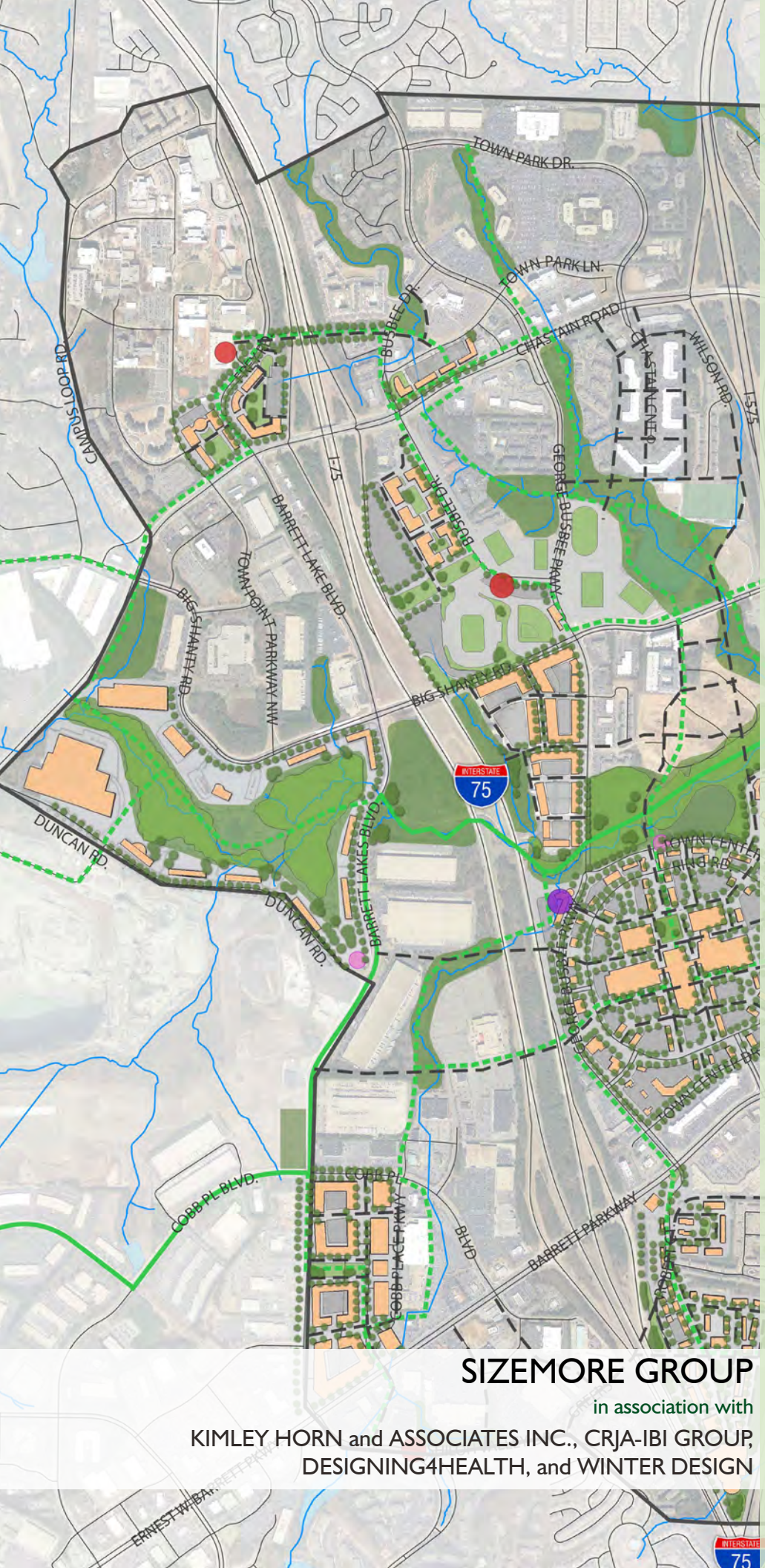


Town Center Area CID

LCI Plan

in association with
Atlanta Regional Commission

July 2015

SIZEMORE GROUP

in association with

KIMLEY HORN and ASSOCIATES INC., CRJA-IBI GROUP,
DESIGNING4HEALTH, and WINTER DESIGN

sizemoregroup

Town Center Area CID

LCI Plan

in association with Atlanta Regional Commission

July 2015

SIZEMORE GROUP

in association with

KIMLEY HORN and ASSOCIATES INC., CRJA-IBI GROUP,
DESIGNING4HEALTH, and WINTER DESIGN



Credits

Town Center Area Community Improvement District

Board

Mason Zimmerman - *Chairman*

Kelly Keappler - *Vice Chairman*

Kerry O'Brien - *Treasurer*

Ed Allen

Dan Buyers

Darin Mitchell

Dan Styf

Staff

Tracy Rathbone - *Executive Director*

Jennine Duelge - *Project Manager*

Lanie Shipp - *Former Executive Director*

Cobb County

Community Development

Dana Johnson, AICP - *Planning Division Manager*

Sharon Qin, AICP - *Planning Division*

Cobb County DOT

Jim Wilgus - *Deputy Director*

Eric Meyer - *Planning Division Manager*

Marty Sewell, AICP - *Planner III*

Drew Raessler

Atlanta Regional Commission

Marisa Ghani - *Senior Planner, Land Use*

Amy Goodwin - *Principal Planner, Land Use*

GDOT

Chris Woods - *Traffic Operations Manager, District 7*

Julia Billings - *GDOT Office of Planning*

Core Stakeholder Team*

John Anderson, Kennesaw State University
Mark Lawson, Kennesaw State University
JD DiCioccio, Town Center at Cobb Mall
Shelly Weidner, Town Center at Cobb Mall
Andy Eichenblatt, Print Graphics
Pam Younker, CHOA
Marlon Longacre, Piedmont Church
Ryan Maltby, Fresenius Medical Care
Lisa Hagebak, Taylor & Mathis
Dawn Bading, Kaiser Permanente
Jason Anavitarte, Kaiser Permanente

Consultant Team

LEAD FIRM: URBAN DESIGN, PLANNING and PROJECT MANAGEMENT

SIZEMORE GROUP

Bill De St. Aubin, AIA, LEED AP
Principal-in-Charge

Lily Berrios, AIA
Principal

Deanna Murphy, AICP
Planner

LANDSCAPE ARCHITECTURE

CRJA

Bill Bruce, MLA
Principal

LANDSCAPE ARCHITECTURE

Winter Design

Josh Winter
Principal

TRANSPORTATION

Kimley Horn and Associates, Inc.

James Fowler, P.E., LEED AP
Transportation Engineer

HEALTH

Designing4Health

Michelle Eichinger
President

**The Core Team is made up of key stakeholders in the Town Center Area CID study area who have committed to provide technical guidance, assist in advertising public meetings, distribute information to the larger community, and provide feedback on materials to be presented at public meetings prior to each opportunity. This group includes individuals who are knowledgeable about the study area's issues and opportunities, experts in related fields, and are vital to the implementation of the final plan.*

Contents

1.0 Introduction 08
- 1.1 Location and Context
- 1.2 The Process
- 1.3 Previous Studies and Plans

2.0 Facts and Analysis 16
- 2.1 Existing Conditions
- 2.2 Project Accomplishments
- 2.3 Land Use and Zoning
- 2.4 Health
- 2.5 Transportation

3.0 Community Participation 46
- 3.1 Community Participation

4.0 Recommendations 54
- 4.1 Master Plan Overview
- 4.2 Phasing
- 4.3 Zoning Recommendations
- 4.4 Town Center Park and Restaurant/Retail Row
- 4.5 Chastain Road Entertainment District
- 4.6 Transit Oriented Development Opportunities
- 4.7 Three Stream Park
- 4.8 Transportation

5.0 Implementation Plan 84
- 5.1 Implementation Strategies
- 5.2 Work Program and Five Year Schedule

6.0 Appendix 100
- 6.1 Community Survey Results
- 6.2 Health Funding Opportunities
- 6.3 Aviation Park Concept

TOWN CENTER AREA CID

LCI Plan

Introduction

1.0 Introduction

The Town Center Area Livable Centers Initiative (LCI) Plan is a planning study led by the Town Center Area Community Improvement District (TCACID) and sponsored by the Atlanta Regional Commission (ARC). TCACID was the recipient of a 2014 ARC Livable Centers Initiative study grant to complete this process.

1.1 Location and Context

The Town Center Area Livable Centers Initiative (LCI) boundary totals approximately 3,360 acres of land. The project site is located approximately 25 miles north of Downtown Atlanta in Cobb County, which is part of the 10-County Metro Atlanta Region. The study area is in the center of the current CID boundary and includes Kennesaw State University, Town Center at Cobb Mall, Town Center Area office parks, and area retail, restaurants and hotels. The Cobb County International Airport is just west of the study area. Refer to Figures 1.1a-c.

The boundary includes parcels along TownPark Drive and North Lakeside Drive to the north; Bells Ferry Road to the east; Shiloh Valley Drive to the south; and Barrett Lakes Blvd, Duncan Road and Frey Lake Road to the west.

Market demands in the TCACID have greatly changed since the previous LCI initiative was completed in 2009. Kennesaw State University has seen tremendous growth, bringing with it a population of students, faculty and staff looking for housing options, entertainment, recreation, shopping, and access to the local office parks/employers.

As growth pressure continues, the CID needs a master plan that understands the market demands and the community's goals to develop in a way that meets these needs.

This study seeks to develop an innovative regional district that promotes a diverse mix of uses, capitalizing on the growth of Kennesaw State University, partnerships with the development community, and growth of area amenities to attract a diverse 18-hour live/work/play/learn/innovate community.



Figure 1.1a: Aerial of Study Area

This study seeks to develop an Innovative Regional District that promotes a diverse mix of uses, capitalizing on the growth of Kennesaw State University, partnerships with the development community, and growth of area amenities to attract a diverse 18-hour live/work/play/learn/innovate community.

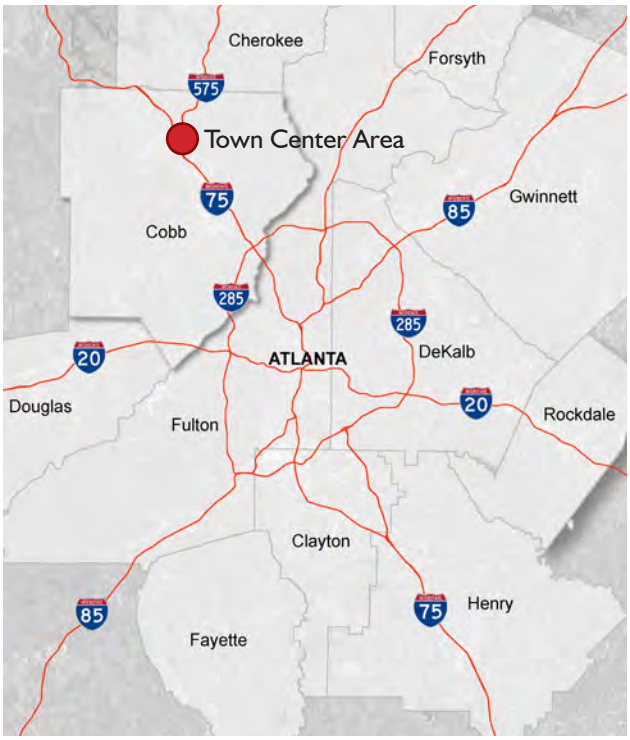


Figure 1.1b: Context - Metro Cobb

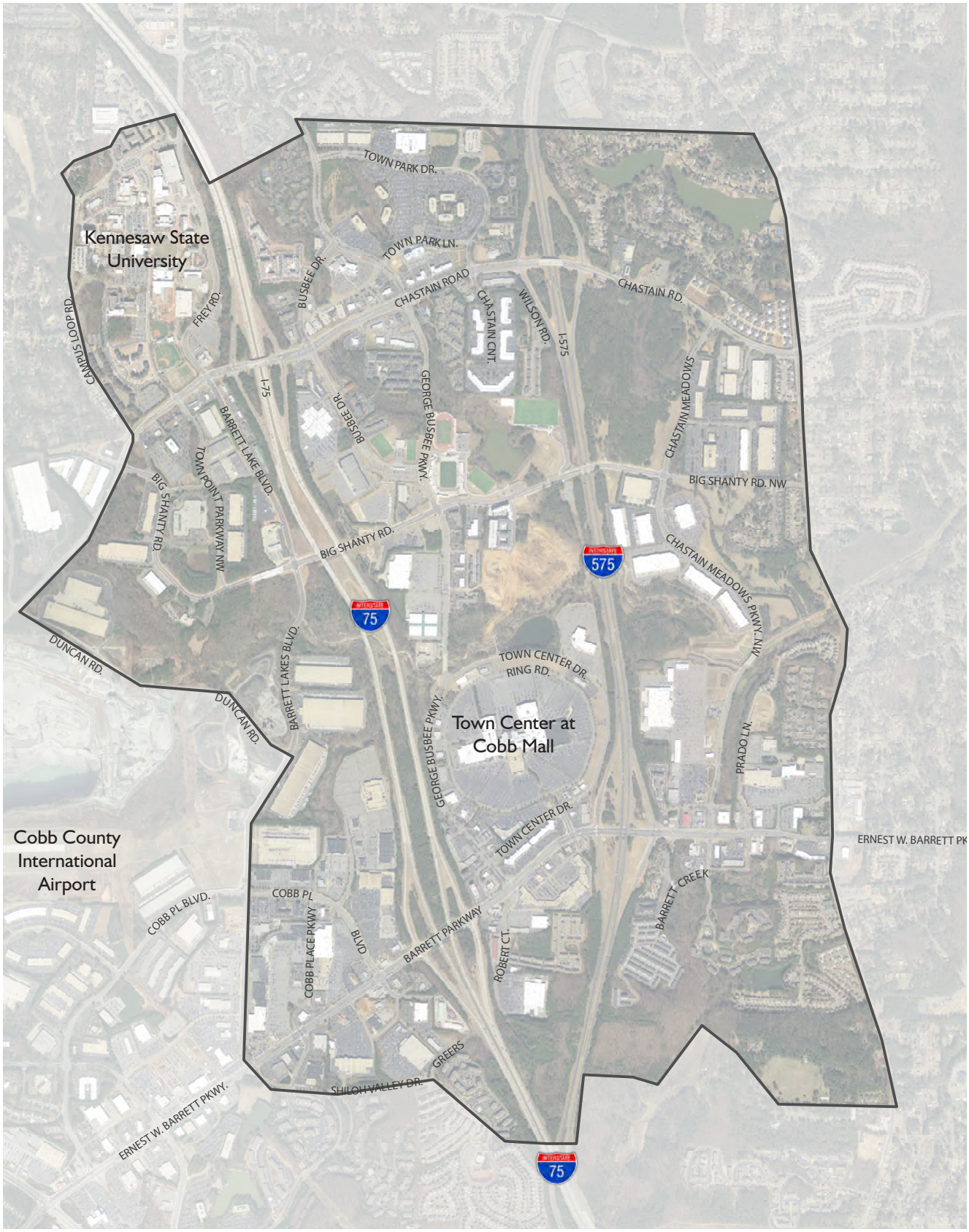
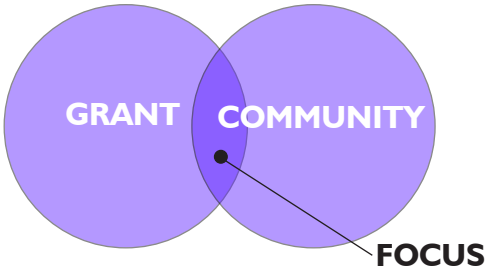


Figure 1.1c: Study Area Map



1.2 The Process

Two main requirements were utilized in determining the goals for this process. These requirements include:

- The LCI Program Goals
- The Community Vision

Where the goals of the LCI Program and the Community Vision overlapped they provided a focus and direction for the master plan development. To show how the vision and goals would lead to redevelopment over time, a phased master plan was created, focusing on the next 5 and 10 years. Incremental phases were developed to reach the 25 year Visionary Master Plan, which aims to attract excitement and a future vision that responds to the aspirational goals of the community, the CID, the County, and the region.

LCI PROGRAM GOALS

The Livable Centers Initiative Program provides planning grants for local government and nonprofits to achieve the following goals:

- To encourage mixed income live, work, play, and shop activity centers.
- To create connected communities with multi-modal access for all users, including transit, roadways, walking, and biking.
- To include public outreach involving all stakeholders.

At the time of this study, LCI recommendations are eligible for competitive transportation funding grants through the ARC, once an LCI plan has been adopted by the jurisdiction. Transportation recommendations for implementation funds that best achieve the focus goals of this process were made within this plan.

The Consultant Team is currently working on three Livable Centers Initiative studies in the northwest Atlanta metro region. In addition to the Town Center Area, the team is working with the City of Kennesaw to revitalize their downtown and with the City of Woodstock to re-envision the Highway 92 Corridor. All three LCI studies are connected by Noonday Creek, and have potential to be connected by the expansion of the Noonday Creek trail.

COMMUNITY VISION

An extensive public involvement program was undertaken to involve all stakeholders in the study process. Through this effort, an articulated and community supported vision for the study area was identified, along with various issues, needs and aspirations to be addressed in the master plan. This involved stakeholder meetings, interviews, visioning sessions and design workshops (refer to Figure 1.2a). This collaborative effort was an integral part of gaining consensus and support of the various stakeholders in the community.

HEALTH GOALS

In addition to community desires, the Consultant Team included health experts who conducted a health analysis of the study area and provided recommendations on policy and design elements which have been incorporated into our recommendations.



Figure 1.2a: Design Workshop

1.3 Previous Studies, Plans, and Projects

Following are relevant plans and studies that have been prepared for the Town Center Area that impact this LCI study. This LCI study builds on these plans by reviewing recommendations and incorporating them into this final plan.

2004 Town Center SuPurb LCI Master Plan

In 2004 the Town Center Area CID completed the original LCI master plan, Town Center SuPurb. Highlights of projects completed from this plan include:
Completion of the Big Shanty Connector (all phases), Noonday Creek Trail Phase 2, wayfinding signage installed, sidewalk/pedestrian additions/improvements, gateway, landscape, and streetscape improvements, signalization timing, lane reassignment at Mall Blvd., and the GRTA BRT Station development.

2009 LCI Master Plan Update

The 2009 LCI Master Plan Update provided a summary of all project accomplishments to date and an updated implementation plan, focused on 5-year next steps.

2010 Master Plan

The 2010 Master Plan included a new market analysis and reflected changes in demographics, land use and transportation. The 5-year action plan was again updated to reflect project progress, revised priorities, and updated funding options and project costs.

Skip Spann Connector Project

The Skip Spann Connector is a project currently under construction in the LCI study area. The Connector provides a new roadway connection over I-75, creating a direct connection between KSU and the Town Park retail and business center. The Skip Spann Connector will result in improved operations, less congestion, and fewer emissions at Chastain Road through the I-75 interchange.

South Barrett Reliever Master Plan

The South Barrett Reliever provides a phased approach to better connect existing roadways to provide an alternative to South Barrett Parkway. Phase 1 realigns the intersection at Barrett Lakes Blvd and Greers Chapel Road and widens Greers Chapel Road. Phase 2 realigns Barrett Lakes Blvd at Shiloh Valley Drive with a roundabout design. Phase 3 extends the reliever over I-75 and improves Roberts Ct. between the reliever and Barrett Parkway. Phase 1 is complete and Phase 2 is under construction.

Noonday Creek Trail Project

The Noonday Creek Trail is a culmination of efforts between the Town Center Area Community Improvement District (TCACID), Cobb County, Georgia DOT, and the National Park Service. This multi-use trail connects pedestrians and cyclists from the Town Center mall area to the existing Kennesaw Mountain National Battlefield Park and trail system and the West Cobb Trail. It is a part of Cobb County's proposed multi-use trail network. The trail was completed in spring of 2014.

Bicycle Boulevard and Pedestrian System Master Plan

The Bicycle Boulevard and Pedestrian System Master Plan proposes a bicycle boulevard and pedestrian connection between Kennesaw State University and Town Center Mall, crossing over the Skip Spann Connector, along George Busbee Parkway to Big Shanty Road, through the Hidden Forest development and the planned Town Center Park to the Mall. This project is currently in the design and engineering phase.

Town Center Park Master Plan

The TCACID is taking the lead to transform 42 acres of land considered "unusable," into a very usable park. Already in progress is a coalition of stakeholders examining the possibilities of what can be done in the area just north of Town Center at Cobb Mall and adjacent to the Noonday Creek Trail. The TCACID contracted with a consultant to develop a site analysis and conceptual design. This project is currently in the scoping phase.

I-575/Barrett Parkway Gateway Improvements

The I-575/Barrett Parkway Gateway Improvements provides landscape and beautification improvements to the I-575 interchange at Barrett Parkway and was completed in November, 2014. Refer to Figure 1.3a for images of the completed improvements.

Target Cluster Analysis Cobb's Competitive EDGE

In 2011 Cobb County worked with Market Street Services, Inc. to complete a 5-year economic and community development strategic planning effort. Through this effort, the Cobb Chamber of Commerce seeks to garner implementation buy-in, unify local leaders, and motivate constituents with a blueprint that takes into account new economic realities.

Connect Cobb Arterial Rapid Transit (ART) Workshop

In March and April of 2014, Cobb County worked with a team of consultants, including Kimley-Horn and Katalyst,

Inc., to conduct a week-long workshop as part of the Environment Assessment phase for a new transit corridor in Cobb County. The focus of this workshop was to provide planning and urban design concepts that support and incentivize economic development opportunities for transit-oriented development (TOD) around specific stations. The goal is to highlight potential opportunities to leverage investment dollars for the Cobb County ART project by improving transportation choices, urban design, and land use strategies that complement and enhance existing assets and land uses.

Northwest Transit Corridor Alternatives Analysis

In 2012, Cobb County worked with Urban Collage and BAE Urban Economics to conduct a land use and market assessment for the Northwest Transit Corridor Alternatives Analysis. The study focused on growth possibilities, how transit improvements might influence development patterns, how transit alternatives can enhance development and redevelopment, and how transit alternatives can enhance the economic competitiveness of the study area.

Cobb County Comprehensive Transportation Plan Update 2040

In 2014 and 2015, Cobb County completed the Cobb In Motion plan, the Cobb County Comprehensive Transportation Plan Update 2040. This study is a comprehensive long-range transportation plan that serves as input into the regional planning process and plans. This study did include an economic conditions analysis and target cluster summary, provided by Market+Main.







Figure 1.3a: I-575/Barrett Parkway Gateway Improvements

TOWN CENTER AREA CID

LCI Plan

Facts and Analysis

2.0 Facts and Analysis

2.1 Existing Conditions

The Town Center Area is a regional activity center, as defined by the Atlanta Regional Commission. There are three main regional draws to this area: The Town Center Mall, regional job centers and Kennesaw State University. Two major interstates and two urban minor arterials bring regional traffic to the area, distributed locally via four urban collector streets.

TOWN CENTER MALL

The Town Center Mall is a regional shopping district and job center. Built in 1986, the Town Center Mall is currently home to the following anchor stores: Sears, JCPenny, Belk and Macy's. A Regal Cinemas movie theater sits on an outparcel just north of the Mall.

The mall was designed, as most malls in the 70s and 80s, to accommodate the automobile, with a large building surrounded by parking, and a ring road with outparcels that face adjacent major roadways. This leads to a difficult environment for pedestrians and bicyclists.

As the Town Center area works to make its location more accessible to pedestrians and cyclists and as walkable, mixed use shopping centers are desired by the community and market demand, Town Center Mall is encouraged to consider retrofit and redevelopment options to bring a mix of uses into its footprint and provide better connectivity for all modes of transportation to surrounding amenities, including Town Center Park, Kennesaw State University, and surrounding housing.

JOB CENTERS

In addition to the Mall, Town Center is a regional job center location for office and industrial users. Office parks include TownPark, Chastain Center, Barrett Lakes and several office parks along Chastain Meadows Parkway near Big Shanty Road. Industrial jobs are mostly confined to several large spaces on the west side of I-75.

KENNESAW STATE UNIVERSITY

Kennesaw State University (KSU) has been a principal in the Town Center Area since the 1960s. KSU has seen incredible growth in recent years, in part due to the recent consolidation between Kennesaw State and Southern Polytechnic State University, making KSU the third largest university in the state of Georgia with an enrollment of more than 32,000. Kennesaw State University has also seen athletic growth as the University's inaugural football season is slated to kick off in 2015 as a member of the Big South Conference. This growth has led to new land acquisitions in the Town Center area for academic campus expansion and athletic fields. The KSU campus accounts for approximately 300 acres of land in the study area, including the academic campus, located at Chastain Road west of I-75, the KSU Conference Center, located just south of the campus, the athletic fields, and the recently acquired former Brandsmart building.

HOUSING

There are several multi-family developments located within the Town Center study area. New multi-family development in the area has been predominately student housing. While student housing near KSU will be beneficial to lessen area traffic congestion, it is believed that student housing developments, in the area, may be at a market peak. Currently the jobs to housing ratio is approximately 6.5:1 in the study area. An ideal ratio would be 1.5 jobs to 1 housing unit. It is recommended that to balance this ratio in the Town Center Area, housing be better integrated into redevelopment sites throughout the study area. The study area's regional accessibility and numerous jobs make it ideal for higher density multi-family and single-family attached housing.

TRANSPORTATION

Roadways: The Town Center study area has strong regional connectivity. The study area sits at the intersection of Interstate 575 and Interstate 75. Additionally, Chastain Road and Barrett Parkway (state road) connect the Town Center area to surrounding communities. Four urban collector streets distribute traffic locally, including Big Shanty Road, George Busbee Parkway, Bells Ferry Road, and Frey Road/Barrett Lakes Boulevard.

Trails: The Noonday Creek trail which was completed in the spring of 2014 is a joint effort of the Town Center Area Community Improvement District (TCACID), Cobb County, Georgia DOT, and the National Park Service. This multi-use trail connects pedestrians and cyclists from east of the Town Center mall area to the existing Kennesaw Mountain National Battlefield Park and trail system and the West Cobb Trail. Extensions of this trail have potential to connect along Noonday Creek to the City of Woodstock and the City of Kennesaw. Additionally, the study area includes multi-use trails along Big Shanty Road and Barrett Lakes Parkway.

Transit: There are currently three bus systems that serve the study area. The Georgia Regional Transportation Authority (GRTA) operates an Xpress bus route from two park and ride locations in the study area. Three Cobb County Transit (CCT) routes provide local service throughout the Town Center area. And Kennesaw State University's Big Owl Bus (B.O.B.) also provides bus service around the campus and Town Center area. Cobb



Figure 2.1a: Study Area Birdseye

County is studying the feasibility of an express bus system, 10x, and transit oriented opportunities in the study area. Cobb County and the TCACID are partnering on a Circulator study to begin in the fall of 2015.

Cobb County International Airport: The Cobb County International Airport - McCollum Field is located just west of the study area. It is a major general aviation reliever airport for Hartsfield-Jackson Atlanta International Airport. The Cobb County International Airport offers first class service to both business and pleasure aircrafts. The airport includes the longest general aviation runway in the metro Atlanta area at 6,305 feet long, recently reconstructed with concrete.

2.2 Project Accomplishments

Since it's establishment in 1997, the Town Center Area CID has utilized the self-tax dollars to leverage local, state and federal funds to improve the study area's infrastructure, parks and greenspace, and land use challenges as a means to retain and draw development to the area. Figure 2.2a provides a list of TCACID project accomplishments and the resulting private development investment. TCACID investments/accomplishments are highlighted in green and private investment is highlighted in purple.

The majority of the TCACID accomplishments, as listed, have completed construction with the exception of the Skip Spann Connector, South Barrett Reliever Phase 3, Bicycle Boulevard and Pedestrian System, and the Town Center Park.

Skip Spann Connector is currently under construction.

The South Barrett Reliever Phase 1 is complete, Phase 2 will begin construction in late 2015 and Phase 3 is in the design phase. The TCACID and Cobb County are currently working on additional funding opportunities.

The Bicycle Boulevard and Pedestrian System project has been master planned and is currently in the design and engineering phase.

Town Center Park has been master planned and conceptual site design, cost projections, and site analysis are underway.

The I575/Barrett Parkway Gateway Improvements Plan are complete.

TCACID ACCOMPLISHMENTS

1 Skip Spann Connector
2 Big Shanty Road Reconnection
3 New Road Connection
4 South Barrett Reliever Phase 1
5 South Barrett Reliever Phase 2 and 3
6 Noonday Creek Trail
7 Bicycle Boulevard & Pedestrian System
8 Multi-Use Trail
9 Town Center Park
10 Gateway Improvements

PRIVATE ACCOMPLISHMENTS

A Student Housing
B Kaiser Permanente
C The Village at TownPark
D Madison Place at Chastain
E KSU Sports Facilities
F Student Housing
G Stadium Village and Newport Development
H Home Depot Online Support Center
I Novelis Corporate Campus

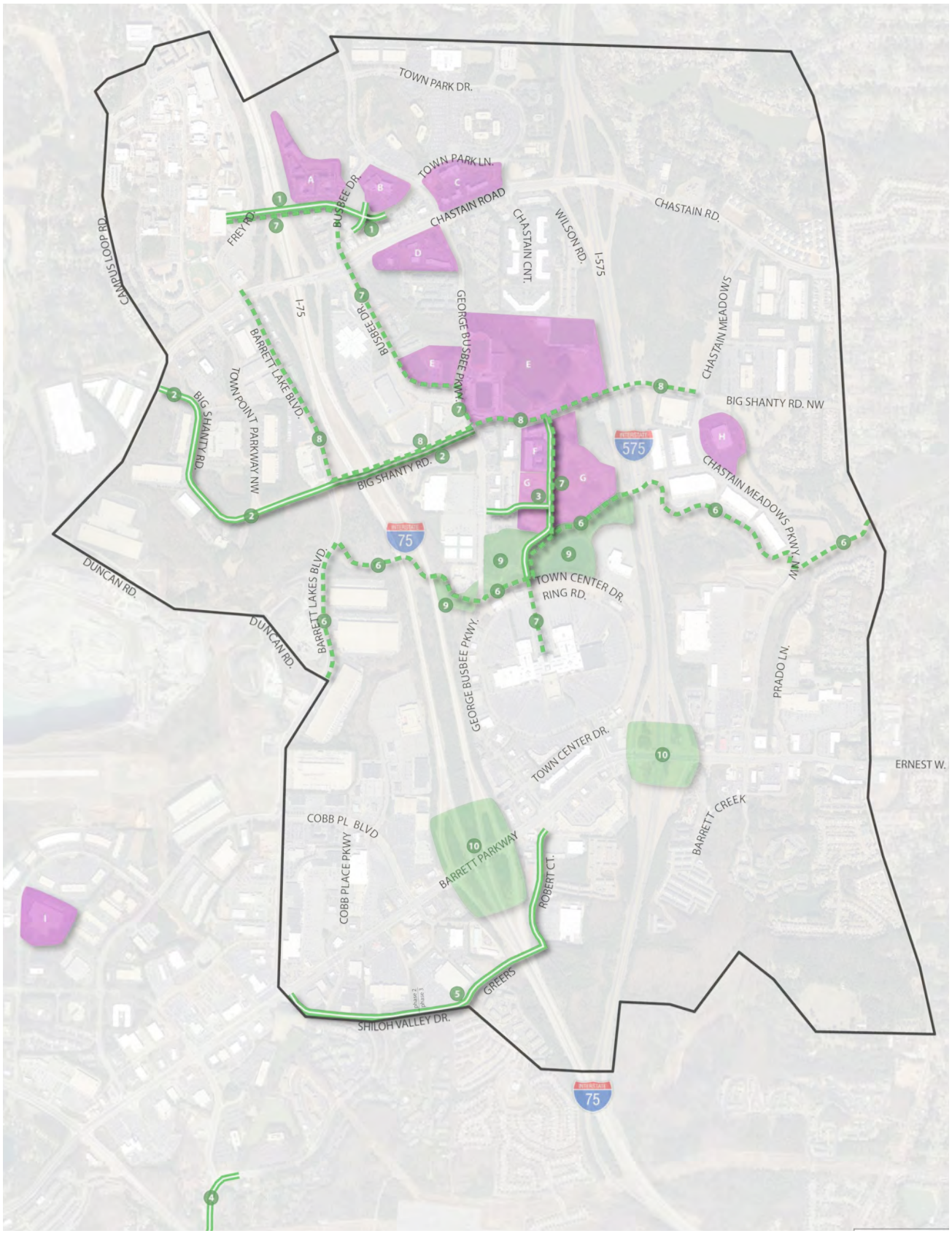


Figure 2.2a: Project Accomplishments

2.3 Land Use and Zoning

This section describes existing land use, future land use, zoning, topography and water within the study area. Maps as found in the Cobb County Comprehensive Plan along with field analysis are the basis for this analysis. The information found within this section provides an understanding of land use conditions and the CID and County's goals and aspirations for future development within the study area.

Existing Land Use

The study area includes 3,360 acres of land. Below is a breakdown of current land uses in the area, as outlined in Figure 2.3a. Land use break down is as follows:

Land Use	*Acres*	%
Commercial	**700**	**21%**
Undeveloped	**430**	**13%**
Institutional	**330**	**10%**
Industrial	**320**	**9%**
Office	**270**	**8%**
Residential	**610**	**18%**
Single Family Residential	270	8%
Multi-Family Residential	230	7%
Single-Family Attached Resid.	110	3%
Infrastructure	**700**	**21%**
Total	3,360	

Overall the study area has a good mix of land uses, with commercial and public infrastructure accounting for 20% each of the land. Institutional land makes up 10%, office provides 8%, housing lends a total of 18%, and undeveloped land making up 13% of the study area. While the breakdown of land uses is well mixed, they are still fairly segregated, with large singular land uses found throughout the study area. This separation of uses makes walkability to work, shopping and entertainment difficult, as most residents do not live within a typical, or desired, walking distance (1/4 mile is the distance most people will walk) to destinations. Refer to Figure 2.3a for a depiction of the 1/4 mile radius from job, shopping and entertainment centers. In addition to the long walking distances, other barriers deter walkability, including major roadways and interstates, and undesirable walking conditions - small buffers between pedestrian or bicyclist along fast moving roadways.

Commercial
Commercial land use makes up the majority of the land uses at 21% of the study area. Most commercial uses are located in southern portion of the study area, near Barrett Parkway and the interstates, and include the Town Center at Cobb Mall, Cobb Place Shopping Center, Town Center Commons, Barrett Pavilion, Town Center Plaza, Town Center Market, and the Prado Shopping Center. The PGA Super Store, the Burlington Coat Factory and At Home sit just north of the Mall on large parcels of land. Chastain Road, near I-75 is home to shopping and restaurants, serving the nearby office parks and KSU students, faculty and staff.

Residential
Residential totals approximately 18% of the land area, making it the second largest land user. Several large multi-family residential buildings are located in the study area, two of which are student housing developments. Single-family attached units make up about 3% of the land uses, while single-family detached make up 8%. Single family detached is found mostly on the periphery of the study area, adjacent to Bells Ferry Road. Multi-family and single-family attached are situated more centrally within the study area, in biking and/or walking distance to jobs and Kennesaw State University. Walkability for most residential locations is not necessarily conducive to get to work or school, as land uses are largely segregated throughout the area. A 1/4 mile radius (or a 5 minute walk), as pictured in Figure 2.3a, is the distance that most people will walk to get to a destination. Unfortunately, within the study area, large single use developments make this walkability difficult. Walkability could be increased by incorporating residential, commercial, office, and industrial uses into a 1/4 mile radius. Additionally, pedestrian and bicycle amenities including safe sidewalks, bike lanes, and crosswalks are necessary to encourage alternative forms of transportation, especially along major corridors, where they are largely lacking, as further discussed in Section 2.5, Transportation.

Undeveloped
Undeveloped land parcels make up 13% of the study area. This land may include areas that are undeveloped due to stream buffers and regulations, as well as greenfield sites that provide great opportunity for new development, including the large greenfield site at Chastain Road and I-575 and the triangle site at the confluence of I-575 and I-75. The greenfield site just north of the Mall is the location of the proposed Town Center Park. The Park is an effort of the Town Center CID and numerous public and private partners. The Park is in scoping phase, at the writing of this report.

Institutional
Approximately 10% of the land is institutional use. This includes Kennesaw State University, which includes the main campus at I-75 and Chastain Road, the building just

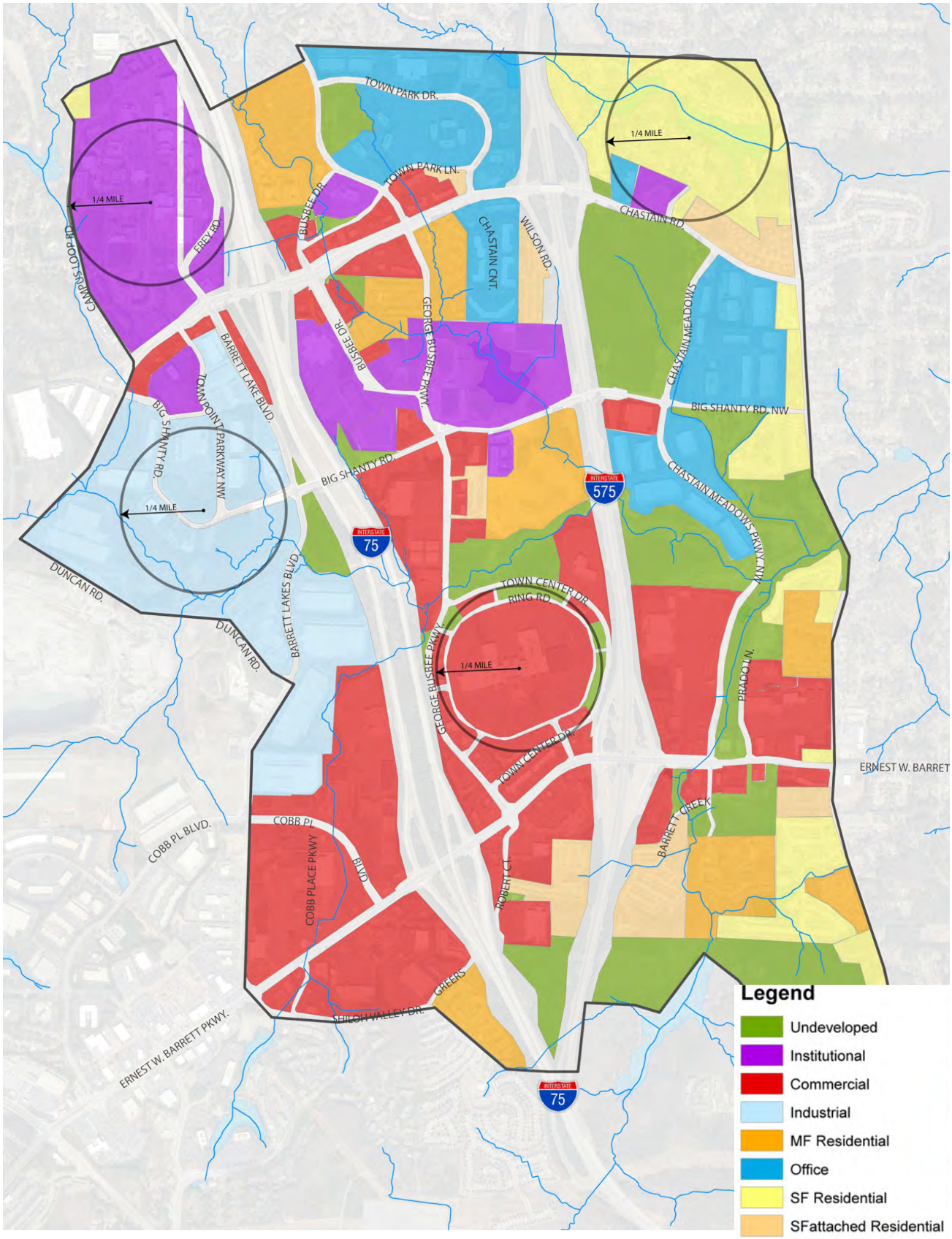


Figure 2.3a: Existing Land Use

south of the Main Campus, the Conference Center, the recently acquired former Brandsmart building, and recreation fields. In total, KSU totals approximately 300 acres of land in the study area. Additional institutional uses include a church on Chastain Road, east of I-575, Kaiser Permanente's building on George Busbee Parkway, and the CCT/GRTA Park n' Ride at Busbee Drive, north of Big Shanty Road.

Industrial
Industrial land is approximately 10% of the study area. Industrial land use is primarily located west of I-75 between Chastain Road and the commercial land uses adjacent to Barrett Parkway.

Office
Office land use makes up only about 8% of the study area land use, although some of the office buildings are 4 or more stories in height.

Zoning

Current zoning for the Town Center Area, in accordance with Cobb County is pictured in Figure 2.3b. Following are descriptions of the Cobb County zoning designations within the study area.

General Commercial

General Commercial is the dominant zoning category in the study area. The GC district is established to provide locations for retail commercial and service uses which are oriented toward automotive businesses, are land intensive with a need for major road access and visibility.

Community Retail Commercial

The CRC district is established to provide locations for retail commercial and service uses which are designed and oriented to serve several neighborhoods making up a community.

Light Industrial

The LI district is established to provide locations for light industrial uses such as low intensity automobile repair and service, animal care facilities, commercial greenhouses, livestock, poultry, business distribution centers, warehousing and storage, and transportation terminals.

Heavy Industrial

The HI district is established to provide locations for heavy industrial uses such as intensive automobile repair and service, heavy manufacturing, chemical manufacturing and storage, petroleum or petrochemical storage, and warehousing and storage.

Residential Multi-family

The RM districts are established to provide locations for multifamily residential uses or residentially compatible institutional and recreational uses which are within properties delineated for high density residential and regional activity center categories.

Residential Single-family

The R districts are established to provide locations for single-family residential uses or residentially compatible institutional and recreational uses which are within or on the edge of properties delineated for any residential category.

Office Service

The OS district is established to provide locations for office and business distribution/service facilities, and assembly processes which do not emit noise, vibration, smoke, gas, fumes, odors or radiation and are located entirely within an enclosed building which do not involve manufacturing or fabrication of any product.

Fee Simple Townhouse

The FST district is established to provide locations for affordable attached residential dwelling units (six, eight or ten units per acre) or residentially compatible institutional and recreational uses which are within or on the edge of properties delineated for medium and high density residential and regional activity center categories.

Planned Residential Development

The PRD district is established to encourage and provide flexible site plan and building arrangements under a unified plan of development rather than lot-by-lot regulation. The developer benefits from better land utilization and design flexibility. Review of and approval of the development plan by the board of commissioners provides an opportunity to ensure that the development will be in harmony with the character of the neighborhood in which the development is located. The PRD district may be located within any residential category.

Neighborhood Shopping

The NS district is established to provide locations for retail commercial and services uses which are designed and oriented to serve two to four neighborhoods and are located in areas delineated within a community activity center or regional activity center.

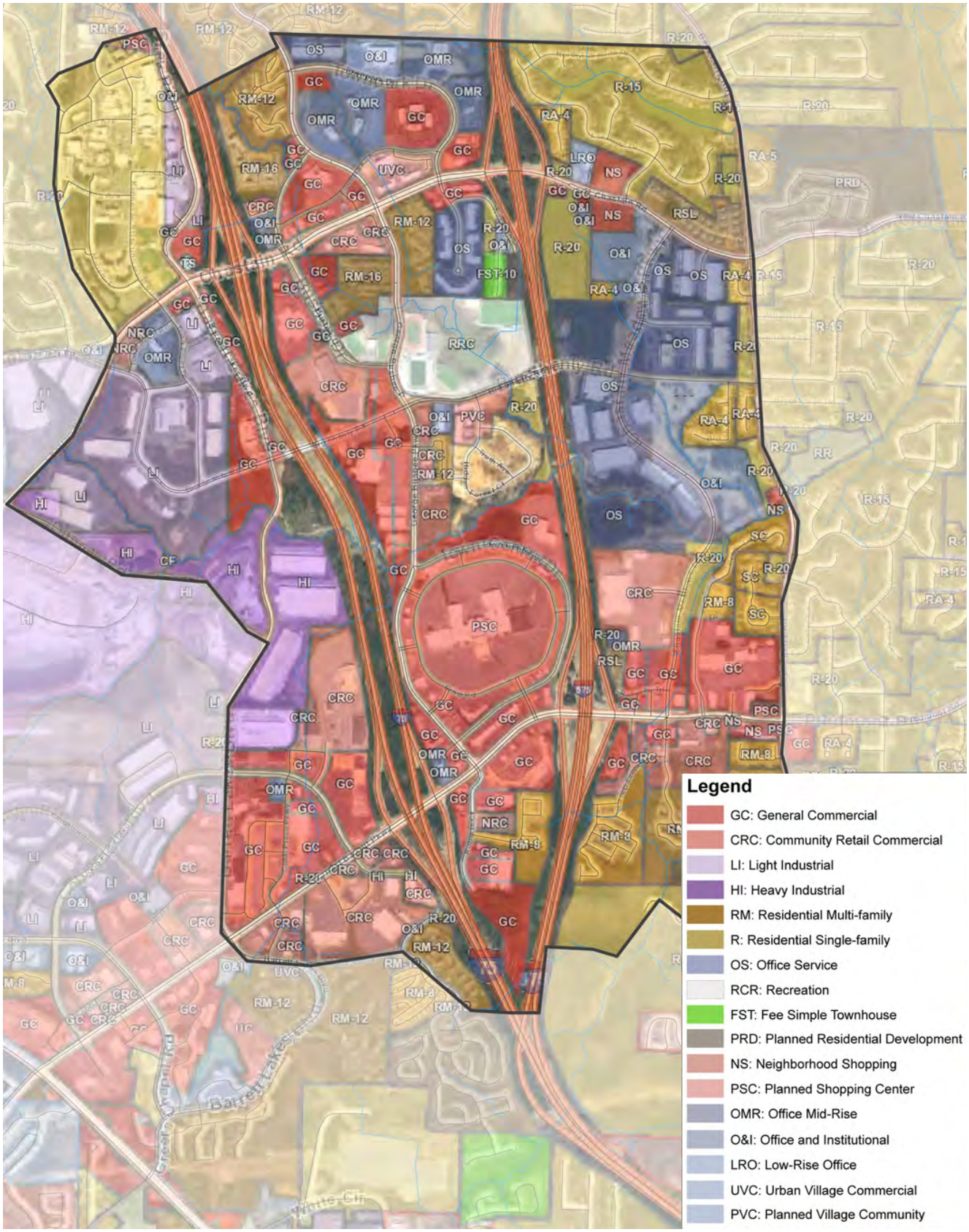


Figure 2.3b: Zoning Map

Planned Shopping Center

The PSC district is established to provide locations for retail commercial and service uses which are designed and oriented to serve several neighborhoods making up a community. Projects developed within the PSC zoning district should be done as compact, unified centers. Projects developed within the PSC zoning district should occupy a quadrant of an intersection, with ingress and egress only from a major collector street or state highway, within an area delineated within a community activity center or regional activity center.

Office Mid-Rise

The OMR district is established to provide locations for uses such as offices, financial institutions and accessory retail sales and service uses (four to eight stories) which are on properties delineated within a regional activity center.

Office and Institutional

The O&I district is established to provide locations for nonretail commercial uses such as offices and financial institutions, which are on properties delineated within or on the edge of a community activity center and a regional activity center.

Low-Rise Office

The LRO district is established to provide locations for low scale professional offices and other nonretail commercial uses such as offices and nursery schools, which are on properties delineated within or on the edge of a neighborhood activity center, community activity center or regional activity center.

Urban Village Commercial

The UVC district is established to provide locations for planned mixed use development of low intensity, low scale commercial, office and residential uses, not subdivided into customary streets and lots, and which will not be subdivided. This is intended to encourage compatible mixed uses within the boundaries of properties delineated within or on the edge of a regional, community and neighborhood activity center and high density residential.

Planned Village Community

The PVC district is established to provide locations and encourage flexible site plans and building arrangements under a unified plan of development rather than lot-by-lot regulation for retail commercial and service uses which are designed and oriented to be self-sufficient neighborhoods making up a community. The developer benefits from better land utilization and economy in the provision of roads and utilities and overall site design. Projects developed within a PVC district should be designed to compact unified retail centers within the center of the community. Projects developed within a PVC district should occupy a quadrant of an intersection and only have ingress and egress from a major or collector street or state highway which is delineated within any land use category other than industrial or industrial compatible.

Future Land Use

The Cobb County Future Land Use Map is provided in Figure 2.3c. This map provides an understanding of Cobb's vision for land uses in the study area as redevelopment happens over time. Following are definitions of future land use categories per the Cobb County Community Agenda.

Regional Activity Center

Regional Activity Center (RAC) areas contain a concentration of high intensity commercial and office uses. These areas tend to have a high degree of access by vehicular traffic and transit. Regional activity centers evolve in areas that have quality access for the metropolitan region such as at intersections of major Interstate systems. It is common in regional activity centers to have a low degree of internal open space, a high floor area ratio, and development occurring on large tracts of land as a campus or unified development. The concentration of uses in these areas, as mentioned above, should contain high-density retail, office, and services to act as an employment center that draws people from throughout the metropolitan area. It is important to start expanding the diversity of uses within regional activity centers by incorporating some housing developments. The housing should be of higher-density and include a diversity of housing types and price ranges. Design of all new construction in a regional activity center should be pedestrian-oriented that would include safe and aesthetically pleasing connections between different uses, greenspace, and multi-use facilities. New transit and vehicular transportation facilities should be designed and implemented in ways to make the areas more pedestrian friendly by incorporating sidewalk, pedestrian amenities, pedestrian islands, and other facilities to ease pedestrian mobility while also maintaining adequate vehicular service.

Community and Neighborhood Activity Center

The Activity Center (AC) areas are a neighborhood focal

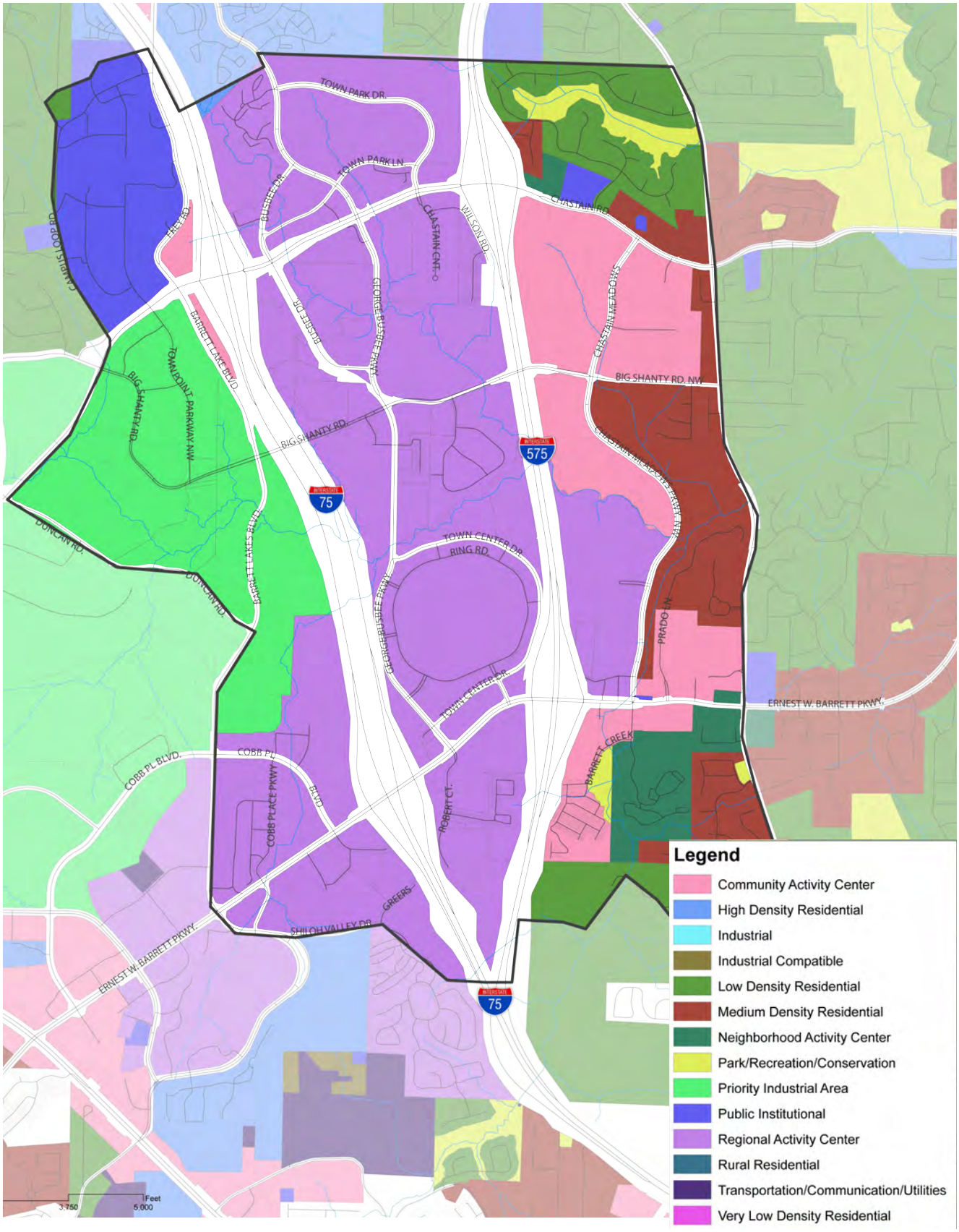


Figure 2.3c: Future Land Use

point with a concentration of commercial/retail activities and a slightly higher residential density compared to what exists in the surrounding community. These areas also tend to have open space or other areas to promote public gathering and social interaction. Smaller activity centers serve one neighborhood, while larger activity centers may draw from numerous neighborhoods. The larger the activity center, the more appropriate it is to have a residential component mixed with the commercial/retail component. Residential areas in the AC should be either mixed-use buildings or areas used as buffers that create separation between nonresidential components and existing residential neighborhoods. Pedestrian activity is an important factor in the viability of activity centers because it allows people that live in and around the center the ability to accomplish daily trips without using the automobile. This will require a comprehensive strategy that ensures pedestrian facilities throughout the activity center and also requires connections with existing established neighborhoods. Pedestrian facilities in these areas should be developed in a manner that provides a level of safety in its interaction with the vehicular traffic, is well connected in order the facilitate movement between buildings, and aesthetically pleasing.

Public Institution

This category includes certain state, federal or local government uses, and institutional land uses. Government uses include city halls and government building complexes, police and fire stations, libraries, prisons, post offices, schools, military installations, etc.

Park/Recreation/Conservation

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

Priority Industrial Area

Industrial Manufacturing (IM) areas contain uses that have manufacturing, assembly, processing activities, and other types of standard manufacturing processes. These are industrial land uses where noise, particulate matter, vibration, smoke, dust, gas, fumes, odors, radiation, or other nuisance characteristics are not contained on the site. New developments in Industrial Manufacturing areas should incorporate landscaping and site design solutions to soften or shield views of buildings, parking lots, loading decks, etc. In addition, users in these areas should incorporate measures to mitigate impacts to adjacent developments and the natural environment. Lands listed as industrial manufacturing that are zoned as Light Industrial or Heavy Industrial should be protected from residential and retail incursion. It is vital to the future growth of the county that industrial lands be preserved for future economic expansion.

Topography and Water

Topography

Figure 2.3d highlights low and high topographic points. The large H and the large L are the highest (H) and lowest (L) points in the study area. The topography within the study area indicates high points near major roadways, with low points along streams. The highest topographic point is located at the convergence of I-75 and I-575, while the lowest point is along Noonday Creek near Chastain Meadows Parkway.

Water

There are several streams and creeks that extend through the study area. The most prominent is Noonday Creek. The Noonday Creek Trail, pictured on Figure 2.3d, extends along this creek, taking advantage of the required stream buffer set back, where no development is allowed.

Stream buffers throughout the study area could be utilized to further develop the trail system, providing alternative connections for bicyclists and pedestrians.

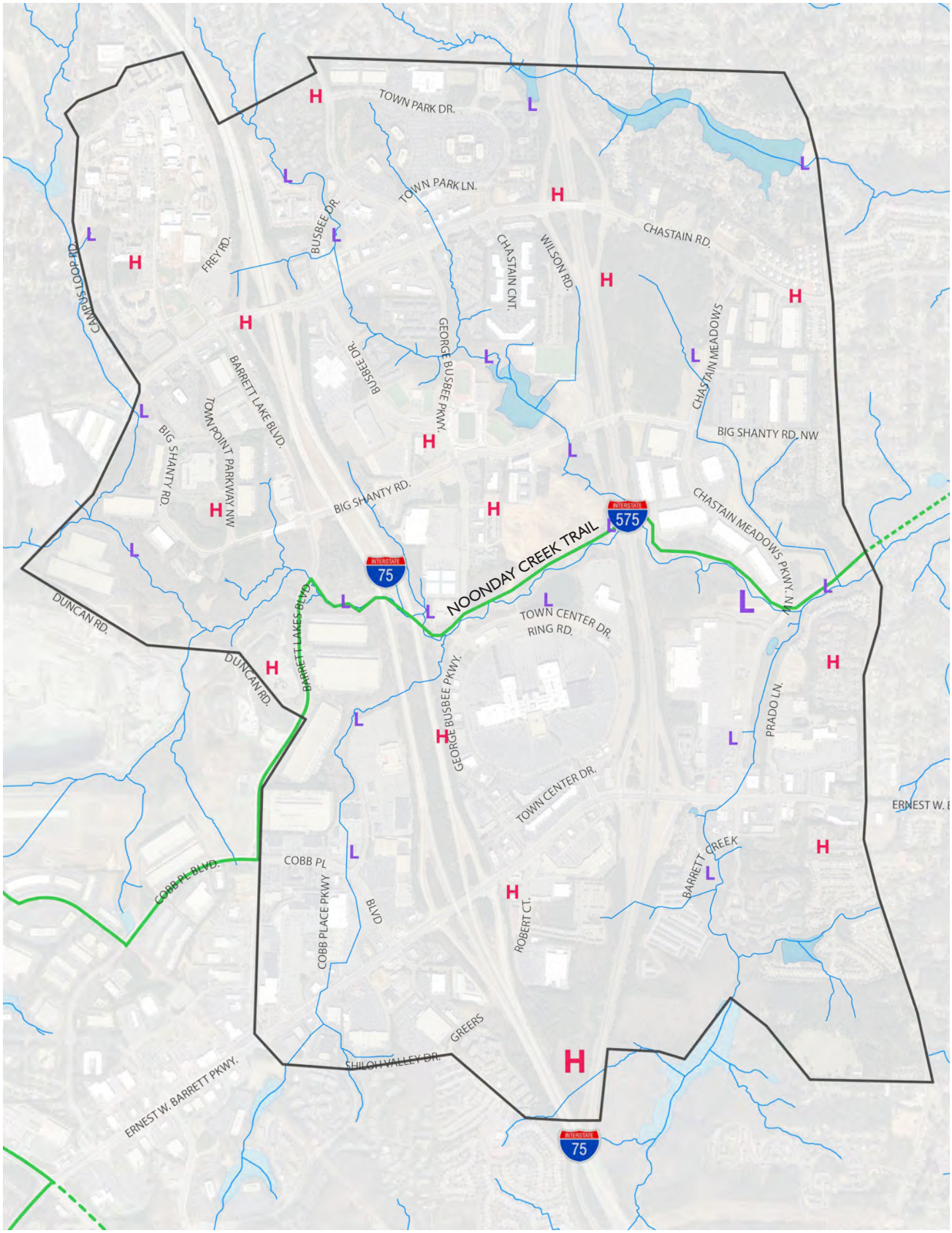


Figure 2.3d: Water and Topography

2.4 Health

The objective of this section is to provide health data and a health analysis that can be utilized to influence positive health outcomes through planning and design of the Town Center Area.

The environment where one lives can influence behavior decisions that affect an individual's health. There have been studies on how the design of the environment and neighborhoods affect health of a community and foster healthy behaviors, such as healthy eating and physical activity. In addition, these features can also affect the mental wellbeing of individuals. The goals of the Livable Centers Initiative (LCI) align with these concepts and provide an opportunity to transform neighborhoods into healthy communities through policy, planning and design.

The Town Center Area LCI process incorporates the health analysis and design principles necessary to create healthy projects and places. Elements and strategies are identified and utilized that directly mitigate the community's leading health issues. In the case of the Town Center Area social interaction, meditation/relaxation, physical activity, diet, safety and transportation were considered the most influential factors to making healthy places. Spaces within the study area can be designed to incorporate these influencing factors with the supporting health data and in turn mitigate the leading health issues.

Health Analysis

Leading Health Issues and Influencing Factors

Existing data was reviewed using county-level data and some census tract data, due to the narrowed focus area of the LCI study area.

According to the Community Health Needs Assessment (CHNA) completed by WellStar Health System, the leading causes of death are:

1. Cardiovascular disease
2. Lung cancer
3. Mental and Behavioral Health Disorders
4. Stroke
5. Respiratory disease

Twenty-three percent (23%) of adults in Cobb are reported to be obese (BMI >30). Nearly 38% are overweight (25<BMI<30), which exceed state and national rates. Therefore, more than 50% of adults are either overweight or obese. Overweight and obesity increase one's risk for cardiovascular disease, stroke, diabetes, and some cancers.

Influencing Factors

The leading health issues are largely related to individual health behavior—poor diet, physical inactivity, and tobacco use. These behaviors significantly contribute to obesity, cardiovascular disease, cancer, diabetes and stroke. In addition, poor diet and physical inactivity largely contribute to high blood pressure and high cholesterol, which often lead to stroke and cardiovascular disease. For the most part, the context of where individuals live, work and learn, can determine health behavior choices.

Poor Diet Factors

Healthy diet is measured by the number of fruits and vegetables regularly consumed each day. According to the Center for Disease Control and Prevention (CDC), individuals consuming at least 5 fruits and vegetables each day are considered healthy eating/diet. About 76% of the adult population does not consume the recommended amount of fruits and vegetables each day. In Georgia, nearly 42% consume less than 1 fruit each day and nearly 23% consume less than 1 vegetable each day. On average, Georgians consume less than 3 fruits and/or vegetables each day.

A portion of the Town Center Area LCI study area is located in a census tract area that is defined by the U.S. Department of Agriculture (USDA) as having limited access to healthy foods, primarily due to an absence of grocery stores (a low income census tract, where at least 33% of the population is 1 mile or further from a supermarket or large grocery store, in a designated urban area). Refer to Figure 2.4a. It is important to note that there are very few residents within this portion of the study area that contribute to the food desert designation, however, this information can be leveraged to attract health based funding to better connect residents adjacent to this area to healthy food options.

Physical Inactivity Factors

The CDC recommends adults engage at least 150 minutes of moderate physical activity each week. Nearly 23% of adults in Cobb County do not engage in physical activity of any kind, which is comparable to the state rate. In Georgia, about 66% of adults report some physical activity. Regular physical activity decreases risk of obesity, cardiovascular disease, diabetes, and depression.

The most common form of physical activity among adults is walking. However, in this study area, walking as a form of active recreation and active transportation are limited due to lack of accessibility and infrastructure. Residents and visitors must depend on a vehicle to get to destina-

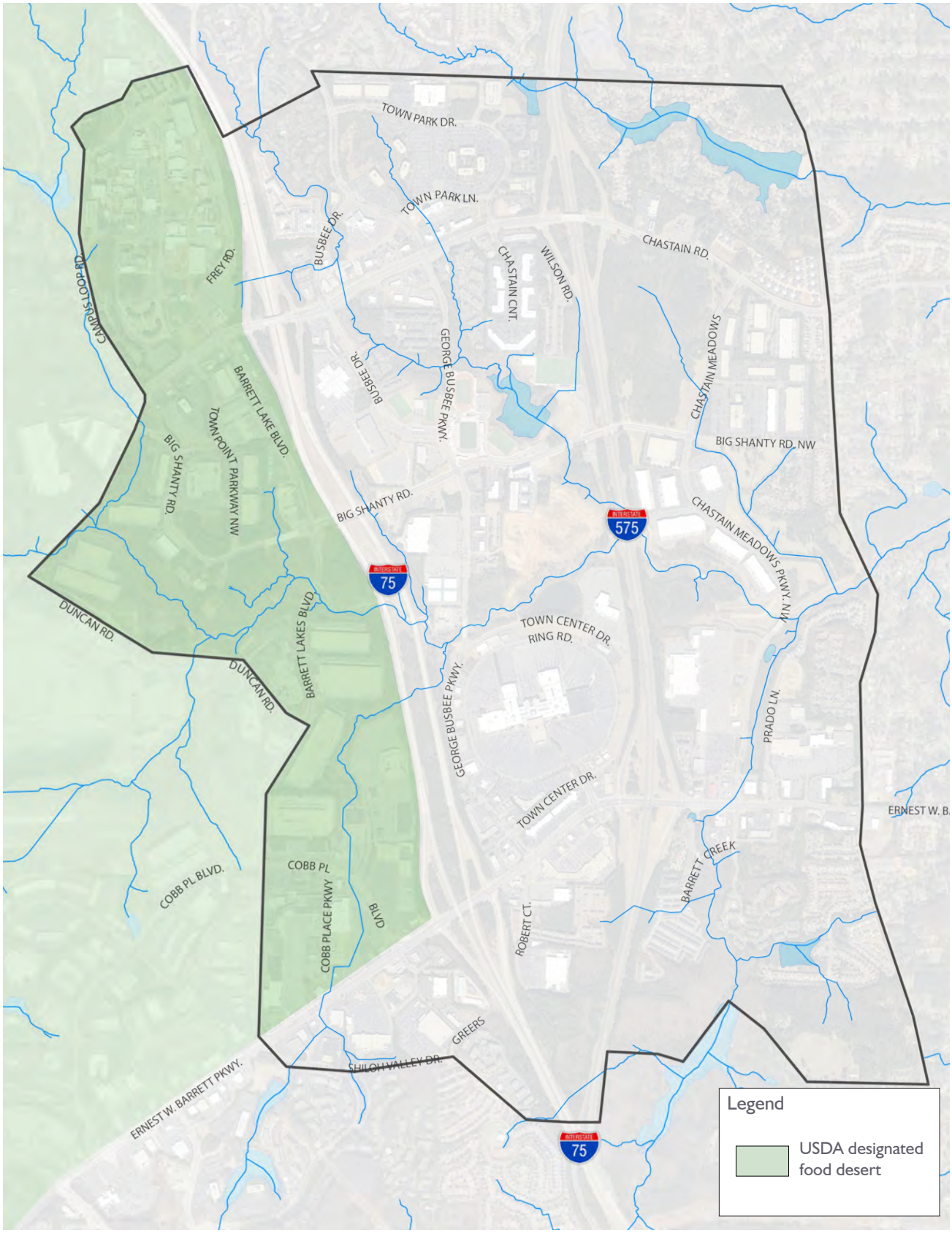


Figure 2.4a: USDA defined Food Desert zones surrounding the LCI Study Area

tions. This causes more sedentary behavior. A walkable community satisfies the public's interest in walking as a form of active recreation; but also serves as a form of transportation.

Lastly, when residents feel comfortable and connected in their community, they are more likely to engage in outdoor and social activities with their neighbors. This sense of community increases social connectedness and reduces crime, depression, and anxiety.

Tobacco Use Factors

Almost one in five adults smoke in Cobb County. This is comparable to the national rate of adult smoking, but above the national benchmark of 13%. About 90% of all lung cancers are caused by tobacco use. In addition, about 30% of all heart disease deaths are related to cigarette smoking. Location of tobacco retail can foster tobacco initiation, especially among youth.

Public Input

Based on feedback from the community, residents are for an improved pedestrian and bicycle network that is comfortable and safe from traffic. In addition, they would like to see less traffic congestion, more parks and public gathering spaces, and access to healthy foods and restaurants. Residents desire more opportunities for public transit that connects the Town Center area to MARTA rail and destinations in Atlanta.

Figure 2.4b summarizes the health issues, influencing factors and planning, design and policy recommendations outlined in this report.

Policy, Planning and Design Recommendations

The policy, planning and design recommendations described below are reflections of the outlined health issues, influencing factors and analysis.

Policy Recommendations

While not necessarily within the scope of this LCI study analysis, health policies can ensure sustainable change for livability in this study area and beyond to the entire community.

Physical Activity/Active Transportation

Complete Streets Policy

Complete Streets Policies allow transportation plans to ensure all modes of transportation are considered for all users and all abilities. The Georgia Department of Transportation, who oversee all state roadways (including Barrett Parkway and Chastain Road), has a complete streets policy, which can be used in future redesign and planning in the study area. Cobb County and/or the Town Center Area CID should consider adopting a complete streets policy.

Mixed-use Zoning

Zoning for mixed-use supports walkability and bikability in communities by ensuring connectivity between residential, public uses, and commercial/retail areas.

Healthy Food Access

Food Policy/Security Council

Addressing food deserts requires a coordinated approach and thorough understanding of food security needs and capacities. A Food Policy Council or Food Security Council brings together diverse representation of community members, community organizations, business owners, and local government agencies to develop a comprehensive strategy to increase the availability, accessibility and affordability of healthy foods. It should be noted that food access will increase with the planned opening of a Whole Foods at Barrett Parkway and Cobb Parkway. The site plan for this development was approved by Cobb County in April of 2015.

Ordinances for Healthy Food Access

Municipalities can pass zoning ordinances that allow for and encourage healthy food retail to locate in areas that are underserved. Also, ordinances can establish restrictions to density of fast food restaurants. In addition, municipalities can pass ordinances that require allocating a proportion of floor space for the sale of healthy foods in retail establishments selling food.

Smoke-Free Communities

Zoning Tobacco Retail Locations

Municipalities can pass a zoning ordinance prohibiting the sale of tobacco products within a certain distance from places that are predominantly populated by youth. Several studies have shown that this approach helps reduce youth access to tobacco products and youth initiation.

Smoke-Free Ordinances

While there may be a smoke-free indoor policy, municipalities can expand this policy to include all outdoor public

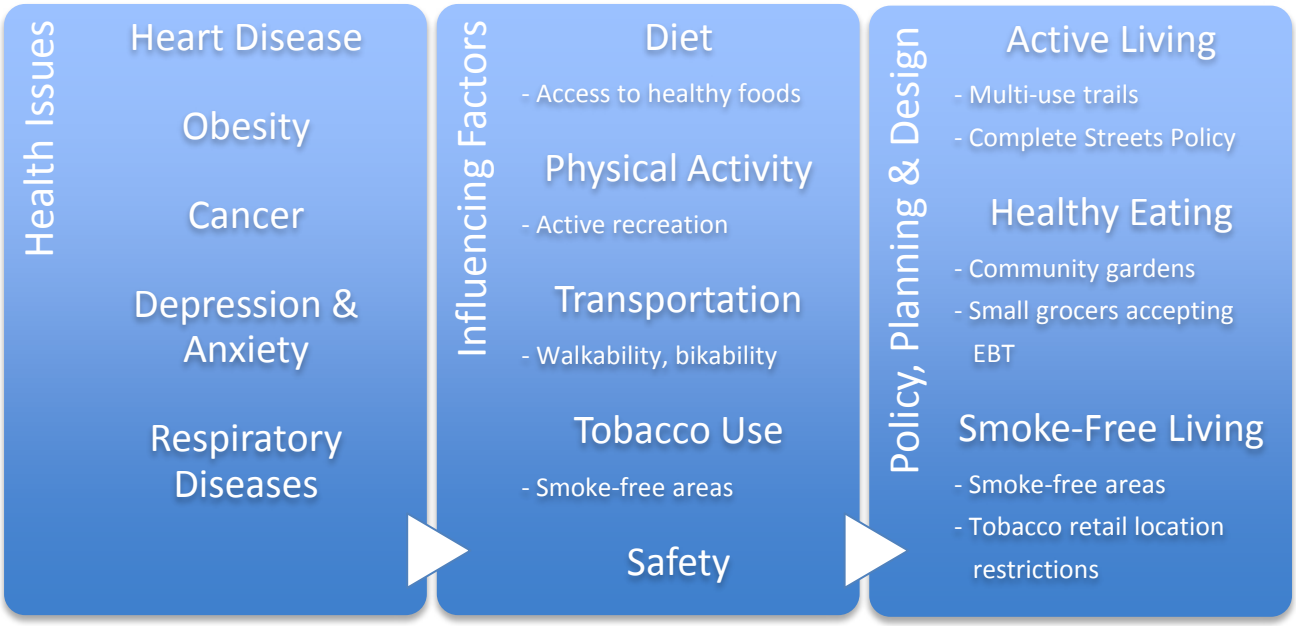


Figure 2.4b: Health Analysis Overview

places such as parks, plazas, trails, etc. This not only prevents secondhand smoke exposure, but also reduces visibility and social acceptability of tobacco use.

Window Advertising Ordinances

Many municipalities have sign ordinances. These ordinances can be expanded to include advertisement of tobacco products.

Smoke-Free Multi-Unit Housing

Secondhand smoke exposure is becoming one of the leading causes of lung disease and other respiratory illnesses. Since there is no healthy level of smoke exposure, smoking allowed in multi-unit housing presents a risk for non-smokers through a facility's HVAC system. Municipalities can incentivize developers and property managers to designate smoke-free housing facilities to prevent tenant exposure to secondhand smoke.

Planning and Design Recommendations

Multi-Use Trails

A network of multi-use trails will allow residents to bike or walk throughout the Town Center area. Trails lined with trees will provide shade that protects users from the heat and dangerous UV radiation. Benches along trails will also allow users to rest when needed. In addition, trails with smooth surfaces will encourage safe mobility and universal accessibility.

Connectivity

Connecting trails and pathways between residential neighborhoods, public uses and commercial/retail areas support walkability and bikability. Residents and visitors are more likely to walk/bike to destinations if routes are safe and connected encouraging physical activity. Pedestrian scaled wayfinding signage offers direction for users and enhances accessibility.

Parks and Public Plazas

Parks provide opportunities for passive and active recreation as well as social gathering. These open spaces offer venues for community events and support a strong sense of community. In addition to the social benefits of these spaces public areas also provide space for shade trees and other vegetation which softens the effects of the built environment.

Safety

Personal safety is often the leading barrier to active recreation in public spaces and walking/biking as forms of transportation. Whether real or perceived fear, residents want to feel safe from crime. Design features should optimize safety and visibility, such as adequate lighting and appropriate signage. Proper use of vegetation to optimize surrounding visibility will also elevate the overall safety of an area.

Pedestrian and bicycle interactions with vehicular traffic should also incorporate appropriate safety measures to promote the active living lifestyle. The strategies utilized can coincide with efforts addressing connectivity. Some simple strategies include safe bike lanes, marked crosswalks, reduced speed limits, road diets (reducing the number of dedicated car lanes), speed tables, wide sidewalks, street trees located between the sidewalk and street, etc. The use of street trees and vegetated bump outs has also been shown to reduce dangerous street conditions.

Public Transit

Residents using public transportation regularly are more likely to get the recommended amount of physical activity each week. The public input results show residents are seeking opportunities for more public transit that connects to more destinations such as MARTA rail, Kennesaw State University, and popular places in Atlanta. In addition, transit stops can be located to local attractions such as prominent public spaces and farmer's market locations.

Transit facilities and shelters should be attractive, efficient and encourage a feeling of safety. The addition of transit routes and pedestrian wayfinding signage will also provide a sense of clarity and direction for users.

Increase access to healthy foods

Gardens

Community gardens offer opportunities for community engagement and access to healthy foods. The act of gardening has been shown to have a therapeutic effect on participants and enhances a sense of belonging for residents within a community. These gardens can be placed in public spaces, such as parks, and can be integrated with a public recreation program or other community programs. Programs can help participants and community members develop skills in horticulture and gardening. Harvests from edible gardens can help supply healthy, affordable foods for community food pantries, school meals and other community organizations.

A locally built garden can contribute produce to a local farmers market. This farmers market can be a destina-

Leading Health Issues

- Heart Disease
- Obesity
- Cancer
- Depression/Anxiety
- Respiratory Disease

Selected Design Recommendations	Influencing Factors					
	Social Interaction	Meditation/ Relaxation	Physical Activity	Diet	Safety	Transportation
Connectivity	X		X		X	X
Fresh Food	X			X		
Healthy Policy and Zoning Integration		X		X	X	X
Undisturbed Natural Vegetation		X				
Active Recreation Space	X		X		X	
Passive Space		X			X	
Plantings		X			X	
Gathering Spaces	X				X	

Figure 2.4c: Health Design Matrix

tion popular for both residents and visitors. One example is the Food-Oriented on Transit (FOOT) model in which users utilize local transit to get to these food hubs or farmers' markets.

Farmers' Markets

Locating farmers' markets in centralized public places can optimize sense of community and provide easy, safe access for residents and visitors. These easily accessible areas can be public plazas or parks that are connected to surrounding areas which will encourage active transportation and physical activity. To increase affordability, vendors at farmers' markets should accept public nutrition assistance benefits such as Women, Infant, and Children Nutrition Supplement Program (WIC) and Supplemental Nutrition Assistance Program (SNAP).

Small Grocer/Food Retail

It's not uncommon for large chain grocery stores to not locate in neighborhoods despite local public demand. This is often due to market analysis and feasibility related to corporate criteria. However, municipalities can provide financial incentives, such as tax credits and subsidies, to encourage small-scale grocers and markets in underserved areas, such as this LCI study area. Having a grocery store located centrally within the LCI study area with connectivity to surrounding areas will encourage users to walk and bike to it. These alternate modes of transport will reduce the amount of cars and utilize physical activity.

In addition, these small retail establishments should accept public nutrition assistance benefits such as Women, Infant, and Children Nutrition Supplement Program (WIC) and Supplemental Nutrition Assistance Program (SNAP).

Figure 2.4c shows the relationship between the essential factors for this community and the design recommendations needed to encourage a healthy lifestyle.

Figure 2.4d outlines specific design elements that should be utilized by planners and designers while designing various public spaces. These selected design elements can be directly linked to the Health Design Matrix and the Health Analysis detailed in this report.

Conclusion

A livable community is a community that prioritizes health and quality of life for its residents. The health status in this LCI study area is comparable to what is seen throughout neighboring communities and throughout Georgia. Behaviors largely influence the health outcomes of residents. This includes diet, physical activity, and tobacco use. However, the context of where people live, work and play determines if healthy behaviors are realistic, or even possible. For example, in this LCI study area, multiple grocery stores are not in the area creating a major challenge in terms of healthy eating.

The design of parks, connections, and each space within the area has a major influence on a person's health. In most instances users are not consciously aware they are in a healthy space. If an area is designed with health and aesthetics in mind people will automatically be drawn to the space. This will encourage healthy behavior and reduce the health risks of an area. For example, as a person walks down a sidewalk they may not realize that the street trees block the harmful UV rays or that a wide sidewalk and street trees provide a comfortable distance between them and cars driving by or even that they are gaining valuable exercise as they walk. The subconscious comfort gained from the trees, pavement width and connectivity are factors that make people want to utilize a space.

This report details the health data and analysis in conjunction with policy, planning and design recommendations that will encourage the public's desire to use community spaces and in turn improve the health of the community and the community's livability within the LCI study area. This health analysis can be utilized to gain support and funding (through health based grants) for implementation of many of the recommendations found in Section 4.0.

Healthy Design Elements Matrix

Design Elements	Social Interaction	Meditation/Relaxation	Physical Activity	Diet	Safety	Transportation
	Influencing Factors					
Lighting	X		X		X	
Complete Streets	X		X		X	X
Edible Gardens (FOOT model)		X		X		
Farmers Markets	X			X		
Multi-use Fields	X		X			
Shade Trees		X				
Courtyards	X	X			X	
Amphitheater	X					
Seating	X	X			X	
ADA Accessibility			X		X	
Water Features		X			X	
Open Green Space	X	X	X			
Picnic Areas/Shelters	X	X			X	
Views of Natural Landscape		X				
Wildlife/Biodiversity		X				
Dedicated Bike Lanes		X			X	X
Playgrounds	X		X		X	
Pedestrian Connectivity						
Sidewalks (at least 5' wide)	X	X	X			X
Multi-Use Trails			X		X	X
Natural Trails			X			X

Figure 2.4d: Healthy Design Elements Matrix

2.5 Transportation

Roadway Network

The study area includes two urban interstate principal arterials: I-575 and I-75. The study area also includes one urban principal arterial, Barrett Parkway. Barrett Parkway changes to an urban minor arterial east of I-575. Chastain Road is the other urban minor arterial street within the study area. There are also four urban collector streets: Frey Road/Barrett Lakes Boulevard, George Busbee Parkway, Big Shanty Road, and Bells Ferry Road.

Based on Annual Average Daily Traffic (AADT) counts from the Georgia Department of Transportation (GDOT), I-75 carries over 129,000 vehicles per day, the highest traffic volume in the study area. I-575 has the next highest traffic volume in the area with approximately 75,000 vehicles per day. Barrett Parkway and Chastain Road each carry approximately 33,000 vehicles per day. Refer to Figures 2.5a and 2.5b.



Intersection of Chastain Road at Shopping Center Driveway looking northeast.



Landscaped Median on Chastain Road – A raised landscaped median is one element that can help queue drivers that are entering a more urbanized area where pedestrians can be expected. These medians create safer crossings for pedestrians.



Barrett Parkway East of I-575

Figure 2.5a: Study Area Images

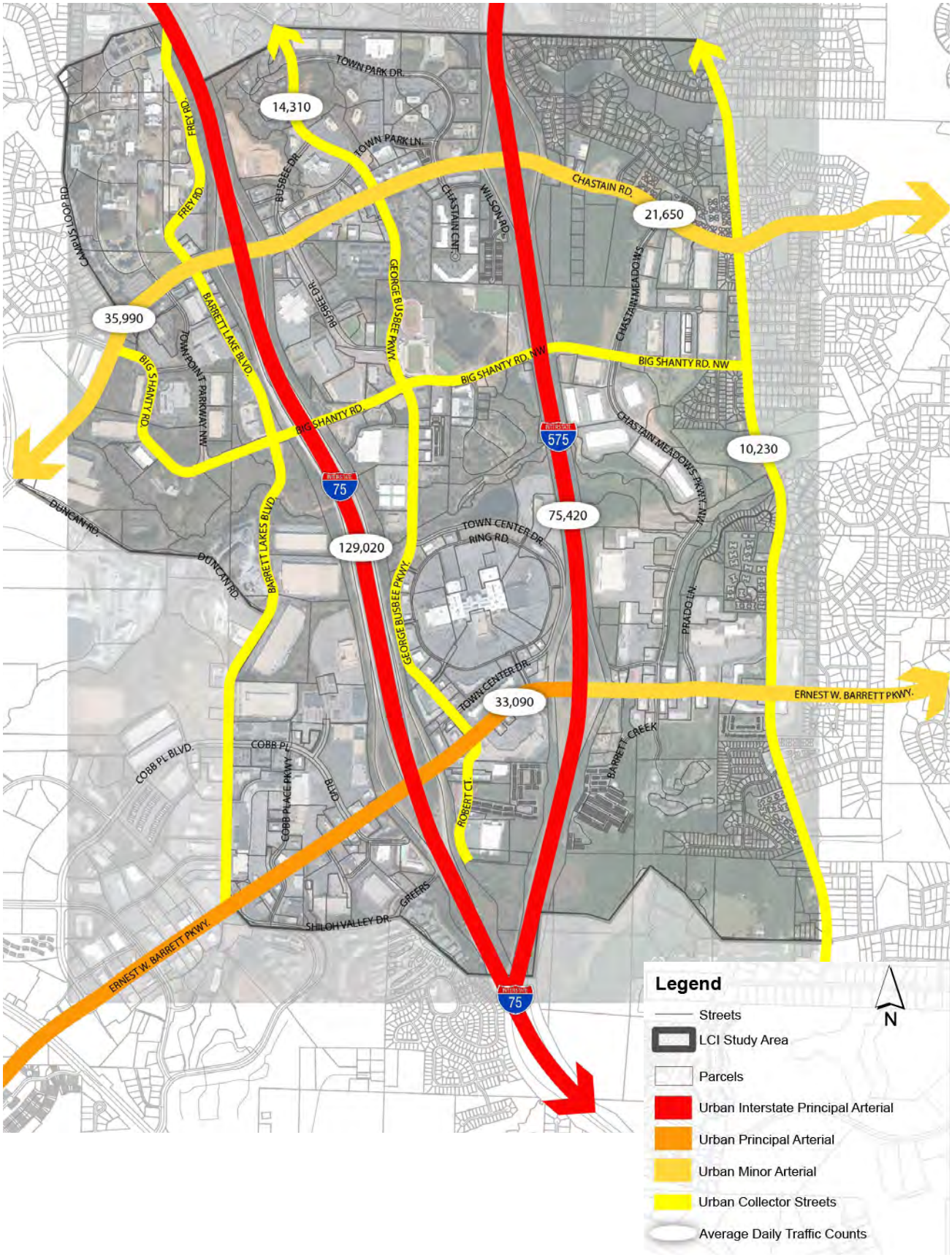


Figure 2.5b: Existing Roadway Network

Existing Sidewalks

The majority of the study network has sidewalks on both sides of the roadway with complete connections (100% both sides). This includes the majority of Chastain Road, Barrett Parkway, Barrett Lakes Parkway, Busbee Parkway, and Chastain Meadows Parkway. Pedestrian crossings are limited to signalized intersections with long crossing distances and no pedestrian refuge islands. Other roadways, such as Town Center Drive, have sidewalks on one side of the road. Ring Road and portions of Bells Ferry Road and Duncan Road are lacking sidewalks on either side of the roadway.

The study network also includes multi-use trails along Big Shanty Road and Barrett Lakes Boulevard. The Noonday Creek trail connects to the trail on Barrett Lakes Boulevard. Refer to Figures 2.5c and 2.5d.



Many of the roadways through the study area are large arterial thoroughfares which require unique solutions for pedestrians such as this divided crossing of dual right-turn lanes.



Multi-use side path trail along Big Shanty Road



New Multi-Use Trail with Bridge

Figure 2.5c: Study Area Images

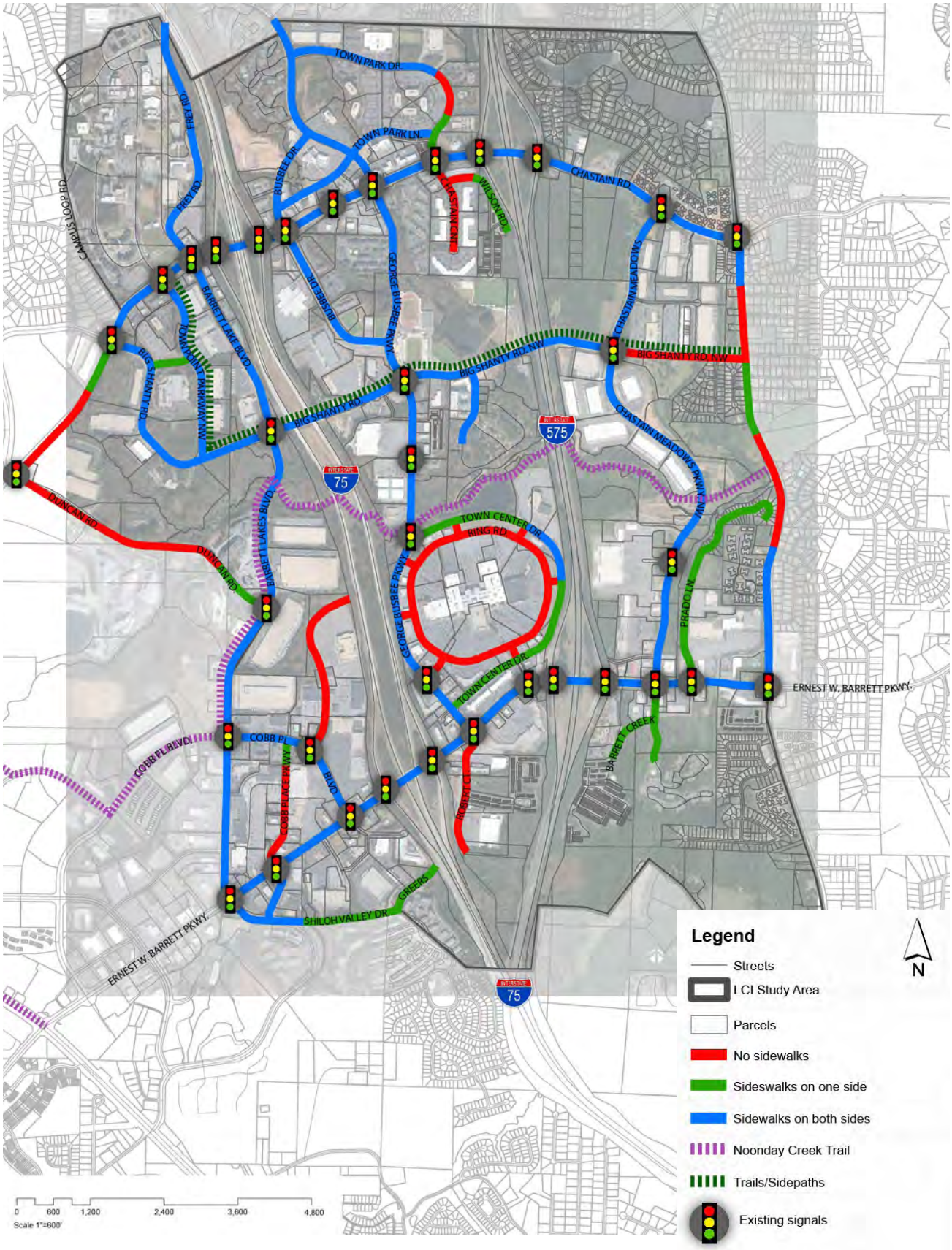


Figure 2.5d: Existing Sidewalk and Trail Network

Existing Transit

The Georgia Regional Transportation Authority (GRTA) operates an Xpress bus route from two park and ride locations in the study network. GRTA Xpress Route 481 operates from the Town Center – Big Shanty Park and Ride location and provides service to Midtown Atlanta. Route 481 has five morning departures and five afternoon arrivals on a daily basis. GRTA Xpress Route 480 operates from Acworth to Downtown Atlanta with a stop at the Busbee Drive Park and Ride. Cobb Community Transit (CCT) Route 100 operates from the Busbee Drive Park and Ride location to Downtown Atlanta. Route 480 has one mid-day departure and two afternoon arrivals from the Busbee Drive Park and Ride location to Downtown Atlanta. Full service for this route is available at the Acworth Park and Ride location. Route 100 has nine morning departures and eleven afternoon arrivals.

Cobb County Transit routes 10C, 40, and 45 provide local service throughout the Town Center area.

Kennesaw State University's Big Owl Bus (B.O.B.) also provides bus service around the campus and Town Center area. B.O.B. consists of four routes: Black, Blue, Gold, and Green. Refer to Figure 2.5e

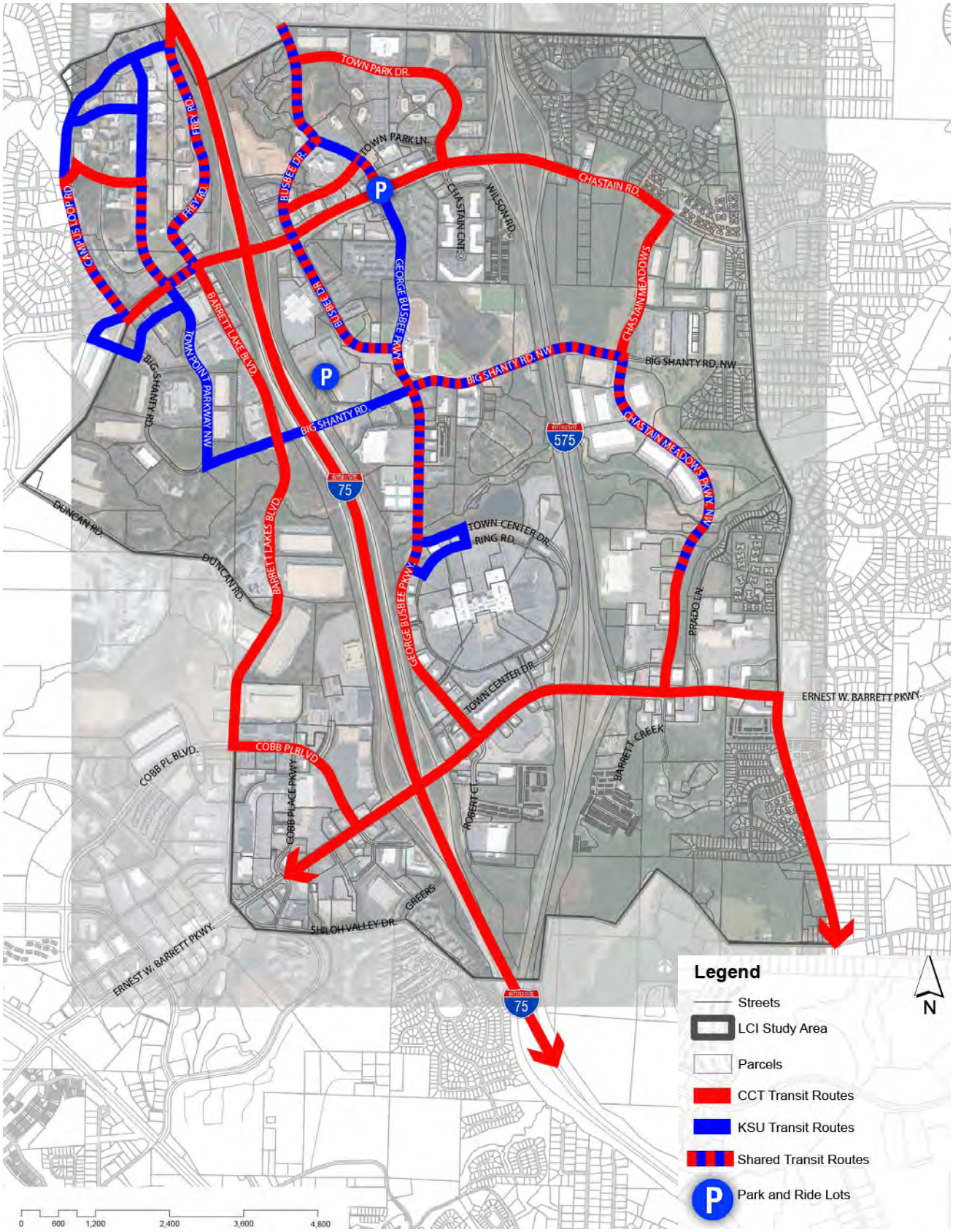


Figure 2.5e: Existing Transit

Planned Projects

PLAN 2040

The Atlanta Regional Commission (ARC) adopted the Regional Transportation Plan component of PLAN 2040 in 2009, as required by USDOT. The plan's five objectives focus on: serving people, building community, enhancing mobility, preserving the environment, and growing the economy.

There are several programmed projects from the plan that are located within the LCI boundary. Programmed projects are ones that have identified funding sources for all or part of the project costs. The first project is the Northwest Corridor managed lanes project on I-75 and I-575. The second project is the Skip Spann Connector over I-75 from Busbee Parkway to Frey Road. The third project is a park and ride facility near the intersection of Chastain Road and Busbee Drive. The forth project identifies the need for bicycle and pedestrian connections between Kennesaw State University, Noonday Creek, and Town Center Mall. The South Barrett Reliever Phase 2 is also included in Plan 2040 and is anticipated to begin construction in late 2015. The final programmed project is Cobb County Transit Route 10X, which provides express bus service from Kennesaw State to Downtown.

Plan 2040 includes two long-range projects with in the LCI boundary. The first project is the widening of Big Shanty Road from Chastain Meadows Parkway to Bells Ferry Road. The second project is the third phase of the South Barrett Reliever. The TCACID is funding the Preliminary Engineering for these two projects.

Cobb County CTP

Cobb in Motion, Cobb County's Comprehensive Transportation Plan was approved by the Cobb County Board of Commission in May of 2015. This plan encompasses Cobb County and the cities of Acworth, Austell, Kennesaw, Marietta, Powder Springs, and Smyrna.

Countywide Existing Conditions & Needs Assessment

The Countywide Existing Conditions & Needs Assessment of the Cobb County Comprehensive Transportation Plan identifies several intersections in the study network as crash hotspots. These locations include:

- Chastain Road at Barrett Lakes Boulevard
- Barrett Parkway at Barrett Lakes Boulevard
- Barrett Parkway at Cobb Place Boulevard
- Barrett Parkway at the I-75 Northbound Ramp
- Chastain Road at Barrett Lakes Boulevard/Frey Road
- Barrett Parkway at Chastain Meadows Parkway
- Barrett Parkway at Busbee Parkway
- Chastain Road at Busbee Parkway

Town Center SuPurb LCI

The original Town Center LCI study, Town Center SuPurb, was completed in 2004 with a 5-year update in 2009. The update included a 5-Year Action Plan for transportation projects. This plan proposed gateway improvements at the intersection of Chastain Road at Big Shanty Road, Chastain Road at Busbee Drive, and Chastain Road at Busbee Parkway. Traffic operational improvements were proposed at intersections along Busbee Parkway and Town Center Drive. Roadway improvements were proposed along Big Shanty Road and Hidden Forest Court. Bicycle lanes were proposed along Busbee Parkway and Town Center Drive as well as pedestrian streetscapes along a number of roadways including Busbee Drive, Busbee Parkway, Chastain Road, and Barrett Parkway. The Noonday Creek multi-use trail project was also included in this 5-Year Action Plan.

Refer to Figure 2.5f for a map of planned projects.

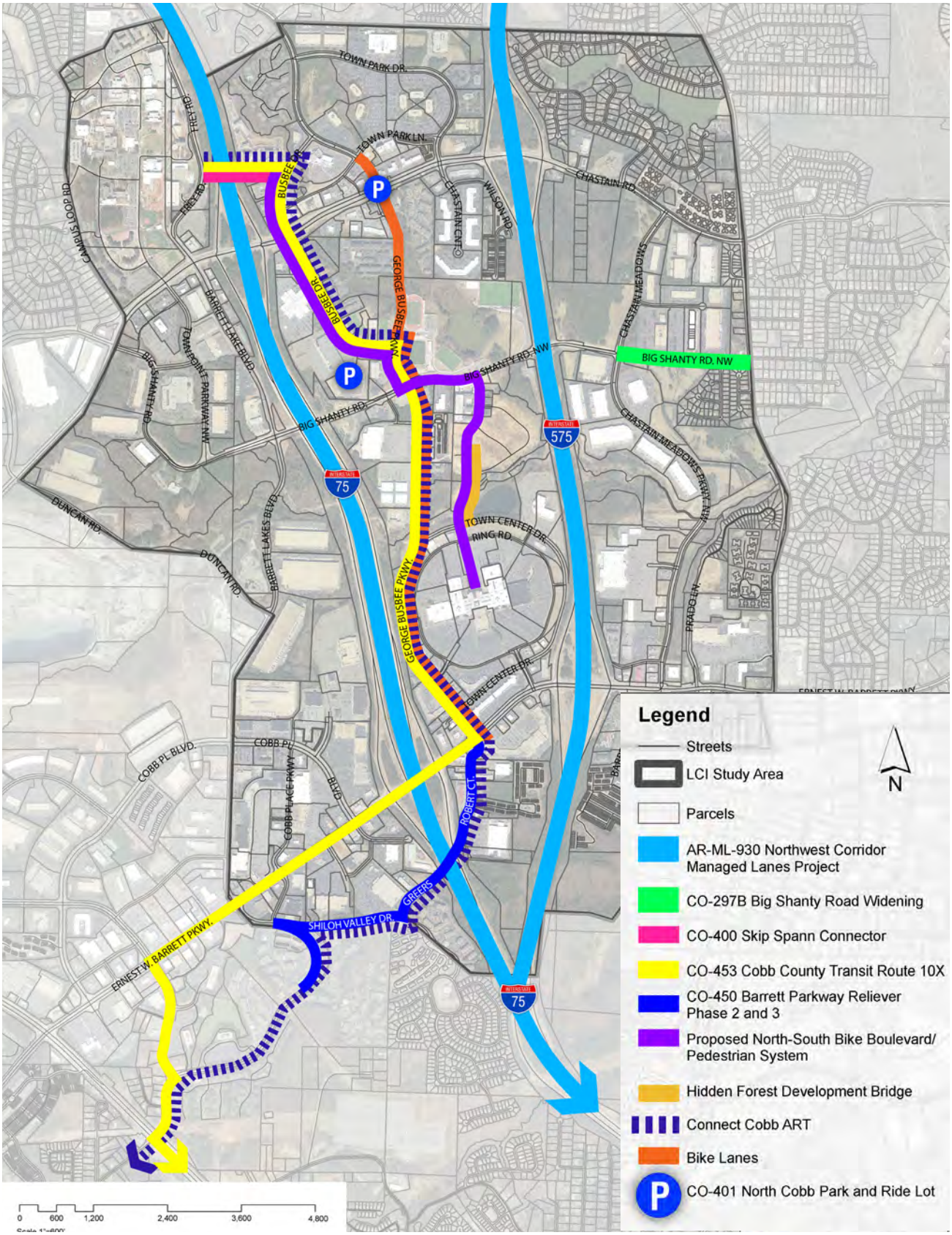


Figure 2.5f: Planned Transportation Projects

TOWN CENTER AREA CID

LCI Plan

Community Participation

3.0 Community Participation

3.1 Community Participation

Public involvement is a key component of the LCI program and is critical for truly understanding the vision, goals, and needs of the Town Center Area community. As such, all LCI studies must involve the public in a meaningful way and at key study milestones. Establishing many ways for people to engage in the planning process helps to ensure that local knowledge is accessed and used in developing master plan recommendations. It also maximizes the opportunities for the public to become involved in the overall process. The Town Center Area LCI public participation process engaged stakeholders at three levels throughout the planning process: The Project Management Team, the Core Team, and the General Public.

A Project Management Team consisting of consultants, Town Center Area CID staff, and the Atlanta Regional Commission was convened. The purpose of the team was to develop initial goals and visions, discuss the progress of the plan, to brainstorm solutions and strategies to address challenges and needs, and to plan community engagement opportunities at a very high level. This team met one to two times per month either in person or by conference call.

The Core Team consisted of stakeholders within the Town Center LCI study area with knowledge and expertise that could lend to the study process. Core Team members included community residents, property owners, business owners, and representatives from Kennesaw State University. This group was instrumental in guiding the course of the study through the identification of issues and opportunities, development of plan goals and objectives, and review of the feasibility and effectiveness of recommendations. Three sessions were held with the Core Team at key milestones throughout the process.

The general public which includes the study area community, at large, was engaged at three opportunities: a kick-off and goal setting session, a design workshop, and a master plan open house event. All outreach opportunities were designed to inform, invite and communicate with stakeholders about the LCI study.

The public involvement process included a variety of outreach tools including key stakeholder interviews; an online project website; meetings, workshops, and open house events; and an online community survey. This focus on multiple means of collection and distribution of information, along with careful timing of activities to tie them directly to the anticipated completion of technical tasks and key milestones of the project allowed for public input to be incorporated into the technical process in a meaningful way. Refer to Figures 3.1a and b for images of the community process.

Stakeholder Interviews

During the months of August, September and October the consultant team conducted stakeholder interviews with members of the Core Team and other key stakeholders in the study area. Key stakeholder interviews helped to promote a clear understanding of the goals, objectives, existing market opportunities, and social economic context in the study area. They also provided insight into the overall vision for the study area. Interviews were consistent in format utilizing a prepared questionnaire that included a range of discussion points.

Each interview began with an introduction to the study followed by background information prior to beginning the interview. From the interviews, stakeholders provided insight into their overall vision for the study area. Main transportation and land use needs and concerns were also discussed. Suggestions for how best to involve and inform the public concluded the interviews. A total of 16 stakeholder interviews were conducted.

Core Team Meetings

The Core Team met at three points during the planning process. The following are brief summaries of these meetings.

1. Core Team meeting #1 was held on August 7, 2014: The purpose of the first Core Team Meeting was to introduce the project and Core Team members; identify study area goals and issues; and discuss the upcoming community meeting agenda. The consultant team also provided a presentation on health and wellness and discussed how analysis of the Town Center Area community's health would impact the planning process.

2. Core Team meeting #2 was held on September 11, 2014: The purpose of the second Core Team Meeting was to present the results of community input to date, including results of the first community meeting's vision and goal setting exercise and the community survey. The areas of focus for the design workshop were also discussed.



Figure 3.1a: Design Workshop

3. Core Team meeting #3 was held on November 6, 2014: The purpose of the third and final Core Team Meeting was to review the draft Master Plan concepts and discuss recommendations and implementation strategies. The final meeting also served as a chance to review plans for the third community presentation.

Public Workshops & Open House Events

The general public was engaged at three points throughout the planning process. A summary of each outreach event is included below.

1. The **Kick-Off and Goal Setting Session** was conducted on August 28, 2014: The purpose of this meeting was to introduce the project to the public and to educate them on the LCI study process. At this meeting the public was engaged in an interactive workshop to gather feedback based on four topics, what they wanted to:
   - Preserve
   - Change
   - Create
   - Connect

   Community feedback was recorded directly onto study area maps, allowing ideas to be easily shared among community members.

2. A **Design Workshop** was held on September 24, 2014 from 9am to 4pm, with a community Open House following from 4-5:30pm: The design workshop was an opportunity for stakeholders to provide their vision for the Town Center Area LCI study in a workshop setting. The workshop began with a welcome and overview of the LCI study and objectives of the day. The consultant team then gave presentations on community input results (including the survey results, key stakeholder interviews, and the public kick-off meetings), land use, transportation, and the market analysis.

   The afternoon was an intensive work session where consultants and charrette attendees joined a table of interest to develop ideas and solutions as related to following topics:
   - Transportation: Auto/Ped/Bike/Transit
   - Health/Greenspace: Branding and Beautification
   - Land Use and Economic Development: Redevelopment and Innovation

   Health and Wellness was an over-arching goal for all topics. Goals, as identified in the Health analysis section, included:
   - Active Living Opportunities
   - Access to Healthy Foods
   - Smoke Free Living

   An Open House followed the day long work session, from 4-5:30pm, to allow community members that were unable to stop in during the day to provide input on the concepts and recommendations.

3. The **Master Plan Open House** was held on November 12, 2014: This meeting was conducted as an open house. The community was invited to drop in anytime between 4-6pm to provide input on the master plan recommendations. The project team was on hand to discuss the master plan and concepts.

Project Website

A project website was established as the hub of information for the LCI study. The site provided basic information about the purpose of the study, a description of the study area, a "Frequently Asked Questions" page, and information on how the public could remain involved. Contact information for the Town Center Area Project Manager and Consultant Team members was also available on the website:
https://sites.google.com/site/tcacidandkennesaw/

Online Community Survey

Surveys are an important method of information gathering generating data that is essential for developing an understanding of the community and its needs. As such, a community survey was designed to gather input regarding the vision for this study. The survey was made available online from August 11 through October 31, 2014. The following methods were used to share the link for the online survey:
- By email via the Consultant Team to the study area stakeholder database
- Through the Town Center Area LCI website
- By the Atlanta Regional Commission to the Community Engagement Network e-newsletter and the Transportation Spotlight e-newsletter distribution lists
- By the LCI Core Team and social media
- Via the project website
- Via a printed collateral (postcards), with survey website, that were delivered to area businesses and stakeholders for distribution.





Figure 3.1b: Final Community Open House

A total of 173 surveys were completed. Results of this survey were used to supplement statistical and market data and to represent the public's voice regarding the future development of the study area. A full summary of the online community survey can be found in the Appendix.

Following is a brief summary of the community survey results. Figure 3.1c shows word clouds of two of the survey questions regarding what community members would like to see changed and created in the study area.

173 Responses

Who Responded:

30% Town Center Area Residents
3% Town Center Area Business Owners
24% Work within Town Center Area
77% Run Errands in the Town Center Area
3% Students in the Town Center Area

What should be CHANGED in the study area?



What should be CREATED in the study area?



Figure 3.1c: Word clouds of results from the community survey questions "What should be changed in the study area?" and "What should be created in the study area?". The larger the word, the more often it was stated by the community.

TOWN CENTER AREA CID

LCI Plan

Recommendations

4.0 Recommendations

4.1 Master Plan Overview

The Visionary Plan, as pictured in Figure 4.1a, provides the future concept of an Innovative Regional District, one that promotes a live/work/play/learn/innovate environment - building on the diverse economy and growing partnerships between public, private, and educational entities. This vision will take public and private partnerships to develop over the next 25 years. Below is a summary of key concepts, refer to Sections 4.2 through 4.8 for more information.

Key Concepts:

1. **Town Center Area Overlay District:** Pursue a Town Center Area Overlay District to encourage mixed use, infill development and redevelopment of this regional job, commercial, and educational innovation center. This Overlay should encourage mixed use, well connected development throughout the study area. Recommended or Suggested Design Guidelines should be included in the Overlay. Preservation of existing industrial land should be a priority to keep jobs and economic diversity in the Town Center Area.

2. **Town Center Park and Restaurant/Retail Row**: Work with Town Center Mall and adjacent property owners to develop a phased entertainment amenity in the center of the CID with access to the Noonday Creek Trail and regional shopping. A trail head facility is encouraged at this location to provide parking near the park and trail and as a first step towards a future transit station in this area.

B. Aviation Park: Develop Aviation Park, as a key gateway site into the community. This park is proposed to include a trailhead facility as well.

3. **Chastain Road Entertainment District**: Chastain Road has seen new development and redevelopment in recent years, near KSU. Continue to encourage growth at this budding entertainment district by investing in pedestrian friendly connectivity and infrastructure.

4. **Transit Oriented Development Opportunities**: Focus mixed use and high density growth at key development nodes in concurrence with proposed Connect Cobb Express Bus stations within the study area.

A. Kennesaw State Gateway: With the growth of KSU, construction of the Skip Spann Connector, accessibility to I-75, and budding entertainment district along Chastain Road, the proposed Connect Cobb Express Bus station on KSU's campus is an ideal location to build mixed use and high density development to support KSU and the surrounding community. This development site has great potential to be an innovative gateway site to KSU with it's visibility from I-75 and Chastain Road.

B. Kennesaw Sports, Business School, and Conference Center Facilities: As need for KSU sports, including a new football stadium, and MBA program grow, encourage partnerships to develop mixed use developments that support the needs of these facilities - entertainment, housing, hotels, parking, etc. The proposed Connect Cobb Express Bus station at the current CCT/GRTA Park n' Ride is a potential candidate for mixed use development in conjunction with a KSU football stadium.

C. Town Center Mall: This master plan proposes a new Bus Rapid Transit station at Town Center Mall. The Mall is encouraged to infill and redevelop into a mixed use, high density regional center. A first step should include connection of the Mall to the proposed Town Center Park and Noonday Creek Trail via a bicycle boulevard, which can develop into a restaurant/retail row, as described in Concept 2.

D. Barrett Parkway: In conjunction with the proposed Connect Cobb Express Bus station at Barrett Lakes Boulevard, encourage high-density, mixed-use redevelopment and infill along the Barrett Parkway corridor. Pedestrian and bicycle connectivity to Barrett Parkway and the future transit station is encouraged.

5. **Three Stream Park**: Design and develop a park in the buffer and floodplains south of Big Shanty and west of Barrett Lakes Boulevard. Extend Noonday Creek Trail through this site, providing better connectivity to KSU and job centers west of I-75.

6. **Transportation:**

A. Bike Boulevard/Pedestrian System: Implement the planned multi-use trail between the Skip Spann Connector and the Town Center Mall.

B. Chastain Road Streetscape Upgrades: Provide pedestrian improvements on Chastain Road to support the budding Chastain Road Entertainment District.

C. Barrett Parkway Improvements: Improve pedestrian accessibility along Barrett Parkway.

D. Trail Extensions: Extend the Noonday Creek Trail to connect key nodes throughout the study area and beyond.

E. Sidewalk Infill: Continue sidewalk infill efforts throughout the study area.

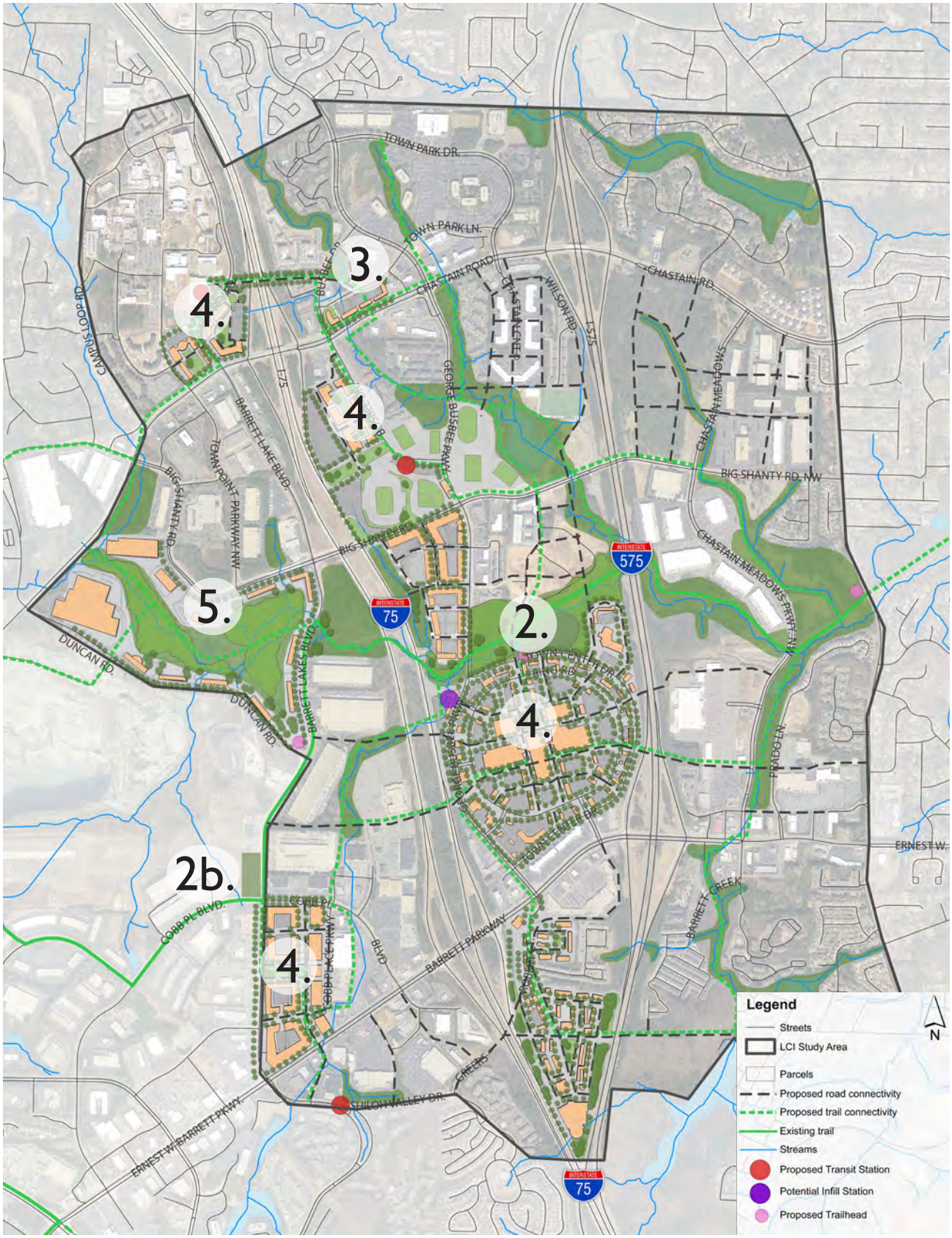


Figure 4.1a: Visionary Master Plan

F. Local Shuttle: Pursue a study to determine the feasibility of a year-round local shuttle.

G. Bus Stop Enhancements: Improve bus stop amenities throughout the study area.

H. Continue implementation of current initiatives: Skip Spann Connector, Big Shanty Road Widening, and the South Barrett Reliever.

4.2 Phasing

Five to ten year incremental phasing provides an outline for implementing the visionary plan in a comprehensive, realistic manner.

The first **5 to 10 years** address priority items to stimulate growth and private investment in the study area. Focus includes Town Center Park, Chastain Road, trailhead facilities, Kennesaw State Football Stadium and Business School and other KSU schools/program growth, zoning updates, and redevelopment within these areas, as appropriate.

The **10 to 20 year** plan focuses on transit oriented development, in line with the proposed Connect Cobb Express Bus stations.

The **20 to 30 year** plan continues infill development at key nodes and prime development sites.

Every five years the master plan should be updated to bench mark progress and adapt to the changing market place and knowledge of healthy living.



Figure 4.2a: 10 Year Plan

10 Year Plan: 2025

In the next 10 years, refer to Figure 4.2a, the following are priority projects for implementation within the study area:

1. Town Center Park and Restaurant/Retail Row
2. Chastain Road Entertainment Improvements
3. Develop Trailheads, including Aviation Park.
4. Continue Trail Expansions
5. Kennesaw State University Sports Facilities Expansion, Conference Center development, and Business School Expansion.
6. Promote mixed use development on redevelopment sites, with higher density proposals near transit stations. Pursue the Town Center Area Overlay to help with this step.



Figure 4.2b: 10-20 Year Plan

20 Year Plan: 2035

In the next 20 years, refer to Figure 4.2b, the following project implementation should be considered within the study area:

1. Mixed-use Transit Oriented Development to continue near the Kennesaw State University Stadium. High density, mixed use development should align with implementation of regional transit and transit stations.
2. Develop the Kennesaw State University Gateway Transit Oriented Development in line with transit implementation. This step focuses on the frontage parcels along Chastain Road.
3. Infill and redevelopment sites along Cobb Parkway to focus on high density, mixed use, Transit Oriented Development in line with transit implementation along this corridor.
4. Continue the expansion of the Town Center Mall retrofit. Infill the surrounding asphalt parking lot with mixed use development in line with transit implementation.



Figure 4.2c: 20-30 Year Plan

30 Year Plan: 2045

In the next 30 years, refer to Figure 4.2c, the following project implementation should be considered within the study area:

1. Continue the expansion of the Town Center Mall retrofit. Infill the surrounding asphalt parking lot with mixed use development in response to market demand.
2. Work with property owners to redevelop the cornerstone site at the intersection of I-75 and I-575. This site and appropriate high density, mixed use development can become a visual gateway and branding opportunity for the Town Center Area.
3. Design and develop the Three Stream Park as funding becomes available.

4.3 Zoning Recommendations

The following Zoning considerations are put forth to encourage and promote the successful implementation of the Town Center Area LCI Master Plan. Numbered recommendations correspond with recommendations in the Section 5.0: Implementation.

Zoning Recommendations

L1: Town Center Area Overlay District: Pursue a Town Center Area Overlay District to encourage mixed use, infill development and redevelopment of this regional job, commercial, and educational innovation center. This Overlay should encourage mixed-use, well-connected development throughout the study area. Recommended or Suggested Design Guidelines should be included in the Overlay. Preservation of existing industrial land should be a priority to keep jobs and economic diversity in the Town Center Area.

As depicted in Figure 4.3a, highest densities should be encouraged in the center of the study area, where major job centers are located and Connect Cobb Express Bus stations are proposed. Consider the following densities:

High Density Mixed Use: Include a mix of land uses, including commercial, office, institutional, medium to high density residential, and light industrial. Building heights are recommended to be a max of 20 stories. Density should support future transit at 15-30 units/acre maximum. Higher densities should be allowed and used to leverage incentives included in the overlay, such as trail connectivity, greenspace development, mixed use and mixed building development, etc.

Medium Density Mixed Use: Land Uses should be mixed use and include commercial, office institutional, medium density residential, and light industrial. Building heights should be a maximum of 5 stories. Density should support future transit at 10-20 units/acre maximum. To protect existing single family neighborhoods, include transition buffer requirements within the overlay.

- **L6: Suggested Design Guidelines**: Pursue supplemental funds to update the Town Center Area design guidelines and to include them in the proposed Overlay District as suggested or recommended guidelines.

- **L7: Greenspace Requirements**: Consider including greenspace requirements in the proposed Suggested Design Guidelines to include 10 acres of greenspace per 1,000 residents and an allowance of varying park sizes, from pocket parks to larger community greenspaces.

- **L8: Trail Connection Requirements**: Consider including trail connection requirements in the Suggested Design Guidelines to connect to the existing multi-use trail system. This will help support a connected, pedestrian friendly system, branding the area as a bike and pedestrian friendly, sustainable community.

- **Connectivity:** In order to create walkable, pedestrian friendly environments, street connectivity requirements should be included in the Overlay District. One approach is to work with area stakeholders to create a Master Street Plan. An alternative is to create maximum block sizes or lengths. Major corridors may have larger maximum block sizes versus interior connection streets. Major Corridors may have a maximum of 600'-800', while interior may have a maximum of 400'. Private "skinny" car-less streets could provide even tighter block connectivity of 200'. For additional connectivity, new streets should be required to have a minimum number of connections to existing streets. Creating maximum block sizes and connectivity requirements would allow for land owners to have flexibility in their development, while still creating a walkable, pedestrian friendly network.

- **Street Types**: Street Types as further described in Section 4.8 Transportation should be incorporated in to the Suggested Design Guidelines.

- **H1-H3: Housing:** Housing incentives should be included in the Overlay District to encourage mixed income, mixed generational housing options. Tools include density and height bonus incentives for employer assisted housing and mixed unit sizes that support a mix of incomes and generations within the area.

L11: Adopt the LCI Study/Plan as an amendment to the Comprehensive Plan.

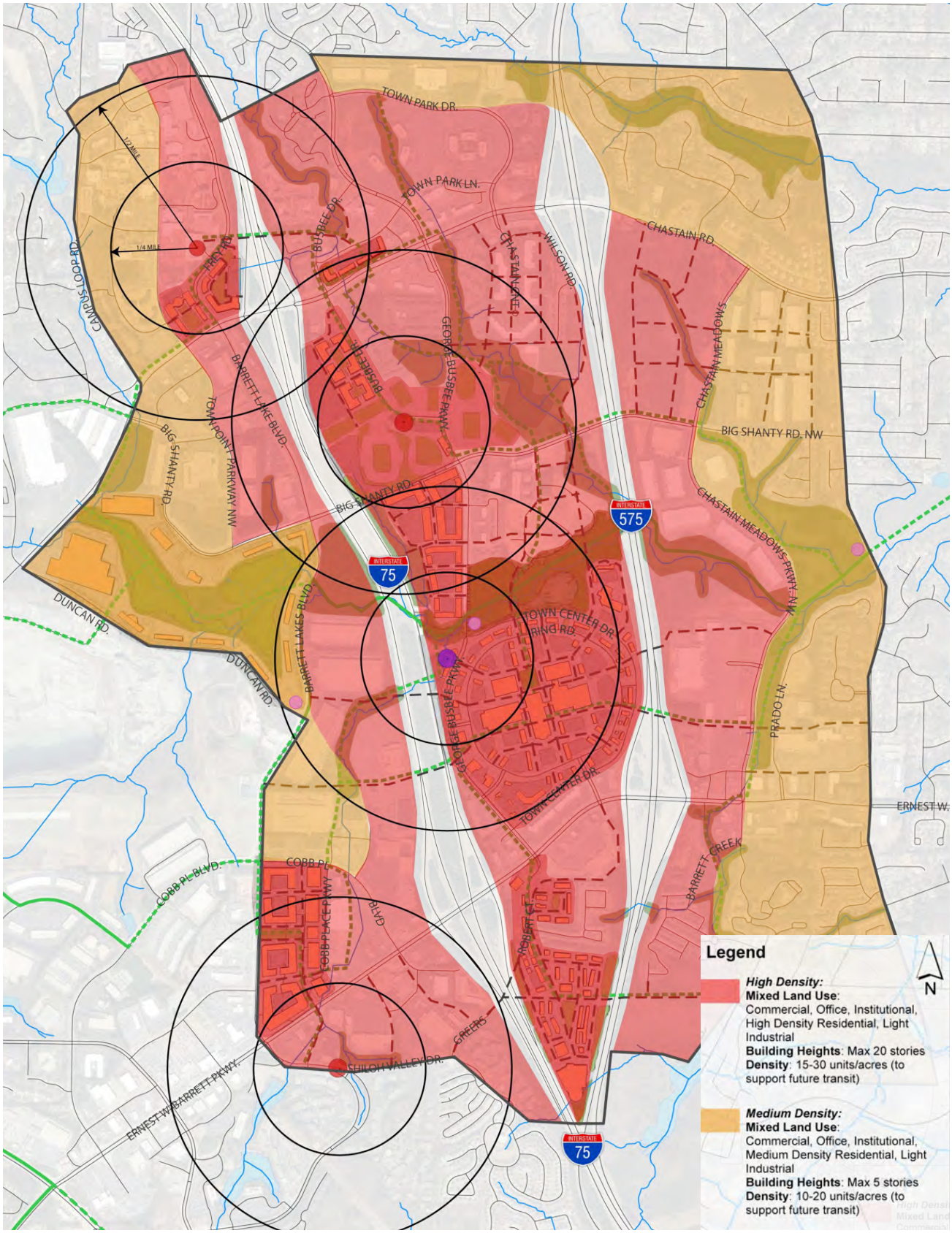


Figure 4.3a: Proposed Overlay District Map

4.4 Town Center Park and Restaurant/Retail Row

The Town Center Area CID is encouraged to continue efforts to develop Town Center Park, which is currently in the design phase, and the Restaurant/Retail Row, a concept that developed out of the 2004 LCI Study. These concepts, developed in partnership, and leveraging the success of the Noonday Creek Trail, have great potential to create a mixed use entertainment district in the center of Town Center Area. Following are recommendations for how best to implement these concepts.

- **L2: Pursue supplemental funds to design and develop the Town Center Park**. Concept design has already been completed for this project. Work closely with Town Center Mall to develop connections between the mall and the park, via Noonday Creek Trail.

- **L3: Partner with the Town Center Mall and necessary property owners to pursue funding for design and development of Restaurant/ Retail Row**, a bike and pedestrian only boulevard connecting Town Center Mall to Town Center Park. This development should consider a mix of users including restaurants, retailers, office, and residential. It is recommended to pursue this concept as a phased approach, beginning simply with a striped bicycle lane to the Mall entrance with restaurants and retail lining a bicycle boulevard at a later stage. Restaurant/Retail Row has potential to spur further mixed use infill and redevelopment of the Town Center Mall into a Transit Oriented Development, as further discussed in Section 4.6.

  The Town Center Park to Mall connection is proposed as a bicycle/pedestrian only boulevard with restaurants, retail, office, and potentially residential uses on either side of the boulevard. The full concept is pictured in Figure 4.4b. A phased approach is identified in Figures 4.4c-4.4f. Phasing begins with a bike lane painted on the existing mall parking lot aisle, so all parking is preserved while bicycle access is achieved. The second phase requires a row of parking be removed in place of pedestrian access and tree canopies, further strengthening the connection between the park and the mall. The third phase includes the start of the restaurant/retail row on one side of the boulevard, eliminating two rows of parking. The fourth phase, completes the restaurant/ retail row with buildings fronting the other side of the boulevard. As two more rows of parking will need to be eliminated, a parking deck is proposed in this phase to support increased demand. This parking deck may be built partially below ground and/or only extend two stories above ground to keep the height below that of the restaurant/retail row buildings.

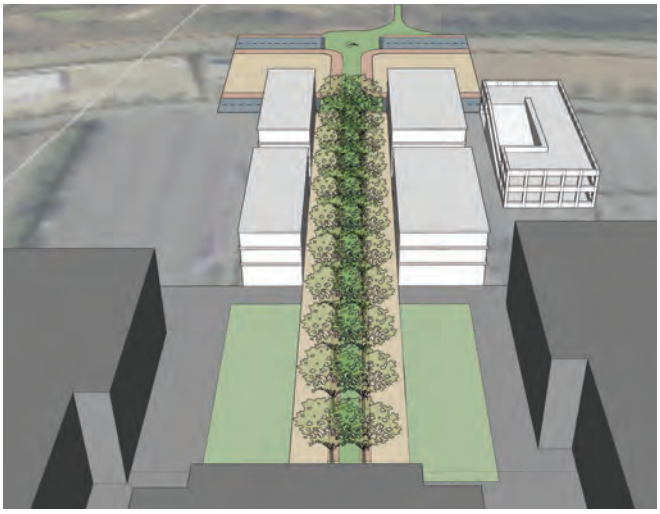


Figure 4.4b: Town Park to Restaurant/Retail Row Proposed Connection

- **L4: Design and Develop a trailhead facility** adjacent to Restaurant/Retail Row, within the park to draw people to the area, create better visibility, and to help encourage future transit growth. Future transit opportunities include an infill station for the proposed Connect Cobb Express Bus concept. Currently, Cobb County has proposed transit stations at KSU and the existing CCT/GRTA Park n' Ride lot. This proposed infill station would provide better access to the Town Center Mall, the Town Center Park, and the Noonday Creek Trail - further increasing accessibility beyond the automobile. The trailhead facility could be a first step in drawing transit to this location. The trailhead facility could include automobile and bicycle parking, restrooms, locker rooms, showers, bicycle rental and repair, and picnic areas.

- Develop the Aviation Park and trailhead facility at the intersection of Cobb Place Boulevard and Barrett Lakes Boulevard. This park provides beautification at a key gateway intersection into the study area. Refer to the appendix for a conceptual rendering of this park. This project is in the detail scoping phase.

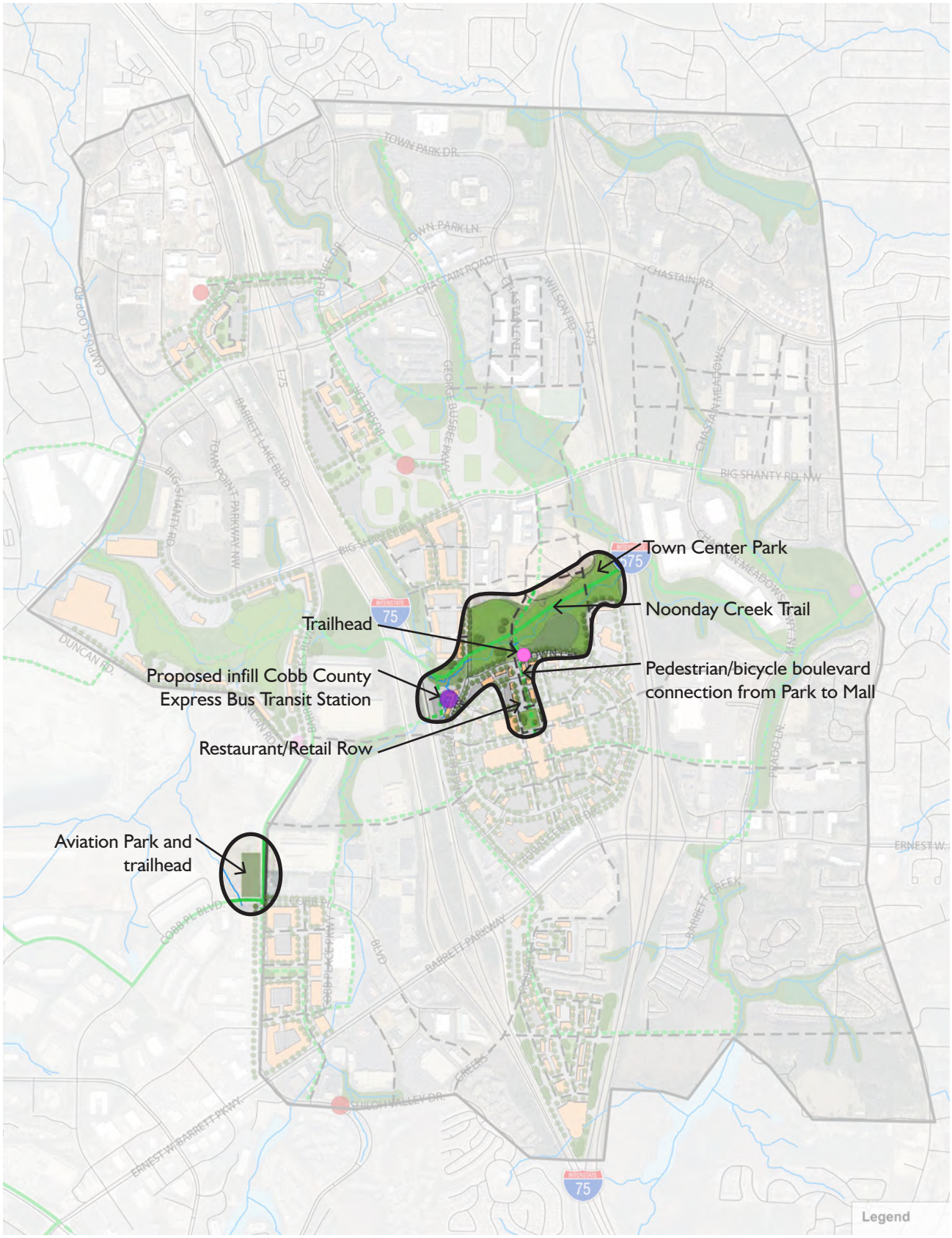


Figure 4.4a: Town Center Park and Restaurant/Retail Row Concept

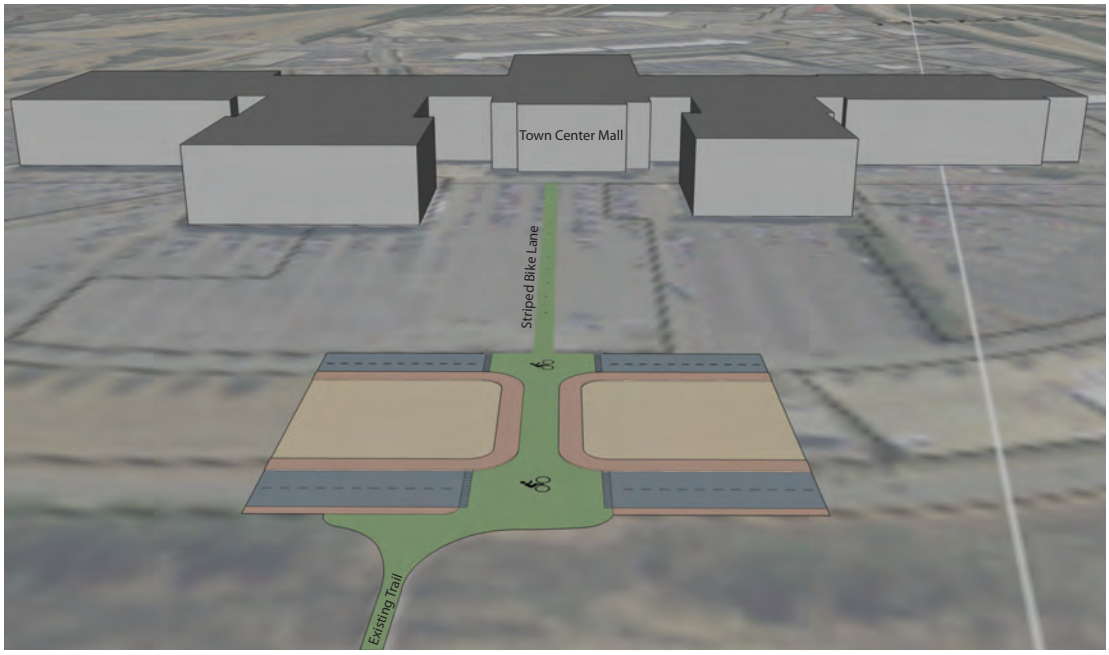


Figure 4.4c: Town Park to Restaurant/Retail Row Connection Phase 1

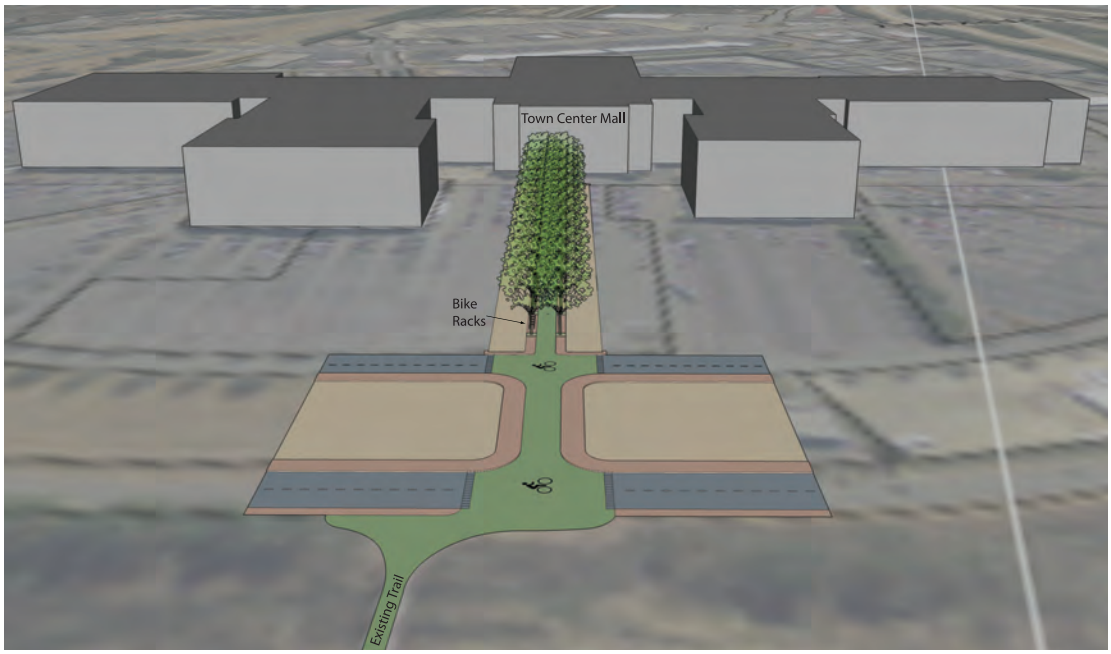


Figure 4.4d: Town Park to Restaurant/Retail Row Connection Phase 2

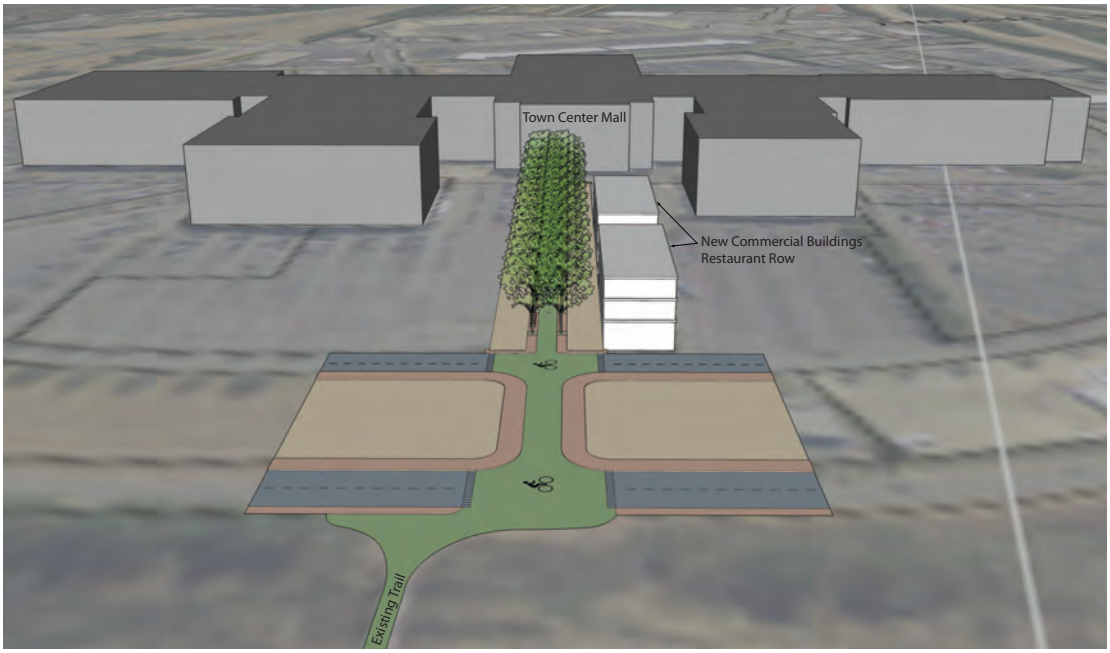


Figure 4.4e: Town Park to Restaurant/Retail Row Connection Phase 3

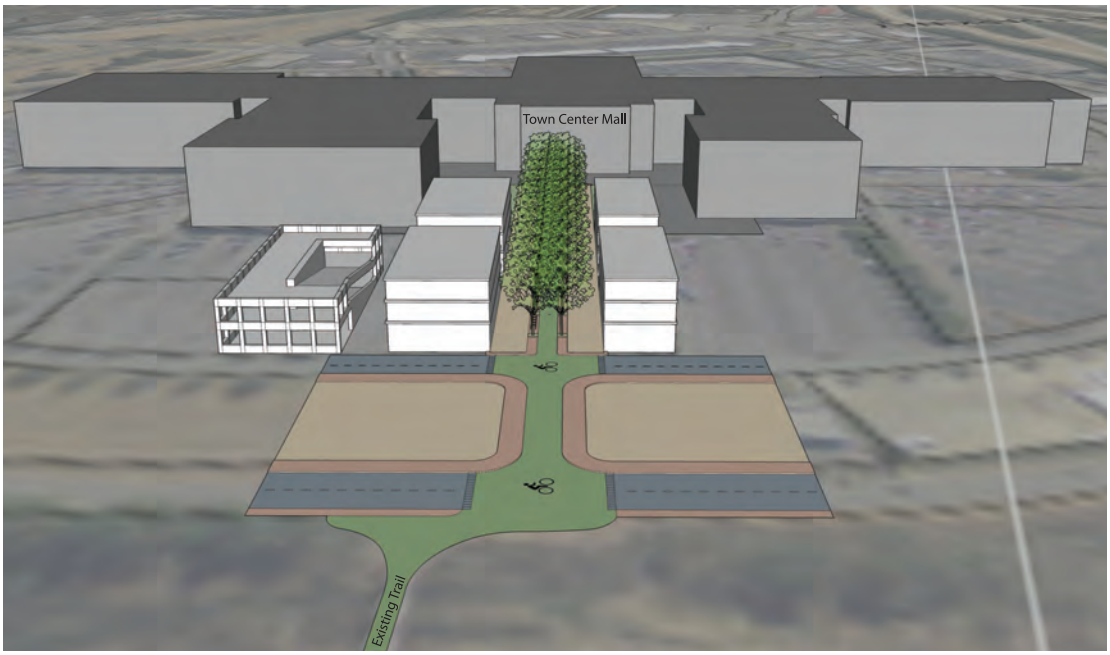


Figure 4.4f: Town Park to Restaurant/Retail Row Connection Phase 4



Figure 4.5a: Chastain Road Entertainment District Streetscape Improvements

4.5 Chastain Road Entertainment District

Chastain Road has seen recent investment of infill and redevelopment of restaurants and retail, near Kennesaw State University and Town Center office parks. The area has become an entertainment hub for employees, students, and nearby residents. With the under-construction Skip Spann Connector and the under design Bike Boulevard/Pedestrian System, this area will be even more accessible for all modes of transit. To further improve accessibility to this area and encourage continued infill and redevelopment, it is recommended to provide streetscape improvements that improve the aesthetic and safety of pedestrians and bicycles along Chastain Road.

- **T2**: Pursue supplemental funding to design and implement improved intersections, crosswalks, sidewalks, and multi-use trails in the Chastain Road Entertainment District to provide access and spur redevelopment of infill sites. Refer to Figures 4.5a and b.

  Currently the intersections along Chastain Road have very long crosswalks where pedestrians are very exposed. One way to effectively "shorten" the crossing distances for pedestrians is to provide raised and landscaped pedestrian refuge islands at medians and channelized right-turn islands. This can reduce the exposure of pedestrians as they cross. These islands will also alert drivers that they are in a pedestrian-friendly area.

  Figure 4.5a shows conceptual improvements along Chastain Road from I-75 to Town Park Drive. In this image, the medians have been widened using additional width gained from narrowing the through-lanes. Also, the medians and the channelized right-turn islands have been raised and landscaped to provide physical islands for pedestrians to use while crossing.

  In addition to the pedestrian crossings along Chastain Road, it is recommended that an enhanced bicycle connection be provided along the corridor. Currently, a bicycle lane exists along this roadway; however, the 45 MPH posted speed limit means that facility is only used by the most confident cyclists. If lane narrowing to 11 foot lanes is an option, consider using some of the gained width to provide a buffer for the bike lanes. Alternatively, consider upgrading the existing sidewalks along the roadway to serve as multi-use paths for use by less confident cyclists. A supplemental engineering study and evaluation of alternatives is needed to determine the preferred design.

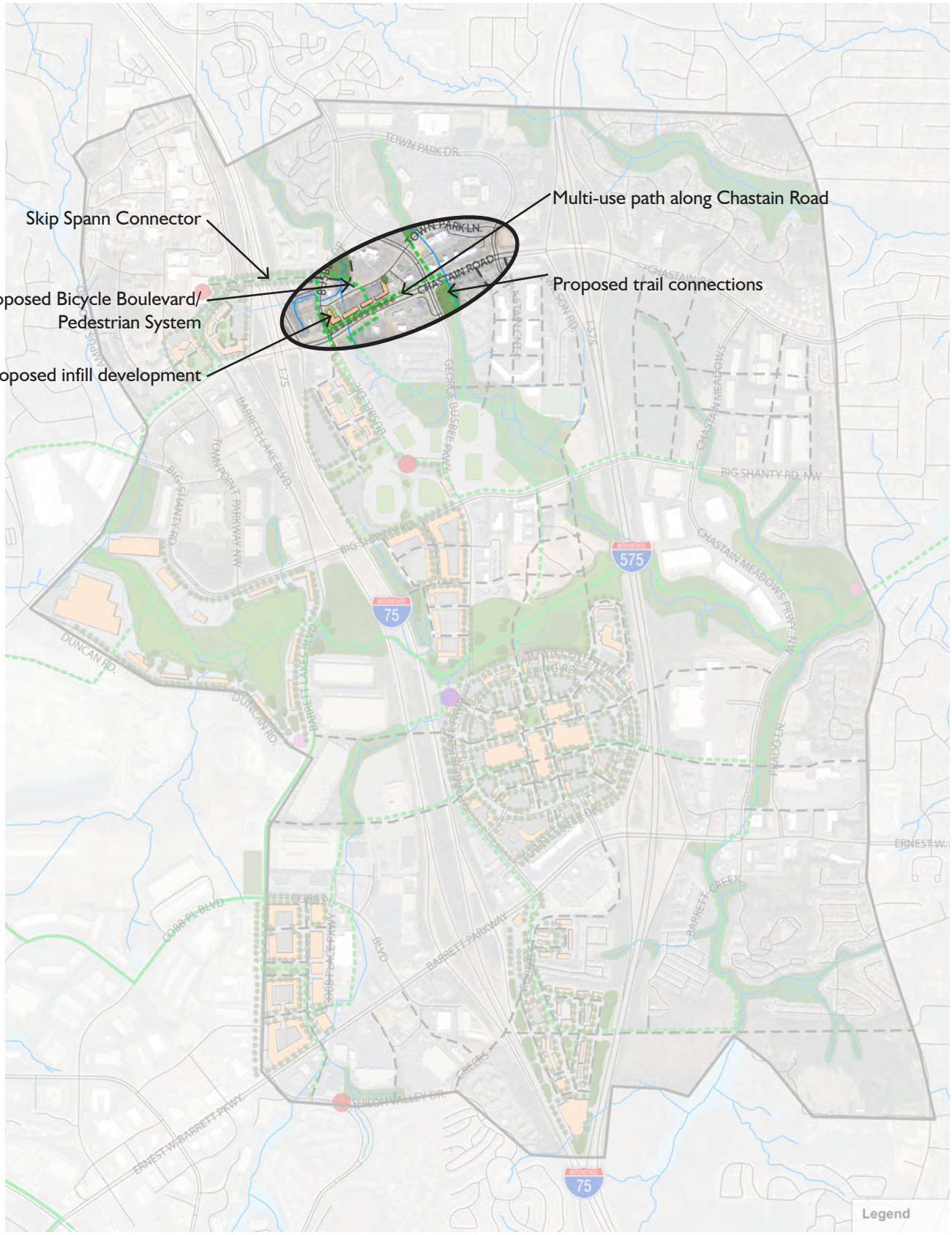


Figure 4.5b: Chastain Road Entertainment District Node

4.6 Transit Oriented Development Opportunities

Cobb County's proposed Connect Cobb Express Bus plan has identified three potential express bus stations within the Town Center area, providing regional access to Town Center job centers. Proposed transit stations include a Kennesaw State University station, a station at the existing Cobb County Transportation (CCT)/GRTA Park n' Ride, and a station along Barrett Lakes Boulevard. As described in Section 4.4, an additional infill station is proposed, within this master plan near Town Center Mall and Town Center Park. There is currently no approved plans or funding for the express bus system and associated stations. In preparation, however, for this future transit option, the Town Center community is encouraged to pursue high-density, mixed use transit oriented development at these key nodes.

A first step in this process is to pursue a TOD feasibility study to best understand the potential mix of uses and exact locations of these stations. Following are recommendations for each TOD location. Refer to Figure 4.6a for proposed TOD locations.

- **L10: Connect Cobb Station Master Plan:** Cobb County, in partnership with the Town Center Area CID, should pursue supplemental funds to study the feasibility of transit oriented development (TOD) near all proposed transit stations within the Town Center Area.

- **Key Transit Oriented Development Sites Include:**

  Kennesaw State University Gateway: In conjunction with the proposed transit station, the University should redevelop the frontage parcels along Chastain Road into a mixed use, high density gateway site.

  Kennesaw Sports, Business School and Conference Center Facilities: As need for KSU sports and MBA facilities grow, encourage partnerships to develop mixed use developments that support the needs of these facilities - entertainment, housing, hotels, parking, tailgating, conference center, etc. This would be an ideal location for a new KSU football stadium, as the football program grows and a larger facility is needed. This land is also adjacent to the Kennesaw Conference Center and newly purchased Brandsmart building, which is being converted to academic uses. As the Master of Business Administration program grows, this may be a location to grow needed academic and office space as well as partnerships with area employers.

  Town Center at Cobb Mall: Provide mixed use infill redevelopment of the Town Center Mall, leveraging the proposed transit station and Noonday Creek trail. First steps should include implementation of the Restaurant/Retail Row and the Town Center Park bicycle boulevard, as further described in Section 4.4.

  Figure 4.6b identifies a long-term vision for the redevelopment of Town Center Mall. This vision focuses on incorporating a mix of uses into the parking lot surrounding the Mall, beginning with the Restaurant/Retail Row and bicycle boulevard.

  As development occurs within the parking lot, some parking is recommended to be converted into parking decks to meet the increased demand. Location of a transit station in this area, however, does have the potential to reduce reliance on the automobile and lessen parking requirements.

  Barrett Parkway: In conjunction with the proposed future transit station at Barrett Lakes Boulevard, encourage high density, mixed use redevelopment and infill along this corridor. Pedestrian and bicycle improvements to Barrett Parkway should be prioritized to draw redevelopment to the area. Refer to Section 4.8 for more information on Barrett Parkway improvements.



Figure 4.6a: Transit Oriented Development Opportunities

INDEX

1. TOWN GREEN
2. CENTRAL PARK
3. MAIN STREET
4. BLOCK SYSTEM
5. STREET TREES AND SIDEWALKS
6. LAKE
7. FOUNTAIN
8. TRAIL HEAD FACILITY
9. PARKING
9.1 PARKING DECK OPTION
10. TRAIL
11. ART
12. GATEWAYS
13. POTENTIAL TOWER SITES
14. RELOCATED GRTA LOT
15. TOWNHOMES
16. OUT PARCELS
17. LUXURY APARTMENTS
18. BIKE HUB
19. ANCHOR STORES
20. INLINE STORES

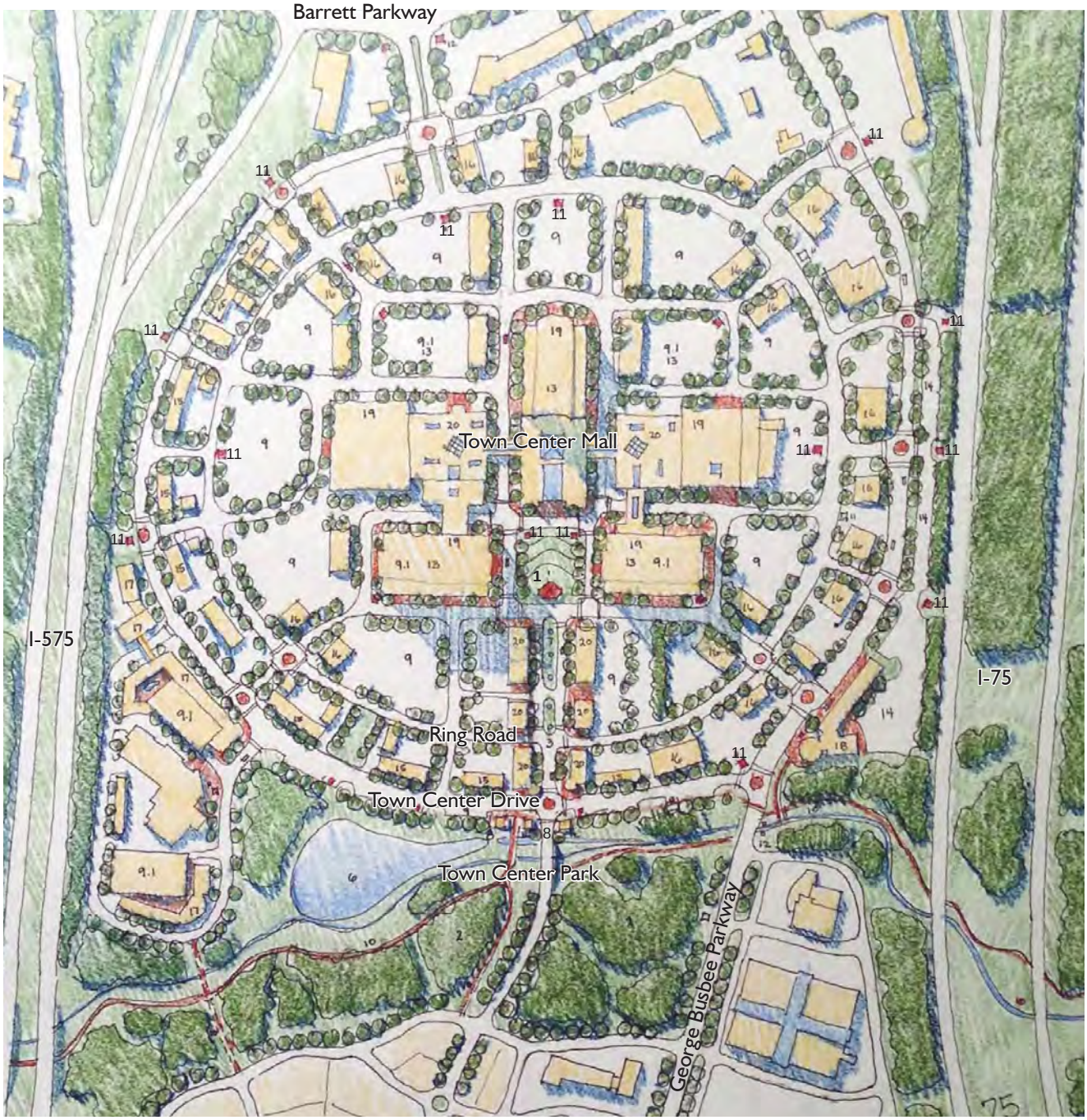


Figure 4.6b: Visionary Master Plan for Town Center Mall Transit Oriented Development

4.7 Three Stream Park

It was observed during the analysis phase, that several streams run through the industrial area that sits between Big Shanty Road, Barrett Lake Boulevard, Duncan Road, and Chastain Road. Required stream buffers make much of this internal block undevelopable. This undevelopable land does provide a great opportunity, however, for continued trail connectivity and much needed additional greenspace in the study area, as proposed in Figures 4.7a and b - Three Stream Park.

It is recommended that as a first step, the CID should extend Noonday Creek Trail along streams in this future park area. This will provide greater connectivity to Town Center Park and the Mall from Kennesaw State University, employees in the industrial area, and adjacent residential communities.

In order to keep economic diversity in the study area, it is recommended that the land uses surrounding the proposed Three Stream Park remain industrial. The County and CID should consider future incorporation and infill of residential into this area, to help increase the jobs to housing ratio.

Following are 5-year recommendations to accomplish this park recommendation.

- **L5: Pursue supplemental funds to design and develop the expansion of the Noonday Creek trail through Three Stream Park.** Include design development of the Park in the trail design.

- **L9: Greenspace Plan**: Pursue supplemental funds to develop a greenspace plan for the Town Center Area. This plan should assess proposed parks within this master plan and additional greenspace opportunities, including Three Stream Park, Aviation Park, Town Center Park, and proposed trail connections.



Figure 4.7a: Three Stream Park Conceptual Design



Figure 4.7b: Three Stream Park Map

4.8 Transportation

Short-Term Transportation Improvements: 5 Year Action Plan

Over the next 5 years there are several key opportunities where the Town Center CID can make transportation improvements within the study area. The short-term opportunities are shown in Figure 4.8a.

T1: Continuous Multimodal Connection from Town Center Mall to KSU - Bicycle Boulevard/Pedestrian System

This planned project, currently under design development, will provide a valuable bicycle and pedestrian connection between KSU's expanding campus and the Town Center Mall. The project is an extension of the recently completed Noonday Creek Trail project and is planned as a combination of a side path trail segment in some locations and as a standalone multi-use trail in other locations.

T2: Chastain Road Intersection and Corridor Improvements

Currently the intersections along Chastain Road have very long crosswalks where pedestrians are very exposed. One way to effectively "shorten" the crossing distances for pedestrians is to provide raised and landscaped pedestrian refuge islands at medians and channelized right-turn islands. This can reduce the exposure of pedestrians as they cross. These islands will also alert drivers that they are in a pedestrian-friendly area.

Refer to Section 4.5 for more information.

T3: Barrett Parkway Intersection Improvements

Similar to the intersections described along Chastain Road above, the intersections along Barrett Parkway also have long crosswalks where pedestrians are very exposed as they cross. At key intersections along Barrett Parkway, it is recommended that pedestrian refuge islands and landscaped channelized right-turn islands be provided to facilitate safer crossings.

T4: Continued Expansion of the Town Center Area Trail System

The Town Center Area has already developed a significant series of trail connections throughout the study area. Over the next five years, several additional trail expansion opportunities should be pursued. Several proposed new connections are shown in Figure 4.8a and 4.8e. While it is improbable to fully construct these trails within the next 5 years, it is possible to study the feasibility of each trail and to begin developing conceptual alignments. Refer to Figures 4.8b-d for proposed trail cross sections. Priority trail connections are listed below. Refer to 4.8a.

A. Extend the existing Noonday Creek Trail west of Barrett Lakes Blvd through the proposed Three Stream Park to Chastain Road. This connection will provide better accessibility for residents to the west of the study area, as well as KSU users and will provide access to the future Three Stream Park.

B. Extend the existing multi-use path, the Big Shanty Trail, along Big Shanty Road east, under I-575, to Bells Ferry Road connecting to the existing Noonday Creek Trail. This will provide access for residents to the east into the study area, to the KSU sports stadiums and eventually up to KSU's campus, with continued trail expansion.

C. Continue the extension of the Noonday Creek Trail from the T4A proposed extension north, along Chastain Road to the Skip Spann Connector. This will provide better accessibility to and from the KSU campus.

D. Connect the proposed Bicycle Boulevard/ Pedestrian System, T1, to the north, from Big Shanty Road, through the KSU Sports Fields and along George Busbee Pkwy to Chastain Road. This connection will provide an alternative route to the KSU Sports Fields and to area office parks and to the Chastain Road Entertainment District.

T5: Sidewalk Connections

A few roadways throughout the study area do not currently have sidewalks. Three of these roadways have been recommended for sidewalk construction in the five-year action plan for the study area:

A. Install sidewalks along Cobb Place Parkway.

B. Install sidewalks along Chastain Center Boulevard.

C. Infill sidewalk gaps along Town Park Drive.

T6: South Barrett Reliever Phase III

The planned South Barrett Reliever Phase III will act as a new multimodal connection across I-75 and will alleviate the traffic congestion experienced on Barrett Parkway.

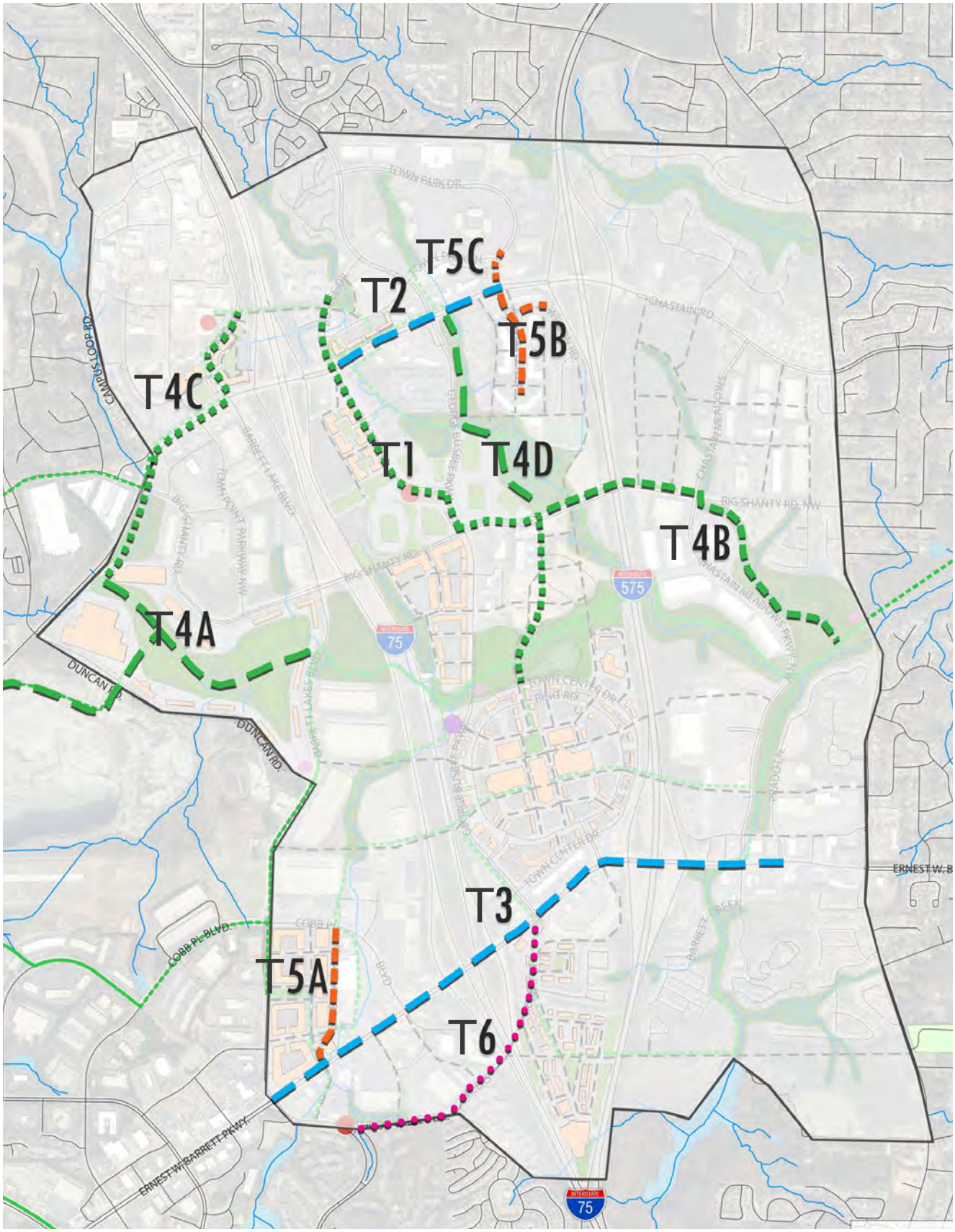


Figure 4.8a: Priority Transportation Projects

This project will further enhance livability in the area by providing a new connection across I-75 for pedestrians and cyclists. Additionally, the South Barrett Reliever is currently part of the planned route for the Connect Cobb Arterial Rapid Transit Project.

T7: Local Shuttle Year Round Service

Establish a circulator shuttle for year-round service. Begin this process by performing a feasibility analysis to identify routes, service times, headways, vehicles, and annual operating costs.

T8: Enhancement of Bus Stops throughout Town Center Area:

Work with adjacent property owners to install benches, trash receptacles, and shelters where feasible at area bus stops. Consider creative and sculptural bus stops to help develop a sense of character and beauty in the study area.

T9: New Complete Street Connections

As properties redevelop, work with developers to create new street connections similar to the proposed roadway network shown in Figure 4.8i. This will allow drivers, cyclists, and pedestrians to make local trips without having to use the major thoroughfares within the study area. All new connections should safely accommodate bicycles and pedestrians. Most new streets should be small local urban streets that include wide sidewalks, lighting, on-street parking, and building frontages which define the public space. Refer to Figures 4.8f-h for proposed street sections. These street sections are very similar to those previously included in the former Town Center Area Design Standards document.

Additional Related, Supplemental, or Long-Term Transportation Projects

Continued Implementation of the Skip Spann Connector

The Skip Spann Connector will provide additional connectivity across I-75 for drivers, pedestrians, and cyclists. This connection will be particularly important for the Town Center Area because it will form a multimodal connection between key commercial areas and KSU's campus.

Recreational Trailheads throughout Study Area

As the trail network within the CID continues to expand, install trailhead facilities with parking spaces, water fountains, and restrooms. Recreational trail usage is important for building a culture of confident cyclists who are likely to go on to ride bikes as a mode of transportation. Consider the inclusion of a bicycle rental program at trailheads. The TCACID is currently planning for three to four bicycle rental locations to be installed along the trail beginning in 2015.

Widening of Big Shanty Road between Chastain Meadows Parkway and Bells Ferry Road

It is expected that the new managed lanes access location for I-75 at Big Shanty Road will generate additional traffic along Big Shanty Road. In anticipation of this additional traffic, the two-lane section of Big Shanty Road from Chastain Meadows Parkway to Bells Ferry Road is planned as a future widening project.

Barrett Parkway Alternative Connection

As part of the implementation of the South Barrett Reliever Phase III, Roberts Court will be realigned to directly tie into Mall Boulevard. This will create a continuous boulevard thoroughfare from Greers Chapel Drive to the intersection of Barrett Parkway at Mall Boulevard.

Continued Intersection Improvements along Major Thoroughfares

The transportation infrastructure within the Town Center Area is robust with many large intersections which have been optimized for the efficient movement of vehicles. Continue to invest in upgrading these intersections so that they are also safer for crossing pedestrians and cyclists.

Connect Cobb Station Area Development

There are three proposed transit stations for the planned Connect Cobb Express Bus arterial transit system. Continue to refine station area plans and work with developers in these areas to encourage transit-oriented development.

Long-Term, Develop Design Standards for Street Frontages

Roadside design standards are used extensively in nearby jurisdictions to develop consistency in pedestrian

and bicycle infrastructure along corridors. Clear design standards will ensure an efficient investment of resources in building new facilities and it also provides predictability for developers. Additionally, since many roadways in the study area are being equipped with side paths, it will be important for design guidelines in the area to also set standards for access management. Excessive driveways create safety concerns for cyclists along side paths.

Long-Term, Develop New Street Connections

Over time, as the area continues to redevelop, it will be important to continue to work with private developers to design new street connections. This will allow drivers, cyclists, and pedestrians to make local trips without having to use the area's major thoroughfares such as Barrett Parkway and Chastain Road. Having a network of smaller supplemental streets will create more opportunities for multi-modal transportation.

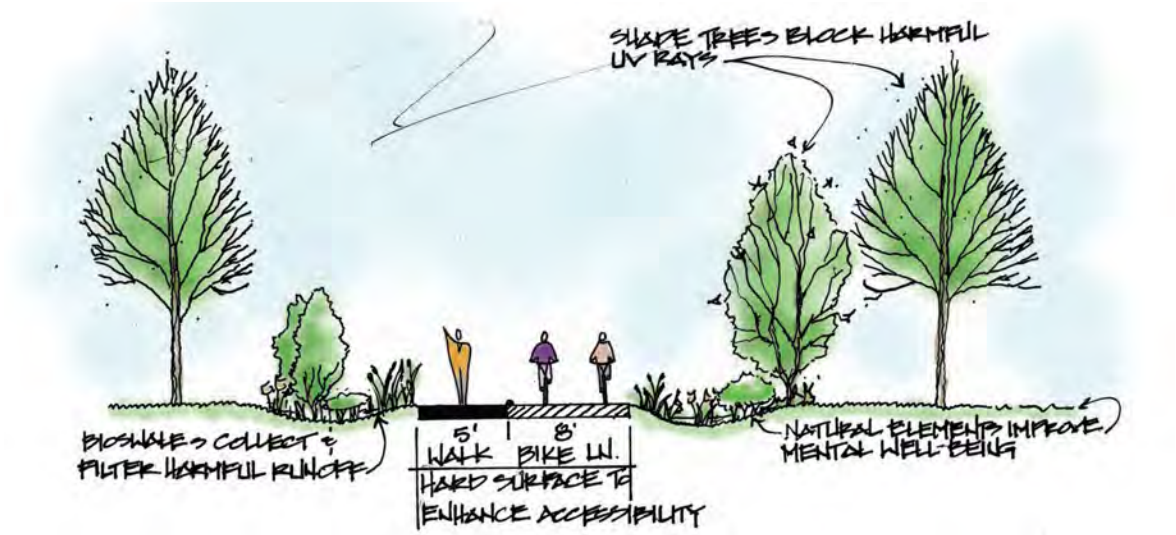


Figure 4.8b: Proposed Trail Section with Swales

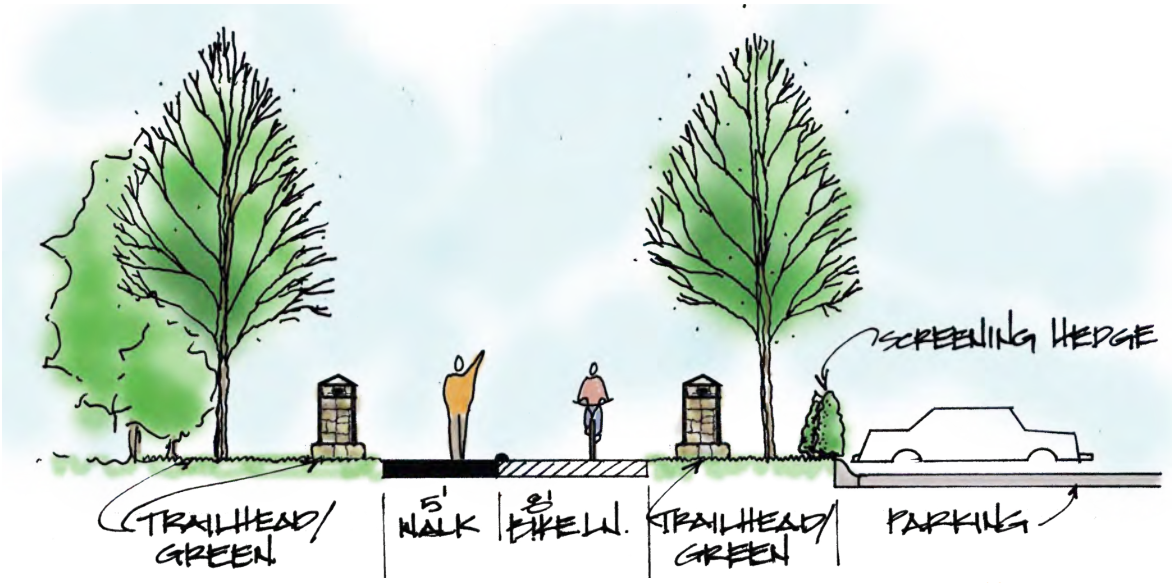


Figure 4.8c: Proposed Trailhead



Figure 4.8d: Proposed Trailhead with Swale

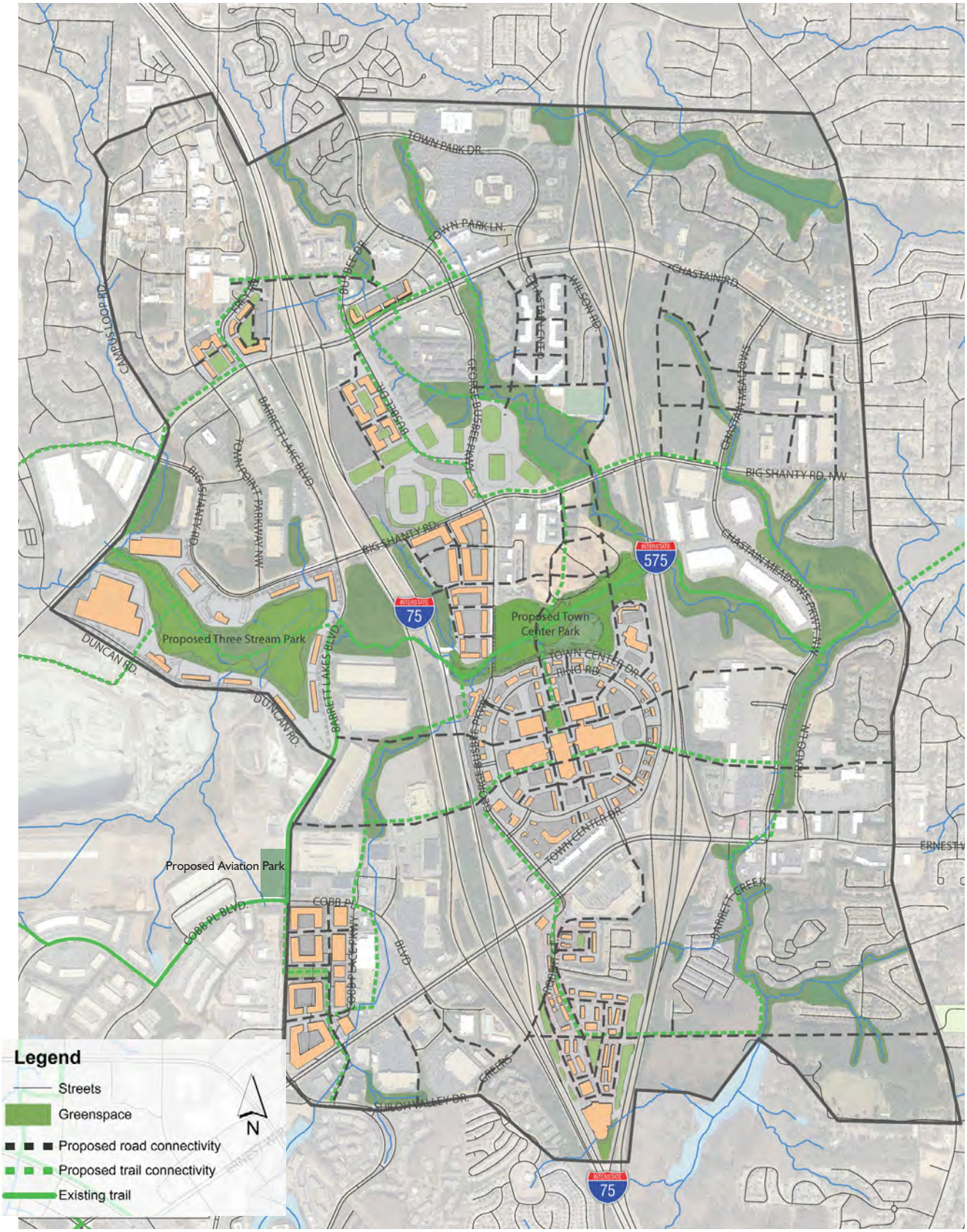


Figure 4.8e: Proposed Park and Trail Connectivity Plan

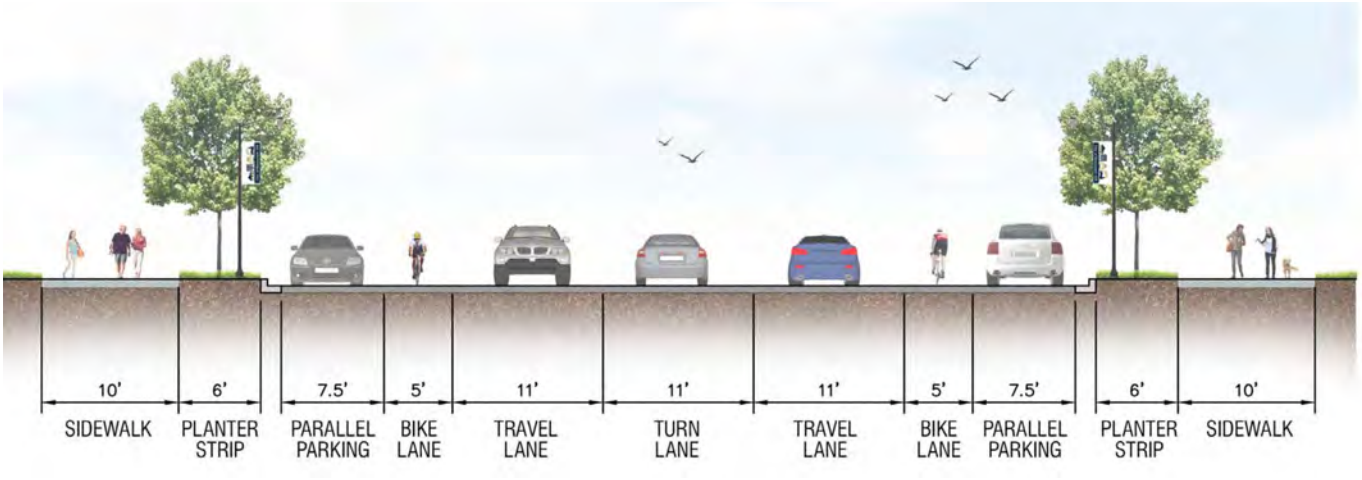


Figure 4.8f: Proposed Avenue Street Section

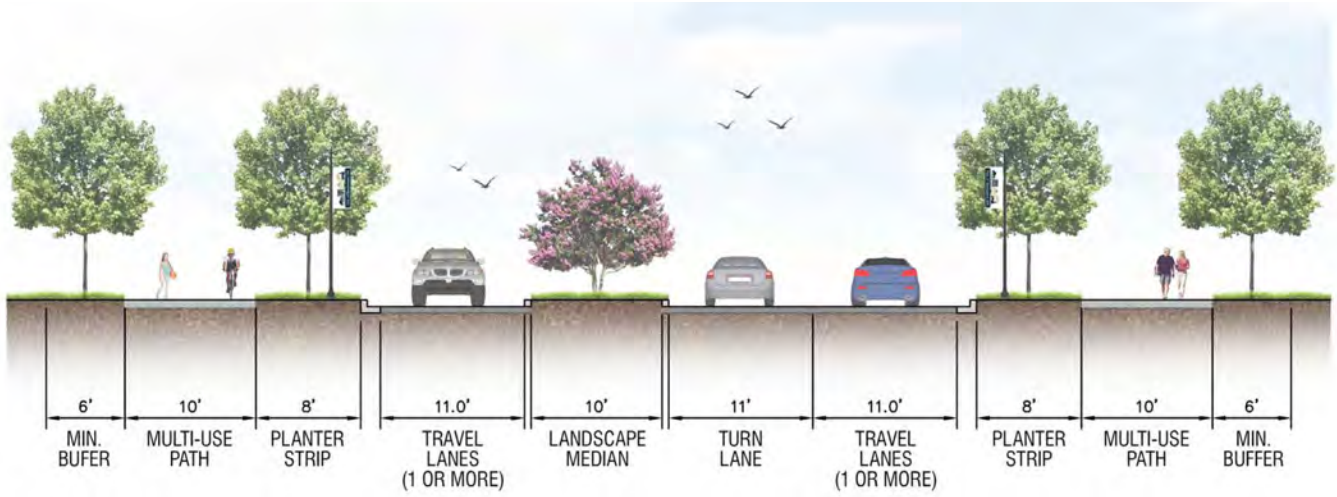


Figure 4.8g: Proposed Boulevard Street Section

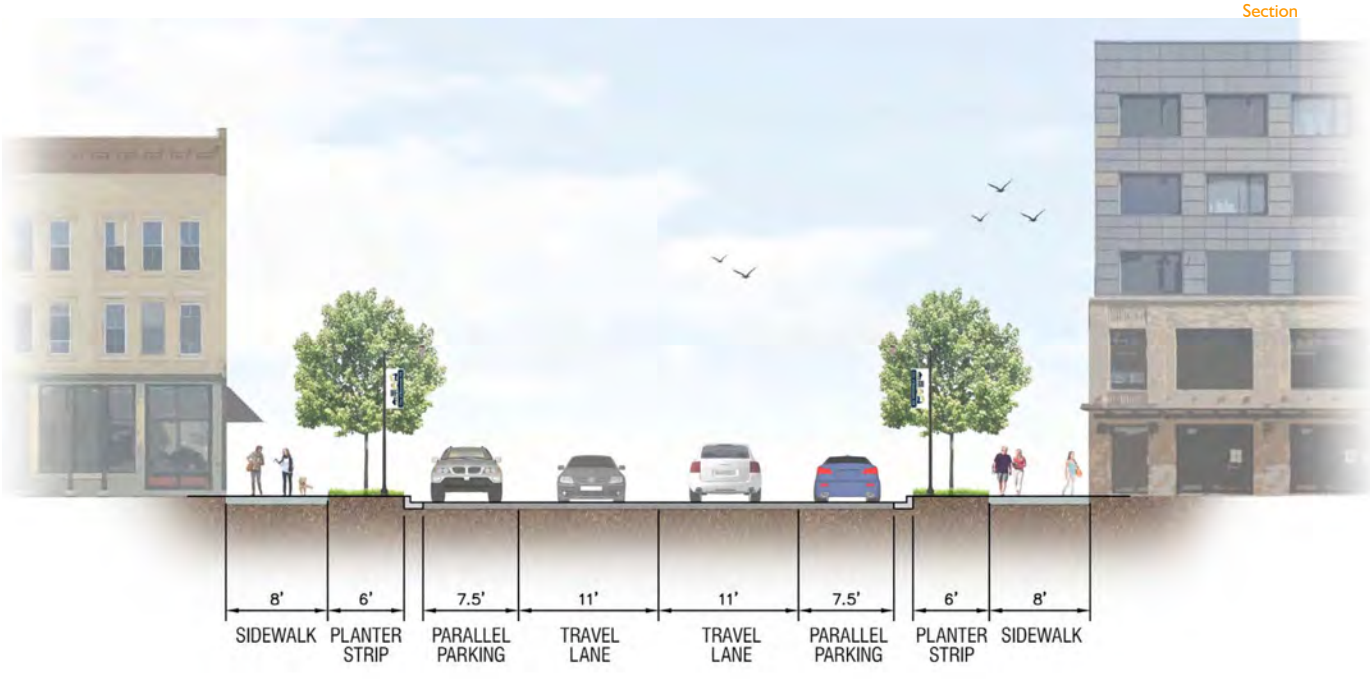


Figure 4.8h: Proposed Local Street Section

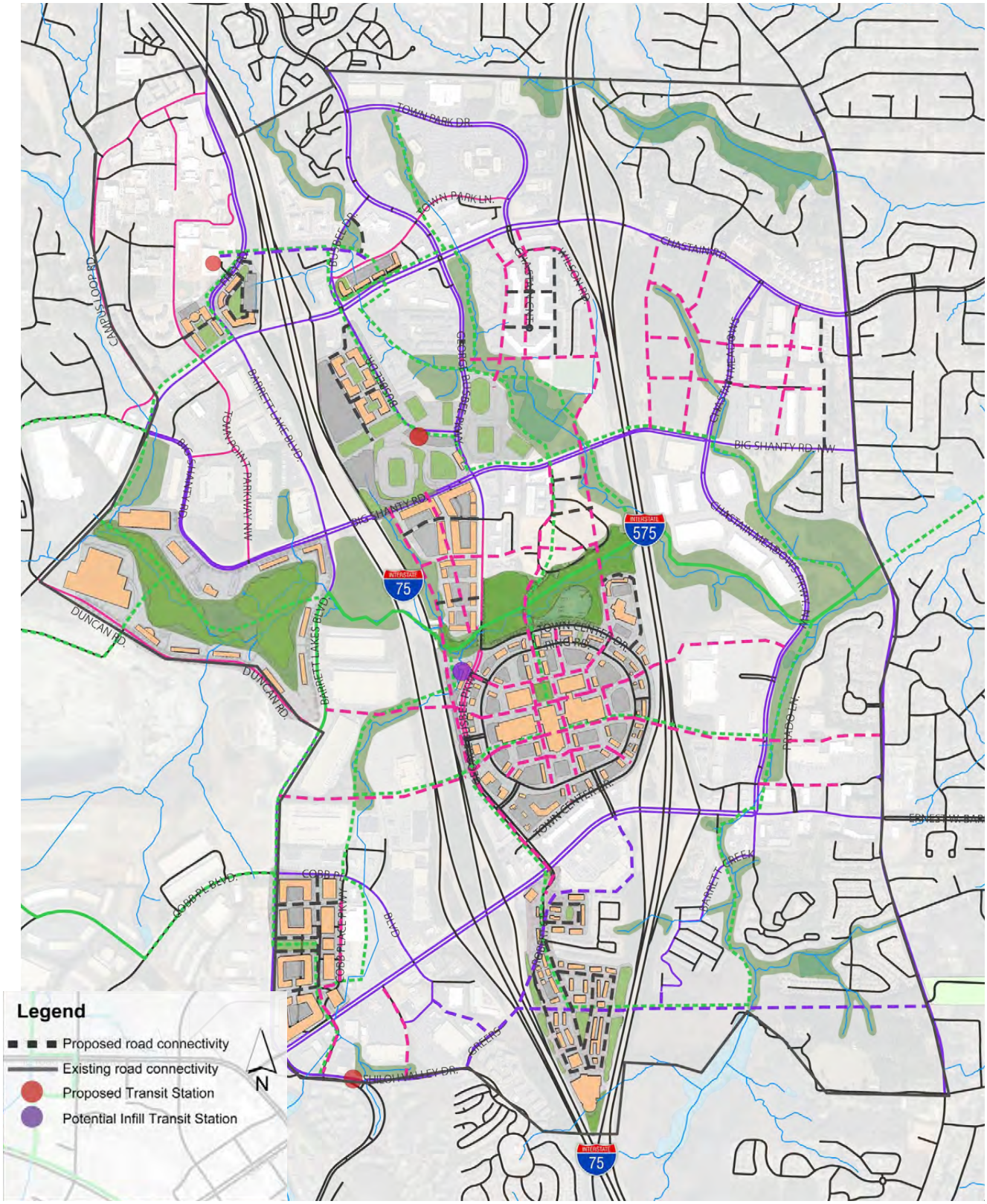


Figure 4.8i: Proposed Street Connection Map. This is a conceptual street framework plan. New streets will need to be based on survey and design engineering in accordance with site issues and development plans.

TOWN CENTER AREA CID

LCI Plan

Implementation Plan

5.0 Implementation Plan

5.1 Implementation Strategies

The implementation strategies provide direction on how to make the recommendations a reality. An action plan with specific projects and programs are laid out to implement the vision and goals of the Master Plan.

While the implementation of the visionary plan may take longer, 25 or more years, a schedule of projects and programs are laid out that focus on the first five years and priorities. While the projects within the private sector may rely on market conditions, developer interest and funding, there are projects that may and can be undertaken by the public sector that can provide catalyst for the public/private development, infrastructure and civic facilities, regulatory framework and organizational structure.

The following are the implementation strategies for implementing the Master Plan. They include organization, funding, and resource recommendations for individual projects. These strategies focus on creating a vibrant, livable, and innovative Town Center Area.

Organizational

In order to implement this plan it is strongly recommended that the Core Team, which represented a diverse group of stakeholders from business leaders to residents to area non-profits, form an oversight committee. This committee would be a voluntary groups who work to prioritize and lead plan initiatives, working closely with the Town Center Area CID. Additional members should be included as necessary. While the committee will work closely with the TCACID, it will be the stakeholders who have the vested interest and ability to push plan recommendations forward and truly brand their community.

Sub-Committees:

- **Zoning**: To focus on the Overlay District
- **Greenspace**: To focus on the Town Center Park, connections to Restaurant/Retail Row, Aviation Park and the Three Stream Park
- **Entertainment District**: To focus on Chastain Road Entertainment District and Restaurant/Retail Row.
- **Transit Oriented Development**: To work closely with Cobb County on TOD opportunities
- **Transportation**: To work closely with Cobb County on transportation initiatives.

Funding Strategies and Resources for Priority Projects

Funding will need to come from a variety of sources, including private development funds, ARC LCI Transportation Implementation Funds, TCACID funding, Cobb County funding and a variety of grant and non-profit sources. This plan, it's adoption by the CID, the County and the community and continued commitment to implementation will be key to creating a healthy and thriving place to be. Following are the 5 year priority projects with funding and resource recommendations.

1. County Commissioners to Adopt LCI Plan. Work with the Cobb County Commissioners to adopt this LCI Plan as an amendment to the Comprehensive Plan. Once adopted, projects in line with this master plan will be eligible for LCI supplemental funds.

2. General Funding Strategies:

Atlanta Regional Commission Funds:

- Livable Centers Initiative Transportation Program: The Livable Centers Initiative (LCI) Transportation Program provides implementation funds for transportation projects identified in LCI planning studies. The ARC Board has committed $500 Million through 2040 for projects identified in LCI studies.
- Community Choices Program: The Community Choices program provides a broad range of tools, resources and technical assistance to help communities shape more vibrant futures. The goal is to assist local governments with making appropriate, long-term decisions about where, when and how they should grow in order to achieve their community's unique vision.

Community Development Block Grant: The CDBG program works to ensure decent affordable housing, to provide services to the most vulnerable in our communities, and to create jobs through the expansion and retention of businesses. CDBG is an important tool for helping local governments tackle serious challenges facing their communities.

Special District Tax (SDT): The TCACID should study the feasibility of a special district tax to complete particular projects.



Figure 5.1a Infuse art and character with creative bicycle racks



Figure 5.1b Improve pedestrian and cyclist safety with colorful crosswalks

Health Based Grants: Refer to the appendix for a list of applicable health grants to assist in funding implementation of projects as identified below.

Georgia Department of Transportation Funds:

The Georgia Department of Transportation offers several grants that may be appropriate for

- CMAQ: Congestion Mitigation and Air Quality Improvement Program can help fund traffic signalization improvements.
- TAP: Transportation Alternative Program can help fund trails, bike lanes, and sidewalks.
- STP: Surface Transportation Program can help fund road and intersection improvements
- HSIP: Highway Safety Improvement Program can help fund pedestrian safety and intersection improvements
- GATEway funds: Georgia Transportation Enhancement program can help fund roadside beautification along state routes.
- TE: Transportation Enhancement Program was established to enrich the traveling experience of motorists, bicyclists, and pedestrians through enhancements to our transportation system

3. Economic Development Strategies: Develop a marketing and branding campaign, an economic strategy plan, and conduct an economic impact analysis.

- **E1: Market and Branding Campaign**: Develop a campaign that highlights the incentives of joining the TCACID and continues to grow the Town Center community. Incentives include: access to multi-use trails, improved streetscapes, and improved signage / wayfinding.

- **E2: Economic Strategy Plan**: Develop a plan to pursue additional incentives and identify funding sources to grow the Town Center community and retain CID membership, including: local shuttle system, access to greenspace, trail expansions.

- **E3: Economic Impact Analysis:** The CID is encouraged to pursue an economic impact analysis and retrofit strategy study as a supplement to this master plan. This analysis will provide an understanding of what types of mixed use, walkable development (unconventional development to what exists in the study area today) may be supportable in the study area, based on zoning, and in-line with recommendations as found within this master plan. Additionally, this study could provide recommendations on how best to invest public dollars to attract this type of redevelopment.

4. Zoning Recommendations

- **L1: Pursue Supplemental Funds to develop the Town Center Area Overlay District**.

  Funding Options: ARC LCI Transportation Program, ARC Community Choices, Cobb County, CDBG, TCACID

- **L6: Suggested Design Guidelines**: Pursue supplemental funds to update the Town Center Area Design Guidelines and to include them in the proposed Overlay District as suggested or recommended guidelines.

  Resources: Begin with the existing TCA design guidelines and update accordingly.

- **L7: Greenspace Requirements**: Consider including greenspace requirements in the proposed Suggested Design Guidelines to include 10 acres of greenspace per 1,000 residents and an allowance of varying park sizes, from pocket parks to larger community greenspaces.

  Resources: Standards for Outdoor Recreation Areas: https://www.planning.org/pas/at60/report194.htm.

- **L8: Trail Connection Requirements**: Consider including trail connection requirements in the Suggested Design Guidelines to connect to the existing multi-use trail system. This will help support a connected, pedestrian friendly system, branding the area as a bike and pedestrian friendly, sustainable community.

  Resources: Partners include the PATH foundation and Cobb County Department of Transportation.

  PATH Foundation has immense experience in developing multi-use trails throughout the region. They may be able to provide recommendations on incentives and information to include in the Overlay for trail implementation. http://pathfoundation.org/

5. Town Center Park and Restaurant/Retail Row

- **L2: Pursue supplemental funds to design and develop the Town Center Park**.

  Funding Options: CDBG, health grants, Cobb County, TCACID, SDT.

  Trail connectivity and sidewalk extensions could be funded through the following options: PATH



Figure 5.1c Bus stop improvements could be interactive, increasing mental and physical health.



Figure 5.1d Bus stop improvements could infuse art and character.

Foundation, ARC LCI Transportation Program, CDBG, health grants, GDOT TAP, GDOT TE.

Trail Resources: PATH Foundation has immense experience in developing multi-use trails throughout the region: http://pathfoundation.org/

CDC as a resource: Facilitating Development of a Community Trail and Promoting Its Use to Increase Physical Activity Among Youth and Adults An Action Guide – CDC: https://www.prevent.org/data/files/initiatives/communitytrail.pdf

Consider incorporating exercise equipment along the path to further promote and encourage physical activity and health.

Consider interactive and creative bike racks. Refer to Figure 5.1a.

- **L3: Partner with the Town Center Mall and necessary property owners to pursue funding for design and development of Restaurant/Retail Row**.

  Funding Options: For the bike connection consider CDBG, health grants, Cobb County, TCACID, private development community, Town Center Mall, SDT.

  Trail connectivity and sidewalk extensions could also be funded through the following options: PATH Foundation, ARC LCI Transportation Program, CDBG, health grants, GDOT TAP, GDOT TE.

- **L4: Design and Develop a trailhead facility adjacent to Restaurant/Retail Row and Aviation Park and trailhead at the intersection of Cobb Place Boulevard and Barrett Lakes Boulevard.**

  Funding Options: ARC LCI Transportation Program, health grants, Cobb County, CDBG, TCACID.

  Resources: Consider interactive and creative bike racks. Refer to Figure 5.1a.

6. Chastain Road Entertainment District

- **T2**: Pursue supplemental funding to design and implement improved intersections, crosswalks, sidewalks, and multi-use trails in the Chastain Road Entertainment District to provide access and spur redevelopment of infill sites.

  Funding Options: ARC LCI Transportation Program, ARC Community Choices, CDBG, health grants, TCACID, Cobb County, GDOT TAP, GDOT STP, GDOT HSIP, GDOT GATEway, GDOT TE.

  Resources: The City of Woodstock recently worked with Sizemore Group to complete a corridor study for Highway 92.

  The DCA, in association with UGA, created a document with best practices for redevelopment of strip corridors: ftp://dca.state.ga.us/UGA/StripCorridorRedevt.pdf

  Consider interactive and creative bike racks and crosswalks. Refer to Figure 5.1a-5.1b.

7. Transit Oriented Development Opportunities

- **L10: Pursue Supplemental Funds for the Connect Cobb Station Master Plan**

  Funding Options: ARC LCI Transportation Program, ARC Community Choices, CDBG, health grants, TCACID, Cobb County,

  Resources: Consider interactive and creative bike racks, bus stops and crosswalks. Refer to Figure 5.1a-5.1d.

8. Three Stream Park

- **L5: Pursue supplemental funds to design and develop the expansion of the Noonday Creek trail through Three Stream Park.** Include design development of the Park in the trail design.

  Funding Options: ARC LCI Transportation Program, ARC Community Choices, CDBG, health grants, TCACID, Cobb County, GDOT TAP, GDOT HSIP, GDOT TE, SDT.

  Trail Resources: PATH Foundation has immense experience in developing multi-use trails throughout the region: http://pathfoundation.org/

  CDC as a resource: Facilitating Development of a Community Trail and Promoting Its Use to Increase Physical Activity Among Youth and Adults An Action Guide – CDC: https://www.prevent.org/data/files/initiatives/communitytrail.pdf

  Consider incorporating exercise equipment along the path to further promote and encourage physical activity and health.

  Consider interactive and creative bike racks and crosswalks. Refer to Figure 5.1a-5.1b.

- **L9: Greenspace Plan**: Pursue supplemental funds to develop a greenspace plan for the Town Center Area.

Funding Options: ARC LCI Transportation Program, ARC Community Choices, CDBG, health grants, TCACID, Cobb County.

9. Transportation

- **T1: Continuous Multimodal Connection from Town Center Mall to KSU**

  Funding Options: ARC LCI Transportation Program, ARC Community Choices, CDBG, health grants, TCACID, Cobb County, KSU, Town Center Mall, Private development, GDOT TAP, GDOT HSIP, GDOT TE, SDT.

  Trail Resources: PATH Foundation has immense experience in developing multi-use trails throughout the region: http://pathfoundation.org/

  CDC as a resource: Facilitating Development of a Community Trail and Promoting Its Use to Increase Physical Activity Among Youth and Adults An Action Guide – CDC: https://www.prevent.org/data/files/initiatives/communitytrail.pdf

  Consider incorporating exercise equipment along the path to further promote and encourage physical activity and health.

  Consider interactive and creative bike and crosswalks. Refer to Figure 5.1a-5.1b.

- **T3: Barrett Parkway Intersection Improvements**

  Funding Options: ARC LCI Transportation Program, ARC Community Choices, CDBG, health grants, TCACID, Cobb County, GDOT TAP, GDOT STP, GDOT HSIP, GDOT GATEway, GDOT TE.

  Resources: The City of Woodstock recently worked with Sizemore Group to complete a corridor study for Highway 92.

  The DCA, in association with UGA, created a document with best practices for redevelopment of strip corridors: ftp://dca.state.ga.us/UGA/StripCorridorRedevt.pdf

  Consider interactive and creative bike racks, bus stops and crosswalks. Refer to Figure 5.1a-5.1d

- **T4: Continued Expansion of the Town Center Area Trail System**

  Funding Options: ARC LCI Transportation Program, ARC Community Choices, CDBG, health grants, TCACID, Cobb County, KSU, Town Center Mall, Private development, GDOT TAP, GDOT HSIP, GDOT TE.

  Trail Resources: PATH Foundation has immense experience in developing multi-use trails throughout the region: http://pathfoundation.org/

  CDC as a resource: Facilitating Development of a Community Trail and Promoting Its Use to Increase Physical Activity Among Youth and Adults An Action Guide – CDC: https://www.prevent.org/data/files/initiatives/communitytrail.pdf

  Consider incorporating exercise equipment along the path to further promote and encourage physical activity and health.

  Resources: Consider interactive and creative bike racks, bus stops and crosswalks. Refer to Figure 5.1a-5.1d

- **T5: Sidewalk Connections**

  Funding Options: LCI Transportation Program, CDBG, health grants, TCACID, Cobb County, GDOT TAP, GDOT HSIP, GDOT TE programs

  Resources: Consider interactive crosswalks. Refer to Figure 5.1b.

  T6: South Barrett Reliever Phase III

  Funding Options: LCI Transportation Program, CDBG, TCACID, Cobb County, GDOT CMAQ, GDOT STP, GDOT TAP, GDOT HSIP, GDOT GATEway, GDOT TE programs

- **T7: Local Shuttle Year Round Service**

  Funding Options: LCI Transportation Program, CDBG, TCACID, Cobb County, private partners.

  Resources: Consider partnerships with KSU, Town Center Mall, and area office parks.

- **T8: Enhancement of Bus Stops throughout Town Center Area**

  Funding Options: LCI Transportation Program, CDBG, TCACID, Cobb County, Cobb County Transportation (CCT), GRTA, KSU.

  Resources: Consider partnerships with KSU, Town Center Mall, and area businesses, in addition to transit services that utilize these bus stops.

  Consider interactive and creative bike racks, bus stops and crosswalks. Refer to Figure 5.1a-5.1d

1. County Commissioners to Adopt LCI Plan
2. Attract Supplemental LCI Funding for:
a. Continue to work with Cobb County to fund the TCACID Circulator Shuttle Study
b. Streetscape Improvements: Chastain Road Intersection Projects near the Entertainment Node as a priority
c. Greenspace Plan
d. Connect Cobb Station Master Plan Study (Transit Oriented Development)
3. Design and Develop Town Center Park
4. Partner with Town Center Mall and Property Owners to Design and Develop Restaurant/Retail Row
5. Design and Develop Trail Head Facility
6. Design and Develop the Multi-model Bicycle/Pedestrian Path connecting Town Center Park to the Mall
7. Pursue Health Grant Funding to help implement items 3-5

Housing Projects/Initiatives

	Description/Action	Cost	Year	Responsible Party	Funding Source
H1	Encouage employer assisted housing throughout the CID study area. Encourage private sector businesses to work with the Department of Community Affairs to understand employer assisted housing options.	TBD	2015-2016	DCA / Private Sector	ARC / DCA
H2	Encourage mixed land use per L1.	TBD	2015-2016	Town Center Area CID / Cobb County	Cobb County / ARC
H3	Encourage a mix of unit sizes and a mix of owner vs. renter units in new residential developments within the Town Center area to provide for a mix of incomes and generations throughout the study area. In the long term, consider this recommendation within a Town Center Area Overlay District.	TBD	2015-2020	Town Center Area CID / Cobb County	Town Center Area CID / Cobb County / ARC

Other Local Initiatives

Land Use & Zoning

	Description/Action	Cost	Year	Responsible Party	Funding Source
L1	Pursue supplemental funding to develop a Town Center Area Overlay District. Within this Overlay encourage mixed land use development thoughout the study area with densities appropriate to the proximity to single family residential. Higher density, mixed use, where appropriate in the study area, will help improve the jobs to housing ratios and support future alternative transportation options. Higher density should be focused around future and proposed transit stations and in conjunction with development of alternative transportation options, such as Bus Rapid Transit. Recommended or Suggested Design Guidelines should be included in the Overlay. Preservation of existing industrial land should be a priority to keep jobs and economic diversity in the Town Center area.	$150,000	2015-2016	Town Center Area CID / Cobb County	Town Center Area CID / ARC
L2	Pursue funds to design and develop the Town Center Park.	TBD	2015-2016	Town Center Area CID / Cobb County	Cobb County / TCACID / CDC / Healthy Community Grants
L3	Partner with the Town Center Mall and necessary property owners to pursue funding for design and development of "Restaurant/Retail Row", facing the Town Center Park.	TBD	2015-2018	Town Center Area CID / Cobb County	ARC / TCACID
L4	Design and Develop a trailhead facility in a key location (refer to master plan for potential key locations) along the existing Noonday Creek Trail to support future multi-modal transportation facilities. Trailhead facility could include the following: restrooms, locker rooms, showers, automobile and bicycle parking, small dining establishments, bicycle repair, picnic area. Develop Aviation Park, a proposed trailhead facility at Cobb Place Boulevard and Barrett Lakes Boulevard.	$3,000,000	2015-2018	Town Center Area CID	Cobb County / ARC / TCACID
L5	Pursue funds to design and develop the extension of the Noonday Creek Trail and the Three Streams Park.	TBD	2015-2020	Town Center Area CID / Cobb County	Cobb County / TCACID / CDC / Healthy Community Grants

	Description/Action	Cost	Year	Responsible Party	Funding Source
L6	Pursue Supplemental Funding to update the Recommended or Suggested Town Center Area Design Guidelines to be included in the Overlay. This could include suggested design for new roadways, sidewalks/trails, building heights and character, etc.	$150,000 (included in new Overlay District Guidelines cost)	2015-2016	Town Center Area CID / Cobb County	Town Center Area CID / ARC
L7	Consider including greenspace recommendations into Town Center Area Overlay District Suggested Guidelines for new (re)development to include a ratio of 10 acres per 1,000 residents and an allowance of varying park sizes.	$150,000 (included in new Overlay District Guidelines cost)	2015-2016	Town Center Area CID / Cobb County	Town Center Area CID / ARC
L8	Consider including a requirement to provide connections to the multi-use trail system as part of the Town Center Area Overlay District Suggested Guidelines.	$150,000 (included in new Overlay District Guidelines cost)	2015-2016	Town Center Area CID / Cobb County	Town Center Area CID / ARC
L9	Pursue Supplemental Funding to develop a Greenspace Plan for the Town Center area. This plan should include the assessment of the Town Center Park, the Three Stream Park, Aviation Park, and additional greenspace location options - including a variety of greenspace sizes, and trail expansion.	$50,000	2015-2020	Town Center Area CID / Cobb County	Town Center Area CID / ARC CDC / Healthy Community Grants
L10	Pursue Supplemental Funding for the Connect Cobb Station Master Plan Study. As part of this study expand the Town Center Area LCI study area to include the proposed station location at Barrett Lakes Blvd and Shiloh Valley Dr. The study should include a study of the feasibility of transit oriented development (TOD) near all proposed transit stations within the Town Center area.	TBD	2015-2016	Cobb County	Cobb County / ARC
L11	Amend the Comprehensive Plan: Adopt this LCI study as an amendment to the Comprehensive Plan.	$0	2015	Cobb County	N/A

Economic Development

	Description/Action	Cost	Year	Responsible Party	Funding Source
E1	Develop a marketing and branding campaign that highlights the incentives of joining the TCACID and continues to grow the Town Center community, to help attract and retain businesses. Incentives may include: Access to Multi-Use Trails, Improved Streetscapes, Improved Signage etc.	TBD	2015-2018	Town Center Area CID	ARC / TCACID
E2	Develop an Economic Strategy Plan to puruse additional incentives and identify funding sources to grow the Town Center community and retain CID membership, including: Local Shuttle System, Access to Greenspace, Trail Expansion.	TBD	2015-2016	Town Center Area CID	ARC / TCACID
E3	The CID is encouraged to pursue an Economic Impact Analysis and retrofit strategy study as a supplement to this master plan. This analysis will provide an understanding of what types of mixed use, walkable development (unconventional development to what exists in the study area today) may be supportable in the study area, based on zoning, and in-line with recommendations as found within this master plan. Additionally, this study could provide recommendations on how best to invest public dollars to attract this type of redevelopment.	$15,000	2015/2016	Town Center Area CID	ARC / TCACID
E4	Consider the need for diverse housing options.	TBD	2015	Town Center Area CID	ARC / Cobb County / TCACID

Additional Items

Description/Action	Cost	Year	Responsible Party	Funding Source
Attract Supplemental LCI Funds: Complete ARC requirements to apply for LCI funds to plan priority projects, as listed in "Priority Projects".	$50,000	2015-2020	Town Center Area CID / Cobb County	Town Center Area CID / Cobb County / ARC /

Transportation Priority Projects

LCI Program Short-Term Transportation Improvements: 5 Year Action Plan

	Project Name	Type of Improvement	Description
T1	Continuous Multimodal Connection from Town Center Mall to KSU	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped	Provide a multimodal connection from the existing Noonday Creek Trail north of Town Center Mall through the new development area west of I-575 (along Hidden Forest Court) to Big Shanty Rd (project currently under design), then along Big Shanty Road from Hidden Forest Court to George Busbee Parkway, then north along Busbee Drive to Chastain Road continuing to the Skip Spann Connector on the east side of I-75. Project to include intersection crossing improvements at key roadway crossings to reduce unsafe exposure for cyclists and pedestrians.
T2A	Pedestrian and Bicycle Crossing Improvements at the Intersection of Chastain Road and Busbee Drive	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped	Redesign intersection to reduce the exposure of crossing cyclists and pedestrians. Consider narrower through-lanes (11 ft), a wider median, landscaped median refuge islands, and landscaped channelized right-turn islands.
T2B	Pedestrian and Bicycle Crossing Improvements at the Intersection of Chastain Road and Madison Place at Chastain (driveway)	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped	Redesign intersection to reduce the exposure of crossing cyclists and pedestrians. Consider narrower through-lanes (11 ft), a wider median, landscaped median refuge islands, and landscaped channelized right-turn islands.
T2C	Pedestrian and Bicycle Crossing Improvements at the Intersection of Chastain Road at George Busbee Parkway	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped	Redesign intersection to reduce the exposure of crossing cyclists and pedestrians. Consider narrower through-lanes (11 ft), a wider median, landscaped median refuge islands, and landscaped channelized right-turn islands.
T2D	Pedestrian and Bicycle Crossing Improvements at the Intersection of Chastain Road at Townpark Drive	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped	Redesign intersection to reduce the exposure of crossing cyclists and pedestrians. Consider narrower through-lanes (11 ft), a wider median, landscaped median refuge islands, and landscaped channelized right-turn islands.
T2E	Enhanced Bicycle Connection along Chastain Road from Busbee Drive to George Busbee Parkway Northwest	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped	Priovide an enhanced bycycle connection along Chastain Road from Busbee Drive to George Busbee Parkway Northwest. Currently a bicycle lane exists along this corridor. However, the 45 MPH posted speed limit restricts this facility to only the most confident cyclists. If lane narrowing to 11 ft lanes is an option, consider using some of the gained width to provide a buffer for the bike lanes. Alternatively, upgrade the existing sidewalks along the roadway to serve as multi-use paths for use by less confident cyclists. A supplemental engineering study and evaluation of alternatives is needed to determine the preferred design.
T3A	Pedestrian and Bicycle Crossing Improvements at the Intersection of Barrett Parkway and Prado Lane	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped	Redesign intersection to reduce the exposure of crossing cyclists and pedestrians. Consider narrower through-lanes (11 ft), a wider median, landscaped median refuge islands, and landscaped channelized right-turn islands.
T3B	Pedestrian and Bicycle Crossing Improvements at the Intersection of Barrett Parkway and Chastain Meadows Parkway	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped	Redesign intersection to reduce the exposure of crossing cyclists and pedestrians. Consider narrower through-lanes (11 ft), a wider median, raised landscaped median refuge islands, and raised landscaped channelized right-turn islands.
T3C	Pedestrian and Bicycle Crossing Improvements at the Intersection of Barrett Parkway and Roberts Court	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped	Redesign intersection to reduce the exposure of crossing cyclists and pedestrians. Consider narrower through-lanes (11 ft), a wider median, landscaped median refuge islands, and landscaped channelized right-turn islands.
T3D	Pedestrian and Bicycle Crossing Improvements at the Intersection of Barrett Parkway and Cobb Place Boulevard	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped	Redesign intersection to reduce the exposure of crossing cyclists and pedestrians. Consider narrower through-lanes (11 ft), a wider median, landscaped median refuge islands, and landscaped channelized right-turn islands.
T3E	Pedestrian and Bicycle Crossing Improvements at the Intersection of Barrett Parkway and Barrett Lakes Boulevard	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped	Redesign intersection to reduce the exposure of crossing cyclists and pedestrians. Consider narrower through-lanes (11 ft), a wider median, landscaped median refuge islands, and landscaped channelized right-turn islands.
T4A	Multimodal Trail Extension 1: Noonday Creek Trail from Barrett Lakes Boulevard to Chastain Road	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped	Connect existing Noonday Creek end-of-trail southwest of the intersection of Big Shanty Rd and Barrett Lakes Blvd through the undeveloped land area to Chastain Rd north of Duncan Rd.
T4B	Multimodal Trail Extension 2: Big Shanty Road under I-575 to Bells Ferry Road	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped	Extend existing multi-use path along Big Shanty Rd east of George Busbee Pkwy under I-575 to Bells Ferry Rd.

Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
2015	Funded	2016	Included in Total Cost	2017	Included in Total Cost	$ 2,500,000	TCACID / Cobb County	Local, LCI, State/Federal Funds	TCACID / Cobb County	$ 500,000
2016	$ 200,000	2017	$ 250,000	2018	$ 500,000	$ 950,000	TCACID / Cobb County	Local, LCI, State/Federal Funds	TCACID / Cobb County	$ 190,000
2016	$ 200,000	2017	$ 250,000	2018	$ 500,000	$ 950,000	TCACID / Cobb County	Local, LCI, State/Federal Funds	TCACID / Cobb County	$ 190,000
2016	$ 200,000	2017	$ 250,000	2018	$ 500,000	$ 950,000	TCACID / Cobb County	Local, LCI, State/Federal Funds	TCACID / Cobb County	$ 190,000
2016	$ 200,000	2017	$ 250,000	2018	$ 500,000	$ 950,000	TCACID / Cobb County	Local, LCI, State/Federal Funds	TCACID / Cobb County	$ 190,000
2016	$ 250,000	2017	$ 1,000,000	2018	$ 2,500,000	$ 3,800,000	TCACID / Cobb County	Local, LCI, State/Federal Funds	TCACID / Cobb County	$ 760,000
2017	$ 200,000	2018	$ 250,000	2019	$ 500,000	$ 950,000	TCACID / Cobb County	Local, LCI, State/Federal Funds	TCACID / Cobb County	$ 190,000
2017	$ 200,000	2018	$ 250,000	2019	$ 500,000	$ 950,000	TCACID / Cobb County	Local, LCI, State/Federal Funds	TCACID / Cobb County	$ 190,000
2017	$ 200,000	2018	$ 250,000	2019	$ 500,000	$ 950,000	TCACID / Cobb County	Local, LCI, State/Federal Funds	TCACID / Cobb County	$ 190,000
2017	$ 200,000	2018	$ 250,000	2019	$ 500,000	$ 950,000	TCACID / Cobb County	Local, LCI, State/Federal Funds	TCACID / Cobb County	$ 190,000
2017	$ 200,000	2018	$ 250,000	2019	$ 500,000	$ 950,000	TCACID / Cobb County	Local, LCI, State/Federal Funds	TCACID / Cobb County	$ 190,000
2018	$ 500,000	2019	$ 2,500,000	2020	$ 5,000,000	$ 8,000,000	TCACID / Cobb County	Local, LCI, State/Federal Funds	TCACID / Cobb County	$ 1,600,000
2018	$ 400,000	2019	$ 2,000,000	2020	$ 4,000,000	$ 6,400,000	TCACID / Cobb County	Local, LCI, State/Federal Funds	TCACID / Cobb County	$ 1,280,000

	Project Name	Type of Improvement	Description
T4C	Multimodal Trail Extension 3: Chastain Road to Skip Spann Connector west of I-75	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped	Extend existing proposed Noonday Creek trail (see Trail Extension 1 project end-of-trail) north along Chastain Rd and north along Frey Rd to the Skip Span Connector.
T4D	Multimodal Trail Extension 4: KSU Sports Complex to Chastain Road	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped	Connect the existing trails along the KSU sports complex north along the east side of George Busbee Pkwy to Chastain Rd.
T5A	Sidewalk Installation (Cobb Place Parkway)	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped	Install sidewalks along Cobb Place Parkway
T5B	Sidewalk Installation (Chastain Center Boulevard)	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped	Install sidewalks along Chastain Center Boulevard
T5C	Sidewalk Installation (Town Park Drive)	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped	Close sidewalk gaps along Town Park Drive
T6	South Barrett Reliever Phase III	Roadway / Multimodal Roadway / Operations & Safety Roadway / General Capacity Transit / Facilities Capital Last Mile Connectivity / Joint Bike-Ped	The South Barrett Reliever will act as a new multimodal connection across I-75 and will alleviate some the heavy traffic volumes experienced on Barrett Parkway. This will enhance livability in the area by greatly improving local connectivity. The South Barrett Reliever is currently part of the planned route for the Connect Cobb Arterial Rapid Transit Project.
T7	Local Shuttle Year Round Service	Transit / Facilities Capital Last Mile Connectivity / Joint Bike-Ped	Establish a circulator shuttle for year-round service. Perform a feasibility analysis to identify routes, service times, headways, vehicles, and annual operational costs. Work with Cobb County to puruse feasibility study funds
T8	Enhancement of Bus Stops throughout the Town Center Area	Roadway / Multimodal Roadway / Operations & Safety Transit / Facilities Capital Last Mile Connectivity / Joint Bike-Ped	Many bus stops throughout the area do not have benches or shelters. Work with adjacent property owners to install benches, trash recepticles, and shelters where feasbile. Some minor grading, pad construction, and landscaping will be required.
T9	New Complete Street Connections	Roadway / Multimodal Roadway / Operations & Safety Roadway / General Capacity	As properties redevelop, work with developers to develop new street connections per the included proposed roadway network. All new connections should safely accommodate bicycles and pedestrians. Most new streets should be small local urban streets that include wide sidewalks, lighting, on-street parking, and building frontages which define the public space. The design characteristics of these new streets should be defined in an overlay zoning ordinance for this area.

Projects may need to be combined or subdivided for implementation.
For new vehicular connections to be eligible for LCI or GDOT funding, new roadways must be classified as minor collectors or higher.

Related, Supplemental, and Long-Term Transportation Projects

Continued Implementation of the Skip Spann Connector	Alternative connections will be important for the continued growth of the area. This connection in particular will provide greater multimodal connectivity through safer bicycle and pedestrian crossings as well as local traffic dispersion.
Recreational Trailheads throughout Study Area	As the trail network within the CID continues to expand, install trailhead facilities with parking and restrooms.
Widening of Big Shanty Road between Chastain Meadows Parkway and Bells Ferry Road	The widening of this segment of Big Shanty Road is currently planned in anticipation of the additional traffic generated by the new managed lanes interchange at I-75.
Barrett Parkway Alternative Connection	Realignment of Roberts Court and Mall Boulevard to be a boulevard thoroughfare from Greers Chapel Drive to the intersection of Barrett Parkway at Mall Boulevard
Continued intersection improvements along major thoroughfares, including Chastain Road, Big Shanty Road, Barrett Parkway, etc.	Redesign intersection to reduce the exposure of crossing cyclists and pedestrians. Consider narrower though-lanes (11 ft), a wider median, landscaped median refuge islands, and landscaped channelized right-turn islands. Construct wider medians (using width gained from reduction in travel lanes) to install pedestrian refuges and reassess location of crosswalks and stop bars at all signalized crossing locations. The highest priority locations should be where trail crossings occur.
Connect Cobb Station Area Development	Continue to develop and refine station area plans for each of the 3 Connect Cobb Stations located within the Town Center Area. Consider an additional infill station at Town Center Mall.
As a long-term goal, work with property owners and stakeholders to develop suggested design standards to be included in the Overlay District for street frontages within the study area.	As properties redevelop, having suggested standards in place for street frontages will enable an area-wide network of high quality bicycle and pedestrian connections to develop over time. It will be important to include suggested standards for access management, sidewalk design, setback design, and bicycle facility types for each individual roadway.
As a long-term goal, work with developers to create new local street connections as properties redevelop	As properties redevelop, work with developers to develop new street connections. Consider implementing a block size requirement where properties with 600 ft or more of roadway frontage should install a new connection so that block sizes are reduced to 300 to 600 ft in lenght. Most new streets should be small local urban streets that include wide sidewalks, lighting, on-street parking, and building frontages which define the public space. The design characteristics of these new streets should be defined in an overlay zoning ordinance for this area.
As a long-term goal, work with stakeholders, GDOT, and Cobb DOT to develop a detailed access management plan for key corridors	As areas evolve, roadways change function over time and are often overwhelmend by surrounding growth. Work with local stakeholders, GDOT, and the Cobb DOT to develop access management standards for the area including requirements for interparcel connectivity, backage roads, etc.

Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
2019	$ 400,000	2020	$ 1,800,000	2021	$ 4,000,000	$ 6,200,000	TCACID / Cobb County	Local, LCI, State/Federal Funds	TCACID / Cobb County	$ 1,240,000
2019	$ 200,000	2020	$ 800,000	2021	$ 2,000,000	$ 3,000,000	TCACID / Cobb County	Local, LCI, State/Federal Funds	TCACID / Cobb County	$ 600,000
2016	$ 40,000	2017	$ 200,000	2018	$ 400,000	$ 640,000	TCACID / Cobb County	Local, LCI, State/Federal Funds	TCACID / Cobb County	$ 128,000
2017	$ 30,000	2018	$ 200,000	2019	$ 300,000	$ 530,000	TCACID / Cobb County	Local, LCI, State/Federal Funds	TCACID / Cobb County	$ 106,000
2018	$ 10,000	2019	$ 100,000	2020	$ 100,000	$ 210,000	TCACID / Cobb County	Local, LCI, State/Federal Funds	TCACID / Cobb County	$ 42,000
Underway	$ 1,500,000	TBD (based on availability of funding)	$ 3,500,000	TBD (based on availability of funding)	$ 14,000,000	$ 19,000,000	TCACID / Cobb County	Local, LCI, State/Federal Funds	TCACID / Cobb County	$ 3,800,000
2019	TBD	N/A	N/A	2020	TBD	TBD	TCACID	Local, LCI, State/Federal Funds	TCACID / Cobb County	TBD
2019	$ 100,000	2020	$ 200,000	2021	$ 1,200,000	$ 1,500,000	TCACID / Cobb County	Local, LCI, State/Federal Funds	TCACID / Cobb County	$ 300,000
TBD	TBD	Ongoing	TBD	Ongoing	TBD	TBD	TCACID / Cobb County / Private Developer	Private Developer, Local, LCI, State/Federal Funds	Private Developer / TCACID / Cobb County	TBD

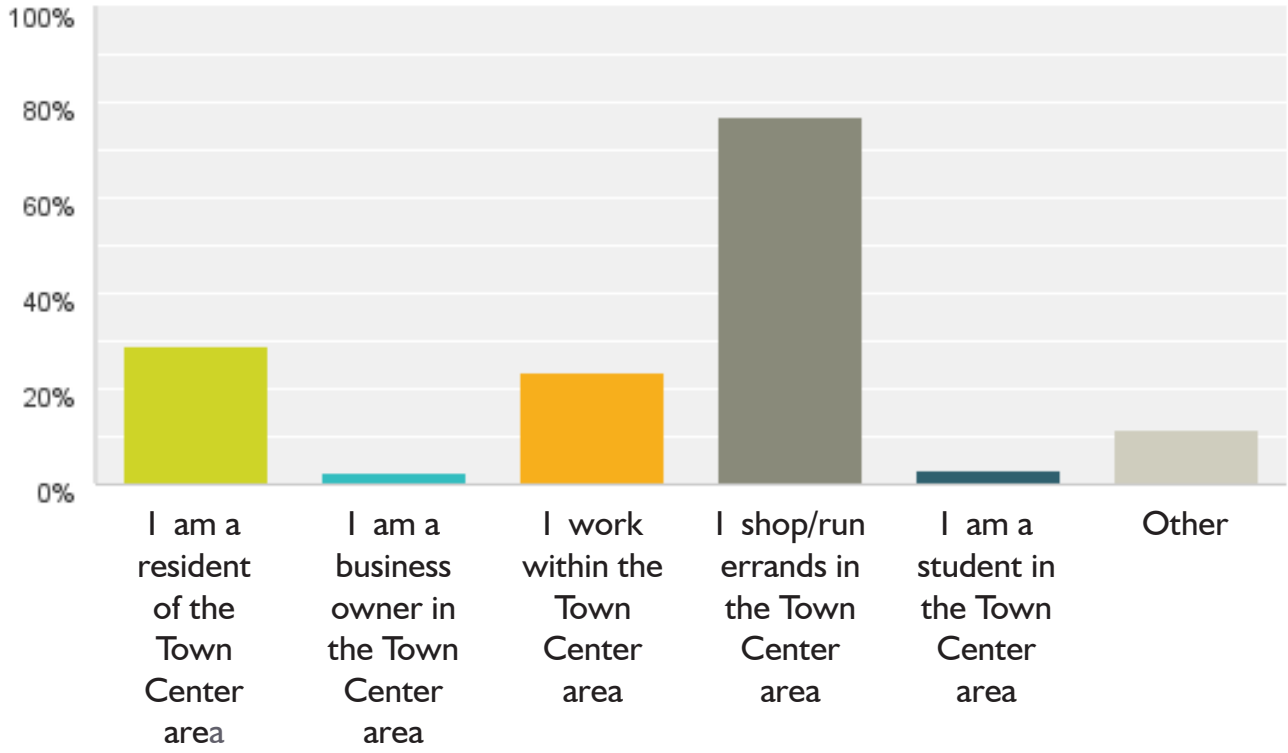
TOWN CENTER AREA CID

LCI Plan

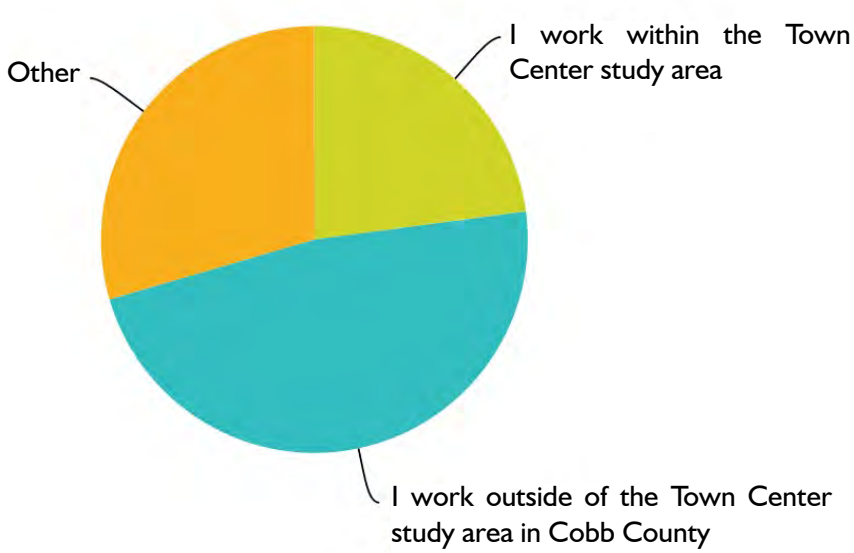
Appendix

6.1 Community Survey Results

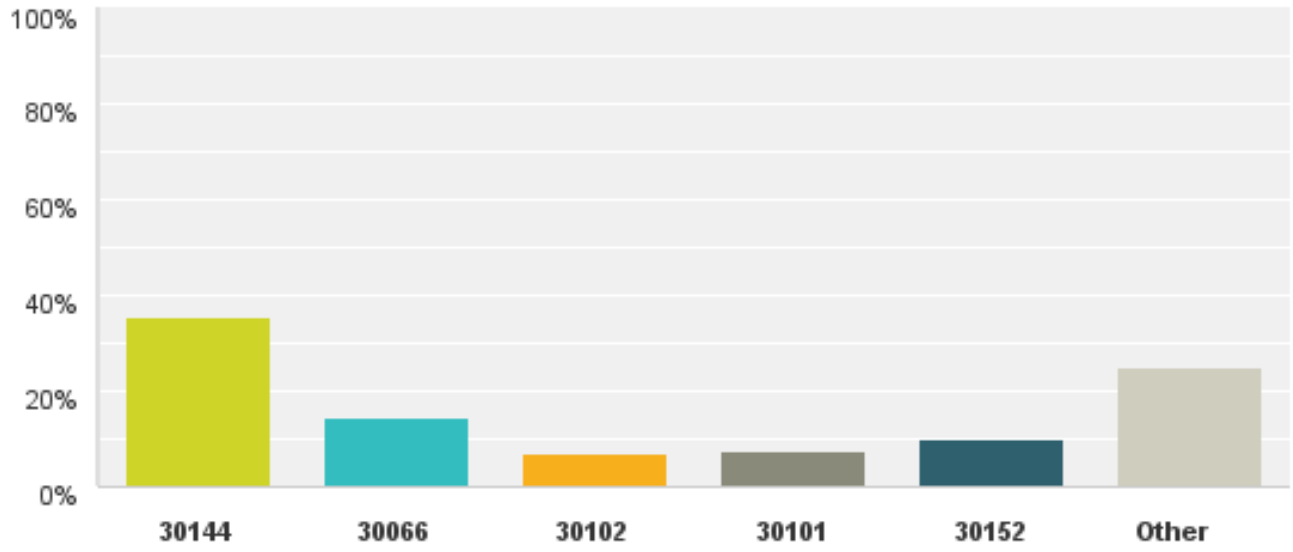
Which best describes your connection to Town Center?



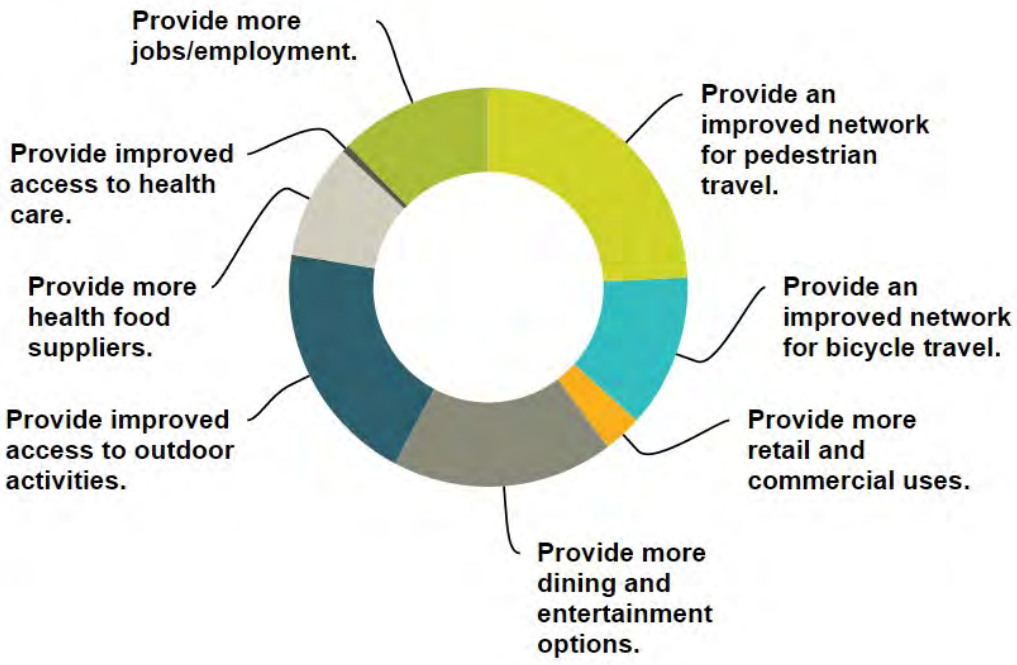
What Location is your work nearest to?



What is your Zip Code?



What SINGLE improvement is the most important to you?



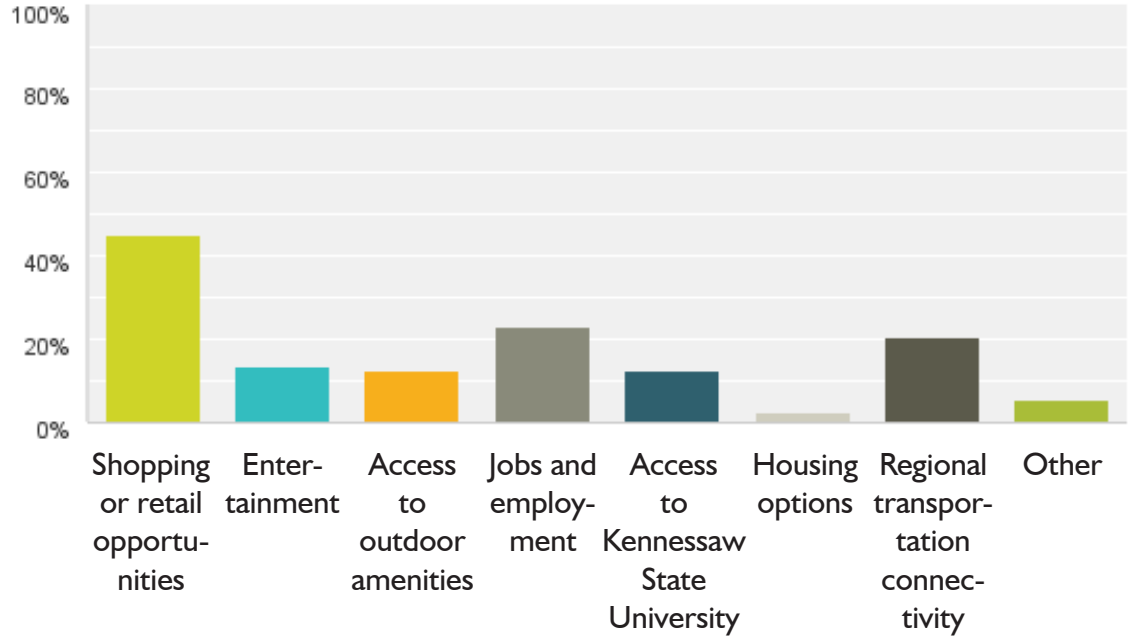
What single improvement would you make to attract people?



What two words would you use to describe Town Center area?



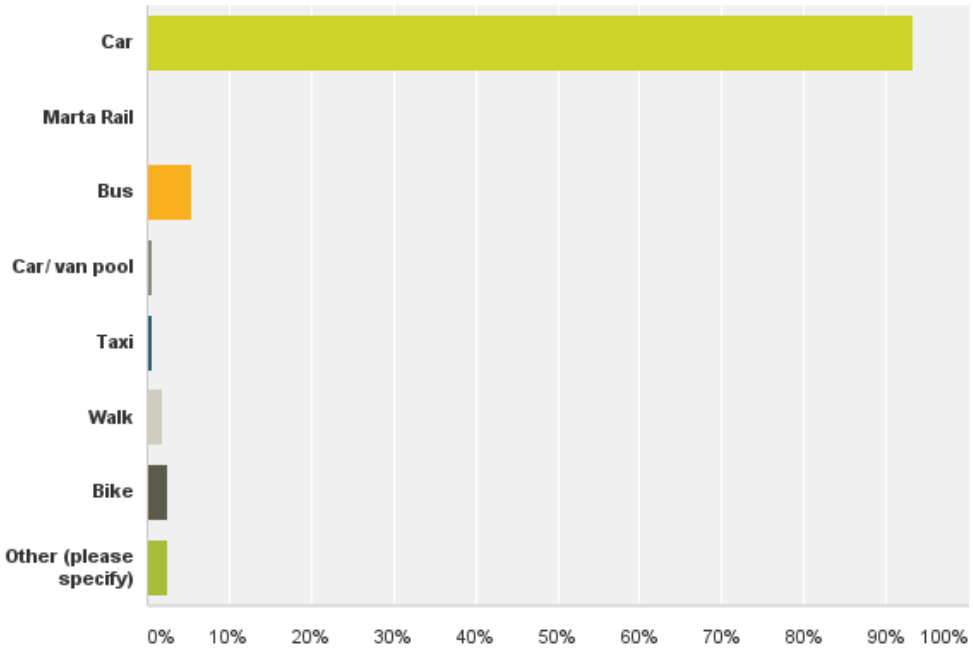
What do you feel the area's primary purpose should be?



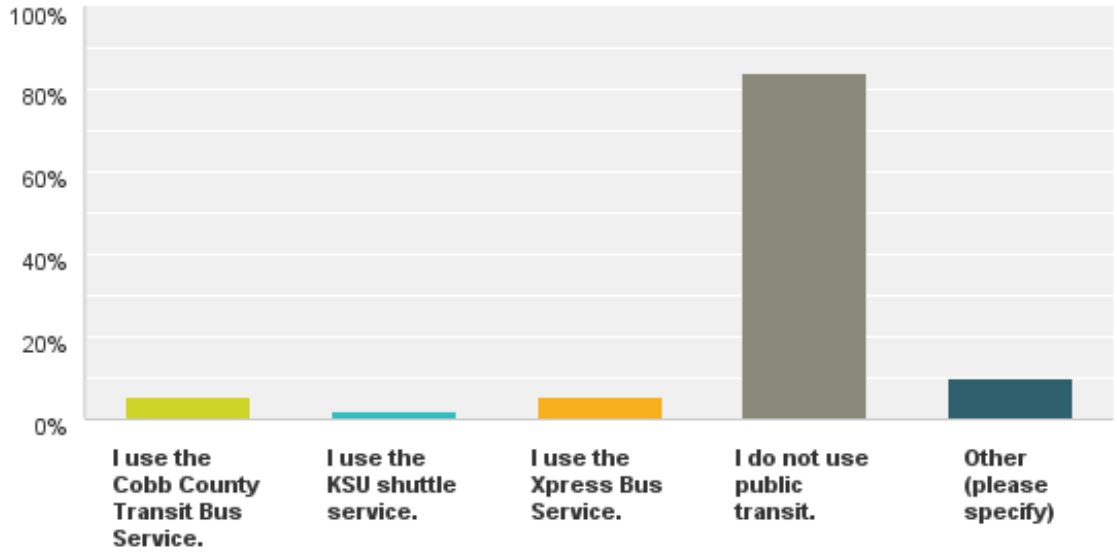
What do you think the area is missing?



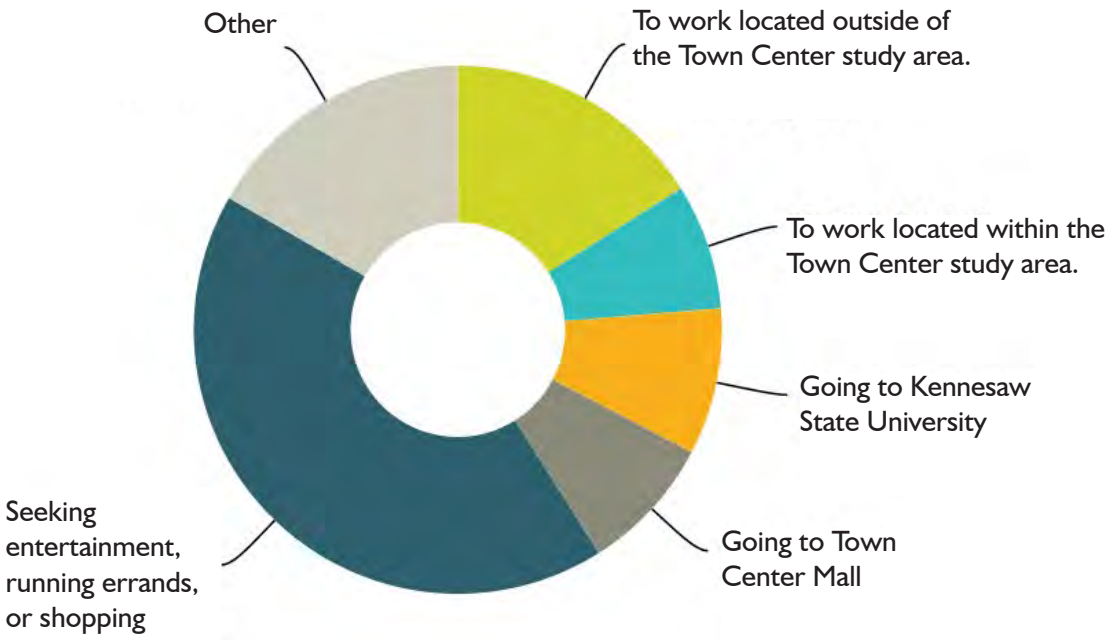
What is your main means of transportation?



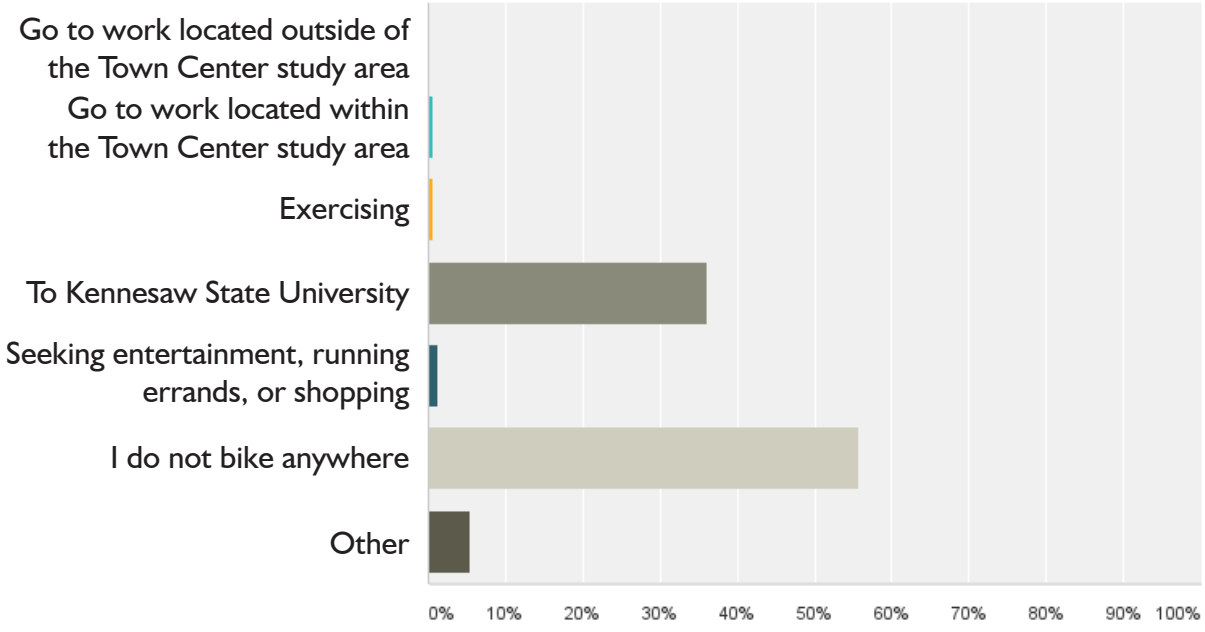
Do you use existing public transit options?



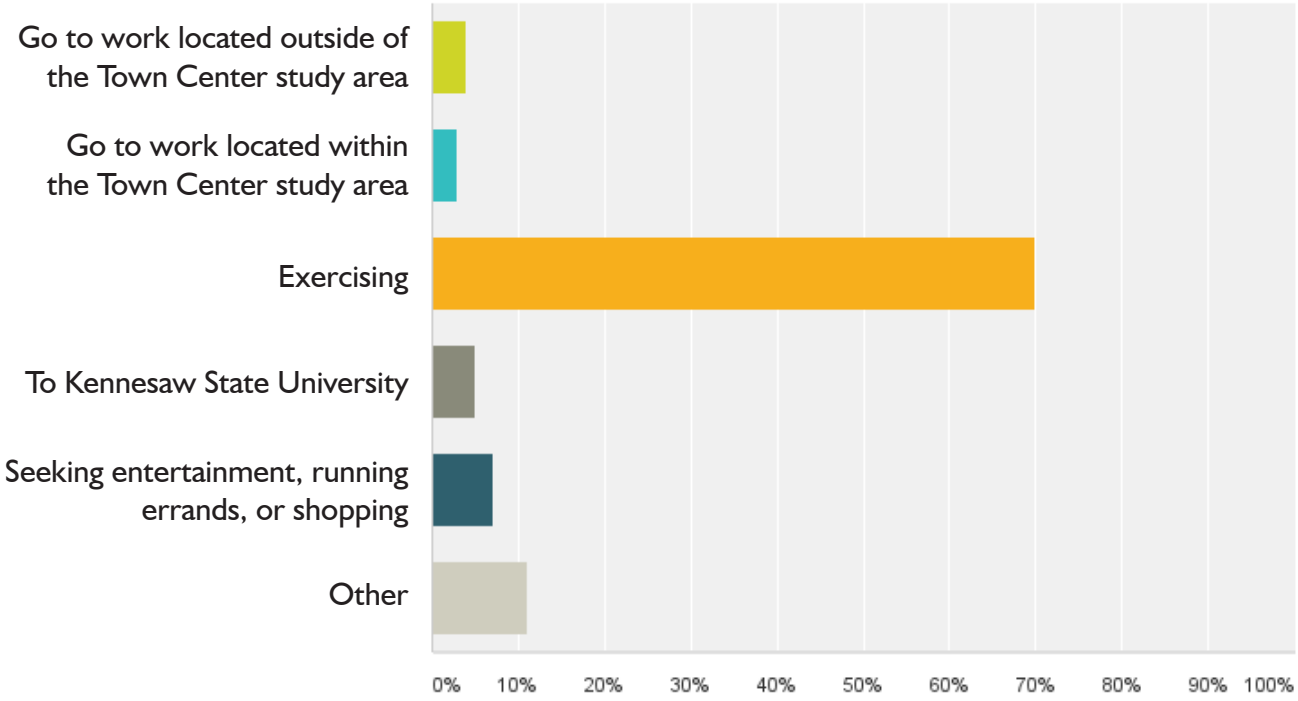
If Public Transit was made more accessible, what would be your main purpose or destination?



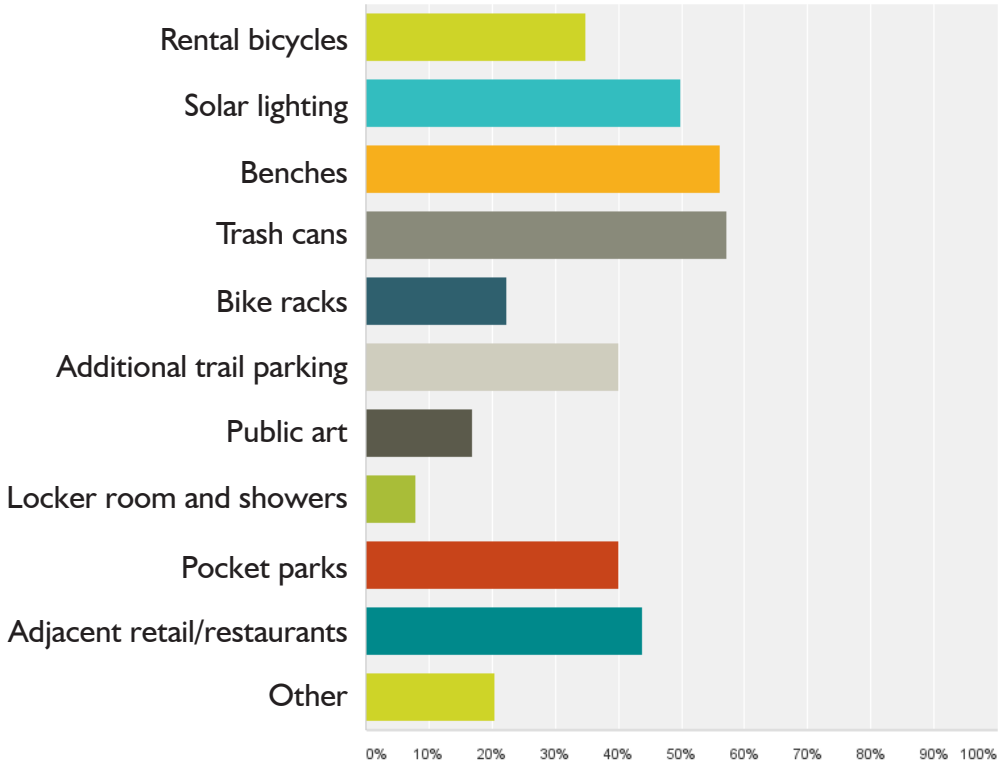
I bike most often to:



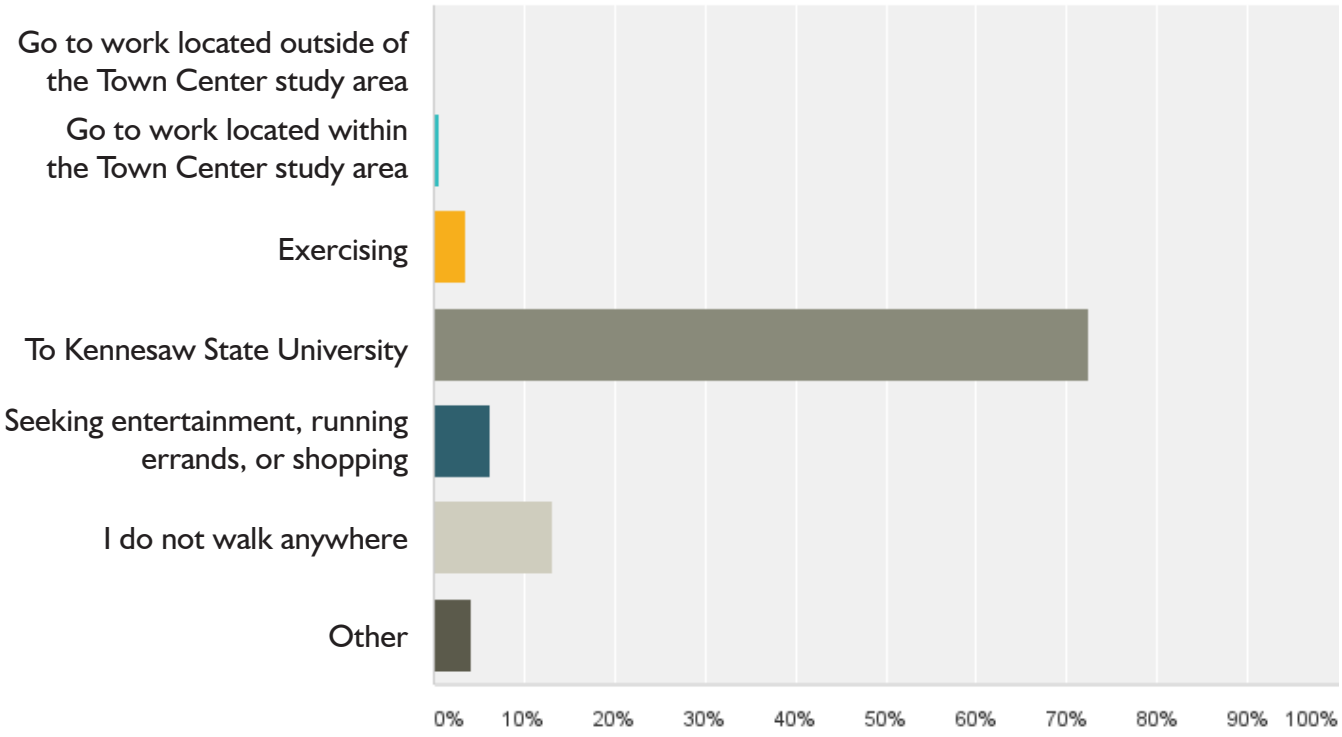
If bikes were made more accessible, what would be your main purpose or destination?



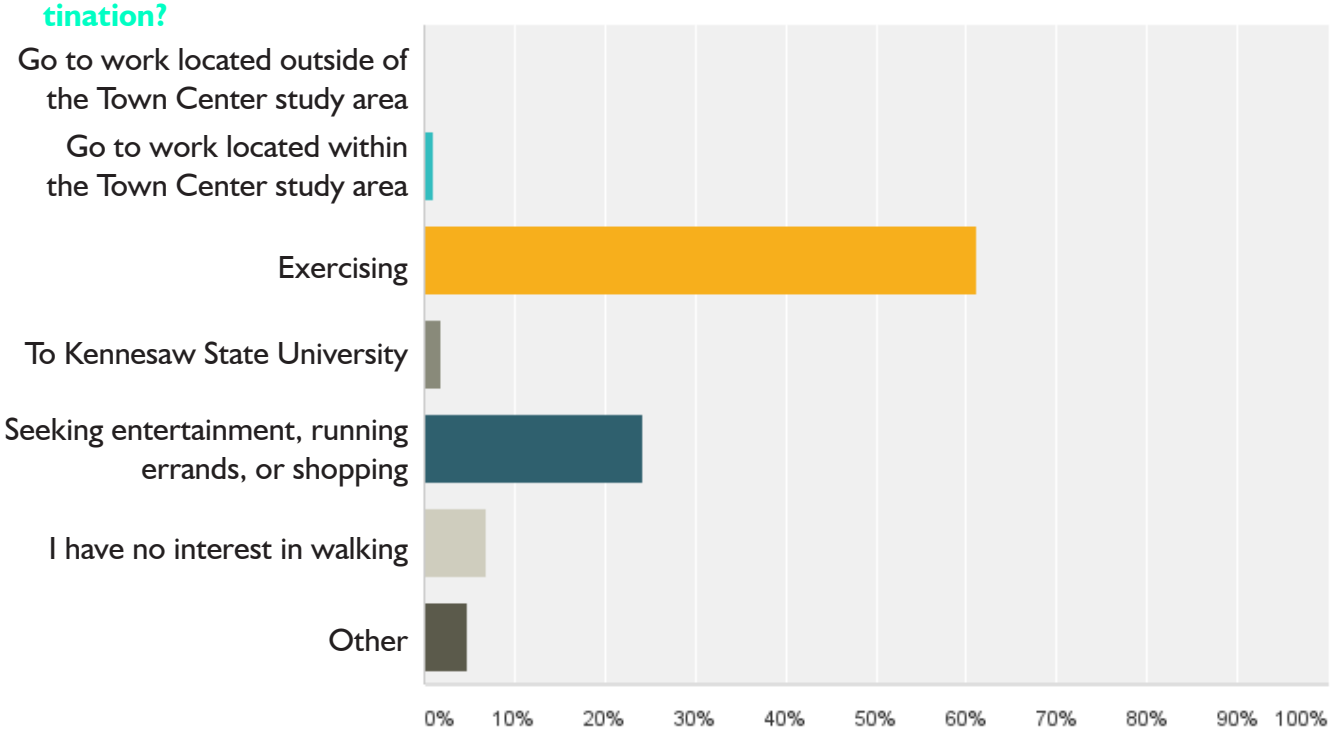
What Trail amenities would you most like to see?



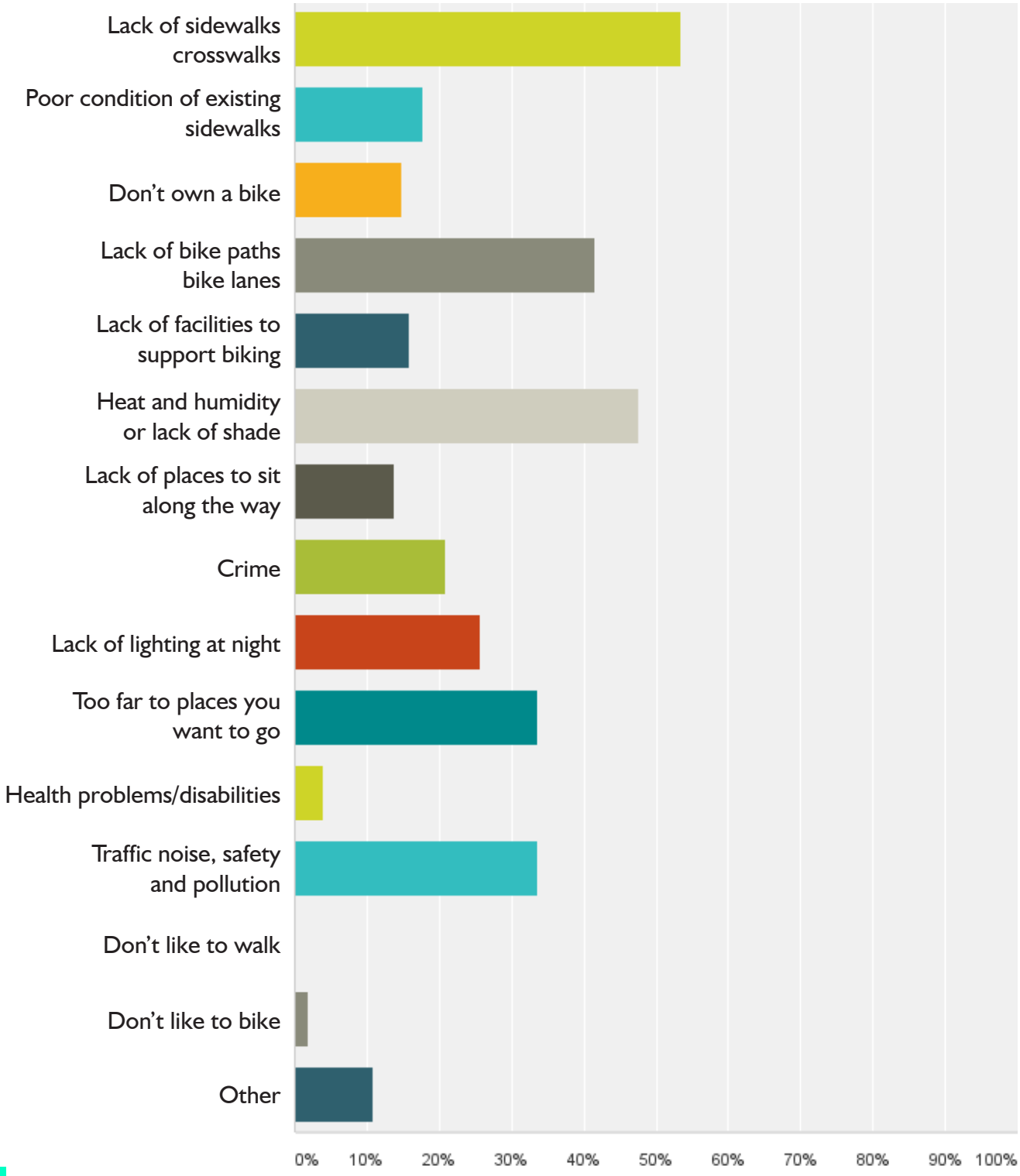
I walk most often to:



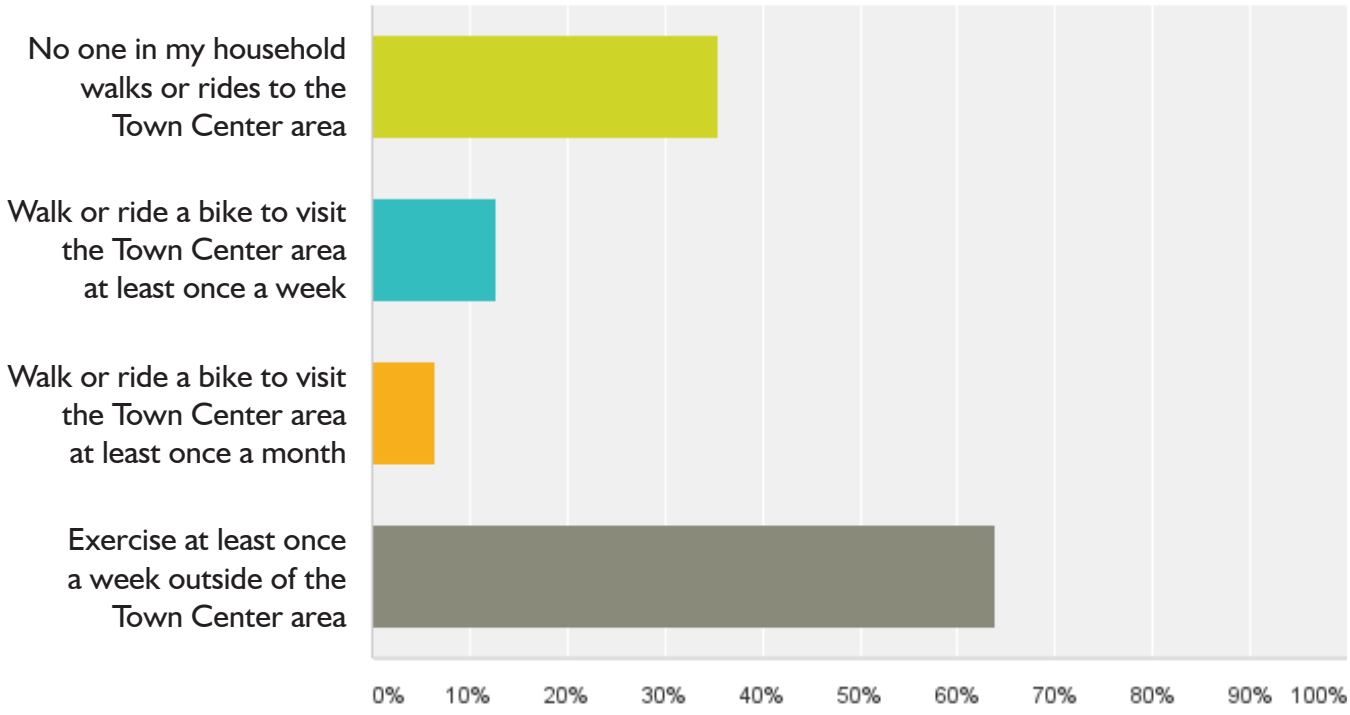
If walking facilities were made more accessible, what would be your main purpose or destination?



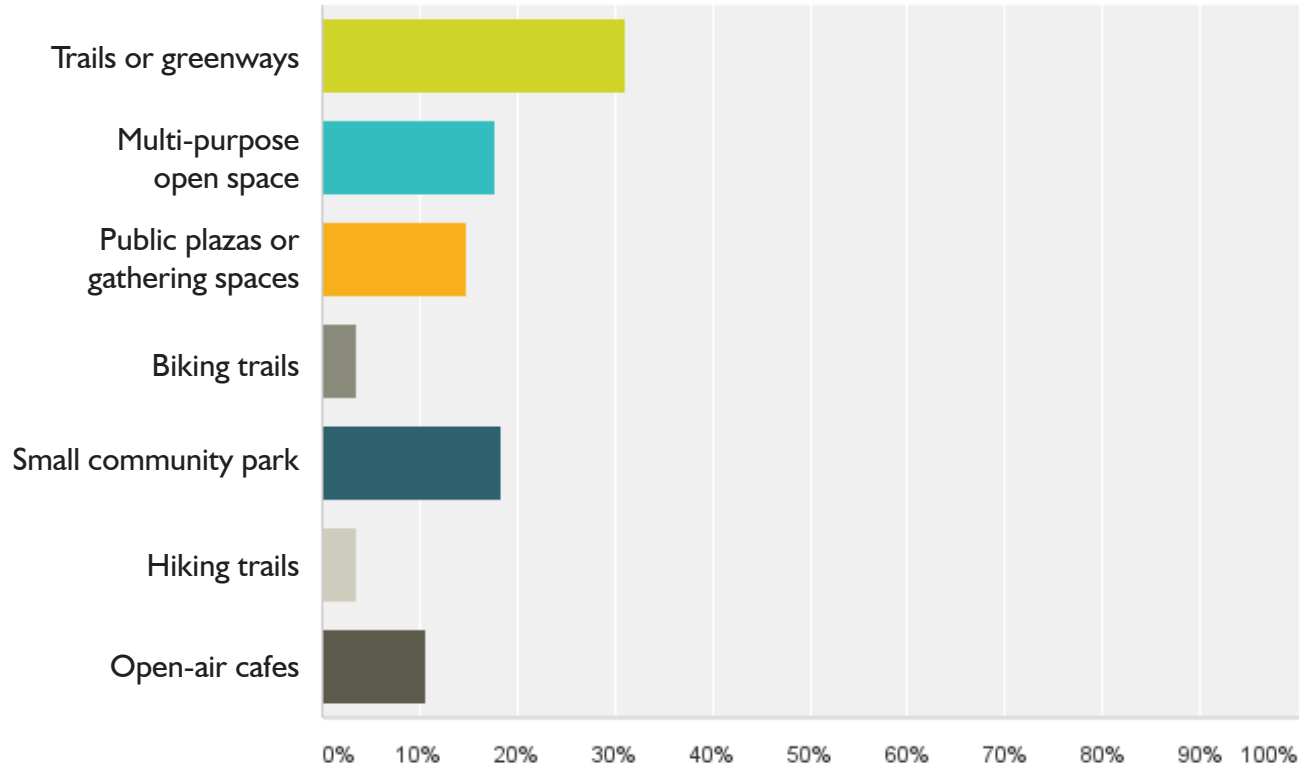
What most often stops you and your family members from walking or biking?



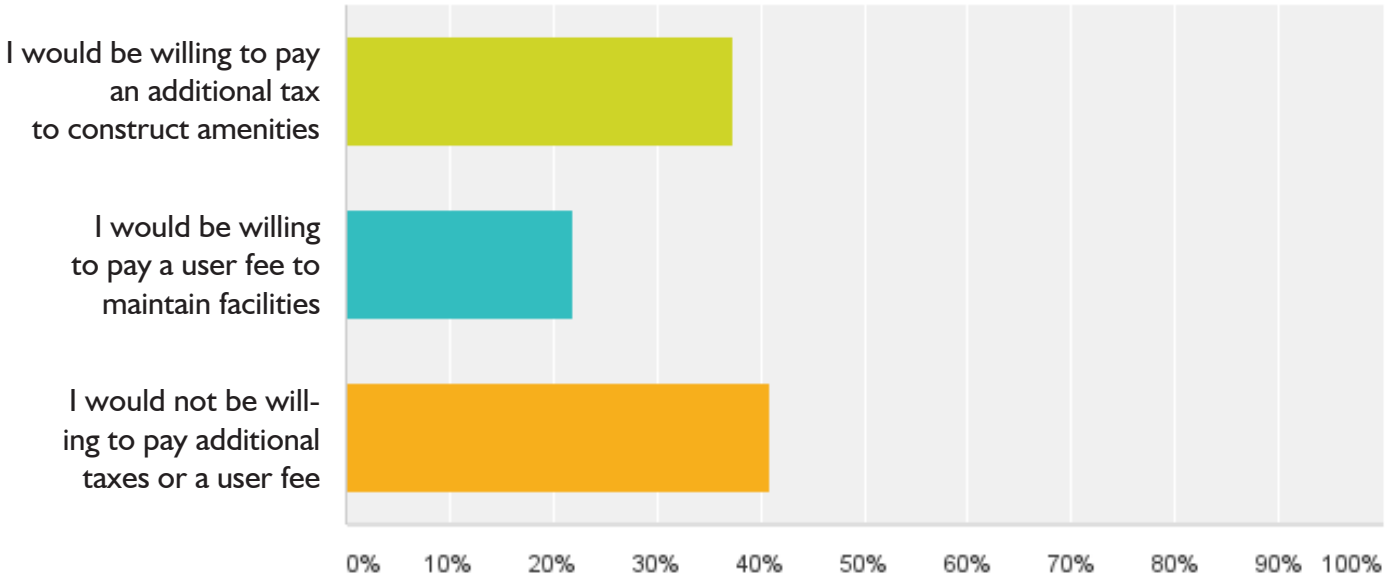
Active living habits of you and your family:



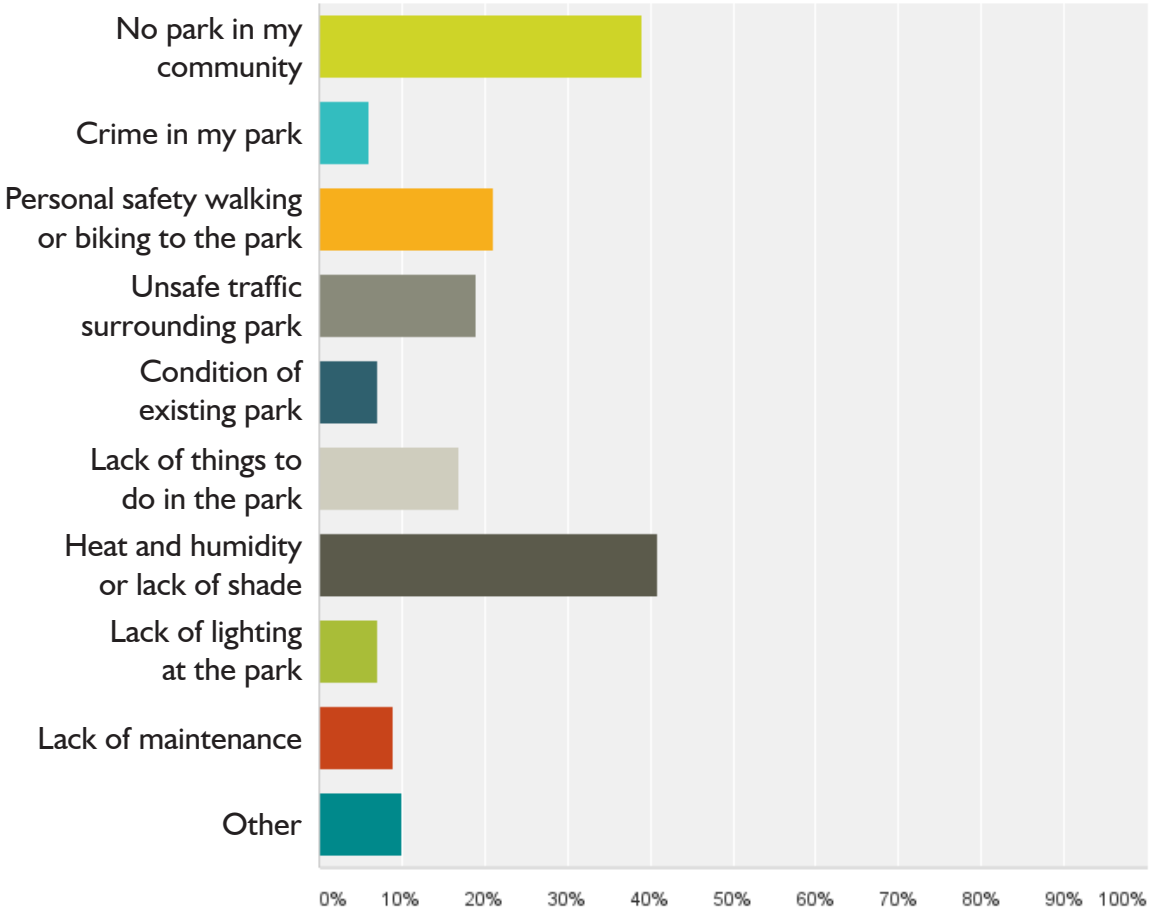
What types of parks, greenspace, or recreational facilities are most needed in the area?



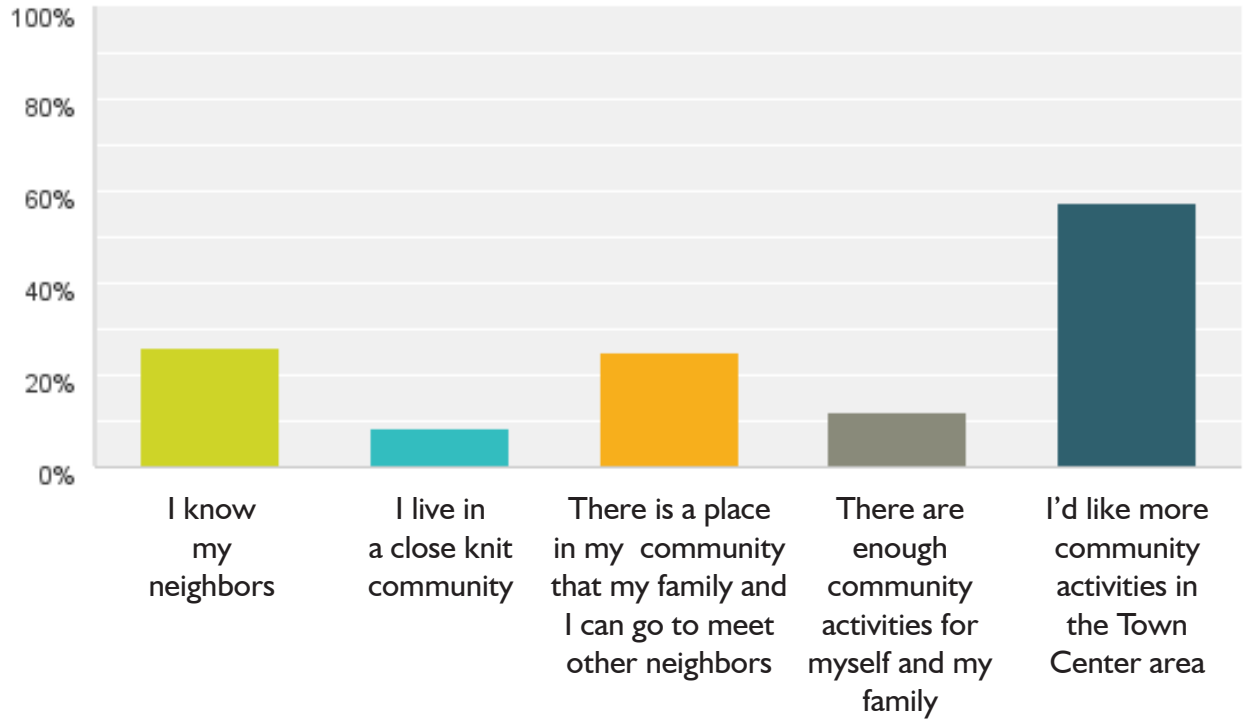
With regards to parks, greenspaces, and recreational facilities:



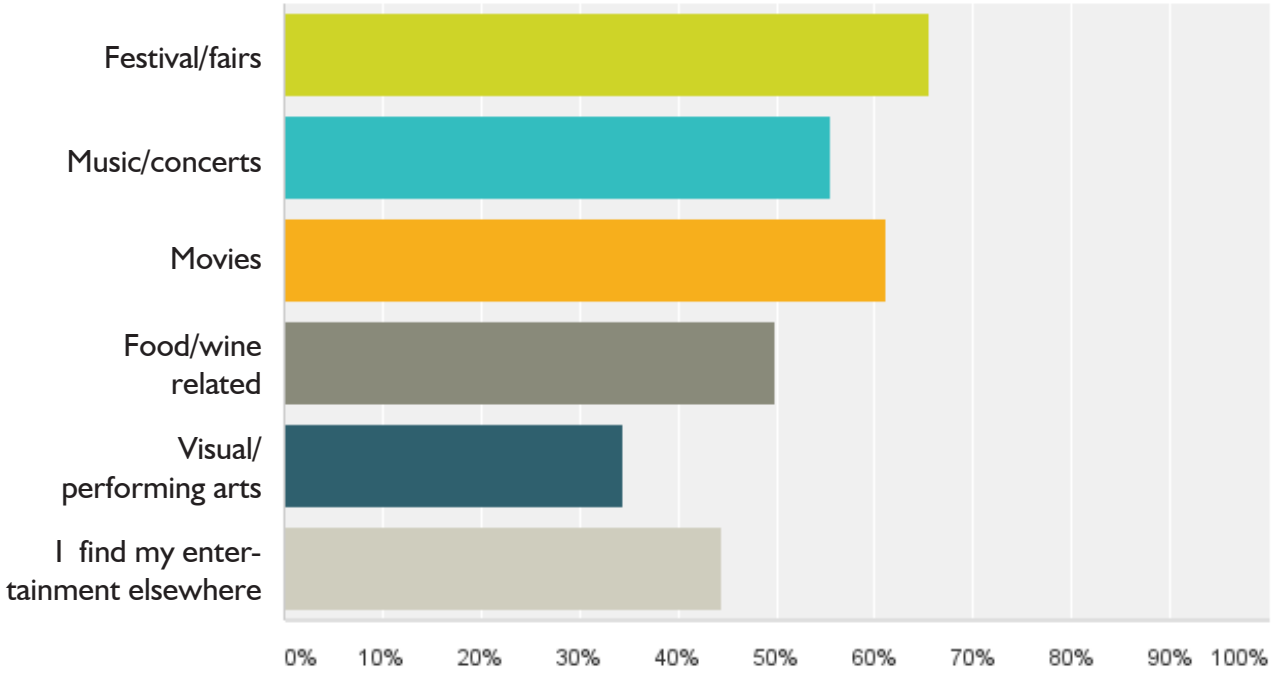
What most often stops you and your family from using a park?



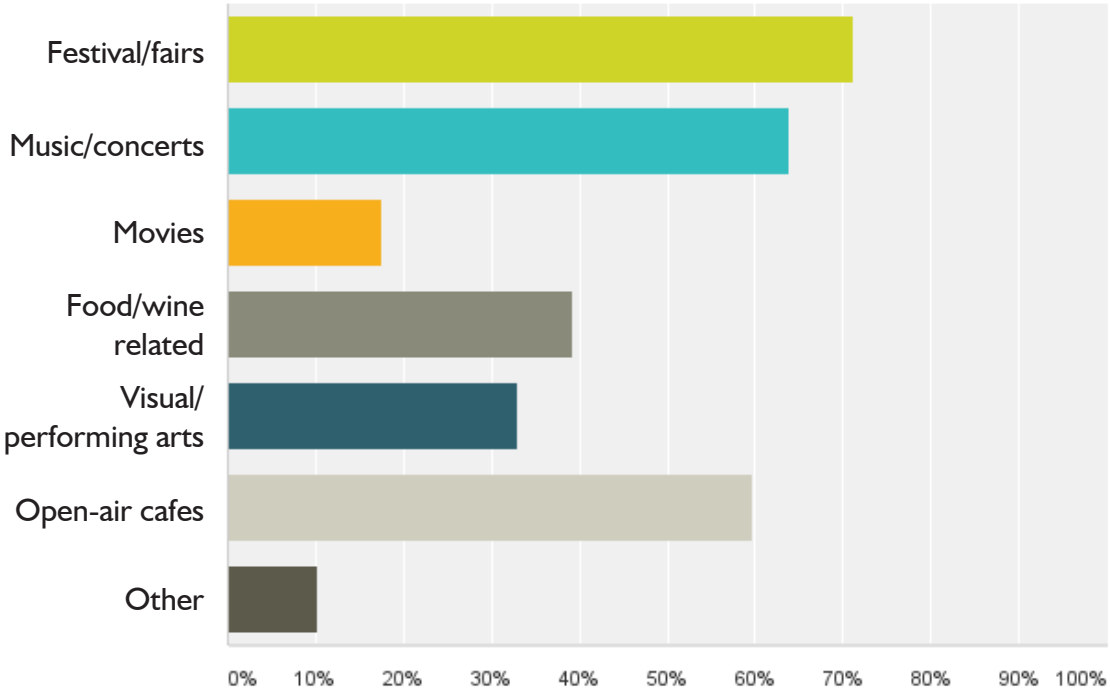
Social Activities in the Town Center area:



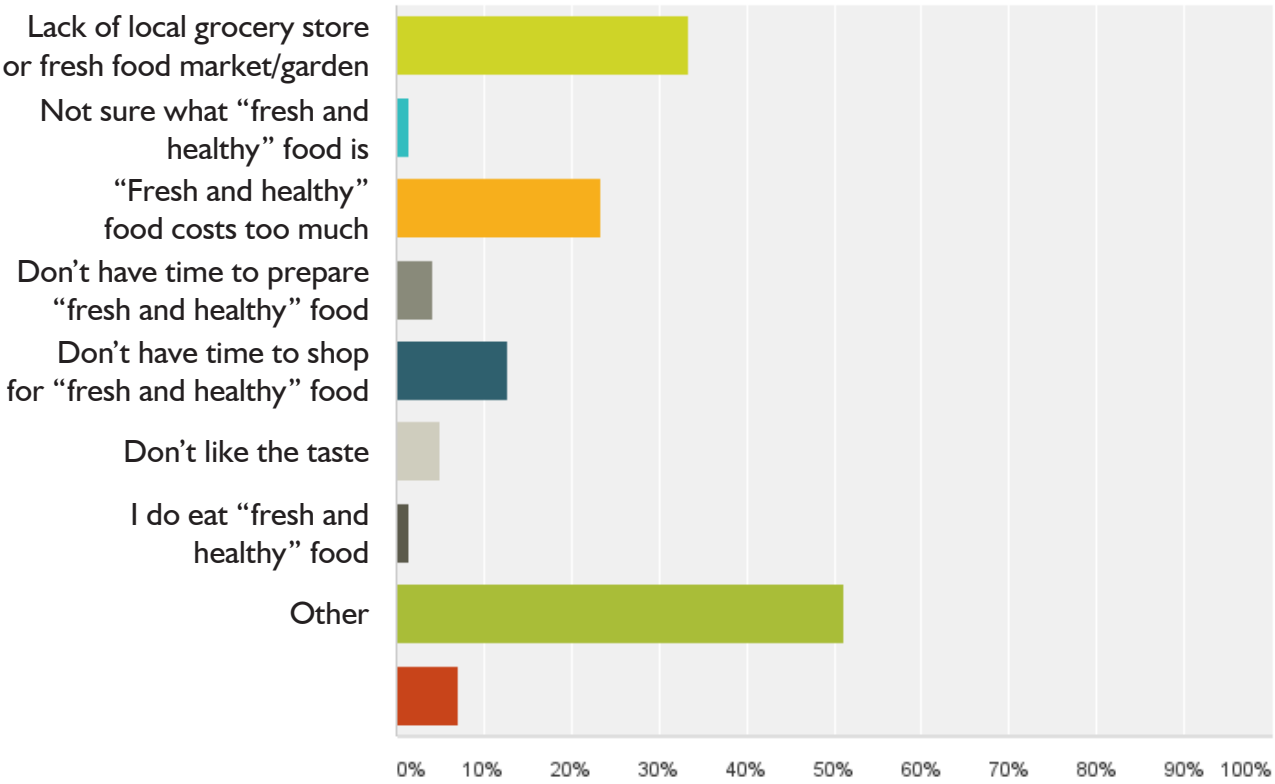
What Arts, Culture, and Entertainment Programs do you or your family engage in?



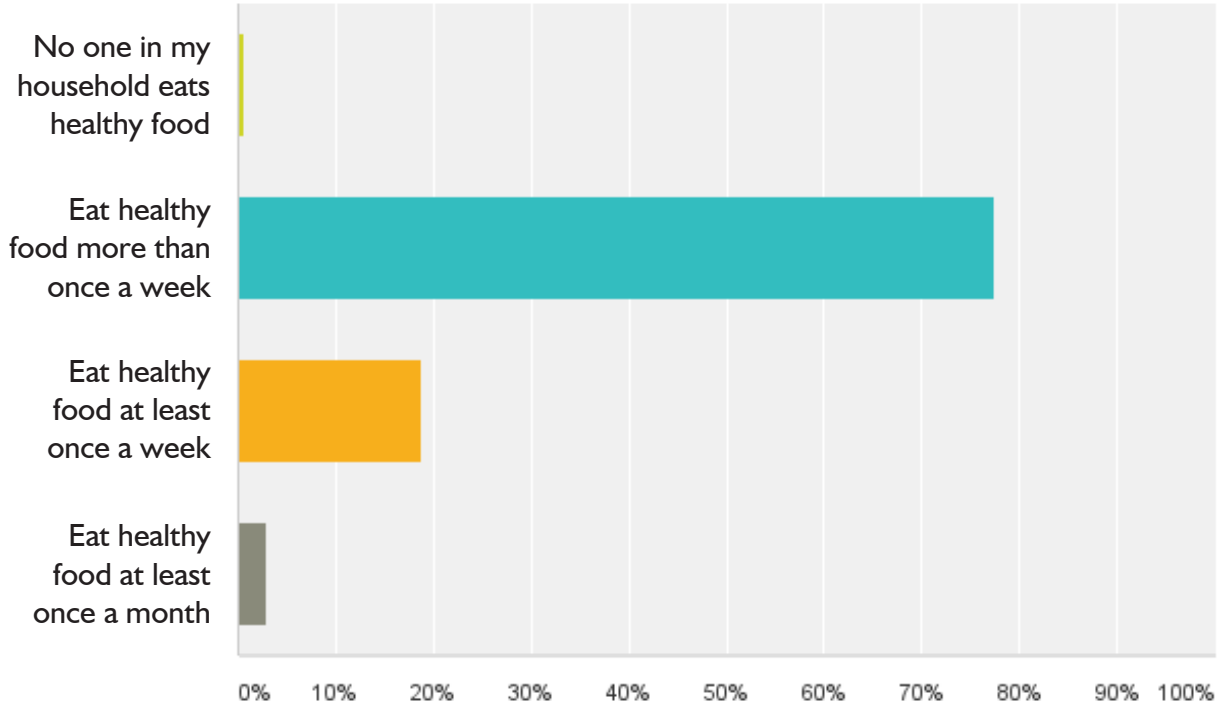
What Arts, Culture, and Entertainment Programs are needed in the Town Center area?



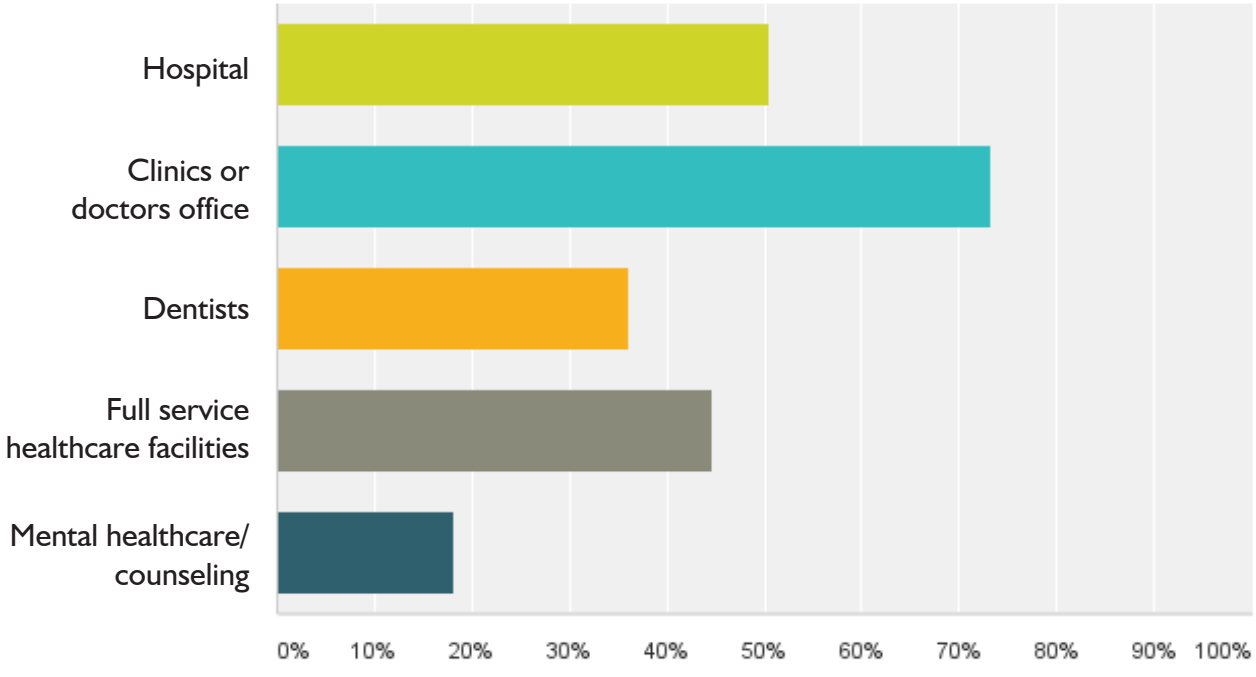
What most often stops you and your family from eating "fresh and healthy" food?



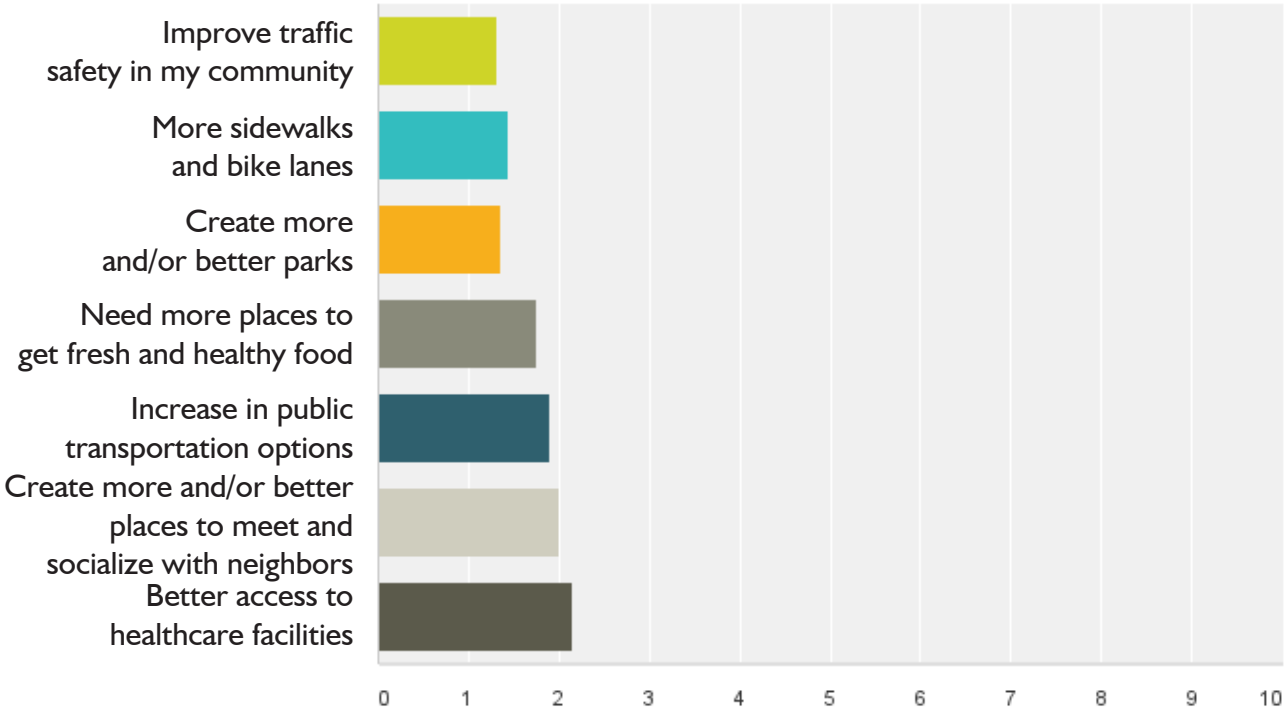
Healthy food habits of you and your family:



Access to Local Health Care available in the Town Center area?



I would like to see the following community improvement happen:



What would you like to CREATE in the Town Center area?



What would you like to CHANGE in the Town Center area?



What would you like to CONNECT to the Town Center area?



6.2 Health Funding Opportunities

Designing4Health
Creating Healthy Environments

FUNDING OPPORTUNITIES

Aetna Foundation (Community Health Initiatives)
http://www.aetna-foundation.org/foundation/apply-for-a-grant/grant-guidelines/index.html

Anthem Foundation
http://anthemcorporateresponsibility.com/cr/foundation/request-funding.html

Community Development Block Grant
http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs

Kresge Foundation
http://kresge.org/programs/health

Kaiser Permanente
http://kpgagives.org/process.html

Surdna Foundation
http://www.surdna.org/what-we-fund/sustainable-environments/483.html

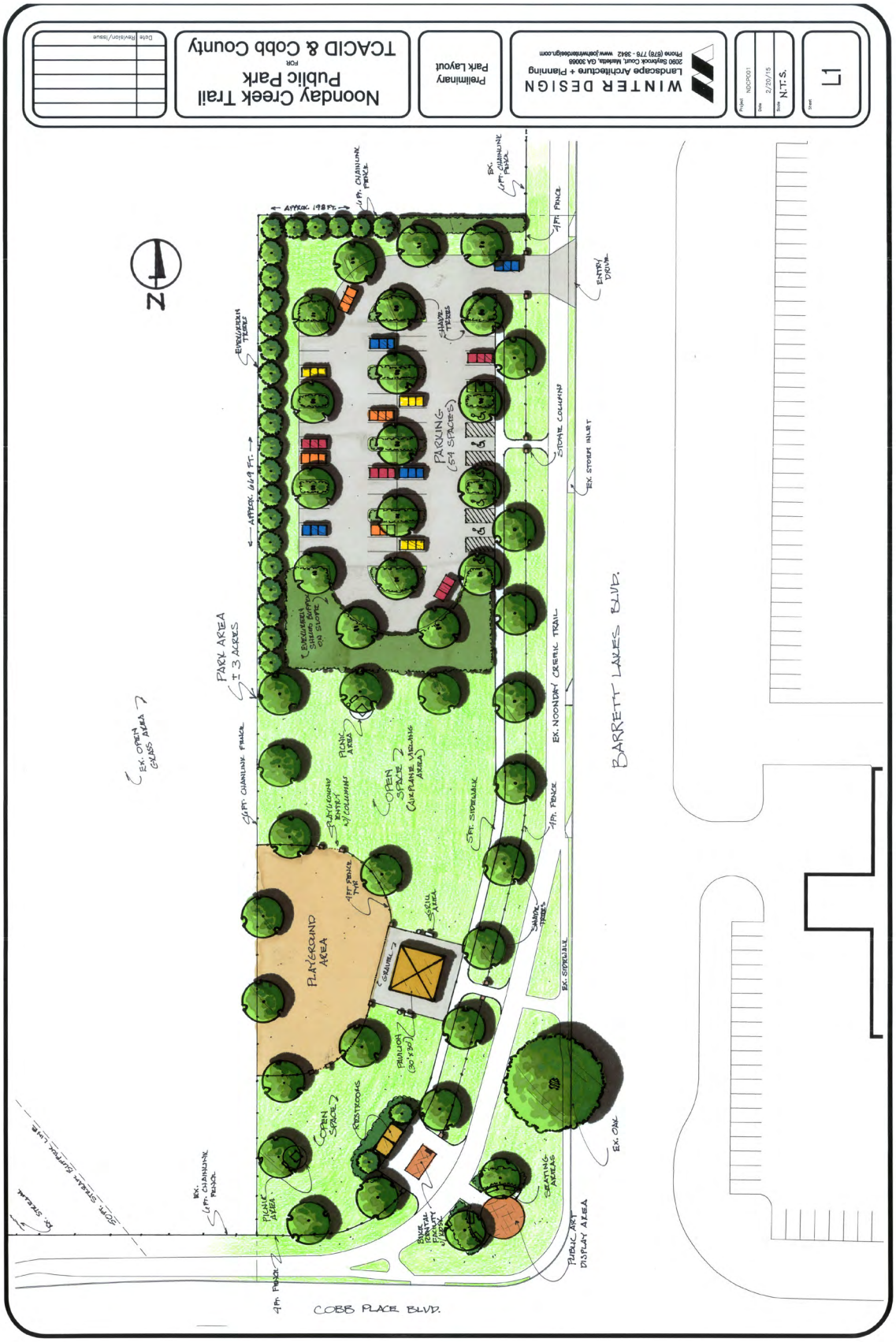
Sustainable Agriculture Research and Education
http://www.sare.org/Grants

Wellstar Foundation
http://www.wellstar.org/foundation/pages/default.aspx

If you would like additional research, write proposals or consult with your organization, we can provide technical assistance. Please contact Michelle Eichinger at meichinger@live.com or (302)293-0110.



6.3 Aviation Park



SIZEMORE GROUP

in association with

KIMLEY HORN and ASSOCIATES INC., CRJA-IBI GROUP,
DESIGNING4HEALTH, and WINTER DESIGN



Architecture | Planning
1700 Commerce Drive NW
Atlanta, GA 30318
www.sizemoregroup.com