

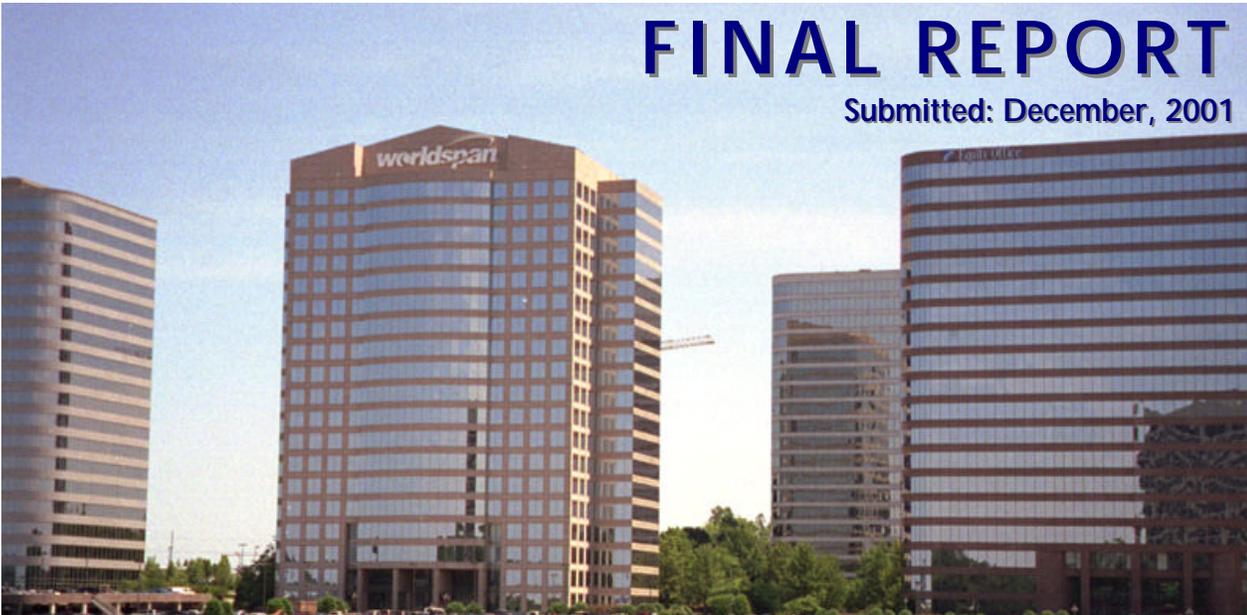
Submitted By:
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TRANS CONSULTANTS, INC.



BLUEPRINT CUMBERLAND STRATEGIC PLAN

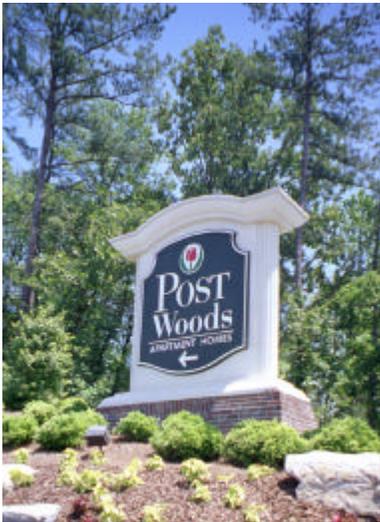
FINAL REPORT

Submitted: December, 2001



Cumberland Livable Centers Initiative (LCI) Plan

Funded by the Atlanta Regional Commission Livable Centers Initiative (LCI) Program, the Cumberland Community Improvement District (CCID) and the Cumberland Transportation Network (CTN)



Credits:

Our thanks to the following people for their vision, support and leadership throughout the LCI planning process.

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Cumberland Livable Centers Initiative (LCI) Plan

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PREFACE

*This **Cumberland Livable Centers Initiative (LCI) Plan** represents the culmination of many months of detailed planning and public outreach with stakeholders in the Cumberland area. It provides a framework and roadmap for urbanizing the core of the Cumberland area into a more livable, walkable, sustainable and aesthetically pleasing environment. This LCI Plan is made possible by the proactive measures of the Atlanta Regional Commission (ARC) through its Livable Centers Initiative – a regional program aimed at encouraging increased residential development, mixed-uses and connectivity in various activity and town centers. Furthermore, the program seeks to more directly tie transportation improvements with transit-oriented planning and future land use. Following the goals and requirements of the LCI program, this report is divided into four sections as follows:*

SECTION 1.0: EXISTING CONDITIONS REPORT

Section 1.0 summarizes the initial phase of planning for the LCI “core.” It documents all relevant existing conditions that have an impact on the activity center including: Study Area Context; Urban Design Issues; Transportation Issues; Activity Center Subareas & Issues; Activity Center Context; and Market Context. These existing conditions were used as a basis for making informed decisions in subsequent phases of planning.

SECTION 2.0: ACTIVITY CENTER PLAN

The Activity Center Plan represents the basic concepts, ideas and projects of the LCI plan and details a plan for development and transportation improvements over the next 25 years. Elements include A Vision; A Concept Plan (i.e., future land use concepts); Development Policies (housing and urban design); and a Circulation Plan (proposed transportation system and projects).

SECTION 3.0: IMPLEMENTATION PLAN

Section 3.0 outlines specific mechanisms for implementing the recommendations described in Section 2.0 including: Implementation Framework (organizational structure); Five-Year Action Plan (projects, costs and funding); Regulatory Enhancements (zoning amendments, housing incentives, etc.); and Development Standards.

SECTION 4.0: APPENDIX PUBLIC PARTICIPATION & ADDITIONAL DATA

Section 4.0 provides a complete overview of the mechanisms employed to gather public input on the LCI plan (meeting minutes, etc.). It also includes more detailed background and planning data that could not be easily summarized within the body of the report.

*While this LCI report presents a complete and detailed plan for the development of the “core” of the Cumberland area, it should be recognized that this is a distinct component within a broader plan and process for the Cumberland area as a whole – **The Blueprint Cumberland Strategic Plan**. Blueprint Cumberland is an ongoing process that seeks to define strategic recommendations for land use, zoning, housing, open space and urban design for a much larger area than the “core” activity center. As Blueprint Cumberland recommendations are refined throughout early 2002, the LCI plan will be incorporated within the larger study/report.*



Section 1.0 Existing Conditions Assessment:

1.1 Overview

1.2 Methodology

1.3 Study Area Context

1.4 Urban Design Issues

1.5 Existing Transportation Issues

1.6 Activity Center Subareas & Issues

1.7 Activity Center Context

1.8 Market Context



Cumberland Livable Centers Initiative (LCI) Plan

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- Employment to Households Chart P 1.13



Cumberland Livable Centers Initiative (LCI) Plan

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1.1 OVERVIEW

The Livable Centers Initiative (LCI) is a distinct, but interwoven, component of a broad strategic plan for the entire Cumberland area known as the “Blueprint Cumberland Strategic Plan.” Blueprint Cumberland was created as an ongoing effort designed to engage broad consensus about future development patterns. As such, the Blueprint resulted in comprehensive recommendations for future land use, zoning, development standards, transportation projects and urban design features.

The Blueprint Cumberland Strategic Plan involved a large and complex geographic area, for which the main goal was to define an overall land use strategy and prioritized transportation improvements. In addition, The Livable Centers Initiative (LCI) focused on creating an activity center within the core of the Blueprint area. The LCI plan, under the direction of the Blueprint Cumberland Steering Committee, built upon many months of study already completed in the broad Blueprint area by Robert Charles Lesser & Company (RCL Co.), Mayes Suddreth Etheridge (MSE), the Cumberland Community Improvement District (CCID) and the Cumberland Transportation Network (CTN)¹. These efforts have included: the enunciation of a proactive vision, analysis of existing transportation systems, a detailed understanding of existing market forces, and a concept plan for the location of a Light Rail Transit (LRT) system.

1.2 METHODOLOGY

This **LCI Plan** represents an additional more detailed study, of Land Use and Transportation issues in the core area. The final LCI Plan, presented herein is based on several parallel tasks conducted by the Planning Team including:

- **Steering Committee:** A steering committee was created representative of the broad Cumberland area including residential, commercial and institutional interests. The Consultant Team met with the Steering Committee on a monthly basis to provide project updates and receive input.
- **Stakeholder Interviews:** Urban Collage conducted several stakeholder interviews with key constituents within the Blueprint Cumberland area. These interviews included neighborhood organizations, business interests, governmental officials and property owners. (See Section 4.0 for meeting minutes)
- **Field Assessments:** Urban Collage conducted several field surveys to verify existing land use and important urban design features.
- **Review of Existing Resources:** Urban Collage reviewed a variety of existing documentation including zoning, previous stakeholder interviews conducted by RCL Co. and the Blueprint Cumberland “Briefing Book.”
- **Community Workshop:** Urban Collage conducted a collaborative work session with Blueprint constituents to create a preliminary “Concept Plan” for the Activity Center Area. (See Section 2.0)
- **Task Force Meetings:** Task Forces were developed for various plan elements to provide a more focused and directed opportunity for input. Urban Collage and Robert Charles Lesser met with the task forces on an intermittent basis to discuss key elements of the plan. (*For a list of the various task forces and their members please see section 4*)

¹ As of January 1, 2001 CTN will be renamed “Commuter Club”.

ELEMENTS

The above tasks have resulted in an assessment of existing conditions as presented in Section 1.0. This framework is intended to outline the important issues affecting the future physical development of the Blueprint area. Based on this framework, recommendations were developed and shown in sections 2.0 and 3.0 of this report. The framework is comprised of several elements as follows:

- **Study Area Context**
- **Existing Urban Design Issues**
- **Existing Transportation Issues**
- **Activity Center Subareas and Issues**
- **Activity Center Context**
- **Market Context**

These elements are briefly described below in narrative format and visually depicted on the maps on the following pages.

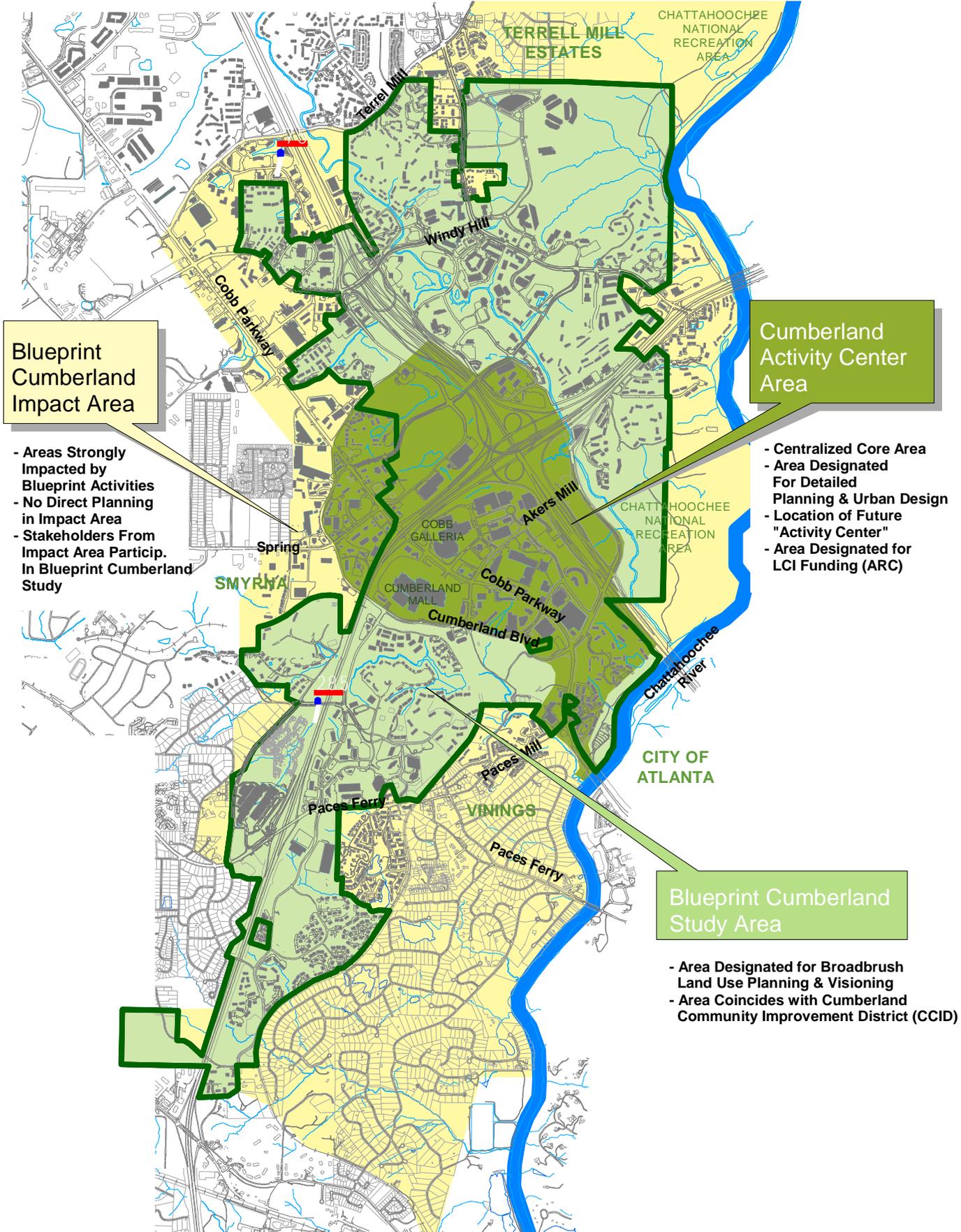
1.3 STUDY AREA CONTEXT

The Cumberland area is a very broad and diverse geographic area comprised of many neighborhoods, business districts and natural areas. For the purposes of Blueprint Cumberland, it was important to distinguish areas of “influence” versus areas of detailed study. Therefore, the study area has been divided into three categories:

Blueprint Cumberland Impact Area: The Impact Area represents the broadest geographic area of study. This area is so named due to its definition as the areas of Cumberland that are strongly impacted by the implementation of the Blueprint Cumberland Study but for which no direct planning will take place. In particular, the Impact Area provides a voice in the planning process for the adjacent stakeholders that will be most affected by the plan.

Blueprint Cumberland Study Area: The Blueprint Area represents a distinct geographic region that has been the subject of broad brush visioning, and is the subject of detailed recommendations for future land use and possible rezoning recommendations (to be included as a supplement to this plan). The Blueprint Cumberland Study Area directly coincides with the boundaries of the Cumberland Community Improvement District (CCID).

Cumberland Activity Center Area: The Activity Center Area (or, “core”) is the most centralized location and was selected to receive the most detailed level of study and planning (as contained in this report). The Activity Center Area is envisioned as the “heart” of Cumberland and will continue be the most urbanized location within the County. The area is intended to be developed as a regional destination within a “planned” framework of streets, open space and Light Rail Transit. The Activity Center has received LCI planning funds which form the basis for the programming of all future transportation/circulation projects.



Blueprint Cumberland Impact Area

- Areas Strongly Impacted by Blueprint Activities
- No Direct Planning in Impact Area
- Stakeholders From Impact Area Particip. In Blueprint Cumberland Study

Cumberland Activity Center Area

- Centralized Core Area
- Area Designated For Detailed Planning & Urban Design
- Location of Future "Activity Center"
- Area Designated for LCI Funding (ARC)

Blueprint Cumberland Study Area

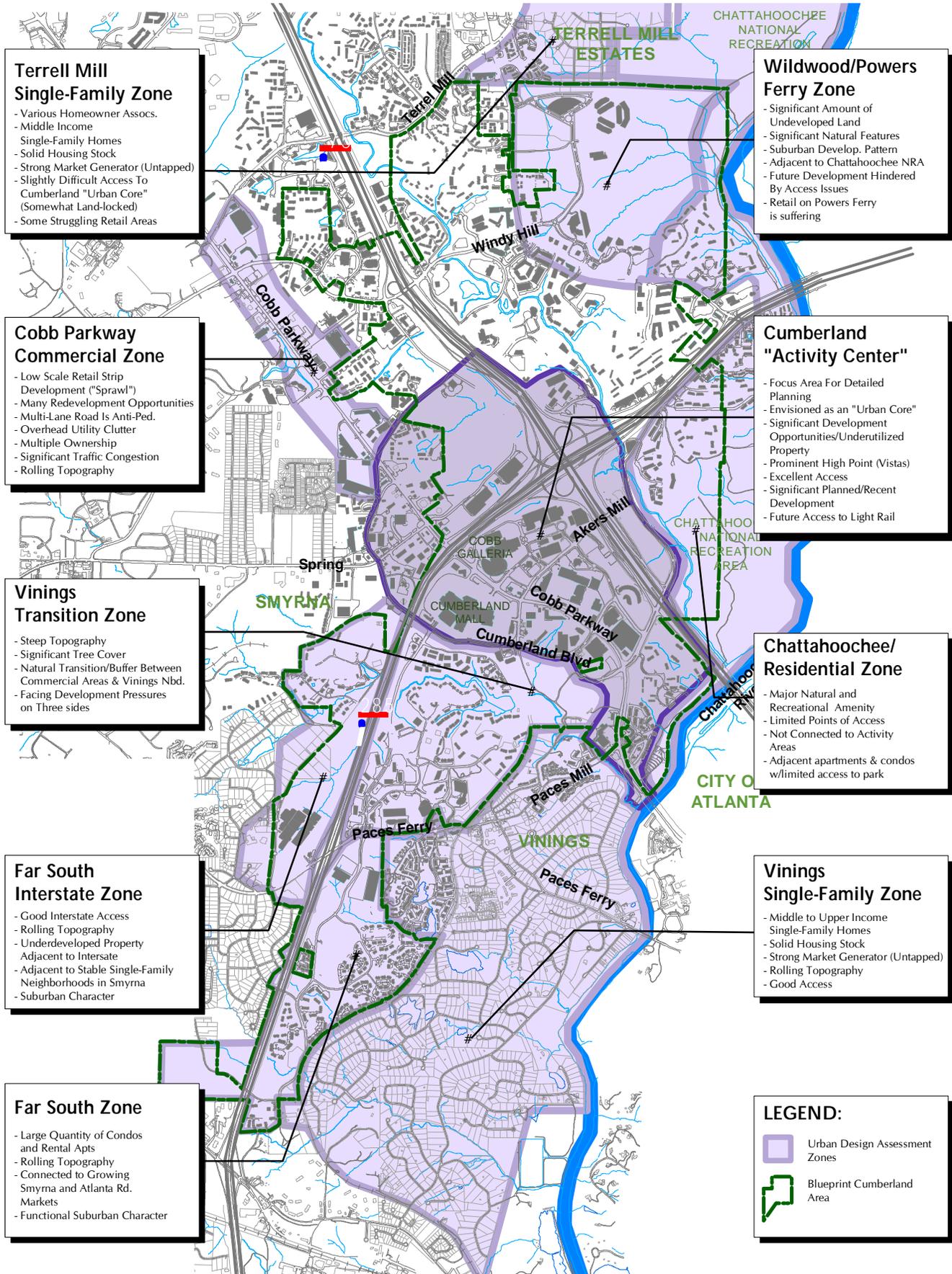
- Area Designated for Broadbrush Land Use Planning & Visioning
- Area Coincides with Cumberland Community Improvement District (CCID)



1.4 EXISTING URBAN DESIGN ISSUES

The assessment of Urban Design Issues documents major issues identified in the broad Blueprint Cumberland Impact Area. This was accomplished through the creation of “zones” which share common issues and attributes. For the most part, these issues represent the concerns raised by participating stakeholders and potentially represent political obstacles if not looked at in further detail in the near future. In addition, some issues may generate potential disincentives to future development of the area as a whole. In general, issues of major concern include:

- Transition of land uses (and appropriate buffers) from high-density commercial areas to low-density residential areas
- Character of future development along Cobb Parkway
- Impact of additional traffic in residential and neighborhood shopping areas
- Underutilization of natural amenities such as the Chattahoochee National Recreation Area (NRA)



Terrell Mill Single-Family Zone

- Various Homeowner Assocs.
- Middle Income Single-Family Homes
- Solid Housing Stock
- Strong Market Generator (Untapped)
- Slightly Difficult Access To Cumberland "Urban Core" (Somewhat Land-locked)
- Some Struggling Retail Areas

Wildwood/Powers Ferry Zone

- Significant Amount of Undeveloped Land
- Significant Natural Features
- Suburban Develop. Pattern
- Adjacent to Chattahoochee NRA
- Future Development Hindered By Access Issues
- Retail on Powers Ferry is suffering

Cobb Parkway Commercial Zone

- Low Scale Retail Strip Development ("Sprawl")
- Many Redevelopment Opportunities
- Multi-Lane Road Is Anti-Ped.
- Overhead Utility Clutter
- Multiple Ownership
- Significant Traffic Congestion
- Rolling Topography

Cumberland "Activity Center"

- Focus Area For Detailed Planning
- Envisioned as an "Urban Core"
- Significant Development Opportunities/Underutilized Property
- Prominent High Point (Vistas)
- Excellent Access
- Significant Planned/Recent Development
- Future Access to Light Rail

Vinings Transition Zone

- Steep Topography
- Significant Tree Cover
- Natural Transition/Buffer Between Commercial Areas & Vinings Nbd.
- Facing Development Pressures on Three sides

Chattahoochee/ Residential Zone

- Major Natural and Recreational Amenity
- Limited Points of Access
- Not Connected to Activity Areas
- Adjacent apartments & condos w/limited access to park

Far South Interstate Zone

- Good Interstate Access
- Rolling Topography
- Underdeveloped Property Adjacent to Interstate
- Adjacent to Stable Single-Family Neighborhoods in Smyrna
- Suburban Character

Vinings Single-Family Zone

- Middle to Upper Income Single-Family Homes
- Solid Housing Stock
- Strong Market Generator (Untapped)
- Rolling Topography
- Good Access

Far South Zone

- Large Quantity of Condos and Rental Apts
- Rolling Topography
- Connected to Growing Smyrna and Atlanta Rd. Markets
- Functional Suburban Character

LEGEND:

- Urban Design Assessment Zones
- Blueprint Cumberland Area

1.5 EXISTING TRANSPORTATION ISSUES

In order to fully understand the impact of planned transportation projects, all projects programmed within the Regional Transportation Plan (RTP) are graphically represented in the existing transportation issues map. Furthermore, the current alignment and station locations associated with the LRT are shown overlaid to see possible areas of conflict. Major issues include:

- Quantity and quality of sidewalk and roadway projects planned for the area
- Apparent lack of coordination between bike, sidewalk and roadway projects
- Need for additional trail projects and connections
- Exact LRT alignment and station locations
- Increased development pressures associated with select roadway projects (such as Cobb Parkway widening and the Mt. Wilkinson Extension)

CURRENT TRANSPORTATION PROJECTS

LRT Trunk Line & Stations

LRT Circulator Line & Stations

Roadway Projects

1. I-75/Windy Hill Interchange Imps.(2010)
2. Mill Green Pkwy. Construction (2003)
3. Riverwood Pkwy. Upgrade (2003)
4. Kennedy Interchange Flyover (2010)
5. I-75 SB Flyover (2010)
6. I-285 Interchange Reconstruction (2001)
7. Cobb Pkwy. Widening to 8 Lanes (2015)
8. Cobb Pkwy. Improvements (2015)
9. Cobb Pkwy. Improvements (2015)
10. Mt. Wilkinson Extension & Bike Route (2010)
12. Rottenwood Cr. Improvements (2010)
13. E-W Connector Extension (2005)
14. E-W Connector Interchange Imps. (2005)
15. E-W Connector Interchange Imps. (2005)
30. Northside @ Chattahoochee River (2010)

Streetscape/Bike Enhancements

18. Cumberland Blvd. Bike Route (2005)
19. Cumberland Pkwy. Sidewalks (2003)
20. Cumberland Pkwy./Blvd. Bike Route & Sidewalks (2003)
21. Windy Hill Bike Route & Sidewalks (2003)
23. I-75 Bike Routh & Sidewalks (2005)
31. Paces Ferry Bike Route (2005)
32. Whitley Rd. Bike Route (2005)
33. Paces Ferry Sidewalks (2005)
34. Windy Ridge Pkwy. Bike Route (2005)
35. Interstate N. Circle Bike Route (2005)
36. Interstate N. Pkwy. Bike Route (2005)
37. Interstate N. Pkwy. Bike Route (2005)
38. Windy Hill Bike Route (2005)

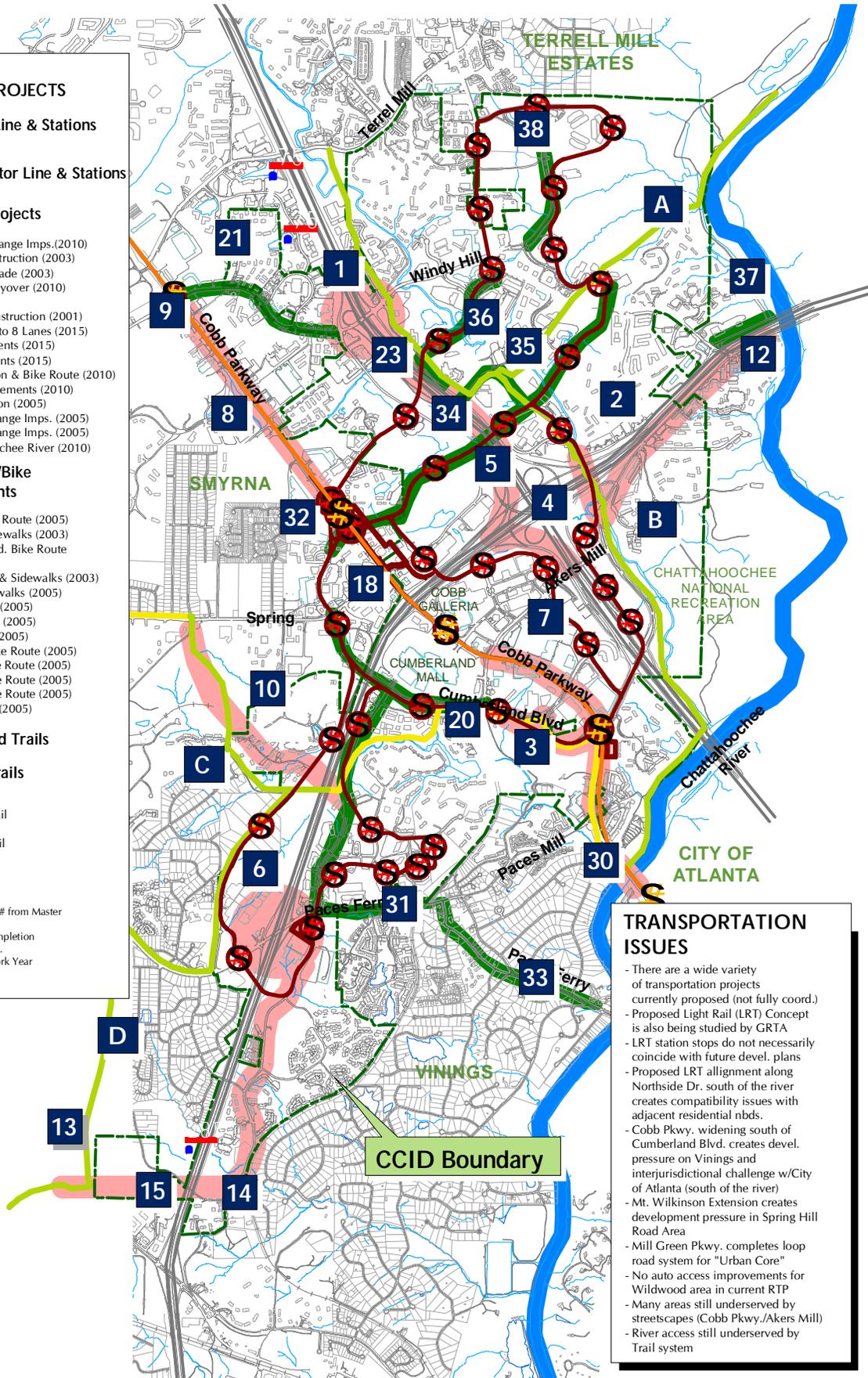
Programmed Trails

Proposed Trails

- A. Chattahoochee River Trail
- B. Rottenwood Creek Trail
- C. Kennesaw Mountain Trail
- D. Silver Comet Trail

NOTE:

- 1) Numbers correspond to MSE ID# from Master Plan Liaison Document.
- 2) Only projects scheduled for completion before 2015 are included above.
- 3) Dates correspond to RTP Network Year



TRANSPORTATION ISSUES

- There are a wide variety of transportation projects currently proposed (not fully coord.)
- Proposed Light Rail (LRT) Concept is also being studied by GRTA
- LRT station stops do not necessarily coincide with future devel. plans
- Proposed LRT alignment along Northside Dr. south of the river creates compatibility issues with adjacent residential nbds.
- Cobb Pkwy. widening south of Cumberland Blvd. creates devel. pressure on Vinings and interjurisdictional challenge w/City of Atlanta (south of the river)
- Mt. Wilkinson Extension creates development pressure in Spring Hill Road Area
- Mill Green Pkwy. completes loop road system for "Urban Core"
- No auto access improvements for Wildwood area in current RTP
- Many areas still underserved by streetscapes (Cobb Pkwy./Akers Mill)
- River access still underserved by Trail system

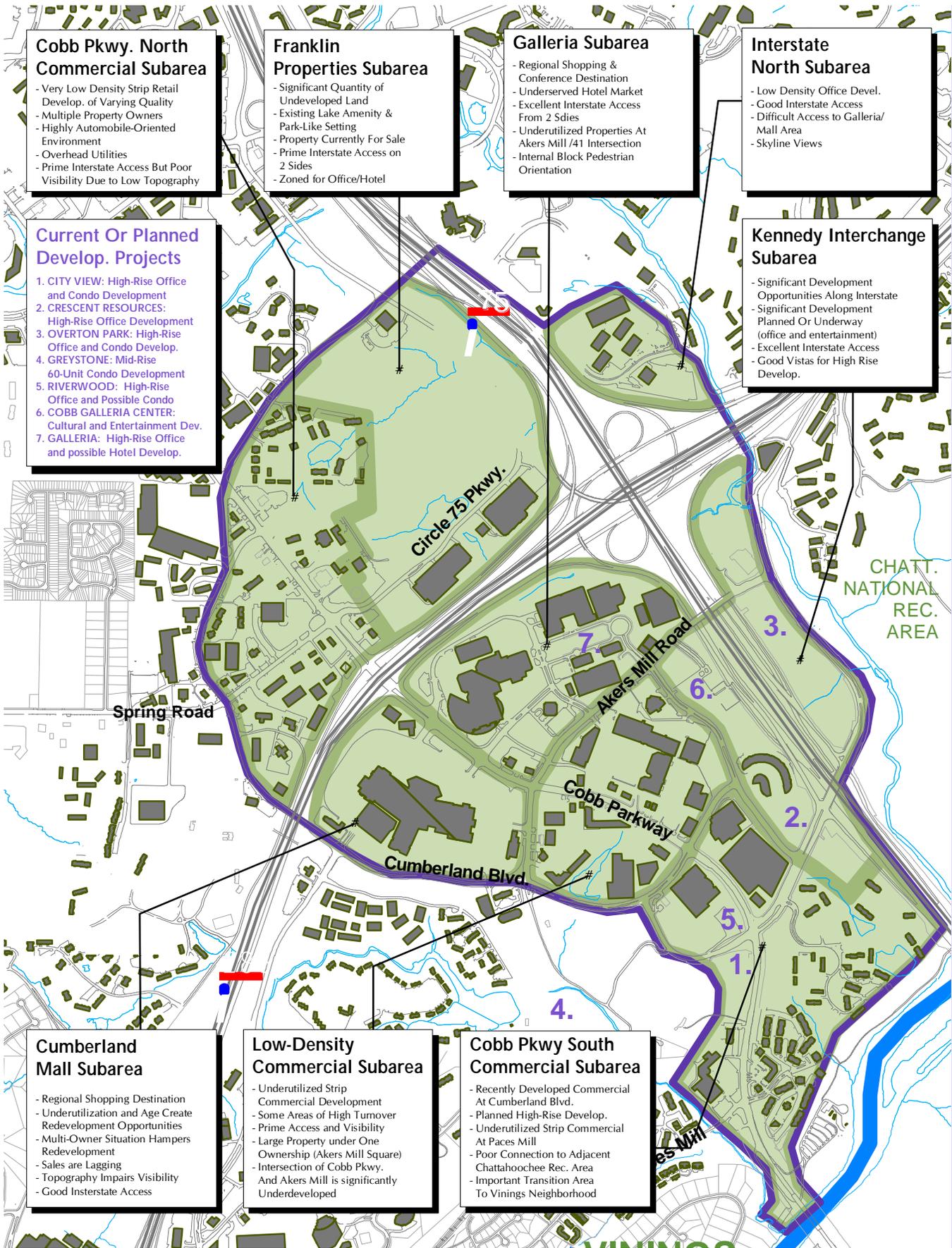
EXIST. TRANSPORTATION ISSUES

1.6 ACTIVITY CENTER SUBAREAS & ISSUES

As mentioned previously, the Activity Center Area (or “core”) is the subject of more detailed study and analysis through the LCI program. In order to better understand the specific issues affecting the core, it has been divided into Subareas that reflect their geographically unique characteristics. As detailed on the map, each Subarea has been assessed relative to the current issues affecting development. Issues include:

- Moderate to low quality “strip” development along sections of Cobb Parkway (both on the north and south ends)
- Underutilization of the Circle 75 area
- Difficult access between the Interstate North Area and the Galleria area
- Significant development opportunities along the Kennedy Interchange area
- Relative lack of access to the Chattahoochee NRA
- Underutilization of the Akers Mill shopping Mall and Cumberland Mall
- Underserved hotel market around the Galleria
- General lack of public open space (i.e., there is no “place”)

Some of these issues will be addressed through future development projects which are currently on the drawing boards. The location and type of these projects has also been documented. However, the key to providing a functional and unique “Livable Center” will be in addressing the existing deficiencies of the area and may require some additional coordination of currently planned development (particularly those that are more conceptual or early along in the development process).



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Prepared By: Urban Collage, Inc. In Association w/Robert Charles Lesser, MSE, URS & Urban Trans Consultants, Inc.

ACTIVITY CENTER SUBAREAS & ISSUES

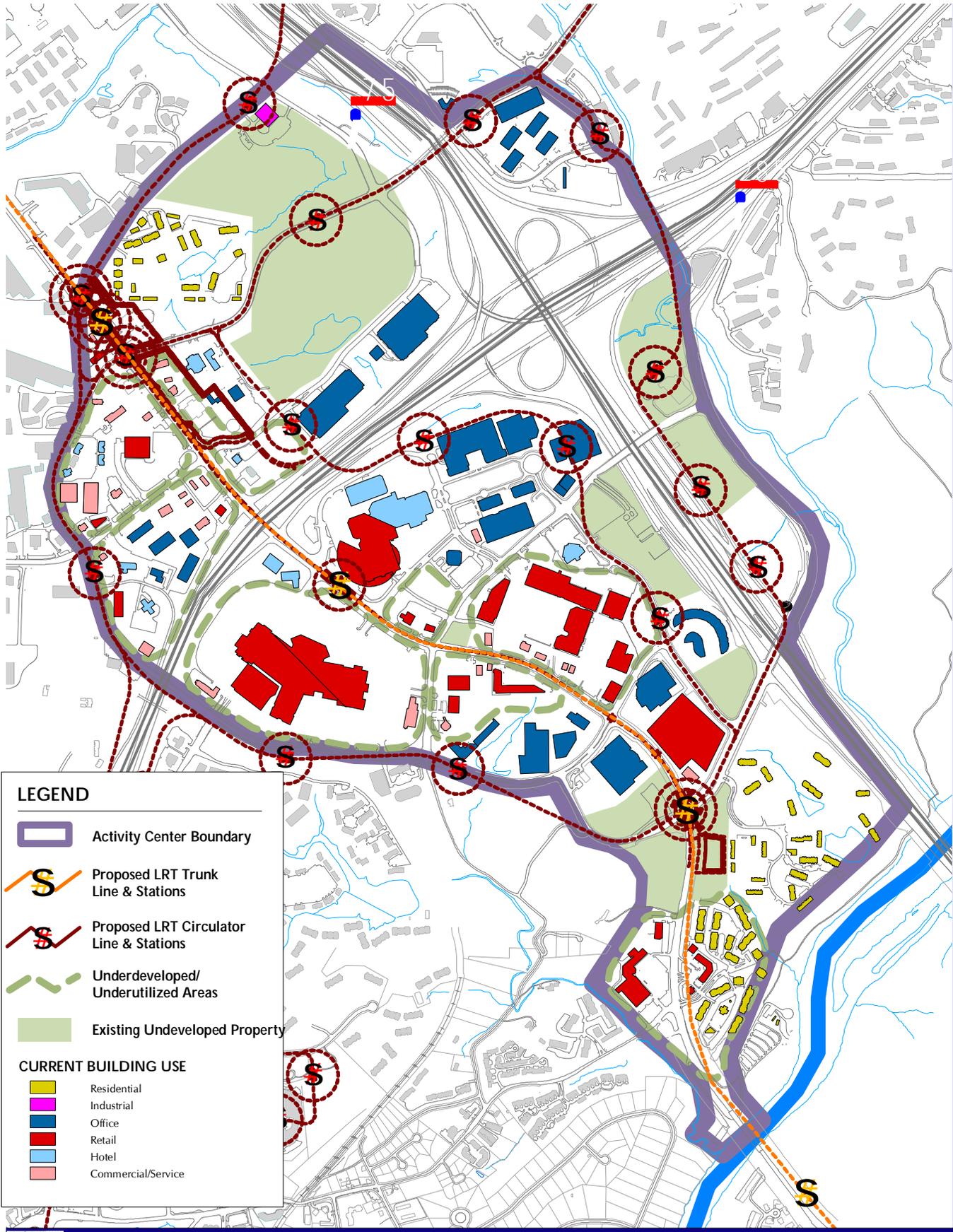
Aug. 9, 2001



1.7 ACTIVITY CENTER CONTEXT

In addition to the Subarea issues described above, there are several other issues that must be looked at simultaneously in order to arrive at a complete picture of the area. These include: the proposed LRT lines and station stops; currently underutilized areas (relative to the vision for the area that has been previously enunciated; See Section 2.0); all the undeveloped/vacant property; and the current use of each building. These elements provide an excellent framework to understand where and how the area can develop into a more urbanized core in the future. By looking at these elements within a single map, several issues become apparent:

- The proposed LRT station locations may need to be slightly modified
- The proposed LRT trunk line alignment may need to be slightly altered
- The area with the greatest potential for change/densification is around the intersection of Akers Mill Road and Cobb Parkway
- Two-thirds of the entire land area within the core is either vacant or underutilized (and is likely to see significant redevelopment over the next 25 years)



LEGEND

- Activity Center Boundary
- Proposed LRT Trunk Line & Stations
- Proposed LRT Circulator Line & Stations
- Underdeveloped/Underutilized Areas
- Existing Undeveloped Property

CURRENT BUILDING USE

- Residential
- Industrial
- Office
- Retail
- Hotel
- Commercial/Service

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ACTIVITY CENTER CONTEXT

Aug. 9, 2001 1000 0 1000 Feet



1.8 MARKET CONTEXT

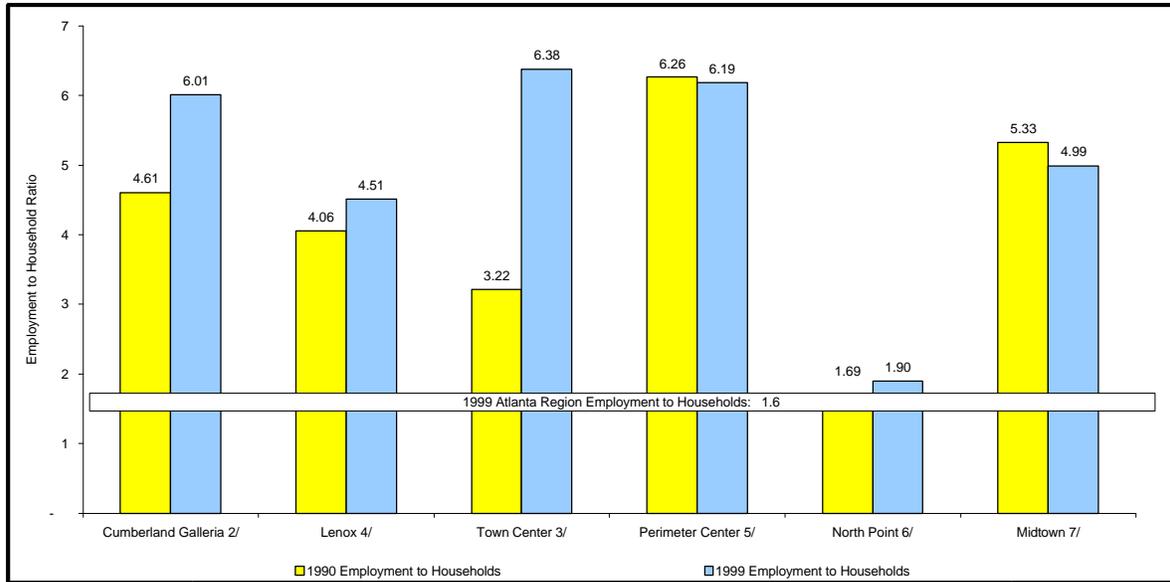
Based on an in-depth market situation analysis conducted for the Blueprint Cumberland plan, a number of significant key issues confronting the Cumberland area today and over the next five to ten years have been identified. These issues largely revolve around the need to better balance jobs and housing growth in the area, particularly by encouraging greater residential development in the core. The following summarizes the key issues facing the Cumberland-Galleria area, many of which directly impact the area's opportunities to evolve into a 24-hour city.

- **Jobs-Housing Balance:** The Cumberland-Galleria area is currently an office core, with some residential around it. Very little residential exists within the heart of the core, resulting in significant in-commuting and increased traffic congestion. Over the past decade, the jobs-housing balance in the area of 6:1 continues to worsen, increasing the strain on area roads and freeways, and leading to the core becoming a "ghost town" after 5:00 PM.
- **Rental Apartment Prohibitions:** The key way to create a 24-hour environment is to support infill housing. Existing political prohibitions, creating a de facto moratorium, significantly limit the opportunities for such residential infill. The absence of major parks or other community focal points within the Cumberland-Galleria core (around which to build new housing) is also an obstacle. The restrictions on rental apartments have created a submarket dominated by older, stale product, not attractive to more affluent renters.
- **Over-Abundance of Rental Apartments:** While new rental apartment development may benefit the core, there is a significant amount of older rental apartment product in the area (particularly outside the core) placing strains on existing schools and drawing the disfavor of neighboring single-family residential communities. While the need for such housing may exist, coping with the subsequent problems created by these apartment communities must be addressed.
- **Lack of For-Sale Housing:** As noted, new housing opportunities in the Cumberland-Galleria area are needed to better balance jobs and housing in the area. Particularly lacking are affordable attached units, which could be accomplished in part through rental apartment conversions to affordable ownership units. Beyond these conversions, mixed-income for-sale housing in the core itself will be needed to achieve a more healthy jobs-housing balance.
- **Retail Quality:** Major stakeholders in the area recognize the incomplete retail mix in the Cumberland-Galleria core, both in terms of neighborhood retail and office-supporting retail. In some cases, the quality of existing retail is poor. The lack of a 24-hour population within the core as well as poor urban design that fails to draw nearby residents and employees into the core, particularly after hours and on the weekends, are contributing factors.
- **Urban Design:** The Cumberland Activity Center Area functions more as a series of small islands in a sea of parking and asphalt than as a mixed-use integrated urban core. The poor existing urban design of the area inhibits pedestrian activity (favoring the automobile), and does little to draw people into the core. If not addressed, this would limit future retail, residential and investment opportunities.
- **Light Rail:** Offering the opportunity to urbanize the Cumberland Activity Center Area, definitive plans should be created that foster the use and impact of light rail in the core. Such strategies may include improved urban design (such as better sidewalks, limited setbacks) as well as incorporation of mixed-use projects, with residential components, around rail station locations.

Addressing these issues will be critical to the future of the Cumberland Activity Center Area and its role within the Atlanta MSA and within Cobb County.

Exhibit

RELATIONSHIP OF EMPLOYMENT TO HOUSEHOLDS
 ATLANTA CORE SUBMARKETS VS. THE ATLANTA 10-COUNTY REGION 1/



1/ The 10-County Atlanta Region is defined by Cherokee, Clayton, Cobb, Dekalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale Counties

2/ The Cumberland Galleria area is defined by Census Tracts 312.03 and 303.21

3/ The Town Center area is defined by Census Tract 302.05

4/ The Lenox area is defined by Census Tract 94.01, 96 and 100

5/ Perimeter Center area is defined by Census Tracts 212.02, 212.07, 101.03 and 101.01

6/ North Point area is defined by Census Tracts 116.02, 116.01

7/ Midtown is defined as Census Tracts 2, 4, 5, 6, 10, 95, 14, 17, 18 and 19

SOURCE: Robert Charles Lesser & Co, Bureau of the Census and Regional Financial Associates (RFA)

Sponsored by:

The Atlanta Regional Commission (ARC)

The Cumberland Community Improvement District (CCID) and The Cumberland Transportation Network (CTN)

Prepared by: Urban Collage, Inc, Robert Charles Lesser and Co., MSE, URS and Urban Trans Consultants, Inc.



Section 2.0 Activity Center Plan:

2.1 Activity Center Vision

2.2 Activity Center Concept Plan

2.3 Development Policies

2.4 Circulation Plan



Cumberland Livable Centers Initiative (LCI) Plan

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- Local Street Proposed Section P 2.23
- Pedestrian Street Proposed Section P 2.24
- Cobb Galleria Boulevard Concept P 2.28
- Cobb Parkway South Concept P 2.29
- Galleria Station Concept Plan P 2.33



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2.1 ACTIVITY CENTER VISION

On February 7 and March 14, 2001, the Blueprint Cumberland CID Stakeholders convened for two sessions to create a unified vision for the Cumberland CID study area. The meetings were facilitated by Chris Leinberger and Robert Charles Lesser & Co. and were held at the Cobb County Chamber of Commerce. The goal of these two sessions was to identify a consensus vision for the Cumberland CID area and to create a process by which the initial steps in securing this vision could be implemented.

Visual Preference Survey Results (VPS)

During the first visioning session, Robert Charles Lesser & Co. conducted a Visual Preference Survey (VPS) with the Blueprint Cumberland stakeholders. The VPS was used to identify preferences of various intensities of land use, transportation modes, urban design, and other conditions of the built environment. The stakeholders were asked to rate their degree of preference for each of 72 images relative to a variety of physical issues, including:

- Rental multifamily and condominium projects of varying densities and setbacks;
- Retail developments of various types and with different degrees of setback from the street;
- Mixed-use developments varying by degree of integration and intensity of use;
- A variety of streetscapes, including sizes of streets, landscaping, hardscaping, and sidewalks;
- Parking solutions, from surface to various types of decks; and
- Public open spaces, including hardscaped and softscaped, ranging from passive to active.

From the VPS, a vision of Cumberland emerged which is: *more urban in nature compared to what exists there today, with decreased setbacks; increased residential densities; greater integration of land uses (including vertically mixed-use properties); greater emphasis on pedestrian access, aesthetics, and mobility; decreased automobile emphasis; and a desire for more active public spaces, including both hardscaped and softscaped public gathering places.*

The following paragraphs summarize the vision for the Cumberland CID study area as derived from the VPS.

Residential: Participants expressed a preference for urban mid-rise apartment product at moderate to higher-densities in the study area.

Retail: Given a range of options from suburban to urban, the group preferred more urban-style retail development, including “modified village retail”, such as Vinings Jubilee, and multi-story retail promenades.

Mixed-Use: Mixed-use projects that feature vertical integration (such as ground floor retail with rental units above), especially those with greater street presence, were identified as the models of choice for the Cumberland CID area.

Roadways & Streetscapes: Survey participants indicated strong preferences for streetscapes that include a greater use of street trees and landscaped medians for safety and aesthetics.

Plazas and Public Spaces: More significant public spaces, including both hardscaped spaces and softscaped spaces, are consistent with the stakeholder vision of the Cumberland CID study area.

Parking: Finding appropriate parking solutions was recognized as being critical to the long-range sustainability of the Cumberland area.

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VISIONING RESULTS



The following images depict some of the most popular types of developments envisioned for the Cumberland Area according to the VPS results.

HOUSING



COMMERCIAL / MIXED USE



ROADWAYS & STREETSAPES



Cumberland Livable Centers Initiative

VISIONING RESULTS



OPEN SPACE



MONUMENTATION



PARKING STRATEGIES



Strategic Vision

Prior to attempting to define a vision for the area, the stakeholders agreed that, for many issues, visions of the study area must vary by quadrant. They suggested the vision for the Cumberland CID study area be broken into four major components, including:

- Northeast (east of I-75, north of I-285, including the Powers Ferry corridor);
- Northwest (west of I-75, north of I-285, including the Circle 75 area);
- Southwest (Core LCI Area) (south of I-285, from the mall east across I-75, including Overton Park and extending southward toward the river); and
- Far South (extending along Cumberland Boulevard southwest across Paces Ferry to Atlanta Road).

Next, the stakeholder participants used RCL Co's core area strategy cards to form an outline of the strategic vision. The cards describe alternative strategies for an area like the CID relative to housing, character, urban design, employment, retail, entertainment/culture and public infrastructure. Each card, or strategic alternative, identifies a potential strategy for realizing the vision of the area, with an overview of the probable consequences and requirements, as well as market and political risks associated with that particular strategy. Stakeholder participants reviewed the cards and identified those that came closest to their vision for the area. Each possible strategy was reviewed and discussed with the group, and some were then selected based on their applicability to the group's shared vision of the future of the CID.

Visions for the four areas were examined separately for housing, character, and urban design, while other subject areas were considered applicable for the entire study area.

The following summarizes the major consensus items decided by the stakeholder:

Housing: The common vision for new housing development in the Cumberland CID study area is for market-rate attached rental and for-sale housing product.

Character and Urban Design: The assembled stakeholders agreed that the Southwest and Northwest quadrants of the CID area should develop with a more urban character, with the exception being transition areas around existing single-family communities such as Vinings and Terrell Mill Estates.

The Northeast quadrant, including undeveloped portions of Wildwood, and Far South quadrants, are expected to be developed more suburban in design and density, with some pockets of urban development in the Northeast.

Employment: The current character of the study area's employment market is largely regional serving with some export-oriented employment as well¹. It was agreed that a concerted effort must be made to attract more export businesses to the Cumberland area. Increased amenities, in terms of restaurants and parks, and a more urban character at the heart of the Cumberland area, are required to entice these businesses to locate in the area here.

Retail: The collective vision for retail in the Cumberland area is one in which the study area emerges as an export retail center, attracting patronage from both outside of the Atlanta area as well as throughout the Atlanta area—a result of a unique “could only be *here*” retail character.

Entertainment and Culture: Entertainment, including cultural outlets, should be a major focus of investment in the area. The participants agreed that, although desirable, there is no significant historical context the area could market and, as such, is not a cultural priority.

¹ Export-based employment brings new dollars into the area in exchange for goods or services exported outside of the Atlanta region.

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Nature and Open Space: Improved connections to the Cumberland CID's natural amenities, particularly the Chattahoochee National Recreation Area, are an important part of the vision for the area. Development of more urban public parks, plazas and other open spaces is also desired.

Public Infrastructure: The implementation of a light rail transit (LRT) system and circulator to and throughout the Cumberland CID study area is agreed to be a critical component of the vision for the area.

Regulatory Reform: The stakeholders group concluded that zoning could be a significant obstacle to achieving the more urban vision for the area, particularly as it relates to reducing setbacks and developing interconnected mixed-use projects.

Parking: It was agreed that the provision of parking around some new transit facilities should occur in a joint development manner between the responsible transit authority (CCT, GRTA or other) and developers of adjacent and nearby properties benefiting from the access to transit created by the addition of the LRT system.

Confirming the Vision

A second visioning session was conducted on March 14, 2001 to confirm and finalize the vision identified in the February 7, 2001 session and to create task forces responsible for further investigating and creating policies addressing key issues in the core and surrounding CID study area.

Issues Revisited:

Light Rail Transit: After significant discussion regarding the potential connections of LRT in Cobb County to the existing MARTA network, stakeholders agreed that it makes no sense to change recommendations regarding connecting to MARTA at the Arts Center station (as opposed to Perimeter Center), until more detailed studies have been completed for the line.

Rental Apartments: Considerable debate occurred regarding the future development of rental apartments in the area. The majority of stakeholders agreed that residential development restricted only to owner-occupied units would greatly compromise the ability of the core to transition to mixed-use development, particularly in light of the more limited market for condominiums relative to rental apartments and the increased costs associated with condominium development, particularly high-rise development.

Nature: Discussion focused around the County's securing a small park space at the Highway 41/ Akers Mill Road intersection for an urban park. Stakeholders agreed that park space was badly needed in this stretch of Highway 41, and that strong urban design and implementation is needed in the area.

Safety and Cleanliness:

Stakeholders determined that there is a safety perception issue in the CID study area, whether based on fact or not. This safety issue is driven by the lack of pedestrian activity in the area and the large "sea" of parking in the core that inhibits pedestrian activity. Stakeholders also determined that aesthetics in the Cumberland area drive the perception of the core and, as such, strong design and maintenance of public areas is critical to the positive perception of the CID area

Regulatory Processes:

Critical to achieving the vision for the Cumberland area is achieving consistency between the vision and zoning tools. Stakeholders recognize how critical revising existing zoning is and feel strongly that the existing village (mixed-use) zoning categories should be retained and modified to accommodate a more intense mix of uses, reduced setbacks and other "urban" characteristics (see Part 3.3).

2.2 ACTIVITY CENTER CONCEPT PLAN

Based on the analysis described in section 1.0, the vision established in previous Stakeholder meetings and the results from the community workshop, a “Concept Plan” for the Activity Center Area was created. This plan formed the basis for discussion throughout the LCI planning process in terms of:

- General land uses (and mixes of uses)
- Conceptual densities of development
- Potential LRT adjustments
- Public improvements/transportation projects

The Activity Center Concept Plan identifies 13 distinct “districts” each generally characterized by land use and density. The districts are intended to have their own distinctive character/theme and will be connected through a series of streetscapes, bike routes, trails and roadways (see Circulation Plan in Part 2.4). The districts are as follows:

“Downtown” Cumberland District

Of primary concern was the potential location of “Downtown” Cumberland. As outlined in the vision, this area is foreseen to be the densest in terms of size, configuration and mix of uses (i.e., a “transit-oriented development” or T.O.D.). As determined at the community workshop, the area in and around the Akers Mill Shopping Mall has the best potential for this type of future development. In concept this area could include: high-density housing; destination retail, a major urban park; public plazas; restaurants; hotel space; special events areas; office space; deck parking; and direct access to the proposed LRT trunk line (both the NW line and the I-285 Corridor line). The major urban park (“Cumberland park”) will be the focal point for the entire area and provide significant opportunities for public gathering (see Part 2.4 for a more detailed description).

One major potential development and anchor for this district is a proposed **Performing Arts/Entertainment Venue**. Envisioned as a state of the art cultural and entertainment facility, the venue will be constructed on an 11+acre parcel bounded by Akers Mill Road on the north, Cumberland Galleria Boulevard on the west and Interstate -75 on the east. Other uses in this mixed-use development may include hospitality facilities, professional offices, entertainment oriented retail (i.e. restaurants) and housing in a high density, transit oriented configuration. The site is under one ownership (The Cobb Exhibit Hall and Coliseum Authority) and is surrounded by existing and proposed public infrastructure improvements that will complement the various uses that are being proposed. It already has excellent automobile accessibility and will be efficiently served by transit (bus and light rail) and pedestrian facilities in the future. Major streetscape and pedestrian and/or bike path projects are proposed for both Akers Mill road and Cumberland Galleria Boulevard (see Part 2.4).

Additionally, the regional light rail transit systems proposed to serve the north metro area (the I-285 Corridor system and the Northwest Corridor system) will both have station locations that would provide direct transit access to this parcel. It is also anticipated that shared parking arrangements may be incorporated into the project. The development will incorporate all of the desirable elements of a “smart growth, transit oriented” project and will address the primary goals and objectives of the Livable Centers Initiative, the Regional Development Plan and the Transportation Improvements Plan being promoted by ARC for the Atlanta Region. Several feasibility studies are already underway to confirm financing and design options.

Other districts within the Activity Center Concept Plan include the following:

- **The development of a new “high density urban neighborhood” (on the B.F. Saul Property sites).** This will provide new high density housing, commercial, hotel and office options within its own destination area. There are some opportunities to develop an outdoor public destination amenity around the existing lake on Circle 75,
- **The redevelopment of Cobb Parkway north of I-285.** This will include specific development standards to discourage “strip” or “sprawl” development while encouraging neighborhood-oriented retail and services ranging from “low-scale” to “big-box.”
- **The reconfiguration of Cumberland Mall.** This will provide the opportunity for redevelopment of the parking lot area to create a “restaurant row” or similar development oriented towards the “Downtown Cumberland” T.O.D. This type of development will fill the visual gap between the Mall and Cobb Parkway and will provide opportunities to link to the proposed LRT trunk line.
- **The current development of the Overton Park Area.** Similar to the B.F. Saul Properties area, this location provides the ideal place for a new “urban neighborhood”. The area is currently envisioned to include new housing, office and retail space (Some already under construction). This development will also provide excellent access to the Chattahoochee NRA.
- **The development of the Cumberland Boulevard & Cobb Parkway intersection.** Due to its location at a proposed LRT trunk line station, this area provides an excellent opportunity for office and housing development.
- **The redevelopment of the Cobb Parkway area south of Cumberland Boulevard.** This is currently underdeveloped relative to its access along Cobb Parkway. However, due to its proximity to surrounding residential areas (including the Vinings Neighborhood), the future redevelopment of this area will be limited to relatively low-scale office, housing and retail mixed-use (i.e., less than 5 stories). Furthermore, it will be critically important to provide landscape buffers at the rear of new development sites and to encourage new development to be located up near Cobb Parkway (rather than behind a sea of parking). In this manner, it might be possible to increase the overall density of development while improving the transition to adjacent residential uses. In addition, Cobb Parkway will also serve as a bike and pedestrian connection to the Chattahoochee National Reserve.
- **Maintaining the natural transition area south of the mall on Cumberland Boulevard.** This naturally wooded and steep area provides an important buffer between the high-density commercial core and the Vinings Neighborhood to the south. While some development will occur along the south side of Cumberland Boulevard (low-density office and/or ownership housing), most of this area will be left undeveloped. Rental housing in this area will be strongly discouraged due to its proximity to existing single-family homes and its relative inaccessibility to residential amenities. New development will be encouraged to consolidate density within smaller footprints in exchange for leaving portions of the site undisturbed. To the extent possible, new development in this area will be encouraged to incorporate access from the Cumberland Boulevard side (rather than from Stillhouse Road).

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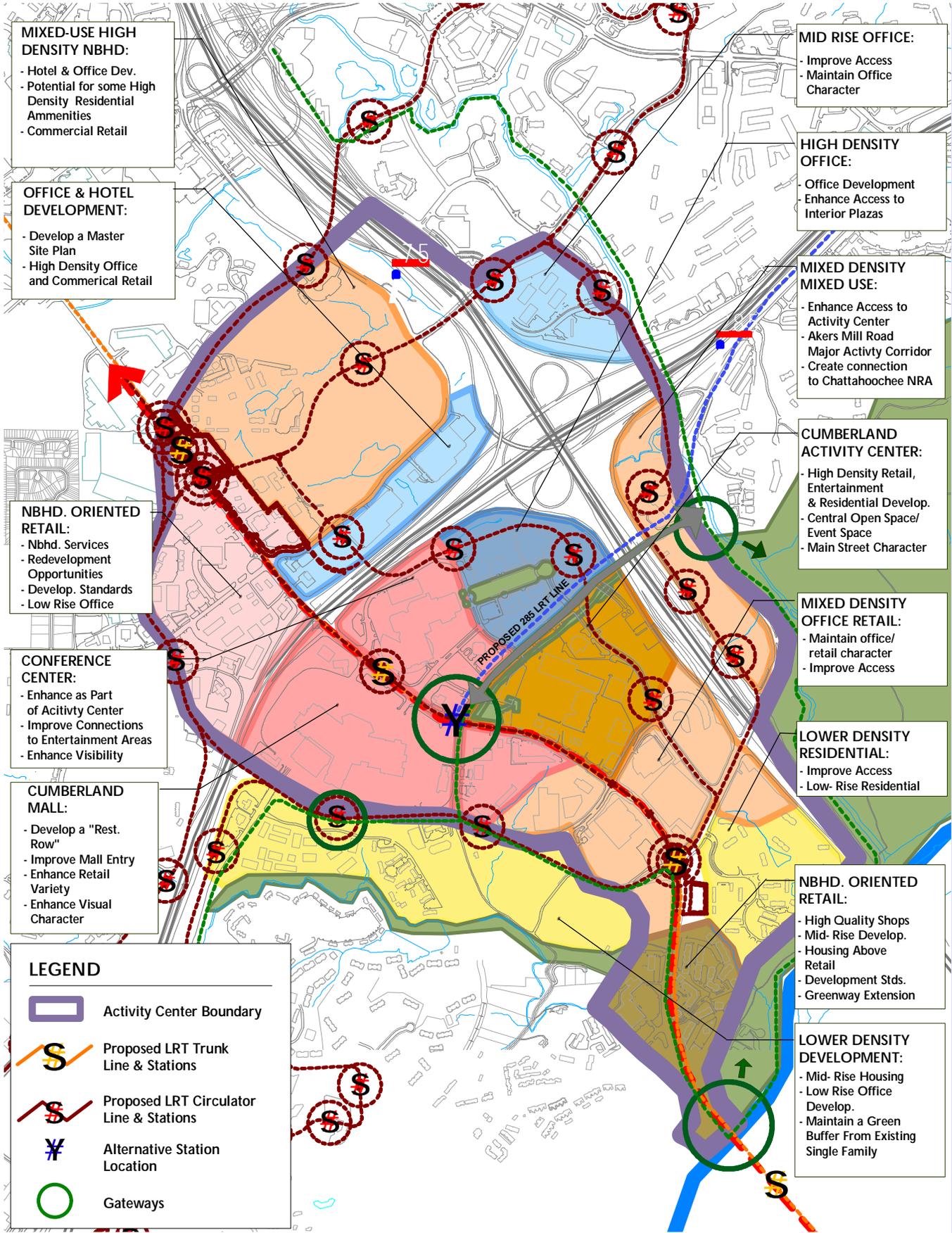
Based on these conceptual development areas, several important transportation/circulation projects began to emerge. These included new and enhanced connections to the Chattahoochee NRA, the improvement of Akers Mill Road as a major public avenue, the development of a new park/ open space in the core area, the possible slight realignment of the LRT trunk line/station locations to the east (i.e. towards the Akers Mill Shopping Mall), the limiting of traffic into the Vinings area (particularly along Paces Mill), and improved pedestrian/auto connections within and across the Akers Mill T.O.D. site. These projects are described more fully in the Circulation Plan in Part 2.4.

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Prepared For: The Cumberland Community Improvement District
 Prepared By: Urban Collage, Inc.
 In Association w/Robert Charles Lesser, MSE, URS & Urban Trans Consultants, Inc.

ACTIVITY CENTER CONCEPT PLAN

November 2, 2001



2.3 DEVELOPMENT POLICIES

In order to achieve the vision as stated in Part 2.1 and the Concept Plan as described in Part 2.2, it is important to enunciate a series of policies regarding future development within the Cumberland activity center. The following development policies are designed to address current deficiencies relative to housing, and urban design.

HOUSING POLICIES

As noted in the Market Situation, the Cumberland area is becoming increasingly imbalanced in terms of jobs and households, with more than seven new jobs being added to the area in the 1990s for every one new household added. The result of this imbalance is increased in-commuting, putting greater and greater strain on the region's transportation infrastructure. This housing imbalance is complicated by the lack of housing in the Cumberland core area, which is nearly entirely commercial and lacking any feel for a sense of location. The implications of this can be seen most easily in the lack of a sustainable retail market in the area and the failure of Cumberland to attract more upscale, trendier retailers locating in Midtown, Buckhead and Central Perimeter areas (and even nearby Vinings).

While providing more modern retailing opportunities is a step in the right direction, the provision of a mixed-use environment that provides daytime and nighttime retail opportunities is vital to the long-term viability of core retail, and will impact market values and opportunities for other land uses, including office, as well.

To address these issues of in-commuting, retail strife and a lack of local identity, a strong housing policy is needed in the Cumberland area. This housing policy should address the needs for new housing in the core, opportunities for providing a greater balance between rental and for-sale housing, and maintaining and developing an array of housing opportunities from affordable to upscale. Finally, this housing policy should be proactive, incepting and encouraging the provision of housing in the types, manners and locations needed. The following policy statements are recommended as a first-step toward providing this proactive housing program.

Net Housing Needs/Policies

- The Cumberland-Galleria area (see attached exhibits for definition) should strive to add an average of one household for every five new jobs created in the CID study area.
 - Based on office development trends, which account for much of the employment growth in the area, annual household growth in the study area would need to be approximately 437 units, assuming this 5:1 ratio.
- To establish a greater sense of ownership and stability in the local market, owner/renter propensities should be increased in the Cumberland/Galleria area from the estimated 28%/72% ratio existing today to a more balanced target of 35%/65% by 2012. This ratio is still poor relative to other stable areas but anything greater will be very difficult to achieve.
- To accomplish this goal, approximately 2,712 net owner-occupied households and 1,658 net renter occupied households would need to be added to the area by 2012.
 - While this growth may be somewhat aggressive, particularly in light of the significant amount of owner-occupied units desired in the area, these numbers should be accepted as a target (rather than a cap), with necessary incentives provided and implemented to maximize opportunities to achieve these goals.
 - As noted, estimated housing needs in the Cumberland area are 10-year needs. During this 10-year period, LRT service will be provided to the Cumberland area, (scheduled for sometime between 2006 and 2008), likely increasing residential demand potential and

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infrastructural capacity. As such, more moderate short-term annual housing growth may be considered for the years prior to opening LRT service, with more aggressive goals being set for the period after opening of LRT service.

- The goal of a 35%/65% should not be used as a short-term cap, either for rental or for-sale housing product. Short-term market forces will provide guidance toward market opportunities in the core. The objectives of Cobb County and the Cumberland CID should be to provide the necessary incentives to take the market guidance into reality.
 - For example, the need to develop residential product in the core of Cumberland is more feasible in the short-term if rental product is developed. The need for a greater balance between rental housing and for-sale housing, however, should not preclude the development of this core rental housing. Instead, offsetting this new construction with strong policies supporting conversion of existing rental apartments to affordable condominium product, which is also supportive by the market in the short-term, should be a focus of local government efforts.
- New construction of for-sale and rental multifamily housing should be encouraged within the core of the Cumberland area (the LCI study area), particularly as part of vertically-integrated, mixed-use projects. This will necessitate the implementation of new zoning guidelines within the core area that permit the development of residential units, and prescribe density or FAR maximums for new construction in the core area.
- When possible, new rental product developed in the Cumberland area should be targeted for the core area, north of Cumberland Boulevard within the boundaries of the ARC-defined core area, and away from locations abutting existing single-family neighborhoods (i.e., the Transition Area)
 - As noted, rental is logical as an entry product into this area as the development of residential in the core represents somewhat of a “pioneering” effort, a risk more tolerable to renters than to prospective homebuyers. Over time, as the core becomes more established as a residential neighborhood, conversion of rental product to for-sale condominiums and the development of new construction condominium product becomes more marketable.
- Development of residential uses, either rental or for-sale, should be focused around regional transportation systems, particularly Light Rail Transit (LRT) lines running between Midtown and Town Center, and between Marietta and Lawrenceville.

Affordable Housing Policies

- Retaining and providing affordable housing (housing that is affordable to households earning up to 80% of median household income for the Atlanta MSA²) is critical to the long-term viability of the Cumberland area, particularly in lieu of the large number of back-office and retail jobs located in the area; jobs that, by and large, do not pay enough for a household to purchase a \$200,000 home. Creating policies that ensure the provision of existing and new housing affordable to these households, both renters and owners, is recommended. Throughout the following recommendations are policies ensuring the provision and maintenance of affordable housing in the Cumberland CID area.
- Conversion of existing garden rental apartments in and around the Cumberland CID area to condominium ownership is encouraged and necessary to achieve this goal. This conversion can occur via one of two methods:
 - Rehabilitation and reuse of existing apartment buildings, with tenure being converted.

² 80% of Median Household income for the Atlanta MSA is equivalent to a \$45,000 yearly salary.

- Partial or total demolition of existing apartment communities, with redevelopment as a mix of rental and for-sale, or redevelopment entirely as for-sale condominium units.

URBAN DESIGN POLICIES

In addition, to the housing policies described above, there several key policies designed to create a more livable, walkable, usable and sustainable environment within the core:

- New development should seek to provide a balance of land uses within walking distance of each other (preferably within the same building – i.e., “vertical mixed-use”). This will be particularly important in areas served by Light Rail stations.
- New development should seek to improve internal mobility within sites by allowing for pedestrian through-ways, internal streets, etc. Super-block development should be strongly discouraged, particularly when it interrupts the overall pedestrian circulation system of the area as a whole. In practice this may be difficult to achieve because it will require some degree of coordination between various developments and will create areas of the site that is open to the public. To the extent possible, redevelopment of large super-blocks should seek to dedicate new internal streets back to the public realm to avoid public-private issues of liability.
- In general, new developments around proposed LRT stations stops should incorporate higher levels of density than outlying developments in an effort to have the greatest impact on traffic demand in the area. Furthermore, developments around LRT stations should be designed in order to maximize rather than hinder public access to stations.
- Similarly, higher density development should be concentrated away from transitional areas, particularly on the south-west side of the core adjacent to the Vinings single-family neighborhood.
- New development should be mindful of traffic ingress and egress situations by not dispersing all traffic out in the same location at the same time of day. To the extent possible, there should be a variety of options for vehicles so as not to overburden any particular street within the network. However, new development should be strongly discouraged from providing non-residential vehicular access through residential areas. In particular, projects developed along the south end of Cobb Parkway shall be designed so as not to generate new traffic demand onto paces Mill Road.
- While the Chattahoochee NRA provides a plentiful supply of open space at the core’s periphery, the central core is relatively devoid of natural vegetation. The resulting harsh environment creates a disincentive for walking and gathering. Therefore, new development should seek to preserve and enhance any existing natural features of the area, particularly any large-growth trees. Furthermore, new development should seek to incorporate new vegetation (particularly shade trees) in an effort to create a more pleasant environment. In the Transition area where there is less of an intent to create an “urbanized” development pattern, strong consideration should be made to consolidate development within smaller footprints (but of equal density) in order to avoid clear cutting tactics and preserve portions of the site in its natural state.
- Existing strip commercial properties, particularly in locations on Cobb Parkway north of I-285 represent classic examples of “sprawl” and contribute to an overall sense of “place-less-ness” in the area. Therefore, strip retail parcels should be redeveloped to create a more pedestrian-friendly environment that is more in keeping with a “smart-growth” mentality. This will likely require proactive participation by Cobb County and the City of Smyrna to provide economic development incentives for property owners or development investors.

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DEMOGRAPHIC AND ECONOMIC PROJECTIONS

Assuming implementation of the housing and urban design policies as well as the land uses recommended with the Concept Plan recommendations a greater jobs-housing balance can be achieved in the Cumberland area over the next 25 years.

The chart on the following page provides estimated increases in employment, population, households and population, as well as estimations for households by tenure. The following summarizes these projections and some of the key conclusions impacting these estimates.

- Like several other major metro cores, office demand and absorption drives economic and demographic development around Cumberland. Throughout the 1990s, the Cumberland area averaged 437,000 square feet of annual net absorption. Protecting that level of absorption and market share is of vital importance to the Cumberland area over the next 10 to 25 years and the recommendations addressing urban design and housing are intended to provide opportunities to do so.
 - As such, this achieved level of 437,000 annual square feet absorbed is assumed to be viable in the future. Given that office is the economic driver in the area, estimates of future retail, other employment and housing growth are assumed to be driven from the growth in the office market.
- Economic conditions are assumed to fluctuate over the next decade, with the short-term situation, 2000 to 2005, being a below-average period, given the current recession and slow recovery forecast for the region and nation.
 - Between 2005 and 2015 the introduction of light rail and the implementation of the urban design program elements and housing policies should create significant positive momentum in the area, positively impacting opportunities for office absorption and residential demand for both rental and for-sale housing.
 - As the area continues to densify, opportunities for new office development and housing are expected to decrease over time. During the 2015 to 2025 period, office absorption potential and residential demand are assumed to decrease.
 - Assumptions are also provided for new retail jobs based on both estimated office and household growth.
 - Finally, an estimated 15% of Cumberland-area employees are estimated to be employed outside of true office or retail space. This ratio is assumed to remain constant throughout the 25-year period.
- Assuming the above, total employment is estimated to increase from approximately 68,100 jobs in 2000 to more than 132,100 jobs in 2025, an annual increase of 3.7%.
- Housing growth targets follow those recommended in the Housing Policies portion of this report, and include a goal of one new housing unit for every five new jobs created in the Cumberland area.
 - Over time, a more balanced relationship between owner and renter households is encouraged, with strong policies recommended to increase home ownership. Between 2000 and 2025, owner-occupied units are assumed to increase from approximately 28% of total area units to 40% of occupied area units.
 - Consistent with 2000 Census data for the Cumberland area, and with Census projections for strong growth in childless households, household sizes are assumed to remain low, consistent with the 1.89 persons per household ratios that exist today.

- Assuming the above, households in the Cumberland area are estimated to increase by approximately 2.4% annually during the 25-year period, from 17,900 households in 2000 to more than 28,800 households in 2025.
 - It should be noted that this increase can only be accomplished via proactive policies toward the provision of affordable housing, both rental and for-sale. This is particularly true of the Cumberland area, where a significant share of employment is moderate-paying retail and back-office service jobs.

Blueprint Cumberland

ESTIMATED POTENTIAL INCREASE IN JOBS, POPULATION, HOUSEHOLDS AND HOUSING UNITS IN THE CUMBERLAND AREA, 2000 TO 2025

Assumption	2000	2000 - 2005	2005	2005 - 2010	2010	2010 - 2015	2015	2015 - 2020	2020	2015 - 2020	2025	Net Increase, 2000 - 2025
Estimated Annual Office Absorption /1		1,748,000	19,772	2,403,500	22,285	2,403,500	24,751	2,185,000	27,036	1,748,000	28,834	10,873
Office Jobs Created (s.f. per employee) /2	@ 200	8,740	37,368	12,018	42,119	12,018	46,779	10,925	51,098	8,740	54,496	20,550
New Housing Demanded at 5.0 Jobs/HH Ratio /3	@ 5.0	1,748		2,404		2,404		2,185		1,748		
Total Households	17,961											
Total Estimated Population /4	33,946											
Retail												
Average Expenditures per Office Employee /5	@ \$2,350	\$20,539,000	\$28,241,125	\$28,241,125	\$28,241,125	\$28,241,125	\$28,241,125	\$25,673,750	\$28,241,125	\$20,539,000	\$28,241,125	\$8,702,125
Retail S.F. Required for Employees /6	@ \$237	86,662	37,368	119,161	42,119	119,161	46,779	108,328	51,098	86,662	54,496	20,550
Average Retail S.F. per Capita /7	@ 23.23	76,745	37,368	105,525	42,119	105,525	46,779	95,932	51,098	76,745	54,496	20,550
Net Retail Space Demanded @ 50%	@ 50%	38,373	18,684	52,762	21,059	52,762	23,389	47,966	25,549	38,373	27,248	10,873
Total Net Retail Space Required	@ 400	125,035	75,017	171,923	84,236	171,923	90,972	156,294	46,483	125,035	115,248	40,213
Net Retail Jobs Created /2		313	550	313	313	313	313	500	313	250	8,990	8,677
Total Net Jobs, Office and Retail Space Users		9,053	13,840	12,568	14,708	12,330	15,593	11,425	16,627	8,990	17,300	8,307
Net New Households via Retail Jobs	@ 5.0	63	110	63	63	63	63	100	63	50	673	610
Other Employment /8	@ 15%	10,650	14,785	14,785	14,785	14,506	15,593	13,441	16,627	10,577	17,300	6,723
Total Employment		68,146	78,796	93,581	105,866	108,087	123,880	121,529	140,507	132,105	157,600	89,454
Total Households		17,961	19,772	22,285	24,751	24,751	27,036	27,036	27,036	28,834	30,627	12,666
% Owner Households		28%	30%	34%	34%	37%	37%	39%	39%	40%	40%	59%
% Renter Households		72%	70%	66%	66%	63%	63%	62%	62%	60%	60%	41%
Owner Households /9		5,104	5,931	7,577	8,423	9,158	10,009	10,627	10,409	11,529	12,267	7,163
Renter Households /9		12,857	13,840	14,708	16,328	15,593	16,627	16,409	16,627	17,300	19,360	15,503

Blueprint Cumberland

ESTIMATED POTENTIAL INCREASE IN JOBS, POPULATION, HOUSEHOLDS AND HOUSING UNITS IN THE CUMBERLAND AREA, 2000 TO 2025

- 1/ Based on historic office absorption trends in the Cumberland area. Assumes this level of absorption can be maintained with strong improvements to the Cumberland core.
- 2/ Based on data provided by the Atlanta Chamber of Commerce, 2001.
- 3/ Recommended policy by RCLCo for jobs/household growth going forward in the Cumberland area.
- 4/ Based on the 2000 U.S. Census for the Census Tracts of 303.38, 303.39, 312.03 and portions of 303.20 and 303.04.
- 5/ RCLCo based on a report conducted by the International Council of Shopping Centers.
- 6/ Assumes \$237 per square foot, the average sales per square foot for all retail types as per ULI's Dollars and Cents, 2001.
- 7/ Based on Atlanta sales and population data as provided by the International Council of Shopping Centers, 2001.
- 8/ Factors in Manufacturing, Government, Construction and Wholesale Trade—users not typically found in traditional office or retail space.
- 9/ Based on the 2000 Census for the Cumberland area and utilizing the recommended owner/renter propensities in the Cumberland area (35%/65% by 2010).

2.4 CIRCULATION PLAN

One of the fundamental relationships in understanding how and why the transportation system operates as it does in the Cumberland area is the linkage between land use and transportation. Put simply, trip-making patterns, volumes and modal distributions are largely a function of the spatial distribution and use of land. Thus, as the Blueprint Cumberland Strategic Plan begins to affect site characteristics of certain projects, development density can be used to make the resultant demand more consistent with the existing transportation infrastructure and level of service. Hopefully, over the long run, this begins to effect regional and sub-regional travel patterns and, in turn, the land use distribution can be influenced by the level of accessibility provided by the transportation system—including roads and transit.

In support of such a coordinated approach between land use and transportation, a comprehensive Circulation Plan has been designed to compliment the land use concepts described in the Activity Center Concept Plan (Part 2.2). This activity center Circulation Plan represents the development of a core-area circulation pattern inclusive of streetscape beautification, bike routes, multiuse paths, trails, public spaces, gateways into the Chattahoochee National Recreation Area (NRA), development of internal streets and sidewalks, intersection improvements and coordination with the proposed Light Rail Transit system (LRT). This diverse system of circulation options is intended to create a holistic and completely functional environment for circulating within the Cumberland area – i.e. a truly “multi-modal” environment. The design of the circulation plan is based on creating a modified grid pattern that facilitates access throughout the core area – a grid pattern that is more urban and walkable than the current layout but still respects the suburban nature of its origin. The system is designed to promote a pedestrian friendly environment throughout the activity center core area while still providing opportunities for bicyclists, motorist and future transit riders. New streetscapes, bike routes, trails and multi-use paths will encourage pedestrian activity to and from various land uses within the core including the Chattahoochee NRA, housing, offices, shopping, open spaces and entertainment. As new development continues in the area, the creation of internal streets and sidewalks will begin to break the current “super-block” nature of the area and will provide opportunities for additional high quality development that is sustainable over the long run.

To achieve this multi-modal system of circulation, this LCI plan proposes a variety of transportation and circulation projects to that are needed to complete the overall system within the core. The identification of projects builds upon a) projects already completed, b) projects already programmed but not yet built, c) projects previously identified but not programmed, and d) additional projects required to fill in the gaps in the system. There are several types of circulation projects identified including:

- **Light Rail Transit Lines (LRTs)**
- **Streetscape Improvements (including intersections)**
- **Multi-Use Paths / Trails**
- **Bike Routes**
- **Roadway Improvements**
- **Enhancement Projects**
- **Gateways to the Chattahoochee NRA**
- **Open Space Improvements**

These projects are described (and in some cases illustrated) below and are included in the 5-Year Implementation Plan contained in Part 3.2. It is recognized that not all of these initiatives can be achieved simultaneously. Project priorities will likely shift over time in order to more closely coordinate and align with new development. However, taken as a whole, the Circulation Plan provides a road map to create a complete and diverse system that is strongly tied to land use.

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Prepared by: Urban Collage, Inc, Robert Charles Lesser and Co., MSE, URS and Urban Trans Consultants, Inc.

PLAN ELEMENTS

- STREETSCAPES (Sidewalks/Trees/Lights/Landscaping)
- MULTI-USE TRAILS (Bikes & Pedestrians)
- MAJOR OPEN SPACE (Plazas/Lawns/Public Art/Gathering)
- PED. INTERSECTION IMPROVEMENTS (Paving/Signage/Crosswalks)
- NRA PARK ENTRANCES (Signage/Paths/Trails)
- LRT TRUNKLINE STATION PLAZAS (Locations Not Final)

FUTURE TRANSIT-ORIENTED DEVELOPMENT SITE

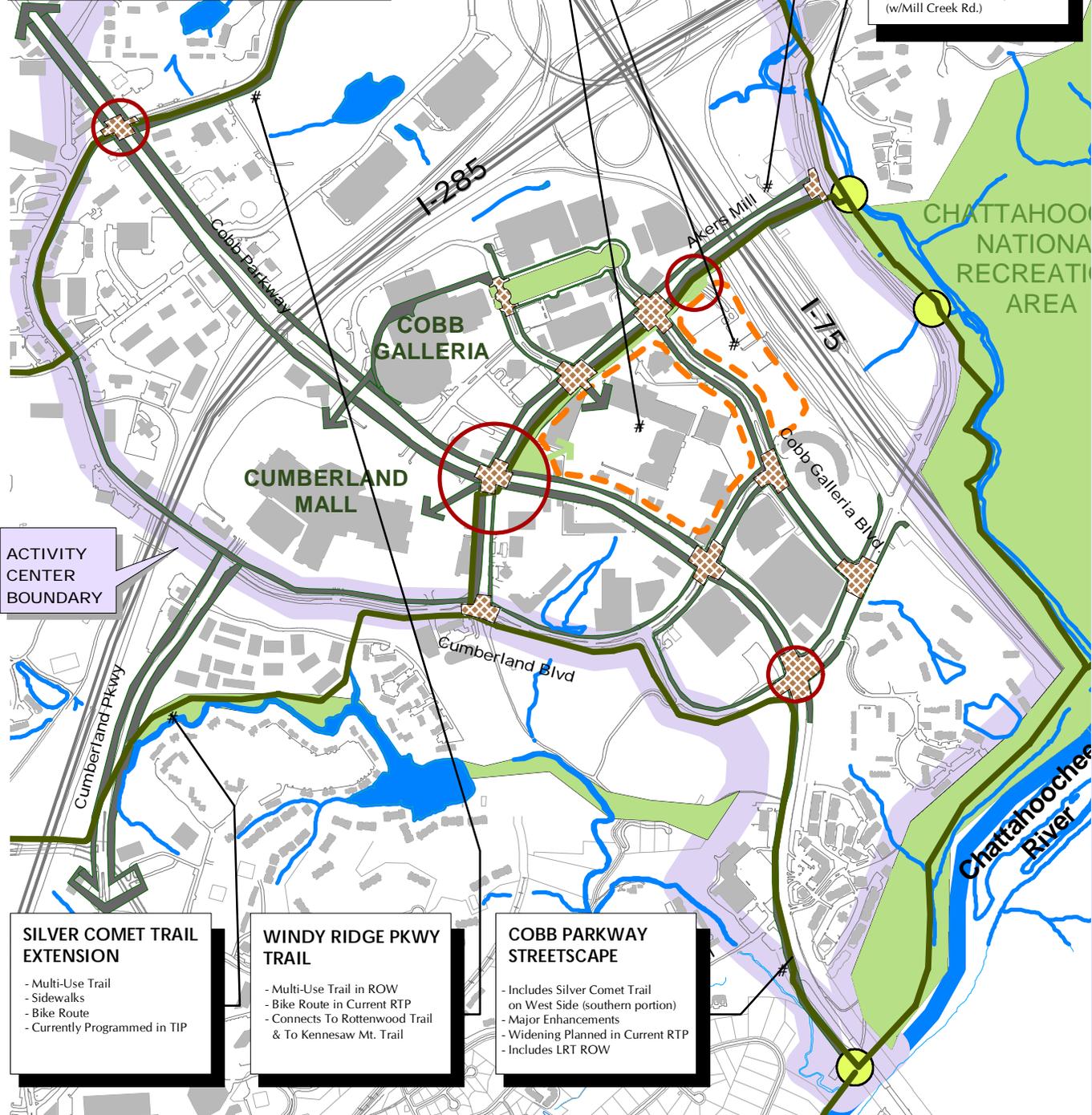
- Housing
- Commercial
- Office
- Major New Open Space
- Entertainment/Cultural Venue

AKERS MILL ROAD LINEAR PARK & TRAIL

- 285 LRT & NW LRT Stations
- Linear Park
- Bike Route
- Major Streetscape Imps.
- Connection to Chatt. NRA
- Various Plazas

ROTTENWOOD CREEK TRAIL

- Trail to follow Creek
- Portion to be Devel. by Hines
- Portion to be Devel. by CDOT (w/Mill Creek Rd.)



ACTIVITY CENTER BOUNDARY

SILVER COMET TRAIL EXTENSION

- Multi-Use Trail
- Sidewalks
- Bike Route
- Currently Programmed in TIP

WINDY RIDGE PKWY TRAIL

- Multi-Use Trail in ROW
- Bike Route in Current RTP
- Connects To Rottenwood Trail & To Kennesaw Mt. Trail

COBB PARKWAY STREETSCAPE

- Includes Silver Comet Trail on West Side (southern portion)
- Major Enhancements
- Widening Planned in Current RTP
- Includes LRT ROW

LIGHT RAIL TRANSIT LINES

- Northwest LRT
- East-West LRT (I-285 Corridor)
- Cumberland Circulator

LRT Planning in the Atlanta region has been going on in a variety of locations over the last several years. As the region has become more congested, the need for additional transportation options has become apparent, particularly if Atlanta has aspirations of continuing its pace of growth and development. Once a highly conceptual and long-range notion, Light Rail has recently found favor within the local political context and now appears to have a high degree of inevitability. In fact, several billion dollars have recently been applied for in the current TIP funding cycle (approval pending).

The advent of LRT in the Cumberland area will drastically change the climate for development and, coupled with the underdeveloped property along proposed routes, provides an excellent opportunity to closely coordinate transit and land use. As shown in previous studies and elsewhere in this report, there are three aspects to Light Rail proposals that have a big impact on the Cumberland core.

Northwest LRT: The Northwest LRT line was the subject of a detailed planning effort over the last two years (spearheaded by Mayes, Suddreth and Etheridge). The current proposal shows the LRT running from the MARTA Arts Center Station in downtown Atlanta to the Kennesaw Town Center in Cobb County. The trunk line route will likely follow Cobb Parkway as it traverses the Cumberland Core area. There are three station stops within the core that will have a strong impact on the future development of the area. In particular, the Cumberland Station will be the primary stop in the Cumberland Area.

The Cumberland Station site would be located in a major commercial node at the intersection of Cobb Parkway and Akers Mill (previously proposed for the intersection of Cobb Parkway and I-285). Due to topographic constraints the station will be located underground. The station area contains the following primary uses and features:

- Cumberland Mall
- Cobb Galleria Centre & Mall
- The pedestrian overpass at Cobb Parkway
- Akers Mill Square
- A number of smaller commercial developments
- A number of hotels including: Sheraton Suites Hotel, Renaissance Waverly Hotel, Courtyard Marriott Hotel, Ameri-Suites Hotel, Holiday Inn, and Hampton Inn
- A number of large office complexes
- A number of multi-family residential developments
- The Cobb County Transit Center which is currently located on the southwest side of Cumberland Mall but which would be relocated to the new LRT station site
- The station area also contains a number of underdeveloped parcels

This station would be an end-of-the-line station for the I-285 alignment. Ideally, the LRT station should be located and oriented in such a way that trains from both alignments can stop at this station and passengers can transfer between them. Also, the two alignments should be configured in such a way that some of the I-285 corridor trains could continue to the northwest on the LRT Northwest Extension for no-transfer trips. Furthermore, the station should be designed to connect pedestrians to the "Downtown" Cumberland district including the proposed Cultural and Entertainment Center, "Cumberland Park", and the new Transit-Oriented Development on the site of Akers Mill Square.

It is important to note that the recommendations in the MSE LRT report are currently being validated and refined in an additional study sponsored by GRTA (spearheaded by Jordan Jones and Goulding).

Cumberland Circulator: A critical component of the Northwest Corridor LRT system that is proposed for Cumberland is the inclusion of a circulator system. A circulator system would provide a local circuit, or loop, that would provide door to door service connecting various office and retail developments in outlying areas in Cumberland to the LRT trunk line. The circulator requires additional study but options include: Light Rail, dedicated bus lanes, and/or a shuttle system that would operate on existing streets. (An analysis of a potential circulator route was prepared by MSE and is shown in the transportation issues map in section 1.5 of this report.)

I-285 Corridor LRT (East-West): The I-285 LRT line has also been the subject of recent detailed study (spearheaded by URS). This line provides a direct connection between the Perimeter Center area and, ultimately through the Northwest line, to downtown Atlanta and north Cobb County. In this way, this line provides an excellent opportunity to reduce commuter traffic along the stretch of 285 between I-75 and I-85. In addition to the transfer station mentioned above, the I-285 line proposes a station stop at the Galleria along Akers Mill Road that will have significant impact on the development of the Cumberland Core.

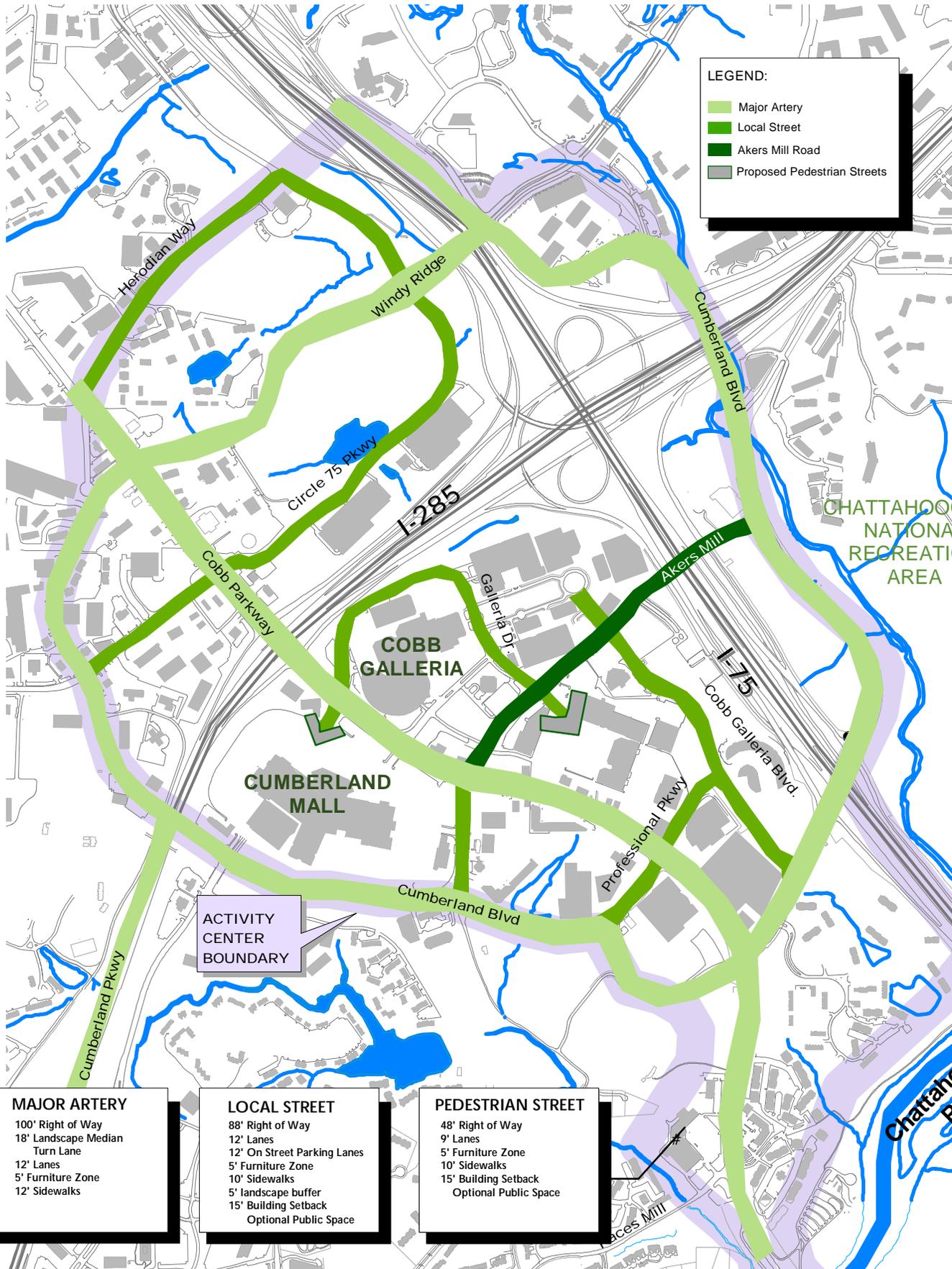
The Galleria Station would be located near the Galleria Atlanta complex, immediately west of I-75. The station area contains the following primary uses and features:

- The Galleria Atlanta office and commercial complex
- Embassy Suites Hotel
- Akers Mill Square commercial center
- Potential Transit-Oriented Development sites along Akers Mill Road on the west and east sides of I-75

STREETSCAPE IMPROVEMENTS

- Akers Mill Road
- Cobb Galleria Parkway
- Cobb Parkway South
- Cobb Parkway Central
- Cobb Parkway North
- Cumberland Boulevard
- Circle 75 Parkway Streetscape
- New Internal Streets (Akers Mill & Cumberland Mall)
- Professional Parkway
- Spring Road Streetscape
- Cumberland Boulevard
- New Internal Streets

Recognizing the variety of street types within the area, Streetscape Improvement projects are divided into several conceptual “Tiers” ranging from more vehicular in nature to more pedestrian in nature (see map on the following page). The distinction of tiers is largely related to current/anticipated use and the types of land uses they are intended to serve. As shown in the attached diagrams, **Major Arterial Streets** will be developed to promote automobile access within a pleasant visual environment with large, planted separations between vehicles and pedestrians. **Local Streets** will be streetscaped to provide vehicular and pedestrian access to specific developments. These streets may include on street parking, will encourage pedestrian movement and activate the street with outdoor public spaces such as dining terraces and entry plazas where applicable. Internal **Pedestrian Streets** will be improved to promote interparcel connectivity among various land uses, allow for multi use paths, create or build upon existing outdoor public spaces and provide limited access roads for shuttles and/or LRT routes (and automobiles, in some cases). It should be noted that currently, none of these types of streets exist. However, they will be developed in association with major new developments in an effort to increase circulation options within large blocks.



LEGEND:

- █ Major Artery
- █ Local Street
- █ Akers Mill Road
- █ Proposed Pedestrian Streets

ACTIVITY CENTER BOUNDARY

MAJOR ARTERY

- 100' Right of Way
- 18' Landscape Median Turn Lane
- 12' Lanes
- 5' Furniture Zone
- 12' Sidewalks

LOCAL STREET

- 88' Right of Way
- 12' Lanes
- 12' On Street Parking Lanes
- 5' Furniture Zone
- 10' Sidewalks
- 5' landscape buffer
- 15' Building Setback
- Optional Public Space

PEDESTRIAN STREET

- 48' Right of Way
- 9' Lanes
- 5' Furniture Zone
- 10' Sidewalks
- 15' Building Setback
- Optional Public Space

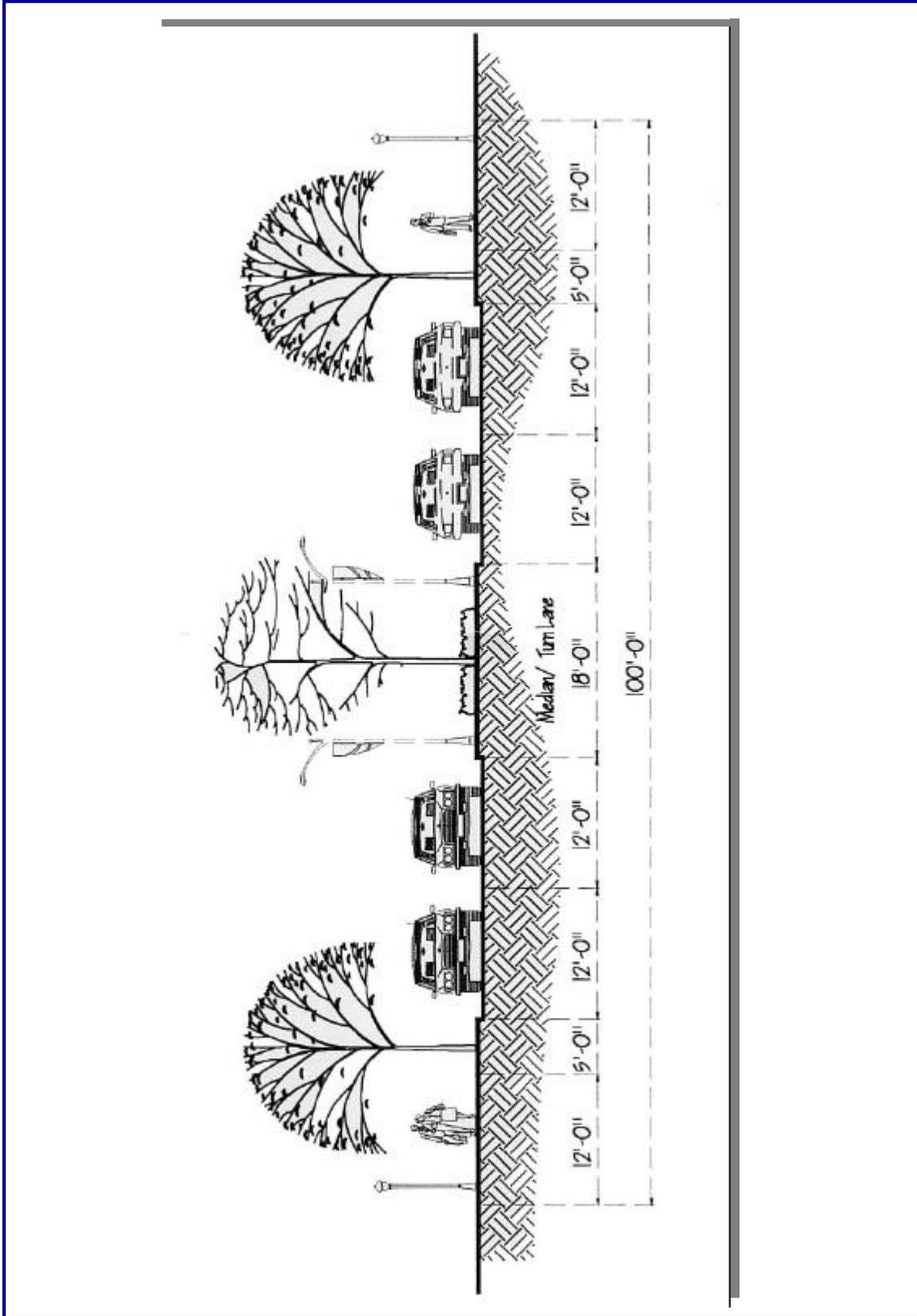


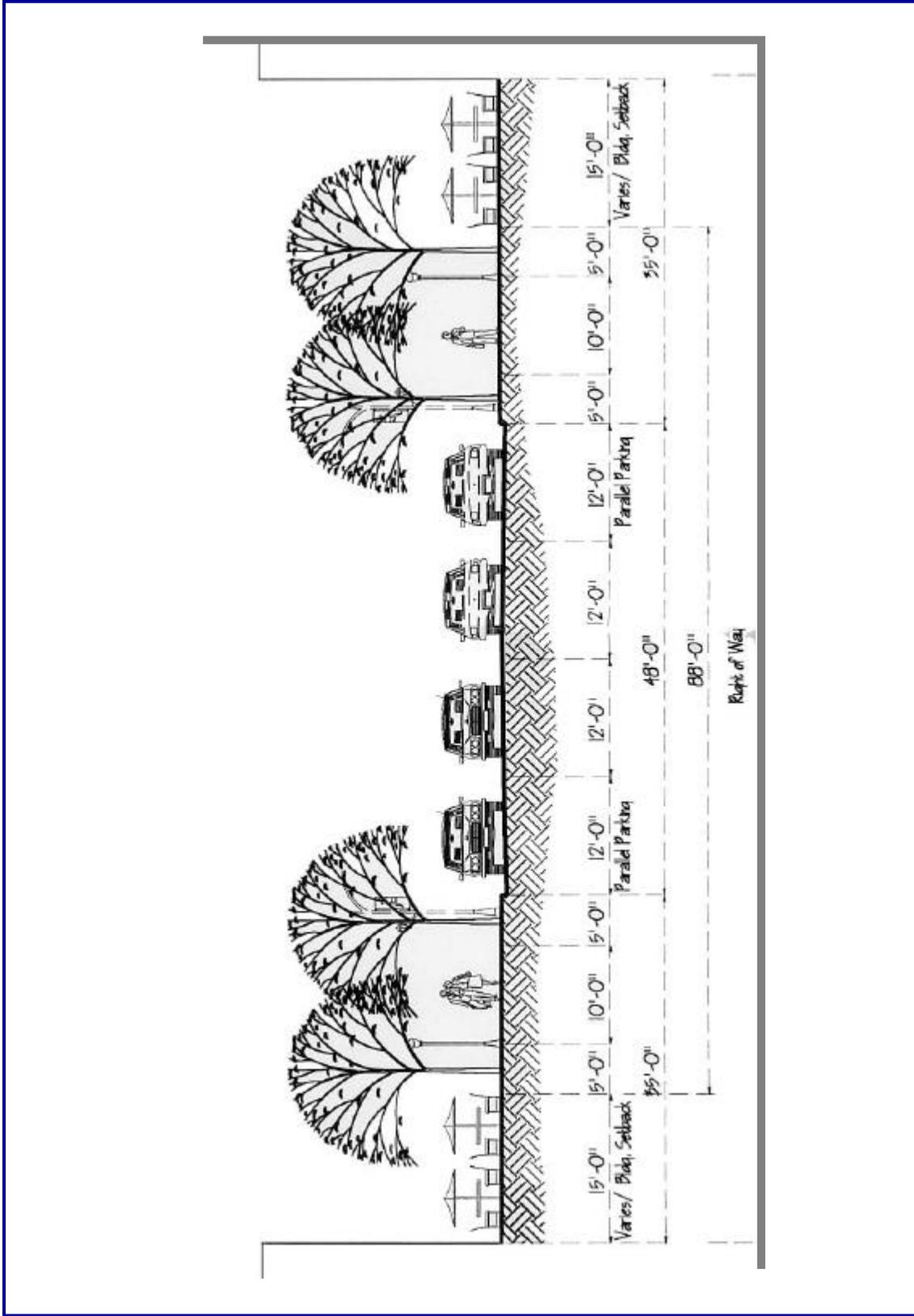
Prepared For: The Cumberland Community Improvement District
 Prepared By: Urban Collage, Inc.
 In Association w/Robert Charles Lesser, MSE, URS & Urban Trans Consultants, Inc.

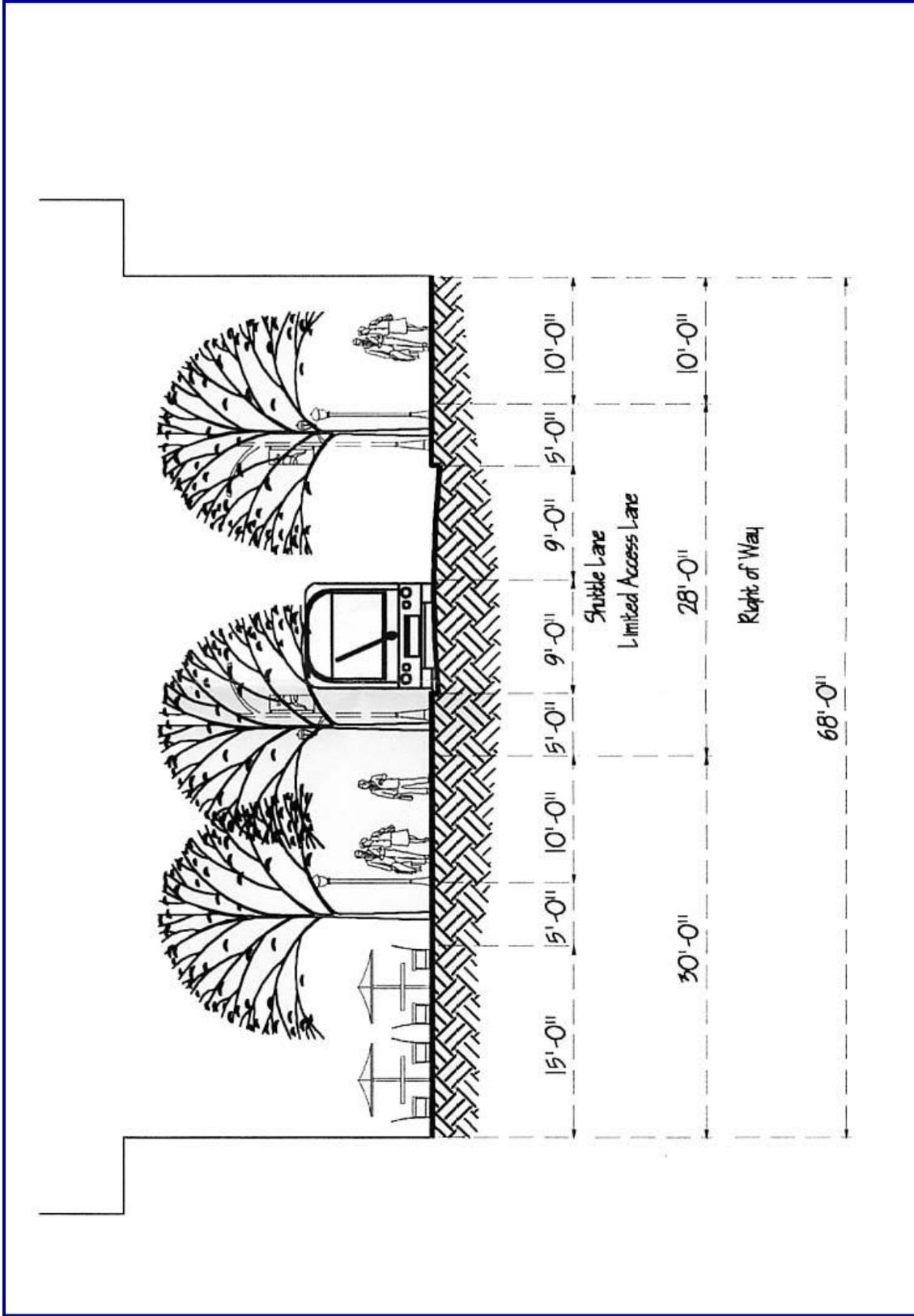
TIER STREETSCAPES KEY MAP

DRAFT: October 30, 2001 1000 0 1000 Feet









Several of the identified Streetscape Improvement projects have been developed in more detail for submission in the TIP (applications submitted 11/16/01) and are described below:

Akers Mill Road: Akers Mill Road Streetscape project from Cumberland Boulevard to the Chattahoochee NRA. The purpose of this project is to develop a multi use / multi mode “Mainstreet” corridor through the heart of Cumberland. This linkage would connect the proposed Silver Comet Trail extension to the Rottenwood Trail. Some of the major elements of this project include coordination with the proposed LRT line, bike lanes, landscaping, enhanced sidewalks and major public spaces. The project specifics are as follows:

The northern portion of Akers Mill Road from Cumberland Boulevard (East) to Cobb Parkway should include:

- An estimated total lineal distance of 3,700 feet.
- An enhanced pedestrian streetscape within the existing right of way

The southern side of Akers Mill Road from Cumberland Boulevard (east) to Cobb Parkway should include:

- An estimated total distance of 3,700 feet
- Coordination with the LRT Line ROW a 60’ Maximum (32’ minimum for a 2-way track system)
- Coordination with the an LRT/ Circulator stop at the intersection of Akers Mill Road and Cobb Galleria Boulevard
- A major Trunk Line/ LRT station design and coordination at the intersection of Akers Mill Road and Cobb Parkway
- The development of a park at the southeast corner of Akers Mill Road and Cobb Parkway (Approximately a 3-acre property currently owned by the Cobb County and being designed by PBS&J)
- 12’ Multi-use path for bicycles
- 5’ landscape strip/ furniture zone
- 15’ sidewalk
- Enhanced pedestrian crosswalks at the intersections of Akers Mill Road and Cumberland Boulevard (East), Cobb Galleria Boulevard, Galleria Drive and Cobb Parkway.
- 10’ Minimum transitional zone in certain areas for additional public space such as outdoor cafes and or public plazas.

The northern portion of Akers Mill Road from Cobb Parkway to Cumberland Boulevard should include:

- An estimated total lineal distance of 1,200 feet.
- 8’ bike lane (4’ on either side; must verify feasibility)
- 5’ landscape strip/ furniture zone
- 10’ sidewalk
- Enhanced pedestrian crosswalks at the intersection of Akers Mill Road and Cumberland Boulevard.

The southern side of Akers Mill Road from Cobb Parkway to Cumberland Boulevard:

- An estimated total lineal distance of 1,200 feet
- An enhanced pedestrian streetscape within the existing right of way

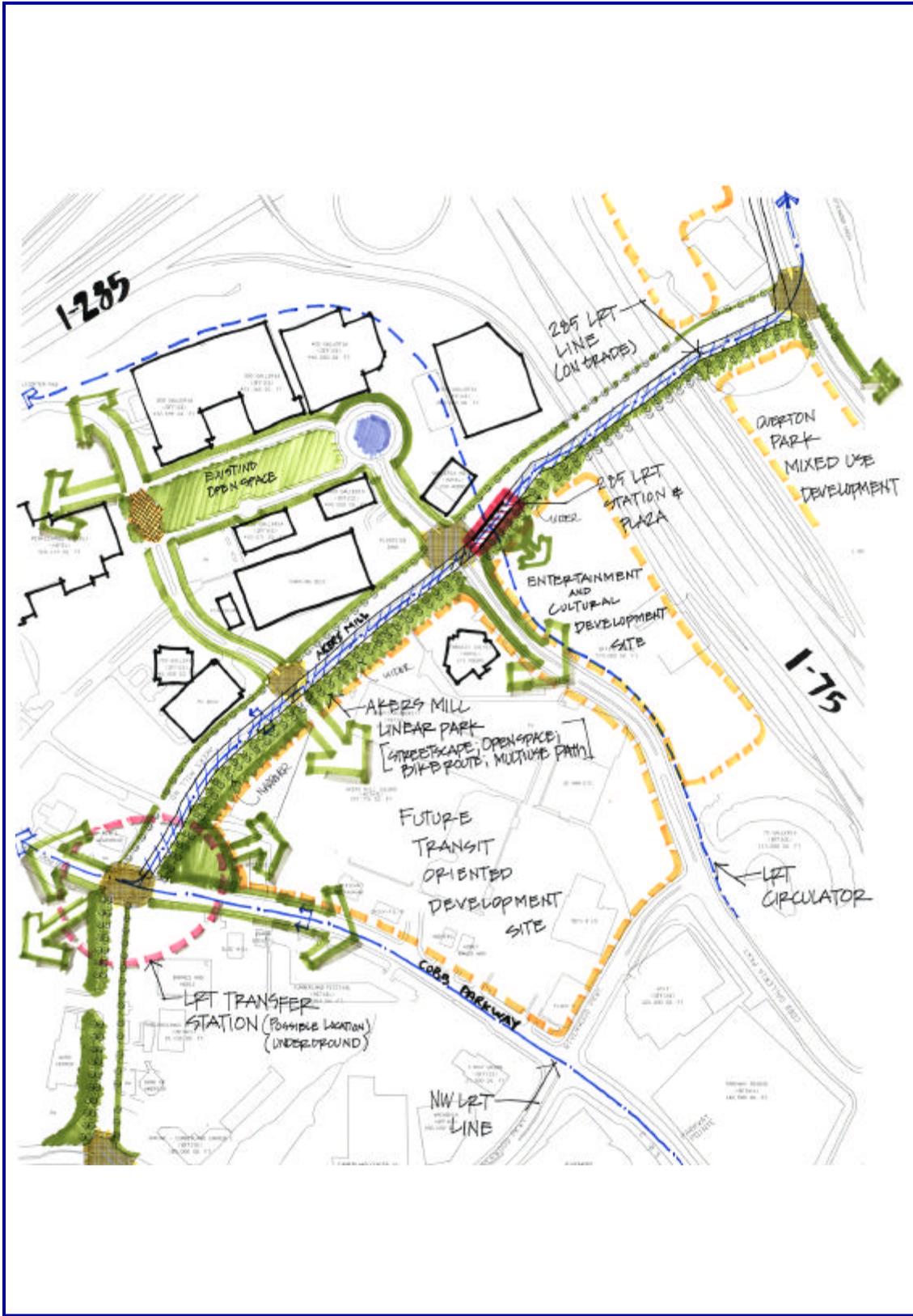
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AKERS MILL ROAD CONCEPT PLAN



Streetscape along Cobb Galleria Parkway and Cumberland Boulevard (south): A streetscape system along Cobb Galleria Parkway from Akers Mill Road to Cumberland Parkway (east) and from the intersection of Cobb Galleria Parkway and Cumberland Boulevard to Cobb Parkway. The purpose of this project is two fold. The first is to create a demonstration project that would enhance an existing local street for future development such as the prospective Cultural/ Entertainment Center and the potential redevelopment of the Akers Mill Square property as a mixed use development. In addition, this project creates a link with the proposed streetscape improvements of Cobb Parkway South.

The project specifics for both sides of the street would be as follows:

- An estimated total lineal distance of 3,600 feet. (2,600 lineal distance from the intersection of Akers Mill Road and Cobb Galleria Boulevard to Cumberland Boulevard and an additional 1,000 lineal distance from Cobb Galleria Boulevard and Cumberland Boulevard to Cobb Parkway)
- 8' bike lane (4' on either side; must verify feasibility)
- 5' landscape strip/ furniture zone
- 10' sidewalk
- Enhanced pedestrian crosswalks at the intersections of Cobb Galleria Parkway and Cumberland Circle and the Cumberland Boulevard (east).
- An allowance for on street parking on both sides

Cobb Parkway South: Cobb Parkway South from Cumberland Boulevard to the Chattahoochee River. This project would help guide the proposed widening of Cobb Parkway from Paces Mill Road to Cumberland Boulevard. It would also tie into the Silver Comet Trail and would create an enhanced entry into the Chattahoochee NRA. The streetscape project would be concentrated on the west side of Cobb Parkway due to the existing topographic limitations on the eastern portion of this road. The project specifics would be as follows:

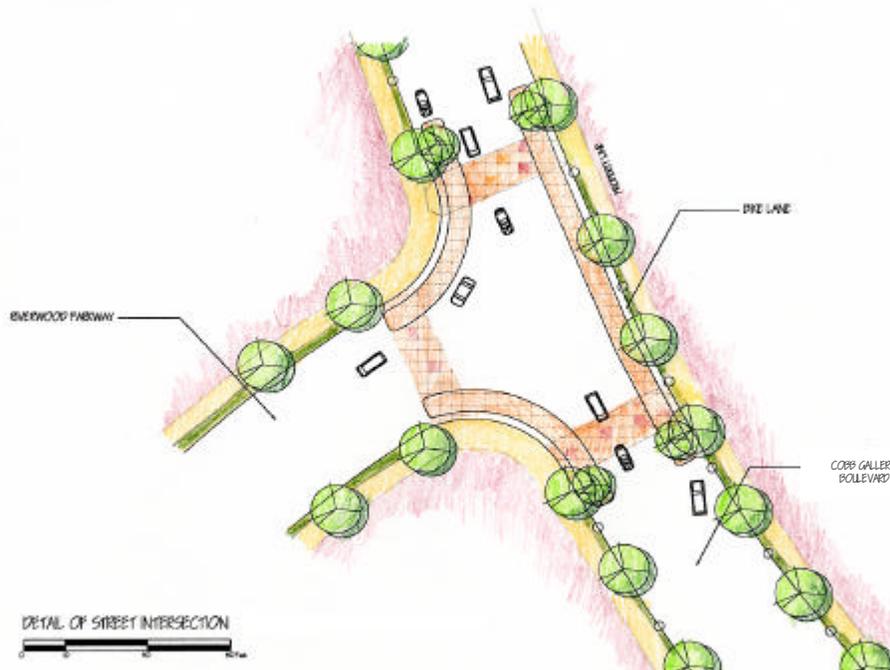
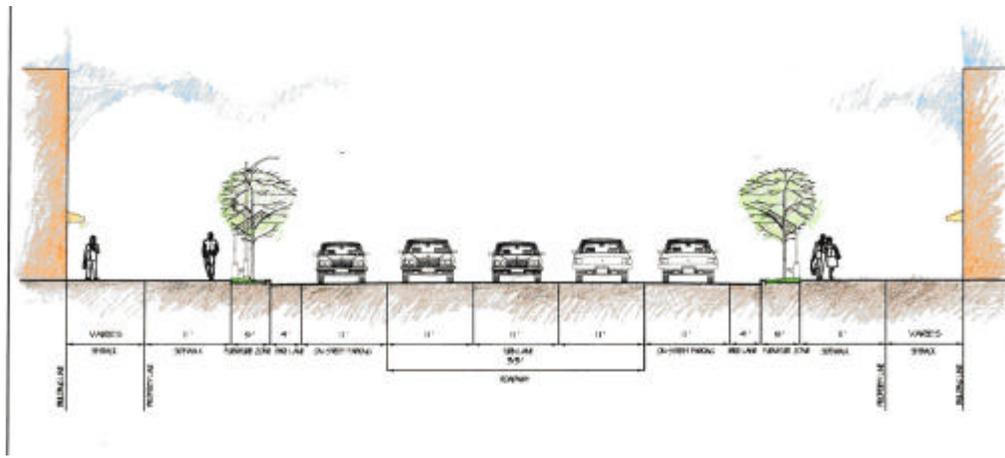
- An estimated total lineal distance of 3,300 feet
- 8' bike lane (4' on either side; must verify feasibility)
- 5' landscape strip/ furniture zone
- 10' sidewalk

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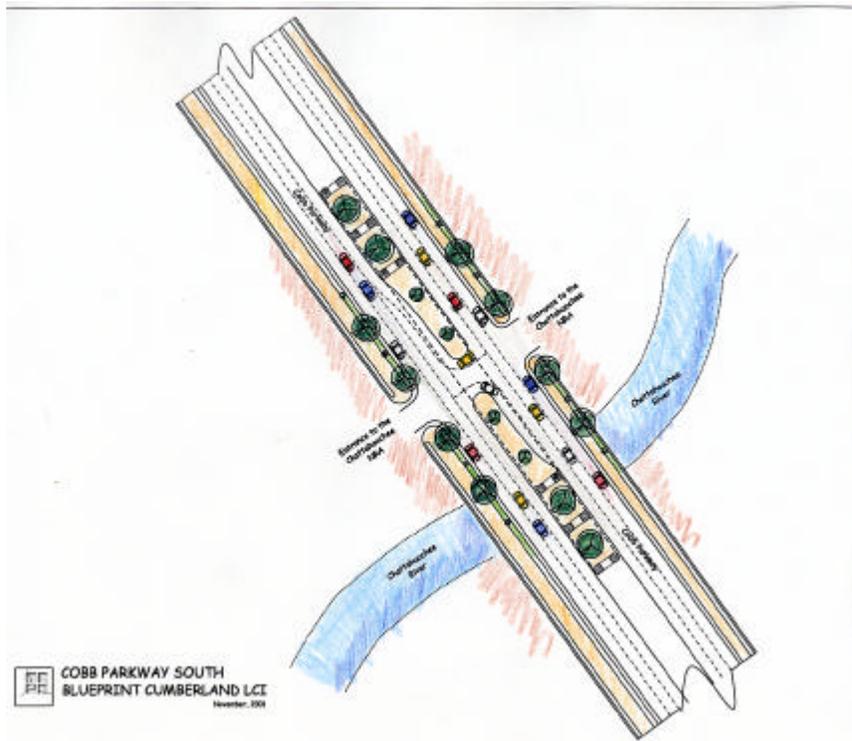
The Cumberland Community Improvement District (CCID) and The Cumberland Transportation Network (CTN)

Prepared by: Urban Collage, Inc, Robert Charles Lesser and Co., MSE, URS and Urban Trans Consultants, Inc.





SOUTH COBB PARKWAY TYPICAL STREET SECTION
BLUEPRINT CUMBERLAND LCI
NOVEMBER 2001



COBB PARKWAY SOUTH
BLUEPRINT CUMBERLAND LCI
November 2001

In addition to those streetscapes above that were applied for in the recent TIP, there are several other streetscapes which will play an important role in improving the Cumberland core.

Cobb Parkway Central: Similar to Cobb Parkway South, this section of Cobb Parkway (from Cumberland Boulevard to I-285) requires significant pedestrian and traffic improvements. Currently, this stretch of Cobb Parkway is heavily dominated by vehicles and presents an imposing challenge to pedestrians. Improvements include new, wider sidewalks, landscaping, a possible median (associated with the impending LRT alignment), trees and lights. While major improvements will have to be coordinated at a later date with the design and construction of the LRT, the CCID recognizes its importance to the overall appearance of the core. Therefore, it is recommended that the CCID undertake a preliminary Concept Plan in 2002 to identify short-term improvements that can precede the LRT.

Cobb Parkway North: Cobb Parkway north of I-285 presents perhaps the greatest challenge in terms of streetscape improvements. This section of Cobb Parkway is exceedingly wide and automobile dominated. Furthermore, most of the land uses adjacent to the Parkway are “drive-up” businesses with little or no relation to one another. Therefore, streetscape improvements will most likely focus on improving the appearance of the roadway as seen from the automobile. Greater opportunities for pedestrian features will be associated with future redevelopment of the “strip” on a parcel-by-parcel basis.

Cumberland Boulevard: Cumberland Boulevard is already programmed in the TIP for streetscape improvements from Cumberland Parkway down to Cobb Parkway. Improvements will include major sidewalks and a bike route, thus completing a portion of the Silver Comet Trail.

Circle-75 Parkway: This street provides one of the only east-west connections in the northwest quadrant of the LCI core. Therefore, it will be important to incorporate streetscape improvements in the future. Currently, the street is flanked by large, undeveloped tracts of land. Therefore, improvements to this street will likely be longer-term and associated with eventual development of the property.

New Internal Streets: A fundamental component of the LCI program is the encouragement of interparcel connectivity through the construction of minor streets through superblocks. In the Cumberland core area there are two significant opportunities for such improvements. Both Cumberland Mall and Akers Mill Square are anticipated to be redeveloped in the upcoming years. Both developments will seek to provide new pedestrian-oriented thoroughfares to facilitate walkable connections (and possibly shuttle-only lanes). Streetscape improvements will include wide sidewalks, pedestrian lights, decorative paving, trees, benches and street furniture. This streetscape strategy is illustrated in the “Tier-3” approach (see diagram above).

Professional Parkway: Professional Parkway provides an east-west connection between Cumberland Galleria Parkway and Cobb Parkway and ties into the streetscapes proposed for both of those streets. Improvements will focus on new sidewalks, street trees and lighting.

Spring Road: Provides an important connection between Cobb Parkway on the east and the City of Smyrna to the west. Similar to Cobb Parkway North of I-285, this project will be phased in over time as land uses along the corridor (and Cobb Parkway) redevelop into a more pedestrian-oriented village theme.

MULTI-USE PATHS / TRAILS

- Rottenwood Trail Extension
- Silver Comet Trail-Kennesaw Mountain Trail Connection

Extension of the Rottenwood Trail: Extension of the Rottenwood Trail North of the intersection of Akers Mill Road and the Cumberland Boulevard (east). This project would fill in the missing gaps of the trail from the Chattahoochee River to Windy Ridge Parkway. Currently, a portion of the trail is being completed as a part of the Overton Park mixed-use development project. In addition, another segment of the trail will be completed along with the construction of Mill Green Parkway (under construction). Approximate project details are as follows:

- An estimated total lineal distance of 5,000 feet.
- 20' Walking Trail

Connection of the Silver Comet Trail and the Kennesaw Mountain Trail: Connection of the Silver Comet Trail and the Kennesaw Mountain Trail through Cumberland Boulevard from Akers Mill Road to Windy Ridge Parkway. This project would essentially provide a connection between two proposed trail systems that have been partially constructed through the TIP. The project will be associated with sidewalk improvements to Cumberland Boulevard that is already programmed in the TIP (and as described above). The project would be located on the eastern side of Cumberland Boulevard. The specifics would be as follows:

- An estimated total lineal distance of 4,200 feet (Whereas only 2,700 feet lie within CCID Boundary located south of I-285)
- 8' bike lane (4' on either side; must verify feasibility)
- 5' landscape strip/ furniture zone
- 10' sidewalk

BIKE ROUTE IMPROVEMENTS

- Akers Mill Road Bike Route
- Cobb Galleria Parkway Bike Route
- Windy Ridge Parkway Bike Route
- Cumberland Boulevard Bike Route
- Cobb Parkway Bike Route
- Professional Parkway Bike Route

Currently, there are very few options for bicyclists within the Cumberland core. Nonetheless, there are several projects currently programmed within the RTP and a few additional projects identified herein that will improve mobility options for bicyclists. Of particular note, the aforementioned Akers Mill Streetscape project will also include an off-street bike trail to connect to the already programmed Cumberland Boulevard Bike Route. In addition, the aforementioned Cobb Galleria Parkway Streetscape project includes an on-street bike lane which completes a loop circuit with Akers Mill and Cumberland Boulevard.

ROADWAY IMPROVEMENTS

Most necessary roadway improvements in the Cumberland core have already been completed including the Kennedy Interchange and Cumberland Boulevard. However, a significant, albeit long-range roadway improvement is the widening of Cobb Parkway. Cobb Parkway serves as the primary artery through the Cumberland core and provides an outlet for traffic getting between Interstate-75 and Interstate-285. Currently, the RTP includes the widening of Cobb Parkway to eight lanes from Akers Mill to Paces Mill Road. The impending development of the LRT line along Cobb Parkway provides the opportunity to restudy this project due to its likelihood of removing traffic along this artery. Although some widening will inevitably be required to keep traffic from cutting through the Vinings neighborhood, eight plus lanes of traffic may no longer be a necessary consideration. The

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Blueprint Cumberland LCI plan does not support the widening of Paces Mill road or any other roadway improvements designed to increase cut-through traffic along Paces Mill.

ENHANCEMENT PROJECTS

As the core area begins to develop into a more urbanized, walkable district that serves as a regional destination, it will be important to provide a clear and unique system of pedestrian and vehicle signage. A wayfinding system can include pedestrian features such as maps, directional signs, descriptive markers at key sites, etc. In addition, consistent vehicular signage can be designed for streets, buildings, entrances to parking decks, etc. While such a coordinated system of wayfinding must be further studied and designed, there will be early opportunities to incorporate the initial components as a part of the first streetscape improvement projects to be completed.

OPEN SPACE IMPROVEMENTS

- Cumberland Park
- LRT Transfer Station Plaza
- Akers Mill Road Linear Park

Formal public open space is severely lacking within the activity center. Previous open spaces have been lost due to recent office development. This lack of open spaces is one of the most critical limiting factors in the effort to create a “livable” center. In order to address this deficiency, two key projects have been identified in order to create a “sense of place” within the Cumberland Area.

“Cumberland Park”: A 6 to 8 acre public park located within the heart of “Downtown” Cumberland. This open space would be developed in association with the mixed-use redevelopment of Akers Mill Square. The park would be surrounded by mixed-use development including offices, residential, and storefront retail. The park would include public art, landscaping, lighting, seating, a covered pavilion, shade trees, event space, a clock or bell tower, and a possible interactive water feature. The park’s exact location and configuration will depend upon the eventual development plan for Akers Mill Square but will have connections to: the adjacent cultural and entertainment development site, the Akers Mill Streetscape project, the East-West LRT station (Cobb Galleria Parkway), the Cobb Galleria, Cumberland Mall and the Northwest/East-West LRT transfer stations.

LRT Transfer Station Plaza: This prominent location at the intersection of Akers Mill Road and Cobb Parkway provides the location of a transfer station between the proposed Northwest LRT line and the East-West LRT line. The transfer station provides an obvious opportunity for public open space and will connect to Cumberland Mall and to Cumberland Park (as proposed above).

Akers Mill Road Linear Park: As previously described in the Akers Mill Streetscape project, improvements to this road will include a linear park to run adjacent to the I-285 LRT line. The park will be associated with the future redevelopment of the Akers Mill Square site and the Entertainment/Cultural venue (as described previously).

GATEWAYS TO THE CHATTAHOOCHEE NRA

Currently, there are very few opportunities to access the Chattahoochee NRA. Providing additional/improved pedestrian gateways will enhance the area’s viability as a “livable center.” Proposed locations for improvements include the entrance along Cobb Parkway at the river and at various locations along Cumberland Boulevard. The locations along Cumberland Boulevard will work in conjunction with the proposed improvements to Rottenwood Trail. Improvements include pedestrian signage, stone markers, lighting and pathways.

GALLERIA STATION CONCEPT PLAN





Section 3.0 Implementation Plan:

3.1 Implementation Framework

3.2 Five-Year Implementation Plan

3.3 Regulatory Enhancements

3.4 Development Standards and
Framework

Cumberland Livable Centers Initiative (LCI) Plan

Funded by the Atlanta Regional Commission Livable Centers Initiative (LCI) Program, the Cumberland Community Improvement District (CCID) and the Cumberland Transportation Network (CTN)



LIST OF FIGURES: Section 3.0

- Implementation Structure..... P 3.3
- LCI Proposed Funding Projects..... P 3.4
- Five-Year Action Plan..... P 3.5
- Urban Design Standards P. 3.14



Cumberland Livable Centers Initiative (LCI) Plan

Funded by the Atlanta Regional Commission Livable Centers Initiative (LCI) Program, the Cumberland Community Improvement District (CCID) and the Cumberland Transportation Network (CTN)

3.1 IMPLEMENTATION FRAMEWORK

A key determinant of the success of the Blueprint Cumberland LCI Plan will be, of course, the structure and effectiveness of implementation organizations and responsibilities. The Blueprint Cumberland process has presented an opportunity to assess existing implementation entities and their strengths and deficiencies. The Cumberland area is fortunate to have established governmental and development organizations, including the following:

Cobb County: Cobb County, particularly the Department of Planning, the Department of Transportation and the Department of Economic Development and several Commission members, have been intimately involved in crafting projects and programs as part of the LCI process. The partnership between the County and the Chamber and its associated implementation entities has helped secure major transportation improvements within the Cumberland area.

Cobb Chamber of Commerce: This organization effectively serves for communication, marketing and coordination of economic development initiatives within the County. It has spurred several distinct programs, including the formation of the Cobb Community Improvement District;

Cumberland Community Improvement District (CCID): The CCID was established as the first community improvement district in the State and therefore has the longest track record of implementation efforts of any similar group within the region. The CCID represents commercial property owners within the LCI Study Area, as well as larger portions of Cobb County to the northeast and southwest of the Activity Center.

Cumberland Transportation Network¹ (CTN): This transportation management association (TMA) has effectively served to promote comprehensive and balanced transportation improvements within the Cumberland area to maintain the function and viability of the Cumberland area as a mixed-use activity center.

Implementation of the recommendations of this report will rely on strengthening these existing partnerships, creating new partnerships and energizing the entire Cumberland constituency. The Cumberland LCI Planning Team offers the following recommendations:

To effectively implement policies, plans, programs and projects, a **centralized implementation organization** should assume responsibility for the LCI Plan recommendations. The Cumberland Community Improvement District fills this role in most recent implementation efforts and is the most logical entity to continue the work begun in the short-term, through advocacy and staff efforts of its associated transportation entity, the Cumberland Transportation Network. Similarly, the Blueprint Cumberland Steering Committee has been a very positive step towards this type of broad-based organization and should be maintained. In addition, the existing Blueprint Cumberland Task Forces represent a very progressive step towards a permanent working relationship of affected stakeholders. The Task Forces should continue, but should be broadened to include more stakeholders and to bring in more professional expertise in each subject area within each Task Force.

In the longer term, it may be necessary to create an even broader implementation organization as Cumberland evolves to include a more broad range of businesses, residents and institutions. It is recommended that a more inclusive organization could be created (the "Cumberland Alliance") to represent the varied interests of all stakeholders and more effectively bring consensus to planned programs and projects. The new organization may begin with a focus on land use planning and development projects, such as housing. This new entity would not replace the function or programs of the existing CCID, but rather represent a broad-based forum for decision-making and implementation supported by operational grants and membership dues. In addition, the CCID would still play a critical role in funding planned programs and projects at their discretion.

¹ As of January 1, 2002 The Cumberland Transportation Network will be know as "Commuter Club".

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The organizational concepts described here are illustrated in the accompanying Exhibit. In the short-term, a broader program of planning and implementation should be pursued by the existing organizations. In the long-term, the centralized implementation entity should assume the following responsibilities:

Land Use & Development Program – The implementation agencies in the Cumberland area have, to date, focused primarily on transportation programs. Implementation of the policies, recommendations and projects in the Cumberland LCI Plan will require efforts to coordinate and manage land use planning and development initiatives. In the short-term, it is recommended that the CTN be the responsible organization for coordinating these continued planning and development projects. As recommended in a recent strategic plan by Urban Trans, CTN could also assume responsibility for Work Site Information and a voluntary plan review, Alternative Transportation Site Design, which would advise new development on opportunities for accommodations for alternative transportation, including pedestrian amenities, shuttles, transit and bicycles.

The Phase II LCI Planning Grant can be the critical next step in further identification of projects and the definition of the organizational structure of the land use and development organization. The Land Use and Development Program would include additional subarea studies, development review and assistance, open space planning and development and necessary regulatory reforms to support planned land use policies. (See Section 3.3)

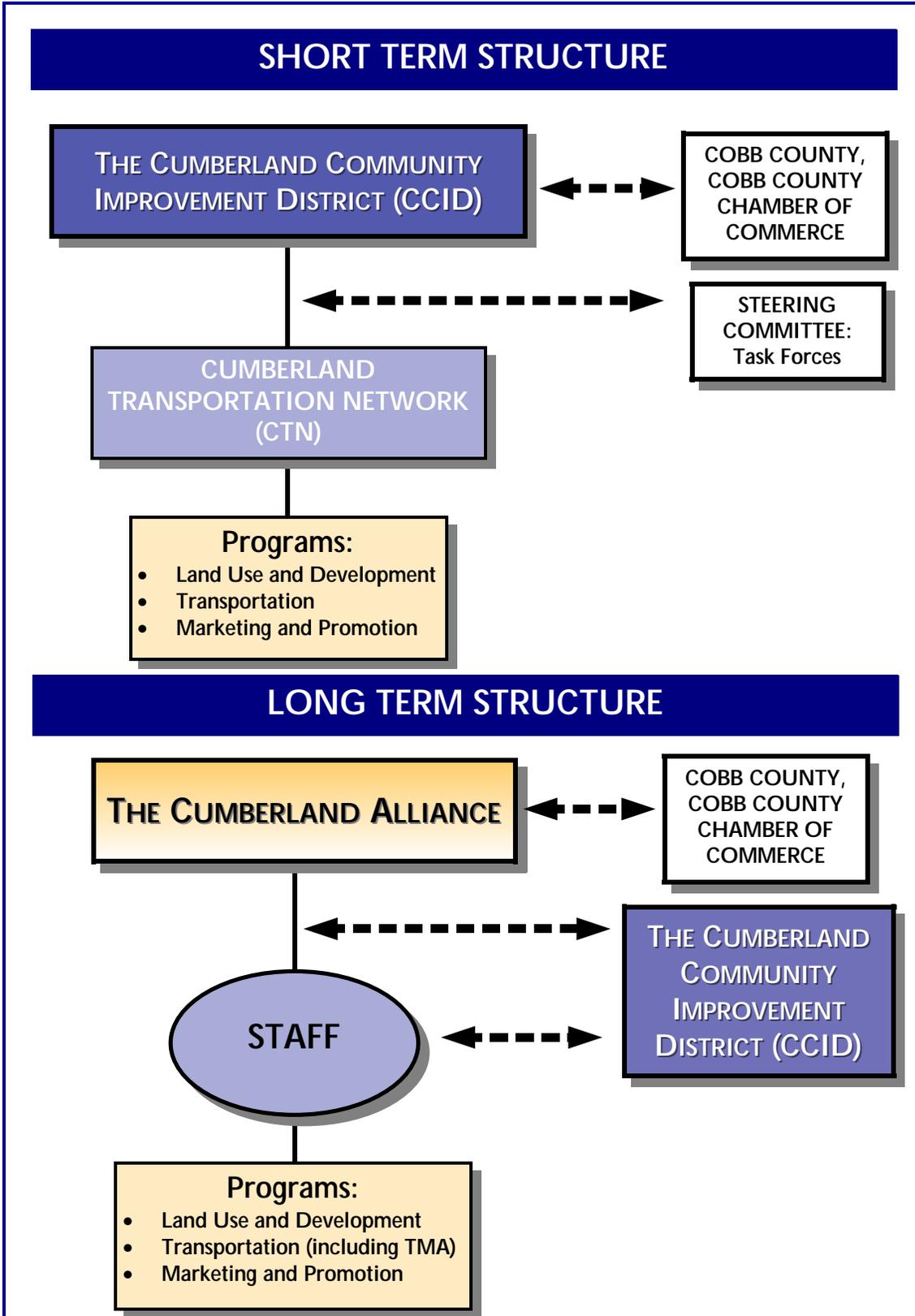
Transportation Program - The Cumberland Transportation Network and the Cobb County Department of Transportation, in association with the Cumberland Community Improvement District and the Georgia Department of Transportation, should continue their role as design and construction managers for transportation improvements. This collaboration should continue to coordinate design and construction for roadways and vehicular improvements, with an increased focus on pedestrian and bicycle projects identified in the Cumberland LCI Plan. In association with other regional transportation entities, such as the Atlanta Regional Commission and the Georgia Regional Transportation Authority, the Cumberland Transportation Network should also continue its efforts to implement planned transit improvements, including the Cumberland Circulator, the Northwest Light Rail Line and the I-285 Light Rail Line. These transit improvements should be done in coordination with planning efforts for station-area plans.

In the near future, CTN and its partners could also be responsible for additional public improvements, including greenways and the implementation of associated public space enhancements, such as wayfinding signage and public art. It may be necessary to supplement existing staff with program management staff/consultants as the magnitude and diversity of planned projects increases.

In the long-term, as mentioned previously, it is recommended that the Transportation Program be brought under a centralized implementation entity with broad stakeholder representation and professional staff that would ensure the links between land use and transportation by pursuing the projects of both the Land Use and Development Program and the Transportation Program.

Marketing and Promotion Program - Currently, the Cobb Chamber of Commerce assumes responsibility for most marketing and promotions, leadership development and business attraction and retention. In the long-term, it may be necessary for the Cumberland Alliance to augment the county-wide efforts of the Chamber with Cumberland-specific marketing and economic development efforts.

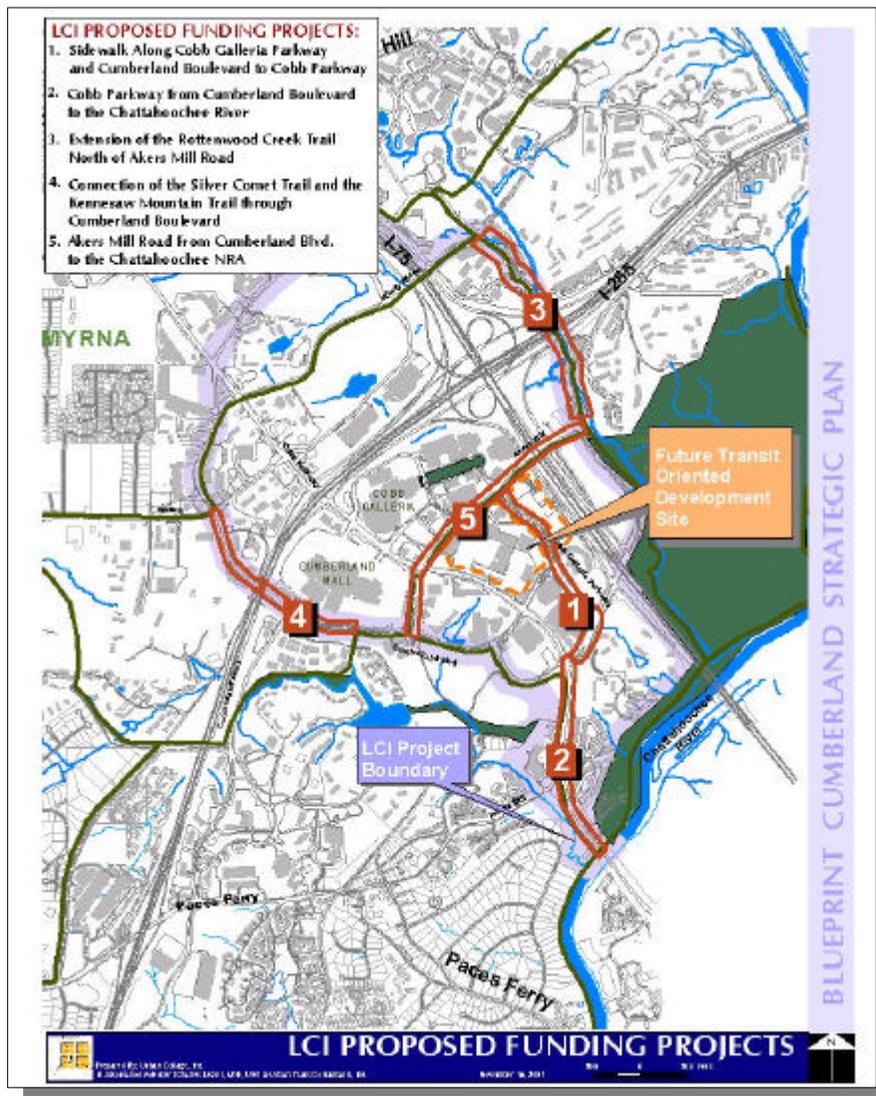
IMPLEMENTATION STRUCTURE



3.2 FIVE YEAR ACTION PLAN

A fundamental component of this LCI plan is a clear plan of action for the first five years of project implementation. The chart on the following pages describes a “Five Year Action Plan” for improving the “livability” of the Cumberland Core. The chart includes Transportation Projects, Housing Projects/Initiatives and Other Local Initiatives. It is important to note that several of the projects are already programmed within the RTP and/or the TIP. Furthermore, five of the transportation projects listed were recently submitted for consideration in the most recent TIP funding cycle (see key map below).

It will be critically important for local implementation agencies to play a fiscal role in the implementation of this plan in meaningful ways. Therefore, in addition to local matches for transportation projects, various local entities will participate financially or in staff contributions in other implementation initiatives including: Cobb County, The Cumberland Transportation Network (CTN), The Cumberland Community Improvement District (CCID), and The City of Smyrna. In addition, and perhaps most important, it is anticipated that the private sector will contribute significantly to the implementation of this plan as a component of individual development projects.



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FIVE YEAR ACTION PLAN

Transportation Projects

Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Costs	Total Project Costs*	Responsible Party	Funding Source	Local Match Source & Amount	Comment
TRANSIT										
Northwest Light Rail Line/Cumberland Circulator										
New LRT Line development from Arts Center MARTA to Town Center (Engineering Study & Financial Study)	Transit	2002	\$7,800,000	TBD	TBD	TBD	GRTA	CMAQ	\$240,000	Feasibility Study Underway (GRTA)
	Transit	2002	\$5,000,000	TBD	TBD	TBD	GRTA	GRV	\$5,000,000	
I-285 Corridor Light Rail Line (East-West)										
New LRT Line development connecting Cumberland to Perimeter and Doraville	Transit	TBD	TBD	TBD	TBD	TBD	ARC	TBD	TBD	Preliminary Study Underway
STREETSCAPES										
Akers Mill Streetscape/Linear Park										
Streetscape/Bike/Path improvements from Cumberland Blvd. to Chattahoochee NRA	Pedestrian/Bike	2004	\$390,000	2004	\$3,900,000	\$4,290,000	CTN	TIP (LCI)	CCID \$858,000	TIP Application Submitted 11/01
Cobb Parkway South Streetscape										
Streetscape/Bike Lane improvements from Chattahoochee River to Cumberland Blvd.	Pedestrian/Bike	2004	\$210,000	2004	\$2,100,000	\$2,310,000	CTN	TIP (LCI)	CCID \$462,000	TIP Application Submitted 11/01
Cumberland Galleria Parkway Streetscape										
Streetscape/Bike Lane Improvements from Akers Mill Rd. to Cumberland Boulevard	Pedestrian/Bike	2004	\$210,000	2004	\$2,100,000	\$2,310,000	CTN	TIP (LCI)	CCID \$462,000	TIP Application Submitted 11/01
Cobb Parkway Central Streetscape										
Streetscape/Bike Lane improvements from Cumberland Blvd. to I-285	Pedestrian/Bike	2004	\$420,000	2005	\$4,200,000	\$4,620,000	CTN	TIP	CCID \$924,000	Improvements to be coordinated/implemented w/LRT construction (possible interim imps. In advance)
Cobb Parkway North Streetscape										
Streetscape/Bike Lane improvements I-285 to Windy Ridge Parkway	Pedestrian/Bike	2004	\$210,000	2005	\$2,100,000	\$2,310,000	CTN	TIP	CCID \$462,000	
Cumberland Boulevard Sidewalk, Bike Linkages & Silver Comet Tr.										
Sidewalk and Bike improvements from Cumberland Parkway to Akers Mill	Pedestrian/Bike						CTN	TIP		Improvements already programmed in TIP (#CO AR BP 187 A,B,C)
New Internal Streets - Akers Mill										
Redevelopment										
New pedestrian and/or limited access streets associated with new mixed-use development and public park	Pedestrian/Roadway	2004	TBD	2005	TBD	TBD	CTN	TIP	CCID TBD	Associated with new development
New Internal Streets - Cumberland Mall										
New pedestrian and/or limited access streets associated with mall redevelopment	Pedestrian/Roadway	2004	TBD	2005	TBD	TBD	CTN	TIP	CCID TBD	Associated with new development
Professional Parkway Streetscape										
Streetscape/Bike Lane from Imps. Cumberland Galleria Pkwy. to Cumberland Blvd.	Pedestrian/Bike	2002	\$210,000	2003	\$2,100,000	\$2,310,000	CTN	CCID	n.a.	

MULTI-USE TRAILS										
Rottenwood Trail Extension										
Extension of natural trail system from Chattahoochee River to Interstate North Parkway	Pedestrian	2004	\$29,500	\$295,000	\$324,500	CTN	TIP (LCI)	CCID	\$64,900	TIP Application Submitted 11/01 - Two segments already programmed (Oventon private development and in Mill Green Parkway Project - #CO AR 078K1)
Silver Comet-Kennesaw Mt. Trail										
Connection between two trail systems along Cumberland Parkway from Akers Mill Rd. to Windy Ridge Parkway	Pedestrian	2004	\$250,000	\$2,500,000	\$2,750,000	CTN	TIP (LCI)	CCID	\$550,000	TIP Application Submitted 11/01 - Bike lane and Silver Comet Trail already programmed in RTP (#CO AR BP 148 & #CO AR BP 187 A,B,C)
Chattahoochee River Trail										
Natural trail along Chattahoochee River from Cobb Parkway to Rottenwood Tr.	Pedestrian	2005	\$29,500	\$295,000	\$324,500	NPS	NPS/CCID	n.a.	n.a.	Provides connection to Silver Comet Trail which is already programmed in RTP (#CO AR 078k1 and #CO AR BP 187 A,B,C)
<i>NOTE: Portions of the Silver Comet Trail are included in Cobb Parkway & Cumberland Blvd. Streetscapes above and Riverwood Pkwy project below</i>										
BIKE ROUTES										
Windy Ridge Parkway Bike Route										
Bike route improvements from Powers Ferry Rd. to Cobb Parkway	Bike	2004				CTN	TIP	CCID		Bike improvements already programmed in RTP (#CO AR BP 108)
Cumberland Boulevard Bike Route										
Bike route improvements from Spring Rd. to Cumberland Parkway	Bike	2004				CTN	TIP	CCID		Bike improvements already programmed in RTP (#CO AR BP 148)
<i>NOTE: Many streetscape projects above include Bike improvements</i>										
ROADWAY IMPROVEMENTS										
Mill Green Parkway										
Roadway extension to connect Akers Mill Road to Interstate N. Parkway (includes multi-use trail)	Roadway/ Pedestrian	2000	Completed	Under Const.	Under Const.	CDOT	TIP			Construction already programmed in TIP (#CO AR 078k1/k2)
Riverwood Pkwy/Silver Comet Tr.										
Realigning from Cobb Parkway to Cumberland Boulevard	Roadway/ Pedestrian	2001	Completed	\$3,789,000	\$3,789,000	CDOT	TIP		\$757,800	Construction already programmed in TIP (#CO AR 078L)
ENHANCEMENT PROJECTS										
Pedestrian Signage/Wayfinding	Enhancement	2003	\$50,000	\$500,000	\$550,000	CCID	CCID	CCID	\$550,000	
Totals			\$14,809,000	\$23,879,000	\$25,888,000					

Housing Projects/Initiatives

Description/Action	Cost	Year	Responsible Party	Funding Source	Comment
Housing Study Conduct Housing Study to explore detailed housing development incentives	\$60,000	2002	CTN/CCID	LCI/CCID	LCI Planning Grant Pending (CCID Local Match)
Comprehensive Plan Amendments Adopt CP amendments to allow residential land use within the core	Included Below	2002	Cobb County/CCID	Cobb County/CCID	Cobb County assigning staff to prepare necessary legislation
Zoning Amendments (Housing) Adopt zoning amendments to include density bonuses for affordable housing & mixed-use development and by-right ability for housing development	Included Below	2002	Cobb County/CCID	Cobb County/CCID	Cobb County assigning staff to prepare necessary legislation
Housing Development Incentives Initiate housing development incentives including tax abatement, subsidies, etc.	TBD	2003	Cobb County	Cobb County	Incentives to be identified through Housing Study (above)

Other Local Initiatives

Description/Action	Cost	Year	Responsible Party	Funding Source
PLANNING INITIATIVES				
Development Standards Book Initiate development standards and informal development review process (public space, street furniture, parking, site planning, building design, etc.)	Complete	2001	CCID	n.a.
Cobb Parkway Concept Plan Preliminary Schematic design of Cobb Pkwy Central Streetscape (above)	\$50,000	2002	CCID	CCID
Cobb County Zoning Amendments Adopt an overlay district for the LCI Area to regulate by subareas: use, height, density, parking requirements, setback, design, public space, etc.	\$15,000	2002	Cobb County/CCID	Cobb County/CCID
Blueprint Cumberland Planning Continued land-use and zoning studies in areas outside of LCI Study Area	\$15,000	2002-2003	CTN/CCID	CCID
Core Area Urban Design Studies Design studies for Akers Mill Square, Cumberland Mall, B.F. Saul Property, LRT Station areas and Cobb Parkway (north of I-285)	\$15,000	2003-2004	Private/CCID	Private/CCID
OPEN SPACE IMPROVEMENTS				
"Cumberland Park" Development of 6-8 acre public open space in conjunction with new mixed-use development at Akers Mill Square	\$4,000,000	2003-2004	Cobb County/CCID	Cobb County/CCID
LRT Transfer Station Plaza Open space improvements associated with impending LRT to provide pedestrian connections to Cumberland Mall, Cobb Galleria and "Cumberland Park"	\$100,000	2005	Cobb County/CCID	Cobb County/CCID
GATEWAYS				
Chattahoochee National Recreation Area Gateways Pedestrian improvements to park entrances at Cobb Parkway and along Cumberland Boulevard	\$100,000	2005	Cobb County/NPS	Cobb County/NPS
ECONOMIC DEVELOPMENT INCENTIVES				
"Strip-Recovery" Incentives City of Smyrna initiated economic development and zoning incentives/design standards for redevelopment along Spring Rd. and Cobb Parkway (north of I-285)	TBD	2005	City of Smyrna	City of Smyrna

Development Standards incorporated as a part of LCI Study

Study streetscape improvements in advance of LRT engineering - identify possible interim improvements

Expand and codify standards from Development Standards Book (above) - County is committing staff resources

May result in future zoning changes in key locations outside of LCI Activity Center

CCID/CTN to coordinate private planning efforts with various property owners

Possible development through Governor's Greenspace Program

Portion of property already controlled by the County - possible interim improvements

Akers Mill gateways associated with development of Rottenwood Trail

LONGER-RANGE INITIATIVES

Description/Action	Cost	Year	Responsible Party	Funding Source
Circle-75 Parkway Streetscape Streetscape improvements from Cobb Parkway to Windy Ridge Parkway	TBD	2010	CTN/Private	CCID/TIP
Spring Road Streetscape Streetscape improvements from Cumberland Blvd. to Cobb Parkway	TBD	2010	City of Smyrna	City of Smyrna/TIP
Cobb Parkway Widening Widenings coordinated with development of Light Rail Line	TBD	2008	CDOT	CDOT/TIP

Associated with future mixed-use development of vacant property

Associated with future "smart growth" private redevelopment

Number of lanes to be re-studied based on Light Rail ridership

 = Year 1 priority projects for CCID

 = Projects already programmed/funded in current TIP

 = Projects recently applied for in current TIP funding cycle (application submitted 1/16/01 - approval pending)

3.3 REGULATORY ENHANCEMENTS

To date, the regulatory framework for the Cumberland core has not encouraged the type of development that is compatible with the vision of creating a “livable center.” Today, existing zoning and land use regulations promote a development pattern geared towards a nine to five, auto-dependent community. In particular, the area lacks sufficient housing and entertainment uses that would encourage evening and weekend activities. Development within the core is split between “strip” commercial buildings surrounded by large areas of parking and relatively dense office developments with internally-oriented campuses which, although attractive, discourage a pedestrian oriented environment throughout the core area. Furthermore, community sentiment seems to discourage the development of new rental housing (and therefore, new affordable housing) despite a pent-up demand. This lack of housing product further contributes to the “unlivability” of the core and a commuter-based population.

In order to address these deficiencies, this LCI plan proposes several important regulatory enhancements to encourage a new development pattern for the area. The implementation of these regulatory enhancements, with the support of the Cobb County Government, will provide the necessary incentives and controls to ensure the development/redevelopment of the Cumberland core area into an attractive place to live, work and play. While none of the following enhancements will be put in place by the completion of this study, all parties, including the Cobb County Government, have committed time and resources for 2002 with the intent of exploring legislative changes in mid-summer.

COBB COUNTY COMPREHENSIVE PLAN AMMENDMENTS

Cobb County currently recognizes the Activity Center Core area as a “Regional Activity Center” (RAC) according to the Cobb County Comprehensive Plan A policy guide 1995-2015. The purpose of a Regional Activity Center is to provide areas that can support a high intensity of development which serve a regional market. Typical land uses for regional activity centers include high rise office buildings, regional malls, and varying densities of residential development. One of the goals of a RAC is to encourage the development of self-contained, mixed use projects that incorporate office, retail, personal service, apartment lodging, and other high-density residential uses. Nonetheless, the current “future land use plan” does not include any residential designations (only Retail Service, Institutional, and Office). A fundamental component of this plan, therefore, is a recommendation that residential land uses be allowed within the core and that they be consistent with the Concept Plan described in Part 2.2 and the Development Policies described in Part 2.3. It is important to note that a lower density of housing will be required in the “Transition Area” (including limitations on new rental housing).

COBB COUNTY ZONING AMMENDMENTS

Similar to the future land use plan described above, the core area’s base zoning provides very few opportunities for residential development. Currently, the area encompasses eight zoning categories - only one of which includes residential uses. Most of the categories dictate regional commercial development and high-rise office space and thus limit the possibilities for creating a true mixed-use environment. Currently, the core area is characterized by the following zoning² categories (see Robert Charles Lesser’s Briefing Book for locations):

² Part 1 Official Code of Cobb County, Georgia Chapter 134 Zoning Sec. 134-162 General description of zoning districts.

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- RRC Regional Retail Commercial:** Established to provide locations for intense retail commercial, office or mixed uses which exceed 500,000 net square feet and which are designed and oriented to serve a regional market serving a community.
- CRC Community Retail Commercial:** Established to provide locations for retail commercial and service uses which are designed and oriented to serve several neighborhoods making up a community.
- PSC Planned Shopping Center:** Established to provide locations for retail commercial and service uses which are designed and oriented to serve several neighborhoods making up a community.
- GC General Commercial:** Established to provide locations for retail commercial and service uses which are oriented toward automotive businesses, are land intensive with a need for major road access and visibility and are located in areas delineated within a community activity center or regional activity center as defined by the Cobb County Comprehensive Plan.
- O&I Office Industrial:** established to provide locations for non-retail commercial uses such as offices and financial institutions, which are on properties delineated within or on the edge of a community activity center and a regional activity center as defined by the Cobb County Comprehensive Plan.
- OHR Office High Rise:** Established to provide locations for uses such as offices, financial institutions, and accessory retail sales and service uses (eight to 24 stories) which are on properties delineated within a regional activity center.
- OMR Office Mid Rise:** Established to provide locations for uses such as offices, financial institutions, and accessory retail sales and service uses (four to eight stories) which are on properties delineated within a regional activity center.
- RM-8 Multi-Family Residential:** Established to provide location for multi-family residential uses or residentially compatible institutional and recreational uses which are within properties delineated for medium to high density residential and regional activity center categories.

Based on the above reference information and through the Blueprint Cumberland Strategic Plan process it is clear that there is a need to revisit the existing zoning patterns to encourage mixed use development in the area.

New Zoning Districts

This plan proposes the creation of a new overlay or base-zoning district to provide for significant mixed-use development opportunities. New zoning would operate based on several recent and successful models within the Atlanta region (Midtown, most notably). New zoning would create distinct development districts (or “subareas”). Within each subarea, zoning would provide very specific standards related to the following elements:

- Density
 - Usable Open Space
 - Maximum Heights
 - Building Setbacks
 - Permitted Uses
- Public Spaces
 - Transfer of Open Space Requirements
 - Streetscape Standards

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- Site Planning
- Parking Design
 - Parking Ratios
- Basic Building Design
 - Detailed Signage Restrictions
- Pedestrian Features
- Natural and Historic Resources

In this way, varying controls can be applied and tailored to each subarea to reflect distinct characteristics (e.g., limiting certain types of development in the Transition Area). The development standards contained in section 3.4 of this report are a first step in this direction but do not yet address issues of use and bulk requirements. More detailed planning and consensus building will be required over the first 6 months of 2002 to move towards more formal and regulatory agreements in these areas.

PERFORMANCE-BASED ZONING

The institution of subarea-based zoning, as described above, will allow for new development that is more in keeping with the stated vision of creating a mixed-use environment. In addition, new or overlay zoning will provide the opportunity to develop “performance-based” criteria which allow for increases in density as an incentive for the provision of affordable housing (see below) and mixed-use development. These will be critical tools in the effort to encourage a more balanced and sustainable type of development in the core.

HOUSING INCENTIVES

As previously stated, the provision of new housing within the core is the most important, yet most challenging, aspect of the Blueprint Cumberland Strategic Plan. Therefore, there are several detailed recommendations for providing incentives for homeownership, affordable housing and other-market rate housing.

Homeownership Incentives:

In order to achieve the housing policies enumerated in Part 2.3, the following incentives are recommended for the conversion of existing rental apartments to for-sale condominiums:

- Implementation of a tax abatement program by Cobb County, similar to those used in Enterprise Zones, in which homeowners buying or living in applicable projects receive a 100% tax abatement in Years 1–5, and gradually decreasing (in 20% increments) tax abatement in Years 6 – 9. Tax abatements would be tied to the units and not the owners.
- Provision of low interest loans or gap financing for the rehabilitation of existing apartment communities for conversion. Loan amounts and rates, as well as the source of the loans, must be determined.
- Allowing density bonuses for redevelopment efforts involving existing rental apartments, conditional on the provision that a minimum of 75% of the new housing developed on-site will be for-sale ownership housing, is encouraged and necessary for the conversion and upgrading of the oldest apartment product in the Cumberland area.
- For all projects above, a minimum of 20% of all units should be reserved as affordable housing, intended for occupancy (rental or ownership) by households earning no more than 80% of the Atlanta MSA’s median household income (currently estimated at approximately \$57,000). This equates to unit sales prices of approximately \$120,000 or monthly rents of \$925.

Affordable Housing Incentives:

In addition to incentives for homeownership, incentives should be provided to encourage the development of projects with an affordable housing component, comprised of a minimum of 20% of the developed units (for those earning up to 80% of the median MSA income). Incentives offered for these applicable projects should include:

- Tax abatement programs similar to those presented above.
- Density bonuses for additional FAR beyond allowable levels permitted in the core area (again, this requires an FAR ceiling be imposed in the core area). The type and extent of density bonuses must be examined more closely.
- Providing below-market rate loans for new housing construction, either rental or for-sale, for projects with a minimum of 20% of new residential units that are affordable (80% of median MSA income).

Cobb County should adopt affordable housing development requirements in all new single-family detached for-sale housing developments with a minimum of 25 units proximate to the Cumberland-Galleria core. Approximately 10% of all units developed should be affordable to households earning 80% of the Atlanta MSA median household income and should be developed in housing comparable in style and massing to other market-rate housing developed in the community.

Other Market-Rate Housing Incentives

- For both new construction and conversion ownership units, Cobb County and the Cumberland CID should work with area employers to create a live-near-your-work program, in which down payment assistance, in the form of direct cash contributions, is provided for core employees living within a given radius of the Cumberland-Galleria employment core. Employers are rewarded with employees who are late less often and potentially more productive. Approved in target locations within Maryland, employers, the State and the local jurisdiction each provide \$1,000 to the down payment of a home.
- Grants for first-time homebuyers should be implemented in the form of down payment assistance or closing cost assistance for buyers in the Cumberland CID area.
- As Light Rail Transit becomes available in the area, implementation of a Location Efficient Mortgage (LEM) program should be undertaken for the Cumberland CID area. Provided by HUD, LEMs allow higher rates of borrowing under the assumption that residents in homes proximate to transit spend less of travel costs and have more money available for housing. Adoption of LEMs in Atlanta would be region-wide (where transit is available) and should be pursued regionally prior to the target 2005 date for opening LRT into the region.
- Permit, infrastructure or impact fees should be waived in the short-term for all new residential construction. Additionally, expedited permit processes, although not a major factor in development decisions in Cobb County, should be pursued to provide the greatest sense of ease in new residential construction.
- To finance many of the above programs, Cobb County should consider the creation of a tax allocation district in and around the Cumberland-Galleria area. Implementation of such a district would require local approval and would necessitate close examination as to how this district would relate to current CID taxation of commercial properties.
- Use of tax allocation district revenues should be considered to help offset infrastructure costs for those projects providing an affordable housing component as specified throughout this document.
- Consider the reduction of parking requirements for new residential uses, particularly rental apartments, where there are opportunities to share parking with new or existing office space.

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- Construct a new public parking structure, to provide parking for core residents, that eliminates the need for “on-site” parking for residential units developed on adjacent properties. Parking can be a mix of public spaces and reserved areas for residents, with daily and monthly parking fees charged for both market sources to pay for parking construction.

All of these programs must be investigated more closely to determine implementation costs and relationships to one another. Additionally, the creation of a joint public-private development entity, such as a development authority, should be considered by the County to pursue implementation of these housing goals and to act as a joint developer in some projects, including both conversion and new construction projects. Additionally, this entity should function as a watchdog or ombudsman to enhance opportunities for the CID area to achieve the housing goals specified above.

Through the development of Comprehensive Plan amendments, zoning amendments, performance-based criteria and various housing incentives as described above, the County will be a very important player in reshaping development patterns in the area.

3.4 DEVELOPMENT STANDARDS FRAMEWORK

In addition to providing an adequate regulatory framework, the creation of an illustrated set of Development Standards serves to provide a common base for ensuring development that is compatible with the stated vision of the plan. An initial “Urban Design Standards Book” is included on the following pages as a starting point for further discussions. In the initial stages of implementation, these standards will be non-regulatory and will serve as an informal guide on a project by project basis. However, as mentioned above, it is anticipated that these standards will eventually be formalized as a part of the zoning amendments described above.



Cumberland Activity Center Urban Design Standards

A program of the Blueprint Cumberland Strategic Plan: Initiated by the Cumberland Community Improvement District



CUMBERLAND ACTIVITY CENTER DEVELOPMENT STANDARDS

A program of the Blueprint Cumberland Strategic Plan: Initiated by the Cumberland Community Improvement District

Forward

These ***Cumberland Activity Urban Design Standards*** are the direct result of a long-range planning process undertaken by the Cumberland Community Improvement District (CCID). This long-range plan – ***Blueprint Cumberland*** – represents a vision and plan for maintaining physical and economic growth within the Cumberland area.

The planning process began in early 2001 and involved a wide variety of stakeholders including: property owners, businesses, governmental officials, community residents, institutions and planning professionals. Together these stakeholders have crafted a consolidated and consensual vision for the Cumberland area.

This vision is geared towards directing future growth in a manner that is: more conducive to a pedestrian-friendly environment; that is coordinated with a new light rail transit system; that embraces more entertainment and cultural activities in a family setting; and that improves traffic and transportation in the area. In short, the plan seeks to create an area in which to live, work, shop, be entertained and recreate.

These ***Urban Design Standards*** are designed to provide a general set of guidelines to help achieve the vision for the Cumberland Activity Center “Core.” While these guidelines are not currently mandated, it is anticipated that continued planning and consensus-building activities will result in the eventual incorporation of these and other standards into Cobb County’s zoning ordinance within the year 2002.

Statement of Intent

The intent of establishing these ***Cumberland Activity Urban Design Standards*** is as follows:

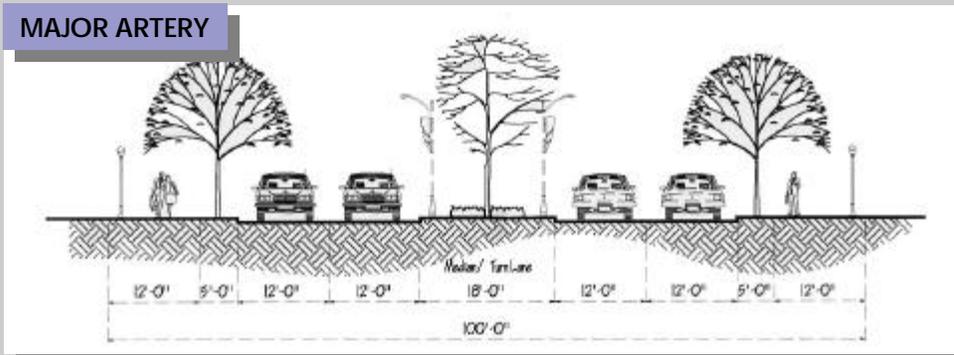
- 1) Create a more “urban” environment where people can live, work, shop, be entertained and recreate;
- 2) Improve the aesthetics of the built environment;
- 3) Encourage a compatible mixture of residential, office, commercial, entertainment and open space uses within the area as a whole;
- 4) Provide a pedestrian-oriented “Core” district that is safe, pleasant, convenient and highly conducive to walking;
- 5) Encourage opportunities for the inclusion of pedestrian amenities including streetscapes, plazas, open spaces, public art, and public signage;
- 6) Minimize conflicts between pedestrians, vehicles and bicycles;
- 7) Protect the natural resources of the Chattahoochee National Recreation Area and facilitate better connections to the park;
- 8) Prevent the encroachment of incompatible commercial uses into residential areas;
- 9) Restrict land uses that are incompatible with the district;
- 10) Provide sufficient parking in an unobtrusive manner;
- 11) Encourage shared parking arrangements and allow for off-site parking;
- 12) Encourage mixed-use development within the “Core” and particularly around anticipated transit stops; and
- 13) Provide sufficient, safe and accessible open space for active and passive enjoyment by residents and workers.

CUMBERLAND ACTIVITY CENTER DEVELOPMENT STANDARDS

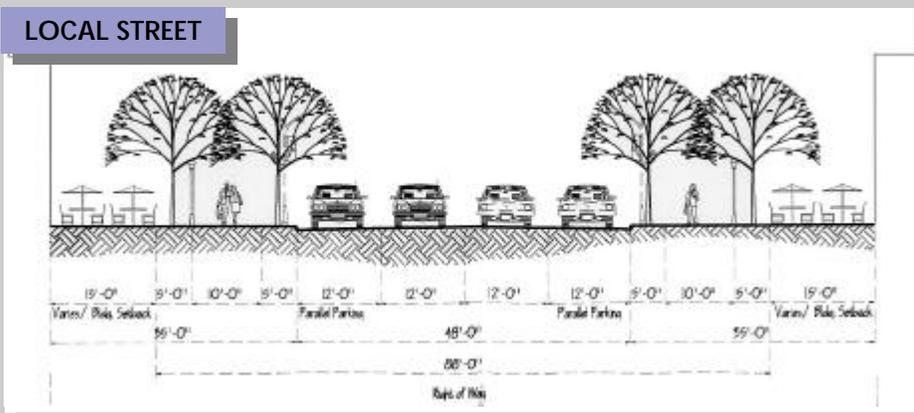
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General Streetscapes

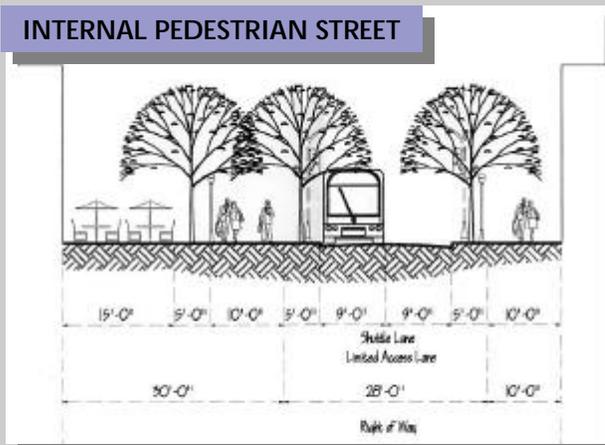
MAJOR ARTERY



LOCAL STREET



INTERNAL PEDESTRIAN STREET



STREETSCAPES:

- 1) Streetscapes should be designed to provide an attractive and safe environment for pedestrians
- 2) Streetscapes should include streetlights, pedestrian lights, benches, bike racks, decorative pavers, and banners
- 3) Streetscapes should include new decorative mast arms for traffic signals
- 4) Streetscapes should incorporate intersection improvements including pedestrian cross-walks, pedestrian signalization and adequate cueing areas
- 5) Streetscapes should generously incorporate street trees and landscaping features
- 6) Sidewalks should be continuous and uninterrupted between developments to the extent possible

CUMBERLAND ACTIVITY CENTER DEVELOPMENT STANDARDS

A program of the Blueprint Cumberland Strategic Plan: Initiated by the Cumberland Community Improvement District

Street Furniture

STREET FURNITURE

Street Lights:

- 20' High Streetlights should be located approx. 50' on center on all Major Roadways
- Street lights should have Banner Arms
- Street Lights should be of the following make or similar: Lumec Lantern Series (L80PCCS-SE-SF80)

Pedestrian Lights:

- 10' High (min.) Pedestrian lights should be located approx. 25' feet on center on all Commercial and Residential Streets
- Pedestrian Lights should be of the following make or similar: Lumec Lantern Series (L80PCCS-SE-SF80)

Benches:

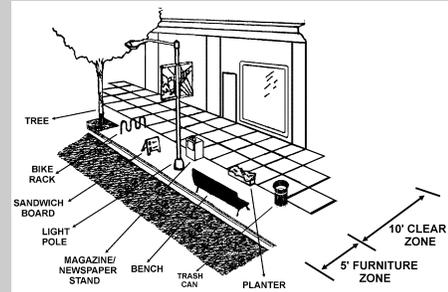
- Seating should be available in all major public spaces including outdoor plazas and pedestrian trails
- Seat walls are encouraged in public spaces
- Benches should be of the following type or similar: Victor Stanley Ribbon Series (RB-28)

Bike Racks:

- Bike Racks should be provided near the entrances of buildings and in all major public gathering areas
- Bike Racks should be of the following type or similar: Landscape Forms (Pi Rack)

Trash Receptacles

- Trash receptacles should be located near the entrance of all buildings and in every public gathering area
- Trash receptacles should be of the following type or similar: Landscape Forms (Plainwell with Metal Inserts)



STREET LIGHTS

BENCHES



PEDESTRIAN LIGHTS



TRASH RECEPTACLES



CUMBERLAND ACTIVITY CENTER DEVELOPMENT STANDARDS

A program of the Blueprint Cumberland Strategic Plan: Initiated by the Cumberland Community Improvement District

Street Furniture

BIKE RACKS



Tree Grates



STREET FURNITURE (cont'd):

1. Bike racks should be located along all streetscapes and located adjacent to building entries
2. Treegrates should be 4' by 8'
3. Decorative pavers should be utilized in key locations and at intersections with vehicular traffic

Pavers



Street Trees



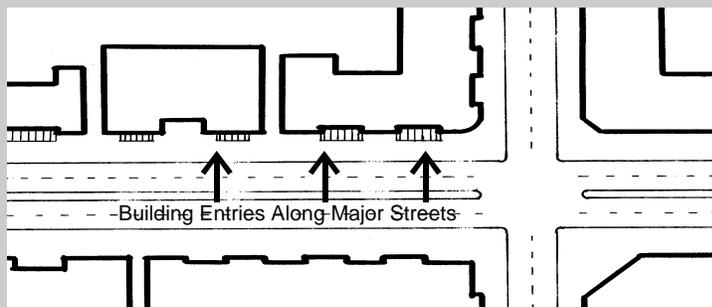
STREET TREES:

1. The following species of street tree are encouraged: A. Willow Oak, B. Red Maple, C. Trident Maple, and Crepe Myrtle.
2. Street trees should be of consistent type within a corridor.
3. Street trees should be planted approximately 40' on-center minimum (equally).
4. Street trees should be at least 12' high and 4" caliper
5. Street trees should be pruned to a consistent height to allow for safe visibility for vehicles

CUMBERLAND ACTIVITY CENTER DEVELOPMENT STANDARDS

A program of the Blueprint Cumberland Strategic Plan: An Initiative of the Cumberland Community Improvement District

Building Orientation



BUILDING ORIENTATION

1. New buildings shall be oriented towards the public street, particularly primary pedestrian entrances.
2. Setbacks for new buildings should help to create a contiguous and consistent building edge along the public sidewalk.
3. In locations where existing adjacent buildings already address the street close to the sidewalk, new buildings should be developed with similar setbacks to create a consistent frontage along the street.

Pedestrian Zones



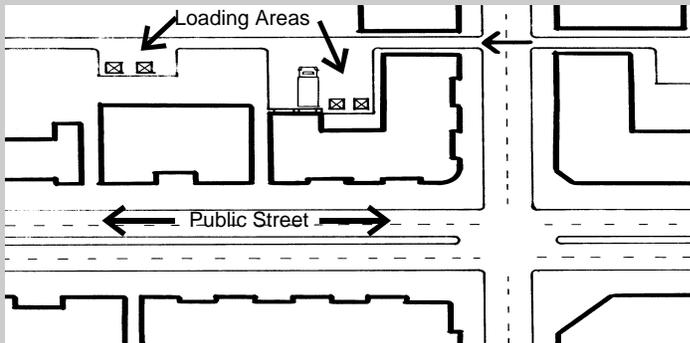
PEDESTRIAN ZONES

1. Transitions between public spaces and private spaces should be created on private property through the use of porches, covered awnings, sidewalk cafes, storefront shops, etc.
2. Pedestrian Zones may include the use of public plazas, fountains, planting areas, etc. at key locations.
3. Open spaces (hardscape and landscape) should be oriented to the public sidewalk rather than block interiors.

CUMBERLAND ACTIVITY CENTER DEVELOPMENT STANDARDS

A program of the Blueprint Cumberland Strategic Plan: An Initiative of the Cumberland Community Improvement District

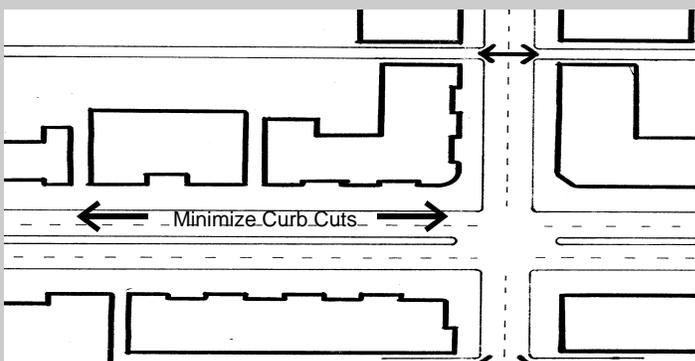
Service Areas



SERVICE AREAS

1. Ground level building service/loading areas should be located in block interiors to the extent possible.
2. Service/loading areas should be screened from view from public areas, rights-of-way or residential areas.
3. Service/loading areas may be screened through the use of building elements, opaque walls and fences or heavy landscaping. Transparent screens are discouraged.

Access and Curb Cuts



ACCESS AND CURB CUTS

1. To the extent possible, vehicular access to major developments should occur along side street.
2. To the extent possible, curb cuts on primary streets should be minimized and shared among developments to avoid traffic congestion.

Surface Parking Lots



SURFACE PARKING

1. To the extent possible, surface parking lots should be located in block interiors away from view from public-rights-of ways.
2. To the extent possible, visible surface parking should be minimized and distributed in various locations to avoid the appearance of a “sea of parking.”
3. Surface parking lots should be well landscaped with trees and shrubs (both at the edges and within the lot)
4. Surface parking lots should include a 5’ minimum planting strip between parking areas and public sidewalks.
5. On-street parallel parking is encouraged on “local” streets to enhance pedestrian safety and support store-front development.

Decks



PARKING DECKS

1. Parking decks are encouraged in order to reduce the area of land required for surface parking.
2. Parking decks should be attractively designed with architectural features and where possible, to resemble buildings rather than decks.
3. Parking decks should seek to conceal parked vehicles from view from public rights-of-way.
4. Parking decks should not be located immediately adjacent to primary public sidewalks.

CUMBERLAND ACTIVITY CENTER DEVELOPMENT STANDARDS

A program of the Blueprint Cumberland Strategic Plan: Initiated by the Cumberland Community Improvement District

Pedestrian Features



PEDESTRIAN FEATURES:

1. Buildings should be designed to include features for pedestrians including adequate walkways, signage, wayfinding maps, awnings, planters, trashcans, benches, etc.
2. Pedestrian plazas are encouraged but should be located in strategic locations only.
3. Pedestrian plazas should not be oversized or overly "paved" so as to be harsh and should include landscaping.
4. In the case of large development sites, internal public pedestrian connections are strongly encouraged to facilitate the area's overall system of pedestrian circulation.

Signage



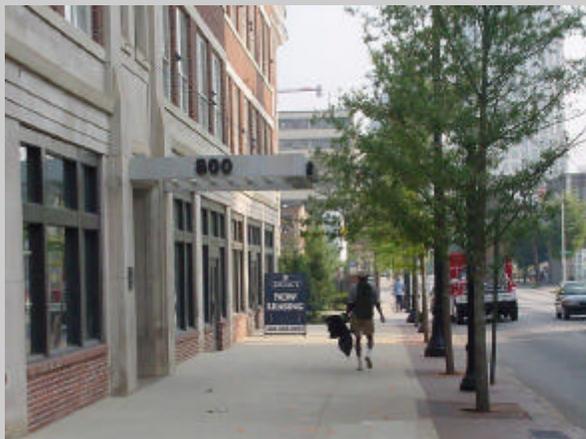
SIGNAGE:

1. Large billboard signs are strongly discouraged, particularly in areas with residential land uses.
2. Building signage should be attractive and should not dominate the public environment.
3. Building signage should be permanent in construction. Building banners are discouraged (except on a temporary basis).
4. Other than in special event locations, animated signs are discouraged.

CUMBERLAND ACTIVITY CENTER DEVELOPMENT STANDARDS

A program of the Blueprint Cumberland Strategic Plan: Initiated by the Cumberland Community Improvement District

Ground Floor Articulation & Massing



GROUND FLOOR ARTICULATION AND MASSING:

1. Buildings should be designed with the scale of the pedestrian in mind. Ground floors should not be oversized.
2. Ground floors should include a significant amount of windows and doors to avoid large expanses of blank walls.
3. In order to create a pleasant experience for the pedestrian, ground floors may include covered arcades or colonnades.
4. In transition areas, building heights and scale shall be compatible with surrounding low-density development so as not to be overwhelming (particularly adjacent to single-family neighborhoods).

CUMBERLAND ACTIVITY CENTER DEVELOPMENT STANDARDS

A program of the Blueprint Cumberland Strategic Plan: Initiated by the Cumberland Community Improvement District

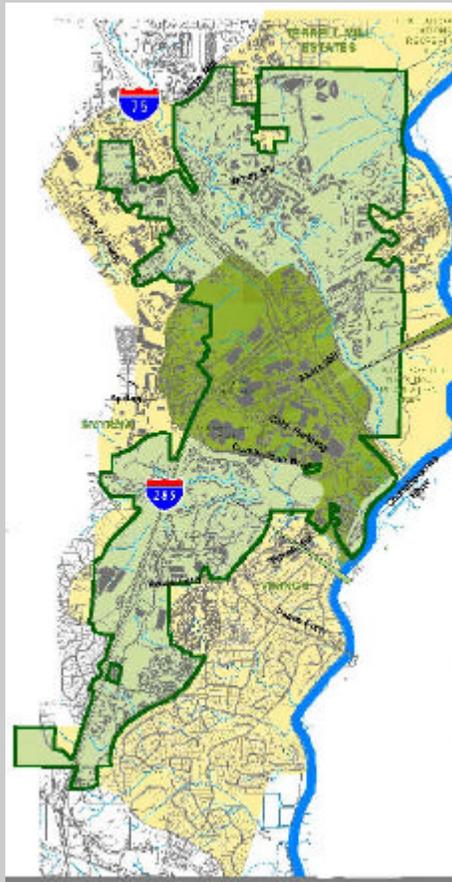
Tree Preservation



TREE PRESERVATION:

1. To the extent possible, existing natural features and large-growth trees should be preserved during new development (i.e., avoid complete “clear-cutting”).
2. In addition to street trees, new shade trees should be incorporated within new development at various locations (particularly when existing vegetation is lost/cleared for new development).

Connections to the Chattahoochee NRA



CONNECTIONS TO THE CHATTAHOOCHEE NRA:

1. For new development that is located adjacent or near the Chattahoochee NRA, every attempt should be made to provide public pedestrian access.
2. In some cases, arrangements should be made with the National Park Service to incorporate new park entrances associated with new development.
3. New development should be cognizant and respectful of the area’s overall pedestrian and bike system of sidewalks and trails. In some cases it will be desirable to accommodate pedestrian and vehicular access through the middle of the development site to facilitate extended connections (particularly for large development sites).



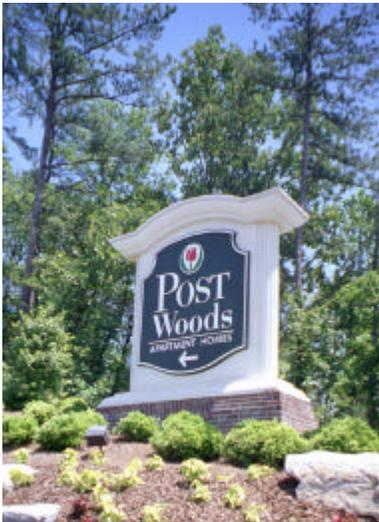
Section 4.0 Appendix Public Participation:

4.1 Public Participation Overview

4.2 Summary of Meetings

4.3 Additional Data

- Market Context
- Alternative Transportation Site Design Considerations



Cumberland Livable Centers Initiative (LCI) Plan

Funded by the Atlanta Regional Commission Livable Centers Initiative (LCI) Program, the Cumberland Community Improvement District (CCID) and the Cumberland Transportation Network (CTN)

4.1 PUBLIC PARTICIPATION OVERVIEW

The Blueprint Cumberland process began with a kick off meeting in the summer of 2000. To guide the process, a steering committee was developed with representatives from Cobb County Government, local business and property owners, surrounding neighborhoods, CID members Blueprint Cumberland and the Chamber of Commerce. Included in Blueprint Cumberland was a visioning exercise generated to create consensus among the various constituents on the desired character of for the area. On February 7 and March 14, 2001, the Blueprint Cumberland CID Stakeholders convened for two visioning sessions to create a unified vision for the Cumberland CID study area. The meetings were facilitated by Chris Leinberger and were held at the Cobb County Chamber of Commerce. The goal of these two sessions was to identify a consensus vision for the Cumberland CID area and to create a process by which the initial steps in securing this vision could be implemented.

A kick off meeting was held on July 13, 2001 with the Steering Committee from Blueprint Cumberland to begin the Cumberland Activity Center LCI Plan. As part of the process, a public workshop was held on August 15, 2001 to develop a concept plan for the Blueprint Cumberland Core area. Notices were sent to all local newspapers, the Atlanta Journal Constitution as and an announcement was placed on the Blueprint Cumberland Web page (<http://www.cobb-ctn.org/improvements.html>). The Blueprint Cumberland Webpage was created as a resource for the community to stay involved in the progress of the Blueprint Cumberland Strategic Plan. The page includes the findings to date as well as a listing of upcoming meeting dates and deadlines.

In addition to the steering committee a series of task forces were created to address specific issues within and around the Blueprint Cumberland Impact Area. A total of eight task forces were created, four of them being location specific task forces. These are as follows:

- Urban Design South
- Urban Design North West
- Urban Design Northeast
- Urban Design Far South
- Housing
- Entertainment and Culture
- Public Infrastructure
- Nature and Open Space

In general, the task forces were comprised of five to six people including members from the steering committee as well as other interested parties such as the Cumberland Public Citizen Input Organization, the Sierra Club, neighborhood interest and housing developers.

The following summarizes the task forces created, and the stakeholders assigned to these task forces (*Task Force Leaders are Underlined*):

Task	Who
Urban Design - South	<u>Connie Engle</u> Rusty Daniel Jim Overton Alan Jablonksi Michelle Swann
Urban Design – Northwest	<u>Trey Parrish</u> John Shern

Urban Design – Northeast	<u>Jim Overton</u> Allen Jablonski Joe Wilber Peter Kasian
<hr/>	
Urban Design -- Far South	<u>John Shern</u> Ron Siphon Mike Hammer
<hr/>	
Housing	Joe Thompson <u>Joe Wilber</u> Jim Overton Richard Denny Ron Sifen
<hr/>	
Entertainment & Culture	<u>Michele Swann</u> Rusty Daniel Connie Engle Area Homeowner Representative
<hr/>	
Nature and Open Space	<u>Mack Cain</u> Rusty Daniel Trey Parrish Allen Jablonski
<hr/>	
Public Infrastructure	
<ul style="list-style-type: none"> • Transit station locations • Building Reg. Reform • Security (Mall) • Parking 	<p>MSE/ Urban Design Committees</p> <p><u>Peter Kasian</u> Wade Goetz Chris Leinberger John Shern Trey Parrish</p> <p>UD Committees Building Regulatory Committee</p> <p>UD Committees</p>
<hr/>	
Citizen Involvement	All Task Forces

Among the above mentioned outreach mechanisms the consultants also held several meetings with key neighborhood organizations and interested parties throughout the Blueprint Cumberland Strategic Plan Process. The following section lists the various meetings and includes minutes from each meeting.

4.2 SUMMARY OF MEETINGS

The following table shows all the steering committee, task force and outreach meetings held throughout the LCI process in chronological order. Attached are also the minutes from each meeting.

From the beginning of this process *Project Committee Meetings* were held with the client the second Tuesday of each month and *Project Progress Meetings* with representatives from Cobb County Government and the Atlanta Regional Commission were held the fourth Tuesday of every month at the Cobb County Chamber of Commerce.

Date	Location	Meeting
6/13/01	Cobb County Chamber of Commerce	Blueprint Cumberland Strategic Plan Kick off Meeting
6/19/2001	Cobb County Office of Economic Development	Cobb County Stakeholder Interview
7/9/2001	Vinings Library	Vinings Homeowners Association (VHA) Stakeholder Interview
7/12/2001	Cobb County Chamber of Commerce	Task Force Leaders N.W. Urban Design, Urban Design South, Far South Urban Design, Regulatory Reform, Housing, Entertainment and Culture
7/13/2001	Cousins	Task Forces N.W. Urban Design, N.E. Urban Design, Urban Design South, Far South Urban Design, Regulatory Reform, Housing, Entertainment and Culture
7/24/2001	Cobb County Chamber of Commerce	Task Forces N.W. Urban Design, N.E. Urban Design, Urban Design South, Far South Urban Design, Regulatory Reform, Housing, Entertainment and Culture
7/30/2001	Jablonski Residence, Terill Mill Estates	Homeowners Association Stakeholder Interview: Millbrook Farms, Sommerset, Weatherstone, Stratford, Grove Meade, Hyde Park, Terill Mill Estates
8/15/2001	Cobb County Chamber of Commerce	Public Workshop
9/12/2001	Cobb County Chamber of Commerce	Far South Urban Design Task Force
9/17/2001	Cobb County Chamber of Commerce	Core Area Task Forces
9/18/2001	Cobb County Chamber of Commerce	Nature and Open Space Task Force
9/18/2001	Cobb County Chamber of Commerce	North East Urban Design Task Force
9/21/2001	Yearly Smyrna- Cobb County Retreat Ret Top Mountain State Park Conference Center	County Coordination Meeting
10/19/2001	Cobb County Department of Transportation	Transportation coordination meeting
10/30/2001	Cumberland Galleria Conference Room	TASK FORCE MEETING: South Quadrant Urban Design, Nature/Open Space and Entertainment/Culture
11/30/2001	Cobb County Chamber of Commerce	Housing Task Force
11/30/2001	Cobb County Chamber of Commerce	Regulatory Reform Task Force
12/05/2001	ARC offices	ARC Draft Review Meeting
12/11/2001	Cobb County Chamber of Commerce	Project Committee Meeting
12/12/2001	Cobb County Chamber of Commerce	Steering Committee Meeting
12/13/2001	Cobb County Chamber of Commerce	Cumberland CID Meeting
12/14/2001	Cobb County Chamber of Commerce	Implementation Overview Meeting

Meeting Minutes

Cumberland Community Improvement District
Blueprint Cumberland Task Force
COBB COUNTY CHAMBER OF COMMERCE
Wednesday, June 13, 2001 – 2:00 PM

ATTENDANCE

COMPANY:	NAME:	CONTACT INFORMATION:
Childress Klein Properties	Connie Engel	Connie_Engel@childressklein.com
Cobb County	Commissioner Joe Thompson	
Cobb County	Michael Hughes	mhhughes@cobbcounty.gov
Cobb County CDA	Jocelyn Moore	
Cobb Galleria	Michelle Swann	mswann@cobb Galleria.com
CTN	Malaika Rivers	mrivers@cobbchamber.org
CTN-UTC	Kevin Luten	lutenK@urbantrans.com
Cumberland CID	Tom Boland	
Gables	Joe Wilber	jwilber@gables.com
General Growth Properties	Jim Grant	jgrant@generalgrowth.com
Hines	Rusty Daniel	rusty_daniel@hines.com
Home Depot	John Shern	john_shern@homedepot.com
JJ& G	Helen Tapp	htapp@jjg.com
MSE	Tom Vill	tvill@m-s-e.com
MSE	Don Hicks	dhicks@m-s-e.com
Pope and Land	Mason Zimmerman	hmzimmer@aol.com
RCL Co	Greg Logan	glogan@rclco.com
RCL Co	Todd Noell	tnoell@rclco.com
Terrell Mill Estates	Allen Jablonski	allenjabo@aol.com
TrizecHann Office Properties	J. Peter Kaisan	pkaisan@trizechann.com
Urban Collage	Stan Harvey	sharvey@urbancollage.com
Urban Collage	Rosa McHugh	rmchugh@urbancollage.com
Vinings HOA	Ron Sifen	rsifen@aol.com

MEETING OVERVIEW:

The purpose of the meeting was to introduce Urban Collage, Inc. to the Blueprint Cumberland Task Force and to review individual Task Force Presentations. Task forces were developed to create a vision for subareas of the Blueprint Cumberland Study area in conjunction with task forces focused primarily on major development issues such as housing and regulatory reform. The task forces are as follows:

1. Blueprint Cumberland Northeast Urban Design Task Force
2. Blueprint Cumberland Far South Urban Design Task Force
3. Blueprint Cumberland South Urban Design Task Force
4. Blueprint Cumberland Housing Task Force
5. Blueprint Cumberland Nature Task Force
6. Blueprint Cumberland Entertainment and Culture Task Force
7. Blueprint Cumberland Regulatory Reform Task Force

ACTION ITEMS:

- The Urban Design draft from the task forces will be reviewed in July
- Urban Collage will present a draft urban design analysis to guide the discussion
- Urban Collage to change the name of Phase II, which may be confused with the existing Cumberland Town Center Plan
- The group would like Urban Collage Inc. to review the zoning ordinance to see what can be built under the current regulations. The group would not like to rezone the area or develop an overlay district if it is

Meeting Minutes

Cumberland Community Improvement District
STEERING COMMITTEE MEETING
COBB COUNTY CHAMBER OF COMMERCE
Wednesday, June 13, 2001 – 2:00 PM

not necessary. The UVC (Urban Village Commercial) or PVC (Planned Village Commercial) zoning categories may not be adequate to develop the vision for the area.

MINUTES:

- Stan Harvey gave a brief overview of Urban Collage and explained the proposed schedule for the Cumberland Strategic Plan Process.
- There was a brief discussion regarding the need to rezone the area to achieve the plan's vision. The group agreed that an area wide rezoning would not be politically viable.

Task Force Presentation followed:

- In general the group wanted to see the following
 - Integration of land use
 - A more urban vision
 - More connectivity
 - Vertical Land Use
 - Light rail stations
 - Active public spaces and multiple opportunities for social interaction
 - (2) Major Focal Points
 - Zoning regulation and or design guidelines
 - Urban Mid rise and some high rise development
 - Buildings closer to the street
 - Main street Retail
 - More Vinings Jubilee than Akers Mill
 - Landscape design to be use for pedestrian safety
 - Parking decks wrapped with retail and or housing
 - Develop transition area between the existing retail and residential
 - Housing options between rental and ownership
 - Transitional areas between existing communities
 - Develop an employment base including export businesses
 - Develop a retail destination with restaurants, cultural venues a "there" there
 - Develop a greenway trail connecting to the existing Chattahoochee trails
 - Implement a light rail/ circulator system in addition to Transit Oriented
- Urban Design South Task Force (*presented by Connie Engel*)
 - Need a Main street Cumberland area
 - Improve streetscape
 - Specify street lights that are unique to the area
 - Identify where light rail stations will be
 - Encourage housing development
 - Develop an open space plan that connects the main street area to the Chattahoochee
 - Identify zoning and regulatory codes that impede the development of the vision and provide alternatives
 - Develop the Performing Arts Center with an activated open space area
 - Would like to begin streetscape improvements as soon as possible to show implementation of the plan and gain/ maintain community support
 - Encourage a better housing product
 - Key projects will be developed by this group for the next meeting
- Vinings Homeowners Association (*Ron Sifen*)

Meeting Minutes

Cumberland Community Improvement District

STEERING COMMITTEE MEETING

COBB COUNTY CHAMBER OF COMMERCE

Wednesday, June 13, 2001 – 2:00 PM

- Would like to discuss Cobb Parkway South of Cumberland Boulevard in term of how the Vinings neighborhood fits into this area.
- Urban Design Northeast (*Presented by J. Peter Kaison*):
 - Concurred with everything presented by the previous group
 - Would like to see improvements to the road circulation patterns
 - Need to identify a focal point in the area that will not compete with the focal point in the south area
 - I-75 is a divider in this community there is a need to tie the area better by redeveloping some of the existing strip malls i.e. develop New Urbanists features in the area
 - Terrell Mill Village and Powers Ferry is the most underutilized area. Used to have a vibrant Grocery Store
 - Establish a contiguous streetscape pattern that is recognizable throughout the area
 - Think about what the area can do in the mean time until the light rail system gets implemented
 - Widening may be meaningless in many areas
 - There is a large grade separation on Powers Ferry. Street could be given back to the neighborhood
 - Key implementation projects will be developed for next meeting
- Urban Design Far South (*Presented by John Shern*):
 - Develop a transition between the Retail Village and the single family residential land use
 - Establish rules on how to mediate
 - Protect Far South Area from traffic
 - The primary need for light rail is between the Cumberland and Perimeter area
 - Have no light rail penetrate the single family areas but allow light rail to be available in commercial areas that residents can easily get to
 - Transition in the development is key. Be aware of sensitivity with intensity
 - The Vinings Village is unique in character it should be protected
- Housing Task Force (*Presented by Joel Wilber*):
 - Increase homeownership within the CID
 - Encourage older rental housing to redevelop into condominiums
 - No need for lower end rental housing
 - Improve housing stock and densities
 - Buffer transition area
 - *Comment from RCL Co.: Plan needs to address the growing number of workers in the area office parks that may not be able to access the area if more housing is not created; Current number of jobs to households in the area around Cumberland Mall is 6:1*
 - Plan should look at a need to create a new school district or at least add some capacity to the existing. Currently the area schools are performing rather poorly. Renters create a transitional school population
- Entertainment and Culture Task Force (*Presented by Michelle Swan*):
 - This task force was a subset of the Urban Design South Task Force
 - Price Waterhouse is currently performing a study on the viability of a Performing Arts Center in the area
 - Would like the Performing Arts Center to mirror the Fox Theatre in terms of the caliber of shows and performances. Should have an urban appeal that makes the transient population feel safe
 - Need for upgraded security
 - Need to serve a resident and transient community. It should be a 24/7 district

Meeting Minutes

Cumberland Community Improvement District

STEERING COMMITTEE MEETING

COBB COUNTY CHAMBER OF COMMERCE

Wednesday, June 13, 2001 – 2:00 PM

- Need for more restaurants and high end entertainment that does not attract unsavory characters
- Currently there is an exclusivity agreement to develop a hotel in front of the Mall. This a (2) year speculative project
- Light rail must play a big part in the entertainment district development. An agreement maybe develop to build a parking deck
- Would not like area to become “Buckhead Junior”
- How do you program the uses so that no undesirable activity comes to the area?

- Nature Task Force (*Presented by Rusty Daniel*)
 - Need to develop trails to the river
 - Create a Central Park concept
 - Need a pedestrian system that ties it all together
 - Silver Comet Trail
 - Need to put a memo together that addresses the existing deteriorating Mill

- Regulatory Reform (*Presented by Peter Kaison*):
 - Need to get educated about the zoning regulations that may impact the vision
 - Work with Cobb County to identify the potential setbacks
 - Generate an understanding of the UVC PVC zoning categories
 - *Comment from Commissioner Thompson: Develop a “shopping list” and then work with the staff to see where the vision stands*
 - Develop a standard for developers: “We would like you to do this or better”
 - The County is currently revising its development standards (Contact: Steve McCauley); Visit www.cobbcounty.org
 - Would like to see the Urban Collage assessment at the next meeting July 25, 2001 2:00 PM Cobb County Chamber of Commerce

NEXT MEETING:

- Next meeting July 25, 2001 2:00 PM Cobb County Chamber of Commerce

Meeting Minutes

Cumberland Community Improvement District

Informational Meeting

MSE, Urban Collage Meeting @ MSE

Wednesday, June 14, 2001 – 3:30 PM

ATTENDANCE

COMPANY:

MSE
Urban Collage

NAME:

Tom Vill
Rosa McHugh

CONTACT INFORMATION:

tvill@m-s-e.com
rmchugh@urbancollage.com

The purpose of the meeting bring Urban Collage up to date on the transportation planning effort MSE has developed to date.

DATA:

- The Town Center CID is 4 years Old
- The Timeline for the proposed trunk line from Art Center Station to Town Center is as follows: 2010 to Cumberland; 2015 to Marietta; 2020 to Town Center
- The County has a transportation plan developed by PBS&J that shows 2 circulators in the area
- The MSE plan has been made in partnership with Bechtel out of San Francisco
- The group had an unofficial meeting with the FTA to discuss the plan. FTA suggested to limit community involvement at this time as to not hamper the Alternatives Analysis proposed to be managed by the ARC.
- MSE met mainly with all the large property owners and key community stakeholders
- To gather the existing conditions data and demographics MSE used existing tax data, physical survey visits and interviews. MSE perceived the ARC data to not adequately reflect the current and proposed demographics of the area
- MSE has an excel database of all proposed projects in the area that they will forward to Urban Collage
- Most developers already approved for office park development would like to rethink their strategy and develop housing; many believe the office market may be saturated
- Most base maps were obtained from the Cobb County Water Dept.
- The Trunk line is designed to be grade-separated
- The Circulator line will vary from on-grade to grade-separated due to the existing topographical conditions
- There would be a “park and ride” system at the Galleria Station. It is envisioned that the air rights to the station could be leased.
- There will be major transfer stations at Cumberland from the main trunk line to the circulator i.e. the system will run a two-way loop through the CID
- Urban Collage should look at the RCL Co. MSE briefing books for existing condition maps

ACTION ITEMS:

- MSE will provide Urban Collage with dxf base maps of the area
- Urban Collage will prepare a base map delineating the boundaries of the task force areas
- RCL Co. will provide Urban Collage with a copy of all the existing conditions maps from the briefing books

Stakeholder Interviews Minutes

Blueprint Cumberland

Cobb County Economic Development and Community Development

COBB COUNTY GOVERNMENT

Monday, July 2, 200 11:00 – 12:00 PM

ATTENDANCE

COMPANY:	NAME:	CONTACT INFORMATION:
Cobb County Economic Development Director	Michael Hughes	770.528.1510
Cobb County Community Development Director	Robert Hosack	770.528.2125
Urban Collage	Stan Harvey	sharvey@urbancollage.com
Urban Collage	Rosa McHugh	rmchugh@urbancollage.com

MEETING OVERVIEW:

The Purpose of this meeting was to meet with key Cobb County representatives and get an overview of the current Cobb County regulations as they apply to the intent of Blueprint Cumberland.

MINUTES:

- In general, the district commissioner opposes additional multi-family in the area. There is a perception that the area currently has an elevated amount of multi-family
- The County feels the increase commercial growth in the CID will generate a demand for additional rental housing
- Cobb County Comprehensive Plan:
 - The comprehensive plan calls for (2) regional activity centers. These centers include land use sub areas as shown in the Cumberland briefing book. Typically regional activity centers are to be located at the intersection of 2 major interstates
 - Community Activity Centers are shown to serve several residential neighborhoods
 - The plan also shows several neighborhood activity centers that are residentially compatible and typically serve individual neighborhoods
- The county is currently in the process of producing parcel GIS data information. The GIS contact at the County is Mr. Jeff Beccham 770.528.2021 or Mr. Ed Brigg (GIS Manager) at 770.528.8763.
- The Economic Development Department was established in 1993 to attract quality businesses into the area. They offer economic incentives to manufacturing, Research and Development and corporate headquarters companies within the CID and Town Center area.
- The Cobb County Development Authority is appointed by the board of commissioners. It currently does not serve as a developer but would be interested to work in similar fashion to the Atlanta Development Authority.
- The County developed is currently developing an enterprise zone program. They currently have 15 redevelopment sites none of which are located within the Blueprint Cumberland study area.
- The Russell Corporation was offered development financing to relocate to Cobb County.
- Community Development Department has (6) Divisions:
 1. Planning and Historic Preservation
(Ms. Christi Trombetti is the planning division manager)
 2. Zoning
 3. Code Enforcement
 4. Business License
 5. Development and Inspection
 6. Administrative including a GIS Division
- The County had a one-stop side development review process.
- The County went to a single member district system in 1993

Meeting Minutes

Blueprint Cumberland

Cobb County Economic Development and Community Development

COBB COUNTY GOVERNMENT

Monday, July 2, 200 11:00 – 12:00 PM

- There are 14 historic sites in the County's local historic register; none of these are located within the study area. The County has a historic preservation commission
- The County has a general development guidelines resource book but no formal architectural review board
- The Planned Village Commercial zoning category is site specific and typically has no height restriction as long as the surrounding property is not affected.
- The Urban Village Commercial zoning category is designed for low scale mixed use
- Regional Retail Commercial allows for a more dense urban fabric than the PVC and UVC
- The County would like to develop a zoning category that would allow the types of mixed-use developments currently seen in Midtown Atlanta.
- The best examples to date of mixed use in the region are the Overton Park and City View developments
- The county would like the future land use of Town Center be institutional in nature; Marietta should be developed as the government center and the Cumberland area should be the entertainment/convention center area. The Convention Center and Exhibit Hall Authority captures a large population that should be retained in the area in terms of entertainment and hospitality.
- Cobb County School Board: contact person Mr. Buddy Pullem, head of Auxiliary Services
- The library system is run by the board of commissioners contact person: Mr. Roger Kubler
- Health department is a separate entity
- Department of Transportation includes Public Works. Mr. Dan Dobry is the Agency Head and the the contact for new sidewalks. Mr. Jeff Burns is the contact person for streetlights. Mr. Bob Galante an engineer with DOT is the contact person for the 3/4-acre park near Akers Mill (Approximate Cost \$300,000). The contact persons for the Development Review section of DOT are Mr. David Jackson and Mr. Fred Bentley
- The Fire Marshall should be included in some of the urban design conversations
- The County is currently looking at developing some TOD development standards
- There are several underutilized retail centers that the County would like to rezone to mixed-use
- The site at Akers Mill opposite from the empty Krispy Kreme site is a prime location for redevelopment
- The County was funded \$2.8 million through the greenspace program. These monies were equally divided among the commissioners. Commissioner Joe Thompson has already spent his portion of the monies.
- There are no Tax Allocation districts in the County. Some may be considered for redevelopment sites
- There is a proposal to develop a high scale mall with a residential component near Atlanta Road and I-285 on a 60-acre site. This project, if built, will negatively affect the future success of Cumberland Mall
- The County's report to DCA on its short term work program is due in October of 2001
- The County, with the assistance of KSU, created a quality of life survey for the county residents. The result of this survey will be available sometime in October. Mr. Zimmerman is the contact person at KSU for this project

END

Blueprint Cumberland

STAKEHOLDER MEETING MINUTES

VININGS HOMEOWNERS ASSOCIATION

Vinings Public Library Monday, July 9, 2001 – 7:00 PM

ATTENDANCE

COMPANY:	NAME:	CONTACT INFORMATION:
Blueprint Cumberland Project Manager	Tom Boland	tboland@cobchamber.org
Robert Charles Lesser & Co.	Todd Noell	tnoell@rclco.com
Urban Collage, Inc.	Stan Harvey	sharvey@urbancollage.com
Urban Collage, Inc.	Rosa McHugh	rmchugh@urbancollage.com
Urban Collage, Inc.	Bob Begle	bbegle@urbancollage.com
VHA	Mary Ellen Mount	memount@earthlink.com
VHA	George Box	gleebox@bellsouth.net
VHA	Ann Canipe	
VHA	Lois Sifen	
VHA	Vernon Kyle	vkyle@mindspring.com
VHA	Ron Sifen	rsifen@aol.com
VHA	Jody G. Smith	Jodygs58@hotmail.com
VHA	Carole Stribling	cstrib@mindspring.com
VHA	Janice Carter	dr Carter@mindspring.com
VHA	Lance Hollis	hlhollies@aol.com
Cobb County Gov' Interested Party	Commissioner Joe Lee Thompson Sky Rector	Cobb County Gov'

MEETING OVERVIEW:

The purpose of this meeting was to discuss the Vinings Homeowners Association's thoughts on urban design issues associated with the Blueprint Cumberland Study. This meeting was one of a series of stakeholder interviews Urban Collage will hold as part of the Urban Design Assessment phase of the Blueprint Cumberland process.

ACTION ITEMS:

- Urban Collage will prepare meeting minutes to distribute
- The LCI Study Area Context Map will be revised to reflect a distinct boundary for the blueprint process
- A community workshop will be held at the Cobb County Chamber of Commerce on August 15, 2001. The VHA is encouraged to participate in this workshop.

MINUTES:

- Stan Harvey gave an overview of the Livable Centers Initiative process, Todd Noell described the Blueprint Process, and how the LCI program fits into the overall Blueprint Process.
- In general Blueprint Cumberland has three phases as follows:
 - Situation Analysis: An understanding of the existing market conditions
 - Vision: The development of an overall vision for the area based on major stakeholder concerns
 - Task forces (**Current Phase**): The creation of several task forces to develop a detailed plan for the area.
- The LCI process comes as part of Phase 3 and is described as follows:
 - Urban Design Assessment (**Current Phase**): An understanding of the existing physical conditions
 - Activity Center Plan: The development of a physical master plan for the area
 - Implementation Plan: A detailed phased implementation plan with associated costs and timetables

Blueprint Cumberland

STAKEHOLDER MEETING MINUTES

VININGS HOMEOWNERS ASSOCIATION

Vinings Public Library Monday, July 9, 2001 – 7:00 PM

The group referred to the VHA position paper dated June 11, 2001 to discuss all their concerns associated with Blueprint Cumberland.

- **1. Compatibility:** The group agreed that objectives should include compatibility with nearby single-family residential neighborhoods.
- **2. Prohibited Uses:** The group agreed that uses around the single-family neighborhoods should remain residential. Uses within the Vinings Jubilee should be of a small commercial retail character and should not include bars or dance clubs. There is a natural transitional area south off Cumberland Boulevard where the VHA would be amicable to consider a higher density housing project as long as it is compatible with the single-family areas and provide a buffer. After discussion, the group agreed that there may be opportunities to further study commercial or mixed-use on major arterials such as Cobb Parkway.
- **3. Office Uses:** Low-rise office uses would be acceptable in the transitional areas.
- **4. Residential Uses:** Higher density housing can be included in the transitional area at 10-12 units per acre attached or detached. The VHA would welcome space preservation and or donation of green areas. They mentioned the Greystone project as an example. Greystone began as 80 units per acre. However, through discussions with the neighborhood, the project is now at 27 units per acre and they have dedicated 8 acres for land preservation.
- The group began a discussion about the character of Cobb Parkway. The conversation included the redevelopment of the shopping center at the corner of Cobb Parkway and Paces Mill Road. Todd Noell explained that this development could be redeveloped in a series of ways that would be compatible with the neighborhood maybe as a 2-story office or mixed-use facility.
- The group mentioned they would like to see this area have a Virginia Highlands character where it is more about neighborhood commercial rather than regional commercial. Retail in the character of Post Riverside would be most welcome along Cobb Parkway as long as any residential components associated with redevelopment are not rental but owner occupied.
- **5. Traffic:** If Cobb Parkway is widened VHA feels that the land uses along this corridor will change and will affect the character of Paces Mill Road. VHA feels that traffic congestion discourages cut-thru traffic.
- **6. Construction Safeguards:** the group agreed that construction safeguards are an important item to consider. Several of the concerns addressed in this item have regulations already in place.
- **7. Nightlife:** This position applies to the Blueprint Area as a whole. VHA does not want to have any bars or strip clubs in the area however, they would not want to preclude restaurants with a liquor license. Stan suggested that there are several ways to address this issue as applied in Midtown Atlanta. In particular, is the idea of having controls based on percentage of alcohol to food sales.
- VHA requested that Urban Collage put together a proposal on how to address position #7, Nightlife.
- **8. Neighborhood Character:** The VHA would like to preserve its single-family neighborhood character and does not want to become part of the Cumberland retail area.
- **9. Mixed Uses:** The group agreed with this position and Stan Harvey pointed out that Urban Collage would be meeting with the Cobb County School Board to discuss the potential need for a new school in the area.
- **10. Owner Occupied:** The group would like the plan to encourage homeownership throughout the study area.
- **11. UVC Zoning:** Stan Harvey explained that Urban Collage has met with representatives from Cobb County where the County expressed an interest to develop a more applicable zoning category than UVC and PVC for this area.
- **12. Paces Mill Road:** VHA feels very strongly about preserving the character of this road.
- **13. Railroad Crossings:** The VHA feels that the railroad crossings help discourage thru traffic in the area. The group would like the Vinings Jubilee to remain a destination rather than a drive thru area to I 285.
- **14. Stillhouse Road:** The VHA feels strongly about restricting access into this road from Cumberland Parkway. In terms of DOT standards, Stillhouse Road is considered a country road and could not be reopened unless major road improvements are put in place.

Blueprint Cumberland

STAKEHOLDER MEETING MINUTES

VININGS HOMEOWNERS ASSOCIATION

Vinings Public Library Monday, July 9, 2001 – 7:00 PM

- **15. No Mass Transit in Vinings:** The VHA opposes any public transportation going through Vinings. They are also in opposition to transit running down Cobb Parkway. The group suggested that I-75 would be a better alignment and should be considered.
- **16. Transit:** the group felt most of these items had already been discussed and moved to item #17.
- **17. No Administrative Rezonings:** Stan Harvey described the rezoning process developed for the Midtown Special Public Interest district. He suggested that a similar process could be put in place for Cumberland where representatives from the neighborhoods would be included as part of the review board.
- **18. No CID Boundary Expansion:** VHA would not like to see an expansion of the CID Boundary Line but would like the impact area line redrawn to exclude the Vinings or at least show it in a different color. The group suggested orange.
- **19. Suburban Character in the Cumberland Parkway Corridor:** The VHA would like to see the Blueprint Cumberland Southwest quadrant be kept suburban in character.
- **20-21 No Widening of Cobb Parkway; 22. Sidewalks along Cobb Parkway;** The group felt they had discussed these items in detail and moved onto position #23. However, they mentioned that sidewalks along Cobb Parkway would be welcomed.
- **23. Properties Upper Stillhouse Road, River Oaks road and Cumberland Boulevard:** The VHA suggested that the group refer to the VHA position paper on these issues. Ron Sifen would distribute the most recent version of this position paper to those present. The main point is that these areas preserve their current suburban character.
- **24. CID limited Life:** The group recognized VHA's concerns about the CID's limited life and asked that the plan address the issues discussed during the meeting.

Meeting Adjourned

Blueprint Cumberland Livable Centers Initiative

TASK FORCE LEADERS STAKEHOLDER INTERVIEW

N.W. Urban Design, Urban Design South, Far South Urban Design, Regulatory Reform, Housing, Entertainment and Culture
Thursday July 12, 2001 10:00 AM at Cobb County Chamber Of Commerce

ATTENDANCE

COMPANY/ INTEREST or TASK FORCE	NAME:	CONTACT INFORMATION:
General Growth/ Cumberland Mall	Jim Grant	jgrant@general growth.com
Home Depot / Urban Design Far South	John Shern	john_shern@homedepot .com
Cobb Galleria Center / Entertainment	Michelle Swann	mswann@cobb Galleria.com
Regent Partners / Regulatory Reform	Wade Goetz	wgoetz@regentpartenrs.com
Childress Klein/ Urban Design South	Connie Engle	connie_engle@childressklein.com
Blueprint Cumberland PM	Tom Boland	tboland@cobbchamber.org
Urban Collage, Inc.	Robert Begle	bbegle@urbancollage.com
Urban Collage, Inc.	Rosa McHugh	rmchugh@urbancollage.com

MEETING OVERVIEW:

The purpose of this meeting was to discuss urban design issues associated with the Blueprint Cumberland Study Task Forces. This meeting was one of a series of stakeholder interviews Urban Collage will hold as part of the Urban Design Assessment phase of the Blueprint Cumberland process.

MINUTES:

- The Far South task force feels that defining the “edges” is an important task
- Mount Wilkinson Parkway will be extended through to Spring Road. Mr. Shern feels that this area should define the western edge of the impact area.
- The group questioned whether the Vinings Jubilee was part of the CID area. Tom Boland explained it was not included in the legally defined CID area. Mr. Shern who took part in the process of defining the boundary gave a brief overview of the criteria used to create the CID boundary. The criteria were as follows: needed 50% of the owners to participate; 75% of the total property value must be included; and the properties had to be contiguous. Mr. Shern mentioned that parcels that include office condominiums where not included in the CID boundary because of the complexity of ownership in those developments.
- The Far South task force would like their area of concern to remain suburban in character.
- Mike Hammer is the owner of the Vinings Jubilee. Mr. Hammer has other properties that are part of the CID.
- The Far South Task Force feels that the apartment developments behind the Vinings Jubilee are ripe for development and should be considered a priority project in this area.
- The East-West Connector extension is currently on hold. Mr. Shern felt that this extension will have a major impact on the surrounding neighborhoods.
- The South Task Force would like Akers Mill Square to be redeveloped as “Main Street” Cumberland. This underutilized, 45-Acre property is owned by Mall Properties out of New York City. Currently the owner has a limited stake in the area and is making a profitable return on their investment. Mall Properties will consider some development partnerships. They will only sell if they receive their asking price, which is beyond what the current market can sustain.
- The group agreed that there is a need to rename the area and give it a unique character.
- Mr. Shern mentioned that during the 1996 Olympics there was a movement to rename the whole Cumberland Area.
- General Growth is currently trying to work with Federated Properties to reclaim the Macy’s store at Cumberland Mall to develop a new entry into the mall.
- The mall is currently not serving the surrounding single-family upper income neighborhoods. Federated who owns Rich’s and Macy’s does not see value in redeveloping their Cumberland Stores which may compete with their other retail centers. Currently the goods at these department stores only serve a lower income demographic and thus are discouraging the higher income customer from shopping in this mall.

Meeting Minutes

Cumberland Community Improvement District

STEERING COMMITTEE MEETING

COBB COUNTY CHAMBER OF COMMERCE

Wednesday, June 13, 2001 – 2:00 PM

- General Growth got involved with the Mall three years ago and would like to develop a "restaurant row" atmosphere to drive people into the mall property. However, due to the current mall ownership structure, unless they have agreement from the five different landowners they cannot move forward unilaterally.
- Mr. Jim Grant mentioned that he met with Federated several days ago and he feels they are beginning to show a little interest in cooperating.
- Currently General Growth is looking at four locations along the front of the mall for "white tablecloth" restaurants (such as the Macaroni Grill.) However, Federated is one of the biggest objectors to this idea.
- The existing Rich's store has 278,000 square feet of retail space. However, this space caters to a particularly young ethnic generation thus discouraging other higher income Rich's customers from shopping at this mall.
- The group felt that Federated needs to cater to wider income level to help spark interest and redevelopment of Cumberland Mall. Even though this mall is very accessible to Vinings and Paces Ferry residents, most of these customers choose to shop at Perimeter Center, Lenox Mall and Town Center Mall.
- The group criticized the proposed development of a small park at the corner of the Akers Mill Center. If anything, the park should be bigger and become a destination into a nice village activity center.
- Cumberland used to have a very successful Amphitheatre where they held Sunday night concerts for about 10,000 people. They held fireworks as well in this area. The group would like to regain a place of this type within the Cumberland Area particularly at the new "Activity Center".
- The Regulatory Reform task force is working with Cobb County in looking at ways in which to provide tax incentives to encourage redevelopment.
- The entertainment task force discussed the development of an 11.2-acre site adjacent to I-75 as a performing arts center. The project is currently under a feasibility study phase and is considering a wide range of possibilities including the development of a single performing arts building, and or a mixed-use retail, office and performing arts center complex.
- Cobb Galleria is currently in need of more centrally located hotel space. They estimate a need for a 500-700-bed facility. Although the performing arts center site is big enough to house a hotel facility, this site has deed covenants that prohibit the construction of a hotel. However there is an adjacent 5-acre facility owned by the Kennedy Trust that Cobb Galleria has considered for a potential hotel development.
- The group would like this urban design process to help refine the location of the light rail stations.

Adjourn

Blueprint Cumberland Livable Centers Initiative

TASK FORCE LEADERS STAKEHOLDER INTERVIEW

N.W. Urban Design, Urban Design South, Far South Urban Design, Regulatory Reform, Housing, Entertainment and Culture
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Urban Collage, Inc.	Rosa McHugh	rmchugh@urbancollage.com

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MINUTES:

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Meeting Minutes

Cumberland Community Improvement District

STEERING COMMITTEE MEETING

COBB COUNTY CHAMBER OF COMMERCE

Wednesday, June 13, 2001 – 2:00 PM

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- Currently General Growth is looking at four locations along the front of the mall for "white tablecloth" restaurants (such as the Macaroni Grill.) However, Federated is one of the biggest objectors to this idea.
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- The group would like this urban design process to help refine the location of the light rail stations.

Adjourn

Blueprint Cumberland Livable Centers Initiative

TASK FORCE LEADERS STAKEHOLDER INTERVIEW

N.E Urban Design

Thursday July 23, 2001 1:00 PM at Cousins Properties

ATTENDANCE

COMPANY/ INTEREST or TASK FORCE	NAME:	CONTACT INFORMATION:
Cousins Properties	Jim Overton	jimoverton@cousinsproperties.com
Urban Collage, Inc.	Stan Harvey	sharvey@urbancollage.com
Urban Collage, Inc.	Rosa McHugh	rmchugh@urbancollage.com

MEETING OVERVIEW:

The purpose of this meeting was to discuss urban design issues associated with the Blueprint Cumberland Study Task Forces. This meeting was one of a series of stakeholder interviews Urban Collage held as part of the Urban Design Assessment phase of the Blueprint Cumberland process.

MINUTES:

- The NE quadrant has several transportation access issues. In particular access to I-75 from Wildwood Properties; There is no access problem to the south of Wildwood properties. Powers Ferry and Terrell Mill Roads are considered the biggest obstacles
- Cousins would like to built a tunnel under Powers Ferry for direct access to I-75 from Wildwood. The intent is to separate express traffic from local traffic
- Zoning permits an 8,000,0000 square feet of development of Wildwood for a variety of uses including single -family housing. However due to limited access most major proposed projects are on hold.
- This area in not considered a Planned Unit Development (PUD).
- Currently Cousins is developing a 58 acre site of high density single family homes.
- Cousins would like to have the Wildwood area remain suburban in character; However they would not like to provide direct entrances into the Chattahoochee Recreational Area due to security and logistical problems.
- Cousins believes the best connection to the Chattahoochee Recreation Area is off I-285; however entrance into and out of the park is somewhat hazardous due to the high traffic volume.
- The NE quadrant is in need of landmark or focal point; currently it lacks identity
- Potential to develop a park at the intersection of Windy Hill Road and Powers Ferry Road

Adjourn

Blueprint Cumberland Livable Centers Initiative

TASK FORCE LEADERS STAKEHOLDER INTERVIEW

N.E Urban Design

Thursday July 23, 2001 2:00 PM at Franklin Properties

ATTENDANCE

COMPANY/ INTEREST or TASK FORCE	NAME:	CONTACT INFORMATION:
Franklin Properties	Trey Parrish	parrish@circle75.com
Urban Collage, Inc.	Stan Harvey	sharvey@urbancollage.com
Urban Collage, Inc.	Rosa McHugh	rmchugh@urbancollage.com

MEETING OVERVIEW:

The purpose of this meeting was to discuss urban design issues associated with the Blueprint Cumberland Study Task Forces. This meeting was one of a series of stakeholder interviews Urban Collage held as part of the Urban Design Assessment phase of the Blueprint Cumberland process.

MINUTES:

- Franklin properties would like to build high-density housing on their property, particularly apartments.
- Herrodian Way is a primary access road into the area. South of this road should remain suburban in character.
- Franklin Properties would like the I-75 corridor to be more dense.
- Development on Cobb Parkway is a big deterrent to the area.
- The group reviewed the 1985 Development Plan for the area. The plan looks at a primarily office and hotel build out of the current property.

Adjourn

Blueprint Cumberland

STAKEHOLDER MEETING MINUTES

HOMEOWNERS ASSOCIATION

Jablonski Residence Monday, July 30, 2001 – 7:00 PM

ATTENDANCE

REPRESENTING:	NAME:	CONTACT INFORMATION:
Blueprint Cumberland Project Manager	Tom Boland	tboland@cobchamber.org
Urban Collage	Robert Begle	bbegle@urbancollage.com
Urban Collage	Rosa McHugh	rmchugh@urbancollage.com
Millbrook Farms	Ted & Mary Rusch	Tfrd1@aol.com
Sommerset	Susan Hammock	Shammo3@attglobal.net
Weatherstone	Barbara Lin	mwlinn@aol.com
Terrell Mill Estates	Tana Hope	mahope@mindpspring.com
Stratford, Grove Meade, Hyde Park	Kay Hamblin	whamblin@mindpspring.com
Stratford, Grove Meade, Hyde Park	Linda & Bill Carter	B carver@bellsouth.net
Terrell Mill Estates	Jane Foster	Jane.foster@wcom.com
Terrell Mill Estates	Charles Odom	Charles.odom@cox.com
Terrell Mill Estates	Allen Jablonski	allenjabo@aol.com
Terrell Mill Estates	Bob Ott	robertott@mindpspring.com

MEETING OVERVIEW:

The purpose of this meeting was to discuss urban design issues associated with the Blueprint Cumberland Study with the various Homeowners Associations to the North of the Study Area. This meeting is one of a series of stakeholder interviews Urban Collage has held as part of the Urban Design Assessment phase of the Blueprint Cumberland process.

ACTION ITEMS:

- Urban Collage will prepare meeting minutes to distribute
- A community workshop will be held at the Cobb County Chamber of Commerce on August 15, 2001. All homeowners are encouraged to participate in this workshop.

MINUTES:

- Tom Boland opened the meeting by updating the group on the status of the project and introducing Urban Collage, Inc.
- Bob Begle gave an overview of the Livable Centers Initiative process.
- In general Blueprint Cumberland has three phases as follows:
 1. Situation Analysis: An understanding of the existing market conditions
 2. Vision: The development of an overall vision for the area based on major stakeholder concerns
 3. Task forces (**Current Phase**): The creation of several task forces to develop a detailed plan for the area.
- The Livable Centers Initiative (LCI) process comes as part of Phase 3 and is described as follows:
 1. Urban Design Assessment (**Current Phase**): An understanding of the existing physical conditions
 2. Activity Center Plan: The development of a physical master plan for the area
 3. Implementation Plan: A detailed phased implementation plan with associated costs and timetables

Blueprint Cumberland

STAKEHOLDER MEETING MINUTES

HOMEOWNERS ASSOCIATION

Jablonski Residence Monday, July 30, 2001 – 7:00 PM

- Everyone in attendance located his or her neighborhood on the map provided by Urban Collage.
- The group asked how the Cumberland Community Improvement Corporation (CID) works. Tom Boland gave a brief explanation of what a CID is and how it works in Cumberland
- The group suggested that the team study other developments around the country as they relate to the Cumberland area such as the Baltimore Harbor, Boston and San Francisco.
- The group demonstrated a strong concern over the quality of the local schools and mentioned that one of the biggest problems is the high number of transient population in the area. In their opinion, this is due to the large amount of rental properties in the area.
- Another school issue mentioned is that many of the new residents to the area send their children to private school.
- It was the opinion of one the participants that the developers need to set aside land for a new school in the area as property values are affected by their developments.
- Brumby and Sedalia Park Elementary Schools are both performing poorly according to the group.
- A member of the group felt that there is a “too clear” distinction between where the CID boundary ends and where Cobb County begins. “ One can tell by the quality of the landscape, the road maintenance and the lack of quality commercial retail.” In his opinion, this is affecting the property values of the neighborhoods outside the CID.
- The group felt there is a need to provide better access into the Chattahoochee River Park.
- Security was mentioned as a big concern for area residents. Cumberland Mall is perceived as insecure as well as several of the shopping areas outside the CID boundary (particularly to the North of the CID on Franklin and Delk Roads).
- Several area shops to the North of the CID area are going out of business. Partly because many of the area residents are not spending their expendable income in the area.
- Wildwood Properties would like to make a connection to Terrill Mill Road. Cousins is currently considering several road alternatives. Allen Jablonski is scheduled to meet with Jim Overton to discuss the proposed connection the week of 8/6/01. However, those present mentioned that they would not be in favor of this connection. Primarily if it is a one-way out from the Wildwood complex.
- A member of the group mentioned that the new residential subdivision Cousins is developing is not selling well due to poor access and the lack of neighborhood amenities.
- The group felt that there is a need to put a traffic light at the entrance of Terrill Mill Estates. A member mentioned that the County is waiting until classes resume to do a traffic study on Terrill Mill Road at which time they will consider the traffic light.
- The group mentioned that they shop primarily at Perimeter or Town Center Malls rather than at Cumberland Mall. The main reasons being variety, security and atmosphere. The group felt that Cumberland is showing its age and it is not an appealing place to shop.
- One member suggested that in his opinion the area as a whole is sliding and that the rise in apartment development is lowering the property values.
- One member felt that people were moving further and further away from the CID; This person mentioned that the CID needs small pockets of residential uses and a change in attitude to make the area successful
- Another member felt that there is a need for after work entertainment in the area. One example mentioned was locating a bookstore next to a restaurant so patrons can walk from the restaurant to the bookstore.

Blueprint Cumberland

STAKEHOLDER MEETING MINUTES

HOMEOWNERS ASSOCIATION

Jablonski Residence Monday, July 30, 2001 – 7:00 PM

- The group felt that the area needs an after work population.
- The group mentioned that there is a real need to create an identity to the area.
- The group mentioned that although Southeast Cobb County was in favor of the green space initiative the rest of the County voted down the green space bond referendum.
- The group felt that Cumberland in general is directly affected by sprawl. They would like to see several urban or neighborhood nodes of development sprinkled throughout the study area.
- The corner of Terrell Mill and Powers Ferry was noted as a major redevelopment opportunity. However, it was mentioned that the owner does not have an interest in investing in the property.
- The group agreed that a priority redevelopment opportunity in the core area is the redevelopment of Akers Mill Mall.
- The group felt that there is a need to provide more green space to the area.
- One member expressed a desire to become the “City of East Cobb”. The group quickly explained that this idea although appealing would not be feasible.

Meeting Adjourned

Blueprint Cumberland Livable Centers Initiative

CORE AREA TASK FORCE MEETING

Monday September 17, 2001 8:30 AM at Cobb County Chamber of Commerce

ATTENDANCE

ORGANIZATION

Chamber of Commerce
Pope and Land
Cobb County Commissioner
Vinings HOA
Childress Klein
Hines
Regent Partners
B.F. Saul Properties
Gables Residential
Cousins Properties
Terrill Mill Estates HOA
Sierra Club
Urban Collage, Inc
Urban Collage, Inc
Urban Collage, Inc
Robert Charles Lesser & Co.
MSE
Madison Services

NAME:

Tom Boland
Mason Zimmerman
Joe Thompson
Ron Sifen
Connie Engle
Rusty Daniels
Wade Goetz
Trey Parrish
Joe Wilbur
Jim Overton
Allen Jablonski
Jo Jones
Stan Harvey
Robert Begle
Rosa McHugh
Todd Noell
Tom Vill
Barbara Stafford

MEETING OVERVIEW:

The purpose of this meeting was to define the next steps for the core area task forces and validate the concept plan and projects.

MINUTES:

- Stan Harvey gave a presentation on the results of the Midtown Atlanta Special Public Improvement District (SPI) as an example of the programs that can be established to guide future development in an area.
- Todd Noell presented an analysis of the existing local renters-to-owners imbalance and the number of additional housing units that would need to be built in the area to ameliorate the current situation
- There was an interest in correcting the existing renters to owners imbalance. The group commented on the perceived impacts of lowering the existing 6:1 ratio of office-to-residential to 5:1 and even 4:1.
- The group would like to define where residential areas would be located; some should be associated with the core area
- ARC requires an affordable housing component as part of the plan. To satisfy this requirement the group suggested the potential of converting existing apartments into condominiums.
- The group would like to look at options of providing moderately priced single-family detached homes in the area. There was a concern over the land values in the Cumberland Area. The group suggested creating incentive packages with County Officials to make both conversions and single-family development more attractive for developers. Some programs that could be studied include: tax abatement programs, tax allocation districts and low interest loans
- The group agreed that the area should be made attractive for new residents. The State of public education is considered one of the major drawbacks for relocating in this area. There is a need to create an after work attraction to the area
- FAR bonuses such as the ones used in the Midtown Atlanta Area were not considered useful as currently there are no FAR maximums in the Cumberland Area. It was also mentioned that phasing is a key component of bonus development; however Cumberland is seen as a high-rise market and these types of buildings cannot be phased.

Blueprint Cumberland Livable Centers Initiative

CORE AREA TASK FORCE MEETING

Monday September 17, 2001 8:30 AM at Cobb County Chamber of Commerce

- The housing task force would like to bring some experts into their group to discuss some of the benefits and pitfalls of condominium development. There are several local experts in the Buckhead and Midtown areas.
- Bob Begle presented the draft core area concept plan to the group.
- The representative for the B.F. Saul property asked that his property be shown as hotel and office not as an urban neighborhood as the plan proposed. He stated that a residential component at this location will not be a viable investment. The property owner has no interest in developing an open space component within their property
- High density residential should be grouped around the proposed transit stations
- Overton Park will serve as a bookend between Cumberland Mall and the Chattahoochee National Reserve through the Akers Mill Road development
- One group member commented that the circulator should not only serve office development but serve the residential areas around Blueprint Cumberland. One suggested solution was to develop park and ride lots.
- The group would like to see the character of Cobb Parkway improved visually and functionally.

Adjourn

Blueprint Cumberland Livable Centers Initiative

NATURE AND OPEN SPACE TASK FORCE MEETING

Tuesday September 18, 2001 9:00 AM at Cobb County Chamber of Commerce

ATTENDANCE

ORGANIZATION

Sierra Club
Cobb County Commissioner
Terrill Mill Estates HOA
Jordan Jones and Goulding
Sierra Club
Urban Collage, Inc
Urban Collage, Inc
Urban Collage, Inc
Robert Charles Lesser
Madison Services
Cobb County Chamber of Commerce

NAME:

Roberta Cook
Joe Thompson
Allen Jablonski
Mack Cain
Jo Jones
Stan Harvey
Bob Begle
Rosa McHugh
Todd Noell
Barbara Stafford
Tom Boland

MEETING OVERVIEW:

The purpose of this meeting was to define the next steps for the open space task force and validate the concept plan and projects.

MINUTES:

- Stan Harvey gave a brief overview of the open space and streetscape components of the Midtown Atlanta Special Public Improvement District (SPI)
- The group agreed that there is a need to establish a streetscape standard. However this should be developed as a tier process depending on street use and hierarchy in the area. Nonetheless the streetscape standard should be used to establish continuity in and around the Cumberland Area.
- There is a need to break the superblocs on Cobb Parkway. Streetscape alone will not change the character of this road.
- There is a need to define intersection strategies for Cobb Parkway. Currently this road has been designed for automobile accessibility the goal should be to make more attractive for pedestrians. The Department of Transportation needs to be a key player in the redevelopment of this road.
- Currently there are several pockets of very attractive streetscape projects around the Cumberland Area. The plan needs to connect these streetscapes design and develop a common theme.
- A pedestrian walking network should be incorporated in the open space plan for the area
- To build the rail system on Cobb Parkway the road will need to be reengineered this will provide a good opportunity upgrade sidewalks and current rights of way.
- The group should consider the maintenance cost of the streetscape standards particularly as it will affect current owners
- A tree standard should also be developed
- The group suggested the creation of a committee that would guide new streetscape development
- Bob Begle gave a brief overview of the Draft Core Area Concept Plan.

Adjourn

Blueprint Cumberland Livable Centers Initiative

NORTHEAST URBAN DESIGN TASK FORCE MEETING

Tuesday September 18, 2001 10:00 AM at Cobb County Chamber of Commerce

ATTENDANCE

ORGANIZATION

Cobb County Commissioner
Terrill Mill Estates HOA
Cousins
Sierra Club
Urban Collage, Inc
Urban Collage, Inc
Urban Collage, Inc
Robert Charles Lesser
Madison Services
Cobb County Chamber of Commerce

NAME:

Joe Thompson
Allen Jablonski
Jim Overton
Jo Jones
Stan Harvey
Bob Begle
Rosa McHugh
Todd Noell
Barbara Stafford
Tom Boland

MEETING OVERVIEW:

The purpose of this meeting was to define the next steps for the Northeast Urban Design task force and validate the concept plan and projects.

MINUTES:

- Stan Harvey began the meeting by giving a brief overview of the draft core area concept plan.
- Bob Begle gave an overview of the current zoning and land use in the Northeast quadrant of Blueprint Cumberland.
- The group discussed the traffic problems associated with Wildwood. Most of the traffic problems pertain to the northern area of the development. There are only three access points at Wildwood, Cousins would like to see at least one more access point.
- There is a need to redevelop certain areas of Powers Ferry Road particularly at the intersection with Windy Hill Road. This intersection also needs to be looked at in terms of traffic improvements however this area is outside the CID boundaries.
- Cousins is considering developing two story single family cluster homes next to the First Union on Powers Ferry Road. These would be moderately priced between \$200,000 and \$300,000. The parcel is currently zoned Planned Shopping Center (PSC).
- A new 500,000 square feet office tower for GE Power Systems is under development in Wildwood.
- Cousins is also considering developing an upscale, not full service, business hotel such as a Residence Inn or a Hilton Garden Inn in Wildwood at Powers Ferry and Windy Hill Road.
- The group felt that road widening is not will not help traffic problems in the area.
- Wildwood would like to have an underpass or overpass at Windy Hill and Powers Ferry to disengage surface traffic from Highway traffic.
- Wildwood would like to work with the Terrill Mill Homeowners Association to develop an egress point from Wildwood through Terrill Mill Estates. Wildwood has found that 42% of its population travel North on Powers Ferry. Cousins will set aside planning monies to study a traffic solution with the neighborhood to ameliorate the current traffic problem.
- The group mentioned that the circulators should serve the adjoining residential areas. This will reduce the need for parking areas associated with circulator stops.
- The group agreed that there is a need for a long term traffic solution. However there should be several short term solutions established in the mean time.
- Cobb County owns three corners near the Powers Ferry entrance to Wildwood. (One is a chicken establishment.)
- The corner shopping center on Powers Ferry is in severe decline. The group would like to see an investor purchase this property for redevelopment.
- Wildwood currently has 260,000 square feet of office and the area is zoned to house up to 8,000,000 square feet.

Blueprint Cumberland Livable Centers Initiative

NATURE AND OPEN SPACE TASK FORCE MEETING

Tuesday September 18, 2001 9:00 AM at Cobb County Chamber of Commerce

- The group would like to see re-adaptive strategies offered for properties in decay rather than offering some minor aesthetic improvements.
- The group would like to look at strategies to encourage current property owners to redevelop their properties.
- The County is currently putting in place a series of incentives to redevelop outdated strip centers.
- The group mentioned that any proposed strategy should also look at sidewalk and parking requirements.
- Many restaurants are not able to sustain business on Powers Ferry. Most just do well at lunchtime. There is a need to develop an evening population.
- The Northeast quadrant would like to generate a sense of place; maybe with the development of an urban park.
- The Lean Lease (SP) property seems appropriate for a park/ mixed use redevelopment. This is a large one story office development. Incentives could be provided for a higher density development with an open space component.
- The group would like to see the Northeast quadrant develop an open space component; redevelop underutilized properties; create a streetscape standard; encourage residential development; improve access into the area.
- The group thought that the idea of transfer development rights seemed appropriate for the Northeast quadrant
- The group would like to see the DOT be more engaged and responsive to stakeholders in the area.
- The entrance into Terrill Mill Estates is very difficult. There is a need to beautify these areas potentially with a landscaped median.
- The group suggested the development of a core group that would guide development in the area.
- The group would also like to see more stakeholders be involved in the Blueprint Process.

Adjourn

Blueprint Cumberland Livable Centers Initiative

South Urban Design, Nature and Open Space, Entertainment and Culture

TASK FORCE MEETING

Tuesday October 30, 2001 9:15 AM at 400 Galleria Conference Room REVISED 11/5/01

ATTENDANCE

ORGANIZATION

Terrell Mill Estates
General Growth
Pope and Land
Childress Klein
Cobb County
CTN/CID
JJ&G
URS
Urban Collage, Inc
Urban Collage, Inc
Robert Charles Lesser
Madison Services
Cobb County Chamber of Commerce

NAME:

Allen Jablonski
Jim Grant
Mason Zimmerman
Connie Engle
Christi Trombetti
Malaika Rivers
Mack Cain
Dan Cohen
Bob Begle
Rosa McHugh
Todd Noell
Barbara Stafford
Tom Boland

MEETING OVERVIEW:

The purpose of this meeting was to define a list of projects for the Atlanta Regional Commission's LCI funding application due on November 16, 2001.

MINUTES:

- Tom Boland welcomed everyone and gave an overview of the purpose of the meeting and the importance of the November 16, 2001 deadline for the LCI funding application.
- Bob Begle presented the proposed open space plan. He described the intent of the plan as the creation of a pedestrian network around the heart of the Cumberland Area.
- He also explained in detail one of the main projects on the plan: the development of Akers Mill Road as a multi-use corridor connecting the Rottenwood Trail with the Silver Comet Trail.
- The group felt that it will be important to tie projects together so that they rank high in ARC's list of priority projects.
- Dan Cohen explained that the LRT line is at least 5 years away.
- The group was concerned about the right of way necessary to develop a linear multi-use corridor on Akers Mill Road. The consultant explained that this right of way will vary throughout the corridor depending on the site plan of the Akers Mill Square. The team also explained that incentives could be developed to obtain right of way and improve the corridor without creating a burden on a developer.
- A question was raised regarding the extent of the development standards. These will be generated by the consultant team in the coming months and will include standards for urban furniture, lights, sidewalk widths, parking, building setbacks among others. However, the County suggested that as part of the Cumberland Regional Activity Center designation and with CID directive, they could develop (in-house) an overlay zone for the Cumberland Area that would address several urban design issues.
- The group felt that a public space such as a regional amphitheatre should be proposed for this area. The exact location is to be determined.
- The group would like to see a land use improvements associated with the proposed transportation projects and thus selected transportation improvements that would influence development along major corridors.
- The group would like to develop a strategy as to which projects and how many of them should be included in the application. The consultant team is in the process of talking to ARC to discuss their recommendations on how many projects should be included in the application and which types are more likely to be funded.

Blueprint Cumberland Livable Centers Initiative

South Urban Design, Nature and Open Space, Entertainment and Culture

TASK FORCE MEETING

Tuesday October 30, 2001 9:15 AM at 400 Galleria Conference Room REVISED 11/5/01

The group considered six projects as good candidates for ARC funding. The following list describes the proposed LCI projects in detail and their proposed prioritization:

1. Akers Mill Road from Cumberland Boulevard to the Chattahoochee NRA: This project will include an LRT right of way, a bike lane, streetscape, plazas, major pedestrian crosswalks, wide sidewalks, outdoor cafes and or a transitional zone for additional public space. Most of the pedestrian amenities would be associated with new development. This project would connect the Silver Comet Trail to the Rottenwood Trail.
2. Sidewalks along Cobb Galleria Parkway: This project will enhance the entrance into the proposed entertainment and cultural center. It would also serve to enhance new development on Akers Mill Square.
3. Extension of the Rottenwood Trail north of Overton Park. This project would fill in the missing gaps of the trail from the Overton Park Development to the residential neighborhoods in the northeast quadrant of the Cumberland Area.
4. Cobb Parkway from Cumberland Boulevard to the River: This project would help guide the proposed widening of Cobb Parkway from Paces Mill Road to Cumberland Boulevard. It would also tie into the Silver Comet Trail and would create an enhanced entry into the Chattahoochee NRA.
5. Connection of the Silver Comet Trail and the Kennesaw Mountain Trail through Cumberland Boulevard from Akers Mill Road to Windy Ridge Parkway. This project would essentially develop a loop trail from the Chattahoochee NRA to the Silver Comet Trail and the Kennesaw Mountain Trail.
 - Cobb Parkway from Windy Ridge to Akers Mill Road: This project would include new sidewalks, upgraded medians and an improvement to the mall entrance. Although a needed sidewalk improvement parts of this project are outside the CID boundaries and should not be included in the LCI Application.

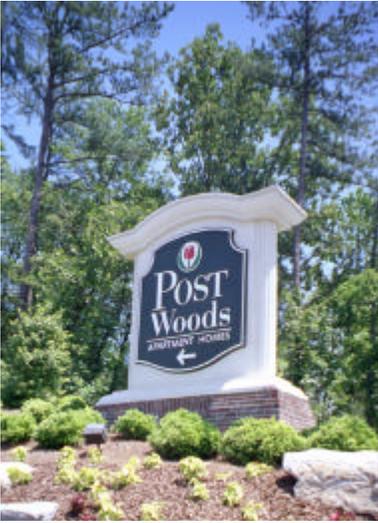
NEXT STEPS:

- The consultant team will discuss with ARC which projects are more likely to be funded and how many should be included in the application.
- The consultant team will develop an LCI application to be submitted to ARC on November 16, 2001 consisting of graphics, cost estimates and a narrative describing each of the projects discussed at this meeting.



4.3 Additional Data

- Market Context
- Alternative Transportation Site Design Considerations



Section 4.0 Appendix Public Participation:

Market Context

There are a number of significant key issues confronting the Cumberland-Galleria area today and over the next five to ten years. These issues largely revolve around the need to balance jobs and housing growth in the area, particularly by encouraging greater residential development in the core.

Over the past several years, the Atlanta area has seen a strong return, of both residents and jobs, to areas that are centrally located and offer the greatest sense of community and convenience. Included in resurging areas are Midtown and Buckhead, Downtown Atlanta (more recently), the Central Perimeter area, and the greater Cumberland-Galleria area. The residential resurgence is being driven by the increasing traffic congestion and lengthening commute times in Atlanta, as well as key demographic shifts favoring ease of lifestyle (via attached product, both rental and for-sale). With the exception of Georgia 400 North, the substantial job growth (particularly office growth) is increasingly focusing on those areas that are most central and accessible to the MSA, including those areas proximate to the large-scale population base, including more moderate-earning households.

These issues of centrality and strong mixes of jobs and housing, which limit traffic congestion and create more sustainable urban centers, are now impacting short and long-term investment decisions. A new report issued by Lend Lease Real Estate Investments and PricewaterhouseCoopers rates 24-hour cities as “premier investment locations, dismissing many suburban markets”, such as Atlanta, Dallas, Houston and Phoenix. These 24-hour cities are more urban in nature, featuring strong mass transit systems, intown and downtown housing, and are attractive to technology firms seeking 24-hour environments.

Although Atlanta overall is critiqued as being a suburban market “not so good for the investor”, investors do note that more urban 24-hour “subcities” within Atlanta and other markets do represent significant investment opportunities over the next few years. Buckhead and Midtown are specifically sited as opportunities within Atlanta for 24-hour subcities and therefore are viewed more positively for investment into office, residential projects and other land uses. Both submarkets are experiencing both large-scale employment and residential growth (both for-sale and rental) and are developing well beyond purely office environments (Midtown more recently).

The Cumberland-Galleria area, in particular, has not, to this point, evolved into such a 24-hour subcity, and thus faces significant risks of being left further behind by these other intown core areas and faces the potential of being viewed less desirably in terms of investment potential in the long-term. The evolution of the Cumberland-Galleria core into a 24-hour subcity should be the short-term and long-term goal for this strategic plan.

The following summarize the key issues facing the Cumberland-Galleria area, many of which directly impact the area’s opportunities to evolve into a 24-hour city.

Jobs-Housing Balance: The Cumberland-Galleria area is currently an office core, with some residential around it. Very little residential exists within the heart of the core, resulting in significant in-commuting and increased traffic congestion. Over the past decade, the jobs-housing balance has continued to worsen in the area, increasing the strain on area roads and freeways, and leading to the core becoming a “ghost town” after 5:00 PM.

Rental Apartment Prohibitions: The key way to create a 24-hour environment is to support infill housing. Existing prohibitions, creating a de facto moratorium, significantly limit the opportunities for such residential infill. The absence of major parks or other community focal points within the Cumberland-Galleria core (around which to build new housing) is also an obstacle. The restrictions on rental apartments have created a submarket dominated by older, stale product, not attractive to more affluent renters.

Abundance of Rental Apartments: While new rental apartment development may benefit the core, there is a significant amount of older rental apartment product in the area, placing strains on existing schools and drawing the disfavor of neighboring single-family residential communities. While the need for such housing may exist, coping with the subsequent problems created by these apartment communities must be addressed.

Lack of For-Sale Housing: As noted, new housing opportunities in the Cumberland-Galleria area are needed to better balance jobs and housing in the area. Particularly lacking are affordable attached units, which could be in part accomplished through rental apartment conversions to affordable ownership units. Beyond these conversions, mixed-income for-sale housing in the core itself will be needed to achieve a more healthy jobs-housing balance.

Retail Quality: Major stakeholders in the area recognize the incomplete retail mix in the Cumberland-Galleria core, in terms of both neighborhood retail and office-supporting retail. In some cases, the quality of existing retail is poor. The lack of a 24-hour population within the core as well as poor urban design that fails to draw nearby residents and employees into the core, particularly after hours and on the weekends, are contributing factors.

Urban Design: As noted, the Cumberland-Galleria functions more as a series of small islands in a sea of parking and asphalt than as a mixed-use integrated urban core. The poor existing urban design of the area inhibits pedestrian activity (favoring the automobile), and does little to draw people into the core which, if not addressed, limits future retail, residential and investment opportunities.

Light Rail: When offering the opportunity to urbanize the Cumberland-Galleria area, definitive plans should be created that foster the use and impact of light rail in the core. Such strategies may include improved urban design (such as better sidewalks, limited setbacks) as well as incorporation of mixed-use projects, with residential components, around rail station locations.

Addressing these issues will be critical to the future of the Cumberland-Galleria area and its role within the Atlanta MSA and within Cobb County.

The following text summarizes the current situation in the Cumberland-Galleria area and provides information regarding these issues.

Economic/Demographic Overview

Employment growth in the Atlanta MSA has largely occurred in the MSA's "favored quarter". The favored quarter is defined as that radiating quarter of an MSA where the bulk of the executive housing and white collar jobs are located, and the largest portion of new housing growth, both executive and more affordable, is developed. Atlanta's favored quarter, shown on the map on the following page, largely equates to the locally-named Golden Triangle, the area north of Downtown between I-75 and I-85 and anchored by Georgia 400 and the Chattahoochee River. Over the past 10 years, more than 70% of the region's job growth has occurred within the favored quarter, while only 54% of the region's population growth occurred in this area, pointing to a significantly worsening gulf between where Atlanta's people live and work. This widening gulf is contributing significantly to Atlanta's traffic congestion and has fueled greater demand for employment and office space in the intown urban cores of Downtown, Midtown and Buckhead.

Urban cores are concentrations of employment and regional activity and have evolved as the metro area continues to grow. Atlanta's largest urban cores include Downtown, Midtown, Buckhead, Central Perimeter and Cumberland-Galleria. These latter three cores are examples of 3rd generation cores, cores that were largely founded in the 1970s and evolved into major employment and activity concentrations in the 1990s. These cores, which dominated office growth in the 1980s, have since seen gradual declines in their capture of new office and retail demand, losing share to newer 4th generation cores located even further out. The strongest example of a 4th generation core in Atlanta is the Georgia 400 North corridor in North Fulton,

which has accounted for close to half of the region's office growth over the past five years. Mature 3rd Generation cores are losing ground to these newer cores in part due to significant traffic congestion along major freeways feeding the cores.

Going Forward

Just as urban cores have continued to push outward, along with suburban housing growth, there are a number of factors that are likely to similarly influence our urban form over the next several decades, but with different results. For example, our underlying economy is changing – the shift from an industrial economy to a knowledge economy impacts the types of environments we will need to create. Our county boundaries were originally designed to serve an agricultural economy, so no farm was more than a wagon ride away from the county seat. Since then we have lived through the industrial economy where separation of land uses was the guiding planning principle. In the industrial economy we traded quality of life and environmental protection for economic benefit and to a certain degree unsustainable development practices resulted in economic growth. Now, in the early stages of the knowledge economy, knowledge workers have greater discretion about where to locate themselves and their companies, and tend to choose high quality of life environments when making those decisions. Quality of life will play a major role in determining what companies want to relocate to or remain in the Atlanta region.

Demographic shifts associated with the aging of the baby boomers are another important trend with the potential to reshape the built environment. While historically we have been building suburban areas of metro Atlanta to accommodate typically younger households in their family-forming years, the greatest increases over the next decade will be among persons aged 45-64. As people age, the type of housing and housing location they prefer can change. For example, “empty-nester” households, some of which might be bored with the suburbs, are an important market segment driving a portion of the new development of higher density in-town housing in Midtown and other “metro core areas”. Along with younger “Generation-X” households, they seek a more convenient, urban lifestyle. While that lifestyle is not for everybody, and there will continue to be demand for conventional suburban development, the size of the market seeking such lifestyle alternatives is great enough that it will continue to impact what we build to accommodate their needs.

Despite the tremendous numbers of families who've moved out to Atlanta's suburbs, census forecasts indicate that the greatest demographic shift over the next ten years will be the increase in non-family households. While there is still a need for research responding their housing preferences, its likely that many will not have the same suburban or urban housing product preferences as those in larger households with school age children. It is likely to be a sizeable enough shift to create greater opportunities than in the past for alternative development patterns featuring a broader mix of housing types and densities.

Preliminary surveys by Robert Charles Lesser & Co. of new home buyers potentially interested in “the new urbanism” – more compact, more walkable communities – indicate that at least a third of the new home market could be attracted to that lifestyle where those options were more readily available. Serving the interests of that market audience could change our land use patterns and have a tremendous impact on our consumption of land and the infrastructure required to support anticipated levels of regional development. The combination of these economic, demographic, and consumer preference influences indicates an increased opportunity for higher density and more mixed-use development patterns within our established and emerging urban core areas. Though more research needs to be done, indications are that there is a latent demand for a type of product that we do not presently provide in great enough magnitude to meet the demand. While many people are attracted to the more conventional types and locations of communities that are being provided, others are choosing them because that is the only thing available.

Changes in public policy are also favoring a shift in the development pattern. For example, the Atlanta Regional Commission is presently studying “livable centers” (including the Cumberland-Galleria area); existing and potential town centers where the studies will be used to encourage substantial transportation and

other infrastructure investments. That is likely to present an opportunity for the real estate and finance sectors to capitalize on public investment.

In summary, these changes in the regional economy, population demographics, consumer preferences, and public policies are likely to favor a more smart growth oriented development pattern, but formidable barriers still remain. Taking maximum advantage of these trends will be critical to the success of the Cumberland-Galleria area in the decade to come.

Current Employment Situation

The Atlanta MSA economy remains among the strongest in the United States, achieving average annual employment gains of 85,000 over the past seven years. Peaking in 1999 with more than 109,000 jobs added, the metro economy is expected to moderate over the next five years to approximately 63,000 jobs annually in the coming five years, still a healthy rate of growth.

Employment growth in Cobb County has also been strong over the past decade, averaging more than 15,000 net new jobs per year over the past seven years. Consistent with the MSA, job growth in Cobb is expected to moderate as well, averaging nearly 11,000 jobs annually over the next five years.

Employment growth in the Cumberland-Galleria core has moderated over the last decade, averaging around 2,100 net new jobs annually through the 1990s. The area is projected to remain strong over the next five years, as increasing traffic congestion and the need for greater centralization and more accessible employment become increasingly important factors. Enhancements to the transportation network, such as the addition of the Kennedy interchange on I-75, significantly increase access to and from Cumberland-Galleria core and provide the core with an advantage relative to other areas such as Central Perimeter. Some of these transportation improvements, however, have acted to physically divide the core, inhibit pedestrianism and prevent the creation of a distinctive identity for the area.

In order to capitalize on the emerging trends of real estate and continue its rate of employment growth, the Cumberland-Galleria area must evolve into a 24-hour city that offers more than just daytime activity. PricewaterhouseCoopers states that the 24-hour city will continue to be portrayed as the “best investment venue for risk-adjusted returns.”¹ While the area is projected to remain strong, steps must be taken to make Cumberland-Galleria a more vibrant 24-hour environment to ensure continued investment.

Demographic Overview

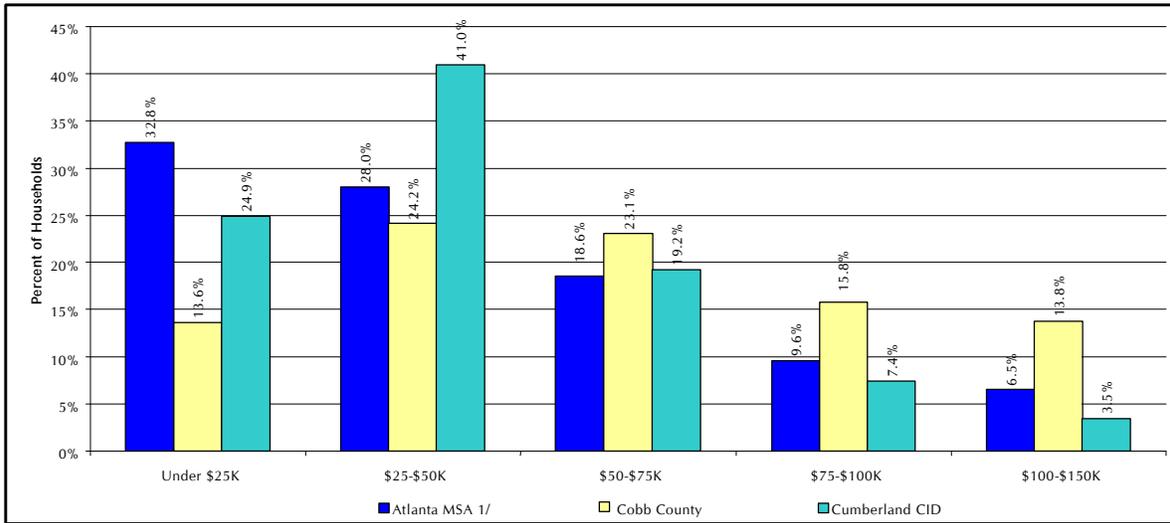
Currently, 5,444 households reside in the Cumberland-Galleria core (which, for demographic purposes, closely matches the CID boundaries), representing 1.6% of Cobb County households overall. New household growth within the CID is projected to slow as the area continues to build out, which closely corresponds with projections for Cobb.

The Cumberland CID currently does not have a large supply of housing. Most of the available housing is older rental properties. Renter households’ account for approximately 83.6% of total households in the Cumberland CID area (and about 28% in the greater Cumberland-Galleria area). At this time, there is very little for-sale residential, although several new condominium projects are under construction or planned in the short-term. Single-family detached housing is generally occurring outside of the core area, not surprising given land prices closer to the core.

The proliferation of renters within the Cumberland-Galleria is reflected directly in the demographic characteristics of the core. Household incomes in the core are more moderate than those in the larger Cobb County and Atlanta MSA markets. Approximately two-thirds of households in the core area have incomes below \$50,000, as compared with Cobb County, which features only 38% of households in this income range.

¹ Emerging Trends in Real Estate 2001 PricewaterhouseCoopers

Figure 5: Household Income Distributions, Cumberland-Galleria Area, Cobb County & Atlanta MSA.

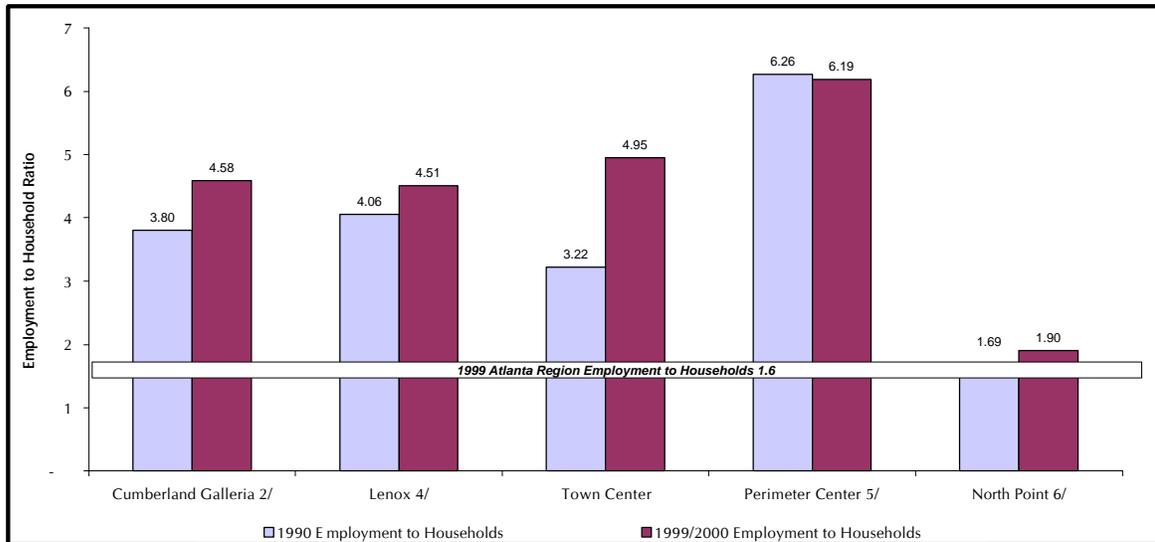


Households in the core are also typically younger in comparison to Cobb County and the Atlanta MSA. The dominant age category for the CID is age 25-34, accounting for 37% of all households in the Cumberland-Galleria area (this compares to 21% in Cobb County). Although these may be construed to be negative for the Cumberland-Galleria area, these households provide an affordable workforce needed to sustain the core, generally limiting commute trips into the core and providing a greater household distribution in the greater area around the Cumberland-Galleria core.

Jobs to Housing Balance

The strong employment growth still occurring in the Cumberland-Galleria area and the moderating household growth in the core have contributed to a significant imbalance between jobs and housing in the core. This imbalance has been fueled in part by the lack of affordable land in the core for residential development, but is also due in part to current policies restricting the development of rental apartment product. As the following graph indicates, the Cumberland-Galleria area now has a jobs to housing ratio of approximately 4.58, meaning the core has close to five times more jobs than households. This is up significantly from 1990, when the ratio was 3.15. Throughout the 1990s job growth outpaced household growth in the area by a 7.2:1 margin, highest among major cores.

Figure 6. Relationship of Employment to Households



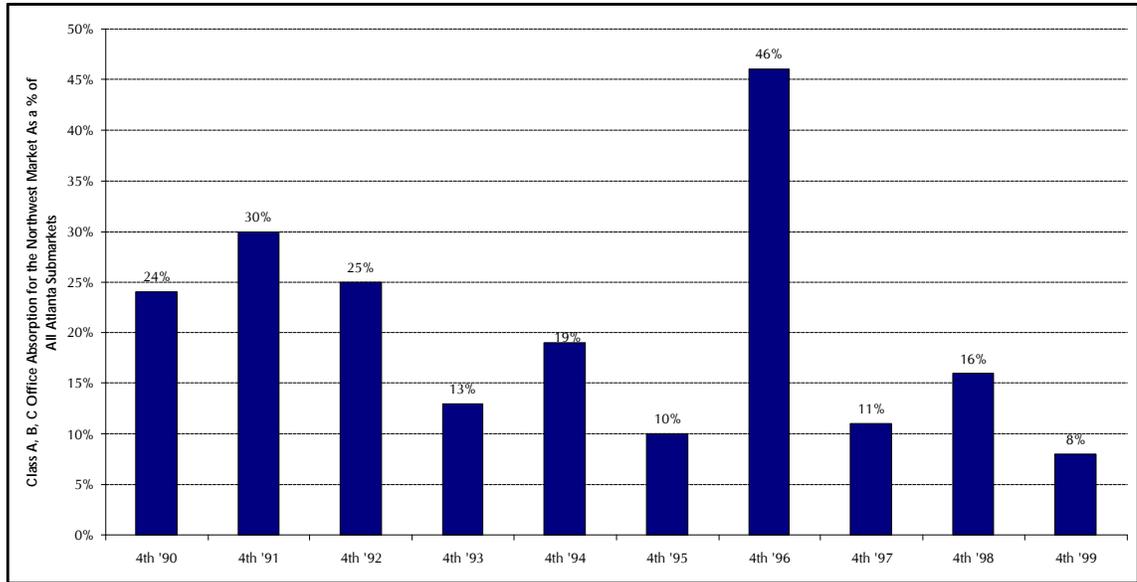
As noted earlier, all of these cores need to emerge as 24-hour sub-cities to continue to grow and benefit from future investment. Critical to this long-term strategy for the Cumberland-Galleria area will be improving the jobs to housing balance in the area. Providing affordable housing opportunities, both rental and for-sale, in the core will be critical to achieving this effort.

Office Market Overview

As of third quarter 2000, the Northwest submarket and Central Perimeter submarket are the two largest office markets in the Atlanta region. Overall, the Northwest submarket has 18.3% of existing office square footage, or 21,777,893 square feet, with another 1,476,624 square feet of speculative office space under construction. Currently the submarket has an overall vacancy rate of 10.9%, generally in-line with the larger Atlanta region.

Compared to other area office cores, the Cumberland Galleria office core - or Northwest submarket - is performing moderately well. Possibly due in part to the lack of available product in the market, the core has generally lost market share relative to the larger Atlanta MSA six of the past seven years.

Figure 7: Cumberland-Galleria Office Absorption Relative to the Atlanta MSA; 1990 - 1999



In spite of this, absorption in the core is positive, averaging approximately 550,000 square feet over the past six years. Demand for office space in the area is primarily driven by finance, insurance, real estate, business services and retail. The Northwest submarket is dominated by firms who require more than 50,000 square feet, more so than the other major cores.

The majority of existing office projects in the Cumberland-Galleria area are stand-alone buildings, or are located in projects dominated by office uses. Intermixing of new office projects with residential should be seriously considered. By providing a development that offers more than one land use, it allows the development of the area to take on new dimensions and become a more connected area. As well, the national trends of real estate development are pointing towards mixed-use developments to help create and continue the vibrancy of a 24-hour environment.

Finally, new office projects in the core should place an emphasis on inter-relating to other area land uses, including the streets, as opposed to a purely internal focus. Currently, the Cumberland Galleria area is developing in a manner in which office developments focus inward as opposed to outward, which creates a more fragmented feel. This type of design encourages the use of the automobile because one cannot see the connectivity to other uses.

Market Outlook: Demand for office should continue in the short-term, as transportation access in the core itself is relatively good. Long-term opportunities could diminish unless greater level of sustainability within the core can be achieved. This includes creating more character, infilling residential and enhancing retail opportunities. It also includes improved streetscapes and creating a sense of place in the core. Finally, rail service may provide the additional access needed for long-term sustainability.

Retail Market Overview

Retail in the heart of the Cumberland Galleria is largely dependent on the daytime office market, with outlying centers attracting more neighborhood patronage. With over 12 million square feet of retail space, the Cumberland/East Cobb submarket has a vacancy rate of 9%. The performance of the market is average in comparison to other markets, falling in the middle of the vacancy range.

Product in the Cumberland-Galleria area is generally outdated and is largely comprised of older “strip” centers. Most of the developments are dominated by big box retail, and several centers such as Heritage Pavilion have had difficulty retaining tenants. As a result, these centers, including Cumberland Mall, are losing their customer bases to other more modern centers, including more pedestrian-oriented village centers such as Vinings. The lack of character within Cumberland Mall, including the failure of the mall to integrate itself into the surrounding environment, and the lack of an immediate night-time market base around the mall, contribute to the poor performance of the mall. Mall owners recognize the need to update the mall physically, both internally and externally, yet also recognize there are issues beyond the mall itself that must be addressed.

Outlook: Retail in the Cumberland-Galleria area needs significant enhancement in two key manners:

First, the character and the appearance of existing retail and new retail to the area must be physically improved, to provide a greater sense of location. This could take the form of a more village-type center, more comparable to the Avenue at East Cobb or Vinings Jubilee, as well as the provision of a retail “main street” that provides a mix of land uses and open spaces, creating a “there” there in the core.

Second, a more significant 24-hour market must be established in the core to create a market beyond the existing 9 to 5 market. Providing significant new residential in the core can create opportunities for more neighborhood-oriented retail, ranging from groceries to small eateries and coffee shops to other, more traditional retail .

Attached For-Sale Residential

Several major trends are contributing to a significant rise in the demand for for-sale attached residential product in Atlanta. These trends, which are expected to continue over the next five to ten years include:

Lengthening commute times and worsening traffic congestion;

Dwindling leisure/free time;

Baby boomers having children leave the nest seeking greater ease of lifestyle;

Gen X'ers seeking ease of lifestyle and housing product different than that in which they grew up.

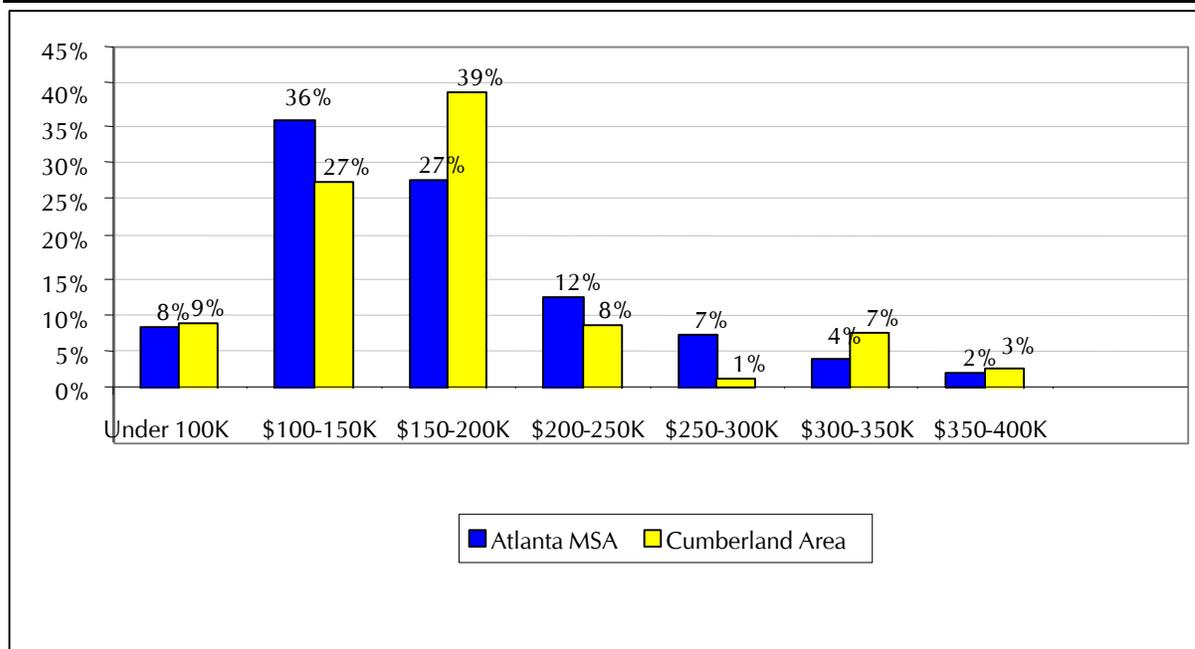
Strong growth (majority of growth in next decade) of households comprised of singles, childless couples or non-related couples without children;

Rising detached single-family home prices, particularly in areas most proximate to major employment concentrations.

The results of these trends are an exponential gain in demand for new attached product in Atlanta over the past several years, which has seen demand for condos rise from approximately 150 units between 1994 and 1997, to more than 2,600 units through mid-year 2000.

These trends can also be seen in the rise in demand for attached product in the Cumberland-Galleria area over the past year or two. As noted earlier, detached home prices in the Cumberland-Galleria area are high, averaging in excess of \$200,000. In addition, significant traffic congestion around the core (along I-75 and I-285) is worsening and resulting in lengthening commute times. Finally, the area around Cumberland-Galleria is home to many aging, affluent households, some of who are opting for the ease of lifestyle offered by attached product.

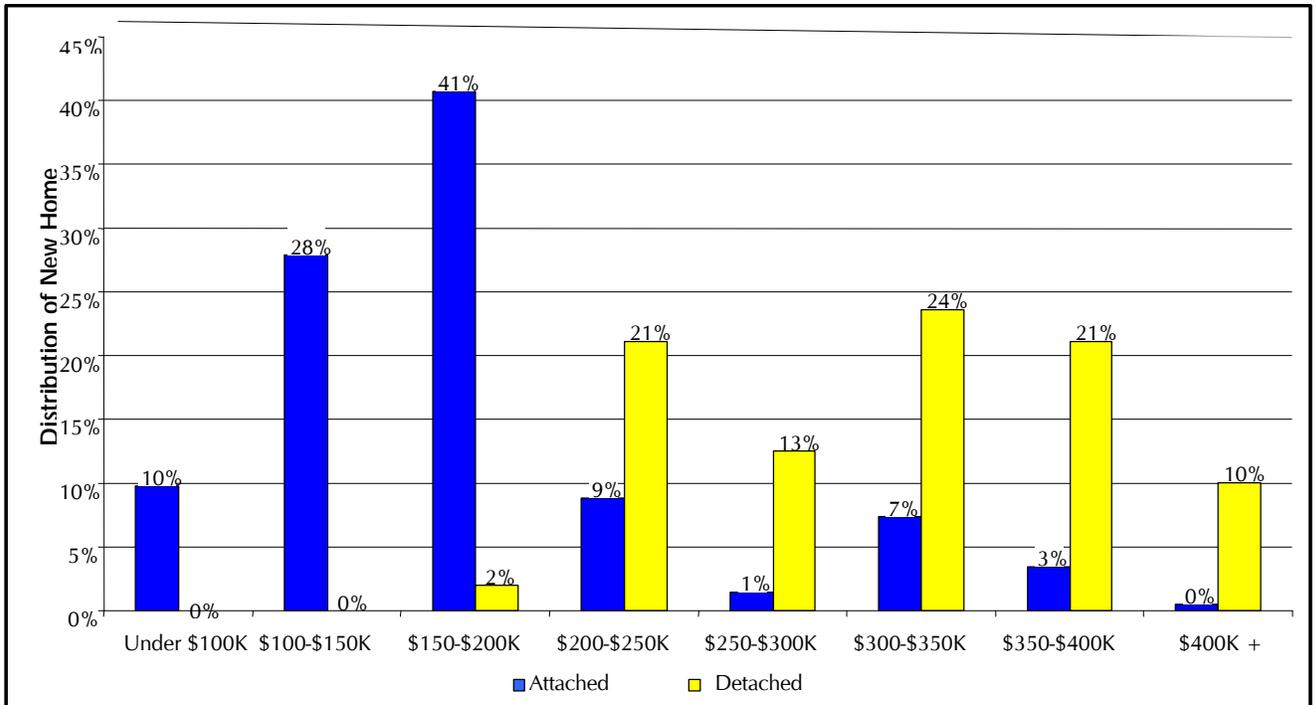
Figure 11: Attached Home Sales Distributions, Atlanta MSA and Cumberland-Galleria Area.



As shown in the graph above, new attached product sales in the Cumberland-Galleria generally mirror those of the MSA, spiking slightly higher than the MSA overall, between \$150,000 and \$200,000. It should be noted that these sales figures do not include projects in which construction is still underway, or that have yet to be developed. Those sales are not recorded until certificates of occupancy are issued.

The graph on the following page demonstrates the significant price-alternative role attached product is playing in the Cumberland-Galleria area.

Figure 12: Attached and Detached New Home Sales in the Cumberland-Galleria Area.



There are a number of for-sale attached projects actively selling in the Cumberland-Galleria area, many of which are price-positioned below area single-family homes. The strongest selling community in the Cumberland-Galleria area is the most affordable. Vinings Central, one of two recent conversions from rental apartments to occur in the area, is selling at a pace of more than 100 units annually, a pace comparable to Midtown or Buckhead conversions. Averaging in price from \$120,000 to \$180,000, the community offers a price alternative for those not able to afford single-family product in the area. The only other conversion in the area, Essex House, is also priced affordably, with product largely priced below \$200,000

Other communities in the Cumberland-Galleria are also achieving strong sales paces. These new construction projects are largely targeting more affluent buyers, offering product from \$200,000 to the multi-millions. Cumberland-Galleria employees, and affluent move-downs from Vinings, East Cobb and Buckhead comprise the target markets of these projects, with higher-end projects attracting the most move-downs.

An opportunity for the Cumberland-Galleria area is the abundant stock of rental apartments currently in the area. Given the high land prices in the area, and high construction costs, new construction will likely be forced to remain above \$200,000. Conversions of some of these units offer an opportunity to provide “new” for-sale housing in the area, albeit the conversion of these properties will do little to foster a greater sense of neighborhood within the core.

Initial Outlook: Opportunities to provide condominium conversions in the area appear significant while new construction opportunities appear strong as well. Without some type of program to incentivize development of more moderately-priced product, new construction will remain focused at the high end. This purely high-end focus will not achieve sufficient market penetration to balance out the current imbalance between rental and for-sale units in and around the Cumberland core. Finally, the majority of conversions and new construction will likely continue on the fringes of the Cumberland core area until a major focal point or other effort is undertaken to increase the attractiveness of the core area.

Rental Apartment Market Overview

The Cumberland-Galleria area has historically been a strong area for rental apartment development. The majority of the product developed in the area consists of garden-style apartments developed prior to 1990. Concerns regarding the proliferation of rental apartments in the area have resulted in a de facto moratorium on rental apartment development in the Cumberland-Galleria area over the past four to five years. County policy has also discouraged development through long-range planning that encourages more moderate-density development (less than 12 dwelling units per acre) as opposed to higher-density development. Given land costs in the area, this generally limits the opportunities for new rental apartment development around the Cumberland-Galleria area.

The majority of the rental apartment product in the Cumberland-Galleria is generally older and stale, with limits on new construction prohibiting some of the stronger-designed product being seen in Midtown, Downtown and even the Sandy Springs/Dunwoody area. One example very close to the Cumberland-Galleria area is Post Riverside, which features a very strong design and achieves the highest rents in the MSA. The success of Post Riverside (which architecturally cannot likely be duplicated) indicates the opportunity for the Cumberland-Galleria area to attract high-end renters, provided new, more exciting product can be developed.

Occupancies are also high, possibly due to restrictions on new construction. Cumberland-Galleria occupancy is currently close to 97%, slightly above the 96.1% occupancy being experienced in Cobb overall, Dunwoody/Sandy Springs and Midtown/Buckhead, in spite of having more dated product overall. These high occupancies are also likely due to the increasing demand for rental apartment product proximate to the Cumberland-Galleria office and retail core, which continues to grow.

The need for rental apartments in the area can be seen in the market audience occupying these apartments. Slightly more than half of the residents of surveyed area apartments work in the Cumberland-Galleria area, significantly reducing potential commuting into the core. In addition, more than one in five households in these rental communities are families, including families relocating to the area seeking temporary housing. While these families do create some potential hardships on local schools (due to their inherently transient nature), they are an important component of the success of the Cumberland-Galleria and should be provided for in the long-term.

Initial Outlook: Demand for rental apartments will likely remain strong in the Cumberland-Galleria area over the next five to ten years, especially in light of continuing employment growth in the area. Post Riverside and Post Spring indicate the opportunity to provide upscale new product in the market; product more attractive to affluent younger singles and couples. Providing this new product is critical to attracting professional households working in the core. It is also critical for future conversions to moderately-priced condominiums as this newer product represents a more attractive product for owners as well.

Schools

Brumby elementary, the primary elementary school servicing the Cumberland-Galleria area, is currently under-performing relative to Cobb County schools and those of the larger MSA. Very large for an elementary school (more than 900 students), Brumby draws heavily from area rental apartment communities and some single-family neighborhoods. Test scores at the school are approximately 20% lower than the MSA average, and 40% below average scores for Cobb County. Nearby Teasley elementary school, which also services part of the Cumberland-Galleria area, achieves significantly higher test scores, much more in line with Cobb County overall. Teasley also features less than half the number of students than Brumby, a factor that may contribute to the test score issues overall.

These test scores and high student counts are significant as they are contributing factors to the barriers to additional rental apartment development in the area. It should be noted that a de facto moratorium on rental

apartment construction will not eliminate the poor performance issues associated with Brumby. As such, perhaps other issues should be examined, such as student reassignments or other teaching practices more tailored to the types of families and students in attendance, and/or other educational supports and interventions.

Transportation Issues

The tremendous growth in the Cumberland area coupled with limited transportation choices has resulted in a heavy dependence on the automobile and led to the traffic congestion problems in the area. The *Cumberland-Galleria Existing Conditions Report* was prepared during the development of the *Draft Cobb County Comprehensive Transportation Plan* to evaluate the condition of the roadways in the Cumberland area. The Report stated that 17 of the 40 (43%) of the major roadway segments in the area experience traffic volumes that approach or exceed the capacity of the segment based on 1995 traffic volumes. The Report further stated that 36 of the 69 (52%) signalized intersections within the area operated with major or excessive delays and were classified as marginal or failing.

The Cumberland area has benefited from the completion of several significant projects, such as the construction of the Kennedy Interchange and Windy Ridge Parkway that have greatly improved the flow of traffic in the area. Only a handful of major roadway capacity improvement projects remain to be completed in the area. The reconstruction of the Windy Hill Interchange, the Extension of the East-West Connector, the completion of Mill Green Parkway, the relocation of Riverwood Parkway, the completion of the flyover bridges for the Kennedy Interchange, and the construction of HOV lanes on I-75 remain to be completed. All of these projects are currently programmed in the Atlanta Regional Transportation Plan (RTP). Because roadway capacity improvements provide only a limited potential for addressing the traffic congestion problems in the area, alternative modes of transportation must be developed to address the existing and future transportation needs in the area.

The Cumberland and Town Center CIDs have funded the *Cobb County Transit Implementation Study* that advances the development of the light rail trunkline from MARTA Arts Center Station to the Town Center Area, with light rail circulators in the Cumberland and Town Center areas. The trunkline and Cumberland area circulator are programmed in the current RTP. The proposed trunkline will provide an alternate means of travel between the Cumberland area and the Town Center area to the north, and downtown Atlanta to the south. The circulator will provide an alternate means of travel within the Cumberland area.

In addition, to highway and transit improvements, several projects have been undertaken to improve pedestrian and bike access in the Cumberland area. The current RTP includes several sidewalk improvement and bike trail projects within the area. In addition, an extension of the "Silver Comet" bike trail is proposed through the area.

All of the transportation projects within the Cumberland area that are programmed in the RTP are shown in the Existing Transportation Issues Map shown in Section 1.0.

Blueprint Cumberland: Promoting Alternative Transportation Site Design Considerations *Prepared by Urban Trans Consultants, Inc.*

Ensuring an effective and efficient transportation system is critical to maintaining the vibrant community envisioned for the Cumberland area, as addressed in the Blueprint Cumberland planning process. As a key tool in this process, Transportation Demand Management (TDM) strategies are designed to foster the development and use of efficient transportation systems. Using strategies, which promote all modes of transportation, increase vehicle occupancy, reduce travel distances and ease peak-hour congestion, TDM efforts can enhance mobility and increase accessibility.

Alternative Transportation Site Design considerations recognize that the physical design of buildings and the continuity of multi-modal transportation networks can greatly enhance the viability of all modes of transportation, providing *travel choice and flexibility* for both residents and workers in the Cumberland area.

Site design and amenities have a major impact on travelers' ability to use alternative forms of transportation such as transit, carpooling, vanpooling, bicycling and walking. For example, if a site does not have a convenient drop off/pick up area, people might be less inclined to carpool with someone that continues on to another work site. Vanpools may not be successful if sufficient parking garage height clearance is available to store the vehicles during the day. Employees will need to use their car at lunch time if ATMs, dry cleaners and restaurants are not easily accessible on foot with safe and convenient sidewalks. These and other considerations are important in any new development if the area is to become less automobile focused and thus have fewer drive-alone commuters crowding the area streets and freeways.

Preferential Parking Spaces for Carpools and Vanpools

Preferential parking is a means of offering employees or visitors that carpool or vanpool a qualitative advantage over those that drive alone. This strategy is one of the most common incentives offered by employers and property managers. What makes the preferential arrangement desirable depends employees' interests. Typically, this is be done by reserving the spaces closest to the door for ride sharers, however, it can be any space or arrangement that the employee chooses as "preferred". Some employers will set aside ten percent of all spaces for preferential use and restripe or sign the spaces (as shown to the right). Others prefer to simply make the spaces available as demand increases.

One challenge in administering a preferential parking program is policing the use of the space. Employers sometimes require employees to register for the preferential spaces and be issued a hang tag. The tag is usually updated every three or six months. If a vehicle without a tag is parked in a preferential space, the vehicle is ticketed.

Pedestrian and Bicycle Connections

The viability of alternative means of travel depends heavily of the design of pedestrian and bicycle connections. Whether it's a short walk from the bus stop to the front door of an office building or a five mile bike ride from an apartment complex to a work site, the majority of alternative transportation trips either start or finish with some type of pedestrian or bicycle trip. Ensuring the safety and convenience of these critical links in the transportation chain goes a long way toward improving the appeal of alternatives to the automobile. At the same time, strengthening pedestrian connections within business and commercial areas allows workers to walk down the street to lunch or to the post office, reducing the number of vehicles on the road and easing the pressure on parking facilities. For many people, the need to drive to lunch or for errands is the main reason they need to bring their cars to work.



Pedestrian and bicycle connections should provide direct, safe and interesting routes within and between residential neighborhoods and commercial districts. Willingness to walk or bike is directly related to the quality of the environment in which to do so. Here are a few basic principals to consider:

- Minimize opportunities for pedestrian/auto conflicts by separating roads and parking from pedestrian walkways, consolidating driveways, creating safe pedestrian crossings and providing continuous sidewalks.
- Design clear and direct connections between buildings and the street, allowing for convenient links from sidewalks and transit stops to the front door of an office building (see photo to the right).
- Ensure a minimum five-foot buffer between walking areas and adjacent traffic lanes, using trees, landscaping or on-street parking to create a buffer zone.
- Eliminate physical barriers such as benches, poles and fences that block sidewalks and pathways.
- Provide curb cuts for persons with disabilities for all connections between buildings and pathways.
- Include ample lighting for nighttime safety.



Bicycle Amenities

The decision to bicycle to work or other destinations is partly dependent upon the quality of bicycle storage and amenities found at the destination. Bicycle parking facilities at places of employment, transit stops and other key destinations are essential for bicycle commuters. The potential for theft or vandalism will seriously discourage bicycle travel. For short-term storage, bicycle racks should accommodate two to five bicycle spaces for every 100 automobile parking spaces provided. For long term storage, bicycle lockers provide superior protection from weather and vandalism. Employers can further encourage bicycle commuting by installing additional amenities such as showers, changing rooms and clothing lockers.

The placement of bicycle parking facilities will be largely dependent upon the nature of each development or facility. High intensity uses, such as retail and services, require convenient and dispersed bicycle racks. Bicycle racks should be scattered throughout the activity area. Some racks should be placed at the entry points to the activity center, near regional bicycle routes. Other racks should be placed near high-intensity shops, services, or restaurants. Bicycle racks should be placed directly adjacent to, but not interfering with, pedestrian walkways.

Parking garages are natural locations for bicycle storage. This feature should be advertised through a variety of techniques, including press releases, area bicycle maps, notices at bike shops, notices to building tenants, sidewalk placards, etc. Signing on the outside of the garage entrances should be installed to notify bicyclists of the racks.

The location and access to bicycle storage should follow the following guidelines:

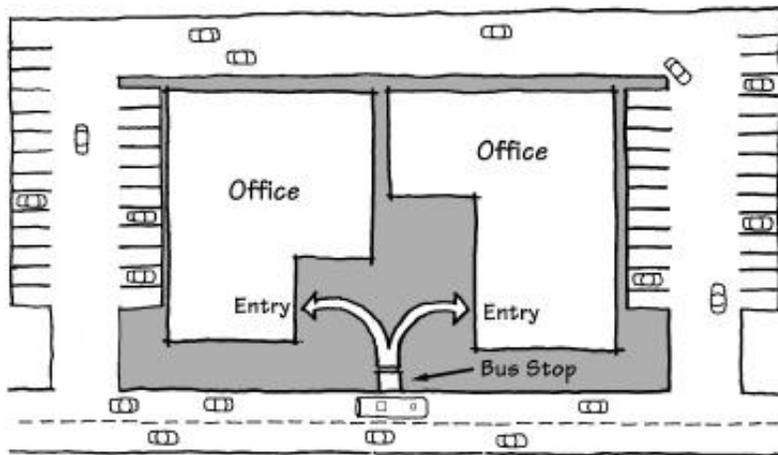
- Clearance of 24 inches between adjacent bicycle racks and 18 inches from walls or other obstructions.
- Facilities intended for employees should be located in a convenient and visible location near the principal employee entrance (see photo).



- Facilities intended for visitors or customers should be located near the main public entrance.
- Bicycle racks should be installed on a paved surface.
- Bicycle parking areas should be identified by appropriate signage, including contact information for the rental of lockers.
- Lighting of not less than one foot-candle illumination should be provided at all bicycle parking areas.

Parking Garage Clearance for Vanpool Vehicles

As employers and others promote commuting by vanpool, developers should remember to provide sufficient clearance in parking garages for vanpool vehicles. The minimum clearance for parking garage entrances and ceilings should be 8 foot 2 inches. In most cases, providing this clearance on the first floor of the parking structure is adequate.



Transit Access and Visibility

To best support local and regional transit services, bus stops should be located within 500 to 1,000 feet of the building entrance at major activity locations, with the building entrance oriented toward public-transportation facilities, not parking lots (see diagram below). Visible and safe transit connections not only improve the convenience of transit for current users, they help advertise the benefits and ease of transit to potential users. Where connections across parking areas or across streets are necessary,

walking paths should be well lit, clearly delineated and safe. Additionally, at high volume stops, bus shelters, outside seating, trash receptacles, newsstands, bike racks, and payphones should be provided. At low volume stops, bus benches and trash receptacles should be provided.

Passenger Loading Areas

To best support carpool and vanpool activities, offer a turnout lane for passenger drop off in front of the building. This added convenience can significantly reduce the travel time lost picking up and dropping off passengers in a ridesharing situation. Be sure to provide adequate space for cars so as to avoid a "line-up" that could block traffic during peak commute hours. Additionally, property owners and other businesses should consider providing passenger shelters and some services, such as newsstands and payphones.



Access to Services and Amenities

In choosing whether to drive their own cars to work or to use alternative modes, many commuters factor in the need to run errands before work, during lunch and after work. The more services and amenities that are located near work, the more realistic alternative modes become. Two things can happen: 1) commuters may decide to leave their car at home because they know they can walk to the bank during lunch, and 2) commuters who do drive may still walk to the bank during lunch, reducing the total number of trips taken each day. Establishing transit, carpooling, vanpooling, bicycling and walking as realistic alternatives, in many cases, means promoting an environment where core services are available in walking distance. Amenities could include restaurants,



convenience stores, banks and/or ATMs, child care facilities, a post office outlet, health clubs, dry cleaners, news stands, etc. These features are often viewed as a significant amenity by employees, helping employers attract workers and helping communities reduce travel demand. For smaller facilities, provide convenient and safe pedestrian linkages to nearby services and amenities.