



REGIONAL REVIEW NOTIFICATION

Atlanta Regional Commission • 229 Peachtree Street NE | Suite 100 | Atlanta, Georgia 30303 • ph: 404.463.3100 fax: 404.463.3205 • atlantaregional.org

DATE: December 4, 2019

ARC REVIEW CODE: P1912041

TO: Mayor Albert Thurman, City of Powder Springs
ATTN TO: Tina Garver, Community Development Director
FROM: Douglas R. Hooker, Executive Director, ARC

Digital signature
Original on file

The Atlanta Regional Commission (ARC) has received the following proposal and is initiating a regional review to seek comments from potentially impacted jurisdictions and agencies. The ARC requests your comments related to the proposal not addressed by the Commission's regional plans and policies.

Name of Proposal: 2019 City of Powder Springs CIE Annual Update

Review Type: Local Comprehensive Plan

Description: A review of the 2019 City of Powder Springs Capital Improvement Element (CIE) Annual Update

Submitting Local Government: City of Powder Springs

Action Under Consideration: Approval

Date Opened: December 4, 2019

Deadline for Comments: December 26, 2019

Earliest the Regional Review can be Completed: Upon approval by Georgia DCA

THE FOLLOWING LOCAL GOVERNMENTS AND AGENCIES ARE RECEIVING NOTICE OF THIS REVIEW:

ARC COMMUNITY DEVELOPMENT
ARC RESEARCH & ANALYTICS
GEORGIA DEPARTMENT OF NATURAL RESOURCES
CITY OF AUSTELL
NORTHWEST GEORGIA REGIONAL COMMISSION

ARC TRANSPORTATION ACCESS & MOBILITY
ARC AGING & HEALTH RESOURCES
GEORGIA DEPARTMENT OF TRANSPORTATION
PAULDING COUNTY

ARC NATURAL RESOURCES
GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS
COBB COUNTY
DOUGLAS COUNTY

Attached is information concerning this review.

If you have any questions regarding this review, please contact Greg Giuffrida at ggiuffrida@atlantaregional.org or 470-378-1531. If ARC staff does not receive comments from you on or before **Thursday, December 19, 2019**, we will assume that your agency has no comments and will close the review. Comments via e-mail are strongly encouraged. The ARC review website is located at <http://www.atlantaregional.org/land-use/planreviews>.

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NOTICE OF LOCAL PLAN SUBMITTAL AND HEARING/COMMENT OPPORTUNITY

Submitting Local Government:	City of Powder Springs	Date Received:	December 4, 2019
Local Contact:	Tina Garver, Community Development Director, City of Powder Springs		
Phone:	770-943-8001, x361	E-Mail:	tgarver@cityofpowdersprings.org
Fax:	770-222-6935	Website:	www.cityofpowdersprings.org
Street	4488 Pineview Drive	City State, Zip:	Powder Springs, GA 30127

Department of Community Affairs Review Required

Review Title:	2019 City of Powder Springs CIE Annual Update
Description:	<p>A review of the 2019 City of Powder Springs Capital Improvement Element (CIE) Annual Update</p> <p>Document can be viewed on the ARC website at: http://www.atlantaregional.org/landuse Under Plan Review, search for the City of Powder Springs.</p>

The submitted documents are available for review at ARC and the local government.

Reviewing Regional Commission:

Atlanta Regional Commission
229 Peachtree Street NE, Suite 100
Atlanta, GA 30303

Phone 404-463-3100 | Fax 404-463-3254

Contact Person:	Greg Giuffrida, Plan Review Technician
E-Mail	ggiuffrida@atlantaregional.org

COMMENTS:

Resolution No. 2019 - 134

A RESOLUTION TRANSMITTING TO THE ATLANTA REGIONAL COMMISSION AND THE DEPARTMENT OF COMMUNITY AFFAIRS THE ANNUAL UPDATE OF THE CAPITAL IMPROVEMENT ELEMENT OF THE COMPREHENSIVE PLAN; PROVIDING AN EFFECTIVE DATE; AND FOR OTHER PURPOSES.

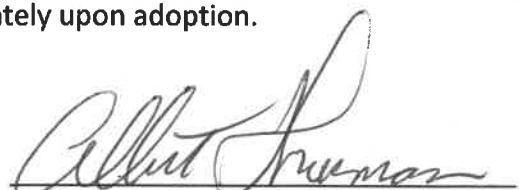
WHEREAS, the City of Powder Springs has prepared an annual update to the Comprehensive Plan Capital Improvement Element ("CIE");

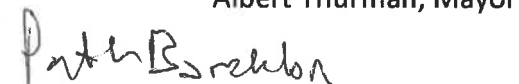
WHEREAS, the annual update of the CIE was prepared in accordance with the Development Impact Fee Compliance Requirements and the Minimum Planning Standards and Procedures for Local Comprehensive Planning established by the Georgia Planning Act of 1989, and a Public Hearing was held on November 4, 2019;

WHEREAS, said update and program are subject to review by the Atlanta Regional Commission and the Georgia Department of Community Affairs prior to the City's adoption;

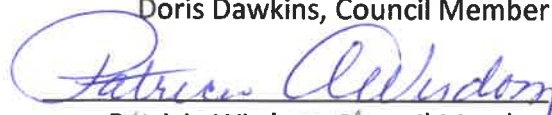
BE IT THEREFORE RESOLVED by the Mayor and Council of the City of Powder Springs that the Community Development Director is authorized to transmit to the Atlanta Regional Commission and Department of Community Affairs for review the annual update of the Capital Improvements Element of the Comprehensive Plan. This resolution is effective immediately upon adoption.

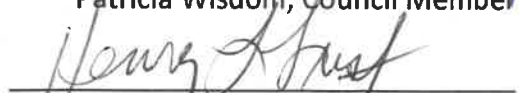
SO RESOLVED this 18th day of November, 2019.

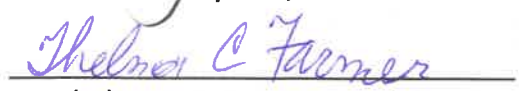

Albert Thurman, Mayor


Patrick Bordelon, Council Member

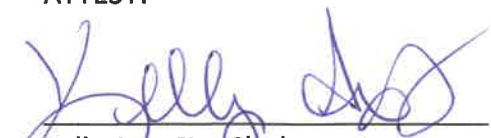
ABSENT
Doris Dawkins, Council Member


Patricia Wisdom, Council Member


Henry Lust, Council Member


Thelma C. Farmer, Council Member

ATTEST:


Kelly Axt, City Clerk

ANNUAL FINANCIAL REPORT FOR FY 2019

(1) Public Facility Type	Parks & Recreation	Public Safety	Administration	Total
(2) Service Area	City-Wide	City-Wide	City-Wide	
(3) Beginning Impact Fee Fund Balance	\$294,595.26	\$104,659.80	\$184.78	\$399,439.84
(4) Impact Fees Collected FY19	\$173,893.20	\$84,008.80	\$7,674.49	\$265,576.49
(5) Accrued Interest				\$0.00
(6) Project Expenditures FY19		\$44,881.25		\$44,881.25
(7) Administrative Costs				\$0.00
(8) Impact Fee Refunds				\$0.00
(9) Ending Impact Fee Fund Balance 063019	\$468,488.46	\$143,787.35	\$7,859.27	\$620,135.08
(10) Impact Fees Encumbered		**	**	
(11) Ending Impact Fee Fund Balance (unrestricted) 063019	\$468,488.46	\$143,787.35	\$7,859.27	\$620,135.08

** Funds were not transferred from impact fee account in FY 19, Funds will be transferred in FY 20 to cover administrative costs and additional bond payment for public safety. These expenditures will be reported in the 2020 annual report.

ANNUAL FINANCIAL REPORT FOR FY 2018 -Corrected

(1) Public Facility Type	Parks & Recreation	Public Safety	Administration	Total
(2) Service Area	City-Wide	City-Wide	City-Wide	
(3) Beginning Impact Fee Fund Balace	\$319,587.08	\$104,687.73	\$23,041.34	\$447,316.15
(4) Impact Fees Collected FY18	\$294,169.33	\$136,514.18	\$12,906.68	\$443,590.19
(5) Accrued Interest	\$2,725.94	\$309.84	\$184.78	\$3,220.56
(6) Project Expenditures FY18	\$321,887.09	\$136,851.95	\$35,948.02	\$494,687.06
(7) Administrative Costs				\$0.00
(8) Impact Fee Refunds				\$0.00
(9) Ending Impact Fee Fund Balance 063018	\$294,595.26	\$104,659.80	\$184.78	\$399,439.84
(10) Impact Fees Encumbered				
(11) Ending Impact Fee Fund Balance (unrestricted) 063018	\$294,595.26	\$104,659.80	\$184.78	\$399,439.84

Annual Report for FY 2018 included for reference, collections for Parks and Rec and Public Safety were in the wrong column in previous report, overall balance remains the same.

Table 8
Schedule of Improvements, 2020-2024
Parks and Recreation Impact Fee Program
City of Powder Springs

Capital Improvement	2020	2021	2022	2023	2024	Total 2020-2024	% Eligible for Funding with Impact Fees
Add 1.0 developed acre (TBD)		\$305,000				\$305,000	0%
Add 1.0 developed acre (TBD)			\$305,000			\$305,000	0%
Add 1.5 developed acre (TBD)	\$228,750	\$228,750				\$457,500	100%
Total	\$228,750	\$533,750	\$305,000			\$1,067,500	42.86% impact fees; 57.14% other sources (% based on Project Update 2017/2018)

TBD = to be determined.

Note: Other funding sources include capital improvement budget and/or SPLOST funds.

Table 8
Schedule of Improvements, 2020-2024
Public Safety Impact Fee Program
City of Powder Springs

Capital Improvement	2020	2021	2022	2023	2024	Total 2020-2024
Repay principal and interest on Bonds Series 2014/2015 for public facility improvements already constructed	\$278,910	\$276,990	\$278,730	\$280,290	\$277,920	\$ 1,392,840

Public Safety project has been completed, and impact fees are used to repay the bonds. The original calculation for the project is as follows:

Table 8
Schedule of Improvements, 2010-2014
Public Safety Building Space
City of Powder Springs Capital Improvement Element

Capital Improvement	2009-2010	2011	2012	2013	2014	Total Cost (2010-2014)	Funding Sources	
							Impact Fee Eligible Amount	Other Funds
Impact fee program planning (prorated share)	\$4,000					\$4,000	\$4,000	0
Demolition of 6,500 square feet of existing police/court building		\$126,000				\$126,000	0	\$126,000
Renovate 2,400 square feet of existing police/court building for municipal court facility		\$900,000				\$900,000	0	\$900,000
Purchase land and building (new site)	\$1,500,000					\$1,500,000	\$961,350	\$538,650
Renovate 13,665 square feet of 17,098 square foot building and renovate 3,000 square foot greenhouse for maintenance building			\$1,680,000			\$1,680,000	\$1,385,196	\$294,804
Program Management, Architecture and Engineering		\$280,000				\$280,000	\$200,114	\$79,886
TOTAL	\$1,504,000	\$1,306,000	\$1,680,000			\$4,490,000	\$2,546,660	\$1,939,340

Source: Croy Engineering, Preliminary Cost Estimates for Police Station/Municipal Court Facilities, August 2009.

Notes: See Tables 9, 10, and 11 for calculations of impact fee eligibility. "Other Sources" include Downtown Development Authority Bond funds.

Completed STWP Projects FY 2019, City of Powder Springs							
Plan Element	Project or Activity	Completed	Currently Underway	Postponed	Not Accomplished	Explanation for Postponed or Not Accomplished Project	Responsible Party
Economic Development	Host annual downtown business open house; Host annual reception for downtown property owners.				X		Economic Development
Economic Development	Recruit sustainable development on Lewis Road and near U.S. 278		X			Ongoing	Economic Development
Economic Development	Market development of South Square		X			Ongoing	City Manager; Economic Development; DAPS; DDA
Economic Development	Market redevelopment areas		X			Ongoing	City Manager; Economic Development; DAPS; DDA
Economic Development	Public outreach: messenger; signage; brochures and cards, and website review to be conducted bi-monthly		X			Ongoing	City Manager; Economic Development; DAPS; DDA
Economic Development	Issue RFP for design/engineering of the Powder Springs town center and redevelopment area				X	Work through DDA to solicit proposals consistent with LCI recommendations	City Manager; Economic Development; City Clerk
Economic Development	Develop and continue to refine South Square redevelopment area		X				Community Development; SPLOST Program Manager; Economic Development
Economic Development	Develop Economic Development Strategy – update annually, including evaluation of marketing to hits on city and economic development websites			X		Postponed due to lack of ED staffing in FY 19	Community Development; Economic Development
Economic Development	Host annual meetings with local businesses, including those within industries recommended for recruitment in Fanning Report			X		Postponed due to lack of ED staffing in FY 19	City Manager; Economic Development; DAPS; DDA
Economic Development	Identify and attend industry events occurring within the region	X	X			Ongoing – Next Site is contracted with the City and attends industry events.	City Manager; Economic Development; DAPS

Completed STWP Projects FY 2019, City of Powder Springs

Plan Element	Project or Activity	Completed	Currently Underway	Postponed	Not Accomplished	Explanation for Postponed or Not Accomplished Project	Responsible Party
Economic Development	Inventory and assess all potential and existing industrial and commercial properties		X				City Manager; Economic Development; DAPS
Economic Development	Create printed and electronic site information packets on potential development areas, vacant sites, and downtown properties. Create brochures for targeted industries.		X				Economic Development
Economic Development	Recruit developer for mixed use remodel of existing town square		X				Economic Development; DDA
Economic Development	Examine areas for potential industrial use			X		Postponed due to lack of ED staffing in FY 19	Economic Development; DAPS; Consultant
Economic Development	Continue training and strengthening capacity of DAPS and DDA	X	X			Ongoing	Economic Development; DAPS; DDA
Economic Development	Continue expanding relationships with Cobb County and external partners	X	X			Ongoing	Economic Development
Economic Development	Continue to refine and update incentives policy program		X				Economic Development
Economic Development	Market the economic development office as the "go-to" for local business owners in solving problems		X			Ongoing/Staffing	Economic Development
Economic Development	Continue to widely publicize the programs and services available through the Powder Springs Economic Development Department		X			Ongoing/Staffing	Economic Development
Economic Development	Further develop the local business ambassador program		X			Working with DAPs. Ongoing	City Manager Economic Development; DAPS; DDA
Economic Development	Continue intentional, one-on-one outreach to local businesses	X	X			80 surveys completed in FY 19	City Manager; Economic Development; DAPS; DDA
Economic Development	Develop and update an online business directory in partnership with the Powder Springs Business Group.	X	X			Online Business Directory Available.	City Manager; Economic Development; DAPS; DDA

Completed STWP Projects FY 2019, City of Powder Springs

Plan Element	Project or Activity	Completed	Currently Underway	Postponed	Not Accomplished	Explanation for Postponed or Not Accomplished Project	Responsible Party
Economic Development	Host business tours for community leaders			X		Postponed due to lack of ED staffing in FY 19	City Manager; Economic Development; City Clerk
Economic Development	Explore the potential to develop a mobile application to feature local businesses				X	Use existing social media outlets to feature local businesses.	Community Development; SPLOST Program Manager; Economic Development
Economic Development	Continue helping local businesses engage with local schools			X		Postponed due to lack of ED staffing in FY 19	Community Development; Economic Development
Economic Development	Continue to convene downtown business and property owners together on a regular basis			X		Postponed due to lack of ED staffing in FY 19	City Manager; Economic Development; DAPS; DDA
Economic Development	Host a tour of available properties with regional developers			X		Postponed due to lack of ED staffing in FY 19	Economic Development
Economic Development	Host a Developers Day			X		Postponed due to lack of ED staffing in FY 19	Economic Development; Community Development
Economic Development	Create an internship program			X		Postponed due to lack of ED staffing in FY 19	Economic Development
Economic Development	Create a video on "Why Powder Springs?"			X		Postponed due to lack of ED staffing in FY 19	Economic Development; Consultants
Economic Development	Explore resources available through Kennesaw State University			X		Postponed due to lack of ED staffing in FY 19	Economic Development
Economic Development	Convene real estate brokers and property owners for commercial and industrial properties			X		Postponed due to lack of ED staffing in FY 19	Economic Development
Economic Development	Support efforts/activities of the Powder Springs Business Group		X				Economic Development
Economic Development	Gather intelligence on "market holes" in Powder Springs		X				Economic Development; Consultants

Completed STWP Projects FY 2019, City of Powder Springs							
Plan Element	Project or Activity	Completed	Currently Underway	Postponed	Not Accomplished	Explanation for Postponed or Not Accomplished Project	Responsible Party
Economic Development	Explore the feasibility of developing a co-working space		X				Economic Development; Consultants
Economic Development	Develop a tutorial on how to do business in Powder Springs		X				Economic Development; Community Development
Economic Development	Investigate potential for development of a TAD with county and school support	X					Economic Development; Community Development
Economic Development	Investigate the potential for a National Main Street and Georgia Main Street Designation		X				Economic Development; Community Development
Economic Development	Conduct a marketing and branding study that will research Powder Springs' target demographic(s), and create strategies for attracting new residents, business owners, tourists, and development.		X				Economic Development; Community Development
Economic Development	Recruit a catalytic business for the downtown	X					Economic Development; Community Development
Land Use	Annex parcels identified in the comprehensive plan		X				All Departments
Land Use	Update City boundary map with actions through the General Assembly-annual submittals as appropriate		X			Update not completed in FY 2019, this is an ongoing project.	Community Development
Land Use	Town Square Development: trail head, land acquisition and development of multi-use trail, amphitheater lawn, stage, play art, fountain, shared space with pavers, bocce		X				Community Development, DAPS, DDA
Land Use	Continuously review the Unified Development Code and prepare additional updates as needed to eliminate discrepancies, make it more	X	X			Ongoing	Community Development

Completed STWP Projects FY 2019, City of Powder Springs

Plan Element	Project or Activity	Completed	Currently Underway	Postponed	Not Accomplished	Explanation for Postponed or Not Accomplished Project	Responsible Party
	user friendly, and review and revise regulations						
Community Facilities & Services	Community Rating System to lower flood insurance premiums	X	X			Annual	Administration; Community Development
Community Facilities & Services	Facilitate functions and events on square	X	X				Community Development Parks, Rec & Cultural
Community Facilities & Services	Implement sidewalk improvements based upon study recommendations		X				Community Development; Public Works
Community Facilities & Services	Infrastructure reporting implementation		X				Community Development; Public Works
Community Facilities & Services	Theatre and reception hall: market for events, schedule events, and maintenance	X					Arts Commission; City Manager; Economic Development Park, Rec & Cultural
Community Facilities & Services	Citizen survey	X	X			Engagement Surveys will continue	City Manager; City Clerk
Community Facilities & Services	Develop marketing and use strategy for city trails (5K; PD Bike Patrol; Cameras; etc.)		X				Community Development; Police Department; Economic Development; City Manager, Parks & Rec
Community Facilities & Services	Institute Community Policing Program to include CAP, Bridge Gap meetings, Business Watch, etc	X	X			Ongoing, CAP program is being re-developed with new officers assigned to neighborhoods.	Police Department Parks, Rec & Cultural
Community Facilities & Services	Institute Community Emergency Response Team program; update COOP	X	X			Will be updated through online platform annually.	Finance; Police Department; Public Works; City Manager
Community Facilities & Services	Develop capital improvement plan for facilities, equipment, and infrastructure	X	X			Three year CIP was developed and adopted with annual reviews.	Finance; Police; Public Works; City Manager Parks, Rec & Cultural
Community Facilities & Services	Implement E-billing option for residents to receive their monthly water bill				X	Water System sold to Cobb County Water System.	Utilities; Finance

Completed STWP Projects FY 2019, City of Powder Springs

Plan Element	Project or Activity	Completed	Currently Underway	Postponed	Not Accomplished	Explanation for Postponed or Not Accomplished Project	Responsible Party
Natural & Historic Resources	Maintenance of Landscaping on parkway/roads & at newly landscaped areas	X				Ongoing	Public Works, Parks & Recreation
Natural & Historic Resources	Conduct a signage and wayfinding study that builds off the branding study from ED41 and creates a strategy to increase awareness of Powder Springs for Silver Comet Trail users, increase wayfinding capabilities throughout the City's trail system, and create cohesive and attractive signage throughout the City.		X				Community Development Parks & Recreation
Transportation	Corridor study for Powder Springs Road	X					Community Development
Transportation	Corridor study for Austell Powder Springs Road	X					Community Development
Transportation	Butner Street Extension: Add 20' angled parking each side, add two 10' travel lanes		X				Community Development; Public Works
Transportation	Realignment of Flint Road at Powder Springs Road		X				Public Works
Transportation	Designate a Trail Head at the intersection of Oakview Drive and Jackson Street at existing parking lot		X			Trailhead developed as part of park project. This item can be removed.	Community Development; Public Works, Parks & Rec

City of Powder Springs Short Term Work Plan (2020-2024)

#	Project	2020	2021	2022	2023	2024	Responsible Party	Estimated Cost	Funding Source	Notes
ECONOMIC DEVELOPMENT										
ED1	Host annual downtown business open house; Host annual reception for downtown property owners.	x	x	x	X	X	Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
ED2	Recruit sustainable development on Lewis Road and near U.S. 278	x	x	x	X	X	Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
ED3	Market development of South Square	x	x	x	x	X	City Manager; Economic Development; DAPS; DDA	Staff	-	Part of the City's 2016-2020 STWP
ED4	Market redevelopment areas	x	x	x	x	X	City Manager; Economic Development; DAPS; DDA	Expired	-	Part of the City's 2016-2020 STWP
ED5	Public outreach: messenger; signage; brochures and cards, and website review to be conducted bi-monthly	x	x	x	x	X	City Manager; Economic Development; DAPS; DDA	Staff	-	Part of the City's 2016-2020 STWP
ED6	Work through DDA to solicit proposals consistent with LCI recommendations	X	X				City Manager; Economic Development; City Clerk	\$25,000	General fund	Part of the City's 2016-2020 STWP
ED7	Develop and continue to refine South Square redevelopment area	x	x	x	x	x	Community Development; SPLOST Program Manager; Economic Development	\$26,500	General fund	Part of the City's 2016-2020 STWP
ED8	Develop Economic Development Strategy – update annually, including evaluation of marketing to hits on city and economic development websites	x	x	x	x	x	Community Development; Economic Development	\$30,000	General fund	Part of the City's 2016-2020 STWP
ED9	Host annual meetings with local businesses, including those within industries recommended for recruitment in Fanning Report	x	x	x	x	x	City Manager; Economic Development; DAPS; DDA	TBD	General fund	Part of the City's 2016-2020 STWP
ED10	Identify and attend industry events occurring within the region	x	x	x	x	x	City Manager; Economic Development; DAPS	Staff	-	Part of the City's 2016-2020 STWP
ED11	Inventory and assess all potential and existing industrial and commercial properties	x	x	x	x	x	City Manager; Economic Development; DAPS	Staff	-	Part of the City's 2016-2020 STWP
ED12	Create printed and electronic site information packets on potential development areas, vacant sites, and downtown properties. Create brochures for targeted industries.	x	x	x	x	x	Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP

#	Project	2020	2021	2022	2023	2024	Responsible Party	Estimated Cost	Funding	Notes
ED13	Recruit developer for mixed use remodel of existing town square	x					Economic Development; DDA	TBD	TBD	Part of the City's 2016-2020 STWP
ED14	Examine areas for potential industrial use		x				Economic Development; DAPS; Consultant	TBD	TBD	Part of the City's 2016-2020 STWP
ED15	Continue training and strengthening capacity of DAPS and DDA	x	x	x	x	x	Economic Development; DAPS; DDA	Staff	-	Part of the City's 2016-2020 STWP
ED16	Continue expanding relationships with Cobb County and external partners	x	x	x	x	x	Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED17	Continue to refine and update incentives policy program	x		x			Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED18	Market the economic development office as the "go-to" for local business owners in solving problems	x	x	x	x	x	Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED19	Continue to widely publicize the programs and services available through the Powder Springs Economic Development Department	x	x	x	x	x	Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED20	Further develop the local business ambassador program	x	x	x	x	x	Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED21	Continue intentional, one-on-one outreach to local businesses	x	x	x	x	x	Economic Development; Community Development	Staff	-	Part of the City's 2016-2020 STWP
ED22	Develop and update an online business directory in partnership with the Powder Springs Business Group.	x	x	x	x	x	Economic Development	TBD	General fund	Part of the City's 2016-2020 STWP
ED23	Host business tours for community leaders	x	x	x	x	x	Economic Development; Consultants	TBD	TBD	Part of the City's 2016-2020 STWP
ED26	Continue helping local businesses engage with local schools	x	x	x	x	x	Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
ED27	Continue to convene downtown business and property owners together on a regular basis	x	x	x	x	x	Economic Development	TBD	TBD	Carried over from current STWP
ED28	Host a tour of available properties with regional developers		x				Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
ED29	Host a Developers Day	x		x		x	Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
ED30	Create an internship program		x				Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED31	Create a video on "Why Powder Springs?"	x					Economic Development	TBD	TBD	Part of the City's 2016-2020 STWP
ED32	Explore resources available through Kennesaw State University	x					Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED33	Convene real estate brokers and property owners for commercial and industrial properties		x		x		Economic Development	Staff	-	Part of the City's 2016-2020 STWP
ED34	Support efforts/activities of the Powder Springs Business Group	x	x	x	x	x	Economic Development	Staff	-	Part of the City's 2016-2020 STWP

#	Project	2020	2021	2022	2023	2024	Responsible Party	Estimated Cost	Funding	Notes
ED35	Gather intelligence on “market holes” in Powder Springs	x					Economic Development; Consultants	TBD	TBD	Part of the City’s 2016-2020 STWP
ED36	Explore the feasibility of developing a co-working space	x					Economic Development; Consultants	TBD	TBD	Part of the City’s 2016-2020 STWP
ED37	Develop a tutorial on how to do business in Powder Springs	x					Economic Development; Community Development	Staff	-	Part of the City’s 2016-2020 STWP
ED40	Investigate the potential for a National Main Street and Georgia Main Street Designation	x					Economic Development; Community Development	Staff	-	Carried over from 2016 LCI Study
ED41	Conduct a marketing and branding study that will research Powder Springs’ target demographic(s), and create strategies for attracting new residents, business owners, tourists, and development.	x	x				Economic Development; Community Development	\$40,000	General fund	
ED42	Recruit a catalytic business for the downtown		x				Economic Development; Community Development	Staff	-	
LAND USE										
LU1	Annex parcels identified in the comprehensive plan	x	x	x	x	x	All Departments	Staff	-	All Departments
LU2	Update City boundary map with actions through the General Assembly--annual submittals as appropriates	x	x	x	x	x	Community Development	Staff	-	Part of the City’s 2016-2020 STWP
LU3	Town Square Development: trail head, land acquisition and development of multi-use trail, amphitheater lawn, stage, play art, fountain, shared space with pavers, bocce	x					Community Development; DAPS; DDA, Parks & Rec	\$5,310,000	SPLOST; reserve fund; bonds	Carried over from 2016 LCI Study
LU4	Continuously review the Unified Development Code and prepare additional updates as needed to eliminate discrepancies, make it more user friendly, and review and revise regulations	x	x	x	x	x	Community Development	Staff	General fund	
LU5	Minor comprehensive plan update		x	x			City Manager; Community Development	Staff	-	To be completed 5 years after this plan’s adoption. Needs to include updated demographics and market study, a Report of Accomplishments for this STWP, and a new STWP to reflect all changes.
COMMUNITY FACILITIES & SERVICES										
C1	Community Rating System to lower flood insurance premiums	x	x	x	x	x	Administration; Community Development	\$5,000	General fund	Part of the City’s 2016-2020 STWP

#	Project	2020	2021	2022	2023	2024	Responsible Party	Estimated Cost	Funding	Notes
C2	Facilitate functions and events on square	x	x	x	x	x	Community Development;Parks & Rec	\$20,000	General fund	Part of the City's 2016-2020 STWP
C3	Develop an RFP for planning services for a greenspace master plan to identify locations for future parks, programming needs, current levels of service, and funding mechanisms to fund all identified improvements.	x					Community Development;Parks & Rec	TBD	TBD	Part of the City's 2016-2020 STWP
C4	Construct parking garage downtown		x	x			Community Development, Public Works, SPLOST Program Manager, Economic Development, DDA	\$3,600,000	SPLOST	Part of the City's 2016-2020 STWP
C5	Implement sidewalk improvements based upon study recommendations	x	x	x			Community Development; Public Works	TBD	TBD	
C6	Prepare appropriate redevelopment plan based on LCI study	x					Community Development; Economic Development; DDA	TBD	General fund	Part of the City's 2016-2020 STWP
C7	Infrastructure reporting implementation	x	x	x	x	x	Community Development; Public Works	TBD	General fund	Part of the City's 2016-2020 STWP
C8	Lancer Sidewalks Phase II				x		Public Works	TBD	General fund; SPLOST	Part of the City's 2016-2020 STWP
C9	Theatre and reception hall: market for events, schedule events, and maintenance	x	x	x	x	x	City Manager; Economic Development;Parks & Rec	TBD	TBD	Part of the City's 2016-2020 STWP
C10	Citizen survey	x	x	x	x	x	City Manager; City Clerk	Staff	-	Part of the City's 2016-2020 STWP
C11	Develop marketing and use strategy for city trails (5K; PD Bike Patrol; Cameras; etc.)	x	x	x	x	x	Community Development; Police Department; Economic Development; City Manager;Parks & Rec	\$40,000	General fund	Part of the City's 2016-2020 STWP
C12	Develop road rating system to serve as basis for road improvement projects and update every 3-5 years	x					Public Works	\$43,000	General fund	Part of the City's 2016-2020 STWP
C13	Institute Community Policing Program to include CAP, Bridge Gap meetings, Business Watch, etc	x	x	x	x	x	Police Department;Parks & Rec	Staff	-	Part of the City's 2016-2020 STWP
C14	Institute Community Emergency Response Team program; update COOP	x	x	x	x	x	Finance; Police Department; Public Works; City Manager	Staff	-	Part of the City's 2016-2020 STWP

#	Project	2020	2021	2022	2023	2024	Responsible Party	Estimated Cost	Funding	Notes
C15	Develop capital improvement plan for facilities, equipment, and infrastructure			x			Finance; Police; Public Works; City Manager;Parks & Rec	Staff	-	Part of the City’s 2016-2020 STWP
C16	Implement monthly Playground Safety Inspection Program	X	X	X	X	X	Parks & Rec	\$2,000	General Fund	
C17	Develop and implement SOP's for the Downtown Park	X					Parks & Rec	Staff		
NATURAL & HISTORIC RESOURCES										
NR1	Seven Springs Walking Tour Markers; update and implement trail signage program.	x					Community Development; Economic Development;Parks & Rec	\$70,000	General fund	Part of the City’s 2016-2020 STWP
NR2	Linear Park				x		Community Development; Public Works; SPLOST Program Manager;Parks & Rec	\$1,464,000	impact fees; other including SPLOST funds	Part of the City’s 2016-2020 STWP
NR5	Maintenance of Landscaping on parkway/roads & at newly landscaped areas	x	x	x	x	x	Public Works;Parks & Rec	\$10,000	General fund	Part of the City’s 2016-2020 STWP
NH8	Conduct a signage and wayfinding study that builds off the branding study from ED41 and creates a strategy to increase awareness of Powder Springs for Silver Comet Trail users, increase wayfinding capabilities throughout the City’s trail system, and create cohesive and attractive signage throughout the City.	x					Community Development;Parks & Rec	\$40,000	General fund	
NH9	Implement the recommendations of the signage and wayfinding study	x	x	x			Community Development;Parks & Rec	TBD	TBD	
TRANSPORTATION										
T1	C.H. James Parkway & Brownsville Road				x		Public Works	\$20,000	General fund; SPLOST	Project will include traffic study to retime traffic signal
T2	C.H. James Parkway & Hill Road				x		Public Works	\$20,000	General fund; SPLOST	Project will include traffic study to retime traffic signal
T3	Richard D. Sailors Parkway & Old Lost Mountain Road				x		Public Works	\$20,000	General fund; SPLOST	Project will include traffic study to retime traffic signal
T4	Brownsville Road & Hiram-Lithia Springs Road				x		Public Works	\$40,000	General fund; SPLOST	Project will include traffic study to retime traffic signal and install protected left signal phases
T5	Powder Springs Road at Richard D. Sailors Parkway		x				Public Works	\$15,000	General fund; SPLOST	

#	Project	2020	2021	2022	2023	2024	Responsible Party	Estimated Cost	Funding	Notes
ROADWAY										
T8	Murray Avenue A (Hotel Avenue to Atlanta Street): Remains one way, add 20’ angled parking on both sides				x		Community Development; Public Works	\$245,000	General fund; SPLOST; LCI funding	Carried over from 2016 LCI Study
T9	Murray Avenue B (Atlanta Street to Lewis Road): Add 18’, 90 degree parking on one side				x		Community Development; Public Works	\$200,000	General fund; SPLOST; LCI funding	Carried over from 2016 LCI Study
T10	Butner Street Extension: Add 20’ angled parking each side, add two 10’ travel lanes				x		Community Development; Public Works	\$135,000	General fund; SPLOST; LCI funding	Carried over from 2016 LCI Study
T11	Jackson Way Reconfiguration: two 10’ travel lanes				x		Community Development, Public Works	\$120,000	General fund; SPLOST; LCI funding	Carried over from 2016 LCI Study
T12	Hotel Avenue Extension: Add 20’ angled parking on both sides, add two 10’ travel lanes				x		Public Works, Private Developers	\$235,000	General fund; SPLOST	Carried over from 2016 LCI Study
T13	Florence Road at C.H. James Parkway				x		Public Works, GDOT	\$60,000	General fund; SPLOST	Project will include adding a right turn lane to southbound Florence Road
T14	Brownsville Road at Oglesby Road				x		Public Works	\$200,000	General fund; SPLOST	Project will include adding a left turn lane to southbound Brownsville Road
T15	New Macland Road at Publix and Home Depot				x		Public Works	\$120,000	General fund; SPLOST	Project will include signalization of New Macland Road at Publix and Home Depot shopping centers
T16	Brownsville Road at Kroger				x		Public Works	\$120,000	General fund; SPLOST	Project will include signalization of Brownsville Road at Kroger shopping centers or addition of two way left turn lane to Brownsville Road
T18	C.H. James striping and pavement marker improvements				x		GDOT	\$40,000	State of Georgia	Project will include replacing reflective pavement markers along C H James Parkway
T19	Curb cut off CH James Parkway at Hopeland Industrial to connect to Shipp Road				x		Public Works	TBD	TBD	
T20	Curb cut off CH James Parkway to connect to Oglesby Road with signalization				x		Public Works	TBD	TBD	
T21	Curb cut off CH James Parkway near Hill Road				x		Public Works	TBD	TBD	

#	Project	2020	2021	2022	2023	2024	Responsible Party	Estimated Cost	Funding	Notes
T22	Realignment of Flint Road at Powder Springs Road	x					Public Works	TBD	TBD	
T24	Curb cut off C.H. James Parkway at Paulding County line, with access road connecting to Sterlingbrooke Drive and traffic light		x				Public Works, GDOT	\$570,000	General fund; SPLOST	
T25	New traffic signal at C.H. James Parkway at Sweetwater Avenue		x				Public Works, GDOT	\$150,000	General fund; SPLOST	
BICYCLE/PEDESTRIAN IMPROVEMENTS										
T26a	10' Concrete Multi-Use Trail Alternative A: Retrofit sidewalk on Lynn Drive from Old Lost Mountain Road to parking lot off Jackson Way to serve as connector from Silver Comet Trail off Old Lost Mountain Road to downtown.				x		Community Development, Public Works;Parks & Rec	TBD	SPLOST, LCI funding	
T26b	10' Concrete Multi-Use Trail Alternative B: From Silver Comet Trail Connector along Old Lost Mountain Road to Oakview Drive to Downtown/Lewis Road				x		Community Development, Public Works;Parks & Rec	TBD	SPLOST, LCI funding	Carried over from 2016 LCI Study
T28	Designate a Trail Head at the intersection of Oakview Drive and Jackson Street at existing parking lot	x					Community Development; Public Works;Parks & Rec	TBD	General fund, Cobb County, SPLOST, LCI funding, grant funding	
T29	Austell Powder Springs Road Pedestrian Improvements				x		Community Development; Public Works	\$3,600,000	General fund; LCI funding	From Marietta Street to City limits
T30	New Macland Road Pedestrian Improvements				x		Community Development; Public Works	\$8,500,000	General fund; LCI funding	From Marietta Street to City limits
T31	Macedonia Road Pedestrian Improvements				x		Community Development; Public Works	\$5,200,000	General fund; LCI funding	From New Macland Road to Hopkins Road
T32	Powder Springs Dallas Road Pedestrian Improvements				x		Community Development; Public Works	\$1,700,000	General fund; LCI funding	From Lucille Trail to Powder Springs Park and Ride Lot
T33	Hill Road Pedestrian Improvements				x		Community Development; Public Works	\$3,250,000	General fund; LCI funding	From City limit to Brownsville Road
T34	Carter Road Pedestrian Improvements				x		Community Development; Public Works	\$800,000	General fund; LCI funding	From Powder Springs Road to Silver Comet Trail

#	Project	2020	2021	2022	2023	2024	Responsible Party	Estimated Cost	Funding	Notes
T35	Elliott Road Pedestrian Improvements				x		Community Development, Public Works	\$1,300,000	General fund; LCI funding; Cobb County	From Silverbrooke Crossing to Silver Comet Trail; joint project with County
T36	Powder Springs Creek Trail				x		Community Development; Public Works;Parks & Rec	\$2,200,000	General fund; LCI funding	From Powder Springs Dallas Road and Lucille Trail to Hill Road through Powder Springs Creek flood plain
T37	Lewis Road Landscape: median landscaping along whole corridor, inside median and at back of sidewalk		x				Community Development; Public Works;Parks & Rec	TBD	TBD	Carried over from 2016 LCI Study
T38	Butner Street Streetscape: landscaped planters, sidewalks		x				Community Development; Public Works;Parks & Rec	\$35,000	TBD	Carried over from 2016 LCI Study
T39	Jackson Way Streetscape: reconfiguration, landscaped planters, sidewalks, both sides		x				Community Development; Public Works;Parks & Rec	\$245,000	General fund, SPLOST, LCI funding, grand funding	Carried over from 2016 LCI Study
T40	Hotel Avenue Streetscape: landscaping, sidewalks from Murray Avenue to Butner Street				x		Community Development; Public Works;Parks & Rec	\$110,000	General fund, SPLOST, LCI funding, grand funding	Carried over from 2016 LCI Study
T41	Dillard Street Sharrow Markings: from Pineview Drive south to Atlanta Street		x				Community Development; Public Works	\$12,500	TBD	Carried over from 2016 LCI Study
T42	Atlanta Street Sharrow Markings: from Dillard Street to Old Austell Road		x				Community Development; Public Works	\$12,500	TBD	Carried over from 2016 LCI Study
T43	Marietta Street Sharrow Markings: from Dillard Street to Old Lost Mountain Road and Powder Springs Dallas Road intersection		x				Community Development; Public Works	\$18,500	TBD	Carried over from 2016 LCI Study
T44	Powder Springs/Dallas Road Sharrow Markings: from Old Lost Mountain Road to Lucille Creek Trail entrance		x				Community Development; Public Works	\$16,500	TBD	Carried over from 2016 LCI Study
T45	Grady Grier Drive Sharrow Markings: to Old Austell Road		x				Community Development; Public Works	\$17,500	TDB	Carried over from 2016 LCI Study

#	Project	2020	2021	2022	2023	2024	Responsible Party	Estimated Cost	Funding	Notes
T46	Hopkins Road Sharrows		x				Community Development; Public Works	\$25,000	General fund	From Powder Springs Road to City Limits
T47	Brownsville Road Sharrows		x				Community Development; Public Works	\$20,000	General fund	From C.H. James Parkway to Marietta Street
TRANSIT										
T48	MARTA connection bus		x				Public Works; MARTA; CobbLink	TBD	TBD	Project will include buss line connecting from Powder Springs Park & Ride Lot to Hamilton E. Holmes MARTA Station
T49	Flex Bus expansion	x					Public Works; CobbLink	TBD	TBD	Project will include expanding Flex Zone 1 service to the Powder Springs City Limits
TOTAL								\$47,751,000		