways should deliver pedestrians to the storefronts of these buildings.

The West Lawrenceville Street edge of the Town Green is also a barrier from The Block. The on-street parking spaces should be removed, as should the brick wall and the dumpster. Trees should be thinned out and limbed up, or even removed and replaced with a lesser number of trees, selected from species that branch out at a higher level. The walled courtyard behind the Main Street building is not used. It is dark, uninviting and empty except for some scattered furniture. This area should be lightened and brightened and connected to the Green instead of the back of these commercial buildings.

It is recommended that a park designer be brought in to correct these functional and esthetic problems to cause the northern part of the Town Green to function as well as the southern portion and to unify the retail buildings and new entertainment district.

FINANCIAL IMPACTS

The combined projects in the Master Land Use Plan contain an estimated 23 tax parcels holding an estimated 182,900 SF of existing buildings. The bulk of existing building space is tax exempt. As a result the total taxable digest associated with these parcels is only $499,000 or $13,000/acre. The redevelopment project area currently generates less than $18,500 per year and only $481 per acre in combined annual property taxes on real estate, including less than $3,000 per year for the City of Duluth.

The downtown revitalization plan calls for construction of some 375 attached and detached housing units, 103,100 SF of new and/or rehabilitated retail and office space, plus a 100 room hotel and a new library. At build out, the implementation plan is projected to result in $109.5 million in total real estate value, representing an increase of $99.2 million over existing conditions.

Because most of the existing real estate in the project area is currently tax exempt, the change in taxable digest is significantly larger in percentage terms, growing from a current base of only $499,000 to more than $43.8 million at completion.

At current (2012) millage rates, total real estate tax revenues generated within the redevelopment project areas are projected to grow from less than $18,500 currently to more than $1.62 million at build out.

Table 3.1 Proposed Development Program

Proposed Development Program
Downtown Duluth Redevelopment Project Areas

	Commercial Build Out		Residential Build Out	
TAD AREA	Retail/Office	Hotel	SF	Units
Project Area A	33,570			
Project Area B&C	-		204,000	102
Project Area D&E	69,525			
Project Area F&G	-		60,800	32
Monarch School		47,750	287,600	241
Totals	103,095	47,750	552,400	375

Source: Morris & Fellows

Table 3.2 Estimated Redevelopment Potential and Value at Build-out

Estimated Redevelopment Potential and Value at Build-Out
Downtown Duluth Redevelopment Project Area

Indicators	Existing Conditions	Build-Out Conditions	Change	Percent Change
Building SF	182,927	**703,245**	520,318	284.4%
FMV Land	$ 2,960,200	**$ 13,640,474**	$ 10,680,274	360.8%
FMV Buildings	$ 7,353,300	**$ 95,873,225**	$ 88,519,925	1203.8%
FMV Total	$ 10,313,500	**$ 109,513,699**	$ 99,200,199	961.8%
Taxable Digest	$ 499,120	**$ 43,805,480**	$ 43,306,360	8676.5%
Taxable Digest/ AC:	$ 13,001	**$ 1,141,065**	$ 1,128,064	8676.5%
RE Taxes Collected:				
City of Duluth	$ 2,990	**$ 262,439**	$ 259,448	8676.5%
Gwinnett County	$ 5,880	**$ 516,029**	$ 510,149	8676.5%
School District	$ 9,608	**$ 843,255**	$ 833,647	8676.5%
Total RE Taxes Collected:	$ 18,478	**$ 1,621,723**	$ 1,603,245	8676.5%
RE Taxes/AC	$ 481	**$ 42,243**	$ 41,762	8676.5%
Development Density (FAR)	0.11	**0.42**	0.31	284.4%

Source: Morris & Fellows and Bleakly Advisory Group, Inc.

Table 3.3 Estimated Cumulative Real Estate Taxes in Redevelopment Project Area

Estimated Cumulative Real Estate Taxes

Downtown Duluth Redevelopment Project Area

Indicators	10 Years	20 Years	30 Years
RE Taxes Collected:			
Total RE Taxes	$ 6,949,540	$ 24,962,755	$ 45,762,873
Tax Increments	$ 6,764,760	$ 24,593,197	$ 45,208,535

Source: Morris & Fellows and Bleakly Advisory Group, Inc.

The projects would also generate increased revenue from personal property taxes, sales taxes, hotel/motel taxes, public utility user fees and business licenses. These other revenue streams are not calculated in this report but would be significant, and combined are likely to exceed future property taxes.

As previously mentioned, the City of Duluth amended its existing Tax Allocation District to focus more tightly on the downtown and near environs. Compared to existing conditions, successful implementation of the proposed projects could generate more than $45.2 million in incremental real estate taxes over the 30-year life of the proposed TAD, as well as stimulate additional investment and value growth in other

surrounding properties. It is possible that these investments could leverage $11.3 million in net bond proceeds for direct investment in infrastructure and other project costs.

LAND USE PLAN

TABLE 3.4 NEW + REDEVELOPED PROPERTIES

Buildings + Lots	Units	Stories	Retail SF	Office SF	Residential SF	Civic/Hotel SF
A1-1	-	1	12,740	-	-	-
A1-2	-	1	15,101	-	-	-
A2-1	-	1	1,210	-	-	-
A2-2	-	1	1,500	-	-	-
A2-3	-	1	2,960	-	-	-
D-1	-	1	390	-	-	-
D-2	-	1	3,900	-	-	-
D-3	-	2	8,000	8,000	-	-
Library	-	2	3,600	-	-	20,000
E-1	-	1	3,200	-	-	-
E-2	-	1	9,000	-	-	-
E-3	-	2	7,000	9,000	-	-
E-4	-	2	-	7,000	-	48,000
Hotel	-	3	-	-	-	-
Single Family	57	-	-	-	-	-
Townhomes	121	-	-	-	-	-
Multi-Family *(+/- 1100 SF avg. unit)	214	4	-	-	235,800	-

TABLE 3.4 PROPERTY + TAX VALUE OF REDEVELOPMENT AREA

Downtown Duluth Redevelopment Project Area
Calculation of Existing and Future Development and Tax Digest by Redevelopment Project Area

Summary		Area A	Area B&C	Area D&E	Area F&G	Monarch School (Concept B)	TOTALS
Existing Conditions							
Tax Parcels		5	6	6	4	2	**23**
Acres		3.0100	17.8500	3.7400	4.7500	9.0400	**38.39**
Building SF		44,437	2,676	7,418	8,000	120,396	**182,927**
FMV Land		$ 507,500	$ 673,600	$ 394,800	$ 752,700	$ 631,600	**$ 2,960,200**
FMV Land/AC		$ 168,605	$ 37,737	$ 105,561	$ 158,463	$ 69,867	**$ 77,109**
FMV Buildings		$ 959,800	$ 48,800	$ 515,300	$ 97,500	$ 5,731,900	**$ 7,353,300**
Buildings FMV/SF		$ 21.60	$ 18.24	$ 69.47	$ 12.19	$ 47.61	**$ 40.20**
FMV Total		$ 1,467,300	$ 722,400	$ 910,100	$ 850,200	$ 6,363,500	**$ 10,313,500**
FMV/ AC:		$ 487,475	$ 40,471	$ 243,342	$ 178,989	$ 703,927	**$ 268,651**
FMV/ Bldg SF		$ 33.02	$ 269.96	$ 122.69	$ 106.28	$ 52.85	**$ 40.20**
Taxable Digest		$ 41,920	$ 227,160	$ 230,040	$ -	$ -	**$ 499,120**
Taxable Digest/ AC:		$ 13,927	$ 12,726	$ 61,508	$ -	$ -	**$ 13,001**
FAR		0.34	0.00	0.05	0.04	0.31	**0.11**
Future Conditions							
Acres		3.0100	17.8500	3.7789	4.7500	9.0400	**38.4289**
Building SF		33,570	204,000	69,525	60,800	335,350	**703,245**
FMV Land		$ 704,942	$ 6,120,000	$ 926,785	$ 1,360,000	$ 4,528,747	**$ 13,640,474**
FMV Land/AC		$ 234,200	$ 342,857	$ 245,253	$ 286,316	$ 500,968	**$ 354,954**
FMV Buildings		$ 7,049,700	$ 27,540,000	$ 11,702,125	$ 7,600,000	$ 41,981,400	**$ 95,873,225**
Buildings FMV/SF		$ 210.00	$ 135.00	$ 168.32	$ 125.00	$ 125.19	**$ 136.33**
FMV Total		$ 7,754,642	$ 33,660,000	$ 12,628,910	$ 8,960,000	$ 46,510,147	**$ 109,513,699**
FMV/ AC:		$ 2,576,293	$ 1,885,714	$ 3,341,959	$ 1,886,316	$ 5,144,928	**$ 2,849,775**
FMV/ Bldg SF:		$ 231.00	$ 165.00	$ 181.65	$ 147.37	$ 138.69	**$ 155.73**
Taxable Digest		$ 3,101,857	$ 13,464,000	$ 5,051,564	$ 3,584,000	$ 18,604,059	**$ 43,805,480**
Taxable Digest/ AC:		$ 1,030,517	$ 754,286	$ 1,336,784	$ 754,526	$ 2,057,971	**$ 1,139,910**
Incremental Digest Growth		$ 3,059,937	$ 13,236,840	$ 4,821,524	$ 3,584,000	$ 18,604,059	**$ 43,306,360**
Percent Change		7299%	5827%	2096%	NA	NA	**8677%**
Future FAR		0.26	0.26	0.42	0.29	0.85	**0.42**
Start Year		2014	2014	2019	2014	2014	**2014**
End Year		2017	2018	2025	2018	2019	**2025**
2012 - Existing Conditions							
Digest/Revenue Calculations							
City Millage	5.991	$ 251	$ 1,361	$ 1,378	$ -	$ -	$ 2,990
County Millage	11.78	$ 494	$ 2,676	$ 2,710	$ -	$ -	$ 5,880
School Millage	19.25	$ 807	$ 4,373	$ 4,428	$ -	$ -	$ 9,608
	37.021	$ 1,552	$ 8,410	$ 8,516	$ -	$ -	$ 18,478
Forecasted Build Out Conditions							
Digest/Revenue Calculations							
City Millage	5.991	$ 18,583	$ 80,663	$ 30,264	$ 21,472	$ 111,457	$ 262,439
County Millage	11.78	$ 36,540	$ 158,606	$ 59,507	$ 42,220	$ 219,156	$ 516,029
School Millage	19.25	$ 59,711	$ 259,182	$ 97,243	$ 68,992	$ 358,128	$ 843,255
	37.021	$ 114,834	$ 498,451	$ 187,014	$ 132,683	$ 688,741	$ 1,621,723

Source: Gwinnett County Property Records, Morris & Fellows and Bleakly Advisory Group, Inc.

SOURCES + USES OF FUNDS

Significant funding will be required to provide the infrastructure upgrades needed to support the redevelopment and expansion of downtown. The consultant and the City of Duluth have estimated the costs related to each task and identified funding sources to deploy. Some funding is in place, but much will come from the 2013 SPLOST and from the reworking of the existing Tax Allocation District to focus more narrowly on downtown and the immediate Buford Highway environs.

Table 3.5 in this section entitled "Sources + Uses of Funds" allocates estimated costs and identifies funding sources for each imperative related to the upgrading and updating of downtown.

TABLE 3.5 SOURCES + USES OF FUNDS

SOURCES

	FUNDING SOURCES		EXISTING FUNDS: HTP Grant	2001 County SPLOST	2005 SPLOST	2009 SPLOST	2013 SPLOST	THE BLOCK BOND / LOAN 36 MOS	GENERAL FUND	TAD	Proceeds from Sale of Properties	TOTAL	NOTES
1	Davenport Road (CD-55) and RR Crossing		$ 800,000		$ 54,265	$ 284,558	$ 3,000,000					$ 4,138,823	
2	Red Clay Theater								$ 500,000			$ 500,000	
3	SR 120			$ 1,250,000		$ 250,000						$ 1,500,000	
4	Water & Sewer Upgrades					$ 40,000						$ 40,000	
5	Parking					$ 572,590	$ 3,000,000					$ 3,572,590	
6	Downtown Infrastructure Upgrades						$ 2,000,000					$ 2,000,000	
7	City Portion of The Block Bond/Loan							$ 1,425,000				$ 1,425,000	
8	TAD - City/County Increment									$ 5,400,000		$ 5,400,000	
9	TAD - School Board Increment									$ 5,900,000		$ 5,900,000	
10	Proceeds from Sale of Parcel B (6.45 acres)										$ 740,000	$ 740,000	
11	Proceeds from Sale of Parcel G (3.5 acres)								$ 150,000		$ 350,000	$ 500,000	Must apply to 2009 SPLOST
12	Renovate Town Green / Improve Pedestrian Connections								$ 300,000			$ 300,000	
												$ -	
	TOTAL ALL SOURCES		**$ 800,000**	**$ 1,250,000**	**$ 54,265**	**$ 1,147,148**	**$ 8,000,000**	**$ 1,425,000**	**$ 950,000**	**$ 11,300,000**	**$ 1,090,000**	**$ 26,016,413**	

USES

	PROJECT	ESTIMATED COST	HTP Grant	2001 County SPLOST	2005 SPLOST	2009 SPLOST	2013 SPLOST	BOND / LOAN	GENERAL FUND	TAD	Proceeds from Sale of Properties	TOTAL	NOTES
1	The Block Improvements												
	a. Development Period Finance - 36 Months	**$ 1,425,000**						$ 1,425,000				$ 1,425,000	Project Cost is $6,500,000. Private Developer assumes remaining mortgage - 204 Months @ $8,075,000
	b. Infrastructure	**$ 1,000,000**								$ 1,000,000		$ 1,000,000	Per Budget Provided by Staff
	c. Pre-development Planning	**$ 300,000**									$ 300,000	$ 300,000	
2	Parking for The Block / Downtown North												Minimum 330 spaces
	a. Surface - Abbott's Bridge	**$ 1,500,000**					$ 1,000,000		$ 150,000		$ 350,000	$ 1,500,000	Land and Surface Lot
	b. Surface - Norfolk Southern Right of Way	**$ 200,000**				$ 200,000						$ 200,000	Surface Lot
	c. Surface - North Main Street	**$ 200,000**					$ 200,000					$ 200,000	On Street
	d. Existing and New On-Site	**$ 100,000**				$ 100,000						$ 100,000	Two Surface Lots
3	SR 120 Project through downtown	**$ 1,500,000**		$ 1,250,000		$ 250,000						$ 1,500,000	
4	Hill Street Parking	**$ 50,000**					$ 50,000					$ 50,000	Parcel F
5	Main Street Sidewalk Improvements	**$ 280,000**				$ 22,000				$ 258,000		$ 280,000	
6	Renovate Town Green / Improve Pedestrian Connections	**$ 300,000**							$ 300,000			$ 300,000	
7	Red Clay Theater Improvements	**$ 500,000**							$ 500,000			$ 500,000	
8	City support for hotel	**$ 2,500,000**								$ 2,500,000		$ 2,500,000	Would Reduce if Combined with Monarch Site
9	Library Site	$ -										$ -	Donate city owned land
10	Relocation and Extension of Main Street												
	a. Infrastructure for Library, Calaboose Park and Public Parking North of Hardy	**$ 900,000**					$ 900,000					$ 900,000	
	b. Main Street - Land acquisition North of Hardy	**$ 300,000**								$ 300,000		$ 300,000	
	c. Main Street Extension to Davenport Rd	**$ 250,000**					$ 250,000					$ 250,000	Per Estimate Provided by City Staff
	d. Main Street - Land acquisition South of Hardy	**$ 250,000**								$ 250,000		$ 250,000	
11	North Star / Davenport Rd Extension to RR ROW	**$ 600,000**					$ 600,000					$ 600,000	
12	Davenport Road Extension to Buford Hwy and RR Crossing	**$ 3,338,823**	$ 800,000		$ 54,265	$ 284,558	$ 3,000,000					$ 4,138,823	
13	Downtown Regional Detention System	**$ 1,000,000**								$ 1,000,000		$ 1,000,000	W L'ville to RR Xing; does not include Secondary Focus Area
14	Acquire / Redeploy Industrial Land /Stormwater Management	**$ 1,000,000**								$ 1,000,000		$ 1,000,000	
15	Monarch School												
	a. Acquisition / Redeployment of Monarch School	**$ 4,000,000**								$ 5,000,000		$ 5,000,000	Est. cost of land for relocation (20-25 acres at $160K-$200/acre)
	b. Contribute Hotel Parcel, Reduce #9 Above	**$ (1,000,000)**								$ (1,000,000)		$ (1,000,000)	Land Carried at +/- $1,000,000 in Feasibility Study
	c. Resale Portion of Monarch Site	**$ (2,000,000)**								$ (2,000,000)		$ (2,000,000)	
16	Acquisition / Redeployment of Main St. Retail Parcel	**$ 250,000**				$ 250,000						$ 250,000	Must be Repaid to 2009 SPLOST
	TOTAL ALL USES	**$ 18,743,823**	**$ 800,000**	**$ 1,250,000**	**$ 54,265**	**$ 1,106,558**	**$ 6,000,000**	**$ 1,425,000**	**$ 950,000**	**$ 8,308,000**	**$ 650,000**	**$ 20,543,823**	
	NET REMAINING		**$ -**	**$ -**	**$ -**	**$ 40,590**	**$ 2,000,000**	**$ -**	**$ -**	**$ 2,992,000**	**$ 440,000**	**$ 5,472,590**	

MorrisMidCity Sources and Uses Worksheet 10-23-13

PHASING THE REDEVELOPMENT

Phase 1 of the downtown revitalization is expected to take place immediately, assuming the City's ability to provide the supports called for throughout this report. The Block should be operational within the 2015 calendar year. And the major residential neighborhood on the south end of downtown and the Hill Street townhome parcel can be expected to start concurrent with The Block, to completed and sold out in 3 to 5 years.

Timing of the Library, seen as **Phase 2**, is in the hands of the city and county to finalize arrangements and for the city to deliver the site, along with the attendant infrastructure changes. It is expected that this can be complete by the end of 2016.

Phase 3 is the Monarch Site, which is contingent on successfully attracting a hotel developer and operator to downtown. The hotel should be able to open by 2016, with the residential portions completing by 2019.

Phase 4, the South Main District, will be undertaken by the private market when downtown has solidified as a success, the commercial vacancy rate is very low and commercial rents are above market. This is not projected to happen before 2019. This district will build out and occupy over time, so is not expected to be fully completed until around 2025.

The following Phasing Plan provides a visual illustration and the Timeline details for both the public and private sector activities.

PHASING PLAN

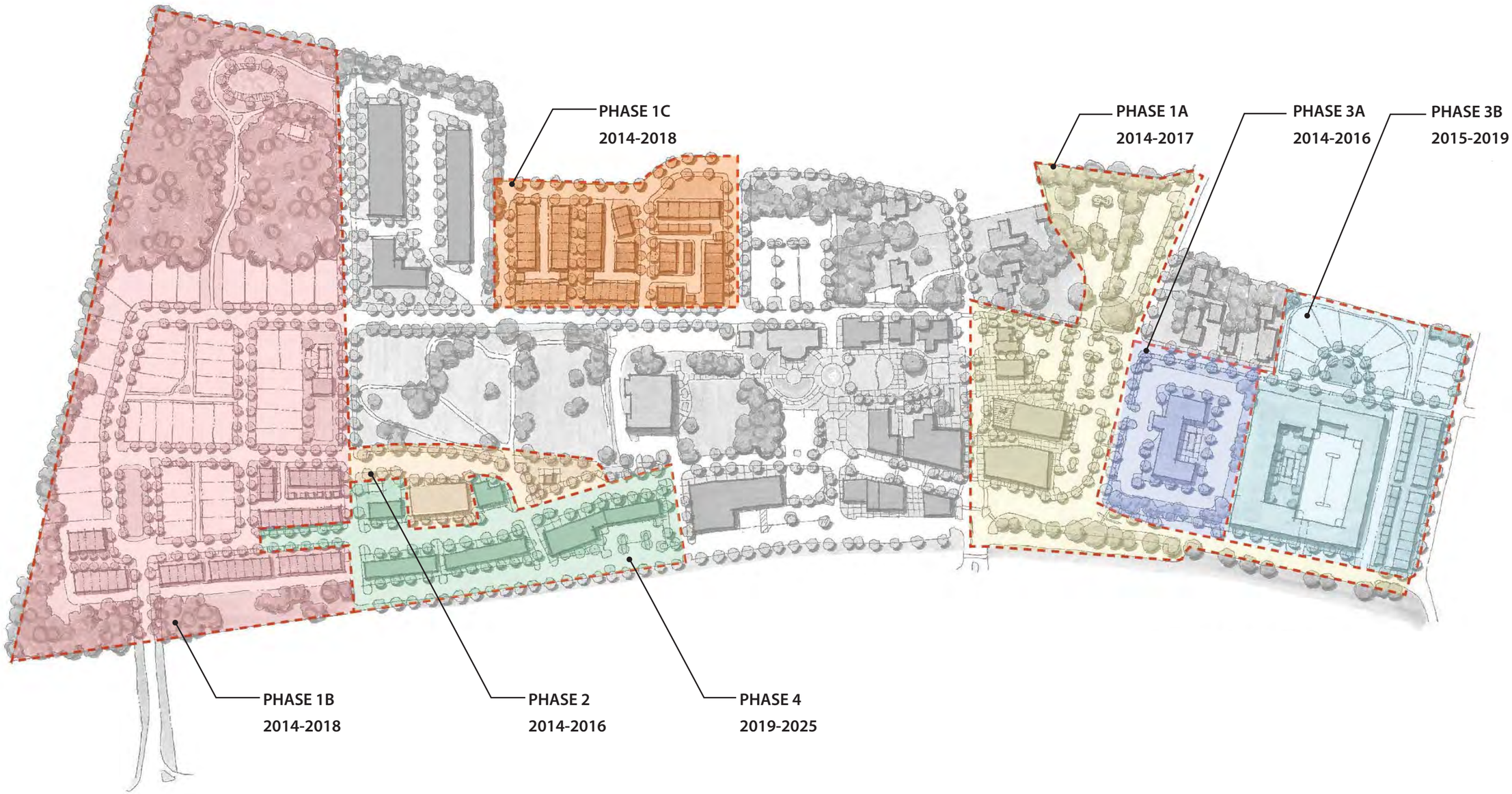
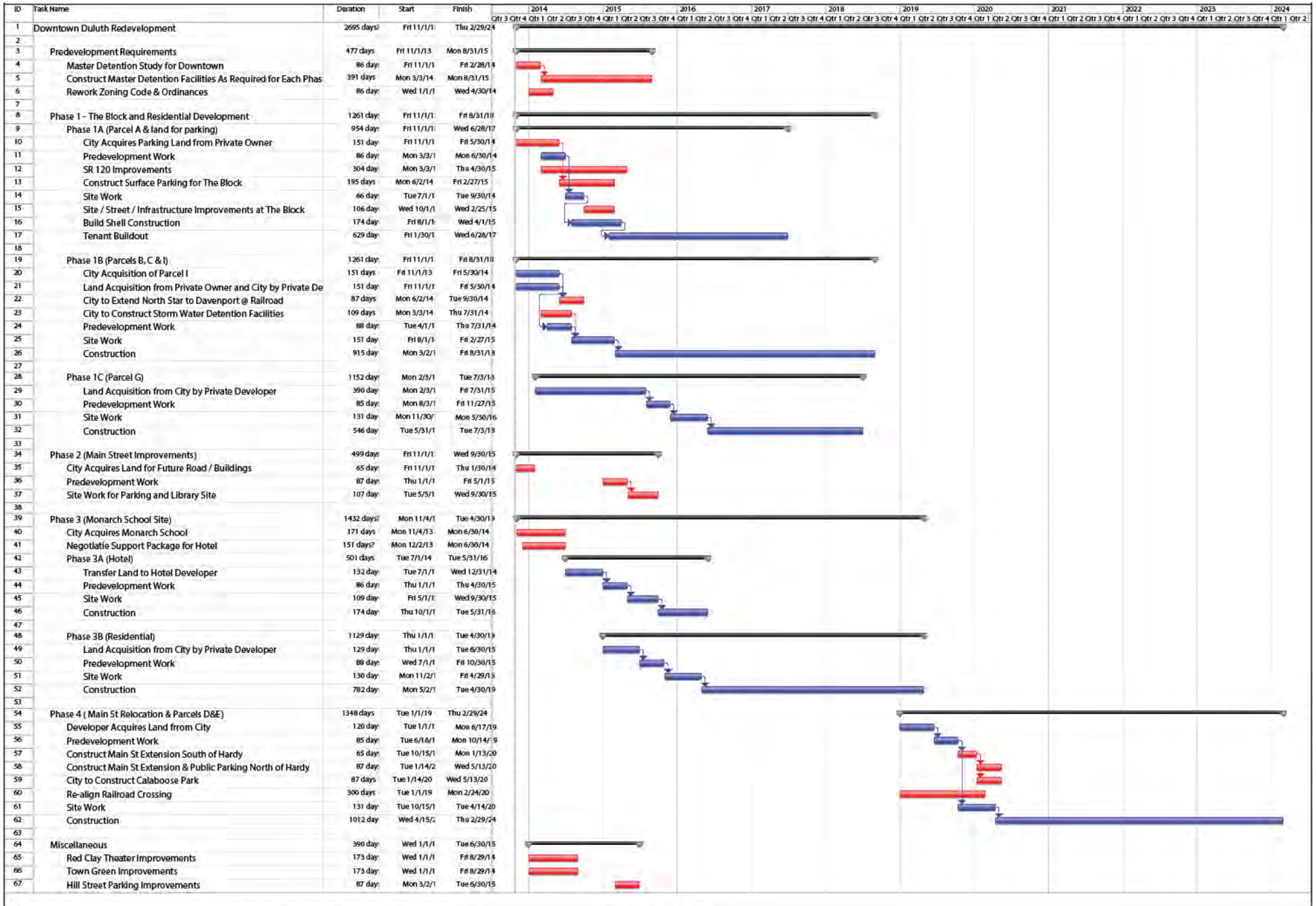


TABLE 3.6 CITY OF DULUTH DOWNTOWN REDEVELOPMENT SCHEDULE

ID	Task Name	Duration	Start	Finish
1	Downtown Duluth Redevelopment	2695 days?	Fri 11/1/13	Thu 2/29/24
2				
3	Predevelopment Requirements	477 days	Fri 11/1/13	Mon 8/31/15
4	Master Detention Study for Downtown	86 days	Fri 11/1/13	Fri 2/28/14
5	Construct Master Detention Facilities As Required for Each Phas	391 days	Mon 3/3/14	Mon 8/31/15
6	Rework Zoning Code & Ordinances	86 days	Wed 1/1/14	Wed 4/30/14
7				
8	Phase 1 - The Block and Residential Development	1261 days	Fri 11/1/13	Fri 8/31/18
9	Phase 1A (Parcel A & land for parking)	954 days	Fri 11/1/13	Wed 6/28/17
10	City Acquires Parking Land from Private Owner	151 days	Fri 11/1/13	Fri 5/30/14
11	Predevelopment Work	86 days	Mon 3/3/14	Mon 6/30/14
12	SR 120 Improvements	304 days	Mon 3/3/14	Thu 4/30/15
13	Construct Surface Parking for The Block	195 days	Mon 6/2/14	Fri 2/27/15
14	Site Work	66 days	Tue 7/1/14	Tue 9/30/14
15	Site / Street / Infrastructure Improvements at The Block	106 days	Wed 10/1/14	Wed 2/25/15
16	Build Shell Construction	174 days	Fri 8/1/14	Wed 4/1/15
17	Tenant Buildout	629 days	Fri 1/30/15	Wed 6/28/17
18				
19	Phase 1B (Parcels B, C & I)	1261 days	Fri 11/1/13	Fri 8/31/18
20	City Acquisition of Parcel I	151 days	Fri 11/1/13	Fri 5/30/14
21	Land Acquisition from Private Owner and City by Private De	151 days	Fri 11/1/13	Fri 5/30/14
22	City to Extend North Star to Davenport @ Railroad	87 days	Mon 6/2/14	Tue 9/30/14
23	City to Construct Storm Water Detention Facilities	109 days	Mon 3/3/14	Thu 7/31/14
24	Predevelopment Work	88 days	Tue 4/1/14	Thu 7/31/14
25	Site Work	151 days	Fri 8/1/14	Fri 2/27/15
26	Construction	915 days	Mon 3/2/15	Fri 8/31/18
27				
28	Phase 1C (Parcel G)	1152 days	Mon 2/3/14	Tue 7/3/18
29	Land Acquisition from City by Private Developer	390 days	Mon 2/3/14	Fri 7/31/15
30	Predevelopment Work	85 days	Mon 8/3/15	Fri 11/27/15
31	Site Work	131 days	Mon 11/30/15	Mon 5/30/16
32	Construction	546 days	Tue 5/31/16	Tue 7/3/18
33				
34	Phase 2 (Main Street Improvements)	499 days	Fri 11/1/13	Wed 9/30/15
35	City Acquires Land for Future Road / Buildings	65 days	Fri 11/1/13	Thu 1/30/14
36	Predevelopment Work	87 days	Thu 1/1/15	Fri 5/1/15
37	Site Work for Parking and Library Site	107 days	Tue 5/5/15	Wed 9/30/15
38				
39	Phase 3 (Monarch School Site)	1432 days?	Mon 11/4/13	Tue 4/30/19
40	City Acquires Monarch School	171 days	Mon 11/4/13	Mon 6/30/14
41	Negotiatie Support Package for Hotel	151 days?	Mon 12/2/13	Mon 6/30/14
42	Phase 3A (Hotel)	501 days	Tue 7/1/14	Tue 5/31/16
43	Transfer Land to Hotel Developer	132 days	Tue 7/1/14	Wed 12/31/14
44	Predevelopment Work	86 days	Thu 1/1/15	Thu 4/30/15
45	Site Work	109 days	Fri 5/1/15	Wed 9/30/15
46	Construction	174 days	Thu 10/1/15	Tue 5/31/16
47				
48	Phase 3B (Residential)	1129 days	Thu 1/1/15	Tue 4/30/19
49	Land Acquisition from City by Private Developer	129 days	Thu 1/1/15	Tue 6/30/15
50	Predevelopment Work	88 days	Wed 7/1/15	Fri 10/30/15
51	Site Work	130 days	Mon 11/2/15	Fri 4/29/16
52	Construction	782 days	Mon 5/2/16	Tue 4/30/19
53				
54	Phase 4 (Main St Relocation & Parcels D&E)	1348 days	Tue 1/1/19	Thu 2/29/24
55	Developer Acquires Land frrom City	120 days	Tue 1/1/19	Mon 6/17/19
56	Predevelopment Work	85 days	Tue 6/18/19	Mon 10/14/19
57	Construct Main St Extension South of Hardy	65 days	Tue 10/15/19	Mon 1/13/20
58	Construct Main St Extension & Public Parking North of Hardy	87 days	Tue 1/14/20	Wed 5/13/20
59	City to Construct Calaboose Park	87 days	Tue 1/14/20	Wed 5/13/20
60	Re-align Railroad Crossing	300 days	Tue 1/1/19	Mon 2/24/20
61	Site Work	131 days	Tue 10/15/19	Tue 4/14/20
62	Construction	1012 days	Wed 4/15/20	Thu 2/29/24
63				
64	Miscellaneous	390 days	Wed 1/1/14	Tue 6/30/15
65	Red Clay Theater Improvements	173 days	Wed 1/1/14	Fri 8/29/14
66	Town Green Improvements	173 days	Wed 1/1/14	Fri 8/29/14
67	Hill Street Parking Improvements	87 days	Mon 3/2/15	Tue 6/30/15



Note: Activity start dates and durations are approximate and will revise over the term of the redevelopment

Prepared by Morris MidCity

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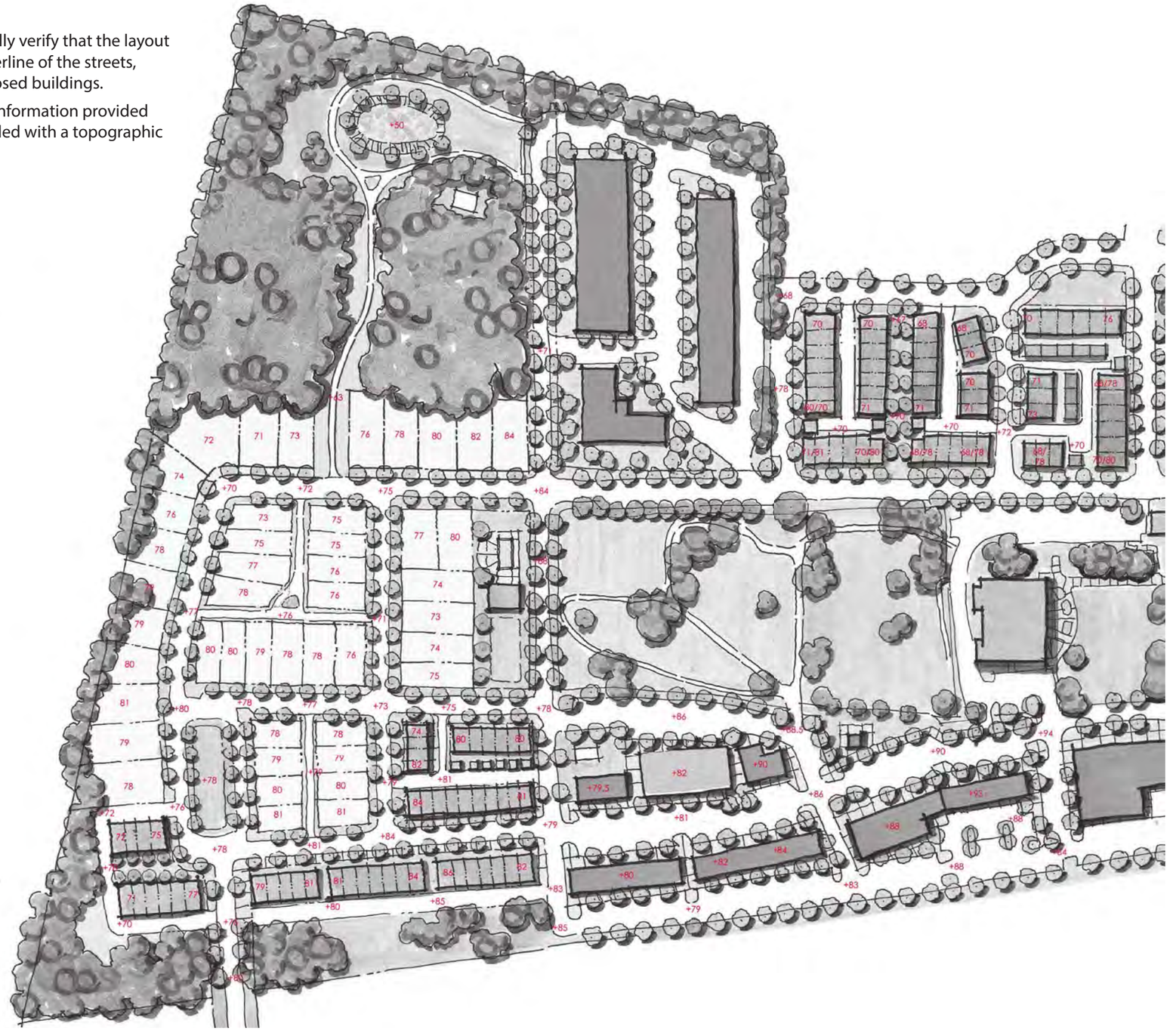
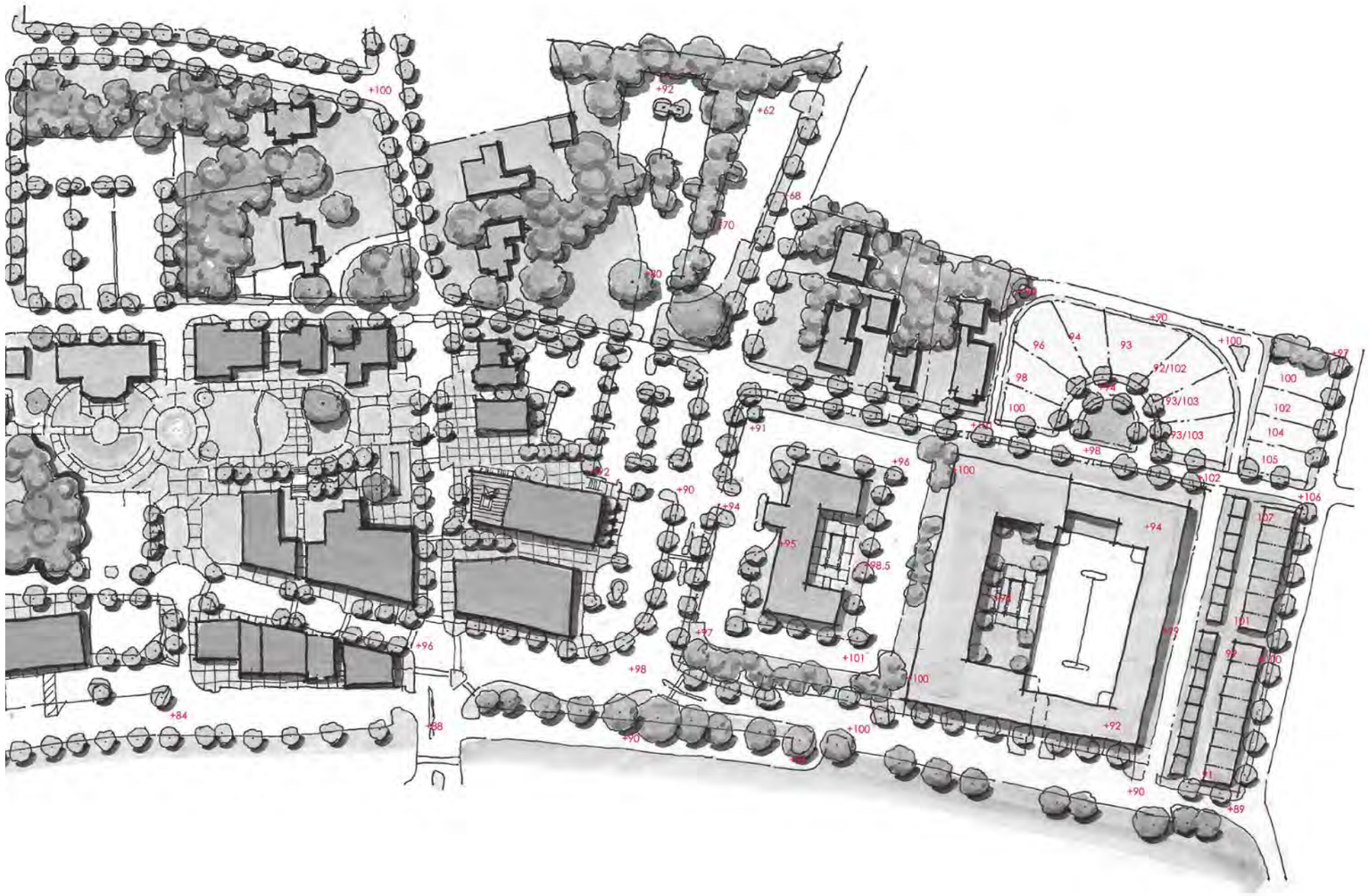
SPOT GRADING PLAN

The spot grading plan is intended to conceptually verify that the layout is buildable. The spot grades are set at the centerline of the streets, alleys, and finished floor elevations of the proposed buildings.

The spot grades are based on GIS topographic information provided by the City of Duluth. Further study will be needed with a topographic survey.



SPOT GRADING PLAN



SKETCH-UP MODEL

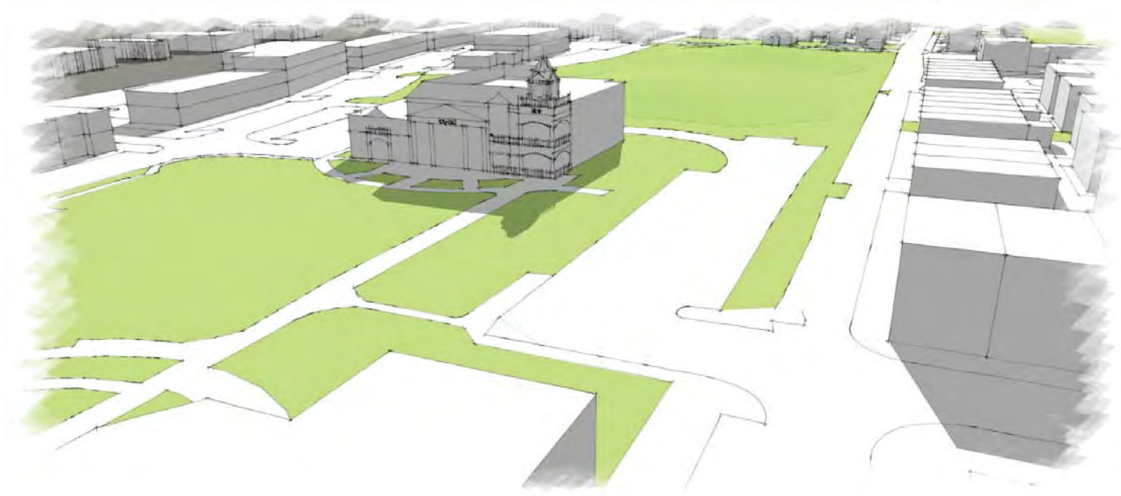
The following images illustrate the 3D model created from the Master Plan. This model reflects both the existing and proposed conditions throughout the City of Duluth. The model aids in the understanding of the relationship between scale and spaces produced through the master planning process.

View of Town Green, City Hall, cemetery, and proposed single family home and townhome development west of downtown

View of Town Green, City Hall, cemetery, and proposed development along Main Street and Hill Street

View of proposed townhome and single family development with the cemetery and City Hall in the background

View of a proposed multi-family building and hotel on the existing Monarch School Site



View of City Hall and the Town Green looking down Hill Street lined with a proposed townhome development

View of the Town Green with future residential development in the background

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Transportation

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TRANSPORTATION

Introduction + Rationale

As it transforms, the City of Duluth desires to provide a range of transportation options. In addition to improved driving conditions, the City is looking to expand both bicycle and pedestrian infrastructure within the core. Understanding this, local streets within the downtown should be more focused on responding to adjacent development patterns and uses, rather than simply moving as many vehicles as possible in the shortest amount of time.

Proposed Street Sections

The following pages illustrate seven proposed street sections showing improvements and enhancements to the current right-of-ways within Duluth. These include wider sidewalks, tree planters, street lights, bioswales to improve storm water management, on-street parking (both parallel and angled), and the addition of a cycle track.

Cycle Tracks

Cycle tracks provide a dedicated bicycle lane separated from pedestrian and vehicular traffic. Striping or other urban design elements such as bollards or lamp posts can visually separate the cycle traffic from other uses of the right-of-way. Additionally, cycle tracks provide comfort and safety for bicyclists, therefore encouraging use by all levels of bicyclist. The cycle track proposed for Duluth is within the recommended size range, at 8' wide. Its route throughout the City is illustrated in the diagram on the following page.

Proposed Parking

With the introduction of more density and uses within the core, comes the need for improved parking infrastructure. Throughout the master plan four types of proposed or existing parking arrangements exist: surface lots, angled on-street parking at 60 degrees, parallel on-street parking and the addition of structured parking within the proposed multi-family building development.

Parking Ratios

Parking ratios were generated and decided upon based off conversations between the City of Duluth and the consultant team. As the City looks to add more restaurant and retail, the current parking situation needed to be analyzed and in some cases, redesigned. To encourage ease of use, the current and proposed restaurant program is 10 spaces/1000 SF. General retail and commercial uses were calculated at 4 spaces/1000 SF. Civic uses including the proposed library and current Town Green campus were calculated at 2 spaces/1000 SF. The proposed residential area is self parked in garages. On-street parking is provided in the residential area for guests. A diagram illustrating the overall proposed parking for downtown is on the last page of this section.

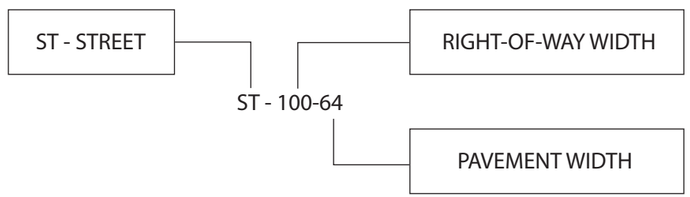
Example of potential Main Street aesthetics

Example of potential bioswale street

Example of potential street with a cycle track

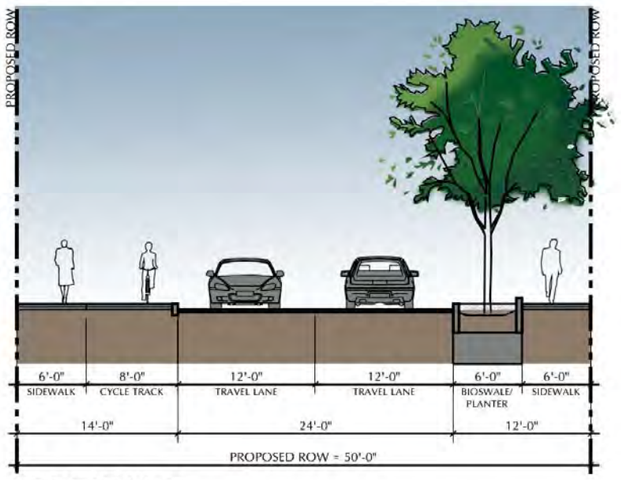
Example of potential street with a cycle track

PROPOSED STREET TYPE PLAN

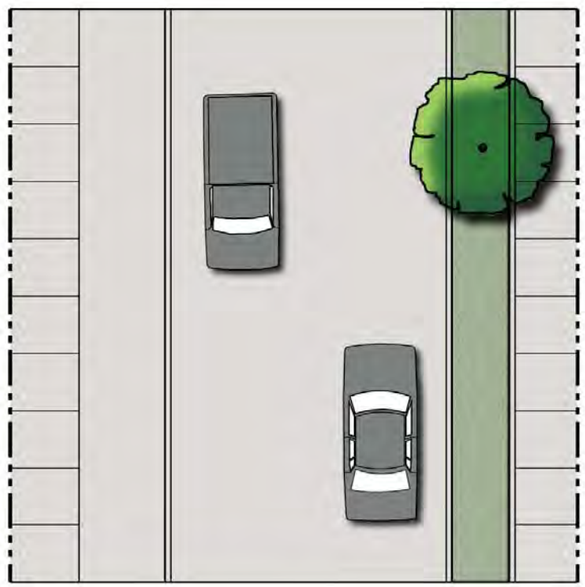


PROPOSED STREET SECTIONS

ST-50-24



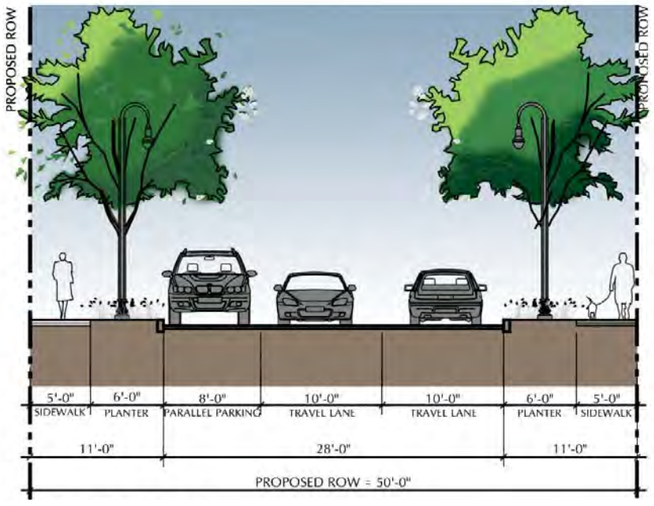
Hill Street with Cycle Track



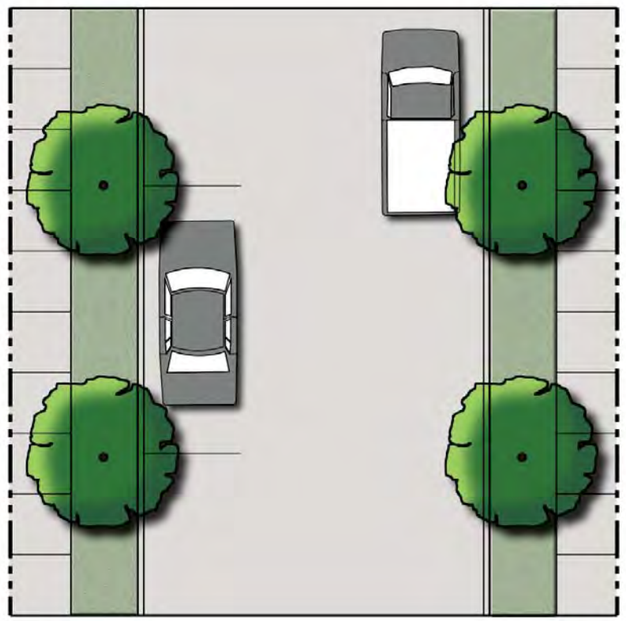
type	*two-way street*
design speed	*25 mph*
parking	*none*
right-of-way	*50'*
pavement width	*24'*
pedestrian crossing time	*8 seconds*
curb type	*flush and vertical*
intersection curb radius	*10 feet*
planter type	*continuous or bioswale*
planting	*hardwood trees*

PROPOSED STREET SECTIONS

ST-50-28



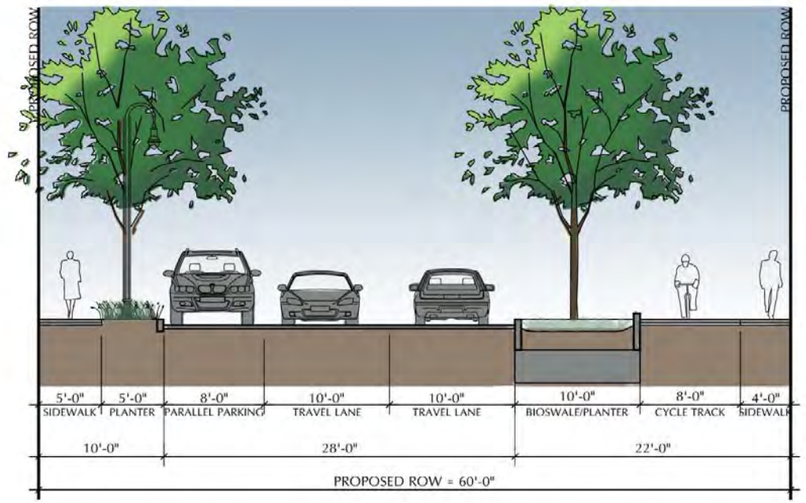
New Residential Street with Open Space



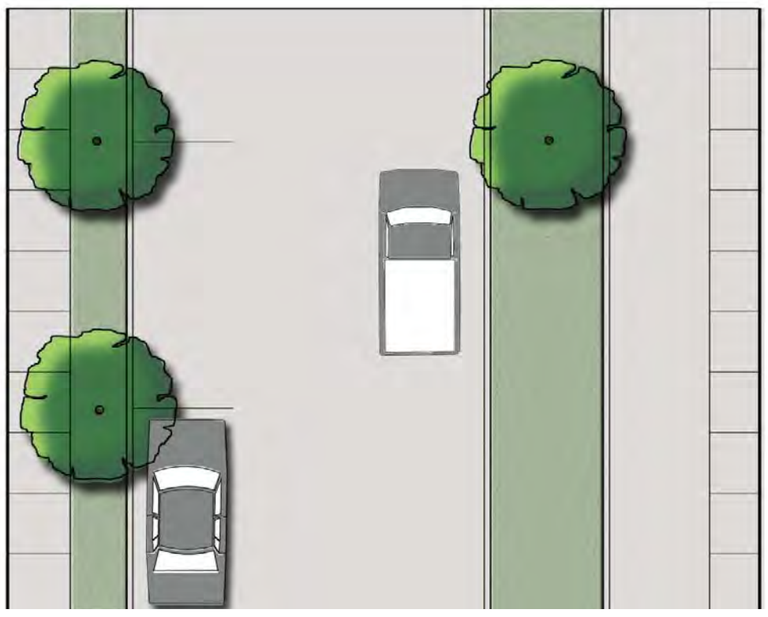
type	*two-way street*
design speed	*25 mph*
parking	*parallel, one side*
right-of-way	*50′*
pavement width	*28′*
pedestrian crossing time	*8 seconds*
curb type	*flush and vertical*
intersection curb radius	*10 feet*
planter type	*continuous*
planting	*hardwood trees*

PROPOSED STREET SECTIONS

ST-60-28



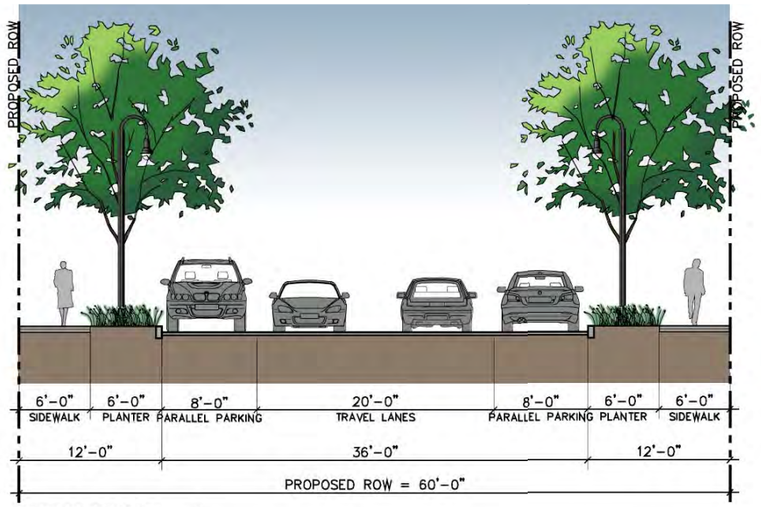
New Residential Street with Cycle Track



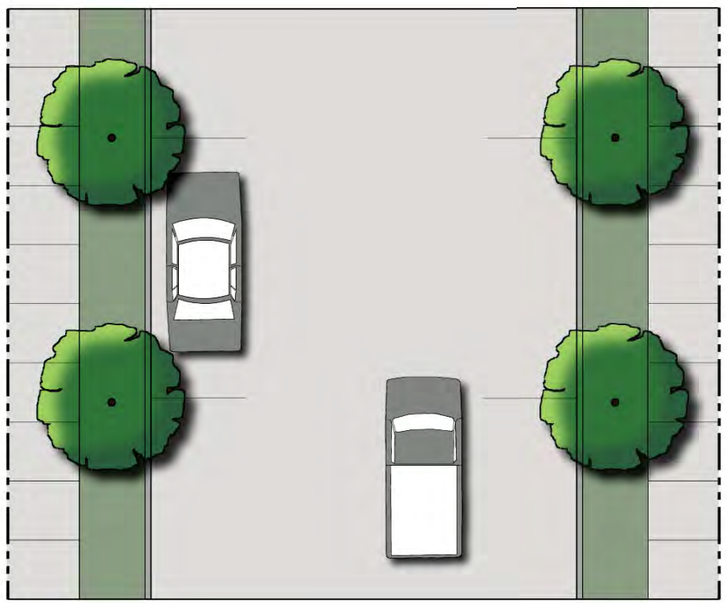
type	*two-way street*
design speed	*25 mph*
parking	*none*
right-of-way	*60′*
pavement width	*28′*
pedestrian crossing time	*8 seconds*
curb type	*flush and vertical*
intersection curb radius	*10 feet*
planter type	*continuous or bioswale*
planting	*hardwood trees*

PROPOSED STREET SECTIONS

ST-60-36



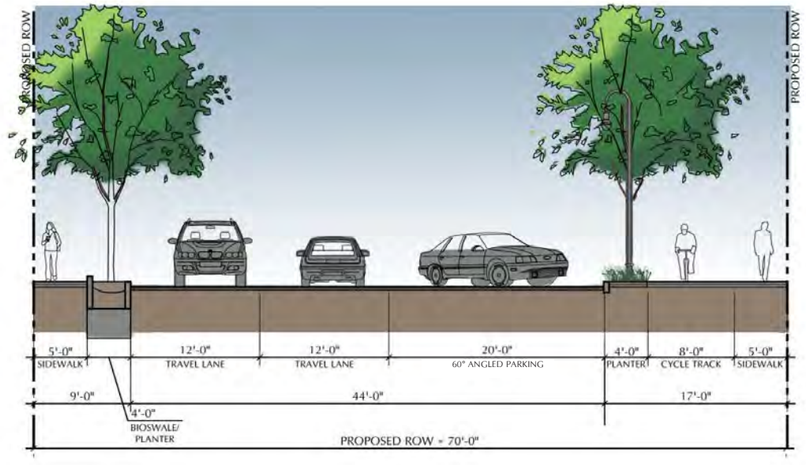
New Residential Street



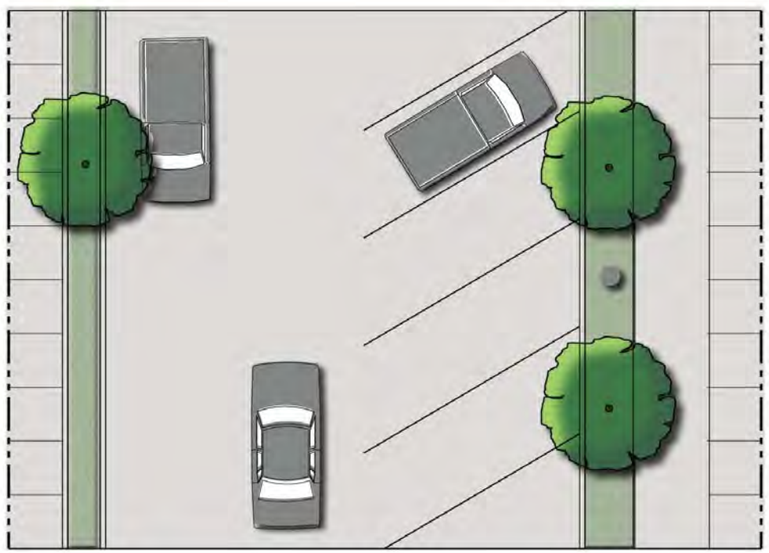
type	*two-way street*
design speed	*25 mph*
parking	*parallel on both sides*
right-of-way	*60′*
pavement width	*36′*
pedestrian crossing time	*10 seconds*
curb type	*flush and vertical*
intersection curb radius	*10 feet*
planter type	*continuous or bioswale*
planting	*hardwood trees*

PROPOSED STREET SECTIONS

ST-70-44



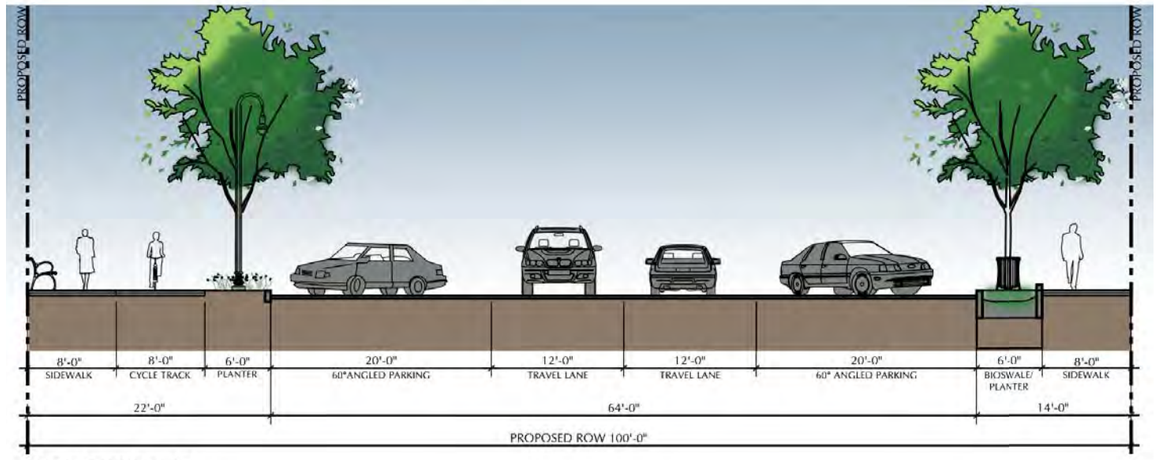
Ridgeway Drive



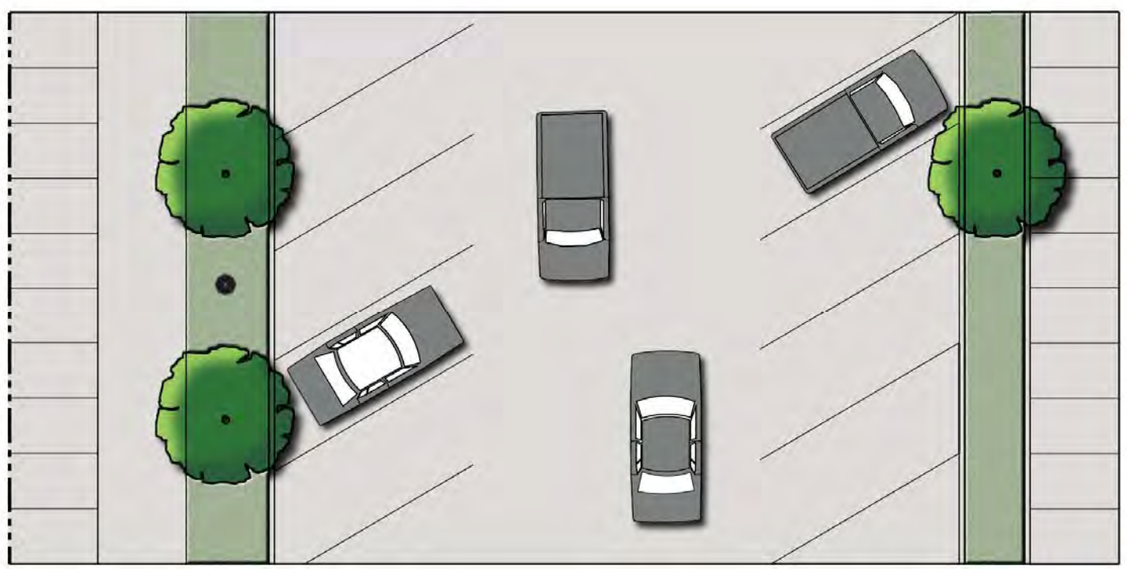
type	*two-way street*
design speed	*25 mph*
parking	*angled, one side*
right-of-way	*70'*
pavement width	*41'*
pedestrian crossing time	*10 seconds*
curb type	*flush and vertical*
intersection curb radius	*10 feet*
planter type	*continuous*
planting	*hardwood trees*

PROPOSED STREET SECTIONS

ST-100-64



Main Street South



type	*two-way street*
design speed	*25 mph*
parking	*angled, both sides*
right-of-way	*100'*
pavement width	*64'*
pedestrian crossing time	*10 seconds*
curb type	*flush and vertical*
intersection curb radius	*10 feet*
planter type	*continuous or bioswale*
planting	*hardwood trees*

PROPOSED PARKING

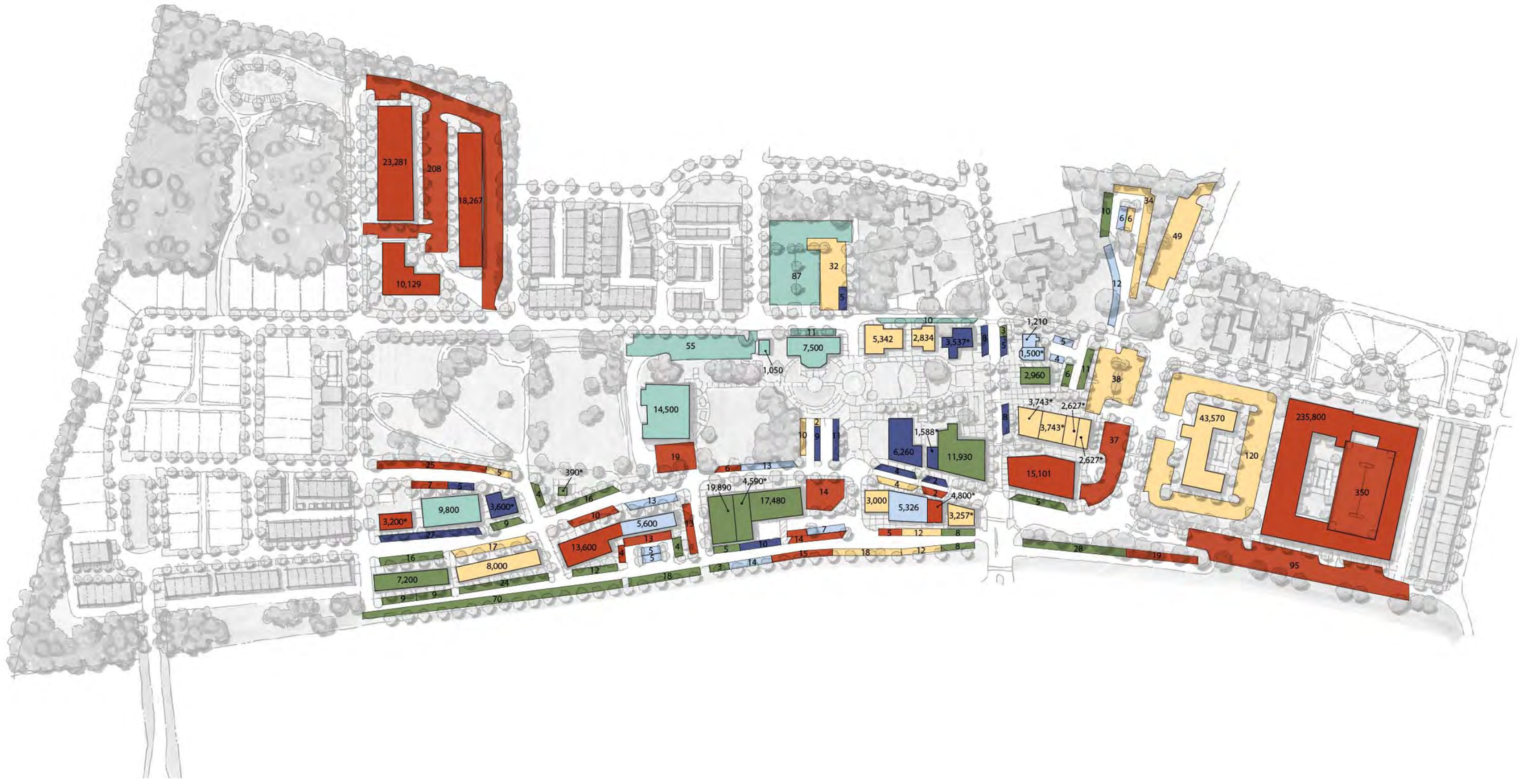
This a parking diagram that identifies the square footage of existing and proposed buildings. The parking ratios to the right determine parking need for each building. Each building has a color and square footage on it. This color, for example green, corresponds with the adjacent green parking areas denoted with a number, for example "5". The asterisk represents square footages that include restaurants.

Parking Ratios

Restaurant: 10 Spaces/1,000 SF

Retail/Office: 4 Spaces/1,000 SF

Civic: 2 Spaces/1,000 SF



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Utility Planning + Infrastructure

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UTILITY PLANNING + INFRASTRUCTURE

Master Plan Uses + Accommodations

Individual residential builder's product mix and quantities may differ from the quantities shown above. Therefore, the City should include an additional 20% of product to ensure that sufficient utilities are planned for.

Utilities to be included in the analysis are:

a. Water
b. Sewer
c. Telecommunications
d. Natural Gas
e. Electrical Power
f. Solid Waste Collection

Solid Waste Collection

The Master Land Use Plan does not specifically identify solid waste collection locations. At Parcel A, a fully enclosed shared dumpster facility will be constructed with the appropriate sanitary sewer connection, grease trap (if required), hose bibb and electrical service. The enclosure will house a traditional trash compactor and a recycling container.

Due to the potential for offensive odors associated with food waste, the developer of this parcel will be required to include in the operating agreement, specific schedules for trash pick-ups. This schedule may be adjusted for seasonal temperature fluctuations. Tenants will be billed for this service through the common area maintenance fee.

The developer(s) of the multi-family residential and hotel product proposed for the Secondary Study Area will be required to provide enclosed area(s) within the building footprint to house the trash compactor(s).

To improve the aesthetics of the downtown district, the City should remove all solid waste containers on or adjacent to the Town Green. It is recommended that a feasibility study be made to investigate shared solid waste collection services for wet, dry and cardboard waste for all downtown retail, restaurant and office tenants.

Storm Water Management

Research of as-built drawings in the City's archives revealed that a few developments have been constructed without the additional stormwater detention or water quality considerations. Although this does not appear to have negatively impacted adjoining developments, the City hired a consultant to study current and future stormwater and water quality needs within the downtown district. The study will analyze current systems and identify what additional facilities, if any, will need to be installed to accommodate the new uses proposed in the Master Use Land Plan. The focus of any new facility will be to improve water quality treatment and minimize the number of point discharge locations.

The study area lies in two distinct drainage basins. To protect downstream properties, new development may include multiple discharge locations throughout the downtown district. The use of alternate water quality treatment options, such as rain gardens, bioswales and permeable interlocking pavements systems would be encour¬aged. Due to the negative impact of the cellular tower in the southwest cor¬ner of the study area, it is recommended that these alternative water quality treatment solutions be located adjacent to this tower.

The area included in the current stormwater study does not include the Sec¬ondary Study Area. All stormwater detention and water quality required for this area would be designed and installed in concert with the redevelopment of this property.

Example of rain garden

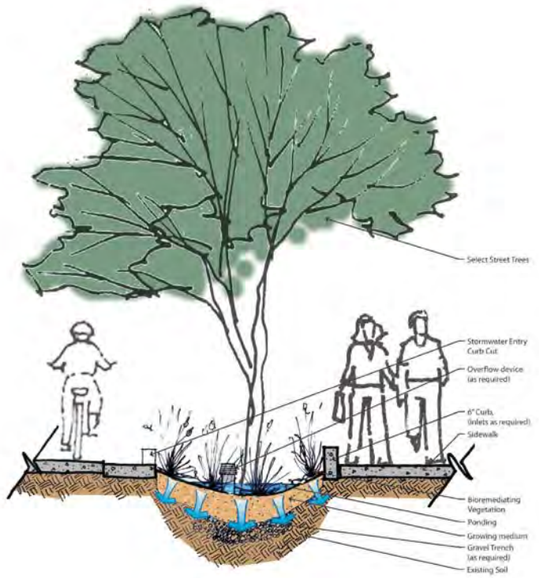
Example of a city drain

Bioswales & Raingardens

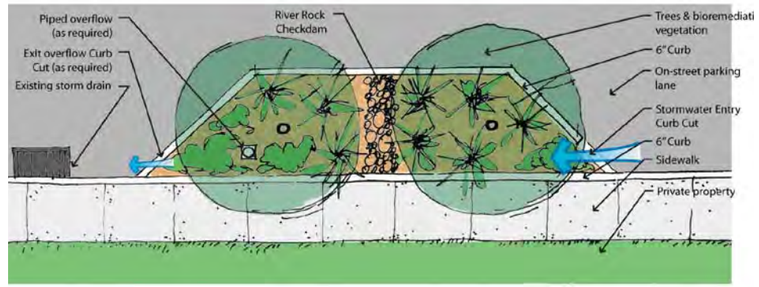
The cross-section and plans to the right depicts how bioswales should be implemented in the study area. These concepts are primarily retrofits into the existing street fabric that can occur during streetscape projects or as a stand alone project. A bioswale is a form of bioretention used to partially treat water quality, attenuate flooding potential and convey stormwater away from critical infrastructure. The purpose of a bioswale is to increase the function of these conveyance systems by integrating features that improve water quality, reduce runoff volume and enhance the aesthetics of the environment.

It is important that the storage capacity and functional integrity of the bioswale be maintained through regular monitoring and maintenance of vegetation, infiltration capacity, and structures. Regular inspections of bioswales should be performed to identify erosion, accumulation of debris around structures and signs of excessive sedimentation.

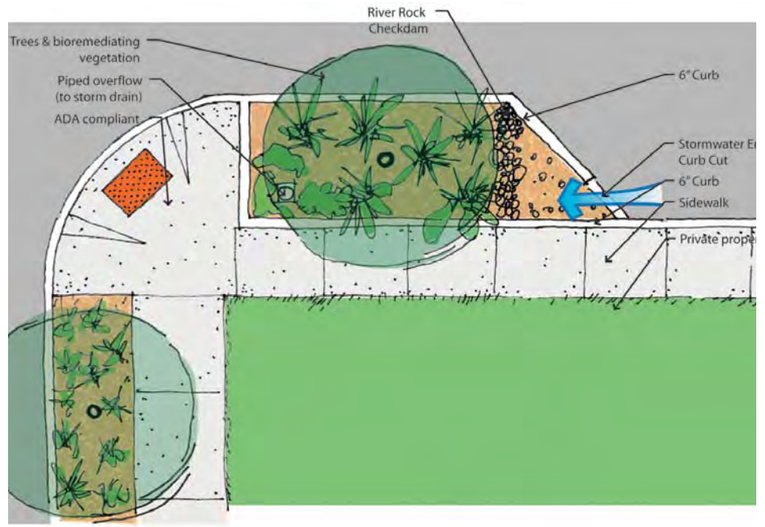
Another sustainable practice that should be implemented where appropriate is the use of pervious surfaces. This practice provides the same benefits as the bioswales. Pervious surfaces, like pervious pavement or pavers, should be used to replace some impervious surfaces like concrete.



Typical section through bioswale



Typical plan of midblock bioswale. A mid-block crosswalk could also be designed into this bulbout.



Typical plan of corner location bioswale. This corner could join two streets with on-street parking or just one.

This bioswale area on the curb collects water in gravel/stone-filled channels on surface, filtering into the ground.

Roadside rain gardens are swale-like planted areas to mitigate stormwater runoff.

Various bioswale treatments

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URBAN DESIGN + LANDSCAPE

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URBAN DESIGN + LANDSCAPE

Design Principles

Illustrated and described below are the five design principles that guided the master planning process. These principles were applied in various forms throughout the many conceptual master plans produced, which are illustrated in the Appendix section of this document. These principles were derived from the City of Duluth's vision for design and development within the downtown area.

CONNECTIVITY

- Based on existing grid network, enhance street connectivity to reduce congestion and create a coherent system
- Pedestrian network is extensive and welcoming
- Bicycle use encouraged by safe street designs and amenities
- Regional and local transit are encouraged to reduce auto use

OPEN SPACE

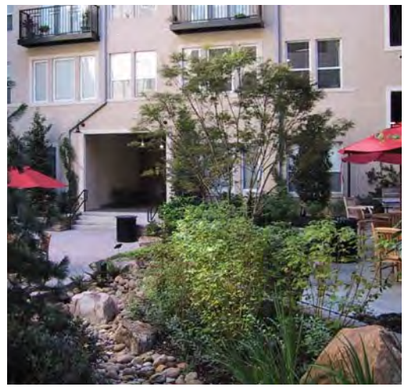
- Well developed system of outdoor spaces encourages pedestrian activities
- Central park for recreation and social gathering
- Semi-public courtyards are provided for residential recreation and natural resource preservation
- Buildings and spaces are well-linked for a coherent and holistic approach

COMPACTNESS

- Mixed-use and flex building fabric is the glue which holds the project together
- Adjacency of services and housing to de-emphasize automobile usage
- "Park-once" facilities reduce multiple auto trips

DIVERSITY

- Quality architectural fabric reflects a range of regional traditions
- Variety of housing types and income levels
- Public spaces, variety of uses and activities offer vitality and a well-developed public realm
- Mixture of housing and retail to create economic vitality and a true residential community



SUSTAINABILITY

- Stormwater and irrigation systems to capture and reuse water
- Drought-resistant native plants integrated to support outdoor networks
- Close access to regional transit facilities promotes multi-model functions
- Bicycle and pedestrian systems connect all land uses

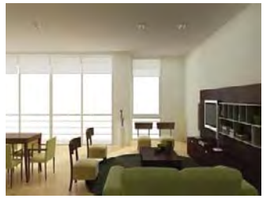
Sustainability Principles

Sustainable Design can be defined as an informed response to environmental issues during project design, construction, and operations. For the purpose of this project, the major issues that need to be addressed include energy, landscape and hydrology, indoor environmental quality and resource conservation.

Energy

The built environment is responsible for nearly half the energy use in this country, making buildings a leading contributor to global warming, air polution and the depletion of fossil fuel reserves. Substantial reductions in enery use can be made by responding to climate conditions and through the use of high performance energy systems and alternative energy sources.

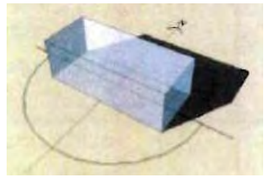
Design for emerging energy systems -- Design buildings to accommodate renewable energy sources when they become cost effective, including rooftops oriented for solar.



Design for daylighting -- making extensive use of high windows, and use skylights over interior spaces to use the sun as a primary source of illumination.

Design for shading and prevailing winds -- Use overhangs, shutters, louvers and shade trees to minimize solar heat gain, and design blocks to allow for the passage of cooling breezes.

Exterior circulation and living space -- minimize the amount of conditioned space by using covered outdoor circulation, porches, balconies and arcades.



Proper Solar Orientation -- To the degree possible, orient buildings with most of the glazing facing north or south, and minimize glazing facing east and west.

Optimize building shell performance -- Use tight, well-insulated wall systems and high-performance glazing.

Provide electric car charging station -- Placed within an urban context, this provides an energy saving amenity for resi dents.

Landscape and Hydrology

In nature, most rainwater is asborbed, cleaned and stored in soil and plants, and very little overland runoff occurs. Stormwater management systems modeled on nature, known as bioretention systems, can significantly improve surface water quality and minimize the need for detention areas and underground pipes. There are several approaches to bioretention, depending on project conditions.

Vegetated roofs -- Vegetated roof systems clean and retain stormwater using specially designed planting systems, and can also provide some energy benefits. They are especially appropriate in areas where rooftops are visible or accessible .

Rain gardens -- They are shallow retention basins designed to infiltrate rainwater. Virtually any reasonably flat planted area can be designed as a rain garden or swale. They are frequently used close to buildings or parking lots to clean the initial runoff before entering a conventional stormwater system.

Pervious pavements -- Pervious pavements allow stormwater to infiltrate directly into the ground below. When coupled with underground storage (generally a stone bed), they are an effective bioretention strategy.

Native plant landscape -- Because native plants thrive in local conditions, they minimize the need for irrigation and fertilizers.

Water conservation -- Landscape irrigation is generally the largest user of portable water, and even natives in urbanized areas will need occasional watering. Although stormwater can be captured, stormwater cisterns tend to be large to hold enough water for extended dry periods. An alternative is a smaller cistern that captures building water, such as air conditioner condensate or gray water from sinks. Cisterns can be accommodated with landscape.

Indoor Environmental Quality

The indoor environment can be readily designed to promote human health and well-being by minimizing sources of contamination, and providing abdunant air and sunlight.

Minimize containminant sources -- Many building products are now available that minimize the off-gassing of VOCs and other indoor air pollutants. Special attention should be paid to liquid-applied materials such as glues, sealants, paints and other coating.

Fresh air and daylights -- Numerous studies point to the physical and psychological benefits of a well-designed interior environment. To that end, buildings should be organized to provide abundant natural light, and mechanical systems designed to accommodate operable windows.

Resource Conservation

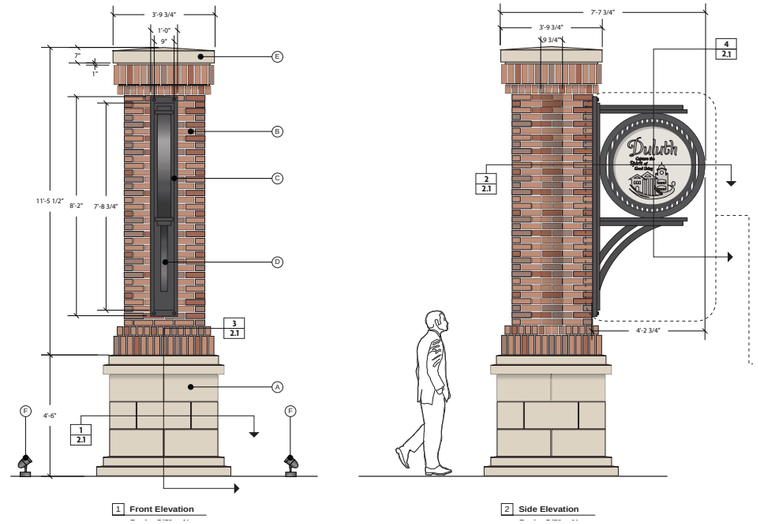
To address resource conservation issues, the entire life-cycle of building materials must be considered: the effects of extracting raw materials and of manufacturing, performance while in use, including maintenance and durability, and how the materials and packaging will ultimately be disposed of. The primary goal is to encourage the development of "closed-loop" manufacturing which uses waste products as the raw materials of new products.

Re-possessed or reusable materials -- many building products are available which focus on stragegies for resource conservation, and in general are becoming more durable and cost effective.

Waste stream management -- Waste management, including recycling, re-use and composting, is becoming increasingly common and cost effective, and should be employed to the degree possible.

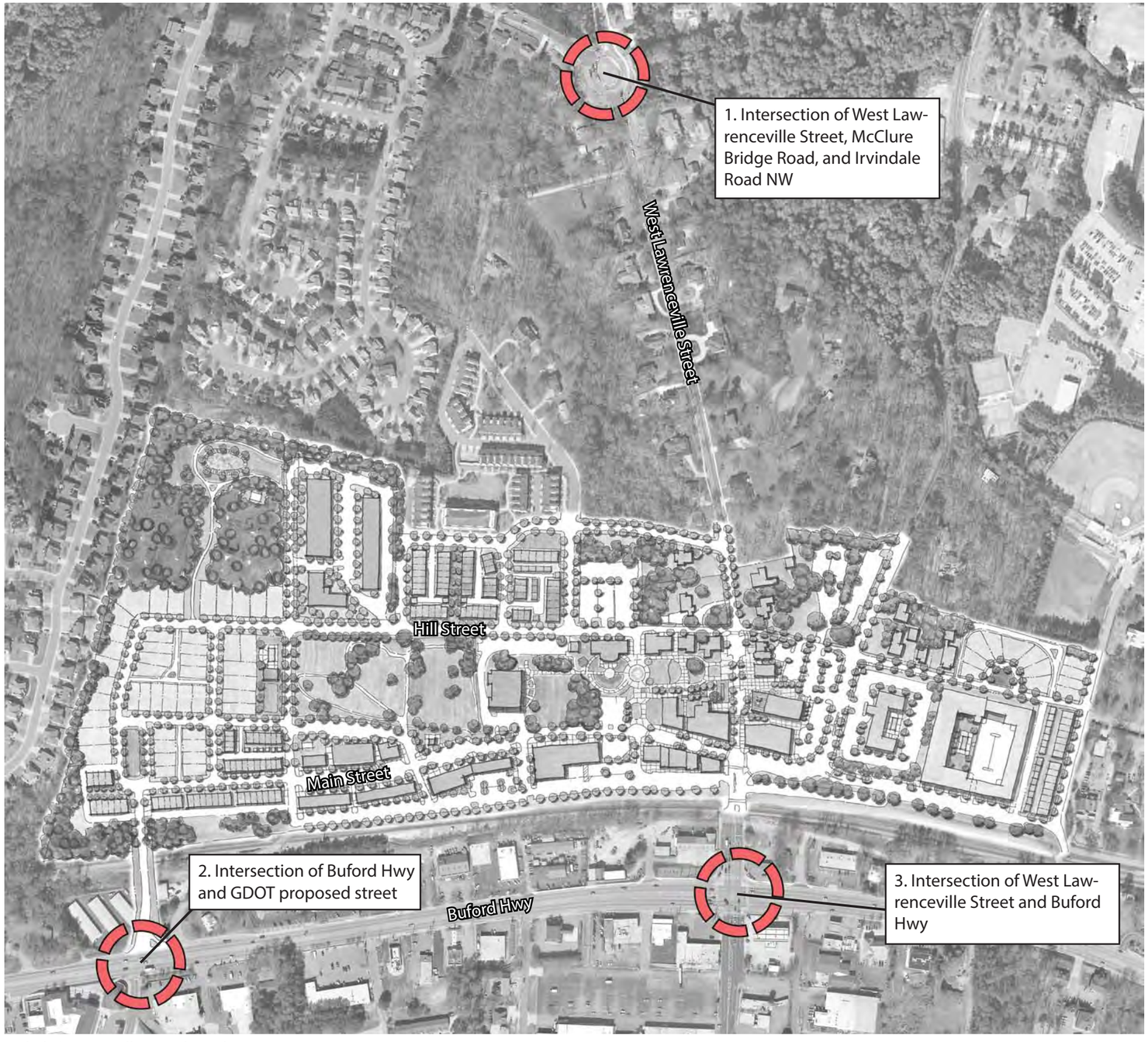
GATEWAYS TO DULUTH

Three gateways are proposed for the City of Duluth. Two exist outside the railroad ROW adjacent to the downtown core, at two intersections along Buford Highway. The additional gateway is marked by the newly implemented roundabout at the intersection of McClure Bridge Road, Irvindale Road NW and West Lawrenceville Street, guiding one into the downtown area. A sculpture is proposed for this roundabout and will be revealed at the end of 2014.



An example of gateway design for Duluth

Duluth's roundabout will receive a sculpture in 2014



Duluth Gateways illustrated in red

NORTHERN TOWN GREEN AREA PLAN

Design Approach

The Town Green and The Block serve as two of the most important spaces within Duluth. The proposed plan addresses the future pedestrian connectivity that should be provided. The Town Green plan focused on improving physical and visual connections between the two areas, while creating a sense of place and identity within downtown Duluth. The defined crosswalks create a short distance for pedestrians to cross West Lawrenceville Street safely. The activation of these spaces will be achieved through the creation of paseos, implementation of new outdoor dining spaces, and the integration of a bocce court into the existing Town Green area to activate the current dead spaces.

Example of outdoor dining within a paseo in Pasadena, CA

Example of a bocce court at Glenwood Park in Atlanta, GA

Proposed Northern Town Green Plan

PARK AREA PLAN KEY

1. An improved east-west pedestrian connection to the existing paseo at Main Street.
2. A bocce court or other amenity to activate the space.
3. The existing brick wall is shown removed to visually open the park.
4. A streetscape to improve the sidewalk experience and create safe zones for pedestrians to cross.
5. Future building addition.
6. An activated paseo with outdoor dining that connects to the parking lot.
7. A rooftop deck for outdoor dining with views into the park.
8. An activated paseo with outdoor dining that connects to the parking lot.
9. A redesigned parking lot creating a drop off area and additional landscaping.
10. Reuse of the existing wall from the demolished building to define the paseo's space and hide parking

Example of a reused wall from a former building

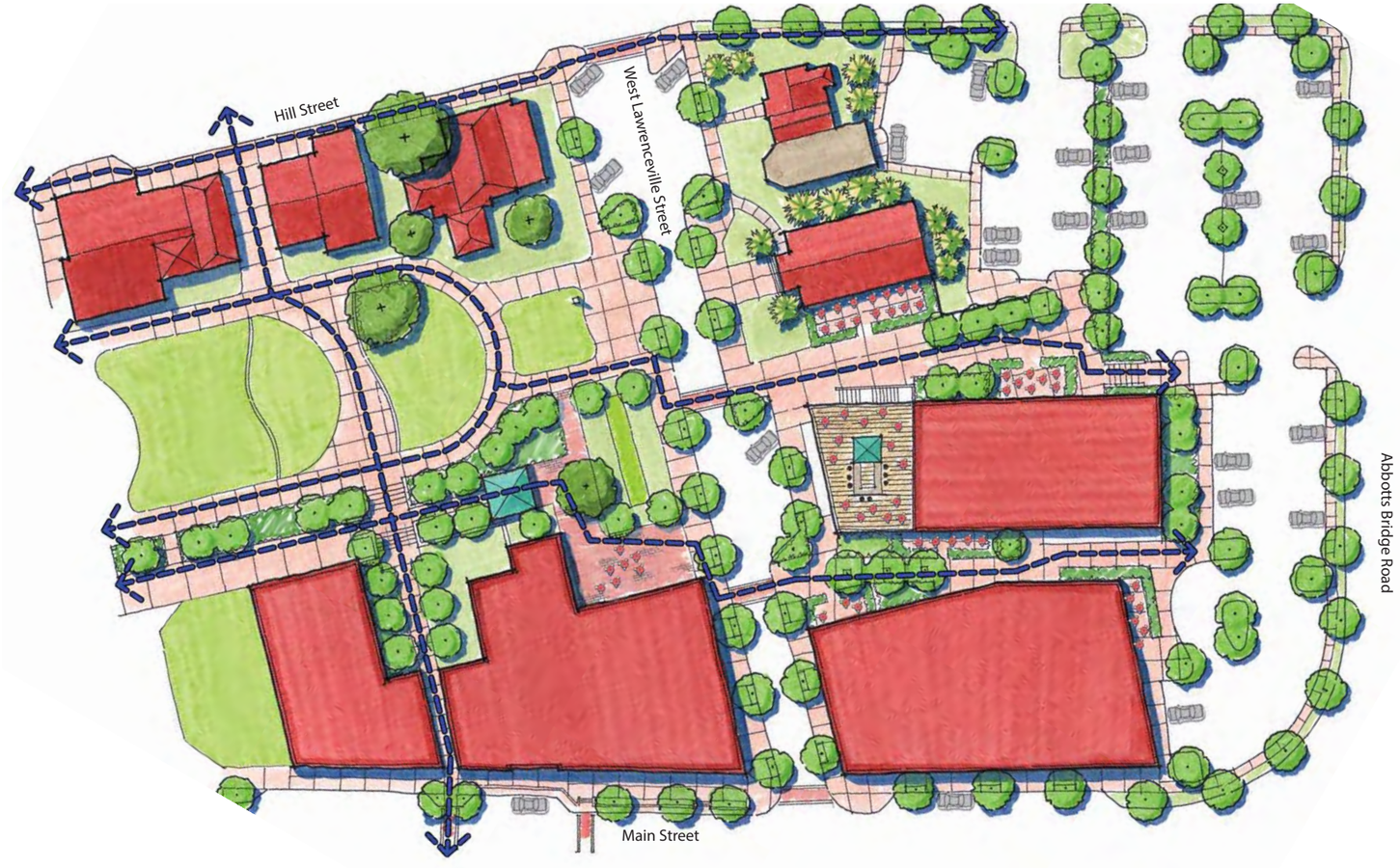
NORTHERN TOWN GREEN AREA PLAN

Circulation Plan

The Town Green and The Block are linked with paseos that connect to the parking lots. The diagram depicts the pedestrian circulation and facilities that have been proposed to better link the Town Green to The Block. A well designed pedestrian system is key to creating a walkable downtown experience.

An example of potential outdoor dining conditions

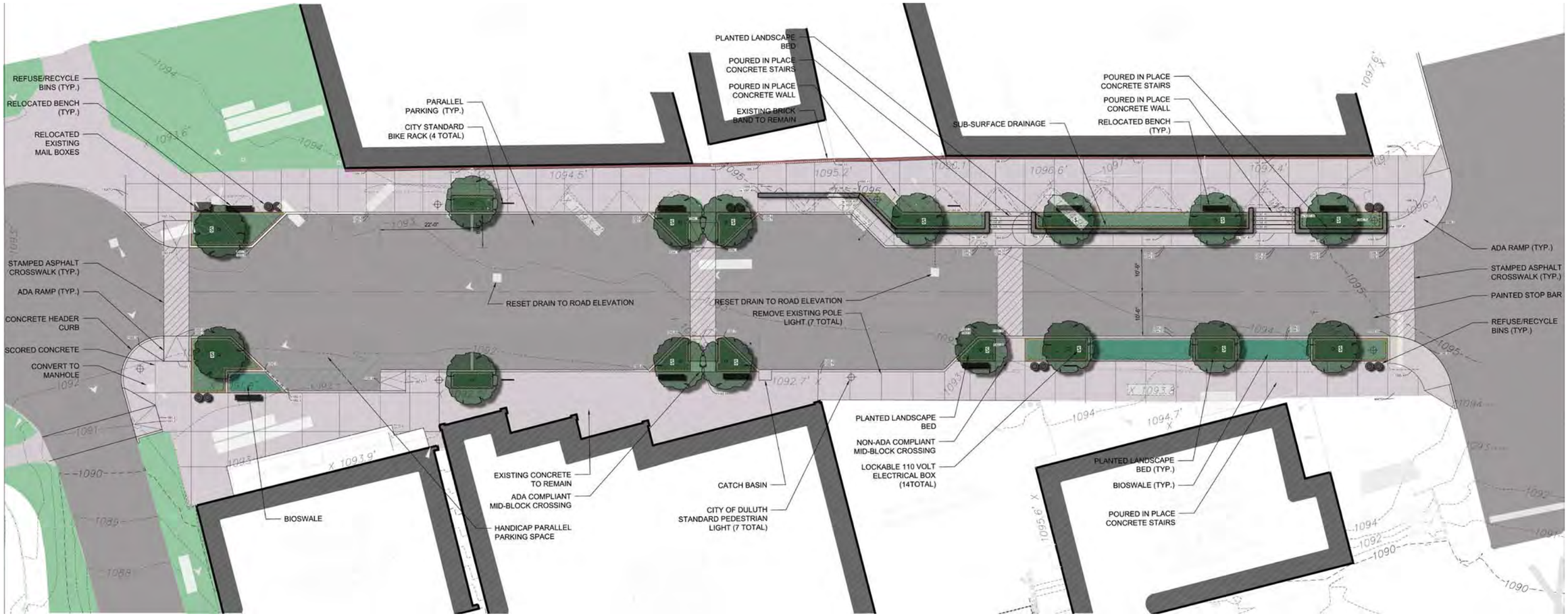
An example of potential paseo with mixed-use



Proposed Northern Town Green Area Circulation Plan

PRIORITY PROJECTS

Main Street Plan



The Main Street project is an important streetscape project that creates a pedestrian friendly street. The sidewalks are wider to accommodate outdoor dining, buskers and other activities. Mid-block crossings have been designed to provide safe pedestrian crossings.

The irregular wall layout has been replaced with a linear design that incorporates plantings to buffer the wall. The parallel parking on both sides of the street replaces the angled parking located on one side. Bioswales are proposed as a sustainable stormwater feature. The project is currently being designed and could be implemented in 2014 if funding is available.

PRIORITY PROJECTS

West Lawrenceville Street Plan

Similar to the Main Street streetscape project, West Lawrenceville Street is envisioned to improve the pedestrian experience. The sidewalks are wider to accommodate outdoor dining and to improve pedestrian flow. Mid-block crossings have been designed to provide safe pedestrian crossings. Defined parking has been shown to help organize the space. This project is envisioned to accommodate increased pedestrian traffic anticipated from the redevelopment of The Block.

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Signage Study

Designing Sign Regulations To Support Smart Growth

Part of the job of this report is to identify obstacles to the revitalization of downtown. The signage ordinance in its current form is a significant obstacle. In the past there has been a nationwide trend of jurisdictions over-restricting signage; legislating more and more rules that increasingly narrow the range of design possibilities. The unintended and unfortunate legacy of this approach is urban environments populated by signs that are unattractive, dull, and pointedly lacking in either creativity or design excellence. Fortunately, more recently cities that have successfully revitalized have learned that relaxing their sign regulations and working collaboratively with businesses to inspire creativity and quality, rather than simply repressing the unwanted, produces remarkable results.

The advantages to this proven approach are illustrated in the following pages, presenting examples of extraordinary, iconic, and creative signs that would be prohibited by Duluth's current regulations. The examples are not presented as a specific solution for the City of Duluth's central business district, but rather to provide a sense of what design opportunities become possible once prohibitive regulations are modified. Excellent and creative signage will enhance the visual character of Duluth's downtown, and even become an iconic part of the City's identity after the revitalization.

Preservation of the existing inventory of the City's historic buildings must be a priority for any revitalization plan. A careful examination of successfully redeveloped downtown commercial areas, however, will reveal that they are not simply recreations of a particular historic era. These areas are successful and attractive as a result of thoughtful blending of the best of the old with creative new elements; the careful aggregation of layer upon layer of interesting and creative detail into a unique and attractive whole. The absence of this subtle layering of the old with the new is the reason that many critics of newly built faux-historic areas complain that they don't feel real. Lack of design diversity creates a flat 'movie set' effect, rather than the vibrant and authentic experience that today's consumers value.

Existing Core Preservation District - Commercial (CPD-C) and Central Business District (CBD) zonings serve an appropriate function to preserve existing historic character in the buildings in downtown Duluth that are, in fact, historic. The first logical step in preservation is, of course, to have a clear idea of what exists to be preserved. Oddly, there appear to be no historic commercial buildings, defined as architecture built prior to 1940, in the Core Preservation District -Commercial (CPD-C) zoning area. There are less than a dozen commercial buildings built prior to 1940 in Duluth, and they are all within the CBD zone. These buildings, though not officially designated as historic, are in an area that can be thought of as the Historic Main Street District.

Current CPD-C and CBD signage regulations are particularly problematic for The Block, which will be different in character than the existing Main Street cluster of buildings. The Block will have multi-tenant, multi-directional buildings, with shapes, forms and facades different than what is anticipated in the ordinance. It will also achieve much of its business at night. It will therefore depend on many types of signs that are currently excluded from the downtown district.

Historic Main Street District:

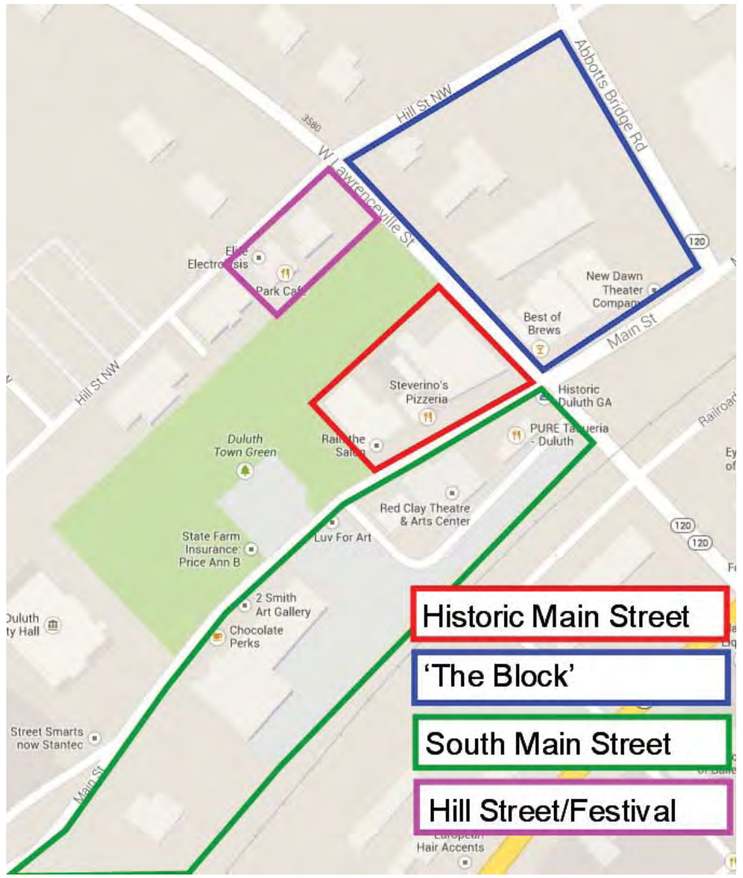
Main Street, for a partial block on either side of West Lawrenceville Street, contains Duluth's historic commercial buildings. A row of historic buildings housing approximately 7 businesses faces Main Street just south of W. Lawrenceville and backs up to the Town Green. Half of these buildings were built around 1880, and the other half were built in 1910. Currently most of the sign ordinances for the CBD seem to be based on the few buildings built prior to 1940 within this grouping. Across the street are the Red Clay Theater (built 1947), an adjacent building (built 1973) and Pure Taqueria (built 2012).

Within the Historic Main Street District are the buildings that will make up The Block:

- A former church and rectory (both built 1938),
- a warehouse (built 1958),
- two retail buildings (built 1910) facing Main Street just north of W. Lawrenceville, and
- an adjacent building (built 1959) currently housing the New Dawn Theater Company.

Rather than being a homogenous district of turn-of-the-century buildings, Downtown Duluth contains four distinct Character Areas:

Figure. 7.1 The four distinct Character Areas in Downtown Duluth



As stated earlier, at the core of the recommendations concerning sign regulation is the adoption of a new paradigm on how to regulate signs within the City, specifically within the CBD. This new paradigm can be summarized as a 'less is more' approach by identifying and defining broad and easy-to-comprehend basic parameters, while leaving non-critical design considerations up to the business owner. Following are specific issues that are highlighted so that they can be avoided in the pared down version of the updated sign regulations. The authors of this study are not experts in regulatory language, so it is recommended that the City engage a qualified profession to incorporate these recommendations into specific regulatory language for a revised ordinance.

Issues with the Existing Sign Ordinance

1. Current regulation language is somewhat vague and complex. . Reference to "certain types of signs" and "certain guidelines" without further information about what those might be.

2. Current regulations state that all signs must be compatible with 1880-1930 turn of the century style "as defined by the City", however there is no definition of what is considered compatible.

3. Current regulations dictate that signs located in 'Historic Downtown Districts, CPD-R, CPD-C and CBD Districts' shall be reviewed and approved by the Preservation District Review Board (PDRB). This seems to apply to all buildings rather than simply historic buildings.

4. Current regulations indicate that the PDRB will 'establish guidelines for colors and design of signs that can be approved without review.' If these guidelines exist, they do not seem to be easily accessable to the public so that they can guide the design process.

5. Current section of regulation labeled 'Projecting Signs' primarily describes the small 'hanger' signs or 'blade' signs intended to orient pedestrians walking along the storefront sidewalks to the store entrances. These signs as described should be allowed in addition to all other signage. This section sould be renamed to differentiate it from true projecting signs tha function as business identification signs.

6. Current regulations for sign types in the CBD and CPD-C districts treat different types of signs differently for purposes of a business identification sign. Wall, Canopy and Projection signs are assumed to be the only types of signs that will be used as primary identification signs, ignoring the possibility of ground mounted or awning signs as business identification.

7. Current regulations prohibit internally illuminated or back lit wall signs. However, signs began to be internally illuminated in the 1880's so this is in conflict with the 'turn of the century' style required.

8. Current regulations prohibit neon. However, neon was used heavily in signs during the 1920's, which is in conflict with the historical guideline laid out in the regulations.

9. Current regulations prohibit more than 1 business identification sign per storefront.

10. Current regulations dictate that wall signs must be 8' above the ground.

11. Current regulations require that signs sit below the building eave or parapet and specifically prohibit roof signs.

12. Current regulations contain no provision for business identification signage on facades that are oriented toward pedestrian thoroughfares.

13. Current regulations allow monument signs for individual businesses, but should not, as that is a recent suburban form. Ground mounted signs should be allowed, but specifically not in a monument or pylon form.

14. Current regulations limit the size of a primary wall sign to 2 sq ft per linear foot of building frontage.This formula only uses the length of a building, and ignores height as a factor in determining a proportionate sign size. For example, a facade that is 40' high can appropriately and aesthetically support a larger sign than a building of the same frontage that is only 18' high.

15. Current regulations require that the primary business identification sign must be located at the pedestrian entrance, and that business identification sign on a secondary facade must be smaller than the business identification sign on the primary facade.

16. A-frames, sandwich boards, easels and sidewalk signs are allowed in the Historic District. However, they are not allowed in the right-of-way which effectively precludes their use, since downtown sidewalks are in the right-of-way.

17. Current regulations state that Incidental Signs shall not be legible from the right-of-way per the underlying ordinance. This technically means that no downtown business can display their name, store hours or other information generally contained in Incidental Signs.

18. Even with revised regulations that allow more flexibility in sign design, regulations tend to stress quantitative criteria over qualitative guidelines. While this is relatively simple and straightforward method to manage, it is not ideal for downtown revitalization projects.

19. Current regulations contain no provision for project identification signs on multi-tenant projects, except traditional monument signs, which are suburban in nature and not in keep with the downtown district.

Source: The examples of current regulations on the following pages have been excerpted from the 26 page Sign Ordinance of the City of Duluth; approved October 11, 2004, available online at:
http://www.duluthga.net/departments/city_and_other_services/docs/12Sign_Ord_2004.pdf

Issue # 1: Current regulation language is somewhat vague and complex. . Reference to "certain types of signs" and "certain guidelines" without further information about what those might be.

Examples from current Duluth Sign Ordinance:

Section 1001. Definitions

- Currently no definition of 'Sign, Awning'
- Current definition of 'Sign, Historic' states in part: *'Any animated neon sign over thirty (30) years old, any existing barber pole or any other sign so designated by the Preservation District Review Board.'* A 30 year old sign this year is anything made prior to 1983, and of course changes every year. What criteria does the PDRB use to designate?

Section 1004, C. Historic Downtown Districts

- The regulations state: *'the City wishes to retain a "clean", uniform appearance within its central core.'* How is clean and uniform defined?
- The regulations state: *'certain types of temporary signs shall be permitted without a sign permit or fee, but within certain guidelines.'* 'Certain types' is vague and undefined, as is the reference to 'certain guidelines'.
- The regulations state that the PDRB shall review and approve all signage within the historic downtown district, but only a few of the buildings are historic. What criteria are used for the majority of non-historic buildings?

Section 1004, C. Historic Downtown Districts, 1. Duluth PDRB

- There is no clarification within the sign ordinance on how the PDR board is organized; who will be on board, how board members will be selected, etc.
- Organization: A business owner in the CBD seeking to understand the basic requirements for signage currently needs to look in several places within the 26 page document. The CBD regulations are on page 12 - 16, but the other criteria can be found throughout the document.

Recommendation: Simplify the regulations, eliminate vague references and definitions, and organize regulation so that the end-user citizen can easily identify quanititative and qualitative requirements for his or her specific situation. A single chart organized to summarize design criteria for each district would provide clarity, and make the ordinance more user-friendly for small business owners trying to learn and comply with the City's requirements.

Issue # 2: Current regulations state that All signs must be compatible with 1880-1930 turn of the century style "as defined by the City", however there is no definition of what is considered compatible.

Current Duluth Sign Ordinance

Section 1004, C. Historic Downtown Districts

- Regulations state that all signs shall be: *'compatible with the 1880-1930 "turn of the century" style as defined by the City'* but regulations seem to contradict this and there is no guidance on how that is defined. For example: Neon was heavily used in the 1920's, and interior-lit signs were used beginning in the 1880's, but both these sign types are specifically disallowed within the ordinance

- **Recommendation:** Eliminate wording in the regulations that specifically mandates a specific time frame to which signage styles must conform.

Issue # 3: Current regulations dictate that signs located in 'Historic Downtown Districts, CPD-R, CPD-C and CBD Districts' shall be reviewed and approved by the Preservation District Review Board (PDRB). This seems to apply to all buildings rather than simply historic buildings.

Current Duluth Sign Ordinance

Section 1004, C. Historic Downtown Districts

- The regulations state *'When designing a sign within the historic downtown districts, the original architecture of the building shall be taken into consideration to ensure that the sign fits in with the architectural features made to define the sign space.'* However, less than a dozen buildings within the district were built in the 1880-1930 time frame, making the directive to use the architectural elements of the building seem contradictory in most cases.

- **Recommendation:** Eliminate wording in the regulations that specifically mandates a specific time frame to which signage styles must conform, or that sign styles must match the era of the building it is affixed to.

Issue # 4: Current regulations indicate that the PDRB will 'establish guidelines for colors and design of signs that can be approved without review.' If these guidelines exist, they do not seem to be easily accessable to the public so that they can guide the design process.

Current Duluth Sign Ordinance

Section 1004, C. Historic Downtown Districts

- The regulations state: *'Establish guidelines for colors and design of signs which can be approved without review.'* These guidelines are not easily accessible to citizens, if they exist in writing.

- **Recommendation:** Incorporate any appropriate guidelines into the revised ordinance.

Issue # 5: Current section of regulation labeled 'Projecting Signs' deals primarily describes the small 'hanger' signs or 'blade' signs intended to orient pedestrians walking along the storefront sidewalks to the store entrances. These signs as described should be allowed in addition to all other signage.

Current Duluth Sign Ordinance

Section 1002, D. Projecting Signs:

- Current regulations state: *"Under canopy projecting signs shall be permitted for incidental purposes. This type of sign shall be mounted perpendicular to the building front with a maximum projecting length of three (3) feet. The minimum height shall be eight (8) feet from the level of the sidewalk, or street level if no sidewalk is present. The placement of the sign shall be within two (2) feet of the primary ingress/egress for customers unless the architectural features of the building dictate specific placement. Under canopy incidental signs shall not require a sign permit, however review by the Preservation District Review Board is required. This type of sign is not intended to preclude a larger primary wall or canopy identification sign, but in addition to."*

- **Recommendation:** This section sould be renamed to differentiate it from true projecting signs tha function as business identification signs.

Issue # 6: Current regulations for sign types in the CBD and CPD-C districts treat different types of signs differently for purposes of a business identification sign. Wall, Canopy and Projection signs are assumed to be the only types of signs that will be used as primary identification sign, ignoring the possibility of awning signs as business identification.

Current Duluth Sign Ordinance

Section 1004, B, 2:

- Current regulations state: *'one (1) sign per facade shall be permitted on a single tenant building where the building three hundred (300) linear feet in length or smaller. This shall include wall signs, canopy signs and projecting signs, which regulations are interchangeable.'*

Section 1004, C, 3, a. Wall and Canopy Signs:

- Current regulations state: *'One (1) primary wall or canopy sign per storefront shall be permitted on the façade which is the primary access point for customers.'*
- Together this implies that only wall, canopy, or projecting signs can be used a primary identification signs; disallowing awning signs for that purpose.

Examples of signs that would be disallowed under the current ordinance:

Recommendation: For purposes of this ordinance, that wall, canopy, projecting, and awning signs be treated as interchangable.

Issue # 7: Current regulations prohibit internally illuminated or back lit wall signs. However, signs began to be internally illuminated in the 1880's so this is in conflict with the 'turn of the century' style required.

Current Duluth Sign Ordinance

Section 1004, C, 3, A:

- Current regulations state: *'Wall signs shall not be internally illuminated or backlit.'* This specifically disallows internally lit wall signs. No provision is made for internally lit projecting signs.
-

Examples of signs that would be disallowed under the current ordinance:

Recommendation: Allow internally illuminated and back lit signs of all types within the CBD.

Issue # 8: Current regulations prohibit neon. However, neon was used heavily in signs during the 1920's, again in conflict with the historical guideline laid out in the regulations.

Current Duluth Sign Ordinance

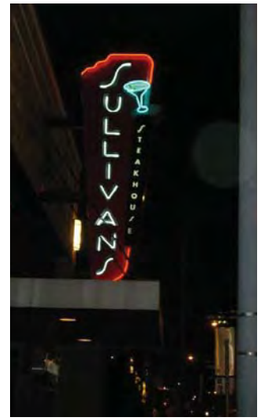
Section 1010, A: Prohibited Signs, 21:

- Current regulations prohibit: *"'Neon signs, neon bands, or neon used as an attention getting device on the outside of the building or in a window readily visible from the outside of the building."*

Section 1004, C, 3, E: Window Signs:

- Current regulations state: *"Neon signs shall be permitted in the window unless it meets the definition of Historic Signs as stated in Section 1004.C.3h." This is contradictory with the prohibition, and disallows historic neon signs in windows, but seems to allow non-historic neon in windows.*

Examples of signs that would be disallowed under the current ordinance:



Recommendation: Allow neon signs of all types within the CBD.

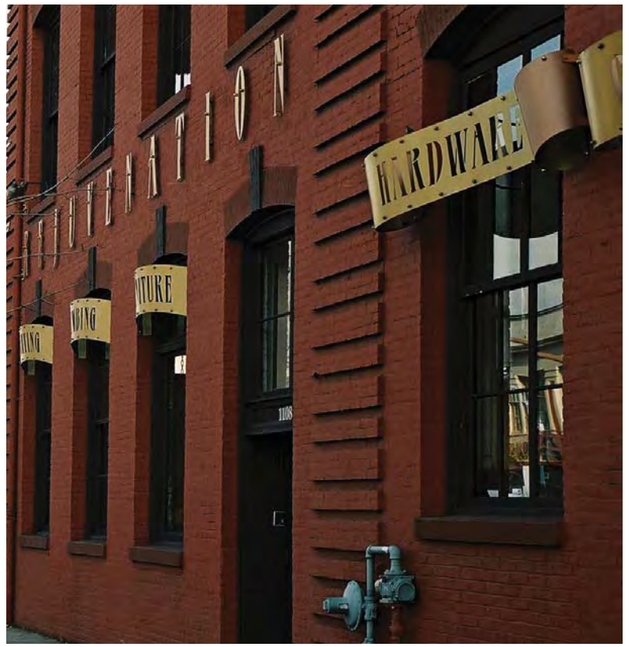
Issue # 9: Current regulations prohibit more than 1 business identification sign per storefront.

Current Duluth Sign Ordinance

Section 1004, B, 2:

- Current regulations state: *'one (1) sign per facade shall be permitted on a single tenant building where the building three hundred (300) linear feet in length or smaller.*
- *This disallows many industry standard designs that combine canopy/ awning signs with an additional projection or wall sign.*

Examples of signs that would be disallowed under the current ordinance:



Recommendation: Allow one or more than one business identification sign on a facade, as long as the total square footage of all signs on a facade does not exceed the maximum allowable.

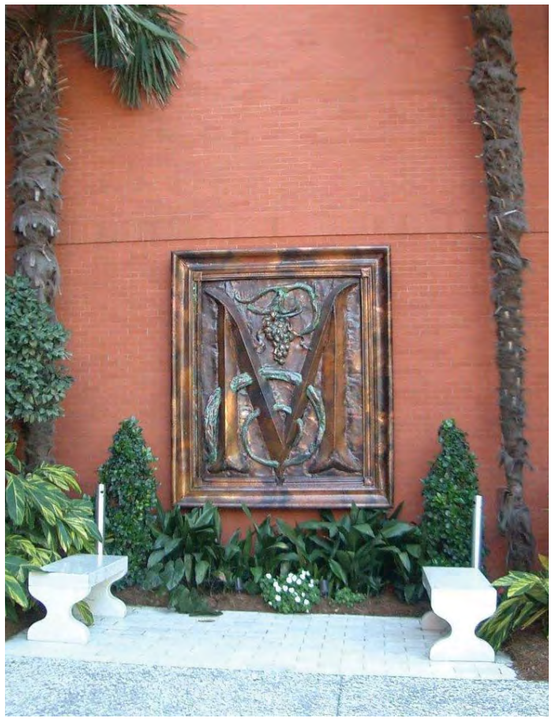
Issue # 10: Current regulations dictate that wall signs must be 8' above the ground.

Current Duluth Sign Ordinance

Section 1002, A, Wall or Canopy Signs:

- Current regulations state: *"Wall or Canopy Signs. Shall be not less than eight (8) feet above the ground level.'*
- This disallows wall signs that are painted and do not pose a hinderance to pedestrian traffice

Examples of signs that would be disallowed under the current ordinance:



Recommendation: Rather than disallowing any sign below 8 feet, require that signs below 8 feet not pose a hazard to pedestrians by projecting into right-of-ways.

Issue # 11: Current regulations require that signs sit below the building eave or parapet and specifically prohibit roof signs.

Current Duluth Sign Ordinance

Section 1002, A:

- Current regulations state: *'Wall or projecting signs shall not extend above the parapet wall of a building or eave line of a pitched roof.'*

Section 1010, A: Prohibited Signs, 2:

- Current regulations prohibit: *'Roof Signs'*

Examples of signs that would be disallowed under the current ordinance:

Recommendation: Allow signs to break the eave or parapet line within the CBD. Allow Roof Signs

Issue # 12: Current regulations contain no provision for business identification signage on facades that are oriented toward pedestrian thoroughfares.

Current Duluth Sign Ordinance
Section 1004, B, 2:

- Current regulations state: *"Signs shall not be permitted on rear walls except informational types, (ie., shipping/receiving hours, etc.) with a maximum combined square footage of six (6) square feet, unless the rear of the building directly faces a main roadway,"*

Examples of signs that would be disallowed under the current ordinance:

Recommendation: Allow business identification signs on rear-facing facades that front on pedestrian walkways within the CBD.

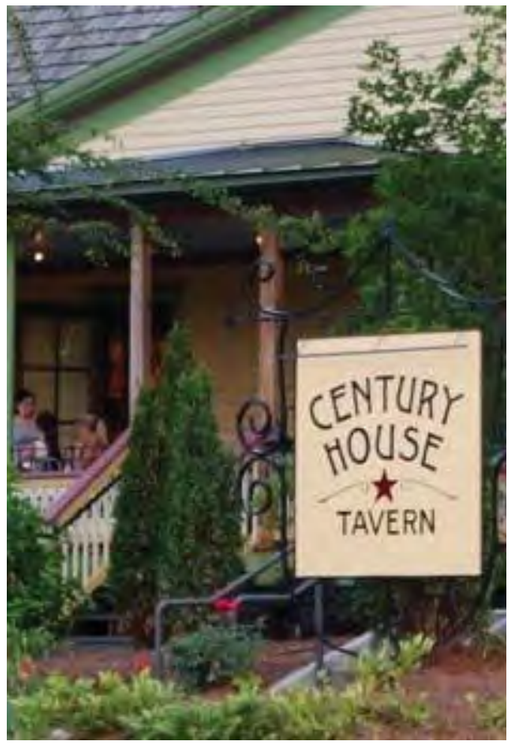
Issue # 13: Current regulations allow monument signs for individual businesses, but should not, as that is a recent suburban form. Ground mounted signs should be allowed, but specifically not in a monument or pylon form.

Current Duluth Sign Ordinance

Section 1004, 3, B, Monument Signs:

- Current regulations state: *"Monument signs shall be permitted in the historic districts where there is adequate property, front yard and visibility that would allow for placement of a monument sign."*
- There are currently no regulations pertaining to ground mounted signs that are not monument signs.

Examples of signs that would be disallowed under the current ordinance:



Recommendation: Individual businesses within the CBD should not be allowed monument signs. Ground mounted signs should be allowed, but specifically not in a monument or pylon form.

Issue # 14: Current regulations limit the size of a primary wall sign to 2 sq ft per linear foot of building frontage.

Current Duluth Sign Ordinance

Section 1004, B, 2:

- Current regulations state: *'The primary wall sign shall not exceed two (2) square feet per linear foot of the building façade.'* This formula does not account for a building's height. A facade that is 40' high can appropriately and aesthetically support a larger sign than a building of the same frontage that is 18' high.

Recommendation: Rather than use a formula of 'X' square feet per linear foot of frontage, determine maximum square footage as a percentage of total facade square footage.

Issue # 15: Current regulations require that the primary business identification sign must be located at the pedestrian entrance, and that business identification sign on a secondary facade must be smaller than the business identification sign on the primary facade.

Current Duluth Sign Ordinance

Section 1004, B, 2:

- Current regulations state: *'For purposes of this Ordinance, the sign on the front façade shall be considered the primary sign, and the two (2) permitted signs on the sides of the building shall be secondary and subordinate and should be smaller in size than the primary wall sign on the front facade.'*

Examples of signs that would be disallowed under the current ordinance:

Recommendation: Allow secondary facade signs to be larger than primary facade signs, as long as the aggregated total square footage allowed is not exceeded.

Issue # 16: A-frames, sandwich boards, easels and sidewalk signs are allowed in the Historic District. However, they are not allowed in the right-of-way which effectively precludes their use, since downtown sidewalks are in the right-of-way.

Current Duluth Sign Ordinance

Section 1004, C, 2, G: Restricted Signs:

- Current regulations state: *"Downtown merchants may display one (1) removable A-frame, sandwich board, easel and sidewalk sign on the sidewalk in front of the respective business during regular business hours without a sign permit. Sign must be placed within ten (10) feet of the main customer entrance to the building. However, signs may not be placed on the right-of-way,"*

Examples of signs that would be disallowed under the current ordinance:

Recommendation: Allow sandwich boards in right-of-way as long as pedestrian traffic is not impeded.

Issue # 16: Current regulations state that Incidental Signs shall not be legible from the right-of-way per the underlying ordinance. This technically means that no downtown business can display their name, store hours or other information generally contained in Incidental Signs.

Current Duluth Sign Ordinance

Section 1001, Definitions, Sign, Incidental:

Within the definition of an Incidental Sign, current regulation states: *"No sign with a commercial message legible from the right-of-way shall be considered incidental."* This disallows signs that indicates business hours, for example, because almost anything posted could be seen from the right-of-way within the CBD.

- **Recommendation:** Define incidental signs more fully, and eliminate the legibility 'test' from the regulation.

Issue # 17: Even with revised regulations that allow more flexibility in sign design, regulations tend to stress quantitative criteria over qualitative guidelines. While this is relatively simple and straightforward method to manage, it is not ideal for downtown revitalization projects.

Current Duluth Sign OrdinanceSign, Inc

- N/A

- **Recommendation:** The City can have an optional Creative Sign Permit process that is voluntarily entered into by applicants. This allows an applicant the choice of going by the quantitative guidelines which can often be strict, or engage in a creative process in collaboration with the City that rewards creative effort and superior aesthetic with greater flexibility in design criteria.

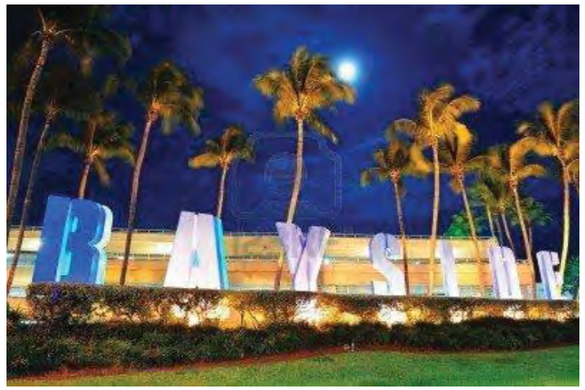
Issue # 17: Current regulations contain no provision for project identification signs on multi-tenant projects, except traditional monument signs, which are suburban in nature and not in keep with the downtown district.

Current Duluth Sign Ordinance

Section 1002, C:

- Current regulations state: *"All monument signs shall be mounted on a base constructed of the same material matching the façade of the principal use (brick, stone, stucco or wood) or similar quality, color and texture as the primary masonry materials used in the exterior finish of the primary structure on the site. All monument signs shall obtain both a sign permit as well as a building permit. No air space shall be visible within or between any portion of the sign display area and sign structure. "*

Examples of signs that would be disallowed under the current ordinance:



Recommendation: Allow multi-tenant project identification signs on building and building appurtanances.

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Market Study

MARKET COMPARISONS + DEMOGRAPHICS

The commercial/ retail portion of the revitalization project being undertaken in Duluth is relatively small in comparison to a large regional shopping center or shopping mall. Because of this, the traditional scope and style of feasibility study that developers conduct is both prohibitively expensive and inaccurate because that methodology does not calibrate well to smaller scale projects.

Experience has shown that a transformative retail/restaurant project works as a driver for creating follow-on demand for housing, office and other product types. Because the retail/restaurant component acts as a catalyst for the larger project, it is critical to understand the potential market available to tap.

Comparing each market's potential starts with examining the number and type of consumers that live within a reasonable distance that can properly support the revitalization effort. The most accurate determination of 'reasonable driving distance' is neither the city limits, nor a simple mile radius. In Atlanta, the most accurate determinant is the amount of drive time in minutes that separates the market from its potential consumers.

Although successful restaurant districts can and do draw consumers from distances of up to 30 minutes of drive time, regular customers that are the foundation of support for local retail and restaurant businesses are drawn from within a 15 minute drive time. For detailed breakdowns of demographic data, please refer to the appendix: ESRI 5-10-15 Minute Drive Time Market Profiles on each of the four markets shown.

Valid inferences on feasibility can be made by comparing Duluth's market profile, population density, and demographics with three other markets that have experienced success in revitalization projects in the past. Of the three comparison markets chosen within the Atlanta metro area, Woodstock is the most comparable market to Duluth, followed by Smyrna and finally Suwanee.

Market Comparison - Duluth and Woodstock

Since Woodstock's redevelopment, their downtown area has become the regional benchmark for successful revitalization projects. Even the slow economy over the past five years has not stopped Woodstock downtown's rising to becoming a wide area draw for restaurant and retail. The scope and character of the Woodstock project is similar to what the City of Duluth intends to emulate.

Duluth compares favorably to Woodstock in every demographic measure summarized here. Within a 15 minute drive time, Duluth has 43% more population, whose median household income is 9% more. 42% more households are in the affluent $100,000+ income category, households average 8% larger, and the median age is little younger. Median home values are 9% higher.

Woodstock's main competitors are the Town Center Mall area of Barrett Parkway, and the grocery-anchored shopping center on Town Lake Parkway; both attractive, suburban shopping nodes. By contrast, Duluth has Mall of Georgia, The Forum, a noteworthy high-end lifestyle center, and the Peachtree Industrial corridor. Buford Highway in its current iteration is not competitive with downtown Duluth.

Table 8.1 15 Minute Drive Time Market Profile Duluth and Woodstock

15 Minute Drive Time Market Profile
Duluth and Woodstock

Projected 2017 Demographics	Duluth	Woodstock
2017 Total Population	447,151	312,602
2017 Median Home Value	$ 199,931	$ 182,694
2017 Median Household Income	$ 82,416	$ 75,421
2017 Average Household Income	$ 90,731	$ 78,503
2017 Household Income % Breakdown		
Less than $25,000	10.8%	16.0%
Between $25,000 and $49,999	14.9%	22.6%
Between $50,000 and $74,999	17.8%	20.4%
Between $75,000 and $99,999	17.7%	13.6%
More than $100,000	38.8%	27.4%
2017 Average Household Size	2.91	2.69
2017 Median Age	33.8	35.4

Source: 2013 ESRI demographic data.

Market Comparison - Duluth and Smyrna

Smyrna's redevelopment proces began in 1991 and opened its successful Market Village in 2002. That retail drove the redevelopment of existing multi-unit apartment properties starting in 2004, a process that is mostly complete, along with significant new residential development. As a result, median home values have risen 82% since 2000, more than double the Atlanta median of 39%. Retail, general commercial, and housing have subsequently upgraded and expanded up and down the Atlanta Road corridor.

Duluth compares favorably to Smyrna in every demographic measure summarized here. Within a 15 minute drive time, Duluth has 23% more population, whose median household income is 35% more. 71% more households are in the affluent $100,000+ income category, households average 24% larger, and the median age is little younger. Median home values are 1% higher.

Smyrna's main competitors are Cumberland Mall and the South Cobb Drive/Hwy 41 corridor, both valid commercial centers. Duluth's competition is probably most similar to Smyrna of the three markets analyzed.

Table 8.2 15 Minute Drive Time Market Profile Duluth and Smyrna

15 Minute Drive Time Market Profile
Duluth and Smyrna

Projected 2017 Demographics	Duluth	Smyrna
2017 Total Population	447,151	363,948
2017 Median Home Value	$ 199,931	$ 198,067
2017 Median Household Income	$ 82,416	$ 61,052
2017 Average Household Income	$ 90,731	$ 73,079
2017 Household Income % Breakdown		
Less than $25,000	10.8%	22.4%
Between $25,000 and $49,999	14.9%	26.0%
Between $50,000 and $74,999	17.8%	26.5%
Between $75,000 and $99,999	17.7%	10.1%
More than $100,000	38.8%	22.7%
2017 Average Household Size	2.91	2.35
2017 Median Age	33.8	34.0

Source: 2013 ESRI demographic data.

Market Comparison - Duluth and Suwanee

Suwanee's downtown is comprised of two distinct areas; a historic commercial area along Main Street and the Town Center redevelopment. Town Center is a multi-year public/private partnership being developed since 2003 comprising a total of 63 acres, including 40 acres of residential neighborhood - 87,000 sq ft of office space above retail, 147 townhomes, 85 single family homes,and City Hall.

Because Duluth is geographically close to Suwanee, the two cities are in each others' trade area making a comparison somewhat less useful. Nevertheless, *Duluth matches or compares favorably to Suwanee in every demographic measure* summarized here. Within a 15 minute drive time, Duluth has 14% more population, whose median household income is 1% more. 20% more households are in the affluent $100,000+ income category, households average the same, and the median age is little younger. Median home values are 7% higher.

Suwanee's main competitors are the same as Duluth - Mall of Georgia, The Forum, and the Peachtree Industrial corridor. Buford Highway is not competitive with Suwanee.

Table 8.3 15 Minute Drive Time Market Profile Duluth and Suwanee

15 Minute Drive Time Market Profile
Duluth and Suwanee

Projected 2017 Demographics	Duluth	Suwanee
2017 Total Population	447,151	392,114
2017 Median Home Value	$ 199,931	$ 186,701
2017 Median Household Income	$ 82,416	$ 81,373
2017 Average Household Income	$ 90,731	$ 87,220
2017 Household Income % Breakdown		
Less than $25,000	10.8%	13.8%
Between $25,000 and $49,999	14.9%	19.8%
Between $50,000 and $74,999	17.8%	19.4%
Between $75,000 and $99,999	17.7%	14.6%
More than $100,000	38.8%	32.4%
2017 Average Household Size	2.91	2.91
2017 Median Age	33.8	34.3

Source: 2013 ESRI demographic data.

Conclusion

Based on market profile demographics for Woodstock, Smyrna, and Suwanee, all Atlanta-region comparable markets that have undertaken successful revitalizations, it is clear that Duluth has the market potential to support a thriving restaurant and retail district. In fact, an analysis of the market and demographic data reveals that Duluth has even more potential than the other three cities used as comparison in key market demographics; total population, median household income, and median home value. Taken together, these metrics add up to the conclusion that there are sufficient numbers of potential consumers with the affluence to support the transformative restaurant and retail element of the downtown redevelopment plan, creating a 'critical mass' of support that will lead the City of Duluth into continuing prosperity and stability in the coming decades.

Table 8.4 15 Minute Drive Time Market Profile Duluth, Smyrna and Suwanee

15 Minute Drive Time Market Profile
Duluth, Woodstock, Smyrna & Suwanee

Projected 2017 Demographics	Duluth	Woodstock	Smyrna	Suwanee
2017 Total Population	447,151	312,602	363,948	392,114
2017 Median Home Value	$ 199,931	$ 182,694	$ 198,067	$ 186,701
2017 Median Household Income	$ 82,416	$ 75,421	$ 61,052	$ 81,373
2017 Average Household Income	$ 90,731	$ 78,503	$ 73,079	$ 87,220
2017 Household Income % Breakdown				
Less than $25,000	10.8%	16.0%	22.4%	13.8%
Between $25,000 and $49,999	14.9%	22.6%	26.0%	19.8%
Between $50,000 and $74,999	17.8%	20.4%	26.5%	19.4%
Between $75,000 and $99,999	17.7%	13.6%	10.1%	14.6%
More than $100,000	38.8%	27.4%	22.7%	32.4%
2017 Average Household Size	2.91	2.69	2.35	2.91
2017 Median Age	33.8	35.4	34.0	34.3

Source: 2013 ESRI demographic data.

DULUTH 5-10-15 MINUTE DRIVE TIME MARKET PROFILE

Table 8.5 Site Map

Site Map

Duluth City Hall
3167 Main St, Duluth, GA, 30096
Drivetime: 5, 10, 15 Minutes

Latitude: 34.00212
Longitude: -84.146

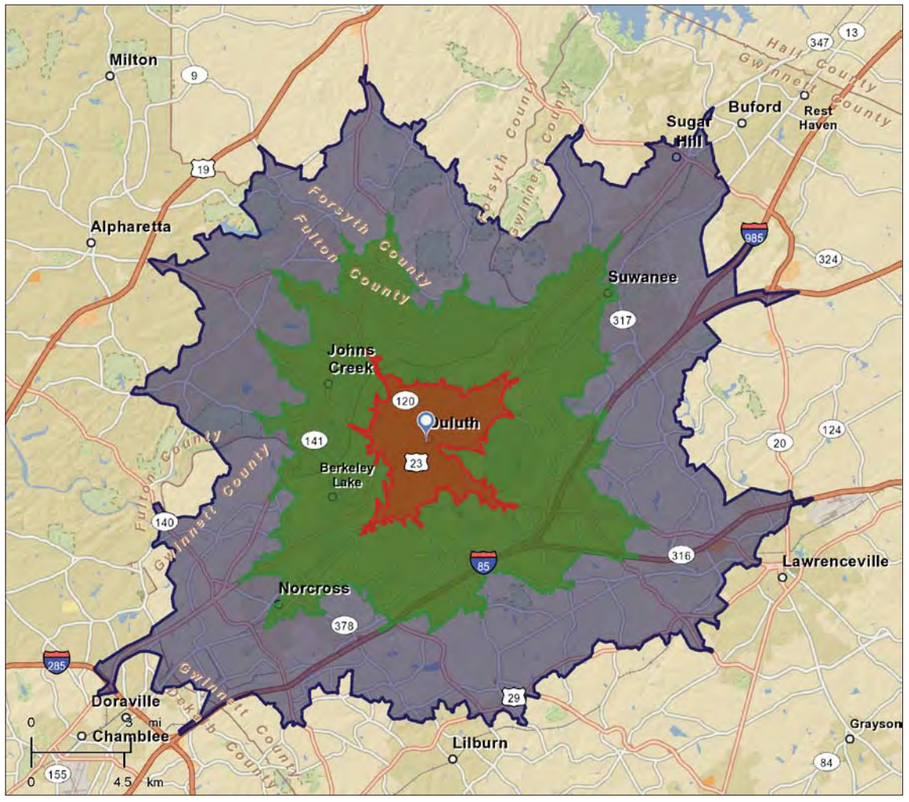

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Table 8.6 Market Profile

Market Profile

Duluth City Hall
3167 Main St, Duluth, GA, 30096
Drive Time: 5, 10, 15 minutes

Latitude: 34.00212
Longitude: -84.146

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
Population Summary			
2000 Total Population	16,540	100,256	326,141
2010 Total Population	17,179	133,272	409,821
2012 Total Population	17,283	135,296	418,257
2012 Group Quarters	30	37	348
2017 Total Population	18,133	143,276	447,151
2012-2017 Annual Rate	0.96%	1.15%	1.34%
Household Summary			
2000 Households	6,029	37,248	115,181
2000 Average Household Size	2.73	2.68	2.81
2010 Households	6,317	48,796	141,144
2010 Average Household Size	2.71	2.73	2.90
2012 Households	6,421	49,764	144,492
2012 Average Household Size	2.69	2.72	2.89
2017 Households	6,689	52,413	153,556
2017 Average Household Size	2.71	2.73	2.91
2012-2017 Annual Rate	0.82%	1.04%	1.22%
2010 Families	4,525	34,840	103,743
2010 Average Family Size	3.18	3.24	3.38
2012 Families	4,574	35,268	105,515
2012 Average Family Size	3.14	3.22	3.36
2017 Families	4,780	37,217	112,306
2017 Average Family Size	3.18	3.25	3.40
2012-2017 Annual Rate	0.89%	1.08%	1.26%
Housing Unit Summary			
2000 Housing Units	6,226	39,042	119,543
Owner Occupied Housing Units	65.1%	63.5%	64.4%
Renter Occupied Housing Units	31.7%	31.9%	31.9%
Vacant Housing Units	3.1%	4.6%	3.6%
2010 Housing Units	6,735	52,531	152,736
Owner Occupied Housing Units	71.1%	55.6%	58.3%
Renter Occupied Housing Units	22.7%	37.3%	34.2%
Vacant Housing Units	6.2%	7.1%	7.6%
2012 Housing Units	6,843	53,545	155,851
Owner Occupied Housing Units	70.3%	54.4%	57.5%
Renter Occupied Housing Units	23.5%	38.5%	35.2%
Vacant Housing Units	6.2%	7.1%	7.3%
2017 Housing Units	7,144	56,625	165,686
Owner Occupied Housing Units	71.4%	55.1%	58.5%
Renter Occupied Housing Units	22.2%	37.4%	34.2%
Vacant Housing Units	6.4%	7.4%	7.3%
Median Household Income			
2012	$72,845	$75,558	$71,223
2017	$84,197	$86,567	$82,416
Median Home Value			
2012	$156,921	$197,983	$193,171
2017	$169,933	$205,022	$199,931
Per Capita Income			
2012	$32,104	$34,398	$31,342
2017	$36,862	$39,752	$35,909
Median Age			
2010	37.6	34.8	33.6
2012	37.8	34.8	33.6
2017	38.1	34.9	33.8

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

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DULUTH 5-10-15 MINUTE DRIVE TIME MARKET PROFILE

Table 8.7 Market Profile

esri

Market Profile

Duluth City Hall
3167 Main St, Duluth, GA, 30096
Drive Time: 5, 10, 15 minutes

Latitude: 34.00212
Longitude: -84.146

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2012 Households by Income			
Household Income Base	6,421	49,764	144,492
<$15,000	6.6%	6.1%	6.6%
$15,000 - $24,999	8.8%	7.0%	7.1%
$25,000 - $34,999	5.7%	7.3%	7.6%
$35,000 - $49,999	9.2%	11.6%	12.4%
$50,000 - $74,999	20.9%	17.5%	18.4%
$75,000 - $99,999	15.5%	12.9%	13.3%
$100,000 - $149,999	20.0%	19.1%	17.8%
$150,000 - $199,999	8.2%	9.7%	8.8%
$200,000+	5.0%	8.7%	8.0%
Average Household Income	$86,631	$94,250	$90,731
2017 Households by Income			
Household Income Base	6,689	52,413	153,556
<$15,000	5.4%	5.2%	5.8%
$15,000 - $24,999	5.7%	4.8%	5.0%
$25,000 - $34,999	3.5%	4.8%	5.2%
$35,000 - $49,999	6.7%	9.0%	9.7%
$50,000 - $74,999	19.4%	17.0%	17.8%
$75,000 - $99,999	20.7%	17.0%	17.7%
$100,000 - $149,999	22.6%	20.8%	19.4%
$150,000 - $199,999	10.3%	11.5%	10.4%
$200,000+	5.8%	9.9%	9.0%
Average Household Income	$100,277	$109,515	$104,585
2012 Owner Occupied Housing Units by Value			
Total	4,810	29,148	89,626
<$50,000	0.5%	0.4%	0.6%
$50,000 - $99,999	6.5%	5.1%	7.3%
$100,000 - $149,999	38.5%	23.1%	25.5%
$150,000 - $199,999	33.2%	22.3%	19.1%
$200,000 - $249,999	13.0%	14.5%	13.4%
$250,000 - $299,999	4.3%	10.3%	9.4%
$300,000 - $399,999	3.3%	12.6%	12.2%
$400,000 - $499,999	0.4%	5.0%	5.5%
$500,000 - $749,999	0.2%	4.2%	4.8%
$750,000 - $999,999	0.1%	1.5%	1.3%
$1,000,000 +	0.1%	1.0%	0.8%
Average Home Value	$168,447	$251,384	$245,272
2017 Owner Occupied Housing Units by Value			
Total	5,102	31,205	96,840
<$50,000	0.2%	0.2%	0.4%
$50,000 - $99,999	4.1%	3.6%	5.4%
$100,000 - $149,999	29.3%	18.3%	21.3%
$150,000 - $199,999	41.0%	26.2%	23.0%
$200,000 - $249,999	16.3%	17.1%	16.0%
$250,000 - $299,999	4.8%	10.8%	9.9%
$300,000 - $399,999	3.4%	12.3%	12.1%
$400,000 - $499,999	0.3%	4.0%	4.4%
$500,000 - $749,999	0.2%	4.6%	5.4%
$750,000 - $999,999	0.1%	1.8%	1.5%
$1,000,000 +	0.1%	1.1%	0.8%
Average Home Value	$178,304	$258,803	$252,488

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

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Table 8.8 Market Profile

esri

Market Profile

Duluth City Hall
3167 Main St, Duluth, GA, 30096
Drive Time: 5, 10, 15 minutes

Latitude: 34.00212
Longitude: -84.146

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2010 Population by Age			
Total	17,177	133,271	409,820
0 - 4	6.6%	7.2%	7.8%
5 - 9	6.5%	7.8%	8.5%
10 - 14	6.6%	7.9%	8.4%
15 - 24	12.3%	12.8%	13.0%
25 - 34	13.8%	14.6%	14.5%
35 - 44	16.1%	17.3%	17.2%
45 - 54	17.5%	16.5%	15.8%
55 - 64	12.0%	9.6%	9.0%
65 - 74	5.1%	4.0%	3.7%
75 - 84	2.6%	1.7%	1.7%
85 +	1.0%	0.6%	0.6%
18 +	75.8%	72.3%	70.5%
2012 Population by Age			
Total	17,284	135,294	418,258
0 - 4	6.6%	7.2%	7.8%
5 - 9	6.5%	7.8%	8.5%
10 - 14	6.5%	7.9%	8.3%
15 - 24	12.1%	12.6%	12.8%
25 - 34	14.0%	14.9%	14.7%
35 - 44	15.7%	16.9%	16.8%
45 - 54	17.0%	16.1%	15.4%
55 - 64	12.6%	10.1%	9.4%
65 - 74	5.4%	4.3%	4.0%
75 - 84	2.6%	1.7%	1.7%
85 +	1.0%	0.6%	0.6%
18 +	76.1%	72.5%	70.8%
2017 Population by Age			
Total	18,134	143,275	447,152
0 - 4	6.6%	7.3%	7.8%
5 - 9	6.6%	7.8%	8.5%
10 - 14	6.6%	8.0%	8.5%
15 - 24	11.4%	12.0%	12.1%
25 - 34	13.9%	15.1%	14.9%
35 - 44	15.3%	16.6%	16.5%
45 - 54	15.9%	15.0%	14.3%
55 - 64	13.3%	10.6%	10.0%
65 - 74	6.6%	5.2%	4.9%
75 - 84	2.7%	1.8%	1.8%
85 +	1.1%	0.7%	0.6%
18 +	76.1%	72.4%	70.6%
2010 Population by Sex			
Males	8,461	65,113	201,446
Females	8,718	68,159	208,375
2012 Population by Sex			
Males	8,522	66,312	206,183
Females	8,761	68,984	212,074
2017 Population by Sex			
Males	8,928	70,293	220,625
Females	9,205	72,984	226,527

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

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DULUTH 5-10-15 MINUTE DRIVE TIME MARKET PROFILE

Table 8.9 Market Profile

esri

Market Profile

Duluth City Hall
3167 Main St, Duluth, GA, 30096
Drive Time: 5, 10, 15 minutes

Latitude: 34.00212
Longitude: -84.146

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2010 Population by Race/Ethnicity			
Total	17,179	133,272	409,822
White Alone	56.9%	48.7%	52.1%
Black Alone	13.4%	17.5%	18.1%
American Indian Alone	0.3%	0.4%	0.5%
Asian Alone	21.1%	23.9%	17.2%
Pacific Islander Alone	0.1%	0.0%	0.1%
Some Other Race Alone	5.2%	6.5%	8.9%
Two or More Races	3.0%	3.0%	3.1%
Hispanic Origin	15.5%	15.6%	20.7%
Diversity Index	71.5	76.0	77.6
2012 Population by Race/Ethnicity			
Total	17,283	135,295	418,258
White Alone	55.8%	47.7%	51.2%
Black Alone	14.2%	18.2%	18.8%
American Indian Alone	0.3%	0.3%	0.5%
Asian Alone	21.1%	23.8%	17.2%
Pacific Islander Alone	0.1%	0.1%	0.1%
Some Other Race Alone	5.4%	6.7%	9.1%
Two or More Races	3.2%	3.2%	3.3%
Hispanic Origin	16.0%	16.2%	21.2%
Diversity Index	72.5	76.9	78.2
2017 Population by Race/Ethnicity			
Total	18,132	143,275	447,151
White Alone	51.6%	44.3%	48.1%
Black Alone	16.6%	20.0%	20.4%
American Indian Alone	0.3%	0.3%	0.4%
Asian Alone	21.6%	24.3%	17.6%
Pacific Islander Alone	0.1%	0.1%	0.1%
Some Other Race Alone	6.1%	7.5%	9.8%
Two or More Races	3.7%	3.5%	3.6%
Hispanic Origin	18.0%	17.9%	22.9%
Diversity Index	76.0	79.2	80.3
2010 Population by Relationship and Household Type			
Total	17,179	133,272	409,821
In Households	99.8%	100.0%	99.9%
In Family Households	86.3%	86.8%	88.2%
Householder	26.2%	25.9%	25.3%
Spouse	20.2%	19.6%	18.9%
Child	31.3%	33.4%	35.0%
Other relative	6.0%	5.6%	6.3%
Nonrelative	2.6%	2.2%	2.7%
In Nonfamily Households	13.6%	13.2%	11.7%
In Group Quarters	0.2%	0.0%	0.1%
Institutionalized Population	0.0%	0.0%	0.1%
Noninstitutionalized Population	0.2%	0.0%	0.0%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

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Table 8.10 Market Profile

esri

Market Profile

Duluth City Hall
3167 Main St, Duluth, GA, 30096
Drive Time: 5, 10, 15 minutes

Latitude: 34.00212
Longitude: -84.146

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2010 Households by Type			
Total	6,317	48,796	141,144
Households with 1 Person	23.0%	22.8%	20.9%
Households with 2+ People	77.0%	77.2%	79.1%
Family Households	71.6%	71.4%	73.5%
Husband-wife Families	55.3%	54.1%	55.0%
With Related Children	27.5%	30.6%	32.5%
Other Family (No Spouse Present)	16.3%	17.3%	18.5%
Other Family with Male Householder	4.5%	4.5%	5.1%
With Related Children	2.1%	2.5%	2.9%
Other Family with Female Householder	11.8%	12.8%	13.4%
With Related Children	7.2%	9.1%	9.8%
Nonfamily Households	5.3%	5.8%	5.6%
All Households with Children	37.3%	42.6%	45.6%
Multigenerational Households	4.8%	4.5%	4.9%
Unmarried Partner Households	4.3%	5.0%	5.4%
Male-female	3.7%	4.3%	4.7%
Same-sex	0.6%	0.7%	0.7%
2010 Households by Size			
Total	6,319	48,797	141,144
1 Person Household	23.0%	22.8%	20.9%
2 Person Household	30.2%	28.8%	27.2%
3 Person Household	18.6%	18.6%	18.6%
4 Person Household	16.1%	17.7%	18.6%
5 Person Household	7.0%	7.4%	8.6%
6 Person Household	3.2%	2.9%	3.5%
7 + Person Household	1.9%	1.7%	2.6%
2010 Households by Tenure and Mortgage Status			
Total	6,317	48,796	141,144
Owner Occupied	75.8%	59.9%	63.0%
Owned with a Mortgage/Loan	64.6%	51.6%	55.1%
Owned Free and Clear	11.3%	8.2%	7.9%
Renter Occupied	24.2%	40.1%	37.0%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

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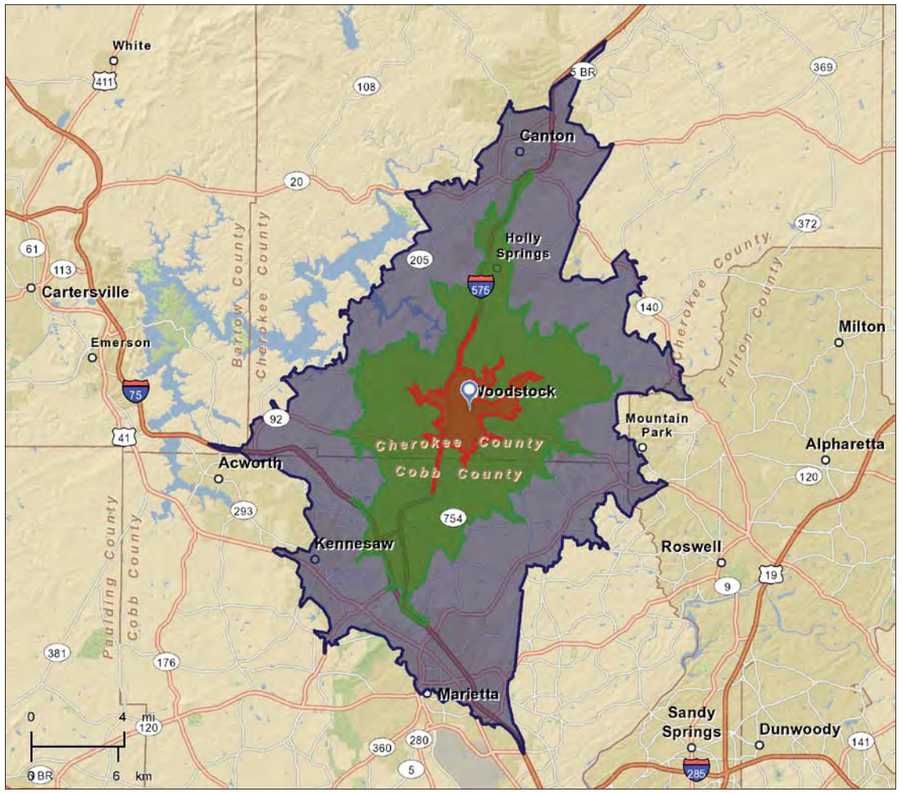
WOODSTOCK 5-10-15 MINUTE DRIVE TIME MARKET PROFILE

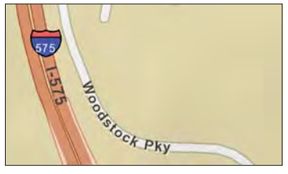
Table 8.11 Site Map

Site Map

Downtown Woodstock
251 E Main St, Woodstock, GA, 30188
Drivetime: 5, 10, 15 Minutes

Latitude: 34.10089
Longitude: -84.51922





April 03, 2013

Table 8.12 Market Profile

Market Profile

Downtown Woodstock
251 E Main St, Woodstock, GA, 30188
Drive Time: 5, 10, 15 minutes

Latitude: 34.10089
Longitude: -84.51922

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
Population Summary			
2000 Total Population	4,774	86,541	233,181
2010 Total Population	7,796	104,819	290,700
2012 Total Population	7,856	106,720	296,357
2012 Group Quarters	94	586	4,698
2017 Total Population	8,206	112,640	312,602
2012-2017 Annual Rate	0.88%	1.09%	1.07%
Household Summary			
2000 Households	1,876	30,550	83,707
2000 Average Household Size	2.49	2.82	2.76
2010 Households	3,167	38,613	106,438
2010 Average Household Size	2.43	2.70	2.69
2012 Households	3,180	39,230	108,288
2012 Average Household Size	2.44	2.71	2.69
2017 Households	3,333	41,525	114,534
2017 Average Household Size	2.43	2.70	2.69
2012-2017 Annual Rate	0.94%	1.14%	1.13%
2010 Families	1,974	27,336	74,939
2010 Average Family Size	3.05	3.18	3.18
2012 Families	1,966	27,568	75,662
2012 Average Family Size	3.05	3.19	3.18
2017 Families	2,068	29,199	80,097
2017 Average Family Size	3.06	3.20	3.19
2012-2017 Annual Rate	1.02%	1.16%	1.15%
Housing Unit Summary			
2000 Housing Units	2,059	31,938	87,239
Owner Occupied Housing Units	53.3%	74.4%	73.2%
Renter Occupied Housing Units	37.7%	21.2%	22.7%
Vacant Housing Units	8.9%	4.3%	4.0%
2010 Housing Units	3,526	41,462	114,707
Owner Occupied Housing Units	50.1%	67.5%	65.9%
Renter Occupied Housing Units	39.7%	25.6%	26.9%
Vacant Housing Units	10.2%	6.9%	7.2%
2012 Housing Units	3,579	42,143	116,695
Owner Occupied Housing Units	48.2%	66.6%	65.0%
Renter Occupied Housing Units	40.7%	26.5%	27.8%
Vacant Housing Units	11.1%	6.9%	7.2%
2017 Housing Units	3,777	44,539	123,164
Owner Occupied Housing Units	48.9%	67.7%	65.9%
Renter Occupied Housing Units	39.3%	25.5%	27.1%
Vacant Housing Units	11.8%	6.8%	7.0%
Median Household Income			
2012	$42,519	$62,512	$61,432
2017	$51,558	$76,030	$75,421
Median Home Value			
2012	$147,985	$166,474	$172,879
2017	$167,330	$177,884	$182,694
Per Capita Income			
2012	$22,617	$28,938	$29,216
2017	$25,872	$33,209	$33,436
Median Age			
2010	33.1	34.9	34.9
2012	33.2	34.9	35.0
2017	33.6	35.3	35.4

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

April 03, 2013

WOODSTOCK 5-10-15 MINUTE DRIVE TIME MARKET PROFILE

Table 8.13 Market Profile

esri

Market Profile

Downtown Woodstock
251 E Main St, Woodstock, GA, 30188
Drive Time: 5, 10, 15 minutes

Latitude: 34.10089
Longitude: -84.51922

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2012 Households by Income			
Household Income Base	3,180	39,230	108,288
<$15,000	11.2%	6.4%	7.3%
$15,000 - $24,999	11.4%	7.5%	8.7%
$25,000 - $34,999	17.4%	9.8%	9.3%
$35,000 - $49,999	17.2%	13.2%	13.3%
$50,000 - $74,999	18.2%	21.8%	20.4%
$75,000 - $99,999	9.6%	14.5%	13.6%
$100,000 - $149,999	10.8%	17.2%	17.0%
$150,000 - $199,999	3.3%	5.8%	5.8%
$200,000+	0.9%	4.0%	4.6%
Average Household Income	$57,092	$78,415	$78,503
2017 Households by Income			
Household Income Base	3,333	41,525	114,534
<$15,000	11.0%	5.6%	6.6%
$15,000 - $24,999	8.7%	5.2%	6.1%
$25,000 - $34,999	13.1%	6.5%	6.5%
$35,000 - $49,999	15.4%	10.4%	10.6%
$50,000 - $74,999	18.4%	21.2%	19.8%
$75,000 - $99,999	13.9%	19.8%	18.6%
$100,000 - $149,999	13.6%	19.8%	19.6%
$150,000 - $199,999	4.7%	7.1%	7.2%
$200,000+	1.1%	4.6%	5.0%
Average Household Income	$65,384	$89,859	$89,837
2012 Owner Occupied Housing Units by Value			
Total	1,724	28,076	75,813
<$50,000	1.5%	0.6%	0.7%
$50,000 - $99,999	10.4%	4.6%	5.5%
$100,000 - $149,999	39.7%	35.0%	30.8%
$150,000 - $199,999	23.5%	29.8%	28.2%
$200,000 - $249,999	16.9%	15.0%	14.6%
$250,000 - $299,999	4.9%	7.6%	8.1%
$300,000 - $399,999	2.8%	5.6%	7.7%
$400,000 - $499,999	0.1%	1.2%	2.6%
$500,000 - $749,999	0.1%	0.6%	1.5%
$750,000 - $999,999	0.0%	0.0%	0.2%
$1,000,000 +	0.0%	0.0%	0.1%
Average Home Value	$161,591	$183,198	$197,485
2017 Owner Occupied Housing Units by Value			
Total	1,847	30,152	81,135
<$50,000	1.0%	0.3%	0.4%
$50,000 - $99,999	7.6%	3.0%	3.7%
$100,000 - $149,999	30.9%	26.5%	23.5%
$150,000 - $199,999	30.3%	36.1%	34.1%
$200,000 - $249,999	21.3%	18.6%	18.0%
$250,000 - $299,999	5.6%	8.1%	8.6%
$300,000 - $399,999	3.0%	5.7%	7.6%
$400,000 - $499,999	0.1%	0.9%	2.0%
$500,000 - $749,999	0.1%	0.6%	1.7%
$750,000 - $999,999	0.0%	0.1%	0.2%
$1,000,000 +	0.0%	0.0%	0.1%
Average Home Value	$172,883	$191,710	$205,027

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

April 03, 2013

Table 8.14 Market Profile

esri

Market Profile

Downtown Woodstock
251 E Main St, Woodstock, GA, 30188
Drive Time: 5, 10, 15 minutes

Latitude: 34.10089
Longitude: -84.51922

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2010 Population by Age			
Total	7,796	104,820	290,700
0 - 4	8.5%	7.0%	7.0%
5 - 9	8.0%	7.3%	7.3%
10 - 14	6.0%	7.3%	7.2%
15 - 24	13.0%	14.5%	14.5%
25 - 34	17.6%	14.1%	14.2%
35 - 44	16.0%	15.6%	15.6%
45 - 54	11.8%	15.4%	15.0%
55 - 64	9.2%	10.8%	10.8%
65 - 74	5.6%	5.1%	5.2%
75 - 84	2.9%	2.2%	2.4%
85 +	1.3%	0.7%	0.9%
18 +	73.8%	74.0%	74.3%
2012 Population by Age			
Total	7,857	106,719	296,357
0 - 4	8.6%	6.9%	7.0%
5 - 9	8.0%	7.3%	7.3%
10 - 14	5.9%	7.2%	7.1%
15 - 24	12.9%	14.3%	14.3%
25 - 34	17.8%	14.4%	14.4%
35 - 44	15.6%	15.3%	15.2%
45 - 54	11.4%	14.9%	14.6%
55 - 64	9.7%	11.3%	11.3%
65 - 74	6.0%	5.5%	5.5%
75 - 84	2.9%	2.2%	2.4%
85 +	1.4%	0.8%	0.9%
18 +	74.1%	74.3%	74.6%
2017 Population by Age			
Total	8,206	112,640	312,602
0 - 4	8.6%	7.0%	7.0%
5 - 9	8.0%	7.3%	7.3%
10 - 14	6.0%	7.3%	7.1%
15 - 24	12.0%	13.4%	13.4%
25 - 34	18.0%	14.5%	14.6%
35 - 44	15.3%	15.0%	14.9%
45 - 54	10.6%	13.9%	13.5%
55 - 64	10.2%	11.8%	11.9%
65 - 74	7.1%	6.6%	6.7%
75 - 84	3.0%	2.3%	2.5%
85 +	1.4%	0.8%	1.0%
18 +	74.2%	74.3%	74.6%
2010 Population by Sex			
Males	3,705	51,334	142,037
Females	4,091	53,485	148,663
2012 Population by Sex			
Males	3,749	52,426	145,195
Females	4,108	54,294	151,162
2017 Population by Sex			
Males	3,923	55,398	153,337
Females	4,283	57,242	159,265

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

April 03, 2013

WOODSTOCK 5-10-15 MINUTE DRIVE TIME MARKET PROFILE

Table 8.15 Market Profile

esri

Market Profile

Downtown Woodstock
251 E Main St, Woodstock, GA, 30188
Drive Time: 5, 10, 15 minutes

Latitude: 34.10089
Longitude: -84.51922

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2010 Population by Race/Ethnicity			
Total	7,796	104,818	290,700
White Alone	76.2%	80.0%	76.5%
Black Alone	12.0%	9.9%	12.5%
American Indian Alone	0.4%	0.3%	0.4%
Asian Alone	2.8%	3.3%	3.8%
Pacific Islander Alone	0.0%	0.0%	0.1%
Some Other Race Alone	5.7%	3.7%	4.2%
Two or More Races	3.0%	2.6%	2.6%
Hispanic Origin	14.4%	10.4%	10.9%
Diversity Index	55.1	47.0	51.5
2012 Population by Race/Ethnicity			
Total	7,857	106,721	296,357
White Alone	73.4%	78.5%	75.2%
Black Alone	14.0%	10.9%	13.3%
American Indian Alone	0.4%	0.3%	0.4%
Asian Alone	3.0%	3.5%	4.0%
Pacific Islander Alone	0.0%	0.1%	0.1%
Some Other Race Alone	6.2%	3.9%	4.4%
Two or More Races	3.1%	2.7%	2.7%
Hispanic Origin	15.4%	10.9%	11.5%
Diversity Index	58.6	49.3	53.4
2017 Population by Race/Ethnicity			
Total	8,205	112,640	312,602
White Alone	66.1%	74.1%	71.3%
Black Alone	19.4%	13.9%	15.7%
American Indian Alone	0.4%	0.3%	0.4%
Asian Alone	3.5%	4.0%	4.5%
Pacific Islander Alone	0.0%	0.1%	0.1%
Some Other Race Alone	7.2%	4.5%	5.0%
Two or More Races	3.3%	3.1%	3.0%
Hispanic Origin	18.3%	12.9%	13.3%
Diversity Index	66.6	55.8	58.8
2010 Population by Relationship and Household Type			
Total	7,796	104,819	290,700
In Households	98.8%	99.4%	98.4%
In Family Households	80.0%	85.2%	84.0%
Householder	24.6%	26.0%	25.8%
Spouse	16.9%	20.1%	19.9%
Child	31.4%	32.9%	32.1%
Other relative	4.3%	3.9%	4.0%
Nonrelative	2.8%	2.2%	2.2%
In Nonfamily Households	18.8%	14.3%	14.3%
In Group Quarters	1.2%	0.6%	1.6%
Institutionalized Population	1.1%	0.2%	0.5%
Noninstitutionalized Population	0.1%	0.4%	1.1%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

April 03, 2013

Table 8.16 Market Profile

esri

Market Profile

Downtown Woodstock
251 E Main St, Woodstock, GA, 30188
Drive Time: 5, 10, 15 minutes

Latitude: 34.10089
Longitude: -84.51922

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2010 Households by Type			
Total	3,167	38,613	106,438
Households with 1 Person	30.1%	21.9%	22.4%
Households with 2+ People	69.9%	78.1%	77.6%
Family Households	62.3%	70.8%	70.4%
Husband-wife Families	43.0%	54.8%	54.4%
With Related Children	22.1%	28.3%	27.7%
Other Family (No Spouse Present)	19.3%	16.0%	16.0%
Other Family with Male Householder	4.6%	4.4%	4.2%
With Related Children	3.0%	2.4%	2.4%
Other Family with Female Householder	14.7%	11.6%	11.7%
With Related Children	10.6%	7.6%	7.7%
Nonfamily Households	7.6%	7.3%	7.2%
All Households with Children	36.2%	38.8%	38.2%
Multigenerational Households	3.8%	3.9%	3.9%
Unmarried Partner Households	6.9%	5.7%	5.6%
Male-female	6.3%	5.0%	4.9%
Same-sex	0.6%	0.7%	0.8%
2010 Households by Size			
Total	3,166	38,612	106,438
1 Person Household	30.1%	21.9%	22.4%
2 Person Household	29.8%	31.7%	32.0%
3 Person Household	16.6%	18.6%	18.2%
4 Person Household	13.6%	16.6%	16.3%
5 Person Household	6.1%	7.2%	7.0%
6 Person Household	2.1%	2.5%	2.5%
7 + Person Household	1.7%	1.5%	1.6%
2010 Households by Tenure and Mortgage Status			
Total	3,167	38,613	106,438
Owner Occupied	55.8%	72.5%	71.0%
Owned with a Mortgage/Loan	47.1%	62.4%	60.1%
Owned Free and Clear	8.7%	10.1%	10.9%
Renter Occupied	44.2%	27.5%	29.0%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

April 03, 2013

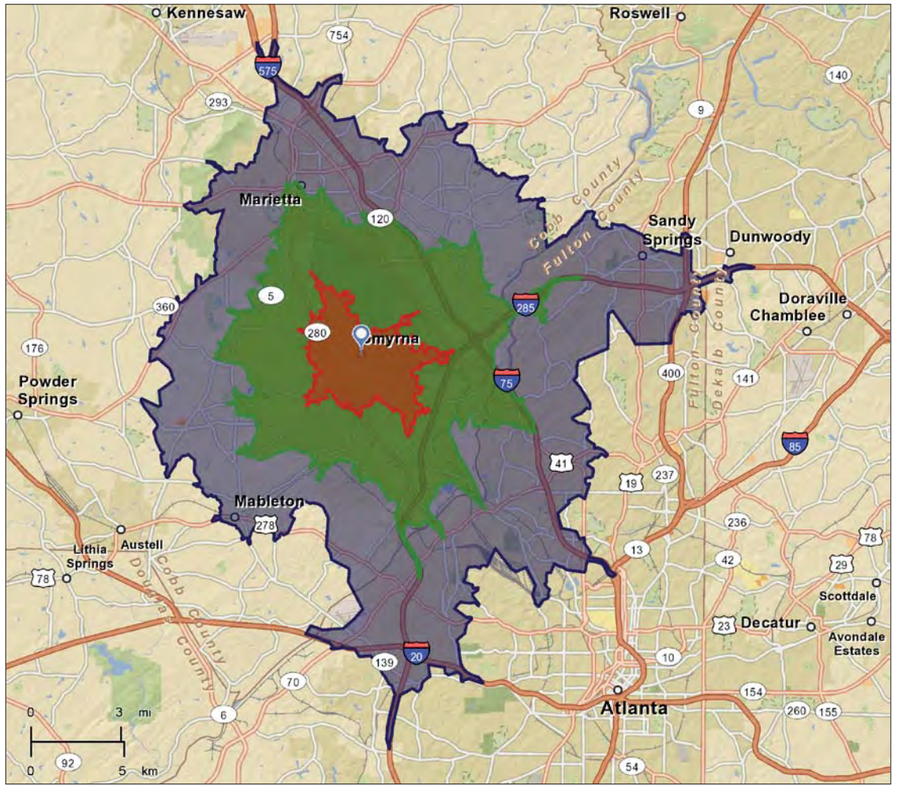
SMYRNA 5-10-15 MINUTE DRIVE TIME MARKET PROFILE

Table 8.17 Site Map

Site Map

Downtown Smyrna
2800 King St SE, Smyrna, GA, 30080
Drivetime: 5, 10, 15 Minutes

Latitude: 33.88449
Longitude: -84.5165



April 03, 2013

Table 8.18 Market Profile

Market Profile

Downtown Smyrna
2800 King St SE, Smyrna, GA, 30080
Drive Time: 5, 10, 15 minutes

Latitude: 33.88449
Longitude: -84.5165

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
Population Summary			
2000 Total Population	23,395	136,958	326,230
2010 Total Population	22,847	142,302	342,052
2012 Total Population	23,306	143,998	347,389
2012 Group Quarters	95	784	5,630
2017 Total Population	24,417	149,197	363,948
2012-2017 Annual Rate	0.94%	0.71%	0.94%
Household Summary			
2000 Households	10,145	60,012	134,287
2000 Average Household Size	2.28	2.25	2.38
2010 Households	10,034	63,220	143,366
2010 Average Household Size	2.27	2.24	2.35
2012 Households	10,153	63,798	145,095
2012 Average Household Size	2.29	2.24	2.36
2017 Households	10,559	66,151	152,755
2017 Average Household Size	2.30	2.24	2.35
2012-2017 Annual Rate	0.79%	0.73%	1.03%
2010 Families	5,191	31,938	80,158
2010 Average Family Size	3.07	3.06	3.09
2012 Families	5,199	31,770	80,133
2012 Average Family Size	3.09	3.06	3.09
2017 Families	5,437	32,909	84,298
2017 Average Family Size	3.14	3.09	3.11
2012-2017 Annual Rate	0.90%	0.71%	1.02%
Housing Unit Summary			
2000 Housing Units	10,907	64,428	143,306
Owner Occupied Housing Units	46.4%	34.9%	46.1%
Renter Occupied Housing Units	46.6%	58.2%	47.6%
Vacant Housing Units	7.0%	6.9%	6.3%
2010 Housing Units	11,558	73,291	163,394
Owner Occupied Housing Units	47.1%	34.7%	44.7%
Renter Occupied Housing Units	39.7%	51.6%	43.1%
Vacant Housing Units	13.2%	13.7%	12.3%
2012 Housing Units	11,606	73,251	164,533
Owner Occupied Housing Units	46.1%	33.7%	43.7%
Renter Occupied Housing Units	41.3%	53.4%	44.5%
Vacant Housing Units	12.5%	12.9%	11.8%
2017 Housing Units	11,927	74,943	171,700
Owner Occupied Housing Units	47.6%	34.6%	44.6%
Renter Occupied Housing Units	41.0%	53.7%	44.3%
Vacant Housing Units	11.5%	11.7%	11.0%
Median Household Income			
2012	$44,187	$45,874	$51,043
2017	$53,137	$54,957	$61,052
Median Home Value			
2012	$145,135	$166,875	$187,312
2017	$163,940	$182,200	$198,067
Per Capita Income			
2012	$26,586	$27,861	$31,037
2017	$30,727	$32,460	$36,734
Median Age			
2010	33.7	32.0	33.7
2012	33.6	32.0	33.7
2017	33.8	32.2	34.0

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

April 03, 2013

SMYRNA 5-10-15 MINUTE DRIVE TIME MARKET PROFILE

Table 8.19 Market Profile

esri

Market Profile

Downtown Smyrna
2800 King St SE, Smyrna, GA, 30080
Drive Time: 5, 10, 15 minutes

Latitude: 33.88449
Longitude: -84.5165

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2012 Households by Income			
Household Income Base	10,153	63,798	145,095
<$15,000	13.5%	11.7%	12.2%
$15,000 - $24,999	12.0%	11.6%	10.2%
$25,000 - $34,999	12.0%	12.7%	10.9%
$35,000 - $49,999	18.1%	17.8%	15.6%
$50,000 - $74,999	19.0%	19.8%	18.3%
$75,000 - $99,999	9.8%	9.6%	10.1%
$100,000 - $149,999	8.6%	9.3%	11.0%
$150,000 - $199,999	3.8%	3.5%	4.6%
$200,000+	3.1%	4.1%	7.1%
Average Household Income	$60,644	$63,351	$73,079
2017 Households by Income			
Household Income Base	10,559	66,151	152,755
<$15,000	12.7%	11.2%	11.4%
$15,000 - $24,999	9.2%	8.7%	7.6%
$25,000 - $34,999	9.1%	9.3%	8.0%
$35,000 - $49,999	15.4%	15.0%	12.9%
$50,000 - $74,999	19.7%	20.8%	18.6%
$75,000 - $99,999	14.3%	14.2%	14.4%
$100,000 - $149,999	10.9%	11.8%	13.3%
$150,000 - $199,999	5.1%	4.6%	5.8%
$200,000+	3.6%	4.4%	7.9%
Average Household Income	$70,697	$73,881	$86,290
2012 Owner Occupied Housing Units by Value			
Total	5,352	24,663	71,848
<$50,000	1.6%	1.7%	1.8%
$50,000 - $99,999	18.0%	15.2%	13.3%
$100,000 - $149,999	33.7%	27.0%	21.5%
$150,000 - $199,999	18.3%	18.3%	17.9%
$200,000 - $249,999	9.4%	12.6%	12.0%
$250,000 - $299,999	5.3%	7.5%	7.9%
$300,000 - $399,999	8.6%	8.7%	9.6%
$400,000 - $499,999	3.6%	3.7%	4.9%
$500,000 - $749,999	1.5%	3.5%	5.7%
$750,000 - $999,999	0.1%	1.0%	2.4%
$1,000,000 +	0.0%	1.0%	2.9%
Average Home Value	$180,065	$216,354	$265,870
2017 Owner Occupied Housing Units by Value			
Total	5,671	25,882	76,641
<$50,000	1.1%	1.1%	1.1%
$50,000 - $99,999	13.8%	11.6%	10.1%
$100,000 - $149,999	28.3%	22.8%	17.6%
$150,000 - $199,999	24.0%	22.6%	21.9%
$200,000 - $249,999	12.3%	15.7%	14.9%
$250,000 - $299,999	6.1%	8.2%	8.6%
$300,000 - $399,999	9.2%	8.8%	9.7%
$400,000 - $499,999	3.1%	3.1%	3.9%
$500,000 - $749,999	1.8%	4.0%	6.4%
$750,000 - $999,999	0.1%	1.2%	2.8%
$1,000,000 +	0.0%	1.0%	2.8%
Average Home Value	$191,371	$226,886	$276,957

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

April 03, 2013

Table 8.20 Market Profile

esri

Market Profile

Downtown Smyrna
2800 King St SE, Smyrna, GA, 30080
Drive Time: 5, 10, 15 minutes

Latitude: 33.88449
Longitude: -84.5165

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2010 Population by Age			
Total	22,846	142,301	342,050
0 - 4	8.9%	8.6%	8.2%
5 - 9	6.3%	6.4%	6.6%
10 - 14	4.8%	5.0%	5.5%
15 - 24	10.9%	12.7%	12.5%
25 - 34	22.1%	24.0%	19.8%
35 - 44	17.5%	16.4%	15.7%
45 - 54	12.8%	11.6%	12.7%
55 - 64	8.8%	8.0%	9.5%
65 - 74	4.5%	4.0%	5.1%
75 - 84	2.7%	2.3%	3.1%
85 +	0.8%	0.9%	1.4%
18 +	77.5%	77.1%	76.4%
2012 Population by Age			
Total	23,304	143,998	347,387
0 - 4	8.9%	8.6%	8.1%
5 - 9	6.3%	6.4%	6.6%
10 - 14	4.7%	5.0%	5.5%
15 - 24	10.8%	12.6%	12.4%
25 - 34	22.4%	24.3%	20.1%
35 - 44	17.0%	16.0%	15.3%
45 - 54	12.4%	11.2%	12.3%
55 - 64	9.2%	8.4%	9.9%
65 - 74	4.7%	4.2%	5.4%
75 - 84	2.7%	2.3%	3.0%
85 +	0.8%	1.0%	1.5%
18 +	77.6%	77.4%	76.8%
2017 Population by Age			
Total	24,418	149,196	363,948
0 - 4	8.9%	8.6%	8.2%
5 - 9	6.3%	6.4%	6.5%
10 - 14	4.9%	5.0%	5.5%
15 - 24	10.2%	11.9%	11.6%
25 - 34	22.5%	24.6%	20.3%
35 - 44	16.7%	15.8%	15.0%
45 - 54	11.5%	10.4%	11.4%
55 - 64	9.7%	8.8%	10.4%
65 - 74	5.7%	5.1%	6.5%
75 - 84	2.8%	2.4%	3.2%
85 +	0.8%	1.0%	1.5%
18 +	77.4%	77.4%	76.9%
2010 Population by Sex			
Males	11,192	69,615	166,631
Females	11,655	72,687	175,421
2012 Population by Sex			
Males	11,473	70,658	169,613
Females	11,833	73,341	177,775
2017 Population by Sex			
Males	12,042	73,265	177,693
Females	12,375	75,932	186,254

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

April 03, 2013

SMYRNA 5-10-15 MINUTE DRIVE TIME MARKET PROFILE

Table 8.21 Market Profile

Market Profile

Downtown Smyrna
2800 King St SE, Smyrna, GA, 30080
Drive Time: 5, 10, 15 minutes

Latitude: 33.88449
Longitude: -84.5165

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2010 Population by Race/Ethnicity			
Total	22,847	142,302	342,053
White Alone	56.9%	49.8%	53.2%
Black Alone	26.7%	32.0%	31.7%
American Indian Alone	0.4%	0.5%	0.4%
Asian Alone	3.2%	4.8%	4.1%
Pacific Islander Alone	0.0%	0.1%	0.1%
Some Other Race Alone	9.4%	9.5%	7.7%
Two or More Races	3.3%	3.4%	2.9%
Hispanic Origin	22.2%	21.1%	16.6%
Diversity Index	74.1	76.5	72.1
2012 Population by Race/Ethnicity			
Total	23,306	143,999	347,389
White Alone	56.1%	48.9%	52.6%
Black Alone	26.9%	32.5%	31.9%
American Indian Alone	0.4%	0.4%	0.3%
Asian Alone	3.3%	4.9%	4.2%
Pacific Islander Alone	0.0%	0.1%	0.1%
Some Other Race Alone	9.8%	9.7%	7.9%
Two or More Races	3.5%	3.5%	3.0%
Hispanic Origin	23.2%	21.7%	17.1%
Diversity Index	75.0	77.1	72.7
2017 Population by Race/Ethnicity			
Total	24,416	149,197	363,948
White Alone	53.7%	46.3%	50.7%
Black Alone	27.7%	33.8%	32.7%
American Indian Alone	0.4%	0.4%	0.4%
Asian Alone	3.5%	5.2%	4.5%
Pacific Islander Alone	0.0%	0.1%	0.1%
Some Other Race Alone	10.7%	10.3%	8.4%
Two or More Races	3.9%	3.8%	3.3%
Hispanic Origin	25.8%	23.3%	18.5%
Diversity Index	77.4	78.7	74.5
2010 Population by Relationship and Household Type			
Total	22,847	142,302	342,052
In Households	99.6%	99.4%	98.4%
In Family Households	72.8%	71.7%	75.1%
Householder	22.8%	22.3%	23.4%
Spouse	14.7%	14.2%	15.7%
Child	26.9%	26.4%	28.0%
Other relative	5.4%	5.7%	5.3%
Nonrelative	3.0%	3.1%	2.7%
In Nonfamily Households	26.8%	27.7%	23.3%
In Group Quarters	0.4%	0.6%	1.6%
Institutionalized Population	0.2%	0.5%	1.2%
Noninstitutionalized Population	0.2%	0.1%	0.4%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

April 03, 2013

Table 8.22 Market Profile

Market Profile

Downtown Smyrna
2800 King St SE, Smyrna, GA, 30080
Drive Time: 5, 10, 15 minutes

Latitude: 33.88449
Longitude: -84.5165

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2010 Households by Type			
Total	10,034	63,221	143,366
Households with 1 Person	38.5%	38.9%	35.0%
Households with 2+ People	61.5%	61.1%	65.0%
Family Households	51.7%	50.5%	55.9%
Husband-wife Families	33.6%	32.3%	37.5%
With Related Children	16.0%	15.6%	17.8%
Other Family (No Spouse Present)	18.1%	18.2%	18.4%
Other Family with Male Householder	4.6%	4.7%	4.4%
With Related Children	2.4%	2.6%	2.4%
Other Family with Female Householder	13.5%	13.5%	14.0%
With Related Children	9.0%	9.5%	9.6%
Nonfamily Households	9.8%	10.6%	9.1%
All Households with Children	27.7%	28.1%	30.1%
Multigenerational Households	2.9%	2.8%	3.2%
Unmarried Partner Households	7.3%	7.4%	6.6%
Male-female	6.2%	6.5%	5.7%
Same-sex	1.1%	0.9%	0.9%
2010 Households by Size			
Total	10,034	63,221	143,364
1 Person Household	38.5%	38.9%	35.0%
2 Person Household	30.4%	30.2%	31.0%
3 Person Household	13.6%	13.6%	14.4%
4 Person Household	9.6%	9.2%	10.7%
5 Person Household	4.1%	4.2%	5.0%
6 Person Household	2.0%	2.1%	2.1%
7 + Person Household	1.9%	1.8%	1.8%
2010 Households by Tenure and Mortgage Status			
Total	10,034	63,220	143,366
Owner Occupied	54.2%	40.2%	50.9%
Owned with a Mortgage/Loan	44.3%	32.2%	39.9%
Owned Free and Clear	10.0%	7.9%	11.0%
Renter Occupied	45.8%	59.8%	49.1%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

April 03, 2013

SUWANEE 5-10-15 MINUTE DRIVE TIME MARKET PROFILE

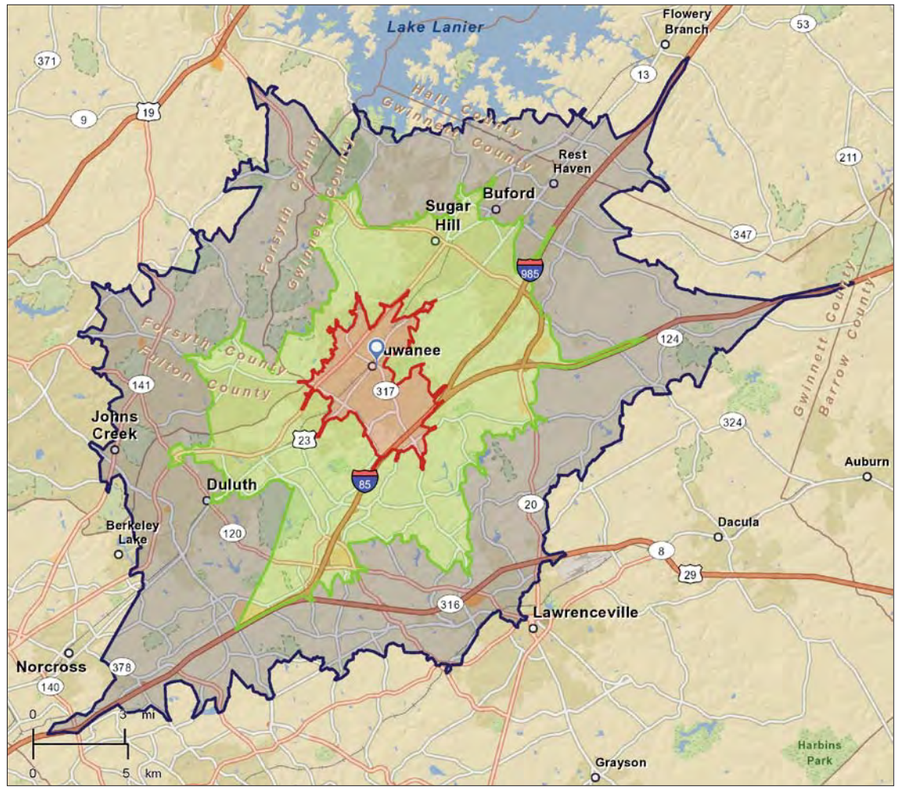
Table 8.23 Site Map

esri

Site Map

Suwanee Town Center
330 Town Center Ave, Suwanee, GA, 30024
Drive Time: 5, 10, 15 Minutes

Latitude: 34.05592
Longitude: -84.06333



October 29, 2013

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Table 8.24 Market Profile

esri

Market Profile

Suwanee Town Center
330 Town Center Ave, Suwanee, GA, 30024
Drive Time: 5 minutes

Latitude: 34.05592
Longitude: -84.06333

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
Population Summary			
2000 Total Population	4,733	70,783	251,997
2010 Total Population	9,221	109,387	356,431
2012 Total Population	9,375	112,042	364,705
2012 Group Quarters	13	95	387
2017 Total Population	10,005	120,108	392,114
2012-2017 Annual Rate	1.31%	1.40%	1.46%
Household Summary			
2000 Households	1,691	23,385	87,992
2000 Average Household Size	2.74	3.01	2.85
2010 Households	3,381	36,996	122,557
2010 Average Household Size	2.72	2.95	2.91
2012 Households	3,469	38,284	126,183
2012 Average Household Size	2.70	2.92	2.89
2017 Households	3,672	40,772	134,529
2017 Average Household Size	2.72	2.94	2.91
2012-2017 Annual Rate	1.14%	1.27%	1.29%
2010 Families	2,578	29,059	91,949
2010 Average Family Size	3.12	3.35	3.35
2012 Families	2,635	29,885	94,129
2012 Average Family Size	3.09	3.31	3.33
2017 Families	2,797	31,801	100,513
2017 Average Family Size	3.13	3.35	3.37
2012-2017 Annual Rate	1.20%	1.25%	1.32%
Housing Unit Summary			
2000 Housing Units	1,805	24,531	91,774
Owner Occupied Housing Units	76.0%	81.6%	69.7%
Renter Occupied Housing Units	17.7%	13.8%	26.2%
Vacant Housing Units	6.3%	4.7%	4.1%
2010 Housing Units	3,576	39,421	132,169
Owner Occupied Housing Units	69.7%	72.0%	62.2%
Renter Occupied Housing Units	24.9%	21.9%	30.5%
Vacant Housing Units	5.5%	6.2%	7.3%
2012 Housing Units	3,641	40,548	135,598
Owner Occupied Housing Units	69.6%	71.5%	61.6%
Renter Occupied Housing Units	25.7%	23.0%	31.4%
Vacant Housing Units	4.7%	5.6%	6.9%
2017 Housing Units	3,835	43,094	144,695
Owner Occupied Housing Units	71.5%	72.6%	62.7%
Renter Occupied Housing Units	24.2%	22.0%	30.3%
Vacant Housing Units	4.3%	5.4%	7.0%
Median Household Income			
2012	$91,282	$80,568	$69,924
2017	$98,915	$88,464	$81,373
Median Home Value			
2012	$198,506	$182,388	$176,728
2017	$201,699	$188,907	$186,701
Per Capita Income			
2012	$34,801	$32,038	$30,207
2017	$38,030	$35,802	$34,508
Median Age			
2010	36.0	35.6	34.1
2012	36.0	35.6	34.1
2017	36.0	35.7	34.3

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

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SUWANEE 5-10-15 MINUTE DRIVE TIME MARKET PROFILE

Table 8.27 Market Profile

esri

Market Profile

Suwanee Town Center
330 Town Center Ave, Suwanee, GA, 30024
Drive Time: 15 minutes

Latitude: 34.05592
Longitude: -84.06333

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2010 Population by Race/Ethnicity			
Total	9,221	109,386	356,431
White Alone	63.8%	59.3%	56.9%
Black Alone	11.9%	13.1%	17.2%
American Indian Alone	0.2%	0.3%	0.4%
Asian Alone	19.7%	20.1%	15.5%
Pacific Islander Alone	0.0%	0.0%	0.1%
Some Other Race Alone	1.9%	4.5%	7.1%
Two or More Races	2.4%	2.6%	2.9%
Hispanic Origin	7.3%	12.2%	17.3%
Diversity Index	60.2	67.8	73.1
2012 Population by Race/Ethnicity			
Total	9,376	112,041	364,704
White Alone	62.6%	58.1%	55.8%
Black Alone	12.7%	14.1%	18.0%
American Indian Alone	0.2%	0.2%	0.4%
Asian Alone	19.9%	20.1%	15.4%
Pacific Islander Alone	0.0%	0.0%	0.1%
Some Other Race Alone	2.0%	4.7%	7.3%
Two or More Races	2.6%	2.8%	3.0%
Hispanic Origin	7.8%	12.8%	17.8%
Diversity Index	61.7	69.1	74.0
2017 Population by Race/Ethnicity			
Total	10,006	120,107	392,114
White Alone	58.1%	53.7%	52.0%
Black Alone	15.3%	16.7%	20.2%
American Indian Alone	0.2%	0.2%	0.3%
Asian Alone	20.9%	20.7%	15.8%
Pacific Islander Alone	0.1%	0.1%	0.1%
Some Other Race Alone	2.4%	5.5%	8.1%
Two or More Races	3.0%	3.2%	3.4%
Hispanic Origin	9.2%	14.9%	19.8%
Diversity Index	66.3	73.2	77.0
2010 Population by Relationship and Household Type			
Total	9,221	109,387	356,431
In Households	99.8%	99.9%	99.9%
In Family Households	88.6%	90.7%	88.9%
Householder	26.5%	26.4%	25.8%
Spouse	21.6%	21.3%	19.6%
Child	34.7%	36.1%	35.5%
Other relative	4.4%	5.1%	5.6%
Nonrelative	1.3%	1.8%	2.4%
In Nonfamily Households	11.2%	9.2%	11.0%
In Group Quarters	0.2%	0.1%	0.1%
Institutionalized Population	0.2%	0.1%	0.1%
Noninstitutionalized Population	0.0%	0.0%	0.0%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

October 29, 2013

Table 8.28 Market Profile

esri

Market Profile

Suwanee Town Center
330 Town Center Ave, Suwanee, GA, 30024
Drive Time: 15 minutes

Latitude: 34.05592
Longitude: -84.06333

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2010 Households by Type			
Total	3,380	36,996	122,556
Households with 1 Person	18.6%	17.0%	19.7%
Households with 2+ People	81.4%	83.0%	80.3%
Family Households	76.3%	78.5%	75.0%
Husband-wife Families	62.6%	63.3%	57.0%
With Related Children	36.6%	37.6%	33.3%
Other Family (No Spouse Present)	13.6%	15.2%	18.0%
Other Family with Male Householder	3.5%	4.1%	4.8%
With Related Children	2.0%	2.4%	2.8%
Other Family with Female Householder	10.1%	11.1%	13.2%
With Related Children	7.2%	7.8%	9.5%
Nonfamily Households	5.1%	4.5%	5.2%
All Households with Children	46.0%	48.1%	46.0%
Multigenerational Households	4.4%	5.2%	5.1%
Unmarried Partner Households	3.8%	4.1%	5.1%
Male-female	3.2%	3.5%	4.4%
Same-sex	0.7%	0.7%	0.7%
2010 Households by Size			
Total	3,381	36,993	122,557
1 Person Household	18.6%	17.0%	19.7%
2 Person Household	29.5%	27.5%	27.7%
3 Person Household	18.5%	19.9%	19.0%
4 Person Household	20.6%	21.4%	19.2%
5 Person Household	8.3%	9.1%	8.7%
6 Person Household	3.0%	3.4%	3.5%
7 + Person Household	1.5%	1.8%	2.2%
2010 Households by Tenure and Mortgage Status			
Total	3,381	36,996	122,557
Owner Occupied	73.7%	76.7%	67.1%
Owned with a Mortgage/Loan	66.4%	68.5%	59.0%
Owned Free and Clear	7.3%	8.2%	8.1%
Renter Occupied	26.3%	23.3%	32.9%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

October 29, 2013

Table 8.25 Market Profile

esri

Market Profile

Suwanee Town Center
330 Town Center Ave, Suwanee, GA, 30024
Drive Time: 15 minutes

Latitude: 34.05592
Longitude: -84.06333

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2012 Households by Income			
Household Income Base	3,469	38,284	126,183
<$15,000	4.4%	5.0%	6.5%
$15,000 - $24,999	2.5%	5.6%	7.3%
$25,000 - $34,999	6.5%	6.3%	7.8%
$35,000 - $49,999	8.1%	9.8%	12.0%
$50,000 - $74,999	17.0%	18.7%	19.4%
$75,000 - $99,999	16.2%	16.3%	14.6%
$100,000 - $149,999	28.9%	21.8%	17.9%
$150,000 - $199,999	12.0%	10.2%	8.3%
$200,000+	4.5%	6.3%	6.3%
Average Household Income	$99,562	$94,638	$87,220
2017 Households by Income			
Household Income Base	3,672	40,772	134,529
<$15,000	3.3%	4.2%	5.7%
$15,000 - $24,999	1.5%	3.8%	5.0%
$25,000 - $34,999	4.0%	4.1%	5.1%
$35,000 - $49,999	5.8%	7.3%	9.2%
$50,000 - $74,999	15.5%	17.5%	18.6%
$75,000 - $99,999	20.5%	21.1%	19.4%
$100,000 - $149,999	30.5%	23.2%	19.6%
$150,000 - $199,999	13.9%	11.9%	10.1%
$200,000+	4.9%	7.0%	7.2%
Average Household Income	$109,884	$106,606	$100,504
2012 Owner Occupied Housing Units by Value			
Total	2,534	28,978	83,547
<$50,000	0.4%	0.5%	0.7%
$50,000 - $99,999	2.4%	4.2%	6.4%
$100,000 - $149,999	13.0%	25.7%	29.9%
$150,000 - $199,999	35.2%	30.3%	24.3%
$200,000 - $249,999	22.7%	16.2%	13.1%
$250,000 - $299,999	11.3%	9.0%	7.7%
$300,000 - $399,999	8.6%	7.8%	8.9%
$400,000 - $499,999	3.8%	2.7%	4.0%
$500,000 - $749,999	1.1%	2.2%	3.6%
$750,000 - $999,999	0.4%	0.8%	0.9%
$1,000,000 +	1.0%	0.7%	0.5%
Average Home Value	$232,048	$218,459	$221,412
2017 Owner Occupied Housing Units by Value			
Total	2,743	31,279	90,651
<$50,000	0.2%	0.2%	0.4%
$50,000 - $99,999	1.3%	2.7%	4.5%
$100,000 - $149,999	8.6%	19.5%	23.6%
$150,000 - $199,999	39.0%	35.4%	29.3%
$200,000 - $249,999	25.9%	19.1%	15.9%
$250,000 - $299,999	11.4%	9.3%	8.2%
$300,000 - $399,999	8.0%	7.5%	9.1%
$400,000 - $499,999	2.8%	2.1%	3.3%
$500,000 - $749,999	1.2%	2.4%	4.1%
$750,000 - $999,999	0.5%	0.9%	1.1%
$1,000,000 +	1.0%	0.7%	0.5%
Average Home Value	$234,735	$225,411	$230,894

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

October 29, 2013

Table 8.26 Market Profile

esri

Market Profile

Suwanee Town Center
330 Town Center Ave, Suwanee, GA, 30024
Drive Time: 15 minutes

Latitude: 34.05592
Longitude: -84.06333

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2010 Population by Age			
Total	9,222	109,385	356,429
0 - 4	6.9%	6.9%	7.4%
5 - 9	8.9%	8.5%	8.4%
10 - 14	8.7%	8.9%	8.6%
15 - 24	10.7%	12.7%	13.1%
25 - 34	13.0%	12.0%	13.8%
35 - 44	19.2%	18.1%	17.3%
45 - 54	17.3%	17.4%	16.1%
55 - 64	9.1%	9.3%	9.0%
65 - 74	4.1%	4.0%	3.9%
75 - 84	1.7%	1.7%	1.8%
85 +	0.5%	0.6%	0.6%
18 +	70.8%	70.3%	70.6%
2012 Population by Age			
Total	9,375	112,040	364,703
0 - 4	6.9%	6.9%	7.4%
5 - 9	8.9%	8.5%	8.4%
10 - 14	8.6%	8.8%	8.5%
15 - 24	10.5%	12.5%	12.9%
25 - 34	13.2%	12.3%	14.0%
35 - 44	18.8%	17.7%	16.9%
45 - 54	16.8%	16.9%	15.7%
55 - 64	9.6%	9.7%	9.5%
65 - 74	4.4%	4.3%	4.2%
75 - 84	1.7%	1.7%	1.8%
85 +	0.5%	0.6%	0.6%
18 +	71.0%	70.6%	70.8%
2017 Population by Age			
Total	10,005	120,106	392,115
0 - 4	6.9%	6.9%	7.5%
5 - 9	9.0%	8.5%	8.5%
10 - 14	8.8%	9.0%	8.7%
15 - 24	10.0%	11.9%	12.2%
25 - 34	13.3%	12.4%	14.1%
35 - 44	18.6%	17.4%	16.6%
45 - 54	15.7%	15.8%	14.6%
55 - 64	10.1%	10.3%	10.0%
65 - 74	5.3%	5.2%	5.2%
75 - 84	1.8%	1.9%	1.9%
85 +	0.5%	0.7%	0.6%
18 +	70.9%	70.6%	70.7%
2010 Population by Sex			
Males	4,445	53,441	174,484
Females	4,776	55,946	181,947
2012 Population by Sex			
Males	4,532	54,884	179,044
Females	4,844	57,159	185,661
2017 Population by Sex			
Males	4,842	58,877	192,674
Females	5,163	61,231	199,441

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

October 29, 2013

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Appendix

APPENDIX

Concept Plans + Process

The following fourteen concept plans were studies completed during the planning process. There were additional concept plans generated during the process, however this shows the evolution of the master plan. The plans start with concept one, which was the first concept which went through over fourteen iterations to reach the final. The studies tested different ideas based on input from the team and City. One example is the hotel that is sited in several locations in order to find the best location within the downtown area. The final master plan was derived from the following plans through a systematic design process.

The team and City participated in over twenty meetings to create a financially feasible plan. These meetings included land use plans and strategy on how to create a dynamic downtown for the future of the City of Duluth.

Land Use

Throughout the planning process, the conceptual plans focused on residential, civic, mixed-use, and hospitality development in various forms. The amount and placement of uses was guided by Morris & Fellows, and the market study they developed, which is detailed in the previous section of this document. The vision for these uses are listed below:

Residential

The City preferred a mix of multi-family, townhome and single family blocks that creates a sustainable development pattern. This Master Plan component was aided by use of alleys and walkable block dimensions throughout the design. As illustrated on the following page, the final Master Plan contains over 200 units in a multi-family building, 57 single family home lots and 121 townhomes, adding population and density to the downtown area.

Civic

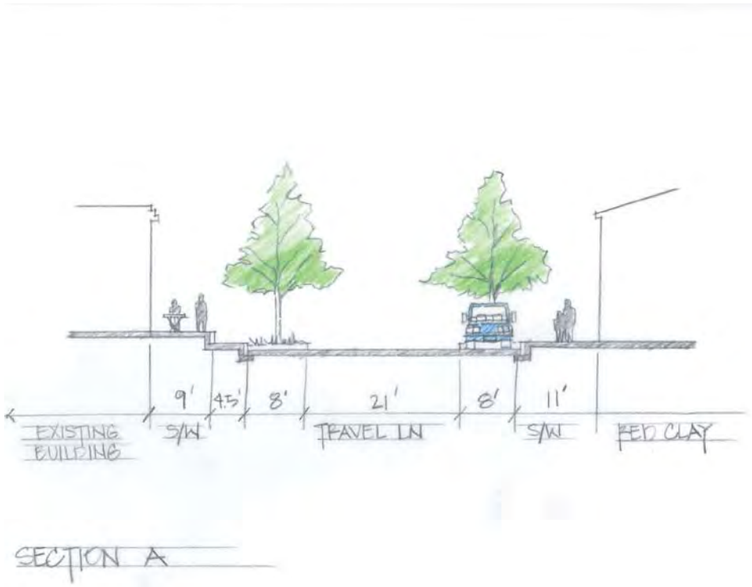
The addition of the library to the town core was one of the most important element's to Duluth's vision. This new space, at approximately 20,000 SF will establish another public amenity in proximity to the already well established Town Green, home to City Hall and other public venues.

Mixed-Use

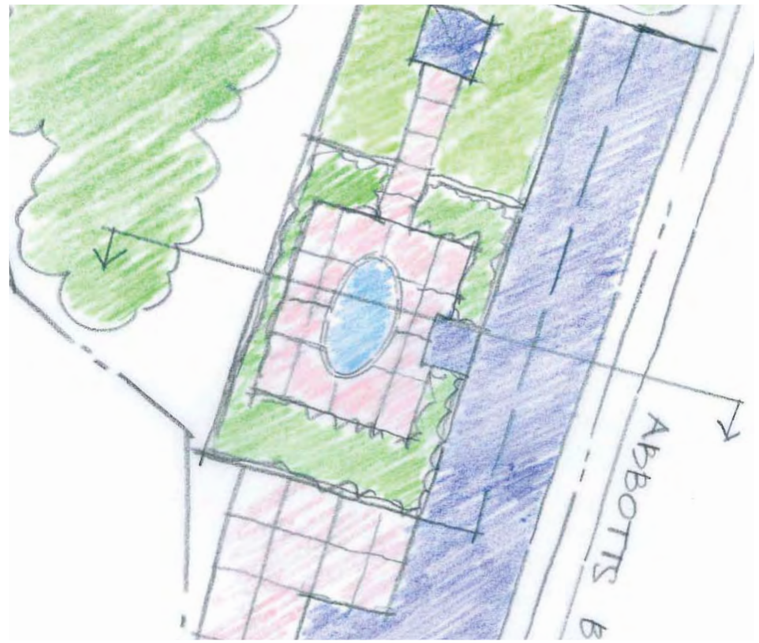
With the proposed new residential density, comes the need for more mixed use spaces. Duluth looks to increase the mix of restaurant, retail and office uses in the downtown area.

Hospitality

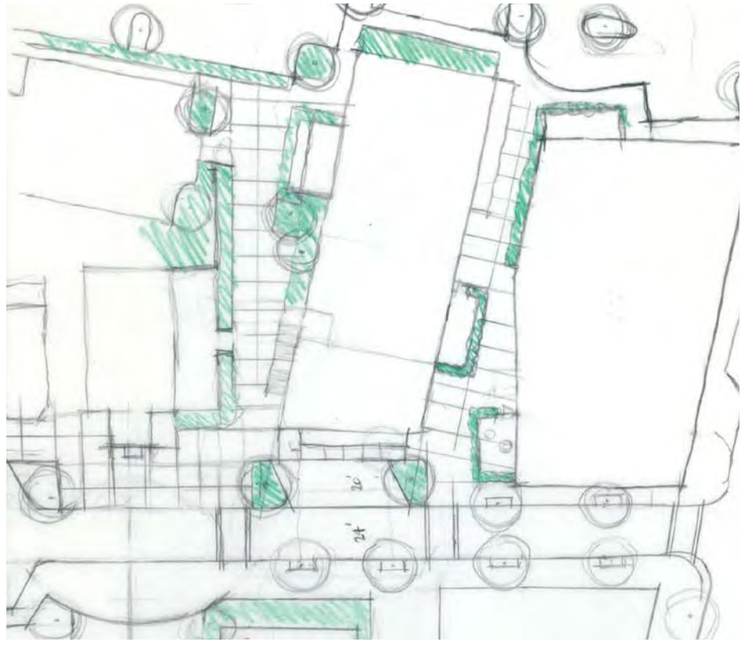
A hotel concept has been studied on multiple sites to detemine the best location. The hotel is a key component in making the downtown area vibrant.



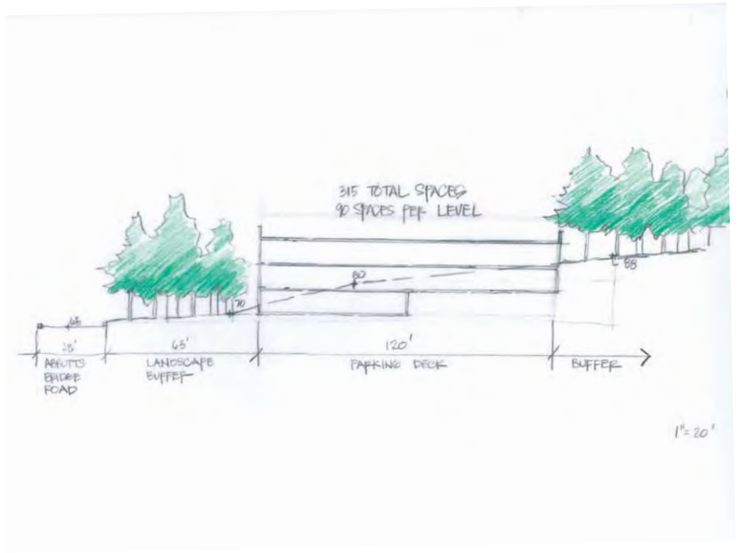
Section sketch for Main Street



Hotel sketch on Abbotts Bridge Road

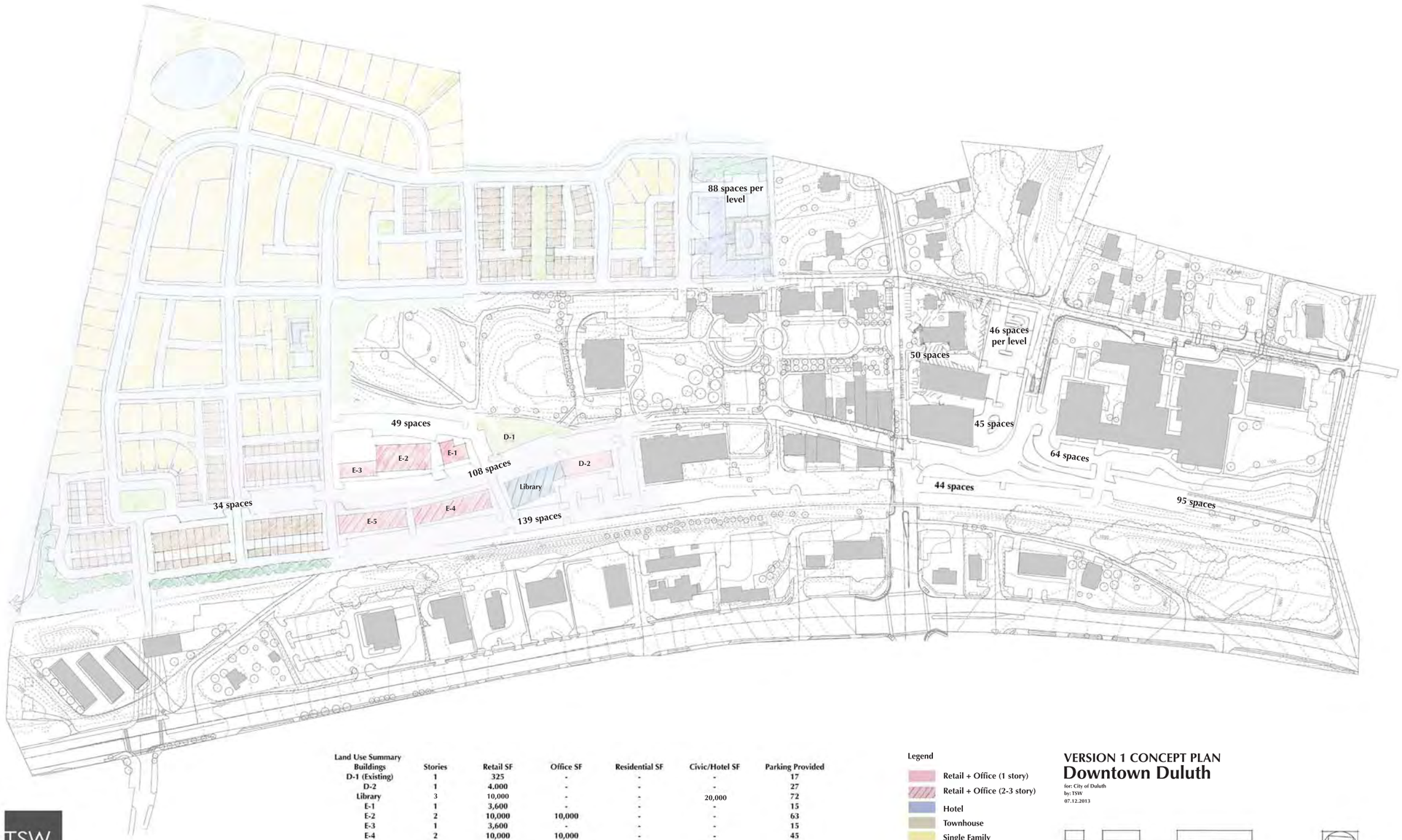


Sketch of possible West Lawrenceville Street enhancements



Section sketch of potential hotel development

Concept Plan #1



Land Use Summary Buildings	Stories	Retail SF	Office SF	Residential SF	Civic/Hotel SF	Parking Provided
D-1 (Existing)	1	325	-	-	-	17
D-2	1	4,000	-	-	-	27
Library	3	10,000	-	-	20,000	72
E-1	1	3,600	-	-	-	15
E-2	2	10,000	10,000	-	-	63
E-3	1	3,600	-	-	-	15
E-4	2	10,000	10,000	-	-	45
E-5	2	-	18,000	-	-	78
Hotel	3	-	-	-	48,000	IN DECK

Legend

- Retail + Office (1 story)
- Retail + Office (2-3 story)
- Hotel
- Townhouse
- Single Family
- Green Space
- Library

VERSION 1 CONCEPT PLAN

Downtown Duluth

for: City of Duluth
by: TSW
07.12.2013

0' 50' 100' 200' 300' 500'

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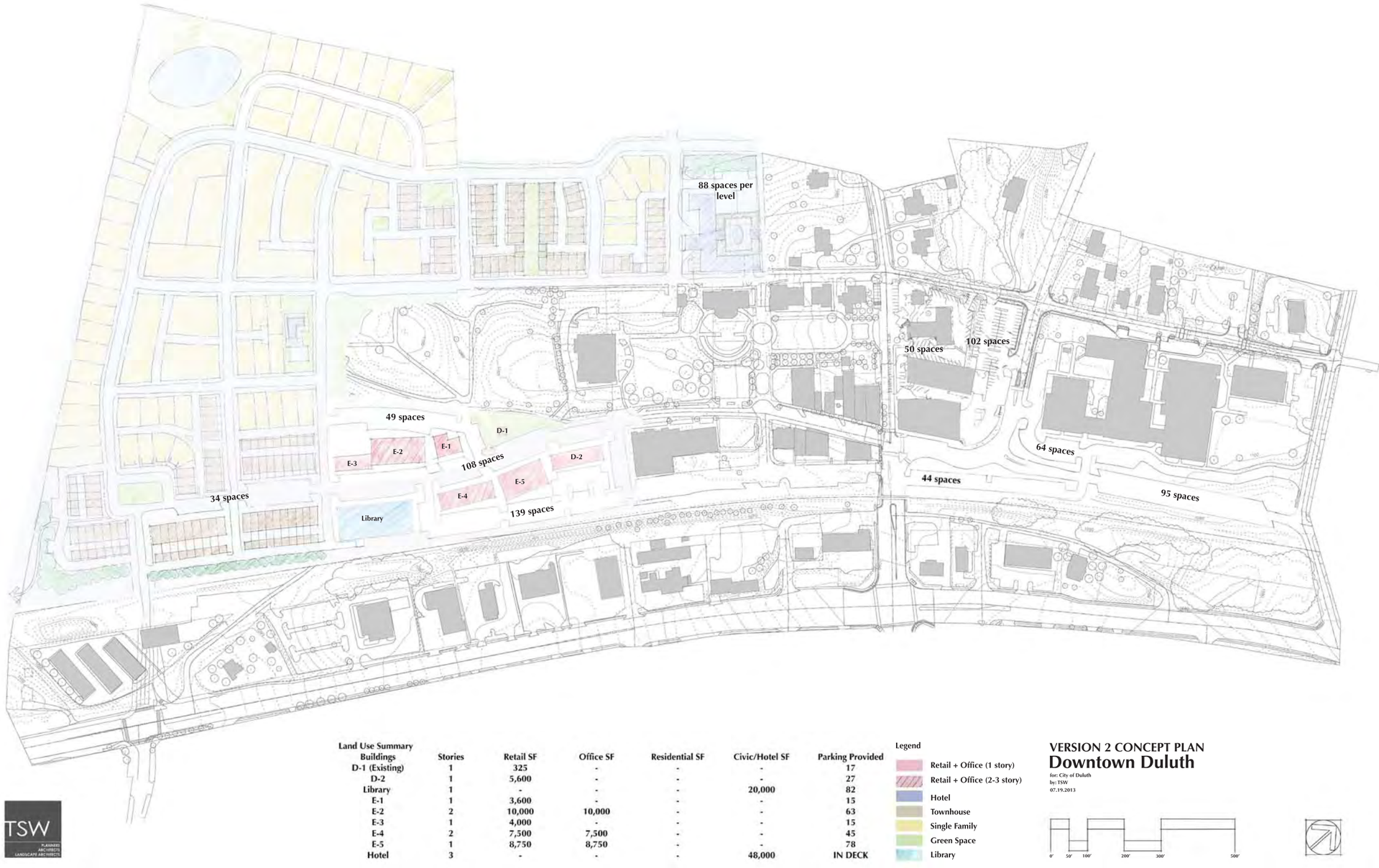
LANDSCAPE ARCHITECTS

Concept Plan #2



Land Use Summary Buildings	Stories	Retail SF	Office SF	Residential SF	Civic/Hotel SF	Parking Provided
D-1 (Existing)	1	325	-	-	-	17
D-2	1	5,600	-	-	-	27
Library	1	-	-	-	20,000	82
E-1	1	3,600	-	-	-	15
E-2	2	10,000	10,000	-	-	63
E-3	1	4,000	-	-	-	15
E-4	2	7,500	7,500	-	-	45
E-5	1	8,750	8,750	-	-	78
Hotel	3	-	-	-	48,000	IN DECK

Legend

- Retail + Office (1 story)
- Retail + Office (2-3 story)
- Hotel
- Townhouse
- Single Family
- Green Space
- Library

VERSION 2 CONCEPT PLAN

Downtown Duluth

for: City of Duluth
by: TSW
07.19.2013

0' 50' 100' 200' 300' 500'

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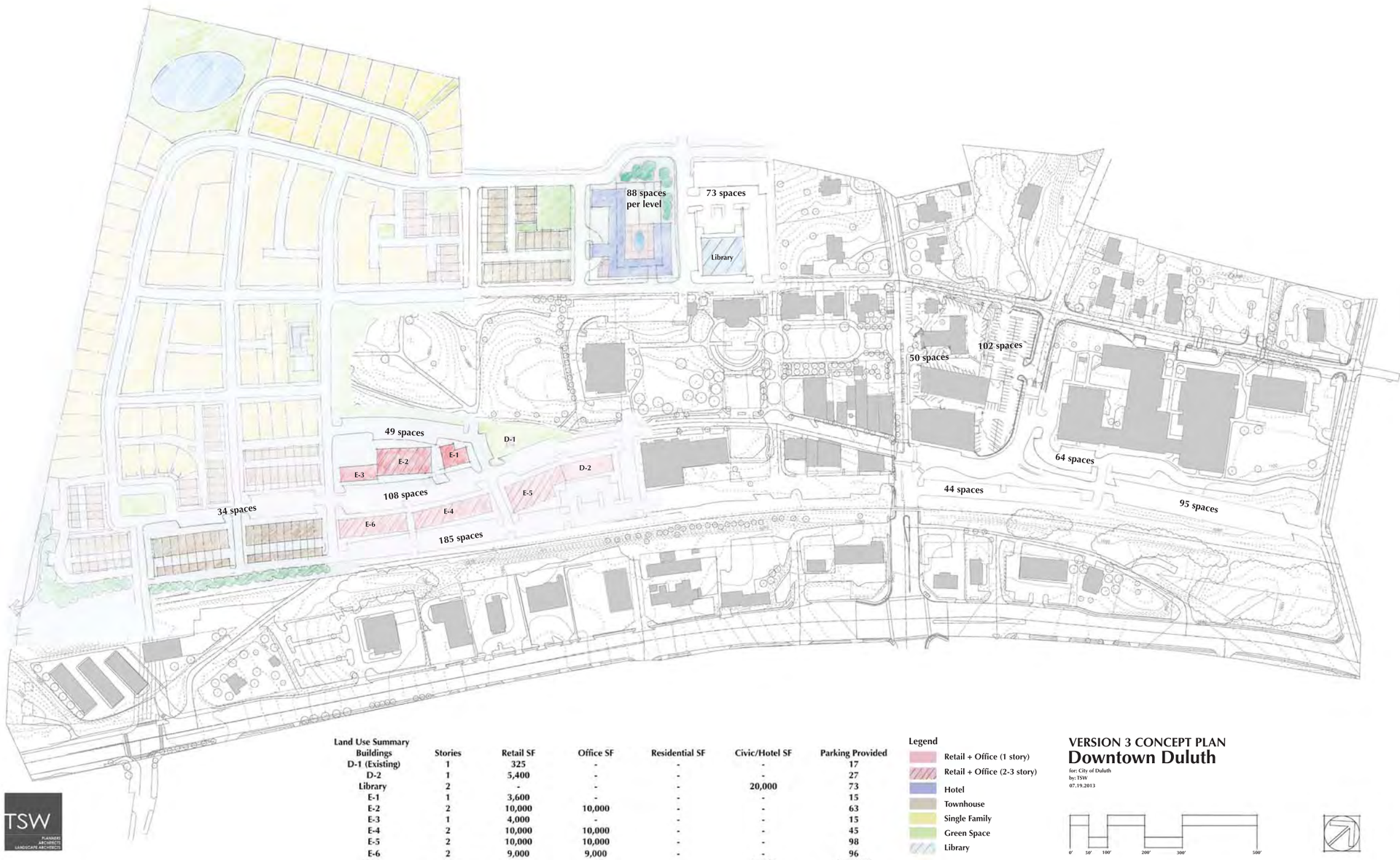
Concept Plan #3



Land Use Summary Buildings	Stories	Retail SF	Office SF	Residential SF	Civic/Hotel SF	Parking Provided
D-1 (Existing)	1	325	-	-	-	17
D-2	1	5,400	-	-	-	27
Library	2	-	-	-	20,000	73
E-1	1	3,600	-	-	-	15
E-2	2	10,000	10,000	-	-	63
E-3	1	4,000	-	-	-	15
E-4	2	10,000	10,000	-	-	45
E-5	2	10,000	10,000	-	-	98
E-6	2	9,000	9,000	-	-	96
Hotel	3	-	0	-	48,000	IN DECK

Legend

- Retail + Office (1 story)
- Retail + Office (2-3 story)
- Hotel
- Townhouse
- Single Family
- Green Space
- Library

VERSION 3 CONCEPT PLAN

Downtown Duluth

for: City of Duluth
by: TSW
07.19.2013

0' 50' 100' 200' 300' 500'

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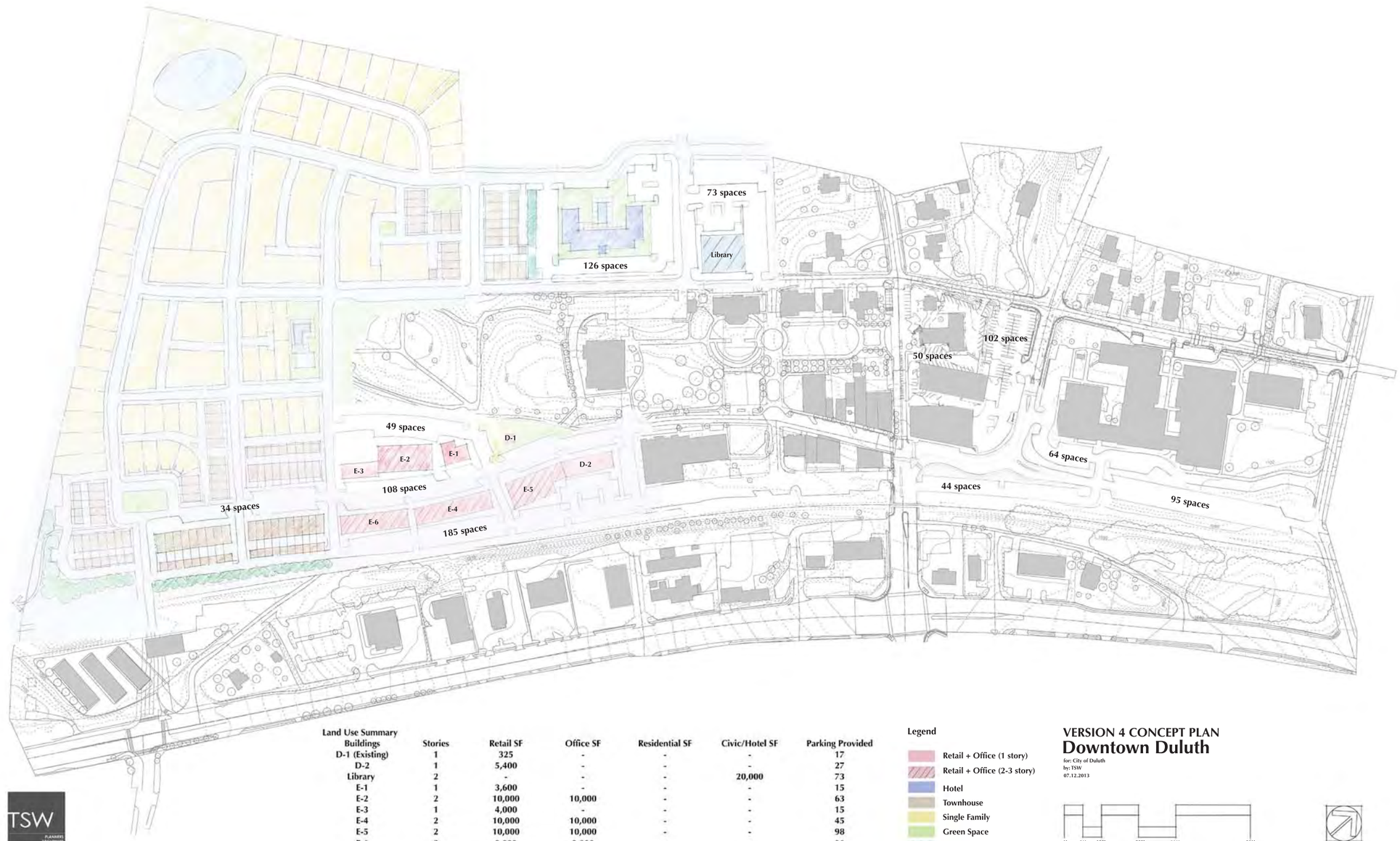
Concept Plan #4



Land Use Summary

Buildings	Stories	Retail SF	Office SF	Residential SF	Civic/Hotel SF	Parking Provided
D-1 (Existing)	1	325	-	-	-	17
D-2	1	5,400	-	-	-	27
Library	2	-	-	-	20,000	73
E-1	1	3,600	-	-	-	15
E-2	2	10,000	10,000	-	-	63
E-3	1	4,000	-	-	-	15
E-4	2	10,000	10,000	-	-	45
E-5	2	10,000	10,000	-	-	98
E-6	2	9,000	9,000	-	-	96
Hotel	3	-	-	-	48,000	126

Legend

- Retail + Office (1 story)
- Retail + Office (2-3 story)
- Hotel
- Townhouse
- Single Family
- Green Space
- Library

VERSION 4 CONCEPT PLAN

Downtown Duluth

for: City of Duluth
by: TSW
07.12.2013

0' 50' 100' 200' 300' 500'

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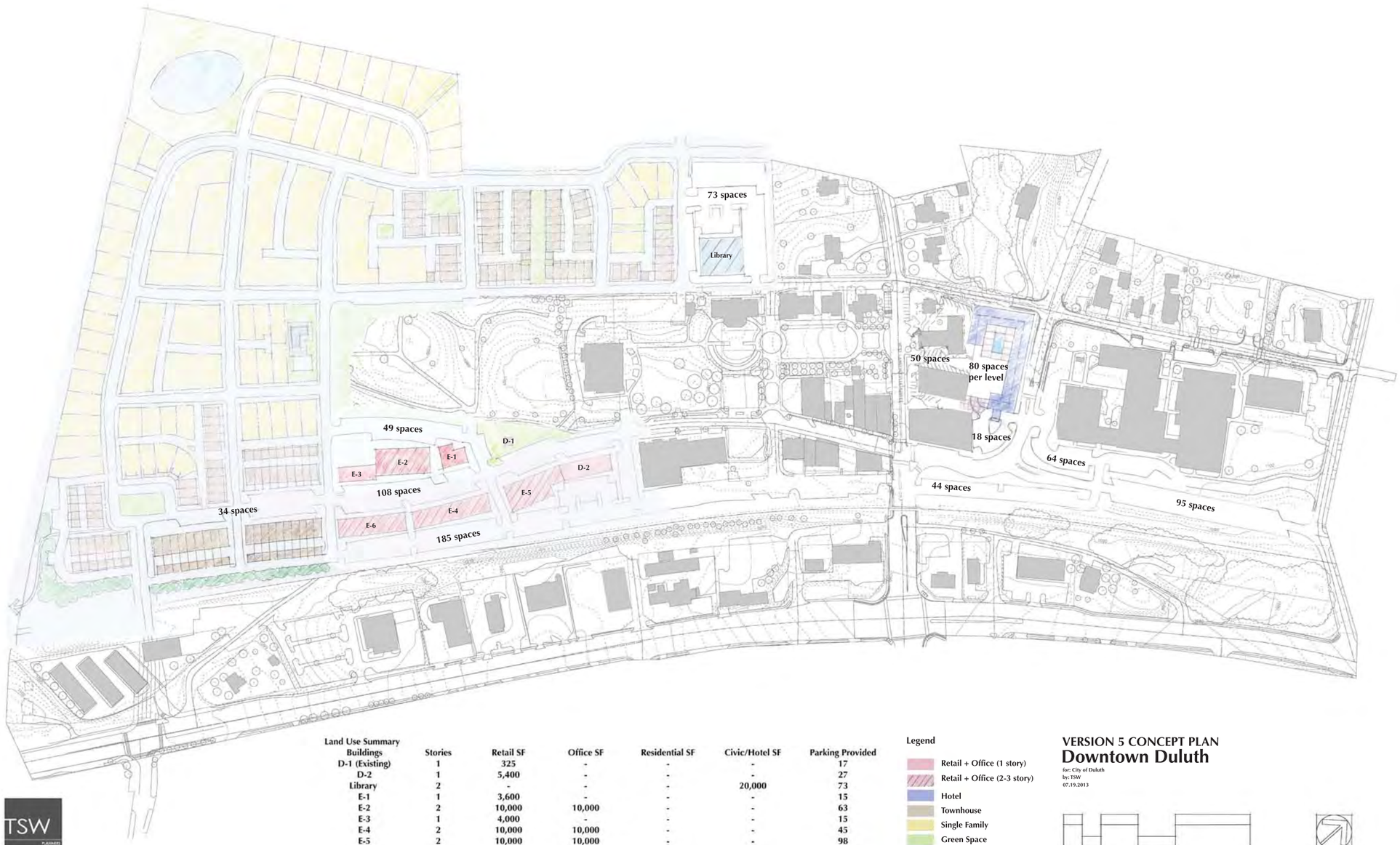
Concept Plan #5



Land Use Summary Buildings	Stories	Retail SF	Office SF	Residential SF	Civic/Hotel SF	Parking Provided
D-1 (Existing)	1	325	-	-	-	17
D-2	1	5,400	-	-	-	27
Library	2	-	-	-	20,000	73
E-1	1	3,600	-	-	-	15
E-2	2	10,000	10,000	-	-	63
E-3	1	4,000	-	-	-	15
E-4	2	10,000	10,000	-	-	45
E-5	2	10,000	10,000	-	-	98
E-6	2	9,000	9,000	-	-	96
Hotel	3	-	-	-	57,000	IN DECK

Legend

- Retail + Office (1 story)
- Retail + Office (2-3 story)
- Hotel
- Townhouse
- Single Family
- Green Space
- Library

VERSION 5 CONCEPT PLAN

Downtown Duluth

for: City of Duluth
by: TSW
07.19.2013

0' 50' 100' 200' 300' 500'

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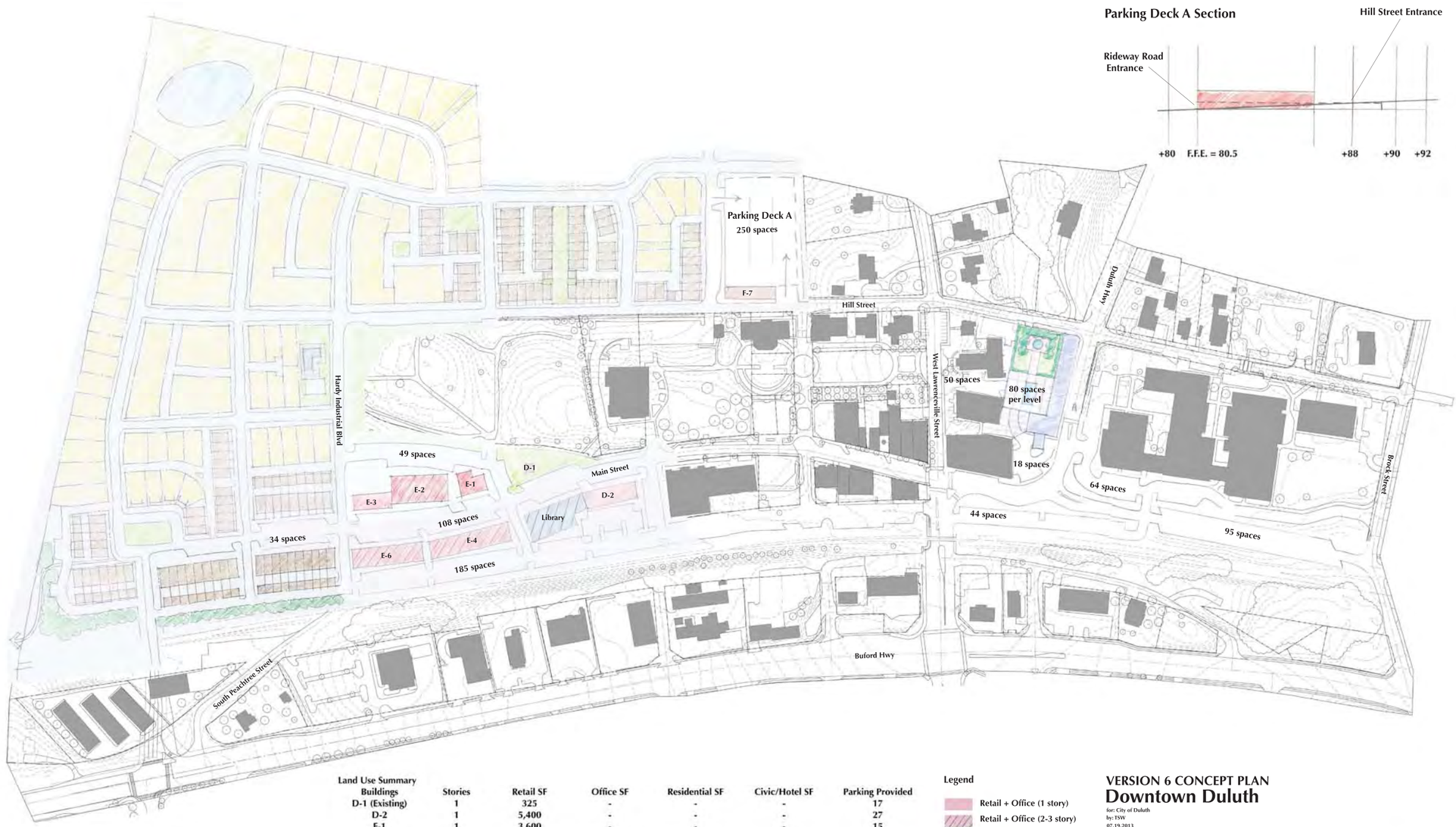
Concept Plan #6



Concept Plan #7

Land Use Summary Buildings	Stories	Retail SF	Office SF	Residential SF	Civic/Hotel SF	Parking Provided
D-1 (Existing)	1	325	-	-	-	17
D-2	1	4,000	-	-	-	27
D-3	2	10,000	10,000	-	-	72
Library	2	-	-	-	20,000	63
E-1	1	3,600	-	-	-	15
E-2	1	3,600	-	-	-	15
E-3	2	10,000	10,000	-	-	45
E-4	2	9,000	9,000	-	-	76
Hotel	3	-	-	-	(100 Rooms)	132 Public/132 Hotel

Legend

- Retail or Office (1 story)
- Retail + Office (2-3 story)
- Hotel
- Townhouse
- Single Family
- Green Space
- Library

CONCEPT PLAN 7

Downtown Duluth

for: City of Duluth
by: TSW
REVISED 08.07.2013

0' 50' 100' 200' 300' 500'

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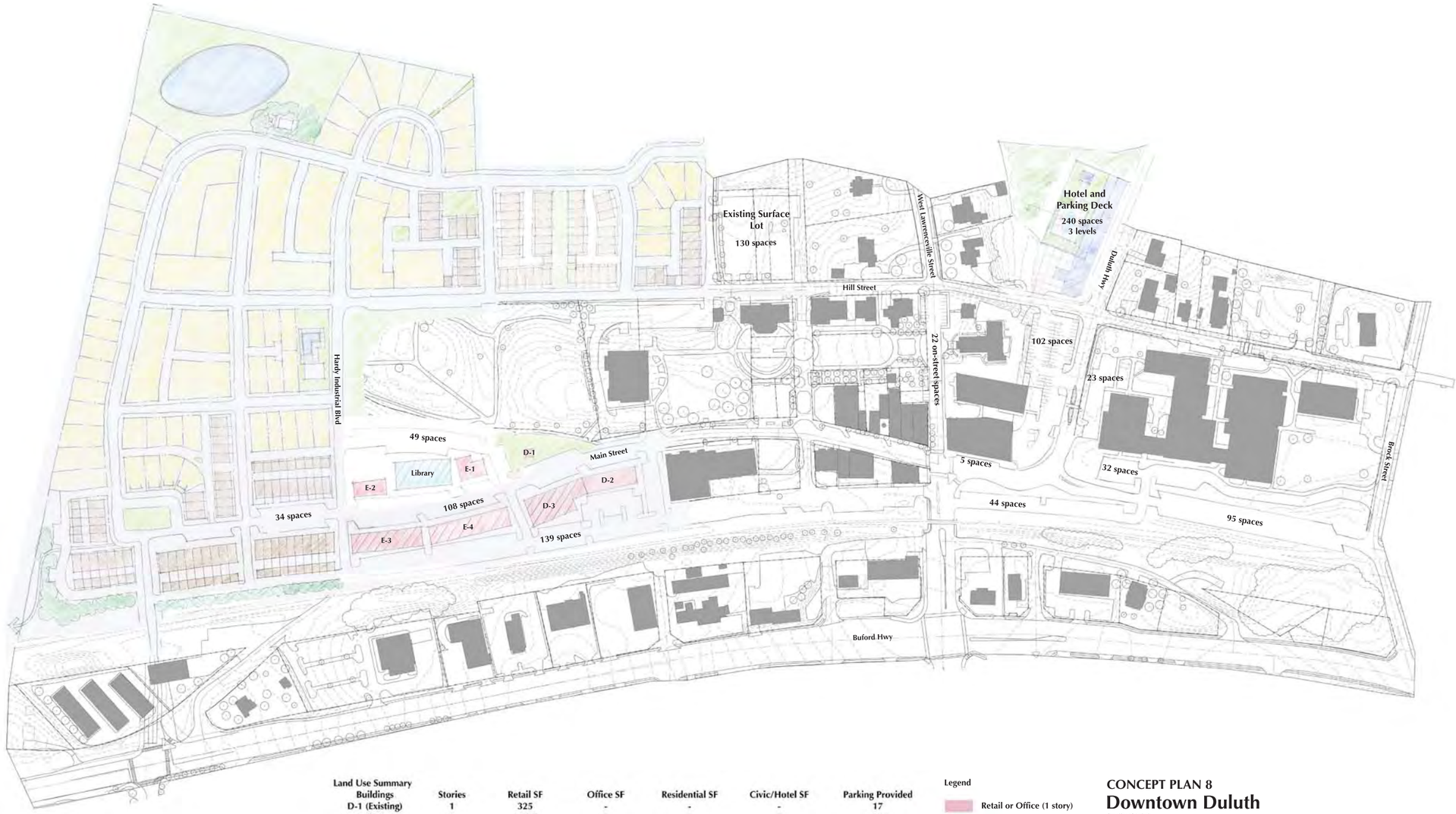
Concept Plan #8



Land Use Summary Buildings	Stories	Retail SF	Office SF	Residential SF	Civic/Hotel SF	Parking Provided
D-1 (Existing)	1	325	-	-	-	17
D-2	1	4,000	-	-	-	27
D-3	2	10,000	10,000	-	-	72
Library	2	-	-	-	20,000	63
E-1	1	3,600	-	-	-	15
E-2	1	3,600	-	-	-	15
E-3	2	10,000	10,000	-	-	45
E-4	2	9,000	9,000	-	-	76
Hotel	4	-	-	-	(100 Rooms)	120 Public/120 Hotel

Legend

- Retail or Office (1 story)
- Retail + Office (2-3 story)
- Hotel
- Townhouse
- Single Family
- Green Space
- Library

CONCEPT PLAN 8

Downtown Duluth

for: City of Duluth
by: TSW
REVISED 08.07.2013

0' 50' 100' 200' 300' 500'

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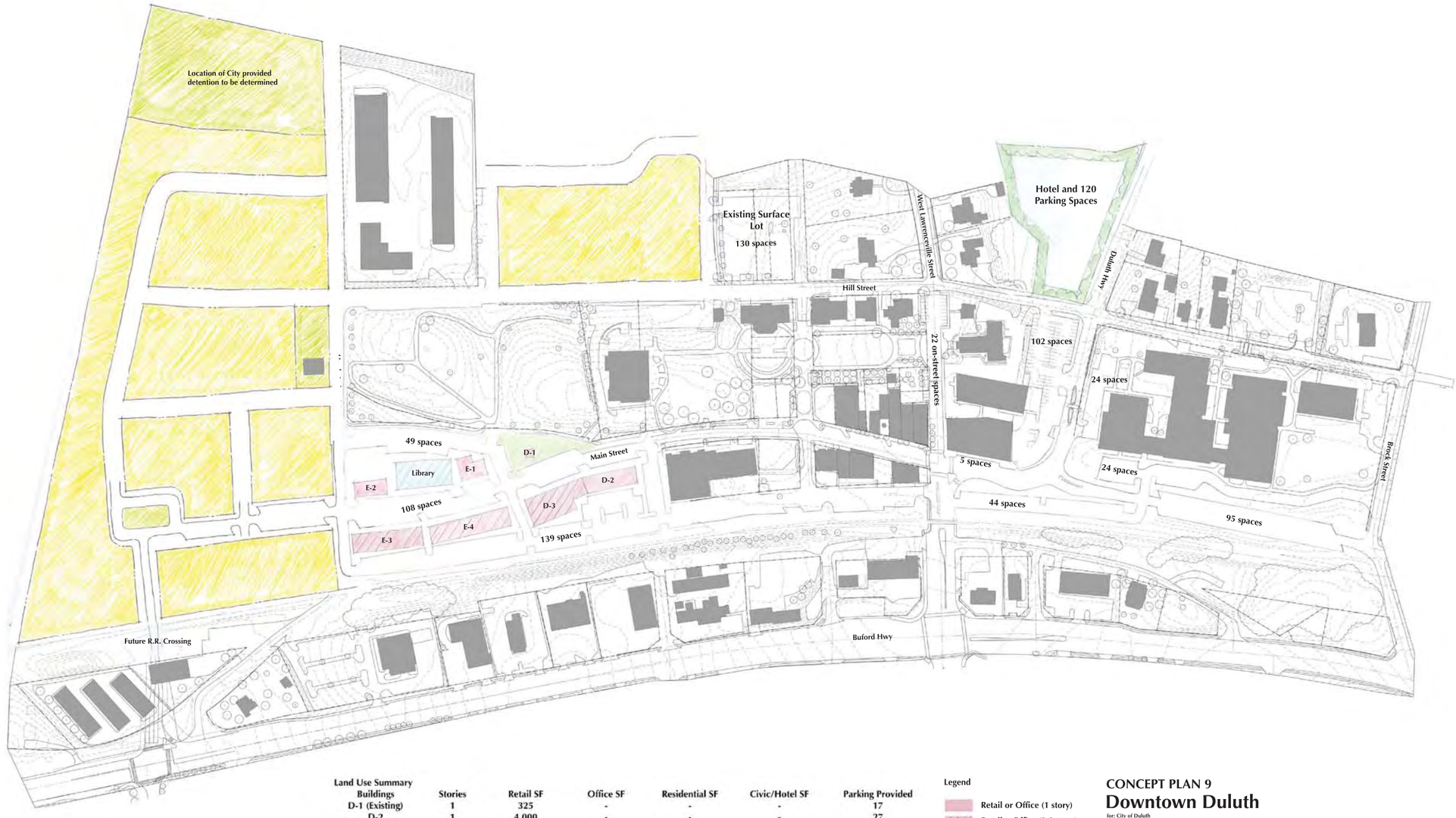
LANDSCAPE ARCHITECTS

Concept Plan #9



Land Use Summary Buildings	Stories	Retail SF	Office SF	Residential SF	Civic/Hotel SF	Parking Provided
D-1 (Existing)	1	325	-	-	-	17
D-2	1	4,000	-	-	-	27
D-3	2	10,000	10,000	-	-	72
Library	2	-	-	-	20,000	63
E-1	1	3,600	-	-	-	15
E-2	1	3,600	-	-	-	15
E-3	2	10,000	10,000	-	-	45
E-4	2	9,000	9,000	-	-	76

Legend

- Retail or Office (1 story)
- Retail + Office (2-3 story)
- Hotel
- Townhouse
- Single Family
- Green Space
- Library

CONCEPT PLAN 9

Downtown Duluth

for: City of Duluth
by: TSW
REVISED 09.24.2013

0' 50' 100' 200' 300' 500'

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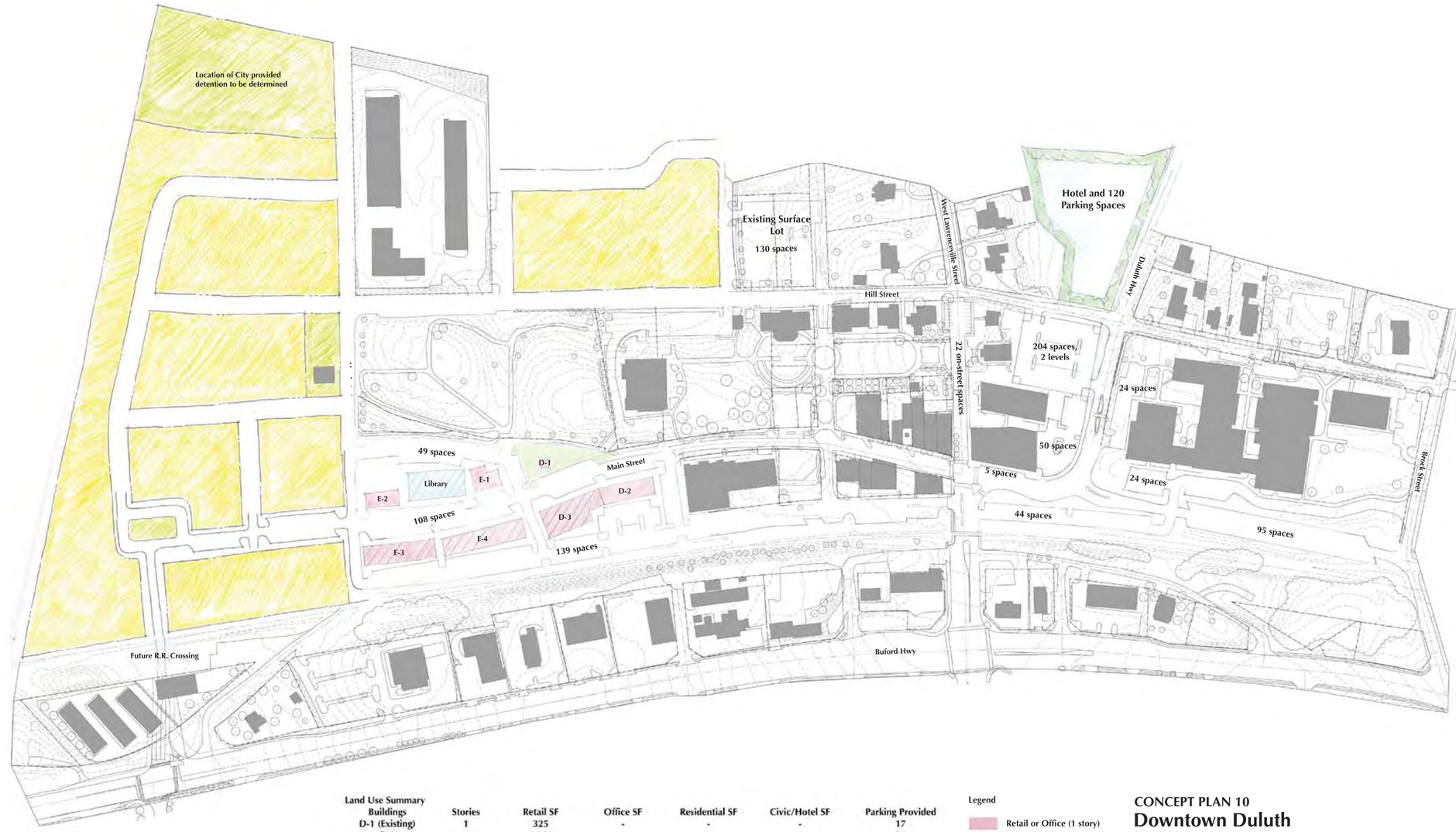
Concept Plan #10



Land Use Summary Buildings	Stories	Retail SF	Office SF	Residential SF	Civic/Hotel SF	Parking Provided
D-1 (Existing)	1	325	-	-	-	17
D-2	1	4,000	-	-	-	27
D-3	2	10,000	10,000	-	-	72
Library	2	-	-	-	20,000	63
E-1	1	3,600	-	-	-	15
E-2	1	3,600	-	-	-	15
E-3	2	10,000	10,000	-	-	45
E-4	2	9,000	9,000	-	-	76

Legend

- Retail or Office (1 story)
- Retail + Office (2-3 story)
- Hotel
- Townhouse
- Single Family
- Green Space
- Library

CONCEPT PLAN 10

Downtown Duluth

for: City of Duluth
by: TSW
REVISED 09.24.2013

0' 50' 100' 200' 300' 500'

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Concept Plan #11

Land Use Summary

Buildings	Stories	Retail SF	Office SF	Residential SF	Civic/Hotel SF	Parking Provided
D-1 (Existing)	1	325	-	-	-	17
D-2	1	4,000	-	-	-	27
D-3	2	10,000	10,000	-	-	72
Library	2	-	-	-	20,000	63
E-1	1	3,600	-	-	-	15
E-2	1	3,600	-	-	-	15
E-3	2	10,000	10,000	-	-	45
E-4	2	9,000	9,000	-	-	76
Hotel	3	-	-	-	48,000	IN DECK

Legend
- Retail or Office (1 story)
- Retail + Office (2-3 story)
- Hotel
- Townhouse
- Single Family
- Green Space
- Library
- Cycle Track

CONCEPT PLAN 11
Downtown Duluth
for: City of Duluth
by: TSW
REVISED 10.07.2013

0' 50' 100' 200' 300' 500'

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ARCHITECTS
LANDSCAPE ARCHITECTS

Concept Plan #12

Land Use Summary Buildings	Stories	Retail SF	Office SF	Residential SF	Civic/Hotel SF	Parking Provided
D-1 (Existing)	1	325	-	-	-	17
D-2	1	4,000	-	-	-	27
D-3	2	10,000	10,000	-	-	72
Library	2	-	-	-	20,000	63
E-1	1	3,600	-	-	-	15
E-2	1	3,600	-	-	-	15
E-3	2	10,000	10,000	-	-	45
E-4	2	9,000	9,000	-	-	76
Hotel	3	-	-	-	48,000	IN DECK

Legend
- Retail or Office (1 story)
- Retail + Office (2-3 story)
- Hotel
- Townhouse
- Single Family
- Green Space
- Library
- Cycle Track

CONCEPT PLAN 12
Downtown Duluth
for: City of Duluth
by: TSW
REVISED 10.07.2013

0' 50' 100' 200' 300' 500'

TSW
PLANNERS
ARCHITECTS
LANDSCAPE ARCHITECTS

Concept Plan #13

Land Use Summary Buildings	Stories	Retail SF	Office SF	Residential SF	Civic/Hotel SF	Parking Provided
D-1 (Existing)	1	325	-	-	-	17
D-2	1	4,000	-	-	-	27
D-3	2	10,000	10,000	-	-	72
Library	2	-	-	-	20,000	63
E-1	1	3,600	-	-	-	15
E-2	1	3,600	-	-	-	15
E-3	2	10,000	10,000	-	-	45
E-4	2	9,000	9,000	-	-	76
Hotel	3	-	-	-	48,000	IN DECK

Legend

- Retail or Office (1 story)
- Retail + Office (2-3 story)
- Hotel
- Townhouse
- Single Family
- Green Space
- Library
- Cycle Track

CONCEPT PLAN 13

Downtown Duluth

for: City of Duluth
by: TSW

0' 50' 100' 200' 300' 500'

TSW
PLANNERS
ARCHITECTS
LANDSCAPE ARCHITECTS

Concept Plan #14

Land Use Summary

Buildings	Stories	Retail SF	Office SF	Residential SF	Civic/Hotel SF	Parking Provided
D-1 (Existing)	1	325	-	-	-	17
D-2	1	4,000	-	-	-	27
D-3	2	10,000	10,000	-	-	72
Library	2	-	-	-	20,000	63
E-1	1	3,600	-	-	-	15
E-2	1	3,600	-	-	-	15
E-3	2	10,000	10,000	-	-	45
E-4	2	9,000	9,000	-	-	76
Hotel	3	-	-	-	48,000	IN DECK

Legend

- Retail or Office (1 story)
- Retail + Office (2-3 story)
- Hotel
- Townhouse
- Single Family
- Green Space
- Library
- Cycle Track

CONCEPT PLAN 14

Downtown Duluth

for: City of Duluth
by: TSW

0' 50' 100' 200' 300' 500'

TSW
PLANNERS
ARCHITECTS
LANDSCAPE ARCHITECTS

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