COBB COUNTY

2030 Comprehensive Plan

Cobb County...Expect the Best!

Mapping Cobb's Future

Mapping Our Future
2030 Comprehensive Plan

Community Agenda

ADOPTED
July 23, 2007

REVISED
January 15, 2008
January 20, 2009

Cobb County…Expect the Best!

Cobb Community Development Agency

191 Lawrence Street

Marietta, Georgia 30060

www.cobbcounty.org

BOARD OF COMMISSIONERS

Samuel S. Olens, Chairman
Helen Goreham
Bob Ott
Tim Lee
Woody Thompson

PLANNING COMMISSION

Murray Homan, Chairman
Bob Hovey
Mike Terry
Christi Trombetti
Judy Williams

COUNTY MANAGER

David Hankerson

COMMUNITY DEVELOPMENT AGENCY

Robert Hosack, ACIP, Director
Dana Johnson, AICP, Planning Division Manager

Table of Contents

Community Agenda

Introduction **1**

Community Vision **3**
- Cobb Vision 2030 3
- Character Areas 5
- Future Land Use 18

Community Issues and Opportunities **84**
- Managing Growth 85
- Neighborhoods 87
- Economic Development 89
- Transportation 92
- Quality-of-life 94
- Natural and Cultural Resources 97
- Community Facilities 98
- Intergovernmental Coordination 100

Policies **102**

Implementation Program **119**
- Action Items 119
- Short Term Work Program 143
- Supplemental Plans 170
- Compliance with Regional Development Plan Policies 170

Appendix **178**

COMMUNITY AGENDA

INTRODUCTION

If we were to look back at Cobb County twenty years ago, it is obvious that change occurs and it happens at a rapid pace in metropolitan Atlanta. Neighborhoods, business districts, transportation systems, natural environments, and other urban systems experience a continued ebb and flow of positive and negative impacts. Given the change that occurs, it becomes increasingly important to promote positive community characteristics and an area's sense-of-place. At the same time, direction and forethought should be given that provides direction and a road map for the future of the community. This compass will provide recommendations to the community that take into account cumulative impacts when directing growth into preferred areas while providing a solid foundation for the protection of important resources.

The Community Agenda is the compass that points Cobb County towards its preferred future. It is a policy document that assists decision-making and administrative actions in an effort to guide Cobb County towards the community's preferred future. The material in this portion of the Comprehensive Plan document is geared towards helping elected officials, businesses, land owners, residents, and staff makes decisions ensuring that future changes benefit the community. The material in this portion of the document has the backing of the greater Cobb County community, who helped to shape the Comprehensive Plan. Cobb is a special place and it will take a consorted effort from the community-at-large to retain its distinctive characteristics by ensuring a quality community for this and future generations.

A clearly detailed plan that identifies the wishes and desires of a community will assist elected officials, developers, residents, and other stakeholders by saving time, money and avoiding litigation, thus reducing aggravation and frustration for all parties. The plan will

not be a cure all for growth-related ills and it will be extraordinarily difficult to implement without strong local support. Nonetheless, the plan will ensure that the choices we make today will move Cobb County towards the collective vision for the future as identified as identified in this document.

The Community Agenda contains a number of subsections including: Community Vision; Community Issues and Opportunities; Policies; and Implementation Program. County staff emphasized that the document was put together with substantial public input as identified in the Public Participation Program. This included three different types of public workshops that provided different vehicles for the community to participate in the development of this program. The first was a standard public information meeting that included a break-out session with the participants. The second public meeting was a design workshop where staff assisted the community in developing a graphical description of the future of Cobb County. The third meeting was a workshop that provided participants with the ability to view and comment on proposed policies to be included in the new plan document. These various meeting types were conducted as a way to inform, educate, and involve the public as we built public support for this vision for the future of the community. This document was created for Cobb County by the people and stakeholders in Cobb County.

COMMUNITY VISION

The first section of the Community Agenda is the creation of the Community Vision. The intent of the Community Vision is to help create an image of what the community would like to become. This is done by providing a complete description of the development patterns to be encouraged in various areas of the jurisdiction. It includes the following: Vision Statement, Character Areas; and Future Land Use. All of these sections have a narrative description to provide additional details and analysis.

Cobb Vision 2030

The vision statement promotes long-term goals and a desired future for the community. The intent is to paint a picture that exhibits the ideals of the community and provides a distinct understanding of what the stakeholder's desire for the future in Cobb County. This vision statement was first drafted by various community leaders in Cobb. It was then amended through participation and comments from the Comprehensive Plan Steering Committee and the community-at-large, who requested various additions and revisions from the original draft document. The result of this process was the following goal statement:

In the year 2030, Cobb is recognized as Georgia's most complete community, a place that combines the best of urban, suburban, and rural life to appeal to a broad spectrum of people.

Cobb is proud of being a regional leader and supportive partner in making the Atlanta Region a great place to live, work, play, and learn.

Residents in Cobb County live comfortably in a safe community that has quality jobs, housing choices, cultural activities, recreational opportunities, and state of the art educational/health services.

Cobb takes pride in actively preserving its natural resources. We have achieved adequate water supply to support the need of our citizens and businesses. In addition, we have taken steps to ensure water and air quality for the community.

Out of respect for its natural resources, Cobb promotes and preserves parks, trails, greenspace, tree canopy, and sensitive habitat. Due to our unique history, we continue to protect and maintain historic features.

Cobb County's transportation system will be environmentally compatible, financially sound, safe, and an efficient and functional network providing multimodal service to all areas of the county. Founded on partnerships between public, private, and nonprofit organizations, Cobb County's transportation network will be integrated with local and regional land use and transportation plans, and supportive of a variety of uses including significant greenspace, and "live-work-play" communities.

Cobb is known as a community with low taxes; effective, efficient, and trustworthy government; balanced attitude that supports both businesses and neighborhoods; an outstanding record of public safety; strong community pride; generosity of its citizens to those in need; and quality choices for its people.

Cobb supports its citizens and in return benefits from the community's service, leadership, and personal accountability. People of all backgrounds, races, cultures, ages, religions, national origins, and genders feel comfortable living and working in Cobb County.

All of these outcomes can be attributed to Cobb's way of reaching out to its citizens and businesses, involving them in important decisions and working cooperatively to determine the best overall course of action.

Character Areas

An important step in the creation of a community vision is providing a verbal and graphical description of what exists in the community by providing some thoughts on how they will develop in the future. This is accomplished through the use of a character area map. The character areas are unique areas of the county that contain characteristics that separate them from the surrounding areas. They exhibit development patterns, urban design, special architectural elements, history, stability, blight, or some other factor that will assist individuals in understanding more about the area. The final product of this Community Assessment segment is a graphical representation of the community with accompanying classification descriptions. It is important to note that Cobb County does not intend to use the Character Areas as a policy document. The Future Land Use Map, which is included later in this document, is the official land use document of the Comprehensive Plan with respect to growth policy. The Character Areas are meant as a tool to help create a vision for the future of the county that will be used to develop the goals and policies included later in this document.

The process for developing the Character Areas was a community-based process. Staff started the process of recommending possible character areas designations as part of the Community Assessment phase of the Comprehensive Plan. The Comprehensive Plan Steering Committee then revised the character area designations prior to the public meeting. Finally, on May 22nd, 2006, the Planning Division performed a design charette with the community as a way to involve them in the visioning process. The comments from the public were taken back to the Comprehensive Plan Steering Committee and additional revisions were made to the map in order to create a complete community vision that was based upon the needs and desires as expressed by the participating public. Overall, the public was receptive to the development of the Character Areas throughout the county and the charette assisted staff and the community in generating a vision for the community. Please refer to the Character Areas map on page 16 to obtain a visual layout of the categories as defined below.

Rural

Rural (R) categories are typified by areas with agricultural production, horse farms or other types of non commercial animal activities, open space, pasture lands, and large lot residential uses. The intent of this district is to encourage the preservation of a more pastoral lifestyle and provide an area that harmonizes with the surrounding natural environment. These areas contain a high degree of open space and a large separation between buildings. Developments in these areas should respect the surrounding natural environment by protecting ponds, streams, wetlands, and areas containing steep slopes. In addition, developments in the area should try to preserve tree cover in the area, ensure the health of specimen trees, and preserve important stands of trees with the intention of creating greenways throughout this section of the county. The "R" areas tend to have few existing pedestrian facilities and little to no transit opportunities. Future developments in these areas should respect the bucolic nature of the surrounding community and be created in harmony with the natural environment by encouraging large lot residential communities or communities that preserve quality open space. This would not result in traditional suburban subdivisions with masonry walls, wrought iron gates and other feature, but rather houses and roadways that respect the contours of the land and include rolled curbs, winding sidewalks, and walking trails. Finally, this category includes standard rural areas and rural residential areas. The rural areas will contain multi-acre lots and contain significant agricultural and husbandry activities, while the rural residential areas have subdivisions that are complimentary to the existing natural environment.

Suburban Residential

Suburban Residential (SR) areas are composed almost exclusively of residential uses. Many of these areas also contain civic buildings that assist in education, service provision, or act as a place of assembly. Some of the areas termed Suburban Residential are built out areas while others are considered developing. The two types of Suburban Residential areas are similar in their primary make-up and development pattern with features that include cul-de-sac street designs, low density developments, minimal

pedestrian facilities, a varying degree of open space, and a high to moderate degree of building separation.

The suburban residential environment within Cobb County provides residents with a living environment that is comfortable and inviting. It also offers a sense of security, safety, and consistency that is desired by many individuals in metro Atlanta. The dedicated open space areas in suburban areas tend to be privately owned either collectively or individually. The collective ownership of open space is generally under the purview of homeowner's associations. These open space areas are provided by covenants and are maintained by the residents of the subdivision. It would be a benefit to the community to have these areas permanently protected through either a conservation easement or deed restrictions. The individual ownership of open space is provided in existing lots of varying size. Since they are privately owned pieces of property, there are no guarantees that these areas of open space will exist in the future, because development may occur that will alter the tree cover and topography of the land. Suburban residential areas are characterized by street layouts containing a cul-de-sac network flowing into a collector and arterial street system which contributes to severe traffic congestion at peak travel times.

The Suburban Residential areas can be improved by retrofitting neighborhoods through the addition of community focal points (schools, community centers, and parks), sidewalks, street interconnections, and appropriate traffic calming measures. These focal points can be a benefit to the community as long as they are planned so that they will not negatively impact the viability and desirability of adjacent neighborhoods and to are developed in a way that is both compatible and complimentary with the surroundings.

Residential Revitalization

The Residential Revitalization (RR) areas are older traditional or suburban neighborhood developments. These areas contain some of the older individually platted housing units

and some of the early suburban-style housing communities in the county. Generally these areas contain a high level of pedestrian orientation, sidewalks, street trees, small regular lots, limited open space, and a low degree of building separation, with a few exceptions. The "RR" areas have a mixed homeownership rate, where the some of the housing stock in the area is declining due to a lack of investment by the property owners. The areas need to have strategic investment into the community in a way that will stabilize the neighborhoods and preserve the integrity of the existing neighborhood. This can be accomplished by creating additional home owners in the area and by providing financial assistance to low income homeowners for upgrading their housing units through additional maintenance and upkeep. Revitalization in the area should be done by keeping the general layout of the neighborhood intact, maintaining the basic street system and consistent architectural elements with existing structures in the area. New housing units created through infill activity should be similar in nature to the existing housing stock, so they fit into the community while also meeting current market demands. As the residential housing stock in these areas improves, there will be a corresponding enhancement in the quality of neighborhood serving commercial space in the nearby corridors and activity centers. The Bells Ferry area is an example of a revitalization area that would benefit from compatible infill development and the renovation of existing properties.

Redevelopment Residential

Redevelopment Residential (RdR) areas are older neighborhoods, usually developed before or just after World War II are experiencing major decline in the housing stock due to the lack of investment and upkeep of thereby aging properties. Some "RdR" areas contain vacant land, deteriorating structures, and unoccupied units. These areas tend to have low home ownership rates. There may also be instances of commercial intrusion into these residential areas in an attempt to "jump start" development. New developments may need to demolish many of the existing structures, if they are not salvageable. Due to the extent of the deterioration in these neighborhoods, the complete re-imagination of the

neighborhoods, or portions thereof, may be necessary to start creating stability. If the area was originally developed as a traditional neighborhood development, the public space, streets roads, parks, and other common areas should be maintained. If the areas were suburban style cul-de-sac subdivision, additional street connections may be necessary to increase accessibility, disperse traffic, and shorten walk and bike trips. The goal in these large scale redevelopment projects is to create a village or hamlet concept that has central community gathering places, multiple residential styles to accommodate diverse populations, and easy access to neighborhood retail needs. These design elements will help to generate a sense-of-community and start to rebuild the social psyche for the community-at-large

Village

The Village (V) areas are older more traditional neighborhoods many of which were developed prior to World War II. These areas are predominantly residential, but also have small neighborhood-scale businesses located at the focal point in the neighborhood. The business district in these areas helps to form a traditional neighborhood development theme that has distinct design and architectural characteristics appropriate in its original developmental timeframe. These areas have a high level of pedestrian orientation, sidewalks, street trees, limited open space, and a variety of housing types and unit sizes. The surrounding residential area contains stable areas with well-maintained structures and parcels or tracts witnessing a high rate of homeownership. These areas should focus on preserving and maintaining the original character of these neighborhoods. Infill development should be done in a manner that does not significantly detract from the existing neighborhood, but also meets the market demands of today's home buyer. The grid street network should be maintained and where appropriate, additional pedestrian and bicycle facilities should be incorporated.

Activity Center

The Activity Center (AC) areas are a neighborhood or community focal point with a concentration of commercial/retail activities and may have a higher residential density compared to what exists in the surrounding community. These areas also tend to have open space or other areas that promote public gathering and social interaction. Smaller activity centers may only serve one neighborhood, while larger activity centers may draw from numerous neighborhoods. The larger the activity center, the more appropriate it is to have a residential component mixed with a commercial/retail component. Residential areas in the larger "AC" areas should be either mixed-use buildings or areas used as a buffer, creating a separation between non-residential components and exiting residential neighborhoods. The stabilization and protection of the existing residential communities surrounding the activity centers is important to future development patterns in these areas. Pedestrian activity is another important factor in the viability of activity centers because it allows people that live in the neighboring residential areas the ability to accomplish daily trips without using the automobile. Designing "AC" areas n this manner will require a comprehensive strategy that ensures pedestrian facilities throughout the activity center and also requires connections with existing established neighborhoods. Pedestrian facilities in these areas should be developed in a manner that provides a level of safety in its interaction with the vehicular traffic and is well-connected to facilitate movement between buildings.

Another method to differentiate types of activity centers is to divide them into neighborhood and community activity centers. The Future Land Use map categories, described later in this document, provide thorough definitions and policies detailing the differences between these two land use types and their impact on the surrounding community.

Redevelopment Commercial

Redevelopment Commercial (RdC) areas are declining, vacant, or under-utilized strip shopping centers. They are generally areas containing a high degree of access to vehicular traffic. Some of the characteristics of the existing developments include a high quantity of on-site parking, a low degree of open space, and a moderate floor area ratio. It is important to retrofit these older commercial centers into a more aesthetically pleasing and marketable products for future tenants. These aesthetic improvements can occur in a multitude of ways including: façade improvements with new architectural elements; reconfiguration of the parking lot and circulation routes; providing pedestrian amenities such as covered walkways; benches, ornamental lighting, and bicycle racks; adding landscaping and street trees; and the establishment of new commercial structures at the street frontage in areas that were previously used for overflow parking, thus creating a more centralized shopping area with internal parking.

Civic

Civic (Cv) areas are congregations of uses that are appropriate for government, cultural activities, and other areas where people congregate to a particular location for community-based reasons. This is an area appropriate for schools, government buildings, post offices, museums, and churches. Public art should be encouraged throughout these areas as a means of celebrating the history and culture of the area. Pedestrian systems should be improved to provide for greater accessibility and enhance the community's enjoyment of these public spaces.

Corridors

The Corridors (Cor) are areas that exist along major arterials roads and highways. Currently, the areas are primarily commercial in nature with the majority of the uses being strip commercial centers, served almost exclusively by the automobile. There is a diversity of development quality within many corridor areas where some are economically viable, while others are underutilized or contain marginal land uses. These

areas require a new vision that will help bring a more pleasing and inviting built environment. This new vision can be accomplished by adding urban design treatments such as: transitioning suburban roadways into boulevards; adding decorative streetlights, street trees, and landscaped areas; requiring power lines to be placed underground; and creating multi-modal facilities to encourage pedestrian, bicycle, and transit usage. These improvements will result in a more aesthetic roadway profile, a safer environment for pedestrians, and serve to revitalize some of the underperforming centers. Another facility that will improve pedestrian safety is pedestrian refuge islands. These raised roadway islands assist in creating safe areas to ease crossings at major intersections. Inter-parcel access should also be encouraged between properties to assist with vehicular circulation issues. It is also appropriate to consider residential uses in many of these corridor areas.

The future development of corridors can be separated into urban corridors and suburban corridors. Both roadway classifications require some residential development or mixed-use development to diversify the land uses in the area. The main difference between the two classifications is the scale and intensity of the developments created.

The urban corridors areas should be located along main thoroughfares that connect to urban centers or are within close proximity to the interstate highway system. The urban corridors should sustain higher density residential uses and more intense commercial/office uses. Many of these developments should be in a mixed-use format that will allow for alternatives to the current perpetuation of sprawl. It is integral that existing stable neighborhoods in the vicinity of these urban corridors have adequate transition and buffering from the higher intensity uses to protect these neighborhoods from negative externalities relating to new development.

The suburban corridors areas should be located along arterial streets that provide general connectivity to other areas of the county. The development on the suburban corridors should be much less intense when compared with the urban corridors. The existing

infrastructure and surrounding land-uses require a less intense residential and commercial/office use. Generating a mixture of uses along these corridors is also important in providing additional housing opportunities without destroying additional open space or destroying the fabric of existing stable residential communities. Adequate buffers and transitions should be instituted to protect existing stable neighborhoods from the new developments that will be generated on these corridors.

Some corridors are contained in an area that has been identified regionally by the Livable Centers Initiative (LCI) program. LCI is a program offered by the Atlanta Regional Commission that encourages local jurisdictions to plan and implement strategies that link transportation improvements with land use development strategies to create sustainable, livable communities consistent with regional development policies. Planning grants were awarded to Cobb County, in the noted areas, to prepare plans for the enhancement of existing centers and corridors, taking advantage of the infrastructure and private investments committed in these communities and achieving more balanced regional development, reducing vehicle miles traveled and improving air quality. LCI areas are included in the character areas identification as an overlay because of the substantial investment that has been made to define the preferred future for these areas.

Urban Center

Urban Center (UC) areas contain a concentration of high intensity commercial and office uses. These areas tend to have a high degree of access by vehicular traffic and transit modes. Urban centers evolve in areas that have quality access to the metropolitan region such as at intersections of major Interstate systems. It is common in the “UC” areas to have a low degree of internal open space, a high floor area ratio, and development occurring on large tracts of land as a campus or unified development. The concentration of uses in these areas, as mentioned above, should contain high-density retail, office, and services, which acts as an employment center that draws people from throughout the metropolitan area. It is important to start expanding the diversity of land uses within the

urban areas by incorporating new housing opportunities. The housing should be primarily higher-density and include a diversity of housing types and price ranges. Design of all new construction in an urban center should be pedestrian-oriented that would include safe and aesthetically pleasing connections between different uses, greenspace, and multi-use facilities. New transit and vehicular transportation facilities should be designed and implemented in ways to make the areas more pedestrian friendly by incorporating sidewalk, pedestrian amenities, pedestrian islands, and other facilities to ease pedestrian mobility while also maintaining adequate vehicular service.

Office Warehouse

Office Warehouse (OW) areas contain uses that have wholesale trade, distribution activities, and office parks. These are areas with campus-style office, service, and manufacturing uses that are characterized by a high degree of vehicular access. The developments tend to have plenty of on-site parking, a low percentage of open space, and a moderate floor area ratio. Uses in these areas do not generate excessive noise, particulate matter, vibration, smoke, dust, gas, fumes, odor, radiation, or other nuisance characteristics. New developments in Office Warehouse areas should incorporate landscaping and site design solutions to soften or shield views of buildings, parking lots, loading decks, etc. Some lands in the "OW" district that are zoned as Light Industrial or Heavy Industrial should be protected from residential and retail incursion. It is vital to the future growth of the county that industrial lands be preserved for future economic expansion.

Industrial Manufacturing

Industrial Manufacturing (IM) areas contain uses that have manufacturing, assembly, processing activities, and other types of standard manufacturing processes. These are industrial land uses where noise, particulate matter, vibration, smoke, dust, gas, fumes, odors, radiation, or other nuisance characteristics are not contained on the site. New developments in Industrial Manufacturing areas should incorporate landscaping and site

design solutions that soften or shield views of buildings, parking lots, loading decks, etc. In addition, users in these "IM" areas should incorporate measures to mitigate impacts to adjacent developments and the natural environment. Lands listed as industrial manufacturing that are zoned as Light Industrial or Heavy Industrial should be protected from residential and retail incursion. Similar to the Office Warehouse classification, it is vital to the future sustainability of the county that industrial lands be preserved for future economic expansion.

Park, Recreation, Conservation, and Historic

Park, Recreation, Conservation (PRCH) areas are a mixture of land uses that include undeveloped, natural, environmentally sensitive, recreational uses, significant landmarks, and areas with significant historical and/or cultural interest. These include areas with floodplain, wetlands, steep slopes, wildlife management areas, protected open space, pocket parks, linear greenspace linkages, multi-use trails, historic properties, and historic districts. The "PRCH" areas should maintain their current character by not allowing substantial developments that will result in major land disturbance activity. Minimizing land development activities will help preserve the character of these areas and ensure greenspace/natural lands for future generations. Historic properties in designated areas should be protected from demolition and rehabilitation should be encouraged to ensure that these structures are around to educate future generations. New developments in specified historic districts should be of a scale and architectural design that fits well into the historic fabric of the community.

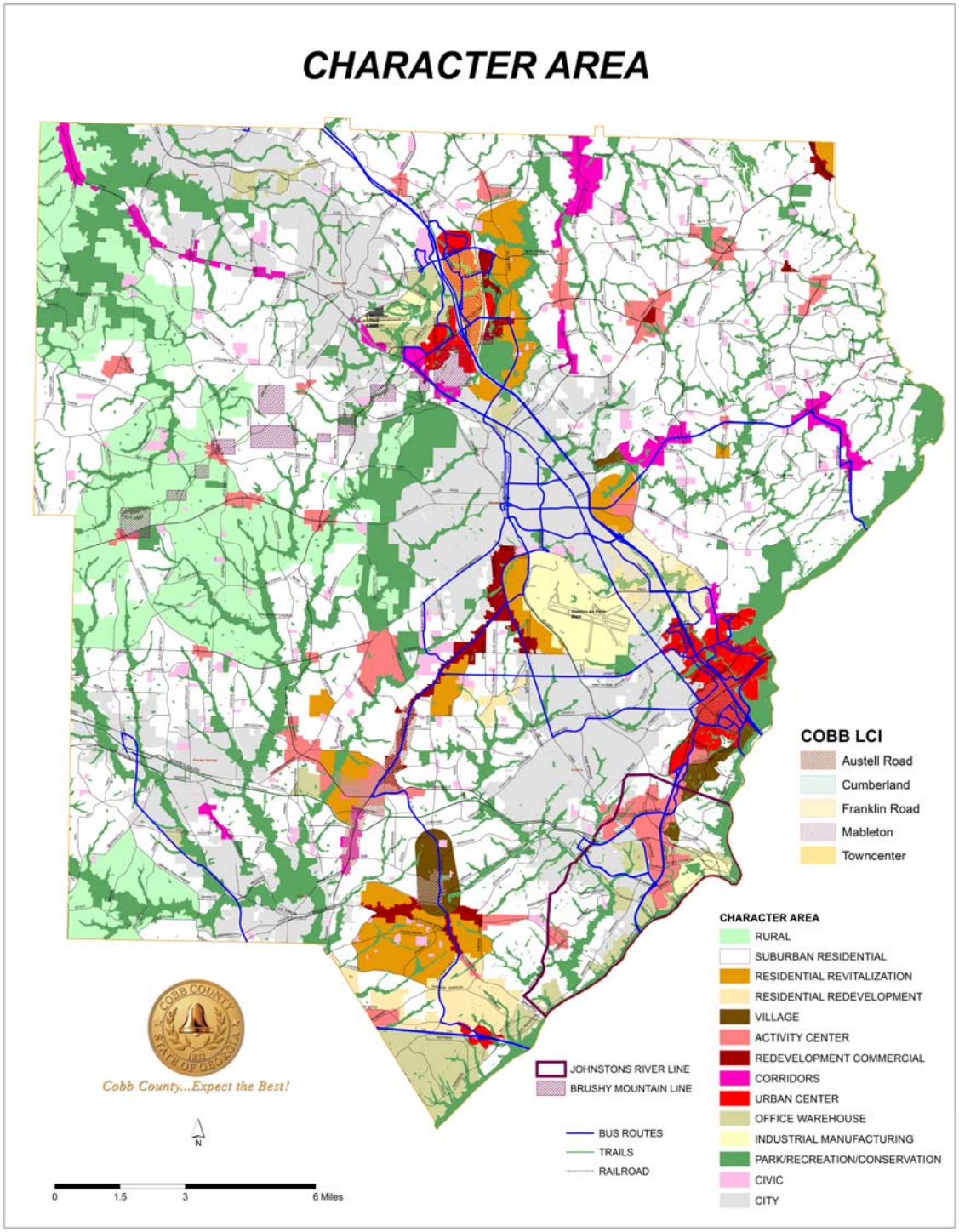
Brushy Mountain Line

The Brushy Mountain Line is a ten-mile stretch of Civil War earthworks running from Brushy Mountain, located northeast of Kennesaw Mountain, southwest to Lost Mountain. Confederate General Joseph E. Johnston had the trenches constructed in the summer of 1864 in an effort to defend Kennesaw Mountain from the advancing Union General William T. Sherman. Johnston eventually removed his troops to the Kennesaw Mountain

Line and Union troops occupied the Brushy Mountain Line. Of the ten miles of earthworks, only thirteen sections remain of this strategic defensive line.

Johnston's River Line

The Johnson's River Line is an area with a large quantity of significant archeological resources that include a long line of trenches and other earthen defenses. General Joseph Johnston constructed the earthworks to repel the Union forces as they marched towards Atlanta in 1864. The Johnston's River Line is particularly significant due to the presence of very unique fortifications called *shoupades*. These Civil War fortifications were constructed solely along the River Line and do not exist in any other place in the country. Thirty-six were originally engineered, and only nine (9) remain.


CHARACTER AREA
COBB LCI
Austell Road
Cumberland
Franklin Road
Mableton
Towncenter
CHARACTER AREA
RURAL
SUBURBAN RESIDENTIAL
RESIDENTIAL REVITALIZATION
RESIDENTIAL REDEVELOPMENT
VILLAGE
ACTIVITY CENTER
REDEVELOPMENT COMMERCIAL
CORRIDORS
URBAN CENTER
OFFICE WAREHOUSE
INDUSTRIAL MANUFACTURING
PARK/RECREATION/CONSERVATION
CIVIC
CITY
JOHNSTONS RIVER LINE
BRUSHY MOUNTAIN LINE
BUS ROUTES
TRAILS
RAILROAD
Cobb County...Expect the Best!
N
0
1.5
3
6 Miles

Future Land Use

Future land use is an important component to the overall comprehensive planning process. The designations listed in this section act as a guide and policy framework for making land use decisions within the community. The future land use designations should be used in association with the policy statements to provide a clear understanding of what the community expects for new developments in areas throughout the county. The resulting future land use map is the culmination of the policies contained in the document making it the official "future development map", as requested by the Georgia Department of Community Affairs in their "Standards and Procedures for Local Comprehensive Planning, effective May 1, 2005.

The future land use section contains a description of the designation, the Department of Community Affairs "Quality Community Objectives" that are applicable to each designation, an identification of implementation measures used to achieve the desired development pattern, and listing of specific land uses allowed in the designation. It should be noted that the Board of Commissioners, in making land use decisions, use the future land use map as a guide in the decision making process, but there are circumstances when decisions will be made that are contrary to this document based upon a change in market conditions, information unbeknownst to staff/community in the preparation of this document, or some other condition.

Land use categories have been created to allow for the development of a broad spectrum of land uses throughout the county. The locations of these categories have been determined based on the analysis of existing or proposed road improvements, availability of basic services such as water and sewer, existing land uses, general character of an area, current and projected growth trends, environmental constraints, development feasibility, other accepted planning principles and Board of Commissioners' articulated objectives. The future land use map does not categorize any land as Undeveloped or Agriculture/Forestry;

development is anticipated throughout the county over the next twenty years. Listed below are the land use categories of the future land use map.

Commercial

- Regional Activity Center - RAC
- Community Activity Center - CAC
- Neighborhood Activity Center - NAC

Industrial

- Industrial Compatible - IC
- Industrial - IND

Miscellaneous

- Public/Institutional - PI
- Park/Recreation/Conservation - PRC
- Transportation/Communication/Utilities - TCU

Residential

- Rural Residential - RR
- Very Low Density Residential - VLDR
- Low Density Residential - LDR
- Medium Density Residential - MDR
- High Density Residential - HDR

Regional Activity Center

The purpose of the Regional Activity Center (RAC) category is to provide for areas that can support a high intensity of development, which serves a regional market. Typical land uses in these areas include high-rise office buildings, regional malls and varying densities of residential development. Guidelines for Regional Activity Centers are listed below:

- Floor area ratios (FAR)[1] should be less than 2.0 for office and mixed use projects and less than 1.0 for retail uses.
- Regional serving office and retail development and supporting services should be encouraged to locate in Regional Activity Centers.
- Regional Activity Centers shall be located in close proximity to the intersection of two freeways and their access ramps to/from adjacent arterial streets.
- Regional Activity Centers should be located only where there are adequate water and sewer services.
- Office, retail, personal service, apartment lodging and other high density residential uses should be encouraged to be developed together as self-contained mixed use projects.
- Any area of floodplain or wetlands shall be subtracted from the aggregate area of the site submitted for zoning or development prior to the calculation of residential density.
- Property located within a RAC that contains one or more streams or floodplain shall be developed in such a way as to minimize land disturbance. For office and retail uses, no more than 80% of the site may be covered with impervious surfaces. For residential uses, no more than 70% of the site may be covered with impervious surfaces. When streams and/or floodplain prohibit development, retail development is encouraged to be two or more stories. In addition, parking requirements may be reduced in order to discourage higher levels of impervious coverage. Shared parking with adjoining development is also encouraged. Upon site development, streams and floodplain shall be identified as open space.

[1]Floor Area Ratio - The ratio of floor area is the expression of density allowed on a specific parcel of land. A permitted ratio of 2.0 on a 10,000 square foot lot would allow a building whose total floor area is 20,000 square feet. In this case the FAR would be calculated by dividing the square footage of the building (20,000 square feet) by the square footage of the lot (10,000 square feet).

Regional Activity Center - Sub Area Classifications

The Board of Commissioners adopted maps on December 21, 1994 as an official addendum to the Future Land Use Map of the Cobb County Comprehensive Plan, and as such, represents county growth management policy in areas designated as Regional Activity Centers. These maps are included in the Appendix.

The intent of these sub area classifications is to optimize the use of land in areas designated as Regional Activity Centers on the Cobb County Future Land Use Map by encouraging use types to develop in the most appropriate locations. Appropriateness is determined by the carrying capacity of the site, access considerations, compatibility with adjacent uses, suitability of scale and market potential. The use definitions are intentionally broad, serving to preserve much of the original flexibility of the Regional Activity Center designation, while also insuring that land uses are limited to suitable areas.

Each part of the county designated as a RAC has a separate map showing the projected future land-use categories. The descriptions of the categories are as follows:

- Low Density Residential

  Low Density Residential provides areas that are suitable for low density housing between one (1) and two and one-half (2.5) dwelling units per acre. Since the purpose of the Regional Activity Center is to provide for high intensity development, the development of Low Density Residential should be limited to tracts on which the environment and/or terrain will not allow more intense development activity.
- Medium Density Residential

  Medium Density Residential provides areas that are suitable for medium density housing between two and one-half (2.5) and five (5) dwelling units per acre.

- High Density Residential

  High Density Residential provides areas that are suitable for low rise, high density housing and mixed use developments between five (5) and twelve (12) dwelling units per acre. Mid or high-rise residential/mixed use developments are also appropriate in this category. This shall include developments in excess of four (4) stories per structure. Because of the unique, urban characteristics of RAC's, building height and density shall be reviewed on a case-by-case basis.

  - Because of the unique circumstances regarding access to the remaining underdeveloped parcels along Wilson Road in Land Lot's 429 and 430, 16th District, west of I-575, the Board of Commissioners is considering the following development regulation in the Regional Activity Center established therein:

    Parcels subject to assemblage:

    The four (4) undeveloped parcels south and west of Wilson Road would be recommended (as part of an assemblage only) to only be entertained with exclusive direct frontage on Wilson Road as part of one rezoning application.

  - In recognition of the transportation difficulties at the properties located in Land Lots 818 and 838 of the 17th District located on the eastern side of Cumberland Parkway, the Board of Commissioners desire to have future development conform to the Regional Activity Center future land use category within the High Density Residential subcategory. As future conditions warrant, other considerations due to changing safety, transportation, or similar realities may be analyzed. The property in question is at the fringes of the Regional Activity Center well off of the core area near Interstate 75 and Cobb Parkway. Due to this distance from the most intense area in the RAC, land use intensity should begin to decrease in order to protect the surrounding residential community. In addition, access to these properties, off of Cumberland Parkway, is in an

area where site distance is a major concern due to the turn in the roadway and a change in topography. Therefore, in an effort to promote safety for vehicles and pedestrians, commercial land uses would not be recommended on these properties. Also, due to the large quantity and type of residential uses in this area, the desire is to have the property developed as owner occupied residential units at no more than 12 dwelling units per acre as detailed in the high density residential subcategory.

- Office

  Office developments are considered the most appropriate development in the Office land use category. However, mixed-use developments that include retail may also be appropriate. Mid or high rise residential developments are also appropriate in this category. This shall include any residential development in excess of four (4) stories per structure. Because of the unique, urban characteristics of RAC's, building height and density shall be reviewed on a case-by-case basis.

- Retail/Service

  Retail stores and service operations are considered the most appropriate use in the Retail/Service land use category. However, mixed-use developments that include office may also be appropriate. Residential development is inappropriate in the Retail/Service sub-area designation.

- Industrial

  Developments in the industrial category should be confined to light industrial uses and should be compatible with the urbanized development in the RAC. In addition to light industrial, the industrial category may also include office/warehouse, and distribution and support services for commercial. Residential development is inappropriate in the Industrial designation.

- Open Space/Recreation

  Open space/recreation uses do exist in several parts of the RAC, but there are opportunities to generate additional open space and community gathering spaces

through urban design, the construction of pocket parks, and the use of topographically challenged areas (floodplain). The uses in the floodplain areas should be restricted to passive recreation including bicycle/pedestrian trails.

- Vinings Transition Zone

  The area including the properties along both sides of Upper Stillhouse Road and River Oaks Drive, south of Cumberland Boulevard is hereby designated the Vinings Transition Zone. This transition zone is needed because of the conflict between the intense land uses in the heart of the Cumberland Regional Activity Center and the nearby low-density, single family residential uses in Vinings south of the barricade and consistent with county policy as described elsewhere in the Cobb County Comprehensive Plan regarding the necessity to provide appropriate transitions between areas of higher intensity use and nearby areas of lower intensity use. Furthermore, due to the extreme topographical, environmental and watershed concerns, the following specific development criteria are needed in the area identified as the Vinings Transition Zone.

  - South of Cumberland Boulevard (realigned), higher intensity development must have access exclusively from and to Cumberland Boulevard. Stillhouse Road and River Oaks Drive have existing grades and alignments that do not appear adequate to service higher intensity development. The county has installed a permanent barricade on Stillhouse Road just south of River Oaks Drive to prevent Cumberland traffic from accessing the lower Stillhouse Road residential area.
  - Areas south of Cumberland Boulevard shall be developed as office or "owner occupied" residential, in a "step down" manner. Rental residential is prohibited in Cobb County's Urban Condominium zoning district.
  - On properties closer to Cumberland Boulevard, with access exclusively from and to Cumberland Boulevard, the appropriate use is office. Intensity should "step down" from High Rise Office on properties fronting Cumberland Boulevard to Mid Rise Office to Office & Institutional, as

development gets progressively further from Cumberland Boulevard.

- Residential densities should be "transitional" with lower densities than those appropriate in central portions of the "Urban Core" of the Cumberland Community Improvement District. Development in the Vinings Transition Zone should proceed in a "step down" manner, from higher intensity uses along Cumberland Boulevard to lower intensity uses near the Stillhouse Road barricade.
- Due to the steep terrain and unique environmental features (being within the Chattahoochee watershed), development should be planned to minimize land disturbance, "building footprints" and impervious surface. In order to accomplish this objective, building height may be allowed to go higher than normal in exchange from decreasing impervious surface and land disturbance. Building height cannot be increased for the purpose of exceeding density or square footage that would have otherwise been allowed.
- Development along the southern edge of the Transition Zone closest to the Stillhouse Road barricade should be residential development that maintains at least a 110-foot radius of undisturbed buffer, as measured from the intersection of the right of ways of Stillhouse Lane and River Oaks Drive. Building heights may be flexible in order to enhance these buffers and protect residents or natural features along the edge.

- Cobb County encourages owners of older commercial/industrial properties in select areas and sites to improve and enhance those properties, with the definitive objective of revitalizing those areas as defined in the Commercial Property Rehabilitation Partial Property Tax Abatement Program. A listing of areas and sites that can use this redevelopment incentive is shown in Appendix 16 – 20 in the 2030 Comprehensive Plan.

- Town Center Livable Centers Initiative Design Guidelines

  The Town Center Livable Centers Initiative (LCI) area includes Interstate I-75 and I-575 on the west and east, Chastain Road on the north and Barrett Parkway on the south. This LCI study area is envisioned to become a transit-oriented activity node, with high-density land use development aimed at reducing sprawl and congestion. Specifically, the area should develop with the intent of creating two activity nodes to drive land use and transportation change; the areas surrounding the Town Center Mall and the general vicinity around the proposed Georgia Regional Transportation Authority's Bus Rapid Transit (BRT) station. General guidelines for this area are as follows:

  - The areas along the immediate periphery of the Town Center Mall, currently in the retail services subcategory, should allow for a mixture of uses to include retail, restaurants, multi-family residential, and vertical mixed use developments that retail/office space on the lower floors and multi-family residential on the upper levels.
  - In order to generate a village residential area, the Hidden Forest subdivision will require a higher density compared to existing conditions so that it would accommodate single-family attached and multi-family dwelling units. A small neighborhood supporting retail component is also desired in this area as it would support the intentions of the Town Center LCI plan by promoting mixed-use developments.
  - In order to expand residential opportunities in the Town Center area, the Retail/Service and Public Institutional sub-area classifications for property located east of the retail uses along George Busbee Parkway and south of Big Shanty Road should allow for the conversion of this area to single-family attached structures.

- The Retail/Service sub-area classification east of George Busbee Parkway and north of Big Shanty Road should allow for residential-retail/office mixed use development.
- Retail/Service sub-area classification parcels along Chastain Road, between I-75 and I-575, should allow for residential-commercial/office mixed use developments.
- Retail/Service sub-area classification parcels along Barrett Parkway, between I-75 and I-575 should allow for a higher density of office uses, than is allowed under the presently allowed. This would allow changes along this stretch of corridor to include the OMR and OHR zoning categories.
- The Urban Design Guidelines adopted as part of the Redevelopment Overlay District should serve as the pedestrian space standards and urban design criteria for public and private investment in Town Center LCI area.

Department of Community Affairs – Quality Community Objectives

- **Appropriate Business**: The businesses and industries encouraged to develop or expand in Cobb should be suitable for the community in terms of job skills required, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities
- **Education Opportunities**: Educational and training opportunities should be readily available in Cobb – to permit county residents to improve their job skills, adapt to technological advances, and to pursue entrepreneurial ambition
- **Employment Options**: A range of job types should be provided in Cobb to meet the diverse needs of the local workforce
- **Growth Preparedness**: The identification and placement of the prerequisites for the type of growth we seek to achieve. This includes housing and infrastructure to support new growth, housing and infrastructure to improve conditions for existing residents/commuters, appropriate training of the workforce, ordinances to direct growth as desired, or leadership capable of responding to growth opportunities

- **Housing Opportunities**: Quality housing and a range of housing size, cost, and density should be provided in Cobb to make it possible for all who work in the county to also live in the county
- **Infill Development**: Cobb should maximize the use of existing infrastructure and minimize conversion of undeveloped land at the urban periphery by encouraging development and redevelopment of sites closer to the county's existing activity centers and nodes.
- **Regional Cooperation**: Should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or transportation infrastructure.
- **Regional Identity**: The promotion and preservation of an "identity", defined in terms of traditional regional architecture, common economic linkages that bind the region together, or other shared characteristics
- **Regional Solutions**: Solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer
- **Sense of Place**: The development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertaining.
- **Transportation Alternatives**: Multiple alternatives in transportation should be made available to the residents of Cobb County including, including mass transit, bicycle routes, pedestrian facilities, and automotive infrastructure. Greater use of alternative transportation should be encouraged and areas with transportation deficiencies (automotive and alternative) should be expanded to meet the needs of existing and future residents.

Appropriate Land Use

The purpose of the RAC is to provide for areas that can support a high intensity of development which serves a regional market. Typical uses include high-rise office buildings, malls and varying densities of residential development. Allowable Zoning: RM-8, RM-12, FST, RSL, UC, LRO, OI, OHR, OMR, OS, CRC, GC, LRC, NRC, PSC, RRC, TS, PVC, UVC, RRC.

Applicable Implementation Items

- Specific industries that should be targeted based upon existing economic analysis include: Professional, scientific, management, and administrative services; Education, health, and social services; Information; Management of companies and enterprises; and Finance, insurance, and real estate
- Develop policies to encourage mixed use developments around proposed regional transit stations
- Encourage the development of "new urbanist" style villages that provide a mixture of housing types for people of various life stages through smart growth code changes
- Develop new development codes and ordinances to encourage urban style, higher density residential development in the county's two regional activity centers in accordance with approved Livable Centers Initiative Master Plans
- County CIDs can offer studies, which may be considered by the county that suggests alterations and refinement of detailed sub-area classifications for regional activity centers
- Refine regulations, incentives, and design guidelines to encourage increased mixed use developments in appropriate areas
- Amend future land use map and related regulatory policies to provide adequate residential and non-residential acreage for 2030 demands

Community Activity Center

The purpose of the Community Activity Center (CAC) category is to provide for areas that can meet the immediate needs of several neighborhoods or communities. Typical land uses for these areas include low to mid-rise office buildings and department stores. Guidelines for this category are listed below:

- Low to medium intensity office, retail and commercial service uses should be encouraged to locate in Community Activity Centers.
- Office uses should be limited to four stories. However, any non-residential uses that are located along Dallas Highway (State Route 120 from John Ward Road to Paulding County line) in west Cobb would be limited to three stories. The appropriateness of this limitation is based on the local Scenic Highway designation currently assigned to this portion of Dallas Highway.
- Floor area ratios (FAR) should be no greater than 0.75 for office uses and 0.25 for retail uses.
- Community Activity Centers should be primarily located near the intersection of a freeway interchange and arterial road or the intersection of two arterials.
- Retail uses shall be encouraged where direct access to the arterial is available and where safe turning movements are possible. Inter-parcel access is encouraged.
- A transition in building scale and land use type should be provided between higher intensity uses and adjacent residential areas. Transitional land uses could include low intensity office or higher density residential uses.
- More intense uses should be focused on those properties near the geographic center of the CAC and away from existing residential development.
- Nodal development should be encouraged.
- Commercial service uses with outdoor activities should be encouraged in Community Activity Centers only if outdoor storage and activities are screened and buffered from adjacent uses.

- Any area of floodplain or wetlands shall be subtracted from the aggregate area of the site submitted for zoning or development prior to the calculation of residential density.
- Property located within a CAC that contains one or more streams or floodplain shall be developed in such a way as to minimize land disturbance. For office and retail uses, no more than 70% of the site (excluding stream and/or floodplain) may be covered with impervious surfaces. When streams and/or floodplain prohibit development, retail development is encouraged to be two or more stores. In addition, parking requirements may be reduced in order to discourage higher levels of impervious coverage. Shared parking with adjoining development is also encouraged. Upon site development, stream and floodplain shall be identified as open space.

Specific area standards

- In recognition of the existing zoning and uses along U.S. 41 between Mars Hill Road and Lake Acworth Drive, in addition to the recently installed sewer interceptor in the general area of U.S. 41 and Mars Hill Road, the Board of Commissioners has established a CAC along U.S. 41 between Mars Hill Road and Lake Acworth Drive. Even with the installation of the new interceptor, non residential development within the CAC along the west side of U.S. 41 between Lake Acworth Drive and Mars Hill Road will be unable to "tie into" public sewer. Because of the environmentally sensitive nature of this general area and the proximity to Lake Acworth and Allatoona Reservoir, it will be very important for the county to limit and scrutinize commercial uses. Specifically, the Board of Commissioners will attempt to limit future commercial development (which will utilize septic wastewater system) to establishments, which have "domestic" water usage (1 single family residence equivalent per 2 acres). The Board of Commissioners will attempt to discourage uses which discharge chemicals and grease.
- In recognition of the existing zoning and future uses to be established at and around the intersection of Powder Springs Road and the West Cobb Parkway, and in an

effort to protect surrounding, established subdivisions and environmentally sensitive properties, the Board of Commissioners has established a CAC at the intersection of the West Cobb Parkway, Powder Springs Road and Macedonia Road. Because of this Community Activity Center's proximity to an established subdivision (westerly) and a tributary to Noses Creek, the Board of Commissioners will only consider uses permitted within the Office & Institutional (O&I) and Low Rise Office (LRO) zoning districts at the corners of the West Cobb Parkway and Macedonia Road, with a minimum 25-foot buffer along the western boundaries. Architectural compatibility with the planned shopping center at the intersection of the West Cobb and Powder Springs Road will be of paramount importance and applications for rezoning of property in this area will be evaluated for appropriateness based on these criteria. The map of this Community Activity Center is shown in the Appendix.

- In recognition of the existing commercial and residential zoning established in the Austell-Powder Springs Road/Oak Street area, and in an effort to reduce the opportunity for land use conflicts in the future, the City of Austell and Cobb County will jointly discuss any zoning or land use change in the vicinity. The purpose of discussion will be to minimize impacts of commercial development on residential uses and to evaluate the Future Land Use Map recommendations for the property periodically.
- In recognition of the existing zoning and future uses to be established at and around the intersection of Blair Bridge Road and Six Flags Drive and in an effort to protect surrounding, established neighborhoods and environmentally sensitive properties, the Board of Commissioners has established a CAC at the intersection of Blair Bridge Road and Six Flags Drive. Because of the Community Activity Center's proximity to established subdivisions and a tributary to Sweetwater Creek (water supply watershed for the City of East Point), the Board of Commissioners will only consider uses permitted within the LRO zoning district.
- In recognition of the existing zoning and future uses along River View Road and in an effort to protect surrounding, established subdivisions and environmentally

sensitive properties, the Board of Commissioners has established a CAC along River View Road, west of South Cobb Drive, in Land Lots 754 and 759. The Board of Commissioners will only consider uses permitted within the LRO zoning district.

- In recognition of the existing zoning and future uses along Chastain Meadows Parkway and in an effort to protect environmentally sensitive properties around Noonday Creek and the county's proposed regional detention facility on Chastain Meadows Parkway, the Board of Commissioners has established a CAC along Chastain Meadows Parkway. This CAC is located in Land Lots 427, 428, 437, 438, 499, 500, 509, 510, 511, 570, 571, 572, 581, 582 and 583 of the 16th District. Because of the Community Activity Center's proximity to Noonday Creek, a proposed county regional detention facility and established/newly developed residential communities along Bells Ferry Road and Chastain Road, the Board of Commissioners will only consider office and distribution type uses along Chastain Meadows Parkway, north and east of the county's proposed regional detention facility in Land Lots 437, 438, 499, 500, 509, 510, 511 and 570 of the 16th District. In Land Lots 427 and 428 of the 16th District, the Board of Commissioners will only consider office type uses.
- In recognition of the existing zoning, and future uses around the intersections of North Cobb Parkway, Greer Chapel Road and Mary Ada Drive, the Board of Commissioners has determined the necessity for a unified development plan. All highlighted properties or substantial combination thereof, must be assembled and included in one rezoning/development plan. Any new development within highlighted portion will be restricted for owner occupied residential only. Buffering to adjacent residential uses, architectural compatibility, shared access and land use transition will be of paramount importance and assemblage rezoning applications will be evaluated for appropriateness based upon this criteria. The map of this highlighted area is shown in the Appendix.
- The subject parcel located within the Community Activity Center node at the southernmost intersection between Barrett Parkway and Villa Rica Way is

encouraged to be developed in the future to an office-related land use proposal.

- The parcels along Veterans Memorial Highway, east of the City of Austell are in need of redevelopment. Allowing mixed-use developments in this area will assist in creating live work areas as well as reduce traffic congestion and improve traffic flow. If mixed uses are to occur along the corridor, the mixing should occur vertically by encouraging village style developments with residential over retail/office along major streets. On the minor streets within the development, stand alone residential would be appropriate as long as there is a vertical mixed-use component included in the project. All areas of the new mixed use development should be pedestrian friendly. Some of the basic characteristics of these developments should include:
  - Well designed buildings that create a frame for the street system by being constructed close to the sidewalk.
  - On-street parking should be allowed where there is sufficient right-of-way and where it is appropriate for the particular roadway classification.
  - Pedestrian-oriented amenities should be included within the site development to create an inviting atmosphere and encourage the use of public spaces as community gathering spaces. Pedestrian-oriented amenities include decorative paving, human scale street lighting, plazas, benches, landscaping, etc.
  - Residential densities within the development should be determined on a case-by-case basis depending on the location of the project, intensity of the project, and proximity to other stable residential uses.
  - In order to make mixed use developments along this corridor successful, scale is an important component, mixed use buildings should be no more than three stories tall. The three story height limit will provide the necessary density to financially allow a mixed use development and it will also provide a consistency of scale with the surrounding residential neighborhoods.

- Residential uses in the mixed use developments should provide for additional owner-occupied housing opportunities.
- Mixed use developments adjacent to stable single-family residential neighborhoods should provide a change in scale or buffering/screening that will ensure the desirability and viability of the surrounding community.

- The parcels along Mableton Parkway from Veterans Memorial Highway to Hunnicut Drive are in need of redevelopment and revitalization. Allowing mixed-use developments in this area will assist in creating live work areas as well as reduce traffic congestion and improve traffic flow. If mixed uses are to occur along the corridor, the mixing should occur vertically or horizontally by encouraging village style developments with residential over retail/office along major streets. On the minor streets within the development, stand alone residential would be appropriate as long as there is a commercial or a LRO component fronting Mableton Parkway. All areas of the new mixed use development should be pedestrian friendly. Some of the basic characteristics of these developments should include:
  - Well designed buildings that create a frame for the street system by being constructed close to the sidewalk.
  - On-street parking should be allowed where there is sufficient right-of-way and where it is appropriate for the particular roadway classification.
  - Pedestrian-oriented amenities should be included within the site development to create an inviting atmosphere and encourage the use of public spaces as community gathering spaces. Pedestrian-oriented amenities include decorative paving, human scale street lighting, plazas, benches, landscaping, etc.
  - Residential densities within the development should be determined on a case-by-case basis depending on the location of the project, intensity of the project, and proximity to other stable residential uses.

- In order to make mixed use developments along this corridor successful, scale is an important component, mixed use buildings should be no more than three stories tall. The three story height limit will provide the necessary density to financially allow a mixed use development and it will also provide a consistency of scale with the surrounding residential neighborhoods.
- Residential uses in the mixed use developments should provide for additional owner-occupied housing opportunities.
- Mixed use developments adjacent to stable single-family residential neighborhoods should provide a change in scale or buffering/screening that will ensure the desirability and viability of the surrounding community.

- In recognition of the need for redevelopment and housing opportunity along Austell Road, the property located in LL 847 of the 19th District is placed in the Community Activity Center (CAC) future land use category. The Board of Commissioners, in an effort to promote quality redevelopment, funded the creation of the Austell Corridor Livable Centers Initiative Study. As part of the study recommendations, this property, owned by a religious institution, was identified as a property that would be appropriate for a mixed-use development in a manner consistent with the findings and acceptance language of the Austell Road Corridor Study document
- In recognition of the need to promote quality redevelopment, create new residential opportunities, and encourage new medical service uses at the intersection of Austell Road and the East West Connector, the properties are placed in the Community Activity Center (CAC) future land use category. The Board of Commissioners, in an effort to develop a long term vision for improvements in this area of Cobb County, funded the creation of the Austell Corridor Livable Centers Initiative Study. These properties were identified in the study as an area appropriate for a mixed-use development in a manner consistent

with the findings and acceptance language of the study document. In addition to promoting a combination of residential and office/retail development, a special focus in this area should be on supporting and expanding medical related office and service uses due to the proximity of Cobb General Hospital.

- In recognition of the existing land uses, zoning, and future land uses along Bells Ferry Road, south of Interstate 75, the Board of Commissioners has established a Community Activity Center on the west side of Bells Ferry Road. Due to this CAC's proximity to the Tommy Nobis Center and other office and medical uses, it is not desired to have this be a commercial activity center, but one that supports office and medical uses; thus the Board of Commissioners will only consider uses permitted within the OI zoning district or zoning district with explicit uses for office and medical facilities.
- In order to better implement and promote quality growth along Canton Road, the Board of Commissioners has implemented a series of design guidelines located in the Cobb County Development Standards that cover all non-residential properties that are located along the Canton Road Corridor, as shown in Appendix 21. The intent of these design guidelines is to improve the architectural quality of Canton Road in order to encourage an improved sense-of-place.
- In order to better implement and promote quality growth along Canton Road and as a way to redevelop a Heavy Industrial zoned property that is located adjacent to a residential community, the Board of Commissioners has established a CAC for the property on the east side of Canton Road adjacent to the Northeastern Railroad Company right-of-way. Because of this Community Activity Center’s proximity to established neighborhoods the Board of Commissioners encourages the following zoning on the parcels: RSL, SC, LRO, OI, CRC, GC, LRC, and NRC. Preferred uses on this property would include residential, retail, and office. Others may be considered on a case by case basis at the time of rezoning.
- Cobb County encourages owners of older commercial/industrial properties in select areas and sites to improve and enhance those properties, with the definitive

objective of revitalizing those areas as defined in the Commercial Property Rehabilitation Partial Property Tax Abatement Program. A listing of areas and sites that can use this redevelopment incentive is shown in Appendix 16 – 20 in the 2030 Comprehensive Plan.

Department of Community Affairs – Quality Community Objectives

- **Employment Options**: A range of job types should be provided in Cobb to meet the diverse needs of the local workforce
- **Growth Preparedness**: The identification and placement of the prerequisites for the type of growth we seek to achieve. This includes housing and infrastructure to support new growth, housing and infrastructure to improve conditions for existing residents/commuters, appropriate training of the workforce, ordinances to direct growth as desired, or leadership capable of responding to growth opportunities
- **Housing Opportunities**: Quality housing and a range of housing size, cost, and density should be provided in Cobb to make it possible for all who work in the county to also live in the county
- **Infill Development**: Cobb should maximize the use of existing infrastructure and minimize conversion of undeveloped land at the urban periphery by encouraging development and redevelopment of sites closer to the county's existing community activity centers and nodes.
- **Sense of Place**: The development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertaining
- **Traditional Neighborhoods**: Traditional neighborhood development patterns should be encouraged, including use of more human scale development, mixing of uses within easy walking distances to one another, and facilitating pedestrian activity
- **Transportation Alternatives**: Multiple alternatives in transportation should be made available to the residents of Cobb County including, including mass transit, bicycle

routes, pedestrian facilities, and automotive infrastructure. Greater use of alternative transportation should be encouraged and areas with transportation deficiencies (automotive and alternative) should be expanded to meet the needs of existing and future residents.

Appropriate Land Use

The purpose of the CAC is to provide for areas that can meet the immediate needs of several neighborhoods or communities. Typical uses include low to mid-rise office buildings and department stores. Allowable Zoning: RSL, SC, LRO, OI, CRC, GC, LRC, NRC, PSC, TS, PVC, UVC.

Applicable Implementation Items

- Research the need to further reduce impervious surface of new development in areas containing sensitive environmental features such as streams, wetlands, etc.
- Research policies, recommend code changes, and educate the community in an effort to encourage environmentally sensitive design
- Develop new codes and revise existing ordinances to encourage housing design to accommodate the needs of seniors and disabled individuals
- Amend future land use map and related regulatory policies to provide adequate residential and non-residential acreage for 2030 demands
- Develop and refine regulations to encourage preferred developments on vacant and underutilized parcels
- Encourage the development of “new urbanist” style villages that provide a mixture of housing types for people of various life stages through smart growth code changes
- Reevaluate land use recommendations for areas adjacent to roadways projected to operate with a level of service F by 2030. This can be accomplished by discouraging strip-commercial centers, reducing curb cuts, promoting land assemblage, and encouraging inter-parcel access/shared parking agreements

- Refine regulations, incentives, and design guidelines to encourage increased mixed use developments in appropriate areas
- Implement road improvements and system upgrades where needed to reduce congestion and improve travel times

Neighborhood Activity Center

The purpose of the Neighborhood Activity Center (NAC) category is to provide for areas that serve neighborhood residents and businesses. Typical land uses for these areas include small offices, limited retail and grocery stores. Guidelines for this category are listed below:

- Low intensity office and retail uses should be encouraged to locate in Neighborhood Activity Centers.
- Office and retail uses should be limited to a maximum of two stories.
- Floor area ratios (FAR) should be less than 0.5 for office uses and less than 0.25 for retail uses.
- A transition in building scale and land use type should be provided between higher intensity uses and adjacent residential areas. Transitional land uses could include low intensity office uses or higher density residential uses.
- Any area of floodplain or wetlands shall be subtracted from the aggregate area of the site submitted for zoning or development before the calculation of residential density.
- Property located within a NAC that contains one or more streams or floodplain shall be developed in such a way as to minimize land disturbance. For office and retail uses, no more than 70% of the site (excluding stream and/or floodplain) may be covered with impervious surfaces. When streams and/or floodplain prohibit development, retail development is encouraged to be two or more stories. In addition, parking requirements may be reduced in order to discourage higher levels of impervious coverage. Shared parking with adjoining development is also encouraged. Upon site development, streams and floodplain shall be identified as open space.

- To ensure neighborhood compatibility, retail uses should also be limited in total floor area.
- All uses should be adequately buffered to protect the stability of surrounding residential neighborhoods.

Specific area standards

- Because of the unique circumstances associated with the Johnson Ferry Road/Waterfront Drive area of the East Planning Area, the Board of Commissioners is considering the following redevelopment scenario for the Johnson Ferry Estates Subdivision and the neighborhood activity center established therein:

  Parcels not subject to an assemblage

  - The eleven (11) parcels, from southwest intersection of Johnson Ferry Road and Shallowford Road southward, with exclusive direct frontage on Johnson Ferry Road would be recommended for the NRC district and its permitted uses.
  - The one parcel immediately west of the "Postel" property, southwest intersection of Johnson Ferry and Shallowford, on Shallowford Road would only be recommended for the Limited Retail Commercial (LRC) zoning district and its permitted uses.
  - The nine parcels immediately west of the aforementioned LRC area on Shallowford Road just past the western land lot line of Land Lot 467 in the 16th district would only be recommended for the Low Rise Office (LRO) district and its permitted uses. The westernmost parcel shall provide a twenty-five foot (25') landscaped buffer along the western edge upon rezoning and development.

  Parcels subject to an assemblage

  - The nine parcels with exclusive direct frontage on Waterfront Drive would be recommended (as part of an assemblage only) for a Neighborhood Retail Commercial (NRC) district and its permitted uses. It is very important to note that these parcels would only be entertained if all were combined

together in conjunction with the four (4) parcels with exclusive direct frontage on Waterfront Drive as one rezoning application. Buffer and berm must be configured as shown on the conceptual plan contained in the Planning Division and Zoning Division offices:

Guidelines for parcels subject to an assemblage

- All properties designated as subject to assemblage must be included in one rezoning application.
- Waterfront Drive to be addressed during the application for rezoning involving these parcels.
- The existing lake may be reconfigured to allow for better compliance and conformance with this conceptual redevelopment scenario.
- A minimum seventy-five (75') foot buffer with a minimum ten (10') foot high berm (on western edge of 75' buffer) will be required along western land lot line of Land Lot 470. The buffer and berm shall be designed and constructed so to shield westerly residential properties from noise and lights which may result from the development of the assemblage.
- In order to diversify land use and enhance the livability of the existing activity center, vertical and horizontal mixed-use projects should be encouraged along with single-family dwelling units.

General Notes

- Site specific criteria such as landscape materials, building materials and architectural style, lighting, signage, parking, etc. will be determined when the Planning Commission and the Board of Commissioners are presented with a complete assemblage as part of a rezoning application, as previously mentioned.
- A copy of the conceptual site plan is available through the Planning Division and Zoning Division of Cobb County.

- In accordance with the action of the Board of Commissioners on December 21, 1994, an area at the intersection of Floyd and Hicks Roads is designated as a NAC on the Future Land Use Map. The area encompassed by this designation is limited to that shown as proposed on the map adopted by the Board of Commissioners on December 21, 1994. Said area shall not extend to the north beyond the AT&T telephone transmission easement located in land lot 29 of the 17th district and land lot 1073 of the 19th district.
- In accordance with the action of the Board of Commissioners on December 21, 1994, the existing NAC shown on the Future Land Use Map at the intersection of Bells Ferry Road and I-575 is extended to encompass the area of the intersection of Bells Ferry Road and Shallowford Road. The area designated as NAC consists of that shown as proposed on the map adopted by the Board of Commissioners on December 21, 1994; and as amended October 28, 1999. Additionally, the Board of Commissioners has adopted as land use policy the specific zoning designations represented on the map adopted on December 21, 1994. Applications for rezoning of property in this area will be evaluated for appropriateness based upon these specific zoning designations. The map is shown in the Appendix.
- In order to establish a reasonable node cutoff point southwest of the existing CAC at Dallas Highway and Ridgeway Road, the Board of Commissioners has established a NAC at the southeast corner of Old Dallas Road and Dallas Highway in Land Lot 26 of the 19th District and Land Lot 330 of the 20th District. Because of this NAC's proximity to residential uses along Old Dallas Road and Twin Oaks Drive, in addition to its relatively shallow depth, the Board of Commissioners will only consider uses permitted within the LRO zoning district. The Board will also prohibit any non-residential access for this property onto Old Dallas Road. Adequate buffering will be of paramount importance and applications for rezoning of property in this area will be evaluated for appropriateness based upon these criteria. The map of this NAC is shown in the Appendix.

- In recognition of the existing low density residential uses and the medium density residential uses planned or under construction at and around the intersection of Shallowford Road and Lassiter Road, the Board of Commissioners has established a NAC. These residential uses represent a unique opportunity to establish a transition in land use, consistent with the nodal concept of commercial development. By adhering to such an ideal transition of land use and the nodal concept of commercial development, the Board of Commissioners can further implement the policies of the Cobb County Comprehensive Plan while protecting the transportation improvements recently completed along Lassiter and Shallowford Roads. In order to best protect these transitional residential uses and the recent transportation improvements, parcels within the activity center with only one public road frontage shall be limited to the LRO zoning district.
- In recognition to establish an appropriate land use transition from the established industrial compatible areas in the Baker/Moon Station Road area, the Board of Commissioners has established a Neighborhood Activity Center at the northeast corner of Giles Place and Giles Road in Land Lot 63 of the 20th District. Because of this NAC's proximity to the mixed use community on Giles Road (westerly), the Board of Commissioners will only consider uses permitted within the OI and LRO zoning districts. Architectural compatibility with commercial components of the mixed-use community will be of paramount importance, as will adequate buffering, and applications for rezoning of property in this area will be evaluated for appropriateness based upon these criteria. The map of this NAC is shown in the Appendix.
- In order to better implement and promote the nodal concept of development at the intersection of Floyd Road and Nickajack Road, the Board of Commissioners has extended the NAC to the west side of Floyd Road in Land Lots 31 and 32 of the 17th District. In order to encourage development plans which are architecturally compatible with the existing uses on the east side of Floyd Road and to promote coordinated access within the NAC, the Board of Commissioners has determined the

necessity for a unified development plan for this extension. All highlighted properties or substantial combination thereof, must be assembled and included in one rezoning/development plan. Buffering to adjacent residential uses, architectural compatibility, shared access and land use transition will be of paramount importance and assemblage rezoning applications will be evaluated for appropriateness based upon this criteria. The map of this highlighted area is shown in the Appendix.

- In order to mitigate the land use conflicts which could arise from converting single family residences and lots to individual commercial uses, the Board of Commissioners has determined the necessity for a unified development plan for the Westhaven Subdivision within the Dallas Highway/Due West Road NAC (Land Lot 333 of the 20th District). All highlighted properties or substantial combination thereof must be assembled and included in one rezoning/development plan. Buffering to adjacent residential uses, architectural compatibility, shared access and land use transition will be of paramount importance and assemblage rezoning applications will be evaluated for appropriateness based on this criteria. The map of this highlighted area is shown in the Appendix. This is appropriate given the unique nature of the NAC on the south side of Dallas Highway. Because a portion of the NAC on the south side of Dallas Highway is heavily wooded and largely undeveloped, the Board of Commissioners are considering the following development requirements for this portion of the NAC on the south side of Dallas Highway (this portion is also shown on a highlighted map in the Appendix).
    - Low rise office use only.
    - Any new development within highlighted portion will be subject to minimum fifty (50') foot setback from Dallas Highway.
    - Any new development within highlighted portion must have compatible architectural style with existing shopping center on north side of Dallas Highway (Village Green Shopping Center).

- In order to better implement and promote the nodal concept of development and eliminate any potential for expanding the NAC, the Board of Commissioners has slightly expanded the NAC at Sandy Plains Road and SR-92. This expansion was done with carefully negotiated, highly restrictive zoning stipulations designed to protect the adjacent residential areas and eliminate any potential for further expansion through the life of this plan. Among the more important stipulations which will accomplish this task include an unprecedented 175-foot R-15 buffer totaling 6.61 acres (zoning stipulation and 20 year covenant), square footage maximums, use limitations and the formation of an architectural review committee. The map of this NAC is shown in the Appendix.
- In order to better implement and promote the nodal concept of development, the Board of Commissioners has slightly expanded the NAC at Sandy Plains Road and Ebenezer Road. Because this expansion was done to provide for improved node boundaries, in addition to providing an improved transition in land use northwesterly, the Board of Commissioners are considering the following development requirements for this NAC on the northwest side of Sandy Plains.
  - No Access to Bryant Lane or Beaver Shop Road.
  - Low rise office use only.
  - No outside storage.
- In recognition of the unique character and nature of the Paper Mill Village area, the Board of Commissioners has established a NAC at the intersection of Johnson Ferry Road and Paper Mill Road. Because of the unique nature and mixture of land uses within the village, in addition to the consistent architectural theme within the village, the Board of Commissioners will only consider uses permitted within the OI and LRO zoning districts. Architectural and use compatibility with the existing components of the existing village will be of paramount importance, as will compatibility with existing access arrangements. Applications for rezoning of

property in this area will be evaluated for appropriateness based upon these criteria. The map of this Neighborhood Activity Center is shown in the Appendix.

- In order to better implement and promote the nodal concept of development and encourage plans which are architecturally compatible with the existing development on Dallas Highway, the Board of Commissioners has established a Neighborhood Activity Center on the south side of Dallas Highway and west of Lost Mountain Road, in Land Lots 82 and 83. Because of utility encumbrances, topographical limitations and limited access to SR 120, rezoning applications will be evaluated for appropriateness based upon the below criteria the Board of Commissioners are considering for development within the NAC:
  - All properties or a substantial combination thereof, must be assembled and included in one rezoning/development plan.
  - New development will utilize ground based monument signage with no outside storage.
  - Any new development will be subject to a minimum fifty (50') foot setback from Dallas Highway and a minimum 100-foot buffer to adjacent residential uses.
  - Inter-parcel access will be provided with ingress/egress via Lost Mountain Road.
  - Low-rise office or limited retail commercial only.
- In order to establish a node cutoff point southeast of the existing CAC at Dallas Highway and Ridgeway Road, the Board of Commissioners has established a NAC on the southeast side of the West Cobb Parkway, north of Goose Ridge. Due to this NAC's proximity to residential uses along the West Cobb Parkway and Goose Ridge, the Board of Commissioners will only consider uses permitted within the LRO zoning district. Residentially compatible architecture will be of paramount importance, as will limitations of impervious surfaces to protect an existing lake within the NAC. Applications for rezoning of property in this area will be evaluated for appropriateness based upon these criteria. The map of this NAC is shown in the

Appendix.

- In order to establish a node cutoff point west of the existing NAC at the intersection of Macland Road and John Ward Road, the Board of Commissioners is encouraging low density residential development west of the node boundary/intersection. The Board of Commissioners has determined this appropriate based on the rural nature of the area, the proximity to an established and not fully developed CAC along Macland Road and Powder Springs Road and the potential for successful residential development due to the size and configuration of vacant tracts in this area. For the parcel within the NAC zoned October 2000, the Board of Commissioners will only consider uses permitted with the LRO zoning district with ground based monument signage, no outside storage and a minimum fifty (50') foot landscaped buffer to adjacent property.
- In order to establish a node cutoff point on the western edge of a Neighborhood Activity Center, the Board of Commissioners has established Low Density Residential and Neighborhood Activity Center future land uses on the property located at the southwest intersection of Dallas Highway and Casteel Road located in Land Lot 334 of the 20th District. The Board of Commissioners is encouraging the Low Rise Office zoning district on the northeastern portion of the property where there is a NAC and residential development is encouraged, especially the Residential Senior Living (RSL) or Continuing Care Retirement Community (CCRC) zoning categories due to this location's proximity to surrounding service uses. Any commercial development as well as the CCRC will need to be adequately screened from adjoining residential properties. This site is located upstream of several older established residential subdivisions as well as Old Trace Lake. Due to the limited stormwater system conveyance typical of older developments as well as the sensitive nature of the Old Trace Lake area special care must be taken to control stormwater runoff and the escape of sediment from this site. Depending upon the intensity of a proposed development on this site elevated detention may be required. In order to provide gravity sewer service, a user will

have a challenge because, if following the natural flow of water, the nearest potential sewer hook-up is one and a quarter (1.25) mile from the site. In the situation where a private onsite pump station might be approved, available data indicate that an offsite gravity sewer going west in the Dallas Highway right-of-way would possibly comply with necessary regulations. Finally, any new development on this property should be designed in a manner to be complementary to the adjacent historic Bullard House. Applications for rezoning will be evaluated for appropriateness based upon these criteria.

- In order to better implement and promote the nodal concept of development and eliminate any potential for expanding the NAC, the Board of Commissioners has slightly expanded the NAC at Lost Mountain and Macland Road. Because this expansion was done to provide for improved node boundaries, in addition to preserving a potentially historic structure while complimenting the existing institutional uses and improving land use transition northeasterly, the Board of Commissioners are considering the following development requirements for this portion of the NAC on the north side of Macland Road, east of Lost Mountain Road in Land Lot 428 of the 19th District:
  - All properties or substantial combination thereof must be assembled and included in one rezoning/development plan.
  - Low-rise office use only.
  - Existing structure must be utilized.
  - Minimum fifty (50') foot buffers must be provided along the northern and eastern property lines.
- In order to better implement and promote the nodal concept of development, the Board of Commissioners has slightly expanded the NAC at Floyd Road and the Silver Comet Trail. Because this expansion was done to provide for improved node boundaries and to compliment the nearby uses supporting the Silver Comet Trail, the Board of Commissioners are considering the following development requirements for this portion of the NAC on the west side of Floyd Road, north of

the Silver Comet Trail in Land Lot 998 of the 19th District.

- Low-rise office use.
- Existing structure must be utilized.

- In order to better implement and promote the nodal concept of development, the Board of Commissioners has slightly expanded the NAC on Scufflegrit Road near Sandy Plains Road, as shown in the Appendix. The Board of Commissioners has also determined that all properties within this extension must be assembled and included in one rezoning/development plan.
- In recognition of the existing and planned commercial activity in Paulding County, on the Cobb County border and in order to foster coordination with land use trends outside of the county's control, the Board of Commissioners has established a NAC at the Paulding County line on the north and south sides of Dallas Highway.
  - The portion of the NAC node on the north side of Dallas Highway shall consist of the two parcels directly abutting the Paulding County line known as Parcel 4, LL 144 of the 19th District and Parcel 2 LL 79 of the 19th District. The two parcels contained in this node should be developed in an assemblage and the integrity of the waterway should be preserved through adequate buffering. It is equally important that this NAC node be constrained by Parcel 5 in LL 79 of the 19th District and the existing creek on the eastern property line. Constraining the commercial area in this manner will help to preserve the residential nature of the surrounding community by denying commercial access to Old Dallas Road and limiting further commercial growth along the Dallas highway corridor.
  - The portion of the NAC node on the south side of Dallas Highway shall consist of the parcels in LL 144 of the 19th District, south of Dallas highway, adjacent to Paulding County. The parcels should also be developed in an assemblage. Constraining the commercial area in this manner will help to preserve the residential nature of the surrounding community and protect the areas natural resources by denying commercial access to Poplar Springs

Road, limiting further commercial growth along the Dallas highway corridor, and establishing a substantial natural buffer between the commercial activity and a tributary in the Noonday watershed. In addition adequate buffering should be established between any future commercial uses and the adjacent residential properties through the use of berms.

- In order to mitigate the land use conflicts which could arise from converting single family residences and lots to individual commercial uses, the Board of Commissioners has determined the necessity for a unified development plan for the NAC on the west side of Due West Road, South of Kennesaw Due West Road consisting of the following parcels in Land Lot 296 of the 20th District: 13, 14, 15, 16, 65, 103, and 182. The unified development plan in this area will allow for commercial development without compromising traffic mobility by reducing curb cuts and improving inter-parcel access
- The Board of Commissioners, in an effort to mitigate problems with noise and light pollution from commercial uses southwest of Kemp Ridge Road reaching single family neighborhoods to the northeast, has placed these lots in the NAC category. Residential use in this area would be appropriate if it were a unified development consisting of an assemblage of the properties with a preferred development type being single-family attached homes. It is important that the new housing units built develop a design that respects the mass, scale, siting, and form of other buildings in the area to mitigate the negative influences of the neighboring commercial property. In the case of commercial or retail uses, maximum attention would be given to buffering the properties in the City of Acworth. Appropriate mitigation of sound and light pollution is required, in addition specific uses and intensity restrictions would be placed on the commercial activity to enhance the livability of these neighborhoods.
- The Board of Commissioners, in an effort to mitigate traffic congestion along Hawkins Store Road encourage the NAC properties on Hawkins Store Road, east of Bells Ferry Road, to be developed as an assemblage in a unified development. The

Board of Commissioners will only consider uses permitted within the LRO zoning district.

- In order to better implement and promote the nodal concept of development at the existing NAC area on the north side of Macland Road, north of Turner Road, east of Ernest Barrett Parkway, the Board of Commissioners has expanded this NAC over to Ernest Barrett Parkway in order to create a more reasonable node cutoff point. In order to contain the NAC to these parcels and restrict continued commercial development along Ernest Barrett Parkway, a transition in scale and use should occur that will minimize negative impacts of development on the properties to the north. Less intense office uses and/or buffers should be used to create a needed transition to the surrounding residential areas. The two parcels and potentially some remnant right-of-way lands may be in a unified development plan in order to promote coordinated access onto roadways. Architectural compatibility with the surrounding area is of utmost importance in the decision making process in this node. Architectural styles should compliment the rural heritage of this section of Cobb County including features such as a split rail fencing, streetscaping/substantial landscape treatments, and mixture of natural materials, brick, and/or fiber cement siding on the building facades. Stucco, concrete block, and vinyl siding are some examples of inappropriate architectural facades. Lighting should be contained on site so as to not detract from neighboring users' quality-of-life
- In order to establish an appropriate land use transition from the industrial area on the south side of Big Shanty Road at Chastain Road to the residential area to the north of Big Shanty Road, the Board of Commissioners has established a small Neighborhood Activity Center at the northwest corner of Big Shanty Road and Chastain Road in Land Lot 132 of the 20th District. Due to this NAC's proximity to residential uses to the north and Kennesaw State University to the east, the Board of Commissioners will only consider uses permitted within the LRO zoning district and other institutional uses associates with Kennesaw State University in a manner that respects the adjacent residential properties.

- In order to better implement and promote the nodal concept of development at the intersection of Sandy Plains Road and Trickum Road, the Board of Commissioners has extended the NAC to the east side of Trickum Road in Land Lot 482 of the 16th District. In order to encourage coordinated access within the NAC, the Board of Commissioners has determined the necessity for a unified development plan for this extension. Buffering to adjacent residential uses, architectural compatibility, assemblage of parcels, and land use transition will be of paramount importance and any rezoning application for these properties will be evaluated for appropriateness based upon this criteria. Due to this NAC's proximity to residential uses, the Board of Commissioners will only consider uses permitted within the LRO zoning district in a manner that respects the adjacent residential properties.
- In order to better implement and promote quality growth along Canton Road, the Board of Commissioners has implemented a series of design guidelines located in the Cobb County Development Standards that cover all non-residential properties that are located along the Canton Road Corridor, as shown in Appendix 21. The intent of these design guidelines is to improve the architectural quality of Canton Road in order to encourage an improved sense-of-place.
- Cobb County encourages owners of older commercial/industrial properties in select areas and sites to improve and enhance those properties, with the definitive objective of revitalizing those areas as defined in the Commercial Property Rehabilitation Partial Property Tax Abatement Program. A listing of areas and sites that can use this redevelopment incentive is shown in Appendix 16 – 20 in the 2030 Comprehensive Plan.

Department of Community Affairs – Quality Community Objectives

- **Employment Options**: A range of job types should be provided in Cobb to meet the diverse needs of the local workforce
- **Growth Preparedness**: The identification and placement of the prerequisites for the type of growth we seek to achieve. This includes housing and infrastructure to

support new growth, housing and infrastructure to improve conditions for existing residents/commuters, appropriate training of the workforce, ordinances to direct growth as desired, or leadership capable of responding to growth opportunities

- **Heritage Preservation**: The traditional character of Cobb should be maintained though the preserving and revitalizing historic areas of the county, encouraging new development that is compatible with the traditional features of the county, and protecting other scenic or natural features that are important in defining the county's character
- **Housing Opportunities**: Quality housing and a range of housing size, cost, and density should be provided in Cobb to make it possible for all who work in the county to also live in the county
- **Infill Development**: Cobb should maximize the use of existing infrastructure and minimize conversion of undeveloped land at the urban periphery by encouraging development and redevelopment of sites closer to the county's existing activity centers and nodes.
- **Sense of Place**: The development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertaining.
- **Traditional Neighborhoods**: Traditional neighborhood development patterns should be encouraged, including use of more human scale development, mixing of uses within easy walking distances to one another, and facilitating pedestrian activity
- **Transportation Alternatives**: Multiple alternatives in transportation should be made available to the residents of Cobb County including, including mass transit, bicycle routes, pedestrian facilities, and automotive infrastructure. Greater use of alternative transportation should be encouraged and areas with transportation deficiencies (automotive and alternative) should be expanded to meet the needs of existing and future residents.

Appropriate Land Use

The purpose of the NAC is to provide for areas that serve neighborhood residents and businesses. Typical uses include small offices, limited retail and grocery stores. Allowable Zoning: RSL, SC, LRO, LRC, NRC, PVC.

Applicable Implementation Items

- Reevaluate land use recommendations for areas adjacent to roadways projected to operate with a level of service F by 2030. This can be accomplished by discouraging strip-commercial centers, reducing curb cuts, promoting land assemblage, and encouraging inter-parcel access/shared parking agreements
- Research the need to further reduce impervious surface of new development in areas containing sensitive environmental features such as streams, wetlands, etc.
- Research policies, recommend code changes, and educate the community in an effort to encourage environmentally sensitive design
- Develop new codes and revise existing ordinances to encourage housing design to accommodate the needs of seniors and disabled individuals
- Amend future land use map and related regulatory policies to provide adequate residential and non-residential acreage for 2030 demands
- Research the feasibility of generating a revolving loan fund and develop strategies to maximize CDBG funds to increase capital for small business growth and development
- Implement road improvements and system upgrades where needed to reduce congestion and improve travel times
- Use buffering and screening as a land use mitigation tool

Industrial Compatible

The purpose of the Industrial Compatible (IC) category is to provide for areas that can support light industrial, office/warehouse, and distribution uses. Typical land uses for these areas include professional business parks and distribution centers. Guidelines for this category are listed below*:*

- Regional-serving employment areas consisting of light industrial, office/ warehouse, distribution and support commercial service uses shall be encouraged to locate in IC areas.
- Office uses should be limited in height and floor area. Floor area ratios (FAR) for offices should be less than 0.75. Office buildings should be less than four stories.
- Buffering and screening of outdoor storage shall be required in IC areas.
- Industrial processes and activities should be located inside and should not produce substantial noise, vibration, or noxious by-products.
- IC areas can serve as a transitional category between more intensive uses and less intensive uses.
- Due to the importance of transportation in manufacturing and distribution IC areas should be located where there is safe, direct access to the regional freeway system.
- Any area of floodplain or wetlands shall be subtracted from the aggregate area of the site submitted for zoning or development prior to the calculation of residential density.

<u>Specific area standards</u>

- At the intersection of Kennesaw Avenue and Marble Mill Road contains the following restrictions:
    - All parcels directly abutting the right-of-way of Kennesaw Avenue between Marble Mill Road and the Marietta city limits shall be limited to the Low Rise Office (LRO) , Office and Institutional (O&I) or Office/Service (OS) zoning districts in order to minimize the potential negative impact of development on adjacent residential areas.
- The U.S. 41 and Cobb International industrial area

Due to the existing Cobb International Business Park, the area west of US 41, north of Stanley and west of Old US 41 (SR 293) will serve as an IC area for light industrial uses. South and west of this area along Stilesboro Road, Old US 41, and the Barrett Parkway Extension, residential uses are proposed in order to buffer the nonresidential uses and the Kennesaw Mountain National Battlefield Park. These uses will also aid the county in limiting access to the Barrett Parkway Extension, to ensure its functioning as a traffic moving roadway. It will be the county's policy to restrict access to the Barrett Parkway Extension by limiting curb cuts to the extent possible. In light of this policy, access to the residentially designated areas to the west of the US 41/Barrett Parkway intersection should be from either US 41, Old US 41, or any publicly dedicated street other than the Barrett Parkway Extension.

- There is an IC area located along South Cobb Industrial Boulevard, west of South Cobb Drive. This area is largely surrounded by residential uses within the City of Smyrna. As additional development and redevelopment occurs in this area it will be important to consider buffering, architectural and use restrictions to protect the adjacent residential uses.
- In recognition of the existing Heavy Industrial (HI), Light Industrial (LI), and residential zoning in the area south of Powder Springs Road, Flint Hill Road, the Silver Comet Trail and east of Carter Road and the City of Powder Springs and in an effort to provide for appropriate buffering to adjacent residential areas and protect the floodplain and buffers associated with Noses Creek, and to encourage orderly growth and development by minimizing land use conflicts and environmental degradation of the Noses Creek corridor, stipulations will be considered by Cobb County and the City of Powder Springs as property is developed, rezoned and/or annexed.
- In order to better implement and promote quality growth along Canton Road, the Board of Commissioners has implemented a series of design guidelines located in the Cobb County Development Standards that cover all non-residential properties that are located along the Canton Road Corridor, as shown in Appendix 21. The

intent of these design guidelines is to improve the architectural quality of Canton Road in order to encourage an improved sense-of-place.

Department of Community Affairs – Quality Community Objectives

- **Appropriate Business**: The businesses and industries encouraged to develop or expand in Cobb should be suitable for the community in terms of job skills required, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities
- **Employment Options**: A range of job types should be provided in Cobb to meet the diverse needs of the local workforce
- **Environmental Protection**: Air quality and environmentally sensitive areas within Cobb should be protected from the negative impacts of development. Environmentally sensitive areas deserve special protection, particularly when they are important for maintaining traditional character and quality-of-life of the local area and/or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved

Appropriate Land Use

The purpose of the IC is to provide for areas that can support light industrial, office/ warehouse, and distribution uses. Typical uses include professional business parks and distribution centers. Allowable Zoning: OS, TS, LI.

Applicable Implementation Items

- Prepare an inventory of sites suitable for higher wage, wholesale trade businesses.
- Develop targeted policies to protect industrial areas from residential incursions
- Prepare a marketing strategy to promote the value of the county's two trade schools to economic development

Industrial

The purpose of the Industrial (IND) category is to provide for areas that can support heavy industrial and manufacturing uses. Typical land uses for these areas include plants that convert raw materials into a finished product. Guidelines for this category are listed below:

- The primary uses within IND areas should be industrial or manufacturing. Supporting office uses should be limited in floor area and intensity. Office uses should be limited to floor area ratios (FAR) of less than 0.5.
- Due to the importance of transportation in manufacturing and distribution, IND areas should be located where there is safe, direct access to the regional freeway system.
- IND areas should not be located immediately adjacent to residential areas.
- In reviewing new industrial development proposals, an assessment of environmental impact and impact mitigation should be conducted.
- Any area of floodplain or wetlands shall be subtracted from the aggregate area of the site submitted for zoning or development prior to the calculation of residential density.

Department of Community Affairs – Quality Community Objectives

- **Appropriate Business**: The businesses and industries encouraged to develop or expand in Cobb should be suitable for the community in terms of job skills required, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities
- **Employment Options**: A range of job types should be provided in Cobb to meet the diverse needs of the local workforce
- **Environmental Protection**: Air quality and environmentally sensitive areas within Cobb should be protected from the negative impacts of development. Environmentally sensitive areas deserve special protection, particularly when they are important for maintaining traditional character and quality-of-life of the local area

and/or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved

Appropriate Land Use

The purpose of the IND is to provide for areas that can support heavy industrial and manufacturing uses. Typical uses include plants which convert raw materials into a finished product. Allowable Zoning: OS, TS, LI, HI.

Applicable Implementation Items

- Prepare an inventory of sites suitable for higher wage, wholesale trade businesses.
- Develop targeted policies to protect industrial areas from residential incursions
- Prepare a marketing strategy to promote the value of the county's two trade schools to economic development

Public/Institutional

The purpose of the Public/Institutional (PI) category is to provide for certain state, federal or local government uses and institutional land uses such as government building complexes, police and fire stations, colleges, churches, hospitals, etc. While the future land use map reflects existing uses, it is important to realize that uses in this category have the potential to be developed at a regional, community or neighborhood scale. Any use in this category should be developed in a manner consistent with other policies in this plan.

<u>Specific area standards</u>

- In order to better implement and promote quality growth along Canton Road, the Board of Commissioners has implemented a series of design guidelines located in the Cobb County Development Standards that cover all non-residential properties that are located along the Canton Road Corridor, as shown in Appendix 21. The intent of these design guidelines is to improve the architectural quality of Canton Road in order to encourage an improved sense-of-place.

Department of Community Affairs – Quality Community Objectives

- **Education Opportunities**: Educational and training opportunities should be readily available in Cobb – to permit county residents to improve their job skills, adapt to technological advances, and to pursue entrepreneurial ambition
- **Employment Options**: A range of job types should be provided in Cobb to meet the diverse needs of the local workforce
- **Heritage Preservation**: The traditional character of Cobb should be maintained though the preserving and revitalizing historic areas of the county, encouraging new development that is compatible with the traditional features of the county, and protecting other scenic or natural features that are important in defining the county's character

Appropriate Land Use

The purpose of the PI is to provide for state, federal or local government use and institutional land uses such as government building complexes, police and fire stations, colleges, churches.

Applicable Implementation Items

- Coordinate the expansion of libraries as they become necessary
- Update the existing facility needs study for library system
- Orchestrate annual coordination meetings between county land use planning and Cobb County School system administrative planning staff
- Ensure coordination between Cobb County Planning staff and the Cobb County School Systems administrative staff on municipal boundary expansions
- Provide quarterly updates to the Cobb County School System regarding residential land use changes and approved residential permits by type
- Establish public health services and facilities to serve special client groups such as the disabled, homebound and institutionalized

Park/Recreation/Conservation

The purpose of the Park/Recreation/Conservation (PRC) category is to provide for land dedicated to active or passive recreational uses, either publicly or privately owned including playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers, etc. While the future land use map reflects existing uses, it is important to realize that uses in this category have the potential to be developed at a regional, community or neighborhood scale. Any use in this category should be developed in a manner consistent with other policies in this plan. When development plans are presented to the Board of Commissioners, the adjacent Future Land Use Map designations will be given consideration with emphasis on adequate buffering, step-down to uses of different intensity and preserving environmentally sensitive areas. In addition, this land use category includes environmentally sensitive areas such as flood plains and wetlands. These areas serve an important natural function by providing enhanced water quality protection, groundwater recharge, floodwater storage, channelization, silt retention, and groundwater discharge. When it is feasible to do so, the County may consider acquiring (easement or fee simple ownership) flood plain and/or wetland areas that would remain undeveloped to ensure these valuable functions continue unabated.

Conservation sub-category

Conservation is a sub-category of PRC for permanently protected land dedicated to passive recreational uses and land set aside to protect water quality, wetlands, areas with erodible soils, stream banks, riparian buffers, scenic view, historic and archeological resources and to reduce erosion through protection of steep slopes. These areas were either privately or publicly owned and may include playgrounds, parks, nature preserves, wildlife management areas, national forests, stream buffers, wetlands, floodplains, and similar uses and areas purchased with state and federal funds. It should be noted that the existing land survey includes Conservation uses within incorporated city limits.

Department of Community Affairs – Quality Community Objectives

- **Environmental Protection**: Air quality and environmentally sensitive areas within Cobb should be protected from the negative impacts of development. Environmentally sensitive areas deserve special protection, particularly when they are important for maintaining traditional character and quality-of-life of the local area and/or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved
- **Heritage Preservation**: The traditional character of Cobb should be maintained though the preserving and revitalizing historic areas of the county, encouraging new development that is compatible with the traditional features of the county, and protecting other scenic or natural features that are important in defining the county's character
- **Open Space**: New developments should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or greenbelts/wildlife corridors. Land should also be set aside for permanent protection, acknowledging that not all property should be developed.
- **Regional Cooperation**: Should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or transportation infrastructure.
- **Regional Identity**: The promotion and preservation of an "identity", defined in terms of traditional regional architecture, common economic linkages that bind the region together, or other shared characteristics

Appropriate Land Use

The purpose of the PRC is to provide for land dedicated to active or passive recreation uses. Conservation: a sub-category for permanently protected land dedicated to passive recreation and protection of water quality, wetlands, stream banks, riparian buffers, scenic views, and historic or archaeological resources.

Applicable Implementation Items

- Periodically update the inventory of public properties suitable for multiple uses, including passive recreational uses and linear parks
- Implement a web based technology to allow the public to check availability of and reserve space in recreational facilities, as well as sign-up for various programs electronically
- Prepare grant applications and research other program funding mechanisms to assist with land purchase, facility development, and renovation of existing recreational facilities
- Update the existing Arts Division 2006 long-range master plan, when necessary
- Implement the 2000 Parks and Recreation System master plan
- Update the existing Parks and Recreation master plan, when necessary
- Complete the process of accreditation and implement standards to sustain Cobb County's status with the National Recreational and Parks Association
- Evaluate the need for and develop new facilities to support the development of creative recreational programming to meet the changing needs of the community
- Educate the community on the use and tax benefits of conservation easements to permanently protect sensitive habitat and open space
- Update the Cobb County inventory of historic sites and places

Transportation/Communication/Utilities

The purpose of the Transportation/Communication/Utilities (TCU) category is to provide for uses such as power generation plants, railroad facilities, telephone switching stations, airports, etc.

Department of Community Affairs – Quality Community Objectives

- **Employment Options**: A range of job types should be provided in Cobb to meet the diverse needs of the local workforce

- **Regional Cooperation**: Should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or transportation infrastructure.
- **Regional Solutions**: Solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer
- **Transportation Alternatives**: Multiple alternatives in transportation should be made available to the residents of Cobb County including, including mass transit, bicycle routes, pedestrian facilities, and automotive infrastructure. Greater use of alternative transportation should be encouraged and areas with transportation deficiencies (automotive and alternative) should be expanded to meet the needs of existing and future residents.

Appropriate Land Use

The purpose of the TCU is to provide for uses such as power generation plants, railroad facilities, telephone switching stations, airports, etc.

Applicable Implementation Items

- Continue to implement communication improvements to better coordinate emergency response in inter-county and intra-county communications
- Continue to improve transit facilities and programs in an effort to encourage additional ridership
- Execute intergovernmental agreements to develop and analyze future transportation studies
- Evaluate recommendations from the Georgia Regional Transportation Authority's Bus Rapid Transit/ High Occupancy Vehicle facility improvements along the I-75 corridor for possible amendment to the 2030 Comprehensive Plan and 2030 Comprehensive Transportation Plan

Rural Residential

The purpose of the Rural Residential (RR) category is to provide for areas that are suitable for Cobb County's lowest density housing development. Such areas include those difficult to sewer, furthest from major activity centers, public services, and transportation corridors, or have particular sensitive environment features or scenic value. The RR category provides for development that is zero (0) to one (1) unit per acre. Specific development proposals shall be evaluated with respect to the following guidelines:

- Areas that are not projected to have the basic services of water and sewer due to topographical or other constraints shall be classified as RR on the Future Land Use Map.
- Areas of the county located furthest from employment centers and major transportation corridors shall be classified as RR on the Future Land Use Map.
- New residential uses should be developed in a manner that helps protect the rural character and environmentally sensitive nature of these areas.
- Any area of floodplain or wetland shall be subtracted from the aggregate area of the site submitted for zoning or development prior to the calculation of residential density.

Department of Community Affairs – Quality Community Objectives

- **Environmental Protection**: Air quality and environmentally sensitive areas within Cobb should be protected from the negative impacts of development. Environmentally sensitive areas deserve special protection, particularly when they are important for maintaining traditional character and quality-of-life of the local area and/or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved
- **Heritage Preservation**: The traditional character of Cobb should be maintained though the preserving and revitalizing historic areas of the county, encouraging new development that is compatible with the traditional features of the county, and

protecting other scenic or natural features that are important in defining the county's character

- **Housing Opportunities**: Quality housing and a range of housing size, cost, and density should be provided in Cobb to make it possible for all who work in the county to also live in the county, as well as to provide a range of housing types to meet in varied interests of the public.
- **Open Space**: New developments should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or greenbelts/wildlife corridors. Land should also be set aside for permanent protection, acknowledging that not all property should be developed.
- **Sense of Place**: The development of larger lot residential developments should be encouraged in order to maintain the rural character of the area and preserve land.

Appropriate Land Use

The purpose of the RR is to provide for areas for housing from 0 to 1 dwellings/acre. Allowable Zoning: RR, R-80, R-40, OSC.

Applicable Implementation Items

- Educate the community on the use and tax benefits of conservation easements to permanently protect sensitive habitat and open space
- Research the need to further reduce impervious surface of new development in areas containing sensitive environmental features such as streams, wetlands, etc.
- Research policies, recommend code changes, and educate the community in an effort to encourage environmentally sensitive design

Very Low Density Residential

The purpose of the Very Low Density Residential (VLDR) category is to provide for areas that are suitable for very low density housing, particularly in locations which may not have basic services such as sewer, or where the existing or desired residential development

pattern is zero to two (2) dwelling units per acre. Specific development proposals shall be evaluated with respect to the following guidelines:

- Areas that do not have the basic services of water and sewer shall be classified as VLDR on the Future Land Use Map.
- New residential uses should be developed in a manner that helps protect the rural/estate character of these areas.
- Any area of floodplain or wetlands shall be subtracted from the aggregate area of the site submitted for zoning or development prior to the calculation of residential density.

Department of Community Affairs – Quality Community Objectives

- **Environmental Protection**: Air quality and environmentally sensitive areas within Cobb should be protected from the negative impacts of development. Environmentally sensitive areas deserve special protection, particularly when they are important for maintaining traditional character and quality-of-life of the local area and/or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved
- **Heritage Preservation**: The traditional character of Cobb should be maintained though the preserving and revitalizing historic areas of the county, encouraging new development that is compatible with the traditional features of the county, and protecting other scenic or natural features that are important in defining the county's character
- **Housing Opportunities**: Quality housing and a range of housing size, cost, and density should be provided in Cobb to make it possible for all who work in the county to also live in the county, as well as to provide a range of housing types to meet in varied interests of the public.
- **Open Space**: New developments should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public

parks or greenbelts/wildlife corridors. Land should also be set aside for permanent protection, acknowledging that not all property should be developed.

- **Regional Cooperation**: Should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or transportation infrastructure.
- **Sense of Place**: In stable residential districts, sense of place pertains to the maintenance and preservation of the residential character of the area.

Appropriate Land Use

The purpose of the VLDR is to provide for areas for housing, with densities of zero to two dwelling units per acre. Allowable Zoning: RR, R-80, R-40, R-30, R-20, OSC.

Applicable Implementation Items

- Educate the community on the use and tax benefits of conservation easements to permanently protect sensitive habitat and open space
- Research the need to further reduce impervious surface of new development in areas containing sensitive environmental features such as streams, wetlands, etc.
- Coordinate efforts between Community Development, Economic Development, and non-profit agencies (Atlanta Neighborhood Development Partnership, Livable Communities Coalition, Cobb Works, etc.) to develop workforce housing policies and opportunities

Low Density Residential

The purpose of the Low Density Residential (LDR) category is to provide for areas that are suitable for low density housing between one (1) and two and one-half (2.5) dwelling units per acre, and non supportive senior living housing that in certain circumstances may reach five (5) dwelling units per acre, depending on existing conditions such as product type and mix, structure/building height, tract size, topographic conditions, etc in order to provide

compatibility with adjacent residential uses. This category presents a range of densities. Specific development proposals shall be evaluated with respect to the following guidelines:

- Proposals at the low end of the range of densities shall be encouraged in areas that are currently developed at similar densities.
- Proposals at the high end of the range of densities shall be encouraged in areas where adequate services and facilities can accommodate such densities and where such proposed densities do not adversely affect the stability of existing residential areas.
- New residential uses should be developed in a manner that helps protect the character of these areas.
- Any area of floodplain or wetlands shall be subtracted from the aggregate area of the site submitted for zoning or development prior to the calculation of residential density.

Specific area standards

- In order to mitigate potential land use conflicts which could arise from the conversion of single-family residences and lots into more intense residential development along Kinjac Road, north of Macby Road, it is recommended to limit the intensity of zoning applications for consideration. New development in this area along Kinjac Drive in Land Lot 523 of the 16th District shall be limited to the LDR designation at a maximum of 2.0 units per acre net density.
- Given the documented low impact nature of non supportive senior living housing on county infrastructure and services, these housing units may reach five (5) dwelling units per acre, depending on existing conditions such as product type and mix, structure/building height, tract size, topographic conditions, etc in order to provide compatibility with adjacent residential uses. Further, any of the housing units in this category must be located along an arterial roadway, as defined by the Cobb County Thoroughfare Plan, as may be amended from time to time.
- In an effort to mitigate any potential land use conflicts which could arise from the conversion of single-family residences and lots into more intense residential

development along Dallas Highway between Martin Ridge Subdivision and Mount Calvary Rd., it is recommended to limit the intensity of zoning applications for consideration in this area. New developments in this area along Dallas Highway located in Land Lot 328 of the 20th District are recommended to be part of an assemblage proposal with vehicular access onto Mount Calvary Road. Provide sufficient buffering (determined by District Commissioner) adjacent to the existing service station to the southwest. Development shall be limited to the LDR designation.

- In an effort to mitigate any potential land use conflicts which could arise from the conversion of single family residences and lots into more intense residential developments between Dallas Highway to the north and Old Dallas Highway to the south and extending west from the Dallas/Old Dallas Highway intersection to the eastern boundary of the CAC node, it is recommended to limit the intensity of zoning applications for consideration in this area. New developments in this area are recommended to be part of an assemblage proposal with vehicular access onto Old Dallas Highway. The proposed units should be oriented towards Old Dallas Highway and provide sufficient buffering (determined by District Commissioner) adjacent to the CAC node to the west. Development shall be limited to LDR designation.
- The existing PRC tract that fronts Sandy Plains Road, just northeast of the Davis Road intersection is encouraged to be developed in an assemblage plan that would combine the two (2) abutting residential tracts to the west in a LDR use proposal with direct ingress/egress access to the signalized intersection of Sandy Plains Road and Davis Road.
- In order to mitigate potential land use conflicts which could arise from the conversion of single-family residences and lots into more intense residential development along Old Tennessee Road, north of Hurt Road, it is recommended to limit the intensity of zoning applications for consideration. The development approved on September 19, 2006 does not set a precedent for higher density

residential development in the area because of proposed infrastructure improvements in this area. The developer agreed to improve Old Tennessee Road from Hurt Road to the edge of the development so that it would be a twenty-four (24') foot wide roadway and agreed to install a cul-de-sac at the end of the dead end section of the street. This substantial investment in public infrastructure paid for by a private individual provided justification for allowing additional density on this site (Land Lot 771 of the 19th District). New development in this area along Old Tennessee Road shall be limited to the standard LDR designation.

- In an effort to encourage neighborhood compatibility, revitalization that occurs on Blair Bridge Road between Six Flags Drive and South Gordon Road should be done in a manner the respects the existing character and density of the surrounding neighborhoods. Pockets of redevelopment should be accommodated in an effort to stabilize the housing stock, but increases in density for the new developments should be minimal.
- In an effort to halt the expansion of commercial nodes, to assist with the revitalization of declining structures, and the need to provide an adequate transition and buffering to protect the surrounding VLDR and RR neighborhoods; the properties located along the south side of Dallas Highway west of West Sandtown Road and east of Kennesaw View Drive are to be Low Density Residential (LDR). The LDR area should be constrained by Kennesaw View Drive and West Sandtown Road so that it will not set a precedent for higher densities in this area of Cobb County. Preferred developments in this LDR area would be made up of an assemblage of properties with a single curb cut on Dallas Highway. Any development should maintain the focus of the development on Dallas Highway so that it can transition to a less intense development plan along Kennesaw View Drive in an effort to minimize impacts of the neighboring established residential areas. Densities should be a maximum of two (2) units per acre for single family detached dwelling units and a maximum of four (4) units per acre for developments using the Residential Senior Living zoning category.

Department of Community Affairs – Quality Community Objectives

- **Environmental Protection**: Air quality and environmentally sensitive areas within Cobb should be protected from the negative impacts of development. Environmentally sensitive areas deserve special protection, particularly when they are important for maintaining traditional character and quality-of-life of the local area and/or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved
- **Growth Preparedness**: The identification and placement of the prerequisites for the type of growth we seek to achieve. This includes housing and infrastructure to support new growth, housing and infrastructure to improve conditions for existing residents/commuters, appropriate training of the workforce, ordinances to direct growth as desired, or leadership capable of responding to growth opportunities
- **Heritage Preservation**: The traditional character of Cobb should be maintained though the preserving and revitalizing historic areas of the county, encouraging new development that is compatible with the traditional features of the county, and protecting other scenic or natural features that are important in defining the county's character
- **Housing Opportunities**: Quality housing and a range of housing size, cost, and density should be provided in Cobb to make it possible for all who work in the county to also live in the county, as well as to provide a range of housing types to meet in varied interests of the public.
- **Infill Development**: Cobb should maximize the use of existing infrastructure and minimize conversion of undeveloped land at the urban periphery by encouraging development and redevelopment of sites closer to the county's existing activity centers and nodes. In residential areas, infill development refers to revitalization of underperforming neighborhoods by keeping the general layout of the neighborhood intact, maintaining the basic street system and consistent architectural elements with existing structures in the area. New housing units created through infill activity

should be similar in nature to the existing housing stock, so they fit into the community while also meeting current market conditions.

- **Open Space**: New developments should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or greenbelts/wildlife corridors. Land should also be set aside for permanent protection, acknowledging that not all property should be developed.
- **Sense of Place**: In stable residential districts, sense of place pertains to the maintenance and preservation of the residential character of the area.

Appropriate Land Use

The purpose of the LDR is to provide for areas for housing between one and two and one-half dwelling units per acre. Allowable Zoning: RR, R-80, R-40, R-30, R-20, R-15, RA-5, OSC.

Applicable Implementation Items

- Educate the community on the use and tax benefits of conservation easements to permanently protect sensitive habitat and open space
- Research the need to further reduce impervious surface of new development in areas containing sensitive environmental features such as streams, wetlands, etc.
- Coordinate efforts between Community Development, Economic Development, and non-profit agencies (Atlanta Neighborhood Development Partnership, Livable Communities Coalition, Cobb Works, etc.) to develop workforce housing policies and opportunities
- Investigate the concept of “aging in place” and how it can be encouraged in the county
- Study various mechanisms to increase affordable housing in the county
- Continue to monitor the need to implement infill development guidelines to encourage compatible residential development in built-out areas

Medium Density Residential

The purpose of the Medium Density Residential (MDR) category is to provide for areas that are suitable for moderate density housing between two and one-half (2.5) and five (5) dwelling units per acre. This category presents a range of densities. Specific development proposals shall be evaluated with respect to the following guidelines:

- Proposals at the low end of the range of densities shall be encouraged in areas that are currently developed at similar densities.
- Proposals at the high end of the range of densities shall be encouraged in areas where adequate services and facilities can accommodate such densities and where such proposed densities do not adversely affect the stability of existing residential uses. Single-family residential developments resulting in densities greater than four (4) units per acre may also be limited in overall acreage due to intense deforestation, drainage, erosion and sedimentation concerns associated with such development. Specific restrictions may be codified in the Cobb County, Georgia Zoning Ordinance.
- New residential uses should be developed in a manner that helps protect the character of these areas.
- MDR areas can serve as a transitional category between more intensive uses and less intensive uses.
- Affordable housing with open space and high quality design should be encouraged to be developed in this category.

Any area of floodplain or wetlands shall be subtracted from the aggregate area of the site submitted for zoning or development prior to the calculation of residential density.

<u>Specific area standards</u>

- On December 11, 2001, the Board of Commissioners adopted a land use initiative for the area on Wilhelmena Drive in an effort to control residential development patterns. Due to the area's infrastructure limitations and topographical sensitivity, the Board articulated a desire to minimize the intensity of development for this area. In order the implement this objective, the Board of Commissioners will only

consider development below or at the midpoint of the MDR category (2.5 – 5 dua) and require the use of Open Space Community Overlay specifications to minimize grading and impact on King's Lake.

- In order to mitigate the land use conflicts which could arise from converting single family residences and lots to individual commercial uses, the Board of Commissioners has determined the necessity for a unified development plan for the parcels within Land Lots 40 and 41 of the 17th District bordered by Floyd Road, Ayers Drive and Landers Road. All properties must be assembled and included in one rezoning/development plan. Architectural design encouraging two story "brownstone" appearances, shared access, rear entry garages, no direct access to Floyd Road and land use transition will be of paramount importance and rezoning applications will be evaluated for appropriateness based on these criteria. This is appropriate based on opportunities for commercial development on the west side of Floyd Road and to compliment the Mable House historical complex.
- On January 21, 2003, the Board of Commissioners adopted a land use initiative for the area along Cooper Lake Road in an effort to control residential development patterns. Due to the topographical sensitivity of the surrounding area, the Board of Commissioners articulated a desire to minimize the intensity of the development for this area. In order to implement this objective, the Board of Commissioners will only consider development below or at the midpoint of the MDR designation (2.5-5 dua) and require the use of the Open Space Community Overlay specifications to minimize grading and impact to sites along Cooper Lake Road.
- The existing residential community located on the north side of Piedmont Road in Land Lots 585 and 586 of the 16th District, just west of the Canton Road intersection is encouraged to be developed in an assemblage plan, which would combine a significant number of the residential tracts into a MDR proposal with a single ingress/egress entrance onto Piedmont Road.
- In order to generate a more contiguous transition between the Austell Road corridor and the surrounding stable single-family detached residential areas, new housing

developments along Austell Road are encouraged to contain a substantial owner-occupied component. In addition, there is a need to encourage redevelopment and revitalization of some of the antiquated multi-family developments. The redevelopment should expand senior housing opportunities, provide additional owner-occupied opportunities, and/or provide new and updated rental units that meet current market demand, as long as the total number of rental units in the development is not increased.

- In an effort to encourage neighborhood revitalization, redevelopment along Six Flags Parkway, from Six Flags Drive to Discovery Boulevard, should include attached and detached single family residential structures using the full range of allowable densities under the MDR category.
- In an effort to encourage residential revitalization, redevelopment along South Gordon Road, from Factory Shoals Road to Mableton Parkway, should include singe-family detached structures to compliment the existing neighborhoods in the area. To encourage redevelopment additional density may be provided as long as it does not exceed the maximum densities encouraged in the MDR category.
- In an effort to encourage residential revitalization, redevelopment along Factory Shoals Road, from Six Flags Drive to Mableton Parkway, should include single-family detached structures to compliment the existing neighborhoods in the area. To encourage redevelopment additional density may be provided as long as it does not exceed the maximum densities encouraged in the MDR category. Expansion of the commercial nodes should not be encouraged in this area.

Department of Community Affairs – Quality Community Objectives

- **Environmental Protection**: Air quality and environmentally sensitive areas within Cobb should be protected from the negative impacts of development. Environmentally sensitive areas deserve special protection, particularly when they are important for maintaining traditional character and quality-of-life of the local area

and/or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved

- **Growth Preparedness**: The identification and placement of the prerequisites for the type of growth we seek to achieve. This includes housing and infrastructure to support new growth, housing and infrastructure to improve conditions for existing residents/commuters, appropriate training of the workforce, ordinances to direct growth as desired, or leadership capable of responding to growth opportunities
- **Heritage Preservation**: The traditional character of Cobb should be maintained though the preserving and revitalizing historic areas of the county, encouraging new development that is compatible with the traditional features of the county, and protecting other scenic or natural features that are important in defining the county's character
- **Housing Opportunities**: Quality housing and a range of housing size, cost, and density should be provided in Cobb to make it possible for all who work in the county to also live in the county, as well as to provide a range of housing types to meet in varied interests of the public.
- **Infill Development**: Cobb should maximize the use of existing infrastructure and minimize conversion of undeveloped land at the urban periphery by encouraging development and redevelopment of sites closer to the county's existing activity centers and nodes. In residential areas, infill development refers to revitalization of neighborhoods by keeping the general layout of the neighborhood intact, maintaining the basic street system and consistent architectural elements with existing structures in the area. New housing units created through infill activity should be similar in nature to the existing housing stock, so they fit into the community while also meeting current market conditions.
- **Open Space**: New developments should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or greenbelts/wildlife corridors. Land should also be set aside for permanent protection, acknowledging that not all property should be developed.

- **Sense of Place**: The development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertaining. In stable residential districts, sense of place pertains to the maintenance and preservation of the residential character of the area.
- **Traditional Neighborhoods**: Traditional neighborhood development patterns should be encouraged, including use of more human scale development, mixing of uses within easy walking distances to one another, and facilitating pedestrian activity.

Appropriate Land Use

The purpose of the MDR is to provide for areas for housing between two and one-half and five dwelling units per acre. Allowable Zoning: RR, R-80, R-40, R-30, R-20, R-15, RA-5, RM-8, RD, FST, MHP, SC, PVC.

Applicable Implementation Items

- Coordinate efforts between Community Development, Economic Development, and non-profit agencies (Atlanta Neighborhood Development Partnership, Livable Communities Coalition, Cobb Works, etc.) to develop workforce housing policies and opportunities
- Investigate the concept of "aging in place" and how it can be encouraged in the county
- Study various mechanisms to increase affordable housing in the county
- Continue to monitor the need to implement infill development guidelines to encourage compatible residential development in built-out areas

High Density Residential

The purpose of the High Density Residential (HDR) category is to provide for areas that are suitable for higher density housing between five (5) and twelve (12) dwelling units per acre. Density on any particular site should be sensitive to surrounding areas and should offer a reasonable transition of land use. Specific development proposals shall be evaluated with respect to the following guidelines:

- Higher density housing should be located only in those areas with direct access to arterials or collectors in order to discourage neighborhood traffic intrusion and facilitate safe turning movements.
- HDR areas can serve as a transitional category between more intensive uses and less intensive uses.
- Affordable housing with open space and high quality design should be encouraged to be developed in this category.
- Any area of floodplain or wetlands shall be subtracted from the aggregate area of the site submitted for zoning or development prior to the calculation of residential density.

Specific area standards

- In an effort to encourage redevelopment in areas along Six Flags Drive between Factory Shoals Road and I-20 higher density developments and mixed-use developments are encouraged. The proximity and accessibility of this area to I-20, I-285, and downtown Atlanta and the age of the existing housing stock make it a prime candidate for redevelopment opportunities. Redevelopments fronting Six Flags Drive may require additional donation of right-of-way so that planned streetscape improvements can be implemented along the corridor. Refer to the Six Flags Road Corridor Study for additional details.

Department of Community Affairs – Quality Community Objectives

- **Environmental Protection**: Air quality and environmentally sensitive areas within Cobb should be protected from the negative impacts of development. Environmentally sensitive areas deserve special protection, particularly when they are important for maintaining traditional character and quality-of-life of the local area and/or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.
- **Growth Preparedness**: The identification and placement of the prerequisites for the type of growth we seek to achieve. This includes housing and infrastructure to

support new growth, housing and infrastructure to improve conditions for existing residents/commuters, appropriate training of the workforce, ordinances to direct growth as desired, or leadership capable of responding to growth opportunities.

- **Heritage Preservation**: The traditional character of Cobb should be maintained though the preserving and revitalizing historic areas of the county, encouraging new development that is compatible with the traditional features of the county, and protecting other scenic or natural features that are important in defining the county's character.
- **Housing Opportunities**: Quality housing and a range of housing size, cost, and density should be provided in Cobb to make it possible for all who work in the county to also live in the county, as well as to provide a range of housing types to meet in varied interests of the public.
- **Infill Development**: Cobb should maximize the use of existing infrastructure and minimize conversion of undeveloped land at the urban periphery by encouraging development and redevelopment of sites closer to the county's existing activity centers and nodes.
- **Traditional Neighborhoods**: Traditional neighborhood development patterns should be encouraged, including use of more human scale development, mixing of uses within easy walking distances to one another, and facilitating pedestrian activity.

Appropriate Land Use

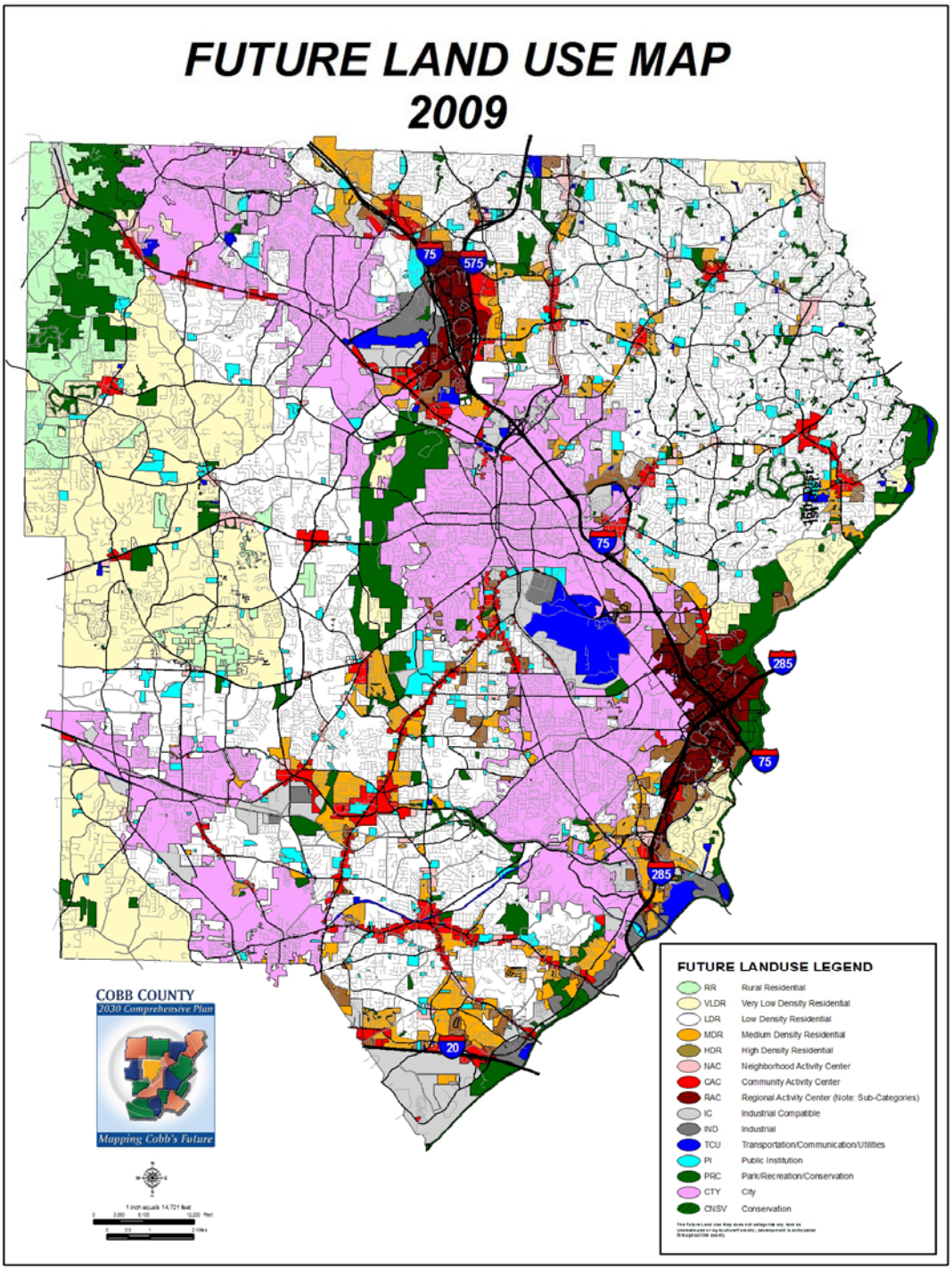
The purpose of the HDR is to provide for areas for housing between five and twelve dwelling units per acre. Allowable Zoning: RR, R-80, R-40, R-30, R-20, R-15, RM-8, RM-12, FST, MHP, RR, SC, PVC.

Applicable Implementation Items

- Coordinate efforts between Community Development, Economic Development, and non-profit agencies (Atlanta Neighborhood Development Partnership, Livable

Communities Coalition, Cobb Works, etc.) to develop workforce housing policies and opportunities

- Study various mechanisms to increase affordable housing in the county
- Continue to monitor the need to implement infill development guidelines to encourage compatible residential development in built-out areas


FUTURE LAND USE MAP
2009
75
575
75
285
75
285
20
COBB COUNTY
2030 Comprehensive Plan
Mapping Cobb's Future
FUTURE LANDUSE LEGEND
RR Rural Residential
VLDR Very Low Density Residential
LDR Low Density Residential
MDR Medium Density Residential
HDR High Density Residential
NAC Neighborhood Activity Center
CAC Community Activity Center
RAC Regional Activity Center (Note: Sub-Categories)
IC Industrial Compatible
IND Industrial
TCU Transportation/Communication/Utilities
PI Public Institution
PRC Park/Recreation/Conservation
CTY City
CNSV Conservation

COMMUNITY ISSUES AND OPPORTUNITIES

Cobb County is a vibrant community that contains areas with urban, suburban, rural, and conservation areas. It has stable residential neighborhoods, quality commercial opportunities, and job centers, as well as areas experiencing disinvestment and decline. Cobb also has built-out areas and undeveloped/underdeveloped areas that require different approaches to produce quality development. The varied nature of this county provides a special set of issues and opportunities that differ from area to area in the county.

If there is a single issue that has an overarching impact on the county it would be growth management. Cobb County has reached a point where we are witnessing dwindling quantities of undeveloped land. If we continue with the same developmental trends of previous growth strategies, we will consume the remainder of the undeveloped land over the next 25 years. The 2030 Comprehensive Plan provides us with the opportunity to reset our compass and structure growth patterns through an alternative methodology. On of the opportunities we have is to promote quality "smart growth" development policies, which preserves many of our existing areas of greenspace and protects existing quality suburban neighborhoods, while allowing for the creation of urban centers in appropriate places and by encouraging redevelopment of declining residential and commercial areas. This overall issue needs to be studied at a finer level of analysis in order to be effective at examining the various issues and opportunities that may contribute to the community's desire for positive change.

This section of the Community Agenda contains a listing of the key issues and opportunities that exist in Cobb County. This will provide a basis for goal setting, the creation of policies, and the establishment of action items. Included here are broad issues and opportunities that were generated from the original list developed in the Community Assessment phase of the Comprehensive Plan process. The original list provided a

detailed analysis of particular issues, while this section combines many of the issues into larger themes that resonate within the community. The main point of this analysis is to develop an understanding of the overlap and interrelatedness between many of these issues and opportunities. The policies and action items listed later in this chapter provide further detail about the efforts that will be made to address and leverage these issues and opportunities.

Managing Growth

Cobb County started experiencing rapid growth in the 1980's and 1990's. The growth rate has subsided somewhat in many parts of the county compared to the growth rates of prior decades, but they are still increasing at a relatively rapid pace compared to national trends. Over the past few decades, Cobb County has changed from a bedroom community to a regional employment center. This evolution will continue as more jobs locate in edge cities that are located on the periphery of the traditional urban core. Developing these edge cities into functioning urban environments by encouraging a variety of land use types is a key to future prosperity and is an integral component to protecting existing neighborhoods and preserving undeveloped land in other areas of the county.

In general, there is little greenfield property left in Cobb County to develop. Within the 2030 planning horizon, it is important that the county reorient policies to encourage the redevelopment of greyfield and brownfield sites as a means to accommodate new development. One area of the county that is an exception to this trend is West Cobb, which is experiencing more rapid growth compared to other areas of the county due to the availability of large tracts of privately held undeveloped/underdeveloped properties. The issues with managing growth in the county include:

- **Plan for growth through local and regional policies.** There are numerous local and regional efforts aimed at involving the public, appointed officials, and elected officials in the long-range plan making process. This includes land use, transportation, natural resource protection, and many other facets of urban

development. The better we are at generating common sense, market-oriented policies to guide preferred development, the more likely the community's vision for the future will come to reality.

- **Guide future growth through infrastructure investments.** The use of targeted infrastructure investment to guide growth and development is one of the most effective means to shape growth in the future. Cobb County has a history of this type of visionary planning. An example of this is the efforts of former Board of Commissioner Chairman Ernest Barrett who established the framework for the sewer system that resulted in the growth patterns we see throughout Cobb County today. Chairman Barrett saw the opportunity to shape the developmental future of Cobb County and helped tremendously in changing the way the overall community developed. This type of visionary thinking will continue to be necessary as we face new and ever expanding challenges dealing with growth and development issues.
- **Identify areas for future residential and non-residential growth.** Two of the most common public comments received during the comprehensive planning process were the desire to protect the residential character of existing stable neighborhoods and the desire to retain the rural nature of West Cobb. If this community-based desire is to come to fruition, we will need to establish policies and guidelines to accommodate anticipated population and employment growth in other areas of the county. The most likely areas to accept this type of additional development are in the incorporated and unincorporated areas that are between US 41/Cobb Parkway and I-75 from the Cumberland CID (Community Improvement District) to the Town Center CID. This area provides access to the interstate system as well as other state and local arterial and collector roadways, where there has been a history of upgrading infrastructure investment in these areas to accommodate more intense land uses. These areas are already urbanizing with high-rise developments being constructed in the Cumberland area,

redevelopment activity in Smyrna and Marietta, and plans being established to introduce a residential component to the Town Center area.

- **Managing growth in a way to meet the needs of a community with changing demographics**. This means ensuring that there are housing, entertainment options, and services available for the varying needs of the elderly, ethnically and racially diverse individuals, persons with disabilities, and people of varying economic means.

Neighborhoods

There are many types of neighborhoods that exist within Cobb County due to the diversity of the development patterns and varied time frames from which they were constructed. We have examples of classic hamlets like Mableton and Vinings, suburban neighborhoods like many areas of East Cobb, more rural neighborhoods in West Cobb, and the beginning of a more urban neighborhood in the Cumberland and Town Center areas. These hamlets are your traditional neighborhoods with a defined center, walkability, a grid street pattern and varied housing types. The suburban areas contain a predominance of single-family detached residential housing with moderate spacing between structures, cul-de-sac street patterns, and few areas dedicated as public gathering spaces. The rural neighborhoods are also predominantly single-family detached residential structures, except that there is larger separation between structure, more open space (privately owned), and a more pastoral landscape. Finally, the urban neighborhoods are a new trend in Cobb County. There has been an effort to add urban scale residential developments to areas within the county's two regional activity centers. Issues and opportunities dealing specifically with neighborhoods include:

- **Preserve stable neighborhoods.** As new development continues throughout the county it is important to enact policies and procedures that will encourage the preservation of the many stable neighborhoods that exist throughout the county. These areas provide a range of attractive, safe, and quality living environments for a wide spectrum of the community.

- **Redevelopment and revitalization.** Some of the older single-family and multi-family residential districts in the county are starting to experience decay due to a lack of new private and public investment. These areas should be encouraged to have revitalization and/or redevelopment take place so that all people, regardless of demographic or income, can live in quality housing in Cobb County. Priority should be given to areas that are becoming blighted and could potentially have a negative impact on adjoining stable/transitioning areas.
- **Urban development patterns.** Urban growth has potential to be an important social and economic driver for the county's two regional activity centers, Cumberland and Town Center. By fostering urban scale development in these areas Cobb County can meet market demand for additional housing types, as well as accommodate anticipated population growth. Finally, the additional population in these areas will have a beneficial impact on the local area economy of these two commercial districts and help to improve air quality.
- **Loss of rural character in West Cobb.** One of the most frequent issues that were identified during public meetings was the loss of rural character in West Cobb. An active effort to preserve this area of the county should be made so that we can provide a variety of housing types in environments that will be desirable to a wide range of people. Keeping the rural character of West Cobb intact will require active involvement from the government, community-at-large, and development interests.
- **Compatible infill development.** Infill development is the redevelopment of existing development. It can be many different things to many different people. For the purposes of this particular item, infill development is being defined at the scale of the existing neighborhood level. Many of the developed areas of East Cobb are experiencing infill development where irregularly shaped tracts of land or larger lot tracts are being developed or redeveloped around existing neighborhoods. The community has voiced concern about the compatibility of these new developments to ensure that they blend into the fabric of the existing

community. Quality infill development will assist in preserving many of these existing neighborhoods by encouraging new investment in the housing stock, while also providing limited opportunities for growth in these areas.

- **Community gathering spaces.** The lack of community gathering spaces was mentioned repeatedly by the community throughout the plan development process. There are many ways to accommodate this desire within the community ranging from the creation of parks, passive greenspace, and multi-use trails. These should be dispersed throughout the county where more people can have access to these types of services and accommodate the need for community socialization.

Economic Development

Cobb County and many of its inter-county and intra-county neighbors generally pursue economic development independently. The positive qualities that make metropolitan Atlanta a strong candidate for future economic growth include workforce, education, transportation, weather, and cultural/recreational opportunities. These qualities cut across jurisdictional boundaries and it is the responsibility of numerous institutions and organizations to sustain these assets to help in sustaining and improving the region's quality-of-life.

Cobb County can influence economic growth in many ways, which include: proactive recruitment efforts, infrastructure improvements, enhancing quality-of-life, and ensuring a well-run, low tax fiscal environment that still provides exemplary service to the community. Cooperation and coordination between the public, private, and non-profit sectors are important in our effort to improve the business climate in Cobb County. The Cobb County Chamber of Commerce in association with the Cobb County Economic Development Department, and the State of Georgia Department of Industry, Trade, and Tourism should work together with potential employers to recruit quality jobs into Cobb County. The following are some of the issues and opportunities that can impact economic development:

- **Targeted industries.** The main focus of the County's recruiting efforts should be the creation of economic clusters, which will allow for a better economy of scale that will improve the clusters competitive advantage. The clusters should be identified through a detailed economic analysis that looks at qualitative and quantitative data to investigate where we "as a community" have strengths. The policies and action items, described later in this report, provide specific recommendations as to what industries we should focus on in order to generate these clusters of employment.
- **Business retention and expansion.** The county will continue to change over time. Businesses will grow, decline, move-in and move-out depending on a multitude of various factors. Regardless of these factors, it is important to support existing employers by actively supporting the retention and expansion of those key existing businesses that serve to anchor the economy in Cobb County and provide additional employment opportunities for the metropolitan workforce.
- **Jobs-housing balance.** Jobs-housing balance is the proportion of employment opportunities to housing units within a defined geographic area. Cobb County is better than the metro average in regards to this statistic, but it is extremely stratified within the County. The areas with the highest employment intensity tend to have very few housing opportunities and visa-versa. The results of a poor jobs-housing balance are longer commute times and distances for workers which have a negative impact on air quality and quality-of-life measures.
- **Managing land for business and industrial growth.** A vital role that the comprehensive plan has in economic development is ensuring there is an adequate supply of development-ready (appropriately zoned with existing services and utility connections) and desirable land to accommodate the needs for new business and industries growth. The need for quality non-residential land is becoming an increasingly important concern. Land is a fixed-supply resource and there is a need to actively insure that there will be an adequate supply of development ready land available for the future. As we become more developed

as a community, land availability will decrease resulting in an increase in the value of the remaining tracts. Greyfield (dark/vacant stores) and brownfield (environmentally contaminated site) redevelopments will be important components of our strategy to provide necessary land for future growth. In addition, there is substantial pressure from the developers to use lands designated as industrial for other purposes. There needs to be a concentrated effort by Cobb County to protect these remaining undeveloped/underdeveloped industrial areas from residential and commercial incursion. This is due to the fact that there no additional areas in the county with flat undeveloped land that has the necessary interstate access so that we can generate new industrial areas.

- **Workforce retention and attraction.** One of the main factors that assist with workforce retention and business attraction is ensuring that the business community and industries have a talented and educated workforce to meet their needs in a knowledge-based economy. One way to attract this workforce is by ensuring that the community has a quality physical, cultural, and natural environment. Numerous studies have shown that amenities, quality-of-life, and recreational opportunities have a substantial influence within corporations/industries when making decisions on the location of new facilities or corporate offices. In addition, professional and technical workers are able to choose from a number of employment locations, thus having a higher quality-of-life, which will assist in attracting the workforce necessary to meet the needs of these employers competing in a global economy.
- **Promote historic based tourism and the arts.** Cobb County and its six cities have a wealth of historic and cultural resources. There needs to be a coordinated effort between the local governments, Convention and Visitors Bureau, and the Chamber of Commerce to actively promote the wealth of historic and cultural opportunities available here in the county. Also, it should be noted that the completion of the Cobb Energy Performing Arts Centre provides an incredible

opportunity for Cobb County as a whole, as well as the Cumberland area in general, to distinguish itself as a cultural destination within the region.

Transportation

Cobb County is currently in the process of conducting a countywide Comprehensive Transportation Plan (CTP), which is a parallel effort in devising a comprehensive strategy for the county's transportation infrastructure and programs. Cobb County will be amending this document once the CTP is complete, so the findings of the two documents can be incorporated into one another. Some of the transportation issues and opportunities present in the community include:

- **Traffic congestion.** Increasing traffic congestion along collector and arterial corridors will continue as our population increases. The impact of this can be mitigated to some extent if alternate forms of urban design can be incorporated into the built environment that supports interconnectivity of streets, inter-parcel access, and the reduction of curb cuts.
- **Air quality.** This issue is discussed in detail in the Quality-of-life portion of this section.
- **Context sensitive design.** The use of context sensitive designs on new and expanding transportation facilities will assist in minimizing the disturbance of adjacent developments. These include techniques such as landscaped medians, street trees, larger sidewalks, street lights (in an urban setting), and better pedestrian crossings, where the new roadway "fits" appropriately with the neighboring land uses surrounding the improvement project.
- **Transportation alternatives.** There is a need to increase transportation alternatives throughout Cobb County. This includes expansion of Cobb County Transit (CCT) bus service, the creation of a regional mass transit system to connect with other areas of metropolitan Atlanta, and investment in new facilities to serve bicycle and pedestrian facilities.

- **Land use-transportation connectivity.** There is an inevitable link between land use and transportation where one has a direct impact on the functionality of the other. The transportation system should be adapted to meet the needs of the jurisdiction's future growth scenario/policy. In addition, land use strategies must be devised that will assist the transportation facilities in improving system performance. The various mechanisms that can be used to accommodate these efficiencies include access management, promoting grid street systems, traffic calming, and promoting a development pattern that enhances mobility such as mixed-use developments, as well as linking development where infrastructure is adequate.
- **Intelligent transportation systems.** Intelligent transportation systems (ITS) are technologies used to improve transportation system performance. Some examples of ITS include: traffic signal synchronization, traffic cameras, signal priority for public transit vehicles, travel information systems, and many others. The benefits of using ITS are improved traffic flow, safety enhancements, rapid emergency response, and traveler information.
- **Operational improvements.** Much of Cobb's existing transportation infrastructure can be altered in a way that will improve mobility and performance. This includes everything from the construction of turn lanes, installation of sidewalks or bicycle lanes, curb and gutter improvements, and road realignments, to name a few. We should also include maintenance of existing facilities so that we ensure quality infrastructure for the residents, businesses, and visitors to Cobb County. Improvements of these types not only improve efficiency of the network, but also promote safety for the system users.
- **Travel demand management.** Travel demand management (TDM) programs reduce traffic congestion and help to improve air quality by eliminating or reducing single-occupancy vehicle trips. TDM also tries to decrease the length of trips by providing commuting options such as carpooling, vanpooling, teleworking, flexible work hours, and using mass transit.

Quality-of-life

An area's quality-of-life is a description of the numerous dynamics that make a place a desirable place to live. It includes a variety of social, economic, and environmental concerns that help to build community pride. The various dimensions included in a normal quality-of-life analysis, which includes: education, employment, health, income, infrastructure, security, public safety, recreation, and housing. This list includes some of the tangible assets that can be quantitatively studies to determine a quality-of-life measure. There are also numerous intangible features that are active within a community. These include the strength of the social fabric made prominent through networks and trust within the community, as well. These intangible features become the means to facilitate mutually beneficial cooperation and coordination.

Quality-of-life can be inhibited and/or addressed by local, regional, and national factors/decisions. Many of the factors that can be addressed by local jurisdictions affect the physical space within a community. This includes land use patterns, urban design, and incentives that can influence the use of public spaces, as well as preservation of natural areas/greenspace. Some of the factors that influence Cobb County's quality-of-life include the following:

- **Sense-of-place.** Many residents in Cobb reside here because of the sense-of-place that exists within their neighborhood, which promote feelings of comfort, security, and community involvement. There are also instances where there is a need to create a sense-of-place for some of the declining areas of the county. Further details on this issue can be found in the Neighborhoods discussion above.
- **Improving air quality in the region.** Air quality is an issue for all of metropolitan Atlanta. The region as a whole is actively trying to come into conformity with federal Clean Air Act's *National Ambient Air Quality Standards.* Currently the metro-Atlanta is a "non-attainment" area because of smog and particulate pollution

- **Improve water quality and quantity.** The Cobb-Marietta Water Authority projects sufficient water resources for existing and projected populations through the year 2050. Generating new water supply capacity is a long-term need for all growing communities. The Hickory Creek Reservoir project is one of the mechanisms being used to ensure existing and future residents have adequate water supply. This project will assist the future growth of the county by expanding water capacity. Finally, basic conservation measures and education can assist in extending our existing capacity of water resources. Water quality is a very important issue in Cobb County because many of our streams do not meet minimum Clean Water Act standards. Water quality can be improved through public/private decision-making, by enhancing stormwater design practices, and reducing the siltation along streams. The public can have the largest positive impact in improving water quality by upgrading stormwater and sanitary sewer systems to ensure that there is sufficient capacity to inhibit the release of untreated water into our local area streams, lakes, and rivers.
- **Economic growth.** The ability for people to make a living that supports their personal and professional goals is an important aspect of improving an area's quality-of-life. There is a direct correlation between areas experiencing economic stagnation and declining property values in an area. This includes areas of Cobb County, as well as metropolitan-Atlanta as a whole. This item is discussed further in the Economic Development section of this analysis.
- **Education and health.** The ability for Cobb County to retain its status as a community with high quality educational institutions and reliable healthcare is vital in the eyes of the community. The ability to provide enhanced public education opportunities, the availability of various types of private education, and numerous post-secondary opportunities provide the community with options for primary, secondary, and post-secondary education. Healthcare is also a critical aspect of a community's sense of well being. In Cobb County, healthcare facilities include the not-for-profit WellStar Hospital Network as well as the county

administered Community Health Clinics. Providing basic healthcare services to a growing and diverse population in an increasing concern in Cobb County and nationwide.

- **Affordable/workforce housing.** Cobb County has a large quantity of high-end and executive housing, but few opportunities for the middle income wage earner. Workforce housing provides opportunities for local area teachers, firefighters, police, nurses, and other occupations so that these people can live and work within the same community. In addition, many of the existing affordable housing options are structures in transitional areas that are in need of new investment in the housing stock in order to update them and assist them in being more marketable. There are many factors that have lead to this issue which include: a healthy community and high quality of life that supports higher housing prices, a high land costs that inhibit the construction of affordable housing, and decay in the existing affordable housing stock.
- **Urban design.** Urban design is the process and procedures for managing the physical and visual character of the community. The aesthetic qualities of various parts of Cobb County's natural and built environment define its distinctiveness and beauty. New growth within the community should generate a benefit for both the public and private realms of society. This should include all growth types, "greenfield" development, redevelopment, infill development, etc. Each new project has the opportunity to enhance or degrade the visual character of an area and therefore urban design should be reviewed on a project-by-project basis.

  Urban design should not be used with a one-size fits all mentality, because of the diversity in neighborhoods and communities within Cobb County. Important areas of the county should have urban design standards tailored for specific areas to ensure a varied and visually stimulating environment. Some of the basic ideas that can be used to incorporate urban design into the land use planning process include: reduction of impervious surface; improve the attractiveness and

functionality of commercial corridors; reduce visual clutter, especially along arterials and scenic corridors; encourage village-style developments near town centers and activity centers; preserve Cobb County's rich cultural history and architectural heritage; and conserve natural areas through permanent protection and greenspace acquisition. Urban design can help achieve consistently high quality public and private sector investments in the community where infrastructure is adequate.

Natural and Cultural Resources

The need for natural resource and cultural resource protection/conservation is an integral part for the physical, psychological, and spiritual health of a community. There were many comments that we received throughout the entire comprehensive planning process that indicated to staff that there is a high level of concern within the community for the quality of Cobb County's natural environment and the continued preservation of our built heritage. The most common responses we heard from the community include:

- **Open space/greenspace.** Cobb County will continue to grow through the year 2030 and beyond. A substantial portion of that development will be the transformation of vacant or large-acre tracts into new residential and commercial developments. Open space and greenspace preservation can occur through a variety of mechanisms that include purchase, regulation, and education. The recently completed Trust for Public Land "Greenprint" model can be used as a guide in the selection of priority parcels for greenspace purchase as monies become available. The creation of a county-wide greenspace plan would also be a benefit to the community as a means of protecting natural areas and increasing the quantity of passive recreation sites.
- **Loss of trees, tree canopies, and specimen trees.** The role of trees is vital to the rural, suburban, and urban areas that exist in Cobb County. Trees assist with the naturally cooling the county, protects against air pollution, improves quality-of-life, prevents soil erosion, and supplies wildlife habitat. Many people in the

community recommend a strengthening of the tree preservation and landscaping ordinance.

- **Air quality and water quantity/quality.** This issue is discussed in detail in the Quality-of-life section of this analysis.
- **Preserve historic resources.** There is a vocal portion of the community here in Cobb County that is active in efforts to protect and preserve existing historic and architectural resources. This includes primarily residential structures and battlefield fortifications/trenches, but there are other examples of historic features, as well.
- **Preserve environmentally sensitive areas.** There are many areas of the county that could be considered environmentally sensitive areas. These include floodplains, wetlands, areas with endangered species habitat, steep slopes, ground water recharge areas, and water supply watersheds. It is important to protect these areas so that they are not negatively impacted by future development.

Community Facilities

It is the intent of the county to provide exemplary service to the Cobb County community. Community facilities and infrastructure investment play a large role in service delivery, laying the groundwork for managed growth and development. The items include in the community facilities section provide a wide range of programs and services to the community that covers everything from police protection to libraries and stormwater facilities.

- **Facility needs exceed current and projected resources.** This issue addresses the need to distinguish between services Cobb County would like to provide and those core services the County should provide, in light of its resource projections. This is a difficult issue due to the varying needs and financial mandates that are placed upon the local government by the federal and state governments, as well as desires and needs of the local area residents and stakeholders. Thus, prioritization is a necessity to ensure that the local government is living up to its obligation to

the community. The efforts portrayed within the comprehensive planning process will assist in making those difficult decisions, because it contains the thoughts and desires that have been expressed by the community over the past few years.

- **Public safety.** Our public safety in Cobb County covers our police protection, fire protection, 911 communications, emergency management services, and the Sheriff's Office. There was a concern within the community that we address staffing needs, facility needs, and technological investments needed to keep up with the demand posed by a growing and diversifying population. Many different strategies will need to be deployed as we confront various and evolving phenomenon relating to public safety within the community.
- **Libraries.** As Cobb County continues to grow, there will be an increased need for additional library space either through expansion of existing facilities or the construction of new facilities. The existing Cobb County Library Master Plan provides strategic guidance of facility needs based upon project population for the next five years. There will be a need to renew this analysis over the next few years so that conditions can be updated and additional facility needs discovered.
- **Parks and recreation.** This is one of the more pressing needs as far as new facilities are concerned. Due to the rapidly dwindling quantity of vacant or undisturbed land left in the county, a greater importance should be placed on allocating park land for future generations. The community needs access to a diverse range of recreational facilities and programming and different segments of the population require different types of services. The existing Parks and Recreation System Master Plan provides a solid guide to the recreation needs through the year 2013. Updates to this master planning effort will need to be made within the next three years.
- **Stormwater.** There are a growing number of state and federal regulations that cover the area of stormwater management. The intent of these new regulations is to prevent flooding during heavy rain events, thus improving the quality of water being discharged into our local area streams, lakes, and other bodies of water. The

water quality benefits would occur from the filtering discharged stormwater that would occur in the detention ponds and other engineering structures. There are many improvements that can be made to our existing stormwater system to improve its effectiveness. In addition, the need for community-based educational opportunities to inform the community and developers about stormwater development procedures/requirements.

- **Solid waste management.** Details and specifics regarding the Cobb County Comprehensive Solid Waste Management Plan are in a separate document.
- **Education.** Cobb County government does not control nor do they have substantial input into matters dealing with the Cobb County School System. They are an independently elected and managed government entity that is charged with the provision of the public education system in Cobb County. It should be noted that, one of the greatest priorities mentioned during the public input for the Comprehensive Plan was the need to continue to improve upon the existing quality of the public education system.

Intergovernmental Coordination

Cobb County and the surrounding community will benefit greatly from participating in regional partnerships and efforts that work towards solving some of the issues we are confronting regionally. Some of these efforts include:

- **Future growth and development.** This issue deals with growth and development within Cobb County and regionally with the Atlanta Regional Commission. Especially important to this item is the intergovernmental agreement known as HB 489, which establishes a framework for jurisdictional cooperation on service provision and land use. Cobb County and all of its cities approved a new HB 489 agreement in 2004. Thus, this document is active and current; therefore, meeting the Georgia Department of Community Affairs requirements for coordination. The HB 489 agreement also provides a structured framework for local area cities to pursue managed growth through the process of annexation.

- **Effective communication**. This issue deals with communications between Cobb County and other public sector agencies, the non-profit sector, and especially the private sector. Cobb does a good job in coordinating with local, regional, and state agencies to the overall benefit of the community. One area of deficiency is communication with the private and non-profit sectors. By improving updates, newsletters, forums, and other communication techniques, Cobb County can enhance current efforts and ensure active participation in county governance.
- **Comprehensive planning.** Ensure that adjoining municipalities, school districts, and special districts work together to cooperatively work towards a better future and ensure full participation in the decision-making process. Ensure updates to the Comprehensive Plan include relevant recommendations from other related City, County, or Regional plans such as the Cobb Countywide Transportation Plan, I-75 Northwest Connectivity/BRT, and LCI plans.
- **Regional transportation planning.** Continue our participation with the other local jurisdictions, the Atlanta Regional Commission, the Georgia Regional Transportation authority, and the Georgia Department of Transportation on improving and coordinating transportation planning efforts throughout the Metropolitan Atlanta area.
- **Eminent Domain.** Eminent domain is defined as the taking of property by a public entity with the provision of "just" compensation to the property owner. In 2005, the State of Georgia altered the regulations regarding the use of eminent domain. Cobb County supports the use of eminent domain only as detailed in applicable state statutes and only after a negotiated settlement is not able to be reached with the owner of the property.
- **Natural resource protection.** Cooperatively work to protect the region's air and water quality, increase water quantity, and areas identified as being susceptible to negative environmental effects from development.

POLICIES

Policies are a series of guiding principles adopted by the local government. The purpose of these statements are to provide direction to the local government officials and to assist in the decision making process. The principles are one of the ways to make certain that new development is helping the community to meet the Community Vision and address the Community Issues and Opportunities.

Goal #1 - In the year 2030, Cobb is recognized as Georgia's most complete community, a place that combines the best of urban, suburban, and rural life to appeal to a broad spectrum of people.

Policy 1.1 - Evaluate and refine current practices to ensure that new development pays its fair share of improvements necessitated by growth.

Policy 1.2 - Increase the economic vitality of underserved areas through programs and incentives.

Policy 1.3 - Amend the 2030 Comprehensive Plan when necessary to incorporate findings and recommendations from approved Livable Centers Initiative and other similar transportation/land use master plans that will improve the county's ability to promote quality-of-life and attract additional employment opportunities.

Policy 1.4 - Provide sufficient water, wastewater, stormwater, and transportation capacity to accommodate anticipated growth and support desired growth patterns.

Policy 1.5 - Evaluate development proposals in currently underserved areas to ensure service is provided in a manner consistent with existing and future infrastructure demands.

Policy 1.6 - Monitor and assess recreational facility needs/demands and consider improvements/additions where necessary to fully serve the entire community.

Policy 1.7 - Provide quality recreational programming to meet the needs of existing and future residents of all ages.

Policy 1.8 - Encourage housing construction and the development of commercial areas in locations where necessary public facilities can be economically provided.

Policy 1.9 - Encourage urban style growth in regional activity centers as a means to protect existing stable suburban and rural areas from development growth pressures.

Policy 1.10 - Protect and preserve buildings, neighborhoods, or areas of historical, architectural, or cultural significance.

Policy 1.11 - Preserve stable quality residential neighborhoods.

Policy 1.12 - Encourage flexible site design to accommodate site specific conditions to encourage innovative land development techniques and uphold an individual's property rights.

Policy 1.13 - Address compatibility between land uses when making land use decisions.

Policy 1.14 - Provide transitions in scale and/or land use between high and low intensity land uses.

Policy 1.15 - Encourage nodal development at appropriate major intersections and discourage land use changes that lead to "strip" development patterns with multiple

driveways.

Policy 1.16 - Ensure that non-residential sites are designed for adequate buffering, parking and open space.

Policy 1.17 – Identify blighted and deteriorating neighborhoods and promote the revitalization and/or redevelopment of these areas.

Policy 1.18 – Promote smart growth policies and encourage the creative design of residential developments that meet the needs of the human and natural environment.

Goal #2 - Cobb is proud of being a regional leader and supportive partner in making the Atlanta Region a great place to live, learn, work, and play.

Policy 2.1 - Consider the existing and planned transportation system when making land use decisions.

Policy 2.2 - Design and locate recreation and cultural affairs facilities with good access to major roadways and public transit routes.

Policy 2.3 - Encourage adequate amounts, types, and densities of housing needed to support desired commercial and industrial growth.

Policy 2.4 - Promote transit oriented developments at existing and planned transit stations.

Policy 2.5 - Coordinate with municipalities, adjoining counties and regional agencies on water supply, wastewater, and stormwater issues to provide efficient services, and better plan for expansion.

Policy 2.6 - Provide sufficient opportunities for each land use type to serve the needs of the community, maintain the current tax base, and balance/sustain a desired mix of residential types.

Policy 2.7 - Encourage reuse, redevelopment, and/or revitalization of brownfield and greyfield (dark/vacant store fronts) sites as a means to accommodate new growth in appropriate areas of the county.

Policy 2.8 - Improve emergency response delivery coordination with municipalities through communication/technology integration, inter-agency cooperation, and joint training.

Policy 2.9 - Promote compatible infill development, where necessary.

Policy 2.10 - Coordinate compatible land use and transportation policies inter-county and intra-county.

Policy 2.11 - Explore opportunities to improve quality-of-life through land use and transportation analysis in specific areas when necessary.

Policy 2.12 - Coordinate transportation planning activities with local cities, surrounding counties, and regional/state agencies to address intra-county and inter-county transportation demands.

Policy 2.13 - Address regional development impacts through information sharing and coordination with other local governments, regional development centers, and state agencies.

Policy 2.14 - Promote the construction of mixed-use developments in appropriate areas.

Policy 2.15 – Promote the creation of community gathering spaces.

Goal #3 - Cobb County is a business-friendly community that supports business development and entrepreneurship. This orientation along with other attributes, has established Cobb as one of the best places to start a new business, expand an existing business, or relocate a company.

Policy 3.1 - Work with various organizations to market Cobb County's strengths and its quality of life, in order to attract new businesses and retain existing businesses.

Policy 3.2 - Evaluate and refine current economic incentive policy to enhance the county's competitive position.

Policy 3.3 - Develop programs/funds to provide capital for small business growth and development.

Policy 3.4 - Evaluate and refine current economic incentive policy to enhance the development of targeted corridors and activity centers including periodic updates to the Commercial Property Rehabilitation Partial Property Tax Abatement Program, as needed.

Policy 3.5 - Work toward diversifying the county's industrial and commercial base.

Policy 3.6 - Promote environmentally clean industries.

Policy 3.7 - Support the growth of target industries.

Policy 3.8 - Continue to promote workforce development programs to target the needs of expanding and relocating businesses with the local area technical and post secondary educational institutions.

Policy 3.9 – Actively work towards providing a wide range of diversified employment opportunities for County residents including employment fields, job categories, required training, and skill levels.

Policy 3.10 - Promote the continued development of our major business districts to support employment growth, provide retail services, and serve as a hub for the community.

Goal #4 - Residents in Cobb County live comfortably in a safe community that has quality jobs, cultural activities, recreational opportunities, and state of the art educational/health services.

Policy 4.1 - Develop innovative funding techniques to provide for the upkeep of existing and the development of future recreational facilities and programs.

Policy 4.2 - Improve the condition of existing recreational facilities to a consistent standard of high quality.

Policy 4.3 - Maximize the use of public land and facilities for recreation and cultural affairs.

Policy 4.4 - Develop diverse arts programming to meet the various needs of the community.

Policy 4.5 - Promote tourism through marketing the numerous arts and recreational opportunities in Cobb, as well as the area's unique cultural history.

Policy 4.6 - Promote revitalization or redevelopment of declining residential areas through economic incentives, code changes, and/or land use changes.

Policy 4.7 - Monitor and assess patient needs at Community Health Clinics and consider service improvements/additions were necessary.

Policy 4.8 - Establish innovative approaches to affordable public health service delivery and wellness promotion.

Policy 4.9 - Assess and improve regulatory measures to promote and maintain a safe and healthy living environment.

Policy 4.10 - Continue to improve public health services through coordination with other public, private, and non-profit corporations to serve special client groups such as the disabled, homebound, terminally ill, or institutionalized.

Policy 4.11 - Collaborate with the Cobb County Schools to improve non-vehicular travel in areas surrounding schools.

Policy 4.12 - Continue coordination with the county, local municipalities, and local area school systems to ensure timely and thorough review of development proposals and annexations.

Policy 4.13 - Continue information sharing with the Cobb County School System regarding demographic trends to assist with the planning of new schools.

Policy 4.14 - Sustain partnerships between local school system administrative staffs and

county staff regarding education and population growth issues.

Policy 4.15 - Establish strong ties with Cobb County secondary institutions to develop internships and programs that can assist students in becoming more involved and informed about public service.

Policy 4.16 - Monitor and assess library usage, regional service potential and growth patterns and consider improvements/additions where necessary.

Policy 4.17 - Design and locate library facilities with good access to major roadways and public transit routes.

Policy 4.18 - Achieve the highest level of efficiency possible in the organization, layout and management of library facilities.

Policy 4.19 - Improve the condition of existing library facilities to a consistent standard of high quality.

Policy 4.20 - Improve the condition of library technology and information services to a consistent standard of high quality.

Policy 4.21 - Develop innovative funding techniques, such as the library foundation to provide for future library facilities and programs.

Policy 4.22 - Adapt library facilities and services to serve special client groups such as the disabled, homebound and institutionalized.

Goal #5 - Cobb County takes pride in actively preserving its natural resources with excellence. We have achieved adequate water supply to support the need of our citizens

and businesses. In addition, we have taken steps to ensure superior water and air quality for the community.

Policy 5.1 - Provide safe, dependable, environmentally responsible, and economically feasible water and wastewater management services.

Policy 5.2 - Encourage cluster residential developments as a means to protect and preserve sensitive natural resources or threatened species habitat.

Policy 5.3 - Support education, enforcement, and other programs to conserve and effectively manage water resources.

Policy 5.4 - Provide for proactive maintenance and improvement of existing water infrastructure.

Policy 5.5 - Coordinate water and stormwater related infrastructure improvements with associated improvements to transportation infrastructure.

Policy 5.6 - Consider beneficial water reuse as an option to discharge, where appropriate.

Policy 5.7 - Evaluate development proposals at difficult to serve locations with respect to water or sewer availability and establish equitable costs associated with service delivery, where public service is provided.

Policy 5.8 - Periodically assess land use policies with respect to water and sewer capacity information to ensure an adequate/desirable mix of land uses in the future.

Policy 5.9 - Make provisions for sewer lines in developments that either have sewer available or will be serviced by sewer.

Policy 5.10 - Plan for wastewater management capacities which can support future projected populations.

Policy 5.11 - Consider environmental issues when expanding or improving water supply/treatment facilities.

Goal #6 - Out of respect for its natural resources, Cobb County promotes and preserves parks, trails, greenspace, tree canopy, and sensitive habitat. Due to the county's unique history, we continue to educate the public on the importance of historic preservation, as well as protecting, documenting, and maintaining historic features.

Policy 6.1 - Develop and implement a strategy for preserving the beauty and integrity of natural features such as trees, slopes, streams, and lakes.

Policy 6.2 - Identify significant plant and wildlife habitats and proactively plan for the protection of these areas before they become involved in a proposed development.

Policy 6.3 - Educate citizens, local officials, and land developers as to the value of natural resources, the consequences of their destruction, and alternatives for protection.

Policy 6.4 - Plan according to standards that consider long-range benefits or adverse effects of development, not only immediate demands.

Policy 6.5 - Promote awareness and protection of sensitive steep slopes and ridgelines.

Policy 6.6 - Encourage the development of multi-use greenways in flood plains and easements to allow for the maintenance of natural open space while accommodating

citizens needs for passive recreation opportunities, bicycle networks, and public access to lakes and streams for low intensity recreation.

Policy 6.7 - Produce periodic evaluations of FEMA 100-year floodplain.

Policy 6.8 - Actively protect areas containing floodplains and wetlands.

Policy 6.9 - As an effort to address air quality and reduce the heat island effect, develop policies to protect specimen trees, encourage the preservation of large tree stands/canopies, and promote additional tree plantings.

Policy 6.10 - Protect watersheds and groundwater recharge areas through land use policies and stormwater management best practices.

Policy 6.11 - Develop policies and programs to improve water quality of streams that are listed as impaired under TMDL (total maximum daily load) guidelines of the federal Clean Water Act.

Policy 6.12 - Proactively plan for the preservation of greenspace/open space throughout the county.

Policy 6.13 - Encourage environmentally-friendly residential and non-residential building design to reduce energy consumption, incorporate water conservation practices, and minimize impervious surface.

Policy 6.14 - Encourage cooperation between the local school systems and the Cobb County Historic Preservation Commission in developing programs to educate students about Cobb County's history.

Policy 6.15 - Offer information and assistance to individuals who may be interested in having their potentially historic property listed on the Cobb County and/or National Registers of Historic Places.

Policy 6.16 - Act as a resource to developers who need information regarding how to work with a historic property or site.

Policy 6.17 - Coordinate with Cobb County Communications Office to use their resources to help with historic preservation and natural resource conservation educational efforts.

Policy 6.18 - Maintain an inventory of properties that may be eligible for the Cobb County and/or National Registers of Historic Places.

Policy 6.19 - Update, when necessary, the specific design guidelines for properties listed on the local register of historic places and offer assistance to those required to follow the approved guidelines.

Policy 6.20 - Facilitate the process for the investigation or excavation and curation of archaeological resources to ensure proper and timely data recovery.

Policy 6.21 – Develop programs and policies to encourage the preservation and maintenance of the Shoupades found along the Johnston's River Line and other historic archeological features located in the county.

Policy 6.22 – Development along Cobb County's Scenic Highway(s) should be sensitive to impacts on the area's viewshed as a means of retaining a community's sense of place.

Goal #7 - Cobb County's transportation system will be environmentally compatible, financially sound, safe, and an efficient and functional network providing multimodal service to all areas of the county. Founded on partnerships between public, private, and nonprofit organizations, Cobb County's transportation network will be integrated with local and regional land use and transportation plans, and supportive of a variety of uses including significant greenspace, and "live-work-play" communities.

Policy 7.1 - Continue the development of the transportation planning process that includes procedures to systematically forecast future transportation needs, evaluate alternatives, and identify needed improvements.

Policy 7.2 - Work with the public, private, non-profit sectors, and local Community Improvement Districts (CID) to provide access to areas not served directly by the transit system.

Policy 7.3 - Encourage the establishment and use of public-private partnerships for cooperation in the planning, design, and financing of improved transportation facilities and services.

Policy 7.4 - Use the subdivision and development process as a method of providing transportation improvements needed as a result of development.

Policy 7.5 - Ensure an adequate, continuing level of public funding for roadway and transit improvements needed to meet increasing demands.

Policy 7.6 - Promote transportation alternatives such as transit, bicycle facilities, pedestrian infrastructure, car pooling, and other forms of alternative modes of travel.

Policy 7.7 - Encourage a safe and efficient transportation network for all modes of travel.

Policy 7.8 - Maximize transportation network efficiency through technological advances.

Policy 7.9 – Promote circulation patterns for all modes of travel that provide efficient and effective access throughout Cobb County.

Policy 7.10 – Ensure that parking is being provided in a manner that improves safety, reduces excess parking, and fits into the design of the surrounding area so that it does not detract from an areas ambiance and quality-of-life.

Policy 7.10 – Promote land use transportation linkages to ensure an adequate transportation system for anticipated future populations and their corresponding travel behaviors.

Goal #8 - Cobb County is known as a community with low taxes; effective, efficient, and trustworthy government; balanced attitude that supports both businesses and neighborhoods; an outstanding record of public safety that provides exemplary service; strong community pride; generosity of its citizens to those in need; and quality choices for its people.

Policy 8.1 - Continue efforts to maintain a low tax environment in Cobb County and continue the tradition of quality service provision for the community.

Policy 8.2 - Consider impacts to area residents when making land use and housing decisions in order to protect residential neighborhoods from negative impacts of new residential and non-residential developments.

Policy 8.3 - Proactively plan for the aging of the county's population by developing programs and ordinances to better integrate these individuals into the community and improve quality of life.

Policy 8.4 - Encourage housing design that is visually compatible with surrounding areas.

Policy 8.5 - Provide law enforcement, fire, and enhanced 911 services in a professional, efficient, and cost effective manner for citizens and visitors to Cobb County.

Policy 8.6 - Continue to build or relocate public safety facilities in areas with good access to major roadways, public transit routes, and in emerging areas of service demand.

Policy 8.7 - Analyze delivery issues, public safety trends, and response times for the purpose of overall service improvement and community problem-solving.

Policy 8.8 - Incrementally increase public safety staffing levels in proportion to service demands within the county, and maintain a professional, diverse, and highly trained work force.

Policy 8.9 - Evaluate future equipment, technology, apparatus, and personnel needs with respect to an ever changing and dynamic community.

Policy 8.10 - Coordinate with local municipalities, private companies, and non-profit organizations who care for those in need through volunteering and promoting community action.

Policy 8.11 – Promote the continued enforcement of building and zoning code standards.

Goal #9 - Cobb County supports its citizens and benefits from their service, leadership, and personal accountability. People of all backgrounds, ages, races, cultures, religions, national origins, and genders feel comfortable living and working in Cobb County because it is a location that embraces diversity.

Policy 9.1 - Increase workforce housing opportunities using incentives, public/private partnerships, and other sources of capital investment.

Policy 9.2 - Ensure that people who are transportation disadvantaged are included in the transportation planning process and consider facility improvements to meet their needs.

Policy 9.3 - Encourage housing construction in locations that are accessible to services and employment.

Policy 9.4 - Support equal housing opportunities for all persons.

Policy 9.5 - Encourage market rate and affordable housing designs that meets the needs of seniors and individuals with disabilities.

Policy 9.6 - Promote home ownership initiatives as a means to build community support, pride, and expand housing choices for individuals.

Goal #10 - All of these outcomes can be attributed to Cobb County's efforts of reaching out to its citizens and businesses, involving them in important decisions and working cooperatively to determine the best overall course of action.

Policy 10.1 - Encourage diverse citizen participation in transportation and land use planning processes.

Policy 10.2 - Support cooperation and information sharing with municipal, federal, and state agencies.

Policy 10.3 - Support education and other programs to conserve and effectively manage water resources.

Policy 10.4 - Provide for an interface with customers that allows for efficient and cordial transactions for all aspects of county government service provision.

Policy 10.5 - Pursue cooperative agreements with other public/private organizations for adaptive reuse and joint use of facilities.

Policy 10.6 - Coordinate service and facility requirements with other public/private organizations that provide similar services to promote equitable partnerships.

Policy 10.7 - Coordinate with community groups and local school systems to promote art and natural resource education.

Policy 10.8 - Foster good-will, positive public relations, and public awareness with the citizens of Cobb County through communication, partnerships, community involvement, and community education.

IMPLEMENTATION PROGRAM

The implementation program is a series actions and activities that the County will take to achieve the goals stated in the Community Vision. The implementation program creates a series of concrete measures that will address the aforementioned Community Issues and Opportunities and are consistent with the aforementioned policies. This section of the Comprehensive Plan covers the following topics: Action items, Short-term work program, Supplemental plans, and Compliance with regional development plan policies.

Action items

The Action items are a series of procedures, measures, programs, and facilities that are projected to be accomplished over the next five years. They are laid out in a way that will seek to address the issues and opportunities raised earlier in this document. It is important to note that some of the action items are repeated in the list below because they address numerous issues and opportunities that are present in the community.

Managing Growth

Plan for growth through local and regional policies

- Educate the community on the use and tax benefits of conservation easements to permanently protect sensitive habitat and open space
- Develop natural resource protection policies to meet or exceed the requirements of the Metropolitan North Georgia Water Planning District
- Develop a greenspace protection plan using the prioritization model generated for Cobb County through assistance with the Trust for Public Land
- Implement policies to protect threatened and endangered species
- Coordinate efforts between Community Development, Economic Development, and non-profit agencies (Atlanta Neighborhood Development Partnership, Livable Communities Coalition, Cobb Works, etc.) to develop workforce housing policies and opportunities
- Research policies, recommend code changes, and educate the community in an effort to encourage environmentally sensitive design
- Develop policies to encourage mixed use developments around proposed regional transit stations

- Develop new codes and revise existing ordinances to encourage housing design to accommodate the needs of seniors and disabled individuals
- Encourage the development of "new urbanist" style villages that provide a mixture of housing types for people of various life stages through smart growth code changes
- Develop new development codes and ordinances to encourage urban styled, higher density residential development in the county's two regional activity centers in accordance with approved Livable Centers Initiative Master Plans
- Amend future land use map and related regulatory policies to provide adequate residential and non-residential acreage for 2030 demands
- County CIDs can offer studies, which may be considered by the county that suggests alterations and refinement of detailed sub-area classifications for regional activity centers
- Prepare a corridor study for Veterans Memorial Highway east of Floyd Road
- Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years when necessary
- Prepare a Sandy Plains Corridor study
- Continue to monitor the need to implement infill development guidelines to encourage compatible residential development in built-out areas
- Implement land use policies in coordination with the requirements of the Metropolitan North Georgia Water Planning District guidelines
- Develop and refine regulations to encourage preferred developments on vacant and underutilized parcels
- Refine regulations, incentives, and design guidelines to encourage increased mixed use developments in appropriate areas

Guide future growth through infrastructure investments

- Research the need to further reduce impervious surface of new development in areas containing sensitive environmental features such as streams, wetlands, etc.
- Develop policies to encourage mixed use developments around proposed regional transit stations
- Develop new development codes and ordinances to encourage urban styled, higher density residential development in the county's two regional activity centers in accordance with approved Livable Centers Initiative Master Plans

- County CIDs can offer studies, which may be considered by the county that suggests alterations and refinement of detailed sub-area classifications for regional activity centers
- Reevaluate land use recommendations for areas adjacent to roadways projected to operate with a level of service F by 2030. This can be accomplished by discouraging strip-commercial centers, reducing curb cuts, promoting land assemblage, and encouraging inter-parcel access/shared parking agreements
- Prepare a corridor study for Veterans Memorial Highway east of Floyd Road
- Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years
- Prepare a Sandy Plains Corridor study
- Use Community Development Block Grant funds to assist with housing renovations for populations in need

Identify areas for future residential and non-residential growth

- Prepare yearly Cobb County Data Report
- Develop policies to encourage mixed use developments around proposed regional transit stations
- Develop new development codes and ordinances to encourage urban styled, higher density residential development in the county's two regional activity centers in accordance with approved Livable Centers Initiative Master Plans
- Amend future land use map and related regulatory policies to provide adequate residential and non-residential acreage for 2030 demands
- County CIDs can offer studies, which may be considered by the county that suggests alterations and refinement of detailed sub-area classifications for regional activity centers
- Reevaluate land use recommendations for areas adjacent to roadways projected to operate with a level of service F by 2030. This can be accomplished by discouraging strip-commercial centers, reducing curb cuts, promoting land assemblage, and encouraging inter-parcel access/shared parking agreements
- Prepare a corridor study for Veterans Memorial Highway east of Floyd Road
- Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years when necessary
- Prepare a Sandy Plains Corridor study
- Develop and refine regulations to encourage preferred developments on vacant and underutilized parcels
- Develop targeted policies to protect industrial areas from residential incursions

Ensure that future growth enhances the character and quality of neighborhoods

- Research policies, recommend code changes, and educate the community in an effort to encourage environmentally sensitive design
- Reevaluate land use recommendations for areas adjacent to roadways projected to operate with a level of service F by 2030. This can be accomplished by discouraging strip-commercial centers, reducing curb cuts, promoting land assemblage, and encouraging inter-parcel access/shared parking agreements
- Prepare a corridor study for Veterans Memorial Highway east of Floyd Road
- Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years when necessary
- Prepare a Sandy Plains Corridor study
- Continue to monitor the need to implement infill development guidelines to encourage compatible residential development in built-out areas
- Develop and refine regulations to encourage preferred developments on vacant and underutilized parcels
- Use Community Development Block Grant funds to assist with housing renovations for populations in need

Managing growth in a way to meet the needs of a community with changing demographics

- Educate the community on the use and tax benefits of conservation easements to permanently protect sensitive habitat and open space
- Develop a greenspace protection plan using the prioritization model generated for Cobb County through assistance with the Trust for Public Land
- Coordinate efforts between Community Development, Economic Development, and non-profit agencies (Atlanta Neighborhood Development Partnership, Livable Communities Coalition, Cobb Works, etc.) to develop workforce housing policies and opportunities
- Research policies, recommend code changes, and educate the community in an effort to encourage environmentally sensitive design
- Develop policies to encourage mixed use developments around proposed regional transit stations
- Develop new codes and revise existing ordinances to encourage housing design to accommodate the needs of seniors and disabled individuals

- Encourage the development of "new urbanist" style villages that provide a mixture of housing types for people of various life stages through smart growth code changes
- Develop new development codes and ordinances to encourage urban styled, higher density residential development in the county's two regional activity centers in accordance with approved Livable Centers Initiative Master Plans
- County CIDs can offer studies, which may be considered by the county that suggests alterations and refinement of detailed sub-area classifications for regional activity centers
- Prepare a corridor study for Veterans Memorial Highway east of Floyd Road
- Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years when necessary
- Prepare a Sandy Plains Corridor study
- Use Community Development Block Grant funds to assist with housing renovations for populations in need

Neighborhoods

Preserve stable neighborhoods

- Develop new development codes and ordinances to encourage urban styled, higher density residential development in the county's two regional activity centers in accordance with approved Livable Centers Initiative Master Plans
- Prepare a corridor study for Veterans Memorial Highway east of Floyd Road
- Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years when necessary
- Prepare a Sandy Plains Corridor study
- Continue to monitor the need to implement infill development guidelines to encourage compatible residential development in built-out areas
- Use buffering and screening as a land use mitigation tool
- Develop and refine regulations to encourage preferred developments on vacant and underutilized parcels
- Use Community Development Block Grant funds to assist with housing renovations for populations in need

- Reevaluate land use recommendations for areas adjacent to roadways projected to operate with a level of service F by 2030. This can be accomplished by discouraging strip-commercial centers, reducing curb cuts, promoting land assemblage, and encouraging inter-parcel access/shared parking agreements

Redevelopment and revitalization

- Encourage the development of "new urbanist" style villages that provide a mixture of housing types for people of various life stages through smart growth code changes
- Develop new development codes and ordinances to encourage urban styled, higher density residential development in the county's two regional activity centers in accordance with approved Livable Centers Initiative Master Plans
- Reevaluate land use recommendations for areas adjacent to roadways projected to operate with a level of service F by 2030. This can be accomplished by discouraging strip-commercial centers, reducing curb cuts, promoting land assemblage, and encouraging inter-parcel access/shared parking agreements
- Prepare a corridor study for Veterans Memorial Highway east of Floyd Road
- Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years when necessary
- Prepare a Sandy Plains Corridor study
- Develop and refine regulations to encourage preferred developments on vacant and underutilized parcels
- Refine regulations, incentives, and design guidelines to encourage increased mixed use developments in appropriate areas
- Use Community Development Block Grant funds to assist with housing renovations for populations in need

Urban development patterns

- Encourage the development of "new urbanist" style villages that provide a mixture of housing types for people of various life stages through smart growth code changes
- Develop new development codes and ordinances to encourage urban styled, higher density residential development in the county's two regional activity centers in accordance with approved Livable Centers Initiative Master Plans
- County CIDs can offer studies, which may be considered by the county that suggests alterations and refinement of detailed sub-area classifications for regional activity centers

- Reevaluate land use recommendations for areas adjacent to roadways projected to operate with a level of service F by 2030. This can be accomplished by discouraging strip-commercial centers, reducing curb cuts, promoting land assemblage, and encouraging inter-parcel access/shared parking agreements
- Develop and refine regulations to encourage preferred developments on vacant and underutilized parcels
- Refine regulations, incentives, and design guidelines to encourage increased mixed use developments in appropriate areas

Loss of rural character in West Cobb

- Educate the community on the use and tax benefits of conservation easements to permanently protect sensitive habitat and open space
- Develop a greenspace protection plan using the prioritization model generated for Cobb County through assistance with the Trust for Public Land
- Prepare a Macland Road corridor study
- Implement land use policies in coordination with the requirements of the Metropolitan North Georgia Water Planning District guidelines
- Reevaluate land use recommendations for areas adjacent to roadways projected to operate with a level of service F by 2030. This can be accomplished by discouraging strip-commercial centers, reducing curb cuts, promoting land assemblage, and encouraging inter-parcel access/shared parking agreements.

Compatible infill development

- Prepare a Sandy Plains Corridor study
- Continue to monitor the need to implement infill development guidelines to encourage compatible residential development in built-out areas
- Use Community Development Block Grant funds to assist with housing renovations for populations in need

Community gathering spaces

- Educate the community on the use and tax benefits of conservation easements to permanently protect sensitive habitat and open space

- Develop a greenspace protection plan using the prioritization model generated for Cobb County through assistance with the Trust for Public Land
- Prepare a Sandy Plains Corridor study

Economic Development

Targeted industries

- Update and refine county's Economic Development Incentive District Inventory and associated policies
- Specific industries that should be targeted based upon existing economic analysis include: Professional, scientific, management, and administrative services; Education, health, and social services; Information; Management of companies and enterprises; and Finance, insurance, and real estate
- Research the feasibility of generating a revolving loan fund and develop strategies to maximize CDBG funds to increase capital for small business growth and development

Business retention and expansion

- Update and refine county's Economic Development Incentive District Inventory and associated policies
- Research the feasibility of generating a revolving loan fund and develop strategies to maximize CDBG funds to increase capital for small business growth and development

Jobs-housing balance

- Pursue economic, land use, and transportation changes as defined in the Canton Road Corridor Study, Austell Road Livable Center Initiative, Six Flags Drive Corridor Study, and the Historic Mableton Master Plan as a means of expanding opportunities for areas that have traditionally been underserved
- Develop new development codes and ordinances to encourage urban styled, higher density residential development in the county’s two regional activity centers in accordance with approved Livable Centers Initiative Master Plans
- Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years when necessary

Managing land for business and industrial growth

- Prepare an inventory of sites suitable for higher wage, wholesale trade businesses.
- Prepare yearly Cobb County Data Report
- Prepare quarterly and yearly Cobb County Development Report
- Pursue economic, land use, and transportation changes as defined in the Canton Road Corridor Study, Austell Road Livable Center Initiative, Six Flags Drive Corridor Study, and the Historic Mableton Master Plan as a means of expanding opportunities for areas that have traditionally been underserved
- Amend future land use map and related regulatory policies to provide adequate residential and non-residential acreage for 2030 demands
- County CIDs can offer studies, which may be considered by the county that suggests alterations and refinement of detailed sub-area classifications for regional activity centers
- Reevaluate land use recommendations for areas adjacent to roadways projected to operate with a level of service F by 2030. This can be accomplished by discouraging strip-commercial centers, reducing curb cuts, promoting land assemblage, and encouraging inter-parcel access/shared parking agreements
- Prepare a corridor study for Veterans Memorial Highway east of Floyd Road
- Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years when necessary
- Prepare a Sandy Plains Corridor study
- Develop targeted policies to protect industrial areas from residential incursions

Workforce retention and attraction

- Prepare a marketing strategy to promote the value of the county's two trade schools to economic development
- Coordinate efforts between Community Development, Economic Development, and non-profit agencies (Atlanta Neighborhood Development Partnership, Livable Communities Coalition, Cobb Works, etc.) to develop workforce housing policies and opportunities

Promote historic based tourism

- Pursue economic, land use, and transportation changes as defined in the Canton Road Corridor Study, Austell Road Livable Center Initiative, Six Flags Drive Corridor Study, and the Historic Mableton Master Plan as a means of expanding opportunities for areas that have traditionally been underserved

- Prepare an analysis of connecting proposed Heritage Park and Johnston's River Line Park via flood plain of Nickajack Creek
- Update, when necessary, the historic driving tour of Cobb County
- Continue to expand the Cobb County Historic Marker program as additional monies become available
- Develop programs and policies to encourage the preservation and maintenance of the Shoupades found along the Johnston's River Line and other historic archeological features found throughout the county.

Transportation

Traffic congestion

- Reevaluate land use recommendations for areas adjacent to roadways projected to operate with a level of service F by 2030. This can be accomplished by discouraging strip-commercial centers, reducing curb cuts, promoting land assemblage, and encouraging inter-parcel access/shared parking agreements
- Prepare a corridor study for Veterans Memorial Highway east of Floyd Road
- Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years when necessary
- Prepare a Sandy Plains Corridor study
- Execute intergovernmental agreements to develop and analyze future transportation studies
- Implement road improvements and system upgrades where needed to reduce congestion and improve travel times
- Amend the 2030 Comprehensive Plan when necessary to incorporate findings and recommendations from approved Livable Centers Initiative and other similar transportation/land use Master Plans that will improve the county's multi-modal transportation system
- Evaluate recommendations from the Georgia Regional Transportation Authority's Bus Rapid Transit/ High Occupancy Vehicle facility improvements along the I-75 corridor for possible amendment to the 2030 Comprehensive Plan and 2030 Comprehensive Transportation Plan
- Amend the 2030 Comprehensive Plan to incorporate findings from the 2005 Transit Planning Study, the 2030 Comprehensive Transportation Plan, and the Senior Adult Transportation Study
- Construct projects identified through the 2005 SPLOST program to improve transportation facilities

Context sensitive design

- Pursue economic, land use, and transportation changes as defined in the Canton Road Corridor Study, Austell Road Livable Center Initiative, Six Flags Drive Corridor Study, and the Historic Mableton Master Plan as a means of expanding opportunities for areas that have traditionally been underserved
- Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years when necessary
- Implement road improvements and system upgrades where needed to reduce congestion and improve travel times
- Amend the 2030 Comprehensive Plan when necessary to incorporate findings and recommendations from approved Livable Centers Initiative and other similar transportation/land use Master Plans that will improve the county's multi-modal transportation system
- Amend the 2030 Comprehensive Plan to incorporate findings from the 2005 Transit Planning Study, the 2030 Comprehensive Transportation Plan, and the Senior Adult Transportation Study
- Construct projects identified through the 2005 SPLOST program to improve transportation facilities

Transportation alternatives

- Pursue economic, land use, and transportation changes as defined in the Canton Road Corridor Study, Austell Road Livable Center Initiative, Six Flags Drive Corridor Study, and the Historic Mableton Master Plan as a means of expanding opportunities for areas that have traditionally been underserved
- Develop policies to encourage mixed use developments around proposed regional transit stations
- Prepare a corridor study for Veterans Memorial Highway east of Floyd Road
- Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years when necessary
- Prepare a Sandy Plains Corridor study
- Execute intergovernmental agreements to develop and analyze future transportation studies
- Review and update Cobb County's Trail Plan
- Develop a county wide inventory of existing, planned, and programmed pedestrian facilities
- Continue to schedule and implement upgrades and expansions to the County's bicycle and pedestrian infrastructure
- Continue to improve transit facilities and programs in an effort to encourage additional ridership

- Amend the 2030 Comprehensive Plan when necessary to incorporate findings and recommendations from approved Livable Centers Initiative and other similar transportation/land use Master Plans that will improve the county's multi-modal transportation system
- Evaluate recommendations from the Georgia Regional Transportation Authority's Bus Rapid Transit/ High Occupancy Vehicle facility improvements along the I-75 corridor for possible amendment to the 2030 Comprehensive Plan and 2030 Comprehensive Transportation Plan
- Amend the 2030 Comprehensive Plan to incorporate findings from the 2005 Transit Planning Study, the 2030 Comprehensive Transportation Plan, and the Senior Adult Transportation Study
- Construct projects identified through the 2005 SPLOST program to improve transportation facilities

Land use-transportation connectivity

- Develop policies to encourage mixed use developments around proposed regional transit stations
- Encourage the development of "new urbanist" style villages that provide a mixture of housing types for people of various life stages through smart growth code changes
- Reevaluate land use recommendations for areas adjacent to roadways projected to operate with a level of service F by 2030. This can be accomplished by discouraging strip-commercial centers, reducing curb cuts, promoting land assemblage, and encouraging inter-parcel access/shared parking agreements
- Prepare a corridor study for Veterans Memorial Highway east of Floyd Road
- Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years when necessary
- Prepare a Sandy Plains Corridor study
- Execute intergovernmental agreements to develop and analyze future transportation studies
- Amend the 2030 Comprehensive Plan when necessary to incorporate findings and recommendations from approved Livable Centers Initiative and other similar transportation/land use Master Plans that will improve the county's multi-modal transportation system
- Evaluate recommendations from the Georgia Regional Transportation Authority's Bus Rapid Transit/ High Occupancy Vehicle facility improvements along the I-75 corridor for possible amendment to the 2030 Comprehensive Plan and 2030 Comprehensive Transportation Plan
- Amend the 2030 Comprehensive Plan to incorporate findings from the 2005 Transit Planning Study, the 2030 Comprehensive Transportation Plan, and the Senior Adult Transportation Study
- Construct projects identified through the 2005 SPLOST program to improve transportation facilities

Intelligent transportation systems

- Amend the 2030 Comprehensive Plan to incorporate findings from the 2005 Transit Planning Study, the 2030 Comprehensive Transportation Plan, and the Senior Adult Transportation Study
- Construct projects identified through the 2005 SPLOST program to improve transportation facilities

Operational improvements

- Amend the 2030 Comprehensive Plan to incorporate findings from the 2005 Transit Planning Study, the 2030 Comprehensive Transportation Plan, and the Senior Adult Transportation Study
- Construct projects identified through the 2005 SPLOST program to improve transportation facilities

Travel demand management

- Amend the 2030 Comprehensive Plan to incorporate findings from the 2005 Transit Planning Study, the 2030 Comprehensive Transportation Plan, and the Senior Adult Transportation Study
- Construct projects identified through the 2005 SPLOST program to improve transportation facilities

Quality-of-life

Sense-of-place

- Educate the community on the use and tax benefits of conservation easements to permanently protect sensitive habitat and open space
- Encourage the development of "new urbanist" style villages that provide a mixture of housing types for people of various life stages through smart growth code changes
- Develop new development codes and ordinances to encourage urban styled, higher density residential development in the county's two regional activity centers in accordance with approved Livable Centers Initiative Master Plans
- Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years when necessary
- Use buffering and screening as a land use mitigation tool
- Develop and refine regulations to encourage preferred developments on vacant and underutilized parcels
- Refine regulations, incentives, and design guidelines to encourage increased mixed use developments in appropriate areas

Improving air quality in the region

- Educate the community on the use and tax benefits of conservation easements to permanently protect sensitive habitat and open space
- Encourage the development of "new urbanist" style villages that provide a mixture of housing types for people of various life stages through smart growth code changes
- Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years

Improve water quality and quantity

- Educate the community on the use and tax benefits of conservation easements to permanently protect sensitive habitat and open space
- Develop natural resource protection policies to meet or exceed the requirements of the Metropolitan North Georgia Water Planning District
- Ensure agency coordination in refining 100-year floodplain locations for the Federal Emergency Management Agency
- Research the need to further reduce impervious surface of new development in areas containing sensitive environmental features such as streams, wetlands, etc.
- Research policies, recommend code changes, and educate the community in an effort to encourage environmentally sensitive design
- Implement land use policies in coordination with the requirements of the Metropolitan North Georgia Water Planning District guidelines
- Prepare an inventory of flood plain acreage for use in possible watershed protection efforts in future treatment facility expansions
- Continue to acquire wetlands and other environmentally sensitive areas. Prepare and maintain and inventory of flood plain acreage for use in possible watershed protection efforts related to facility expansion efforts in the future

Economic growth

- Prepare an analysis of how the county's tax structure compares to other metro counties
- Prepare yearly Cobb County Data Report
- Prepare quarterly and yearly Cobb County Development Report

- Research the feasibility of generating a revolving loan fund and develop strategies to maximize CDBG funds to increase capital for small business growth and development
- Reevaluate land use recommendations for areas adjacent to roadways projected to operate with a level of service F by 2030. This can be accomplished by discouraging strip-commercial centers, reducing curb cuts, promoting land assemblage, and encouraging inter-parcel access/shared parking agreements
- Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years when necessary
- Develop targeted policies to protect industrial areas from residential incursions

Education and health

- Construct the Natural Resources Educational Center in on land acquired on Johnson Ferry Road
- Execute joint facility use agreements with other elected boards, i.e. Board of Education
- Continue collaboration on zoning map changes and land use changes
- Orchestrate annual coordination meetings between county land use planning and Cobb County School system administrative planning staff
- Continue collaboration with the Atlanta Regional Commission's Schools and Communities Forum
- Ensure coordination between Cob County Planning staff and the Cobb County School Systems administrative staff on municipal boundary expansions
- Provide quarterly updates to the Cobb County School System regarding residential land use changes and approved residential permits by type
- Coordinate healthcare service and facility requirements with other public or private organizations that provide similar services
- Establish innovative approaches to affordable public health service delivery and wellness promotion
- Establish public health services and facilities to serve special client groups such as the disabled, homebound and institutionalized
- Prepare a marketing strategy to promote the value of the county's two trade schools to economic development

Affordable/workforce housing

- Periodically update the apartment density study
- Coordinate efforts between Community Development, Economic Development, and non-profit agencies (Atlanta Neighborhood Development Partnership, Livable Communities Coalition, Cobb Works, etc.) to develop workforce housing policies and opportunities
- Develop new development codes and ordinances to encourage urban styled, higher density residential development in the county's two regional activity centers in accordance with approved Livable Centers Initiative Master Plans
- Use Community Development Block Grant funds to assist with housing renovations for populations in need

Urban design

- Pursue economic, land use, and transportation changes as defined in the Canton Road Corridor Study, Austell Road Livable Center Initiative, Six Flags Drive Corridor Study, and the Historic Mableton Master Plan as a means of expanding opportunities for areas that have traditionally been underserved
- Encourage the development of "new urbanist" style villages that provide a mixture of housing types for people of various life stages through smart growth code changes
- Develop new development codes and ordinances to encourage urban styled, higher density residential development in the county's two regional activity centers in accordance with approved Livable Centers Initiative Master Plans
- Reevaluate land use recommendations for areas adjacent to roadways projected to operate with a level of service F by 2030. This can be accomplished by discouraging strip-commercial centers, reducing curb cuts, promoting land assemblage, and encouraging inter-parcel access/shared parking agreements
- Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years when necessary
- Continue to monitor the need to implement infill development guidelines to encourage compatible residential development in built-out areas
- Refine regulations, incentives, and design guidelines to encourage increased mixed use developments in appropriate areas
- Use Community Development Block Grant funds to assist with housing renovations for populations in need

Natural and Cultural Resources

Open space/greenspace

- Educate the community on the use and tax benefits of conservation easements to permanently protect sensitive habitat and open space
- Develop a greenspace protection plan using the prioritization model generated for Cobb County through assistance with the Trust for Public Land
- Implement land use policies in coordination with the requirements of the Metropolitan North Georgia Water Planning District guidelines
- Periodically update the inventory of public properties suitable for multiple uses, including passive recreational uses and linear parks

Loss of trees, tree canopies, and specimen trees

- Educate the community on the use and tax benefits of conservation easements to permanently protect sensitive habitat and open space
- Prepare draft landscaping requirements which promote water conservation

Preserve historic resources

- Prepare an analysis of connecting proposed Heritage Park and Johnston's River Line Park via flood plain of Nickajack Creek
- Periodically, update the Cobb County inventory of historic sites and places
- Compile existing research that investigates the effects of national and local historic designation on the average fair market value of properties in these districts
- Develop a series of seminars or workshops for the education of the public on historic preservation, the process, the implications, and the opportunities
- Continue information sharing between the county historic preservation planner and the preservation interests in the cities
- Use the Cobb County website as a vehicle to educate the public on existing and demolished houses significant to Cobb County's past
- Update, when necessary, the historic driving tour of Cobb County
- Continue to expand the Cobb County Historic Marker program as additional monies become available

- Commission a study of the Johnson's River Line in order to identify extant portions of Civil War features, analyze the integrity and interpretative value of remaining portions, and make recommendations for preservation of significant sites in concert with the development process

Preserve environmentally sensitive areas

- Educate the community on the use and tax benefits of conservation easements to permanently protect sensitive habitat and open space
- Develop natural resource protection policies to meet or exceed the requirements of the Metropolitan North Georgia Water Planning District
- Develop a greenspace protection plan using the prioritization model generated for Cobb County through assistance with the Trust for Public Land
- Implement policies to protect threatened and endangered species
- Ensure agency coordination in refining 100-year floodplain locations for the Federal Emergency Management Agency
- Implement land use policies in coordination with the requirements of the Metropolitan North Georgia Water Planning District guidelines
- Continue to acquire wetlands and other environmentally sensitive areas. Prepare and maintain and inventory of flood plain acreage for use in possible watershed protection efforts related to facility expansion efforts in the future

Community facilities

Facility needs exceed current and projected resources

- Prepare an analysis of how the county's tax structure compares to other metro counties
- Prepare quarterly and yearly Cobb County Development Report

Public safety

- Continue efforts to improve public safety response time by reviewing the location of existing stations and assessing how station locations may better serve the community
- Recruit, train, and retain public safety staff to ensure that staffing levels keep pace with the areas growing population while ensuring an educated, qualified, and professional force
- If necessary, amend this short term work program to reflect additional PS personnel and/or equipment needs or budget requests

- Evaluate the need to construct a new park ranger station in Jim Miller Park
- Execute intergovernmental agreements with all the municipalities which coordinate any annexation with adequate public safety delivery
- Continue to implement communication improvements to better coordinate emergency response in inter-county and intra-county communications
- Prepare an inventory of businesses utilizing hazardous materials
- Prepare an inventory of county firefighting equipment which could be used for high rise development
- Expand public safety recruiting efforts to ensure a workforce that adequately reflects the diverse population that exists in Cobb County

Libraries

- Investigate the financing and implementation for a relocation and expansion of the Kennesaw Branch library to accommodate increasing demand
- Complete necessary renovations for the remodeling of the Central Library
- Coordinate the expansion of libraries as they become necessary
- Expand the wireless network within existing library facilities to provide public access
- Implement a self-checkout technology for library patrons
- Study possibilities for a mobile book service to help provide additional library service to underserved areas
- Update the existing facility needs study for library system

Parks and recreation

- Develop a greenspace protection plan using the prioritization model generated for Cobb County through assistance with the Trust for Public Land
- Periodically update the inventory of public properties suitable for multiple uses, including passive recreational uses and linear parks
- Implement a web based technology to allow the public to check availability of and reserve space in recreational facilities, as well as sign-up for various programs electronically
- Prepare grant applications and research other program funding mechanisms to assist with land purchase, facility development, and renovation of existing recreational facilities
- Update the existing Parks and Recreation master plan, when necessary
- Implement the 2000 Parks and Recreation System master plan

- Update the existing Arts Division 2006 long-range master plan, when necessary
- Implement the Arts Division 2006 long-range master plan
- Evaluate the need for and develop new facilities to support the development of creative recreational programming to meet the changing needs of the community
- Complete the process of accreditation and implement standards to sustain Cobb County's status with the National Recreational and Parks Association

Water/Stormwater

- Ensure agency coordination in refining 100-year floodplain locations for the Federal Emergency Management Agency
- Research the need to further reduce impervious surface of new development in areas containing sensitive environmental features such as streams, wetlands, etc.
- Implement land use policies in coordination with the requirements of the Metropolitan North Georgia Water Planning District guidelines
- Incorporate the findings and implementation items of the Metropolitan North Georgia Water Planning District Waster Supply and Water Conservation Management Plan into the Comprehensive Plan and make necessary ordinance revisions as necessary
- Incorporate the findings and implementation items of the Metropolitan North Georgia Water Planning District Long-term Wastewater Management Plan and make necessary ordinance revisions as necessary
- Execute intergovernmental agreements with CCMWA and CCWS customers who are outside of Cobb County to coordinate land use and forecasted demands
- Prepare draft landscaping requirements which promote water conservation
- Conduct quarterly meetings with the CCMWA to coordinate development of groundwater resources for potable and non potable uses
- Renegotiate and update water service agreements (including shared cost of system improvements) with all municipalities and non county customers, as necessary
- Execute intergovernmental agreements with all municipalities which establish development guidelines and boundaries with respect to sewer service capacity
- Prepare an inventory of flood plain acreage for use in possible watershed protection efforts in future treatment facility expansions

- Prepare a buildout scenario (including projects approved/permitted but not yet built) for the Northwest Plant basin to determine capacity and make land use amendments as necessary
- Continue to acquire wetlands and other environmentally sensitive areas. Prepare and maintain and inventory of flood plain acreage for use in possible watershed protection efforts related to facility expansion efforts in the future
- Develop agreements with Paulding County for exchange of wastewater treatment service areas which would provide for Paulding flows that drain naturally into Cobb to be treated by Cobb, and Cobb flows that drain naturally into Paulding to be treated by Paulding
- Work with Fulton to allow diversion of a maximum wastewater flow rate of 3.5 million gallons per day to be diverted from Fulton into Cobb for treatment at the Sutton WRF
- Develop South Cobb tunnel to address wastewater management needs in southern Cobb County
- Comply with requirements of sewer system Capacity, Maintenance, Operation, and Management program
- Complete transition to GIS to replace paper record system
- Implement rate structure and public education program designed to reduce water demand within the service area
- Work with CCMWA to ensure quality of potable water provided to customers
- Execute intergovernmental agreement with the City of Powder Springs to establish service areas and resolve other service issues
- Develop and implement a program to prioritize the replacement of aging and substandard water mains

Education

- Construct the Natural Resources Educational Center in on land acquired on Johnson Ferry Road
- Execute joint facility use agreements with other elected boards, i.e. Board of Education
- Continue collaboration on zoning map changes and land use changes
- Orchestrate annual coordination meetings between county land use planning and Cobb County School system administrative planning staff
- Continue collaboration with the Atlanta Regional Commission's Schools and Communities Forum
- Ensure coordination between Cob County Planning staff and the Cobb County School Systems administrative staff on municipal boundary expansions

- Provide quarterly updates to the Cobb County School System regarding residential land use changes and approved residential permits by type

Intergovernmental Coordination

Future growth and development

- Pursue economic, land use, and transportation changes as defined in the Canton Road Corridor Study, Austell Road Livable Center Initiative, Six Flags Drive Corridor Study, and the Historic Mableton Master Plan as a means of expanding opportunities for areas that have traditionally been underserved
- Develop a greenspace protection plan using the prioritization model generated for Cobb County through assistance with the Trust for Public Land
- Ensure agency coordination in refining 100-year floodplain locations for the Federal Emergency Management Agency
- Develop new codes and revise existing ordinances to encourage housing design to accommodate the needs of seniors and disabled individuals
- Encourage the development of "new urbanist" style villages that provide a mixture of housing types for people of various life stages through smart growth code changes
- Develop new development codes and ordinances to encourage urban styled, higher density residential development in the county's two regional activity centers in accordance with approved Livable Centers Initiative Master Plans
- Amend future land use map and related regulatory policies to provide adequate residential and non-residential acreage for 2030 demands
- Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years when necessary
- Develop and refine regulations to encourage preferred developments on vacant and underutilized parcels

Effective communication

- Prepare yearly Cobb County Data Report
- Prepare quarterly and yearly Cobb County Development Report
- Complete the GIS zoning layer
- Develop a data management program to integrate parcel, permitting, and inspections information
- Execute joint facility use agreements with other elected boards, i.e. Board of Education

- Implement a web based technology to allow the public to check availability of and reserve space in recreational facilities, as well as sign-up for various programs electronically
- Execute intergovernmental agreements with all municipalities which establish development guidelines and boundaries with respect to sewer service capacity
- Develop agreements with Paulding County for exchange of wastewater treatment service areas which would provide for Paulding flows that drain naturally into Cobb to be treated by Cobb, and Cobb flows that drain naturally into Paulding to be treated by Paulding
- Complete transition to GIS to replace paper record system
- Execute intergovernmental agreements to develop and analyze future transportation studies

Comprehensive planning

- Pursue economic, land use, and transportation changes as defined in the Canton Road Corridor Study, Austell Road Livable Center Initiative, Six Flags Drive Corridor Study, and the Historic Mableton Master Plan as a means of expanding opportunities for areas that have traditionally been underserved
- Encourage the development of "new urbanist" style villages that provide a mixture of housing types for people of various life stages through smart growth code changes
- Amend future land use map and related regulatory policies to provide adequate residential and non-residential acreage for 2030 demands
- Prepare a corridor study for Veterans Memorial Highway east of Floyd Road
- Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years when necessary
- Prepare a Sandy Plains Corridor study
- Develop targeted policies to protect industrial areas from residential incursions
- Execute intergovernmental agreements to develop and analyze future transportation studies

Regional transportation planning

- Develop policies to encourage mixed use developments around proposed regional transit stations
- Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years when necessary
- Evaluate recommendations from the Georgia Regional Transportation Authority's Bus Rapid Transit/ High Occupancy Vehicle facility improvements along the I-75 corridor for possible amendment to the 2030 Comprehensive Plan and 2030 Comprehensive Transportation Plan

- Amend the 2030 Comprehensive Plan to incorporate findings from the 2005 Transit Planning Study, the 2030 Comprehensive Transportation Plan, and the Senior Adult Transportation Study

Eminent Domain

- Develop and refine regulations to encourage preferred developments on vacant and underutilized parcels

Natural resource protection

- Develop natural resource protection policies to meet or exceed the requirements of the Metropolitan North Georgia Water Planning District
- Develop a greenspace protection plan using the prioritization model generated for Cobb County through assistance with the Trust for Public Land
- Implement policies to protect threatened and endangered species
- Ensure agency coordination in refining 100-year floodplain locations for the Federal Emergency Management Agency
- Research policies, recommend code changes, and educate the community in an effort to encourage environmentally sensitive design
- Implement land use policies in coordination with the requirements of the Metropolitan North Georgia Water Planning District guidelines
- Incorporate the findings and implementation items of the Metropolitan North Georgia Water Planning District Waster Supply and Water Conservation Management Plan into the Comprehensive Plan and make necessary ordinance revisions as necessary
- Continue to acquire wetlands and other environmentally sensitive areas. Prepare and maintain and inventory of flood plain acreage for use in possible watershed protection efforts related to facility expansion efforts in the future

Short Term Work Program

The purpose of the short-term work program is to identify specific implementation actions the local government, or other entities, intend to under take during the first five-year time frame of the planning period. This includes, but is not limited to, new facilities, expansion of facilities, new ordinances, revisions of existing ordinances, administrative actions, community improvements or investments, financing arrangements, or other programs or initiatives to be put in place to implement the plan. To facilitate the division of work among various County divisions, the short term work program is segmented by major issue category. It is separated into the following categories: Economic Development, Natural Resources, Historic Resources, Housing, Land Use, Parks and Recreation, Public Safety, Water, Transportation, Libraries, and Education.

The following are abbreviations that will be used throughout the Short Term Work Program:

ARC	Atlanta Regional Commission
Admin	Cobb County Administration
BOC	Board of Commissioners
BZA	Board of Zoning Appeals
CBH	Cobb County Board of Health
CD	Cobb County Community Development Agency
CDOT	Cobb County Department of Transportation
CCMWA	Cobb County/Marietta Water Authority
CCS	Cobb County Schools
CID	Community Improvement District
Com	Communications
ED	Economic Development
GDNR	Georgia Department of Natural Resources
GDOT	Georgia Department of Transportation
HPC	Historic Preservation Commission
Lib	Library System
MNGPD	Metropolitan North Georgia Water Planning District
NA	Not Applicable
NE	No estimate established, at this time
P&R	Parks, Recreation, and Cultural Affairs
PC	Planning Commission
PS	Public Safety
Water	Water Systems
CCWS	Cobb County Water Systems

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Economic Development									
Prepare an inventory of sites suitable for industrial development and prepare policies to encourage their protection.		X					CD, ED	NA	CD & ED budget
Update and refine county's Economic Development Incentive District Inventory and associated policies	X						ED	NA	ED budget
Prepare an analysis of how the county's tax structure compares to other metro counties	X						ED	NA	ED budget
Prepare a marketing strategy to promote the value of the county's two trade schools to economic development				X			ED	NA	ED budget
Prepare yearly Cobb County Community Development Annual Report	X						CD	NA	CD budget
Prepare quarterly and yearly Cobb County Development Report	X						CD, ED	NA	CD & ED budget
Specific industries that should be targeted based upon existing economic analysis include: Professional, scientific, management, and administrative services; Education, health, and social services; Information; Management of companies and enterprises; and Finance, insurance, and real estate	X						ED	NA	ED budget
Pursue economic, land use, and transportation changes as defined in the Canton Road Corridor Study, Austell Road Livable Center Initiative, Six Flags Drive Corridor Study, and the Historic Mableton Master Plan as a means of expanding opportunities for areas that have traditionally been underserved	X						CD, ED, CDOT	NA	CD, ED, & CDOT budget
Research the feasibility of generating a revolving loan fund and develop strategies to maximize CDBG funds to increase capital for small business growth and development			X				ED	NA	ED budget
Prepare a market evaluation and viability study of District 1 commercial nodes, and estimate potential future uses for these areas					X		ED, CD	NA	CD & ED budget

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Economic Development Continued									
Establish the Cobb County Commercial Property Rehabilitation Partial Property Tax Abatement Program				X			CD & ED	NA	CD & ED budgets
Periodically update the Cobb County Commercial Property Rehabilitation Partial Property Tax Abatement Program as needed	X						CD & ED	NA	CD & ED budgets
Natural Resources									
Educate the community on the use and tax benefits of conservation easements to permanently protect sensitive habitat and open space	X						CD, Water, P&R	NA	CD, Water, P&R budget
Develop natural resource protection policies to meet or exceed the requirements of the Metropolitan North Georgia Water Planning District	X						CD, Water, BOC	NA	CD, Water, budget
Develop a greenspace protection plan using the prioritization model generated for Cobb County through assistance with the Trust for Public Land		X					CD, P&R, BOC	NA	CD, P&R budget
Implement policies to protect threatened and endangered species			X				CD, Water, CDOT, BOC	NA	CD, Water, CDOT budget
Ensure agency coordination in refining 100-year floodplain locations for the Federal Emergency Management Agency	X						Water, CD	NA	Water, CD budget
Research the need to further reduce impervious surface of new development in areas containing sensitive environmental features such as streams, wetlands, etc.			X				CD, Water	NA	CD, Water budget
Apply for Green Communities accreditation through the Atlanta Regional Commission				X			All Departments	NA	General Fund
Consider changes to procedures and policies to attain the highest standard of environmental stewardship available through the Green Communities program	X						All Departments	NA	General Fund

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Historic Resources									
Prepare an analysis of connecting proposed Heritage Park and Johnston's River Line Park via flood plain of Nickajack Creek			X				HPC, CD, and P&R.	$20,000	General fund, grant
Update the Cobb County inventory of historic sites and places	X						HPC, CD	NA	CD budget
Compile existing research that investigates the effects of national and local historic designation on the average fair market value of properties in these districts					X		CD	NA	CD budget
Develop a series of seminars or workshops for the education of the public on historic preservation, the process, the implications, and the opportunities	X						HPC, CD	NA	CD budget
When necessary, adjust the Historic Preservation Ordinance to comply with State standards in order to sustain our Certified Local Government Status	X						CD	NA	CD budget
Encourage developers to place important historic resources on the Cobb County Local Register of Historic Places as part of development processes	X						CD	NA	CD budget
When development is unable to protect important historic resources ensure that appropriate mitigation is required	X						CD	NA	CD budget
Continue information sharing between the county historic preservation planner and the preservation interests in the cities	X						CD	NA	CD budget
Use the Cobb County website as a vehicle to educate the public on existing and demolished houses significant to Cobb County's past		X					CD, Com	NA	CD budget
Update, when necessary, the historic driving tour of Cobb County		X					HPC, CD, and stakeholders	$1,000	General fund, grant

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Historic Resources Continued									
Continue to expand the Cobb County Historic Marker program as additional monies become available	X						HPC, CD	$2,000 per marker	General fund
Commission a study of the Johnson's River Line in order to identify extant portions of Civil War features, analyze the integrity and interpretative value of remaining portions, and make recommendations for preservation of significant sites in concert with the development process			X				BOC, HPC, CD	$30,000	General fund, grant
Housing									
Update the apartment density study	X						CD	NA	CD budget
Coordinate efforts between Community Development, Economic Development, and non-profit agencies (Atlanta Neighborhood Development Partnership, Livable Communities Coalition, Cobb Works, etc.) to develop workforce housing policies and opportunities	X						CD, ED	NA	CD & ED budget
Research policies, recommend code changes, and educate the community in an effort to encourage environmentally sensitive design						X	CD	NA	CD budget
Develop a workforce housing whitepaper		X							
Identify suitable areas to encourage the revitalization of existing housing stocks		X							
Participate in the Neighborhood Stabilization Program authorized as part of the Housing and Economic Recovery Act of 2008				X	X		ED	NA	Federal Aid
Develop policies to encourage mixed use developments around proposed regional transit stations					X		CD, BOC, PC	NA	CD budget
Develop new codes and revise existing ordinances to encourage housing design to accommodate the needs of seniors and disabled individuals				X			CD, BOC, PC	NA	CD budget

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Housing Continued									
Encourage the development of "new urbanist" style villages that provide a mixture of housing types for people of various life stages through smart growth code changes	X						CD, ED, PC, BOC	NA	CD budget
Develop new development codes and ordinances to encourage urban style, higher density residential development in the county's two regional activity centers in accordance with approved Livable Centers Initiative Master Plans			X				CD, ED, PC, BOC, CID	NA	CD budget
Investigate the concept of "aging in place" and how it can be encouraged in the county.			X				CD, ED, BOC	$100,000	General fund
Study various mechanisms to increase affordable housing in the county					X		CD, ED, BOC	$50,000	General fund
Land Use									
Amend future land use map and related regulatory policies to provide adequate residential and non-residential acreage for 2030 demands	X						CD, PC, BOC	NA	CD budget
County CIDs can offer studies, which may be considered by the county that suggests alterations and refinement of detailed sub-area classifications for regional activity centers	X						CD, ED, PC, BOC, CID	NA	CD budget
Reevaluate land use recommendations for areas adjacent to roadways projected to operate with a level of service F by 2030. This can be accomplished by discouraging strip-commercial centers, reducing curb cuts, promoting land assemblage, and encouraging inter-parcel access/shared parking agreements	X						CD, CDOT, PC, BOC	NA	CD & CDOT budget
Prepare a corridor study for Veterans Memorial Highway east of Floyd Road					X		CD, CDOT, BOC	$150,000	General fund, grant

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Land Use Continued									
Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years or when necessary	X						CD, ED, CDOT, BOC	Varies	CD budget, General fund, CID, grant
Prepare a Sandy Plains Corridor study				X			CD, CDOT, BOC	$150,000	General fund, grant
Continue to monitor the need to implement infill development guidelines to encourage compatible residential development in built-out areas			X				CD, BOC	$30,000	General fund, grant
Implement land use policies in coordination with the requirements of the Metropolitan North Georgia Water Planning District guidelines	X						CD, CDOT, Water	NA	CD, CDOT, & Water budget
Use buffering and screening as a land use mitigation tool	X						CD, PC, BOC	NA	CD budget
Complete the GIS zoning layer		X					CD, GIS	$100,000	GIS budget
Develop a data management program to integrate parcel, permitting, and inspections information			X				CD, GIS, Admin	$500,000	General fund
Develop and refine regulations to encourage preferred developments on vacant and underutilized parcels				X			CD, ED, PC, BOC	NA	CD budget
Prepare a Macland Road Corridor Study		X					CD, CDOT, BOC	$150,000	General fund, grant
Refine regulations, incentives, and design guidelines to encourage increased mixed use developments in appropriate areas			X				CD, ED, PC, BOC, CID	NA	CD budget, CID
Develop targeted policies to protect industrial areas from residential incursions		X					CD, PC, BOC	NA	CD budget
Conduct a Quality-of-life analysis in northwest Cobb			X				CD, PD, BOC	NA	Budget

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Land Use Continued									
Prepare a corridor study on Johnson Ferry Road from the Chattahoochee River to Shallowford Road						X	CD, DOT, ED, BOC	$150,000	General fund
Develop a master plan on Powers Ferry Road from Windy Ridge Parkway to Delk Road.				X			CD, DOT, ED, BOC	$150,000	General fund
Develop a study to investigate general land use changes that are appropriate along various types of corridors.					X		CD, DOT, ED, BOC	$50,000	General fund
Use Community Development Block Grant funds to assist with housing renovations for populations in need	X						BOC, CDBG	NE	CDBG funds
Create Macland Road Design Guidelines			X				CD, BOC	$20,000	Budget
Parks and Recreation									
Periodically update the inventory of public properties suitable for multiple uses, including passive recreational uses and linear parks	X						P&R	NA	P&R budget
Execute joint facility use agreements with other elected boards, i.e. Board of Education	X						P&R, CCS, BOC	NA	P&R
Implement a web based technology to allow the public to check availability of and reserve space in recreational facilities, as well as sign-up for various programs electronically		X					P&R	NA	General fund, P&R
Prepare grant applications and research other program funding mechanisms to assist with land purchase, facility development, and renovation of existing recreational facilities	X						P&R, ED	NA	P&R, ED
Update the existing Parks and Recreation master plan, when necessary					X		P&R, BOC	$100,000	General fund, P&R
Implement the 2000 Parks and Recreation System master plan	X						P&R, BOC	Varies	General fund, P&R
Update the existing Arts Division 2006 long-range master plan, when necessary						X	P&R, BOC	$25,000	General fund, P&R

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Parks and Recreation Continued									
Implement the Arts Division 2006 long-range master plan	X						P&R, BOC	Varies	General fund, P&R budget
Evaluate the need for and develop new facilities to support the development of creative recreational programming to meet the changing needs of the community			X				P&R	NE	General fund, P&R budget
Complete the process of accreditation and implement standards to sustain Cobb County's status with the National Recreational and Parks Association		X					P&R	NA	General fund, P&R budget
Water									
Incorporate the findings and implementation items of the Metropolitan North Georgia Water Planning District Waster Supply and Water Conservation Management Plan into the Comprehensive Plan and make necessary ordinance revisions as necessary	X						Water, CD	NA	Water, CD budgets
Incorporate the findings and implementation items of the Metropolitan North Georgia Water Planning District Long-term Wastewater Management Plan and make necessary ordinance revisions as necessary	X						Water, CD, CDOT	NA	Water, CD, & CDOT budgets
Execute intergovernmental agreements with CCMWA and CCWS customers who are outside of Cobb County to coordinate land use and forecasted demands	X						CCMWA	NA	CCMWA budget
Prepare draft landscaping requirements which promote water conservation				X			Water, CD	NA	Water, CD budget
Conduct quarterly meetings with the CCMWA to coordinate development of groundwater resources for potable and non potable uses	X						Water, CCMWA	NA	Water CCMWA budget
Renegotiate and update water service agreements (including shared cost of system improvements) with all municipalities and non county customers, as necessary	X						Water, Admin, BOC	NA	Water budget

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Water Continued									
Execute intergovernmental agreements with all municipalities which establish development guidelines and boundaries with respect to sewer service capacity	X						Water, CD, BOC	NA	Water, CD budget
Prepare an inventory of flood plain acreage for use in possible watershed protection efforts in future treatment facility expansions		X					Water	NA	Water budget
Prepare a buildout scenario (including projects approved/permitted but not yet built) for the Northwest Plant basin to determine capacity and make land use amendments as necessary			X				Water, CD	NA	Water, CD budget
Continue to acquire wetlands and other environmentally sensitive areas. Prepare and maintain and inventory of flood plain acreage for use in possible watershed protection efforts related to facility expansion efforts in the future	X						Water, CD, P&R, BOC	NE	Water, CD, P&R budgets, General fund
Develop agreements with Paulding County for exchange of wastewater treatment service areas which would provide for Paulding flows that drain naturally into Cobb to be treated by Cobb, and Cobb flows that drain naturally into Paulding to be treated by Paulding					X		Water, BOC	NA	Water budget
Work with Fulton to allow diversion of a maximum wastewater flow rate of 3.5 million gallons per day to be diverted from Fulton into Cobb for treatment at the Sutton WRF					X		Water, BOC	NA	Water budget
Develop South Cobb tunnel to address wastewater management needs in southern Cobb County			X				Water		General fund, Water budget
Comply with requirements of sewer system Capacity, Maintenance, Operation, and Management program			X				Water, BOC	NA	Water budget

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Water Continued									
Complete transition to GIS to replace paper record system				X			Water, GIS, Admin	$50,000	General fund Water budget
Implement rate structure and public education program designed to reduce water demand within the service area	X						Water, Com, BOC	NA	Water budget
Work with CCMWA to ensure quality of potable water provided to customers	X						Water	NA	Water budget
Execute intergovernmental agreement with the City of Powder Springs to establish service areas and resolve other service issues			X				Water, BOC	NA	Water budget, General Fund
Develop and implement a program to prioritize the replacement of aging and substandard water mains	X						Water, BOC	NA	Water budget
Public Safety									
Continue efforts to improve public safety response time by reviewing the location of existing stations and assessing how station locations may better serve the community	X						PS	Varies	PS budget, General fund
Recruit, train, and retain public safety staff to ensure that staffing levels keep pace with the areas growing population while ensuring an educated, qualified, and professional force	X						PS, BOC		
If necessary, amend this short term work program to reflect additional PS personnel and/or equipment needs or budget requests	X						PS, BOC	NA	PS budget
Evaluate the need to construct a new park ranger station in Jim Miller Park			X				PS, BOC	$3million	General fund
Execute intergovernmental agreements with all the municipalities which coordinate any annexation with adequate public safety delivery	X						PS, Admin, BOC	NA	PS budget

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Public Safety Continued									
Continue to implement communication improvements to better coordinate emergency response in inter-county and intra-county communications	X						PS	$68 million	SPLOST, General fund
Prepare an inventory of businesses utilizing hazardous materials	X						PS	NA	PS budget
Prepare an inventory of county firefighting equipment which could be used for high rise development	X						PS	NA	PS budget
Expand public safety recruiting efforts to ensure a workforce that adequately reflects the diverse population that exists in Cobb County	X						PS	NA	PS budget
Transportation									
Execute intergovernmental agreements to develop and analyze future transportation studies	X						CDOT, BOC	NA	CDOT budget
Implement road improvements and system upgrades where needed to reduce congestion and improve travel times	X						CDOT	Varies	CDOT budget, SPLOST
Review and update Cobb County's Trail Plan	X						CDOT, BOC	NA	CDOT budget
Develop a county wide inventory of existing, planned, and programmed pedestrian facilities			X				CDOT	NA	CDOT budget
Continue to schedule and implement upgrades and expansions to the County's bicycle and pedestrian infrastructure	X						CDOT, BOC	Varies	CDOT budget, SPLOST
Continue to improve transit facilities and programs in an effort to encourage additional ridership	X						CDOT	NA	CDOT budget
Develop a Bicycle and Pedestrian Improvement Plan				X			CDOT	NA	CDOT budget, SPLOST

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Transportation Continued									
Develop an Access Management Plan for Austell Road				X			CDOT	NA	CDOT budget, SPLOST
Veterans Memorial Highway Corridor Plan (LCI)				X			CDOT	NA	CDOT budget, SPLOST
Amend the 2030 Comprehensive Plan when necessary to incorporate findings and recommendations from approved Livable Centers Initiative and other similar transportation/land use Master Plans that will improve the county's multi-modal transportation system	X						CD, CDOT, PC, BOC	NA	CD budget
Evaluate recommendations from the Georgia Regional Transportation Authority's Bus Rapid Transit/ High Occupancy Vehicle facility improvements along the I-75 corridor for possible amendment to the 2030 Comprehensive Plan and 2030 Comprehensive Transportation Plan		X					CD, CDOT, PC, BOC	NA	CD, CDOT budgets
Amend the 2030 Comprehensive Plan to incorporate findings from the 2005 Transit Planning Study, the 2030 Comprehensive Transportation Plan, and the Senior Adult Transportation Study		X					CD, CDOT	NA	CD budget
Congestion Relief/Mobility – Thoroughfare Improvements									
Barrett Parkway – US 41 to Dallas Hwy – Widen to 6 lanes w/ 10' trail, 5' sidewalks and turn lanes						X	CDOT, BOC	NA	CDOT budget, SPLOST
Big Shanty Road Extension – Phase 1 – Busbee Parkway at Big Shanty Road to Barrett Lakes Boulevard – New 4-lane divided roadway			X				CDOT, BOC, CID	NA	SPLOST, CID

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Transportation Continued									
Big Shanty Road Extension – Phase 2 –Barrett Lakes Boulevard to Chastain Road – New 4-lane divided roadway			X				CDOT, BOC, CID	NA	SPLOST, CID
Big Shanty Road Extension – Phase 3 – Busbee Parkway to Chastain Meadows Pkwy – New 4-lane divided roadway				X			CDOT, BOC, CID	NA	SPLOST, CID
Bill Murdock Road - Sewell Mill Road to Pine Road - Widen to 3-Lanes on School Side(Dodgen MS and Walton)				X			CDOT, BOC	NA	SPLOST
Callaway Road - Austell Road to Powder Spring Road – Widen to 3 lanes						X	CDOT, BOC	NA	SPLOST
Cedarcrest Road - Paulding County Line to Governor's Towne Club						X	CDOT, BOC	NA	SPLOST
Cobb Parkway (CCID-1014) - Mount Paran Road to Paces Mill Road - Widen Bridge to 6 Lane Divided						X	CDOT, BOC	NA	SPLOST
Cobb Parkway - Paces Mill Road to Acres Mill Road - Widen to 6/8 Lane Divided						X	CDOT, BOC	NA	SPLOST
I-285/Atlanta Road – NA – Upgrade interchange						X	CDOT, BOC	NA	SPLOST
I-285/South Cobb Drive (GDOT) – NA – Upgrade interchange					X		CDOT, BOC	NA	SPLOST
Jamerson Road - Canton Road to Lee Waters Road - New 4-Lane Divided Roadway						X	CDOT, BOC	NA	SPLOST
Jiles Road - Cobb Parkway to Cherokee Street - Widen to 4-Lane Divided						X	CDOT, BOC	NA	SPLOST
Mulkey Road Connector - Mulkey Road to East West Connector – New 2 lane roadway				X			CDOT, BOC	NA	SPLOST
Powder Springs Road Connector - Powder Springs Road to South Cobb Drive - New 2/4 Lane Roadway						X	CDOT, BOC, City of Marietta	NA	SPLOST, City of Marietta
Six Flags Drive - Riverside Dr to Six Flags Pkwy and 1,600' Lee Ind. Blvd - Widen to 3 Lanes						X	CDOT, BOC	NA	SPLOST

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Transportation Continued									
South Barrett Reliever Phase 1 (TCID-14A) - Cobb Parkway to Shiloh Valley Drive - New 4 Lane Roadway			X				CDOT, BOC	NA	SPLOST
SR 280/South Cobb Drive (GDOT) - SR 5 /Atlanta Road to Bolton Road - Widen to 4/6 Lane Divided						X	CDOT, BOC	NA	SPLOST
SR 92 (GDOT) - Cobb Parkway to Cowan Road - Widen to 4 Lane Divided					X		CDOT, BOC	NA	SPLOST
SR 92 (GDOT) - Paulding County Line to Cobb Parkway - Widen to 4 Lane Divided					X		CDOT, BOC	NA	SPLOST
Stilesboro Road - Kennesaw Due West Rd to Barrett Pkwy - Widen to 4-Lane Divided					X		CDOT, BOC	NA	SPLOST
Stilesboro Road - Mars Hill Road to Rosehedge Way - Widen to 5/3 Lanes					X		CDOT, BOC	NA	SPLOST
Windy Hill Road - Windy Hill Road EB to Powers Ferry Rd NB - Flyover Bridge					X		CDOT, BOC	NA	SPLOST
Windy Hill/Macland Road Connector - Macland Rd (SR 360) at Powder Spgs to Windy Hill Road - New 2-Lane Roadway (Buy R/W for Future 4-Lane)						X	CDOT, BOC	NA	SPLOST
Congestion Relief/Mobility – Traffic Management									
Fiber Network Expansion - Install fiber optic interconnect cable between traffic - signals to improve traffic flow					X		CDOT, BOC	NA	SPLOST
Rebuild Existing Traffic Signals - Upgrade Deficient Signals to Current Specifications	X						CDOT, BOC	NA	SPLOST
Upgrade Traffic Signal Cabinets - Upgrade existing traffic signals to current specifications			X				CDOT, BOC	NA	SPLOST
Traffic Control Center Upgrade - Upgrade the existing equipment in the TCC to current specifications					X		CDOT, BOC	NA	SPLOST
Transportation Technology - Upgrade GIS, GPS,MIS, and TIS			X				CDOT, BOC	NA	SPLOST
Traffic Signal Timing - Retime Signal Corridors to Improve Traffic Flow		X	X	X	X		CDOT, BOC	NA	SPLOST

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Transportation Continued									
ATMS Phase 5 - Expand ATMS by installing advanced technology - Expand traffic control center.			X				CDOT, BOC	NA	SPLOST
ATMS Phase 6 - Expand ATMS by installing advanced technology.			X				CDOT, BOC	NA	SPLOST
ATMS Project - Engineering Only - Phases 5 and 6			X				CDOT, BOC	NA	SPLOST
Transportation Planning Studies - Long-range and short-range transportation studies to support project development				X			CDOT, BOC	NA	SPLOST
Congestion Relief/Mobility – Traffic Management									
Acworth Due West Road - Nance Road to Burnt Hickory - Safety, Operational and Intersection Improvements						X	CDOT, BOC	NA	SPLOST
Allgood Road - East Piedmont Road to Allgood Road/Scufflegrit Road - Rockcrest Dr hill cut						X	CDOT, BOC	NA	SPLOST
Beech Haven Trail - Ivy Ridge Drive to Winchester Trail - Safety/Oper-Improve Hor Curve to meet Design Speed			X				CDOT, BOC	NA	SPLOST
Bell Ferry Road - I-575 to North Cobb Parkway (US41) - Intersection Improvements						X	CDOT, BOC	NA	SPLOST
Canton Road - Canton Road Connector to Cherokee County - Corridor Improvements - Shoulders and Intersections						X	CDOT, BOC	NA	SPLOST
Childers Road - Shallowford Road to Fulton County - Shoulder and intersection improvements						X	CDOT, BOC	NA	SPLOST
County Line Road - Mars Hill Road (SR 176) to Due West Road - Safety/Operational Improvements - Includes 2 Bridges						X	CDOT, BOC	NA	SPLOST
Gus Robinson Road - Macland to end of street - Safety and Operational Improve - rural shldrs (no C&G)						X	CDOT, BOC	NA	SPLOST
Hamilton Road - Paul Samuel Road to Naples View - Safety/Oper - Improve Horiz.curve to meet design speed				X			CDOT, BOC	NA	SPLOST
Hickory Grove Road - Baker Road to Wade Green Road - Safety and Operational Improvements						X	CDOT, BOC	NA	SPLOST

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Transportation Continued									
Hiram-Lithia Springs Road - Powder Springs-Dallas Road to Humphries Hill - Safety and Operational Improvements						X	CDOT, BOC	NA	SPLOST
Jamerson Road / Wigley Road - Lee Waters Road to Sandy Plains Road - Safety and Op. improve-3 lane rd with rt turn lanes at intx									
Lower Roswell Road - Roswell Street (SR 120) to Terrell Mill Road - Safety/Operational Improvements					X		CDOT, BOC	NA	SPLOST
Lower Roswell Road - Davidson Road to Fulton County Line - CO-349 & BP220						X	CDOT, BOC	NA	SPLOST
Maxham Road Consultant - Veterans Memorial Hwy (SR 8) to Old Alabama Rd - Safety/Operational, Narrow 4-Lane and median					X		CDOT, BOC	NA	SPLOST
Nance Road Consultant - Acworth Due West to Old Hwy 41/Main Street - Safety/Operational, bridge over Butler Creek						X	CDOT, BOC	NA	SPLOST
North Booth Road Concept - Shiloh Road to Bells Ferry Road - Shoulder and intersection improvements				X			CDOT, BOC	NA	SPLOST
Old McEver Road - Main Street to New McEver Road - Safety and Operational Improve with Curb and Gutter					X		CDOT, BOC	NA	SPLOST
Post Oak Tritt Road Design - Holly Springs Road to Fulton County - Safety and Operational Improve and 2 replace bridges				X			CDOT, BOC	NA	SPLOST
Queen Mill Road - Veterans Memorial Highway to Mableton Parkway - Safety and Operational Improvements					X		CDOT, BOC	NA	SPLOST
Shallowford Road - Johnson Ferry Road to Childers Road - Hill cut at the Kroger/Publix entrance					X		CDOT, BOC	NA	SPLOST
Shiloh Road/Shallowford Road - Wade Green Road to Canton Road - Safety/Op. improve 3-lane road with rt turn lanes at intx						X	CDOT, BOC	NA	SPLOST
Smyrna Pdr Spgs/Benson Poole Rd - Hicks Road to Windy Hill Road - Intx realign at Benson Poole/Smyrna Pdr Spgs Rd						X	CDOT, BOC	NA	SPLOST
Terrell Mill Road - Delk Road to Old Canton Road - Delk/Paper Mill/Lower Roswell/Old Canton-Intx Improve		X					CDOT, BOC	NA	SPLOST

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Transportation Continued									
West Sandtown Road - Dallas Hwy to South of Macland Rd (to new soccer field) - Corridor Improve-add turn lanes at various intxs						X	CDOT, BOC	NA	SPLOST
Woodland Brook Drive - Log Cabin Road to Paces Ferry Road - Minor Safety Improvements - add curb and gutter						X	CDOT, BOC	NA	SPLOST
Woodlawn Drive - Safety/Oper. Improve-bicycle improve and 2 hill cuts - Johnson Ferry Road to Lower Roswell Road						X	CDOT, BOC	NA	SPLOST
Wooten Lake Road - Wade Green Road to Shiloh Road - Shoulder and intersection improvements				X			CDOT, BOC	NA	SPLOST
Safety/Operational – Intersection Safety/Operational Improvement									
Atlanta Road at Paces Ferry Road - Add Dual Left-turn Lanes Southbound Atlanta Road				X			CDOT, BOC	NA	SPLOST
Austell Pdr Spgs Rd @ Clay Rd - Realignment and Safety Improvements					X		CDOT, BOC	NA	SPLOST
Austell Rd at East West Conn - Add 3rd Thru Lane and Dual Lefts on East West Conn				X			CDOT, BOC	NA	SPLOST
Austell Road @ Pat Mell Road - Realign Pat Mell to line up with apartment entrance				X			CDOT, BOC	NA	SPLOST
Austell Rd@Roberta Dr/Cochran Rd - Improve Alignment				X			CDOT, BOC	NA	SPLOST
Barrett Pkwy@Cobb Place Blvd(East) - Intersection Improvements		X					CDOT, BOC	NA	SPLOST
Blair Br Rd@Oak Ridge Rd/Six Flags Dr - Realignment and Safety Improvements					X		CDOT, BOC	NA	SPLOST
Bob Cox Rd at Dallas Hwy(SR 120) - Install Southbound Right-turn Lane on Bob Cox Road		X					CDOT, BOC	NA	SPLOST
Burnt Hickory Road at Due West Road - Realignment and Safety Improvements					X		CDOT, BOC	NA	SPLOST
Burnt Hickory Rd at Mount Calvary Rd - Install a northbound right turn lane on Mount Calvary Rd					X		CDOT, BOC	NA	SPLOST

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Transportation Continued									
Burnt Hickory Road @ Stout Parkway - Realignment and Safety Improvements						X	CDOT, BOC	NA	SPLOST
Chastain Road @ Bells Ferry Road - Add right turn lanes			X				CDOT, BOC	NA	SPLOST
Cooper Lake Rd @ King Springs Rd - Improve intx sight dist to remove f\flasher; add SB - channelized rt turn; lengthen eastbound lt turn; poss sig						X	CDOT, BOC	NA	SPLOST
Cumberland Blvd@Cumberland Transfer Ctr - Median Safety Improvements				X			CDOT, BOC	NA	SPLOST
Dallas Hwy/SR 120 at Casteel/Old Hamilton Rd - Add Northbound Right-Turn Lane		X					CDOT, BOC	NA	SPLOST
Dallas Hwy/120 at Poplar Spgs Rd/Holland Rd - Realign Intersection and Install Traffic Signal				X			CDOT, BOC	NA	SPLOST
Due West Rd at Old Hamilton Road - Realign Intersection and install Traffic Signal				X			CDOT, BOC	NA	SPLOST
East West Connector @ Fontaine Road - Add eastbound acceleration Lane at East West Conn				X			CDOT, BOC	NA	SPLOST
East West Connector at Hicks Road - Add Right-Turn Lanes Northbound and Southbound				X			CDOT, BOC	NA	SPLOST
Floyd Road @ Clay Road - Intersection Improvements				X			CDOT, BOC	NA	SPLOST
Hickory Grove Road @ New McEver Road - Add Turn Lanes; Possible Traffic Signal				X			CDOT, BOC	NA	SPLOST
Johnson Ferry Road @ Sewell Mill Road - Add dual Left Turns N; Include Sewell Mill Rd at Pine Rd - Intersection Improvements					X		CDOT, BOC	NA	SPLOST
Kennesaw Due W/Acworth Due W/Due West - Improve Turn Lane						X	CDOT, BOC	NA	SPLOST
Macland Rd/Bullard Rd @ Corner/Florence Rd - Convert Bullard to Rt in Rt out with Rt Turn Lane - Upgrade Sigs and Imp app grades for Macland at Corner			X				CDOT, BOC	NA	SPLOST

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Transportation Continued									
Mars Hill Road Design - Intersection Improvements					X		CDOT, BOC	NA	SPLOST
Mars Hill Road @ Due West Road - Add Turn Lanes					X		CDOT, BOC	NA	SPLOST
Mars Hill Road @ Giles / Hill Road - Add Left and Right Turn Lanes - Improve Sight Distance			X				CDOT, BOC	NA	SPLOST
Mars Hill Road @ Hadaway Road - Add Left Turn Lanes on Mars Hill Road			X				CDOT, BOC	NA	SPLOST
Mars Hill Road @ Nichols Road - Add Left and Right Turn Lanes			X				CDOT, BOC	NA	SPLOST
Midway Road @ Luther Ward Road - Realignment and Safety Improvements		X					CDOT, BOC	NA	SPLOST
Old Alabama Road @ Cardell Road - Add Eastbound Right Turn Lane			X				CDOT, BOC	NA	SPLOST
Old Dallas Road at Holland Rd - Align Holland with Old Dallas at 90 Degrees				X			CDOT, BOC	NA	SPLOST
Old Highway 41 @ McCollum Parkway - Extend Northbound Right Turn Lane on Old Highway 41		X					CDOT, BOC	NA	SPLOST
Powder Springs Road @ Cheatham Hill Road - Add Right Turn Lane				X			CDOT, BOC	NA	SPLOST
Roswell Road (SR 120) at Old Canton Road - Add Capacity on Old Canton Road				X			CDOT, BOC	NA	SPLOST
Sandy Plains Road at East Piedmont Road - Add Dual Left-turn Lanes an Right-turn Lanes					X		CDOT, BOC	NA	SPLOST
Shallowford Road @ McPherson Road - Realign and Add Turn Lanes					X		CDOT, BOC	NA	SPLOST
Six Flags Road @ Riverside Parkway - Add Lt Turn EB and WB; Add EB Rt Turn - Lane; Possible Traffic Signal					X		CDOT, BOC	NA	SPLOST
South Gordon Road @ Pisgah Road - Add Lt Turn Lane; remove flasher; Improve St Distance						X	CDOT, BOC	NA	SPLOST

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Transportation Continued									
Spring Road @ Campbell Road - Intersection Improvements						X	CDOT, BOC	NA	SPLOST
Stilesboro Road Intersection Improvements - Acworth Due West Road to Shillings Road					X		CDOT, BOC	NA	SPLOST
Villa Rica Road @ Bullard Road - Intersection Improvements		X					CDOT, BOC	NA	SPLOST
Villa Rica Road @ Casteel Road - Intersection Improvements		X					CDOT, BOC	NA	SPLOST
West Sandtown Road at Villa Rica Road - Intersection Improvements				X			CDOT, BOC	NA	SPLOST
Safety/Operational – School Zone Safety									
Acworth Elementary School & Barber MS - Repave and Improve Cantrell Road						X	CDOT, BOC	NA	SPLOST
Austell Elementary School - Traffic and Safety Improvements		X					CDOT, BOC	NA	SPLOST
Awtrey Middle School - Improve Access to School for Car/Buses@Nowlin Rd					X		CDOT, BOC	NA	SPLOST
Baker Elementary School - Improve Driveway			X				CDOT, BOC	NA	SPLOST
Birney Elementary School - Additional Turn Lanes			X				CDOT, BOC	NA	SPLOST
Dodgen Middle School Concept - Improve Turn Lanes on Bill Murdock				X			CDOT, BOC	NA	SPLOST
Durham MS and Frey Elementary School - Additional Turn Lanes					X		CDOT, BOC	NA	SPLOST
East Valley Elementary School - Site Ingress/Egress Improvements					X		CDOT, BOC	NA	SPLOST
Harmony Leland Elementary School - Sidewalks, Acceleration, and Deceleration Lanes						X	CDOT, BOC	NA	SPLOST

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Transportation Continued									
Kell High School - Improve Signals and Traffic Patters						X	CDOT, BOC	NA	SPLOST
LaBelle Elementary School - Sidewalks				X			CDOT, BOC	NA	SPLOST
Mabry Middle School Sidewalks						X	CDOT, BOC	NA	SPLOST
McEachern High School - Intx Improves at New Macland Rd @ Gaydon Rd				X			CDOT, BOC	NA	SPLOST
Murdock Elementary School - Improve Access and Turn Lanes					X		CDOT, BOC	NA	SPLOST
Northwest Elementary School - Old Stilesboro Road - Existing Road Improvements				X			CDOT, BOC	NA	SPLOST
Pine Mountain Middle and Hayes Elementary - Improve capacity at Kennesaw Due West Road					X		CDOT, BOC	NA	SPLOST
Pitner Elementary School - Reconfiguration; Turning Lanes						X	CDOT, BOC	NA	SPLOST
Pope High School - Improve School Driveway			X				CDOT, BOC	NA	SPLOST
Russell Elementary School - Additional Turn lanes				X			CDOT, BOC	NA	SPLOST
Shallowford Falls Elementary School - Improve driveway Access off Lassiter Road				X			CDOT, BOC	NA	SPLOST
South Cobb High School - Sidewalks on Clay Road				X			CDOT, BOC	NA	SPLOST
Teasley Elementary School - Turn Lane, Additional Entrance/Queuing Lanes		X					CDOT, BOC	NA	SPLOST
Varner Elementary School - Turn Lane, Additional Entrance / Queuing Lanes						X	CDOT, BOC	NA	SPLOST

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Transportation Continued									
Walton High School - Improve St Dist/Add Lt Turn in the WB Lane/Realign/add - Dual LT Lanes Johnson Fy					X		CDOT, BOC	NA	SPLOST
West Cobb High School #2, SR 92 - Pitner Rd - Exist Rd Improve,				X			CDOT, BOC	NA	SPLOST
Wheeler High School - Site Ingress/Egress Improvements				X			CDOT, BOC	NA	SPLOST
Infrastructure Preservation – Bridge Rehab/Replacement									
Bells Ferry Road over Noonday Creek Trib - Bridge Replacemen						X	CDOT, BOC	NA	SPLOST
Booth Road over Oiley Creek Tributary - Bridge Replacement					X		CDOT, BOC	NA	SPLOST
Burnt Hickory Road over Mud Creek - Bridge Rehabilitation			X				CDOT, BOC	NA	SPLOST
Candy Lane over Olley Creek - Bridge Rehabilitation		X					CDOT, BOC	NA	SPLOST
Canton Road over Little Noonday Creek - Bridge Replacement						X	CDOT, BOC	NA	SPLOST
Cheatham Hill Rd over Ward Creek - Bridge Rehabilitation/Widening				X			CDOT, BOC	NA	SPLOST
Collins Blvd over Buttermilk Creek - Bridge Replacement			X				CDOT, BOC	NA	SPLOST
Collins Road over Little Allatoona Creek - Bridge Rehabilitation					X		CDOT, BOC	NA	SPLOST
Columns Drive over Sope Creek - Bridge Rehabilitation				X			CDOT, BOC	NA	SPLOST
Concord Road over Silver Comet Trail - Bridge Replacement				X			CDOT, BOC	NA	SPLOST
Flint Hill Road over Olley Creek - Bridge Replacement			X				CDOT, BOC	NA	SPLOST

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Transportation Continued									
Garrett Road over Powder Springs Creek - Bridge Replacement					X		CDOT, BOC	NA	SPLOST
Hambry Road over Clark Creek - Bridge Replacement					X		CDOT, BOC	NA	SPLOST
Hermi Ped. Bridge on Paces Fy over Chatt - Bridge Engineering				X			CDOT, BOC	NA	SPLOST
Hiram-Lithia Springs Rd over Sweetwater Crk - Bridge Replacement					X		CDOT, BOC	NA	SPLOST
Holloman Road over Sweetwater Creek - Bridge Rehabilitation			X				CDOT, BOC	NA	SPLOST
Holly Springs Road over Sewell Creek Trib - Bridge Replacement						X	CDOT, BOC	NA	SPLOST
Hurt Road over Olley Creek - Bridge Rehabilitation		X					CDOT, BOC	NA	SPLOST
Indian Hills Drive over Sope Creek - Bridge Rehabilitation					X		CDOT, BOC	NA	SPLOST
John Ward Road over Mud Creek - Bridge Rehabilitation					X		CDOT, BOC	NA	SPLOST
Luther Ward Road over Mud Creek Tributary - Bridge Rehabilitation					X		CDOT, BOC	NA	SPLOST
Macedonia Road over Noses Creek - Bridge Rehabilitation			X				CDOT, BOC	NA	SPLOST
Midway Road over Allatoona Creek Tributary - Bridge Replacement					X		CDOT, BOC	NA	SPLOST
Mount Calvary Road over Noses Creek - Bridge Replacement						X	CDOT, BOC	NA	SPLOST
New Chastain Road over Noonday Creek - Bridge Rehabilitation					X		CDOT, BOC	NA	SPLOST

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Transportation Continued									
North Church Lane over CSX Railroad - Bridge Replacement				X			CDOT, BOC	NA	SPLOST
Oglesby Road over Powder Springs Creek - Bridge Replacement					X		CDOT, BOC	NA	SPLOST
Old Hwy 41/Kennesaw Mtn NBP over CSX RR - Bridge Replacement			X				CDOT, BOC	NA	SPLOST
Olive Springs Rd over Nickajack Ck Trib - Bridge Replacement					X		CDOT, BOC	NA	SPLOST
Paper Mill Road over Sope Creek - Bridge Replacement						X	CDOT, BOC	NA	SPLOST
Rock Bridge Road over Noonday Crk Trib - Bridge Replacement					X		CDOT, BOC	NA	SPLOST
Sewell Mill Road over Sewell Creek - Bridge Rehabilitation / Bridge Widening						X	CDOT, BOC	NA	SPLOST
Stout Parkway over Gothards Creek - Bridge Rehabilitation			X				CDOT, BOC	NA	SPLOST
Worley Drive over Little Noonday Creek - Bridge Replacement				X			CDOT, BOC	NA	SPLOST
Libraries									
Investigate the financing and implementation for a relocation and expansion of the Kennesaw Branch library to accommodate increasing demand					X		Lib, BOC	NE	General fund, Lib budget
Complete necessary renovations for the remodeling of the Central Library		X					Lib	$250,000	General fund, Lib budget

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Library Continued									
Coordinate the expansion of libraries as they become necessary	X						Lib, BOC	NE	General fund, Lib budget
Expand the wireless network within existing library facilities to provide public access						X	Lib	Varies	General fund, Lib budget
Implement a self-checkout technology for library patrons						X	Lib	NE	General fund, Lib budget
Study possibilities for a mobile book service to help provide additional library service to underserved areas			X				Lib, BOC	NE	General fund, Lib budget
Update the existing facility needs study for library system				X			Lib, BOC	$30,000	General fund, Lib budget
Education & Health									
Continue collaboration on zoning map changes and land use changes	X						CCS, CD	NA	CD budget
Orchestrate annual coordination meetings between county land use planning and Cobb County School system administrative planning staff	X						CCS, CD	NA	CD budget
Continue collaboration with the Atlanta Regional Commission's Schools and Communities Forum	X						CCS, CD, ARC	NA	CD budget
Ensure coordination between Cobb County Planning staff and the Cobb County School Systems administrative staff on municipal boundary expansions	X						CCS, CD	NA	CD budget

2007 Cobb County Short Term Work Program									
Project	On-going	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Education & Health Continued									
Provide quarterly updates to the Cobb County School System regarding residential land use changes and approved residential permits by type	X						CCS, CD	NA	CD budget
Continue collaboration with local secondary educational institutions to ensure sufficient levels of education and training for the workforce	X						ED	NA	ED budget
Coordinate healthcare service and facility requirements with other public or private organizations that provide similar services	X						CBH	NA	CBH budget
Establish innovative approaches to affordable public health service delivery and wellness promotion	X						CBH	NA	CBH budget
Establish public health services and facilities to serve special client groups such as the disabled, homebound and institutionalized	X						CBH	NA	CBH budget

Supplemental Plans

Upon final passage of the Comprehensive Plan by the Board of Commissioners, the findings, policies, and recommendations of local area master plans/corridor studies that have been approved or accepted are to be incorporated into this document by reference. The list of plans includes: the Mableton, Town Center, Delk Road Transit Oriented Development, Austell Road, and Cumberland LCI plans; the Cumberland Far South Area Plan; Comprehensive Transportation Plan; Parks and Recreation Master Plan; Cobb Senior Services 10-year Master Plan; Canton Road Corridor Plan; Six Flags Road Corridor Plan; SR6 Corridor Plan; Kennesaw Mountain National Battlefield Lost Mountain to Brushy Mountain Earthworks Preservation Plan; Senior Adult Transportation Study; the Greenprint study and the Industrial Land Inventory and Protection Policy. The majority of the recommended actions and Future Land Use Map alterations have been incorporated into the document. These studies help form a backbone for the county's overall growth and service delivery strategy and are integral to achieving the Community Vision and addressing many of the Community Issues and Opportunities.

Compliance with Regional Development Plan Policies

The Atlanta Regional Commission (ARC), the core metropolitan Atlanta area's Regional Development Center, creates a Regional Development Plan (RDP) every three years. The next update to this regional plan is to be completed in 2008. The RDP contains policies that are similar to this comprehensive planning effort. The RDP policies are intended to be a guide for future regional growth through the land use decision-making process. The intent of these policies is to bring attention to transportation, environmental, and other public investment decisions. The result of compliance with the policies is that growth will be allocated in appropriate areas and existing stable areas of the region will be protected. The RDP policies can produce a change in the way public and private development and investment decisions are made. These policies have the ability to secure the region's traditional high quality of life while accommodating new residents and businesses. The

intent of this section is to analyze the policies and action items being undertaken by the county to make certain that they are following the general principles that will improve metropolitan area. The policies are as follows:

Policy 1 – Provide development strategies and infrastructure investments to accommodate forecast population and employment growth efficiently

The 2030 Comprehensive Plan sets out to establish a new development paradigm that encourages infrastructure investment and additional areas for population/employment growth along the I-75 corridor. This will be accomplished by generating additional opportunities for urban scale investment in our two regional activity centers, as well as with our local area municipalities. In addition to the new investment in these areas, there will be a concentrated effort to induce redevelopment in blighted areas, compatible infill development in our built-out areas, and the creation of mixed-use developments in the along selected commercial corridors and activity centers. Growth in this manner will require new investment for upgrades to existing water and transportation infrastructure in order to maintain and improve existing services.

Policy 2 – Guide an increased share of new development to the Central Business District, transportation corridors, activity centers, and town centers

This policy statement is the essence of Cobb County growth strategy for the future, as described in the previous RDP policy statement. If Cobb County does not undertake the proposed growth paradigm, the remaining undeveloped areas of south, west, and north Cobb will be built-out. This will result in more severe traffic congestion, high service demands, loss of open space, and further degradation of the natural environment.

Policy 3 – Increase opportunities for mixed-use development, infill, and redevelopment

Cobb County supports mixed-use development, compatible infill development, and actively encourages redevelopment in appropriate areas of the county. Mixed-use developments are encouraged in our regional activity centers, along some of out

commercial corridors, and in some of our community activity centers and discouraged in rural and suburban residential character areas. Staff will investigate areas of the county that would be appropriate for overlay districts that would encourage and provide incentives for mixed-use developments. Currently, there are no ordinances to encourage compatible infill development. It is a loosely regulated phenomenon that is occurring under the current zoning classification standards. One of our work program items is continued monitoring of infill development activity so that we will be able to assist in providing compatible developments in affected areas as it becomes necessary. Redevelopment is the one main primary focus in Cobb County over the next fifteen (15) years. Redevelopment can take many forms from reinvestment in existing structures to the complete transformation of a brownfield site. Cobb County has established a Redevelopment Overlay District that provides development incentives for the reuse of aging and abandoned commercial structures in specified areas.

Policy 4 – Increase transportation choices and transit oriented developments

If completed, the Georgia Regional Transportation Authority's (GRTA) plan for Bus Rapid Transit along the I-75 corridor will allow for greater regional connectivity and provide options for the creation of transit oriented developments (TOD). This is an opportunity to create a regional public transportation network that will allow for transition between the suburbs and the Atlanta urban core, as well as connectivity between the region's satellite cities and activity centers. The BRT stations also provide opportunities for the establishment of a TOD, if there is sufficient developable land within ½ mile of the transit station. It is important for GRTA to consider this in their site selection process. In addition, Cobb County is active in improving alternative transportation modes (bicycle, pedestrian, and transit) to assist in expanding transportation choices for the residents and stakeholders.

Policy 5 – Provide a variety of housing choices throughout the region to ensure housing for individuals and families of diverse incomes and age groups

Cobb County is actively pursuing a variety of housing types. Current trends show town homes and condominiums are becoming approved at higher quantities when compared to years past; thus resulting in a further expansion of housing choices within the local community. This will become more pronounced as we continue to develop the Cumberland and Town Center areas as urban environments. In addition to housing choice, this policy touches on the importance of housing choice based upon affordability within the housing stock. This is an area that is more difficult in Cobb County due to high land costs. Cobb County contains a large quantity of housing for the upper and lower ends of the economic ladder, but does not have enough opportunities for the middle-income consumers. Redevelopment of blighted areas and reinvestment in neighborhoods with a declining housing stock will assist in providing further choices, based upon income. These homes will provide another choice in the market, as well as assist in the process of stabilizing and protecting many of these neighborhoods that were once the prime locations due to their close proximity to major transportation corridors and downtown areas.

Policy 6 – Preserve and enhance existing residential neighborhoods

The protection and preservation of the county's many fine and stable neighborhoods is the guiding principle in the Comprehensive Plan. In considering rezoning requests and infrastructure investment, Cobb County considers that impacts that new development will have on existing stable neighborhoods. Restrictions on the expansion of non-residential strip development along transportation corridors and the emphasis on concentrating non-residential and multi-family developments into defined activity centers helps to reduce the negative impacts and destabilizing forces that may occur to neighborhoods.

Policy 7 – Advance sustainable development

The United Nations' Division of Sustainable Development defines the phrase sustainable development as, "Development that meets the need of the present without compromising the ability of future generations to meet their own needs." Ultimately, development patterns reflect the desires and lifestyles of people and will continually change and modify as people and preferences evolve and change over time. As such, we must acknowledge our role today as temporary stewards of the land that is being held in trust for our children. Having acknowledged this, Cobb County is encouraging the preservation of its resources by allowing the design flexibility for new developments that integrate open space while also protecting existing natural resources. The County's efforts with the North Georgia Water Planning District show the commitment within the community to protect these vital resources for future generations.

Policy 8 – Protect environmentally sensitive areas

The County is active in regional approaches to protecting our environmental resources and sensitive natural areas. Cobb County is currently approving all of the mandates and recommendations of the Metropolitan North Georgia Water Planning District. The County has also approved all of the "Part 5 Environmental Planning Criteria" issued by the Department of Natural Resources. Finally, Cobb County is involved in efforts to protect endangered species in numerous ecosystems.

Policy 9 – Create a regional network of greenspace that connects across jurisdictional boundaries

Cobb County is active in a number of greenspace and multi-use trail initiatives that cut across jurisdictional boundaries. The now defunct Department of Natural Resources Greenspace Initiative was one of the mechanisms that Cobb County and other local area jurisdictions in an attempt to preserve 20% of the county as open space through purchase of land and the creation of conservation easements. Also, Cobb County with local municipality and Community Improvement Districts are cooperating in creating multi-

use trails that are a mechanism to connect various areas of the county through greenspace and an alternative transportation network. Finally, the County has recently completed a Trust for Public Land "Greenprint" model that will assist in prioritizing greenspace acquisition based upon community input, as additional funds become available.

Policy 10 – Preserve existing rural character

This new growth policy that is an integral part of this comprehensive plan is intended to shift development from our less developed west and southwest areas of the county and concentrate the development in the more urbanized portions of the county. The intent of this policy is to preserve the rural character of west and southwest Cobb. This will be accomplished by purchasing remaining vacant or undeveloped tracts as permanently protected greenspace, prioritizing infrastructure investment to accommodate growth in specific areas, and providing development incentives to guide development towards the I-75 corridor.

Policy 11 – Preserve historic resources

The preservation of historic resources is an important aspect of county growth and development. Historic resources and historic ambiance are important draws for residents and visitors. The wealth of history that is in Cobb County makes this a distinctive area of the Atlanta metropolitan region. The preservation of these resources helps to sustain the county's sense-of-place, while also improving the local area quality-of-life. Through the Historic Preservation Commission, the County will ensure that historic resources will be an important part of the land use decision-making process.

Policy 12 – Inform and involve the public in planning at regional, local, and neighborhood levels

Public participation is a vital aspect in the process of public sector planning at all levels of government. At the regional level, the public in Cobb County is actively involved in the Georgia Regional Transportation Authority's Bus Rapid Transit process and the Atlanta Regional Commission's Envision 6+ planning process. This is allowing interested individuals to help shape development and infrastructure to the benefit of the community. At a local level and neighborhood level, the Community Development Agency, the Cobb County Department of Transportation, and the Economic Development Department are active in involving the public on local area master plans, neighborhood plans, and countywide comprehensive planning. In addition, many stakeholder committees have been created to assist in giving a voice to various projects such as the SPLOST for transportation infrastructure and the potential for a new committee that may assist in overseeing greenspace acquisition.

Policy 13 – Coordinate local policies and regulations to support the RDP

The policies of the RDP provide jurisdictions throughout the region with the opportunity to collectively participate in the process of making the Atlanta region a livable place for this and future generations. It is important that we as the community continually work to improve the quality-of-life of the region. New policies, ordinances, and actions by local government should consider the RDP policies to make certain that we are supporting this important regional effort.

Policy 14 – Support growth management at the state level

Cobb County looks to the leadership at the Atlanta Regional Commission (ARC), the Georgia Planning Association, the Georgia Municipal Association, and Association County Commissioners of Georgia to lobby for state adoption of the recommendations contained in the 1998 Growth Management Reassessment Taskforce. Cobb County also

cooperates with ARC and the Georgia Regional Transportation Authority through the Developments of Regional Impact review process.

Appendix Table of Contents

Report of Accomplishments 179

Appendix Maps 186

Regional Activity Center – Cumberland Galleria 186
Regional Activity Center – Town Center 187
McCollum Field - Compatible Use Zone 188
Redevelopment Overlay District - Mableton 189
Redevelopment Overlay District – East Piedmont 190
Redevelopment Overlay District – 41 Corridor 191
Redevelopment Overlay District – Austell Road 192
Macedonia Road and East West Connector 193
Cobb Parkway and Greers Chapel Road 194
Bells Ferry Road and Shallowford Road 195
Dallas Highway and Old Dallas Road 196
Jiles Place and Jiles Road 197
Floyd Road and Nickajack Road 198
Dallas Highway and Acworth Due West Road 199
Sandy Plains Road and SR 92 200
Johnson Ferry Road and Paper Mill Road 201
Sandy Plains Road and Scufflegrit Road 202
Macland Road and Ernest Barrett Parkway 203
Tax Abatement Program: Atlanta Road Area 204
Tax Abatement Program: Canton Road Area 205
Tax Abatement Program: Veteran's Memorial Highway East Area 206
Tax Abatement Program: Veteran's Memorial Highway West Area 207
Tax Abatement Program: Redevelopment Sites 208
Canton Road Design Guidelines Area 209

Report of Accomplishments

The Report of Accomplishments is an analysis detailing the tasks that have been completed based upon the past Comprehensive Plan Short Term Work Program. The analysis provides information about the status of each project by indicating if they are on-going, completed, currently underway, postponed, and not completed. An "Explanation" column also provides a brief description about the items that require further clarification. The work program items are broken down by subject area to facilitate tracking and accountability.

Project	Status					Explanation
	On-going	Completed	Currently Underway	Postponed	Not Completed	
Economic Development						
Update and maintain the Inventory of Redevelopment Sites	X					
Monitor and expand as necessary, Cobb County's Workforce Investment Activities.	X					
Develop incentives for sites identified in the Inventory of Redevelopment Sites		X				The Redevelopment Overlay District.
Prepare yearly Cobb County Data Report	X					
Prepare quarterly Cobb County Development Report.	X					
Participate in the implementation of Blueprints Cumberland project recommendations.		X				The Blueprint Cumberland II study is underway.
Natural and Historic Resources						
Update and maintain the County's inventory of potentially historic sites	X					
Nominate properties for listing in the National Register of Historic Places and the Cobb County Register of Historic Places.	X					
Develop and adopt a historic preservation mitigation ordinance.					X	Not being considered at this time
Prepare a feasibility study for the development of a façade grant program.				X		Awaiting funding
Develop programs that serve to educate the public regarding the County historic resources.	X					
Prepare a detailed inventory of Cobb County cemeteries.		X				

Project	Status					Explanation
	On-going	Completed	Currently Underway	Postponed	Not Completed	
Natural and Historic Resources Continued						
Develop a cemetery sign program for current and future adopted cemeteries.		X				
Develop a public outreach program for the Cobb County Cemetery Preservation Commission.	X					
Gain control of development of floodplain properties to the extent possible through acquisition or conservation easement.	X					
Develop Water Protection Plan.		X				
Develop a Master Plan for the Nickajack Creek Greenway		X				
Apply for funding and administer the Cobb County Greenspace Conservation Program.		X				The Georgia Greenspace Program is no longer active
Adopt Part V, Georgia Planning Act Resource Protection Ordinances.				X		The Part V Ordinances are in the process of being revised by the GA Dept of Natural Resources
Construct stormwater control facilities called for by basin studies for Priority Areas 1 and 2.		X				
Complete Basin Studies for Priority Areas 3 and 4.		X				
Continue Stormwater Management Committee Meetings with Cobb Municipal Association and City staff.	X					
Joint committee to study TMDL guidelines promulgated by EPD.		X				
Transportation						
Coordinate with the School Board to implement road improvements near schools and upgrade safety signage in school zones	X					
Develop and adopt new hardware and software standards for traffic signal systems and re-time traffic signals throughout the county		X				
Establish County-wide truck routes	X					
Prepare Development Standards for Corp ROW		X				
Complete Safety Overrun Project Phase 4		X				

Project	Status					Explanation
	On-going	Completed	Currently Underway	Postponed	Not Completed	
Transportation Continued						
FAA Install Radar Display		X				
Corporate ROW Development	X					
Expand Airport Control Tower				X		Lack of budget
Update Airport Pavement Management Report		X				
FAA Install Flight Data Input/Output		X				
Implement Planned Airport Infrastructure Rehabilitation/Expansion Program	X					
Install Approach Lighting System (MALSR)				X		Anticipating federal funding
Develop and implement Master Plan for Civil War Heritage Trail					X	Countywide Trail Plan
Develop and implement Comprehensive Countywide Trail Plan	X					
Develop and Implement Sidewalk Improvements Program for County and CIDs	X					
Complete Silver Comet Trail and Sandy Plains Pedestrian Bridges		X				
Coordinate with GDOT to implement major road construction projects.	X					
Conduct a comprehensive review of the Cobb Transit System and develop a set of short term recommendations		X				
Implement transit system improvements upon completion of Transit Development Plan		X				
Implement new transit service in the I-75 corridor		X				
Implement Bike Racks on Buses Program		X				
Deploy Clean Fuel Technologies and Infrastructure for Transit Buses (CNG)		X				
Coordinate with GRTA to expand Regional Express Bus Service and supporting infrastructure.	X					
Develop a Pedestrian Safety Program	X					
Coordinate with Regional Transit Operators to implement ITS Technologies, such as the "smart card"			X			

Project	Status					Explanation
	On-going	Completed	Currently Underway	Postponed	Not Completed	
Water Supply, Treatment, and Distribution						
Expand Sutton and Noonday Creek Wastewater Reclamation Facilities to meet increasing demand for treatment.		X				
Complete Chattahoochee Tunnel to provide additional transport capacity in the Sutton Basin.		X				
Initiate design for expansion of Northwest Cobb WRF.		X				
Provide for improved transport from the Sweetwater Creek basin to the South Cobb WRF.		X				First phase completed in FY06. Design initiated on second phase.
Enter into Consent Order with EPD committing the Water System to comply with CMOM provisions in the exchange for a reduction in penalties for overflows.		X				
Complete construction of major improvements identified by Water System Master Plan.		X				
Negotiate boundary/service agreements with Cities.		X				This has been completed as part of the HB 489 agreement
Establish wastewater capacity requirements for all satellite systems.		X				Will be updated as a part of the current Master Plan development
Public Safety						
Conduct staffing survey for Police Department to project personnel growth needs through 2010.		X				
Formulate plans for the institution of a report line unit to relieve call response load.		X				
Formulate plans to institute specialty units to address specific and increasing criminal issues such as domestic violence, elderly abuse, etc.		X				
Formulate plans and create specifications for the purchase of a mobile crime scene unit.		X				
National Accreditation, on site inspection.		X				
Formulate plans for the development of a digital photography laboratory.		X				

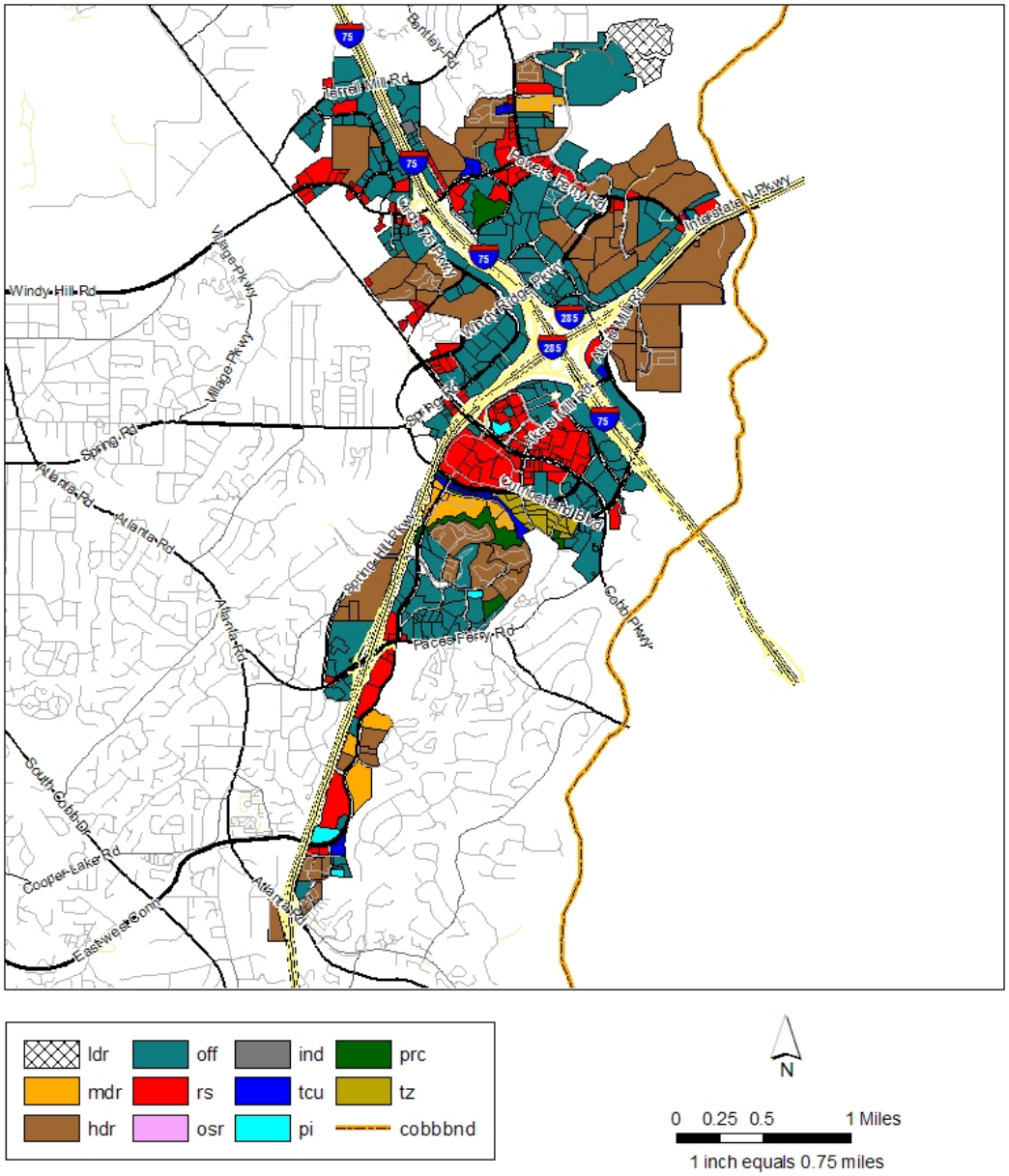
Project	Status					Explanation
	On-going	Completed	Currently Underway	Postponed	Not Completed	
Public Safety Continued						
Conduct feasibility study concerning the implementation of an aviation unit.	X					
Conduct feasibility study concerning the implementation of an equestrian unit				X		Not being considered at this time
Write specificiations and identify vendors for the implementation of mobile message board system for all police precincts.				X		No funding dedicated
Create cost analysis concerning the implementation of a full time Bomb response team.	X					
Identify strategic sites for the placement of automatic External defibrillators lifesaving devices.		X				
Formulate specifications and identify vendors for purchase of a mobile rehabilitation unit to be utilized at the scene of protracted critical incidents.		X				
Analysis of existing fire station locations for possible relocation to ensure continued optimum response.		X				
Conduct a feasibility study as to the implementation of an additional hazardous materials team.		X				
Identify suitable locations for a proposed fire station number 28 to be located in the west planning area.		X				
Obtain National Fire Protection Association Accreditation.		X				
Conduct feasibility study concerning the purchase and implementation of a foam response truck for utilization at McCollum airport.	X					
Conduct analysis of all heavy resuce and response equipment for possible replacement and/or upgrading.		X				
Identify specifications and vendors for replacement of 911 call station consoles.		X				

Project	Status					Explanation
	On-going	Completed	Currently Underway	Postponed	Not Completed	
Public Safety Continued						
Continue with ongoing E-911 projects and upgrades.			X			
Analysis of all computer aided dispatch equipment to formulate replacement needs plan.						
Parks, Recreation, and Cultural Affairs						
Completion of County/City Master Parks Plan		X				
Develop funding source for capital improvements.	X					
Begin operation of Mable House Amphitheatre		X				
Libraries						
Complete migration to TAOS, and other technology improvements. Begin replacement of leased PCs		X				
Complete library system strategic plan		X				
Implement library foundation and fundraising project	X					
Senior Services						
Expand North Cobb Senior Center		X				
Construct Nutrition Site Building in Smyrna Area		X				
Construct Marietta Senior Center		X				
Implement consolidated transportation system	X					
Land Use						
Conduct a county-wide apartment density study and propose amendments to the FLUM as needed.		X				
Amend STWP and FLUM as necessary to coordinate with County Parks Master Plan		X				
In conjunction with the Town Center CID, prepare expanded sub area classifications for the Regional Activity Center		X				

Project	Status					Explanation
	On-going	Completed	Currently Underway	Postponed	Not Completed	
Land Use Continued						
Amend STWP and FLUM as necessary to help implement the Blueprints Cumberland project recommendations		X				
Create an annexation model to measure the fiscal impact of annexation of unincorporated property					X	
Develop FLUM and Comprehensive Plan amendments to encourage mixed use development where appropriate, coordinating with future transit corridors as identified by the RTP.	X					
Prepare guidelines for transit oriented development				X		This has been postponed so that it can be implemented with the I-75 BRT system
Reevaluate FLUM recommendations in environmentally sensitive areas.	X					
Develop guidelines for infill development in established residential and commercial areas			X			A draft ordinance has been prepared but additional changes are necessary.
Prepare overlay district guidelines for "village" or community center development in appropriate areas.				X		
Continue to update Development Standards to allow flexibility in site design where appropriate.	X					
Continue to expand GIS applications for land use analysis	X					
Prepare zoning ordinance amendments as necessary to allow for mixed use development in a variety of FLUM categories	X					
Amend FLUM to include commuter rail transportation corridors	X					
Prepare special area plans as necessary to realize opportunities for enhancement of existing commercial corridors and residential areas.	X					
Seek funding for and develop a Dallas Highway Corridor Enhancement Plan to include recommendations for private and public sector activities such as landscaping, signage, and pedestrian improvements.					X	

APPENDIX 1

Regional Activity Center
Cumberland Galleria



ldr	off	ind	prc
mdr	rs	tcu	tz
hdr	osr	pi	cobbbnd

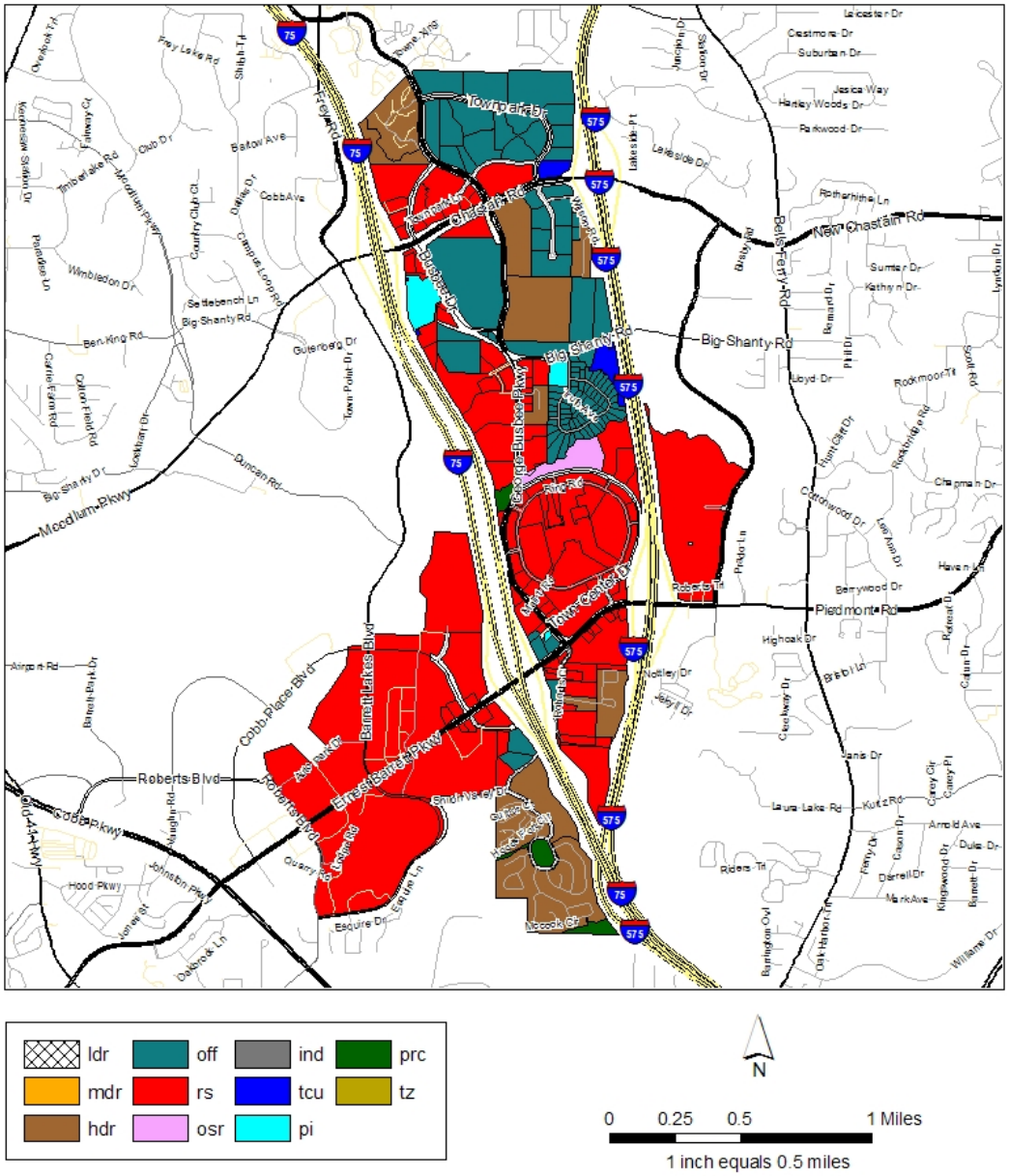
N

0 0.25 0.5 1 Miles

1 inch equals 0.75 miles

APPENDIX 2

Regional Activity Center
Town Center

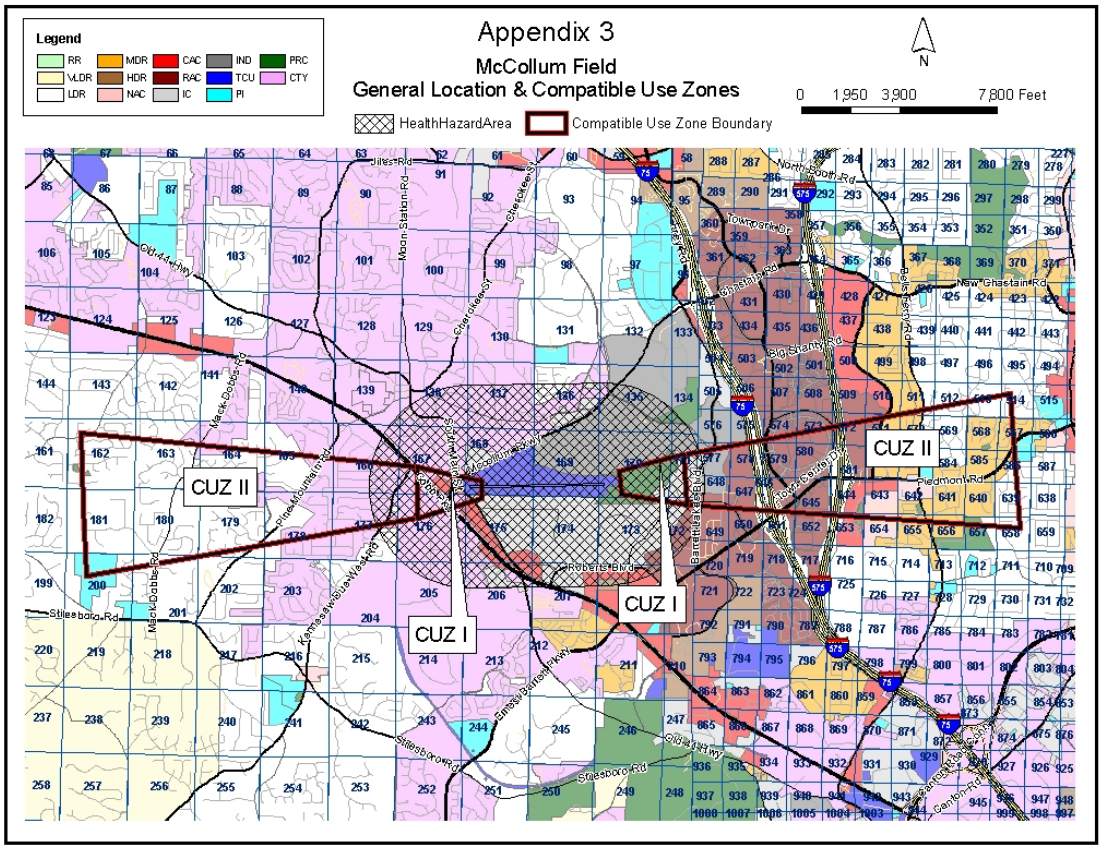


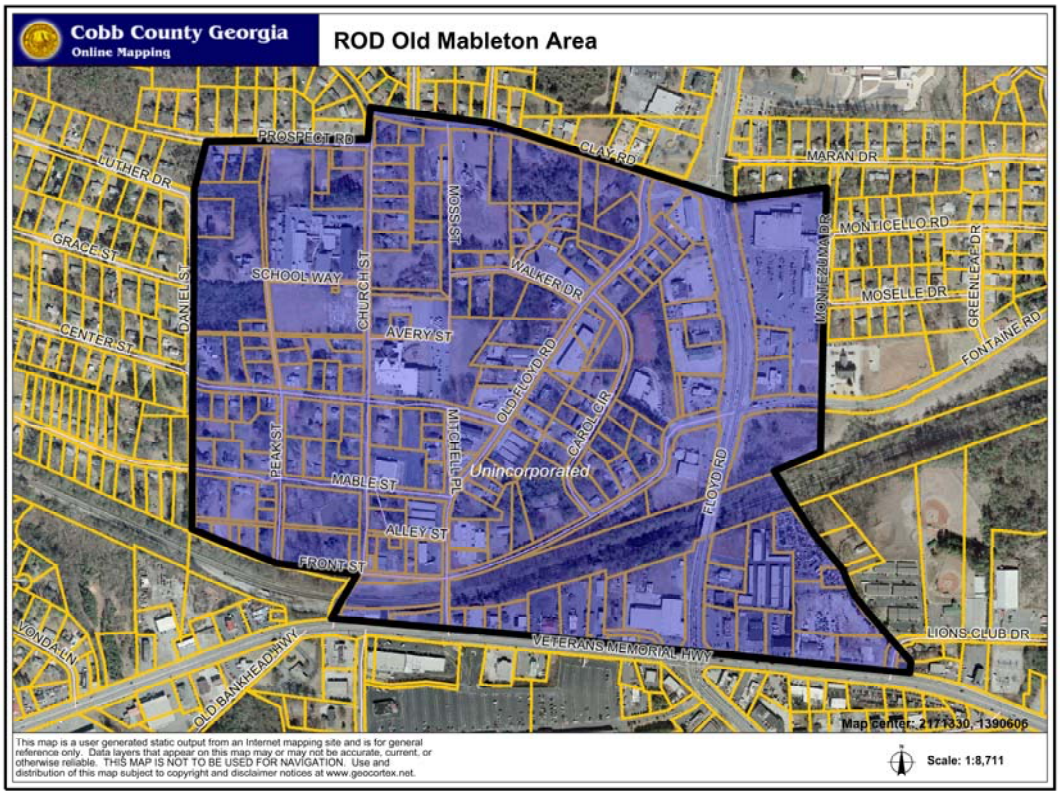
ldr	off	ind	prc
mdr	rs	tcu	tz
hdr	osr	pi	

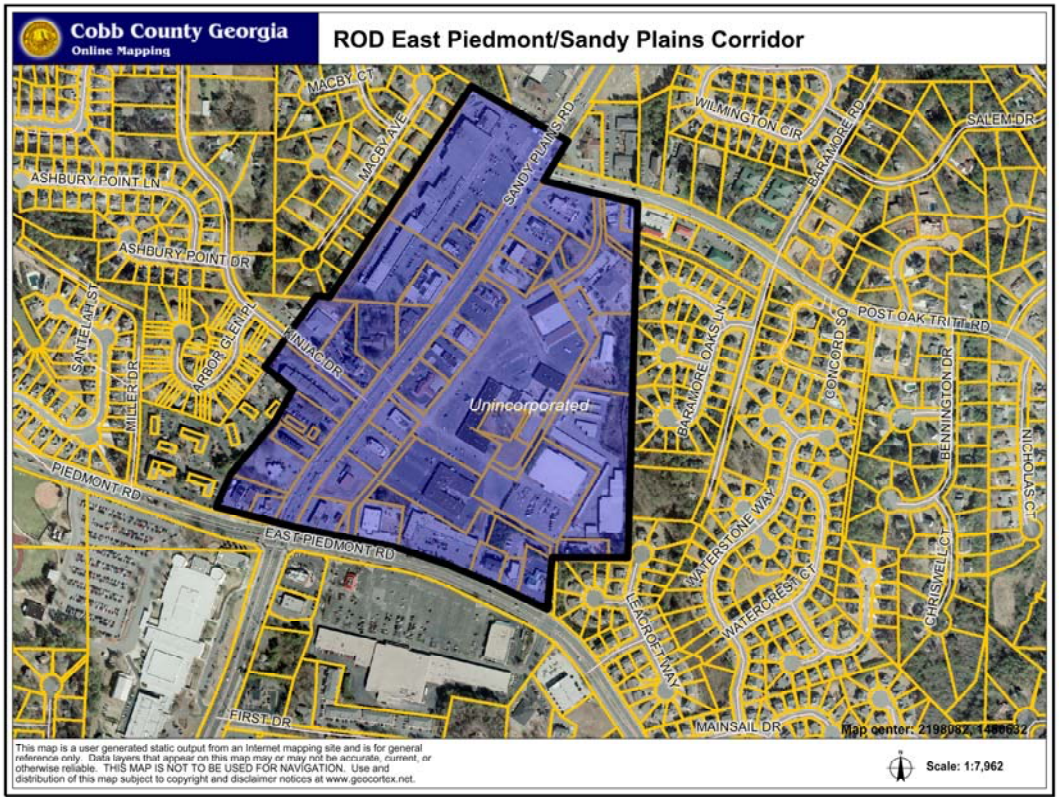
N

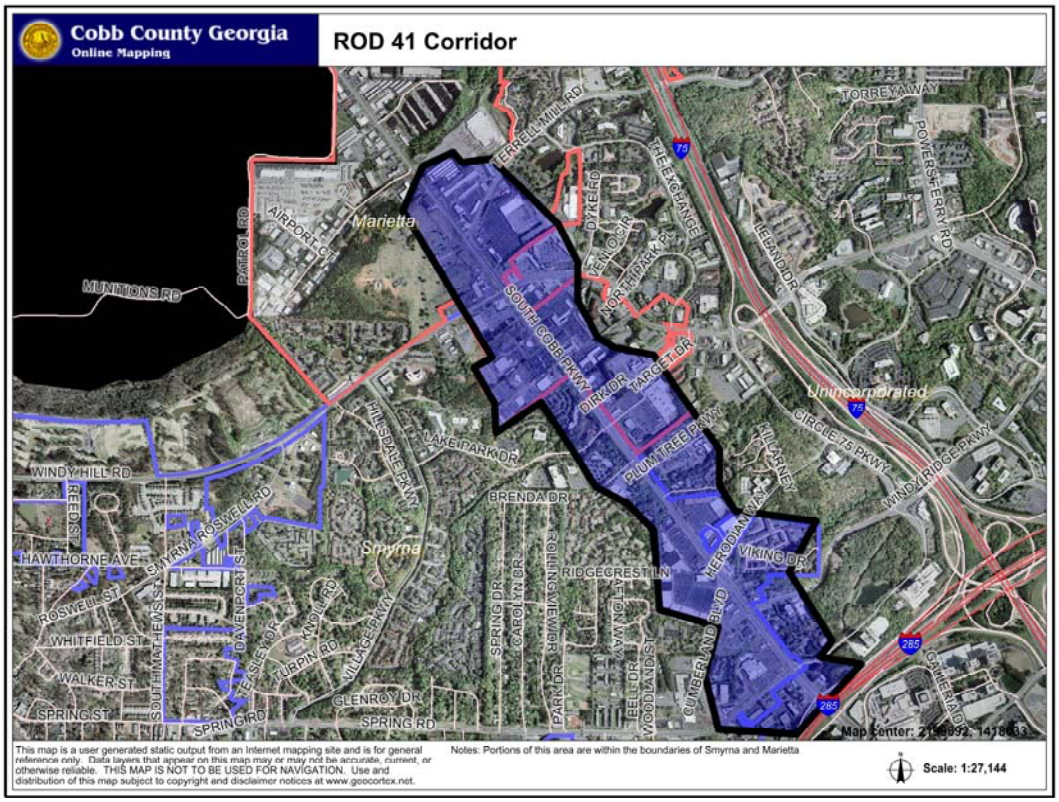
0 0.25 0.5 1 Miles

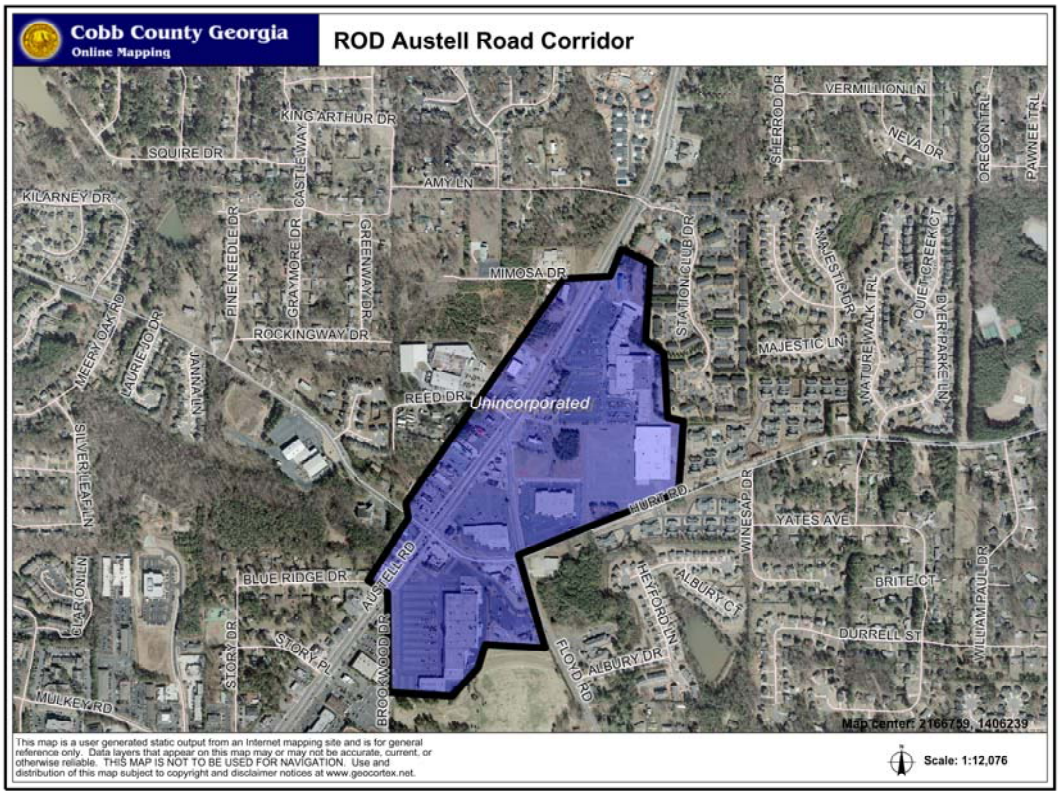
1 inch equals 0.5 miles


Appendix 3
McCollum Field
General Location & Compatible Use Zones
Legend
RR
MDR
CAC
IND
PRC
VLDR
HDR
RAC
TCU
CTY
LDR
NAC
IC
PI
HealthHazardArea
Compatible Use Zone Boundary
N
0 1,950 3,900 7,800 Feet
CUZ II
CUZ I
CUZ I
CUZ II


Cobb County Georgia
Online Mapping
ROD Old Mableton Area
PROSPECT RD
LUTHER DR
GRACE ST
CENTER ST
DANIEL ST
SCHOOL WAY
CHURCH ST
MOSS ST
CLAY RD
WALKER DR
AVERY ST
OLD FLOYD RD
CAROL CIR
MITCHELL PL
PEAK ST
MABLE ST
ALLEY ST
FRONT ST
Unincorporated
FLOYD RD
MARAN DR
MONTICELLO RD
MONTEZUMA DR
MOSELLE DR
GREENLEAF DR
FONTAINE RD
LIONS CLUB DR
VETERANS MEMORIAL HWY
VONDALIN
OLD BANKHEAD HWY
Map Center: 2171330, 1390606
This map is a user generated static output from an Internet mapping site and is for general reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable. THIS MAP IS NOT TO BE USED FOR NAVIGATION. Use and distribution of this map subject to copyright and disclaimer notices at www.geocortex.net.
Scale: 1:8,711

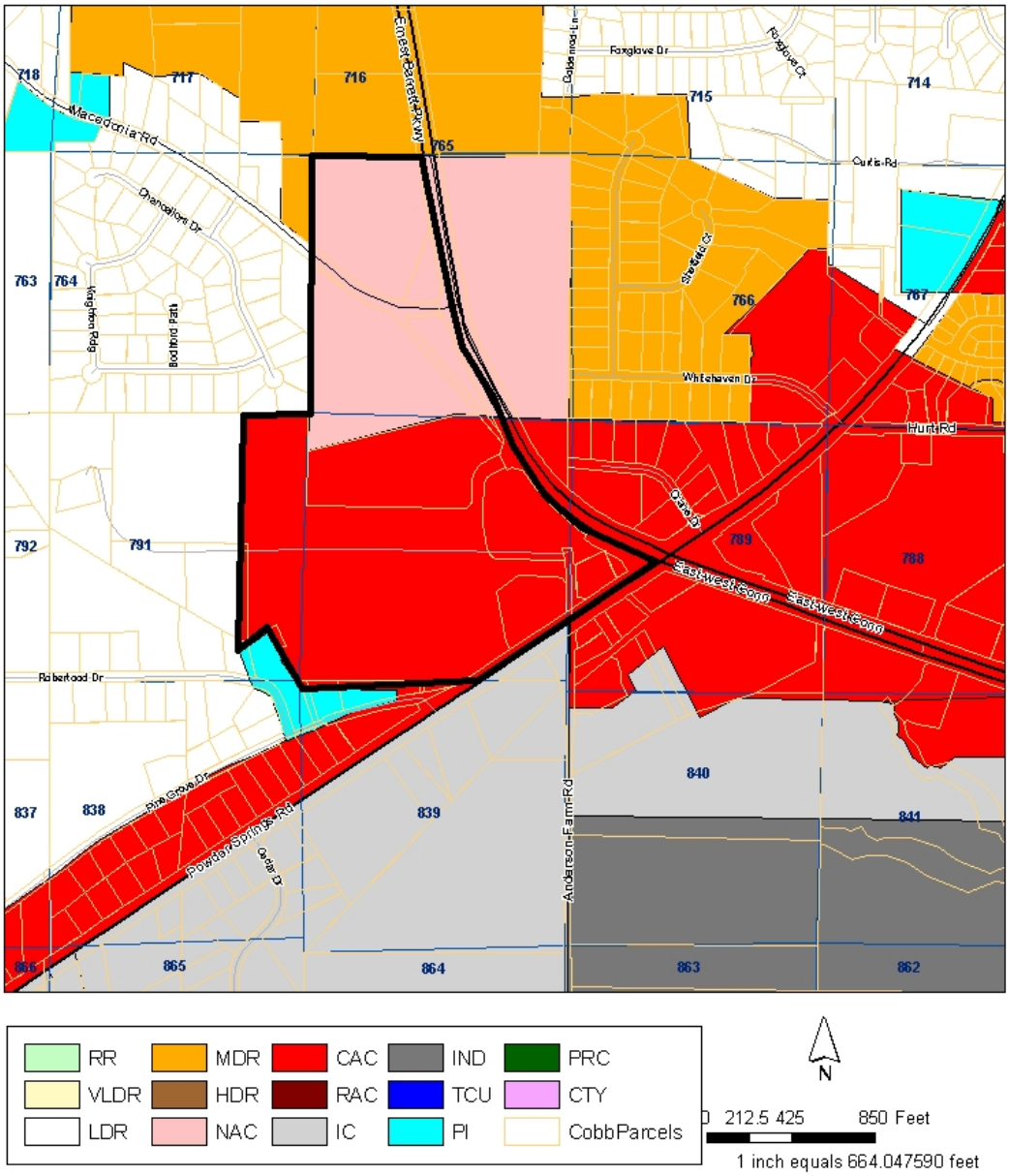

Cobb County Georgia
Online Mapping
ROD East Piedmont/Sandy Plains Corridor
MACBY CT
MACBY AVE
SANDY PLAINS RD
WILMINGTON CIR
BARAMORE RD
SALEM DR
ASHBURY POINT LN
ASHBURY POINT DR
SANTELAN ST
ARBOR GLEN
MILLER DR
MINIAC DR
Unincorporated
BARAMORE OAKS LN
CONCORD SQ
POST OAK TRITT RD
BENNINGTON DR
NICHOLAS CT
PIEDMONT RD
EAST PIEDMONT RD
WATERSTONE WAY
WATERCREST CT
CHRISWELL CT
LEACROFT WAY
FIRST DR
MAINSAIL DR
Map center: 2198082, 1486632
This map is a user generated static output from an Internet mapping site and is for general reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable. THIS MAP IS NOT TO BE USED FOR NAVIGATION. Use and distribution of this map subject to copyright and disclaimer notices at www.geocortex.net.
Scale: 1:7,962


Cobb County Georgia
Online Mapping
ROD 41 Corridor
Marietta
Smyrna
Unincorporated
TERRELL MILL RD
TORREY AWAY
POWERS FERRY RD
THE EXCHANGE
DYKE RD
LENOX DR
NORTHPARK DR
LELAND DR
AIRPORT DR
PATROL RD
MUNITIONS RD
SOUTH COBB PKWY
DIRK DR
TARGET DR
PLUM TREE PKWY
KILLARNEY
CIRCLE 75 PKWY
WINDY RIDGE PKWY
HILLSDALE PKWY
LAKEPARK DR
BRENDA DR
WINDY HILL RD
REEDS
SMYRNA ROSWELL RD
HAWTHORNE AVE
ROSWELL ST
WHITFIELD ST
WALKER ST
SPRING ST
SOUTH MATHEWS ST
DAVENPORT ST
TEASLEY DR
KNOLL RD
TURPIN RD
VILLAGE PKWY
SPRING DR
CAROLYN DR
ROLLINGVIEW DR
RIDGECREST LN
PARK DR
LAWNDALE
TELL DR
WOODLAND ST
MEADOWLAND BLVD
VIKING DR
CUMBERLAND BLVD
CAMBERALD DR
GLENROY DR
SPRING RD
SPRING RD
75
285
Map Center: 2[illegible]092, 1418[illegible]
This map is a user generated static output from an Internet mapping site and is for general reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable. THIS MAP IS NOT TO BE USED FOR NAVIGATION. Use and distribution of this map subject to copyright and disclaimer notices at www.geocortex.net.
Notes: Portions of this area are within the boundaries of Smyrna and Marietta
Scale: 1:27,144


Cobb County Georgia
Online Mapping
ROD Austell Road Corridor
KING ARTHUR DR
SQUIRE DR
KILARNEY DR
AMY LN
CASTLEWAY
PINENEEDLE DR
GRAYMORE DR
GREENWAY DR
MIMOSA DR
ROCKINGWAY DR
MEERY OAK RD
LAURIE JO DR
JANNA LN
REED DR
Unincorporated
SILVERLEAF LN
BLUE RIDGE DR
AUSTELL RD
BROOKWOOD DR
STORY DR
STORY PL
MULKEY RD
HURT RD
STATION CLUB DR
SHERROD DR
VERMILLION LN
NEVA DR
OREGON TRL
PAWNEE TRL
MAJESTIC DR
MAJESTIC LN
NATUREWALK TRL
QUIETCREEK CT
BYER PARKE LN
WINESAP DR
YATES AVE
BRITE CT
WILLIAM PAUL DR
DURRELL ST
ALBURY CT
HEYFORD LN
ALBURY DR
FLOYD RD
Map Center: 2166759, 1406239
This map is a user generated static output from an Internet mapping site and is for general reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable. THIS MAP IS NOT TO BE USED FOR NAVIGATION. Use and distribution of this map subject to copyright and disclaimer notices at www.geocortex.net.
Scale: 1:12,076

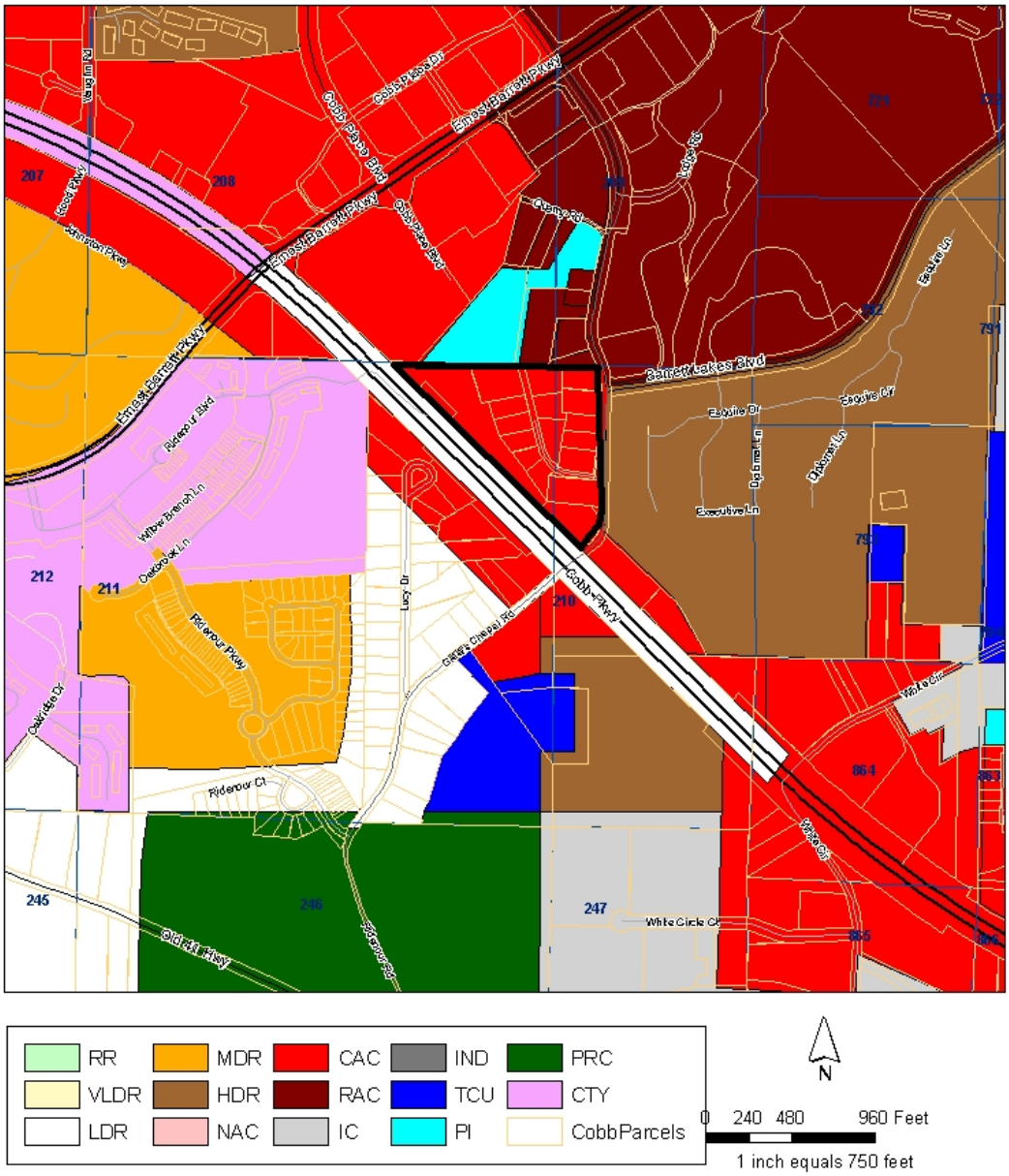
APPENDIX 5

Community Activity Center/Neighborhood Activity Center
Macedonia Road and East West Connector



APPENDIX 6

Community Activity Center
Cobb Parkway and Green Chapel Road



RR	MDR	CAC	IND	PRC
VLDR	HDR	RAC	TCU	CTY
LDR	NAC	IC	PI	CobbParcels

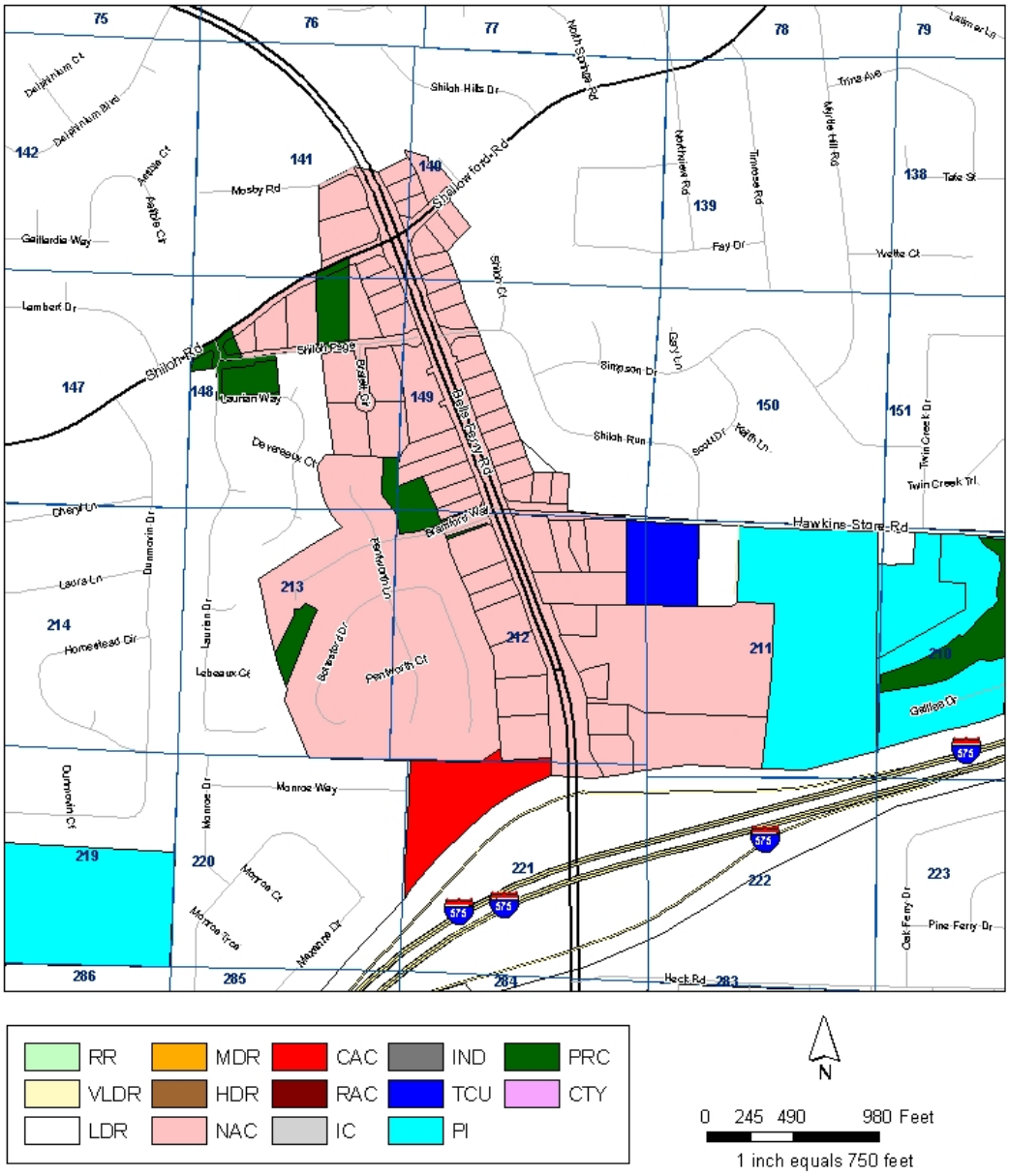
N

0 240 480 960 Feet

1 inch equals 750 feet

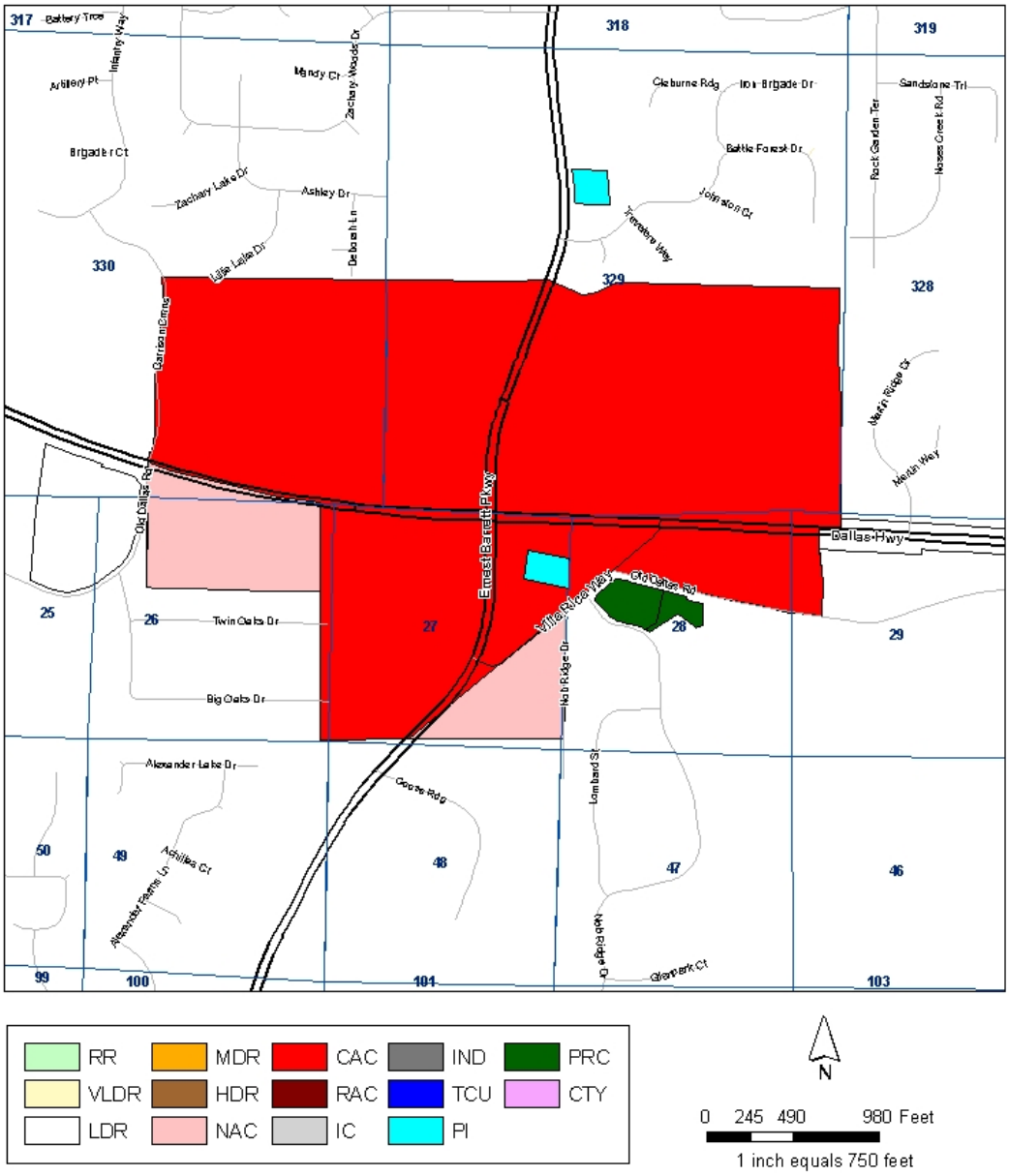
APPENDIX 7

Neighborhood Activity Center
Bells Ferry and Shallowford Road



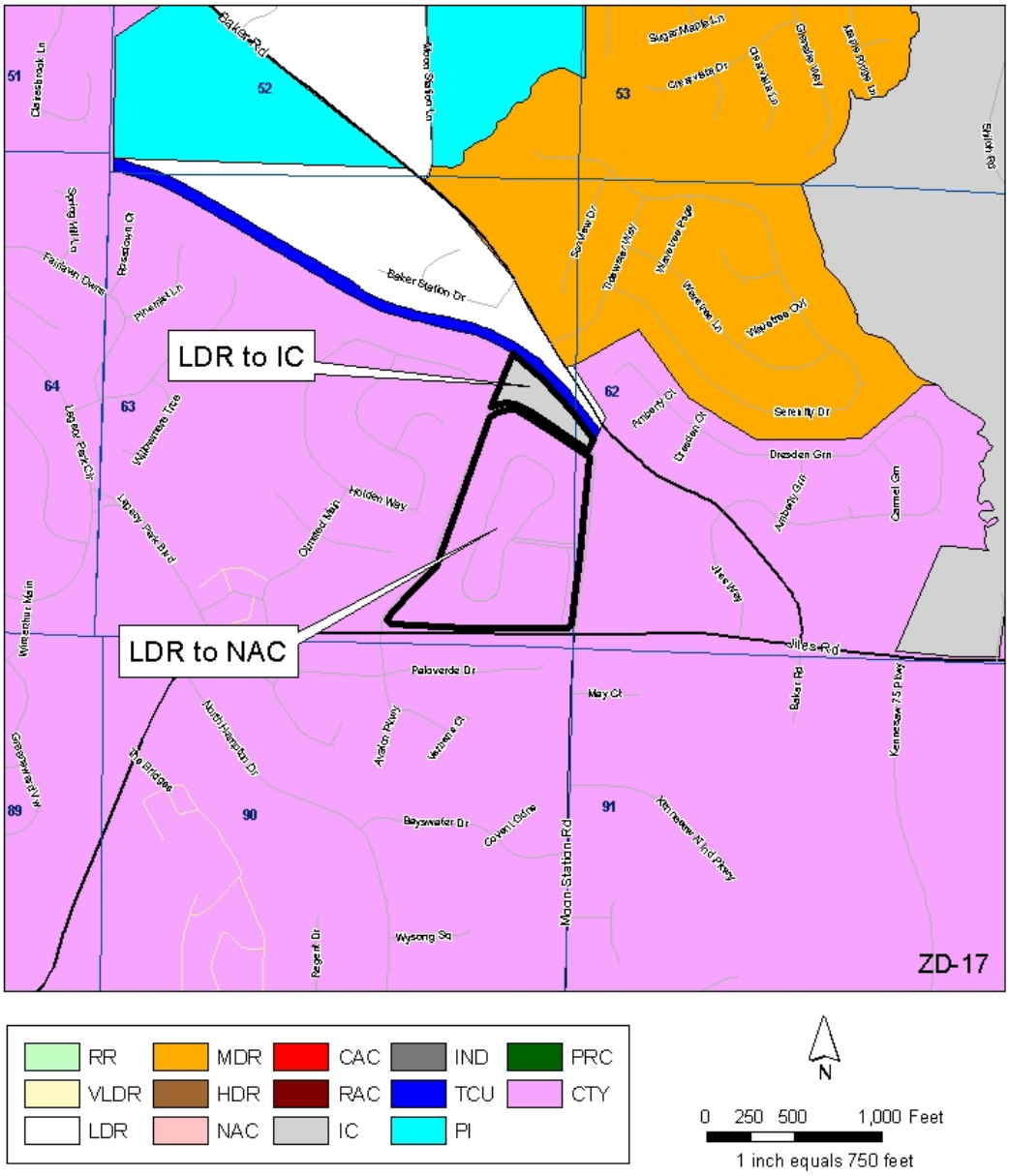
APPENDIX 8

Neighborhood Activity Center
Dallas Highway and Old Dallas Road



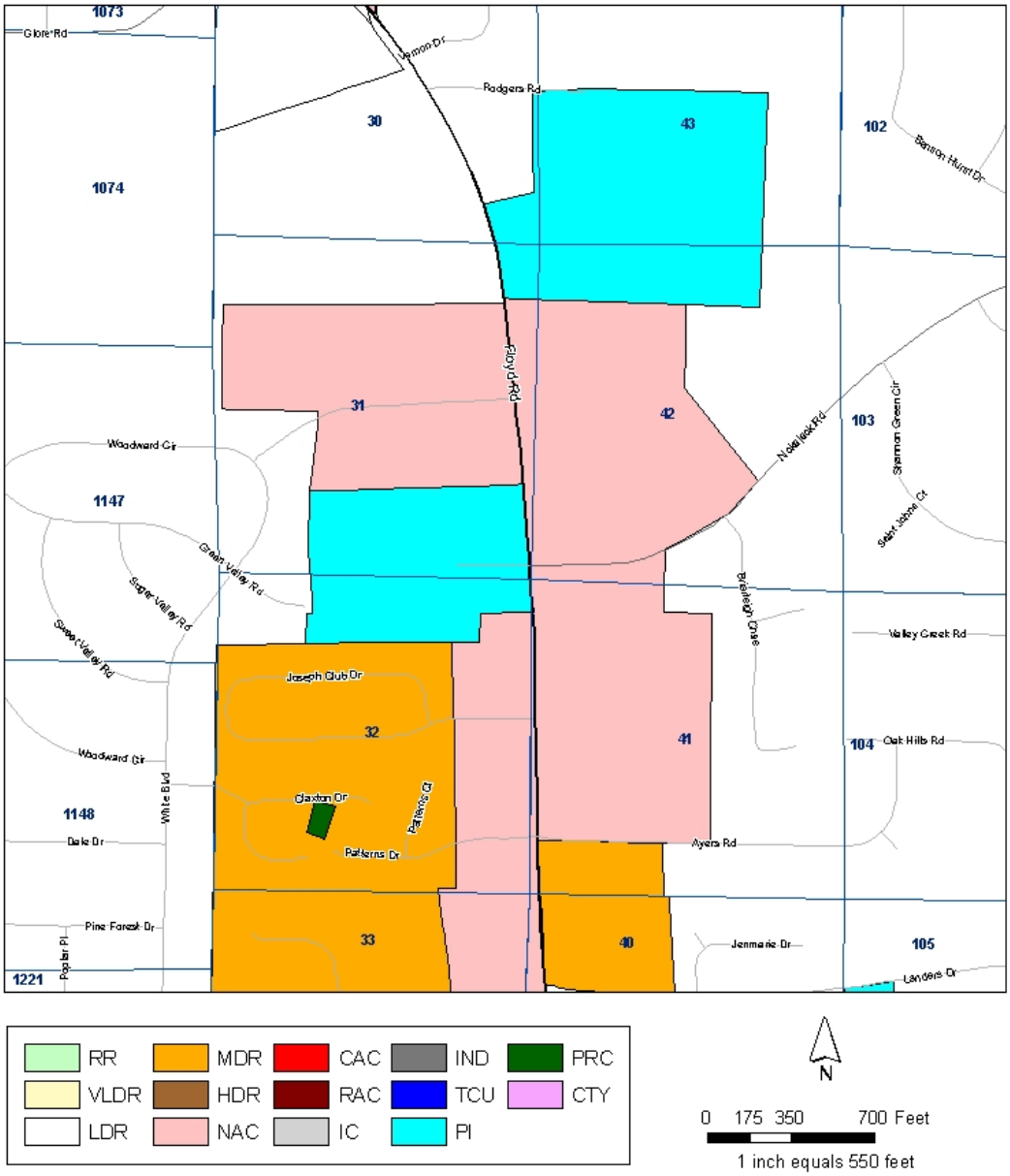
APPENDIX 9

Neighborhood Activity Center
Jiles Place and Jiles Road



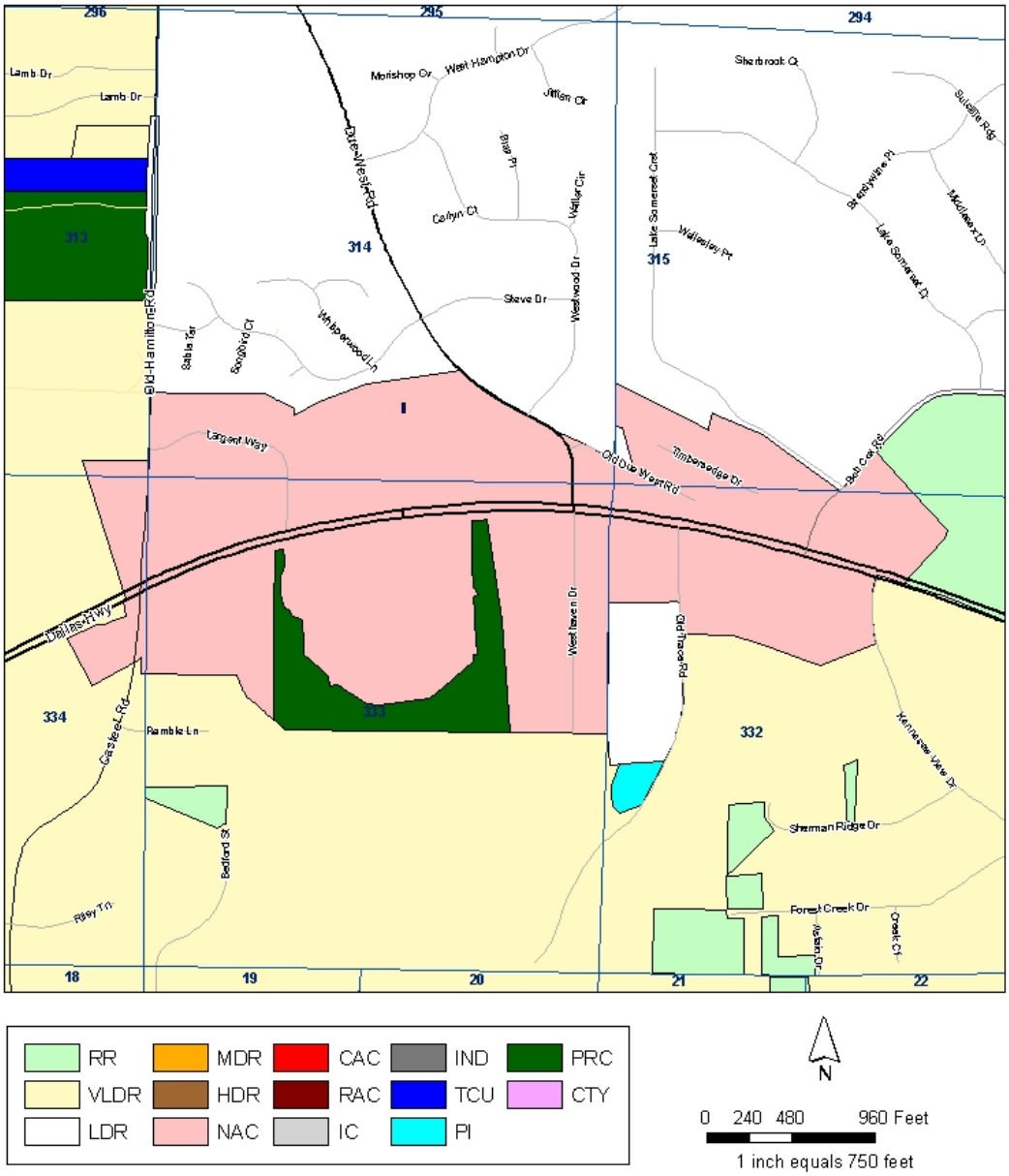
APPENDIX 10

Neighborhood Activity Center
Floyd Road and Nickajack Road



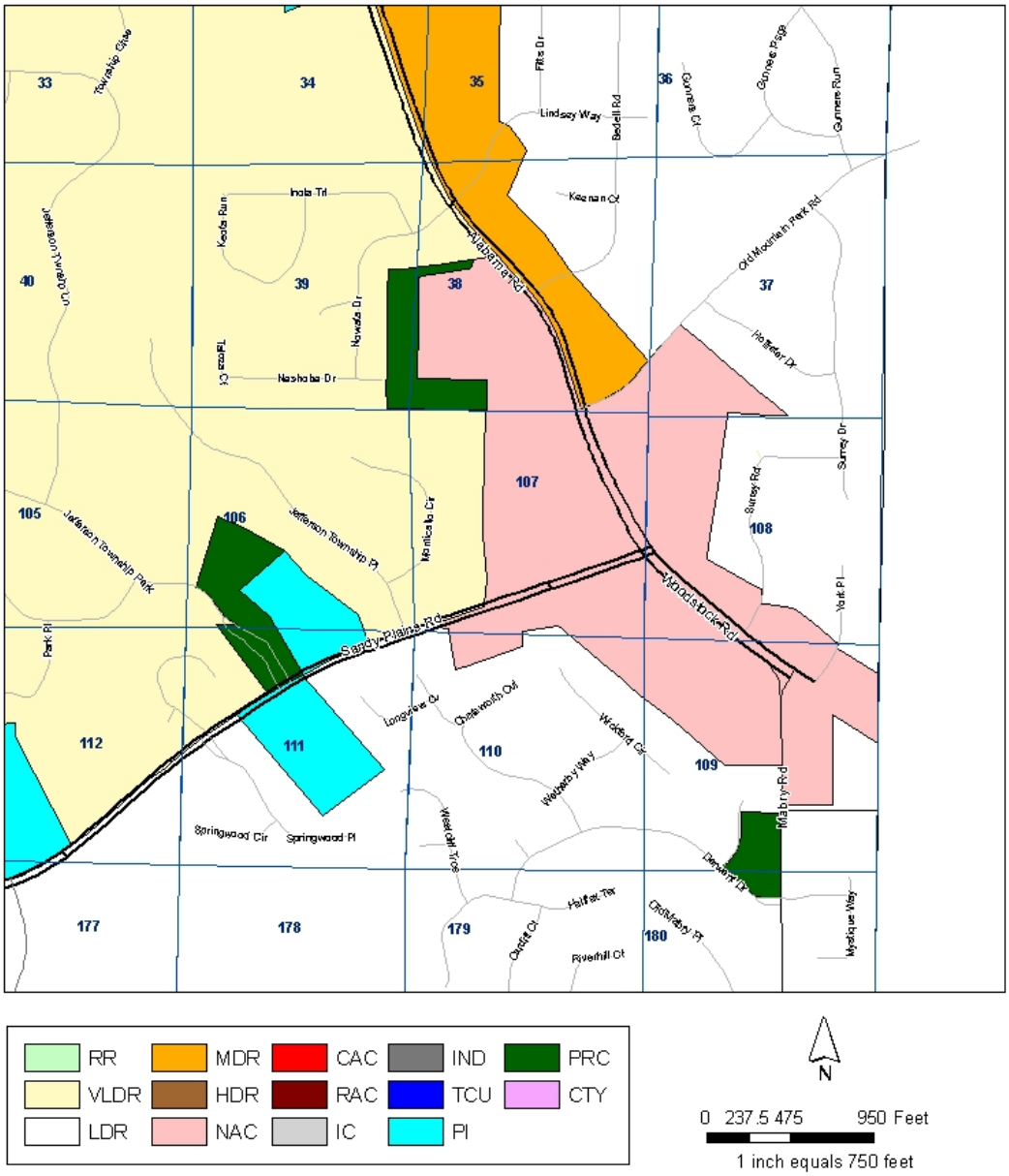
APPENDIX 11

Neighborhood Activity Center
Dallas Highway and Acworth Due West Road



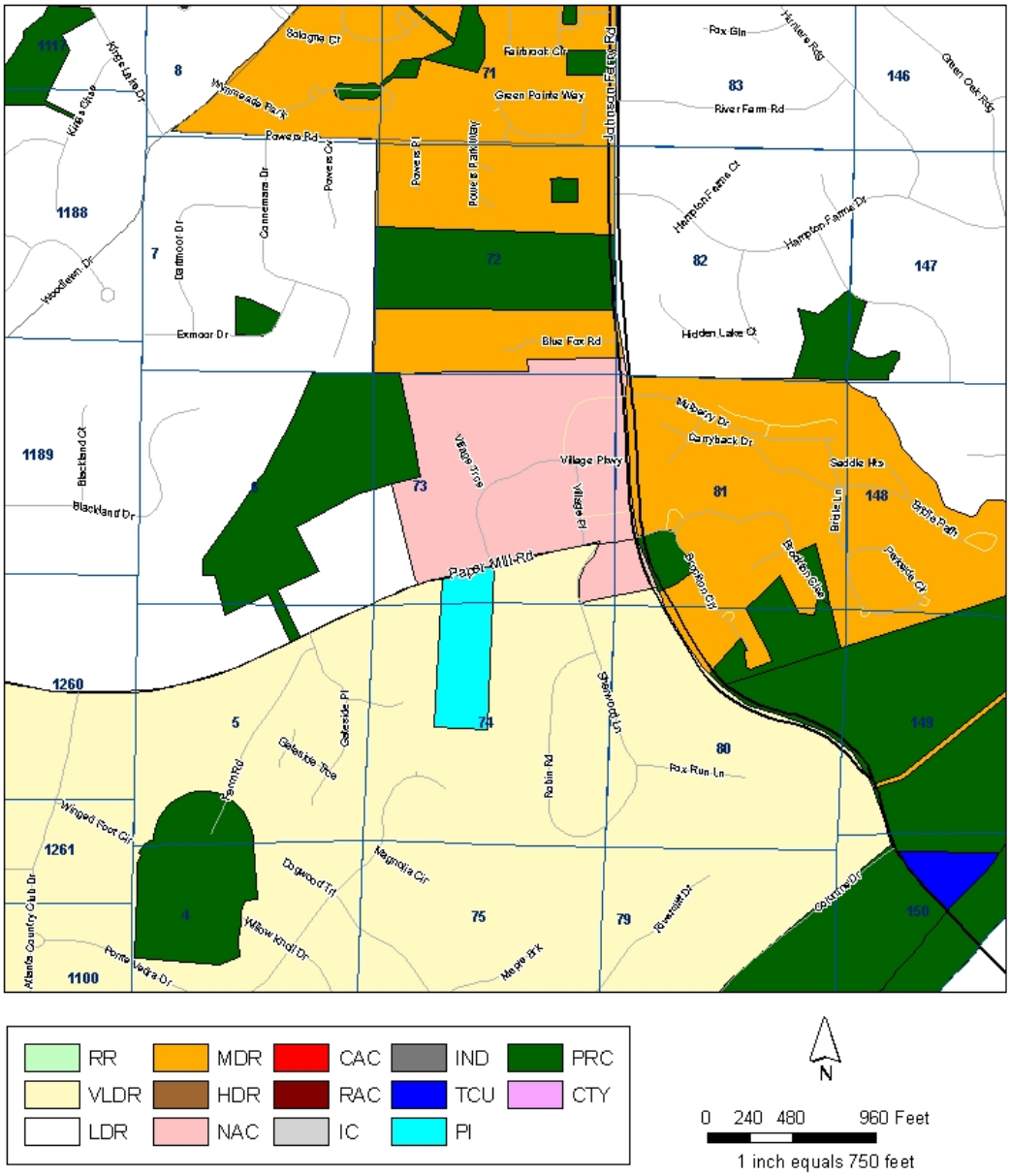
APPENDIX 12

Neighborhood Activity Center
Sandy Plains Road and S.R. 92



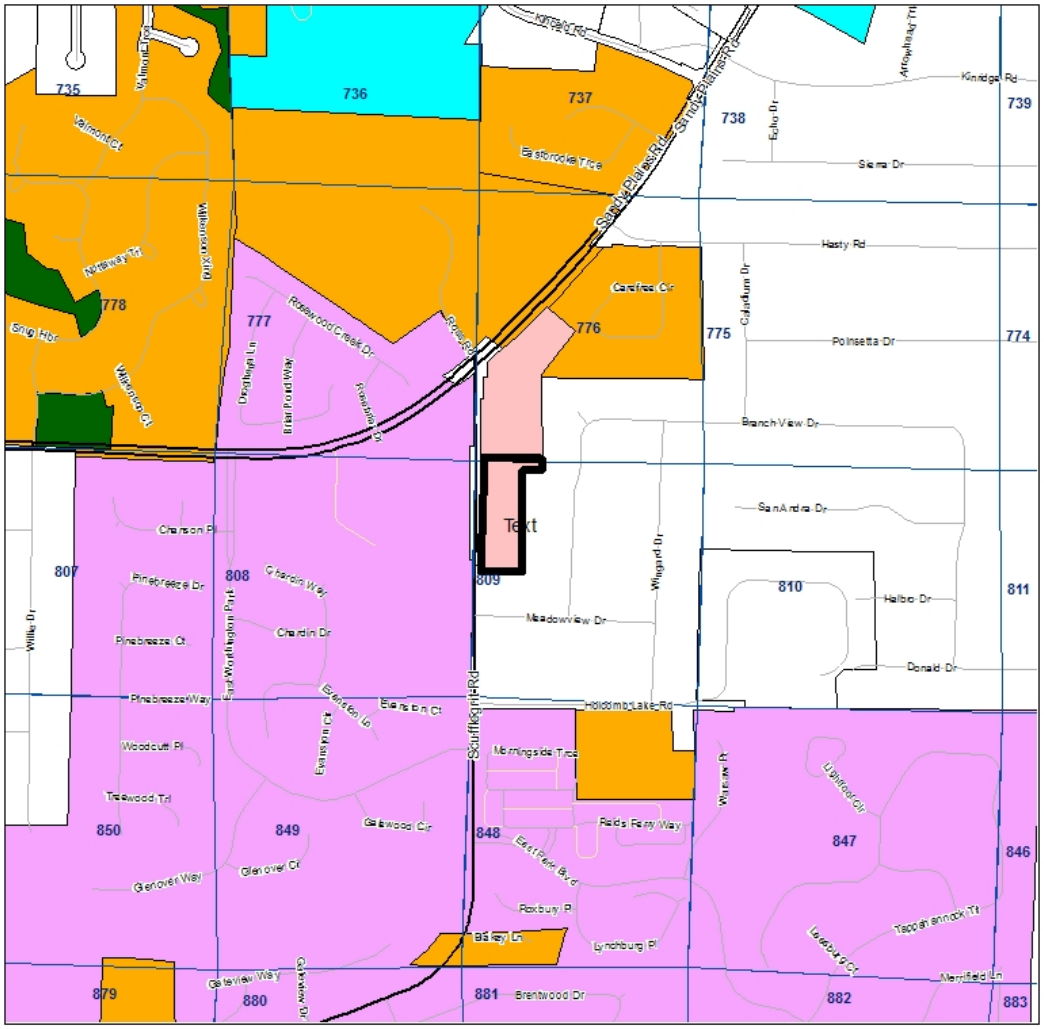
APPENDIX 13

Neighborhood Activity Center
Johnson Ferry Road and Paper Mill Road



APPENDIX 14

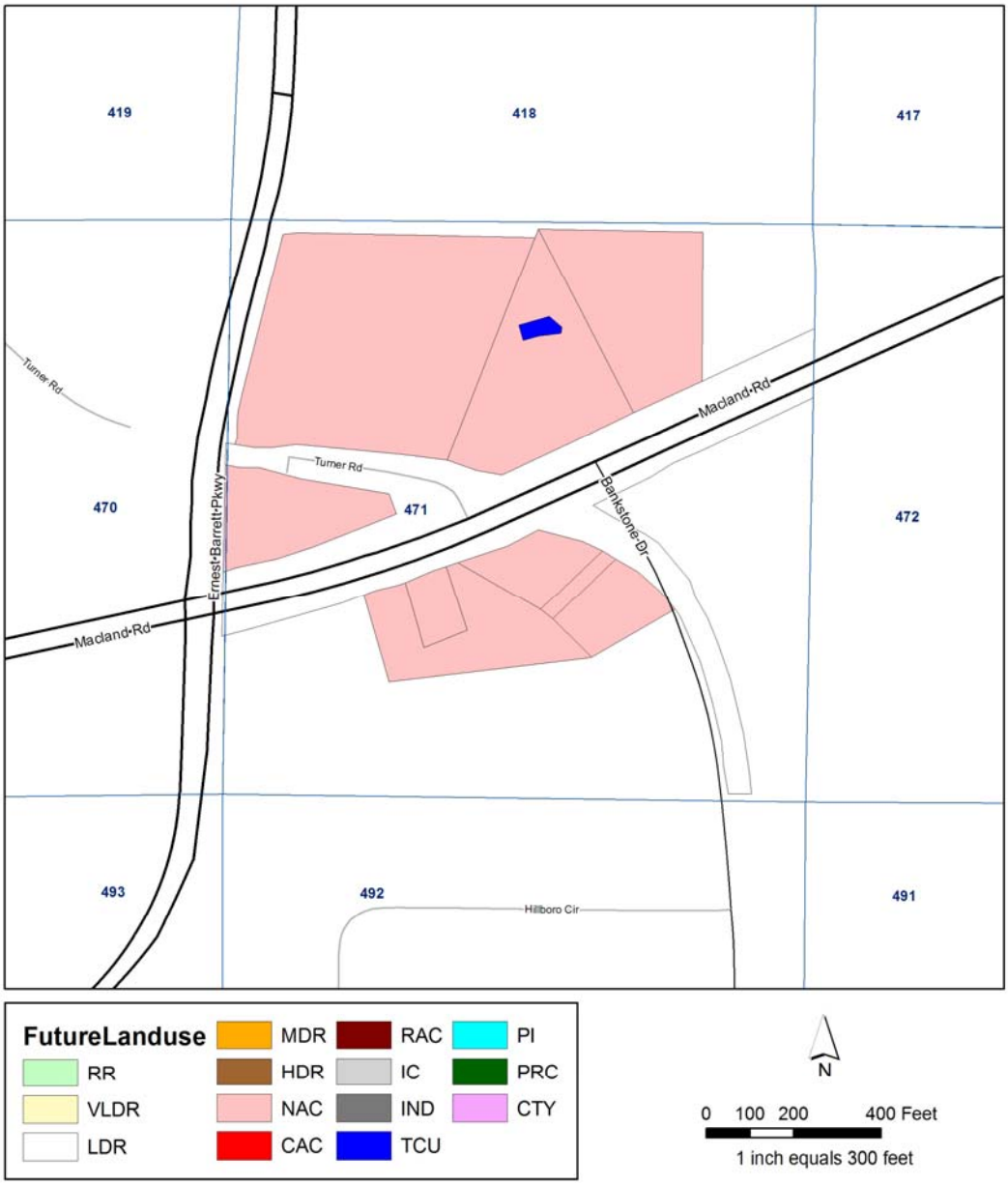
Neighborhood Activity Center
Sandy Plains Road and Scufflegrit Road



APPENDIX 15

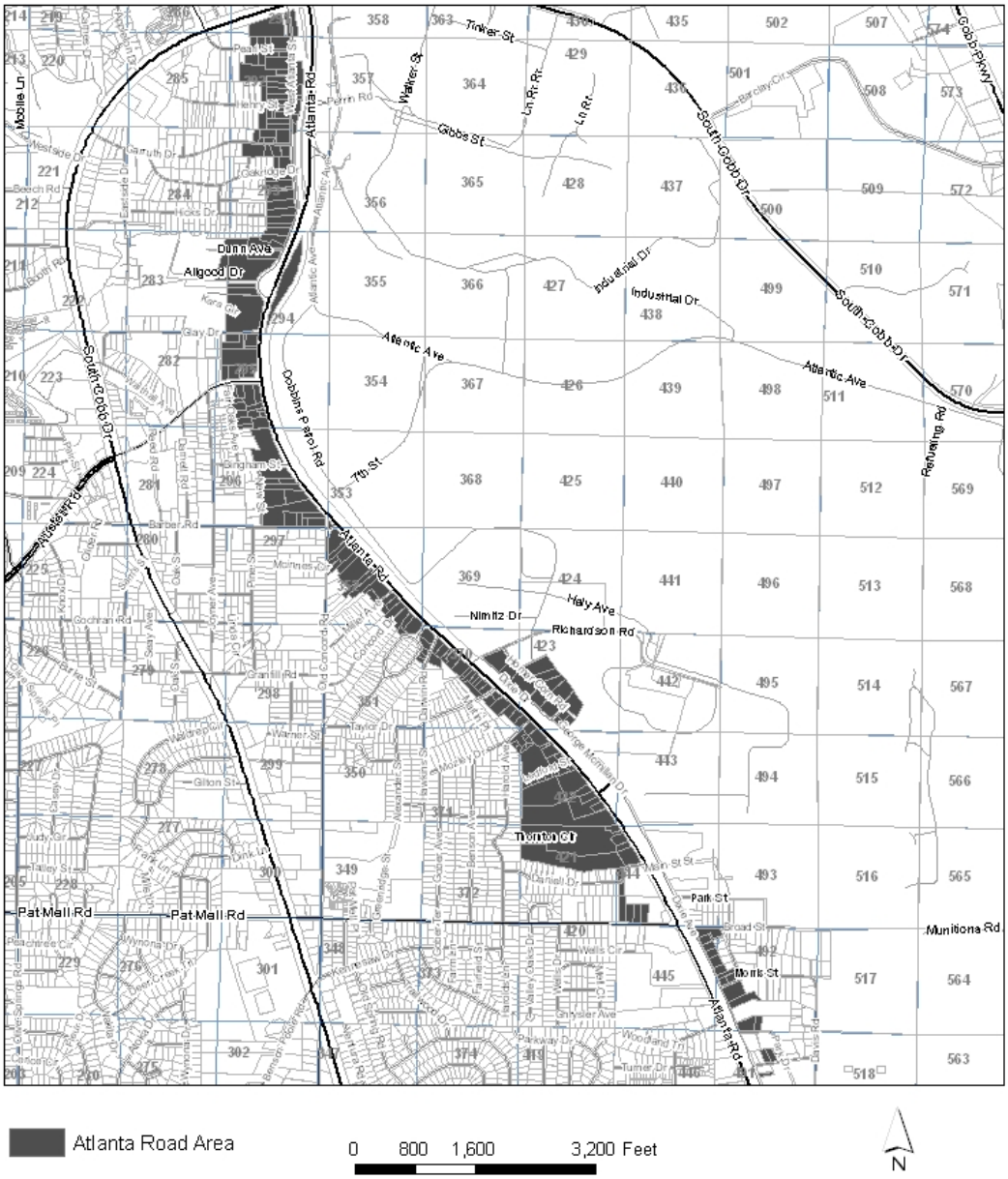
Neighborhood Activity Center

Turner Road at Barrett Parkway and Macland Road



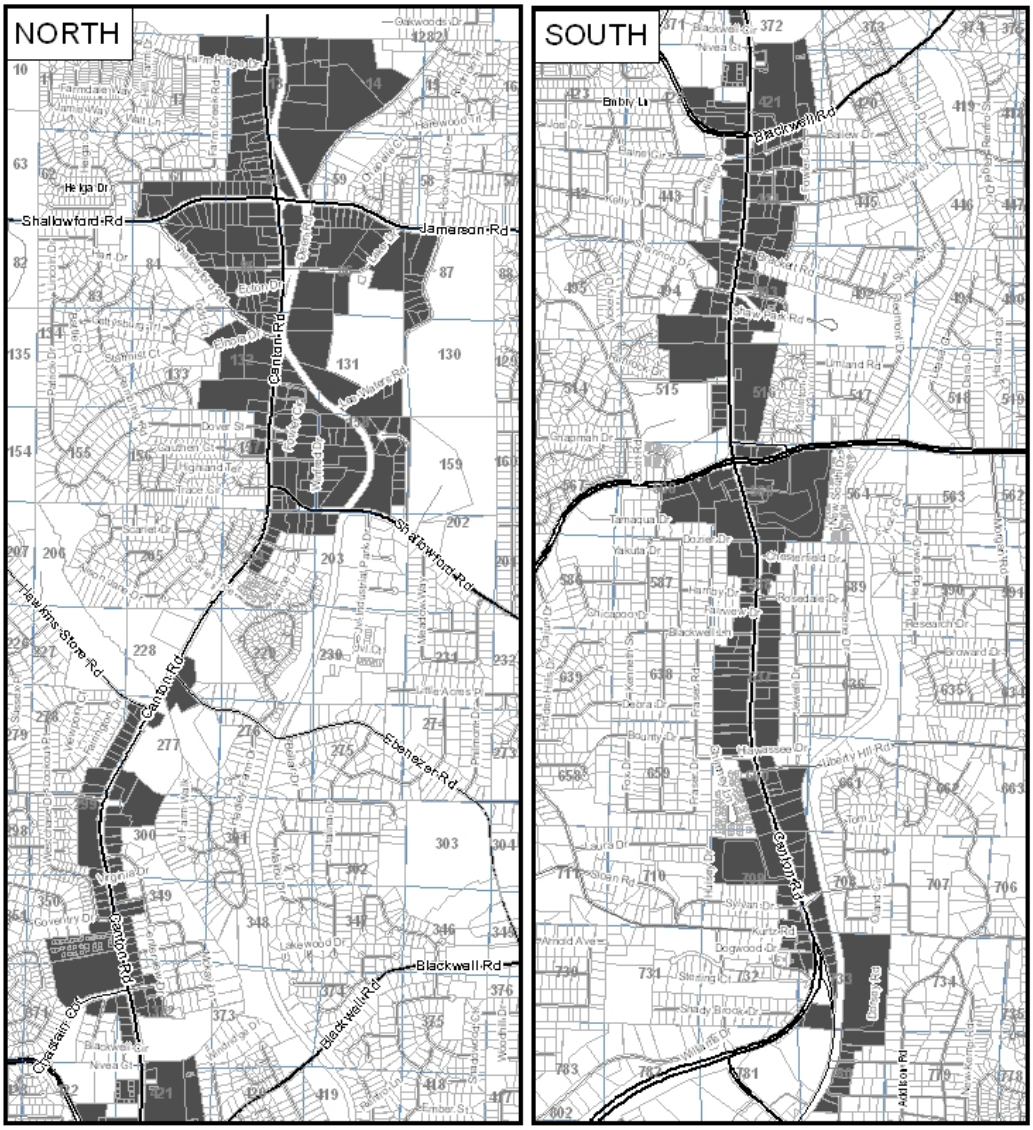
APPENDIX 16

Tax Abatement Program
Atlanta Road Area



APPENDIX 17

Tax Abatement Program
Canton Road Area



APPENDIX 18

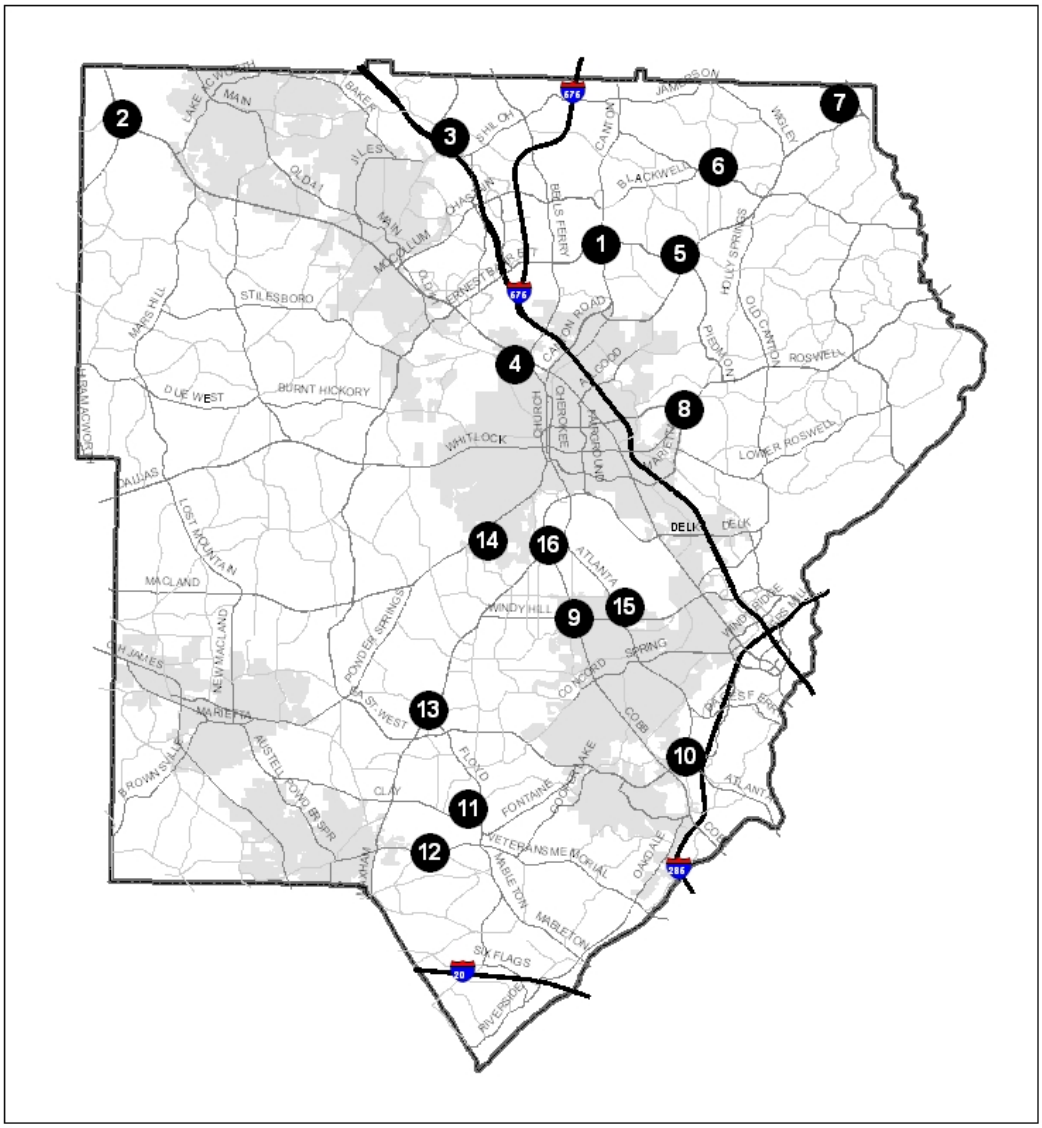
Tax Abatement Program
Veterans Memorial Highway Area

APPENDIX 19

Tax Abatement Program
Veterans Memorial Highway-West Area

APPENDIX 20

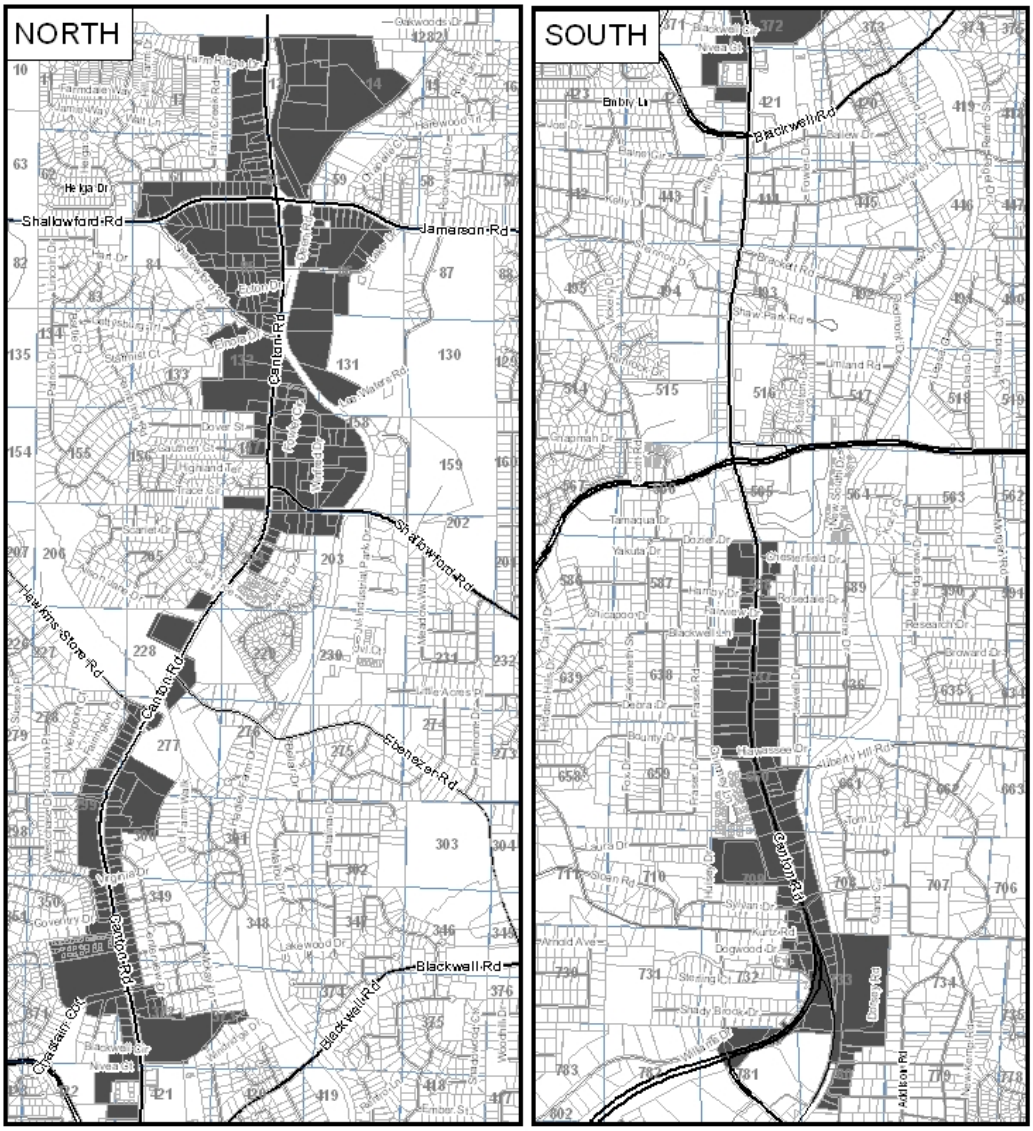
Tax Abatement Program
Redevelopment Sites



Sites with potential for rehablilitation or potential for "village-type" redevelopment

0 1.25 2.5 5 Miles

N

APPENDIX 21

Canton Road Design Guidelines