



SPRINGS IN MOTION

POWDER SPRINGS // LCI PLAN UPDATE

2016

// ACKNOWLEDGEMENTS

THE PLANNING TEAM WOULD LIKE TO THANK:

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THE EVENT STATION ON MARIETTA STREET

THE ATLANTA REGIONAL COMMISSION

CITIZENS WHO ATTENDED AND PARTICIPATED IN THE PUBLIC ENGAGEMENT



“I WOULD LIKE TO SEE DOWNTOWN AS A DESTINATION THAT ATTRACTS PEOPLE WHO MAY OR MAY NOT LIVE IN THE COMMUNITY. RETAIL SHOPS AND RESTAURANTS WOULD BE SUCCESSFUL” // Survey Respondent

// CONTENTS

CHAPTER 1: EXISTING CONDITIONS	05
// Previous Plan Assessment	06
// Mapping	10
// Market Conditions	22
CHAPTER 2: PUBLIC INPUT	29
// Outreach Process	30
// Outreach Events	32
// Outreach Surveys	34
// Draft Plan Open House	39
// Final Recommendations Public Meeting	
CHAPTER 3: CONCEPT PLANS	41
// Springs in Motion Goals	42
// Framework Plan	44
// Concept Plans - Downtown Focus Area	46
// Street Sections	48
CHAPTER 4: FINAL RECOMMENDATIONS	53
// Final Study Area Plans	54
// Implementation Phasing	66
// Implementation Priority Projects & Project List	76
APPENDIX	80



SPRINGS IN MOTION

CHAPTER 1 // EXISTING CONDITIONS

// Previous Plan Assessment

// Mapping

// Market Conditions

PREVIOUS PLAN ASSESSMENT

Several previous planning studies that affect the City of Powder Springs are the foundation for the 2016 LCI Plan Update, and key points of these plans are summarized on the following pages.

POWDER SPRINGS ECONOMIC DEVELOPMENT STUDY // 2011

This report presents findings based on: a review of recent studies and plans, collection of insights from 72 stakeholders, review of fiscal conditions, socioeconomic conditions analysis, SWOT analysis, existing industry base analysis, and review of the existing economic development program.

SWOT Analysis

- **Strengths:** convenient location, good people, easy access to officials
- **Weaknesses:** The city is not user-friendly, policies and codes are strict, geographic access to the city
- **Opportunities:** Invest Downtown, the City should be more proactive with development efforts, utilize available land
- **Threats:** Economy, (global, national, state), fear of change in community, lack of fiscal resources

TOWN CENTER PLANNING STUDY - LCI // 2002

Vision //

The historic City of Powder Springs aimed to strengthen and enhance its traditional "Town Center." This center is both the symbolic and economic heart of the community.

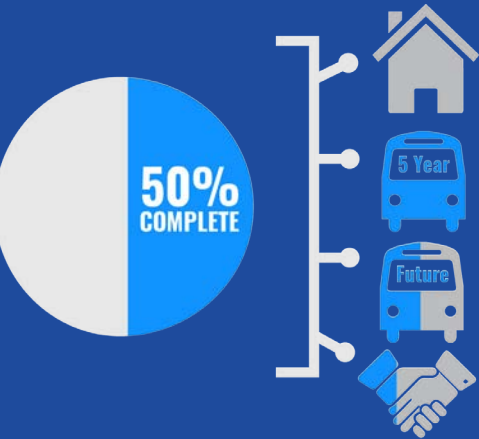
Goals & Objectives //

- Create a mixed-use center with higher density housing
- Preserve and enhance existing residential neighborhoods
- Create a network of open space, greenway trails, paths, and sidewalks
- Increase employment and form a diversified tax base
- Add streetscape enhancements to make Marietta Street the "Main Street"
- Ensure stakeholder ownership and involvement

PRIORITIES



- Mixed-use development
- Transportation options
- Lewis Road improvements
- New Town Square at Marietta and Lewis Road



Implementation Plan //

30 projects in 4 categories: 5-year Transportation Projects, Future Transportation Projects, Housing Initiatives, and Local Initiatives

PROJECTS CHECKLIST //

Five-Year Transportation Projects //

- ★ Streetscape improvements on Marietta St. (Brownsville Rd. to New Macland Rd.)
- ★ Lewis Rd. improvements - Engineering
- ★ Lewis Rd. improvements - ROW
- ★ Lewis Rd. reconstruction (C.H. James to Marietta)
- ★ Ford Center renovations
- ★ Downtown community gateway (C.H. James Pkwy. and Lewis Rd.)
- ★ Park and Ride facility

Future Transportation Projects //

- Lynn Dr. Silver Comet Connector
- Siniard St. Silver Comet Connector
- Trail / sidewalk to link Frank Aiken Rd. & Ford Center
- ★ Trail / sidewalk linking east side of Railroad & Town Square
- ★ Sidewalk on Atlanta St. linking Old Austell Rd. to Lewis Rd.
- ★ Traffic calming & intersection improvements (Brownsville Rd. and Hill Rd.)
- ★ Traffic calming & intersection improvements (Marietta St. & Walton St. / North Ave.)

- ★ Traffic calming & intersection improvements (Marietta St. & Lewis Rd.)
- Pedestrian railroad crossing (Brownsville Rd. & Norfolk Southern)
- ★ Revitalize existing Town Square
- New South Town Square
- Commercial business improvements
- Park land acquisition (South Park between Brownsville Rd. & Lewis Rd.)
- Park land acquisition (North Park at Powder Springs-Dallas Rd. & Brownsville Rd.)
- ★ Park land development (Richard D. Sailors and Silver Comet Linear Park)
- Business employment center

Housing Initiatives //

- Residential development Downtown
- Facilitate residential / mixed-use sites
- Research funding possibilities for Long Street

Local Initiatives //

- ★ Zoning and future land use changes
- Develop reinvestment strategies & incentives
- Charrette for South Town Square
- Grassroots public school initiative

★ = Project Completed

ECONOMIC DEVELOPMENT STUDY CONTINUED //

Existing Industry Base

- Top three employers: Retail, Health Care & Social Services, Construction
- Projected to grow in 5 years: Arts, Entertainment and Recreation, Health Care & Social Service, and Educational Services

Industry Sectors for Future Development

- Professional Scientific, & Technical Services Industry
- Administrative Support, Waste Management, & Remediation Services

Marketing Niches + Brand Promise

- Powder Springs is largely unknown as a brand
- Community events, sports & recreation programs, and arts & cultural opportunities are top the three most important social offerings

Recommendations

- Celebrate success (media, public events, internal and external relations campaign)
- Develop a brand with a local marketing firm and form community partnerships
- Connect the community through events

COBB COUNTY 2030
COMPREHENSIVE PLAN // 2005

Vision //

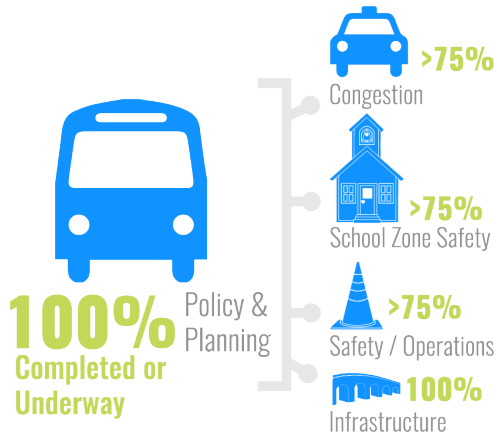
- Cobb County will be Georgia's "most complete" community, combining the best of urban, suburban, and rural life to appeal to all people
- Cobb County will be a regional leader and supportive partner in making the Atlanta Region a great place to live, work, play, and learn
- Residents will live in a safe community with quality jobs, housing, cultural activities, recreation opportunities, art, education, and health services
- Preserve natural resources, parks, trails, green space, trees, habitat, historic features
- Transportation system will be safe, environmentally-compatible, financially-sound, and an efficient and functional network providing multimodal service
- Active citizen involvement
- Low taxes, quality services, intergovernmental coordination

Character Areas //

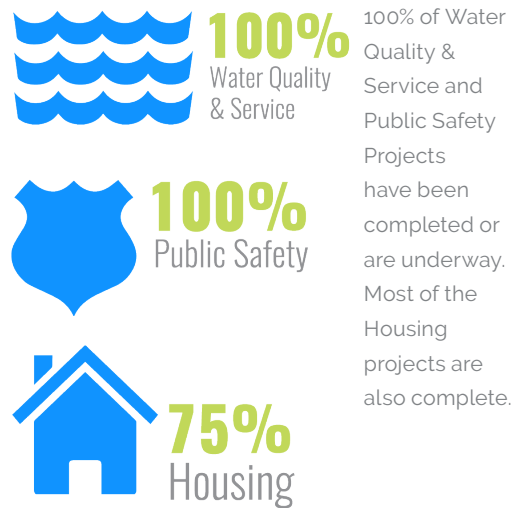
- LCI studies serve as an overlay
- **Designations:** Rural; Suburban Residential; Residential Revitalization; Redevelopment Residential; Village; Activity Center; Redevelopment Commercial; Civic; Corridors; Urban Centers; Office Warehouse; Industrial Manufacturing; Parks / Recreation / Conservation / Historic; Brushy Mountain Line; Johnston's River Line; Historic Vinings Village

Implementation //

- Have been monitoring progress and updating the plan
- Short-term (5-year) work plan established for implementation, providing the responsible party, cost estimates, completion year, and the funding source
- **Categories with most of the projects completed, on-going, or underway** (see infographics to the right):
 - Transportation Policy and Planning
 - Water Quality & Service
 - Public Safety
 - Housing
 - Health and Education (on-going)
 - Libraries (some postponed because of funding)



100% of the transportation policy and planning projects are completed or underway. However, some of the congestion relief and thoroughfare improvements were postponed because of tax revenue and GDOT priorities. All of the infrastructure preservation projects were completed.



100% of all Health and Education projects are on-going. For Libraries, most of the projects in Cobb County are on-going, complete, or underway. Two are incomplete or postponed because of funding. The majority of the Natural Resources Protection projects and policies are complete or on-going; however, the policies to protect threatened and endangered species are incomplete. One notable project that is complete is the green space protection plan created with the Trust for Public Land.

- **Categories with fewer projects completed, on-going, or underway:**
 - Parks, Recreation, Cultural Affairs (many were postponed due to funding)
 - Land Use (infill development guidelines removed, some studies and guidelines not complete)
 - Historic Resources (marker expansion program postponed)
- Approved area master plans and LCI studies were adopted into the Comprehensive Plan

COBB COUNTY CTP // 2015

Guiding Principles

- Maximize performance of the transportation system
- Improve access and manage traffic congestion
- Achieve traveler safety and security
- Drive economic competitiveness
- Lead with cost-effective solutions

Public Involvement Effort

- More than 10K citizens were involved
- Efforts included public opinion polls, online surveys, public meetings, stakeholder meetings, social media, and prioritization of projects

Recommendations

Roadway

- System preservation for resurfacing and drainage
- All travel demand modeling in three scenarios: Base, Status Quo, Innovation
- Status Quo: Base Scenario projects, 2008 Cobb CTP, and PLAN 2040 TIP/RTP/Aspirations project list
- Innovation Scenario: Base Scenario projects, and economic development and innovation-focused roadway capacity and transit projects

Transit

- Need transit options to provide access to population and employment growth in activity centers
- Need faster, more reliable, and more effective transportation
- Proposed Cobb Parkway (Kennesaw to Cumberland) improvements for service, frequency, reliability, and availability

Bicycle and Pedestrian

- Complete Streets policy implementation and oversight
- Standard Design Parameters
- Development Regulations
- Update the Cobb County Bike and Pedestrian Improvement Plan

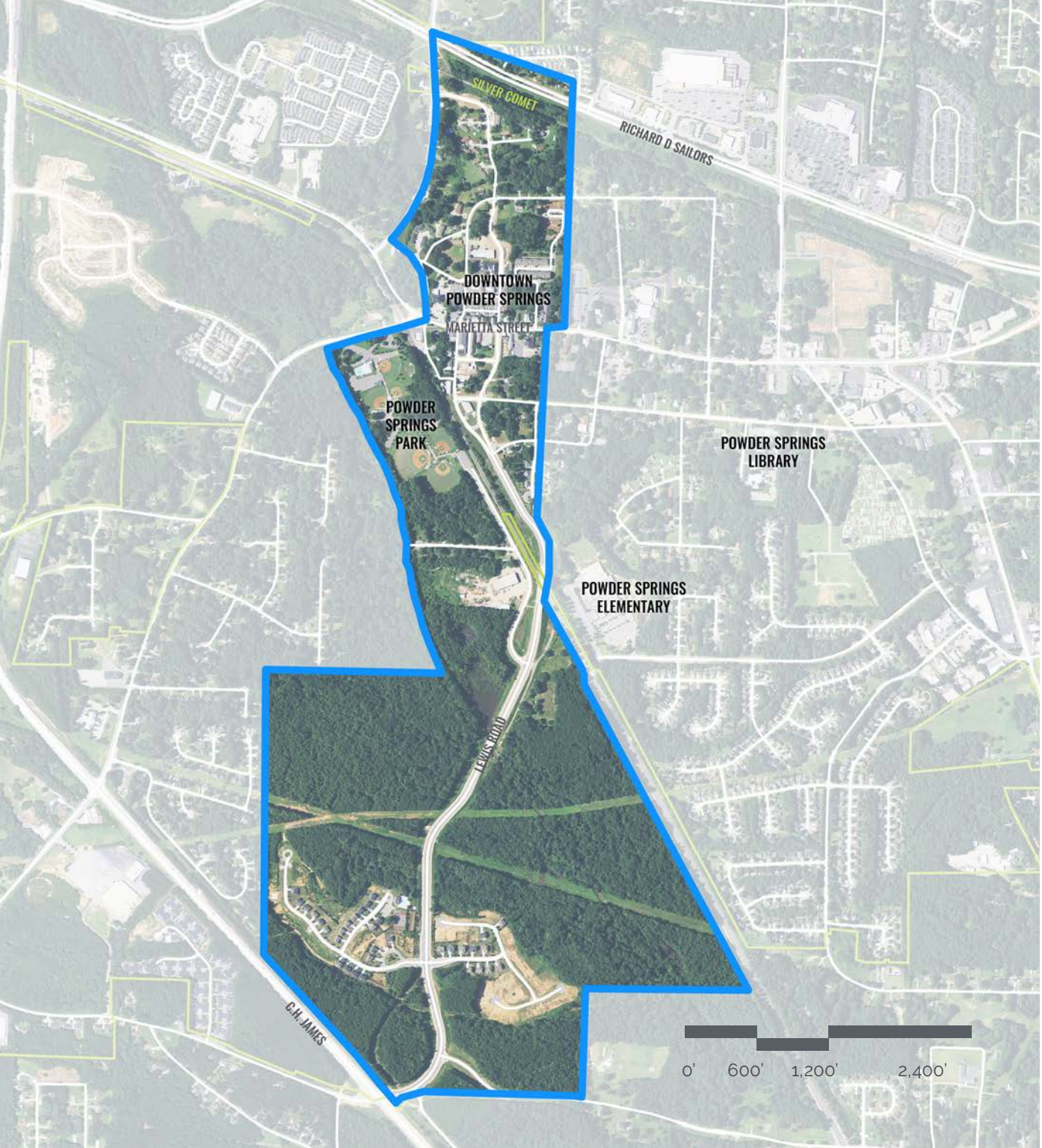
SPRINGS IN MOTION SITE CONTEXT

The 2016 LCI (Springs in Motion) study area is a smaller focus area than the previous LCI study completed in 2002. The study area is bound by Richard D. Sailors Parkway to the North, and C.H. James to the South; the boundary is shown on the map to the right with the light blue line. The area is primarily comprised of the historic Downtown and the Lewis Road corridor and surrounding parcels. Springs in Motion expands on the goals of the 2002 LCI Study, with a greater focus on revitalizing the core of Downtown.



“PROUD OF ITS SMALL-TOWN FEEL, THE PUBLIC’S PERCEPTION OF ‘A TOWN SMALL ENOUGH TO KNOW YOU, YET LARGE ENOUGH TO SERVE YOU,’ TYPIFIES THE CITY’S COMMITMENT TO MAINTAINING THAT ESSENTIAL CHARACTERISTIC” // Town Center Planning Study (LCI), 2002

Top: Downtown Powder Springs at Lewis Road and Marietta Street (City of Powder Springs).



EXISTING LAND USE

The map on the following page represents a simplified version of the existing land use in the study area. The predominant land use is single-family residential and medium density, single-family residential use. A mix of commercial uses comprise the Downtown core and the parcels along major corridors, such as Richard D. Sailors. On this map, commercial development is divided by typical retail /office uses and homes that were converted to retail / office spaces. Parcels in light gray represent vacant parcels or woodlands.

VACANT LAND

Some of the land that is marked as vacant is currently home to “pipefarms” (platted subdivisions where construction was halted, particularly during the Recession), but many of the property owners have re-started the development process and will build the remaining planned residential units. The Lewis Road corridor has some residential subdivisions that are in this condition. Some vacant parcels in the Downtown core north and south of Marietta Street provide opportunities for short-term infill development.

COMMERCIAL LAND

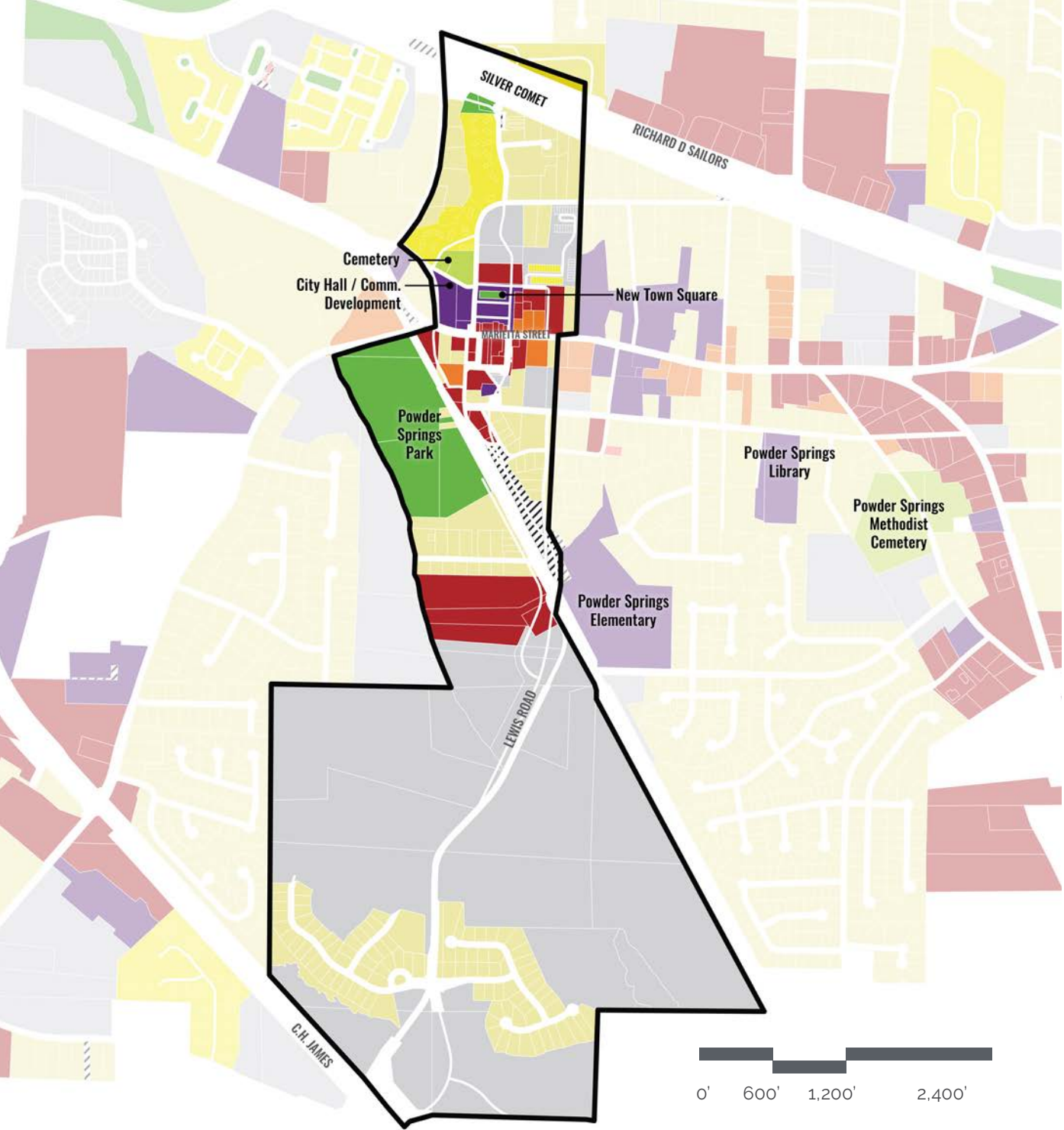
The Downtown core is primarily comprised of office uses, particularly around the Town Square and in the home to office conversions. Some traditional retail properties front Marietta Street, and larger big-box retail uses are located along Richard D. Sailors. Vacant storefronts on Marietta Street offer opportunities for infill retail establishments.

RESIDENTIAL LAND

Much of the land in Powder Springs is single-family residential. This presents an opportunity to increase the mix of housing types offered, particularly in and around Downtown. Additional residential development could occur along Lewis Road on land outside of the floodplains.

Top Left: Converted home for office use, typical in and around Downtown Powder Springs (TSW).

Top Right: Historic Downtown commercial store front at Marietta Street and Lewis Road (TSW).



EXISTING ZONING

DOWNTOWN

Downtown Powder Springs is primarily comprised of parcels in the CBD - Central Business District zoning code. Some Low-Rise Office (LRO) parcels are also located in this area along Marietta Street. Government offices, such as City Hall and the Community Development Center, are included in this zoning district.

RESIDENTIAL

As shown in the Existing Land Use Map on the previous page, much of the land is dedicated to single-family residential use. The zoning codes reflect different types of residential land (R15, R15-C, R20, R30) that have varying levels of density and different specifications for lot treatment. Medium Density Residential (MDR) is also somewhat prevalent within and immediately surrounding the study area. These include existing and planned dense single-family subdivisions and townhome developments. These zones also permit certain non-residential uses, as shown on the map, such as parks, schools, and institutions. Powder Springs Park, Powder Springs Elementary School, and multiple churches are located within residential districts.

RETAIL

Multiple retail and office districts exist within the study area. Community Retail Centers (CRC) serve a larger catchment area and typically include big box and regional stores. These uses are primarily concentrated along Richard D. Sailors and C.H. James Parkway. The BP - Business Park district makes up most of the Lewis Road corridor, which is a result of the 2002 LCI project implementation. The Neighborhood Retail Center (NRC) district includes parcels that permit smaller commercial uses, and few of these exist within the study area. They are primarily concentrated on Marietta Street east of the study area boundary.

MIXED-USE

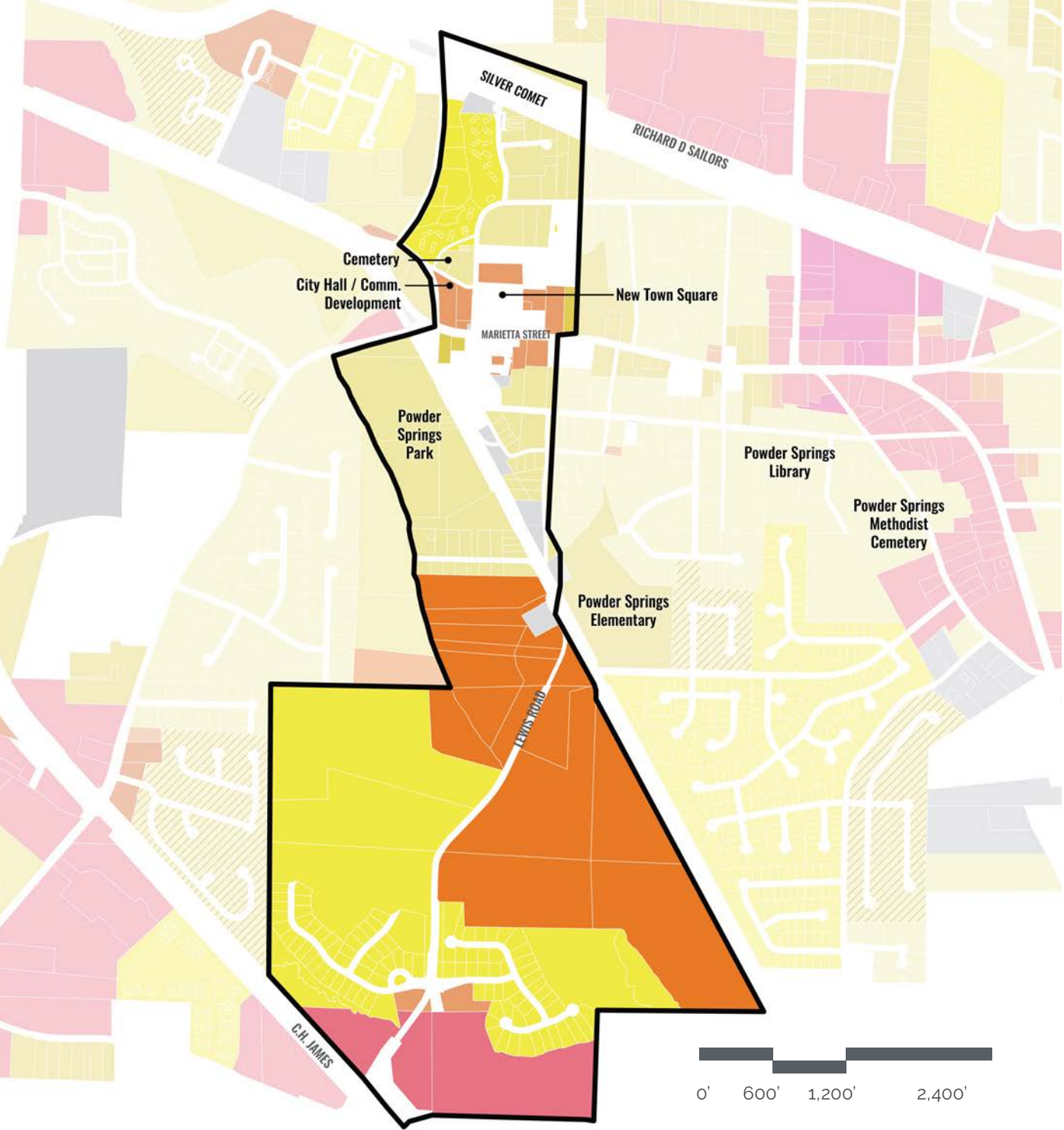
Mixed-use (MXU) development is permitted outside the study area along Richard D. Sailors Parkway.

INDUSTRIAL

No Heavy or Light Industrial zoning districts exist within the study area. The Light Industrial parcels within the study area were re-zoned to CBD or R15 in late 2014.

Bottom Left: Commercial uses along Marietta Street is primarily in the CBD zoning district (TSW).

Bottom Right: The Ford Center is an example of a non-residential use permitted in a residential zoning district (TSW).



LEGEND

- R15 - Single-Family Residential
- R15C - Single-Family Residential Cluster
- MDR - Medium Density Residential
- R20 - Residential
- R30 - Residential
- BP - Business Park
- LRO - Low Rise Office
- MXU - Mixed Use
- CRC - Community Retail Center
- NRC - Neighborhood Retail Center
- CBD - Central Business District
- HI - Heavy Industrial
- LI - Light Industrial
- Right-of-Way

FUTURE LAND USE

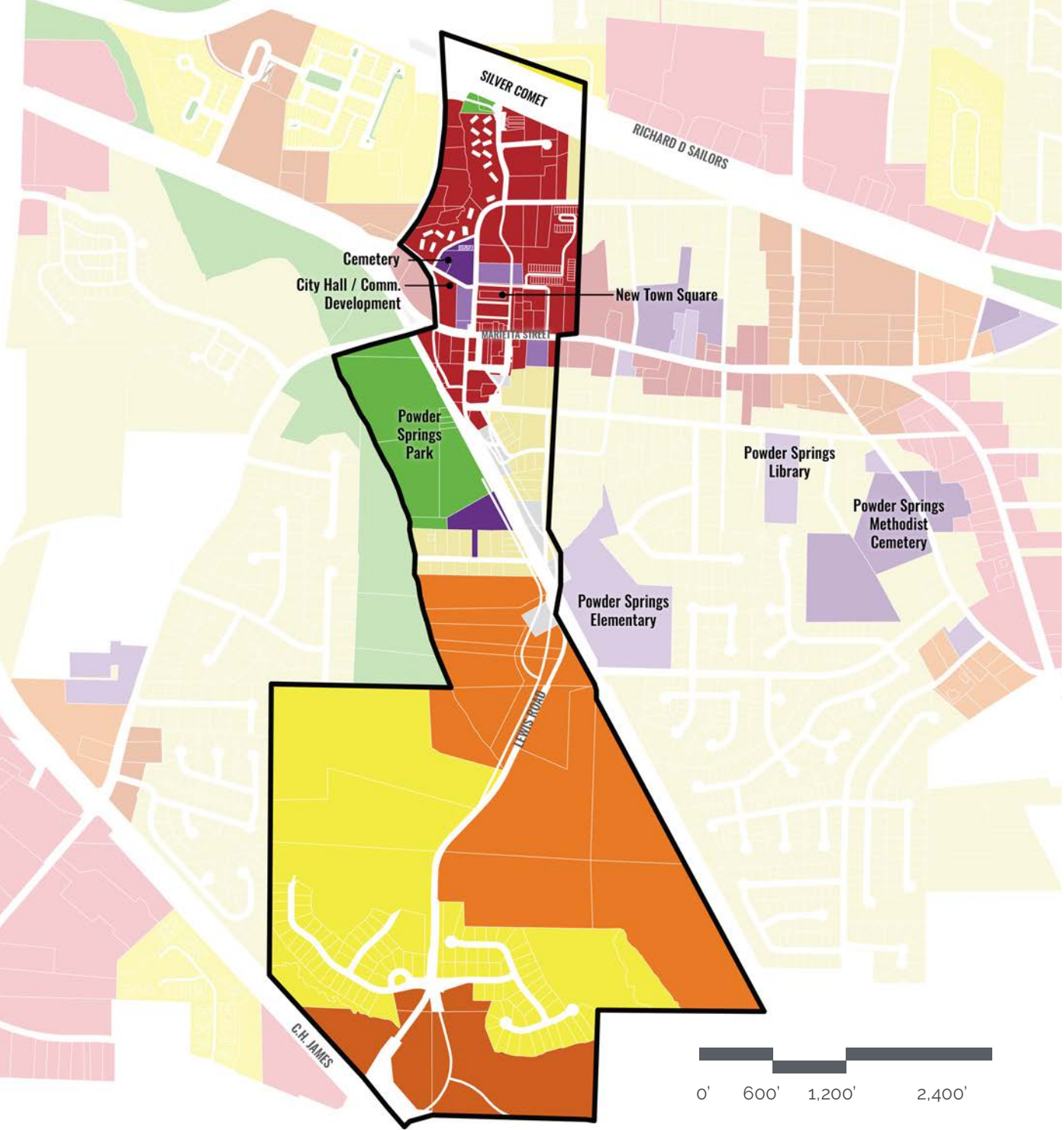
The future land use of the study area varies from the existing land use mostly where the land is currently vacant (for example, the Lewis Road corridor). However, it does not vary from the existing zoning conditions (see map on the previous page). The Downtown area along Marietta Street will remain as Downtown Activity Center and Institutional uses. The Downtown Activity Center land use designation allows flexibility in the zoning code to encourage more activity in the Downtown core, including restaurants, retail, office, and residential uses.

In addition to findings in this study, the future land use could be affected by the updated zoning code, which the City is currently updating and preparing for adoption.



Top Left: Commercial uses along Marietta Street are primarily in the Downtown Activity Center land use designation (TSW).

Top Right: The Downtown Activity Center allows more townhomes, as shown above (TSW).



LEGEND

- Low Density Residential
- Medium Density Residential
- Downtown Activity Center
- Community Activity Center
- Neighborhood Activity Center
- Office Professional
- Community Service Institutional
- Public Institutional
- Parks / Usable Open Space
- Right-of-Way
- Utility / Easement / Unknown

COMMUNITY RESOURCES

DEFINITION

For the purposes of this study, community resources are defined generally as places where people can gather, such as schools and parks, or public facilities that provide important and necessary services for every day life (i.e. post office, City Hall, fire stations).

DESCRIPTION

The map to the right represents the community resources and an “as the crow flies” 1/4-mile (5-minute) walking radius from each of them. Outside of the Downtown core, limited walkability exists, partially due to the railroad tracks, topography change, and the Lewis Road corridor and surrounding woodlands and wetlands.

Powder Springs Park and Powder Springs Elementary are spatially very close to each other, but the railroad and Lewis Road divide the two facilities, which could be partnered as complementary uses. Additionally, the elementary school is effectively disconnected from the Powder Springs Library and Ford Center for both drivers and pedestrians.

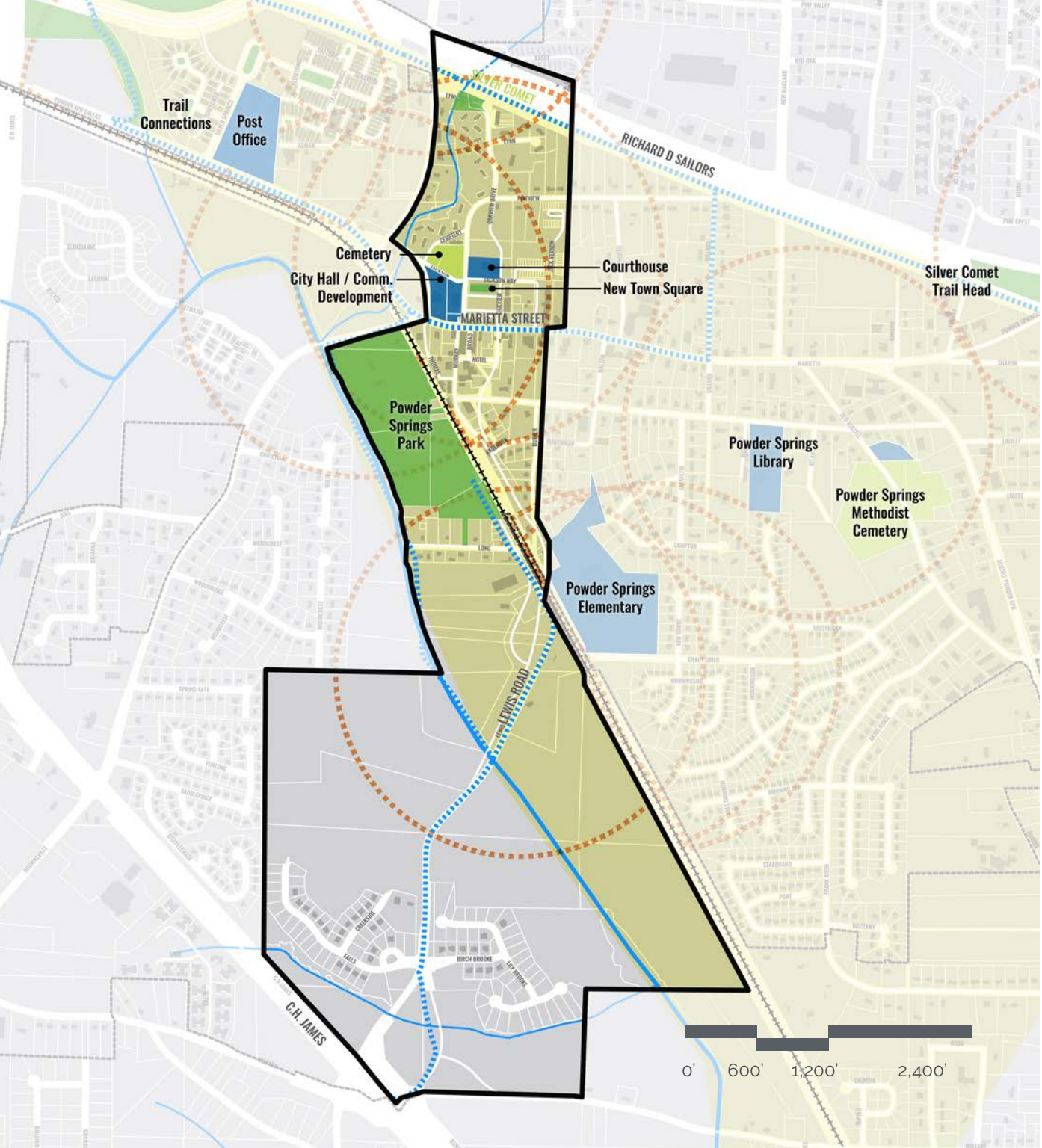
The Silver Comet Trail and adjacent linear park, just outside the official study area, are two major community resources, but little connectivity exists between them and Downtown. The bike facilities along Lewis Road and Marietta Street present an opportunity to connect to the Silver Comet.

The Enterprise Zone functions as a community resource because it presents financial incentives for development within its boundaries.

The Downtown area serves as a hub for most of the public facilities, including the City Hall and Community Development buildings, the Town Square, Powder Springs Park, and proximity to the Silver Comet. A more connected network of streets and sidewalks would enhance the

opportunities presented by the proximity of the uses. Residents and visitors could easily navigate between them and walk to these and the other attractive amenities, rather than drive to individual destinations.

Bottom: This photo shows the existing Town Square in historic Downtown Powder Springs (City of Powder Springs).



LEGEND

- Public Facility
- Enterprise Zone
- Cemeteries
- Parks / Usable Open Space
- Buildings
- Parcels
- Quarter Mile Walking Radius (as the crow flies)
- Trails / Bike Facilities
- Rivers / Streams
- Railroads
- City Limits
- LCI Boundary



TRANSPORTATION NETWORKS

The map on the following page shows the transportation network within the study area, including streets, bike facilities, trails, completed streetscape projects, and “as the crow flies,” 1/4-mile (5-minute) walking radii from community resources. The study area has limited walkability because of perceived and real barriers (topography change by the railroad and Powder Springs Park, the railroad tracks, large roads, undeveloped parcels).

PEDESTRIAN & BIKE CONNECTIVITY

- The northern part of the study area has a good system of sidewalks
- The Silver Comet Trail offers great connectivity, but desire lines show that potential connections to Downtown exist (see photo)
- Lewis Road has good sidewalks, bike lanes, and a multi-use path, but the connections are lost at the intersection with Marietta Street

VEHICULAR NETWORK

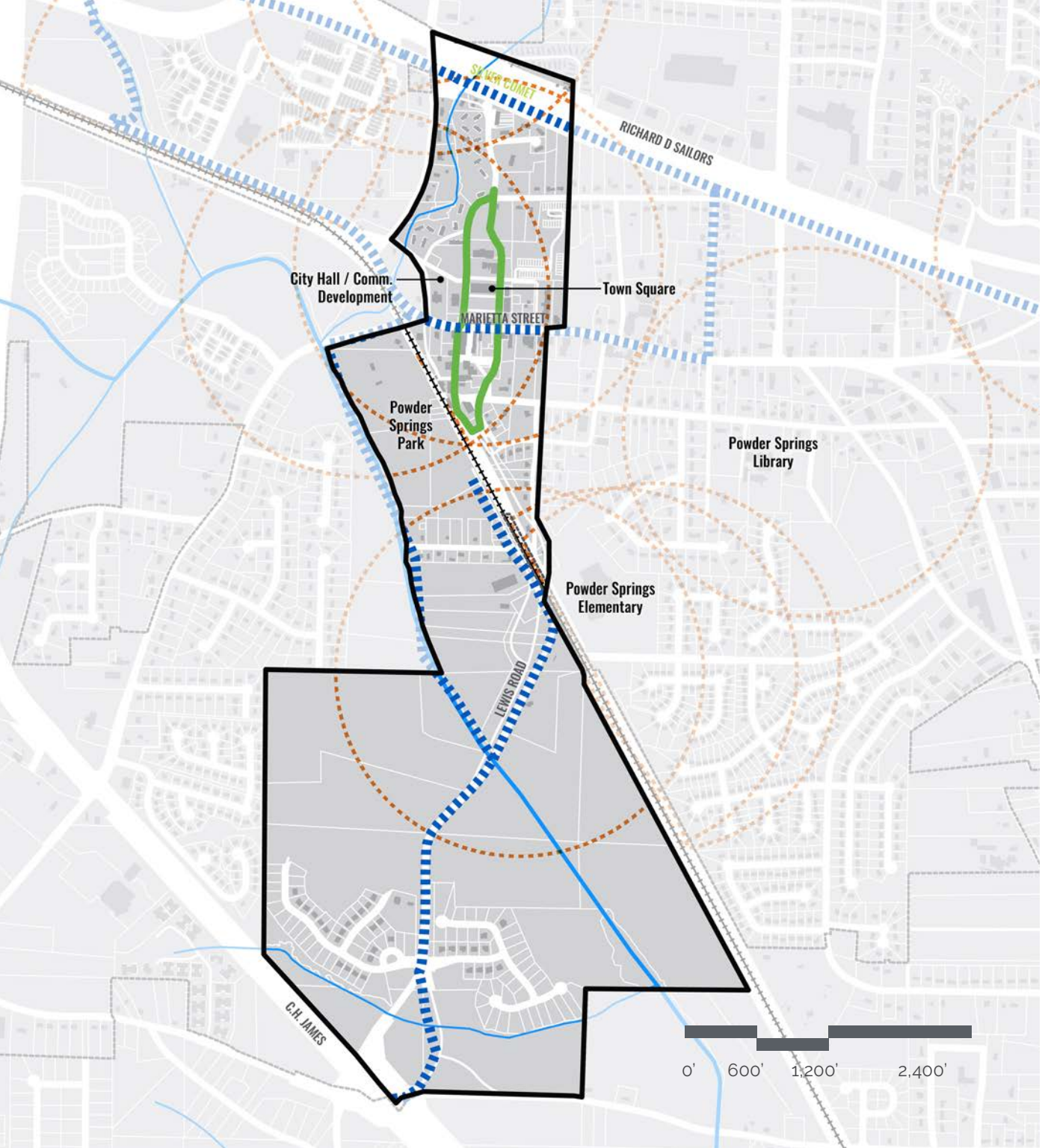
- A dense system of streets exists Downtown with a limited number of blocks around the Town Square
- Marietta Street is the heaviest travel roadway with an Average Daily Travel (ADT) of 10,000 vehicles, well within its capacity
- The southern portion of the study area has a sparse number of streets with Lewis Road as the primary facility that bisects the area.
- Capacity is not an issue on Lewis Road, but for the future network of streets, connectivity is key in the southern portion of the study area

SIGNAGE

- Wayfinding for pedestrian and bike networks (and sometimes motorists) is lacking or obscured
- Trail signage is understated and may not effectively communicate the proximity of Powder Springs

Bottom Left: Desire lines from the Silver Comet Trail (Atkins, 2015)

Bottom Right: Hidden street signage (Atkins, 2015)



LEGEND

- Completed Streetscape Enhancements
- Trails / Bike Facilities
- 5-minute walk (as the crow flies)
- Railroads
- Rivers/ Streams
- City Limits
- LCI Boundary
- Buildings
- Parcels

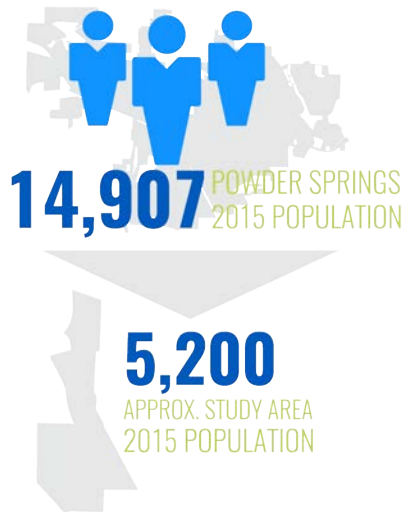


MARKET CONDITIONS //

The market study and forecast consider demographics, the housing market patterns, and the commercial / industrial market patterns for the study area (approximately 1-mile around Downtown Powder Springs), a market area (a 3-mile radius around Downtown), and the City of Powder Springs as a whole. Each of these locations are compared to the Atlanta Region (the Region).

DEMOGRAPHICS

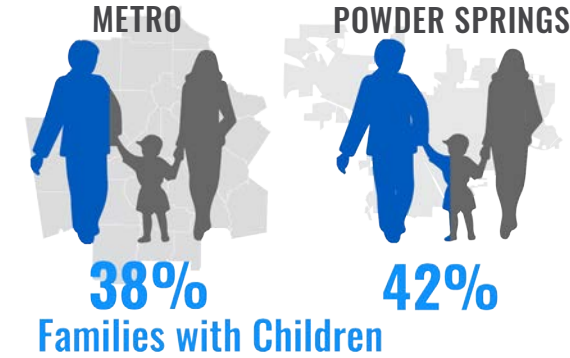
- The market area has a population over 39,000, roughly 45% of southwest Cobb County
- The age distribution is transitioning to older and smaller households, and fewer households with children
- The City is underrepresented in terms of young people (millennials, generation X, digitals)
- The household income in Powder Springs is comparable to the Region
- Powder Springs has less poverty than the Region, but fewer high-earning households
- Powder Springs is somewhat racially diverse, with 50% black, 40% white, and 10% Hispanic population



The 2015 estimated population of Powder Springs was 14,907 people, and 5,200 of the residents live within the approximate Springs in Motion study area (within 1 mile of Downtown Powder Springs). In the market area, defined as a 3-mile radius around Downtown, 39,000 people live in 13,300 households.



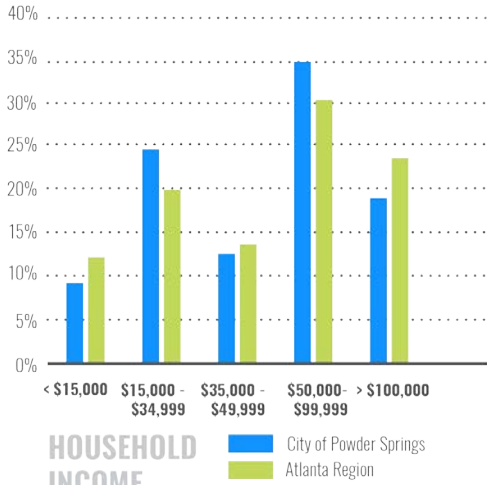
The Baby Boomers and Millennials make up a large portion of the population in Powder Springs (47% of the total population). The City is over-represented with seniors (8.4% of the population) and boomers compared to the Region. The median age in Powder Springs is 37.9 years old, compared to 36.1 years old in the Region.



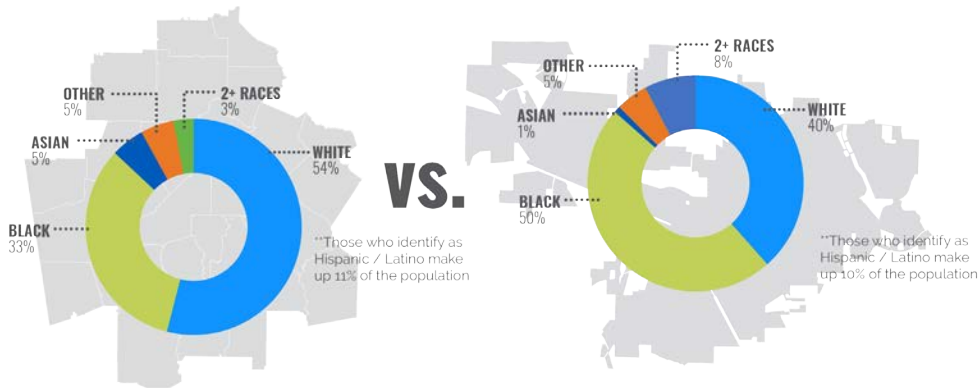
Within Powder Springs, 42% of the households are families with children, compared to the Atlanta Region at 38% of households. Non-family households make up 24% of the population in Powder Springs, compared to 32% in the Region.



Powder Springs residents hold just 5.5% of all the jobs in the city, so 94% are held by in-commuters from the surrounding area. 97% of the workforce leaves Powder Springs for work, and commutes to Atlanta, Marietta, other parts of Cobb County, Fulton County, and Douglas County.



The household income breakdown for Powder Springs is fairly similar to the Atlanta Region. The median household income in Powder Springs is \$54,869, very close to the Region's median household income of \$55,755.



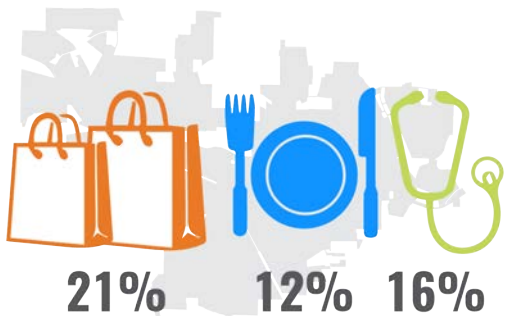
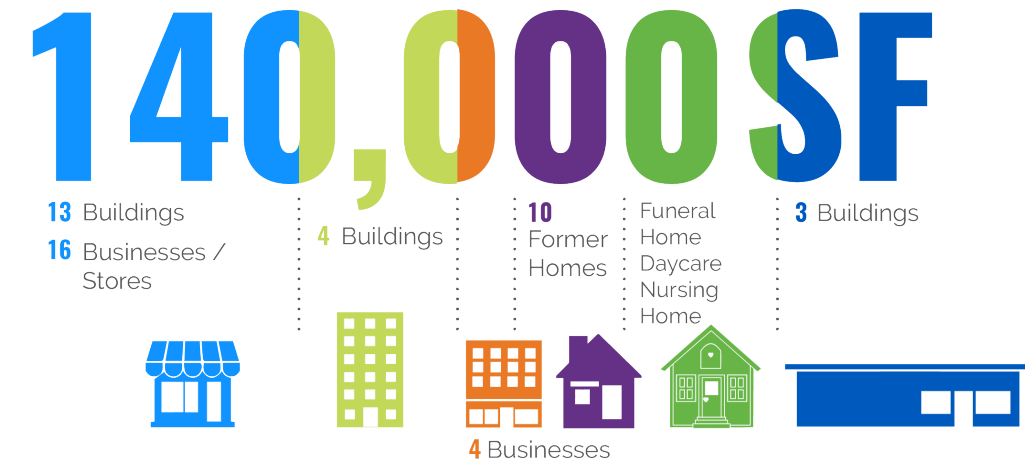
Powder Springs has a larger percentage of black population, higher percentage of people who identify with more than one race, and a lower white population than the Region. 10% of the population in Powder Springs identifies as Hispanic or Latino, comparable to the Region's 11%.

MARKET CONDITIONS //

JOB, INDUSTRIES, & SPACE INVENTORY

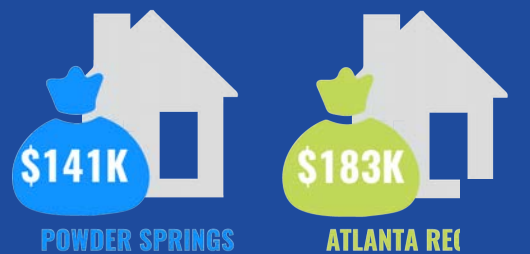
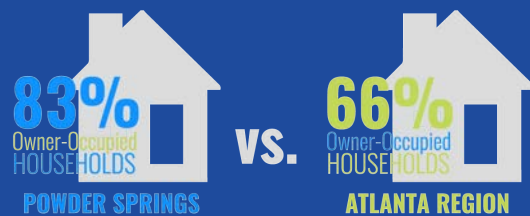
The local population growth (0.7%) is slower than the region's growth (1.3%), which means that little change to current land use patterns will occur. The area is projected to add more employment than households over the next 25 years. The LCI study area will have 14% of the total Southwest Cobb County base, and Southwest Cobb as a whole is expected to outperform the County and Region in terms of job growth. Georgia's economy is expected to grow 3.2% in 2015, adding 100,000 jobs in 2015, and 90,000 jobs in 2016 and 2017.

Local jobs are held by young people (24% by people under 30 years old), are lower-paying (33.6% pay less than \$1,250 per month), and require less education (32% of workers have a high school diploma or less) than Cobb County and the Atlanta Region as a whole.



The Downtown retail space inventory is in 38-privately-owned buildings, making up 140,000 square feet (infographic, above). The City owns 13 parcels Downtown, including 6 acres of land and parking. There are also 12 privately-owned vacant lots making up 2.5 acres. The inventory is in standard commercial buildings, office buildings, mixed-use buildings, converted single-family homes, and warehouses.

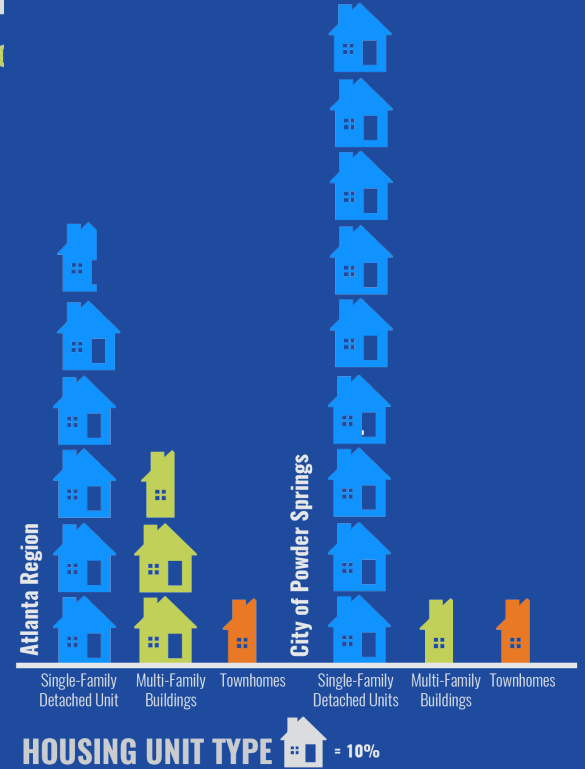
The top sectors for Powder Springs (infographic, middle) are retail, health care, and accommodations and food service, making up 49.7% of all jobs in the city. "Information" jobs also make up 7.5% of the jobs in the City. The strongest industries in the Atlanta Region, according to the Atlanta Regional Commission, are education and health services, leisure and hospitality, and government (infographic, left).



Most households in Powder Springs (83%) own their own homes, compared to the Atlanta Region at 66%. The majority (79%) of the housing stock has been built since 1980 and much of the inventory is considered "starter homes."

The median single-family home value in Powder Springs is \$141,000, lower than the Region's median of \$183,000.

90% of Powder Springs housing units are single-family, detached homes, compared to only 66% in the Atlanta Region. There are few alternatives to single-family homes in the study area, City, or 3-mile market area around Powder Springs.



HOUSING INVENTORY

Demand for housing has outpaced supply since 2010, and building permits for new housing have rebounded since the Recession in both the Atlanta Region and Cobb County. However, in Powder Springs, no new multi-family permits were pulled from 2007 until May of 2015 with 60 senior housing units proposed in the Abbington Trail development with construction completed in February of 2016. Additionally, single-family home permits have not returned to 2007 levels. The City captures 2.5% of the county-wide construction. There has been no market for new townhomes or condominiums in Powder Springs since 2009, and 96% of new home sales were single-family, detached units. However, new home sales are 30% lower in Powder Springs than Cobb County as a whole.

MARKET CONDITIONS //

WHAT COULD BE HERE?

Few to no comparable locations for developing walkable communities in an established village setting exist in Southwest Cobb County, suggesting a potential to increase the study area's capture rate of market area demand if other Downtown amenities are developed concurrently.

FOR-SALE & RENTAL HOUSING

- The market area is under-supplied with available rental housing options, particularly managed, multi-family properties with amenities
- The area as a whole is forecast to experience a slowing rate of population and household growth
- Few existing for-sale or rental products are designed to appeal to income-qualified millennials, generation X-ers, and empty-nesters
- Middle-income, racially-diverse population, achievable price points are not likely to exceed the low range of \$300,000 in the near term
- No proven market for townhomes or for-sale condominiums exists at this time, but it should change in the future



32 UNITS
PER YEAR

FOR-SALE UNITS

The study area could absorb an average of 32 for-sale units per year to 2025. Within the 3-mile market area, this number increases to 161 per year.



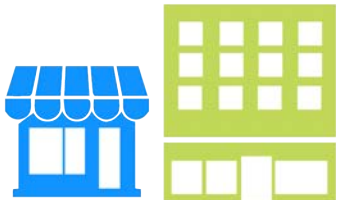
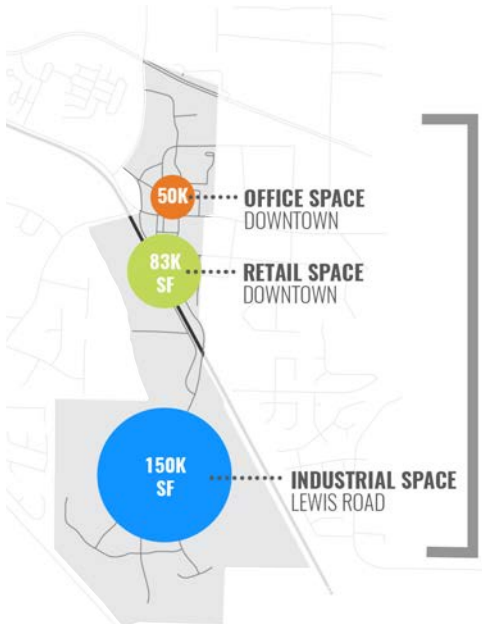
57 UNITS
PER YEAR

FOR-RENT UNITS

The study area could absorb an average of 57 for-rent units on average per year to 2025. Within the 3-mile market area, this number increases to 149 per year.

RECOMMENDATIONS

- Focus on single-family, detached residential units initially then transition to townhomes and condominiums
- Pricing on new units should be conservative
- Public sector actions will be necessary to lower land development costs
- Springbrooke Estates build out with future phases
- The City needs to invest in public amenities and support residential development to support Downtown businesses



11,350 SF
PER YEAR

TOTAL ABSORPTION

Approximately 283,000 square feet of industrial, office, and commercial space could be absorbed by the Springs in Motion study area by 2040. The 150,000 SF of industrial (manufacturing or warehousing) space could be located along Lewis Road, and the office space should be located in or near Downtown. The commercial / retail space, which includes restaurants, small shopping centers, and free-standing commercial buildings could also be located around Downtown. On average, the total absorption rate for all of these uses is 11,350 SF per year.

COMMERCIAL, OFFICE, INDUSTRIAL MARKETS

- The ARC forecasts that Southwest Cobb County will add 8,800 jobs through 2040, and 5,000 of these will be in industries that occupy office, industrial, and commercial space.
- The total space demand will be 1.8 million square feet of new construction over the 25-year period in Southwest Cobb County
- Commercial space demand forecasts are sufficient to accommodate a reasonable inventory of new retail, commercial, and office development, centered on Downtown Powder Springs
- The City's ability to capture a larger share of office and retail space growth assumes that it will invest in public amenities and will accommodate more residential development



CHAPTER 2 // PUBLIC INPUT

// Outreach Process

// Outreach Events

// Outreach Surveys

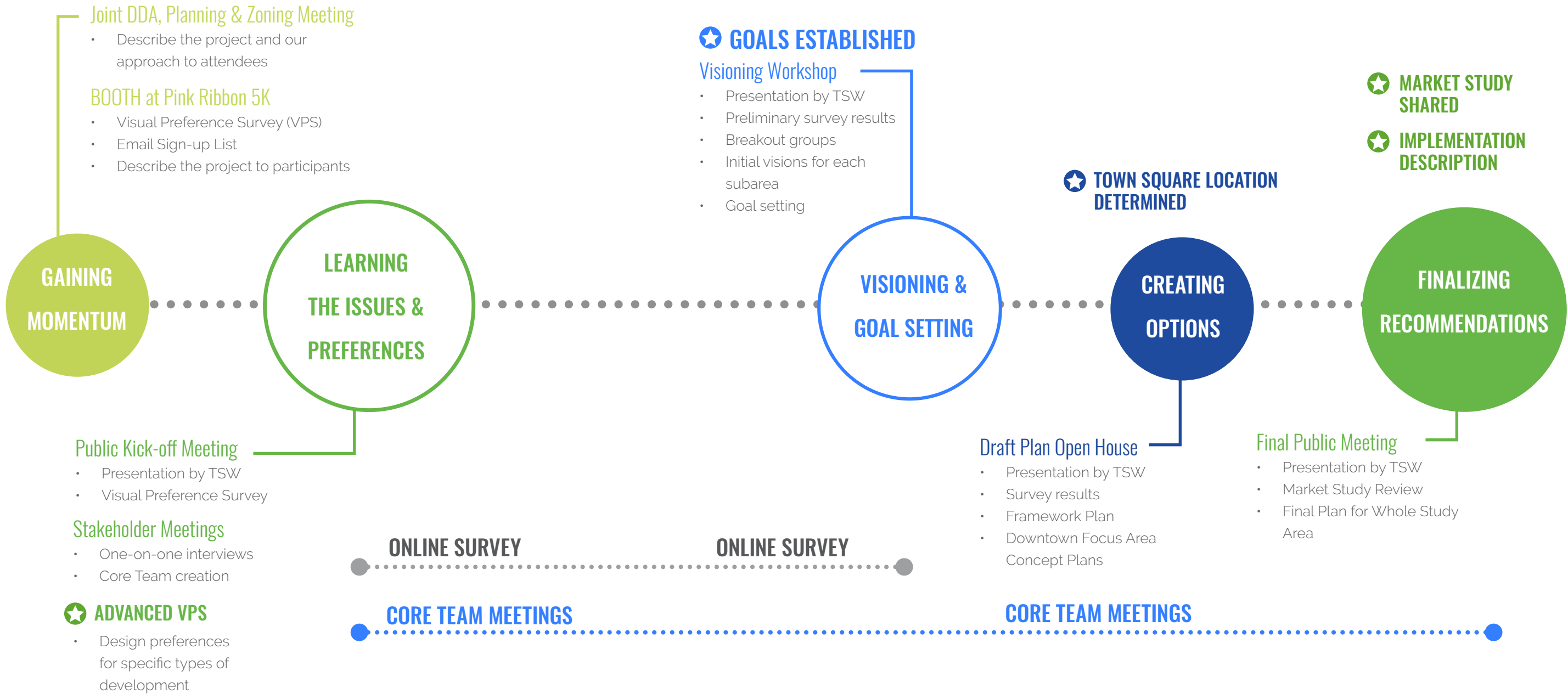
// Draft Plan Public Open House & Final Recommendations Meeting

This photo shows a small group at the Visioning Workshop in November 2015 (Photo: Stan Kaady, 2015).

OUTREACH // PROCESS

During the public outreach process (outlined in the adjacent diagram, and described in more detail on the following pages), the TSW Team:

- Attended the joint Downtown Development Authority (DDA), planning and zoning meeting in August 2015
- Attended the Pink Ribbon 5K in October 2015
- Held stakeholder interviews with individuals in October 2015
- Hosted the Public Kick-off Meeting in October 2015
- Held Core Team meetings throughout the process
- Provided an online survey for the public to complete
- Hosted a Visioning Workshop to establish goals in November 2015
- Created the initial planning options and displayed them for feedback in December 2015
- Finalized the design recommendations and presented them in February 2016



OUTREACH // EVENTS

5K BOOTH

The TSW Team hosted a booth at the Pink Ribbon 5K Run event in October 2015. The team provided background information on the Springs in Motion project and encouraged citizens to participate in the forthcoming outreach and input opportunities, including the online survey, Public Kick-off Meeting, and Visioning Workshop.

STAKEHOLDER INTERVIEWS

The TSW Team held individual and group interviews with key stakeholders in October 2015 to gain an understanding of the current issues and opportunities in the City of Powder Springs.

PUBLIC KICK-OFF MEETING

The Public Kick-off Meeting was held following the stakeholder meetings in October and included a presentation by the TSW Team and an extensive Visual Preference Survey to understand the types of development desired for the study area.

VISIONING WORKSHOP

The TSW Team held a Visioning Workshop at the Event Station in November 2015 (see image below). After a presentation by TSW about preliminary survey results, attendees were divided into small working groups to develop goals for the 2016 LCI update. Representatives from each group shared their group's ideas and key goals. Four final

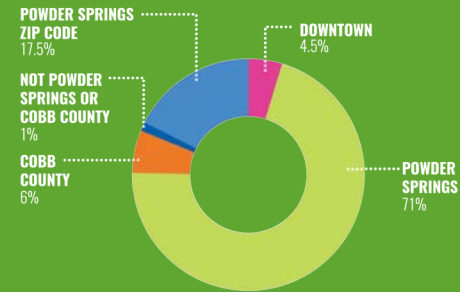
goals were established at the end of the brief group presentations. See pages 42 to 43 in Chapter 3 for information regarding the goals for the future of Powder Springs.

A small group at the Visioning Workshop in November 2015 (Photo: Stan Kaady, 2015).

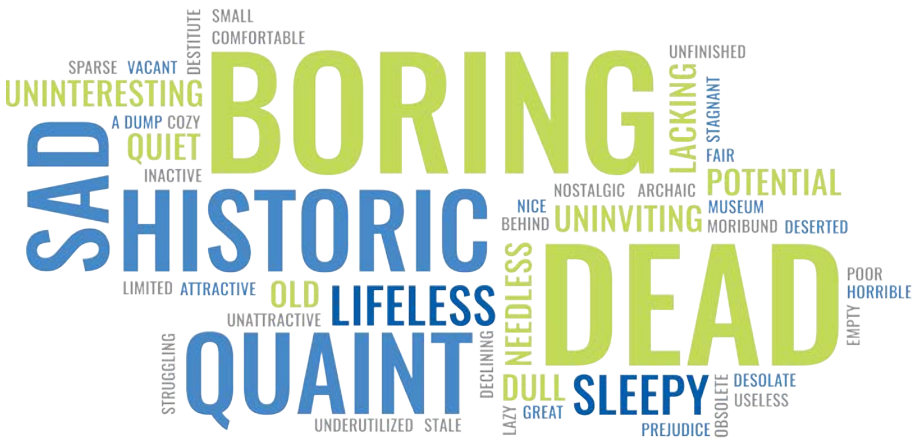


OUTREACH // SURVEYS

The Springs in Motion survey received 94 responses. The survey was designed to gain a better understanding of how people use Downtown Powder Springs now, and what would enhance their experiences or bring them back Downtown. Most questions were in multiple choice format, but allowed open-ended responses if a respondent had additional ideas. Most survey respondents live in the City of Powder Springs city limits (71% of those who provided an answer), and more than 56% of the respondents visit Downtown at least once a month.



56%
VISIT DOWNTOWN
AT LEAST ONCE
PER MONTH



The first two questions of the online survey asked, "What's one word to describe Powder Springs today?" and "What's one word to describe Powder Springs tomorrow?" The above graphics illustrate the words that people wrote more than once. The size of the words represents how frequently that word was written relative to the others. Although many of the initial words have a negative connotation, two of the most commonly noted words were "Historic" and "Quaint," showing an optimistic outlook for Powder Springs. The second question uncovered respondents' increased optimism for the study area's future.

POWDER SPRINGS TODAY

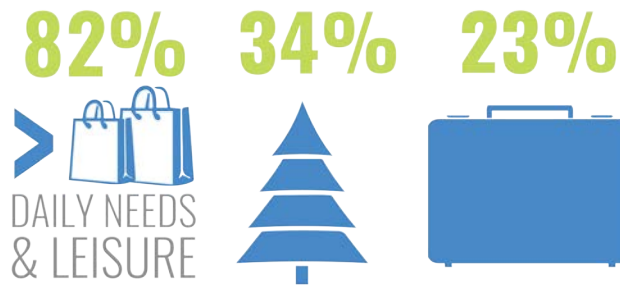
POWDER SPRINGS TOMORROW

OUTREACH // SURVEYS

BEAUTY IN POWDER SPRINGS

One question asked respondents what they found beautiful in Powder Springs. The top 3 features are (a three-way tie for third place):

- 1 Historic Buildings / Character
- 2 Small-Town Feel
- 3 Trails / Silver Comet Tranquil The People



How Should the Study Area Be Revitalized?

Respondents noted that restaurants, retail options, and a bar / brewery should be added to the study area to start the revitalization process. Additional revitalization methods included a park or plaza, art galleries or studios, infill development and building rehabilitation, and townhomes. Respondents chose their top 3 options.

More than 50% of people who visit Downtown are "just passing through;" however, nearly 25% come for the restaurants, or errands and special events. Respondents could choose more than one option.

Most respondents said that restaurants would enhance their daily lives. Additionally, night life (47%), boutique / leisure shopping (35%), and festivals / events (35%) were noted as important additions. Respondents chose their top 3.

Major issues identified for the study area were a lack of retail options for both daily needs and leisure shopping (~80% for each), a lack of parks, and a lack of job opportunities.

OTHER COMMENTS

One question allowed free responses for ideas not represented in the other survey questions. The top four items mentioned were:

- Improve business relations & make it easier for businesses to thrive
- Revitalize the Town Square and surrounding buildings
- Attract younger people and families
- Preserve the historic character and historic buildings

VISUAL PREFERENCE SURVEYS

The VPS included an overall board with a question asking what types of development would improve daily life. Boards were located throughout the room during the Kick-off Meeting with approximately nine (9) photos showing design / style

options for different types of development: single-family residential, commercial development, parks and open space, multi-family residential, streetscapes, and bicycle facilities. Participants were instructed to choose the images of the types of development they preferred, and to focus on form / style. They could use three dots per board to rank their preferences.



**VISUAL PREFERENCE SURVEY
IMAGE RESULTS**

Single-Family Residential //

Two images on page 35 show the top two types of of single-family homes preferred. Both concepts show front porches, sidewalks, and streetscape enhancements.

Multi-Family Residential //

The two bottom images on page 35 show the top two types of of multi-family homes preferred. The first one shows alley-loaded, but suburban-style, townhomes with street trees and front lawns. The second image shows taller structures for apartments with surface parking lots.

Commercial Development //

The two images at the top of this page show the preferences for commercial development in Downtown Powder Springs. Both examples show small-scale buildings at the sidewalk with outdoor gathering spaces, seating, and street trees. This type of development would fit into the context of the existing Downtown development. At the Visioning Workshop, many people discussed the possibilities of second-story patio seating adjacent to the Town Square.



Parks & Open Space //
The two images in the middle of the adjacent page show the top 2 preferences for how parks and open space should function in the study area. Both images indicate building frontage framing the open space and individual programmed spaces with seating, activities, or fountains.

Streetscapes //
The two images at the bottom of the adjacent page show the top 2 preferences for how streetscapes should look in the study area. Most respondents preferred the current streetscape treatment in Downtown Powder Springs, but others preferred the Downtown Woodstock, Georgia, image with taller buildings, wide sidewalks, street trees, and on-street parking.



The Visioning Workshop took place in November 2015. ### people attended and participated in small groups and goal setting for the whole Springs in Motion planning study.



DRAFT PLAN OPEN HOUSE

The TSW Team hosted a Public Workshop at the Event Station to review the two design concepts for the Downtown Focus Area (see Chapter 3 for the concept plans). This was an open house format with a short formal presentation at the beginning, throughout the remainder of the meeting, attendees could ask questions of team members at any time. The presentation and displays included:

- Online survey results
- Framework Plan for the whole study area
- Two (2) Downtown Focus Area concept plans
- Street sections for standard street types throughout the study area

Attendees provided feedback about their location preference for the Town Square and which concept best accomplished

the goals established at the Visioning Workshop.

Prior to this public open house, TSW met with the Core Team to give the same presentation and discuss the concept plan options.

Key Feedback Items //

- The best location for the Town Square is the Southwest corner of Lewis Road & Marietta Street
- The current Town Square has easements on the parking areas
- A brewery is desired, in addition to restaurants
- Wayfinding and bike trails could be a less expensive first step and could make a great impact
- Use City-owned land for development where possible



32 ATTENDEES
DRAFT PLAN
OPEN HOUSE



43 ATTENDEES
FINAL MEETING

Top photos: Attendees viewed the board displays that included the concept plans and survey results at the Draft Plan Open House in December 2015.

Top, right: Attendees review the final overall plan for the study area and provide their input at the Final Meeting in February 2016..



Key Feedback Items (Final Meeting)

- Concerns about what portion of the plan to implement first
- Concerns about whether the park will be a catalyst for future development
- LCI funding could be available for the trail, parking, and streetscape projects (including the shared plaza)
- Not many options exist for affordable housing, especially once the duplexes are removed
- Concerns about how the plan would affect current property owners
- Need to target young people and trail users
- Excitement about the Town Square design and location
- Concerns about the number of homes removed (and replaced) to implement the plan

FINAL RECOMMENDATIONS MEETING

The TSW Team hosted a public open house at the Event Station in February 2016 to review the market study results and recommendations, and the final whole study area plan, which included limited development along Lewis Road, the revised Downtown area plan, and development in the "Downtown North" area near the Silver Comet Trail. The TSW Team provided a presentation about the market study and recommendations and the entire study area plan. At the end, attendees could ask questions about the recommendations and roam around the room to view the graphics and discuss the plans.

Prior to this public meeting, TSW met with the Core Team to give the market study and recommendations presentation and discuss the implementation strategies, described in Chapter 4, in order to obtain feedback.



CHAPTER 3 // CONCEPT PLANS

- // Framework Plan
- // Downtown Focus Area Concepts
- // Street Sections

SPRINGS IN MOTION GOALS //

At the Visioning Workshop in November 2015 (see Chapter 2), four (4) overarching goals for the Springs in Motion study area were established. The following are the goals:

1 MIXED-USE DEVELOPMENT

Add mixed-use and commercial development to attract businesses, while retaining the historic, quaint character.

2 TRAIL SYSTEM

Create a comprehensive trail system throughout the study area that connects key destinations and the Silver Comet.

3 TOWN SQUARE MAKEOVER

Redevelop the Town Square and the entire Downtown area in order to function as a “real” town square with landscaping, programming, business frontage, and events.

4 BRANDING & MARKETING

Market and brand the image of Powder Springs as a “quaint” town.

FRAMEWORK PLAN //

The framework plan encompasses the entire Springs in Motion Study area and outlines the ways that the four goals are addressed. The black box shown on the plan identifies the Downtown Focus Area, which included two preliminary development concept plans. These plans were discussed at the Draft Plan Public Open House (described in Chapter 2). The Downtown Focus Area concept plans can be seen on pages 44 to 47.

The images shown on the adjacent plan represent the preferred design types from the VPS and indicate general locations for where they would occur in the study area.

FRAMEWORK PLAN SUMMARY

- New on-street bike accommodations to connect the Silver Comet to Downtown and important destinations
- Compact residential development along Lewis Road corridor with a connected trail network
- Infill development Downtown and two Town Square location options (see plans on pages 44 to 47)
- Enhanced street sections (see street sections on pages 48 to 51)



- Proposed Trails
- Proposed Sharrows
- Proposed New Streets
- Lewis Road Roundabout (Under Construction)
- Existing Trails
- Existing Sharrows
- Existing Bike Lanes
- Downtown Development Parcels
- Lewis Road Development Parcels
- Proposed Street Type & Location
- Downtown Concept Plan Boundary
- Existing Park Space
- Buildings
- Parcels



CONCEPT PLANS // DOWNTOWN FOCUS AREA

Two concept plans for the Downtown Focus Area were created in preparation for the Draft Plan Public Open House in November 2015. Concept 1 (shown to the right) re-imagines the current Town Square location by reducing the parking spaces and expanding the open space. Infill commercial and multi-family buildings are added next to the current town square, south of Marietta Street, and South of Hotel Avenue near the roundabout that is currently under construction. Concept 2 (shown on pages 46 to 47) is similar in terms of infill development. However, the current town square remains as it is, and a new, larger town square is created at the southwest corner of Lewis Road and Marietta Street, extending to the roundabout.

CONCEPT 1 // TOWN SQUARE MAKEOVER

Concept 1 focuses on enhancing the current Town Square in its existing location. The square is expanded with a large plaza and more green space is added for flexible use during events. Infill development is added around the Town Square (detailed below) and an expanded bike network connects the Silver Comet to Downtown and the existing Lewis Road bike lanes.

The images shown on the adjacent plan represent the preferred design types from the VPS and indicate general locations for where they would occur in the study area.

Development Summary

- Current Town Square expanded and adjacent parking reduced and replaced by nearby parking lots
- Infill development Downtown and around the Town Square
- Extended some streets (Hotel & Butner) to enhance connectivity
- New on-street trails and bike accommodations
- Lewis Road Roundabout (Under Construction)

258 NEW Residential Units
30,500 SF NEW Commercial Space



DOWNTOWN FOCUS AREA CONCEPT 1 // TOWN SQUARE MAKEOVER

CONCEPT 2 // NEW TOWN SQUARE LOCATION

Concept 2 moves the Town Square to the southwest corner of Lewis Road and Marietta Street, providing building frontage from the existing commercial buildings and the addition of infill commercial and multi-family buildings. Hotel Avenue would become a shared street that could close and function as a plaza / expanded Town Square during events. Much of the infill development remains the same as in Concept 1, except for the infill buildings located where the new Town Square would be.

Development Summary

- New Town Square at Marietta Street and Lewis Road
- Shared Street on Hotel Street
- Infill development around the Town Square
- Extended streets (Hotel & Butner) to enhance connectivity
- New on-street trails and bike accommodations
- Lewis Road Roundabout (currently under construction)

258 NEW Residential Units
30,500 SF NEW Commercial Space

DOWNTOWN AREA KEY RECOMMENDATIONS

The two Downtown Focus Area concept plans have many similar features, despite the difference in the location of the Town Square. In order to accommodate these design changes, the following code and design policies must be addressed:

Policies //

- Make business relations between the City and business owners more supportive
- Revise alcohol license regulations and process, use other local municipalities as a model
- Add streetscape typologies in the Unified Development Code (see street sections on pages 48 to 51)
- Revise regulations for the placement of bars / breweries / restaurants with alcohol service in the zoning ordinance
- Change zoning along Lewis Road Corridor for compact residential development

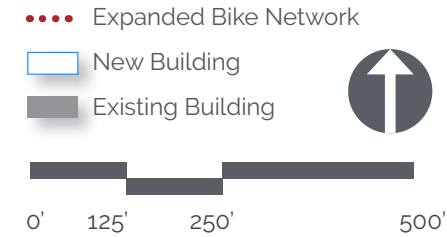
Design & Planning //

- Prioritize infill development in the Downtown area
- Focus on the Town Square and increase its use with design, programming, and events
- Create a connected and expanded trail network from the Silver Comet and through the study area / city
- Add appropriate wayfinding signage for all modes of transportation
- Encourage multi-family development with some commercial (restaurants, retail for leisure and daily needs shopping)
- Improve streetscapes with bike facilities where appropriate

The images shown on the adjacent plan represent the preferred design types from the VPS and indicate general locations for where they would occur in the study area.



DOWNTOWN FOCUS AREA
CONCEPT 2 // NEW TOWN SQUARE LOCATION

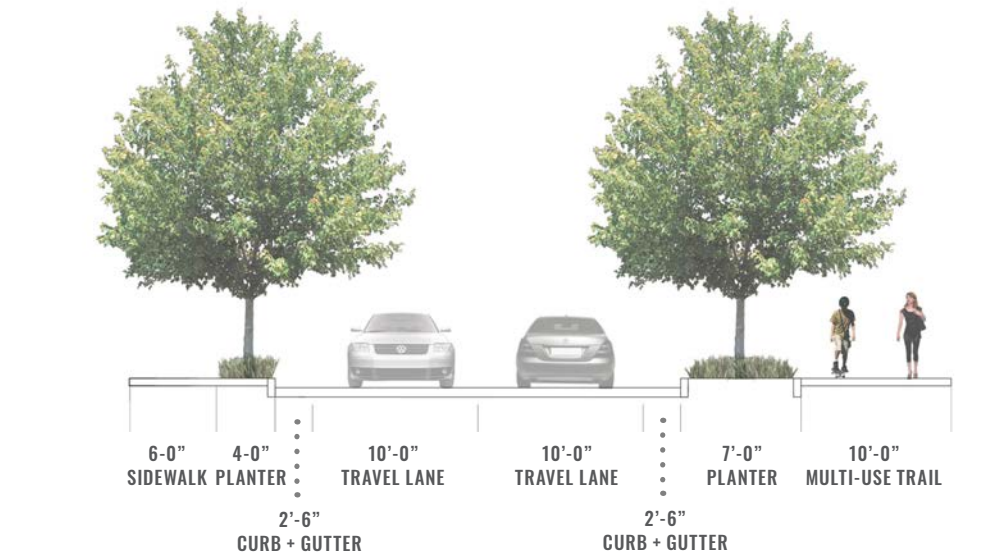


STREET SECTIONS //

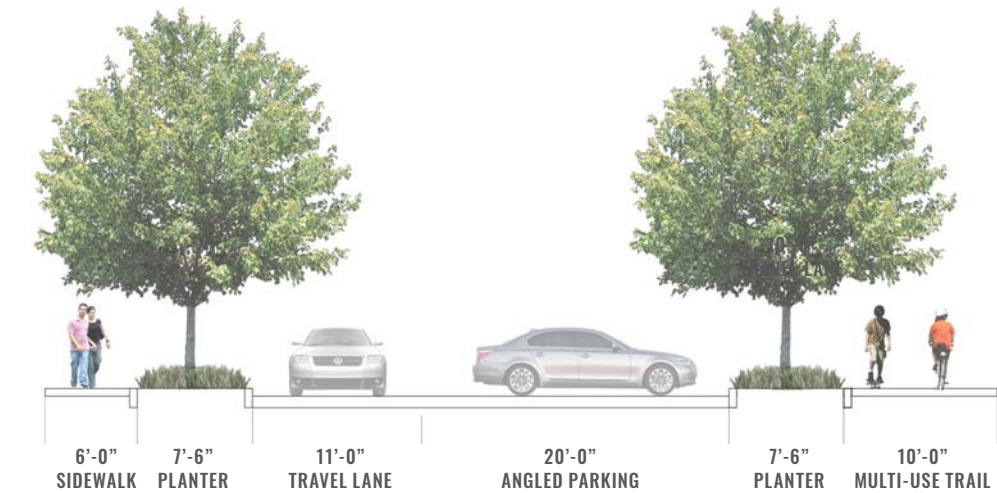
The map on the following page shows the locations of the new street section designs. The street sections make recommendations for existing streets, including:

- Old Lost Mountain Road
- Murray Avenue
- Lewis Road
- Jackson Way

In addition to these streetscape recommendations, new street types were defined for street extensions (Hotel Avenue, Atlanta Street and Butner Street), new streets, and new alleys. These street sections prioritize the pedestrian and add bike facilities where feasible to increase the walkability of the study area.



ST 55-22 OLD LOST MOUNTAIN ROAD

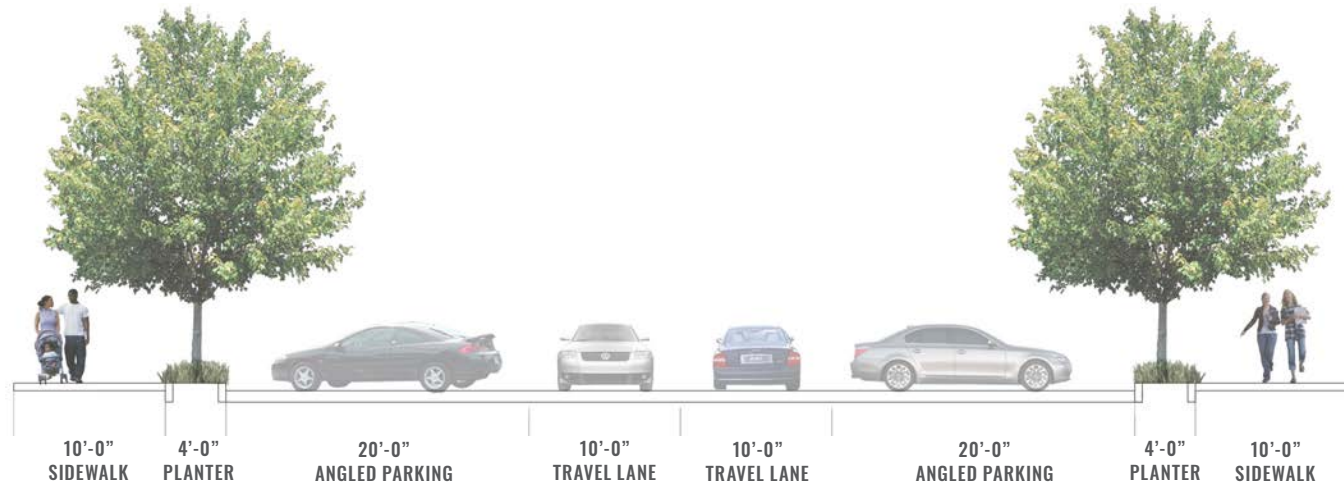


ST 60-12 MURRAY AVENUE



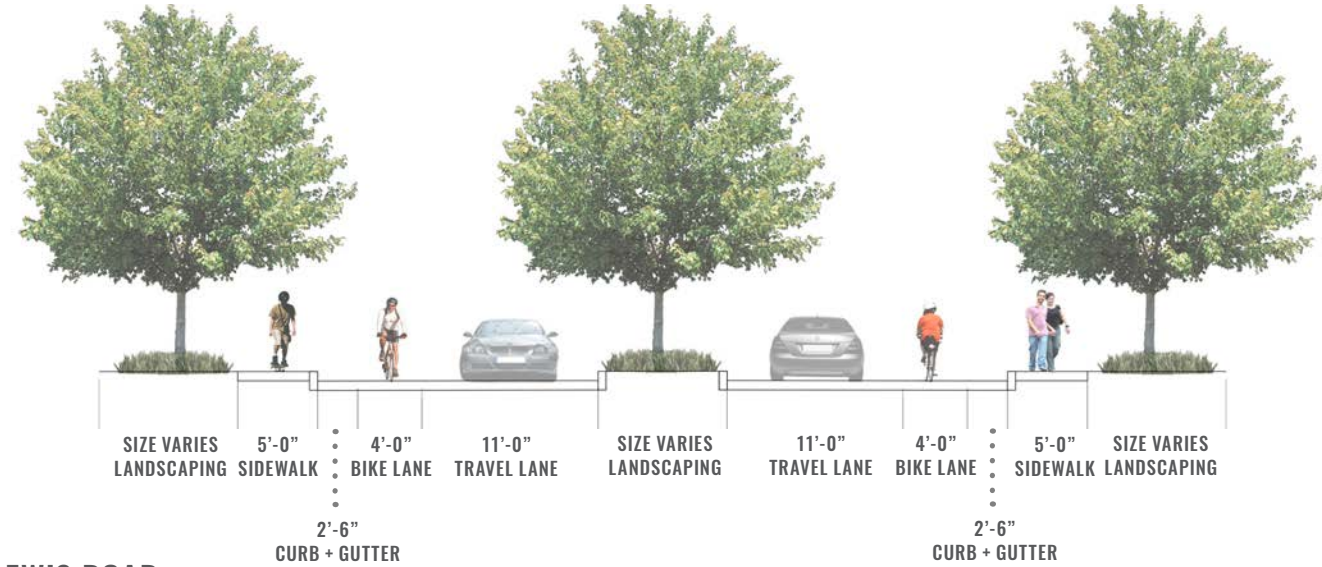
- Proposed Trails
- Proposed Sharrows
- Proposed New Streets
- Lewis Road Roundabout (Under Construction)
- Existing Trails
- Existing Sharrows
- Existing Bike Lanes
- Downtown Development Parcels
- Lewis Road Development Parcels
- Proposed Street Type & Location
- Existing Park Space
- Buildings
- Parcels





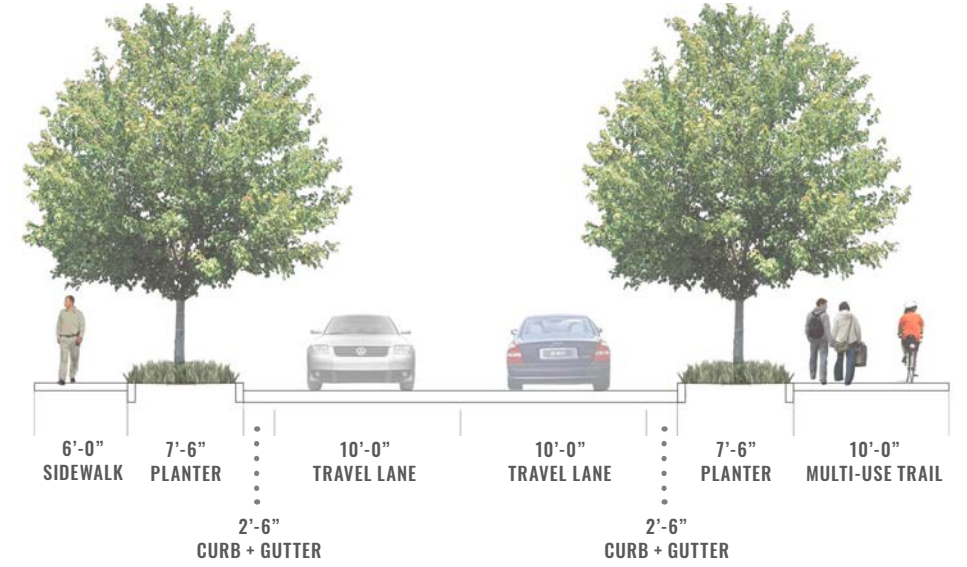
ST
90-20

ATLANTA STREET EXTENSION / NEW STREET TYPE



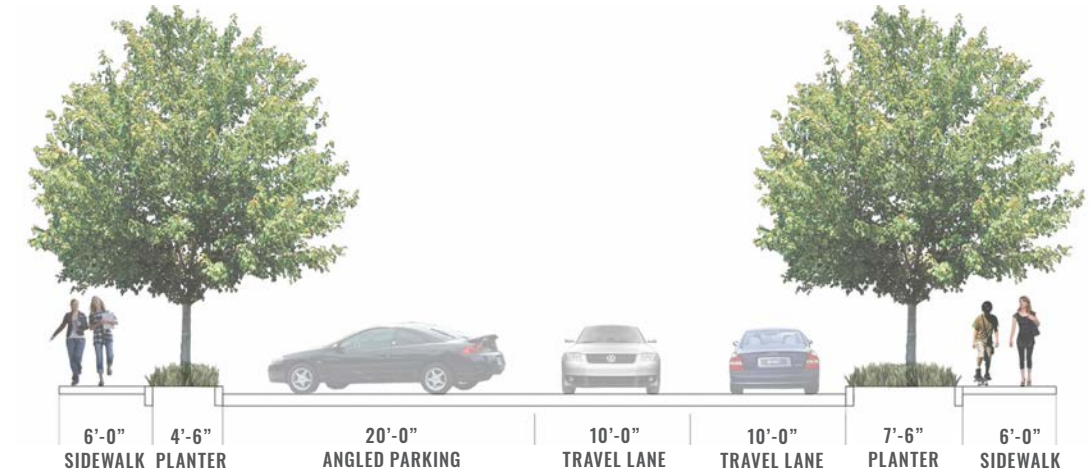
ST
VARIES

LEWIS ROAD



ST
55-24

JACKSON WAY / NEW STREET TYPE



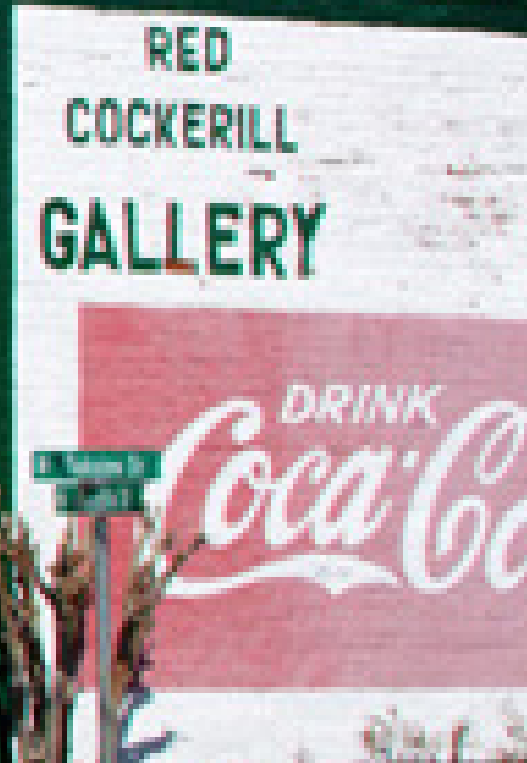
ST
64-24

BUTNER STREET EXTENSION/NEW STREET TYPE



CHAPTER 4 // FINAL RECOMMENDATIONS

- // Final Study Area Plans
- // Implementation Phasing
- // Implementation Priority Projects & Project List
- // Cost Estimates



FINAL PLAN // ENTIRE STUDY AREA

The final plan for the Springs in Motion Study Area (shown to the right) includes three major subareas: Downtown North, Downtown, and the Lewis Road Corridor. These plans are described in more detail

on pages 58 to 65. The overall plan aims to address the four goals established during the Visioning Workshop:

- Encourage mixed-use development
- Create a comprehensive trail system
- Makeover the Town Square
- Brand and market the City as a quaint town

The implementation of individual projects is detailed on pages 66 to 77 with phasing, timelines, and strategies.



DOWNTOWN NORTH PAGES 62 TO 63

DOWNTOWN PAGES 58 TO 61

LEWIS ROAD PAGES 64 TO 65

OVERALL RECOMMENDATIONS

The key recommendations include:

- Enhance the trail and bike network
- Improve the street sections (see pages 48 to 51)
- Focus mixed-use development around Downtown
- Encourage residential development
- Create a New Town Square on the southwest corner of Lewis Road & Marietta Street

TRANSPORTATION RECOMMENDATIONS

The transportation recommendations for the whole study area include:

- Create a comprehensive trail system connecting the Silver Comet to Downtown and the Lewis Road development to Downtown
- Extend Hotel Avenue and Butner Street to expand the Downtown grid and connectivity
- Create destinations for cyclists with a new connection to the Town Square from the Silver Comet

The implementation of these recommendations is described in more detail on pages 66 to 77.



0' 600' 1,200' 2,400'

SPRINGS IN MOTION // NEW TOWN SQUARE & INFILL DEVELOPMENT RENDERING



FINAL PLAN // DOWNTOWN
FOCUS AREA

Overall, the Downtown Focus Area Plan (shown to the right) does the following to address the goals established:

- Gives Powder Springs a focal point with a new Town Square
- Focuses on the properties south of Marietta Street as Phase 1 of Redevelopment (see pages 66 to 77 for more detail on phasing)
- Rehabilitates existing historic buildings
- Increases the amount and types of Downtown residences
- Increases office, retail, and restaurant square feet available to improve daily foot traffic
- Connects the trail system north to the Silver Comet and south to the existing and proposed Lewis Road development
- Increases the vitality of Downtown

This development serves as the catalyst project for the Springs in Motion Study area. The New Town Square is detailed on pages 60 to 61.



“WE SHOULD MAINTAIN THE
HISTORIC LOOK AND FEEL WHILE
CREATING INNOVATIVE PLACES
TO LIVE, EAT, WORK, WORSHIP,
AND PLAY” // Survey Respondent

The images above show the types of development that could occur in the Downtown Focus Area, including multi-family developments, additional commercial space, and the new Town Square.

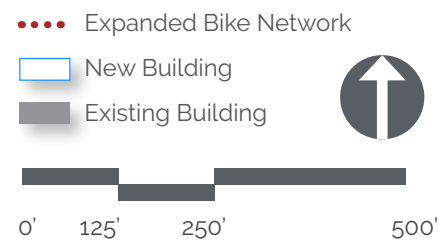


DEVELOPMENT SUMMARY

- 240 apartments
- 34,000 SF of New Commercial / Office Space
- Associated parking (surface and one deck) for new uses
- New trails and on-street bike facilities
- New street extensions
- New Town Square at Marietta Street and Lewis Road

COST TO IMPLEMENT

The cost for individual projects is detailed on pages 74 to 77, but the estimate summary is **\$5,160,000** for the City and DDA to acquire the necessary parcels, demolish specific structures, and construct the development and Town Square.



NEW TOWN SQUARE FEATURES

The New Town Square will be located on the southwest corner of Lewis Road and Marietta Street and will extend to the roundabout at Lewis Road and Atlanta Street. This enhanced green space will include many amenities to appeal to a diverse group of people (see plan and images to the right):

- Flexible splash pad & plaza at Lewis Road and Marietta Street
- Shared street on Hotel Avenue that can be closed for events and used as an extension of the plaza and park
- Unifying multi-purpose trail connecting Marietta Street to Murray Avenue
- Amphitheater and performance structure that function as a flexible lawn
- Artistic play structures for creative play
- Bocce ball courts
- Outdoor seating that supports the businesses in the adjacent buildings

In order to be successful, the New Town Square will require development fronting the open space. This creates more “eyes on the street” and provides opportunities for activity. Infill commercial, office, and residential buildings are proposed along the adjacent streets.

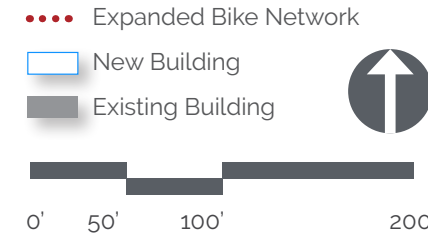


The images to the left show artistic play sculptures and a flexible lawn space at Lawrenceville Lawn in Lawrenceville, GA (TSW, 2014).

The image to the top right shows an example of a shared street, which is proposed for Hotel Avenue.



DOWNTOWN FOCUS AREA // NEW TOWN SQUARE



FINAL PLAN // DOWNTOWN NORTH

This area is located adjacent to the Silver Comet, continues south to Downtown, and comprises of the current duplex site and some single-family residential parcels.

The Downtown North Plan:

- Adds ~ 55 Single-family residential units (market-driven)
- Assumes the land will be privately purchased and developed
- Requires the purchase of land from 21 individual owners
- Offers trail alignment options

The trail options include:

- **Trail A:** Proposed trail inside existing floodplain to create a community amenity and connection to Downtown
- **Trail B:** Proposed trail on Old Lost Mountain Road - a retrofit of the current street design



“[POWDER SPRINGS IS] QUIET, CLEAN, AND FAMILY-FRIENDLY. A PAUSE FROM THE EVERYDAY HUSTLE.” // Survey Respondent

The images to above show the preferred single-family and trail design types chosen in the Visual Preference Survey. These two options could be implemented in the Downtown North Area.

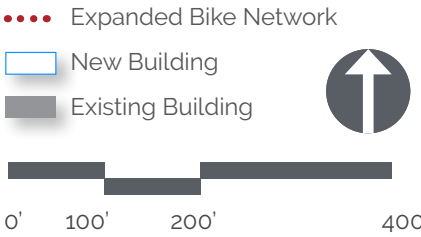


DEVELOPMENT SUMMARY

- 55 single-family residential units in compact development
- Small pocket parks within the residential development
- Preserved green space around the creek and in the floodplain
- Trail options to connect Downtown from the Silver Comet Trail
- New street sections to accommodate pedestrian and bike traffic

COST TO IMPLEMENT

The cost is detailed on pages 70 to 71, but the estimate summary is \$1,460,000 for the City and DDA to acquire the necessary parcels, demolish specific structures, construct the linear park and multi-use trail.



FINAL PLAN // LEWIS ROAD CORRIDOR

The Lewis Road corridor currently includes residential development. Given the existing single-family homes, two scenarios are proposed for the area:

- **Scenario A:** Single-family homes are expanded per the plan on 26.3 developable acres, north of the easement (market-driven), and an industrial site of 220,000 SF with rail access is developed (market driven).
- **Scenario B:** Industrial site of 220,000 SF with rail access is developed (market-driven), and the 26.3 acres north of the easement becomes an additional industrial site phased over the next 20 years

Utility easements limit development along the corridor, so the residential development is located around them with some road connections through them. The recommended residential development connects to the existing single-family residential subdivision and provides enhanced connectivity and additional pocket parks.



NATURAL FEATURES & GREEN SPACE//

The area is comprised of a large number of acres considered floodplain and national wetlands (noted on the plan to the right). Due to these designations, development is limited and primarily recreational uses are recommended in this area, including trails and active recreation facilities. Demand for multi-purpose fields and trails exists, so this is an ideal location for these uses. The plan shows the addition of sports and multi-purpose fields north of the wetland and other proposed development.

The image above shows one of the preferences for single-family development as determined in the Visual Preference Survey. This type of development could occur along the Lewis Road corridor.

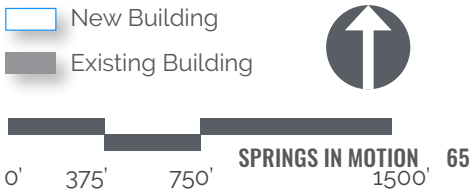


DEVELOPMENT SUMMARY

- 273 single-family homes (some are alley-loaded)
- 40,000 SF of new commercial / office space at C.H. James Parkway
- 220,000 SF of new industrial space at Lewis Road and Long Street
- Associated parking (surface) for new development
- New trails connecting residential units to the new park and Downtown
- New streets tying into existing residential development
- New trees and median on Lewis Road
- Wetland and woodland protection

COST TO IMPLEMENT

The cost is detailed on pages 72 to 73, but the estimate is \$70,700,000 for total value of private development potential.



IMPLEMENTATION // OVERALL PHASING

FINANCIAL CAPABILITY

A review of the City's history, in both acquiring property for public use and completing significant capital projects, suggests that Powder Springs possesses the financial capability and experience to implement the major public components of the Springs in Motion Plan. As evidence:

- In the past, the City has used its Downtown Development Authority (DDA) to purchase real estate, which the City has leased back to repay debt service. This mechanism appears to have been used to finance the acquisition of City Hall and possibly the development of the Municipal Court.
- In 2005, the DDA issued \$4.9 million in Revenue Bonds and partially refinanced those bonds in 2014 to purchase administrative offices of the City, renovate the Ford Center and acquire right-of-way for Lewis Road. Roughly \$6.8 million in outstanding revenue bonds remain from those projects.
- The City has/will receive roughly \$11 million from the current (2011) SPLOST.

If most/all of that SPLOST is already committed, the New Town Square could be a priority project if/when a new SPLOST is proposed for Cobb County.

- Recent/on-going City public improvement projects include Phase 1 of the Silver Comet Trail Linear Park totaling roughly \$1.3 million, \$1.0 million to acquire and renovate the new Seven Springs Museum at the Bodiford House, and \$1.5 million in SPLOST for Powder Springs Park. At the same time, the City has reduced the City's net existing long-term debt by \$5.0 million since 2007 with its enterprise funds.
- The City is in a comparatively comfortable position to incur new debt and has an available debt margin of \$32.2 million.

OVERALL STRATEGY

We propose that the DDA be used to acquire and hold property for the "New Town Plaza" and surrounding parcels for redevelopment purposes – a similar process as was used to acquire City Hall. We would recommend this as the first and highest priority catalyst project. The City's objective should be to assemble

ECONOMIC STRATEGIES //

Below are three recommendations to consider and investigate for redevelopment and revitalization of the downtown:

1. Creating a TAD (Tax Allocation District): Could leverage a \$4.75M with County & School consent
2. Creating a Local Historic District and Historic Preservation Commission to help protect the history and character of Downtown Powder Springs while opening up additional grant and funding opportunities.
3. Applying to become a National Main Street and a designated Georgia Main Street. These programs aid with historic preservation, business development and increasing tourism. More information about these programs can be found here:

<http://www.preservationnation.org/main-street>

<http://www.georgiamainstreet.org/about>



the proposed expanded public space to the north of the roundabout, including the Clutch Exchange, and to acquire excess property as feasible during the process of assembling land for the public space. The process would be as follows:

- Establish a project budget including land assembly costs and public improvements.
- Identify funding sources such as future SPLOST appropriations, accrued reserves, revenue bonds and possible, disposition proceeds from the resale of excess property.
- Charge the DDA with responsibility for assembling property on the City's behalf.
- The DDA would formulate a strategy for assembling real estate, possibly engaging a brokerage agency to approach prospective sellers for options on the DDA's behalf.

A budget for property acquisitions would come from some combination of dedicated reserves, unallocated SPLOST funds or a revenue bond issue. Other communities have used a portion of their unrestricted reserves to purchase and temporarily hold real estate assets, in place of or in addition

to issuing debt. The City maintains an 8 month operating reserve and had an "unassigned general fund balance" of \$3.8 million at the end of in 2015. Evidence indicates that this balance has been increasing in recent years – so it is likely that the City could free up \$1.0 million or more in accumulated reserves for property acquisitions over time, if the City Council desires to do so. If debt is issued, the City would be responsible to pay holding costs on the real estate until a permanent funding arrangement is determined. Those bonds could be issued with capitalized interest to allow 1 or 2 years to be financed through bond proceeds rather than general fund appropriations. Marietta and Smyrna used a similar process on a larger scale to acquire aging apartment complexes for redevelopment purposes.

Once the property is assembled the City would proceed to design/build the public space and formulate a disposition strategy for any excess parcels that are not needed for public purposes. The DDA would be responsible for disposing those "excess" parcels on the City's behalf. Disposition could be managed by a brokerage agency or through an RFP process. The City of Duluth recently disposed of two City-owned property assemblies in Downtown



0' 600' 1,200' 2,400'

Duluth – one through an RFP and one sole sourced to a preferred developer through the DDA. Resale of excess development parcels should be timed to maximize the increased real estate value created by the City's investment in the New Town Plaza. In the interim the City should put appropriate zoning in place that achieves desired development around the Plaza, particularly for property the City does not control.

- Norcross, Suwanee, Lawrenceville, Sugar Hill, Flowery Branch, Kennesaw, Marietta and Duluth have all used similar methods to accomplish redevelopment around similar types of planned public improvements. Holly Springs is currently using the same process for its proposed New Town Center Plan.

A Tax Allocation District (TAD) can be used to further reduce land assembly, demolition and parking structure costs by 8% to 10% - IF both the County and School District consent to participate. Cobb County and the School District have been less supportive of municipal TADs than other parts of Metro-Atlanta. We would only recommend that the City proceed with the effort to adopt a redevelopment plan and establish a TAD if there is a reasonable expectation of County/

School District support. The City's local County Commissioner and School Board representatives could be approached informally to determine whether the political climate has changed and the effort would be worth undertaking.

Absent of a TAD, the DDA could consider offering leasehold interest bond financing to a developer of the proposed apartments. Leasehold interest revenue bond financing would accomplish a similar objective of leveraging property taxes to pay a portion of development costs – but is less flexible and is likely to leverage less funding than a TAD. Additional research is needed to determine whether the Powder Springs DDA or Development Authority possess the capacity to offer leasehold interest financing. It appears that the City does possess this capability.

Should the City decide that it does not wish to assemble and hold real estate, it could present the development "opportunity" to a list of pre-qualified developers and commercial brokers to gauge market interest. It is possible that a developer or broker would assemble property IF the City's commitment to implement the public improvements is known to be started/ completed by a date certain. Once the improvements to the south

LCI TRANSPORTATION PROGRAM //

The Atlanta Regional Commission has committed \$500 million in funds through 2040 for transportation projects identified in LCI studies. Below are some statistics from the program's success:

- 105 construction projects completed or underway
- Funding totaling \$175 million

The process for receiving funding includes:

1. The City will attend TCC meetings regularly to stay up to date on funding, procedures and application deadlines.
2. The City will choose the top priority project as part of this plan update.
3. Begin the application for LCI supplemental funding to scope the selected priority project, projected to be Fall 2016.
4. The City independently scopes project to prepare for funding. The scope will establish alternatives, parcel counts, a detailed schedule and cost estimate. All these steps are required to start a GDOT concept report.

Additional information located here:
<http://www.atlantaregional.com/land-use/livable-centers-initiative/lci-transportation-program>



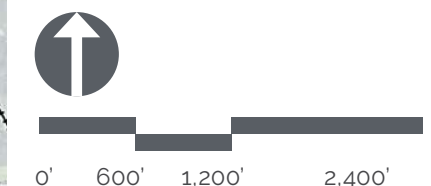
of Marietta Street are completed, the City could employ a similar strategy to implement proposed LCI pan components to the north of Marietta Street and eventually Lewis Road. Revenues from the resale of development parcels near the roundabout could be re-invested to the acquisition of duplexes along the proposed trail extension.

OUTSIDE FUNDING STRATEGIES Recreational Trails Program Grants

This program funded through the Federal Highway Trust Fund provides between \$25,000-\$100,000 worth of reimbursement towards project cost. In order to ensure commitment to the project, match requirements are mandatory. Application deadlines are typically December of every year. Additional information can be found here: <http://gastateparks.org/grants/rtp>

Land & Water Conservation Fund

Sponsored by the U.S. Department of the Interior, this program helps promote and preserve public outdoor recreation facilities. This option could help fund multi-use trails, and the program provides a match of funds up to \$150,000, distributed



as reimbursements. Applications are typically due in December. Additional information can be found here:
<http://www.adeca.alabama.gov/Divisions/ced/Recreation/Pages/Programs.aspx>

Outdoor Happiness Grant Program

This program, funded by McKee Foods commits money to those committed to the outdoors. Parks, pedestrian plazas and trails have been funded. Award amounts vary and applications are accepted year round. Application can be found here:
<http://www.outdoorhappinesmovement.com>

Georgia Heritage Grants

Eligible projects include both development and predevelopment projects. Local governments are eligible and awards vary. Additional information can be found here:
<http://georgiashpo.org/node/2266>

People For Bikes Grants

This organization accepts applications from city departments for bike paths, lanes, bridges, racks, and storage among others uses. They accept applications up to \$10,000. The letter of interest is due in July for year 2016. Additional information and the application can be found here:
<http://www.peopleforbikes.org/>

IMPLEMENTATION // DOWNTOWN PHASING

THE VISION

The City of Powder Springs and potentially the Downtown Development Authority (DDA) will need to assemble parcels for the New Town Square, which includes an amphitheater, park space, and residential development.

PROJECTED BUILD-OUT

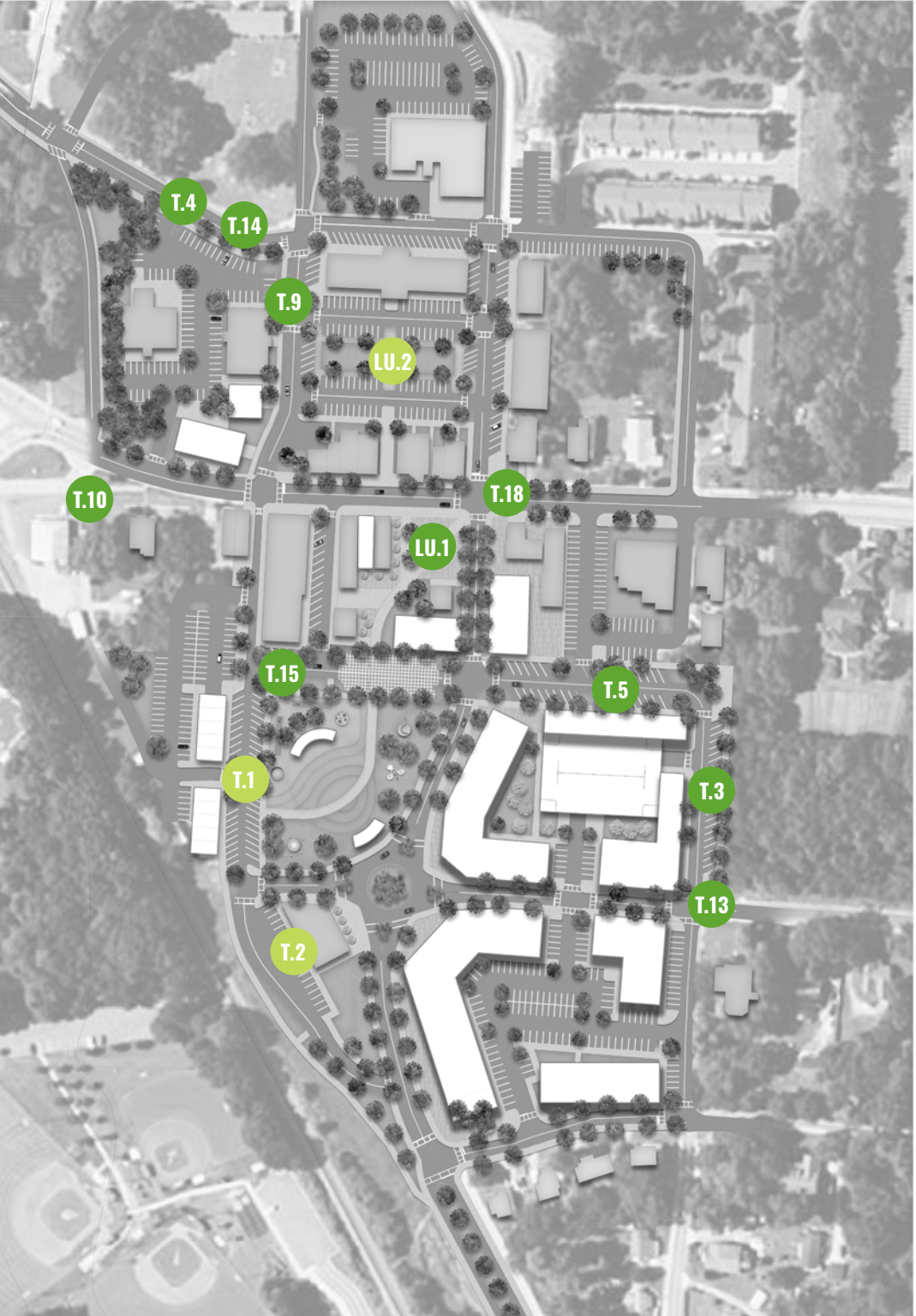
- 34,000 SF of new commercial /office
- 240 New Apartments
- Associated parking

STRATEGY

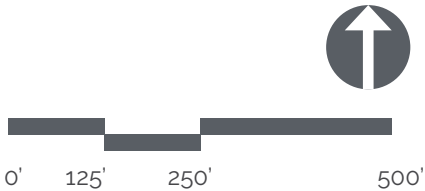
- The City must:
- Acquire parcels
 - Demolish existing buildings
= 5.5 million total
 - Re-sell cleared development sites
Net assembly cost after re-sale should be less than \$600,000
 - Fund Downtown parking and amenities by a combination of SPLOST, invested reserves, and bond financing
 - Much of the cost is related to structured parking, which can be delayed or significantly reduced if the number of apartments is less than projected

DOWNTOWN SOUTH OF MARIETTA

TASK	PHASE	COST	FUNDING
Property Acquisition		\$2,540,000	
Demolition		\$260,000	
Total Property Assembly Cost		\$2,800,000	
(Less) Resale of Disposition sites		\$2,840,000	
Net Land Cost (Surplus)		\$(40,000)	
City / DDA Share of Downtown Parking		\$1,700,000	SPLOST, invested reserves, bond financing
City / DDA Cost of Plaza, Amphitheater, Parks		\$3,500,000	SPLOST, invested reserves, bond financing, LCI gratn
Estimated TOTAL CITY / DDA Cost		\$5,160,000	
Incremental Taxable Market Value Created		\$26,500,000	



- ## Phase 1
- ## Phase 2
- ## Phase 3



IMPLEMENTATION // DOWNTOWN NORTH PHASING

THE VISION

City, DDA or a private developer will need to purchase land from 21 individual owners for the Downtown North development, which includes single family home lots, commercial/office, and a proposed linear park running along the existing creek.

PROJECTED BUILD-OUT

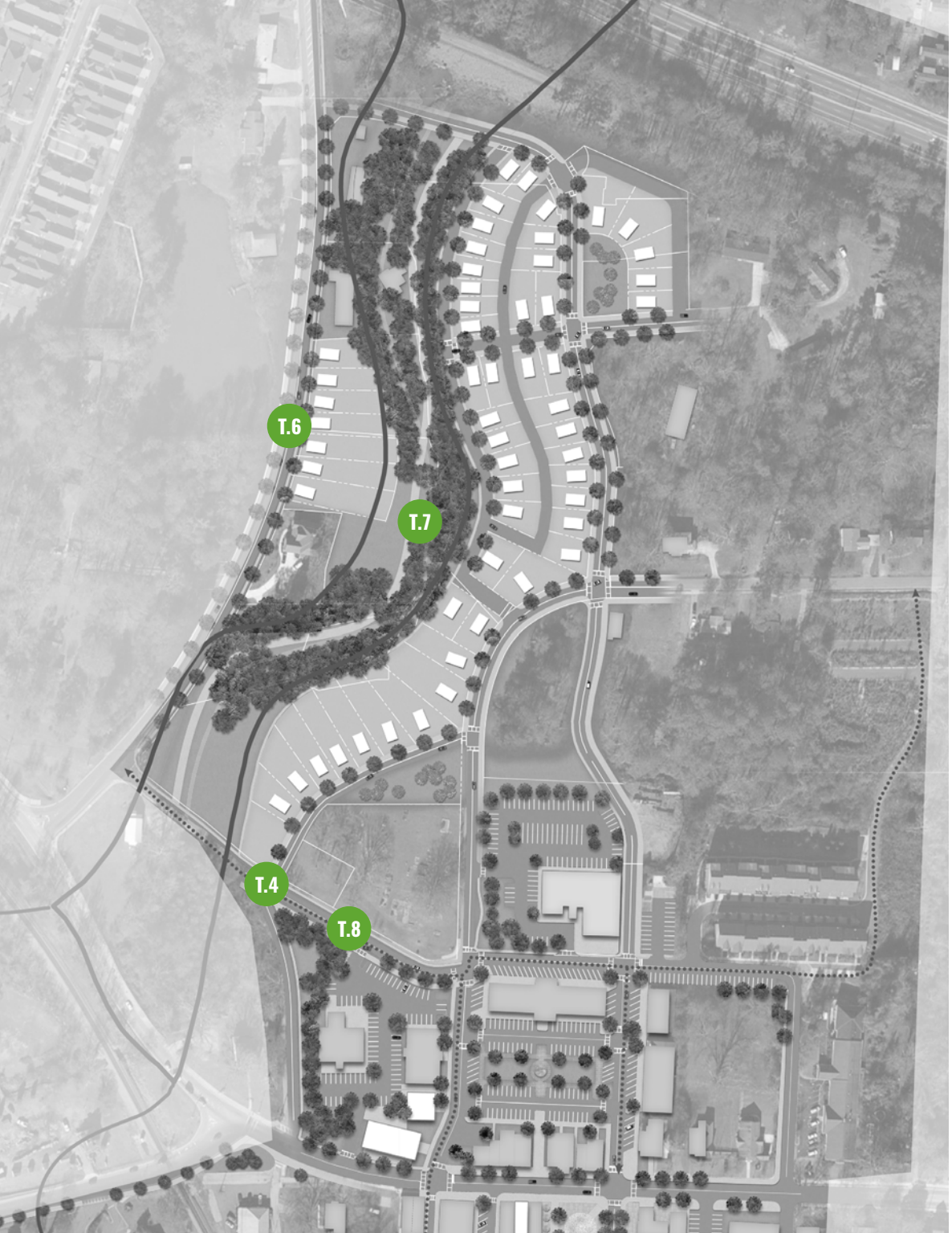
- +/- 55 Single Family Home Units - Market Driven
- 8,000 SF of New Commercial/Office space on City owned land next to City Hall
- Multi-Use Trail
- 24 units in Park Place completed

STRATEGY

- The City/DDA/Private Developer must:
- Acquire parcels from multiple owners
 - Demolish existing buildings and acquire land
 - = **\$2.6 million total**
 - Downtown parking and amenities to be funded by combination of SPLOST, invested reserves, and bond financing

DOWNTOWN NORTH

TASK	PHASE	COST	FUNDING
Property Acquisition		\$2,360,000	
Demolition		\$290,000	
Total Property Assembly Cost		\$2,650,000	
(Less) Resale of Disposition sites		\$2,060,000	
Net Land Cost (Surplus)		\$(590,000)	
City / DDA Share of Downtown Parking		\$120,000	SPLOST, invested reserves, bond financing
City / DDA Costs of Parks		\$750,000	SPLOST, invested reserves, bond financing
Estimated TOTAL CITY / DDA Cost		\$1,460,000	
Incremental Taxable Market Value Created		\$19,300,000	



- ## Phase 1
- ## Phase 2
- ## Phase 3

IMPLEMENTATION // LEWIS ROAD CORRIDOR PHASING

THE VISION

The completion of Springbrooke Estates or a comparable residential project will occur in this corridor along with roughly 60 acres for industrial or office use.

PROJECTED BUILD-OUT

- 220,000 SF of New Industrial or Office Space
- 192 House Lots
- Recreational amenities and trails

STRATEGY

The City must:

- Obtains easements to develop recreational amenities and trails which minimize acquisition costs and increases the value of remaining land
- Construct park and trail amenities using future SPLOST proceeds as funds become available
- Incremental city taxes build out Lewis Road which would exceed \$230,000/year
- Attract new industrial/office users

LEWIS ROAD

BUILD OUT SUMMARY	UNITS/SF	VALUE/UNIT	TOTAL VALUE
Total Residential Building SF	460,800	\$125.00	\$57,600,000
Industrial	220,000	\$45.00	\$9,900,000
Commercial	40,000	\$80.00	\$3,200,000
Totals	720,800	\$98.09	\$70,700,000



IMPLEMENTATION //
PRIORITY PROJECTS

The Springs in Motion Plan includes a list of projects shown on the following pages in the charts. The Springs in Motion Plan includes a list of projects, three of which have been identified as Priority Projects. For a fully detailed list please refer to the report Appendix on page #.

#1 TOWN SQUARE

This project, located in the heart of the City will act as the signature public space of Powder Springs. Town Squares often are the center of activity, gathering, and tourism in historic downtowns. The City will need to assemble land totaling approximately 2.3 acres. This development proposal includes an interactive fountain at the corner of Marietta Street and Lewis Road and a multi-use trail that passes through the main green space. This large, multi-purpose lawn framed by a stage can be used as amphitheater seating for concerts or set up for community festivals, and used as a daily active recreation area.

SPRINGS IN MOTION // PROJECT LIST

URBAN DESIGN/LAND USE

#	PROJECT NAME	PHASE	COST	FUNDING
LU.1	Town Square Development: multi-use trail, amphitheater lawn, stage, play art, fountain, shared space with pavers, bocce	One	\$5.16 Million	SPLOST, invested reserves, bond financing
LU.2	Former Town Square landscape improvements, upgraded fountain, hardscaping	Two	\$150,000	City
LU.3	Expanded Recreational Facility: multi-use trails, 3 multi-purpose fields, 4 tennis courts, parking, restroom facility, landscaping	Three		County, City, grant funding

TRANSPORTATION

#	PROJECT NAME	PHASE	COST	FUNDING
ROADWAY				
T.1	Murray Avenue A (Hotel Avenue to Atlanta Street): Remains one way, add 20' angled parking on both sides	Two	\$210,000	City, SPLOST
T.2	Murray Avenue B (Atlanta Street to Lewis Road): Add 18', 90 degree parking on one side	Two	\$170,000	City, SPLOST
T.3	Butner Street Extension: Add 20' angled parking each side, add two 10' travel lanes	One	\$135,000	Private, City

SPRINGS IN MOTION // PROJECT LIST

TRANSPORTATION

#	PROJECT NAME	PHASE	COST	FUNDING
T.4	Jackson Way Reconfiguration: two 10' travel lanes	One	\$75,000	City, SPLOST
T.5	Hotel Avenue Extension: Add 20' angled parking on both sides, add two 10' travel lanes	One	\$225,000	Private, City

BIKE/PED

T.6	Silver Comet Trail Connector Alignment Option A: 10' Concrete multi-use trail from Silver Comet bridge south to Jackson Way on Old Lost Mountain Road in current ROW	One	\$210,000	City, SPLOST, grant funding, LCI funding
T.7	Silver Comet Trail Connector Trail Alignment Option B: 10' Concrete multi-use trail from Silver Comet bridge south to Lynn Drive to flood plain, trail travels through property until reaching Jackson Way to the south	One	\$130,000	City, SPLOST, grant funding, LCI funding
T.8	10' Concrete Multi-use Trail: From intersection of Old Lost Mountain Road and Jackson Way southeast along Jackson Way to Pineview Drive	One	\$260,000	City, SPLOST, grant funding, LCI funding

IMPLEMENTATION //
PRIORITY PROJECTS

#2 DOWNTOWN TRAIL SPUR

Implementing a dedicated 10' to 12' multi-use trail that travels from the Silver Comet bridge to Downtown is the second priority project. This alignment travels south on Old Lost Mountain Road and turns onto Jackson Street bringing visitors into Downtown Powder Springs. This crucial connection gives ease of access for cyclists to explore the City and loop into the existing street bike network.

#3 LEWIS ROAD LANDSCAPING

This project is an aesthetic upgrade to the Lewis Road corridor. Adding trees and landscape enhancements will improve the aesthetics of this important gateway into Downtown Powder Springs. Trees provide shade and a pleasant walking and biking experience for residents and visitors. As Lewis Road evolves with future development as a multi-modal transportation corridor this improvement will become more beneficial.

SPRINGS IN MOTION // PROJECT LIST

TRANSPORTATION				
#	PROJECT NAME	PHASE	COST	FUNDING
T.9	Pineview Drive Multi-Use Trail: 10' concrete trail from intersection of Jackson Way and Pineview Drive heading south on Pineview Drive until Marietta Street	One	\$35,000	City, SPLOST, grant funding, LCI funding
T.10	Brownsville Road Multi-Use Trail: 10' concrete trail from edge of Powder Springs Park northeast to Marietta Street	One	\$135,000	City, SPLOST, grant funding, LCI funding
T.11	Recreation Trails: 12' asphalt trail from Brownsville Road south through floodplain	Two	\$3,000,000	County, City, grant funding, LCI funding
STREETSCAPE				
T.12	Lewis Road Landscape: median landscape improvements along whole corridor, inside the median and behind the back of sidewalk	Three	\$118,000	City
T.13	Butner Street Streetscape: landscaped planters, sidewalks on both sides	One	\$35,000	Private, City
T.14	Jackson Way Streetscape: reconfiguration, landscaped planters, sidewalks, both sides	One	\$245,000	City, SPLOST, grant funding
T.15	Hotel Avenue Streetscape: landscaping, sidewalks from Murray Avenue to Butner Street	One	\$110,000	Prviate, City

SPRINGS IN MOTION // PROJECT LIST

T.16	Dillard Street Sharrow Markings: from Pineview Drive south to Atlanta Street	One	\$12,500	City
T.17	Atlanta Street Sharrow Markings: from Dillard Street to Old Austell Road	Two	\$12,500	City
T.18	Marietta Street Sharrow Markings: from Dillard Street to Old Lost Mountain Road and Powder Springs Dallas Road intersection	One	\$18,500	City
T.19	Powder Springs/Dallas Road Sharrow Markings: from Old Lost Mountain Road to Lucille Creek Trail entrance	Two	\$16,500	City
T.20	Grady Grier Drive Sharrow Markings: to Old Austell Road	Three	\$175,000	City

MARKET

#	PROJECT NAME	PHASE	COST	FUNDING
M.1	Investigate potential for development of a TAD with County and School support	One	Staff Time	City
M.2	Investigate the potential for designating a Local Historic District and forming a Historic Preservation Commission	One	Staff Time	City
M.3	Investigate the potential for a National Main Street and Georgia Main Street Designation	One	Staff Time	City

APPENDIX A: SPRINGS IN MOTION // PROJECT LIST

URBAN DESIGN/LAND USE

#	PROJECT NAME	PHASE	TYPE OF IMPROVEMENT	ENGINEERING YEAR	ENGINEERING COSTS	ROW YEAR
LU.1	Town Square Development: multi-use trail, amphitheater lawn, stage, play art, fountain, shared space with pavers, bocce	One	Public Amenity	2016	N/A	N/A
LU.2	Former Town Square landscape improvements, upgraded fountain, hardscaping	Two	Landscape Upgrade	2018	N/A	N/A
LU.3	Expanded Recreational Facility: multi-use trails, 3 multi-purpose fields, 4 tennis courts, parking, restroom facility, landscaping	Three	Public Amenity	2021	TBD	N/A

TRANSPORTATION

ROADWAY

T.1	Murray Avenue A (Hotel Avenue to Atlanta Street): Remains one way, add 20' angled parking on both sides	Two	Streetscape	2018	\$35,000	N/A
T.2	Murray Avenue B (Atlanta Street to Lewis Road): Add 18', 90 degree parking on one side	Two	Streetscape	2018	\$30,000	N/A
T.3	Butner Street Extension: Add 20' angled parking each side, add two 10' travel lanes	One	Streetscape	2016	\$25,000	N/A

CONSTRUCTION YEAR	CONSTRUCTION COSTS	RESPONSIBLE PARTY	FUNDING SOURCE	LOCAL SOURCE	MATCH AMOUNT
2018	\$5.16 Milltion	City, DDA	City, DDA	City, SPLOST, invested reserves, bond financing	N/A
2020	\$150,000	City	City	N/A	N/A
2023	TBD	City	County, City, grant funding	N/A	N/A
2020	\$210,000	City	City	City, SPLOST, LCI funding	N/A
2020	\$170,000	City	City	City, SPLOST, LCI funding	N/A
2018	\$110,000	City	City	City, SPLOST, LCI funding	N/A

SPRINGS IN MOTION // PROJECT LIST

TRANSPORTATION

#	PROJECT NAME	PHASE	TYPE OF IMPROVEMENT	ENGINEERING YEAR	ENGINEERING COSTS	ROW YEAR
T.4	Jackson Way Reconfiguration: two 10' travel lanes	One	Streetscape	2016	\$45,000	N/A
T.5	Hotel Avenue Extension: Add 20' angled parking on both sides, add two 10' travel lanes	One	Streetscape	2016	\$10,000	N/A
BIKE/PED						
T.6	Silver Comet Trail Connector Alignment Option A: 10' Concrete multi-use trail from Silver Comet bridge south to Jackson Way on Old Lost Mountain Road in current ROW	One	Bike/Ped Improvementl	2016	\$35,000	N/A
T.7	Silver Comet Trail Connector Trail Alignment Option B: 10' Concrete multi-use trail from Silver Comet bridge south to Lynn Drive to flood plain, trail travels through property until reaching Jackson Way to the south	One	Bike/Ped Improvement	2016	\$30,000	N/A
T.8	10' Concrete Multi-use Trail: From intersection of Old Lost Mountain Road and Jackson Way southeast along Jackson Way to Pineview Drive	One	Bike/Ped Improvement	2016	\$35,000	N/A

CONSTRUCTION YEAR	CONSTRUCTION COSTS	RESPONSIBLE PARTY	FUNDING SOURCES	LOCAL SOURCE	MATCH AMOUNT
2018	\$75,000	City	City, grant funding	City, SPLOST	N/A
2018	\$225,000	City, Private	City	Private, City	N/A
2018	\$175,000	City	City, grant funding	SPLOST, LCI funding	N/A
2018	\$100,000	City	City, grant funding	City, SPLOST, LCI funding	N/A
2018	\$235,000	City	City, grant funding	City, SPLOST, LCI funding	N/A

SPRINGS IN MOTION // PROJECT LIST

TRANSPORTATION

#	PROJECT NAME	PHASE	TYPE OF IMPROVEMENT	ENGINEERING YEAR	ENGINEERING COSTS	ROW YEAR
T.9	Pineview Drive Multi-Use Trail: 10' concrete trail from intersection of Jackson Way and Pineview Drive heading south on Pineview Drive until Marietta Street	One	Bike/Ped Improvement	2016	\$10,000	N/A
T.10	Brownsville Road Multi-Use Trail: 10' concrete trail from edge of Powder Springs Park northeast to Marietta Street	One	Bike/Ped Improvement	2016	\$35,000	N/A
T.11	Recreation Trails: 12' asphalt trail from Brownsville Road south through floodplain	Two	Bike/Ped Improvement	2018	\$500,000	N/A
STREETSCAPE						
T.12	Lewis Road Landscape: median landscaping along whole corridor, inside median and at back of sidewalk	One	Streetscape	2016	\$18,000	N/A
T.13	Butner Street Streetscape: landscaped planters, sidewalks	One	Streetscape	2016	\$10,000	N/A
T.14	Jackson Way Streetscape: reconfiguration, landscaped planters, sidewalks, both sides	One	Streetscape	2016	\$35,000	N/A
T.15	Hotel Avenue Streetscape: landscaping, sidewalks from Murray Avenue to Butner Street	One	Streetscape	2016	\$25,000	N/A

CONSTRUCTION YEAR	CONSTRUCTION COSTS	RESPONSIBLE PARTY	FUNDING SOURCES	LOCAL SOURCE	MATCH AMOUNT
2018	\$225,000	City	City	SPLOST, grant funding, LCI funding	N/A
2018	\$100,000	City	City	SPLOST, grant funding, LCI funding	N/A
2020	\$3,000,000	City	City	County, SPLOST, grant funding, LCI funding	N/A
2018	\$118,000	City	City	N/A	N/A
2018	\$25,000	City, Private	City, Private	N/A	N/A
2018	\$210,000	City	City	SPLOST, grant funding, LCI funding	N/A
2018	\$85,000	City	City	SPLOST, grant funding, LCI funding	N/A

SPRINGS IN MOTION // PROJECT LIST

#	PROJECT NAME	PHASE	TYPE OF IMPROVEMENT	ENGINEERING YEAR	ENGINEERING COSTS	ROW YEAR
T.16	Dillard Street Sharrow Markings: from Pineview Drive south to Atlanta Street	One	\$12,500	2016	\$2,500	N/A
T.17	Atlanta Street Sharrow Markings: from Dillard Street to Old Austell Road	Two	\$12,500	2018	\$2,500	N/A
T.18	Marietta Street Sharrow Markings: from Dillard Street to Old Lost Mountain Road and Powder Springs Dallas Road intersection	One	\$18,500	2016	\$2,500	N/A
T.19	Powder Springs/Dallas Road Sharrow Markings: from Old Lost Mountain Road to Lucille Creek Trail entrance	Two	\$16,500	2018	\$2,500	N/A
T.20	Grady Grier Drive Sharrow Markings: to Old Austell Road	Three	\$175,000	2021	\$2,500	N/A

MARKET						
M.1	Investigate potential for development of a TAD with County and School support	One	Economic Development	2016	N/A	N/A
M.2	Investigate the potential for designating a Local Historic District and forming a Historic Preservation Commission	One	Economic Development	2016	N/A	N/A
M.3	Investigate the potential for a National Main Street and Georgia Main Street Designation	One	Economic Development	2016	N/A	N/A

CONSTRUCTION YEAR	CONSTRUCTION COSTS	RESPONSIBLE PARTY	FUNDING SOURCES	LOCAL SOURCE	MATCH AMOUNT
2018	\$10,000	City	City	N/A	N/A
2020	\$10,000	City	City	N/A	N/A
2018	\$16,000	City	City	N/A	N/A
2020	\$14,000	City	City	N/A	N/A
2023	\$15,000	City	City	N/A	N/A
2018	N/A	City; Staff Time	City	N/A	N/A
2018	N/A	City; Staff Time	City	N/A	N/A
2018	N/A	City; Staff Time	City	N/A	N/A