

LIVE WELL MONROE

The Mill District Transformation Plan



MAY 25, 2017

MONROE MILL DISTRICT COMMUNITY PARTNERS

215 N. Broad Street Monroe, GA 30655

www.monroedowntown.com

This Plan has been created under the leadership of the Monroe Downtown Development Authority and Faith In Serving Humanity (F.I.S.H.), with the participation and commitment of the following local organizations:

Hope Monroe

Walton County Health Department

Walton County Senior Citizens Center

Walton County Sheriff's Office

City of Monroe Police Department

Walton Healthcare Foundation

Walton Wellness

Walton County Master Gardeners

City of Monroe Housing Team (GICH Committee)

This Community Transformation Plan can be found online at www.monroedowntown.com

Note: To avoid confusion with other developments which are actually named "The Mill District", this Plan is referred to as the Mill District Transformation Plan because of its focus on the area referred to by the City of Monroe's 2017 LCI Plan Update as the "Mill District". The proposed MainStreet Walton Mill, which is submitting a financing application to Georgia DCA with this Plan, has no affiliation with the Mill District name. No properties or entities referenced in the Plan, and no principals or partnerships involved with MainStreet Walton Mill contain the Mill District name.

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I. EXECUTIVE SUMMARY

The Mill District Transformation Plan (“MDTP”) builds on the existing Monroe LCI Town Center Plan originally adopted in 2008, and updated in 2013 and 2017. Each of those plans was completed by the City of Monroe with substantial public input.

On May 8, 2017, the City of Monroe held a public hearing on the 2017 Update to the LCI Town Center Plan, and on May 9th the Monroe City Council officially adopted the Updated Plan, qualifying it as a Community Revitalization Plan (CRP), in accordance with Georgia DCA’s 2017 Qualified Allocation Plan. The 79-acre area addressed by the updated Town Center CRP encompasses downtown Monroe and is centered along Broad Street. Its boundaries extend from U.S. Highway 78 south to 5th Street and include the entire Walton Mill property (formerly known as Avondale Mill), which includes the site of MainStreet Walton Mill, an affordable seniors housing community being proposed for financing with 9% tax credits.

The Defined Neighborhood addressed by the MDTP (the “Target Area”) covers a single Census Tract (CT 1107), which includes the Town Center CRP area. The MDTP Target Area runs north to Highway 78, encompasses downtown Monroe and Broad Street and includes the site of MainStreet Walton Mill. It extends south into Walton County and covers neighborhoods to the east and west of the Town Center CRP areas.

The MDTP was created through the leadership of the Monroe Downtown Development Authority (DDA), which is serving as the primary Community Quarterback and the non-profit organization Faith in Serving Humanity (known as “F.I.S.H.”), which is serving as Co-Quarterback. Together, these organizations serve as the Plan’s “Community Quarterback” who will drive the Plan’s initiatives and ensure the people in the Plan’s Target Area are engaged, included and served. The DDA, as the lead Quarterback, will serve as the single point of accountability for the Plan’s partners and funders.

One Street Development, developer of the proposed MainStreet Walton Mill, has teamed with the Community Quarterbacks to form MDTP’s Transformation Team, and it hired planning consultant Dan Reuter to assist with the Plan’s creation. The Transformation Team has engaged the nine (9) community organizations listed on the front page of this document, as Transformation Partners. Together the Transformation Team and Transformation Partners and have worked closely to engage MDTP Target Area citizens and stakeholders, soliciting public input and feedback on community needs, with an emphasis on the needs of lower income residents of the Target Area.

The MDTP is a holistic, place-based strategy informed by the Transformation Team’s and Transformation Partners’ understanding of community needs, based upon an extensive engagement and outreach process. It has been shaped, in part, by an assumption that MainStreet Walton Mill will be a catalytic development for the Target Area, a source of volunteers, a source of funding and a partner in senior’s health care.

To understand the needs of the community, two public meetings were held, and a community survey was distributed. The community survey was conducted via the distribution of approximately 500

questionnaires throughout Monroe and the Target Area, Those meetings and the survey specifically attempted to determine the following:

- What are the overall challenges and opportunities to improving the quality of life for residents, especially lower income households, living in the Target Area?
- What are the specific issues limiting Target Area residents' access to education, health, employment or transportation services?
- How do Target Area residents and stakeholders prioritize the identified challenges and issues?
- What community challenges can be addressed via coordinated action by the Transformation Team and Partners, including the Target Area's housing goals?
- What resources, including existing community service programs and initiatives, can be utilized to implement the MDTP?

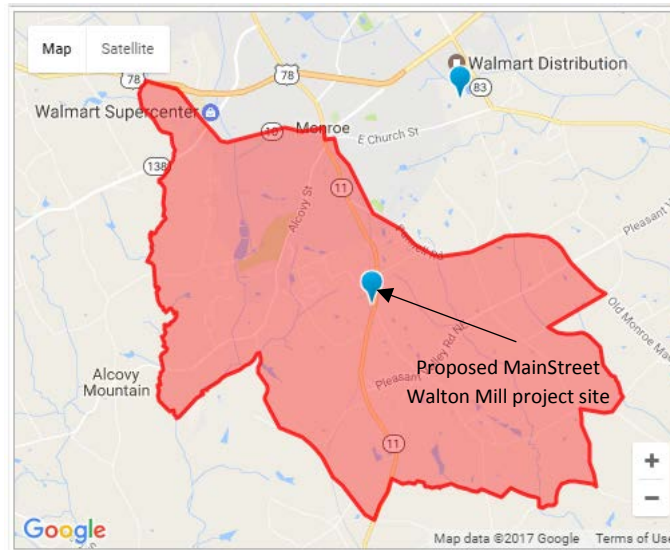
The results of the planning process yielded a comprehensive list of the area's needs, and identified unique opportunities to build upon existing community resources to meet those needs. The last section of the MDTP outlines specific community needs, which are identified as five (5) prioritized Challenges, to be addressed with Implementation Measures which have been created as solutions undertaken in moving the Plan forward.

II. Defined Neighborhood & Proposed Project:

The **Defined Neighborhood for the MDTP is Census Tract 1107**, which includes an area commonly referred, in various City of Monroe's planning documents (including the 2017 LCI Update referred to elsewhere in this Plan) as "The Mill District", due to the existence of two historic Mill properties in the area which, along with many single family "mill houses" in neighborhoods surrounding them, distinguish the nature and character this area of Monroe. An area of great historic significance, with buildings which date back 120 years, and the two historic Mill properties have both been preserved, partially redeveloped and targeted for further redevelopment, as Mixed-Use properties, in the

The Mill District Transformation Plan ("MDTP") is defined as Census Tract 1107, because it encompasses the Monroe LCI Town Center Plan ... a qualified Community Revitalization Plan (CRP)... as well as the general Mill District area of Monroe. It is, also, the location of MainStreet Walton Mill, a mixed-income, seniors housing development proposed for development by One Street Residential, which is applying to the Georgia Department of Community Affairs (DCA), for an award of 9% Tax Credits. In order to meet DCA's requirements for a Community Transformation Plan, a Defined Area must be no smaller than one (1) Census Tract.

The map below shows the boundaries of the MDTP's Defined Neighborhood, which is identified throughout this Plan as the "Target Area". The map also shows the location of the proposed MainStreet Walton Mill:



Target Area Socioeconomic Data

HISTORIC MILL DISTRICT CENSUS DATA (2010)

Population:	1,199
House Units:	564
Race:	Whites - 69.1%
	Hispanics - 7.3%
	Blacks - 22.9%
	Asians - 0.2%
	Others - 7.8%
Population Density:	1,759.02/sq. mi.
Median HH Income:	\$35,254
Median House Price:	\$113,400
Families in Poverty:	Block Group - 17.88%
	Georgia - 14.22%
	U.S. - 11.47%
Social Security Income:	43.70%
Public Assistance Income:	2.86%

Proposed Project Location in The Mill District and Defined Community

The proposed MainStreet Walton Mill development is located within the MDTP’s Target Area, within the boundaries of one of the Mill District’s two historic Mill properties: Walton Mill, which was formerly known as Avondale Mills (and is still referred to as such, in the original Town Center LCI).

Walton Mill operated continuously for over 100 years, eventually closing its doors in 2007. The property was on the market for four years with a very uncertain future, until it was purchased by a local family in 2011. The family knew the significance these buildings contributed to the heritage of Monroe, and they were determined to facilitate their re-emergence to the fabric of the community. Since 2011, the historic structures have been stabilized and repaired with the intent to preserve them for adaptive

reuse. As of 2017, over 50% of the historic structures have been renovated and leased for office, retail, warehouse, and light manufacturing uses. There are currently 15 retail, office or light manufacturing businesses operating on the campus of the Walton Mill.

The City of Monroe has recently approved a rezoning of the Walton Mill campus, to allow development of residential uses, and the Mill's owner is currently planning to renovate a portion of another Mill building as a restaurant. The resurgence of the Walton Mill campus, as a Mixed-Use development adjacent to Downtown Monroe is integral to the future of Monroe is cited, repeatedly, in the 2008 Monroe Town Center LCI and its subsequent 2013 and 2017 Updates, as an top priority of the Plan. Per that CRP, the *redevelopment of Avondale Mills* is a featured recommendation, along with major streetscape improvements along South Broad Street, which were completed in recent years and terminate at the main entrance to the Mill property. Downtown Monroe is a ten minute walk away.

III. COMMUNITY PARTNERS

The MDTP was created through the assistance and input of the resident community and community partners. Through the facilitation of two public meetings (05/11/17 and 05/15/17) and a resident survey distributed throughout the community, insight was attained which was used for the 2017 Town Center Plan update and ultimately will shape the direction of the MDTP.

The first public meeting, held on May 11, 2017 at the Monroe Community Center, served as a fact-finding exercise, with meeting attendees providing input for "Needs and Opportunities" currently facing their community. A similar needs assessment was sought through the distribution of a public survey. The results of these efforts identified and prioritized the core focus of the MDTP.

The groups in attendance at the MDTP partners meeting included the proposed organizations who would lead the implementation of the Transformation Plan. The group was provided an overview of public input information from facilitated discussions on May 11, 2017, along with the completed resident surveys. The topics discussed by the group included:

- a) existing services or programs in the area,
- b) the organization of the MDTP Team, and
- c) the creation of an implementation plan to address the stated needs and opportunities.

It was at this time that the group identified the Monroe Downtown Development Authority (DDA) and the Walton Faith in Serving Humanity (F.I.S.H.) organization as the best and most appropriate groups to serve as "Co-Community Quarterbacks" (as defined in the 2017 Georgia Qualified Allocation Plan). Together these groups can ensure a broad and sustained engagement of the MDTP partner team, and they can provide the most effective reach and implementation of the MDTP.

Community Quarterback Team

- **Monroe Downtown Development Authority** – Sadie Krawczyk, Executive Director
(<http://www.monroedowntown.com/>)

- **F.I.S.H. of Walton** – Dessa Morris, F.I.S.H Executive Committee member, (<http://www.fishF.I.S.H.ofwalton.com/>)

Co-Community Quarterback 1: The Monroe Downtown Development Authority (DDA)

The Downtown Development Authority's has the mission, capacity and track record required to serve as Community Quarterback for the MDTP. Its mission is to inspire economic development, encourage historic preservation, and collaborate with public and private organizations for the benefit of downtown Monroe and the entire community. The DDA is a legal redevelopment authority with the powers and responsibilities outlined in Georgia Code 36-44-5 including:

- Issuing Tax Allocation Bonds;
- Contracts, leases, mortgages, or other agreements determined to be necessary to implement the Redevelopment Plan;
- Acquiring, retaining, or disposing of property for redevelopment purposes as outlined in the Redevelopment Plan;
- Powers outlined in Chapter 61 of the Georgia Code of Laws entitled "Urban Redevelopment Law."

The DDA will serve as primary coordinator for participation by the Transformation Team, Transformation Partners and other potential funders. With a Board of Directors and a staff of two, it also has the administrative capacity to serve in this role. In addition, it has a track record of working with a cross section of government, non-profits and private businesses throughout Monroe and Walton County, on projects to improve the community's quality of life ... including programs aimed at increasing the wellness through delivery of high quality foods for lower income households.

Other responsibilities it may undertake in the facilitation of the MDTP include:

- Project management which requires the planning, design, negotiations, pre-construction and construction of any project;
- Facilitating any activity which may require zoning compliance, inspections or other municipal administrative services;
- Seeking other public and private sources of funding to implement the Plan.

Co-Community Quarterback 2: Faith In Serving Humanity (F.I.S.H.)

F.I.S.H. is a mission driven organization, which is integrated the community life of Monroe and Walton County, through its long track record of providing services to people in need, and through relationships with other public and non-profit service organizations who offer health, food, transportation and other assistance programs. F.I.S.H. offers a variety of services. Some are offered directly through F.I.S.H., and others are offered through a network of contacts. After an evaluation of a resident's needs, F.I.S.H. can aid Monroe and Walton County residents in ways such as:

- Rental and Utility Assistance
- Food
- Clothing
- Furniture
- Transportation Assistance
- Prescription Payments

- Emergency Shelter
- Children's Summer Feeding Program
- Backpack Buddies - weekend feeding program for children
- Low-cost Thrift Store
- Daily Devotionals
- Educational Assistance

Because F.I.S.H. provides a diversified range of services to lower income households and has deep relationships with the other Transformation Partners, their role as Co-Quarterback will be integral to the success of the Live Well Monroe MDTP. They will take the lead in coordinating services between the Transformation Team and Transformation Partners, to ensure the Plan's critical goals are met for the Target Area.

FISH may also assist in the pursuit of additional sources of funding from public or private sources, but any such additional funding would be administered through the DDA.

Monroe Transformation Plan Partners

The Transformation team is comprised of the Co-Community Quarterback(s) and a group of local services providers who constitute the Community Partners. The Community Partners will include health care providers, transportation providers, public safety officials, housing advocates and other group to assist in the implementation of the Community Transformation Plan. At the conclusion of the public outreach process, the following organizations comprised the Community Partners for the implementation of the plan.

Monroe Housing Team (GICH Committee) (www.monroega.com)

The City of Monroe has begun a broad strategy to improve neighborhood conditions through the Georgia Initiative of Community Housing (GICH). GICH is a three-year program of technical assistance related to housing and community development. The objective of the Initiative is to help communities create and launch a locally based plan to meet their housing needs. Through the GICH program, Monroe is seeking revitalization of existing housing stock, programs to support existing residents and new homeowners as well as promote new housing options

The Monroe Housing Team is made up of local citizens, for the public, private and non-profit sectors. Key GICH actions proposed include: neighborhood clean ups; education (on housing actions); increase home ownership; and increase quality rental housing.

The Monroe GICH team will play a role in the Community Gardens implementation goals of the Transformation Plan; along with assisting with the neighborhood Beautification Initiative.

Walton Wellness, Inc. (www.waltonwellness.org)

Walton Wellness, Inc. is a non-profit in Walton County, Georgia dedicated to the prevention of lifestyle related chronic disease. The mission of Walton Wellness, Inc. is to get Walton County to move more and eat healthier. Their purpose is to work as a catalyst organization in creating a community value of health through partnerships in sustainable community projects.

Walton Wellness will play a role in the Community Gardens implementation goal of the Transformation Plan. They currently operate the Mobile Farmacy, a “farmer’s market on wheels” which brings fresh produce to different areas of the community and serves as an agricultural educational tool for the public.

Hope Monroe (www.hopemonroe.org)

HOPE Monroe’s mission is to restore and develop wholesome, viable, self-sustaining neighborhoods where God’s peace is present and where lives and communities are transformed. Their mission is accomplished through the five core practices of Neighborhood Focus, Homeownership, Intentional Neighboring, Economic Development and Strategic Partnering.

HOPE Monroe seeks to partner with disenfranchised neighborhoods in downtown Monroe to provide innovative community development by igniting economic and social rebirth.

HOPE Monroe will play a role in the Community Gardens, Home ownership programs/ down payment assistance and Neighborhood Beautification implementation goals of the Transformation Plan.

Master Gardeners Club (www.ugaextension.org)

The Georgia Master Gardeners Extension Volunteer Program is a volunteer training program offered through the county offices of UGA extension. Through this program individuals are trained and certified in home horticulture, gardening and related areas. These individuals, in turn, volunteer their expertise and services, under the direction of the Extension Agent.

Master Gardeners help others through educating the public about the benefits of a healthy environment and through horticultural projects that benefit the community. Georgia Master Gardener Extension Volunteers bring the latest horticultural information and practices from the world of research to their communities’ landscapes and gardens making life better for citizens of Walton County.

The Georgia Master Gardeners Extension Volunteer Program will play a role in the Community Gardens implementation goals of the Transformation Plan.

Walton County Senior Citizens Center

Walton County Senior Citizens, located in Monroe, provides medical and transportation services to seniors in the local area. The organization offers scheduled mid-bus and van transportation to senior residents of Walton County, Georgia. These services are a reliable, available and affordable transportation option for the seniors in this area; often transporting from a seniors’ door to a scheduled destination.

The Walton County Senior Citizens Center will play a role in the Transportation implementation goal of the Transformation Plan.

Walton County Healthcare Foundation (www.wchcfi.org)

The Walton County Healthcare Foundation, Incorporated, created by the sale of the Walton Medical Center, awards grants to promote health and delivery of health care to the residents of Walton County. The Mission of the Walton County Healthcare Foundation is to embrace the complex assemblage of issues contributing to personal health. Health issues that affect the greatest numbers of the community

are identified through abundant research. The primary goal is to find avenues that focus on the prevention of these health-related conditions. Recognized as key tools in addressing prevention are education and early intervention. The Walton County Healthcare Foundation also focuses on health care delivery.

The Walton County Healthcare Foundation continues to support healthy lifestyles and proper nutrition within its communities. Through leadership provided by an ongoing initiative of Walton Wellness, Inc., a community garden has been established in cooperation with the Walton County Sheriff's Department and community volunteers. Prisoners from the Walton County Jail along with these volunteer's plant, maintain and harvest vegetables that provide fresh produce for the F.I.S.H. farmer's market. The market also distributes donated produce from other farms and businesses in the community.

The Walton County Healthcare Foundation will play a role in the Community Gardens implementation goals of the Transformation Plan.

Walton County Sheriff's Office (www.waltonsheriff.com)

The mission of the Walton County Sherriff Department is to provide a professional and quality law enforcement service to the citizens of Walton County, be proactive in the protection and wellbeing of the community, and provide outstanding service and excellence with integrity, honesty and dedication.

The Walton County Sherrif's Office will play a role in the Community Gardens implementation goals of the Transformation Plan.

City of Monroe Police Department

The City of Monroe Police Department is committed to providing the highest quality law enforcement service which, in partnership with the community, is fair, firm, and consistent. The Department continually works to develop programs which build strong relationships between the community and the department and strive for complete public awareness of our public safety activities.

Walton County Health Department

The Walton County Health Department, part of the Georgia Department of Public Health, provides a wide range of health care, testing, immunization, prevention, and inspection services to improve the health of the County's citizens

IV. PUBLIC INPUT & ENGAGEMENT

The MDTP was created from the assistance of community input provided from two public meetings, held on May 11, 2017 and May 15, 2017 at the Monroe Community Center in downtown Monroe, as well as with a Community Survey. The first public meeting focused on attendees providing their input on the "Needs and Opportunities" currently facing their community. The second meeting included proposed organizations who would lead the implementation of the MDTP, and was used to finalize the goals and objectives of the MDTP, as well as the goals of the MDTP.

May 11th Public Input & Engagement Meeting

A public meeting was held on Monday, May 11th from 6:00 pm until 7:15 pm at the Monroe Community Center, with approximately 35 people in attendance. The meeting was advertised in the local Monroe newspaper and marketed with the distribution of 500 flyers in the local community, as well as, through local service providers such as F.I.S.H., the Walton County Health Department and the Walton County Senior Citizens Center. Specific outreach occurred through partner organizations to reach a broad group of community residents.

The objective of the meeting was to identify community needs, by soliciting input from citizens and stakeholders of the Target Area, as well as discuss opportunities for improving the overall quality of life in the MDTP Target Area.

MDTP Team members participating in the May 11th meeting included the Monroe DDA, F.I.S.H., Walton Wellness, Walton County Health Department, Monroe Master Gardeners, the City of Monroe, the Walton County Sheriff's Office and members of the GICH Committee.

The meeting began with an overview of the history of CRP (LCI Town Center Plan), followed by a review of the City Council's recent Update to that Plan, and a discussion of housing and neighborhood issues in the CRP area. The GICH program was also discussed, including GICH actions such as neighborhood clean ups, housing education, support for increased home ownership, and the GICH Committee's support for new affordable Seniors housing at Walton Mill.

Dan Reuter, led a facilitated discussion on the "Needs" of the community, while also examining services and programs as potential "Opportunities" that could be addressed through a more comprehensive implementation strategy focused on the Mill District community. The following is an unprioritized list of community Needs and Opportunities in the Target Area, which were voiced during discussions amongst meeting attendees:

Identified Community Needs

Housing

- Quality, affordable homes to all incomes
- Renter education to improve access to housing choices
- Architectural controls for homes, etc.
- Energy efficient homes

Community

- Safety within the community & home
- Support quality people through services and engagement
- Quality education & schools
- YMCA and other programs for youth
- Better communication to residents on services, events and opportunities

Transportation

- Improved transit services for seniors and job access
- Upgrade pedestrian safety and access
- Services for elderly & disabled
- Eliminate tractor-trailer traffic through downtown Monroe

Identified Community Opportunities

Branding

Attract professionals and commuters from Atlanta
 Promote the Mill District through social media
 Leverage character and history of neighborhoods

Social

The existing cohesion of organizations already serving Target Area
 The potential to Transform diversity into unity (intergenerational and cultural)
 Support life skills training to lower income individuals and families

Development

Housing for intergenerational HH's (grandparents raising grandchildren)
 Gardens for educational lessons (exterior classrooms)
 Land conservation programs
 City manager and elected official support
 Continued redevelopment of Mill District commercial properties

The specific programs and activities discussed at the Transformation Plan Community Team meeting included:

- Increase quality rental units
- Community gardens
- Emergency home assistance for elderly
- Community education on health, housing and other resources available
- Neighborhood clean ups/beautification
- Capital programs and transportation services
- Community job training resources
- Community events
- Redevelopment of existing homes
- Home ownership programs/down payment assistance
- Home rehabilitation loans
- Acquire blighted homes
- Mill District neighborhood plan

Community Survey Results

Between May 5, 2017 and May 11, 2017, more than five hundred (500) community surveys were distributed throughout the local community. In addition, the Transformation Team conducted a "boots on the ground" campaign, handing out community surveys door-to-door in the local neighborhood. Survey questionnaires were circulated through distribution at the offices of Faith In Serving Humanity (F.I.S.H.), Walton County Health Department and the Walton County Senior Citizens Center. (A copy of the Questionnaire is attached.) Each survey included an announcement and invitation to the May 11th Public Input & Engagement Meeting. Recipients were encouraged to complete the

Questionnaire and either return it to one of the referenced offices (FISH, Health Dept. or Senior Center), or bring it to the May 11th public meeting. In all, approximately 100 were completed and returned, and the results were quantified. A summary of the needs identified in those completed surveys is shown below. These results formed the basis for the “Implementation Measures and Actions” that form the core of this MDTP, as outlined in Section V. “A Plan To Transform”.

Ordered by area of need, the completed Community Surveys the following needs, with percentages representing how respondents identified their top community needs:

What are the Transportation needs?

- 1. Transportation for Seniors to Healthcare (34.6%)
- 2. Transportation for families to Healthcare (24.5%)

What are the area Nutrition needs?

- 1. High Quality Food for Families (33.6%)
- 2. High Quality Food for Seniors (32.8%)

What are the area Healthcare needs?

- 1. Drug & Alcohol Prevention (26.2%)
- 2. Community Health Screenings (25.0%)

What are the area Employment needs?

- 1. Job Training (40.2%)
- 2. Job Fairs (31.1%)

What are the area Community Building needs?

- 1. Inter-Community Volunteering (37.0%)
- 2. Teen Volunteering (36.0%)

The ranked list of prioritized community needs is as follows:

<u>Need Identified</u>	<u>% of Respondents Identifying Need</u>
Job Training	40.2%
Inter-Community Volunteering	37.0%
Teen Volunteering	36.0%
Health Care Transportation for Seniors	34.6%
High Quality Nutrition/ Food for Families	33.6%
High Quality Nutrition/ Food for Seniors	32.8%
Job Fairs	31.1%
Drug & Alcohol Prevention	26.2%
Community Health Screenings	25.0%
Health Care Transportation for Families	24.5%

May 15th Transformation Partners Meeting

Following the Public Input & Engagement Meeting on May 11th, a meeting of the Transformation Partners was held on May 15, 2017 from 4:30 p.m. to 6:00 pm in the Monroe Community Center.

This meeting was advertised in the local newspaper, the Walton Tribune, and meeting invitations were distributed to, and through, Transformation Partners and other community agencies.

Some of the residents and stakeholders who attended the May 11th meeting returned for the May 15th meeting, to become involved in the implementation of the Community Transformation Plan. Attendees of the May 15th meeting included representatives from most of the Transformation Partners identified in this MDTP, led by the Community Quarterbacks (DDA and FISH).

The meeting began with a synopsis of the previous May 1st meeting, and an overview of public input was provided ... from notes on May 11th Public Comments, as well as the tabulation of Community Survey results, as outlined above. Mr. Reuter led a discussion on potential approaches to revitalization of the Target Area and opportunities to enhance services accessible to residents of the Area. In addition, details were provided on the proposed MainStreet Walton Mill and One Street Development's commitment to establish a \$50,000 Community Improvement Fund to help the Transformation Team and Partners implement MDTP activities, goals and priorities.

A summary of the issues and conclusions discussed at the May 15th Transformation Partners meeting is as follows:

Documenting the Existing Services in the Area

- Residents access existing public and social services by accessing information on the internet, public agencies, churches and neighbors or friends;
- The Community Quarterbacks and Transformation Partners, as well as other community organizations, already provide services to lower income residents of the Target Area as part of their support to the larger Monroe area;
- However, there is limited access to these services, due to the absence of true public transportation or affordable transit services for most people;
- On-call transportation services are available to Seniors, which are offered by Walton County Senior Services.
- The absence of a public transit system demands requires an automobile or walking, unless a resident is using the on-call system provided by Walton Senior Services. Ridesharing services such as Uber are not available in the area. Churches and social services agencies exist in the downtown that can direct residents to services;
- Health services are provided in the Area by Walton County Health Department.
- With no deliberate system coordinating of services between public and non-profit community organization, there is limited communication between organizations working in the Target area.

Determining Addressable Needs for Improved Services in the Target Area

At the Transformation Partners meeting, it was determined that:

- There exists a need for greater coordination of public and non-profit service programs, as well as for improved avenues of communication and engagement with residents of the Area;
- There is a need for a range of new or improved services, for both seniors and families in the Target Area, based on needs identified in the Public Input & Engagement process.
- The greatest opportunities for the Live Well Monroe Plan to transform the quality of life in the Target Area lie in leveraging:

- The development of new, affordable Seniors apartments at MainStreet Walton Mill,

- One Street Development's establishment of a Community Improvement Fund,
 - The on-call transportation services offered through the Walton Senior Services Center,
 - The existing Quality Food and Nutrition programs operated by Walton Wellness, FISH and the DDA (Farmers market, mobile "Farmacy", etc.)
 - The commitment of the Transformation Partners to improve communication and to coordinate services defined program which can more efficiently leverage their existing resources.
- Based upon these conclusions, it was decided the Transformation Team and Partners would focus on the following identified needs, in designing Challenges, Goals and Implementation Measures for the Live Well Monroe Plan:
 - Additional affordable and mixed-income seniors housing
 - Transportation for Seniors to Healthcare
 - High Quality Food for Families
 - High Quality Food for Seniors
 - Community Health Screenings
 - Inter-Community and inter-generational volunteer opportunities
 - Teen volunteering opportunities
 - Improved opportunities for income, employment and job training
 - Transit services grants from Georgia DOT were also identified as a resource the Team and Partners should pursue, in cooperation with the City and County.

Through the community meeting process, it was determined that **the MDTP Team needs co-leadership in the Community Quarterback role**. It was understood that a need exists for greater communication and cohesion of public, private and non-profit groups to focus on services and new actions in the south Monroe Mill District. As a small community, the MDTP implementation will require all groups to work closely. The group agreed that Co-Quarterbacks of Monroe DDA and F.I.S.H. will ensure a broad and sustained engagement of the Transformation Partners Team.

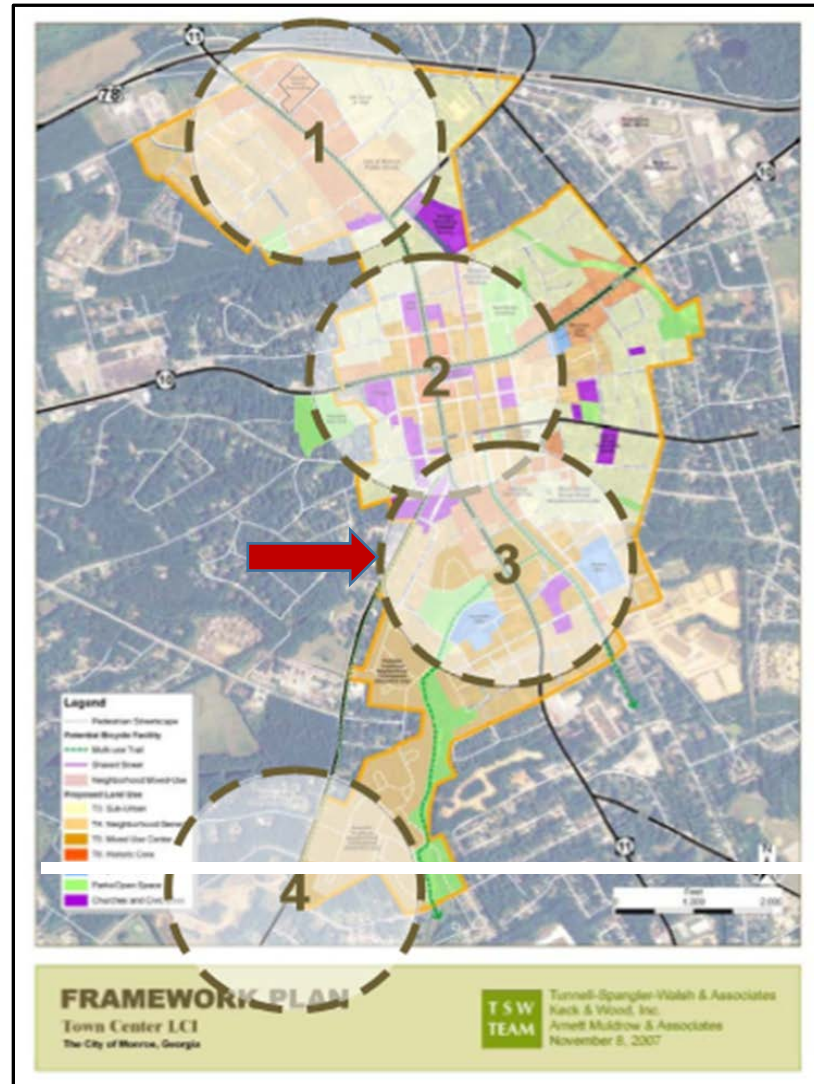
V. BUILDING UPON PAST PLANS

The Live Well Monroe Plan seeks to build upon the foundation laid down by the LCI Town Center Plan (CRP). The City of Monroe has had success in achieving many of the Implementation Goals of that CRP, including:

- ✓ Beautification and revitalization of the Downtown area,
- ✓ Major sidewalk and streetscape
- ✓ improvements in Downtown and along Broad Street,
- ✓ Creation of a Farmers Market,
- ✓ The beginning of housing development downtown, via 'above retail' lofts
- ✓ The beginnings of revitalization in the historic Walton Mills district,
- ✓ The establishment of a Georgia Initiative for Community Housing (GICH) team.

2008 LCI Town Center Plan District Map

(Arrow denotes location of Walton Mill & proposed MainStreet seniors housing)



The 2008 Plan sought to increase the supply of housing in downtown neighborhoods, incentivize the mixed-use redevelopment of old mill properties in the Mill District, south of Downtown and undertake Affordable Housing Initiatives. Many of the Challenges, Opportunities, Recommendations, Initiatives and Implementation Goals established in this original CRP Plan, have relevance to the Live Well Monroe Transformation Plan:

- **Demographic & Market Recommendations** (p.3-21 & 3-22) include the following:
 - ✓ **“Make developers aware of Affordable Housing Initiatives and create an incentive program”** (p. 3:22)
 - ✓ **“Promote mixed-use and downtown housing”**
 - ✓ **“Build and promote Monroe’s antique cluster”**
- Monroe is identified as having the **lowest Median Household Income (\$31,809) in the region** (p.1:33)
- The Housing Market Analysis notes “While the majority of the study area is currently developed, redevelopment of Monroe Town Center ... **could accommodate new housing units in the form of infill development, redeveloped mill buildings** and new investment that has a mixture of units” (p.1:36)

- The Market Characteristics section listed Strengths, Weaknesses, Opportunities and Challenges of the CRP study area (p.1:37). The top two “Opportunities” were:
 - ✓ “Many of the market **opportunities identified in this plan can be accommodated in the redevelopment of the two mills** and various under-utilized industrial buildings ...”, and
 - ✓ “The redevelopment master plan created prior to this planning process outlined **opportunities for the development of affordable housing units in the study area**”.
- In the Plan’s discussion of Environment and Open Space Opportunities: “The **redevelopment of Avondale Mills ... could include park space**” (p.1:43)
- Among the Recommendations included in Section 3 is “**Develop Avondale Mill and Walton Mills into a traditional neighborhood development**” (p.3:4)
- The Five Year Implementation Plan includes the following implementation goals:
 - ✓ “O-7: Promote Mixed-Use & Downtown Housing”
 - ✓ “O-15: Affordable Housing Initiatives”
 - ✓ “O-28: Avondale and Walton Mills Redevelopment”

2013 LCI Town Center Plan Update

In 2013 the City adopted an LCI Town Center Plan Update which outlined its progress in implementing the goals and objectives of the 2008 Plan. The Updated 2013 Plan confirmed and updated revitalization goals for the Town Center CRP area, including downtown revitalization, transportation projects, parks, zoning, redevelopment tools, marketing and downtown business promotion activities. The 2013 Plan update specifically:

- **Featured and supported private redevelopment of Avondale Mill (now known as Walton Mill) and Monroe Cotton Mills, as Mixed-Use redevelopments** and reaffirmed their continued redevelopment as an Implementation Goal
- **Reaffirmed “Affordable Housing Initiatives” as an Implementation Goal**

2017 LCI Town Center Plan Update

The Monroe LCI Town Center plan was updated by the Monroe City Council on May 9, 2017, after holding a May 8th public meeting to obtain citizen and stakeholder input. During the meeting the city of Monroe representatives shared the draft, reviewed the goals and policies of the plan, and sought public input from the circulation of a survey.

The May 8th meeting was publicly advertised and well attended, and qualifies as a Community Revitalization Plan which meets Georgia DCA requirements. The Updated Plan also conforms to Georgia DCA requirements for ensuring that CRPs intentionally consider improvements to existing neighborhoods and homes, including actions to improve the housing choices available to residents. The adopted 2017 Plan Update:

- Expands and reaffirms the City’s Affordable Housing Initiatives for the CRP area:
 - ❖ **Other Local Initiative O-15: Affordable Housing Initiatives:**
 - **“Implementation Year: 2017”**
 - **“Status: Underway” (The GIHC team “GIHC support letter” to MainStreet Walton Mill seniors housing application to DCA.)**
 - **“Notes: Supporting the application for LIHTC for senior housing development in Plan area.”**

- Encourages new neighborhood development on vacant land connected to historic Mills and supports continued mixed-use development of those properties;
- Recognizes the City's recent implementation of a major streetscaping project along South Broad Street, reaching down South Broad Street into the historic Mill District and to the site of Avondale Mills (now known as Walton Mill);
- Recognizes the City's participation in Georgia DCA's Georgia Initiative for Community Housing program and the formation of the Monroe GIHC team to promote the rehabilitation and production of affordable and high quality housing, and the revitalization of existing housing stock;
- Supports mixed-income housing in developing neighborhoods
- Recognizes the DDA's sponsorship of weekly Farmers Markets
- Supports the ongoing development of Mixed-use and downtown housing
- Supports rehabilitation of mill housing as preservation of neighborhood character
- Affirms the goal of branding Monroe as an Antiques destination for Georgia

GICH Identifies Specific Mill District Housing Needs

In 2014, the City of Monroe began a strategy to improve housing conditions and neighborhoods through the Georgia Initiative for Community Housing (GICH). Upon the City's acceptance into the GICH program, by Georgia DCA, it formed a formal GICH Committee to lead a variety of Monroe housing initiatives including: Neighborhood clean ups, education (focusing on homeownership), increase home ownership, and increased quality rental housing.

On March 28th, the GIHC Committee heard presentations from two (2) proposed, affordable seniors housing developments, which were both seeking a Tax Credit award from Georgia DCA and requesting a GIHC support letter for their Tax Credit applications. After the projects' previous presentations to the Monroe DDA and City Planning Commission, the GICH Committee awarded its support to MainStreet Walton Mill. **Based upon its recommendation, the Monroe City Council awarded the GIHC's support letter to MainStreet Walton Mill.**

VI. "LIVE WELL MONROE": PLAN FOR TRANSFORMATION

This section pulls together information and conclusions from previous sections of the MDTP to provide a blueprint for coordinated action by the Transformation Team and Transformation Partners, and create a **Plan for Transformation of the Target Area**. The blueprint seeks to provide an initial plan for an ongoing effort by establishing:

1. Prioritized Community Challenges
2. Implementation Measures to designed to meet each Prioritized Challenge
3. Resources available facilitate the Implementation Measures
4. Timeframe for Execution of Implementation Measures
5. Transformation Team and/or Partners responsible for Implementation Measures
6. Measurable Goals, to facilitate measurement of Implementation Measures' effectiveness

The Transformation Team built the MDTP's Prioritized Community Challenges and Implementation Measures by looking at the Team's findings in Section III, "Community Input & Engagement" and at

past Community Revitalization Plan goals and recommendations, as identified in Section IV “Building on Past Plans”:

Community Input & Engagement Summary

A combination of needs and opportunities identified in May 11th meeting discussions and those identified by the prioritized results from the Community Survey, Section III led the team to focus on the following community challenges:

- Produce additional affordable and mixed-income housing
- Transportation, with short term goal of improving Seniors transportation
- High Quality Food for Families
- High Quality Food for Seniors
- Community Health Screenings
- Inter-Community and inter-generational volunteer opportunities
- Teen volunteering opportunities
- Improved opportunities for income, employment and job training
- Improved home ownership opportunities
- Community Clean-up and Beautification

Building upon Past Plans

The Community Revitalization Plan (Town Center LCI), as updated through May, 2017 includes support for the following Implementation Goals and Recommendations relevant to this MDTP:

- Affordable Housing Initiatives, as expanded by recent GHC Committee actions
- Redevelopment of the two historic Mills in the Mill District, as mixed-use properties
- Creation of open space recreation at the historic Mills
- Promotion of Monroe as a statewide destination for antiques shoppers
- Continued extension of Streetscape improvements along South Broad Street

Prioritized Challenges & Implementation Goals

The following are the Five (5) “Implementation Goals” established by the Team for the MDTP. These Goals were developed using the extensive public comment and input, and build upon other existing studies for the area. These Goals provide the backbone of this Plan.

PRIORITIZED CHALLENGE #1: Increase the supply of high quality affordable housing.

Implementation Measure: Development of new affordable seniors apartments for 62+, targeted toward people who currently live in older, family-oriented apartments and need better access to a variety of services, transportation and socialization... or who may live alone, in a single family and be unable to adequately maintain it.

Resources/ Funding Available: a) Tax Credits from the Georgia Department of Community Affairs, private investment, via One Street Development’s application for MainStreet Walton Mill and b) **\$5000 from One Street’s Community Improvement Fund**, for the Bird & Butterfly Garden at Walton Mill.

Timeframe for Execution:

- o DDA and GIHC Team Support for Credit Application – Completed
- o Creation of Community Transformation Plan – Completed
- o Submission of Credit Application – May 25, 2017
- o Finance Closing & Start of Construction – July, 2018
- o Completion and Resident Move-Ins – October, 2019 thru August, 2020

Transformation Team Responsibilities:

- o DDA & GIHC Team – Official city support & assist with Transformation Plan
- o One Street Development – Assemble and submit tax credit application
- o One Street Development – Build, Lease and Operate property

Measurable Goals:

Future Resident Goal: Occupy 76 units of mixed-income senior apartment homes with future senior residents (who will have volunteer opportunities outlined below)

Target Area Goal: Build infrastructure for new Mixed-Use Development at Walton Mill property, including: a) **Town Green open space** fronting South Broad, b) Extension of City Streetscaping along South Broad c) **Bird & Butterfly garden**

PRIORITIZED CHALLENGE #2: Healthier Foods & Nutrition for Seniors and Families

Implementation Measure: Establish a Community Gardening Program, building on Walton Wellness, Inc’s existing Gardening Mentoring and Mobile Farmacy programs. This MDTP program will establish Community Gardens on a significant tract of land, easily accessible to residents of the Target Area. The Gardens will become a hub for:

- o Hands-on learning about gardening techniques, plus environmental, health and nutrition education;
- o Promoting healthy lifestyles and tools for self-sufficiency
- o Inter-community, inter-cultural volunteer work
- o Inter-generational volunteer work for Teens and Seniors.
- o Strengthened connections between lower income residents of the Target Area and the Monroe Police Department and Walton County Sheriff’s Office
- o **Community Beautification & Clean-up** (around community garden site)
- o Produce raised by community residents, as a source of food delivered to lower income seniors and families via the Walton Wellness “Mobile Farmacy”

Resources/ Funding Available:

- o Walton Wellness – Expansion of Gardening Mentoring program, in partnership with the Walton County Master Gardeners
- o DDA & FISH – Utilize network of City, Church and broad community connections to identify significant tracts of land available to lease for Community Gardens
- o One Street Development – \$5,000 from Community Improvement Fund (funded at Mainstreet construction closing) for seed and equipment, plus lease or other payments required to secure Community Gardens location

Timeframe for Execution:

- Identification of Community Gardens site: July 2017 – December 2017
- Pilot program with existing resources: Spring, 2018
- Initiation of full program/ Community Improvement Fund \$: Spring, 2019

Transformation Team Responsibilities:

- Walton Wellness – Lead program coordinator
- Walton Co. Master Gardeners – Mentoring, monitor & assist Gardeners
- DDA & FISH – Secure Community Garden location(s)
- FISH & HOPE Monroe – Recruit, mentor and assist new Community Gardeners, work with Walton Wellness to ensure participant accountability
- Walton Co Sheriff’s Office & Monroe Police Dept. – Volunteers to work with and beside community members and other volunteers

Measurable Goals:

Future Resident Goal: 2 active MainStreet Walton Mill volunteer gardeners in Spring & Summer of 2020 (during lease-up) and 6 active volunteers by Spring of 2021
 12 Community Gardeners who initiate 2019 gardens
 20 Community Gardeners who initiate 2020 gardens

Target Area Goal: 6 Community Gardeners with active gardens, in 2018; 8 with active gardens in 2019 and 12 in 2020. Then add 2 each year.

PRIORITIZED CHALLENGE #3: Improved Opportunities for income and employment; Healthy Food for Families & Seniors

Implementation Measure: Establish Farmers Market events in the Target Area, leveraging the DDA’s experience with its existing Farmers Market, utilizing the Walton Wellness “Mobile Farmacy” and Health Department health screenings, to serve as a hub for:

- Small community micro-businesses involved in Community Gardens and/ or hand crafted/ homemade products/ foods for sale, who need an outlet to sell their products;
- Health Screenings
- Cooking Demonstrations, healthy recipes and nutrition education
- Food truck and music gatherings
- Inter-community, inter-cultural volunteer work
- Inter-generational volunteer work for Teens and Seniors.
- Strengthened connections between lower income residents of the Target Area and the Monroe Police Department and Walton County Sheriff’s Office
- **Community Beautification & Clean-up** (around Farmers Market site)

Resources/ Funding Available:

- Walton Wellness, FISH & Walton Co. Sheriff’s Office – Expansion of Mobile Farmacy program which they currently co-sponsor
- DDA & FISH – Utilize network of City, Church and broad community connections to identify a Target Area location for Farmers Market events

- Walton Health Foundation – Support for Mobile Farmacy and Farmers Market event advertising / other operating and start-up expenses
- Walton Co Sheriff's Office & Monroe Police Dept. – Volunteers to work with and beside community members and other volunteers

Timeframe for Execution:

- Identification of Farmers Market location: July 2018 – December 2018
*Note: Community Garden & Farmers Market sites will, ideally, be at the same location
- Pilot program with existing resources: Spring, 2019
- Initiation of full program, Spring – Summer, 2020

Transformation Team Responsibilities:

- Walton Wellness – Lead program coordinator
- FISH & Sheriff's Office – Assist. Program coordinator
- DDA, FISH, Hope Monroe – Recruit & Assist Farmers Market vendors
- FISH & HOPE Monroe – Recruit, mentor and assist new Community Gardeners, work with Walton Wellness to ensure participant accountability

Measurable Goals:

Future Resident Goal: 2 active MainStreet Walton Mill volunteers at Farmers Markets (for health screenings, setup, clean-up, greeting and fellowship facilitation) in Spring & Summer of 2020 (during lease-up) and 6 active volunteers by Spring of 2021

Target Area Goal: 6 Community Gardeners or Micro business owners with active booths at Farmers Market events in 2018; 8 in 2019 and 12 in 2020. Add 2 each year.

PRIORITIZED CHALLENGE #4: Improved Opportunities for Income and Employment

Implementation Measure: Establish a Micro Loan program for Target Area residents (families, teens or seniors) wanting to participate in the Community Gardening program, by leasing (\$10/ yr) and managing their own Garden Plot, or wanting to start their own micro-business with hand-crafted or homemade products, for sale at Farmers Market Events in the Target Area (per Challenge #3, above).

Resources/ Funding Available:

- One Street / MainStreet Walton Mill Community Improvement Fund - \$15,000

Timeframe for Execution:

- Initiation of full program, Winter, 2021 upon final Lease-up of MainStreet Walton Mill and the consequent closing of final financing for MainStreet Walton Mill, allowing funding of the Community Improvement Fund

Transformation Team Responsibilities:

- One Street Development – Program funding
- DDA – Administration of the Micro-loan program
- FISH, Hope Monroe, Walton Wellness – Recruit, Screen, Advise & Assist Micro-Business desiring to participate in the program

Measurable Goals:

Future Resident Goal: 4 active MainStreet Walton Mill micro-business participants by Spring, 2021, participating at Farmers Markets booths

Target Area Goal: 4 community residents participating in the program by Spring 2021 and 8 by the Spring of 2022.

PRIORITIZED CHALLENGE #5: Improved Transportation for Seniors' Healthcare**Implementation Measure: MainStreet Walton Mill Community Improvement Fund Established for Senior Citizens Center Memberships.**

- o Upon completion of MainStreet Walton Mill, the property will be paying for Center memberships for its residents.
- o There will, also, be a seniors wellness program located in the property.
- o Shortly after completion of MainStreet Walton Mill's lease-up, that program will be operational and its Community Improvement Fund will be fully funded
- o A seniors "Transportation Assistance Fund" will be established with the DDA, to help seniors of limited means purchase Seniors Citizens Center memberships (\$20) to activate their access to the Center's on-call bus and van system
- o Transportation will then be available to the Walton County Health Department, the Wellness program at MainStreet Walton Mill and/ or Farmers Markets events, to provide more seniors with access to Health Screenings and Advisement;
- o Transportation can also be provided to Inter-generational Volunteer Opportunities at the Community Gardens and related events.

Resources/ Funding Available:

- o MainStreet Walton Mill Community Improvement Fund - \$5,000
- o Walton County Senior Citizens Center – On call bus and van service
- o DDA - Administration of the Transportation Assistance Fund
- o FISH – Coordination and advisement of potential seniors Transportation users

Timeframe for Execution:

- o Funding of Transportation Assistance Fund: Fall of 2020

Transformation Team Responsibilities: Same as noted in Resources/ Funding above

Measurable Goals:

Future Resident Goal: 6 regular resident volunteers at Farmers Market health screenings and healthy cooking demonstrations in 2021 and beyond

Target Area Goal: Additional 20 seniors community member utilizing the Seniors Centers on call transportation services (people not utilizing the services as of 1/1/'18)

Community Improvement Fund Support for MDTP Implementation

The Community Improvement Fund referenced in this section of the Plan, is being funded from anticipated Developer Fees to One Street Development, to be paid when MainStreet Walton Mill is completed, leased and fully financed, in 2020. Portions of the Fund may be available prior to

the property's full lease-up and final financing (if allowed by project costs). Expenditures from the Fund are projected as follows:

- Priority #1, Cost Contribution: Bird & Butterfly Garden \$ 5,000
 - Priority #2, Support of Community Gardening \$ 5,000
 - Priority #4, Micro Loans to Target Area Micro Businesses \$15,000
 - Priority #5, Seniors Transportation \$ 5,000
 - Healthy Housing Initiatives at MainStreet W.M.* \$20,000
- *Equipment & start-up for seniors wellness program

VII. Planning for Future Meetings and Plan Updates

The MDTP will require ongoing engagement of public, private and non-profit organizations, and faith leaders in the community. The plan will require regular evaluation, monitoring, implementation programs that can focus on Mill District opportunities, with the intention to learn and expand positive outcomes to the north Monroe Town Center District or other locations.

To this end, the Monroe DDA and F.I.S.H. Co-Quarterbacks will establish regular quarterly meetings of the MDTP Team, in an effort to attract a group of Mill District residents to become involved as additional leadership groups for the neighborhoods. Better cohesion and engagement of all public, private and non-profit groups will ensure that Monroe leverages all its collective intelligence and strengths to become a model Georgia community. The Team will undertake the first program in the 3rd quarter of 2017 in coordination with neighborhood leadership group with funding for the effort to be provided by F.I.S.H. and DDA.

Exhibit 1 – 2017 LCI/ CRP Update Summary

The following is summary of features in the updated Community Revitalization adopted by the Monroe City Council on May 9, 2017:

2017 LCI Update: Inventory of Physical Structures for Preservation or Redevelopment

Redevelopment of Avondale Mills into traditional neighborhood development. Both mills have been redeveloped with commercial space with living units planned for future development.

Coca-Cola Building on Spring Street redevelop into office, retail or light industrial has been completed.

Convert public housing on East Washington to affordable housing has seen no progress.

Preserve historic buildings between Highland Avenue and Washington Street along Broad Street - preserved, local façade grant program has been used on 6+ buildings in the last few years.

North Broad street area: preserve residential neighborhoods and new construction of town homes, retail etc. has no new construction, but no loss of neighborhoods either.

Preserve Neighborhoods: North Broad Street, Ammons Bridge Road at Broad Street, Mears Street at Broad Street-2 Planned Residential Developments rezoned for new infill housing in last couple of years, 1 Planned Commercial Development all planning to add housing to the LCI area

Renovate the old railroad depot and surrounding warehouses near Church Street into housing, office or live/work space. These properties have been renovated into commercial spaces.

Convert Monroe Elementary School into a community center, park and amphitheater has seen no progress.

2017 LCI Update: Initiatives, Existing Infrastructure, New Infrastructure and Streetscapes

Support LIHTC Application for seniors housing in Plan area

Restore curb height and repair the gutters as part of all sidewalk and street projects. The city has encouraged developers to bury utility lines during redevelopment.

Install new sidewalks, accessible ramps and lighting on both sides of North Broad Street and Broad Street from Davis Street to 2nd Street. Both Broad Street from Davis to Mears have been completed; North Broad Street will begin construction in mid-2017.

Construct sidewalks from 2nd street to the park at Norris and Madison has seen no progress.

Install new sidewalks, accessible ramps and lighting along both sides of Spring Street within the LCI boundary area. Plans to begin construction of West Spring street streetscape on one side of street in 2018.

Limit curb cuts on major streets and require access from side streets. City of Monroe has this underway and even removed a curb cut from S. Broad Street in 2016.

Encourage developers to install on street parking adjacent to their projects during development. The Monroe corridor overlay in downtown requires this in new zoning ordinance.

Install sidewalks where missing and upgrade existing sidewalks along east side of Alcovy Street from Ammons Bridge to Sherwood Drive. Monroe progress on sidewalk masterplan, need updates from Streets & Transportation.

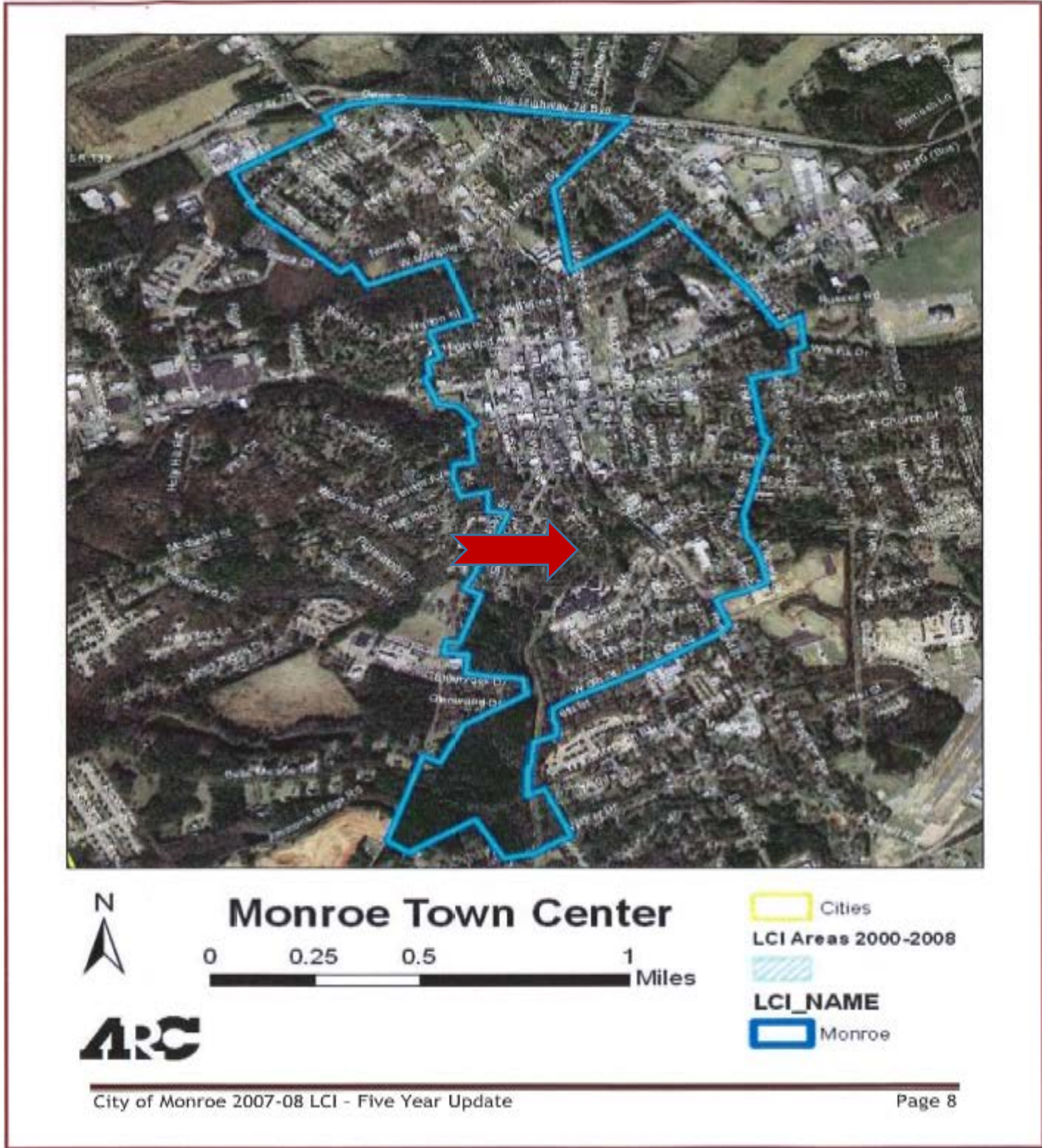
2017 LCI Update: Accomplishments Since 2013

- o Developed and undertaking Georgia Institute for Community Housing (GICH) program and actions.
- o Avondale Mill Mixed-use Redevelopment is underway.
- o Walton Mills Mixed-use Redevelopment is underway.
- o Childers Park – 17 acre Passive Park completed and added a dog park, butterfly garden, and landscape buffer around utility station; plans for community gardens in 2017.
- o Two alleyway public art projects and pedestrian improvements have been planned and implemented.
- o Livery Stable Redevelopment Grant has been completed and project underway.
- o Midland Avenue Sidewalks has been completed.
- o South Lumpkin Street Sidewalks and Pedestrian Lights has been completed.
- o Downtown Directional Signage has been completed.
- o Installation of Bicycle Racks Downtown has been completed.
- o Monroe Directional Signs on US 78 have been installed.
- o From 2013, Monroe constructed 32,000 linear feet of sidewalk within the City.

Exhibit 2 - Transformation Community Team Contacts

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James Draper	GICH	mailto:info@jecdevelopment.com
Cindy Little	F.I.S.H.	cindy.little@F.I.S.H.F.I.S.H.ofwalton.org
DeDe Harris	Walton Wellness	waltonwellness@gmail.com
Henry Walll	Walton Co. Healthcare Foundation	www.wchfi.org
Brian Krawczyk	Hope Monroe	404.410.6432 (Grace Church)

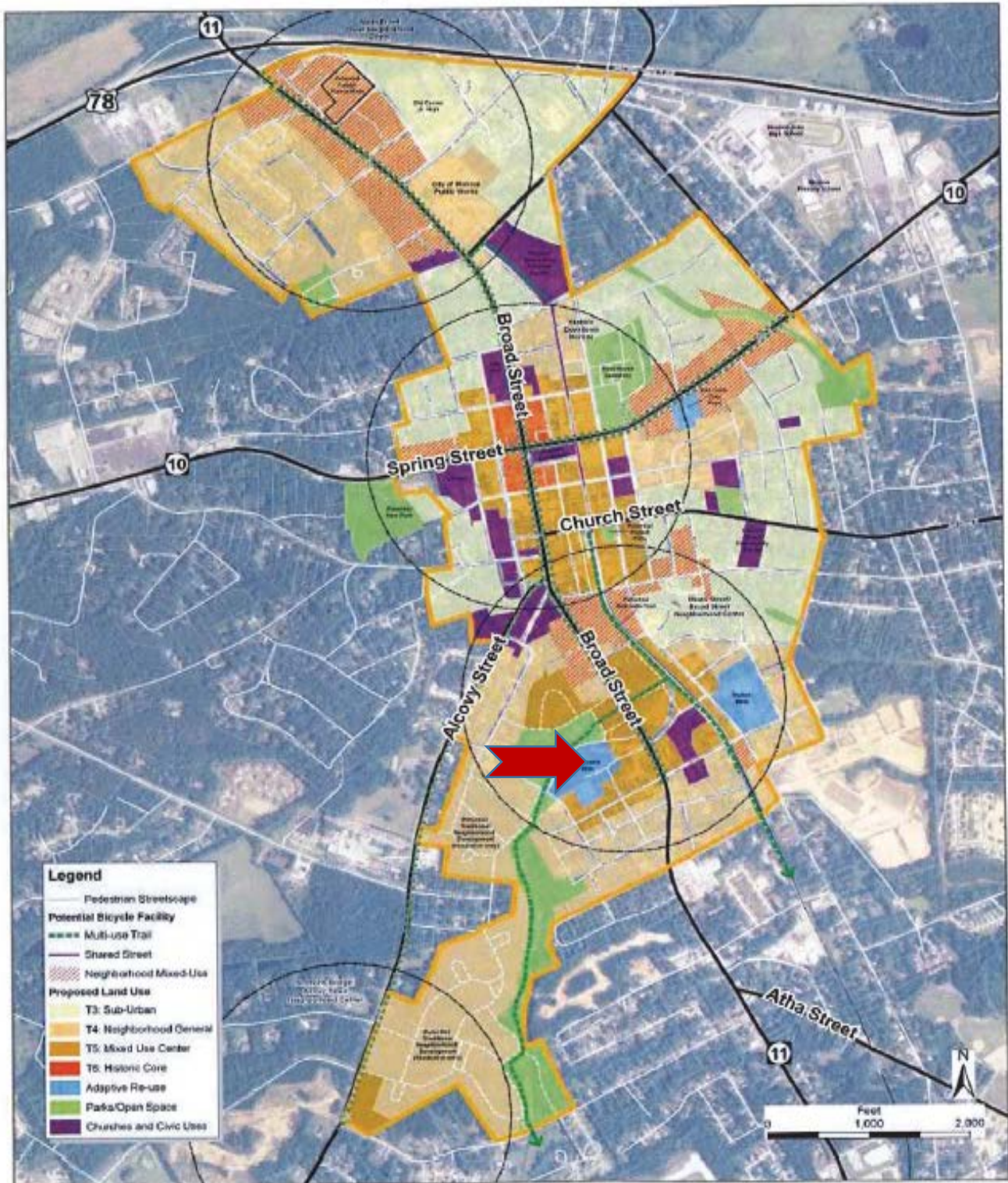
Exhibit 3 - Town Center LCI/ CRP Plans 2017 Update – Plan Area Boundary



 MainStreet Walton Mill Site

Original 2008 LCI Framework Plan

Figure 3.1: Framework Plan



 **MainStreet Walton Mill Site**