



SPRINGS IN MOTION

CITY OF POWDER SPRINGS //
COMPREHENSIVE PLAN

DRAFT: AUGUST 31, 2017

THIS PAGE INTENTIONALLY LEFT BLANK



CITY OF POWDER SPRINGS //
COMPREHENSIVE PLAN

ACKNOWLEDGEMENTS //

TSW

Adam Williamson, Principal-in-Charge

Laura Richter, Project Manager

Allison Bustin, Project Planner

KECK & WOOD

Sam Serio

Anna Bignault

BLEAKLY ADVISORY GROUP

Ken Bleakly

Gary Mongeon

THE CITY OF POWDER SPRINGS

Al Thurman, Mayor

Cheryl Sarvis, City Council Ward 1

Doris Dawkins, City Council Ward 2

Nancy Hudson, City Council Ward 3

Patrick Bordelon, City Council Member At Large

Patricia Wisdom, City Council Member At Large

Pam Conner, City Manager

Tina Garver, Community Development Director

Stephanie Aylworth, Economic Development Director

CORE TEAM MEMBERS*

*Members listed in appendix on page 171



“PLEASE ENCOURAGE NEW BUILDINGS TO BE BUILT IN A STYLE SIMILAR TO THE HISTORIC STRUCTURES IN PLACE. MORE LOCAL BUSINESS AND LESS BIG BOX! MORE OUTDOOR GATHERING SPACES AND SHOPPING AREAS WOULD BE GREAT. CAFES WITH OUTDOOR SEATING, BREW PUBS WITH BEER GARDENS ETC WOULD BRING A LOT OF MUCH NEEDED AMBIANCE...” // Survey Respondent

CONTENTS //

1.0 COMMUNITY ASSESSMENT 4

1.1 // Study Area Context	6
1.2 // Previous & Current Plans	8
1.3 // Existing Conditions	16
1.4 // Market Analysis	30
1.5 // Summary of Key Facts	46

2.0 COMMUNITY PRIORITIES 48

2.1 // Timeline & Schedule	50
2.2 // Outreach	52
2.3 // Public Engagement	56
2.4 // Policy & Project Development	63

3.0 COMMUNITY VISION 64

3.1 // Needs & Opportunities	66
3.2 // Goals	67
3.3 // Policies	68
3.4 // Priority Projects	71
3.5 // Land Use	72
3.6 // Transportation	100
3.7 // Economic Development	106
3.8 // Branding & Communications	108
3.9 // Housing	114
3.10 // Open Spaces & Natural Resources	118
3.11 // Consistency With Regional Water Plan & Environmental Criteria	120
3.12 // Short Term Work Program	122

A. APPENDIX 144

A.1 // Report of Accomplishments - 2007-2011 Short Term Work Plan	146
A.2 // Report of Accomplishments - 2012-2016 Short Term Work Plan	154
A.3 // Stakeholder Questions	164
A.4 // Community Input Survey	165
A.5 // Full SWOT Results	170
A.6 // Core Team Members	171
A.7 // Workshop Sign in Sheets	172
A.8 // Technical Appendix	180

1.0 // COMMUNITY ASSESSMENT

- 1.1 // Study Area Context
- 1.2 // Previous & Current Plans
- 1.3 // Existing Conditions
- 1.4 // Market Analysis
- 1.5 // Summary of Key Facts



 **SPRINGS
IN MOTION**

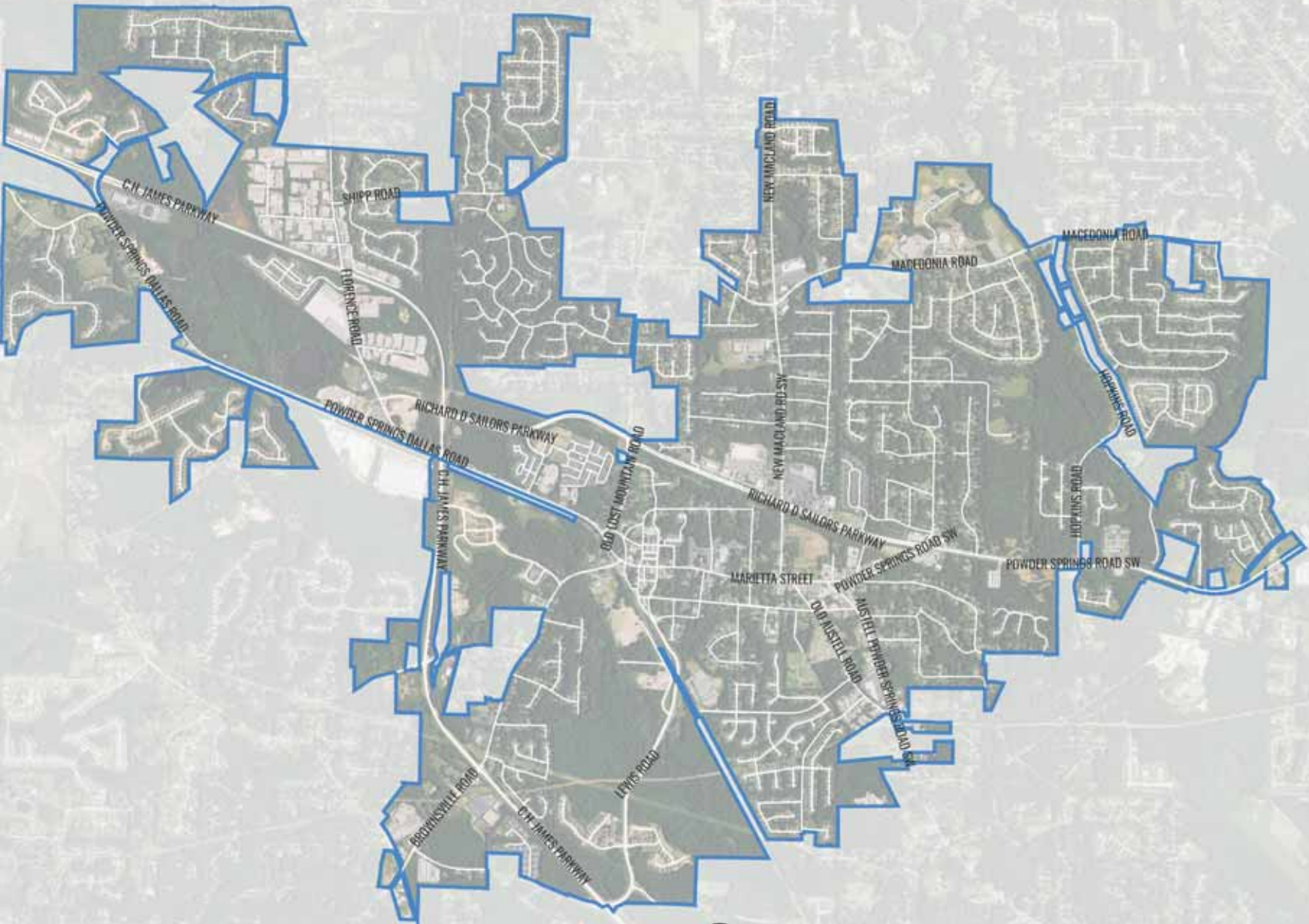
1.0 // STUDY AREA CONTEXT

Powder Springs is located in Cobb County, 22 miles northwest of downtown Atlanta. The Springs in Motion Comprehensive Plan study area is all lands within the city limits: 7.3 square miles of land and 6,161 tax parcels. The City boundaries are shown on page 7. The area is primarily comprised of low density, single-family housing, with a downtown district.

The purpose of the Springs in Motion Comprehensive Plan is to make necessary updates to the 2005 plan, while building off the momentum of the recent Springs in Motion LCI study conducted in 2016



"I WOULD LOVE TO HAVE A VIBRANT CITY CENTER THAT IS VERY WALKABLE AND LIVABLE. I LOVE THE COVERED OUTDOOR WORKOUT FACILITY AT LINEAR PARK AND THE KIDS PLAY SPACES THERE. I SEE PEOPLE WHO HAVE BEEN USING THE SILVER COMET TRAIL STOPPING TO USE THE FACILITY. I HAVE YET TO SEE THE CONCESSION STAND OPEN." // Survey Respondent



1.2 // PREVIOUS PLANS & STUDIES

CITY OF POWDER SPRINGS COMPREHENSIVE PLAN // 2005

VISION STATEMENT

"The City of Powder Springs is proud of its quaint, small town lifestyle. The motto of 'a town small enough to know you, yet large enough to serve you' typifies the city's commitment to maintaining that essential characteristic. Throughout the next twenty years, the City of Powder Springs will strive to maintain its identity as a small town amid the challenges of planning and development in a major metropolitan region. The city will protect its historic character and provide standards which reinforce this sense of place throughout new development.

The City of Powder Springs will strive to protect sensitive natural resources, such as floodplains and wetlands, from encroachment and development. While natural resources serve as a limitation to growth, they also provide opportunities for active and passive recreation. The city will expand its network of parks and greenways in order to serve as a key lifestyle amenity

and refuge from automotive traffic. A network of open space, greenway trails, multi-use paths, and sidewalks will provide a fabric of linkages between neighborhoods and activity centers.

The city will preserve and enhance the quality of life and integrity of its suburban residential neighborhoods. Suburban residential neighborhoods will include access to the city's activity centers and amenities, while prohibiting the intrusion of inappropriate land uses. Village center residential areas will provide a transition between established single-family residential neighborhoods and the city's activity centers. Village centers can supply a variety of housing options, enabling residents to remain within Powder Springs across different life cycle stages. Village centers will be pedestrian-oriented in nature and supportive of mixed-use retail opportunities.

The town center area will remain the symbolic and economic heart of Powder Springs. 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 housing options within the town center while also expanding the variety of retail, commercial, and employment choices in and around that core.

The City of Powder Springs will provide for a variety of activity centers that are compatible with their surrounding context. Neighborhood activity centers may provide opportunities for focal points between residential areas that may include neighborhood-oriented retail and dining, public gathering spaces, and recreational opportunities. The intersection of major arterial roads and transportation facilities may offer opportunities for community activity centers. These community activity centers may provide employment, shopping, and recreation with a draw beyond municipal boundaries. Professional employment centers will provide quality job opportunities for residents of Powder Springs and strengthen the city's tax base."

KEY GOALS

- Provide for a range of housing choices in order to meet market demand and allow residents to remain in Powder Springs across different life-cycle stages
- Improve the balance between commercial/industrial uses and residential uses
- Improve marketing and public relations in order to attract more outside business interests to Powder Springs
- Promote revitalization of declining commercial areas
- Protect the unique cultural heritage of Powder Springs
- The transportation system of Powder Springs will be safe, efficient, financially supportable, and connected to the county and regional transportation networks in a seamless manner.
- The transportation network of Powder Springs will be multi-modal in nature to maximize access and connectivity for all residents.
- Promote the development of a Downtown Activity Center with a vibrant mixed-use climate, quality aesthetic environment, adequate parking, and pedestrian access

COBB COUNTY 2030 COMPREHENSIVE PLAN // 2005

VISION

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

CHARACTER AREAS

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

IMPLEMENTATION

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

POWDER SPRINGS STRATEGIC PLAN // 2009-2011

VISION STATEMENT

Powder Springs, a city inspired by the past, invigorated by the present and innovative about the future

MISSION STATEMENT

The City of Powder Springs government, residents, and businesses working together to promote a safe, economically secure and stimulating city, where people want to visit and call home.

CORE VALUES

- **Integrity.** Putting our values into action--and being ethical, honest, and trustworthy in both personal and professional interactions.
- **Stewardship.** To practice fiscal and financial responsibility and make sound business decisions.
- **Service.** Committed to offering fast, reliable service that provide an image of personal care for our customers.
- **Quality.** Guided by best practices innovation and excellent customer service.
- **Accountability**

POWDER SPRINGS BUSINESS NEEDS ASSESSMENT // 2016

This report updated the 2011 economic assessment to examine current industries within Powder Springs, future industry priorities, and made recommendations based on research and insights given by the local business community.

KEY THEMES

- Building trades (construction)
- Wholesale trade
- Health care and “healthy living”
- Professional, scientific, & technical services

WHY ARE BUSINESSES COMING TO POWDER SPRINGS?

- Building/property
- Hometown roots
- Location/market access
- Previous exposure
- Referral by friends/family

WHY ARE BUSINESSES STAYING IN POWDER SPRINGS?

- Community likeability & potential
- Hometown roots
- Location/market access
- Inconvenient to move
- Profitable business
- Relationship with nearby business

FUTURE INDUSTRY PRIORITIES

- Wholesale trade
- Professional, scientific, & technical services
- Health care & social assistance
- Construction industry

HIGH PRIORITY INDUSTRY SECTORS

- Other specialty trade contractors
- Lumber & other construction materials merchant wholesalers
- Hardware, plumbing, heating equipment & supplies merchant wholesalers
- Computer system design & related services
- Management, science, and tech consulting services

RECOMMENDATIONS

- Existing businesses need greater attention, increased visibility within the community, opportunities to connect with each other
- Entrepreneurs need guidance on starting a business, help in navigating permitting policies and processes
- Both need management and technical assistance, continued strengthening of economic development program

POWDER SPRINGS ECONOMIC DEVELOPMENT STUDY // 2011

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

EXISTING INDUSTRY BASE

- Top three employers: retail, health care & social services, construction
- Projected to grow in 5 years: arts, entertainment and recreation, health care & social service, and educational services

INDUSTRY SECTORS FOR FUTURE DEVELOPMENT

- Professional scientific, & technical services industry
- Administrative support, waste management, & remediation Services

RECOMMENDATIONS

- Develop a brand with a local marketing firm and form community partnerships
- Connect the community through events



TOWN CENTER PLANNING STUDY - LCI // 2002

VISION

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

KEY GOALS

- Create a mixed-use center with higher density housing
- Preserve and enhance existing residential neighborhoods
- Create a network of open space, greenway trails, pedestrian paths and railroad crossings, and sidewalks
- Reduce congestion through traffic calming techniques and enhancements to the current sidewalk system
- Increase employment and form a diversified tax base
- Add streetscape enhancements to make Marietta Street the "Main Street"

PROJECTS CHECKLIST //

Five-Year Transportation Projects //

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

Future Transportation Projects //

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

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

Housing Initiatives //

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

Local Initiatives //

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

SPRINGS IN MOTION LCI STUDY // 2016

KEY GOALS

- **Mixed-use development.** Add mixed-use and commercial development to attract businesses, while retaining the historic, quaint character.
- **Trail system.** Create a comprehensive trail system throughout the study area that connects key destinations and the Silver Comet.
- **Town Square makeover.** Redevelop the Town Square and the entire downtown area in order to function as a “real” town square with landscaping, programming, business frontage, and events.
- **Branding & marketing.** Market and brand the image of Powder Springs as a “quaint” town.

RECOMMENDATIONS

- Enhance the trail and bike network
- Improve the street sections
- Focus mixed-use development around Downtown
- Encourage residential development
- Create a New Town Square on the southwest corner of Lewis Road & Marietta Street
- Create a comprehensive trail system connecting the Silver Comet to Downtown and the Lewis Road development to Downtown
- Extend Hotel Avenue and Butner Street to expand the Downtown grid and connectivity
- Create destinations for cyclists with a new connection to the Town Square from the Silver Comet



COBB IN MOTION 2040 TRANSPORTATION PLAN //

POLICIES

- Promote transportation investments that keep people moving, support economic competitiveness, and enhance accessibility of destinations to continue to improve the quality of life in every community
- Maximize performance of the transportation system
- Improve access and manage traffic congestion
- Achieve traveler safety and security
- Drive economic competitiveness
- Lead with cost effective solutions
- Develop a transportation system that accommodates older drivers and provides alternative transportation for those no longer physically able to drive, while providing transportation and community design principles that meets the expectations of and attracts growth in the 25-34 age cohort

PROJECTS

- R-128 Macedonia Road @ Hopkins Road: Roundabout
- **Intersection Improvements**
 - R-297 - Powder Springs Road @ Forest Hill Road/Sailors Parkway
 - R-298 - Florence Road @ C.H. James Parkway
 - R-300 - New MacLand Road @ Macedonia Road
 - R-301 - Sailors Parkway @ C.H. James Parkway
 - R-303 - Florence Road @ Powder Springs Dallas Road
- R-302 - Brownsville Road Widening
- R-496 - Oglesby Road Widening from Brownsville Road to C.H. James Parkway
- R-507 - Repair/rehabilitate Elliott Road bridge over Powder Springs Creek

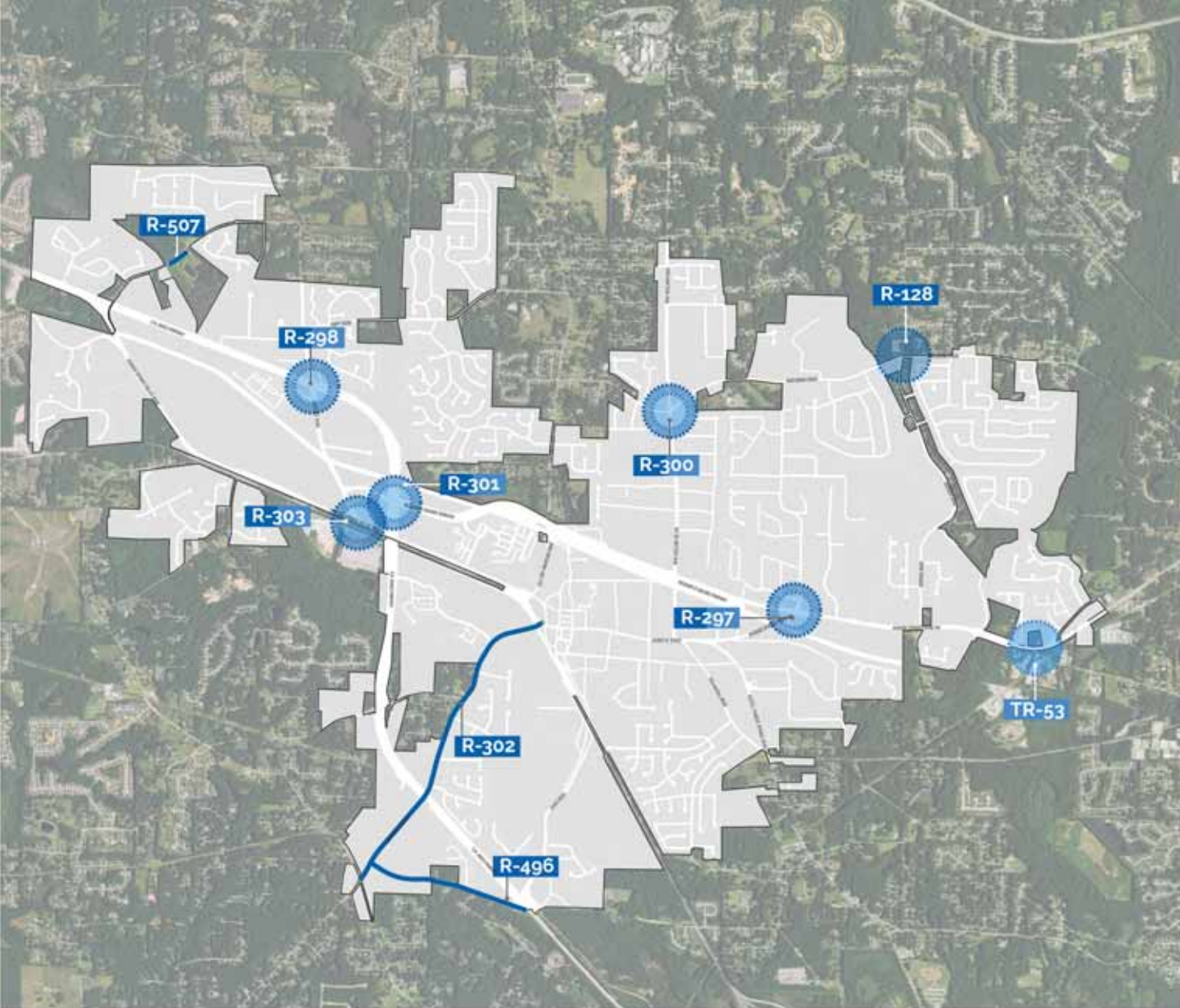
COBB COUNTY T-SPLOST // 2016

- Projects are included in the Cobb County Comprehensive Plan Update 2040
- General funds for construction of sidewalks, trails, and other pedestrian and bike path improvements along roadways in the vicinity of schools, activity centers, multi-modal facilities,

and other congested areas

• **Tier 1 Projects:**

- R-297 - Powder Springs Road @ Forest Hill Road/Sailors Parkway
- R-298 - Florence Road @ C.H. James Parkway
- R-300 - New MacLand Road @ Macedonia Road
- R-301 - Sailors Parkway @ C H James Parkway
- R-303 - Florence Road @ Powder Springs Dallas Road
- TR-53 - Intersection improvements at Powder Springs Road at Flint Hill/ Pinegrove Drive/ Deercreek Drive
- Resurfacing, streetscapes, and general street improvements
- If additional funds become available (Tier 2), general funds for traffic signal upgrades, transportation technology (GIS, ProjectView, and Cartegraph), planning studies, safety and operational improvements will be allocated.



LEGEND

R-300 Project Number

*Cobb in Motion 2040
Transportation Plan*

— Road/Bridge
Improvement

● Intersection
Improvement

*Cobb County T-SPLOST
2016*

— Road/Bridge
Improvement

● Intersection
Improvement

COBB COUNTY T-SPLOST & GTP PROJECTS



1.3 // EXISTING CONDITIONS

EXISTING LAND USE

Information from the City's stormwater billing system was used to inform the existing land use analysis

RESIDENTIAL

Just over half of land in Powder Springs is currently being used for residential purposes, which are primarily single-family housing units on larger lots in subdivisions.

COMMERCIAL

The City's commercial lands are clustered along Marietta Street, Austell Powder Springs Road, and Richard D. Sailors Parkway, as well as occurring in pockets along Powder Springs Dallas Road, Macedonia Road, and Brownsville Road. Commercial lands are low-density, and contain locally-owned businesses, strip centers anchored by a grocery store or big box retail, out parcel retail, and gas stations.

INDUSTRIAL

Most of the City's industrial lands are located in the western end of Powder Springs. Most of these lands are used for commercial/light industrial purposes in the form of industrial parks.

UTILITIES

Lands designated for utilities are primarily stormwater facilities.

PUBLIC/INSTITUTIONAL

Lands classified as public/institutional are typically tax-exempt lands like Cobb County schools, churches, and civic buildings and lands owned and operated by the City, County, or non-profit organizations.

PARKS & OPEN SPACE

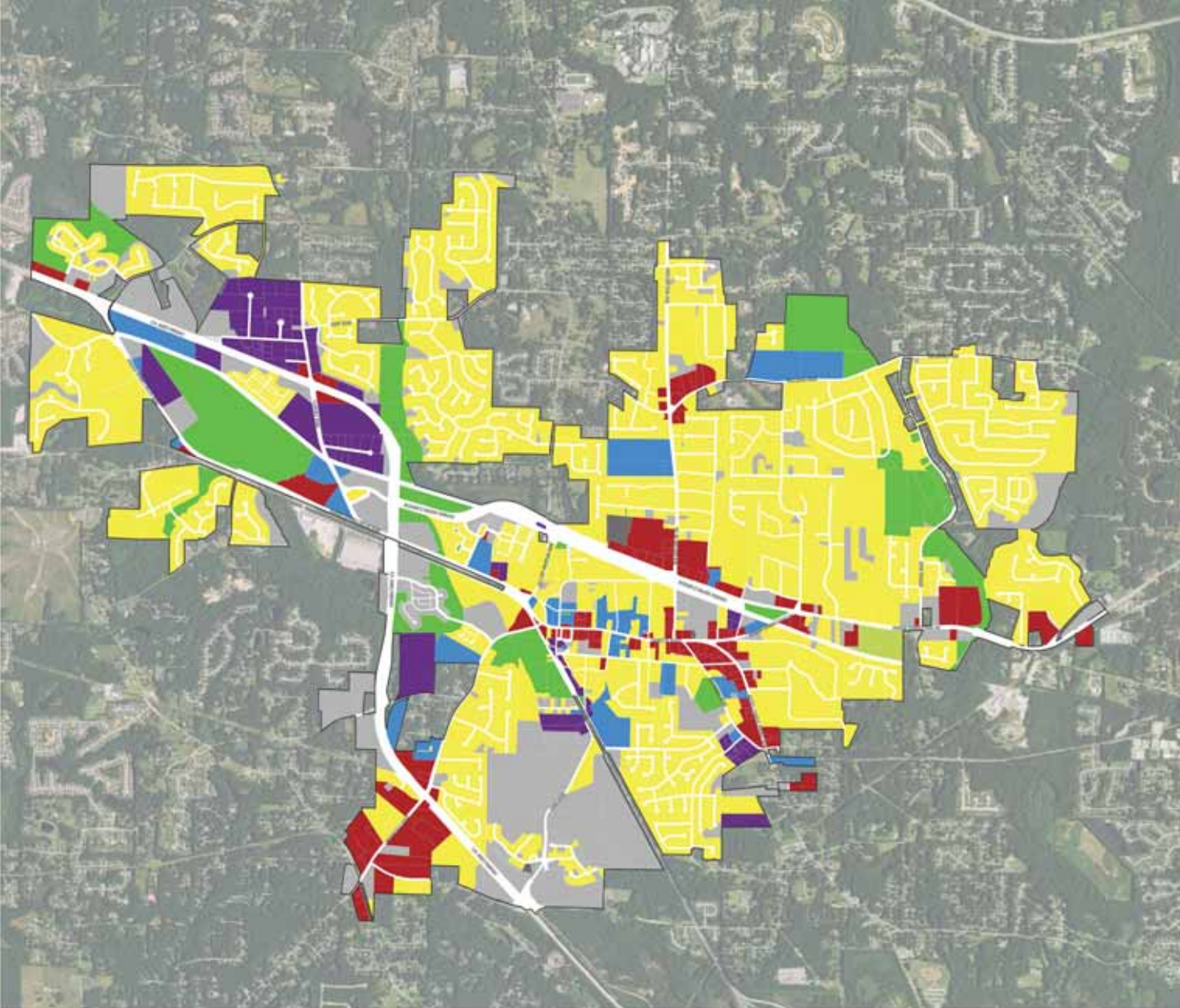
Lands classified as parks and open space are public parks, public and private recreation, lands previously acquired for the development of parks or recreation facilities, and vacant lands kept for open space or conservation easements, likely because of the presence of floodplains and/or wetlands. Public parks make up 2.5% of the City's total land, and all lands designated as parks or open space make up 10.2% of the City's total land.

AGRICULTURE

Only one parcel in the City is used for agriculture purposes, Bray Family Farms.

VACANT/WOODLANDS

Currently, there are 651 acres of vacant/undeveloped land and woodlands in Powder Springs, at least 400 acres of which are not located in a floodplain and are more likely to be developed. All of these lands have an associated future land use that has yet to be realized, most of them low or medium density residential, office/professional, or parks/recreation/conservation. As time progresses, it is likely these lands will be developed according to market conditions and demands, though some limitations may occur.



LEGEND

- Residential
- Commercial
- Industrial
- Utilities
- Public/Institutional
- Parks/Open Space/Conservation
- Agriculture
- Vacant / Woodlands

EXISTING LAND USE



FUTURE LAND USE

The City's current future land use map comes from the previous comprehensive plan update. Future land use maps are parcel-by-parcel analyses of how lands susceptible to change (development, redevelopment, etc) should develop over time.

LOW DENSITY RESIDENTIAL

Parcels designated "low density residential" are single-family detached units on lots up to a third of an acre. Most of the land in Powder Springs currently falls under this land use, and will likely continue to do so.

MEDIUM DENSITY RESIDENTIAL

Medium density residential refers to single-family detached dwellings on smaller lots, townhomes, duplexes, triplexes, and multi-family housing. What keeps this designation medium density and not high density is that the last comprehensive plan specifically prescribed that these areas stay up to 3.2 dwelling units per acre (DUA) for single-family detached lots, and 5 DUA for all other housing types.

NEIGHBORHOOD ACTIVITY CENTER

The Neighborhood Retail Commercial designation was established to provide locations for retail, services, and office uses that reflect a neighborhood level of intensity, and serve a small geographic area that are compatible with the surrounding residential neighborhoods, and are less dense.

COMMUNITY ACTIVITY CENTER

Community Activity Centers are regional focal points containing a mix of commercial, professional, civic, public, and higher density residential uses. Developments with this land use would be designed to accommodate commercial uses serving a citywide clientele.

DOWNTOWN ACTIVITY CENTER

The Downtown Activity Center is the land use category for downtown Powder Springs and is conceived as a combination of land uses typical of traditional small downtowns: restaurant, retail, service, and office uses at the street level and residential uses on upper floors or in the rear of the facility. The urban design of the area is prescribed to be walkable, and with active store frontages.

COMMUNITY SERVICE/INSTITUTIONAL

The Community Service/Institutional category includes state, federal, and local governmental uses, and institutional land uses like schools and community centers.

OFFICE PROFESSIONAL

The Office/Professional designation was established to provide locations for professional employment activities.

INDUSTRIAL COMPATIBLE AREA

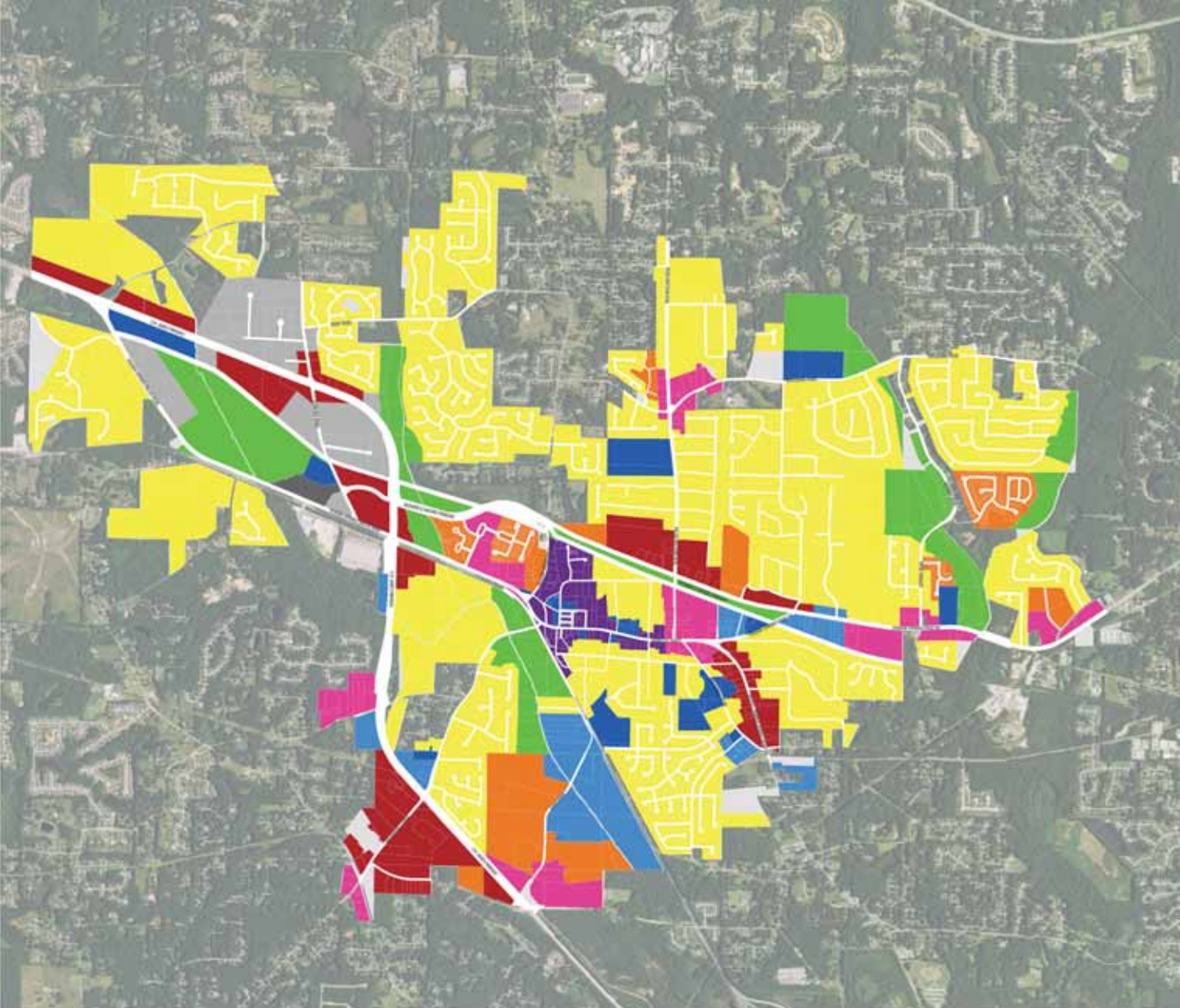
The Industrial Compatible Area designation was established to accommodate commercial, wholesale, light repair, storage, and transportation facilities, as well as light manufacturing operations.

INDUSTRIAL AREA

The Industrial Area land use category was established to accommodate all of the Industrial Compatible Area land uses and heavy manufacturing activities.

PARKS, RECREATION, & CONSERVATION

The Parks, Recreation, & Conservation category encompasses land dedicated to active or passive recreational uses that may be publicly or privately owned.



LEGEND

- Low Density Residential
- Medium Density Residential
- Neighborhood Activity Center
- Community Activity Center
- Downtown Activity Center
- Community Service Institutional
- Office Professional
- Industrial Compatible Area
- Industrial Area
- Parks, Recreation, & Conservation

FUTURE LAND USE



CHARACTER AREAS

The City's character map comes from the previous comprehensive plan update. Character area maps represent a general concept of future land use patterns, and may prescribe zoning regulations and future land uses as designated by a future land use map.

PARKS, RECREATION, & CONSERVATION

Recommended Uses

- Parks
- Recreational facilities
- Bicycle/pedestrian greenways
- Conservation areas

SUBURBAN RESIDENTIAL NEIGHBORHOODS

Recommended Uses

- Single-family detached units
- Traditional neighborhood development in certain areas
- Small neighborhood churches
- Schools
- Parks/recreation/greenspace

VILLAGE CENTER RESIDENTIAL

Recommended uses

- Single-family detached units
- Traditional neighborhood development
- Duplexes/cluster homes
- Townhomes/condominiums
- Senior housing
- Small neighborhood churches
- Parks/recreation
- Limited neighborhood commercial

TOWN CENTER MIXED USE

Recommended Uses

- Main Street retail
- Commercial, as appropriate
- Office/professional
- Loft housing
- Townhomes/condominiums
- Parks / recreation
- Civic/government/church

NEIGHBORHOOD ACTIVITY CENTER

Recommended Uses

- Neighborhood commercial
- Low-rise office/professional
- Civic/public/church
- Parks/public plazas

COMMUNITY ACTIVITY CENTER

Recommended Uses

- Commercial
- Office/professional
- Mixed use office/retail/residential
- Mixed use townhomes
- Mixed use condominiums
- Civic/public/church

PROFESSIONAL EMPLOYMENT CENTER

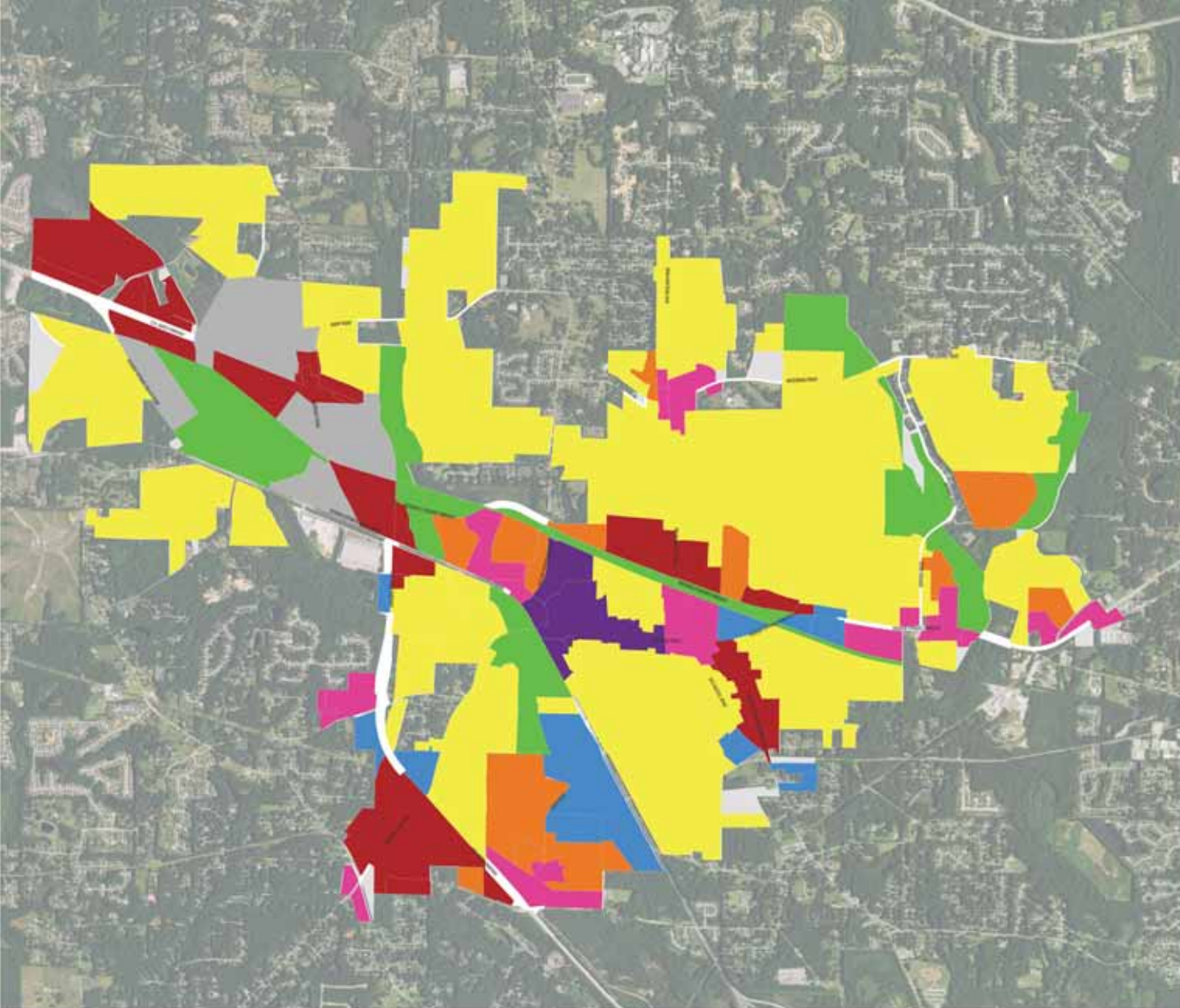
Recommended Uses

- Office/professional
- Commercial

INDUSTRIAL AREAS

Recommended Uses

- Transportation/distribution
- Light industrial
- Office/professional
- Commercial



LEGEND

- Suburban Residential Neighborhood
- Village Center Residential
- Neighborhood Activity Center
- Community Activity Center
- Town Center Mixed Use
- Professional Employment Center
- Industrial
- Parks, Recreation, & Conservation

CHARACTER AREAS



ZONING

The City of Powder Springs currently has 13 zoning districts within their unified development code.

SINGLE-FAMILY RESIDENTIAL

The City has 4 zoning districts that regulate single-family residential: R-30, R-20, R-15, and R-15C. The purpose of these zoning districts is to implement the “suburban residential” future development area as established by the previous comprehensive plan. The defining differences between the four zoning districts are prescribed dwelling units per acre (DUA), by-right and conditional uses, minimum lot sizes, setback requirements, and floor area requirements, with R-30 prescribing larger homes on larger lots and R-15C prescribing smaller homes on smaller lots.

MEDIUM DENSITY RESIDENTIAL

There is only one zoning district for housing other than single-family homes or townhomes: medium density residential (MDR). While MDR does permit single-family residential, it prescribes an even higher density than the densest single-family residential zoning district (R-15C). The other key difference between this

residential zoning district and single-family zoning districts is that MDR requires a 25’ buffer for each lot abutting a zoned, single-family residential lot, which is not required for other residential zoning districts.

COMMERCIAL

There are five commercial zoning districts: Office-Institutional (O-I), Central Business District (CBD), Neighborhood Retail Commercial (NRC), Community Retail Commercial (CRC), and Business Park (BP). Each zoning district is intended to implement one or a combination of future land use designations. The key difference between each zoning designation are use, lot size/density, allowance of residential units, and floor-to-area ratio (FAR).

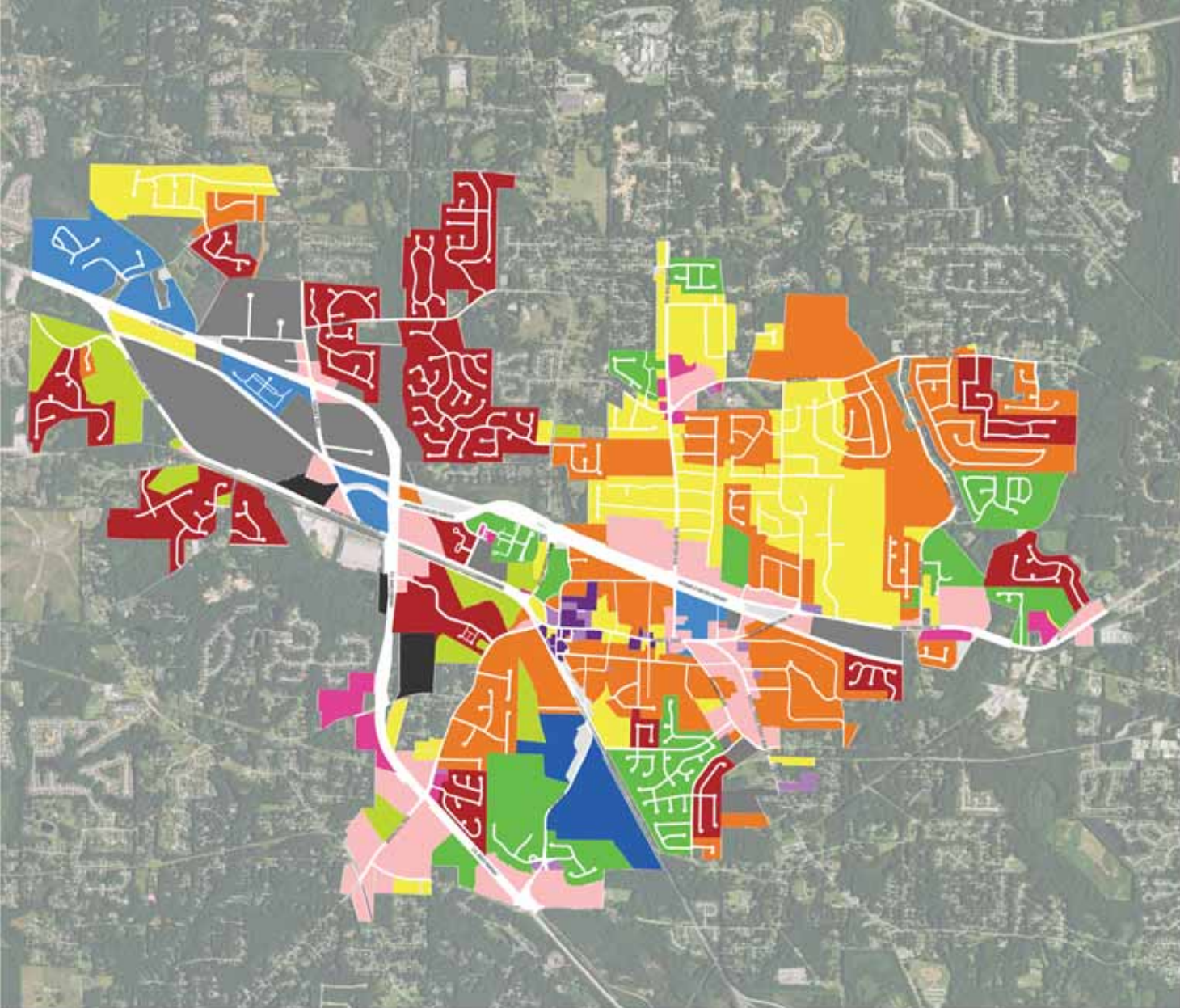
INDUSTRIAL

There are two industrial zoning districts: light industrial (LI) and heavy industrial (HI). The LI zoning district was created to implement the “industrial compatible areas” future land use designation, the HI zoning district was created to implement both the “industrial compatible areas” and “industrial” future land use designations. The defining difference between the two zoning districts is that the HI zoning district allows most of the uses prescribed by the

LI zoning district, and allows for heavier industrial uses, notably manufacturing.

MIXED-USE

The zoning district for mixed-use (MXU) may be appropriate for the “village center residential,” “town center mixed use,” “neighborhood activity center,” and “community activity center” future development areas established by the previous comprehensive plan. This zoning district is more strict than other non-residential zoning districts with its prescribed by-right and conditional uses, yet does not prescribe physical requirements like density, lot requirements, or setbacks as they are established as part of the zoning approval of each new development. The unified development code also prescribes a parcel’s land use mix and density based on the previous comprehensive plan’s future land use map designation.



LEGEND

- R30 - Single Family Residential
- R20 - Single Family Residential
- R15 - Single Family Residential
- R15C - Single Family Residential
- MDR - Medium Density Residential
- OI - Office-Institutional District
- CBD - Central Business District
- NRC - Neighborhood Retail Commercial
- CRC - Community Retail Commercial
- BP - Business Park
- MXU - Mixed Use
- LI - Light Industrial
- HI - Heavy Industrial

ZONING



TRANSPORTATION

VEHICULAR NETWORK

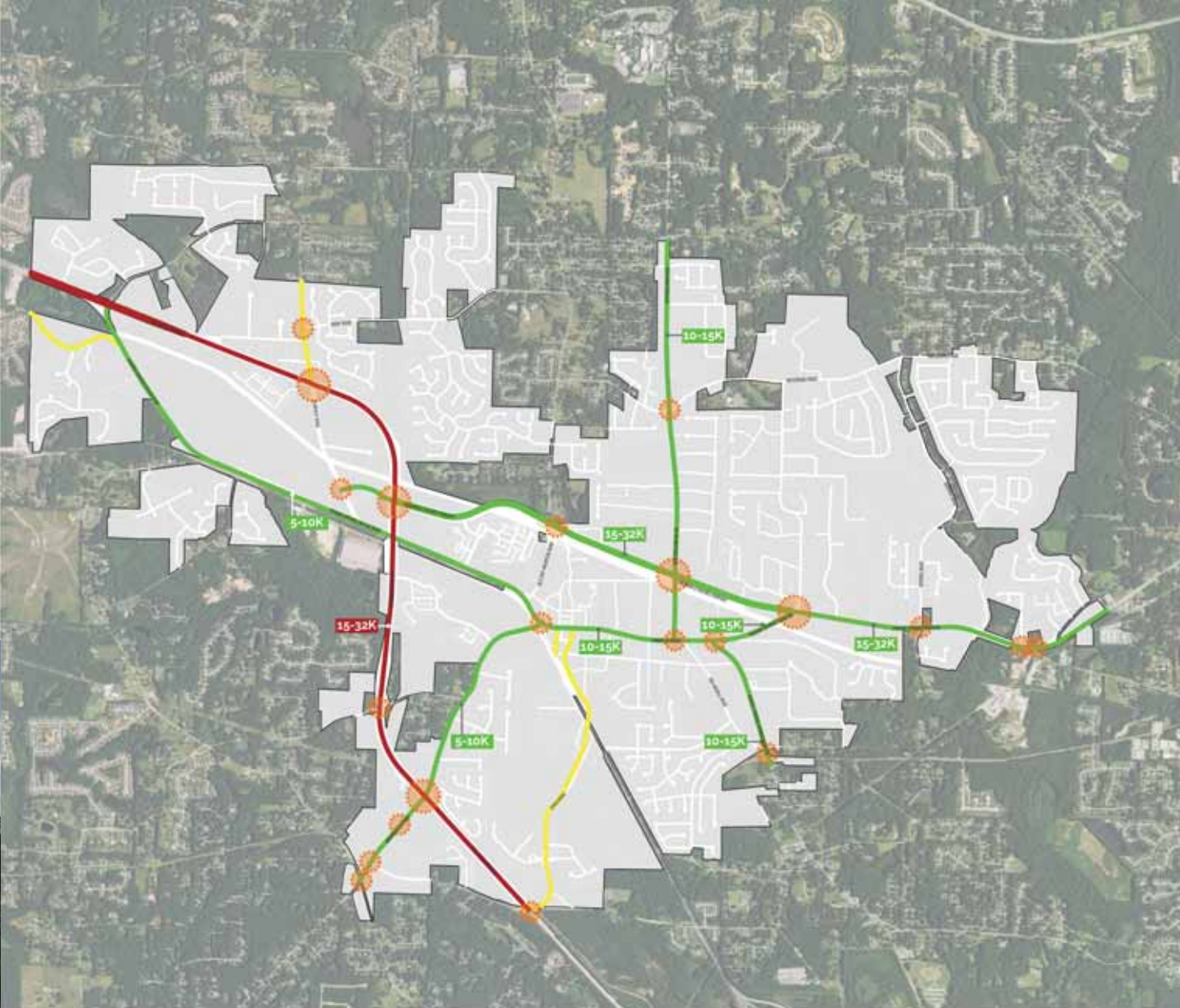
The City has 7 major roads that capture the majority of trips in Powder Springs. Richard D. Sailors Parkway and C.H. James Parkway capture the most daily traffic at an estimated 32,000 cars per day. Crash data from 2012-2015 indicate potential operational and level of service issues at major intersections along both Richard D. Sailors Parkway and C.H. James Parkway.



Martetta Street in downtown



Lewis Road corridor



LEGEND

5-10K Average Annual Daily Traffic Counts

Roadway Classification

— Principal Arterial

— Minor Arterial

— Minor Collector

Accidents: 2012-2015

○ 11-50

○ > 50

VEHICULAR INVENTORY

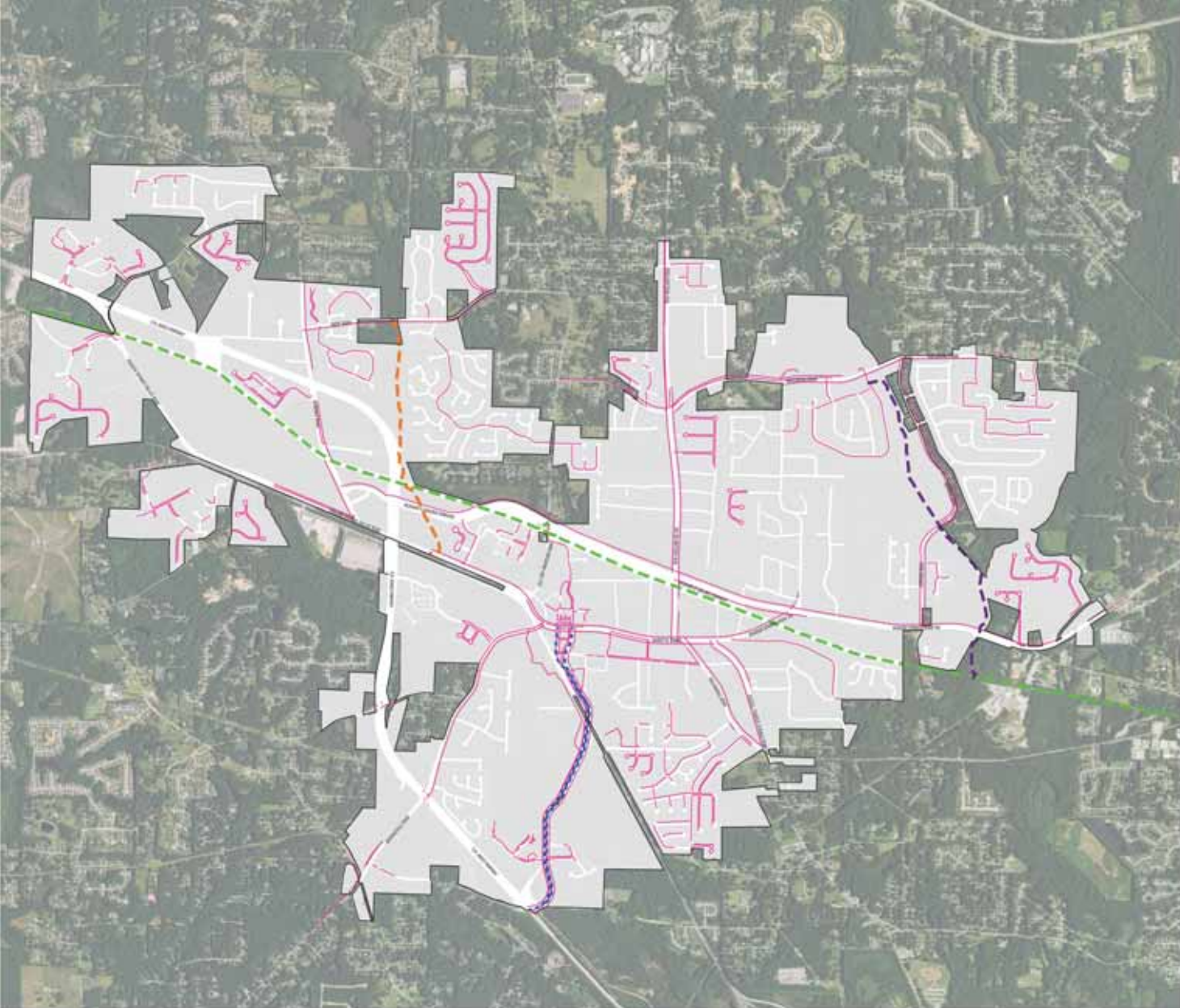


BICYCLE & PEDESTRIAN

There is an existing network of sidewalks in Powder Springs. There are, however, gaps in the network that would improve level of service and connect users to more destinations. Additionally, the City has a network of off-road trails that provide recreational use. Most notable of those off-road trails is the Silver Comet Trail, a multi-use rail-trail that begins in Smyrna, Georgia and ends at the Georgia-Alabama border. The trail captures an estimated total of 2 million users each year. The City's other multi-use trails connect to the Silver Comet Trail, providing additional connectivity throughout the City. Old Lost Mountain Road is part of State Route 15 of the Georgia State Bicycle Route system, however, it does not currently house any bicycle facilities.



Silver Comet Trail



LEGEND

- Existing Sidewalks
- Existing Bike Lanes
- Silver Comet Trail
- Lucille Creek Trail
- Wild Horse Creek Trail

BICYCLE & PEDESTRIAN INVENTORY

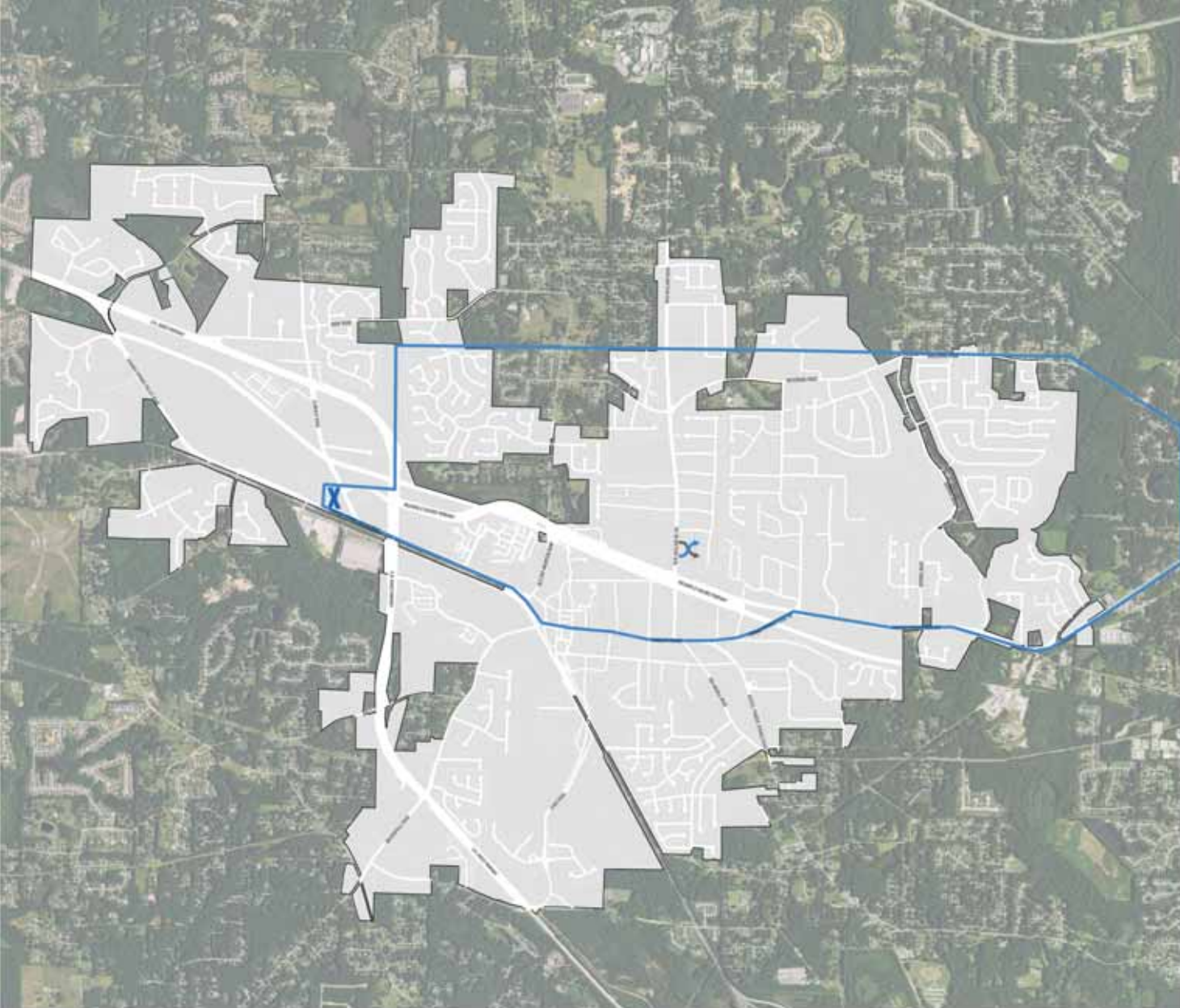


TRANSIT

Within Powder Springs there are two transit options: the GRTA Park & Ride (a project realized through the City's 2002 LCI Study) and the Zone 1 Flex Bus. The Powder Springs Park & Ride connects users to Atlanta and Hiram via Xpress Bus Route 476. The Zone 1 Flex Bus provides users with curb-to-curb service within Zone 1. It also has a designated pick-up/drop-off location at the Powder Springs Publix and connects to CobbLinc's Route 30.




GRTA Park & Ride



LEGEND

 Powder Springs
Park-N-Ride

 Zone 1: Powder
Springs Flex Bus

 Approximate Flex
Zone 1 Boundary

TRANSIT INVENTORY



1.4 // MARKET ANALYSIS

The market analysis and forecasts consider the City's demographic makeup, the housing market, economic development, and real estate trends for the City, as well as the factors post-2005 that continue to affect Powder Springs today. Full results of the market analysis are located in the Appendix.

WHAT HAS HAPPENED IN POWDER SPRINGS SINCE 2005?

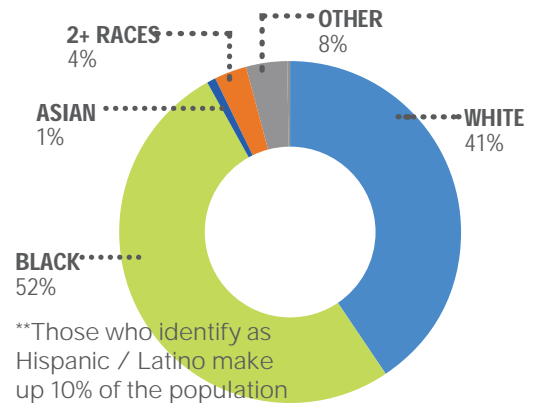
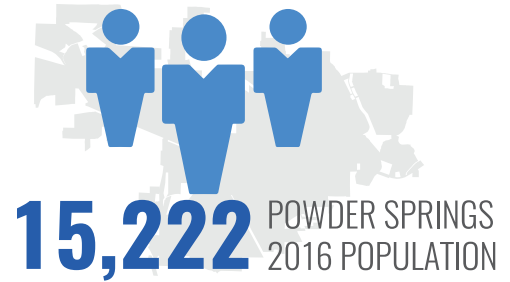
Some significant observations/trends have impacted Powder Springs over the past decade. The City's population has aged as expected and has also become more diverse. However, actual growth rates have failed to meet forecast expectations – due mainly but not entirely to the “Great Recession.” The City's observed population/jobs imbalance has not changed – leading to more commuting outside the City than a decade ago. Market conditions around the Region have rebounded post-recession and the Region is poised for significant growth, but will Powder Springs participate?

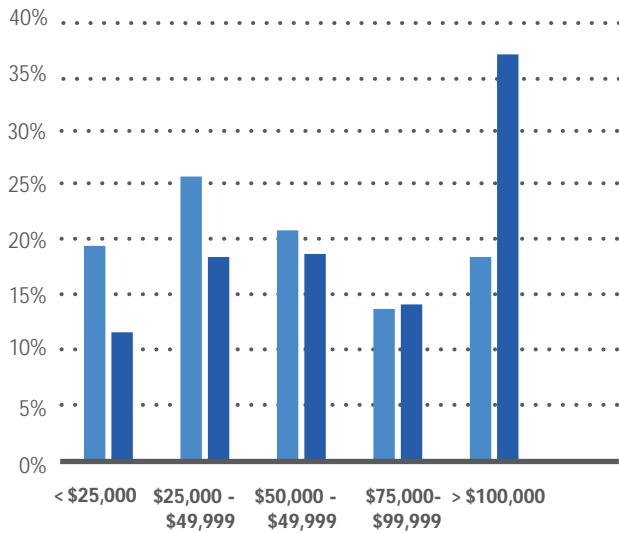
POPULATION

- Powder Springs' population in 2016 was estimated at 15,222 in 5,295 households.
- The City's growth has lagged compared to that of Cobb County and the Atlanta Region since 2000.
- The current population is 21% below the 2015 forecast year projection of 19,300 in the 2005 Comprehensive Plan. Housing units are 11% below forecasted conditions.
- The population skews slightly older, with fewer Millennials compared to Baby Boomers and even older populations combined.

RACE & ETHNICITY

- 52% of the City's population identifies as black, 41% identifies as white, and 4% identifies as two or more races. There are very few Asians, Pacific Islanders, and American Indians living in the City.
- 10% of the population identifies as being of Hispanic/Latino origin.
- Powder Springs has a larger percentage of minority residents than Cobb County, the Atlanta Region, and the State of Georgia.

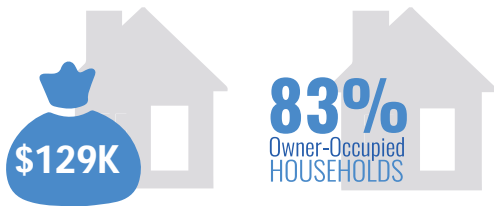




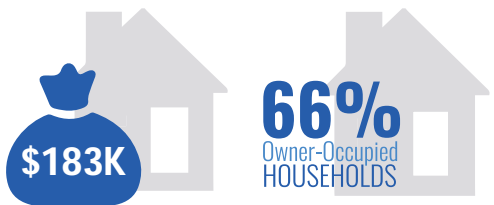
HOUSEHOLD INCOME

■ City of Powder Springs
■ Atlanta Region

POWDER SPRINGS



ATLANTA REGION



INCOME

Powder Springs is a “middle income” community, with a smaller percentage of households at the extreme lower and upper income brackets than either Cobb County or Metro Atlanta. Of the estimated 506 Powder Springs’ families living in poverty, nearly 69% are families with children. The median household income of Powder Springs is estimated to be \$56,768, almost the exact median household income of the Atlanta Region. The median per capita income is \$22,864. However, both of these numbers are down from 2010 (\$61,486 and \$26,012, respectively), likely side effects of the Great Recession. It is expected that these numbers will rebound in the coming years, if they haven’t already started.

HOUSING CHARACTERISTICS

- Homes in Powder Springs tend to be older: 55% of houses were built between 1990 and 2010, during the regional population boom. Less than 1% of houses were built after 2010.
- Of the estimated 5,866+ total housing units in Powder Springs (including vacant units), 91% of housing stock are single-family detached units; single-family attached units (townhomes) make up 4% of housing stock. Less than 5% of units are multi-family.
- Homes in Powder Springs are valued lower than the rest of the Region. The median home value of \$129,300 is \$23,800 lower than it was in 2010, a likely side effect of the foreclosure crisis of the mid-2000s. There are likely other factors contributing to declining home values, including age, condition, and location.
- Because rents are higher than surrounding cities, 56% of Powder Springs renters have issues with affordability (calculated as paying a maximum of 30% of income on housing) compared to less than a third of homeowners.

HOUSEHOLD TENURE

- Vacancy rates are low in the City. Roughly 3% of owner-occupied homes and 7% of rental homes were vacant in 2014.
- 83% of homes are owner-occupied, compared to 66% in the Region. A majority of renters (17%) live in single-family homes or townhomes.
- Almost a third of the City's households with children live in rental housing.
- Most likely to rent a home in Powder Springs are households headed by individuals under 35 years of age.
- Typically, single-person and non-family households tend to have a higher percentage of renters than homeowners. This is not the case in Powder Springs – it appears that a higher percentage of renters are “other families” renting single family homes.
- The number of homeowners in the City exceed renters in all income groups, however, lower-income households are found to be the most likely to rent. It is possible that renters in higher income groups may be holdovers from the foreclosure crisis and may be unqualified to apply for mortgage financing even if they are income qualified.

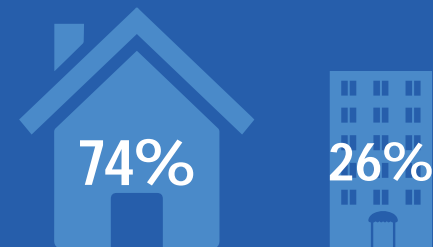
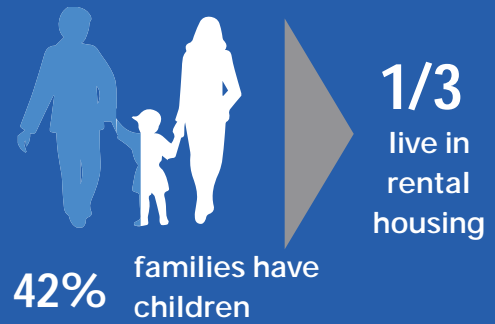
- Homeowners exceed renters in all racial categories except among the small percentage of Asian households, where only 1 in 5 are owners.
- Two-thirds of Powder Springs renters are minorities.
- Among all renter households in the City, 74% rent single family homes.

HOUSEHOLD CHARACTERISTICS

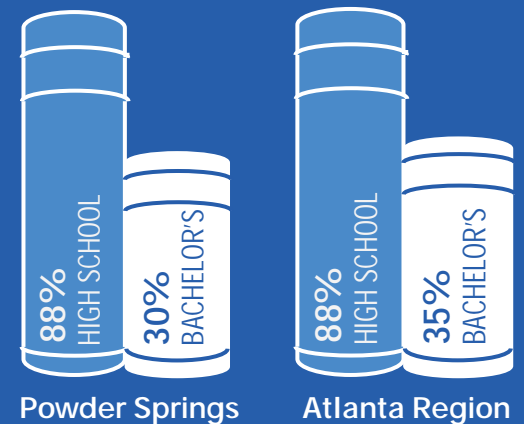
Compared to the rest of the Atlanta Region, households in Powder Springs are larger, have a higher proportion of families and fewer non-family households, and have a higher percentage of families with children (42% compared to 38%), yet nearly 60% of households have no children.

EDUCATION

Powder Springs residents have level of educational attainment that is approximately on par with other communities in the Atlanta Region. 88% of residents over 25 have at least a high school diploma or equivalent, and 30% hold a bachelor's degree (compared to 88% and 35%, respectively).



What kind of housing do people rent?



EMPLOYMENT

Powder Springs has an estimated 3,556 jobs, and 6,377 working residents.

- Of the 3,556 jobs estimated to be located in Powder Springs, the largest sectors represented are education (17%), retail (17%), and healthcare (13%).
- Only 4% of workers are City residents.
- A third of the jobs pay more than \$40,000 per year.
- Many of Powder Springs' jobs are located in the downtown area, with a cluster in an industrial park along C.H. James Parkway.
- Local companies tend to employ younger workers - 22.4% of jobs held by persons under age 30.
- Jobs tend to require less education - 32.6% of workers have a high school education or less
- Powder Springs' working residents work primarily in healthcare and education (24%), professional services (16%), and retail (14%).
- 39% of working residents bring home more than \$40,000 per year.

COMMUTER FLOW

98% of Powder Springs residents commute outside the City for work (this number does not account for the number of people who may work out of their homes). 15% of residents commute into Atlanta, 10% work in Marietta, 6% in Kennesaw and Smyrna (combined) and the remainder commute to destinations located throughout the region.

WHAT DO WORKERS DO?



17%



17%



13%

WHAT DO RESIDENTS DO?



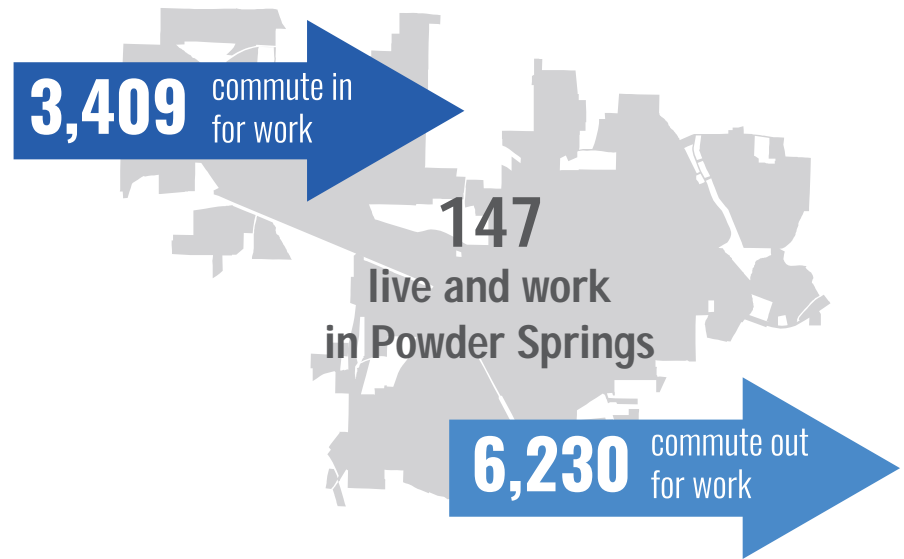
24%



16%



14%



TAX BASE

Powder Springs is primarily dependent on residential value to fund City services. In 2016, nearly 71% of City's tax digest was derived from residential property, 26% from commercial property (including retail and office) and only 3% from industrial and other property. Residential development generated average City taxes of \$1,725 per acre, before exemptions, in 2016. Commercial property generated taxes of \$1,181/acre. Industrial property generated taxes of only \$263/acre. Nearly 90% of the City's tax digest is comprised of real estate (land and buildings) and only 10.3% is made of personal property (vehicles, inventories, and equipment). Only 11% of the City's industrial and 25% of its commercial tax digest is made up of personal property. These percentages are unusually low (particularly, industrial) suggesting that local businesses tend to be small and have minimal capital investments other than the real estate they occupy.

Land Use	% Acres	% Tax Digest
Residential	59.4%	70.9%
Agricultural	0.0%	0.0%
Conservation Use	1.0%	0.0%
Commercial	31.8%	26.0%
Industrial	7.8%	1.4%
Utility	0.0%	1.6%

RESIDENTIAL PROPERTY

The decline in the City's residential digest over the past decade is reflected in the following value distribution of 5,251 developed residential (R3) tax parcels on 836 acres. As of 2016:

- Nearly 38% of the City's residential properties had a full market value (for tax assessment purposes) of under \$100,000 according to County Assessment Records.
- Less than 10% were valued above \$200,000.
- Nearly 21% of the total value of residential parcels in 2016 was in land rather than improvements.
- The 2016 median full market value of all residential parcels was \$112,700, the average parcel value was \$125,100.
- The average size of R3 parcels was 0.16 acres – an average housing density of 6 units per acre.
- The 2016 City tax bill associated with a median priced home in Powder Springs was \$383 (before applying homestead exemptions).
- Of all residential parcels, only 4,061 could be confirmed as owner occupied based on the owner's billing address, indicating that as many as 1,190 units (23%) could be investor-owned rentals.
- Another 184 acres with an average value of less than \$1,500/acre are owned in common by homeowners' associations (HOA's) and are not likely to be developable.

TAX-EXEMPT PROPERTY

- More than 440 acres in Powder Springs are occupied by tax-exempt properties.
- The City is the largest owner of exempt property with nearly 242 acres, followed by Cobb County and Cobb County Schools (95.5 acres), churches and other non-governmental exempt properties (81.5 acres), and the State of Georgia (21.8 acres).

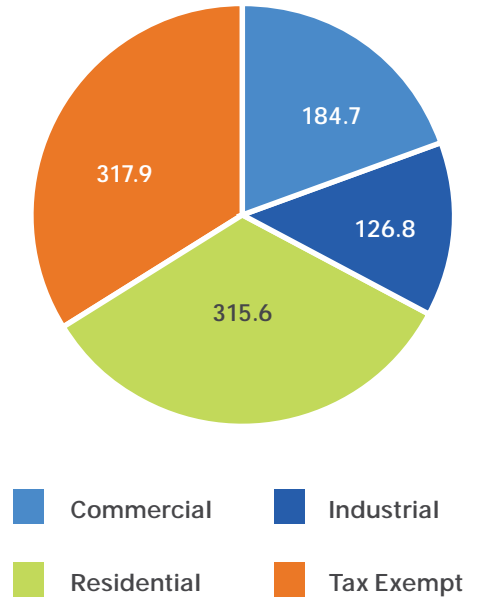
COMMERCIAL & INDUSTRIAL PROPERTY

- 374 tax parcels and more than 868 acres (40% of the City's taxable land area) are classified as either commercial or industrial.
- Real estate value for commercial and industrial properties is almost equally divided between land (51%) and buildings (49%)
- Roughly half of the City's commercial and industrial acreage (432.5 acres and 19.7% of the City's taxable land area) is associated with 128 tax parcels that have \$0 or minimal value (less than \$10,000) of existing building improvements.
- "Vacant" commercial and industrial parcels are typically small, averaging less than 3.5 acres in size. Half of these parcels are smaller than 1.5 acres.

LAND AVAILABLE FOR FUTURE DEVELOPMENT

- There are a total of 412 vacant (R3) lots on 303.6 acres (13.8% of the City's taxable land area) in inventory. These lots average 0.74 acres in size and have an average full value of \$16,700 per parcel.
- Only 9 owners control 157 acres containing 269 of these R3 lots. These owners are home builders/ investment LLCs who have the likely intent to develop these lots as market conditions allow.
- Approximately 945 acres in the City, including 627 acres of taxable real estate (29% of the City's taxable land area) is contained in parcels of 5 acres or larger which have minimal/no existing improvements.
- Combined with vacant house lots, there is an inventory of roughly 930 acres of taxable property which could become available for future development, in addition to the expansion potential of parcels that are already developed. It is estimated that 338 acres of this land (36%) spread over 365 parcels would not be developable due to their location within a floodplain.

Distribution of Land Area (acres) in 5+ Acre Parcels by Land Use



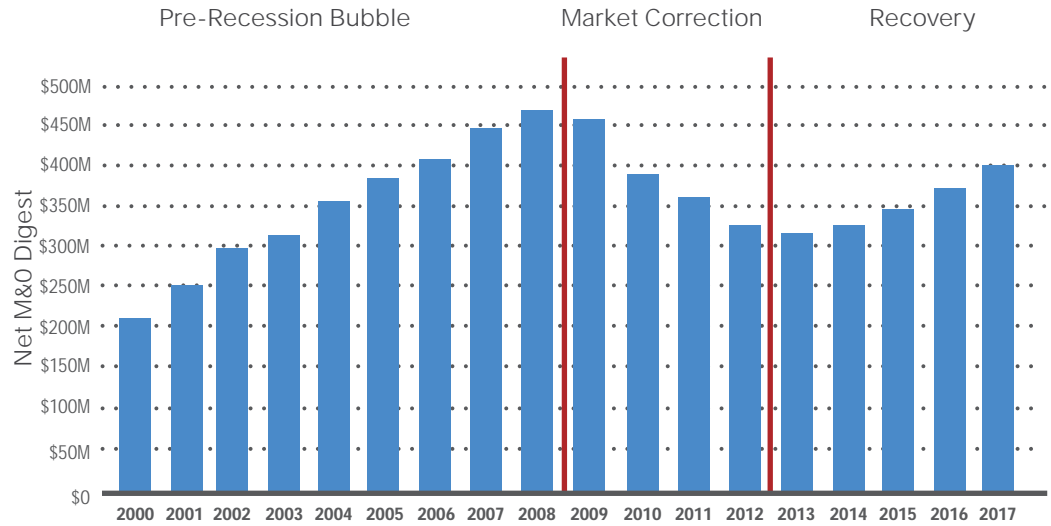
TRENDS

In Georgia, uniform appraisal practice for assessing property values is intended to lag overall market performance. Assessing time lag effects are illustrated in the graph, which shows the City's tax digest did not peak until 2008-09, and did not begin to recover until 2014.

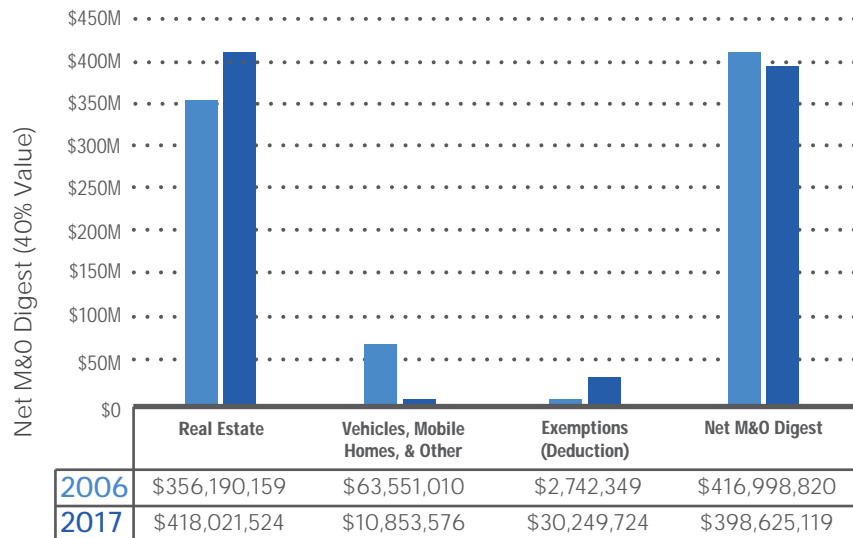
In 2017, Powder Springs' tax digest was:

- Is \$63.4 million (-14%) below the pre-recession peak in 2008
- \$46.2 million (-11%) lower than a decade ago
- Roughly equivalent to 2005 levels, when the number of housing units in the City was significantly lower than today
- The City's real estate digest has recovered post recession, gaining 17% since 2006. This gain was negated by value losses in motor vehicles and equipment.
- Exemptions to City taxes have increased by more than 1000% since 2006 and now total \$30 million.

Change in Powder Springs' Tax Digest by Year: 2000-2017



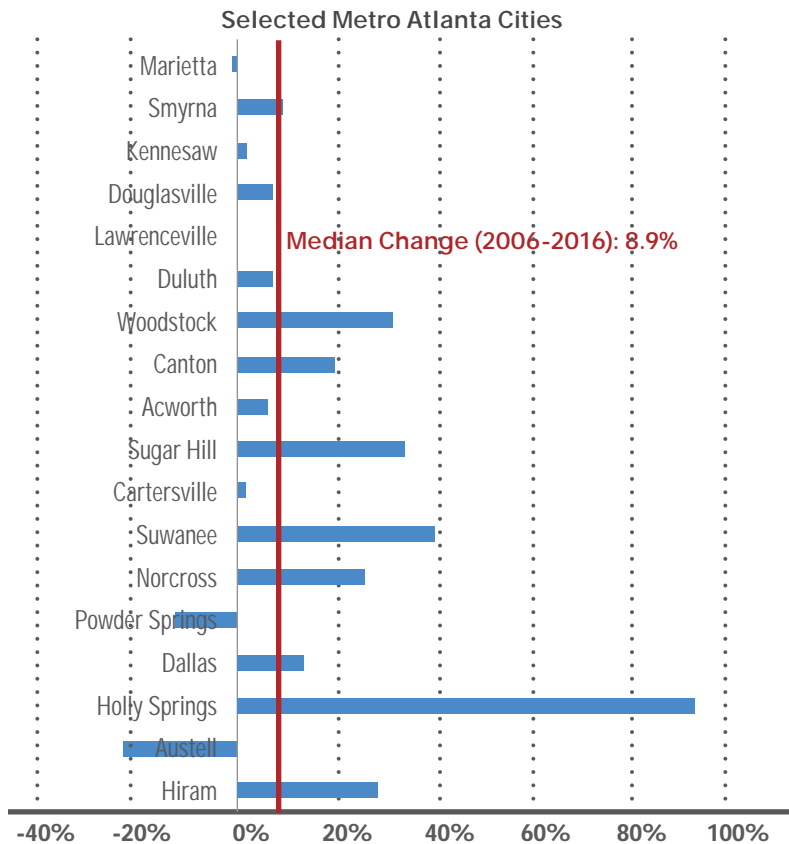
Change in Powder Springs' Tax Digest: 2006-2017



COMPARATIVE TAX DIGEST CHARACTERISTICS & TRENDS

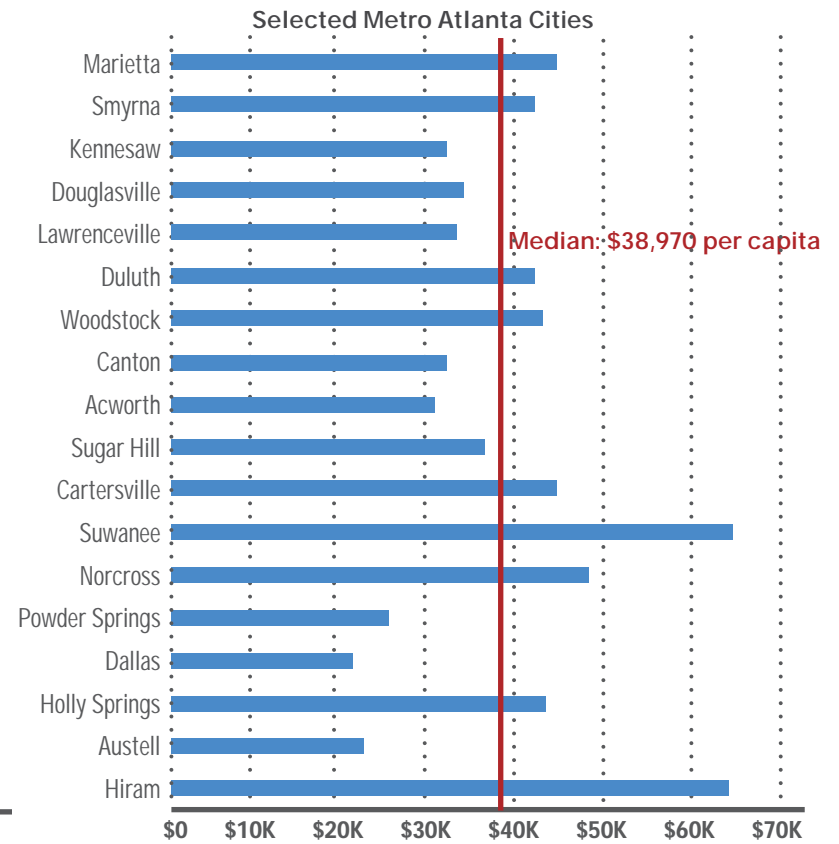
- Compared to most other cities in the area, Powder Springs has experienced one of the slowest rates of real estate recovery and has less available tax digest relative to its resident population.
- Of the 18 cities sampled, Powder Springs is one of only two that have a smaller (-11%) tax digest in 2016 than existed a decade earlier. Half the sample experienced positive tax base growth of 9% or higher.

% Change in Total M&O Property Tax Digest: Powder Springs &



- With an available net tax digest of roughly \$25,690 per capita to fund City services, Powder Springs is more than 34% below the median of the cities in the sample (\$38,970) in terms of available tax base per resident.
- Cities that have experienced the strongest tax base recoveries post recession, have had successful downtown redevelopment efforts and/or experienced substantial commercial expansion.

Estimated 2016 Property Tax Digest Per Capita: Powder Springs &



HOUSING MARKET TRENDS // BUILDING PERMITS

COBB COUNTY

From 2001-2015, Cobb County issued an average of 3,491 building permits annually, 74% of which were for single-family detached homes and 26% were for multi-family units. This average masks the cyclical nature of the market during this period. Since 2012, new single-family home construction in Cobb County has averaged only 32% of pre-recession levels.

Pre-Recession Bubble: 2001-07

- 5,401 housing permits issued annually
- Single-family homes accounted for 79.7% of all permits issued.

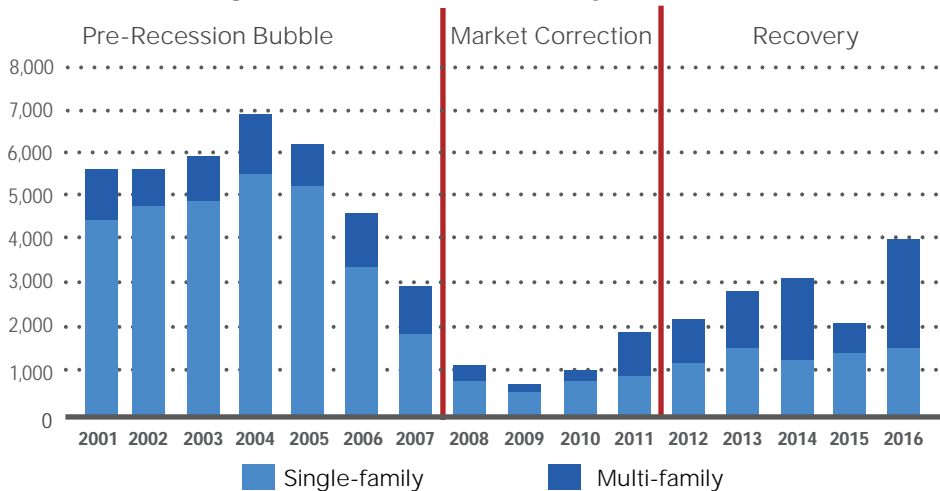
Market Correction: 2008-11

- Total housing construction fell 80% from pre-recession levels.
- Single-family homes dropped to 62% of new construction.

Post-Recession Recovery: 2012-Present

- Construction rates have more than doubled in recovery - but are still down 53% below pre-recession levels.
- Single family homes dropped to 55% of new construction.
- Multi-family development has sharply increased

Residential Building Permits Issued in Cobb County: 2001-2016



POWDER SPRINGS

While Cobb County has seen a surge in their share of the region's multi-family residential market, no market rate apartments have been built in Powder Springs since 2001.

Pre-Recession Bubble: 2001-07

- More than 1,000 single-family homes built
- New construction averaged 144 units/year
- Powder Springs captured roughly 2.7% of all new housing added county-wide during the period, 3.4% of single family homes.

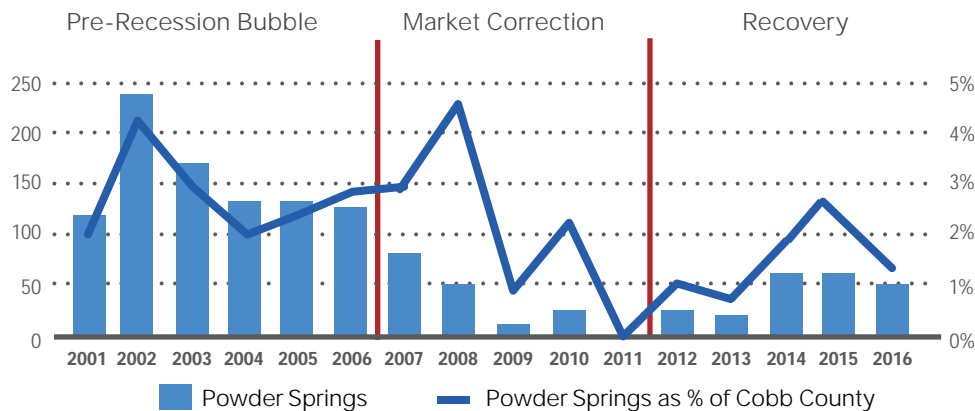
Market Correction: 2008-11

- Home building within the City fell to 20 units/year, an 87% decline from pre-recession levels.
- Powder Springs continued to capture roughly 2.8% of a much smaller number of single family homes built in Cobb County .

Post-Recession Recovery: 2012-Present

- Construction rates have more than doubled in recovery, but are still down 76% from pre recession levels – three consecutive years of +/- 50 home starts/year.
- Powder Springs' capture rate of county-wide residential construction continues to trend down to roughly 1.3% of all new construction and 3.1% of new single-family homes.

Residential Building Permits Issued in Powder Springs: 2001-2016



HOUSING MARKET TRENDS // NEW HOME SALES & VALUES

COBB COUNTY

- Residential for sale markets are rebounding in Cobb County, showing a steady increase in both unit sales and average pricing for new construction.
- Annual new construction volume peaked at roughly 1,600 units (including single family detached, townhomes and condos) in 2014 and 2015.
- Average sale pricing for all new construction has increased 51% since the trough of the recession.
- Since 2010, new home sales in Cobb County have been comprised of 70% single-family detached homes, 27% townhomes, and 3% condominiums.
- Average pricing of new single -family homes has climbed above \$450,000 since 2015.
- Average townhome prices have recently exceeded \$335,000 and are increasing as fast as detached homes.
- Condo construction in Cobb County has not recovered, with no sales occurring over the past 2 years.

SOUTHWEST COBB COUNTY

- Residential for sale markets are also recovering in Southwest Cobb County, including within and near Powder Springs.
- Roughly 11% of all new Cobb County home sales since 2010 have occurred in the 30127 zip code – an area which includes Powder Springs and much of unincorporated West Cobb County.
- Annual new construction volume peaked at roughly 218 units (including single-family detached, townhomes and condos) in 2015.
- Average sale pricing for all new construction has increased 62% since the trough of the recession – faster than the county as a whole.
- Average single-family home prices were still 26% below the County average in 2016.
- More than 97% of all new construction in this zip code since 2010 has consisted of single-family detached homes.
- Only 28 new townhomes and 0 condominiums have sold since 2010.

PRICE DISTRIBUTION OF NEW HOME SALES

- The rising average sale price of new

home construction in the 30127 zip code is reflected in the changing price distribution of new home sales.

- The area's share of new home sales priced under \$200,000 has dropped from 51% in 2011 to only 4.6% in 2016.
- At the same time, the share of area new home sales priced over \$300,000 has increased from only 9.4% in 2011 to more than 63% in 2016.
- There is still a significant inventory of new construction in the \$200,000 to \$300,000 range, which accounted for nearly a third of sales in 2016.
- The average sales price of new single-family homes in Powder Springs bottomed in 2011 at \$187,600. Sales prices have since recovered – increasing to \$285,500.
- Since 2009, 96% of new home sales in Powder Springs have been single-family detached. There have been no sales of new townhomes or condos since 2009.
- The rapidly rising cost of new housing in Cobb County may increase interest in lower-cost areas such as Powder Springs and possibly revive local demand for new townhome construction.

RENTAL HOUSING TRENDS

- The two rental market segments which impact Powder Springs are managed apartment complexes and investor-owned rentals – typically small multi-family properties or single-family homes.
- Powder Springs is part of the “Kennesaw Apartment Submarket” which includes 62 properties and more than 13,700 units.
- Most of the apartment inventory in this submarket is concentrated near the I-75 corridor and the Town Center Community Improvement District.
- A very small fraction of the overall unit inventory is physically located in Southwest Cobb County.
- Supply has increased and vacancy rates have declined since the end of 2013, despite no inventory being added between 2007 and 2012.

SUBMARKET APARTMENT INVENTORY & VACANCY TRENDS

- From 2000 to 2006, 16 projects and 4,300 units were added to the market (a 58% increase).
- The expanding inventory exceeded demand, causing vacancy rates to rise from less than 2% to the 6% to 7% range just before the recession.
- No inventory was added to the submarket for 5 years beginning in mid-2007, causing vacancy rates to stabilize and then fall to between 5% and 6%.
- Since 2013, the area has added another 9 properties and 2,050 units (a 19% increase).
- Despite more inventory, vacancy rates briefly fell to 4% in 2015 and have risen back to the 5% to 6% range as additional supply has also been added elsewhere in Cobb County.
- Strong job growth and demographic shifts are expected to continue to support rising apartment demand.
- Rental markets are strengthening throughout the Region, including the nearby Cumberland area of Cobb County and in Douglasville/Lithia Springs market to the west of Powder Springs.

SUBMARKET AVERAGE MONTHLY RENTS

- Rapid supply growth from 2000 to 2006, followed by the recession, kept effective submarket rents relatively flat from 2003 through 2012.
- Average effective monthly rents (net of rent concessions) stayed within the \$800-\$850 range.
- Rents fluctuated within a narrow band of \$0.78 to \$0.83/square foot – which was not sufficient to support the cost of new multi-family construction.
- Apartment rents have increased sharply since mid-2012, even while supply has also increased.
- Average monthly rents have risen from \$820 to more than \$1,000 per month.
- Rents per square foot have also increased from \$0.80 to nearly \$1.00/square foot – but remain affordable in comparison to newer projects located in and near Atlanta – where monthly rents are exceeding \$2.00/square foot.

MARKET CONDITIONS & AFFORDABILITY

- Approximately 17% of households are renters - and the majority of those households rent single -family detached homes.
- According to the U.S. Census' American Community Survey, the median gross rent of all rental housing in Powder Springs was \$1,162 in 2014.
- The median monthly rent in Powder Springs was substantially higher than a sample of 6 other nearby cities and 32% higher than average apartment rents in the Kennesaw submarket.
- Comparatively high rents contrast with home ownership costs – which were near the low end of the range compared to nearby communities.
- The difference in monthly housing costs between renters and owners (with mortgages) in Powder Springs was only 14%. This contrasted sharply with nearby cities, where rental housing costs ranged from 29% to 45% less than the cost of home ownership.
- Housing is considered "affordable" if monthly rents or ownership costs are no more than 30% of a household's gross income.
- Data from the 2014 American Community Survey indicates that

compared to nearby cities, Powder Springs is one of the more affordable places to own and least affordable places to rent, based on the percentage of households who pay more than 30% of their incomes on housing.

- Nearly 56% of the City's renters (584 households) paid more than 30% of their incomes for housing, compared to less than a third of homeowners.
- In all of the cities sampled, a higher percentage of renters than owners experienced issues with affordability.
- Affordability in Powder Springs is driven both by the limited supply of multi-family housing options in the City and the fact that renter households typically have lower incomes than homeowners.

Comparison of Affordability

City	Median Gross Rent	Monthly Owner Cost*
Acworth	\$939	\$1,394
Austell	\$855	\$1,353
Dallas	\$833	\$1,177
Douglasville	\$925	\$1,499
Marietta	\$888	\$1,547
Powder Springs	\$1,162	\$1,348
Smyrna	\$936	\$1,702

% of Households Paying More Than 30% of Income on Housing

City	Renters	Owners*
Acworth	51%	31%
Austell	70%	30%
Dallas	48%	22%
Douglasville	49%	31%
Marietta	55%	29%
Powder Springs	56%	33%
Smyrna	46%	23%

*Selected monthly home ownership costs for households with mortgages. (U.S. Census ACS 2014)

COMMERCIAL REAL ESTATE MARKET CONDITIONS

RETAIL SPACE

- Only 2.4% of Cobb County retail space is located in the West Cobb zip code which includes Powder Springs.
- Retail vacancy rates in West Cobb spiked more sharply than the county as a whole during the recession – peaking at 18% in 2012.
- The local retail vacancy rate is still 4 percentage points above the county average.
- Retail rents have also declined over the decade, falling from \$20+/square foot in 2006 to \$9.11/square foot in 2016
- Local retail rents are nearly \$4.00/ square foot lower than the county average – and below levels needed to support the cost of new construction.

OFFICE

- Less than 0.6% of Cobb County office space is located in the West Cobb zip code which includes Powder Springs.
- Powder Springs/West Cobb contains a relatively small office inventory, consisting of 50 properties and 232,800 square feet of office space – averaging less than 4,700 square feet

per building.

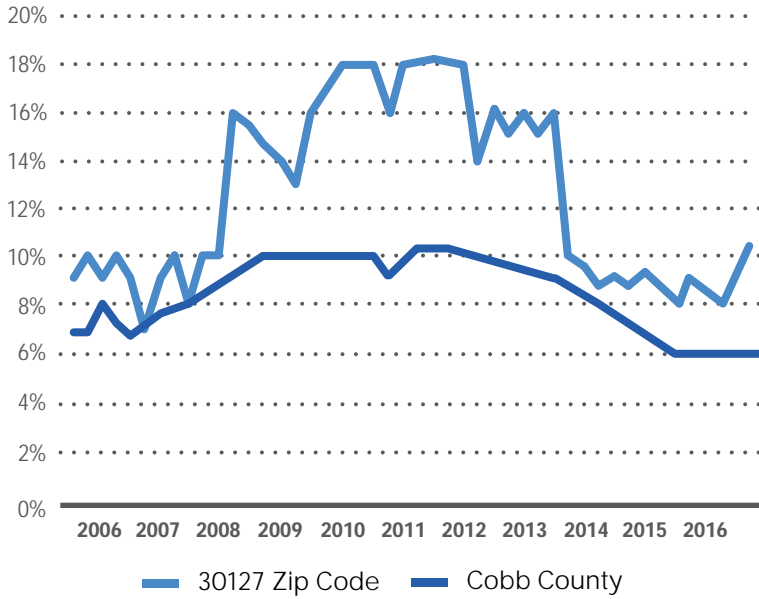
- Office vacancy rates in West Cobb also spiked more sharply than the County as a whole during the recession – peaking at 25% in 2012.
- The local office vacancy rate (13.1%) is slightly higher than the County average (11.7%) but is also higher than the retail market.
- Office rents have remained flat in West Cobb over the past decade at roughly \$13/square foot, while office rents have increased county-wide.
- Local office rents are more than \$6.00/ square foot lower than the county average – reflecting the nature of office properties that target small users.

INDUSTRIAL

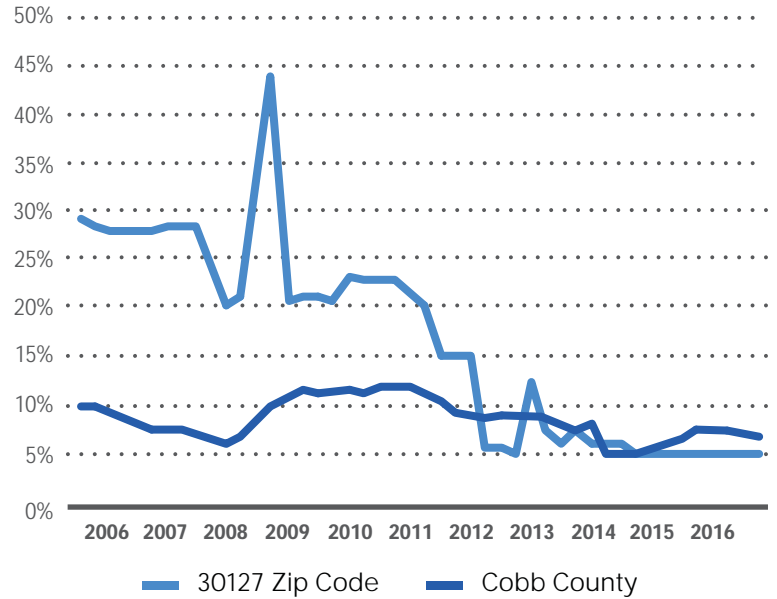
- Roughly 2.6% of Cobb County industrial space is located in the West Cobb zip code which includes Powder Springs.
- Powder Springs/West Cobb contains an industrial space inventory which consists of 44 properties and 1.5 million square feet of space – averaging 34,100 square foot per building
- Industrial vacancy rates in West Cobb also spiked more sharply than the county as a whole during the recession – peaking at 45% in 2009.

- Local industrial vacancy rates have recovered and have been consistent with the county since 2012.
- Industrial rents have remained flat in West Cobb over the past decade at roughly \$3/square foot. Industrial rents plateaued county-wide in 2015 at \$5/ square foot.
- Local industrial rents are \$1.47/square foot lower than the county average.

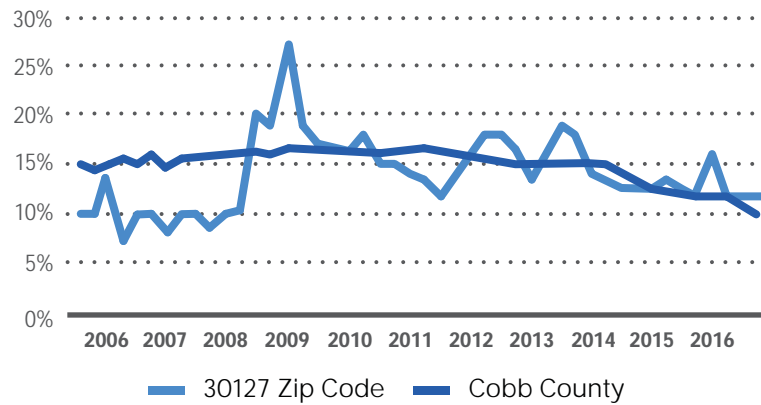
Retail Vacancy Rate: 2006-2016



Industrial Vacancy Rate: 2006-2016



Office Vacancy Rate: 2006-2016



25 YEAR FORECASTS

The following table shows the projected number of new residents, households, and jobs in Powder Springs up to the year 2040. These forecasts are based on realistic capture rates of regional demand, as provided in latest Atlanta Regional Commission (ARC) forecasts for Metro Atlanta counties and their geographic divisions. Within the forecast period, it is assumed that the City will experience no resource capacity constraints, nor impose any regulatory constraints to discourage demand that would otherwise be likely to locate within the City. This forecast represents a substantial reduction from the 2005 Comprehensive Plan, which estimated that the City's population would exceed 19,000 by 2015 and reach 23,800 by 2025.

25 Year Forecasts	2015	2020	2030	2040
Population				
Total Population	15,222	16,050	17,674	19,667
New Population		828	1,624	1,993
Annual Pop Growth %		1.1%	1.0%	1.1%
Households				
Total Households	5,295	5,600	6,237	7,075
New Households		305	637	828
Annual Household Growth %		0.9%	1.1%	1.3%
Jobs				
Total Jobs	3,556	3,721	4,009	4,201
New Jobs		165	288	192
Annual Job Growth %		0.9%	0.8%	0.5%

1.5 // SUMMARY OF KEY FINDINGS

DEMOGRAPHICS & POPULATION

The population of Powder Springs did not grow as much as anticipated by the previous comprehensive plan, likely a side effect of the Great Recession. However, during this time, the population has diversified and has aged, providing new and different opportunities for the City. Because of the recession, residents are earning less money than before but that is already changing due to a more educated workforce: more residents have a bachelor's degree or advanced degree than before. Also notable is the increase of children and households with children.

HOUSING

When compared to forecasts contained in the 2005 Comprehensive Plan, future housing demand, post-recession, is substantially lower for rental and owner-occupied products. In the near term, the City's potential to capture new residential development, particularly higher density products, is more likely to be constrained by high construction costs relative to developers' estimates of achievable sales

prices, than by market demand.

EMPLOYMENT

The City has not been able to impact the imbalance between local jobs and resident labor force as noted in the previous comprehensive plan. There are more workers than local jobs available. Jobs in Powder Springs typically attract workers aged 30-54 with a high school diploma (or equivalent), and the jobs themselves are not high paying. Working residents typically commute outside the City to work, showing the lack of jobs in the City that are able to attract the local workforce. Demand forecasts are sufficient to accommodate a significant inventory of new industrial, commercial, and office development. Commercial demand forecasts, particularly for traditional retail space, are also lower than forecasted in 2005, due in part to the effects of the Great Recession on vacancy rates and achievable rents. Potential development sites in the City generally do not accommodate large-scale buildings, particularly in the industrial/warehousing sector, limiting the City's suitability for growing market sectors such as e-commerce and logistics.

TAX DIGEST

Measured by growth in its tax digest, Powder Springs has been slower to recover fiscally from recession than nearly all comparable nearby cities in the region, even though it has continued to add population. This has been likely due to a combination of factors. These include the over-supply of vacant single-family homes created prior to the recession that have now converted to rental housing, which has likely impacted home values. Powder Springs is still perceived as a lower cost housing market. The recession largely eliminated the City's cost advantages by lowering values in competing markets. Powder Springs has not participated in Cobb County's recent multi-family housing boom, which has accounted for half of all new residential construction (and value growth) post recession. Lastly, the City's economy (and surrounding unincorporated areas) has historically served the local population. The area lacks primary or "export" industries to drive job growth and housing demand. This is demonstrated by the comparatively low taxable value of non-residential real estate and below-average levels of taxable personal property found in the City's tax digest.





2.0 // COMMUNITY PRIORITIES

2.1 // Timeline & Schedule

2.2 // Outreach

2.3 // Public Engagement

2.4 // Goal & Policy Development



 **SPRINGS
IN MOTION**

2.1 // TIMELINE & SCHEDULE

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

- Had an initial meeting with the City to discuss the project schedule
- Created a website with project information
- Created an online and print survey to gather input from residents
- Interviewed key stakeholders and the Core Team to gather intel on the City's biggest issues, challenges, and opportunities
- Conducted site visits
- Hosted 4 planning workshops for the community
- Created initial policy options and project list and displayed them for feedback in May 2017.
- Finalized the plan update in Summer 2017





- >> Planning Workshop #2
- >> Analyze survey results
- >> Planning Workshop #3



- >> Completion of report
- >> Final presentation
- >> Council approval



★ **POLICIES
DERIVED
FROM
COMMUNITY
IDEAS**

- >> Developed draft recommendations
- >> Created the draft plan
- >> Presented at Planning Workshop #4
- >> Received input from public

2.2 // OUTREACH

WEBSITE

The project team created a website to be used as part of the outreach strategy. The website, www.springsinmotion.com, provided:

- A schedule of meetings and workshops
- A link to the community input survey
- Contact information for the team
- Presentations given at planning workshops
- Summaries of the workshops and the results of the exercises done at meetings
- A draft of the plan to be reviewed before the open house

SURVEY

A 32 question survey was hosted online through SurveyGizmo. The survey went live on November 3rd, 2016 and was closed on April 4th, 2017.

The survey included a visual preference section that asked 8 questions, each presenting 4 options for housing, parks, commercial buildings, and transportation design. Respondents were given the option to provide their name and contact information if they wanted a member of the Project Team to reach out to them with updates. A hard copy of the survey was presented at the first two planning workshops, and links to the survey were included on the project website's homepage, the monthly water bills, and social media. A full list of questions can be found in the Appendix.



Welcome to the Springs in Motion Comprehensive Plan public input survey! The purpose of this survey is to collect input from residents concerning their thoughts on how they view Powder Springs today, and what they would like to see in the future. This survey will take approximately 10-15 minutes to complete, and your answers will be kept confidential to the planning team.



KEY SURVEY RESULTS (CONT'D)

Do you feel that there are enough cultural activities and/or entertainment options in Powder Springs?

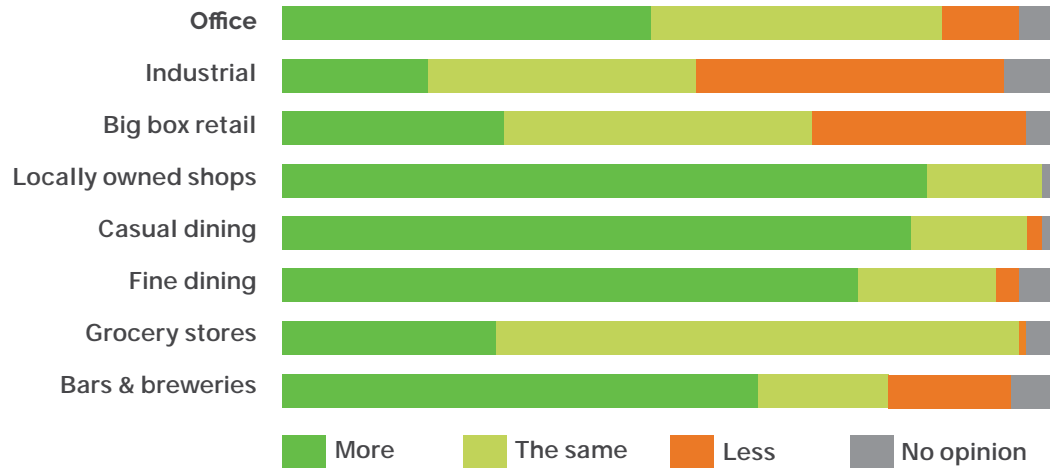
80% SAID "NO"

Top cultural activities and entertainment options respondents wanted to see:

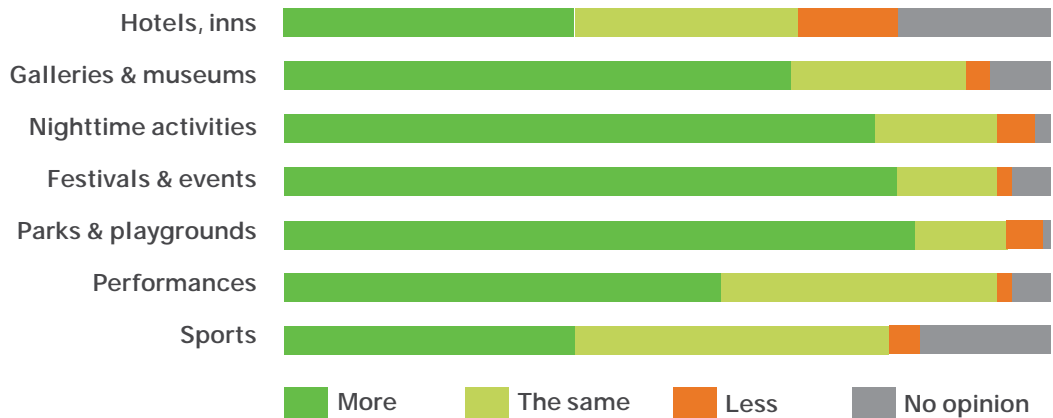
- 1 MUSIC FESTIVALS & CONCERTS
- 2 MORE FESTIVALS, IN GENERAL
- 3 FOOD & DRINK FESTIVALS
- 4 ART FESTIVALS & ACTIVITIES
- 5 FARMER'S MARKET

Community theatre & plays // Cultural heritage events // Galleries & art exhibits // Activities for families and children // Seasonal events // Book fair // Museums // Movies in the park

How much more or less of these businesses would you like to see?



How much more or less of these entertainment options would you like to see?



What's most appropriate for Powder Springs?



How satisfied are people with transportation?

23% OF RESIDENTS ARE SATISFIED

How do people want to travel, besides driving?

- 52% WALK
- 43% BICYCLE
- 41% TRANSIT

What keeps people from getting around on bike or foot?

- 42% THE AMOUNT OF TRAFFIC MAKES IT UNCOMFORTABLE
- 33% THERE ISN'T A SIDEWALK/TRAIL NEARBY
- 28% IT'S DIFFICULT TO CROSS THE STREET
- 26% DESTINATIONS ARE TOO FAR AWAY
- 20% NO DIRECT ROUTES

What improvements do people want to see for the Silver Comet Trail?

- 1 MORE LIGHTING/SAFETY FEATURES
- 2 EXPANDED CONNECTIVITY
- 3 IMPROVED WAYFINDING/SIGNAGE
- 4 PUBLIC ART
- 5 ADVERTISEMENTS TO DESTINATIONS IN POWDER SPRINGS

2.3 // PUBLIC ENGAGEMENT

STAKEHOLDERS

In order to gather insight on issues and opportunities important to Powder Springs, the City provided a list of potential stakeholders for the Project Team to interview. Those people included the Mayor, the City Manager, City department heads, members of the City Council, the Planning & Zoning Commission, the Development Authority of Powder Springs, the Downtown Development Authority, the Ford Board, and representatives from the business community, education community, religious community, and general public. The Project Team was able to interview 25 of these stakeholders over a 3 week period. Top comments can be found to the right, and a full list of interview questions can be found in the Appendix.

CORE TEAM

The City selected 19 community members to serve on the Core Team. These Core Team members are representatives of the local business community, City Council, and the general public.

Page 55: A Core Team meeting

TOP COMMENTS FROM STAKEHOLDERS

GENERAL

- There are not many businesses or attractions that draw people into the City--it is not a destination.
- The City does not have a great reputation with developers, and that needs to change.

LAND USE

- There is a lot of land available for development.
- There are many aging properties that need to be renovated or repurposed.
- An increase in density in certain areas will lead to a more vibrant Powder Springs.

TRANSPORTATION

- Commute times to Atlanta are great.
- The flex bus system is not well advertised, and the people who would benefit most from it don't know it exists.
- There is low traffic overall, but the higher traffic counts on Marietta Street are untapped.

ECONOMIC DEVELOPMENT

- The commercial tax base needs to increase.
- The City needs to work on not just attracting businesses, but help them stay in business.
- There's an over-saturation of nearby businesses, making it difficult to recruit businesses to Powder Springs.
- The City faces competition with nearby areas like Austell and Hiram, which have many of the businesses residents go to.

HOUSING

- Housing is affordable, but there is very little housing diversity.
- There is a demand to build quality apartments for not just active seniors, but also younger people looking to live in a small town setting like Powder Springs.

MARKETING & BRANDING

- Powder Springs isn't known for very much, making it difficult to brand it.
- The Silver Comet Trail brings people into the City, but few people know it runs through Powder Springs.

The Core Team met 4 times during the planning process:

Meeting #1 - November 15th, 2016

The first meeting with the Core Team introduced the comprehensive planning process and the role the Core Team would have throughout the process. A preliminary SWOT analysis was conducted to get an understanding of the issues that affect the different communities the Core Team represents. After the meeting, the Project Team distributed helpful reading materials to the Core Team to increase their understanding of the planning process and the different issues that face Powder Springs and communities like it. 6 members of the Core Team were in attendance.

Meeting #2 - February 7th, 2017

The second meeting went over SWOT results from the previous planning workshop, and presented the previous plan's vision statement for comment. 6 members of the Core Team were in attendance.

Meeting #3 - April 18th, 2017:

The third meeting with the Core Team began with a presentation discussing results from the community input survey, development scenarios, and potential bicycle, pedestrian, and transit projects. Core Team members also reviewed a list of planning goals developed by the Project Team and helped narrow it down to 10 potential goals to then be presented at the planning workshop that evening. 3 members of the Core Team were in attendance.

Meeting #4 - May 16th, 2017:

The final meeting with the Core Team sought to gain more nuanced input on goals, policies, priority projects, and other recommendations. The draft goals and policies were well received, but there was concern about the appropriateness of the priority projects identified. After some discussion, it was proposed by the Core Team to bundle two of the projects, and include upcoming corridor studies of Austell Powder Springs Road and Powder Springs Road. The Core Team also reviewed the draft project list. Some of the input received included adding additional transportation improvements and adjusting the implementation timeframe of other key projects. 4 members of the Core Team were in attendance.



PLANNING WORKSHOPS

PLANNING WORKSHOP #1/PROJECT KICKOFF

On November 15th, 2016, the City of Powder Springs hosted the first planning workshop at the Ford Center. 20 members of the community were in attendance. This meeting was intended to introduce and explain the comprehensive planning process to the community, discuss the project's scope, and highlight important aspects of the previous comprehensive plan that would likely influence the plan update.

A detailed presentation on existing land use, zoning, transportation, and economic conditions in Powder Springs was presented to give attendees a baseline understanding of the City today. After the presentation, a SWOT analysis was conducted. Attendees were broken up into 4 groups and were asked to discuss and list strengths, weaknesses, opportunities, and threats related to land use, transportation, and economic conditions. Each table shared their responses with everyone else, and discussed their reasoning behind them, if needed. The list on the right shows the top responses given at the workshop. The full list of results can be found in the Appendix.

Key takeaways from this workshop include:

- Local businesses have a hard time getting business from outside the City
- Starting a business in the City is difficult because of the complicated licensing process
- The transportation system is in decent shape, but there are some small fixes that need to be made to improve it.
- Many residents do not know about the Flex Bus service

SWOT EXERCISE RESULTS

TOP STRENGTHS

- Undeveloped, buildable land
- GRTA Park & Ride
- Proximity to airport and interstates, and a direct shot to metro Atlanta attractions
- Silver Comet Trail
- Flex bus
- Strong, single-family housing inventory

TOP WEAKNESSES

- Lack of quality, diverse housing
- Density is too low
- Can't attract new residents or daytime population due to downtown inactivity
- Not enough retail in the City, few opportunities for shopping
- Powder Springs Park is underutilized

TOP OPPORTUNITIES

- Recent LCI Study
- Marketing and increasing efforts to recruit future residents, developers, and businesses
- Need to identify ways to increase the tax base
- Inventory of vacant buildings ripe for redevelopment

TOP THREATS

- Complacent mindset of residents, resistance to change
- Propensity of erosion and flooding
- Property owners are not motivated to fix up their buildings
- Loss of small town feel
- Lack of funding



PLANNING WORKSHOP #2

The City hosted the second planning workshop on February 7th, 2017. 100 residents and other members of the community were in attendance.

At this workshop, the Project Team presented the results of the SWOT analysis from the first workshop and information about economic development in Powder Springs, including existing issues with the tax digest and housing inventory, and development trends in metro Atlanta and Cobb County.

Attendees were also presented with an activity to get input on a potential new logo for the City. While some did not understand the concept of a rebranding strategy for the City, the ideas presented got some positive feedback, and suggestions for refinement were made for each option presented.

Key takeaways from this workshop include:

- Apartment housing is not desired
- There are areas outside of downtown that need to be developed

Left: Planning workshop #2



PLANNING WORKSHOP #3

The third workshop was held on April 18th, and had 30 members of the community in attendance. The Project Team first presented on housing market trends within the City, specifically resale, rental market conditions, affordability, and the regional and local economic conditions that will continue to affect the demand of different housing types within Powder Springs. Projections and forecasts were shared to demonstrate that the City will get a small portion of southwest Cobb County's forecasted population growth and commercial/industrial development, and recommendations will have to be formulated around these projections.

Next, the results of the community input survey were shared. It was communicated that the results of the survey will give the Project Team a baseline understanding of the community's perception about the City, and what is desired and what is not.

Two activities were conducted with the community. The first had attendees choose their top 5 comprehensive planning goals from a list of 10 determined by the Core Team. The second activity presented a list of potential transportation projects as determined by the community input survey, and asked attendees to choose their top 5-10 projects to be included as part of the project list for transportation.

Lastly, the Project Team presented some potential redevelopment scenarios for areas of Powder Springs determined to be ripe for development/redevelopment. Attendees were asked to give their feedback and ideas to further refine the plans. Overall, feedback was positive, and minor changes were suggested to make the scenarios more effective.

TOP 5 PLANNING GOALS (AS DETERMINED BY THE COMMUNITY)

1. Create and implement a plan to revitalize and activate downtown, and bring in needed activity to the area.
2. Redevelop older, underutilized strip shopping centers.
3. Improve and streamline the business licensing processes in order to continue to attract and retain businesses in Powder Springs.
4. Attract users of the Silver Comet Trail to Powder Springs via improved signage, wayfinding, and facilities.
5. Create a marketing and branding strategy to breathe fresh life into the City, and attract new residents, businesses and development.

Page 58: Results of branding exercise conducted at Planning Workshop #2

Page 59: Attendees of Planning Workshop #3 look at potential redevelopment scenarios in areas around the City



PLANNING WORKSHOP #4

On May 16th, 2017, the fourth and final planning workshop was held to present the draft plan to the public. Around 30 members of the community came out to give their input on the draft plan's goals, policies, and projects. Upon arrival, meeting attendees were given the latest project list for their reference.

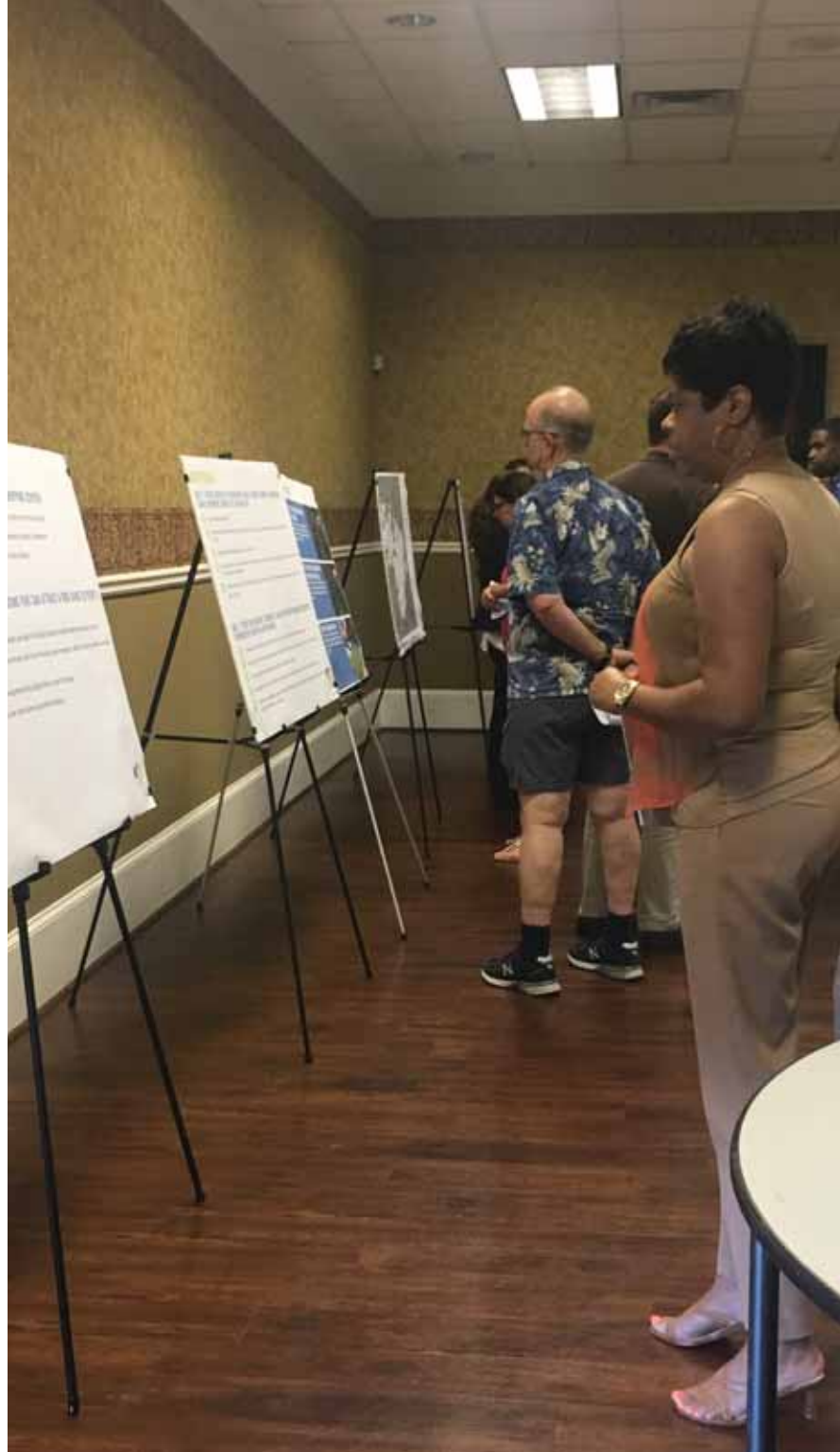
The Project Team began the meeting with a brief presentation to describe the basis of the plan in more detail, beginning with a summary of forecasts that have impacted the recommendations of the draft plan, and then discussing the plan's goals, policies, and priority projects. Before breaking for questions and the Open House portion of the meeting, the Project Team shared their plan to post the draft plan onto the project website in the coming weeks and how the public can give their input.

For the Open House portion of the meeting, boards displaying the plan's goals, policies, priority projects, and transportation project maps were displayed. Meeting attendees were encouraged to post sticky notes with their input on the boards, and discuss their ideas further.

Key takeaways from this workshop include:

- Some items on the project list carried over from previous Short Term Work Plans are no longer relevant.
- Finding businesses to want to relocate to Powder Springs is going to continue to be a challenge in the coming years, and many improvements will depend on that.

Pages 60 and 61: Planning Workshop #4



2.4 // GOAL & POLICY DEVELOPMENT

GOAL DEVELOPMENT

Based on stakeholder comments, the results of the SWOT analysis from the first workshop, comments and concerns raised at other planning workshops, and results of the community input survey, a list of 16 potential goals was created by the Project Team to then give to the Core Team and general public. The Core Team narrowed down the list to 10 goals, and the general public assisted in narrowing it down to five goals (see page 64 for a list of those goals). These goals were reviewed and refined by the Project Team, and assisted in creating policies to coincide with these goals.

POLICY DEVELOPMENT

Based on the five planning goals, the Project Team created feasible policies to help the City realize these goals over the next decade. Policies were presented at the final planning workshop for review, and then tweaked based on public comment.



3.0 // COMMUNITY VISION

3.1 // Needs & Opportunities

3.2 // Goals

3.3 // Policies

3.4 // Priority Projects

3.5 // Land Use

3.6 // Transportation

3.7 // Economic Development

3.8 // Branding &
Communications

3.9 // Housing

3.10 // Open Spaces & Natural
Resources

3.11 // Consistency with Other
Plans

3.12 // Short Term Work Plan



**SPRINGS
IN MOTION**

3.1 // NEEDS & OPPORTUNITIES

Through the assessment of current and previous plans and existing conditions, and based on public input, a list of needs and opportunities was created to guide the development of this plan.

NEEDS

- Large tracts of land to develop
- Redevelop the downtown area
- Recruit a catalytic business to jump-start the development of downtown, and the surrounding areas
- Expand the town green to create a centralized place for activity
- New curb cuts along major roads to provide opportunities for development
- Expansion of regional transit to better serve the community
- The City's tax base needs to be expanded and diversified to fund future improvements
- Job creation
- Quality, diverse housing options to serve different populations
- Regulatory changes to zoning, development ordinance, and business permitting
- Market Powder Springs to future residents, employers, and tourists
- Updating the City's branding and communications policies
- New/updated signage and wayfinding throughout the City

OPPORTUNITIES

- The Silver Comet trail provides opportunities for adjacent development
- The construction of the linear park
- The recent Livable Centers Initiative (LCI) study provides a blueprint for downtown redevelopment, and adjustments can be made to account market needs and projections
- Proximity to unincorporated lands provide opportunities to annex parcels into the City, therefore increasing the City's tax base.
- Increasing land values
- Recent, small-scale developments

3.2 // GOALS

GOAL 1 // CREATE AND IMPLEMENT A PLAN TO REVITALIZE AND REACTIVATE DOWNTOWN, AND BRING IN NEEDED ACTIVITY TO THE AREA

GOAL 2 // REDEVELOP OLDER, UNDERUTILIZED STRIP SHOPPING CENTERS

GOAL 3 // DEVELOP QUALITY, DIVERSE HOUSING THAT CAN ATTRACT A WIDE RANGE OF PEOPLE AND LIFESTYLES

GOAL 4 // ATTRACT USERS OF THE SILVER COMET TRAIL TO POWDER SPRINGS VIA IMPROVED SIGNAGE, WAYFINDING, CONNECTIVITY, AND FACILITIES

GOAL 5 // ATTRACT NEW RESIDENTS, BUSINESSES, AND DEVELOPMENT THROUGH IMPROVED COMMUNICATIONS, MARKETING, AND BRANDING



GOALS, POLICIES, & PROJECTS

There are three types of plan recommendations:

Goals are guiding statements that create a vision for the plan. They can range in specificity.

Policies are guidelines that provide direction for the implementation of the plan's goals. They often support specific implementation projects and should be the basis for actions by the City of Powder Springs. Policies should also guide the private sector, especially to the extent that they define plan aspirations.

Projects are specific tasks, such as transportation improvements, studies, or signs, with a defined cost and time frame. They are often undertaken by a local agency, such as the City of Powder Springs, and may be assisted by larger agencies and entities (Cobb County, ARC, etc), depending on the project's scope.

3.3 // POLICIES

GOAL 1 POLICIES // CREATE AND IMPLEMENT A PLAN TO REVITALIZE AND REACTIVATE DOWNTOWN, AND BRING IN NEEDED ACTIVITY TO THE AREA

- 1.1 Implement the projects and policies from the most recent LCI study
- 1.2 Create a Town Square to give Powder Springs a focal point
- 1.3 Attract a catalytic business into downtown to encourage future development opportunities
- 1.4 Rehabilitate existing historic buildings
- 1.5 Implement a façade improvement program
- 1.6 Increase office and retail space to improve daily foot traffic
- 1.7 Work with regional businesses looking to expand to Southwest Cobb
- 1.8 Connect the existing trail system north to the Silver Comet and south to Lewis Road
- 1.9 Market downtown to small-scale developers in metro Atlanta
- 1.10 Acquire lands and buildings downtown and nearby adjacent to control future development
- 1.11 Continue to streamline the business licensing process in order to attract and retain future businesses
- 1.12 Add strategically placed curb cuts along C.H. James Parkway to help jump-start new economic development opportunities

GOAL 2 POLICIES // REDEVELOP OLDER, UNDERUTILIZED STRIP SHOPPING CENTERS

- 2.1 Create an inventory of for-sale and lands likely to be up for sale in the next five to ten years
- 2.2 Create master plans for each redevelopment area with an economic analysis component
- 2.3 Market redevelopment areas to small-scale developers in metro Atlanta

GOAL 3 POLICIES // DEVELOP QUALITY, DIVERSE HOUSING THAT CAN ATTRACT A WIDE RANGE OF PEOPLE AND LIFESTYLES

- 3.1 Conduct a housing inventory to determine quality and age of existing housing to better determine housing needs
- 3.2 Conduct a housing study to determine the amount and mix of types needed to both address needs and best increase the tax base
- 3.3 Prioritize the creation of housing developments that utilize Smart Growth principles
- 3.4 Prioritize above-retail apartments over stand-alone apartment buildings

GOAL 4 POLICIES // ATTRACT USERS OF THE SILVER COMET TRAIL TO POWDER SPRINGS VIA IMPROVED SIGNAGE, WAYFINDING, CONNECTIVITY, AND FACILITIES'

- 4.1** Create a downtown trailhead
- 4.2** Create attractive and informative signage and wayfinding to direct trail users and other visitors in and around Powder Springs.
- 4.3** Upgrade existing facilities along the Silver Comet Trail
- 4.4** Place new facilities (i.e. restrooms, food stalls, dog waste disposal facilities, picnic areas, etc) near the Silver Comet Trail to improve user experience
- 4.5** Continuously identify how to connect the Silver Comet Trail to nearby, future developments and underserved areas of Powder Springs.

GOAL 5 POLICIES // ATTRACT NEW RESIDENTS, BUSINESSES, AND DEVELOPMENT THROUGH IMPROVED COMMUNICATIONS, MARKETING, AND BRANDING

- 5.1** Annex nearby unincorporated lands to help increase the tax digest and attract new jobs into the City
- 5.2** Determine a set target demographics/audiences to market Powder Springs as a place to live, work, and do business
- 5.3** Create a marketing and branding strategy tailored to target demographics
- 5.4** Refine outreach policies and strategies to better communicate with residents in and around Powder Springs
- 5.5** Establish Ward Committees to determine areas of interests and concerns, assist in planning community-wide activities, and disseminate information to constituents.

3.4 // PRIORITY PROJECTS

In order to jump-start this plan's recommendations, the Project Team recommends the following set of priority projects. These projects are smaller-scale improvements that can be implemented within the next year, can yield big results, and make an impact on the City's development.

PRIORITY PROJECT #1 // SILVER COMET TRAIL SPUR & TRAIL HEAD

This project would take advantage of an existing 8' path along Lynn Drive beginning at Jackson Way Extension, and would widen the path and connect it to the Silver Comet Trail, providing a direct connection into downtown Powder Springs. Implementing a dedicated trailhead to connect Silver Comet Trail users to the downtown has the capability of bringing needed foot traffic into the downtown, and allow out-of-town trail users the opportunity to spend their dollars in Powder Springs.

PRIORITY PROJECT #2 // TOWN GREEN EXPANSION

This project, located in the heart of the city will expand upon the current town green and recreate it as the signature public space of powder springs. Town squares often are the center of activity, gathering, and tourism in historic downtowns.

PRIORITY PROJECT #3 // CORRIDOR STUDIES

Two corridors within the City need some additional study: Austell Powder Springs Road and Powder Springs Road. Both studies would recommend appropriate transportation improvements and land use changes to make the most out of these roads.

PRIORITY PROJECT #4 // RECRUIT A CATALYTIC BUSINESS

Recruit a catalytic business for the downtown to jump-start and peak interest in the revitalization of the historic core. Examples of business types could include a brewery or a farm to table restaurant with both a local and regional draw.



3.5 // LAND USE

POLICIES

- 1.1 // Implement the projects and policies from the most recent LCI study
- 1.2 // Create a Town Square to give Powder Springs a focal point
- 1.6 // Increase office and retail space to improve daily foot traffic
- 1.10 // Acquire lands and buildings downtown and nearby adjacent to control future development
- 2.1 // Create an inventory of for-sale and lands likely to be up for sale in the next five to ten years
- 2.2 // Create master plans for each redevelopment area with an economic analysis component
- 3.3 // Prioritize the creation of housing developments that utilize Smart Growth principles
- 5.1 // Annex nearby unincorporated lands to help increase the tax digest and attract new jobs into the City.

ANNEXATION

In order to increase the City's tax digest to fund future improvements, it is recommended that 1,129 unincorporated Cobb County parcels, totaling around 1,700 acres, be annexed into Powder Springs. Parcels landlocked by incorporated areas were prioritized as to create more efficient service delivery, and other parcels were selected based on the recommendations of an annexation analysis conducted in 2016 by another consulting firm. Out of these parcels:

- 81 (7.2%) are currently classified as commercial
- 38 (3.6%) are classified as tax-exempt
- 3 (0.2%) are classified as industrial
- 994 (88.3%), are residential
- 8 (0.7%) are conservation lands

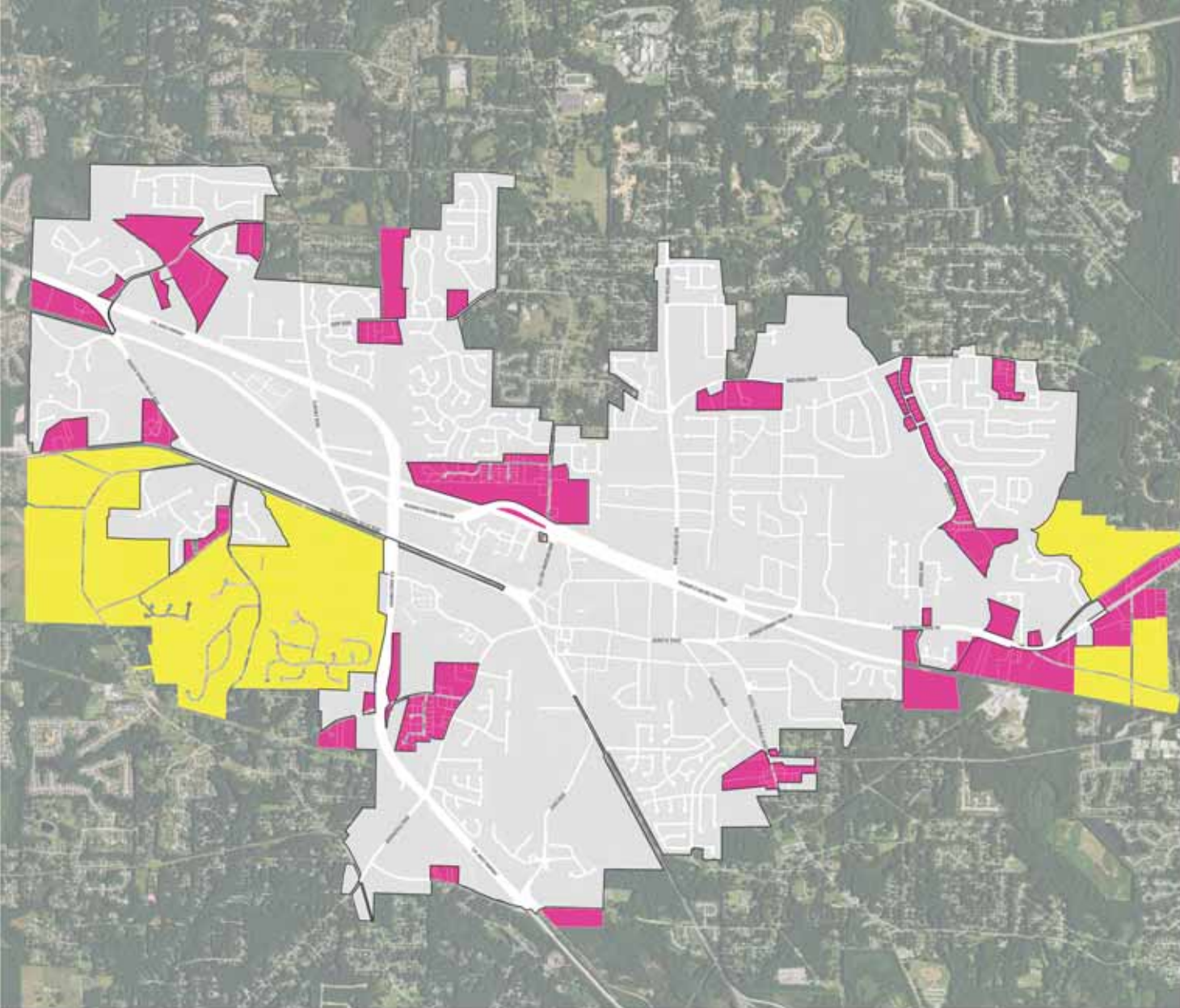
Altogether, these parcels have an assessed value of \$65,693,438, increasing the total assessed (taxable) value of Powder Springs by 20% (this does not include any value derived from personal property). 208 of these taxable parcels are unimproved, and have potential to add even more value to the City's tax digest.

Taxes generated from these parcels would likely be broken up as such:

- 19.3% would come from commercial properties
- 7% would come from industrial properties
- 79.2% would come from residential properties
- 5% would come from properties used for conservation

It is recommended that annexation occur in two phases:

- Phase 1 would focus on filling in the gaps (a total of 274 parcels) within the current city limits and some of the parcels immediately surrounding the city limits to add value to the tax digest in order to generate funds for needed shorter term improvements. Assessed value of these properties would total under \$11 million.
- Phase 2 would annex the remaining parcels outside the city limits



LEGEND

- Current Parcels
- Phase 1 Annexation
- Phase 2 Annexation

PARCELS TO BE ANNEXED



FUTURE LAND USE

Future land use maps are a parcel-by-parcel analysis of how land may be developed in the near future. This future land use map makes minor updates to the previous future land use map in that it considers more current development patterns and trends, incorporates potential annexation areas, and changes the nomenclature of the previous maps' land use designations to increase clarity and ease of use. This future land use map also does not make specific recommendations regarding appropriate zoning districts as that should be determined by the City and future developers.

LOW DENSITY RESIDENTIAL

Primarily composed of single-family detached dwellings on lots of a minimum of 1/3 of an acre in area.

MEDIUM DENSITY RESIDENTIAL

Parcels designated as medium density residential may contain single-family detached dwellings on lots less than 1/3 of an acre, townhomes, and multi-family housing of less than 8 dwelling units per acre.

RETAIL COMMERCIAL

Retail Commercial may house restaurants, convenience shopping, leisure shopping, and other commercial services.

OFFICE COMMERCIAL

Professional employment activities and other non-retail commercial uses that may be housed in offices are preferred for parcels designated Office Commercial. Class A offices are preferred for new office construction. Although Office Commercial is specifically intended to serve local and regional employment needs, supportive uses (i.e. retail and other services) may be allowed.

PUBLIC/INSTITUTIONAL

Public/Institutional lands are comprised of uses that serve the greater community, such as schools, places of worship, cemeteries, community centers, non-profit, and civic/government uses.

MIXED USE

Mixed use parcels are located in the downtown area, along major corridors, and near entrances to the City. These parcels may contain some combination of residential, retail, office, parks, and institutional uses as defined by the market.

The design of these developments must be oriented toward the street: entrances and exits must face the sidewalk and any parking must be contained in a parking garage, or in a surface lot that does not face the street.

LIGHT INDUSTRIAL

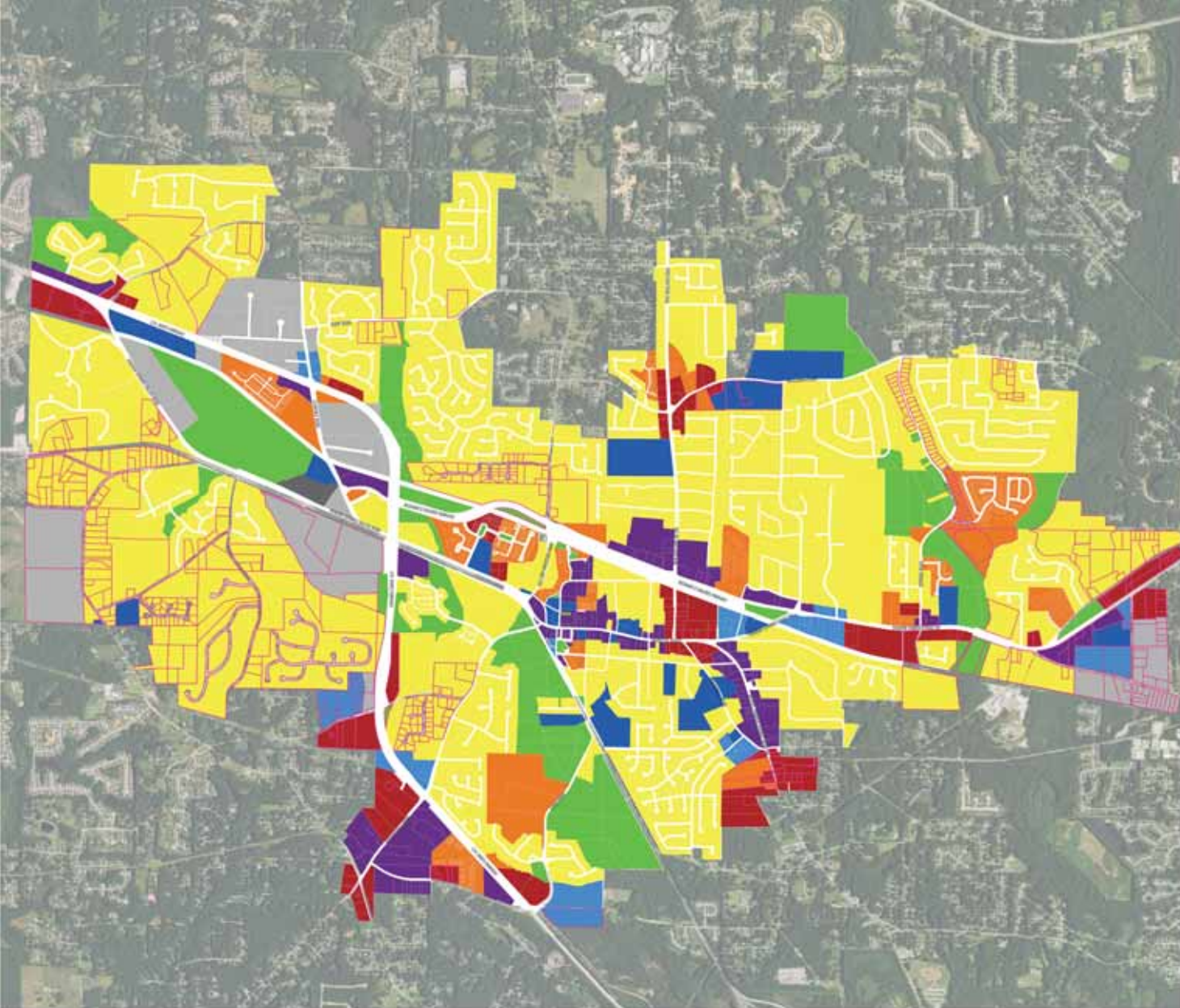
Light Industrial parcels accommodate commercial, wholesale, light repair, storage, and transportation facilities, as well as manufacturing operations which do not emit smoke, water pollution, or excessive noise.

HEAVY INDUSTRIAL

Heavy Industrial lands may accommodate all uses that may be considered "Light Industrial," but in higher intensities, as well as manufacturing.

PARKS, RECREATION, & CONSERVATION

The Parks, Recreation, & Conservation land use designation encompasses lands dedicated to active or passive recreational uses. Lands that may be challenging to develop due to water or topographic issues may be kept untouched as conservation, or may be developed into more passive recreational areas.



LEGEND

- Low Density Residential
- Medium Density Residential
- Retail Commercial
- Office Commercial
- Public/ Institutional
- Mixed Use
- Light Industrial
- Heavy Industrial
- Parks, Recreation, & Conservation
- Annexed Parcels

FUTURE LAND USE





CHARACTER AREAS

Character area maps represent a general concept of future land use patterns, and prescribe and future land uses as designated by a future land use map. The character area map on the right is a revised version of the 2005 comprehensive plan's future development map. The implementation measures prescribed in 2005 were reviewed, and adjusted to meet current and projected needs. Potential annexation areas have been assigned a character area that best fits them and what's already been planned for those areas.



SUBURBAN RESIDENTIAL NEIGHBORHOOD

Powder Springs is mostly made up of single-family homes in residential subdivisions, all planned in a sprawling, suburban style. It is imperative that new and redeveloping suburban residential areas embrace Smart Growth and Traditional Neighborhood Development principles to create high quality neighborhoods and ensure pedestrian-oriented development.

Appropriate Uses //

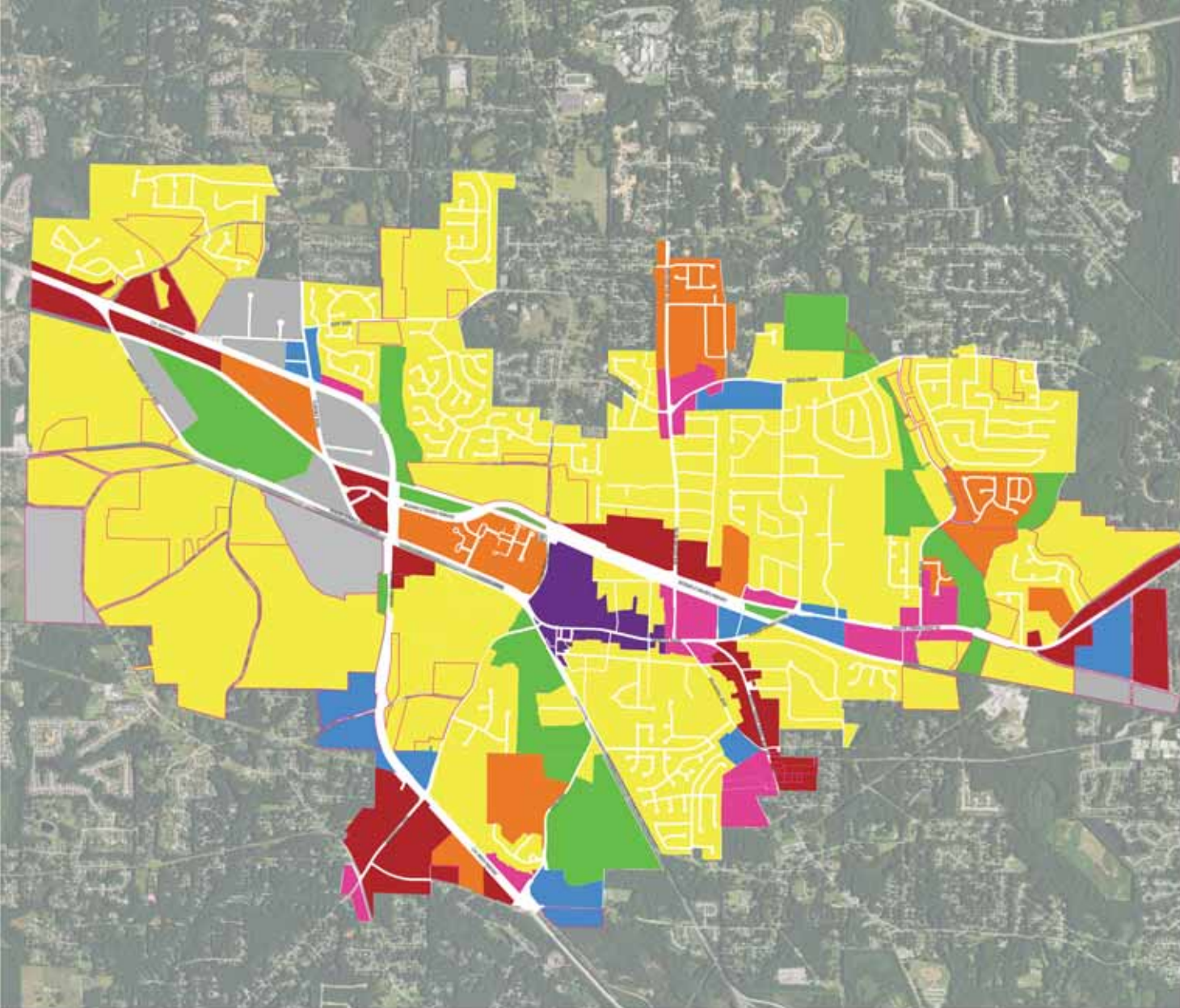
Single-family detached houses, neighborhood-scale community facilities, schools, and pocket parks.



Implementation Measures //

- Encourage Smart Growth and Traditional Neighborhood Development principles, where appropriate
- Revision of architectural and site design standards to encourage better-quality development
- Code enforcement
- Refinement of sidewalk system, and pedestrian and bicycle linkages to city-wide and regional trail systems
- Traffic calming, where necessary
- Historic preservation, where feasible and appropriate
- Infill development





LEGEND

- Suburban Residential Neighborhood
- Village Center Residential
- Neighborhood Activity Center
- Community Activity Center
- Town Center Mixed Use
- Professional Employment Center
- Industrial
- Parks, Recreation, & Conservation
- Annexed Parcels

CHARACTER AREAS



VILLAGE CENTER RESIDENTIAL

Village Center Residential areas would most likely be comprised of denser and more diverse housing options in a walkable setting, with access to community facilities, parks, and nearby commercial centers.

Appropriate Uses //

Single-family detached houses on smaller lots, townhomes, senior housing, condominiums, neighborhood-scale community facilities, and parks.

Implementation Measures //

- Encourage Smart Growth and Traditional Neighborhood Development principles
- Revision of architectural and site design standards to encourage better-quality development
- Code enforcement
- Refinement of sidewalk system, and pedestrian and bicycle linkages to city-wide and regional trail systems
- Encourage on-street parking
- Infill development
- Adaptive reuse



NEIGHBORHOOD ACTIVITY CENTER

Neighborhood Activity Centers are made of small scale commercial, civic, and public uses intended to be more pedestrian oriented and serve nearby residential areas.

Appropriate Uses //

Retail commercial, office commercial, neighborhood-scale community facilities, parks and recreation, and commercial mixed use.

Implementation Measures //

- Redesign off-street parking facilities for inter-parcel connectivity
- Negotiate and enforce shared parking agreements
- Improved signage and wayfinding
- Pedestrian and cyclist safety improvements
- Pedestrian and bicycle connections to nearby neighborhoods
- Refinement of sidewalk system, and pedestrian and bicycle linkages to city-wide and regional trail systems
- Adaptive reuse
- Mixed use zoning



COMMUNITY ACTIVITY CENTER

Community Activity Centers are made of larger scale commercial, civic, and public uses to serve both nearby neighborhoods and people coming to or traveling through Powder Springs. This character area is more intense than Neighborhood Activity Centers.

Appropriate Uses //

Retail commercial, office commercial, regional community facilities, parks and recreation, and commercial/residential mixed use.

Implementation Measures //

- Revision of architectural and site design standards to encourage better-quality development
- Redesign off-street parking facilities for inter-parcel connectivity
- Negotiate and enforce shared parking agreements
- Access management best practices
- Improved signage and wayfinding
- Pedestrian and cyclist safety improvements
- Pedestrian and bicycle connections to nearby neighborhoods
- Refinement of sidewalk system, and pedestrian and bicycle linkages to city-wide and regional trail systems
- Adaptive reuse
- Mixed use zoning



TOWN CENTER MIXED USE

The Town Center Mixed Use area is what is known as the City's downtown. It is intended to be a focal point for activity, and provide a "Main Street" setting with retail, office, community facilities, and above-retail housing oriented to the street. It is imperative that historic preservation be prioritized as it will add to the area's economic development.

Appropriate Uses //

Retail commercial, office commercial, community facilities, civic activities, parks and recreation, commercial/residential mixed use, above-retail housing, townhomes, single-family detached houses on smaller lots, senior housing, and condominiums.

Implementation Measures //

- Historic preservation, where feasible and appropriate
- Revision of architectural and site design standards to encourage better-quality development
- Encourage on-street parking
- Negotiate and enforce shared parking agreements
- Improved signage and wayfinding
- Marketing geared toward potential developers
- Marketing of existing businesses
- Pedestrian and bicycle connections to nearby neighborhoods and destinations
- Refinement of sidewalk system, and pedestrian and bicycle linkages to city-wide and regional trail systems
- Adaptive reuse
- Redesign the existing town square
- Mixed use zoning



PROFESSIONAL EMPLOYMENT CENTER

Professional Employment Centers will house office buildings and complexes. It is encouraged that the City support the reuse of existing residential buildings as new office space. Supportive uses like commercial and parks are also encouraged in these areas to adequately serve employees during business hours, and add vitality to these areas after hours.

Appropriate Uses //

Office commercial, retail commercial, and parks

Implementation Measures //

- Incentives for new businesses/employers
- Adaptive reuse
- Revision of architectural and site design standards to encourage better-quality development
- Redesign off-street parking facilities for inter-parcel connectivity
- Negotiate and enforce shared parking agreements
- Access management best practices
- Marketing geared toward potential employers



INDUSTRIAL

Although industrial development within smaller cities like Powder Springs is not always a popular option, industrial areas add jobs and boost the local economy. It is encouraged that lighter industrial uses be prioritized over heavier industrial uses like manufacturing. Also encouraged are supportive uses like retail and office commercial to serve employees.

Appropriate Uses //

Light industrial, office commercial, and retail commercial

Implementation Measures //

- Incentives for new businesses/employers
- Incentives for clean industry
- Buffering and screening between industrial developments and surrounding neighborhoods
- Marketing geared toward potential employers
- Impact fees





PARKS, RECREATION, & CONSERVATION

Parks and recreational facilities are an important asset to cities, as they add to health and quality of life. In areas where development is heavily constrained (i.e. topographic issues, stormwater and water quality issues, etc), it is encouraged that these areas remain as conservation areas or passive parks with trails.

Appropriate Uses //

Active parks, passive parks, recreational facilities, community facilities, bicycle/pedestrian trails, and conservation areas.

Implementation Measures //

- Limit development within floodplains, wetlands, and other flood-prone areas
- Pedestrian and bicycle connections to nearby neighborhoods and destinations
- Refinement of sidewalk system, and pedestrian and bicycle linkages to city-wide and regional trail systems
- Environmental impact review
- Conservation easements
- Improved street and trail design standards
- Incentives for added greenspace amenities for new development

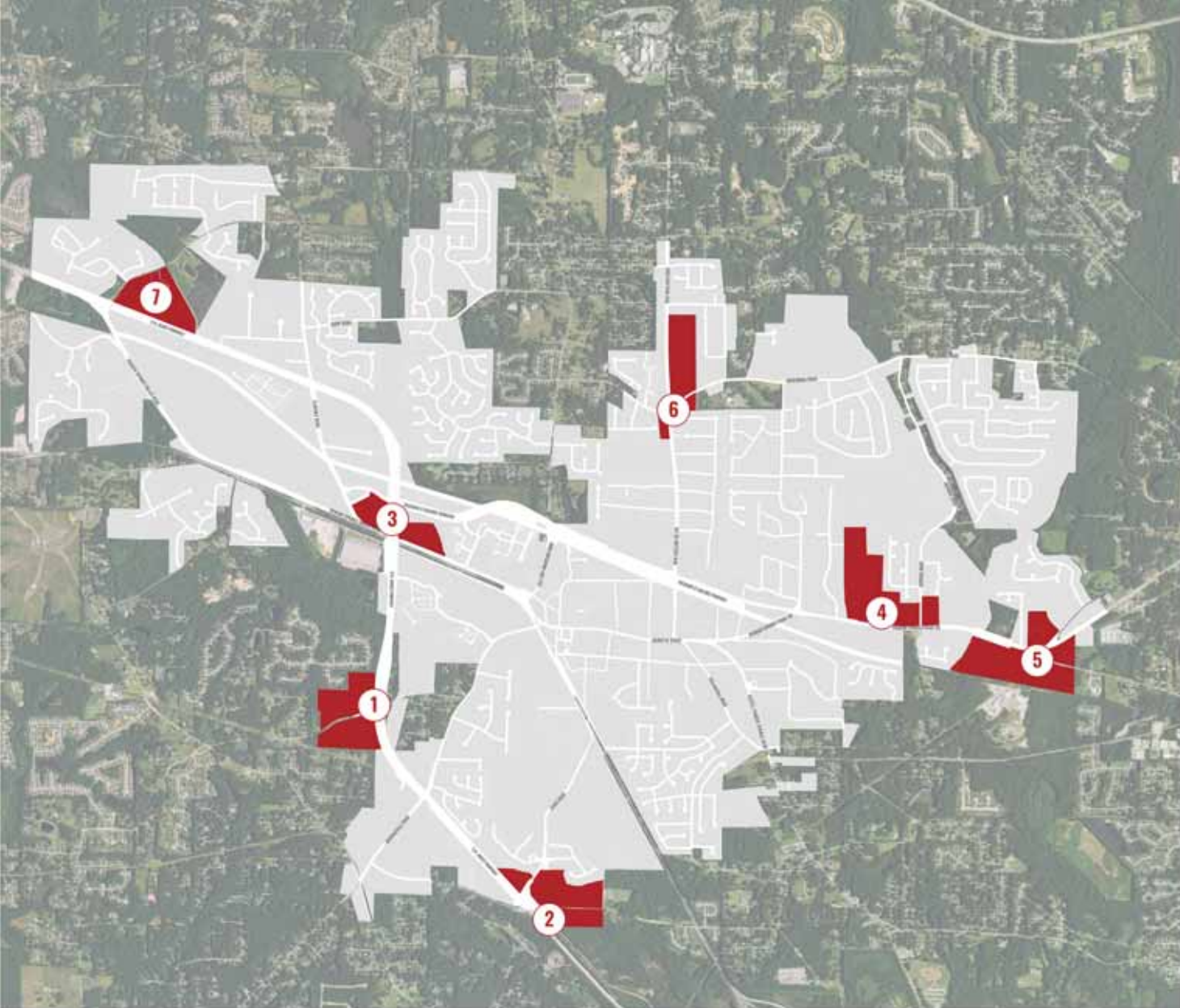


REDEVELOPMENT AREAS

The map to the right shows areas within Powder Springs that are most ripe for redevelopment*. These areas mostly have older, underutilized developments on site, or have a potential catalyst nearby (i.e., the GRTA Park & Ride node has the Park & Ride lot nearby and is near the Silver Comet Trail, each generating a fair amount of traffic), or include land that has been put up for sale (i.e. Powder Springs Road at Flint Road). Future land use, as well as current population, housing, and job projections, were taken into account as the Project Team crafted these redevelopment scenarios.

*It must be noted that the plans on the following pages are aspirational ideas for development in these areas, and are not “done deals.”





LEGEND

- ① Hill Road @ C.H. James Parkway
- ② Lewis Road @ C.H. James Parkway
- ③ GRTA Park & Ride
- ④ Powder Springs Road @ Hopkins Road
- ⑤ Powder Springs Road @ Flint Road
- ⑥ New Macland Road @ Macedonia Road
- ⑦ C.H. James Parkway @ Elliott Road

REDEVELOPMENT AREAS



REDEVELOPMENT AREAS // HILL ROAD @ C.H. JAMES PARKWAY

This redevelopment site is located at the intersection of Hill Road and C.H. James Parkway. It has easy access to regional transportation and could create a viable site for future employment. This concept creates space for industrial uses, office, and commercial with the following:

REDEVELOPMENT AREA DESIGN IMPROVEMENTS

- Building brought up to the street
- Vertical and horizontal mixed use that includes commercial, office and industrial
- Parking located and concealed behind buildings

TRANSPORTATION IMPROVEMENTS

- Multi-use trail along Hill Road collecting into larger network of redevelopment areas and Downtown
- Streetscaping and sidewalk improvements
- Intra and cross site connectivity
- Traffic study proposed for intersection

INDUSTRIAL/OFFICE



COMMERCIAL





C.H. JAMES PKWY

HILL ROAD

FUTURE DEVELOPMENT

PROPOSED TRAIL

LEGEND

- Single Family
- Townhome
- Multifamily
- Mixed Use or Commercial
- Industrial/Office
- Office/Flex



REDEVELOPMENT AREAS // LEWIS ROAD @ C.H. JAMES PARKWAY

This redevelopment site is located at the intersection of Lewis Road and C.H. James Parkway. This intersection serves as a gateway into the City and the downtown core. This concept proposes commercial and medical office.

REDEVELOPMENT AREA DESIGN IMPROVEMENTS

- Building brought up to the street
- Vertical and horizontal mixed use that includes commercial, office and industrial
- Parking located and concealed behind buildings

TRANSPORTATION IMPROVEMENTS

- Connection to existing bike lanes on Lewis Road
- Proposed sidewalks along C.H. James Parkway
- Streetscaping along C.H. James Parkway
- Proposed curb cut off C.H. James Parkway to connect to Oglesby Road



LEGEND

- Single Family
- Townhome
- Multifamily
- Mixed Use or Commercial
- Industrial/Office
- Office/Flex

LEWIS ROAD

C.H. JAMES PKWY

FUTURE DEVELOPMENT

FUTURE DEVELOPMENT

FUTURE DEVELOPMENT



REDEVELOPMENT AREAS // GRTA PARK & RIDE

This redevelopment site is located at the intersection of Richard D. Sailors Parkway and Powder Dallas Springs Road. This site is adjacent to an existing Georgia Regional Transportation Authority (GRTA) park and ride lot. The GRTA lot provides regional transportation connections to the City of Powder Springs. This concept creates space for commercial, townhomes, and single family homes uses:

REDEVELOPMENT AREA DESIGN IMPROVEMENTS

- Building brought up to the street
- Horizontal mixed use that includes commercial, townhomes, and single family homes
- Alley loaded single family lots
- Interior green spaces

TRANSPORTATION IMPROVEMENTS

- Multi-use trail along Powder Springs-Dallas Road to connect to Silver Comet and to greater City network
- Streetscaping and sidewalk improvements
- Traffic study proposed for intersection



SINGLE FAMILY HOME



TOWNHOME

LEGEND

- Single Family
- Townhome
- Multifamily
- Mixed Use or Commercial
- Industrial/Office
- Office/Flex

**ABBINGTON TRAIL
APARTMENTS**

**GRTA
PARK & RIDE**

POWDER SPRINGS-DALLAS ROAD

RICHARD D. SAILORS PKWY

SILVER COMET

PROPOSED TRAIL



REDEVELOPMENT AREAS // POWDER SPRINGS ROAD @ HOPKINS ROAD

This redevelopment site is located at the intersection of Powder Springs Road at Hopkins Road. This site shows multi-family, townhomes, single family lots, office/flex space, and commercial buildings.

REDEVELOPMENT AREA DESIGN IMPROVEMENTS

- Building brought up to the street
- The most varied vertical and horizontal mixed use of the redevelopment areas
- Parking located and concealed behind buildings
- Potential senior housing site with amenities
- Large green spaces

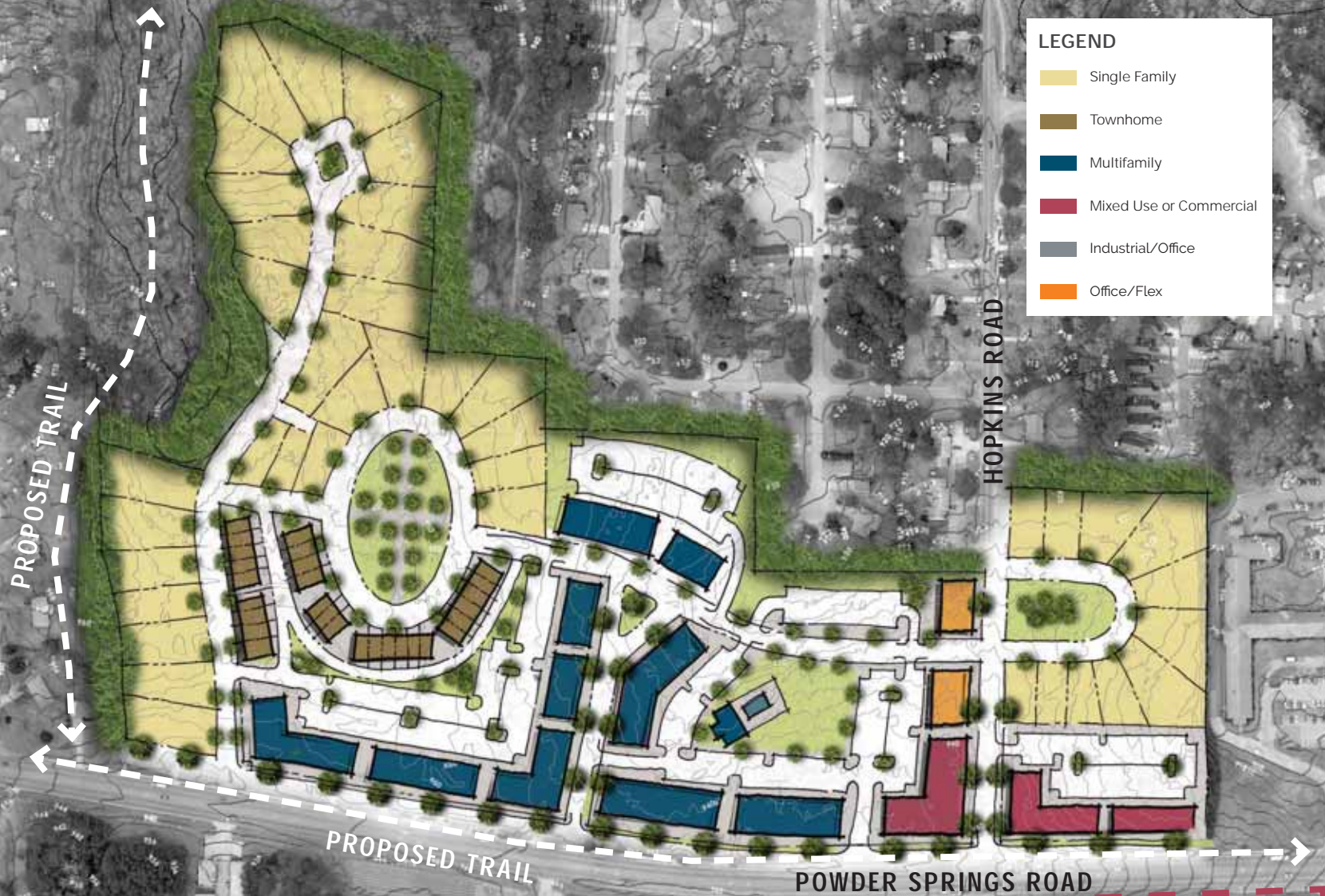
TRANSPORTATION IMPROVEMENTS

- Multi-use trail along Powder Springs Road connecting to Wild Horse Creek and Silver Comet trails to the west
- Streetscaping and sidewalk improvements
- Intra and cross site connectivity
- Traffic study proposed for intersection
- Walkable block sizes



LEGEND

- Single Family
- Townhome
- Multifamily
- Mixed Use or Commercial
- Industrial/Office
- Office/Flex



REDEVELOPMENT AREAS // POWDER SPRINGS ROAD @ FLINT ROAD

This redevelopment site is located at the intersection of Powder Springs Road and Flint Road. Given its large land area, this site could become an important node in the City. This concept creates space for commercial/mixed use and single family homes with green spaces throughout.

REDEVELOPMENT AREA DESIGN IMPROVEMENTS

- Building brought up to the street
- Vertical and horizontal mixed use that includes commercial/mixed use and single family homes
- Parking located and concealed behind buildings
- Variety of single family lot sizes

TRANSPORTATION IMPROVEMENTS

- Multi-use trail connection to Wild Horse Creek and Silver Comet trails
- Streetscaping and sidewalk improvements
- Intra and cross site connectivity
- Realignment of Flint Road
- Walkable block sizes



LEGEND

- Single Family
- Townhome
- Multifamily
- Mixed Use or Commercial
- Industrial/Office
- Office/Flex



WILD HORSE CREEK TRAIL

POWDER SPRINGS ROAD

SILVER COMET

FUTURE DEVELOPMENT

FUTURE DEVELOPMENT

FLINT ROAD

FUTURE DEVELOPMENT

REDEVELOPMENT AREAS // NEW MACLAND ROAD @ MACEDONIA ROAD

This redevelopment site is located at the intersection of New Macland Road and Macedonia Road. This area has an older and underutilized shopping center. This concept creates space for townhome and commercial with the following:

REDEVELOPMENT AREA DESIGN IMPROVEMENTS

- Building brought up to the street
- Vertical and horizontal mixed use that includes commercial, office and industrial
- Parking located and concealed behind buildings
- Variety of housing
- Green spaces

TRANSPORTATION IMPROVEMENTS

- Multi-use trail or bike lane along New Macland to connect to Silver Comet and citywide network
- Streetscaping and sidewalk improvements
- Walkable block sizes



LEGEND

- Single Family
- Townhome
- Multifamily
- Mixed Use or Commercial
- Industrial/Office
- Office/Flex



REDEVELOPMENT AREAS // C.H. JAMES PARKWAY @ ELLIOTT ROAD

This redevelopment site is located at the intersection of Elliot Road and C.H. James Parkway. This concept creates space for a small amount of neighborhood commercial and single family homes:

REDEVELOPMENT AREA DESIGN IMPROVEMENTS

- Building brought up to the street
- Horizontal mixed use that includes commercial and single family homes
- Parking located and concealed behind buildings
- Small lot single family

TRANSPORTATION IMPROVEMENTS

- Multi-use trail along Powder Springs-Dallas Road to connect to Silver Comet
- Streetscaping and sidewalk improvements
- Walkable block sizes



LEGEND

- Single Family
- Townhome
- Multifamily
- Mixed Use or Commercial
- Industrial/Office
- Office/Flex



3.6 // TRANSPORTATION

A full list of projects can be found in the Short Term Work Plan on page 108.

POLICIES

- 1.1 // Implement the projects and policies from the most recent LCI study
- 1.8 // Connect the existing trail system north to the Silver Comet and south to Lewis Road
- 1.12 // Add strategically placed curb cuts along C.H. James Parkway to help jump-start new economic development opportunities
- 4.1 // Create a downtown trailhead
- Upgrade existing facilities along the Silver Comet Trail
- 4.4 // Place new facilities (i.e. restrooms, food stalls, dog waste disposal facilities, picnic areas, etc) near the trail to improve user experience
- 4.5 // Continuously identify how to connect the Silver Comet Trail to nearby, future developments and underserved areas of Powder Springs.

ROADWAY IMPROVEMENTS

Results of the community input survey and further input gathered at Planning Workshop #3 on transportation improvements helped the Project Team determine priority roadway improvements.

TRAFFIC STUDIES

In terms of roadway improvements, most concerns from residents were regarding the timing of traffic signals, especially at intersections where they feel the light is staying green for too long when there are no cars. Several intersections have been proposed for traffic studies to determine the optimal timing and phasing of traffic signals. The intersections to be studied are:

- T1 // C.H. James Parkway & Brownsville Road
- T2 // C.H. James Parkway & Hill Road
- T3 // Richard D. Sailors Parkway & Old Lost Mountain Road
- T4 // Brownsville Road & Hiram-Lithia Springs Road
- T5 // Powder Springs Road & Richard D. Sailors Parkway

Corridor studies are proposed for:

- T6 // Powder Springs Road
- T7 // Austell Powder Springs Road

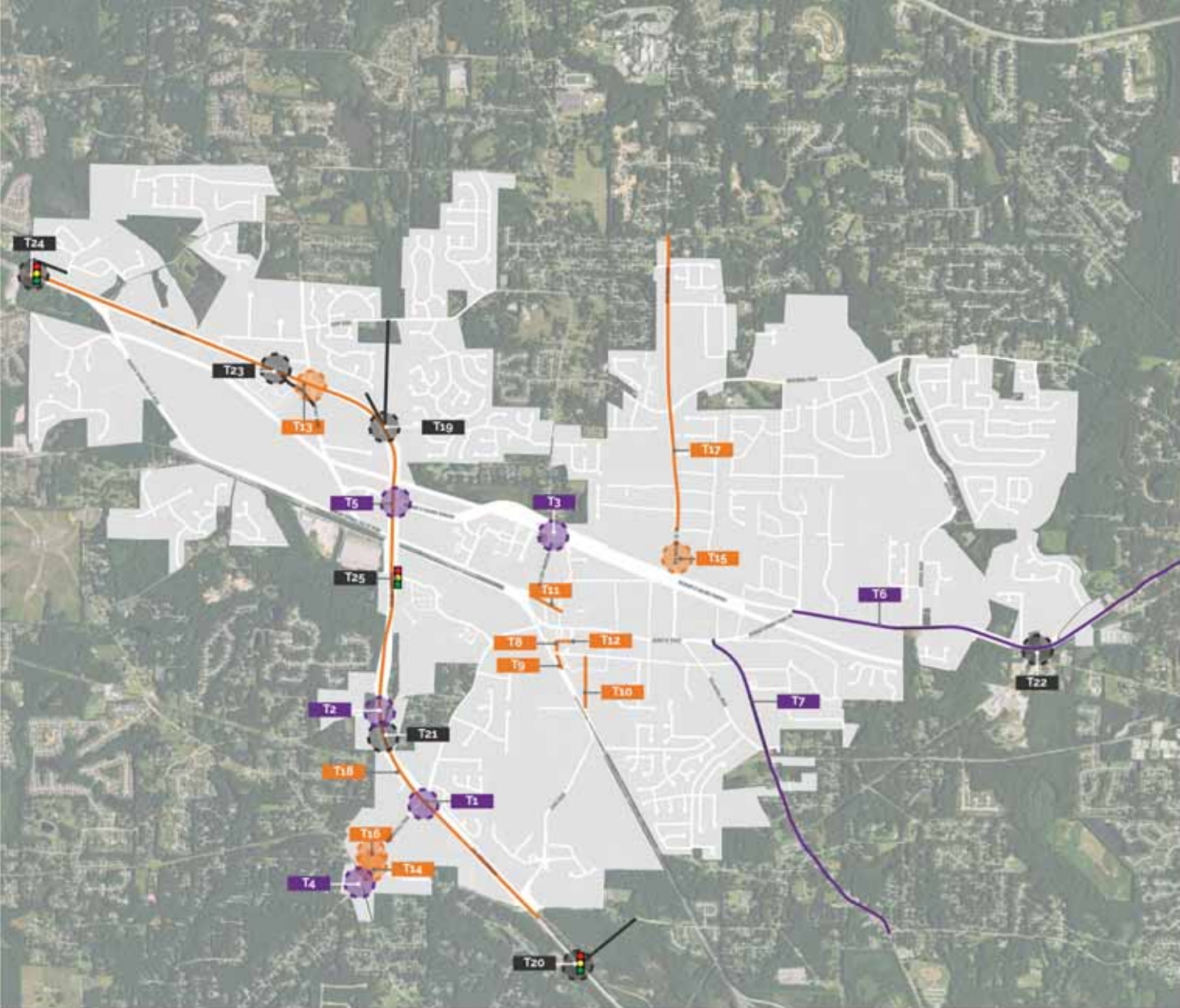
ROAD IMPROVEMENTS

The most important roadway projects include adding curb cuts and traffic signals in areas along C.H. James Parkway, as it will maximize economic development opportunities for the City. It is proposed that Flint Road at Powder Springs Road be realigned (T22) to create a smoother connection across Powder Springs Road and ease future development.

Other projects include the widening of New Macland Road to include a two-way left turn lane (T17) and replacing reflective markers along the entire length of C.H. James Parkway. Roadway improvements identified in the recent LCI study are also included (T8-T12).

INTERSECTION IMPROVEMENTS

Residents reported high congestion and access issues along New Macland Road at the entrances to the Publix and Home Depot shopping centers, and along Brownsville Road at the entrance to the Kroger shopping center. Signalization of the intersections (T15 and T16, respectively) is proposed, along with synchronization with nearby traffic signals. Alternatively, a two-way left turn lane could be added to Brownsville Road to ease congestion without signalizing the intersection.



LEGEND

- Road Improvements
- ⊗ Intersection Improvements
- ⊗ Additional Traffic Studies
- Additional Corridor Studies
- ⊗ New Curb Cuts/Alignments
- New Access Roads
- 🚦 New Traffic Signals

ROADWAY IMPROVEMENTS



BICYCLE & PEDESTRIAN IMPROVEMENTS

Bicycle and pedestrian improvements focus on providing access to downtown Powder Springs, to existing trails, and to potential redevelopment nodes.

NEW TRAILS

In order to increase access to the City's trail system, a new trail is proposed through the Powder Springs Creek floodplain (T36) that would connect Hill Road to the Lucille Creek trail. Additionally, a 12' paved trail from the recent LCI study (T27) would connect Brownsville Road to Lewis Road through the floodplain in that area, and a spur trail off the Silver Comet Trail (T18) would connect trail users to downtown.

Two alternatives exist for the spur: a retrofit of an existing 8' path along Lynn Drive (T26a) and the original LCI alignment along Old Lost Mountain Road (T26b). A trailhead (T28) at the end of the spur on Jackson Way would guide residents and out-of-town trail users to and from the trail and downtown area.

PEDESTRIAN & BICYCLE FACILITY IMPROVEMENTS

Proposed projects include pedestrian and bicyclist enhancements:

- T29 // Austell Powder Springs Road
- T30 // New Macland Road
- T31 // Macedonia Road
- T32 // Powder Springs Dallas Road
- T33 // Hill Road
- T34 // Carter Road
- T35 // Elliott Road

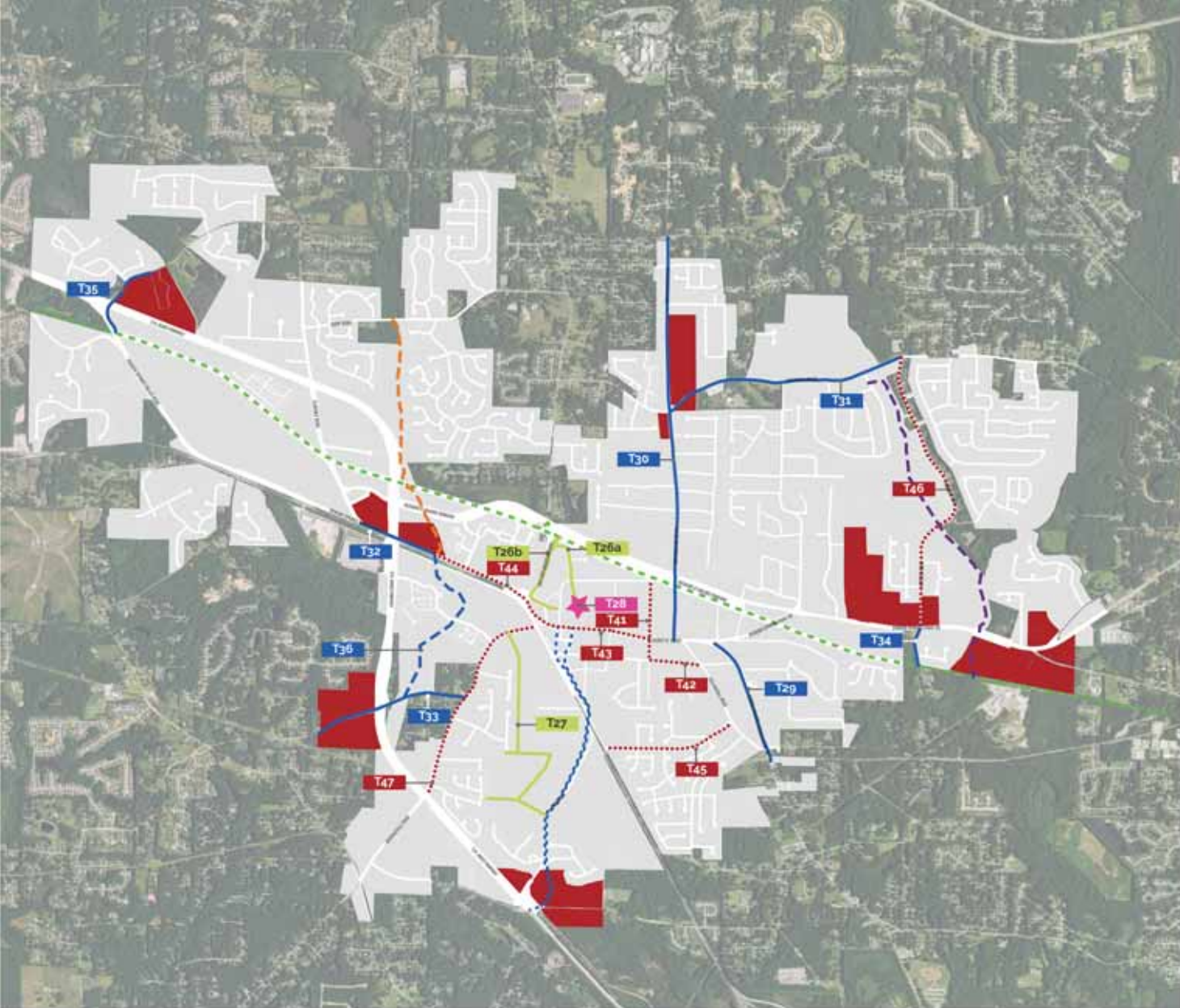
SHARROWS

The recent LCI study proposed a set of sharrows to improve bicycle connectivity in and around the downtown:

- T41 // Dillard Street (from Pineview Drive to Atlanta Street)
- T42 // Atlanta Street (from Dillard Street to Old Austell Road)
- T43 // Marietta Street (from Dillard Street to Old Lost Mountain Road)
- T44 // Powder Springs Dallas Road (from Old Lost Mountain Road to Lucille Creek Trail entrance)
- T45 // Grady Grier Drive (to Old Austell Road)

The Project Team also recommends two new sharrows to further enhance connectivity:

- T46 // Hopkins Road (from Powder Springs Road north to the city limits)
- T47 // Brownsville Road (from C.H. James Parkway to Marietta Street)



LEGEND

Existing

- Silver Comet Trail
- Lucille Creek Trail
- Wild Horse Creek Trail
- Lewis Road Bike Lanes

Proposed

- █ Potential Redevelopment Sites
- Powder Springs Creek Trail
- Other New Trails
- Pedestrian & Bicycle Facility Improvements
- Sharrows
- ★ Trailhead

BICYCLE & PEDESTRIAN IMPROVEMENTS



TRANSIT IMPROVEMENTS

The main transit suggestions from residents involved connecting Powder Springs to the City of Atlanta through increased access to MARTA. One way to do this would be to create a bus line that connects the Powder Springs Park and Ride Lot to the Hamilton E. Holmes MARTA Station in Atlanta to allow citizens even greater access to the Atlanta Region (T48).

Additionally, more awareness and education about the Flex Bus and Xpress Bus is important to help residents gain a better understanding of their existing transit options. Through these services, residents can reach Hiram, Cumberland, Marietta, and Atlanta. It is also proposed to expand Flex Bus service to the entire city limits to increase accessibility to the system (T49).





LEGEND

Existing

-  Powder Springs Park-N-Ride
-  Zone 1: Powder Springs Flex Bus
-  Approximate Flex Zone 1 Boundary

Proposed

-  Potential Flex Bus Stops
-  Proposed Bus Route to H.E. Holmes MARTA Station

TRANSIT IMPROVEMENTS



3.7 // ECONOMIC DEVELOPMENT

POLICIES

- 1.1 // Implement the projects and policies from the most recent LCI study
- 1.3 // Attract a catalytic business into downtown to encourage future development opportunities
- 1.4 // Rehabilitate existing historic buildings
- 1.5 // Implement a façade improvement program
- 1.6 // Increase office and retail space to improve daily foot traffic
- 1.7 // Work with regional businesses looking to expand to Southwest Cobb
- 1.9 // Market downtown to small-scale developers in metro Atlanta
- 1.11 // Continue to streamline the business licensing process in order to attract and retain future businesses
- 1.12 // Add strategically placed curb cuts along C.H. James Parkway to help jump-start new economic development opportunities
- 2.1 // Create an inventory of for-sale and lands likely to be up for sale in the next five to ten years
- 2.2 // Create master plans for each redevelopment area with an economic analysis component
- 2.3 // Market redevelopment areas to small-scale developers in metro Atlanta
- 4.3 // Upgrade existing facilities along the Silver Comet Trail
- 4.4 // Place new facilities near the trail to improve user experience
- 5.1 // Annex nearby unincorporated lands to help increase the tax digest and attract new jobs into the City.



Powder Springs
Celebrating
175 Years

3.8 // COMMUNICATIONS & BRANDING

POLICIES

- 1.9 // Market downtown to small-scale developers in metro Atlanta
- 2.3 // Market redevelopment areas to small-scale developers in metro Atlanta
- 4.2 // Create attractive and informative signage and wayfinding to direct trail users and other visitors in and around Powder Springs
- 5.2 // Determine a set target demographics/audiences to market Powder Springs as a place to live, work, and do business
- 5.3 // Create a marketing and branding strategy tailored to target demographics
- 5.4 // Refine outreach policies and strategies to better communicate with residents in and around Powder Springs
- 5.5 // Establish Ward Committees to determine areas of interests and concerns, assist in planning community-wide activities, and disseminate information to constituents

COMMUNICATIONS

Powder Springs does not currently have an official list of communication and outreach methods. Through research and observation in the community the Project Team determined these are the best methods to reach the greatest number of individuals in the community:

HARD COPY METHODS

- Monthly City Newsletter with events and news
- Notices on the Utility Bill for City events at least two weeks in advance
- Notices on City residential trash receptacles for City events at least two weeks in advance
- Direct mailers to all known residents and businesses as needed
- Fliers (distributed at parks, City events, youth recreation events, high school football games, and civic clubs in the area.)
- Notices on digital signage throughout City as needed
- Yard signs at important intersections a week prior to community events

ONLINE + SOCIAL MEDIA METHODS

- Online Press Release for City news, public meetings and community events
- Updated news and event calendar section on the City website
- Facebook posts including weekly updates, reports, photos or videos
- Twitter links to all Press Releases
- NextDoor posts with links to all Press Releases
- Email
 - E-blast to HOAs, PTAs, non-profit organizations, local civic clubs, childrens' scouting organizations
 - City Newsletter
- Monthly Mayor message in HOA, PTA, City and non-profit newsletters
- Establish relationships with local journalists that cover the area
- Paid ads in real estate, business, and local magazines

SOCIAL MEDIA USE RECOMMENDATIONS

The City does not currently have a social media policy but could adopt one as they are active on Facebook (@cityofpowdersprings) and Twitter (@powdersprings01). Below are some recommendations to guide the creation of such policies.

- All authorized employees of the City of Powder Springs must identify themselves and their roles when posting to social media sites
- Those posting are personally responsible for all items published on social media
- Uphold all copyright and trademark laws in online posts, unless given permission otherwise
- Admit when incorrect statements have been posted and correct them as soon as possible - note the date and time of update
- Establish reviews of all materials to ensure it is correct and appropriate for the public
- Conduct periodic continuing education on what is appropriate and inappropriate for social media posts
- Respect your audience when posting



What is the Springs in Motion Comprehensive Plan?

The Springs in Motion Comprehensive Plan will guide Powder Springs as they make decisions about the city's future growth, transportation system, design, branding, and economic development.

Give us your input!

Come talk to us at our next planning workshop to share your thoughts about the future!

Planning Workshop #2

February 7th // 6:30 PM // Ford Center

Visit our website for more information:

<https://www.springsinmotion.com>

For more information please contact Laura Richter at 404-873-6730 ext. 133 or lrichter@tsw-design.com

What is the Springs in Motion Comprehensive Plan?

The Springs in Motion Comprehensive Plan will guide Powder Springs as they make decisions about the city's future growth, transportation system, design, branding, and economic development.

Give us your input!

Come talk to us at our next planning workshop to share your thoughts about the future!

Planning Workshop #4

May 16th // 6:30 PM // Ford Center

And, visit our website at:

<https://www.springsinmotion.com>

For more information please contact Laura Richter at 404-873-6730 ext. 133 or lrichter@tsw-design.com

BRANDING & LOGO REDESIGN

Important to every city is a branding strategy that communicates who they are, what's there, what they are most proud of, and perhaps who they aspire to be. A logo is a branding tool that visually communicates those ideas into something recognizable not just to local residents and workers, but tourists and people just "passing through." Just like any business, it is important that a city's branding strategy and logo be relevant to current times and stay as contemporary as possible.

When asked how they described the City today versus tomorrow, residents described it as quaint, old, boring, and stagnant versus progressive, vibrant, lively, and hopeful. Logo ideas were vetted through the public process in Workshop #2. Through community and City feedback the Project Team has designed two potential logos. The proposed logos looks to the future as progressive, vibrant, and hopeful to reflect the community's vision for the City while still using the historic water and pump motif,

CURRENT LOGO



LOGO IDEAS



LOGO ELEMENTS

Powder Springs' effort to update the City logo preserves personality of the community but also addresses its vision for the future.

- 1 Logo mark: historic pump with water
- 2 3 Word mark: city name
- 4 5 Logo options



COLORS

These colors were identified as appropriate with the community and City used both throughout the LCI and Comprehensive planning processes.



TYPOGRAPHY

Both a serif and sans serif font option are displayed to the right.

FONT OPTION 1

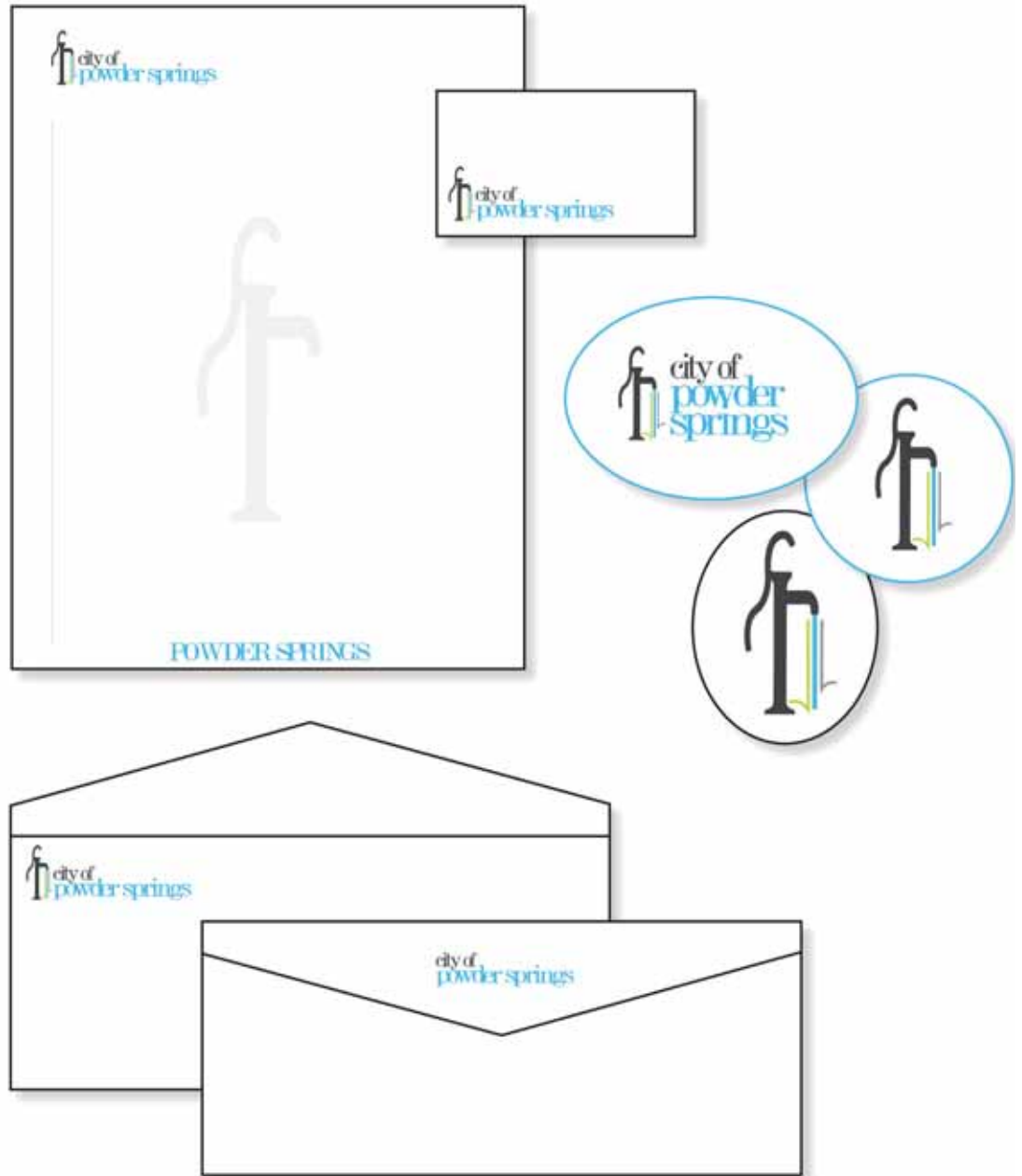
Antonio Regular
powder springs
Powder Springs
POWDER SPRINGS

FONT OPTION 2

Dubiel Plain
powder springs
Powder Springs
POWDER SPRINGS

MARKETING MATERIALS & SIGNAGE

These are some examples of how one of the logo designs could be applied to marketing materials including letterheads, envelopes, business cards, and other promotional materials. On the following page, the Project Team has mocked up an example of what the updated monument signs could look like at the gateway to the City.





3.9 // HOUSING

POLICIES

- 3.1 // Conduct a housing inventory to determine quality and age of existing housing to better determine housing needs
- 3.2 // Conduct a housing study to determine the amount and mix of housing types needed to address housing needs and best increase the tax base
- 3.3 // Prioritize the creation of housing developments that utilize Smart Growth principles
- 3.4 // Prioritize above-retail apartments over stand-alone apartment buildings

REVIEW OF COBB COUNTY CONSOLIDATED PLAN 2016-2020

Cobb County receives money from Community Development Block Grants (CDBG), the HOME Investment Partnerships Act Program (HOME), and the Emergency Solutions Grant (ESG) among others. The county consolidated plan identifies affordable housing, community and economic development needs for communities within Cobb County.

WHAT ARE SMART GROWTH PRINCIPLES RELATED TO HOUSING?

“Providing quality housing for people of all income levels is an integral component in any smart growth strategy. Housing is a critical part of the way communities grow, because it constitutes a significant share of new construction and development. More importantly housing availability is also a key factor in determining households’ access to transportation, commuting patterns, access to services and education, and consumption of energy and other natural resources. By using smart growth approaches to create a wider range of housing choices, communities can mitigate the environmental costs of auto-dependent development, use their infrastructure resources more efficiently, ensure a better jobs-housing balance, and generate a strong foundation of support for neighborhood transit stops, commercial centers, and other services.

No single type of housing can serve the varied needs of today’s diverse households. Smart growth represents an opportunity for local communities to increase housing choice not only by modifying land-use patterns on newly developed land, but also by increasing

housing supply in existing neighborhoods and on land served by existing infrastructure. **Integrating single- and multi-family structures in new housing developments can support a more diverse population and allow more equitable distribution of households of all income levels.** The addition of units – through attached housing, accessory units, or conversion to multi-family dwellings – to existing neighborhoods creates opportunities for communities to slowly increase density without radically changing the landscape.

Adding housing can be an economic stimulus for commercial centers that are vibrant during the work day, but suffer from a lack of foot traffic and consumers during evenings or weekends. Most importantly, providing a range of housing choices allows all households to find their niche in a smart growth community – whether it is a garden apartment, a rowhouse, or a traditional single-family home.”

--Taken from www.smartgrowth.org



CONSOLIDATED PLAN GOALS

1. New construction, acquisition, and rehabilitation of affordable housing
2. Affirmatively furthering Fair Housing activities
3. Financial assistance for affordable housing access and options for the homeless
4. Supportive services for homeless persons including housing options
5. Acquire, construct, rehabilitate public facilities for neighborhood revitalization and reinvestment
6. Provide funding to support public service programs to increase capacity
7. Support for economic development activities with increased funding
8. Provide administrative structure for affordable housing, neighborhood revitalization and reinvestment, housing options for the homeless, public services capacity and economic development

INSTITUTIONAL STRUCTURE FOR POWDER SPRINGS

Cobb County allocates fair share percentages of Community Development Block Grant (CDBG) program funds to four municipalities in the county including Acworth, Austell, Kennesaw, and Powder

Springs. Marietta and Smyrna receive a direct allocation from the U.S. Department of Housing and Urban Development (HUD) since they are entitlement jurisdictions. Powder Springs will carry out its consolidated plan with the following:

- Neighborhood improvements
- Public services

NEIGHBORHOOD IMPROVEMENT & PUBLIC SERVICES IN POWDER SPRINGS

Within the consolidated plan, Powder Springs has one programmed project described below:

Name: City of Powder Springs Linear Park with rock wall and playground equipment

PY2016 Funding: \$74,9350.00

Annual Goals: Acquire, construct, rehabilitate public facilities

Priority Needs Addressed: Neighborhood revitalization and redevelopment

Funds from PY2015-2017 were used for the Linear Park's Special Needs Playground and ADA parking and access improvements.

An application for PY2018 was made for pre-award monies for a joint project with Cobb County to develop a Boys and Girls Club.

HOMELESS SERVICES IN POWDER SPRINGS

Cobb County additionally supplies funds through the Cobb County Emergency Solutions Grant (ESG) Program, Georgia Balance of State (BoS), Continuum of Care (CoC) funding, State of Georgia ESG, and HUD Supportive Housing Program funds for the needs of the homeless, or near homeless, individual and families within the county. Within Powder Springs the following is provided:

- Homeless facilities and services provided through the Powder Springs Church of God (4263 Austell Powder Springs Rd) which supplies food resources for children, elderly, families, and homeless individuals.

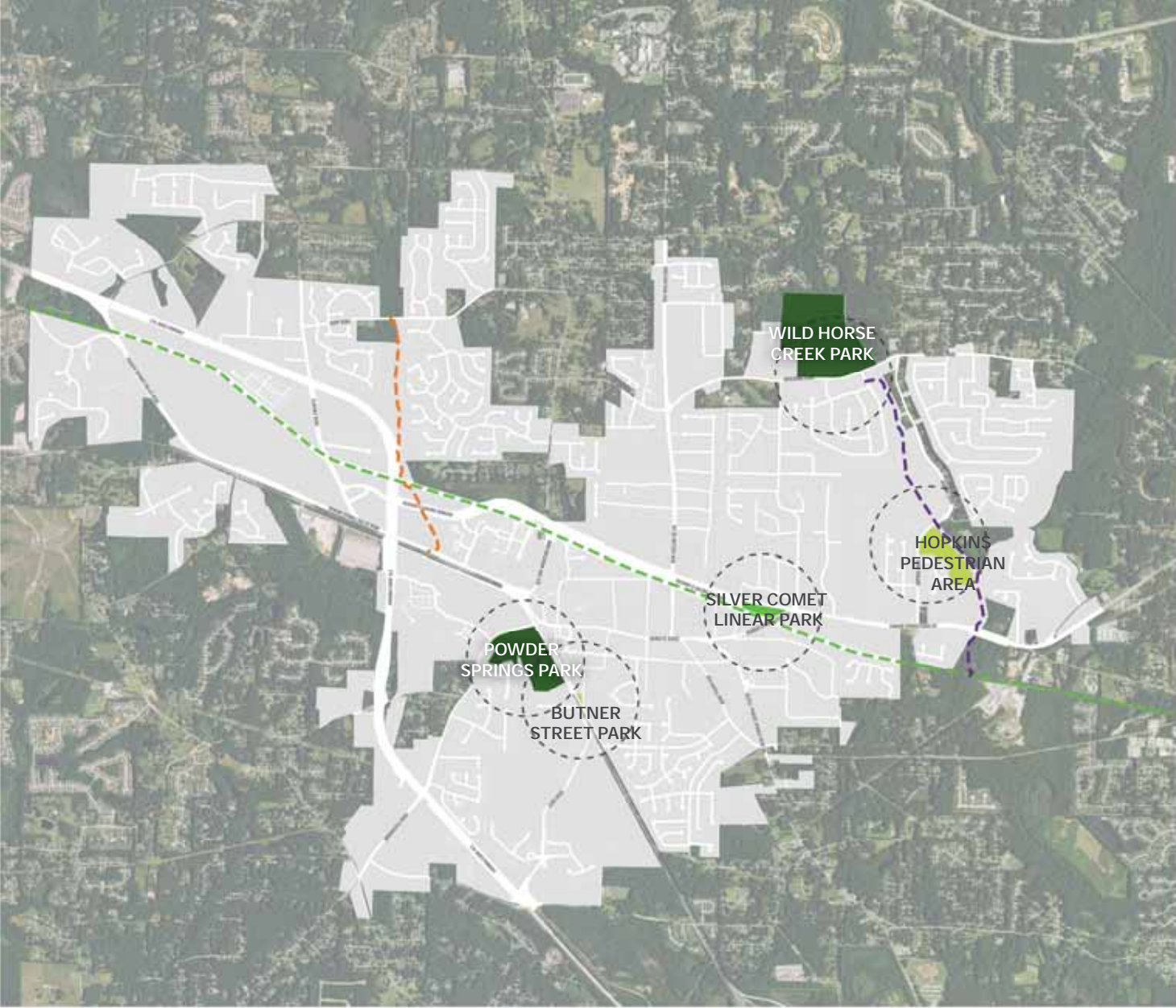


3.10 // OPEN SPACES & NATURAL RESOURCES

POLICIES

- 1.8 // Connect the existing trail system north to the Silver Comet and south to Lewis Road
- 2.2 // Create an inventory of for-sale and lands likely to be up for sale in the next five to ten years (to help identify lands that could be used as future park land)
- 4.3 // Upgrade existing facilities along the Silver Comet Trail
- 4.4 // Place new facilities (i.e. restrooms, food stalls, dog waste disposal facilities, picnic areas, etc) near the Silver Comet Trail to improve user experience





LEGEND

- Existing Neighborhood Parks
- Existing City Parks
- Existing County Parks
- Silver Comet Trail
- Lucille Creek Trail
- Wild Horse Creek Trail
- 1/2 Mile Walk Circle

EXISTING PARKS



3.11 // CONSISTENCY WITH REGIONAL WATER PLAN & ENVIRONMENTAL CRITERIA

WATER PROTECTION REGULATIONS & POLICIES

The City of Powder Springs Unified Development Ordinance and the Springs in Motion Comprehensive Plan include policies that are consistent with the regional water plan and environmental planning criteria. These criteria include the Metropolitan North Georgia Water Planning district plans, Part 5 Environmental Planning Criteria of the Georgia Planning Act, and local City of Powder Springs ordinances.

WATER SUPPLY WATERSHEDS

Powder Springs is located within the Chattahoochee river basin. According to the Georgia Department of Natural Resources, the City is located within the Sweetwater Creek water supply watershed, which is part of the Middle Chattahoochee-Lake Harding watershed. The Environmental Protection Agency (EPA) has not reported any water quality issues in Powder Springs.

GROUNDWATER RECHARGE AREAS

According to the Georgia Department of Natural Resources, Powder Springs is not located in any groundwater recharge area.

WETLANDS

According to data compiled through the National Wetlands inventory, there are wetlands along streams and near ponds. Within the City there exists National Wetlands, and FEMA 100 year flood zones. The City of Powder Springs has adopted policies related to wetlands within Section 8 of its Unified Development Code. Section 8-11 references the National Wetlands inventory maps prepared by the United States Fish and Wildlife Services as their adopted wetlands map. Section 8-15 states that permits are not granted for development or land disturbance within a wetland, unless a Section 404 permit or letter of permission is issued by the United States Army Corps of Engineers.

PROTECTED MOUNTAINS

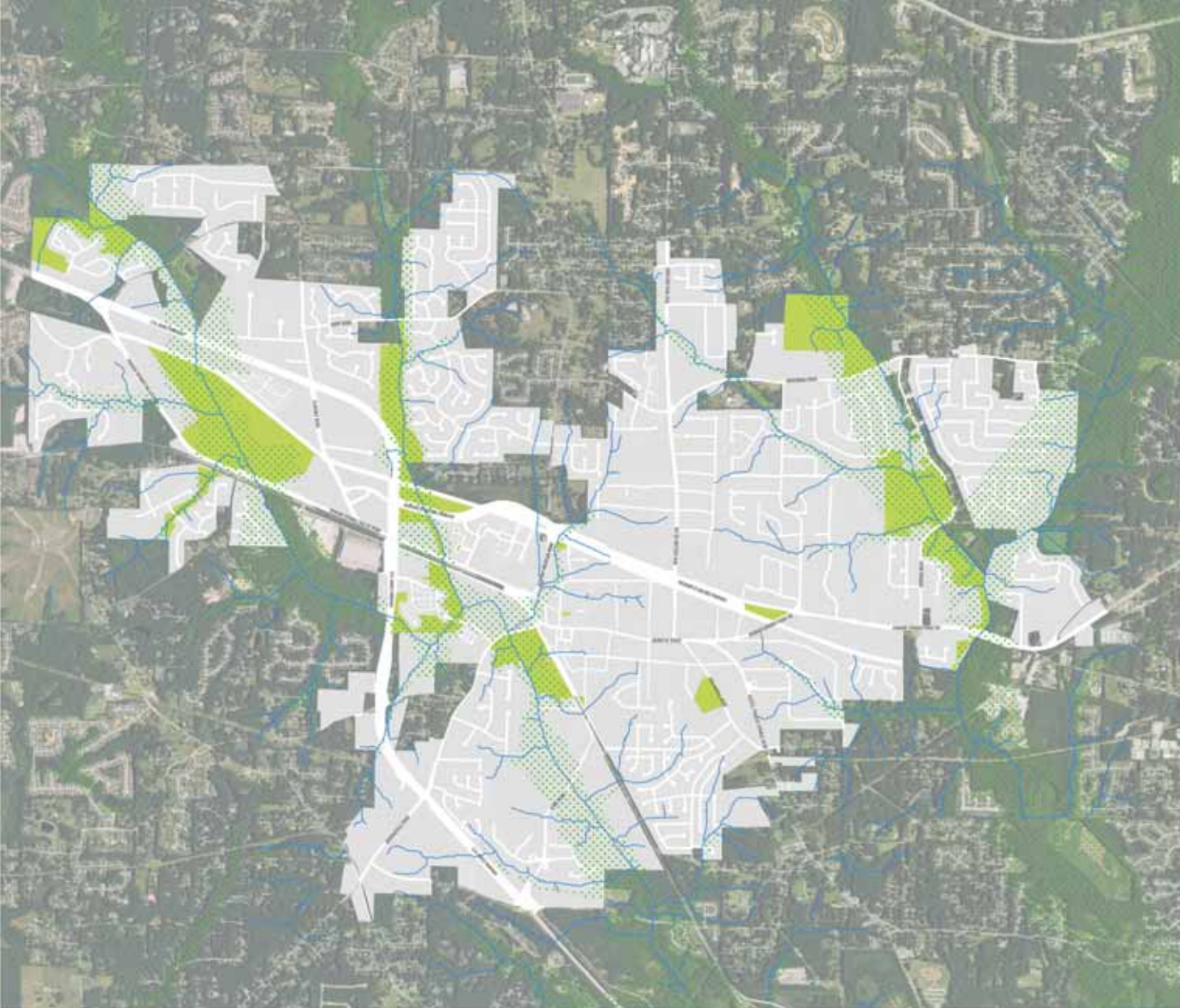
Powder Springs does not contain any protected mountains.

PROTECTED RIVER CORRIDORS

There are no protected river corridors in Powder Springs.

GREEN SPACES & FLOODPLAINS

Powder Springs includes a variety of green spaces including county, city, and neighborhood public parks and nearly 300 acres of permanently protected green spaces subject to conservation easements. Flood plains are ubiquitous throughout the City and are illustrated on page 115.



LEGEND

- Existing Open Spaces
- Flood Zones
- Streams

WATER RESOURCES



3.12 // SHORT TERM WORK PLAN (STWP) // 2018-2022

ECONOMIC DEVELOPMENT

#	PROJECT NAME	2018	2019	2020	2021	2022
ED1	Host annual downtown business open house; Host annual reception for downtown property owners.	x	x	x	x	x
ED2	Recruit sustainable development on Lewis Road and near U.S. 278	x	x	x	x	x
ED3	Market development of South Square	x	x	x	x	x
ED4	Market redevelopment areas	x	x	x	x	x
ED5	Public outreach: messenger; signage; brochures and cards, and website review to be conducted bi-monthly	x	x	x	x	x
ED6	Issue RFP for design/engineering of the Powder Springs town center and redevelopment area	x				
ED7	Develop and continue to refine South Square redevelopment area	x				
ED8	Develop Economic Development Strategy – update annually, including evaluation of marketing to hits on city and economic development websites	x	x	x	x	x
ED9	Host annual meetings with local businesses, including those within industries recommended for recruitment in Fanning Report	x	x	x	x	x
ED10	Identify and attend industry events occurring within the region	x	x	x	x	x
ED11	Inventory and assess all potential and existing industrial and commercial properties	x	x	x	x	x

RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE	NOTES
Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
City Manager; Economic Development; DAPS; DDA	Staff	-	Part of the City's 2016-2020 STWP
City Manager; Economic Development; DAPS; DDA	Staff	-	Part of the City's 2016-2020 STWP
City Manager; Economic Development; DAPS; DDA	Staff	-	Part of the City's 2016-2020 STWP
City Manager; Economic Development; City Clerk	\$25,000	General fund	Part of the City's 2016-2020 STWP
Community Development; SPLOST Program Manager; Economic Development	\$26,500	General fund	Part of the City's 2016-2020 STWP
Community Development; Economic Development	\$30,000	General fund	Part of the City's 2016-2020 STWP
City Manager; Economic Development; DAPS; DDA	TBD	General fund	Part of the City's 2016-2020 STWP
City Manager; Economic Development; DAPS	Staff	-	Part of the City's 2016-2020 STWP
City Manager; Economic Development; DAPS	Staff	-	Part of the City's 2016-2020 STWP
Economic Development; Community Development; DAPS; Consultants	Staff	-	Part of the City's 2016-2020 STWP

3.12 // SHORT TERM WORK PLAN (STWP) // 2018-2022

ECONOMIC DEVELOPMENT (CONT'D)

#	PROJECT NAME	2018	2019	2020	2021	2022
ED12	Create printed and electronic site information packets on potential development areas, vacant sites, and downtown properties. Create brochures for targeted industries.	x	x	x	x	x
ED13	Recruit developer for mixed use remodel of existing town square	x				
ED14	Examine areas for potential industrial use	x	x			
ED15	Continue training and strengthening capacity of DAPS and DDA	x	x	x	x	x
ED16	Continue expanding relationships with Cobb County and external partners	x	x	x	x	x
ED17	Continue to refine and update incentives policy program	x	x			
ED18	Market the economic development office as the "go-to" for local business owners in solving problems	x	x	x	x	x
ED19	Continue to widely publicize the programs and services available through the Powder Springs Economic Development Department	x	x	x	x	x
ED20	Further develop the local business ambassador program	x	x	x	x	x
ED21	Continue intentional, one-on-one outreach to local businesses	x	x	x	x	x
ED22	Develop and update an online business directory in partnership with the Powder Springs Business Group.	x	x	x	x	x
ED23	Host business tours for community leaders	x	x	x	x	x
ED25	Explore the potential to develop a mobile application to feature local businesses	x				
ED26	Continue helping local businesses engage with local schools	x	x	x	x	x
ED27	Continue to convene downtown business and property owners together on a regular basis	x	x	x	x	x

RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE	NOTES
Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
Economic Development; DDA	TBD	TBD	Part of the City's 2016-2020 STWP
Economic Development; DAPS; Consultant	TBD	TBD	Part of the City's 2016-2020 STWP
Economic Development; DAPS; DDA	Staff	-	Part of the City's 2016-2020 STWP
Economic Development	Staff	-	Part of the City's 2016-2020 STWP
Economic Development	Staff	-	Part of the City's 2016-2020 STWP
Economic Development	Staff	-	Part of the City's 2016-2020 STWP
Economic Development	Staff	-	Part of the City's 2016-2020 STWP
Economic Development	Staff	-	Part of the City's 2016-2020 STWP
Economic Development	Staff	-	Part of the City's 2016-2020 STWP
Economic Development; Community Development	Staff	-	Part of the City's 2016-2020 STWP
Economic Development	TBD	General fund	Part of the City's 2016-2020 STWP
Economic Development; Consultants	TBD	TBD	Part of the City's 2016-2020 STWP
Economic Development	Staff	-	Part of the City's 2016-2020 STWP
Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP

3.12 // SHORT TERM WORK PLAN (STWP) // 2018-2022

ECONOMIC DEVELOPMENT (CONT'D)

#	PROJECT NAME	2018	2019	2020	2021	2022
ED28	Host a tour of available properties with regional developers	x	x	x		
ED29	Host a Developers Day	x	x	x	x	x
ED30	Create an internship program	x	x			
ED31	Create a video on "Why Powder Springs?"	x	x			
ED32	Explore resources available through Kennesaw State University	x	x			
ED33	Convene real estate brokers and property owners for commercial and industrial properties	x	x	x	x	x
ED34	Support efforts/activities of the Powder Springs Business Group	x	x	x	x	x
ED35	Gather intelligence on "market holes" in Powder Springs	x				
ED36	Explore the feasibility of developing a co-working space	x	x	x		
ED37	Develop a tutorial on how to do business in Powder Springs	x	x			
ED38	Develop a small business resource guide	x	x			
ED39	Investigate potential for development of a TAD with county and school support	x	x			
ED40	Investigate the potential for a National Main Street and Georgia Main Street Designation	x	x			
ED41	Conduct a marketing and branding study that will research Powder Springs' target demographic(s), and create strategies for attracting new residents, business owners, tourists, and development.	x	x			
ED42	Recruit a catalytic business for the downtown	x	x			

RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE	NOTES
Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
Economic Development	Staff	-	Part of the City's 2016-2020 STWP
Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
Economic Development	Staff	-	Part of the City's 2016-2020 STWP
Economic Development	Staff	-	Part of the City's 2016-2020 STWP
Economic Development	Staff	-	Part of the City's 2016-2020 STWP
Economic Development; Consultants	TBD	TBD	Part of the City's 2016-2020 STWP
Economic Development; Consultants	TBD	TBD	Part of the City's 2016-2020 STWP
Economic Development; Community Development	Staff	-	Part of the City's 2016-2020 STWP
Economic Development; Community Development	Staff	-	Part of the City's 2016-2020 STWP
Economic Development; Community Development	Staff	-	Carried over from 2016 LCI Study
Economic Development; Community Development	Staff	-	Carried over from 2016 LCI Study
Economic Development; Community Development	\$40,000	General fund	
Economic Development; Community Development	Staff	-	

3.12 // SHORT TERM WORK PLAN (STWP) // 2018-2022

LAND USE

#	PROJECT NAME	2018	2019	2020	2021	2022
LU1	Annex parcels identified in the comprehensive plan	x	x	x	x	x
LU2	Update City boundary map with actions through the General Assembly-- annual submittals as appropriate	x	x	x	x	x
LU3	Town Square Development: trail head, land acquisition and development of multi-use trail, amphitheater lawn, stage, play art, fountain, shared space with pavers, bocce	x	x	x		
LU4	Continuously review the Unified Development Code and prepare additional updates as needed to eliminate discrepancies, make it more user friendly, and review and revise regulations	x	x	x	x	x
LU5	Minor comprehensive plan update				x	x

COMMUNITY FACILITIES & SERVICES

C1	Community Rating System to lower flood insurance premiums	x	x	x	x	x
C2	Facilitate functions and events on square	x	x	x	x	x
C3	Develop an RFP for planning services for a greenspace master plan to identify locations for future parks, programming needs, current levels of service, and funding mechanisms to fund all identified improvements.	x				
C4	Construct parking garage downtown				x	x

RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE	NOTES
All Departments	Staff	-	
Community Development	Staff	-	Part of the City's 2016-2020 STWP
Community Development; DAPS; DDA	\$5,310,000	SPLOST; reserve fund; bonds	Carried over from 2016 LCI Study
Community Development	Staff	General fund	
City Manager; Community Development	Staff	-	To be completed 5 years after this plan's adoption. Needs to include updated demographics and market study, a Report of Accomplishments for this STWP, and a new STWP to reflect all changes.
Administration; Community Development	\$5,000	General fund	Part of the City's 2016-2020 STWP
Community Development	\$20,000	General fund	Part of the City's 2016-2020 STWP
Community Development	TBD	TBD	Part of the City's 2016-2020 STWP
Community Development, Public Works, SPLOST Program Manager, Economic Development, DDA	\$3,600,000	SPLOST	Part of the City's 2016-2020 STWP

3.12 // SHORT TERM WORK PLAN (STWP) // 2018-2022

COMMUNITY FACILITIES & SERVICES (CONT'D)

#	PROJECT NAME	2018	2019	2020	2021	2022
C5	Implement sidewalk improvements based upon study recommendations	x	x			
C6	Prepare appropriate redevelopment plan based on LCI study	x	x			
C7	Infrastructure reporting implementation	x	x	x	x	x
C8	Lancer Sidewalks Phase II	x	x			
C9	Theatre and reception hall: market for events, schedule events, and maintenance	x	x	x	x	x
C10	Citizen survey	x	x	x	x	x
C11	Develop marketing and use strategy for city trails (5K; PD Bike Patrol; Cameras; etc.)	x	x	x	x	x
C12	Develop road rating system to serve as basis for road improvement projects and update every 3-5 years			x		
C13	Institute Community Policing Program to include CAP, Bridge Gap meetings, Business Watch, etc	x	x	x	x	x
C14	Institute Community Emergency Response Team program; update COOP	x	x	x	x	x
C15	Develop capital improvement plan for facilities, equipment, and infrastructure	x				
C16	Evaluate information technology back up resources and services	x				

RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE	NOTES
Community Development; Public Works	TBD	TBD	
Community Development; Economic Development; DDA	TBD	General fund	Part of the City's 2016-2020 STWP
Community Development; Public Works	TBD	General fund	Part of the City's 2016-2020 STWP
Public Works	TBD	General fund; SPLOST	Part of the City's 2016-2020 STWP
Ford Board of Directors; City Manager; Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
City Manager; City Clerk	Staff	-	Part of the City's 2016-2020 STWP
Community Development; Police Department; Economic Development; City Manager	\$40,000	General fund	Part of the City's 2016-2020 STWP
Public Works	\$43,000	General fund	Part of the City's 2016-2020 STWP
Police Department	Staff	-	Part of the City's 2016-2020 STWP
Finance; Police Department; Public Works; City Manager	Staff	-	Part of the City's 2016-2020 STWP
Finance; Police; Public Works; City Manager	Staff	-	Part of the City's 2016-2020 STWP
Information Technology	Staff	-	Part of the City's 2016-2020 STWP

3.12 // SHORT TERM WORK PLAN (STWP) // 2018-2022

COMMUNITY FACILITIES & SERVICES (CONT'D)

#	PROJECT NAME	2018	2019	2020	2021	2022
C17	Implement E-billing option for residents to receive their monthly water bill	x				
C18	Expanded recreational facility: multi-use trails, 3 multi-purpose fields, 4 tennis courts, parking, restroom facility, landscaping				x	x

NATURAL & HISTORIC RESOURCES

NR1	Seven Springs Walking Tour Markers; update and implement trail signage program.	x	x			
NR2	Phase II of park	x	x			
NR3	Phase IV of Linear Park	x				
NR4	Impact fee program update for linear park	x				
NR5	Maintenance of Landscaping on parkway/roads & at newly landscaped areas	x	x	x	x	x
NR6	Develop tourism strategy centered around recreation and entertainment to include Bodiford House	x				
NR7	Investigate the potential for designating a local historic district and forming a historic preservation commission	x	x			

RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE	NOTES
Utilities; Finance	TBD	Utility funds	Part of the City's 2016-2020 STWP
Community Development	TBD	General fund; Cobb County; Grant funds	Carried over from 2016 LCI Study
Community Development; Economic Development	\$70,000	General fund	Part of the City's 2016-2020 STWP
Community Development; Public Works; SPLOST Program Manager	\$976,000	70% impact fees; 30% other including SPLOST funds	Part of the City's 2016-2020 STWP
Community Development; Public Works; SPLOST Program Manager	\$488,000	43% impact fees; 57% other, including SPLOST funds	Part of the City's 2016-2020 STWP
Community Development; Economic Development	Staff	-	Part of the City's 2016-2020 STWP
Public Works	\$10,000	General fund	Part of the City's 2016-2020 STWP
Community Development; Economic Development; City Manager	TBD	TBD	Part of the City's 2016-2020 STWP
Community Development	Staff	-	Part of the City's 2016-2020 STWP

3.12 // SHORT TERM WORK PLAN (STWP) // 2018-2022

NATURAL & HISTORIC RESOURCES (CONT'D)

#	PROJECT NAME	2018	2019	2020	2021	2022
NH8	Conduct a signage and wayfinding study that builds off the branding study from ED41 and creates a strategy to increase awareness of Powder Springs for Silver Comet Trail users, increase wayfinding capabilities throughout the City's trail system, and create cohesive and attractive signage throughout the City.	x	x			
NH9	Implement the recommendations of the signage and wayfinding study			x	x	x

TRANSPORTATION

TRAFFIC STUDIES

T1	C.H. James Parkway & Brownsville Road		x			
T2	C.H. James Parkway & Hill Road		x			
T3	Richard D. Sailors Parkway & Old Lost Mountain Road		x			
T4	Brownsville Road & Hiram-Lithia Springs Road		x			
T5	Powder Springs Road at Richard D. Sailors Parkway				x	
T6	Corridor study for Powder Springs Road	x				
T7	Corridor study for Austell Powder Springs Road	x				

RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE	NOTES
Community Development	\$40,000	General fund	
Community Development	TBD	TBD	
Public Works	\$20,000	General fund; SPLOST	Project will include traffic study to retime traffic signal
Public Works	\$20,000	General fund; SPLOST	Project will include traffic study to retime traffic signal
Public Works	\$20,000	General fund; SPLOST	Project will include traffic study to retime traffic signal
Public Works	\$40,000	General fund; SPLOST	Project will include traffic study to retime traffic signal and install protected left signal phases
Public Works	\$15,000	General fund; SPLOST	
Public Works	\$90,000	General fund; SPLOST	Study will examine a ~2 mile stretch of Powder Springs Road from Forest Hill Road to Anderson Farm Road. Partnership with City of Austell and Cobb County
Public Works	\$40,000	General fund; SPLOST	Study will examine a ~1 mile stretch of Austell Powder Springs Road from Powder Springs Road to Clay Road. Partnership with City of Austell and Cobb County

3.12 // SHORT TERM WORK PLAN (STWP) // 2018-2022

TRANSPORTATION (CONT'D)

ROADWAY IMPROVEMENTS

#	PROJECT NAME	2018	2019	2020	2021	2022
T8	Murray Avenue A (Hotel Avenue to Atlanta Street): Remains one way, add 20' angled parking on both sides			x	x	x
T9	Murray Avenue B (Atlanta Street to Lewis Road): Add 18', 90 degree parking on one side			x	x	x
T10	Butner Street Extension: Add 20' angled parking each side, add two 10' travel lanes	x	x	x		
T11	Jackson Way Reconfiguration: two 10' travel lanes	x	x	x		
T12	Hotel Avenue Extension: Add 20' angled parking on both sides, add two 10' travel lanes	x	x	x		
T13	Florence Road at C.H. James Parkway				x	
T14	Brownsville Road at Oglesby Road				x	
T15	New Macland Road at Publix and Home Depot				x	
T16	Brownsville Road at Kroger	x				
T17	Widen New Macland Road		x			

RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE	NOTES
Community Development; Public Works	\$245,000	General fund; SPLOST; LCI funding	Carried over from 2016 LCI Study
Community Development; Public Works	\$200,000	General fund; SPLOST; LCI funding	Carried over from 2016 LCI Study
Community Development; Public Works	\$135,000	General fund; SPLOST; LCI funding	Carried over from 2016 LCI Study
Community Development, Public Works	\$120,000	General fund; SPLOST; LCI funding	Carried over from 2016 LCI Study
Public Works, Private Developers	\$235,000	General fund; SPLOST	Carried over from 2016 LCI Study
Public Works, GDOT	\$60,000	General fund; SPLOST	Project will include adding a right turn lane to southbound Florence Road
Public Works	\$200,000	General fund; SPLOST	Project will include adding a left turn lane to southbound Brownsville Road
Public Works	\$120,000	General fund; SPLOST	Project will include signalization of New Macland Road at Publix and Home Depot shopping centers
Public Works	\$120,000	General fund; SPLOST	Project will include signalization of Brownsville Road at Kroger shopping centers or addition of two way left turn lane to Brownsville Road
Public Works	\$1,800,000	General fund; SPLOST	Project will include addition of two way left turn lane to New Macland Road from Red Oak Drive to city limit

3.12 // SHORT TERM WORK PLAN (STWP) // 2018-2022

TRANSPORTATION (CONT'D)

ROADWAY IMPROVEMENTS (CONT'D)

#	PROJECT NAME	2018	2019	2020	2021	2022
T18	C.H. James striping and pavement marker improvements		x	x	x	
T19	Curb cut off CH James Parkway at Hopeland Industrial to connect to Shipp Road		x	x	x	
T20	Curb cut off CH James Parkway to connect to Oglesby Road with signalization	x	x	x		
T21	Curb cut off CH James Parkway near Hill Road	x	x	x		
T22	Realignment of Flint Road at Powder Springs Road	x	x	x		
T23	Curb cut off CH James Parkway near Florence Road				x	
T24	Curb cut off C.H. James Parkway at Paulding County line, with access road connecting to Sterlingbrooke Drive and traffic light		x			
T25	New traffic signal at C.H. James Parkway at Sweetwater Avenue				x	

BICYCLE & PEDESTRIAN IMPROVEMENTS

T26a	10' Concrete Multi-Use Trail Alternative A: Retrofit sidewalk on Lynn Drive from Old Lost Mountain Road to parking lot off Jackson Way to serve as connector from Silver Comet Trail off Old Lost Mountain Road to downtown.	x	x			
T26b	10' Concrete Multi-Use Trail Alternative B: From Silver Comet Trail Connector along Old Lost Mountain Road to Oakview Drive to Downtown/ Lewis Road	x	x			
T27	Recreation Trails: 12' concrete trail from Brownsville Road south through floodplain	x	x	x	x	

RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE	NOTES
GDOT	\$40,000	State of Georgia	Project will include replacing reflective pavement markers along C H James Parkway
Public Works	TBD	TBD	
Public Works	TBD	TBD	
Public Works	TBD	TBD	
Public Works	TBD	TBD	
Public Works	TBD	TBD	
Public Works, GDOT	\$570,000	General fund; SPLOST	
Public Works, GDOT	\$150,000	General fund; SPLOST	
Community Development, Public Works	TBD	SPLOST, LCI funding	
Community Development, Public Works	TBD	SPLOST, LCI funding	Carried over from 2016 LCI Study
Community Development; Public Works	\$3,500,000	General fund, Cobb County, SPLOST, LCI funding, grant funding	Carried over from 2016 LCI Study

3.12 // SHORT TERM WORK PLAN (STWP) // 2018-2022

TRANSPORTATION (CONT'D)

BICYCLE & PEDESTRIAN IMPROVEMENTS (CONT'D)

#	PROJECT NAME	2018	2019	2020	2021	2022
T28	Designate a Trail Head at the intersection of Oakview Drive and Jackson Street at existing parking lot	x				
T29	Austell Powder Springs Road Pedestrian Improvements		x			
T30	New Macland Road Pedestrian Improvements		x			
T31	Macedonia Road Pedestrian Improvements	x				
T32	Powder Springs Dallas Road Pedestrian Improvements			x		
T33	Hill Road Pedestrian Improvements			x		
T34	Carter Road Pedestrian Improvements				x	
T35	Elliott Road Pedestrian Improvements					x
T36	Powder Springs Creek Trail			x		
T37	Lewis Road Landscape: median landscaping along whole corridor, inside median and at back of sidewalk		x	x	x	
T38	Butner Street Streetscape: landscaped planters, sidewalks		x	x	x	

RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE	NOTES
Community Development; Public Works	TBD	General fund, Cobb County, SPLOST, LCI funding, grant funding	
Community Development; Public Works	\$3,600,000	General fund; LCI funding	From Marietta Street to City limits
Community Development; Public Works	\$8,500,000	General fund; LCI funding	From Marietta Street to City limits
Community Development; Public Works	\$5,200,000	General fund; LCI funding	From New Macland Road to Hopkins Road
Community Development; Public Works	\$1,700,000	General fund; LCI funding	From Lucille Trail to Powder Springs Park and Ride Lot
Community Development; Public Works	\$3,250,000	General fund; LCI funding	From City limit to Brownsville Road
Community Development; Public Works	\$800,000	General fund; LCI funding	From Powder Springs Road to Silver Comet Trail
Community Development, Public Works	\$1,300,000	General fund; LCI funding; Cobb County	From Silverbrooke Crossing to Silver Comet Trail; joint project with County
Community Development; Public Works	\$2,200,000	General fund; LCI funding	From Powder Springs Dallas Road and Lucille Trail to Hill Road through Powder Springs Creek flood plain
Community Development; Public Works	TBD	TBD	Carried over from 2016 LCI Study
Community Development; Public Works	\$35,000	TBD	Carried over from 2016 LCI Study

3.12 // SHORT TERM WORK PLAN (STWP) // 2018-2022

TRANSPORTATION (CONT'D)

BICYCLE & PEDESTRIAN IMPROVEMENTS (CONT'D)

#	PROJECT NAME	2018	2019	2020	2021	2022
T39	Jackson Way Streetscape: reconfiguration, landscaped planters, sidewalks, both sides		x	x	x	
T40	Hotel Avenue Streetscape: landscaping, sidewalks from Murray Avenue to Butner Street		x	x	x	
T41	Dillard Street Sharrow Markings: from Pineview Drive south to Atlanta Street		x	x	x	
T42	Atlanta Street Sharrow Markings: from Dillard Street to Old Austell Road			x	x	
T43	Marietta Street Sharrow Markings: from Dillard Street to Old Lost Mountain Road and Powder Springs Dallas Road intersection		x	x	x	
T44	Powder Springs/Dallas Road Sharrow Markings: from Old Lost Mountain Road to Lucille Creek Trail entrance			x	x	
T45	Grady Grier Drive Sharrow Markings: to Old Austell Road				x	
T46	Hopkins Road Sharrows				x	
T47	Brownsville Road Sharrows				x	
TRANSIT						
T48	MARTA connection bus		x			
T49	Flex Bus expansion	x				

RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE	NOTES
Community Development; Public Works	\$245,000	General fund, SPLOST, LCI funding, grand funding	Carried over from 2016 LCI Study
Community Development; Public Works	\$110,000	General fund, SPLOST, LCI funding, grand funding	Carried over from 2016 LCI Study
Community Development; Public Works	\$12,500	TBD	Carried over from 2016 LCI Study
Community Development; Public Works	\$12,500	TBD	Carried over from 2016 LCI Study
Community Development; Public Works	\$18,500	TBD	Carried over from 2016 LCI Study
Community Development; Public Works	\$16,500	TBD	Carried over from 2016 LCI Study
Community Development; Public Works	\$17,500	TDB	Carried over from 2016 LCI Study
Community Development; Public Works	\$25,000	General fund	From Powder Springs Road to City Limits
Community Development; Public Works	\$20,000	General fund	From C.H. James Parkway to Marietta Street
Public Works; MARTA; CobbLink	TBD	TBD	Project will include buss line connecting from Powder Springs Park & Ride Lot to Hamilton E. Holmes MARTA Station
Public Works; CobbLink	TBD	TBD	Project will include expanding Flex Zone 1 service to the Powder Springs City Limits
TOTAL COST	\$47, 751,000		

A // APPENDIX

A.1 // Report of Accomplishments: Short Term Work Plan (2007-2011)

A.2 // Report of Accomplishments: Short Term Work Plan (2012-2016)

A.3 // Stakeholder Questions

A.4 // Community Input Survey

A.5 // Full SWOT Results

A.6 // Core Team Members

A.7 // Workshop Sign-in Sheets

A.8 // Technical Appendix



4355



SPRINGS
IN MOTION

A.1 //REPORT OF ACCOMPLISHMENTS - SHORT TERM WORK PLAN (2007-2011)

ECONOMIC DEVELOPMENT

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
ED1	Recruit development of office park / development on Lewis Road		x			
ED2	Market development of south square		x			
ED3	Market redevelopment area			x		Pending LCI update
ED4	Public outreach- messenger; signage; brochures and cards include biennial newsletter		x			Messenger and brochures used, newsletter postponed
ED5	Issue RFP for Design/Engineering Powder Springs town center			x		Pending LCI update
ED6	Master Plan to define South Square			x		Pending LCI update
ED7	Issue RFP for design/engineering South Square			x		Pending LCI update
ED8	Host business reception for existing businesses	x				
ED9	Host business reception for new businesses	x				Business Reception held for existing local businesses; Guest speakers from DCA and Chamber.
ED10	Create a single marketing website for Powder Springs Economic Development	x				
ED11	Conduct a target cluster analysis and identify all local companies within target industries		x			

ECONOMIC DEVELOPMENT (CON'T)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
ED12	Identify and begin attending industry events occurring within the region				x	Budget constraints
ED13	Identify one national target industry event per year for attendance by community leaders				x	Budget constraints
ED14	Organize a marketing trip within 6 months of launching the economic development website			x		
ED15	Inventory and assess all potential and existing industrial and commercial properties			x		
ED16	Create an electronic database of available sites to promote new economic development projects	x				Update quarterly
ED17	Create printed and electronic site information packets on potential development sites			x		
ED18	Create a roster of economic development tools and incentives	x				
ED19	Work with Cobb County government to identify and zone properties that are planned for commercial development			x		
ED20	Develop a Handbook Detailing the City's Permit Process Step by Step	x				

A.1 //REPORT OF ACCOMPLISHMENTS - SHORT TERM WORK PLAN (2007-2011)

ECONOMIC DEVELOPMENT (CON'T)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
ED21	Develop a national database of target industry companies and contacts for business development uses		x			
ED22	Customize marketing materials for each target industry (online and print)		x			
ED23	Engage a public relations firm to generate positive publicity about Powder Springs			x		Budget constraints
ED24	Add a Public Relations Element to the Powder Springs Economic Development Website			x		Budget constraints
ED25	Become a member of Target Industry Trade Associations; Market to their Membership			x		Budget constraints
ED26	Organize Semi-annual Marketing Trips to Target Industry Regions			x		Budget constraints
ED27	Organize Annual Marketing Trips to State Economic Developers		x			

NATURAL & HISTORIC RESOURCES

NR1	Purchase property expand Powder Springs Park - parking				x	Budget constraints
NR2	Historic preservation - prepare inventory of buildings and property which appear historic Update Historic Resources Survey			x		
NR3	Gather/distribute information on government programs supporting historic preservation to owners of buildings which appear historic		x			

NATURAL & HISTORIC RESOURCES (CON'T)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
NR4	Old Town Square Improvements		x			In the planning stage
NR5	Restore/enhance historic cemetery			x		Budget constraints
NR6	Seven Springs Walking Tour Markers			x		Budget constraints
NR7	Downtown Focal Element		x			In the planning stage
NR8	Issue RFP to engineer linear park	x				
NR9	Construct Phase I of linear park			x		
NR10	Construct Phase II of linear park			x		
NR11	Construct Phase III of linear park			x		
NR12	Construct Phase IV of linear park		x			
NR13	Maintenance of Landscaping on Parkway/ roads & at newly landscaped areas	x				Ongoing
NR14	Develop an RFP for planning services for a greenspace master plan			x		Budget constraints

A.1 //REPORT OF ACCOMPLISHMENTS - SHORT TERM WORK PLAN (2007-2011)

COMMUNITY FACILITIES & SERVICES

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
C1	Support solid waste reduction and recycling by preparing & distributing information about recycling to city residents and businesses; putting out an RFP for or establishing a city-run recycling program; implementing a system or charges for waste collected based on type or volume; establishing a city program for recycling its own paper, aluminum, glass or other material generated by city activities; or implementing some other tool that would support solid waste reduction and recycling.		x			
C2	Facilitate functions & events on square-annual	x				Helped to coordinate the Country Gathering, Hosted 4th of July and Christmas events.
C3	Bank Renovation	x				
C4	Website - update; enable electronic payments	x				Website updated, payment feature not updated.
C5	Purchase new software for computer system					
C6	Develop purchase & procurement manual		x			Draft completed
C7	Recreational Center	x				

COMMUNITY FACILITIES & SERVICES (CON'T)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
C8	Renovating Ford Center Main Building as library and community center	x				
C9	Construct parking garage downtown			x		
C10	Lewis Road ROW acquisition	x				
C11	Construct Lewis Road improvements	x				
C12	Lewis Road preliminary engineering	x				
C13	Redevelopment plan	x				
C14	Prepare an annexation plan that identifies the location and timeframe for properties to be annexed	x				
C15	Complete state accreditation for police department		x			Awaiting inspections
C16	Expand police department facility	x				
C17	Develop paperless police department				x	Budget constraints
C18	Upgrade police department security with outside cameras and fencing	x				City established third party contract for IT
C19	Computer system update	x				
C20	AFIS crime system (finger print tracking)	x				
C21	Driving simulator		x			
C22	Firing range simulator			x		
C23	Purchase SWAT van				x	Budget constraints
C24	Replace mule and dirt bike				x	Budget constraints

A.1 //REPORT OF ACCOMPLISHMENTS - SHORT TERM WORK PLAN (2007-2011)

COMMUNITY FACILITIES & SERVICES (CON'T)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
C25	Hostage negotiations unit				x	Budget constraints
C26	Rescue raft of boat for floods				x	Budget constraints
C27	Security plan update for after police department remodeling	x				
C28	Install Landscaping	x				
C29	Institute building and code inspection procedures			x		
C30	Participate annual subscription to Cobb County Geographic Information System	x				
C31	Expand GIS System work to include GEO Coding & Development Tracking by Census Data	x				
C32	Macedonia Road Sewer Extension	x				
C33	Infrastructure Reporting Implementation	x				
C34	Amend water/sewer boundary agreement with Cobb County to extend City boundaries	x				
C35	Connection from Silver Comet to Lindley Street, landscaping	x				
C36	Sidewalks, Curbing, Resurfacing mitigation area along/Butner/Marchman/Anderson	x				
C37	Pineview, Oakview, Lynn, Cemetery, & Jackson Way improvements	x				
C38	Frank Aiken sidewalks	x				

COMMUNITY FACILITIES & SERVICES (CON'T)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
C39	Sidewalks & Streetscape - Atlanta Street	x				
C40	Fiber Optic Connection between Bank and Public Works				x	Cost prohibitive
C41	Microsoft Office Upgrade	x				
C42	Microsoft Windows Operating System Upgrade	x				
C43	Network Infrastructure Upgrades	x				
C44	Backup Tape Library	x				
C45	Direct Attached Storage	x				
C46	Server(s)	x				
C47	Network Management Software	x				
C48	Network Monitoring Software	x				
C49	Infrastructure Reporting Implementation		x			
C50	Software Maintenance/Upgrades	x				
C51	Hardware Maintenance/Upgrades	x				
C52	Carter Road/ Powder Springs Road Sidewalks	x				
C53	Lancer Sidewalks			x		Budget constraints

LAND USE

LU1	Enact FLU map changes to identify stable neighborhoods, environmentally sensitive areas and historic resources and mixed use opportunities	x				
LU2	Zoning administration		x			

A.2 //REPORT OF ACCOMPLISHMENTS - SHORT TERM WORK PLAN (2012-2016)

ECONOMIC DEVELOPMENT

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
ED1	Recruit development of office park development on Lewis Road				X	Changed to include sustainable development, rather than office park development
ED2	Recruit sustainable development on Lewis Road		X			Working with property owners to market
ED3	Market redevelopment area		X			Plan to be revised
ED4	Market development of south square		X			Plan to be revised
ED5	Update LCI plan for redevelopment area	X				
ED6	Feasible development plan for parcels originally composing south square.			X		Pending LCI Update
ED7	Utilize the updated LCI for planning ideas in the redevelopment area			X		Pending LCI Update
ED8	Public outreach- messenger; signage; brochures and cards include biennial newsletter	X				Ongoing
ED9	Master plan to define south square (such as boutique hotel, walkable plaza)			X		Pending LCI Update
ED10	Issue RFP for Design/Engineering South Square			X		Pending LCI Update
ED11	Recruit developer for mixed use remodel of existing town square.		X			
ED12	Develop economic development strategy – update annually	X				

ECONOMIC DEVELOPMENT (CON'T)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
ED13	Identify and begin attending industry events occurring within the region	X				
ED14	Identify one national target industry event per year for attendance by community leaders				X	Cobb Edge; Annual trip
ED15	Host business reception for new businesses and conduct lunch meetings with local businesses.				X	Conducted quarterly business training and lunches for local businesses
ED16	Host annual meetings with local businesses, including those within industries recommended for recruitment in Fanning Report .			X		
ED17	Host annual downtown business open house; annual reception for downtown property owners	X				
ED18	Create a single marketing website for Powder Springs Economic Development	X				
ED19	Conduct a Target Cluster Analysis and Identify all Local Companies within Target Industries.			X		
ED20	Engage a public relations firm to generate positive publicity about Powder Springs				X	Deleted; hired an Economic Development Director

A.2 //REPORT OF ACCOMPLISHMENTS - SHORT TERM WORK PLAN (2012-2016)

ECONOMIC DEVELOPMENT (CON'T)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
ED21	Inventory and assess all potential and existing industrial and commercial properties		X			
ED22	Create printed and electronic site information packets on potential development areas, vacant sites, and downtown properties. Create brochures for targeted industries.	X				
ED23	Recruit developer for mixed use remodel of existing town square.		X			Working with the DDA to hire a broker and recruit developer
ED24	Work with Cobb County Government to Identify and Zone Properties that are Planned for Commercial Development		X			
ED25	Add a public relations element to the Powder Springs Economic Development website	X				
ED26	Become a member of target industry trade associations; market to their membership				X	Budget constraints
ED27	Develop a national database of target industry companies and contacts for business development uses		X			
ED28	Customize marketing materials for each target industry (online and print)		X			
ED29	Organize semi-annual marketing trips to target industry regions				X	Budget constraints

ECONOMIC DEVELOPMENT (CON'T)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
ED30	Organize annual marketing trips to state economic developers		X			
ED31	Install signage and curb cuts near Hopeland Industrial area and Silverbrooke Crossing	X				
ED32	Examine areas for potential industrial use.	X				

NATURAL & HISTORIC RESOURCES

NR1	Old Town Square Improvements (to include a permanent stage)				X	Pending LCI Update
NR2	Maintenance of Landscaping on parkway/ roads & at newly landscaped areas.	X				Ongoing
NR3	Purchase property to expand Powder Springs Park - parking				X	Not feasible
NR4	Restore/enhance historic cemetery				X	Not feasible
NR5	Construct Phase IV of linear park		X			
NR6	Reexamine uses for Linear Park, including impact fee program update		X			
NR7	Historic preservation - prepare inventory of buildings and property which appear historic Update Historic Resources Survey				X	
NR8	Gather/distribute information on government programs supporting historic preservation to owners of buildings which appear historic		X			

A.2 //REPORT OF ACCOMPLISHMENTS - SHORT TERM WORK PLAN (2012-2016)

NATURAL & HISTORIC RESOURCES (CON'T)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
NR9	Seven Springs Walking Tour Markers; update and implement trail signage program.			X		RFP released for trail signage, project cost higher than anticipated. No budget available for Seven Springs Walking Tour Markers.
NR10	Develop tourism strategy centered around recreation and entertainment to include Bodiford House		X			

COMMUNITY SERVICES & FACILITIES

C1	Facilitate functions & events on square-annual	X				Completed annually
C2	Electronic filing system for record keeping				X	Ongoing updates; no longer needed in STWP
C3	Redevelopment plan			X		Postponed until completion of road improvements
C4	Expand police department and court facilities	X				
C5	In car video system	X				
C6	Replace transport van			X		The transport van has low mileage and is in good condition.
C7	Rescue raft of boat for floods				X	Rescue boats are available from other agencies

COMMUNITY SERVICES & FACILITIES (CON'T)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
C8	Participate annual subscription to Cobb County Geographic Information System				x	Ongoing, does not need to be included on future Short Term Work Program.
C9	Land acquisition plan – funding strategy		x			
C10	Infrastructure reporting implementation	x				Ongoing
C11	Pineview, Oakview, Lynn, Cemetery, & Jackson Way improvements	x				
C12	Lancer sidewalks, phase 2			x		Delayed in lieu of additional resurfacing as a first priority.
C13	Theatre and reception hall – market for events; schedule events; maintenance	x				Reactivated Ford Board
C14	Black box theatre	x				Concept modified to be multipurpose performing arts venue.
C15	Direct attached storage				x	No longer necessary
C16	Network monitoring software.				x	No longer necessary
C17	Document retention	x				
C18	Document disaster recovery plan	x				
C19	Citizen survey	x				
C20	Virtual city hall				x	Not feasible

A.2 //REPORT OF ACCOMPLISHMENTS - SHORT TERM WORK PLAN (2012-2016)

COMMUNITY SERVICES & FACILITIES (CON'T)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
C21	Magnet/charter school plan				X	Not feasible
C22	University satellite campus				X	Not feasible
C23	Water rate increases	X				
C24	Sidewalk master plan – inventory, assessment, improvements		X			
C25	Acquire and implement integrated software system	X				
C26	Researching options for utilizing lockbox and e-mail payments and improving inhouse credit card equipment and processing	X				
C27	Implement stormwater utility				X	Ongoing, does not need to be included on future Short Term Work Program.
C28	Setup Stormwater Utility Fund in software, develop budget and implement billing for fees in software.	X				
C29	Upgrade credit card processing machines for chip technology		X			
C30	Implement E-billing option for residents to receive their monthly water bill.		X			
C31	Purchase SWAT van				X	No longer have a SWAT Team
C32	Sell/renovate old barbershop		X			

COMMUNITY SERVICES & FACILITIES (CON'T)

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
C33	Corridor Assessment and Redevelopment Plan for Austell Powder Springs Road – Enterprise Zone			X		Pending staffing, resources
C34	Land acquisition plan – funding strategy		X			
C35	Stormwater management plan update	X				
C36	Community rating system to lower flood insurance premiums	X				Completed annually
C37	Implement sidewalk improvements based upon study recommendations		X			
C38	Develop marketing and use strategy for city trails (5K; PD Bike Patrol; Cameras; etc.)	X				
C39	Develop road rating system to serve as basis for road improvement projects and update 3-5 years	X				
C40	Institute Community Policing Program to include CAP, bridge gap meetings, business watch, etc.	X				
C41	Institute Community Emergency Response Team Program; Update COOP	X				
C42	Develop capital improvement plan for facilities, equipment, infrastructure		X			
C43	Evaluate information technology backup resources and services		X			

A.2 //REPORT OF ACCOMPLISHMENTS - SHORT TERM WORK PLAN (2012-2016)

LAND USE

#	PROJECT NAME/DESCRIPTION	COMPLETE	UNDERWAY	POSTPONED	DROPPED	NOTES
LU1	Zoning administration				X	Ongoing, does not need to be included on future Short Term Work Program.
LU2	Update Design Guidelines (after conducting tour of "perfect city")				X	Not feasible
LU3	LCI study	X				
LU4	Update UDC per state and water planning requirements		X			
LU5	"Update UDC to eliminate discrepancies, make it more user friendly and to review and revise regulations."		X			
LU6	Update Comprehensive Plan to reflect current demographic information with corresponding issues and opportunities	X				
LU7	Update CIE and impact fee program to reflect current population estimates and project programming	X				
LU8	Enterprise Zone	X				
LU9	Update City Boundary map with actions through the General Assembly – Annual submittals as appropriate.		X			

A.3 // STAKEHOLDER INTERVIEW QUESTIONS

Between November 11th, 2016 and December 5th, 2016, 27 stakeholders were interviewed. The majority of these interviews took place in person, while some were conducted over the phone.

Stakeholders were asked some combination of 12 questions, ranging from the very general to the more specific.

QUESTIONS

1. What do you think should be the primary goals of the Springs in Motion Comprehensive Plan?
2. Are you happy with the direction the city is going?
3. What do you think are the City's biggest challenges?
4. What do you think are the City's biggest opportunities?
5. What aspect of the City do you think needs the most attention as we begin our assessments?
6. What area or specific place within the City do you believe has the most potential to change/redevelop
7. Why would a business want to relocate here? What could Powder Springs do to make it more attractive to businesses looking to relocate?
8. Why would someone want to move here? What could Powder Springs do to make it more attractive to people looking to move to metro Atlanta?
9. What issue is most prevalent to the community you are representing (i.e. if you are a business owner, what issue(s) weigh heaviest on the business community? If you are an employee of a local school, what issue(s) are most important to the school you work for)?
10. What types of (planning) policies have worked well in the past and should be retained as we update the plan?
11. Are there any critical problems with current (planning) policies in how they have been enforced/implemented?
12. Is there anything else you would like us to know as we move forward in the planning process?

A.4 // COMMUNITY INPUT SURVEY

1. Which of the following best describes where you live?
 - I live within Powder Springs city limits
 - I have a Powder Springs address, but my house is in unincorporated Cobb County
 - I do not live in Powder Springs, but I live elsewhere within Cobb County
 - None of these apply
2. How many years have you lived in Powder Springs? If you have lived here less than 1 year, please write "0."
3. What is one word to describe Powder Springs today?
4. What is one word to describe Powder Springs tomorrow?
5. How satisfied are you with Powder Springs' transportation network as it is today?
 - Very Dissatisfied
 - Dissatisfied
 - Neutral
 - Satisfied
 - Very Satisfied
6. What is your primary mode of transportation?
 - Car
 - Carpool
 - Bicycle
 - Walk
 - Transit
 - Other - Write In: _____
7. What other mode(s) of transportation would you like to be able to utilize in Powder Springs? Check all that apply.
 - Car
 - Carpool
 - Bicycle
 - Walk
 - Transit
 - None
 - Other - Write In: _____
8. Which of the following prevent you from walking/bicycling as much as you would like? (Check all that apply)
 - Where I want to go is too far
 - There is no sidewalk or bicycle facility near me
 - Walking/riding along the street is uncomfortable due to the amount of traffic
 - There is no direct route and I would have to walk/bike far out of my way
 - It is difficult to cross streets safely
- I am physically disabled or cannot walk/bicycle
- None of these apply; I am able to walk/bicycle as much as I would like
- Other: _____
9. Are you a regular user of the Silver Comet Trail (at least once per month)?
 - Yes
 - No
10. What kinds of improvements to the Powder Springs portion of the trail would you like to see? Check all that apply.
 - Improved wayfinding/signage
 - Expanded connectivity and/or network
 - More lighting and/or safety features
 - Public art
 - Advertisements to destinations in Powder Springs
 - None of these
 - Other: _____
11. Please indicate your priority areas for transportation investment.
 - Sidewalks
 - High
 - Medium
 - Low

Bike lanes along streets

- High
- Medium
- Low

Silver Comet Trail

- High
- Medium
- Low

Other multi-use trails

- High
- Medium
- Low

Intersection improvements

- High
- Medium
- Low

Capacity improvements

- High
- Medium
- Low

12. Please list up to three (3) transportation improvements you would MOST like to see and WHERE these are needed. For example: "Add a left turn lane at _____ Road at _____ Blvd," or "improve congestion on _____ Street)"

1. _____
2. _____
3. _____

13. In your opinion, do you feel that there are enough cultural activities and/or entertainment options in Powder Springs? (i.e. festivals and special events, museums, galleries)

- Yes
- No

14. If you answered "yes" to Question 13, please tell us about your favorite cultural activities that takes place in Powder Springs.

15. If you answered "no" to Question 13, please tell us what types of cultural activities you would like to see in Powder Springs.

16. What types of entertainment would you like to see more, the same, or less?

- Hotels, inns
- More
 - The same
 - Less
 - No opinion

Art galleries, museums

- More
- The same
- Less
- No opinion

Nighttime entertainment

- More
- The same
- Less
- No opinion

Festivals and events

- More
- The same
- Less
- No opinion

Plays, performances, concerts

- More
- The same
- Less
- No opinion

Parks, playgrounds, recreational areas

- More
- The same
- Less
- No opinion

Sports

- More
- The same
- Less
- No opinion

17. **As of today, how you rate the overall quality of housing in Powder Springs?**

- Poor
- Fair
- Good
- Exceptional

18. **As of today, how affordable is the cost of housing (both rental and ownership) in Powder Springs?**

- Very unaffordable
- Somewhat unaffordable
- Somewhat affordable
- Very affordable

19. **What types of housing would you like to see more, the same, or less?**

Single family homes

- More
- The same
- Less
- No opinion

Condos

- More
- The same
- Less
- No opinion

Townhouses

- More
- The same
- Less
- No opinion

Duplexes/Triplexes

- More
- The same
- Less
- No opinion

Apartments (above retail)

- More
- The same
- Less
- No opinion

Apartments (stand alone)

- More
- The same
- Less
- No opinion

Senior living facilities

- More
- The same
- Less
- No opinion

20. **The concept of "aging in place" is becoming a focus for communities that retain a higher number of senior citizens (residents aged 65 and over). Communities that offer the option to age in place often contain single story houses on smaller lots, have a mix of uses that provide conveniences to daily life, and are walkable. Would you be supportive of an initiative that would support aging in place in Powder Springs?**

- Yes
- No
- Not sure/No opinion

21. Would you be willing to pay more for housing if it was within accessible walking distance to retail, dining, and entertainment amenities?

- Yes
- No
- Not sure / No opinion

22. Creating a diverse business community is key to improving economic development in Johns Creek. What types of businesses would you like to see more, the same, or less?

Offices

- More
- The same
- Less
- No opinion

Industrial

- More
- The same
- Less
- No opinion

Big box retail

- More
- The same
- Less
- No opinion

Small, locally owned shops

- More
- The same
- Less
- No opinion

Casual dining restaurants

- More
- The same
- Less
- No opinion

Fine dining restaurants

- More
- The same
- Less
- No opinion

Grocery stores

- More
- The same
- Less
- No opinion

Bars & breweries

- More
- The same
- Less
- No opinion

The following portion of the survey will ask for your preferences for physical design as it relates to housing, commercial nodes, and transportation. For each question, please review the images provided and choose the image you feel would be most appropriate for Powder Springs.

23. Single family homes



24. Townhomes



25. Duplexes/Triplexes



26. Condos/Apartments



27. Commercial



28. Parks & Open Space



29. Sidewalks



30. Bike facilities



31. Is there anything else you would like the planning team to know?

32. If you would like a member of the planning team to contact you directly to discuss the Springs in Motion Comprehensive Plan, please provide your name and contact information below.

() Mr.

() Ms.

() Mrs.

First Name: _____

Last Name: _____

Email Address: _____

Phone Number: _____

Preferred Method of Contact: _____

A.5 // FULL SWOT RESULTS

STRENGTHS

- Undeveloped, buildable land
- GRTA park and ride
- Location: close to airport, interstate, and a direct shot to metro Atlanta attractions (2)
- Silver Comet Trail (2)
- Flex bus (2)
- Strong single family housing inventory (2)
- Existing parks infrastructure and availability of green space (2)
- Park system, greenspace
- Land values are increasing
- Medium sized city
- Great trails and pedestrian access
- Decent arterials through the city
- Sidewalk inventory
- Rail system
- Strong and committed DDA and DPAS boards
- Railyard in Austell
- Reasonably priced housing
- Strong staff skill set
- Beautiful area, attractive, appealing
- Highly educated population
- Linear Park
- Senior services
- Medical facilities close by
- Low crime rate
- Museum
- Places of worship

WEAKNESSES

- Lack of curb cuts, especially along Highway 278/C.H. James Parkway
- Lack of quality, diverse housing
- Density is too low
- Can't attract new residents or daytime population due to downtown inactivity
- No main bus line
- Not enough retail in the city, little opportunities for shopping
- Scattered consistency in zoning
- City does not own enough property to leverage future development plans
- Available land is not contiguous
- Not developable
- Developers blocked due to residents
- Need more restaurants
- Underutilization of Powder Springs Park
- Public transit
- Some areas have a 25mph speed limit
- Lack of awareness of the flex bus
- Lack of major arterials
- The sidewalk that runs along Powder Springs Dallas Rd from the post office towards C.H. James Pkwy stops under the bridge.
- Morning traffic going towards Marietta St on Powder Springs Rd is always bad
- Overly stringent development process
- Vacant buildings—little or no upkeep
- Property owners seem to lack interest or motivation in fixing up their buildings
- Fear of spending money

- Parking
- School system: test scores are down

OPPORTUNITIES

- Recent LCI Study
- Transportation hub corridor study
- Marketing and increasing efforts to recruit future residents, developers, and businesses
- Identify ways to increase the tax base
- Inventory of vacant buildings ripe for redevelopment
- Zoning expanding (more business friendly)
- Updating our comprehensive plan
- More parks
- Targeting job creation opportunities through plan
- Development at Lynn Wilson property
- Promote Silver Comet Trail to bring people into the City
- More public transportation
- Braves development and shuttle buses
- Expand Cobb Linc into Powder Springs
- Annexation program
- Increase density inside city or as close to downtown as possible

THREATS

- Complacent mindset of residents, resistance to change
- Propensity of erosion and flooding
- Poor planning and zoning
- Resistant land owners
- Inconvenience of underwater springs (at times)
- Property owners are not motivated to fix up their buildings
- Deterrent to jobs, people want to stay away
- Impact on traffic if overdeveloped

- Lack of funding
- Infrastructure does not keep pace with development
- Uncertainty regarding future economy
- Fear of having diverse housing types based on negative views of surrounding areas.
- Poor infrastructure
- Businesses will not come without the density to support them
- Loss of the small town feel
- Buildings in poor condition
- Little to no money in the budget to contribute to redevelopment

A.6 // CORE TEAM

Joacey Bautista-Fraser

Bob Cooper

Doris Dawkins

Dorothy Dicks

Kevin Flanagan

Josh Ford

Yolanda Hassell

Elliot Hennington

Connie Holloway

Matt Holtzclaw

Nancy Hudson

Stan Kaady

Pamela Parham

Johnnie Purify

Saul Rodriguez

Ralph Steed

Barry Yeager

SPRINGS IN MOTION – PLANNING WORKSHOP #2



Name	Email Address
LeAnne Richards	leerich07@msn.com
Lisa Daves	lisa.daves@cubbk12.org
Lowson Poland	None
Mark Campbell	mac3x@outlook.com
Wendy Connors	wconnors@chessville.net
Stan Kapady	
Jean Grizzle	jeanniegirl@aol.com
Vivian + Emily Hagan	vemmer127@aol.com
Rozz Kekult	
Theresa Jeanne	
Karen Weidner	Karen.weidner@att.net
Jay + Misty Grimes	mishapes@yahoo.com
Geason Drees	Geason.Drees@Comcast.com
Randall Madison	SHILLC@aol.com
Jake Hardy	jakehardy3@gmail.com
Eddie Williams	lytconcepts@yahoo.com
Brenda R Addison	brendaraddison@yahoo.com
Sarah Hardy	sarahhj@att.net
Sam Hardy	samhardy7@yahoo.com
Randy Hirsch	

Name	Email Address
Wanda Platon	Lebelle.chaussure@yahoo.com
Olave Tamara	stamara@gsa.org
Francesca Coussillant	Francesca.couss@gmail.com
Kim Boettcher	Kim.Boettcher@wellstar.org
Susan Smelser	SusanSmelser@comcast.net
Heidi Hanston	heidi@pillarcreative.com
LaNell M. Bates	Pinegrove Drive
Paul Webb	pawebb14@gmail.com
Sheila Stockhouse	4312 Spr sheilors@aol.com
Thomas L. Weber	tomweber72@hotmail.com
Heather Maddras	4035 Lafayette Dr
Bobby Turner	Online Services@AOL.com
Sandy Morales	samor-m@yahoo.com
Carter Forbes	cforbes882@gmail.com
Karen Holt	k-holt2007@yahoo.com
Amy Vokes	amy.vokes@gmail.com
Deirdre Coirokan	dcoirokan99@yahoo.com
Tessi Sims	tsims0729@gmail.com
Michael P. Pasha	Michael@lifesize.com
Julius H. Bitt	Julius.Bitt@gmail.com

SPRINGS IN MOTION – PLANNING WORKSHOP #2



Name	Email Address
Marta Stewart	Marta@STEWARTBrokers.com
Lay Payson	payson.amy@gmail.com
Anita Bookes	Anita.Bookes@gsd@gmail.com
Sumner E. Sumner	4425 Atlantic Street
MARICOT ZAKOR	MSK161030@yahoo.com
Jim Taylor	j.taylor@bellsouth.net
Jean Roland	
Carolyn Cunningham	jody.tribuntes@yahoo.com
Steve Boyd	SteveBoyd@kw.com
Ansett Watts	lwattsansett28@yahoo.com
Willie Watts	" " "
Bob Smith	B.Smith@yahoo.com
Shelly Hendrix	Shellyshendrix@gmail.com
Marie Cetrulo	mariecetrulo@bellsouth.net
Lacy Doremus	lacydoremus@comcast.net
Jack Doremus	doremusj@comcast.net
Cecil Cukola	3788 Vile St Cir
HENRI LUST	HLUST75@Comcast.com
Mary & Lucina Berdang	

Name	Email Address
Judy Ludwig	ludwiggood@bellsouth.net
John Johnson	John2626@aol.com
Lynne Bruce	7500 Springdale Cir.
Myla Crawford	mylacrawford@gmail.com
JAMES DUPRE	dupreeluj@hotmail.com
Carolyn Carroll	CF72@aol.com
DAVID CARROLL	08827656@bellsouth.net
Angel L. Almodovar	almod218@bellsouth.net
Russ Blackledge	rblack@bellsouth.net
William J. Engel	EngelWJ@aol.com
John J. Cople	nj351cople@comcast.net
Jatun Alvarado	patrick.wisdommy4444@aol.com
Rae Barbara Ryan	barr.r@comcast.net
James Larker & James Ryan	vellapara@comcast.net Ryan1960@gmail.com
B.S. Cussell/Net	Cussell@comcast.net
Mark S. Lipin	
Will Gravely	william.k.gravely@gmail.com
Elliot Henning	ehenning@bellsouth.com
Kristi Lynn Kohn	KristiLynn48@yahoo.com
Patricia Francisco	francoisla@att.net

<u>Name</u>	<u>e-mail address</u>	<u>Name</u>	<u>E-mail</u>
June Allen	June 11845-june@com 4046 Arrow Street Dr June@11845		
Cecelia Owens-Fantanez	gownse@ctbridals.com		
Samantha Franzen	sam.franzen@gmail.com		
Kelly Mable	Kelly.mable@att.net		
Erika Shields	ERIKAS930@HOTMAIL.COM		
Tia Peery	tmpeery1@hotmail.com		
Jimmie Harrell	jimmielee@harrell.com		
Johnnie Purdy	jpurdyjr@aol.com		
Mark R Peery	—		
Shely Hope	—		
Diane Williams	—		
Sitalako Holiness	HOLINESS 46 @GMAIL		
Audra Baker	—		
Troy Parsons	—		
Marge Tames	MTAMAS@QSA.ORG		
Ella Hardy	ella.m.hardy@gmail.com		

A.8 // TECHNICAL APPENDIX

POPULATION & HOUSEHOLD GROWTH TRENDS & PROJECTIONS

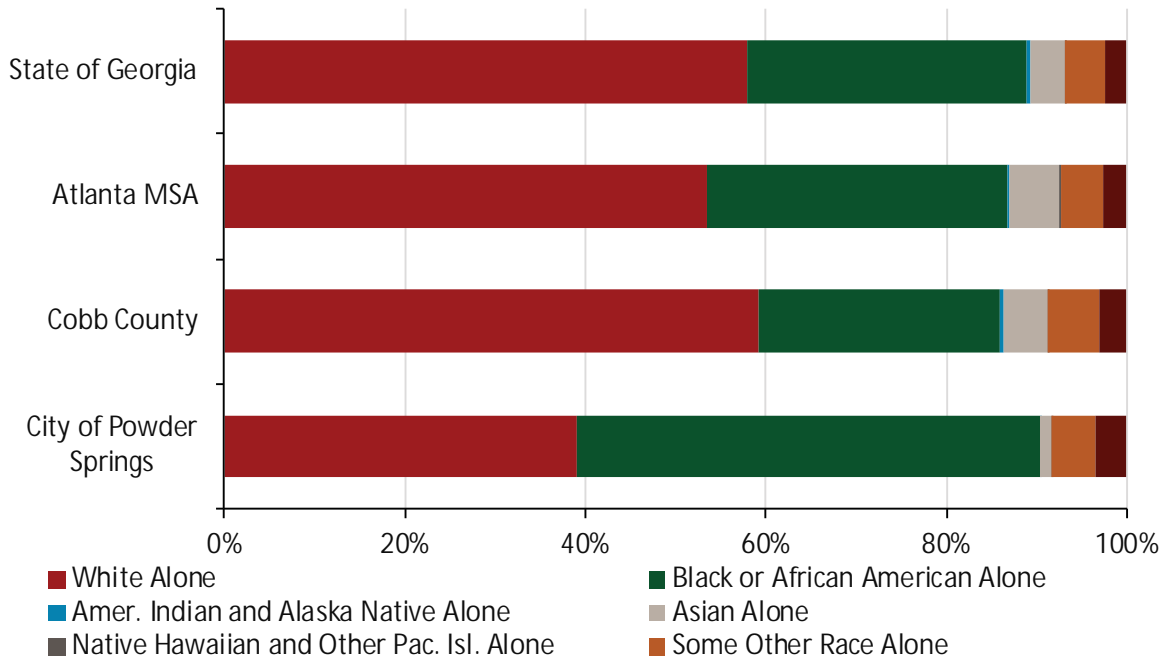
Population	City of Powder Springs	Cobb County	Atlanta MSA	State of Georgia
2000 Census	12,955	607,718	4,263,447	8,186,491
2010 Census	13,940	688,078	5,286,728	9,687,653
2016 Estimate	15,222	748,041	5,736,343	10,241,260
2021 Projection	16,198	798,270	6,102,347	10,736,776
CAGR Growth 2000-2016	1.0%	1.3%	1.9%	1.4%
CAGR (Fcst) 2016-2021	1.3%	1.3%	1.2%	0.9%
% of State Pop	0.1%	7.3%	56.0%	100.0%

Households	City of Powder Springs	Cobb County	Atlanta MSA	State of Georgia
2000 Census	4,211	227,483	1,559,711	3,006,377
2010 Census	4,817	260,056	1,943,885	3,585,584
2016 Estimate	5,295	284,062	2,117,123	3,802,007
2021 Projection	5,656	303,947	2,257,369	3,995,076
CAGR Growth 2000-2016	1.4%	1.4%	1.9%	1.5%
CAGR (Fcst) 2016-2021	1.3%	1.4%	1.3%	1.0%
New Households 2016-2021	361	19,885	140,246	193,069
2016 Est. Average Household Size	2.8	2.6	2.7	2.6

CAGR= Compound Annual Growth Rate

Source: Nielsen Inc., US Census ACS 2014, Bleakly Advisory Group

ESTIMATED 2016 POPULATION BY SINGLE-CLASSIFICATION RACE



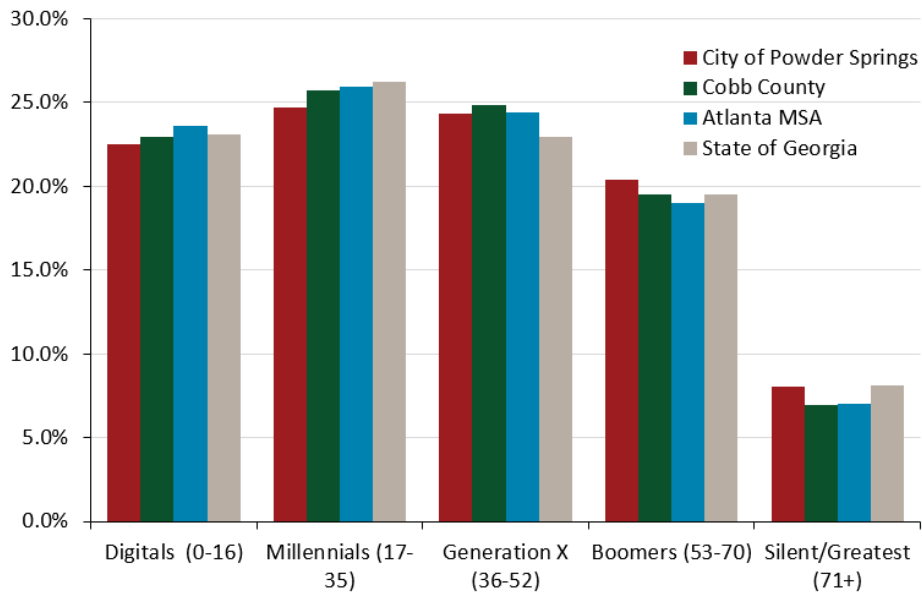
HOUSEHOLD TENURE BY RACE OF HEAD OF HOUSEHOLD

Race of Head of Household	% of All Household Heads in Race Category	% of All Renters in Race Category	% of All Owners in Race Category	% of Heads of Household in Race Category who Rent Homes	% of Heads of Household in Race Category who Own Homes	Total
White	48.2%	32.9%	52.9%	15.8%	84.2%	100%
African American	46.5%	64.6%	41.0%	32.2%	67.8%	100%
American Indian & Alaska Native	0.3%	0.0%	0.4%	0.0%	100.0%	100%
Asian	0.7%	2.5%	0.2%	79.0%	21.0%	100%
Some other Race	1.9%	0.0%	2.5%	0.0%	100.0%	100%
Two or More Races	2.2%	0.0%	2.9%	0.0%	100.0%	100%
	100%	100%	100%			

HOUSEHOLD CHARACTERISTICS, 2016

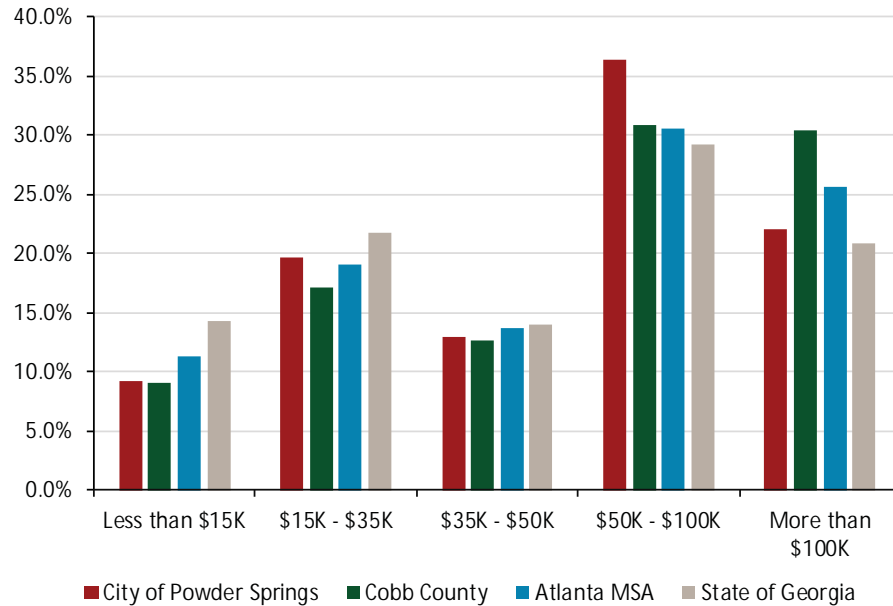
Household Characteristics	City of Powder Springs		Cobb County		Atlanta MSA		State of Georgia	
Est. Households	5,295		284,062		2,117,123		3,802,007	
Small Households (1 or 2 people)	2,696	50.9%	162,735	57.3%	1,178,485	55.7%	2,166,898	57.0%
Medium Households (3-4)	1,832	34.6%	90,565	31.9%	676,363	31.9%	1,195,221	31.4%
Large Households (5+)	767	14.5%	30,762	10.8%	262,275	12.4%	439,888	11.6%
Households with Children	2,224	42.0%	103,978	36.6%	807,120	38.1%	1,401,401	36.9%
Households without Children	3,071	58.0%	180,084	63.4%	1,310,003	61.9%	2,400,606	63.1%
Non-Family Households	1,280	24.2%	93,111	32.8%	677,602	32.0%	1,199,600	31.6%
2016 Est. Average Household Size	2.8		2.6		2.7		2.6	

AGE & GENERATIONAL COHORT, 2016



HOUSEHOLD INCOME DISTRIBUTION, 2016

Household Income	Powder Springs		Cobb County		Atlanta MSA		State of Georgia	
2016 Est. Median Household Income	\$ 60,131		\$ 65,508		\$ 58,310		\$ 50,075	
% of MSA Median Income	103.1%		112.3%		100.0%		85.9%	
Households by Income								
HH with income >\$15K	483	9.1%	25,778	9.1%	237,709	11.2%	540,858	14.2%
HH with income \$15K - \$35K	1,037	19.6%	48,488	17.1%	404,561	19.1%	827,598	21.8%
HH with income \$35K - \$50K	687	13.0%	35,947	12.7%	288,180	13.6%	530,511	14.0%
HH with income \$50K - \$100K	1,924	36.3%	87,394	30.8%	645,871	30.5%	1,110,965	29.2%
HH with income > \$100K	1,164	22.0%	86,455	30.4%	540,802	25.5%	792,075	20.8%
Percent of Families below Poverty	12.6%		9.9%		12.4%		14.6%	



HOUSEHOLD CHARACTERISTICS & TENURE PREFERENCE, 2014

Household Type	% of All Households	% of Households that OWN their Home	% of Households that RENT their Home	Total
Number of People in Household				
1-person	21.0%	88.0%	12.0%	100%
2-person	32.0%	76.3%	23.7%	100%
3-person	17.8%	70.5%	29.5%	100%
4-or-more-person	29.2%	73.4%	26.6%	100%
Family Type				
Married Couple	51.0%	83.8%	16.2%	100%
Other Family	22.4%	58.7%	41.3%	100%
Non-Family	26.5%	79.0%	21.0%	100%
Presence of Children				
With Related Child Under 18	43.8%	68.3%	31.7%	100%
Without Related Child Under 18	56.2%	83.6%	16.4%	100%

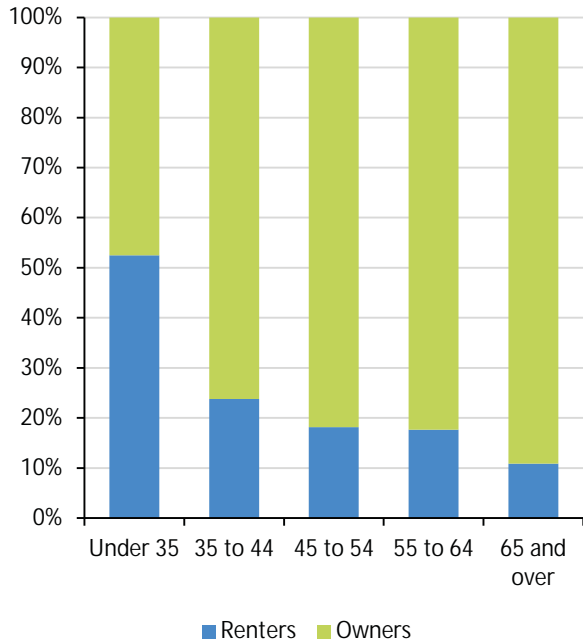
Source: Nielsen Inc., US Census ACS 2014, Bleakly Advisory Group, Inc

HOUSING TENURE BY HOUSEHOLD INCOME RANGE

Household Income	% of All Households in Income Category	% of All Owners in Income Category	% of All Renters in Income Category	% of Income Category who Own Homes	% of Income Category who Rent Homes	Total:
Less than \$25,000	19.1%	17.1%	25.6%	69.0%	31.0%	100%
\$25,000 to \$49,999	26.3%	20.5%	45.7%	59.9%	40.1%	100%
\$50,000 to \$74,999	21.6%	24.7%	11.1%	88.1%	11.9%	100%
\$75,000 to \$99,999	14.3%	15.3%	11.1%	82.1%	17.9%	100%
\$100,000 to \$149,999	11.3%	13.7%	3.5%	92.9%	7.1%	100%
\$150,000 or more	7.4%	8.7%	2.9%	90.9%	9.1%	100%
	100%	100%	100%			

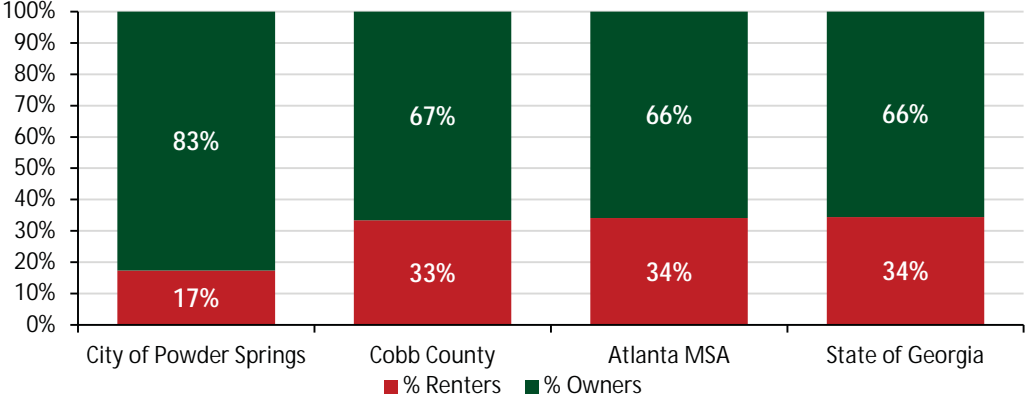
Source: Nielsen Inc., US Census ACS 2014, Bleakly Advisory Group, Inc

AGE DISTRIBUTION & HOUSING TENURE



Age of Head of Household	% of All Household Heads in Age Category	% of All Renters in Age Category	% of All Owners in Age Category	% of Heads of Household in Age Category who Rent Homes	% of Heads of Household in Age Category who Own Homes	Total
Under 35	14.6%	33.1%	9.0%	52.5%	47.5%	100%
35 to 44	24.6%	25.4%	24.4%	23.8%	76.2%	100%
45 to 54	26.0%	20.5%	27.7%	18.2%	81.8%	100%
55 to 64	16.4%	12.5%	17.5%	17.7%	82.3%	100%
65 and over	18.3%	8.6%	21.2%	10.9%	89.1%	100%
Total:	100%	100%	100%			

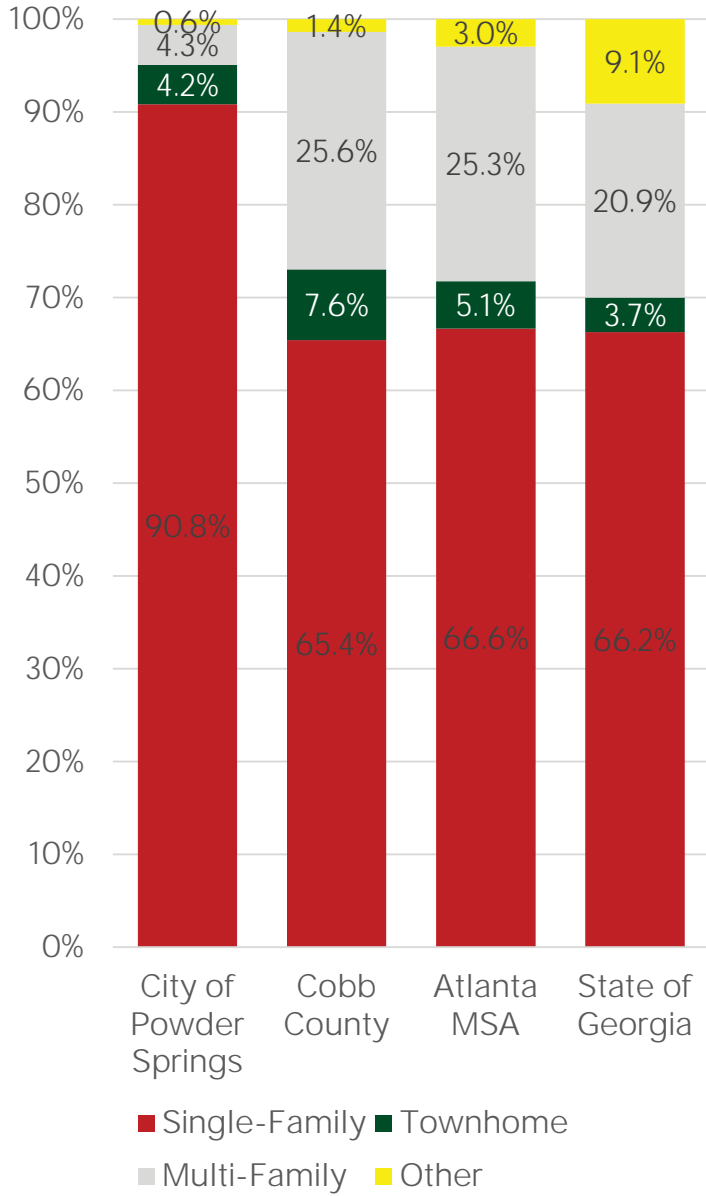
HOUSING TENURE, 2016



HOUSING UNIT MIX & TENURE PREFERENCE

	% of All Occupied Housing Units	% of All Renter Housing Units	% of All Owner Housing Units	% of Units in Category that are Renter-Occupied	% of Units in Category that are Owner-Occupied	Total
Single-Family	87.5%	73.5%	91.7%	19.4%	80.6%	100%
Townhome	6.6%	8.3%	6.1%	29.0%	71.0%	100%
Subtotal- SF & Townhome	94.1%	81.8%	97.8%	20.1%	79.9%	100%
Duplex	2.0%	6.4%	0.6%	76.2%	23.8%	100%
3 or 4 Units	1.5%	5.1%	0.4%	79.3%	20.7%	100%
5 to 9 Units	0.5%	1.2%	0.3%	54.6%	45.4%	100%
10 or more Units	1.1%	4.8%	0.0%	100.0%	0.0%	100%
Subtotal Multi-Family	5.1%	17.5%	1.3%	80.2%	19.8%	100%
Mobile Home or other type	0.8%	0.6%	0.9%	16.7%	83.3%	100%
Total:	100%	100%	100%			

HOUSING BY BUILDING TYPE, 2016



DISTRIBUTION OF OWNER & RENTER HOUSEHOLD BY YEAR BUILT

Year Structure Built	All Occupied	Owner	Renter
2010 or later	0.3%	0.3%	0%
2000 to 2009	27.8%	26.8%	30.9%
1980 to 1999	52.1%	55.7%	40.2%
1960 to 1979	15.1%	13.8%	19.6%
1940 to 1959	2.3%	1.2%	6.2%
1939 or earlier	2.4%	2.2%	3.1%

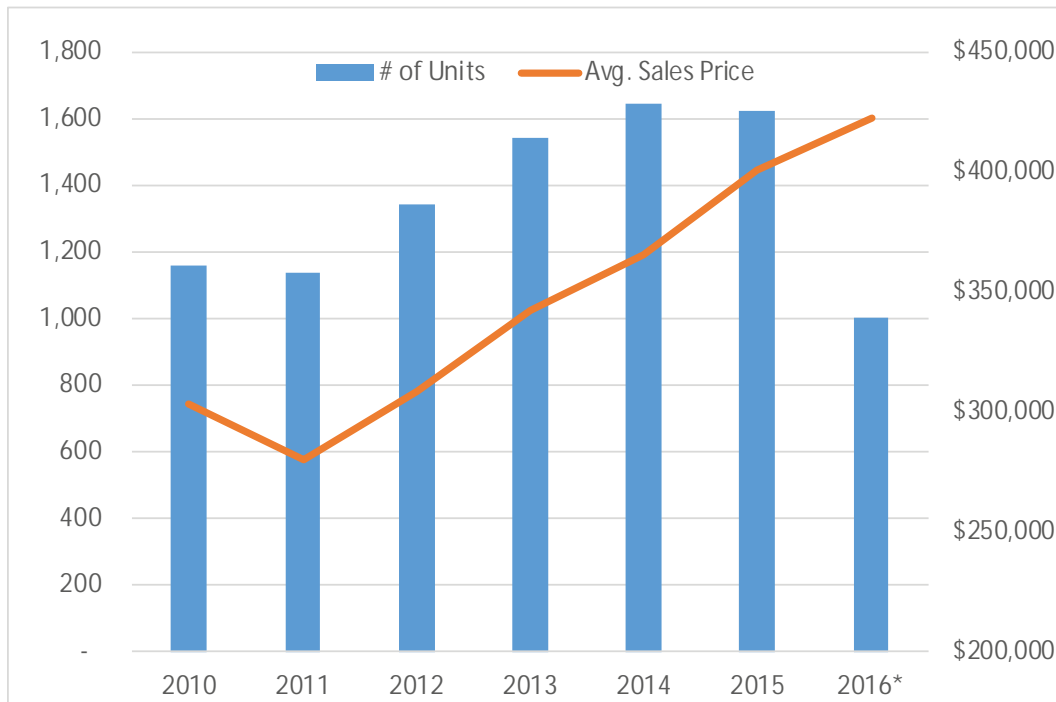
VALUE DISTRIBUTION OF OWNER-OCCUPIED HOUSING

Owner-Occupied Housing Units	Number	Percent of Total
Less than \$50,000	266	7.1%
\$50,000 - \$99,999	908	24.1%
\$100,000 - \$149,999	1,144	30.4%
\$150,000 - \$199,999	1,077	28.6%
\$200,000 - \$299,999	288	7.6%
\$300,000 - \$499,999	86	2.3%
\$500,000 - \$999,999	-	0%
\$1,000,000 or more	-	0%
Median Home Value (dollars)		\$130,600

RESIDENTIAL BUILDING PERMITS ISSUED IN POWDER SPRINGS

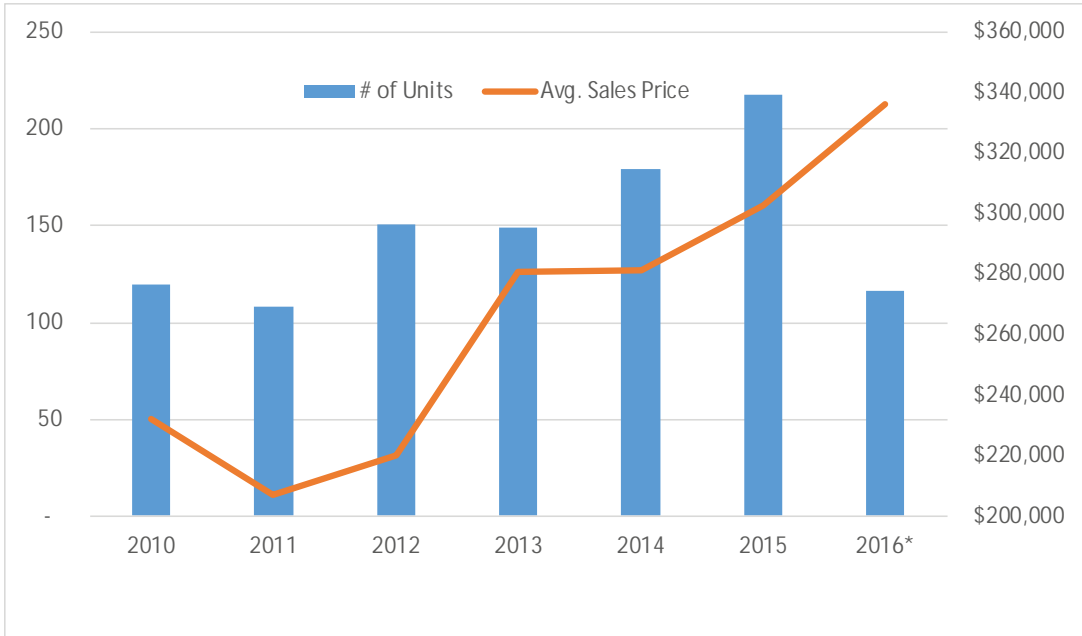
Residential Building Permits	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016*
Powder Springs																
Single-Family	117	238	170	135	136	129	86	49	5	23	-	22	16	54	54	51
Multi-Family	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Permits Issued	117	238	170	135	136	129	86	49	5	23	-	22	16	54	54	51
Cobb County																
Single-Family	4,512	4,794	4,967	5,432	5,173	3,366	1,901	744	413	713	884	1,193	1,594	1,391	1,477	1,654
Multi-Family	1,144	853	970	1,457	1,019	1,172	1,044	341	141	300	872	1,052	1,082	1,712	652	2,363
Total Permits Issued	5,656	5,647	5,937	6,889	6,192	4,538	2,945	1,085	554	1,013	1,756	2,245	2,676	3,103	2,129	4,017
Powder Springs % of Cobb County																
Single Family Homes	2.6%	5.0%	3.4%	2.5%	2.6%	3.8%	4.5%	6.6%	1.2%	3.2%	0.0%	1.8%	1.0%	3.9%	3.7%	3.1%
All New Construction	2.1%	4.2%	2.9%	2.0%	2.2%	2.8%	2.9%	4.5%	0.9%	2.3%	0.0%	1.0%	0.6%	1.7%	2.5%	1.3%

COBB COUNTY SALES & PRICING, ALL NEW CONSTRUCTION



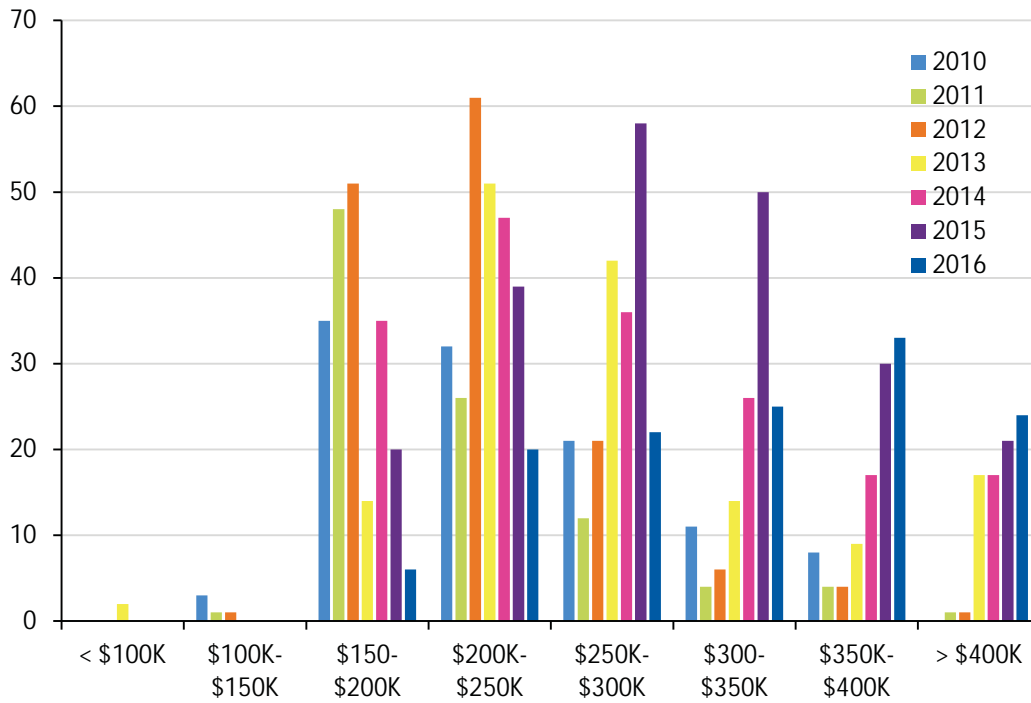
Year	Units	Avg. Sales Price
2010	1,159	\$ 302,923
2011	1,137	\$ 279,704
2012	1,342	\$ 308,487
2013	1,544	\$ 342,011
2014	1,643	\$ 365,552
2015	1,623	\$ 400,545
2016*	1,000	\$ 422,663
<i>*through Aug. 2016</i>		

30127 ZIP CODE SALES & PRICING, ALL NEW CONSTRUCTION



Year	Units	Avg. Sales Price
2010	120	\$ 232,297
2011	108	\$ 206,827
2012	151	\$ 220,112
2013	149	\$ 280,625
2014	179	\$ 281,343
2015	218	\$ 302,672
2016*	116	\$ 335,931
<i>*through Aug. 2016</i>		

30127 ZIP CODE NEW HOME PRICE DISTRIBUTION



RESALE MARKET TRENDS IN POWDER SPRINGS

Powder Springs Market Overview

Data through Jan 31, 2017

\$145,300 ZVI

4.3% 1-yr forecast (Jan 31, 2018)

\$179,900 Median listing price

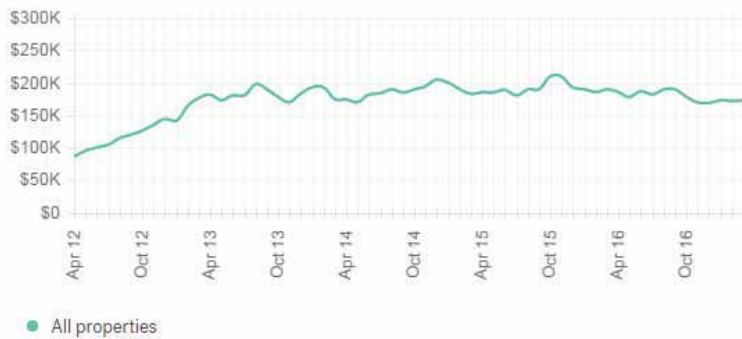
No data Median sale price



Source: Zillow

MEDIAN SALES PRICE IN POWDER SPRINGS (2012-2016)

Median Sales Price



Number of Sales



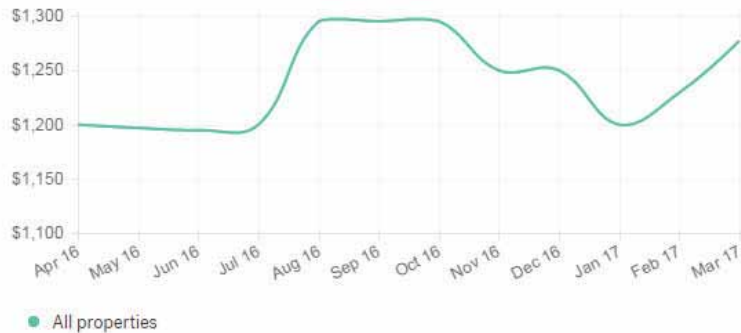
Source: Trulia

MEDIAN RENT IN POWDER SPRINGS

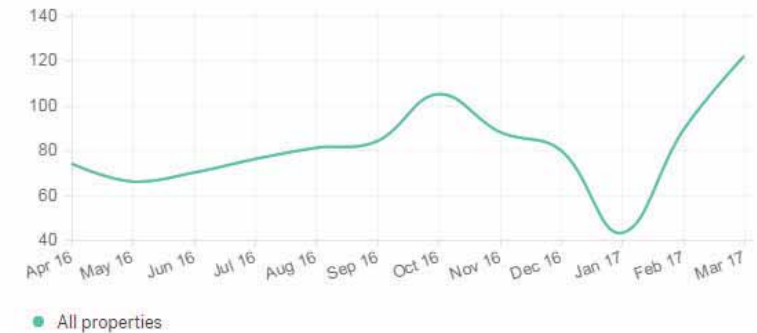
1 Br
 2 Br
 3 Br
 4 Br
 All properties

6 mo 1 yr

Median Rent



Number of Rentals



POWDER SPRINGS "BASELINE" HOUSING DEMAND FORECAST

Demand By Area	Total Demand by Period (Units):				Annual Average:	
	2015-20	2020-25	2025-30	2030-40	2015-25	2025-40
Income Qualified Housing Demand: Southwest Cobb County						
Homeowners	1,468	1,751	1,273	3,264	358	302
Renters	1,091	1,598	1,697	3,714	299	361
Total Estimated Demand	2,558	3,349	2,969	6,978	656	663
Portion of Income Qualified Demand: Powder Springs						
Homeowners	294	350	255	653	72	60
Renters	164	399	424	929	63	90
Total Demand (Units)	457	750	679	1,581	134	151
City Capture Rate of Southwest Cobb County Housing Demand						
Homeowners	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%
Renters	15.0%	25.0%	25.0%	25.0%	20.9%	25.0%

[1] Demand estimates include forecasted growth in households plus "turnover" of existing households.

POWDER SPRINGS "BASELINE" INDUSTRIAL/RETAIL/OFFICE DEMAND FORECAST

Employment and SF By Industry	2015 Base	Total Change by Period				Forecast Chg: 2015-40	
		2015-20	2020-25	2025-30	2030-40	Total	Ann. Avg.
Employment Forecast - SW Cobb County							
TOTAL Employment - All Sectors	15,011	2,057	1,586	1,569	2,760	7,972	319
Service Sector Jobs [1]	6,201	1,064	925	883	1,831	4,703	188
Mfg., Warehousing & Distribution Jobs [2]	2,021	162	68	46	30	306	12
Commercial/Retail Sector Jobs [3]	2,838	114	31	35	46	226	9
Estimated Space Demand (SF) - SW Cobb Co.							
Office Sectors [1]	733,236	122,460	105,103	99,793	110,119	437,475	17,499
Mfg., Warehousing & Distribution Sectors [2]	1,606,540	234,080	169,111	189,240	214,528	806,958	32,278
Commercial/Retail Sectors [3]	1,946,051	228,304	71,076	147,309	120,676	567,365	22,695
TOTALS	4,285,826	584,843	345,289	436,342	445,324	1,811,798	72,472
Estimated Capture of SF Demand - City of Powder Springs							
Office Sectors [1]	74,849	13,471	15,765	12,973	11,012	53,221	2,129
Mfg., Warehousing & Distribution Sectors [2]	178,316	35,112	42,278	37,848	32,179	147,417	5,897
Commercial/Retail Sectors [3]	306,207	45,661	10,661	14,731	12,068	83,121	3,325
TOTALS	559,372	94,243	68,704	65,552	55,259	283,758	11,350
City Capture Rate of Market Demand							
Office Sectors [1]	10.2%	11%	15%	13%	10%	12%	12%
Mfg., Warehousing & Distribution Sectors [2]	11.1%	15%	25%	20%	15%	18%	18%
Commercial/Retail Sectors [3]	15.7%	20%	15%	10%	10%	15%	15%

[1] Includes a percentage of employment in service sector industries which tend to occupy office space.

[2] Includes a percentage of jobs in manufacturing, warehousing and distribution which tend to occupy industrial or flex space.

[3] Includes a percentage of jobs in retail trade, food and other service industries which tend to occupy shopping center or commercial space.

THIS PAGE INTENTIONALLY LEFT BLANK

THIS PAGE INTENTIONALLY LEFT BLANK

TSW

PLANNERS
ARCHITECTS
LANDSCAPE ARCHITECTS