



Community Agenda



June 18, 2007

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VISION STATEMENT

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

The City of Powder Springs will strive to protect sensitive natural resources, such as floodplains and wetlands, from encroachment and development. While natural resources serve as a limitation to growth, they also provide opportunities for active and passive recreation. The city will expand its network of parks and greenways in order to serve as a key lifestyle amenity and refuge from automotive traffic. A network of open space, greenway trails, multi-use paths, and sidewalks will provide a fabric of linkages between neighborhoods and activity centers.

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

The town center area will remain the symbolic and economic heart of Powder Springs. The town center will increasingly become an active and dynamic mixed-use center offering multiple live, work, and play options to its citizens and neighboring communities. It will provide an increased variety of housing options within the town center while also expanding the variety of retail, commercial, and employment choices in and around that core.

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

FUTURE DEVELOPMENT NARRATIVE

The Future Development Narrative provides a vision for development patterns and land use throughout the city's distinct character areas. The narrative provides a detailed description of each future development category found on the Future Development Map (See Figure 1). Future Development Areas, like the character areas identified in the Community Assessment, represent distinct neighborhoods and activity centers. These areas each contain a distinct combination of appropriate land uses. This approach allows for the creation of a generalized future development concept that does not specify uses on a parcel-by-parcel basis. Thus, the public can be readily engaged in planning for entire neighborhoods and activity centers.

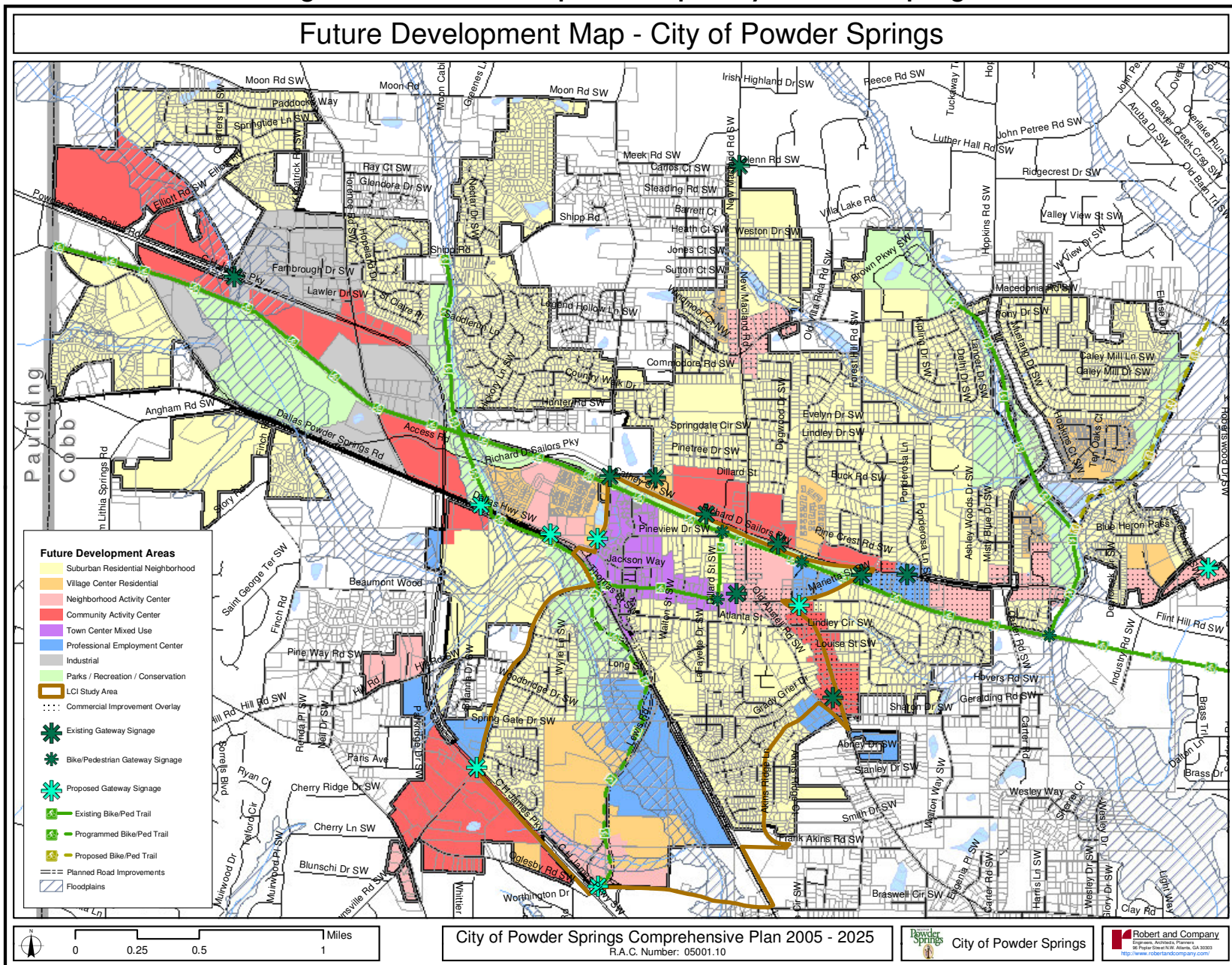
The Future Development Narrative provides a description of the general vision and intent of each future development area. Additionally, the Future Development Narrative includes pictures to provide a readily-accessible visual representation of desired types of future development. While these pictures are not intended to represent specific developments, each picture serves as an example of preferred development patterns.

Recommended land uses are listed for each future development area. These uses represent the range of possible activities that are compatible with the intent of each area. While providing for a flexible list of potential uses, the Powder Springs Community Development Department will review specific development proposals against the allowable appropriate range of uses. Elected officials have the authority to permit the least intensive uses listed within each area as deemed appropriate on a case-by-case basis.

Next, the Future Development Narrative contains a review of Georgia's Quality Community Objectives. Each future development area discussion includes a listing of those Quality Community Objectives that could be potentially addressed within the area, if appropriate. A more detailed review of state Quality Community Objectives as related to the city as a whole is provided in the executive summary portion of the Community Assessment document.

Finally, the Future Development Narrative includes the type of implementation measures which can be applied if the elected officials consider their application appropriate and useful in achieving the desired vision for each area. As with the recommended land uses, implementation policies listed for each future development area represent a toolbox of possible strategies that could be adopted at some point in the planning period.

Figure 1 – Future Development Map – City of Powder Springs



FUTURE DEVELOPMENT AREAS

1. Parks / Recreation / Conservation

Parks and recreational facilities form an important neighborhood asset and contribute to the overall health and quality of life of the community. Multi-use paths and greenways such as the Silver Comet Trail can also serve as the anchor for redevelopment efforts. The City of Powder Springs is committed to the expansion and enhancement of its system of greenways, parks, and the development of a new linear park facility. New greenways can be created connecting parks, public facilities, and activity centers. Linkages and trailside amenities can also be created between the city's trail system, pedestrian network, and residential neighborhoods.

It is also important to identify natural resources such as streams and floodplains that should be preserved from development. For example, floodplain areas surrounding Noses Creek and Powder Springs Creek should be targeted for conservation. Floodplains form an important development constraint because of the large number of creeks within the city. The city's trail system utilizes stream corridors such as Lucille Creek, Powder Springs Creek, Wild Horse Creek, and Noses Creek. The city will continue to explore possible greenspace acquisition opportunities along these corridors. Thus, the interests of environmental preservation and recreational needs can be addressed concurrently.

Recommended Uses in Parks/Recreation/Conservation Areas

- ❑ Parks
- ❑ Recreational Facilities
- ❑ Bicycle/Pedestrian Greenways
- ❑ Conservation Areas

Photo Examples



Conservation Areas: Wetlands and Floodplains



Silver Comet Trail



Town Green

Quality Community Objectives that could be addressed in appropriate locations

- ❑ Sense of Place
- ❑ Transportation Alternatives
- ❑ Heritage Preservation
- ❑ Open Space Preservation
- ❑ Environmental Protection

Implementation Measures that could be appropriate for use in suitable locations

- ❑ Regulate and Limit Development within Flood Prone Areas
- ❑ Participate in Georgia Land Conservation Program, (Successor to the Georgia Greenspace Program)
- ❑ Pedestrian/Bicycle Linkages between Trails, Parks, and Neighborhoods
- ❑ Bicycle/Pedestrian Master Plan
- ❑ Alternative Street & Pedestrian System Standards
- ❑ Bicycle Facility Specifications
- ❑ Environmental Impact Review for Flood Prone Areas
- ❑ Incentive Zoning/Density Bonuses for added Greenspace Amenities
- ❑ Conservation Easements
- ❑ Riparian Buffers
- ❑ Tree Protection Ordinance

Photo Examples



Playground with children's climbing wall

2. Suburban Residential Neighborhoods

Suburban Residential Neighborhoods form the backbone of the Powder Springs Community. As the city grows and develops, Suburban Residential Neighborhoods must be protected from the encroachment of traffic and incompatible uses. Traditional Neighborhood Development principles should be applied in appropriate residential communities in order to ensure that new development is supportive of pedestrian oriented development. Meanwhile, declining neighborhoods must be stabilized in order to protect the overall integrity of the city's residential communities. Infill development on vacant lands in established areas already served by utilities and other infrastructure may be appropriate if compatible in scope, design and density with the established area. Architectural standards could be adopted to ensure that higher densities permitted in an infill or traditional neighborhood development are mitigated with quality developments.

Recommended Uses in Suburban Residential Neighborhoods

- ❑ Single Family Detached Residential
- ❑ Traditional Neighborhood Development in certain areas
- ❑ Small Neighborhood Churches
- ❑ Schools
- ❑ Parks / Recreation / Greenspace

Quality Community Objectives that could be addressed in appropriate locations

- ❑ Traditional Neighborhood
- ❑ Sense of Place
- ❑ Heritage Preservation
- ❑ Open Space Preservation
- ❑ Infill Development
- ❑ Housing Opportunities

Photo Examples



Suburban cul-de-sac neighborhood



Traditional Neighborhood Development: Narrow setbacks, sidewalks and on street parking on neighborhood streets



Suburban residential neighborhood

Implementation Measures that could be appropriate for use in suitable locations

- ❑ Screening and Buffering Requirements between Neighborhoods and Surrounding Commercial/Industrial Uses
- ❑ Home Ownership and Maintenance Programs
- ❑ Provide information about Buyer Education and Counseling services offered by Cobb County
- ❑ Strict Code Enforcement
- ❑ Encourage Traditional Neighborhood Development (TND) Principles (such as minimizing setbacks, pedestrian oriented design, and public open space) in appropriate locations
- ❑ Sidewalks and Pedestrian Linkages to Trail System
- ❑ Roadway Safety Improvements
- ❑ Traffic Calming
- ❑ Historic Preservation where feasible and appropriate
- ❑ Infill Development Program to Regulate Compatibility of New Development in Established Neighborhoods
- ❑ Design and Construction Standards to Encourage Upscale Development

3. Village Center Residential

Village Center Residential neighborhoods could, if appropriate, include a variety of housing types constructed at a higher density than Suburban Residential Neighborhoods. Village Center Residential is pedestrian oriented and supports nearby "main street" retail opportunities and neighborhood activity centers. While allowing for attached housing such as townhomes, Village Center Residential is intended to be primarily owner occupied. Village Centers can also serve as a transition area between established single-family residential neighborhoods and activity centers. Infill development on vacant lands in established areas already served by utilities and other infrastructure may be appropriate if compatible in scope, design and density with the established area. Architectural standards could be adopted to ensure that higher densities permitted in an infill or traditional neighborhood development are mitigated with quality developments

Recommended Uses in Village Center Residential Areas

- ❑ Single-family Detached Residential
- ❑ Traditional Neighborhood Development
- ❑ Duplexes
- ❑ Cluster Homes
- ❑ Townhomes
- ❑ Condominiums
- ❑ Senior Housing
- ❑ Small Neighborhood Churches
- ❑ Parks/Recreation
- ❑ Limited Neighborhood Commercial

Photo Examples



Traditional Neighborhood Development



Cluster homes



Townhomes

Quality Community Objectives that could be addressed in appropriate locations

- ❑ Traditional Neighborhoods
- ❑ Infill Development
- ❑ Housing Choices
- ❑ Sense of Place

Implementation Measures that could be appropriate for use in suitable locations

- ❑ Strict Code Enforcement
- ❑ Home Ownership and Maintenance Programs
- ❑ Provide information about Buyer Education and Counseling services offered by Cobb County
- ❑ Cluster Development
- ❑ On-Street Parking
- ❑ Overlay Zoning
- ❑ Design and Construction Standards to Encourage Upscale Development
- ❑ Level of Service Standards to monitor development and facility capacity
- ❑ Infill Development Program to Regulate Compatibility of New Development in Established Neighborhoods
- ❑ Redevelop Declining Areas of the Community
- ❑ Traditional Neighborhood Development Standards

4. Town Center Mixed Use

The City of Powder Springs will develop its town center in order to provide a focal point for civic activities and traditional main street retail and commercial, as appropriate. This town center will provide a unique sense of place and identity for the city. The town center will provide for a vibrant mix of uses within easy walking distance. The town center can also provide a venue for gatherings and events.

The Town Center Mixed Use area will balance historic preservation with the need for economic development. Historic structures within the Town Center area will be preserved and protected where possible. New construction and renovations within the Town Center will be designed and implemented in a manner compatible with the historic character of the area. Infill development on vacant lands in established areas already served by utilities and other infrastructure may be appropriate if compatible in scope, design and density with the established area. Architectural standards could be adopted to ensure that higher densities permitted in an infill or traditional neighborhood development are mitigated with quality developments

Recommended Uses in Town Center Mixed Use Area

- ❑ Main Street Retail
- ❑ Commercial, as appropriate for the area
- ❑ Office/Professional
- ❑ Loft Housing
- ❑ Townhomes / Condominiums
- ❑ Parks / Recreation
- ❑ Civic / Government / Church

Photo Examples



Mixed use retail with sidewalk amenities



Retail and civic uses surrounding a central plaza

Quality Community Objectives that could be addressed in appropriate locations

- ❑ Heritage Preservation
- ❑ Appropriate Business
- ❑ Infill Development
- ❑ Employment Options
- ❑ Regional Identity
- ❑ Sense of Place

Implementation Measures that could be appropriate for use in suitable locations

- ❑ Develop Second Town Square/Gathering Area South of Existing Town Square
- ❑ Overlay Zoning District
- ❑ Level of Service Standards to monitor development and facility service capacity
- ❑ Continue Implementation of Historic Resource Design Standards
- ❑ Festival Events at Town Square
- ❑ Pedestrian Linkages to Parks, Neighborhoods, and Silver Comet Trail
- ❑ Sidewalk and Pedestrian Network Design
- ❑ Gateways
- ❑ Maximize Use of Existing Parking
- ❑ Provide Additional Downtown Parking
- ❑ Negotiate and Enforce Shared Parking Agreements
- ❑ Marketing Program for Potential Town Center Developers
- ❑ Marketing Publication Promoting Existing Businesses
- ❑ Urban Redevelopment Area Designation/Downtown Development Ordinance
- ❑ Downtown Business Improvement District

Photo Examples



Town square at Post Riverside

5. Neighborhood Activity Center

Neighborhood Activity Centers are neighborhood focal points with a concentration of small commercial, civic, and public activities. Retail and services within Neighborhood Activity Centers are intended to be local-serving. Development within these areas is encouraged to be pedestrian-oriented and compatible with surrounding single-family residential areas. Neighborhood Activity Centers represent a smaller scale of intensity than Community Activity Centers, and mixed use of office/retail/residential may enhance the viability of the area. However, these areas are limited in scale and scope of development in order to control adverse impacts on surrounding neighborhoods. Such Neighborhood Activity Centers are normally found at the intersection of collector streets which serve residential areas. Limiting such uses to collectors minimizes traffic on local streets. Infill development on vacant lands in established areas already served by utilities and other infrastructure may be appropriate if compatible in scope, design and density with the established area. Architectural standards could be adopted to ensure that higher densities permitted in an infill or traditional neighborhood development are mitigated with quality developments

Recommended Uses in Neighborhood Activity Centers

- ❑ Neighborhood Commercial
- ❑ Low-rise Office/Professional
- ❑ Civic / Public / Church
- ❑ Parks / Public Plazas

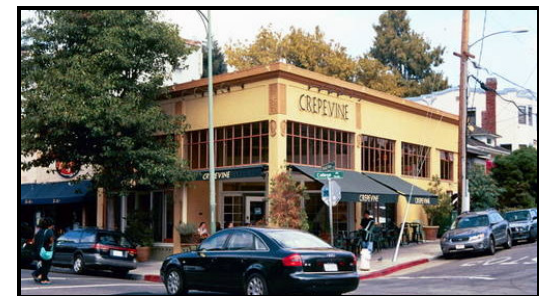
Photo Examples



Neighborhood Café with second floor residential



Neighborhood commercial



Neighborhood commercial

Quality Community Objectives that could be addressed in appropriate locations.

- ❑ Appropriate Business
- ❑ Infill Development
- ❑ Employment Options
- ❑ Regional Identity
- ❑ Sense of Place

Implementation Measures that could be appropriate for use in suitable locations

- ❑ Level of Service Standards to monitor development and facility service capacity
- ❑ Redesign Off-Street Parking Facilities for Interparcel Connectivity
- ❑ Negotiate and Enforce Shared Parking Agreements
- ❑ Signage Regulations
- ❑ Assess Appropriate Size for Places of Assembly in Activity Centers
- ❑ Pedestrian Safety Improvements
- ❑ Pedestrian Linkages to Neighborhoods
- ❑ Sidewalk and Pedestrian Network Design

6. Community Activity Center

Community Activity Centers would be the most appropriate location for potential regional focal points containing a mix of commercial, professional, civic, public, and in some areas higher density residential uses. Such regional development or focus would be consistent with Cobb County. Community Activity Centers are designed to accommodate commercial uses serving a citywide clientele. Community Activity Centers have been established along major arterials and at key intersections where development nodes can be supported by the regional transportation network. Higher density residential uses in certain locations can be compatible with the Community Activity Center. Residential uses, as well as small scale office buildings, should be located at the edge of Community Activity Centers. This transition in uses removes such high intensity centers from single family neighborhoods and serves to buffer nearby neighborhoods. Residential development within Community Activity Centers should include a retail commercial component consistent with the city's mixed-use zoning designation. Infill development on vacant lands in established areas already served by utilities and other infrastructure may be appropriate if compatible in scope, design and density with the established area. Architectural standards could be adopted to ensure that higher densities permitted in an infill or traditional neighborhood development are mitigated with quality developments

Recommended Uses in Community Activity Centers

- ❑ Commercial
- ❑ Office/Professional
- ❑ Mixed Use Office/Retail/Residential
- ❑ Mixed Use Townhomes
- ❑ Mixed Use Condominiums
- ❑ Civic / Public / Church

Photo Examples



Pedestrian oriented retail with second floor lofts



Mixed use townhomes with retail component

Quality Community Objectives that could be addressed in appropriate locations

- ❑ Appropriate Business
- ❑ Infill Development
- ❑ Employment Options
- ❑ Regional Identity
- ❑ Sense of Place

Implementation Measures that could be appropriate for use in suitable locations

- ❑ Level of Service Standards to monitor development and facility service capacity
- ❑ Alternatives to or Reuse of Big Box Retail Development as a zoning requirement in order to address empty and vacant developments
- ❑ Mixed-Use Zoning
- ❑ Overlay Zoning District
- ❑ Design and Construction Standards to Encourage Upscale Development
- ❑ Buffering between Commercial Uses and Surrounding Neighborhoods
- ❑ Signage Regulations
- ❑ Redesigning Off-Street Parking Facilities for Interparcel Connectivity
- ❑ Negotiate and Enforce Shared Parking Agreements
- ❑ Access Management
- ❑ Pedestrian Safety Improvements, Sidewalk & Pedestrian Network Design and Pedestrian Linkages

Photo Examples



Commercial strip development providing pedestrian access



Detailed architecture on strip commercial facades

7. Professional Employment Center

Office and professional employment are needed in order to diversify and strengthen the city's economic base. High quality employment opportunities will allow more residents to work in the city and enhance the city's tax base. The City of Powder Springs will continue to seek out and encourage office park development in appropriate locations. Small offices can also play an important role in the city's future development. Residential houses located along busy corridors may benefit from adaptive reuse as small offices. Such small offices allow for creative reuse of buildings with minimal impact on surrounding neighborhoods.

Supportive commercial retail and services are also appropriate within Professional Employment Centers. Additionally, in appropriate locations, limited housing, civic, park and commercial uses might lend additional vitality to office developments during evening hours and accommodate less auto-centered function during the day.

Infill development on vacant lands in established areas already served by utilities and other infrastructure may be appropriate if compatible in scope, design and density with the established area. Architectural standards could be adopted to ensure that higher densities permitted in an infill or traditional neighborhood development are mitigated with quality developments

Recommended Uses in Professional Employment Centers

- ❑ Office / Professional
- ❑ Commercial

Photo Examples



Office park with pedestrian enhancements and commercial component



Office development with ground floor retail



Historic home converted to an office

Quality Community Objectives that could be addressed in appropriate locations

- ❑ Appropriate Business
- ❑ Infill Development
- ❑ Employment Options
- ❑ Transportation Alternatives
- ❑ Social and Economic Development

Implementation Measures that could be appropriate for use in suitable locations

- ❑ Marketing Strategy
- ❑ Business Incentives
- ❑ Business Park Zoning along Lewis Road
- ❑ Overlay Zoning, particularly for areas where a Tax Allocation District (TAD) may be appropriate to pre-identify blighted areas and comply with other requirements established by the county and school board for implementation of a TAD
- ❑ Level of Service Standards to monitor development and facility service capacity
- ❑ Buffering and Screening between Office/Commercial Uses and Surrounding Neighborhoods
- ❑ Tax Allocation District (TAD)

Photo Examples



Office complex with landscaping and buffering

8. Industrial Areas

It is important for the City of Powder Springs to provide locations for the development of industrial properties. Industrial development contributes to a diverse economic base and healthy jobs/housing balance. Industrial development allows for the maintenance of a healthy tax base. In addition to generating property tax revenue, industrial development provides job opportunities for residents.

The City of Powder Springs can provide suitable locations for industrial employment which do not conflict with residential areas. Clean light industrial uses that are compatible with the residential nature of the city will be encouraged. Transportation/warehousing/distribution uses must be carefully planned to avoid freight traffic impacts on residential areas. For example, the designated industrial areas located along CH James allow for access to major roadways without directing freight traffic through residential neighborhoods.

In addition to industrial uses, some supportive commercial development is also appropriate within industrial areas. Office uses may also be integrated into some light industrial, distribution, and warehousing developments. Infill development on vacant lands in established areas already served by utilities and other infrastructure may be appropriate if compatible in scope, design and density with the established area. Architectural standards could be adopted to ensure that higher densities permitted in an infill or traditional neighborhood development are mitigated with quality developments

Recommended Uses in Industrial Areas

- ❑ Transportation / Distribution
- ❑ Light Industrial
- ❑ Office / Professional
- ❑ Commercial

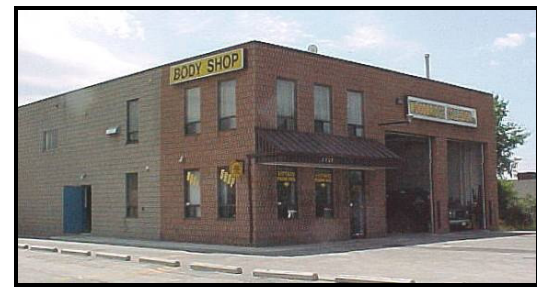
Photo Examples



Office park and distribution center



Warehousing and distribution



Small industrial shop building

Quality Community Objectives that can be addressed in appropriate locations

- ❑ Appropriate Business
- ❑ Environmental Protection
- ❑ Social and Economic Development
- ❑ Employment Options

Implementation Measures that could be appropriate for use in suitable locations

- ❑ Marketing Strategy
- ❑ Business Incentives for Clean Industry, as defined by ordinance should the measure be pursued
- ❑ Level of Service Standards to monitor development and facility service capacity
- ❑ Buffering and Screening between Industrial/Commercial/Office Uses and Surrounding Neighborhoods
- ❑ Tax Allocation District (TAD)
- ❑ Identify by ordinance and Enforce Designated Freight Routes, including posting of “no truck” routes.

Photo Examples



Warehousing/manufacturing

Relationship between Future Development Map and Zoning

The Future Development Map represents a generalized concept of future land use patterns. Categories described within the Future Development Narrative include an array of possible land uses and zoning designations. The Future Development Narrative provides a menu of possible land uses that fit within the unique scale and character of each Future Development Area. The Future Development Map is intended to serve as the guiding spirit for land use change in the City of Powder Springs. Development permits and rezoning applications should be consistent with the intent of each Future Development Area designation. Local staff will make recommendations on rezoning matters and will consider consistency of such proposals with stated planning objectives. Development permits would be reviewed against objective criteria established in the unified development code.

Tables are provided comparing the Comprehensive Plan future development areas with the zoning codes included in the city's Unified Development Code. A list of existing zoning categories and corresponding zoning codes is provided in Table 1. Table 2 lists the Future Development Area categories included in the Comprehensive Plan and the zoning codes that are compatible with each respective area. Table 3 provides the total acreage of land in each of the Future Development Area categories. Local staff will evaluate the feasibility and suitability of recommending to the elected officials whether to include additional zoning districts such as R80, R40 and Regional Retail Commercial.

Table 1 – Zoning Categories and Codes

Zoning District	Symbol
Residential and Mixed Use Districts	
R-30 Single Family Residential	R-30
R-20 Single Family Residential	R-20
R-15 Single Family Residential	R-15
Medium Density Residential	MDR
Mixed Use	MXU
Office/Commercial Districts	
Low-Rise Office	LRO
Neighborhood Retail Commercial	NRC
Community Retail Commercial	CRC
Central Business District	CBD
Business Park	BP
Industrial Districts	
Light Industrial	LI
Heavy Industrial	HI

Source: Powder Springs Unified Development Code

Table 2 – Future Development Area and Zoning Comparison

Future Development Area	Corresponding Zoning District
Parks/Recreation/Conservation	R-30, R-20, R-15
Suburban Residential Neighborhood	R-30, R-20, R-15, MXU
Village Center Residential	R-30, R-20, R-15, MDR, MXU
Town Center Mixed Use	CBD, MXU
Neighborhood Activity Center	NRC, LRO, MXU
Community Activity Center	NRC, CRC, LRO, MXU
Professional Employment Center	LRO, BP
Industrial	LI, HI, LRO, BP

Table 3 – Future Development Area Acreage Totals

Future Development Area	Acres	%
Suburban Residential Neighborhood	2,241.2	44.7%
Village Center Residential	286.9	5.7%
Neighborhood Activity Center	175.10	3.5%
Community Activity Center	432.60	8.6%
Town Center Mixed Use	83.70	1.7%
Professional Employment Center	183.10	3.7%
Industrial	201.40	4.0%
Parks/Recreation/Conservation	433.80	8.7%
Transportation/Utilities (ROW)	975.30	19.5%
TOTAL	5,013.10	100.0%

FUTURE LAND USE

In addition to the Future Development Map, the Powder Springs Comprehensive Plan includes a map of future land uses. The Future Development Map is the primary expression of the city's development policies and vision for the future. The Future Land Use Map has been included in order to maintain consistency with the city's unified development ordinance and past planning efforts. There are ten future land use categories included in this discussion which are depicted on the Future Land Use Map (Figure 2). Many of these future land use categories correspond directly to the Future Development Area designations. For example, both the Future Development Map and the Future Land Use Map maintain the commitment to a healthy mix of uses within the city's activity centers. Some additional detail is provided within the Future Land Use Map, such as detailed locations for public institutional uses within the Community Service / Institutional category.

Future Land Use Categories

Low Density Residential

This category is comprised of single-family detached dwellings on sizeable building lots up to three units per acre (<3 DUA). As a bedroom community, the majority of land within Powder Springs falls within the Low Density Residential use category. These districts are designed primarily for residential use and are generally isolated from commercial activities. Traditional companion uses within such neighborhoods include places of worship, parks, and cemeteries.

Medium Density Residential

The Medium Density Residential District is established to provide locations for single-family detached residential uses on smaller lots with creative lot configurations, attached single-family residential uses, including duplexes, triplexes, quadraplexes, townhouses, and condominiums. Up to 3.2 dwelling units per acre for single-family detached residences and 5 dwelling units per acre for single-family attached and multi-family residences are permitted by right. A maximum multi-family density of 8 dwelling units per acre may be granted subject to Special Use approval by the Mayor and City Council, based on incorporation of exceptional design and amenities into the site plan.

Neighborhood Activity Center

The Neighborhood Retail Commercial District is established to provide locations for retail, services and office uses that reflect a neighborhood level of intensity and serve a small geographic area, that are compatible with the surrounding residential neighborhoods, and that are not traffic intense. Uses are to consist primarily of convenience shopping facilities and services that serve a neighborhood oriented market and which supply necessities and/or services that usually require frequent purchasing with a minimum of consumer travel. When located at the edge of a Neighborhood Activity Center as defined by the *Comprehensive Plan*, the Neighborhood Commercial District should provide for uses that are lower intensity in nature, and design features implemented in order to ensure compatibility with adjacent dwellings. Conversion of existing single-family dwellings to office and/or service uses is encouraged to facilitate this transition.

Community Activity Center

Community Activity Centers are regional focal points containing a mix of commercial, professional, civic, public, and some areas higher density residential uses. Community Activity Centers are designed to accommodate commercial uses serving a citywide clientele. Community Activity Centers have been established along major arterials and at key intersections where development nodes can be supported by the regional transportation network. Higher density residential uses can be compatible with the Community Activity Center. Residential uses, as well as small scale office buildings, should be located at the edge of Community Activity Centers. This transition in uses removes such high intensity centers from single family neighborhoods and serves to buffer nearby neighborhoods. Residential development within Community Activity Centers should include a retail commercial component consistent with the city's mixed-use zoning designation.

Downtown Activity Center

The Downtown Activity Center is the land use category for Downtown Powder Springs and is conceived as a combination of land uses typical of traditional small downtowns. Mixed uses established in a pedestrian setting with buildings placed at the public sidewalk characterize the Downtown Activity Center. This mix encompasses restaurant, retail, service, and office uses at the street level and residential uses on upper floors or in the rear of the facility. Since the role of the automobile is diminished, parking facilities are relegated to the rear of "main street" buildings. Public squares and gathering places are hallmarks of the Downtown Activity Center as the downtown is intended as the center of community life.

Office / Professional

The Office/Professional District is established to provide locations for professional employment activities. Properties delineated within or on the edge of a Neighborhood Activity Center or a Community Activity Center as defined in the *Comprehensive Plan* should be limited to low-scale professional offices and other non-retail commercial uses such as offices and nursery schools. Larger scale business parks and employment facilities may be accommodated within the Professional Employment Center future development district. Such business and employment facilities shall not involve heavy manufacturing or fabrication of any products or the principal sale of such unless specified herein. While the Office/Professional District is intended primarily to provide opportunities for employment intensive uses, retail and other customer-oriented uses are allowed as special uses to support such employment intensive businesses. The Office/Professional District is specifically not intended to be predominantly oriented to businesses that serve large numbers of customers on site, or would detract from the downtown area and other commercial areas within the city.

Community Service / Institutional

The Community Service / Institutional category includes state, federal and local governmental uses and institutional land uses. Examples of government uses are city halls and government buildings, police and fire stations, libraries, prisons, post offices, community centers, schools, and military installations. Examples of institutional land uses are colleges, places of worship, cemeteries, and hospitals.

Industrial Compatible Area

The Industrial Compatible Area is established to accommodate commercial, wholesale, light repair, storage, and transportation facilities, as well as manufacturing operations which do not emit smoke, water pollution, or excessive noise. The term corresponds to "Light Industrial" land use categories.

Industrial Area

The Industrial Area land use category is established to accommodate all of the Industrial Compatible Area land uses and manufacturing activities. The term corresponds to "Heavy Industrial" land use categories and encompasses such uses as heavy equipment yards, bulk storage facilities, and railroad yards.

Parks / Recreation / Conservation

The Parks / Recreation / Conservation category encompasses land dedicated to active or passive recreational uses that may be publicly or privately owned. The category also includes playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, and recreational centers.

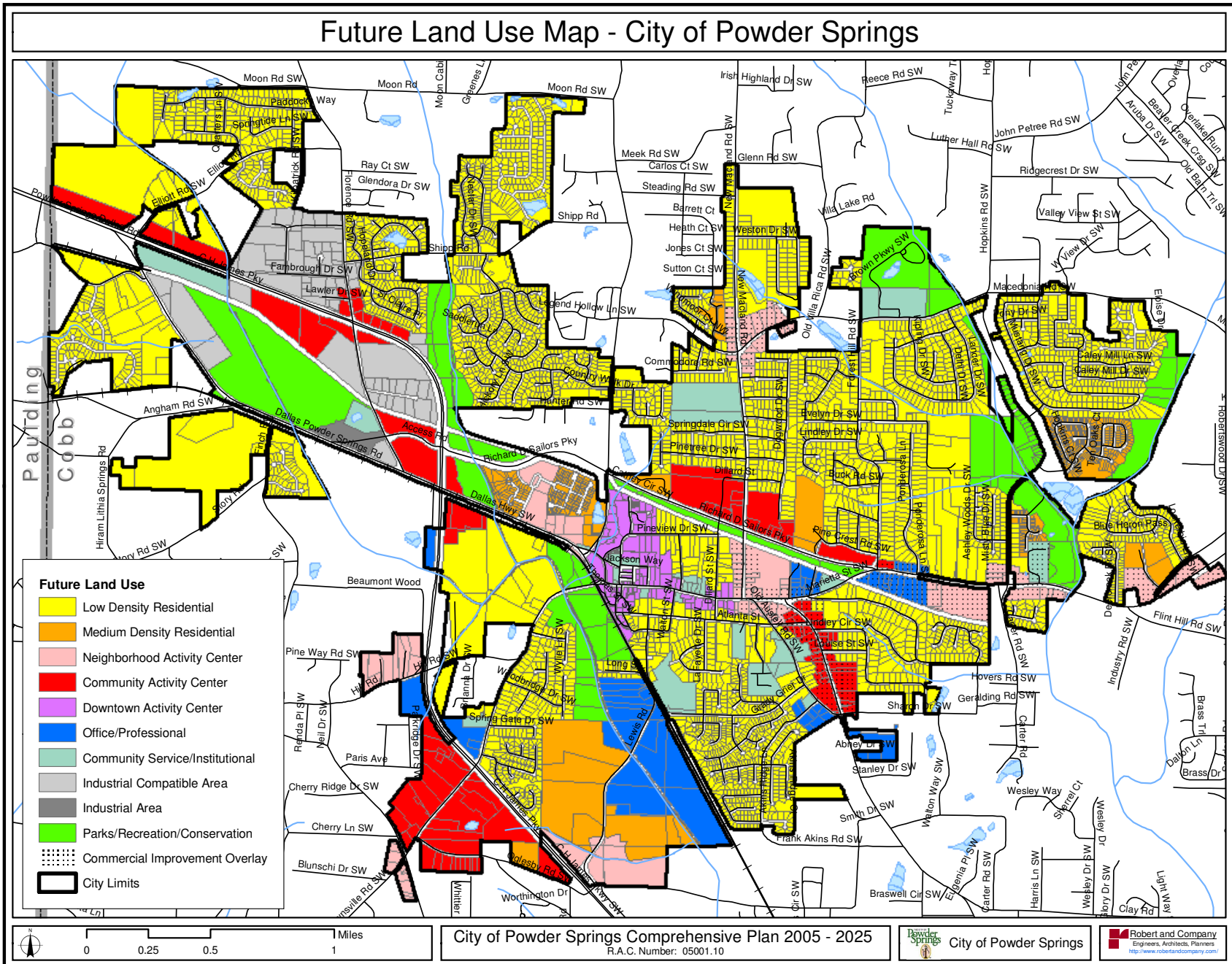
Relationship between Future Land Use and Zoning

Specific zoning categories permissible within Future Land Use categories are provided in Table 4 (See Table 1 for Zoning Code definitions).

Table 4 – Future Land Use and Zoning Comparison

Future Development Area	Corresponding Zoning District
Parks/Recreation/Conservation	R-30, R-20, R-15
Low Density Residential	R-30, R-20, R-15, MXU
Medium Density Residential	R-30, R-20, R-15, MDR, MXU
Downtown Activity Center	CBD, MXU
Neighborhood Activity Center	NRC, LRO, MXU
Community Activity Center	NRC, CRC, LRO, MXU
Office Professional	LRO, BP
Industrial Compatible	LI, LRO, BP
Industrial	LI, HI, LRO, BP

Figure 2 - Future Land Use Map, City of Powder Springs



ISSUES AND OPPORTUNITIES

In order to be effective, the Comprehensive Plan must identify and provide workable strategies for addressing the issues and opportunities facing the community. The technical addendum of the Community Assessment document was the first step taken towards identifying the issues and opportunities facing Powder Springs. The data and current conditions detailed in the addendum are summarized in this section into a series of succinct issue and opportunity statements. First, a preliminary list of issues and opportunities were included in the Community Assessment executive summary. These statements were based on analysis of the data gathered in the Community Assessment document and the Georgia DCA's list of typical issues and opportunities. The statements were then further revised through the Community Participation Program. A public hearing was held on February 1, 2006 that presented the issues and opportunities for public comment. Next, the issue and opportunity statements were reviewed by the Comprehensive Plan Citizen Advisory Panel on March 2, 2006. The list of issues and opportunities included in this Community Agenda document represents the final, locally agreed upon issues and opportunities (see Public Participation Plan for description of all public participation activities).

The following issues and opportunities list is organized according to various areas or "elements" identified within the comprehensive plan: population, housing, economic development, natural and cultural resources, community facilities, land use, and intergovernmental coordination. The major trends related to each element are listed followed by the issues and opportunities resulting from the trends.

A series of strategies and implementation programs have been developed to address the final list of issues and opportunities included in the plan. These strategies and implementation programs are also incorporated into the Short Term Work Program component of the plan.

Population

Trend: The city's population has increased significantly and is anticipated to continue growing at a rapid rate. Like most areas of the region, the city's population is aging. However, projections show that the city will continue to have a large population of young families throughout the planning period.

Issues:

- ❑ The growing population will necessitate additional housing, which can lead to development pressure. However, due to a lack of developable land, the city's population growth is expected to taper off by 2015.
- ❑ Family households and corresponding single-family housing development are among the most costly development types for the city in terms of requirements for infrastructure and services.
- ❑ The needs and desires of young family and older "empty-nester" households vary and may compete for resources in city budgets and among city programs.

Opportunities:

- ❑ The city can proactively manage development pressures through thoughtful planning. Recent planning efforts such as the development of the Unified Development Code and the 2002 LCI study are examples of proactive planning.
- ❑ The city has implemented an impact fee program, which could be used to offset some of the costs to the city associated with development, but may wish to expand it to include roads, water or wastewater facilities.
- ❑ The growth of households headed by seniors and "empty-nesters" may create a market for housing alternatives to the single-family subdivisions that are currently the dominant land use in the city.

Housing

Trend: Housing development is focused on typical suburban subdivisions consisting of single-family detached units.

Issues:

- ❑ There are not many neighborhoods with a mix of housing types in the City.
- ❑ The City of Powder Springs' median household income is markedly higher than the national and regional medians, but the average home value is lower than the national and regional values. Additionally, there are few up-scale developments within the City.
- ❑ Most neighborhoods in the city lack a healthy mix of uses, like corner groceries, barbershops, or drugstores within easy walking distance of residences.
- ❑ Continued residential development, similar to existing types of development, will continue to impact the infrastructure of local schools, particularly Powder Springs Elementary and McEachern High School.
- ❑ Single-family residential developments continue to outpace commercial, retail, office and industrial growth.

Opportunities:

- ❑ The city's unified development code provides for mixed-use development in which a wide variety of housing types and additional uses are permitted. The city should continue to work with developers of mixed-use projects to include a substantial diversity of uses in their projects.
- ❑ The city could benefit from additional upscale housing not currently available. The downtown area market study could be used as support to attract developers to build upscale, mixed-use developments. Establishing parity between price points and costs to service would help the city to continue providing services that could be jeopardized by future residential development.
- ❑ Population projections show that the percentage of older "empty-nester" households in the city will continue to grow, providing the opportunity to develop alternative housing types, to include a mix of uses serving the needs of

this growing population. Population projections also present an opportunity to review & revise the future development map to permit a variety of retail/commercial/office activities adjacent to residential areas as appropriate and consistent with the unified development code and if impacts to the residential areas are mitigated.

- ❑ Consideration of school district boundaries and future location of schools when planning for residential development would help to better balance social and economic diversity.
- ❑ Establishing parity between residential development and commercial, retail, office and industrial development would help to ensure a jobs/housing balance.

Trend: The city has a high rate of home ownership

Issue:

- ❑ Although home-ownership rates are high and cost burdened households are low, there is evidence of overcrowding in 14.6% of the existing rental units within the city. Rental units make up 12.6% of total occupied units in the city.

Opportunity:

- ❑ Establishing a strategy to create a sufficient number of jobs for the residents of existing affordable housing stock to be able to work within the city and have greater employment opportunities. This will also allow more workers to be able to purchase the existing homes that are within the affordable housing price range. This in turn will improve the overall market in the city. Additionally, the City could complete a housing strategy where the city maintains high ownership rates, maintains existing affordable housing and facilitates upscale development.

Economic Development

Trend: The city's residential growth continues to outpace growth in commercial and service sector employment opportunities.

Issues:

- ❑ There is an imbalance between available jobs and the education and training of the resident workforce. Because of a lack of professional employment opportunities, many educated, skilled residents must commute out of the city for work.
- ❑ There is a lack of office/professional employment opportunities in the city.
- ❑ Industrial and office growth have not kept pace with residential development; these uses are necessary to provide a balanced tax base.
- ❑ Limited access on US 278 limits economic growth and the ability of the City to balance its tax base.

Opportunity:

- ❑ A quantitative and qualitative workforce to jobs ratio standard could be established to help manage future commercial/retail/office development in comparison to residential development. Establishing a jobs/housing standard could help to provide guidance in planning for future residential and business developments.
- ❑ The addition of economic development staff within the Community Development Department at the City of Powder Springs may be able to coordinate workforce development programs of job training providers with the needs of employers and job seekers and promote the role of businesses in workforce development programs.
- ❑ Developing a business park could attract higher skilled job opportunities within the City.
- ❑ Town center redevelopment plans may facilitate new office/professional development as well as appropriate traditional commercial and retail development within Downtown Powder Springs.
- ❑ The city has conducted a number of planning studies to help devise strategies for attracting additional types of businesses and industries to Powder Springs. A series of incentives for attracting new development could be packaged for use by developers.
- ❑ The City should explore the feasibility of requiring technology pre-wiring in all buildings or wireless ports in all developments.

- ❑ The City desires to create a more balanced tax base with the burden shared on a 60/40 basis. The City should identify areas for implementation of this opportunity.
- ❑ The City must remain involved with the SR6 multi-modal corridor study and amend the comprehensive plan to incorporate recommendations as needed.

Trend: The city's downtown activity center / town center area is not currently the focal point of activity in the community.

Issues:

- ❑ The city does not have an active business recruitment and retention program, specifically one targeted at the town center area.
- ❑ Local streets in the downtown area are in need of improvements and lack adequate parking space and pedestrian friendly amenities.

Opportunities:

- ❑ The skills and occupations of the city's residents provide the opportunity for the development of small businesses within the community, many of which could fill empty space in the downtown area. The City's economic development efforts should be expanded to include work with local businesses to attract new businesses that complement existing businesses so as to continually improve the vitality of downtown Powder Springs.
- ❑ Future mixed-use developments would create a larger population base and provide for greater diversity among the types of businesses in the downtown area.
- ❑ Economic development staff within the Community Development Department could develop an information clearinghouse on local businesses, marketing publications, business entrepreneur tools, and economic resources to effectively market downtown Powder Springs as "the" destination for small business
- ❑ The city has recently completed streetscape improvements on the main corridor through downtown to make the area safer and more inviting to pedestrians. Additional transportation, streetscape and parking improvements throughout the area could help establish the town center areas a focal point of activity.

Natural & Cultural Resources

Trend: The city has established a strong reputation for providing excellent access to natural resources (for active and passive recreation).

Issues:

- ❑ Continued public education is necessary to protect the city's natural resources. Education is specifically valuable in the areas of wetlands and floodplain protection, storm water management, and erosion and sedimentation control.
- ❑ Much of the once rural land within and on the fringe of the city is disappearing.

Opportunities:

- ❑ The city should continue its strong commitment to green-space preservation through the implementation of its conservation subdivision/open space development ordinance adopted in 2002 and strengthened in 2005.
- ❑
- ❑ Continued development of recreational trails and passive park areas should be pursued.
- ❑ Efforts should be made to ensure that scenic view-sheds are preserved and problems that may arise from higher density development abutting rural areas are mitigated.
- ❑ The city should pursue federal and state funding opportunities for bicycle and pedestrian improvements, such as the Federal TEA21 program. (See ARC Bicycle and Pedestrian Planning Toolkit for a list of possible funding resources.)

Trend: The city has shown a commitment to preserving its cultural resources through regulation and improvement projects, such as the downtown historic district and downtown streetscapes program.

Issues:

- ❑ To the extent feasible, efforts should be made to preserve historic resources.
- ❑ Additional support and efforts are needed to realize the city's goal of revitalizing the downtown core.

Opportunities:

- ❑ The streetscape improvements to Marietta Street provide safer pedestrian access and enhanced aesthetics to this major corridor in the city's historic core. These improvements should encourage the redevelopment of private properties in the area. The local business community, Downtown Development Authority and the South Cobb Chamber of Commerce could be major participants in retaining and attracting new developments and businesses needed to preserve the city's historic central business district.
- ❑ Future planning efforts could be focused on transportation enhancements throughout the downtown corridor. Enhancements could include improved street and sidewalk connectivity, allocation of additional parking, additional street trees, lighting and other landscape improvements compatible with the area's historic character.
- ❑ The city should continue to require development in the city's downtown area to conform to design guidelines that help preserve the unique characteristics of the area.

Community Facilities & Services

Trend: Continued growth in the community has resulted in an increased need for infrastructure, public services and programs.

Issues:

- ❑ New residential development places increasing burdens on existing infrastructure and government services and most often does not pay for itself through increased property tax revenue; therefore other types of development are necessary to provide a balanced tax base for the city.
- ❑ The amount of city office space is inadequate and due to space restrictions, city government offices are spread out.

- ❑ There are some unincorporated islands within the city. These areas pose problems for efficient delivery of community services such as police protection.
- ❑ Residential development has increased the need for expanded public service facilities and programs.
- ❑ Some older neighborhoods are in need of focused and sustained code enforcement to prevent decline.
- ❑ Cobb County schools serving Powder Springs have begun to decline in performance.

Opportunities:

- ❑ The city has adopted an impact fee program to help support park development and public safety improvements necessitated by new development without placing a fiscal burden on the existing tax base of the city.
- ❑ Establishing parity between housing price points and costs to service would help the city to continue providing services that could be jeopardized by future residential development.
- ❑ The city has developed a concept plan for mixed-use redevelopment within the town square area and provision of additional/new spaces for city offices. The City could explore opportunities for a public/private office arrangement
- ❑ An enlarged government center would provide for better communication and coordination among various city departments.
- ❑ The City's unincorporated islands may warrant consideration for annexation. However, there is some concern about the ability to complete the annexation as they were created prior to 1991.
- ❑ The successful rehabilitation of the historic Powder Springs Elementary School cafeteria into the Coach George E. Ford Community Center Reception Hall has provided a first-class community-gathering place and source of civic pride. Future construction plans at the Ford Center campus include a new library, a cultural arts area and renovations to the senior citizen building. These improvements can enhance and increase the availability of cultural resources.

- ❑ The renovation and expansion of the Ron Anderson Recreational Center will provide opportunities for numerous recreational activities. The Ron Anderson Recreational Center will include basketball courts, game rooms, activity rooms, and meeting rooms to complement the existing park's ball fields, trails, and BMX bike track.
- ❑ The City is currently examining methods to restructure its system of Code Enforcement.
- ❑ Economic development efforts within the Department of Community Development could compliment existing retention strategies in critical educational areas, such as science and math to meet the needs of area employers. Coordination could include the development of summer work and internship programs for local businesses.

Transportation

Issues

- ❑ The City of Powder Springs understands that the reliance on automobile oriented travel contributes to the region's air and water pollution problems.
- ❑ Current development trends appear to be facilitating the shifting of businesses away from town centers and activity centers towards strip retail developments along arterial road networks.
- ❑ Increased regional traffic and peak period congestion are reducing the level of service on many of the City's arterial roadways and the neighboring Interstate system.
- ❑ Increased operational capacity at the Norfolk Southern Intermodal Facility affects the ability of motorists to travel safely and without interruption to the Town Center and historic central business district and threatens to eliminate economic activity and growth in the town center.
- ❑ Limited access on US 278 limits economic growth and the City's ability to balance the tax base.
- ❑ Many of our major arterial corridors are experiencing increased peak period vehicular congestion, unappealing commercial signage clutter, and a heightened level of sprawling development patterns with a general lack of inter-parcel access.
- ❑ High traffic volumes increase the safety risks for pedestrians crossing the City's major arterials, particularly C.H. James Parkway and Sailors Parkway.

- ❑ Large amounts of through traffic undermine the City's efforts to make Marietta Street more pedestrian-friendly and, thus, a more viable Town Center.
- ❑ Lack of parking serves as a limitation to future development in the Town Center.

Opportunities

- ❑ The County and regional public transportation systems need to be expanded where they are both cost efficient and accessible to a larger residential population.
- ❑ Greater connectivity and operational effectiveness can be achieved by mixing travel modes with respect to pedestrian, bicycle, transit, and vehicular transportation options and the City may consider adopting an ordinance to require new developments to incorporate such measures.
- ❑ Roadway designs should be contemplated in a Context Sensitive Design manner, where the roadway design factors the existing community conditions in the final design of the corridor. Context Sensitive Design is a program developed by the Federal Highway Administration (FHWA) in an effort to ensure that new transportation facilities are being developed and implemented in a way that provides positive results for connectivity, capacity, and the aesthetics of the local area.
- ❑ The city could encourage the provision of multi-modal transportation options serving areas of increased population and employment, such as the town center and community activity centers, with projects such as the Lewis Road Improvement project
- ❑ The City should continue to work with the Cobb County Department of Transportation to develop a comprehensive transportation system that takes into account traffic congestion, regional transit service integration, regional/local parking demands, new roadway improvement initiatives, and alternative transportation modes.
- ❑ Inter-parcel connections between individual development uses where compatible, should continue to be encouraged, if not strengthened, in new development scenarios. Additionally, such connections should be required by amending the unified development code's development standards.

- ❑ The City should continue to support transportation alternatives which reduce the need of the private automobile to get to places, thereby reducing traffic congestion.
- ❑ The City should continue to coordinate with CCT and GRTA on transit service options that adequately serve the residents of Powder Springs – including those with special and/or paratransit needs.
- ❑ The City should continue to work with CCT and GRTA to ensure that the existing bus routes/stops are appropriately planned for and incorporated in the transportation network and land use plan, and that pedestrian improvements in the surrounding community are planned for accordingly.
- ❑ The City should continue to maintain an effective balance between auto-dependent transportation initiatives and alternative modes of transportation (e.g. bicycle, pedestrian, transit, carpooling, etc).
- ❑ The City should continue to further the Town Center development initiatives as set forth in the City's Livable Communities Initiative in order to increase the viability of alternative modes of travel and the connectivity to the Town Center and the Silver Comet Trail.
- ❑ The benefits of the Silver Comet Trail can be realized by adding sidewalks and multi-use trails that would eventually establish an interconnected alternative transportation system by increasing the connectivity of the facility to various areas of the City.
- ❑ The City should provide continued coordination with GDOT and the Cobb DOT to improve pedestrian visibility and signalization – and thereby reducing speeds - along the City's major arterials.
- ❑ The City should continue to encourage mixed-use opportunities in the future that blend housing, jobs, services, and recreation.
- ❑ The City should continue to promote additional parking facilities in the Town Center in order to support desired redevelopment plans.
- ❑ Pedestrian facilities should be improved along roads that lack sidewalks, such as Brownsville Road from CH James Parkway to Hiram Lithia Springs Road as well as Marietta Street, Carter Road, Dallas-Powder Springs Road, Pinegrove Road, and Macedonia Road. There may also be a need for additional pedestrian facilities along Florence and Powder Springs Roads.

- ❑ Improved bicycle conditions along Thornton Road would greatly enhance connectivity to the City's trail network.
- ❑ The Lewis Road realignment will provide safer travel and greater access to the downtown area and facilitate possible redevelopment projects and economic growth.
- ❑ The City should work with PATH, ABC and PEDS to assist with the provision of safe and convenient bike/pedestrian facilities throughout the City and should examine opportunities for a Safe Routes to School program.
- ❑ The City should remain involved with the SR6 Multi-Modal Corridor Study, Regional Freight Mobility Plan and Regional Bicycle and Pedestrian Plan and amend the comprehensive plan to incorporate relevant recommendations as needed.
- ❑ The City should continue to work with Cobb County to complete the County wide Transportation Plan (CTP) and amend the comprehensive plan to incorporate relevant recommendations from the CTP as needed. In addition, the CTP will identify a prioritization process for projects.

Land Use

Trend: Powder Springs is growing and is committed to fulfilling its vision of fostering a high quality of life for all community members.

Issues:

- ❑ Some areas of the city have experienced decline and are in need of targeted revitalization efforts.
- ❑ There is a lack of mixed-use development in the city, such as offices and lofts over Main Street retail.
- ❑ Mixed-use developments have not fulfilled the city's vision for traditional neighborhoods and there are no associated retail and office developments supportive of residential uses.

Opportunities:

- ❑ Pedestrian connectivity to commercial, retail, government, recreational and civic facilities has a synergistic effect on neighborhood stability. The city should continue to expand its trail system and actively pursue ways to promote and improve connectivity between residential areas and other types of land uses.
- ❑ The city can actively pursue plans for redevelopment within and near the city's core by providing necessary transportation and parking improvements.
- ❑ The city should continue to apply percentage goals to govern the development of residential units in comparison to construction of the office/retail components of mixed-use developments. The City should review these percentages periodically to make sure they remain sufficient.
- ❑ The City should consider amending its unified development code to require contemporaneous development of commercial and residential components of a mixed use development or require performance bonding to ensure that the commercial components are constructed.

Intergovernmental Coordination

Trend: The city and county have a strong relationship and the city benefits from this relationship especially in the areas of public facilities and community services. The city's most recent Service Delivery Strategy with Cobb County is dated July 2004.

Issues:

- ❑ The city's intergovernmental agreements need to be up-to-date and meet the projected service needs of the community.
- ❑ Based on past trends and due to projected growth, it is anticipated that the city will continue to annex adjacent land.
- ❑ Residential development within and around the City necessitates communication between the activities of the city, school board and Cobb County.

Opportunities:

- ❑ The city has joined with Cobb County in the development of a Comprehensive Transportation Plan (CTP). City officials must remain proactive through the process to ensure that this area-wide plan is responsive to the needs of the local community.
- ❑ The city should continue to work with Cobb County in order to ensure maintenance of roads, utilities and community services.
- ❑ The City should evaluate its current water and sewer system to identify deficiencies and recommend improvements.
- ❑ The city should be an active participant in updating its Service Delivery Strategy as it relates to Cobb County.

- ❑ The city will need to continue to foster strong relationships with the surrounding county and regional agencies to ensure that infrastructure improvements within the city's potential annexation area are supportive of local needs and compatible with the city's future development plans.
- ❑ The city should work collaboratively with Cobb County and the Cobb County School Board in order to improve local schools. Collaboration could include the exchange of information between school population profiles and the demographics of surrounding neighborhoods.
- ❑ The City should continue to coordinate its planning for potential impacts of growth with surrounding jurisdictions, including examining east-west connectivity needs and impacts on land use, transportation and water.

GOALS AND POLICIES

Housing

- Goal 1 Promote the revitalization of declining residential neighborhoods within Powder Springs
- Policy 1.1 Identify declining neighborhoods, such as Pineview Drive, within planning studies and target these areas for revitalization efforts
 - Policy 1.2 Create an urban redevelopment area
 - Policy 1.3 Strictly enforce building, nuisance and zoning code regulations in order to eliminate substandard or dilapidated housing and improve neighborhood conditions
 - Policy 1.4 Encourage home ownership through buyer education/counseling programs offered by Cobb County.
- Goal 2 Develop quality, high-end housing in Powder Springs comparable to countywide housing trends
- Policy 2.1 Create architectural design standards for key development areas and review and revise as appropriate existing development standards for different types of development and districts.
 - Policy 2.2 Encourage new housing developments to include lifestyle amenities such as common open space and public gathering areas
 - Policy 2.3 Encourage the development of high-end housing near the city's existing lifestyle amenities, such as the Silver Comet Trail and Town Center
- Goal 3 Provide for a range of housing choices in order to meet market demand and allow residents to remain in Powder Springs across different life-cycle stages
- Policy 3.1 Encourage the construction of senior housing in order to accommodate the growing older population
 - Policy 3.2 Provide housing opportunities for young families as well as "empty nester" households

- Policy 3.3 Protect or maintain the existing affordable housing to provide those who work within Powder Springs the option of living within the city
- Policy 3.4 Provide housing opportunities in appropriate areas for special needs populations such as the disabled
- Policy 3.5 Provide opportunities for mixed-use, live/work housing

Economic Development

Goal 4 Review the June 2002 "Economic Development Incentives Plan" of the City of Powder Springs

- Policy 4.1 Identify where the City should attempt to locate a high quality office park
- Policy 4.2 Identify what measures the City is willing to undertake to secure needed public infrastructure to stimulate high-end residential developments in the downtown area
- Policy 4.3 Identify which incentives the City is willing to provide to attract high-end retail businesses city-wide

Goal 5 To expand its economic base and improve the balance between commercial/industrial uses and residential uses, pursue the following short-term actions related to marketing Powder Springs to the business/development sector

- Policy 5.1 Create a single marketing website for Powder Springs economic development
- Policy 5.2 Agree to an internal marketing checklist – indicators of when Powder Springs is prepared to market externally
- Policy 5.3 Conduct a target cluster analysis and identify all local companies within target industries; cluster analysis reveals a group of industries the community should pursue that are linked by common product markets, labor pools, knowledge base, similar technologies, supply chains, networks and/or other economic ties; clusters are determined with use of local labor data, anecdotal information and employer feedback
- Policy 5.4 Identify and begin attending industry events occurring within the region
- Policy 5.5 Identify one national target industry event per year for attendance by community leaders
- Policy 5.6 Organize a marketing trip within 6 months of launching the economic development website

- Goal 6 To improve the job skills of residents in order to attract more commercial/industrial land uses and decrease job commuting trips, collaborate with Cobb County through its job training program called Cobb Works to pursue the following short-term actions related to enhancing workforce/education objectives in Powder Springs
- Policy 6.2 Provide information about and links to Cobb County Schools
 - Policy 6.4 Establish a high school internship program to find ways to improve community knowledge of the program and the available students
 - Policy 6.5 Explore and identify potential state tax credits for company training
- Goal 7 Provide information resources necessary for economic development and public/private partnerships
- Policy 7.1 Inventory and assess all potential and existing industrial and commercial properties
 - Policy 7.2 Create an electronic database of available sites to promote new economic development projects
 - Policy 7.3 Create printed and electronic site information packets on potential development sites
 - Policy 7.4 Create a roster of economic development tools and incentives
 - Policy 7.5 Develop a handbook detailing the city's permit process step by step
 - Policy 7.6 Create a collection and distribution system for commercial real estate agents, much like an MLS for residential properties; data collected should include site location, size, availability of infrastructure, zoning, current and surrounding land uses, assessed valuation and similar information that can be arranged in a digitized manner
- Goal 8 Improve marketing and public relations in order to attract more outside business interests to Powder Springs
- Policy 8.1 Develop a national database of target industry companies and contacts for business development uses
 - Policy 8.2 Customize marketing materials for each target industry (on-line and print)
 - Policy 8.3 Identify a team of community leaders to be involved with selected prospect visits to Cobb County

- Policy 8.4 Develop 1- and 2-day standardized prospect agendas and prospect handling protocol; establish sales teams tailored to the type of prospect being pursued, who could conduct local site tours and provide prospects with mandating materials, site profiles, government and private contacts and similar information
- Policy 8.5 Ask local companies to include links to the Powder Springs ED website within their own marketing materials
- Policy 8.6 Engage a public relations firm to generate positive publicity about Powder Springs
- Policy 8.7 Add a public relations element to the Powder Springs ED website; and either create a separate economic development website linked to the "Business" category on the City's website www.cityofpowdersprings.org/business, or expand this "Business" site to include a listing of available opportunity sites, demographic data, economic development incentives, the urban redevelopment plan, and similar data; ask local companies to include links between it and their own marketing materials
- Policy 8.8 Ask businesses to include a standard one-sentence description of Powder Springs in all press releases (i.e. "Company XYZ is located in Powder Springs, Georgia – a prime location for (target industry) companies and a great place to raise a family.")
- Policy 8.9 Become a member of target industry trade associations; market to their membership
- Policy 8.10 Organize semi-annual marketing trips to target industry regions
- Policy 8.11 Organize annual marketing trips to state economic developers
- Policy 8.12 Agree on a set of marketing metrics against which to benchmark the City's marketing success

Goal 9 Strengthen resident job skills through workforce education and training in order to encourage commercial/industrial land uses to locate in Powder Springs

- Policy 9.1 Promote skill sets demanded by target industries to unemployed and underemployed individuals
- Policy 9.3 Present ideas for targeted job training initiatives to local public officials and begin lobbying state legislators
- Policy 9.4 Distribute positive information about Powder Springs as a good place to live and work to target industry associations

- Policy 9.5 Together with Chamber of Commerce and area education institutions, organize a series of entrepreneurship training seminars open to the community
- Policy 9.6 Support Cobb Chamber initiatives to mentor younger business persons
- Policy 9.7 Create and distribute a “Welcome to Powder Springs” package for new residents
- Policy 9.8 Always include one representative from the business community on marketing trips and meetings with prospects

Goal 10 Plan for the following mid-term economic development actions related to land use

- Policy 10.1 Develop corridor improvement plans for urban and arterial boulevards that would recommend transportation improvements and site developments, including gateway aesthetics; signage, façade, tree plantings,; access management and transportation improvements. The plans should coordinate land use, transportation and environmental issues.
- Policy 10.3 Identify new sites for industrial development

Goal 11 Lay a foundation for the following long-term planning actions related to economic development initiatives affecting marketing, workforce/education and land use decisions in Powder Springs

Long-term actions – Marketing:

- Policy 11.1 Design and publish an economic development annual report
- Policy 11.2 Distribute the annual report to community stakeholders and business development prospects
- Policy 11.3 Consistently attend, host and sponsor industry events
- Policy 11.4 Update marketing materials as necessary

Long-term actions – Workforce/Education:

- Policy 11.5 Explore the need to establish a science and engineering internship program for high school students with local companies; offer financial incentives and work placement opportunities to assist technical and community college students to financially recognize the importance of integrating learning with practice

- Policy 11.6 Develop a Small Business and Entrepreneur Program or support programs at Cobb Chamber and Kennesaw State University.
- Policy 11.7 Establish a business incubator
- Policy 11.8 Assist schools in pursuing state and federal funding for research and development activities tying local industries and Atlanta colleges
- Policy 11.9 Develop financial incentives for local college students who major in target industry careers

Goal 12 Promote quality employment opportunities within Powder Springs supportive of a healthy tax base and jobs/housing balance

- Policy 12.1 Encourage mixed use development within the Town Center and the proposed south town square that includes employment opportunities
- Policy 12.2 Provide opportunities for light industrial employment that is compatible with the residential nature of the city
- Policy 12.3 Continue economic development incentives in order to lure new businesses into the city
- Policy 12.4 Define and target industries to be located within the City
- Policy 12.5 Consider hiring additional economic development staff in order to coordinate business recruitment and development strategies
- Policy 12.6 Encourage a balanced ratio of jobs to housing consistent with the city's workforce (1.8 Jobs/Housing Units in 2000), in order to minimize commuting, provide job opportunities for residents, and provide a healthy tax base. A jobs/housing ratio is a quantitative measure of the number of households and workers within each household compared to the number of available jobs, with the generally accepted ratio being 1.5 jobs for every 1 household.

Goal 13 Promote revitalization of declining commercial areas

- Policy 13.1 Facilitate the creation of an improvement district along Austell-Powder Springs Road
- Policy 13.2 Implement economic development tools such as Tax Allocation Districts as a means of financing infrastructure improvements in designated areas
- Policy 13.3 Compile and maintain a database of key parcels with development and redevelopment potential

- Goal 14 Promote continued economic development within the historic downtown Powder Springs as a vibrant center for culture, government, dining, retail, and services
- Policy 14.1 Establish an Urban Redevelopment Area in order to encourage redevelopment of declining areas surrounding the downtown
 - Policy 14.2 Encourage new businesses to locate downtown, such as specialty retail, office, and services
 - Policy 14.3 Assist downtown business groups in conducting a business recruitment and retention program in order to attract desired businesses
 - Policy 14.4 Pursue family oriented entertainment and recreational businesses to locate in and around the Town Center
 - Policy 14.5 Continue to organize three to four major events downtown each year
 - Policy 14.6 Facilitate the creation of a program such as a Revolving Loan Fund or façade grant program in order to help finance renovations and improvements within the Powder Springs Town Center and other appropriate areas identified by the elected officials.

Natural and Cultural Resources

- Goal 15 Protect natural resources and sensitive environmental features from encroachment by development
- Policy 15.1 Identify and highlight historic mineral springs within the city
 - Policy 15.2 Target environmentally sensitive areas such as floodplains and wetlands along Noses Creek and Powder Springs Creek for greenspace acquisition and explore funding opportunities through the Georgia Land Conservation Program and through Cobb County's bond issue to help fund the acquisition.
 - Policy 15.3 Encourage use of conservation subdivision designation in appropriate areas for the protection of sensitive natural resources and provision of community open space
 - Policy 15.4 Provide opportunities for compact development supportive of open space preservation
 - Policy 15.5 Develop and manage land use and transportation networks in order to promote air and water quality, discourage sprawl, and encourage compact efficient patterns of development.
 - Policy 15.6 Continue the City's greenspace program effort.

- Goal 16 Provide for community open space, parks, and recreational opportunities
- Policy 16.1 Continue development of recreational trails and passive park areas
 - Policy 16.2 Preserve scenic views and natural environment along the Silver Comet Trail
 - Policy 16.3 Develop gateway parks at key locations along the Silver Comet Trail including the 35-acre linear park between Sailor's Parkway and the Silver Comet Trail.
 - Policy 16.4 Create a greenspace master plan integrating park facilities with bicycle/pedestrian network
 - Policy 16.5 Maintain bicycle/pedestrian master plan and coordinate with ongoing streetscape improvements and greenspace acquisition program
 - Policy 16.6 Incorporate the connection, maintenance, and enhancement of greenspace in all new development
 - Policy 16.7 Maintain level of service standards for active recreational parkland, trails, and greenspace areas .
- Goal 17 Protect the unique cultural heritage of the City of Powder Springs
- Policy 17.1 Enlist the resources of a civic or community organization to perform an inventory of all historic structures in the downtown
 - Policy 17.2 Continue to apply historic property design guidelines in the Downtown Development Authority boundaries.
 - Policy 17.3 Continue the certificate of appropriateness procedure in order to regulate infill development and renovations within designated areas
 - Policy 17.4 Consider application for designation as a Main Street Community from the National Trust for Historic Preservation
 - Policy 17.5 Establish a façade grant program as a means of enhancing the appearance of the Town Center and preserving historic structures
 - Policy 17.6 Continue to support the Seven Springs Historical Museum
- Goal 18 Maintain compliance with state environmental planning regulations

- Policy 18.1 Implement and enforce the city's stormwater management ordinance
- Policy 18.2 Maintain a stormwater management plan and consider joining Cobb County's effort to develop a stormwater utility and a stormwater management plan to support the utility.
- Policy 18.3 Enforce water supply watershed protection standards in order to protect community water supplies from potential sources of pollution
- Policy 18.4 Maintain a solid waste management plan
- Policy 18.5 Support solid waste reduction and recycling initiatives
- Policy 18.6 Continue working with the Metropolitan North Georgia Water District to ensure adequate water capacity and maintain water quality

Community Facilities and Services

- Goal 19 Provide for efficient, high-quality, cost-effective public services
 - Policy 19.1 Consider fiscal impacts of proposed new developments and annexations
 - Policy 19.2 Ensure that new development does not cause a decline in the level of service provided to existing residents
 - Policy 19.3 Maintain impact fee program in order to balance the need for new development with public service standards
 - Policy 19.4 Coordinate public facilities and services with land use planning
 - Policy 19.5 Implement growth management plan linking public facility level of service with the development permitting process
 - Policy 19.6 Use planned infrastructure investments and capital improvements to support desired development patterns and ensure that new development does not exceed the capacity of utilities and services.
 - Policy 19.7 Encourage infill development compatible in both use and appearance with the surrounding properties in areas with existing public facilities
 - Policy 19.8 Maximize the use of existing community facilities and services
 - Policy 19.9 Consider updating annexation plan of unincorporated areas.

Policy 19.10 Promote the annexation of unincorporated islands within the city in order to streamline and simplify the provision of public services

Policy 19.11 Continue to provide for vital public safety and emergency services within Powder Springs

Goal 20 Provide for lifestyle amenities that improve the “quality of life” in Powder Springs

Policy 20.1 Support continued pedestrian oriented development and streetscape improvements in the town center area

Policy 20.2 Provide pedestrian linkages from existing neighborhoods to the city’s multi-use trail system

Policy 20.3 Provide for outdoor gathering areas, such as a plaza or amphitheater as recommended in the community enhancement master plan.

Policy 20.4 Continue development of the Ford Center campus as a civic space and community gathering center

Goal 21 Provide for a wide range of family oriented recreational/entertainment activities catering to all age groups

Policy 21.1 Provide facilities for senior citizens and youth along with programmed and unprogrammed activities

Policy 21.2 Provide a variety of recreational opportunities including both active, organized recreational centers as well as areas for passive recreation

Goal 22 Evaluate whether new development impacts the Level of Service (LOS) standards established in the City’s Comprehensive Plan.

Policy 22.1 Maintain .5 square feet of library space per resident of Powder Springs

Policy 22.2 Maintain an ISO fire protection rating of Class 3

Policy 22.2 Maintain adequate water capacity for fire fighting operations (1,500 gallons per minute (gpm) at 20 pounds per square inch (psi) in commercial areas and 1,000 gpm at 20 psi in residential areas)

Policy 22.3 Maintain at a minimum an average response time for fire protection and emergency response of 7.25 minutes or less for at least 80% of the city’s population.

- Policy 22.4 Maintain at a minimum an average response time for basic life support Emergency Medical Services of 8 minutes and under 10 minutes for advanced life support services.
- Policy 22.5 Maintain the passive (1,293 persons per acre) and active parks and recreational space (149 persons per acre).
- Policy 22.6 Maintain the square footage of school space per student in order to ensure that educational facilities are adequate and not overcrowded
- Policy 22.7 Maintain 3 sanitation workers and 1 truck per 1,000 residents for solid waste management services.
- Policy 22.8 Maintain the number of municipal workers as proportional to increases in the city's population served.

Land Use

- Goal 23 Promote the development of a Downtown Activity Center with a vibrant mixed-use climate, quality aesthetic environment, adequate parking, and pedestrian access
 - Policy 23.1 Establish a visually unifying theme for development and redevelopment in the town center area including sign character, building materials, scale, setbacks, and pedestrian amenities
 - Policy 23.2 Encourage mixed-use development and design standards that are pedestrian-oriented rather than auto-oriented
 - Policy 23.3 Encourage adequate parking facilities, including systems of shared parking
 - Policy 23.4 Encourage infill residential development and redevelopment surrounding the downtown area that is supportive of "Main Street" retail
 - Policy 23.5 Promote redevelopment of the existing Town Square
 - Policy 23.6 Promote the creation of a second town square south of Marietta Street at the new connection of Lewis Road with downtown

- Goal 24 Provide for an efficient, equitable, and compatible distribution of land uses
 - Policy 24.1 Provide for a reasonable accommodation of a broad range of land uses within the city

- Policy 24.2 Encourage an appropriate transition of type and scale between established neighborhoods and activity centers
- Policy 24.3 Designate areas for industrial, warehousing, distribution, and transportation uses with direct access to major transportation systems
- Policy 24.4 Protect established single-family residential neighborhoods from the encroachment of inappropriate land uses
- Policy 24.5 Guide and direct patterns of land development throughout the planning process
- Policy 24.6 Coordinate land use planning with transportation improvement programs

Goal 25 Establish a visually attractive environment and reinforce the “sense of place” within the community

- Policy 25.1 Review, revise and strengthen the City's tree ordinance.
- Policy 25.2 Enhance public rights-of-way with appropriate landscaping and streetscaping
- Policy 25.3 Encourage the use of landscaping, lighting, signage, underground utilities, and building design in a way that enhances community appeal and value
- Policy 25.4 Reduce the adverse visual impact of the automobile in both commercial and residential areas of Powder Springs. For example, in commercial areas parking oriented toward the rear of buildings can contribute to a pleasant streetscape with buildings framing the corridor.
- Policy 25.5 Continue to utilize gateway signage and landscaping in order to foster a sense of place within the community

Goal 26 Encourage infill development that has a positive impact on existing neighborhoods and activity centers

- Policy 26.1 Prioritize redevelopment and revitalization of existing underutilized commercial and industrial areas over development of new land for commercial purposes
- Policy 26.2 Ensure that infill development is compatible with surrounding neighborhoods and activity centers

Goal 27 Foster a productive, coordinated relationship between private developers and the city's planning and economic development efforts

- Policy 27.1 Consider establishing a build-to-suit program for development authority properties.
- Policy 27.2 Review Cobb County's and other jurisdiction's development review process to determine whether any changes may be suitable for implementation in the City's process.

Transportation

- Goal 28 The transportation system of Powder Springs will be safe, efficient, financially supportable, and connected to the county and regional transport networks in a seamless manner. The transportation network of Powder Springs will be multi-modal in nature to maximize access and connectivity for all residents. It will be maintained and developed in coordination with regional and local plans to support multiple goals wherever possible.
 - Policy 28.1 Continue the development of the transportation planning process that addresses congestion, pollution, transit, as well as land use/redevelopment issues.
 - Policy 28.2 Concentrate development in areas with existing infrastructure such as the downtown to avoid sprawl along the major arterials, reduce congestion, encourage transit, and foster redevelopment.
 - Policy 28.3 Protect the identity of Powder Springs and the streetscape of the historic town through context sensitive design in all transportation projects.
 - Policy 28.4 Work to provide more transit service where cost effective as determined by the finance department in order to allow more residential areas direct access to transit.
 - Policy 28.5 Design better pedestrian facilities such as sidewalks, traffic calming measures, and crossings in high traffic areas as recommended in the LCI study and which will allow for better connectivity to the Silver Comet Trail and make the town more pedestrian friendly.
 - Policy 28.6 Refine and use the subdivision and development process in order to provide transportation improvements needed such as pedestrian facilities, safety improvements, interparcel access, and transit supportive street design within a specific timeframe as a condition of development approval.
 - Policy 28.7 Promote transportation alternatives such as transit, bicycle facilities, pedestrian infrastructure, car pooling, and other forms of alternative modes of travel by mixing land uses and making more areas pedestrian accessible.
 - Policy 28.8 Coordinate with Cobb County and GDOT to maximize the effectiveness of all transportation investments.

- Policy 28.9 Develop a Traffic Analysis Plan ordinance that sets forth procedures for the City to review the potential traffic impacts related to proposed developments, assign appropriate mitigation requirements as a condition of development approval, and promote opportunities for multimodal travel.
- Policy 28.10 Any development that generates more than 500 PM peak hour trips should prepare a traffic impact study and define how they plan to mitigate their impacts.
- Policy 28.11 Developments that generate more than 100 PM peak hour trips and have direct access to a roadway that currently operate at Level of Service (LOS) E or F, which reflects conditions where a roadway is operating at or above its design capacity, should prepare a traffic impact study and define actions to mitigate their impacts.
- Policy 28.12 Strive to achieve a minimum LOS D, which reflects conditions where roadways are functioning within their design capacity, for all roadway classifications.

Intergovernmental Coordination

- Goal 29 Establish mechanisms for the coordination of public services between different governmental entities
 - Policy 29.1 Continue to work with Cobb County in providing vital emergency services such as fire protection and emergency medical service
 - Policy 29.2 Maintain required Service Delivery Strategy document that formalizes intergovernmental service provision agreements
 - Policy 29.3 Work collaboratively with Cobb County and the Cobb County School Board in order to improve local schools
 - Policy 29.4 Provide communication mechanisms that facilitate the exchange of information and ideas between the city, adjacent local governments, and Cobb County
 - Policy 29.5 Ensure that the City/County service delivery strategy addresses service agreements for unincorporated islands within the City of Powder Springs.

- Goal 30 Coordinate planning efforts of the city with surrounding jurisdictions
 - Policy 30.1 Pursue biannual meetings between jurisdictions in order to coordinate planning efforts

- Policy 30.2 Foster strong relationships with the surrounding county and regional agencies to ensure that infrastructure improvements within the area surrounding the city are supportive of local needs and compatible with the city's future development plans
- Policy 30.3 Pursue joint processes for collaborative planning and decision-making
- Policy 30.4 Pursue consistent land use planning with neighboring jurisdictions.

MAJOR PLANNING INITIATIVES AND IMPLEMENTATION MEASURES

Growth Management Plan

A Growth Management Plan (GMP) can directly link future residential, commercial and industrial development to the provision of public facilities and services in accordance with the future land use plan and the goals and objectives of the 2006 Comprehensive Plan. It does this through the major concepts noted below. Local staff has initiated a level of service study and a growth management plan, which should be reviewed and completed by a professional consultant. The level of service report generated by staff is an identification of existing levels of service and future needs to maintain existing levels.

Establish Facility Performance Standards

Existing Level of Service (LOS) standards have been generated for each of the public facilities and services provided by the City of Powder Springs and/or other agencies. These include: city administrative facilities/services/staff, libraries, parks, sewer/water system, transportation (roads), fire/emergency response times, parks/community facilities, schools, police and solid waste. Level of Service standards developed for inclusion in a future Growth Management Plan have been included as an appendix in the Community Assessment document of the 2006 Powder Springs Comprehensive Plan Update.

Establish how large the city will get

The future population of the city is established by assessing available land and type of use (analysis includes current types of development i.e. single/multi family and projections for future development) allowed for the city as a whole. These two factors generally establish the level of future residential, commercial and industrial development and estimated population/development projections.

Plan facilities/Development to match future demand

By having standards for public facilities/services and knowing how much future development will occur, it is possible to estimate how much demand there will be for facilities and services. Knowing the demand will allow the city to better plan for future development and the potential impact of development proposals.

Monitor development

A citywide build-out scenario(s) could help establish & monitor growth, identify construction phasing for individual development proposals, and provide an active monitoring programs to assure that performance standards and phasing plans are being met

Livable Centers Initiative (LCI) Study

The 2002 Powder Springs Livable Centers Initiative Study (LCI) focused on downtown development. The LCI Study represented a major extension of the city's previous downtown development plan, the 1996 Powder Springs Community Enhancement Master Plan (CEMP). Many of the recommendations and initiatives found within the LCI Study were incorporated into the Comprehensive Plan through a major amendment adopted in 2004. The LCI Study is intended to nest within the Comprehensive Plan as a character area overlay. Thus, the LCI area is included in the Future Development Map of the Comprehensive Plan (See Figure 1). While new and ongoing developments have superseded some of the catalyst projects proposed in the LCI, most of the study's goals and recommendations remain viable and relevant. The following specific development proposal was included as a catalyst project within the LCI strategy for downtown redevelopment:

- ❑ 225 townhouses
- ❑ 20 mixed use units (residential over 14,000 SF of retail space)
- ❑ 11,000 SF additional retail space
- ❑ Expansion of city government space (city hall and police station)
- ❑ Public parking (shared with private uses)

The LCI Study also contained several specific analyses that inform key recommendations of the Comprehensive Plan. Two market analyses were included in the Powder Springs LCI Study in order to assess the feasibility of redevelopment initiatives in and around the Town Center area. Both analyses assumed a market area that includes the region of southwestern Cobb surrounding Powder Springs.

Downtown Housing Analysis

The first market analysis focused on the demand for infill housing in the city's historic downtown. According to extensive consumer preference surveys conducted by RCL Co., 25% of new home buyers within the study area are interested in purchasing a unit within an urban setting. The demand for town center housing was assumed to coincide with certain key demographic groups that prefer a unique lifestyle within the larger metropolitan suburban market. Groups such as aging baby boomers, singles, and couples with no children were viewed as key market subsets that often gravitate

toward downtown housing and urban amenities. Age and income variables were also included in order to assess the economic viability of town center housing. One and two person households, aged 35-64, earning over \$50,000 annually were considered a part of this potential housing market. Further case studies of successful town center housing, such as the nearby Smyrna Village Green, were also examined for key downtown development strategies. The demand analysis concluded that there is a potential market of 364 households per year that are seeking for-sale housing with urban amenities in the Powder Springs area. Furthermore, the analysis found a market of 120 households per year that are seeking rental housing with urban amenities within the Powder Springs area.

The housing analysis concluded that there was a strong unmet demand for upscale housing within the Powder Springs market. Furthermore, at the time of the study, there was virtually no housing product being constructed to meet the needs of affluent small households such as singles and “empty nesters.” Quality new construction attached housing was recommended to meet these needs and facilitate redevelopment of the Powder Springs Town Center. High-end owner-occupied housing at a slightly higher density was recommended to set the tone for downtown redevelopment and attract quality retail.

Office Park Analysis

In order to understand critical success factors of similarly situated business parks, a group of analogous business parks were examined within the LCI Study. These business parks were selected for their relatively remote locations farther away from direct Interstate access and their success in attracting flex/service and business distribution tenants to those locations. The selected business parks were reviewed for their high land absorption rates and keys to their success. Each of these properties featured a diverse land use mix that included industrial, office, and retail components. In addition, the locations offered proximity to both executive and workforce housing. The ability to provide retail opportunities nearby for daytime shopping and dining was critical to tenants when making location decisions. Many of these developments included public/private partnerships with municipalities, development authorities, experienced developers and brokers who were able to dedicate a substantial budget to marketing. Infrastructure improvements such as the construction of internal roads, sidewalks, entrance signage, and utilities were also provided for many of these developments. By taking a proactive role in the execution of the property, these development groups were able to control the quality of the project and ensure the high level of architectural and tenant quality desired.

The business park demand analysis found a potential market for 56,300 square feet of office development, 29,500 square feet of flex/service development, and 351,600 square feet of business distribution development each year within the study area.

Urban Redevelopment Plan

Following the recommendations laid out in the LCI Study, the City of Powder Springs has established an Urban Redevelopment Area for the purpose of encouraging redevelopment in the area northwest of the city's historic town center. Redevelopment of this area is a significant factor in the city's ongoing efforts toward improving their downtown core. The intent of the city's plan has been to encourage and facilitate redevelopment of this key area without the use of eminent domain. Thus, the city's redevelopment plan stops short of the full legal tools possible under the Georgia Urban Redevelopment Powers Act. A concept plan has been developed for the area along Pineview that includes infrastructure improvements supportive of mixed use and higher density residential development. Pedestrian improvements are intended to extend the downtown streetscape system into this surrounding neighborhood. The city is proactively seeking partnerships with private developers to help enact this vision for expansion and improvement of the downtown core.

South Town Square

The City of Powder Springs has prepared a design concept for a South Town Square at the area of Marietta Street affected by the Lewis Road realignment project. The Lewis Road transportation improvements provide a new gateway road into the Powder Springs Town Center and allow for a more efficient railroad crossing point. The city has created a design concept that includes a second landscaped gathering area that would supplement the existing town square and provide additional opportunities for retail and services. This proposed development would include an additional 33,040 square feet of retail and office development and 94 parking spaces. Unlike the city's existing town square, which sits within a parking lot, the South Town Square would include on-street parking with additional lots on the periphery of the development.

Key Parcel Database

Information is power, and accordingly, property data accessible to developers and investors can be a powerful marketing tool. A "Key Parcel Database" is being compiled targeting the locations highlighted in the LCI Study. The Database will include location, size, ownership, zoning, tax assessment, and utility information of interest to the development community.

Revolving Loan Fund

A number of options are available to Powder Springs in pursuit of policy and investment strategies tailored to enhancement of the downtown, and the City could consider adding a revolving loan program to its toolbox of

economic development incentives if future study and evaluation warrant its creation. As the geography in which the Downtown Development Authority may act is centered on the downtown, establishment of a loan fund would also be limited to downtown businesses. This program depends on an initial injection of capital that would be made available to businesses. The program would be administered by a local financial institution in much the same manner as conventional loan portfolios. While loan approvals would be subject to certain criteria, the intent is to offer loans at somewhat relaxed terms. Ideally, the financial institution would augment the capitalization, thereby enhancing opportunities of the fund. Loans would be in the range of \$2,500 to \$20,000 and could fund renovations, leasehold improvements, and other real property improvements. Repaid loans would re-capitalize the program to ensure a sustainable program.

Façade Grants

Façade grants are recommended for the Town Center as a means of enhancing the appearance of the district and preserving historic structures. In addition, sign grants could be made available to business owners who choose to bring signs into compliance. This grant option could be used outside the Town Center to encourage tasteful, conforming signs throughout the city. Façade grants are generally in the range of \$2,000 to \$3,000.

Capitalizing on Historic Resources

The Comprehensive Plan contains a policy promoting the preservation of the facades of all historic structures in the city where possible. The downtown is particularly relevant to this policy as most of the historic structures are located in the Town Center. The city has already introduced a system of "appropriateness review" within the building permit review process for designated areas. The city may also wish to supplement this process in order to maintain both the quaint character and economic viability of downtown Powder Springs. First, the city should consider enlisting the resources of a civic or community organization to perform an inventory of all historic structures in the downtown. One objective of the inventory would be a nomination to the National Register of Historic Places. This step would bring recognition to downtown Powder Springs. Likewise, a historic resources inventory would enhance community awareness of the presence and significance of these resources and facilitate use of historic preservation tax credits in building renovation. Other measures could include a façade easement program and establishment of a preservation commission to provide a mechanism for protecting these resources. Considerable progress can be made simply by making property owners aware of options and benefits available in façade preservation and renovation.

Event Promotion

A needs assessment conducted by the city documented the need for a location for outdoor concerts and theater performances, identifying the "Town Square" as a possible venue or an amphitheater, perhaps, in nearby Powder Springs

Park. Such local events can focus consumer attention on the downtown, and should be coordinated by the city through merchant groups and the Seven Springs Historical Society.

Strategies for Encouraging Mixed Use Development

Several mixed use developments have been proposed in Powder Springs; however, the proposed commercial component of these planned projects has often remained unbuilt. A good example of the types of “residential over retail” projects desired in Powder Springs can be seen in Smyrna, an early Livable Centers Initiative (LCI) undertaking.

Two other examples of successful mixed use developments in metropolitan Atlanta are the Market place at Mill Creek and Perimeter Place. Marketplace at Mill Creek is located in Gwinnett County, north of Atlanta and was developed by North American Properties, Inc. The development was an \$84 million, 127 acre mixed-use project with 560,000 square feet of retail, three hotels and 400 luxury apartments that was completed in 2000.

Perimeter Place is located along Perimeter Center West at Perimeter Center Parkway and was developed by Sembler Companies. The project includes 452,000 square feet (550 residential units). Total retail space is approximately 300,000 square feet. The project also contains a small office component, with Sun Trust Bank as the main tenant.

Representatives of these two successful projects offer the following strategies for recruiting and retaining retail within mixed-use developments:

- ❑ Demonstrate that specific retail is sustainable by showing demographic, (income) strength and population growth
- ❑ Ensure that adequate road improvements are made and traffic patterns encourage shopping
- ❑ Encourage residential density in the form of multifamily units close to retail centers that are easily walkable or within a short drive
- ❑ Ensure adequate opportunity for growth of residential areas beyond the immediate trade area by changing zoning to allow for more density of residential, which will support retail
- ❑ Lock up land parcels with options and begin parallel process of development of site and recruiting retail customers. Ensure enough time to develop a retail program before committing to purchase of parcels
- ❑ Use a development group with experience in region and with existing retail contacts that can be leveraged for recruitment to new town center
- ❑ Encourage developers to provide lease agreements with retail clients that allow for variability in the early stages of lease life until sales are more stable
- ❑ Offer developer incentives such as density bonuses or floor-area-ratio bonuses for mixed use development

- The City may also consider requiring contemporaneous development of commercial and residential components of a mixed use development project or require performance bonding to ensure that the commercial components are constructed.

East Commercial Overlay

The East Commercial Overlay district established additional zoning regulations to provide architectural and site design standards for regulation of new construction and renovation along Austell-Powder Springs Road and its intersection with Marietta Street. These standards were created following recommendations formulated in the city's LCI study that called for improving the architectural and pedestrian character of this area. The East Commercial Overlay establishes architectural and site design standards that further this purpose through tools such as style and material standards, building siting and access standards, parking and circulation controls, connectivity to surrounding neighborhoods, pedestrian facilities, street furniture, enhanced landscaping, and sign guidelines.

An expansion of the East Commercial Overlay is recommended as part of the Comprehensive Plan update. In addition to the Austell-Powder Springs Road Corridor, overlay zoning is proposed for Powder Springs Road and New Macland Road at Macedonia Road. Overlay zoning is recommended in these key areas as a means of improving the aesthetics of older strip commercial shopping centers and encouraging pedestrian-oriented redevelopment.

Business and Community Improvement Districts

The city should explore various means of stimulating private sector reinvestment, utilizing a range of tools, including low-interest loan programs, reduced permits fees, tax incentives and/or higher permitted densities in appropriate areas of the city such as the commercial areas along Austell Powder Springs Road and portions of Old Austell Road. Improvement to the street scene in these areas and additional bicycle-pedestrian features along with zoning incentives and architectural and signage guidelines may also become a part of a city-initiated program to enhance this district, which is in transition due to the changes in transportation patterns in and around the City.

Another mechanism the City could explore for use is the creation of a community improvement district. The City's LCI Study called for the creation of a CID along Austell Powder Springs Road. This corridor consists of older strip commercial centers that are in need of revitalization. CIDs typically provide services such as public infrastructure facilities including streets, public transportation facilities, parking facilities, park and recreational facilities, stormwater, water and sewer facilities. Alternatively, the City may choose to establish a business improvement district (BID). A BID is a public/private partnership in which property and business owners of a defined area elect to make a collective contribution to the

maintenance, development and marketing/promotion of their commercial district. These are supplemental to the services already provided by the City.

CIDs are grassroots organizations that are driven by community support and require legislative authorization by the municipality in which it resides, in order to be established. Both BIDs and CIDs are funded through special assessments collected from the property owners in the defined boundaries of the district. The assessment is levied on the property owners who can, if the property lease allows, pass it on to their tenants. A CID must be approved by the passage of a law in the Georgia Assembly, and approval must be granted by the local government and 75% of the property owners in the proposed area. To enact a CID, a simple majority of affected property owners holding at least 75% of the assessed property of the area must vote affirmatively. A BID must be approved by 51% of municipal tax payers of the proposed district or municipal taxpayers owning at least 51% of the taxable property. At least one public hearing must be held for the establishment of a BID.

Several established Business Improvement Districts can point to tangible, positive impacts to their local environments:

- ❑ The Red Bank, New Jersey, BID organized a campaign to encourage more stores to open on Sunday. With special advertising and promotions, plus free parking, the number of stores that open rose from 22 to 82 in a few months. Many retailers now say that Sunday is their second-best day in total sales volume.
- ❑ The Millburn, New Jersey, BID produced the lowest retail vacancy rate in five years. The BID created an award-winning marketing kit to be used by real estate agencies, which lacked demographic and other important information needed by prospective tenants. The kit includes a quarterly report describing vacant properties, rents, size, and so forth. Millburn also has an aggressive program to help businesses get all the permits necessary to open new stores and created a below-market-rate business loan program to help new and expanding businesses meet fit-up, facade, and sign costs. Nine commercial banks and the county economic development corporation participate.
- ❑ Denver, Colorado, retailers reported sales of \$400 per square foot as a result of the BID's marketing, security, cleaning, and promotions. Property owners see substantial benefit from district services in terms of property value. In a survey of BID participants, seventy percent reported significant or moderate increases.
- ❑ In Phoenix, Arizona, a BID reported that the area is producing significantly more sales taxes for the city—up 26 percent over a three-year period—reflecting increased profitability. Restaurant and bar revenues led the way (40

percent), with retail at 21 percent and hotels at 3 percent. Data from the city finance department were released by business leaders, who noted that these gains benefited residential taxpayers.

Locally, the Buckhead Improvement District in Atlanta has applied for \$17 million in federal and state funding to begin the Peachtree Corridor Project. Through its creation, the Buckhead Community Improvement District (CID) will be able to provide an additional \$7.5 million in local funds to the project, matching the City of Atlanta's contribution. Additionally, there are several others in the region that may be comparable to Powder Springs: Gwinnett Place CID (includes 160 property owners and 191 parcels in the Gwinnett Place Mall area); Evermore CID (includes stretch of Highway 78 from Stone Mountain to Snellville, which encompasses more than 380 properties and 750 businesses); The Southwest Gwinnett Village (includes about 585 parcels and 420 property owners spanning from DeKalb County to Beaver Run Road and from Buford Highway to Britt Road, making it the largest in the state of Georgia); and Town Center and Cumberland.

Office Park District

The 2002 LCI study called for a business park to be built along Lewis Road. Located along Lewis Road, the Business Park District will be directly connected to US 278, C.H. James Parkway, and the city's main street, Marietta Street, once the Lewis Road improvement project has been completed. However, much of this land has now been rezoned from Business Park and has been permitted for construction as residential development. The city continues to actively pursue an office park to locate along the remaining undeveloped portion of Lewis Road.

The area has the potential to be developed into a major asset that will both complement the revitalization of the existing traditional town center and significantly expand the city's tax base. As a high quality, master planned business park/employment center, this area can bring daytime employment into the Town Center that should bring both additional disposable dollars and attract new potential residents into the downtown area.

The city should adopt the general strategy of identifying additional possible locations for professional employment in the city. As noted in the city's Future Development Map, seven general locations of Professional Employment Centers are planned. Those locations north of Dallas Powder Springs Road along C.H. James Parkway, especially the largest parcels bisected by the existing bike/pedestrian trail (Silver Comet), offer the best prospects for success. Strengths include large parcel sizes, ample road frontage, existing recreational amenities and proximity to numerous stable residential areas. Smaller sites for these professional employment centers proposed at key intersections offer limited prospects for employment centers, as they are not benefited by sufficient acreage and nearby amenities.

Tax Allocation Districts

Tax increment financing, often referred to by its acronym "TIF," allows cities and other planning authorities to create special districts and to make public improvements within those districts that will generate private-sector development. During the development period, the tax base is frozen at the pre-development level. Property taxes continue to be paid, but taxes derived from increases in assessed values (the tax increment) resulting from new development either go into a special fund created to retire bonds issued to originate the development, or leverage future growth in the district.

Bonds are issued by an underwriter on behalf of the planning authority to finance road, sewer and water improvements on land that is either undeveloped or in need of re-development. The resulting tax levies on the increased value of the property assessed will fund the bond issue. In order for tax increment financing to occur in most situations, the planning authority must determine if the development initiative would occur without the subsidy facilitated by the issuance of bonds used for funding infrastructure improvements.

In Georgia, TIF financing is governed by a 1985 amendment to the state constitution, along with an enabling act. The act is commonly referred to as the Redevelopment Powers Law. This act addresses the conditions that often give rise to the TIF requirement: economically and socially depressed areas destabilize the tax base of a community while at the same time placing greater demands on public resources. The stated purpose of the act is to confer additional powers on localities so that they can partner with private sources in channeling capital into depressed areas.

The Georgia Redevelopment Powers Act places two distinct requirements for creating a Tax Allocation District (TAD) that would be the beneficiary of a TIF:

- 1) The passage of a separately-adopted local act of the General Assembly;
- 2) The ratification of the local act by a majority of the qualified voters voting in a special election in each political subdivision directly affected.

In Powder Springs, the most likely area to pursue a tax allocation district to fund improvements would be the downtown area, due to the requirement for existing "depressed" conditions. Projects in this area would likely have the greatest need for public funding to support private capital investment. However due to the recent US Supreme Court case (*Kelo vs. New London*) and subsequent passage of Georgia statutes which create obstacles to use of eminent domain for economic development, fewer regulatory tools may be available to assist in downtown redevelopment activities.

Other areas in Powder Springs, such as the one-half mile long area along the Austell-Powder Springs Road corridor between Marietta Street and the southern city limits, may also have a demonstrated need. However, an analysis should be completed to determine if sufficiently-depressed economic and social conditions exist as defined under Georgia law.

Reinvestment Incentives

The City of Powder Springs has established a package of incentives tailored to stimulate developer and builder interest in projects within the city limits. This information should be widely publicized through such means as the Georgia Power Georgia Resource Center, the "Redevelopment Opportunities Website" maintained by the Office of Downtown Development, and the Cobb County Chamber of Commerce publications. Incentives now available to developers and builders through the Powder Springs Development Authority should also be placed on the city's website.

Capitalizing on Parks and Greenways

The city's primary ongoing effort in capitalizing on its system of parks and greenways is the establishment of a linear park between Richard D. Sailors Parkway and the Silver Comet trail from C.H. James to Powder Springs Road. As a regional recreational facility, the Silver Comet Trail brings visitors from Cobb County and across the Atlanta metro area. By providing improved recreational facilities along the Silver Comet, the city can create a destination and reinforce the redevelopment of its downtown core. The linear park area occupies 35 acres of land that were left over from the construction of the Richard D. Sailors Parkway. The first construction phase of the plan would include a picnic area and 10' wide multi-use asphalt trail. A large 60' wide buffer of trees along Richard D. Sailors Parkway would shield park users from vehicular traffic. This phase of the linear park would also consist of a fountain plaza featuring interactive water sculptures and a plaza featuring a paving pattern reflecting the outline of the city limits. The fountain sculptures would represent the city's original 7 springs and would be oriented within the plaza in according to their location in the city. A later phase of the linear park would include a picnic pavilion with grills, gravel parking area, bouldering/rock climbing area, information kiosk, restrooms, pedestrian bridges, and playground.

The city should also explore options for leveraging recreational amenities in the city for economic development purposes. Powder Springs lies along the Silver Comet Trail, which stretches from the Chattahoochee River across Cobb and two other Georgia counties into Alabama. Powder Springs has also supplemented this east-west facility with several existing and proposed north-south trail linkages. (See Community Assessment Parks and Trails Map)

Some businesses have already taken advantage of location along the Silver Comet, such as bike rentals and smoothie shops. Bike shops have opened in all three counties to serve trail visitors such as the Silver Comet Depot. Further, the trail can have a substantial impact on local tourism and its subsequent positive impacts. One year after the Silver Comet Trail

began bringing visitors directly into its downtown, the Mayor of the Town of Rockmart stated, "In the last 12 months, we've had more tourists than in the last 30 years. Before, there wasn't anything to bring them here."

In order to fully reap the benefits of its recreational amenities, the city must continue to integrate its park and greenway system with its activity centers and neighborhoods. For example, the city has created a loop off the Silver Comet Trail that connects to downtown Powder Springs. This linkage can bring visitors into the downtown area and boost local businesses. Further integrating the trail and park system into the neighborhood pedestrian network will provide a residential amenity that promotes desired infill housing. The city should create a bicycle/pedestrian master plan in order to facilitate these linkages and promote the inclusion of bicycle/pedestrian trails within new development.

SHORT TERM WORK PROGRAM

In addition to the city's general policy statements, the Comprehensive Plan includes a Short Term Work Program that lists specific projects and capital improvements that are to be carried out within a five year time frame. A review of the city's previous Short Term Work Program is included in order to assess the performance of past planning efforts. While the city's previous Comprehensive Plan was written in 1996, a major update was adopted in 2004. This update to the Comprehensive Plan included a Short Term Work Program spanning 2002-2006. The Report of Accomplishments consists of a review of the items listed on the 2002-2006 Short Term Work Program.

Report of Accomplishments - 2002-2006 Short Term Work Program

Project or Activity	Status of Project or Activity				Explanation for Postponed or Not Accomplished Project or Activity
	Completed	Currently Underway	Postponed	Not Accomplished	
Community Facilities and Services					
Facilitate functions & events on square - annual	X				ongoing
Participate annual subscription to Cobb County Geographic Information System	X				ongoing
Ford Community Center - renovate reception hall and install HVAC in main building	X				Reception Hall completed; Main building demolished in lieu of new building to house library and community center, given restoration costs.
Expand & renovate City Hall		X			In lieu of expanding existing City Hall, purchase and renovate adjacent bank building to house administration. Existing City Hall to be Community Development
Develop truck enforcement unit	X				
Extend Sewer - Stanley Drive	X				
Develop and mail quarterly a citizens information bulletin				X	Unavailable funding

Project or Activity	Status of Project or Activity				Explanation for Postponed or Not Accomplished Project or Activity
	Completed	Currently Underway	Postponed	Not Accomplished	
Conduct citizens survey on performance of City services			X		Include with Comprehensive Plan update
Web site- update; enable electronic payments		X			
Apply for State accreditation for Police Department		X			
Purchase new software for computer system		X			
Develop purchase and procurement manual		X			
Expand Public Works Department facility	X				
Extend sewer - Ponderosa Land	X				
Replace water main - Brownsville Road		X			
Ford Community Center - renovate main building		X			Main building demolished given restoration costs; a new building will house library and community center
Extend Sewer - Braswell Circle				X	No service available
Develop electronic filing system		X			
Extend sewer - McCay Road				X	No service available
Develop paperless Police Department		X			
Work with Cobb County to locate and develop senior citizens center in downtown				X	Renovations to existing facility on Atlanta Street near downtown will be completed instead.
Expand Police department facility		X			
Amend water/sewer boundary agreement with Cobb County to extend City boundaries		X			

Project or Activity	Status of Project or Activity				Explanation for Postponed or Not Accomplished Project or Activity
	Completed	Currently Underway	Postponed	Not Accomplished	
Replace water main - Old Westside Road	X				
Construct parking garage downtown			X		Funding; programmed for future years with SPLOST dollars and impact fees 2010
Apply for National accreditation for Police Department				X	
Facilitate functions & events on square - annual	X				ongoing
Economic Development					
Continue economic development efforts, including recruiting hotel/motel and conference center		X			
Recruit development of office park /development on Lewis Road		X			Scope of project has changed
Continue annual ward meetings	X				
Construct Dillard Street Improvements - sidewalks, landscaping and trailhead at intersection with Silver Comet Trail	X				
Issue RFP for design and engineering of Lewis Road project and acquire necessary ROW	X	X			Engineering underway for several years; ROW acquisition begins fall 2006.
Conduct downtown summit				X	Not feasible
Construct gateway signage	X				
Construct Marietta Street Improvements - sidewalks, landscaping, lighting, underground utilities	X				
Hire downtown manager				X	Notfeasible

Project or Activity	Status of Project or Activity				Explanation for Postponed or Not Accomplished Project or Activity
	Completed	Currently Underway	Postponed	Not Accomplished	
Market redevelopment of Powder Springs Apartments		X			
Issue RFP for design and engineering of South Square and begin property acquisition			X		Delayed until after Lewis Road is completed
Construct Lewis Road Improvements - Phase I - bridges and new section			X		Delayed for environmental clearance; programmed for construction 2007
Construct South Square Improvements			X		Postponed until after Lewis Road; evaluate feasibility of project
Construct Lewis Road Improvements - Phase II bike lanes and trail			X		Delayed for environmental clearance; programmed for construction 2007
Recruit development of private Tennis Center				X	Deleted. Instead, partnership with Cobb County instead to complete renovations and expansion of Ron Anderson Community Center at Wild Horse Creek Park to include new recreational facility.
Land Use					
Initiate study to locate areas appropriate for redevelopment and infill, clustered development, mixed use development to address lofts, residential density, transportation, pedestrian scale and aesthetic needs. Study would include comparison of best development practices in RDP to City regulations and plans; feasibility of architectural controls for historic buildings; inventory of housing, parking and historic resources...	X				

Project or Activity	Status of Project or Activity				Explanation for Postponed or Not Accomplished Project or Activity
	Completed	Currently Underway	Postponed	Not Accomplished	
Amend zoning ordinance, subdivision regulations, design guidelines, development standards and create development incentives as needed to encourage mixed use, TND & clustered development where appropriate	X				
Amend Future Land Use Map to identify stable neighborhoods, environmentally sensitive areas and historic resources and areas where mixed use opportunities are available	X				
Amend Comprehensive Plan and zoning ordinance to include Georgia Greenspace Program and Regional Development Plan/Comprehensive Plan Coordination Process	X				
Examine existing density allowance and consider increasing in CBD and town/activity center as well as create standards to facilitate redevelopment	X				
Develop comprehensive public outreach program to facilitate public understanding of planning process and RDP concepts	X				Only completed one year; should be ongoing
Amend development standards as needed to provide flexibility, connectivity and pedestrian scale environment	X				

Project or Activity	Status of Project or Activity				Explanation for Postponed or Not Accomplished Project or Activity
	Completed	Currently Underway	Postponed	Not Accomplished	
Compare current zoning map for consistency with FLUM and consider administratively rezoning for inconsistent areas	X				
Natural and Cultural Resources					
Initiate relations with school board to review sites and coordinate with Cobb County to determine areas targeted for development		X			
Maintenance of Landscaping on Parkway/roads	X				ongoing
Amend Comprehensive Plan to include Greenspace Program	X				
Amend ordinance to implement density flexibility in preserving and maintaining open space, floodplain and wetlands	X				
Adopt wetlands protection ordinance - Part V	X				
Design Hopkins Road Park	X				
Purchase Property for expansion of Powder Springs Park			X		
Expand Powder Springs Park			X		
Landscape intersections		X			
Historic preservation - prepare inventory of buildings and property which appear historic and establish historic district		X		X	Underway on preparing inventory; delete activity to establish district
Construct Phase I Hopkins Road Park	X				
Construct Phase II Hopkins Road Park	X				

Project or Activity	Status of Project or Activity				Explanation for Postponed or Not Accomplished Project or Activity
	Completed	Currently Underway	Postponed	Not Accomplished	
Continue building trails in City, including Lucille Trail II	X				
Develop Plan for Silver Comet Linear Park	X				
Construct Silver Comet Linear Park Phase I			X		Delayed for additional funding; planned for 2010
Construct Silver Comet Linear Park Phase II			X		Delayed for additional funding; planned for 2012
Develop pocket parks on ROW remnants				X	Landscape intersections and other select areas instead
Create a historic village in downtown area; restore/enhance historic cemetery; and gather/distribute information on government programs supporting historic preservation to owners of buildings which appear historic		X			underway except for historic village

Short Term Work Program 2007-2011, City of Powder Springs

City of Powder Springs - Work Program 2007-2011									
Plan Element	Project or Activity	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Economic Development	Recruit development of office park /development on Lewis Road		X				DAPS/Community Dev	\$10,000 (TBD)	General Fund
Economic Development	Market development of south square .				X		Community Development	TBD	General Fund
Economic Development	Market redevelopment area			X			Community Development	TBD	General Fund
Economic Development	Public outreach- Messenger; Signage; brochures and cards include biennial newsletter	X	X	X	X	X	Community Development	\$25,000	General Fund
Economic Development	Issue RFP for Design/Engineering PS town center				X		Community Development	\$26,500	General Fund
Economic Development	Master Plan to define south square				X		Community Development	\$30,000	General Fund
Economic Development	Issue RFP for Design/Engineering South Square					X	Community Development	TBD	General Fund
Economic Development	Develop Economic Development Strategy		X				Community Development	TBD	General Fund
Economic Development	Host Business Reception for Existing Businesses	X	X				Community Development	\$5,000	General Fund
Economic Development	Host Business Reception for New Businesses	X	X				Community Development	\$5,000	General Fund
Economic Development	Create a Single Marketing Website for Powder Springs Economic Development		X				Community Development	TBD	TBD
Economic Development	Conduct a Target Cluster Analysis and Identify all Local Companies within Target Industries			X			Community Development	TBD	TBD
Economic Development	Identify and Begin Attending Industry Events Occurring within the Region		X				Community Development	TBD	TBD
Economic Development	Identify One National Target Industry Event per Year for Attendance by Community Leaders		X				Community Development	TBD	TBD
Economic Development	Organize a Marketing Trip within 6 months of Launching the Economic Development Website			X			Community Development	TBD	TBD
Economic Development	Inventory and Assess All Potential and Existing Industrial and Commercial Properties		X				Community Development	TBD	TBD

City of Powder Springs - Work Program 2007-2011

Plan Element	Project or Activity	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Economic Development	Create an Electronic Database of Available Sites to Promote New Economic Development Projects	X					Community Development	TBD	TBD
Economic Development	Create Printed and Electronic Site Information Packets on Potential Development Sites		X				Community Development	TBD	TBD
Economic Development	Create a Roster of Economic Development Tools and Incentives		X				Community Development	TBD	TBD
Economic Development	Work with Cobb County Government to Identify and Zone Properties that are Planned for Commercial Development			X			Community Development	TBD	TBD
Economic Development	Develop a Handbook Detailing the City's Permit Process Step by Step		X				Community Development	TBD	TBD
Economic Development	Develop a National Database of Target Industry Companies and Contacts for Business Development Uses			X			Community Development	TBD	TBD
Economic Development	Customize Marketing Materials for each Target Industry (On-line and Print)			X			Community Development	TBD	TBD
Economic Development	Engage a Public Relations Firm to Generate Positive Publicity about Powder Springs			X			Community Development	TBD	TBD
Economic Development	Add a Public Relations Element to the Powder Springs ED Website		X				Community Development	TBD	TBD
Economic Development	Become a member of Target Industry Trade Associations; Market to their Membership			X			Community Development	TBD	TBD
Economic Development	Organize Semi-annual Marketing Trips to Target Industry Regions			X			Community Development	TBD	TBD
Economic Development	Organize Annual Marketing Trips to State Economic Developers				X		Community Development	TBD	TBD
Natural & Historic Resources	Purchase property expand Powder Springs Park - parking			X			Administration	\$100,000	General Fund
Natural & Historic Resources	Historic preservation - prepare inventory of buildings and property which appear historic Update Historic Resources Survey			X			DDA	TBD	General Fund
Natural & Historic Resources	Gather/distribute information on government programs supporting historic preservation to owners of buildings which appear historic			X			Community Development DDA	TBD	General Fund
Natural & Historic Resources	Old Town Square Improvements					X	Community Development	TBD	General Fund
Natural & Historic Resources	Restore/enhance historic cemetery			X			Community Development	\$5,000	General Fund

City of Powder Springs - Work Program 2007-2011

Plan Element	Project or Activity	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Natural & Historic Resources	Seven Springs Walking Tour Markers			X			Community Development	\$70,000	General Fund
Natural & Historic Resources	Downtown Focal Element				X		Community Development	\$225,000	General Fund
Natural & Historic Resources	Issue RFP to engineer linear park		X				Community Development	\$800,000	SPLOST
Natural & Historic Resources	Construct Phase I of linear park					X	Community Development	\$1,755,679	TBD
Natural & Historic Resources	Construct Phase II of linear park				X		Community Development	\$1,695,404	SPLOST and Impact Fees
Natural & Historic Resources	Construct Phase III of linear park					X	Community Development	\$735,125	TBD
Natural & Historic Resources	Construct Phase IV of linear park			X			Community Development	\$1,912,500	SPLOST and Impact Fees
Natural & Historic Resources	Maintenance of Landscaping on Parkway/roads & at newly landscaped areas	X	X	X	X	X	Public Works	\$10,000	General Fund
Natural & Historic Resources	Develop an RFP for planning services for a Greenspace master plan				X		Community Development	\$40,000	TBD
Community Facilities & Services	Support solid waste reduction and recycling by preparing & distributing information about recycling to city residents and businesses; putting out an RFP for or establishing a city-run recycling program; implementing a system or charges for waste collected based on type or volume; establishing a city program for recycling its own paper, aluminum, glass or other material generated by city activities; or implementing some other tool that would support solid waste reduction and recycling.				X		Public Works	TBD	TBD
Community Facilities & Services	Facilitate functions & events on square- annual	X	X	X	X	X	Administration	\$12,000	General Fund
Community Facilities & Services	Bank Renovation	X					Community Development & Purchasing	\$671,000	General Fund
Community Facilities & Services	Electronic Filing System For Record Keeping			X			Information Technology	TBD	General Fund
Community Facilities & Services	Web site - update; enable electronic payments	X					Finance/IT	\$10,000	General Fund

Community Facilities & Services	Purchase new software for computer system	X					Information Technology	\$40,000	General Fund
Community Facilities & Services	Develop purchase & procurement manual	X					Purchasing Mgr.	\$0 - but attorney fees incurred	General Fund
Community Facilities & Services	Recreational Center	X	-				Community Development	\$1.9 million	CDBG with county?
Community Facilities & Services	Renovating Ford Center Main Building as library and community center	X					Ford Board/ Community Development	\$2,889,197	General Fund, Bonds

City of Powder Springs - Work Program 2007-2011

Plan Element	Project or Activity	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Community Facilities & Services	Construct parking garage downtown		-		X		Community Development	\$3,600,000	SPLOST
Community Facilities & Services	Lewis Road ROW Acquisition	X					Community Development	\$3,000,000	RR; Escrow & City
Community Facilities & Services	Construct Lewis Road Improvements		X				Community Development	\$16,837,347	General Fund; Federal Funds & SPLOST
Community Facilities & Services	Lewis Road Preliminary Engineering	X					Community Development	\$1,400,000	General Fund, LCI
Community Facilities & Services	Redevelopment Plan			X			Community Development	\$25,000	GF
Community Services & Facilities	Prepare an annexation plan that identifies the location and timeframe for properties to be annexed			X			Community Development	\$40,000	TBD
Community Facilities & Services	Complete State Accreditation for Police Department	X					Police	\$5,000	GF
Community Facilities & Services	Expand Police Department Facility			X			Police	\$2,600,000	TBD - Bonds Impact Fees
Community Facilities & Services	Develop paperless Police Department			X			Police	\$100,000	General Fund
Community Facilities & Services	Upgrade Police Department security with outside cameras and fencing		X				Police	\$30,000	General Fund
Community Facilities & Services	Computer System Update	X	-				Police	\$50,000	General Fund
Community Facilities & Services	AFIS Crime System (finger print tracking)					X	Police	\$75,000	General Fund
Community Facilities & Services	Driving Simulator		-		X		Police	\$250,000	General Fund

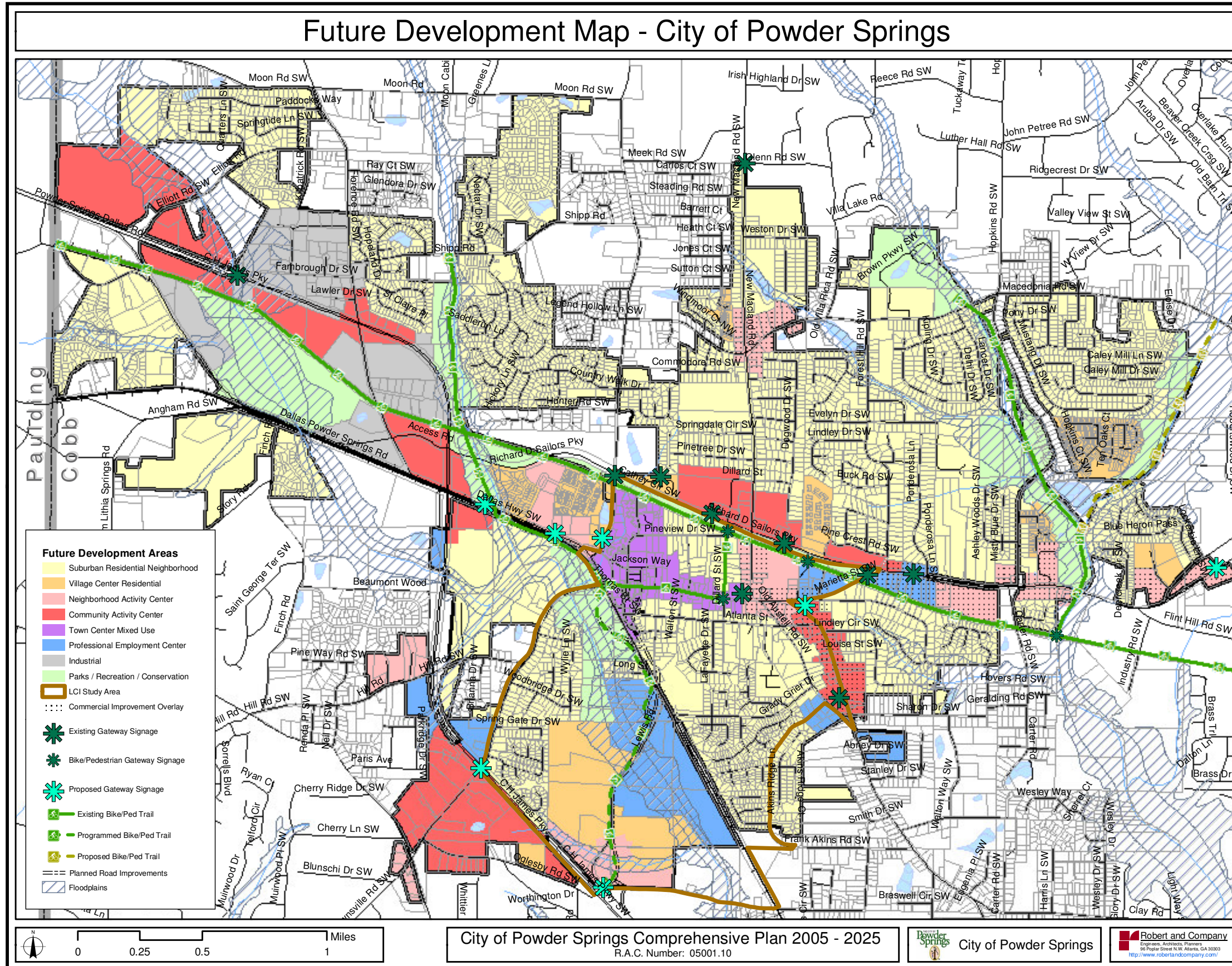
Community Facilities & Services	Firing Range Simulator		-	X			Police	\$100,000	General Fund
City of Powder Springs - Work Program 2007-2011									
Plan Element	Project or Activity	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Community Facilities & Services	Purchase Swat Van		-			X	Police	\$150,000	General Fund
Community Facilities & Services	Replace mule and dirt bike	X					Police	\$30,000	General Fund
Community Facilities & Services	Hostage Negotiations Unit		X				Police	\$50,000	General Fund
Community Facilities & Services	Rescue Raft of Boat for Floods					X	Police	\$10,000	General Fund
Community Facilities & Services	Security Plan Update for after Police Department Remodeling				X		Police	\$30,000	General Fund
Community Facilities & Services	Install Landscaping	X					Community Development	\$50,000	General Fund
Community Facilities & Services	Institute building and code inspection procedures	X					Community Development	TBD	General Fund
Community Facilities & Services	Participate annual subscription to Cobb County Geographic Information System	X	X	X	X	X	Community Development	\$5,000	General Fund
Community Facilities & Services	Expand GIS System work to include GEO Coding & Development Tracking by Census Data		X				Community Development	TBD	General Fund
Community Facilities & Services	Macedonia Road Sewer Extension		X				Public Works	\$300,390	WSREN
Community Facilities & Services	Infrastructure Reporting Implementation		X				Public Works & Community Development	TBD	General Fund
Community Facilities & Services	Amend water/sewer boundary agreement with Cobb County to extend City boundaries	X					Public Works	\$5,000	General Fund
Community Facilities & Services	Connection from Silver Comet to Lindley, landscaping	X					Community Development	\$15,000	General Fund
Community Facilities & Services	Sidewalks, Curbing, Resurfacing mitigation area Long/Butner/Marchman/Anderson			X			Community Development	\$1,542,172	SPLOST

Community Facilities & Services	Pineview, Oakview, Lynn, Cemetery, & Jackson Way improvements			X			Community Development	\$4,262,430	SPLOST
City of Powder Springs - Work Program 2007-2011									
Plan Element	Project or Activity	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Community Facilities & Services	Frank Aiken sidewalks	X					Community Development & Cobb	\$1,473,261	SPLOST
Community Facilities & Services	Sidewalks & Streetscape - Atlanta Street			X			Community Development	\$1,414,000	SPLOST
Community Facilities & Services	Fiber Optic Connection between Bank and Public Works		X				Information Technology	\$170,000(TBD)	General Fund
Community Facilities & Services	Microsoft Office Upgrade		X		X		Information Technology	\$30,600	General Fund
Community Facilities & Services	Microsoft Windows Operating System Upgrade		X		X		Information Technology	\$9,500	General Fund
Community Facilities & Services	Network Infrastructure Upgrades	X	X	X	X	X	Information Technology	TBD	General Fund
Community Facilities & Services	Backup Tape Library	X					Information Technology	\$30,500	General Fund
Community Facilities & Services	Direct Attached Storage				X		Information Technology	\$8,600	General Fund
Community Facilities & Services	Server(s)	X		X		X	Information Technology	\$8,200	General Fund
Community Facilities & Services	Network Management Software	X	X	X	X	X	Information Technology	\$5500 / \$1100	General Fund
Community Facilities & Services	Network Monitoring Software	X	X	X	X	X	Information Technology	TBD	General Fund
Community Facilities & Services	Software Maintenance/Upgrades	X	X	X	X	X	Information Technology	\$5,000	General Fund
Community Facilities & Services	Hardware Maintenance/Upgrades	X	X	X	X	X	Information Technology	\$5,000	General Fund
Community Facilities & Services	Carter Road/ Powder Springs Road Sidewalks					X	Community Development	\$2,522,844	SPLOST
Community Facilities & Services	Lancer Sidewalks		X				Public Works	TBD	General Fund

City of Powder Springs - Work Program 2007-2011

Plan Element	Project or Activity	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
Land Use	Enact FLUM changes to identify stable neighborhoods, environmentally sensitive areas and historic resources and mixed use opportunities	X					Community Development	\$5,000	General Fund
Land Use	Zoning administration	X	X	X	X	X	Community Development	\$20,000	General Fund

Figure 1 – Future Development Map, City of Powder Springs



Future Land Use Map - City of Powder Springs

