

TOWN CENTER PLANNING STUDY

A LIVABLE CENTERS INITIATIVE

City of Powder Springs, Georgia



Prepared By:

PBS&J

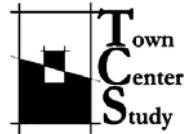
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Sycamore Consulting, Inc.
Strategic Planning Initiatives, LLC



Atlanta Regional Commission

February 2003



Town Center Planning Study ~ A Livable Centers Initiative



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CITY OF POWDER SPRINGS, GEORGIA

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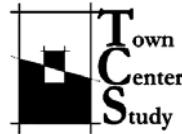
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EXECUTIVE SUMMARY

OVERVIEW

The City of Powder Springs has been working aggressively during the course of the last seven years on a series of planning and implementation projects that are directly consistent with the goals of the Livable Communities Initiative and that are focused on its downtown. In 1996, the City initiated a planning process – The Community Enhancement Master Plan – that focused on downtown and its linkages to the community as a whole. Since then, the City has been involved in planning efforts in and around the town center that strive to establish key linkages throughout the community and bring a renewed focus to downtown. That process continues today in the form of a number of recent planning efforts and City actions. The most recent of these efforts is this Town Center Study funded, in part, through the Atlanta Regional Commission's Livable Centers Initiative (LCI).

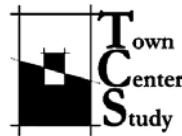
EXISTING CONDITIONS

An inventory and analysis of existing conditions was performed for the fabric of the Powder Springs community as it has been formed by natural features and cultural factors. The study also brings attention to issues and constraints within the study area, as well as outside, that require decision-making by policymakers and the public. It is a baseline for the city deciding what it wants to be, by seeing where it has come from. A primary focus of the analysis, in the spirit of the LCI process, is to reveal existing and potential pedestrian and transportation-related forces and the opportunities, destinations, and linkages among them.

Inventory illustrations and discussions included Current Land Use and Existing Zoning, Future Land Use, Physical Constraints, Transportation Network, Key Parcel Ownership, Anchor Elements, and Opportunity Areas.

PUBLIC INVOLVEMENT

In late August 2002, the City of Powder Springs began significant efforts to solicit citizen input into the Powder Springs Town Center Study. The purpose of these efforts was to obtain as many opinions from residents as possible regarding values, concerns, and ideas about the characteristics of the community now and in the future. Special efforts were made to reach citizens representative of all groups of the community.



A multi-tiered approach was used to obtain input from a variety of citizens in a variety of ways. The main methods used to solicit input and facilitate project discussions throughout the process are listed below:

- Comment forms and on-line comment survey
- Stakeholder Interviews
- Steering Committee
- Public Meetings

The results from each of these techniques have framed the development of the Town Center Study's vision, conceptual plan, and priorities. All feedback has been synthesized into the following major consensus items, overall themes, regardless of the method used to collect the information.

- A majority of comments received relate to quality of life issues such as safety, schools, noise, and property values. Maintaining and further developing a sense of community and a small town, historic feel in Powder Springs is extremely important to residents.
- General consensus existed in a desire for more entertainment amenities, such as family-style restaurants and shops, within the Powder Springs Town Center study area.
- Many citizens' view of transportation issues focused on a desire for reduction in vehicular congestion through traffic calming techniques, as well as necessary pedestrian enhancements, including sidewalks and connectivity.
- Green space and land preservation emerged as another popular theme amongst residents.
- Aesthetical elements such as building design, streetscapes, cleanliness and upkeep remain a priority for many local residents.
- Comments were made regarding a need for more upscale housing and improvements to existing housing.
- Additional comments were made regarding the need for employment and business development.

Citizens understand that enhancements in these areas contribute to the small-town feel and high quality of life that residents and visitors find desirable.

MARKET ANALYSIS

Pursuant to the engagement goals and objectives of determining market opportunities for new residential development in the town center study area and determining demand in support of the revitalization of downtown Powder Springs, RCL Co. undertook the following research and analysis.

Town Center Residential

- Physically examined the Downtown Powder Springs area to understand potential adaptive reuse opportunities and infill locations. Examined the area in the context of building quality, visibility, access, surrounding uses and other key factors impacting residential development.
- Conducted a strengths and challenges analysis.
- Examined area demographics in and around Powder Springs.
- Obtained and analyzed area home sales and rental apartment overview data.

There is market support and demand for higher density housing products for the town center study area in Powder Springs including high end products. Housing strategies should include these higher density products.

Redevelopment opportunities exist for the older rental housing stock existing in the downtown, some of which may qualify for federal FEMA funds given flood plain areas. Such potential opportunities along Lewis Road and Long Street have been and should be explored further.

Lewis Road Business Park

Three primary sources of demand for business park space exist for the Lewis Road property including demand for office space, demand for flex/service space and demand for business distribution space. A statistical demand analysis based on population and employment projections for the area and local market conditions was performed for each of the types of space and combined to understand the total estimated potential for the Lewis Road property. As currently configured – allowing only office and flex/service uses – demand is more limited, however, when business distribution uses are considered there is much stronger demand for new space from new growth and local turnover.

TOWN CENTER CONCEPT PLAN & RECOMMENDATIONS

Based on our analysis the City of Powder Springs has already refined the business park zoning to allow more business distribution uses. Market opportunities will be enhanced through the Lewis Road realignment and road and entry enhancements. Additionally, we recommend that the City, Developer and Development Authority work together to promote the project development. A well-coordinated public and private development partnership effort will increase the property's chance for success.

The following Zoning Map amendments should be considered:

- Amend the Official Zoning Map to reflect CBD, Mixed Commercial Business District Use District on properties now zoned R-20 and R-15 on Marietta Street, each Single Family Residential Districts.

Public Sector Initiatives:

These public sector initiatives include a very diverse range of City initiated projects and actions and will require dedication and creativity on the City's part to see them through to implementation.

- A-7. Long Street Neighborhood Improvements
- B. Greenway Trail / Pedestrian Connections
- C. Potential Park & Ride Facility
- D. Traffic Calming
- E. Downtown Community Gateway
- F. Pedestrian/Railroad Crossing
- G. Revitalize Existing Town Square

- H. Create a New South Town Square
- I. Mixed-use Downtown Activity Center
- J. Commercial Business Improvement District
- K. Public Schools Initiative
- L. Open Space / Public Park Land Acquisition
- M. Business Employment Center
- N. Community Center



GENERAL PUBLIC AFFIRMATION

At the October public meeting, participants were asked to rank, on a scale of -3 to +3, their support for each of the proposed improvements. Then, at the November meeting, the public was asked to identify and rank their top five projects – those projects that they thought were most important and that they wanted to see move forward soonest. The public emphasized their preference for downtown and streetscape improvements, specifically the two town square projects and Marietta Street streetscape improvements.

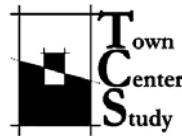


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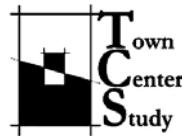
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CHAPTER 1: INTRODUCTION

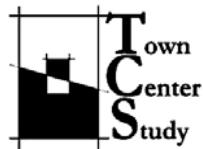
1.1 Introduction & Purpose:

The City of Powder Springs has been working aggressively during the course of the last seven years on a series of planning and implementation projects that are directly consistent with the goals of the Livable Communities Initiative and that are focused on its downtown. In 1996, the City initiated a planning process – The Community Enhancement Master Plan – that focused on downtown and its linkages to the community as a whole. Since then, the City has been involved in planning efforts in and around the town center that strive to establish key linkages throughout the community and bring a renewed focus to downtown. That process continues today in the form of a number of recent planning efforts and City actions. The most recent of these efforts is this Town Center Study funded, in part, through the Atlanta Regional Commission's Livable Centers Initiative (LCI).

According to the Atlanta Regional Commission's (ARC) web page (www.atlreg.com) the LCI program was adopted "... in May 1999 to provide funding for investment studies and transportation projects located in activity and town centers in the region." "The focus of the program is to encourage increased residential development, mixed-uses and connectivity in activity and town centers. The studies also define detailed plans that support the adopted policies of the Regional Development Plan (RDP) to encourage activity and town center development."

The Atlanta Regional Commission's three major goals for the LCI program are:

1. Encourage a diversity of uses including mixed income residential neighborhoods, employment, shopping and recreation choices.
2. Provide access to a range of travel modes including transit, roadways, walking and biking to enable access to all uses within the study area.
3. Develop a planning outreach process that promotes the involvement of all stakeholders particularly low to moderate income and minority citizens.



The LCI program requires that communities, successful in obtaining study grants, address the following 10 items in their town center plans:

1. Land use mix appropriate for future growth.
2. Transportation demand reduction measures.
3. Internal mobility requirements – traffic calming, pedestrian circulation, transit circulation, bicycle & pedestrian circulation.
4. Mixed-income housing, job/housing match and social issues.
5. Continuity of local streets in study area and development of a network of minor roads.
6. Need/identification of future transit circulation systems and line haul routes.
7. Connectivity of transportation system to other centers.
8. Center development organization and management, promotion and economic restructuring.
9. Stakeholder participation/support.
10. Public and private investment policy.

The purpose of this Town Center Study is to build on previous planning efforts, recent “bricks and mortar” successes and current LCI program goals, to develop a long range plan for the re-creation of a vibrant, pedestrian-friendly, mixed-use town center. This project has focused on several initiatives that will redefine, redevelop and reconnect the City’s town center with the rest of the community. The downtown is the historic center of the community and is currently facing a number of challenges from recent and on-going regional development. These challenges include: the completion of the East-West Connector and the opening of the Richard D. Sailors Parkway (immediately north of the town center), the very large Norfolk-Southern inter-modal facility currently now operating in neighboring Austell and dramatic growth in surrounding Cobb and Paulding Counties.

1.2 Study Area Location and Boundaries:

The study area encompasses both the traditional town center of Powder Springs, the neighborhoods immediately adjacent to it and the largely undeveloped area along Lewis Road immediately south of the original commercial town center. The study area is illustrated in the Study Area map and is generally bounded to the north by Richard D. Sailors Parkway, to the west by



Brownsville and Old Lost Mountain Roads, to the south by C.H. James Parkway (US 278) and, on the east, by Oglesby, Frank Aiken and Austell Powder Springs Roads. The study area encompasses approximately 1020 acres.

See insert, Figure 1.1 - Aerial image showing study area boundary.



City of Powder Springs

Town Center Study Area



Legend :

— Study Area Boundary

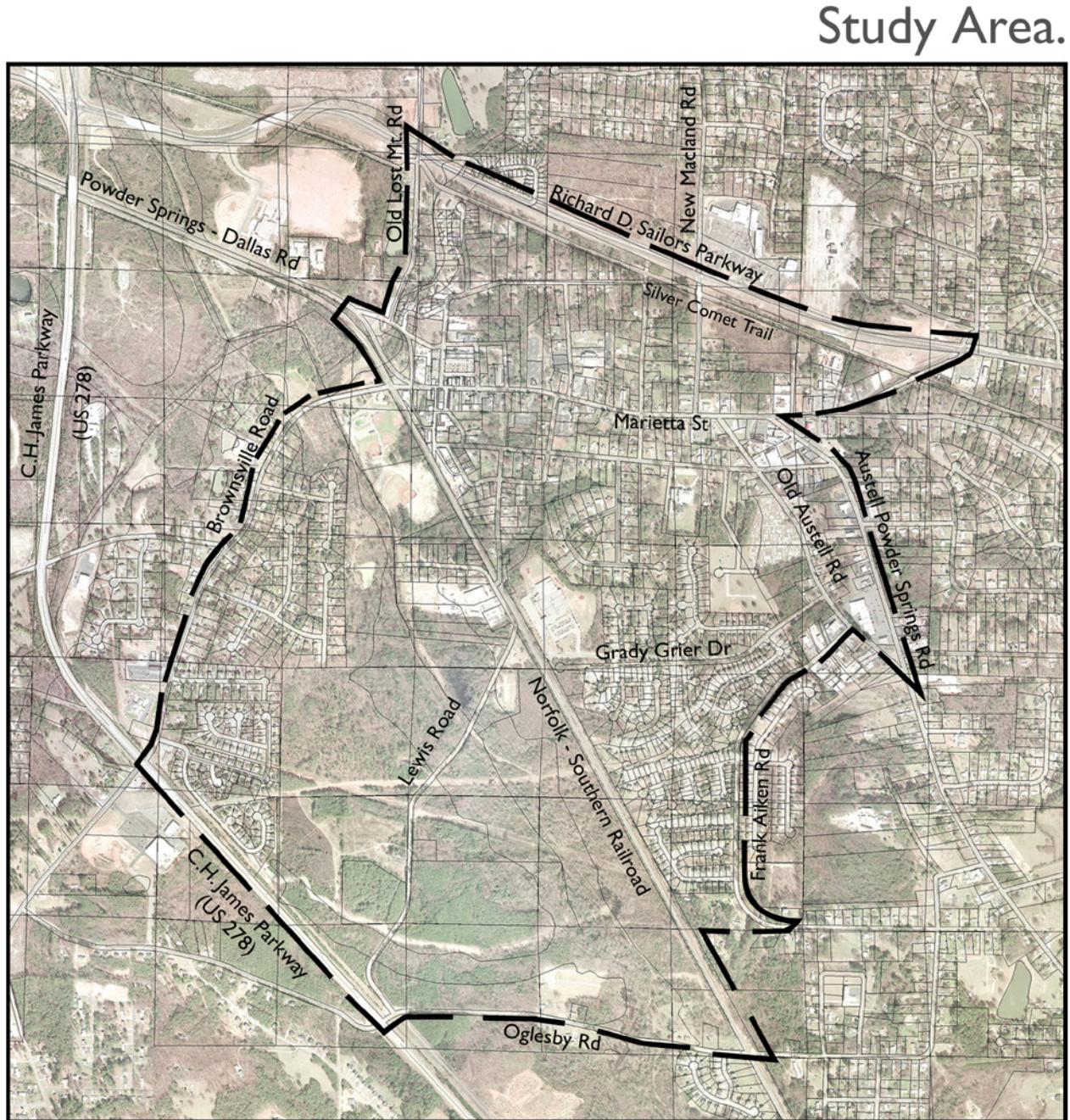


Figure 1.1 - Aerial Image Showing Study Area Boundary

1.3 A Brief History:

The City of Powder Springs was settled in 1819, gold was discovered in the area in 1828 and the City was first incorporated as Springville, in honor of the medicinal springs, in 1839. Twenty years later, in 1859, the City was re-incorporated as Powder Springs acknowledging once again the mineral laden springs now famous for turning the surrounding sand gunpowder black. By 1888, the population was approximately 350 and the town had become a thriving, self-sufficient farm community whose chief crop was cotton. The Norfolk Southern Railroad came to town and ultimately connected through Rome to Chattanooga. Later, in 1902, the Seaboard Coastline Railroad was constructed connecting Powder Springs to Atlanta and Birmingham. (This rail line, now owned by the Georgia Department of Transportation, has become the new Silver Comet Trail.) Powder Springs continued to grow slowly but steadily through the early and middle portions of the twentieth century. In 1910 the population was approximately 500; by 1960 it had grown to 746. Growth has come more rapidly in the later part of the twentieth century and today, Powder Springs' population is 12,481 citizens, according to 2000 census.

1.4 General Background Information:

Consistency with LCI: The City has been focusing for several years on a number of issues that relate directly to the goals of the LCI. This is perhaps best illustrated in the following City Vision Statement. It is also well illustrated in the Goals and Policies section of the Comprehensive Plan, in the tasks set forth in the City's Short Term Work Program, and in earlier and already developed City initiated actions and projects.

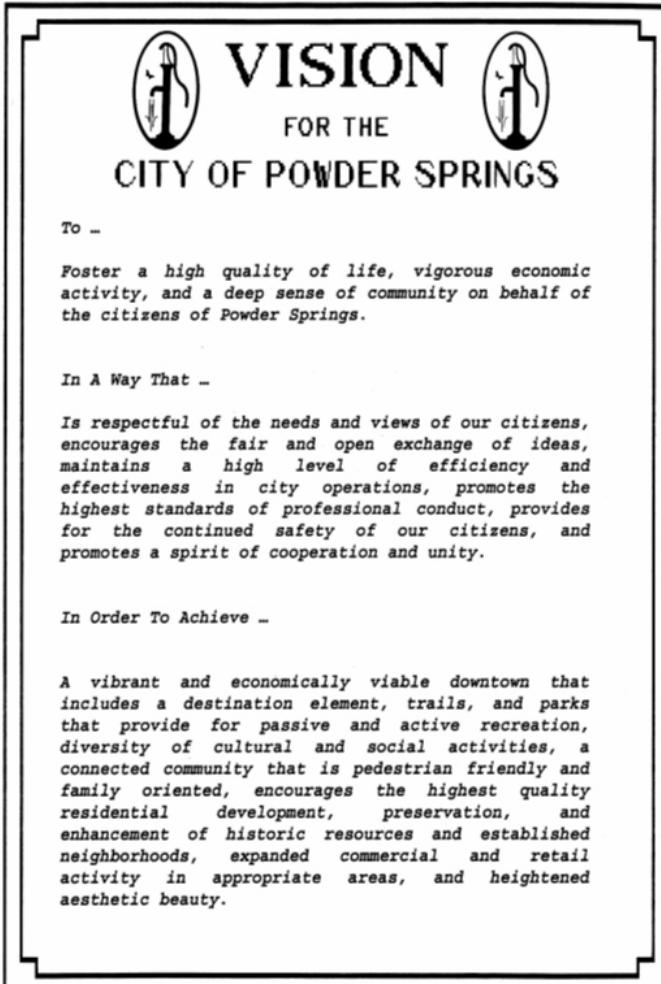


Figure 1.2 - City of Powder Springs Vision Statement

Recent Development Trends and Activity: Powder Springs, like much of the greater Atlanta region, has seen tremendous growth and development. A sample of some of the area's recent developments is outlined below. The diversity of these projects is noteworthy.

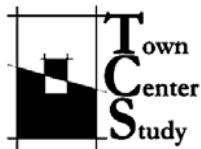
- Significant residential growth in both surrounding Cobb County and in adjacent Paulding County.
- Construction and opening of the Richard D. Sailors (Powder Springs) Parkway.
- Construction of the Silver Comet Trail in Cobb County from Smyrna through the heart of Powder Springs and into Paulding and Polk Counties.
- Development of major new retail facilities, including the Publix shopping center located adjacent to Sailors Parkway and Silver Comet Trail.
- Construction and opening of the Norfolk-Southern intermodal rail freight facility in neighboring Austell.
- Widening of Powder Springs Road.
- Construction of new trailhead at Florence Road in Powder Springs.
- New award-winning Traditional Neighborhood Development, Silver Springs Village.
- Multiple rezoning requests for higher density residential projects.

Recent City Initiated Actions: In response to the growing development trends and pressures the city initiated a planning and implementation process in 1995. This process resulted in the following:

- Completing the Community Enhancement Master Plan (CEMP) (\$30,000 in City funds) and amending the Comprehensive Plan (CP) in 1996 to include projects and short-term work goals that provide for alternative modes of transportation, citywide connectivity and linkages, and a viable downtown activity center.
- Embracing the Silver Comet Rail Trail as a key element and the CEMP.
- Hiring a full-time staff person to manage and implement the capital improvement projects identified in the CEMP.
- Hiring a full-time staff person to promote public communication and economic development within the city.
- Developing a Business Park Overlay district in an attempt to locate a strong employment market within the activity center to promote a live-work-play environment for the town center consistent with the adopted policies of the Regional Development Plan.
- Commissioning a marketing analysis of the central business district (\$25,000 in City funds).
- Adoption of the Five Year Short Term Work Program that includes various activities intended to achieve consistency between the City's Comprehensive Plan and the Regional Development Plan (RDP).
- Adoption of a Wetlands Protection Ordinance intended to better coordinate activities with the U.S. Army Corps of Engineers.

Recent City-Initiated Projects: The City of Powder Springs undertook the task of implementing the following projects in support of achieving the CP and CEMP vision:

- Wild Horse Trail with Silver Comet Rail Trail connection. \$1.4 million dollar project - \$431,000 in funding assistance \ \$969,000 in City funds.
- Lucille Creek Trail – Phase I & II with Silver Comet Rail Trail connection. – Phase I project cost was \$300,000, with \$240,000 in funding assistance \ \$60,000 in City funds. Phase II has a project cost of \$1.3 million and has received concept review approval and environmental clearance by the Georgia Department of Transportation and is scheduled for construction in 2003.
- Lewis Road Improvements – Programmed in the 2003-05 TIP at \$12 million construction costs, \$9.6 million funding assistance \ \$2.4 million City funds: Norfolk Southern Railroad monies to offset costs of railroad overpass at \$4 million. (Right-of-way and Engineering costs projected at \$3 .5 million).



- Marietta Street Streetscape Improvement Project with a connection to Dillard Street improvements. \$2 million project - \$1.6 million funding assistance \ \$400,000 in City funds.
- Dillard Street Improvements with Silver Comet Rail Trail connection. \$298,000 project cost, with \$ 238,400 funding assistance \ \$59,600 in City funds.
- TEA sidewalk and multi-use trail project. \$830,000 project cost, with \$665,000 funding assistance \ \$165,000 in City funds.
- Gateway and Way-finding Signage Program. \$300,000 project cost (100% City funds).
- Coach Ford Community Center and Visitor Center (the adaptive reuse of the old downtown elementary school). \$3.0 million dollar project, with \$600,000 funding assistance for reception hall.
- Preparation of Unified Zoning and Development Code to include various smart growth principles. \$60,000 project cost (100% City funded).

The Town Center Planning Study: For the last four years, Powder Springs has been actively working towards realizing many of the LCI study goals. As mentioned, in 1996 Powder Springs adopted the CEMP and amended the CP. The Plans identified a series of community-wide improvements that focused on alternative transportation options, improved bicycle and pedestrian access, increased connectivity, downtown revitalization, community heritage, and a unique sense of place. Since 1996, a number of capital improvements initially recommended in the CEMP have been funded and are now either being designed or under construction.

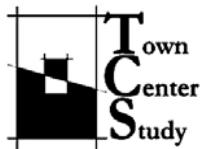
The LCI program provides the city with a timely opportunity to continue this process by refining and building upon the important work begun with the CEMP in 1996. The city, while recognizing the issues some years ago, is now actually experiencing some of the pressures associated with the region's rapid growth. Powder Springs clearly understands the double-sided nature of this pressure – the City's goal is to carefully manage the opportunity to the long-term advantage of both downtown and the entire community. Quality of life and maintenance of that special small-town feel are of utmost importance to the city. The opportunity exists today, through LCI and other initiatives, to recast downtown Powder Springs and create again the vibrant town center that existed late in the 19th and early 20th Centuries.

Key goals of the CP and CEMP and stated goals of the City Council include the following:

- Promote the development of a downtown activity center with a vibrant mixed-use atmosphere, quality aesthetic environment, adequate access and parking facilities, and a strong pedestrian orientation.
- Provide green space that is useable and available to the public.
- Coordinate transportation activities with the development of linear parks, trails, and bikeways.
- Promote alternative forms of transportation.
- Fully involve the public in the planning and decision making process.
- Reduce dependency on the automobile through a mixture of land uses and appropriate transportation measures and otherwise coordinate the City's CP with the RDP in a manner that is appropriate for the City.
- Identify and protect significant environmental resources.
- Coordinate new land use categories and development standards in conjunction with infrastructure improvements.
- Provide for an efficient, equitable, and compatible distribution of land uses.
- Develop a plan to manage growth.
- Organize, enhance, and promote downtown.
- Identify and prepare plans for important future transportation-related improvements.

1.5 Study Process:

The Town Center study has had two phases. The initial phase, begun in the fall of 2000, included an initial data gathering task and a market analysis. This phase was entirely funded by the City and included the creation of a steering committee that would later assist in the development of future LCI study. The focus of this first phase was to prepare the market study and conduct several steering committee meetings to both review the market study and discuss a preliminary, or Draft, Vision Statement. (Findings from this market study are presented later in this document.) Phase Two under the LCI program began later in 2001 with the creation of an expanded steering committee that participated in a site assessment and planning for the public involvement process. The public involvement process, described more fully in Chapter 3, included a citizen questionnaire and three public meetings held in various locations in and around downtown. Many of the concepts reflected in the final Town Center Plan are based on ideas generated at one or more of these public meetings.



1.6 Town Center Vision:

During the initial phase of the planning process, the Steering Committee helped draft a Vision Statement for the project. This draft statement was then refined during the second stage of the process and presented for review and discussion at the final public meeting. The final version of the Vision Statement is presented below.

LCI Town Center Vision Statement:

The historic City of Powder Springs has launched a process to strengthen and enhance its traditional “Town Center.” This center is both the symbolic and economic heart of the community. 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.

Over the course of the next five years, the Town Center will increasingly become an active and dynamic mixed-use center offering multiple live, work and play options to its citizens and neighboring communities. It will provide an increased variety of higher density housing options within the town center while also expanding the variety of retail, commercial and employment choices in and around that core. Parallel, coordinated efforts will be made to preserve and enhance existing residential neighborhoods, within and immediately adjacent to, the core. A network of open space, greenway trails, multi-use paths and sidewalks will provide a fabric of linkages within the town center. In addition, a key focus, through the Downtown Development Authority and others, will be increased employment and a diversified tax base within the Town Center Study area.

At the same time, Marietta Street will be enhanced through streetscape improvements and reinforced in every way possible to become the community’s “Main Street.” This Main Street and the surrounding core area – the Downtown Activity Center - will provide a regional “draw” and unique destination for visitors, shoppers and residents alike. They will be captured and drawn back to the Town Center by its distinct quality of life and “sense of place.” Key to achieving that unique “sense of place” is an overall commitment to quality design and quality development.

This vision for a vibrant, mixed-use and pedestrian friendly small-town center must be supported by broad community involvement and consensus. The City will work aggressively, throughout the planning and implementation process, to ensure that there is significant “stakeholder” involvement and buy-in.

CHAPTER 2: EXISTING CONDITIONS

2.1 Inventory:

An inventory and analysis of existing conditions provides a basis for the fabric of the Powder Springs community as it has been formed by natural features and cultural factors. The study also brings attention to issues and constraints within the study area, as well as outside, that require decision-making by policymakers and the public. It is a baseline for the city deciding what it wants to be, by seeing where it has come from. A primary focus of the analysis, in the spirit of the LCI process, is to reveal existing and potential pedestrian and transportation-related forces and the opportunities, destinations, and linkages among them.

This chapter summarizes existing conditions from a variety of sources, including existing city documents, field observations, aerial photographs, and input from officials and the public. The sections of this chapter include the following illustrations and discussion:

1. Current Land Use and Existing Zoning.
2. Future Land Use
3. Physical Constraints
4. Transportation Network
5. Anchor Elements
6. Key Parcel Ownership
7. Opportunity areas

2.2 Current Land Use and Existing Zoning:

The existing land use map illustrates an aggregate representation of the various “building block” land uses in the study area – single-family residential, institutional, industrial, commercial, open space, mixed-use, open/undeveloped, and flood plain/wetlands. The patterns of growth and development in the study area have been influenced by transportation routes, economic factors, independent development decisions, and environmental constraints. These are similar influences as in many communities; however, the pattern and environment in each community are unique.

Within the Town Center Study Area, the historical pattern has been along early transportation routes between nearby communities of Marietta, Dallas, Austell, and Brownsville, as well as Old Lost Mountain and Macland. Marietta Street is Powder Springs' "Main Street." Powder Springs' historic downtown is positioned in the landscape near the original "seven springs," the (now Norfolk Southern) railroad, above the confluence of several streams, and the historic crossroads of transportation routes. Retail, commercial, and mixed uses have evolved along the early routes, and include residential structures from the late nineteenth and early twentieth century. Much of the single-family residential growth within the study area evolved during the 1960's, '70's, and '80's. The majority of the study area is zoned in a residential classification. These include: PUD, R-15, R-20 and R-30. The residential character is typically low to medium density single-family lots, oriented to automobile transportation, lacking pedestrian connectivity, lacking orientation to the downtown, and apparently developed by individual economic development choices borne of market forces at the time. As discussed in the Market Analysis Chapter, the conventional single-family residential land use dominates the overall developed land within the study area, and therefore the tax base. Institutional uses include local government facilities, churches, the Powder Springs Elementary School, and the Coach Ford Center.

Industrial uses comprise a minor amount of land along Lewis Road, and several parcels critically located near the downtown. The Lewis Road parcel is compatible with future land use projections of business development associated in that district. The industrial use near the downtown and north of the government center is unattractive and is not compatible with the residential and the public/aesthetic center of the city.

Dedicated open space uses include the Powder Springs Park, the linear park area between the Silver Comet Trail and Richard D. Sailors Parkway, and cemeteries within the study area boundary. The linear flood zone and wetlands associated with Powder Springs Creek is a large open space feature. Other undeveloped or underdeveloped open parcels are also identified and include approximately 168 acres of developable land remains along Lewis Road and the Norfolk Southern Railroad. Another underdeveloped parcel exists along the Silver Comet Trail, east of New Macland Road. These are key to the plan objectives of the study in that several large aggregates of land are revealed.

Other zoning classifications covering significant geographic areas within the study area include the BP (Business Park District), Commercial and Public. Actual existing land uses within the study area vary, as is common, somewhat from current zoning. The predominant existing land uses are however consistent with zoning. They include: residential, commercial/mixed-use,



office/industrial and open/undeveloped uses. Note that the 100 year flood plain for Powder Springs Creek is extensive as it runs northwest to southeast through the study area. See Figure 2.1 & 2.2– Current Land Use Map and Existing Zoning.



City of Powder Springs

Town Center Study Area

0 400 1200 1600 2000
Approximate Scale - Do not scale from drawing.



Legend :

- Study Area Boundary
- Yellow Single Family Residential
- Purple Institutional
- Red Industrial
- Green Open Space
- Orange Mixed Use Commercial, Retail and/or Residential
- Light Green Open / Undeveloped Area
- Cyan Flood Plain/ Wetlands

Current Land Use.

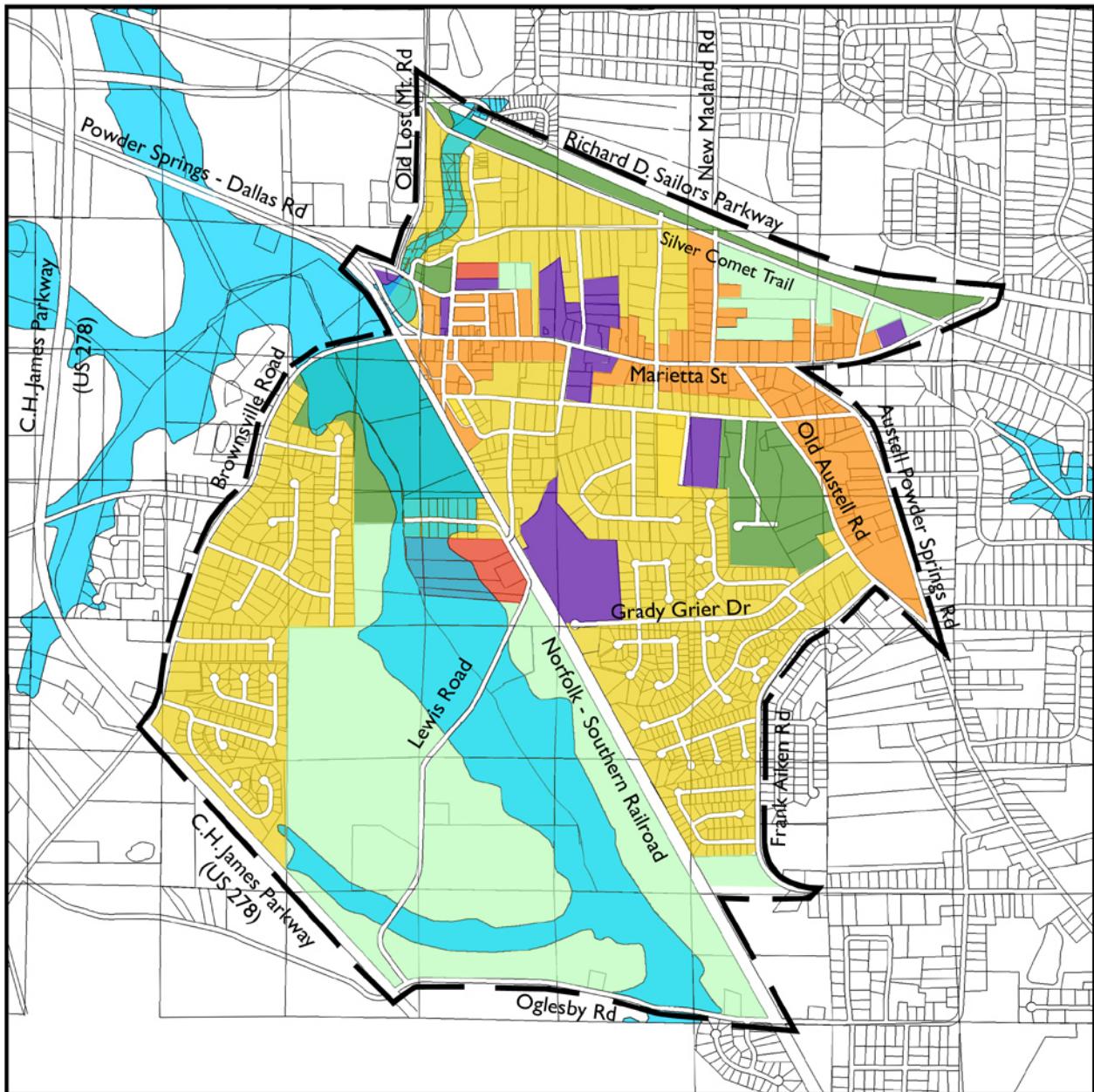


Figure 2.1 - Current Land Use Map



City of Powder Springs

Town Center Study Area

0 400 1200 1600 2000
Approximate Scale - Do not scale from drawing.



Legend :

- Study Area Boundary
- Business Park District
- Planned Unit Development R-15 Cluster
- R-15, Single Family Residential District
- R-20, Single Family Residential District
- R-30, Single Family Residential District
- CRC
- Light Industrial District
- HI
- LRO
- Central Business District
- MDR
- NRC
- MXU
- Unincorporated in Cobb County

Existing Zoning.

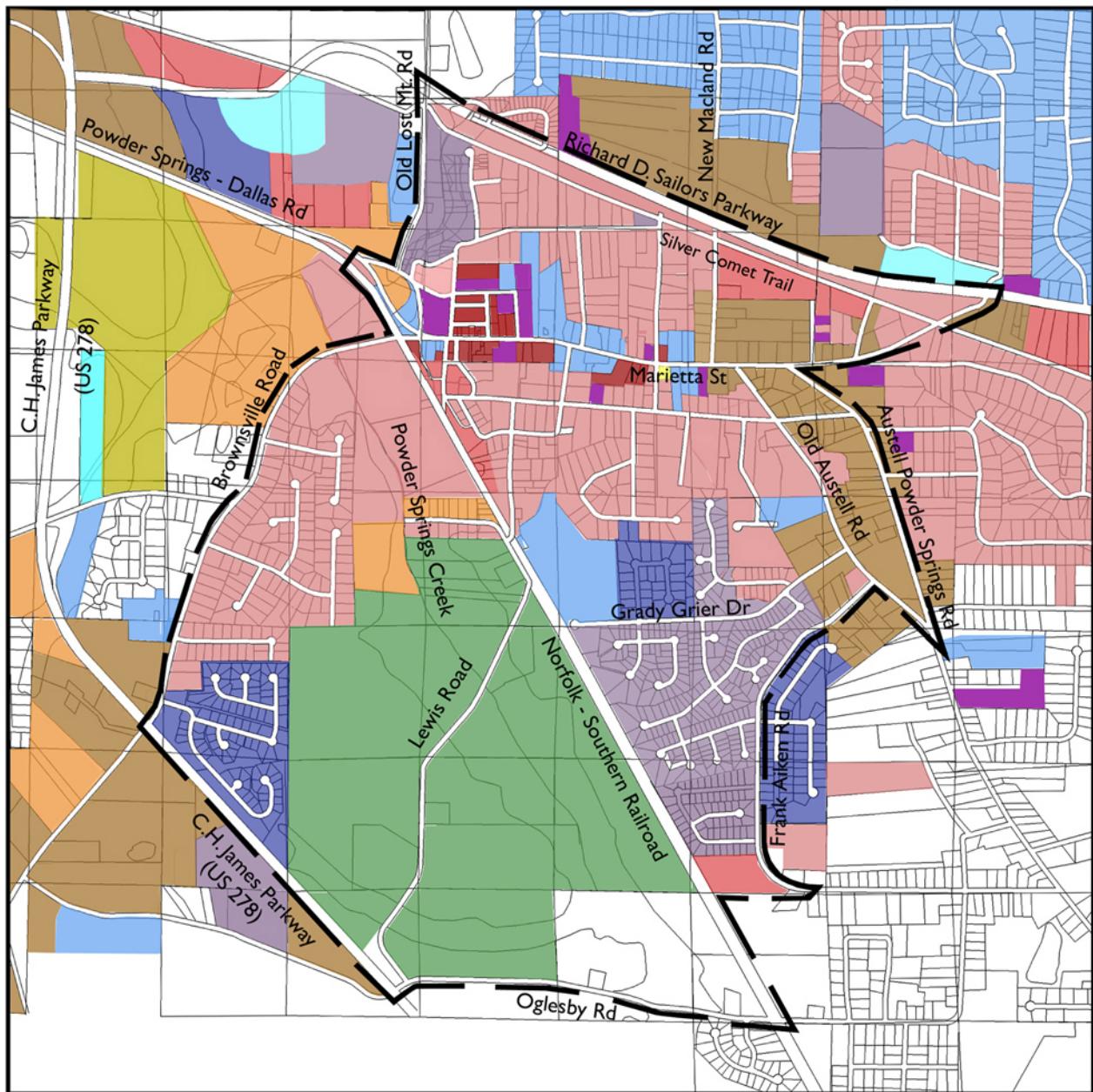


Figure 2.2 - Existing Zoning Map

2.3 Future Land Use Plan:

The City has a future land use plan as an element of its existing Comprehensive Plan. The desired future land uses for the Town Center study area are generally consistent with both the existing uses and with the mix of uses encouraged by the LCI program. The dominant desired future uses in the study area include both low density (1-3 DU/Ac.) and medium density (3-6 DU/Ac.) residential, an industrial compatible zone, community activity center and the downtown activity center. However, the Land Use Plan does not yet fully reflect the desired higher density residential products in the DAC and should therefore be amended accordingly. See insert, Figure 2.3 - showing *Future Land Use Plan* on next page.

2.4 Physical Constraints:

The physical constraints analysis reveals natural and manmade constraints. The most significant natural constraint is the flood zone and wetlands associated with the Powder Springs Creek corridor and its tributaries. Regulatory constraints and the feasibility of developing in areas with potential flooding and/or poor soil conditions render these areas as unsuitable for development. Steep topography, as indicated by dense contour lines on the map is also a constraint but can usually be overcome. However, utilizing topography as a natural landscape feature can be more desirable. Flood prone or wet areas within "developable" areas should be utilized as a landscape feature such as for wildlife habitat, wetland detention, and recreational trails.

The study area is generally gently rolling with isolated steep slopes, indicated in darker red on the map, along major drainage ways, railroad lines and major highways. Manmade constraints or features consist of major transportation routes, the Norfolk Southern Railroad, utility easements, and the (Silver Comet) trail. These impacts are considered to be permanent in terms of this study. The major transportation routes, Richard D. Sailors Parkway and C.H. James Parkway, form substantial definition and barriers to the north and west of the study area. Pipeline and utility easements dissect the open land in the Lewis Road area, west of the railroad. The railroad cuts Powder Springs and is a vehicular and pedestrian barrier, as well as a source of noise and congestion. All (3) railroad crossings within the study area are at grade. The proposed Lewis Road crossing is elevated. The Silver Comet trail is an asset that can become an increasing focus of community development, and is not a limitation. See insert, Figure 2.4, showing *Physical Constraints*.



City of Powder Springs

Town Center Study Area

0 400 1200 1600 2000
Approximate Scale - Do not scale from drawing.



Legend :

- Study Area Boundary
- Low Density Residential (1-3 DUA)
- Flood Plain/ Wetlands
- Community Service / Institutional
- Community Activity Center
- Industrial Compatible Area
- Medium Density Residential (3-6 DUA)
- Downtown Activity Center
- Open Space / Recreation

Future Land Use.

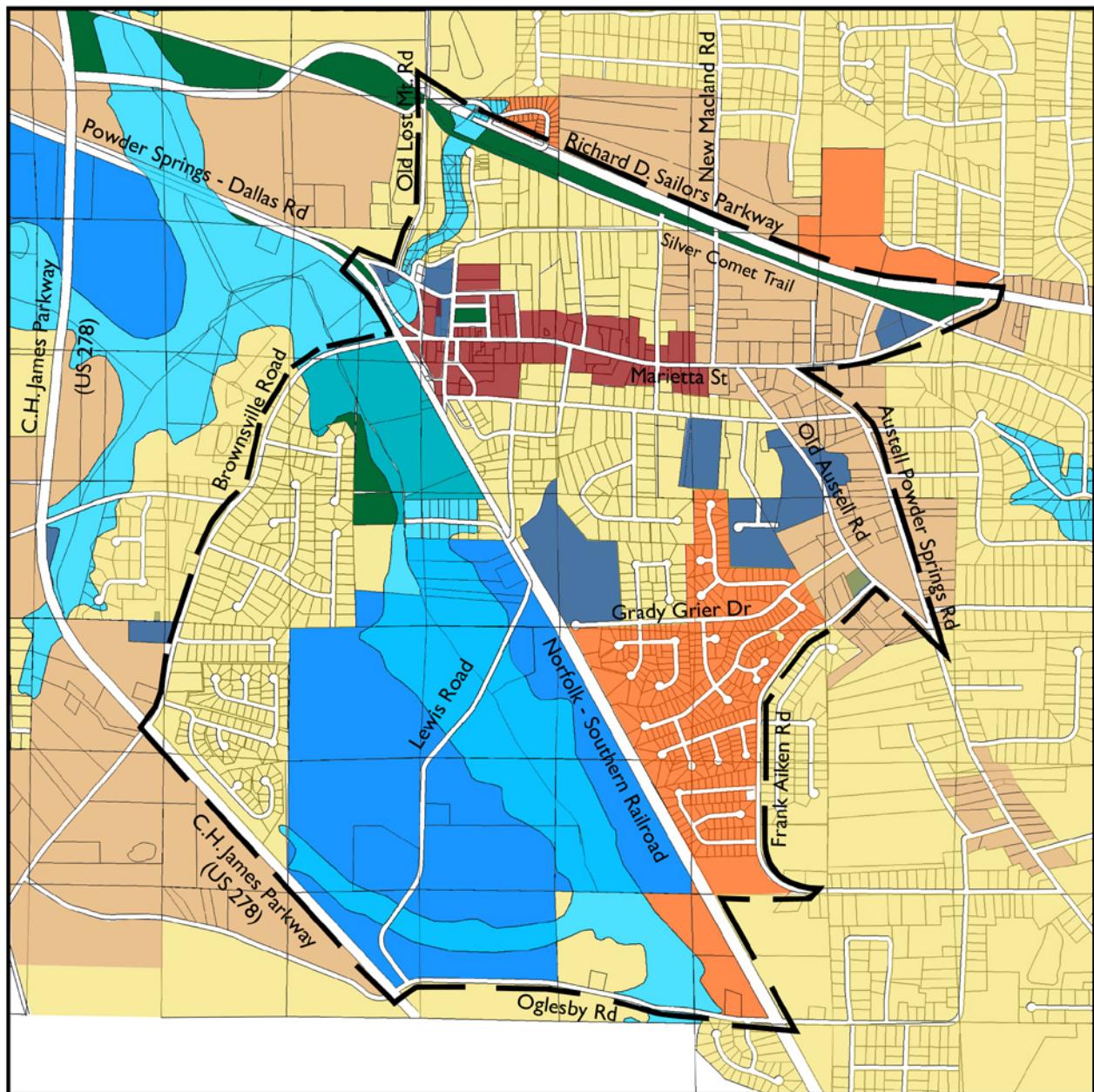


Figure 2.3 - Future Land Use Plan



City of Powder Springs

Town Center Study Area

0 400 1200 1600 2000
Approximate Scale - Do not scale from drawing.



Legend :

Study Area Boundary

Natural Constraints

Contour Line

Water Body

Flood Plains

Man-made Constraints

Major Roads

Easements

Railroad

Multi-Use / Greenway Trails

Physical Constraints.

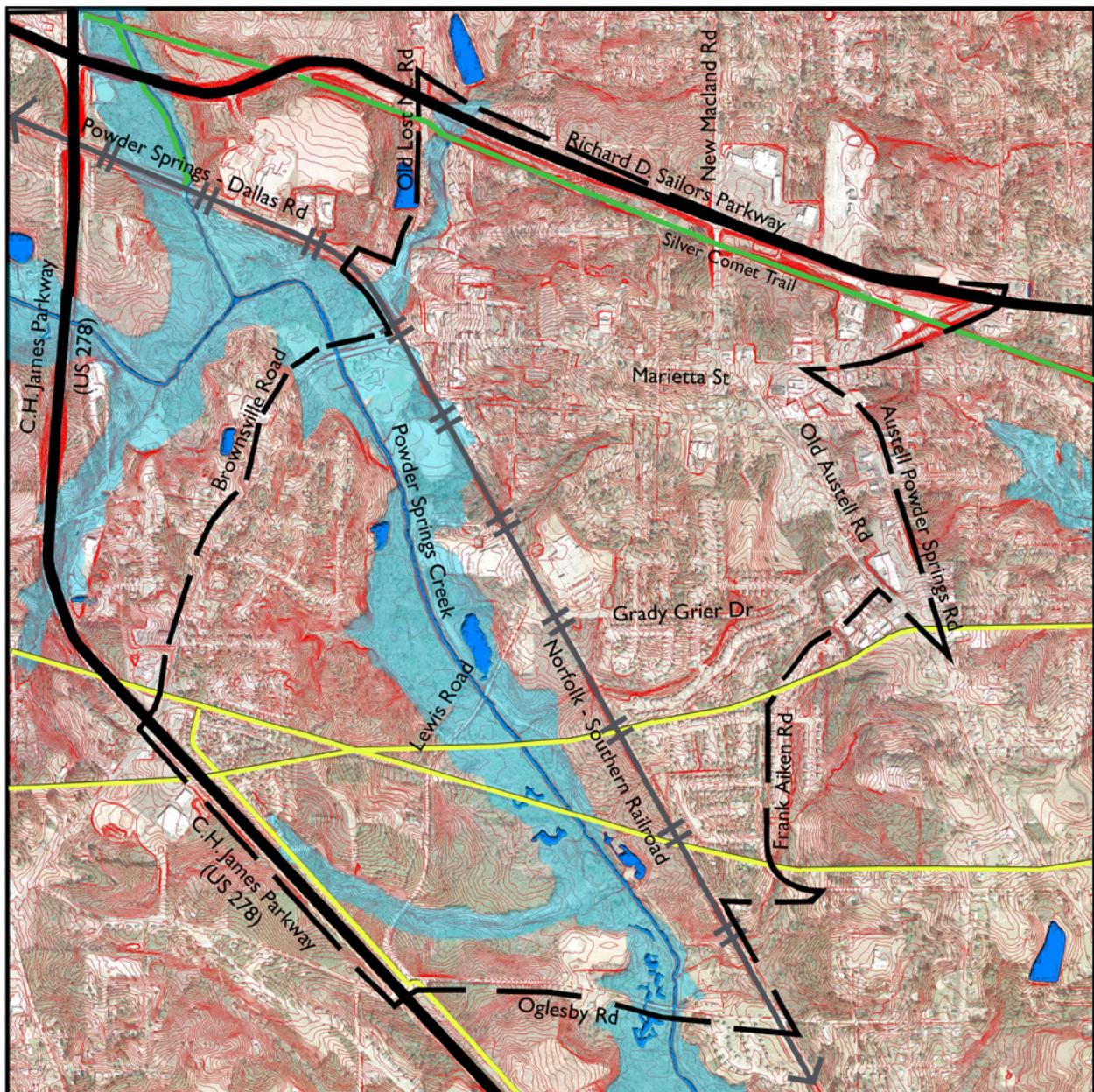
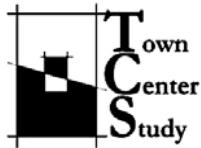


Figure 2.4 - Physical Constraints



2.5 Transportation Network:

The study area and surrounding region is served by a network of transportation system improvements, both roadway and bicycle/pedestrian. At the regional scale, the study area is served by two major regional arterials – C.H. James Parkway (US 278) and Richard D. Sailors Parkway/Powder Springs Road (SR 5). Other minor arterials serving the study area include: Austell-Powder Springs Road (SBR 6), New Macland Road (US 176), Old Lost Mountain Road, Old Dallas Highway, Marietta Street and Brownsville Road. A major Norfolk-Southern rail line bisects the study area and serves a 500-acre intermodal rail freight facility south-east of the study area.

In addition to these existing facilities, the City is currently developing engineering plans for improvements to Lewis Road. These improvements will bring the existing two-lane facility up to current standards and will provide motorists with improved access and egress to and from the town center. The bridge over Powder Springs Creek will be upgraded and a new grade-separation provided over the railroad crossing.

The City and study area are also well served by a major regional multi-use bicycle/pedestrian facility – the Silver Comet Trail. The Silver Comet is a 12.8 mile paved trail that runs from Smyrna across the southern portion of Cobb County. It will ultimately extend 57 miles across Cobb, Paulding and Polk Counties. Currently the Trail runs through the study area along its northern boundary and within a few blocks of downtown. The City has recently completed connections to the Trail at Wild Horse and Lucille Creeks and along Dillard Street, in the heart of the study area. Additional enhancements to the bicycle and pedestrian network are envisioned. Within the study area, these future improvements include the Marietta Street streetscape improvements and the Lewis Road/Powder Springs Park multi-use trail.

The City's main street, Marietta Street, is heavily traveled within the study area. Below are Average Daily Traffic (ADT) counts taken at specific locations within the study area. The counts were taken by GDOT on 01/01/2000 and 01/01/2001 and represent total counts (both directions):

STREET	TRAFFIC COUNT	
	01/01/2000	01/01/2001
C H James Parkway	4,543	4,368
Old Lost Mountain Road	22,500	23,071
New MacLand Road	31,080	28,029
Hopkins Road	18,414	18,968
Brownsville Road at Hill Road	8,040	9,290

See insert, Figure 2.5, showing *transportation network*.



City of Powder Springs

Town Center Study Area



Legend :

- Study Area Boundary
- Existing Network**
 - Major Regional Arterial
 - Norfolk Southern Railroad
 - Minor Arterial / Local Connector
 - Multi Use / Greenway Trails
 - Sidewalk / Bike-Ped Improvements
- Proposed Network**
 - Minor Arterial / Local Connector
 - Sidewalk / Bike-Ped Improvements

Transportation Network.

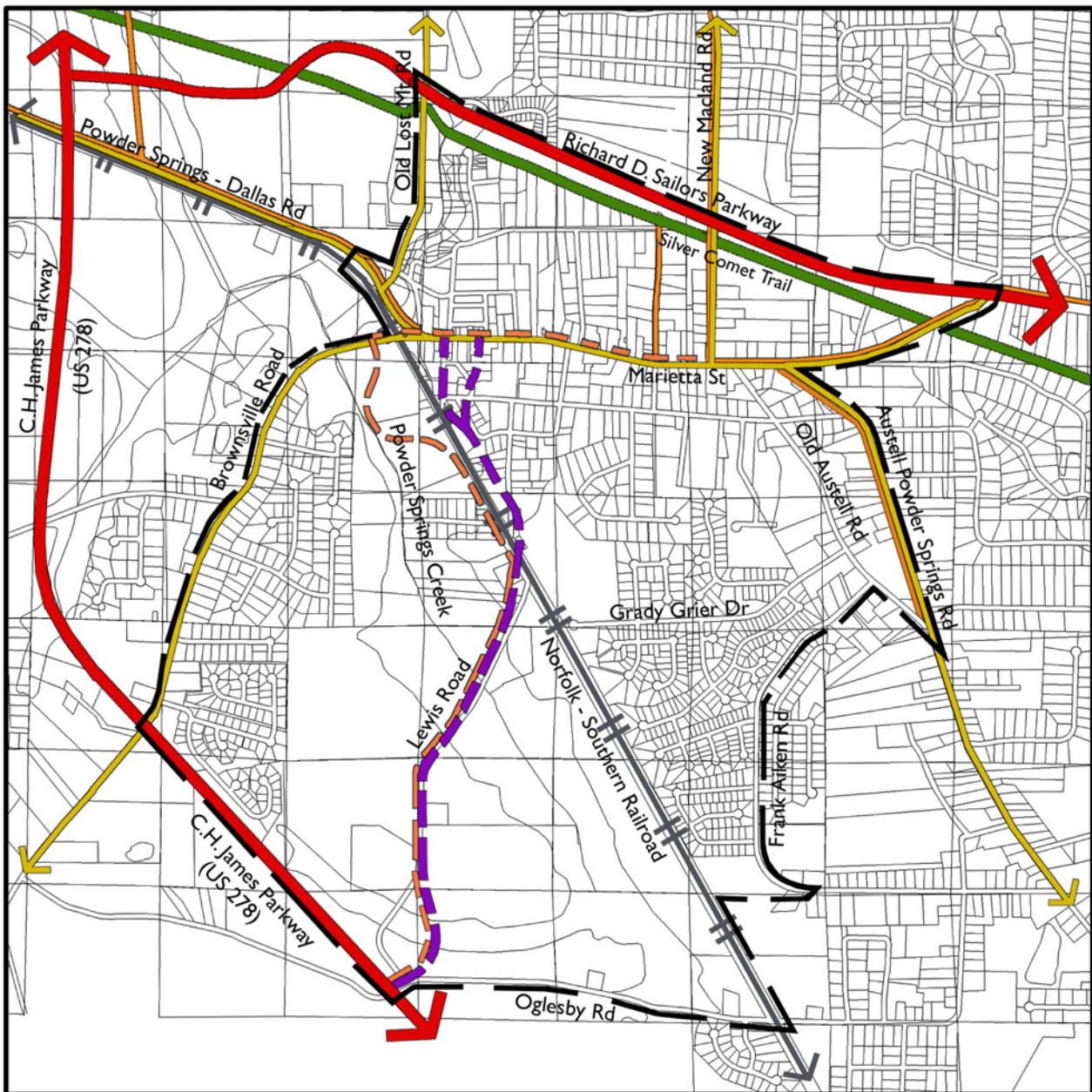


Figure 2.5 - Transportation Network Map

2.6 Anchor Elements:

A series of major and minor “anchor elements” – or activity generators – have been identified within the study area. Included among the major anchor elements are: Powder Springs Park, several churches, City Hall and City Court, several shopping centers, the US Post Office and Powder Springs Elementary School.

See insert, Figure 2.6, on next page for Anchor Elements.

2.7 Key Parcel Ownership:

Several key parcels currently in both private and public ownership have been identified. These include both City and County-owned property within the study area. It also includes the large, generally undeveloped land along Lewis Road.

See insert, Figure 2.7, on following page for Key Parcel Ownership.

2.8 Opportunity Areas:

In addition to the parcels identified above, several areas have been identified as opportunity areas for in-fill, redevelopment or new development. Most of these opportunity areas involve multiple parcels in multiple ownership.

See insert, Figure 2.8, for Opportunity Areas.

2.9 Infrastructure and Utilities:

In addition to the extensive road network, the City also provides both water and sewer service to all areas of the study area. Power, telephone, cable TV and natural gas are all also available throughout the study area from the various utility providers.



City of Powder Springs

Town Center Study Area

0 400 1200 1600 2000
Approximate Scale - Do not scale from drawing.



Legend :

- Study Area Boundary
- ★ Major Anchor Element
- ★ Minor Anchor Element
- Downtown Activity Center
- ★ Other Key Elements
- Railroad
- Silver Comet Trail

Anchor Elements.

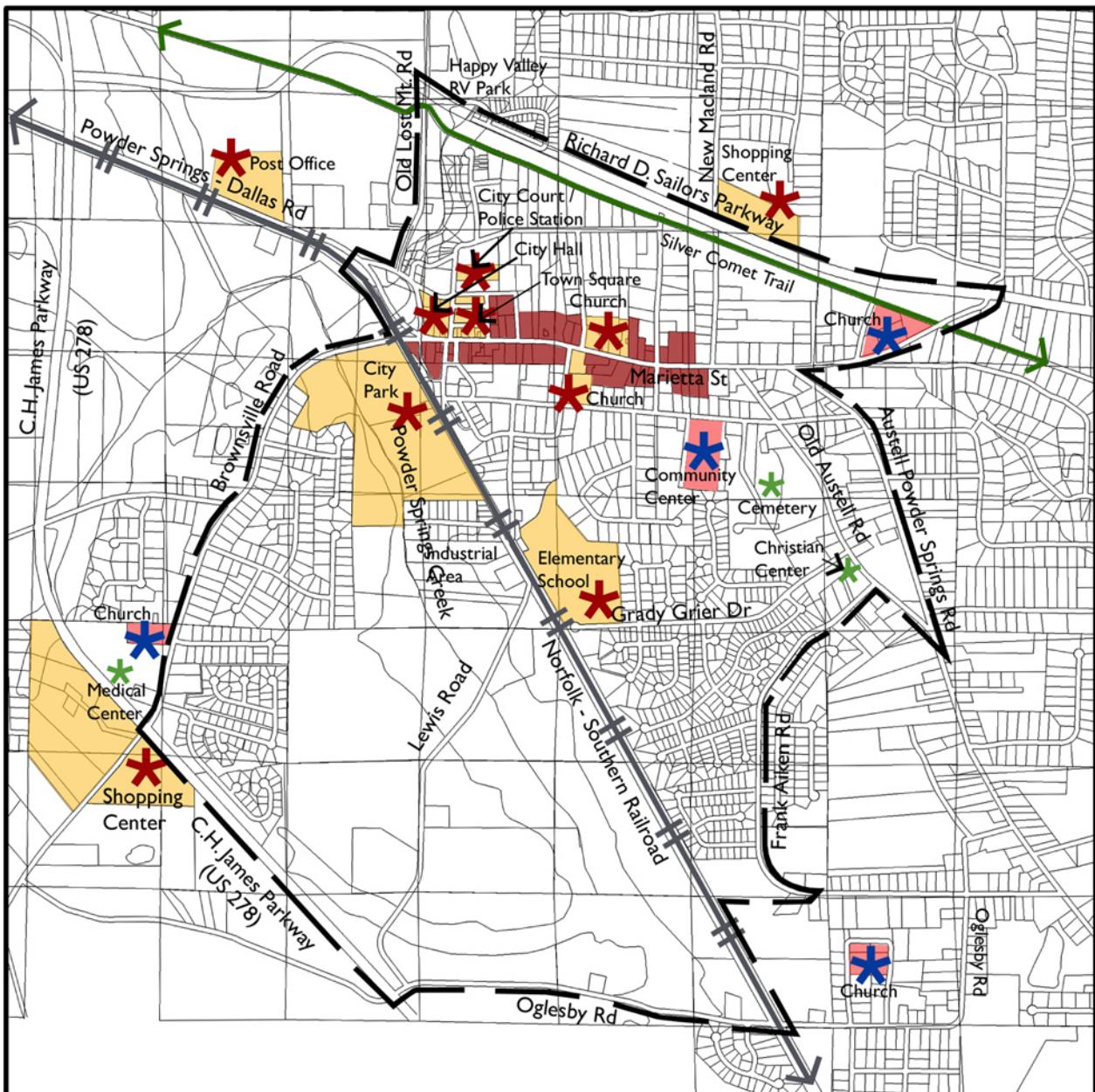


Figure 2.6 - Anchor Elements



City of Powder Springs

Town Center Study Area



Approximate Scale - Do not scale from drawing.



Legend :

- Study Area Boundary
- Orange City of Powder Springs
- Yellow Cobb County
- Brown Private Ownership

Key Parcel Ownership.

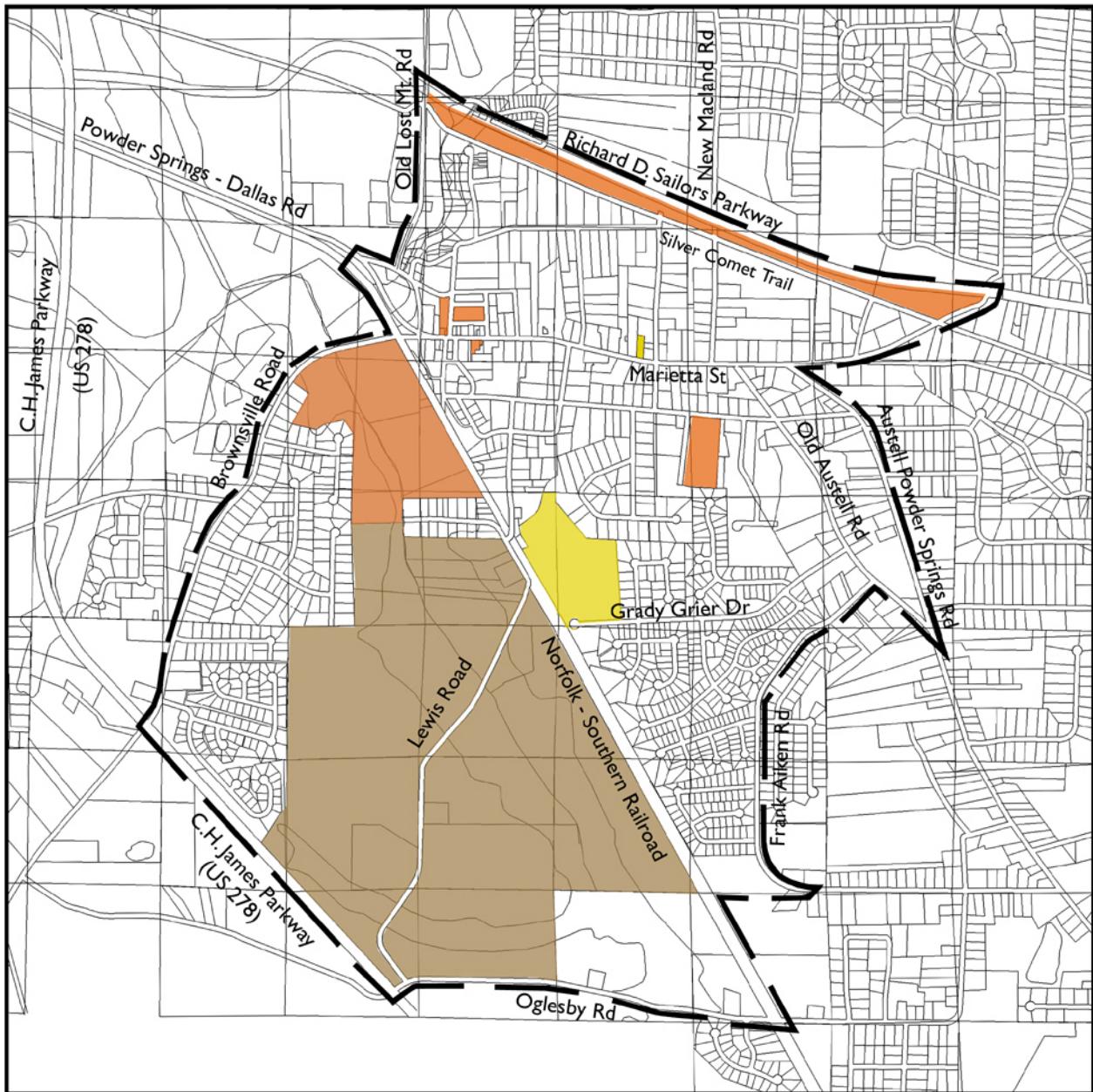


Figure 2.7 - Map Showing Key Parcel Ownership



City of Powder Springs

Town Center Study Area

0 400 1200 1600 2000
Approximate Scale - Do not scale from drawing.



Legend :

- Study Area Boundary
- Orange Development / Re-development Opportunities
- Cyan Flood Plain/ Wetlands
- Purple Business Park District

Opportunity Areas.

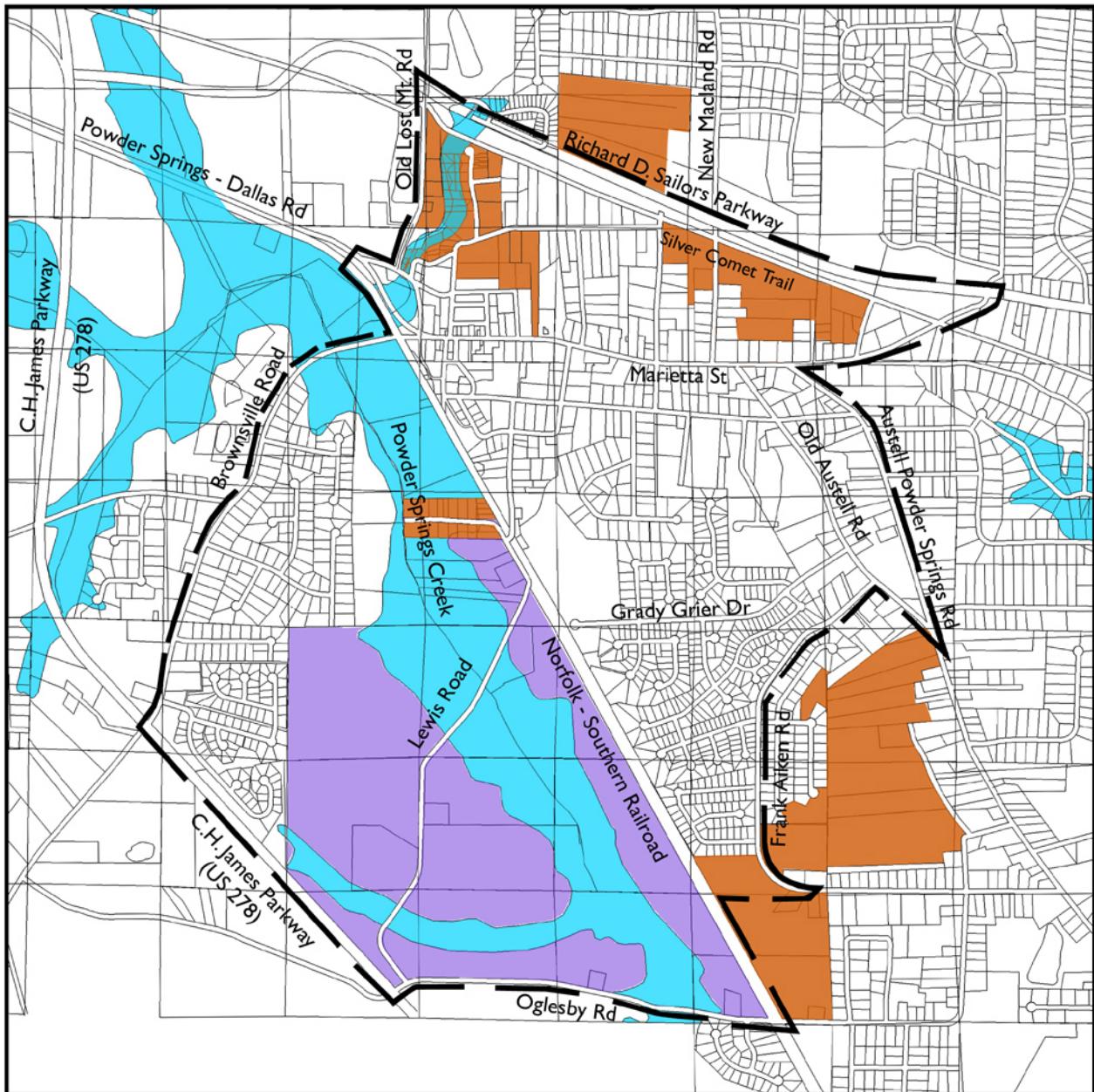
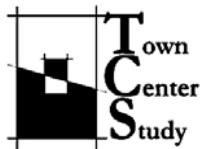


Figure 2.8 - Opportunity Areas



CHAPTER 3 – PUBLIC INVOLVEMENT

3.1 Overview

In late August 2002, the City of Powder Springs began significant efforts to solicit citizen input into the Powder Springs Town Center Study. The purpose of these efforts was to obtain as many opinions from residents as possible regarding values, concerns, and ideas about the characteristics of the community now and in the future. Special efforts were made to reach citizens representative of all factions of the community.

A multi-tiered approach was used to obtain input from a variety of citizens in a variety of ways. The main methods used to solicit input and facilitate project discussions throughout the process are listed below:

- Comment forms and on-line comment survey
- Stakeholder Interviews
- Steering Committee
- Public Meetings

3.2 Citizen Notification

The City of Powder Springs informed the study area residents and broader public of project activities using a variety of methods. Direct notification to all Powder Springs households took place through the inclusion of meeting dates on the City of Powder Springs water bill. An additional project postcard was also mailed to all residents within the study area. Newspaper ads and a flyer insert were included in the local newspaper, *The Powder Springs Messenger*, prior to all project meetings. *The Powder Springs Messenger* and the *Marietta Daily Journal* newspapers also included articles on the Town Center Study project that helped to heighten awareness of the project in the community and to provide an update on project status.

A project flyer was created and circulated at local businesses, via email, and at City Hall. Flyers were also sent home with students prior to public meetings held at Powder Springs Elementary and Compton Elementary Schools. A city-posted traffic sign at numerous locations advertised the upcoming meetings for at least a week prior to each public meeting. The City's Internet site

also advertised the project meeting dates. Copies of each of the published notification pieces are included in the Appendix of this document.

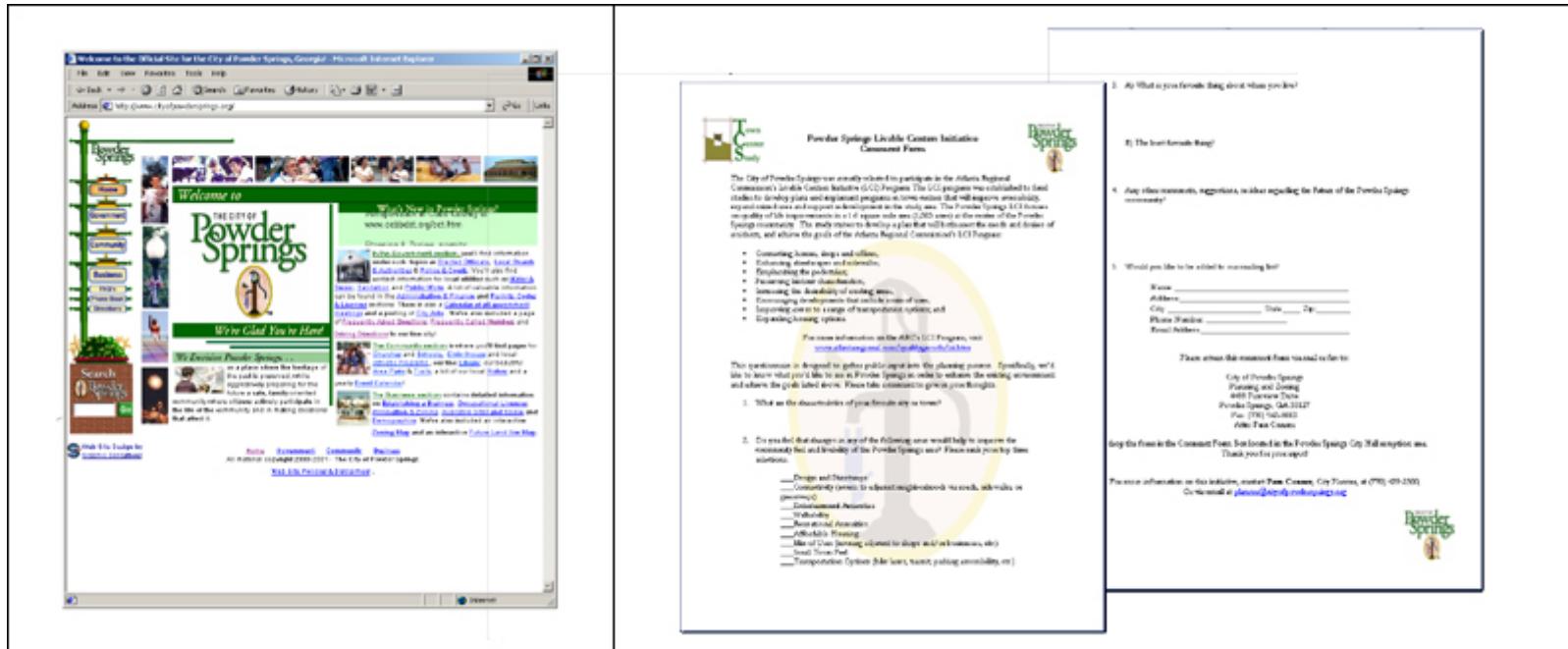


Figure 3.1: Image showing the City's website welcome page and comment survey forms

3.3 Comment Form and On-Line Comment Survey:

A project comment form was designed to gather public feedback on residents' priorities and desires for the community. A copy of the Comment Form is included in the Appendix of this document. The comment form was distributed at public meetings and

available at City Hall. An online version of this form was created and available on the City of Powder Springs website for those who preferred to enter the information via computer or who did not attend the public meetings and had Internet access.

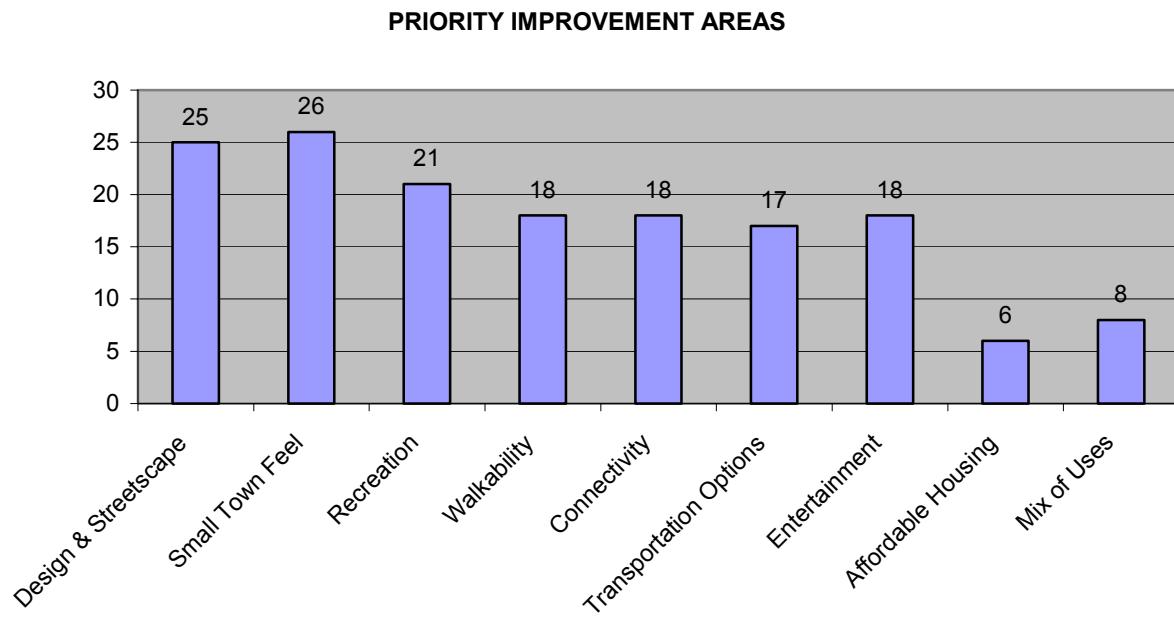


Figure 3.2: Graph showing the number of times an option was chosen in the surveys responses

The Comment Form served as an ongoing source of citizen input throughout the public process. Responses were entered into a database and analyzed in order to define *priority improvement areas* and major consensus points of community residents.

3.4 Priority Improvement Areas

The priority improvement areas from participating Powder Springs citizens emerged from the comment survey as follows:

See insert, Figure 3.3, showing *priority improvement areas* responses.

**City of Powder Springs
Citizens Response Evaluation**



Revised Jan. 14, 2003

1. Characteristics of the City

- ~ Community / Sense of Community
- ~ Small Town Feel
- ~ Old Time Charm



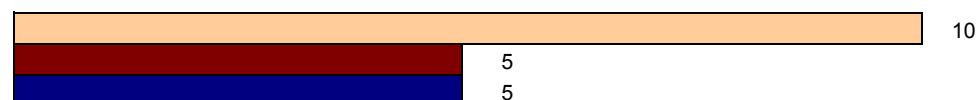
2. Favorite Element of the City

- ~ Trails / Open Spaces /Parks
- ~ Small Town Feel
- ~ Good Neighbors / Community



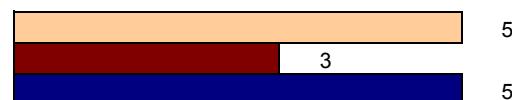
3. Least Favorite Element of the City

- ~ Traffic / Traffic Congestion
- ~ Not enough restaurants
- ~ Lack of transportation alternatives



4. Comments

- ~ Small Town Atmosphere required
- ~ Need more restaurants
- ~ Need more cultural activities / festivals



Total Responses: **42** (As of 01/14/2003)

3.5 Stakeholder Interviews

In order to gather input from specific groups of the community and reach those who might not regularly attend public meetings, the City of Powder Springs made special efforts to speak with citizens one-on-one when possible and to visit stakeholder group meetings. Project presentations were made to both the Powder Springs Senior Citizens Association and the Powder Springs Business Association in order to receive feedback and encourage participation in the study. A one-on-one telephone interview took place with a representative of the minority community to help address environmental justice concerns. Feedback from each of these resources was incorporated with comment form input to help identify consensus points across the community and to identify potential issues.

As the Development Concept evolved, property owners affected by the proposed plan were invited to meet with the City of Powder Springs and the project team. The objective of these conversations was to explain the project, present the plan, and address any concerns that might arise from its approval. Because the plan implicated these property owners as direct stakeholders, it was clearly presented that the plan identified potential opportunities for new development, and that no such development could take place without the consent of both buyer and seller.

3.6 Steering Committee

A Steering Committee comprised of City residents and business owners was engaged early in the study process to offer different perspectives and advise the project team on potential issues and opportunities. The Steering Committee met prior to each of the three public meetings. A list of steering committee members is included in the contributors list of this document.

3.7 Public Meetings

Three public meetings were held at key milestones in the plan development process. Each meeting took place in a different study area location. Meetings were advertised as described in the Citizen Notification portion of this document. Each meeting consisted of a presentation on the project status and an activity designed to both gather individual input and to build group consensus on project issues. Input collected during the activities was documented for analysis alongside feedback from

interviews and comment forms. A summary of consensus items was presented at each public meeting in order to demonstrate to citizens how their input was used to help create the conceptual plan. A brief synopsis of each meeting's activity is provided below:

3.7.1 Project Kickoff Meeting: Visioning Exercise

Powder Springs Elementary School, August 27, 2002

Participants were posed with two visioning questions:

- 1) "It is 2025. The City of Powder Springs has won an award for "Community Excellence in Livability." To win the award, the City of Powder Springs had to demonstrate community excellence in many ways. Using one index card per person, list three characteristics that describe the award-winning City of Powder Springs. "
- 2) "Now we are back in 2002. List three ways the City of Powder Springs can achieve these characteristics. Use your second index card to list your responses."

Individuals were first asked to record their own responses to the two questions. Breakout group discussion then took place in order to reach consensus on a group response. Each of the groups then reported the consensus response back to the group as a whole.

3.7.2 Public Meeting #2, Conceptual Plan Breakout Groups

Compton Elementary School, October 8, 2002

A draft preliminary conceptual plan was presented alongside its major inputs: 1) results from the market analysis; 2) consensus items from project comment forms received to date; and the 3) visioning activity at the kickoff meeting. Following the presentation, participants were divided into small groups in order to rank how they felt about each of the projects included in the plan on a scale from 'Very Positive' to 'Very Negative', and to provide additional comment on the projects. Cumulative scores were taken into account to make modifications in the conceptual plan. See Inserts, Figure 3.4 – 3.6, on following pages.

**City of Powder Springs
Project Evaluation Chart**

Powder Springs Town Center Public Meeting, Oct 8, 2002

Group: PURPLE

PROJECT	RANK						
	Very Negative			Neutral	Very Positive		
	-3	-2	-1	0	1	2	3
A. Residential							
A-1	X						
A-2	X						
A-3							X
A-4							X
A-5						X	
A-6					X		
A-7						X	
A-8						X	
B. Greenway Trail							X
C. Park and Ride						X	
D. Traffic Circle							X
E. Gateway							X
F. Pedestrian RR Crossing							X
G. Town Square Revitalization							X
H. New Town Square							X
I. Downtown Overlay							X
J. Austell Overlay						X	
K. Public Schools							X
L. Open Space							X
M. Employment Center							X
N. Community Center							X
Other	Build Lake in Flood Plain Parking Downtown?						X
							X

City of Powder Springs Project Evaluation Chart

Powder Springs Town Center Public Meeting, Oct 8, 2002

Group: PINK

PROJECT	RANK						
	Very Negative			Neutral	Very Positive		
	-3	-2	-1	0	1	2	3
A. Residential							
A-1			X				
A-2			X				
A-3							X
A-4				X			
A-5							X
A-6							X
A-7							X
A-8							X
B. Greenway Trail							X
C. Park and Ride							X
D. Traffic Circle							X
E. Gateway							X
F. Pedestrian RR Crossing							X
G. Town Square Revitalization							X
H. New Town Square							X
I. Downtown Overlay							X
J. Austell Overlay							X
K. Public Schools					X		
L. Open Space							X
M. Employment Center							X
N. Community Center							X
Other							

City of Powder Springs

3.7.3 Final Public Meeting, Project Prioritization Breakout Groups

"Coach" George E. Ford Center, November 12, 2002

The updated conceptual plan was presented to the public for input prior to the plan's presentation to the City of Powder Springs' Mayor and Council. Citizens were asked to prioritize the list of public sector projects proposed in the conceptual plan, first individually, and then reaching consensus on a group response. Each group's list was then presented to all participants. Individual responses were also collected. The City will consider these rankings when plan implementation begins.



Figure 3.7 – Image from the Final Public Meeting, November 12, 2002

3.8 Overall Themes

The results from each of these techniques have framed the development of the Town Center Study's vision, conceptual plan, and priorities. All feedback has been synthesized into the following major consensus items overall themes, regardless of the method used to collect the information.

- A majority of comments received relate to quality of life issues such as safety, schools, noise, and property values. Maintaining and further developing a sense of community and a small town, historic feel in Powder Springs is extremely important to residents.
- Aesthetical elements such as building design, streetscapes, cleanliness and upkeep remain a priority for many local residents. Citizens understand that enhancements in these areas contribute to the small-town feel and high quality of life that residents and visitors find desirable. Several residents indicated that they would like to see the historic downtown buildings preserved. There was also indication that there are some areas of the city where homes, yards, and vacant lots are in need of cleanup.
- General consensus existed in a desire for more leisure amenities, such as family-style restaurants and shops, within the Powder Springs Town Center study area. There is a desire for smaller-scale businesses as opposed to only attracting larger "big-box" style developments and fast food restaurants. The recreational and cultural amenities that currently exist in Powder Springs, such as the Silver Comet Trail and the city trail connections, are very popular with citizens and should be maintained and enhanced. Citizens suggest the idea of Powder Springs as a destination. In order to make downtown Powder Springs successful, respondents generally recognize that not only businesses are necessary, but also patronage for these businesses to survive.
- Many citizens' view of transportation issues focused on a desire for reduction in vehicular congestion through traffic calming techniques, as well as necessary pedestrian enhancements, including sidewalks and connectivity. Some citizens expressed a need for a local transit system or additional mode alternative to driving. Most residents, including senior citizens, expressed that they do not mind driving.

- Green space and land preservation emerged as another popular theme among residents. There is a desire for more parks and trails and preservation of some of the area's undeveloped land.
- Additional comments were made regarding a need for more upscale housing and improvements to existing housing, as well as a recognized need for employment, business development and parking in the area. Parking is adequate for current daily needs, however is inadequate for special events and festivals where parking is typically lost to the event site or traffic control.

Note that the statistical sample for this information is small, however consistent with other findings and other forms of public input.

See insert, Figure 3.8, displaying the list of *public sector initiative projects*.

**City of Powder Springs
Project Evaluation Chart**

Powder Springs Town Center Public Meeting, Oct 8, 2002

Average Values for Various Projects



PROJECT	Average
PRIVATE SECTOR INITIATIVES	
A. Residential	
A-1	-1
A-2	-1
A-3	2.67
A-4	1.67
A-5	2.33
A-6	2
A-7	1.67
A-8	1.67
PUBLIC SECTOR INITIATIVES	
B. Greenway Trail	
B. Greenway Trail	3
C. Park and Ride	
C. Park and Ride	2.67
D. Traffic Circle	
D. Traffic Circle	1.67
E. Gateway	
E. Gateway	3
F. Pedestrian RR Crossing	
F. Pedestrian RR Crossing	3
G. Town Square Revitalization	
G. Town Square Revitalization	3
H. New Town Square	
H. New Town Square	3
I. Downtown Overlay	
I. Downtown Overlay	2.67
J. Austell Overlay	
J. Austell Overlay	2.33
K. Public Schools	
K. Public Schools	1.67
L. Open Space	
L. Open Space	3
M. Employment Center	
M. Employment Center	3
N. Community Center	
N. Community Center	3

CHAPTER 4 – MARKET ANALYSIS

4.1 Background and Objectives

The City of Powder Springs has been working aggressively during the course of the last six years on a series of planning and implementation projects to establish key linkages throughout the community and to bring a renewed focus to the historic downtown Town Center activity center. Downtown Powder Springs along Marietta Street between New Macland Road and Brownsville Road is the historic center of the community and faces a number of challenges from recent and on-going regional development in the immediately surrounding areas. The Town Center area of Powder Springs has become the focus of a comprehensive planning process to guide and inform the future land uses, transportation improvements and economic development decisions that will revitalize the energy and activity of downtown Powder Springs. Although subject to change during the planning process the overall goal of the City of Powder Springs is to promote the development of a downtown activity center with a vibrant mixed use atmosphere, quality aesthetic environment, adequate access and parking and a strong pedestrian orientation.

Assignment Objective

Robert Charles Lesser & Co., LLC (RCL Co.) was retained as a part of an interdisciplinary consultant team headed by Post, Buckley, Schuh & Jernigan, Inc. (PBS&J) to assist the City of Powder Springs with the creation and formulation of a master plan that will provide the framework to help the City achieve its goal of a vibrant, mixed-use town center in downtown Powder Springs. Among the range of tasks necessary to create this framework, RCL Co. was specifically charged with two assignments:

- Determine market opportunities for new in-fill and higher density housing in the downtown study area of Powder Springs, including assessing the need for affordable housing taking into consideration the existing housing characteristics of the greater Powder Springs area.
- Determine demand for employment based business park uses along Lewis Road to support the revitalization of downtown.

RCL Co. was asked to provide market-driven conclusions and recommendations regarding these two key questions that would help inform and work in conjunction with the larger mission of the entire Town Center planning study.

Methodology

Pursuant to the engagement goals and objectives, the following research and analysis was undertaken:

Town Center Residential

- Physically examined the Downtown Powder Springs area to understand potential adaptive reuse opportunities and infill locations. Examined the area in the context of building quality, visibility, access, surrounding uses and other key factors impacting residential development.
- Conducted a strengths and challenges analysis to understand potential market positioning of any rental or for-sale product developed in the downtown area.
- Examined area demographics in and around Powder Springs to understand the ages, incomes and household composition of area population and households.
- Obtained and analyzed area home sales and rental apartment overview data to understand current market conditions in this area of Cobb County.
- Assessed the competitive supply by identifying and surveying potentially competitive area rental and for-sale projects, particularly those featuring high-density products such as rental apartments, cluster homes, townhouses, condominiums and lofts.
- Conducted mini case studies of comparable efforts in other downtowns throughout the Atlanta region. Each example was surveyed for the type of residential units provided, occupancy or sales pace, rent or sales price, unit sizes, market

audiences attracted, key selling points and the roles local governments played in the development or reuse of these housing properties.

- Performed a statistical demand analysis to measure demand for higher-density housing in downtown Powder Springs.
- Applied results of the research and analysis described above to synthesize conclusions and make recommendations for housing strategies for the City of Powder Springs.

Lewis Road Business Park

- Evaluated the property relative to access, visibility, surrounding land uses, proximity to retail and major employment cores, topography of the site and other relevant factors to support employment based business park uses.
- Interviewed active and knowledgeable industrial real estate brokers familiar with the Powder Springs and I-20 West Corridor markets.
- Researched similarly situated and successful business parks to understand how locations farther away from direct Interstate access were able to attract office, flex/service and business distribution space users.
- Assessed current and projected demand for Business Park uses including examination of employment trends and projections by industry type, tenant turnover and conversion from industrial space to office space and total and vacant industrial space in the sub-market area.
- Analyzed the information above and provided market-driven recommendations for the use of the subject property as a business park.

4.2 Critical Assumptions

- The conclusions and recommendations presented in this report were reached based on our analysis of the information available to us from our own sources and from the client as of the date of this report. We assume that the information is correct, complete and reliable.
- We assume that within the town center study area that the sites for housing include small in-fill sites and redevelopment opportunities, totaling approximately 175 acres. We further assume that the planned transportation improvements will be implemented, including Lewis Road.
- The Lewis Road property is 275 acres and approximately 168 acres are developable. We assume that development of this property will include business park uses as allowed under the BP Zoning District and as recommended by RCL Co. for the purpose of attracting quality industry to diversify the tax base and create daytime town center population.
- Our conclusions and recommendations are based on certain assumptions about the future performance of the global, national, and/or local economy, as well as that of the real estate market and on other factors similarly outside either our control or that of the client. To the best of our ability we analyzed trends and information available to us in drawing these conclusions and making the appropriate recommendations. However, due to the very fluid and dynamic nature of the economy and the real estate markets, it is critical to continually monitor the economy and the market, and to revisit the aforementioned conclusions and recommendations periodically to ensure that they stand the test of time.
- We assume that in the future the economy and the real estate markets will grow at a stable and moderate rate. History tells us that the relatively stable growth pattern we've experienced over the recent past is not likely to be sustained indefinitely. The economy is quite cyclical, and the real estate markets are typically very sensitive to these cycles.
- Additionally, we assume that economic, employment and household growth will occur more or less in accordance with current trends, as will other forecasts of trends and demographic and economic patterns. Along these lines, we are not taking into account any major shifts in the level of consumer confidence; in the cost of development and construction; in tax laws (i.e., stable property and income tax rates, deductibility of mortgage interest, etc.); or, in the availability and/or cost of capital and mortgage financing for real estate developers, owners, and buyers. Should any of the above change

substantially, there is good reason to believe that this analysis should be updated, and the conclusions and recommendations summarized herein be accordingly reviewed (and possibly revised).

- We also assume that competitive projects will be developed as planned (active and future), and that real estate demand will be met with a reasonable stream of supply offerings. Finally, we assume that major public works projects occur and are completed as planned.

4.3 Town Center Residential Analysis

The town center study area of Powder Springs represents a significant opportunity for housing development to serve market segments seeking a pedestrian-oriented, mixed-use environment. Such development is influenced by the following market and demographic trends.

Market Trends

Both local and national market trends support new and in-fill residential development in downtown Powder Springs, particularly a product that would be located adjacent to the town center improvements. Described as *small enough to know you, but large enough to serve you* the City of Powder Springs offers a small town community atmosphere, with significant potential for the enhancement of the current town center amenities, all in a proven residential location. Powder Springs serves as an affordable, family-friendly residential location that offers quality schools and retail and recreational amenities. Growth in surrounding Cobb County has also provided housing and shopping opportunities conveniently nearby and placed Powder Springs in the direction of continued population and household growth. However, as suburban growth continues people are increasingly drawn to locations that offer a unique or one-of-a-kind community with an improved sense of place much like what downtown Powder Springs can offer with the revitalization of the town center.

While downtown Powder Springs promises strong characteristics for higher density residential development, there are some challenges that should be addressed. Growth has been occurring near Powder Springs; however, this growth has often been in other directions away from the city limits within Cobb County, and towards Douglas and Paulding counties. Actively pursuing the revitalization of the historic town center of Powder Springs, coupled with other strengths, will attract more growth to the City of Powder Springs. Much of the growth that the city has captured has been due to a plentiful stock of lower-priced entry-level housing. New housing located in the town center represents the opportunity to provide more residential choices at higher price points and overcome the lack of higher-priced choices. Although there is a reported perception of declining school quality, that will be less important to new development that targets singles and couples without children living at home.

National market trends also lend support for downtown Powder Springs as a residential location. Over the latter half of the 1990s, the Atlanta area, like other metropolitan areas around the country, has experienced significant household growth in the suburbs. This sustained growth and the resulting suburban housing development trends have begun to effect location choices that individuals and families are making regarding where they want to live and work. Tired of long commutes and boring conventional housing subdivisions, buyers are looking for new options – particularly locations that offer unique and different product alternatives, and a unique location and sense of place. The following factors continue to contribute to this trend and provide reasons why Powder Springs can emerge as a preeminent residential location:

- Aging baby boomers are becoming empty nesters and are seeking a greater ease of lifestyle and convenience and want to remain in the communities where they raised their children;
- Young Gen-X'ers are seeking lifestyle alternatives to their parents, preferring more urban locations and housing products than those they were raised in;
- Strong growth in single-person and couple households with no children, particularly in suburban locations where singles are the major growth market;
- Dwindling leisure time and increasing traffic congestion result in the need for shorter commutes and more housing choices closer to employment locations;
- Increasing desires for a sense of place and community often difficult to find in suburbia;
- Strong evidence of preferences for housing units and neighborhoods with character including increasing interest in Traditional Neighborhood Design (TND) communities;
- A desire to live, work and play with a decreasing reliance on the automobile.

All of these trends have come together to create new opportunities for both new and in-fill higher-density housing in town center locations in the suburbs. These opportunities are for all types of housing, from affordable to high-end, from detached single-family homes to apartments and condominiums. Historic small towns like Powder Springs are poised to benefit dramatically from the resurgence of the small town lifestyle.

Demographic Trends

Nationally (and locally), there are major demographic trends influencing downtown developments and higher density housing types. The biggest trend is the aging of the Baby Boomers, defined as adults who were born between 1946 and 1964. These adults have led community, housing and non-residential development trends over the past 30 years. Now maturing, the lifestyle of the Baby Boomer group is changing as their kids grow up and leave home. As shown in the graph below, the greatest growth over the next ten years will be households between the ages of 45 and 64 as younger, more conventional family age groups (ages 34 to 45) will begin to shrink in size. (The numbers of households on the left axis are in thousands.)

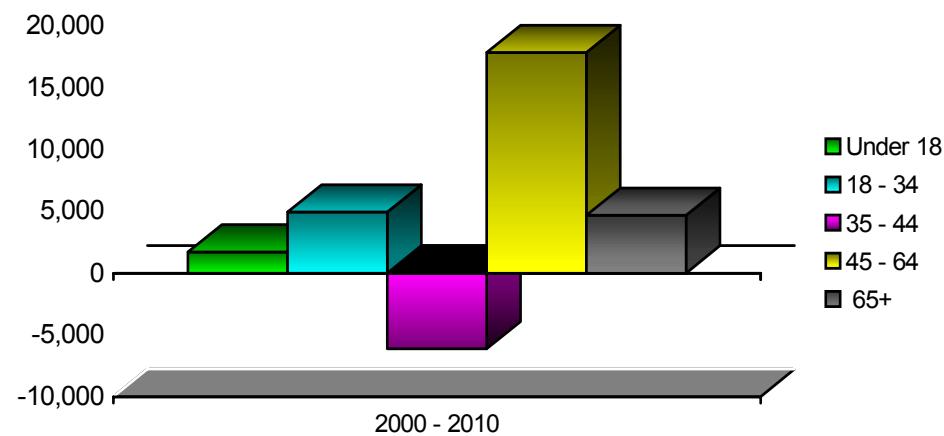


Figure 4.1 - US Demographic Trends by Age

Additionally, households are having fewer children, delaying childbirth and/or choosing to remain single. These demographic trends will have tremendous impact on future housing and community development. In particular, alternative housing types to the conventional single-family detached house will increase in demand and popularity as a greater amount of households without children emerge.

Housing Trends

In terms of housing trends, there are increasing preferences for attached and detached low maintenance products, including attached villas, townhomes, duplex and quadruplex units and detached homes on small lots (one-quarter acre and smaller). There are increasing preferences for housing targeted to smaller non-family households. In addition to the attached and detached low maintenance products these housing types include lofts and condominium units.

Other housing (and community) trends include a strong desire for increased connectivity and walkable neighborhoods. In national consumer research surveys conducted by RCL Co., walking paths and sidewalks consistently rank as one of the top three critical community features for homebuyers. Connectivity is best provided in a variety of forms, including sidewalks, nature trails and biking paths.

Other housing trends include vertically integrated products. Examples regionally include housing over retail or office as well as condo-hotel properties, high-rise condo-office projects and live-work units. The appeal of these product types is typically the strong commercial location and sense of place, architectural design and unique product and floorplan types. Both young and older singles, including urban pioneers, are particularly attracted to these product types.

While higher densities than conventional single-family, pricing of these are not necessarily lower. On the contrary, housing in an attractive downtown and mixed-use environment generally commands premiums because of the stronger sense of place and architectural style, in addition to the limited supply.

4.4 Application to Powder Springs

In examining the local market we discovered that the market and demographic trends are evident in Powder Springs and its primary market area (area of influence from which to attract and compete for households). This includes strong market evidence of single and married households without children living at home. The housing types both preferred and afforded by these households are not offered in the local market, suggesting a strong market opportunity for the Study Area.

Residential Demand Factors

In order to understand and measure the demand for new housing products it is necessary to be familiar with the demographic trends of the population and households within the potential market area for the development. The primary market area is defined as the area from which demand for housing is expected to emanate. In the case of downtown Powder Springs this area has been identified as Southwest Cobb County and defined generally as the area within Cobb County south of Dallas Highway (Georgia Highway 120) and west of South Cobb Drive and I-285. This area is also described on the map below. Demographic trends were also examined for the city limits of Powder Springs to compare with Southwest Cobb County and to understand current conditions.

The primary market area is illustrated in the map, Figure 4.2:

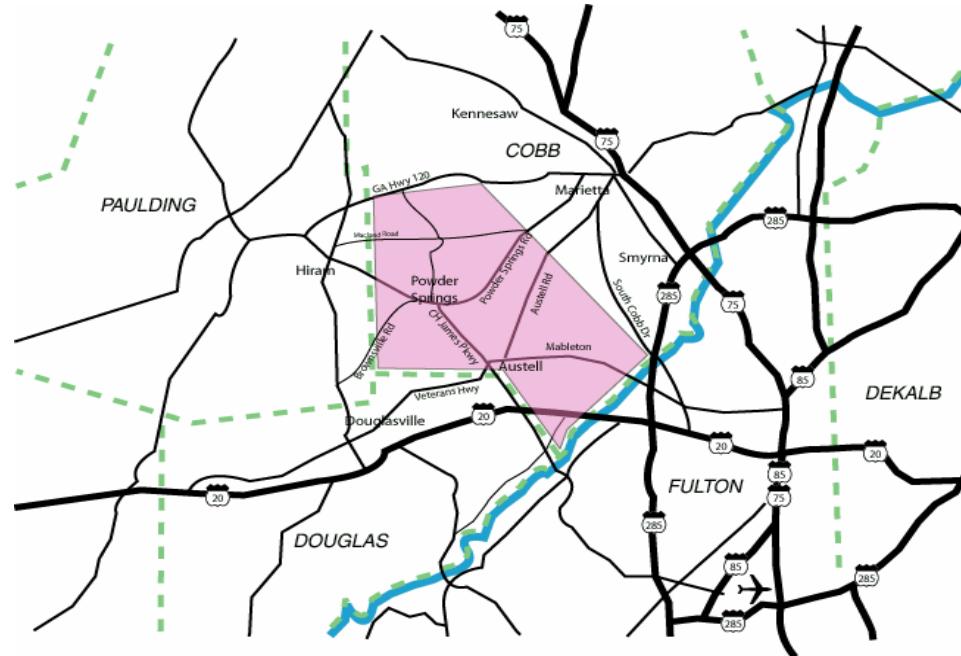


Figure 4.2 - Map of Residential Primary Trade Area

While the metropolitan Atlanta area and Cobb County have witnessed both strong population and household growth during the last decade, the City of Powder Springs has been experiencing modest growth. However, more recently both Southwest Cobb County and Powder Springs have grown at a greater pace and continue to grow as an increasing percent of Cobb County. While Southwest Cobb currently represents 25% of total households in Cobb County, those households are 28% of the overall growth in the County, indicating a higher rate of growth relative to its size. The same trend is true for Powder Springs. While the City of Powder Springs represents only 6% of the households in Southwest Cobb County, those households are 10% of the overall growth of Southwest Cobb.

According to the 2000 US Census, the City of Powder Springs has a population of 12,481 within 4,004 households for an average household size of 3.06 people per household. This larger than average household size is not surprising given the nature of housing within the city, which suggests a large number of family households. However, this family market is shrinking. Single households are becoming the dominant growth market in suburban locations – across the nation and in Powder Springs. Population growth in one and two person households is expected to continue to increase and represents a significant market opportunity for housing products to serve their lifestyle choices. Figure 4.3 details the percent of total households (from the 2000 US Census) in each geographic area that are comprised of these types of households. Even Powder Springs – identified as a predominately family market – contains a large number of one and two person households.

	1 and 2 Person Households	Couples without Kids	Single Households
Atlanta MSA	54%	26%	23%
Cobb County	56%	27%	23%
City of Powder Springs	42%	24%	15%

Figure 4.3 - Non-Family Households Statistics

Households within the City of Powder Springs have higher incomes than both the Atlanta metropolitan area and Cobb County. While there are a smaller number of households earning over \$150,000 annually, a full 57% of the households earn between \$50,000 and \$100,000 per year, which is significant.

When these incomes are further examined in respect to age, large groups of age and income qualified homebuyers are identified. Figure 4.4 details the percent of households that fall into each of the age and income categories. High incomes

among these targeted age groups demonstrate demand potential for higher-end residential development in Powder Springs – both for-sale and rental. Further research into the characteristics of these age and income groups reveals that 43% of households who currently rent have incomes of \$50,000 and above.

	\$50,000 – \$75,000	\$75,000 – \$100,000	\$100,000 – \$150,000	\$150,000 +
Under Age 35	28%	14%	11%	4%
Age 35-44	28%	23%	21%	9%
Age 45-54	25%	27%	24%	9%
Age 55-64	28%	12%	20%	9%

Figure 4.4 - Age and Income Distribution

For-Sale Housing Demand

A statistical demand analysis was prepared based on the previously detailed economic and demographic data to estimate the number of new for-sale housing units that could be feasible to develop in the town center study area of Powder Springs through 2006. There are two primary sources of demand for new for-sale housing in Southwest Cobb County – existing households moving to new homes and new households moving to the area and being formed.

In 2001 there were 61,696 households in Southwest Cobb County. These households were age and income qualified based on their ability to afford new housing. Households were identified that are between the ages of 35 and 64 and that earn over \$50,000 annually. These smaller groups of households – 61% of the total or 37,311 – were further qualified to focus only on one and two person households. It is assumed that these one and two person households are the primary target market for the higher-density residential products that can be provided in the town center study area of Powder Springs.

Assuming a homeownership rate based on a US Census and a conservative annual turnover rate of 11% (the percent of homeowners who move in a given year) the group of age and income qualified potential homebuyers was further dissected to result in a prospective pool of buyers of 1,211 households. An additional 245 prospective buyers were added to this total based on similar analysis for household growth in the Southwest Cobb area. The Southwest Cobb area is expected to add 1,385 new households annually through 2006. When further qualified for age, income, one and two person households and a homeownership rate, a total of 245 new households are added to the pool of prospective buyers for a grand total of 1,456 annually.

Since this total demand potential of 1,456 units annually is for the entire Southwest Cobb area, it is necessary to understand what share of this potential can be captured by the Powder Springs town center location. Extensive consumer survey-based research in the Atlanta metro area performed by RCL Co. has revealed a consistent preference among 25% of new homebuyers for interest in a home in a more urban setting – much like the lifestyle that can be offered by downtown Powder Springs. If we assume that 25% of the potential Southwest Cobb County buyers will be looking for an urban location within the area, 364 of 1,456 annual new home buyers would be attracted to the town center. Based on previous new home sales trends for Cobb County, of this total approximately 42% will purchase an attached home while 58% will buy a detached home. These figures

result in an overall estimated demand potential for 152 attached new homes and 212 detached new homes annually in the Powder Springs town center through 2006. Detailed demand calculations can be found on in Figure 4.5 below.

	Existing	New
Households	61,696	1,385
Age and Income Qualified	37,311	838
Less Renters	30,978	695
1 & 2 Person Age and Income qualified HHs	10,908	245
Qualified HHs in Turnover (11%)	1,211	245
TOTAL DEMAND POOL	1,456 / year	
Interest in Urban Setting (25%)	364 / year	

Figure 4.5 - For-Sale Housing Demand

Rental Housing Demand

A similar demand analysis was prepared to estimate the potential demand for rental housing in Southwest Cobb County. Again demand is expected to come from both existing renter households moving to new rental housing and new households desiring rental housing. Existing and new households are qualified based on age, income and one and two person households. Given the nature of higher than average development costs within the town center and the desire to attract quality new construction to the location, only households were considered that earn over \$50,000 annually. A rental tenure rate from the US Census and a conservative annual turnover rate (the percent of renters that move to another rental unit annually) were applied to the qualified households.

The resulting prospective pool of qualified renters from both existing and new households within the Southwest Cobb County area per year is 1,301 households. The Powder Springs town center is expected to capture between 5 and 10 percent of this total potential. These figures result in an overall estimated demand potential for between 65 and 130 new rental units annually in the Powder Springs town center through 2006. A summary of these calculations can be found on Exhibit I-16 and in Figure 4.6 below.

	Existing	New
Households	61,696	1,385
Age and Income Qualified	37,311	838
Less Homebuyers	6,451	145
1 & 2 Person Age and Income qualified HHs	4,156	93
HHs in Turnover Net of Conversion	1,208	93
TOTAL DEMAND POOL	1,301 / year	
Study Area Capture (10%)	130 / year	

Figure 4.6 - Rental Housing Demand

4.5 Competitive Analysis

For-Sale Residential

Current new home construction in the Powder Springs area is predominately affordable single-family homes that are targeting the family and pre-family market. In 2000, 95% of all new home sales in the area were single-family detached product while attached sales (both townhomes and condominiums) accounted for only 5% of the total. Additionally, of this large number of single-family detached homes, 37% featured sales prices under \$160,000. Figure 4.7 below details the price distribution for new single-family detached home sales in the Powder Springs area.

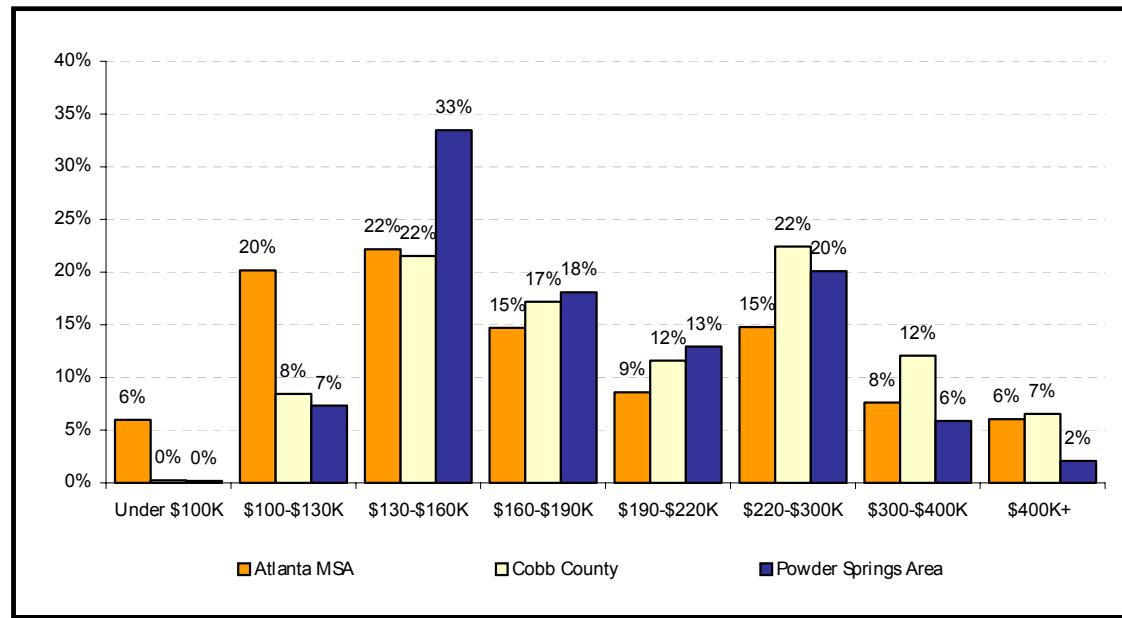


Figure 4.7 - 2000 New Home Sales Distribution - Detached

Both with entry-level price points and amenities that appeal to families with young children, including playgrounds and swimming pools, most new home communities are targeting their homes to young families and pre-family couples. There is virtually no new residential product in the Powder Springs area that is designed to meet the desires and needs of singles or older couples without children living in the home. A handful of attached products are selling in the market – only 5% of the market – however, virtually all of the attached product is also found at affordable prices below \$130,000. Figure 4.8 below details the distribution for new attached home sales in the Powder Springs area.

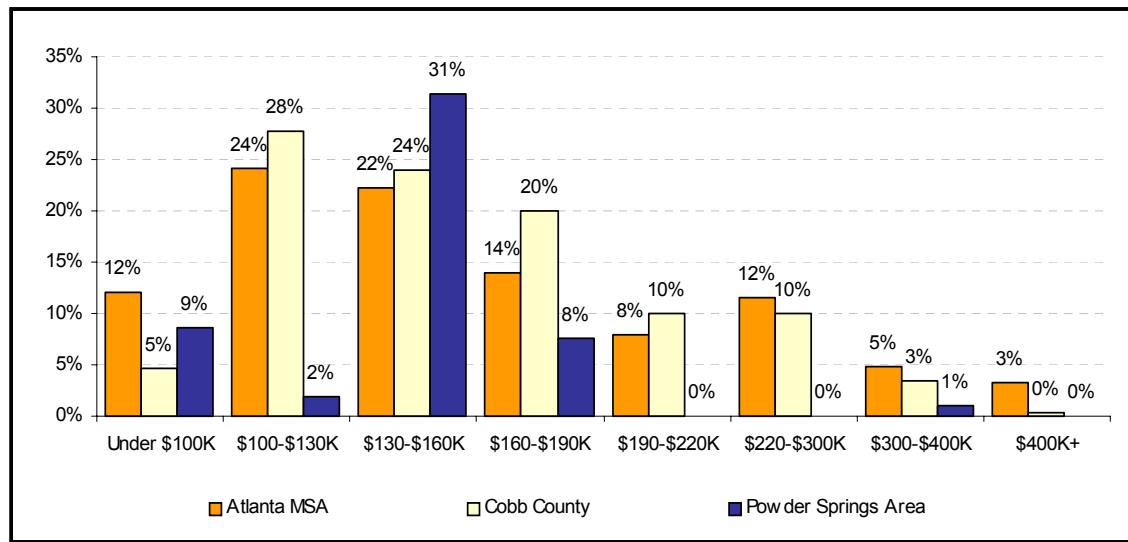


Figure 4.8 - 2000 New Home Sales Distribution - Attached

There is no significant new residential product targeting these one and two person households with higher incomes in the Southwest Cobb area. As demonstrated in the demand analysis, the market exists; however, there is no product to meet the demand. The town center study area of Powder Springs is an excellent location for new residential construction to meet the desires and needs of these market segments.

Rental Residential

Very moderate priced garden style apartment complexes dominate new rental housing in the Powder Springs area. Rental units are found in freestanding, non-mixed use complexes that lack unique character or lifestyle. The apartments are all fairly standard and fail to differentiate themselves from one another.

Monthly rental rates range from \$600 to \$1,200 for one, two and three-bedroom units that range from 700 to 1,500 square feet. The corresponding ratios of \$0.65 to \$0.80 per square foot are affordable for the larger regional market. (This compares to rental rates of \$0.80 to \$1.00 for other areas of Cobb County.)

Product characteristics and amenities are designed to attract transient renters – particularly young singles and couples and short-term family renters. Once again, although the market exists based on the demand analysis, there are no new rental units that are attractive to lifestyle renters looking for a unique product and location at a higher price point. A significant opportunity exists in the Powder Springs town center to provide rental housing located in a unique, more urban location close to shops and restaurants that provides a lifestyle alternative for higher income renters by choice – particularly singles and couples without children.

4.6 Case Study Analysis

In order to better understand opportunities for new residential development in the town center study area of Powder Springs, case study analyses were performed of other communities throughout the metropolitan Atlanta area that have witnessed new residential development in their town center areas. Communities were identified that possessed characteristics similar to Powder Springs including location, size, demographics and development patterns. Criteria for location selections included:

- Evidence of new or in-fill residential development close to town center
- Bedroom communities with commercial development away from the historic town center and along new highway corridors
- City government worked in partnership with business and development community and took an active role in revitalizing the town center area

During the case study research details were gathered regarding the types of new residential products that were developed including prices, sizes, absorption trends and target markets, as well as, implementation strategies regarding how the projects came to fruition and what key criteria were unique and made them successful. Through site visits and interviews with city officials, planners and developers key success criteria were identified. These criteria were then synthesized and compared with existing conditions in Powder Springs. The results of the research process resulted in lessons learned that could be applied to and inform the process for the revitalization of downtown Powder Springs. These lessons include:

- Strong, detailed architectural design elements are critical for new construction and should be required in order to create a quality image and high standards for future development.
- The construction of new and in-fill residential units within the town center leads to more demand and new market sources for town center retail. The construction of new homes coupled with infrastructure improvements creates a unique location with character for retail to thrive.
- Higher-density single-family homes, townhomes and condominium units over retail, as well as, rental lofts are appropriate residential product types for a Powder Springs town center location.

- Potential buyers for new town center residential units are one and two person households from the surrounding local area.
- The City should look to work in conjunction and close coordination with experienced residential developers that are willing and able to bring the collective vision to reality. This will probably require the City to take the first step by investing in infrastructure and transportation improvements, like the proposed Marietta Street improvements, that make residential development more feasible and attractive to developers.
- It will be critical for the proposed South Square to become a community-gathering place for people from throughout Powder Springs. The space should include park space as well as plazas that are conducive to casual everyday use and can also host community festivals, activities and events.

Details for each of the case study communities and additional examples of town center residential products follow.

Duluth Town Green

In 1997 the City of Duluth under the leadership of Mayor Shirley Fanning-Lasseter began a planning process to revive historic Downtown Duluth. The commercial properties along Main Street had been struggling due to extensive growth of new commercial development in the City away from the Downtown area. The City of Duluth, including the Mayor, City Council and staff, worked hand in hand with business owners, property owners, developers and residents to create a vision for the future of their town center. Ultimately their vision was to replace the heart of their community with a place they could be proud of and that would represent the spirit of their city. Through support funding by the Atlanta Regional Commission's Livable Centers Initiative (ARC LCI) program the City undertook a comprehensive planning study that resulted in a Master Plan for the Duluth Town Green.

The Master Plan programmed the land use and infrastructure improvements for the Town Center area and the community's vision became a \$10.5 million investment in the construction of a Town Green on underutilized property in front of City Hall and adjacent to the commercial heart of the community along Main Street. Previously the property was home to parking lots, dilapidated housing and antiquated industrial uses. During Phase One the City initially invested \$6.5 million dollars to assemble

land and construct the Town Green. The 4.5-acre Town Green consisted of landscaped park space including a fountain surrounded by a new community center pavilion with meeting rooms and an amphitheater. Phase Two of the City's plan includes \$4 million for additional transportation improvements including the realignment of roads to help alleviate congestion and improve traffic flow into Downtown.



Figure4.9 – Duluth Town Green

The City's initial investment in the creation of the Town Green has resulted in \$70 million of private investment in new residential development, renovation of existing commercial buildings and opportunities for future retail and office development, not to mention, escalating property values and a renewed community civic pride and sense of place. The first residential development on the Town Green came in the form of loft condominiums located over first-floor commercial space. Two new three-story buildings are being built by Spohntown Construction that will feature first floor retail and restaurant space fronting the Town Green with for-sale housing units above on the second and third floors. The first building will contain four loft units that range in size from 2,400 to 3,600 square feet and will sell for between \$276,000 and \$430,000. Building one is currently under construction and all of the units have been pre-sold. The second building that Spohntown is building will also be a three-story building with commercial space on the first floor and 16 for-sale loft units upstairs. The units are smaller and less expensive. They range in size from 1,100 to 2,200 square feet and range in price from \$160,000 to \$240,000. Currently five of the units have been pre-sold and construction is set to begin on building two during Summer 2002. The market that has been

attracted to these units has included young pre-family couples that were seeking a higher density product in the suburbs, as well as, older couples who are downsizing and looking for a location in an activity center in the community where they currently live.

Most of the prospects already live in Duluth and work in the Gwinnett County area outside of I-285. Another residential development underway adjacent to the Town Green is a partnership between Forro Development and Centex Homes. The Hill Street Project is a 10-acre parcel of previously underutilized land that has been assembled to the west of the Town Green behind the amphitheater and will contain a total of 55 townhomes and 95 condominiums. The mixed-use project will feature three buildings of condominium units with first-floor commercial space and underground parking, as well as, a central park space fronted by townhomes. The 1,800 to 2,220 square foot townhomes and condominiums are all for-sale units that range in price from \$100,000 to \$400,000.

The keys to the success of the revitalization of Downtown Duluth as identified by everyone involved in the process are numerous.

- The Mayor identified the importance of the political will of the elected officials to work tirelessly to gain the support of the citizens and community and business leaders. In order for them to be supportive of the vision so that implementation can follow there must be an inclusive process.
- The public sector had to take the first step to implement the Master Plan to prove to their commitment to the private sector. The City had to begin immediately and had to maintain momentum.
- Private developers cite the importance of being involved in the planning process from the beginning so that there is a mutual understanding of the vision and trust can be built among the partners. Their success lies in the potential to capitalize on the City's investment and wealth creation. Ultimately, the City has built the amenity for their new homes and created a location for their product to thrive.
- Everyone agreed that the creation of a public gathering space was vital to the success of both the public and private investment. The Town Green provides a location to host special events and activities like the Fall Festival or school performances that bring people to downtown Duluth and expose them to what is new and exciting in the Town Center. This exposure leads to more traffic for retail businesses and restaurants, more prospects for the residential development and an overall identity for downtown.

- It was critical that the City staff exhausted all sources of possible funding to make the vision financially feasible. Sources identified included Downtown Development Authority bonds, state and county Department of Transportation funds including Federal TEA grants, county sales tax (SPLOST) funds, CDBG monies and ARC LCI Implementation funding.
- The Mayor also recommended getting the word out about what was happening downtown regarding the implementation of the Master Plan. This included planning process participants talking to civic clubs and homeowner meetings to update them on progress and providing newspapers with good information and positive stories about the revitalization plans.

Smyrna Village Green

In 1988 a National Geographic article labeled Smyrna the “redneck capital of the south.” At that time, downtown Smyrna was a depressed retail area consisting of a few ramshackle buildings, a failed public-housing project and two twisted oak trees. The majority of development surrounding the city was older residential buildings. Embarrassed and dismayed by the insult, the City undertook a comprehensive planning study to develop a master plan for the redevelopment of their Town Center. The process, which included extensive community input, resulted in a master plan for the 29-acre redevelopment site that included a mix of new construction including civic, residential and commercial buildings, as well as, the provision of a new village green park space. This Master Plan was the beginning of a \$27 million, three phase effort that began in 1991 to re-make downtown Smyrna.

In an effort to address the City’s perceived redneck image the guiding goals of the plan focused on architectural theming and construction standards to improve the overall image of the area in order to support a livable environment that would attract affluent residents to Smyrna. Specific design objectives included: establishing a sense of order, stability and focus in contrast to surrounding suburban sprawl; incorporating references to small town historic architecture with an overall sense of being progressive; and that ensuring construction and material quality set the standard for future development within the City. Working in unison with these important images, goals and objectives was the need to use public funds to leverage private sector investment.

The City's first step was the construction of new civic buildings including City Hall and Municipal Court building, a Community Center, a public library and a public safety building. The first residential portion of the redevelopment was the construction of 22 new homes adjacent to the Village Green and Community Center. The cottage homes, which featured rear access garages from an alley, were built in 1995 and sold out in four months. Original sales prices were in the \$140,000s and today resale for over \$200,000.

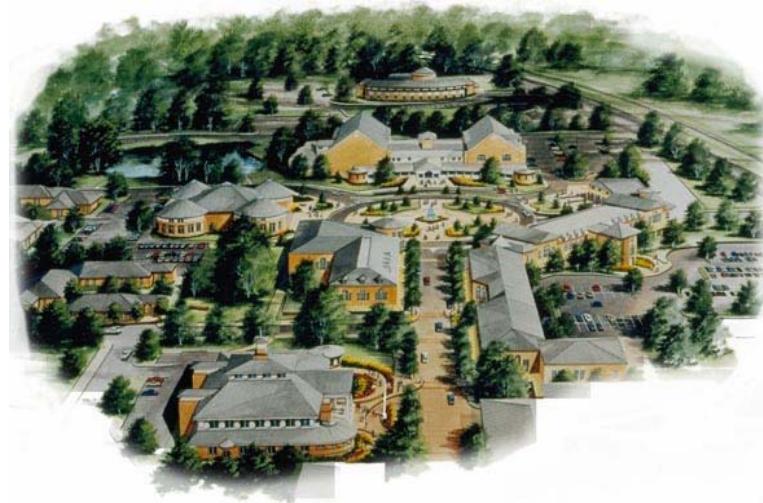


Figure 4.10 - Aerial view of Smyrna Master Plan

The third and final phase of development - the Village Market – includes 40,000 square feet of retail space, 16,000 square feet of office space and 16 townhomes. The Lofts at Village Green are the centerpiece of phase three and are being built by John Wieland Homes. The new three-story townhomes are arranged in two rows of eight on each side of the street with a wide planting strip in the median. The first floor features retail space in the front that faces the main street and private garages in the rear that are accessed from the rear alley adjacent to additional parking area. The second and third floors are entirely private living space. The loft townhomes have three bedrooms, are 2,500 square feet and range in price between \$284,900 and



\$329,000. Construction has just begun and three homes are already under contract. The market for these new townhomes has consisted primarily of young pre-family professional couples.

Keys to success that can be learned from the redevelopment of the Smyrna Village Green include:

- The use of a top-down planning process in which the City took an aggressive first step in the overall effort and participated directly in the redevelopment. Although this meant bringing land, financing and infrastructure to the table, it also afforded the City a great deal of control over the development projects.
- It was important to create and maintain a quality, affluent image including elevated architectural construction standards from the beginning. This created a standard to which all future development will be measured and judged.
- It was critical for the City to ensure public input throughout the process and to provide leadership through their strong vision for the future of their community.
- Integrate planning and design to create a pedestrian friendly Town Center that can support a mix of land uses for future development.
- City's success was in managing multiple funding sources to maintain and align spending with resources and the budget.

Old Town Suwanee

In 2001, the City in Suwanee began a comprehensive planning process to establish a Master Plan for the revitalization of the Old Town area. Old Town is the historic commercial core of the City of Suwanee and consists of two linear blocks of new and renovated historic buildings along Main Street across from the railroad line. Implementation plans for the future of Old Town include creating a town center site that will support a range of land uses and future growth of the commercial core. The town center is currently proposed as a town square surrounded by new residential, commercial and institutional construction. The square is proposed as a gathering place for people from throughout the City. The plan also includes new roads, bicycle lanes, sidewalks, trails and green space. Suwanee has also been designated a Better Hometown by the Georgia Department of Community Affairs meaning that the City will receive private and public assistance as it revitalizes its Old Town historic district to create a downtown core that is central to the City's identity and pride as well as its long term economic stability.

Priorities identified by the City that are being addressed by the revitalization process include attracting shops and restaurants to Old Town, developing architectural guidelines for new construction and renovations and adding more green spaces and trees throughout Old Town. The first new residential project undertaken by the City as part of their revitalization efforts was done in partnership with Richport Properties. Old Suwanee is a 27-acre, 104-home development that emphasizes traditional neighborhood design through a modified grid street pattern with the use of alleys to promote aesthetic appeal. Located within walking distance of Old Town and adjacent to an existing residential area, the project and the collaborative effort between the City and the developer has allowed them to revive a dormant area of the City and preserve and improve upon its unique character. The development has already been awarded the Atlanta Regional Commission's 2001 Development of Excellence of award.

The cottage homes - that feature historic architectural details and features such as front porches, square columns and window boxes - range in size from 1,800 to 2,400 square feet and are priced between \$180,000 and \$200,000. The single-family homes are sited on 50x100 foot lots and feature two car rear-entry garages that accessed from alleys. The homes have sold well with approximately four contracts per month. Buyers at Old Suwanee have been exactly an even split between young professionals and empty nesters. The size of the homes, the number of bedrooms, master bedrooms on the main level and the maintenance free lifestyle have all attracted these buyers. Many of the buyers were already living in the surrounding area and a few are first time buyers moving from apartments.



Figure 4.11 - Old Suwanee Community

The success of the Old Suwanee development can be attributed to a number of critical factors including:

- The true partnership and good working relationship between the City of Suwanee and Richport Properties allowed the unique and beneficial project to be developed.
- There are few communities like Old Suwanee in metro Atlanta and although that creates a learning curve with shoppers it also attracts buyers who are looking for something different and a new community with more character than others. Old Suwanee fills this particular niche.
- The maintenance free lots have been a key selling feature for young singles and couples as well as empty nesters, particularly those that travel during the week for work.
- Old Suwanee has been able to differentiate itself from all other communities by not being "swim, tennis". They emphasize that their amenities are the sidewalks, the lanterns, the well-lit and manicured park, and eventually the ability to walk to Old Town. They recognize that buyers either love this concept or hate it, but feel that it gives them a market niche.

- Spec homes and having the infrastructure in place have been critical to the success of Old Suwanee. Although many buyers prefer to customize the interior finish, in order to buy into the neo-traditional concept, the buyers needed to see first-hand what the homes, lots, and streetscape would look and feel like.

Additional examples of individual new and in-fill residential projects that have been developed throughout metro Atlanta in small cities and towns were also identified for case study research. Although these projects may not have been developed in conjunction with an overall effort by the municipality to revitalize their town centers, these projects represent opportunities for types of products that could be built in the Powder Springs town center and are discussed below.

Canton Mill Lofts

Originally built in 1924, the Canton Mill is a historic textile mill located along the Etowah River in the City of Canton. The location along Riverstone Parkway and adjacent to new commercial development allows residents to walk to movie theaters, restaurants and a variety of shops. The property's picturesque placement along the banks of the Etowah River allows residents access to the river. Aderhold Properties converted the existing loft building into 315 rental units that are targeted to households with incomes between \$20,000 and \$36,000. Affordable rents were ensured through a \$1 million bond issued through the housing authority to assist with redevelopment costs. Rents for the one and two bedroom apartments range from \$600 to \$800 per month. The original three-story brick buildings were renovated in such a manner to maintain as much of the original character as possible. Units feature extra-high ceilings, oversized windows, exposed brick walls and mechanical equipment. The loft units are essentially large open spaces with few interior wall divisions. The Canton Mill Lofts offers such amenities as a swimming pool with clubhouse, roof deck, exercise facility and a museum-like lobby highlighting the history of the mill, complete with artifacts.



Figure 4.12 – Canton Mill Lofts

Session Street Lofts

The Session Street Loft building is a new construction loft building in downtown Marietta. Built in 1999, the new three-story building was designed and built to look like an old existing mill building. The building features 64 for-sale one and two bedroom units. The stacked-flat lofts range in size from 970 to 1,600 square feet and originally sold at \$145,000 to \$225,000. The building averaged 14 sales per year and the buyers were predominately young singles and couples and a few empty nesters. A large number of the younger buyers were first time homebuyers.

Charles Place

Charles Place is a new in-fill development in Newnan. The site was a single vacant lot along the main north-south street through downtown Newnan. In conjunction with the renovation of an existing home fronting the main street a new short cul-de-sac was cut into the site and six attached one and a half story homes were built. The new homes are arranged along both sides of the new street and are located close to the street. The homes are 2,500 square feet and feature one and two car front entry garages. The living space in the home is located primarily on the first floor. The second floor can be left unfinished for storage or completed for additional living space. The homes sold for \$200,000 to \$250,000 primarily to older, downsizing couples that had lived elsewhere in Newnan. The couples were looking for a new smaller home, but did not want to leave the downtown Newnan area.



Figure 4.13 – Charles Place

4.7 Conclusions and Recommendations

In conclusion, there is market support and demand for higher density housing products for the town center study area in Powder Springs. To create a strong sense of place, we recommend that the town center study area begin with high-end for-sale housing to set the tone for downtown. The Lewis Road property should be developed as a business park versus a mixed-use development. The dual strategy and physical linking of the business park to downtown via Lewis Road will create synergy and complement one another to support their potential for success. There are few opportunities in the region or local area to replicate a downtown and the town center study area has the potential to increase value and enhance sense of community and quality of life for all citizens.

The for-sale housing, including single-family homes on one-fourth acre (or smaller) lots and townhouse units around the south square, will be the driver to increase opportunities for quality retail downtown. Rental housing should also be planned for and encouraged in the study area, including rental lofts. If well-designed these units will provide better alternatives to allowing single-family homes to convert to rental housing.

Redevelopment opportunities exist for older rental housing stock existing in the downtown, some of which may qualify for federal FEMA funds given flood plain areas. Such potential opportunities should be explored and strategies should include enhancing the quality of life for some of the existing affordable housing in, and in proximity to, the study area. Additionally, once the high-end products develop, and as need occurs, the City may also consider adding more affordable workforce housing that would continue to support the job to housing match.

Plans should be made by the City for connectivity to the Silver Comet Trail via pedestrian pathways and sidewalk linkages from the downtown and future housing. This will enhance the residential opportunities and land values.

Our preliminary housing product recommendations are summarized below.

	Lot Size/Density	Price/Rent Range	Unit Size Range	Price/Square Foot	Potential Sales Pace
For-Sale Single-family Detached	50 foot lots	\$200,000 - \$400,000	1,600 – 3,000	\$120 - \$130	20-30/year
For-Sale Townhomes	12 units/acre	\$175,000 - \$300,000	1,500 – 2,300	\$120 - \$130	15-20/year
Rental Lofts	20-25 units/acre	\$600+ per month	600 – 1,000	\$1.00+	15-20/month

Figure 4.14 - Residential Development Recommendations

Critical Factors for success include:

- Residential must be viewed as part of a larger coordinated effort to revitalize the Town Center, including enhancements, job creation and infrastructure/transportation improvements.
- Physical improvements – parks, streetscape enhancements, building façade programs.
- Codified implementation strategies – zoning overlay for town square, architectural guidelines, design elements.

Estimated Potential Population, Households and Housing Units

In calculating population, households and housing units, we have prepared the following analyses. As shown in Figure 4.15, the housing demand for the town center study area could support up to 806 new for-sale and rental units cumulatively over the next 22 years (2003-2025). Given the residential acreage of 176, this would represent a density of 4.6 units per acre to support the units.

CURRENT CONDITIONS-NO MAJOR INVESTMENT									
	1990	2001	Change 90 - 01	Projected 2006	Change 01 - 06	2010	2015	Projected 2020	2025
Population	557	831	4.5%	927	2.3%	1,004	1,036	1,052	1,081
Households	182	278	4.8%	312	2.4%	340	364	383	393
Persons/HH	3.06	2.99		2.97		2.95	2.85	2.75	2.75

Estimated Annual Demand for New Housing		Annual Dmd	2001 - 2006	2006 - 2010	2010 - 2015	2015 - 2020	2020 - 2025
For-Sale Detached		25	50	50			
For-Sale Townhouses		17	34	85	43	34	
Rental Lofts		102	51	255	204		
New Units Added			135	390	247	34	0
Cumulative New Units Added			135	525	772	806	806

ASSUMING INVESTMENT WITH LCI GRANTS AND OTHER CITY INFRASTRUCTURE							
	1990	2001	2006	2010	2015	2020	2025
Population	557	831	1,170	1,949	2,425	2,502	2,531
Households	182	278	447	865	1,135	1,188	1,199
Persons/HH	3.06	2.99	2.62	2.25	2.14	2.11	2.11

Figure 4.15 - Population and Housing Unit Projections, Town Center Study Area

As shown above, the development of these housing units would support a population of 1,450 (the difference of 2,531 less 1,081) or 2,531 potential persons, including other properties not part of the town center study area. Total households generated would be 1,199.

In terms of employment, the town center and Lewis Road development could generate 16,023 jobs for the City of Powder Springs over the same period. This is shown in Figure 4.16 below.

CURRENT CONDITIONS-NO MAJOR INVESTMENT										
Employment Annual Change	1990	1995	1999	Estimated		Projected				
				2000	2001	2005	2010	2015	2020	2025
	2739	4,065	5057	5,366	5,693	6,809	7,868	8,670	9,001	9,185
				9.7%	6.1%	6.1%	4.9%	3.1%	2.0%	0.8%
Estimated Annual Demand for New Employment										
				S.F. Demanded Annually	Total Annual Jobs Added					
Office	17,143	114								
Flex/Service	21,958	55								
Business Disribution	160,241	401								
Total	199,342	570								
Cumulative New Units Added										
ASSUMING INVESTMENT WITH LCI GRANTS AND OTHER CITY INFRASTRUCTURE										
Base Employment	1990	1995	1999	Estimated		Projected				
				2000	2001	2005	2010	2015	2020	2025
Office	2739	4,065	5,057	5,366	5,693	6,809	7,868	8,670	9,001	9,185
Flex/Service						457	571	343		
Business Disribution						220	274	165		
Cumulative Incremental Employment						1,602	2,003	1,202		
Total Employment						0	2,279	5,128	6,837	6,837
						6,809	10,147	13,798	15,838	16,023

Figure 4.16 - Employment Growth Potential, Town Center Study Area

4.8 Lewis Road Business Park Analysis

Located just south of Marietta Street in Powder Springs is a 275-acre tract land bisected by Lewis Road that has been identified by the City as a potential location for a business park. Approximately 168 acres are developable. The land has been identified as an ideal location within the city limits to attract quality industry to the City in order to diversify the currently residentially skewed tax base and create a daytime town center population.

Lewis Road currently connects downtown Powder Springs to CH James Parkway, however, it is not the predominate travel path to and from the City. Plans are currently underway to re-design Lewis Road to become the major gateway from CH James Parkway into downtown Powder Springs. The roadway design calls for Lewis Road to be realigned to intersect directly with CH James Parkway (versus Oglesby Road), provide a bridge over the railroad tracks, provide sidewalks and bike lanes and to terminate at the new South Square planned for the Powder Springs town center. The Lewis Road property is currently subject to Business Park zoning enacted by the City which allows for office related uses on the property, however, limits the building footprint and materials to discourage bulk warehouse and distribution uses.

The current location coupled with planned transportation improvements offer a good opportunity for the development of the property for business park uses. The Lewis Road land is located approximately 8 miles north of Interstate 20. Although technically considered part of the I-20 West / Fulton Industrial submarket the location's distance from the main interstate artery limits the scope of feasible industrial uses as described in the next sections. The majority of the land is flat and is well suited for development.

Types of Industrial Space

For purposes of classification and analysis, industrial real estate is categorized into three types of space based on defining characteristics – primarily percent of office space build-out. Figure 4.17 below, adopted from The Jamison File – Metropolitan Atlanta Industrial Market (CoStar Group) details the characteristics that define the different types of industrial space. As currently

configured the City's Business Park zoning allows for flex/service uses, restricts the majority of business distribution uses and eliminates bulk warehouses uses on the subject property.

	Flex/Service	Business Distribution	Bulk Warehouse
% Office Build-Out	31% - 100%	11% - 30%	Less than 10%
Contiguous Suite S.F. Typical	5,000 SF or less	5,000 to 25,000 SF	More than 25,000 SF
Clear Height	Up to 16'	16' to 24'	More than 24'
Bay Depth	Up to 150'	120' to 200'	190' and up
Doors	Double Doors	Drive In	Dock Highs
Typical Use	Back office functions and Quasi-retail office or showroom	Local distribution	Bulk storage and Manufacturing

Figure 4.17 - Characteristics of Industrial Space Types

4.9 Business Park Demand Factors

Case Study Research

To complement local area data and to better understand critical success factors of similarly situated business parks, a group of analogous business parks were examined. Selected for their remote locations farther away from direct Interstate access and their success in attracting flex/service and business distribution tenants to those locations, the parks were reviewed for their land absorption trends and the keys to their success. Business parks were identified in the metro Atlanta area and across the southeast and included:

- John's Creek – Duluth, Georgia
- Technology Park – Norcross, Georgia
- Gwinnett Progress Center – Lawrenceville, Georgia
- Peachtree City – Peachtree City, Georgia
- Treyburn – Durham, North Carolina

All of these researched business parks were able to effectively double the amount of land absorbed (average annual absorption) compared to both other local market competition and predicted absorption based on market conditions and their locations. This ability to reach build out sooner than expected due to accelerated absorption was attributed to a number of critical success factors.

The properties all featured a diverse land use mix that included not only industrial uses, but also office and retail uses. Additionally, the locations offered proximity to both executive and workforce housing. The ability to provide retail opportunities nearby for daytime shopping and dining was critical to tenants when making location decisions. The entities that were charged with the development of the business parks (whether corporations, municipalities or development authorities) all executed proactive strategies to implement their plans. Rather than waiting for the market to take its course these groups aggressively intervened to realize the upside potential that was possible. It was necessary that they forged partnerships with experienced

developers and brokers, invested in infrastructure improvements, dedicated substantial budget to marketing and in cases, built speculative buildings. The development groups were able to market the strengths and qualities of their properties through relationships with networks of local, county and state economic development organizations that lead prospective tenants to new locations. Infrastructure improvements included construction of internal roads, sidewalks and entrance signage and landscaping and ensuring that adequate utilities were available including high-tech fiber-optic networks. By taking a pro-active role in the execution of the property the development groups were able to control the quality of the project and ensure the high-level of architectural and tenant quality that they desired. All of these opportunities exist for the City of Powder Springs and the Lewis Road property and can contribute to the success of the property if executed similarly.

Demand Analysis

Three primary sources of demand for business park space exist for the Lewis Road property including demand for office space, demand for flex/service space and demand for business distribution space. A statistical demand analysis based on population and employment projections for the area and local market conditions was performed for each of the types of space and combined to understand the total estimated potential for the Lewis Road property. As currently configured – allowing only office and flex/service uses – demand is more limited, however, when business distribution uses are considered there is much stronger demand for new space from new growth and local turnover.

Office Space

Since the Powder Springs area is not a regional office destination, core demand for office space is expected to be more local serving uses versus regional serving. Local serving office space will likely house professional firms such as doctors, dentists, architects and lawyers, service firms like insurance, real estate or accountants, as well as, banks, non-profits and local government offices. Demand for new office space is comprised of two sources: existing local firms that are moving and need different space and an increase in employment leading to the need for additional space. Because there is a moderate

population base in the Powder Springs area (relative to other areas in metro Atlanta) demand for local serving office space in general is also moderate.

Based on an existing 2001 Southwest Cobb County population of 167,721 people, a locally computed average of 0.036 jobs per person ratio and an industry standard of 150 square feet of local-serving office space per person it is estimated that the same area currently has approximately 905,000 square feet of office space. Assuming a conservative turnover rate (the percent of firms that will move to new office space in a year) of 10% and a capture rate of 20% for the Powder Springs area within Southwest Cobb results in 18,000 square feet of office space demanded through turnover. Between 2001 and 2006 the Southwest Cobb area is expected to grow by 18,295 people. Making the same jobs per person, square feet per job and capture assumptions it is expected that 19,505 square feet of new office space will be demanded in Powder Springs to accommodate employment growth. Together these sources result in 37,619 square feet of demand for local-serving space in Powder Springs. Detailed demand calculations can be found in Exhibit II-6.

Flex/Service Space

Only 3% of the 69,575,000 square feet of industrial space in the I-20 West/Fulton Industrial submarket is defined as flex/service space – compared to 93% business service and bulk warehouse. Demand for flex/service space in this industrial core has been historically low and is projected to continue at similar levels. Demand potential was estimated based on the I-20 West/Fulton Industrial core's capture and share of absorption of the entire metro area demand for flex/service created by employment growth in the region. It is projected that the Atlanta MSA will add an average of 41,860 new jobs annually through 2006. Based on an average ratio over the past decade of 12 new jobs per square foot of new flex/service space built, 490,178 square feet of flex/service space is expected to be added to the metro market annually. Since 1990 the I-20 West/Fulton Industrial core has captured between 0.8% and 3.1% of all new flex/service space generated by employment growth in the metro area. Based on a percent share of 2.8% the I-20 West/Fulton Industrial submarket should expect to absorb 13,521 square feet of new flex/service space per year through 2006. Exhibit II-7 details these calculations.

Additional flex/service space demand is also generated from two sources of turnover in the market: first, when flex/service space users move to different space when their leases expire and also when business service and bulk warehouse users convert from

those types of buildings to flex/service space when moving. Calculated from the total square footage in the market and assuming both conservative lease expiration and turnover rates, an additional 34,659 square feet of flex/service space is potentially demanded in the core – 15,966 square feet from existing flex/service users and 18,693 from other more intensive industrial users. A summary of these figures is found in Exhibit II-9.

Business Distribution

RCL Co. believes that business distribution uses are appropriate for the property and should be considered in conjunction with the City's goals of establishing a business park particularly in light of the substantial estimated demand potential for business distribution space in the market. However, this additional potential does not include bulk warehouse uses, which are considered incompatible with the goals of the business park and are hampered by the site's distance from direct interstate access. Stronger demand for business distribution space is due to both new growth and existing turnover.

Similar to flex/service space, demand potential for business distribution space is estimated based on metro employment growth, the historic average ratio of new jobs to new business distribution space, and the I-20 West/Fulton Industrial submarket's capture of the growth. It is projected that the Atlanta MSA will add an average of 41,860 new jobs annually through 2006. Based on an average ratio over the past decade of 53 new jobs per square foot of new business distribution space built, 2,229,641 square feet of business distribution space is expected to be added to the metro market annually. Since 1990 the I-20 West/Fulton Industrial core has captured between 4.9% and 6.5% of all new business distribution space generated by employment growth in the metro area. Based on a percent share of 5.8% the I-20 West/Fulton Industrial submarket should expect to absorb 130,316 square feet of new business distribution space per year through 2006. Exhibit II-8 details these calculations.

As with the other types of space, additional demand for business distribution space is also generated from turnover in the market. Calculated from the total square footage in the market and assuming both conservative lease expiration and turnover rates, an additional 221,285 square feet of business distribution space is potentially demanded in the I-20 West/Fulton Industrial core. A summary of these figures is found in Exhibit II-9.

Total Demand Potential and Lewis Road Capture

By combining all of the above detailed sources of demand it is possible to estimate the total potential for the Lewis Road site. The total estimated space demanded from all examined sources totals 437,339 square feet. While this potential is for the greater Powder Springs area it is necessary to understand the subject property's capture of this amount. Based on the competitive market, it can be estimated that 25% of the space demanded in the area would be attracted to the Lewis Road business park the net total annual potential is 109,350 square feet of space or an average of 12 acres per year. Based on the size of the tract of land (275-acres) this would mean an estimated build-out of 23 years. However, when the additional case study research is considered it is plausible that that the property could realize an additional upside potential if the described critical success factors are met. In this situation it could be expected that an additional 90,000 square feet of space (or 10 acres) could be absorbed each year for an estimated build-out of only 13 years.

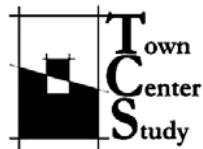
A summary of the demand analysis is shown in Figure 4.18 below.

DEMAND SOURCE	ANNUAL SQ. FT. SUPPORTED
Office: Existing Turnover	18,114
Office: Local Increase	19,505
Office: Industrial Turnover to office	18,693
TOTAL OFFICE POTENTIAL	56,312
Flex / Service: Local Increase	13,521
Flex / Service: Turnover	15,966
TOTAL FLEX / SERVICE POTENTIAL	29,487
TOTAL	85,799

DEMAND SOURCE	
TOTAL OFFICE POTENTIAL	56,312
TOTAL FLEX / SERVICE POTENTIAL	29,487
Business Distribution: Local Increase	130,316
Business Distribution: Turnover	221,285
TOTAL BUSINESS DISTRIBUTION POTENTIAL	351,601
GRAND TOTAL POTENTIAL	437,400

	Annual Sq. Ft. Supported	Potential Acres Supported
GRAND TOTAL POTENTIAL	437,400	
Subject Property Capture (15%)	65,610	7.3
Subject Property Capture (25%)	109,350	12.1
Upside Additional Potential	+90,000	+10.0
AVERAGE ANNUAL POTENTIAL	199,350	22.1

Figure 4.18 - Demand Analysis for BP Property



Conclusion

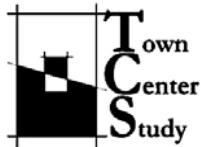
Based on our analysis we recommended that the City of Powder Springs refine the Business Park District to allow more business distribution uses and they have already done so in the new Unified Development Code adopted in November 2002. Market opportunities will be enhanced through the Lewis Road realignment and road and entry enhancements. Additionally, we recommend that the City, Developer and Development Authority work together to promote the project development. A well-coordinated public and private development partnership effort will increase the property's chance for success.

4.10 Qualifications

RCL Co. is the nation's leading independent real estate advisory firm, providing market and financial analysis and strategic planning for a broad spectrum of clients. We are recognized in the industry as having the ability to address specific project situations as well as our clients' overall long-term strategic needs. Our services are customized to address our clients' particular needs, supported by both quantitative analysis and creative problem solving.

We are committed to helping clients gain a competitive advantage in the marketplace. Our services include market and financial analyses, product programming, strategic planning, consumer research, appraisals, optimization analysis, disposition strategy and investment advisory. We are often called upon to help conceive a strategy plan that maximizes land values, by considering local market trends, regional growth, competition, and financial criteria. Our goal in all such engagements, regardless of the macro or micro issues at hand, is to translate market knowledge and our experience into winning strategic advice for our clients.

We work with mixed-use developments, revitalization studies and new real estate developments throughout North America and internationally. Locally, we have worked on the majority of LCI projects and have significant market knowledge. We are known in the industry for our ability to interpret information and help our clients take advantage of market opportunities. Our goal in all such engagements, regardless of the macro or micro issues at hand, is to translate market knowledge and our experience into winning strategic advice.



4.11 General Limiting Conditions

Every reasonable effort has been made to insure that the data contained in this study reflect the most accurate and timely information possible and it is believed to be reliable. This study is based on estimates, assumptions and other information developed by RCL Co. from its independent research effort, general knowledge of the industry and consultations with the Client and its representatives. No responsibility is assumed for inaccuracies in reporting by the Client, its agent and representatives or any other data source used in preparing or presenting this study. This report is based on information that was current as of November 2002 and RCL Co. has not undertaken any update of its research effort since such date.

Our report may contain prospective financial information, estimates or opinions that represent our view of reasonable expectations at a particular point in time, but such information, estimates or opinions are not offered as predictions or as assurances that a particular level of income or profit will be achieved, that events will occur or that a particular price will be offered or accepted. Actual results achieved during the period covered by our prospective financial analysis may vary from those described in our report and the variations may be material. Therefore, no warranty or representation is made by RCL Co. that any of the projected values or results contained in this study will actually be achieved.

Possession of this study does not carry with it the right of publication thereof or to use the name of "Robert Charles Lesser & Co., LLC" or "RCL Co." in any manner without first obtaining the prior written consent of RCL Co. No abstracting, excerpting or summarization of this study may be made without first obtaining the prior written consent of RCL Co. This report is not to be used in conjunction with any public or private offering of securities or other similar purpose where it may be relied upon to any degree by any person other than the Client without first obtaining the prior written consent of RCL Co. This study may not be used for any purpose other than that for which it is prepared or for which prior written consent has first been obtained from RCL Co.

CHAPTER 5 – TOWN CENTER CONCEPT PLAN & RECOMMENDATIONS

5.1 Introduction

The planning team crafted the Town Center Concept Plan over the course of the planning process. This plan is based heavily on the feedback obtained through the public involvement process with specific discussions focused on evaluating and refining the plan during both the October and November public meetings. See insert, Figure 5.1, showing *Town Center Plan*.

5.2 Town Center Concept Plan

The Town Center Concept Plan calls for a series of both public and private sector initiatives that, taken collectively, will help Powder Springs revitalize and renew its historic town center. Public / Private sector partnerships will be essential in the core of many initiatives, particularly where the Downtown Development Authority (DDA) can assist with property assemblage, and where government and civic uses are to be created, such as the New Town Square. The proposed improvements are listed below with alphanumerical codes referenced directly from the Town Center Plan exhibit.

Private Sector Initiatives:

Note that the private sector initiatives, identified below and on the plan (exhibit) itself, are identified as potential development opportunities. Based on the initial market study, there appears to be a viable market for the types of residential/mixed-use projects and products that are proposed. However, ultimately these projects will have to be market driven. In other words, an investor/developer will have to recognize the opportunity, believe that there is a market for his particular product and then successfully negotiate with the various property owners before the project can move forward. Also note that in almost every case, the private sector initiatives will require that interested developers and investors assemble land from multiple property owners. While land assemblage may present a challenge, market opportunities are real, and the City should pro-actively pursue such opportunities. The following are brief descriptions of the proposed private sector initiatives:

A-1/A-2. Sailors Parkway Site: This is a mixed-use, residential development proposed on vacant, undeveloped land along Sailors Parkway just west of New Macland Road. This project could incorporate residential-over-retail uses along the Sailors Parkway frontage and cluster, town home or condominium densities abutting the existing residential neighborhood to the north. The property has been assembled for development. Potential densities could be in the 8 - 12 dwelling units per acre (DU/Ac).

A-3. Dillard /Silver Comet Site: A small single family cluster and/or town home project is proposed along the Silver Comet Trail between Dillard Street and New Macland Road. Some land assemblage would be necessary. Potential densities for this project could be in the 4 – 6 DU/Ac range.

A-4. Lindley Road/Silver Comet Site: Perhaps one of the best opportunities for in-fill development close to the town center is this site also located along the Silver Comet Rail Trail. Some assemblage is necessary.

A-5 & A-6. South Austell/Frank Aiken Road Site: These two areas are located along the southeastern edge of the study area in an area largely developed as single family residential. The plan recommends that these areas be in-filled with compatible single-family density development.

A-7. (See Public Sector Initiatives)

A-8. Lynn Drive/Old Lost Mountain Road Site: This potential project area also abuts the Silver Comet Trail, has access from Old Lost Mountain Road to Sailors Parkway and is very close to the existing town square. This site has the potential to be an “in-town” residential project with densities in the 8 - 12 DU/Ac range. This would be a cluster/town home mix. This site is within the DDA boundary, so the DDA could be used as a tool to effect land assemblage.

A-9. Jackson Way Site: Located immediately behind the existing Town Square and the City Court building, this area represents an opportunity for slightly higher density residential in-fill development immediately adjacent to the existing town square and close to the Silver Comet Trail. Utilizing a combination of town homes and stacked flats the recommended density is in the 8 – 12 DU/Ac range.

City of Powder Springs

Town Center Study Area

Legend :

— Study Area Boundary
 Norfolk Southern Railroad

MIXED-USE PROJECTS:

- 1 - Residential SF Cluster & Town Homes
- 2 - Sailor's Parkway South Mixed Use Retail & Residential

RESIDENTIAL PROJECTS:

- 3 - New Macland / Dillard Single Family Cluster & Town Homes
- 4 - New Macland / Lindley Rd Mixed Use Residential / Retail (T.H., Loft &/or Condo) (8-12 DUA)
- 5 - South Austell Single Family Residential
- 6 - Frank Aiken Rd Single Family Residential
- 7 - Long Street Utility & Neighborhood Improvements
- 8 - Lynn Drive Neighborhood Re-Development Project
- 9 - Jackson Way Residential Infill Opportunity (12+DUA)

 B Greenway Trail / Pedestrian Connection

 C Potential Park & Ride Facility

 D Traffic Calming

 E Downtown Community Gateway

 F Pedestrian / Railroad Crossing

 G Revitalize Town Square

 H New Town Square

 I Mixed Use, Downtown Activity Center

 J Commercial Business Improvement District

 K Public Schools Initiative

 L Open Space / Public Park Land Acquisition / Expansion

 M Business Employment Center / Business Park District (B.P.)

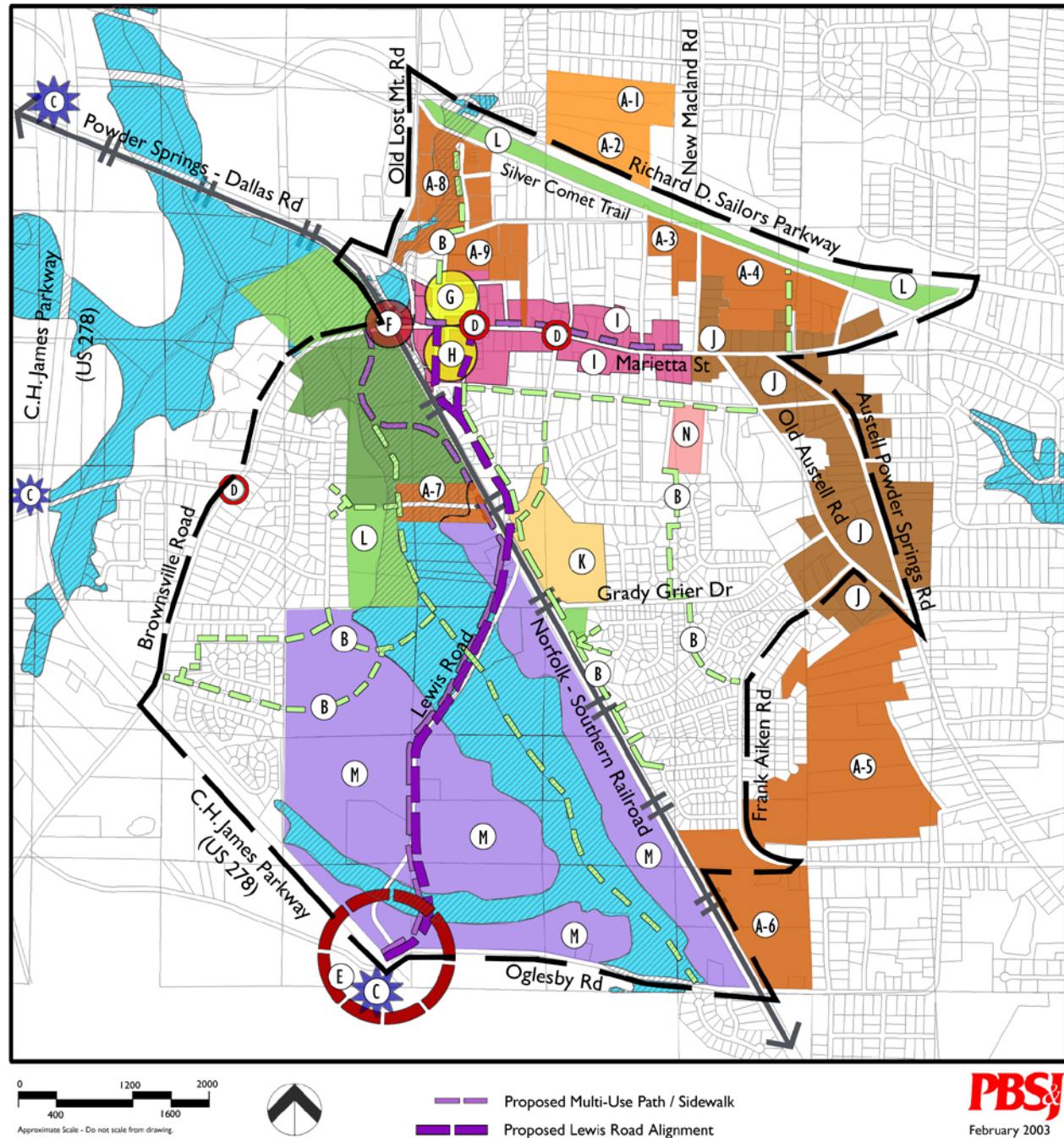
 N Community Center

 Flood Plain / Green Space Acquisition Opportunity

 Powder Springs Park

Figure 5.1 - Town Center Concept Plan

Town Center Plan.



Public Sector Initiatives:

These public sector initiatives include a very diverse range of City initiated projects and actions and will require dedication and creativity on the City's part to see them through to implementation. For example, it is recommended that the City might want to explore potential partnership opportunities with the private sector in order to facilitate the development of both the proposed New South Square on Marietta Street and new business-park/employment center environments along Lewis Road. The proposed public sector improvements are outlined below with alphanumerical codes referenced directly from the Town Center Plan exhibit.

A-7. Long Street Neighborhood Improvements: The Long Street Neighborhood is located immediately south of the heart of the town center, across the Norfolk-Southern rail line, and abuts both Powder Springs Park and Powder Springs Creek. The neighborhood lies largely within the creek's 100-year flood plain and appears to be disadvantaged. The opportunity exists to work with the community residents to upgrade and revitalize the neighborhood. Utility services could be upgraded and/or provided at little or no cost to the residents utilizing CDBG (Community Development Block Grant) funds and flooding issues could be addressed through one or more FEMA flood mitigation programs.

B. Greenway Trail / Pedestrian Connections: The City has already seen great success in the construction of several significant bicycle and pedestrian facilities. The opportunity exists to continue to build upon and expand that existing framework to further link existing neighborhoods together with parks, schools, community facilities and downtown itself.

C. Potential Park & Ride Facility: The City is currently working with GRTA to locate a proposed Park and Ride facility along C.H. James Parkway. Several alternative locations are proposed on the Town Center Plan for consideration.

D: Additional traffic calming sites are recommended on Marietta Street at the intersections of Oakview Drive/new Lewis Road, Walton Street/North Avenue, and New Macland Road. Recommended treatment includes cobble-like pavers incorporated into pedestrian crosswalks.

E: The City will create a new "gateway" at the Lewis Road intersection at C.H. James Parkway to emphasize the new connection to the core of Powder Springs and the Business Park District. The gateway would feature landscaping, lighting, and graphic identification signage at a bold scale suitable to attract passers-by to the Town Center.

F: The City will work with the Norfolk-Southern Railroad and GDOT to install a pedestrian control device and pavements in order to facilitate a safer, more accessible crossing at Brownsville Road in the linkage of Powder Springs Park.

G: The revitalization of the existing town square was considered a very high priority by the business community. The City and the DDA will re-visit the function and purpose of the square in order to determine recommendations for design and construction, including pedestrian features, parking, event use, and improving daytime use.

H: The new South Town Square will be a major centerpiece of the historic core of Powder Springs at the Lewis Road project terminus. A pedestrian square with features that may include landscaping, trees, water, and seating areas that will enhance existing and new commercial shops and restaurants, the square will serve aesthetic and economic development purposes.

I: The CBD is a specific zone at the core of Powder Springs centered along and adjacent to Marietta Street that has streetscape improvements slated for construction. Sidewalks, curb and gutter, trees, lighting, pedestrian improvements, and utility relocation are some of the proposed improvements. This project is crucial to completing linkages to other trail and streetscape improvements in the area including Lucille Creek trail, the Silver Comet, Dillard Street, and Powder Springs Road as well as key to the image and success of the central business district. Additional land use and zoning recommendations may also be considered by the City as a means of preserving the character of downtown and encouraging a variety of desirable uses of the historic assets along Marietta Street.

J: The Commercial Improvement District project focuses on the Old Austell Road and Austell-Powder Springs Road commercial area that is in transition due to the changes in transportation patterns in and around Powder Springs. The City will explore various means of stimulating private sector re-investment utilizing a range of tools including: low-interest loan programs, reduced permit fees, tax incentives and/or higher permitted densities. Improvement to the street scene and additional bicycle-pedestrian features along with zoning incentives and architectural and signage guidelines may also become part of a city initiated program to enhance this district.

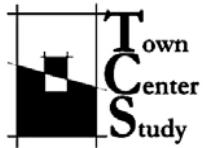
K: The Public Schools Initiative acknowledges the importance of the local schools in the quality of life, attractiveness and economic development of the Town Center. Local officials, representatives of neighborhood associations, PTA's and residents will need to form a "grass-roots" initiative to re-focus the community on improving the caliber of its schools. Perhaps, the City

can initiate the dialogue and help form a new association that will take up the challenge and lead the effort. Clearly, early and continuous interaction with the Cobb County School Board will be necessary if this initiative is to succeed.

L. Open Space / Public Park Land Acquisition: The City of Powder Springs already has significant open space in and around its Town Center. Three key elements of the existing open space system include the wetlands and floodplain surrounding Powder Springs Creek (currently largely in private ownership), the Silver Comet Trail and Powder Springs Park. The Town Center Plan seeks to build on the existing structure and expand the amount of permanent open space through the acquisition of additional park and floodplain/wetland land, as appropriate and as financially achievable.

M. Business Employment Center/ Business Park District (BP): This area represents a key opportunity for the Town Center and the City as a whole. Located along Lewis Road, the Business Park District will be directly connected to US 278, C.H. James Parkway, and the city's main street, Marietta Street, once the Lewis Road improvement project has been completed. Currently zoned Business Park, the area is largely undeveloped and has the potential to be developed into a major asset that will both complement the revitalization of the existing traditional town center and significantly expand the city's tax base. As a high quality, master planned business park/employment center, this area can bring daytime employment into the Town Center that should bring both additional disposable dollars and attract new potential residents into the downtown area.

N. Community Center: The Coach Ford Community Center is a valuable resource both for the community as a whole and for the Town Center. A former elementary school, the City has recently invested in an important expansion of the Center. However, additional programming, special events and unique facilities will be required if this facility is to fully realize its potential as a vital component of the Community. Once fully developed the Community Center can and will serve as one of the important anchors to the Town Center and as a key resource for the entire community.



5.3 General Recommendations

At the October public meeting, participants were asked to rank, on a scale of -3 to +3, their support for each of the proposed improvements. Then, at the November meeting, the public was asked to identify and rank their top five projects – those projects that they thought were most important and wanted to see move forward soonest. It should be noted that the sample and participation was not large, however, the results were consistent with other forms of public input as shown in the attached charts, Figure 5.2 and 5.3.

**City of Powder Springs
Project Evaluation Chart**

Powder Springs Town Center Public Meeting, Oct 8, 2002

Average Values for Various Projects



PROJECT	Average
PRIVATE SECTOR INITIATIVES	
A. Residential	
A-1	-1
A-2	-1
A-3	2.67
A-4	1.67
A-5	2.33
A-6	2
A-7	1.67
A-8	1.67
PUBLIC SECTOR INITIATIVES	
B. Greenway Trail	3
C. Park and Ride	2.67
D. Traffic Circle	1.67
E. Gateway	3
F. Pedestrian RR Crossing	3
G. Town Square Revitalization	3
H. New Town Square	3
I. Downtown Overlay	2.67
J. Austell Overlay	2.33
K. Public Schools	1.67
L. Open Space	3
M. Employment Center	3
N. Community Center	3

City of Powder Springs

Public Sector Initiative List of Projects & Individual Ranking

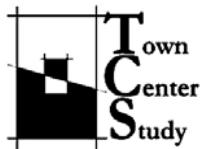
Powder Springs Town Center Public Meeting, Nov. 12, 2002

Individual Rankings per project



ABBR.	PROJECT NAME	INDIVIDUAL RANKING					TOTAL VOTES	RANK
B	Greenway Trail / Pedestrian Connection	4					1	8
C	Potential Park and Ride Facility						1	8
		5						
D	Traffic Calming	1	1	2	4	4	9	3
		4	5					
		2	5					
E	Downtown Community Gateway						3	6
		5						
		5	5					
F	Pedestrian / RR Crossing						1	8
		3						
G	Town Square Revitalization	1	2	2	3	5	14	1
		1	1	1	2	5		
		1	1	1	3			
H	New Town Square	4	2	3	5		9	3
		2	2					
		1	2	2				
I	Mixed-use, Downtown Activity Center	1	1	1	5		11	2
		1	1	2	3			
		2	3	3				
J	Commercial Business Improvement District	2	3	3	3	3	9	3
		3	5					
		4	4					
K	Public Schools Initiative						2	7
		4						
		5						
L	Open Space / Public Park Acquisition / Expansion	5					5	5
		1	3	3				
		3						
M	Business Employment Center (B.P.O.)						2	7
		4	4					
N	Community Center	2	4	4	5		8	4
		2	4					
		4	4					

Last Updated: January 14, 2003



5.4 Land Use & Zoning Element

Introduction

This Element focuses on future land use and zoning regulations pertaining to the downtown activity center of Powder Springs and the commercial district along Austell-Powder Springs Road. These locations are identified on the Town Center Plan map as "Mixed Use Downtown Activity Center," and "Commercial Business Improvement District," respectively. A discussion of the Business Park (BP) District follows at the end of this section.

An important element of the Livable Centers Initiative (LCI) is to assess the need for Comprehensive Plan and Zoning Ordinance amendments. Future land use designations must reinforce the goals, objectives and policies of the Plan. Similarly, the Zoning Ordinance must foster achievement of these goals and objectives both in its range of permitted uses and in clearly articulated statements of intent for each district. Relevant excerpts from the existing Comprehensive Plan are presented below as pertain to the above locations, with an assessment and recommendations for achieving Plan and LCI Study goals.

Note that the City is planning a Major Update to the Comprehensive Plan with Phase I of the planning process beginning fiscal year (2004 July). Key recommendations from the LCI should be incorporated in that update and include:

General Recommendations:

1. Adopt planning and zoning ordinance amendments or revisions recommended in the Town Center Plan.
2. Aggressively seek creative funding sources for the range of public improvements recommended in the plan. Prioritize those improvements that will both enhance downtown as the "soul of the city" and leverage the greatest private sector investments.
3. Take a pro-active position facilitating quality development consistent with the Town Center Plan's goals and overall City mission and vision. Look for partnering opportunities in order to move key "catalyst" projects forward.
4. Monitor City's progress in realizing the 5 Year Town Center Implementation Plan.
5. Consider various economic development incentives that would encourage the private sector to develop a range of "high-end" mixed-use projects within the downtown core area in the general locations indicated on the Town Center Plan.

6. Introduce an "Appropriateness" Design Review Process within both the DAC and the Austell-Powder Springs Road Commercial Business Improvement District. This process should address renovations and additions while encouraging, if not requiring strong, detailed architectural design elements for new construction that creates an image of high quality and high standards.
7. Ensure that public decisions and major public investments reflect the historic context and advance creation of a pedestrian sense of place throughout the Town Center. Public improvements should also fully comply with the standards of the Unified Development Code, demonstrating commitment and highlighting the value of compliance. Other institutional uses must also be expected to comply with the adopted codes and standards.

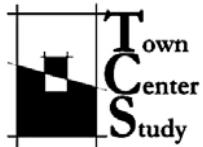
Specific Recommendations:

1. Mixed Use Downtown Activity Center:
 - a. Consider waiving or reducing private parking facility requirements in the Town Center core.
 - b. Provide small lot public parking facilities within easy walking distance of both the existing and proposed Town Squares.
 - c. Provide a low interest façade and/or business improvement loan fund.
 - d. Amend the Comprehensive Plan text to reflect the desire to have the DAC become a mixed-use district that incorporates both commercial and residential uses.
 - e. Encourage Town Center destination traffic only on Marietta Street by providing traffic signals, paved crosswalks and other traffic calming facilities between Brownsville and New Macland Roads.
 - f. Consider a range of options related to the protection of the significant historic resources that exist in the downtown core area. Update the text of the Comprehensive Plan to acknowledge that the historic character of structures must be preserved and that new construction should be compatible with these historic structures.
 - g. Consider rezoning the parcels currently zoned R-20 and R-15 along Marietta Street to CBD.
 - h. Also, consider incorporating the aspects of the MXD into the CBD classification that will enable design features to be "established on a project-by-project basis, incorporating specifications and site plans of the development into conditions of zoning approval".
 - i. In order to protect adjacent residential neighborhoods, commercial uses should be restricted to the town squares and along Marietta Street within the limits of the DAC.

2. Commercial Business Improvement District:
 - j. Consider rezoning the three parcels located on Austell Powder Springs Road within the District from R-15 to CRC.
 - k. Limit the numbers of curb cuts permitted and encourage shared parcel and inter parcel access.
 - l. Consider additional streetscape improvements and institute a range of economic development incentives within the district.
 - m. Consider also permitting higher density residential uses (i.e. townhomes, multi-family, mixed-use dwellings) under a Special Use Permit within the Austell-Powder Springs Road Commercial Business Improvement District.
3. Business Park District:
 - n. Pursue implementation of the proposed Community Gateway and Lewis Road improvements as a means of stimulating investment in the surrounding Business Park District and providing direct access to the proposed South Town Square and the entire downtown.
 - o. Consider providing development incentives as a means of encouraging the initial developments within the BP district.
 - p. Revise the text of the Comprehensive Plan and the Future Land Use Plan in order to correctly reflect the City's desire to encourage office, business park and employment type uses within the BP district.

Mixed Use Downtown Activity Center

The downtown is centered along Marietta Street and is generally defined by Brownsville Road and the Norfolk Southern Rail Line on the west and New Macland Road on the east. Small-scale retail and service establishments and a residential base characterize downtown. This traditional, mixed-use core area lies at the heart of Powder Springs and also contains institutional uses, including the library, churches, city administration, city court and public safety functions. The human scale of the setting has potential to invite pedestrian movement. Improvements planned for Marietta Street area is a keystone to the pedestrian sense of Powder Springs. Importantly, activity is expected to expand following such public improvements as the Lewis Road project, renovation of the Town Square and creation of a new South Town Square. Acquisition of parkland to supplement Powder Springs Park, a 10-acre community park at the west edge of the study area, may also boost activity. Finally, links to the Silver Comet Trail are expected to bring pedestrians and cyclists to Powder Springs.



Austell-Powder Springs Road Commercial District

The Austell-Powder Springs Road Commercial District is an older commercial strip-type development more oriented toward motorists. The setting and mix of goods and services provided reflects that market orientation. This commercial corridor, now bypassed by Sailors Parkway and other more recent transportation improvements, evolved while on a state highway. More visible signs and parking, and fewer pedestrian amenities such as landscaping, lighting, awnings and street furniture characterize this setting. Opportunities exist to address the pedestrian and business character of this corridor, including greater connectivity to the surrounding neighborhoods.

Relationship of the Comprehensive Plan to the Downtown Activity Center

Much of what will occur in various districts of the city in the future is dependent on vision statements as well as goals and objectives adopted in the 1996 - 2005 Comprehensive Plan, amendments adopted through this LCI process and in the Comprehensive Plan update scheduled to begin in the next fiscal year. Projects and programs contained in the Short Term Work Program (STWP) will also impact the town center study area. Relevant projects and programs are organized by planning element in the STWP and are presented below:

Economic Development Element:

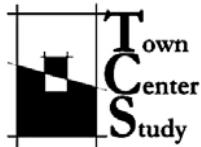
- Construct Marietta Street Improvements
- Construct South Square improvements

Natural & Historic Resources Element:

- Purchase property for expansion of Powder Springs Park
- Prepare inventory of buildings and property that appear historic and establish downtown district

Community Facilities & Services Element:

- Expand and renovate City Hall
- Expand Police Department facility
- Facilitate functions and events on square



Land Use Element:

- Examine existing density allowance and consider increasing in CDB (Central Business District) and town/activity center as well as create standards to facilitate redevelopment
- Amend development standards as needed to provide flexibility, connectivity and pedestrian scale environment

The vision statement describes a vibrant downtown. "The downtown will be the soul of the city, an active, pedestrian-oriented area with a consistent design and unified theme. The square will be the center of downtown activity, with frequent events and activities for all ages amid the cafes, specialty shops, restaurants and offices located there." Similarly, the City's most recent vision statement expresses the goal of achieving "a vibrant and economically viable downtown that includes a destination element".

A needs assessment conducted during the comprehensive planning process also identified historic preservation as an important objective: "The Downtown Activity Center's historic area should be enhanced and protected to encourage investment in and reuse of the historic homes there." A prior assessment (Marketech, 2000) also highlighted the positive effects of "events and festivals" on business activity and quality of life. Significant progress has been made on both: events have expanded throughout the year, including July 4, Christmas celebrations and summer concerts, and the DDA has addressed historic preservation with the recently published Historic Design Guidelines.

A needs assessment related to cultural facilities documented the need for a location for outdoor concerts and theater performances, identifying the "Town Square" as a possible venue or an amphitheater, perhaps, in nearby Powder Springs Park.

The Future Land Use Map designates downtown Powder Springs as the "Downtown Activity Center." The Downtown Activity Center (DAC) is described in the Comprehensive Plan as the "focal point of the City." Land uses in the downtown include commercial, office, entertainment and residential uses; wholesale, industrial and repair uses allowed in neighborhood activity centers and community activity centers are not planned for the downtown. The Downtown Activity Center was reduced in size in the 1996-2005 Plan in favor of low density residential to preserve neighborhoods on the eastern edge of downtown near New Macland and on the north side of Atlanta Street. Such reduction was effected to limit the scope of commercial activities and to preserve residential uses and scale along a developing commercial corridor. This change in the Comprehensive Plan should be

reversed. The recommendation is that the Comprehensive Plan recommend a mix of uses within the DAC, including both residential and commercial.

Many of the goals and policies expressed in the Comprehensive Plan that pertain to the Downtown Activity Center have been validated during the LCI Study process and as such the specific plan goals and policies are acknowledged and reinforced in this study. These are presented below with companion recommendations for achieving the LCI goals, and/or Town Center Plan recommendations. The City's primary tools for implementing the LCI goals are the Comprehensive Plan and the zoning ordinance – now referred to as the Unified Development Code (UDC). The city will move forward with implementation of the Town Center Plan (LCI) goals this year through a Major Update of the Comprehensive Plan. Changes to the UDC may also be necessary. Recommended changes are described below.

Goal: The City of Powder Springs will identify and protect historic resources.

Policy 1: The City of Powder Springs will seek to preserve the facade of historic structures in the City.

Recommendation: The City should enlist a civic or community organization to champion an updated inventory of the 1987 Historic Resources Inventory of historic structures. One objective of the inventory could be a nomination to the National Register of Historic Places. This step would bring recognition to Powder Springs, renew community awareness of the presence and significance of these resources, and facilitate adoption of an historic district ordinance. Other measures could include facade acquisitions and establishment of a preservation commission to provide a mechanism for protecting these resources and implementing this Plan policy. This objective is subject to continuing review of the historic issue by the City Administration and the public.

Additionally, introduction of an “appropriateness” review process into building permitting procedures could serve to encourage such preservation in the near term. The City could assign the review of architectural and site plans for “appropriateness” to the historical context to Planning Commission or alternatively, to the Building Official. Such review would precede issuance of site development or building permits and could encompass such parameters as setback, scale, architectural style, materials and color. This review would be required whether or not a property rezoning was involved. Simply making property owners aware of options and benefits available in facade preservation and restoration can make considerable progress.

Goal: The City of Powder Springs will promote development of a Downtown Activity Center with a vibrant mixed use climate, quality aesthetic environment, adequate parking and pedestrian access within the district.

Policy 1: The City of Powder Springs will establish a visually unifying theme for development and redevelopment of downtown. Sign character, building materials and scale, setbacks and pedestrian amenities contribute to realization of a visually unifying theme.

Policy 2: The City of Powder Springs will encourage shared facilities, such as parking.

Recommendation: In recognition of the pedestrian character and public parking facilities, parking provisions in the downtown may be waived as provided in Sec 6-2 of the newly adopted Unified Development Code. This reduces the burden of parking on the business owner and enables Powder Springs to locate parking at satellite locations rather than prime real estate on Marietta Street. Shared parking is also accommodated in Sec 6-3 of the Code. The Town Center Plan does encourage the City to provide, where feasible, small public parking facilities within easy walking distance of the Town Squares and the City may want to make reference to this goal in the Comprehensive Plan Update.

Goal: The City of Powder Springs will expand its economic base in a manner that protects its residential quality of life.

Policy 1: The City of Powder Springs will pursue entertainment and recreational type businesses to locate in the City.

Policy 5: The City of Powder Springs will pursue high-end retail businesses to locate in the City.

Recommendation: A business improvement loan fund can be an effective means of encouraging establishment of desired businesses in the downtown. One example would be a local dinner theater. A City and City-Partner loan fund could be used to solicit such a business. This economic strategy may also be used to attract the "high-end retail businesses" referenced in Plan Policy 5, above. The City would use the loan program, usually featuring below market rate loans, to encourage those businesses deemed to be desirable to locate in the downtown area.

Town Center Housing

The Comprehensive Plan documents the presence of historic homes in the Town Center core area: "Single family homes are interspersed with businesses on Marietta Street. Homes also line Atlanta Street, where they are mixed with public and a small amount of commercial uses." This mixed-use character lends a pedestrian quality and enhances the charm of downtown Powder Springs. The mix of uses may also set the stage for further housing development, albeit at slightly greater densities.

Single family attached product, live/work spaces, apartments and town homes are dwelling types typical of downtowns. The Comprehensive Plan states, "No apartments or townhouses have been built since 1987." Such housing can serve a variety of functions, including enhanced security created by a 24-hour presence and strengthened retail and service markets. Income from loft units can also improve the bottom line of commercial property owners. Significantly, a market analysis produced by Robert Charles Lesser & Co., LLC documents demand for upscale, attached units in the Powder Springs market. This market segment has gathered momentum across small downtowns throughout the Atlanta Region.

Recommendation: The City should consider various development incentives that would encourage the private sector to develop a range of "high-end" housing products within the Town Center, core area. These incentives might include: a low interest loan fund; either 5, or 10, year staggered tax abatements; an expedited permitting and building inspections process; discounted or waived building/permit fees; and increased permitted densities, smaller building setbacks, etc.. The City should also consider simultaneously adopting a series of design standards, "Appropriateness" Design Review, that would address the range of functional and aesthetic design requirements for all projects involving new construction, renovations and/or additions within the Town Center, or at least within the DAC and the Commercial Business Improvement District. The city may also want to revise the Comprehensive Plan to more accurately reflect the current desire to encourage higher density residential development in the Town Center.

The Comprehensive Plan acknowledges land use conflicts in the Marietta Street and Atlanta Street portions of the downtown, indicating that ". . .mixing residential and business uses in the downtown may be desirable . . ." but that residential "quality of life" issues need to be addressed. The Plan also acknowledges that a determination must be made as to where preservation of residential uses versus encouragement of commercial uses should occur. Importantly, the current Plan also points out that "The residential area which extends for several blocks along the entire length of Marietta Street is slated to become a commercial area

in the future land use plan.” The update to the Future Land Use Map designates the entire length of Marietta Street as the Downtown Activity Center. No further amendment to the Map is needed; however, the text of the update must acknowledge the desire for this area to become a mixed-use district that incorporates both commercial and residential uses.

Traffic

Like many town centers in developing areas, commuters generate much of the traffic burden in Powder Springs. The Comprehensive Plan describes two-lane Marietta Street as serving a pivotal function: “The major patterns of through traffic are between Powder Springs Road – from Marietta or the East-West Connector – to U.S. Highway 278 heading west into Paulding County, and along the C.H. James Parkway into Atlanta. Also, the New Macland Road is a major thoroughfare, which is used to connect with either Powder Springs Road or the C.H. James Parkway. All of these routes rely on Marietta Street through the city center as a connector.”

The impact of Sailors Parkway has not been fully realized in terms of relieving traffic on Marietta Street but some major changes are already evident. Significant daily volumes are currently experienced along the Parkway heading east and west between Paulding County and Cobb/Marietta. As a result, new commercial development has occurred, notably at the New Macland intersection. Nevertheless, significant traffic volume remains on Marietta – much of it commuter traffic originating in Paulding County and beyond. As Marietta Street is no longer designated a state route, the City’s long-term goal should be to encourage traffic whose destination is downtown and to discourage those who view Marietta Street as a short cut.

The proposed Lewis Road improvements should help this by providing a direct connection, and a new front door for downtown, between Marietta Street and C.H. James (US 278). In addition, two traffic signals are proposed along Marietta Street and these should help regulate and “calm” the flow of traffic through downtown. Creation of public parking facilities in locations within easy walking distance of both the existing and proposed Town Squares would help remove some local traffic from Marietta Street, and could reduce access points on the main thoroughfare and ease congestion for local residents, shoppers and visitors. Local traffic would be familiar with these “satellite-parking facilities” and would access them via local streets that parallel Marietta Street, thereby removing traffic from this thoroughfare.

Land Use and Zoning Strategies

This section recommends land use and zoning strategies appropriate to achievement goals and objectives identified during the extensive public input process associated with the Powder Springs LCI Study.

Future Land Use Map

The Future Land Use Map identifies the downtown as the "Downtown Activity Center" and the Austell-Powder Springs Road Commercial District as a "Community Activity Center." These areas are identified as "Mixed Use Downtown Activity Center" and "Commercial Business Improvement District," respectively, on the Town Center Plan map. As noted above, the Comprehensive Plan indicates a desire to preserve neighborhoods on the eastern edge of downtown. Such preservation can also be accomplished through property zoning and overlay standards designed to protect these historic residential structures. This is a critical issue since the comprehensive plan stated that "... the entire length of Marietta Street is slated to become a commercial area in the future land use plan." Updates to the text of the Comprehensive Plan should acknowledge that while the historic character of structures must be preserved, and that new construction should be compatible with these structures, commercial uses along Marietta Street are considered entirely appropriate. This is reinforced by the land use designation of the DAC on the 2000 Future Land Use Map, and also by the CBD zoning classification already achieved on the Official Zoning Map. Similarly, a CBD zoning is recommended here for the R-15 and R-20 properties fronting Marietta Street.

The Commercial Business Improvement District accurately depicts the Austell-Powder Springs Road Commercial District, as does the Community Activity Center designation of the Future Land Use Map. However, the City may wish to consider also permitting a range of higher density residential uses within this district as a Special Use Approval.

Zoning Strategies

Zoning strategies assume two forms, (a) Text amendments to the Development Code, and (b) Zoning map amendments, that is, property re-zonings. These two forms are discussed below for the Downtown Activity Center and for the Austell-Powder Springs Road Commercial District:

Downtown Activity Center

Consideration of an Overlay Zone. Overlay zones are not typically used to regulate permitted uses, rather they are applied in regulation of signs, landscaping and architectural style. The City, through its Downtown Development Authority, has adopted "Historic Property Design Guidelines." These represent a community consensus on the nature and extent of controls applicable to the downtown. For the short-term, these Guidelines should be maintained in their present form, that is, as advisory rather than mandatory. Use controls established in the Unified Development Code are amply suited to the relatively sensitive environment of the downtown, heightened by the presence of historic structures and traffic volumes. These controls have been realized in a relatively narrow range of uses enforced in the Central Business District zoning classification that focuses on uses typical of small downtowns. In addition, many uses are "allowed with restrictions" or as "special uses" further enhancing the ability of the City to ensure that new development fits the context by assigning certain conditions to project approval.

For the longer term, several options exist to assist the City in more aggressively protecting the unique visual character and important historic resources that exist in the downtown core area. The options include:

- Pro-active education and consultation, by the Planning staff or DDA, on appropriate options for renovation and rehabilitation of historic properties using design guidelines and resources available from the National Park Service.
- Nominating the downtown for listing as a historic district by the National Register of Historic Places. If successful in placing the district on the National Register, the City might then want to consider requiring utilization of the Secretary of the Interior Standards for Rehabilitation or adopting its own historic district design standards.
- Required design review and approval via establishment of either a Historic Preservation Commission Ordinance with corresponding historic district designation; or establishment of an overlay zone as a part of the Unified Development Code. In either case, utilization of the Secretary of the Interior Standards for Rehabilitation should be considered as the basis for any applied regulation.
- In addition, infill regulations could be adopted for the entire Downtown Activity Center. Infill regulations are designed to ensure that new construction and renovation are consistent with the established context. The regulations would enforce an "appropriateness" review for renovation and new construction in the District. Architectural style, building scale, materials and setbacks should comprise the parameters used to assess project

appropriateness. The infill regulations should be adopted as part of the overlay for the downtown and would be incorporated into the UDC. Either staff, the Planning Commission or a Design Review Commission would be empowered with the authority to review projects as to compliance with the established context. Such infill regulations need not be complicated and can be achieved using concise language. These regulations are similar to the "appropriateness review" process discussed above in "Relationship of the Comprehensive Plan to the Downtown Activity Center".

No commercial uses should be permitted along Atlanta Street, east of Butner Street or along Pineview Street, north of Jackson Way. Residential development, including town houses, should be well buffered from single-family detached dwellings on Atlanta Street. Table 4-2 of Article 4 of the UDC establishes a minimum buffer dimension of 50 feet for proposed multifamily uses that abut existing single-family uses. The nature of the buffer is defined in Sec. 5-14 *Buffer design standards*; these are appropriate for protection of properties on Atlanta Street. These development controls in the DAC, that is, a prohibition on commercial uses on properties on Atlanta and Pineview Street (beyond specified locations), and buffers on attached dwelling development that abut the single family dwellings, comprise the overlay that should be adopted for Marietta Street, between New Macland Road and Brownsville Road.

Zoning Regulation in the Downtown Activity Center

Much of the land area in and adjacent to the Downtown Activity Center is zoned R-15, Single Family Residential and R-20, Single Family Residential although a number of properties are zoned Central Business District, Low Rise Office (LRO) and Community Retail Commercial (CRC). Only the LRO and CBD categories appear appropriate as City Hall, the City Court and the Powder Springs Police Department Building as well as office uses near the town square are situated on properties zoned LRO or CBD. Many of the residential structures, for example, appear to have already been converted to commercial uses.

Recommendations

The following Zoning Map amendments are recommended:

1. Amend the Official Zoning Map to reflect CBD, Central Business District on downtown properties fronting Marietta Street now zoned R-20 and R-15, which are each Single Family Residential Districts. These districts are not appropriate for the downtown, an area in which the City seeks mixed use and higher residential densities than are permitted in the R-20 and R-15 District. An amendment to the CBD District could both allow single family residential within the DAC and enforce design features of the Mixed-Use District that are "established on a project-by-project basis, incorporating specifications and site plans of the development into conditions of zoning approval" would afford the City maximum control over new construction. Such an amendment would protect the neighborhoods to the north and south of the CBD from impacts associated with higher intensity development.

Other necessary regulations pertaining to downtown are found in the Unified Development Code. For example, Sec. 7-4 subsection (d) of Article 7 Sign Regulations permits free-standing signs on Marietta Street provided that ". . .no sign shall be located within 42 feet from the center of the Marietta Street right-of-way." Such signs are appropriately limited in Sec. 7-6 to a maximum height of six (6) feet.

Public Policy and Investment Strategies

Beyond regulatory initiatives, Powder Springs should pursue policy and investment strategies tailored to the Downtown. Specifically, the City should ensure that public decisions and major investments reflect the historic context and advance creation of a pedestrian sense of place. This applies to new public buildings, the town square and such investments as creation of satellite parking facilities. Public improvements should also fully comply with the standards of the Unified Development Code, thereby, demonstrating commitment and highlighting the value of compliance to such standards. For example, the Powder Springs Branch Library of Cobb County bears no architectural relationship to surrounding, historic Victorian structures.

Institutional uses play a very significant role in the lives of residents and can be partners in revitalization. All institutions, including area churches, should be encouraged to fully comply with the standards of the Development Code and Design

Standards. Site landscaping can be an effective means of improving the appearance of a property and minimizing the impact of substantial parking areas often associated with institutional uses.

Austell-Powder Springs Road Commercial District

The Austell-Powder Springs Road Commercial District is comprised of retail services primarily geared to the motorist. The District is designated as a "Community Activity Center" on the Future Land Use Map. With the exception of several properties in the southeastern extreme of the District that are now zoned R-15, Single Family Residential, properties along Austell-Powder Springs Road are uniformly zoned Community Retail Commercial.

The Community Retail Commercial (CRC) zoning classification is consistent with the Community Activity Center land use designation. Among other purposes, the CRC is intended to provide ". . locations for retail commercial and service uses which are oriented toward automobile businesses, and are land intensive with a need for major road access and visibility."

A pedestrian-friendly model may not be fully achievable at this location. The district is characterized by deep building setbacks typical of suburban commercial strips. While sidewalks exist on the southern side of this roadway, other pedestrian amenities such as interior landscaping and streetscape furniture are absent on most properties. Many properties do feature substantial landscaping along the frontage. This is usually in grass and, in some instances, shrubs; few shade trees are present. Several good examples do exist, mainly at the intersection of Marietta Street and Austell-Powder Springs Road where a restaurant and a convenience Gas Station are well landscaped and appropriately signed. The example provided by these businesses should be sought on other properties. One strategy for achieving progress toward compliance is to enforce reasonable compliance during plan review associated with any permit activity.

A problem evident on many properties is a lack of defined access controls, that is, curbed entrance and exit points. This can have adverse effects on traffic safety and convenience. In addition, a number of auto-related service establishments are found in the district. While the service mix appears suited to the district, minor adjustments in the range of permitted uses may be appropriate. The City should consider also permitting higher density residential uses (i.e. townhomes, multi-family, mixed-use dwellings) under a Special Use Permit within the Austell-Powder Springs Road Commercial Business Improvement District. The size and number of signs on most properties in the district appear to comply with proposed regulations, and the sign heights are

consistent with the travel speeds. Many freestanding signs appear to comply with the maximum area provisions of Table 7-1 of the proposed Development Code that is appropriate to this commercial district. No signage amendments to the UDC are proposed.

The new Community Retail Commercial District narrows the range of permitted uses previously allowed in the General Commercial District that it replaces in the Austell-Powder Springs Road Commercial District. For example, boat sales and motorcycle dealers are no longer permitted. These uses are typical of "strip commercial" corridors. The CRC District also establishes certain uses as "allowed with restrictions" and others permitted only as a "Special Use," subject, in some cases, to consideration of impact studies prepared by the applicant to enable Planning Commission and the Mayor and Council to evaluate the impacts of the proposed use on surrounding uses.

In addition to these use restrictions, the following provisions of the UDC will enhance the function and appearance of the CRC Commercial District:

Parking and Access Improvements:

Several provisions of the New Development Code will enhance vehicular circulation and access to commercial properties in the Austell-Powder Springs Road Commercial District. Among these are the inter-parcel access provisions of Article 6, Sec. 6-5. Owners of office, retail sales or service properties are required to grant an "access easement" to each adjoining owner of property zoned or used as office, retail sales or service properties. The purpose of the easement is to "facilitate movement of customers . . . without generating additional turning movements on the public street."

Limitations on the number of curb cuts are a provision often seen in overlay districts. Sec. 6-5 contains design requirements for parking lots and driveways. Access restrictions enforced in the UDC and the inter-parcel access provisions will significantly improve traffic flow and safety in this commercial district. No further changes are recommended for the UDC as to parking and access controls.

Other Code provisions serve to enhance the appearance of the commercial district by minimizing paved surfaces. Parking ratios advanced in the Code are consistent with industry standards. For example, retail sales ratios are five spaces per 1,000 square

feet of leasable area. Shared parking is permitted, as is off-site parking. These too, are appropriate provisions for reducing the amount of impervious surface in the district, thereby, facilitating creation of landscaped areas and desirable views.

Parking lot landscape standards are adequately addressed in Sec. 5-10 of the Development Code. Interior landscaped areas must comprise eight percent of the paved area used for parking. Subsection (a)(3) requires a landscaped island at the end of every parking bay, defined as three or more parking spaces. Shade trees are required at a ratio of one tree unit for every 10 spaces. This would be the equivalent of preservation of an existing 10-inch diameter tree or planting of a four-inch caliper tree; either alternative an appropriate option.

Finally, lighting controls are enforced in the Unified Development Code. Sec. 6-5 prohibits generation of lighting glare on any abutting property or street, and prohibits parking area illumination between 12:00 midnight and 6:00 A.M. if the business is closed.

Positive Impact of the Community Retail Commercial District:

The Development Code provides ample restrictions on a variety of uses that may otherwise have adverse impacts on neighboring properties or the traveling public. For example, under Sec. 3-8, light automotive repair operations are subject to the following conditions:

- No outside storage of parts or non-operable vehicles.
- Buildings shall not exceed 8,000 square feet in floor area.
- An emission or auto inspection station may be an accessory to a light auto repair facility provided that it is contained within a fully enclosed structure.

Such conditions preclude unsightly outdoor storage, limit the scale of such operations and ensure that work is performed in an enclosed building. Many uses are now “Special Uses” subject to an approval process in which a sketch plan must be submitted. Planning Commission and Mayor and Council consider each of the following factors in deciding an application for a Special Use.

Approval of special use:

A special use otherwise permitted within a zoning district shall be considered to be compatible with other uses permitted in the district, provided that due consideration is given to the following criteria. Emphasis may be placed on those criteria most applicable to the specific use proposed:

- Will the proposed special use be consistent with the stated purpose of the zoning district in which it will be located?
- Will the establishment of the special use impede the normal and orderly development of surrounding property for uses predominate in the area?
- Is the location and character of the proposed special use consistent with a desirable pattern of development in general?
- Is, or will, the type of street providing access to the use be adequate to serve the proposed special use?
- Is, or will, access into or out of the property be adequate to provide for traffic and pedestrian safety, the anticipated volume of traffic flow, and access by emergency vehicles?
- Are, or will, public facilities such as schools, water or sewer utilities and police or fire protection be adequate to serve the special use?
- Are, or will, refuse, service, parking and loading areas on the property be located or screened to protect other properties in the area from such adverse effects as noise, light, glare or odor?
- Will the hours and manner of operation of the special use have no adverse effect on other properties in the area?
- Will the height, size or location of the buildings or other structures on the property be compatible with the height, size or location of buildings or structures on neighboring properties?

Change in conditions of special use approval.

Any application that proposes a change in the stipulations previously established as conditions of approval by the Mayor and City Council through action on a special use shall be reviewed in light of the standards set forth in this section for a special use, as appropriate, and shall follow the same procedures set forth for approval of a special use.

Summary

Mixed Use Downtown Activity Center.

The Comprehensive Plan indicates that the Downtown Activity Center should be reduced in size to preserve neighborhoods. This is no longer valid. Observing the buffers and use restrictions mentioned in this document can preserve the neighborhoods. Encouraging property owners to conform to the "Historic Property Design Guidelines" or mandating such conformance through adoption of a Historic Preservation Ordinance, or Overlay District Design standards, can achieve the goal of preserving the historic structures along Marietta Street. This can occur without limiting the DAC, thereby expanding opportunities to achieve a critical commercial mass in the downtown.

Strategies for ensuring protection include adoption of an "appropriateness" review during site plan or building permit review process. This would reference compatibility with the downtown context in approving any new construction or substantial renovation. Property rezoning that will foster moderately higher density residential uses, properly buffering Atlanta Street residential uses, and using the CBD may be appropriate in light of the findings of the market analysis by RCL, suggesting a strong market for attached product, and the acknowledgment in the 1996 Comprehensive Plan that "No apartments or townhouses have been built since 1987."

Commercial Business Improvement District.

The Austell-Powder Springs Road Commercial District is an auto-oriented commercial district. However, the character of existing development, travel speeds and regulations in the Unified Development Code promise to enhance the function of this district and provide a district that complements nearby neighborhoods rather than deteriorate into unattractive strip commercial development characterized by signs, numerous curb cuts, excessive asphalt and commuter-oriented offerings. The Community Retail Commercial district is a solid step in enhancing the highway commercial character of the Austell-Powder Springs Road Commercial District. Most significantly is the removal of certain, inappropriate permitted uses and assignment of "special use" standards of review for application by Mayor and Council in approving a wide range of uses. More aggressive controls afforded by introduction of a "sketch plan" review process also promises more reasoned development proposals. Application of this

district as well as to properties now zoned R-15, will improve the District. Low travel speeds are conducive to size and quantity reductions in signage and promotes pedestrian travel and improved access within the district.

Numerous provisions of the Code, including (1) limits on the number of curb cuts, (2) inter-parcel access provisions and (3) shared parking will diminish traffic congestion while rendering businesses more accessible to Powder Springs' residents.

Most significant is language in the Code that empowers the City to enforce "reasonable" compliance. A new Code section encourages reasonable conformance to the regulations. Most commercial districts benefit from enhanced landscaping and reduced signage. Many properties in the District have preserved landscaped areas along the highway, and tree planting in these grassed areas would be a more effective form of landscaping. The City may want to consider making these landscape improvements. The City may also consider funding other improvements such as defining access by installing curb and gutter that will enhance traffic safety and provide new opportunities for visible landscaping. Inter-parcel access and shared parking provisions may also be low cost approaches to achieving significant access improvements. The combination of landscaped areas on many properties, moderate commercial signs characterizing the District and the presence of properties existing in near-compliance with the Code bodes well for further gains in compliance to the Code and enhancement of the Austell-Powder Springs Road Commercial District.

Analysis of the Business Park District

Introduction

The Business Park District (BP), as it is identified, is intended to provide ". . .locations for business and employment facilities where a higher level of design and land use relationships may be addressed . . . along with greater flexibility in site planning. Such business and employment facilities shall not involve heavy manufacturing or fabrication of any products. . ."

The BP applies to a sizeable tract lying along Lewis Road. Site characteristics, such as visibility, accesses and environmental constraints, highlight the appropriateness of this area for flexible site planning and environmentally sensitive design. Proximity to neighborhoods forms a rationale for limitations on the industrial characteristics of the future business park development.

Land Use Comparisons

This tract is designated as "Industrial Compatible Area" on the Future Land Use Map. This designation is projected to comprise 20.2 percent of the total lands area of the city by 2015 and is only exceeded by low-density residential land uses.

The designation encompasses "commercial, wholesale, repair, storage and transportation, as well as manufacturing which does not emit smoke, water pollution or excessive noise." The BP supports most of these uses, however, wholesale trade and distribution facilities are stringently limited by size of facility and the ratio of floor area appropriated to storage. The text of the Comprehensive Plan should be amended to reflect the proposed Business Park uses and the Future Land Use map should also be revised to reflect this refined view of the preferred long range use for this area.

Zoning Comparisons

Buffer requirements for developments abutting residential uses are 100 feet in the BP. The BP introduces a "Through Road Corridor" provision that requires enhanced landscaping to visually screen parking lots from the right-of-way. Sign regulations are also provided in the BP, featuring a prohibition on canopy and portable signs, and area, height and lighting limits on freestanding signs.

Metal buildings are prohibited in the BP and architectural standards are enforced. These include requirements that masonry or stucco be used and that all elevations be of the same finish. Colors are also controlled in the BP. Significantly, 20 percent of the gross acreage must be dedicated to landscaping under the BP.

Conclusion

The BP strictly controls uses, prohibiting certain uses altogether. Architectural controls and site design controls are substantially enhanced in the BP, with materials and colors regulated and landscape and buffering standards expanded. The BP would foster quality developments in attractive settings.



5.5 Five Year Implementation Plan

Five Year Transportation Projects

	Type of Improvement	Engineering/ Consultant Calendar Year	Engineering/ Consultant Costs	Construction Year	Construction Costs	Total Project Costs*	Responsible Party	Funding Source	Local Source	Match Amount
Streetscape improvements - Marietta St. from Brownsville Rd. to New Macland Rd.	Pedestrian	2002	\$189,600	2004	\$1,800,000	\$1,989,600	City	TIP	City	\$397,920
Lewis Road Improvements/Engineering	Roadway	2003-04	\$1,350,000				City	LCI & City	City	\$270,000
Lewis Road Improvements/Right of Way	Roadway	2004	\$2,000,000				City	LCI & City	City	\$400,000
Lewis Rd. Improvements / Reconstruction, Oglesby - C.H. James to Marietta St.	Roadway			2005-2006	\$12,000,000	\$12,000,000	City	TIP & City	City	\$2,400,000
Community Center (Ford Center) renovations and improvements	Multi-Use Facilities	2005	\$300,000	2006	\$3,000,000	\$3,300,000	City	City	N/A	N/A
Downtown Community Gateway - CH James Pkwy. & Lewis Road.	Landscape	2004	\$30,000	2006	\$200,000	\$230,000	City	LCI & City	City	\$46,000
Park & Ride Facility	Transit Facilities	2005	\$0		\$0	\$0	GRTA	GRTA	N/A	N/A

5 Year Transportation Projects

Totals*:

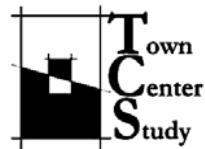
\$3,869,600

\$17,000,000

\$17,519,600

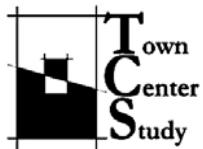
\$3,467,920

* Note: Costs do not include right-of-way and/or land acquisition costs or associated services.



Future Potential Transportation Projects

Project Description	Category	Sub-Category	Estimated Cost	Phase 1 Cost	Phase 2 Cost	City	TIP & City	City	Estimated Total Cost
Silver Comet trail connector - Lynn Drive	Bike/Ped		\$36,000	\$240,000	\$276,000	City	TIP & City	City	\$53,600
Silver Comet trail connector - Siniard St.	Bike/Ped		\$17,600	\$117,000	\$134,600	City	TIP & City	City	\$26,140
Neighborhood trail & sidewalk - links Frank Aiken Rd. to Community Center (Ford Center)	Bike/Ped		\$70,500	\$470,000	\$540,500	City	TIP & City	City	\$104,680
Neighborhood trail & sidewalk - links east side of rail road to Town Square	Bike/Ped		\$142,100	\$947,000	\$1,089,100	City	TIP & City	City	\$210,620
Neighborhood sidewalk along Atlanta St. - links Old Austell Rd. to Lewis Rd.	Pedestrian		\$60,300	\$402,000	\$462,300	City	TIP & City	City	\$89,820
Traffic Calming & Intersection improvements at Brownsville Rd. & Hill Rd.	Traffic Calming		\$12,000	\$80,000	\$92,000	City	TIP & City	City	\$18,400
Traffic Calming & Intersection improvements at Marietta St & Walton St/North Ave.	Traffic Calming		\$12,000	\$80,000	\$92,000	City	TIP & City	City	\$18,400
Traffic Calming & Intersection improvements at Marietta St. & Lewis Rd. (Oakview Rd.)	Traffic Calming		\$12,000	\$80,000	\$92,000	City	TIP & City	City	\$18,400
Pedestrian rail road crossing at Brownsville Rd. & Norfolk Southern	Pedestrian		\$15,000	\$125,000	\$140,000	City	TIP & City	City	\$28,000
Existing Town Square Revitalization	Streetscape, Bike/Ped		\$90,000	TBD	TBD	City	TIP & City	City	TBD
New South Town Square	Streetscape, Roadway, Bike. Ped., Mixed-use		\$225,000	TBD	TBD	City	TIP & City	City	TBD
Commercial Business Improvements - Austell Powder Springs Road/Old Austell Rd./Marietta St. east of New Macland Rd.	Streetscape, Bike/Ped		\$120,000	\$800,000	\$920,000	City	TIP & City	City	\$184,000

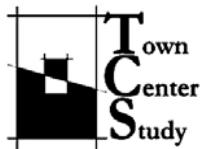


Town Center Planning Study ~ A Livable Centers Initiative

Park land acquisition and development - South Park between Brownsville Rd. & Lewis Rd.	Multi-Use Facilities		\$45,000	\$400,000	\$445,000	City	City	N/A	N/A
Park land acquisition and development - North Park at Powder Springs- Dallas Rd. & Brownsville Rd.	Multi-Use Facilities		\$65,000	\$600,000	\$665,000	City	City	City	\$665,000
Park land development - Linear park between Richard D. Sailors Parkway & Silver Comet Trail	Multi-Use Facilities		\$500,000	\$6,500,000	\$7,000,000	City	City	N/A	N/A
Business Employment Center	Multi-Use Facilities		\$45,000	\$300,000	\$345,000	City	TIP & City	City	\$69,000

Future Transportation Projects Totals*: **\$1,467,500 \$11,141,000 \$32,986,600** **\$1,486,060**

** Note: Costs do not include right-of-way and/or land acquisition costs or associated services.*



Housing Projects/Initiatives – Future

Description/Action	Cost	Calendar Year	Responsible Party	Funding Source
Identify one potential "catalyst" residential redevelopment project within the Downtown area, facilitate the assemblage and proactively partner to achieve reinvestment and redevelopment.	\$50,000	2004	City & DDA	City/LCI
Facilitate potential residential and/or mixed-use redevelopment sites identified in the Town Center Plan.	\$25,000	2004	City & DDA	City/LCI
Research neighborhood improvement program interest and funding possibilities for Long Street.	\$5,000	2004	City	City/FEMA /CDBG

Other Local Initiatives

Description/Action	Cost	Calendar Year	Responsible Party	Funding Source
Enact text zoning map and future land use map amendments to reflect recommendations in LCI TCP.	\$40,000	2004	City	City/LCI
Develop a series of reinvestment strategies and incentives to reflect recommendations in LCI TCP.	\$50,000	2004	City & DDA	City/LCI
South Town Square Planning Charette to Define Scope, Characteristics, Development Strategies and Architectural Character.	\$65,000	2003	City	City/LCI
Support a "Grass-roots" Public Schools Initiative.	\$5,000	2004	City, Business & Neighborhood Associations	City/LCI