

# **Smart Woodstock Master Plan and Smart Corridor Study**

**Georgia Smart Communities Challenge 2019**

Proposal Government Lead

City of Woodstock, GA

In Collaboration With

Black Airplane, a local Woodstock Tech Startup  
Woodstock Downtown Development Authority  
Siva Ramachandra, CSPAV, Georgia Tech Research Partner

Point of Contact

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# 1 Project Narrative

## 1.1 Vision

Woodstock is ready to set the standard for the application of smart infrastructure to a complex, heavily traveled shared corridor in a popular, walkable, urban center. Balancing pedestrian comfort and safety with vehicular efficiency and throughput for a high volume of traffic is a challenging situation that many walkable Main Street areas will also face as their popularity rises. Woodstock can be an incubator for innovative technologies that can save lives and time, can help support a booming and unique Livable Center, and can help to advance the entire region when it comes to technological solutions that work for everyone.

### The Community's Current Conditions

Located approximately 30 miles north of Atlanta, the City of Woodstock, as with Cherokee County and much of metropolitan Atlanta, has experienced significant growth in the past few decades. The largest period of population growth was from 2000 to 2010, when Woodstock's population more than doubled, from 10,050 to 22,027, according to the U.S. Census. Woodstock's award-winning Downtown District has quickly become a densely populated and well-loved destination.

Woodstock has a variety of community-focused recreational activities to draw people into the New Urbanist-style center of town. These activities include a popular free summer concert series with an estimated 55,000 attendees every season, live music at several venues such as Madlife Stage & Studios, the Greenprints Trail System with a major trailhead on Market Street which also hosts a Farmer's Market, and the Elm Street Cultural Arts Village which holds over 175 events annually, and over 70 restaurants and shops within an open-container Entertainment District.

Woodstock has succeeded in creating a popular and vibrant urban center where the community treats public civic spaces as their outdoor living rooms. Downtown Woodstock today is a successful example of a well-articulated vision transformed into reality, but with that comes a litany of traffic and parking challenges. The amount of traffic and lack of parking are constant complaints from Woodstock citizens, business owners, and visitors, and are issues that become more complex and urgent as Woodstock's popularity and population rises.

The Downtown District in Woodstock has several physical barriers and characteristics that make the traffic situation difficult to understand and manage. These barriers to cars and pedestrians include the presence of I-575 on the west side of Downtown; the railroad which runs north and south, bisecting the map; and an odd intersection configuration in the center of town involving Main Street, East Main Street, Towne Lake Parkway, and Arnold Mill Road, as shown in Figure 1.

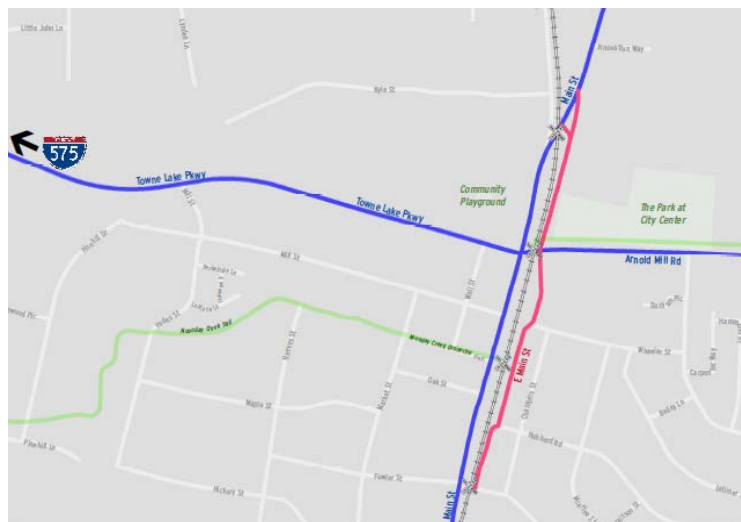


Figure 1: Downtown Woodstock, with the Railroad, main arterials, and trails identified, converging in the central intersection in town.

## Description of Prior Efforts in Relation to Current Conditions

Woodstock has proactively followed several plans simultaneously to work toward a more dispersed and multimodal transportation system that is comfortable and safe for pedestrians. The plan includes the LCI grid streets plan, the Greenprints Trail Plan, and the Downtown Master Plan, which requires 10-foot-wide sidewalks along most major streets. One major effort that has been planned for at least 15 years is the Arnold Mill Bypass, which would divert traffic away from the main intersection in town, connecting Neese Road to Ridgewalk Parkway. The City has performed studies to confirm the efficacy of this potential bypass route, but data has now shown that the project would offer only a 2% improvement to the peak-hour congestion experienced on Arnold Mill Road and Towne Lake Parkway.

Current conditions along the main corridors in town, identified in Figure 1, are varied and unpredictable at times. The corridors experience both major congestion during rush hour and dangerous speeding during non-peak times. There are areas with safe and plentiful pedestrian facilities, but also areas exist with no sidewalks or crossings that are of high risk to pedestrians. The density of cars and people in these corridors varies greatly not only with regular factors like time of day and whether school is in session, but with irregular events like concerts and construction projects.

### Motivating factors

Cherokee County is projected to experience continued rapid growth over the next few decades, and Woodstock expects to continue to be a destination for both residents of Woodstock and those who live in the surrounding community. Commuters are a huge piece of the traffic puzzle in Woodstock, with one Cherokee Office of Economic Development study showing 78% of residents leave the county for employment. As of 2015, only 720 people identified as those who commute for work within Woodstock. This is compared to the over 12,000 people that commute out of the city for work, as shown in Figure 2.

Vehicles are an inseparable piece of life in suburban Metro Atlanta, and Woodstock's primary intersection is not just another city center crossroads in a cute downtown; it's also a crucial part of the

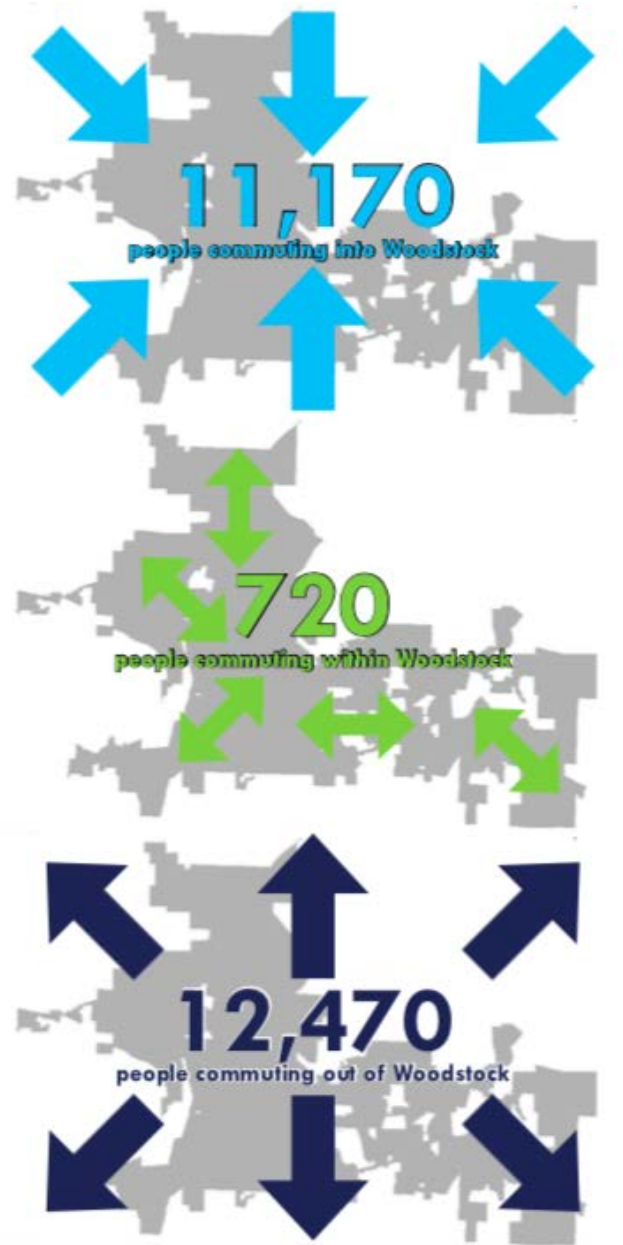


Figure 2: Uneven Commuting Patterns referenced in the Comprehensive Plan, page 20, Existing Conditions.

daily commute for many county residents who live to the north or west of town. The layout of interstates and geographic features including Lake Allatoona and its feeder rivers and streams impact growth and commute patterns throughout the north metro. When traveling through the center of town, commuters feel the struggle of driving through roads that prioritize pedestrians and vibrancy of life in Downtown Woodstock, especially on evenings where hundreds of people are pouring into Woodstock for its concerts, restaurants, breweries, and shopping experiences.

The growth facing Cherokee County and Woodstock will bring with it exacerbated challenges when it comes to balancing traffic and pedestrians in the core of the city. Constant traffic complaints from the public motivates city to find solutions to decrease congestion, but any changes must be done without risking pedestrian safety and comfort. This is the only way to preserve and nurture the magic that is happening in our vibrant downtown which is primarily due to its walkable areas. Many feel that the answer to the traffic problem is adding an additional travel lane, but with autonomous vehicles on the horizon and a desperate need to maintain small downtown character and increase walkability, the focus should really be on how to increase efficiency in the corridor within the existing footprint of roadways. Instead of adding lanes, the City should prepare for an autonomous vehicle future with drop-off lanes, less of a need for parking, and a managed right of way with room for technological additions such as data-capturing sensors and adaptive traffic control technologies.

Action must be taken now. It will only become more difficult to increase efficiencies and relieve traffic congestion without destroying the pedestrian-oriented, family friendly atmosphere that makes Woodstock a destination for its residents and those who live nearby.

### **Citizen Input**

During 2017 and 2018, the City of Woodstock was engaged in the 10-year update to its Comprehensive Plan. Public involvement was a cornerstone of the process. The public involvement strategy included several events and tools for gathering community input to ensure that the plan would be reflective of the community. Walking, traffic, and parking were in some way related to almost every comment. When asked about their favorite things about Woodstock, seven percent indicated that one of their favorite things about Woodstock is downtown, followed by walkability (42 percent) and access to I-575 (33 percent). When asked about Woodstock's biggest obstacles, 72 percent of respondents cited traffic on local streets, while another 54 percent cited traffic on I-575 and other regional corridors as among the biggest obstacles.

A Steering Committee comprised of city staff, elected officials, and the appointed seven-member Planning Commission met three times during the process in workshop-style sessions with data presentations followed by input-gathering exercises. Needs and opportunities for the community were initially identified by the Steering Committee through a SWOT analysis, and were then presented to the public for their confirmation and further input. Some needs identified during the process include the following: address regional roadways to provide for efficient traffic flow in and out of Woodstock, continue to assess traffic patterns and address demands accordingly, and continue to add interconnected roadways to create a robust transportation system throughout the City, especially in and around Downtown.

Three well-attended community meetings were held, where a tremendous amount of relevant input was gathered. Information at these meetings that centered around Transportation were of particular interest to attendees, and the fact that the public's greatest needs revolve around transportation was starkly apparent.

**PUBLIC MEETING #1**  
**OCTOBER 19, 2017**  
**STATION 2: NEEDS & OPPORTUNITIES**

**WOODSTOCK**  
**COMPREHENSIVE**  
**PLAN**

## TRANSPORTATION

### NEEDS

- Create spaces for more white-collar jobs to increase the number of people who can live and work in Woodstock
- Improve existing regional roadways to provide for efficient traffic flow
- Continue to add interconnected roadways to create a robust transportation system throughout the City
- Promote land use and transportation coordination to improve future mobility, particularly through alternative modes and mixed uses

### TRANSITS

*CONNECT Rte 575 new fast Rte. with Woodstock Pkwy at Baffle Area*

Create sidewalk network along Main St. south to 92, built to the same standard as new, wide sidewalks coming to Downtown

*Extend sidewalk all the way down Ripe Mill Rd -- cars drive very fast*

*Improve intersection of Ripe Mill + Main*

More information available about the trolley (and more service)

*Continue sidewalk along Dupree Rd all the way to Main Street (from Reeves St to the East)*

### Golf Carts

### OPPORTUNITIES

- Leverage existing walkability and increase walkable places with infrastructure and design guidelines to promote alternative transportation
- Create a transit-oriented development near Main St and 92, offering access to many points outside of Woodstock
- Street Lights on main st "only" Need nice old fashioned street lights*
- No highway through Woodstock knoll*
- Parking Deck (400 cars +)*
- What ways to neighborhoods*
- Cont. "BRT System" for BT core for reduced traffic*
- Widene Neese Road - shoulders, sidewalks, roundabouts - if hills/curves Dangerous Safety First!*
- Truckum is a disaster now - left turn lanes - wall/mart traffic shaking in*

Figure 3: One of several boards posted to gather input at a Comprehensive Plan public input meeting. Most residents' primary concerns were related to traffic.



## The envisioned future state of the community

The Smart Woodstock Master Plan will fully articulate the future state of the community that is envisioned by citizens, businesses, and government leadership collectively, but even now, we do have a vision for the future state of the community as its rapid growth continues.

City leadership envisions future Woodstock as a city that tries new things, uses data to make decisions, iterates rapidly to adjust to new challenges, and remains agile. The Smart Woodstock Master Plan can set the stage for Woodstock to be entrepreneurial in this way by outlining specific steps to be taken to ensure that we are prepared to take our place as a leader in this arena. Government is not known for its speed or agility, but in order to ensure that our citizens and businesses can enjoy the latest and most efficient technologies to improve their quality of life, we need speed and agility in decision-making and implementation.

## Smart Woodstock Master Plan End-Goals & Outcomes

1. Leadership in municipal efficiency and smart governance, with a focus in the area of transportation systems and pedestrian safety using smart technology
2. Quality of life outcomes for citizens identified, fulfilled, measured, and continuously evaluated, with a commitment to consistent improvement
3. Readiness for taking advantage of new technological and scientific advances, including the ability to perform rapid-fire testing of new ideas with pre-identified funding sources and collaborative partnerships allowing the agility to adopt new technologies more like a startup than a government
4. Development of best practices to share with other local governments
5. Investment in sustainable infrastructure technology that can balance walkability and transportation efficiency, in turn helping to drive economic development and maintain downtown vibrancy
6. Investment in data capture which can shed light on our most troubling issues now and in the future, and will make research possible that cannot yet be imagined

## 1.2 Framework

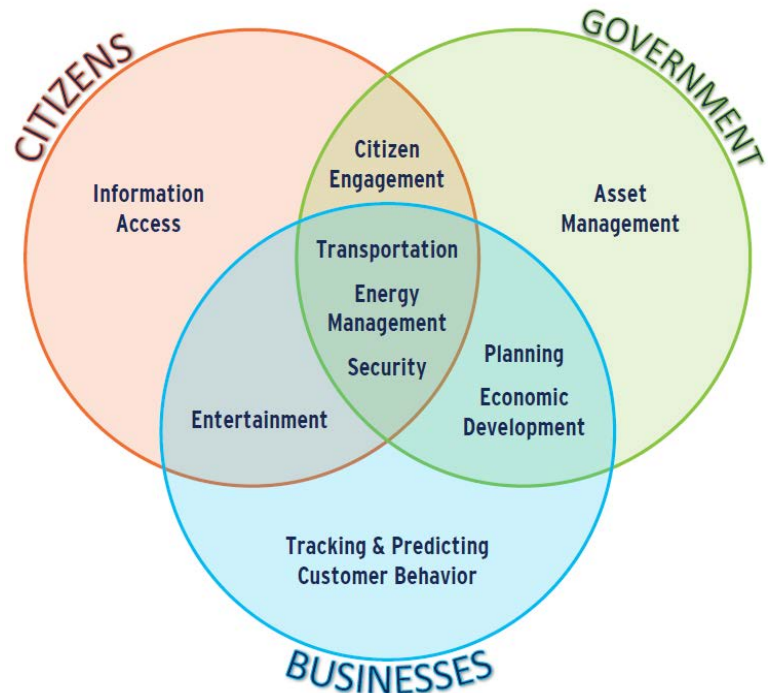


The graphic above is the framework timeline that will set Woodstock on the path to reaching its Smart Community end-goals.

The graphic on this page, which outlines smart city objectives for citizens, businesses, and government, illustrates the scope of the Smart Woodstock Master Plan to be completed in year one.

### 1.3 Plan

Woodstock has chosen Smart Mobility as the topic area for this proposal. City officials desire to get out in front of the technology so that they can begin to be smarter about balancing the needs of commuters, those making local vehicular trips, cyclists, and pedestrians. How can we better understand the technology available to us and its limitations to mitigate the pitfalls of its impact on the built environment and maximize its potential?



The project also supports the following use cases as found in the Georgia Smart Program Guide:

- Traffic management and intelligent transportation systems: with a particular focus on using cameras and sensors to improve safety and congestion
- Parking management: with a focus on using cameras and sensors to reduce emissions generated by drivers circling the area looking for parking
- Smart lighting: promoting safety, tourism and energy savings
- Digital signage to support community engagement and manage traffic

The following components comprise the first year Plan of Action and will be accomplished during the first year if Woodstock is selected to receive funding:

- Smart Woodstock Master Plan and associated research
- Smart Corridors Plan and associated research
- Robust community engagement strategies implemented as a component of both plans

### Description of proposed Smart Woodstock Master Plan

This plan will articulate Woodstock's overall needs, vision, and goals as they relate to specific Smart Cities objectives and will enumerate recommendations for moving into a Smart Woodstock future. The project team must undertake planning for an uncertain future but outline steps which must be taken now to solidify the City's readiness to quickly adopt new technological opportunities as they arise. The Master Plan will be created with a robust public input process where ideas surrounding data security, government transparency, and accountability must be addressed, and where actual needs of the community can be discovered and solidified, prioritized, and addressed by the plan. The Master Plan will explore strategies for Smart Governance, as directed by the community. The community must also have input on which types of data-gathering technologies are right for Woodstock and exactly how the City is willing to transform to reach its goals.



## **Description of Smart Corridors Plan for Main Crossroads within Downtown**

This plan will lay the foundation for a responsive and iterative testing ground for Smart Cities mobility technology by studying the main intersection in the center of Woodstock, and the two arterial corridors emanating from it. The plan will include a deep-dive study of the current conditions in the study area, a public input component to help identify needs and opportunities, a variety of recommendations to solve identified problems in the area, and a phased plan for improvement exploring a variety of new technologies. The plan will include a phase one pilot study which will solidify the City's readiness to begin the phase one pilot project after the conclusion of year-one planning efforts.

The Smart Corridors Plan will include exploration, research, and recommendations for technologies and ideas such as IoT hardware and connectivity, sensor technology, data capture, new uses for data, or possibly a Connected Vehicle Plan component using the Travel Safely app that is already in use in the North Avenue smart corridor and several other locations. One idea that fits with Woodstock's current goals is data-gathering sensors which document the frequency and location of left-turners that hold up traffic to best prioritize new left turn lanes. This data would be used to make decisions that will benefit the public most immediately or with the largest impact. Other ideas could address safety. Can autonomous cars become more responsive when passing through specific intersections? Could there be a smart road closure and detour process with signage or communication with connected vehicles? What are some solutions for times when Downtown Woodstock is host to 20,000 people for concerts and events happening simultaneously, as is often the case? The Plan will also address the aesthetic concerns many communities have over the visual appearance and location of small cells and other new types of infrastructure that will be in the right-of-way of the future. The Corridor Plan will help envision the solutions needed to overcome these issues, take advantage of the best solutions, make the quality of life better for everyone who lives in or passes through town, and provide Smart Communities leadership to the region.

## **Impacts & Woodstock's Overall Vision**

The plan will impact the community by producing the outcomes that are enumerated in the End-Goals & Outcomes section of this proposal. The plan advances the community towards addressing its overall vision by making progress toward the following goals which are listed in the 2018 Comprehensive Plan:

- Continue to create and sustain a unique community identity and structure
  - All new development should contribute to an overall sense of community.
  - Increase the viability of live, work and entertainment choices within downtown.
  - Encourage new development to focus on the pedestrian.
- Provide increased mobility
  - Thoroughfares should be designed for equity to the pedestrian, bicycle and automobile.
  - Public facilities and infrastructure should be able to support new development and redevelopment efforts, particularly with respect to circulation, access and linkages.
  - Establish a transportation network that will enable the safest and most efficient movement of people and goods.
- Encourage land use patterns that promote connectivity
  - Improve traffic flow in and around downtown and overall citywide connectivity.
  - Create walkable neighborhoods.

- Promote development and infrastructure improvements that are pedestrian-oriented, community-centered and minimize vehicular trips.

Becoming a Smart Community and implementing smart governance will contribute to the evolution of our unique community identity and structure, aligning it with iterative and disruptive technology development. Elements of the project will further our efforts in providing increased mobility and in promoting connectivity. Our new definition of connectivity includes not only physical connectivity of streets, trails and sidewalks, but also the technological connectivity of the Internet of Things.

## **1.4 Research**

To augment Woodstock's proposal, as a research partner, Georgia Tech Center for Spatial Planning Analytics and Visualization (CSPAV), led by Senior Research Engineer, Siva Ramachandra, will focus on following two research thrust areas:

### Smart Woodstock Masterplan – Smart Data Governance

A masterplan is a long term-term planning document that lays out a conceptual framework of community aspirations and ambitions for future growth and development. A smart master plan must be a living document and allow for calibration as needed. A key component of a smart masterplan is a robust long-term management and governance of data elements. Data influences objective decisions thus must have a clearly defined framework for managing them. Smart solutions rely on currency and just-in time data, so a set of processes must be in place for smart data governance. The research team will work with City of Woodstock to develop a guidance charter for smart data governance that outlines methods, policies, implementation, and management as pillars of smart data governance.

### Smart Corridor Study – Optimizing infrastructure needs and modeling land use changes

Woodstock hosts hundreds of large public events every season catering to thousands of people. In a city that is actively promoting pedestrian and bicycle movement people's high reliance on automobiles place tremendous stress on existing roadway infrastructure and raise very serious safety concerns. The age of Shared Autonomous Vehicles (SAV) and fully Autonomous Vehicles (AV) is already here. Public acceptance of these modern mobility solutions will accelerate exponentially along with rapid behavioral changes and cities must be in a position to absorb such quick change. Planners need new tools for evaluation. What effect will SAV's and AV's have in shaping Woodstock's land use patterns, infrastructure demands, local street conditions, and roadway safety? The research team will study the existing conditions along the proposed corridor considering a variety of influencing factors to derive a set of agent-based models to visualize alternative scenarios. The completed study will help the city to smartly plan and engineer solutions.

## **2 Execution Plan**

### **2.1 Cost Plan**

If awarded, grant funding is to be used to engage a consultant team to provide guidance and research related to the content of the plans and community engagement efforts, and to work with the Project Lead and other city staff to generate the deliverables for the two plans. Grant funding will also be used to arrange and fund a robust public engagement component for both plans. The City has committed to providing a 50 percent match, up to \$50,000. This includes \$10,000 in cash from the City's General Fund which will be used to help pay the consultant team, and in-kind

support through salaries of staff who will be dedicated to executing the project for the city, interfacing with researchers, working with the consultants, collaborating on public engagement efforts, and acting as project manager. The final deliverables will be created by consultants but will ultimately be the responsibility of the staff Project Lead.

<i>Budget Item</i>	<i>Amount</i>	<i>Source</i>
<i>Consultant Team to Create Master Plan</i>	\$10,000	City General Fund
<i>Consultant Team to Create Master Plan</i>	\$10,000	Grant Funding
<i>Consultant Team to Complete Corridor Study</i>	\$15,000	Grant Funding
<i>Public Engagement Efforts for Both Plans</i>	\$10,000	Grant Funding
<i>Data Collection</i>	15,000	Grant Funding
<i>Associated Research (Ga Tech)</i>	\$25,000	Paid directly to Ga Tech
<i>Salary of Project Lead (for time spent on project only)</i>	\$24,000	In-Kind
<i>Consulting and Advisory Services from Black Airplane</i>	\$16,000	In-Kind

<b>Activity</b>	Sep – 19	Oct – 19	Nov – 19	Dec – 19	Jan – 20	Feb – 20	Mar – 20	Apr – 20	May – 20	Jun – 20	July – 20	Aug – 20	Total
<i>Smart Woodstock Master Plan</i>	\$4000	\$4000	\$4000	\$4000	\$4000								\$20,000
<i>Master Plan Research &amp; Data Collection</i>	Distributed directly to Georgia Tech												\$10,000
<i>Smart Corridors Plan</i>						\$2500	\$2500	\$2500	\$2500	\$2500	\$2500		\$15,000
<i>Smart Corridors Plan Research &amp; Data Collection</i>	Distributed directly to Georgia Tech												\$15,000
<i>Project Team Meetings &amp; Advisory Workshops</i>	Staff Time & City Resources to be distributed as needed throughout the entire process												Staff Time & City Resources
<i>Public Engagement</i>	\$6250	\$3125	\$3125			\$6250	\$3125	\$3125					\$25,000

## 2.2 Personnel Plan

Katie O'Connor, Senior City Planner for the City of Woodstock, will serve as Project Lead and Point of Contact. Katie is an AICP certified planner experienced in municipal operations, long-range planning, project management, and plan review. Katie earned her master's degree in Design for Sustainability from the Savannah College of Art and Design in 2010. Having worked for Woodstock for the last nine years and living in Woodstock since 2011, Katie has an intimate knowledge of and relationship with the community. Katie has conducted public input processes in Woodstock for many purposes and knows the community well, including the people living in the community and its geographic, demographic, and aesthetic characteristics. Having produced many Land Development Ordinance revisions and updates over the years, Katie has an advanced understanding of Woodstock's transportation system. Serving as the project manager for the 2018

Comprehensive Plan update armed Katie with special knowledge of transportation data and challenges locally and in the greater regional area, and of the adopted long-range transportation plans for Woodstock. Going forward, Katie will continue to work on long-range plans for Woodstock, and if the grant funding is awarded for this opportunity, the resulting plans will be executed under Katie’s management during the first year and thereafter.

Katie will coordinate activities for this planning process through the Smart Woodstock Project Team consisting of a qualified consultant team who will be chosen as soon as possible if and after grant funds are awarded, members of the DDA and experts from Black Airplane who will serve in an advisory capacity, and City of Woodstock staff members with special interests in the project and valuable skills to bring to the table. The team will meet monthly, at a minimum, to discuss project progress, deliverables, and upcoming steps to ensure the project objectives, goals, and milestones are being met. While the project is active, Katie will commit a minimum of 20 hours per week dedicated to project administration and coordination with the Project Team. To continue to learn about the progressing field of technologies designed for municipalities, Ms. O’Connor and the project team will pursue educational opportunities as they become available.

Personnel	Organization	Email	Hours per Week	Qualifications	Role in the Project
<i>Katie O’Connor, AICP</i>	City of Woodstock	<a href="mailto:koconnor@woodstockga.gov">koconnor@woodstockga.gov</a>	20 hours	Senior City Planner, AICP Certified, subject area expert	Project Lead/ Point of Contact
<i>Consultant</i>	TBD	TBD	10 hours	Expertise in comprehensive & transportation planning, public participation (min. qualifications to appear in RFP)	Consultant for production of Master Plan and Corridor Plan
<i>Colin Ake</i>	Woodstock City Council	<a href="mailto:cake@woodstockga.gov">cake@woodstockga.gov</a>	0.5 hour	City Council, Ward 3	Advisory
<i>Rob Hogan</i>	City of Woodstock	<a href="mailto:rhogan@woodstockga.gov">rhogan@woodstockga.gov</a>	2 hours	Public Works Director	Advisory & Consulting
<i>Brantley Day, AICP</i>	City of Woodstock	<a href="mailto:bday@woodstockga.gov">bday@woodstockga.gov</a>	0.5 hour	Community Development Director	Advisory
<i>Janis Steinbrenner, P.E.</i>	City of Woodstock	<a href="mailto:jsteinbrenner@woodstockga.gov">jsteinbrenner@woodstockga.gov</a>	0.5 hour	City Engineer	Consulting
<i>Jamie Palmer</i>	City of Woodstock	<a href="mailto:jpalmer@woodstockga.gov">jpalmer@woodstockga.gov</a>	5 hours	Development Services Specialist	General project work duties
<i>Katy Leggett, GISP</i>	City of Woodstock	<a href="mailto:kleggett@woodstockga.gov">kleggett@woodstockga.gov</a>	1 hour	GIS Manager	Mapping & Consulting
<i>Matt Newman</i>	Woodstock Planning Commission	<a href="mailto:newman924@gmail.com">newman924@gmail.com</a>	0.5 hour	Planning Commission, Ward 2	Advisory

## 2.3 Schedule

The first-year plan of action includes the production of two plans: an overall Master Plan, and a more specialized Smart Corridors Plan. The first-year plan of action also includes a robust public engagement process for each plan and associated research and data collection for each plan. These actions will take place over the year, as shown in the schedule on the next page. Throughout the process, there will be monthly project team meetings and advisory workshops facilitated by either the consultant team or the Project Lead. The advisory workshops will be an opportunity for the project team to meet with the advisory partners, Black Airplane and the Woodstock Downtown Development Authority, to envision and discuss various portions of the project. Monthly status reports will be sent to Georgia Smart by Katie O'Connor, the Project Lead. Ms. O'Connor will also produce the mid-year status report and final project report for Georgia Smart and will present the final results of Woodstock's year one activities to the Mayor and City Council of Woodstock, and at any other forums desired by Georgia Smart, Georgia Power, or Georgia Tech.

Activity	Sep – 19	Oct – 19	Nov – 19	Dec – 19	Jan – 20	Feb – 20	Mar – 20	Apr – 20	May – 20	Jun – 20	July – 20	Aug – 20
Monthly Status Reports to Georgia Smart	★	★	★	★	★	★	★	★	★	★	★	★
Smart Woodstock Master Plan												
Master Plan Research & Data Collection												
Milestone/Deliverable: Master Plan						★						
Mid-year Status Report to Georgia Smart						★						
Smart Corridors Plan												
Smart Corridors Plan Research & Data Collection												
Milestone/Deliverable: Corridor Plan												★
Public Engagement												
Project Team Meetings & Advisory Workshops	★	★	★	★	★	★	★	★	★	★	★	★
Final Project Report to Georgia Smart and Others												★



## 2.4 Collaboration

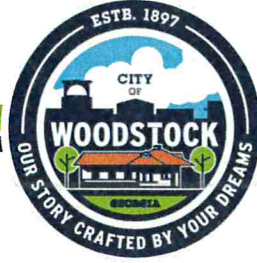
Collaborators engaged with the City of Woodstock for this proposal are Senior Research Engineer with the Center for Spatial Planning, Analytics, and Visualization at Georgia Tech, Siva Ramachandra, a qualified consultant team that will be selected through a bid process, local startup, Black Airplane, and the Woodstock Downtown Development Authority (DDA). Black Airplane and the DDA will serve in an Advisory Capacity for the project. An organizational chart appears on the next page to show how the collaborative team will be organized.

Black Airplane was chosen as a partner for this project because they are valued stakeholders who are uniquely-positioned to advise the project team on several aspects of the project and planning process. Black Airplane is a full-service design and development agency that began as a start-up in Woodstock at the City's incubator, The Circuit, and has chosen to stay in Downtown Woodstock as they rapidly expand. This startup's managing partners David Leggett and Michael Caldwell have agreed to advise the project team and are qualified to advise on technical aspects of the process and situational/geographical aspects of the project and planning process. Both Caldwell and Leggett have experience in economic development and planning activities from various vantage points at the local and state level. Most importantly, Black Airplane will advise the City on how to function like an entrepreneur, allowing us to meet one of our Smart Cities goals – *achieving readiness for taking advantage of new technological and scientific advances, including the ability to perform responsive and iterative testing of new ideas with pre-identified funding sources and collaborative partnerships allowing the agility to adopt new technologies more like a lean startup than a government.*

The Smart Corridors Project study area is the center of Downtown, so a partnership with the Downtown Development Authority is crucial. The DDA is led by Woodstock's Economic Development Department Director, Brian Stockton, AIC, and a board of directors appointed from local community and business leaders. The DDA will serve in an advisory capacity in year one and will be a pool from which to pull champions for the plan going forward. The DDA is equipped to coordinate with the city project team on downtown traffic and activities and can advise the project team on a variety of topics. Getting support, advice, and buy-in from the DDA members will be essential to the plan's ultimate long-term successful implementation.



## **Appendix A Letters of Support**



May 3, 2019

Georgia Institute of Technology  
Georgia Smart Communities Challenge  
ATTN: Grant Selection Committee  
75 5th Street, NW, 6th Floor, Suite 600  
Atlanta, Georgia 30308

**RE: Georgia Smart Communities Challenge - Commitment**

Dear Georgia Smart Communities Challenge Grant Selection Committee:

The City of Woodstock is very excited to submit the 2019 Georgia Smart Communities Challenge application. We look forward to the opportunity to partner with Georgia Tech to develop solutions with smart community technologies to achieve our vision of maximizing vehicular efficiencies with a safe and walkable Downtown.

Woodstock has a walkable, vibrant, and dynamic Downtown that has become a regional destination. Like many other communities, however, Woodstock is challenged by commuter traffic and accompanying congestion routed through the center of the City. The City has pursued efficiencies with traffic signal timing and explored roadway improvements, but we have begun to reach the limits of these traditional solutions.

The opportunity to pursue smart solutions to the challenges of traffic congestion, while protecting and enhancing the pedestrian experience, presents an exciting and fresh approach for us. We look forward to the possibilities and ingenuity this Georgia Smart partnership will bring.

On April 22, 2019, the City of Woodstock City Council endorsed the 2019 Georgia Smart Communities Challenge application by resolution, committing to the required local match. The City of Woodstock is absolutely committed to fulfilling the obligations of this program and arriving at long-term and sustainable solutions that will have generational implications.

Thanks in advance for your time and consideration.

Sincerely,

Jeffrey Moon  
City Manager

## **Appendix B Documentation of Financial Support**

**CITY OF WOODSTOCK, GEORGIA**

**RESOLUTION**

**RESOLUTION TO APPLY TO THE GEORGIA SMART COMMUNITIES CHALLENGE TO PURSUE GRANT FUNDING AND TO FUND THE REQUIRED 100% MATCH**

**WHEREAS**, The Georgia Smart Communities Challenge is a first-of-its-kind opportunity for communities of any size in Georgia to receive funding and support that enables them to envision, explore, and plan for their "smart" future; and

**WHEREAS**, The Georgia Smart Communities Challenge 2019 call for proposals is now open, and communities interested in receiving up to \$50,000 in grant funding provided by Georgia Power, sponsored research provided by Georgia Tech researchers, and additional assistance in Smart Community planning on the topic of Mobility, are encouraged to apply for this year's opportunity; and

**WHEREAS**, the city recognizes that completing a plan for Woodstock's "smart" future and planning for or completing a pilot project will aid the governing body in strategically planning for an inevitably technologically advanced future; and

**WHEREAS**, the City of Woodstock seeks to apply for assistance through the Georgia Smart Communities Challenge to complete a Smart Communities plan and pilot project; and


**WHEREAS**, city staff will submit the Georgia Smart Communities Challenge proposal; and


**WHEREAS**, if awarded, Georgia Smart requires a 100% local match, with up to \$10,000 (20%) of the match provided in cash, and the other up to \$40,000 (80%) provided in like-kind materials, services, or donations to fund the project; and

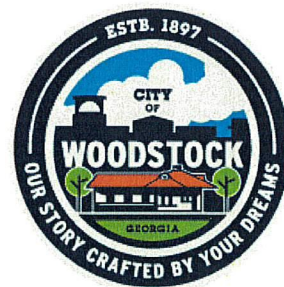
**WHEREAS**, the City of Woodstock agrees to provide the local match; and

**NOW, THEREFORE, BE IT RESOLVED** that the Mayor and City Council of the City of Woodstock, Georgia hereby endorse the application to the Georgia Smart Communities Challenge and agree to participate in the program, to complete the challenge if awarded, and also commit to the local match of up to \$10,000.00 to fund the City's cash portion and up to \$40,000 in like-kind materials, services, or donations for the required 100% match.

Read and unanimously adopted in the meeting of the Mayor and City Council of the City of Woodstock, Georgia, held on April 22, 2019.

  
\_\_\_\_\_  
Mayor

  
\_\_\_\_\_  
ATTEST  
Clerk





## **Appendix C Letters of Understanding from NGOs**



May 1st, 2019

**Subject:** Smart Communities Challenge Partnership

Dear Grant Committee Members,

Black Airplane has seen exponential growth in Woodstock and sees our home as a forward focused city that serves as a leader to sister cities across Georgia and the southeast in many areas. We support the City of Woodstock's application for the Georgia Smart Communities Challenge. This initiative and the associated resources will enable our city to explore a technologically driven future which will dramatically benefit the standard of living for our citizens, the commute times for those passing through our city and the safety of all who spend time here.

As a participating non-governmental entity partnering with the City of Woodstock in this endeavor, we are prepared to commit in-kind resources to encourage success and world-class outcomes from this endeavor. We will provide consulting services related to opportunities in technology and infrastructure, enterprise-focused business interests within our city and planning. We also bring best-in-class development and design capabilities should the need to utilize them arise.

As you review the applications for the Georgia Smart Communities Challenge this year, we proudly recommend your selection of the City of Woodstock. We are confident that your program and its legacy will be well served by the selection of Woodstock this year.

Should you have any questions, you can reach Michael Caldwell at 678-523-8570 or at [michael@blackairplane.com](mailto:michael@blackairplane.com)

Sincerely,

Michael Caldwell  
Partner

David Leggett  
Partner



May 2, 2019

Jeff Moon, City Manager  
City of Woodstock  
12453 Highway 92  
Woodstock, GA 30188

Dear Mr. Moon,

The Woodstock Downtown Development Authority would like to offer its support for the City's application to the Georgia Smart Communities Challenge. This planning project would make the city, and the Downtown District specifically, ready to change with the times and be prepared to benefit from the groundbreaking work being done in the area of Smart Cities technology and data collection.

The DDA stands ready to assist and advise city staff as they engage the community and create a plan that will lead us into the future. We see the potential benefit to pedestrian safety and comfort, economic development, and quality of life for the citizens and businesses of Woodstock, and we are excited to work alongside city staff in the future to ensure that the plan is implemented.

Again, the DDA pledges its full support, and highly recommends this project for the Georgia Smart Communities Challenge grant funding.

Sincerely,

A handwritten signature in blue ink that reads 'Brian Stockton'. The signature is fluid and cursive, with the first name 'Brian' and last name 'Stockton' clearly legible.

Brian Stockton  
Executive Director