

10th STREET AREA REDEVELOPMENT PLAN



West Point, GA



May 2011

ACKNOWLEDGEMENTS

City of West Point Mayor and City Council

A. Drew Ferguson, IV, City of West Point Mayor
Donald Gilliam, City of West Point Mayor Pro-Tem
Joseph R. Downs, III, City of West Point City Councilmember
M. Darren Kelley, City of West Point City Councilmember
Sandra Thornton, City of West Point City Councilmember
Annie Wallace, City of West Point City Councilmember
Judy Wilkinson, City of West Point City Councilmember

City of West Point Staff

Ed Moon, City of West Point City Manager
Kristin Lester, City of West Point Administrative Assistant
Jeffery Cato, City of West Point Police Chief
Sammy Inman, City of West Point Utility Director
Sammy Osborne, City of West Point Planning & Development Director
Thomas Scott, City of West Point Street & Sanitation Director
Milton Smith, City of West Point Fire Chief
Monica Barber, City of West Point Community Development Specialist

Community Assistance

Dusty Mitchell, Video Services
Matthew Thrower, Video Services
Pastor W. T. Edmondson, Bethlehem Baptist Church

West Point Housing Authority Board

Ralph Davidson
Nekos Davis
Wikki Gladden
Deborah Grossman
Lionel Johnson
Burt Winston

West Point Housing Authority/Columbus Housing Authority Staff

Len Williams, Executive Director
Amy Moore, Chief Real Estate Officer
Jackie White, West Point Management

Redevelopment Plan Steering Committee

Jimmie Bailey
Shirley Bailey
Karen Cagle
Dantz Frazer
Deborah Grossman
Trudye Johnson
Joanne Mabrey
Andrea Sanders
Sandra Thornton
Sybrenna Thornton
Tom Tucker
Chad Wachter
Phyllis Woodson

Consultant Team

Lakey Boyd, Market + Main Inc.
Aaron Fortner, Market + Main Inc.
Eric Kronberg, Kronberg Wall Architects
Garry Long, Mayson Avenue Cooperative
Tony Pickett, Metrocenter Associates
Dennis Madsen, Urban Collage
Niti Gajjar, Urban Collage

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WHY

IS A PLAN NECESSARY?

REPOSITIONING

The story of West Point is the story of a city with small town character and big city abilities. For the majority of the twentieth century the town continued to grow into an epicenter of textile production. What began as the West Point Manufacturing Company in the late 1800s, eventually became West Point Pepperell Incorporated in the late 1900s, and today is West Point Stevens, a leading global manufacturer and distributor of home textiles. The success of the textile mills put West Point on the map, and made it the cultural and economic center of the greater Valley area. In fact, the vast majority of jobs within the area were tied to the local mills, with the West Point corporations being the largest generator of employment for the area.

A true company town and regional center of commerce, West Point during the 1900s retained its small town size and character. The local school system provided Elementary, Middle and High School opportunities and contributed greatly to the social fabric of the City. During this time, Downtown West Point grew as a major regional provider of goods and services with the presence of Departments Stores, Pharmacies, Restaurants and even Movie Theaters, all of which provided big city amenities to this West Georgia small town.

The City grew in population during the 1900s, as the historic neighborhoods near Downtown and near 10th Street grew steadily with homes for the workers of the expanding mills. The City boundaries grew to provide additional opportunities for new housing for the City's executives and

industry leaders, but still annexation was limited, allowing the City to retain its small size and jurisdiction.

West Point grew steadily through the late 1900s but would begin to experience setbacks during in the 1980s. At the conclusion of the 1986 academic year, the West Point school system merged with the Troup County school system and by the early 1990s, all of the cities within Troup County were operating as a unified county school system. Little known to the citizens of West Point at the time, the exit of the Middle and High Schools from the community would be a precursor of harder times to come.

The near-total dependence on the textile mills for employment opportunities turned from a blessing to a curse over the course of the 1990s and 2000s, when the mills began to close down through the acquisitions, consolidations, bankruptcies, relocations, and ultimate closures. As the mills went away, the ripple effects were felt in every industry and town in the area. The jobless rate skyrocketed through the direct job loss of the mills and through the secondary job losses of industries that could no longer be supported without the steady incomes the textiles provided to purchase basic goods and services. As jobs and retailers vanished, area population inevitably declined as well. The first decade of the twenty-first century was difficult for West Point and the greater Valley area, driving local leaders to search for answers and a way to stem the tide.

RECENT PLANS & STUDIES

West Point leaders have worked diligently in recent years to steer the community in the right direction and to reverse the trends of job and population loss. In typical West Point fashion, community leaders have been the small town with big city capabilities. By working with State and County counterparts, West Point secured the Kia Automotive Plant to newly annexed land in the City. The plant opened its doors in late 2009, and by the close of 2011 will employ nearly 3,000 workers. Various associated suppliers have either already located in the area or are planned to, representing the potential for as high as 10,000 future employees in the area according to some estimates.

This Plan continues City efforts that are working to leverage economic development investments to ensure a socially and economically healthy future for the community. Recent plans reveal a strong preference for preserving the small town character and charm that have always been at the heart of the City, while placing a new emphasis on quality of life elements, including recreation, pedestrian activity and economic development. The following is a summary of key recommendations from some of these recent planning processes.

WEST POINT COMPREHENSIVE PLAN (2008)

The update of the West Point Comprehensive Plan in 2008 established policy for future development and community development aimed at creating a sustainable, healthy, and growing city. Highlighted policies from the Plan include the following.

- + Traditional neighborhood development patterns should be encouraged, including use of more human-scale development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.
- + Maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.
- + Downtown should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.
- + Alternatives to transportation by automobile, including mass transit, bicycle routes and pedestrian facilities, should be made available. Greater use of alternate transportation should be encouraged.
- + Quality housing and a range of housing size, cost, and density should be provided, to make it possible for all who work in the community to also live in the community.
- + Educational and training opportunities should be readily available to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.
- + The businesses and industries encouraged to develop or expand should be suitable in terms of job skills required, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.
- + A range of job types should be provided to meet the diverse needs of the local workforce.
- + The traditional character of the community should be maintained through preserving and revitalizing historic areas, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.
- + New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors.

TROUP COUNTY STRATEGIC PLAN (2008)

In 2008, Troup County worked in conjunction with the Georgia Institute of Technology to undertake a Strategic Plan for future development and growth for Troup County and the cities within the County. Much of this plan articulated strategies for positioning West Point in the context of the County and the region. Spotlighted recommendations from the Plan include the following.

- + The City of West Point and its partners in Troup County should explore options with the State of Georgia and Kia regarding the future use of the Kia Georgia Training Center. In addition to future Kia needs, opportunities for alternative community uses should be explored once the initial purposes for the training center are exhausted.
- + Troup County should organize a series of regularly scheduled meetings - with representatives from surrounding counties and cities in Georgia and Alabama; businesses; academic institutions; and non-profit organizations - to discuss common concerns and learn from one another. Consideration should be given toward the City of West Point taking a lead role in this effort.
- + Troup County should expand its role as the steward of the area's tremendous natural resources. The presence of West Point Lake and the Chattahoochee River gives Troup County a rather unique natural environment. Furthermore, the foremost item community stakeholders named for preservation was natural resources and among the first tier "betterment" activities they identified was protecting and restoring the environment.
- + Troup County should explore opportunities associated with West Point Lake and the several riparian corridors that create a network throughout the county and connect to the surrounding region. The network can create links between the three downtowns and West Point Lake and the Chattahoochee River, which offer excellent opportunities for entertainment and recreation, but are often only connected by auto-oriented networks.
- + Troup County should continue to provide strong support for its agencies focused on affordable housing development. In the West Point area, the Chattahoochee Fuller Center Project (CFCP) has had much success taking a block-by-block approach to replacing dilapidated homes with new ones at significantly reduced prices thanks to volunteer hours and donations.

WEST POINT QUALITY GROWTH RESOURCE TEAM REPORT(2008)

The Department of Community Affairs sponsored the West Point Quality Growth Resource Team Report in 2008, focusing this effort on recommendations for future development in West Point. The initiative focused primarily on the built environment and on aesthetic and pedestrian-oriented types of future building patterns. Key concepts of the Plan include in the following.

- + Make the River the Focal Point of West Point.
- + Redesign Highway 18/10th Street as a boulevard.
- + Redesign Eighth Street on the west side of the River to be a focal point of the City.
- + Create streets within unimproved rights-of-way north of Highway 18/10th Street to improve connectivity and create streetfronts for more economic development.
- + Update the zoning ordinance to create pedestrian oriented development.
- + All utility lines should be buried or relocated to be less visible along public streets.
- + Create a pedestrian bridge connecting Downtown with the west side of the river.
- + Improve pedestrian conditions on the 10th Street Bridge.

GREEN INFRASTRUCTURE PLAN (2009)

Another initiative was led by the Department of Community Affairs to craft a Green Infrastructure Plan for West Point in 2009. This work explored opportunities for creating a sustainable and environmentally friendly set of recommendations for West Point's future infrastructure needs. Targeted recommendations of the Plan include the following.

- + Create a master plan, possibly including a riverfront park on the west side of the river near City Hall.
- + Create a timeline for moving the Public Works Department from the riverfront to its new site.
- + Approach the lumberyard about the possibility of acquiring that site for redevelopment or inclusion in the park.
- + Begin a dialogue with landowners on the east side of the river regarding long-term plans for redevelopment and/or inclusion in the park plan.
- + Create a plan to link the land on the west side of the river with the rest of the park network.
- + Create a long-range plan for the park that will meet residents' needs and wishes for open space.



THE CORE

The more recent planning and public policy activities have led to great results for key areas of the City – Downtown and the Kia industrial area. The historic Downtown has seen new investments in the form of beautification and streetscape funding by the City and new businesses and restaurants moving into once vacant storefronts. Buildings have been restored and put back into use, and even some of the empty upper floors of buildings have been converted to residential and office space. The downtown is also becoming a magnet for university students as Columbus State University and, soon to be Point University have both placed significant investments of money and students in the area. At the opposite end of town, the efforts to attract Kia have succeeded and have set the course for the eastern edge of the City to be a regional destination for industry and manufacturing for many years to come.

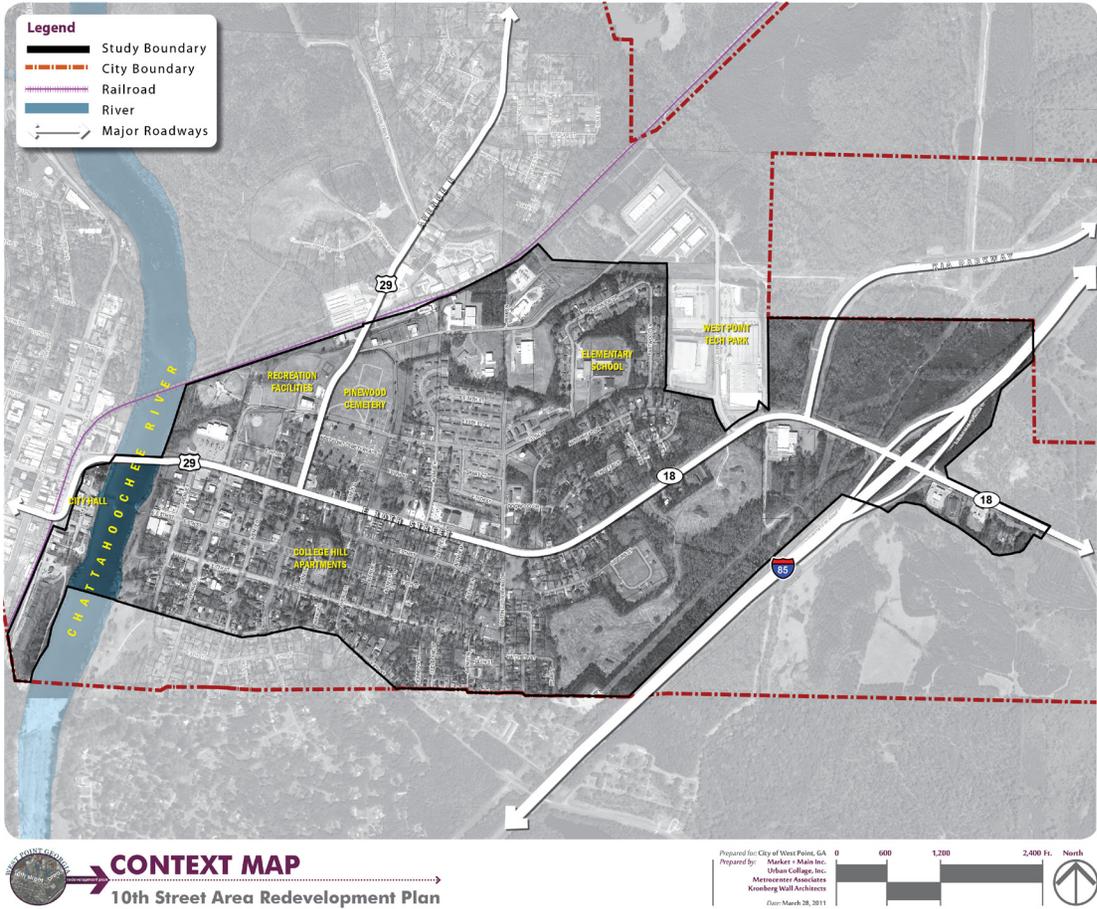
The small size of the community combined with the recent success of the edges of town has led the City to focus its attention on the geographic center of the community. The historic core of West Point is Highway 18, or what is locally known as 10th Street. The corridor serves as the primary gateway into West Point from Interstate 85 and, as such, its appearance

and aesthetic is vitally important. The corridor is the primary thoroughfare connecting visitors to West Point's neighborhoods and downtown. This two-mile stretch of roadway is unfortunately inconsistent in appearance with other areas of the community, yet it is one of the most visible portions and entryways of the community.

The 10th Street area is the historic location of West Point's schools, and also contains the neighborhoods where many of the textile mill working class families lived. The only active school remaining in the City today is West Point Elementary, and it is located in this area just to the north of 10th Street. The adjacent residential neighborhoods on either side of 10th Street have been heavily hit by the job losses associated with the closing of the textile mills. In some cases, the families of those that lost their jobs still reside in these neighborhoods, but remain unemployed and in search of work. Many families have left West Point in search of work elsewhere and this has led to either vacant homes or a higher number of rented homes, which have been poorly maintained in many cases, leading to a host of community difficulties.

MAP 1: CONTEXT MAP

This core area of the City also contains two larger properties that are owned and managed by the West Point Housing Authority. These properties represent a community of approximately 220 subsidized residential units that provide affordable housing for West Point. For the most part, the units are located on the north side of 10th Street and directly adjacent to the West Point Elementary School. These units are structurally and physically sound, but the overall aesthetic and design of this portion of the community is inconsistent with the overall vision of the quality of life West Point has developed for its residents. The northwest corner of 10th Street and West Point Road is an area owned by the City, which contains a large recreational park with soccer, softball, baseball and



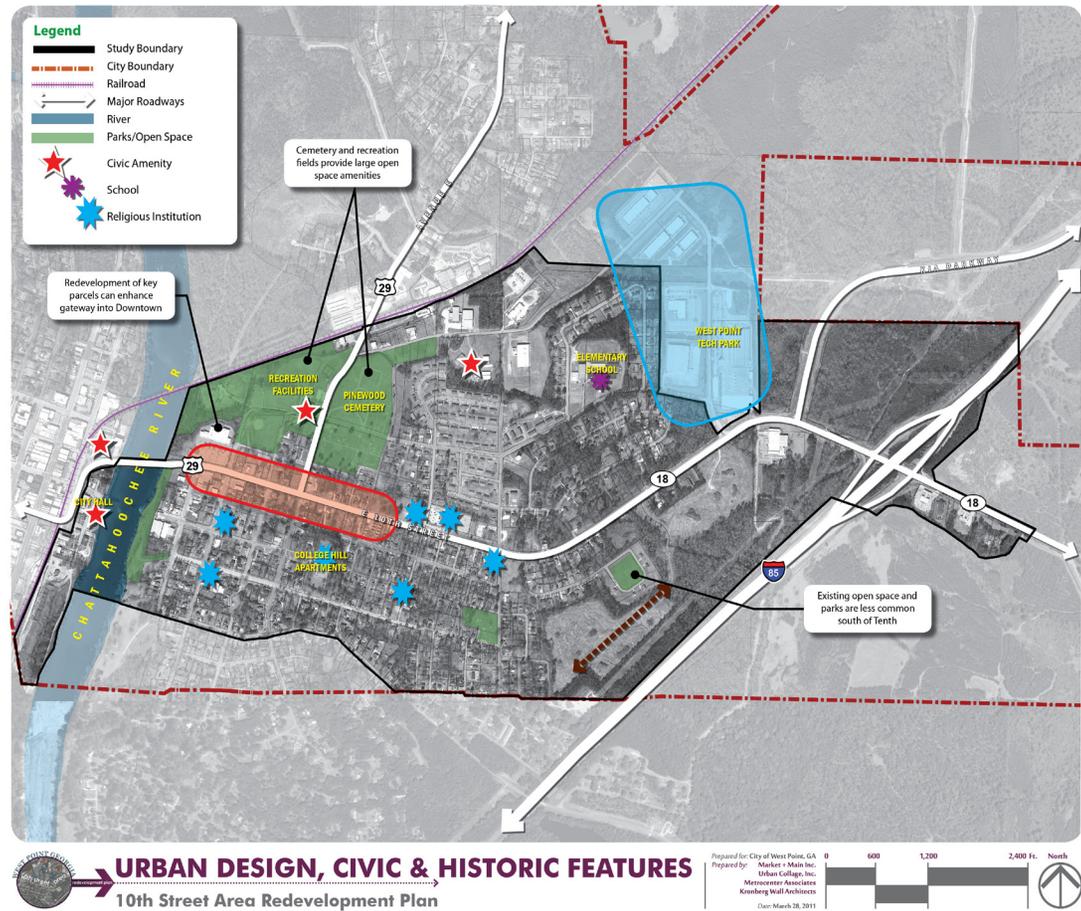
WHY

football fields, playground, swimming pool and gymnasium, complete with basketball facilities. The recreation complex is highly active with youth leagues and local school sports teams using the facilities on a weekly basis.

10th Street itself has evolved from what was once a single family residential street into a commercial and institutional thoroughfare today, with small pockets of residential still remaining. Businesses and churches define the road west of Martin Luther King Drive. Residences and vacant parcels make up most of the road east of Martin Luther King.

Other study area features include Pinewood Cemetery, the Training and Senior Centers, the river front trail under construction, the City Hall area west of the river, and the West Point Technology Park just east of the study area.

MAP 2: URBAN DESIGN, CIVIC & HISTORIC FEATURES MAP



HEALTHY COMMUNITY

Through the massive investments made Downtown, in the Kia industrial area, and in recent planning activity, much has been done in West Point to position the community to address community issues and to take advantage of local opportunities. This plan aims to leverage all of the positive development that has taken place in the community to date, while at the same time laying out a strategy for moving the City forward in those areas that have remained stagnant or slow to change.

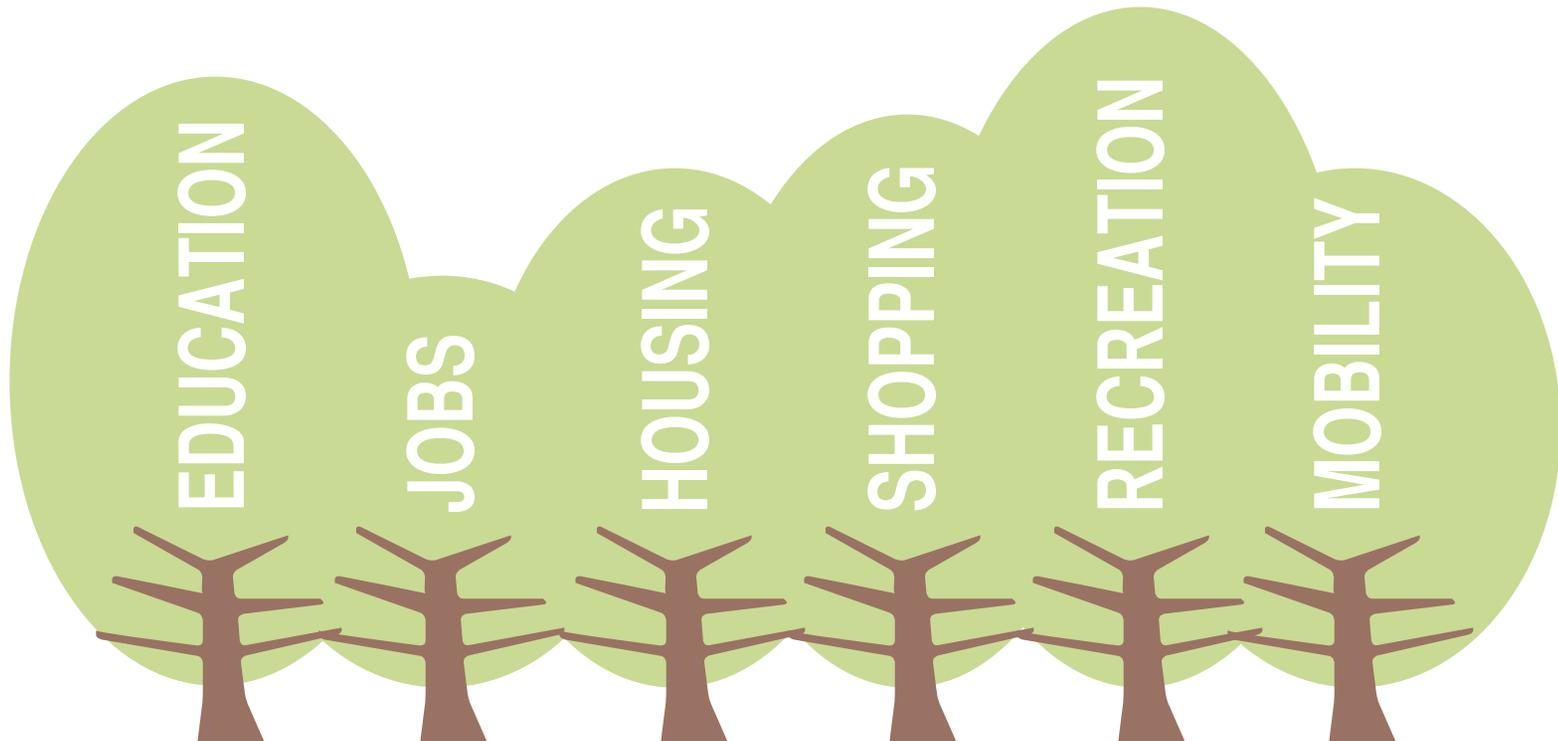
To understand the role this plan has to play in addressing the core of the City and in positioning the entire city for a prosperous future, it is necessary to understand more about the dynamics and inner-workings of healthy communities and to best understand how to replicate them.

To better understand the dynamics of community it is helpful to get a closer look, and to gain a clearer understanding of the many parts that keep the “engine” of the community running. The essential elements of every community are Education, Jobs, Housing, Shopping, Recreation, and Mobility. A community with only some of these parts is an incomplete community. A city with places to live and streets to drive on, but nothing else is a city that will be severely limited in its ability to grow, to provide amenities to its residents, and to determine its own future. So it is that every community committed to prosperity for its citizens must commit itself to the inclusion of each of these Community Elements: Education, Jobs, Housing, Shopping, Recreation, and Mobility.

WHY

It is not enough to simply have all of the Community Elements in place. Successful places occur whenever these elements are both in place and are moving forward in a positive direction. In any community, these elements are either good or bad; getting better or getting worse; are happening or not happening.

In terms of community prosperity and health, it is true that a rising tide lifts all boats. When a Community Element is moving in a positive direction, there is a greater likelihood that all of the other elements can progress and improve as well. When more people in town are employed and working, then every other part of the town is better off. And the opposite is true, so that if any of the Community Elements are getting worse, then every other element suffers too. If a community has very limited education opportunities, then every other part of that community suffers.



THE VALUE OF EDUCATION
Providing the opportunity for gaining knowledge, skills, and values for the purposes of increasing individual ability

HOUSING
Education provides stability and diversity in local housing market

SHOPPING
Education provides an economic base for the attraction and retention of diverse retail options

JOB
Education increases the quality and quantity of local employment

RECREATION
Education is a partner for the maintenance and use of local recreational facilities

MOBILITY
Education opportunities within close proximity of the community increases local accessibility and benefits families with limited transportation resources

THE ROLE OF EDUCATION
The Equipping of a Community

EDUCATION WORKS IN SUPPORT OF OTHER COMMUNITY ELEMENTS



EDUCATION

Pre-school, Elementary School, Middle School, High School, Colleges & Universities, Adult Education, Life Skills Training, Technical Training

WHY

THE VALUE OF JOBS
Providing the opportunity for employment for the purposes of meeting community needs and generating personal income

THE ROLE OF JOBS
The Productivity of a Community

HOUSING
Jobs provide higher wages and a greater diversity in housing product

EDUCATION
Jobs provide local and visible examples of future opportunities to local students

SHOPPING
Jobs increase the viability of various kinds of commercial and retail services

RECREATION
Jobs provide a greater need for “blowing off steam” activities for area workers

MOBILITY
Jobs make transportation financially feasible and less necessary due to local proximity

JOBS WORKS IN SUPPORT OF OTHER COMMUNITY ELEMENTS



JOBS

Retail, Personal Convenience, Legal Services, Medical Services, Manufacturing, Food & Beverage, Technology, Banking, Engineering, Construction, Education, Recreation, Local Government

THE VALUE OF HOUSING
Providing the opportunity for safe residence in the community for the purposes of ensuring individual safety, security and shelter

JOB
Housing enables local workers to live in the community

SHOPPING
Housing attracts various kinds of commercial and retail services

EDUCATION
Housing is a strong attractor for new/growing local schools

RECREATION
Housing provides users of local recreational facilities

THE ROLE OF HOUSING
The **Stability** of a Community

HOUSING WORKS IN SUPPORT OF OTHER COMMUNITY ELEMENTS

MOBILITY
Housing in greater densities supports walkable and public transportation opportunities



HOUSING

Subsidized Assistance, Rental, Ownership, Apartments, Condos, Townhomes, Single Family Houses, Loft Living, Dormitories

WHY

THE VALUE OF SHOPPING

Providing the opportunity for commercial and retail access in the community for the purposes of ensuring individual access to necessary goods and services

THE ROLE OF SHOPPING
The Provision of a Community

JOB

Shopping provides employment for a variety of educational levels and ages

EDUCATION

Shopping provides access to tools, products, and jobs for local students

HOUSING

Shopping is an attractor of potential residents and residential development

RECREATION

Shopping can provide a tax base for recreational amenities

MOBILITY

Shopping within close proximity of the community increases local accessibility and benefits families with limited transportation resources

SHOPPING WORKS IN SUPPORT OF OTHER COMMUNITY ELEMENTS

SHOPPING

Clothing, Food & Beverage, Pharmaceutical & Medicinal, Electronics, Furniture, Media, Personal Convenience, Personal & Professional Services, Entertainment

THE VALUE OF RECREATION

Providing the opportunity for active leisure for the purposes of ensuring individual participation in the renewal of the mind, body, and spirit

THE ROLE OF RECREATION

The **Health** of a Community

JOB

Recreation can be a major generator of local employment

HOUSING

Recreation is an attractor of residents and residential development

EDUCATION

Recreation amenities attract local schools and provide viable after-school options

SHOPPING

Recreation supports accessory commercial and retail uses

MOBILITY

Recreation facilities, such as trails, sidewalks and bike lanes, can also be leveraged as local transportation systems

RECREATION WORKS IN SUPPORT OF OTHER COMMUNITY ELEMENTS

RECREATION

Youth Leagues, Passive Recreation, Softball, Baseball, Football, Basketball, Soccer, Swimming, Indoor Recreation Center, Rowing, Fishing, Walking, Jogging, Bicycling, Community Festivals/Gatherings

WHY

THE VALUE OF MOBILITY
Providing the freedom to move about in the community for the purpose of ensuring individual access to local and regional destinations and points of interest

JOB
Mobility ensures access to local businesses from within and outside the community

HOUSING
Mobility enables convenient and efficient local and regional access to residents

EDUCATION
Mobility supports schools by providing direct and efficient student access

SHOPPING
Mobility ensures economic support for local commercial and retail uses

RECREATION
Mobility is achieved through various recreational amenities including trails, sidewalks, and bike lanes

THE ROLE OF MOBILITY
The Accessibility of a Community

MOBILITY WORKS IN SUPPORT OF OTHER COMMUNITY ELEMENTS



MOBILITY

Walking, Sidewalks, Crosswalks, Bike Lanes, Bike Paths, Trails, Streets, Automobiles, Buses, Taxis, Carpools, Shuttles, Public Transit

THE NEED FOR REDEVELOPMENT

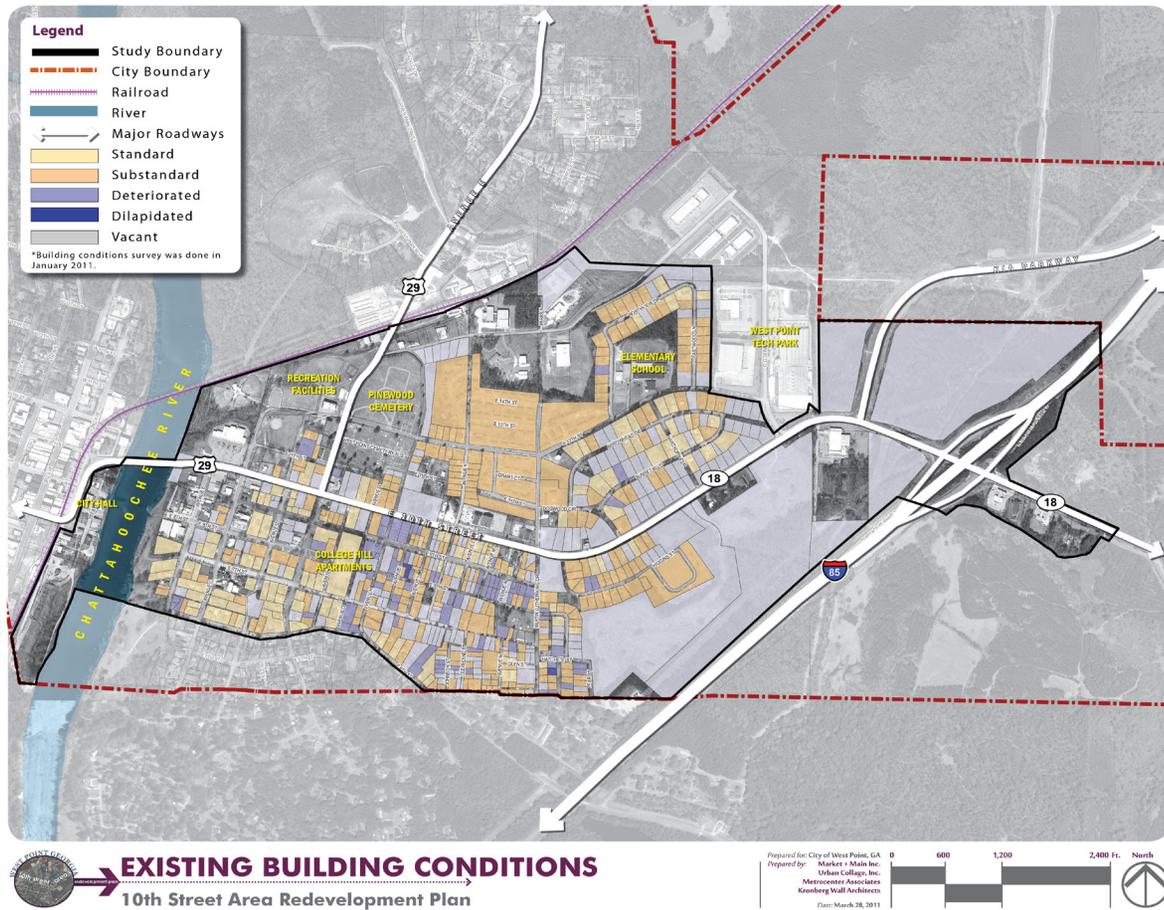
The greatest opportunity to position each of the various Community Elements of West Point to succeed is within the core 10th Street area of the City. It is the largest area of West Point, accommodating a variety of different uses and purposes in the past, and will continue to do so in the future. But it is also the historic location of many of the Community Elements, and, as such, is the rightful place for these vital civic components.

In order for the 10th Street area to move forward as the healthy core of the community, much change is going to be necessary for improvement to be realized. For the most part, this area contains very low densities of uses due to the large presence of undeveloped land, vacant parcels, and dilapidated structures. The overall effect on the area is that there are large gaps between occupied or viable uses. As a result, new development and

redevelopment is needed to fill in these expansive gaps and to introduce back into the community these vital Community Elements that will ensure the long term health, prosperity, and livability of the entire city.

The State of Georgia enables the use of specific tools of redevelopment through the “Redevelopment Powers Law” (O.C.C.G.A 36-44). This law allows local municipalities to undertake specific actions to improve the “public health, safety, morals and welfare” of a specifically designated and qualifying area. For the City of West Point to be able to enact these State provided powers, the Mayor and City Council must make an official declaration that a particular area is qualified, based on indicators of “slum and blight.” The following elements are those indicators that qualify this area to be so designated as a Redevelopment Area per the Redevelopment Powers Law.

MAP 3: EXISTING BUILDING CONDITIONS MAP



DILAPIDATED BUILDINGS

Redevelopment Powers Law 36-44-3(7)(A)

“Any urbanized or developed area in which the structures, buildings, or improvements, by reason of dilapidation, deterioration, age, or obsolescence, inadequate provision for ventilation, light, air, sanitation, or open spaces, high density of population and overcrowding, or the existence of conditions which endanger life or property by fire and other causes, or any combination of such factors, is conducive to ill health, transmission of disease, infant mortality, high unemployment, juvenile delinquency, or crime and is detrimental to the public health, safety, morals, or welfare;”

Approximately 40% of all structures within the study area are of Substandard, Deteriorated, Dilapidated or Vacant condition. This number constitutes a decline of the viable building stock over the

previous decade and is the result of significant disinvestment in property by the respective property ownership. This number is excessive, and, as such, the area would benefit greatly from a plan that strengthens and promotes the presence of active, viable, and developable uses.

INADEQUATE STREET LAYOUT

Redevelopment Powers Law 36-44-3(7)(B)

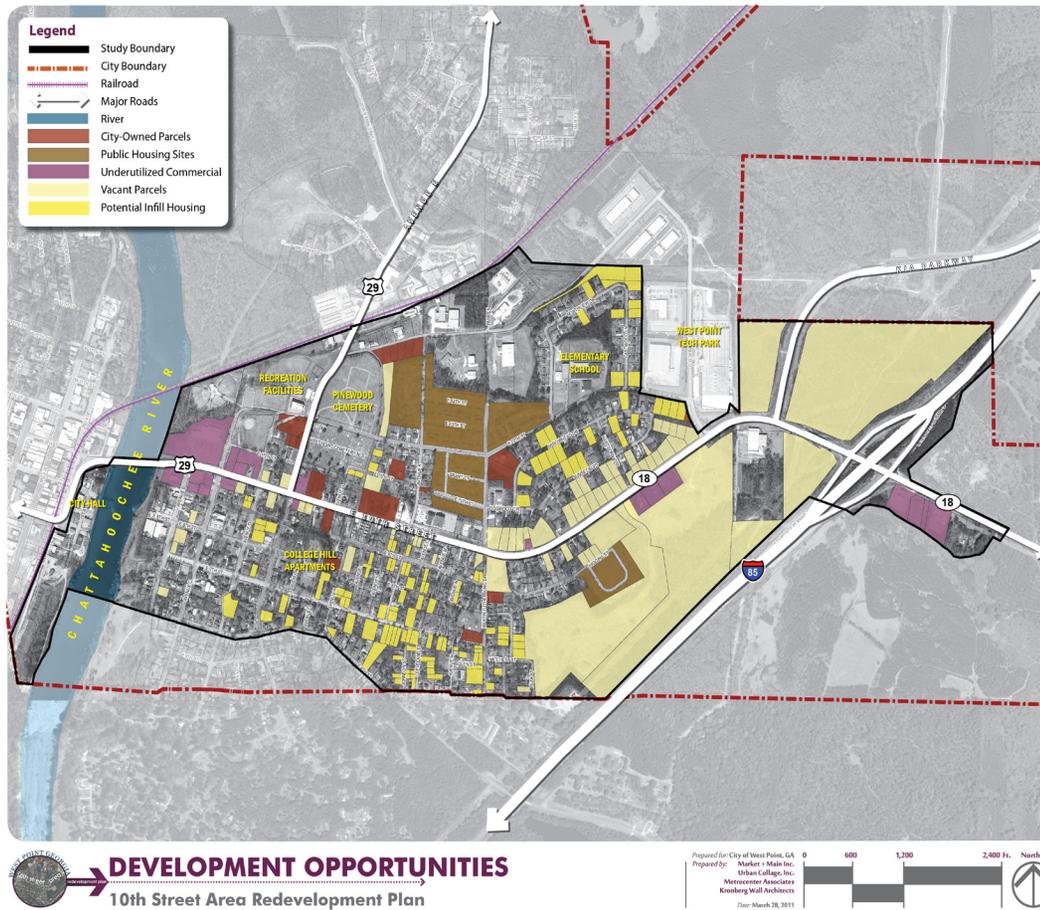
“Any urbanized or developed area which by reason of the presence of a predominant number of substandard, slum, deteriorated, or deteriorating structures; the predominance of defective or inadequate street layout, inadequate parking, roadways, bridges, or public transportation facilities incapable of handling the volume of traffic flow into or through the area, either at present or following proposed redevelopment; the faulty lot layout in relation to size, adequacy, accessibility, or usefulness; unsanitary or unsafe conditions; deterioration of site or other improvements; the diversity of ownership, tax, or special assessment delinquency exceeding the fair value of the land; diversity of ownership on defective or unusual conditions of title which prevent or encumber the free alienability of land; or the existence of conditions which endanger life or property by fire and other causes; or any combination of the foregoing, substantially impairs or arrests the sound growth of the community, retards the provision of housing accommodations or employment opportunities; or constitutes an economic or social liability and is a menace to the public health, safety, morals, or welfare in its present condition and use;”

While much of the study area contains the classic urban neighborhood street grid pattern, efficiently and fluidly dispersing movement throughout



MARTIN LUTHER KING DRIVE, LOOKING NORTH INTO THE 12th STREET HOUSING AUTHORITY AREA, REVEALS THE LACK OF AN EXTENSIVE AND ACTIVE STREET SYSTEM IN THE AREA

MAP 4: DEVELOPMENT OPPORTUNITIES MAP



the community, large portions of the northern and western sections of the area suffer from extreme disconnection, leaving areas of relative isolation in these portions of the City. The northern and southern West Point Housing Authority properties are poorly connected to adjacent resources and neighborhoods. These areas suffer from inefficient connectivity and are seemingly cut off from the greater study area. These areas would benefit greatly from increased connectivity to area resources and activity.

UNDEVELOPED AREAS

Redevelopment Powers Law 36-44-3(7)(C)

“Any open area located within an urbanized or developed area within the corporate limits of a municipality which because of any factor or combination of factors enumerated in subparagraph (A) or (B) of this paragraph substantially impairs or arrests the sound growth of the community;”

The development pattern of the City is consistent with that of a historic Georgia city, complete with compact neighborhoods



value as compared to the value of structures or buildings in the vicinity of the area or by having development impaired by airport and related transportation noise or by related environmental factors or an area in which there is a shortage of housing that is affordable for persons of low or moderate income which the local legislative body designates as appropriate for community redevelopment or by any combination of the foregoing factors;”

In the study, approximately 30% of the area is made up of vacant lots – several due to the result of the recent demolition of the derelict homes both within the residential neighborhoods and along 10th Street. These undeveloped parcels are mostly overgrown or uncared for, leading to the increase of criminal or undesirable activity in pockets of the community. Long term, these un-built properties provide an excellent opportunity for new affordable infill housing and targeted community open space and recreation amenities.

MOBILITY

Redevelopment Powers Law 36-44-3(7)(G)

“Any urbanized or developed area or an area connecting two or more urbanized or developed areas that has been subject to some development but which has inadequate roadways, bridges, or public transportation or transit facilities incapable of handling the volume of traffic or passenger flow in or through the area in a safe and efficient manner either at present or following proposed redevelopment;”

While the majority of the study area contains the traditional urban street grid pattern, efficiently and fluidly dispersing vehicular and pedestrian

movement throughout the community, portions of the area suffer from extreme disconnection, leaving relative areas of isolation in these portions of the City. Additionally, many in the community today have limited means of transportation resulting in a high degree of transportation dependence in the area. The lack of local employment, commercial uses and medical services combined with the extreme mobility dependence spotlights the need for public transportation service in the area. Given West Point’s small town nature, access to other communities in the region will remain vital. The long term need for public transportation to other regional urban centers will continue to grow as West Point grows.

INCENTIVIZING PRIVATE DEVELOPMENT

Redevelopment Powers Law 36-44-3(9)(B)

“A Redevelopment Plan explains the grounds for a finding by the local legislative body that the redevelopment area on the whole has not been subject to growth and development through private enterprise and would not reasonably be anticipated to be developed without the approval of the redevelopment plan or that the redevelopment area includes one or more natural or historical assets which have not been adequately preserved or protected and such asset or assets would not reasonably be anticipated to be adequately preserved or protected without the approval of the redevelopment plan,”

Key areas of the study area are in need of concentrated private investment in the form of development, redevelopment, and overall improvement. Recent trends have seen a decline in private development and investment within the study area and this trend must be reversed. Even though there has been private investment within the City and just

outside of the study area, this investment has not led to significantly increased investments within the targeted area. The creation of, and adoption of, a Redevelopment Plan for the community will serve as an additional tool for incentivizing private investment in this central core of the City.

A STRATEGIC RESOURCE

Unfortunately, the economic pitfalls of being a milltown or a company town, as was the case with West Point, are not unique to this community. Even today, cities throughout the country are experiencing the painful repositioning and reinvention that comes along with having a primary economic engine vanish. Magnifying the complexity of the situation is that while recent efforts to stabilize the community have helped, in many ways they still have not succeeded at addressing many of the problems facing the City, in terms of Education, Jobs, Housing, Shopping, Recreation, and Mobility. There is an emerging sense that “something must happen” but whatever that something may be is not quite clear to citizens.

A plan is needed for West Point because often times without such a strategic resource, a community can act against its own long term interests in the attempt to “just do something.” Left unchecked, a decade or two may go by with nothing to show but a laundry list of “just do something” projects that never quite seemed to make a dent in the various problems of the community. The process of thinking strategically about the issues at hand, leveraging examples of similar places that have successfully tackled such issues, and have uncovered solutions that have worked, is

exactly what a plan can and should do for the community. In this way, a planning process is ultimately the greatest remedy.

As valuable as the strategic components of the plan are, it is the actual process of planning that, when done correctly, can be of even greater value than the actual recommendations of the plan. While the blueprint the plan provides is the series of precise steps needed for addressing communal problems, it is often times the communal sense of momentum and energy that is of greatest value to a city on the move. At the end of the day, this plan is for the people of the community and, as such, it is viewed as the ultimate representation of the hopes, dreams, aspirations, and goals of these people. When a planning process has successfully captured the attention and good will of that community, then that plan has the greatest chance of producing true change in the community.

This plan is based on these principles, rooted in the understanding that a plan is equal parts strategy and synergy. This is a guiding roadmap for the future of West Point complete with actionable steps produced in response to an enthusiastically expressed vision from the people of West Point.

It stands to reason then that no plan can be fully understood, let alone implemented, without understanding the voices that created it. The following chapter of this document provides an exhaustive overview of these very people, who engaged deeply in this 10th Street Area Redevelopment Plan process and have, as a result, made this their plan.

WHO
IS THE PLAN FOR?

A COMMUNITY PLAN

This community plan is firmly rooted in the “community” as has been outlined in this chapter. Throughout the process the community has embraced the planning process and has demonstrated a high level of excitement for what planning a better future for West Point. The discovery of “who” the community is is the seed of the planning process, and when it is properly nourished at the onset, it eventually grows into a bountiful plan. This is true of all community planning initiatives and it is certainly true of the 10th Street Area Redevelopment Plan.

Demographic analysis has revealed what was commonly perceived. The city is decreasing in population. The total number of housing units is decreasing over time. There is a large number of area youth in the community. A significant number of both highly educated and uneducated residents make up the city today. A major industrial and

manufacturing employer has re-emerged in the city. And City residents are wealthier than other surrounding communities, but still less wealthy than the communities in the region, the state, and the nation.

Community meetings and engagement then allowed the fuller picture to come into focus of “who” the community is today. West Point today embraces diversity. The community understands that change is necessary and that this change must bring increased opportunity and diversification to the entire City. Diversity for every Community Element is needed to address the problems that exist and to position the community to be all that they desire to be - diversity of Education, Jobs, Housing, Shopping, Recreation, and Mobility - so that people of all ages, incomes, stages of life, educational levels, and capabilities can live a vibrant and prosperous life in West Point.

WHO

Conversations with the community have also unearthed clear themes that have begun to truly drive this planning process. There is an overall sense within the community that the loss of the majority of the local schools has contributed greatly to a loss of civic identity and character. Consistently throughout the process it was communicated that there is “nothing to do” in West Point and that this sentiment is the single greatest consternation of the city’s youth. Recent employment opportunities in the area have revealed that a portion of the community is not properly qualified for many of these newer opportunities. And perhaps due to the convergence of all of these trends, a growing presence of criminal activity has arisen in the community that is severely eroding the quality of life of many area residents.

Despite the area issues that currently define “who” the community is, this process revealed the asset that has the greatest potential to reverse recent trends and move the community along on a positive trajectory. This planning process documented widespread dissatisfaction with deeply entrenched problems and, as a result, the broader community became deeply engaged and excited. A high level of interest and passion is necessary to sustain forward momentum as hard and long days surely await any group implementing an ambitious plan. And it is heightened levels of excitement that are the perfect conditions for the creation of the most innovative, visionary, and bold plans. Communities that desire great change are often extremely eager to begin a planning process. These communities often times are experiencing a sense of either being left behind by neighboring communities or a feeling of loss of momentum, even stagnation. In these cases, a plan is viewed as the catalyst to direct the community towards the proper trajectory and, because of this, there is a typically a sense of urgency and expediency.

Community Plans truly are made up of two parts: the “community” and the “plan.” While the “plan” component of community planning is in fact the necessary strategic tool for future positioning and prosperity, a plan will never realize its maximum potential for change if it is not deeply rooted in the desires of the people of the community. Because of this, it is absolutely critical that “community” comes before “plan.” A community needs help, assistance, expertise, and an outside perspective to know how to do what they have never done before, and this is surely what a good community planning process must do. But ultimately, it is of no matter how good a community plan is if it is not from, of, and for the people of that community.



A BROAD CROSS-SECTION OF PEOPLE FROM THE COMMUNITY ENAGED IN THE PLANNING PROCESS

DEMOGRAPHICS

A detailed market analysis was conducted as part of the 10th Street Area Redevelopment Plan. This analysis of the various markets related to the study area provided additional direction to the plan. The market analysis ultimately establishes the economic foundation for the recommendations of this plan and, in this way, provides the necessary guardrails to the process. While the market analysis is an in-depth analytical tool provided in concert with this plan, its snapshot of the community profile was also useful in understanding “who” the community is today. (See Appendix B: Market Assessment, for the full market report).

POPULATION

- + West Point current population – 3,270
- + West Point population change (1990 to 2000) – decreased by 6.6%
- + West Point population change (2000 to 2010) – increased by 2.7%
- + West Point population change (2010 to 2015 projections) – increased by 2.2%

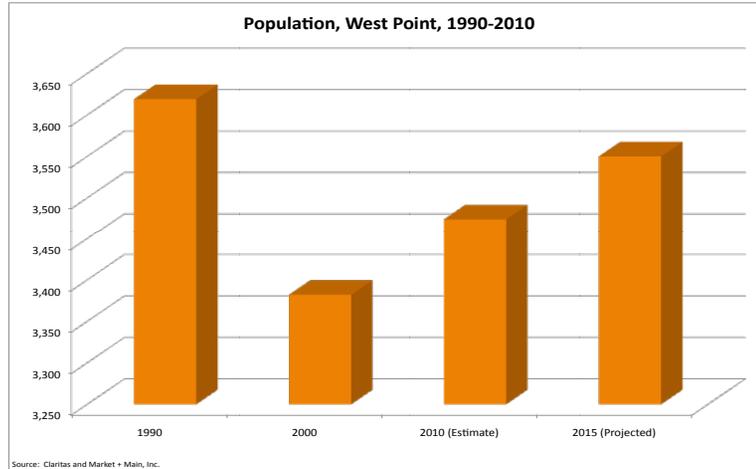
AGE

- + West Point residents under the age of 18 – 28%
- + West Point residents over the age of 65 – 15%
- + West Point residents between the ages of 25 and 35 – 12%

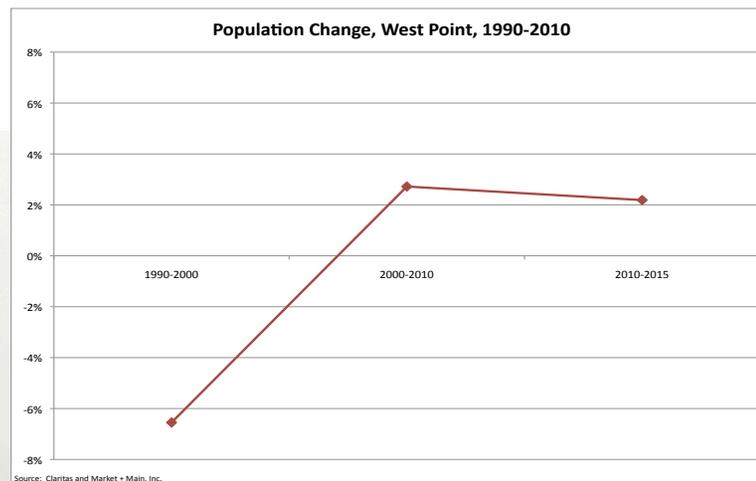
EDUCATION

- + West Point residents with college degrees – 34%
- + West Point residents with less than a high school diploma – 25%

GRAPH/CHART 1: POPULATION



GRAPH/CHART 2: POPULATION CHANGE



HOUSEHOLDS

- + West Point total household change (1990 to 2000) – decreased by 4.5%
- + West Point total household change (2000 to 2010) – decreased by 1.7%
- + West Point total household change (2010 to 2015 projections) – decreased by 0.3%

JOBS

- + West Point total employment - 6,500
- + West Point Manufacturing employment – 51%
- + West Point Services employment – 34%
- + West Point Retail employment – 5%

INCOME

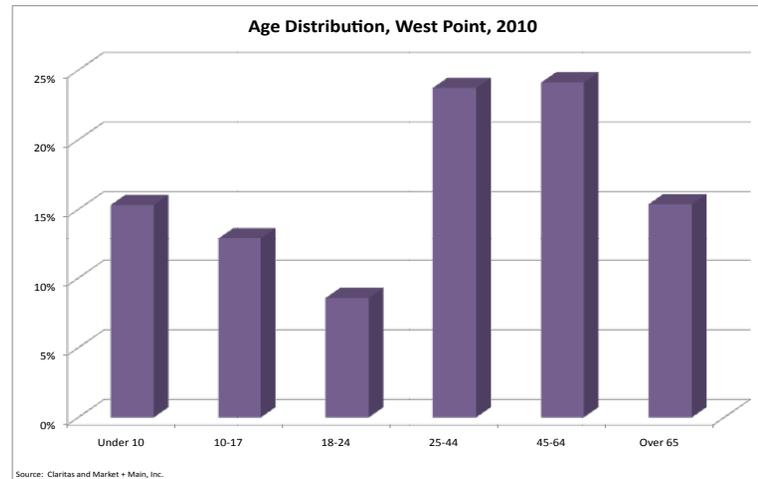
- + West Point average household income – \$48,100
- + West Point average household income as percentage of the national average – 68%
- + West Point average per capita income – \$19,600
- + West Point average per capita income as percentage of the national average – 73%
- + West Point household with income less than \$25,000 – 36%
- + West Point household with income greater than \$100,000 – 6%

TABLE 1: INCOMES

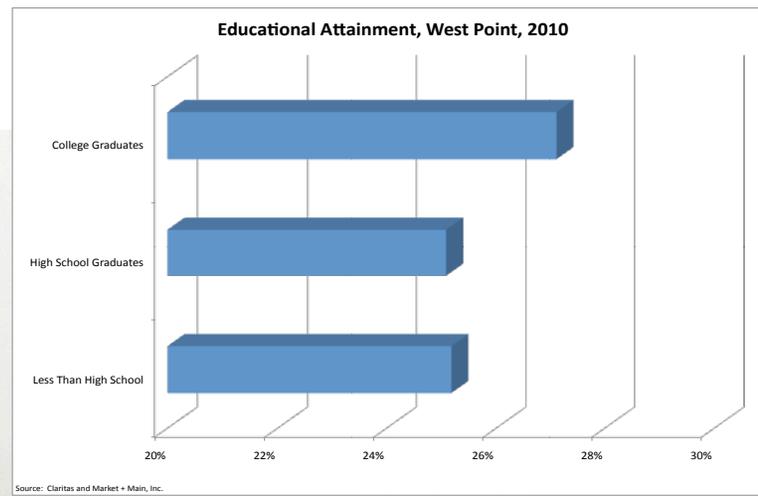
| INCOMES, WEST POINT 2010 | PER CAPITA INCOME | AVERAGE HOUSEHOLD INCOME |
|--------------------------|-------------------|--------------------------|
| Income | \$19,600 | \$48,100 |
| % of National Average | 73% | 68% |
| Change since 2000 | 16% | 17% |

Source: Claritas and Market + Main, Inc.

GRAPH/CHART 3: AGE DISTRIBUTION



GRAPH/CHART 4: EDUCATIONAL ATTAINMENT



COMMUNITY OUTREACH

In order for the “community” component of the planning process to be successful, input must be sought from a broad cross-section of citizens and business and community members. After all, these are the “local experts” that know what is working and what is not working in their community.

What follows is a summary of all the meetings, which serve as the basis of a subjective analysis of the West Point community today, and its preferred future. It is important to note that no attempt was made to verify the truth or accuracy of individual comments made by any meeting participants. This section represents a best effort attempt to compile and summarize the variety of comments during this process into a fair reflection of the points of view expressed.

The remarks included in this document are at times contradictory since

many different viewpoints were represented during the community involvement process. However, these discussions are necessary to identify the key issues and opportunities facing the community.

This section is organized in chronological order, covering the five-month process, which was conducted between November 2010 and April 2011.

- + West Point Housing Authority Tenant Association Meeting – November 18, 2010
- + West Point Elementary Focus Group – November 23, 2010
- + Steering Committee Meeting – December 14, 2010
- + Community-Wide Meeting – January 13, 2011
- + Steering Committee Meeting – January 18, 2011
- + 9th Street Focus Group – January 27, 2011
- + Community-Wide Workshop – February 19, 2011

- + Steering Committee Meeting – February 29, 2011
- + Long Cane Middle School Focus Group – March 8, 2011
- + West Point Housing Authority Tenant Association Meeting – March 8, 2011
- + 9th Street Focus Group – March 10, 2011
- + Steering Committee Meeting – March 22, 2011
- + Community Plan Presentation – April 14, 2011
- + Steering Committee Meeting – April 26, 2011

This master planning process has integrated a more thorough community involvement process than what might usually be done in the “typical” planning process. Because of the emphasis on community diversity, affordability, public safety, employment, and the local schools, a public involvement strategy was incorporated that included a greater number of stakeholders to ensure that these heightened concerns were being heard and addressed. In addition to the meetings listed above, there were update meetings with West Point City Council, West Point Housing Authority board, and City Department Directors.

WEST POINT HOUSING AUTHORITY

November 18, 2010 Tenant Association Meeting

- + Introduced Redevelopment Plan process – tasks/components and schedule
- + Stressed importance of attendance and getting word out about first community-wide meeting
- + Facilitated discussion – What do you like about the Study Area’s past?



A VARIETY OF MEETING TYPES WERE LEVERAGED THROUGHOUT THE PLANNING PROCESS



THE COMMUNITY OUTREACH PROCESS RESULTED IN MANY NEW STAKEHOLDERS COMING TO THE TABLE IN WEST POINT



- Could sit out on front porch
 - Can't now, too much going on
 - Pasture
 - Shotgun houses
 - Could pick your own fruit growing naturally
 - Have to buy fruit at store now
 - Mayor and Council were really involved, came to events and meetings
- + Facilitated discussion – What are your thoughts about Study Area today?
- Youth is biggest concern
 - Nothing to do, nowhere to go
 - Need education
 - Need to learn a trade
 - Boys & Girls club went away
 - Teens really need to be the focus
 - We need to become producers, instead of consumers
 - Kia brought jobs for outsiders
 - Not having local schools is big problem
 - Kids have to walk far distances to school bus stops
 - Kids arrive home later in evening because so far to travel distances on school buses
 - Kids can't stay after school for activities because have to catch bus to get home
 - Kids don't have anything to do here in West Point once home from school
 - Police responsiveness is issue
 - Demolition of housing is OK if rebuilt as affordable rental
- Need jobs
 - Need new types of jobs that people here with varying educational levels can get
 - Services/Retail going in downtown right now don't serve us – too expensive
 - Need bus service
 - No places to go
 - Need manufacturing jobs – need to be making things
 - Need training in trades to qualify for manufacturing jobs
 - Want Goodwill
 - Want smaller shops
 - Want fast food
 - Concerns about people that make “bad” choices and end up committing a crime, they pay or serve their consequence, but can't ever get back ahead because of background checks, can't really start over
 - Can't move around
 - No bus
 - No taxi
 - No mobility assistance
 - Have to leave West Point for goods and services
 - Can't get to drug store
 - Can't get to doctors/medical services
 - Can't get checks cashed
 - We feel stuck!!
 - Want basic services/shopping needs met (examples: Walmart, doctor, grocery, drug store)
 - Have to leave West Point to get these things now

- Used to be trolley that ran between mills in West Point, Lanett and Valley – need something like that again
- Grocery options are limited, all in Lanett or Valley (examples: Walmart, Kroger, Piggly Wiggly)
- Need bus on Highway 29 to get there
- Concerns about access to local recreation
- Have to “pay to play”
- Ballfields are for Springwood and Recreation Department – not people
- Stop the problems with parking in ditches near 12th Street
- + Facilitated discussion – What do you want the future to be for the Study Area?
 - More/Better communication from City leaders
 - No crime
 - Kids educated
 - Not stuck!!
 - Have options
 - Well-equipped to compete with rest of world
 - Low income housing included
 - Have transportation
 - Have daycare
 - Activities for kids
 - Movie theater
 - Free recreation opportunities
 - Handicapped and elderly included

March 8, 2011 Tenant Association Meeting

- + Recap of redevelopment plan process to date, including input received
- + Overview of draft plan components and remaining schedule for process, including final community-wide meeting
- + Facilitated discussion – Presentation of Draft Redevelopment Plan Concepts
 - Concerns about how rents based on income levels be affected with redevelopment
 - Want special units for senior citizens
 - Police chief has said “units aren’t going to be here”
 - Make sure units are handicapped accessible
 - Is there enough land to redevelop?
 - Who owns the land?
 - How much is cost of a project like this?
 - Who will manage new units?
 - What if we don’t want to move?
 - We have sense of community here
 - Many of us have lived here for generations
 - Like the recreation area improvements and expansion
 - Like dedicated senior units and location near senior center
 - Really like high school
 - Like recreation center
 - Like expanded football stadium – both for games and jobs
 - Need Laundromat
 - Like new riverfront development
 - Like more access to river
 - Concerns about safety from bridge



9th STREET FOCUS GROUP

January 27, 2011 Focus Group Meeting

- + Introduced Redevelopment Plan process – tasks/components and schedule
 - + Stressed importance of attendance and getting word out about first community-wide meeting
 - + Facilitated discussion – Neighborhood Description
 - Depressing
 - Unsafe
 - Eyesore
 - Needs a lot of improvement
 - Getting worse - much worse than it used to be
 - + Facilitated discussion – Neighborhood Issues
 - Need to make landlords accountable to city ordinances and laws
 - City has done a good job tearing down rundown houses
 - Need new houses to go back in on vacant lots
 - Need a developer to buy several lots to build larger nicer homes
 - Mix of housing prices in redevelopment would be nice
 - Many rundown homes are still able to charge very high rental rates
 - + Facilitated discussion – Problem Areas
 - Ave G to Ave I
 - All of 9th Street
 - Warehouse at 10th St and Ave H
- + Facilitated discussion – Things Began To Go Downhill When...
 - The downtown stores began to close and leave town
 - The schools moved away
 - The mills closed
 - Things have gotten a lot worse the last 5 years
 - The Housing Authority “crackdown” moved the problem tenants from that area and into the rental housing in the 9th St neighborhood
 - + Facilitated discussion – General Comments
 - Need higher standards for improvements to homes (not just a new coat of paint)
 - The south side of 9th St should be preserved as residential
 - East Lake in Atlanta is a good model for how things could be in West Point
 - Rental tenants need to be included in the planning process
 - Need more retail options in the area
 - Some renters are concerned that they can’t afford the newer, better housing
 - Fuller Homes as an example of affordable housing that is well cared for
 - Some renters need to be educated about their options
 - Some educated former citizens want to come back, but there is a lack of opportunities for them to do so
 - There were homeowners who were moved to make way for the existing public housing development and some current property owners are concerned about this same thing happening through this process

- + Facilitated discussion – Schools
 - People don't want to move to West Point when their kids have to go to school in LaGrange
 - Students become disillusioned when they are too far away to participate in activities
 - West Point should at least have after-school programs for the school children when they get home from school
 - West Point needs more offerings for children to compete with other areas in attracting families
- + Facilitated discussion – 10th Street
 - Buildings should be placed further back from the street
 - 10th St should look like Bullsboro Dr in Newnan – has everything you need
 - 10th St should be a commercial thoroughfare
 - Would be worth giving up some residential on the north side of 9th St if you gained jobs and stores
 - Wouldn't want traffic from the commercial to negatively impact the 9th St neighborhood
 - Would be fine with smaller scale commercial uses
 - Retail should be a higher quality than what is currently in West Point
 - Need a new grocery store
 - Would like to have better restaurants

March 10, 2011 Tenant Association Meeting

- + Recap of redevelopment plan process to date, including input received
- + Overview of draft plan components and remaining schedule for

- process, including final community-wide meeting
- + Facilitated discussion – Presentation of Draft Redevelopment Plan Concepts
 - What will happen with vacant lot on corner – south of 10th Street and west of Martin Luther King Drive?
 - Like conference center idea, some concerns about building to accommodate potential flooding issues with location
 - Like expanded recreation opportunities
 - What will happen to houses right below (east) of College Hill Apartments?
 - Only a few homeowners out of all the houses from Avenues H up to Avenue L, homeowners may or may not be willing to sell or “swap” houses
 - Concerns about timing of parks and then what would happen in them
 - If pocket parks are done as first step, and other issues aren't addressed, could make area worse in terms of crime
 - Obviously don't want parks that incent criminal activity, if other issues are addressed first, and then parks go in, that would be an asset
 - Like transition from commercial to residential from 10th Street to 9th Street
 - Some are in that situation now, owning property that spans the block with business in front on 10th and residence in back on 9th
 - Like civic uses clustered together – new high school, rec center, expanded rec fields
 - Like possibility of new high school and eventually Point



University sharing recreation, would be like Callaway in LaGrange, where LaGrange College and four high schools from Troup County share stadium and everyone benefits

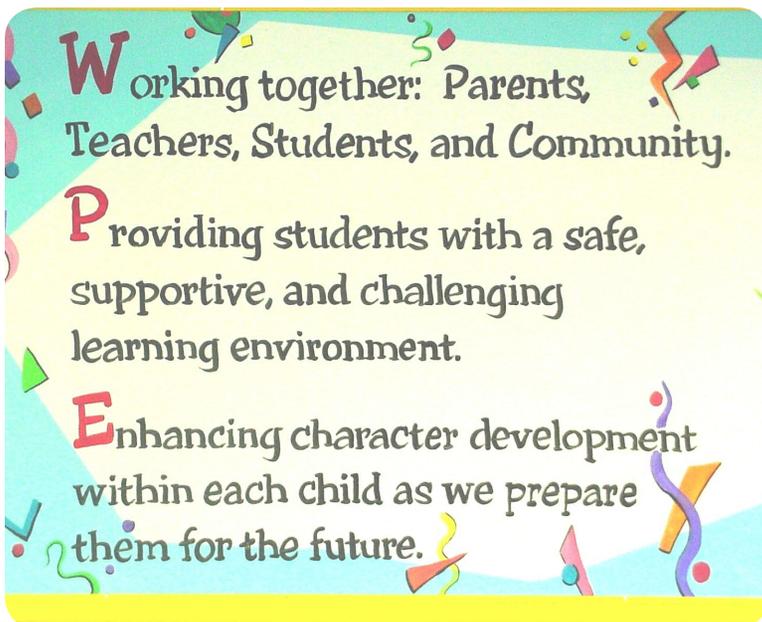
- Feel good about progress being made
- This all makes sense
- Landlords of green and grey houses need to be involved in this process. These are eyesores and unfit
- Section of 10th Street by 10th Street Market, maybe utilize historic marker and trail in this area?
- Really love idea of making it beautiful as you come into town along 10th Street
- Would be helpful to have 3-D model of this plan, have seen that done in other places

LOCAL SCHOOL FOCUS GROUPS

November 23, 2010 West Point Elementary School

- + Conceptually explained redevelopment plan process and why communities do them
- + Stressed importance of their viewpoints as key to future of community (Note: students selected live in West Point, in or close to Study Area)
- + Facilitated discussion – What do you like about Study Area today?
 - Close to downtown
 - Family/School
 - Community/School
 - School/PE
 - School/Community
 - School/Fun activities
 - Family
 - Safety/School/Community
 - Family
 - Family
- + Facilitated discussion – What do you dislike about Study Area today?
 - People on the street making noise
 - People play in other people's yards
 - People throwing things/causing trouble
 - Break-ins
 - Gunshots
 - People follow you/chase you

- Fights
- Dumpsters on fire
- Vacant houses
- 9th Street is bad all the time
- 6th Street bad too
- Gambling
- Smoking



THE WEST POINT ELEMENTARY SCHOOL MISSION STATEMENT REVEALS THE DESIRE TO FOSTER A SAFE AND PRODUCTIVE COMMUNITY

- People spit on cars
 - 13th Street fields are not safe
 - People throwing things in their yards
 - Cigarettes in the yard
 - Police around when they don't need them
 - Concerns about ability of police to chase down criminals if needed due to physical appearance
 - Can't use closed playgrounds
 - Don't feel welcome in some stores
 - Givorns employees smoke out in front of store
 - Don't feel safe sometimes
 - Sewers smell
 - Plan to move out of West Point when grown up (8 of 10 students)
 - Boring here
 - Nothing to do
 - Too much crime
 - Too poor
 - Nothing new
 - West Point is too small
- + Facilitated discussion – If you could change anything about Study Area, what would it be?
- Need more houses
 - Need college
 - Need cameras on 9th Street and 13th Street
 - Police need to come around more
 - Like to meet police and firefighters in West Point so know who they are



- Vacant buildings
- The corner store
- Drugs
- Not clean
- Need more stores
- Need clean stores
- Want ice cream store
- Want movie theater
- Want play area
- Need more places to eat and shop
- Need movie theater
- Need places to play
- Need ball fields
- Need football field you can play on
- Need playgrounds
- Need nicer pool – clean, covered, bigger, less chlorine, seats, changing rooms, deck area, clean bathrooms

March 8, 2011 Long Cane Middle School

- + Conceptually explained redevelopment plan process and why communities do them
- + Stressed importance of their viewpoints as key to future of community (Note: students selected live in West Point)
- + Facilitated discussion – What do you like about Study Area today?
 - Recreation fields – softball, football, baseball
 - Basketball
 - Clean
 - Fishing tournaments at the lake

- You get a lot of space – yards, larger lots for houses
- Johnny's Pizza
- Close to family
- New downtown restaurants
- Police services are close by
- Small town – everybody knows everybody
- City officials are making things better
- City officials are involved in community – seeing them at more events
 - All people are being welcomed at community events
- + Facilitated discussion – What do you dislike about the Study Area now?
 - Getting around is hard
 - Nowhere to shop or eat
 - Need more job opportunities – for both teens and adults
 - More things to do – teen center, evening activities
 - West Point recreation is only open during games
 - Re-open the Boys & Girls Club
 - Place with pool tables, foosball, etc.
 - Want to interact with people/friends outside of school
 - Nothing to do in West Point
 - Like mall, theater, skating rink in LaGrange
 - If parents won't let kids come over and hang out, need to have place to meet up
 - Need a big park
 - Need things to do that you can walk to
 - Need centrally located open space/big park – easy to get to, right on 10th Street seems like good location

- 10th Street looks very run down and ugly right now
- Hear a lot about crime
- Need better/more attractive landscaping
- Drug activity – in both 9th Street area and projects
- Need more police, need to see them more, they need to be more fit
- Need places for little kids to have fun – example Chuck E. Cheese
- Need litter clean-up
- Clean up abandoned houses and vacant lots
- Auburn has a lot to do – shopping, eating, sports
- We need a Tiger Town
- Would use the river if it was nice and improved – hard to believe it could be that way
- There are not car dealerships
- Want to practice baseball without jumping over a fence
- Would like a mall – a place to shop, a place to hang out
- + Facilitated discussion – What do you like about other places you have been/visited/lived and why?
 - Resorts – stuff to do anywhere at anytime
 - Beaches – water activities
 - Atlanta – opportunities/things to do
- + Facilitated discussion – If you could change anything about the Study Area, what would it be?
 - Get rid of old buildings and abandoned housing
 - Givorns replaced with a Walmart/Target
 - Need medical facilities
 - Coke building – nothing goes on there, could be something else
- Take away one of the Korean BBQ restaurants, don't need two
- Car wash on OG Skinner
- + Facilitated discussion – Who wants/plans to stay in West Point when grown up? Why or why not?
 - 11 of 11 students stated they do not plan to stay currently
 - No open space
 - No jobs
 - No housing
 - Parents don't expect kids to stay
 - College grads don't come back because there are no jobs
 - Would like to stay in West Point if things were better



PROJECT STEERING COMMITTEE

December 14, 2010 Steering Committee Meeting

- + Provided overview of project team, project understanding, and project approach. Detailed project elements, schedule, and outreach
- + Discussed particulars of Steering Committee role and responsibilities, as well as confirming upcoming meeting schedule
- + Stressed importance of attendance and getting word out about first community-wide meeting
- + Facilitated discussion – The best time in West Point’s history was...
 - Textiles booming, early 1900s
 - 1950s – lots of jobs, churches growing
 - 1974 – dam, flood protection, recreation
 - Has not been a “best time” for African-American community
 - Used to be places to go, to shop, to eat, to watch movies
- + Facilitated discussion – West Point is the only community in the Valley that...
 - Small town with technology/high-end job opportunities
 - Has potential to be great if problems are fixed – to be small town, quality neighborhoods, housing diversity, job diversity
 - Has momentum
 - Really cares about their children
 - Still safe
- + Facilitated discussion – West Point’s greatest challenge is...
 - Fear of change
 - Making sure people already here can stay here
 - Getting people to believe people want to help them, not hurt them
 - Racial divide and suspicion
 - Local government is not transparent
 - People being heard, and really listened to
- + Facilitated discussion – Confirmation of Study Area Boundaries
 - Agreement on northern boundary as roughly railroad tracks and industrial park
 - Agreement on western boundary as roughly the river
 - Agreement on eastern boundary as roughly industrial park
 - Discussion of southern boundary and how far past 10th Street should it go
 - Easily got past 9th and 8th, discussion centered on whether to go to 7th or 6th, and was decided 6th was natural dividing line and definite change in “community fabric”
 - Understanding was wanted to look at larger area, even if not all of area will be deeply analyzed or produce recommendations, but would rather go larger now than realize later that boundary was too small
 - Be sure to capture West Point Housing Authority property off Higgins Street
- + Facilitated discussion – The Study Area should be known as/for...
 - Live and work in the same community
 - Job opportunities for all
 - A place for kids – lots of things to do
 - Shopping, drug store, park, lake, movie theater, full-service community recreation center

- Can walk anywhere – sidewalks, trails
- “Green” – trees, neighborhood parks, etc.
- Resort-like
- People know each other – there are places to connect to everyone in community, know your neighbors
- Take advantage of lake
- Entire town should be beautiful
- Quality transportation – easy to get around to where you want to go and get to what you need
- Location of satellite office for county services
- 10th Street as green corridor with lots of activity and more dense development

January 18, 2011 Steering Committee Meeting

- + Presented overview of how change happens in communities through Harvard Change Quotient
 - + Reviewed Community Meeting format and went over the results of community input for each station series and exercises in detail
 - + Went through a series of discussion questions related to community feedback on future priorities -- see summary of input below
 - + For each community element, announced the percentage of votes/ranking received at community meeting and then asked the following questions to solicit feedback for each element in order to gain more insight and direction about the element and its context in West Point for the upcoming workshop
 - + What is most important?
 - + What rises to the top?
- + What is most essential?
 - + Facilitated discussion – Education – rated as most important by 29% of attendees
 - Really about having City/local high school
 - Local high school is about having an identifier, a bond, a connector – “I went to ... / I was in class with ...”
 - Activities and events that happen at local schools very important
 - Local high school gives sense of community ownership/ something in common
 - Local high school provides a common denominator for everyone
 - Some concerns about quality of Troup County schools at middle and high school levels - if doing research as an outsider via the web, does not portray positive message – example is drop out rates
 - A lot of concerns about proximity of middle and high schools in Troup County and their locations being so far away – transportation is an issue as well as feeling of disconnection
 - Far away locations really impact the ability of parents to effectively be engaged with schools, which negatively impacts students
 - Long distance to Troup County middle and high schools is major obstacle for new families considering moving to West Point
 - Not clear link between local business and education – need more publicity about resources and investments needed, as well as “good deeds” already being done locally



- Need to think about workforce training as well – many folks are not even aware that Columbus State University now has classroom space downtown
- + Facilitated discussion – Housing – rated as most important by 20% of attendees
 - Need variety, for all stages of life
 - Affordability is big concern
 - Quality varies throughout the area
 - The quantity of housing is all outside of West Point's city limits
 - Need more rental
- + Facilitated discussion – Jobs – rated as most important by 20% of attendees
 - Need more jobs
 - Need more diversity of jobs – all types – variety of industries, skill levels, and pay
 - Workers here are lacking. Many are unskilled
 - Need an inventory of local skill sets
 - Entrepreneurs are important too
- + Facilitated discussion – Recreation – rated as most important by 12% of attendees
 - River is great asset
 - Walking trails – finish what's been started
 - Need community center with recreation for all ages. Would also be a community connector and help provide identity
 - Need paths
 - Need activities – movie theater, bowling alley, etc.
- New activities located here could shut other older locations in Valley area down
- Leverage location as vacation destination to capture visitors
- Become “heart of the great outdoors”
- + Facilitated discussion – Shopping – rated as most important by 11% of attendees
 - Need clothing
 - Need grocery
 - Need restaurants
 - Need more retail options
 - Need entertainment activities
 - Become boutique store options between big box in Auburn and mall in LaGrange
- + Facilitated discussion – Mobility – rated as most important by 9% of attendees
 - Need public transportation
 - Need taxi
 - Need local circulator
 - Help people needing to get to LaGrange for Troup County services or have those government services come to West Point for certain days of the month. Desired for Harris County services too
 - Need to be able to get to medical services
 - Need to be able to get to shopping
 - Need to be more walkable
 - Need more sidewalks
- + Facilitated discussion – Community Workshop
 - Went over in detail the format of the design workshop and

- what kinds of activities and content would be covered
- Stressed the crucial importance of this community-wide workshop and the need for every Steering Committee member to be there, along with as many folks as you can help to get there and share their views
- Had discussion about how you can get the word out and how we can get the word out to the community about the workshop -- see summary of input below
- Radio shows – Jothaniel & Sandra
- Local churches
- Flyers on doors in Study Area
- Reverse 911 calls
- Givorn's
- Cable announcement
- West Point Elementary – send home with students
- Parks & Recreation
- Community channel call-in show
- Industrial park – ask HR people to post on bulletin boards
- City listserv email

February 29, 2011 Steering Committee Meeting

- + Reviewed Community Workshop format and went over the results of community input for each station series and exercises in detail
- + Facilitated discussion – Ideas for future projects and/or actions needed for redevelopment
 - 10th Street churches – clarifications on their future plans along 10th Street
 - 10th Street improvements – green, signage, consistent look

and feel to area

- Leverage training facility for more activities
- Love event/conference space
- Love middle and high school
- Want to make sure recreation center/complex is comprehensive - activities from birth to death
- Community rec center could really become the focal point and center of community
- Want fast food – near I85
- Want casual chain restaurants – near I85
- Want town square/public square near new recreation center
- Like new grocery store
- Need new houses
- Need new mixed use development
- Need new bike facilities – see people in Technology Park drive to work with bikes on cars to then get on trails, need better connections
- Need signage/wayfinding to help “brand” the area

March 22, 2011 Steering Committee Meeting

- + Reviewed Community Workshop results of community input briefly
- + Walked through key concepts and potential projects for redevelopment
- + Facilitated discussion – Key concepts and potential projects for redevelopment
 - Concerns about how management will work in new mixed income housing
 - Concerns about what rents will be in new mixed income housing – needs to stay affordable to people here



- Discussion about pros and cons of dedicated senior units within new mixed income housing
- Concerns about timing of parks as part of 9th Street redevelopment – needs to be long-term to address crime issues today
- Desire for infill housing along 9th Street
- Concerns about terms, such as pocket parks
- Feel like vision for south of 10th Street needs more clarity, still feels fuzzy
- Concerns about increasing crime
- Want parks, but don't want problems
- Love recreation facilities and improvements, but concerns about how funding will happen
- Want to make sure that recreation center is included in recreation facilities and not only ball fields
- Discussion about how City can incent and influence private property owners
- Discussion about what is on National Historic Registry and confirmation that nothing will change that is on the Registry

April 26, 2011 Steering Committee Meeting

- + Reviewed recommendations based on what community has said over the process and how the plan addresses those issues
- + Presented overview of market dynamics and the resulting market strategy for redevelopment
- + Covered four key projects with related graphics and strategies
- + Discussed the methods and ways implementation strategy will be included in the plan document

- + Discussed the final steps/schedule of the plan process related to City Council and West Point Housing Authority Board
- + Facilitated discussion and feedback about key concepts and potential projects for redevelopment
 - Concerns about impact of train on potential redevelopment, particularly the hotel/conference center
 - Discussed “horn free” zone concept for the railline
 - Discussed Givorn’s position in potential redevelopment
 - Discussed how riverfront development would occur, including required setbacks, etc.
 - Discussed location of parking deck in recreation campus
 - Discussed size of hotel and conference center
 - Discussed support and agreement of outdoor adventure crowd as potential market segment
 - Discussion about mixed income housing redevelopment size and character - supported one- and two-story heights
 - Discussed market-rate proportion in mixed income redevelopment, what kind of tenants are attracted to the rental market rate units, what has worked elsewhere
 - Concerns expressed about unit sizes in mixed income redevelopment, and desire for keeping large families
 - Concerns expressed about current tenants understanding rent levels will remain the same and units will be nicer
 - Discussed how parking will be accommodated with change to professional services district on 10th Street “big idea” and how that interacts and helps with 9th Street redevelopment

COMMUNITY MEETINGS

Plan Kick-Off Community Meeting January 13, 2011

The 10th Street Area Redevelopment Plan Kick-Off Community Meeting held on Thursday, January 13, 2011 was a great start to the planning process. The meeting began with a brief presentation and video, and was followed by a series of interactive stations.

The presentation provided an overview of the project team, project understanding, and project approach. Project elements, schedule, and outreach were detailed. The Study Area was also reviewed. An example of another community that has undertaken a holistic redevelopment process was discussed. Finally, the interactive stations were explained.

There were stations/activities related to six community elements: Education, Jobs, Housing, Shopping, Recreation and Mobility. Each element was briefly detailed. It was stressed that these stations were meant to be subjective and allow/enable people to voice concerns.

Station Exercise Summary: Past & Present

Attendees were asked to evaluate these elements as positive or negative in West Point's past and in West Point's future. This was meant to be an entirely subjective exercise, so very few guidelines were given defining the timeline of the past or what was exactly included within the element. The objective was for people to define that for themselves and indicate an overall positive or negative feeling. The results are shown here.

TABLE 2: PAST & PRESENT EVALUATION

| COMMUNITY ELEMENT | PAST | PRESENT |
|-------------------|-------------------|-------------------|
| EDUCATION | Mostly POSITIVE | Slightly NEGATIVE |
| JOBS | Mostly POSITIVE | Mostly NEGATIVE |
| HOUSING | Mostly NEGATIVE | Mostly NEGATIVE |
| SHOPPING | Mostly POSITIVE | Mostly NEGATIVE |
| RECREATION | Slightly POSITIVE | Mostly POSITIVE |
| MOBILITY | Slightly POSITIVE | Mostly NEGATIVE |

Station Exercise Summary: Future Imagery

Attendees were asked to share likes and dislikes about these elements for West Point's future. They were asked to indicate the ones they thought were the best fit for West Point in the future, as well as what they thought was not a fit for West Point in the future. Some of the more popular of these images for each element are below.

JOBS



SHOPPING



RECREATION



EDUCATION



MOBILITY



HOUSING





PARTICIPANTS RATED COMMUNITY ELEMENTS FOR THE PAST AND PRESENT IN WEST POINT

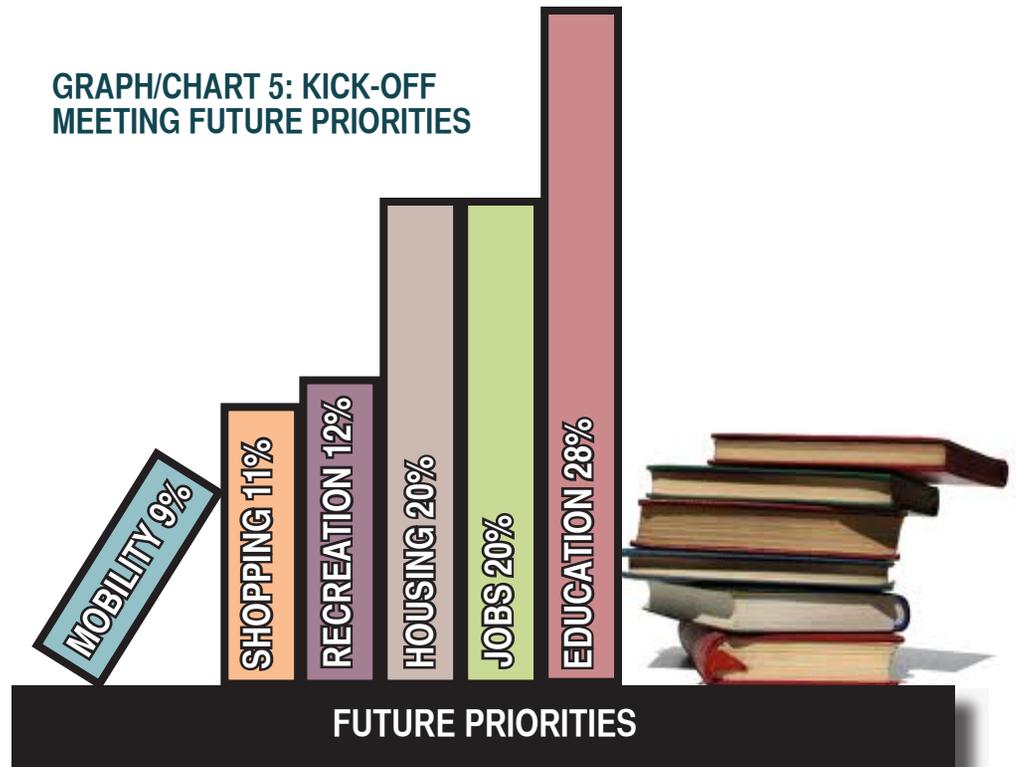


FUTURE PRIORITIES WERE ESTABLISHED IN RESPONSE TO COMMUNITY PREFERENCES

Station Exercise Summary: Future Priorities

Attendees were asked to rank key community elements in order of importance for the future (#1 to #6). This exercise is not meant to indicate that an element is less important or less valuable for West Point. This exercise demonstrates people's thoughts on what they felt were the highest priorities for the City. The weighted rankings are shown below.

GRAPH/CHART 5: KICK-OFF MEETING FUTURE PRIORITIES



Station Exercise Summary: Future Name

Attendees were asked to suggest names for the greater 10th Street area to help create a distinct and positive identity. The following are the names suggested at the meeting (listed alphabetically).

- + 10th Street Village
- + The 10th Point
- + Five Corners
- + C.V. Boulevard
- + Davidson Hills
- + Davidson Parkway
- + Futurepoint
- + Gateway Hills
- + Greater Hilltop Village
- + The Hill
- + Hill Street Village
- + Hilltop Village
- + Impact West Point
- + Lakeville
- + Park Hills
- + Parkland
- + Pinewood
- + The Point
- + River City
- + River Heights
- + River Woods
- + Riverville
- + Riverwood
- + United Point
- + West Point Gateway



MEETING PARTICIPANTS WERE ACTIVELY ENGAGED IN PROVIDING INPUT, DIRECTION, AND VISION



STATION EXERCISES WERE INSTRUMENTAL IN ENGAGING THE COMMUNITY TO VISUALIZE THE FUTURE

Community Workshop February 19, 2011

The second 10th Street Area Redevelopment Plan Community Meeting was held on Saturday, February 19, 2011 at Bethlehem Baptist Church. The workshop was a resounding success in outreach, with approximately 270 in attendance. The meeting was a workshop format, as outlined below.

TABLE 3: WORKSHOP SCHEDULE

| TIME | TOPIC | PARTICIPATION | LOCATION |
|----------------|--|---------------|--|
| 9:00am | Sign-in & Light Breakfast | Individual | Sanctuary Lobby |
| 9:00 - 9:15a | Preserve/Change Stations (red dot/green dot exercise at posters) | Individual | Sanctuary Lobby |
| 9:15 - 9:45a | Orientation/Overview Presentation: Welcome, Project/Process Overview, Day's Schedule/Format, Background Findings, Ground Rules for the Day | All | Sanctuary |
| 9:45 - 9:55a | Transition Time | All | Sanctuary, Fellowship Hall, Sanctuary Hall |
| 9:55 - 10:25a | 1 of 3 activities: Image Presentation, Break-out Tables, Subarea Posters | All | Sanctuary, Fellowship Hall, Sanctuary Hall |
| 10:25 - 10:35a | Transition Time | All | Sanctuary, Fellowship Hall, Sanctuary Hall |
| 10:35 - 11:05a | 1 of 3 activities: Image Presentation, Break-out Tables, Subarea Posters | All | Sanctuary, Fellowship Hall, Sanctuary Hall |
| 11:05 - 11:15a | Transition Time | All | Sanctuary, Fellowship Hall, Sanctuary Hall |
| 11:15 - 11:45a | 1 of 3 activities: Image Presentation, Break-out Tables, Subarea Posters | All | Sanctuary, Fellowship Hall, Sanctuary Hall |
| 11:45 - 12:00p | Participant Dismissal | All | Sanctuary, Fellowship Hall, Sanctuary Hall |
| 12:00p | Lunch | All | Fellowship Hall |

Station Exercise Summary: Preserve/Change

Participants were asked to place a green dot anywhere they wanted to preserve the most and place a red dot anywhere they wanted to change the most within the 10th Street Area.

In the 10th Street Area I Want to Preserve...

- + Rec area north of 10th Street
- + West Point Elementary School
- + River
- + 10th Street to 9th Street
- + Pinewood Cemetery
- + 7th Street Cemetery
- + 9th Street south and west of College Hill Apartments
- + Public Housing north
- + 9th Street south and east of College Hill Apartments
- + Training Center
- + Light Industrial behind Training Center
- + Undeveloped parcel adjacent to Public Housing south
- + Small subdivision between 10th Street and Elementary School
- + Public Housing south
- + Bethlehem Baptist Church

In the 10th Street Area I Want to Change...

- + 10th Street to 9th Street
- + Rec area north of 10th Street

- + Public Housing north
- + 10th Street east of MLK
- + 9th Street south and west of College Hill Apartments
- + 9th Street south and east of College Hill Apartments
- + Undeveloped parcel below Public Housing south
- + West Point Elementary School
- + Pinewood Cemetery
- + West Point Tech Park
- + Public Housing south
- + Training Center
- + Homes behind Elementary School



PRESERVE AND CHANGE POSTERS WERE POSITIONED IN THE LOBBY AT THE COMMUNITY WORKSHOP AS THE FIRST INTERACTIVE ACTIVITY OF THE MORNING

Station Exercise Summary: Gateways

Participants were asked to place a green dot on any image they strongly liked and a red dot on any image they strongly disliked. The images shown here were those that received the highest rankings.

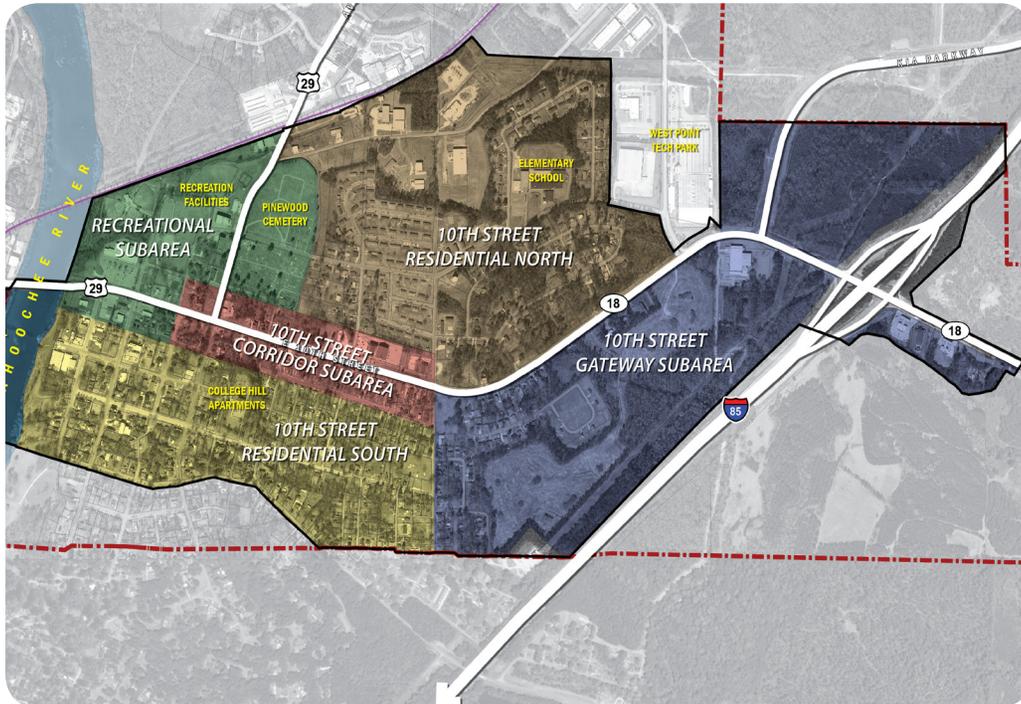
GATEWAY IMAGERY



Station Exercise Summary: Fill In The Blank

Participants were asked to write or draw their thoughts and big ideas for what they would like to see in the 10th Street Area. Comments are categorized in the subareas they related to.

WORKSHOP STUDY AREA SUBAREAS



Fill In The Blank: Recreation Subarea

- + Park along the Downtown side of the river
- + Riverwalk along the east side of the river
- + Restaurant along the east side of the river and south of 10th
- + Boat Docks along the river
- + Fishing spots along the river
- + New park and greenspace at the rec fields
- + Rec fields all the way up to 10th Street
- + New place to get hamburgers on 10th Street at the rec fields
- + Improve/Update the rec fields
- + New community rec center at the rec fields
- + A new Boys and Girls Club at the rec fields
- + Movie theater at the rec fields
- + More for middle aged folks to do at the rec fields
- + Do not change the rec fields
- + New basketball court at the rec fields
- + New picnic area at the rec fields
- + New baseball field at the rec fields
- + New grocery store at the corner of Highway 29 and 10th Street
- + New community education/media center/ youth activities area south of 10th Street and west of Avenue D

Fill In The Blank: 10th Street Residential South Subarea

- + New mixed use development south of 10th Street and west of Avenue D
- + New housing south of 10th Street and west of Avenue D
- + Clean up homes and lots at 6th Street and Avenue D
- + Better housing along 9th Street
- + Better housing along 7th Street
- + Commercial and mixed uses along 10th Street
- + Clean up lots south of 10th Street
- + New park south of 9th Street at Avenue K
- + Clean up the area around the 7th St/8th St cemetery
- + Community Center near 8th Street and Avenue K

Fill In The Blank: 10th Street Residential North Subarea

- + Improved mixed income housing north of 10th Street
- + New apartment complex north of 10th Street
- + Tear down the existing public housing north of 10th Street
- + New community gardens north of 10th Street
- + New media center in the newly redeveloped public housing area
- + New High School at the site of the current public housing
- + New High School north of the Elementary School
- + New bowling alley or movie theater west of the Elementary School
- + Restore the swimming pool at the Elementary School
- + CVS at the corner of 10th Street and MLK
- + New High School north of 10th Street and east of MLK
- + New commercial uses along 10th Street and east of MLK



THE FILL IN THE BLANK STATION PROVIDED DETAILED INSIGHT INTO ISSUES AND OPPORTUNITIES IN THE STUDY AREA

- + New hotel along 10th Street and east of MLK
- + New Wal-Mart along 10th Street and east of MLK

Fill In The Blank: 10th Street Corridor Subarea

- + Better housing along 10th Street
- + More shopping along 10th Street
- + More restaurants along 10th Street
- + Mixed use with housing along 10th Street
- + Preserve Bethlehem Baptist on 10th Street
- + New bike lanes along 10th Street
- + Make 10th Street into a boulevard

Fill In The Blank: 10th Street Gateway Subarea

- + New open space at corner of MLK and 10th Street
- + New commercial uses along 10th Street
- + New stores and restaurants on undeveloped land south of the public housing
- + New open space and walking trails incorporated into the land south of the public housing
- + New grocery store on 10th Street
- + New place to get hamburgers on 10th Street



INPUT ON THE FILL IN THE BLANK STATION COVERED MANY TOPICS AND GARNERED FEEDBACK ON ALL SUBAREAS

Station Exercise Summary: Future Name

Attendees were asked to suggest names for the greater 10th Street area to help create a distinct and positive identity. The following are the names suggested at the workshop (listed alphabetically).

- + 10th Street Community (4)
- + 10th District
- + 10th Street Village (2)
- + Beautiful
- + Change
- + East West Point
- + Froghorns
- + Gateway
- + Gateway Ave
- + Gateway Plaza
- + Ground Zero
- + Hall Community
- + Hall Memorial
- + Hillsvie Point
- + Hilltop
- + Hilltop Village
- + Hope for the Future
- + Hope Harbor (2)
- + Hope Haven
- + Hope on 10th
- + Jacob Moore Memorial (8)
- + Keeney Community (4)
- + Main Street
- + New Beginnings (3)
- + New Horizon West Point on the Square
- + New Way
- + North Point
- + Oyster Bay
- + Pine Ridge
- + Point Hill
- + Point Parkway
- + Point Place (4)
- + The Point (2)
- + Point University Avenue
- + Point Way
- + Ranson Drive (2)
- + River Estates
- + River Parkway
- + River Point (3)
- + SoHo
- + University Avenue
- + Villages at 10th Street
- + Village Green
- + The Village
- + Welcome Boulevard
- + West Point Boulevard
- + West Point Corridor
- + West Point Gateway (2)
- + West Point Parkway

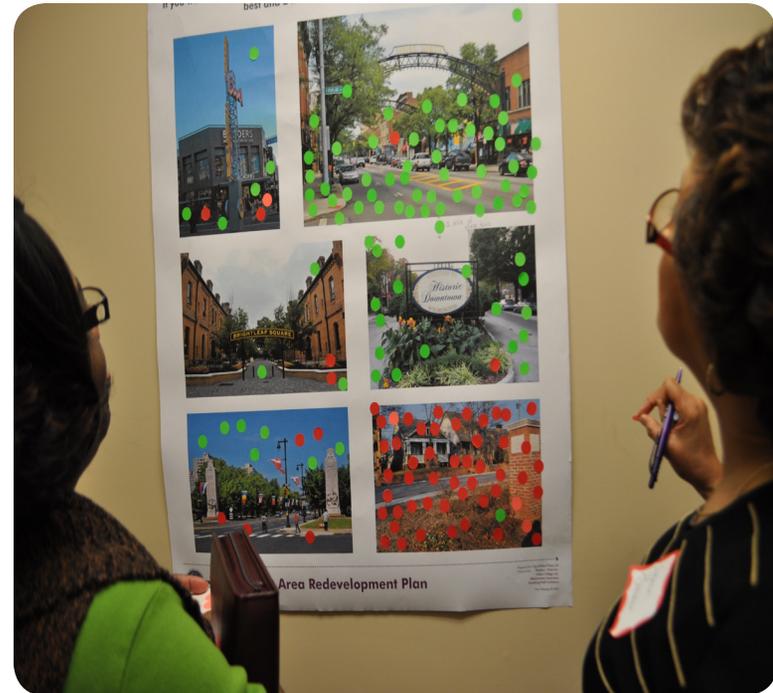


THE COMMUNITY ENJOYED IMAGINING A NEW IDENTITY FOR THE STUDY AREA

Station Exercise Summary: I Just Have To Say...

Participants were asked to share the one thing that most excited them about today or the planning process overall.

- + The Progress and Change of 10th Street – Destroy the bad housing
- + The Progress is coming – not happy about going to another state to get living items
- + A lot of people giving a lot of input
- + The fact that they are trying to prepare a plan and it's not just a scattered approach
- + The amount of people that showed up, especially since it was not advertised – can you please make sure the one in April is advertised?
- + The response, the number of people that are here and are interested
- + All of the involvement and the number of people that came and the fact that we have a say so in the change
- + That everyone came together to make decisions together...that they allowed us to be involved
- + A mixed group of people coming together to make a difference.... and the food
- + The opportunity for community input
- + Becoming part of the West Point community – Point University staff
- + We are just moving to the community, and are very excited that we are moving to a community that cares
- + The opportunity to receive the community input



THE COMMUNITY WAS EAGER TO PLAN FOR WEST POINT'S FUTURE, AND HAPPILY ENGAGED IN THE VARIOUS PLANNING EXERCISES THROUGHOUT THE WORKSHOP

- + Getting to meet people from West Point – Point University staff
- + Seeing new places to hangout in West Point – Point University student
- + Change – the possibilities of modernizing West Point for the 21st Century
- + A Change
- + The community getting together and wanting to change
- + Learning more about the area and what the community can be
- + The turn out and all the citizens that care
- + The opportunity to have involvement
- + The crowd and the number of people who are willing to come out on a Saturday because they are excited about what is going on
- + Seeing the new school and a new environment - Point University student
- + Getting to see the new home of the college - Point University student
- + Understanding the community and learning
- + The community coming together... and just seeing all walks of life coming together to work on a project together
- + It's amazing to see this many people come out to take ownership of their future
- + The community interaction
- + Talking to people and getting to know people in the community one-on-one
- + Involvement of the community towards growth that can be enjoyed and sustained
- + Need to make an effort to include the Hispanic population
- + Possibilities

- + Husband: All of it is very exciting...the recreation – Wife: You should have asked me...it's the shopping
- + The participation and planning for the future
- + Possibility of further education moving to the area
- + The number of people involved in this process
- + The opportunity to be a part of the process and voice my opinion
- + Enthusiasm of the people who are here
- + That everyone is putting a focus on West Point
- + It's going to be our future home
- + Opportunity

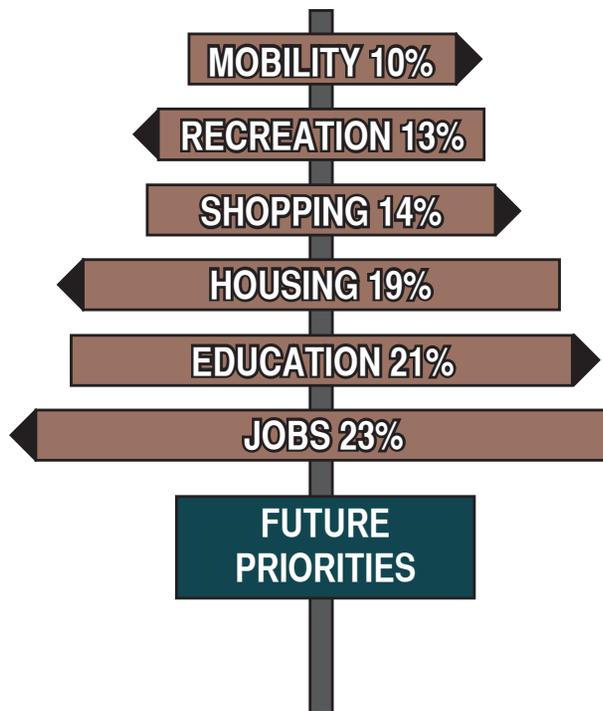


MANY OF THE WORKSHOP STATIONS WERE INTERACTIVE, WITH OPPORTUNITIES TO SELECT IMAGERY THAT WAS EITHER COMPATIBLE OR INCOMPATIBLE WITH THE IDEAL FUTURE FOR WEST POINT

Station Exercise Summary: Future Priorities

Attendees were asked to rank key community elements in order of importance for the future (#1 to #6). This exercise is not meant to indicate that an element is less important or less valuable for West Point. This exercise demonstrates people’s thoughts on what they felt were the highest priorities for the City. The weighted rankings are shown below.

GRAPH/CHART 6: WORKSHOP FUTURE PRIORITIES



Station Exercise Summary: Shopping & Housing

A series of interactive stations were posted throughout the Sanctuary Hallway related to the community elements of Housing and Shopping. There were specific posters with exercises for each subarea (as shown on previous map) and a series of dots for “voting” were given to each participant.

Participants were asked to provide their thoughts and impressions about which types of development were the most appropriate and least appropriate for each of the five subareas related to the community elements of Housing and Shopping. They were asked to place a green dot on any image they strongly liked and a red dot on any image they strongly disliked. The images shown received the highest rankings.

Participants were also asked to indicate what ratio of housing and shopping they thought would be most appropriate for each subarea, covering a spectrum between mostly residential to mostly commercial. They placed a dot on the statement that described their preference for the balance between housing and shopping for each subarea.



HOUSING AND SHOPPING WERE KEY FOCUSES OF THE COMMUNITY WORKSHOP

Recreation Subarea / Shopping & Housing

Attendees were asked to share likes and dislikes about these elements for West Point's future. They were asked to indicate the ones they thought were the best fit for West Point in the future, as well as what they did not think was a fit for West Point in the future. Overall, participants indicated this subarea should have more commercial than residential in character and use. Some of the more popular of these images for each element are below.



SHOPPING IMAGERY



HOUSING IMAGERY



10th Street Residential South Subarea / Shopping & Housing

Attendees were asked to share likes and dislikes about these elements for West Point's future. They were asked to indicate the ones they thought were the best fit for West Point in the future, as well as what they did not think was a fit for West Point in the future. Overall, participants indicated this subarea should have more residential than commercial in character and use. Some of the more popular of these images for each element are below.



SHOPPING IMAGERY



HOUSING IMAGERY



10th Street Residential North Subarea / Shopping & Housing

Attendees were asked to share likes and dislikes about these elements for West Point's future. They were asked to indicate the ones they thought were the best fit for West Point in the future, as well as what they did not think was a fit for West Point in the future. Overall, participants indicated this subarea should have more residential than commercial in character and use. Some of the more popular of these images for each element are below.



SHOPPING IMAGERY



HOUSING IMAGERY



10th Street Corridor Subarea / Shopping & Housing

Attendees were asked to share likes and dislikes about these elements for West Point's future. They were asked to indicate the ones they thought were the best fit for West Point in the future, as well as what they did not think was a fit for West Point in the future. Overall, participants indicated this subarea should have more commercial than residential in character and use. Some of the more popular of these images for each element are below.



SHOPPING IMAGERY



HOUSING IMAGERY



10th Street Gateway Subarea / Shopping & Housing

Attendees were asked to share likes and dislikes about these elements for West Point's future. They were asked to indicate the ones they thought were the best fit for West Point in the future, as well as what they did not think was a fit for West Point in the future. Overall, participants indicated this subarea should have more commercial than residential in character and use. Some of the more popular of these images for each element are below.



SHOPPING IMAGERY



HOUSING IMAGERY



Station Exercise Summary: Mobility & Recreation

Participants took part in animated discussion in small groups at breakout tables in the Fellowship Hall related to the community elements of Mobility and Recreation. The most discussed topics, with representative comments, are shown.

Participants were led through a series of questions about both Mobility- and Recreation-related issues in the 10th Street Area. A planning team facilitator led each table through exercises using maps, markers, and other illustrative tools to capture ideas.

Mobility

Sidewalks & Trails

- + Improved sidewalk conditions
- + Build new sidewalks on streets that don't currently have any
- + Repair broken sidewalks where needed
- + Finish the Riverwalk trail system
- + Tie riverfront development into the trail system
- + Integrate a trail system into the rec fields area
- + Establish a pedestrian connection over the river
- + More transportation options for people that don't have cars

Bicycles

- + Enable bicycling on local neighborhood streets
- + Enable bicycle traffic over the 10th Street bridge



BREAK OUT TABLES WERE UTILIZED TO ENABLE SMALLER GROUP CONVERSATION AND DISCUSSION

10th Street

- + Create bicycle lanes on 10th Street
- + Slow down the speed of traffic on 10th Street
- + Design key intersection to enable pedestrians to comfortably cross

Recreation

Recreation Fields

- + Improve the rec fields
- + Expand the rec fields
- + Encourage Point University sports teams to locate in West Point long-term
- + Better/Increased access to existing rec fields for residents
- + Create a new community recreation center

Parks

- + Create a new large passive park
- + Create a new neighborhood park south of 10th Street and west of the College Hill Apartments
- + Create a new neighborhood park south of 10th Street and east of the College Hill Apartments
- + Create a new neighborhood park north of 10th Street and as a focal point of a newly redeveloped Housing Authority property
- + Create a new neighborhood park south of 10th Street and as a focal point of a newly developed Housing Authority property



THE TABLES FOCUSED ON MOBILITY AND RECREATION, AND WERE LED BY THE CONSULTANT TEAM'S PLANNERS AND DESIGNERS

Station Exercise Summary: Jobs & Education

Participants took part in a visual and written survey and facilitated discussion in the Sanctuary related to the community elements of Jobs and Education. The highest ranking images and most popular comments are delineated.

Participants were shown a series of images related to both Jobs and Education and were asked to indicate their initial impression of whether that job or type of education would be a fit for West Point by ranking it

between 1 (strongly dislike) and 5 (strongly like). They were then asked to write on individual survey forms the types of jobs or education that are missing in West Point, as well as what type of jobs or education are the highest priority for West Point's future.

Participants were then asked to share their thoughts and ideas related to these questions in a group forum through discussion led by a planning team facilitator.



THE CHURCH AUDITORIUM WAS USED TO LEAD A DISCUSSION ON JOBS AND EDUCATION



THE JOBS AND EDUCATION DISCUSSION REVEALED A DESIRE FOR GREATER DIVERSITY AND OPPORTUNITY IN THE COMMUNITY

JOBS IMAGERY



SUMMARY OF JOBS DISCUSSION

EDUCATION IMAGERY



SUMMARY OF EDUCATION DISCUSSION



Community Plan Presentation April 14, 2011

Overview

The final 10th Street Area Redevelopment Plan Community Meeting was held on Thursday, April 14, 2011. Unlike previous community-wide meetings during this process, this meeting was centered on the presentation and reporting back to the community what has been captured over the last five months. After the presentation, the attendees were then able review the big ideas in more detail with planning team members.

Mayor Ferguson welcomed everyone to the meeting and provided context on how the City began this process and where the community has led us. The presentation then opened with what has been going on in the process, both from a technical analysis standpoint and the milestones in the community outreach efforts.

What has been said by community members was detailed by listing what groups had been talked to during the last five months, as well as topics of what was heard the most during the process, about schools, youth, jobs, housing, shopping, recreation, change, and priorities. Each of these topics was then walked through to demonstrate how the plan is addressing what the community has voiced during the process.



THE COMMUNITY PLAN PRESENTATION WAS HELD AT THE HISTORIC WEST POINT DEPOT

A brief overview of market dynamics was profiled, including the “customer” summary, which portrayed statistics related to growth rates, age structure, income levels and daytime population. Current market realities, as well as market potential, were highlighted for each category. The building blocks were outlined for the strategic order of efforts to leverage potential target markets and build market pressure to incent redevelopment.

Lastly, the “big ideas” were covered, including strong illustrative examples to convey the preferred future voiced during this process. How these catalyst projects build upon each other and their intertwined nature for long-term redevelopment were explained.

After the presentation, attendees were then able to visit stations staffed by planning team members to ask detailed questions, share comments, and review more detailed graphics related to each project area: Recreation Campus, Housing Redevelopment, Professional Services District, and Improved Streetscapes.



PARTICIPANTS WERE ABLE TO VIEW THE “BIG IDEAS” AT STATIONS, WITH THE PLANNING TEAM CONSULTANTS ON-HAND FOR ONE-ON-ONE DISCUSSION AND EXPLANATION



STATIONS CONTAINED EXISTING AND PROPOSED PHOTOS, GRAPHIC RENDERINGS, AND CONCEPTUAL SITE PLANS

Station Exercise Summary: Community Celebration Results

Participants were also asked to “vote” for an idea for a potential community celebration in about a year’s time that would mark a celebration of progress in implementation efforts in a fun and community-building way. Options include a Kid’s Fun Run, a Bike Rally, a 5K Race, a Box Car Derby, and a Fill In The Blank opportunity.

GRAPH/CHART 6: COMMUNITY CELEBRATION RESULTS

BOX CAR DERBY 22%



5K RACE 22%



BIKE RALLY 24%

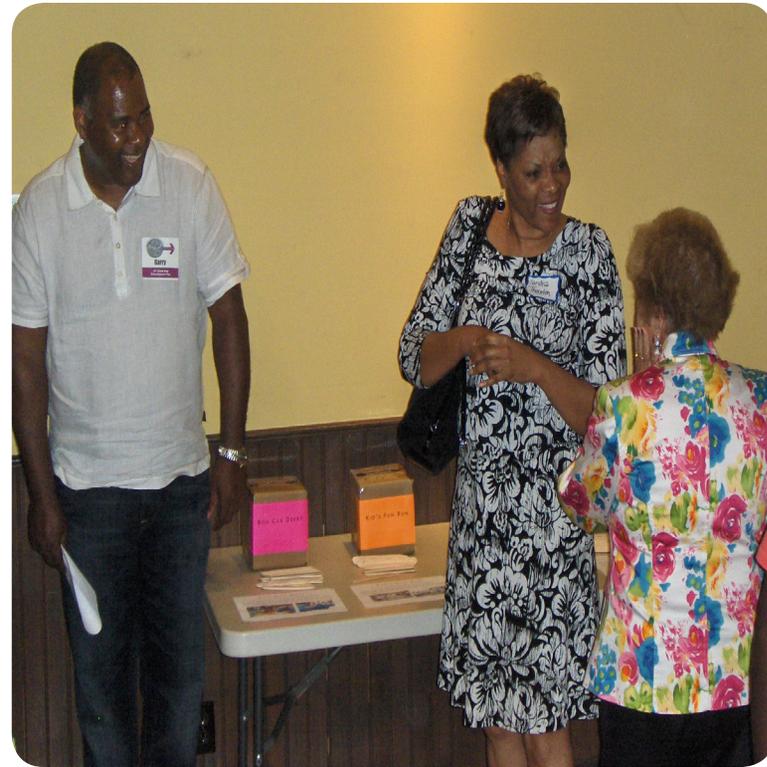


KID’S FUN RUN 32%



The Fill In The Blank suggestions for a potential Community Celebration included the following.

- Triathlon – 3 separate “fun” relay activities using a senior (age 50+), middle (20-49), youth (under 20) to create teams of mixed abilities/skill levels
- West Point Ice Hockey – raise funding for a rink
- Big Block Party on 10th Street – activities for all residents of all ages to participate in all kinds of activities, with BBQ & all types of foods
- Celebrate the Kids – because in the next 12 months we will involve them in the dream for city redevelopment
- Pageant for Miss & Mr West Point
- Bike Rally & Box Car Derby & Big Cookout
- West Point Community Day
- River Race and Fun Day (boats & canoes)
- Community Concert – with music for every race, church dance groups, local bands, local singers, and invite the President to attend
- Big Singing & BBQ Fish Fry – the whole town will come together to clean up and build
- SPLOST Party for recreation project to start
- Walking (2)



PARTICIPANTS WERE ASKED TO ENVISION A COMMUNITY CELEBRATION IN ONE YEAR'S TIME TO CELEBRATE THE IMPLEMENTATION OF THE PLAN

THE WEST POINT COMMUNITY

Community meetings and engagement have allowed the fuller picture to come into focus of “who” the community is today. West Point today embraces diversity. The community understands that change is necessary and that this change must bring increased opportunity and diversification to the entire city. Diversity for every Community Element is needed to address the problems that exist and to position the community to be all that they desire to be - diversity of Education, Jobs, Housing, Shopping, Recreation and Mobility - so that people of all ages, incomes, stages of life, educational levels and capabilities can live a vibrant and prosperous life in West Point.

Conversations with the community have also unearthed clear community themes that have begun to truly drive this planning process. A wide gap exists in **housing** opportunities between lower price points and much higher price points. The vast majority of basic **shopping** and commercial

services are not provided within the community, forcing residents to do most of their shopping and related activities outside of the City. Existing **recreational** facilities are either at maximum capacity with insufficient availability for the community or in disrepair. Local unemployment numbers reveal the need for additional **job** opportunities for the wide variety of skill sets in the community. There is a very clear desire for an orderly and prioritized approach to solving community problems, wanting a “road map” for community **priorities** and related sequential action steps in implementation. There is an overall sense within the community that the loss of the majority of the local **schools** has contributed greatly to a loss of civic identity and character. Consistently throughout the process it was communicated that there is “nothing to do” in West Point and that this sentiment is the single greatest consternation of the city’s **youth**. And there is a driving sense that things need to **change**, and that things have got to get better soon.

HOUSING
SHOPPING
RECREATION JOBS
PRIORITIES
SCHOOLS
YOUTHCHANGE

COMMUNITY THEMES...

- + HOUSING
lack of quality, affordable, & diverse types of housing
- + SHOPPING
need local access to goods, services, & entertainment
- + RECREATION
want newer, better, & accessible facilities
- + JOBS
more opportunities & diverse opportunities
- + PRIORITIES
give us clear priorities & next steps – “a road map”
- + SCHOOLS
bring them back to the community
- + YOUTH
give them things to do & places to work
- + CHANGE
strong sense that things should be “better”

WHAT
IS THE PLAN?

Community Plans are equal parts “community” and “plan.” Plans have no chance of long term success if they are not rooted in the fertile soil of community desire and expression. The extensive community outreach and research implemented throughout this planning initiative set a solid foundation for the emergence of a dynamic community plan for the 10th Street area of West Point. This chapter outlines the details of the plan that have emerged from the community, guided by the expertise of the planning team, and ultimately embraced by the community leaders.

VISION

During the planning process, public meetings, focus groups, and stakeholder interviews were organized for the purposes of both including all community constituents in the process, as well as generating ideas, comments, and feedback vital to the process. These interactions have also enabled a series of vision statements to be created as a means of providing a guiding set of principles for this plan. These principles reflect the commentary and input provided by the community throughout the entire process, and are to be used to further guide each idea, recommendation, and project towards completion. The Community Vision is based on an overarching perspective on each of the Community Elements.

VISION for EDUCATION

West Point is a community of educational opportunities for all ages, desiring convenient, safe, and first-rate educational opportunities that are accessible to the entire community.

VISION for JOBS

West Point is a community of diverse employment and business opportunities, valuing economic viability, and job diversity for the entire community.

VISION for HOUSING

West Point is a community of affordable and diverse housing selection, ensuring that all ages and incomes have the opportunity to reside within the community.

VISION for SHOPPING

West Point is a community of vibrant, diverse, and appropriately-scaled retail, shopping, and professional businesses, ensuring a viable live-work-play opportunity for the entire community.

VISION for RECREATION

West Point is a community of first-class open spaces and recreational amenities, providing the ability for people of all ages, incomes, and stages of life to live healthy lives through access to active and passive leisure activities.

VISION for MOBILITY

West Point is a community of connectivity, with a wide range of safe and convenient options for mobility, including walking, biking, driving, and public transportation, both inside and outside of the community.

GOALS

For the purposes of achieving both the vision of the plan and the specific recommendations of the plan, the following goals have been further established.

EDUCATION GOALS

- + Embrace future residential densities and recreational opportunities that will support the location of a High School in West Point.
- + Provide adult job training to West Point citizens to enable them to be better qualified for a greater diversity of employment opportunities consistent with those offered in the region.
- + Provide the types of residential, commercial, professional, and recreational facilities that will support the growing presence of colleges and universities in West Point.

JOBS GOALS

- + Promote the diversity of jobs and employment in West Point, to avoid dependence on any single employer or industry.
- + Work with local colleges and universities to facilitate the ability for graduates to locate new local start-up businesses in West Point.
- + Promote West Point as a recreation-oriented, business-friendly, historic small town to attract potential employers and businesses with similar values and brands.

HOUSING GOALS

- + Reduce both the reality and the perception of crime as a problem in the community through the infill of vacant lots with new affordable housing development designed to focus visibility on the public streets and sidewalks.
- + Redevelop the Housing Authority properties to retain the current tenants while replacing the older buildings and structures with newer and higher quality housing.
- + Attract college and university students to West Point's historic and newly developed housing.

SHOPPING GOALS

- + Provide retail and commercial uses at the Interstate that accommodate regional travelers while providing basic goods and services to the West Point community.
- + Ensure the heart of the 10th Street corridor from Martin Luther King Drive to West Point Road is more office in nature, with professional and personal services focus, and is an appropriate scale and intensity for the adjacent civic, institutional, religious, and single-family neighborhood uses.
- + Promote 10th Street at the Chattahoochee River and the Recreational Fields as an opportunity for a new hotel and conference center node in support of the expanded recreation complex at this location.

RECREATION GOALS

- + Provide additional opportunities for community open space in the form of pocket parks, community gardens, and bike/pedestrian trails throughout the area.
- + Integrate new passive community parks into the redevelopment of the Housing Authority properties that serve the greater community, as well as the residents of the Housing Authority units.
- + Expand and improve the recreational fields and park area at 10th Street and West Point Road into a major regional destination, complete with connectivity to the Chattahoochee River, area pedestrian facilities, and ensured access for the entire community.

MOBILITY GOALS

- + Provide both new and renovated sidewalk connections throughout the community as a means for facilitating safe and convenient pedestrian mobility.
- + Pursue a variety of transportation modes within West Point so as to enable the ability of all people in the community to access needed goods and services, both inside and outside of the community.
- + Transform 10th Street into a gateway boulevard that creates an attractive, safe, crossable, and walkable thoroughfare for the community as well as a welcoming entry into the City.

THE FRAMEWORK PLAN

The compilation of community data and input, combined with the guiding framework of the Vision and Goals, lead to the creation of the Framework Plan. The Framework Plan is the physical representation of the plan recommendations. Project recommendations that are more physical in nature and can be pinpointed on a map are shown in the Framework Plan. This is a useful tool for presenting the various plan recommendations by subarea. For purposes of effectively communicating the recommendations of the Framework Plan, the entire Study Area is broken up into smaller districts or subareas as follows: 10th Street Interstate Gateway, 10th Street Professional District, Recreation Area, City Hall Area, 12th Street Area, Higgins Street Area and 9th Street Neighborhood. The specific recommendations of the Framework Plan are as follows.

FRAMEWORK PLAN

10th Street Interstate Gateway

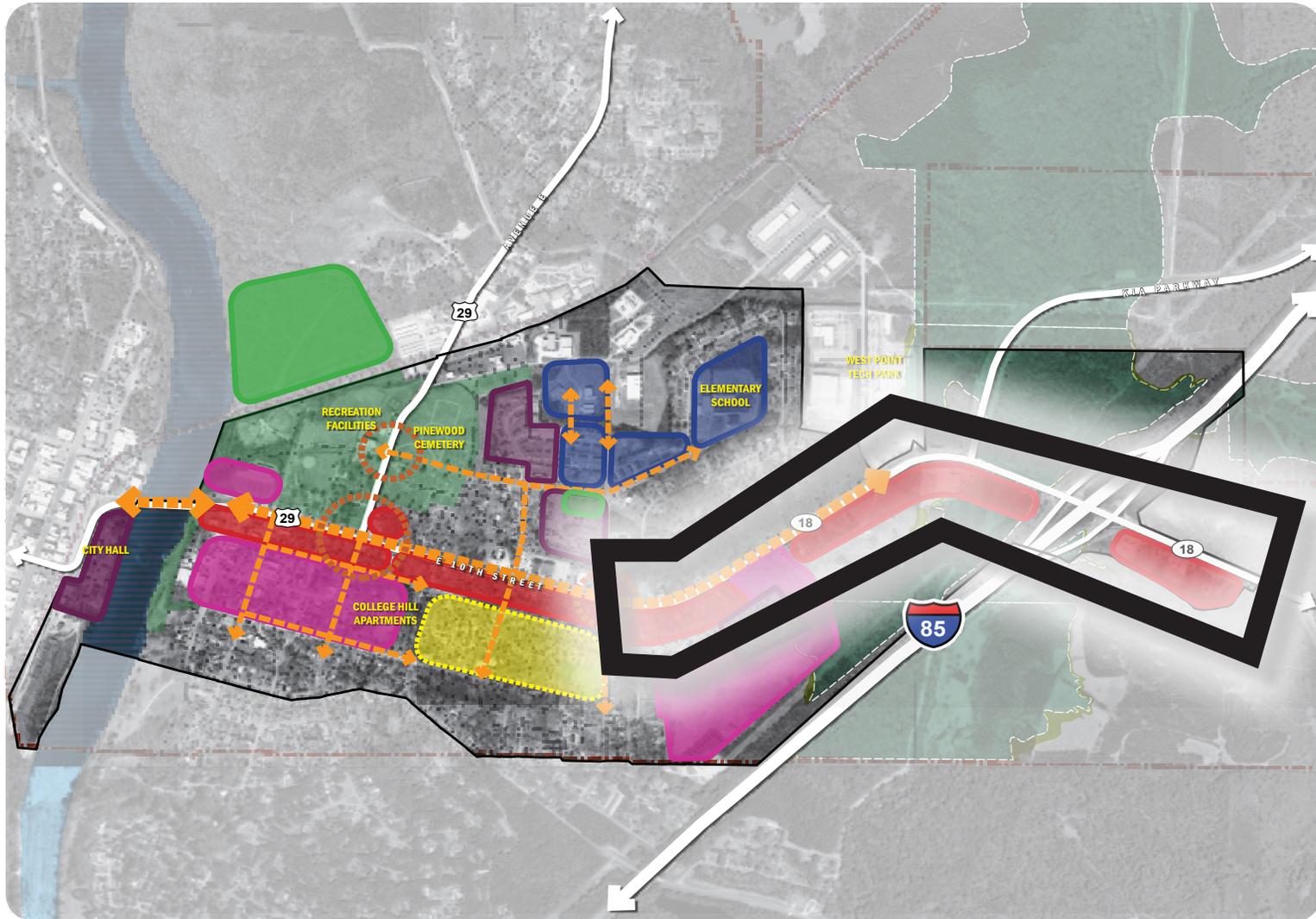
10th Street is the primary entryway into the City for most visitors, and, as such, represents West Point's opportunity to make a first impression on all who exit Interstate 85. The area along 10th Street from the Interstate interchange and Martin Luther King Drive represents this gateway portion of the corridor. The aesthetic character of this portion of 10th Street should be improved dramatically with attractive streetscaping and building facades as part of future development.

Uses along this stretch of roadway should focus on commercial and retail businesses that take advantage of the proximity to Interstate traffic. There are many basic services and retailers that could potentially be supported due to the Interstate access that would also benefit the West Point Community. Examples include a grocery store, fast food establishments, and other convenience retail services. An overall design theme should be established for future signage, streetscapes, and building facades in order to establish a consistent messaging and design program for this critical part of 10th Street.



KEY CONCEPTS

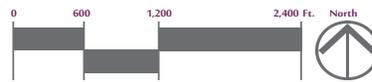
MAP 6: FRAMEWORK PLAN - 10th STREET INTERSTATE GATEWAY



REDEVELOPMENT FRAMEWORK PLAN

10th Street Area Redevelopment Plan

Prepared for: City of West Point, GA
 Prepared by: Market + Main Inc.
 Urban Collage, Inc.
 Metrocenter Associates
 Kronberg Wall Architects
 Date: April, 2011



10th STREET INTERSTATE GATEWAY

FRAMEWORK PLAN

10th Street Professional District

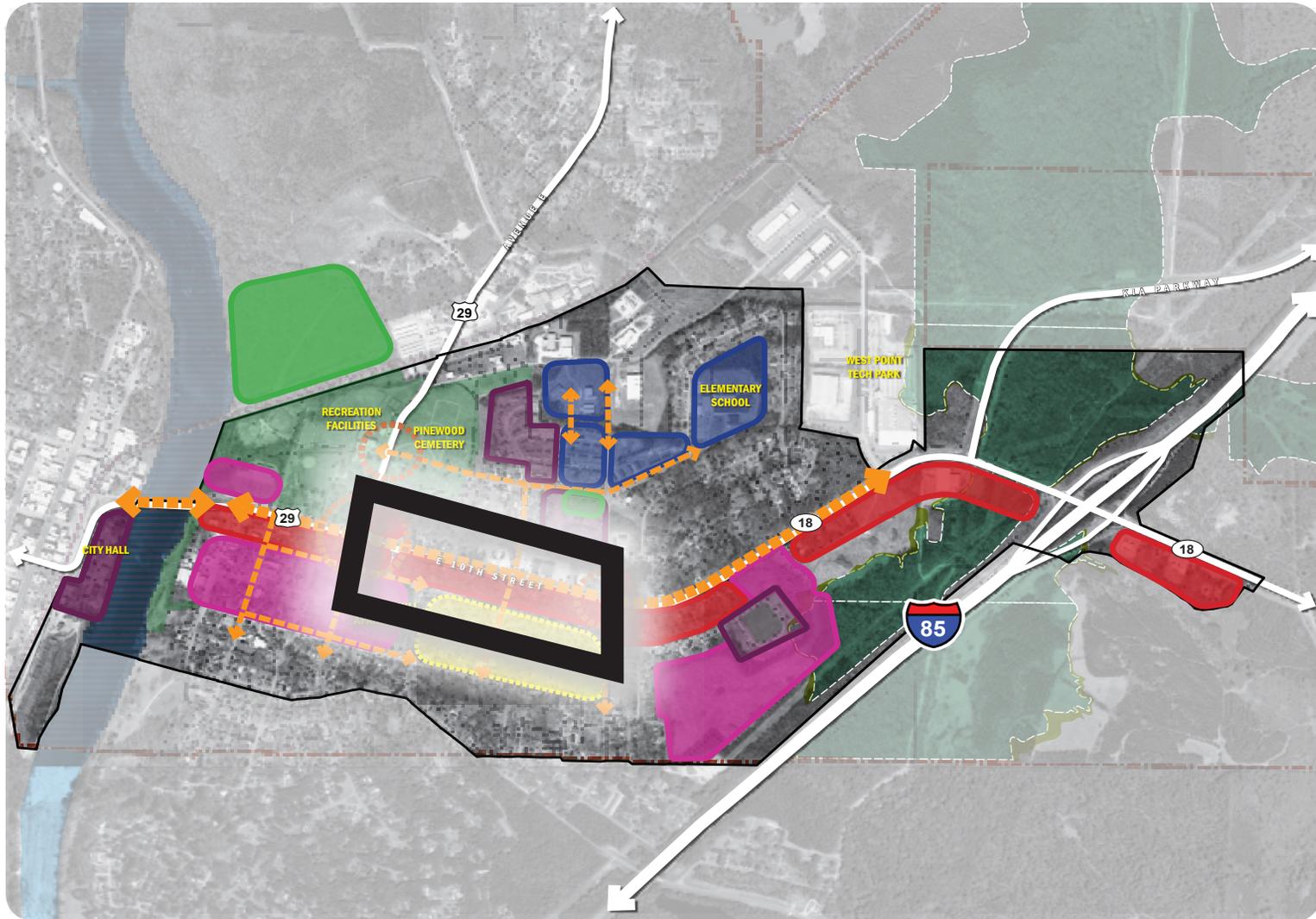
The heart of 10th Street is the area from Martin Luther King Drive to West Point Road/Avenue E. This area suffers from a lack of a consistent identity. Active churches are positioned on the north side and many remaining parcels pose severe topographic challenges. The south side of the road is a combination of vacant parcels, vacant buildings, and some active businesses. As a result, it is the south side that represents the greatest opportunity for change and improvement in this portion. The Framework Plan calls for the south side of the 10th Street core to transition to professional service uses, in many ways consistent with the similar transition that has already occurred to the area just west along 10th Street.

Future development will target professional and office uses, helping to give this area a viable economic role in the City, while at the same time ensuring this area does not compete with the Downtown and Interstate Gateway areas. The aesthetic of this subarea will re-create the look of a primary roadway entering into a historic Downtown complete with buildings that appear as stately homes or buildings, generous front yard setbacks, lush landscaping, parking located to the side and rear of buildings, sidewalks, street trees, street signage and street lights. This portion of 10th Street would include strategic improvements at street intersections to calm the traffic speeds on the road, with features such as crosswalks, pedestrian crossing signals, and appropriate traffic light timing for crossing the street.



KEY CONCEPTS

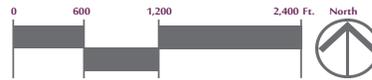
MAP 7: FRAMEWORK PLAN - 10th STREET PROFESSIONAL DISTRICT



REDEVELOPMENT FRAMEWORK PLAN

10th Street Area Redevelopment Plan

Prepared for: City of West Point, GA
Prepared by: Market + Main Inc.
Urban Collage, Inc.
Metrocenter Associates
Kronberg Wall Architects
Date: April, 2011



10th STREET PROFESSIONAL DISTRICT

FRAMEWORK PLAN

Recreation Area

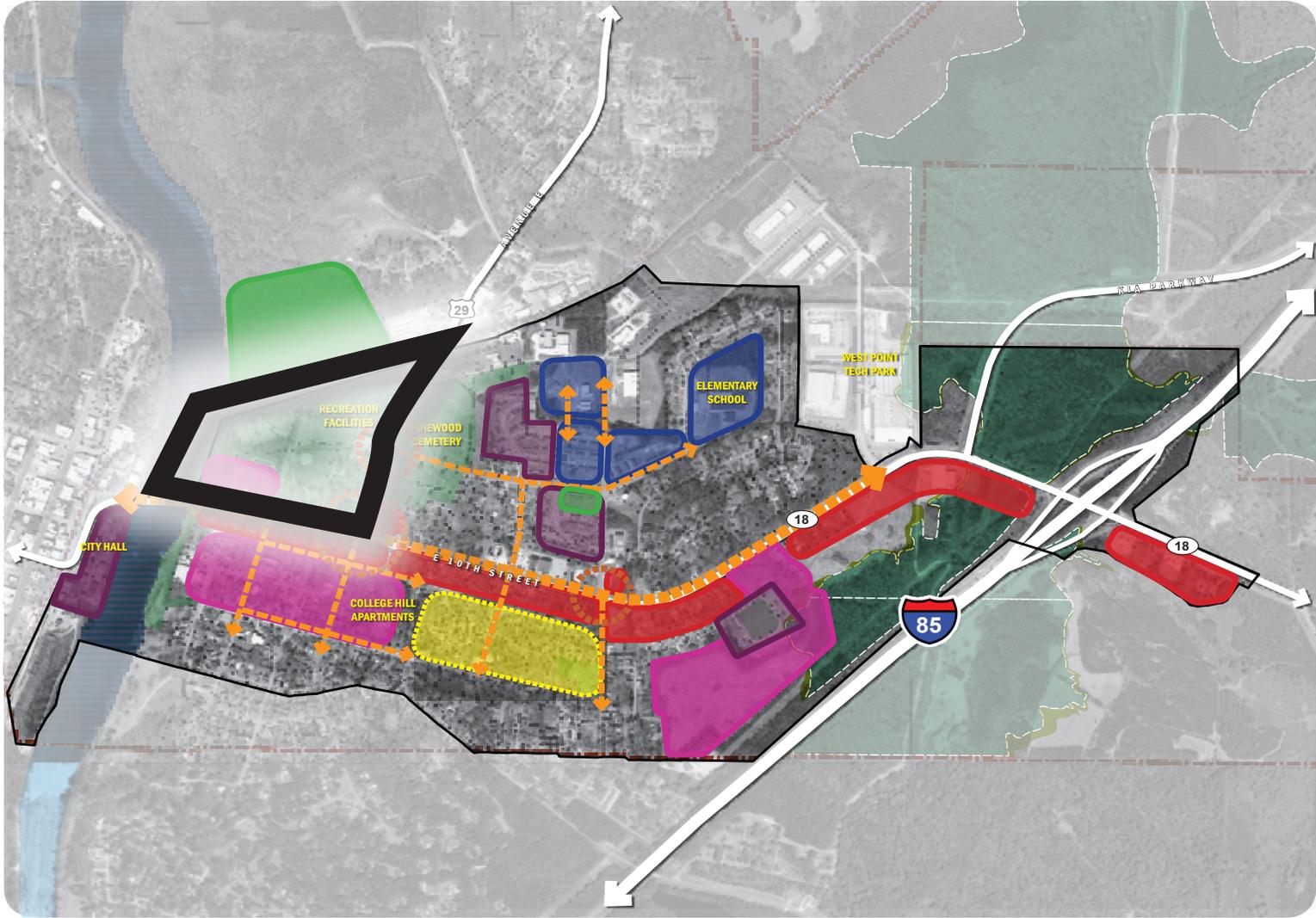
West of West Point Road/Avenue E and East of the Chattahoochee River is the Recreation subarea of the Framework Plan. This plan calls for the aggressive expansion and improvement of the current recreation fields north of 10th Street and west of West Point Road. The called-for improvements to this area will transform this node of 10th Street into a major opportunity for redevelopment. The north side of the node will be mostly allocated to the new recreation campus, giving enough room for recreation facilities for youth leagues, local schools, and most importantly, the West Point public.

New programming will be added to the site in the form an indoor recreation facility, indoor basketball courts, a new football stadium, and a swimming facility. These new improvements, along with access to the Chattahoochee River and Downtown, make this site the perfect location for a new hotel/conference center, as well as a new parking structure needed to facilitate the parking needs of the entire subarea. The vision for the north side of 10th Street in this area is more specifically addressed in the Big Ideas section of this chapter.



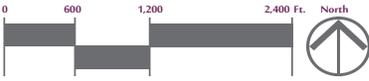
KEY CONCEPTS

MAP 8: FRAMEWORK PLAN - RECREATION AREA




REDEVELOPMENT FRAMEWORK PLAN
 10th Street Area Redevelopment Plan

Prepared for: City of West Point, GA
 Prepared by: Market + Main Inc., Urban Collage, Inc., Metrocenter Associates, Kronberg Wall Architects
 Date: April, 2011



RECREATION AREA

FRAMEWORK PLAN

City Hall Area

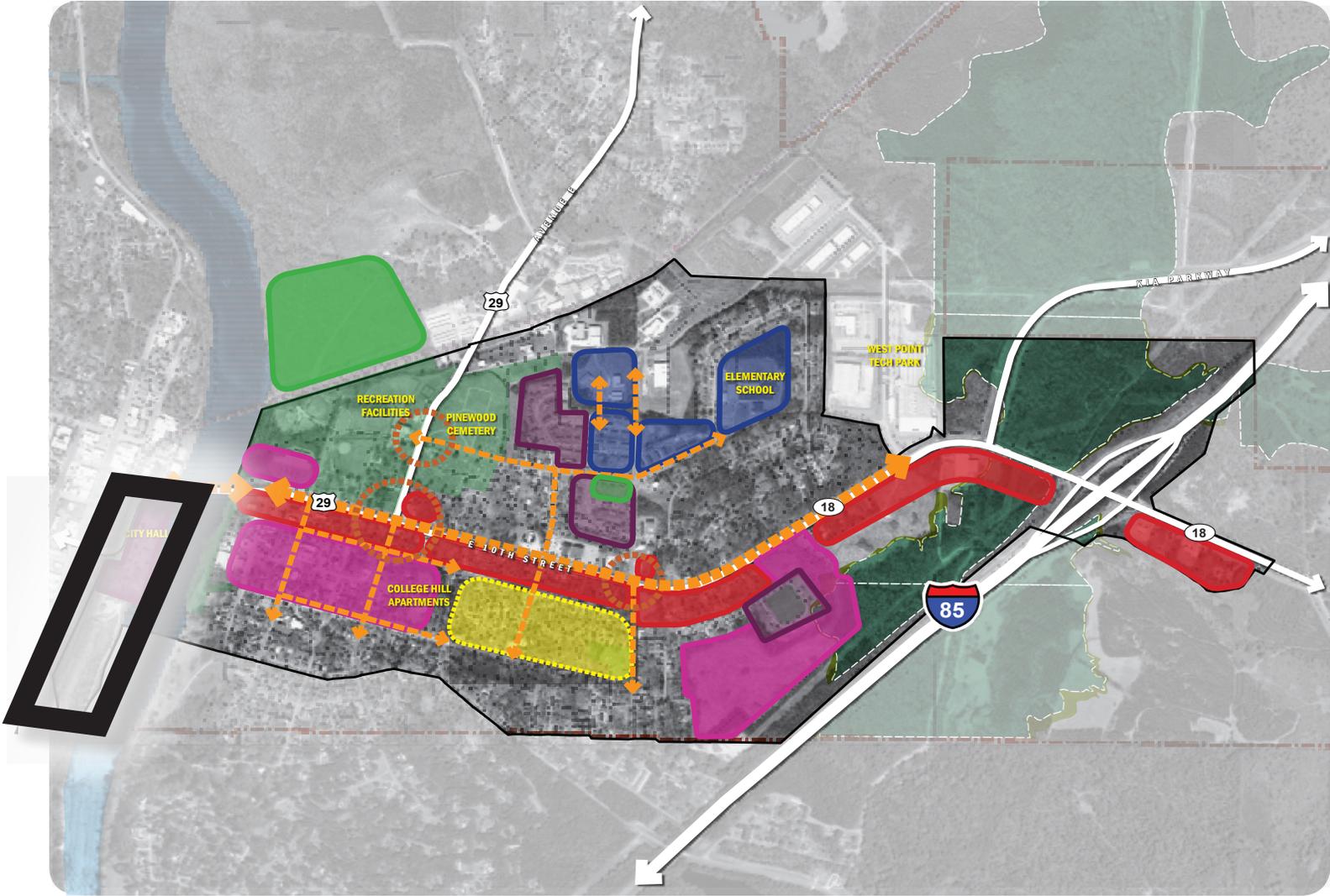
The Framework Plan envisions the subarea west of the Chattahoochee River and surrounding City Hall as a future mixed use, river-oriented area of the City. This is perhaps the most valuable land in the entire City with its orientation to the river, proximity to Downtown, and lack of physical impediments to future development. The majority of this area is under the ownership of the City, and as such, it is of long term benefit to the City to sell this land for future riverfront development. City Hall could either be incorporated into a new higher density development or relocated to another location within the City in the future.

This subarea represents the most viable opportunity for Downtown access to the river, as the north side of the 10th Street Bridge is limited by the current businesses or buildings. Future development in this subarea should be higher density with a major focus on residential, including accessory retail or commercial uses at the ground-floor. With West Point's growth as a collegiate community, this could be a prime location for housing for local college students. Any new development should be oriented towards a riverfront park or plaza space and should provide public access to this new amenity. The development of this portion of the study area is a key component to successfully bridging the gap between Downtown and the expanded recreation campus area east of the river and beyond called for in this plan.



KEY CONCEPTS

MAP 9: FRAMEWORK PLAN - CITY HALL AREA



REDEVELOPMENT FRAMEWORK PLAN

10th Street Area Redevelopment Plan

Prepared for: City of West Point, GA
 Prepared by: Market + Main Inc., Urban Collage, Inc., Metrocenter Associates, Kronberg Wall Architects
 Date: April, 2011

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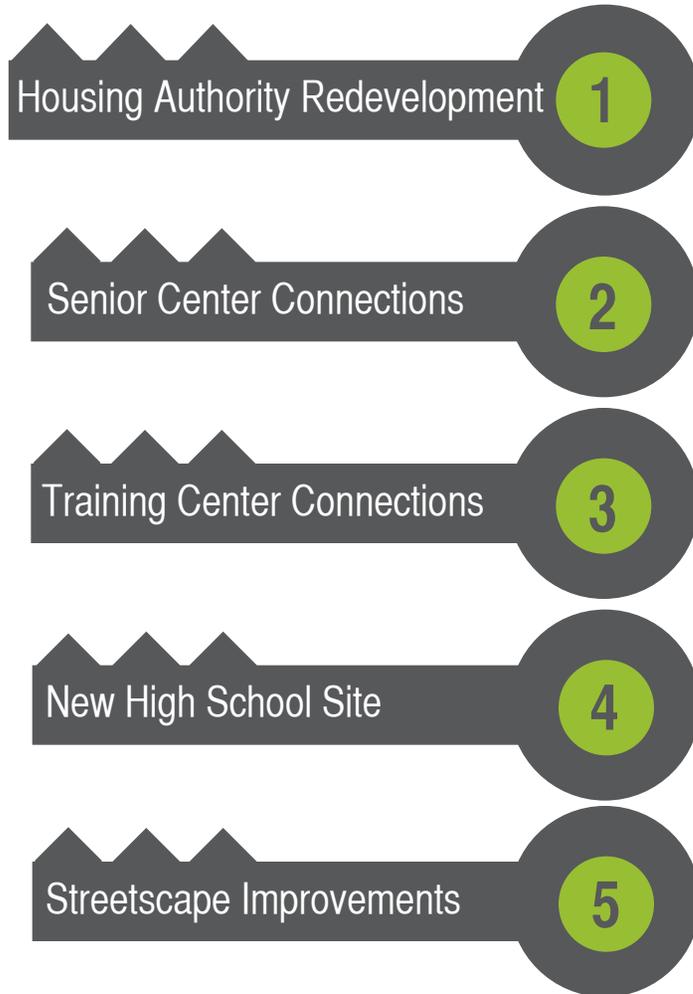
CITY HALL AREA

FRAMEWORK PLAN

12th Street Area

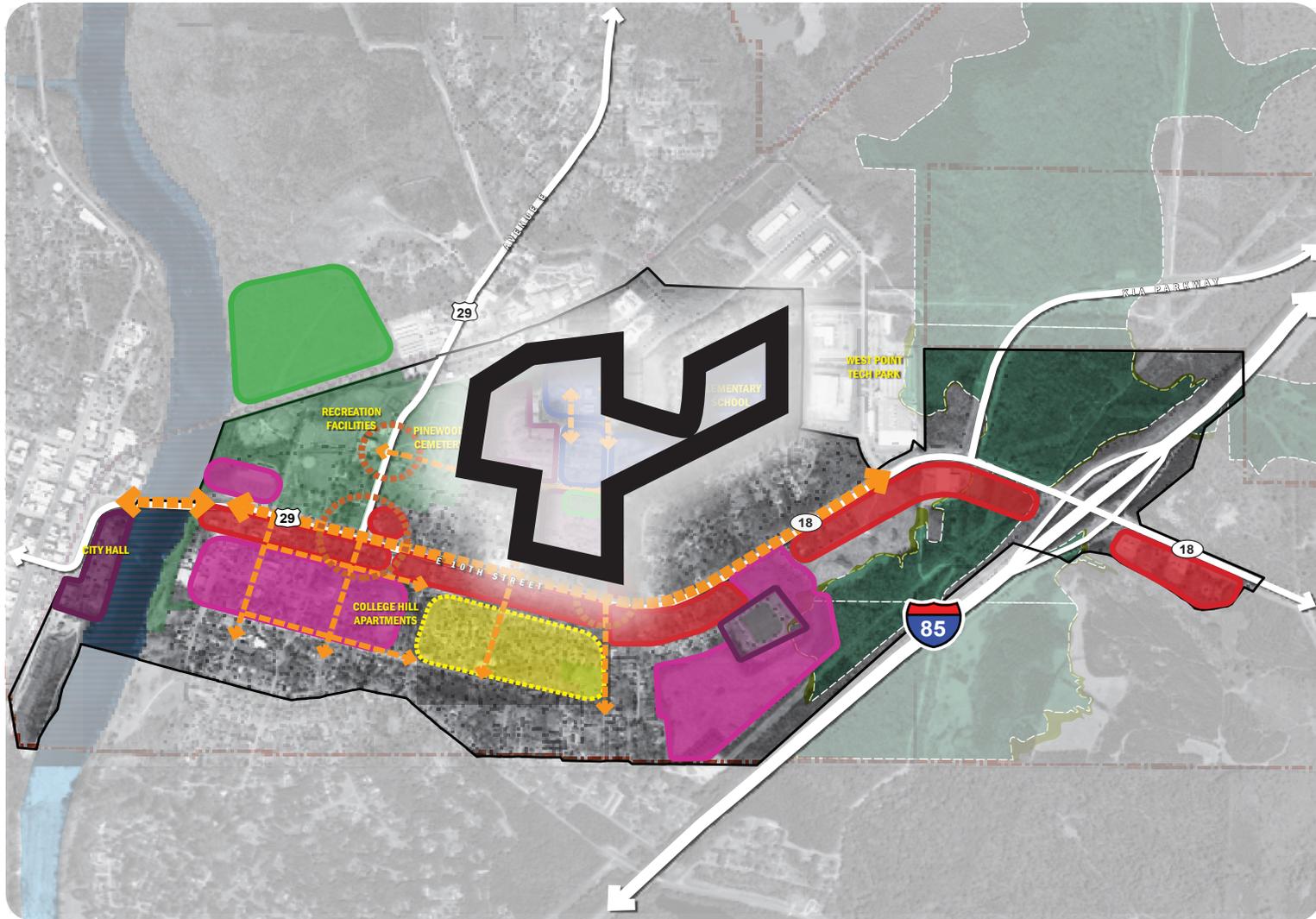
The 12th Street area constitutes the northern half of the Redevelopment Plan. Connecting from the recreation fields and the Pinewood Cemetery on the west side to the West Point Elementary School and the adjacent Technology Park on the eastside, 12th Street is extensive in its reach. The plan for this area centers on the West Point Housing Authority redevelopment and the potential it has to dramatically improve this entire part of West Point.

The new Housing Authority development would provide new and better housing for the current tenants; greater detail on this concept is provided in the Big Ideas section of this chapter. This new development would also include the site for a future High School. The High School would anchor this new area of the community, providing connections to the adjacent Training Center, Senior Center, Elementary School, new housing, and the new recreation campus to the west. 12th Street itself would be upgraded as a new beautiful Avenue, complete with sidewalks, street trees, street furniture, street lights, and public spaces adjacent to the High School, the new residential, and along the Pinewood Cemetery.



KEY CONCEPTS

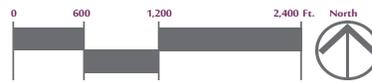
MAP 10: FRAMEWORK PLAN - 12th STREET AREA



REDEVELOPMENT FRAMEWORK PLAN

10th Street Area Redevelopment Plan

Prepared for: City of West Point, GA
Prepared by: Market + Main Inc.
Urban Collage, Inc.
Metrocenter Associates
Kronberg Wall Architects
Date: April, 2011



12th STREET AREA

FRAMEWORK PLAN

Higgins Street Area

In order for the 12th Street Housing Authority area to be redeveloped as envisioned in this plan, a location must be leveraged to “kick-off” the process. Fortunately, the West Point Housing Authority owns a large parcel south of 10th Street, on Higgins Street. This plan envisions this land being leveraged for a first phase of a mixed income housing development. This would enable residents to move to this new development, thereby enabling the corresponding vacant units near 12th Street to begin the second phase of redevelopment in that area. Greater details regarding this site are included in the Big Ideas section of this chapter.

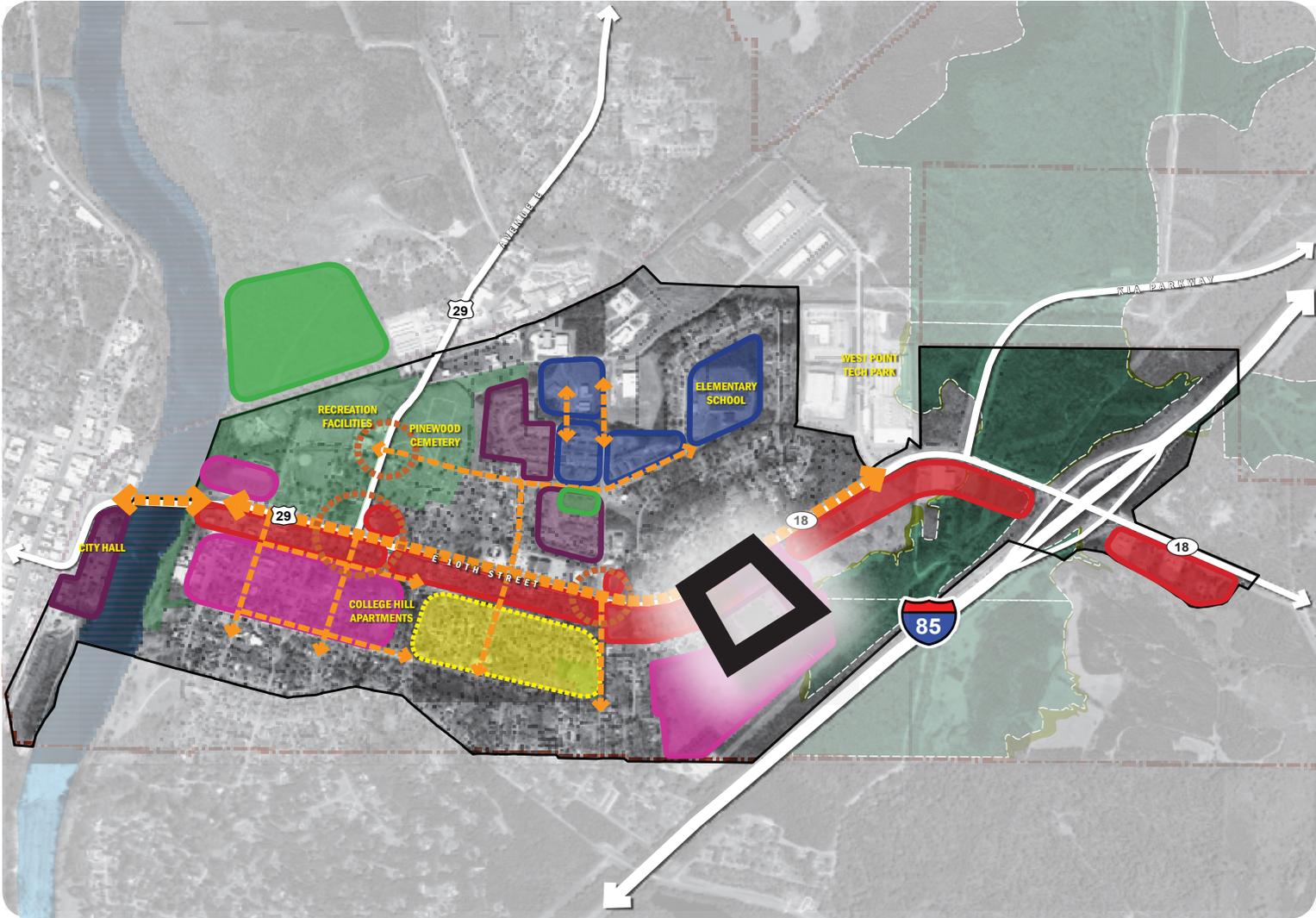
The Higgins Street parcel would form the catalyst for future development adjacent to the site. This new development would set the stage for this entire portion of the study area, south of 10th Street and east of Martin Luther King Drive, to become a higher density residential neighborhood of the City, complete with streets and blocks consistent with the traditional street grid fabric of the adjacent 9th Street neighborhood.

New development would connect to 10th Street whenever possible, while also providing connections to the adjacent 9th Street neighborhood and the new commercial opportunities along the 10th Street Gateway area of the plan. This area should integrate community amenities, such as neighborhood open spaces, sidewalks, street trees, street furniture, street lighting, and pedestrian-oriented building facades, including front porches, stoops, and entryways.



KEY CONCEPTS

MAP 11: FRAMEWORK PLAN - HIGGINS STREET AREA



REDEVELOPMENT FRAMEWORK PLAN

10th Street Area Redevelopment Plan

Prepared for: City of West Point, GA
 Prepared by: Market + Main Inc., Urban Collage, Inc., Metrocenter Associates, Kronberg Wall Architects
 Date: April, 2011

0 600 1,200 2,400 Ft. North

HIGGINS STREET AREA

FRAMEWORK PLAN

9th Street Area

The area south of 10th Street and west of Martin Luther King Drive makes up the 9th Street neighborhood. Streets in the neighborhood are to be upgraded to provide curbs, gutters, and street lighting. In some cases, alleyways should be addressed to de-emphasize public use.

Throughout the neighborhood, vacant lots or lots with homes in disrepair will be targeted for new infill housing opportunities. Wherever possible, the new housing should be affordable and targeted towards those with entry level jobs, those starting families, young couples, local college graduates, and high school graduates. The City should market these infill lots to area home builders and should create financial incentives to make development on these parcels more attractive.

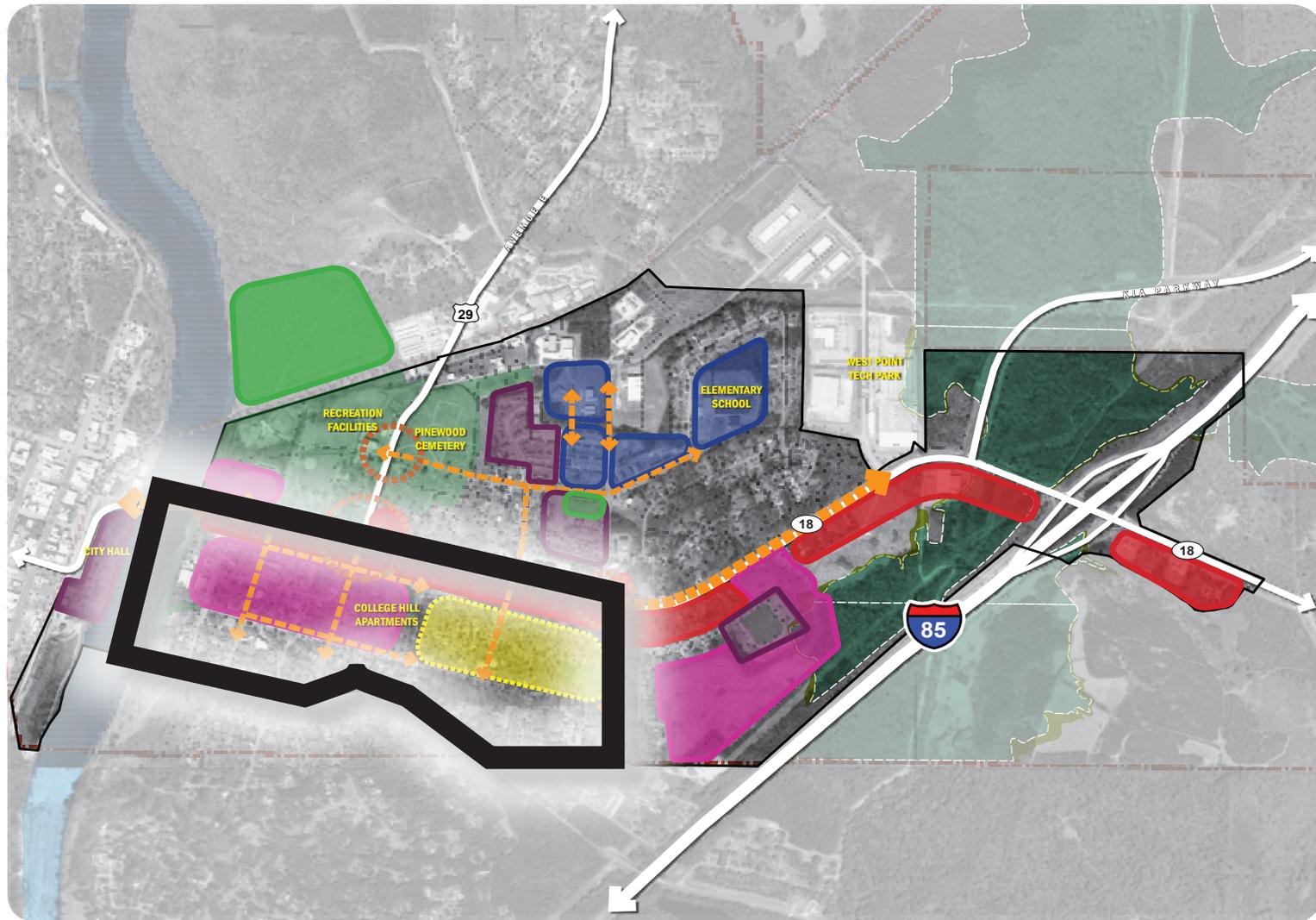
The north side of 9th Street east of Avenue E should transition to match the west side of Avenue E, with professional businesses constituting the entirety of the block from 10th Street to 9th Street. The area east of Avenue E and south of 9th Street will remain residential, and is not envisioned for continued business expansion. Greater detail on this vision is provided in the Big Ideas section of this chapter.

The area south of 10th Street and east of the Chattahoochee River will have new development oriented towards the new recreation campus. Uses will include retailers, restaurants, local businesses, and multi-family residential development.



KEY CONCEPTS

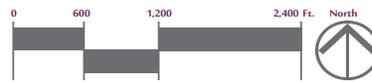
MAP 12: FRAMEWORK PLAN - 9th STREET NEIGHBORHOOD



REDEVELOPMENT FRAMEWORK PLAN

10th Street Area Redevelopment Plan

Prepared for: City of West Point, GA
 Prepared by: Markel + Main Inc.
 Urban Collage, Inc.
 Metrocenter Associates
 Kronberg Wall Architects
 Date: April, 2011



9th STREET NEIGHBORHOOD

WHAT

PLAN ESSENTIALS

THE BIG IDEAS

The recommendations of the Redevelopment Plan address the Community Elements of Education, Jobs, Housing, Shopping, Recreation, and Mobility. Each element is strategically and specifically addressed to deal with current problems, address existing issues, and enable the City to realize its rich potential. While this plan is extensive in its capacity, it is vitally important to the ultimate success of the implementation of the overall plan that the proper strategy be utilized. Given existing market realities, there is an order of prioritization that is of utmost importance to realizing the vision of the plan.

Current market realities reveal West Point has been losing population until recently, has a large concentration of residents over the age of 65, has incomes lower than national averages, and has a very large employment base that does not live within the City.

Knowing this, future success depends on leveraging key resources and opportunities to reverse these trends. The emergence of West Point as a college town positions the City to add new students, faculty, and employees. West Point's large number of residents under the age of 18 can be targeted as the generation that will have every reason to stay in the community. Incomes, while lower than the national average, are still higher in comparison to surrounding communities, and with the addition of collegiate resources these incomes are poised to grow even higher.

Further, the thousands of local employees are a built-in captive market and can be targeted as potential future residents.

There are two forces capable of initiating change in a community: the public sector and the private sector. This plan's recommendations are too broad and expensive for the public sector alone to bear. And as established, there is no current market pressure to prompt the private sector to act today. West Point must create the market pressure that does not currently exist, which will in turn incentivize the private market to act.

Five Big Ideas enable the City to initiate market pressure and to spark the private sector towards the implementation of this plan. Big Idea #1 is a public/private partnership for a significant public amenity that significantly and positively changes perceptions of West Point. Big Idea #2 targets the redevelopment of affordable housing in the community into a new mixed income development that improves overall housing quality while also enabling the private residential market to be tested. Big Idea #3 targets private sector jobs and employment, while Big Idea #4 utilizes public investment to provide amenities that will continue to attract private sector residential, commercial, and employment investments. Ultimately, each of these steps enable the grandest of goals to be realized - in Big Idea #5 - the realization of a new public High School.

BIG IDEA #1

RECREATION CAMPUS
HOTEL &
CONFERENCE CENTER

The leading Big Idea of the Redevelopment Plan is a concept that gives the West Point community the best chance of seeing their entire vision come to life. In fact, no other plan idea or recommendation has as much potential for moving West Point forward as does this one.

Big Idea #1 is for the development of a Hotel and Conference Center at the newly expanded and renovated Recreation Campus along the Chattahoochee River. The new Recreation Campus is the result of the City of West Point Recreation Master Plan, going on concurrently with this Redevelopment Plan process. That plan envisions the current Recreation Fields site along the Chattahoochee River as an expanded and renovated Recreation Campus. The new campus would preserve the existing fields that have been recently improved, and would provide additional facilities, such as soccer fields, tennis courts, a football stadium, and a natatorium.

The Redevelopment Plan process identified recreation as one of the greatest needs and priorities of the community. Many of the problems that burden the community today can be addressed through expanded and accessible recreation opportunities. Given the importance of recreation to the community, this plan has identified an indoor recreation center as a vital component. A new recreation center will provide the West Point community with year-round and all-weather opportunities for recreation, exercise, and community interaction.

In addition to the planned fields of the Recreation Campus, the recreation center would be included and would become a focal point of the area. In a similar way, the new football stadium can serve as a visible landmark in the community, with a prominent position along 10th Street and West

Point Road. The recreation center and the stadium should be leveraged as landmark features in the community, complete with street-facing facades and wide pedestrian sidewalk zones.

The new facilities and amenities are to be designed to accommodate several different users. First and foremost is the West Point citizen, who needs to be prioritized to ensure adequate access to the appropriate types of facilities. The new campus will benefit by facilitating youth leagues and tournaments as much as is feasibly possible. Ultimately, this new resource can be of immense value to local schools and colleges, providing first-class resources that could be of much greater value than traditionally could be expected.

The emergence of this new highly active campus, with its prominent location at the footstep of the Chattahoochee River and Downtown West Point, position this site for even greater impact. The plan envisions a new hotel situated on the edge of the river, with 10th Street frontage, to take advantage of existing and planned-for visitors. In addition to the potential recreation-generated users, the hotel can be positioned to meet the needs of visitors to local colleges, Kia, West Point Lake, and Interstate travelers.

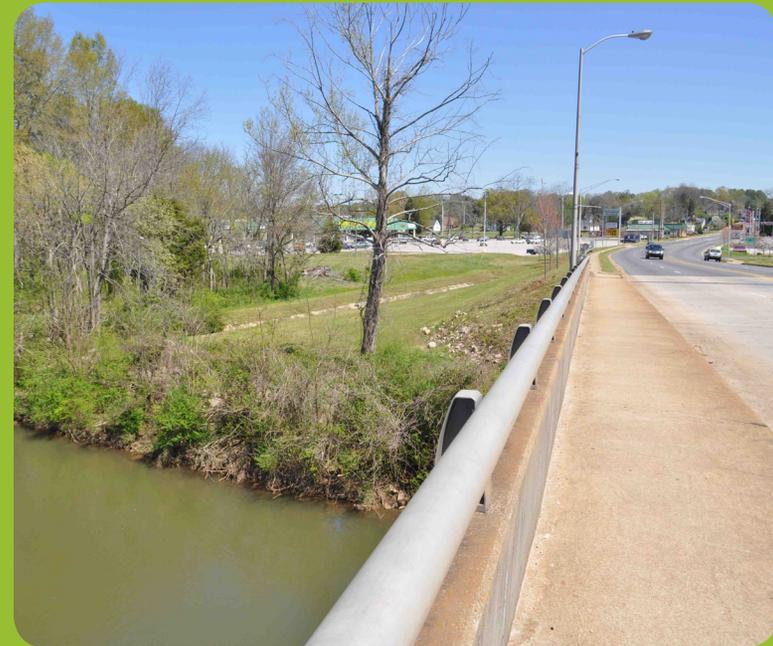
An opportunity exists to provide a conference center and meeting space as part of the overall hotel development. The need for this type of a facility is growing with local businesses, Kia, area recreation, and an increasing collegiate presence, all representing a potential demand. The hotel would have capacity for between 100 to 200 guests, while the conference center would likely contain 10,000 to 15,000 square of meeting space for

WHAT

300 to 400 people. The entire hotel and conference center development would be no taller than three floors in height and must orient along the river to leverage the views as a unique and defining amenity of the facility within the region. Space remains along the 10th Street frontage for a new mixed use development that can provide additional amenities to the overall recreation campus through residential, restaurant, retail, office, or recreation uses.

The entire recreation campus must be designed to tie into and support the riverfront trail system already in place. The trailway will ultimately connect to West Point Lake and other points of interest along the Chattahoochee River throughout both Georgia and Alabama. The river trail must be leveraged as a local means of transportation for accessing the recreation campus, and, as such, opportunities must be found to make significant connections from the trail to the uses in this newly developed area.

In order to accommodate as many different amenities and uses as possible on this new campus, the total land area will need to be expanded and parking will need to be structured. The parcels that are currently adjacent to but outside of the recreation fields along 10th Street and West Point Road will need to be acquired to provide enough room for the new area as it is proposed in both the Recreation Master Plan and this Redevelopment Plan. A single structured parking facility is necessary to enable the land to be fully leveraged for recreational uses, as opposed to accessory surface parking lots. The parking deck will be located off of 10th Street and next to the hotel and conference center, providing convenient and centrally located access for the entire development.



10TH STREET ADJACENT TO THE CHATTAHOOCHEE RIVER REPRESENTS A STRATEGIC LOCATION AND IS A PRIME OPPORTUNITY FOR A FUTURE CATALYST PROJECT

FIGURE 1: HOTEL/CONFERENCE CENTER SITE PLAN



THE EXISTING STRIP SHOPPING CENTER IS THE LOCATION OF BIG IDEA #1, LEVERAGING THE EXPANDED AND IMPROVED RECREATION FIELDS AND CAMPUS. THE SITE HOLDS THE PROPOSED HOTEL/CONFERENCE CENTER, A NEW PARKING STRUCTURE FOR THE LARGER RECREATION AREA, AND AN OPPORTUNITY FOR A MIXED USE DEVELOPMENT FRONITNG ON 10TH STREET.

FIGURE 2: HOTEL/CONFERENCE CENTER RENDERING



THE NEW HOTEL/CONFERENCE CENTER STRATEGICALLY UTILIZES THE CHATTAHOOCHEE RIVER FRONTAGE AS AN AMENITY, AND PROVIDES A KEY LINK BETWEEN DOWNTOWN AND THE EXPANDED RECREATION CAMPUS

EDUCATION

The Recreation Campus area provides first-class athletic facilities that can be utilized by a new local High School. These facilities enable a future school to access facilities of higher quality than would otherwise be possible, while also providing the opportunity to reduce the overall total cost required for construction of the new school.

HOUSING

The Recreation Campus provides an amenity for attracting new residents to West Point. By providing first-class facilities for City residents, the new recreation investment makes West Point an attractive destination within the region.

SHOPPING

The presence of new recreational facilities, a hotel and a conference center on the Recreation Campus will inevitably lead to demand for new shopping and commercial services. Commercial and retail opportunities focused on visitors, athletic events, and general exercise and recreation needs would be of greatest value.

JOB

The hotel and conference center provide a travel and meeting amenity for local businesses, and helps to attract new employers to the area as well. The entire Recreation Campus also represents a significant number and diversity of new jobs within the community.

RECREATION

The foundation of the Recreation Campus is to establish the City of West Point as a known recreational destination throughout the region and beyond. Leveraging existing resources to establish West Point as a recreational destination within the region will make the City more attractive to both prospective residents and businesses.

MOBILITY

By providing additional and newer recreation facilities in the community, area residents will no longer have to leave to find these opportunities elsewhere. The riverfront trailway link along the Recreation Campus also provides a vital link along the greater Chattahoochee River trail system, providing a walkable opportunity for connecting to adjacent communities.

BIG IDEA #1

HOW THIS IDEA HELPS...



BIG IDEA #2

WEST POINT

HOUSING AUTHORITY

REDEVELOPMENT

Big Idea #2 envisions the redevelopment of the West Point Housing Authority properties. The Authority properties today house 223 residential units in two separate locations - 12th Street (north of 10th Street) and Higgins Street (south of 10th Street). There are 215 units at the 12th Street location and only 8 units at the Higgins Street location. These properties are managed by the West Point Housing Authority in conjunction with the Columbus Housing Authority.

While the Housing Authority residences are managed well, the planning process revealed a community desire for a different type of housing for these locations. West Point currently has very limited housing options outside of the lower and higher income price points. The community desires a greater diversity of housing types to ensure the opportunity for residents to stay in the community at every income level and price point of residence.

There is also a community desire for the types of residential amenities that are more common in newer affordable housing developments throughout Georgia and the nation. These types of developments and redevelopments typically provide a range of amenities that are common in “market rate” housing developments, including swimming pools, playgrounds, club houses, computer rooms, libraries, movie rooms, and walkable streetscapes.

The absolute greatest priority in the provision of newer housing on the Housing Authority properties is the retention of the current residents. Today’s tenants are happy to be both in West Point and in the Housing Authority properties, and through the process expressed their desire to

stay where they are. For this reason, retention of the current tenants is a paramount priority.

This plan provides for a new “mixed income” housing redevelopment on the Housing Authority properties, leveraging the mostly undeveloped Higgins Street parcel to enable the first phase of development to begin, while allowing all of the current tenants to remain. The new development would begin on the Higgins Street site, enabling approximately 100 units to be developed, and the corresponding number of residents to move from 12th Street into this new phase of housing. The remaining 12th Street units would be redeveloped in phases to enable all residents the opportunity to stay on-site prior to moving into newly constructed units.



OVER 200 UNITS ARE CURRENTLY PROVIDED BY THE WEST POINT HOUSING AUTHORITY SURROUNDING 12TH STREET

FIGURE 3: HIGGINS STREET SITE PLAN



THE FIRST PHASE OF THE HOUSING AUTHORITY REDEVELOPMENT WILL LEVERAGE THE HIGGINS STREET PROPERTY AS THE START. THIS FUTURE DEVELOPMENT WILL CONNECT DIRECTLY TO 10TH STREET, AND WILL PROVIDE STREET CONNECTIONS TO ENSURE FUTURE RESIDENTS CAN EASILY ACCESS THE FUTURE DEVELOPMENT THAT WILL SURROUND THE SITE.

The new development would increase the total number of housing units to provide for the market rate units that help to fund the newer housing and the added amenities. The target number for total units is approximately 300, with approximately 20% to 30% of those being the market rate units. These 300 units would be built in three phases by location: (1) Higgins Street, (2) south of 12th Street, and (3) north of 12th Street. Each of these phases can accommodate roughly 100 units, with the flexibility to increase or decrease that number in each location depending on Housing Authority needs or priorities at time of development.

FIGURE 4: REDEVELOPMENT SAMPLE RENDERING



Source: Columbus Housing Authority

NEW HOUSING IS PEDESTRIAN ORIENTED, WITH FRONT PORCHES, WALKABLE STREETS, AND AMPLE OPEN SPACES

All new housing is assumed to be one- or two-story development and would be pedestrian-oriented towards public streets, complete with front porches, front yards, sidewalks, street trees, and on-street parking where possible. The previously listed residential amenities would be included as well to ensure that all phases of development possess the types of services that would be found in a quality market rate multi-family rental development.

The Higgins Street location and the combined 12th Street location would each have a signature open space at the center of the respective area. Housing units will front and engage the parks, and these spaces will provide passive recreational opportunities for each of these locations. Each location will also provide targeted street connections throughout the redevelopment by preserving the streets that exist today and, when necessary, provide new streets. The Higgins Street development will provide new street connections to 10th Street, to Martin Luther King Drive, and ultimately to new development to the east and south of the site. At the 12th Street location, new streets will be provided to connect to the Senior Center and Training Center campus to the north of the site. In addition to providing the new type of housing desired by the community in this redevelopment, the provision of new market rate housing will enable the market for non-subsidized housing to be tested. With the growth of West Point as a college community and employment center, it is now possible to consider that new market rate multi-family uses could be supported within the City. The Housing Authority redevelopment can focus the market rate units of the development to attract this market and to prove its viability in West Point.

The Housing Authority redevelopment will assist in changing the look and perception of West Point, while at the same time providing for a better quality of life for all of the current Housing Authority tenants.

FIGURE 5: REDEVELOPMENT SAMPLE PHOTO



Source: Columbus Housing Authority

SIMILAR PROJECTS IN OTHER CITIES ARE DESIGNED TO THE SAME QUALITY AS MARKET RATE DEVELOPMENTS AND ATTRACT NEW RENTERS TO THE COMMUNITY

FIGURE 6: 12TH STREET SITE PLAN



SUBSEQUENT PHASES OF THE REDEVELOPMENT ARE CENTERED ON THE 12TH STREET PROPERTY AND WILL INCLUDE A SIGNATURE OPEN SPACE, WALKABLE STREETS, STREET CONNECTIONS TO THE ADJACENT SENIOR AND TRAINING CENTERS, AND ULTIMATELY A NEW HIGH SCHOOL FACILITY

FIGURE 7: REDEVELOPMENT SAMPLE PHOTO



Source: Columbus Housing Authority

MIXED INCOME DEVELOPMENTS ARE DESIGNED AND BUILT TO BE OF A VERY HIGH QUALITY, ENABLING THE UNITS TO BE MARKETED TO NON-SUBSIDIZED RENTERS

FIGURE 8: REDEVELOPMENT SAMPLE PHOTO



Source: Columbus Housing Authority

THE AMENITIES INCLUDED IN NEW MIXED INCOME DEVELOPMENTS ARE SIMILAR TO THOSE FOUND IN PRIVATE DEVELOPMENTS, INCLUDING CLUB HOUSES, POOLS AND SIMILAR ELEMENTS

EDUCATION

Increasing the residential density of the City will better position West Point to justify a future High School location in the City. The Housing Authority redevelopment also provides the land needed for a new High School, potentially at a cost that could be enticing for the school system making this type of decision among multiple prospective sites.

HOUSING

This redevelopment will bring newer housing to the community, along with market rate-type of residential amenities. A variety of housing types and price points also enables local residents and tenants the opportunity to “move up” without having to “move out” of the City.

SHOPPING

By attracting a higher residential density, along with higher price points of housing, West Point will be better positioned to attract new retailers to the community.

JOB

The new mixed income development would provide market rate housing options that currently are not in the community today. This new housing can help area jobs to be strengthened by enabling area workers to live directly within the community.

RECREATION

New community-centered open spaces will be provided as part of the respective phases of redevelopment. These new parks and community spaces will provide passive recreation opportunities for all tenants and area residents. The new redevelopment will also provide recreational amenities typically provided in market rate multi-family residential developments, such as swimming pools, playgrounds, and clubhouses.

MOBILITY

Each phase of redevelopment will provide renovated streets that enable safe and efficient walking and driving throughout the community. The redevelopment will also include new streets that will provide greater area mobility by connecting to existing area resources, neighborhoods, and future development opportunities.

BIG IDEA #2

HOW THIS IDEA HELPS...



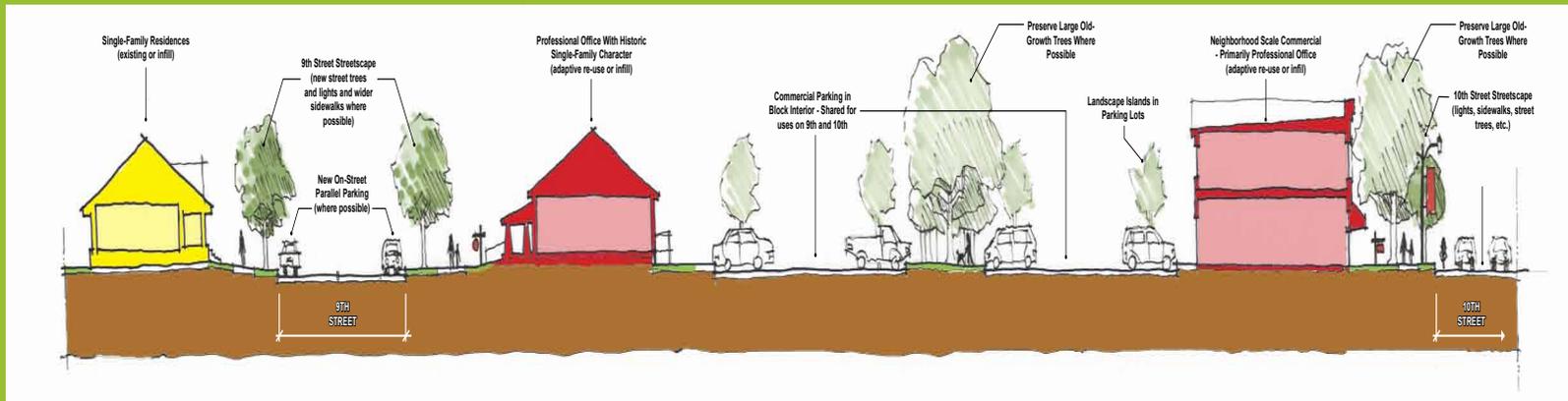
BIG IDEA #3

OFFICE &

PROFESSIONAL

SERVICES DISTRICT

FIGURE 9: 10TH STREET TO 9TH STREET SECTION



THE BLOCK BETWEEN 10TH STREET AND 9TH STREET WILL BE THE CITY'S PROFESSIONAL SERVICES DISTRICT, PROVIDING AMPLE ROOM FOR BUSINESSES TO GROW WHILE STILL ENSURING APPROPRIATELY DESIGNED DEVELOPMENT ALONG STREET FRONTAGES

Big Idea #3 provides a bold new vision for the core of 10th Street - from Avenue E east to Martin Luther King Drive. Most of the “new” development along this corridor will occur on the south side of 10th Street as the northern side contains existing active civic uses and a more challenging topography.

This section of 10th Street will infill with new office and professional services uses, becoming the professional office district of the City. It is important for this portion of the City to not compete with the Interstate commercial or Downtown areas and their heavier focus on retail uses. This area is also more physically constrained by smaller blocks and is not ideally suited for large scale retail development.

The aesthetic of this district should be that of an older residential boulevard, consistent with similar types of streets in historic Georgia cities and towns. Buildings should appear stately with front yards, front porches, and parking hidden to the rear or side of the building.

West of Avenue E, businesses have expanded well beyond 10th Street and deeper into the neighborhood south of 10th Street. In this area, the full block from 10th Street to the north side of 9th Street should be included to enable businesses to have adequate space for buildings, parking, loading and access.

Structures should prioritize the 10th Street frontage to provide for a pleasant experience on this major roadway into the community. When structures are provided along the north side of 9th Street, they should “step down” to match the lower density single-family character on the south side of 9th Street. Wherever possible, on-street parking on the north side of 9th Street should be used for business parking.

The professional services along 10th and 9th Streets will bring investment and stability to this area of the neighborhood. The result will be residential renovations and construction on the south side of 9th Street, and will also facilitate adding families back into the neighborhood.

WHAT



9TH STREET TODAY, BETWEEN MARTIN LUTHER KING DRIVE AND AVENUE E, BACKS UP TO COMMERCIAL BUSINESSES THAT FRONT ALONG 10TH STREET, CREATING AN INADEQUATE CONDITION FOR BOTH THE 9TH STREET RESIDENTS (RIGHT SIDE OF PHOTO) AND THE 10TH STREET BUSINESSES BEHIND THEM

FIGURE 10: 9TH STREET PHOTOMONTAGE



BY EXPANDING THE BUSINESS DISTRICT TO THE NORTH SIDE OF 9TH STREET (RIGHT SIDE OF PHOTO), THE ENTIRE STREET CAN BE IMPROVED, THROUGH THE PROVISION OF ON-STREET PARKING, SIDEWALKS, STREET TREES, STREET LIGHTS, SIDEWALK BULB OUTS, AND INVESTMENT IN QUALITY DEVELOPMENTS, REDEVELOPMENTS, OR RENOVATIONS

WHAT

EDUCATION
Increasing the residential density of the City will better position West Point to justify a future High School location in the City.

HOUSING
By expanding office and professional uses to the north side of 9th Street between Avenue E and Martin Luther King Drive, the opposite south side of 9th Street will become more stable and viable for residential preservation or development.

JOBS
This new district provides a location for growing local businesses and professions. As Downtown West Point and the Interstate Gateway area grow as retail destinations, this district provides the ideal location for professional services.

SHOPPING
The creation of this professional services district will provide a growing office sector that will help to support restaurant uses. And by focusing this district along the heart of 10th Street, the remaining retail districts of the City can be more focused and thereby strengthened.

RECREATION
A thriving and growing office sector within the City will provide an additional customer base for an expanded Recreation Campus within the City.

MOBILITY
This district can provide a growing base for jobs and employment, which in turn creates the opportunity for a live-work-play environment in the City. The close proximity of residences, offices, and recreational uses make for a highly walkable, desirable and accessible community.

BIG IDEA #3 HOW THIS IDEA HELPS...



BIG IDEA #4

STREETSCAPE IMPROVEMENTS

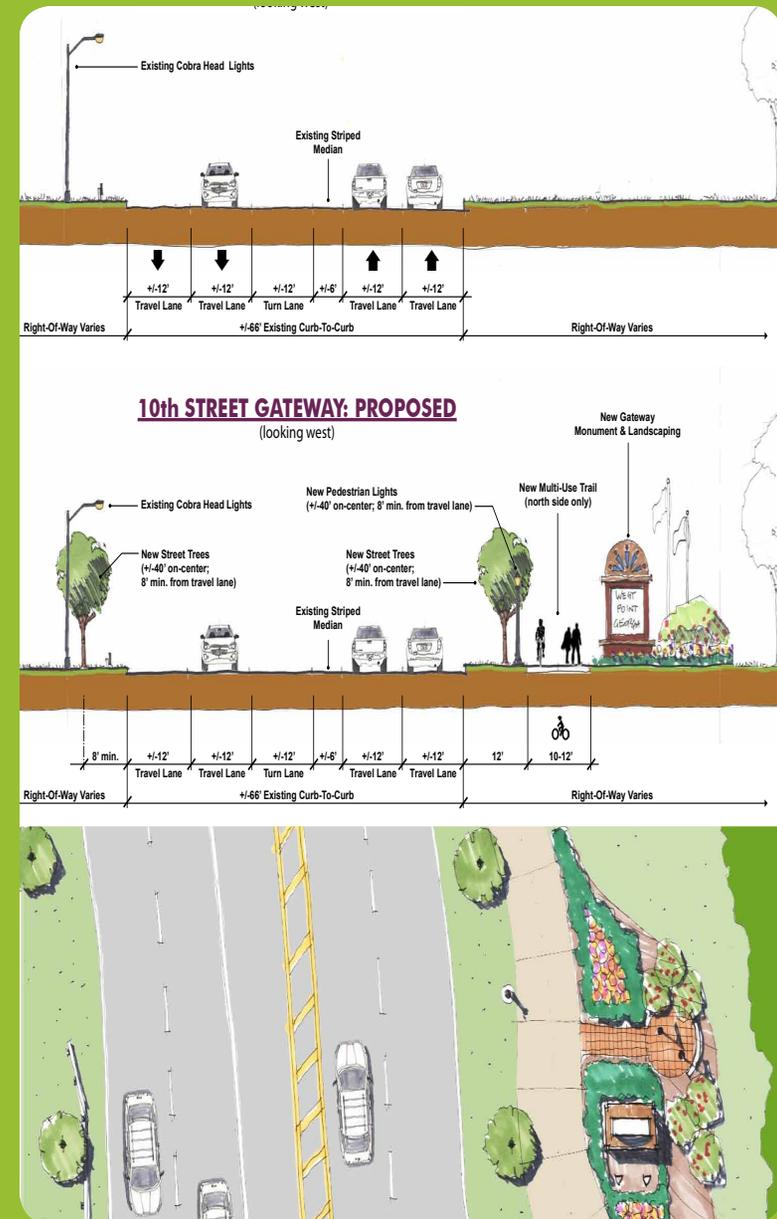
An investment in the key streets of the Study Area constitute this Big Idea. 10th Street itself is the primary thoroughfare for visitors to the City and, as such, represents a defining “first impression” opportunity. The plan for 10th Street is to transform the roadway into a beautiful entryway into the City, complete with lush landscaping, ample sidewalks, and unified street furniture, including street lights, trash receptacles, benches, and bicycle parking racks.

The design of 10th Street changes depending on the corresponding stretch of the roadway. At the Interstate interchange, landscape islands and monument signage are proposed as a formal gateway treatment welcoming visitors into the City. The portion of the road from the interchange to Martin Luther King Drive retains this “gateway” character with street trees, street lights, sidewalks, and uniform business signage along the roadway.

The segment of 10th Street from Martin Luther King Drive to Avenue E retains the street trees, street lights, and sidewalks, while introducing new elements to the streetscape. A bike lane emerges within this segment between the existing right of way to enable area cyclists to share the street. The businesses and offices of this professional services district will engage the street with limited front yards, front porches, entryways, and broad window fenestration fronting towards the street.

From Avenue E to the Chattahoochee River, the 10th Street roadway retains the street trees, sidewalks, bicycle lanes, and street furniture of the adjacent street segment to the east. A

FIGURE 11: 10TH STREET GATEWAY SECTION



IMPROVEMENTS TO THE 10TH STREET INTERSTATE GATEWAY ARE NECESSARY TO DRAW VISITORS FURTHER INTO THE CITY

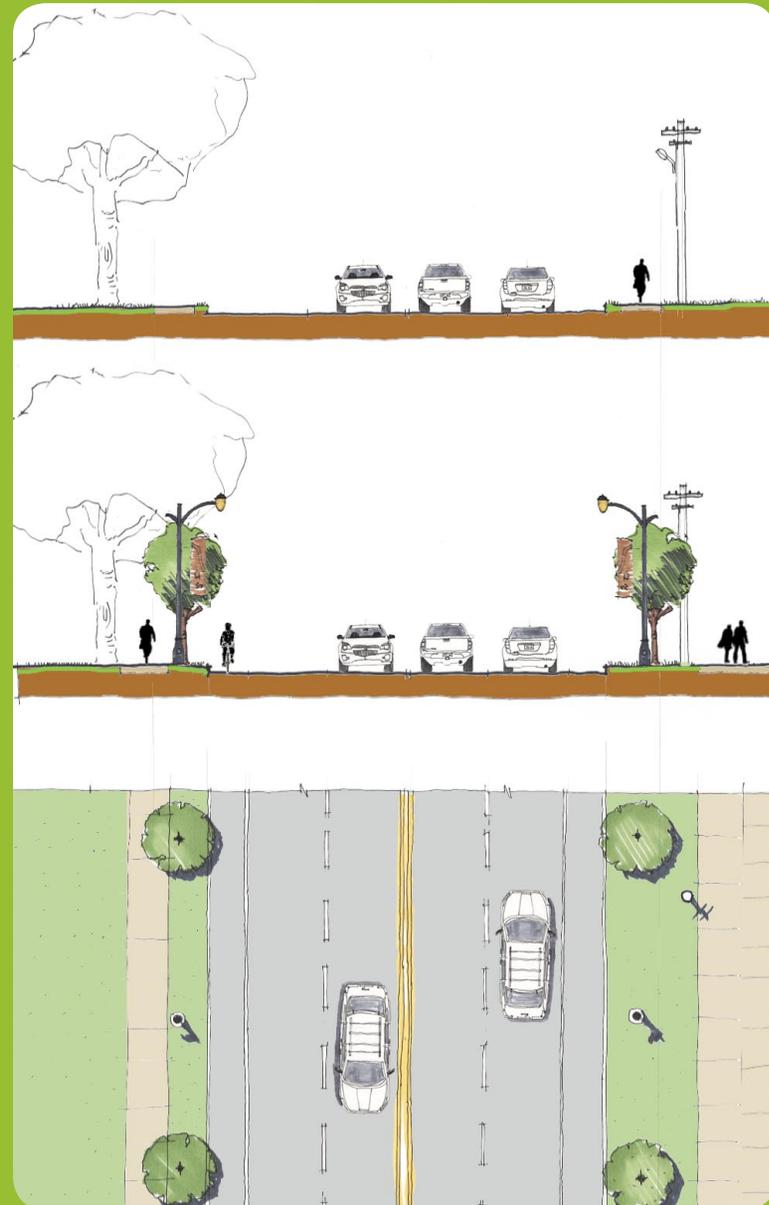
FIGURE 12: 10TH STREET CORE SECTION

primary difference in this section's streetscape is that the businesses and mixed use development that will occur in this segment will not contain front yards, instead fronting directly onto the 10th Street sidewalk in an urban form.

The 10th Street Bridge is a vital connection point for the thoroughfare, linking Downtown with the eastern side of the City. The plan for the bridge includes accommodating new bike lanes that will establish a safe opportunity for connecting to Downtown for area cyclists. The northern side of the bridge is proposed to be expanded an additional 10 feet in width to provide for a wider pedestrian sidewalk amenity between Downtown and the Recreation Campus.

While 10th Street represents the "front door" opportunity for the community, there are several other area streets that represent critical opportunities for enabling the community to safely and successfully connect to local points of interest. These streets must be physically improved and upgraded to firmly establish them as walkable community public ways. The area streets in need of re-design are as follows.

- + 12th Street - Recreation Campus to West Point Elementary School
- + 9th Street - Avenue C to Martin Luther King Drive
- + 7th Street - Avenue C to Martin Luther King Drive
- + Avenue C - 10th Street to 7th Street
- + Avenue K - 12th Street to 7th Street
- + West Point Road - 12th Street to 7th Street
- + Martin Luther King Drive - 12th Street to 7th Street



STREETSCAPING IMPROVEMENTS ALONG THE CORE OF 10TH STREET WILL CREATE AN ATTRACTIVE AND WALKABLE STREET

WHAT

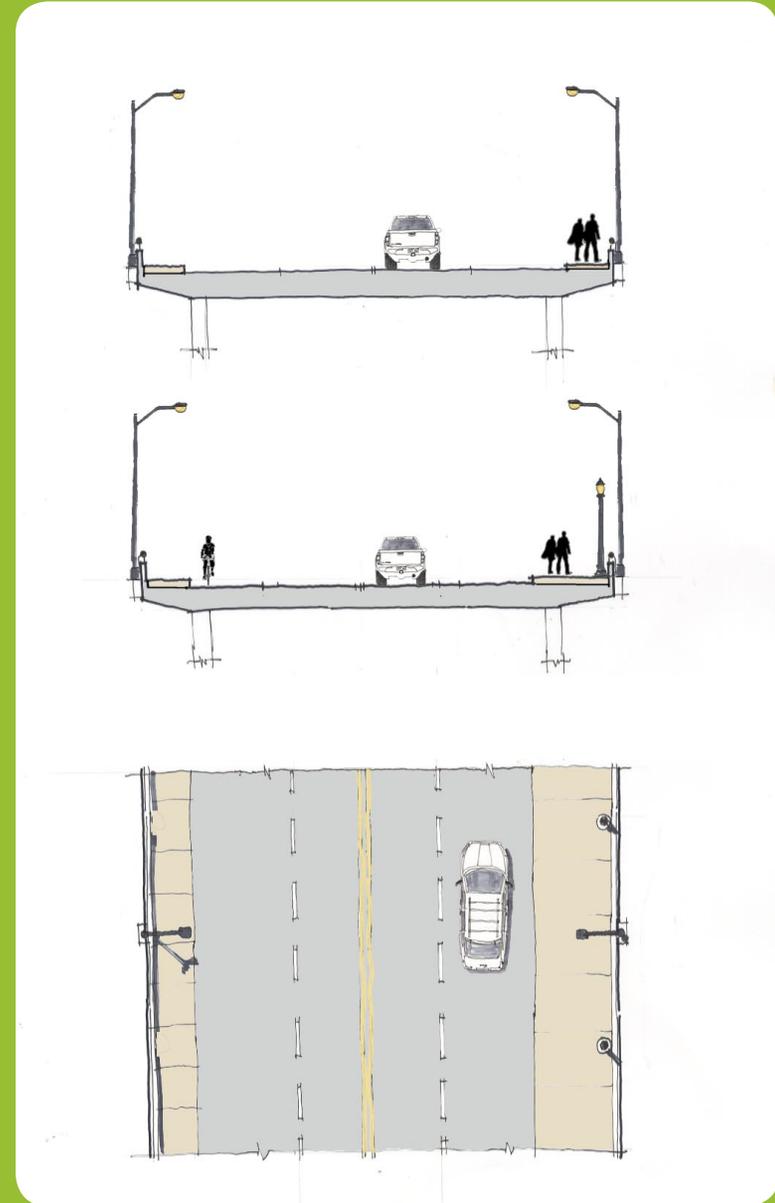
These newly improved local streets will provide ample sidewalks, street trees, street lights, street furniture where possible, and on-street parking when feasible. Bike lanes can also be accommodated on these street segments through a combination of either dedicated bicycle lanes or unmarked shared bicycle routes along the street.

This collection of streets should be branded with a special local designation that brings about awareness of these areas. A term such as “the Avenues” or a similar terminology should be leveraged to bring added value to these community thoroughfares and to spur their active use. Where possible, new wayfinding signage should be incorporated to direct visitors to the key destinations within the City.

Special street signage is to be implemented along these streets to demarcate them and to draw added attention. This signage can be updated throughout the year to mark seasonal events and community gatherings. The corresponding design of all street furniture, including street lights, bicycle parking racks, trash receptacles, benches, and similar furniture, should be similarly branded to further delineate these streetways as special and unique.

Street trees are vital components of these streets and special attention should be given to the selection of street tree species and specimens on each street. Preference should be given to trees that are proven to be hearty and resilient urban species. Street trees should provide generous shade and should grow to form a tree canopy over the street right of way.

FIGURE 13: 10TH STREET BRIDGE SECTION



THE 10TH STREET BRIDGE CAN BE MODIFIED TO PROVIDE A MUCH NEEDED SAFE AND ACCESSIBLE WALKING ZONE ON THE NORTH SIDE OF THE BRIDGE

EDUCATION

The improved local street network provides walkable streets that enable safe connections between the area neighborhoods and the Elementary School and proposed High School properties. These new streets also provide increased and improved access for the community.

HOUSING

The new area streets will ensure safe, walkable, and aesthetically appealing streets in the area neighborhoods, promoting new residential infill and investment.

SHOPPING

By improving 10th Street and area streets, existing and future retailers, commercial uses, and shopping uses are incentivized to locate within the City.

JOBS

The improved aesthetic of 10th Street and other local roadways provides a quality infrastructure for the attraction of future offices, professional services, and businesses.

RECREATION

New streets will provide ample sidewalks, bicycle amenities, shade trees, and beautiful roadways, all of which will encourage the use of these streets as recreational facilities in the City.

MOBILITY

These key streets connect vital neighborhoods, business districts, shopping districts, the Recreation Campus, local schools, and Downtown West Point, further improving the accessibility within the community to these area assets.

BIG IDEA #4

HOW THIS IDEA HELPS...



WHAT

BIG IDEA #5

NEW

HIGH SCHOOL

While Big Idea #1 represents the most strategic of initiatives in the realization of the vision of this Redevelopment Plan, it is Big Idea #5 that represents the ultimate aspiration of this entire planning initiative. Of all needs expressed by the community through this project, the greatest of them all is Education.

When the High Schools of the community closed 25 years ago, their exit in many ways marked the social demise of the City. The community spirit and heart has never quite recovered from the loss of the local High School presence, and because of this, the community is passionate about its return.

It is important to note that since the local schools are managed by the Troup County School System, there is very little the community or the City can do to ensure that a future High School returns to West Point. Further complicating efforts, the City is located in the southwest corner of the County, making the City a less than ideal location for a new school simply based on the number of County residents within a calculated radius from a location in West Point.

While the City has little leverage and less than ideal geography for attracting a County High School, the community can make the scenario an extremely attractive and potentially lucrative one for the County School System. This plan leverages this approach and attempts to “sweeten the pot” as much as is feasible, to position West Point as a desirable destination for a new County High School.

The site of the proposed High School is located on 12th Street, directly west and adjacent to the existing Elementary School. By locating the High School directly adjacent to the Elementary School, it is anticipated that certain resources can be shared to provide efficiencies, specifically related to parking and loading facilities.

The proposed Recreation Campus would be leveraged as a primary attractor for the new school. These new recreation and athletic facilities would be designed with a future High School in mind, so that a new High School campus would not require the construction of these expensive and land-intensive resources. Generally, approximately half of the land size of a new High School is dedicated to athletic and recreation components. Due to the provision of these uses at the Recreation Campus, the new High School can save expenses due to not having to build these elements, as well as not having to pay for the land for them. The Recreation Campus venues would be first-class and of higher quality than typical High School resources and, as such, would make for a compelling opportunity for the School System.

The land identified for the future school is currently owned by the West Point Housing Authority. As part of the future redevelopment of the Housing Authority properties, this specific parcel is not needed and would thereby be able to be set aside and left undeveloped for the future school. It is possible then that this parcel could also be acquired at a compelling price, given the great benefit that the attraction of the school would provide to the Housing Authority and its eventual redevelopment.

FIGURE 14: NEW HIGH SCHOOL RENDERING



THE CULMINATION OF THE PLAN IS THE ATTRACTION OF A NEW HIGH SCHOOL AT THE 12TH STREET HOUSING AUTHORITY SITE, LOCATED HERE TO BENEFIT FROM THE CLOSE PROXIMITY OF THE CITY TRAINING CENTER, THE ELEMENTARY SCHOOL, THE NEW HOUSING, AND THE EXPANDED RECREATION CAMPUS

EDUCATION

The attraction of a new High School to West Point is truly the ultimate goal of the community. Providing this use in West Point would position the City to be a true educational destination in the region, complete with a wide range of opportunities for education at all ages.

HOUSING

The location of a local High School within West Point would instantly and dramatically improve the City's prospects as a destination for families and new housing opportunities.

SHOPPING

A new local High School would attract new families and residential opportunities and, in turn, would position the City as a better location for new and improved commercial and retail opportunities.

JOB

It is believed that when a High School returns to the community that the local drop-out level and overall engagement level of local youth would improve significantly. When local youth are able to stay in school and graduate, they will then be better qualified for the growing number of area jobs and employment opportunities.

RECREATION

Many area youth do not currently engage in High School sports and athletics because of the greater distance of the current High School from West Point. When a new school is located within the community, it is anticipated that local use and participation would increase dramatically.

MOBILITY

The presence of a new High School within West Point would drastically reduce many of the current travel needs and burdens of local families. A large number of West Point families have limited transportation opportunities, and a school in the community would aid in addressing this significant issue.

BIG IDEA #5

HOW THIS IDEA HELPS...



HOW
IS THE PLAN IMPLEMENTED?

THE NEED FOR IMPLEMENTATION

It is one thing to create a plan for a community. But it is another thing entirely to effectively implement a plan for a community. Far too often community plans are left “on a shelf” due to either the ineffectiveness of the plan or because the tools to implement the plan are never understood.

The 10th Street Redevelopment Plan is ambitious, far-reaching, and bold. And it is implementable. This chapter of the plan outlines the pertinent details that will provide guidance to implement the overall plan. Funding sources are identified, responsible entities are highlighted, and estimated timelines are provided. The result is a broad set of resources that can guide the community towards bringing the plan to life.

Some of the methods and processes for implementation are easy and able to be achieved quickly - within the next year or two. Other mechanisms and schedules will be more challenging and will necessitate the involvement of many agencies or partners and multiple funding streams over several years. And still other aspects of implementation can take up to 20 years to achieve, owing to the need for the initial recommendations of the plan to be implemented within the community in order to then be utilized as a foundation.

This implementation chapter provides an Action Plan, which identifies the schedule and scope of key recommendations, a set of Incentive Strategies that offer insight into a variety of potential funding sources, and finally the Land Use and Zoning recommendations that guide the regulatory framework for implementing certain components of the plan.

ACTION PLAN

The City of West Point now contemplates the redevelopment of 788 acres, in an existing neighborhood, which is located due east of the West Point downtown central business district. Approximately 176 acres of the targeted redevelopment area is existing public right of way that requires improvement. The area is envisioned to become a new environmentally conscious, pedestrian oriented, mixed use community including new; commercial, retail, residential, active recreation, parks and green space components. The comprehensive redevelopment scenario proposed allows opportunity for use of a variety of redevelopment incentives, due to the programmatic uses contemplated.

The final redevelopment projects contemplated by this plan, will require the coordinated and sustained use of public and private financial resources and partnerships with clearly defined policies, to encourage the development momentum required to fully execute the comprehensive vision. It is assumed for the purposes of this listing of potential incentives that the City of West Point does not propose to utilize direct ad valorem property tax abatement such as an Enterprise Zone. Currently, resources and financial incentives of sufficient magnitude to realize the 10th Street Area Redevelopment Plan vision are potentially available from a number of sources and prospective partners, including, but not limited to, the following options.

- + SPLOST (Special Local Option Sales Tax)
- + PILOT (Payment-In-Lieu-of-Taxes) Bonds
- + TAD Tax Allocation District Bonds
- + CID (Community Improvement District)
- + Georgia Low Income Housing Tax Credit (LIHTC) Program
- + Georgia Department of Community Affairs CDBG (Community Development Block Grant) Program
- + Georgia DNR State Historic Preservation Tax Incentives
- + Federal Home Loan Bank AHP (Affordable Housing Program)
- + Federal Home Loan Bank EDP (Economic Development Program)
- + Federal Brownfield Grants and Loans
- + Callaway Foundation, Inc.
- + Bradley-Turner Foundation, Inc.
- + J. Bulow Campbell Foundation
- + Robert W. Woodruff Foundation
- + The Charter Foundation
- + Trust for Public Land
- + National Trust for Historic Preservation
- + New Markets Tax Credit Program
- + U.S. Department of Transportation New Starts Program
- + U.S. Department of Energy – Energy Efficiency/Sustainable Energy

The sources and potential partners listed provide access to resources and incentives, which are individually designed to achieve specific outcomes. These tools must be utilized in a concerted effort to encourage and leverage the additional private development capital required for the comprehensive planning vision implementation. This document is intended as a guide to identify potential supportive partners and financial resources required to implement the specific redevelopment projects suggested in the plan. A series of critical implementation projects are identified in the redevelopment plan which require targeted support from a variety of partners to attract additional private development in West Point.

The following uses and descriptions of incentives are appropriate to the corresponding planned 10th Street Area Redevelopment Plan activities in four broad areas:

- + Civic & Recreation Facilities Development (conference center, community recreation, public school facilities);
- + Physical Infrastructure Development (sewers, roads, sidewalks, parks, etc.);
- + Sustainable Development (energy efficiency and “green building;” and
- + Residential/Commercial (mixed-income housing, retail services, hotel).

An aggressive five year plan of action must be developed and initiated upon the adoption of the 10th Street Area Redevelopment Plan to assure successful implementation of the revitalization effort. Early coordination with potential funders, partners and stakeholders is essential in determining the scope of public improvement needs required to support development construction timetables and identification of specific projects, which can spur additional private market investment and leverage public resources.

Local funding sources dedicated to redevelopment projects will be required by other private and public sector partners to demonstrate the local municipality’s commitment to revitalization efforts. In many cases a local match percentage is required by other potential funders particularly in the case of public infrastructure improvements. This strategy also embraces the potential for targeted investments made by corporate or philanthropic citizens, which should, of course, be leveraged whenever possible.

INCENTIVE STRATEGIES

Housing

A specific incentive program for the creation of new affordable housing in the West Point neighborhood redevelopment plan funded by a public/private partnership is possible. The West Point Housing Authority (WPHA) controls a combination of occupied and vacant property within the redevelopment area which can support new residential development in carefully planned phases.

In Phase One, it is possible to develop a high quality new mixed income rental community of approximately 100 units on largely vacant WPHA property located at Higgins Street, with a minimal relocation of only five families. Construction of the new rental apartments would require a total development cost of approximately \$11 million (estimating at approximately \$115,400 per unit). A majority of the new apartments

developed by an experienced private residential developer could be made affordable using a combination of Low Income Housing Tax Credit units (50% of the units) and public housing subsidized units (20% of the units). The remaining 30% of the new apartments would be rented at market rate, generating revenue to help support operations of the new community. Given the current market dynamics of the area, it is possible the proportion of market rate units could be lower.

During Phase Two, approximately one-third of the existing public housing families living in occupied WPHA apartments at 12th Street could be moved to occupy the approximately 100 new affordable units at Higgins Street. The resulting vacant older units at 12th Street could then be demolished making way for development of additional new mixed income residential development.

Three phases of mixed income residential development of this type could result in replacement of all the existing aging WPHA rental stock. Based on preliminary estimates, additional development funding of over \$3 million beyond the LIHTC and public housing rental subsidies would be required to finance construction of the planned new rental units, not including additional demolition and relocation costs.

Private developer loan financing could cover approximately 48% of the redevelopment costs. LIHTC equity would support approximately 34% of the redevelopment costs. A successful application to the Federal Home Loan Bank could fund up to \$1 million of the remaining unfunded need. A local SPLOST could also fund a significant portion of the public infrastructure improvements associated with the public housing redevelopment, significantly reducing or eliminating the housing development funding shortfall. Local philanthropic donors might also be willing to contribute to the redevelopment effort.

Parking

The future need for structured public parking can also be addressed by use of public land and funding mechanisms. A detailed discussion and analysis of the future zoning requirements, ownership and operations for structured parking at the proposed hotel/conference center redevelopment site should be undertaken. Should the City of West Point choose to finance, construct and maintain ownership of structured parking, a potential income stream may result directly from parking collections while foregoing the additional tax revenues generated by private parking operations.

Control of the number of parking spaces provided and the price for daily parking may also be useful as a future revenue stream for the City of West Point as the parking user population increases within the redevelopment district.

Sustainable Development

All buildings and facilities within the redevelopment should be designed to the highest energy and environmentally sustainable standards such as LEED, EarthCraft and/or the federal ENERGY STAR program. Leadership in Energy and Environmental Design (LEED), developed by the U.S. Green Building Council (USGBC), is a green building certification system providing third-party verification that a building or community was designed and built using strategies aimed at improving performance in: energy savings, water efficiency, CO2 emissions reduction, improved indoor environmental quality, and stewardship of resources and sensitivity to their impacts.

Energy savings and the reduction of waste over time prove to be a financial benefit in the long term operations and management of LEED facilities. LEED certified building design and construction professionals located throughout Georgia should be contracted to achieve LEED certification for West Point redevelopment projects.

The Southface Energy Institute, based in Atlanta, is a nonprofit organization that for more than 30 years has promoted energy, water and resource-efficient workplaces, homes and communities throughout the Southeast. Southface provides diverse sustainability services

and programs, both public and private sector-based. These programs address areas including regional green building, energy, water, affordable housing, weatherization, radon mediation, etc... In 2010 a total of 49 out of 50 state housing finance agencies promoted ENERGY STAR qualified products and/or homes in their federal Low-Income Housing Tax Credit Program's Qualified Allocation Plans.

Projects funded through the American Recovery and Reinvestment Act, energy mandates for energy disclosure, and awareness-raising efforts about energy use and reductions in commercial buildings through innovative campaigns and competitions all relied on the ENERGY STAR platform. The detailed study of these options should be undertaken with local partners to determine feasibility and financial benefits for residential and commercial activities.

New Recreation Facilities

The expansion of the recreational facilities should be a primary focus of the County and City SPLOST funding, which is set to expire but is being targeted for renewal. The SPLOST mechanism is the ideal tool for an investment in a significant public amenity such as recreation. It may also be possible to engage the County to contribute a portion of their SPLOST funds collected from West Point. More information on the SPLOST mechanism is provided in the Development Incentives section.

Ultimately, Point University could become a key partner in the development of new recreation facilities called for in the redevelopment plan, using a combination of student fees, private donations, and/or private activity bonds. Columbus State University (which has approximately 8,200

students) opened a new Student Recreation Center in 2011. The \$26 million, 106,000-square foot facility houses a fitness area along with an aquatic center. It features two basketball courts, workout area, two aerobic rooms, free weight area, running track, multi-purpose court, two racquetball courts, indoor soccer, volleyball, and large event area. The Aquatics Center consists of a 25-yard lap pool, a one-meter diving board, leisure pool, therapy pool, and sauna.

The facility was built using student fees or contributions from private sources; no state funding was involved. Students at CSU agreed to be assessed a \$125 fee per semester, starting in fall 2009, to build and operate the center that opened January 2011. For every semester that a student paid the recreation fee during the construction phase, they will be given a 6-month free membership to the recreation center once they have graduated. A public-private partnership between Point University and the City of West Point could access philanthropic funding to create a new state-of-the-art recreation complex; renovating existing and building new sports facilities all on a single sports campus within the 10th Street Area Redevelopment Plan area.

DEVELOPMENT INCENTIVES

The powerful combination of Federal, State and Local government tax incentives, as well as direct subsidies, available for varied development activities, such as public infrastructure improvements, new mixed-income residential construction, new commercial and retail construction, historic preservation and rehabilitation, environmental remediation, new parks and recreational greenspace, if planned and focused effectively, can defray a substantial portion of the 10th Street Redevelopment Plan implementation costs and leverage millions in private resources.

The planned redevelopment of areas within the City are essential to achieve the potential access to excellent public amenities and outstanding quality of life experience desired for all West Point residents. The existing incentives outlined herein, if used to implement the West Point redevelopment vision, can achieve the City's goals for the 10th Street

Area, including increased job growth, new workforce housing, increased property and sales tax revenues, new park space, and increased vitality in economically underserved areas.

Civic & Recreation Facilities Incentives

The desired enhancement of existing civic facilities and the creation of new public recreation facilities can be implemented using a variety of resources and partnerships. A public/private partnership is potentially among the best options to achieve the desired outcome of superior quality new facilities with sustainable future operations and maintenance costs. The City of West Point and Troup County should play a significant role in the funding of new civic recreation facilities using municipal finance tools, in conjunction with philanthropic support and private partners, such as Point University.

HOW

The use of a Special Local Option Sales Tax (SPLOST) is a particularly appropriate public funding source for this activity, since it uses an additional local one cent sales tax approved by a voter referendum identifying a specific period of time for imposition of the sales tax, with a specified list of projects. The SPLOST is particularly useful for civic improvements projects that are critical to achieving a high quality of life and which, by their public nature, do not have the inherent ability to generate significant property tax revenue for the municipality.

A West Point/Troup County SPLOST, used in conjunction with additional potential financial resources available from partnerships with Point University, could result in new shared use recreation facilities of superior quality, while minimizing the use of long term debt by the City of West Point. Partnership with Point University could leverage the use of potential “recreation student activity fees;” an annual fee paid by all students which funds student accessible recreation facilities and programs. An Educational SPLOST (E-SPLOST) funding may also be used to acquire and construct the proposed new public high school on land currently owned by the West Point Housing Authority.

A listing of potential funding sources for use in developing new West Point public recreation facilities is as follows:

- + Federal Home Loan Bank EDP (Economic Development Program)
- + Callaway Foundation, Inc.
- + Bradley-Turner Foundation, inc.
- + J. Bulow Campbell Foundation
- + Robert W. Woodruff Foundation, Inc.
- + The Charter Foundation

Physical Infrastructure Development Incentives

The desired initiation of new mixed-use development and increased population migration to West Point will require new infrastructure. A key component of any redevelopment is the upgrading, and in some cases creation, of adequate public infrastructure for the redevelopment of existing underutilized land. West Point will require extensive and new infrastructure of roads, sewers, water service, sidewalks, streetscapes, parks, pedestrian amenities and an electrical power grid with the capacity to support the increased density proposed in the redevelopment scenarios contemplated.

The following incentives, some of which are locally generated and controlled, may be accessed to fund such improvements only with expert legal advice provided to the local municipal agencies and partners involved:

- + Special Local Option Sales Tax (SPLOST)
- + Payment-In-Lieu-of-Taxes (PILOT)
- + Tax Allocation District (TAD)
- + Community Improvement District (CID)
- + Federal Brownfield Grants and Loans
- + U.S. Department of Housing and Urban Development (HUD, Brownfields Economic Development Initiative)
- + Three Rivers Regional Commission T-SPLOST
- + Trust for Public Land

Sustainable Development Incentives

Increased energy efficiency and “green building” standards are rapidly

TABLE 5: CIVIC & RECREATION INCENTIVES

| SOURCES | INCENTIVE TYPE | MASTER PLAN USE |
|---|---|---|
| <i>CIVIC & RECREATION FACILITIES</i> | | |
| Federal Home Loan Bank Economic Development Program (EPD) | Loans at below market to spur development activities | Public and Commercial facilities and infrastructure |
| The Callaway Foundation, Inc. | Competitive Grants for community improvement activities, such as recreation/public health, adult learning/conference facility, etc. | New public recreation and education facilities, potential partnerships with area churches, Troup County and local colleges and universities should be explored |
| Bradley-Turner Foundation, Inc | Competitive Grants for community improvement activities, such as recreation/public health, adult learning/conference facility, etc. | Potential shared use facility development by City of West Point partnership with local colleges and universities |
| J. Bulow Campbell Foundation | Competitive Grants for education facilities/programs | Point University recreation facilities developed in partnership with the City of West Point or conference facility developed in partnership with local colleges and universities and/or Kia |
| Robert W. Woodruff Foundation | Competitive Grants for community improvement activities, such as recreation/public health, adult learning/conference facility, etc. | Potential shared use facility development by City of West Point partnership with local colleges and universities |

HOW

becoming critical tools in the effort to create sustainable environmentally conscious development patterns within American cities. This trend is increasingly desirable given increasing concerns regarding the increasing evidence of the negative impact of global warming related climate changes. The West Point Neighborhood Revitalization presents an opportunity to incorporate a mandate for sustainable development practices within a comprehensive redevelopment planning initiative. The integration of a demonstration project for residential and commercial “Green Building” in conjunction with potential local Georgia partners such as the Southface Energy Institute, Home Depot Foundation, and the Turner Foundation as a component of the West Point redevelopment should be considered.

- + U.S. Department of Energy, Energy Efficiency and Renewable Energy

Residential/Commercial Development Incentives

Many revitalization efforts across the nation have pioneered and tested existing incentive programs for redevelopment activities such as mixed-income residential communities and the introduction of new quality commercial/retail development. The resulting toolkit of incentives with a proven track record of success, should be considered to achieve a well balanced mix of development for West Point and meet the City’s current goals for economic development, increasing workforce housing, as well as reintroduction of quality neighborhood oriented retail services in previously underserved areas. The following sources of direct subsidies, loans and tax credit incentives should be considered to achieve the

desired redevelopment goals:

- + Georgia Department of Community Affairs
- + Georgia Department of Natural Resources
- + National Trust for Historic Preservation
- + New Markets Tax Credit Program, U.S. Department of the Treasury
- + Federal Home Loan Bank AHP (Affordable Housing Program)

TABLE 6: PHYSICAL INFRASTRUCTURE INCENTIVES

| SOURCES | INCENTIVE TYPE | MASTER PLAN USE |
|--|---|---|
| PHYSICAL INFRASTRUCTURE | | |
| Special Local Option Sales Tax (SPLOST) | Additional 1 cent sales tax collected and dedicated to capital improvements for specific public purposes | Public utilities, public streetscapes, sidewalks and roadways, public parks and greenspace, schools, etc. |
| Payment-in-lieu-of-taxes (PILOT) | Municipal bond funding for property improvements and municipal lease back of same property provided for private development use, in which private operator pays bond debt service in lieu of property tax | Commercial Development public improvements |
| Tax Allocation District (TAD) | Municipal Bond funding generated from increases in local ad valorem tax due to new "catalytic" development projects in designated "blighted" areas | Capital costs of new public infrastructure improvements required for redevelopment |
| Community Improvement District (CID) | Self tax of only commercial property owners in a defined geographic area | Capital costs of new public infrastructure improvements required for redevelopment |
| Federal Brownfield Grants and Loans | Funding for assessment and cleanup of environmentally compromised redevelopment sites | Identify and remediate potential environmental contaminants |
| U.S. Dept. of Housing Brownfield Economic Development Initiative | Competitive grants and revolving loans for activities which increase economic development opportunities for low and moderate income populations | Identify and remediate potential environmental contaminants |
| Three Rivers Regional Commission | Regional Transit Tax 2012 Referendum | Planning and implementation of new transportation system improvements |
| Trust for Public Land | Funding for land conservation initiatives | New passive parks and greenspaces |

TABLE 7: SUSTAINABLE DEVELOPMENT & RESIDENTIAL/COMMERCIAL INCENTIVES

| SOURCES | INCENTIVE TYPE | MASTER PLAN USE |
|---|--|--|
| <i>SUSTAINABLE DEVELOPMENT</i> | | |
| U.S. Dept. of Energy | Competitive grants and cooperative agreements for activities which reduce dependence on nonrenewable fossil fuels | Integration of new energy efficient and conservation technologies in planned developments |
| <i>RESIDENTIAL/COMMERCIAL</i> | | |
| Georgia Department of Community Affairs | Competitive awards of tax credits for low income rental housing (LIHTC) and down payment assistance for first time low and moderate income homeowners. CDBG funding is also available for community redevelopment projects | New affordable rental housing and affordable homeownership opportunities |
| Georgia Department of Natural Resources | Tax credit for qualifying rehabilitation of historic properties | Rehabilitation of 40 existing historic structures and adaptive use |
| National Trust for Historic Preservation | Loans for historic rehabilitation project construction costs | Rehabilitation of 40 existing historic structures and adaptive use |
| New Markets Tax Credit Program | Tax credit for qualifying new commercial development investments in designated low income communities | New commercial development, such as neighborhood serving retail centers and office development which promotes job growth |
| Federal Home Loan Bank Affordable Housing Program (AHP) | Construction financing for mixed-income housing including at least 20% of units affordable to low income families | West Point Housing Authority planned mixed-income rental redevelopment |

LAND USE & ZONING

Existing Land Use

The Study Area is large and covers a wide variety of different types of areas, ranging from single family neighborhoods to commercial and institutional uses. The current Land Use categories capture these varying uses. The Land Use designations within the Study Area today are as follows.

- + Institutional
- + Commercial
- + Single Family Residential
- + Duplex
- + Multifamily Residential
- + Light Industrial
- + Park/Open Space
- + Vacant

The vast majority of land within the area is Single Family Residential. There is also a large presence of both Institutional and Vacant properties. While the 10th Street corridor itself is identified as a mostly commercial thoroughfare, the commercial properties along the corridor are concentrated mostly on the western edge of the street, close to Downtown and the river. In fact, there are more Industrial parcels in the area today than there are commercial.

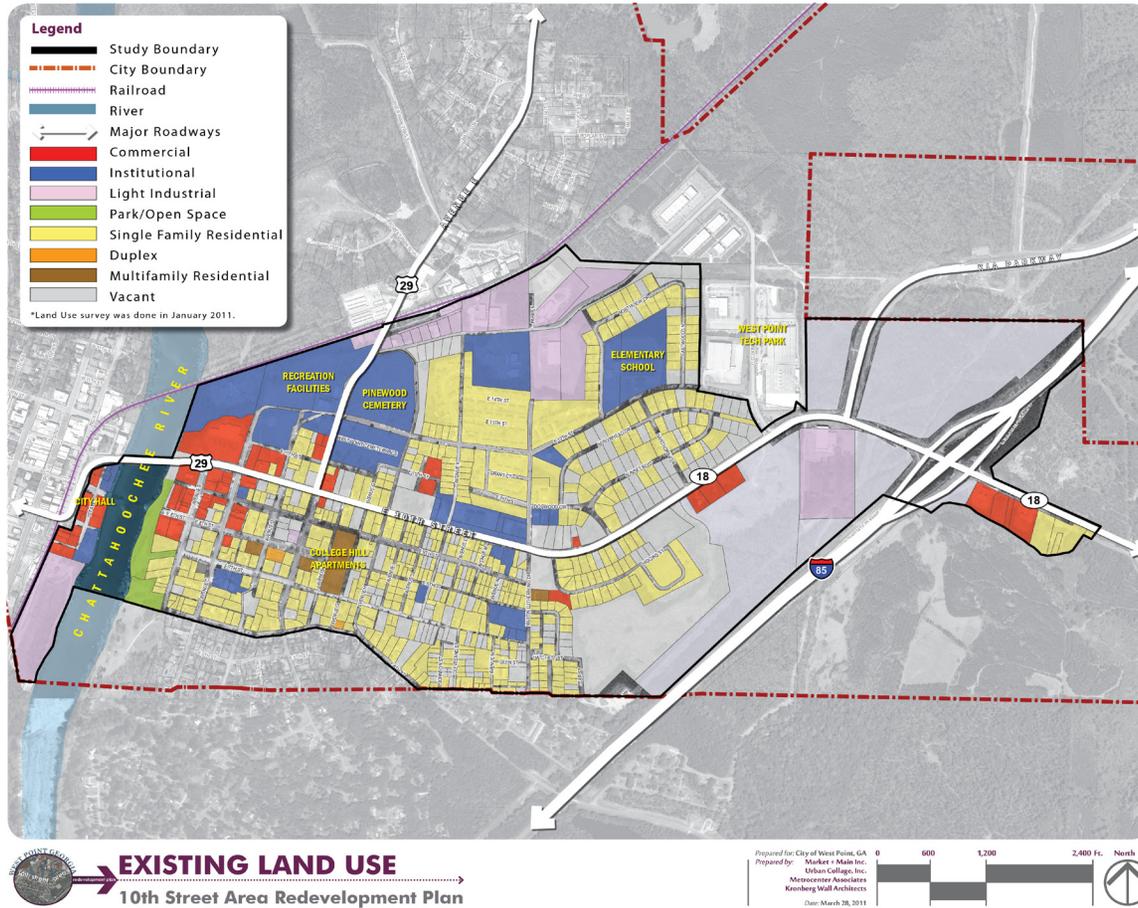
Existing Zoning

The Study Area contains the appropriate zoning districts that implement the Land Use Plan and the Comprehensive Plan for the City of West Point. The zoning districts that apply to parcels in the area today are as follows.

- + R-1A (Single Family Dwelling District - Low Density)
- + R-1 (Single Family Dwelling District - Medium Density)
- + R-2 (Single Family Dwelling District - High Density)
- + CGN (General Commercial District)
- + MXD-1 (Mixed Use District)
- + I-1 (Light Industrial District)
- + Quality Development Corridor Overlay District

The bulk of today's zoning is a Single Family zoning designation for the residential areas, and either CGN (commercial zoning) or MXD (mixed use zoning) districts. Many Industrial parcels exist, where several existing industrial uses are in operation today. The Quality Development Corridor Overlay District applies to non-residential properties fronting 10th Street, and requires urban design, landscaping, and pedestrian-oriented standards. The following section outlines recommended Land Use and Zoning mechanisms for implementing the vision and goals of this plan.

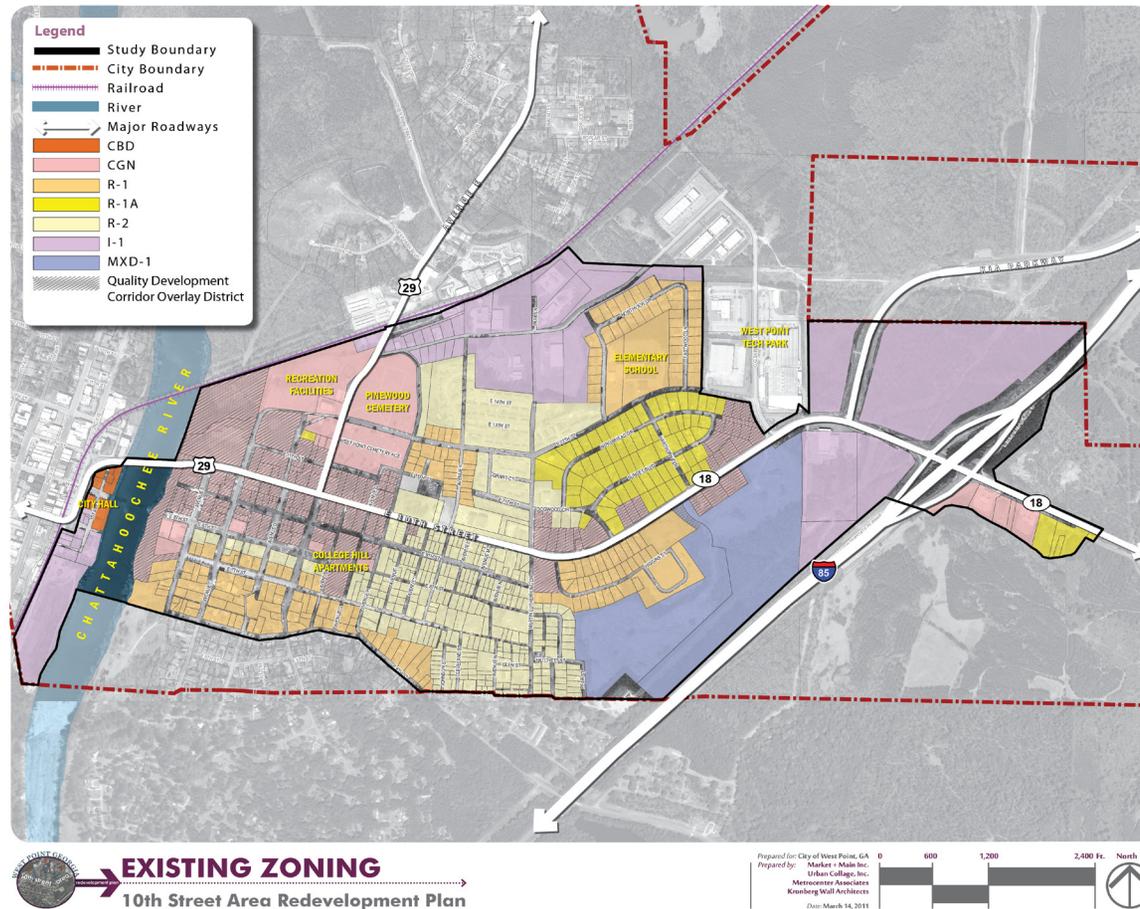
MAP 13: EXISTING LAND USE



EXISTING LAND USES WITHIN THE STUDY AREA INCLUDE RESIDENTIAL, COMMERCIAL, AND INDUSTRIAL USES. THE 10TH STREET CORRIDOR IS THE SPINE OF THE STUDY AREA AND IS A MIX OF MOSTLY COMMERCIAL AND RESIDENTIAL USES. MANY PROPERTIES ARE VACANT AND IN NEED OF NEW DEVELOPMENT.

MAP 14: EXISTING ZONING

EXISTING ZONING, LIKE THE CURRENT LAND USES, IS MOSTLY RESIDENTIAL, COMMERCIAL, AND INDUSTRIAL. A MORE MODERN MIXED USE DISTRICT HAS BEEN ESTABLISHED FOR KEY LARGER UNDEVELOPED PARCELS IN THE STUDY AREA. THERE IS ALSO A DESIGN-INTENSIVE OVERLAY DISTRICT IN PLACE WITH REGULATIONS, ENSURING A HIGHER LEVEL OF QUALITY FOR NEW DEVELOPMENT ALONG THE 10TH STREET CORRIDOR.



Transform the Overlay Into a Stand Alone District

The Quality Development Corridor Overlay District is a useful tool for controlling development within significant thoroughfares in West Point. The district applies to non-residential properties off of 10th Street and West Point Road, up to a maximum distance of 500 feet from the street right-of-way line. This district should be leveraged to regulate the future development of this plan. In order for the district to be properly leveraged in this way, several amendments will need to be made to the overlay. Those changes are as follows.

- + Make the overlay district a new stand-alone district that will replace the existing underlying zoning districts.
- + Apply the new district to all properties within the Study Area with the exception of Single Family and Industrial districts.
- + Update the regulations to allow multifamily uses and development.
- + Require screening requirements, front yard parking limitations, and site access provisions for all development types on all streets, and not just commercial development along highways.
- + Replace the requirement for landscape strips around the perimeter of the site of all commercial development with more simple open space and landscaping requirements that provide flexibility as to the location of these spaces.
- + Prohibit driveways from being located between the primary building facade and the adjacent required sidewalk.
- + Require new development to horizontally delineate building floors through architectural detailing.
- + Require the new sidewalk standards shown in table.

TABLE 8: STREETSCAPE DIMENSIONS

| AREA STREET DESIGNATIONS | SIDEWALK CLEAR ZONE | LANDSCAPE & TREE ZONE | MAXIMUM BUILDING SETBACK |
|--------------------------|---------------------|-----------------------|--------------------------|
| 10th Street | 10 feet (min) | 5 feet (min) | 40 feet (max) |
| West Point Road | 10 feet (min) | 5 feet (min) | 40 feet (max) |
| All Other Area Streets | 6 feet (min) | 4 feet (min) | 30 feet (max) |

- + Require 50% window fenestration on ground floor non-residential uses.
- + Require large parcels to break up into smaller and more urban blocks so that blocks are not greater than 350,000 in total square footage.
- + Require interparcel connectivity wherever possible between adjacent parcels.
- + Require residential uses to have a minimum 15 foot landscaped front yard between the building facade and the required sidewalk for the location of landscaping, front porches, stoops, terraces, plazas, and front entrances.
- + Require pedestrian entrances on the front facade of all non-residential buildings for each individual use within the building, connected by a walkway to the adjacent sidewalk.
- + Require active commercial uses along all 10th Street development, up to a minimum depth of 20 feet of the building frontage.
- + Require a minimum open space standard equal to at least 10% of the total lot area.

- + Require developments along the river to provide pedestrian connections to the existing or proposed adjacent river trail.
- + Require residential development to have private amenities, such as balconies and private recreation amenity spaces for residents.
- + Require new development to provide bicycle parking facilities at a minimum of 5 such spaces and a maximum of 25 such spaces.
- + Limit signage to prohibit free-standing signs or shopping center signs. Signage is to be focused towards building monument signs, building mounted signs, and awning signs.
- + Eliminate underlying heights and densities. Allow multi-family residential development up to 45 feet in height and non-residential development up to 60 feet in height.
- + Enable shared parking up to 1,000 linear feet away, for dissimilar uses that are able to avoid peak parking hour conflicts.
- + Remove all minimum parking requirements for the district to encourage alternate modes of transportation.
- + Require parking decks to screen parked cars from being seen and ensure all decks are built to have the appearance and exterior aesthetic of a habitable building.
- + Parcels in the district must have a land use classification of either Mixed Use or Multifamily. These designations will work in conjunction with the new district to dictate whether development will be residential or non-residential.
- + The Housing Authority properties are to be included and designated as a Multifamily land use.
- + All non-residential properties are to be included and designated as a Mixed Use land use, including the Industrial parcels at the Interstate interchange and on the west side of the river.

- + The proposed professional services and office district, along 10th Street and between Avenue E and Martin Luther King Drive, is to be included in the Mixed Use land use classification. These Mixed Use parcels are to include property all the way to the north side of 9th Street.

9th Street Neighborhood

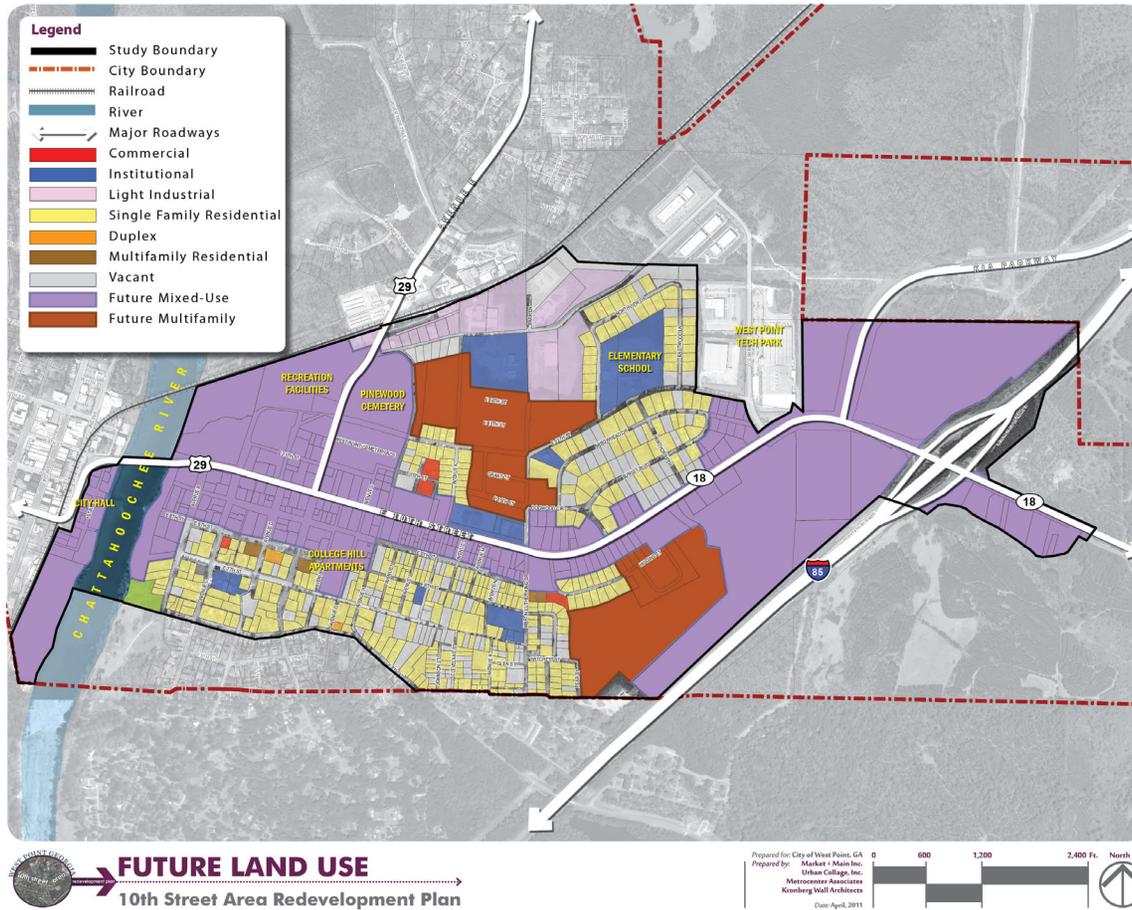
The 9th Street neighborhood is an eclectic mix of residential types and local businesses. The following Land Use and Zoning recommendations apply to this neighborhood.

- + Retain the current residential zoning and land use designations for all existing parcels in the neighborhood.
- + Create new Design Guidelines for new residential development, so as to ensure that the numerous infill lots in the community develop in the future in a way that is compatible with the existing fabric of the neighborhood.
- + Model the new Design Guidelines after the existing homes in the neighborhood by working with area residents and leaders.
- + Characteristics to address in the Design Guidelines include front porches, setbacks, building heights, and window fenestration.

Industrial

The Industrial zoned properties on the northern edge of the Study Area should remain Industrial with no need for any changes or revisions.

MAP 15: FUTURE LAND USE



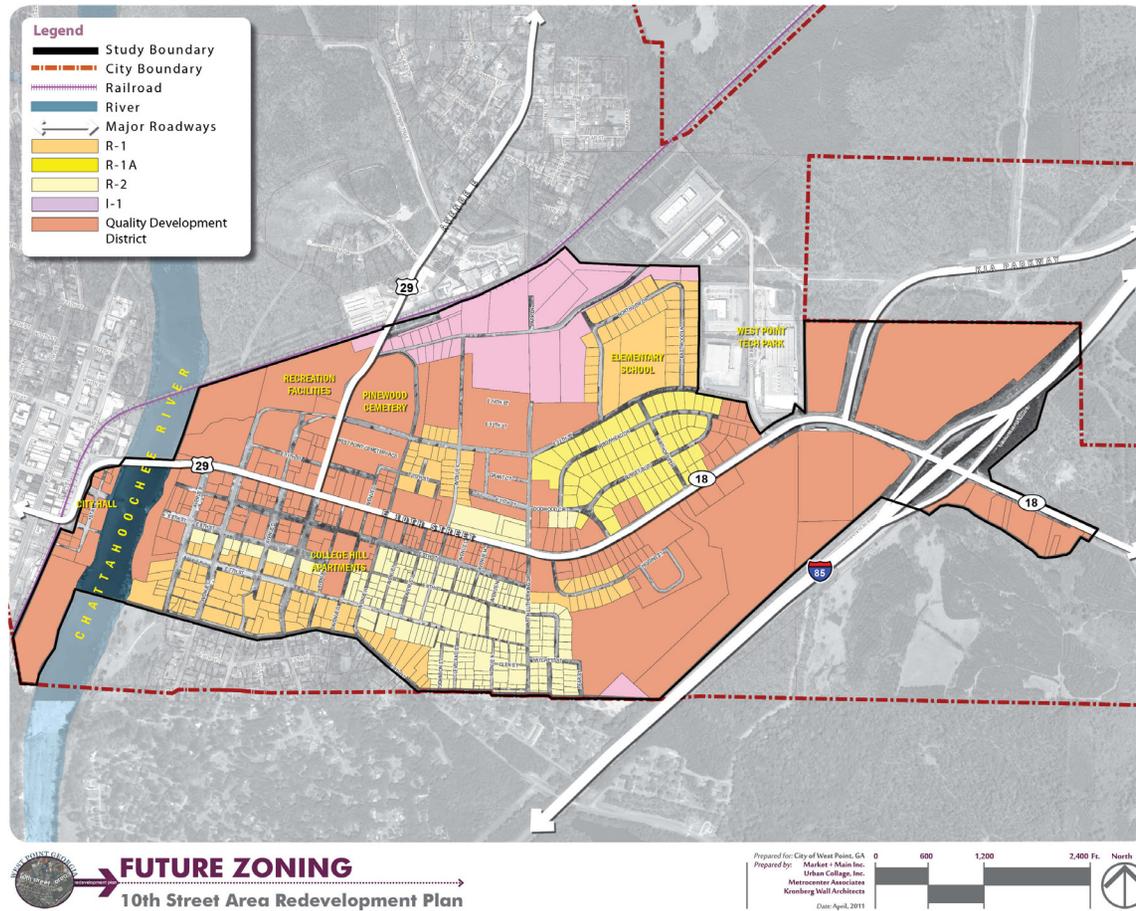
THE MAJORITY OF THE STUDY AREA IS TO CHANGE TO A NEW MIXED USE LAND USE DESIGNATION. THIS CLASSIFICATION WILL ENABLE A BROAD RANGE OF USES AND WILL RELY HEAVILY ON THE UPDATED QUALITY DEVELOPMENT ZONING DISTRICT TO IMPLEMENT ITS INTENT. A MULTIFAMILY DESIGNATION IS ALSO APPLIED TO THE AREAS OF THE HOUSING AUTHORITY TO IMPLEMENT THE VISION OF THIS PLAN FOR THEIR REDEVELOPMENT.

MOST SINGLE FAMILY AND INDUSTRIAL PROPERTIES ARE TO REMAIN AS THEY ARE CURRENTLY DESIGNATED TODAY.

MAP 16: FUTURE ZONING

THE PRIMARY IMPLEMENTATION TOOL FOR ZONING IS THE CREATION OF A NEW QUALITY DEVELOPMENT STAND ALONE DISTRICT. THIS NEW DISTRICT COVERS MIXED USE AND MULTIFAMILY AREAS AND LEVERAGES THE FUTURE LAND USE MAP TO DETERMINE WHEN EACH TYPE OF USE IS PERMITTED. THE NEW DISTRICT UTILIZES THE EXISTING REGULATIONS OF THE CURRENT OVERLAY, BUT EXPANDS THEM IN SCOPE, IN DETAIL AND IN APPLICATION, SO AS TO FULLY IMPLEMENT THE VISION OF THIS PLAN.

MOST SINGLE-FAMILY AND INDUSTRIAL PROPERTIES ARE TO REMAIN AS THEY ARE CURRENTLY ZONED TODAY.



PHASING

A Phased Approach

As with any plan it is important to manage expectation as to what can be done when. Most people are unfamiliar with the complexities involved with implementing a plan, yet they are quite familiar that often times many plans just do not ever get implemented. It is for this reason that it is critical to establish a clear set of achievable action items, and to also include with them a timeframe for implementation so as to lay the groundwork for actual achievement and advancement in terms of the recommendations of the plan. For the purposes of this study, a series of short-term, mid-term and long-term phases have been established for the implementation of the actions and recommendations of this plan. Note that some items will be ongoing and not allocated to a single phase as a result. The years for each phase are as follows.

- + Phase 1 – Years 2011-2015
- + Phase 2 – Years 2016-2025
- + Phase 3 – Years 2026-2035

Implementation Plan

The implementable project-based recommendations of this plan have been transferred into an actionable Project Chart. This chart specifies projects by phase, cost, and implementing agency and are to be used by the community as a tool for facilitating and tracking the progression and eventual implementation of the master plan.

A Champion

This plan is comprehensive in its reach and vision. The implementation of this plan will also be comprehensive and expansive. Unfortunately, not any one single entity will have the capacity to undertake this plan - it will take partnerships and collaborations. Often times, with plans as exhaustive as this, elements of the plan can fall through the cracks when there is not a single responsible party. Because of this, it would be immensely valuable for the City to create a position that would become the “Champion” of the plan. This plan would benefit greatly from a single person moving it forward on a daily basis.

TABLE 9: STREETScape IMPLEMENTATION TABLE

| PROJECT | NOTE | COST | PHASE | AGENCY |
|---|--|------------|---------|--------------------|
| STREETScape IMPROVEMENTS | | | | |
| 10th Street Gateway (Interstate Interchange to Martin Luther King Drive) | No curb replacement; multi-use path and ped lights on one side; trees both sides | \$4M | Phase 1 | City of West Point |
| 10th Street Business District (Martin Luther King Drive to Avenue E) | No curb replacement; sidewalks, buffers, ped lights and trees on both sides | \$2.5M | Phase 2 | City of West Point |
| 10th Street Recreation District (Avenue E to the 10th Street Bridge) | No curb replacement; sidewalks, buffers, ped lights and trees on both sides | \$1.3M | Phase 2 | City of West Point |
| 10th Street Bridge | Sidewalk extension on north side of the bridge | \$1.1M | Phase 2 | City of West Point |
| 12th Street (Recreation Campus to West Point Elementary) | Extents from Eastwood Ln. to West Point Road | \$3.2M | Phase 3 | City of West Point |
| 9th Street (Avenue C to Martin Luther King Drive) | Bulb-outs and ped improvements at intersections | \$2.1-2.8M | Phase 2 | City of West Point |
| 7th Street (Avenue C to Martin Luther King Drive) | Bulb-outs and ped improvements at intersections | \$2.2-2.9M | Phase 3 | City of West Point |
| Avenue C (10th Street to 7th Street) | Bulb-outs and ped improvements at intersections | \$660-880K | Phase 2 | City of West Point |
| Avenue K (12th Street to 7th Street) | Bulb-outs and ped improvements at intersections | \$1.3-1.7M | Phase 2 | City of West Point |
| West Point Road (12th Street to 7th Street) | Bulb-outs and ped improvements at intersections | \$1.2-1.6M | Phase 3 | City of West Point |
| Interstate Gateway Monument Signage | Permanent monument feature with fixed lettering, including decorative planting (not including maintenance) | \$20-30K | Phase 1 | City of West Point |

TABLE 10: DEVELOPMENT, LAND USE & ZONING IMPLEMENTATION TABLE

| PROJECT | NOTE | COST | PHASE | AGENCY |
|---|---|----------|---------|---|
| DEVELOPMENT IMPROVEMENTS | | | | |
| Hotel and Conference Center | Rooms for 100-200 guests; 10-15K sq. ft. of meeting space, land costs not included | \$9.5M | Phase 1 | City of West Point, Development Authority |
| Recreation Campus Parking Deck | Approx. 400 spaces, land costs not included | \$6.4M | Phase 2 | City of West Point, Development Authority |
| WPHA Higgins Street | 96 units with "signature open space"; predominantly one-story; all surface parking, land costs not included | \$11.5M | Phase 1 | West Point Housing Authority, City of West Point |
| WPHA 12th Street North | 118 units; predominantly one-story; all surface parking, land costs not included | \$14.2M | Phase 2 | West Point Housing Authority, City of West Point |
| WPHA 12th Street South | 86 units with "signature open space"; predominantly one-story; all surface parking, land costs not included | \$10.3M | Phase 2 | West Point Housing Authority, City of West Point |
| Secure New High School Site | Approximately 25 acres, land costs not included | \$25-30M | Phase 3 | West Point Housing Authority, City of West Point, Development Authority |
| Redevelopment Plan Director | A City staff position should be created to serve as the project "Champion", ushering the plan forward | \$35-45K | Phase 1 | City of West Point |
| LAND USE & ZONING IMPROVEMENTS | | | | |
| Multifamily Land Use Designation | Designate identified parcels as Multifamily Land Use classification | --- | Phase 1 | City of West Point |
| Mixed Use Land Use Designation | Designate identified parcels as Mixed Use Land Use classification | --- | Phase 1 | City of West Point |
| Overlay District Transformation | Upgrade the existing Quality Development Overlay District into a new stand-alone Quality Development District that replaces the underlying zoning on the designated parcels | \$20K | Phase 1 | City of West Point |

TABLE 11: COMMUNITY HOUSING IMPROVEMENTS IMPLEMENTATION TABLE

| PROJECT | NOTE | COST | PHASE | AGENCY |
|--|---|------|-----------|---|
| COMMUNITY HOUSING IMPROVEMENTS | | | | |
| Housing Development Incentives | Leverage public sector incentives to attract redevelopment (permit fee waiver, facade improvement grant, landscaping assistance, etc) | --- | Phase 1-3 | City of West Point |
| Home Improvement & Rehabilitation | Facilitate single-family rehabilitation and renovation | --- | Phase 1-3 | City of West Point |
| Lifecycle Housing Diversity | Enable lifecycle housing and age and income diversity within the community | --- | Phase 1-3 | City of West Point |
| Housing Cost Diversity | Ensure a variety of housing product choices to enable income diversity within the community | --- | Phase 1-3 | City of West Point |
| Housing Authority Affordability | Ensure any redevelopment of the Housing Authority properties includes price points that are consistent with the current rates paid by current tenants | --- | Phase 1-3 | West Point Housing Authority |
| Housing Authority Tenant Retention | Prioritize the retention of all existing tenants that desire to stay in the new development | --- | Phase 1-3 | West Point Housing Authority |
| Housing Authority Assistance & Amenities | Provide additional education and assistance services in the new development including but not limited to a library, computer lab, life skills training and a community club house | --- | Phase 1-3 | West Point Housing Authority |
| College & University Housing | Facilitate college and university staff and students securing residential opportunities within the community | --- | Phase 1-3 | City of West Point, Local Colleges & Universities |

TABLE 12: COMMUNITY RECREATION & MOBILITY IMPLEMENTATION TABLE

| PROJECT | NOTE | COST | PHASE | AGENCY |
|--|--|----------|-----------|---|
| COMMUNITY RECREATION IMPROVEMENTS | | | | |
| Indoor Recreation Center | Provide a new indoor recreation center for year round access to recreational amenities | \$4-5M | Phase 1 | City of West Point, Troup County, Local Colleges & Universities |
| Riverfront Development | Require riverfront development along the Chattahoochee River to orient towards the river, providing pedestrian access and connections | --- | Phase 1-3 | City of West Point |
| Recreation District Branding | Promote the area west of Avenue E and east of the Chattahoochee River as the Recreation District, centered on the newly expanded Recreation Campus | --- | Phase 1-3 | City of West Point, Troup County |
| Recreation Jobs | Target recreational employment opportunities towards City residents | --- | Phase 1-3 | City of West Point, Troup County |
| Recreation Access | Prioritize West Point resident access to the newly expanded recreation amenities | --- | Phase 1-3 | City of West Point, Troup County |
| COMMUNITY MOBILITY IMPROVEMENTS | | | | |
| Regional Mobility | Establish transportation options for local residents to access area resources and services | --- | Phase 1-3 | City of West Point |
| Bike Plan | Generate a plan for a bicycle route that connects the neighborhoods to the key commercial, employment and recreation destinations within the City | \$15,000 | Phase 2 | City of West Point |
| Regional Awareness | Work with regional entities to promote West Point as a recreational destination within the region | --- | Phase 1-3 | City of West Point, Regional Municipalities & Organizations |
| "Hornless" Train Crossing | Work with railroad operator to make the Downtown West Point train crossings a "hornless" or "horn free" zone | --- | Phase 2 | City of West Point, DOT, Railroad Operator |

TABLE 13: COMMUNITY EDUCATION & BUSINESS IMPROVEMENT IMPLEMENTATION TABLE

| PROJECT | NOTE | COST | PHASE | AGENCY |
|---|---|------|-----------|---|
| COMMUNITY EDUCATION IMPROVEMENTS | | | | |
| High School Site | Secure the future High School site at the 12th Street Housing Authority location | --- | Phase 1 | City of West Point, West Point Housing Authority, Development Authority |
| High School Recruitment | Establish a Troup County School System recruitment and marketing strategy | --- | Phase 1-3 | City of West Point |
| West Point Elementary Facade Improvements | Lobby on behalf of West Point Elementary to the Troup County School System to secure funding for exterior facade improvements for the buildings | --- | Phase 1-3 | City of West Point, Troup County School System |
| Adult Jobs Training | Work with local educational institutions and initiatives to provide jobs training for unemployed residents | --- | Phase 1-3 | City of West Point |
| College Student Mentoring & Tutoring | Work with local colleges and universities to establish mentoring and tutoring programs with the public schools in West Point | --- | Phase 1-3 | City of West Point, Local Colleges & Universities |
| Business Internship Program | Work with local businesses to create internship opportunities for West Point college and university students | --- | Phase 1-3 | City of West Point, Local Colleges & Universities |
| COMMUNITY BUSINESS IMPROVEMENTS | | | | |
| Recruit Recreation Businesses | Recruit recreation-oriented businesses to West Point's newly expanded Recreation District and riverfront development to further solidify West Point as a recreation destination | --- | Phase 1-2 | City of West Point |
| Recruit Professional Services | Recruit professional service businesses to relocate to West Point's Professional Services District | --- | Phase 1-2 | City of West Point |
| Secure New Grocery Site | Secure a site off of 10th Street and close to Interstate 85 for a new building and location for a grocery store | --- | Phase 1-2 | West Point Housing Authority |
| Recruit Hotel/ & Conference Center | Recruit a Hotel & Conference Center to locate along the Chattahoochee River at the Recreation Campus location | | Phase 1-2 | City of West Point, Development Authority |

“Coming together is a beginning; keeping together is progress; working together is success.”

- Henry Ford

APPENDIX A

FUNDING SOURCES INVENTORY

West Point, Georgia Neighborhood Revitalization:

INCENTIVES FOR REDEVELOPMENT IMPLEMENTATION

Provided By Metrocenter Associates

Overview

The City of West Point now contemplates the redevelopment of 788 acres, in an existing neighborhood, which is located due east of the West Point downtown central business district. Approximately 176 acres of the targeted redevelopment area is existing public right of way that requires improvement. The area is envisioned to become a new environmentally conscious, pedestrian oriented, mixed use community including new; commercial, retail, residential, active recreation, parks and green space components. The comprehensive redevelopment scenario proposed allows opportunity for use of a variety of redevelopment incentives, due to the programmatic uses contemplated.

The final redevelopment projects contemplated by this plan, will require the coordinated and sustained use of public and private financial resources and partnerships with clearly defined policies, to encourage the development momentum required to fully execute the comprehensive vision. It is assumed for the purposes of this potential incentives analysis that the City of West Point does not propose to utilize direct ad valorem property tax abatement such as an Enterprise Zone. Currently, resources and financial incentives of sufficient magnitude to realize the 10th Street Area Redevelopment Plan vision are potentially available from a number of sources and prospective partners, including, but not limited to, the following options.

- 1. SPLOST (Special Local Option Sales Tax)**
- 2. PILOT (Payment-In-Lieu-of-Taxes) Bonds**
- 3. TAD Tax Allocation District Bonds**
- 4. CID (Community Improvement District)**
- 5. Georgia Low Income Housing Tax Credit (LIHTC) Program**
- 6. Georgia Department of Community Affairs CDBG (Community Development Block Grant) Program**
- 7. Georgia DNR State Historic Preservation Tax Incentives**
- 8. Federal Home Loan Bank AHP (Affordable Housing Program)**
- 9. Federal Home Loan Bank EDP (Economic Development Program)**
- 10. Federal Brownfield Grants and Loans**
- 11. Calloway Foundation, Inc.**
- 12. Bradley-Turner Foundation, Inc.**
- 13. J. Bulow Campbell Foundation**
- 14. Robert W. Woodruff Foundation**
- 15. Trust for Public Land**
- 16. National Trust for Historic Preservation**
- 17. New Markets Tax Credit Program**
- 18. U.S. Department of Transportation New Starts Program**
- 19. U.S. Department of Energy – Energy Efficiency and Renewable Energy**

The sources and potential partners listed above provide access to resources and incentives, which are individually designed to achieve specific outcomes. These tools must be utilized in a concerted effort to encourage and leverage the additional private development capital required for the comprehensive planning vision implementation. This document is intended as a guide to identify potential supportive partners and financial resources required to implement the specific redevelopment projects suggested in the plan. A series of critical implementation projects are identified in the redevelopment plan which require targeted support from a variety of partners to attract additional private development in West Point.

The following uses and descriptions of incentives are appropriate to the corresponding planned 10th Street Area redevelopment activities in four broad areas:

- + Civic & Recreation Facilities Development (conference center, community recreation, public school facilities);
- + Physical Infrastructure Development (sewers, roads, sidewalks, parks, etc.);
- + Sustainable Development (energy efficiency and “green building;” and
- + Residential/Commercial (mixed-income housing, retail services, hotel).

A. Civic & Recreation Facilities Development Incentives

The desired enhancement of existing civic facilities and the creation of new public recreation facilities can be implemented using a variety of resources and partnerships. A public/private partnership is potentially among the best options to achieve the desired outcome of superior quality new facilities with sustainable future operations and maintenance costs. The City of West Point and Troup County should play a significant role in the funding of new civic recreation facilities using municipal finance tools in conjunction with philanthropic support and private partners such as Point University.

The use of a Special Local Option Sales Tax (SPLOST) is a particularly appropriate public funding source for this activity, since it uses an additional local 1 cent sales tax approved by a voter referendum identifying a specific period of time for imposition of the sales tax, with a specified list of projects. The SPLOST is particularly useful for civic improvements projects that are critical to achieving a high quality of life and which by their public nature do not have the inherent ability to generate significant property tax revenue for the municipality. Gwinnett County, Georgia voters have approved a series of SPLOST programs since the mid-80s, that have paid for such projects as the Gwinnett Center convention facilities, many acres of greenspace, new parks and recreation facilities, Sugarloaf Parkway, Satellite Boulevard, and hundreds of other road improvements, new police and fire stations, and libraries.(see *online information concerning the successful use of SPLOST in Gwinnett County, Georgia* at

<http://www.gwinnettcountry.com/portal/gwinnett/Departments/BoardofCommissioners/SPLOST>) By investing over \$2 billion in sales tax funds for these improvements, Gwinnett County has saved more than \$1 billion in financing costs compared to issuing bonds and has been able to use its regular funds to upgrade other infrastructure while minimizing long-term debt. A West Point/Troup County SPLOST used in conjunction with additional potential financial resources available from partnership with Point University, could result in new shared use recreation facilities of superior quality, while minimizing the use of long term debt by the City of West Point. Partnership with Point University could leverage the use of potential “recreation student activity fees”; an annual fee paid by all students which funds student accessible recreation facilities and programs. (See *detailed discussion of this concept in the last section of this report titled: New Recreation Facilities*). An Educational SPLOST (E-SPLOST) funding may also be used to acquire land and construct the proposed new public high school on land currently owned by the West Point Housing Authority. A listing of potential funding sources for use in developing new West Point public recreation facilities is as follows:

1. Federal Home Loan Bank EDP (Economic Development Program)

FHLBank Atlanta
1475 Peachtree St., N.E.
Atlanta, Ga. 30309
Phone: 404.888.8000
<https://corp.fhlbatl.com/>

The Economic Development Program (EDP) helps support economic development in communities by providing access to advances that are priced 10 basis points below regular advance rates. Member institutions, **such as CharterBank in West Point**, can also use EDP advances to fund a broad range of business loans, including commercial, industrial, manufacturing, social service, and public-facility projects and activities. They can also be used for public or private infrastructure projects, such as roads, utilities, and sewers.

2. Calloway Foundation, Inc.

209 Broome Street
LaGrange, Georgia 30241
Phone: 706-884-7348
Secretary/Treasurer - Mr. H. Speer Burdette, III
www.callawayfoundation.org

During its 62 year existence, the Calloway Foundation, Inc. has authorized grants for religious purposes of \$24,545,956, a total of \$123,535,053 has been approved for educational purposes and the balance of \$129,097,771 has been contributed for charitable purposes. Grants are usually made for the benefit of projects and people in LaGrange and Troup County, Georgia. Troup County and the Troup County Board of Education have received more than \$13 million for school projects, special equipment, community improvements and recreational programs in LaGrange, Hogansville, West Point and the unincorporated areas of the County. The Troup County Recreation Endowment Fund was created with a

\$7 million gift from the Foundation to pay the cost of operating and maintaining recently developed recreational additions and improvements, coordinated by the Troup County Parks and Recreation Department. Large grants have gone to public libraries, disadvantaged groups with specific needs, and minority group projects. Preference is given to permanent construction projects and capital equipment. The Foundation Board meets four times per year in January, April, July, and October. Grant requests and applications are due the last day of the month preceding the meetings. The President is liaison officer between the Board of Trustees and the public, investigating all grant requests for submission to the Board for decision.

- 3. Bradley-Turner Foundation, Inc.**
P.O. Box 140
Columbus, Georgia 31902-0140
Contact: Phyllis Wagner, Administrator
William B. Turner, Treasurer

The Bradley-Turner Foundation Inc. is a not-for-profit private foundation based in Columbus, Georgia with over \$219 million in assets under management. It is among the top ten private foundations in Georgia. Total annual giving by the foundation is approximately \$17,478,783 with an average grant range of \$10,000 to \$200,000. Foundation activities are heavily focused on the southern region, but it has also donated in Massachusetts, Illinois, and in Colorado. The Foundation also has a history of donating to the African Medical and Research Foundation in Kenya.

The foundation seeks to award grants to organizations focused on higher education as well as religious associations, community funds, and youth and social service organizations. The foundation also supports cultural and health-related programs. In April 1996 the foundation issued a challenge to Columbus arts agencies to match a \$20 million gift for the construction of the RiverCenter for the Performing Arts, which soon expanded under a fund-raising umbrella known as "The Columbus Challenge." The fund-raising challenge was met by 1999, and the final gift from the Bradley-Turner Foundation totaled \$35 million. Since the success of the Columbus Challenge, the Foundation's support of the infrastructure of Columbus has continued. One line of grants has supported the renovation and upgrading of public housing. Other funds have continued to support uptown revitalization, including the relocation of the visual arts, theater, and music departments of CSU into locations adjacent to the RiverCenter for the Performing Arts.

- 4. J. Bulow Campbell Foundation**
Suite 270
3050 Peachtree Road, NW
Atlanta, GA 30305
Phone: 404-658-9066
Contact: Betsy Verner, Associate Director
John W. Stephenson, Exec. Dir.
www.jbcf.org

Founded in 1940, the Atlanta-based J. Bulow Campbell Foundation is the second-largest foundation in Georgia. In 2005 its assets were approximately \$600 million. Between 1940 and 2005 the foundation disbursed about \$385 million. Priority is given to non-government, privately supported institutions, and to agencies and organizations that have programs of acknowledged or potential excellence and give evidence or promise of regional leadership. The Foundation considers grants only to institutions determined by the Internal Revenue Service to be tax-exempt. The Foundation gives priority to capital funding, endowments, land acquisition, matching/challenge support, building and renovation. Giving is primarily in Georgia, though the foundation does give on a limited basis in Alabama, Florida, North Carolina, South Carolina, and Tennessee.

In consideration of requests by educational institutions, the Foundation will give priority to those which are privately-supported and accredited, and special consideration will be given to Christian-based institutions emphasizing Christian life on campus as well as the intellectual performance of students. The J. Bulow Campbell Foundation does not award grants to support local church congregations, or to individuals. The J. Bulow Campbell Foundation is interested in organizations, including those with religious affiliations, focused on youth, education, art and family services. Examples of previous grants awards are: \$750,000 to First Presbyterian Day School, \$400,000 to Anderson College and \$500,000 to Project GRAD-Atlanta.

The board meets quarterly in January, April, July and October. The Foundation does not provide an application form. A formal proposal to the Campbell Foundation is initiated by submitting a letter of request limited to one page and including the following:

- A. The full legal name of the organization.
- B. A concise description of the organization and its purpose and program.
- C. A specific amount of money requested.
- D. A brief description of the purpose for which the grant would be used.
- E. A definite plan and timetable for successful completion of the project.
- F. Signature of the principal officer of the governing board, and signature of the chief administrative officer of the institution.

The letter of request should have enclosed with it a copy of the Internal Revenue Service letter, which attests to the organization's tax-exempt status and classification as "not a private Foundation."

An eligible letter of request received by January 1st will be given **preliminary** consideration at the January meeting; a proposal received by April 1st will be given **preliminary** consideration at the April meeting; a proposal received by July 1st will be given **preliminary** consideration at the July meeting; and a proposal received by October 1st will be given **preliminary** consideration at the October meeting. Applicants are encouraged to submit proposals well in advance of these deadlines.

After **preliminary** consideration is given, the applicant will immediately be notified in writing either that the board decided to decline further consideration of

the proposal, or that the board decided to have the Foundation staff conduct a more detailed study for additional consideration at the next quarterly meeting.

In the case of an applicant receiving further study, the staff prepares a written report about the institution and the proposed project. This usually follows at least one site visit by a member of the staff. This report is given consideration at the board's next quarterly meeting, unless the applicant specifically requests consideration at a later date.

The board reviews the materials submitted in support of the application and, through the staff, seeks information about the organization, the project, and specific plans for achieving the success of the project.

5. Robert W. Woodruff Foundation, Inc.
50 Hurt Plaza
Suite 1200
Atlanta, Georgia 30303
Phone: 404-522-6755
www.woodruff.org

The Robert W. Woodruff Foundation, Inc. is an independent private foundation with a broad charter to support charitable, scientific, and educational activities. The Foundation reported assets in 2010 of \$2,694,449,755. Grants awarded in 2010 totaled \$98,150,054 for 36 grants ranging from a one time award high of \$30,500,000 to a one time award low of \$40,000. (average grant size is typically \$100,000 - \$1,000,000). Grants generally are limited to tax-exempt public charities and selected governmental agencies located and operating in Georgia.

The Robert W. Woodruff Foundation's principal giving interests are focused on the following program areas:

- Elementary, secondary, and higher education
- Health care and education
- Human services, particularly for children and youth
- Economic development and civic affairs
- Art and cultural activities
- Conservation of natural resources and environmental education

Organizations which seek Foundation support are invited to make an informal inquiry before submitting a proposal. Grant proposals may be submitted at any time during the year. Proposals received by February 1 are considered at an April meeting of the board of trustees. Proposals received by September 1 are considered at a November meeting. No application form is required. Proposals should be in letter form, addressed to P. Russell Hardin, President, and should include the following information:

- A description of the organization, its purposes, programs, staffing, and governing board

- The organization's latest financial statements including the most recent audit report
- A description of the proposed project and full justification for its funding
- An itemized project budget, including other sources of support in hand or anticipated
- Evidence from the IRS of the organization's tax-exempt status and that the applying organization itself is not a private foundation. Proposals not accompanied by a current IRS determination letter will not be considered.

The Robert W. Woodruff Foundation, Inc. shares offices and administrative staff with the Joseph B. Whitehead Foundation, Lettie Pate Whitehead Foundation, Inc., Lettie Pate Evans Foundation, Inc., Ichauway, Inc. and the Robert W. Woodruff Health Sciences Center Fund, Inc. Grant inquiries or proposals may also be considered by one or more of the foundations sharing this common administrative arrangement.

B. Physical Infrastructure Development Incentives

The desired initiation of new mixed-use development and increased population migration to West Point will require new infrastructure. A key component of any redevelopment is the upgrading, and in some cases creation, of adequate public infrastructure for the redevelopment of existing underutilized land. West Point will require extensive and new infrastructure of roads, sewers, water service, sidewalks, streetscapes, parks, pedestrian amenities and an electrical power grid with the capacity to support the increased density proposed in the redevelopment scenarios contemplated. The following incentives, some of which are locally generated and controlled, may be accessed to fund such improvements only with expert legal advice provided to the local municipal agencies and partners involved:

1. Special Local Option Sales Tax (SPLOST) City of West Point

The Special Purpose Local Option Sales Tax (“SPLOST”) is a popular method for funding needed capital projects in Georgia. Voters must approve an additional 1 cent local sales tax through a ballot referendum which describes the individual projects which are to be funded through SPLOST, averting any need to raise property taxes for project funding. SPLOST funding is inherently slow, as the 1 cent sales tax revenue will be collected over the several years (typically for 5 or 6 years) for which the tax is imposed. Construction of a project cannot be contracted for until SPLOST funds for that purpose are available or if financing is approved for the SPLOST-funded project. The SPLOST referendum can be used to authorize the issuance of SPLOST/general obligation bonds or alternate forms of municipal financing authorized by other provisions of Georgia law, which has become a common method of financing SPLOST projects.

Georgia law specifically authorizes a variety of projects, including sidewalks, bike paths, civic centers, public education facilities, libraries, cultural facilities, recreational facilities, historic facilities, public safety facilities, and airport and other transportation facilities. SPLOST can fund any capital outlay projects that are owned or operated by either the county, a qualified municipality in the county, a local authority in the county, or some combination thereof. Capital outlay projects include improvements such as land, buildings and other structures, roads and bridges, and major items of equipment and vehicles.

(also see item 7 below: the Three Rivers Regional Commission T-SPLOST)

2. Payment-In-Lieu-of-Taxes (PILOT) City of West Point

PILOT (Payment-In-Lieu-of-Taxes) Bonds are a current economic development tool that can be utilized to assist private development. The proceeds of these

bonds are used to help offset the cost of private development by paying for upfront infrastructure and other costs. The bonds are issued by a local authority (i.e. City or County Development Authority) for a long term period of 20 to 30 years and the bonds (principal and interest) are paid off with payments from a private entity deemed equivalent to the property taxes that same private entity would normally pay to the City, County, and School Systems. To create a property tax incentive of this type, a local development authority issues tax-exempt or taxable bonds to acquire a facility that it will lease to a private company. The lease payments made by the private company amortize the bonds, and the private company typically will own the facility at the end of the lease.

3. Tax Allocation District (TAD) City of West Point

According to Georgia State law a redevelopment plan may be created by local government authorities who may issue tax-exempt qualified redevelopment bonds for the acquisition, clearing and refurbishing of real property in certain areas designated as blighted for resale at market value to private parties. The bonds must be secured primarily by ad valorem taxes, including increments of property taxes attributable to increases in valuation resulting from implementation of the redevelopment plan. Such bonds may take the form of “tax allocation bonds” or other tax-increment financing. Creation of a TAD requires the following steps (West Point has completed items 1 and 2):

1. The General Assembly passes a local act authorizing the city or county to exercise redevelopment powers.
2. The voters within the city or county approve the exercise of redevelopment powers in a referendum.
3. The redevelopment agency (city or county, or a new agency created by the local government) submits a Redevelopment Plan for approval by the city or county.
4. After publishing notice, the city or county holds at least one public hearing within 60 days after the Redevelopment Plan is submitted.
5. In order to use tax increments of the county (for a city TAD) or the school board, their consents must be obtained. School taxes, also require an “impact analysis.”
6. After publishing another notice, the city or county adopts the Redevelopment Plan (within 45 days after hearings completed). There is no vote by general public, just by elected officials.
7. The TAD’s creation date is December 31 of year Redevelopment Plan approved or of a subsequent year as determined by the city or county. By the creation date, the redevelopment agency applies in writing to the state revenue commissioner for a determination of the tax allocation increment base of the TAD (as of TAD creation date).

4. Community Improvement District (CID) City of West Point

A CID is a geographically defined district in which commercial property owners, within the same district, vote to impose a self-tax. To create a CID, a simple majority of affected property owners holding at least 75% of the assessed property value of the area must vote affirmatively. Funds are then collected by the taxing authority and given to a board of directors elected by the property owners. The participating property owners define the purpose of the CID and elect a board of directors to represent their interests. The board is ultimately responsible for determining funding and managing the process and for identifying and retaining staffing resources necessary to conduct day-to-day operations. The Georgia State Constitution specifies that funds collected through a CID may be used for seven types of applications:

1. Water
2. Public transportation
3. Street and road construction and maintenance
4. Parks and recreational areas and facilities
5. Storm water and sewage
6. Parking, terminal and dock facilities
7. Other

CID funds can augment existing services such as public safety and they can also be used to leverage additional public and private funds. Conservatively, CID funds can be used to leverage such funds at a ratio of 4 to 1.

5. Federal Brownfield Grants and Loans U.S. Environmental Protection Agency Office of Brownfields Cleanup and Redevelopment Mail Code 5105 T 1200 Pennsylvania Ave., NW Washington, DC 20460 Phone: 202-566-2758 www.epa.gov/brownfields/

Specific areas of redevelopment site may be found in future to include the potential presence of hazardous materials and contaminated soils. The U.S. Environmental Protection Agency (EPA) is the most active federal agency in promoting the cleanup and redevelopment of brownfields and other underused contaminated properties through the Office of Brownfields Cleanup and Redevelopment. Brownfields are defined as real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. Cleaning up and reinvesting in these properties takes development pressures off of undeveloped, open land and both improves and protects the environment. Three EPA funding programs that have been used extensively to spur brownfield

redevelopment are Assessment Grants, Cleanup Grants and Revolving Loan Fund Grants. Federal legislation requires that 25 percent of brownfields funding go to petroleum-impacted sites. The EPA can provide financial assistance to state and local governments in the following areas:

- Grants to assess site contamination
- Grants to carry out site cleanup
- Grants to projects and community organizations to address environmental problems affecting low-income and predominantly minority populations
- Training in the environmental field for residents of communities affected by brownfields
- Capital to establish revolving loan funds (RLFs)
- Grants for cooperative sustainable development efforts
- Environmental education programs
- Grants to capitalize RLFs for clean water projects

Prior to pursuit of Federal resources it is critical to consult and coordinate with the Georgia Department of Natural Resources. Environmental Protection Division (EPD) to identify existing programs, resources and priorities for local brownfield assessment and clean up activity.

**6. U.S. Department of Housing and Urban Development (HUD)
Brownfields Economic Development Initiative
Office of Economic Development
451 7th Street, SW
Washington, DC 20410
Phone: 202-708-3484 ext. 4445**

The overall mission of the U.S. Department of Housing and Urban Development (HUD) is to increase homeownership, support community development and increase access to affordable housing free from discrimination. HUD has seven brownfield-applicable programs:

- Brownfields Economic Development Initiative (BEDI)
- Section 108 Loan Guarantee Program
- Community Development Block Grant (CDBG) Program
- Office of Community Renewal
- HOME Investment Partnership Program
- Empowerment Zones (EZ) and Enterprise Communities (EC) Initiative
- Lead-Based Paint Hazard Control Grant Program

HUD encourages utilization of BEDI funding in conjunction with Section 108 Loan Guarantee funds to finance development activities that will provide near-term results and demonstrable economic benefits. BEDI funded projects must

increase economic opportunity for persons of low-and moderate-income or stimulate and retain businesses and jobs that lead to measurable economic revitalization. BEDI funds are made available annually on a competitive basis, according to HUD's fiscal year application cycle. There is a cap of \$1 million per BEDI award. Section 108 funds are also available on a noncompetitive basis.

7. Three Rivers Regional Commission

Troup County is part of the Three Rivers Regional Commission and therefore eligible to participate as part of the 2012 Transportation Special Local Option Sales Tax (T-SPLOST), authorized by State law under Georgia HB-277; the Transportation Investment Act of 2010. Troup County and the other 9 participating counties in the region, must develop a transportation project list to be included in the 2012 referendum for a 1 cent Three Rivers regional sales tax, which if approved will be in place for 10 years. Once all 10 counties submit projects, the roundtable must decide by October 2011 which ones are most important and what the region can afford based on sales tax projections. New roads, bridges and public transit systems are approved uses of the T-SPLOST funding.

8. Trust for Public Land
Georgia Office
1447 Peachtree Street,NE
Suite 601
Atlanta, GA 30309
Phone: 404-873-7306
www.tpl.org

The Trust for Public Land (TPL) is a national, nonprofit, land conservation organization that conserves land for parks, community gardens, historic sites, rural lands, and other natural places, with the goal of ensuring livable communities. The Atlanta office of TPL has been particularly proactive in partnering with the City of West Point and others to support implementation of new public parkland along the Chattahoochee River. TPL donated 178 acres of prime river front property to the City of West Point in July 2004. Formerly known as the Zachry tract, this new regional park property buffers nearly 3600 feet of river frontage and connects with the City's existing, active recreation park to the south via a riverfront greenway. The Trust for Public Land's Chattahoochee River Land Protection Campaign was started in the mid 1990's. The goal of the campaign is to protect central Georgia's drinking water and provide recreational opportunities by creating a 180-mile greenway along the banks of the Chattahoochee- a greenway that would stretch from Helen to Lake Lanier to Columbus, Georgia. TPL services can assist the redevelopment effort with focus on the following areas:

- **Conservation Vision:** TPL helps agencies and communities define conservation priorities, identify lands to be protected, and plan networks of conserved land that meet public need.

- **Conservation Finance:** TPL helps agencies and communities identify and raise funds for conservation from federal, state, local, and philanthropic sources.
- **Conservation Transactions:** TPL helps structure, negotiate, and complete land transactions that create parks, playgrounds, and protected natural areas.
- **Research & Education:** TPL acquires and shares knowledge of conservation issues and techniques to improve the practice of conservation and promote its public benefits.

TPL's Federal Affairs Program team has a successful track record in identifying Federal policies and funding for land conservation initiatives. The TPL Parks for People Initiative has successfully transformed brownfields to art parks in major urban centers such as Olympic Sculpture Park in Seattle and the new Los Angeles State Historic Park.

C. Sustainable Development Incentives

Increased energy efficiency and “green building” standards are rapidly becoming critical tools in the effort to create sustainable environmentally conscious development patterns within American cities. This trend is increasingly desirable given increasing concerns regarding the increasing evidence of the negative impact of global warming related climate changes. The West Point Neighborhood Revitalization presents an opportunity to incorporate a mandate for sustainable development practices within a comprehensive redevelopment planning initiative. The integration of a demonstration project for residential and commercial “Green Building” in conjunction with potential local Georgia partners such as the Southface Energy Institute, Home Depot Foundation, and the Turner Foundation as a component of the West Point redevelopment should be considered.

1. **U.S. Department of Energy**
Energy Efficiency and Renewable Energy
Mail Stop EE-1
Department of Energy
Washington, DC 20585
Phone: 1-877-337-3463
www.eere.energy.gov

The U.S. Department of Energy (DOE) through its Office of Energy Efficiency and Renewable Energy (EERE) works with business, industry, universities, and others to increase the use of renewable energy and energy efficiency technologies, with the goal of reducing dependence on non-renewable fossil fuels. One way EERE encourages the growth of these technologies is by offering financial assistance opportunities for their development and demonstration. EERE can provide financial assistance in the form of grants and cooperative

agreements in conjunction with a competitive solicitation process based on the Federal fiscal year cycle. All EERE related funding is subject to the federal budget appropriations process, requiring congressional support and approval. The EERE does accept unsolicited proposals for funding which may be submitted at the discretion of their creators. Unsolicited proposals may be selected for funding by EERE if they:

- Demonstrate a unique and innovative concept or a unique capability
- Offer a concept or service not otherwise available to the government
- Do not resemble recent, current, or pending competitive solicitations
- Independently originate with the initiator without government supervision

C. Residential/ Commercial Development Incentives

Many revitalization efforts across the nation have pioneered and tested existing incentive programs for redevelopment activities such as mixed-income residential communities and the introduction of new quality commercial/retail development. The resulting toolkit of incentives with a proven track record of success, should be considered to achieve a well balanced mix of development for West Point and meet the City's current goals for economic development, increasing workforce housing, as well as reintroduction of quality neighborhood oriented retail services in previously underserved areas. The following sources of direct subsidies, loans and tax credit incentives should be considered to achieve the desired redevelopment goals:

- 1. Georgia Department of Community Affairs**
60 Executive Park South, NE
Atlanta, Georgia 30329
Phone: 404-679-4940
www.dca.state.ga.us

The Georgia Department of Community Affairs (DCA) is the State of Georgia's lead agency in housing finance and economic development. DCA administers the State's Low Income Housing Tax Credit (LIHTC) Program, the Georgia Dream Homeownership Program and the Georgia Community Development Block Grant Program.

Housing

The LIHTC Program allocates federal and state tax credits for development of rental properties which are required to reserve a portion of their units for occupancy as affordable housing. The annual competitive application process for these funds occurs in the spring of each year. The competition requirements are defined each year as part of DCA's Qualified Allocation Plan. A number of new high quality Atlanta mixed income rental properties have been developed using the LIHTC program, combining market rate rentals with subsidized rentals within the same community. Experienced developers of mixed-income rental housing are encouraged to submit proposals for consideration.

The Georgia Dream Homeownership Program (Georgia Dream) offers assistance to low and moderate income families toward the purchase of a first home. Eligible first time homebuyers, single parent families, and displaced homemakers may qualify for a Georgia Dream Second Mortgage of up to \$20,000 to be used in conjunction with a first mortgage loan. The Georgia Dream funds can be used to defray the cost of down payment, closing costs, and prepaid escrow expenses associated with purchasing a home. Borrowers must contribute a minimum of 1% (based on purchase price) using their own funds. No cash back is allowed at closing. Income, purchase price and other guidelines apply.

Economic Development

The Georgia Community Development Block Grant Program (CDBG) provides funding to assist a wide range of eligible activities, including housing improvement projects, public facilities such as water and sewer lines, buildings such as local health centers or head start centers, and economic development projects. All projects must substantially benefit low and moderate income persons.

The total annual funding level for the state of Georgia is approximately \$43 million, with approximately \$36 million available for the annual competition. The maximum amount available per applicant is \$500,000 for Single-Activity during regular competition and \$800,000 for Multi-Activity during regular competition.

Local Match Requirements - Regular Competition:

- Grants up to \$300,000, or grants for single activity housing projects - no matching funds required.
- Grants of \$300,000 to \$500,000 - 5% local matching funds required.
- Grants of more than \$500,000 - 10% local matching funds required.

Eligible applicants are units of general local government, excluding metropolitan cities, urban counties, and units of government eligible to participate in the urban counties or metropolitan cities programs of the U.S. Department of Housing and Urban Development. Eligible applicants selected for funding will be those having the greatest need as evidenced by poverty and per capita income and whose applications most adequately address the needs of low and moderate income persons and have the greatest impact.

**2. Georgia Department of Natural Resources
Historic Preservation Division
34 Peachtree Street, NW
Suite 1600
Atlanta, Georgia 30303-237
Phone: 404-656-2840
www.gadnr.org**

The Georgia Department of Natural Resources Historic Preservation Division administers the Georgia Preferential Property Tax Assessment Program for Rehabilitated Historic Property which allows eligible participants to apply for an 8-year property tax assessment freeze. The program can be used in conjunction with the Federal Rehabilitation Investment Tax Credit Program (RITC) which provides owners of "certified historic structures" the opportunity to apply for a federal income tax credit equal to 20% of the rehabilitation cost. Only income-producing properties are eligible to participate in the program and the National Park Service must certify the rehabilitation in order to receive the credit.

A one-time charitable contribution deduction may be taken for the donation of a preservation easement to an organization. This easement ensures the preservation of a "certified historic structure's" facade by restricting the right to alter its appearance. The donation of a preservation easement is usually made in perpetuity. Both residential and commercial properties are eligible for this program. Qualified professionals should be consulted on the matters of easement valuations and the tax consequences of their donation.

3. National Trust for Historic Preservation

**1785 Massachusetts Ave, NW
Washington, DC 20036-2117
Phone: 800-944-6847
Fax: 202-588-6038
www.nationaltrust.org**

The National Trust for Historic Preservation has the ability to make loans available for historic rehabilitation project construction costs. The National Trust Community Investment Corporation (NTCIC) a subsidiary of the National Trust for Historic Preservation, makes equity investments in real estate projects. NTCIC's primary investment vehicles are National Trust Community Investment Funds I and II. Since its inception in 2000, NTCIC has placed more than \$412 million in 72 properties ranging in total development cost from \$500,000 to \$105 million. NTCIC also pioneered the pairing of historic and New Markets Tax Credits (NMTC's) in 2003, providing additional equity resources for eligible projects. Additionally, the National Trust Small Deal Fund (SDF) makes historic tax credit investments specifically targeted for smaller development transactions where total development costs are approximately \$1.2 million which are typically considered too small for conventional tax credit financing.

4. New Markets Tax Credit Program

**U.S. Department of the Treasury
Community Development Financial Institutions Fund (CDFI)
601 Thirteenth Street, NW
Suite 200 South
Washington, DC 20005
Phone: (202) 622-8662
Fax: (202) 622-7754
www.cdfifund.gov**

Since its creation in 1994 by an act of the United States Congress, the CDFI Fund has awarded \$111 billion to community development organizations and financial institutions; it has awarded allocations of New Markets Tax Credits (NMTC) which will attract private-sector investments totaling \$26 billion, including \$1 billion for the Gulf Opportunity Zone. The New Markets Tax Credit (NMTC) Program permits taxpayers to receive a credit against Federal income taxes for making qualified equity investments in designated Community Development Entities (CDEs). Substantially all of the qualified equity investment must in turn be used by the CDE to provide investments in low-income communities. The credit provided to the investor totals 39 percent of the cost of the investment and is claimed over a seven-year credit allowance period. A number of Georgia CDE's currently exist and have previously been awarded NMTC allocations for use, the existing Georgia CDE's include Wells Fargo (Wachovia), Suntrust, Inner City Ventures LLP, and others.

5. Federal Home Loan Bank AHP (Affordable Housing Program)

FHLBank Atlanta

1475 Peachtree St., N.E.

Atlanta, Ga. 30309

Phone: 404.888.8000

<https://corp.fhlbatl.com/>

The Affordable Housing Program (AHP) is a flexible source of grants and loans designed to help our member financial institutions (CharterBank in West Point is a member institution) and their community partners develop affordable owner-occupied and rental housing for very low- to moderate-income families and individuals.

The Federal Home Loan Bank of Atlanta makes grant funds of up to \$1 million per awarded project available to assist in the acquisition, construction, or rehabilitation of rental or owner-occupied housing affordable to persons earning 80 percent or below of the area's median income. In 2010, the Bank awarded more than \$42 million in grant funds for 60 rental projects and 30 ownership projects in Georgia and 11 other States. The Bank distributes AHP competitive program funds in up to two competitive offerings each year according to an application process. The Bank offers AHP capital in the form of subsidized advances (loans) and direct subsidies (direct cash payments), subject to a maximum direct subsidy limit of \$1,000,000 per project. The Bank typically announces the offering period for AHP competitive funds at least 60 calendar days prior to the round opening.

Each year the Federal Home Loan Bank commits 10 percent of its annual net income to developing affordable housing. Project sponsors partner with its member financial institutions to seek the competitive grants or low-cost loans. Since 1990, the bank has awarded over \$407 million to the AHP to help construct or rehabilitate more than 63,000 homeownership and rental units.

AHP funds may be used for the purchase, construction, or rehabilitation of a rental project, where at least 20 percent of the units in the project are occupied by and affordable for very low-income households. A household must have an income meeting the income targeting commitments in the approved AHP application upon initial occupancy of the rental unit, or for projects involving the purchase or rehabilitation of rental housing that already is occupied, at the time the application for AHP subsidy is submitted to the Bank for approval. Rental projects are limited to a single county.

There is one competitive application round per year for the AHP, accepting applications during the second quarter and anticipating board of directors approval of winning projects in the fourth quarter. Applicants are encouraged to leverage their awards with other funding sources, including conventional loans, government-subsidized financing, tax-credit equity, foundation grants, and bond financing.

Action Plan

An aggressive five year plan of action must be developed and initiated upon the adoption of the West Point Redevelopment Plan, to assure successful implementation of the revitalization effort. Early coordination with potential funders, partners and stakeholders is essential in determining the scope of public improvement needs required to support development construction timetables and identification of specific projects which can spur additional private market investment and leverage public resources. Local funding sources dedicated to redevelopment projects will be required by other private and public sector partners to demonstrate the local municipality's commitment to revitalization efforts. In many cases a local match percentage is required by other potential funders particularly in the case of public infrastructure improvements. Strategic efforts to implement the redevelopment plan vision are outlined in the table below:

Strategic 5 Year Action Plan

| ACTIVITY | DETAILS | TOTAL COST | LOCAL PUBLIC FUNDS (in millions) | COMMENTS |
|---|---|------------------|----------------------------------|--|
| Recreation Campus Parking Deck Construction | 400 spaces | \$6.4M | TBD | YR 2: SPLOST with additional partnership financing by Point University and Hotel/Conference Center private partner. Potential totally SPLOST funded municipal parking facility could generate additional income for City. |
| Hotel/Conference Center Construction | 100-200 rooms and 10-15,000 sq.ft. mtg. space | \$9.5M | TBD | YR 2 - 3: Land acquisition cost not included. Potential user of SPLOST funded structured municipal parking. |
| New Mixed-income Rental Housing | 300 units | \$36M | TBD | YR 1 - 5: 3 phases of rental housing development all on WPHA land with negotiated financial participation by an experienced LIHTC developer in all phases |
| New Public High School | 1,000 -1,200 students | \$25-30M | | YR 4 - 5: Land costs not incld. Requires negotiation for use of WPHA land and/or potential E-SPLOST approval |
| Incentives | TBD | \$3M -TBD | \$3M -TBD | YR 1 - 5: Definition of land costs and negotiated public/private partnerships are required |
| TOTAL COSTS | | \$101M - \$108M+ | \$27M+/- | approx. 25% +/- of the total costs are required public improvements |

ADDITIONAL DETAILED ACTIVITIES

HOUSING

A specific incentive program for the creation of new affordable housing in the West Point neighborhood redevelopment plan funded by a public/private partnership is possible. The West Point Housing Authority (WPHA) controls a combination of occupied and vacant property within the redevelopment area which can support new residential development in carefully planned multiple phases. In Phase 1 of public housing redevelopment, it is possible to develop a high quality new mixed income rental community of approximately 96 units on

largely vacant WPHA property located at Higgins Street, with a minimal relocation of only 5 families. Construction of the rental new apartments would require a total development cost of approximately \$11M (\$115,368 per unit). A majority of the new apartments developed by an experienced private residential developer and could be made affordable using a combination of Low Income Housing Tax Credit units (50% of the units) and public housing subsidized units (20% of the units). The remaining 30% of the new apartments would be rented at market rate, generating revenue to help support operations of the new community.

During Phase 2, approximately one third of the existing public housing families living in occupied WPHA apartments at 12th Street could be moved to occupy the 67 new affordable units at Higgins Street. The resulting vacant older units at 12th street could then be demolished making way for development of additional new mixed-income residential development.

Three phases of mixed-income residential development of this type could result in replacement of all the existing aging WPHA rental stock. Based on preliminary estimates additional development funding of over \$3M beyond the LIHTC, private developer financing and public housing rental subsidies would be required to finance construction of the planned new rental units, not including additional demolition and minimal relocation costs. Private developer loan financing could cover approximately 48% of the redevelopment costs. LIHTC equity would support approximately 34% of the redevelopment costs. A successful application to the Federal Home Loan Bank could fund up to \$1M of the remaining unfunded need. A local SPLOST could also fund a significant portion of the public infrastructure improvements associated with the public housing redevelopment, significantly reducing or eliminating the housing development funding shortfall. Local philanthropic donors might also be willing to contribute to the redevelopment effort. It should also be noted that the redevelopment and more efficient use of the existing WPHA land, allows for the construction of the proposed new public high school on WPHA land. The WPHA land could be acquired for this purpose and construction of the new school could be financed using a dedicated Education SPLOST.

PARKING

The future need for structured public parking can also be addressed by use of public land and funding mechanisms. A detailed discussion and analysis of the future zoning requirements, ownership and operations for structured parking at the proposed hotel/conference center redevelopment site should be undertaken. Should the City of West Point choose to finance, construct and maintain ownership of structured parking, a potential income stream may result directly from parking collections while foregoing the additional tax revenues generated by private parking operations. Control of the number of parking spaces provided and the price for daily parking may also be useful as a future revenue stream for the City of West Point as the parking user population increases within the redevelopment district.

SUSTAINABLE ENERGY

All buildings and facilities within the redevelopment should be designed to the highest energy and environmentally sustainable standards such as LEED, EarthCraft and/or the federal ENERGY STAR program. Leadership in Energy and Environmental Design (LEED), developed by the U.S. Green Building Council (USGBC), is a green building certification system providing third-party verification that a building or community was designed and built using strategies aimed at improving performance in: energy savings, water efficiency, CO₂ emissions reduction, improved indoor environmental quality, and stewardship of resources and sensitivity to their impacts. Energy savings and the reduction of waste over time prove to be a financial benefit in the long term operations and management of LEED facilities. LEED certified building design and construction professionals located throughout Georgia should be contracted to achieve LEED certification for West Point redevelopment projects. The Southface Energy Institute, based in Atlanta, is a nonprofit organization that for more than 30 years has promoted energy, water and resource-efficient workplaces, homes and communities throughout the Southeast. Southface provides diverse sustainability services and programs, both public and private sector-based. These programs address areas including regional green building, energy, water, affordable housing, weatherization, radon mediation, etc... In 2010 a total of 49 out of 50 state housing finance agencies promoted ENERGY STAR qualified products and/or homes in their federal Low-Income Housing Tax Credit Program's Qualified Allocation Plans. Projects funded through the American Recovery and Reinvestment Act, energy mandates for energy disclosure, and awareness-raising efforts about energy use and reductions in commercial buildings through innovative campaigns and competitions all relied on the ENERGY STAR platform. The detailed study of these options should be undertaken with local partners to determine feasibility and financial benefits for residential and commercial activities.

NEW RECREATION FACILITIES

The expansion of the recreational facilities should be a primary focus of the County and City SPLOST funding, which is set to expire but is being targeted for renewal. The SPLOST mechanism is the ideal tool for an investment in a significant public amenity such as recreation. It may also be possible to engage the County to contribute a portion of their SPLOST funds collected from West Point. More information on the SPLOST mechanism is provided in Physical Infrastructure Development Incentives section of this document.

Point University is anticipated to be a key partner in the development of new recreation facilities called for in the redevelopment plan, using a combination of student fees, private donations and/or private activity bonds. Columbus State University (which has approx. 8,200 students) opened a new Student Recreation Center in 2011. The \$26 million, 106,000-square foot facility houses a fitness area along with an aquatic center. It features two basketball courts, workout area, two aerobic rooms, free weight area, running track, multi-purpose court, two

racquetball courts, indoor soccer, volleyball, and large event area. The Aquatics Center consists of a 25 yard lap pool, a one meter diving board, leisure pool, therapy pool, and sauna.

The facility was built using student fees or contributions from private sources; no state funding was involved. Students at CSU agreed to be assessed a \$125 fee per semester, starting in fall 2009, to build and operate the center that opened Jan. 10, 2011. For every semester that a student paid the recreation fee during the construction phase, he/she will be given a 6 months free membership to the recreation center once he/she has graduated. A public-private partnership between Point University and the City of West Point could access philanthropic funding to create a new state-of-the-art recreation complex; renovating existing and building new sports facilities all on a single sports campus within the redevelopment plan area. Membership in the new facilities could be extended to include existing and future neighborhood residents as well as students.

Conclusion

The powerful combination of Federal, State and Local government tax incentives, as well as direct subsidies available for varied development activities such as public infrastructure improvements, new mixed-income residential construction, new commercial and retail construction, historic preservation and rehabilitation, environmental remediation, new parks and recreational greenspace if planned and focused effectively, can defray a substantial portion of the West Point Neighborhood Revitalization costs and leverage millions in private resources. The current rate of West Point's projected growth, makes the planned redevelopment of areas within the City essential to achieve the potential access to excellent public amenities and outstanding quality of life experience desired for all West Point residents. The existing incentives outlined herein if used to implement the West Point redevelopment vision, can achieve Mayor Drew Ferguson's goals for the larger West Point area, including increased job growth, new workforce housing, increased property and sales tax revenues, new park space and increased vitality in economically underserved areas.

APPENDIX B

MARKET ASSESSMENT

10th Street Area Redevelopment Plan

Market Assessment

Prepared for:

City of West Point

Prepared by:



March 2011

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Purpose of Analysis

The purpose of this analysis is to examine the socioeconomic and real estate market trends in the 10th Street Area, and determine how they may impact the potential for development and redevelopment. Both the positive and negative influences affecting the area are considered in this analysis for the purpose of identifying opportunities to enhance declining areas and to capitalize on positive trends. Market + Main, Inc. is contracted to deliver the Market Assessment component within the 10th Street Area Redevelopment Plan.

This document has five sections, as outlined below.

Market Definition:

Details the market areas that are examined, including the Regional Market, Submarket, Local Market, and Study Area, and how they are defined.

Market Demand Profile:

Examines socioeconomic trends related to the Regional Market, Submarket, and Local Market. Also makes comparisons to City of West Point and national averages.

Market Supply Overview:

Reviews residential, retail, office, and industrial market characteristics related to development trends and inventory.

Market Dynamics:

Considers factors that influence demand in each of the key property types – residential, retail, office, and industrial – and assesses their role in Local Market dynamics and performance.

Market Recommendations:

Presents recommendations for target markets and priority initiatives and projects.

Market Demand Profile

MARKET DEFINITION

To determine the potential for new uses or support for existing and expanding uses, it is important to first understand who the market is. It is important to note that market areas do not necessarily follow city boundaries or municipal limits; they function based on consumers and economic transactions. Thus, some of the indicators for market characteristics will perform both better and worse because these markets cross city and county lines.

Understanding the demographic and economic characteristics of the residents and workers in the area is critical in understanding why the market is where it is, how the market can develop, whether it is under-served or saturated, and what would be supportable. It is also important to review the historic trends that have occurred in the area, as well as considering what is currently being projected to happen in the area in the future.

All of these characteristics go into formulating what kind of development can be supported and how much can be supported. While the numbers begin to craft the backdrop for the story of the 10th Street Area, they certainly can not effectively convey the entire story. The final recommendations will be based on a mixture of quantitative and qualitative analyses.

Regional Market

The Regional Market is comprised of eight counties in both Georgia and Alabama. The counties selected for the Regional Market include: Chambers, Coweta, Harris, Lee, Meriwether, Muscogee, Russell, and Troup.

Submarket

The Submarket is comprised of three counties in both Georgia and Alabama. The counties selected for the Submarket include: Chambers, Harris, and Troup.

Local Market

The Local Market is comprised of three cities in both Georgia and Alabama. The cities selected for the Local Market include: Lanett, Valley, and West Point.

Study Area

The 10th Street Area is roughly bounded by railroad tracks to the north, the Chattahoochee River to the west, 6th Street to the south, and Interstate 85 to the east.

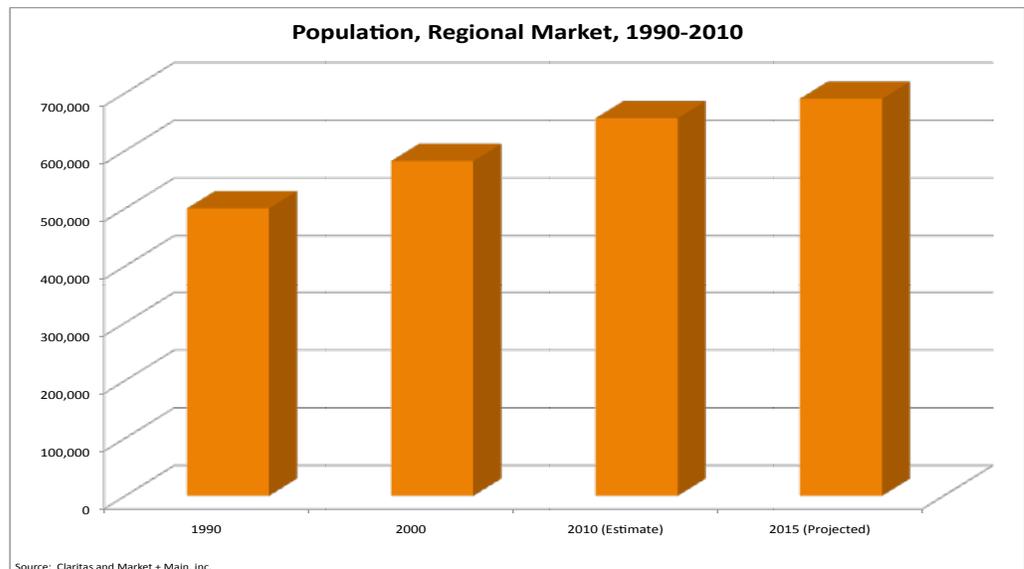
REGIONAL MARKET SOCIOECONOMIC

Regional Market Population

There has been strong population growth in the Region over the past twenty years. Since 1990, the population in the eight counties has increased from just under 500,000 to over 650,000. This represents an increase of approximately 31%. The Regional Market is expected to continue to grow over the next five

Regional Market =
Chambers, Coweta, Harris,
Lee, Meriwether, Muscogee,
Russell, and Troup counties

years, with a projected growth rate of approximately five percent. Since 2000, the fastest growing counties were Coweta with a growth rate of 45%, and Harris with a growth rate of 28%. The only county with a decrease in population was Chambers, with a population decline of seven percent.



Regional Market Age Structure

The age profile of a community has direct impacts on market dynamics. Approximately 25% of the population in the Regional Market is under age 18. The 25-to-35 age bracket accounts for 14% of the total population, and 12% are over age 65. The average age for the Regional Market is 36.3, but the figure varies widely across the counties. Chambers County has the highest average age at 40.5, while Lee County has the lowest at 34.2.

Regional Market Households

There are approximately 253,400 households in the Regional Market, and just as with population, the Regional Market has had steady growth in households over the last two decades. Since 1990, the number of households has increased by approximately 38%. The growth rate was 20% between 1990 and 2000. Household growth was somewhat slower between 2000 and 2010, at 15%. Over the next five years, it is projected that the number of households in the Region will increase by approximately six percent. Since 2000, the counties with the greatest increase in households were Coweta (43%) and Harris (30%). The only county with a decrease in households was Chambers, with a decline of three percent.

Regional Market Educational Attainment

The economic competitiveness of an area is greatly impacted by its residents' educational attainment. Approximately 17% of adults in the Regional Market do not have a high school diploma, while 53% have only a high school diploma. Meriwether County has the highest percentage of those lacking a high school diploma at 29%, while Harris County has the lowest at 12%. College graduates make up 29% of the adult population in the Regional Market. Lee County has the highest proportion of college graduates at 38%, while Meriwether County has the lowest at 12%. Both the Region's proportion of adults with less than a high school education and those with a college degree are on par with national averages.

Regional Market Employment

The Region's daytime population, or employment, is approximately 300,000. Over two-thirds of this employment is located in just three of the eight counties: Muscogee (78,000), Coweta (65,000), and Lee (64,000). The county with the smallest employment base is Meriwether, with less than 10,000 jobs.

Regional Market Income

Average household income across the Regional Market is \$58,400, which is substantially less than the national average (\$71,100). Of the eight counties, Harris County has the highest average household income at \$77,500. Russell County has the lowest at \$40,900.

Approximately 29% of households in the Regional Market have incomes less than \$25,000, while 14% have incomes greater than \$100,000.

The Region's per capita income is \$22,800, which is below the national average (\$27,000). Like the average household income breakdown, Harris County has the highest per capita income (\$29,300) and Russell County has the lowest (\$17,000).

Types of Income
 Two of the most commonly used measures of income are **average household income** and **per capita income**. While **average household income** can be a good indicator of wealth, the actual buying power of this income can be skewed by large differences in household size. **Per capita income** is perhaps the most important statistic to review in terms of understanding how a community is really doing, since it accounts for income of all citizenry, meaning every man, woman, and child.

| Regional Market Incomes | Per Capita Income | Avg HH Income |
|-------------------------|-------------------|---------------|
| Income | \$22,800 | \$58,400 |
| % of National Average | 84% | 82% |

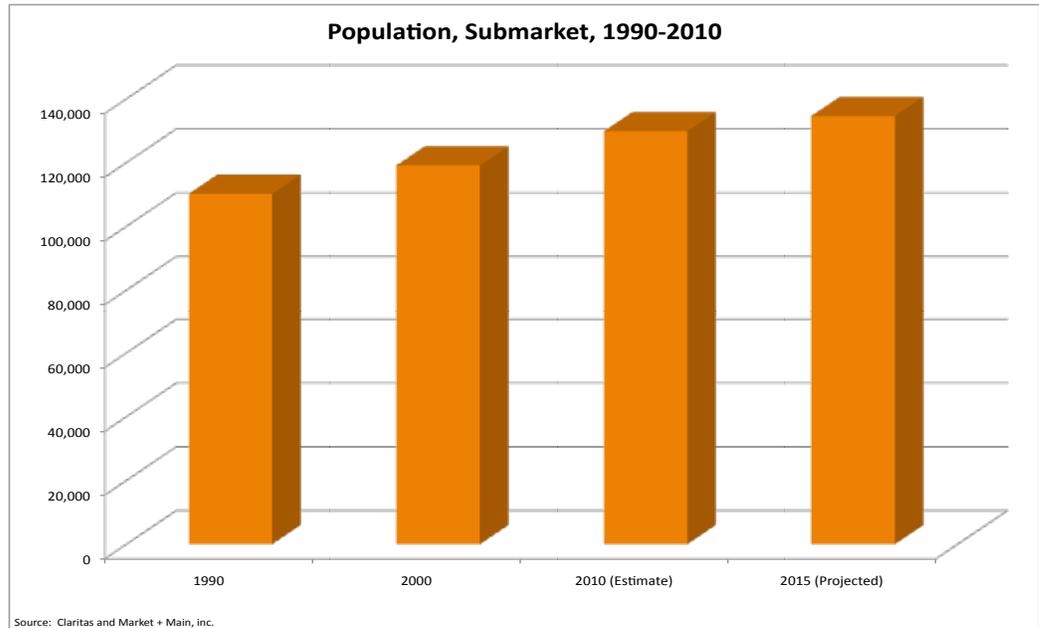
Source: Claritas and Market + Main, Inc.

SUBMARKET SOCIOECONOMIC

Submarket Population

The current population of the three counties making up the Submarket is just under 130,000. This represents approximately 20% of the Regional Market's population. Troup County is the most heavily populated of the three, with slightly more than 50% of the Submarket's total population. While Harris County has the smallest population, it is also the fastest growing county in every time period studied. Since 1990, Harris County's population has increased by 71%. Troup County has also grown, although not nearly as much as Harris County. Since 1990, Troup County's population has increased by 18%. Chambers County, however, has had a significant loss in population since 1990, decreasing by eight percent. It is projected that Harris County will overtake Chambers as the second most-populated of the three counties by 2015.

Submarket =
 Chambers, Harris,
 and Troup counties



Submarket Age Structure

Approximately a quarter of the Submarket’s population is aged under 18. About 13% are between 25 and 35, and 14% are aged over 65 years. These proportions are close to the national averages for these age categories. The average age of the Submarket is 38.5 years of age.

Troup County has the greatest proportion of residents under age 18 at 26%. At the other end of the spectrum, Chambers County has a much higher percentage of population over age 65 than either of the other counties, with 17% of the Chambers’ population falling into that category. Troup and Harris Counties have almost identical proportions of residents age 25 to 35 at 13.9% and 13.8%, which is higher than the proportion in Chambers County of 12%.

Submarket Educational Attainment

For the Submarket as a whole, the proportion of the adult population without a high school diploma is 20%, which is higher than the Regional Market at 17%. The percentage of adults with only a high school diploma is the same for both the Regional Market and the Submarket at 53%. Adults with a college degree make up 27% of the Submarket population, which is less than Regional Market figure of 29%.

Educational attainment levels vary greatly among the three counties of the Submarket. The percentage of high school graduates is virtually identical across the three counties, ranging from 52.9% in Chambers County to 53.6% in Troup County. However, Harris County has a much higher percentage of college graduates

(35%) than the other two counties, and a much lower percentage of those with less than a high school diploma (12%). Conversely, Chambers County has the lowest percentage of college graduates (19%) and the highest percentage of those with less than a high school diploma (28%). Troup County falls in the middle with 20% of its adult residents with less than a high school diploma and 27% with a college degree.

Submarket Households

The number of households in the Submarket has increased by almost 23% since 1990. Just as with population, the greatest household growth was in Harris County, increasing by 78% since 1990. Troup County had the second-fastest growth rate at 20%. Households in Chambers County increased by only two percent since 1990; the number of households has actually decreased by three percent between 2000 and 2010.

Submarket Employment

The Submarket daytime population is about 51,500. Approximately 68% of this employment is in Troup County, largely because of the sizeable employment base in LaGrange. Approximately 20% of the Submarket’s employment is in Chambers County, and 12% is in Harris County. Employment in the Submarket represents approximately 17% of the Regional Market’s total employment.

Submarket Income

Average household income for the Submarket is \$56,400, which is less than the Regional Market figure of \$58,400. Per capita income for the Submarket is \$22,100, which is just slightly below the Regional Market’s \$22,800.

Harris County is the wealthiest county in the Submarket with an average household income that is 109% of the national average and per capita income that is 108% of the national figure. Chambers County has the lowest levels of income. Its average household income is just 62% of the national figure, while its per capita income is a slightly better 67% of the nation’s. Troup County has higher income levels than Chambers, but is well below Harris County. Troup’s income figures are also well below the national levels, with average household income at 76% of the nation’s and per capita income at 77%.

| Submarket Incomes | Per Capita Income | Avg HH Income |
|-----------------------|-------------------|---------------|
| Income | \$22,700 | \$58,300 |
| % of National Average | 84% | 82% |

Source: Claritas and Market + Main, Inc.

Approximately 30% of households in the Submarket have an income of less than \$25,000. This is just over the Regional average of 29%. Chambers County has the highest percentage of lower incomes (less than \$25,000) with 38%, and Harris County has the lowest proportion with 18%. Approximately 32% of Troup County households fall into this income category.

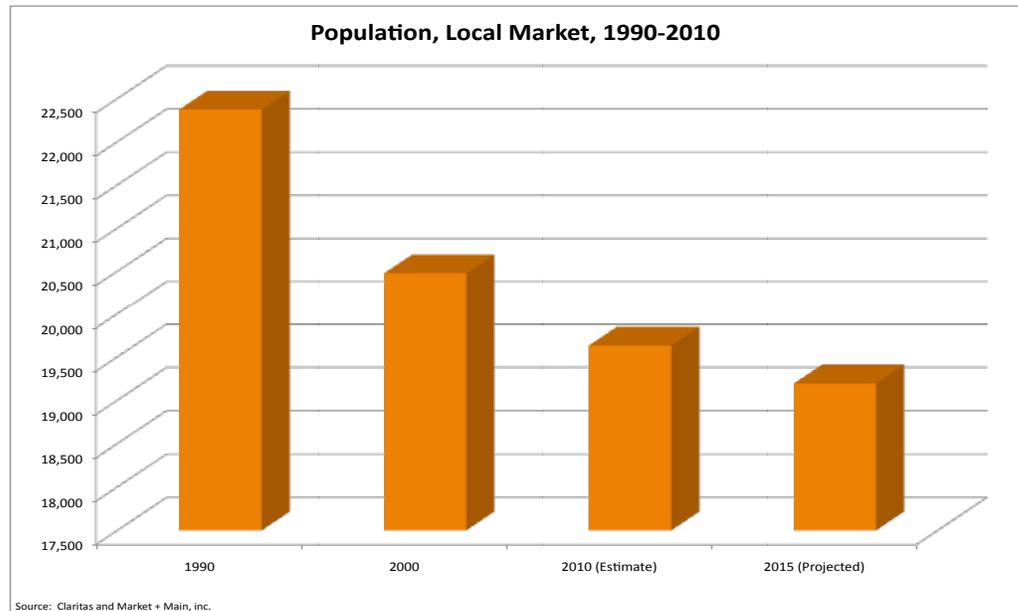
For the Submarket, 13% of households have an income over \$100,000. This is slightly lower than the Regional figure of 14%. At 26%, Harris County has the highest percentage of higher income households (over \$100,000), and Chambers County has the lowest percentage with just 6%. Troup County falls in the middle with 12%.

LOCAL MARKET SOCIOECONOMIC

Local Market Population

The estimated population of the three cities that make up the Local Market is approximately 19,800. This represents just 15% of the Submarket's population and 3% of the Region's population.

Local Market =
Cities of Lanett, Valley,
and West Point



Since 1990, the overall population of the Local Market has decreased by 12%. This population decline was greatest in the 1990s, with a decrease of nine percent between 1990 and 2000. The population decline slowed after 2000, with a decrease of four percent between 2000 and 2010. Overall, population is projected to decrease by an additional two percent over the next five years.

However, population projections for the Local Market don't take into account the recent announcement that Atlanta Christian College will become Point University and move its main campus to West Point. The influx of students will likely add several hundred new residents to the area. Many of the administrators and faculty may also live in the Local Market. Over time, it is expected that the school will grow significantly, and have an even greater impact on local population figures.

The **City of West Point** is the smallest of the three cities, with a population of 3,470. Lanett has 6,770 residents, and Valley is by far the largest with 9,590. Between 1990 and 2000, the City of West Point's population decreased by 6.6%. Between 2000 and 2010, West Point's population increased by 2.7%. Between 2010 and 2015, West Point's population is currently projected to increase by 2.2%; while this is technically an increase, with such a small percentage difference, it really is considered more static, but a positive sign nonetheless. In each of the time periods studied, West Point's population decline is either less than that of the Local Market as a whole or an increase. Obviously, these are current projections, and do not take into account the recent announcement and plans of Point University. With the addition of both students and faculty and given the City of West Point's small size, this influx will likely reverse the current population trend direction.

Local Market Age Structure

Approximately 24% of the Local Market population is under the age of 18. This is just under the Submarket figure of 25% and the Regional Market figure of 25%. Those over age 65 account for 18% of the Local Market. This is greater than the Submarket (14%) and the Region (12%). Those in the 25-to-35 age bracket make up 12% of the Local Market population. For the Submarket, the percentage is 13%, and for the Region it is 14%.

The **City of West Point** percentage of residents under age 18 is 28%, which is higher than the overall Local Market, the Submarket, and the Region. The City of West Point's percentage of population over age 65 is 15%, which is lower than the overall Local Market, but still greater than the Submarket and Region. For West Point, the 25-to-35 age bracket is 12%, which is greater than the Local Market, but less than the Submarket and Region.

Local Market Educational Attainment

Only 21% of adult residents in the Local Market have a college degree, which is below the national average (28%). This is also quite a bit lower than the Submarket figure of 27% and the Region's percentage of 29%. For the Local Market, 28% of adult residents do not have a high school diploma, which is almost double the national average (15%). This is much higher than the Submarket rate of 20% and the Region rate of 17% as well.

The **City of West Point** has much higher levels of educational attainment than the overall Local Market. Approximately 34% of West Point adults are college graduates, which is not only higher than the proportion in the Local Market, but also higher than the Submarket and Regional figures. West Point's percentage of adult residents with less than a high school diploma is 25%, which is higher than the Submarket and Region, but less than the overall Local Market.

Local Market Households

In 2010, the estimated number of households in the Local Market was approximately 8,450. This represents a decrease of approximately five percent since 1990. The decrease in total households was much greater between 1990 and 2000 (-3.7%) than between 2000 and 2010 (-1.5%). It is projected that the number of households will decrease by an additional one percent over the next five years.

For the **City of West Point**, the number of households decreased by 4.5% between 1990 and 2000. The number increased by 12.1% between 2000 and 2010. Over the next five years, it is currently projected that households will increase by 2.1%; basically a static figure.

Local Market Employment

The daytime population of the Local Market is approximately 13,200. This represents 26% of the Submarket total employment and 4% of the Regional Market employment.

| Local Market | West Point | Lanett | Valley |
|------------------|------------|--------|--------|
| Total Employment | 6,500 | 2,400 | 4,300 |

Source: Claritas and Market + Main, Inc.

Of the three cities in the Submarket, West Point has the greatest number of jobs. This is the result of the new Kia assembly plant, along with local supplier companies, and the long-established firms in West Point Technology Park.

While the total number of jobs demonstrates that the Local Market has a strong employment base, it is important to understand the nature of this employment. Economies do not function locally, economics is a regional phenomenon. Trying to isolate detailed employment numbers for a small area and still retain meaning for them is a difficult endeavor, however looking at employment in terms of different sectors can provide insight into the workings of a local economy. In terms of sector employment, the Local Market's largest industry sectors are Services (39%), Manufacturing (31%), and Retail Trade (16%). In the Local Market, the Wholesale Trade, Transportation, Communications and Utilities, and Finance, Insurance and Real Estate sectors, all generally high-paying and high-skill jobs, are unusually small, with all at less than five percent each.

| Local Market Sector Employment | % |
|--------------------------------|-------|
| Services | 38.9% |
| Manufacturing | 30.5% |
| Retail Trade | 16.2% |
| Construction | 2.6% |
| Public Administration | 3.8% |
| Finance/Insurance/Real Estate | 4.5% |
| Transp./Comm./Utilities | 2.7% |
| Wholesale Trade | 0.8% |

Source: Claritas and Market + Main, Inc.

Employment by sector is different for the **City of West Point** as compared to the Local Market. The Manufacturing sector accounts for a much greater proportion of employment, at 51%. This is largely the result of the Kia manufacturing plant and its affiliated suppliers. Services is the second largest sector in West Point at 34%, with a heavy concentration in Business Services. The Retail Trade sector in West Point is only 5%, which is a much smaller proportion than in the Local Market (16%). This is not surprising since the majority of the Local Market retail space is located in the City of Valley today.

Local Market Income

The Local Market has fairly low income levels when compared to the Submarket, Region, and nation. The average household income for the Local Market is \$44,600, which is just 63% of the national average. It is also substantially below the Region average (\$58,400) and the Submarket average (\$56,400).

It is troubling to note that even though average household income has been increasing in each of the three cities in the Local Market, it has declined as a percentage of the national average. This means that the Local Market is losing ground in relation to the rest of the nation. This trend is projected to continue through 2015.

The same trends can be seen in per capita income levels in the three cities that

comprise the Local Market. Each city lost ground in comparison to the nation between 2000 and 2010. The Local Market's per capita income is \$18,700, which is 69% of the national average. Projections call for the Local Market to fall further behind over the next five years.

| Local Market Incomes | West Point | Lanett | Valley |
|-----------------------|------------|----------|----------|
| Average HH Income | \$48,110 | \$42,498 | \$43,122 |
| % of National Average | 67.7% | 59.8% | 60.7% |
| Per Capita Income | \$19,646 | \$17,878 | \$18,544 |
| % of National Average | 72.7% | 66.1% | 68.6% |

Source: Claritas and Market + Main, Inc.

Approximately 39% of households in the Local Market have incomes less than \$25,000. This is significantly higher than the Submarket (30%) and the Region (29%). Only 6% of households in the Local Market have incomes greater than \$100,000. This is much less than the Submarket (13%) and the Region (14%).

The **City of West Point** does have higher income levels than Valley and Lanett, but both the average household income and per capita income for the City are still well below the national levels. At \$48,100, West Point's average household income is 68% of the national average. The City's per capita income is \$19,600, which is 73% of the national figure.

In West Point, 36% of households have incomes less than \$25,000. This is higher than the Regional Market (29%) and Submarket (30%), but less than the Local Market (39%). Those with incomes greater than \$100,000 make up 10% of the City's households. This figure is less than the Submarket (13%) and the Region (14%), but greater than the Local Market (6%).

“CUSTOMER” SUMMARY

There are several key factors developers, builders, and retailers are looking for when they make decisions to invest in a community and what they look for in a “customer.” Among the key determinants are growth rates, age structure, income levels, and daytime population.

Growth Rates

Obviously growth is a key factor in what developers, builders, and retailers consider. The higher the growth rates, usually the better from a development perspective. However, the overall composition of the market is critical, and the primary factor they are looking for is not a declining population.

The Local Market has experienced population loss since 1990. This appears to be largely the result of the final stages of the retreat of the local textile industry, and many other businesses that went with it as employment declined. Population loss has slowed since 2000.

While it is never good from an economic development standpoint to have a population loss, it is important to look at the bigger picture. Both the Submarket and Regional Market are experiencing strong growth rates and are definitely not in decline. The Local Market is well-positioned to tap into this surrounding growth. West Point, in particular, has many attributes that provide a base for large-scale population growth: the City is experiencing tremendous employment growth, has good transportation access, a well-regarded local elementary school, and a generally affordable housing stock. The strong employment growth in West Point represents the City’s successful efforts to capitalize on the area’s economic strengths. Likewise, the City can, and should, now focus on attracting residential growth.

While the current projections call for a slight increase in population over the next five years, these estimates do not take into account the impending move of Point University into the community or the additional employment continuing to be created from Kia. Based on these developments, it is feasible that population over the next five years could increase more substantially. If the City of West Point begins to proactively address current market barriers, population growth could be much higher than that called for in current projections.

Age Structure

Most developers, builders, and retailers desire age diversity, with strong youth populations, as it is many times an indicator of families in the area. Workforce-aged residents between 25 and 35 years usually represent young professionals and those starting families, and they indicate a potential diversification in the marketplace.

The Local Market share of the 25-to-35 age group is lower than the percentage in the Submarket and the Region, and is expected to decline over the next five years. This decrease can largely be attributed to an aging housing stock and no new construction or infill development. However, the City of West Point has the building blocks in place to grow this 25-to-35 age bracket. Because this age group represents those beginning their careers and starting a family, West Point's strong employment base, well-regarded local elementary school, and generally affordable housing should be attractive to them. The key will be adding more housing units and a variety of unit types to diversify the City's current mix.

Those over age 65 account for a greater proportion of Local Market residents than in the Submarket or Region. A large over-65 population tends to be problematic from an income standpoint. These residents are typically retired and are living off of savings and transfer payments. Older residents do, however, provide for growth in certain market segments, such as medical office and senior housing.

The percentage of West Point residents under age 18 is higher than the overall Local Market, the Submarket, and the Region. This indicates to potential investors and developers the presence of families. Unlike many other areas, a lack of jobs will not be the reason these children do not remain or return to the area as adults. Over the next two decades, they provide a potential source of new workforce population, if there are diverse housing opportunities, accessible goods and services, and an appealing quality of life locally.

Income Levels

Similar to growth rates, the reasons why developers, builders, and retailers are interested in income levels are evident. The higher the income levels, the better from a development perspective.

Incomes in the Local Market have been declining as compared to the nation. This decline will make it difficult to attract retailers and restaurants until they see that this dynamic has stabilized. However, West Point is the strongest of the three cities in terms of income, and this can be used as a selling feature for potential development in the 10th Street Area. It is also important to note that West Point is partially located in Harris County, and over the past two decades, Harris has become the wealthiest county in the Regional Market from an income perspective. West Point's proximity to this wealth shows the potential economic strength of the area.

Further, if new, viable housing opportunities are added in the City, then there is greater potential to capture the employees of Kia and the future students and faculty of Point University. Both the number of these folks and the potential income profiles they would add to the local demographics would create improvements to the current and projected income trends for West Point and the Local Market.

Daytime Population

The daytime population is another component for development decisions by developers, builders, and retailers. Businesses desire customers during both daytime and evening hours, so residents and employees are both important.

Employment has grown tremendously in the Regional Market and Submarket over the past two decades. While the Local Market struggled with the loss of textile jobs, it is now the star of the Region in regards to employment. The recent opening of the Kia assembly plant has created an economic engine that has positive effects across the Regional Market and beyond.

The current employment numbers in the Local Market are phenomenal from an economic development standpoint. The thousands of jobs created, and continuing to be created, by Kia and its spinoff industries provide the potential for an enormous amount of demand for all property types. These new jobs are located in very close proximity to the 10th Street Area, which should aid in converting these employees into consumers of Local Market goods and services. However, while the new jobs are a vital asset, it is important to remember that Local Market employees can take their income to other areas of the Region. Because the Regional Market is so vibrant, there are many areas that will be competing for the dollars of these employees. It is imperative that economic development efforts focus on converting at least a portion of the income earned in local industries into demand for goods, services, and property in the Local Market.

NOTE: All socioeconomic data sourced from Claritas unless otherwise noted. Population and household data for City of West Point sourced from 2010 Census.

Market Supply Overview

RESIDENTIAL

The current economic slowdown began with the housing sector, and the impacts of this housing contraction are still being felt after several years. While the overheated markets of the West coast, the Northeast, and Florida were the first to feel the effects of the downturn, the market meltdown eventually reached just about every region of the nation. While there have been some modest improvements over the past year, a large number of foreclosures continue to work their way through the system, and they hold down values in many areas of the country. Even with the indications of a possible upturn, it is not yet clear whether the residential market has reached a “bottom.”

The National Association of Realtors’ chief economist warned that it may take a long time for the housing market to fully recover. “Home sales will remain soft in the months ahead, but improved affordability conditions should help with a recovery. But the recovery looks to be a long process. Home buyers over the past year got a great deal, and buyers for the balance of this year have an edge over sellers. For those who bought at or near the peak several years ago, particularly in markets experiencing big bubbles, it may take over a decade to fully recover lost equity.”¹

Regional Market Residential²

There is a great deal of variety in residential development across the eight-county Region. The Regional Market includes a major urban center (Columbus), minor urban centers (LaGrange, Auburn, and Opelika), rural areas (Meriwether County, Russell County), and suburban areas (Coweta County, Harris County). It is not surprising then that housing types vary greatly across the Region, from rural single-family homes to high-density multi-family housing.

Looking at the Regional Market as a whole, there are almost 290,000 housing units of all types. The major market centers in the region are Columbus, Newnan, and Auburn/Opelika, with 68% of housing units found within the counties in which these cities are located (Muscogee, Coweta, and Lee). Approximately 65% of housing units in the Region are owner-occupied and 35% are rental. Single-family detached homes account for approximately 68% of the housing stock. Median home values vary greatly across the Region. Of the eight counties, Harris County has the highest median home value at \$174,300, while Chambers County has the lowest at \$81,200.

The Region has seen a great deal of residential construction over the past two decades, with 39% of housing units built since 1990. Growth has been fairly consistent, with 20% built between 1990 and 2000, and 19% built between 2000 and 2010. However, growth rates would have most likely been much higher between 2000 and 2010 if the national economy had not entered into a deep recession. Approximately 31% of housing units were built before 1970, which indicates an established housing market in the Region.

Submarket Residential³

There are approximately 56,700 housing units in the three counties that make up the Submarket. Approximately 77% of these housing units are single-family detached homes, and 72% of housing units are owner-occupied. The median value of owner-occupied homes is \$122,700. There has been a great deal of residential development over the past two decades, with 36% of homes built since 1990 and 18% since 2000. The Submarket also includes many historic communities, and 33% of homes were built before 1970. Housing characteristics vary greatly across the three counties that make up the Submarket. These differences are largely the result of the historical development patterns of the counties.

Harris County is a wealthy suburb of Columbus and has grown tremendously since 1990. This can clearly be seen in the housing statistics. Homes in Harris County are the newest, with the most recent median year built (1992), the highest percentage built since 1990 (56%), and the lowest percentage built before 1970 (18%). Harris County also has the highest percentage of owner-occupied homes (86%) and the highest median housing value (\$174,300).

Chambers County is, in many ways, the polar opposite of Harris County. It is an older industrial area largely built to provide housing for workers in textile mills, which no longer exist. It has the oldest homes in the Submarket with a median year built of 1973. Chambers has the lowest percentage of homes built since 1990 (26%) and the greatest percentage built before 1970 (45%). Approximately 73% of housing units are owner-occupied, which is less than Harris County but greater than Troup County. Chambers has the lowest median housing value of the three counties at \$81,300; this median housing value is less than half of the Harris County value.

In most respects, the housing stock in Troup County falls between the two extremes of Harris and Chambers counties. Like Chambers County, Troup has many old, deteriorating mill villages. However, the City of LaGrange worked to diversify its economy over the years, which has resulted in a great deal of new residential development. LaGrange has also experienced a diversification of its housing product base. When looking at the housing statistics, Troup falls between the two other counties in median year built (1980), homes built since 1990 (33%), and homes built before 1970 (34%). Troup County has the lowest percentage of owner-occupied housing units at 65%, due to a more diversified housing stock, which includes multi-family development. The median value of owner-occupied

homes is \$117,200, which falls between the values for Harris and Chambers counties.

Building Permits

Building permits are a measurement of activity in residential development and are often a good indicator of future strength or weakness in the housing market. Residential developers typically adjust their pace of construction based on the level of interest that they are seeing from potential buyers or renters. For the three counties that comprise the Submarket, single-family building permits have decreased substantially since 2007. In that year, there were approximately 710 single-family building permits issued in the three counties. By 2008, this figure had decreased to 340 permits issued, and this decline continued into 2009 when only 235 permits were issued.

| Submarket Single-Family Permits | 2007 | 2008 | 2009 |
|---------------------------------|------------|------------|------------|
| Troup County | 440 | 190 | 115 |
| Harris County | 255 | 145 | 105 |
| Chambers County | 15 | 5 | 15 |
| Submarket Total | 710 | 340 | 235 |

Source: US Census Bureau

Detecting trends in multi-family permits is much more difficult than for single-family homes. Multi-family projects typically require a fairly long lead time for planning, and it is difficult to turn the development pipeline on or off based on current economic conditions. In addition, the number of units permitted each year can rise or fall dramatically based simply on a few apartment communities and their total unit counts. Regardless, one can still see from the data that multi-family development has slowed from a peak in 2007, when there were greater expectations for residential growth from the Kia development announcement and plans and prior to the national recession.

| Submarket Multi-Family Permits | 2007 | 2008 | 2009 |
|--------------------------------|------------|-----------|------------|
| Troup County | 120 | 20 | 285 |
| Harris County | 0 | 0 | 0 |
| Chambers County | 730 | 0 | 0 |
| Submarket Total | 850 | 20 | 285 |

Source: US Census Bureau

Local Market Residential⁴

There are approximately 9,600 housing units in the three cities that constitute the Local Market, representing just 17% of housing units in the Submarket.

Approximately 66% of these housing units are owner-occupied, which is lower than the figure for the Submarket. The median value of owner-occupied housing is approximately \$83,000. Approximately 23% of homes have been built since 1990 and 54% were built prior to 1970.

The City of West Point has a much higher median home value than the Local Market as a whole, at almost \$111,500. On average, housing in West Point is older than for the Local Market as a whole. Approximately 69% of housing units were built before 1970, and 24% have been built since 1990.

Building Permits

Building permit data is available for the Local Market through 2009. Looking at the years between 2007 and 2009, there was very little growth in the single-family market. In 2007, there were approximately 30 permits issued for single-family homes across the three cities of the Local Market. In 2008, the figure decreased to 10 permits before rising to 20 permits issued in 2009. Single-family permits in the Local Market represent a very small portion of the residential growth in the larger Submarket. In 2007, Local Market single-family permits were only 4% of the Submarket permits. In 2008, the figure was 3%, and it was 9% in 2009.

| Local Market Permits | 2007 | 2008 | 2009 |
|-----------------------|------------|-----------|-----------|
| Single-Family Permits | 30 | 10 | 20 |
| Multi-Family Permits | 730 | 0 | 0 |
| Total Permits | 760 | 10 | 20 |

Source: US Census Bureau

There were 730 multi-family permits issued in 2007, but none in 2008 or 2009. All of the permits in 2007 were issued in the City of Valley. No multi-family permits were issued in West Point over the three-year period considered.

Residential Sales

From the statistics of single-family home sales in the Local Market between 2007 and 2010, it is clear that the Local Market has not escaped the effects of the economic downturn, even with the large number of jobs created by the opening of the Kia plant. The number of homes sold dropped between 2007 and 2008, and then decreased again between 2008 and 2009 before rising slightly in 2010. Even with this small increase, the total number of homes sold in 2010 was still 34% below the 2007 figure.

Between 2007 and 2010, the length of time that it took to sell a home in the Local Market increased substantially. In 2007, a home stayed on the market for an average of 123 days before selling. By 2010, this figure had increased to 172 days. This represents an increase of 39% over the four-year period.

There has been an increase in average sales price in the Local Market. After a relatively small decrease of 1.0% between 2007 and 2008, the average sales

price increased by 11.3% between 2008 and 2009. The average increased again between 2009 and 2010 by 0.4%. This minor increase in average sales price is noteworthy, since across much of the nation average sales prices have been decreasing consistently. The increase in the Local Market average sales price is, in part, the result of the development of new neighborhoods with price points somewhat higher than what has been the typical in the area previously.

| Local Market Sales Activity | 2007 | 2008 | 2009 | 2010 |
|-----------------------------|----------|----------|-----------|-----------|
| Average Sales Price | \$94,508 | \$93,519 | \$104,073 | \$104,471 |
| Average Days on Market | 123 | 132 | 171 | 172 |
| Number of Sales | 221 | 171 | 143 | 145 |

Source: MLS

Among the three cities that comprise the Local Market, West Point appears to have the strongest housing market. For the years 2007 through 2009, West Point had the highest average sales price of the three cities. In 2010, Lanett had the highest sales price, with West Point second. In addition, except for 2008, West Point had the lowest average days on the market. In total number of homes sold, West Point consistently trailed Valley. This is to be expected, because Valley has a much larger base of housing units, comprising almost half of the Local Market’s housing units, while West Point constitutes only 16% of the Local Market’s housing units today. The total number of homes sold in West Point was greater than Lanett’s totals for 2009 and 2010. This is significant because Lanett has 35% of the Local Market’s housing units, over twice West Point’s current share.

Single Family⁵

Although single-family development has been fairly slow in the Local Market, there are several new neighborhoods located within or just outside the Local Market. While construction in these developments has been sluggish, over the long run they have the potential to greatly increase the single-family housing stock in the area.

- + Within the City of West Point is the new Harris Creek neighborhood. Current plans call for this development to have a total of 591 single-family homes and 116 townhomes. The first phase is currently under construction with 32 developed lots and eight completed homes. Three of these houses have sold. Homes in this neighborhood range in size from 1,400 square feet to 5,400 square feet, and prices range from \$145,900 to \$249,900.
- + In Chambers County, outside of Lanett, there are two large single-family developments under construction: Quail Run and Riverside Estates. Quail Run has homes priced in the high \$200,000s. Currently, 17 homes have been built in this development, with plans calling for 236 homes upon completion. Riverside Estates is a golf course community with 141 lots. There is one completed home and one is under construction. Homes in this neighborhood will be custom-built. In addition to these two subdivisions, the Greater Valley Group controls thousands of acres of land in the area. Their plans call for many different

housing types in a variety of price points, with potential for up to 10,000 housing units.

- + Just outside West Point, near the Kia automotive plant, is the new Amhurst development. Construction began in 2007, and this single-family neighborhood currently has 20 homes completed, with all but three sold. These completed homes represent less than 50% of the available lots in the subdivision. Since 2007, sales prices in this neighborhood have ranged from just under \$100,000 to just over \$180,000. Lot sizes in this neighborhood are as large as 1.6 acres.
- + There is a proposed development located close to West Point Lake on West Point Road. The 244-acre development would include approximately 1,850 residential units and about 30,000 square feet of retail. At this point, the land is not owned by a developer, but appears to be being positioned for long-term development potential.

Within the 10th Street Area, there is a great deal of existing single-family housing. Many of the homes south of 10th Street would be considered substandard and in need of rehabilitation. There are, however, well maintained homes in the area as well. As one moves south and west, there are many homes with historic character. On the north side of 10th Street, the single-family housing stock is newer and, in general, in better condition.

According to local agents, the single-family market in the Local Market is fairly slow. They report difficulty in pushing price points above the high \$100,000s. At higher prices, potential buyers begin to consider other areas, such as Newnan or Auburn/Opelika where there is a greater availability of goods and services.

Multi-Family⁶

The Local Market includes a great variety of multi-family rental developments. In 2010, approximately 22% of housing units in the Local Market were located in multi-family communities. Apartment developments in the Local Market range from public housing communities to newer, high-end market-rate apartments. Between 2007 and 2009, there were building permits issued for approximately 730 multi-family units in the Local Market. All of these permits were issued in the City of Valley in 2007.

There is public housing located in the City of West Point. Currently, there are approximately 220 units in almost 100 buildings. These apartments make up a large portion of the housing stock in the 10th Street Area. Unit sizes range from one bedroom up to five bedrooms. There is approximately 30% of one-bedroom, two-bedroom, and three-bedroom units each. A limited proportion of units (10%) are in the four- and five-bedroom formats. The oldest of the public housing units (50 units) in the 10th Street Area were built in 1952. About three-quarters of the units (165 units) were built in the early 1970s. And eight units were constructed in 2000. Monthly rental rates range from \$300 for a one-bedroom apartment to \$360 for a three-bedroom, and are between \$400 and \$460 for four- and

five-bedroom units.

There is a great deal of market-rate apartment development in the Local Market. There is a collection of high-end multi-family communities in a mixed-use development adjacent to the Valley Community Center and Sportsplex. This overall development is referred to as the Venue, and at completion will include a sizeable retail component. Efforts are being made to draw a supermarket to this development and a Zaxby's restaurant is currently under construction. The three apartment complexes in this development are: the Vistas at the Venue; the Verandas at the Venue; and the Crest Club Apartments at the Venue. Built in the mid-1990s, the Crest Club Apartments are the oldest of the three communities. The Vistas and the Verandas opened in 2008 and have not yet achieved full lease-up. Crest Club Apartments has 208 units, the Vistas has 128 units, and the Verandas has 490 units. Rental rates are the lowest at the Crest Club Apartments, ranging from \$625 to \$895. Rental rates are somewhat higher at the Verandas, ranging from \$695 to \$995. The Vistas has the highest rental rates in the development, with rents starting at \$925 and topping out \$1,265. The Vistas' higher rental rates represent its high-end finishes and amenities.

There are plans for a approximately 350 apartment units as part of a larger mixed use development with partial frontage on 10th Street, near the Coca-Cola distribution facility. This plan already has City approval, but no construction is underway at this site currently.

Leasing agents in the Local Market consistently state that it is often difficult to compete for residents with the Auburn/Opelika and Newnan apartment markets. Even when potential tenants work in the Greater Valley area, they often choose to live in these other cities because of the increased retail and service offerings.

RETAIL

It is clear that the retail market has suffered and remains under pressure from the current economic downturn. Since much of the performance of the retail market is heavily dependent on consumer confidence and the economy as a whole, it is not surprising that retail forecasts for the foreseeable future are discouraging. There are certainly many reasons that industry experts are expecting consumer spending and retail leasing activity to remain slow, such as foreclosures, high debt levels, and job losses, among others.

Obviously, the retail market's success is directly dependent on the ability and willingness of the consumer to spend. During a recession, the reduction in wages through job losses has a direct negative impact on the consumer's ability to make purchases. Also, the loss of wealth caused by decreasing home and retirement portfolio values will often cause those who still have expendable income to cut back on unnecessary purchases out of fear of future losses.

The most recent recession also had negative elements that were somewhat unique

when compared to earlier downturns. The most damaging of these to the retail market was the dramatic tightening of credit. This affected sales directly, because many consumers had their personal credit lines decreased by their financial institutions. Also, many retailers found it difficult to operate because they typically rely on the credit markets for short-term loans to pay for merchandise and long-term loans to open new stores. In fact, several chains did not survive. New development remains sluggish because of retailers' reluctance to expand.

While the retail market may be showing the beginning signs of a slow recovery, many experts are referring to this recession as a “reset,” meaning a recalibration of personal, corporate, and civic values. Part of this “reset” includes an increase in the personal savings rate, along with a rethinking of the meaning of the value in the goods and services we consume. This “reset” will likely have long-term consequences for retailers, developers, investors, and consumers that will remain long after the recession has come to an end, according to Grubb & Ellis.

Types of Retail

There are basically three types of retail functionalities at work in any given market.

- 1. Convenience** – grocery and drug store purchases, as well as some apparel and home items. Usually purchased close to home, based on available selection. Can also include restaurants. Small offices providing direct services to consumers, such as insurance companies, dentists, and doctors often function in some ways as convenience retail and are now often located in retail buildings.
- 2. Regional/Chain** – more likely to be shoppers goods, such as apparel, home items, hobby-related goods, etc., and restaurants. Consumers travel to specific stores based on the consistency of selection and types of goods. The same consistency and familiarity with product is the driving force behind dining out at chain restaurants as well.
- 3. Regional/Unique** – most likely shoppers goods and restaurants. Consumers will drive long distances to go to stores and restaurants that provide goods and services unlike anywhere else. This uniqueness can be specific products, the environment/ atmosphere, or the ability to go to a place that clusters similar goods and services in a hard-to-find fashion.

Regional Market Retail⁷

The majority of Regional/Chain retail purchases made within the eight-county Region is in one of three cities: Newnan, Georgia to the north; Columbus, Georgia to the south; or Auburn/Opelika, Alabama to the west. When a particular area does not have this type of retail, it is common for local residents to travel to another, larger market for these goods and services.

Columbus, Georgia

The City of Columbus has historically been the primary retail hub in the greater area for Regional/Chain retailers. Peachtree Mall is an 820,000 square-foot

enclosed shopping center with anchor stores Dillard's, Macy's, and JCPenney. This center was built in 1975, and was the City's dominant retail center for almost thirty years. Since 2003, however, a great deal of retail traffic has moved northward to Columbus Park Crossing, a 1.7 million square-foot power center. Major tenants in this development include Sears, Barnes and Noble, Bed Bath & Beyond, and Kohl's.

Auburn/Opelika, Alabama

The adjacent cities of Auburn and Opelika have long served as a secondary Regional/Chain retail node, and the area's retail drawing power has grown stronger over the past decade. Village Mall, an enclosed mall built in 1973, was expanded in 2005 to include four anchor stores (Belk, Dillard's, JC Penney, and Sears), along with a small, outdoor lifestyle center component at the front of the mall. The upgraded and expanded mall increased the area's retail vitality. But, it has been the construction of Tiger Town, a 130-acre mixed use development anchored by an 800,000 square-foot power center, that has greatly expanded the area's retail reach. Major tenants at Tiger Town include Target, Home Depot, Best Buy, Kroger, Books-A-Million and Dick's Sporting Goods, among others. There are also several restaurants, banks, hotels, and other commercial uses included.

Newnan, Georgia

Until recent years, the City of Newnan did not have a significant number of Regional/Chain retailers. There has been a tremendous amount of retail development in the City over the past decade. Along Bullsboro Drive, on both the eastern and western sides of Interstate 85, several million square feet of big box retail has been built. Retailers in the area include Target, Home Depot, Lowe's, Old Navy, and Kohl's. In 2006, the Ashley Park lifestyle center opened, which introduced another level of Regional/Chain retail to the area, with stores typically found in enclosed malls. Ashley Park is approximately 850,000 square feet, and includes anchor stores Dillard's and Belk, along with smaller tenants, such as American Eagle Outfitters and Aeropostale, among others.

Submarket Retail⁸

Retail trade in the three counties that make up the Submarket consists largely of Convenience retail. The City of LaGrange has the only notable Regional/Chain and Regional/Unique retail in the Submarket, but its status as a retail hub has been in decline in recent years. Overall, there are 16 major shopping centers in the Submarket with approximately 1.5 million square feet of retail space. Vacancy for these shopping centers is approximately 6.5%. Major tenants in the Submarket include Belk, JCPenney, Walmart, and Home Depot.

Troup County

Retail in Troup County is clustered in the cities of Hogansville, LaGrange, and West Point. All three cities have historic downtowns that once served as major retail centers. As is common throughout the United States, the retail functions in these downtowns have largely moved into strip center development on the edges of the communities. Because of its much larger population, LaGrange has a great deal more retail than the two other cities.

Up until the past decade, the City of LaGrange would have been considered a secondary Regional/Chain retail node. The City does have a small enclosed shopping center, LaGrange Mall, which was a major draw for customers from surrounding communities for many years. This center is approximately 230,000 square feet and has anchor tenants Belk and JCPenney. Smaller tenants include Bath & Body Works, Kay Jewelers, Rue 21, Maurices, and the Children's Place. While this center still has some elements of a Regional/Chain destination, it is unlikely that many consumers from outside the Submarket are still drawn to it because of its age and small size. More importantly, the City of LaGrange has missed out on the newer retail trend of big box stores. The City does not have the major big box stores, such as Target, Bed Bath & Beyond, and Kohl's, that typically create a Regional/Chain destination today. As these stores opened in Newnan instead, more and more Submarket retail dollars began to travel there.

Downtown LaGrange has some elements of Regional/Unique retail. The area has approximately 300,000 square feet of first-floor retail space, with a 10-screen Carmike Cinema serving as an anchor. There are numerous restaurants and boutiques that, along with the theatre, create a draw for residents from the surrounding area. While downtown LaGrange still attracts some retail dollars from surrounding communities, the area has experienced setbacks. For decades, the upscale Mansour's department store served as the anchor for the downtown. The company grew to five locations before declaring bankruptcy in 2004. The LaGrange store finally closed in 2009 after becoming a discount outlet for five years. This closure has left one entire side of the square vacant and has significantly reduced the downtown's status as a Regional/Unique destination.

Harris County

Although Harris County has seen tremendous residential growth and has become a wealthy suburb of Columbus, retail development has not yet followed. There is a small amount of retail in the cities of Pine Mountain, Hamilton, and Waverly Hall, but there is no large-scale retail development. Because of the area's strong growth rates and affluent population, it is likely that the County will experience more retail development in the future.

Chambers County

The vast majority of retail in Chambers County is Convenience retail, and most of these retailers are located in the cities of Valley and Lanett. The City of LaFayette has a small amount of Convenience retail. LaFayette also has a sizeable historic downtown, but this area no longer has a significant number of retailers.

Local Market Retail⁹

Retail in the three cities (West Point, Lanett and Valley) that constitute the Local Market is almost exclusively Convenience-oriented. There is no Regional/Chain retail development. There are seven significant shopping centers in the Local Market, constituting approximately 540,000 square feet of space. Major retailers include Walmart, Kroger, Dollar Tree, and Hibbett Sports. The vacancy rate for

these shopping centers is approximately 9%.

Retail development in the Local Market varies a great deal by city. Most of the strip center retail is located in the cities of Lanett and Valley, while the area's historic downtown is located in West Point. At one time, West Point's downtown provided the vast majority of retail for the entire area. As retailers left the downtown for shopping centers, the majority of retail moved into Lanett and Valley. The strip center development in Lanett is, on the whole, older than the shopping centers in Valley.

While downtown West Point is no longer the dominant retail node in the market, it still has a notable retail presence. The area is home to several restaurants serving the entire Local Market, including Johnny's Pizza and Irish Bred Pub. Downtown West Point has approximately 150,000 square feet of first floor commercial space, although a great deal of this space is now occupied by office or institutional uses. There are approximately 50 commercial spaces, and 23% of these spaces are currently vacant.

Retail development does constitute a notable portion of the development within the 10th Street Area. The 40,000 square foot East Bank Plaza is the corridor's largest retail center. It is anchored by Givorn's supermarket, the only full-line grocery store in the City of West Point. There is also additional freestanding retail along 10th Street. Most of these businesses are convenience stores and restaurants.

OFFICE

Similar to the residential and retail markets, the office market has been greatly affected by the downturn in the economy. While projections for growth in 2011 have become more optimistic, this expected improvement has still not led to significant job creation, a prerequisite for increased demand for office space. The national office vacancy rate decreased over the course of 2010. Even so, this vacancy rate remains several percentage points above the equilibrium level of 12% to 14%, where landlords and tenants negotiate on an even playing field, according to Grubb & Ellis.

In general terms, office uses can be divided into two broad categories: local-serving tenants and corporate tenants. Local-serving tenants are those whose primary customer base are local residents. This would include doctors, dentists, insurance agents, and real estate agents. Corporate office tenants provide a service to other companies or individuals on a regional, national, or international basis. These are the office uses that bring outside dollars into a community. Examples of this type of tenant include headquarters and back-office administrative functions.

Office development for major corporate tenants does not perfectly follow a pattern, as perhaps retail following residential tends to. This type of office space is actually one of the most difficult land uses to recruit. There are stringent requirements for access, amenities, location, and agglomeration that are used as

guidelines. This basically means that office begets office; office is a use that most often clusters together. Consequently, it is unusual to find significant corporate office development outside of urban centers.

Regional Market Office¹⁰

Both local-serving and corporate office tenants are found throughout the Regional Market. However, the largest concentrations of office space are located in the most urbanized parts of the Regional Market, in this case, the Columbus and south Atlanta areas.

The City of Columbus has a sizeable concentration of office development, with employees drawn from throughout the Regional Market. The major office nodes in the City are located downtown and in the northern suburbs. There are many large office buildings in the downtown area, and most are corporate-owned, single-tenant properties. Major office users in the area include Synovus (banking), Total Systems Services (bank transaction processing), SunTrust (banking), and Carmike Cinemas. In addition, AFLAC insurance has its headquarters in an 18-story building a few miles east of downtown. While the downtown Columbus market is dominated by single-tenant buildings, there are also several fairly large multi-tenant buildings. These include Corporate Center (128,000 square feet), the Riverfront Building (72,000 square feet), and the WC Bradley Building (75,000 square feet). Rental rates for office space in the downtown area range from \$12.00 to \$18.00 per square foot per year.

There is also a fairly large office concentration in northern Columbus along the J.R. Allen Parkway. Office buildings in this area are typically located in suburban office parks, the largest of which is Brookstone Centre. Brookstone Centre is a 148-acre Class A office development that includes a diverse range of tenants, from medical offices to headquarters facilities. Quoted rental rates at Brookstone typically range from \$13.50 to \$20.00 per square foot.

The Airport/South Atlanta Office Market stretches into the northern areas of the Regional Market. It is important to note, however, that a great deal of its space is located outside the boundaries of the Regional Market. Even so, this office market is tied into the economy of the broader area, so its statistics do provide a glimpse into the health of the Region's office market. At the end of 2010, the Airport/South Atlanta submarket had 4.5 million square feet of space. Approximately 1.2 million square feet were vacant, for a vacancy rate of 25.6%. The average asking rent for Class A space was \$20.03 per square foot. For Class B space, the average was \$19.54 per square foot.

Submarket Office¹¹

The three counties that make up the Submarket do not contain a significant office market. Most office users are small, local-serving firms, such as doctors, dentists, lawyers, and accountants. There are several companies with "back office" functions

in the Submarket, such as call centers. These uses are somewhat of a hybrid between office and industrial.

One fairly significant office park in the Submarket is Calumet Center in LaGrange. This development has a large building housing a call center for American Home Shield. There are also several smaller buildings in this development that house local-serving tenants, mostly medical office. According to local leasing agents, newer office buildings in the Submarket often rent for around \$14.00 per square foot. Older office buildings can typically only rent for \$10.00 to \$11.00 per square foot, at the most.

Local Market Office¹²

While the Local Market does not have a true Class A office market, it does have a sizeable office presence consisting of local-serving firms, back office operations, and administrative/headquarters operations. Companies with significant office uses in the Local Market include InterfaceFLOR, CPSI, Intercall, Knology, and Charter Bank. In addition, downtown West Point has a significant number of small, local-serving offices. Rental rates for office space in the Local Market vary a great deal, but seem to typically fall around \$7.00 per square foot.

Historically, West Point has served as the major office center for the Greater Valley area, with local-serving firms, banking offices, and even corporate headquarters. The headquarters of West Point Stevens was located in downtown West Point and was a major source of office employment in the Local Market for decades. Now vacant, this building will soon become classroom and administration space for Point University.

INDUSTRIAL

Industrial production in America peaked just before the current economic downturn, but is projected to reach a new high by mid-2012, according to Grubb & Ellis. Certainly, some labor-intensive industry sectors have moved overseas, and this has often created severe economic distress in locales hard hit by these moves. However, the United States continues to manufacture a wide range of goods, and this activity continues to drive demand for additional industrial real estate.

Looking at the nation as a whole, a market that is improving is seen, but still well below the growth levels from before the economic downturn. The industrial vacancy rate did decrease slightly over the course of 2010. Net absorption in the last quarter of 2010 was the highest quarterly absorption rate in three years. It was, however, still far below the average quarterly absorption for the years of 2005 to 2007. The current level of construction represents a decrease of more than 90% from the peak in the third quarter of 2007, according to Grubb & Ellis.¹³

Industrial development over the past two decades has not been evenly distributed

across the nation. There are certain areas that have experienced a massive decline in their industrial base, while others have seen a great deal of industrial growth. The Interstate 85 corridor has long been a magnet for commercial growth between Virginia and Alabama. But, over the last two decades, an automotive and motorsports economic cluster emerged between Charlotte, North Carolina and Atlanta, Georgia. In more recent years, that cluster has extended into Alabama. In fact, the Southeastern United States is now considered the largest regional automotive cluster. The “Southern Automotive Corridor” is a multi-state network of rail and highway infrastructural bundling specifically tailored to auto manufacturers.¹⁴

Regional Market Industrial¹⁵

While there is industrial development across the Regional Market, it is dominated by the Airport/South Atlanta industrial market in the north and the Columbus industrial market in the south.

The Airport/South Atlanta industrial market stretches into the northern areas of the Regional Market. It is important to note, however, that a great deal of its space is located outside the boundaries of the Regional Market. Even so, this industrial market is tied into the economy of the broader area, so its statistics do provide a glimpse into the health of the Region’s industrial market. The Airport/South Atlanta industrial market consists of over 140 million square feet of space. As of the end of 2010, approximately 22.5 million square feet were vacant, for a vacancy rate of 16.1%. Over the fourth quarter, almost 150,000 square feet of space was absorbed in the market. No additional space was under construction. Asking rents averaged \$2.80 per square foot for warehouse and distribution space. For flex space, the figure was \$5.60 per square foot.

The Columbus industrial market is fairly diversified and includes many major users, such as Pratt & Whitney, Kodak, and NCR. Throughout the Columbus market, there are approximately 15 major industrial buildings currently available, representing over 1.5 million square feet of space. Quoted rental rates range from \$1.85 per square foot to \$4.50 per square foot, with an average rental rate of \$2.44 per square foot. There are several sites available for additional industrial development, with most in the 1,500-acre Muscogee Technology Park or in the Interstate 185/Smith Road area. Other industrial parks in outlying areas of the Columbus industrial market include the Manchester Industrial Park and the Northwest Harris Business Park.

Submarket Industrial¹⁶

Because of its location along the Interstate 85 corridor, it is not surprising that the Submarket has a strong and vibrant industrial market. Most of this industrial development is located in Troup and Chambers County, but Harris County is beginning to see some industrial development as well.

In the submarket, there are almost 100 major industrial facilities. Over 75% of these major employers are located in Troup County, while just over 20% are located in Chambers County. Only two major industrial facilities are located in Harris County. Taken together, these companies employ over 12,000 people. While the submarket was once heavily dependent on textile jobs, the industrial base has been greatly diversified over the last twenty years and now includes operations as diverse as a Kia automotive plant and a Walmart distribution center.

In Troup County, there are currently nine major industrial buildings available for lease with almost 1.2 million square feet of space. There are also several sites available for the construction of new industrial facilities. In Chambers County, there are nine major industrial properties available with almost 2.5 million square feet. There are also six sites available for industrial development, with a total of almost 1,500 acres. In Harris County, there are 235 acres available for industrial development.

Local Market Industrial¹⁷

The Local Market has a long history of industrial uses. Textile mills first came to the area shortly after the Civil War. In the late 1800s, the West Point Manufacturing Company was formed. This business would eventually become West Point Pepperell, and later West Point Stevens. Through a series of buyouts and plant closings over the last two decades, the once dominant textile industry has largely disappeared from the Local Market.

While the loss of textile jobs was devastating to the local economy, the opening of a Kia automotive plant in November 2009, along with several affiliated suppliers, has provided thousands of new jobs in the Local Market. The Hyundai-Kia Automotive Group is the world's fifth leading automotive manufacturer, and the company invested approximately one billion dollars in the West Point facility. The company currently produces two vehicles at the factory, the Kia Sorento and the Hyundai Santa Fe. Since its opening, the West Point plant has grown to 2,000 employees. This figure is projected to increase to 3,000 employees as a third shift is added towards the end of 2011. The current estimates of Kia-related supplier employment in West Point is approximately 2,000 employees. While these employment numbers are impressive, they do not tell the full story. An economic impact study by Georgia Tech in 2008 predicted that the opening of the Kia plant will bring 20,000 direct and indirect jobs to a nine-county region surrounding West Point by 2012.

The Local Market also has other industrial uses that are not related to Kia. Many of these businesses are located in the West Point Technology Park, which is situated just outside the 10th Street Area study boundaries. Major companies in this business park include InterfaceFLOR, Knology, and Intercall. The Northwest Harris Business Park is a newly developed industrial park located southeast of Interstate 85 in Harris County. This development is already home to Johnson Controls, Daehan Solution, and Xpress Materials. It also has 235 acres available for further development.

Within the 10th Street Area boundaries, there are several small-scale industrial uses along O.G. Skinner Drive. Unlike the businesses to the east of the study area in West Point Technology Park, the businesses within the 10th Street Area are mostly local-serving industrial uses.

Market Dynamics

Determining the demand for commercial (retail, office, and industrial) and residential development across a region is somewhat straightforward, because a region is fairly “closed” from an economic standpoint. This means that the vast majority of people who reside within a region will also work and shop somewhere within that same region. Thus, looking at statistics such as population, population growth, employment, income, age, and consumer expenditures will give a general idea of the type and amount of space that is generally supportable.

However, these statistics will not always show in which part of the region each of these demand sectors will be most likely to succeed. Because of this, demand profiles for fairly small areas have to take into account a variety of factors besides just the numbers. Considering market dynamics is not simply conducting a math equation of supply and demand. These factors boil down to consumer preferences, something that cannot be understood by merely looking at the statistics. Some of the factors that influence demand in each of the key property types are discussed below.

RESIDENTIAL DEMAND

Residential demand is a direct result of household formation, and household formation is strongly impacted by employment growth. Thus, on a regional basis, additional residential demand typically follows employment growth. However, there are many factors that come into play when determining the location of this demand within a region. The typical modern worker does not find it necessary to live in extremely close proximity to their workplace. Employees who are new to an area will consider a variety of factors when deciding where to live. While proximity to work is typically part of the consideration, there are many other issues that factor into the decision, including: proximity to retail goods and services, quality and proximity of schools, housing prices, recreational opportunities, neighborhood aesthetics, and overall quality-of-life.

Demographic factors also come into play. For example, an area with a great deal of families is likely not the best location for a large development of one-bedroom condominiums. Likewise, a large population of young, single professionals is most likely not the target market

Understanding Residential

When projecting demand for residential product, it is important to understand not only how many total units can be supported, but also the type and price point of those units. Household size, the size of various age groups, and household income all must be taken into account.

for five-bedroom single-family homes. It is also important that income levels are considered when looking at price points. Large developments built well above the affordable range for local residents will most likely suffer in the marketplace.

Local Market Dynamics

Looking strictly at employment numbers, there should be a tremendous amount of demand for additional housing in the Local Market. This would include both owner-occupied and rental housing. While the employment numbers are strong, the Local Market falls short in regards to retail/services, overall aesthetics, and new housing stock. If the City of West Point continues to focus on improving each of these issues, the City should be able to capture a growing share of local employees as residents. However, even if demand increases in the Local Market, the 10th Street area will only be able to capture this demand by creating a unique sense of place that is very different from the new subdivisions in the surrounding area. There will always be those who will choose the new suburban-style neighborhoods, and for those buyers, the 10th Street Area will not be able to compete. However, by creating a new type of “place” with a unique design aesthetic, layout, and set of amenities, the 10th Street Area can tap into the demand from those who do not desire a conventional suburban lifestyle, are looking for something different, and desire to be part of a community.

For the Local Market, it is important to keep in mind that income levels are relatively low. Lower income levels mean that any large-scale housing developments will have to have units that are fairly affordable. This does not, however, rule out unique, smaller-scale developments with higher price points at strategic locations, such as on the Chattahoochee River.

While local employees provide the largest source of potential demand for new residential product, the students at Point University will be a somewhat captive market that could create an additional source of residential demand as well. The extent and nature of this demand will depend a great deal on several factors including how large the school ultimately becomes, along with the availability, quality, and location of student housing.

RETAIL DEMAND

Retail is one of the most fluid of the commercial property types. Retailers must constantly adjust to changing consumer tastes and preferences. This is not only true for the products that they sell, but for their real estate also. At one time, major retailers were always located in central business districts. Later, enclosed malls dominated the market. Now malls have fallen out of favor, and the most successful retailers are either big-box stores located in power centers or specialty retailers located in outdoor lifestyle centers. Target markets for specific retailers will also often change, so today’s ideal site may be tomorrow’s underperforming location. Because of the reactive nature of the retail market to always changing consumer

preferences, there could be significant demand for additional retail space in an area that actually has a great deal of vacancy. Projections of demand for retail space in a local area must always take into account the functional or locational obsolescence of existing space.

Overall demand for occupied retail space on a regional basis can be projected by looking at income, income growth, average expenditure by retail sector, and average square feet of retail space by sector. The location of retail demand within a region can then be determined by the type of retail (Convenience, Regional/Unique, and Regional/Chain), along with existing development patterns. Because consumers value selection, Regional/Unique and Regional/Chain retailers tend to group together in areas with the best access to the most consumers. Convenience retail consists largely of commonly-made purchases, so these retailers want to be located closer to consumers.

Demand for Convenience Retail space typically grows in direct proportion to population growth. Because the trade areas for Convenience retailers are fairly small, preferred locations are unlikely to shift substantially. This means that these types of tenants and shopping centers tend to be more stable than those with Regional/Chain tenants.

Convenience Retail
 Grocery and drug store purchases, as well as some apparel and home items. Usually purchased close to home, based on available selection. Can also include restaurants. Small offices providing direct services to consumers, such as insurance companies, dentists, and doctors often function in some ways as convenience retail and are now often located in retail buildings.

Local Market Dynamics

Based on the existing population, the Local Market should be able to support additional Convenience retailers such as drug store, grocery store, and fast food. It is important to note, however, that this demand is limited unless there is significant growth in population. Meaning, if a new grocery store were to locate in Valley or Lanett, there would most likely not be enough demand to also support a new full-service supermarket in West Point. Likewise, if fast food establishments locate at the Kia Boulevard interchange, it is not likely that there would be enough demand for additional fast food locations on 10th Street.

Demand for Regional/Unique Retail space can be one of the most difficult demand sectors to project. A lack of accessibility, income, and population can doom these businesses, but even when these factors are in place, the success of these ventures is often dependent on the creativity and cleverness of local entrepreneurs. Once a node of Regional/Unique retail is established, one can look at sales trends to gauge demand for additional space.

Local Market Dynamics

There is the potential to greatly increase the demand for Regional/Unique Retail in the Local Market because of the area's proximity to large population centers, accessibility by interstate, historic character and architecture, and riverfront location. However, Regional/Unique consumers are purchasing an experience as much as a product. To grow this retail market, there must be unique goods and services provided in an interesting and entertaining atmosphere in West Point.

Regional/Chain retailers are dependent on drawing from a large market. For this reason, the demand for Regional/Chain retail space can shift fairly quickly based on changing income or population levels. In addition, these retailers typically need to be grouped together in fairly close proximity in order to create the necessary draw for consumers. For this reason, Regional/Chain retailers can be exceedingly difficult to recruit to an area and reviving a troubled node of Regional/Chain retail is often extremely difficult, if not impossible.

It is highly unlikely that there will be sufficient demand within the foreseeable future to bring significant Regional Chain retailers to either the 10th Street Area or the larger Local Market. The Local Market is lacking both the population and income necessary to attract these companies, and there are much stronger competitive markets within fairly close proximity, including Auburn/Opelika, Columbus, and Newnan.

Regional/Unique Retail

Most likely shoppers goods and restaurants. Consumers will drive long distances to go to stores and restaurants that provide goods and services unlike those found anywhere else. This uniqueness can be specific products, the environment/atmosphere, or the ability to go to a place that clusters similar goods and services in a hard-to-find fashion.

Regional/Chain Retail

More likely to be shoppers goods, such as apparel, home items, hobby-related goods, etc., and restaurants. Consumers travel to specific stores based on the consistency of selection and types of goods. The same consistency and familiarity with product is the driving force behind dining out at chain restaurants as well.

OFFICE DEMAND

Demand for office space is driven by increases in white-collar employment. The recent economic downturn and the resulting decline in employment have strongly curtailed demand for new office product. It is unclear when demand for office space will rebound. Even when the economy recovers, other factors that affect demand for office space will come into play. An increasing number of former office employees now telecommute (work from their own home). There are also more independent contractors (individuals who perform work for a company but are not an employee). Although these types of workers may sometimes use office space, companies often do not need to provide a dedicated office for these workers.

In general terms, office uses can be divided into two broad categories: local-serving tenants and corporate tenants. Demand factors are very different for these two categories of office development. Demand for local-serving office tends to be spread out fairly evenly across a region. However, demand for corporate office space is found largely in existing office nodes.

Local Market Dynamics

The Local Market has a fairly large number of local-serving professional firms, especially in downtown West Point. Because there has been relatively little recent development for this tenant type, it is likely that there is demand for new professional office space. This type of office would ideally be located along major arteries, such as 10th Street, so that the tenants would have visibility and customers would have easy access. The gradual movement of some of the office uses out of downtown retail space would also open up the possibility for additional retail uses, which would enliven and strengthen the overall downtown.

Local-Serving Office

Local-serving tenants are those whose primary customer base are local residents. Thus, the demand for local-serving office space tends to grow in direct proportion to population, and, to a lesser extent, employment growth.

Local Market Dynamics

Although the local area is a rural community, it has fairly significant corporate office uses, mostly in relation to industrial operations, business services, or back-office space. While it is unlikely that the Local Market will develop a Class A headquarters office market, there will probably be continued demand for back-office space, call centers, and administrative offices for local industries.

Corporate Office

Corporate office tenants provide a service to other companies or individuals on a regional, national, or international basis. These are the office uses that bring outside dollars into a community.

INDUSTRIAL DEMAND

Industrial demand is driven by several key factors: access to transportation, labor force availability, affordability of land, access to raw materials, and government incentives. Based on these factors, along with historical development numbers, the likely demand for industrial space across a regional market can be projected. Industrial demand for a local market can then be estimated based on its likely share of the regional demand. However,

industrial demand is not spread evenly across a region. Because certain areas are stronger than others in regards to the demand factors, large-scale industry typically ends up clustered in fairly close proximity to other industry.

Understanding Industrial

Industrial demand cannot be projected based on local demographics. Demand for industrial space is largely driven by a handful of key factors.

Local Market Dynamics

The Local Market is uniquely situated to have a great deal of industrial growth over both the short-term and the long-term. The full effect of Kia's new plant has yet to be felt, as there are still more suppliers who will likely locate in the area. In addition, the area's location along the heavily industrialized I-85 corridor in fairly close proximity to metro Atlanta makes it an ideal site for other industrial uses as well. The large potential workforce would be attractive for manufacturers, and the sizeable tracts of relatively affordable land could likely draw large-scale distribution uses.

It is unlikely that there will be a demand for large-scale industrial uses within the 10th Street Area study boundaries because of site constraints and the many competing tracts of industrial land already available nearby. There would likely be a demand for small, local-serving industrial businesses, such as auto repair and construction-related firms. It will be critical to carefully construct where and how these kinds of facilities are allowed to locate in the 10th Street Area, so as to make a contribution to the overall market, and not inadvertently become an obstacle to future development.

Market Recommendations

Local economies in the world today are more likely to function as a subset of a region, with people living in one area of the region, but likely working and shopping in other areas. Because of this increased mobility, improving a community's competitiveness within its region is an increasingly important part of economic development. In today's environment, growth and long-term sustainability depends on the capacity of a community to adjust to continual change and its leadership's ability to make full use of new opportunities.

The City of West Point has been very fortunate to have some major economic development achievements in recent years. These include the opening of a Kia automotive factory and the move of Atlanta Christian College (now Point University) to the City. While these developments are helping to cushion the area from the full force of the national economic downturn, the positive impact will be greatly lessened if West Point is not able to compete with other nearby areas for the economic benefits of these developments.

TARGET MARKET POTENTIAL

West Point has several sources of residential and commercial demand that have yet to be fully taken advantage of. The four largest sources of additional untapped demand are: local employees, including those at the Kia automotive plant and Kia suppliers; a college student population that includes current Columbus State University students and will soon grow with the move of Point University into downtown West Point; travelers passing through the area along Interstate 85; and visitors who pass through the area on their way to the Chattahoochee River or West Point Lake. Each of these potential target markets are outlined below.

Local Employees

There are almost 15,000 people employed in the Local Market. The employment market was afforded an incredible boost in late 2009 when Kia opened an automotive assembly plant. Kia currently employs 2,000 at their facility, and expects this number to reach 3,000 by the end of the year when a third shift is added. In addition, numerous Kia suppliers have located in the area, providing approximately 2,000 additional jobs in the Local Market and even more in the Submarket and Regional Market. A 2008 Georgia Tech study projected that the Kia plant will ultimately lead to an additional 20,000 jobs in a nine-county region

surrounding West Point. While the opening of the Kia plant and its affiliated suppliers has had a tremendous impact on the local economy, it is important to note that there are many other major employers in the area, including: InterfaceFLOR, Intercall, and Knology.

Many of the employees in the Local Market do not currently live there. According to Kia representatives, most of their new employees already lived within a reasonable commuting distance before becoming employed at Kia. However, properly targeted, the employee base represents an enormous amount of potential demand for all property types, both residential and commercial.

College Students

Point University will move its main residential campus to downtown West Point in fall 2012. This move will initially bring approximately 300 existing students, but that number is expected to increase quickly with the addition of significant collegiate athletic programs. While an exact number is not available at this early stage of transition, the school could eventually have as many as 1,000 students or more. In addition, Columbus State University already offers classes in downtown West Point and is planning to grow their satellite campus program offerings into a full four-year option.

The increase in college students living in the Local Market Area provides the potential for entirely new residential and commercial development types. Ultimately, Point University wants to have a complete campus so that students and faculty can live, study, work, shop, eat, and play in the community. This has the potential to completely change the built environment and stimulate demand for affiliated private development.

Interstate-85 Traffic

The 10th Street Area is adjacent to Interstate 85, with direct access at the 10th Street interchange. According to Georgia Department of Transportation records, an average of almost 28,000 cars travelled this stretch of the interstate on a daily basis in 2009. This represents an enormous potential target market for services, such as gas, fast food, and hotels.

West Point Lake Visitors

West Point Lake extends thirty-five miles along the Chattahoochee River on the Georgia-Alabama state line and is located just north of the City of West Point. The lake boasts 500 miles of shoreline with five campgrounds, 25 day-use parks, two marinas, and several fishing piers. There are both hiking and biking lakeside trails that host mountain bike races, triathlons, and adventure races today. There are also sizable fishing tournaments held here annually. There were just under 2.3 million visitors to West Point Lake in 2010. The incredible numbers of visitors who travel to the lake each year provide a largely untapped potential source of

demand for the Local Market.

CREATION OF A “SENSE OF PLACE”

Taken together, the target market potential sources of demand provide an opportunity for tremendous growth in both residential and commercial real estate. Unfortunately, tapping into these demand sources will take a great deal of effort. Currently, there is very little development pressure on the 10th Street Area, even with these significant sources of demand. Much of this demand is being siphoned off to other parts of the Regional Market, such as Newnan and Auburn/Opelika, which have superior amenities and services.

Furthermore, the 10th Street Area has to compete not only with other parts of the Regional Market, but with other parts of the Local Market as well. There is no lack of land at affordable prices in the surrounding area for any use, whether it be residential, retail, or industrial. There are also well-established commercial nodes that provide quality and convenient goods and services, as well as subdivisions and neighborhoods with good access to jobs and schools in these areas. Consequently, redevelopment of the 10th Street Area will require a strategy that gives it a unique identity that will prove attractive to these various target markets.

To succeed, redevelopment in the 10th Street Area must have attributes that create a “sense of place” that is competitive in the Regional Market and unique in the Local Market. Creating this sense of place will require the careful leveraging of the area’s resources centering around West Point’s small town character, including: the riverfront; the established pedestrian-friendly development pattern; and the area’s historic buildings.

Riverfront

West Point’s riverfront has the potential to be the defining feature of the 10th Street Area and the City of West Point. It is an amenity that cannot be duplicated by competing communities. Properly planned and executed, the redevelopment of the riverfront will attract new residents, along with consumers of Regional/Unique retail. If leveraged fully, it has the ability to shift the “center of gravity” of the Greater Valley area and beyond to West Point. Development in this area must be pedestrian-friendly, and include significant public space that connects private development to the river. Public infrastructure should include hardscaped plazas that provide active space for dining and for strolling along the riverbank. The riverfront redevelopment should be completely and seamlessly integrated into both the rest of the 10th Street Area and into downtown West Point.

Pedestrian-Friendly

Most of the 10th Street Area was laid out when walking was the dominant mode of transportation. Consequently, the area has a development pattern that provides a much different experience than that found in modern, car-oriented communities. In the 10th Street Area, various residential and commercial uses are located close together, most buildings are outwardly focused, and blocks are fairly small and walkable. Conversely, the typical modern community separates uses and has buildings that are focused inwards towards private property, typically parking lots and backyards. Increasingly, a segment of the population is seeking to return to the convenience and sense of community found in older areas and neighborhoods. To sell to this market, many developers have tried to re-create this development pattern, with varying degrees of success. The 10th Street Area already has these basic components in place, and future redevelopment should build on this. While many of the sidewalks are missing or in disrepair, the basic street grid is already in place to create a neighborhood where people can find homes, jobs, shopping, dining, and recreation fully integrated into one walkable community.

Historic Buildings

The historic homes, schools, and commercial buildings in the 10th Street Area should be preserved, restored, and repurposed for the modern economy. These structures give the area a character, depth, and interest that is difficult to create with new construction. However, because of their various states of disrepair, buildings will have to be evaluated on a case-by-case basis to determine feasibility of re-use or the need to demolish all or parts of existing structures. However, the 10th Street Area's historic buildings will only grow in interest over time if well-maintained and help to create an area that is sustainable and not in need of recurring redevelopment. While there will also have to be a great deal of new construction in the 10th Street Area, it should coexist with and complement the historic buildings, without necessarily trying to mimic them. Residential product will have to be differentiated from that in the newer, outlying neighborhoods. New single-family homes will likely have to consist of small cottages on small lots. Those desiring large homes and/or large lots will choose to live in the Local Market's newer subdivisions, so the 10th Street Area will have to attract those looking for a denser neighborhood with a mix of uses and activities.

CATALYSTS

There are many initiatives and projects that can be undertaken in efforts to improve upon the assets of the 10th Street Area and continue development and redevelopment efforts in their infancy. But, it is important to strategically use public resources to leverage private investments. There are some projects that, when begun, can send the message to private developers, future residents, brokers and realtors, future businesses and existing area residents and workers that something is really happening in the 10th Street Area. The problem continually cited with developing plans and studies is that they sit on the shelf.

With that said, the initiatives suggested below should be viewed as the key initiatives that need to be priorities for the City of West Point in relation to the greater 10th Street Area. These initiatives and projects have the ability to set the area apart, define its character, help it to become a destination, and initiate positive economic trends. Some are new developments that will be long-term efforts and some are leveraging existing assets to their fullest potential. Regardless of the horizon or development timeline, action must be taken today to get these projects underway. Again, there are a multitude of projects and programs that can help to move the 10th Street Area forward, the initiatives and projects below were selected based on market conditions, stakeholder interviews, potential to spur redevelopment, and leveraging strategic public investments.

Riverfront Redevelopment

West Point's riverfront is the City's greatest untapped resource. It has tremendous potential to draw residential and commercial development that would not consider the City otherwise. Leveraging the riverfront property along the Chattahoochee River can be a differentiating factor for West Point in comparison to the surrounding area, and the larger market areas, as it is truly a unique asset. Given the size of the City and the current market dynamics, leveraging the river is where the focus of the City's efforts should be in order to define an identity and presence for the City.

The current location of a strong and viable recreation area directly adjacent to the river and the existing desire for improved and significantly expanded facilities, results in the potential for a significant development catalyst. Strategizing to serve existing and potential additional users – citizens, youth sports leagues, future high school athletics, and future college students and athletics – is what can transform the recreation area from a local community asset to a large-scale draw and anchor.

The final step to fully leverage the riverfront property and tie the public investment of the recreation facilities into spurring private development would be a hotel and conference center facility. This kind of facility would capitalize on a need discovered in the greater area for a mid-size meeting facility. Corporate entities reported an inability to find local space for a variety of types of meetings, including Kia who rarely is able to use their own on-site facility, as it has been

fully programmed with staff training. Callaway Gardens is regarded as a great facility, but is reportedly difficult to schedule, since there is more demand than can be served. With the move of Point University, there would also be potential that a hotel/conference center could aid in serving their event and hospitality needs as well.

This recommended location is strategic in order to leverage the hotel needs of West Point's corporate entities, such as Kia, its suppliers, and businesses located in West Point Technology Park. The increased programming possible at the improved and expanded recreation facilities would also be a consistent market segment that would utilize the hotel. While this kind of facility could be located at the interchange with Interstate 85, the location at the riverfront provides a potential competitive advantage with hotels in the surrounding area located at interstate exits and in competing for meetings and conferences. The walkability to downtown amenities, being adjacent to the improved and expanded recreation facilities, and having both views and access to the river would serve to create a differentiating identity for West Point.

There seems to be strong potential for attracting the outdoor adventure crowd as well. There are organized outdoor events already in place and well-attended in the area, but they currently center on West Point Lake. There is significant potential – as the trails are finished to connect the lake, along the river, to the recreation complex – to capture this additional market segment in a meaningful way. The strategic location of the hotel facility on the riverfront and near downtown would be very appealing for this contingent. The hotel facility, expanded and improved recreation campus, and the activation of the riverfront through both access and development could all serve to position West Point as an outdoor recreation destination.

The redeveloped riverfront on both sides of the Chattahoochee River should ultimately consist of a mix of uses, including residential and retail, including restaurants. The majority of the development should be residential in nature, with ancillary retail that leverages the riverfront location, such as outdoor dining and river-related activities. Residential development along the riverfront, particularly on the west side with its close proximity to downtown, could provide a product type that would attract people that would otherwise not consider West Point.

An additional amenity needed for riverfront development is some sort of “urban” riverwalk. This is unlike a trail system, which is a different type of community asset. The riverwalk referenced here is a linear plaza, it should include extensive hardscaping, public gathering areas, decorative lighting, street furniture, and result in creating its own environment or “place” along the river. Realistically, large-scale private development is more likely to occur as this type of public asset is put into place.

Mixed-Income Housing Development

There is a sizable proportion of public housing in the 10th Street Area. There is a community desire for this housing to look better and be improved. There is also community support for the current residents to remain in the community. The redevelopment of this housing would need to be done in a mixed-income model. There is no question that this will require a private sector development partner. Further, it is an asset that Columbus Housing Authority, which serves as the property manager for the West Point Housing Authority's property, has experience and proven success in these types of projects.

The mixed-income model is housing that is comparable to, and indistinguishable from, market-rate properties. The development is built to market-rate standards, meaning ready to compete effectively for market-rate tenants that have a variety of choices. The units within the same development, and even the same building, are a mixture of both subsidized units to varying degrees, as well as market-rate. This is the model that public housing is included in today, as the mix of incomes ensure that any one segment of the population is not isolated, but is fully engaged in the broader community. The public housing tenants are able to live in newer and nicer units because the number of total units generally increases in these types of developments, so the developer offsets the increased investment through more units and the addition of market-rate payments as well.

This recommended development actually serves a two-fold purpose in West Point: the redevelopment of existing public housing and a "test" for the private residential market. There is very little pressure for housing development in the 10th Street Area today. While the redevelopment of the public housing could serve as a catalyst, doing this alone would likely not spur large-scale residential development, given the low cost of land and significant lot and housing stock for sale at cut-rate prices in the surrounding areas today. Thus, mixed-income development would enable a portion of the project to serve market-rate folks that are interested in living in West Point, but do not have competitive options to do so today. The developer risk on this type of project is significantly less than normal, since much of their project is based on subsidized rents that help to offset the market risk factor for the market-rate units. This type of project would allow the local residential demand to be "proven," which then establishes a better chance of spurring further private residential development in the area.

Interstate Commercial Development

The lack of retail and services is consistently described as one of the factors that deters residential growth in both the 10th Street Area and the City as a whole. While it is highly unlikely that the Local Market will be able to support Regional Chain retailers within the foreseeable future, there is some possibility of drawing Convenience retail to the 10th Street Area. Ideally, this development should be located along 10th Street close to Interstate 85.

The types of retail that could be supportable close to and at the interchange would include fast food, extended hours restaurants, convenience/gas stores, and possibly a grocery store. This area would also be an appropriate and supportable location for hotel development. The challenge is that retail demand in the Local Market, even for convenience goods, is fairly weak. For instance, if these types of uses locate at the Kia Boulevard interchange, that would likely preclude their development in the 10th Street Area. Likewise, if a new, full-service grocery store locates elsewhere in the Greater Valley area, it is unlikely that another new store could be supported in the 10th Street Area as well.

Clearly, attracting Convenience retail to the 10th Street interchange with Interstate 85 will require planning and marketing. While no amount of marketing can entice retailers to come to an area that can not support their business, when retail development is on the cusp of being feasible, active recruitment by a municipality can make the difference in attracting these uses. The strategy for the City will need to center on leveraging the potential of the target markets – employees, college students, I-85 traffic, and river and lake visitors (detailed previously).

Efforts to attract a supermarket will likely have to focus on a regional grocery chain. It is also likely that there will have to be additional residential growth in the area to provide high enough population and traffic counts to make a new full-service supermarket feasible. The development of smaller convenience retail and fast food restaurants would raise traffic counts in the area and could improve the chances of attracting a grocery store as well.

Hotel development in this area is likely supportable based on the very high traffic counts on Interstate 85 and the many corporate entities and businesses located close by. Specifically, a mid-range extended-stay hotel could serve those who are spending weeks or months working at the Kia facility or at nearby Kia suppliers. This is a different market segment than what would be served by the riverfront hotel and conference center.

Residential Infill Development

The neighborhood south of 10th Street is a mixed circumstance. There are many dilapidated structures and vacant lots. There is housing in various states of disrepair. There are also well-maintained homes, historic homes, and viable businesses in the area, which stretches to 6th Street. Because there is not a greater market pressure for these properties to redevelop, it is highly unlikely that the private market will invest in this neighborhood. In its current state, values are too low to warrant significant new construction or the rehabilitation of existing properties. Crime and the perception of crime are often given as reasons for the decline of this area, particularly on 9th Street.

It is imperative that this area be improved or its decline will have a detrimental effect on the greater area. There is a multi-prong approach needed for this area's redevelopment.

- + First and foremost, efforts should be made to improve both the perception and reality of safety in this area. This will require a joint effort between local residents and law enforcement. Ideally, the stabilization of this area would occur prior to and as the mixed-income housing is developed. This would allow the “testing” of the rental multi-family market, and as that is proven out, it would make this area more valuable for investment and infill development, particularly with the inclusion of mixed-income housing to the south of 10th Street on Higgins Street and the addition of connections to the existing neighborhood.
- + Infill housing should be the focus of the second phase of effort. While this neighborhood needs new affordable housing, the design of this housing must enhance the perception and identity of the neighborhood. New homes built with little attention to detail will not stabilize the neighborhood in the long run. Small changes can be made to basic home designs that add very little cost, but create a much more positive image for the neighborhood.
- + As the area is stabilized, commercial development begins along 10th Street closer to the interstate, and housing starts to “come back,” the last part of the effort will be to provide greater amenities in the immediate area. Additional public infrastructure, particularly sidewalks, is needed. Further, some vacant lots could provide the opportunity to create small-scale, neighborhood-serving park space. Parks in a run-down neighborhood with no efforts at increased public safety and improved housing quality could actually lead to more criminal activity, so it is important that they are part of an overall plan for redevelopment and phased appropriately.

Professional Services District

There is not enough demand in the Local Market to necessitate commercial development along all the frontage of 10th Street from Interstate 85 to the Chattahoochee River. While the eastern portions of 10th Street are well-suited for strip center retail and fast food, and the areas west of Highway 29 on 10th Street can support large-scale new construction because of the riverfront views, the area in-between is challenging from a market perspective.

The creation of a professional services “district” is a good fit and appears supportable along 10th Street. This district should not stretch for the distance between the likely commercial nodes at the interstate and the river. It will be important to target a distinct area in order to have a viable district. The initial focus should be between Avenues H and D for creating a professional services district.

The historic homes in this area could provide the building blocks for a new “historic” district that would greatly enhance the visual appeal of the corridor. Typically, a major thoroughfare into a city of West Point’s age would be lined with historic homes. When these districts are well-maintained, their values remain strong even when areas surrounding them or directly behind them are in decline. Unfortunately,

10th Street does not have enough of these historic structures in place to create a cohesive district today. However, there are vacant lots where large, two-story historic homes could be moved in to fill in the “missing fabric.” While it is not feasible for the entire corridor to be lined with historic homes, new commercial buildings could also be designed with a historic commercial architecture that blends in with the older buildings. Existing commercial buildings, such as the convenience stores, could be retrofitted to add historical design to their current facades and structures.

There are already professional service businesses – doctors, accountants, dentists, attorneys – in the area, but located south of 10th Street on more residential streets. Additionally, there is professional service-type demand being met in downtown storefronts, which is feasible currently because retail is in the beginning stages of returning. As retail becomes more viable and rents are adjusted accordingly, many of these businesses will need to locate in more professional service-type environments.

This district, whether done through converting existing housing, new construction or by moving older homes in for commercial use, would provide space for both professional and personal services. Personal service businesses could also be a fit in this new district, such as hair salons, massage therapists, spas, etc. There is also viable potential for one or two restaurants once the improved and expanded recreation facilities and hotel/conference center are underway or in place. Further, there are other potential uses that would be appropriate, including a local arts center, a small-scale special events/private meeting space, or ancillary facilities for Point University. These types of businesses would benefit from increased visibility and better access from 10th Street, and would be an appropriate addition for commercial services that would meet a local market need.

Improve Aesthetics

The aesthetics of an area have a tremendous impact on economic development efforts. When an area appears to be rundown, potential residents will look elsewhere, resulting in empty homes and vacant lots. From the commercial standpoint, developers are unlikely to take the risk to build first-class properties when potential tenants are likely to stay away because of the surrounding area’s appearance.

Currently, many portions of the 10th Street Area are visually unappealing. To the casual observer, there does not appear to be an overall plan or identity to development. Property ownership in the area is very fragmented, so it will be necessary to incentivize property owners to make repairs and improvements to provide a cohesive look and character for the area. This is critical to the success of both future residential and commercial development potential. There are steps the City itself can undertake and implement and others that can serve to provide incentive for private owners to either follow or become partners in.

- + **Public Right-of-Ways.** The area around the 10th Street interchange with Interstate 85 should be heavily landscaped with elaborate gateway signage

signifying the entrance to the City. Further to the west, new gateways should be created on 10th Street at each neighborhood entrance. This will give a positive impression to those passing through, and help guide visitors (potential future residents and businesses) to their destinations.

- + **Code Enforcement/Façade Grants.** For private property, there must be a “carrot-and-stick” approach. Codes must be vigorously enforced in all sections of the 10th Street Area to ensure that every building at least meets a minimum set of standards for health and safety. Some of these types of efforts are already underway by the City; however, just meeting a minimum standard in the code will not drive redevelopment. Commercial property owners along 10th Street should be encouraged to improve their properties to a level that will spur growth in the surrounding areas. This could be accomplished through the use of façade grants. In a typical façade grant program, a building owner who renovates the exterior of their property to meet certain standards and design guidelines will have a portion of their expenses reimbursed. Building owners have to invest their own money, with the façade grant serving as a match. Another option is a low-interest loan program, which enables the repaid funds to then be available for reinvestment in the community.
- + **Cemetery.** The cemetery takes up a large part of the 10th Street Area. Historic cemeteries can be beautiful, and essentially serve as a park or green space asset. While the boundary of the cemetery along Highway 29 has an attractive fence, the opposite side does not. Work should be done to make sure that all sides of the cemetery look well-maintained. Efforts should be made to protect and enhance the historic elements of the cemetery. Consideration should also be given to creating a small visitors building to make the cemetery more of a point of interest or attraction, possibly including walking tours.
- + **Former Schools.** The old West Point High School is in disrepair, and highly visible along one of the area’s main roads. This historic building should either be rehabilitated for a new purpose or torn down to enable a new use in relation to the improved and expanded recreation facilities. In the meantime, the facility should be better maintained, so as not to detract from the area. The former Tenth Street School should find a new purpose that serves the community while honoring the history of the site.

Sources

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