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Michael H. Boyce
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September 26, 2017

Atlanta Regional Commission
Attn: Jared Lombard, Senior Principal Planner
229 Peachtree St. NE, STE 100
Atlanta, GA 30303

RE: Comprehensive Plan Update: Submittal for Regional Review

By authority of the Cobb County Board of Commissioners, we hereby submit the draft of the Cobb 2040 Comprehensive Plan for regional review, as mandated by the Georgia Department of Community Affairs' (DCA's) minimum standards for local comprehensive planning.

I certify that the required public hearings have been held and that a public engagement program has been conducted in a manner that (a) meets DCA's minimum standards and (b) is appropriate to Cobb's dynamics and level of resources.

I certify that appropriate staff have reviewed both the Regional Water Plan covering our area and the Rules for Environmental Planning Criteria (O.C.G.A. 12-2-8) and have taken them into consideration in the development of the Cobb 2040 plan.

If you have any questions concerning this submittal, please contact Jason Gaines at 770-528-2018 or Jason.Gaines@cobbcounty.org

Sincerely,


Commissioner Lisa Cupid
Vice Chair, Cobb County Board of
Commissioners



Enclosures
2040 CC Comprehensive Plan Draft 9.25.17.pdf
APPENDIX 1 2040 Community Profile Draft 9.25.17.pdf
APPENDIX 2 2040 Community Engagement Draft 9.25.17.pdf
APPENDIX 3 2040 Community Work Program Draft 9.6.17_V6.pdf
APPENDIX 4 2040 SAPG Draft 9.25.17.pdf
APPENDIX 5 2040 ROA Draft 9.25.17.pdf
APPENDIX 6 2040 Supplemental Plans Draft 9.25.17.pdf
APPENDIX 7 2040 Cobb Survey Report Final.pdf
APPENDIX 8 2040 Regional Water Plan & Environmental Criteria Draft 9.25.17.pdf

APPROVED
PER MINUTES OF
COBB COUNTY
BOARD OF COMMISSIONERS

9/22/17

Cobb County

2040 Comprehensive Plan



Cobb County...Expect the Best!



Vision For a New Era

Prepared By:
Community
Development Agency
Planning Division
P.O. Box 649
Marietta, Georgia 30061-0649

2017

2040 COMPREHENSIVE PLAN

VISION FOR A NEW ERA



ADOPTED
2017



Cobb County...Expect the Best!

Community Development Agency
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2040 COMPREHENSIVE PLAN

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APPENDIX (PRINTED SEPARATELY)

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A.3	COMMUNITY WORK PROGRAM
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A.6	SUPPLEMENTAL PLANS SYNOPSIS
A.7	COBB COUNTY 2016 COMPREHENSIVE PLAN SURVEY RESULTS
A.8	REGIONAL WATER PLAN AND ENVIRONMENTAL PLANNING CRITERIA

2040 COMPREHENSIVE PLAN



INTRODUCTION

Cobb County has thrived in recent decades. Its natural beauty, rolling hills, scenic vistas, proximity to lakes, rivers and streams, location in the Atlanta metropolitan region, financial and economic environment, education and most, importantly, its people, have made Cobb County a desirable place to live, work and play. These attributes have contributed to sustained growth over the past few decades and will continue to attract visitors, residents and businesses interests for years to come.

As Cobb County continues to flourish, changes are inevitable. As new development and redevelopment emerges, the provision of public services and adequate physical infrastructure will become increasingly important. Also becoming increasingly important will be the need to enhance Cobb's sense of place by promoting positive community characteristics in the County's many distinct areas. In order to do these things, there is a need to form a cohesive vision that provides guidance for future growth and development throughout the County. The Cobb 2040 Comprehensive Plan, or Cobb 2040, provides such guidance. The plan accounts for cumulative impacts by directing growth into preferred areas while providing a solid foundation for the protection of important resources.

PURPOSE

In the interest of providing healthy and vibrant communities that are vital to the State's economic prosperity, the State of Georgia requires all local jurisdictions to coordinate and conduct comprehensive planning activities through the Georgia Planning Act of 1989. The State has given authority to the Department of Community Affairs (DCA) to set the minimum standards for local comprehensive planning and to provide oversight of associated processes. The purpose of the minimum standards is to provide a framework for development, management and implementation of local comprehensive plans. In March 2014, DCA established a new set of minimum standards and procedures for local comprehensive planning.

The purpose of Cobb 2040 is to bring together all sectors within the County – including residents, the business community, and non-profit organizations – to develop a growth strategy that aims to make Cobb County an attractive place to invest, conduct business, and raise a family. The Cobb 2040 Plan is a data-driven resource for elected officials, appointed officials, and the public at-large that informs and assists in decision-making processes. Additionally, Cobb 2040 articulates the County's vision in a manner that creates an environment of predictability for business and industry, investors, property owners, residents and the general public. The plan is also intended to assist Cobb's elected leaders in recognizing the need for, and the subsequent implementation of, important economic development and revitalization initiatives. Overall, well-planned communities are better prepared to attract new growth in a highly competitive global market.

Cobb 2040 guides the County's growth over the long-term. Plan guidance is intentionally general, providing broad policy direction, which will be transformed into implementation actions set forth within the Community Work Program. It guides decisions on land use, transportation, housing, community facilities, and other fundamental elements of government. It is a dynamic document that will be updated frequently based on changing conditions.

As the primary policy and planning document addressing the physical development of the County, Cobb 2040 is of particular interest to elected officials who use it as a guide for land use and infrastructure decisions, as well as adopting and funding its implementation. The Planning Commission uses Cobb 2040 as a guide to recommend land use decisions to the County's elected leaders. The County administration and staff is responsible for updating the plan and implementation of its work program. This plan is an important source of information and guidance to private sector parties involved in land development or redevelopment. The Land Use Element and Future Land Use Map work in tandem to provide clear guidance on preferred development types for specific areas within the County, which assists in the preparation of development proposals.

This plan is used to:

- Ensure that the County's existing growth strategy is relevant and still desired out to 2040
- Consolidate and coordinate policies that are related to quality of life, economic growth, physical development, infrastructure and related programs
- Guide decision-making on policy and land use matters
- Identify short-term strategic actions for the County to undertake and monitor

WHAT IS IN THE PLAN?

Cobb 2040 is organized in a manner based upon the new minimum requirements set by DCA in March 2014. Because of this, the plan has a different look and feel from the Cobb 2030 Comprehensive Plan. However, the goals, policies and work program from the 2030 Comprehensive Plan, in addition to the community snapshot, telephone survey and community engagement program, provide the foundation on which Cobb 2040 is created.

One of the most important aspects of creating Cobb 2040 was the high level of community engagement undertaken by County staff throughout the plan preparation process. From the first public hearing to the adoption of the plan (a span of two and one-half years), the general public had access to copious amounts of information and opportunities to submit ideas and feedback. The public participation phase of the plan is summarized in Appendix 2.

The plan is intended to be an easy-to-read policy document that is accessible to all. The introductory chapter helps set the stage for the main body of the document by explaining the purpose of the plan, summarizing the plan's contents and providing a brief community profile that includes demographic data and existing development patterns. The introduction is followed by the Cobb 2040 Vision Statement.

Cobb 2040 consists of twelve chapters, otherwise referred to as plan elements. Amongst these, three are required based on certain factors that are applicable to Cobb County: Land Use (required due to Cobb's use of a zoning ordinance), Transportation (due to Cobb being under the jurisdiction of a Metropolitan Planning Organization), and Housing (due to Cobb being a US Department of Housing and Urban Development (HUD) Entitlement Community). The remaining nine elements are optional and were chosen and designed to supplement Cobb 2040 to make the overall plan consistent with other policies and valued as a good fit for the community. A graphic explaining the plan elements is available below in Figure 1.

The three required core plan elements, as defined by DCA's minimum standards and procedures, are integrated into each of the twelve chapters. They are described as follows:

- **Needs and Opportunities:** Provides a list of needs and issues that Cobb intends to address via the plan
- **Community Goals:** Offers a road map for Cobb's future by providing a Vision Statement, a list of goals the community seeks to achieve and supporting policies that, in total, provide ongoing guidance and direction to elected leadership and appointed boards

- **Community Work Program:** Provides specific implementation actions that the County government and community partners intend to undertake over the next five years



FIGURE 1

COMMUNITY PROFILE

A critical part of Cobb 2040 is the Community Profile. It is not a required element, but is important to understand the current and future trends of the County as well as past and present development patterns. This section is broken into two parts, which include a demographic data summary and a brief overview of development patterns that have occurred in the past. For a complete analysis of Cobb's existing conditions, please refer to the Community Profile located in Appendix 1.

DEMOGRAPHIC DATA SUMMARY

During the initial phase of the plan's update process, County staff compiled data to build a foundation for Cobb 2040. This information was used to advise Steering Committee members, appointed officials, elected officials, and the public-at-large during the development of the planning process.. Figure 2 provides a summary of a sample of the demographic data that was compiled. More in-depth information regarding demographic data and other information is available in Appendix 1.



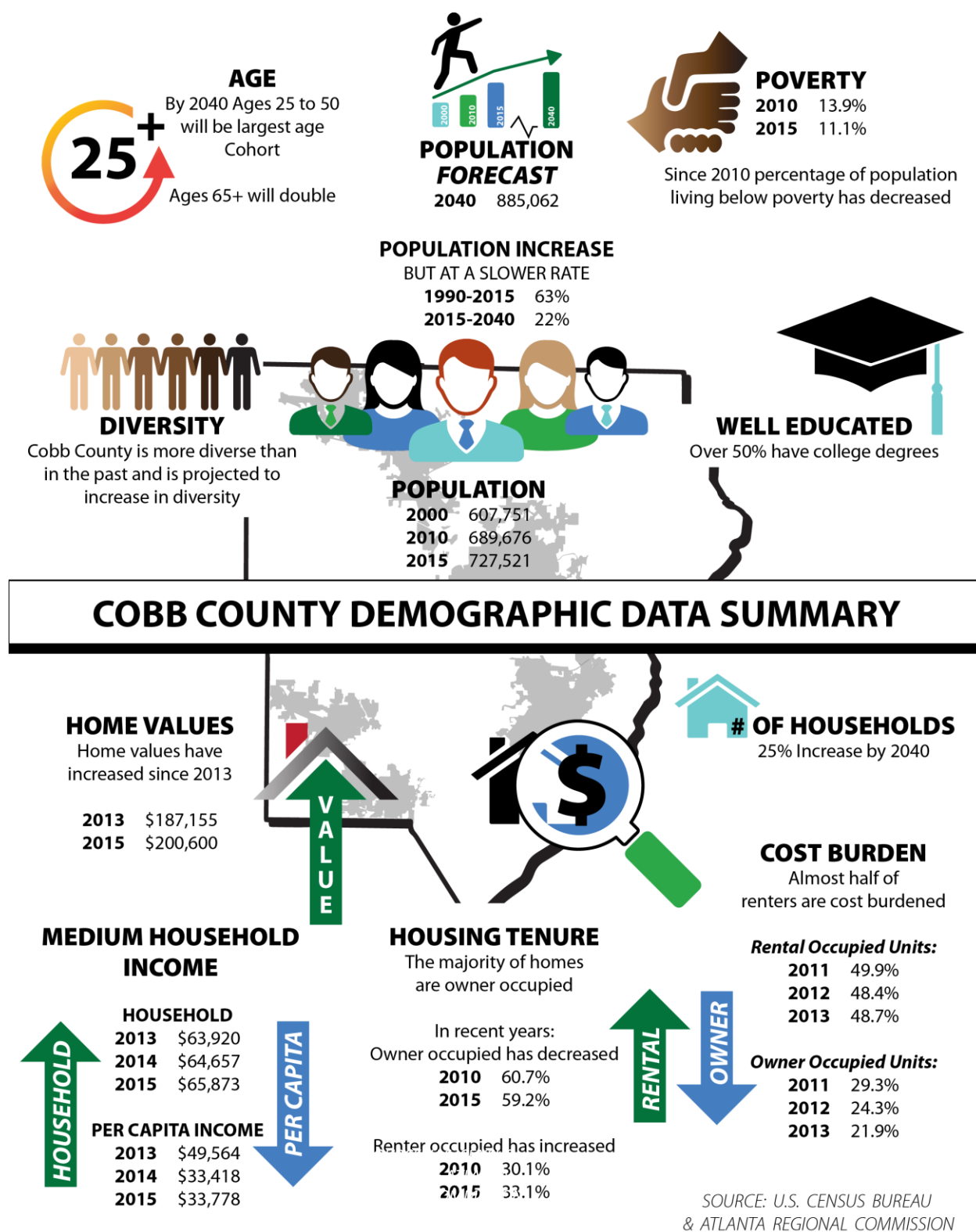
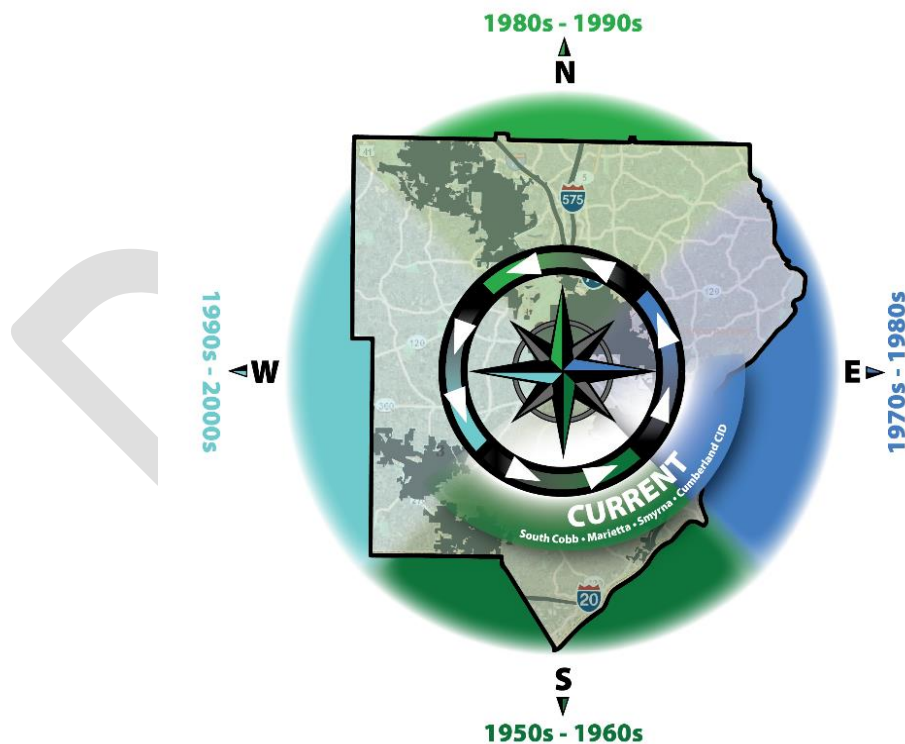


FIGURE 2

HISTORICAL CONTEXT & DEVELOPMENT PATTERNS

The abundance of railroads and early industrial development helped establish Cobb County and its incorporated cities in the late 1800s and early 1900s. During that time, unincorporated Cobb County experienced little growth, with Marietta being the only area with a significant population.

During the early 1900s, the County's total population slowly grew to around 38,000 people. Later, during the advent of World War II, Cobb experienced an onset of growth. Marietta Army Airfield was built in 1943, bringing with it the opening of the Bell Aircraft Corporation bomber plant and nearly 30,000 jobs. While Bell closed the plant at the end of the war, the subsequent Korean War led Lockheed, an aircraft manufacturing company, to reopen the plant in 1951. Around the same time, Marietta Army Airfield became Dobbins Air Force Reserve Base, with Naval Air Station Atlanta added to the campus a short time later. The combination of the three helped drive the economic engine of the County and set the stage for the rapid growth that was to come.



Cobb County Growth Patterns

FIGURE 3

Because of the jobs that were now available in the 1950s and 1960s, combined with the lack of a robust transportation network, there was a need for housing in close proximity to employment. The southern and central areas of Cobb, which served as the commercial/industrial core of the County, began to experience rapid residential growth in a traditional neighborhood development pattern with affordable homes, well-connected streets and pedestrian scale blocks. At that time, there was still considerable separation between Cobb County and the City of Atlanta. The completion of Interstate 75 in the 1970s significantly decreased travel times, altering growth and development patterns. Cobb became more integrated into the Atlanta Metropolitan Area and a second phase of intense growth began. Through the 1970s, 1980s and 1990s, eastern Cobb and later northern Cobb experienced character changes through the advent of automobile-oriented, higher density, cul-de-sac subdivisions and strip commercial developments along transecting arterial roadways.

As land availability in eastern and northern Cobb became scarce, the County's residential growth continued to progress in a seemingly counter clockwise fashion toward western Cobb in the 1990s and 2000s. During this time, large-lot residential subdivisions were being built in relatively rural areas and commercial activity centers, learning from the inadequacies of the strip commercial corridors, were characterized by well-defined, compact commercial nodes at strategic intersections of arterial roadways. Development pressures in western Cobb continue to put a strain on services and infrastructure in the area. Much of this strain is due the impacts to one of western Cobb's major assets, the Kennesaw Mountain National Battlefield Park.

Throughout this period, Cobb County led the state of Georgia by creating two community improvement districts (CIDs), the Cumberland CID (1988) and the Town Center CID (1997). These quasi-governmental entities assisted in developing infrastructure within the County's two largest commercial activity areas to support the rapid development that was experienced in the County.

As the "counterclockwise" development progression of Cobb County has come full circle, redevelopment initiatives have started to renew the southern region of the County, along with revitalization in the cities of Marietta and Smyrna. As these locations were the first to experience the rapid growth of Cobb, they are now the first to experience the redevelopment and revitalization of underperforming commercial centers and destabilized neighborhoods.



DEMOGRAPHIC AND DEVELOPMENT SUMMARY

According to the U.S. Census Bureau, the population of Cobb County increased from 447,745 in 1990 to 727,521 in 2015. This represents a 63% increase over a 25-year period. The Atlanta Regional Commission (ARC) projects 150,000 more people will call Cobb County home by 2040, resulting in a 22% increase in population over the next 25 years. While the population of Cobb is still anticipated to grow, it is projected to grow at a slower rate. Nevertheless, housing, jobs and services will be impacted by this increase. There will be a need for different types of jobs at all skill levels, as well as adequate, affordable housing, infrastructure and services to meet the demand of a larger, more diverse population.

By 2040, the largest population cohort according to age will be those between ages 35 and 39. Individuals in this cohort are amongst the youngest members of the Millennial generation, born between 2001 and 2005. Between now and 2040, this group will gradually transition from being unmarried, urban-dwelling individuals driven by technology, convenience and trendiness, to married couples starting families, seeking quality public schools and a more suburban lifestyle. Suburban, detached, owner-occupied, single-family residential homes is anticipated to be the most sought-after housing type in the County. However, there will be an increased demand for fee simple housing units (i.e. townhouses and condominiums) and other varieties of both renter-and-owner-occupied housing types in and around the I-75 and US Highway 41 corridors.

While Cobb's overall population increase is projected to be modest, the senior population (age 65 and older) is expected to double over the next 25 years. Because of plentiful jobs in Cobb and the projection of more jobs to come, increasingly more seniors are either following their children (and grandchildren) to the area, regardless of whether or not they retire or continue to work. Some are remaining where they currently reside and are opting for less home maintenance and to remain close to family, friends, familiar places and service providers. These trends are expected to persist, and as a result, services and programs catering to seniors will continue to be in high demand. Additionally, the need for affordable senior housing options, adequate senior service facilities, expansion of mobility services, and other services and programs designed to improve the quality of life for Cobb's senior population will be needed.

Trends from recent years suggest Cobb County is not only growing older, but it also is growing more diverse. The County's increase in minority population mirrors the overall trends seen in the State and Atlanta region. In 1990 the African American, Hispanic and Asian populations made up collectively only 12% of Cobb County's population, but according to recent data from the 2013 American Community Survey (ACS), these groups now account for nearly half (46%) of the County's population. As this trend is expected to continue, Cobb County needs to

consider how programs are delivered for such a diverse community. The County also needs to consider how outreach to a diverse population evolves, so that all people in the County can enjoy a high quality of life.

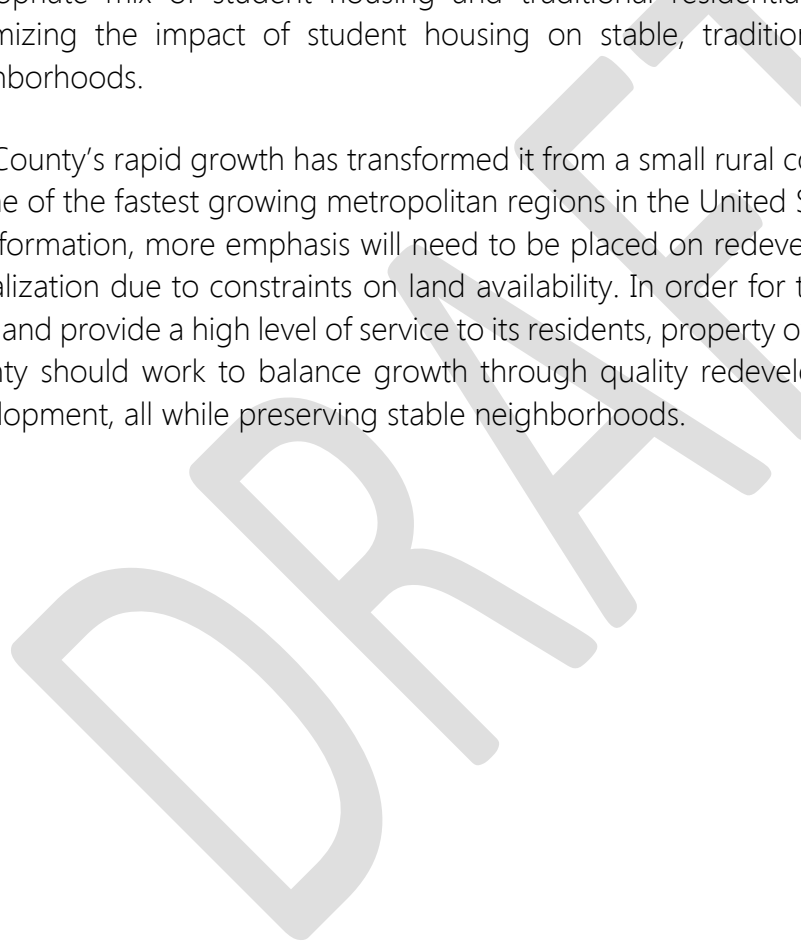
Cobb County maintains a competitive edge in educational attainment among its workforce population. This advantage has an impact on the types of economic development initiatives and recruitment efforts that are undertaken to ensure that the targeted businesses and industries are appropriate for the educational level and training of the entire population. Protection of our job-producing land uses and working toward providing competitive economic development services for small businesses and large corporations is vital to the future success of Cobb County.

South Cobb will begin to experience more redevelopment opportunities as planning efforts to rejuvenate older commercial patterns along Austell Road, Veterans Memorial and Mableton Parkway are implemented. The redevelopment of underutilized commercial properties will assist in the conservation of land resources and support the stabilization of surrounding areas. The revitalization and redevelopment of older, less-stable residential areas will aid this trend. Investment in commercial development/redevelopment is impacted greatly by factors such as demographics of the local area population, the cost and availability of land, and the business climate of the area. With these factors in mind, a combination of public and private investment will enhance opportunities for private sector investment in both the commercial and residential realms.

The Atlanta Braves move to Cobb County has induced a surge in private investment and new development in the Cumberland area. The Battery and SunTrust Park have been catalysts for new development ranging from Class A office and commercial space to condominiums and luxury apartments. Not only is the Cumberland area vibrant with a more-urbanized development pattern, but it also sits next to the Chattahoochee River and the Chattahoochee National Recreation Area, which has greenspace and trails that connect to a regional network of multi-purpose trails. With an increase in people traveling through the area and visiting the entertainment venues within the area, the completion of transportation infrastructure projects and evaluation of future mobility services is critical to the area's success. Continuing to expand trails and multi-purpose paths will help address traffic congestion and improve quality of life. New development activity will put stress on existing stormwater management infrastructure. With this in mind, there is a need to closely monitor, evaluate and mitigate stormwater management issues before they arise. As residential growth in Cumberland continues to increase, Cobb County will need to focus on providing necessary services for area residents.

In the northern part of the County, there has been an expansion of retail and residential development, specifically in the Town Center area. The region is a destination for both workers and shoppers throughout the northern part of Cobb County, northeastern Paulding County and southern Bartow and Cherokee counties. It is also home to one of Cobb's largest economic engines, Kennesaw State University (KSU), which has 34,000 students and more than 4,400 faculty and staff. The Town Center district is ripe for retail redevelopment, increased office spaces and new parks and greenspace that, in combination, provide a healthy balance between growth and quality of life. In addition, Cobb County, in conjunction with the City of Kennesaw, should closely monitor student housing options in the area. This will help to ensure that an appropriate mix of student housing and traditional residential units is maintained, while minimizing the impact of student housing on stable, traditional single family residential neighborhoods.

The County's rapid growth has transformed it from a small rural community to an integral part of one of the fastest growing metropolitan regions in the United States. As Cobb continues its transformation, more emphasis will need to be placed on redevelopment and neighborhood revitalization due to constraints on land availability. In order for the County to expand its tax base and provide a high level of service to its residents, property owners, and businesses, Cobb County should work to balance growth through quality redevelopment and new greenfield development, all while preserving stable neighborhoods.



COBB'S VISION 2040



The Community Vision has dual parts. The first is the Vision Statement, which is a short statement that articulates the long-term ideals of the community and what Cobb County desires to become by 2040. The second piece of the Community Vision is the Future Land Use Map and associated guidelines that indicate the development patterns to be encouraged in specific areas of the County.

OUR GOVERNMENT WILL PROVIDE ALL STATUTORY
PUBLIC SERVICES IN AN ATMOSPHERE THAT UNLEASHES
THE HUMAN SPIRIT AND CREATIVITY, IS MARKED BY
OPENNESS AND TRANSPARENCY, AND MAKES US THE
CHOICE DESTINATION FOR PEOPLE TO SAFELY WORK,
LIVE, RECREATE AND PURSUE THEIR DREAMS

The Vision Statement promotes long-term goals and a desired future for the County. The intent is to paint a picture that exhibits the ideals of the community and to provide a distinct understanding of the desired future of Cobb County. The Vision Statement was initially drafted following a series of public meetings where community members helped identify the strengths, weaknesses, opportunities and threats present in the County. Following the workshops, the Project Management Team reviewed the comments and made revisions based upon community feedback. The final result of this process is the above Vision Statement.

COBB 2040 PLAN ELEMENTS

	LAND USE
	TRANSPORTATION
	HOUSING
	ECONOMIC DEVELOPMENT
	COMMUNITY FACILITIES
	HUMAN SERVICES
	NATURAL & HISTORIC RESOURCES
	PUBLIC SAFETY
	INTERGOVERNMENTAL COORDINATION
	DISASTER RESILIENCE
	MILITARY COMPATIBILITY
	PLACE-MAKING

LAND USE

LU



The purpose of the Land Use Element is to provide for the enhancement of existing neighborhoods and communities throughout the County and to manage growth in areas where infrastructure can support development. This is achieved through a series of Goals and Policies, as well as a Future Land Use Plan. In addition, the Land Use Element includes a list of Supplemental Plans accepted or approved by the Board of Commissioners and incorporated into Cobb 2040 by reference.

Over the past few decades, Cobb County has transformed from a bedroom community into more of a regional employment center. This evolution is expected to continue as more jobs locate within Cobb's regional employment centers, such as the Cumberland and Town Center areas, leveraging opportunities created through the construction of SunTrust Park and The Battery Atlanta. Developing these centers into functioning urban environments – while protecting existing suburban neighborhoods in the east, more rural neighborhoods to the west and redeveloping localities in South Cobb – is critical to future prosperity and quality of life and is an integral component to the vision of Cobb 2040.

While the population growth rate in Cobb County is anticipated to slow compared to the past 25 years, it is still expected to increase 22% by 2040. Likewise, employment is expected to grow 34% according the projected employment data from the Atlanta Regional Commission (ARC). In order for the County to meet future population and employment demands, growth management policies are highly encouraged. These policies should meet the needs and desires of an entire community to ensure prosperity and to improve overall quality of life. This means ensuring the availability of housing, employment, services and entertainment options for all Cobb County residents.

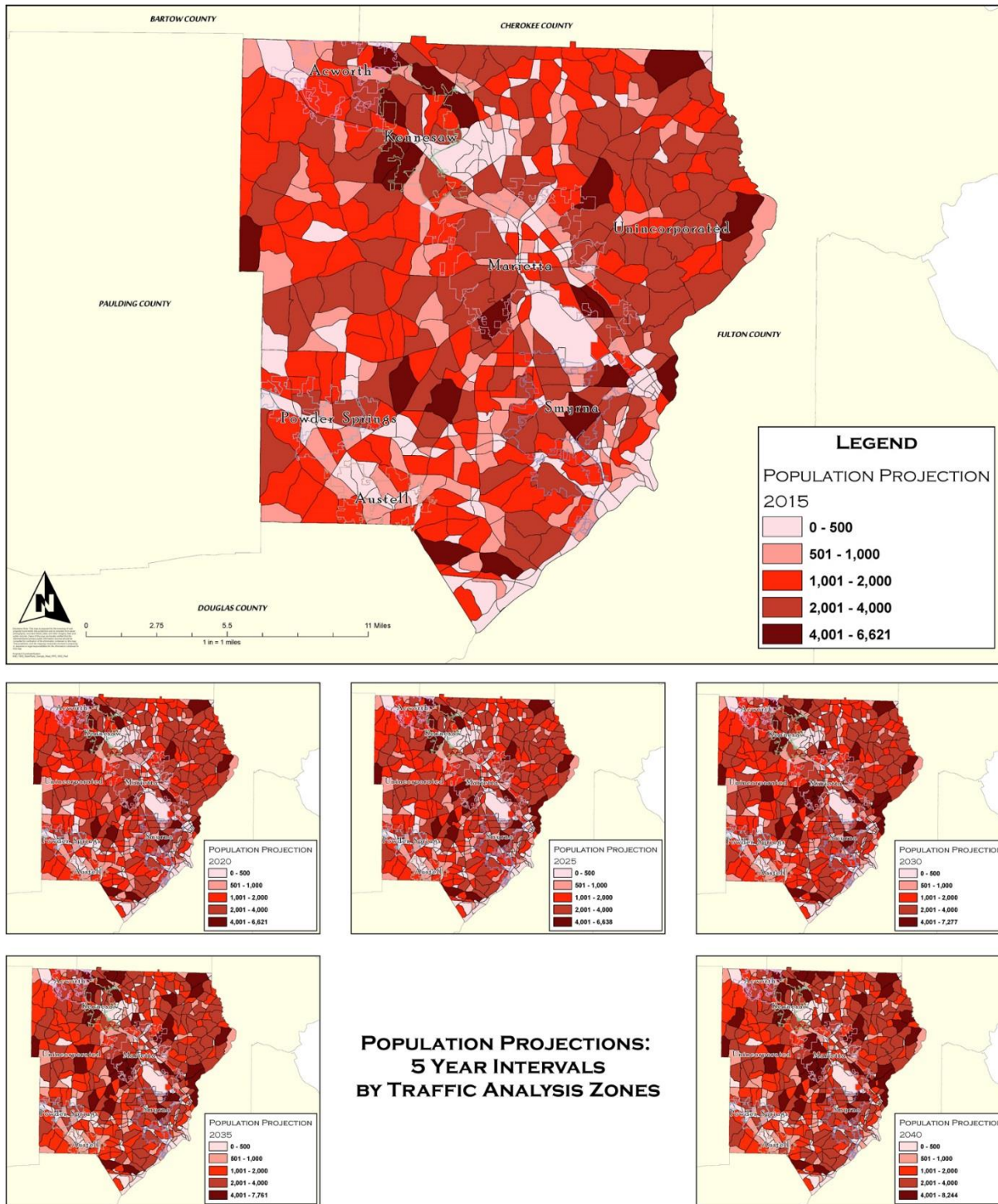
PERCENTAGE INCREASE IN POPULATION

1990 - 2015 (Actual)
63%

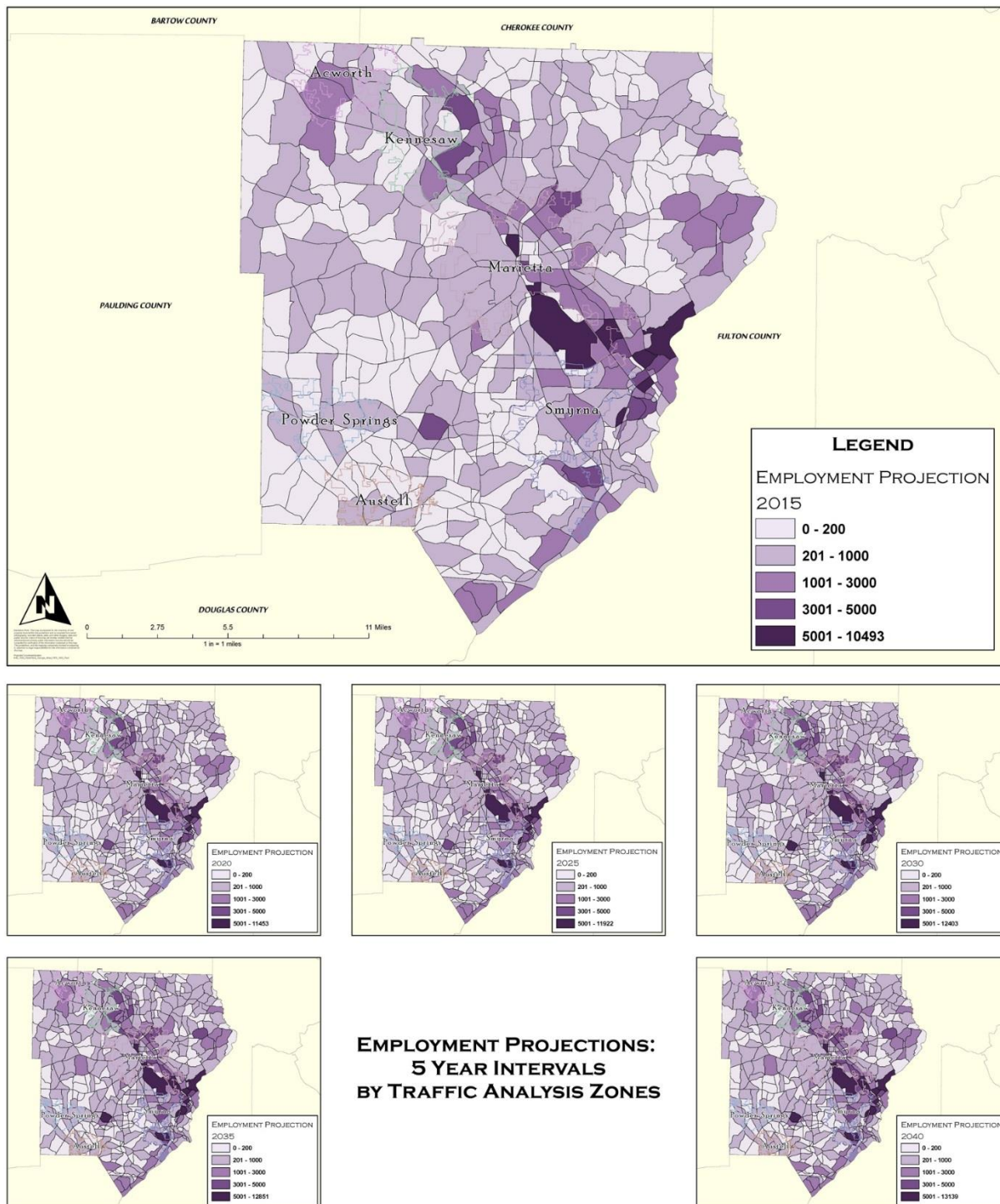
2015 - 2040 (Projected)
22%

Source: U.S. Census Bureau, Atlanta Regional Commission

FIGURE 4



MAP 1



MAP 2

In order for the community to grow and provide a high level of service to all residents, property owners, and businesses, Cobb County continually needs to seek a balance through quality redevelopment, new greenfield development, and the preservation of stable neighborhoods. The County's continual growth transformed it from a small rural community into an integral part of one the fastest-growing metropolitan regions in the United States. As Cobb continues to mature and embrace a combination of urban, suburban and rural development patterns, more emphasis continues to be placed on redevelopment, neighborhood revitalization and infill development due to constraints on land availability and the desires of the community to preserve existing suburban neighborhoods and increase protected greenspace.



FIGURE 5

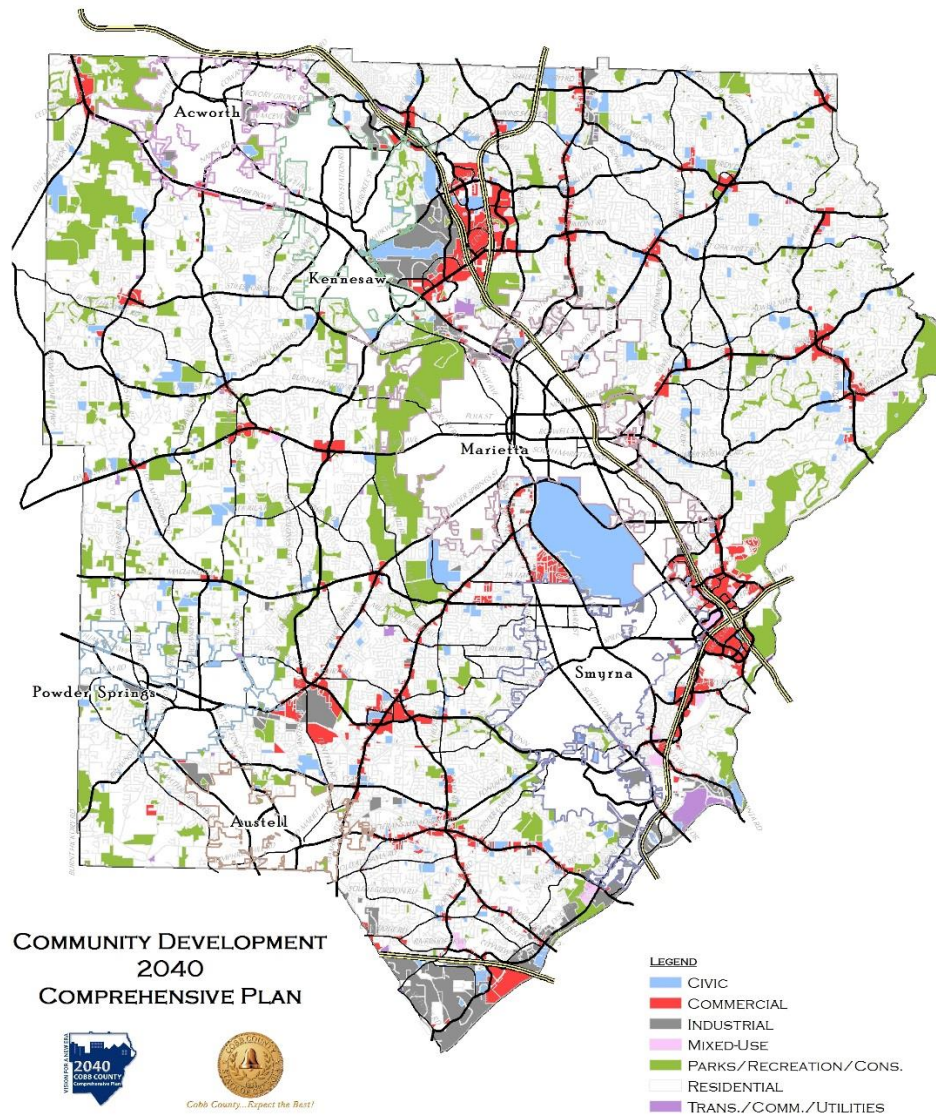
Existing Land Use

Cobb County's land use patterns are dominated by established residential areas in the east, developing residential areas in the west, and redevelopment potential in the central and south. Commercial uses are concentrated major thoroughfares and at major centers, such as Town Center and Cumberland. Industrial uses have assembled along the interstates; the largest concentration of industrial uses is in the southern tip of the County adjacent to I-20. Cobb allows for mixed-use and denser development in certain nodes, mostly within the regional centers of Cumberland and Town Center.

With the rebound of the housing market, residential development increased and remains as the most popular segment of the real estate market in Cobb. As of 2005, the office market slowed compared to other areas of the local real estate market. However, that trend has since reversed. Most of the new commercial development in Cobb County occurred in the Town Center and Cumberland/Galleria areas and to a lesser extent along Dallas Highway (SR 120). The reversal of the trend from 2005 is primarily a result of the influence from the Cumberland/Galleria sub-market, which experienced the third-highest amount of office space absorption in Atlanta for the first quarter of 2015. In addition, 1.9 million sq. ft. of new office space is planned for the area. Cobb County encourages the redevelopment of underutilized commercial properties over the next 25 years. This will assist in conserving land resources and will help stabilize and preserve other less-intense areas of the County. The revitalization and redevelopment of underperforming residential areas will result in a halo effect with new investment along the County's aging commercial corridors. These types of investments are

influenced by factors such as local demographics, the cost and availability of land, and the business climate of the jurisdiction.

EXISTING LAND USE



MAP 3

NEEDS AND OPPORTUNITIES**LU**

Below are the priority needs and opportunities identified through stakeholder interviews, a community SWOT analysis and a statistically valid survey that was conducted during the public participation process. The needs and opportunities are followed by corresponding implementation measures contained within the Community Work Program.

Need:

- ❖ **Redevelopment / Revitalization**

Opportunity:

- ❖ Create a Redevelopment Inventory
- ❖ Redevelopment programs and strategies
- ❖ Code enforcement
- ❖ Leverage the Mableton Form-Based Code
- ❖ Incentives to reactivate vacant buildings and parcels
- ❖ Building designs that accommodate a variety of uses
- ❖ Transportation coordination
- ❖ Destination type uses, jobs and housing to live close to work
- ❖ Public/Private partnerships

Need:

- ❖ **Coordinate Between Land Use and Transportation**

Opportunity:

- ❖ Development process to provide transportation improvements
- ❖ Leverage transportation projects to assist redevelopment
- ❖ Encourage land use / transportation linkages that promote active living
- ❖ Land use decisions to consider planned transportation projects
- ❖ Ensure consistency between land use and transportation policies

Need:

- ❖ **Mixed Use Development Patterns**

Opportunity:

- ❖ Supports growth management and protection of existing neighborhoods
- ❖ Integrate multi-modal transportation options
- ❖ Live near employment centers
- ❖ Sidewalk and park connectivity for walkable, healthier community
- ❖ High density and intensity of uses in appropriate areas
- ❖ Encourage community identity and a sense of place
- ❖ Community gathering spaces

Need:**❖ Manage Growth****Opportunity:**

- ❖ Limit uncontrolled development patterns along corridors
- ❖ Preserve the character of existing neighborhoods
- ❖ Respect private property rights
- ❖ Meet the needs of future populations
- ❖ Foster urban scale development patterns within Regional Activity Centers
- ❖ Consider local and regional growth management policies
- ❖ Provide land use needs for a culturally diverse community
- ❖ Guide growth to areas where infrastructure is already in place
- ❖ Reevaluate future land use designations for incompatible zoning policies
- ❖ Balance the need for particular land uses based on the demand of uses
- ❖ Monitor regulatory systems to ensure adequacy
- ❖ Respect the guidance of Future Land Use designations and policies

Need:**❖ Infill Development Guidance****Opportunity:**

- ❖ Ensure compatibility with existing character of neighborhood
- ❖ Consider transitional development patterns
- ❖ Promote future community facilities
- ❖ Guide growth to areas where infrastructure is in place
- ❖ Increase the vitality of older neighborhoods and commercial centers

Need:**❖ Protect/Preserve Job Producing Uses****Opportunity:**

- ❖ Coordination between Planning and Economic Development
- ❖ Protect industrial zoned land, especially in Priority Industrial Areas
- ❖ Ensure appropriate balance of all types of job-producing land uses



GOAL AND POLICIES

LU

KEY STRATEGIES

**Grow responsibly, Protect existing communities,
Reinvigorate, Build safe and active communities**

LU-GOAL #1

Coordinate and advance land use policies that manage growth by promoting compatible distribution of land uses, while preserving established suburban and rural communities and respecting individual property rights

POLICIES

- LU1-P1 Facilitate projected growth while preserving and protecting existing stable neighborhoods and community character
- LU1-P2 Guide growth to areas that have infrastructure in place
- LU1-P3 Encourage nodal development in appropriate locations and discourage "strip" development patterns with multiple driveways
- LU1-P4 Promote development, diversification and intensification within Regional Activity Centers and other appropriate areas as a means to protect existing stable suburban and rural areas from development growth pressures and encourage redevelopment
- LU1-P5 Monitor current development practices to ensure that new development incorporates necessary enhancements on site to improve infrastructure
- LU1-P6 Encourage residential uses in locations where necessary public facilities can be economically provided

- LU1-P7 Consider impacts to area residents and address compatibility between land uses when making land use decisions
- LU1-P8 Coordinate compatible land use and transportation linkages for anticipated future populations
- LU1-P9 Maintain adequate amounts of residential land uses that support all types and densities of housing needed to support a growing and diverse population
- LU1-P10 Coordinate and communicate, when necessary, appropriate land use planning functions with the general public, Cobb County School District, Dobbins ARB, cities, adjacent counties and regional partners
- LU1-P11 Promote infill development where appropriate and compatible with desirable future land use designations
- LU1-P12 Monitor and facilitate expansion and reduction opportunities for appropriate future land use designations
- LU1-P13 Promote the continued enforcement of building and zoning code standards
- LU1-P14 Foster positive public interactions, public awareness, and transparency with citizens on land use matters through communication, partnerships, community involvement and community education
- LU1-P15 Provide sufficient opportunities for each future land use designation
- LU1-P16 Ensure that non-residential sites are designed with adequate buffering, parking and open space
- LU1-P17 Monitor land use policies with respect to zoning districts, transportation and water and sewer capacity to ensure compatible, adequate and desired mix of land uses in the future
- LU1-P18 Promote continued development of major business districts to support employment growth, provide retail services and serve as a hub for the community

- LU1-P19 Ensure all development proposals meet and/or exceed the most current Cobb County development standards
- LU1-P20 Encourage step down zoning as a tool to help buffer low intensity residential uses from higher intensity residential uses as a way to stabilize housing

LU-GOAL #2

Enhance community character and promote an active lifestyle in existing and future communities by fostering quality, safe, walkable and environmental friendly elements

POLICIES

- LU2-P1 Allow mix-use development patterns within Regional Activity Centers or other areas as designated by Master Plans
- LU2-P2 Encourage strategies and creative design to accommodate innovative land development techniques that promote an active lifestyle
- LU2-P3 Provide Code Enforcement strategies that promote health, safety, property preservation and community enhancement
- LU2-P4 Coordinate with Department of Transportation and Keep Cobb Beautiful on landscaping opportunities along newly created or improved roadway infrastructure projects
- LU2-P5 Encourage walkable, nodal developments at strategic locations
- LU2-P6 Focus on public health by promoting development patterns that encourage connectivity between residential, commercial, civic, cultural and recreational uses
- LU2-P7 Encourage land use strategies in applicable areas that allow for live-work opportunities
- LU2-P8 Support development patterns designed to improve the safety and well-being of the community

- LU2-P9 Focus on public health by encouraging the preservation of environmentally sensitive natural resources and open space
- LU2-P10 Explore opportunities to improve quality of life and public health through land use and transportation analysis
- LU2-P11 Encourage development flexibility as a means to protect and preserve open space and sensitive natural resources
- LU2-P12 Actively protect areas containing floodplains and wetlands
- LU2-P13 Protect watersheds and groundwater recharge areas through land use policies and stormwater management best practices
- LU2-P14 Encourage relationships between developers and neighborhoods to address neighborhood concerns
- LU2-P15 Promote a mix of housing design and materials in new residential areas through the rezoning process

LU-GOAL #3

Advocate and market the re-investment and redevelopment of deteriorating uses and areas to increase the County's vitality

POLICIES

- LU3-P1 Support efforts to revitalize and/or redevelop struggling commercial and residential areas
- LU3-P2 To accommodate projected growth and provide growth management strategies, promote the reuse, redevelopment and/or revitalization of brownfield and greyfield sites
- LU3-P3 Promote redevelopment of underperforming commercial areas and neighborhoods through incentivized regulatory strategies

- LU3-P4 Evaluate development proposals in underserved areas to ensure services are provided in a manner consistent with existing and future infrastructure demands
- LU3-P5 Encourage collaborative planning and seek opportunities to leverage public/private partnerships for the revitalization of communities
- LU3-P6 Strengthen underperforming activity centers by encouraging landscape and beautification efforts, façade programs, the introduction of new complementary land uses and business coordination to assist in filling vacant space
- LU3-P7 Encourage and consider incentives for clean-up of sites with known toxic contaminants to allow for the utilization of productive commercial and/or industrial uses
- LU3-P8 Promote mixed-use, including residential, in appropriate revitalization or redevelopment areas
- LU3-P9 Leverage transportation projects in areas that can assist redevelopment or revitalization of land uses
- LU3-P10 Support and regularly evaluate new and existing small area plans, corridor studies, design guidelines and other appropriate strategies



COMMUNITY WORK PROGRAM

LU

The Land Use Community Work Program outlines specific activities the community intends to undertake during the next five years to address priority needs and opportunities or to achieve portions of the Community Goals. This includes--but is not limited to--activities, initiatives, programs, ordinances and administrative systems to be put in place to implement the plan.

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
LAND USE										
LU-1	Amend 2040 Future Land Use Map, related guideline policies and the Community Work Program on an annual basis	X						CD	Staff resources	General Fund
LU-1.1	Develop Small Area Policy Guidelines to encourage office space in South Cobb			X				CD	Staff resources	General Fund
LU-2	Reevaluate land use recommendations for areas adjacent to roadways projected to operate with a level of service F by 2040	X						CD, DOT	Staff resources	General Fund
LU-3	Prepare Cumberland Galleria "Comprehensive Plan" – Land Use Concepts, Stormwater, Public Services, Transportation, & Design Standards					X		CD, DOT, CCWS, PS	Staff resources	General Fund
LU-4	Update Livable Center Initiative (LCI) studies and other small area studies every five years or earlier as conditions warrant	X						CD, DOT	Staff resources	General Fund
LU-5	Monitor and evaluate the need for new LCI studies and/or other small area studies as necessary	X						CD, DOT	Staff resources	General Fund
LU-6	Update Central Addressing Repository to include input of multi-unit addressing and parcel polygon data	X						CD, IS	\$100,000	General Fund
LU-7	Consider and create healthy living standards that could be incorporated into appropriate zoning districts						X	CD, CDPH	Staff resources	General Fund
LU-8	Continue to encourage Open Space Community overlays as a way to permanently protect open space in Low Density Residential, and Very Low Density Residential areas	X						CD	Staff resources	General Fund
LU-9	Draft and adopt design guidelines for appropriate areas in the County			X				CD	\$127,000	SPLOST, General Fund

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
LAND USE										
LU-10	Consider design overlay districts for appropriate areas				X			CD	\$100,000	SPLOST, General Fund, Grants
LU-11	Continue coordination between DOT and Community Development on design guidelines	X						CD, DOT	Staff resources	General Fund
LU-12	Rework real estate kiosk sign contract to allow for implementation		X					CD	Revenue Generating	General Fund
LU-13	Monitor and apply for grant applications related to land planning and management for other Community Development initiatives	X						CD, DOT, ED	Staff resources	General Fund
LU-14	Create an informational document on transfer of development rights program to educate officials on the advantages and disadvantages of the program				X			CD	Staff resources	General Fund
LU-15	Re-evaluate the Priority Industrial Areas to ensure they are still valid and to check for other areas that may benefit from the land use designation				X			CD	Staff resources	General Fund
LU-16	Build a GIS database of all County easements		X					CD, IS	Staff resources	General Fund
LU-17	Coordinate with Parks and Rec. on preparation of Parks Master Plan		X					CD, PARKS	Staff resources	General Fund
LU-18	Assist in the implementation of Cobb County Parks Master Plan			X				CD, PARKS	Staff resources	General Fund
LU-19	Coordinate with communications on utilizing social media as a way to involve community in planning projects and implementation programs	X						CD, COMM	Staff resources	General Fund
LU-20	Consider higher density zoning districts and zonings that allow for mixed use within the core areas of the Regional Activity Centers	X						CD, PC, BOC	Staff resources	General Fund
LU-21	Refine Regional Activity Centers and sub-area classifications per any adopted LCI studies, small area plans and/or Master Plans conducted by the County's CIDs	X						CD, CCID, TCCID	Staff resources	General Fund
LU-22	Consider alternative zoning regulations per LCI studies, small area plans and/or Master Plans conducted by the County's CIDs	X						CD, CCID, TCCID	Staff resources	General Fund

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
LAND USE										
LU-23	Coordinate, collaborate and consider LCI studies, small area plans and/or other Master Plans conducted and sponsored by Cobb's CIDs	X						CD, CCID, TCCID	Staff resources	General Fund
LU-24	Develop a Public Participation procedure manual to provide guidance on protocols for public engagement on planning projects			X				CD	Staff resources	General Fund
LU-25	Create and maintain ARCGIS online content for Cobb 2040, small area plans, Historic Resources and other land planning initiatives				X			CD, IS	Staff resources	General Fund
LU-26	Modernize and update County's ordinances and codes periodically	X						CD	Staff resources	General Fund
LU-26.1	Modify the NRC code to provide more specific ranges of land uses			X				CD	Staff resources	General Fund
LU-27	Continue to coordinate with appropriate authorities, organizations, and other groups on the riverside redevelopment initiatives	X						CD, SCRA	Staff resources	General Fund
LU-28	Provide land planning education for new Board of Commissions, Planning Commissioners and Zoning Appeal Board members	X						CD, PC, BOC	Staff resources	General Fund
LU-29	Conduct and participate in Cobb 101 workshops	X						CD	Staff resources	General Fund
LU-30	Develop innovative communications strategy to communicate development and planning-related activities to the public and other clients.				X			CD, COM	Staff resources	General Fund
LU-31	Conduct small area studies surrounding the intersections of Highway 92 and Sandy Plains, Johnson Ferry and Shallowford Rd., and Shallowford and Lassiter Rd.			X				CD	Staff resources	General Fund
LU-32	Prepare analysis of the Regional Activity Centers and associated sub-categories to ensure the RAC policies still align with changing and existing conditions			X				CD	Staff resources	General Fund
LU-33	Update and amend the Community Work Program on an annual basis to include implementation items from approved Master Plans and other studies as necessary, related to each of the 2040 Comprehensive Plan Elements	X						CD, DOT, CDBG, ED, PARKS, SS, LI, PS, EMA, WA	Staff resources	General Fund

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
LAND USE										
LU-34	Update undeveloped land Inventory	X						ED, CD	Staff resources	General Fund
LU-35	Update and enhance the Industrial Land Inventory and create an interactive web based GIS application for quick identification of potential industrial sites				X			CD	Staff resources	General Fund
LU-36	Update the Redevelopment Inventory and create an interactive web based GIS application for quick identification of redevelopment sites			X				ED, CD	Staff resources	General Fund
LU-37	Consider implementation of items from the Mableton TAP that would assist in creating more private sector involvement in Mableton's redevelopment	X						ED, CD, SCRA	Staff resources	General Fund
LU-38	Continue to monitor the metrics of South Cobb Implementation strategy to document and communicate successes	X						ED, CD, SCRA	Staff resources	General Fund
LU-39	Continue to monitor and update the South Cobb marketing website to ensure accuracy and communication with the community	X						ED, CD, SCRA	Staff resources	General Fund
LU-40	Work with Cobb County Communications and Information Services to establish dedicated website for small area studies and master plans that are being conducted					X		CD, COM	Staff resources	General Fund
LU-41	Bolster incentives for redevelopment and/or reuse of abandoned commercial buildings, underperforming commercial corridors, multi-family dwellings and any other areas that are identified through future planning efforts		X					CD, ED	Staff resources	General Fund
LU-42	Provide staff support and general oversight and administrative assistance to SCRA on redevelopment initiatives in South Cobb	X						CD, SCRA	Staff resources	General Fund
LU-43	Create an online GIS storybook of the progress associated with the redevelopment of South Cobb			X				CD, IS	Staff resources	General Fund
LU-44	Create and maintain a GIS database identifying the locations of a variety of permitting applications and plan review projects in unincorporated Cobb				X			CD, IS	Staff resources	General Fund

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
LAND USE										
LU-45	Prepare 3D renderings throughout the County based on zoning designations and regulations, including existing structures and terrain						X	CD, IS	\$4,000	General Fund
LU-46	Coordinate with Parks and other County departments to build GIS database of public park land inventory for web mapping application			X				CD, P.A.R.K.S., CCWS, CCSS	Staff resources	General Fund
LU-47	Update the South Cobb Implementation Strategy		X					CD	Staff resources	General Fund
LU-48	Coordinate and work with the Urban Land Institute's (ULI) Mini Technical Advisory Panel (mTAP) to create a set of recommendations intended to encourage redevelopment within the Milford Church/Osborne neighborhood.		X					CD, ULI	Staff resources	General Fund
LU-49	Powder Springs Road Corridor Study – From Powder Springs city limits to East-West Connector				X			CD, City of Powder Springs	Staff resources	General Fund
LU-50	Review existing Architectural guidelines and determine their effectiveness						X	CD	Staff resources	General Fund
LU-51	Encourage and promote the completion of abandoned or unfinished subdivisions through the subdivision topping program	X						CD	Staff resources	General Fund
LU-52	Consider updating development standards to require Bus Pads at the entrance to new residential developments adjacent to Bus Stops				X			CD	Staff resources	General Fund
LU-53	Consider updating development standards to require sidewalks on both sides of local streets within residential subdivisions				X			CD	Staff Resources	General Fund
LU-54	Review legal options for how communities can regulate the overabundance of uses along corridors						X	CD	Staff Resources	General Fund
LU-55	Stimulate development of a Town Square in the Osborne-Milford Community	X						CD	Staff resources	General Fund
LU-56	Stimulate development of a Town Square in the Six Flags Community	X						CD	Staff resources	General Fund

FUTURE LAND USE

LU

The Future Land Use (FLU) designations listed in this section act as a guide and policy framework for making land use decisions in conjunction with property entitlements (i.e. zoning). The FLU designations should be used in association with the policy statements to provide a clear understanding of what the community expects for new developments in areas throughout the County. The resulting Future Land Use Map (FLUM) is the culmination of the policies contained in the document making it the official “future development map”, as requested by the Georgia Department of Community Affairs in their *Minimum Standards and Procedures for Local Comprehensive Planning*, effective as of March 1, 2014.

The FLU section contains descriptions for each FLU designation, as well as compatible zoning districts for each designation. In addition, various FLU categories contain Small Area Policy Guidelines (SAPG), which provide further guidance on how particular tracts of land should be developed.

Each FLU designation that contains SAPG is noted within each land use description. The full text for each SAPG is available in Appendix 4. It should be noted that the Board of Commissioners, in making land use decisions, uses the FLUM as a guide in the decision making process. However, at times there are circumstances in which decisions are made that are contrary to the guidance provided by the FLUM. Such decisions may be based upon a change in market conditions, information unknown to staff in the preparation of this document, or other circumstances that are unique to an individual case.

Percentage of Future Land Use

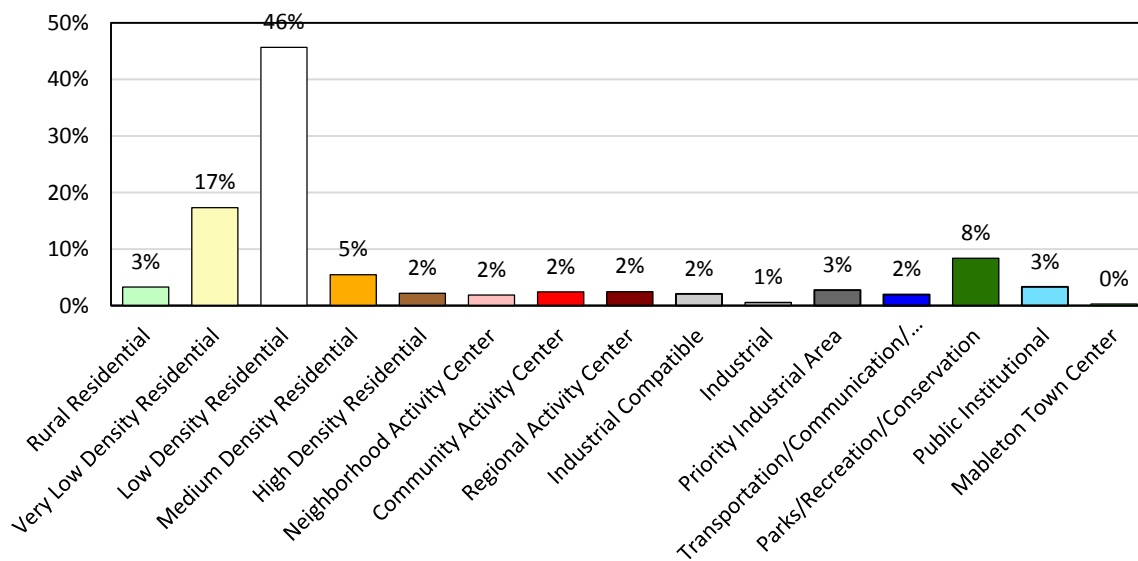
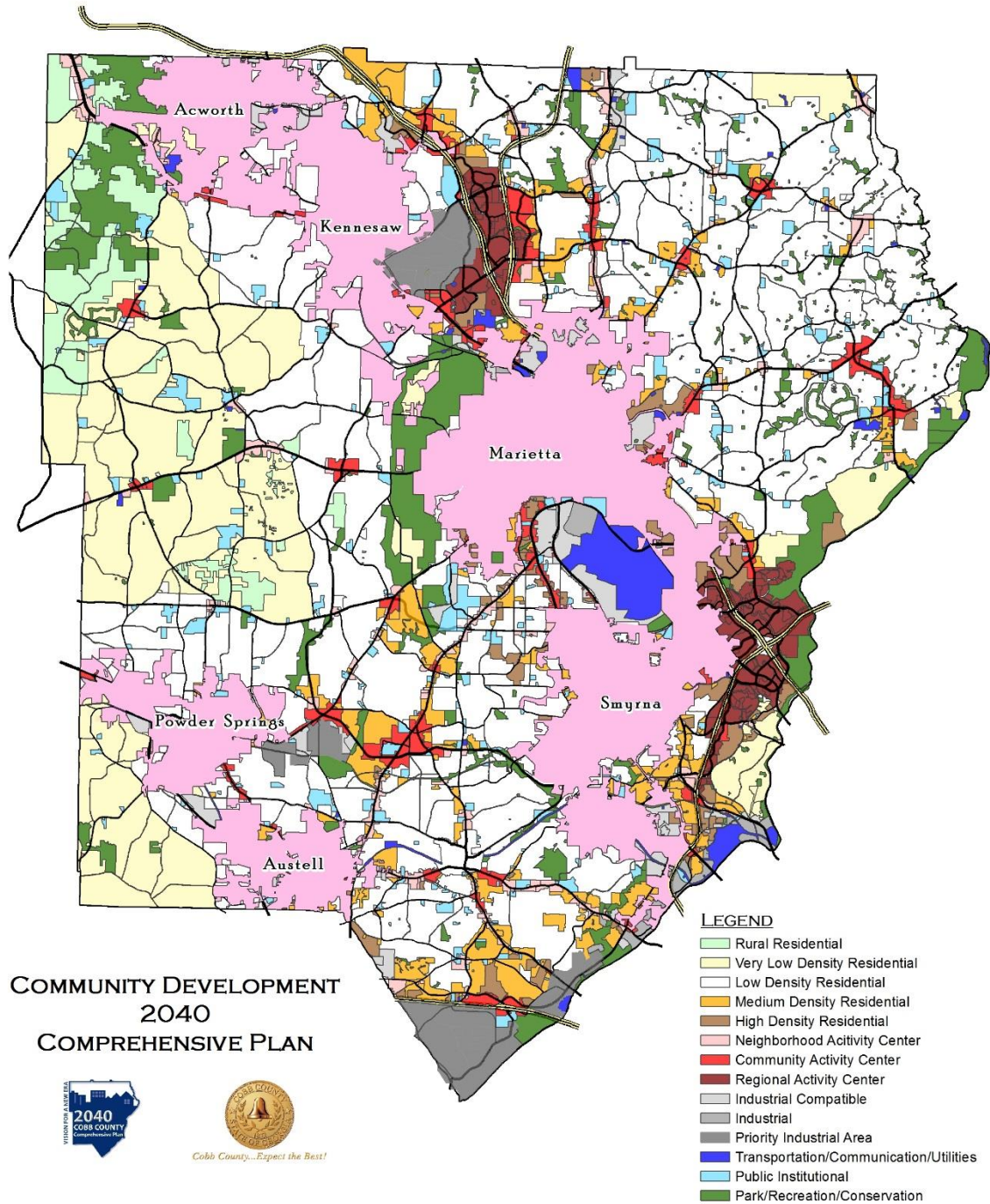


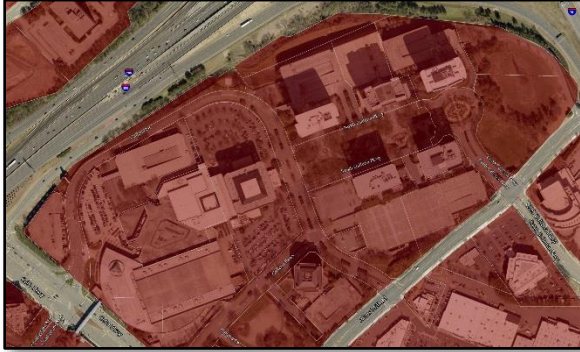
FIGURE 6

FUTURE LAND USE



MAP 4

REGIONAL ACTIVITY CENTER (RAC)



The purpose of the Regional Activity Center category is to provide for areas that can support high-intensity development, which serves a regional market. Typical land uses in these areas include high-rise office buildings, regional malls and varying densities of residential development. The Regional Activity Center designation contains Sub-Area classifications, Policy Guidelines (below) and Small Area Policy Guidelines (SAPG) located in Appendix 4.

Regional Activity Center Policy Guidelines

- RAC-P1** Floor area ratios (FAR) should be less than 2.0 for office and mixed-use projects and less than 1.0 for retail uses.
- RAC-P2** Regional serving office and retail development and supporting services should be encouraged to locate in Regional Activity Centers.
- RAC-P3** Regional Activity Centers should be located in close proximity to the intersection of two freeways and their access ramps to/from adjacent arterial streets.
- RAC-P4** Regional Activity Centers should be located only where there are adequate water and sewer services.
- RAC-P5** Office, retail, personal service, apartment lodging and other high-density residential uses should be encouraged to be developed together as self-contained, mixed-use projects.
- RAC-P6** Any area of floodplain or wetlands shall be subtracted from the aggregate area of the site submitted for zoning or development prior to the calculation of residential density.

- RAC-P7** Property located within a RAC that contains one or more streams or floodplain shall be developed in such a way as to minimize land disturbance. For office and retail uses, no more than 80% of the site may be covered with impervious surfaces. For residential uses, no more than 70% of the site may be covered with impervious surfaces. When streams and/or floodplain prohibit development, retail development is encouraged to be two or more stories. In addition, parking requirements may be reduced in order to discourage higher levels of impervious coverage. Shared parking with adjoining development is also encouraged. Upon site development, streams and floodplain shall be identified as open space.
- RAC-P8** Cobb County encourages owners of older commercial/industrial properties in select areas and sites to improve and enhance those properties, with the definitive objective of revitalizing those areas as defined in the Commercial Property Rehabilitation Partial Property Tax Abatement Program. A listing of areas and sites that can utilize this redevelopment incentive is shown in Appendix 4.
- RAC-P9** In recognition of the existing and planned commercial/residential activity in the Cumberland and Town Center CIDs and in an effort to improve public safety response times by reviewing how station locations may better serve the community, the Board of Commissioners determined the necessity of locating emergency mobile response units within the CIDs. These units allow for improved preparedness and response capabilities while managing current and future growth. It also is recommended that incentives, public/private partnerships or grants be considered in order to fund the additional units within the CIDs that may be required due to increases in development intensity in these areas.

SUB-AREA CLASSIFICATIONS

RAC

On December 21, 1994, the Board of Commissioners adopted an official addendum to the Future Land Use Map of the Cobb County Comprehensive Plan. This action is indicative of the County's growth management policy in RAC-designated areas. The maps associated with the addendum are included in Appendix 4.

The intent of the sub-area classifications within the RAC designation is to optimize the use of land in RAC-designated areas by encouraging use types to develop in the most appropriate locations.

Appropriateness is determined by the carrying capacity of the site, access considerations, compatibility with adjacent uses, suitability of scale and market potential. The use definitions are intentionally broad, serving to preserve much of the original flexibility of the RAC designation, while also ensuring that land uses are developed in suitable areas.

Each part of the County designated as a RAC has a separate map showing the projected FLU categories. In addition, the RAC contains adopted SAPG, which provide additional recommendations for specific areas described in the guidelines.

The RAC Sub-Area classifications and definitions are listed below. The adopted SAPG are located within Appendix 4.

RAC-low density residential (RAC-ldr)

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

RAC-medium density residential (RAC-mdr)

Medium Density Residential provides areas that are suitable for medium-density housing between two and one-half (2.5) and five (5) dwelling units per acre and attached single-family residential housing that in certain circumstances may reach six (6) dwelling units per acre, depending on existing conditions such as product type and mix, structure/building height, tract size, topographic conditions, etc. in order to provide compatibility with adjacent residential uses.

RAC-high density residential (RAC-hdr) – Includes Small Area Policy Guidelines

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

RAC-office (RAC-off) – Includes Small Area Policy Guidelines

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

RAC-retail/service (RAC-rs)

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

RAC-industrial (RAC-ind)

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

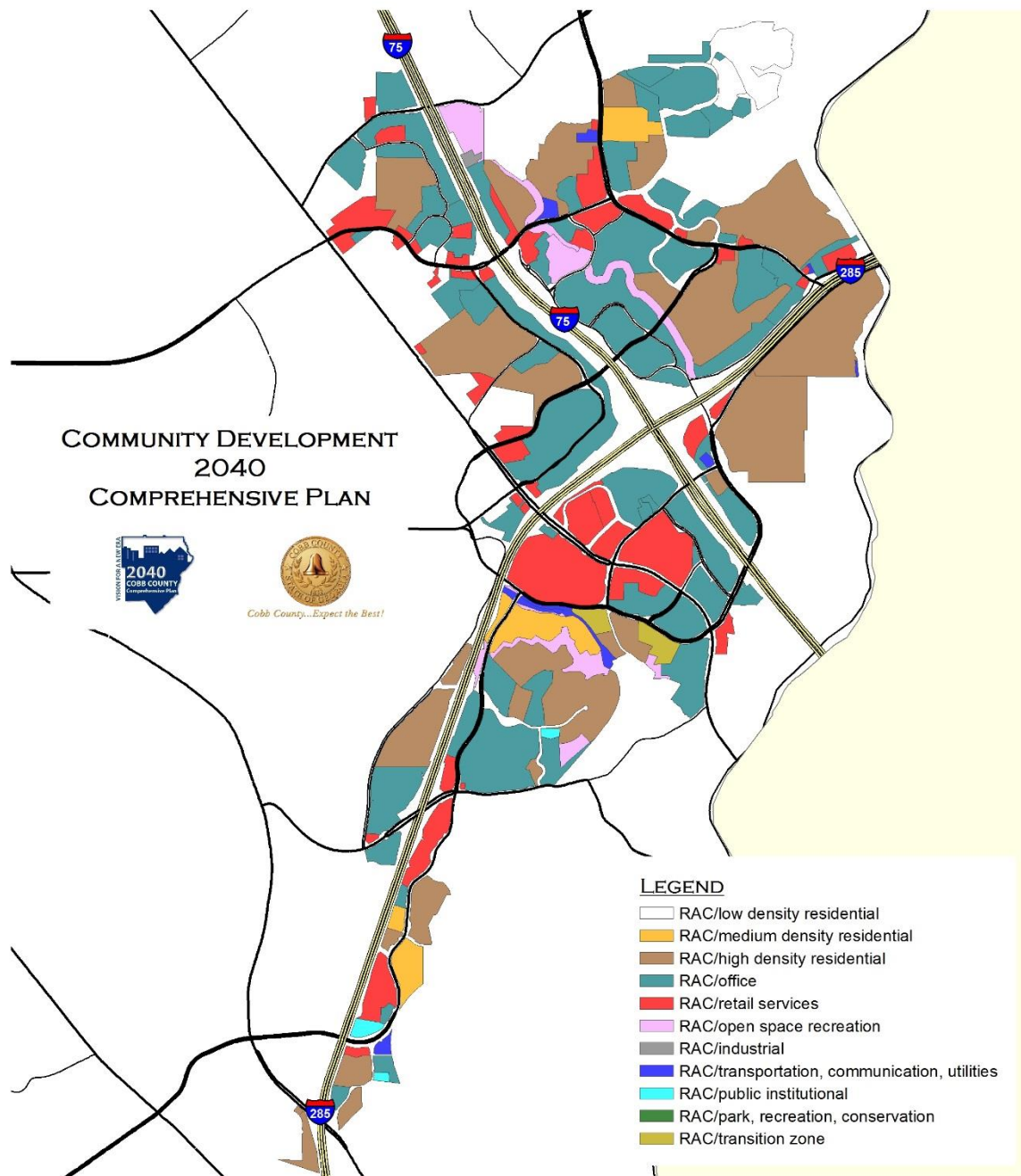
RAC-open space/recreation (RAC-osr)

Open space/recreational uses currently exist in several areas within the RAC, yet there are opportunities to generate additional open space and community gathering spaces through urban design, the construction of pocket parks and the use of topographically challenged areas (floodplain). The uses in the floodplain areas should be restricted to passive recreation, including bicycle/pedestrian trails.

RAC-Vinings Transition Zone (RAC-tz) – Includes Small Area Policy Guidelines

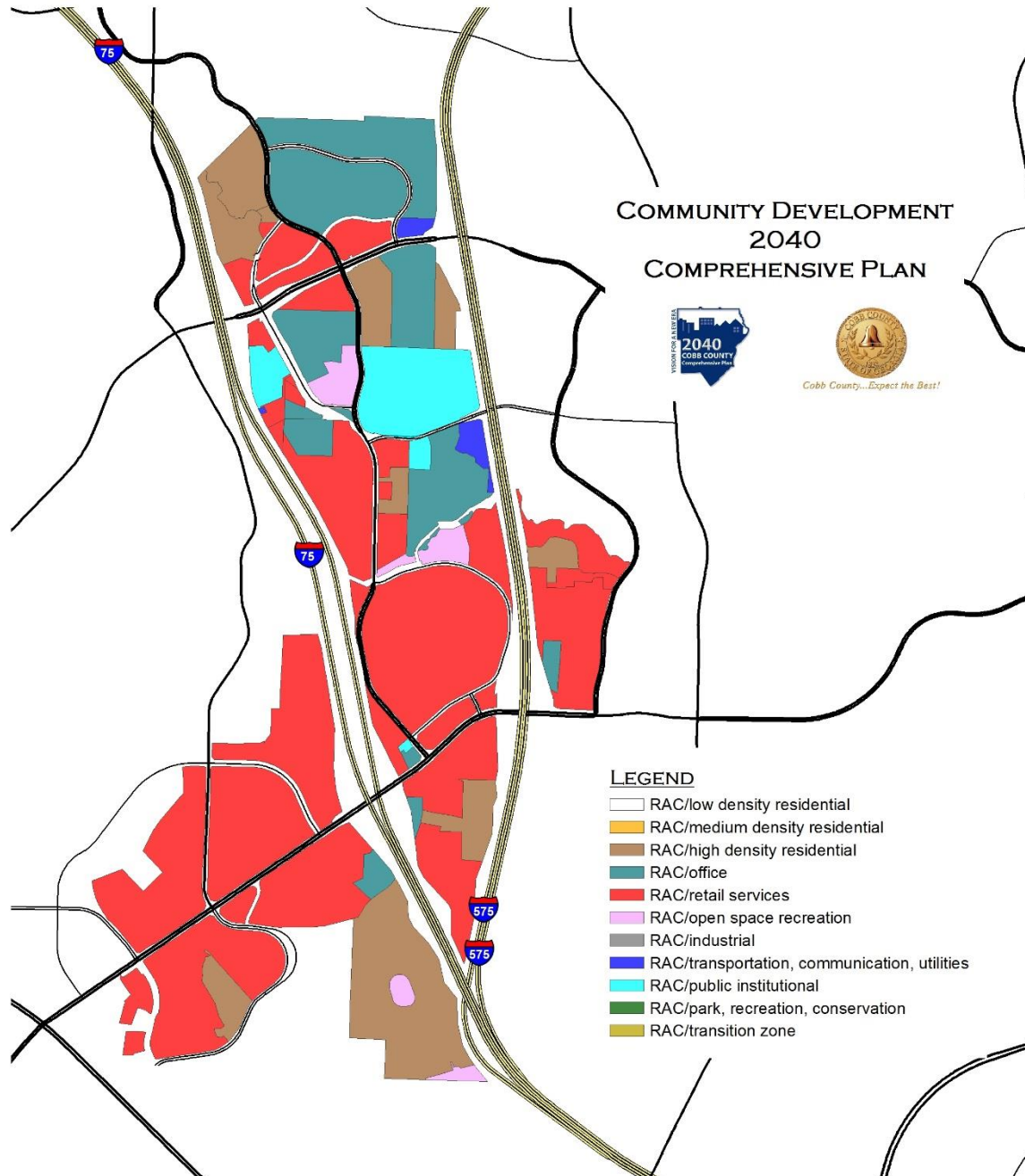
The area including the properties along both sides of Upper Stillhouse Road and River Oaks Drive, south of Cumberland Boulevard is hereby designated the Vinings Transition Zone. This transition zone is needed due to the conflict between the intense land uses in the heart of the Cumberland Regional Activity Center and the nearby low-density, single-family residential uses in Vinings south of the barricade; this is consistent with County policy as described throughout the Cobb 2040 plan regarding the necessity to provide appropriate transitions between areas of higher intensity use and nearby areas of lower intensity use. Furthermore, due to environmental concerns related to topography, hydrology and stormwater runoff, there is a need for specific development criteria within the Vinings Transition Zone to address these concerns.

FUTURE LAND USE CUMBERLAND REGIONAL ACTIVITY CENTER



MAP 5

FUTURE LAND USE TOWN CENTER REGIONAL ACTIVITY CENTER



MAP 6

APPROPRIATE ZONING CATEGORIES**RAC**

The purpose of the RAC category is to provide for areas that can support a high intensity of development that serves a regional market. Typical uses include high-rise office buildings, malls and varying densities of residential development. Allowable Zoning: RA-6, RM-8, RM-12, RM-16, FST, RSL (supportive, non-supportive, non-supportive urban), UC, LRO, O&I, OHR, OMR, OS, CRC, GC, LRC, NRC, PSC, RRC, TS, PVC, UVC, NS

DRAFT

COMMUNITY ACTIVITY CENTER (CAC)



The purpose of the Community Activity Center category is to provide for areas that can meet the immediate needs of several neighborhoods or communities. Typical land uses for these areas include low to mid-rise office buildings and department stores. Guidelines for this category are listed below. In addition, the CAC designation includes Small Area Policy Guidelines (SAPG) in Appendix 4.

- CAC-P1** Low- to medium-intensity office, retail and commercial service uses should be encouraged to locate in Community Activity Centers.
- CAC-P2** Office uses should be limited to four stories. However, any non-residential uses that are located along Dallas Hwy. (State Route 120 from John Ward Road to Paulding County line) in West Cobb is limited to three stories. The appropriateness of this limitation is based upon the local Scenic Highway designation currently assigned to this portion of Dallas Highway. Floor area ratios (FAR) should be no greater than 0.75 for office uses and 0.25 for retail uses.
- CAC-P3** Community Activity Centers should be primarily located near the intersection of a freeway interchange and arterial road or the intersection of two arterials.
- CAC-P4** Retail uses shall be encouraged where direct access to the arterial is available and where safe turning movements are possible. Inter-parcel access is encouraged.
- CAC-P5** A transition in building scale and land use type should be provided between higher intensity uses and adjacent residential areas. Transitional land uses could include low-intensity office or higher density residential uses.

- CAC-P6** More intense uses should be focused on those properties near the geographic center of the CAC and away from existing residential development.
- CAC-P7** Nodal development should be encouraged.
- CAC-P8** Commercial service uses with outdoor activities should be encouraged in Community Activity Centers only if outdoor storage and activities are screened and buffered from adjacent uses.
- CAC-P9** Any area of floodplain or wetlands shall be subtracted from the aggregate area of the site submitted for zoning or development prior to the calculation of residential density.
- CAC-P10** Property located within a CAC that contains one or more streams or floodplain shall be developed in such a way as to minimize land disturbance. For office and retail uses, no more than 70% of the site (excluding stream and/or floodplain) may be covered with impervious surfaces. When streams and/or floodplain prohibit development, retail development is encouraged to be two or more stories. In addition, parking requirements may be reduced in order to discourage higher levels of impervious coverage. Shared parking with adjoining developments is also encouraged. Upon site development, streams and floodplain shall be identified as open space.

APPROPRIATE ZONING CATEGORIES

CAC

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

NEIGHBORHOOD ACTIVITY CENTER (NAC)



The purpose of the Neighborhood Activity Center category is to provide for areas that serve neighborhood residents and businesses. Typical land uses for these areas include small offices, limited retail and grocery stores. Guidelines for this category are listed below. In addition, the NAC designation includes Small Area Policy Guidelines (SAPG) in Appendix 4.

- NAC-P1** Low-intensity office and retail uses should be encouraged to locate in Neighborhood Activity Centers.
- NAC-P2** Office and retail uses should be limited to a maximum of two stories.
- NAC-P3** Floor area ratios (FAR) should be less than 0.5 for office uses and less than 0.25 for retail uses.
- NAC-P4** A transition in building scale and land use type should be provided between higher intensity uses and adjacent residential areas. Transitional land uses could include low-intensity office uses or higher density residential uses.
- NAC-P5** Any area of floodplain or wetlands shall be subtracted from the aggregate area of the site submitted for zoning or development before the calculation of residential density.
- NAC-P6** Property located within a NAC that contains one or more streams or floodplain shall be developed in such a way as to minimize land disturbance. For office and retail uses, no more than 70% of the site (excluding stream and/or floodplain) may be covered with impervious surfaces. When streams and/or floodplain prohibit development, retail development is encouraged to be two or more stories. In addition, parking requirements may be reduced in order to

discourage higher levels of impervious coverage. Shared parking with adjoining developments is also encouraged. Upon site development, streams and floodplain shall be identified as open space.

NAC-P7 In order to ensure neighborhood compatibility, retail uses should also be limited in total floor area.

NAC-P8 All uses should be adequately buffered to protect the stability of surrounding residential neighborhoods.

APPROPRIATE ZONING CATEGORIES

NAC

The purpose of the NAC category is to provide for areas that serve neighborhood residents and businesses. Typical uses include small offices, limited retail and grocery stores. Allowable Zoning: SC, LRO, LRC, OS (special exceptions), NRC, PVC, UVC, RSL (supportive & non-supportive)

INDUSTRIAL COMPATIBLE (IC)



The purpose of the Industrial Compatible category is to provide for areas that can support light industrial, office/warehouse and distribution uses. Typical land uses for these areas include professional business parks and distribution centers. Guidelines for this category are listed below. In addition, the IC designation includes Small Area Policy Guidelines (SAPG) in Appendix 4.

- IC-P1 Regional-serving employment areas consisting of light industrial, office/warehouse, distribution and support commercial service uses shall be encouraged to locate in IC areas.
- IC-P2 Office uses should be limited in height and floor area. Floor area ratios (FAR) for offices should be less than 0.75. Office buildings should be less than four stories.
- IC-P3 Buffering and screening of outdoor storage is encouraged in IC areas.
- IC-P4 Industrial processes and activities should be located indoors and should not produce substantial noise, vibration or noxious byproducts.
- IC-P5 IC areas can serve as a transitional category between more intensive uses and less intensive uses.
- IC-P6 Due to the importance of transportation in manufacturing and distribution, IC areas should be located where there is safe, direct access to the regional freeway system.
- IC-P7 Any area of floodplain or wetlands shall be subtracted from the aggregate area of the site submitted for zoning or development prior to the calculation of residential density.

APPROPRIATE ZONING CATEGORIES**IC**

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

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INDUSTRIAL (IND)



The purpose of the Industrial category is to provide for areas that can support heavy industrial and manufacturing uses. Typical land uses for these areas include plants that convert raw materials into a finished product. Guidelines for this category are listed below. In addition, the IND designation includes Small Area Policy Guidelines (SAPG) in Appendix 4.

- IND-P1** Primary uses within IND areas should be industrial or manufacturing. Supporting office uses should be limited in floor area and intensity. Office uses should be limited to floor area ratios (FAR) of less than 0.5.
- IND-P2** Due to the importance of transportation in manufacturing and distribution, IND areas should be located where there is safe, direct access to the regional freeway system.
- IND-P3** IND areas should not be located immediately adjacent to residential areas.
- IND-P4** In reviewing new industrial development proposals, an assessment of environmental impact and impact mitigation should be conducted.
- IND-P5** Any area of floodplain or wetlands shall be subtracted from the aggregate area of the site submitted for zoning or development prior to the calculation of residential density.

APPROPRIATE ZONING CATEGORIES

IND

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

PRIORITY INDUSTRIAL AREA (PIA)



The purpose of the Priority Industrial Area (PIA) future land use category is to support the strategic protection of the most important Industrial and Industrial Compatible land areas in unincorporated Cobb County. The Board of Commissioners has identified specific PIAs, which are identified in Appendix 4. These areas are considered critical (through research, evaluation and industrial site selection best practices) to the County's capacity for future industrial-type, job-producing sectors. Due to increased development throughout the County, the reduced quantity of undeveloped land and the recent trends that have converted industrial lands to other productive land uses, it is imperative for Cobb County to evaluate land use policy in greater detail as it relates to important industrial areas. The overall intent of this policy is to establish more-stringent criteria to consider in instances where one attempts to alter an existing industrial land use.

The following evaluation and data analysis should be conducted when the Planning Commission and the Board of Commissioners consider land use changes involving land parcels within or adjacent to a PIA. In addition, the same evaluation and data analysis should be conducted by the applicant when petitioning the Planning Commission and the Board of Commissioners to consider a zoning change involving properties within or adjacent to a PIA or areas adjacent to PIA. Specifically, this should be done when the subject property/properties are proposed to be rezoned to a classification that is not compatible with PIA. Finally, the policy related to "adjacency to viable industrial areas" should be considered by the Planning Commission and the Board of Commissioners when a property adjacent to PIA is rezoned.

PIA-P1 **Job impacts:** Consider the number of existing and future industrial jobs lost, existing and future job opportunities for residents with less than a four-year degree and job density at the site.

- PIA-P2** **Tax Base Implications:** Evaluate and compare impacts on the County's tax base between potential uses with the existing zoning and the proposed zoning. Also compare tax base impacts to job creation/reduction.
- PIA-P3** **Viability:** Prioritize developments with immediate uses over potential uses without previously-identified tenants/occupants.
- PIA-P4** **Transition:** Consider the cost of transitioning a property from one use to another through zoning. Properties rendered non-conforming may suffer years of deferred maintenance until a viable use surfaces.
- PIA-P5** **Adjacency to viable industrial areas:** Consider negative impacts of residential uses on adjacent and viable industrial sites, such as land price uncertainty and conflicts with residents. If a residential project is being considered adjacent to a PIA site, the Planning Commission and Board of Commissioners should consider requiring additional and enhanced buffering and screening requirements on the residential project in order to protect the residential land use as well as the viability of the adjacent industrial use.

SUB-AREA CLASSIFICATIONS

PIA

All areas of the County designated as a PIA have FLU sub-categories. The descriptions of the categories are as follows:

Priority Industrial Area - Medium Density Residential (PIA-mdr)

Medium Density Residential are areas that are currently residential at two and one-half (2.5) and five (5) dwelling units per acre that should transition to light industrial, office/warehouse or light manufacturing uses over time.

Priority Industrial Area - Community Activity Center (PIA-cac)

Community Activity Center areas currently support retail type uses that should transition to light industrial, industrial, office/warehouse, distribution or light manufacturing uses over time. Small supportive retail uses serving the needs of the surrounding industrial users may be appropriate on a case-by-case basis in the Community Activity Center subcategory.

Priority Industrial Area - Industrial Compatible (PIA-ic)

Industrial Compatible subcategories can support light industrial, office/ warehouse and distribution uses.

Priority Industrial Area – Industrial (PIA-ind)

Industrial subcategories can support heavy industrial and manufacturing uses.

Priority Industrial Area - Transportation, Communications and Utilities (PIA-tcu)

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

Priority Industrial Area - Parks, Recreation and Conservation (PIA-prc)

The purpose of the PRC subcategory is to provide for land dedicated to passive recreation and protection of water quality, wetlands, stream banks, riparian buffers, scenic views and historic or archaeological resources.

APPROPRIATE ZONING CATEGORIES

PIA

The purpose of the PIA category is to provide protection for industrial areas that can support future job growth for industrial, manufacturing, office/ warehouse, technology, biomedical and distribution uses. Preferred uses and compatible zoning classifications are identified according to the PIA subcategories. Technology, biomedical development and non-polluting manufacturing centers are among the most encouraged use types throughout all subcategories of the PIA.



PUBLIC/INSTITUTIONAL (PI)



The purpose of the Public/Institutional category is to provide for certain state, federal or local government and institutional uses such as government administrative building complexes, police and fire stations, schools and colleges, churches, hospitals and the like. While the FLUM often reflects existing uses, it is important to realize that uses in this category have the potential to be developed at a regional, community or neighborhood scale. Any use within the PI category should be developed in a manner consistent with other applicable policies contained within Cobb 2040. In addition, the PI designation includes Small Area Policy Guidelines (SAPG) contained within Appendix 4.

Community Health

PI uses provide opportunities for all residents to have access to critical goods and services, safe, clean neighborhoods and good employment opportunities. These services include the following: support for the basic needs of disadvantaged residents, including the disabled; instituting programs to improve public safety; promoting programs that foster better health and fitness; and otherwise providing all residents the opportunity for personal enrichment.

APPROPRIATE ZONING CATEGORIES

PI

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

PARK/RECREATION/CONSERVATION (PRC)



The purpose of the Park/Recreation/Conservation category is to provide for land dedicated to active or passive recreational uses, either publicly or privately owned, including playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers, etc. While the future land use map reflects existing uses, it is important to realize that uses in this category have the potential to be developed at a regional, community or neighborhood scale. Any use in this category should be developed in a manner consistent with other policies contained within Cobb 2040. When development plans are presented to the Board of Commissioners, the adjacent Future Land Use Map designations should be given consideration, with emphasis on adequate buffering, step-down to uses of a lower intensity and preserving environmentally sensitive areas. In addition, this land use category includes environmentally sensitive areas such as flood plains and wetlands. These areas serve an important purpose by providing enhanced water quality protection, groundwater recharge, floodwater storage, channelization, silt retention and groundwater discharge. When feasible, the County should consider acquiring, by way of easement or fee simple ownership, flood plain and/or wetland areas that would remain undeveloped to ensure these critical functions continue unabated.

Conservation Sub-Category

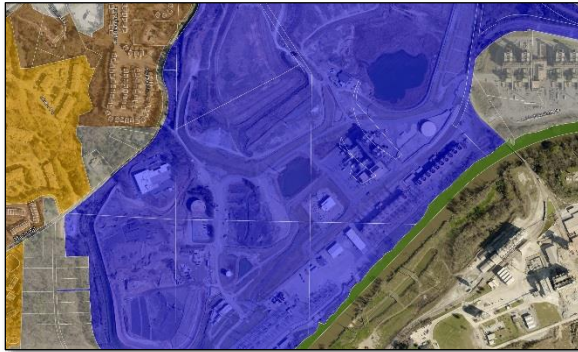
Conservation is a sub-category of PRC intended for permanently-protected land dedicated to passive recreational uses. Additionally, Conservation can be used for land set aside to protect water quality, wetlands, and areas with erodible soils, stream banks, riparian buffers, scenic views and historic/archeological resources. It can also be used to reduce erosion through the protection of steep slopes. Conservation-designated areas can be privately- or publicly-owned and can include playgrounds, parks, natural preserves, wildlife management areas, national forests, stream buffers, wetlands, floodplains, and other similar uses. It is noted that the existing land survey includes Conservation uses within incorporated city limits.

APPROPRIATE ZONING CATEGORIES**PRC**

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

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TRANSPORTATION/COMMUNICATION/UTILITIES (TCU)



The purpose of the Transportation/Communication/Utilities category is to provide for uses such as power generation plants, railroad facilities, communication towers, airports and the like.

APPROPRIATE ZONING CATEGORIES

TCU

The purpose of the TCU category is to provide for uses such as power generation plants, railroad facilities, communication towers, airports, etc.

MABLETON TOWN CENTER (MTC)



The Mableton Town Center (MTC) category provides for areas that institute development standards and incentives to assist in the creation of a mixed-use community. Throughout the Mableton community, transect zones are established to guide development that responds to regional characteristics and needs. Guidelines for this category are based on the Mableton Form-Based Code (FBC) and are listed below:

- MTC-P1** Mableton should retain its core infrastructure and visual character through growth opportunities that encourage infill development in parity with the development of new communities.
- MTC-P2** Developments within the area should support Traditional Neighborhood Development (TND) or Regional Corridor Development (RCD) patterns and Mableton's vision of being a Lifelong Community.
- MTC-P3** Transportation corridors should be planned and reserved in coordination with land use.
- MTC-P4** Green corridors should be used to define and connect the Mableton Town Center area.
- MTC-P5** Community should include a framework of infrastructure to support all modes of transportation, which would coordinate with the development patterns enabled by the (FBC).
- MTC-P6** Architecture and landscape design should grow from local climate, topography, history and building space through energy efficient methods, where possible.

MTC-P7 Harmonious and orderly evolution of the built environment should be secured through regulating the form of buildings.

The following are general development standards; however, more specific standards exist according to the building's form, position and functions within the Traditional Neighborhood Development (TND) or Regional Corridor Development (RCD) zone and its transect zone classification.

MTC-P8 Development should be compatible with the density and intensity of uses based upon their building function;

MTC-P9 Lot layers, building disposition and building height should be defined by specific transect zone classifications in order to ensure appropriate compatibility with land uses within and immediately adjacent to the MTC;

MTC-P10 Exterior designs should be compatible with frontage standards and general requirements;

MTC-P11 Permitted building functions, including residential, lodging, office, retail, civic and other functions, should be compatible with the allowable functions of the appropriate transect zones;

MTC-P12 Quantity of required parking should be consistent with the building function;

MTC-P13 Landscaping for properties should be consistent with established frontage types.

APPROPRIATE ZONING CATEGORIES

MTC

The purpose of the Mableton Town Center (MTC) category is to provide for areas that institute development standards and incentives to assist residences and businesses in having a desirable mixed-use community, while protecting existing surrounding neighborhoods. Appropriate land uses are to be determined by the specific transect zones identified within the Mableton FBC.

RURAL RESIDENTIAL (RR)



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

- RR-P1** Areas that are not projected to have the basic services of water and sewer due to topographical or other constraints shall be classified as RR on the Future Land Use Map.
- RR-P2** Areas of the County located furthest from employment centers and major transportation corridors shall be classified as RR on the Future Land Use Map.
- RR-P3** New residential uses should be developed in a manner that helps protect the rural character and environmentally sensitive nature of these areas.
- RR-P4** Any area of floodplain or wetland shall be subtracted from the aggregate area of the site submitted for zoning or development prior to the calculation of residential density.

APPROPRIATE ZONING CATEGORIES

RR

The purpose of the RR category is to provide for areas for housing ranging in density from 0 to 1 dwellings per acre. Allowable Zoning: RR, R-80, R-40, PRD

VERY LOW DENSITY RESIDENTIAL (VLDR)



The purpose of the Very Low Density Residential category is to provide for areas that are suitable for very low-density housing, particularly in locations that may not have basic services such as sewer, or where the existing or desired residential density is zero to two (2) dwelling units per acre. Specific development proposals shall be evaluated with respect to the following policy guidelines. In addition, the VLDR designation includes Small Area Policy Guidelines (SAPG) in Appendix 4.

- VLDR-P1** Areas that do not have the basic services of water and sewer shall be classified as VLDR on the Future Land Use Map.
- VLDR-P2** New residential uses should be developed in a manner that helps protect the rural/estate character of these areas.
- VLDR-P3** Any area of floodplain or wetlands shall be subtracted from the aggregate area of the site submitted for zoning or development prior to the calculation of residential density.

APPROPRIATE ZONING CATEGORIES

VLDR

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

LOW DENSITY RESIDENTIAL (LDR)



The purpose of the Low Density Residential category is to provide for areas that are suitable for low-density housing between one (1) and two and one-half (2.5) dwelling units per acre, and non-supportive senior living housing that in certain circumstances may reach five (5) dwelling units per acre. Allowable residential density is dependent upon factors, such as product type and mix, structure/building height, tract size, topographic conditions and the like, in order to provide compatibility with adjacent residential uses. Specific development proposals shall be evaluated with respect to the following policy guidelines. In addition, the LDR designation includes Small Area Policy Guidelines (SAPG) in Appendix 4.

- LDR-P1** Proposals at the low end of the density range should be encouraged in areas that are currently developed at similar densities.
- LDR-P2** Proposals at the high end of the density range should be encouraged in areas where adequate services and facilities can accommodate such densities and where such proposed densities do not adversely affect the stability of existing residential areas.
- LDR-P3** New residential uses should be developed in a manner that helps protect the character of these areas.
- LDR-P4** Any area of floodplain or wetlands shall be subtracted from the aggregate area of the site submitted for zoning or development prior to the calculation of residential density.

APPROPRIATE ZONING CATEGORIES**LDR**

The purpose of the LDR category is to provide for areas for housing between one and two and one-half dwelling units per acre. Allowable Zoning: RR, R-80, R-40, R-30, R-20, R-15, R-12, OSC, RSL (non-supportive)

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MEDIUM DENSITY RESIDENTIAL (MDR)



The purpose of the Medium Density Residential category is to provide for areas that are suitable for moderate density housing between two and one-half (2.5) and five (5) dwelling units per acre. Specific development proposals shall be evaluated with respect to the following policy guidelines. In addition, the MDR designation includes Small Area Policy Guidelines (SAPG) in Appendix 4.

- MDR-P1** Proposals at the low end of the range of densities shall be encouraged in areas that are currently developed at similar densities.
- MDR-P2** Proposals at the high end of the range of densities shall be encouraged in areas where adequate services and facilities can accommodate such densities and where such proposed densities do not adversely affect the stability of existing residential uses. Single-family residential developments resulting in densities greater than four (4) units per acre may also be limited in overall acreage due to intense deforestation, drainage, erosion and sedimentation concerns associated with such development. Specific restrictions may be codified in the Cobb County Zoning Ordinance.
- MDR-P3** New residential uses should be developed in a manner that helps protect the character of these areas.
- MDR-P4** MDR areas can serve as a transitional category between more intensive uses and less intensive uses.
- MDR-P5** Housing with open space and high-quality design should be encouraged to be developed in this category.

MDR-P6 Any area of floodplain or wetlands should be subtracted from the aggregate area of the site submitted for zoning or development prior to the calculation of residential density.

APPROPRIATE ZONING CATEGORIES

MDR

The purpose of the MDR category is to provide for areas for housing between two and one-half and five dwelling units per acre. Allowable Zoning: R-20, R-15, R-12, RA-5, RA-4, RD, FST, MHP, SC, PVC, RSL (non-supportive)

HIGH DENSITY RESIDENTIAL (HDR)



The purpose of the High Density Residential category is to provide for areas that are suitable for higher density housing between five (5) and twelve (12) dwelling units per acre. Density on any particular site should be sensitive to surrounding areas and should offer a reasonable transition of use intensity. Specific development proposals should be evaluated with respect to the following policy guidelines. In addition, the HDR designation includes Small Area Policy Guidelines (SAPG) in Appendix 4.

- HDR-P1** Higher density housing should be located only in those areas with direct access to arterials or collectors in order to discourage neighborhood traffic intrusion and facilitate safe turning movements.
- HDR-P2** HDR areas can serve as a transitional category between more intensive uses and less intensive uses.
- HDR-P3** Housing with open space and high-quality design should be encouraged to be developed in this category.
- HDR-P4** Any area of floodplain or wetlands shall be subtracted from the aggregate area of the site submitted for zoning or development prior to the calculation of residential density.

APPROPRIATE ZONING CATEGORIES

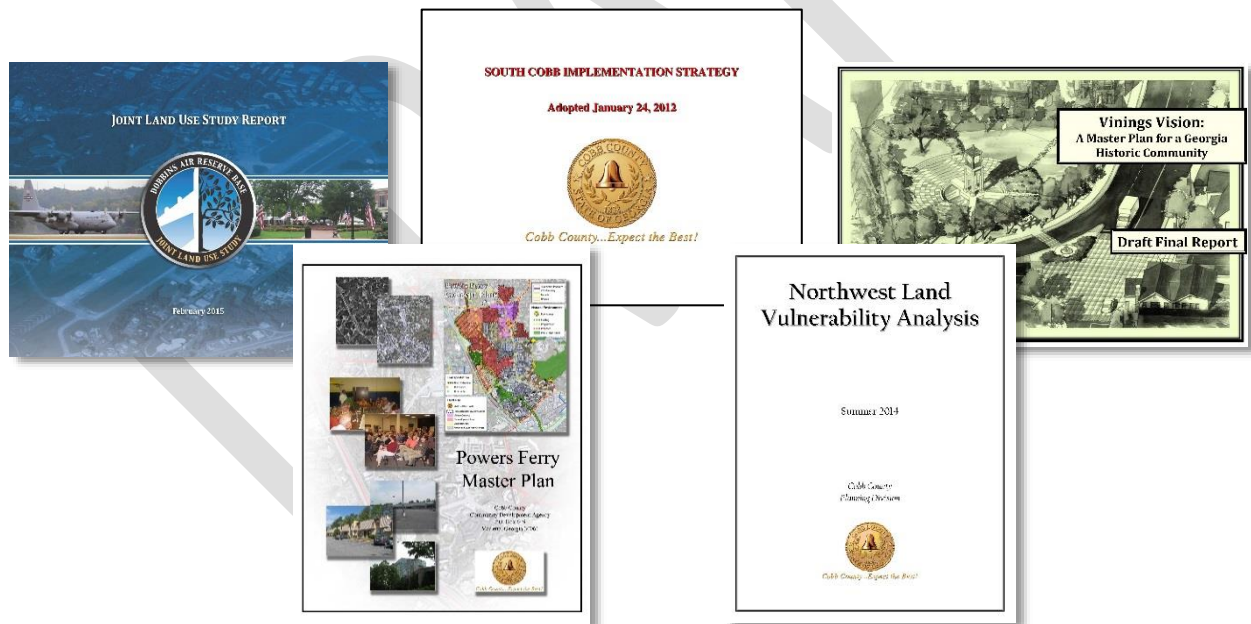
HDR

The purpose of the HDR category is to provide for areas for housing between five and twelve dwelling units per acre. Allowable Zoning: RA-5, RM-8, RM-12, RM-16, FST, MHP, SC, PVC, UVC, RSL (non-supportive)

SUPPLEMENTAL PLANS

Upon final passage of Cobb 2040 by the Board of Commissioners, the findings, policies, and recommendations of local area master plans, corridor studies and other strategic plans that have been approved or accepted are to be incorporated into this document by reference. The majority of the recommended actions and Future Land Use Map alterations have been incorporated into the document. These studies help form the backbone for the County's overall growth strategy and are integral to achieving the Community Vision and addressing many of the community's needs and opportunities.

A list of plans can be found in Figure 6 below. In addition, there are also one-page study synopses for each of the plans referenced in Appendix 6. These abstracts provide a summary for each of the studies and plans and serve as a reference to clarify the vision and implementation strategies of the planned areas.



<u>Supplemental Plans</u>	<u>Year</u>	<u>Supplemental Plans</u>	<u>Year</u>
Atlanta Road Corridor Study	1998	Delk/Franklin LCI Plan	2011
Kennesaw Mountain National Battlefield Lost Mountain to Brushy Mountain Earthworks Preservation Plan	1998	Johnson Ferry Road Urban Design Plan	2011
Powder Springs, Flint Hill Master Plan	1999	River Line Master Plan	2011
C. H. James Parkway Corridor Study	2001	Six Flags Road Corridor Plan	2012
Parks and Recreation Master Plan	2001	South Cobb Implementation Strategy	2012
Canton Road Corridor Plan	2005	Vinings Vision: A Master Plan for a Georgia Historic Community	2012
Greenprint Study	2005	Cobb's Competitive EDGE	2013
Senior Adult Transportation Study	2007	Austell Road Access Management Plan	2014
Macland Road Corridor Study	2008	Austell Road Corridor Study LCI	2014
SR6 Corridor Plan	2008	Northwest Cobb Land Vulnerability Analysis	2014
Global Greentech Corridor	2009	Town Center LCI Five-Year Update	2014
Historic Mableton Preservation and Improvement Plan (LCI)	2009	Comprehensive Transportation Plan	2015
Cobb County Bicycle and Pedestrian Improvement Plan	2010	Dobbins Air Reserve Base Joint Land Use Study	2015
South Cobb Town Center: Mableton Lifelong Communities Master Plan	2010	Powers Ferry Master Plan Five-Year Update	2015
Veterans Memorial Highway LCI Plan	2010	Cobb County Pre-Disaster Mitigation Plan	2016
Complete Streets Implementation Strategies and Best Practices	2011	Town Center CID Master Plan	2016
Cumberland Far South Area Plan	2011	Cobb Senior Services 10-year Master Plan	2017

FIGURE 8

TRANSPORTATION

TR



Cobb County's multi-modal transportation system has expanded over time to serve the growing economy and population of the area. As the population continues to grow, development patterns solidify and undeveloped land becomes less available, additional transportation capacity will be obtained through the improvement of existing corridors rather than the construction of new travel corridors. It will be increasingly important to identify solutions that optimize existing infrastructure and improve system efficiency. The existing roadway network can be better-utilized through means such as improving intersection efficiencies, improving network management, adding strategic roadway connections at key locations, and other mechanisms to increase capacity and/or efficiency. Additionally, new advances in intersection design and computerized traffic management systems present opportunities to extract more mobility from existing corridors.



COBB IN MOTION

Cobb County and the cities of Acworth, Austell, Kennesaw, Marietta, Powder Springs and Smyrna engaged the Cobb community from 2013-2015 in order to jointly prepare "Cobb in Motion Comprehensive Transportation Plan 2040" *CTP 2040*. The *CTP 2040* effort consisted of two major phases. The first phase resulted in the "Existing Conditions and Needs

Assessment": a report that examines the existing transportation network and assesses current and future transportation deficiencies (in the context of economic market conditions, population and employment forecasts). *CTP 2040's* "Recommendations Report," the second phase, identifies recommended transportation infrastructure investments, policies and priorities. The Cobb County Board of Commissioners adopted *CTP 2040* on May 26, 2015. Subsequently, each city also adopted the plan. *CTP 2040* is a stand-alone, adopted plan that

replaced *CTP 2030* that was adopted in 2008. The effort to prepare *CTP 2040* played a key role in defining and prioritizing the list of investments included in the 2016 SPLOST Transportation Improvement Program that voters approved in November 2014. The CTP will be continuously updated on a 5-year cycle.

CTP 2040 was designed and completed to complement the goals, policies and programs for future development and the needed infrastructure to support it, as identified in the Comprehensive Plan. *CTP 2040* will serve as the blueprint for transportation investment in Cobb—including roadways, public transit, freight, and bicycle/pedestrian—for the next twenty-five years. The plan links land use and transportation within the unincorporated County and the cities to efficiently and effectively address the needs identified for the transportation network through 2040. It is the intent of Cobb 2040 to incorporate *CTP 2040* by reference as an acceptable substitute to the required Transportation Element. In doing so, the Transportation Element will be reviewed and updated on a five-year cycle alongside *CTP 2040*.

NEEDS AND OPPORTUNITIES

TR

The *CTP 2040* planning process included inventorying existing transportation conditions and identifying needs. This process was based largely in-part on feedback from the general public. The needs described in *CTP 2040* were closely related to the comments received during the Cobb 2040 public involvement program. The needs have been selected to represent the transportation needs for this segment of Cobb 2040.

GROWTH TRENDS

Need:

- ❖ Attention should be given to providing for and attracting the 25-34 age cohort, as these are the young professionals whom potential new companies seek.

Need:

- ❖ The current transportation system should be enhanced to better accommodate the needs of older drivers and to provide alternate transportation for those who can no longer drive safely.

Need:

- ❖ Continued increase in the number of households will result in increased travel demands.

PLACES

Need:

- ❖ The transportation system should serve industrial, manufacturing and warehousing uses effectively to ensure a strong economy and local jobs.

Need:

- ❖ Established residential areas and newer, dense, mixed-use centers should be well-connected, allowing these areas complement one another and allow for shorter trips.

TRAVEL PATTERNS**Need:**

- ❖ Cobb County experiences a significant number of outbound and inbound commuters. Transportation investments made in Cobb should serve both County residents and workers from outside Cobb who have jobs in the County.

Need:

- ❖ There is a need to invest in a multi-modal transportation system to serve all users. While the SOV and HOV commute shares are currently much higher than the transit mode share, the analysis of job locations for Cobb residents and residence locations for workers employed in Cobb County indicate that a substantial percentage of commuters are traveling to fairly defined areas. Transit services could serve these commute flows, especially between Cobb County and the city of Atlanta.

Need:

- ❖ Commuters in Marietta and Austell could benefit the most from HOV improvements; Marietta and Smyrna commuters could benefit the most from transit improvement.

**FUNDING****Need:**

- ❖ Cobb County's past transportation investments relied on Special Purpose Local Option Sales Tax (SPLOST) programs, where voters had input toward a list of projects and subsequently approved local funding programs. While that model continues to support system investment, more-reliable sources of funding should be committed to the construction, maintenance and operation of these assets.

Need:

- ❖ Opportunities for partnerships or leveraging of resources should be given top priority to maximize the impact of local funds.

Need:

- ❖ As funding becomes increasingly limited, the most cost-effective projects should be given top priority.

VEHICULAR**Need:**

- ❖ Despite crash rate improvements, fatal crash locations as well as general crash hotspots need to be addressed for improved safety.

Need:

- ❖ In the short term, intersection and traffic operational improvements are needed to improve congestion.

Need:

- ❖ The 521 transportation bridges in Cobb County are regularly inspected. Only 2.7% are currently classified as structurally deficient. However, 17.8% of the bridges, which are currently classified as functionally obsolete, will need to be rehabilitated or replaced.

Need:

- ❖ Grade separation at select arterial roadway crossings

**TRANSIT****Need:**

- ❖ Improved transit services are warranted only where conditions are right for effective and efficient service.

Need:

- ❖ Public input generally supports express bus service as a form of transit that best meets the needs of the County's widely dispersed employment centers. Queue jumper lanes at intersections and transit signal preemption were suggested to speed up service.

Need:

- ❖ Expansion of local bus service to more areas of the County, as well as to destinations outside Cobb County, such as Paulding County and the MARTA system, were encouraged through public input.

Need:

- ❖ HST is complicated and can be confusing to users. A full-time Mobility Manager, an efficient operation, an updated database of all transportation options and informational programs for low-income populations are needed.

FREIGHT

Need:

- ❖ Increase capacity and/or improve operations along major truck freight routes. Due to their slow acceleration, heavy trucks have a greater impact on roadway congestion. Increasing capacity or improving operations through roadway widening or signal timing programs could reduce congestion, thereby improving travel times. More innovative ideas, such as the planned truck-friendly lanes on State Route 6, should be considered on additional corridors.

Need:

- ❖ Evaluate safety needs at high-truck crash locations not only for safety purposes but also because these crashes often require longer clearance times – creating more congestion than those involving only passenger vehicles.

Need:

- ❖ Reduce at-grade railroad crossings because they present a safety hazard to crossing vehicles and pedestrians. They are an operational issue when trains block the crossings, which cause traffic delays.

BIKE AND PEDESTRIAN

Need:

Deficiencies in the sidewalk system – such as lack of sidewalks in areas with high levels of pedestrian activity and/or sidewalks in physical disrepair – have been studied, identified and mapped. Although many miles of sidewalk have been constructed over the years, there remains a need for yet more pedestrian-oriented infrastructure.

Need:

- ❖ In West Cobb, expanding sidewalk coverage on primary roadways should be emphasized. In Central Cobb, increased sidewalk coverage on secondary roadways is needed to ensure connectivity to community facilities and transit stops. In South Cobb, expanding sidewalk coverage on primary roadways and connecting to community facilities and transit stops should be emphasized.

Need:

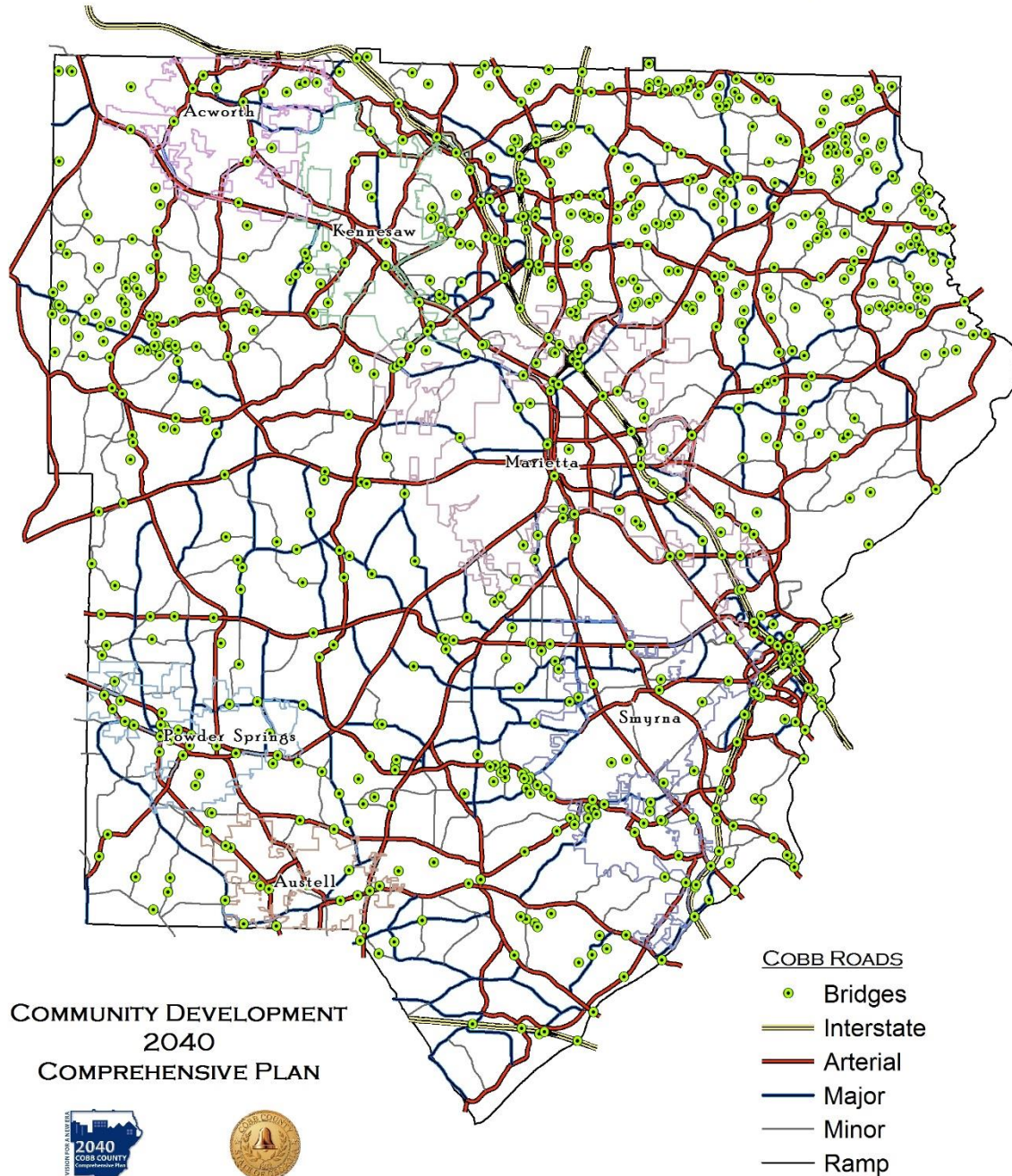
- ❖ By prioritizing future bicycle facilities that are connected to existing and programmed multi-use trails, together they can serve as the backbone of a connected multi-modal transportation network.

Need:

- ❖ Improvements to bicycle/pedestrian facilities in proximity to colleges and universities in Cobb can alleviate some of the demand for automobile parking; this serves to improve student health and quality of life. Universities are considered to be significant generators of bicycle/pedestrian trips.



MAJOR THOROUGHFARE STREETS AND BRIDGES

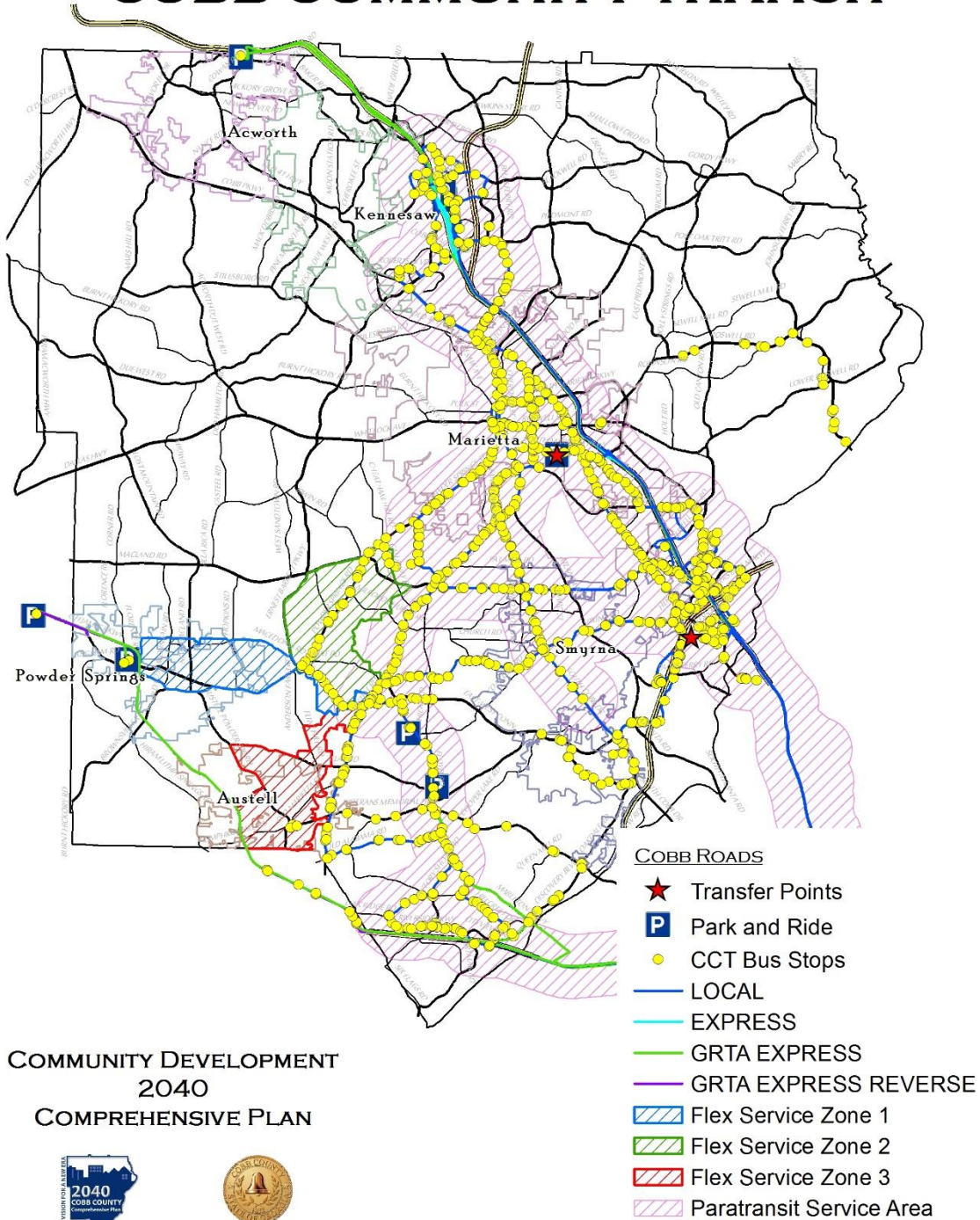


COMMUNITY DEVELOPMENT
2040
COMPREHENSIVE PLAN



MAP 7

COBB COMMUNITY TRANSIT

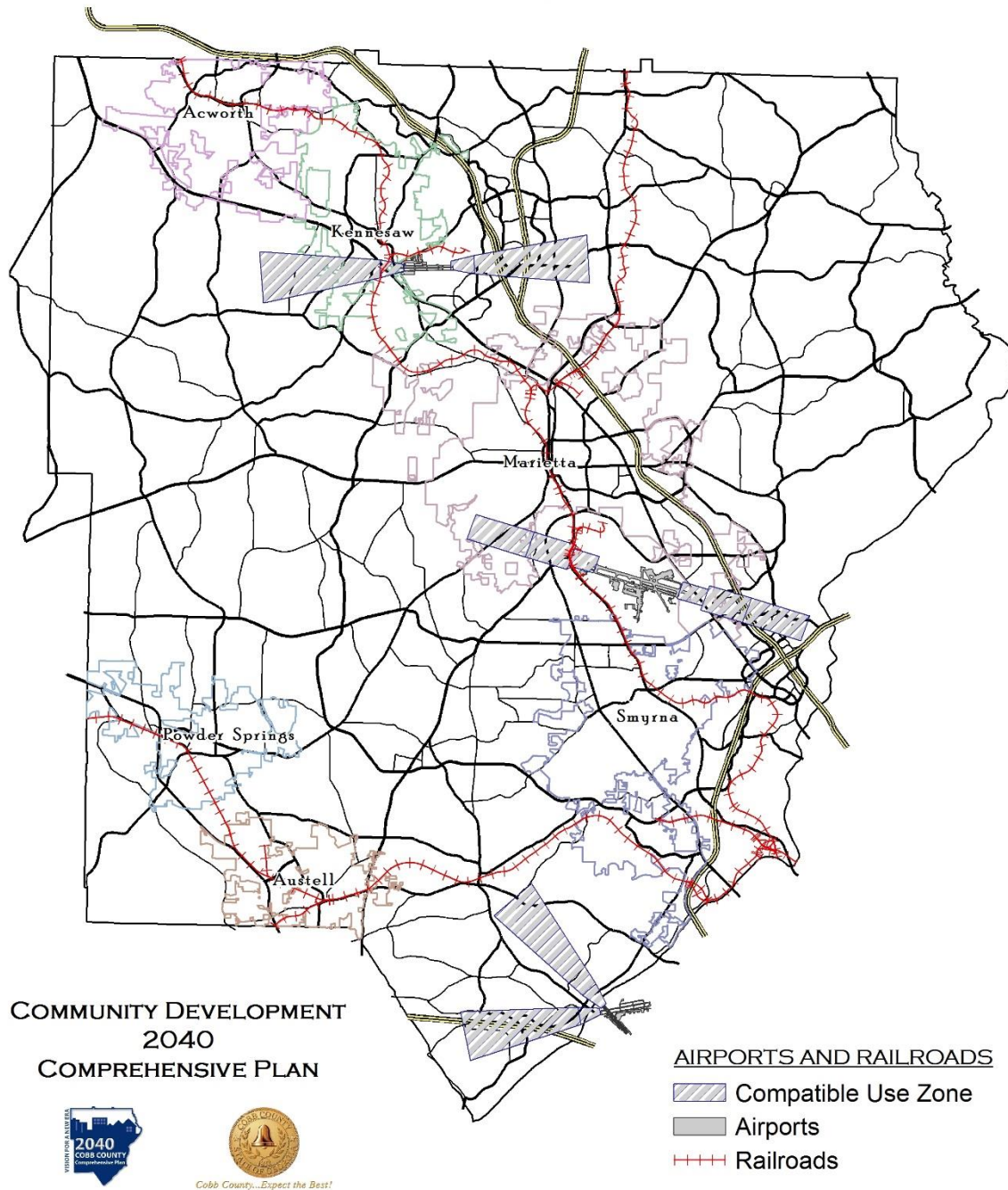


COMMUNITY DEVELOPMENT
2040
COMPREHENSIVE PLAN



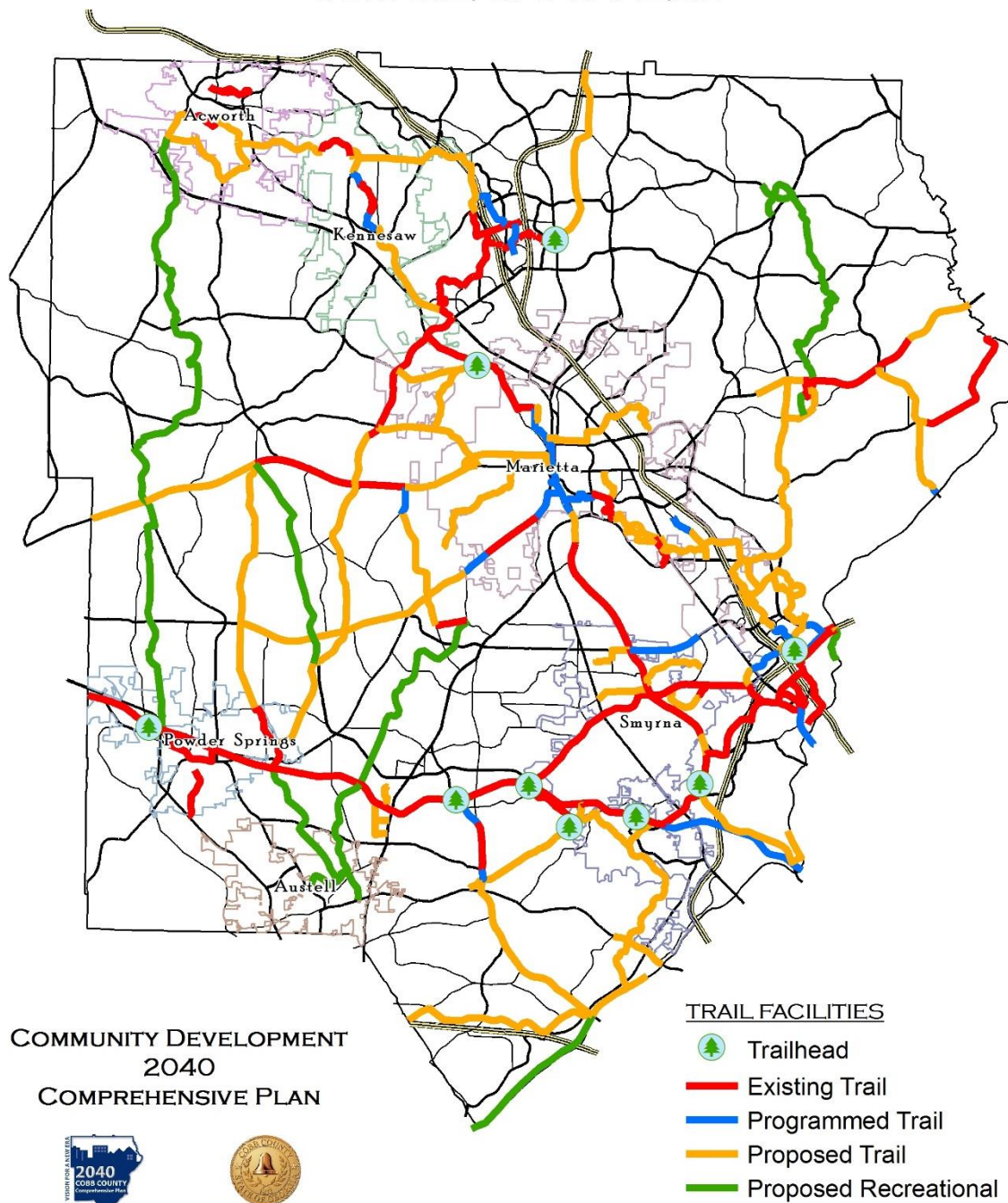
MAP 8

AIRPORT FACILITIES AND RAILROADS

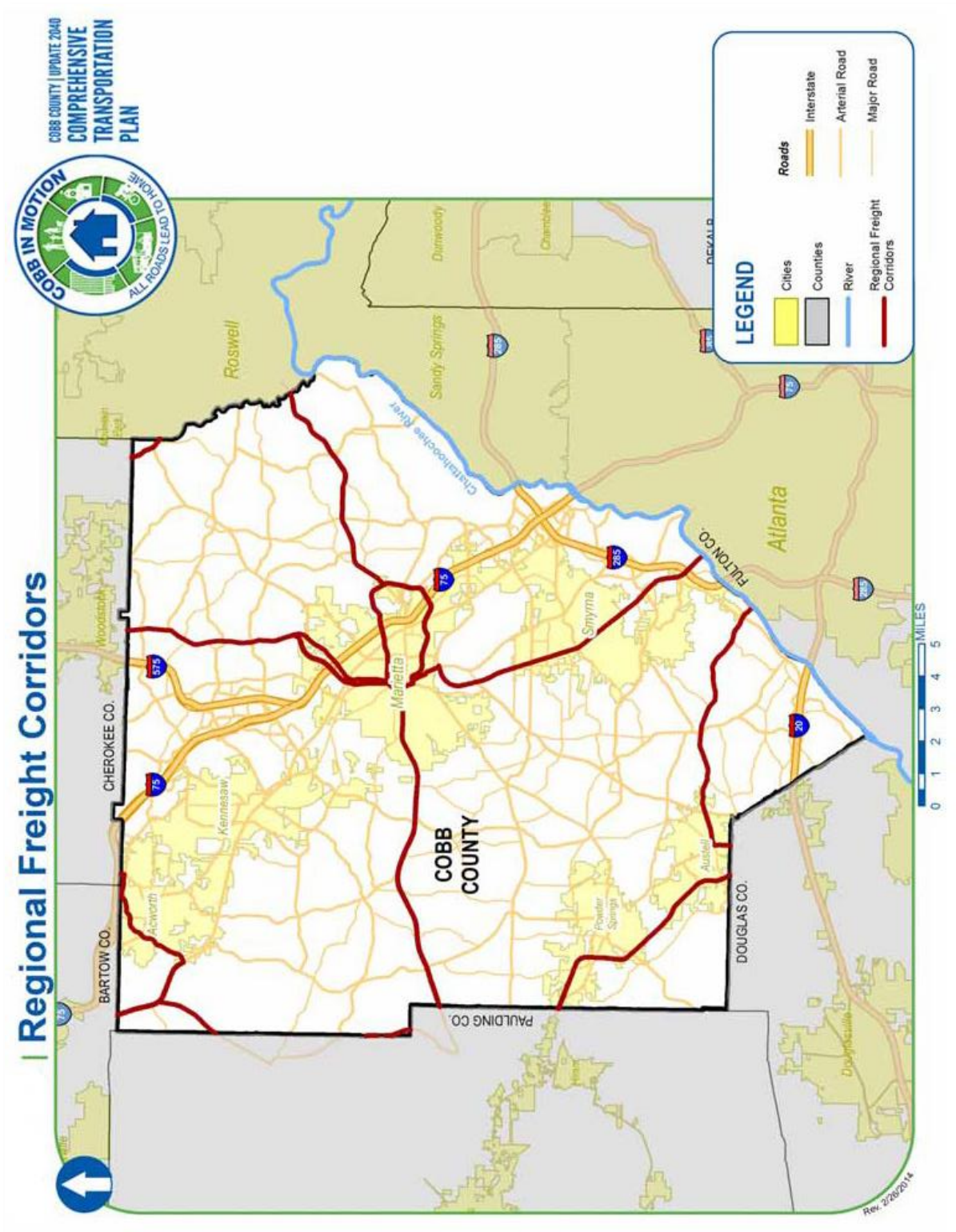


MAP 9

TRAIL SYSTEM



MAP 10



MAP 11

GOAL AND POLICIES

TR

KEY STRATEGIES

Safety, Mobility, Accessibility, Connectivity

TR-GOAL #1**Maximize performance of the transportation system**

POLICIES

- TR1-P1 Operate the transportation system efficiently and effectively
- TR1-P2 Give priority to investments that preserves existing infrastructure
- TR1-P3 Protect and enhance transportation connections to key resources
- TR1-P4 Protect and enhance existing community character
- TR1-P5 Consider grade-separated intersections at high volume, major arterial roadway crossings

TR-GOAL #2**Improve access and manage traffic congestion**

POLICIES

- TR2-P1 Focus on improving travel times rather than reducing congestion
- TR2-P2 Provide increased travel choices (routes and modes of travel)
- TR2-P3 Focus on key travel patterns

TR-GOAL #3

Achieve traveler safety and security

POLICIES

- TR3-P1 Reduce the number and/or severity of crashes
- TR3-P2 Balance safety considerations across all users

TR-GOAL #4

Drive economic competitiveness

POLICIES

- TR4-P1 Enhance and serve redevelopment areas
- TR4-P2 Complement growth sectors and areas

TR-GOAL #5

Lead with cost-effective solutions

POLICIES

- TR4-P1 Seek partnerships
- TR4-P2 Seek innovative solutions
- TR5-P3 Apply value-engineering principles as appropriate
- TR5-P4 Select actions that reduce life-cycle costs, not just capital costs
- TR5-P5 Select strategies that allow future flexibility

COMMUNITY WORK PROGRAM

TR

The Transportation Community Work Program outlines specific activities the community intends to undertake during the next five years – addressing priority needs and opportunities or achieving portions of the Community Goals. This includes, but is not limited to, activities, initiatives, programs, ordinances and administrative systems put in place to implement the plan.

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
TRANSPORTATION										
TR-1	Review and update Cobb County's Trail Map	X						DOT, CD	Staff Time	SPLOST
TR-1.1	Expand and implement trail networks throughout Cobb County	X						DOT	TBD	SPLOST, FEDERAL, STATE, & GRANTS
TR-2	Amend Cobb 2040 when necessary to incorporate findings and recommendations from approved and active Livable Centers Initiative and other similar transportation/land use Master Plans that will improve the County's multi-modal transportation system	X						DOT, CD	Staff Time	SPLOST
CONGESTION RELIEF/MOBILITY - IMPROVEMENTS										
TR-3	Cedarcrest Rd - Paulding Co. Line to Governor's Towne Club (D4070/CO-344A/0007529)		X					DOT	\$3,900,000	SPLOST & GDOT
TR-4	I-285/Atlanta Rd – NA – Upgrade interchange (D4100/CO-AR-070/723100)		X					DOT	\$43,000,000	SPLOST & GDOT
TR-5	Lake Acworth Dr./Cowan Rd (SR 92) - N Cobb Pkwy (SR 3/US 41) to Glade Rd - Widen to 4 Lane Divided (D4190/CO-301/0006862)	X						DOT	TBD	SPLOST & GDOT
TR-6	Metro Arterial Connector/Dallas Acworth Hwy (SR 92) - Paulding Co Line to N Cobb Pkwy (US 41) - Widen to 4 Lane Divided (D4200/CO-329/0006866)	X						DOT	TBD	SPLOST & GDOT

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
CONGESTION RELIEF/MOBILITY – IMPROVEMENTS (CONT.)										
TR-7	Windy Hill Rd - Boulevard concept from S Cobb Dr. to Atlanta Rd that includes widening, addition of medians and pedestrian improvements, includes engineering (City of Smyrna sponsor)(E4040)							DOT	\$40,000,000	SPLOST & GDOT
TR-8	Local Match/ Future Fed/State/Other Funding						X	DOT	\$50,000,000	SPLOST & GDOT
TR-9	Windy Hill Road/Terrell Mill Road Connector						X	DOT	\$32,164,893	SPLOST & GDOT
TR-10	Windy Hill Road						X	DOT	\$18,000,000	SPLOST & GDOT
TR-11	South Barrett Reliever Phase 2	X						DOT	\$5,369,249	SPLOST, GDOT, TCCID
TR-12	South Barrett Reliever Phase 3						X	DOT	\$31,505,248	SPLOST, GDOT, TCCID
TR-13	I-75 / Wade Green Road Diverging Diamond Interchange (E4050/0011657)		X					DOT	\$4,900,000	SPLOST, GDOT
TR-14	I-75 / Akers Mill Road Managed Land Ramp (CO-AR-308/0015051)					X		DOT, GDOT	\$25,000,000	SPLOST, CCID, GDOT
TR-15	SR 92 widen from 2 to 4 lanes, from US 41 to Glade Road					X		GDOT	\$50,541,677	GDOT
TR-16	Macland Rd (SR 360)- widen from 2 to 4 lanes (CO-367/0006049)	X						DOT	TBD (GDOT)	SPLOST
TR-17	RESURFACING	X						DOT	\$64,263,467	SPLOST
TR-18	CHEATHAM HILL ROAD DALLAS HWY TRAIL					X		DOT	\$12,000,000	SPLOST

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
CONGESTION RELIEF/MOBILITY – TRAFFIC MANAGEMENT										
TR-19	Continue Advanced Transportation Management Systems (ATMS) - Continue ATMS progression to include continuous data collecting devices and vehicle infrastructure integration. Includes: Expand TTMS, Expand CCTV and fiber network; Update ATMS Plan (E5010)	X						DOT	TBD	SPLOST
TR-20	Incident Management - Upgrade Traffic Management Center infrastructure and equipment - closed circuit television cameras and changeable message signs. Includes: Replace and add CMS; Upgrade TMC Control Room (E5020)	X						DOT	TBD	SPLOST
TR-21	Traffic Signals - Upgrade traffic signal infrastructure and optimize traffic signal operation. Includes: Retime Traffic Signal Systems; Replace wood pole supported signals; Upgrade and Expand ATCS; Upgrade Traffic Signal Equipment (E5040)	X						DOT	TBD	SPLOST
TR-22	Transportation Technology - Includes: Upgrade information systems Geographic Information System (GIS), Global Positioning System (GPS), Management Information System (MIS) and Transportation Information System (TIS)(E5050)	X						DOT	TBD	SPLOST
TR-23	ATMS MASTER COMMUNICATION PLAN PHASE 1A			X				DOT	TBD	SPLOST
TR-24	FUTURE ATMS IMPROVEMENT PROJECTS	X						DOT	TBD	SPLOST
TR-25	INCIDENT FUTURE MANAGEMENT PROJECTS	X						DOT	\$2,500,000	SPLOST
TR-26	FUTURE TRAFFIC SIGNAL TIMING PROJECTS	X						DOT	\$2,000,000	SPLOST
TR-27	FUTURE TRAFFIC SIGNAL PROJECTS	X						DOT	\$1,500,000	SPLOST
TR-28	TRANSPORTATION TECHNOLOGY PROJECTS						X	DOT	\$1,000,000	SPLOST

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
SAFETY & OPERATIONAL – INTERSECTION IMPROVEMENTS										
TR-29	Chastain Rd intersection improvements: Additional turn lanes at Frey Rd/Barret Lakes Blvd; Additional right turn lanes at I-575 southbound ramp	X						DOT	TBD (GDOT)	SPLOST
TR-30	Chastain Rd intersection improvements: Additional turn lanes at Busbee Dr.	X						DOT	TBD (GDOT)	SPLOST
TR-31	Cobb Pkwy (US 41) at Windy Hill Rd - Addition/extension of turn lanes; includes concept development for grade separated interchange (E3030)			X				DOT	\$5,300,000	SPLOST
TR-32	Bells Ferry Rd - I-575 to N Cobb Pkwy (US 41) - Intersection Improvements (D6040)			X				DOT	\$5,000,000	SPLOST
TR-33	Lower Roswell Rd - Roswell St (SR 120) to Terrell Mill Rd - Safety/Operational Improvements (D6130)			X				DOT	\$4,000,000	SPLOST
TR-34	Johnson Ferry Rd @ Sewell Mill Rd - Add dual left turns north; Include Sewell Mill Rd at Pine Rd - Intersection Improvements (D3220)		X					DOT	\$2,000,000	SPLOST
TR-35	ACWORTH DUE WEST RD AT JIM OWENS MARS HILL CHURCH RDS						X	DOT	\$2,300,000	SPLOST
TR-36	BLACKWELL RD AT AUTUMN RIDGE PKWY						X	DOT	\$650,000	SPLOST
TR-37	BIG SHANTY RD CHASTAIN RD						X	DOT	\$2,500,000	SPLOST
TR-38	CANTON RD AT SHALLOWFORD RD HIGHLAND TER SOUTHERN INTERSECTION				X			DOT	\$800,000	SPLOST
TR-39	DALLAS HWY AT LOST MOUNTAIN RD MARS HILL RD				X			DOT	\$2,900,000	SPLOST
TR-40	Factory Shoals Rd. @ Six Flags Dr.						X	DOT	\$1,000,000	SPLOST
TR-41	Hick Rd. @ Concord Rd.					X		DOT	\$1,200,000	SPLOST
TR-42	Lost Mountain Rd. @ Midway Rd./Mirror Lake Dr.					X		DOT	\$1,700,000	SPLOST
TR-43	McCollum Pkwy @ Ben King Rd.					X		DOT	\$1,400,000	SPLOST
TR-44	Old Canton Rd. @ Holly Springs Rd.					X		DOT	\$2,200,000	SPLOST
TR-45	POST OAK TRITT RD AT HEMBREE RD				X			DOT	\$2,200,000	SPLOST
TR-46	POWDER SPRINGS RD AT FLINT HILL RD PINE GROVE DR DEERCREEK DR					X		DOT	\$550,000	SPLOST

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
SAFETY & OPERATIONAL – INTERSECTION IMPROVEMENTS (Cont.)										
TR-47	RAILROAD QUIET ZONE IMPROVEMENTS						X	DOT	\$400,000	SPLOST
TR-48	SHILOH RD AT ROYAL DR APARTMENT DR						X	DOT	\$400,000	SPLOST
SAFETY & OPERATIONAL – ROAD IMPROVEMENTS										
TR-49	Floyd Rd - Veterans Memorial Hwy (US 78/278) to Clay Rd including turn lanes and alignment improvements (E6010)	X						DOT	\$5,000,000	SPLOST
TR-50	River View Rd - Veterans Memorial Hwy (US 78/278) to Nichols Dr. including turn lanes at key intersections and sidewalks (E6040)				X			DOT	\$3,900,000	SPLOST
TR-51	Sandy Plains Rd - E Piedmont Rd to Ebenezer Rd - including access management and median for safety and operational improvements (E6060)				X			DOT	\$5,700,000	SPLOST
TR-52	Six Flags Dr. - Factory Shoals Rd to Riverside Pkwy - operational and safety improvements including pedestrian refuge median (E6090)	X						DOT	\$2,200,000	SPLOST
TR-53	BEECH RD WESTSIDE DR			X				DOT	\$2,250,000	SPLOST
TR-54	CANTON RD CORRIDOR					X		DOT	\$3,000,000	SPLOST
TR-55	CHEROKEE ST					X		DOT	\$2,400,000	SPLOST
TR-56	CUMBERLAND BLVD			X				DOT	\$5,500,000	SPLOST
TR-57	INCLEMENT WEATHER EQUIPMENT AND SUPPLY STORAGE		X					DOT	\$1,018,000	SPLOST
TR-58	MACK DOBBS RD					X		DOT	\$1,000,000	SPLOST
TR-59	MAIN ST					X		DOT	\$1,500,000	SPLOST
TR-60	NEW MACLAND RD						X	DOT	\$2,500,000	SPLOST
TR-61	OLD 41 HWY						X	DOT	\$4,300,000	SPLOST
TR-62	ROADWAY IMPROVEMENTS						X	DOT	\$6,000,000	SPLOST
TR-63	SANDTOWN RD						X	DOT	\$1,700,000	SPLOST
TR-64	SIX FLAGS PKWY GATEWAY IMPROVEMENTS				X			DOT	\$100,000	SPLOST

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
SAFETY & OPERATIONAL – SCHOOL ZONE SAFETY										
TR-65	Hembree Rd. (Pope High) – Lengthen turn lane; possible other roadway improvements if CCSD adds a second driveway (E8030)(D8180)		X					DOT	\$3,400,000	SPLOST
TR-66	Jim Owens Rd. – Lewis Elementary					X		DOT	\$1,000,000	SPLOST
TR-67	John Ward Rd. at Irwin Rd. – Cheatham Hill Elementary				X			DOT	\$1,000,000	SPLOST
TR-68	Terrill Mill Rd. at Greenwood Trail – Brumby Elem. & East Cobb Middle			X				DOT	\$4,000,000	SPLOST
TR-69	Sandy Plains Rd. at Davis Rd. – Mountain View Elem.		X					DOT		SPLOST
TR-70	Future School Zone Improvement Projects						X	DOT		SPLOST
PEDESTRIAN IMPROVEMENTS – SIDEWALKS										
TR-71	Wesley Chapel Rd - Spring Mill Dr. to Sandy Plains Rd (east side)(E7260)	X						DOT		SPLOST
TR-72	TOWN CENTER MALL NOONDAY CREEK TRAIL/KSUBIKE/PEDESTRIAN CONNECTOR		X					DOT		SPLOST
TR-73	Bob Callan Trunk Trail Phase II, Section A			X				DOT	\$8,277,288	SPLOST, CCID, GDOT
TR-74	Bob Callan Trunk Trail Phase II, Section B					X		DOT	\$7,278,000	SPLOST, CCID, GDOT
TR-75	Mableton Parkway Trail, Factory Shoals to Chattahoochee River				X			DOT	\$4,000,000	SPLOST, GDOT
TR-76	West Atlanta Street Trail, Dunn Avenue to Pearl Street					X		DOT	\$2,000,000	SPLOST, GDOT
TR-77	PEDESTRIAN IMPROVEMENT PROJECTS FOR DISTRICTS 4	X						DOT	\$18,500,000	SPLOST
TR-78	PEDESTRIAN IMPROVEMENT PROJECTS FOR DISTRICTS 3	X						DOT	\$1,600,000	SPLOST
TR-79	PEDESTRIAN IMPROVEMENT PROJECTS FOR DISTRICTS 1-4	X						DOT	\$15,000,000	SPLOST
TR-80	COUNTYWIDE ADA SIDEWALK IMPROVEMENTS	X						DOT		SPLOST

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
INFRASTRUCTURE PRESERVATION – BRIDGE REHABILITATION/REPLACEMENT (Cont.)										
TR-81	BROOKWOOD DR OVER CLAY BRANCH			X				DOT	\$550,000	SPLOST
TR-82	CAMP HIGHLAND RD OVER SILVER COMET TRAIL		X					DOT	\$100,000	SPLOST
TR-83	CANDY LN OVER OLLEY CREEK		X					DOT	\$150,000	SPLOST
TR-84	CASTEEL RD OVER SEWELL CREEK				X			DOT	\$1,500,000	SPLOST
TR-85	ELLIOTT RD OVER POWDER SPRINGS CREEK		X					DOT	\$150,000	SPLOST
TR-86	FLINT HILL RD OVER NOSES CREEK TRIBUTARY			X				DOT	\$50,000	SPLOST
TR-87	GREENFIELD DR OVER SOPE CREEK					X		DOT	\$100,000	SPLOST
TR-88	HURT RD OVER NICKAJACK CREEK				X			DOT	\$150,000	SPLOST
TR-89	JAMES RD OVER PINE CREEK					X		DOT	\$50,000	SPLOST
TR-90	LITTLE JOHN TRL OVER POWERS CREEK			X				DOT	\$50,000	SPLOST
TR-91	LITTLE WILLEO RD OVER TIMBER RIDGE BRANCH			X				DOT	\$1,300,000	SPLOST
TR-92	LOWER ROSWELL RD OVER SOPE CREEK				X			DOT	\$100,000	SPLOST
TR-93	MACEDONIA RD OVER NOSES CREEK			X				DOT	\$1,500,000	SPLOST
TR-94	MARS HILL RD OVER ALLATOONA CREEK			X				DOT	\$1,700,000	SPLOST
TR-95	PIEDMONT RD OVER LITTLE NOONDAY CREEK			X				DOT	\$100,000	SPLOST
TR-96	POWERS FERRY DR OVER ROTTENWOOD CREEK TRIBUTARY				X			DOT	\$1,300,000	SPLOST
TR-97	WOODLAND BROOK DR OVER VININGS BRANCH				X			DOT	\$500,000	SPLOST
TR-98	WRIGHT RD OVER MILL CREEK		X					DOT	\$50,000	SPLOST
TR-99	WILLEO RD OVER WILLEO CREEK				X			DOT	\$8,900,000	SPLOST
TR-100	OLD 41 HWY BRIDGE				X			DOT		SPLOST
TR-101	SILVER COMET TRAIL BRIDGES						X	DOT		SPLOST
TR-102	CONCORD ROAD COVERED BRIDGE		X					DOT		SPLOST

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
INFRASTRUCTURE PRESERVATION – BRIDGE REHABILITATION/REPLACEMENT (Cont.)										
TR-103	FUTURE IMPROVEMENT ON BRIDGES AND CULVERTS				X	X	X	DOT	\$8,900,000	SPLOST
TR-104	I-285 MULTI-USE BRIDGE		X					DOT		SPLOST
TR-105	OWL CREEK DR DRAINAGE		X					DOT		SPLOST
TR-106	E BRANDON DR DRAINAGE		X					DOT		SPLOST
TR-107	CUMBERLAND PKWY DRAINAGE		X					DOT		SPLOST
TR-108	NEW MACLAND RD DRAINAGE		X					DOT		SPLOST
TR-109	KEHELEY DR DRAINAGE		X					DOT		SPLOST
TR-110	Smyrna Powder Springs Rd. Drainage		X					DOT		SPLOST
TR-111	Lost Mountain Ct. Drainage		X					DOT		SPLOST
TR-112	Willow Glen Dr. Drainage		X					DOT		SPLOST
TR-113	May Breeze Rd @ Shallowford Rd. Drainage		X					DOT		SPLOST
TR-114	Angelette Dr. @ Sanders Rd drainage			X				DOT		SPLOST
TR-115	Future drainage sys. Improvement projects	X						DOT		SPLOST
TRANSIT										
TR-116	“Get on the bus” travel training for seniors	X						DOT, CCT, SS		
TR-117	Implement Travel Training Program	X						DOT, CCT		
TR-118	Cobb Pkwy Signal Pre-Emption Upgrades - Cumberland Galleria area to Town Center area (E10B0)	X						DOT, CCT		
TR-119	N Cobb Park and Ride Lot (CO-401)	X						DOT, CCT		
TR-120	Cobb Pkwy Park-and-ride Lots for express bus and future corridor transit enhancements (Cumberland Blvd area, Windy Hill Rd area, Roswell Rd area, and Bells Ferry Rd area) (E10C0)	X						DOT, CCT		
TR-121	Cobb Pkwy Queue Jumper Lanes - Cumberland Galleria area to Town Center area (E10B0)	X						DOT, CCT		
TR-122	Continue and expand partnership between CCT & Senior Services for efficient senior transportation provisions	X						DOT, CCT		
TR-123	Continue transportation mobility education with senior populations	X						DOT, CCT, SS		

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
TRANSIT (Cont.)										
TR-124	Implement Route 10X between Town Center and Midtown			X				DOT, CCT		FTA, Local
TR-125	Implement Sunday Bus Service			X				DOT, CCT		FTA, Local
TR-126	Partner with surrounding jurisdictions to consider expanding commuter rail service into South Cobb	X						CC, DOT, MARTA, GRTA	TBD	TBD
TRANSPORTATION PLANNING (Cont.)										
TR-127	Implement the Bicycle and Pedestrian Improvement Plan	X						DOT		
TR-128	Implement Safe Routes to Schools Program	X						DOT, CCSD		
TR-129	Develop Americans with Disabilities Act (ADA) Transition Plan	X						DOT		
TR-130	Develop Complete Streets implementation process	X						DOT		
TR-130.1	Implement Complete Streets Program for 40% of Cobb's Major Thoroughfares	X						DOT, GDOT	TBD	SPLOST, STATE, FEDERAL
TR-131	Incorporate transportation infrastructure improvements recommended by small-area plans into the County's Transportation Improvement Program	X						DOT		
TR-132	CUMBERLAND CIRCULATOR		X					DOT	\$3,500,000 SPLOST & FEDERAL	
TR-133	CUMBERLAND TDM		X					DOT		
TR-134	DLHP / VMH LCI STUDY			X				DOT		
TR-135	MAJOR THOROUGHFARE PLAN			X				DOT		
TR-136	TRANSIT FACILITIES PLAN			X				DOT		
TR-137	COBB PARKWAY TRANSIT SIGNAL PRIORITY PLAN			X				DOT		
TR-138	COBB COUNTY INTERNATIONAL AIRPORT SURFACE TRANSPORTATION PLAN		X					DOT		
TR-139	MAJOR ROAD CAPACITY PERFORMANCE EVALUATION STUDY		X					DOT		
TR-140	ACTIVE TRANSPORTATION VISION PLAN		X					DOT		

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
TRANSPORTATION PLANNING (Cont.)										
TR-141	TRAFFIC OPERATIONS SIGNAL STUDIES		X					DOT	\$3,500,000 SPLOST & FEDERAL	
TR-142	TRAFFIC OPERATIONS ITS UPGRADES		X					DOT		
TR-143	COBBLINC FARE STUDY				X			DOT		
TR-144	SOUTH COBB TRANSPORTATION ENHANCEMENTS			X				DOT		
TR-145	LCI UPDATE AND SUPPLEMENTAL PLANS		X	X	X	X	X	DOT		
TR-146	Demand Response Service Improvements			X				DOT		
TR-147	Multimodal Transportation Plans				X	X	X	DOT		
TR-148	TRANSIT SERVICE PLAN			X				DOT		
TR-149	TRANSIT ASSET MANAGEMENT PLAN, PHASE 2		X					DOT		
TR-150	OPERATIONS RFP DEVELOPMENT		X					DOT		
TR-151	Comprehensive Transportation Plan 2020					X		DOT	\$3,500,000 SPLOST & FEDERAL	
TR-152	DOT to produce roadway standards (in activity centers) that addresses the requirements for all users in the context of road type and surrounding uses	X						DOT		
TR-153	Study ordinances and development standards regarding trails adjacent to private development			X				DOT		
TR-154	Chattahoochee River Trail Plan				X			DOT		
TR-155	Coordinate programs between Cobb DOT, KCB, and local volunteers to assist in roadside litter pick-up	X						DOT, KCB, Volunteers	Staff Resources	General Fund
TR-156	School zone infrastructure project focused on improving pedestrian safety and aesthetics surrounding schools in South Cobb	X						DOT, CD, KCB, CCSD	Staff Resources	General Fund

HOUSING

HO



The Housing Element of Cobb 2040 establishes a vision for housing development, redevelopment and affordability. This element is closely related to Cobb's Five-Year Consolidated Plan, which was updated in 2016 and is effective through 2020. The Consolidated Plan identifies the community's affordable housing, community development and economic development needs and outlines comprehensive and coordinated strategies for addressing them. Along with additional goals, policies and work program items identified through the public participation process, the Consolidated Plan prepared for the Community Development Block Grant Program will be incorporated into the Cobb 2040 plan by reference.

In 2000, Cobb County had 237,522 total housing units. In 2010, that figure increased 21% to 286,561 housing units. The majority of Cobb's housing stock (66%) is of the single-family detached variety. Multi-family units comprise 26% of and single-family attached units comprise 7% of the County's housing stock.

Type of Housing Units in Cobb County (1980 - 2010)				
	1980	1990	2000	2010
Total Housing Units	113,254	189,872	237,522	286,490
Single Units (Detached)	74,010	115,895	157,298	189,703
Single Units (Attached)	3,018	10,337	12,311	20,059
Double Units	2,260	2,419	2,750	2,579
3 to 9 Units	12,368	22,870	25,254	23,785
10 to 19 Units	13,155	21,033	18,896	26,937
20 or More Units	5,195	11,439	15,836	20,059
Mobile Home	3,241	4,888	5,090	3,439
All Other	7	991	87	0

Source: U.S. Census Bureau

FIGURE 9

From 2000 to 2010, single-family detached housing units increased by 21 %. This was the third consecutive decade in which single-family detached units increased at a slower rate compared to other housing types. This is attributed to a combination of factors: managed growth

practices, scarcity of undeveloped land and the economic recession of the late 2000s (2008-2014). From 2000 to 2010, single-family attached units (i.e. townhomes and condominiums) experienced the greatest increase amongst all housing types (63%). By comparison, single-family attached units increased by 19% between 1990 and 2000. Multi-family units increased by 17% between 2000 and 2010, compared 9% the prior decade.

As Cobb County progresses toward 2040, housing options need to expand and diversify to keep up with anticipated population increases. Retention and rehabilitation of the existing housing stock, affordability for both homeowners and renters, as well as future housing development is needed and desirable. The policies described below, in conjunction with partnerships via federal programs, non-profits and development interests, will guide the progression towards achieving these goals.

Cobb County citizens should have access to housing that is safe, affordable and suitable for their household and location preferences. These housing choices should be located in safe, livable neighborhoods; they should provide a sense of connection to the community with convenient access to schools, parks, shopping, amenities and jobs. Characteristics that enhance livability, such as walkability, access to transit, low maintenance, and convenient access to goods and services, are becoming more valued by a large segment of the population. In order to establish neighborhoods of choice, a range of housing options should be available to complement community facilities, including the following: schools, parks, community centers and compatible neighborhood-oriented commercial uses that contribute to the neighborhood livability. Finally, safe and sustainable housing served by housing programs, which aid those who live in the community (including the most vulnerable communities), should be available. This includes services and provisions for low- and moderate-income persons, youth, seniors and the physically disabled.

The key strategies of the housing vision are to provide a multitude of housing options for all residents, including affordable workforce housing and housing convenient to employment, recreation and services.



NEEDS AND OPPORTUNITIES**HO**

Below are the priority needs and opportunities identified through community feedback that included steering committee interviews, a community SWOT analysis and a survey that was conducted during the public participation process. Each of these items is followed by corresponding implementation measures contained in the Community Work Program.

Need:

- ❖ Monitor and evaluate the need for certain types of housing

Opportunity:

- ❖ Evaluate market conditions to ensure senior housing needs are met
- ❖ Apartment density study
- ❖ Encourage private market to promote a variety of housing types
- ❖ Inventory and evaluate the need of all housing types to maintain balance

Need:

- ❖ Neighborhood revitalization and reinvestment

Opportunity:

- ❖ Incentives for rehabilitation, acquisition, and accessibility improvements of homes
- ❖ Quality code and housing enforcement
- ❖ Park improvements including safe connectedness to proximal neighborhoods
- ❖ Sidewalk and infrastructure improvements
- ❖ Support health services for populations with special needs
- ❖ Assist challenged residential areas in proximity to blighted shopping centers with redevelopment and revitalization programs

Need:

- ❖ Mixing of housing types in Community and Regional Activity Centers

Opportunity:

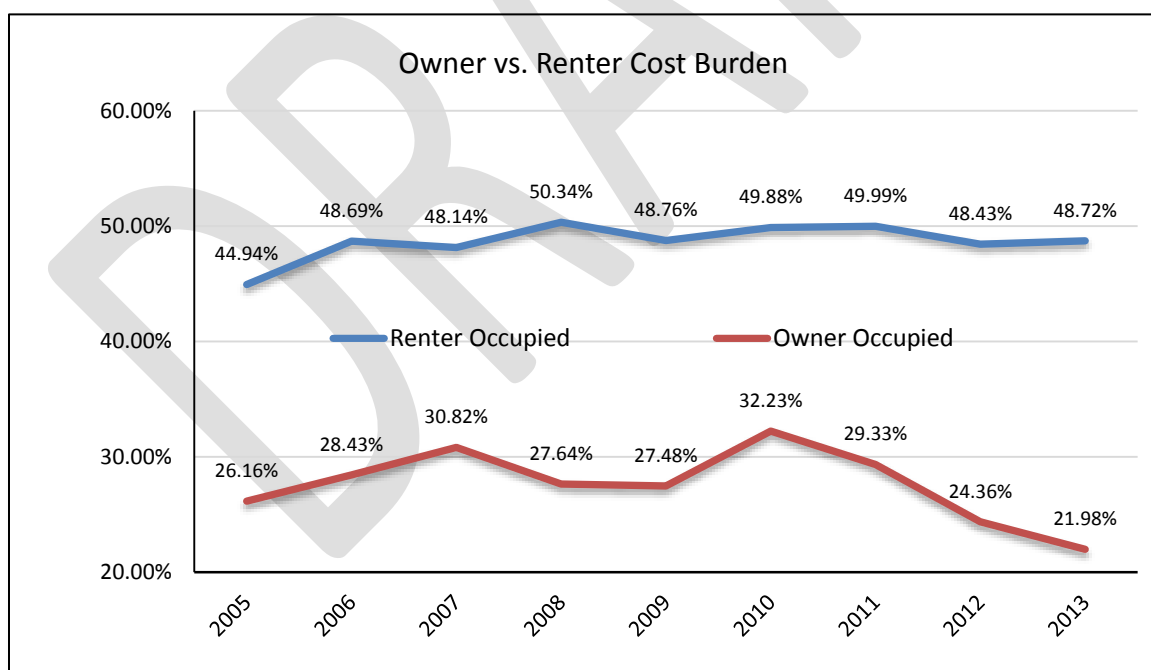
- ❖ Provides housing options within walking distance of jobs and services
- ❖ Assist in providing housing choices for individuals as they go through life-cycle changes
- ❖ Encourage growth where infrastructure is already in place
- ❖ Optimizes population near areas with alternative modes of transportation

Need:

- ❖ Workforce Housing

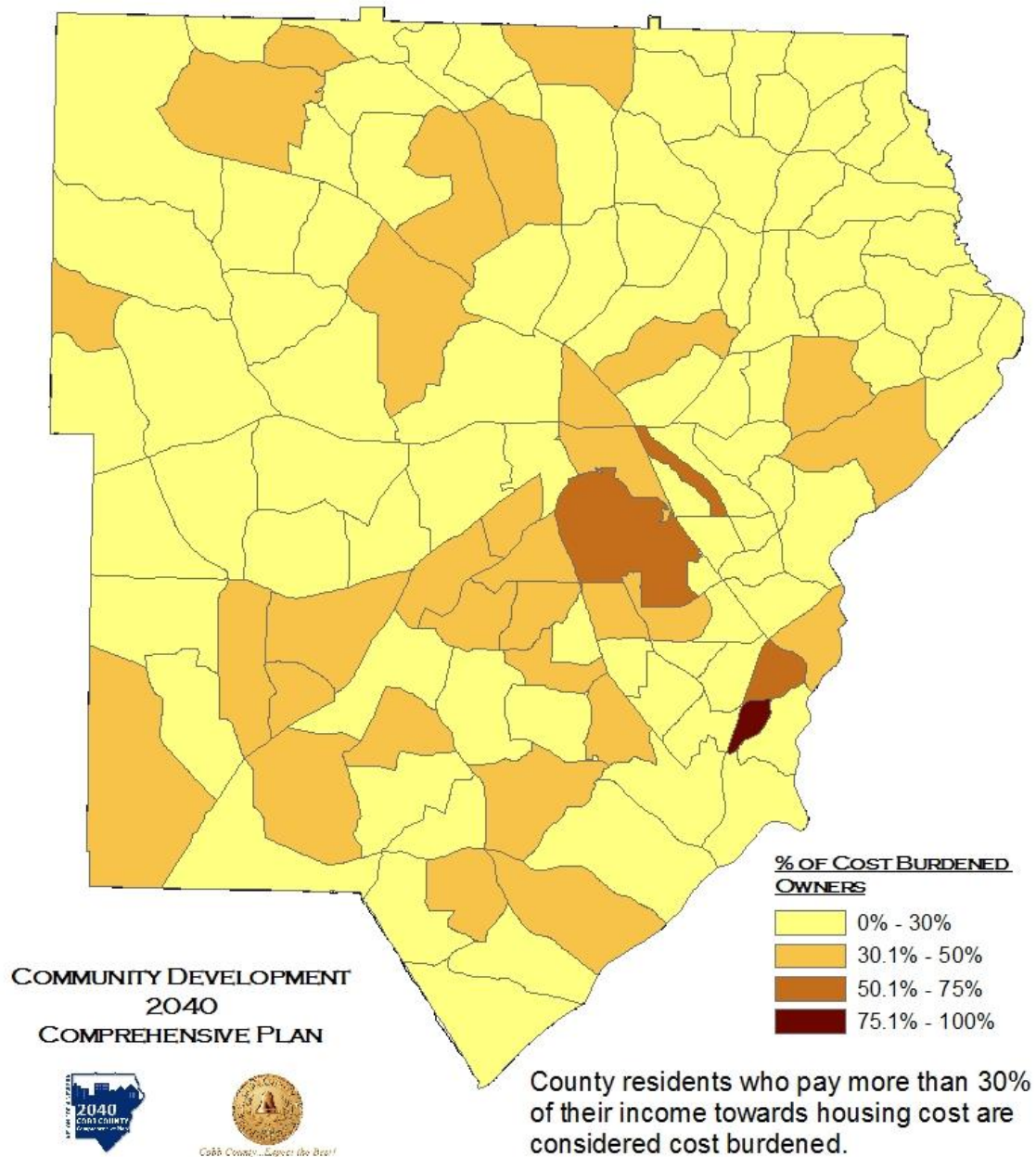
Opportunity:

- ❖ Consider alternate funding sources for acquisition, rehabilitation and new construction of workforce housing
- ❖ Expand local programs dedicated to providing and maintaining affordable housing
- ❖ Tenant-based rental assistance
- ❖ Housing rehabilitation or housing repair assistance
- ❖ Encourage participation with organizations whose mission is to foster and promote workforce housing
- ❖ Inventory incentives that assist in maintenance and development of affordable housing
- ❖ Better balance between location of affordable housing and major employment centers
- ❖ Research comparing housing prices, income and availability of housing
- ❖ Coordinate with other organizations on incentives that encourage workforce housing
- ❖ Continue housing assistance support through CDBG
- ❖ Support fair-housing programs and initiatives through education
- ❖ Encourage workforce housing within walking and bicycling distance of places of employment.



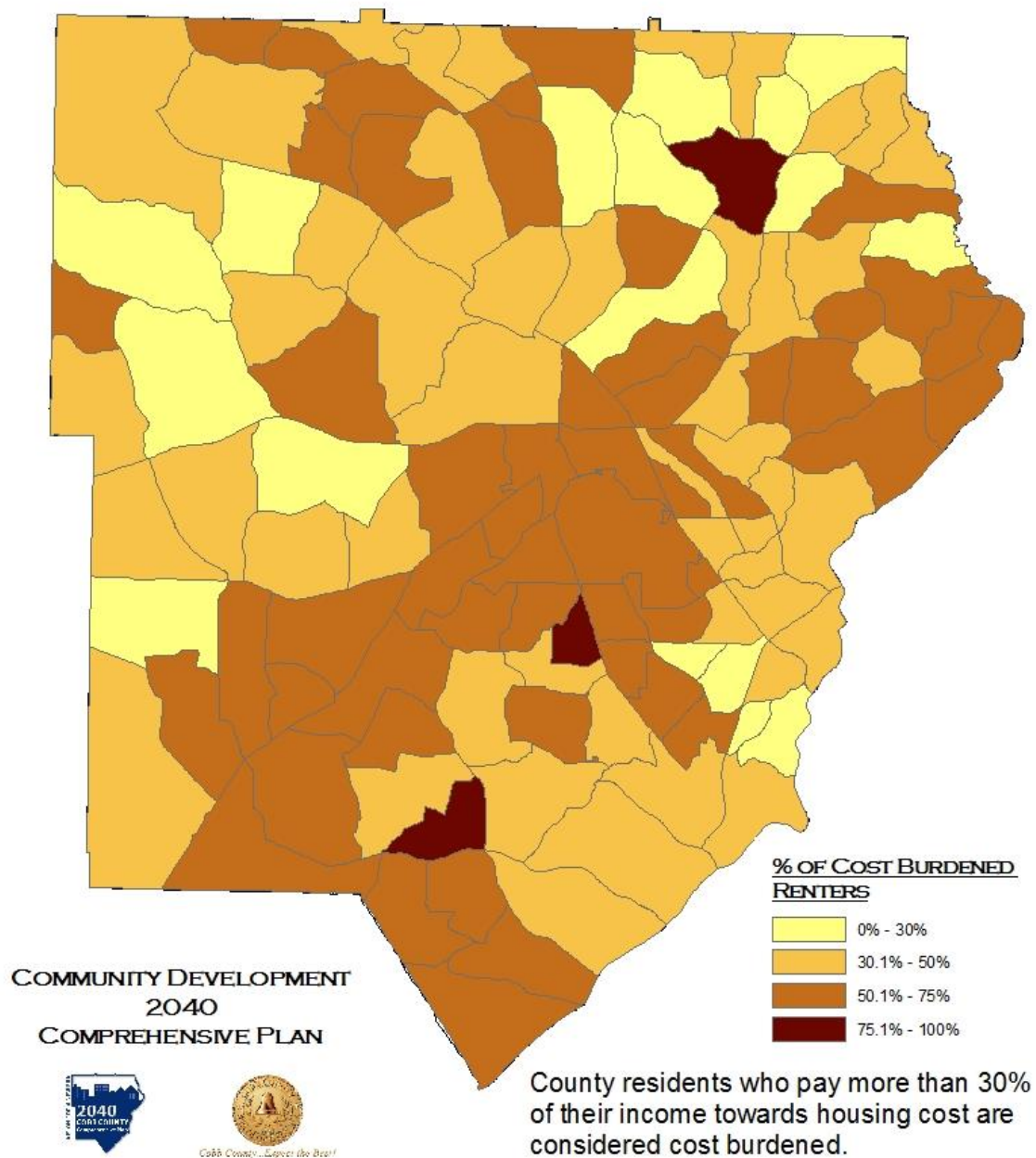
SOURCE: U.S. CENSUS BUREAU
FIGURE 10

% OF OWNERS WHO ARE COST BURDENED 2015



Map 12

% OF RENTERS WHO ARE COST BURDENED 2015



MAP 13

GOAL AND POLICIES

HO

KEY STRATEGIES

Array of housing stock
Equitable housing
Safe and convenient housing

HO-GOAL #1

Provide a wide array of housing stock for all residents

POLICIES

- HO1-P1 Provide sufficient residential capacity to accommodate projected household growth
- HO1-P2 Evaluate plans and investments for its impact on housing capacity, particularly the impact on the supply of workforce housing and senior housing
- HO1-P3 Encourage equal-housing opportunities for all persons
- HO1-P4 Encourage new and innovative housing types that meet the needs of an evolving, diverse community
- HO1-P5 Promote a variety of residential developments around activity centers that can accommodate a broad range of households
- HO1-P6 Encourage the distribution of all housing types throughout the County and ensure compatibility with the desirable future development policies

HO-GOAL #2

Ensure an adequate supply of workforce housing that meets the needs of residents vulnerable to increasing housing costs

POLICIES

- HO2-P1 Consider federal and state tax credits toward acquisition, rehabilitation and new construction of workforce and affordable housing
- HO2-P2 Encourage tenant-based rental assistance for those who cannot afford housing
- HO2-P3 Coordinate and collaborate with the Marietta Housing Authority and Community Development Block Grant program on creative ways to increase the supply of workforce and affordable housing
- HO2-P4 Consider a diverse supply of affordable, accessible housing to meet the needs of older adults and people with disabilities, especially in activity centers and other places, which are in close proximity to services and public transit
- HO2-P5 Coordinate and collaborate with Cobb County's Community Development Block Grant (CDBG) program and other organizations whose mission is to enhance the quality of life for low- to moderate-income residents

HO-GOAL #3

Ensure residents live in safe, healthy housing that provides convenient access to jobs, goods and services to meet daily needs

POLICIES

- HO3-P1 Ensure there is an appropriate jobs/housing balance and strive to maintain this balance
- HO3-P2 Locate higher density housing, including workforce units, in and around regional activity centers and large employment centers and provide appropriate land use transitions

- HO3-P3 Encourage housing construction in locations where necessary public facilities can be economically provided
- HO3-P4 Encourage housing construction in locations accessible to services and employment
- HO3-P5 Encourage quality, affordable housing options for all people
- HO3-P6 Explore housing rehabilitation programs for older communities, such as the Section 203(k) loan program by the U.S. Department of Housing and Urban Development (HUD).



COMMUNITY WORK PROGRAM

HO

The Housing Community Work Program outlines specific activities the community intends to undertake during the next five years to address priority needs and opportunities or to achieve portions of the Community Goals. This includes, but is not limited to, activities, initiatives, programs, ordinances and administrative systems put in place to implement the plan.

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
HO - HOUSING										
HO-1	Continue collaboration with the Department of Community Affairs and Housing Authority to encourage construction of workforce housing units utilizing low-income tax credits	X						CD, CDBG, DCA, MHA	Staff resources	General Fund
HO-2	Update the Apartment Density Study			X				CD	Staff resources	General Fund
HO-3	Prepare a housing assessment/affordable housing inventory					X		CD, ED, CDBG	Staff resources	General Fund
HO-4	Coordinate efforts between Community Development, Economic Development, and non-profit agencies to analyze workforce housing			X				CD, ED, CDBG Non-Profit Agencies	Staff resources	General Fund
HO-5	Review group home codes to ensure they align with fair-housing regulations	X						CD, CDBG	Staff resources	General Fund
HO-6	Educate older adults on retrofit design and materials that foster aging in place	X						CD	Staff resources	General Fund
HO-7	Update Student Housing Analysis			X				CD	Staff resources	General Fund
HO-8	Provide services to inspect rental properties at the request of tenants to ensure residential code compliance			X	X	X	X	CD	Staff resources	General Fund
HO-9	CDBG to conduct an annual performance and evaluation report to the Board of Commissioners	X						CDBG	Staff resources	General Fund
HO-10	Provide incentives for affordable housing such as the Federal and State Housing Tax Credit Program				X			CDBG	Staff resources	General Fund
CDBG PROGRAMMING*										
HO-11	Provide program administration and planning for HUD grants, such as; CDBG, HOME and ESG grants		X					CDBG	\$520,000	CDBG Grant

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
CDBG GRANT (CONT.)										
HO-12	Coordinate CDBG funding and service improvements with Cobb's six cities		X					CDBG, Cities	\$813,000	CDBG Grant
HO-13	Provide rehabilitation grant assistance and administrative services for owner-occupied housing		X					CDBG	\$264,000	CDBG Grant
HO-14	Coordinate the acquisition, construction, and renovation of public/non-profit facilities through building renovations, security updates and parking lot improvements		X					CDBG	\$893,000	CDBG Grant
HO-15	Manage funding that supports a variety of public service programs for low-income individuals, families and persons with special needs		X					CDBG	\$298,000	CDBG Grant
HO-16	Coordinate Fair Housing outreach and education activities		X					CDBG	\$30,000	CDBG Grant
HOME GRANT										
HO-17	Provide HOME Investment Partnership Act Program (HOME) Grant monies for the purpose of constructing or renovating affordable housing	X						CDBG	\$474,000	HOME Grant
HO-18	Administer State and Federal financial assistance for affordable housing to increase housing options for low-income families and the homeless.	X						CDBG	\$80,000	HOME & ESG Grant
HO-19	Work with and financially support community housing development organizations (CDHOs) operating in low and moderate-income neighborhoods		X					CDBG	\$134,000	HOME Grant
ESG GRANT										
HO-20	Provide support services for street outreach and emergency shelter resources		X					CDBG	\$89,000	ESG Grant
HO-21	Work with and financially assist various non-profits focused on homeless prevention and rapid rehousing.		X					CDBG	\$88,000	ESG Grant
HO-22	Financially assist and coordinate with The Center of Family Resources for Cobb Collaborative on the Homeless Management Information System (HMIS)	X						CDBG	\$10,000	ESG Grant

*Community Development Block Grant programming funds are applied for on an annual basis through the 5-Year Consolidated Plan and Annual Action Plan. Future year appropriations are contingent upon successfully completing the Annual Action Plan.

ECONOMIC DEVELOPMENT

ED

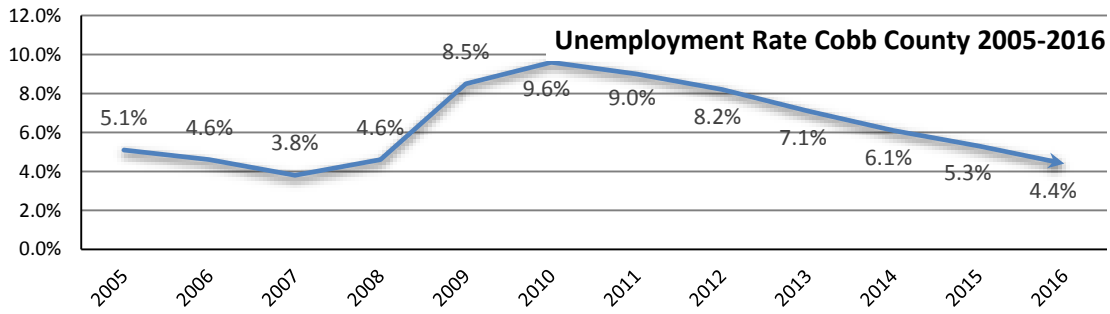


The Economic Development Element for Cobb County is an optional element that was chosen and designed to supplement the Cobb 2040 plan. The Economic Development element provides an overview of the strategies, programs and projects to improve the economy as well as policy direction to promote job growth.

From global corporations to the home-based entrepreneur, Cobb County's Economic Development division is the liaison to the business community. The Economic Development division works with elected officials, other city and County departments and the Cobb Chamber of Commerce on economic development program implementation. An economic development strategy was created, known as "Cobb's Competitive EDGE" (EDGE). The EDGE was developed with input from the County, cities, businesses and educational leaders. The objectives of Cobb's Competitive EDGE are to help existing businesses expand, grow small business/entrepreneurship, protect Dobbins Air Reserve Base, recruit new business, create a more educated workforce and revitalize communities and infrastructure. The EDGE is a supplement to this Economic Development Element.

Economic development is vital to the continued growth, prosperity and quality of life of Cobb County. Whether the focus is on creating new jobs, the recruitment of new business, retention of existing industry, redevelopment of challenging areas or workforce development; all areas are important to the community, and we must constantly work collaboratively to produce an economically successful County.





Source: Georgia Department of Labor (February of each year)

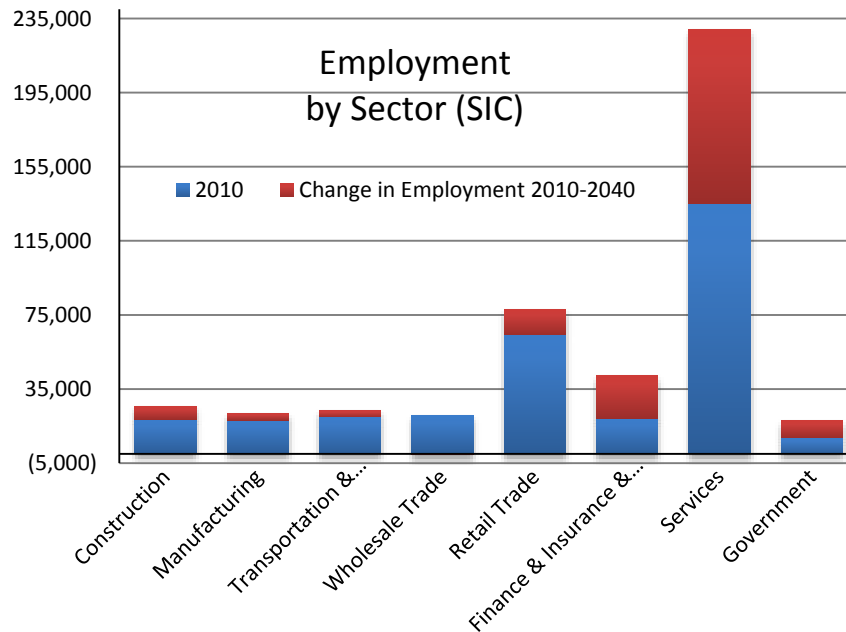
FIGURE 11

As of 2017, unemployment in Cobb County is trending downward to almost pre-recession levels (See Figure 10). Additionally, it is anticipated there will be 135,699 more jobs by the year 2040 (See Figure 11). National and regional projections anticipate most of the increase in new employment will be in service-oriented jobs followed by those in finance, insurance, real estate, retail trade and construction. It is projected that wholesale trade jobs will decrease in the future (See Figure 12).

JOBS PROJECTION	
2015	399,486
2040	535,185

Source: Atlanta Regional Commission

FIGURE 12



Source: Atlanta Regional Commission

FIGURE 13

Cooperation and coordination between public, private and non-profit sectors are important in our effort to maintain and improve Cobb's business climate. Based upon the County's rising and diverse population, a myriad of needs and opportunities exist that need to be addressed, so we can continue creating a thriving economy for Cobb residents.

NEEDS AND OPPORTUNITIES

ED

Below are the priority needs and opportunities identified through community feedback that included steering committee interviews, a community SWOT analysis and a survey that was conducted during the public participation process. Each of these items is followed by corresponding implementation measures contained in the Community Work Program.

Need:

- ❖ **Redevelopment / Revitalization**

Opportunity:

- ❖ Reactivate vacant buildings and parcels
- ❖ Support code enforcement throughout the County to address non-compliant properties
- ❖ Provide economic resources to address problems of dilapidated commercial buildings
- ❖ Set priorities and policies to address economic opportunities, educational resources, housing quality and access to commercial and other support services
- ❖ Establish and maintain targeted redevelopment sites to provide prioritization and focus on revitalizing challenging areas

Need:

- ❖ **Increase Jobs**

Opportunity:

- ❖ Focus on workforce development
- ❖ Attract, support and encourage small businesses
- ❖ Job creation in low-income areas
- ❖ Recruit new businesses to Cobb County
- ❖ Retain existing businesses and industry
- ❖ Focus on targeted industries identified in the EDGE

Need:

- ❖ **Economic Development Incentives**

Opportunity:

- ❖ Seek ways to expand existing available incentives for targeted industries
- ❖ Incentivize economic growth in underperforming communities and corridors

Need:

- ❖ Coordinate and promote travel and tourism in Cobb

Opportunity:

- ❖ Support appropriate development surrounding tourist-centric areas
- ❖ Work with and leverage Cobb Travel and Tourism to expand tourism options
- ❖ Take advantage of increased sports tourism within the County

Need:

- ❖ Remain active in International Economic Affairs

Opportunity:

- ❖ Promote Cobb County in global markets
- ❖ Enable connections with global partners
- ❖ Assist local businesses in expansion of their international goals
- ❖ Enhance relationships with sister cities to foster economic development

GOAL AND POLICIES**ED****KEY STRATEGIES**

Grow equitable jobs
Maintain low taxes
Focus on targeted industries

ED-GOAL #1

Promote the retention, expansion and creation of businesses and tourism/entertainment options in order to provide job opportunities and improved quality of life for a growing diverse community

POLICIES

- ED-P1** Work with various economic development organizations to market Cobb County's strengths and its quality of life, in order to attract targeted businesses and retain existing businesses
- ED-P2** Enhance the County's competitive position and business climate

- ED-P3 Develop programs/funds to provide capital for small business growth and development
- ED-P4 Enhance underperforming corridors or redevelopment sites
- ED-P5 Promote workforce development programs to target the needs of expanding and relocating businesses with the local area technical and post-secondary educational institutions
- ED-P6 Collaborate with partners on the economic development strategies highlighted within the EDGE
- ED-P7 Encourage and support environmentally clean industries
- ED-P8 Support and expand Cobb's position in the global markets by remaining active in international affairs
- ED-P9 Coordinate with Cobb Travel and Tourism to expand tourism options
- ED-P10 Support appropriate development surrounding tourist-centric areas
- ED-P11 Coordinate with the Community Improvement Districts on economic development
- ED-P12 Coordinate with municipalities, the Chamber of Commerce and other economic development groups to develop strategies designed to meet the economic diversification needs of the community with emphasis on job creation
- ED-P13 Communicate economic development programs and success stories with the public
- ED-P14 Leverage economic development opportunities afforded to the County by SunTrust Park and The Battery Atlanta

COMMUNITY WORK PROGRAM

ED

The Economic Development Community Work Program outlines specific activities the community intends to undertake during the next five years to address priority needs and opportunities or to achieve portions of the Community Goals. This includes, but is not limited to, activities, initiatives, programs, ordinances and administrative systems put in place to implement the plan.

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
ED – ECONOMIC DEVELOPMENT										
ED-1	Update, as needed, the inventory of sites suitable for industrial development and continue to encourage policies to protect these job-producing uses	X						ED, CD	Staff resources	General Fund
ED-2	Refine the County's Economic Development Incentive Ordinance and associated policies			X				ED, CD	Staff resources	General Fund
ED-3	Focus on Economic Development targets that will provide growth opportunities within core clusters identified within the Cobb EDGE	X						ED	Staff resources	General Fund
ED-4	Add areas to the Cobb County Commercial Property Rehabilitation Partial Property Tax Abatement Program, as needed	X						ED, CD	Staff resources	General Fund
ED-5	Coordinate with Chamber of Commerce on business marketing, as needed	X						ED	Staff resources	General Fund
ED-6	Maintain individual property brochures to assist in marketing industrial sites to prospective businesses	X						CD, ED	Staff resources	General Fund
ED-7	Continue to evaluate appropriate areas throughout the County that would benefit from an Enterprise/Opportunity Zone designation	X						ED	Staff resources	General Fund
ED-8	Develop internal procedures to assist small businesses to meet their permitting needs			X				CD	Staff resources	General Fund
ED-9	Develop and Implement a Façade Improvement Grant/Loan program to serve as an incentive for property owners to improve the appearance of older commercial corridors					X		CD, ED	TBD	General Fund, Grants

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
ED – ECONOMIC DEVELOPMENT (CONT.)										
ED-10	Create and execute a Memorandum of Understanding (MOU) that clearly defines functional roles in the economic development process for Cobb County – specifically, the role of the County’s Economic Development Division Manager, the Community Development Director, the Development Authority, the Cobb County Board of Commissioners, the Cobb Chamber of Commerce and Cobb’s Competitive EDGE			X				ED, CD, DA, BOC, CCC, Cobb EDGE	Staff resources	General Fund
ED-11	Assist with the creation of CIDs in appropriate areas	X						ED, CD, BOC	Staff resources	General Fund
ED-12	Conduct annual reporting on compliance with incentives agreements	X						ED, CD	Staff resources	General Fund
ED-13	Prepare annual reports for Opportunity Zone and Enterprise Zone programs	X						ED, CD	Staff resources	General Fund
ED-14	Assist in creating quarterly and annual reports on economic development activities	X						ED	Staff resources	General Fund
ED-15	Create a small business advisory council				X			ED, CD	Staff resources	General Fund
ED-16	Develop a small business program					X		ED, CD	Staff resources	General Fund
ED-17	Conduct 100 existing business visits per year	X						ED	Staff resources	General Fund
ED-18	Develop and implement an existing business survey on County services				X			ED	Staff resources	General Fund
ED-19	Coordinate Economic Development partner quarterly meetings	X						ED	Staff resources	General Fund
ED-20	Create a more active role for the grants administrator regarding internal and external customers					X		ED	Staff resources	General Fund
ED-21	Research and consider Hospitality District for protection and development of recreation and tourism in appropriate areas of Cobb County	X						ED, CTT, CD	Staff resources	General Fund
ED-22	Create targeted workforce development programs for areas of high unemployment in Cobb County	X						ED, CD, CW	Staff resources	General Fund

COMMUNITY FACILITIES

CF



The Community Facilities Element for Cobb County is an optional element chosen and designed to supplement the Cobb 2040 plan. This element covers a wide range of issues and is one of two elements in plan with sub-elements including the following: parks and recreation, water, solid waste, libraries and technology. These facilities provide necessary services to the citizens of Cobb, as well as additional services that increase the quality of life in the County.

Comments heard frequently through community engagement demonstrate that parks and recreation and water are major concerns for Cobb County residents. It is common to hear from the public on their desire for more land dedicated to parks and better park connectivity. Water priorities were focused around the maintenance of sewer and stormwater management facilities, as well as new and updated water and stormwater regulations. Other concerns included maintaining solid waste operations, expanding the recycling program and the need for increased access to libraries. Technology, which is one of Cobb's newer components to the comprehensive plan, should focus on leveraging technology to improve communications to the public and efficiency of government services, which could range from Wi-Fi in all public facilities to support for small businesses or other economic endeavors.

NEEDS AND OPPORTUNITIES

PR

PARKS, RECREATION, AND CULTURAL AFFAIRS

Below are the priority needs and opportunities identified through community feedback that included steering committee interviews, a community SWOT analysis and a survey that was conducted during the public participation process. Each of these items is followed by corresponding implementation measures contained in the Community Work Program.

Need:

- ❖ Maintain existing parks, recreational facilities, trails and art facilities

Opportunity:

- ❖ Ensure longevity of existing parks, recreational centers, trails and arts facilities
- ❖ Strengthen community image and sense of place
- ❖ Foster wellness and healthy attitudes
- ❖ Inspire social interactions
- ❖ Stimulate economic benefits

Need:

- ❖ Build inventory of land for recreation (both active and passive)

Opportunity:

- ❖ Purchase strategic and available property for future park and greenspace needs
- ❖ Expansion at existing parks
- ❖ Target areas with park gaps
- ❖ Consider historic resources

Need:

- ❖ Increase park connectivity

Opportunity:

- ❖ Expand connectivity between parks and the existing trail network
- ❖ Expand connectivity between parks and recreational facilities
- ❖ Ensure safe, well-lit pedestrian/bike connectivity between existing and future parks, recreational centers, arts centers and surrounding neighborhoods

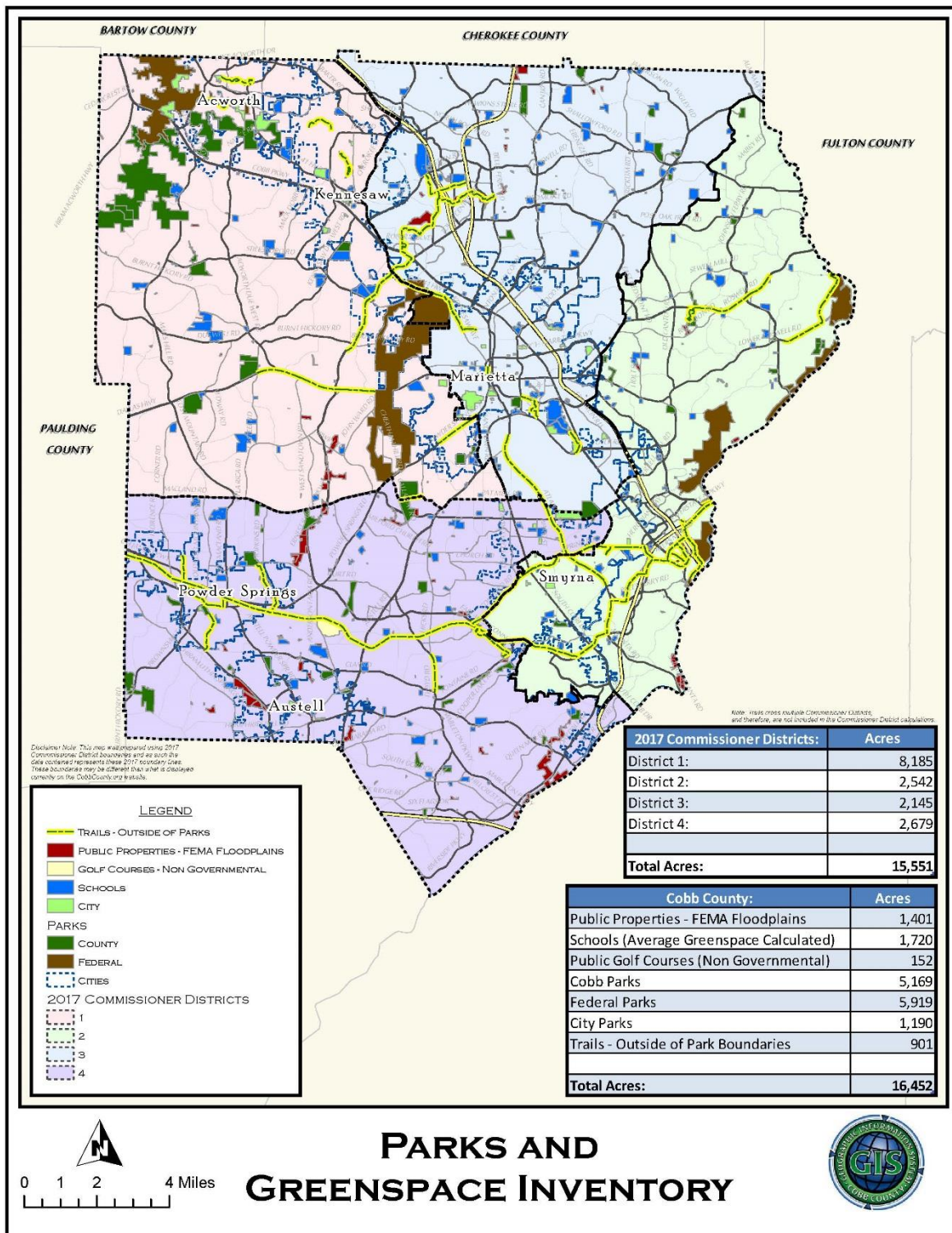
Need:

- ❖ Create and expand partnerships to meet demand for recreational, arts facilities and programming

Opportunity:

- ❖ Expand partnerships with other County departments
- ❖ Create and expand partnerships with outside groups and government agencies





MAP 14

Cobb County Parks & Greenspace Inventory per 1,000 Residents

District	Population*	Parks/Greenspace/Other physical activity facilities (Acres)**	Parkland / 1,000 Residents (acres)
Dist 1	185,953	8,185	44
Dist 2	180,554	2,542	14
Dist 3	166,059	2,145	13
Dist 4	176,354	2,679	15
Cobb Trails***	N/A	901	N/A
Cobb County	708,920	16,452	23

*2010-2014 American Community Survey 5-Year Estimates - US Census Bureau

**Acreage figures represent all county parks, federal parks, municipal parks (as of 2011), existing trails/multi-purpose trails, public owned floodplains, public golf courses (Non-Governmental), & average greenspace on school properties

*** Trails cross multiple Commissioner Districts and therefore are not included in the Commissioner District calculations

Commissioner District Breakdown

District	Public Properties - FEMA Floodplains	Golf Courses - Non Government	City Parks	County Parks	Federal Parks	Schools	TOTALS
Dist 1	181	0	535	3238	3607	624	8185
Dist 2	126	0	82	313	1761	260	2542
Dist 3	265	0	390	509	551	430	2145
Dist 4	830	152	183	1109	0	406	2679

SOURCE: COBB COUNTY PLANNING DIVISION
FIGURE 14

GOAL AND POLICIES

PR

KEY STRATEGIES

Active living
Protect and conserve resources
Equitable service and enrichment
Communicate and innovate

CF-PR-GOAL #1

Maintain and improve quality of life by providing programs, services and facilities for active and passive recreational opportunities as well as arts and cultural activities for all citizens

POLICIES

- CF-PR-P1** Provide quality recreational and arts programming to meet the needs of existing and future residents of all ages
- CF-PR-P2** Ensure adequate funding for maintenance and improvements of existing recreational and cultural facilities
- CF-PR-P3** Ensure adequate supply of land and funding for future recreational needs and the development of future facilities and programs.
- CF-PR-P4** Strategically target areas where facilities and services are lacking or do not exist and consider co-locations with other public facilities when considering new parks and programming.
- CF-PR-P5** Monitor and assess recreational facility needs and consider new facilities, improvements and/or additions that are flexible and serve the entire community

-
- | | |
|-----------|--|
| CF-PR-P6 | Provide both active and passive park experiences and policies that enhance wellness and foster healthy attitudes |
| CF-PR-P7 | Leverage partnerships with other County departments and outside groups to meet community needs and provide healthy lifestyle options |
| CF-PR-P8 | Improve connectivity and walkability between trails, parks, recreational facilities and surrounding neighborhoods |
| CF-PR-P9 | Ensure good access to major roadways and public transit routes |
| CF-PR-P10 | Expand audiences for arts and recreational programming and activities |
| CF-PR-P11 | Maximize the use of public land and facilities for recreation and cultural affairs |
| CF-PR-P12 | Develop innovative funding techniques to provide for the upkeep of existing and the development of future recreational facilities and programs |
| CF-PR-P13 | Improve the condition of existing recreational facilities to a consistent standard of high quality |
| CF-PR-P14 | Develop diverse arts programming to meet the various needs of the community |
| CF-PR-P15 | Encourage the development of multi-use greenways in floodplains and easements to accommodate citizens' needs for passive recreation and public health benefit, while allowing for the preservation of greenspace |
| CF-PR-P16 | Develop diverse arts programming to meet the various needs of the community |
| CF-PR-P17 | Coordinate with community groups, local schools and other appropriate organizations to promote the arts |
| CF-PR-P18 | Create a sense of vitality throughout Cobb County by providing opportunities for public art |
| CF-PR-P19 | Provide venues, and when feasible, financial support for performing and visual arts and music events |
-

CF-PR-P20 Encourage expansion of parks and trail network into low and moderate income residential areas

COMMUNITY WORK PROGRAM

PR

The Parks, Recreation and Cultural Affairs Community Work Program outlines the specific activities the community intends to undertake during the next five years to address the priority needs and opportunities or to achieve portions of the Community Goals. This includes, but is not limited to, activities, initiatives, programs, ordinances and administrative systems put in place to implement the plan.

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
CF-PR – PARK, RECREATION AND CULTURAL AFFAIRS										
CF-PR-1	Periodically update the inventory of public properties including DOT and water department properties suitable for multiple uses, including passive recreational uses and linear parks	X						P.A.R.K.S., DOT, CCWS	Staff resources	General Fund
CF-PR-2	Execute joint facility use agreements with other elected boards, i.e. Board of Education				X			P.A.R.K.S., CCS, Other Boards	Staff resources	General Fund
CF-PR-3	Prepare grant applications and research other program funding mechanisms to assist with land purchases, facility development, and renovation of existing recreational facilities	X						P.A.R.K.S.	Staff resources	General Fund
CF-PR-4	Evaluate the need for renovating facilities to support the development of creative recreational programming to meet the changing needs of the community	X						P.A.R.K.S.	Staff resources	General Fund
CF-PR-5	Continue to coordinate and assist with volunteer Friends groups that are engaged in fundraising for development of passive parks	X						P.A.R.K.S., Friends Group	Staff resources	General Fund
CF-PR-6	Assist local volunteers to establish and maintain volunteer groups (i.e. Friends Groups) for Stout Park and Green Meadows Preserve	X						P.A.R.K.S., Volunteers	Staff resources	General Fund

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
CF-PR – PARK, RECREATION AND CULTURAL AFFAIRS										
CF-PR-7	Upgrade existing playground inventory to reflect new and innovative equipment		X					P.A.R.K.S., Friends Group	\$150,000 per playground	General Fund, Friends Group
CF-PR-8	Encourage "Life Time" sports within appropriate parks and Senior Centers	X						P.A.R.K.S., SS	Staff resources	General Fund
CF-PR-9	Expand Community Gardens within appropriate parks and Senior Centers	X						P.A.R.K.S., Master Gardener s, CCES, SS	TBD	TBD
CF-PR-10	Develop Hyde Farm as a working farm with programming to educate children and adults about the settlement of Cobb County, the story of the Power and Hyde families, how land was farmed in the county, the importance of agriculture in the community, and the Chattahoochee River as a significant natural resource.				X			P.A.R.K.S., CD, HPC, NPS, UGA	TBD	TBD
CF-PR-11	Provide Staff support for Revisited 2008 Parks Bond Program, as directed by the BOC			X				P.A.R.K.S.	TBD	General Fund
CF-PR-12	Develop and maintain innovative ART programs and events as well as all Cultural Affairs facilities	X						P.A.R.K.S.	TBD	General Fund
CF-PR-13	Expand cultural arts programming into community and recreational centers	X						P.A.R.K.S.	TBD	General Fund
CF-PR-14	Develop schedule of programming at all recreational centers	X						P.A.R.K.S.	TBD	General Fund
CF-PR-15	Coordinate shared use of parks and recreation space with general public and third party program providers	X						P.A.R.K.S.	TBD	General Fund
CF-PR-16	Repair dam and dredge lake to restore water quality at Bartlett Property		X					P.A.R.K.S.	\$319,540	SPLOST
CF-PR-17	Repair dam and dredge lake to restore water quality on Cato property		X					P.A.R.K.S.	\$241,682	SPLOST
CF-PR-18	Replace roof on main building at Felton Property				X			P.A.R.K.S.	\$400,000	SPLOST
CF-PR-19	Appropriate renovations at Mt. Bethel Park				X			P.A.R.K.S.	\$557,000	SPLOST
CF-PR-20	Repaving selected parking lots and access roadways in several parks			X				P.A.R.K.S.	\$4,000,000	SPLOST
CF-PR-21	Renovate PRCA Administration Complex			X				P.A.R.K.S.	\$4,200,000	SPLOST

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
PARK, RECREATION AND CULTURAL AFFAIRS – 2011 SPLOST										
CF-PR-16	Repair dam and dredge lake to restore water quality at Bartlett Property		X					P.A.R.K.S.	\$319,540	SPLOST
CF-PR-17	Repair dam and dredge lake to restore water quality at Bartlett Property		X					P.A.R.K.S.	\$374,000	SPLOST
CF-PR-18	Repair dam and dredge lake to restore water quality on Cato property		X					P.A.R.K.S.	\$287,000	SPLOST
CF-PR-19	Replace roof on main building at Felton Property				X			P.A.R.K.S.	\$400,000	SPLOST
CF-PR-20	Appropriate renovations at Miller Park-Jim R. Miller Park		X					P.A.R.K.S.	\$6,238,000	SPLOST
CF-PR-21	Appropriate renovations at Mt. Bethel Park				X			P.A.R.K.S.	\$557,000	SPLOST
PARK, RECREATION AND CULTURAL AFFAIRS – 2016 SPLOST										
CF-PR-22	Price Park Improvements		X					P.A.R.K.S.	\$500,000	SPLOST
CF-PR-23	Green Meadows Preserve Improvements			X				P.A.R.K.S.	\$1,850,000	SPLOST
CF-PR-24	City of Acworth Joint Project – Recreation Center				X			P.A.R.K.S.	\$8,500,000	SPLOST
CF-PR-25	City of Kennesaw Joint Project – Recreation Center				X			P.A.R.K.S.	\$4,600,000	SPLOST
CF-PR-26	PRCA Administration Complex – Small Engine Shop			X				P.A.R.K.S.	\$1,000,000	SPLOST
CF-PR-27	Hubert Soccer Complex – Synthetic Turf			X				P.A.R.K.S.	\$2,600,000	SPLOST
CF-PR-28	Nesbitt Union Chapel			X				P.A.R.K.S.	\$150,000	SPLOST
CF-PR-29	CCSD Joint Project					X		P.A.R.K.S.	\$4,000,000	SPLOST
CF-PR-30	Sewell Park – Entrance Roadway for new Library/Cultural Center			X				P.A.R.K.S. /PM	\$1,350,000	SPLOST
CF-PR-31	Hyde Farm				X			P.A.R.K.S.	\$1,000,000	SPLOST
CF-PR-32	Terrell Mill Park – Synthetic Turf Field			X				P.A.R.K.S.	\$1,000,000	SPLOST
CF-PR-33	Develop Mabry Park as a new passive park			X				P.A.R.K.S.	\$4,250,000	SPLOST
CF-PR-34	Improvements at Mountain View Community Center			X				P.A.R.K.S.	\$750,000	SPLOST
CF-PR-35	New Recreation / Community Center in Osborne Area				X			P.A.R.K.S.	\$10,000,000	SPLOST
CF-PR-36	Mud Creek Soccer Complex – Synthetic Turf Fields			X				P.A.R.K.S.	\$2,600,000	SPLOST

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
PARK, RECREATION AND CULTURAL AFFAIRS – 2016 SPLOST (Cont.)										
CF-PR-37	Improvements at Stout Park				X			P.A.R.K.S.	\$2,000,000	SPLOST
CF-PR-38	Improvements at Mable House Complex				X			P.A.R.K.S.	\$2,000,000 SPLOST	
CF-PR-38.1	Expand seating at Mable House Amphitheatre				X			P.A.R.K.S.		
CF-PR-39	Improvements at Old Clarkdale Park			X				P.A.R.K.S.	\$1,000,000	SPLOST
CF-PR-40	Improvements at Johnston's Riverline Park					X		P.A.R.K.S.	\$1,000,000	SPLOST
CF-PR-41	Prepare New County-Wide Parks Master Plan		X					P.A.R.K.S.	\$224,000	SPLOST
CF-PR-42	Paving improvements at various Parks		X					P.A.R.K.S.	\$3,600,000	SPLOST
CF-PR-43	Technology Improvements in various Parks	X						P.A.R.K.S.	\$900,000	SPLOST
CF-PR-44	General improvements in various Parks	X						P.A.R.K.S.	\$4,000,000	SPLOST
CF-PR-45	Improvements at Jim R. Miller Park			X				P.A.R.K.S.	\$18,000,000	SPLOST
CF-PR-46	Complete Aviation Park	X						P.A.R.K.S., TCCID	\$1,900,000	TCCID
CF-PR-47	Bells Ferry Trailhead Improvements	X						P.A.R.K.S., TCCID	\$828,000	TCCID
CF-PR-48	Town Center Park	X						P.A.R.K.S., TCCID	\$600,000	TCCID

NEEDS AND OPPORTUNITIES

WA

WATER

Below are the priority needs and opportunities identified through community feedback that included steering committee interviews, a community SWOT analysis and a survey that was conducted during the public participation process. Each of these items is followed by corresponding implementation measures contained in the Community Work Program.

Need:

- ❖ Maintenance of sewer and stormwater management

Opportunity:

- ❖ Ensure stormwater infrastructure management and maintenance
- ❖ Ensure sewer infrastructure maintenance, rehabilitation and management

Need:

- ❖ New updated water and stormwater regulations

Opportunity:

- ❖ Support private redevelopment efforts by creating stormwater regulations for infill development and redevelopment
- ❖ Monitor stormwater regulations as needed to meet demand and any changing conditions

Need:

- ❖ Water conservation

Opportunity:

- ❖ Monitor the supply and demand of potable water
- ❖ Improve water use efficiency
- ❖ Provide water conservation education and outreach
- ❖ Improve water conservation efforts at multi-family housing and hotels

Need:

- ❖ Alternative approaches to stormwater management

Opportunity:

- ❖ Investigate alternative approaches to accommodate additional water storage with existing ponds/lakes
- ❖ Investigate green infrastructure approaches
- ❖ Provide water quality reporting and stream monitoring

- ❖ Monitor best management practices

Need:

- ❖ Floodplain protections

Opportunity:

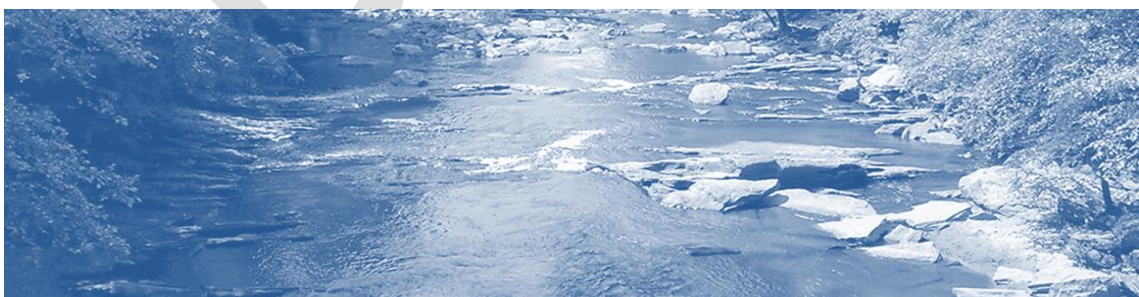
- ❖ Continue to protect flood-prone lands
- ❖ Strengthen development regulations within flood-prone areas
- ❖ Monitor floodplain updates through FEMA programs
- ❖ Continue to seek grants and other funding programs for floodplain purchases

Need:

- ❖ Address sewer expansion and increasing interest in converting septic to sewer

Opportunity:

- ❖ Investigate sewer in areas that have potential for future growth
- ❖ Coordinate with Cobb & Douglas Public Health on the potential for sewer service in areas where an increased number of septic failures may be occurring
- ❖ Investigate mechanisms and programs to ensure costs of providing sewer hook-up to individual property owners is addressed



GOAL AND POLICIES

WA

KEY STRATEGIES

Active living
Protect and conserve resources
Equitable service and enrichment
Communicate and innovate

CF-WA-GOAL #1

Provide safe, environmentally responsible water supply and wastewater treatment systems with ample sewer infrastructure that meet the demand of a growing population

POLICIES

- CF-WA1-P1 Provide sufficient water and sewer capacity to accommodate anticipated growth and desired growth patterns
- CF-WA1-P2 Provide safe, dependable, environmentally responsible and economically feasible water and sewer management services
- CF-WA1-P3 Provide proactive maintenance and improvement of existing water and sewer infrastructure
- CF-WA1-P4 Create new and/or update water policies and development standards to accommodate changing conditions
- CF-WA1-P5 Coordinate with Cobb & Douglas Public Health to investigate possible sewer expansion and individual sewer hook-ups in order to meet the potential for future growth, environmental concerns and connectivity, while ensuring financial responsibility
- CF-WA1-P6 Continue monitoring of water quality and reporting and continue providing programming to improve water conservation

- CF-WA1-P7 Ensure that newly installed privately-owned water infrastructure meets publicly owned standards
- CF-WA1-P8 Provide educational programming and campaigns to develop awareness and protection of water resources

CF-WA-GOAL #2

Establish an innovative stormwater management system that maintains stormwater infrastructure, controls flooding and preserves water quality now and for future generations

POLICIES

- CF-WA2-P1 Provide sufficient storm water capacity to accommodate anticipated growth and desired growth patterns
- CF-WA2-P2 Provide safe, dependable, environmentally responsible and economically feasible stormwater management services
- CF-WA2-P3 Provide for proactive maintenance and improvement of existing storm water infrastructure
- CF-WA2-P4 Monitor stormwater impacts and update stormwater regulations to accommodate changing conditions
- CF-WA2-P5 Continue to investigate the use of alternative and green infrastructure approaches to stormwater management
- CF-WA2-P6 Protect floodplains, watersheds and groundwater recharge areas through regulations
- CF-WA2-P7 Seek funding to purchase floodplain for stormwater control and to preserve water quality
- CF-WA2-P8 Support innovative stormwater management practices for redevelopment and infill development projects

- CF-WA2-P9** Consider stormwater strategies or best management practices, such as regional stormwater facilities, that adequately manage the total cumulative impact of development

COMMUNITY WORK PROGRAM

WA

The Water Community Work Program outlines specific activities the community intends to undertake during the next five years to address the priority needs and opportunities or to achieve portions of the Community Goals. This includes, but is not limited to, activities, initiatives, programs, ordinances and administrative systems put in place to implement the plan.

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
CF-WA – WATER										
CF-WA-1	Continue to acquire wetlands and other environmentally sensitive areas.	X						CCWS	TBD	General Fund/Grant
CF-WA-2	Comply with requirements of sewer system Capacity, Maintenance, Operation, and Management program	X						CCWS	Staff resources	General Fund
CF-WA-3	Work with CCMWA to ensure quality of potable water provided to customers meets regulations	X						CCWS	Staff resources	General Fund
CF-WA-4	Continue the replacement of aging and substandard water mains.	X						CCWS	\$10,000,000 / Year	General Fund
CF-WA-5	Operate four WRFs to ensure quality of discharges to Allatoona Lake and Chattahoochee River meet or exceed regulatory requirements and make appropriate repairs and replacements.	X						CCWS	\$22,000,000 / Year	General Fund
CF-WA-6	Implement approved Watershed Plan in coordination with federal and state agencies.			X				CCWS	\$500,000	General Fund
CF-WA-7	Conduct condition assessments of appropriate county sewers and pump stations each year in accordance with the CCWS Asset Management Program and make appropriate repairs or replacements.	X						CCWS	\$8,000,000 / Year	General Fund
CF-WA-8	Partner with private entities for replacement of non-conserving water fixtures in commercial establishments.			X				CCWS	\$1,000,000 / Year	Private Sector

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
CF-WA – WATER										
CF-WA-9	Reduce reliance on private septic systems in appropriate areas through ongoing implementation of the Cobb County Sewer Extension Policy in response to inquiries and requests.	X						CCWS	\$1,000,000 / Year	General Fund
CF-WA-10	Continue to operate and maintain the Watershed Stewardship Program	X						CCWS	Staff resources	General Fund
CF-WA-11	Continue to support water supply and water conservation programs and educational outreach initiatives	X						CCWS	Staff resources	General Fund
CF-WA-12	Evaluate opportunities to own and retrofit existing impoundment facilities for regional detention to create additional storage volume to store flood flows and mitigate downstream flooding.	X						CCWS	Staff resources	General Fund/Grants

NEEDS AND OPPORTUNITIES

LI

LIBRARY

Below are the priority needs and opportunities identified through community feedback that included steering committee interviews, a community SWOT analysis and a survey that was conducted during the public participation process. Each of these items is followed by corresponding implementation measures contained in the Community Work Program.

Need:

- ❖ Library Access and Facilities

Opportunity:

- ❖ Increase accessibility of libraries to the public
- ❖ Expand library hours
- ❖ Continue to provide and improve programming that serves all citizens
- ❖ Provide and improve access to technology and digital media
- ❖ Provide and improve access to a variety of resources

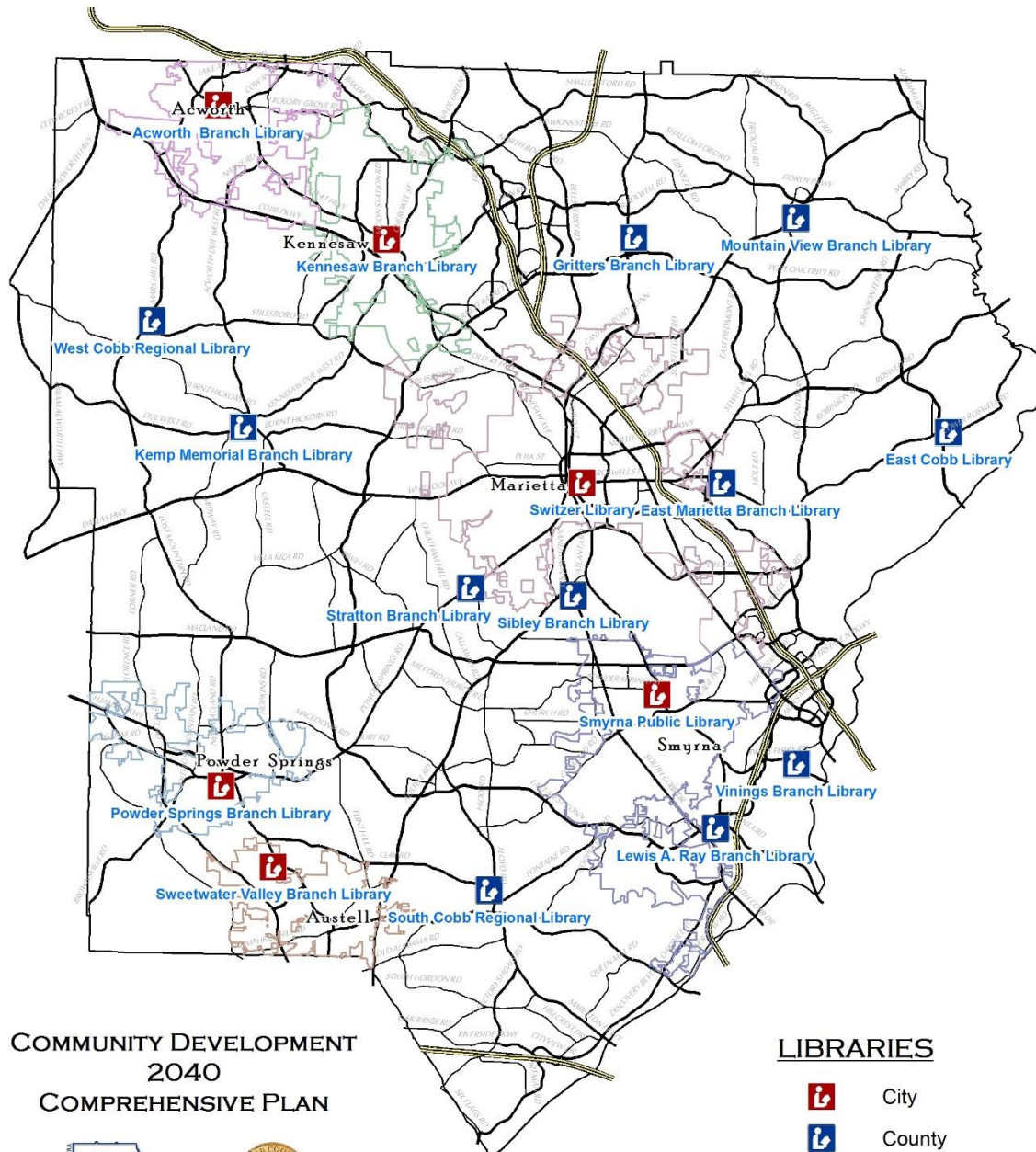
Need:

- ❖ Library Facilities

Opportunity:

- ❖ Ensure new library facilities and/or renovation of existing facilities meet community needs
- ❖ Improve flexibility of library facilities
- ❖ Utilize libraries as healthy, community gathering places that meet the needs of all the citizens of Cobb County

LIBRARIES



COMMUNITY DEVELOPMENT
2040
COMPREHENSIVE PLAN



MAP 15

GOAL AND POLICIES

LI

KEY STRATEGIES

Active living
Protect and conserve resources
Equitable service and enrichment
Communicate and innovate

CF-LI-GOAL #1

Provide equitable access to and utilization of library facilities, information, materials and services to enrich people's lives

POLICIES

- CF-LB-P1 Monitor and assess library usage, regional service potential and growth patterns when considering facility improvements/additions and consider co-locations with other public facilities
- CF-LB -P2 Develop innovative funding techniques to provide for future library facilities and programs
- CF-LB -P3 Improve accessibility to all libraries and their resources, including business hours, programming and technology to meet the needs of all citizens
- CF-LB -P4 Ensure adequate funding to implement library facility plan
- CF-LB -P5 Achieve the highest level of efficiency and flexibility possible in the organization, through layout and management of library facilities to meet the demands and needs of the community as well as changing technology
- CF-LB -P6 Continue to improve and update library technology and information services

COMMUNITY WORK PROGRAM

LI

The Library Community Work Program outlines specific activities the community intends to undertake during the next five years to address the priority needs and opportunities or to achieve portions of the Community Goals. This includes, but is not limited to, activities, initiatives, programs, ordinances and administrative systems to be put in place to implement the plan.

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
CF-LI – LIBRARY										
CF-LI-1	Expand access to computer stations and technology	X						LI, IS	TBD	General Fund
CF-LI-2	Expand digital collection	X						LI	TBD	General Fund
CF-LI-3	Provide online programming and digital access to materials	X						LI	TBD	General Fund
CF-LI-4	Complete design/build of East Marietta Library and Cultural, a joint use facility		X					LI /P.A.R.K.S	\$10,600,000	2016 SPLOST / State
CF-LI-5	Complete the design/renovation of Switzer Library, formerly Central Library			X				LI	\$6,300,000	2011 and 2016 SPLOST
CF-LI-6	Complete the design/build of Acworth & Kennesaw Library, a joint use facility					X		LI /P.A.R.K.S	\$8,600,000	2016 SPLOST
CF-LI-7	Complete the design/expansion of Gritters Library				X			LI	\$2,900,000	2016 SPLOST
CF-LI-8	Complete the design/renovation of South Cobb Regional Library and other facilities			X				LI	\$169,000	2016 SPLOST
CF-LI-9	Expand service hours at all locations		X					LI	TBD	General Fund

NEEDS AND OPPORTUNITIES

SW

SOLID WASTE

Below are the priority needs and opportunities identified through community feedback that included steering committee interviews, a community SWOT analysis and a survey that was conducted during the public participation process. Each of these items is followed by corresponding implementation measures contained in the Community Work Program.

Need:

- ❖ Maintain Solid Waste Operations

Opportunity:

- ❖ Expand recycling opportunities
- ❖ Programming and education for recycling, litter clean up and prevention
- ❖ Compliance with existing solid waste regulations and state guidelines

GOAL AND POLICIES

SW

KEY STRATEGIES

Active living
Protect and conserve resources
Equitable service and enrichment
Communicate and innovate

CF-SW-GOAL #1

Provide environmentally sound and cost-effective solid waste disposal system, which emphasizes waste minimization and education

POLICIES

CF-SW-P1 Promote and encourage resource recovery

CF-SW-P2 Consider new ways to increase recycling opportunities

- CF-SW-P3 Expand waste reduction programming and education
- CF-SW-P4 Promote stewardship of Cobb County through litter prevention, beautification, recycling and environmental education
- CF-SW-P5 Coordinate with Keep Cobb Beautiful and other similar organizations on promoting stewardship of Cobb County through litter prevention, beautification, recycling and environmental education

COMMUNITY WORK PROGRAM

SW

The Solid Waste Community Work Program outlines specific activities the community intends to undertake during the next five years to address the priority needs and opportunities or to achieve portions of the Community Goals. This includes, but is not limited to, activities, initiatives, programs, ordinances and administrative systems put in place to implement the plan.

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
CF-SW – SOLID WASTE										
CF-SW-1	Update the County's permit requirements and host fees for waste collection.						X	SW	TBD	TBD
CF-SW-2	The owner/operators of all transfer stations and/or material recovery facilities will require their commercial customers to have identifiable stickers on their collection vehicles that are supplied by the transfer station. This will require the transfer stations to coordinate with Cobb County to confirm the hauler has a Cobb County permit to collect and convey waste material.		X					SW	TBD	TBD
CF-SW-3	Implement the three-step host fee/non-exclusive franchise agreement between the County-owned, ADS operated transfer station and garbage haulers.						X	SW	TBD	TBD
CF-SW-4	Update the Cobb County Code, regulations and/or policies to facilitate the implementation of Solid Waste goals.	X						SW	TBD	TBD

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
CF-SW – SOLID WASTE										
CF-SW-5	Update Cobb County's curbside recycling program, including maximum fines for violators of Cobb County Code Sec. 102-65.	X						SW	TBD	TBD
CF-SW-6	Increase the number of Adopt-A-Mile volunteers	X						KCB	Staff Resources	General Fund
CF-SW-7	Expand the Adopt-A-Mile Program to additional roadways				X			KCB	Staff Resources	General Fund
CF-SW-8	School-zone infrastructure project focused on improving pedestrian safety and aesthetics surrounding schools in South Cobb	X						DOT, CD, KCB, CCSD	Staff Resources	General Fund
CF-SW-9	Increase tree plantings on County land, facilities, and necessary right-of-ways	X						DOT, CD, KCB	Staff Resources	General Fund

NEEDS AND OPPORTUNITIES

TE

TECHNOLOGY

Below are the priority needs and opportunities identified through community feedback that included steering committee interviews, a community SWOT analysis and a survey that was conducted during the public participation process. Each of these items is followed by corresponding implementation measures contained in the Community Work Program.

Need:

- ❖ Utilization and leverage of technology for communication

Opportunity:

- ❖ More prevalent use of social media platforms to communicate with the public
- ❖ Improve efficiency of government services
- ❖ Improve customer service and community use of facilities
- ❖ Utilize technology to enhance public participation during hearings and public meetings

Need:

- ❖ Access to technology

Opportunity:

- ❖ Wi-Fi at all Cobb County government facilities
- ❖ Promote small business development by leveraging innovative technology
- ❖ Economic Development endeavors



GOAL AND POLICIES

TE

KEY STRATEGIES

Active living
Protect and conserve resources
Equitable service and enrichment
Communicate and innovate

CF-TE-GOAL #1

Embrace technological improvements that provide for competitive business advantages, efficient and effective communications and government services

POLICIES

- CF-TE-P1 Monitor advances in technology and employ them if and when financially feasible
- CF-TE-P2 Include technological considerations when updating or evaluating the Cobb 2040 plan and consider adjustments/amendments to ensure that policies are consistent with changing technologies
- CF-TE-P3 Promote communications technology as a means for reducing traffic, improving air quality and increasing productivity
- CF-TE -P4 Maintain and widen access to technology and wireless platforms to improve productivity at all public facilities
- CF-TE -P5 Build and promote technology applications that improve access to health and safety resources and important/emergency information
- CF-TE -P6 When necessary, refine certain regulatory strategies and development standards that enable businesses to gain efficiencies in the market place as technology advances

- CF-TE -P7 Consider regulatory changes that improve telecommunication services and increase the quality of life
- CF-TE -P8 Promote technologies such as Geographic Information Systems (GIS) to develop interactive programs and services for the public
- CF-TE -P9 Establish and monitor balanced and fair right-of-way policies that preserve the County's ability to provide safe and efficient traffic movement, effective utility operations and infrastructure maintenance along with opportunities for the placement and maintenance of communication services
- CF-TE -P10 Explore opportunities to employ technology as a means for sharing information, data and other resources between Cobb County and outside entities (both public and private)
- CF-TE -P11 Utilize technology to improve public participation, communication, customer service and the efficiency of Cobb County Government
- CF-TE -P12 Widen technology access for businesses, which will make it easier to accommodate new technologies as part of economic development efforts



COMMUNITY WORK PROGRAM

TE

The Technology Community Work Program outlines the specific activities the community intends to undertake during the next five years to address the priority needs and opportunities or to achieve portions of the Community Goals. This includes, but is not limited to, activities, initiatives, programs, ordinances, and administrative systems put in place to implement the plan.

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
CF-TE – TECHNOLOGY										
CF-TE-1	Continue to enhance and expand access to technology (i.e. Wi-Fi) at all Cobb County government facilities.	X						All Departments	TBD	General Fund / Grants
CF-TE-2	Continue to enhance and expand the use of technology and social media platforms to improve information and services for the public.	X						All Departments	Staff resources	General Fund
CF-TE-3	Investigate and implement, as necessary and feasible, technology upgrades, policies or initiatives to improve efficiency, customer service and public participation.	X						All Departments	TBD	General Fund / SPLOST
CF-TE-4	Update codes, policies, regulations and/or infrastructure, as necessary and feasible, in order to support technological advances and innovations.	X						All Departments	Staff resources	General Fund
CF-TE-5	Promote small businesses and other economic development programs by leveraging technological tools.	X						All Departments	TBD	General Fund
CF-TE-6	Leverage technological advances and devices that allow for the education and improved quality of life of the public.	X						All Departments	TBD	General Fund / SPLOST

HUMAN SERVICES

HS



The Human Services Element for Cobb County is an optional element that was chosen and designed to supplement the Cobb 2040 plan by establishing policies that enable and support the creation and maintenance of needed services, programs and facilities in Cobb County. Although the private human services network is the major provider of human services in the community, Cobb County provides local government services to improve peoples' lives. This element covers a wide range of services. In the Cobb 2040 plan, Human Services are defined as those efforts targeted directly to individuals and families to meet basic human needs. It provides the basis for assuring the social and health needs of all people are addressed and ensures there is an opportunity to provide services in appropriate settings.

Cobb County has grown in the past 10 years and has seen increasing diversity in the age, ethnic, cultural background and economic status of its residents. While data shows that poverty has decreased in recent years, there remains a significant number of senior citizens and families in poverty that comprise the Cobb County community today. These changes have resulted in the growth and increasing complexity of human service needs. In response to these shifts and the realization that partnerships with local government is critical to addressing human services concerns, Cobb 2040 includes an element to address these needs for the entire Cobb community.

Cobb 2040 divides this element into three sub-sections: Senior Services, Public Health and Education. Throughout the element, each sub-section includes its own Needs and Opportunities, Goals and Policies and Community Work Program.

NEEDS AND OPPORTUNITIES

SS

SENIOR SERVICES

Below are the priority needs and opportunities identified through community feedback that included steering committee interviews, a community SWOT analysis and a survey that was conducted during the public participation process. Each of these items is followed by corresponding implementation measures contained in the Community Work Program.

Need:

- ❖ Expand senior mobility services

Opportunity:

- ❖ Manage and coordinate public/private, local/regional transportation services
- ❖ Ensure transit serves all demographics with routes to medical facilities and wellness centers

Need:

- ❖ Easier access to health care facilities

Opportunity:

- ❖ Co-locate senior service facilities with wellness centers
- ❖ Guide senior living development in close proximity to senior service and healthcare facilities
- ❖ Coordinate transit options with Cobb DOT and other private transportation providers

Need:

- ❖ Adequate senior service facilities

Opportunity:

- ❖ Monitor for the need of additional senior service facilities
- ❖ Consider joint facility uses

Need:

- ❖ Services

Opportunity:

- ❖ Foster socialization for the wellness of seniors
- ❖ Identify valuable support systems for seniors
- ❖ Monitor the needs of the minority community and work to address those needs
- ❖ Educate seniors and public about aging issues

- ❖ Work with and form partnerships with public and private organizations that assist placing seniors in affordable housing
- ❖ Utilize various programs and initiatives to educate seniors on mental and physical healthy lifestyles
- ❖ Work with Code Enforcement to establish programs that assist seniors in maintaining homes and property
- ❖ Seek ways to expand services
- ❖ Address concerns from seniors that affect their well-being
- ❖ Share resources and ideas with other communities

Need:

- ❖ Advocacy

Opportunity:

- ❖ Advocate Senior Services organizational structure
- ❖ Emphasis on Senior Services
- ❖ Seniors to become advocates
- ❖ Advocate transportation for the senior population through collaborative efforts with Cobb DOT and other private transit organizations

Need:

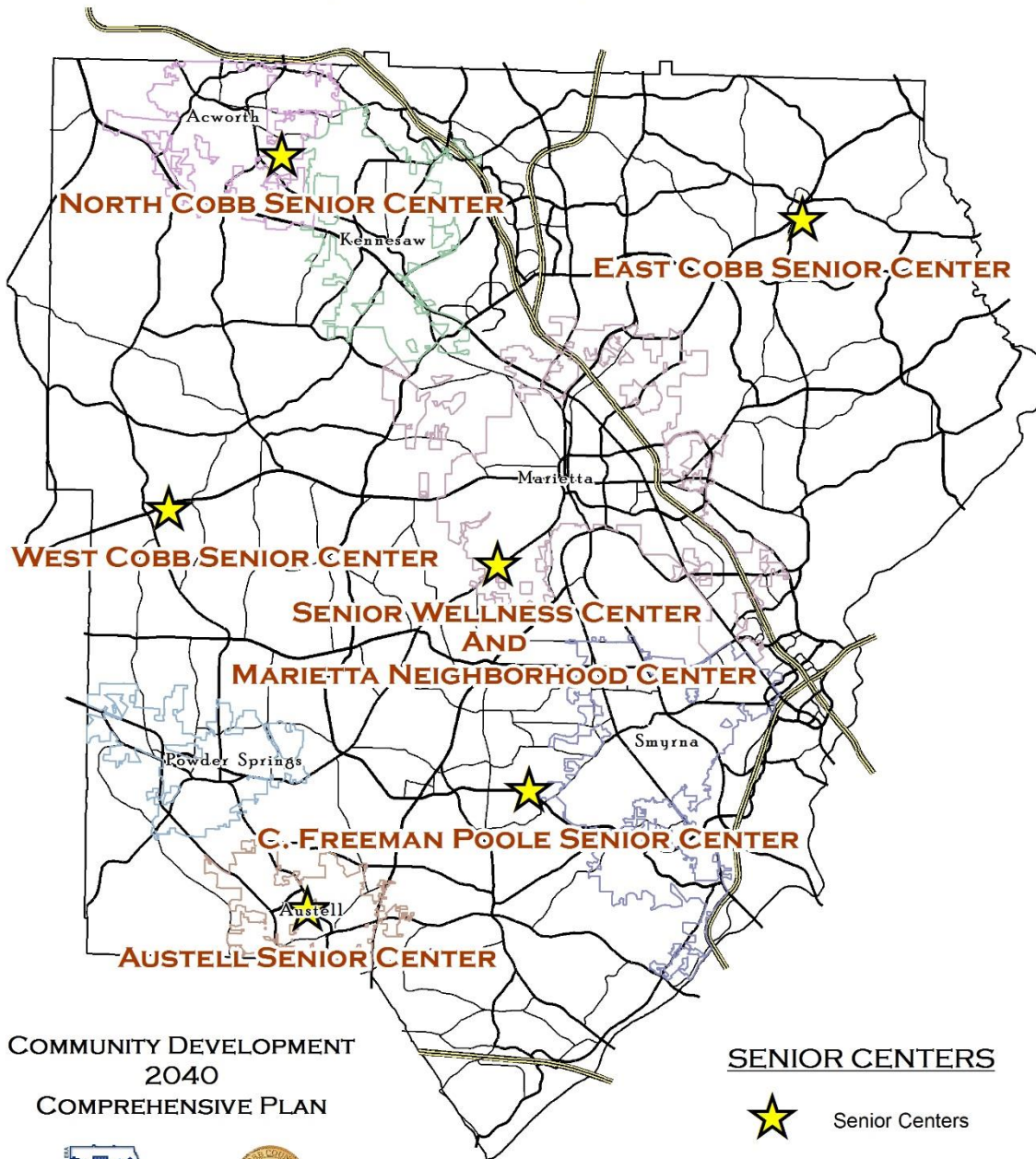
- ❖ Volunteerism

Opportunity:

- ❖ Seek innovative ways to recruit volunteers, including those from partner agencies
- ❖ Ensure volunteering groups and individuals meet Senior Service standards
- ❖ Educate and train volunteers for specialized services
- ❖ Advocate for volunteers

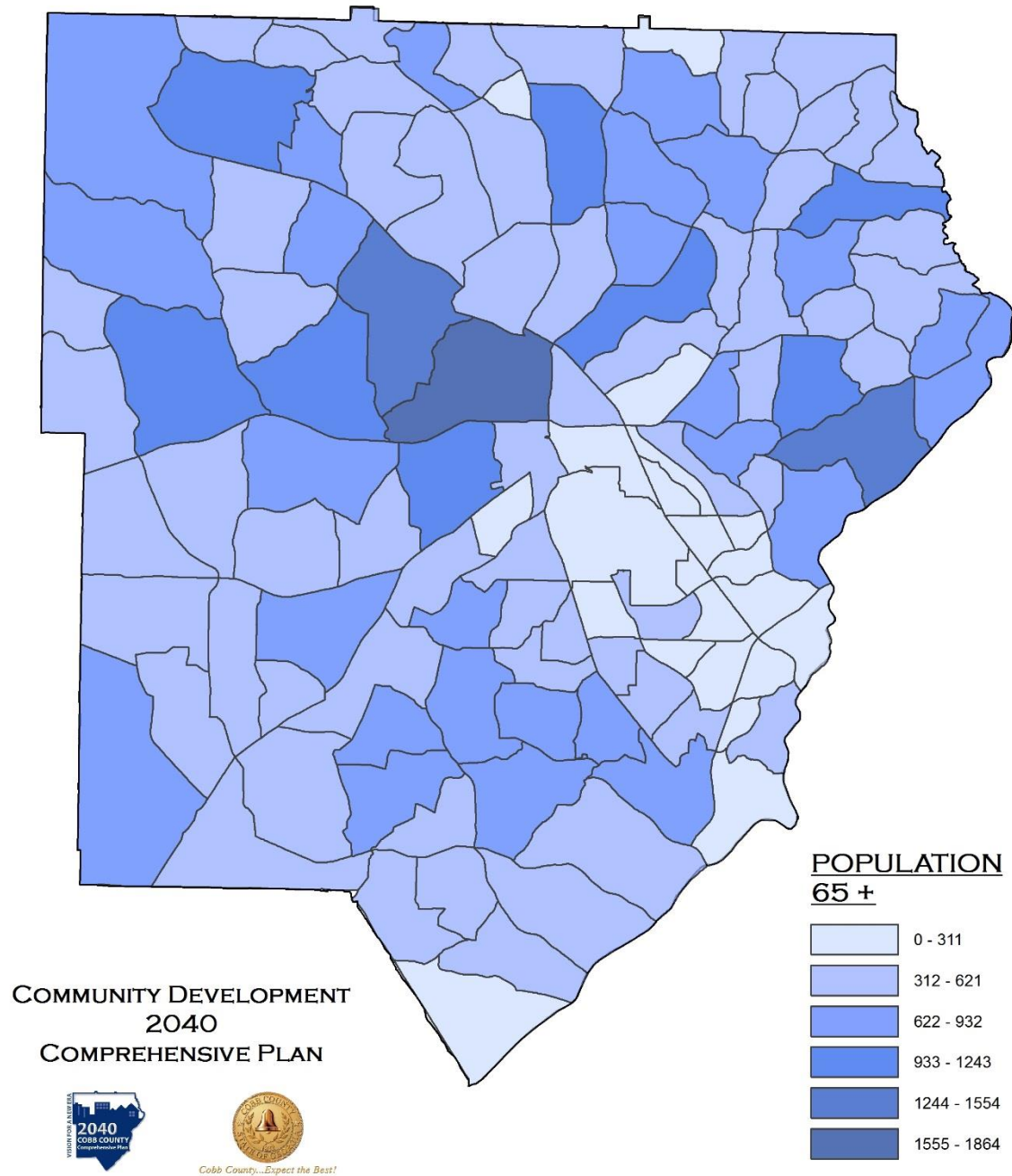


SENIOR CENTERS



MAP 16

AGES 65+ BY CENSUS TRACT



MAP 17

GOAL AND POLICIES

SS

KEY STRATEGIES

Enrich the senior experience

Grow a healthy Cobb

Advance Education

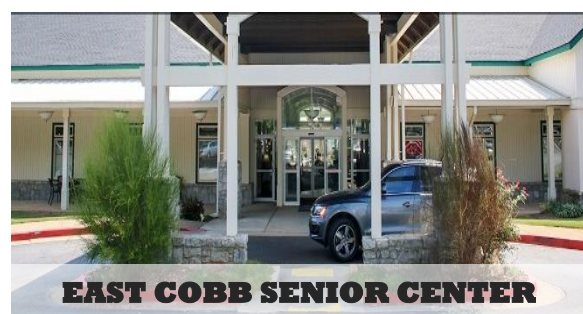
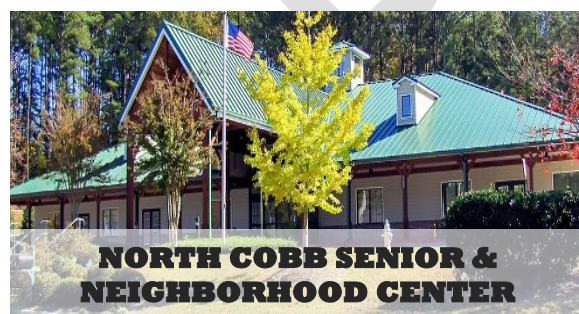
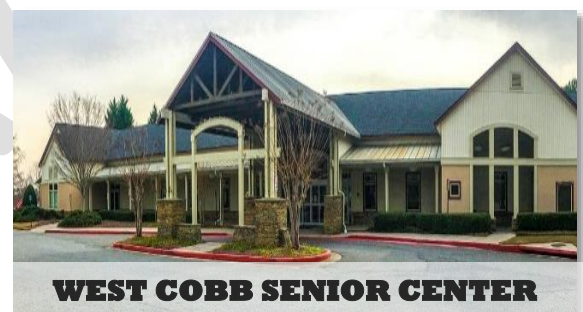
HS-SS-GOAL #1

Improve the quality of life of senior citizens through innovative programs and state-of-the-art facilities that meet all levels of need

POLICIES

- HS-SS-P1 Design and locate senior service facilities with good access to major roadways and public transit routes
- HS-SS-P2 Monitor and assess senior services needs/demands and consider improvements/additions where necessary
- HS-SS-P3 Develop strategies to provide services that will meet the demand of a diverse older adult population
- HS-SS-P4 Develop innovative funding techniques to provide for future senior services facilities and programs
- HS-SS-P5 Pursue cooperative agreements with other public/private organizations for adaptive reuse and joint use of facilities
- HS-SS-P6 Coordinate service and facility requirements with other public/private organizations that provide similar services
- HS-SS-P7 Support cooperation and information sharing with federal and state agencies, which provide financial resources or technical assistance to the County

- HS-SS-P8 Maintain a focus on educating the senior community, staff and volunteers on all services and programs available
- HS-SS-P9 Seek innovative ways to recruit volunteers
- HS-SS-P10 Monitor the changing needs of the senior community and adjust services and programming to meet those needs
- HS-SS-P11 Coordinate public/private, local/regional transportation services for seniors
- HS-SS-P12 Ensure senior transit routes are well-connected to all medical facilities and wellness centers



COMMUNITY WORK PROGRAM

SS

The Senior Services Community Work Program outlines specific activities the community intends to undertake during the next five years to address the priority needs and opportunities or to achieve portions of the Community Goals. This includes, but is not limited to, activities, initiatives, programs, ordinance, and administrative systems put in place to implement the plan.

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
HS-SS – SENIOR SERVICES										
HS-SS-1	Conduct update to Senior Service 10-Year Master Plan		X					SS	\$60,000	General Fund/Grant
HS-SS-2	Begin implementation of new Senior Services 10-Year Master Plan			X				SS	TBD	TBD
HS-SS-3	Operate & monitor Meals-On-Wheels to make appropriate changes based upon changes in demographics	X						SS	\$750,000	General Fund
HS-SS-4	Provide classes that combine health, education and socialization	X						SS	Staff resources	General Fund
HS-SS-5	Holistically incorporate physical, emotional, intellectual, social, occupational and spiritual dimensions of wellness in all programming and education focus areas of Health and Wellness, Elder abuse, Caregiving, Housing, Transportation, Dementia, Social Engagement, and Environment	X						SS & Partners	Staff resources	General Fund
HS-SS-6	Continue to promote and encourage a collaborative effort between government, faith based, private sector and non-profits to ensure personal care, homemaker and respite services are available to all in need	X						SS	Staff resources	General Fund
HS-SS-7	Create and maintain current Voucher Programs and seek additional monies to fund other Voucher Programs	X						SS	Staff resources	General Fund
HS-SS-8	Monitor and apply for grant applications related to Senior Service programming and initiatives	X						SS	Staff resources	General Fund
HS-SS-9	Collaborate with community partners on providing affordable housing and transportation for all older adults and caregivers	X						SS	Staff resources/ Non-Profits/Private Development	General Fund

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
HS-SS – SENIOR SERVICES (CONT.)										
HS-SS-10	Explore possibilities of sharing resources with other community based nutrition programs	X						SS, CDPH	Staff resources	General Fund
HS-SS-11	Work with youth organizations to explore ways to involve the youth in a positive way with seniors	X						SS	Staff resources	General Fund
HS-SS-12	As a component of education, establish partnerships with local and regional agencies to collaboratively develop publications surrounding all aspects of senior services			X				SS, ARC	Staff resources	General Fund
HS-SS-13	Complete North Cobb Senior Expansion		X					SS	\$2,600,000	2016 SPLOST
HS-SS-14	Complete upgrades at various facilities				X			SS	\$41,580	2016 SPLOST
HS-SS-15	Formalize agreement to collaborate with all Cobb cities on Senior Service initiatives to reduce duplication of services			X				SS	Staff resources	General Fund
HS-SS-16	Utilize GIS technology and online applications to enhance and educate a wider senior population on senior service programs and initiatives					X		SS/IS	TBD	TBD
HS-SS-17	Coordinate enforcement of quality of life codes with Community Development to assist older populations that have trouble complying with requirements	X						SS, CD	Staff resources	General Fund

NEEDS AND OPPORTUNITIES**PH****PUBLIC HEALTH**

Below are the priority needs and opportunities identified through community feedback that included; steering committee interviews, community SWOT analysis and the survey that was conducted during the public participation process. Each of the needs or opportunities are followed-up with corresponding implementation measures in the Community Work Program.

Need:

- ❖ Development patterns that promote an active lifestyle

Opportunity:

- ❖ Continuously expand and update public recreational facilities and trails
- ❖ Policies within residential, commercial and/or mixed use developments that encourages transportation related to walking and biking
- ❖ More dense, walkable, pedestrian and bike-friendly activity nodes within redevelopment or revitalized areas or corridors
- ❖ Multimodal transit in appropriate areas
- ❖ Land use policies that provide open space and access to open space
- ❖ Interconnected network of multi-purpose trails connecting commercial nodes, residential neighborhoods, and parks

Need:

- ❖ **Emergency preparedness**

Opportunity:

- ❖ Coordinate efforts between Cobb & Douglas Public Health and Emergency Management Agency
- ❖ Prepare for the spread of infectious diseases
- ❖ Reduce the cost of responding and treating infectious diseases
- ❖ Respond appropriately and assist in community recovery during disasters

Need:

- ❖ **Monitor, Identify and mitigate environmental health hazards**

Opportunity:

- ❖ Ensure air quality meets state standards
- ❖ Reduce the occurrence of foodborne illnesses and associated risk factors
- ❖ Safe swimming pools for recreational enjoyment
- ❖ Support and expand water monitoring programs to ensure clean water
- ❖ Manage the installation of septic systems
- ❖ Educate property owners / homeowners on the maintenance and repair of septic systems
- ❖ Coordinate with Cobb County Water System on potential new sewer projects
- ❖ Support redevelopment when it assists in cleaning up health hazards

Need:

- ❖ **Provide convenient access to health foods and clean drinking water**

Opportunity:

- ❖ Guide and encourage private food markets toward areas that are lacking fresh fruits, vegetables, and other healthy whole foods.

- ❖ Public/Private partnerships for creation of community gardens and the distribution of fresh foods
- ❖ Provide easier access to grocery stores through multimodal transportation options
- ❖ Foster partnerships to provide fresh produce in food deserts
- ❖ Cooperate with farmers and food providers to support cooperatives and farmer's markets in locations where traditional stores are not inclined to locate (aka. Food deserts)
- ❖ Coordinate with Cobb County Parks Department on ways to utilize community gardens to grow and distribute fresh foods

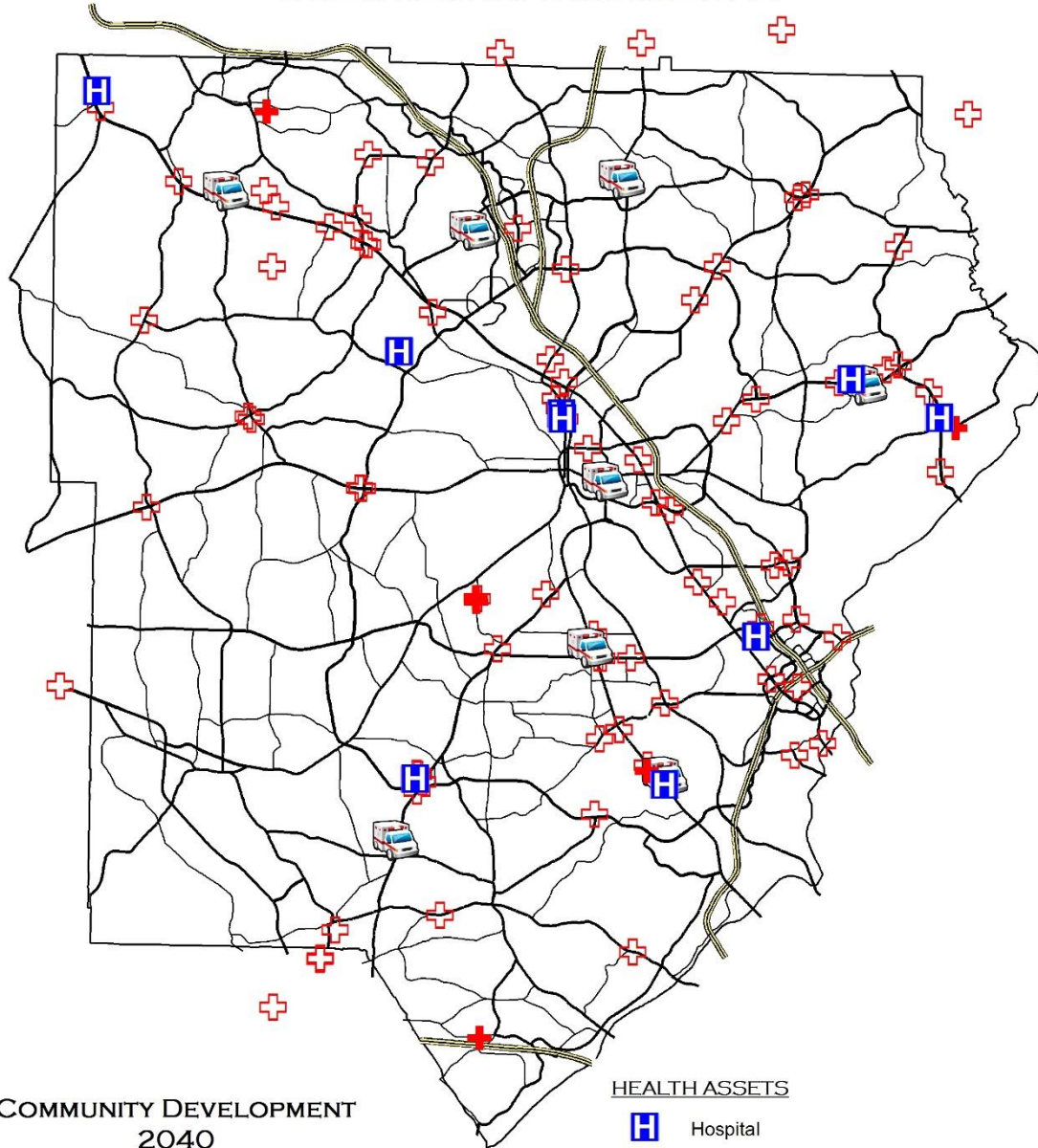
Need:

- ❖ Coordinate with Cobb & Douglas Public Health to promote healthy lifestyles

Opportunity:

- ❖ Promote public health best-practices through policy and built environments
- ❖ The built environment can foster a foundation for reducing and preventing chronic diseases through public health
- ❖ Collaborate on joint facility use agreements to provide more recreational opportunities and health oriented activities
- ❖ Work with Cobb & Douglas Public Health on ways land use development could improve social cohesion and mental/physical health

HEALTH ASSETS



COMMUNITY DEVELOPMENT
2040
COMPREHENSIVE PLAN



HEALTH ASSETS

-  Hospital
-  Health Center
-  Other Health Assets (Urgent Care/Immediate Care/Pharmacy)
-  Ambulance Service

MAP 18

GOAL AND POLICIES

PH

KEY STRATEGIES

Enrich the senior experience

Grow a healthy Cobb

Advance Education

HS-PH-GOAL #1

Provide an exceptional county wide public health delivery system which affords all residents essential health services, and fosters development built around healthy living options

POLICIES

- HS-PH-P1 Encourage development patterns that promote an active healthy lifestyle
- HS-PH-P2 Protect the county's water resources
- HS-PH-P3 Ensure all residents have convenient access to health services, healthy foods, and clean drinking water
- HS-PH-P4 Monitor, maintain and improve known environmental health hazards
- HS-PH-P5 Coordinate with Cobb & Douglas Public Health and other organizations that provide similar services to promote healthy best-practices through essential health services and the built environment
- HS-PH-P6 Increase greenspace/open space through public purchase or development guidelines
- HS-PH-P7 Establish scenic corridors and viewsheds
- HS-PH-P8 Monitor and assess residents' needs and consider service improvements/additions where necessary

- HS-PH-P9 Encourage joint facility use agreements to provide a more effective and efficient approach to health care.
- HS-PH-P10 Design and locate future public health facilities with good access to major roadways and public transit routes
- HS-PH-P11 Establish innovative approaches to affordable public health service delivery and wellness promotion
- HS-PH-P12 Monitor and provide public health services and facilities to serve special client groups such as the disabled, homebound, terminally ill, and institutionalized
- HS-PH-P13 Monitor and assess patient needs at community health clinics and consider service improvements/additions where necessary
- HS-PH-P14 Support cooperation and information sharing with federal and state agencies which provide financial resources or technical assistance to the county
- HS-PH-P15 Collaborate and coordinate with Cobb & Douglas Public Health and other similar organizations on ways land use development could improve public health
- HS-PH-P16 Consider ways to improve access to health services for low income, uninsured residents
- HS-PH-P17 Coordinate between Cobb & Douglas Public Health and Emergency Management Agency to ensure emergency preparedness during an epidemic of infectious diseases
- HS-PH-P18 Leverage partnerships with Cobb & Douglas Public Health and other County departments and outside groups to meet community needs and to provide healthy lifestyle options that balances accessibility and services to all residents

COMMUNITY WORK PROGRAM

PH

The Public Health Community Work Program lays out the specific activities the community intends to undertake during the next five years, to address the priority needs and opportunities or to achieve portions of the Community Goals. This includes, but not limited to activities, initiatives, programs, ordinances, and administrative systems to be put in place to implement the plan.

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
HS-PH – PUBLIC HEALTH										
HS-PH-1	Coordinate health service and facility requirements with other public or private organizations that provide similar services	X						CDPH, Cobb2020	N/A	CDPH
HS-PH-2	Establish innovative approaches to affordable public health service delivery and wellness promotion	X						CDPH	N/A	CDPH
HS-PH-3	Continue outreach with public and private medical providers to improve access to health care for lower income, uninsured and disparate populations	X						SS, CDPH, Good Sam, WellStar, Cobb2020	N/A	Private Financing
HS-PH-4	Continue the Get Active Cobb initiative to encourage more people to get involved into the Move and Walk program	X						UGA, CCES, CCS, PRCA, CDPH	N/A	CCES, UGA, CDPH, Donations
HS-PH-5	Implement Sharing Spaces Agreements to increase opportunities for physical activity among private and community facilities	X						CDPH, Cobb2020, PRCA	N/A	General Fund, Donation
HS-PH-6	Work with Cobb2020 and Public Health to create new access points for fresh fruits and vegetables	X						Cobb2020, CDPH, ACFB, CCES, YMCA	N/A	General Found
HS-PH-7	Continue Comprehensive School Physical Activity program to encourage students to do more physical activities everyday	X						Cobb2020, CDPH, public & private schools	N/A	General fund, Schools
HS-PH-8	Continue Breath Easy Cobb efforts to increase the number of smoke-free policies throughout the county	X						ALA, ACS, ANR, CDPH, Cobb2020	N/A	General Fund, Donations
HS-PH-9	Expand the number of worksite wellness policies related to physical activity, nutrition and tobacco	X						COC, CDPH, Kaiser, Cobb2020, WellStar	N/A	General Fund, Donations

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
HS-PH – PUBLIC HEALTH (CONT.)										
HS-PH-10	Complete the 5-year Community Health Assessment and Community Health Improvement Plan Update and implement Action Plans as designated						X	CDPH, KSU, Cobb2020, CD	TBD	CDPH, KSU
HS-PH-11	Complete the “Health in all Policy” Strategic Planning with Cobb2040 Plan and Cobb DOT and implement as designated						X	CDPH, CD, CDOT	TBD	General Fund
HS-PH-12	Continue expansion of Safe Kids Injury Prevention efforts with the Cobb Safety Village to serve more Children with Special Needs, Teens and Seniors				X			SKCC, PS, Metro Atl. Ambulance, CDPH	Staff resources	CDPH, General Fund, Donations
HS-PH-13	Complete construction and renovations of CDPH facilities to expand services in Marietta, Smyrna and Acworth/Kennesaw			X				CDPH, PM	\$6,500,000	CDPH, 2011 SPLOST, Donations

NEEDS AND OPPORTUNITIES

EDU

EDUCATION

Below are the priority needs and opportunities identified through community feedback that included; steering committee interviews, community SWOT analysis and the survey that was conducted during the public participation process. Each of the needs or opportunities are followed-up with corresponding implementation measures in the Community Work Program.

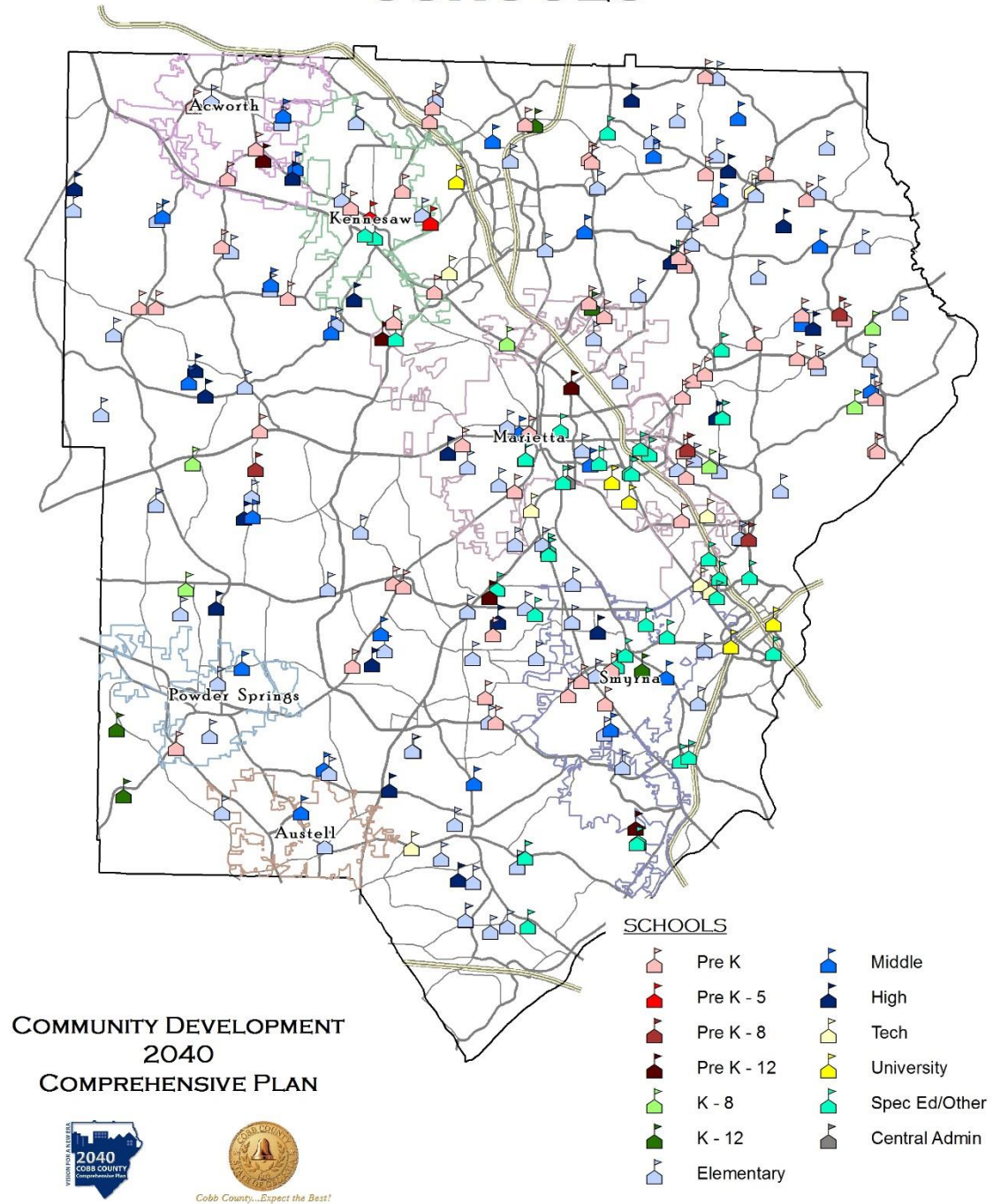
Need:

- ❖ Coordinate with Cobb County Schools

Opportunity:

- ❖ Collaborate with school district on planning projects, development review and transportation initiatives
- ❖ Reduce the impact of school related traffic congestion

SCHOOLS



MAP 19

GOAL AND POLICIES

EDU

KEY STRATEGIES

Enrich the senior experience
 Grow a healthy Cobb
 Advance Education

HS-EDU-GOAL #1

Provide opportunities for an educational system that benefits all County residents and establishes a lifelong learning environment that is commensurate with land use and demographic trends

POLICIES

- HS-EDU-P1 Collaborate with Cobb County School District to improve vehicular and non-vehicular travel to and from schools
- HS-EDU-P2 Continue to coordinate with the County, local municipalities, and local area school systems to ensure timely and thorough review of development proposals and annexations
- HS-EDU-P3 Continue information sharing with Cobb County School District regarding demographic trends to assist with planning of new schools
- HS-EDU-P4 Sustain partnerships between local school system administrative staff and Cobb County staff regarding education and population growth issues
- HS-EDU-P5 Establish strong ties with Cobb County secondary educational institutions to develop internships and programs, which can assist students in becoming more involved and informed about public service
- HS-EDU-P6 Strengthen partnerships and collaborate with Cobb's post-secondary educational institutions

HS-EDU-P7 Coordinate residential development proposals with the school district to understand impacts on school enrollment and student mobility

COMMUNITY WORK PROGRAM

EDU

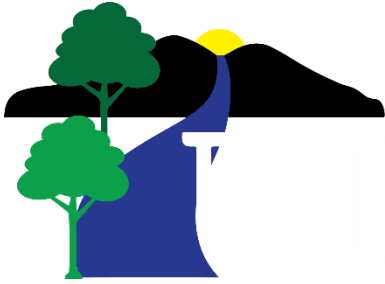
The Education Community Work Program outlines specific activities the community intends to undertake during the next five years to address the priority needs and opportunities or to achieve portions of the Community Goals. This includes, but is not limited to, activities, initiatives, programs, ordinances and administrative systems put in place to implement the plan.

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
HS-EDU – EDUCATION										
HS-EDU-1	Continue staff collaboration on zoning map changes and land use changes between the school system and County government.	X						CCS, CD	Staff Resources	General Fund
HS-EDU-2	Orchestrate annual coordination meetings between County land use planning and Cobb County School District administrative planning staff	X						CCS, CD	Staff Resources	General Fund
HS-EDU-3	Provide quarterly updates to the Cobb County School District regarding residential land use changes and approved residential permits by type	X						CCS, CD	Staff Resources	General Fund
HS-EDU-4	Ensure coordination between Cobb County Planning staff and the Cobb County School District administrative staff on municipal boundary changes	X						CCS, CD	Staff Resources	General Fund
HS-EDU-5	Collaborate with local secondary educational institutions to ensure sufficient levels of education and training for the workforce	X						ED	Staff Resources	General Fund
HS-EDU-6	Improve County-wide school zone pedestrian facilities						X	CCS, CD	Staff Resources	General Fund
HS-EDU-7	Coordinate with CCSD on ED-SPLOST IV Projects, when necessary (2014-2018)	X						CCS	\$717,844,707	Ed-SPLOST
HS-EDU-8	Coordinate with CCSD on ED-SPLOST V Projects, when necessary (2019-2023)				X			CCS	\$759,000,000	Ed-SPLOST

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
HS-EDU – EDUCATION										
HS-EDU-9	School zone infrastructure project focused on improving pedestrian safety and aesthetics surrounding schools in South Cobb	X						CCSD, CD, DOT, KCB	Staff Resources	General Fund

NATURAL & HISTORIC RESOURCES

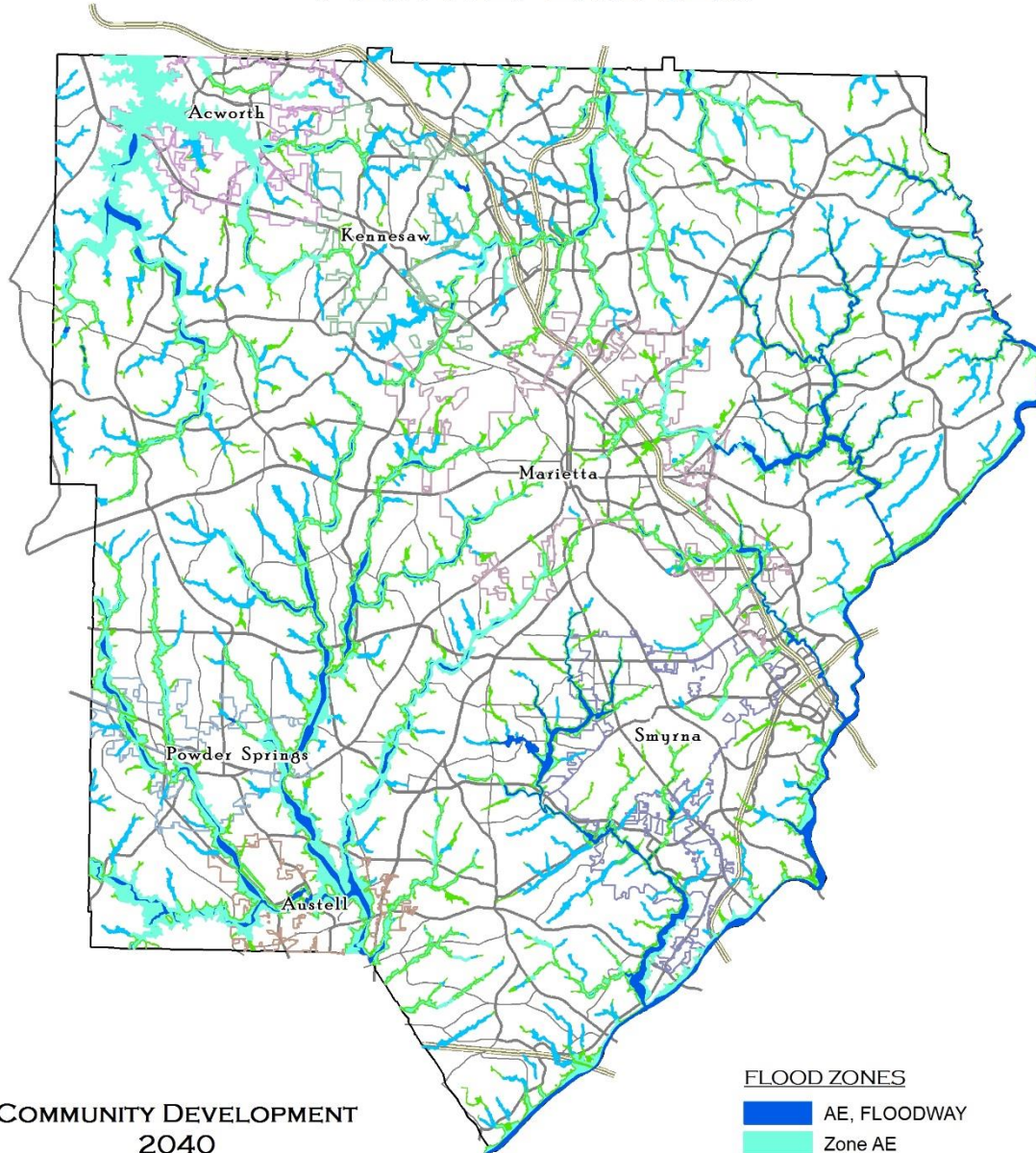
NH



The Natural & Historic Resources element is an optional element chosen and designed to supplement the core elements of the Cobb 2040 plan. Its intent is to establish policies that support the need to protect the County's unique natural and historic identity, while planning for orderly development of land in appropriate areas throughout the County. There are sensitive community features that cannot be regained once destroyed. Over the past three decades, there has been a steady increase in growth of new businesses and residential communities; while that development may slow somewhat, progress is still anticipated in the next 25 years. The inevitable increase in new residents will need to be accommodated, and it will be important that Cobb's natural and historic resources are considered in the planning process. This allows future growth without destroying the rich cultural heritage of the County that makes it a desirable place to live.



FLOOD ZONES

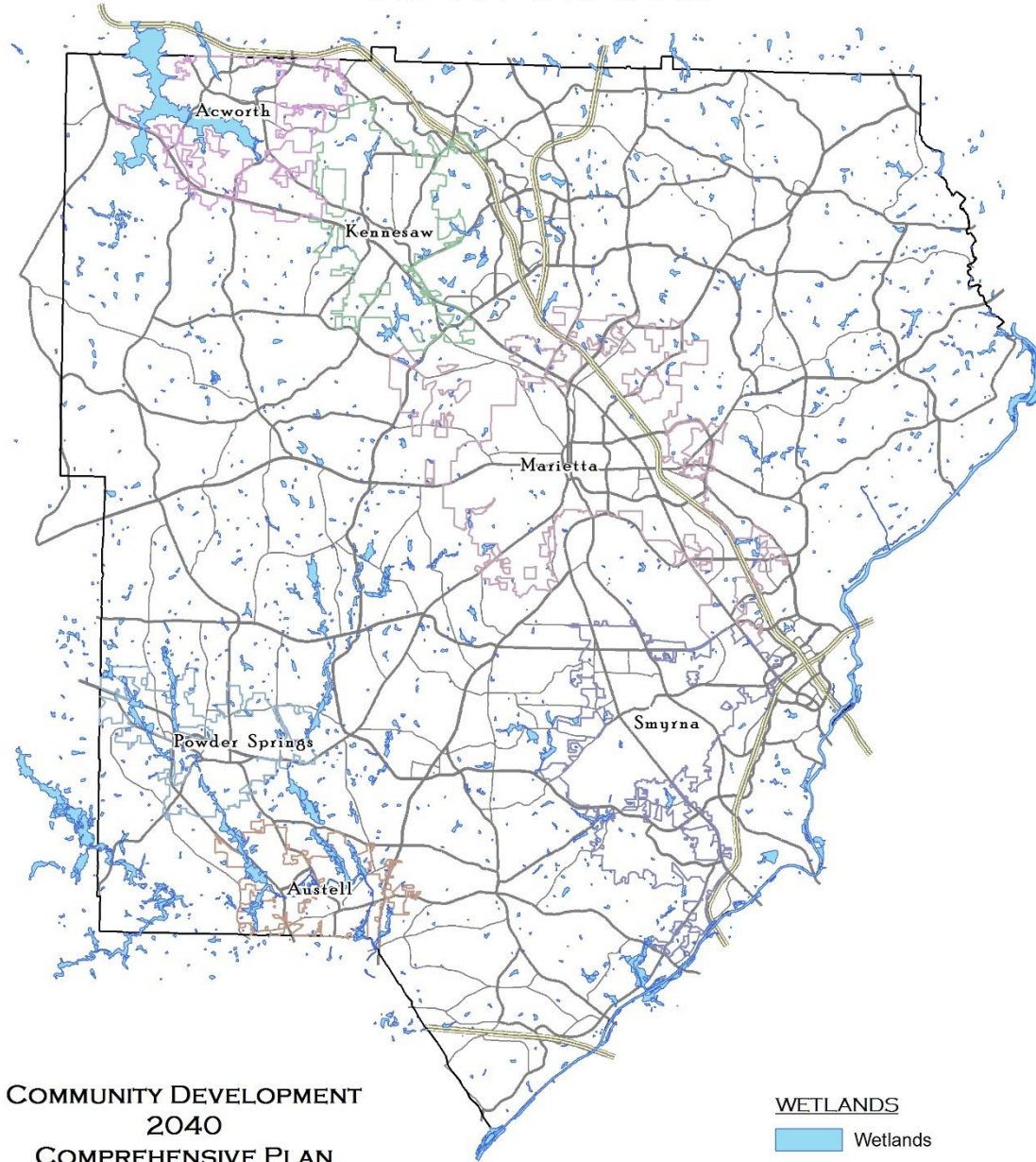


COMMUNITY DEVELOPMENT
2040
COMPREHENSIVE PLAN

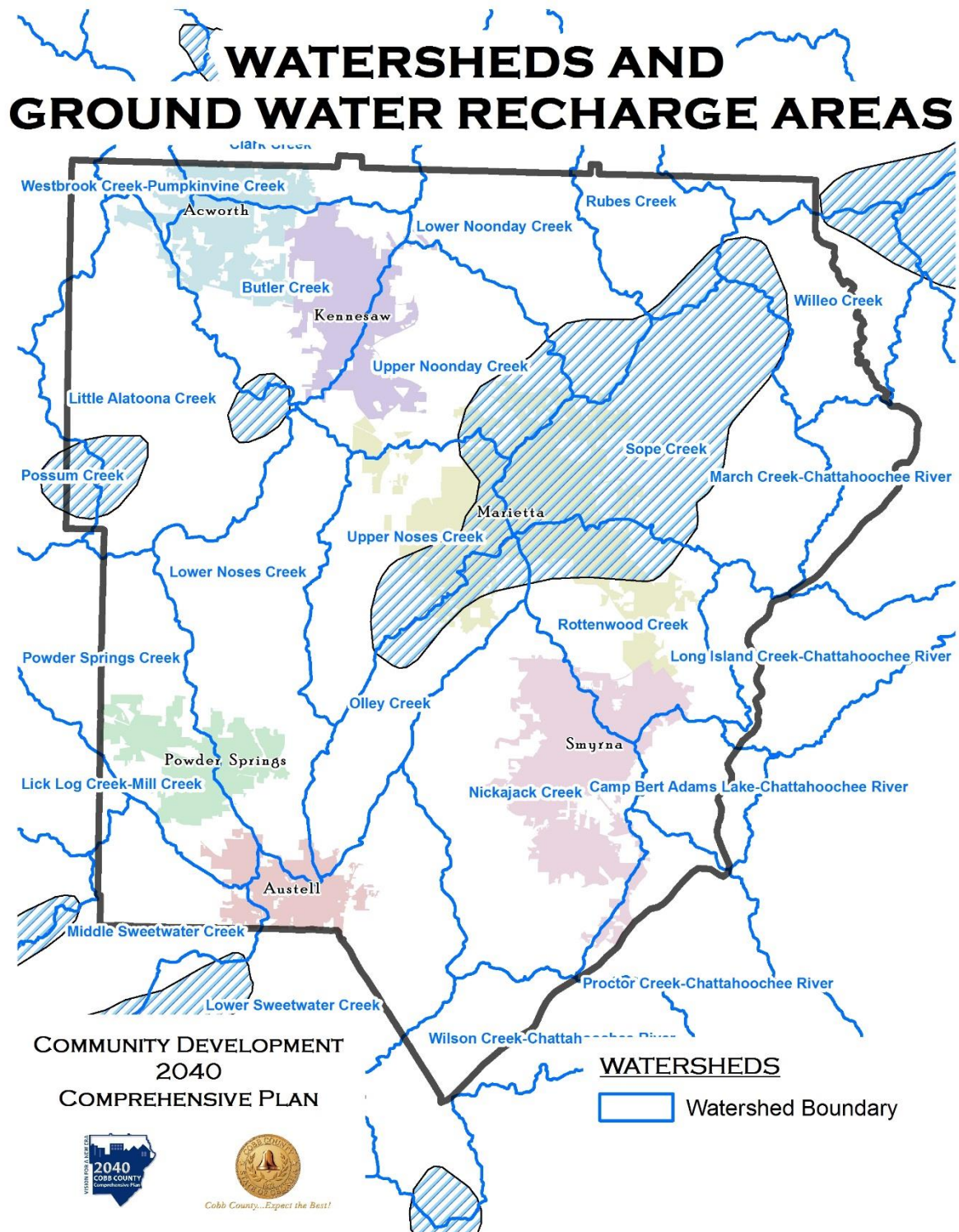


MAP 20

WETLANDS

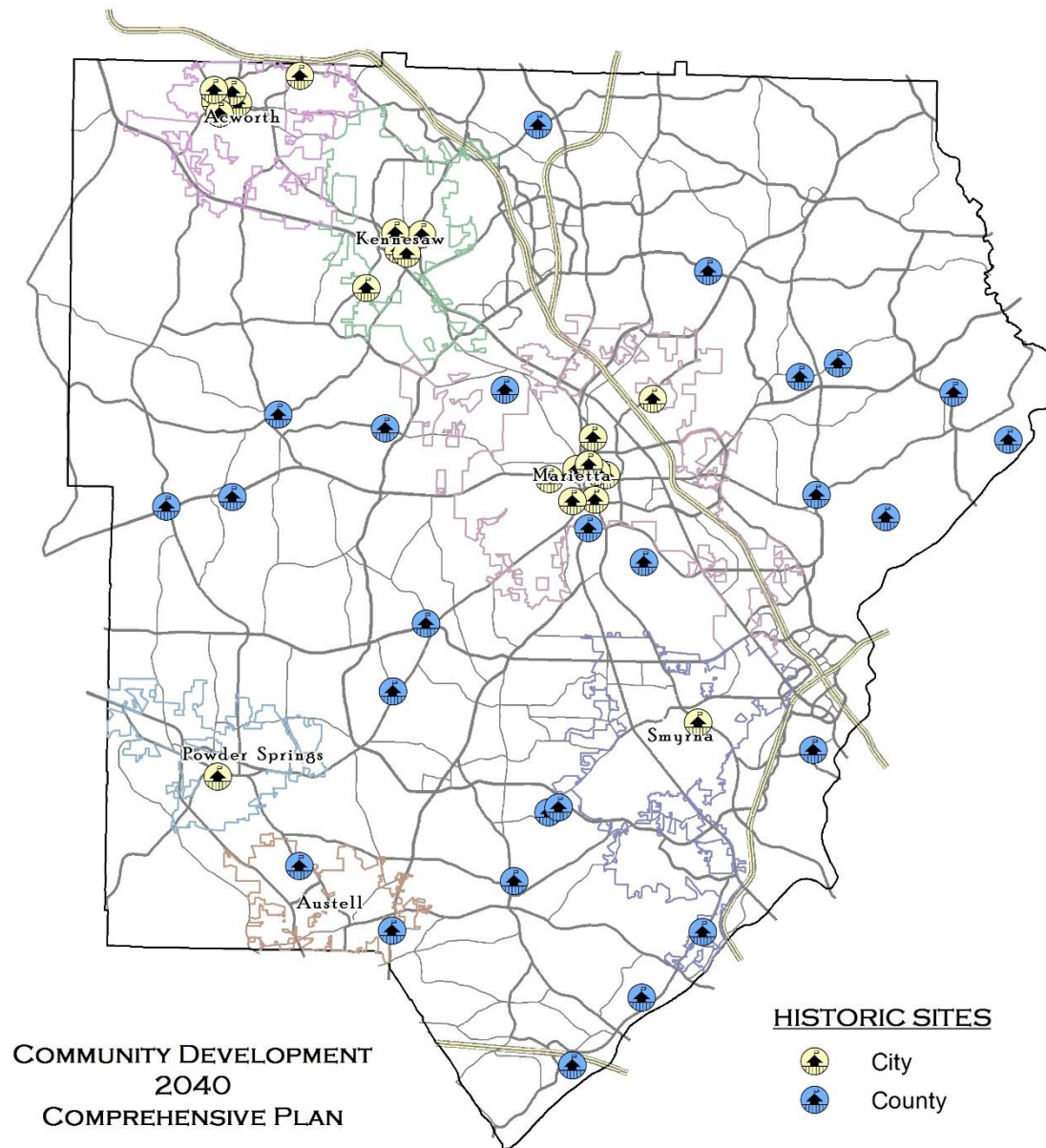


MAP 21



MAP 22

COBB COUNTY AND NATIONAL RECOGNIZED HISTORIC SITES



MAP 23

NEEDS AND OPPORTUNITIES**NH**

Below are the priority needs and opportunities identified through community feedback that included steering committee interviews, a community SWOT analysis and a survey that was conducted during the public participation process. Each of these items is followed by corresponding implementation measures contained in the Community Work Program.

Need:

- ❖ **Greenspace and Open Space**

Opportunity:

- ❖ Purchase strategic and available property for future recreational use and/or green space
- ❖ Purchase floodplain property to ensure protection of floodplain
- ❖ Ensure greenspace within new developments or redevelopments
- ❖ Preserve green space when considering County projects
- ❖ Preserve important view corridors

Need:

- ❖ **Preservation of environmentally sensitive areas**

Opportunity:

- ❖ Ensure protection of environmentally sensitive areas
- ❖ Maintain appropriate status with local and state authorities
- ❖ Improve land use policies and regulations that limit development within environmentally sensitive areas

Need:

- ❖ **Preservation of historic, archeological and cultural resources**

Opportunity:

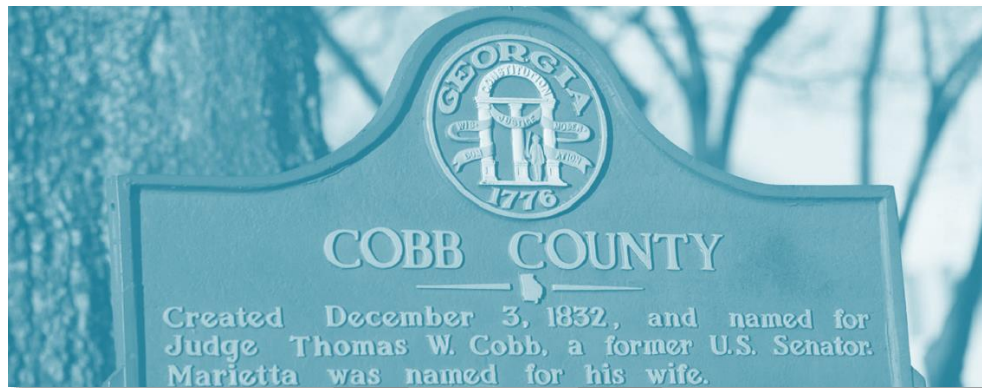
- ❖ Preserve historic, archaeological and cultural resources
- ❖ Educate the public and property owners about preservation opportunities
- ❖ Support efforts of the Historic Preservation Commission to preserve historic and archaeological resources
- ❖ Work with developers and property owners on the preservation of resources with historic significance
- ❖ Maintain and expand interpretive signage

Need:

- ❖ Wildlife and Plant protection

Opportunity:

- ❖ Monitor and protect sensitive wildlife areas
- ❖ Monitor and protect plant and animal endangered species
- ❖ Encourage the preservation of native plants

**Need:**

- ❖ Environmental mitigation from traffic development

Opportunity:

- ❖ Address environmental concerns when considering new development and redevelopment
- ❖ Ensure appropriate environmental guidelines are followed when considering transportation projects



GOAL AND POLICIES

NH

KEY STRATEGIES

Stewardship
Promote and Preserve Local heritage

NH-GOAL #1

Protect sensitive natural resources while allowing for growth and development

POLICIES

- NH1-P1** Actively protect floodplains, wetlands, creeks, streams, rivers and other environmentally sensitive lands
- NH1-P2** Encourage adequate funding to purchase property for recreational uses and/or greenspace
- NH1-P3** Proactively plan for the preservation of greenspace/open space throughout the County
- NH1-P4** Monitor and revise policies that utilize best management practices to improve the management of natural and historic resources
- NH1-P5** Continue to support water conservation education, enforcement and outreach efforts and create new programs to target large water users
- NH1-P6** Identify and monitor significant plant and wildlife habitats and encourage the preservation of native plants
- NH1-P7** Promote awareness and protection of sensitive steep slopes and ridgelines
- NH1-P8** Adhere to state and federal regulations related to environmental protection when considering development, redevelopment and transportation projects.

- NH1-P9 Coordinate with community groups, the local school system and other organizations that provide similar services to promote natural resource education

NH-GOAL #2

Protect, document and maintain historic, archeological and cultural resources as well as promote and educate the importance of historic preservation

POLICIES

- NH2-P1 Encourage the preservation of natural, historic, archaeological and cultural resources, and when necessary, work with developers to preserve these resources when considering new developments and/or redevelopment
- NH2-P2 Encourage adequate funding to purchase property for cultural and historic resources
- NH2-P3 Encourage the preservation of natural, historic, archaeological and cultural resources when considering County projects
- NH2-P4 Protect and preserve buildings, neighborhoods or sites of historical, architectural or cultural significance
- NH2-P5 Offer information and assistance to individuals who may be interested in having their potentially historic property listed in the Cobb County and/or National Registers of Historic Places
- NH2-P6 Maintain an inventory of properties that may be eligible for the Cobb County and/or National Registers of Historic Places
- NH2-P7 Update, when necessary, the specific design guidelines for properties listed in the local register and offer assistance to those required to follow approved guidelines
- NH2-P8 Encourage the preservation and maintenance of significant Civil War earthworks and other archaeological features located in the County

- NH2-P9** Educate citizens, local officials and land developers as to the value of natural, historic, archaeological and cultural resources, and the consequences of their destruction and alternatives for protection.

COMMUNITY WORK PROGRAM**NH**

The Natural and Historic Resources Community Work Program outlines specific activities the community intends to undertake during the next five years to address the priority needs and opportunities or to achieve portions of the Community Goals. This includes, but is not limited to, activities, initiatives, programs, ordinances, and administrative systems put in place to implement the plan.

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
NH – NATURAL & HISTORIC RESOURCES										
HISTORIC RESOURCES										
NH-1	Update the existing Historic Resources Survey.			X				HPC, CD	\$12,000	General Fund/Grant
NH-2	Investigate digitization of documents stored at the University of West Georgia to facilitate public access.						X	CD	Staff resources	General Fund
NH-3	Promote heritage tourism and partner with Cobb Travel & Tourism as needed.	X						HPC, CD, CTT	Staff resources	General Fund
NH-4	Investigate updating the design guidelines for the Clarkdale Mill Village Historic District.				X			HPC, CD	\$10,000	General Fund/Grant
NH-5	Develop a series of seminars or workshops for the education of the public on historic preservation, the process, the implications, and the opportunities.	X						HPC, CD	Staff resources	General Budget
NH-6	When necessary, adjust the Historic Preservation Ordinance to comply with State standards in order to sustain our Certified Local Government Status.	X						CD	Staff resources	General Budget
NH-7	Encourage developers to place important historic resources on the Cobb County Local Register of Historic Places as part of development process.	X						CD	Staff resources	General Budget

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
NH – NATURAL & HISTORIC RESOURCES										
NH-8	When development is unable to protect important historic resources, ensure that appropriate mitigation is required.	X						CD	Staff resources	General Budget
NH-9	Continue information sharing between the County historic preservation planner and the preservation interests in the cities.	X						CD	Staff resources	General Budget
NH-10	Continue to partner with preservation non-profits in the County.	X						HPC, CD	Staff resources	General Budget
NH-11	Continue to expand the Cobb County Historic Marker program and provide for maintenance of existing markers, as additional monies become available.	X						HPC, CD	\$2,500 / Marker	General Fund
NH-12	Support planning for the preservation of Civil War trenches and earthworks on the Discovery Boulevard 100-acre tract.	X						CD	Staff resources	General Fund
NH-13	Continue to support efforts to educate the public on historic preservation and the history of Cobb County.	X						HPC, CD	Staff resources	General Fund
NH-14	Pursue grants through the Georgia Historic Preservation Division in order to fund preservation initiatives.	X						HPC, CD	Staff resources	General Fund
NH-15	Ensure that the Historic Preservation Commission and Historic Preservation Planner attend mandated training so Cobb County can maintain its Certified Local Government status.	X						HPC, CD	\$1,000	General Fund
NH-16	Develop material that provides information on Cobb County archival records available for historical research.					X		CD	Staff resources	General Fund
NATURAL RESOURCES										
NH-17	Educate the community and property owners on the use and tax benefits of conservation easements to permanently protect sensitive habitat, open space and historic and archaeological resources.	X						CD, HPC	N/A	General Fund
NH-18	Develop natural resource protection policies to meet or exceed the requirements of the Metropolitan North Georgia Water Planning District	X						CD, CCWS, PC, BOC	N/A	General Fund

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
NH – NATURAL & HISTORIC RESOURCES (CONT.)										
NATURAL RESOURCES (CONT.)										
NH-19	Consider changes to procedures and policies to attain the highest standard of environmental stewardship available through the Green Communities program	X						CCWS, DOT, CD, KCB, P.A.R.K.S	N/A	General Fund
NH-20	Coordinate between Keep Cobb Beautiful and Cobb DOT to plant appropriate trees as part of road projects	X						KCB & DOT	TBD	General Fund
NH-21	Conduct an education campaign “Go Native” to encourage planting of native tree species	X						KCB	N/A	KCB Fund
NH-22	Promote initiatives and develop partnerships to encourage recycling at public events	X						KCB	N/A	KCB Fund
NH-23	Continue to provide training and tools through Ecology workshops for monitoring volunteers	X						Watershed Stewardship Program	N/A	Water Fund
NH-24	Continue to provide and expand the Community Ecology Programs	X						Watershed Stewardship Program	N/A	Water Fund
NH-25	Continue School Outreach programs of water-related education programs as well as the Cobb’s Green School Initiative	X						Watershed Stewardship Program	N/A	Water Fund
NH-26	Continue Stormwater Compliance education efforts	X						Watershed Stewardship Program	N/A	Water Fund
NH-27	Develop program initiatives and educate citizens of Cobb County to provide guidance and awareness of environmental concerns	X						Watershed Stewardship Program	N/A	Water Fund
NH-28	Promote awareness to the community and developers, the necessity of the protection and preservation of sensitive habitats and slopes	X						CD	N/A	General Fund
NH-29	Promote conservation development with permanently protected open space as a watershed protection measure.	X						CD	N/A	General Fund

PUBLIC SAFETY

PS



Public Safety is vital to the development of a vibrant and growing community. Effective delivery of Public Safety services impacts economic development, population growth, and ultimately, the fiscal well-being of Cobb County. The fear of crime and/or the perception of crime is often cited as a primary factor in the quality of life within communities as well as a contributing factor in business and family relocation decisions.

Cobb County provides Public Safety services for all residents, businesses and visitors in the form of police and fire protection, Emergency 911 (E/911) and Animal Control services. While not under the Public Safety umbrella, the Cobb County Sheriff's Office also provides public safety related services to the County. In addition, the Public Safety Department works collaboratively with six municipal police departments, three municipal fire departments (Marietta, Smyrna, and Austell) and other local, state and federal agencies to reduce crime and increase the overall safety of people and property within the County.

The Cobb County community expects public safety delivery service to be proactive, responsive and innovative. Citizens should expect not only timely and effective response during a crisis but also proven professionals who provide the knowledgeable guidance and considerate intervention to improve the quality of life in homes, businesses, schools, and other public spaces on a daily basis.

As mentioned throughout Cobb 2040, the County will continue to see population and economic growth through the year 2040. This growth will impact the resources required to provide the desired level of public safety response and protection. Cobb County Public Safety will strive to provide a safe and secure community through highly trained and qualified personnel, innovative equipment and facilities as well as operations emphasizing community outreach.



A growing population will continue to create challenges for public safety. Resources will become stretched as the demand for services increase. Careful assessment, innovative approaches to service delivery, incorporation of viable emerging technologies, community outreach and strategic planning will lead the public safety efforts to properly allocating staff, directing resources, and ensuring adequate facilities and training resources.



NEEDS AND OPPORTUNITIES

PS

Below are the priority needs and opportunities identified through community feedback that included steering committee interviews, a community SWOT analysis and a survey that was conducted during the public participation process. Each of these items is followed by corresponding implementation measures contained in the Community Work Program.

Need:

- ❖ Quality Public Safety personnel and community services

Opportunity:

- ❖ Cost effective, professional, efficient Public Safety services
- ❖ Proportionate staffing levels to keep up with service demands
- ❖ Analysis of response times for overall system improvement
- ❖ Maintain appropriate certifications and seek ways to improve public safety training programs
- ❖ Anticipate emerging Public Safety trends
- ❖ Overall improvement in quality of life

Need:

- ❖ Crime prevention programs and community outreach

Opportunity:

- ❖ Invest in educational programs and social programs for ample activities for youth
- ❖ Coordinate with non-profits and cultural organizations

- ❖ Connect with programs that educate and provide an understanding of different cultures
- ❖ Develop design strategies that prevent crime
- ❖ Establish partnerships between police and communities
- ❖ Remove perceptions and/or reality about crime in less desirable locations
- ❖ Overall reduction in crime

Need:

- ❖ Plan for Public Safety facility infrastructure, technological investments and equipment

Opportunity:

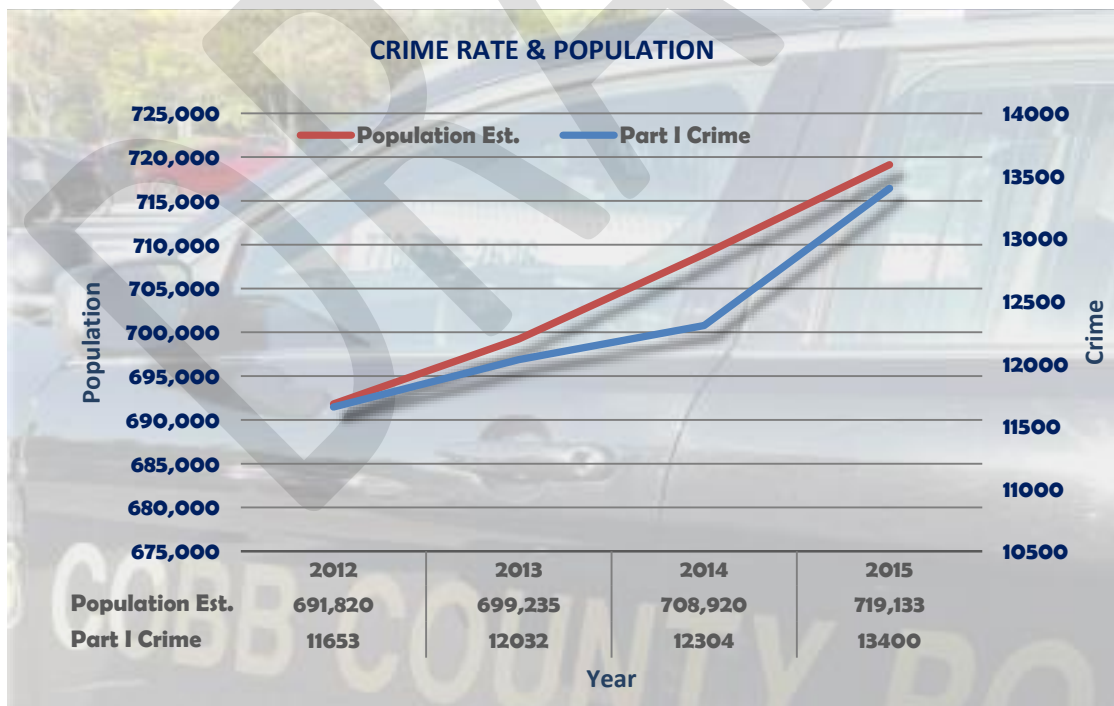
- ❖ New Public Safety Facilities
- ❖ Co-locate with other community facilities
- ❖ Fill services gaps
- ❖ Introduce new technology to improve Public Safety services

Need:

- ❖ Inter-governmental Public Safety coordination

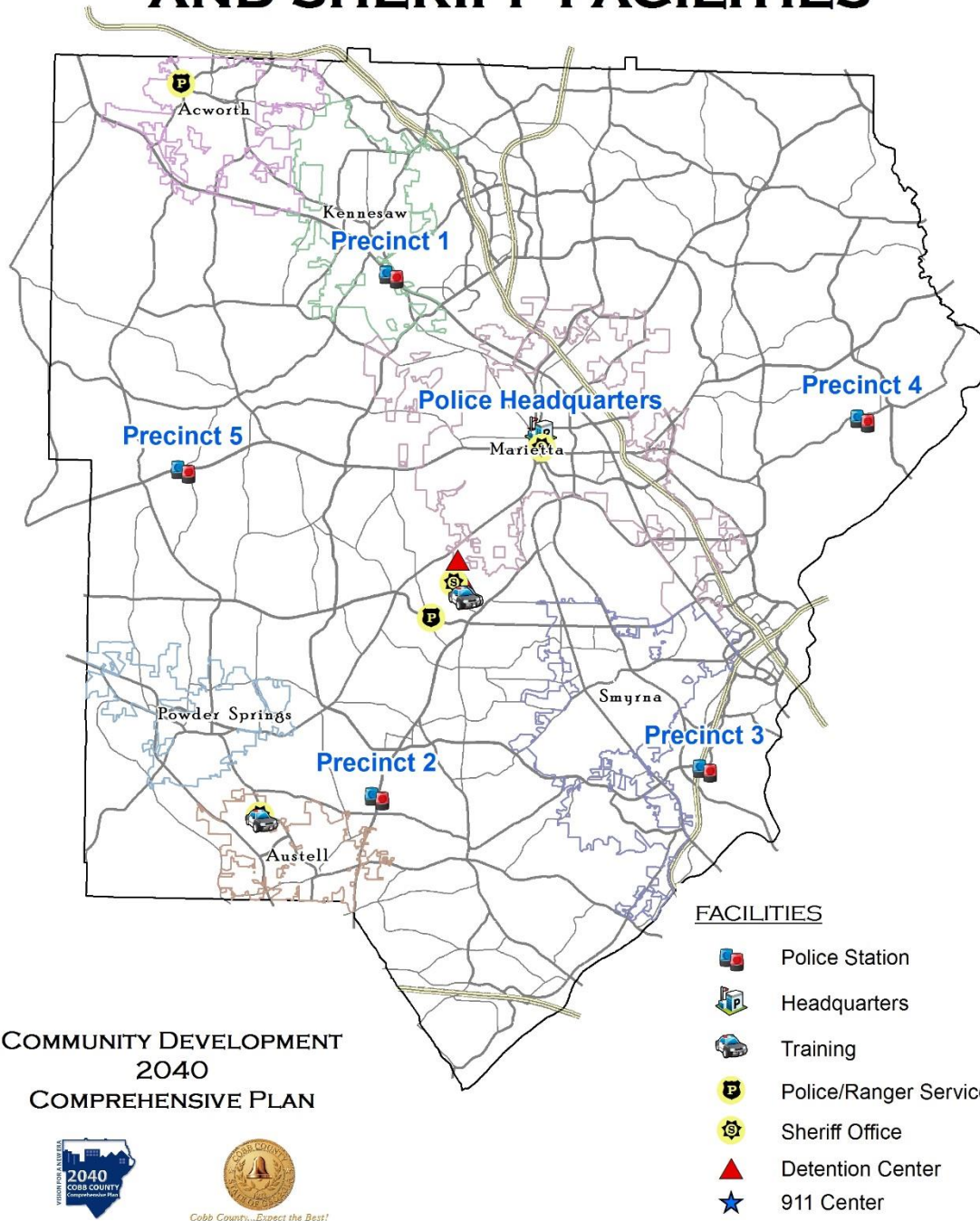
Opportunity:

- ❖ Comply with Service Delivery Strategy



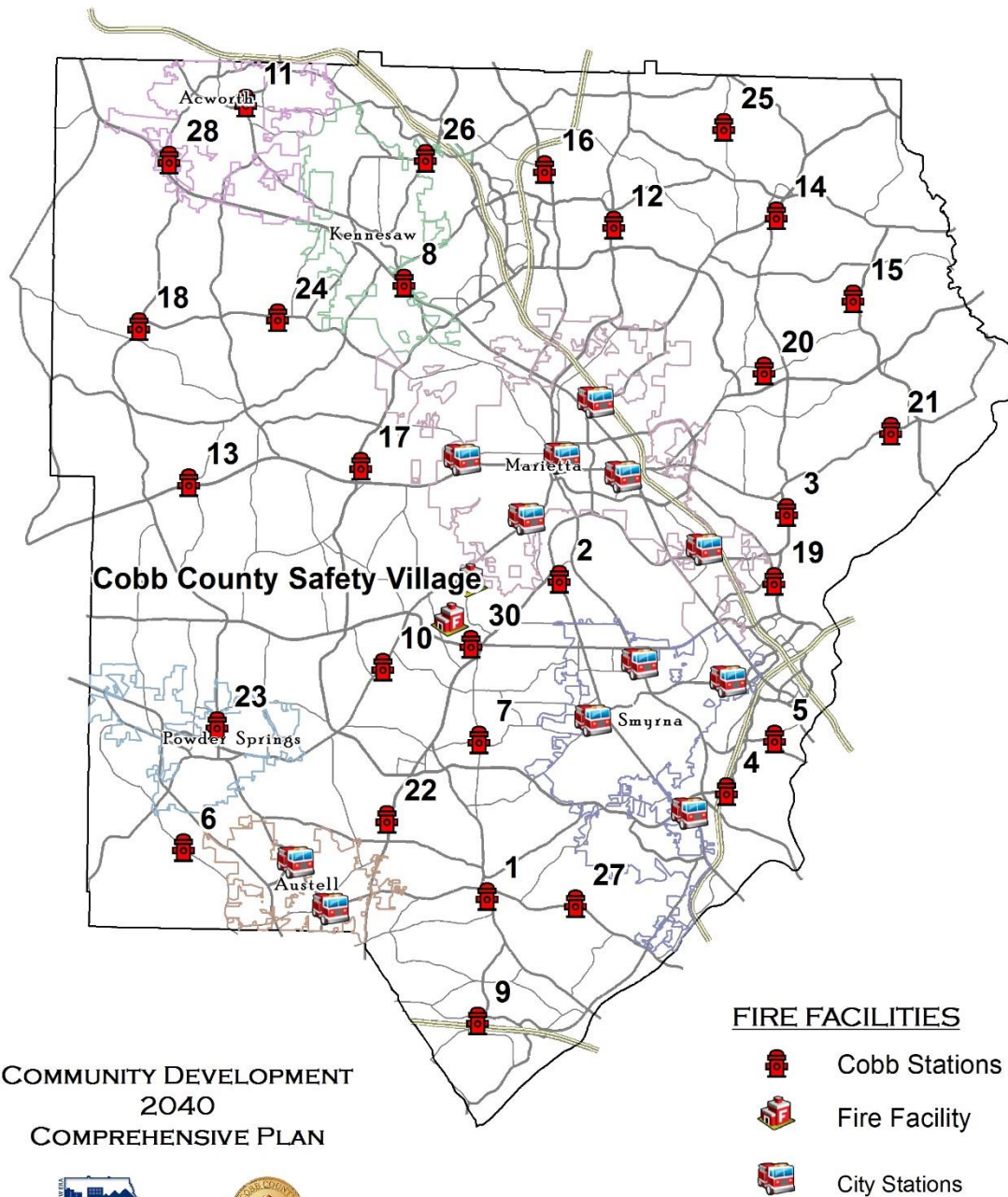
SOURCE: COBB COUNTY PUBLIC SAFETY DEPARTMENT
FIGURE 15

COBB POLICE AND SHERIFF FACILITIES



MAP 24

FIRE FACILITIES



COMMUNITY DEVELOPMENT
2040
COMPREHENSIVE PLAN



MAP 25

GOAL AND POLICIES

PS

KEY STRATEGIES

Safe and secure Cobb
 Build community relationships
 Leverage innovation and technology

PS – GOAL #1

Provide responsive, equitable, and efficient public safety services and civic educational investments that utilize proven methodology, new technology and innovative community outreach effectively

POLICIES

The following policies have been adopted to provide guidance and direction to local government officials for making decisions consistent with achieving the Community Goals.

- PS-P1 Evaluate public safety personnel to ensure a diverse and effective allocation of staffing and a highly trained and equipped workforce
- PS-P2 Emphasize training and educational programs and public safety certification levels
- PS-P3 Monitor response times to ensure efficient distribution of necessary public safety facilities, equipment and services
- PS-P4 Evaluate future equipment, technology, apparatus and personnel needs with respect to changing technology and a dynamic community
- PS-P5 Be responsive to and understanding of a diverse community
- PS-P6 Seek innovative and collaborative partnerships to reduce and prevent crime through community outreach



- PS-P7 Continue to provide the most advanced comprehensive safety training and educational environment for all residents and businesses
- PS-P8 Cooperate with neighboring jurisdictions and state and regional agencies for regional planning of day-to-day operations
- PS-P9 Establish innovative programs to improve public safety delivery and crime prevention
- PS-P10 Establish innovative approaches to execute all duties and tasks in a skillful, proficient and professional manner
- PS-P11 Strengthen coordination between public safety and community development as it relates to the review of major development proposals in order to promote overall safety and crime prevention



COMMUNITY WORK PROGRAM

PS

The Public Safety Community Work Program outlines specific activities the community intends to undertake during the next five years to address the priority needs and opportunities or to achieve portions of the Community Goals. This includes, but is not limited to, activities, initiatives, programs, ordinances and administrative systems to be put in place to implement the plan.

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
Public Safety										
PS-1	Recruit, train, and retain public safety staff	X						PS	Staff time	General Fund, Fire Fund
PS-2	Maintain mutual agreements with all municipalities, surrounding counties, state, and federal agencies	X						PS, CD	Staff time	General Fund
PS-3	Continue to implement communication improvements to better coordinate emergency response within the County and Metro Atlanta region	X						PS	Staff time	General Fund, 2016 SPLOST
PS-4	Expand public safety recruiting efforts	X						PS	Staff time	General Fund
PS-5	Continue to evaluate and solicit grant opportunities to enhance preparedness and response capabilities	X						PS, ED	Staff time	General Fund
PS-6	Continue to meet requirements & certifications of public safety personnel	X						PS	Staff time	General Fund
PS-7	Continue to conduct joint-training exercises with other public safety personnel and jurisdictions	X						PS	Staff time	General Fund
PS-8	Continue to work with various organizations such as CERT, Neighborhood Safety Committee, Citizen PS Academy, PENS, PACS, Safety Village Foundation, Neighborhood Watch groups and other groups to assist in reducing crime through crime prevention and community education programs	X						PS	Staff time	General Fund

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
Public Safety										
PS-9	Continue to facilitate community risk reduction events and programs such as "Touch-A-Truck," "Safety Blitz," "Camp Puzzle" and other fire safety programs	X						PS	Staff time	General Fund
PS-10	Continue efforts to improve public safety response times	X						PS	Staff time	General Fund
PS-11	Equip all field personnel with body cameras					X		PS	\$280,000	General Fund
PS-12	Continue patrol rifle purchase program	X						PS	\$52,000	General Fund
PS-13	Purchase shooting simulators		X					PS	\$100,000	General Fund
PS-14	Move the TAC and K9 units to a different facility		X					PS	Staff time	Federal Government
PS-15	Police facilities at the Battery and Sun Trust Park		X					PS/ Private Developer	Staff time	Private Funds
PS-16	Complete Construction of Quiet Rooms (911)		X					PS	\$22,000	E-911 Fund
PS-17	Implement CAD to CAD overlay to eliminate redundancy		X					PS	\$12,800	E-911 Fund/Fire Fund/ Contracted Ambulance Providers
PS-18	Renovation of Police Space to 911 Training Room		X					PS	TBD	E-911 Fund
PS-19	Implement Swift Reach Emergency Notification System		X					PS	Staff time	E-911 Fund
PS-20	Renovation of 911 Center for additional office space		X					PS	TBD	E-911 Fund
PS-21	Maintain Public Safety Equipment and Apparatus Replacement Schedule	X						PS	Staff time	General Fund
PS-22	Integrate recommendations from the International Association of Chiefs of Police	X						PS	TBD	TBD
PS - 2016 SPLOST										
PS-23	Animal Control Van replacement	X						PS	\$108,000	2016 SPLOST

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
PS - 2016 SPLOST (Cont.)										
PS-24	Replacement of weather siren equipment/MOSCAD upgrade	X						PS	\$936,000	2016 SPLOST
PS-25	Vehicles with equipment		X					PS	\$12,312,000	2016 SPLOST
PS-26	Placement of 2-3 new towers for radio system	X						PS	\$6,000,000	2016 SPLOST
PS-27	Renovate and expand training facilities to include class A burn facility, more classrooms, and shower facilities, and firing ranges	X						PS	\$23,300,000	2016 SPLOST
PS-28	Replacement of all subscriber units on the County radio system	X						PS	\$14,000,000	2016 SPLOST
PS-29	Construction of Fire Station #29 in Cumberland for an Engine and Quick Response Vehicle	X						PS	\$4,368,471	2016 SPLOST
PS-30	Relocate Fire Station #1 to land already purchased by the County	X						PS	\$3,300,000	2016 SPLOST
PS-31	Rebuild Fire Station #7 possibly on new site or existing site			X				PS	\$3,900,000	2016 SPLOST
PS-32	Replacement of Mobile Command Unit	X						PS	\$1,500,000	2016 SPLOST
PS-33	Replace fire station alerting software	X						PS	\$945,000	2016 SPLOST
PS-34	Airport Crash Foam Unit for coverage at McCollum Airport			X				PS	\$1,000,000	2016 SPLOST
PS-35	Replacement of Police Headquarters and Evidence Unit	X						PS	\$16,000,000	2016 SPLOST
PS-36	Renovate Police precincts	X						PS	\$2,250,000	2016 SPLOST
PS-37	Evidence vans and kit for crime scene processing		X					PS	\$102,113	2016 SPLOST
PS-38	Addition of Police precinct in NE Cobb	X						PS	\$5,000,000	2016 SPLOST
PS-39	Property Acquisition in West Cobb for Fire Station #32				X			PS	\$9,000,000	2016 SPLOST
PS-40	Addition of Fire Station #32					X		PS	\$3,900,000	2016 SPLOST
PS-41	Addition of Fire Station #31 to the Cobb County International Airport				X			PS	\$4,200,000	2016 SPLOST
PS-42	Addition of Squad #14			X				PS	\$1,000,000	2016 SPLOST

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
PS - 2016 SPLOST (Cont.)										
PS-43	Relocate Station #17		X					PS	\$2,800,000	2016 SPLOST
PS-44	Implementation of Quick Response Vehicle (QRV) at station #10 & #26		X					PS	\$768,000	2016 SPLOST

INTERGOVERNMENTAL COORDINATION

IC



A concerted coordination effort between local governmental entities is essential to the effective delivery of services to the general public. Cobb County maintains working relationships with the six (6) municipal governments within the County, the Cobb County School District, as well as the Atlanta Regional Commission. Collaborative partnerships exist with several other authorities and agencies at the state and federal level that serve the public as well. Working relationships also exist with non-profits throughout the County. By cooperating with neighboring jurisdictions, governmental entities, the private sector and non-profits, jointly addressing shared needs could provide greater efficiency for affected governmental entities and less cost to County taxpayers.



Cobb County...Expect the Best!



Cobb County and the surrounding community continues to benefit greatly from participating in local and regional partnerships--efforts that work towards solving some of the concerns the area confronts locally and regionally. Some of these efforts include the following:

Future Growth and Development

Intergovernmental Coordination impacts growth and development within Cobb County and metropolitan Atlanta. Of particular importance is the Intergovernmental Agreement dictated via provisions contained within Georgia House Bill (HB) 489 (1997), which establishes a framework for jurisdictional cooperation on service provision and land use. Cobb County and all of its cities approved a new HB 489 agreement in 2014. Thus, this document is active and current and therefore meets the Georgia Department of Community Affairs requirements for coordination. The HB 489 agreement also provides a structured framework for Cobb's cities to pursue managed growth through the process of annexation.

Effective Communication

Effective Communication encourages interactions between Cobb County and other public-sector agencies, the non-profit sector and especially the general public.

Cobb places high value on coordinating with local, regional, and state agencies to the overall benefit of the community. By improving updates, newsletters, forums, development review documents and other communication techniques, Cobb County can enhance current efforts and ensure active participation in County governance.

Comprehensive Planning

Ensuring that adjoining municipalities, school districts, and special districts work together to cooperatively strive towards a better future and encouraging full participation in the decision-making process is vital. Additionally, it is important that updates to the Cobb 2040 include relevant recommendations from other related city, County, or regional plans such as the Cobb Countywide Transportation Plan and Livable Centers Initiative (LCI) plans.

Eminent Domain

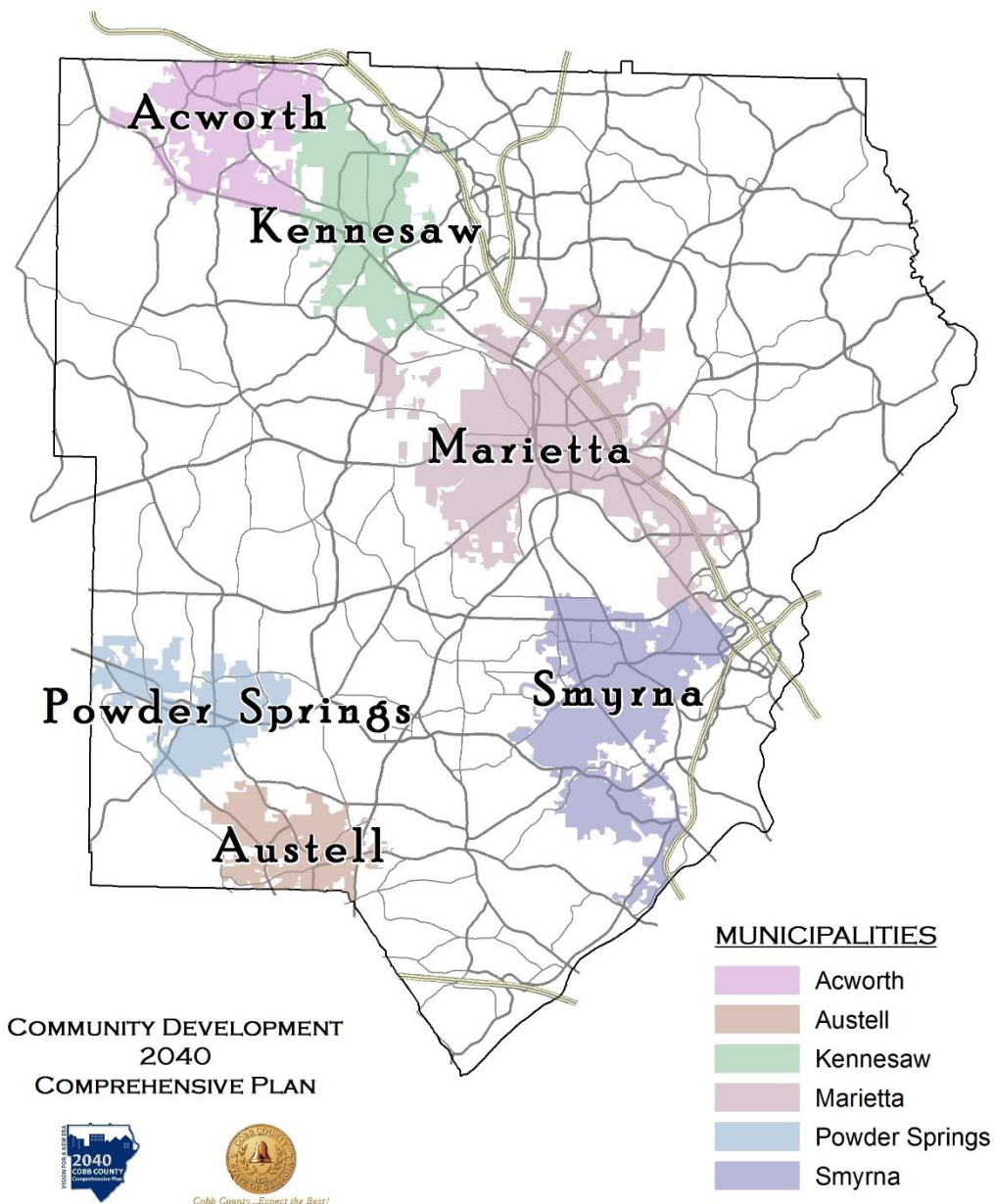
Eminent domain is defined as the taking of property by a public entity with the provision of "just" compensation to the property owner. In 2005, the State of Georgia altered the regulations regarding the use of eminent domain. Cobb County supports the use of eminent domain only as detailed in applicable State statutes and only after a negotiated settlement is not able to be reached with the owner of the property.

Natural Resource Protection

The County will cooperatively work to protect the region's air and water quality, increase water quantity and areas identified as being susceptible to negative environmental effects from development.

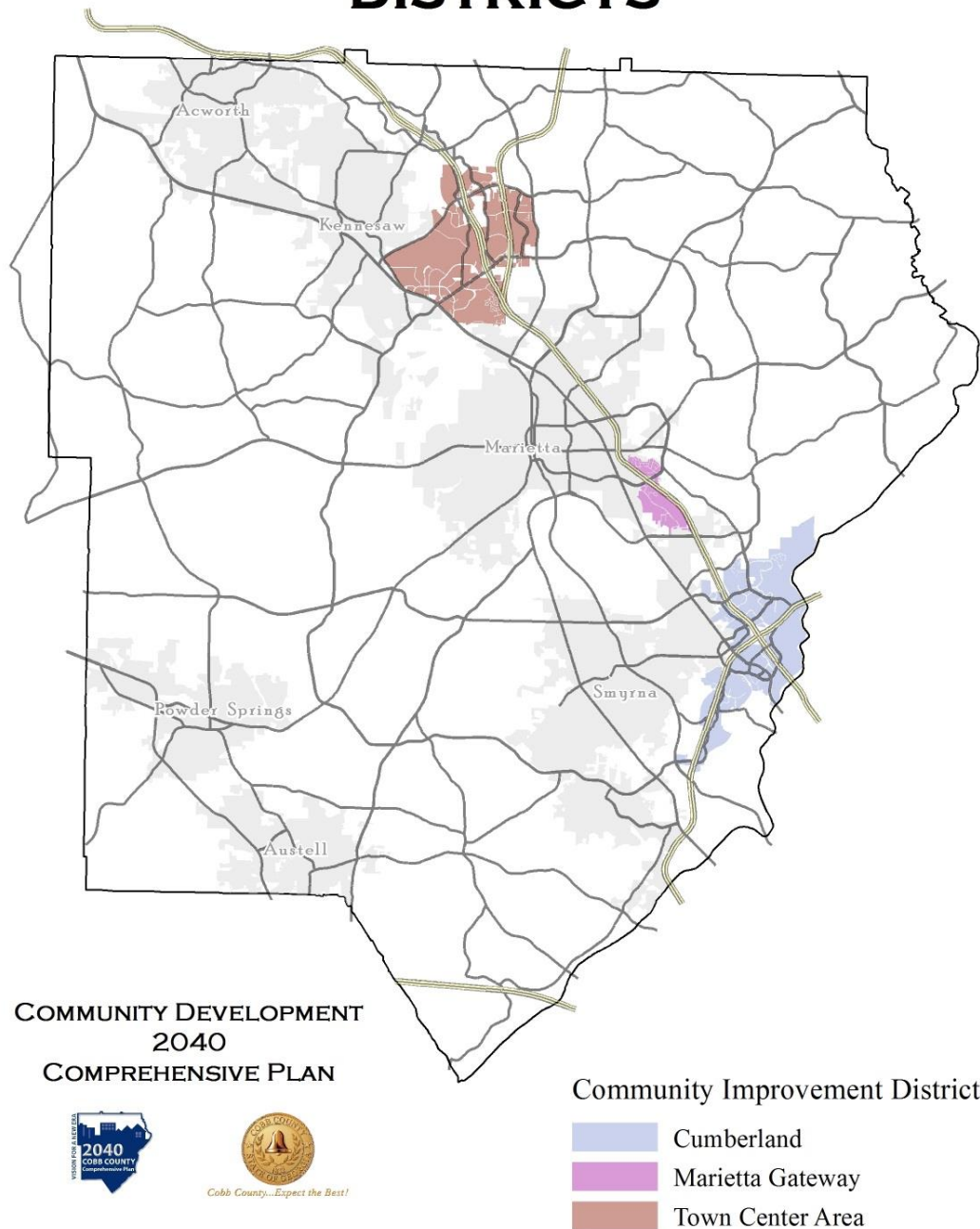
DRAFT

MUNICIPALITIES



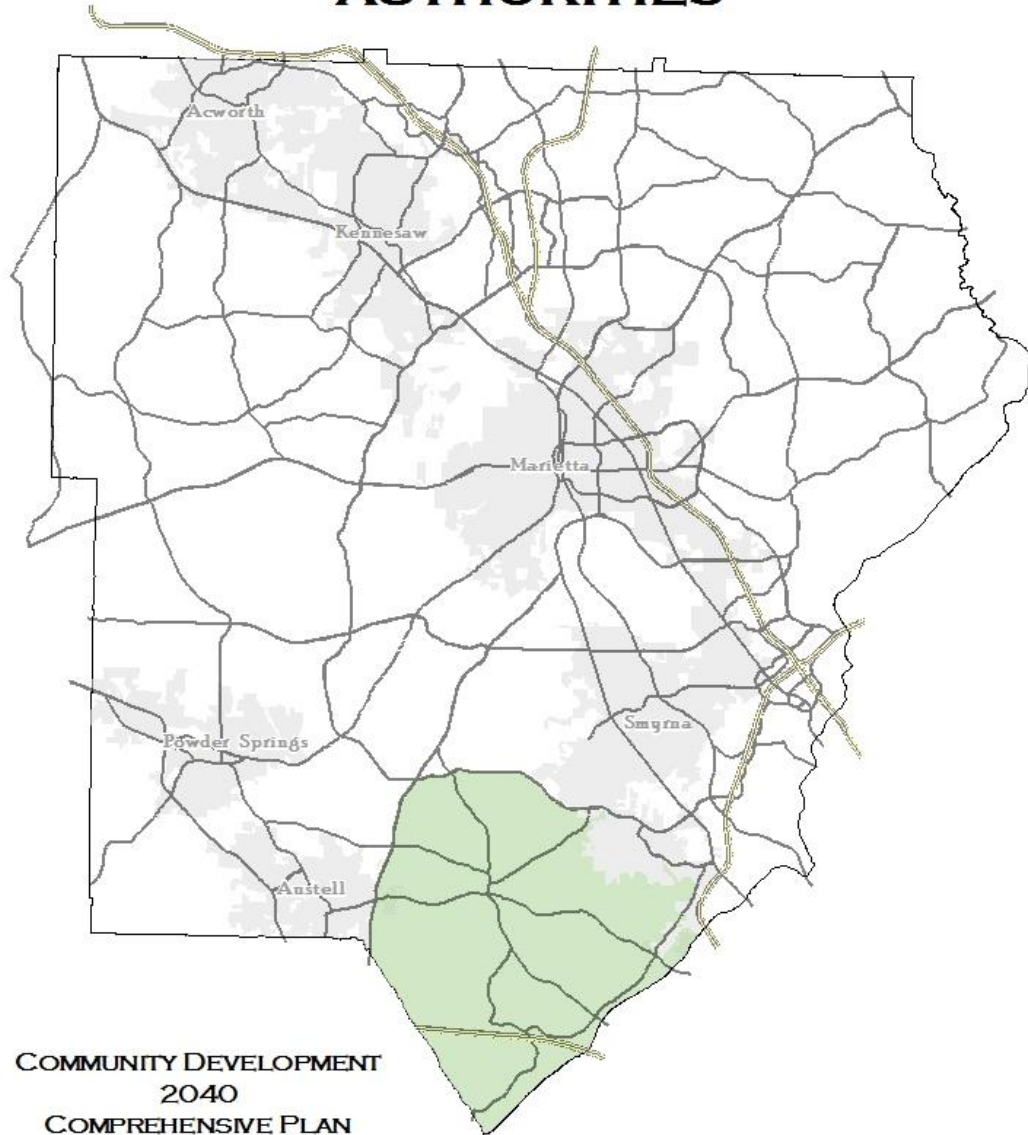
MAP 26

COMMUNITY IMPROVEMENT DISTRICTS



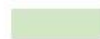
MAP 27

INTERGOVERNMENTAL AGREEMENT AUTHORITIES



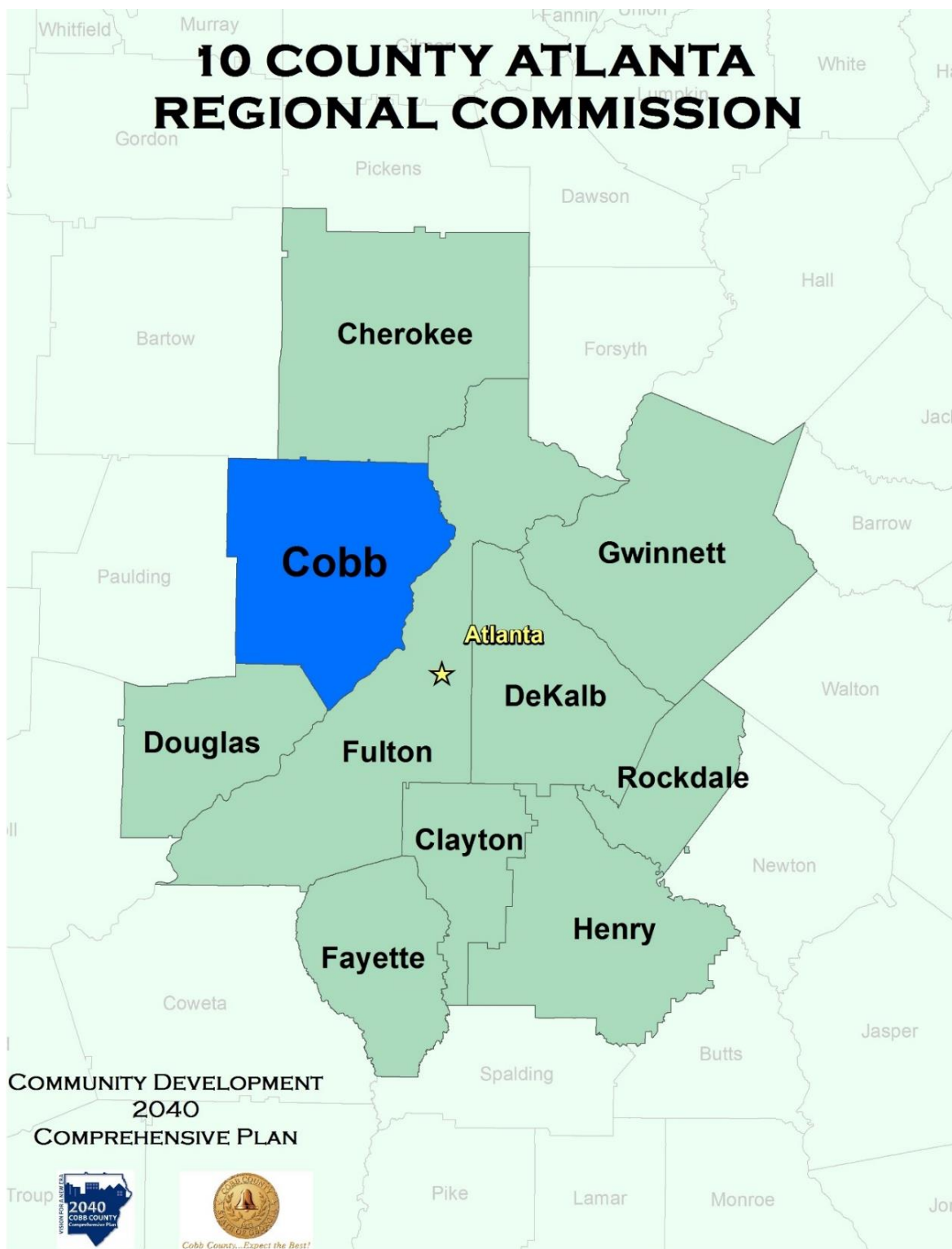
Cobb County... Respect the Dream

INTERGOVERNMENTAL AGREEMENT AUTHORITIES



South Cobb Redevelopment Authority

MAP 28



MAP 29

NEEDS AND OPPORTUNITIES

IC

Below are the priority needs and opportunities identified through community feedback that included steering committee interviews, a community SWOT analysis and a survey that was conducted during the public participation process. Each of these items is followed by corresponding implementation measures contained in the Community Work Program.

Need:

- ❖ **Build regional cooperation and collaboration**

Opportunity:

- ❖ Leverage the Atlanta Regional Commission (ARC)
- ❖ Participate in dialog on regional issues
- ❖ Monitor studies, plans and initiatives from the region and state to ensure compatibility with goals and policies of Cobb County
- ❖ Communicate and partner with jurisdictions that share mutual boundaries on planning issues to manage growth potential

Need:

- ❖ **Improve governmental and community relations**

Opportunity:

- ❖ Consistency on policies from department to department
- ❖ Invest in diversity
- ❖ Continue to keep community informed of programs, studies, plans and other initiatives
- ❖ Develop participation programs that reach out to a diverse population to welcome more voices into County governance
- ❖ Overcome perceptions of a non-transparent government
- ❖ Ensure parity of services, programming, infrastructure and other government supported initiatives
- ❖ Leverage technology to interact and improve community relations

Need:

- ❖ **Improve coordination between Cobb County and Cobb County School District**

Opportunity:

- ❖ Coordination and cooperation during the development and rezoning review process
- ❖ Service Delivery Strategy as it relates to educational services

Need:

- ❖ Maintain and improve intergovernmental relations with Cobb's municipalities

Opportunity:

- ❖ Comply with Service Delivery Strategy
- ❖ Comply with Service Delivery Strategy (Public Safety, NO-PS5-1)
- ❖ Work cooperatively to protect the region's air and water quality
- ❖ Share resources and information with all County municipalities
- ❖ Collaborate and coordinate land use and economic development efforts
- ❖ Seek ways to learn, coordinate and share successes
- ❖ Cooperate and integrate, when necessary, CID planning efforts and other initiatives

GOAL AND POLICIES**IC****KEY STRATEGIES**

Coordinate service delivery strategy

Communicate with clarity

Cultivate partnerships

IC – GOAL #1

Coordinate planning and policy making between the County, cities, regional, state, federal agencies and other special authority governments to ensure consistency in developments and provisions of services

POLICIES

- IC-P1** Strive to maintain and comply with the Service Delivery Strategy and monitor new or revised legislative actions
- IC-P2** Support greater intergovernmental coordination to address common issues of growth management and resource conservation and provision of public facilities and services

-
- | | |
|--------|---|
| IC-P3 | Periodically assess existing intergovernmental agreements and develop new agreements as appropriate |
| IC-P4 | Ensure all County agencies and departments are aware of service delivery strategies |
| IC-P5 | Cooperate, support and integrate planning and economic development efforts with existing and future community improvement districts |
| IC-P6 | Coordinate and collaborate with the Cobb County School District on planning efforts, service delivery strategy and the development review process |
| IC-P7 | Seek innovative ways to communicate and inform communities on public initiatives to build and change the perception of governmental and community relations |
| IC-P8 | Utilize and leverage services provided through the Atlanta Regional Commission (ARC) and other regional and state agencies |
| IC-P9 | Engage appropriate groups and agencies in dialog on regional issues |
| IC-P10 | Monitor plans and investments from the region to ensure compatibility with the County's goals and policies |
| IC-P11 | Communicate and partner with adjacent jurisdictions on planning issues to manage growth potential |
| IC-P12 | Promote intergovernmental and interagency coordination in economic development activities |
-

COMMUNITY WORK PROGRAM

IC

The Intergovernmental Coordination Community Work Program outlines the specific activities the community intends to undertake during the next five years to address the priority needs and opportunities or to achieve portions of the Community Goals. This includes, but is not limited to, activities, initiatives, programs, ordinances and administrative systems to be put in place to implement the plan.

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
Intergovernmental Coordination										
IC-1	Hold annual City/County Retreat for coordination of land use and service provision. (Legal Authorization – HB-489 Intergovernmental Agreement)	X						CD	\$4,800	General Fund
IC-2	Review plans, studies, updates, zone changes and developments of regional impact of regional commissions, cities and counties. (O.C.G.A. Chapter 110-12-1)	X						CD	\$3,700	General Fund
IC-3	Comment on consistency with future land use and zoning of applications for annexation and zone change. (HG 489 Intergovernmental Agreement)	X						CD	\$31,700	General Fund
IC-4	Provide and receive notification for comment of zoning applications within half mile of city / County boundaries. (HB-489 Intergovernmental Agreement)	X						CD	\$3,200	General Fund
IC-5	Participate in regional, state and interstate committees and organizations in order to foster intergovernmental cooperation.	X						CD	\$3,00	General Fund
IC-6	Engage the Cobb County School District in comment and review of planning and zoning actions.	X						CD	\$600	General Fund
IC-7	Create a Cobb 101 course that focuses on the functions of County Government for interested residents and employees		X					Cobb County	Staff resources	General Fund
IC-8	Participate in Economic Development Quarterly meetings with representatives from cities, state and other partners	X						ED, State & other partners	Staff resources	General Fund
IC-9	Coordinate with CIDs on the development of studies and master plans, when appropriate	X						CD, CCID, TCCID	Staff resources	General Fund

DISASTER RESILIENCE

DR



The Disaster Resilience element has been included within Cobb 2040 as a way to better coordinate comprehensive planning with hazard mitigation planning. Coordination between Cobb 2040 and the County's Hazard Mitigation Plan, which is maintained by the Cobb County Emergency Management Agency, is needed to ensure consistency among local plans, policies and programs and to promote a strong culture of preparedness and mitigation. In particular, it is the objective of the Hazard Mitigation Plan to identify existing vulnerabilities and the preparedness of suitable response and recovery operations in the near term, while Cobb 2040 affords an opportunity to mitigate longer-term risks by promoting suitable development patterns.

Cobb County has a history of, and is prone to, extreme weather events. Recognizing it is impossible to prevent every disaster, the information in Cobb 2040 focuses on what can be done to avoid and/or minimize the resulting damage and suffering and allow residents of the County to recover as quickly as possible. Resilience goes one step further in that it is not only a consideration of what can be done to address immediate needs, but what can be done to make a community less vulnerable and better able to recover from disasters in the future.



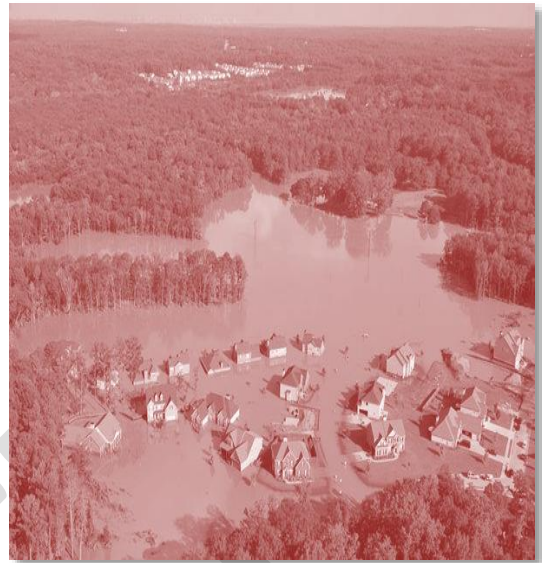
About Cobb Emergency Management Agency (CEMA)

CEMA is responsible for coordinating activities necessary to protect Cobb's residents from natural, technological and manmade disasters and other emergencies. CEMA coordinates emergency management services for the County by providing leadership, planning, education and resources to protect lives, property and the environment.

In times of emergency or disaster, CEMA coordinates the response of local agencies ensuring the most appropriate resources are dispatched to impacted areas. Through its major programs, CEMA works with local governments, volunteer organizations and the private sector to develop disaster preparedness plans and mitigation projects, and provide training and exercise activities.

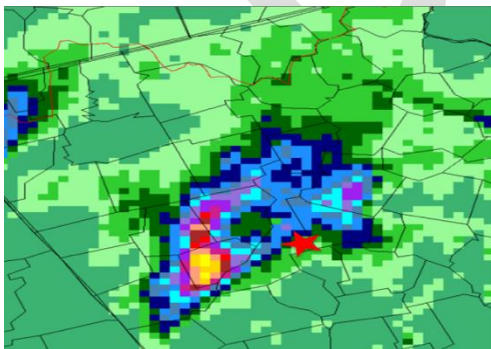
CEMA has qualified for the Federal Performance Partnership Agreement, which ensures federal disaster assistance and individual assistance in the event of a major disaster. In addition to being eligible for federal assistance, personal qualifications, which are based on meeting state-mandated training requirements, enable CEMA to receive funding from the federal government to aid in our mitigation efforts. Cobb County is committed to taking a proactive approach to the Emergency Management efforts in our community.

Cobb County is a prepared and resilient community; it is the mission of Cobb EMA to continue protecting Cobb's residents from natural, technological and manmade disasters. To build upon this effort, Cobb 2040, through the Disaster Resilience element, looks to provide consistency and coordination, which allows officials to manage known hazards and promote future development patterns that do not increase risk. The coordination and resilience value advances Cobb's ability to accelerate the recovery process, make more efficient use of resources and reduce the overall economic impact of future disasters.



It will be increasingly important that future growth does not cumulatively enhance the County's susceptibility to hazards as the population continues to grow and developments continue to take shape. It will be important for the County to allocate resources to address natural and technological hazards, in particular flooding issues.

Moving forward, stormwater runoff and increased impervious surface that come with increased development could become more of a problem if development policies, land use and building codes are not adhered to or updated. It will be essential to improve and take advantage of technological advances (weather sirens, etc.) for public awareness and education. Enhanced development standards and building codes that strengthen the integrity of residential and commercial construction as well as signs could lead to more high-wind resistive structures. As it relates to severe weather, including winter storms in Cobb County, encouraging the strategic selection and planting of trees during plan review could help avoid conflicts with above-ground utilities.



Dam failures and hazardous material spills are two technological hazards identified in the Cobb County Hazard Mitigation Plan. Dam failure hazards could potentially create downstream flood events causing property damage and potential loss of life. The majority of existing dams in Cobb County are believed to have been built in the 1940s and 1950s, utilizing corrugated metal pipes that have a typical service life of 25 years. Many of the existing dams are approaching service lives of 60-70 years; therefore, these dams pose a serious potential hazard

to where mitigation actions should be proposed. One of the issues is how to update or service dams located on private property using County funds. The County may want to consider ways to monitor private dams to ensure the safety and integrity of private dam structures while also considering ordinance revisions to dam breach zones. Also, the County could seek innovative funding sources to assist corrective action on inadequate private and public dam structures.

Hazardous material spills most often occur on roadways, highways, and railways but also occur at fixed facilities, as well. While hazardous spills can be extremely dangerous to the public, the most vulnerable asset exposed to these spills is the environment. The presence of three interstate highways (I-75, I-20, I-285), major railroads (Norfolk Southern and CSX), gas pipelines and an intermodal facility makes Cobb extremely susceptible to hazardous material spills. Specific implementation items are identified within the Community Work Program and the Hazard Mitigation Plan to assist minimizing the impact of hazardous spills.

NEEDS AND OPPORTUNITIES

DR

A list of Disaster Resilience priority needs and opportunities are identified below. This list was created through analysis from the community assessment, the community engagement process and the 2016 update to the Hazard Mitigation Plan. The needs and opportunities are listed in prioritized order.

Need:

- ❖ Adequate funding for infrastructure

Opportunity:

- ❖ Funding for improving disaster resilient infrastructure

Need:

- ❖ Emergency preparedness

Opportunity:

- ❖ Adequately respond when disaster strikes
- ❖ Mitigation planning for all types of hazardous events
- ❖ Coordinate with municipalities and other adjacent jurisdictions
- ❖ Coordinated response with those responsible for safety in public areas, such as schools, hospitals, theaters, places of worship, etc.
- ❖ Educational and outreach efforts

Need:

- ❖ Enhance development controls

Opportunity:

- ❖ Storm shelters for homes that are more susceptible to damage during extreme weather
- ❖ Land use policies that preserve open space
- ❖ Strategic tree selection and planting to avoid conflicts with above-ground utilities
- ❖ Sign ordinance revisions to improve resiliency of signs during high-wind events

Need:

- ❖ **Improve Hazard Mapping**

Opportunity:

- ❖ Local flood hazard maps
- ❖ Incorporate other natural hazards into mapping
- ❖ Use consistent mapping for hazard mitigation plans and comprehensive plans
- ❖ Identify critical facilities, infrastructure and utilities

Need:

- ❖ **Sustainable Stormwater Management Infrastructure**

Opportunity:

- ❖ Stormwater management plan
- ❖ Green infrastructure practices
- ❖ Enforce impervious surface limitations

Need:

- ❖ **Improve Community Rating System (CRS)**

Opportunity:

- ❖ Floodplain management program
- ❖ Reduce damage to insurable buildings
- ❖ Reduce cost of flood insurance



COMMUNITY GOALS

DR

KEY STRATEGIES

Education
Preparation
Resiliency

DS – GOAL #1

Advance hazard mitigation practices and promote community disaster resilience by reducing or eliminating the impact of natural, technological and man-made hazards

POLICIES

- DR-P1 Structural and non-structural means should be considered to mitigate natural hazards
- DR-P2 Structural and non-structural means should be considered to mitigate technological hazards
- DR-P3 Continue the preservation of floodplain
- DR-P4 Improve sustainability of stormwater infrastructure needed to reduce runoff
- DR-P5 Consider ways to incorporate community storm shelters or safe rooms for vulnerable areas
- DR-P6 Invest in necessary equipment and training to refine mitigation planning
- DR-P7 Coordinate planning and response with municipalities and other adjacent jurisdictions, schools, hospitals, theaters, places of worship and other areas of assembly

- DR-P8 Expand outreach to and public awareness of hazard mitigation, emergency preparedness and safety
- DR-P9 Seek innovative funding sources to improve disaster resilience of infrastructure such as dams, dikes, and emergency operation centers



- DR-P10 Take advantage of federal, state and other sources of funding and programming assistance for post-disaster recovery from natural and man-made disasters
- DR-P11 Maintain and update emergency management programs, projects and plans required by the state and federal government
- DR-P12 Institute and support programs and best practices like the Community Rating System (CRS), which reduces the cost of flood insurance premium rates, reduces damages to property and public infrastructure, avoids economic disruption and losses, reduces human suffering and protects the environment

COMMUNITY WORK PROGRAM

MC

The Disaster Resilience Community Work Program outlines specific activities the community intends to undertake during the next five years to address the priority needs and opportunities or to achieve portions of the Community Goals. This includes, but is not limited to activities, initiatives, programs, ordinances and administrative systems to be put in place to implement the plan.

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
Disaster Resilience										
DR-1	Acquisitions of residential and commercial structures in the floodplain.	X						EMA & Cities	\$2,000,000	Water Fund/ Grant
DR-2	Stream bank mitigation Study				X			EMA & Cities	\$40,000	Grant
DR-3	Form workgroups to assess mitigation strategies for high flood risk areas	X						EMA & Cities	\$40,000	Grant
DR-4	Acquisition of vacant floodplain land.	X						EMA & Cities	\$1,000,000	Grant
DR-5	Promote floodplain mapping including updates / enhancements using GIS.	X						EMA & Cities	\$1,000	General Fund
DR-6	Develop information brochures and schedule public meetings about home elevation in Cobb floodplains.	X						EMA & Cities	\$25,000	Grant
DR-7	Promote educational opportunities for county and city floodplain managers.	X						EMA & Cities	\$1,000	General Fund/Water Fund
DR-8	Increase network of stream monitoring gauges.	X						EMA & Cities	\$25,000	Federal Government
DR-9	Increase monitoring and enforcement of routine maintenance at private-owned stormwater detention facilities.	X						EMA & Cities	\$1,000	Water Fund

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
Disaster Resilience (Cont.)										
DR-10	Promote structural adjustments such as elevation for homes in floodplain areas.	X						EMA & Cities	\$25,000	General Fund/Water Fund
DR-11	Evaluate all major basins in the County and identify potential sites for construction of storm water structures.	X						EMA & Cities	\$150,000	General Fund/Water Fund
DR-12	Convert identified floodplain lots to relieve areas downstream.						X	EMA & Cities	\$1,000,000	General Fund/Water Fund
DR-13	Install major upgrades to warning sirens throughout.		X	X				EMA & Cities	\$1,000,000	SPLOST/Grant
DR-14	Install additional warning sirens throughout the county to achieve 100% coverage.	X						EMA & Cities	\$1,000,000	E911 Fund/General Fund/Grant
DR-15	Wind retrofit tornado vulnerable 911 / EMA / Police HQ facilities.				X			EMA & Cities	\$25,000	E911 Fund/General Fund/Grant
DR-16	Construct Safe Rooms for vulnerable areas which lack safer shelter areas in tornado events.	X						EMA & Cities	\$100,000	General Fund/Grant
DR-17	Identify safer areas within county government buildings for people in the event of a tornado.	X						EMA & Cities	Staff resources	General Fund
DR-18	Provide weather radios to vulnerable populations to provide warning of approaching severe thunder-storms.	X						EMA & Cities	\$50,000	General Fund/Grant
DR-19	Conduct a study about how to increase protection for public properties from hail resulting from Thunder-storms.				X			EMA & Cities	\$15,000	General Fund/Grant
DR-20	Promote the use of lightning rods and surge protectors as part of a public awareness initiative.	X						EMA & Cities	Staff resources	General Fund
DR-21	Inventory, test and assess shortages of generators at all county and city critical facilities. Purchase and install where needed.	X						EMA & Cities	\$10,000	General Fund/Grant

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
Disaster Resilience (Cont.)										
DR-22	Perform field survey including dams, spillways, downstream cross section and downstream structures within dam breach zone.	X						EMA & Cities	\$2,000,000	Cities/General Fund/Grant
DR-23	Educate dam owners and the general public about Dam hazards. Promote development of Emergency Action Plans (EAPs) for dams.	X						EMA & Cities	Staff resources	Cities/General Fund
DR-24	Retrofit existing dams using Cobb County's Storage Volume Purchase Program to create additional freeboard and volume to store flood waters.	X						EMA & Cities	TBD	Water Fund/Grant
DR-25	Identify ground-water recharge areas in County near transportation routes and assess / correct for vulnerability.	X						EMA & Cities	TBD	Cities/General Fund/Grant
DR-26	Assess current resource requirements of the Cobb HAZMAT Team and fire and emergency services in general.	X						EMA & Cities	\$3,000	Cities/General Fund
DR-27	Develop proposal identifying current resource requirements needed to maintain peak operating proficiency of the Cobb HAZMAT Team.	X						EMA & Cities	\$15,000	Cities/General Fund
DR-28	Fund ongoing HAZMAT training to help maintain the required skills, knowledge, and abilities of the Cobb HAZMAT Response Team.	X						EMA & Cities	\$10,000	General Fund, Grant, FEMA
DR-29	Review landscape and design review requirements to ensure vegetation does not conflict with above-ground utilities at any point of the life span						X	CD	\$3,500	General Fund
DR-30	Coordinate with other departments to provide consistent disaster and hazard mitigation mapping to address community preparedness	X						CEMA, CD, CWS, PS, DOT	Staff resources	General Fund
DR-31	Work with the Cities to assess how more credit may be gained under the NFIP Community Rating System (CRS) for the county and each city in order to further reduce the flood insurance premiums of residents.	X						CEMA, CD, CWS	Staff resources	Cities/General Fund

MILITARY COMPATIBILITY

MC



The purpose of the Military Compatibility element is to better promote, strengthen and coordinate planning surrounding Dobbins Air Reserve Base (Dobbins ARB) and associated services and uses.

The encroachment of land uses surrounding Dobbins ARB can hinder its missions and could contribute to closure of the installation under the Defense Base Closure and Realignment Commission (BRAC). As the surrounding community developed and expanded in response to growth and market demands, past land use decisions have authorized potentially incompatible development closer to the Dobbins military installation and operational/training areas. This has created land use and other compatibility issues that have negatively impacted community safety, economic development and the ability to sustain military activities and readiness. To protect the missions of Dobbins ARB and the health of economies, jobs and industries that rely on it, encroachment must be addressed through collaboration and joint planning between Dobbins and the County.



Dobbins ARB is the largest multi-service reserve training base in the world, hosting several other military, government and private organization tenants. The 22nd Air Force is headquartered at Dobbins ARB. The Georgia National Guard, which occupies the Clay National Guard Center, is the primary military tenant on base. The Navy Operational Support Center is a training facility for the United States Navy Reserve and the US Army Reserve occupies several facilities on the base that provide training for soldiers. In addition, there are other ancillary public and private organizations on base, which are critical to Cobb's local economy, as well as providing military operations for national security. Because of established economic development strategies in the County and land use goals and policies that focus growth along the Highway 41 and I-75 corridors, it is anticipated the area surrounding Dobbins ARB will continue to experience growth. As a result of this multifaceted and complex interaction between the community and the military installation, it is important for Cobb to take a proactive approach to mitigate existing compatibility issues. There must also be a focused effort to manage growth and encroachment by strengthening coordination between local communities, government agencies, the public, and Dobbins ARB.

Dobbins ARB is the largest multi-service training base in the world.

In 2015, Cobb County adopted the Dobbins Air Reserve Base Joint Land Use Study (JLUS), which was a collaborative effort involving Cobb County, City of Marietta, City of Smyrna, Dobbins ARB, Cobb Chamber of Commerce and the public. The primary goal of the JLUS is to protect the viability of current and future operations at Dobbins ARB, while simultaneously guiding community growth, sustaining the environmental and economic health of the region and protecting the public health, safety and welfare.

Military Compatibility Influence Area

- Promote an orderly and compatible transition between community and military land uses
- Protect public health, safety, and welfare
- Maintain operational capabilities of Dobbins ARB and areas
- Promote an awareness of the size and scope of Dobbins
- Establish compatibility requirements

SOURCE: DOBBINS AIR RESERVE BASE JOINT LAND USE STUDY

FIGURE 16

The JLUS is a stand-alone plan that includes a Compatibility Assessment and an Implementation Plan providing strategies that promote compatible land use and resource planning. The objective of the Military Compatibility element is to relate the needs and opportunities as well as the goals and policies identified within Cobb 2040 with the guiding principles and implementation plan of the JLUS. The implementation strategies identified within the JLUS are intended to become part of the Military Compatibility element's community work program.

NEEDS AND OPPORTUNITIES

MC

A list of priority needs and opportunities for the Military Compatibility element are identified below. This list was created through analysis from the community assessment, the community engagement process and the JLUS. The needs and opportunities are listed in prioritized order.

Need:

- ❖ Recognize the importance of Dobbins ARB and associated organizations

Opportunity:

- ❖ Maintain and build partnerships with Dobbins and other ancillary organizations
- ❖ Build awareness of the importance of Dobbins with regional and state leaders

Need:

- ❖ Implement Joint Land Use Study

Opportunity:

- ❖ Prioritize compatibility factors and issues
- ❖ Consider appropriate actions to implement
- ❖ Manage encroachment issues to the mutual benefit of Dobbins ARB and the community

Need:

- ❖ Ensure coordination with Dobbins ARB, City of Marietta, City of Smyrna and other appropriate agencies

Opportunity:

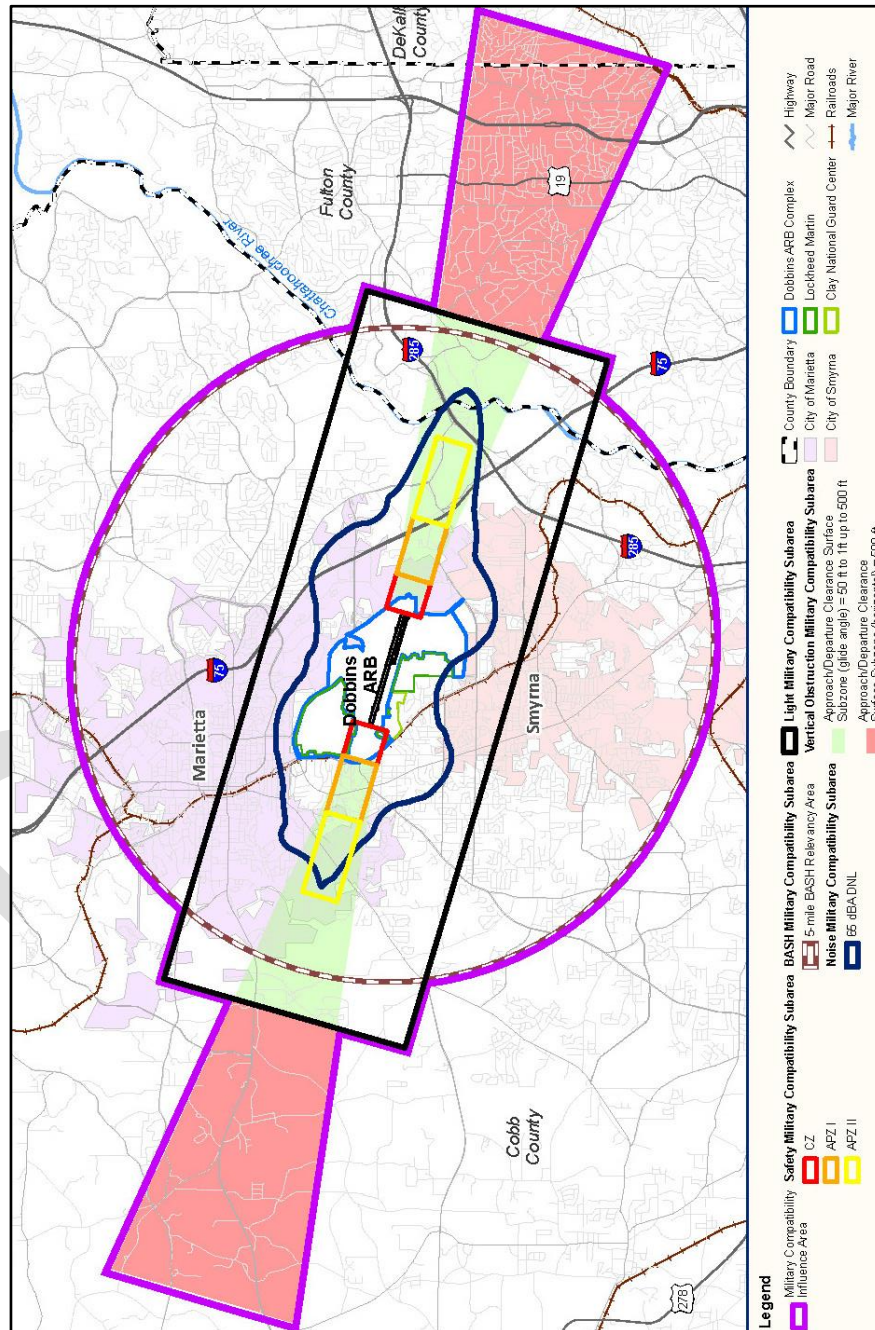
- ❖ Public outreach and education
- ❖ Communication
- ❖ Development Review
- ❖ State and local coordination

Need:

- ❖ Consider updates to the Joint Land Use Study

Opportunity:

- ❖ Up-to-date compatibility strategies on new technologies, programming and/or missions



SOURCE: DOBBINS AIR RESERVE BASE JOINT LAND USE STUDY

MAP 30

GOAL AND POLICIES

MC

KEY STRATEGIES

Compatibility
Jobs
National Security

MC – GOAL #1

Promote and encourage the compatibility of land use adjacent to or in close proximity to the Dobbins Air Reserve Base to support and protect a diverse local economy that provides jobs and effective, safe training environments for the nation's military forces while protecting the health and safety of the County's citizens

POLICES

- MC-P1** Maintain long-term collaborative partnership with Dobbins ARB and other organizations to identify and mitigate compatibility and encroachment concerns
- MC-P2** Encourage regional and state partners to consider Dobbins in their planning efforts and initiatives
- MC-P3** Consider, encourage and coordinate land use planning techniques that provide protection of public health, safety and welfare in and surrounding Dobbins ARB
- MC-P4** Promote the implementation of the Dobbins JLUS during the development review process such as zoning application, site plan review and building permit review
- MC-P5** Update, as necessary, the Dobbins JLUS to make sure that the implementation strategies are current and feasible
- MC-P6** Establish public outreach and education programs and initiatives, so residents can be better informed of ongoing missions at Dobbins ARB

COMMUNITY WORK PROGRAM

MC

The Military Compatibility Work Program outlines the specific activities the community intends to undertake during the next five years to address priority needs and opportunities or to achieve portions of the Community Goals. This includes, but is not limited to, activities, initiatives, programs, ordinances, and administrative systems put in place to implement the plan.

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
Military Compatibility										
MC-1	Develop 3-Dimensional Imaginary Surface Model			X				CD, DARB	TBD	TBD
MC-2	Create Light Pollution Study			X				CD, DARB	Staff resources	General Fund/Grant
MC-3	Coordinate with Dobbins ARB to develop and market educational and outreach programs			X				CD, DARB	Staff resources	General Fund
MC-4	Formalize and improve the development review coordination with Dobbins ARB			X				CD, DARB, BOC	Staff resources	General Fund
MC-5	Monitor compatibility of land uses as redevelopment occurs around Dobbins ARB	X						CD	Staff resources	General Fund
MC-6	Continue to coordinate development plan review and rezoning applications with Dobbins ARB	X						CD, DARB	\$30,000	General Fund/Grant
MC-7	Implement as necessary recommendations from the JLUS	X						CD, DARB	\$30,000	General Fund/Grant
MC-8	Manage Office of Economic Adjustment (OEA) Grant funds			X				CD, DARB	\$30,000	General Fund/Grant
MC-9	Pursue grants associated with implementing the Dobbins JLUS	X						CD, DARB	Staff resources	General Fund
MC-10	Educate ARC, DCA, GDOT, GEDA and others on the importance of Dobbins ARB relative to the state and region	X						CD, DARB	Staff resources	General Fund

PLACE - MAKING

PM



The Place-Making Element for Cobb County is an optional element intended to supplement the Cobb 2040 plan to establish broad policies that enable and support the need for an important design tool that enhances the livability and vitality of Cobb's residents.

The Place-Making element promotes and guides decisions toward a healthy, safe and sustainable community by encouraging walkable neighborhoods and active commercial centers. Place-Making is the physical design and management of public space and the way that space is experienced and used. Public space includes the totality of spaces used freely on a day-to-day basis by the general public, such as streets, sidewalks, plazas, parks and public infrastructure. As Cobb County continues to grow and change, place-making becomes increasingly important. Place-making policies help conserve and enhance aspects of the physical environment and guide growth to fit the old with the new. Place-making strategies raise the standards for how public and private developments contribute to the holistic appearance of the built and natural environment and the overall quality of an area.



NEEDS AND OPPORTUNITIES

PM

Below are the priority needs and opportunities identified through community feedback that included steering committee interviews, a community SWOT analysis and a survey that was conducted during the public participation process. Each of these items is followed by corresponding implementation measures contained in the Community Work Program.

Need:

- ❖ Pedestrian-friendly environment

Opportunity:

- ❖ Work with DOT to ensure comfortable and safe pedestrian movements
- ❖ Gear standards toward creating a pedestrian-friendly community
- ❖ Guide towards mixture of uses that includes building orientations designed for the human scale
- ❖ Promote useable open space and plazas
- ❖ Consider a holistic approach to designing a network of non-vehicular paths and trails
- ❖ Enhance and promote a quality and safe pedestrian-friendly streetscape

Need:

- ❖ Circulation and connectivity

Opportunity:

- ❖ Design for vehicular, pedestrian, bike and transit traffic
- ❖ Strive for system connectivity and cohesive circulation pattern
- ❖ Increase accessibility to major destinations for all people
- ❖ Connections between open spaces, plazas, and parks through pedestrian and bike trails
- ❖ Work towards continuity of sidewalks
- ❖ Provide vehicular and non-vehicular connections between neighborhoods and schools, retail businesses and parks and other major public amenities
- ❖ Promote transit, provide walkways, reduce block sizes and allow through-block pedestrian connections for big blocks



Need:

- ❖ Public Places

Opportunity:

- ❖ Sense of community by providing parks, plazas, playgrounds, sidewalks and open spaces
- ❖ Public/private partnerships for private spaces dedicated for public use
- ❖ Safety within public spaces
- ❖ Major street intersections, gateways and business centers for public plazas
- ❖ Public spaces integrated with landmark structures, architecturally significant building designs, sculptures and art works
- ❖ Location of neighborhood parks toward residential neighborhoods and schools

Need:

- ❖ Landscaping

Opportunity:

- ❖ Landscaping features to exhibit local cultures, values and native plantings
- ❖ Green infrastructure as a landscaping options
- ❖ Ensure landscaping features that assist in providing a sense of place when designing public parks and public buildings
- ❖ Emphasis on street corridor characteristics with appropriate street trees and streetscape options
- ❖ Landscape design standards that are unique but cohesive to the respective character of the area\

GOAL AND POLICIES

PM

KEY STRATEGIES

Sense of place

Connectivity

Active living

PM-GOAL #1

Create attractive, well-designed activity centers and neighborhoods that consider the existing character and the environment and promote public health through pedestrian-oriented facilities. This will enhance community image and attract private investment

POLICIES

- PM-P1 Consider employing place-making design principles in small area plans
- PM-P2 Consider circulation and connectivity for all modes of transportation within activity centers
- PM-P3 Coordinate with DOT to develop effective strategies that assist developers on creating transportation-oriented place-making standards
- PM-P4 Promote a sense of place by ensuring an active and vibrant public space
- PM-P5 Ensure pedestrian-friendly connectivity between public spaces
- PM-P6 Use place-making standards to guide landmarks, gateways, street intersections and open spaces to help cultivate a sense of place
- PM-P7 Establish unique place-making standards within appropriate activity center districts that are architecturally compatible with the physical characteristics and boundaries for the areas
- PM-P8 Consider the needs of a growing diverse population in the design of public space
- PM-P9 Integrate practices aimed at improving environmental quality with innovative green infrastructure approaches
- PM-P10 Encourage unique landscaping features and arts that exhibit local culture and values in the design of public space
- PM-P11 Consider connecting large parks and open spaces to each other and to activity centers
- PM-P12 Consider strengthening the applicability of existing and new design guidelines and ensuring their focus is on the functional interrelationships between land uses, site design, neighborhood character and transportation systems
- PM-P13 Foster community pride, identity and build a sense of place

COMMUNITY WORK PROGRAM

PM

The Place-Making Community Work Program outlines specific activities the community intends to undertake during the next five years to address the priority needs and opportunities or to achieve portions of the Community Goals. This includes, but is not limited to activities, initiatives, programs, ordinances and administrative systems put in place to implement the plan.

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
PM – PLACE-MAKING										
PM-1	Use existing design guidelines to enhance the public space outside buildings along four corridors during the Site Plan Review process	X						CD	Staff resources	General Fund
PM-2	Update Dallas HWY Design Guidelines consistent with County's existing building and transportation standards and regulations			X				CD, DOT	Staff resources	General Fund
PM-3	Update Atlanta Road Design Guidelines consistent with County's existing building and transportation standards and regulations	X						CD, DOT	Staff resources	General Fund
PM-4	Modify zoning regulations to reinforce design guidelines' implementation					X		CD	Staff resources	General Fund
PM-5	Canton Road pedestrian light district affidavit tracking and implementation	X						CD, DOT	Staff resources	General Fund
PM-6	Develop design guidelines for Austell Road, Mableton Parkway, Riverside Parkway, Veteran's Memorial Highway and Downtown Vinings			X				CD, DOT	\$127,500	General Fund
PM-7	Update Cobb County Architecture Design Guidelines		X					CD, DOT	Staff resources	General Fund
PM-8	Develop county-wide school zone pedestrian facility pattern book				X			CD, DOT	Staff resources	General Fund
PM-9	Work with Cobb DOT to monitor and improve County's trail, sidewalk and bike lanes system	X						CD, DOT	Staff resources	General Fund
2011 SPLOST										
PM-10	Construction of sidewalks along roadways throughout the County to fill in the gaps		X					CDOT	\$5,000,000	2011 SPLOST

Item	Project	Ongoing	2017	2018	2019	2020	2021	Responsible Party	Cost Estimate	Funding Source
PM – PLACE-MAKING										
2011 SPLOST (Cont.)										
PM-11	Construction of sidewalks and other pedestrian improvements along roadways in the vicinity of schools		X					CDOT	\$6,000,000	2011 SPLOST
PM-12	Construction of sidewalks along roadways at transit, activity center, and high accident area throughout the County		X					CDOT	\$4,500,000	2011 SPLOST
2016 SPLOST										
PM-13	Construction of sidewalks and other pedestrian and bike path improvements along roadways in the vicinity of schools, activity centers, multi modal facilities (transit stops/shelters, etc.); includes pedestrian bridges where needed					X		CDOT	\$35,100,000	2016 SPLOST