



COMMUNITY AGENDA



2011

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EXECUTIVE SUMMARY

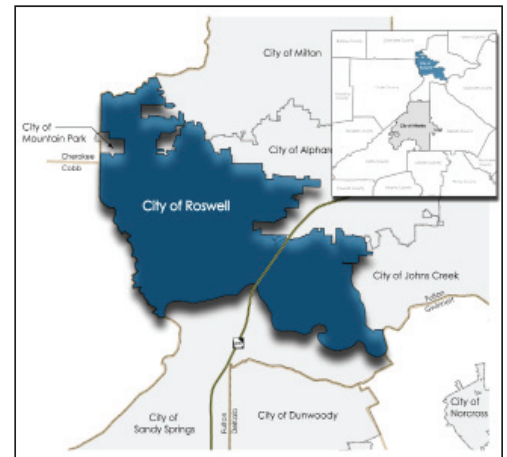
INTRODUCTION AND OVERVIEW

The City of Roswell has completed its state mandated update of the Comprehensive Plan. This process was achieved with the guidance and involvement of City Staff, community stakeholders, a Comprehensive Plan Advisory Committee (CPAC) steering and a consultant team.

The vision, policy and implementation portion of the Comprehensive Plan is the **Community Agenda** document, which establishes the development framework for the 20-year planning horizon, to the year 2030. The Plan has been completed per the Rules of the Georgia Department of Community Affairs (DCA), O.C.G.A Chapter 110-12-1, effective May 1, 2005. The DCA rules state that the format of the Comprehensive Plan consists of three distinct components as follows:

- **Community Assessment and Technical Appendix**
Summary of existing conditions, plans and policies with supporting data and maps
- **Community Participation**
Program for providing information and opportunities for public input
- **Community Agenda**
Vision, future development map and framework, and strategy for plan implementation

The Community Agenda expresses the vision both in terms of City-wide expectations as well as the intent envisioned for specific geographic areas of the City. It also documents the policy for future development through (1) principles and goals for development specific to geographic areas called "character areas" and (2) policy statements and implement programs.



"As for the future, your task is not to foresee it, but to enable it."

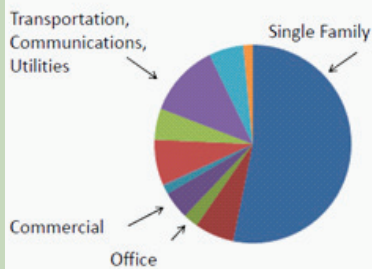
- Antoine de Saint
Exupery, poet and pilot
(1900-1944)

Community Context and Trends*

Roswell today

- 88,346 people (2010)
- 9% 60 years and older
- 77% White, 17% Hispanic, 13% Black, 7.6% Other, 5% Asian**
- 35% of households have children
- Growth only from redevelopment, since land use is:

- Built out
- 60% residential use
- 13% employment uses
- Remaining % other uses



Trends for tomorrow

By the year 2030, anticipate:

- Roswell: 95,000 – 103,000 people
- approx. 16% 60 years and older
- approx. 25% today's "millennials"
- 20% Hispanic
- Atlanta region: approx. 20% over the age of 65
- Atlanta region: adding 3 million people

*Source: Census and Technical Appendix.

**Will not equal 100% because Hispanic not considered a "race" category

THE PLANNING CONTEXT

The City of Roswell lies within Fulton County, around 20 miles from the City of Atlanta and nine miles from "the perimeter," I-285. Nationally identified in 2010 as one of the most charming places in the nation, Roswell celebrates its historic downtown and commitment to quality design. However, as a large city with a population anticipated to approach 100,000, the City recognizes that to compete with its sister cities in North Fulton, it needs to generate successful redevelopment and capture new growth opportunities. Community and CPAC meeting discussions focused on balancing the **priority of protecting existing, stable neighborhoods** with the implications of three key issues that will impact the City's ability to maintain its quality of life and competitive status:

Radically changing demographics: Both the over-60 years old population and the "millennials" will generate very different demands for housing and amenities through the 20-year planning horizon. The City continues to diversify; Hispanics will comprise over 20% of the population of 2030. Successful cities will prepare for this shift.

Continued growth for the Atlanta region: Forecasts indicate that the region will grow by 3 million people – this carries implications for jobs, housing, roads and efficient, "green infrastructure." The Economic Plan initiated in 2011 will help determine how much and what kind of growth the City will want to capture.

Strategic infrastructure: As communities compete to achieve energy efficiency, and as the state manages water resources more strategically, the City will need to build on its "Sustainable City" practices to invite employers and residents seeking more efficient operations and lifestyles. Given continued regional growth, Roswell must coordinate with North Fulton partners to champion transportation alternatives to stay attractive to future employers and to maintain quality of life for its residents, especially to create new connectivity where currently lacking for existing neighborhoods.

From the list of all "Issues and Opportunities" (see Section 2) facing the city, participants at community meetings identified the need for **redevelopment and re-investment**, the need for pedestrian **connectivity**, and the need to define **mixed-use** better for future development.

THE DEVELOPMENT FRAMEWORK AND ORGANIZATION OF THE COMMUNITY AGENDA

The Community Agenda is the vision and action plan which culminated from analyzing the Community Assessment data, a series of public meetings, community advisory meetings, and City staff directives.

SECTION 1 articulates the City-wide community vision; it establishes the development framework for future planning decisions through a **Future Development Map** and a narrative about each character area identified by the Future Development Map.

Each character area represents “a **specific geographic area** that has unique or special characteristics to be preserved or enhanced, or has potential to evolve into a unique area with more intentional guidance of future development through adequate planning and implementation, or requires special attention due to unique development issues” (official DCA definition).

Character areas provide both the vision and specific policy direction for the activity, design, infrastructure and other elements that new development must consider. Character area planning **provides the principles that regulations must work to achieve**; that is, the zoning ordinance, development standards, design standards, and other City ordinances and programs need to work together to allow character area goals **possible** to achieve.

SECTION 2 lists the Issues and Opportunities that emerged throughout the planning process.

SECTION 3 on Implementation presents policies, goals, long range and on-going activities, as well as the five year **short-term work program (STWP)**. The STWP details specific projects and activities and identifies the entity or entities tasked with conducting the project or activity. Policies and action items are organized by: transportation, population and housing, community facilities, economic development, natural and cultural resources, and intergovernmental coordination. Long range programs tend to require cross-departmental efforts and coordination with other governments and strategic partners.

Community meetings asked participants to "Imagine the year 2030 and the different needs you, your parents, your children and neighbors will have. What kind of City do we want Roswell to be? What kind of City does it need to be to be healthy and competitive 20 years from now?"

SECTION 4 of this document presents a summary of all the events and methods used to engage the public, provide information and receive input. The City of Roswell employed innovative methods to engage the public, including a Student Competition to engage the youth and a "Kids Corner" at every community meeting so that child care would not be a barrier for participation at community meetings. The City also conducted an intensive, three-day charrette to address the GA 400/Holcomb Bridge road node, which was identified by community meetings as the priority for change and improvement, and as the most strategic area for City investment.





1 COMMUNITY VISION & FUTURE DEVELOPMENT

1.1 CITY-WIDE VISION STATEMENT

"We are a family oriented, safe and attractive community that respects the natural environment, protects its historic character and celebrates its culture."

We are Roswell... The best place to live in Georgia."

By 2030, the City of Roswell provides opportunities for its citizens and visitors to live, learn, work, and play through its commitment to being an inclusive community of choice for families and households of all ages.

By 2030, the City is characterized by:

- High quality of life punctuated by highly performing schools
- Parks, trails, and other recreational opportunities that take pride in the natural beauty enjoyed by the City
- A rich history with a protected and viable historic district
- Active, engaged, and educated residents in stable neighborhoods
- Walkable, connected nodes and neighborhoods, which are adapting to shifting demographic trends
- Sustainable practices that provide smart, responsible stewardship of natural resources for future generations to enjoy

The City strives to achieve this vision through the strategic goals of:

- Promoting a well-designed community
- Sustaining and protecting the City's resources
- Emphasizing a responsive delivery of quality services
- Celebrating our history, culture, heritage, and character

This section is organized as follows:

- 1.1 City-wide Vision Statement
- 1.2 Future Development Map and Character Area Narratives
- 1.3 Future Development Area: Quality Community Objectives Summary

1.2 FUTURE DEVELOPMENT MAP AND CHARACTER AREA NARRATIVES

The Future Development Map (FDM), *Figure 1*, is a graphic representation of the future development that the City desires for the 2030 planning horizon. The map identifies character areas, which are the planning units the City will use to guide future development. This section describes the vision, intent and principles for each character area.

Zoning, development regulations and infrastructure improvements **will need to evolve** to accommodate character area goals and principles. Decision makers will also use the character area descriptions as a policy guide for future rezoning decisions.

Character areas provide descriptions regarding these planning elements:

- desired infrastructure, economic objectives and development types
- building form, massing and style, and
- desired use or mix of uses

The FDM with character narratives allows development decisions to consider the broader context. Specifically, each character area contains distinct principles related to design and elements like transportation and economics. This replaces the old tool of a parcel-based FLU map, which only narrowly defined a desired use.-

"Mixing land uses — commercial, residential, recreational, educational, and others — in neighborhoods or places that are accessible by bike and foot can create vibrant and diverse communities."

- Getting to Smart Growth

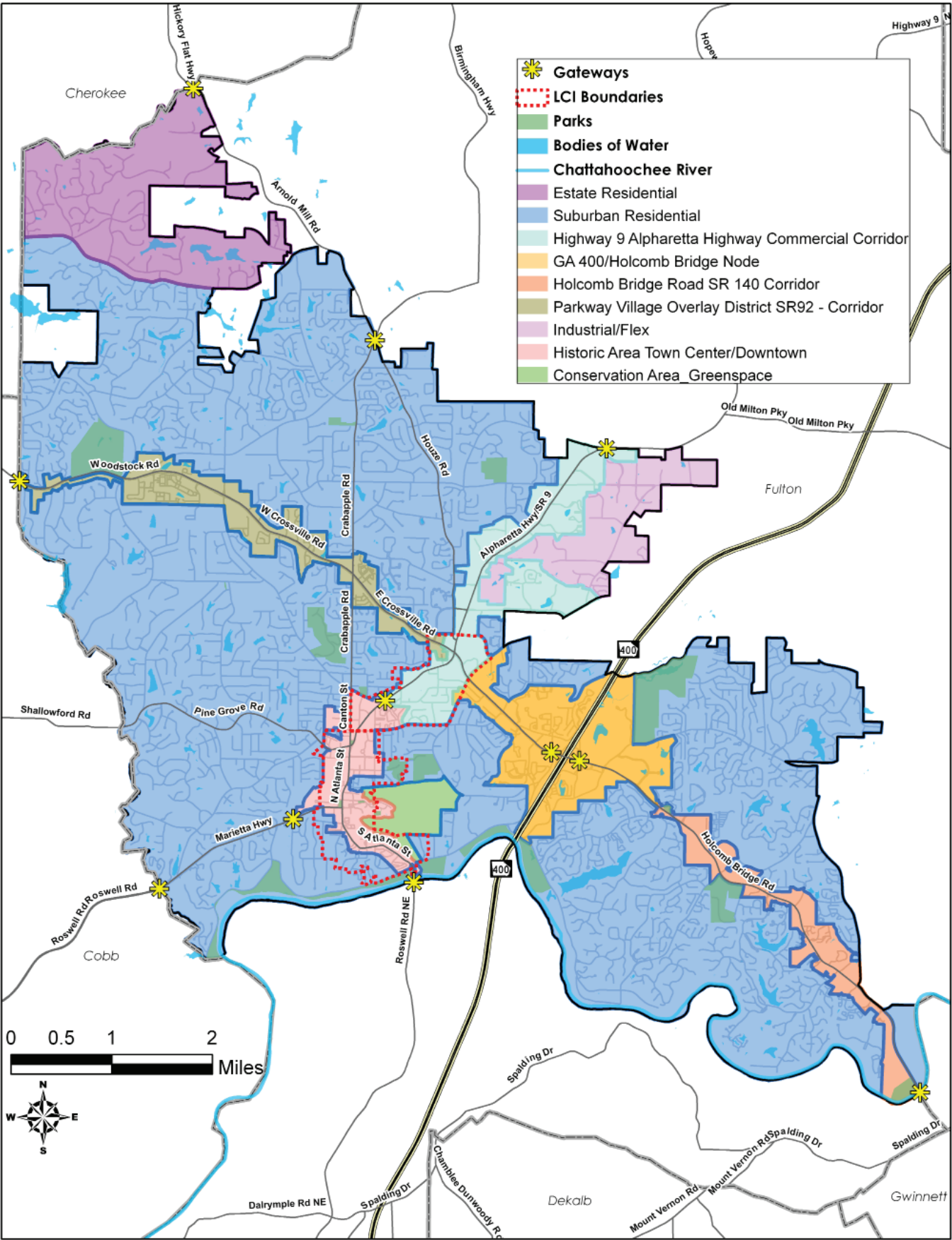


Figure 1. Future Development Map

community vision & future development

1.2.1 ESTATE RESIDENTIAL

General Character: Large-lot residential; open space; pedestrian connectivity
Zoning Categories: E-1, E-2

1.2.2 SUBURBAN RESIDENTIAL

General Character: Two-story single-family and townhouse development residential; pocket retail; pedestrian presence
Zoning Categories: C-1, C-2, E-1, E-2, R-1, R-2, R-TH, R-THA, R-3, R-3A, R-4, R-4A, R-5, **new** cottage housing zoning, **new** open space/parks and recreation zoning, **new** mixed-use

1.2.3 HIGHWAY 9/ALPHARETTA HIGHWAY CORRIDOR COMMERCIAL

General Character: Shallow setback; mixed-use, neighborhood and low rise non-residential
Zoning Categories: C-1, C-2, C-3, O-P, OCMS, MPMUD, Midtown Overlay

1.2.4 GA 400/HOLCOMB BRIDGE ROAD NODE

General Character: NW Quadrant – mixed-use, community space, office park; SE Quadrant – mixed-use, multi-use trails
Zoning Categories: C-2, C-3, O-P, OCMS, MPMUD, R-4, R-5, PUD, **new** mixed-use

1.2.5 PARKWAY VILLAGE DISTRICT OVERLAY

General Character: Preserve historic rural character; buildings oriented to the street; natural trees and landscaping features; pedestrian-friendly
Zoning Categories: Parkway Village Overlay, C-1, C-2, **new** cottage housing zoning, **new** open space/parks and recreation zoning, **new** mixed-use

1.2.6 HOLCOMB BRIDGE ROAD/SR 140

General Character: Quality low scale low-rise mixed-use which includes office, commercial, recreation and housing; streetscape; community gathering space
Zoning Categories: C-1, C-2, C-3, MPMUD, **new** Overlay, **new** cottage housing zoning, **new** open space/parks and recreation zoning, **new** mixed-use

1.2.7 INDUSTRIAL/FLEX

General Character: Master planned projects with pedestrian-oriented interiors, pocket parks and/or plazas; expand as employment center
Zoning Categories: MPMUD, O-P, OCMS, I-1, **new** mixed-use

1.2.8 HISTORIC AREA TOWN CENTER/DOWNTOWN

General Character: Pedestrian-oriented; Promote mixed-use development, redevelopment of aesthetically problematic sites and vacant sites; shallow setbacks;
Zoning Categories: C-1, C-2, H-R, Historic Properties Overlay, **new** cottage housing zoning, **new** open space/parks and recreation zoning, **new** mixed-use

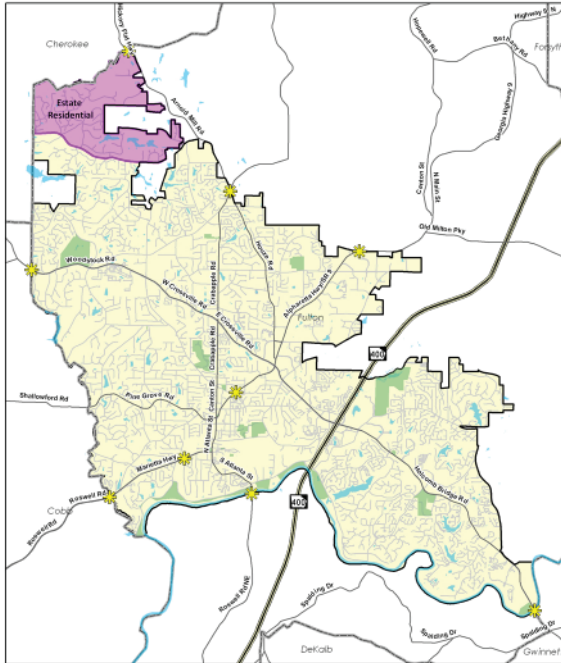
1.2.9 CONSERVATION/GREENSPACE

General Character: Expand trail systems and parks/greenspace;
Zoning Categories: **New** open space zoning

Gateways:

The City has established nine potential gateways, shown on the Future Development Map. Gateways establish a sense of place and announce the location of significant access points to the City or to other special areas, such as the Historic District.

1.2.1 Character Area: Estate Residential



Vision/Intent

In 2030, homes in this area will continue to share an estate lot pattern; the low density character of this area also preserves large acres of open space. The majority of this area is not currently served by sewer and therefore has limited future development potential at any density greater than that currently existing. Specific land uses in this area are comprised of primarily single-family residential. Currently, this area is automobile dependent and not walkable. In the future, encourage a connected system of trails and sidewalks that will create a network of greater connectivity between subdivisions.

Future Development and Design Principles

Height:

- Typical single-family residential estate type homes

Design:

- Large-lot, single-family homes with quality building materials and high quality design
- Low-impact Development
- Conservation Subdivisions

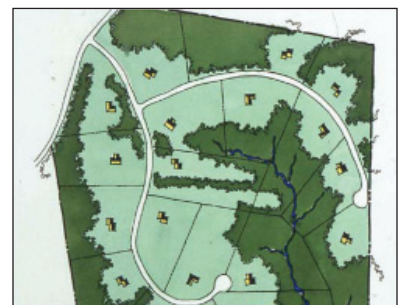
Uses:

- Estate, conservation and suburban residential neighborhoods
- Trails, parks and open space
- Agriculture
- Existing Commercial

Development Types



Conservation Subdivision Examples



Source: Conservation Subdivision Design Handbook

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Quality Community Objectives Met within this Character Area

Sense of Place

Transportation Alternatives

Heritage Preservation

Open Space Preservation

Conservation Subdivisions:

Roswell's Conservation Subdivision district requires 20% open space and provides incentives to promote conservative design.

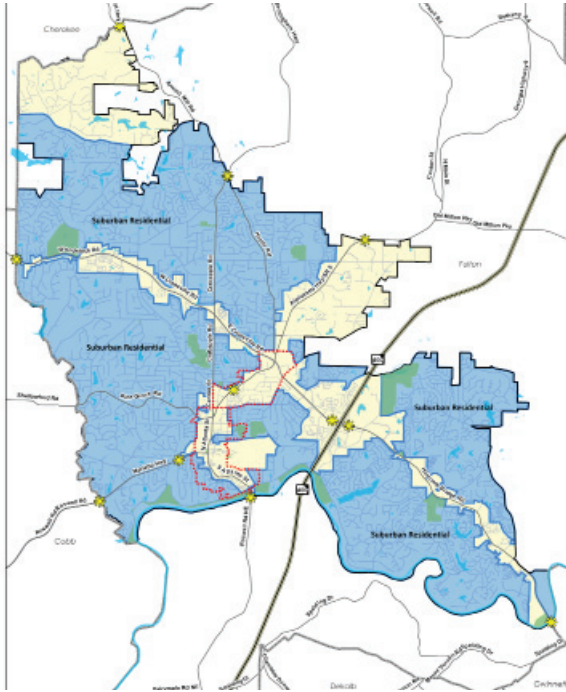
Low-Impact Development:

Low Impact Development (LID) is an alternative, comprehensive approach to stormwater management. LID promotes multifunctional landscape: not only environmental protection and restoration, but community development.

Goals:

- Pursue a connectivity program (perhaps with a name like "Complete Connections") whereby subdivisions can petition to have their neighborhood evaluated for options to create pedestrian paths and/or access points
- Improve existing pedestrian facilities, develop sidewalks and crosswalks where connectivity is lacking to create a connected network of sidewalks and pedestrian routes and bike lanes
- Preserve greenspace, increase and improve parks
- Retain the single-family homes and neighborhoods
- Allow community gardens
- Identify conservation subdivision opportunities

1.2.2 Character Area: Suburban Residential



Vision/Intent

By 2030, this character area continues to foster stable, established suburban neighborhoods, building on the existing mix of housing types. These neighborhoods are predominately single-family, with newer, master-planned developments providing mixed residential housing types (single-family attached, single-family detached, limited multi-family). The northwestern portion of this character area is bisected by Holcomb Bridge Road/Crossville Road/Woodstock Road (which is governed by the Parkway Village Overlay District). Holcomb Bridge Road/SR 140 is a main thoroughfare dividing the southeastern portion of this character area, which contains some commercial development. This major commercial corridor influences the character of the area such that market pressure for change may emerge over the 20-year planning period.

The City will carefully manage transitions of use between commercial corridors and the adjacent neighborhoods through design controls. This area benefits from the unique feature of the Chattahoochee River bordering the southern boundary; a network of trails is located along the river, several of which extend throughout the neighborhoods. Further, there exist historic landmarks in the character area, and the City will encourage preservation and protection for these cultural resources.

By 2030, the City envisions achieving greater connectivity throughout the area, especially with regard to recreation and commercial amenities, as well as greater opportunities to reduce automobile trips.

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Development Types



Future Development and Design Principles

Height:

- Low-scale development intended; limited nonresidential may have up to three stories only if providing a mix of building heights which transition down
- Typical two-story single-family residential type homes; three-story attached when incorporated into developments with mixed residential types
- Townhouse development will be a maximum of 2-3 stories in height

Design:

- New development will be compatible with adjacent existing character with similar densities and lot sizes
- Infill transitions appropriately scale new development to eliminate impacts to existing surrounding stable neighborhoods (buffers, open space, and landscaping)
- New development may incorporate mixed residential with both multi-family and single-family options only if new development containing multi-family residential match the lot size and building material character of the adjacent development along the perimeter (exterior of overall site)
- Traditional single-family homes with quality building materials and high quality design
- New development will incorporate open space and preserve existing trees
- Sustainable building practices will be promoted for all new construction
- New mixed residential development may incorporate a neighborhood scale retail option with a maximum size of 3,000 square feet

Uses:

- Suburban residential neighborhoods
- Infill residential , such as cottage housing, with appropriate criteria established by new zoning regulations
- Pocket retail located at crossroads, parcels already zoned for commercial, or already containing existing neighborhood scale commercial to serve the surrounding single-family residential areas (such as existing retail along the Crabapple Road and Arnold Mill Road intersection, along Marietta Hwy/SR 120)
- Where criteria indicates eligible (such as, location criteria of a major crossroad), neighborhood scale retail or services, provided that:
 - Buildings should be of brick or stone, and
 - Heavily landscaped with plantings, signage and materials in keeping with adjacent subdivisions
- Townhouse development
- Cottage housing

Goals:

- New development demonstrates attention to existing adjacent neighborhoods and seek compatibility with lot sizes along the perimeter of the proposed development
- Revise the zoning code to establish criteria for appropriate infill, amenities proposed by places of worship, community gardens, and limited neighborhood scale retail
- Allow neighborhood scale food stores/farmers market and community gardens in suburban areas, the location and conditions for which would be considered based on specific criteria
- Expand the pedestrian trail master plan, to include more access from disconnected subdivisions, currently characterized by isolated and disconnected cul-de-sac type development
- Pursue a connectivity program (perhaps with a name like "Complete Connections") whereby subdivisions can petition to have their neighborhood evaluated for options to create pedestrian paths and/or access points
- Improve existing pedestrian facilities, develop sidewalks and crosswalks where connectivity is lacking to create a connected network of sidewalks and pedestrian routes and bike lanes



Cottage Housing Examples



Source: The Cottage Housing Company

Cottage Housing:

Generally provides a grouping of small, detached, single family dwelling units clustered around a common open space or courtyard and developed under a coherent plan. Typically communities consider it for small infill sites in established residential neighborhoods. It fills a niche between traditional choices of single family and multifamily housing. The City will consider if, where and under what circumstances this sort of housing may be appropriate with specific goals in mind that are tailored to specific areas to enhance nearby development and residences, while avoiding unanticipated and unwanted impacts. Thoughtful design and efficient use of space characterize these developments. The clustered housing arrangement and common areas distinguish this housing type from small house/small lot development that conforms to conventional setbacks and street alignment.

- Develop plans to improve streetscape along major roads
- Explore feasibility of trolley/shuttle loop through major neighborhoods connecting to adjacent commercial/retail areas
- Explore gateway opportunity on Woodstock Road at west entry to City
- Redevelopment of declining and vacant commercial buildings and nodes and creation of incentive programs to attract developers to reuse existing vacant commercial buildings
- Promote transportation alternatives and create means of access to support all modes of travel as redevelopment occurs
- Preserve greenspace, increase and improve parks
- Expand the existing trail network to include more pedestrian and cycling access, connecting to amenities and natural resources such as parks and Chattahoochee River

Quality Community Objectives Met within this Character Area

Infill Development

Open Space

Transportation Alternatives

1.2.3 Character Area: Highway 9/Alpharetta Highway Corridor Commercial



Vision/Intent

In the 2030 planning horizon, a gateway will be established at the City boundary along the Alpharetta Highway/SR 9 corridor to announce arrival into the City of Roswell. This marker and signage should architecturally reference the historic character of Roswell and the signage and lighting already utilized in the historic district. New development in the southern portion of the character area will follow the vision established by the Midtown Roswell LCI, which is to **create a mixed-use, pedestrian friendly corridor and activity center that builds a better sense of community.**

By 2030, the existing big-box developments will have evolved either into a new use or enhanced with additional amenities to keep viable beyond the typical 20-year life-cycle. A regulatory framework that encourages flexibility of uses for these existing structures will generate economic value for the City. The vacant or underutilized strip centers will have successfully achieved adaptive mixed-use and commercial infill.

Quality Community Objectives Met within this Character Area

Regional cooperations:
Coordination with adjacent cities helps address over-retail conditions

Business appropriateness:
Adaptive re-use creates new employment options and new businesses

Sense of place:
To help create a sense of place, wayfinding signs designed to reference the look of those in the historic district and direct drivers to the historic district, parks, and civic functions (city hall, schools) along the entire corridor; this creates a sense of place



Future Development and Design Principles

Height:

- 1-3 stories typical
- Up to 4 stories for nonresidential and high-quality multi-family, if associated with heavy landscaping and other design criteria

Design:

- Uniform high quality signage
- Aesthetic improvements to the street – street trees, sidewalks, lighting
- Reduce curb cuts – develop interparcel access
- Infill large surface parking lots
- Re-orient site layout, bring buildings to the street where appropriate
- Transitions to adjacent uses (step down of building heights, buffers)
- Incorporation of public art within non-residential development projects

Uses:

- Reduce single-uses on large lots
- Mixed-Use (Mixed residential, non-residential, and non-mixed residential)
- Neighborhood and low rise non-residential

Goals:

- Economic Development plan establishes strategic actions to address vacancies
- Improve existing pedestrian facilities, develop sidewalks and crosswalks where connectivity is lacking
- Establish gateway on Alpharetta Highway/SR 9 to indicate arrival in City of Roswell
- Establish innovative, design-based zoning code that encourages flexible, viable adaptive reuse

- Design wayfinding signage which indicates direction to City Hall and other destinations; consider extending historic district signage north along the corridor
- Reference the historic district through strategic design elements such as consistent design of signage, lighting, street trees, and furniture
- Implement the Midtown Roswell LCI and clarify zoning district requirements. See Redevelopment Vision illustration (Figure 2).

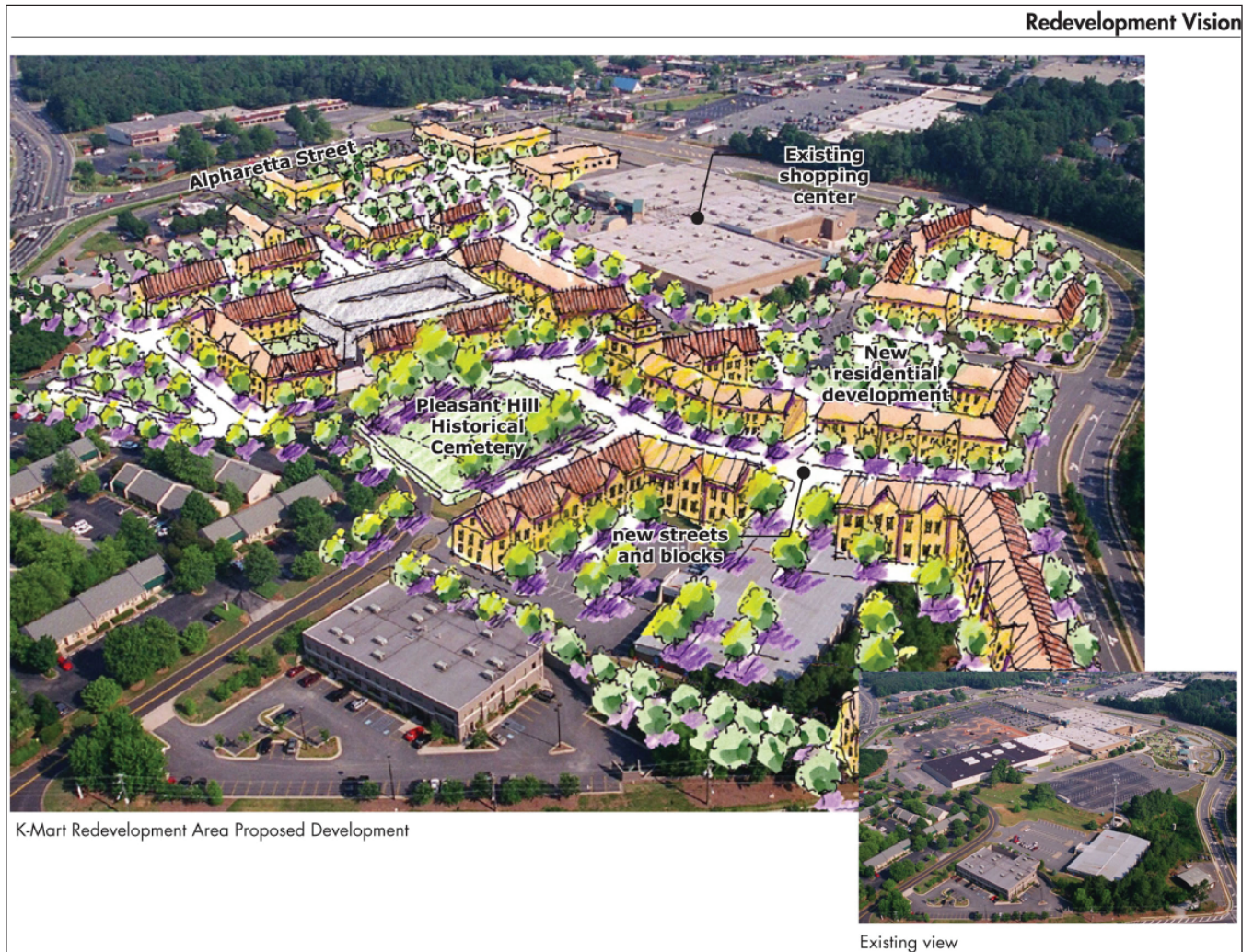


Figure 2. Midtown Roswell LCI: Redevelopment Vision

Source: City of Roswell

community vision & future development

The character area encompasses a large part of the Midtown Roswell LCI (see Figure 3). The City remains committed to achieving the goals and objectives of the LCI, which established a redevelopment vision for specific development patterns.

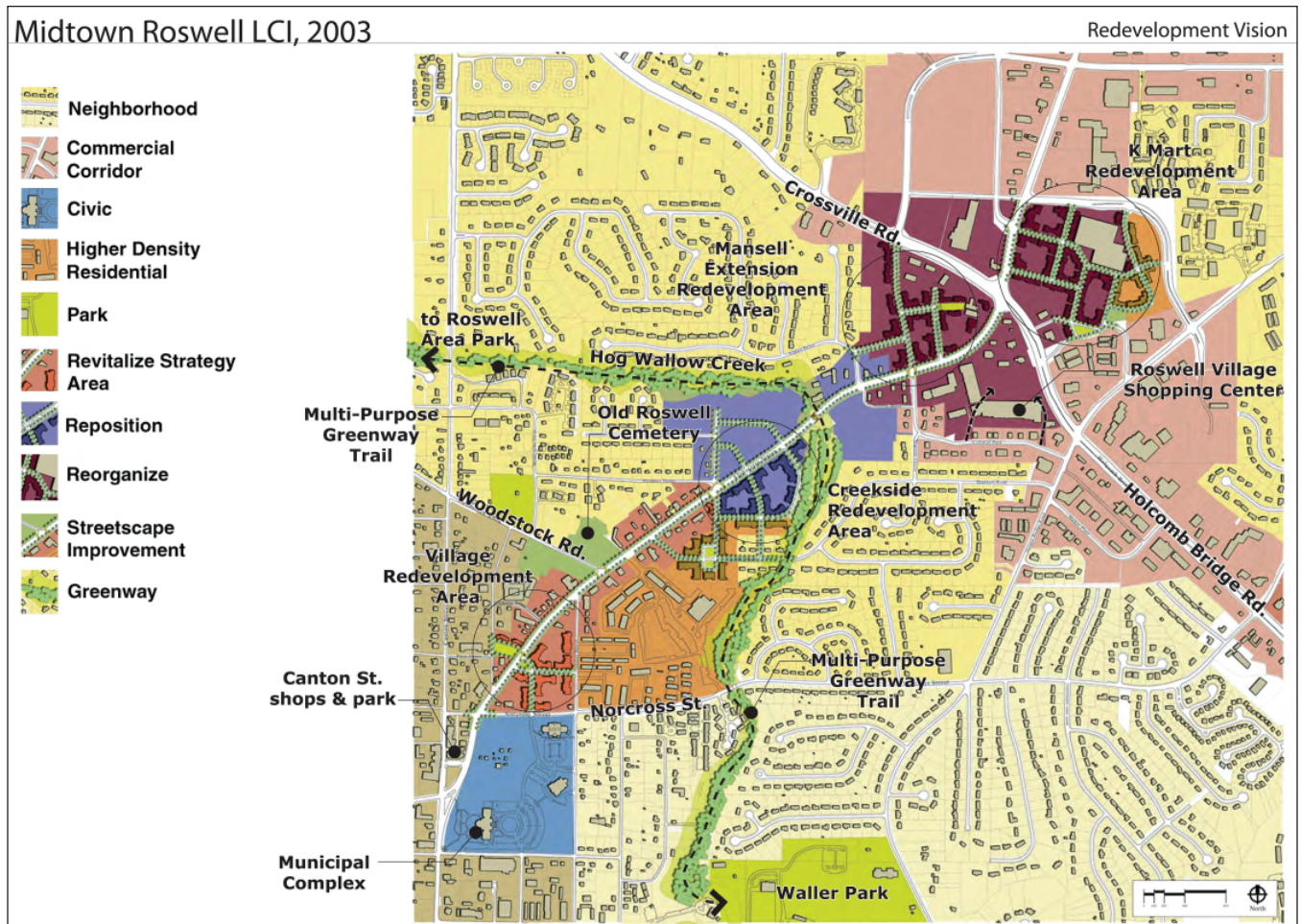


Figure 3. Midtown Roswell LCI: Concept Plan

Source: City of Roswell

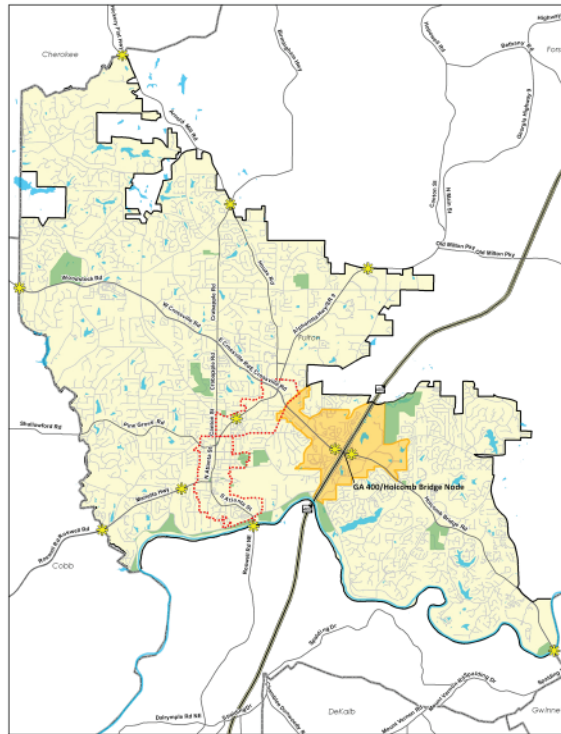
The following specific design and development elements from the study should be addressed through zoning, development regulations and programs:

- Accommodate the need for elderly housing options near retail and transportation
- Allow some residential density on redevelopment properties
- Ease redevelopment process with expedited review and approval processes
- Design and install streetscapes with landscaped plantings, benches, and bus shelters
- Consider land use incentives for redevelopment projects in the corridor which include a mix of uses while protecting the adjacent single-family neighborhoods
- Allow for flexibility of residential densities in redevelopment projects as an incentive strategy for reinvestment along the corridor; specifically consider higher residential densities if the developer meets certain conditions such as:
 1. The City actively engages with the developer in the initial development concepts of a site
 2. The developer strictly adheres to or exceeds the City's Design Guidelines, including public art or other unique amenity

Because of its strategic importance, the **GA 400 – Holcomb Bridge Node** character area involves more details. The content for the node is organized as follows:

- Vision
- Existing Conditions
- Overall Node Principles
 - Framework
 - Development Concept
 - Principles
- SE Quadrant
- NW Quadrant
- Overall Uses
- Overall Goals

1.2.4 Character Area: GA 400 – Holcomb Bridge Node



Development Types



Vision/Intent

By 2030, this strategic intersection will become a vibrant activity center. The City will have capitalized on this major regional access point to provide maximum economic benefit to the City. The perception of this area will change as the City invests in streetscape and new road improvements, and investors redevelop under-utilized sites with a mix of uses and luxury residential uses, characterized by high quality building materials. The City envisions a Big Creek Parkway with a bridge connection across GA 400 north of Holcomb Bridge Road and a pedestrian bridge with landmark architecture across Holcomb Bridge Road over the long range.

Priority for the City focuses on the redevelopment of the **northwest quadrant**, with City community space and private investment transforming the area into a mixed-use village activity center with mixed income and amenity-laden mixed-use projects. The success of achieving this vision will depend on phasing.

The **southeast quadrant** of this character area will also evolve into a mixed-use village activity center. This character area will also serve as critical link connecting Big Creek Park and the Chattahoochee River, carefully planned to retain the beauty of unique natural features. Connections will emerge as a system of multi-use trails will be developed between the adjacent single-family subdivisions and future mixed-use development.

Existing Conditions

The majority of the parcels located in the southeast portion of this character area are currently zoned Office-Commercial Multi-Story Mixed-use Zoning District (OCMS). Please see *Figure 4, Existing Zoning Districts*.

Under the previously approved OCMS Conditions of Development, the allowed height for a development located on this parcel with this zoning designation is 95 feet (7 to 9 stories). The development would have a 35% open space requirement. The maximum floor to area ratio (FAR) is 0.44. OCMS Zoning currently approved and allowed by right on the southeast quadrant is as follows:

- Office: 957,830 sq. ft
- Office/Hotel: 180,000 sq. ft.
- Office/Commercial: 48,000 sq. ft.
- OCMS Total: 1,185,830 sq. ft.

While this is the existing zoning since the late 1980's, projects have not come forward and the OCMS area remains undeveloped. The City has an opportunity to define the ideal mixed-use and design desired for the area, should an applicant seek to rezone in the future. The City also aims to institute design criteria that follow the principles established herein for development that may potentially be proposed under existing zoning.

Quality Community Objectives Met within this Character Area

Compact development patterns
Infill development
Sense of place
Transportation alternatives
Growth preparedness
Economic development
Housing choice
Regional solutions and cooperation
Open space preservation

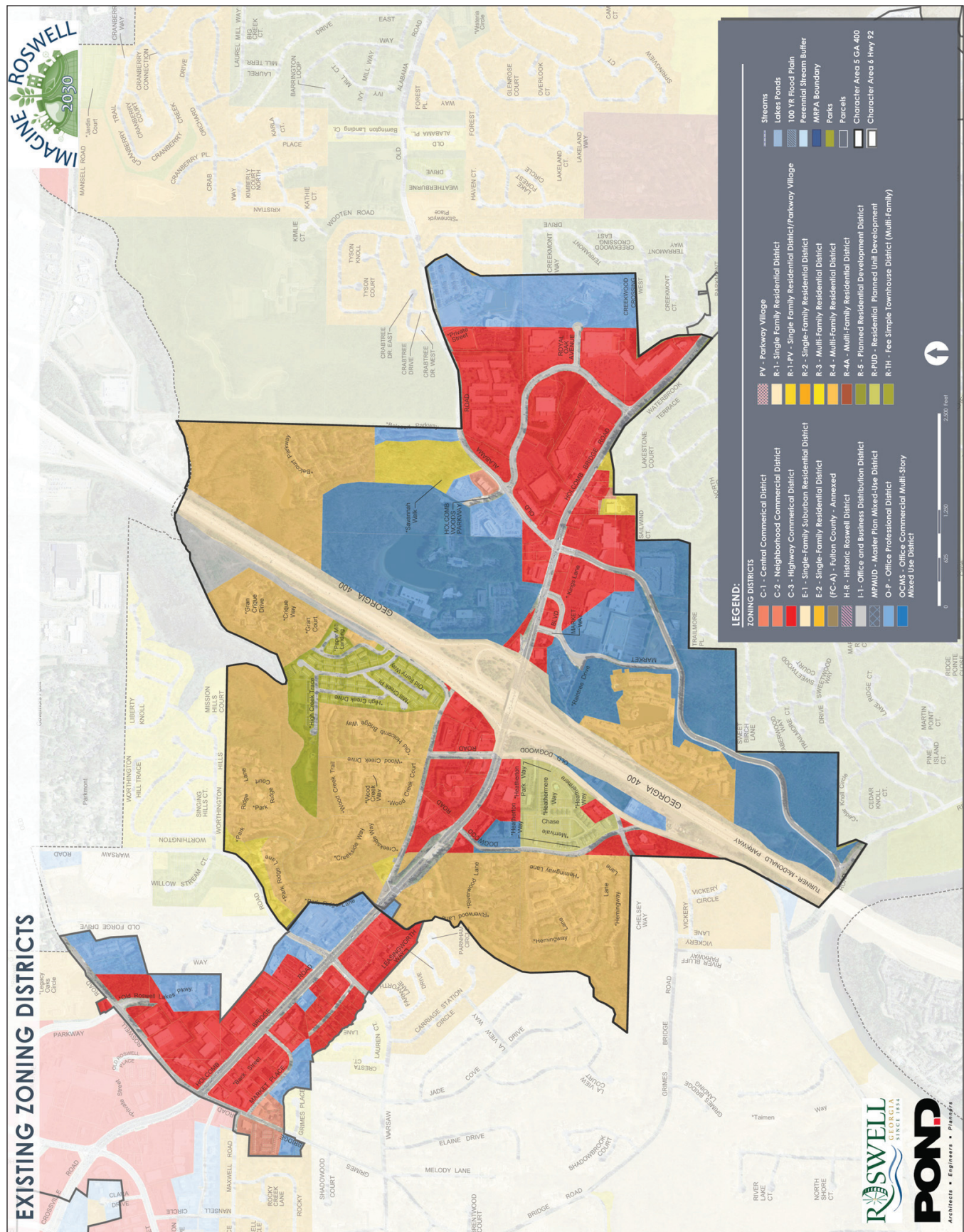


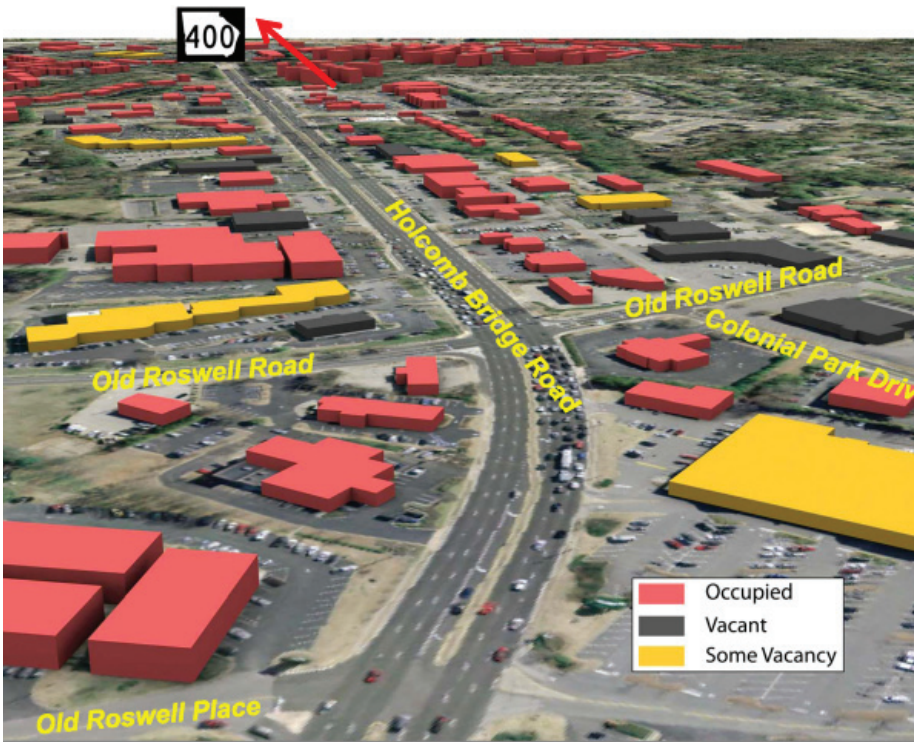
Figure 4. Existing Zoning Districts

The recent upheaval in the housing and mortgage markets and the downturn in commercial activity have increased concerns about the viability of Holcomb Bridge Node, as the area experiences an increase in vacancies. *Table 1* presents the current number of units that are vacant as of February 15, 2011.

As of 2/15/11	Units	Percentage
Vacant	151	22%
Occupied	547	78%
Total	698	100%

Table 1. Vacant units as of February 15, 2011

Figure 5 is a three-dimensional view of Holcomb Bridge Node and depicts the current buildings that are occupied, vacant or have some vacancy within the overall structure. Within the Holcomb Bridge Node there are approximately 698 Commercial/Retail Units. Out of the 698 Units, approximately 151 or 22% of the units are vacant within the Holcomb Bridge Node.



Perspective: Viewing eastward along Holcomb Bridge Rd
Figure 5. Selected Holcomb Bridge Road Vacancies

Concept Framework:

New connectivity, walkable block sizes, and a network of usable open space will create the active public realm sought by citizens.

Overall Node Principles

Policy for the character area includes principles that apply to the overall area, as well as principles specific to the two quadrants where change is desired (the northwest (NW) and the southeast (SE)). The City recognizes, however, that the framework that defines the public realm – that is, the streetscape, block sizes and the relationship of buildings to street – will determine whether or not the node can actually create a village feel. Therefore, the primary objective for development regulations must focus on establishing a grid-framework for new roads and new connectivity. A three-day charrette resulted in the following framework (Figure 6) that new and re-development needs to achieve, with walkable block-sizes and a “chain” of open-space:

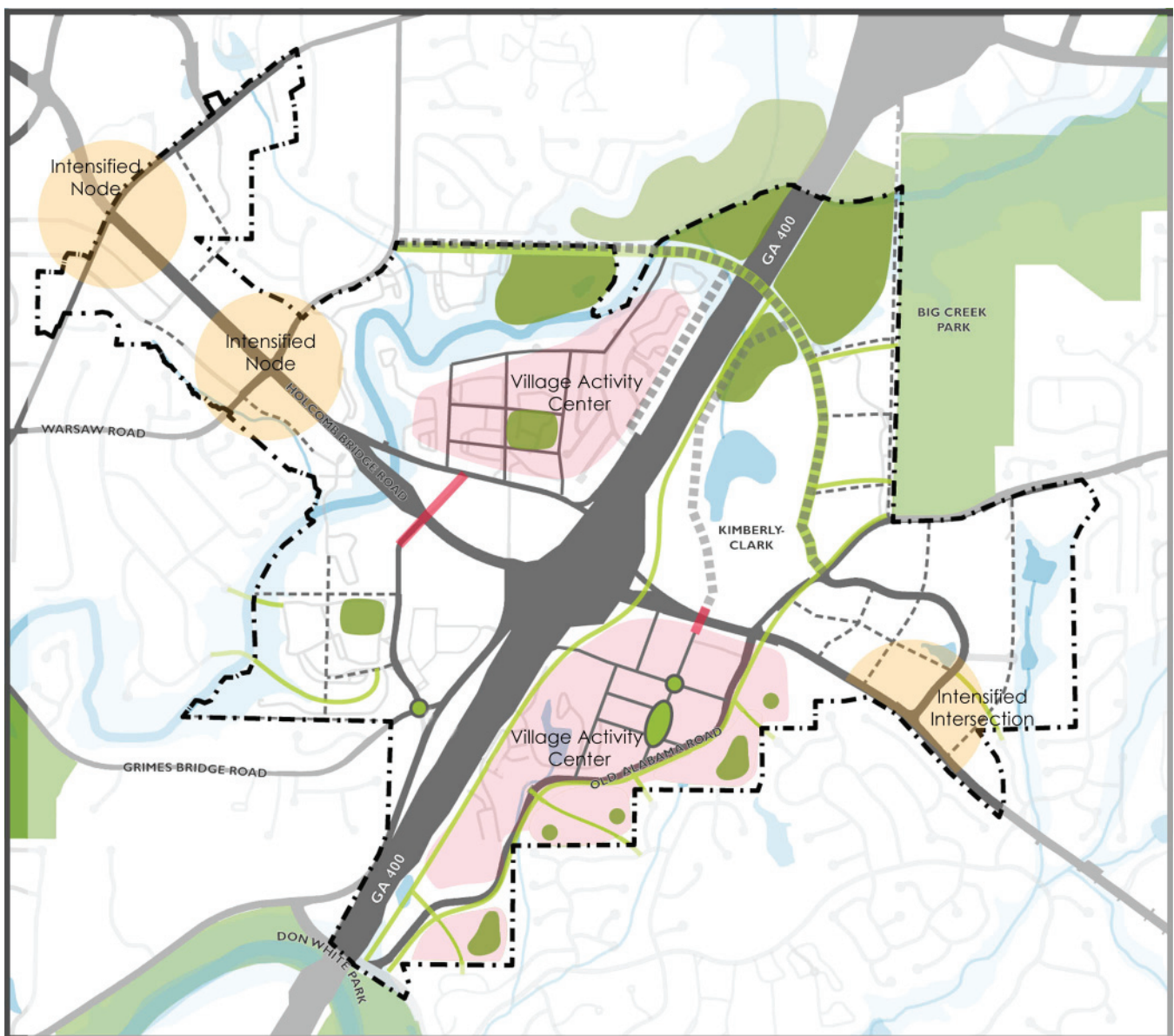


Figure 6. Overall Node: Concept Framework

Based upon the above framework, the City envisions that the following development pattern, as shown in *Figure 7*, emerges over time:

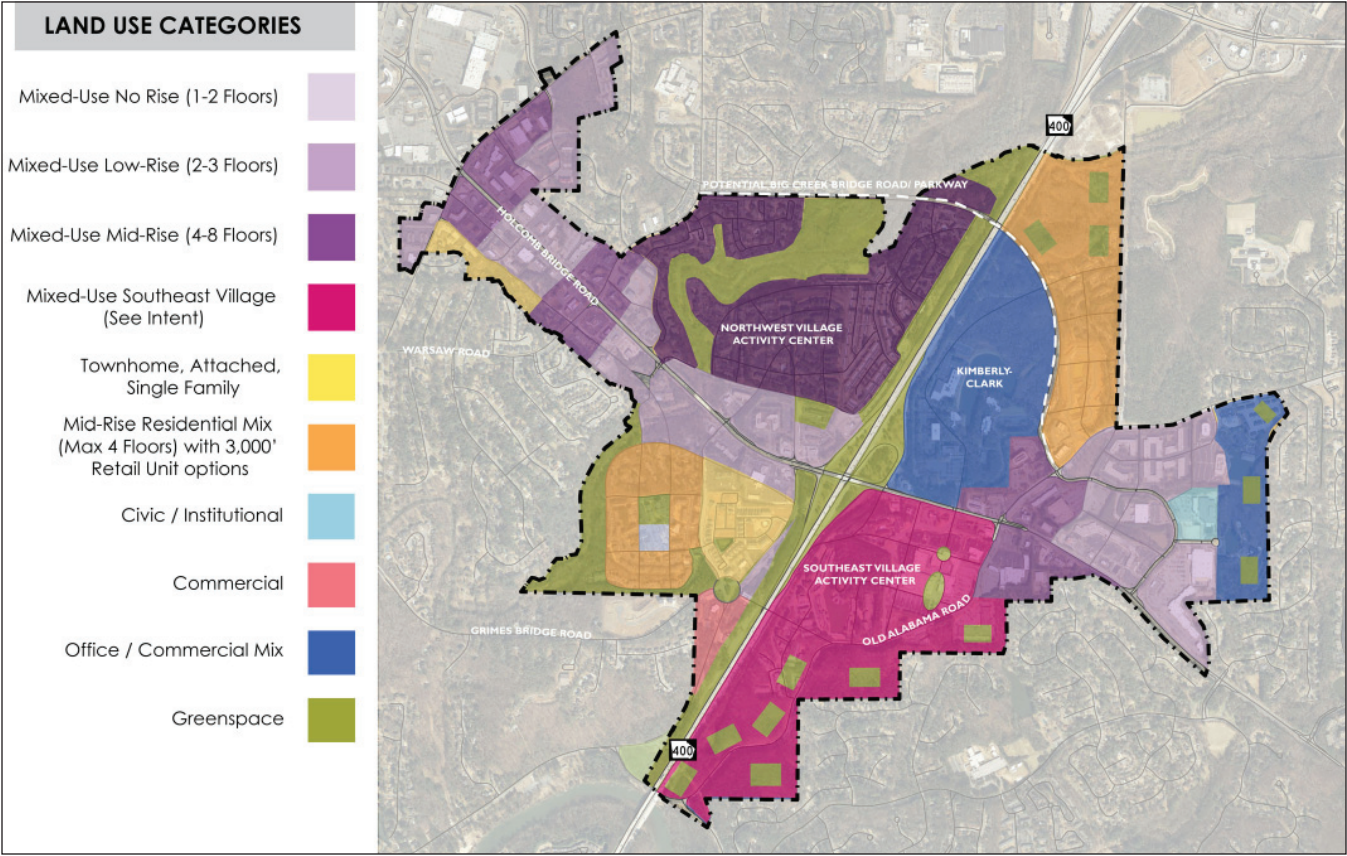


Figure 7. Overall Node Development Concept

*The locations of **green areas** are **conceptual only**, meant as a guide to express the intent of pocket parks and central gathering areas, integrating new development with open space.*

The City prepared the following principles that all new development should aim to meet. In order to meet these goals new zoning and development regulations may need to be developed in order to actualize or achieve these principles.

Prioritize investment in developing Southeast and Northwest the quadrants

- Transform the intersection into proud Gateway to the City
- Improve transportation flow and capacity
- Redevelop aged and underperforming properties

Observe compatibility with the “Feel of Roswell”

- Seek to create a village environment
- Maintain high architectural and material standards
- Recognize our historical heritage in design and signage
- High quality building materials which reflect the “feel of Roswell” (brick, stone, stucco; reference to the historic district) and extensive landscaping that references existing natural features, especially that found along the Chattahoochee River
- Residential buildings would be permitted to mix retail on the ground floor and would observe similar height and density conditions relative to the building location within the site
- Surrounding neighborhoods will be protected by a transition of low density/lower heights along roadways mediating the effect of higher heights closer to GA400
- Integrate natural features

Incentivize redevelopment over new development

- Provide financial incentives for underperforming properties
- Develop flexible zoning regulations to encourage creativity
- Allow adaptive re-use solutions for redevelopment
- Incent development that increases tax revenues and lowers service costs

Connectivity/Access Principles for entire Node

- Prepare to take advantage of a transit future
- Create walkable block sizes and a grid road network
- Improve the traffic flow, capacity and safety through the area
- Increase capacity of the interchange
- Consider current and future traffic conditions for new zonings
- Seek connectivity in all modes of transportation
- Provide walking and biking trails, connecting to parks and the river corridor
- Create east-west alternative connection for local traffic such as the Big Creek Bridge Road/Parkway Concept
- Encourage a mix of uses within larger developments
- Integrate public spaces into mixed uses

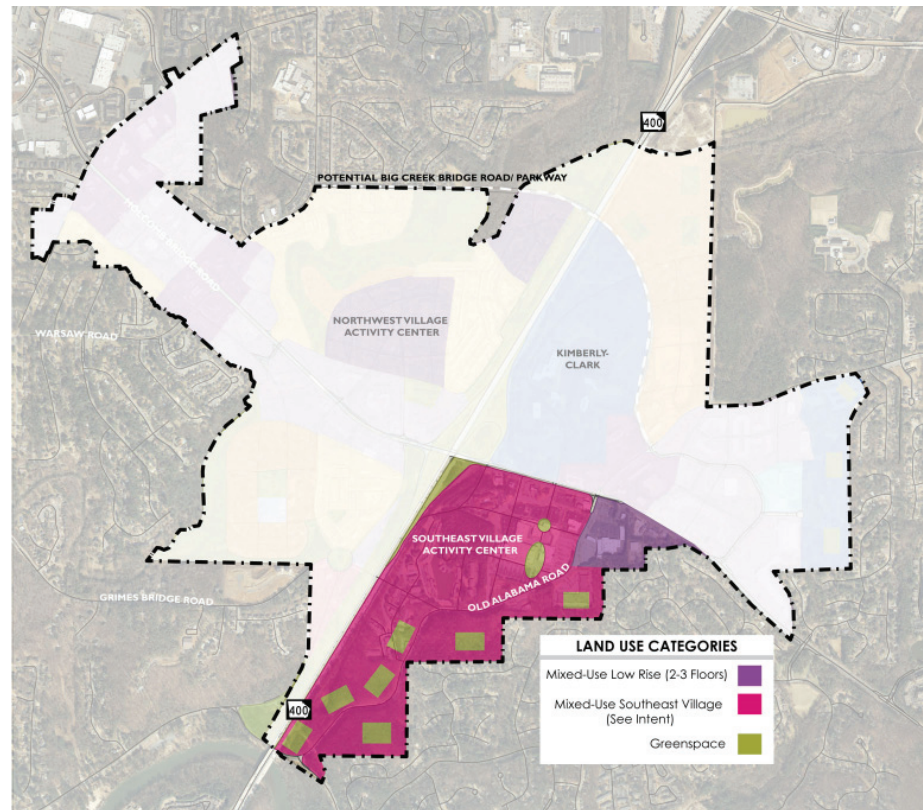
Because of their different contexts and needs, **the northwest quadrant** and **the southeast quadrant** have been further developed to specify the type of change and future development the City envisions as appropriate. The following two subsections detail the City's intent for these activity centers.

Community Concerns for the Southeast Quadrant

While the public input process generated support for the node to **undergo change** and prepare for a transit future, community members expressed a strong desire that the southeast quadrant develop in a way that produces **less intense**, less “urban” form than that discussed several years ago in a proposal known as the “Charlie Brown” plan.

The community also expressed concerns about traffic congestion and the need **to require transportation improvements** before any new development occurred. During the community meetings, participants learned about existing zoning rights in the quadrant, while putting forth a vision for a **pedestrian-oriented, mixed-use activity center**.

Southeast Quadrant: Village Activity Center



*The locations of **green areas** are conceptual only, meant as a guide to express the intent of pocket parks and central gathering areas, integrating new development with open space.*

Intent

- The City intends for the southeast quadrant to achieve a walkable, village feel. Any proposal for future development under the existing OCMS zoning would work to achieve the village intent by limiting any taller buildings and integrating them into the site using well-designed site layouts that mitigate the visual impact of heights by varying heights not to exceed 6 stories, using step-backs and locating them as indicated by the design principles below.
 - Along Old Alabama and Holcomb Bridge Roads: intent is for a low scale feel (maximum 3 stories), with a **variation in heights** to create visual interest.
 - A master-planned, mixed-use project with a catalyst project providing **unique amenities** and economic impact for the city may potentially be allowed to consider taller buildings, if appropriately integrated to the interior or rear of the project (that is, adjacent to GA 400) so as to not appear greater than 4 stories from Holcomb Bridge Road or any other public street, and if associated with programmed improvements to

accommodate an associated increase in traffic.

Unique amenities with significant green space refers to potential elements such as a large village green for community assembly, a pedestrian-only zone, a community or civic center, or small-scaled convention center or other activity that serves the public realm.

Connectivity/Access Principles for Southeast Quadrant

- Prepare to take advantage of a transit future (whether bus-rapid-transit, light-rail, shuttle or other)
- Reduce existing congestion and increase safety of east-bound HBR traffic by diverting off-ramp traffic
- Create walkable block sizes internal to the quadrant
- Safe connections across Holcomb Bridge and Old Alabama
- Wayfinding that alerts visitors alternatives to access the new activity center
- Should new projects be proposed under existing OCMS zoning, the design principles below should be considered
- Green connections between Big Creek trails/park and the Chattahoochee River, create pocket parks to connect along the route between them

Design Principles for Southeast Quadrant

- Commitment to pedestrian scale
 - Lower-story buildings along street frontage and building step-backs
 - Higher first floors and window treatments
 - Transitions through plantings and building heights
 - Signage and lighting invite the pedestrian
- Integrate natural features
- High quality materials and plantings



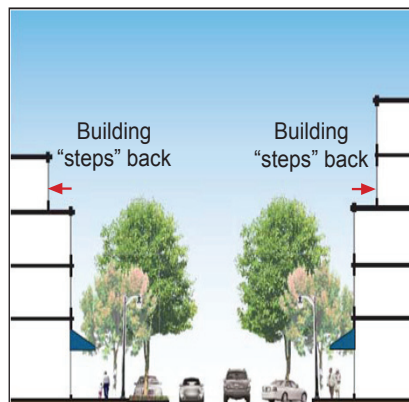
Unique amenities for public gathering help create a sense of place



Integrating natural features keep greater densities from losing the Roswell "feel"

- Balance horizontal and vertical development intensity
 - Provide incentives to expand green space in exchange for density
 - Allow taller buildings whereby more green space is required with higher stories
 - Taller buildings would only be allowable in the interior of the site close to GA 400
 - The buildings must be designed with existing topography to mitigate the visual impact of the taller buildings
 - Transitions of building heights or building step-backs, buildings with a maximum height of 2-3 stories would be located along Holcomb Bridge Road and Old Alabama Road corridors
 - Transition development intensity
 - Lower intensity near neighborhoods
 - Higher intensity near GA400 and HBR
- Ideally establish a pedestrian-only interior street
- Encourage sustainable building and sites
- If the approved site plan for part of the undeveloped site moves forward, encourage amendment to that plan so that it meets the design principles proposed herein
- No low-rise office or residential shall be located on the East side of Old Alabama Road abutting existing residential

Managing Height Transitions:

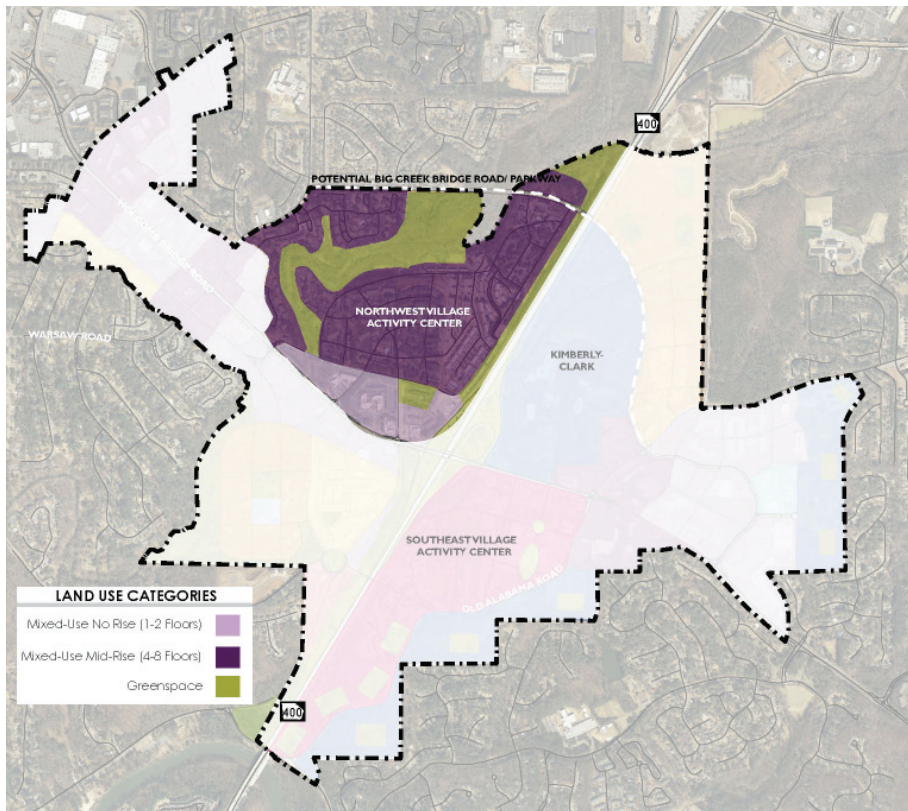


Require that the roof height varies, and establish "step-back" requirements (source: *Design Guidelines*, City of Santa Rosa, CA)



Height transitions: pedestrian-oriented along corridors, taller buildings to the interior (Lindbergh Station, Atlanta)

Northwest Quadrant: Village Activity Center



The locations of **green areas are conceptual only**, meant as a guide to express the intent of pocket parks and central gathering areas, integrating new development with open space.

Intent

- The City intends for this area to redevelop into a safe, amenity rich activity center with a true neighborhood feel. This area requires the most assertive redevelopment incentives, including high densities, tax abatements, and infrastructure improvements and investment to stem the decline of the neighborhood. The Big Creek Bridge/Parkway project that is under consideration aims to further this effort, opening up access to the area and creating new street frontage parcels that are currently isolated. In addition, redevelopment should:
 - Increase walkability to amenities
 - Take advantage of future transit (whether bus-rapid-transit, light-rail, shuttle or other)
- Promote public and private investment, to create livable neighborhoods with parks and sidewalks
- Allow greater intensity than the southeast quadrant of the node, which may involve taller buildings, densities, and/or floor area ratio

Community Concerns for the Northwest Quadrant

During the public input process, participants raised concerns about aesthetic and safety issues in this quadrant. The area lacks infrastructure like sidewalks, park space, and neighborhood commercial amenities.

Community members emphasized the need for a **community focal point** like a park or community garden with farmer's market. The latter would generate a reason to bring visitors to the area, bringing more activity and "eyes on the street." The ideal site is the vacant motel overgrown with vegetation.

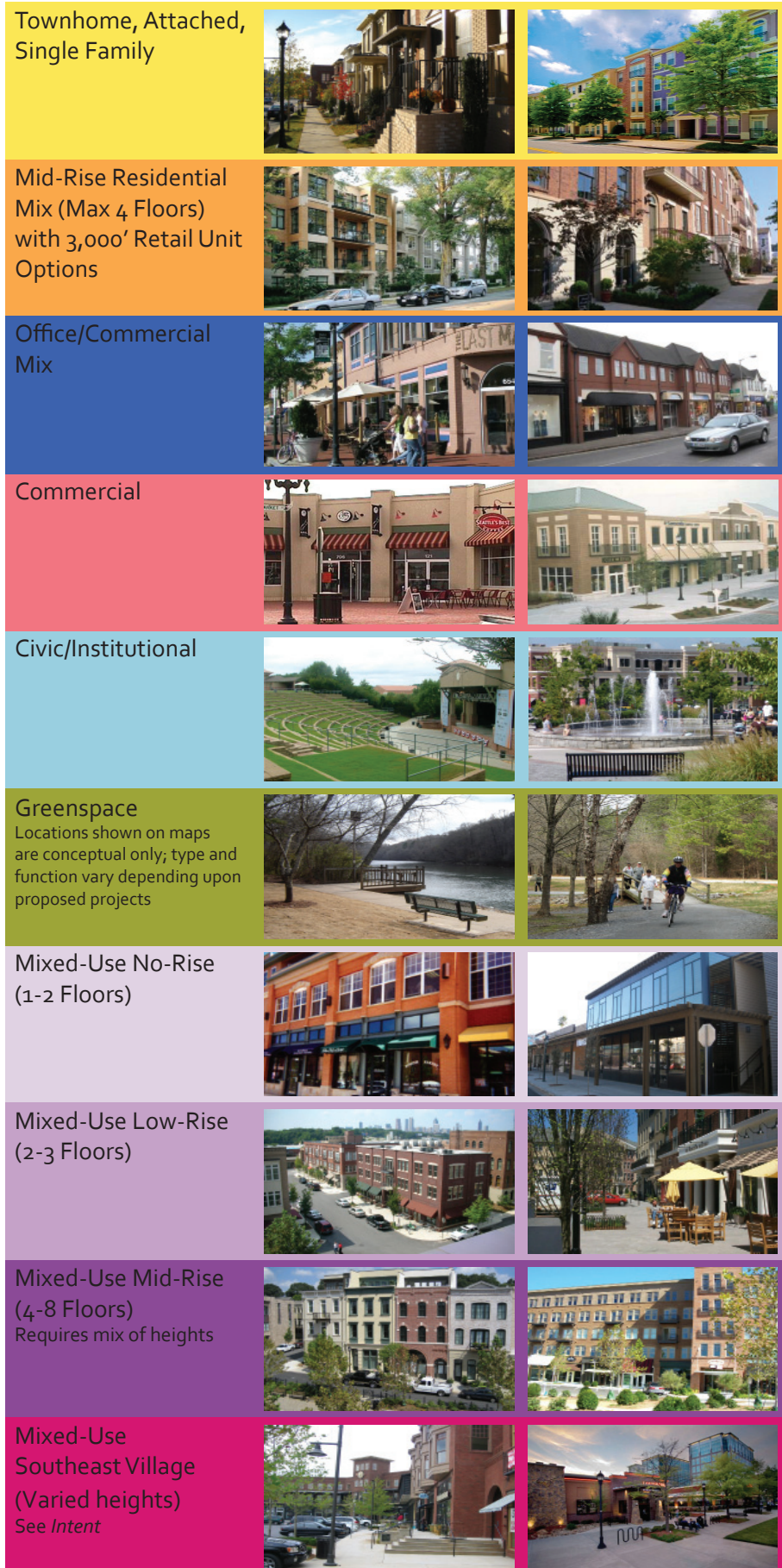
Since current uses generate viable rents, the **market incentives for change** would have to be quite significant. With City investment coupled with zoning incentives, the conditions could be generated that make new investment possible.

Connectivity/Access Principles for Northwest Quadrant

- Create walkable block sizes internal to the quadrant
- Create new east-west road connectivity, such as Big Creek Bridge Road/Parkway concept
- Prepare to take advantage of a transit future

Design Principles for Northwest Quadrant

- Balance horizontal and vertical development intensity
 - Provide incentives to expand green space in exchange for density
 - Allow greater heights if exceptional project proposed
 - Taller buildings would only be allowable in the interior of the site close to GA 400
 - Transitions of building heights or building step-backs; buildings with a maximum height of 2-3 stories would be located to transition down to Holcomb Bridge Road
 - Transition the intensity of development
 - Lower intensity near neighborhoods
 - Higher intensity near GA400 and HBR
- High quality materials and plantings
- Orientation of development towards Big Creek



Uses within the Overall Node

The GA 400/Holcomb Bridge Road Node character area is prepared with a more detailed land use concept than other character areas because of its strategic importance to the City. The **development type guide**, shown in *Figure 8* to the left, establishes the intent for the uses envisioned for the node.

Figure 8. Development Type Guide for Overall Node

Mixed Use Defined:

A mixed-use development is a **planned integration** of some combination of retail, office, residential, or other potential use which may be allowed if and only if the use/function assists in the progression of the site and the specific location. It should be pedestrian-oriented and contain elements of a **live-work-play** environment as well as maximize space, usage, and have amenities that tend to mitigate traffic and sprawl. This new mixed use category will allow for a more customized mixed use zoning category to achieve specific goals in specific areas without being inconsistent with the character of the specified area.

Mixed Use Horizontal: Two or more different types of uses are placed next to each other (but not attached), planned as a unit, and connected together with pedestrian and vehicular access

Mixed Use Vertical: Where two or more different uses occupy the same building, usually on different floors

Uses within the Overall Node

The GA 400/Holcomb Bridge Road Node character area is prepared with a more detailed land use concept than other character areas because of its strategic importance to the City. The following guide establishes the intent for the uses envisioned for the node:

Goals for the Overall GA 400-Holcomb Bridge Node

- Initiate a master planning process for the southeast and northwest quadrants to establish flexible zoning and design standards that achieve the high quality desired by the community
- Provide incentives to encourage redevelopment of underutilized and vacant strip type development centers
- Preserve adequate land area in this node to develop future transit station
- Identify locations for connections between the future retail uses and the adjacent single-family residential subdivisions
- Preserve natural features and incorporate natural features into landscaping
- Achieve public art with new development and redevelopment
- Consider an Investment Incentive Program that includes a limited tax abatement

1.2.5 Character Area: Parkway Village Overlay District SR 92 - Commercial Corridor



Vision/Intent

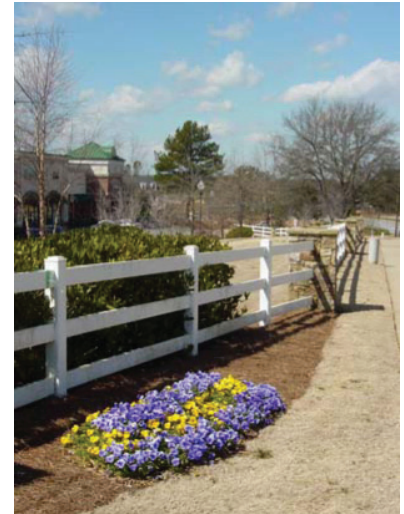
In the 2030 planning horizon, this area will have achieved the design objectives described in the Parkway Village Overlay District. This corridor has a historic character which is unique in the City of Roswell. Any transportation project that is implemented along this corridor will preserve the existing character of the corridor. Vehicular and pedestrian interparcel access between adjacent parcels has been achieved. The single-family residences located along the corridor will have been incrementally converted to an office/professional use. As new development comes in, these buildings are brought up to the street, the “build to” line. These buildings will frame the street, and the surface parking will be located behind, shielded from view.

Future Development and Design Principles

- Follows the adopted Overlay District regulations and Design Guidelines

Goals:

- Continue to adhere to the regulations that have been developed as part of the Overlay District
- Pursue a connectivity program (perhaps with a name like “Complete Connections”) whereby subdivisions can petition to have their neighborhood evaluated for options to create pedestrian paths and/or access points



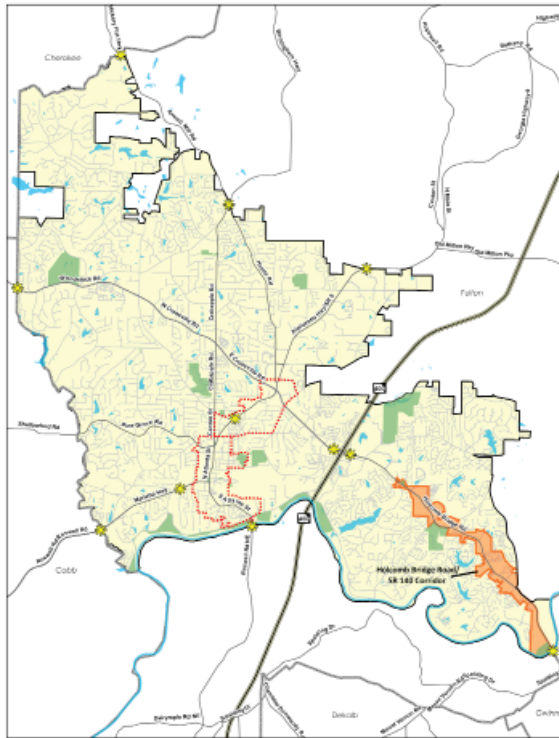
Quality Community Objectives Met within this Character Area

Traditional development patterns
Sense of place
Transportation alternatives
Historic preservation
Regional identity

Liner Building Defined:

A liner building is a specialized building, parallel to the street, which is designed to conceal an area such as a parking lot or loading dock.

1.2.6 Character Area: Holcomb Bridge Road/SR 140 Corridor



Vision/Intent

In the 2030 planning horizon, this area will be regulated by an overlay district which will protect the established single family neighborhoods to the north and south of the corridor. The overlay will include signage or a similar element that is also found in the Parkway Village Character Area portion of the corridor. This corridor will be traversed by multi-use trails which connect the Big Creek Park, the Chattahoochee River, and the adjacent single-family neighborhoods. The development along the corridor will be a mix of uses to allow for residential to integrate with retail and commercial. A gateway will be established at the eastern end of the character area to create a sense of arrival.

Future Development and Design Principles

Height:

- Low-scale 1-3 stories

Design:

- Manage access on Holcomb Bridge Road, with reduced curb cuts and interparcel access
- Transitions to adjacent uses (step down of building heights, building scale transitions, buffer transitions)
- Develop design standards which allow for appropriate, high quality infill mixed-use development
- Uniform high quality signage

- Aesthetic improvements to the street – street trees, sidewalks, lighting
- Developments may incorporate design for community gathering spaces
- Pedestrian oriented interiors for mixed-use projects
- High quality building materials and heavy landscaping

Uses:

- Quality low scale low-rise mixed-use which includes office, commercial, recreation and housing; with maximum flexibility to change over time
- Residential including townhomes, attached housing, and single-family housing
- Multi-family only when integrated with a mix of residential housing type
- Discrete cottage housing, where developed zoning criteria indicates appropriate

Goals:

- Create incentives for infill development to retrofit strip-type commercial development with liner buildings. Reduce building setbacks; bring buildings up to road through revisions to the zoning code.
- Pursue methods through zoning and development regulations to reduce multiple curb cuts. Provide incentives to encourage shared curb cuts for shared drives and enforce interparcel access requirements.
- Design streetscape standards for the corridor, including specifications for signage and other aesthetic elements
- Pursue a connectivity program (perhaps with a name like “Complete Connections”) whereby subdivisions can petition to have their neighborhood evaluated for options to create pedestrian paths and/or access points
- New requirements for development which include the integration of natural features and create new community gathering spaces within the design



High quality materials



Pedestrian-oriented commercial interiors



***Quality Community Objectives
Met within this Character Area***

Infill development

Traditional neighborhood
development

1.2.7 Character Area: Industrial/Flex



Vision/Intent

In the 2030 planning horizon, this cluster of industrial and heavy commercial development will continue to function as an office and business distribution district. The uses in the area will be flexible however, allowing transitions to new uses as economic demand changes. These new uses may include mixed residential and office development. This area is not located along a major gateway to the City and is also not located adjacent to Roswell's many cultural or recreational assets. Therefore, it is ideally situated to continue functioning as an employment center within the City limits with an additional mix of uses.

Future Development and Design Principles

Height:

- 1-3 stories typical
- Additional stories or densities (up to 6 stories) through bonus allowances for quality mixed-use projects that include high quality materials such as stone, stucco or brick; landscaping; and amenities.



Existing employment center



New mixed-use

Design:

- Building height transitions to adjacent uses (step down of building heights, landscaped buffers)
- Design of any new facilities should include quality building materials such as stone, stucco or brick, and high quality design
- New streetscape design standards
- Master planned projects with pedestrian oriented interiors, pocket parks and/or plazas

Uses:

- Maintain current use as office and business distribution district
- Additional types of development including residential (single-family attached, multi-family), loft, and non-residential
- Master-planned, mixed-use projects

Goals:

- Retain existing businesses and expand as an employment center
- Zoning code revisions to create areas of mixed residential and office use and conversions

***Quality Community Objectives
Met within this Character Area***

Continue as an office and business distribution district with uses transitioning as economic demand changes

Employment Center

Mixed residential and office

1.2.8 Character Area: Historic Area Town Center/ Downtown



Vision/Intent

In the future, this area will continue to serve as a destination point and source of pride for the City. The historic downtown will remain as a unique cultural asset; as change occurs around the historic district, the area will need to continue to be protected and additional threatened historic sites should be protected and added to the district. The design goals outlined in the Groveway Charrette will be implemented to create a community that includes pocket parks; mixed-residential and retail uses; and a strong connection visually and aesthetically to Canton Street. To the north, the Midtown Livable Centers Initiative (LCI) principles will be promoted, and along the southern portion of the character area, the Atlanta Road LCI will have achieved the vision established by the concepts in the LCI master plan.

The vision for the corridor is established as a pedestrian oriented center for the City of Roswell which includes history, culture, business and neighborhood that is attractive to visitors, commuters, and residents. The City commits to the strategies adopted within the LCI studies to achieve this vision.

Future Development and Design Principles

The City intends for future development to fulfill the principles established through two subarea plans - the Midtown LCI and the Atlanta Street LCI – in addition to further specification adopted for the Groveway community located within the Atlanta Street LCI study area.

Overall Character Area Goals

- Reconcile zoning conflicts where Midtown District overlaps with Historic District regulations. Establish a blueprint that identifies specific zoning and design regulations that govern each subarea.
- Implement the Midtown LCI and the Atlanta Road LCI
- Implement the design guidelines that emerged from the Groveway Charrette and expand similar design standards throughout the area.
- Evaluate and update Historic District requirements, especially for the Historic Mill area
- Reinforce the established village identities
- Promote mixed-use development, redevelopment of aesthetically problematic sites and vacant sites
- Create balanced transportation solutions
- Create a pedestrian-friendly environment. Achieved through streetscape improvements, connected sidewalks, surface parking lots located in the rear of buildings, and bringing buildings closer to the sidewalk.
- Refocus and refine the historic preservation efforts in the City
- Address parking issues

The Historic District includes the following areas: Canton Street, Oak Street, Mimosa Boulevard, Atlanta Street and others. There have been target areas and plans completed such as those shown in *Figure 9* and *Figure 10*.

Quality Community Objectives Met within this Character Area

Traditional neighborhood development

Lifelong community objectives for mixed-ages, access to services and amenities, and alternative modes of transportation, especially pedestrian-oriented

Historic preservation

Sense of place



Photos of existing homes in Historic Mill Village

Overall Character Area Uses

The concept map shown in Figure 9 describes the specific development type and uses envisioned by the City along Atlanta Street.

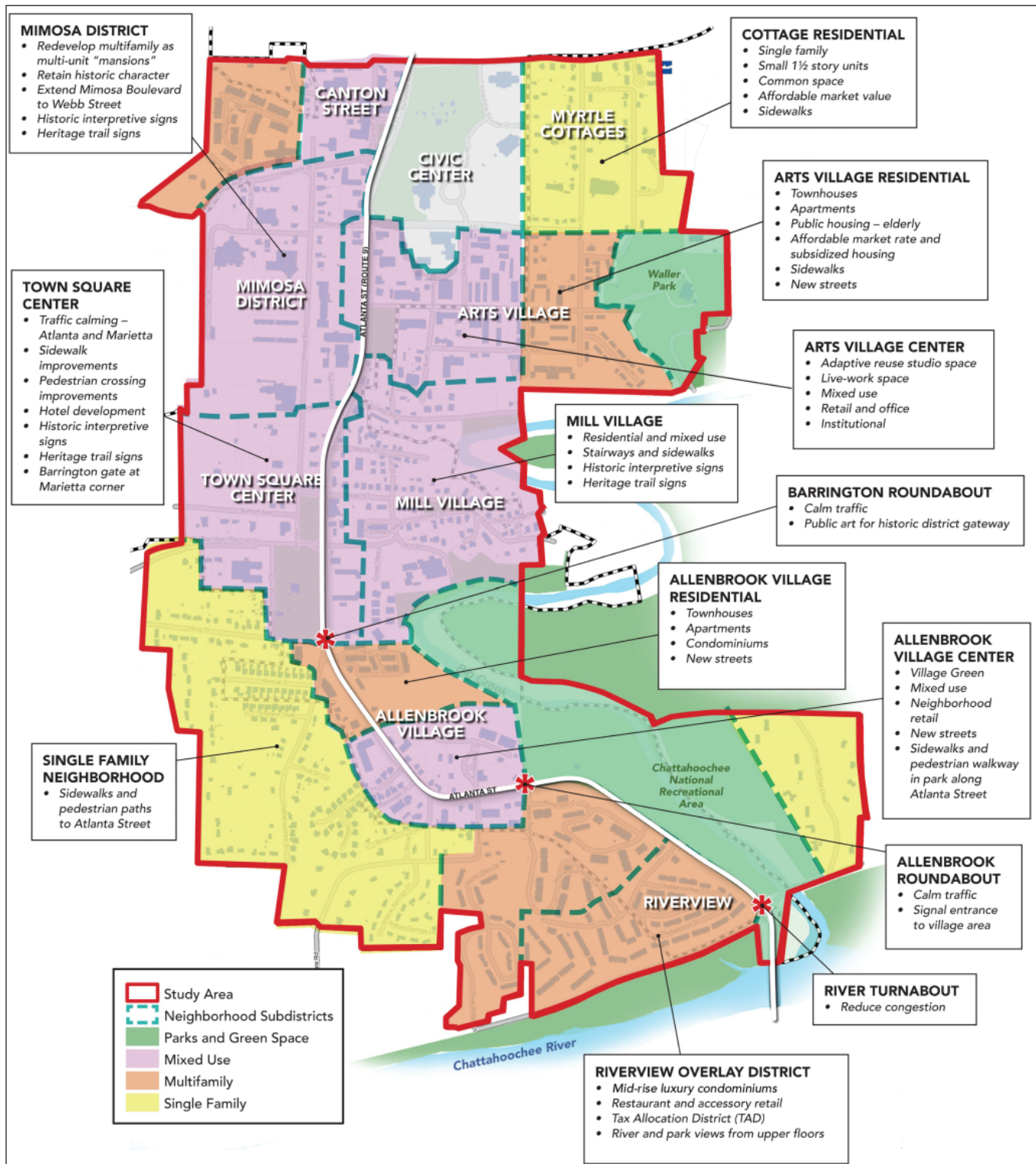


Figure 9. Development Types and Uses Envisioned Along Atlanta Street

Source: City of Roswell

Groveland Community – Areas 1-5:

These standards define street-by-street specific design and uses appropriate to the context.

Area 1: Part of the Oak Street corridor and the Pleasant Hill Missionary Baptist Church and surrounding residential area.

Design:

- Enhanced street grid, with a main street atmosphere along parts of Oak Street
- New connection between Oak Street and Hill Street as an extension of Pleasant Hill
- Building types: 3-story brick and glass mixed-use structures with parking underneath
- Green infrastructure for water management
- Shared parking
- Public art

Uses:

- Multi-family residential, commercial and light industrial, with majority of existing community uses to be retained
- Pocket parks
- Retail corridor along Oak Street blending existing and new buildings with an upper story residential component

Area 2: Oak Street from Ellis Street to Forest Street

Design:

- Public art along Oak Street
- Simple, high quality materials on residential dwellings (wood siding, metal roofs, substantial front porches) with similar materials used on commercial spaces (brick facades, metal roofs)
- Building heights taper off as they reach the park

Uses:

- Mixed income and multi-family housing including townhouses, or cottage style housing, commercial, light industrial, and mixed-use
- Community gathering place/ community green which incorporates commercial and residential uses
- Workforce housing

Area 3: Roswell Housing Authority property at the south end of Myrtle Street

Design:

- 1 and 2 story brick buildings
- 2-3 story multi-family housing
- Bring buildings closer to the street
- Parking on interior of the block
- Mix of architectural styles
- Wide sidewalks
- Street trees
- Bike lanes
- Street lighting
- On-street parking

Uses:

- 2-3 story multi-family housing
- Live-work mixed-use units

Area 4: Forrest Street south of the intersection with Hill Street*Design:*

- Lower density residential development
- Parallel parking
- Street trees
- Public art
- Large windows for retail spaces

Uses:

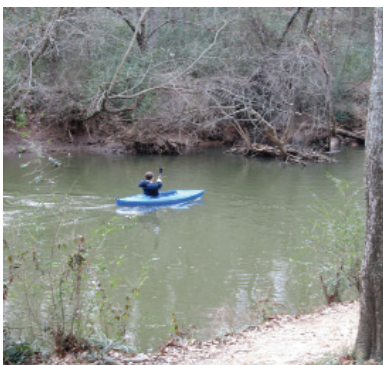
- Lower density residential development, light industrial, and adaptive reuse of historic structures
- A range of market rate housing units and types
- Higher density residential and/or older adult housing
- See LCI, historic overlay, and Groveway
- Preserve height limits to retain historic character

Area 5: Myrtle Street north of the intersection with Hill Street, which includes the Zion Missionary Baptist Church*Design:*

- Two story maximum building height
- Shared parking with surrounding businesses
- On-street parking on adjacent streets
- Shuttles to City parking lots

Uses:

- Cottage housing



1.2.9 Character Area: Conservation Area/Greenspace



Vision/Intent

This character area includes a portion of the Chattahoochee River National Recreation Area. This undeveloped and protected parkland is bounded on the west by Big Creek, which flows from the character area south to the Chattahoochee River. In the future, this area will continue to serve as a major recreational area for the City of Roswell and the region. Further opportunities to provide access to the park via walking or cycling should be explored. This park serves as a major piece of the interconnected trail system envisioned for the whole City of Roswell.

Future Development and Design Principles

Design and Uses:

- Park/greenspace
- Trails

Regulatory Framework

The portion of the Chattahoochee River located along the southern City boundary is protected by the Metropolitan River Protection Act (Georgia Code 12-5-440 et seq.). This Act established a 2000-foot Corridor along both banks of the Chattahoochee River from the Buford Dam north of the City of Roswell to Peachtree Creek, located south of the City of Roswell.

The Act required the Atlanta Regional Commission to adopt the Chattahoochee Corridor Plan to protect the Chattahoochee River Corridor and to review development proposals in the City of Roswell for consistency with the Plan. The Act requires the City of Roswell to implement the Plan by issuing permits based on ARC findings, monitoring land-disturbing activity in the corridor and enforcing the Act and the Plan. The City of Roswell has incorporated the requirements of the plan and the act into Roswell ordinances, in addition to the City's stream buffer regulations.

For further information regarding the Chattahoochee Corridor Plan, go to: www.atlantaregional.com/environment/water/mrpa-chattahoochee-corridor-protection.



Quality Community Objectives Met within this Character Area

Environmental protection
Open space preservation

**1.3 FUTURE DEVELOPMENT AREAS: QUALITY
COMMUNITY OBJECTIVES SUMMARY**

DCA has established a number of Quality Community Objectives that provide targets for local governments to use in developing and implementing their comprehensive plans. Principles established by the Quality Community Objectives were introduced throughout the community participation process. Objectives that will be pursued in each character area are indicated in *Table 2*.

	CHARACTER AREAS								
	Estate Residential	Suburban Residential	Hwy 9/ Alpharetta Hwy Corridor Commercial	Holcomb Bridge Rd/ SR 140 Corridor	GA 400 – Holcomb Bridge Rd Node	Parkway Village Overlay/ SR 92	Industrial/ Flex	Historic Area Town Center/ Downtown	Conservation Area/ Greenspace
Quality Community Objective to be pursued									
1. Development Patterns - Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of on each other, and facilitating pedestrian activity.			at nodes this objective applies		✓			✓	
2. Infill Development Communities - Should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.			✓	✓	✓		✓	✓	
3. Sense of Place - Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.	✓	✓	✓	✓	✓	✓	✓	✓	✓
4. Transportation Alternatives - Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.					✓				
5. Regional Identity - Each region should promote and preserve a regional "identity," or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.								✓	✓
6. Heritage Preservation - The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.	✓	✓				✓		✓	
7. Open Space Preservation - New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.	✓	✓			✓				✓
8. Environmental Protection - Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved .	✓	✓	✓	✓	✓	✓	✓	✓	✓

Table 2. Quality Community Objectives

	CHARACTER AREAS								
	Estate Residential	Suburban Residential	Hwy 9/ Alpharetta Hwy Corridor Commercial	Holcomb Bridge Rd/ SR 140 Corridor	GA 400 – Holcomb Bridge Rd Node	Parkway Village Overlay/ SR 92	Industrial/ Flex	Historic Area Town Center/ Downtown	Conservation Area/ Greenspace
Quality Community Objective to be pursued			✓	✓	✓		✓		
9. Social and Economic Development: Growth Preparedness - Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.			✓	✓	✓				
10. Social and Economic Development: Business Appropriateness - The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.			✓	✓	✓	✓	✓		
11. Social and Economic Development: Employment Options - A range of job types should be provided in each community to meet the diverse needs of the local workforce.			✓		✓		✓		
12. Social and Economic Development: Education Opportunities - Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.					✓		✓		
13. Social and Economic Development: Housing Choice - A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.			✓		✓		✓		
14. Governmental Relations: Regional Solutions - Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.					✓	✓			✓
15. Governmental Relations: Regional Cooperation - Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or development of a transportation network.	✓		✓		✓	✓			✓



2 ISSUES AND OPPORTUNITIES

This section includes the list of issues and opportunities that the City of Roswell has identified as critical to be addressed for the 2030 time horizon. Data sources indicated here can be found within the Community Assessment: Technical Appendix.

2.1 POPULATION

Issues:

- Several Roswell schools, including both public high schools, have functioned at over-capacity, relying on portable classrooms to remedy the lack of space; while the growth in the number of school age children will slow, the growth projection prepared for this section shows about 990 more children between ages of 5 and 13, and 403 more between the ages of 14 and 17 by 2030.
- Options for aging in place will need careful planning for the 16% of the population over 65 years old by 2030. The community needs to consider how City infrastructure and transportation can coordinate to assure housing, health care, and access for an aging population; of the households considered cost burdened (over 30 years old and contributing over 50% of income toward rent), over 60% were 65 years old and older (see Housing section).
- The City has an area where 15% or more live below the poverty threshold (see the Technical Appendix for a discussion of poverty definitions); an estimated 7% of the whole population lives below the poverty threshold (2008 data).
- Of all households an estimated 12.3% earn less than \$35,000 per year (2009 data).
- Change in regional job types (see Economic Development section) may mean the need for additional non-college training.
- Regionally and for the State of Georgia, income growth has slowed.
- Although the City of Roswell is perceived as a community of families with young children, according to the US Census only 35% of households have children.

This section is organized as follows:

- 2.1 Population
- 2.2 Land Use
- 2.3 Economic Development
- 2.4 Housing
- 2.5 Natural and Cultural Resources
- 2.6 Community Facilities
- 2.7 Intergovernmental Coordination
- 2.8 Transportation

Opportunities:

- Highly educated population means potential for informed constituents for wise decision making, higher incomes, attractive labor force for new business, flexible futures as industry and labor markets shift in the future.
- Increased racial diversity brings both opportunity and issues. When associated with groups with less education and/or different language needs, this creates the issue of providing greater education and services. These needs will vary within different ethnic and racial groups, of course. Opportunities include potentially increased cultural exposure and innovation for business and community life.
- Diverse groups are drawn to Roswell for the high quality schools and access to the many service, retail and construction jobs offered in North Fulton more generally.
- High median income and high percentage of home ownership.
- Excellent schools offer incredible opportunities for children growing up in Roswell. These schools also draw and retain young families, which partially accounts for the continued population growth pressure and capacity issues.
- Excellent recreation and park facilities sufficiently serve the current and projected younger age groups. Park facilities will need to be adapted to serve a changing demographic as the population ages in the future. The City currently boasts 10 acres of park and open space per 1,000 residents.
- The City has updated its Urban Redevelopment Plan; the current Urban Redevelopment Plan (2010) provides a comprehensive survey of areas suffering blight and substandard housing, including areas of concentrated poverty. These plans help make the City eligible to receive federal funding and coordinate public-private partnerships.
- Several LCI and other studies identify action steps for the City regulatory changes, investment and infrastructure planning to address neighborhoods under duress.
- A greater range of housing options to serve the diverse preferences and needs of Roswell residents, including the aging population and the young professionals (“millennials”), is needed.

2.2 LAND USE

Issues:

- The City of Roswell is essentially built-out at current densities; the City needs to consider where and how redevelopment should occur. Without changes in land use, economic growth will be constrained. Lack of available raw land limits new development.
- The regulatory framework – such as zoning and development regulations – does not meet the City’s needs for redevelopment. Ordinances and regulations need to be updated to implement adopted plans; ideally the City can take a unified approach to regulations to ensure compatibility across: zoning; design standards – site, building, and streetscape; subdivision; and environmental compliance (stormwater, soil and erosion and streams) ordinances.
- The lack of connectivity in many areas feeds congestion problems.
- The Future Land Use policy needs to define mixed-use better.
- The City struggles with high vacancy rates in older strip-type development.
- Pockets of poverty and sub-standard housing.
- Several areas need redevelopment, which takes time to achieve, especially during the current economic climate and given other constraints such as traffic congestion.

Opportunities:

- Defining a 2030 vision for the City and for each character area establishes the necessary policy direction to update the zoning and development code.
- Existing City subarea plans and the Opportunity Zone position the City well for implementation and eligibility for state and federal funding and grants.
- Housing demands are changing which provide opportunities for new product development in redevelopment areas.
- The focus on sustainability at the regional and state level will further support City efforts to meet sustainable and innovative air, water and energy goals; the City has an opportunity to demonstrate leadership in sustainable land management practices.
- The Comprehensive Plan Update occurs simultaneously with an update to the City's:
 - Transportation Master Plan;
 - Solid Waste Master Plan;
 - Urban Redevelopment Plan;
 - Preparation of a strategic Economic Development Plan (2011-2012); and
 - Recreation and Parks Master Plan (2011).

It also comes on the heels of achieving the ARC Green Community Certification; most cities do not coordinate planning so strategically.

- The Comprehensive Plan Update also corresponds to the preparation of the ARC regional 2040 plan.
- Trail and bicycle network beginning to connect land uses and become a viable alternative transportation network linking residential to destination land uses.
- Availability of vacant buildings for redevelopment/ rehabilitation can be used to re-orient key locations as centers and nodes instead of corridors and strips.
- Strong protection of existing City character with the establishment of the historic district, with recommendations from recent planning studies to refine the character within this district (see Historic Preservation sections).
- Fairly close proximity (+/- 5 miles) to North Springs MARTA station. Land and route should be determined to connect and extend transit into the City.
- Identify available land opportunities for creating connection between subdivisions.
- Historic sites, historic walking tour, existing nature trails, and parks are enormous assets; issue is to identify land to create further connections between these assets.
- Strong and stable single family neighborhoods.
- Redevelopment of the existing surface parking lots along street frontage can enhance street views and connectivity.

2.3 ECONOMIC DEVELOPMENT**Issues:**

- The region and nation will take time to recover from the current recession.
- Several areas of the City suffer from disinvestment and are in need of redevelopment.
- The vacancy rates of retail have increased to 12.7%; the metro Atlanta region as a whole has excess retail and the North Fulton sub region is no different.
- The region experiences losses of high paying jobs and increases in low paying jobs.

issues & opportunities

- The region and nation rely upon service industries greater than manufacturing.
- Need regional coordination to address economy.
- Only 13% of land use is dedicated to employment activities. This signals a need to monitor growth in order to maintain a balanced tax base.
- The City has not historically taken a proactive approach to economic development.
- The City is in a very competitive environment with the surrounding cities in North Fulton.

Opportunities:

- Reconstitute the Downtown Development Authority.
- The City of Roswell recognizes the economic indicators and plans to develop a Strategic Economic Development Plan.
- The municipalities in North Fulton have an opportunity to create a collective strategy to reorient retail zonings to other commercial or industrial employment uses.
- The City already has an Opportunity Zone established.
- The re-orientation of the economic base may position Roswell well for new service jobs in the medical and other high-paying professional fields, as well as new emerging green industries.
- Several large employers may have service and/or product input needs that new Roswell businesses could fulfill (medical, communication, finance industries).
- Many City residents are highly educated and employed in professional occupations, which creates an attractive labor force for new businesses.
- The City of Roswell already has intergovernmental relationships developed that position the City well for accessing new funding sources.
- The subarea studies and subsequent project investment conducted by the City bring visibility to the City as proactive, which helps send market signals about commitment to infrastructure improvements and public/private partnership possibilities.
- The referendum passed in November 2010 that allows the Tax Allocation District (TAD) potential for the City.

2.4 HOUSING

Issues:

- The housing market will take time to stabilize; the housing bubble and bust resulted in a net decline in housing values. The foreclosure epidemic carries implications for Roswell home owners as well.
- A few areas of the City experience decline and substandard conditions.
- Affordability issues exist for the 12.3% of total households earning less than \$35,000 per year, since the median rent of \$969 is affordable only to those earning that amount or greater.
- 9% of the population was severely cost burdened (directing 50% or more of income toward housing costs) or cost burdened (paying 30% or more).
- Pressures for infill development will eventually return; the City needs to define how and where infill occurs and establish criteria.

- Need greater housing options, especially to accommodate an aging population.
- Accessibility of housing to destinations is an issue; do not currently have a walkable city except for the historic district.
- Many of the existing apartment complexes have undesirable conditions including high rates of crime.

Opportunities:

- The City runs a successful Apartment Code Enforcement and crime-free housing program.
- The City has armed itself with data for targeted areas of the City and has an Urban Redevelopment Plan that lays the groundwork for redevelopment to spur investment and coordinate revitalization, including an acquisition plan utilizing a public/private partnership funding mechanism.
- New demand for different housing types and those seeking alternatives to large lot, single family homes given restricted credit markets will coincide with the timing of redevelopment projects the City would like to see.
- The City of Roswell benefits from multiple programs offering housing assistance to those in need, including the Housing Initiative of North Fulton, the Drake House, and other governmental and nonprofit programs.

2.5 NATURAL & CULTURAL RESOURCES

Issues:

- Development has occurred in environmentally sensitive areas such as water supply watersheds, severe topography, and areas with drainage problems.
- Stormwater runoff, non-point source pollution from development and population growth contributes to the degradation.
- Five (5) streams or segments in Roswell do not meet Federal water quality standards, primarily due to erosion and bacteria issues.
- The majority of land in the City limits has been developed. This coupled with the high cost of land makes it hard to acquire additional parkland/pocket parks and greenspace.
- The 1974 National Register Nomination for the Historic District was complete at the time of submittal and is valid, but needs to be updated to meet today's standards.
- There are resources with possible historic merit outside the Historic District boundaries that are not protected.
- Historic properties along Atlanta Street/SR 9 are negatively impacted by the traffic conditions.
- A number of historic properties have been lost since the 1988 Historic District Survey.
- A number of historic properties along Atlanta Street/SR 9 are vacant and deteriorating.
- A comprehensive historic resources survey has not been done. This should include the Historic District and also be conducted Citywide.
- Some historic cemeteries are neglected and deteriorating.

Opportunities:

- Some of the remaining undeveloped land is impaired by environmental constraints but may be appropriate for passive uses which can connect to the City park system.
- Further educate Roswell citizens about the importance of protecting water resources through the Education Officer in the Public Works/Environmental Department.
- The Chattahoochee River and Big Creek provide convenient access to various forms of recreation (trails, canoeing, rowing passive uses).
- The Johns Creek Environmental Campus (JCEC) not only provides additional capacity and state of the art technology, it also has educational space and signage.
- Require designation/requirements for additional parkland/pocket parks as part of development and redevelopment projects.
- Connect all parks and trails.
- Extend trails along the Chattahoochee River.
- Work with the National Park Service to further connect City park facilities to the National Recreation Area, like the covered pedestrian bridge.
- The City can further regulate utilization of existing topography and the integration of steep slopes, wetlands and scenic views through codes and ordinances.
- Work with the Chattahoochee Nature Center to facilitate the preservation of wildlife areas and wildlife movement in Roswell.
- Eligible areas of the City, including ranch neighborhoods (structures 50 years or older), can be nominated to the National Register of Historic Places.
- As part of the Historic Roswell Gateway Project, planning for a feasible preservation and stabilization plan can be done for Atlanta Street/SR 9. This can also re-create the "sense of place" along this roadway that has experienced vacancies and decline.
- Now that Hembree Farm is owned and under the control of the Roswell Historical Society, the City can work with them to rehabilitate and promote the complex in conjunction with the three house museums.
- Use the Roswell Voices Program, from the Convention and Visitor's Center, to expand historical knowledge about the City and its buildings.
- The Historic Properties Map is a starting point for GIS maintenance of mapping historic resources in the City. This effort can be expanded.
- The Historic District Guidelines have been rewritten, but not yet approved.
- The City has identified resources from the 1950's and 1960's. The City needs to determine the level of importance and protection that will be paid to such resources.
- Seek grant funding for cemetery preservation.
- Promote historic preservation by providing information on rehabilitation tax credit programs.
- Promote shared parking in the Historic District.

2.6 COMMUNITY FACILITIES

Issues:

- As population increases (and ages), additional facilities will need to be considered.
- There is no opportunity for public sewer north of Cox Road.
- Water lines in many areas have been determined to be old, decaying, and inadequate in size.

Opportunities:

- The City has an impact fee program, which provides needed funds for community facilities.
- Share facilities and personnel between jurisdictions.
- The newly created Mimosa Boulevard Extension creates opportunity for redevelopment.
- Contacts established through the Midtown Roswell Streetscape project could promote a business association.
- Since the creation of the Inclusion Task Force, a detailed list complete with priorities of City facilities which are non-compliance with ADA has been created.
- Work with the new library facility to fit community needs.

2.7 INTERGOVERNMENTAL COORDINATION

Issues:

- Transportation issues facing the City requires continuing coordinating with GDOT, ARC and GRTA to plan for managing regional transportation issues that impact local congestion; working with MARTA to plan for long-range public transportation needs.
- Economic changes especially related to excess retail in the region and North Fulton sub region requires both private sector and inter-jurisdictional coordination to solve.
- Water conservation needs may increase in the near future; some uncertainty exists in the near term (three year), however Roswell has been proactive in pursuing sustainable development practices.

Opportunities:

- The City has an extensive set of inter-government agreements and coordinating mechanisms for service provision.
- The establishment of new cities in North Fulton creates an opportunity for municipalities to share resources or coordinate policies based on shared subregional issues.
- Further coordination opportunities regarding infrastructure and land use planning. Key corridors that traverse several municipal boundaries may be subject to consistent, curb-cut management or share similar design standards for large-scale projects.
- There exist several programs for best practices that DCA and ARC offer that the City may engage, such as Signature Cities and implementation funding for LCI subarea planning.
- Communication between the City and public and private education entities is important in planning the community's education, recreation and infrastructure needs.

2.8 TRANSPORTATION

Issues:

- The current impact fee Level of Service (LOS) standard is "D". Many roadways in Roswell do not meet this standard and many other roadways are projected to fall below this standard in the planning horizon.
- Right-of-way and other constraints prevent new capacity from being added to roadways.
- A lack of connectivity and a lack of transportation choice in the roadway network force most trips to be made by vehicle and to use the major roadways in the City.
- 41% of trips in Roswell are through trips that do not originate or end in Roswell.
- Most trips in the City are made using personal vehicles.
- There are gaps in pedestrian facilities in some parts of the City.
- Although the City has two (2) bus routes, transit options in the City are limited.
- Existing commercial developments with large setbacks and parking in front are not conducive to pedestrians, bicyclists, and transit usage.
- The City has aging infrastructure, such as streets, sidewalks, and pedestrian crosswalks.
- Locations where a high number of accidents occur need attention.

Opportunities:

- Implementation of operational improvements including signal synchronization, turn lanes at intersections, and improved access management in the form of reductions in curb cuts, interparcel access, additional medians, and other improvements to increase the capacity of the existing roadway lanes and reduce the frequency of crashes. There are three (3) Advanced Transportation Management System (ATMS) projects scheduled for SR 9, SR 92, and SR 140 corridors.
- Increased use of travel demand management (TDM) strategies such as parking management, car/van pooling, transit incentives, park-and-ride lots, staggered work hours, transportation management associations, and other techniques as appropriate help to better manage the demand on the transportation system.
- Existing planning studies the City conducted call for expansion of the roadway grid and improved connectivity. The 2009 completion of the Mimosa Boulevard Extension, the Swaybranch Road Extension, and the planned Mansell Road extension are examples of implementation of this grid expansion.
- 59% of trips are either local trips or originate or end in Roswell, meaning they will benefit from increased roadway connectivity.
- Ongoing expansion of the bicycle, trail, and sidewalk network, focusing primarily on connecting schools, neighborhoods, parks, grocery stores/markets, activity centers, and transit, to provide alternative modes for local trips.
- Potential to link pedestrian and bicycle infrastructure facilities in the City into existing and proposed projects from neighboring communities as well as existing and proposed regional and statewide systems.
- External funding sources could increase the amount of resources available to the City to provide better sidewalks and bikeways.

- The City's adoption of a Complete Streets Policy in March 2009 and adoption of the updated City of Roswell Transportation Master Plan in July 2010 provide policy support and specific project direction for implementation of bicycle and pedestrian projects in the City.
- Increased transit options provide an alternative mode for regional and commute trips.
- The Future Redevelopment Villages recommended in the City of Roswell Transportation Master Plan will create nodes of development that make transit service more viable and are more appealing to bike and pedestrian travel.
- MARTA's Northline TOD Study recommends extension of MARTA's north heavy rail transit line if land use changes result in required ridership minimums being met.

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3 IMPLEMENTATION PROGRAM

The Implementation section establishes the policy framework for achieving the Community Vision. It includes a set of long range programs and a five-year action plan with specific tasks called the Short Term Work Program (STWP). Together, these policies and programs respond to the Issues and Opportunities identified in Section 2.

This section is organized as follows:

- 3.1 Policies and Goals
- 3.2 Long-Range Programs
- 3.3 Short Term Work Program (STWP)
- 3.4 Report of Accomplishments

3.1 POLICIES AND GOALS

This section identifies policies and goals that the City of Roswell is committed to achieving. These policies and goals aim to achieve the stated City-wide vision as well as the individual character area visions.

3.1.1 Population

Summary of Population Issues

- Both opportunity and challenges created by increased diversity need to be addressed.
- Housing options for aging in place limited.
- While Roswell in general is a high-income community, an estimated 7% live below the poverty line. (2008 data)
- Roswell is viewed as a City of families when in reality only 34% of family households actually have children. (2010 Census)

Policy Statements

P 1 – Roswell, like other successful communities with large Hispanic populations, partner with schools and the business community to promote the education attainment and civic involvement that the City of Roswell envisions for all who work and live in the City.

P 2 – The City of Roswell housing and land use policies foster conditions that make aging in place possible. Specific goals incorporate lifelong community criteria.

P 3 – The City of Roswell housing, land use, transportation and economic development policies will aim to create conditions that allow: mixed-income housing opportunities, access to job training facilities, and community supported service provision for those in need.

P4 – Recreation and parks facilities are adapting to serve the aging population.

3.1.2 Land Use and Design

Summary of Land Use and Design Issues

- The City is essentially built out; new growth will depend upon redevelopment.
- In some instances, the regulatory framework does not currently meet needs for redevelopment.
- Several areas need redevelopment; high retail vacancy rates exist in some areas.

Policy Statements

LU/D 1 – The City of Roswell aims to provide innovative, flexible and quality design-focused development in areas identified for change on the Future Development Map's following Character Areas: Holcomb Bridge/GA 400, Highway 9, and Historic District (Groveway community). This policy recognizes that:

- Redevelopment is an economic imperative for the City and a priority for citizens to:
 - diversify the tax base
 - support a high quality of life in Roswell
 - avoid decline in property values
- The City commits to prioritizing re-use of existing vacancies in these character areas
- Redevelopment of sites with existing structures costs more, and therefore the conditions to invite investment need careful consideration
- Changes in demographic trends – a healthy, aging population coupled with a concentrated growth of young, urban professionals – will generate very different demands for smaller housing, in walkable communities near amenities

LU/D 2 – The zoning code for the City of Roswell needs to be comprehensively revised to address the current land use trends that have emerged as a result of the current code.

LU/D 3 – The City supports appropriately scaled and designed infill housing and will prepare criteria appropriate for the context, which varies by location.

LU/D 4 – The City is committed to establishing a regulatory framework that promotes sustainable practices for site development and building construction.

LU/D 5 – City zoning and development will reflect the principles and policies established in the Comprehensive Plan and aims to focus on:

- protecting existing suburban neighbors
- linking transportation design requirements with redevelopment opportunities
- inviting quality development through progressive zoning that establishes design criteria as well as an efficient review process

LU/D 6 – The City aims to implement the Atlanta Road LCI, the Groveway community plan, and elements of the Midtown Roswell LCI by updating appropriate design and zoning regulations and resolving conflicts within the regulatory codes.

LU/D 7 – New zoning and development regulations will consider criteria for allowing greater intensities if appropriate open space and/or spaces for public assembly are also provided.

3.1.3 Economic Development

Summary of Economic Development Issues

- It will take time and regional coordination to recover from the recent recession
- Several areas of the City suffer from disinvestment
- Commercial vacancies
- Need to maintain a balanced tax base

Policy Statements

ED 1 – The City will establish an economic development strategy that focuses on redevelopment. Redevelopment is an economic imperative for the City and a priority for citizens to:

- diversify the tax base to support a high quality of life
- avoid decline in property values

ED 2 – City investment in infrastructure will support economic development strategies that retain and grow existing employers and attract redevelopment.

ED 3 – A gateway and signage plan will be established, prioritizing the Holcomb Bridge/GA 400 node, the “front door” of the City; funding will be identified to construct a gateway at this strategic node.

ED 4 – As the “front door” of the City, the Holcomb Bridge/GA 400 node will receive priority consideration for multimodal access, public investment and private partnerships to improve the streetscape.

ED 5 – The City benefits from its Canton Street/Historic District treasure; additional ways to enhance and expand the cultural life of the City will be considered as part of an economic strategy for promoting tourism and visitors.

ED 6 – The City recognizes that access and traffic impact the economic health of the community; as such, it commits to a transit-ready future and to coordinating with the North Fulton sister-cities in implementing the North Fulton Comprehensive Transportation Plan.

ED 7 – As part of the comprehensive economic development strategy, the City aims to change the perception that Roswell is unfriendly toward business, offer development incentives, and seek ways to generate income through innovative programs.

ED 8 – City recognizes transit is an important component of economic vitality providing residents with genuine options for local and regional connections.

3.1.4 Housing

Summary of Housing Issues

- The City lacks variety in housing types, both to meet changing future demand and to address affordability issues
- Declining and substandard housing in certain areas
- Pressures for infill will emerge

Policy Statements

The City will pursue long-range activities that include clearly defined objectives for housing quality and choice for the community related to policy commitments to:

H 1 – Consider changes in housing needs and demands in conjunction with sustainable building practices by promoting:

- Residential development in close proximity/in walking distance to non-residential
- Energy and water efficient buildings
- Building standards that allow flexibility to accommodate needs of aging households

H 2 – Pursue zoning and economic development actions to encourage a variety of housing sizes and price point to allow:

- Adequate market response to changing future demand, including the housing preferences of both young professionals and older “empty-nesters”
 - Zoning allows the housing types that meet that demand
 - Zoning that incentivizes a variety of price-points
- Provide incentives for the development of mixed-income residential neighborhoods for low-income, work-force, and median-income and above households
- Redevelopment of aging apartments
- Quality infill housing, especially targeting strategies for formerly stable single-family neighborhoods now distressed by foreclosures; implementation measures will begin which identify where and under what conditions infill and cottage housing may be appropriate

H 3 – Create “lifelong” communities within Roswell through strategically located recreation, social, health and medical facilities near housing that young single professionals seeking lower maintenance and the “empty-nester” generations desire.

3.1.5 Natural and Cultural Resources

Summary of Natural and Cultural Resources Issues

- Water supply degradation: stormwater runoff, non-point source pollution, and stream degradation
- Build on existing protected historic sites in the City – several eligible properties are not currently protected and/or are deteriorating
- Development in environmentally sensitive areas
- Water conservation an increasing concern for the Metro-Atlanta Region

Policy Statements

NCR 1 – Roswell recognizes the competitive advantages of “going green.” The City strives to improve efficiencies and reduce the use of resources in order to produce meaningful savings to taxpayers and a better environment for our residents. Through responsible development and green building practices, Roswell will grow into a healthier and even more desirable place to live and work.

NCR 2 – The City promotes reducing energy and water use, expanding clean and efficient energy and water technology use, and promoting new buildings as high performance structures; as such, the City will consider appropriate development regulations to allow new technologies and incentivize efficiency.

NCR 3 – Regulations will provide for new developments to set aside open space and allow for conservation subdivisions with integrated sustainable elements.

NCR 4 – Roswell will enhance the City's successful historic heritage program with specific actions to expand protection and update existing historic preservation ordinances.

NCR 5 – Promote a greater public awareness of Roswell's cultural resources and the local programs that protect these resources.

NCR 6 – The City maintains and cultivates a “historic preservation” culture by enabling local residents and property owners to pursue historic preservation-related projects and efforts.

3.1.6 Community Facilities

Summary of Community Facilities Issues

- As population increases, additional facilities will need to be considered

Policy Statements

CF 1 – Ensure cost-effective and timely provision of community facilities and services to support the needs of the City's neighborhoods, residents, and businesses.

- Increase the ability of the Roswell-Alpharetta Public Safety Training Center (RAPSTC) facility to accommodate police officers for training (joint effort with Fire Department).

CF 2 – Maintain municipal buildings and grounds to the same high standard as exists today.

CF 3 – Fully integrate the City's Capital Improvement Element (CIE), as required by state rules to be annually updated, with the City's capital improvement planning process, so that the two items are one and the same.

CF 4 – Prepare tools to allow public-private partnerships to create new community facilities such as parks, public plazas and trail spurs to connect to City network.

CF 5 – Identify emergency shelter for community members in need.

CF 6 – Consider energy-efficient building programs for new facilities.

3.1.7 Intergovernmental Coordination

Summary of Intergovernmental Coordination Issues

- Transportation issues require coordination with local, regional, state and federal agencies.
- Expanding public transportation options requires similar coordination.
- State water conservation measures may change, depending on legal outcome of the tri-state "water wars."

Policy Statements

IC 1 – Maintain intergovernmental and service agreements with partner governments in good faith with timely correspondence to address changing conditions.

IC 2 – When appropriate, resolve conflicts with other local governments through established mediation processes or other informal means.

IC 3 – Share resources and information with all government entities.

IC 4 – Ensure that goals and implementation programs of the City's Comprehensive Plan are consistent with adopted coordination mechanisms and consistent with applicable regional and state programs.

IC 5 – Enhance ways to regularly coordinate transportation and land use goals with sister-cities in North Fulton to achieve the priorities established in the North Fulton Comprehensive Transportation Plan.

IC 6 – Consider ways to collaborate with North Fulton sister cities regarding the purchase and sharing of equipment, a regional Traffic Management center, or additional resources.

3.1.8 Transportation

Summary of Transportation Issues

- Several key corridors are over capacity
- Need for more connectivity
- Gaps in pedestrian and bike facilities
- Limited transit opportunities

Policy Statements

The City is committed to a transportation program and project prioritization framework that achieves the following policy objectives, as identified in the Transportation Master Plan:

T 1 – Protecting neighborhoods.

T 2 – Preserving and enhancing the City's historic resources.

T 3 – Protecting and expanding the City's natural resources and open spaces.

T 4 – Exploring connectivity options and interparcel access.

T 5 – Exploring innovative and context-sensitive system impacts.

T 6 – Expanding multi-modal opportunities throughout the City including pedestrian, bicycle and transit facilities.

T 7 – Balancing the role and position of Roswell's regional transportation facilities to mitigate impacts and provide protection to the City's character.

Goals

- Enhance Safety – not just for vehicles, but for all users: motorized vehicle operators, pedestrians, bicyclists and transit riders.
- Manage Congestion – focus on providing innovative yet realistic options for local traffic including key intersections, as well as creating new connections.
- Increase Bicycle, Pedestrian and Transit Mobility – ensure that all City residents have safe bicycle and pedestrian mobility options and that transit service is as accessible to residents and visitors as possible.
- Support Redevelopment – provide transportation systems that support redevelopment while preserving Roswell's character. This will allow the City to plan for a prosperous future.

Urban Design Programs:

- Zoning Ordinance
- Wayfinding Program
- Gateway Program

RECOMMENDED ZONING STEPS



Figure 11. Recommended Steps to Update Zoning Code

3.2 LONG TERM PROGRAMS AND ONGOING ACTIVITIES

This section establishes long term programs and ongoing activities that will help keep the City moving towards its 20-year vision of the Comprehensive Plan.

3.2.1 Urban Design

To achieve the City's strategic goal of promoting a well designed community, the City intends to pursue a coordinated program of action related to urban design. Some steps identified in *Figure 11* will occur within the short term, but the City recognizes actions that need to continue beyond the Short Term Work Program five-year time horizon.

Zoning Ordinance Update

- **Modernize Zoning and Design Standards.** The City will consider ways to update the zoning code. A design- or "form-" based code defines the relationship and design of buildings to the site and context and/or infrastructure. It provides greater flexibility in the use and activity, yet establishes design standards and the connectivity framework required for quality of life. Typically this kind of code would require the City to adapt their administrative infrastructure to include professional services of a town architect to review plans. *Figure 11* demonstrates the recommended process for updating the code.

Arterial corridor based plans are needed to map out the vision for redevelopment patterns that the City wants and needs. Along SR 9, Holcomb Bridge Road, and parts of SR 92, service roads are needed to provide more transportation options.

New zoning districts need to address: cottage housing, open space/civic districts, and higher-density mixed-use.

- **Measurements for effectiveness need to include when and how the new code achieves the economic development strategies and the urban redevelopment plan's goals and objectives.** Updating zoning regulations does not stop with the adoption of a new code. The City aims to measure how well the code performs as it is tested with real world cases. As projects come in, staff will want to record whether the built product meets City goals. If not, periodic refinement of the code will be considered.

- **Clarify Design Intent and reduce subjectivity.** Numerous design standards exist throughout Roswell's regulatory framework, and certain sections now overlap. Review boards have been vested with the interpretation of these standards, and need clear guidance regarding the specific intent of what the design standard is seeking to achieve. This clarification will help create certainty for applicants.

A complete zoning code update would help (1) establish consensus over intent at the policy level, and (2) eliminate competing requirements of the different overlays and regulations operating over a parcel.

- **Make the Development Process predictable.** All cities face the challenge of streamlining the development review and approval process. Arguably, improving this dynamic will determine whether the City remains competitive amongst the North Fulton municipalities as the economy slowly recovers. If zoning and development regulations meet the City's Community Agenda vision and policy, expedited and administrative review and approval processes can become more streamlined.
- **Consider streamlining the Permitting Process for development applications that are compliant with Zoning Regulations and this Comprehensive Plan.** New zoning regulations can be structured such that the proposals which comply with the Community Agenda vision and the zoning ordinance receive a streamlined process. The City struggles with the balance between public comment and a process that generates costs and time delays for projects that are otherwise compliant with the City vision and adopted plans and codes.



Existing wayfinding signage

Wayfinding Program

The City of Roswell has an existing signage program in the Historic District. As part of the long term work program, the City will continue to build on this signage to provide continuity throughout the City, and to create a connection with the Historic District. This program will require coordination across several departments and entities such as Roswell Department of Transportation, Recreation and Parks, Historic & Cultural Affairs, Historic Roswell Convention and Visitors Bureau and Community Development on how to appropriately orient people to various key locations in the City. The process for this program needs to have a list of priorities, budget and the design informed by the Economic Development Plan and the Branding/Marketing Study initiated in 2011.



Wayfinding examples



Gateway examples

Gateways Program

The City has established nine potential gateways, shown on the Future Development Map. Gateways establish a sense of place and announce the location of significant access points to the City or to other special areas, such as the Historic District. **Prioritization** for the gateways should follow the results of the public involvement process and criteria such as the Average Annual Daily Traffic volumes.

The priority for a gateway is the entry point to the City from **GA 400 at Holcomb Bridge Road Node**, which is the “front door” to the City of Roswell. Of the other eight gateways, community meeting participants also focused on:

- Highway 9 at Alpharetta Highway
- Holcomb Bridge Road (Eastern Entry)
- Highway 9 at South Atlanta Street

Similar to a wayfinding program, the City will need to establish priority projects, budget, design and scheduling which may span beyond the STWP five-year time frame.

3.2.2 Redevelopment

The City has written and adopted an Urban Redevelopment Plan, which works to address distressed areas and the aging commercial core. (See Appendix A, *Urban Redevelopment Plan*.) To succeed, however the Plan requires several dynamics to work in conjunction. On-going activities include:

Incentives

- The State established tax incentives for investment by establishing an Opportunity Zone. Figure 12 identifies the Opportunity Zone boundary within the City of Roswell.
- The City will develop programs to work with Chambers of Commerce, Business Associations, Developers, Historic Roswell Convention and Visitors Bureau and regional agencies to create incentives to redevelop existing vacant and underutilized properties.



Figure 12. Opportunity Zone Map

Source: City of Roswell

Land Use

- Zoning
 - Provide zoning incentives for redevelopment.
 - Evaluate the effectiveness of the density bonus program that has been established. Determine whether the program has achieved stated goals. Revise the policy goals and program as necessary. (See Figure 13.)
 - As redevelopment occurs, the revised zoning code will be tested. It will require further revision to ensure that the stated policies are achieved.
- Adaptive Reuse
 - Review and revise regulations which allow for vacant properties to be used creatively such as for community gardens, event spaces and various other types of civic outdoor uses.
- Design
 - Establish an Overlay District for the eastern portion of the Holcomb Bridge Road corridor. The eastern portion of the City along this corridor needs to be subject to development controls to improve the aesthetics and function of this area.
 - Invest in City infrastructure strategically to send market signals for private investment to follow.



Figure 13. Enabling Redevelopment

3.2.3 Historic Preservation Program

The City prides itself on its commitment to historic and cultural preservation, and for many citizens, this defines the character of the City. The City maintains both a Historic and Cultural Division within the Recreation and Parks Department as well as a Historic Preservation Commission, supported by the Community Development Department. In addition or subsequent to the actions listed in the STWP, ongoing activities conducted by the City will include:

- Keeping an updated intensive-level, comprehensive historic resources survey of the City. Identify all types of historic resources, including buildings and structures, historic landscapes, and historic sites and objects.
- Maintaining a City-wide GIS database of all identified cultural resources. Update the database periodically as needed.
- Developing design guidelines for three character areas of the local Historic District (Town Square and Mimosa Boulevard, Mill Village, and Canton Street), monitoring success and need for refinement.
- Continuing to make information about historic facade easements and conservation easements readily available through as many sources as possible. Provide positive case studies of successful easement donations and their resulting historic resources protection.



3.2.4 Sustainability

The City of Roswell is one of the first cities to be certified "Green" through the Atlanta Regional Commission's (ARC) Green Communities Program. As part of the certification process, the City has put into place measures to reduce the City's environmental impact across several topic areas. These initiatives include energy and water conservation, waste reduction, tree preservation, and air quality improvement. The City of Roswell ARC Green Communities Certification Checklist associated with the Green Certification can be found in *Appendix B*.

Multiple departments and intergovernmental entities participate in the sustainability initiative for the City. These sustainability measures establish the framework for all other long- and short-term work program initiatives. Ongoing activities will implement the following sustainability policies established by the City.

- **Complete Streets:** Assure that roadway projects accommodate all users of the transportation system including pedestrians, bicyclists, users of mass transit, people with disabilities, the elderly, motorists, freight providers, emergency responders and adjacent land users.
- **Flex Work Arrangements:** Offers commute options to staff that provides for telecommuting, compressed work week and flex time.
- **"Green Fleet" Vehicle:** Fuel-efficient models will be purchased when replacing fleet vehicles if they meet the functional use of the vehicle and the life-cycle costs do not exceed 10 percent of the cheapest alternative.
- **Resolution for the Use of Non-Bottled Water:** The City of Roswell is phasing out, where practicable and feasible, the purchase of bottled water and encourages the use of non-bottled water by the City of Roswell.
- **Lights Out/Power Down Policy:** Requires employees to turn off lights and all other equipment when leaving an area and all electrical and electronic devices when not in use.
- **Green Purchasing:** An environmentally preferable purchasing policy that gives preference to products that have been environmentally certified or eco labeled, minimize harmful waste, conserve energy and water, maximize use of bio-based or recycled materials, are recyclable, contain otherwise less environmentally harmful substances and more.

- Energy Star/EarthCraft: Requires all new City-owned buildings to achieve Energy Star certification.
- Energy Star/LEED Renovation: requires all local government building renovations to be Energy Star certified and follow LEED guidelines.
- Educate Roswell citizens to understand the value and need for conservation and the practices.

3.2.5 Housing

The Economic Development and Urban Redevelopment Plan will help inform the City about strategic ways to address housing issues identified in Section 2. These plans help identify and establish needs such as workforce housing and housing choice.

Regulations and Incentives

- The City of Roswell will explore zoning incentives for affordable housing options
- Cottage housing and appropriate infill will be explored as the housing market changes over the long-range

Strategic Partners

- Maintain the City's public housing program and determine appropriate future activities/programs
- Monitor available state and federal housing programs and disseminate information to individuals and groups in need of such program resources
- Coordinate with service providers to understand changing housing needs as demographics change

Data/Clearing House

- Review existing affordable housing study
- Maintain data on issuance of housing starts (building permits) for estimates of population and housing
- Identify any concentrations of substandard housing units and use Community Development Block Grant (CDBG) funds to help fund improvements

3.2.6 Quality of Life

The City has many established facilities and services that create excellent quality of life for residents. Two additional potential programs emerged as important for achieving goals identified in the population, land use and transportation sections described in 3.1.

Connectivity Program

- Pursue a connectivity program (perhaps with a name like “Complete Connections”) whereby subdivisions can petition to have their neighborhood evaluated for options to create pedestrian paths and/or access points
- Improve existing pedestrian facilities, develop sidewalks and crosswalks where connectivity is lacking to create a connected network of sidewalks and pedestrian routes and bike lanes
- Implement components of the North Fulton Comprehensive Transportation Plan, especially connecting the Big Creek Greenway with the Chattahoochee River and Riverwalk Trails.

Immigration Success

Competitive cities of the future will need to have successful immigrant communities. The City of Roswell celebrates its growing diversity, and ongoing activities that help promote success include the following:

- Strategic partners: maintain and expand relationships with the local, regional and state service providers that extend resources and a welcome hand to immigrant communities
- Continue to monitor trends related to changing demographics and needs

3.3 SHORT TERM WORK PROGRAM

The Short Term Work Program (STWP) identifies specific implementation actions that the local government intends to take during the first five years of the planning period. In Roswell, the Short Term Work Program covers activities to be undertaken from 2011-2016. These include projects, studies, administrative improvements, community improvements or investments, available known financing arrangements, or other programs or projects to be undertaken to implement the plan.

The City will consider ways to enhance the STWP with benchmarks or other evaluation systems to further maximize the benefit of a STWP for strategic planning purposes in the future. This establishes the accountability that the citizenry sought when pursuing incorporation and instills confidence in City administration.

The Short Term Work Program, *Table 3*, includes the following information for each listed action:


- Brief description of the activity;
- Timeframe for undertaking the activity;
- Responsible party for implementing the activity;
- Estimated cost (if any) of implementing the activity; and
- Funding sources, where applicable


3.4 REPORT OF ACCOMPLISHMENTS


Table 4 is the City's Report of Accomplishments.

SHORT TERM WORK PROGRAM									
FY2011-2012 - FY2015-2016									
Final 2011									
Item	Description	Fiscal Year(s)					Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
		11-12	12-13	13-14	14-15	15-16			
POPULATION									
P.1	Monitor regional and U.S. Census Bureau estimates of the City's population	✓	✓	✓	✓	✓			Community Development
P.2	Monitor and publicize any adult literacy programs available to Roswell's residents	✓	✓	✓	✓				Community Relations Office
P.3	Update population and functional population projections as needed to support annual updates of the Capital Improvement Element	✓	✓	✓	✓	✓			Community Development
HOUSING									
H.1	Maintain data on issuance of housing starts (building permits) for estimates of population and housing	✓	✓	✓	✓	✓			Community Development, Building Division
H.2	Identify any concentrations of substandard housing units and use community development funds to help fund improvements	✓	✓	✓	✓	✓			Community Development (CDBG if available)
H.3	Continue to enforce the standard housing code	✓	✓	✓	✓	✓			Community Development
H.4	Maintain the City's public housing program and determine appropriate future activities/programs	✓	✓	✓	✓	✓			Housing Authority
H.5	Monitor available state and federal housing programs and disseminate information to individuals and groups in need of such program resources	✓	✓	✓	✓	✓			Community Development
H.6	Work on affordable housing study			✓	✓	✓			Community Development
ECONOMIC DEVELOPMENT									
ED.1	Gather information on properties suitable for office development and provide market information to developers, Greater North Fulton Chamber of Commerce, Georgia Power Company, Fulton County, etc.	✓	✓	✓	✓	✓			Roswell EDD; GNFCC; Georgia Power Co; MACOC; Fulton County ED
ED.2	Provide information on available office space to all potential users or reference sources and parcel comps for Transportation Department and Public Works Department	✓	✓	✓	✓	✓	\$8,800		Roswell EDD
ED.3	Work with other City departments to promote public investments such as pedestrian amenities that will result in increasing the tax base	✓	✓	✓	✓	✓			Roswell EDD
ED.4	Continue to support quality of life enhancements that make the area attractive to corporations	✓	✓	✓	✓	✓			Roswell EDD; Planning; other City departments
ED.5	Collaborate with the Convention & Visitors Bureau and others on marketing	✓	✓	✓	✓	✓	\$3,000		Roswell EDD


Table 3. Short-Term Work Program


 SHORT TERM WORK PROGRAM FY2011-2012 - FY2015-2016										Final 2011
Item	Description	Fiscal Year(s)					Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency	
		11-12	12-13	13-14	14-15	15-16				
ED.6	Improve signage to key attractions throughout the City	✓	✓	✓	✓	✓	\$300,000		Roswell EDD; Transportation Department	
ED.7	Guide small entrepreneurs to available forms of resources and assistance	✓	✓	✓	✓	✓			Roswell EDD	
ED.8	Communicate with businesses via electronic newsletter to keep them informed of developments in the City	✓	✓	✓	✓	✓			Roswell EDD; Community Relations Office	
ED.9	Stay involved in regional discussions	✓	✓	✓	✓	✓			Roswell EDD; Fulton County ED; GNFC	
ED.10	Continue to effectively communicate the development process; advocate for streamlining where opportunities exist	✓	✓	✓	✓	✓			Community Development	
ED.11	Continue to enhance the first line of marketing to new and expanding businesses, the Economic Development website.	✓	✓	✓	✓	✓			Roswell EDD	
ED.12	Administer and promote/market the Roswell Opportunity Zone to all existing and prospective businesses.	✓	✓	✓	✓	✓			Roswell EDD	
REDEVELOPMENT										
R.1	Pursue policy-based budgeting to accomplish redevelopment goals, with redevelopment as a priority	✓	✓	✓	✓	✓			City Administrator and City Council	
R.2	Continue to consider locating public facilities in redevelopment target areas	✓	✓	✓	✓	✓			City Administrator and City Council	
R.3	Implement Midtown Roswell Redevelopment Plan (also see specific items below on implementing that plan)	✓	✓	✓	✓	✓			City (various departments)	
R.4	Implement recommendations of revitalization study and plan for the Holcomb Bridge Road corridor east of GA 400	✓	✓	✓	✓	✓			City (various departments)	
R.5	Reconstitute Downtown Development Authority, if needed	✓	✓	✓	✓	✓			Community Development; City Council	
R.6	Seek funding for implementation of redevelopment studies, plans, and projects	✓	✓	✓	✓	✓			Community Development; City Council	
R.7	Assist where possible in improving access, ingress, and egress to outmoded retail centers and upgrade surrounding road networks	✓	✓	✓	✓	✓			Community Development; Transportation	
R.8	Promote existing retail space and the redevelopment of vacant retail space	✓	✓	✓	✓	✓			Roswell EDD	
R.9	Consider the use of overlay districts to encourage redevelopment opportunities as appropriate	✓	✓	✓	✓	✓			MCC	
R.10	(Midtown) Consider establishing a development response team, responsible for working with property owners on redevelopment projects		✓	✓	✓	✓			Community Development	


<div>  <div> SHORT TERM WORK PROGRAM FY2011-2012 - FY2015-2016 </div> <div>Final 2011</div> </div>									
Item	Description	Fiscal Year(s)					Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
		11-12	12-13	13-14	14-15	15-16			
R. 11	(Midtown) Plan and fund new street networks in conjunction with private redevelopment, where agreement on cost sharing can be attained	✓	✓	✓	✓	✓		yes	Transportation; Community Development
R. 12	(Midtown) Design and install Alpharetta Street streetscape per plan's recommendations (completion date June 2011)	✓					\$2,955,195.69		Community Development; Transportation; GDOT
R. 13	(Midtown) Complete preliminary design of Hog Wallow greenway			✓				yes	Recreation & Parks
HISTORIC PRESERVATION									
HP.1	Conduct an intensive-level, comprehensive historic resources survey of the City. Identify all types of historic resources, including buildings and structures, historic landscapes, and historic sites and objects			✓	✓	✓			HPC, HCAM, Preservation Planner, SHPO, Consultants
HP.2	Continue the "legendary chats" program of the Convention & Visitors Bureau	✓	✓	✓	✓	✓			CVB, UGA
HP.3	Develop a citywide GIS database of all identified cultural resources; update the database periodically as needed	✓	✓	✓	✓	✓			GIS; Preservation Planner
HP.4	Expand the existing National Register Historic District to include adjacent eligible commercial and residential areas			✓	✓	✓			HPC; Preservation Planner; Consultant
HP.5	Pursue National Historic Landmarks designations, as appropriate			✓	✓	✓			R&P/H&CA
HP.6	Develop design guidelines for character areas of the local Historic District	✓	✓	✓	✓	✓			HPC; Preservation Planner; Consultant
HP.7	Incorporate mechanisms for protecting heritage trees into the existing Tree Ordinance	✓	✓	✓					Community Development
HP.8	Continue the series of brochures and town hall meetings currently being used	✓	✓	✓	✓	✓			HPC; Preservation Planner
HP.9	Enlarge the emphasis of programs and publications from antebellum resources to include resources from all periods of the City's history. Publish the findings of the Historic Resources Survey and produce a "coffee table" version for sale; Utilize Certified Local Government (CLG) funds for funding survey and book publication	✓	✓	✓	✓	✓			R&P

 SHORT TERM WORK PROGRAM FY2011-2012 - FY2015-2016									
Final 2011									
Item	Description	Fiscal Year(s)					Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
		11-12	12-13	13-14	14-15	15-16			
HP.10	Work with the Roswell CVB to develop ways to promote the City's historic sites through the CVB's already established channels. Meet regularly with all associated local agencies and organizations to discuss promotional programs and to keep all groups updated. Periodically review and update existing programs.	✓	✓	✓	✓	✓			R&P/H&CA; CVB
HP.11	Support development of lesson plans about the City's historic preservation programs and policies to be used in local heritage education programs. Support the curriculum of the Teaching Museum, which educates Fulton County students about U.S., Georgia, and local history.	✓	✓	✓	✓	✓			R&P/H&CA; Fulton County Schools
HP.12	Make information about the rehabilitation tax credit programs and application forms available through as many sources as possible. Provide positive case studies of successful rehabilitation projects.	✓	✓	✓	✓	✓			HPC; Preservation Planner
HP.13	Make information about historic façade easements and conservation easements readily available through as many sources as possible. Provide positive case studies of successful easement donations and their resulting historic resources.	✓	✓	✓	✓	✓			HPC; HCAM; Preservation Planner
HP.14	Encourage local banks to establish a low-interest loan pool to provide funding for preservation projects		✓	✓	✓	✓			HPC; HCAM; Preservation Planner; Local Bankers
HP.15	Create a repository of information about all aspects of historic preservation and make this resource readily available and accessible to the public. Develop and maintain the collection to also serve as a resource center for the HPC	✓	✓	✓	✓	✓			HPC; HCAM; Preservation Planner
HP.16	Add a specific historic preservation category to the City's existing website to direct people to technical information about historic preservation that is available locally and on the internet	✓							Community Relations Office; Preservation Planner
NEIGHBORHOODS									
N.1	Provide limited technical assistance to neighborhood planning efforts in the form of maps, existing zoning and land use, as well as demographic and economic data	✓	✓	✓	✓	✓			Community Development
N.2	Encourage neighborhood "self-help" activities	✓	✓	✓	✓	✓			Community Development

SHORT TERM WORK PROGRAM										Final 2011
FY2011-2012 - FY2015-2016										
Item	Description	Fiscal Year(s)					Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency	
		11-12	12-13	13-14	14-15	15-16				
URBAN DESIGN										
UD.1	Periodically revise design guidelines, as appropriate	✓	✓	✓	✓	✓	TBD		Community Development; Consultants	
UD.2	Implement a gateway master plan for major entrances to the City that incorporates various recommendations of adopted design guidelines	✓	✓	✓	✓	✓			Community Development; HPC; DRB; Transportation	
UD.3	Continue to apply for federal and state funding to enhance the streetscapes of road corridors in the City	✓	✓	✓	✓	✓			Community Development	
LAND USE										
LU.1	Further develop, refine, and implement land use recommendations for "character areas"	✓	✓	✓	✓	✓			Community Development	
LU.2	Periodically report as may be needed on conformance with regional development plan	✓	✓	✓	✓	✓			Community Development	
LU.3	Amend the City's Zoning Ordinance as needed to respond to changing needs and new issues	✓	✓	✓	✓	✓			Community Development	
LU.4	Overhaul the Zoning Ordinance				✓		TBD		Community Development	
LU.5	Create an ordinance for "Cottage Housing"		✓				TBD		Community Development	
LU.6	Create an ordinance for "Mixed Use"			✓			TBD		Community Development	
COMMUNITY FACILITIES										
CF.1	Periodically update the City's parks and recreation master plan as needed	✓	✓	✓	✓	✓	\$30,000		Recreation & Parks	
CF.2	Continue Wetlands Enhancement Demo Project Water Quality Monitoring	✓					To be completed by volunteer monitors		Public Works/ Environmental	
CF.3	Implement the master plan for the Roswell Riverwalk	✓	✓	✓	✓	✓	\$10,000,000		Recreation & Parks	
CF.4	Update and review the technology needs of the City through an Enterprise Resource Planning process for efficiency and increased productivity (Completion in 2013)	✓	✓				\$5,329,590		Administration	
CF.5	Periodically update the Comprehensive Solid Waste Management Plan, as needed	✓	✓	✓	✓	✓			Public Works/ Environmental	
CF.6	Periodically review and modify sanitation rates and fees to reflect the actual costs of service provision and to further divisions goals	✓	✓			✓			Public Works/ Environmental	
CF.7	Prepare, adopt, and periodically revise as appropriate a municipal policy for use of City-owned buildings and grounds by private, non-profit, and other government users	✓	✓	✓	✓	✓			Administration	


<div>  <div> <div>SHORT TERM WORK PROGRAM</div> <div>FY2011-2012 - FY2015-2016</div> </div> <div>Final 2011</div> </div>									
Item	Description	Fiscal Year(s)					Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
		11-12	12-13	13-14	14-15	15-16			
CF.8	Implement and maintain a customer service policy and action plan in each of the City's departments, with a consistent level of service throughout the departments	✓	✓	✓	✓	✓			Various departments
CF.9	Monitor the provision of municipal services and their ability to meet the diversifying needs of the City's population	✓	✓	✓	✓	✓			Administration; various departments
CF.10	Implement a community-based approach to policing, including Neighborhood Watch and other appropriate programs of the Crime Prevention Unit	✓	✓	✓	✓	✓			Police
CF.11	Maintain the City's current Insurance Services Office (ISO) rating of 3	✓	✓	✓	✓	✓			Fire & Rescue
CF.12	Continue programs of recognition to all firefighters for the jobs they accomplish as a combination department of full-time and part-time employees	✓	✓	✓	✓	✓			Fire & Rescue; Mayor and City Council
CF.13	Continue to program and implement improvements needed to maintain and upgrade the Roswell Water Utility in accordance with the Management Plan	✓	✓	✓	✓	✓	\$10,000,000		Public Works/ Environmental
CF.14	Periodically review and modify water rates and fees to reflect the actual costs of service provision and to further system goals	✓		✓	✓	✓			Public Works/ Environmental
CF.15	Continue to prioritize road resurfacing projects, continue drainage maintenance projects, and sidewalk repair projects according to most urgent need	✓	✓	✓	✓	✓			Transportation
CF.16	Investigate the need for traffic calming and integrate traffic calming projects as may be appropriate in the City's capital plan	✓	✓	✓	✓	✓			Transportation
CF.17	Develop a program incorporating landscaping/streetscaping into all major road projects to provide greater community identity and safety	✓	✓	✓	✓	✓			Transportation; Community Development
CF.18	Development and maintenance of an Energy Assurance Plan for the continued operations of critical city services. This includes energy emergency planning for critical city-owned building facilities and equipment.	✓	✓	✓	✓	✓	\$130,000 (Funded by an ARRA DOE Grant)		Public Works/ Environmental Department
CF.19	Continue to program and implement improvements needed to maintain and upgrade the stormwater management system in compliance with the MS4 NPDES Permit	✓	✓	✓	✓	✓	\$5,500,000		Public Works/ Environmental; Transportation
CF.20	Continue to implement TMDL Impaired Stream monitoring efforts and implementation of the WIP's	✓	✓	✓	✓	✓	\$275,000		Public Works/ Environmental
CF.21	Partner with the Atlanta-Fulton County Library System to expand library space in Roswell	✓	✓	✓	✓	✓			Administration

<div>  SHORT TERM WORK PROGRAM FY2011-2012 - FY2015-2016 </div> <div>Final 2011</div>									
Item	Description	Fiscal Year(s)					Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
		11-12	12-13	13-14	14-15	15-16			
CF.22	Continue to monitor the conditions of municipally owned and operated historic and cultural facilities; schedule improvements to such facilities and grounds as appropriate	✓	✓	✓	✓	✓			Historic and Cultural Affairs Manager
CF.23	Consider plans for additional historic streetscape improvements within the local Historic District	✓	✓	✓	✓	✓	\$2,000,000	yes	Community Development
CF.24	Prepare, implement, and revise as appropriate a community information plan and programs	✓	✓	✓	✓	✓			Community Relations Officer
CF.25	Continually review and revise the disaster preparedness and emergency management plans in conjunction with Fulton County	✓	✓	✓	✓	✓			Various departments
DEVELOPMENT IMPACT FEES									
DIF.1	Periodically review and update the development impact fee program, including fees	✓		✓		✓			Community Development
TRANSPORTATION									
T.1	Implement transportation system improvements as described in the Comprehensive Plan and Transportation Master Plan	✓	✓	✓	✓	✓			Transportation
INTERGOVERNMENTAL COORDINATION									
IC.1	Periodically revisit and update intergovernmental service agreements		✓	✓					Administration
IC.2	Monitor new forms of governance proposed in North Fulton County for their impact on Roswell	✓	✓	✓	✓	✓			Administration
IC.3	Continue to evaluate the necessity of moving the court system to a new location.	✓	✓	✓	✓	✓			Administration
IC.4	Periodically revisit and revise the intergovernmental land use dispute resolution process		✓	✓					Administration
IC.5	Assist in implementing the Water Supply and Water Conservation Management Plan prepared by the Metropolitan North Georgia Water Planning District	✓	✓	✓	✓	✓	\$15,000 / year		Public Works/ Environmental; Community Development
IC.6	Assist in implementing the District-Wide Watershed Management Plan prepared by the Metropolitan North Georgia Water Planning District	✓	✓	✓	✓	✓			Public Works/ Environmental
IC.7	Complete watershed improvement planning in connection with the Metropolitan North Georgia Water Planning District's mandates	✓	✓	✓	✓	✓	\$1,500,000		Public Works/ Environmental
IC.8	Assist in implementing the Big Creek Watershed Study Master Plan	✓	✓	✓	✓	✓	\$50,000		Public Works/ Environmental
IC.9	Coordinate a meeting between the City and the public and private schools.			✓					Administration


Report of Accomplishments: Short Term Work Program - 2010						
		Description		Status		
Item	Complete			Underway	Postponed	Dropped
POPULATION						
P.1	Monitor regional and U.S. Census Bureau estimates of the City's population		X			
P.2	Monitor and publicize any adult literacy programs available to Roswell's residents		X			
P.3	Update population and functional population projections as needed to support annual updates of the Capital Improvement Element		X			
HOUSING						
H.1	Maintain data on issuance of housing starts (building permits) for estimates of population and housing		X			
H.2	Identify any concentrations of substandard housing units and use community development funds to help fund improvements		X			
H.3	Continue to enforce the standard housing code		X			
H.4	Maintain the City's public housing program and determine appropriate future activities/programs		X			
H.5	Monitor available state and federal housing programs and disseminate information to individuals and groups in need of such program resources		X			
H.6	Work on affordable housing study			X		New Director
ECONOMIC DEVELOPMENT						
ED.1	Gather information on properties suitable for office development and provide market information to developers, Greater North Fulton Chamber of Commerce, Georgia Power Company, Fulton County, etc.		X			
ED.2	Provide information on available office space to all potential users or reference sources		X			
ED.3	Work with other City departments to promote public investments such as pedestrian amenities that will result in increasing the tax base		X			
ED.4	Continue to support quality of life enhancements that make the area attractive to corporations		X			
ED.5	Collaborate with the Convention & Visitors Bureau and others on marketing		X			
ED.6	Improve signage to key attractions throughout the City		X			
ED.7	Guide small entrepreneurs to available forms of resources and assistance		X			


Final May 2011


Table 4. Report of Accomplishments


<div>  Report of Accomplishments: Short Term Work Program - 2010 </div> <div>Final May 2011</div>						
Item	Description	Status				Notes/Reason Postponed or Dropped
		Complete	Underway	Postponed	Dropped	
ED.8	Communicate with businesses via electronic newsletter to keep them informed of developments in the City		X			
ED.9	Stay involved in regional discussions		X			
ED.10	Continue to effectively communicate the development process; advocate for streamlining where opportunities exist		X			
ED.11	Inform applicants of the applicable design/ development guidelines				X	That is under planning and zoning division. It is listed under urban design.
REDEVELOPMENT						
R.1	Pursue policy-based budgeting to accomplish redevelopment goals, with redevelopment as a priority		X			
R.2	Continue to consider locating public facilities in redevelopment target areas		X			
R.3	Implement Midtown Roswell Redevelopment Plan (also see specific items below on implementing that plan)		X			
R.4	Implement recommendations of revitalization study and plan for the Holcomb Bridge Road corridor east of GA 400		X			
R.5	Reconstitute Downtown Development Authority, if needed		X			
R.6	Seek funding for implementation of redevelopment studies, plans, and projects		X			
R.7	Assist where possible in improving access, ingress, and egress to outmoded retail centers and upgrade surrounding road networks		X			
R.8	Promote existing retail space and the redevelopment of vacant retail space		X			
R.9	Consider the use of overlay districts to encourage redevelopment opportunities as appropriate		X			
R.10	(Midtown) Consider establishing a development response team, responsible for working with property owners on redevelopment projects			X		Waiting on the Strategic Economic Development Plan to be completed which has just begun.
R.11	(Midtown) Plan and fund new street networks in conjunction with private redevelopment, where agreement on cost sharing can be attained		X			
R.12	(Midtown) Design and install Alpharetta Street streetscape per plan's recommendations		X			
R.13	(Midtown) Complete preliminary design of Hog Wallow greenway			X		Lack of funding and having to acquire private parcels.

Report of Accomplishments: Short Term Work Program - 2010						
Roswell GEORGIA SINCE 1845		Final May 2011				
Item	Description	Status				
		Complete	Underway	Postponed	Dropped	Notes/Reason Postponed or Dropped
HISTORIC PRESERVATION						
HP.1	Conduct an intensive-level, comprehensive historic resources survey of the City. Identify all types of historic resources, including buildings and structures, historic landscapes, and historic sites and objects			X		Lack of funding/staff time
HP.2	Continue the "legendary chats" program of the Convention & Visitors Bureau		X			
HP.3	Develop a citywide GIS database of all identified cultural resources; update the database periodically as needed		X			
HP.4	Expand the existing National Register Historic District to include adjacent eligible commercial and residential areas			X		Lack of funding/staff time
HP.5	Pursue National Historic Landmarks designations, as appropriate			X		Lack of funding/staff time
HP.6	Develop design guidelines for three character areas (Town Square and Mimosa Boulevard, Mill Village, and Canton Street) of the local Historic District		X			
HP.7	Incorporate mechanisms for protecting heritage trees into the existing Tree Ordinance	X				
HP.8	Continue the series of brochures and town hall meetings currently being used		X			
HP.9	Enlarge the emphasis of programs and publications from antebellum resources to include resources from all periods of the City's history. Publish the findings of the Historic Resources Survey and produce a "coffee table" version for sale; Utilize Certified Local Government (CLG) funds for funding survey and book publication		X		X	Moved to Recreation and Parks.
HP.10	Work with the Roswell CVB to develop ways to promote the City's historic sites through the CVB's already established channels. Meet regularly with all associated local agencies and organizations to discuss promotional programs and to keep all groups updated. Periodically review and update existing programs.		X			
HP.11	Support development of lesson plans about the City's historic preservation programs and policies to be used in local heritage education programs. Support the curriculum of the Teaching Museum, which educates Fulton County students about U.S., Georgia, and local history.		X			

<div>  <h2>Report of Accomplishments: Short Term Work Program - 2010</h2> <p>Final May 2011</p> </div>						
Item	Description	Status				Notes/Reason Postponed or Dropped
		Complete	Underway	Postponed	Dropped	
HP.12	Make information about the rehabilitation tax credit programs and application forms available through as many sources as possible. Provide positive case studies of successful rehabilitation projects.		X			
HP.13	Make information about historic façade easements and conservation easements readily available through as many sources as possible. Provide positive case studies of successful easement donations and their resulting historic resources.		X			
HP.14	Encourage local banks to establish a low-interest loan pool to provide funding for preservation projects			X		Waiting on Strategic Economic Development Plan to be completed.
HP.15	Create a repository of information about all aspects of historic preservation and make this resource readily available and accessible to the public. Develop and maintain the collection to also serve as a resource center for the HPC		X			
HP.16	Add a specific historic preservation category to the City's existing website to direct people to technical information about historic preservation that is available locally and on the internet		X			
NEIGHBORHOODS						
N.1	Provide limited technical assistance to neighborhood planning efforts in the form of maps, existing zoning and land use, as well as demographic and economic data		X			
N.2	Encourage neighborhood "self-help" activities		X			
URBAN DESIGN						
UD.1	Periodically revise design guidelines, as appropriate		X			
UD.2	Implement a gateway master plan for major entrances to the City that incorporates various recommendations of adopted design guidelines		X			
UD.3	Install marker to various character areas				X	New character areas due to the 2030 Comprehensive Plan
UD.4	Continue to apply for federal and state funding to enhance the streetscapes of road corridors in the City		X			
LAND USE						
LU.1	Further develop, refine, and implement land use recommendations for "character areas"		X			
LU.2	Periodically report as may be needed on conformance with regional development plan		X			

 Report of Accomplishments: Short Term Work Program - 2010 Final May 2011						
Item	Description	Status				Notes/Reason Postponed or Dropped
		Complete	Underway	Postponed	Dropped	
LU.3	Develop additional policies for specific land uses and incorporate them into the Land Use Element, as specific issues or experiences with them arise				X	Replaced by Imagine Roswell 2030 Vision and revised policies
LU.4	Amend the City's Zoning Ordinance as needed to respond to changing needs and new issues		X			
LU.5	Amend the Future Land Use Plan Map as needed				X	Replaced with Future Development Map
COMMUNITY FACILITIES						
CF.1	Periodically update the City's parks and recreation master plan as needed		X			
CF.2	Continue Wetlands Enhancement Demo Project Water Quality Monitoring		X			
CF.3	Implement the master plan for the Roswell Riverwalk		X			
CF.4	Update and review the technology needs of the City through an Enterprise Resource Planning process for efficiency and increased productivity		X			
CF.5	Periodically update the Comprehensive Solid Waste Management Plan, as needed		X			
CF.6	Periodically review and modify sanitation rates and fees to reflect the actual costs of service provision and to further divisions goals	X	X			
CF.7	Prepare, adopt, and periodically revise as appropriate a municipal policy for use of City-owned buildings and grounds by private, non-profit, and other government users		X			
CF.8	Maintain a system of advisory committees for various City departments and functions to provide for citizen participation and general advice in the overall direction of municipal service provision				X	Replaced by the Mayor and City Council committee structure
CF.9	Implement and maintain a customer service policy and action plan in each of the City's departments, with a consistent level of service throughout the departments		X			
CF.10	Monitor the provision of municipal services and their ability to meet the diversifying needs of the City's population		X			
CF.11	Implement a community-based approach to policing, including Neighborhood Watch and other appropriate programs of the Crime Prevention Unit		X			
CF.12	Maintain the City's current Insurance Services Office (ISO) rating of 3		X			

 Report of Accomplishments: Short Term Work Program - 2010 Final May 2011						
Item	Description	Status				Notes/Reason Postponed or Dropped
		Complete	Underway	Postponed	Dropped	
CF.13	Continue programs of recognition to all firefighters for the jobs they accomplish as a combination department of full-time and part-time employees		X			
CF.14	Continue to program and implement improvements needed to maintain and upgrade the Roswell Water Utility in accordance with the Management Plan		X			
CF.15	Periodically review and modify water rates and fees to reflect the actual costs of service provision and to further system goals		X			
CF.16	Continue to prioritize road resurfacing projects, continue drainage maintenance projects, and sidewalk repair projects according to most urgent need		X			
CF.17	Investigate the need for traffic calming and integrate traffic calming projects as may be appropriate in the City's capital plan		X			
CF.18	Develop a program incorporating landscaping/streetscaping into all major road projects to provide greater community identity and safety		X			
CF.19	Continue to program and implement improvements needed to maintain and upgrade the stormwater management system in compliance with the MS4 NPDES Permit		X			
CF.20	Continue to implement TMDL Impaired Stream monitoring efforts and implementation of the WIP's		X			
CF.21	Partner with the Atlanta-Fulton County Library System to expand library space in Roswell		X			
CF.22	Continue to monitor the conditions of municipally owned and operated historic and cultural facilities; schedule improvements to such facilities and grounds as appropriate		X			
CF.23	Consider plans for additional historic streetscape improvements within the local Historic District		X			
CF.24	Maintain and expand, as appropriate, the citizen deputies program of community-based code enforcement				X	Lack of participation
CF.25	Prepare, implement, and revise as appropriate a community information plan and programs		X			
CF.26	Continually review and revise the disaster preparedness and emergency management plans in conjunction with Fulton County		X			

Report of Accomplishments: Short Term Work Program - 2010						
		Final May 2011				
Item	Description	Status				
		Complete	Underway	Postponed	Dropped	Notes/Reason Postponed or Dropped
DEVELOPMENT IMPACT FEES						
DIF.1	Periodically review and update the development impact fee program, including fees		X			
TRANSPORTATION						
T.1	Implement transportation system improvements as described in the Comprehensive Plan and Transportation Master Plan		X			
INTERGOVERNMENTAL COORDINATION						
IC.1	Periodically revisit and update intergovernmental service agreements		X			
IC.2	Monitor new forms of governance proposed in North Fulton County for their impact on Roswell		X			
IC.3	Periodically revisit and revise the intergovernmental land use dispute resolution process		X			
IC.4	Assist in implementing the Water Supply and Water Conservation Management Plan prepared by the Metropolitan North Georgia Water Planning District		X			
IC.5	Assist in implementing the District-Wide Watershed Management Plan prepared by the Metropolitan North Georgia Water Planning District		X			
IC.6	Complete watershed improvement planning in connection with the Metropolitan North Georgia Water Planning District's mandates	X				
IC.7	Assist in implementing the Big Creek Watershed Study Master Plan		X			

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4 PARTICIPATION SUMMARY

The City of Roswell prepared and followed an **established schedule** of Comprehensive Plan Advisory Committee (CPAC) meetings, four community meetings, a three-day intensive visioning and design charrette, an Open House, and public hearings to ensure participation by all Roswell citizens, business owners, property owners and other stakeholders. The Participation Plan adopted by the City Council organized community meetings to provide information throughout the process and to gather input regarding the issues that are important to the community.

Meetings

The format of the public meetings included an opportunity for participants to show on maps the areas and elements that they wanted to see preserved and changed. Each public meeting also included a **"Kids Corner"** so that parents could bring their children and have them engaged while adults and older children participated in the meeting.

Special/Outreach

Staff coordinated with the schools to conduct a **city-wide competition for students** to "Imagine Roswell" in 2030, with prizes sponsored by local businesses. Members of the community were invited to hold a **"Meeting-in-a-Box,"** which was another innovative program created by the City of Roswell for community groups to obtain a package of materials to host their own public meeting and report results back to the City.

Media

The City of Roswell took advantage of **electronic resources and social media** outlets to engage the public in the Comprehensive Planning process in new and innovative ways. These initiatives included the establishment of a Comprehensive Plan website, www.Roswellgov.com/ImagineRoswell2030, which could also be accessed through the City website. The website included information regarding the public meeting schedule, progress updates, and other details about the planning process. The website also provided direct opportunities for citizens to



Charrette, Day 1



Kids Corner



Student competition, "Imagine Roswell 2030"



provide input. Using the website, the viewer could complete an **online comment card**, join the Imagine Roswell email list, and find information describing the option to follow the Comprehensive Plan process through social media outlets such as Facebook and Twitter. A **video, “Imagine Roswell 2030,”** was created by the City of Roswell with input from the CPAC and included interviews and other information regarding the planning process.

CPAC

The CPAC was appointed by the Roswell City Council to closely work with City Staff and consultants to provide guidance and make detailed decisions on key questions arising during the planning process. The CPAC met 13 times over a period of 10 months to serve in this role. Agendas and meeting summaries for the CPAC meetings were prepared by consultants and made publicly available on the City's website.

Members of the CPAC included:

Susan Baur	Keith Long
Gail Bohannon	Al Nash
Michael Brennan	Booker Nuckles
Leslie Carruth	Alfredo Ortiz
Jorge Genty	Jim Parris
Michael Gould	Dan Pile
Aaron Gravett, Vice Chair	Dave Schmit, Chairman
Alex Kaufmann	Betty Price, ex-officio
Jennifer Kuhtz	

Members of the public, staff, Council and Mayor were welcome to observe these working meetings and often attended. The CPAC meetings were held on the following dates:

June 1, 2010	January 12, 2011
July 8, 2010	February 9, 2011
August 25, 2010	March 7, 2011
September 22, 2010	March 17, 2011
October 27, 2010	March 24, 2011
November 17, 2010	May 10, 2011
December 8, 2010	

A list showing the community meetings and other official meetings is provided in *Table 5*.

ACTIVITY	DATE	VENUE
Transportation and Community Development Committee	04/21/10	Roswell City Hall
City Council CPAC Appointment	05/17/10	Council Chambers
CPAC Initial Meeting : Meeting #1	06/01/10	Community Development Conference Room
CPAC Meeting #2	07/08/10	Community Development Conference Room
Work Session: Community Assessment + Participation Plan	07/12/10	Council Chambers
Planning Commission Public Hearing: Community Assessment + Participation Plan	07/20/10	Council Chambers
City Council Public Hearing: Community Assessment + Participation Plan	07/26/10	Council Chambers
CPAC Meeting #3	08/25/10	Community Development Conference Room
CPAC Meeting #4	09/22/10	Community Development Conference Room
CPAC Meeting #5	10/27/10	Community Development Conference Room
Community Meeting	11/03/10	Roswell City Hall
CPAC Meeting #6	11/17/11	Community Development Conference Room
CPAC Meeting #7	12/08/10	Community Development Conference Room
CPAC Meeting #8	01/12/11	Community Development Conference Room
Community Meeting	01/19/11	East Roswell Park
Community Meeting	01/27/11	World Harvest Church
CPAC Meeting #9	02/09/11	Community Development Conference Room
Focus Area Workshop(Charette) Day 1	02/22/11	Hembree Park
Focus Area Workshop(Charette) Day 2	02/23/11	Hembree Park
Focus Area Workshop(Charette) Day 3	02/24/11	Hembree Park
CPAC Meeting #10	03/07/11	Community Development Conference Room
Community Meeting: Open House	03/12/11	Roswell City Hall
CPAC Meeting #11	03/17/11	Community Development Conference Room
CPAC Meeting #12	03/24/11	Community Development Conference Room
Community Meeting	04/27/11	East Roswell Park
CPAC Meeting #13	05/10/11	City Hall
Work Session: Planning Commission	05/17/11	Council Chambers
Work Session: City Council and Mayor	06/13/11	Council Chambers
Public Hearing #2: Planning Commission Community Agenda (Recommendations)	06/21/11	Council Chambers
Public Hearing #3: City Council and Mayor Transmit Community Agenda	07/11/11	Council Chambers
ADOPTION: PH #3 + 60 days	10/2011	City Hall

Table 5. Meeting Schedule

2030 Comprehensive Plan – Community Outreach

What we did to reach the citizens and business community of the City of Roswell.



1. Community meetings:
 - a. November 3, 2010 – Wednesday evening (6:30pm -8:30pm)
 - b. January 19, 2011 – Wednesday evening (6:30pm -8:30pm)
 - c. January 27, 2011 – Thursday evening (6:30pm -8:30pm)
 - d. Focus workshop – February 22-24, 2011 – Tuesday (day and evening), Wednesday (evening only) and Thursday (day and evening)
 - e. March 12, 2011 – Saturday morning (9:00am – 12:00pm)
 - f. April 27, 2011 – Wednesday evening (6:30pm -8:30pm)



2. Meeting-in-a-box comments returned to City:
 - a. Brookfield West HOA meeting
 - b. Magnolia's Neighborhood meeting
 - c. Mill Street Park Condos
 - d. Historic Roswell Alliance
 - e. Randall Paulson Architects
 - f. Martin's Landing Neighbors
 - g. Arbor Creek HOA
 - h. Shadowood Court
3. Homeowners Association (HOA) meetings in which City staff attended and/or received comments:
 - a. Brookfield West HOA
 - b. Barrington Farms HOA
 - c. Southshore – Martins Landing neighborhood meeting
 - d. Martin's Landing board



4. Civic organization meetings in which City staff attended and received comments:
 - a. Keep Roswell Beautiful
 - b. Sombery Breakfast
 - c. Cultural Arts Board
 - d. Mill Village Group
 - e. Roswell Rotary meeting
 - f. Groveway meeting
 - g. Historic Roswell Convention and Visitor's Bureau meeting
 - h. Historic Roswell Alliance meeting
5. Alive After 5: October 21, 2010 – City staff passed out flyers and showed maps regarding the comprehensive plan. This is a City event held along Canton Street on the third Thursday of the month from April to October from 5-9 p.m. with music, food, and shopping.

6. Flyers with the meeting date schedule were placed in approximately 500 bags for the runners from the 5K race held on October 9, 2010, prior to the Youth Day parade.
7. Flyers with the meeting date schedule were located at Roswell Area Park, East Roswell Park and Hembree Park, as well as in the different departments at City Hall.
8. The City of Roswell website had its own page throughout the process which included an online email sign-up for emails regarding meetings and updated information regarding the comprehensive plan. Also, a comment card was located on the site, and the City received comments via the internet regarding the comprehensive plan. The email sign up list included 150 names and emails. Each time a meeting came up or there was new info, an email was sent out to all who had signed up online.
9. A video was produced by City staff with members of the Comprehensive Plan Advisory Committee in the video. This was shot at different locations around the City. The video was shown at the meetings and was placed on the website for view.
10. City staff ran an “Imagine Roswell 2030” contest for students in grades 1-12. Twenty-nine projects were submitted, including drawings, posters, essays and multi-media. The students were recognized by the City of Roswell Mayor and City Council at the February 14, 2011 meeting, and were treated to a reception before the meeting. Chick-fil-A donated the food for the reception. Local businesses Andretti Indoor Karting and Games, Aurora Cineplex, Zaxby’s, Roswell Brunswick Zone, and the City of Roswell Recreation and Parks Department donated prizes.
11. The comprehensive plan email updates regarding meetings could be found on the City’s Facebook page with 2400 followers and on Twitter with 842 followers.
12. WSB-TV Channel 2 ran a story regarding the Imagine Roswell 2030 Comprehensive Plan, and WXIA-TV Channel 11 ran a story on the children’s “Imagine Roswell” contest.
13. Information regarding meetings and general info regarding the plan were written up in several newspaper articles in the Atlanta Journal-Constitution, Roswell Neighbor, the Roswell Current, The Revue and News, and the Roswell Patch (an online newspaper).



14. E-blasts were sent out to 4,700 email addresses from the Community Relations office regarding community meetings through the Roswell Connections email.
15. An informational write-up on the comprehensive plan was sent out via an electronic business newsletter to 4,000 addresses at the beginning and towards the end of the process. The newsletter at the beginning gave the meeting date schedule and explained how to get involved. The newsletter towards the end indicated the meetings, kids contest and the status of the plan and the final steps of the process.



Mayor and City Council members with student participants of the "Imagine Roswell 2030" contest



APPENDICES

- Appendix A: Urban Redevelopment Plan
- Appendix B – ARC Green Communities Checklist
- Appendix C – Capital Improvements Element: FY11-12 to FY15-16
- Appendix D – Impact Fee Fund Financial Report Information



A

APPENDIX A:

Urban Redevelopment Plan



URBAN REDEVELOPMENT PLAN

DRAFT

JANUARY 26, 2010

Resolution of Support

Introduction

The City of Roswell Urban Redevelopment Plan, as authorized by O.C.G.A. sec. 36-61-1 et. seq., is intended to address areas in the City's aging commercial core that are in need of redevelopment. The area in question centers on census block groups with the highest percentage of poverty in North Fulton County. Once a thriving retail district, it is now plagued by disinvestment, aging housing and commercial structures, obsolete building uses, and other indicators of blight. The City of Roswell will apply for an Opportunity Zone designation to be coterminous with this Urban Redevelopment Area.

Consistency with General Plan

The Urban Redevelopment Plan is consistent with the City's current Comprehensive Plan. The City of Roswell is gearing up for a major Comprehensive Plan update in 2010 to be finalized in 2011. This will be the first major update using the new State planning standards, which includes character areas for the City. The Urban Redevelopment Plan is written to be included as one of those character areas.

The Vickery Creek National Recreation Area is near the center of the Urban Redevelopment Area; however, there is no intention to change the zoning or use of any parkland (City or Federal). Rather, they are included in the plan because the City's historic center is anchored by this area, and as such, these important resources must be considered when undertaking redevelopment projects and infrastructure improvements.

Additionally, there are residential areas included in the plan. Some of these neighborhoods are in transition and their inclusion reflects the redevelopment potential of such areas as targets for future mixed use, mixed income, workforce housing and lifelong housing development. Other more established neighborhoods exist in the city center and are part of or adjacent to the downtown historic district. Depending on the proximity to existing commercial uses, these homes may be appropriately converted to office and retail uses or as live-work space. Their inclusion is intended to provide appropriate treatment of sensitive properties.

In addition to the Comprehensive Plan, several other planning studies impact the Urban Redevelopment Area. Among these plans are the Midtown Roswell Livable Centers Initiative, Atlanta Street and Town Square Livable Centers Initiative, Town Square Charrette, Groveway Community Charrette, Holcomb Bridge Road East Revitalization Study, Mimosa Boulevard Report, Mansell Road Extension Public Participation Meeting, Northwest Quadrant Economic Development Analysis, and the Transportation Master Plan.

Boundaries of the Urban Redevelopment Area

The Urban Redevelopment Area follows the most commercial corridors with the most redevelopment needs in the City. It is bounded by the intersection of West Crossville Road and Crabapple Road to the West, Old Roswell Road and Hembree Park Drive to the North, Holcomb Bridge Road (SR 9) and Terramont Drive to the East and Atlanta Street

and Riverside Drive and Azalea Drive to the South at the Chattahoochee River. Please see the map at Attachment 1 for details.

Conditions Assessment

The Roswell Urban Redevelopment Area can be described as an older suburban retail district and historic downtown. As is the case in many redevelopment areas, many of the properties are slum or blighted. Significant disinvestment, decay and obsolescence exist, especially along the commercial strip corridors that anchor this area.

The Georgia Urban Redevelopment Law (O.C.G.A. 36-61-1 et. seq.) defines a redevelopment area as “a slum area which the local governing body designates as appropriate for an urban redevelopment project.”

A slum area is defined in the law as an area in which there is a predominance of buildings or improvements, whether residential or nonresidential, which by reason of:

- Dilapidation, deterioration, age, or obsolescence;
- Inadequate provision of ventilation, light air sanitation, or open spaces;
- High density of population and overcrowding;
- Existence of conditions which endanger life or property by fire and other causes, or;
- Any combination of such factors,

is conducive to ill health, transmission of disease, infant mortality, juvenile delinquency, or crime and is detrimental to the public health, safety, morals or welfare.

Slum area also means an area which by reason of:

- The presence of a substantial number of slum, deteriorated, or deteriorating structures;
 - Predominance of defective or inadequate street layout;
 - Faulty lot layout in relation to size, adequacy, accessibility or usefulness;
 - Unsanitary or unsafe conditions;
 - Deterioration of site or other improvements;
 - Tax or special assessment delinquency exceeding the fair market value of the land;
 - The existence of conditions which endanger life or property by fire and other causes;
 - Having development impaired by an airport and related transportation noise or by related environmental factors; or
 - Any combination of such factors,
- substantially impairs or arrests the sound growth of a municipality or county, retards the provisions of housing accommodations, or constitutes an economic or social liability and is a menace to public health, safety, morals and welfare in its present condition and use.

Roswell contains the most significant pockets of poverty in the North Fulton area as shown on the map of 15 percent poverty block groups in Attachment 2. These are the only such block groups in Fulton County north of the Chattahoochee River, and the only

ones within a six-mile radius in any direction. In addition, two block groups are also CDBG target neighborhoods in which over 51 percent of residents have low-to moderate-income. (See map at Attachment 3). Single-family neighborhoods and multi-family dwelling units in these segments have numerous code enforcement and structural issues.

"I whole-heartedly support the establishment of an Opportunity Zone in Roswell. The area identified for the zone contains neighborhoods with the highest crime rates in Roswell. Many of the people living in these areas are unemployed or under-employed, and the abandoned buildings in the area serve as a gathering point for drug use and gang activity. Unless the City is able to reclaim these areas, the problems of crime, drug use and gang activity will only grow."-- Roswell Chief of Police Ed Williams

**Roswell Police Department – Apartment Activity for 2008
Complexes in the URA out of the total 25 complexes reported**

Complex	Number of Units	# of Calls for Service	Ranking	# of Index Crimes	Ranking
Aspen Pointe	296	366	3	33	2
Centennial Ridge	664	446	18	27	19
Concepts 21	304	558	1	46	1
Eagles Crest	200	186	9	14	13
Grande Oaks	270	108	23	12	18
Greenhouse	236	258	6	17	10
King's Bridge	312	447	2	34	3
Riverwood	340	287	15	31	7
Roswell Creek	498	613	4	46	6
Orion at Roswell Village	668	519	17	42	15
Wood Creek	340	290	14	35	4
The Crossings at Woodbridge	268	309	5	26	5

* Traffic Stops that referenced the above complexes were removed.

**Index Crimes: Rape, Robbery, Murder, Aggravated Assault, Burglary, Theft (includes Larceny and Entering Auto), Motor Vehicle Theft, and Arson.

*Calls for Service: All activity handled by the Roswell Police Department, including criminal activity, traffic/roadway situations, disturbance calls and primarily requests for information or services.

Major growth in the City of Roswell occurred during the 1970s, concentrated along State Route 9. The opening of GA 400 in the early 1980s precipitated the spread of development into the area during the 1980s and 1990s. Today at the crossroads of the Urban Redevelopment Area, Holcomb Bridge Rd/Crossville Rd (Hwy 140/92) and Alpharetta Highway (Hwy 9), the prevailing characteristics are half-empty shopping centers and high traffic volumes.



Several factors contribute to the decline in Roswell's commercial corridors. Once a regional shopping destination, Roswell has seen its retail capacity overtake demand. This trend was documented as early as 2003 in the City's Redevelopment Strategy, which reported an average 60 square feet of retail space per capita. At that time, the national average of retail space per person in shopping centers was 20 square feet according to statistics published by the National Research Bureau Shopping Center Database. In addition to finding that Roswell has too much retail space, the report also found that relative to surrounding areas, average retail rents are lower, retail structures are in need of updating, and the limited lifespan of big box retail stores and deliberate vacancies hurt neighboring retail and contribute to blight. The following section describes the slum and blighting conditions of the Roswell Urban Redevelopment Area with attention to individual segments.

Georgia 400 and Holcomb Bridge Road:

The GA 400 and Holcomb Bridge Road segment includes areas that were studied in the Holcomb Bridge East Revitalization Study in 2005 (GA 400/Old Alabama Node) and the Northwest Quadrant Economic Analysis in 2007 (Northwest of Georgia 400 and Holcomb Bridge Road). It is important to note that the conditions observed in these studies preceded the economic recession that is still in effect as of the date of this plan. Retail and housing markets continued to decline since the analysis was completed. The current recession has caused dramatic downturns.

Predominately a commercial area, the residential offerings in this segment are low- to moderate-income and primarily multi-family. Apartment complexes in this area include King's Bridge at Old Alabama Road and Raintree Drive, Roswell Creek at Holcomb Bridge Road and Warsaw Road and Concepts 21 at Old Holcomb Bridge Road. These complexes are notorious for their vacancy rates, code violations and crime statistics. The area also includes single family, townhome and duplex neighborhoods that vary in price, size and condition with those subdivisions closest to the corridor being on the lower end.

Georgia State Road 400 and Old Alabama Node

The GA 400/Old Alabama Node is the commercial and office activity center that extends along Holcomb Bridge Road for approximately one mile from the GA 400 interchange to (and slightly beyond) Holcomb Woods Parkway. The area identified as the 400/Old Alabama Node also extends along approximately two miles of the frontage of Georgia 400.



Holcomb Bridge Road westbound about 1 mile east of GA 400

The eastern part of Holcomb Bridge Road that was the subject of the Holcomb Bridge East study is a five-lane state highway linking roads to the southeast—Peachtree Industrial Boulevard, Buford Highway, I-85—with GA 400 and Alpharetta Highway to the northwest. Although a significant portion of the traffic on this corridor by-passes most of the corridor area as it heads to and from the office and retail concentrations farther to the north along Mansell and Haynes Bridge Roads and along GA 400, the roadway's high traffic volume and the presence of large residential areas nearby spurred the development of large strip-style commercial centers along the corridor. However, as the suburbs of Atlanta have pushed further north, newer commercial centers such as North Point Mall, The Avenue at East Cobb and the Forum on Peachtree Parkway have drawn shoppers away from Holcomb Bridge Road and led to the continuing and rapid decline of older commercial centers along the corridor. Current economic conditions have accelerated this decline.



Former Drexel Heritage store, vacant over 5 years

Beverly Hall nearby, vacated in 2009

Despite the variety of housing types and commercial shopping opportunities in the corridor there is little connectivity between the neighborhoods and retail outlets. Although most shopping centers and other commercial and office developments have sidewalks along their roadway frontage, these centers are not well integrated with nearby residential, employment, educational or civic uses. The residential developments along the corridor also lack roadway connectivity with other residential areas and the commercial centers. The current lack of connectivity between the retail, office, and civic uses and the residential areas of the corridor has contributed in part to the decline of the retail environment and is a key factor in the traffic congestion experienced throughout the corridor.

The 400/Old Alabama Node is recognized as a location for corporate and professional offices as well as for large retailers. Major corporations, such as Kimberly -Clark, have made long-term commitments to office properties in this location, which has strong assets of accessibility to the transportation system and a highly educated workforce.

The two largest existing commercial centers, King's Market and Holcomb Woods Center, have experienced significant amounts of vacancy in recent years. King's Market experienced a significant tenant loss when Home Depot moved from its present location to a site on Holcomb Woods Parkway that was a Wal-Mart site. The long term prospects of both of these centers are uncertain due to their aging infrastructure and the general design of the centers, which has become outdated in comparison with contemporary high-end retail environments. Since the analysis was issued, ownership of King's Market has changed, which may assist in the revitalization of the center.



Former Comp USA at King's Market



Former Home Depot at King's Market

Secondary to retail commercial in the 400/Old Alabama Node is professional office use. Based on market surveys, there are approximately 600,000 square feet of office space in the area currently, not including the Kimberly-Clark corporate campus. Due to location advantages such as immediate access to SR400, there is great potential for additional future office redevelopment.

The multi-family apartment buildings in this section of the redevelopment area are older properties. Conditions of slum and blight are presented below.

Conditions at King's Bridge Apartments



Water and mold in a vacant unit



Faulty wiring



Debris, shearing under pad, rotten door



Broken window and rotting sill

In addition to the conditions in the pictures above, there are dangerous decks with posts that are not anchored in the ground or pads below, water leaks into walls, debris and trash in the property and in the pond, and significant drainage problems that have lead to severe erosion. These issues were identified in a code enforcement sweep in February of 2008, which was re-inspected in 2009. The new owners have been bringing the property into compliance. However, the vacancy rate still hovers at around 50 percent, and the complex ranks 2nd only to Concepts 21 out of the 25 complexes listed in the city's 2008 crime statistics.

Northwest Quadrant of Georgia SR 400

The Georgia State Road 400 and Holcomb Bridge Road interchange is one of the most congested and challenging in the City of Roswell, so much so that SR 400 has become a dividing line between East and West, which many residents do not dare to cross. Fears of density, intense uses, and increased traffic have become barriers to redeveloping the node around this interchange.

In the Northwest Quadrant Economic Analysis conducted in 2007, the area was divided into three zones for analysis:

- The commercial frontage on Holcomb Bridge Road, totaling 28 acres (Zone 1)
- The apartment sites behind the commercial frontage, totaling 115 acres (Zone 2)
- The existing townhome development (Holcomb Crossing), totaling 33 acres (Zone 3)
- The total acreage of the study area is 176 acres.

An analysis of sales in 2007 indicated that the value of the commercial frontage was approximately \$1.5 million an acre, the value of the apartment acreage is \$800,000 per acre and the value of the townhome acreage is \$1,045,000 per acre, for a blended, weighted average of \$983,000 across the total site at the time. This analysis was written before the current economic recession.

- **Population growth is stagnant**-After significant growth from 1990 to 2000, the population growth of the area slowed to 3.6%. It is projected to grow 0.2% over the next five years.

- **The area is ethnically diverse**-54.9% of the study Northwest Quadrant is non-white and 52.3% identify themselves as Hispanic or Latino.
- **Educational attainment is modest**-Almost half of the population in the Northwest Quadrant lacks an education above the high school level.
- **Incomes are modest**-The median household income is \$47,669, just over half the median household income in the City of Roswell or North Fulton County.
- **The housing stock is multifamily, rental and of lower average value than the surrounding areas**– All of the housing in the study area is either multifamily or 1-unit attached (townhomes) and 87.4% of housing is renter-occupied. The median value of a home in the study area, \$101,064, is approximately one-third of the median home values in the City of Roswell and North Fulton County.

Conditions at Roswell Creek Apartments

Roswell Creek is a large property with 498 units. This complex has changed ownership and management several times during its existence. During recent flooding, units were vacated from a flooded building that was situated within a stream buffer with erosion issues. Roswell Creek was ranked 4th in the 2008 city crime statistics. The day these photos were taken, shards of tempered auto glass in a parking space indicated that there had been a recent car break-in.



Erosion caused by flooding



Graffiti is a common sight



Litter not cleaned up on property



Dumpster violations

Conditions at Concepts 21 Apartments



Old Holcomb Bridge Road graffiti



Damaged siding

As mentioned earlier, Concepts 21 is at the top of the list for number of police calls in 2008. This complex is situated between an extended stay motel and a La Quinta Inn, and is directly behind a Red Lobster restaurant that fronts Holcomb Bridge Road. The wall above is a noise barrier for SR 400 at the entrance to the property.

Residential Neighborhoods: Liberty Square and Holcomb's Crossing Townhomes

Apartments, hotels and commercial uses predominate in the Northwest quadrant. Homeownership is limited to one single family neighborhood, a townhome community and scattered single family and attached units, including a Habitat for Humanity constructed triplex. Because of the rise in abandoned and foreclosed properties in these

two neighborhoods, the City chose these properties as the Neighborhood Stabilization Program target area in order to preserve workforce housing opportunities in the City.

Conditions at Liberty Square

Liberty Square is the only single-family subdivision in the Northwest quadrant. Properties in this neighborhood suffer from a lack of maintenance, and the subdivision has one of the highest rates of code enforcement actions.



Graffiti in Liberty Square



Foreclosure for sale



Broken basement window, vines removed



Debris in yards and lack of maintenance is common

Holcomb's Crossing Conditions

For the most part, the Holcomb's Crossing neighborhood is well maintained by a management company; however, the foreclosure crisis is taking its toll on the funds the management company has available to continue its level of maintenance. Evidence of this new trend can be seen in the appearance of gang-related graffiti in the neighborhood.



Market rate sale



Foreclosure next door



Gang graffiti in Holcomb's Crossing neighborhood

Midtown Roswell

State Highway 9 (Alpharetta Highway) is the commercial spine of Midtown Roswell. The extent of this area spans Highway 9 from the north at Mansell Road and terminates at Norcross Street to the south. The intersection of Highway 9 and Holcomb Bridge Road is the hub of Roswell's central business district. Traffic conditions have necessitated the use of red-light cameras both at this intersection and at Highway 9 and Mansell Road. The aging commercial corridor is cluttered with the visual blight of overhead power lines, billboards, signage and lack of vegetative screening.



Intersection Alpharetta Hwy and Holcomb Bridge Road

On the northwest corner of the Highway 9 and Holcomb Bridge Road intersection the Roswell Town Center Mall shopping center sits without its former anchor stores, in a sea of empty parking. At the Roswell Village Shopping Center on the southeast corner, conditions are much the same. Lower-end retailers like dollar stores and discount

clothing stores have opened for business as older, more established stores such as Publix and Eckerd's have closed.



Roswell Town Center

North of Holcomb Bridge Road on Highway 9 is heavily commercial with the same visual bight that plagues the intersection. Many vacancies exist on this stretch in both shopping centers and freestanding locations.



Hwy 9 north of Holcomb Bridge Rd.

To the south of the Highway 9 and Holcomb Bridge road intersection, the corridor is characterized by aging commercial structures and older homes that are being used as office space. Many homes along Alpharetta Highway are over 50 years

old, but have been drastically modified such that they have little to no historic value. Vacancy rates are high on this stretch of highway. The franchise food establishments of the past have been replaced by fly-by-night business schemes, threatening the economic sustainability of the corridor.



Blighted Midtown Commercial Property



Alpharetta Street south of Holcomb Bridge Rd.



King's Creek shopping center on Alpharetta St.

Although there is a mixture of neighborhoods in the Midtown district, much of the housing stock is over 40 years old. Midtown includes a CDBG-target neighborhood where 63.7 percent of the residents have low to moderate incomes. Housing ranges from stable single-family neighborhoods, a converted loft development with surrounding newer townhomes, and some of the most crowded and blighted apartment dwellings in the city.



Frazier Street Apartments



CDBG funded Waterline installation in URA



CDBG-funded Traffic Calming in URA

Between Alpharetta Street and Warsaw Road lies a CDBG target neighborhood that is one of the more stable, single family neighborhoods in the Urban Redevelopment Area. Although there are a fair number of rental properties in this modest neighborhood, the homes are older and many do not have mortgages. This has kept the number of foreclosures to a minimum. Still the City finds code violations in this and other area neighborhoods at a higher level than the rest of Roswell.



A property in the Urban Redevelopment Area with code and maintenance issues.

In 2003, the City studied Midtown Roswell and compiled the results in the Midtown Roswell Redevelopment Plan. The plan was later grandfathered in to the LCI program, making it eligible for LCI program implementation funds. Subsequently, the City commissioned an economic analysis and redevelopment strategy by the Bleakly Advisory Group in 2007. The analysis covered the 205-acre Midtown Redevelopment Plan area and calculated the value of the commercial properties through the Midtown Roswell/Alpharetta Street corridor at \$979,122 per acre in 2007. Current economic conditions have significantly impacted these values.

The study found the following demographic trends:

- **Population growth is moderate**-After no real growth from 1990 to 2000, the population growth of the area increased to 9.8% from 2000 to 2006. It is projected to slow slightly to 6.2% over the next five years.
- **Area residents are older and not as ethnically diverse as the surrounding areas**-84.9% of the study area is white and 11.7% identify themselves as Hispanic or Latino. The median age in the study area is 49.1 and almost one-third of residents are over the age of 65.
- **Educational attainment is modest**-In the Midtown Roswell study area, one in four persons lacks a high school diploma.
- **Incomes are somewhat modest**-The median household income is \$65,948, approximately 25% lower than the median household income in the City of Roswell or North Fulton County.
- **The housing stock is largely owner-occupied single family attached and detached and of lower average value than the surrounding areas**-84.1% of the housing in the study area is one or two units (townhomes) and 77.9% of housing is owner-occupied. The median value of a home in the study area, \$241,892, is approximately ten to twenty percent lower than the median home values in the City of Roswell and North Fulton County.

Atlanta Street and Town Square LCI Study Area

The Roswell Town Square/Atlanta Street Corridor study area encompassed approximately 625 acres along a 1.5 mile stretch of Atlanta Street between the Chattahoochee River to the south and Norcross Street to the north. The study area included historic downtown Roswell including Town Square, Mimosa Boulevard, Canton Street and the area around Oak Street that is also within a separate study area called the Grove Way Community.

Due to the dual nature of Atlanta Street, which serves as both a heavily traveled regional commuter route and a local roadway connecting the City of Roswell to its historic and cultural assets, the corridor presents unique redevelopment challenges. Regional growth has resulted in significant peak-hour traffic congestion, while safety is a concern at all times along Atlanta Street for automobiles and pedestrians alike. The potential to increase capacity and improve connectivity is hampered by the study area's scenic, undulating topography and the limited number of river crossings on a regional level. The unique historic character has been eroded by commuter traffic impacts and auto-oriented, disjointed, and often incompatible land uses that have developed along the corridor. Historic antebellum homes, residential subdivisions, strip retail centers, and underutilized industrial areas are located virtually side by side, with limited pedestrian connections and without a cohesive vision or relation to the area's historic character.

The Atlanta Street/Town Square LCI Study made the following key findings:

- The balance between jobs and housing in Roswell, as well as the study area, is healthy, creating the opportunity for a community where residents can both live and work.
- Employment within the City is spread among various moderate-pay economic sectors led by retail, accommodation, and food service jobs, which together make up 28% of all total jobs

within the city. This compares to 16% of the total jobs in these sectors in the overall Atlanta MSA.

- Within the study area, however, these jobs make up only 8% of overall employment. The study area is weighted heavily toward government jobs (43%), with a secondary focus on business and legal service jobs (11%). These sectors comprise 13% and 17% respectively of the Atlanta MSA. This may signify an opportunity to continue to expand these higher-paying, white-collar sectors, which can tend to locate in and enhance urbane, mixed-use settings.
- The demographic composition of the study area's households is slightly older, less affluent, and comprised of more one- and two- person households than the city as a whole. This may point to an opportunity to develop more residential units that cater to smaller household sizes and more moderate price points, those that often fit into a walkable mixed-use format.
- The performance of existing residential units in the local area has been mixed. The current slowdown in for-sale housing has impacted the area somewhat, but the unique nature of the corridor, including the historical and environmental assets, should allow for the addition of successful residential products in the future. While the apartment market continues to thrive and rental market opportunities may present themselves, there tends to be a local preference for owner-occupied housing.
- The market conditions for commercial land uses in the area appear healthy. The newest or most recently renovated spaces appear to outperform the more out-dated space.
- The study area has fewer families and its residents are older than Roswell citywide, Fulton County, North Fulton and Metro-Atlanta.
- Providing housing options for mature couples already residing in the study area and for those aging in place throughout North Fulton will be an increasingly important opportunity for the City, particularly in the study area. These options could include smaller-lot detached products, townhouses, age-targeted quads, and potential condo flats.

Historic Downtown

Downtown Roswell extends from the town square at Atlanta Street (SR 9) and Marietta Highway (SR 120) to Norcross Street and the Canton Street shopping area (Uptown) and east to an emerging shopping district on Oak Street known as SoCa (South of Canton). The Roswell National Register Historic District surrounds the square, and three City-owned historic house museums are individually listed on the National Register of Historic Places.

Town Square Conditions

The Roswell town square is the historic focal point of the City, and is surrounded by the City's most historic resources including the site of the 1854 mill ruins and machine shop, Barrington Hall, and Bulloch Hall. The square itself uniquely follows a traditional New England-style square pattern, rather than the more Southern courthouse square.



Roswell Town Square



Historic shops across from square



This Atlanta St. property was recently purchased by a business, but later collapsed.

The square is surrounded by businesses, most of which serve neighborhood needs. There is far less retail in this area than uptown on Canton Street, which is more of a shopping destination. East of the Square, the Mill Village includes one of the first apartment buildings ever built for mill workers, and residential architecture not usually seen in the South.

On the western perimeter of the square lies the City's original Main Street, Mimosa Boulevard, featuring high-style historic homes and churches rich in U.S. and Civil War history. While some homes have been adapted as event or office space, others remain residences.



Mimosa Blvd. Residence



Roswell Presbyterian Church circa 1839

There are redevelopment opportunities along Mimosa Boulevard. One is Magnolia Hall Apartments. These apartments are outdated and somewhat obsolete in terms of the size and condition. Like many of Roswell's older downtown multifamily dwellings, the complex is too small to be counted on the police crime ranking report; however, according to Police Department staff, Magnolia Hall has frequent police calls.

Also pictured below is Crossroads Second Chance North, the alternative discipline school for students in the North Fulton area. The program serves 9 out of the 12 school clusters in the Fulton County district. Crossroads is a place where students who have been expelled from their home school can attend middle or high school in a structured environment.



Magnolia Hall Apartments on Mimosa Blvd



Crossroads Second Chance School on Mimosa Blvd

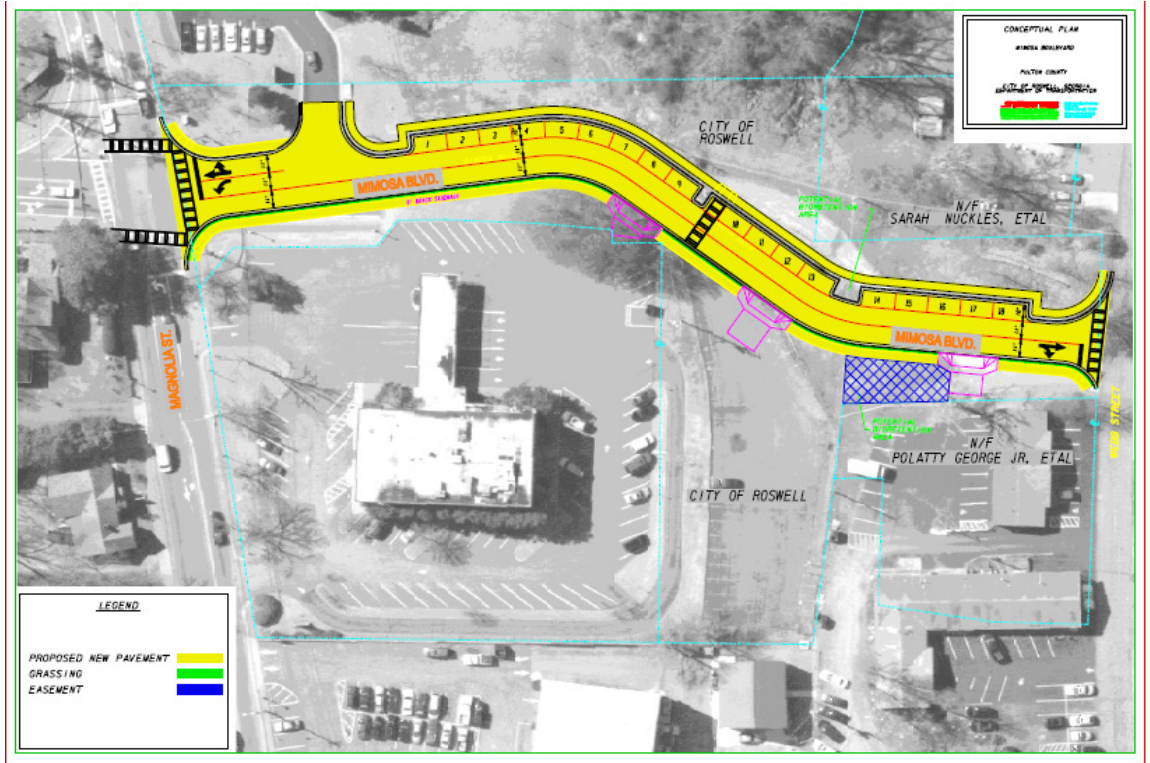
Other redevelopment opportunities exist on the north end of Mimosa Boulevard where the City recently extended the road to Webb Street to create a connection to the Canton Street shopping district and to provide access to 43 new parking spaces. Existing shops on Webb Street suffer from a lack of visibility. Foot traffic created by the new adjacent parking spaces is expected to increase interest in these stores. Hopefully this will lead to interest in the depressed neighborhood that is further down Webb Street. The residences on Webb Street are mainly substandard units with little to no maintenance. An abatement

strategy developed for the area in 2003 resulted in the demolition of two dilapidated houses.



Two substandard Webb Street homes

Mimosa Street Extension Plan



Atlanta Street to the Municipal Complex

The stretch of Atlanta Street between Sloan Street and Hill Street is characterized by aging commercial structures with a number of chronic vacancies. The corridor is further blighted by unsightly overhead power lines that are anchored into narrow, broken sidewalks making them unsafe for foot travel.



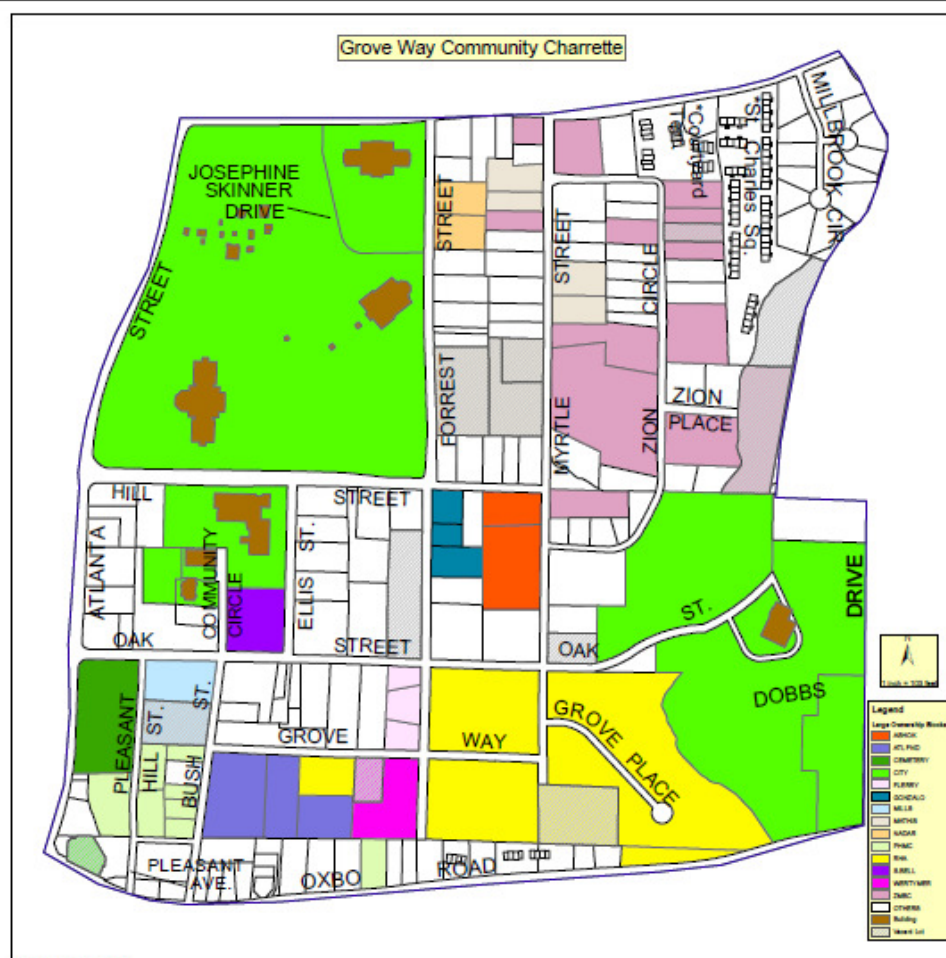
Atlanta Street between the square and City Hall – Maple St. is targeted for street connection improvements.

Boarded up apartment building at Oxbo Rd. and Hwy 9



Southbound Atlanta St across from City Hall

Grove Way Community



Within the Grove Way Community are 108 units of public housing, including senior housing, operated and maintained by the Roswell Housing Authority. The area is also home to the North Fulton Human Services Center. This facility houses the Child Development Association of North Fulton, Housing Initiative of North Fulton, Groveway Community Group, Ebenezer Church of God, and Families First counseling services. Roswell's first city park facility, Waller Park and Recreation Center, is at the end of Oak Street. Services provided here include a YMCA after school program for the neighborhood's economically disadvantaged youth.



Roswell Housing Authority Units



North Fulton Human Services Center is under renovation.



Waller Park Recreation Center



Waller Park Multi-Purpose Room



Pleasant Hill St. Home



SOCA Shopping Center

The Atlanta Street/Town Square LCI study noted the Oak Street area as a pocket of poverty that has not benefited from new development and is ripe for reconfiguration as evidenced by much older and somewhat dilapidated current housing. Some commercial-retail redevelopment activity has occurred on Oak Street with the renovation of a shopping center, renamed SOCA (South of Canton). It is hoped that with more public investment and new incentives, more commercial redevelopment will occur.



Oak Street



Grove Way

River Approach

Transportation safety is of utmost concern in the redevelopment of this segment of SR 9. As cars cross the Chattahoochee River heading north into Roswell, a reversible lane begins, causing confusion and congestion.



Used car lots spring up in parking lots on Atlanta St.



Roswell's southern gateway at the Chattahoochee River



Reversible lane on Atlanta St. into Roswell

Plans are underway on this major gateway into Roswell for street improvements including bicycle and pedestrian facilities. The Transportation department is gearing up to start a bridge improvement project at the Chattahoochee River. The project includes bike lanes and sidewalks for safe pedestrian crossing. Along the section of Atlanta Street above, the reversible lane will be removed. New bus shelters and benches are also being planned in cooperation with MARTA.

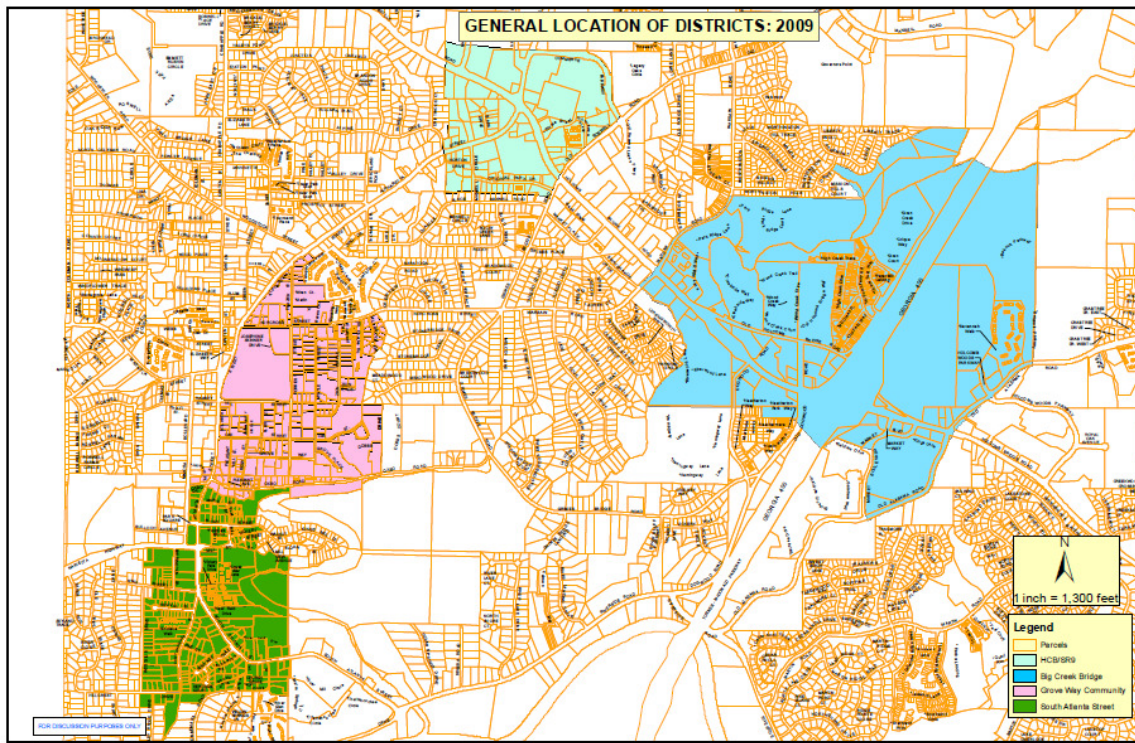
Land Use Objectives

The Roswell Urban Redevelopment Area is composed of every land use category in the city. The area also includes properties in each of the City's five design districts. As mentioned earlier, the Urban Redevelopment Area is intended to be included as a character area in the 2011 major Comprehensive Plan Update.

The first objective is to incentivize redevelopment in commercial areas by providing enhanced job tax credits through the Opportunity Zone Job Tax Credits. This is consistent with the planning studies from which form the basis of the Urban Redevelopment Plan. Other land use objectives are to improve workforce housing, increase lifelong communities, build on the existing transportation network in the Urban Redevelopment Area with better connections and multiple modes of transportation. The transportation system is the skeleton and the land use is the flesh of the Urban Redevelopment Plan.

Potential Tax Allocation Districts

Four major nodes within this Urban Redevelopment Plan have been identified as potential Tax Allocation Districts. The City will hold a referendum to approve use of the City's redevelopment powers as authorized through local legislation in 2009 authorized by O.C.G.A 36-44-01 et. seq. Once the measure is approved and projects develop, the Urban Redevelopment Plan may be revisited to reconcile redevelopment project needs with the plan elements.



State Road 400 and Holcomb Bridge Road

Conditions in this area are detailed in the Holcomb Bridge East Revitalization Study and the Northwest Quadrant Economic Development Analysis. These analyses will be reviewed and updated as redevelopment possibilities emerge along with the potential passage of a Tax Allocation District. The current public sentiment is that redevelopment of this area is not viable until the completion of major interchange improvements or additional roads to divert traffic. The City is currently formulating plans for road connections and traffic management to alleviate conditions at this interchange in cooperation with Georgia DOT.

“An Opportunity Zone in Roswell will provide the incentive for additional GDOT funding for transportation projects in the city.” – Brandon Beach, GDOT board member and North Fulton Chamber of Commerce President.

East of State Road 400

The Holcomb Bridge East Revitalization Study made these observations about the node at Old Alabama at Holcomb Bridge Road:

- Retail and employment center for East Roswell.
- Current design is auto centric and lacks human scale and walkability found in newer retail centers.
- In the future this node should continue to serve as a community business center with major office and retail uses.
- Enhancements include appropriate mixed use configurations, design standards and transportation facilities to promote easy circulation within the area.

Current zoning in this segment is mostly office campus, office/professional, commercial and multi-family housing. More mixed-use zoning would be introduced in the redevelopment of this area to redevelop the glut of abandoned retail space in the area.

Holcomb Bridge East Revitalization Study Implementation Projects

- Streetscape and median project Holcomb Bridge Road from GA 400 to Old Alabama Rd and down Old Alabama.
- Provide supplemental overhead signage on Holcomb Bridge Road in advance of Old Alabama Road.
- Modify SR 400 SB off-ramp to provide dual left turn lanes
- Extend existing Westbound right turn lane at SR 400 NB on ramp to Market Boulevard
- Construct second free-flow lane from SR 400 NB off-ramp to Eastbound Holcomb Bridge Road to connect directly to Market Way
- Modify Market Boulevard and Market Way south of Holcomb Bridge Road to provide connection to the roadway network in conjunction with redevelopment.
- Modify Holcomb Bridge Road from Market Boulevard through Old Alabama Road:
 1. Continue third Eastbound through lane through Old Alabama Road intersection to remove lane drop at Eastbound dual left turn.
 2. Provide a second southbound right turn lane for the Old Alabama Road approach to Holcomb Bridge Road.
 3. Operate as a dual right turn movement with a protected signal phase. Install a 4' narrow median section along Old Alabama Road from Holcomb Bridge Road extending approximately 250' north to prevent left turning movements to/from the driveways located just north of Holcomb Bridge Road.
 4. Provide an additional Westbound through lane from east of Old Alabama Road to SR 400 (connect to Westbound right turn lane extended in five-year implementation plan).
- Implement pedestrian accommodations along the north side of Holcomb Bridge Road overpass of SR 400.
- Install pedestrian/bike multiuse trail grade separation of Holcomb Bridge Road between SR 400 and Market Boulevard. Provide connection to regional trail network.

- Revise zoning ordinance to include limited residential development in OCMS districts located within the study area, which are not adjacent to industrial districts.

Due West of Georgia 400 (Northwest Quadrant)

The Northwest Quadrant Economic Development Analysis determined that an economically viable redevelopment of some or all of the Northwest Quadrant will require an increase in allowable densities beyond what is permitted in current zoning or applying the Midtown Overlay District. The report further recommended creating a Regional Activity Center Planned Unit Development (PUD) or overlay zoning category that would allow for a flexible range of land uses within a potential residential unit limit or height restriction. A final recommendation was the creation of a Tax Allocation District for the area providing financial incentive to defray the cost of infrastructure and transportation improvement costs.

As a side note, the Northwest Quadrant is also in the City of Roswell's CDBG target area for low-to moderate-income residents. Additionally, the same area has been designated the City's recipient area for Neighborhood Stabilization Program funds because of the number of foreclosures and abandoned units.

Future Office and Light Industrial Redevelopment and Expansion

The segment of the Urban Redevelopment Area that is in the Northeast of the map extending from Old Roswell Road at Hembree Park Drive to the North side of Mansell Road and Alpharetta Highway is zoned primarily Light Industrial and Office Campus. The Cities of Roswell and Alpharetta, Georgia DOT and the North Fulton CID are working jointly on the Westside Parkway/Old Roswell Road realignment in order to better serve existing businesses and to lure new ones. New development is expected on a few remaining parcels adjacent to the large office/industrial parks in this area. Additionally, a campus of UPS is vacant and for sale on Mansell Road. The City hopes to encourage reinvestment in this corridor through provision of new road connections and improved intersections, Opportunity Zone tax credits, and continued regional collaboration.



Northfield Business Center



Since the beginning of 2009 until January 27, 2010, there have been 37 separate code enforcement cases in the Roswell Corners neighborhood.

Blighted Roswell Corners neighborhood across the street from Northfield Business Center



Mansell Road Strip Shopping Center

Midtown Roswell Corridor Improvements

The City is committed to the redevelopment of this important corridor as is evidenced by a redevelopment plan written in 2003 and grandfathered into the Livable Centers Initiative (LCI) program to receive funding. Another product of the study was the adoption of a zoning overlay for Midtown that includes design guidelines. Contract approval is underway for the Midtown Roswell streetscape project on Alpharetta Highway, which was the main recommendation of the study. Intersection improvements will be underway soon at Highway 9 and Holcomb Bridge Road using ARRA funding. In 2008, a public participation process was conducted to sensitively locate a street extension of Mansell Road that will relieve congestion at the intersection.



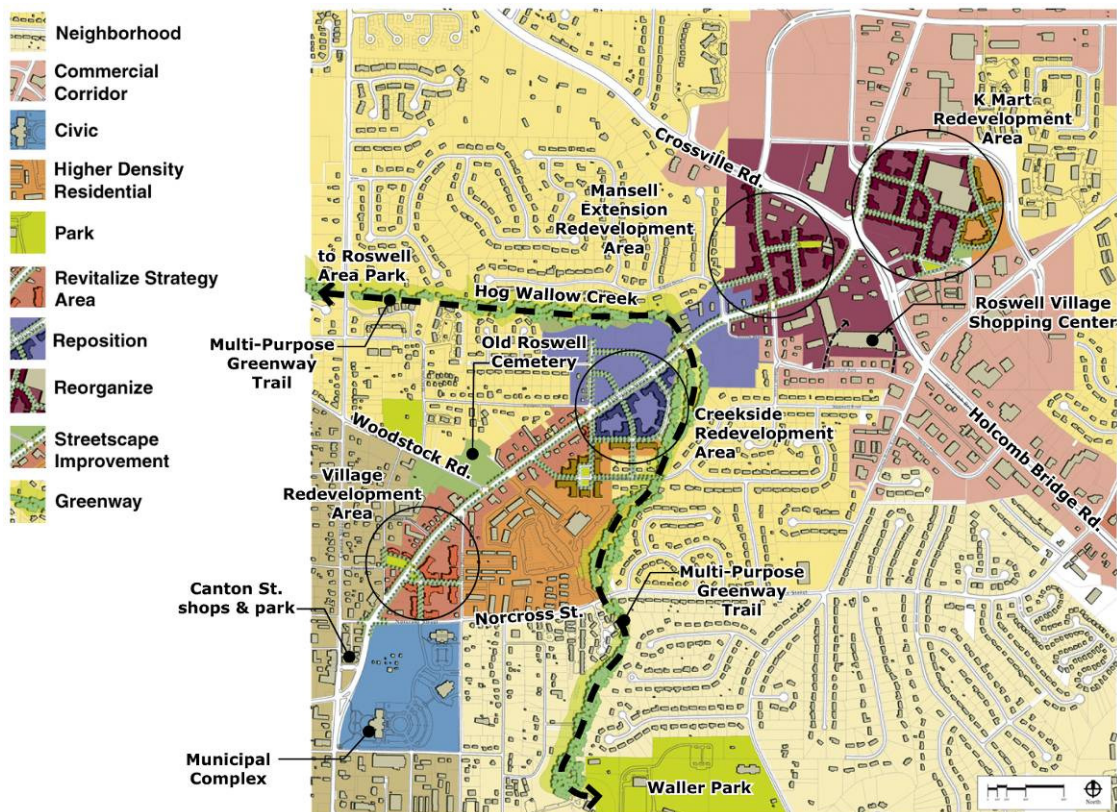
Existing Streetscape



Conceptual Improvements

Midtown Roswell Redevelopment Concept

In addition to streetscape and intersection improvements, the LCI Midtown Redevelopment Plan calls for redevelopment in four outdated, high-vacancy shopping centers as the map below illustrates. A zoning overlay was adopted as one of the plan recommendations. Intended to attract redevelopment to the corridor, the overlay and accompanying design guidelines have increased interest in Midtown redevelopment, but unfortunately activity has been spotty because of economic conditions and delays associated with the streetscape implementation.

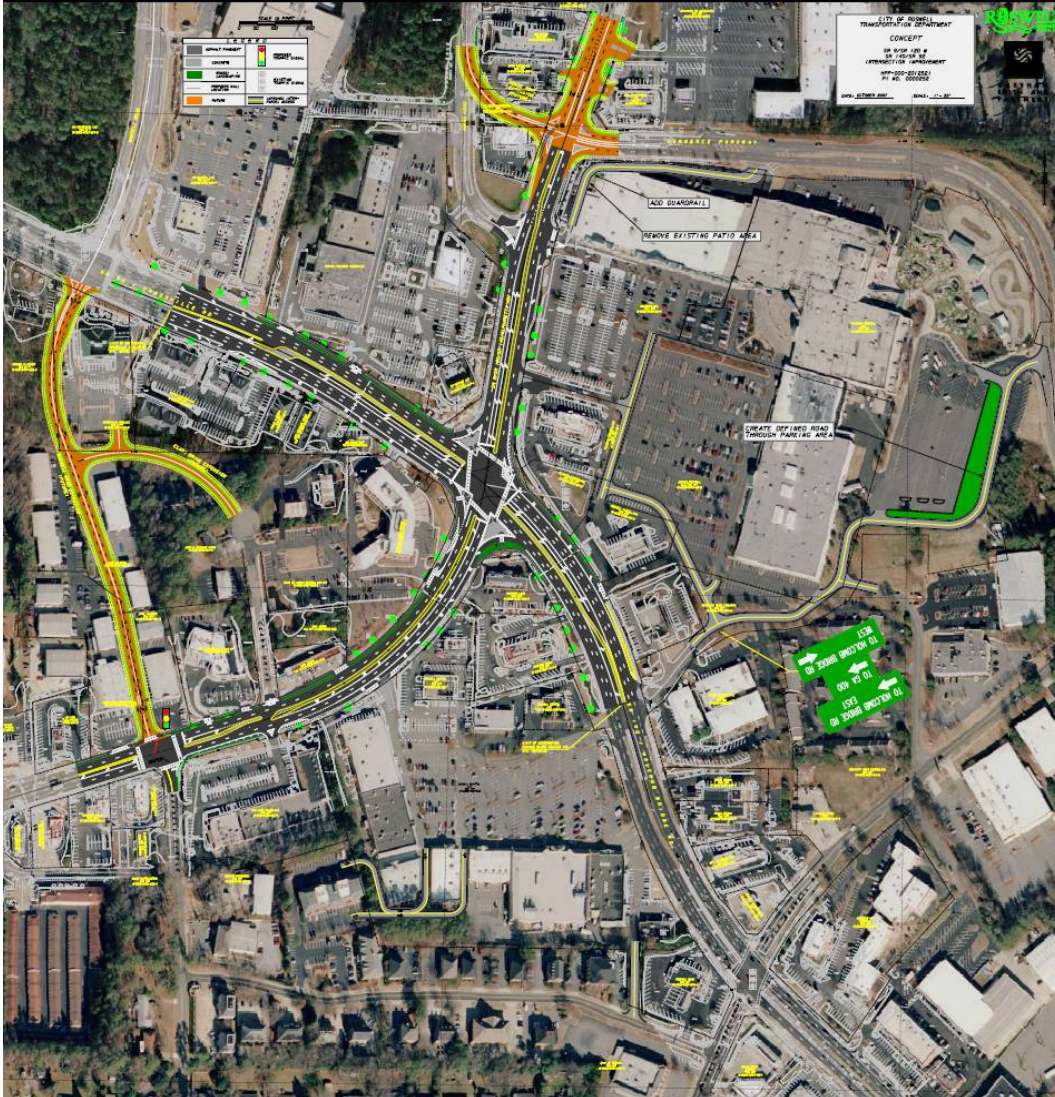




Redevelopment is starting to occur such as the renovation of this former motor lodge into new retail space.



Redeveloped shopping on Alpharetta St. -- Before and after



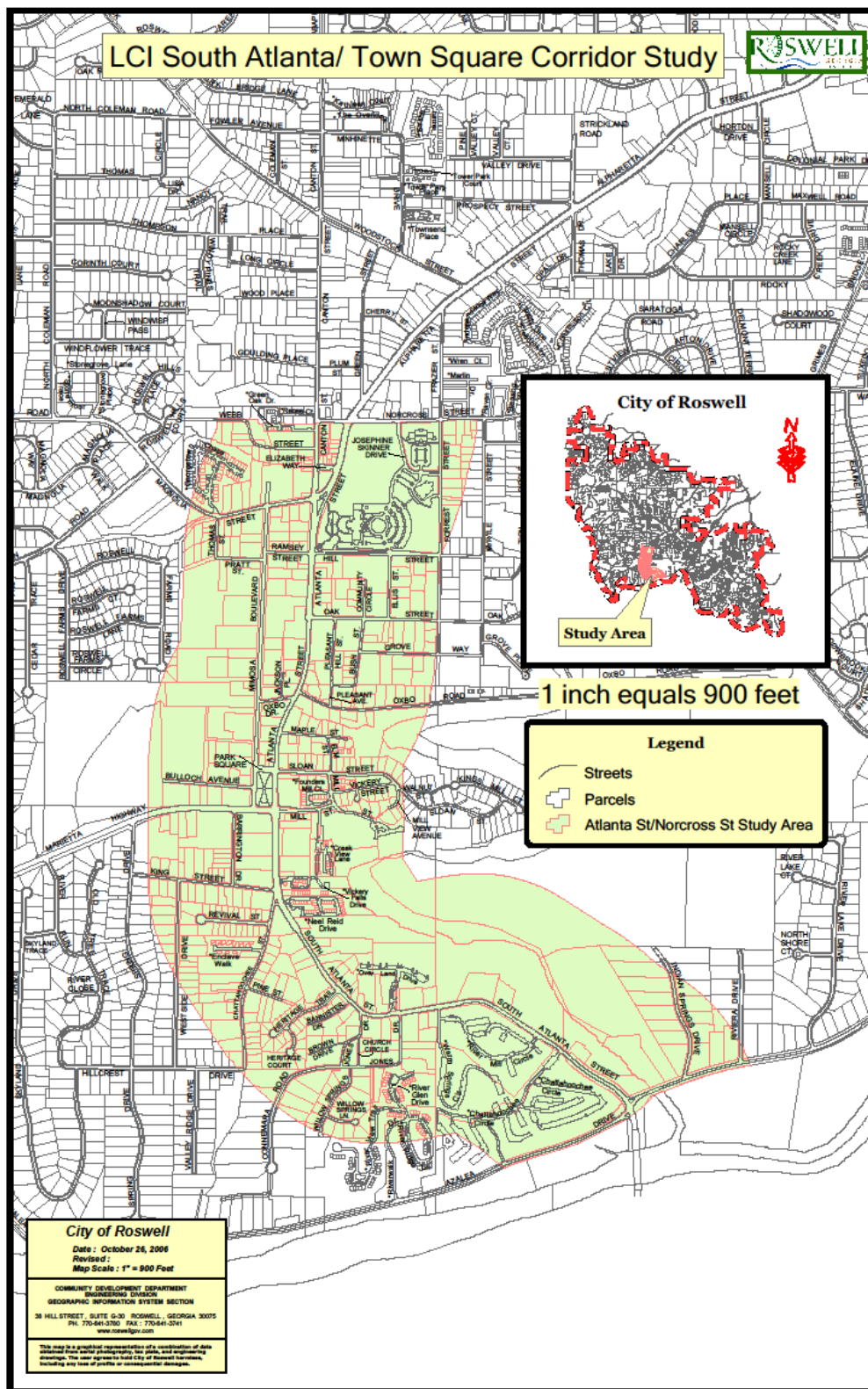
Holcomb Bridge Road and State Route 9 planned intersection improvements

Atlanta Street and Town Square Improvements

The LCI report identified ways to achieve the community's vision and to address transportation, land use, urban design and historic preservation issues in ways that are supported by the market including:

- **Create village identities:** Reinforce existing village areas around Roswell Town Square and the Civic Area, create new neighborhood centers along Oak Street ("Arts Village") and South Atlanta Street ("Allenbrook Village" near Jones Drive), and enhance residential concentrations at Chattahoochee Landing and along Myrtle Street, for a future increase of approximately 1,000-1,200 new housing units of diverse types over the next 25 years
- **Promote mixed-use development:** Develop or redevelop underutilized land along Atlanta Street and in the proposed Arts Village and Allenbrook Village areas to include mixed-use centers offering residential, retail and office amenities in a pedestrian friendly environment;

- **Create balanced transportation solutions:** Implement policies and projects that accommodate both on-peak regional commuter traffic and off-peak local traffic through improved roadway alignments and intersections, access management strategies, traffic calming measures, enhanced connectivity and transportation demand management (TDM);
- **Design for pedestrian-friendly environments:** Reconnect the entire corridor with new and/or improved sidewalks, enhance Atlanta Street pedestrian safety with improved crosswalks and signals, plant street trees, provide multi-purpose paths for pedestrian and bicycle use, locate parking lots to the rear or side of buildings, bring buildings close to the sidewalk, and design facades for street-level, pedestrian interest.
- **Refocus and refine historic preservation efforts:** Refocus the overall mission to capitalize on the most important historic resources and assets by revising the Local Historic District, Historic Properties Map, and historic design review, and by telling Roswell's unique story better through interpretive signage, a heritage trail, and additional events and activities.

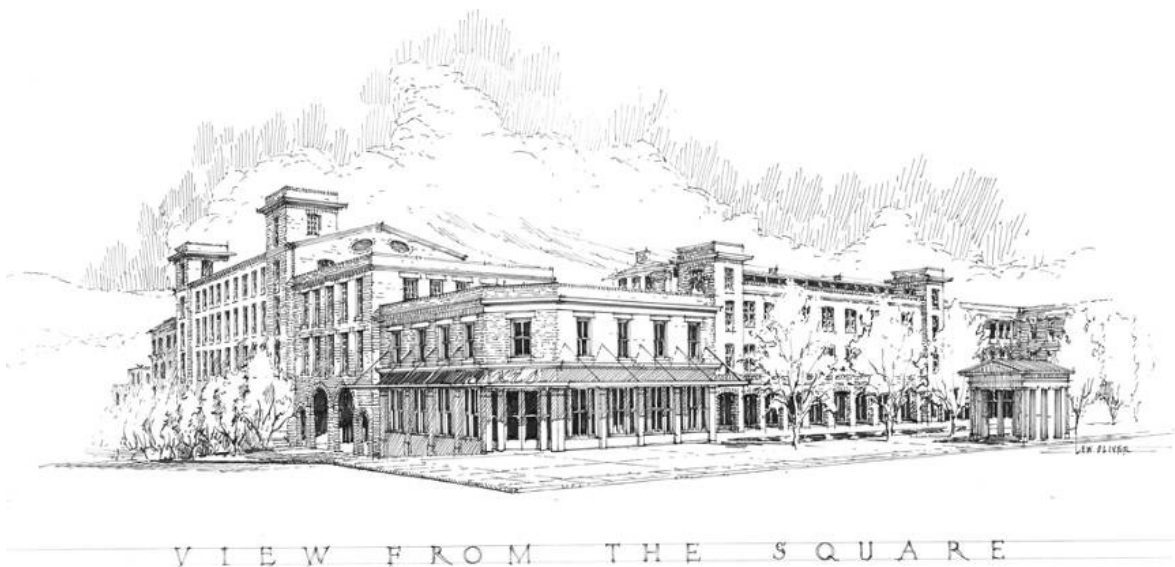


Founder's Square Shopping Center

The town square area also includes several opportunities for sensitive redevelopment. The historic district zoning overlay, which was adopted in 2007, attracted the interest of a developer who had plans and approval to redevelop the nearly vacant Founder's Square shopping center in to a mixed-use development anchored by a boutique hotel. When financing for commercial projects and especially the hotel market collapsed, the plans were shelved. With the proper incentives, the City hopes to revive the concept.



Founder's Square today – view from the Square, most stores are empty



Approved redevelopment concept

**CONCEPTUAL
SOUTH ATLANTA STREET
CITY OF ROSWELL
MAY 18, 2008**

LEGEND

- HISTORIC BUILDING - REHABILITATION CONCEPT
- HISTORIC BUILDING - REHABILITATION CONCEPT ON NEW SITE
- EXISTING BUILDING
- NEW BUILDING
- EXISTING LANDSCAPED TREE
- PROPOSED STREET TREE
- SEE MATERIAL

SECTION VIEW
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SCALE
1" = 40' - 0"

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Grove Way Redevelopment

43



Grove Way Community Charrette Area

In September 2009, The City of Roswell with assistance from the Atlanta Regional Commission's Community Choices program, hosted a charrette for the Grove Way neighborhood. The purpose of the charrette was to build on the conceptual plan created through the 2008 Roswell Town Center Atlanta Street Livable Centers Initiative (LCI) by exploring the design elements of the LCI concept plan for the Grove Way Community. The Community charrette began with an overview of the LCI study process and results, a photo tour of the community, a description of existing conditions and a summary of existing projects within or adjacent to the study area. The remainder of the two days involved an interactive exercise where participants were divided into groups and worked with architects to put their ideas on paper. The highlight of the charrette was a presentation of the sketches developed by each group at the end of the final day.



Charrette Recommendations:

Pleasant Hill and Oak Street SR 9 to Bush

- Re-weave vehicular grid
- Green infrastructure
- Create “Main Street” on Atlanta St. from Oak to Hill.
- Create “retail corridor” on Oak St. w/use of new /existing structures.
- Parking behind “Soca” shared parking for retail and church.
- Church to expand on their block.
- Future city buildings to complete edge @ Hill, build over parking lots.
- Extend Pleasant Hill from Oak to Hill as vehicles/pedestrian corridor.
- AT&T setbacks used for public area / sidewalk cafes.

Oak Street: Ellis Street to Forrest Street

- Central Core as neighborhood commercial support center
- Three stories around center with residential over retail
- Transition-Larger to smaller buildings-toward Waller Park
- Multi-use pedestrian/golf cart system connection to parks
- Center green with artwork/public art
- Senior Residential center-private decks/porches/individual entrances
- New Commercial-brick/metal roofs/contemporary industrial style

Myrtle Street: Oak Street to Grove Way Place

- Mix public & private sector products.
- Multi-story buildings – mixed use five-seven stories
- Affordable housing
- Parking underneath units on Oak

- On-street parking
- Street lighting with bike paths
- Intersection design-crosswalks
- Extend access to Oxbo from Forest & Myrtle Street
- More open space for a percentage of lot coverage
- Roundabouts on Oak at Myrtle and Forest
- Oak Street from Myrtle to Forest - 5 story buildings live-work units with sidewalk cafes
- Transition to east with porches out on sidewalk and smaller detached residential units
- Oak Street median
- Expand Grove Way for 2-way traffic

Forrest Street from Hill Street to Oak Street

- Extend Zion Circle to Ellis Street
- Use brick architecture as in the police station
- Create a commercial block with a north-south 'pedestrian' alley between Ellis and Forrest.
- Supplement office professional with retail and restaurants along a courtyard
- Extend and widen streetscape design along Hill Street & Ellis Street.
- North of extended Zion Circle: 1 – 2 story town houses with pocket parks
- South of extended Zion Circle: affordable housing mixed use transition at Myrtle to single family
- North of Hill Street encourage cottages that open to a common green space

North of Hill Street East of Forrest Street

- Creek trail from Norcross behind Millbrook & St Charles, easement across Church property exchange Zion Place (vacate) for creek trail on eastside of creek.
- Street section to accommodate future parallel parking & sidewalks
- Limit to two stories high to retain local view of steeple
- Connect "green streets" mid-block
- Public art along all trails, possibly commission exercise stations
- Share parking options: Church with adjacent businesses
- Add parking to neighborhood streets
- Add Family Life Center with parking under
- "Green street" is built to have a sidewalk spaced to accommodate future widening

Parcel Acquisition -- \$8,000,000 Commitment

Currently, \$8 million in parcel acquisition is planned in the Urban Redevelopment Area. The City hopes to acquire some of these properties with owner donations, which could make this figure lower. Acquisition is being negotiated for transportation connectivity improvements adjacent to Atlanta Street between the Square and City Hall, the proposed Northern connector across SR 400, the industrial/office area from Old Ellis Road to Old Roswell Road, and Atlanta Street south of the Square. There will be no condemnation except as allowed under the Urban Redevelopment Law in order to clear a clouded title (friendly condemnation), or in cases of threats to public health and safety.

Structures to be Demolished or Rehabilitated

As part of the planning for improvements to Atlanta Street, south of the square to the Chattahoochee River, the City contracted for a Structural Assessment of some older properties along the corridor to determine the historical significance of the buildings and receive recommendations for their potential relocation or demolition. None of these structures contribute to the era of significance in the Historic District. The City will follow the recommendations of this report and base demolition, relocation or rehabilitation on the significance and condition of the buildings as indicated for the project.

Other structures are planned to be demolished or rehabilitated in order to implement projects within the Urban Redevelopment Area, and the decision is based on the condition of the structure and negotiations with the property owner. No takings have occurred or are planned.

Strategy for Leveraging Private Resources for Redevelopment

Private resources have been and will be leveraged for redevelopment in the area. The General Assembly passed a local law enabling the City to activate its redevelopment powers under O.C.G.A 36-44, the Redevelopment Powers Act. That measure will be put on a referendum in 2010 for local approval. As seen the map of potential Tax Allocation Districts, the City has areas in mind for TADs. The City is working on regional partnerships including expansion of the North Fulton CID to include more of Roswell. Georgia Power, Fulton Development Authority and the North Fulton Chamber of Commerce are also important partners that assist in developing prospects and creating an atmosphere for business attraction. Following approval of the Urban Redevelopment Area resolution, the City will apply to the State to establish an Opportunity Zone. The job tax credits available through this program are essential to increasing private investment in the Urban Redevelopment Area.

Relocation Strategy for Displaced Residents

The City will follow the relocation standards of the Federal Uniform Relocation Assistance and Real Properties Acquisition Policies Act of 1970 (42 USC Chapter 61).

Covenants or Restrictions to be placed on Properties in the Plan Area

Property within the Urban Redevelopment Area will not have any restrictive covenants or deed attachments. Current Roswell zoning, code and overlay requirements will remain in place. The City is willing to work with developers and citizens to address concerns about development and redevelopment in the area.

Provision of Public Infrastructure

As discussed in the Land Use Objectives portion of the plan, several infrastructure improvements are planned, underway or have already occurred in the plan area. Many of these are transportation projects. Following is a list of projects related to redevelopment in the Urban Redevelopment Area:

Conceptually Approved

Town Square Pedestrian Improvements
Atlanta Street Streetscape
Housing Authority Infrastructure Improvements
Oxbo Road Realignment
South Atlanta Street Streetscape
Mansell Road Extension

Approved for Design

Holcomb Bridge Road and State Route 9 Intersection Improvements
Grimes Bridge Road Roundabout
Roswell Housing Authority Site Redevelopment
Swaybranch Dam Repair
Swaybranch Road Connection
Holcomb Bridge Road/Georgia SR 400 Gateway Improvements and Beautification

Approved for Construction

Oak Street Streetscape
Alpharetta Highway Streetscape
Swaybranch Road Waterline
Warsaw Road and Elaine Drive Waterline
Norcross Road at Crestview Circle Drainage

Construction Underway

Holcomb Bridge Road Sidewalk Construction
Holcomb Bridge Road Median Construction
Old Roswell Road/Westside Parkway Improvements

Completed

Grimes Bridge Replacement
Traffic Calming in CDBG target neighborhood
Old Dogwood Road and Riverside Drive Beautification
Mimosa Boulevard Extension
Charles Place Waterlines
Atlanta Street Waterlines
Fiber Optic network in downtown

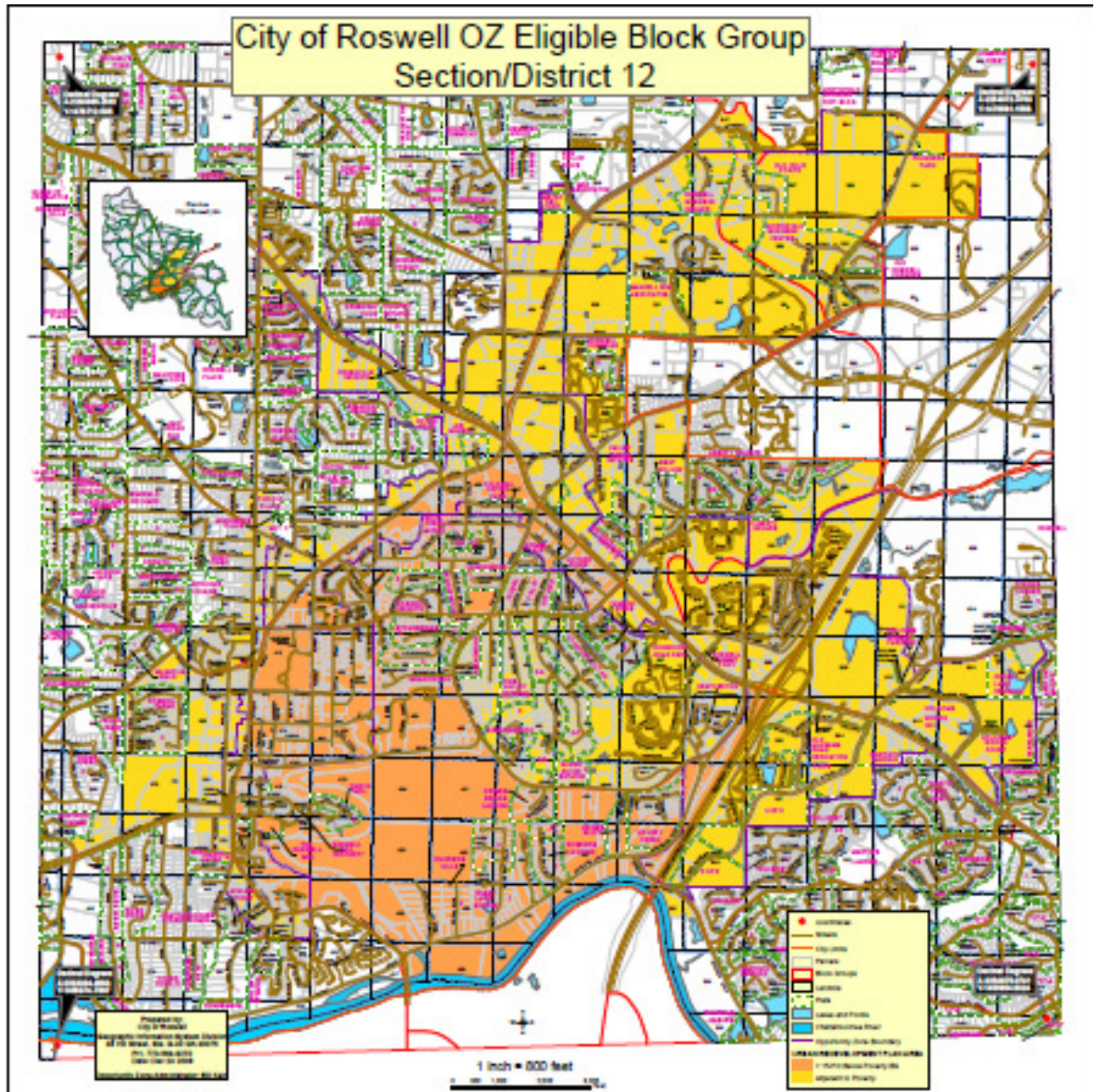
Strategy for Implementing the Plan

The strategy for implementing the Roswell Urban Redevelopment Plan draws heavily upon a blend of prior studies that have been conducted in different segments of the Urban Redevelopment Area. Each of these studies involved tremendous public input and have been adopted by the Mayor and City Council. The cumulative strategy set out in LCI Midtown Redevelopment Plan, LCI Atlanta Street and Town Square Corridor Study, Grove Way Community Charrette, Town Square Charrette, Mansell Connector Public Input Report, Holcomb Bridge Road East Redevelopment Plan, Transportation Master

Plan, and Mimosa Boulevard Study is the basis for the Roswell Urban Redevelopment Plan. The City will update its Comprehensive Plan and Short-Term Work Program to reflect the priorities of this plan.

The Mayor and City Council of the City of Roswell will guide implementation of the policies associated with this plan. Existing City of Roswell staff will implement elements of the plan with the assistance of partner organizations. The City has no plans to create an Urban Redevelopment Agency at this time. The Housing Authority and the Downtown Development Authority would not be appropriate agencies to use since the scope and area are beyond their boundaries and specialties.

Attachment 1 – OZ Eligible Block Groups



City



County



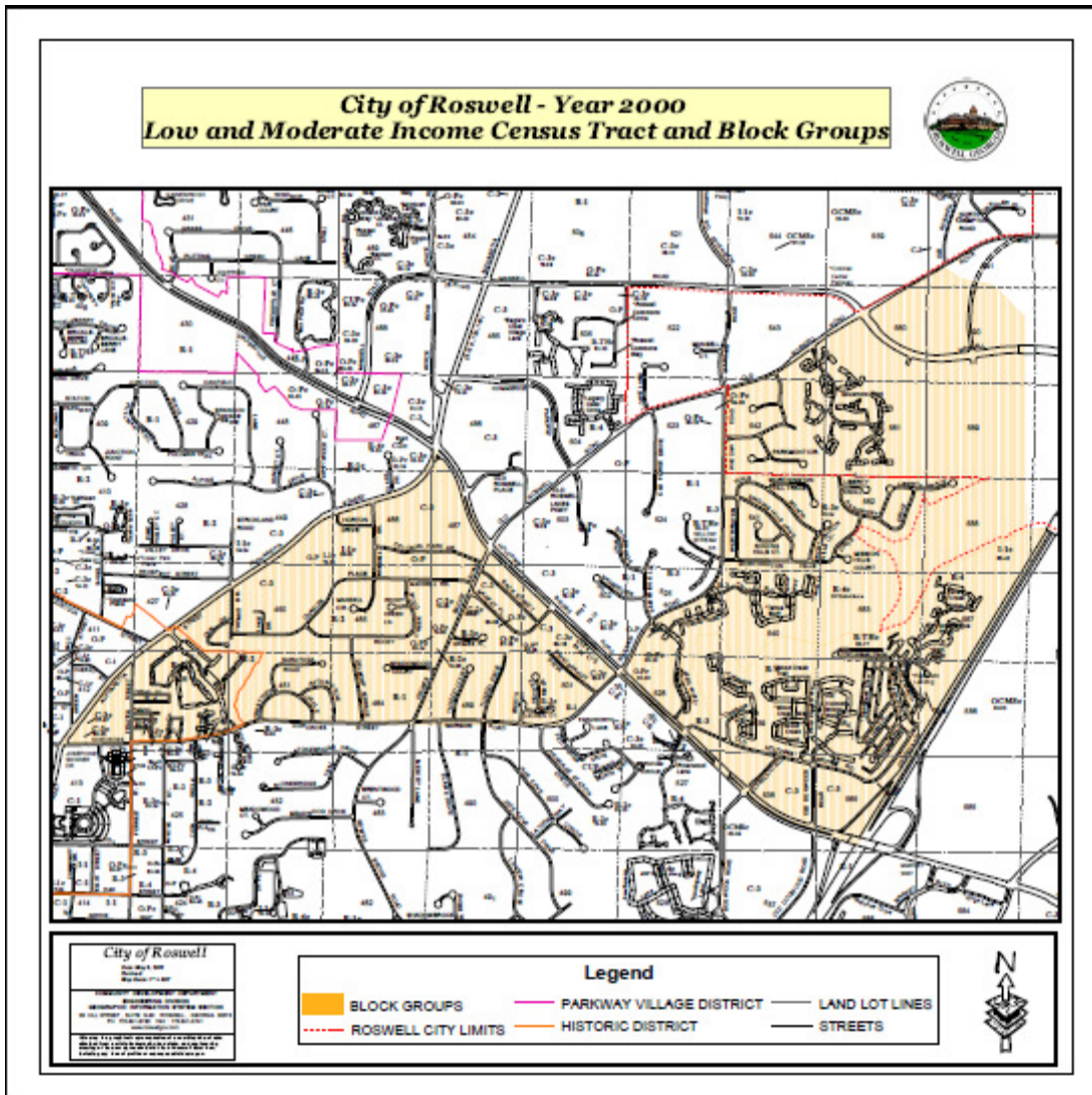
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City (1)

City FIPS number	NAME	Shape
1367284	Roswell	Polygon

Attachment 3 – CDBG Target Area





B

APPENDIX B:

ARC Green Communities Checklist

MEMORANDUM

Date: December 16, 2009

To: Kay Love, City Administrator
Linda Buchanan, Executive Assistant

From: Pat Stevens, Chief, Environmental Planning Division
Maia Davis, Principal Planner

RE: Final Comments for 2009 Green Communities Application

We commend the City of Roswell for being the one of the first Certified Green Communities in December 2009. The following identifies the 3 measures that the city applied for and did not receive points and includes an explanation.

Measure #15: Community Outdoor Lighting Efficiency

- To have received points for this measure, Roswell needed to provide an explanation of how the ordinance goes beyond normal lighting ordinances to reduce energy use?

Measure #60: Innovation – Weatherford Place Subdivision

- The innovation measures are for innovative programs and projects that the local government has implemented and have reduced environmental impact. Weatherford Place is an innovative private development; however, the city's participation is not considered innovative. If the city used its experience with Weatherford Place to institutionalize certain elements in order to make it transferable than that might be considered innovative.

Measure #61: Innovation – Citizen Green Ribbon Committee and Employee Sustainability Task Force

- Creation of a sustainability committee or board is a recommended step to initiating the process of becoming a green community and therefore, is not considered an innovative measure.

The attached checklist identifies the final points that the City of Roswell earned for its Certified Silver designation.

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**City of Roswell ARC Green Communities Certification Checklist
Final Points - December 2, 2009**

GREEN BUILDING

Possible Points	Earned Points	Government Measures
10	10	1. Require new large buildings constructed and owned by the local jurisdiction to be LEED certified.
10		2. A local government building is LEED certified.
5	5	3. Require new buildings constructed and owned by the local jurisdiction will be certified ENERGY STAR or EarthCraft Light Commercial.
5	5	4. Require local government building renovations to be Energy Star certified or follow LEED guidelines.

30	20	Total Government Measures Points
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Possible Points	Earned Points	Community Measures
5		5. Offer incentives for green building certifications (LEED, EarthCraft, Energy Star) such as expediting planning development review process, offering reductions/waivers of development fees or other methods of encouraging green building.
5		6. Offer incentives for affordable and workforce housing entities to certify affordable housing as EarthCraft House, EarthCraft Multifamily, Energy Star or LEED for Homes.

10	0	Total Community Measures Points
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40	20	Total Green Building Points
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ENERGY EFFICIENCY

Possible Points	Earned Points	Government Measures
10		7. Conduct energy audits of local government facilities and implement recommendations -or- Engage in performance contracting for energy in government buildings.
5	5	8. Become a local government Energy Star Partner.
5	5	9. Adopt a policy to purchase at least Energy Star rated equipment and appliances.
5	5	10. Install LED lamps in traffic lights.
5	5	11. Have a "lights out / power down" policy, "lights out and electronics off when not in use" policy and / or use building/office occupancy and day lighting sensors.
5	5	12. Have a demonstration cool roof project.

35	25	Total Government Measures Points
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Possible Points	Earned Points	Community Measures
5	5	13. Establish a program to enforce Georgia's energy codes.
5	5	14. Have a light bulb exchange / incentive program for residents replace incandescent light bulbs for a more efficient compact florescent light (CFL) bulb.
5		15. Have ordinances or incentives to operate outdoor lighting more efficiently.

15	10	Total Community Measures Points
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50	35	Total Energy Efficiency Points
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GREEN POWER

Possible Points	Earned Points	Government Measures
10	10	16. Have a demonstration renewable energy project (such as solar or methane capture) on government property.
10		17. Become an EPA Green Power Partner.

20	10	Total Government Measures Points
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City of Roswell ARC Green Communities Certification Checklist
Final Points - December 2, 2009

Possible Points	Earned Points	Community Measures
5		18. Remove regulatory barriers that prohibit / discourage onsite renewable energy technologies, such as solar panels.

5	0	Total Community Measures Points
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25	10	Total Green Power Points
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WATER USE REDUCTION AND EFFICIENCY

Possible Points	Earned Points	Government Measures
10		19. Conduct water audits (indoor and outdoor) of existing local government facilities and implement recommendations -or- Engage in performance contracting for water use in government buildings.
5		20. Require WaterSense certified high efficiency toilets (1.28gpf or less), urinals (0.5 gpf or less) and faucets (1.5gpm or less) in all new government buildings.
5	5	21. Use captured rainwater or reuse water to irrigate landscapes at government facilities.
5	5	22. Become a DCA Water First Community.

25	10	Total Government Measures Points
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Possible Points	Earned Points	Community Measures
5	5	23. Comply with Metro Water District Water Supply and Water Conservation Management Plan.
5	5	24. Comply with Metro Water District Wastewater Management Plan.
5	5	25. Comply with Metro Water District Stormwater Management Plan.
5		26. Provide incentives to developers and home builders to make new homes Water Sense certified.

20	15	Total Community Measures Points
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45	25	Total Water Points
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TREES AND GREENSPACE

Possible Points	Earned Points	Government Measures
10		27. Meet at least one of the following benchmarks for greenspace (1) have 20 acres per 1,000 residents, (2) percent parkland of total land is 8%, (3) all residents live within 1/2 mile walking distance to a park.
10	10	28. Adopt a government no net loss of trees policy for government property.
5		29. Develop and adopt a Greenspace plan that provides for connectivity of protected greenspace within and among communities.
5		30. Have a demonstration green roof project.
5		31. Adopt organic and drought tolerant landscape practices at local government facilities.

35	10	Total Government Measures Points
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Possible Points	Earned Points	Community Measures
5	5	32. Become a Tree City USA (requires Tree Board or dept to develop a comprehensive tree management program, tree care ordinance, a community forestry program with an annual budget of at least \$2 per capita, arbor day observance and proclamation).
5	5	33. Amend landscape and development standards to include shade coverage requirements.
5	5	34. Support and designate space for site(s) for community gardens and / or farmers markets.

15	15	Total Community Measures Points
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50	25	Total Trees and Greenspace Points
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**City of Roswell ARC Green Communities Certification Checklist
Final Points - December 2, 2009**

TRANSPORTATION AND AIR QUALITY

Possible Points	Earned Points	Government Measures
10	10	35. Adopt a Commute Option program for employees that supports alternatives to driving alone or driving at peak times (carpool, vanpool, public transit, bike and pedestrian commuters, compressed workweeks, telecommuting and/or flexible work hours.
10	10	36. Adopt a green fleet policy that includes purchasing the most fuel efficient and least polluting vehicle that will meet the needs for use of the vehicle (appropriate size and type) will be purchased and gives preference to the purchase of alternative fuel and / or hybrid fleet vehicles for fleet vehicle replacement.
5	5	37. Adopt a no-idling policy for local government vehicles.
5		38. Retrofit buses, construction equipment or other applicable government vehicles for pollution control.
5		39. Provide alternative fueling station(s) or purchase alternative fuel(s) for government fleets.

35	25	Total Government Measures Points
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Possible Points	Earned Points	Community Measures
10	10	40. Adopt complete streets policies and / or design standards.
5	5	41. Work to improve traffic signal synchronization and provide traveler information systems through the Smart Corridors System.
5		42. Implement a "safe routes to school" program to promote walking and bicycling to school.
5		43. Require end-of-trip bicycle facilities at all community facilities.
5	5	44. Adopt bike and pedestrian friendly policies.
5	5	45. Amend development regulations to encourage shared parking, joint parking and / or reduce parking requirements (could adopt a max parking requirement).

35	25	Total Community Measures Points
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70	50	Total Transportation and Air Quality Points
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RECYCLING AND WASTE REDUCTION

Possible Points	Earned Points	Government Measures
10	10	46. Implement environmentally preferable purchasing program that accounts for life cycle costs and gives preference to products that are recycled, recyclable and otherwise more environmentally friendly than traditional products.
5	5	47. Implement a recycling program for traditional recycling materials at local government facilities (including recycling paper, glass, metal containers, plastics).
5	5	48. Implement a recycling program for non - traditional recycling materials at local government facilities (may include recycling copier toner, ink cartridges, batteries, cell phones, compact florescent lights and electronics).
5	5	49. Purchase recycled copy, computer and fax paper with at least 30% recycled content.

25	25	Total Government Measures Points
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Possible Points	Earned Points	Community Measures
5	5	50. Offer curbside recycling to all residents through local operations or solid waste contracts.
5	5	51. Have recycling drop off location(s) or regularly scheduled events for electronics, batteries, cell phones and compact florescent light bulbs.
5	5	52. Implement organics and yard debris collection for composting and other beneficial uses.

15	15	Total Community Measures Points
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40	40	Total Recycling and Waste Reduction Points
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**City of Roswell ARC Green Communities Certification Checklist
Final Points - December 2, 2009**

LAND USE

Possible Points	Earned Points	Government Measures
10		53. A local government has located one or more of its facility / facilities at a brownfield site(s).
5	5	54. A local government has located one or more of its facility / facilities at a greyfield site(s).

15	5	Total Government Measures Points
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Possible Points	Earned Points	Community Measures
10		55. Analyze potential areas and develop incentive(s) and / or other revitalization strategies for reuse of buildings, greyfield redevelopment and / or brownfield redevelopment. Make this information available to developers and promote.
5	5	56. Offer incentives / bonuses that support smart growth (such as incentives for development and redevelopment in existing downtown areas, transit oriented development, traditional neighborhood development, mixed use development and / or in-fill development).

15	5	Total Community Measures Points
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30	10	Total Land Use Points
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EDUCATION

Possible Points	Earned Points	Government Measures
5	5	57. Educate staff on the green community measures being implemented and offered within the jurisdiction.

5	5	Total Government Measures Points
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Possible Points	Earned Points	Community Measures
5	5	58. Educate the public, schools, professional associations, business, and industry about implemented green communities program measures made available in their jurisdiction.

5	5	Total Community Measures Points
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10	10	Total Education Points
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INNOVATION

Possible Points	Earned Points	Innovation Measures
5	5	59. Tree Planting Partnership
5		60. Weatherford Place Subdivision
5		61. Citizen Green Ribbon Committee and Employee Sustainability Task Force

15	5	Total Innovation Points
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City of Roswell ARC Green Communities Certification Checklist
Final Points - December 2, 2009

TOTALS

Possible Points	Points Earned	Major Categories
40	20	Green Building
50	35	Energy Efficiency
25	10	Green Power
45	25	Water Use Reduction and Efficiency
50	25	Trees and Green Space
70	50	Transportation and Air Quality
40	40	Recycling and Waste Reduction
30	10	Land Use
10	10	Education
15	5	Innovation
375	230	Total Earned Points

Level 1	175 - 224 Points
Level 2	225 - 274 Points
Level 3	275 - 375 Points



C

APPENDIX C:

Capital Improvements Element: FY11-12 to FY15-16

Capital Improvement Element, FY11-12 to FY15-16 (Impact Fee Eligible Projects)

Dept.	Description/Location	Project Type / Element	FY 11-12	FY 12-13	FY 13-14	FY14-15	FY 15-16	Total	PERCENT IMPACT FEE FUNDED	SOURCE / PERCENT SHARE OF FUND TOTAL
Trans	Hardscrabble/Green Loop, Phase 1	Intersection/ Trail	Design Underway					\$2,100,000 (Roswell: \$688,950)	20%	IF; up to 80% Federal HPP Funds
Trans	Holcomb Bridge Road at SR 9/120	Intersection	CST Underway					\$2,224,000 (Roswell: \$321,768)	35%	IF, GF, up to 80% Federal HPP Funds
Trans	Grimes Bridge/ Norcross/Warsaw Roundabout	Intersection	CST Underway					\$1,088,310	15%	GF, IF
Trans	Holcomb Bridge Road Corridor Study (including SR 400 interchange)	Study	Underway					\$500,000 (Roswell: \$100,000)	0%	GF
Trans	Mansell Road Extension	Roadway		\$600,000	\$2,000,000	\$6,000,000		\$8,600,000	20%	GF, IF
Trans	SR 9 at SR 120	Intersection						\$200,000	50%	GF, IF
Trans	SR 120 Lane Diet	Trail						\$525,000	50%	GF, IF
Trans	SR 120 Sidepath	Trail/Sidewalk						\$150,000	50%	GF, IF
Trans	Midtown Gap	Streetscape						\$400,000	50%	GF, IF
Trans	Eves Road/Orange Loop	Complete Street						\$1,800,000	20%	GF, IF, GO
Trans	Leita Thompson Turn Lane	Intersection						\$73,000	100%	IF
Trans	Riverwalk Emergency Access	Trail/Other						\$112,000	80%	GF, IF
Trans	Historic Gateway (SR 9 from Riverside/Azalea to SR 120)	Roadway						\$18,600,000	20%	GF, IF, up to 80% Federal funds, GO
Trans	Big Creek Bridge Road (Phase 1)	Roadway						\$24,000,000	20%	GF, IF, up to 80% Federal funds, GO
Trans	Big Creek Bridge Road (Phase 2)	Roadway						\$19,800,000	20%	GF, IF, up to 80% Federal funds, GO
Trans	Cherry Street Improvements	Roadway						\$300,000	80%	GF, IF
Trans	Plum Street Improvements	Roadway						\$500,000	80%	GF, IF
Trans	Eves Road Orange Loop	Complete Street						\$1,560,000	20%	GF, IF, up to 80% Federal funds, GO
Trans	Forrest Street Extension	Roadway						\$566,000	80%	GF, IF
Trans	Hardscrabble Green Loop, Phase 2	Trail						\$350,000	50%	GF, IF
Trans	Houze Road (SR 140) at Mansell Road	Intersection						\$1,200,000	20%	GF, IF, up to 80% Federal funds, GO
Trans	Jones Bowen Green Loop	Complete Street						\$2,000,000	50%	GF, IF, up to 80% Federal funds, GO
Trans	Interconnectivity Program	Other		\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000	50%	GF, IF, GO

Trans	Myrtle Street Extension	Roadway						\$566,000	80%	GF, IF
Trans	Old Alabama Road at Old Alabama Road Conn.	Intersection						\$275,000	50%	GF, IF
Trans	SR 9/120 at Oxbo Road	Intersection/ Roadway						\$7,300,000	50%	GF, IF, GO
Trans	Oxbo Road Purple Loop	Complete Street						\$150,000	50%	GF, IF, up to 80% Federal funds
Trans	Sun Valley Road Extension	Roadway						\$1,700,000	20%	GF, IF, other, GO
Trans	Willeo Road Bridge Replacement	Bridge						\$1,680,000	20%	GF, IF, up to 80% Federal funds, GO
Trans	Pine Grove Road at Hightower Road/Waterford Way	Intersection						\$680,000	50%	GF, IF
Trans	Holcomb Bridge Road Trail (Phases 1, 3, 4, 5)	Trail						\$2,860,000	20%	GF, IF, up to 80% Federal funds, GO
Trans	Right-Of-Way Preservation Program	Other		\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000	50%	GF, IF, GO
Trans	Pedestrian Connection – City Hall to Canton Street	Other						\$2,500,000	50%	GF, IF, GO
Rec & Parks	Sweetapple Park	Development						\$97,975	100%	IF
Rec & Parks	Garrard Landing (formerly shown as Holcomb Bridge Park)	Development		\$300,000	\$200,000			\$500,000	100%	IF
Rec & Parks	Roswell Riverwalk	Development	\$3,000,000	\$3,000,000				\$10,000,000	10%	TR 80%, IF, GO 15%, GF 5%
Rec & Parks	Future Purchase of Parkland/Greenspace			\$15,000,000		\$15,000,000			10%	GO 90%, IF
Rec & Parks	Future Development Park Master Plans: East Roswell Park Grimes Bridge Park Big Creek Park Leita Thomson Park		\$5,000,000	\$5,000,000		\$10,000,000			50%	GO 50%, IF
Fire	Replacement for Station #4/ Location unknown at this time	Fire Station Relocation	\$2,300,000						66%	GF 34%

Legend to Funding Source Abbreviations:

BR Bond Referendum
CDBG Community Development Block Grants
D Donations
GDF Governor's Discretionary Fund

GF General Fund
GO General Obligation Bond
IF Impact Fees
L&WCF Land and Water Conservation Funds
UF User Fee

LDF Local Development Fund
LIA Line Item Appropriation
P/P Public/Private Partnership
RAF Recreation Assistance Program Fund
TR Federal/GDOT Transportation Funding



D

APPENDIX D:

Impact Fee Fund Financial Report Information

FY 2010 Impact Fee Fund Financial Report Information

	Recreation and Parks	Transportation	Public Safety	Total
Impact Fee by Categories FY 09	\$ 982,083.19	\$ 3,814,168.60	\$ 1,468,687.35	\$ 6,264,939.14
Impact Fee Credits FY 09	\$ -	\$ 444,198.96	\$ -	\$ 444,198.96
Impact Fee Encumbrances FY 09	\$ -	\$ 73,826.89	\$ -	\$ 73,826.89
Impact Fee Fund Balance FY 2009	\$ 982,083.19	\$ 4,332,194.45	\$ 1,468,687.35	\$ 6,782,964.99
Impact Fees Collected from FY 2010	\$ 52,117.20	\$ 17,314.77	\$ 25,612.26	\$ 95,044.23
Impact Fee Credits	\$ -	\$ (444,198.96)	\$ -	\$ (444,198.96)
Interest	\$ 12,052.18	\$ 32,314.30	\$ 10,166.87	\$ 54,533.35
(Administrative/Other Costs)	\$ -	\$ (1,375.35)	\$ -	\$ (1,375.35)
(Impact Fee Refunds)	\$ -	\$ -	\$ -	\$ -
(Project Expenditures)	\$ (400,020.70)	\$ (1,735,767.71)	\$ -	\$ (2,135,788.41)
Encumbrances	\$ (96,518.00)	\$ (124,995.45)	\$ -	\$ (221,513.45)
Impact Fee Allocation	\$ 549,713.87	\$ 2,075,486.05	\$ 1,504,466.48	\$ 4,129,666.40
	2902	2903	2904	\$ 4,795,378.81
				Fund Balance FY 2010

FY 2010 Impact Fee Expenditures by Project Name

Facility	Project Name	Spent
N/A	Bank Fees	\$ 1,375.35
Transportation	Crab/Rucker/Hardscrabble Intersection	\$ 383,863.30
Transportation	HBR/Alpharetta Hwy/Houze Intersection	78,456.89
Transportation	Hembree Rd Bridge Replacement	3,195.10
Transportation	Crabapple/Chaffin/Intersection	54,061.75
Transportation	Grimes Bridge/Norcross/Warsaw	352,242.00
Transportation	Grimes Bridge Road Bridge Replacement	47,996.74
Transportation	Hardscrabble/Chaffin	5,753.70
Transportation	Bowen Road Sidewalks	160,408.88
Transportation	S. Atlanta SR9 at Oxbo Road	65,992.39
Transportation	Holcomb Bridge Sidewalk	8,503.01
Transportation	Old Alabama Sidewalks	33,648.95
Transportation	Canton Street West	571.42
Transportation	Elkins Drainage and Sidewalk	46,694.00
Transportation	Upper Hembee Road at Foe Killer Creek	28,579.47

Transportation	Park Square Improvements	75,927.61
Transportation	Mimosa Blve ext	187,291.00
Transportation	Elkins Sidewalk	950.00
Transportation	Mimosa Ext from Magnolia St to Webb St	1,800.00
Transportation	Signal Fiber Cable	199,831.50
Transportation Total		1,735,767.71
Recreation & Parks	Garrard Landing Restrooms	1,099.29
Recreation & Parks	Big Creek Restrooms	5,514.09
Recreation & Parks	Real Estate Acquisition	1,435.27
Recreation & Parks	Riverside Park Bandstand	27,095.58
Recreation & Parks	Riverside Ext	1,487.56
Recreation & Parks	East Roswell Spayground	94,356.00
Recreation & Parks	Riverside Rest Room	5,200.00
Recreation & Parks	Riverside Picinic Pav	100,000.00
Recreation & Parks	ERP Trail Ext Fouts	28,006.50
Recreation & Parks	Garrard LandingPhase II	135,826.41
Recreation & Parks Total		400,020.70
		\$ 2,135,788.41