


# 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:** October 11, 2021

**ARC REVIEW CODE:** P2110111

**TO:** Mayor Al Thurman, City of Powder Springs  
**ATTN TO:** Tina Garver, 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:** 2021 City of Powder Springs Comprehensive Plan Update

**Review Type:** Local Comprehensive Plan

**Description:** A review of the draft 2021 City of Powder Springs Comprehensive Plan Update.

**Submitting Local Government:** City of Powder Springs

**Action Under Consideration:** Approval

**Date Opened:** October 11, 2021

**Deadline for Comments:** November 1, 2021

**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 AGING & HEALTH RESOURCES  
CITY OF POWDER SPRINGS  
CITY OF HIRAM  
NORTHWEST GEORGIA REGIONAL COMMISSION  
GEORGIA DEPARTMENT OF TRANSPORTATION

ARC NATURAL RESOURCES  
ARC RESEARCH & ANALYTICS  
COBB COUNTY  
CITY OF AUSTELL  
GEORGIA DEPARTMENT OF NATURAL RESOURCES

ARC TRANSPORTATION ACCESS & MOBILITY  
SRTA/GRTA  
MARTA  
PAULDING COUNTY  
GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS

**Attached is information concerning this review.**

If you have any questions regarding this review, please contact Donald Shockey at [dshockey@atlantaregional.org](mailto:dshockey@atlantaregional.org) or 470-378-1531. If ARC staff do not receive comments from you on or before **November 1, 2021**, 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 <https://atlantaregional.org/community-development/comprehensive-planning/plan-reviews/>

# REGIONAL REVIEW NOTIFICATION

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## NOTICE OF LOCAL PLAN SUBMITTAL AND HEARING/COMMENT OPPORTUNITY

<b>Submitting Local Government:</b>	City of Powder Springs	<b>Date Received:</b>	October 11, 2021
<b>Local Contact:</b>	Tina Garver, Director, Community Development, City of Powder Springs		
<b>Phone:</b>	770-943-8001	<b>E-Mail:</b>	TGarver@cityofpowdersprings.org
<b>Fax:</b>		<b>Website:</b>	cityofpowdersprings.org
<b>Street</b>	4488 Pineview Drive	<b>City State, Zip:</b>	Powder Springs, Georgia 30127

### **Department of Community Affairs Review Required**

<b>Review Title:</b>	2021 City of Powder Springs Comprehensive Plan Update
<b>Description:</b>	<p>A review of the draft 2021 City of Powder Springs Comprehensive Plan Update.</p> <p>Document can be viewed on the ARC website at:  <a href="https://atlantaregional.org/community-development/comprehensive-planning/plan-reviews/">https://atlantaregional.org/community-development/comprehensive-planning/plan-reviews/</a>            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

<b>Contact Person:</b>	Donald Shockey, Plan Review Coordinator
<b>E-Mail</b>	<a href="mailto:dshockey@atlantaregional.org">dshockey@atlantaregional.org</a>

# ARC STAFF NOTICE OF REGIONAL REVIEW AND COMMENT FORM

**DATE:** October 11, 2021

**ARC REVIEW CODE: P2110111**

**TO:** ARC Managers

**FROM:** Donald Shockey, Plan Review Coordinator, 470-378-1531

### Reviewing staff by Jurisdiction:

**Community Development:** Smith, Andrew

**Natural Resources:** Santo, Jim

**Aging & Health Resources:** Perumbeti, Katie

**Transportation Access & Mobility:** James, Reginald

**Research & Analytics:** Skinner, Jim

**Name of Proposal:** 2021 City of Powder Springs Comprehensive Plan Update

**Review Type:** Local Comprehensive Plan

**Description:** A review of the draft 2021 City of Powder Springs Comprehensive Plan Update.

### **Submitting Local Government:** City of Powder Springs

**Date Opened:** October 11, 2021

**Deadline for Comments:** November 1, 2021

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

**Response:**

- 1) ☐ Proposal is CONSISTENT with the following regional development guide listed in the comment section.
- 2) ☐ While neither specifically consistent nor inconsistent, the proposal relates to the following regional development guide listed in the comment section.
- 3) ☐ While neither specifically consistent nor inconsistent, the proposal relates to the following regional development guide listed in the comment section.
- 4) ☐ The proposal is INCONSISTENT with the following regional development guide listed in the comment section.
- 5) ☐ The proposal does NOT relate to any development guide for which this division is responsible.
- 6) ☐ Staff wishes to confer with the applicant for the reasons listed in the comment section.

**COMMENTS:**

[illegible]



October 6, 2021

Atlanta Regional Commission  
229 Peachtree Street, #100  
Atlanta, GA 30303

RE: Comprehensive Plan Update Submittal

The City of Powder Springs has completed an update of its comprehensive plan and is submitting it with this letter for review by the Atlanta Regional Commission and the Department of Community Affairs.

I certify that we have held the required public hearings and have involved the public in development of the plan in a manner appropriate to our community's dynamics and resources. Evidence of this has been included with our submittal. I certify that appropriate staff and decision-makers 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 taken them into consideration in formulating our plan.

If you have any questions concerning our submittal, please contact Tina Garver at (770) 943-8001 x 361 or via email at [tgarver@cityofpowdersprings.org](mailto:tgarver@cityofpowdersprings.org).

Sincerely,

A handwritten signature in blue ink, reading 'Al Thurman', is written over a faint, larger blue signature.

Al Thurman  
Mayor



## Resolution No. 2021 - 148

**A RESOLUTION TRANSMITTING TO THE ATLANTA REGIONAL COMMISSION AND THE DEPARTMENT OF COMMUNITY AFFAIRS THE FIVE YEAR UPDATE OF THE CITY OF POWDER SPRINGS COMPREHENSIVE PLAN; PROVIDING AN EFFECTIVE DATE; AND FOR OTHER PURPOSES.**

**WHEREAS**, the City of Powder Springs has prepared a five-year update to the Comprehensive Plan for the period 2021-2025;

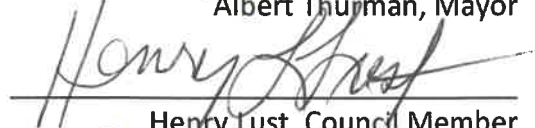
**WHEREAS**, the five-year update was prepared in accordance with the Minimum Planning Standards and Procedures for Local Comprehensive Planning established by the Georgia Planning Act of 1989, and a Public Hearing was held on October 4, 2021;

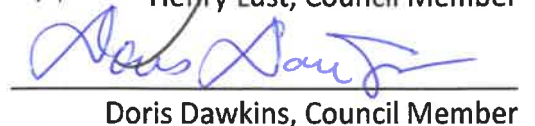
**WHEREAS**, said update is subject to review by the Atlanta Regional Commission and the Georgia Department of Community Affairs prior to the City's adoption;

**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 five-year update of the City's Comprehensive Plan for the period 2021-2025. This resolution is effective immediately upon adoption.

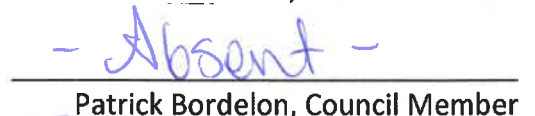
**SO RESOLVED** this 4<sup>th</sup> day of October 2021.

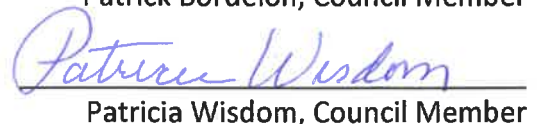
  
Albert Thurman, Mayor

  
Henry Lust, Council Member

  
Doris Dawkins, Council Member

  
Thelma C. Farmer, Council Member

  
Patrick Bordelon, Council Member

  
Patricia Wisdom, Council Member

ATTEST:

  
Kelly Axt, City Clerk





# SPRINGS IN MOTION

COMPREHENSIVE PLAN UPDATE

**DRAFT**  
**OCTOBER 6, 2021**



ACKNOWLEDGEMENTS //

TSW

Adam Williamson, Principal-in-Charge  
Allison Sinyard, Project Manager  
Tiffany Moo-Young, Project Planner

KECK & WOOD

Nick Andryusky  
Tatum Connell

KB ADVISORY GROUP

Gary Mongeon

CITY OF POWDER SPRINGS

Al Thurman, Mayor  
Henry Lust, Mayor Pro Tem, City Council Ward 1  
Doris Dawkins, City Council Ward 2  
Nancy Farmer, City Council Ward 3  
Patrick Bordelon, City Council Post 1 - At Large  
Patricia Wisdom, City Council Post 2 - At Large

Pam Conner, City Manager  
Tina Garver, Community Development Director



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# 1.0 COMMUNITY ASSESSMENT

1.1 // Context

1.2 // Previous Plans

1.3 // Existing Conditions

1.4 // Market Analysis Update

1.5 // Build-Out Analysis



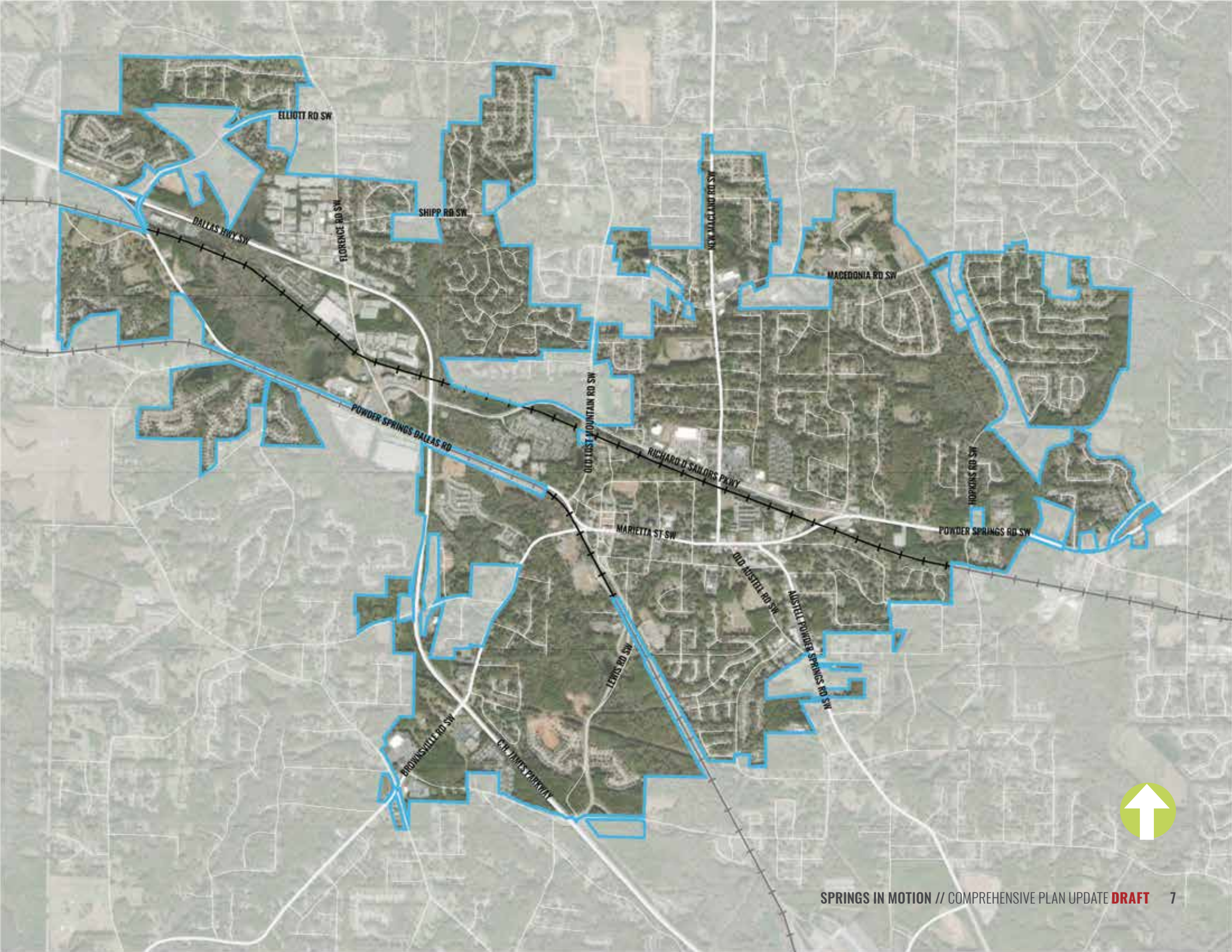


1.1 CONTEXT

STUDY AREA

Powder Springs is located in Cobb County, 22 miles northwest of downtown Atlanta. The Springs in Motion Comprehensive Plan study area is all lands within the city limits: 7.4 square miles of land and 6,501 tax parcels. The city boundaries are shown on page 7. The area is primarily comprised of low density, single-family housing, with a growing downtown district.

The purpose of the Springs in Motion Comprehensive Plan update is to make necessary changes to the 2017 plan that are in line with the standards set by the Georgia Department of Community Affairs.





1.2 PREVIOUS PLANS

SPRINGS IN MOTION COMPREHENSIVE PLAN // 2017

This plan was an update of the 2005 comprehensive plan, building off the momentum of the Springs in Motion LCI study conducted in 2016.

POLICIES & GOALS

Policies outlined in the 2017 plan were based on five goals listed below:

- » **Goal 1:** Create and implement and plan to revitalize and reactivate downtown, and bring in needed activity to the area.
- » **Goal 2:** Redevelop older, under-utilized strip shopping centers.
- » **Goal 3:** Develop quality, diverse housing that can attract a wide range of people and lifestyles.
- » **Goal 4:** Attract users of the Silver Comet Trail to Powder Springs via improved signage, wayfinding, connectivity, and facilities.
- » **Goal 5:** Attract new residents, businesses, and development through improved communications, marketing, and branding

PRIORITY PROJECTS CHECKLIST

Four small-scaled priority projects to be implemented within the year of the plans adoption were recommended to act as a catalyst for the city's development.

Project 1 // Silver Comet Trail Spur & Trail Head

- ☐ Multi-use Trail alternative A: retrofit sidewalk on Lynn Drive from Old Lost Mountain Road to parking lot off Jackson Way to connect Silver

- ☐ Comet Trail Connector on Old Lost Mountain Road to the parking lot off Jackson Way
- ☐ Multi-use Trail alternative B: from Silver Comet Trail Connector along Old Lost Mountain Road to Oakview Drive to Downtown/Lewis Road

- ★ Designate a Trail Head at the intersection of Oakview Drive and Jackson Street at existing parking lot

Project 2 // Town Green Expansion

- ★ Town Square Development: land acquisition and development of multi-use trail, amphitheater, lawn, stage, play art, fountain, shared space with pavers, bocce
- ★ Former Town Square landscape improvements, upgrade fountain, hardscaping
- ★ Theater and reception hall: market for events, schedule events, and maintenance

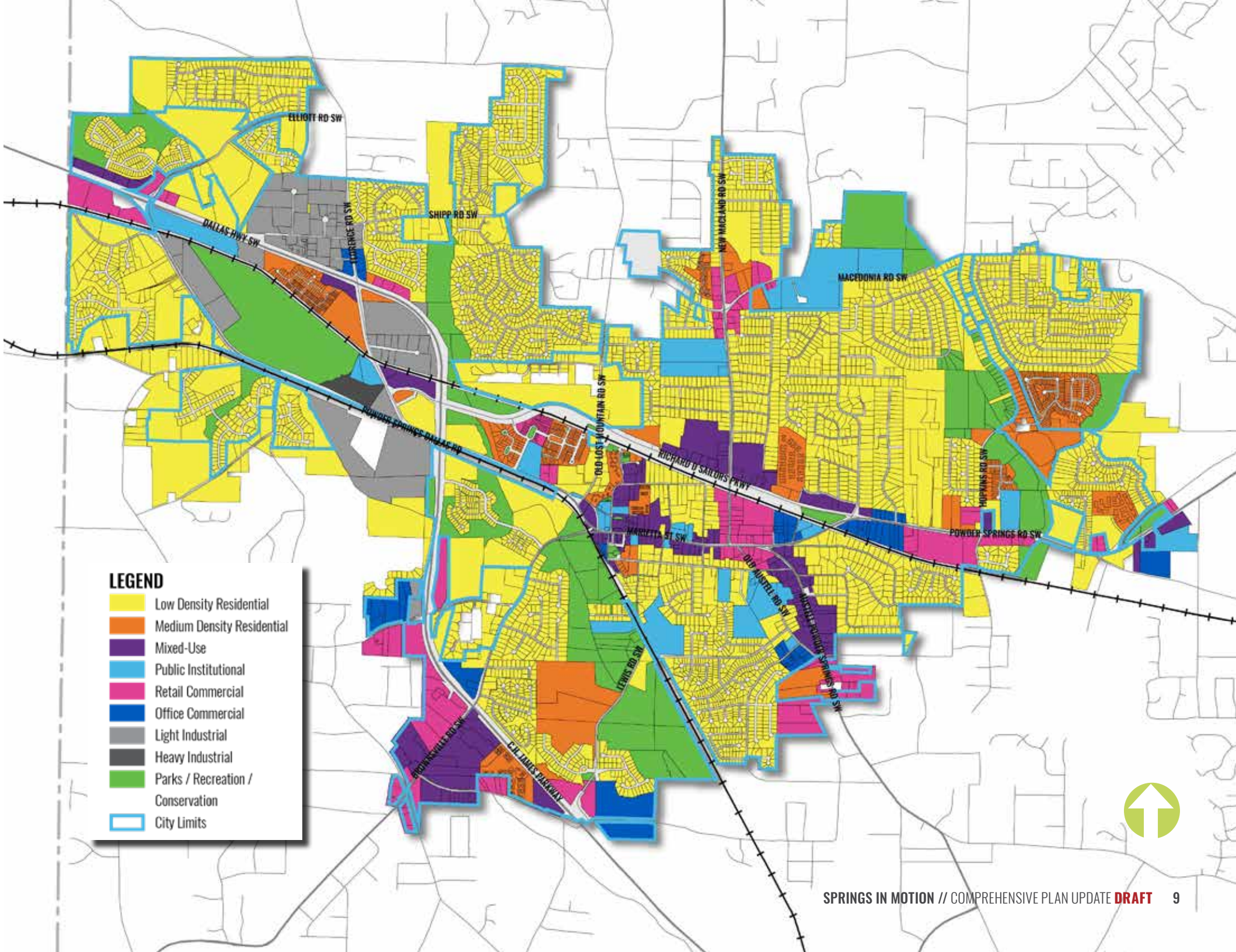
Project 3 // Corridor Studies

- ★ Conduct corridor study for Austell Powder Springs Road
- ★ Conduct a corridor study for Powder Springs Road.

Project 4 // Recruit a Catalytic Business

- ☐ Recruit a catalytic business for the downtown

★ = Project Completed





COBB IN MOTION 2040  
TRANSPORTATION PLAN //

POLICIES

- » Promote transportation investments that keep people moving, support economic competitiveness, and enhance accessibility of destinations to continue to improve the quality of life in every community
- » Maximize performance of the transportation system
- » Improve access and manage traffic congestion
- » Achieve traveler safety and security
- » Drive economic competitiveness
- » Lead with cost effective solutions
- » Develop a transportation system that accommodates older drivers and provides

alternative transportation for those no longer physically able to drive, while providing transportation and community design principles that meets the expectations of and attracts growth in the 25-34 age cohort

PROJECTS

- » R-128 Macedonia Road @ Hopkins Road: Roundabout
- » **Intersection Improvements**
  - » R-297 - Powder Springs Road @ Forest Hill Road/Sailors Parkway
  - » R-298 - Florence Road @ C.H. James Parkway
  - » R-300 - New Macland Road @ Macedonia Road
  - » R-301 - Sailors Parkway @ C.H. James Parkway
  - » R-303 - Florence Road @ Powder Springs Dallas Road

- » R-302 - Brownsville Road Widening
- » R-496 - Oglesby Road Widening from Brownsville Road to C.H. James Parkway
- » R-507 - Repair/rehabilitate Elliott Road bridge over Powder Springs Creek

COBB IN MOTION T-SPLOST //

- » Projects are included in the Cobb County Comprehensive Plan Update 2040
- » General funds for construction of sidewalks, trails, and other pedestrian and bike path improvements along roadways in the vicinity of schools, activity centers, multi-modal facilities, and other congested areas
- » **Tier 1 Projects:**
  - » R-297 - Powder Springs Road @ Forest Hill Road/Sailors Parkway
  - » R-298 - Florence Road @ C.H. James Parkway
  - » R-300 - New Macland Road @ Macedonia Road
  - » R-301 - Sailors Parkway @ C.H. James Parkway
  - » R-303 - Florence Road @ Powder Springs Dallas Road
  - » TR-53 - Intersection improvements at Powder Springs Road at Flint Hill/ Pinegrove Drive/ Deercreek Drive
- » Resurfacing, streetscapes, and general street improvements
- » If additional funds become available (Tier 2), general funds for traffic signal upgrades, transportation technology (GIS, ProjectView, and Cartegraph), planning studies, safety and operational improvements will be allocated.

POWDER SPRINGS ECONOMIC  
DEVELOPMENT STUDY //

This report presents findings based on: a review of recent studies and plans, collection of insights from 72 stakeholders, a review of fiscal conditions, socioeconomic conditions analysis, SWOT analysis, existing industry base analysis, and review of the existing economic development program.

EXISTING INDUSTRY BASE

- » Top three employers: retail, health care & social services, construction
- » Projected to grow in 5 years: arts, entertainment and recreation, health care & social service, and educational services

INDUSTRY SECTORS FOR FUTURE DEVELOPMENT

- » Professional scientific, & technical services industry
- » Administrative support, waste management, & remediation services

RECOMMENDATIONS

- » Develop a brand with a local marketing firm and form community partnerships
- » Connect the community through events

POWDER SPRINGS BUSINESS NEEDS  
ASSESSMENT //

This report updated the 2011 economic assessment to examine current industries within Powder Springs, future industry priorities, and made recommendations based on research and insights given by the local business community.

KEY THEMES

- » Building trades (construction)
- » Wholesale trade
- » Health care and "healthy living"
- » Professional, scientific, & technical services

WHY ARE BUSINESSES COMING TO POWDER  
SPRINGS?

- » Building/property
- » Hometown roots
- » Location/market access
- » Previous exposure
- » Referral by friends/family

WHY ARE BUSINESSES STAYING IN POWDER  
SPRINGS?

- » Community likeability & potential
- » Hometown roots
- » Location/market access
- » Inconvenient to move
- » Profitable business
- » Relationship with nearby business

FUTURE INDUSTRY PRIORITIES

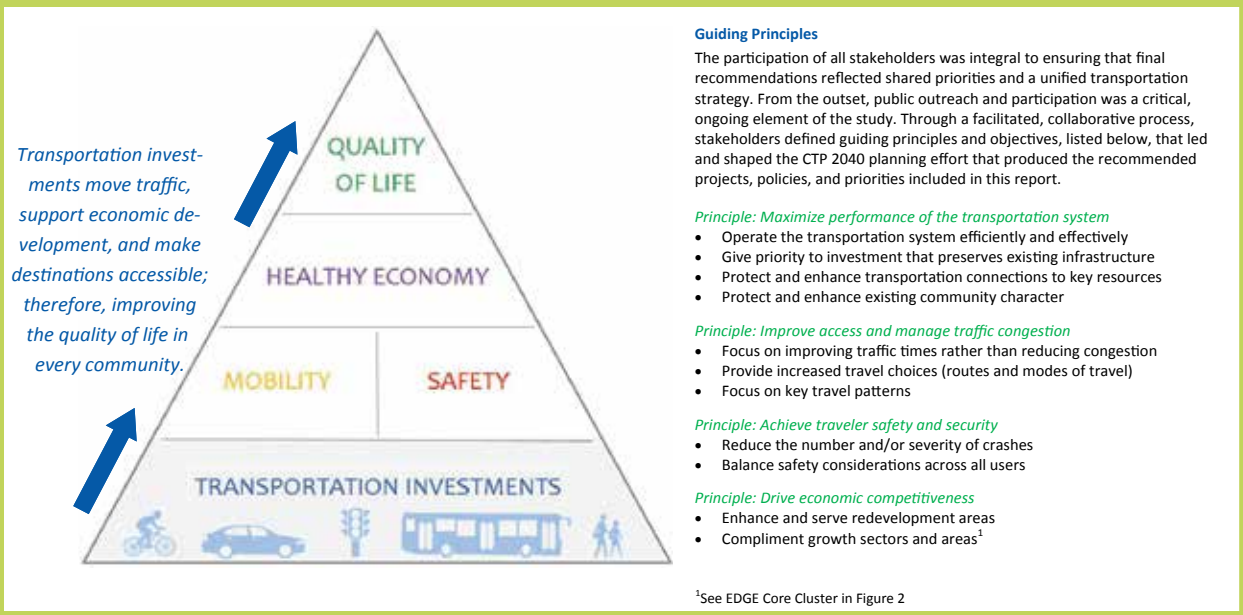
- » Wholesale trade
- » Professional, scientific, & technical services
- » Health care & social assistance
- » Construction industry

HIGH PRIORITY INDUSTRY SECTORS

- » Other specialty trade contractors
- » Lumber & other construction materials merchant wholesalers
- » Hardware, plumbing, heating equipment & supplies merchant wholesalers
- » Computer system design & related services
- » Management, science, and tech consulting services

RECOMMENDATIONS

- » Existing businesses need greater attention, increased visibility within the community, opportunities to connect with each other
- » Entrepreneurs need guidance on starting a business, help in navigating permitting policies and processes
- » Both need management and technical assistance, continued strengthening of economic development program







## SPRINGS IN MOTION LCI STUDY // 2016

### KEY GOALS

- » **Mixed-use development.** Add mixed-use and commercial development to attract businesses, while retaining the historic, quaint character.
- » **Trail system.** Create a comprehensive trail system throughout the study area that connects key destinations and the Silver Comet.
- » **Town Square makeover.** Redevelop the Town Square and the entire downtown area in order to function as a "real" town square with landscaping, programming, business frontage, and events.
- » **Branding & marketing.** Market and brand the image of Powder Springs as a "quaint" town.

### RECOMMENDATIONS

- » Enhance the trail and bike network
- » Improve the street sections
- » Focus mixed-use development around Downtown
- » Encourage residential development
- » Create a New Town Square on the southwest corner of Lewis Road & Marietta Street
- » Create a comprehensive trail system connecting the Silver Comet to Downtown and the Lewis Road development to Downtown
- » Extend Hotel Avenue and Butner Street to expand the Downtown grid and connectivity
- » Create destinations for cyclists with a new connection to the Town Square from the Silver Comet Trail.

## POWDER SPRINGS CORRIDOR AND CONNECTIVITY PLAN // 2018

The corridor studies were completed by Georgia Institute of Technology's School of City and Regional Planning, with support from the City of Powder Springs, Georgia Conservancy, and the Atlanta Regional Commission.

### GOALS

Identified below are the connectivity improvements the corridor study addresses:

- » Expand trail network and improve connectivity to Silver Comet Trail
- » Enhance the entry experience at Powder Springs Road and Austell-Powder Springs Road
- » Identify Key Redevelopment parcels

### CORRIDOR STUDIES

#### Corridor 1:

- » Austell-Powder Springs Road/Sailors Parkway and Sailors Parkway/Flint Hill Road

#### Corridor 2:

- » Powder Springs Road/Old Austell Road and Old Austell Road/U.S. Route 78

### GATEWAY IMPROVEMENTS

Prominent intersections accessible to downtown Powder Springs that can enhance a sense of place and travel capacity.

- » Powder Springs Road/Richard D. Sailors Parkway
- » Austell-Powder Springs Road/Powder Springs Road
- » New Macland Road/ Richard D. Sailors Parkway
- » Austell-Powder Springs Road/Old Austell Road/Sharon Drive
- » Brownsville Road Southwest/Marietta Street

### KEY DEVELOPMENT SITES

#### Downtown

- » Surface parking near new town square and Hotel Ave

#### Richard D. Sailors Parkway Boxes

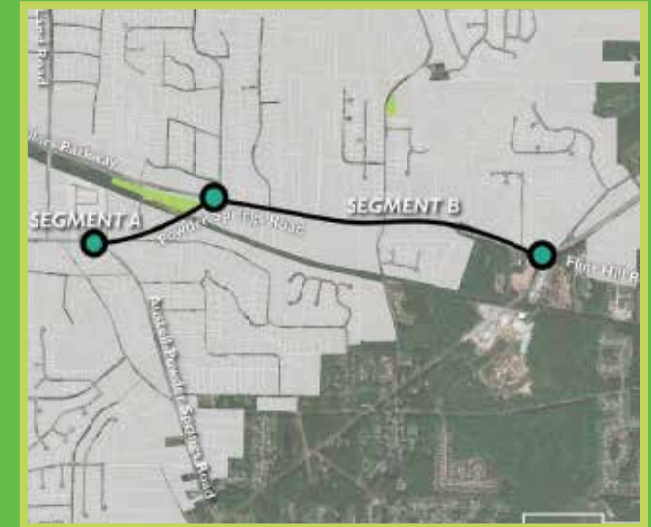
- » Home Depot parcel

#### Trail-Oriented

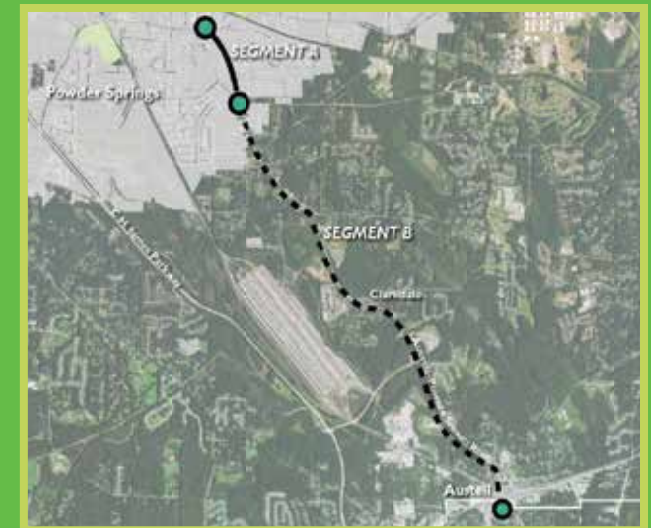
- » Richard D. Sailors Parkway and Powder Springs Road
- » Lindley Road and Silver Comet
- » Marietta Street at Siniard Street

#### Residential

- » Collection of parcels along Powder Spring Road



Corridor 1: Powder Springs Road



Corridor 2: Austell-Powder Springs Road



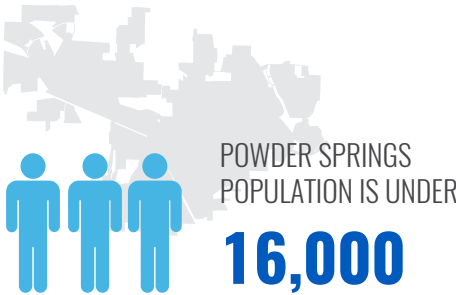
1.3 EXISTING CONDITIONS

This market analysis reviews some of the city's demographic makeup, the housing market, economic development, and real estate trends from the 2017 comprehensive plan and compares them trends identified in Powder Springs today.

DEMOGRAPHICS

POPULATION & HOUSEHOLDS

- » In 2021, the city's population estimates are still under 16,000 in 5,578 households, compared to the city's 2016 population estimate at 15,222 in 5,295 households, under 16,000, in 5,578 households. The city has added roughly 2,000 residents and 760 households since the 2010 Census, with most of the increase occurring since 2016. Over the past decade, the city added more than twice as many residents and grew at a 50% faster rate than the period from 2000-10.
- » The rate of annual population growth in the city over the past decade (1.24%) has exceeded Cobb County but has been marginally slower than the Atlanta region (1.37%). Powder Springs currently contains slightly less than 2.1% of the County's total population.



POPULATION	POWDER SPRINGS	COBB COUNTY	ATLANTA REGION
2000 Census	12,955	607,718	4,263,447
2010 Census	13,940	688,078	5,286,728
2021 Estimate	15,971	768,828	6,137,994
Average Annual Growth 2010-2021	1.24%	1.01%	1.37%
New Population 2000-2021	3,016	161,110	1,874,547

HOUSEHOLDS	POWDER SPRINGS	COBB COUNTY	ATLANTA REGION
2000 Census	4,211	227,483	1,559,711
2010 Census	4,817	260,056	1,943,885
2021 Estimate	5,578	292,955	2,268,465
CAGR Growth 2000-2021	1.4%	1.3%	1.9%
2021 Estimated Average Household Size	2.83	2.59	2.67

POPULATION & HOUSEHOLD PROJECTIONS

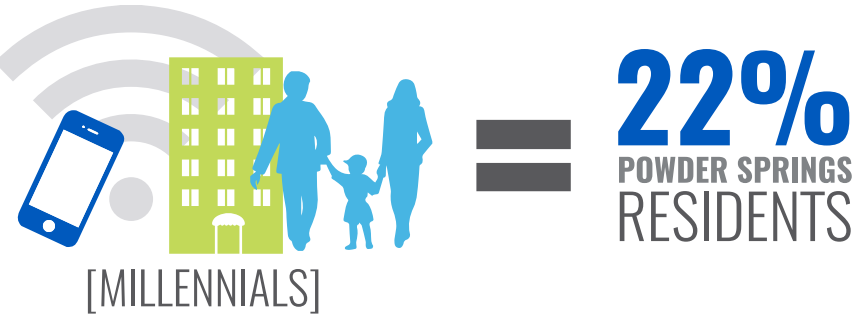
- » The source of demographic projections reflected in this table forecasts a marginal slowdown in the rate of population growth at the city, county and regional level compared to the last decade.
- » Given recent rate of housing starts and the increase in permitting activity for new developments in Powder Springs, projections that annual population growth will average less than 1% and the city will add only 279 households over the next five years appears to be unrealistically low.

AGE & GENERATIONAL COMPOSITION

- » As indicated by its older median age, a slightly larger percentage of Powder Springs' population is over age 65 (14.3%), while a slightly smaller percentage of the total consists of children under age 18 (22%), compared to Cobb County or the Atlanta region.
- » The city's demographics appear to skew toward mid-cycle and empty-nester households (Generation X and Boomers) with older or no children. The lower percentage of Generation Z and young children in the city compared to the County and region represents a significant shift compared to a decade ago, when the city's population was dominated by younger families with children who were attracted by the city's large inventory of comparatively lower cost homes.
- » With fewer multi-family and rental housing options, the increasing cost of new for sale housing, and less turnover among households aging in place, the city's demographic composition is likely to continue trending older over the coming decade. This pattern may have significant implications for future housing demand, the nature of recreational facilities desired by residents and other city services.

POPULATION	POWDER SPRINGS	COBB COUNTY	ATLANTA REGION
2021 Estimate	15,971	768,828	6,137,994
2026 Projection	16,723	804,964	6,489,854
Average Annual Growth 2021-2026	0.92%	0.92%	1.12%
New Population 2021-2026	752	36,136	351,860

HOUSEHOLDS	POWDER SPRINGS	COBB COUNTY	ATLANTA REGION
2021 Estimate	5,578	292,955	2,268,465
2026 Projection	5,857	307,354	2,402,085
CAGR Growth 2021-2026	1.0%	1.0%	1.2%
New Households 2021-2026	279	14,399	133,620



RACE & ETHNICITY

Powder Springs is a minority-majority community, with African Americans comprising 54% of the city's total population. The city has a slightly smaller percentage Asians and other non-White races, as well as a smaller representation among Hispanics than Cobb County and the Atlanta region as a whole.

HOUSEHOLD SIZE

- » While the percentage of children under 18 (estimated at 4,400) in 2021 is smaller as a share of the city's total population than the county and region, the percentage of city households with children (26%) is a percentage point higher.
- » Due in part to the absence of multi-family housing in Powder Springs, the average household size in the city (2.83) is larger than Cobb County (2.59) and the Atlanta region (2.67). Regardless, more than half of all city households consist of two or a single person.

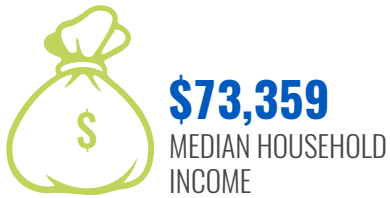
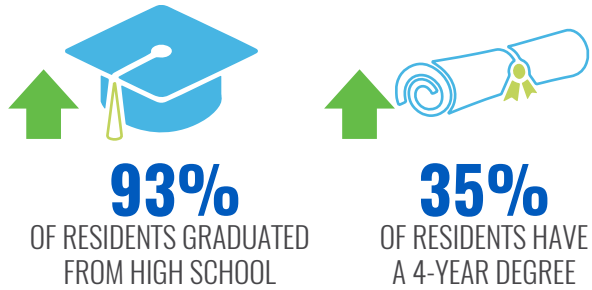
HOUSEHOLDS	POWDER SPRINGS		COBB COUNTY		ATLANTA REGION	
2019 Estimated Median Household Income	\$73,359		\$87,409		\$71,628	
% of Regional Median Income	102%		122%		100%	
Households by Income						
Households with income <\$15,000	340	6%	16,161	6%	172,511	8%
Households with income \$15,000-\$35,000	742	13%	31,799	11%	317,197	14%
Households with income \$35,000-\$50,000	557	10%	30,039	10%	259,630	11%
Households with income \$50,000-\$100,000	2,014	36%	87,121	30%	678,799	30%
Households with income >\$100,000	1,925	35%	127,835	44%	840,328	37%

INCOME

- » Although Powder Springs' population is less affluent than Cobb County, the median household income is higher than the Atlanta region.
- » A comparable percentage of Powder Springs households fall into lower income brackets (below \$35,000) as Cobb County (19% versus 17%). However, substantially fewer households in the city (35% of the total) earn incomes above \$100,000 compared to the County's 44%. The difference in median income between the city and county is thus more attributable to the presence of fewer high income households, than it is to more low income residents.
- » The estimated percentage of Powder Springs households with incomes below the poverty level (7.3%) is also marginally above Cobb County (5.7%) but also below the region's level (8.6%).

EDUCATIONAL ATTAINMENT

- » As suggested by household income levels, the distribution of Powder Springs' adult population by educational attainment is more comparable to the region than to Cobb County.
- » More than two-thirds of city resident over age 25 have completed a minimum of 2 years of post secondary education, including 24% with 4 year degrees and 11% with advanced degrees.
- » The percentage of city residents with only a high school diploma (or less) is also comparable to the region's level.
- » Cobb County, by contrast, has a significantly higher percentage of adults with advanced degrees and a lower percentage of adults with (only) a high school diploma, or non-high school graduates.





EXISTING LAND USE

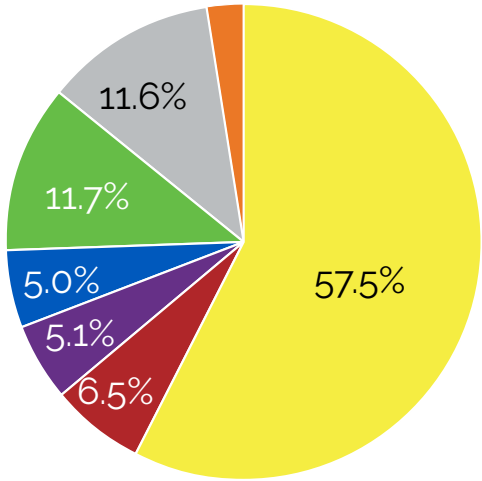
RESIDENTIAL

Just over half of the land in Powder Springs is designated as residential at 57.5% (2,355 acres), primarily composed of single-family housing units on larger lots in subdivisions.

COMMERCIAL

The city's commercial lands are clustered along Marietta Street, Austell Powder Springs Road, and Richard D. Sailors Parkway, as well as occurring in pockets along Powder Springs Dallas Road, Macedonia Road, and Brownsville Road. Accounting for 6.5% (266 acres) of the city's land.

Commercial lands are low-density, and contain locally-owned businesses, strip centers anchored by a grocery store or big box retail, out parcel retail, and gas stations.



INDUSTRIAL

Most of the city's industrial lands are located in the western end of Powder Springs. Making 5.1% (210 acres) of the total land. The majority of land is used for commercial/light industrial purposes in the form of industrial parks.

UTILITIES

Lands designated for utilities are primarily stormwater facilities, accounting for 0.2% (7.9 acres) of land.

PUBLIC / INSTITUTIONAL

Lands classified as public/institutional are typically tax-exempt lands like Cobb County schools, churches, and civic buildings and lands owned and operated by the City, County, or non-profit organizations. This classification accounts for 5% (204 acres) of the city's total land.

PARKS / OPEN SPACE / CONSERVATION

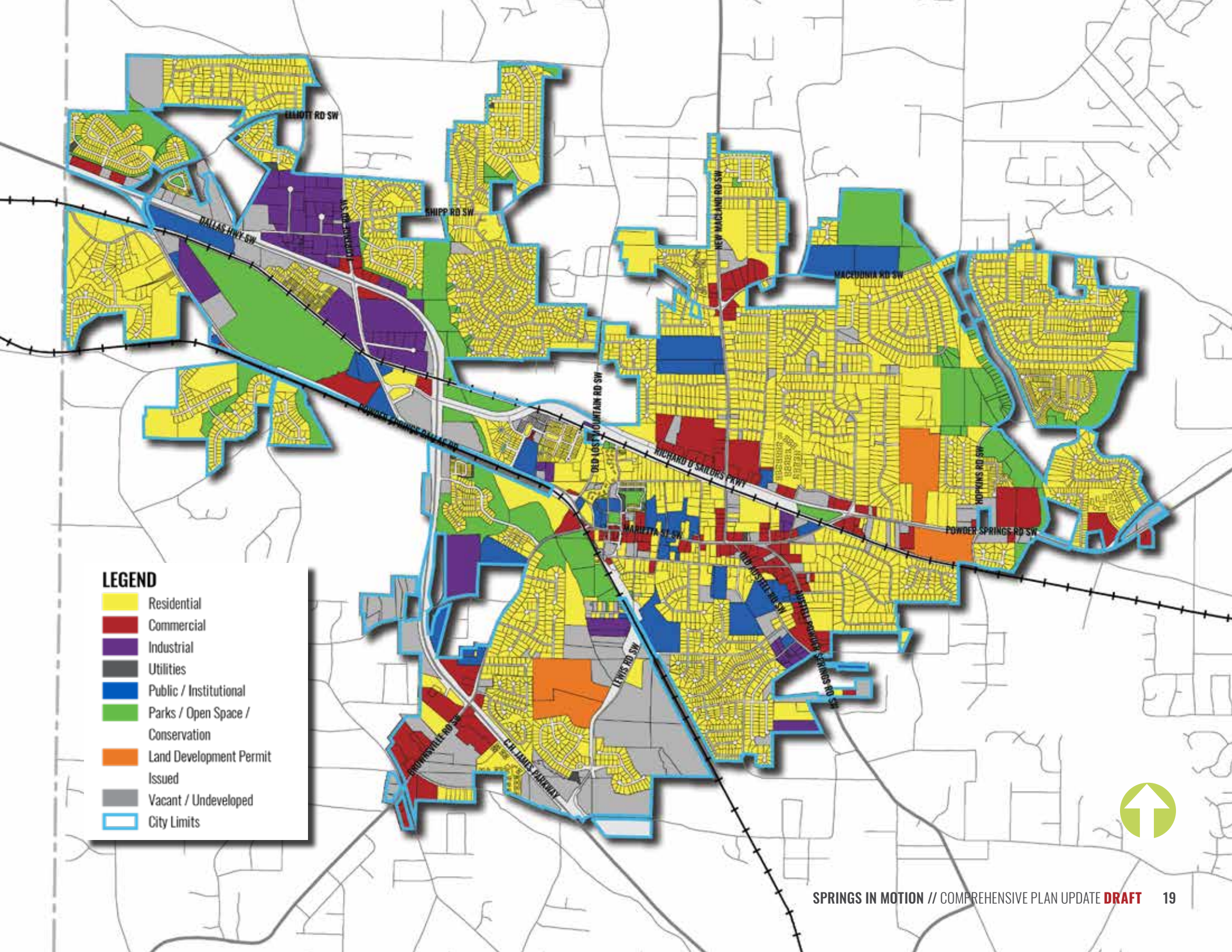
Lands classified as parks and open space are public parks, public and private recreation, lands previously acquired for the development of parks or recreation facilities, and vacant lands kept for open space or conservation easements, likely because of the presence of floodplains and/or wetlands. Public parks make up 2.5% of the city's total land, and all lands designated as parks or open space make up 11.7% (481 acres) of the city's total land.

LAND DEVELOPMENT PERMIT ISSUED

At the time this comprehensive plan update was created, 95.5 acres (2.3% of all land) was in the process of receiving a land development permit, meaning the use of these parcels is undergoing a transition.

VACANT / UNDEVELOPED

As of 2021, there are 481 acres of vacant/undeveloped land and woodlands in Powder Springs, at least 400 acres of which are not located in a floodplain and are more likely to be developed. All of these lands have an associated future land use that has yet to be realized, most of them low or medium density residential, office/professional, or parks/recreation/conservation. As time progresses, it is likely these lands will be developed according to market conditions and demands, though some limitations may occur.





ZONING

The City of Powder Springs currently has 14 zoning districts and one overlay district within its unified development code.

SINGLE-FAMILY RESIDENTIAL

There are four zoning districts that regulate single-family residential: R-30, R-20, R-15, and R-15C. The purpose of these zoning districts is to implement the "suburban residential" future development area as established by the previous comprehensive plan. The defining differences between the four zoning districts are prescribed dwelling units per acre (DUA), by-right and conditional uses, minimum lot sizes, setback requirements, and floor area requirements, with R-30 prescribing larger homes on larger lots and R-15C prescribing smaller homes on smaller lots. The unified development code also includes a residential planned unit development district that is intended to allow single-family homes with flexible site planning and building arrangements.

MEDIUM DENSITY RESIDENTIAL

There are two zoning districts for housing other than single-family homes or townhomes: medium density residential (MDR) and Planned Unit Development Residential (PUD-R). While MDR does permit single-family residential, it prescribes an even higher density than the densest single-family residential zoning district (R-15C). The other key difference between these residential zoning districts and single-family zoning districts is that they both require a 25' buffer for each lot abutting a zoned, single-family residential lot, which is not required for other residential zoning districts.

COMMERCIAL

There are five commercial zoning districts: Office-Institutional (O-I), Central Business District (CBD), Neighborhood Retail Commercial (NRC), Community

Retail Commercial (CRC), and Business Park (BP). Each zoning district is intended to implement one or a combination of future land use designations. The key difference between each zoning designation are use, lot size/density, allowance of residential units, and floor-to-area ratio (FAR).

INDUSTRIAL

There are two industrial zoning districts: light industrial (LI) and heavy industrial (HI). The LI zoning district was created to implement the "industrial compatible areas" future land use designation, the HI zoning district was created to implement both the "industrial compatible areas" and "industrial" future land use designations. The defining difference between the two zoning districts is that the HI zoning district allows most of the uses prescribed by the LI zoning district, and allows for heavier industrial uses, notably manufacturing.

MIXED-USE

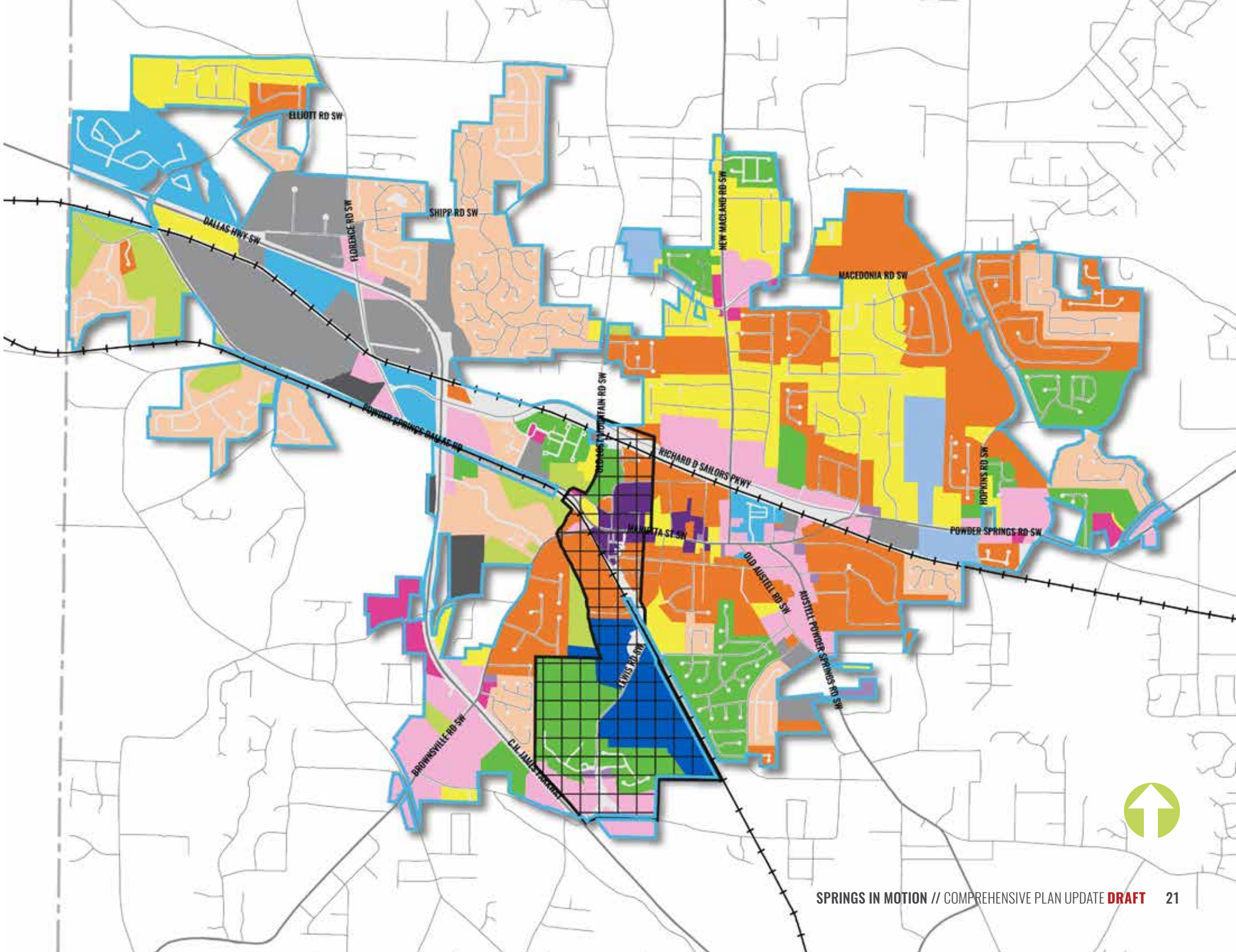
The zoning district for mixed-use (MXU) may be appropriate for the "community retail" and "neighborhood retail." This zoning district is more strict than other non-residential zoning districts with its prescribed by-right and conditional uses, yet does not prescribe physical requirements like density, lot requirements, or setbacks as they are established as part of the zoning approval of each new development.

OVERLAY DISTRICTS

Currently, there is only one overlay district in the unified development code: the Downtown Development Overlay (DDO). The DDO applies to properties within the 2016 LCI study area and is intended to allow greater freedom of design and improves flexibility and creativity in the land development process.

LEGEND

- R30 - Single Family Residential
- R20 - Single Family Residential
- R15 - Single Family Residential
- R15C - Single Family Residential
- MDR - Medium Density Residential
- OI - Office Institutional District
- CBD - Central Business District
- NRC - Neighborhood Retail Commercial
- CRC - Community Retail Commercial
- BP - Business Park
- MXU - Mixed Use
- LI - Light Industrial
- HI - Heavy Industrial
- PUD - R - Planned Unit Development Residential
- DDO - Downtown Development Overlay
- City Limits





COMMUNITY FACILITIES

PARKS

Within the City of Powder Springs are six parks: two neighborhood parks, two City-owned and operated parks, and two County-owned and operated parks.

Neighborhood Parks

There are two neighborhood parks:

- » **Butner Park.** Located at the end of Butner Street off Atlanta Road, this is a small neighborhood park with a playground, picnic area, and bench swing.
- » **Hopkins Road Park.** Built in 2018, this park is home to a six-hole disc golf course and a gravel walking path.

City Parks

The City owns and operates two parks within city limits:

- » **Silver Comet Linear Park.** Located at the intersection of Richard D. Sailors Parkway and Villa Springs Circle, the park is located adjacent to the Silver Comet Trail and has two playgrounds including an accessible playground, a concession stand, and restrooms, a circuit exercise area, and a covered outdoor basketball court.
- » **Thurman Springs Park.** This downtown park completed construction in 2020 and had its grand opening in spring 2021. It features the Hardy Family Automotive Amphitheater, and amenities including a fountain/splash pad, a play area with climbing structure, and a variety of seating options including a large open lawn.

County Parks

Cobb County maintains two parks in Powder Springs:

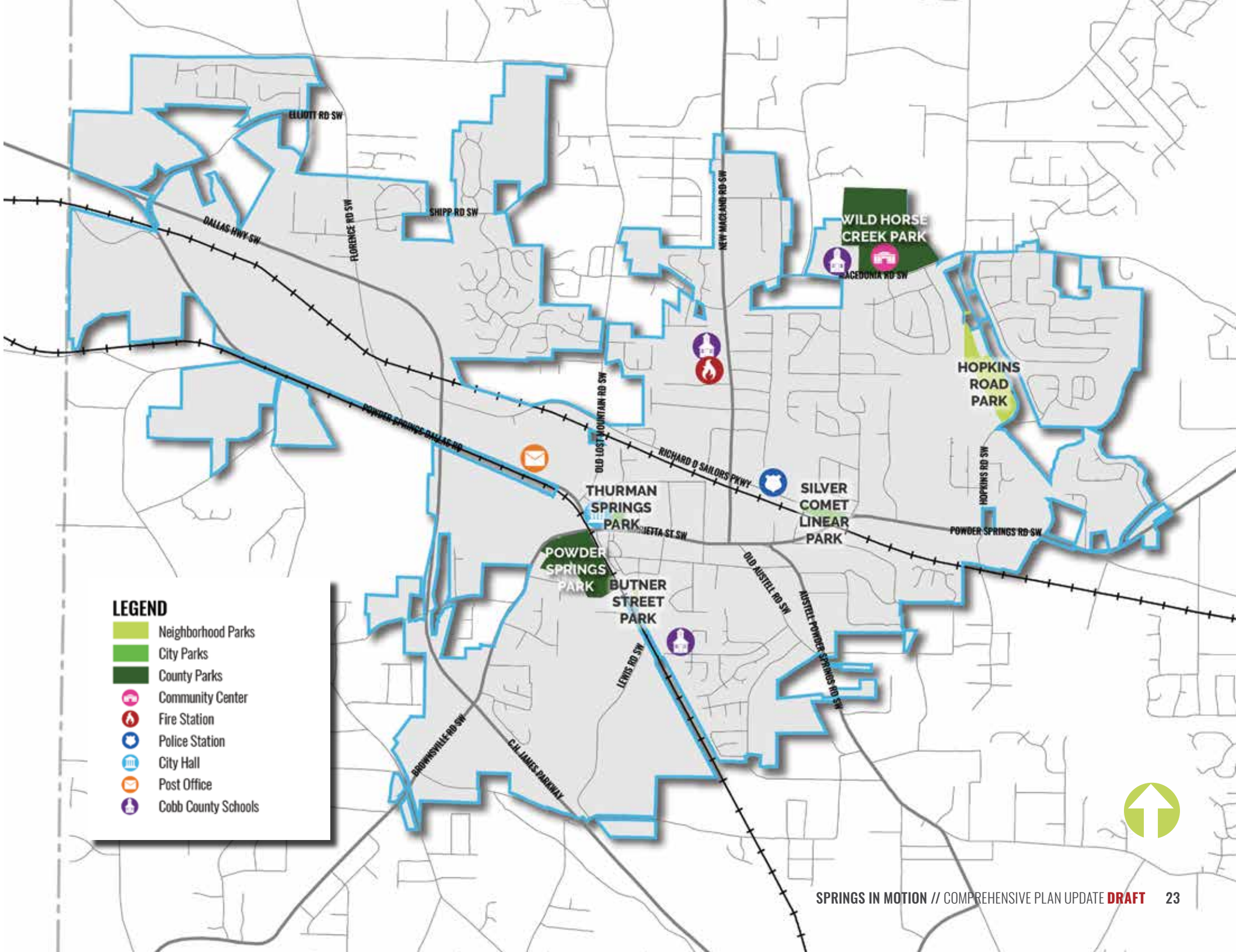
- » **Powder Springs Park.** Located on Brownsville Road just west of downtown Powder Springs, this park contains 25 acres of ball fields, playgrounds, picnic areas and pavilions, and a passive recreation area with paved trails.
- » **Wildhorse Creek Park.** This park is a 53-acre multi-use regional park with four lighted tennis courts, baseball and softball fields, footbal and soccer fields, and a BMX track.

COBB COUNTY SCHOOLS

Within the city limits, there are three public schools operated by Cobb County Schools: Compton Elementary School (3450 New Macland Road), Powder Springs Elementary School (4570 Grady Grier Drive), and Tapp Middle School (3900 Macedonia Road). High school students living in Powder Springs attend McEachern High School, which is north of city limits.

OTHER COMMUNITY FACILITIES

Powder Springs has its own police department, located along Richard D. Sailors Parkway. The City Hall is located downtown, next to Thurman Springs Park. The City is served by Cobb County fire station 23, located on 3486 New Macland Road. The County also maintains the Ron Anderson Recreation Center located Macedonia Road, next to Wildhorse Creek Park.





## TRANSPORTATION

In order to determine Powder Springs' transportation needs for the future, the existing vehicular and non-vehicular network needed to be studied. The existing roadway classifications, traffic counts, crash data, pedestrian and bicycle facilities, and public transit for the city were examined within a specific study area.

## TRANSPORTATION GOALS

- » Implement the projects and policies from the most recent LCI study
- » Connect the existing trail system north to the Silver Comet and south to Lewis Road
- » Add strategically placed curb cuts along C.H. James Parkway to help jump-start new economic development opportunities
- » Create a downtown trailhead
- » Upgrade existing facilities along the Silver Comet Trail
- » Place new facilities (i.e., restrooms, food stall, dog waste disposal facilities, picnic areas, etc.) near the trail to improve user experience
- » Continuously identify how to connect the Silver Comet Trail to nearby, future developments and underserved areas of Powder Springs

## VEHICULAR NETWORK

The roads in the City of Powder Springs fall under 3 roadway classifications. These classifications include:

**Arterials:** Roadways that provide mobility to allow traffic to move from one place to another quickly and safely.

- » Higher mobility
- » Low degree of access

**Collectors:** Roadways that link arterials and local roads and perform some of the duties of each.

- » Balance between mobility and access

**Local:** Roadways that provide access to homes, businesses, and other properties.

- » Lower mobility
- » Higher degree of access

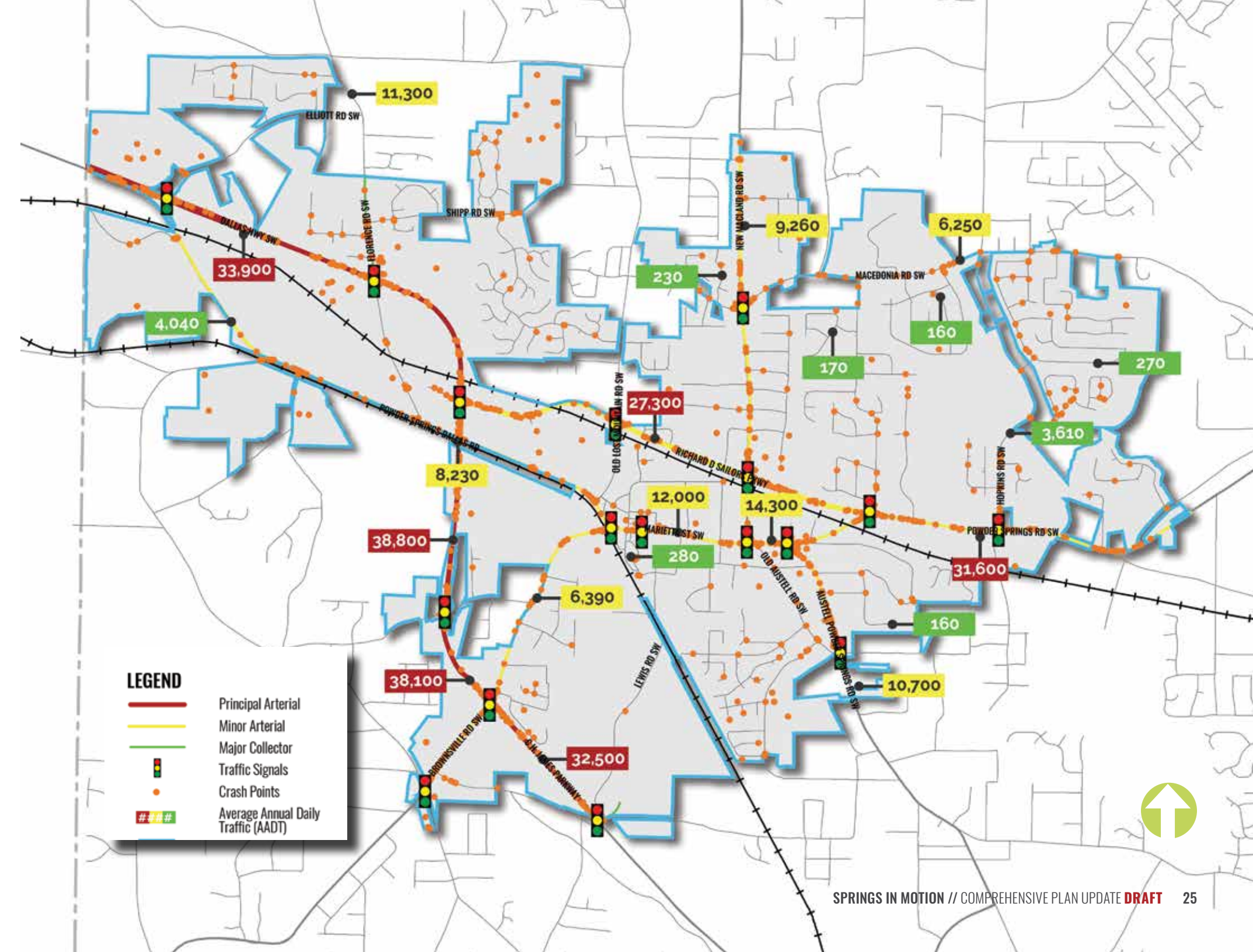
The State Route, US-278/C.H. James Parkway, in the city remains a principal arterial along its entire stretch of roadway in the city. Richard D. Sailors Parkway, Powder Springs-Dallas Road, Brownsville Road, New Macland Road, and Austell-Powder Springs Road SW also remain minor arterials throughout the city. The remaining roadways fall into the classification of either local or collector.

## TRAFFIC COUNTS

Traffic data from GDOT's website was used to determine the Average Annual Daily Traffic (AADT) along the city's roadways. AADT is determined by dividing the total number of vehicles on a roadway in a year by 365 days. The data showed US-278/C.H. James Parkway having the highest traffic volume in the Powder Springs study area with an AADT of 38,800 with Richard D. Sailors Parkway following with an AADT of 31,600.

## CRASH DATA

Crash data was collected from January of 2015 to April of 2021 in order to have a better understanding of which areas had the greatest need for safety improvements. With 3,473 collisions reported in the time frame, US-278/C.H. James Parkway proved to be an area of concern moving forward, especially near its intersections at Florence Road, Richard D. Sailors Parkway, and Brownsville Road in the Powder Springs city limits. Another area of concern was Richard D. Sailors Parkway near its intersections at New Macland Road and Marietta Street.



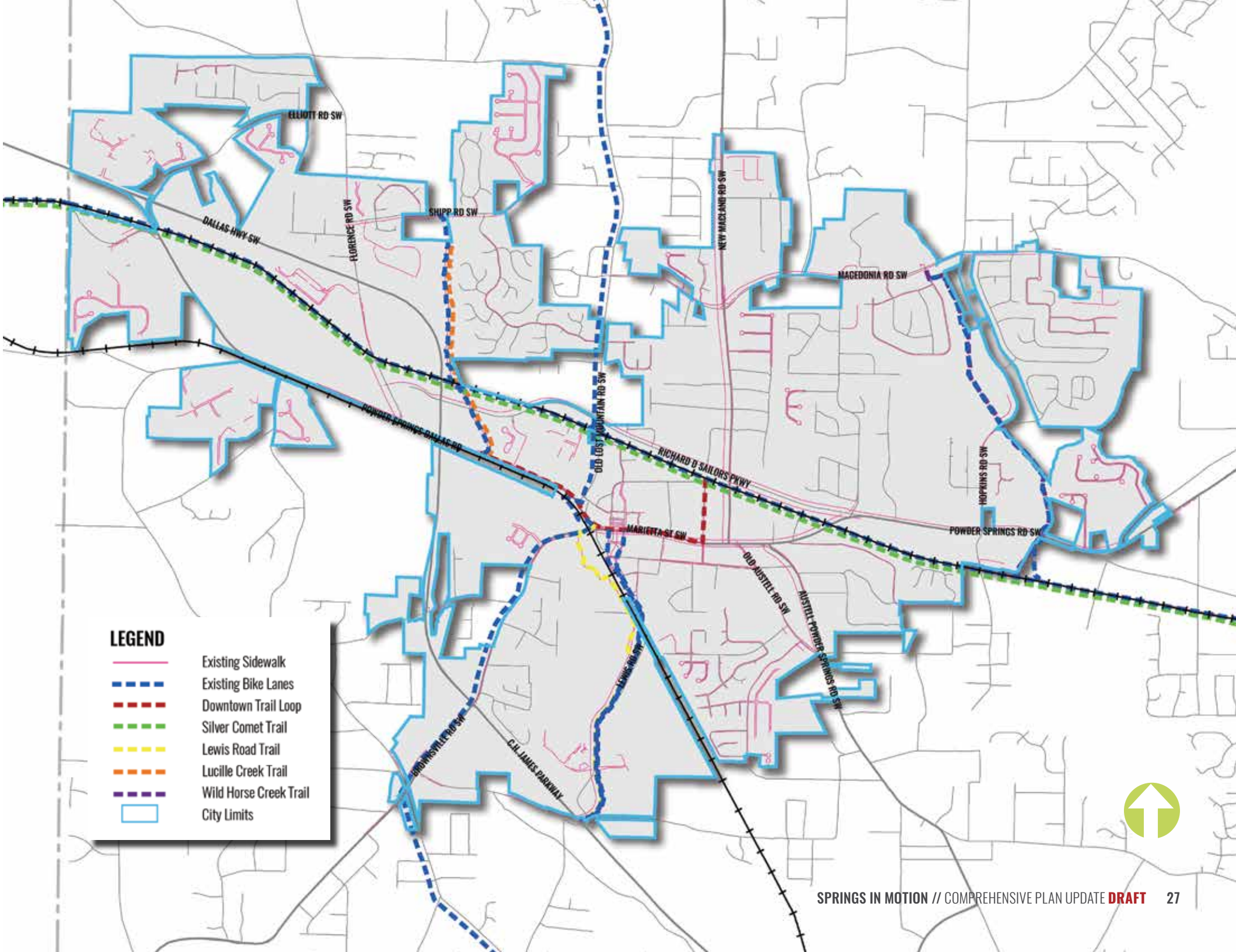


**BICYCLE & PEDESTRIAN**

The City of Powder Springs has bike lanes along Murray Avenue and Lewis Road. Powder Springs also provides an off-road shared use path that connects residential areas to both ends of the city. Sidewalks lead from residential areas to the main thoroughfares in the center of the city.

Accessible from the Silver Comet Trail, the Silver Comet Linear Park is located at the intersection of Richard D. Sailors Parkway and Villa Springs Circle. The linear park has two playgrounds, a circuit exercise area, and covered basketball court (source: City of Powder Springs website).

Hopkins Park is accessible from Wildhorse Creek Trail, featuring a six-hole disc golf course with a gravel walking path. Wildhorse Creek Park, a 53-acre multi-use park with tennis courts, baseball courts, softball fields, football fields, soccer fields, a BMX track, and recreation center is also accessible from Wildhorse Creek Trail.

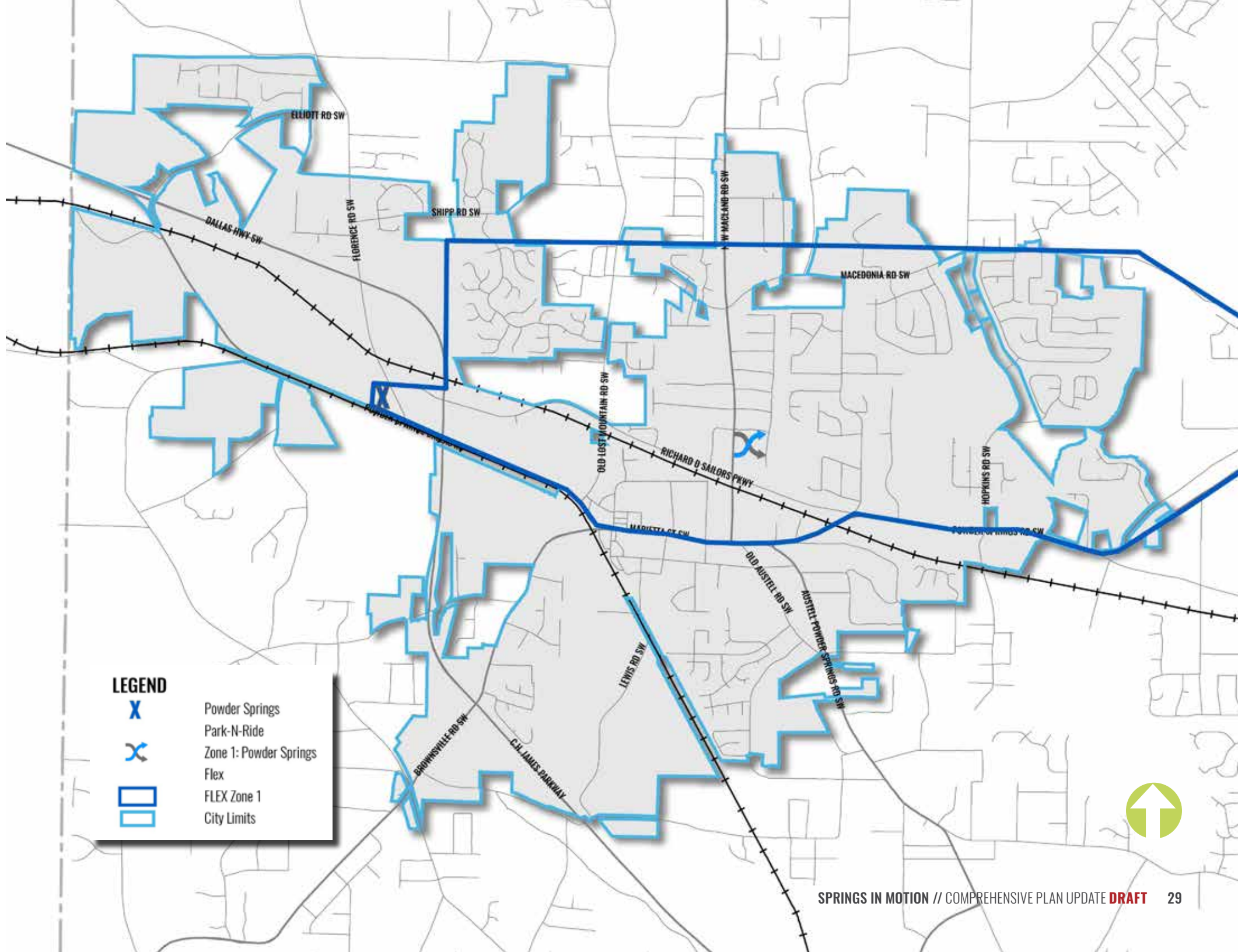




PUBLIC TRANSIT

Cobb County has a bus service that provides curbside pick-up at a collection point at each hour. The CobbLinc FLEX bus runs weekdays from 7:00am to 7:00pm. The bus operates only in the designated zone, which is Zone 1 for the City of Powder Springs. The bus will stop anywhere within the designated zone, as well as connect to CobbLinc's Route 30.

The City of Powder Springs has a Park and Ride lot located at 5100 Powder Springs Dallas Road. Two CobbLinc buses pick up from this lot and commute to Atlanta. CobbLinc Bus 470 provides service to downtown Atlanta, and CobbLinc Bus 476 provides service to the Civic Center and Arts Center MARTA stations.





BROADBAND

OVERVIEW

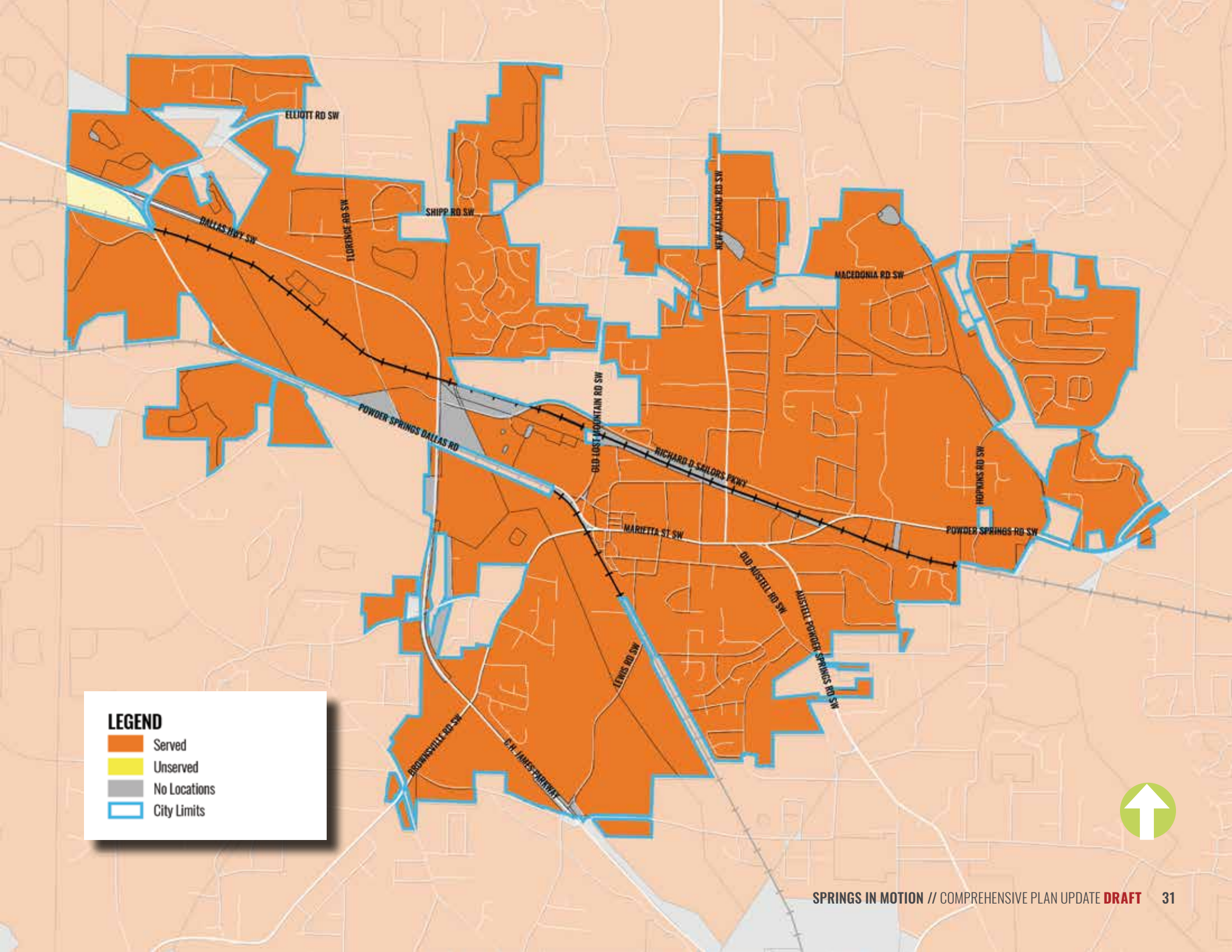
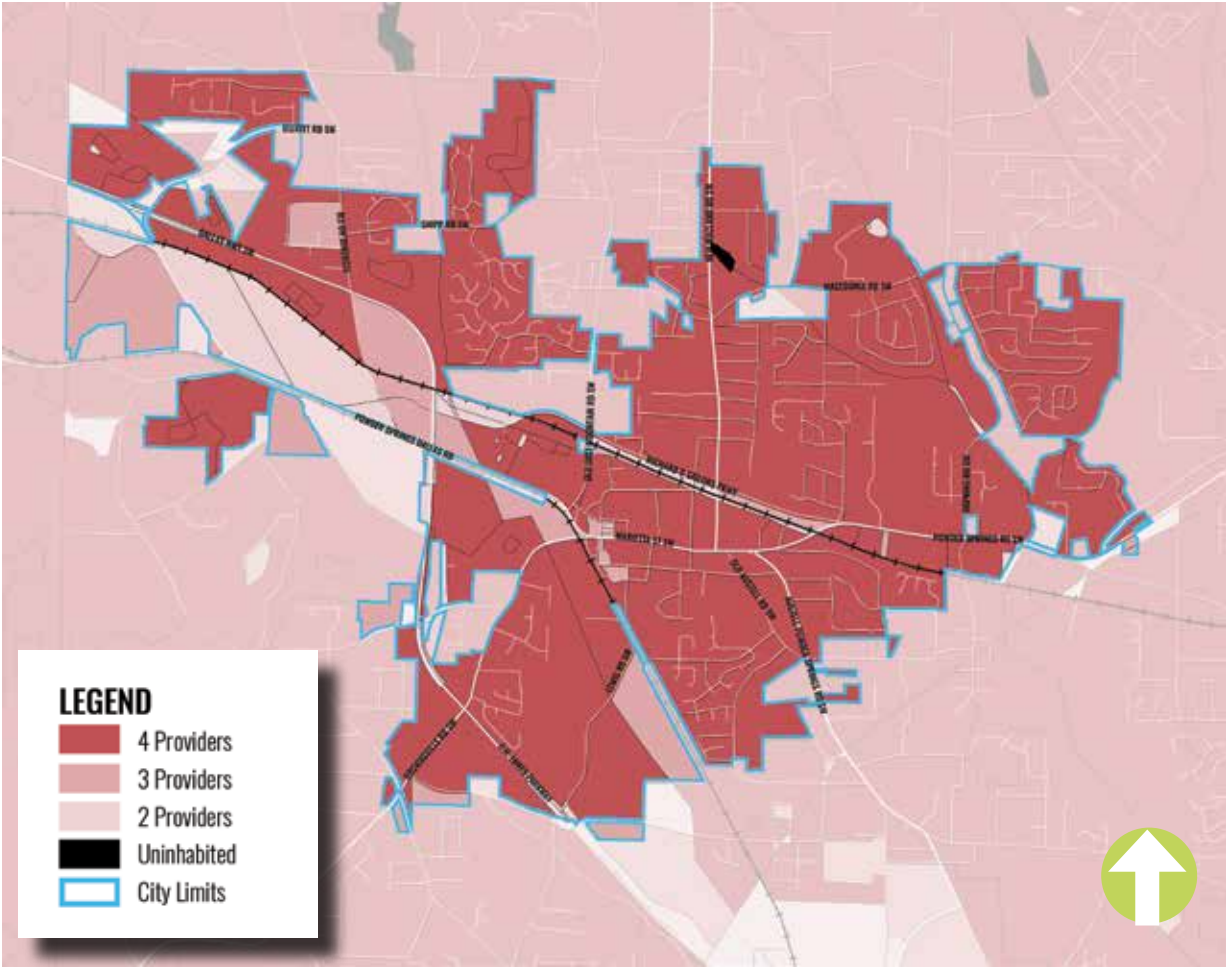
Broadband can serve as an important economic development tool and resident amenity for communities. The Georgia Department of Community Affairs (DCA) is promoting broadband as an important piece of the comprehensive planning puzzle in our state to understand which communities are served well and which are in need of expanded services for future generations. As defined by DCA, broadband services means, "a wired or wireless terrestrial service that consists of the capability to transmit at a rate of not less than 25 megabits per second in the downstream direction and at least 3 megabits per second in the upstream direction to end users and in combination with such service provides:

- » Access to the Internet; or
- » Computer processing, information storage, or protocol conversion."

CURRENT SERVICE

The map on the following page illustrates Powder Springs' current broadband service levels. The entire city is well covered by broadband service. The map to the right shows the number of providers that exist in each Census block. Below are the definitions of DCA's three Broadband service levels:

- » Served: A census block that is not designated by the Department of Community Affairs as an unserved area.
- » Unserved: A census block in which broadband services are not available to 20 percent or more of the locations as determined by the Department of Community Affairs.
- » No locations: A census block with no locations of broadband which often includes water, forest, and other non-serviceable locations.





1.4 MARKET ANALYSIS UPDATE


EMPLOYMENT & LABOR FORCE

EMPLOYMENT ESTIMATES


» The table at the right provides a detailed distribution of city-based employment by industry sector, compared to Cobb County. As shown, there are an estimated 3,525 jobs (1.1% of the County total) located in Powder Springs, indicating that the city's percentage of the County's job base is roughly half that of its resident population.

» The city's largest industry sectors in terms of employment are food services, health care, education, construction and other services. All of those sectors capture more than 1% of total county employment. In other sectors such as manufacturing, information technology, wholesale trade, distribution, real estate, finance, professional and technical services, Powder Springs captures less than 1% of county employment. These are the types of industry sectors that tend to occupy larger


LARGEST EMPLOYMENT SECTORS



FOOD SERVICE




HEALTHCARE



EDUCATION

3,525 JOBS  
IN POWDER SPRINGS



	POWDER SPRINGS			COBB COUNTY	
SECTOR	EMPLOYEES	% OF TOTAL EMPLOYMENT	% OF COUNTY JOBS	EMPLOYEES	% OF TOTAL EMPLOYMENT
11: Ag, forestry, fishing	35	1.0%	0.0%	47	0.0%
21: Mining, quarrying, oil, and gas	0	0.0%	0.0%	79	0.0%
23: Construction	364	10.3%	0.1%	25,865	7.8%
31-33: Manufacturing	71	2.0%	0.0%	18,283	5.5%
22: Utilities	40	1.1%	0.0%	1,086	0.3%
42: Wholesale trade	273	7.7%	0.1%	23,803	7.2%
44-45: Retail trade	152	4.3%	0.0%	40,761	12.3%
48-49: Transp. and warehousing	120	3.4%	0.0%	11,868	3.6%
51: Information	31	0.9%	0.0%	10,180	3.1
52: Finance and insurance	96	2.7%	0.0%	15,465	4.7%
53: Real estate and rental and leasing	58	1.6%	0.0%	6,527	2.0%
54: Prof, sci, and tech services	268	7.6%	0.1%	31,254	9.4
55: Management of companies & enterprises	12	0.3%	0.0%	13,449	4.1%
56: Admin and support and waste management	96	2.7%	0.0%	32,030	9.7%
61: Educational services	369	10.5%	0.1%	6,873	2.1%
62: Healthcare and social assistance	396	11.2%	0.1%	36,527	11.0%
71: Arts, entertainment, and recreation	126	3.6%	0.0%	4,557	1.4%
72: Accommodation and food services	526	14.9%	0.2%	33,952	10.2%
81: Other services	357	10.1%	0.1%	8,972	2.7%
92: Public administration	135	3.8%	0.0%	10,002	3.0%
Total	3,525	10%	1%	331,409	100%

industrial facilities or office buildings which tend to locate close to major highways and are thus more difficult for the city to attract.

INDUSTRIES IN POWDER SPRINGS

» The graph on the right provides similar information to the previous table, ranking locally based industries by total payroll employment.

» As shown, only seven industry sectors within the city employ more than 200 workers. This employment distribution is consistent with the city's inventory of industrial, retail, and office space that is presented in later slides. There is very limited local employment in service sector industries that tend to occupy professional office space. The city's job base is larger among in industries that are typically found in industrial buildings, warehouses, shopping centers, medical buildings, and nursing homes. A substantial portion of city employment is also government related, led by education.

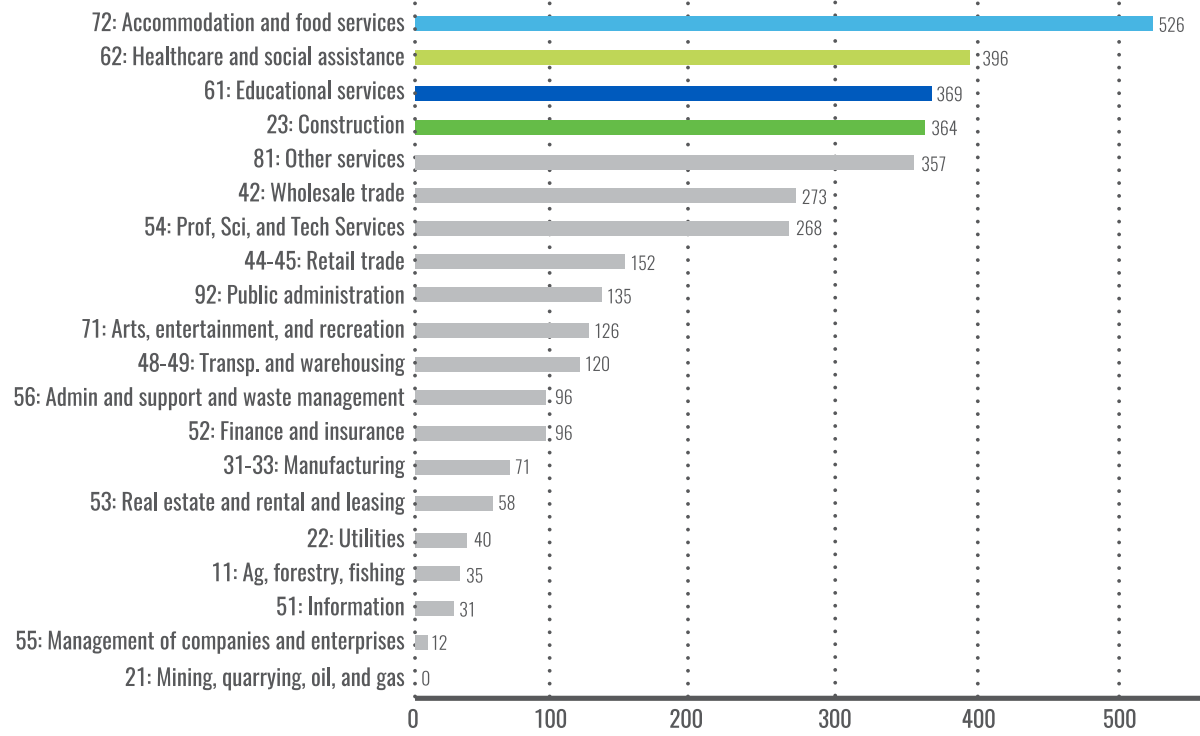
CITY EMPLOYMENT TRENDS

» Although economic development is a long standing goal and more locally based jobs are desired by residents, there are fewer payroll jobs located in Powder Springs in 2021 than there were in 2005.

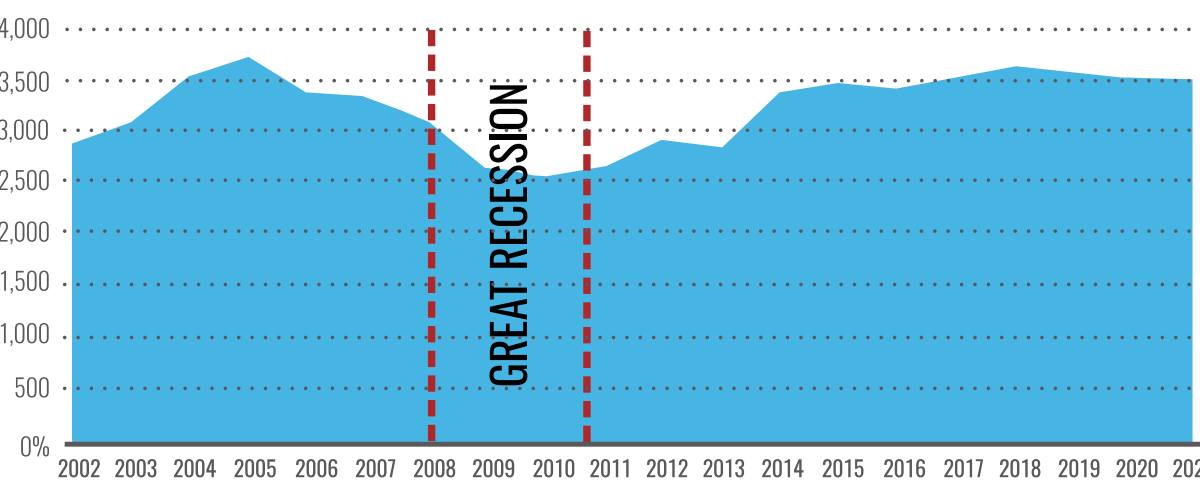
» As shown in the trend line, the city's economy suffered steep job losses between 2005 and 2009, which has taken more than a decade to recover.

» The slow recovery of jobs has negatively impacted vacancy and rent levels for industrial, retail and office space in Powder Springs.

POWDER SPRINGS TOTAL EMPLOYMENT, 2021

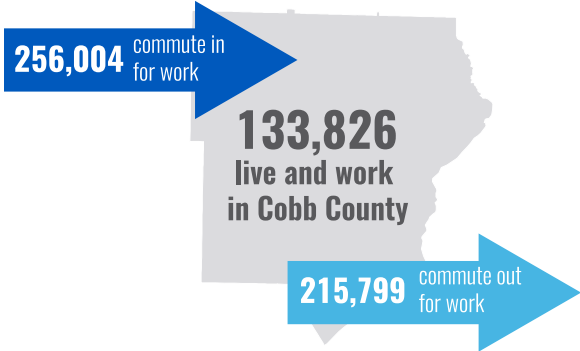
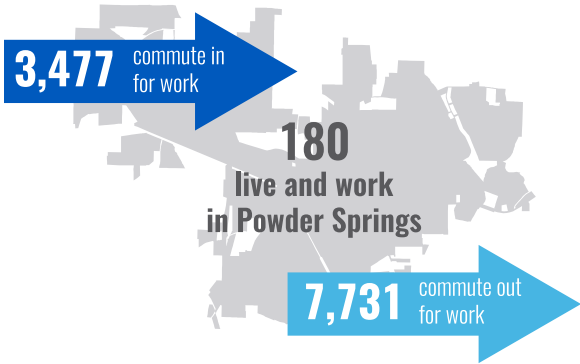


TOTAL EMPLOYMENT IN POWDER SPRINGS, 2002-2021



COMMUTING PATTERNS

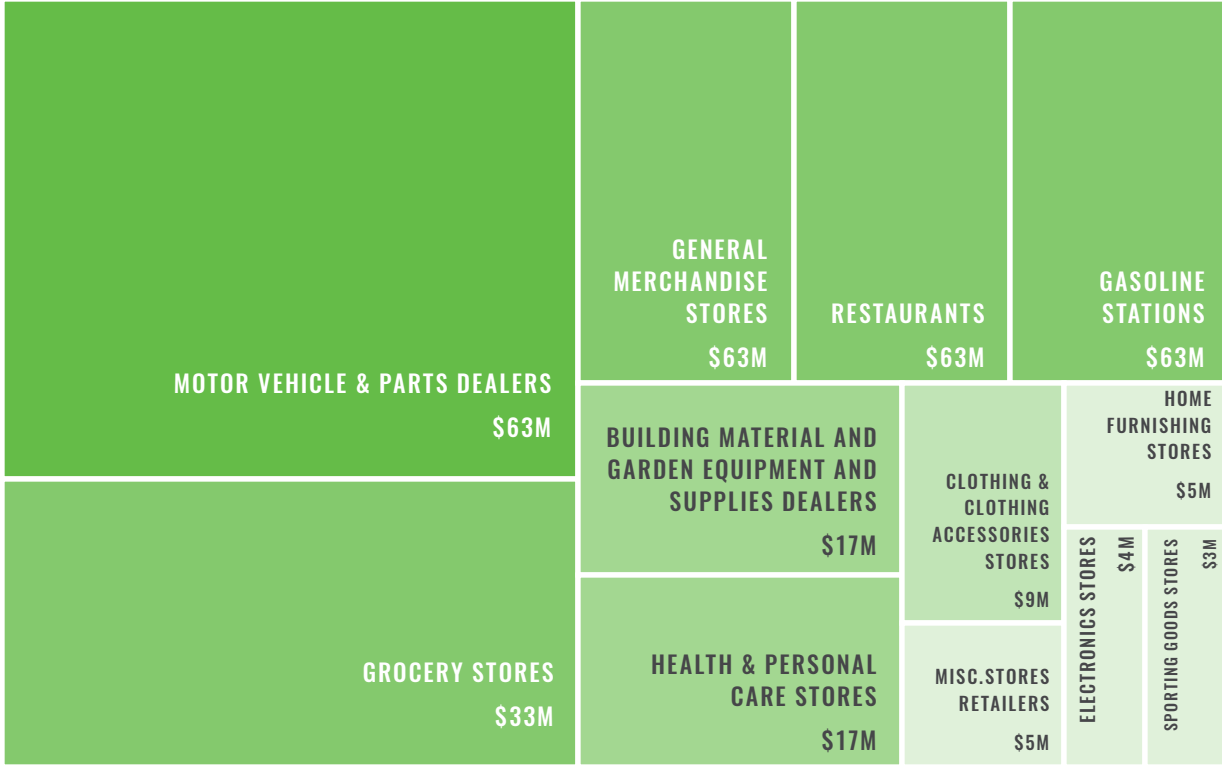
The graphics below illustrate the difference in commuting patterns between Powder Springs, which has twice as many residents in the labor force than locally based jobs and Cobb County, which is a net importer of labor. More than 95% of all jobs in the city are held by non-residents who commute in, compared to 66% for the county.



CONSUMER DEMAND

RETAIL SPENDING PATTERNS

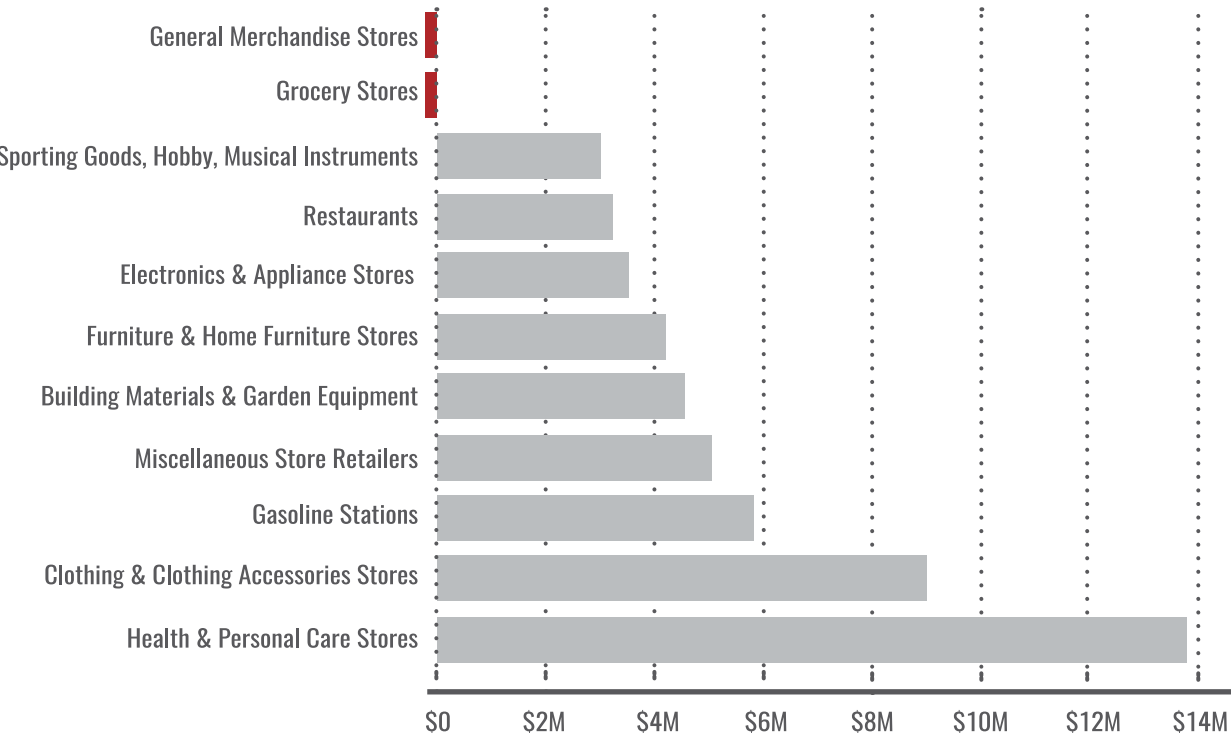
- » This diagram illustrates the retail spending potential or buying power represented among Powder Springs' nearly 5,600 households. Including all categories of retail sales, city residents account for nearly \$283 million in annual purchases.
- » Although the trade area for local stores is not necessarily defined by the city limits, and residents have several nearby alternatives outside of the city to purchase goods, this information is a starting point for determining whether the local population is over or under-served by existing retail development.
- » Excluding automotive related and "non-store spending" city residents spend roughly \$28,000 annually per household on goods and services, including dining out. If it is assumed that an average sales rate of \$300/ SF is required to support retail development across all store types, spending by city residents would be enough to support 525,000 SF of retail development. As will be reported in the next section, the amount of occupied retail space in the city exceeds this number, so locally based retailers would appear to serve a larger market than just city residents alone.



RETAIL OPPORTUNITY GAP

- » The graph on the right focuses on the net difference between retail supply and indicated demand for selected store types. (This list excludes auto dealerships, service stations and non-store retailers.) A positive sales value signifies "sales leakage" or an opportunity to support more local stores. A negative value signifies a surplus, meaning that existing stores within the identified geography capture more sales than are supported by the annual spending of residents living within that same area.
- » As shown, general merchandise and grocery stores located within the local area capture slightly more in annual sales than supported by the local population. The surplus is small enough to suggest that these stores are in balance and that the city is not likely to attract additional grocery or department stores. As they tend to anchor shopping centers and are needed to support other store types, the fact that there is no sales leakage in these categories suggests that there is not enough existing demand to support new shopping centers, or significantly expand existing shopping centers, in the near term.
- » The remaining store types in the graph represent a combined "opportunity gap" of roughly \$52.4 million or enough sales to support roughly 150,000 to 175,000 SF of store space.
- » However, 30% of this potential consists of store types that currently have no presence in Powder Springs (sporting goods, clothing, furniture electronics, etc.). Without new anchors, successfully attracting these stores is unlikely.
- » The analysis does indicate a modest near term opportunity to support another 80,000 SF, perhaps including a pharmacy, two to three restaurants and other miscellaneous retail stores.

RETAIL SALES SURPLUS/LEAKAGE BY STORE TYPE



REAL ESTATE ASSESSMENT

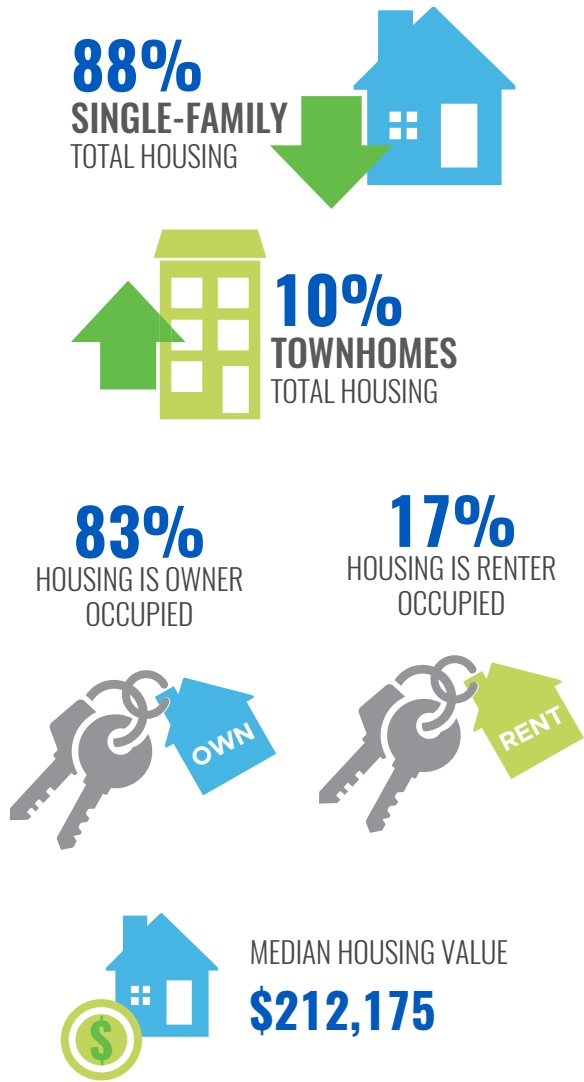
HOUSING MARKET

Housing Supply

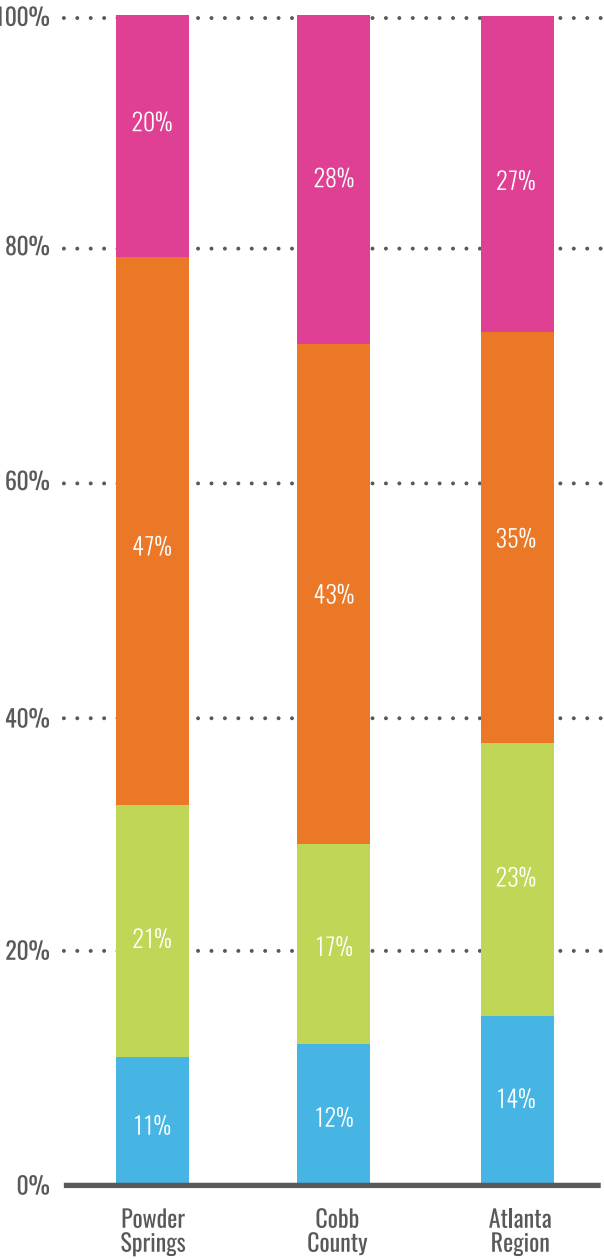
- » Powder Springs' housing stock is characterized by much lower density than Cobb County and region, with 98% of all units consisting of single-family detached or townhouse units.
- » The multi-family housing as a percentage of the city's total housing stock (less than 2%) is one tenth as large as both the county-wide and regional averages.
- » The bulk of existing multi-family units in the city are also age-restricted, leaving few/no multi-family rental options for younger non-family and family households.
- » As single-family detached units and townhomes are generally associated with home ownership, the percentage of renter occupied units in Powder Springs (17%) is only half of the County and region-wide average (34%).
- » The number of renter households in the City (estimated at nearly 1,000) greatly exceeds the total supply of multi-family units, indicating that the vast majority of the city's renters occupy single-family detached and townhouse units.
- » Based on these numbers, it is estimated that a minimum of 14% of all single-family homes and townhomes in Powder Springs are investor-owned rentals.

Housing Value

- » Compared to the county and region, the price/ value of owner-occupied housing in Powder Springs is comparatively affordable.
- » The median value of existing owner occupied housing in the city (\$212,175) is 34% less than the county and 20% below the regional medians.
- » Roughly 45% of existing units in the city are estimated to be valued below \$200,000, compared to only 22% for Cobb County units and 33% for the region.
- » Like the county and region, roughly half of all for sale housing in Powder Springs is valued in the \$200,000 to \$500,000 range. The difference is the city has a much lower percentage (7%) of high-end homes than the surrounding market.
- » The city's position as a relatively affordable home market probably accounts for both the recent increase in new home construction and the relatively high percentage of investor-owned rentals in the community.



HOUSING AGE DISTRIBUTION



Age Distribution

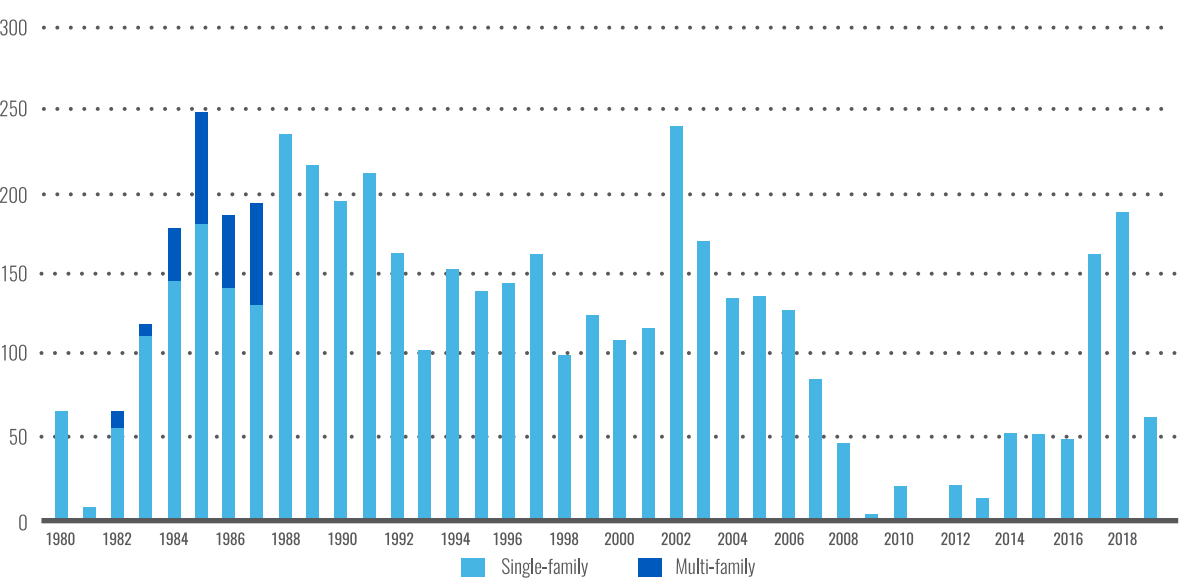
- » The graph on the left illustrates the subtle difference in the age distribution of housing in Powder Springs compared to Cobb County and region.
- » A smaller percentage of the city's total housing supply (20%) is 40 years old or older, while a comparable percentage of units (11%) have been added post-Recession, since 2010.
- » A significant difference is that nearly half of all housing units in the city were developed during Cobb County's population boom during the 1980s and 1990s and are now 20 to 40 years old. As many of units constructed during this period were marketed as "starter homes," they are likely to account for the city's relatively affordable median home value. The bulk of the units that have transitioning into the rental pool are also likely to come from this era.
- » With half of the city's housing stock developed during a 20-year period and aging a similar rate, maintaining and improving the condition of these units and the public infrastructure servicing these neighborhoods could be a growing challenge in the future.
- » The city also experienced a substantial increase in new construction prior to the Recession of 2008, as shown by the fact that 21% of the city's total housing stock was added during that period a similar percentage as the Atlanta region. The large number of new homes constructed just before the Recession partly explains why the city has been slower to recover after 2010.

Building Permit Trends

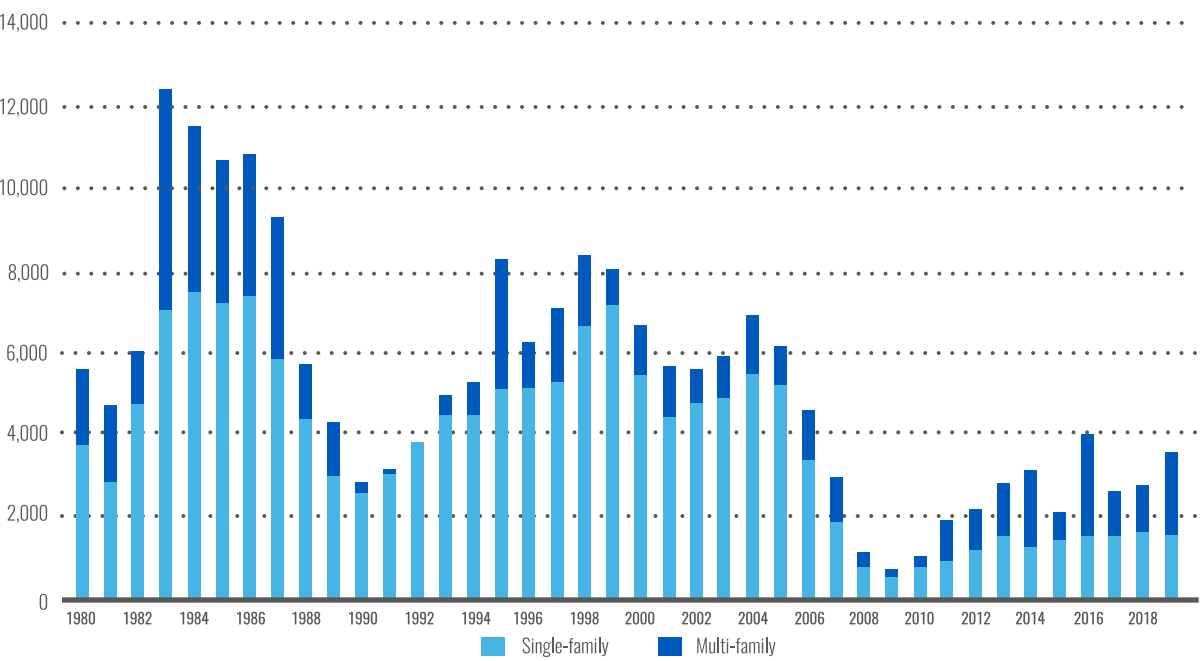
- » The graphs on the facing page compare residential building permit activity in the city and County since 1980, showing similar patterns of growth, decline and recovery from housing market recessions in 1990 and 2008.
- » Cobb County's building permit history shows that single-family home construction has remained well below 1,300 units per year since 2009, less than 30% of the average rate of new home construction experienced during the 30 years prior. Also, nearly 47% of all new housing units permitted post-Recession have been multi-family, with much of this inventory concentrated in Acworth, Kennesaw, Smyrna and the Cumberland and Town Center CIDs.
- » While Powder Springs has taken longer to recover, there has been a significant increase in permits issued since 2016, to levels comparable to the mid-1990s. Annual single-family permits issued in Powder Springs since 2009 have recovered to 42% of the average experienced during the previous 30 years. The city has also captured 4.5% of all new single-family home construction in Cobb County since 2009 (compared to 3.2% over the prior 30 years), with no addition of (non-age restricted) multi-family supply.
- » With rising land costs, diminishing supply and increasing density impacting housing affordability in other parts of Cobb County, Powder Springs' share of new home construction is more likely to increase rather than decrease in the future.



POWDER SPRINGS RESIDENTIAL BUILDING PERMITS BY PERMIT TYPE, 1980-2019



COBB COUNTY RESIDENTIAL BUILDING PERMITS BY PERMIT TYPE, 1980-2019



New Home Sales & Pricing Trends

» The total number of new home sales averaged 221 per year over the period, with townhomes steadily increasing as a percentage of total sales. Sales of new townhomes, which were negligible prior to 2016, have accounted for 16% of all new home sales in Powder Springs over the past 5 years, peaking at 28% in 2019.

» New construction in Powder Springs has become notably more expensive. Average new home prices (single-family detached units and townhomes) increased by \$134,500 (44%) from 2015 to 2020. The recent average sale price of new single-family detached homes reached \$465,167, while townhouse prices have risen to an average of \$273,217.

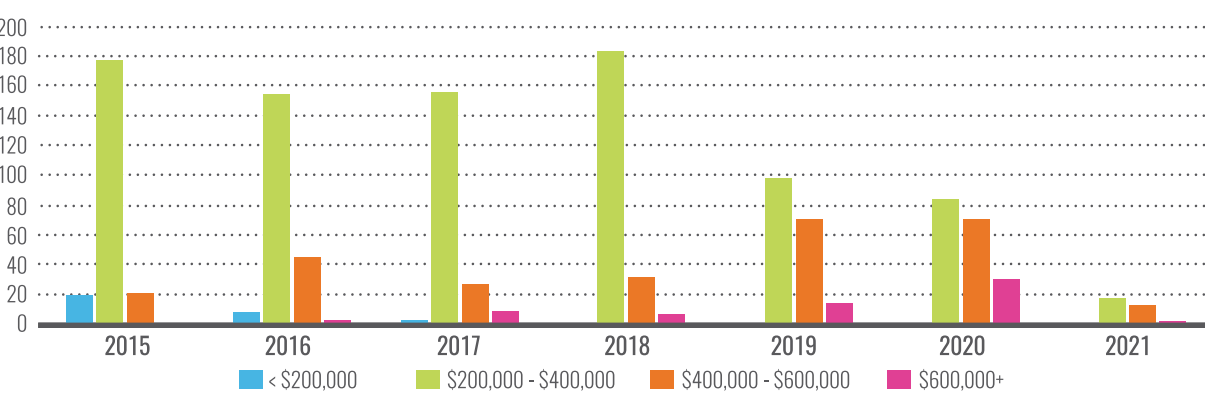
» Much of the recent increase in new home prices and density has been driven by rising land costs, which have increased by 153% since 2015. The share of new home prices attributed to the cost of building lots has risen from 14% to 25% of the total over this period.

» While the average price of a building lot in Powder Springs was 42% below the County average in 2015, there was virtually no price difference in 2020. This suggests that new home prices are likely to continue to rise in the future, with an increasing shift to higher density products.

Price Distribution of New Home Sales

- » The graph below further illustrates the rising cost of new single-family construction in Powder Springs, showing the dramatic shift toward higher priced homes beginning in 2019. Increases in housing prices have been attributed to rising land and labor costs, as well as a supply not keeping up with demand.
- » Before 2019, homes priced between \$200,000 and \$400,000 made up a significant majority of total sales. Starting in 2019, the majority of new homes sold were priced above \$400,000 and by 2020, nearly 20% of total sales were priced above \$600,000.
- » With average new home prices increasing to levels 200% to 300% above the value of existing housing, city tax revenues associated with new residential construction are also substantially higher than existing homes, particularly units that have not been in the resale market for several years.

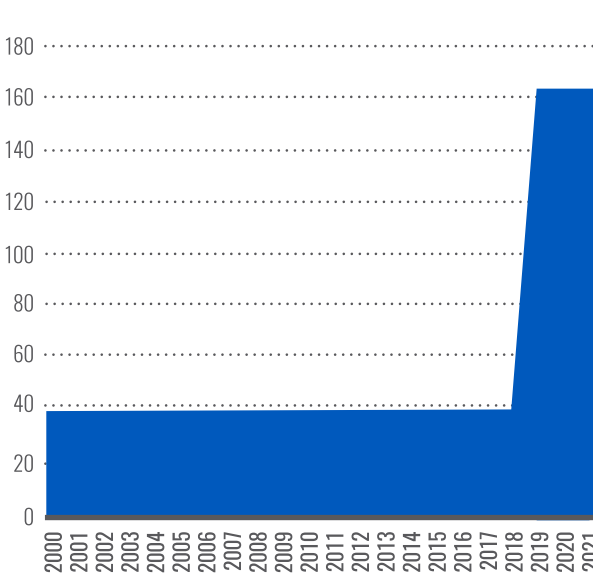
DISTRIBUTION OF NEW SINGLE-FAMILY DETACHED HOME SALES BY PRICE RANGE



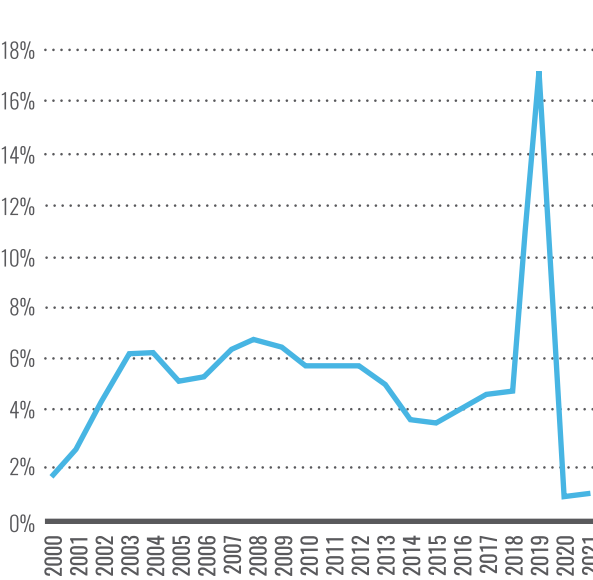
Multi-Family Inventory and Vacancy Trends

- » As aforementioned, Powder Springs has a very limited inventory of market rate multi-family housing. The city experienced no change in its multi-family inventory since 2000, until the addition of new senior housing apartment developments increased the number of multi-family units to 161 in 2018-19.
- » The additional senior housing caused a short term spike in vacancy rates in 2019, until those units were absorbed. At only 1.0%, multi-family vacancy in Powder Springs is currently lower than every annual average recorded since 2000.
- » Over the same period Cobb County has added nearly 15,600 apartment units, including more than 7,000 units since 2015. Despite increasing total supply by 11% over the past 5 years, average apartment rents County wide have simultaneously increased by more than 30%, while apartment vacancy has dropped to 7%, the lowest recorded average since 2001.
- » The combination of no local inventory and a historically strong apartment demand at the county level explains the recent developer interest in locating new apartment projects in Powder Springs.

TOTAL APARTMENT INVENTORY (UNITS)

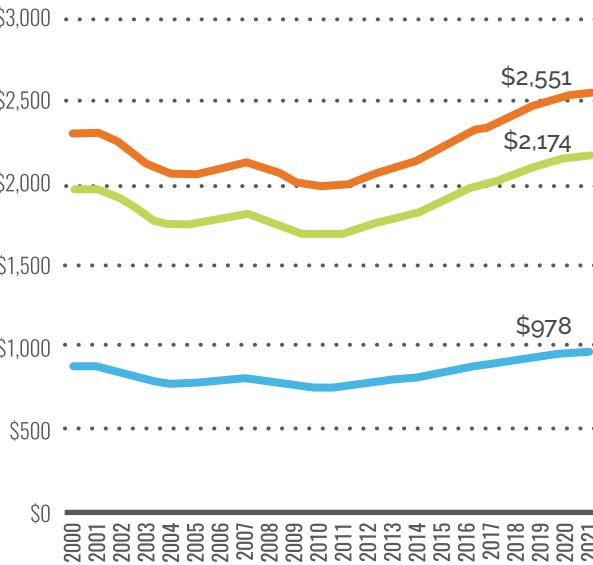


AVERAGE APARTMENT VACANCY

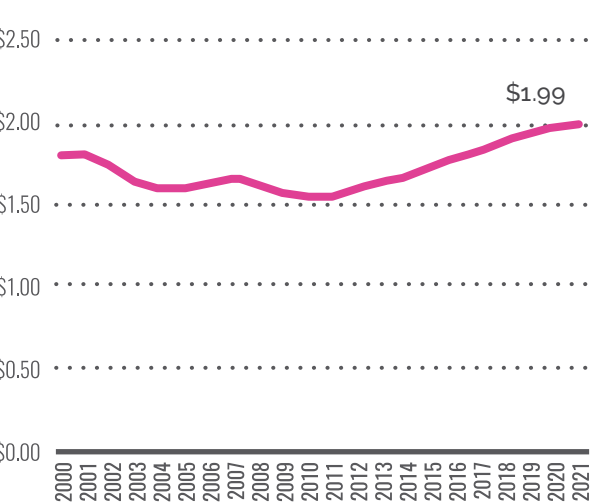




AVERAGE MONTHLY RENT BY NUMBER OF BEDROOMS



AVERAGE RENT PER SF

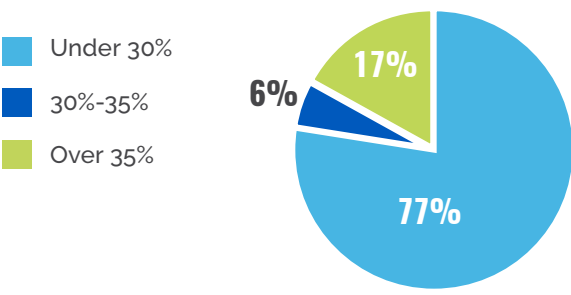


Multi-Family Rents

» Multi-family rents have also been increasing in Powder Springs, but trend data are skewed by the recent addition of senior housing. As shown below, average rents for two and three bedroom units are now trending well above \$2,000 per month, while the average rent for all unit types is approaching \$2.00 per SF

» Trend data on market rents for the large inventory of local single-family homes in the rental pool is more difficult to track. However, rents for 3 bedroom detached homes are likely to be well above rents charged for typical apartment units located elsewhere in Cobb County. A percentage of those local renters may prefer the option of renting newer units in managed multi-family developments, if those housing options were available in Powder Springs.

MONTHLY OWNER COSTS AS A PERCENTAGE OF HOUSEHOLD INCOME (COBB COUNTY)



Housing Affordability

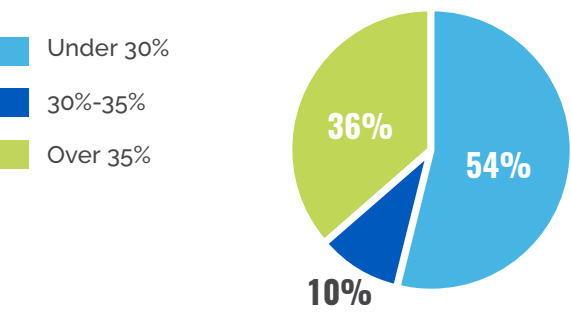
» Recent Census data on housing affordability is only available at the county and MSA levels. As is the case in most of the Atlanta MSA, affordability is more of an issue with renters than homeowners. In Cobb County, 22% of homeowners incur monthly housing costs that exceed 30% of their household incomes, compared to 46% of all renters:

» 17% of homeowners and 36% of renters dedicate more than 35% of their incomes to housing costs

» 7% of homeowners without a mortgage are also housing cost-burdened

» With a median household income that is well above the region, a slightly smaller percentage of Cobb County's house holds (3% fewer for both owners and renters) have affordability issues than all Atlanta MSA households. Median income levels in Powder Springs are closer to the MSA than to the County, as are median home values. It is therefore likely that a similar (or larger) percentage of Powder Springs' owner and renter households have affordability issues as illustrated in the charts below. This is likely to be particularly true for city residents who are renting single-family homes.

MONTHLY GROSS RENT AS A PERCENTAGE OF HOUSEHOLD INCOME (COBB COUNTY)



COMMERCIAL MARKET

Retail Market Vacancy & Rents

» With an inventory of 843,000 SF of leasable retail space, Powder Springs contains 1.7% of Cobb County's retail supply a slightly smaller percentage than its share of total County population.

» Retail vacancy in Powder Springs has declined steadily post-Recession, falling from a peak of nearly 22% in 2011 to below the county average (at 4.5%) by early 2021.

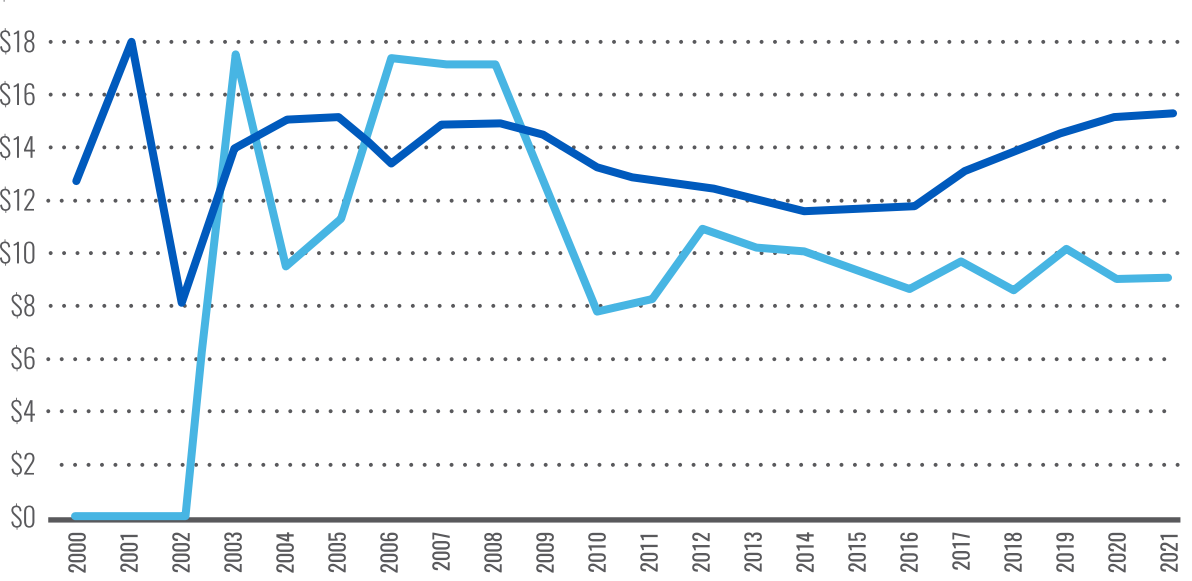
» Although the local retail vacancy rate is at its lowest recorded level in 20+ years, rents have not increased. Currently, average retail rents in Powder Springs remain nearly 50% lower than 2003, and are roughly 40% below the county average.

» The amount of occupied retail space in Powder Springs represents an average of 144 SF per household and 50 SF per capita, roughly 9% below the county average.

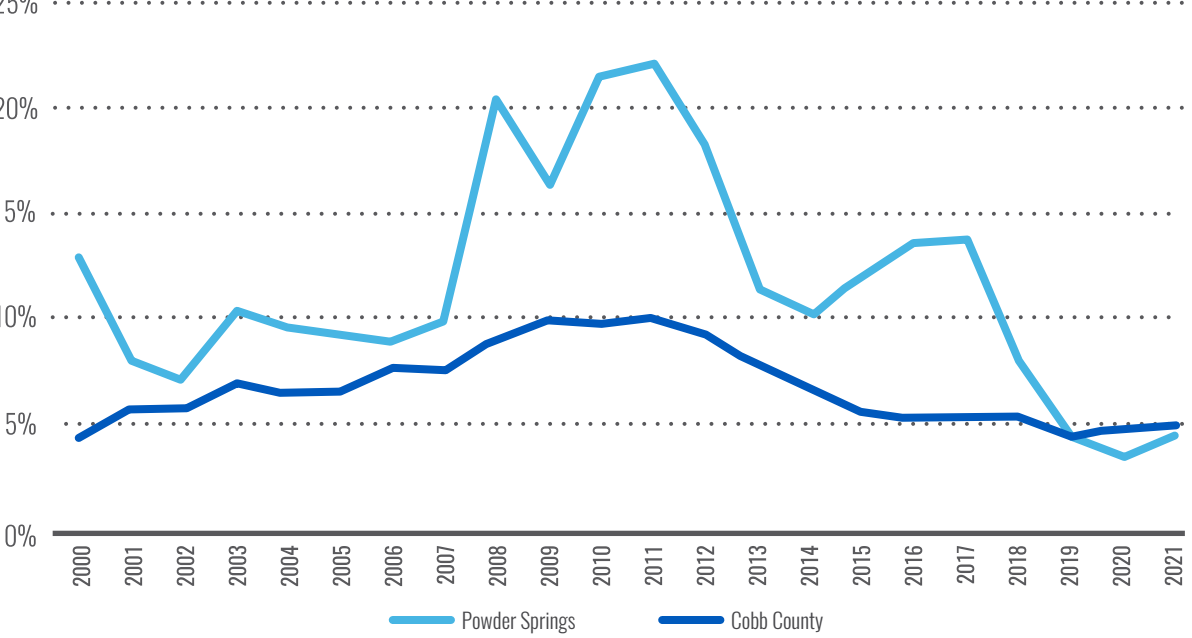
» An average retail market rent of \$9.18/SF is not adequate to support new construction. Although vacancy is very low, retail rents will need to increase before new inventory can be supported in the market.

RETAIL INVENTORY	POWDER SPRINGS	COBB COUNTY
Buildings	84	3,646
Total Area	843,351 SF	48,845,187 SF
Under Construction	N/A	N/A
12 Month Net Absorption	5,260 SF	367,774 SF
Vacancy Rate	4.5%	5.0%
Average Rent (\$/SF)	\$9.18	\$15.34

AVERAGE RETAIL RENT PER SQUARE FOOT



RETAIL VACANCY RATES

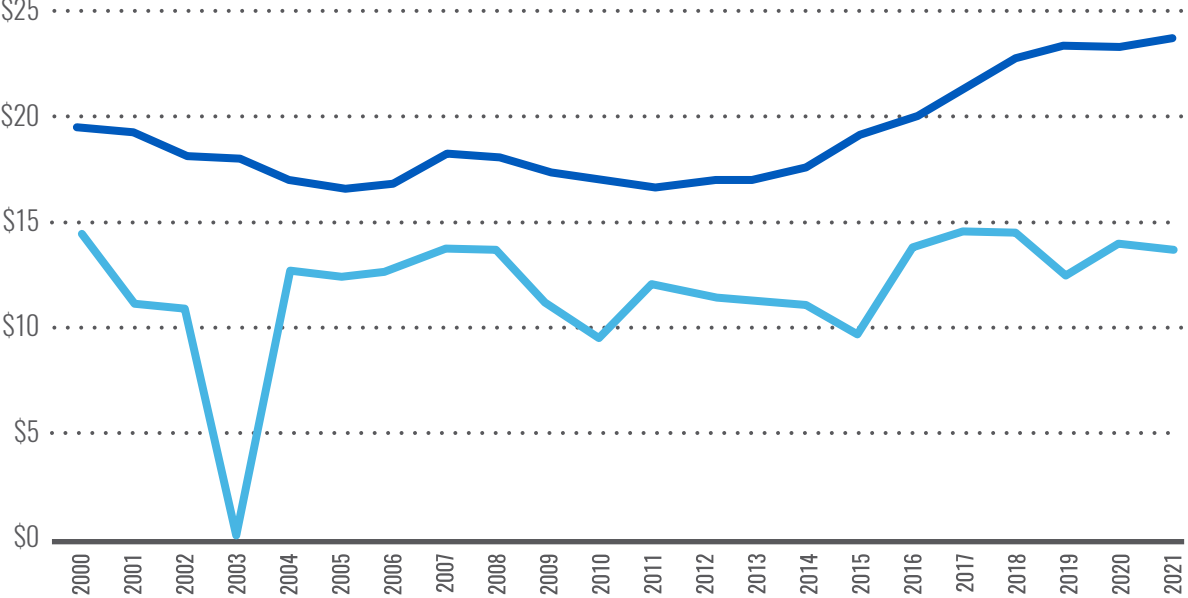


Office Market Vacancy & Rents

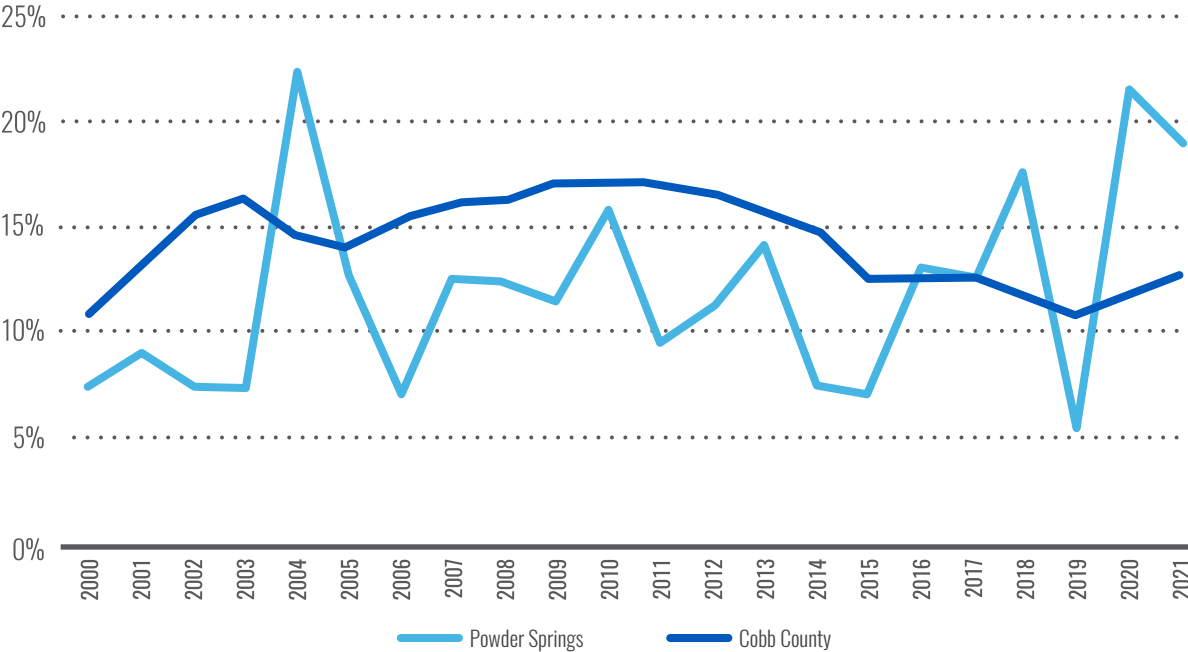
- » With 160,100 SF, Powder Springs has a very small inventory of leasable office space less than 0.4% of Cobb County's total supply.
- » Unlike the retail sector, office vacancy in Powder Springs has increased since 2015, reaching 19.1% in 2021.
- » The local office market vacancy rate is 50% higher, while average rents per SF are 42% lower than the county-wide average.
- » Although local office rents have tended to fluctuate year to year, the average office local market rent per SF in 2021 is roughly the same as it was in 2009.
- » CoStar recorded modest positive net absorption of 6,100 SF over the previous 12 months, representing an approximate 3.8% increase to the city's total office supply.
- » The combination of a small existing office inventory, high vacancy rates and low average rents suggests that the potential for new office development in the city will be very limited for the foreseeable future.

OFFICE INVENTORY	POWDER SPRINGS	COBB COUNTY
Buildings	43	2,479
Total Area	160,121 SF	42,635,840 SF
Under Construction	N/A	N/A
12 Month Net Absorption	6,100 SF	650,943 SF
Vacancy Rate	19.1%	12.7%
Average Rent (\$/SF)	\$13.64	\$23.55

AVERAGE OFFICE RENT PER SQUARE FOOT



OFFICE VACANCY RATES

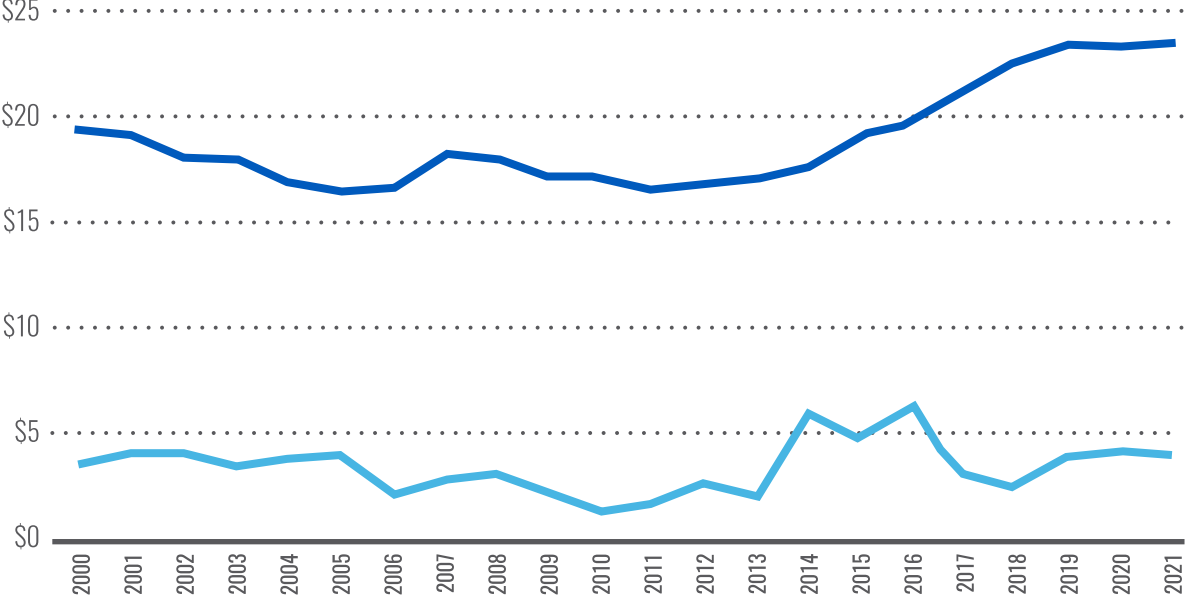


Industrial/Flex Market Vacancy & Rents

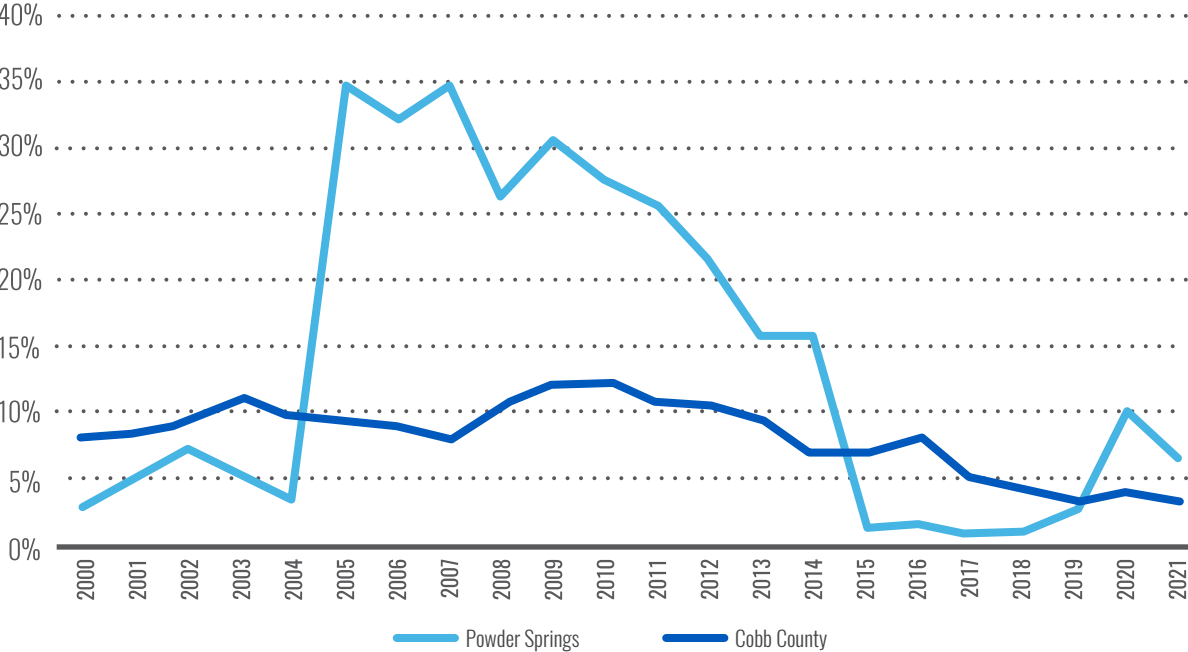
- » With an inventory approaching 1.3 million SF, the amount of leasable industrial/flex space in Powder Springs exceeds the retail and office markets, combined.
- » Vacancy rates for industrial and flex space are near historic lows both locally and county-wide, suggesting market opportunities to increase supply.
- » However, like the retail and office markets, indicated rents for industrial and flex space in Powder Springs have remained flat and are substantially lower than the County as a whole.
- » Industrial/flex buildings in the city tend to be smaller than elsewhere in the county, averaging 21,600 SF each 38% below than the county average.
- » CoStar has recorded significant positive net absorption of 47,000 SF over the previous 12 months, representing a n approximate 3.6% increase in industrial/flex space within the city limits.

INDUSTRIAL/ FLEX INVENTORY	POWDER SPRINGS	COBB COUNTY
Buildings	60	2,215
Total Area	1,293,556 SF	77,964,512 SF
Under Construction	N/A	N/A
12 Month Net Absorption	47,000 SF	1,646,170 SF
Vacancy Rate	6.7%	3.6%
Average Rent (\$/SF)	N/A	\$6.83

AVERAGE INDUSTRIAL/FLEX RENT PER SQUARE FOOT



INDUSTRIAL/FLEX VACANCY RATES



1.5 BUILD-OUT ANALYSIS

METHODOLOGY

The following section estimates the realistic maximum capacity of the city's existing land base to support future development under current zoning. The purpose of the analysis was to:

- »Estimate the city's maximum population and households that would be attained if all undeveloped or under developed residential and mixed-use zones were built out to reasonable densities as allowed by current zoning districts;
- »Prepare similar build out estimates for retail, office, and industrial space (SF) in non-residential and mixed-use zoning districts; and
- »Compare build-out projections in the context of market supply/demand trends.

The analysis consisted of the following steps:

1. The City's tax parcel database was analyzed by current zoning and land use.
2. Tax parcels that appeared to have the potential to support future development based on parcel size, land value and value of building improvements were isolated.
3. Reasonable estimates of future residential and non-residential development potential based on densities allowed by zoning were prepared.

Environmental suitability at the parcel level was not examined. This analysis relied upon value data as a proxy to screen out protected or undevelopable sites due to lack of access, presence of wetlands, or other restrictions.

DISTRIBUTION OF THE CITY’S TAX BASE

This table on the facing page summarizes base data contained in Cobb County tax assessment records for Powder Springs. From this data, a subset of parcels which appear to have the physical potential to support future development were identified. As shown here:

- » There are more than 6,500 identified tax parcels totaling nearly 3,950 acres.
- » Approximately 14% of land area is tax-exempt, including active governmental uses, cemeteries, churches and other institutions. Subtracting those parcels leaves 6,353 taxable parcels on 3,380 acres.
- » Of that total taxable acreage 61% is exclusively zoned for residential uses, 23% for commercial, retail, office and industrial use; and 6% for mixed-use including the Central Business District.
- » This table also shows the number of homestead exemptions in each zoning district. Nearly 59% of city homeowners receiving homestead exemptions live in the R-15 & R-15C zones

SUPPLY OF FUTURE DEVELOPMENT ACREAGE

After removing land already developed, parcels owned by homeowners' associations, low-valued wetlands and parcels that are not likely to change use in the future, roughly 870 acres or 22% of land appears to be physically capable of supporting more development were identified. This inventory includes:

- » 450 vacant/undeveloped acres – with an average current taxable full market value of \$41,900 per acre
- » 420 acres with existing, low valued buildings and an average market value of just under \$79,000 per acre, on parcels large enough to be subdivided or support additional building square footage

The distribution of this resulting land inventory by zoning district is profiled in the table on page 45.

DISTRIBUTION OF POWDER SPRINGS TAX BASE BY ZONING (AS INIDICATED ON PROPERTY TAX ASSESSMENT RECORDS)

CURRENT ZONING	PARCEL COUNT	TOTAL ACRES	EXISTING TAXABLE FULL VALUES			TAX DIGEST	HOMESTEAD EXEMPTIONS
			TOTAL	LAND VALUE	IMPROVEMENTS		
All Parcels	6,501	3,950.2	\$1,306,121,124	\$323,068,766	\$971,208,528	\$518,445.081	3,381
RESIDENTIAL ZONES							
No Data / Blank	139	50.9	\$10,995,380	\$377,954	\$441,310	\$523,024	1
MDR - Medium Density Residential	1,206	352.2	\$198,589,880	\$38,180,730	\$160,409,150	\$79,435.952	615
PUD - Planned Unit Development	1	32.6	\$636,720	\$584,480	\$52,240	\$254,688	0
R-15	1,281	643.9	\$192,785,700	\$40,551,210	\$152,234,490	\$77,114,280	709
R-15C	1,957	708.1	\$429,292,340	\$80,644,010	\$348,648,330	\$171,716,936	1,280
R-20	765	474.8	\$110,740,090	\$25,440,180	\$85,299,910	\$44,296,036	431
R-30	30	136.7	\$9,965,387	\$3,293,507	\$6,671,880	\$3,986,155	20
Subtotal	5,379	2,399.1	\$953,005,497	\$189,072,071	\$753,757,310	\$377,327,071	3,056
NON-RESIDENTIAL ZONES							
BP - Business Park	12	96.0	\$3,224,230	\$2,809,630	\$414,600	\$1,289,692	0
CRC - Community Retail Commercial	162	350.6	\$117,651,050	\$56,479,410	\$61,171,640	\$47,060,420	6
HI - Heavy Industrial	2	31.2	\$1,250,840	\$901,640	\$349,200	\$500,336	0
LI - Light Industrial	88	247.6	\$61,560,939	\$25,382,949	\$36,177,990	\$24,624,376	2
NRC - Neighborhood Retail Commercial	26	52.8	\$7,902,640	\$5,350,720	\$2,551,920	\$3,161,056	1
OI - Office Institutional	19	13.3	\$4,820,070	\$2,396,740	\$2,423,330	\$1,928,028	2
Subtotal	309	791.4	\$196,409,769	\$93,321,089	\$103,088,680	\$78,563,908	11
MIXED-USE ZONES							
CBD - Central Business District	118	21.9	\$14,216,600	\$5,720,960	\$8,495,640	\$5,686,640	17
MXU - Mixed-Use	547	166.8	\$139,597,120	\$34,538,940	\$105,058,180	\$55,838,848	297
Subtotal	665	188.8	\$153,813,720	\$40,259,900	\$113,553,820	\$61,525,488	314
Totals	6,353	3,379.3	\$1,303,228,986	\$322,653,060	\$970,399,810	\$517,416,467	3,381

PRELIMINARY ESTIMATE: POWDER SPRINGS BUILD-OUT POTENTIAL AT CURRENT ZONING AND PERMITTED DENSITIES

CURRENT ZONING	PARCEL COUNT	TOTAL ACRES	EXISTING TAXABLE FULL VALUES			TAX DIGEST	HOMESTEAD EXEMPTIONS
			TOTAL	LAND VALUE	IMPROVEMENTS		
RESIDENTIAL ZONES							
No Data / Blank	139	54.6	\$10,904,160	\$419,964	\$308,080	\$452,744	1
MDR - Medium Density Residential	36	83.6	\$1,780,350	\$1,735,850	\$44,500	\$712,140	0
PUD - Planned Unit Development	1	32.6	\$636,720	\$584,480	\$52,240	\$254,688	0
R-15	61	76.7	\$4,517,610	\$3,617,080	\$900,530	\$1,807,044	10
R-15C	8	4.7	\$81,580	\$81,580	\$0	\$32,632	0
R-20	33	57.4	\$2,455,070	\$1,633,430	\$821,640	\$982,028	7
R-30	11	95.5	\$2,945,107	\$1,673,847	\$1,271,260	\$1,178,043	8
Subtotal	289	404.9	\$23,320,597	\$9,746,231	\$3,398,250	\$5,419,319	26
NON-RESIDENTIAL ZONES							
BP - Business Park	10	91.0	\$3,207,550	\$2,792,950	\$414,600	\$1,283,020	0
CRC - Community Retail Commercial	47	156.8	\$12,754,240	\$12,419,100	\$335,130	\$5,101,696	1
HI - Heavy Industrial	2	31.2	\$1,250,840	\$901,640	\$349,200	\$500,336	0
LI - Light Industrial	23	72.2	\$2,913,039	\$2,708,569	\$204,470	\$1,165,216	1
NRC - Neighborhood Retail Commercial	12	44.6	\$3,792,790	\$3,488,040	\$304,750	\$1,517,116	0
OI - Office Institutional	7	6.0	\$675,950	\$632,000	\$43,950	\$270,380	0
Subtotal	101	401.7	\$24,594,409	\$22,942,309	\$1,652,100	\$9,387,764	2
MIXED-USE ZONES							
CBD - Central Business District	69	15.4	\$1,971,640	1,920,190	\$51,450	\$788,656	0
MXU - Mixed-Use	39	48.7	\$6,587,280	\$6,512,680	\$74,600	\$2,634,912	1
Subtotal	108	64.1	\$8,558,920	\$8,432,870	\$126,050	\$3,423,568	1
Totals	498	870.6	\$56,473,926	\$41,121,410	\$5,176,400	\$18,680,651	29

BUILD-OUT CALCULATIONS

Of the total 870 acre land inventory shown in the preceding table:

» Only 23 parcels and 256 acres (6.5% of the city's total land area) are larger than 5 acres in size.

» Roughly 150 acres have already been subdivided and permitted for new home construction, including many lots that have either recently sold or have housing units already under construction

» There is an approximate equal split between land zoned exclusively for residential use (401 acres); zoned exclusively for commercial, retail, office and industrial uses (404 acres); and a remaining 64 acres including development sites in the MXU zoning district and within the Central Business District, which allow mixed-use development.

RESIDENTIAL DEVELOPMENT POTENTIAL

There is an inventory of already subdivided building lots that is sufficient to support the development of roughly 300 housing units. Additional vacant or under developed land zoned exclusively for residential use could physically support the construction of another 830 potential housing units under existing zoning:

» Approximately 400 (or more) multi-family housing units could be developed within zones that permit mixed use development, including the Central Business District zoning district.

» In total, it is estimated that **a maximum of 1,525 additional units** could be developed if all remaining land within residential and mixed use zones were fully developed at permitted densities.

» If full build-out is reached, this forecast increases the number of existing housing units by 27% and suggests that **a maximum of 7,100 households and a resulting population of roughly 20,100** could be reached at the city's current average household size of 2.83. Increasing the population above 20,000 is likely to require changes to current zoning.

NON-RESIDENTIAL DEVELOPMENT POTENTIAL

The remaining land in the city can physically accommodate an estimated maximum build-out of 4.1 million square feet of non-residential building space which includes:

» **3.8 million square feet** in commercial, industrial, and office zones.

» **385,000 square feet** in zones that allow mixed-use development, a portion of which could be allocated to additional multi-family housing units

» **41%** of the estimated building square footage and half of the total zoned acreage is currently zoned as community retail commercial (CRC) or neighborhood retail commercial (NRC)

» **1.1 million square feet** zoned light industrial (LI) can be accommodated under existing zoning if that land is suitable for development policy recommendations

» To reach these numbers, the remaining land would need to be developed at a density of 9,000 SF per acre.

Compared to the city's existing industrial, office and retail space inventory, these totals represent an approximate:

» A six-fold increase to the supply of existing office space

» 200% increase to the city's existing retail space inventory

» A near doubling of the city's inventory of industrial space

This inventory is in the context of a location that has experienced virtually no net employment growth since 2005.



WHAT THIS MEANS

At recent rates of new construction, an estimated maximum potential of 1,525 housing units under current zoning represents an approximate 10 year supply (or less). At the current average household size in Powder Springs, the city could reach a build out population of 20,100, representing an increase of 4,100 residents over the city's current population. As it is unlikely that 100% of all available land will be developed, that total would not be reached under existing zoning.

The added purchasing power of 1,500 new households and a total resident population of roughly 20,000 represents an \$42.7 million in annual retail spending demand, exclusive of automotive and non-store purchases. At an average of \$300/SF across all store types needed to support new retail square footage, this spending potential supports roughly 150,000 SF of retail development not all of which would be captured within the city. This demand can be accommodated on less than 20 acres, compared to more than available 200 acres zoned CRC or NRC.

The analysis suggests that consideration should be given to the following:

- » Either significantly increase the city's potential residential buildout potential to support more commercial and industrial development, reduce the amount of land dedicated to non-residential development, or some undertake some combination of the above.
- » Downsize or focus commercial zoning on those areas which are closest to residential density and best suited for retail development.
- » Increasing residential density within/near commercial zones, including the CBD, could also help to support the expansion of existing retail/service nodes.
- » Absent of locally generated resident demand, Powder Springs would need to become more of a retail/service destination to attract more demand from surrounding populations living in unincorporated southwester Cobb and eastern Douglas Counties. Downtown Powder Springs appears to be the best/only location to support such a strategy.
- » Over time, the City is more likely to expand its non-residential tax base by undertaking efforts to increase the market value of existing commercial development than through new construction.
- » Consideration could be given to selectively allowing higher density multi-family development along established commercial/commuting corridors, within the downtown area and in mixed-use zoning districts to increase demand within nearby retail nodes.





# 2.0 COMMUNITY PRIORITIES

2.1 // Timeline & Schedule

2.2 // Outreach Strategy

2.3 // Workshops



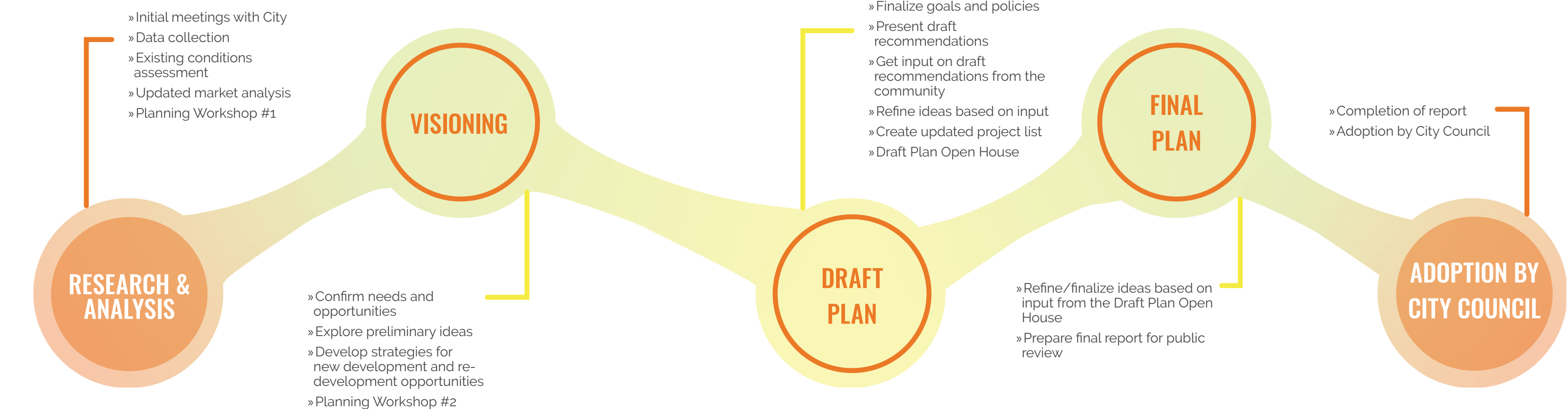
 **SPRINGS**  
**IN MOTION**  
COMPREHENSIVE PLAN UPDATE



2.1 TIMELINE & SCHEDULE

During the public outreach process (outlined in the adjacent diagram and described in more detail on the following pages), the Project Team:

- » Revised the **land use, transportation, housing,** and **economic development** elements
- » Made necessary adjustments to the vision, goals, and policies
- » Updated the City's redevelopment strategy
- » Updated the Short Term Work Plan



PUBLIC PARTICIPATION





## 2.2 OUTREACH STRATEGY

### WEBSITE

The Project Team created a website to be used as part of the outreach strategy. Total, the website got over 4,000 visits. The website provided:

- » A schedule for meetings and workshops;
- » Contact information for the team;
- » Presentations given at planning workshops;
- » Summaries of the workshops and the results of the exercises done at meetings; and
- » Links to virtual meeting activities.

### SOCIAL MEDIA

The website and workshops were heavily promoted on social media, particularly Facebook. Targeted ads were run to advertise each workshop and opportunity to give input. Total, these ads reached 20,847 people.

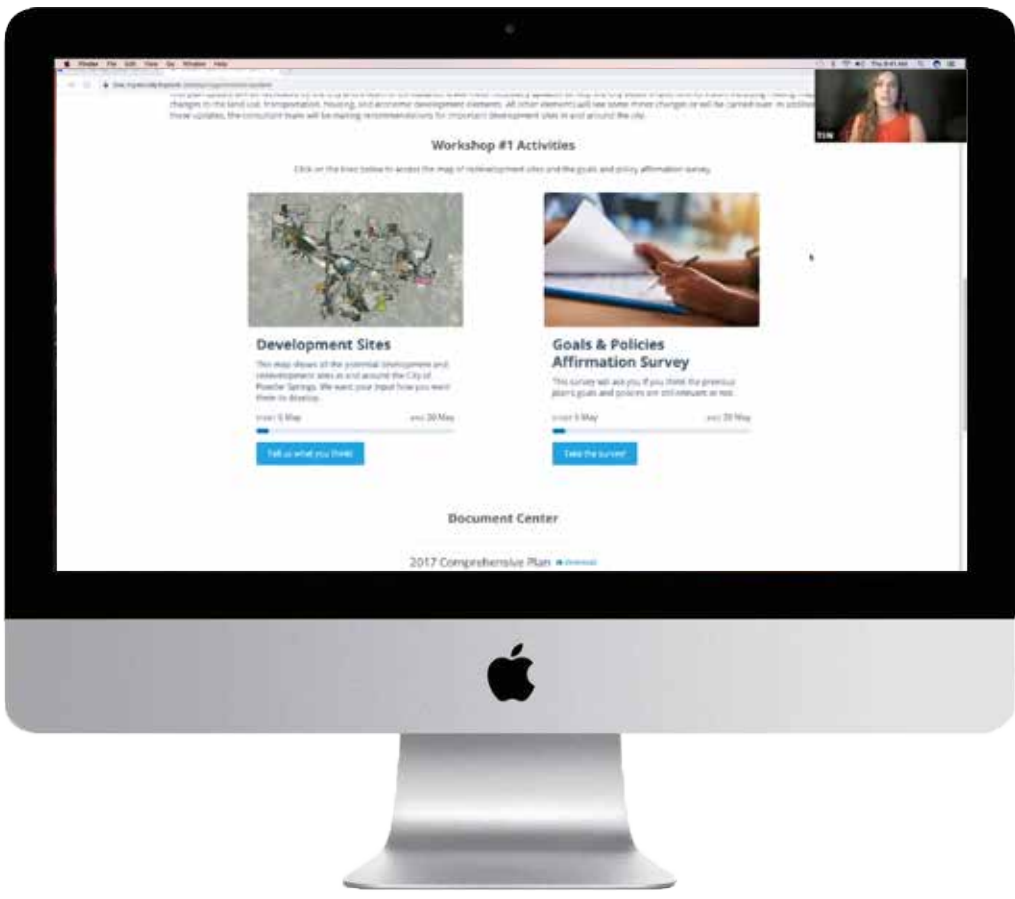


## 2.3 WORKSHOPS

### WORKSHOP #1

The first planning workshop was held virtually due to the COVID-19 pandemic on May 6, 2021 and was livestreamed on Facebook and Zoom. The topics covered identified the scope of the comprehensive plan update, the project schedule, and general analysis of how demographics, housing, economy, land use, and zoning have changed over the past 5 years. Afterwards a moderated question and answer period was held for attendees.

During the first workshop, attendees were encouraged to go to the project website on Social Pinpoint and complete a mapping activity and survey reaffirming the goals and policies of the previous comprehensive plan. Surveys were open from May 6, 2021 and were closed on May 20, 2021. Results from the 10-question survey indicated that most of the goals and policies from the previous plan were still relevant. In terms of development, not all sites may be ready to be developed or redeveloped. Respondents thought that only 2 of the sites should be acquired by the City.



### WORKSHOP #2

The second planning workshop was hosted virtually on June 3, 2021 and livestreamed on Facebook and Zoom. The topics covered were the results from the previous surveys, a breakdown of the build-out analysis conducted to see the city's ability to support new development under its current regulatory environment. Each land use type within the city was defined with their appropriate uses and sites best suited for commercial development were identified.

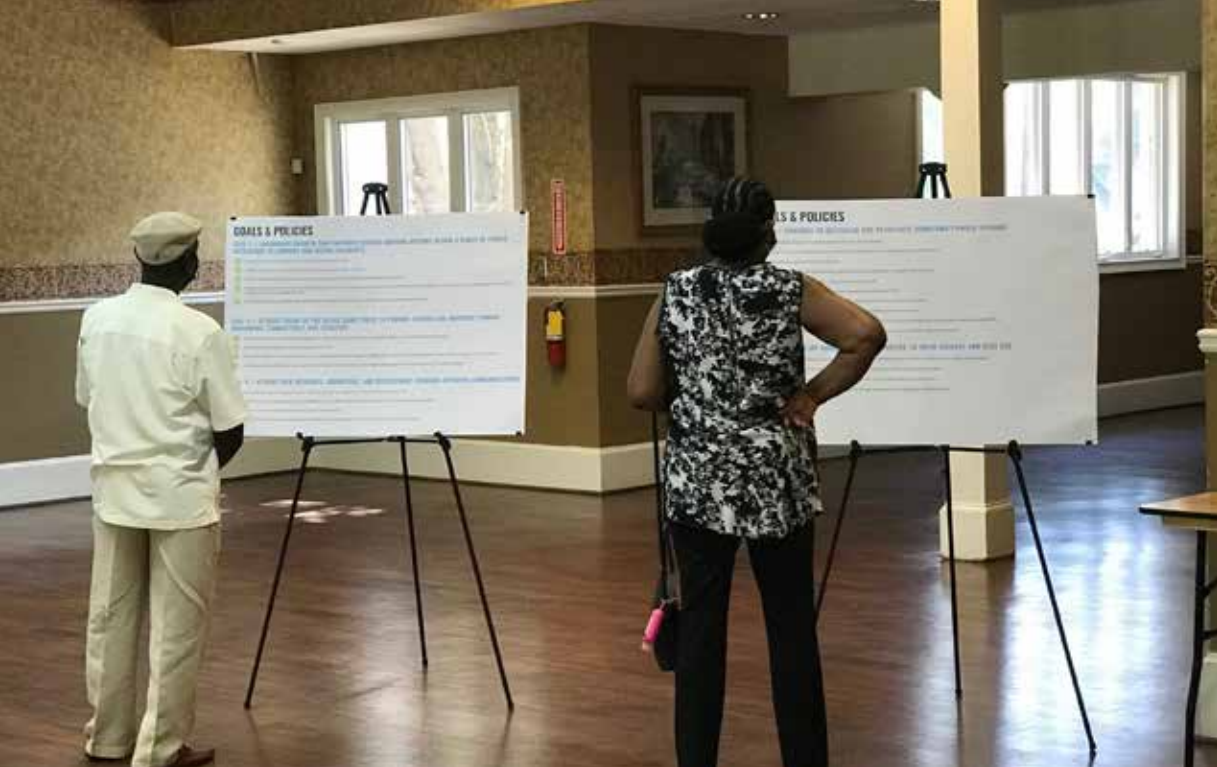
The second workshop, surveys on Social Pinpoint were live from June 3, 2021 and closed on June 17, 2021. Mapping showed survey takers locations with the potential for future development and to provide feedback. The second activity was a 11-question survey with updated goals and policies and asked respondents whether they agree, disagree, or were neutral with the proposed updates. Overall, most respondents supported the proposed goals and policies. Redevelopment of the downtown and the Town Square, redevelopment of under-utilized properties, and the update of policies to ensure land development regulations allow for decent housing had the highest support.

### DRAFT PLAN OPEN HOUSE

To present the draft plan to the public, an in-person meeting was held in addition to a virtual option that was open for two weeks on the project website. The virtual option was open from July 8, 2021 until July 22, 2021. The in-person meeting was held on July 15th at the Ford Center. Two people provided comments online, while 15 members of the community attended the in-person event. In order to minimize transmission of the COVID-19 virus, community members pre-registered for one of three timeslots and were required to wear masks. Walk-ins were accepted as long as space was available. Upon arrival, meeting attendees were given the latest project list for their reference.

Boards displaying the plan's goals, objectives, the future development map, and transportation project maps were set up around the meeting space for feedback. Attendees were given green dots to place on recommendations that they agreed with or supported, and red dots to place on recommendations they did not agree with or did not support. Comment cards were provided in order to give attendees an opportunity to write down suggestions or additional feedback.

Overall, feedback from both the virtual and in-person open house was positive. The goals and objectives were well received. Participants indicated some hesitation about multi-family housing, but appeared to be hopeful about future commercial development in the city.





# 3.0 COMMUNITY VISION

3.1 // Needs & Opportunities

3.2 // Goals

3.3 // Objectives

3.4 // Land Use

3.5 // Economic Development

3.6 // Housing

3.7 // Transportation

3.8 // Open Spaces & Natural Resources

3.9 // Annexation

3.10 // Consistency with Other Plans



**SPRINGS  
IN MOTION**  
COMPREHENSIVE PLAN UPDATE



### 3.1 NEEDS & OPPORTUNITIES

Through the assessment of current and previous plans, existing conditions, and public input, a list of needs and opportunities was created to guide the development of this plan.

#### NEEDS

- » More residential density near established commercial areas
- » Establishing more businesses downtown, especially new dining establishments.
- » New curb cuts along major roads to provide opportunities for development, specifically along C.H. James Parkway
- » Increase in access along C.H. James Parkway
- » Improvement of sidewalks and streetlights to increase pedestrian safety
- » Expansion of regional transit to better serve the community
- » The City's tax base needs to be expanded and diversified to fund future improvement
- » Redevelopment of vacant and under-utilized lands
- » Job creation
- » Quality, diverse housing options to serve different populations
- » Housing that is affordable and attainable to families, seniors, and local workers

#### OPPORTUNITIES

- » Mixed-use development with commercial retail, office, and multi-family residential
- » Recent downtown revitalization has spurred even more new development interest
- » The new Thurman Springs Park will provide opportunities for more community events that draw in both residents and visitors.
- » The Silver Comet trail provides opportunities for adjacent development and connecting to and from regional destinations.
- » Proximity to unincorporated lands provide opportunities to annex parcels into the City, therefore increasing the City's tax base
- » Increasing land values

### 3.2 GOALS

#### GOAL 1 // CONTINUE TO REVITALIZE AND REACTIVATE DOWNTOWN POWDER SPRINGS

#### GOAL 2 // REDEVELOP UNDER-UTILIZED PROPERTIES TO THEIR HIGHEST AND BEST USE

#### GOAL 3 // ENCOURAGE GROWTH THAT INCLUDES DIVERSE HOUSING OPTIONS WITHIN A RANGE OF PRICES ACCESSIBLE TO CURRENT AND FUTURE RESIDENTS

#### GOAL 4 // ATTRACT USERS OF THE SILVER COMET TRAIL TO POWDER SPRINGS VIA IMPROVED SIGNAGE, WAYFINDING, CONNECTIVITY, AND FACILITIES

#### GOAL 5 // ATTRACT NEW RESIDENTS, BUSINESSES, AND DEVELOPMENT THROUGH IMPROVED COMMUNICATIONS

### 3.3 OBJECTIVES

#### GOAL 1 // CONTINUE TO REVITALIZE AND REACTIVATE DOWNTOWN POWDER SPRINGS

- 1.1 Continue to develop the areas around the new Town Square
- 1.2 Continue to attract new businesses into downtown to encourage future development opportunities.
- 1.3 Rehabilitate existing historic buildings
- 1.4 Create and implement architectural standards to give downtown a unique look and feel
- 1.5 Increase office and retail space to improve daily foot traffic
- 1.6 Work with regional businesses looking to expand to Southwest Cobb
- 1.7 Connect the existing trail system north to the Silver Comet and south to Lewis Road
- 1.8 Create financial and administrative incentives to attract developers to downtown
- 1.9 Continue to empower and utilize the Downtown Development Authority and the Development Authority of Powder Springs to strategically acquire and redevelop properties
- 1.10 Support and protect existing downtown businesses so they can remain downtown as development occurs

#### GOAL 2 // REDEVELOP UNDER-UTILIZED PROPERTIES TO THEIR HIGHEST AND BEST USE

- 2.1 Focus commercial zoning on areas that are closest to residential density and best suited for new retail development
- 2.2 Create an inventory of for-sale and lands likely to be up for sale in the next five to ten years
- 2.3 Consider the economic needs of the City when creating plans for redevelopment areas
- 2.4 Create financial and administrative incentives to attract developers to redevelop targeted areas
- 2.5 Add strategically placed curb cuts along C.H. James Parkway to assist with transportation connectivity and to jump-start new economic opportunities





**GOAL 3 // ENCOURAGE GROWTH THAT INCLUDES DIVERSE HOUSING OPTIONS WITHIN A RANGE OF PRICES ACCESSIBLE TO CURRENT AND FUTURE RESIDENTS**

- 3.1 Increase residential density within and near commercial zones
- 3.2 Protect and enhance the quality of existing housing stock within the city
- 3.3 Ensure that policies and land development regulations allow for decent housing for all residents
- 3.4 Allow the development of housing types that address “missing middle housing” types, including multi-family buildings with under 20 units, townhomes, live/work, duplexes/triplexes/quadplexes, etc.
- 3.5 Incentivize housing developments that provide workforce housing near existing and future employment centers

**GOAL 4 // ATTRACT USERS OF THE SILVER COMET TRAIL TO POWDER SPRINGS VIA IMPROVED SIGNAGE, WAYFINDING, CONNECTIVITY, AND FACILITIES**

- 4.1 Create attractive and informative signage and wayfinding to direct trail users and other visitors in and around Powder Springs
- 4.2 Upgrade existing facilities along the Silver Comet Trail
- 4.3 Place new facilities (i.e. restrooms, food stalls, lighting, dog waste disposal facilities, picnic areas, etc) near the Silver Comet Trail to improve user experience
- 4.4 Continuously identify how to connect the Silver Comet Trail to nearby, future developments and underserved areas of Powder Springs

**GOAL 5 // ATTRACT NEW RESIDENTS, BUSINESSES, AND DEVELOPMENT THROUGH IMPROVED COMMUNICATIONS**

- 5.1 Annex nearby unincorporated lands to help increase the tax digest and attract new jobs into the city
- 5.2 Determine a set target demographics/audiences to market Powder Springs as a place to live, work, and do business
- 5.3 Create a marketing strategy tailored to target demographics
- 5.4 Refine outreach policies and strategies to better communicate with residents in and around Powder Springs





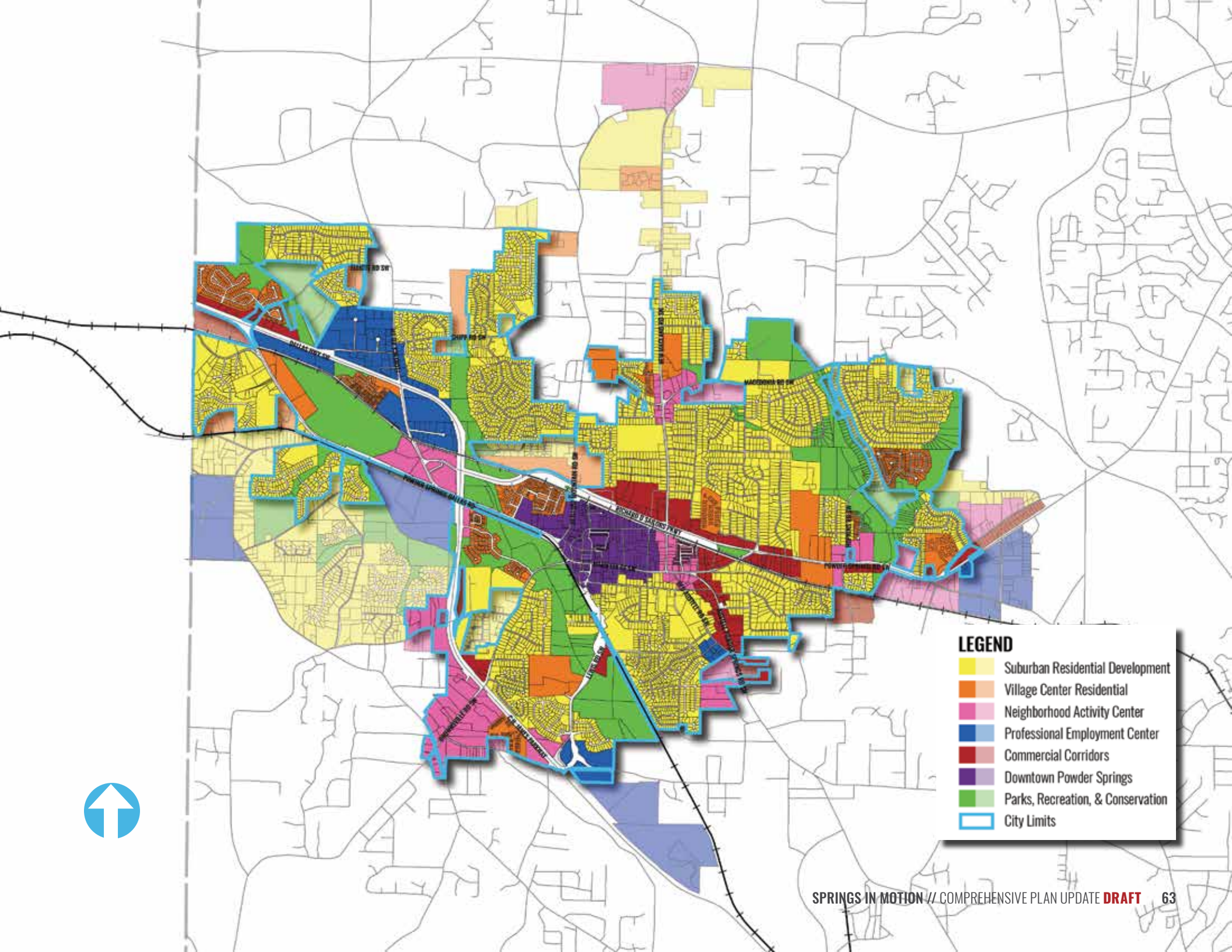
### 3.4 LAND USE

#### OBJECTIVES

- » 1.1 // Continue to develop the areas around the new Town Green.
- » 1.4 // Create and implement architectural standards to give downtown a unique look and feel.
- » 1.5 // Increase office and retail space to improve daily foot traffic.
- » 1.9 // Continue to empower and utilize the Downtown Development Authority and the Development Authority of Powder Springs to strategically acquire and redevelop properties.
- » 2.3 // Consider the economic needs of the City when creating plans for redevelopment areas
- » 3.1 // Increase residential density within and near commercial zones
- » 3.3 // Ensure that policies and land development regulations allow for decent housing for all residents.
- » 3.5 // Incentivize housing developments that provide workforce housing near existing and future employment centers
- » 5.1 // Annex nearby unincorporated lands to help increase the tax digest and attract new jobs into the city.

#### FUTURE DEVELOPMENT MAP

The future development map on the next page represents a general concept of future land use patterns and prescribes future land uses and appropriate zoning districts in the event a rezoning of property was to occur. This future development map is a revised version of the 2017 comprehensive plan's future development map. The implementation measures prescribed in 2017 were reviewed and adjusted to meet current and projected needs.





# SUBURBAN RESIDENTIAL NEIGHBORHOOD



## OVERVIEW

Powder Springs is mostly made up of single-family homes in residential subdivisions, all planned in a sprawling, suburban style. Suburban residential neighborhoods will be developed in both new areas and existing neighborhoods. Development will be located where it can be served efficiently by infrastructure, facilities and services, and transportation networks. It is imperative that new and redeveloping suburban residential areas embrace Smart Growth and Traditional Neighborhood Development principles to create high quality neighborhoods and encourage pedestrian-oriented development. All development activity will be designed to mitigate adverse impacts on any historic, cultural, and/or natural resources.

## IMPLEMENTATION MEASURES

- » Encourage Smart Growth and Traditional Neighborhood Development principles, where appropriate
- » Code enforcement
- » Refinement of sidewalk system, and pedestrian and bicycle linkages to city-wide and regional trail systems
- » Mixture of planned communities and infill development
- » Traffic calming, where necessary
- » Historic preservation, where feasible and appropriate
- » Infill development



## APPROPRIATE USES

- » Single-family detached houses
- » Community facilities (schools, places of worship, libraries, etc)
- » Neighborhood parks

## APPROPRIATE ZONING DISTRICTS

- » R-30 Single-Family Residential
- » R-20 Single-Family Residential
- » R-15 Single-Family Residential
- » MDR Medium Density Residential District
- » PUD-R Planned Unit Development





OVERVIEW

Village Center Residential areas would most likely be comprised of denser and more diverse housing options in a walkable setting, with access to community facilities, parks, and nearby commercial centers.

APPROPRIATE USES

- » Small-lot single-family detached houses
- » Townhomes
- » Senior housing
- » Condominium or apartment buildings
- » Community facilities (schools, places of worship, libraries, etc)
- » Neighborhood parks

IMPLEMENTATION MEASURES

- » Encourage Smart Growth and Traditional Neighborhood Development principles
- » Code enforcement
- » Refinement of sidewalk system, and pedestrian and bicycle linkages to city-wide and regional trail systems
- » Mixture of planned communities and
- » Encourage on-street parking
- » Infill development
- » Adaptive reuse

APPROPRIATE ZONING DISTRICTS

- » R-15 Single-Family Residential
- » MDR Medium Density Residential District
- » PUD-R Planned Unit Development - Residential
- » MXU Mixed-Use District





# NEIGHBORHOOD ACTIVITY CENTER

## OVERVIEW

Neighborhood Activity Centers are made of residential, commercial, civic, and public uses intended to be -pedestrian-oriented and serve residents living on-site and in nearby residential areas.

## APPROPRIATE USES

- » Small-lot single-family detached houses
- » Townhomes
- » Senior housing
- » Condominium or apartment buildings
- » Neighborhood-scale retail and service commercial
- » Consumer-facing office commercial
- » Commercial mixed use
- » Community facilities (schools, places of worship, libraries, etc)
- » Parks and recreation

## IMPLEMENTATION MEASURES

- » Redesign off-street parking facilities for inter-parcel connectivity
- » Negotiate and enforce shared parking agreements
- » Improved signage and wayfinding
- » Pedestrian and cyclist safety improvements
- » Pedestrian and bicycle connections to nearby neighborhoods
- » Refinement of sidewalk system, and pedestrian and bicycle linkages to city-wide and regional trail systems
- » Prohibit parcel-wide curb cuts
- » Adaptive reuse

## APPROPRIATE ZONING DISTRICTS

- » PUD-R Planned Unit Development - Residential
- » MXU Mixed-Use District
- » O-I Office-Institutional District
- » NRC Neighborhood Retail Commercial District







OVERVIEW

Professional Employment Centers will house industrial space and office buildings and complexes along major transportation corridors. Industrial operations providing employment opportunities for area residents are encouraged in this area. Also encouraged are supportive uses like retail and service commercial to serve employees and fulfill complementary needs.

APPROPRIATE USES

- » Office commercial
- » Retail and service commercial
- » Commercial mixed use
- » Light industrial
- » Pocket parks

IMPLEMENTATION MEASURES

- » Incentives for new businesses/employers
- » Incentives for clean industry
- » Buffering and screening between industrial developments and surrounding neighborhoods
- » Adaptive reuse
- » Revision of architectural and site design standards to encourage better-quality development
- » Redesign off-street parking facilities for inter-parcel connectivity
- » Negotiate and enforce shared parking agreements
- » Access management best practices
- » Require inter-parcel connectivity
- » Prohibit parcel-wide curb cuts
- » Marketing geared toward potential employers

APPROPRIATE ZONING DISTRICTS

- » MXU Mixed-Use District
- » O-I Office-Institutional District
- » NRC Neighborhood Retail Commercial District
- » CRC Community Retail Commercial District
- » BP Business Park District
- » LI Light Industrial District
- » E-Commerce & Logistics Overlay







OVERVIEW

Commercial corridors are made of larger scale commercial, civic, and public uses along major transportation corridors and other areas that see a lot of traffic to serve both nearby neighborhoods and people coming to or traveling through Powder Springs. New commercial areas should place parking in the rear or side of the development, with the development facing streets and sidewalks. Suburban-style shopping centers and other commercial sites located in these areas could be redeveloped into mixed-use developments as they approach the end of their lifespan and should consider their proximity to existing infrastructure and surrounding services.

APPROPRIATE USES

- » Community-scale retail and service commercial
- » Consumer-facing office commercial
- » Mixed use
- » Community facilities (schools, places of worship, libraries, etc)
- » Parks and recreation

IMPLEMENTATION MEASURES

- » Redesign off-street parking facilities for inter-parcel connectivity
- » Improved signage and wayfinding
- » Pedestrian and cyclist safety improvements
- » Pedestrian and bicycle connections to nearby neighborhoods
- » Refinement of sidewalk system, and pedestrian and bicycle linkages to city-wide and regional trail systems
- » Negotiate and enforce shared parking agreements
- » Access management best practices
- » Require inter-parcel connectivity
- » Prohibit parcel-wide curb cuts
- » Adaptive reuse

APPROPRIATE ZONING DISTRICTS

- » MXU Mixed-Use District
- » O-I Office-Institutional District
- » CRC Community Retail Commercial District
- » E-Commerce & Logistics Overlay





# DOWNTOWN POWDER SPRINGS

## OVERVIEW

Downtown Powder Springs is intended to be a focal point for activity and provide a “Main Street” setting with higher-density housing, retail, office, community facilities, and above-retail housing in a walkable setting and with buildings oriented to the street. It is imperative that historic preservation be prioritized where possible as it will add to the area’s economic development.

## APPROPRIATE USES

- » Townhomes
- » Senior housing
- » Condominium or apartment buildings
- » Above-retail condominiums and apartments
- » Retail and service commercial
- » Consumer-facing office commercial
- » Mixed use
- » Civic buildings
- » Parks and recreation

## IMPLEMENTATION MEASURES

- » Historic preservation
- » Preservation of existing single-family homes
- » Prioritize renovation of existing buildings over tear-down/rebuilds
- » Adaptive reuse
- » Creation of architectural and site design standards to encourage better-quality development and unique downtown character
- » Encourage on-street parking
- » Negotiate and enforce shared parking agreements
- » Marketing geared toward potential developers and business owners
- » Marketing of existing businesses
- » Pedestrian and bicycle connections to nearby neighborhoods and destinations
- » Refinement of sidewalk system, and pedestrian and bicycle linkages to city-wide and regional trail systems

## APPROPRIATE ZONING DISTRICTS

- » MXU Mixed-Use District
- » CBD Central Business District
- » DDO Downtown Design Overlay





OVERVIEW

Parks and recreational facilities are an important asset to cities because they add to health and quality of life. Where possible, new parks should be built near residential and commercial areas and should be connected to sidewalks, bicycle facilities, and multi-use paths and trails. Conservation and open space areas are lands that are environmentally sensitive and are to be protected from adverse development to maintain natural habitats, provide flood protection, and protect water quality. These lands could be developed at the City's discretion if a development plan adequately considers and protects natural resources. These areas may also provide informal recreational opportunities that consider and protect natural resources.

APPROPRIATE USES

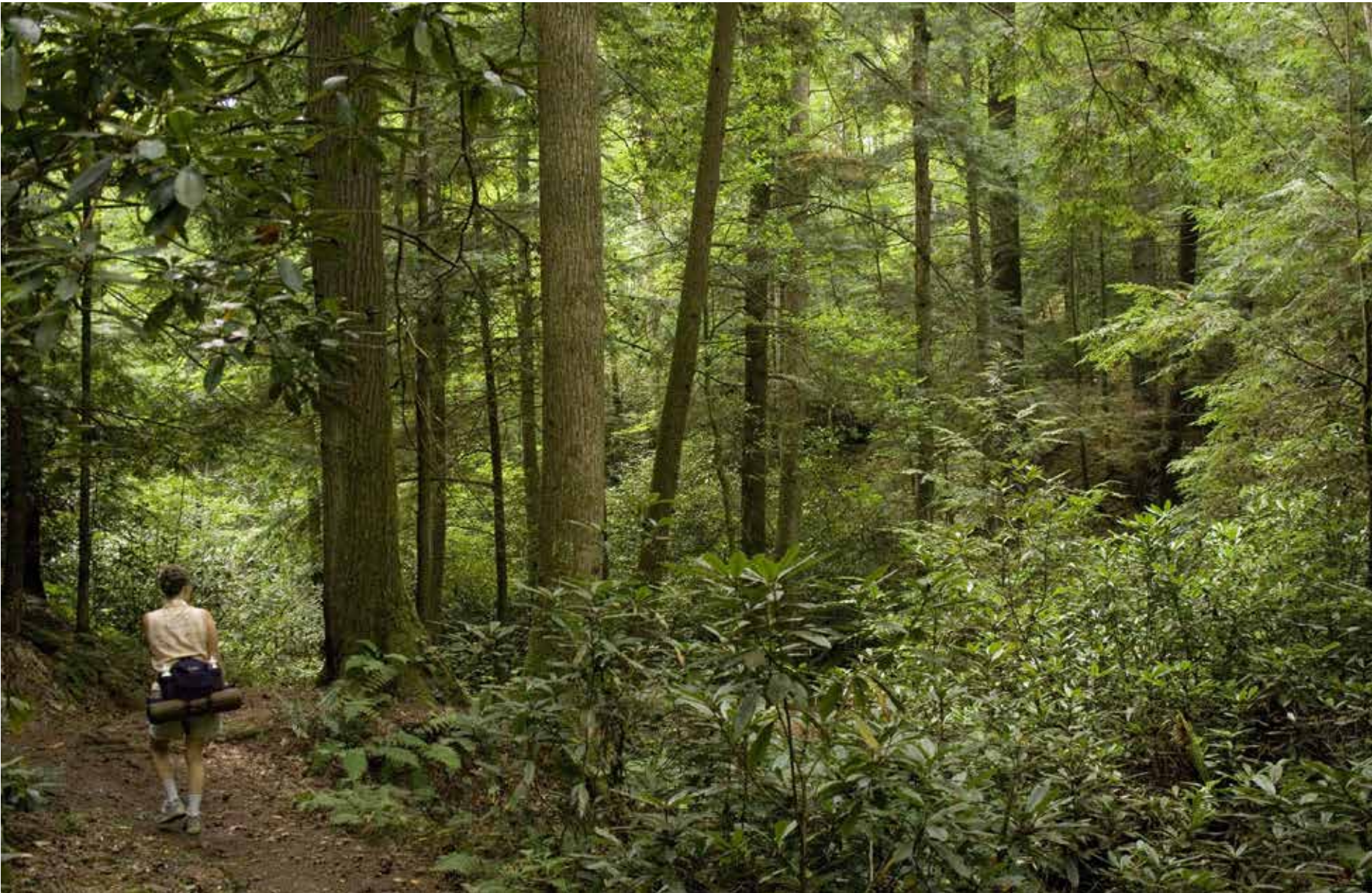
- » Active parks
- » Passive parks
- » Recreational facilities
- » Bicycle and pedestrian trails
- » Stormwater facilities

IMPLEMENTATION MEASURES

- » Limit development within floodplains, wetlands, and other flood-prone areas
- » Pedestrian and bicycle connections to nearby neighborhoods and destinations
- » Refinement of pedestrian and bicycle linkages to city-wide and regional trail systems
- » Environmental impact review
- » Conservation easements
- » Improved trail design standards

APPROPRIATE ZONING DISTRICTS

- » All zoning districts



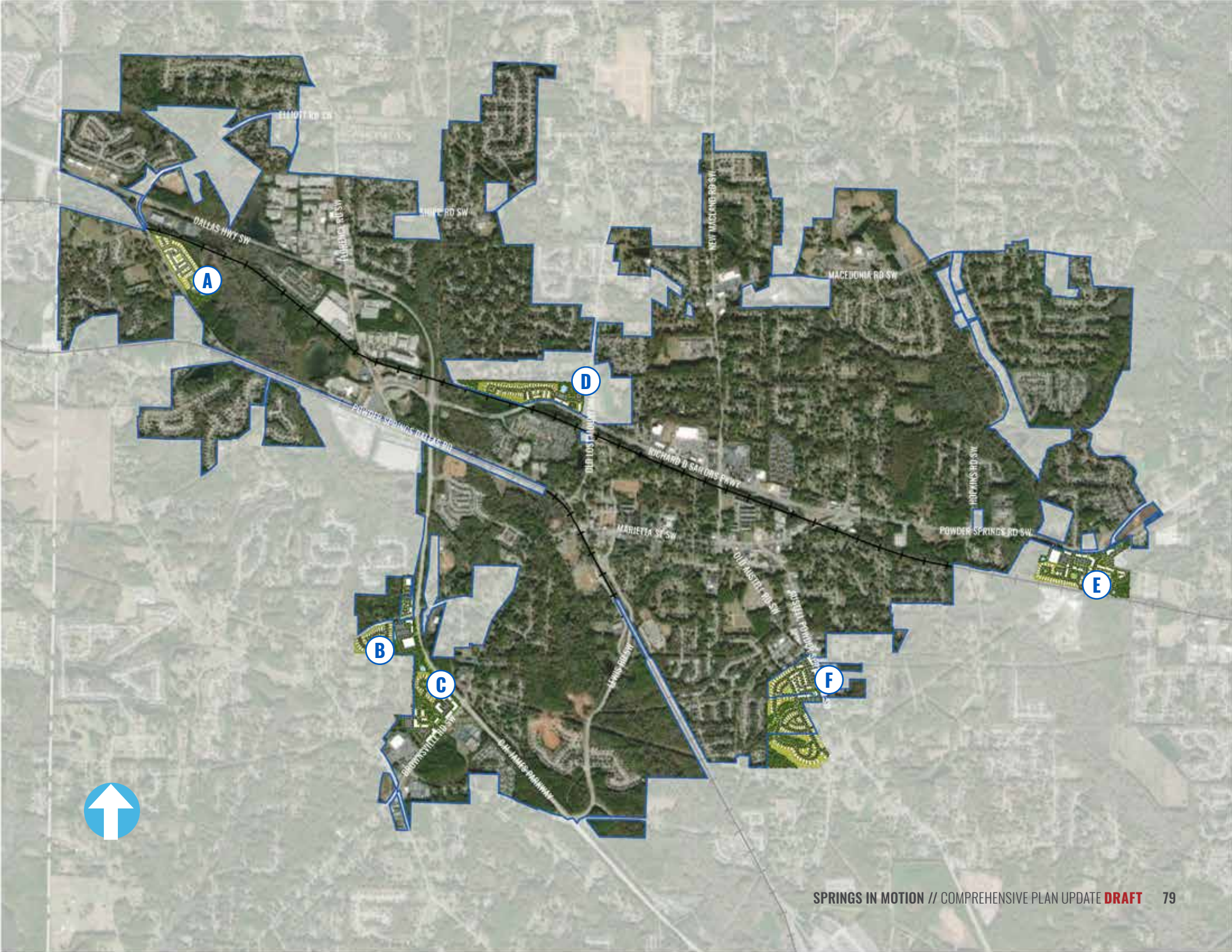


REDEVELOPMENT AREAS

The map on the right shows 6 areas within Powder Springs and outside the city limits that are most ripe for new development or redevelopment and the land use type(s) recommended for those areas. These areas mostly have older, under-utilized buildings on site or have potential to be catalytic for further economic development. Several factors were accounted for in determining their best land uses, including existing zoning, acreage, nearby traffic counts, public input, and whether they are already in the city limits and therefore don't require annexation. Future land use, as well as current population, housing, and job projections, were also taken into account as these redevelopment scenarios were crafted. It should be noted that these concept plans are ideas for the future of Powder Springs; they show the potential but do not guarantee that development will occur or that the final site designs will be exactly as shown.

LAND USE	SQUARE FOOTAGE	TOTAL UNITS
Single-family residential	-	283
Townhomes	-	308
Large multi-family residential	-	116
8-plexes	-	54
Commercial	250,110 SF	-
Total	250,110 SF	761

- A** Powder Springs-Dallas Road Site (28.0 acres)
- B** Hill Road / C.H. James Parkway Site (12.2 acres)
- C** Brownsville Road / C.H. James Parkway Site (25.5 acres)
- D** Richard D. Sailors Parkway Site (26.8 acres)
- E** Powder Springs Road / Flint Hill Road Site (38.9 acres)
- F** Austell-Powder Springs Road Site (57.6 acres)





**A** POWDER SPRINGS-DALLAS ROAD SITE (28.0 ACRES)

LAND USE	SQUARE FOOTAGE	TOTAL UNITS
Single-family residential	-	51
Townhomes	-	57
Large multi-family residential	-	-
8-plexes	-	-
Commercial	-	-
Total	-	108

DEVELOPMENT SUMMARY

Single-Family Residential

1 51 lots

Townhomes

2 57 units

Civic

3 Silver Comet Trail  
Access

Greenspace

P.1 0.80 ac





**B** HILL ROAD / C.H. JAMES PARKWAY SITE (12.2 ACRES)

LAND USE	SQUARE FOOTAGE	TOTAL UNITS
Single-family residential	-	45
Townhomes	-	-
Large multi-family residential	-	-
8-plexes	-	-
Commercial	64,210 SF	-
Total	64,120 SF	45

DEVELOPMENT SUMMARY

Single-Family Residential

4 45 lots

Commercial

- 5

28,000 SF
- 10

1,050 SF
- 15

1,900 SF
- 6

4,300 SF
- 11

1,200 SF
- 16

1,900 SF
- 7

6,200 SF
- 12

620 SF
- 17

11,700 SF
- 8

3,800 SF
- 13

850 SF
- 9

790 SF
- 14

1,900 SF

Greenspace

P.2 0.13 ac





**C**    **BROWNSVILLE ROAD / C.H. JAMES PARKWAY SITE (25.5 ACRES)**

LAND USE	SQUARE FOOTAGE	TOTAL UNITS
Single-family residential	-	22
Townhomes	-	15
Large multi-family residential	-	116
8-plexes	-	-
Commercial	68,100 SF	-
Total	68,100 SF	153



**DEVELOPMENT SUMMARY**

**Single-Family Residential**

**18** 22 lots

**Townhomes**

**19** 15 units

**Multi-Family Residential**

**20** 32 units

**23** 37 units

**25** 29 units

**26** 18 units

**Commercial**

**21** 10,300 SF

**22** 8,000 SF

**24** 3,600 SF

**27** 23,400 SF (3 stories)

**28** 22,800 SF (3 stories)

**Greenspace**

**P.3** 0.17 ac





**D** RICHARD D. SAILORS PARKWAY SITE (26.8 ACRES)

LAND USE	SQUARE FOOTAGE	TOTAL UNITS
Single-family residential	-	39
Townhomes	-	46
Large multi-family residential	-	-
8-plexes	-	-
Commercial	17,200 SF	-
Total	17,200 SF	85



DEVELOPMENT SUMMARY

Single-Family Residential

**29** 39 lots

Townhomes

**30** 46 units

Commercial

**31** 5,300 SF    **32** 5,300 SF    **33** 6,600 SF

Civic

**34** Silver Comet Trail  
Access

Greenspace

**P.4** 0.16 ac





**E** POWDER SPRINGS ROAD / FLINT HILL ROAD SITE (38.9 ACRES)

LAND USE	SQUARE FOOTAGE	TOTAL UNITS
Single-family residential	-	27
Townhomes	-	115
Large multi-family residential	-	30
8-plexes	-	-
Commercial	66,000 SF	-
Total	66,000 SF	172



DEVELOPMENT SUMMARY

Single-Family Residential

**35** 27 lots

Townhomes

**36** 37 units

**37** 78 units

8-Plex

**38** 8 units (3 stories)

**40** 7 units (3 stories)

**39** 8 units (3 stories)

**41** 7 units (3 stories)

Commercial

**42** 2,100 SF

**46** 3,600 SF

**43** 33,600 SF

**47** 9,600 SF

**44** 6,000 SF

**48** 6,900 SF

**45** 4,200 SF

Greenspace

**P.5** 0.33 ac





F

AUSTELL-POWDER SPRINGS ROAD SITE (57.6 ACRES)

LAND USE	SQUARE FOOTAGE	TOTAL UNITS
Single-family residential	-	110
Townhomes	-	75
Large multi-family residential	-	24
8-plexes	-	-
Commercial	34,600 SF	-
Total	34,600 SF	209



DEVELOPMENT SUMMARY

Single-Family Residential

49 110 lots

Townhomes

50 75 units

8-Plex

51 8 units (3 stories) 52 8 units (3 stories) 53 8 units (3 stories)

Commercial

54 6,200 SF 56 3,800 SF 55 12,000 SF (2 stories) 57 12,600 SF (2 stories)





3.5 ECONOMIC DEVELOPMENT

OBJECTIVES

- » 1.2 // Continue to attract new businesses into downtown to encourage future development opportunities.
- » 1.3 // Rehabilitate existing historic buildings.
- » 1.4 // Create and implement architectural standards to give downtown a unique look and feel.
- » 1.6 // Work with regional businesses looking to expand to Southwest Cobb County.
- » 1.8 // Create financial and administrative incentives to attract developers to downtown.
- » 1.9 // Continue to empower and utilize the Downtown Development Authority and the Development Authority of Powder Springs to strategically acquire and redevelop properties.
- » 1.9 // Support and protect existing downtown businesses so they can remain downtown as development occurs
- » 2.1 // Focus commercial zoning on areas that are closest to residential density and best suited for new retail development.
- » 2.2 // Create an inventory of for-sale and lands likely to be up for sale in the next five to ten years.
- » 2.3 // Consider the economic needs of the City when creating plans for redevelopment areas
- » 2.4 // Create financial and administrative incentives to attract developers to redevelop targeted areas.
- » 2.5 // Add strategically placed curb cuts along C.H. James Parkway to assist with transportation connectivity and to jump-start new economic opportunities

- » 3.1 // Increase residential density within and near commercial zones.
- » 3.2 // Create an inventory of for-sale and lands likely to be up for sale in the next five to ten years.
- » 3.5 // Incentivize housing developments that provide workforce housing near existing and future employment centers.
- » 4.2 // Upgrade existing facilities along the Silver Comet Trail.
- » 4.3 // Place new facilities near the trail to improve user experience.
- » 5.1 // Annex nearby unincorporated lands to help increase the tax digest and attract new jobs into the city.
- » 5.2 // Determine a set target demographics/ audiences to market Powder Springs as a place to live, work, and do business.
- » 5.3 // Create a marketing strategy tailored to target demographics.

POLICY RECOMMENDATIONS

- » Recruit sustainable development on Lewis Road
- » Market development around Thurman Springs Park.
- » Market redevelopment areas.
- » Continue strengthening capacity of the Development Authority of Powder Springs (DAPS) and Downtown Development Authority (DDA).
- » Continue expanding relationships with Cobb County and external partners.
- » Continue to refine and update incentives policy program.

- » Continue to widely publicize the programs and services available through the Powder Springs Economic Development Department.
- » Continue intentional, one-on-one outreach to local businesses.
- » Continue helping local businesses engage with local schools.
- » Continue to convene downtown business and property owners together on a regular basis.
- » Support the efforts/activities of the Powder Springs Business Group.
- » Recruit catalytic businesses for the downtown.

3.6 HOUSING

OBJECTIVES

- » 3.1 // Increase residential density within and near commercial zones.
- » 3.2 // Protect and enhance the quality of existing housing stock within the city.
- » 3.3 // Ensure that policies and land development regulations allow for decent housing for all residents.
- » 3.4 // Allow the development of housing types that address "missing middle housing" types, including multi-family buildings with under 20 units, townhomes, live/work, duplexes/ triplexes/quadplexes, etc.
- » 3.5 // Incentivize housing developments that provide workforce housing near existing and future employment centers.

CONSOLIDATED PLAN 2021-2025

Cobb County receives money from Community Development Block Grants (CDBG), the HOME Investment Partnerships Act Program (HOME), and the Emergency Solutions Grant (ESG) among others. The county consolidated plan identifies affordable housing, community and economic development needs for communities within Cobb County.

CONSOLIDATED PLAN GOALS

1. New construction, acquisition, and rehabilitation of affordable housing units.
2. Affirmatively furthering Fair Housing activities, including accessibility improvements, fair housing enforcement, and education.
3. Financial assistance for affordable housing, including providing support for tenant-based rental assistance, down payment assistance, and rapid rehousing and homeless prevention programs.
4. Supportive services for homeless persons and those at risk for homelessness.
5. Acquire, construct, rehabilitate public facilities that benefit low-income households and persons and persons with special needs to include senior centers, neighborhood facilities, youth centers, childcare centers, health facilities, handicapped centers, abused and neglected children facilities, parks and recreational facilities, and other facilities; and fund non-housing community development proposals in the County that eliminate a threat to public health and safety to include water/sewer improvements, flood/ drainage improvements, sidewalks, street improvements, and other infrastructure improvements.

6. Provide funding to support public service programs and projects that provide recreational activities, educational opportunities, and job skills to youth; supportive services to low- and moderate-income households and persons with special needs; assistance to businesses to create and/or retain jobs for low and moderate income persons; and support for job training, continuing education, and employment services designed to assist low and moderate income persons obtain jobs.
7. Provide the administrative structure for the planning, implementation, and management of the CDBG, HOME, and ESG grant programs as well as other housing, community development, and homelessness programs.

INSTITUTIONAL STRUCTURE FOR POWDER SPRINGS

Cobb County allocates fair share percentages of Community Development Block Grant (CDBG) program funds to four municipalities in the county including Acworth, Austell, Kennesaw, and Powder Springs. Marietta and Smyrna receive a direct allocation from the U.S. Department of Housing and Urban Development (HUD) since they are entitlement jurisdictions. Powder Springs will carry out its consolidated plan with the following:

- » Neighborhood improvements
- » Public services

NEIGHBORHOOD IMPROVEMENT & PUBLIC FACILITIES IN POWDER SPRINGS

Within the consolidated plan, Powder Springs has one programmed project described below:

- Name: City of Powder Springs Facility Improvements
- FY2021 Funding: \$78,252.00
- Annual Goals: Acquire, construct, rehabilitate public facilities and infrastructure
- Priority Needs Addressed: Neighborhood revitalization and redevelopment

HOMELESS SERVICES IN POWDER SPRINGS

Cobb County coordinates integrated grant funded programs with mainstream services for which persons that are homeless or at-risk of homelessness may be eligible. Within Powder Springs, the Powder Springs Church of God (4263 Austell Powder Springs Road) supplies food resources for children, elderly, families, and homeless individuals.



3.7 TRANSPORTATION

OBJECTIVES

- » 1.7 // Connect the existing trail system north to the Silver Comet and south to Lewis Road.
- » 2.5 // Add strategically placed curb cuts along C.H. James Parkway to assist with transportation connectivity and to jump-start new economic opportunities
- » 4.2 // Upgrade existing facilities along the Silver Comet Trail.
- » 4.3 // Place new facilities (i.e. restrooms, food stalls, dog waste disposal facilities, picnic areas, etc) near the trail to improve user experience.
- » 4.4 // Continuously identify how to connect the Silver Comet Trail to nearby, future developments and underserved areas of Powder Springs.

ROADWAY IMPROVEMENTS

ADDITIONAL STUDIES

In terms of roadway improvements, there have been concerns regarding intersections where residents feel that the light is staying green for too long when there are no cars. Several intersections have been proposed for traffic studies to determine the optimal timing and phasing of traffic signals. The intersections to be studied are:

- » T. 1 // C.H. James Parkway & Brownsville Road
- » T.2 // C.H. James Parkway & Hill Road
- » T.3 // Richard D. Sailors Parkway & Old Lost Mountain Road
- » T.4 // Brownsville Road & Hiram-Lithia Springs Road

- » T.5 // Powder Springs Road & Richard D. Sailors Parkway
- » T.6 // Brownsville Road at Linked UP Church Parking Lot

An additional study for the C.H. James Parkway corridor is recommended to analyze additional ways to increase connectivity (T.7).

ROADWAY IMPROVEMENTS

Incomplete roadway projects from the 2017 comprehensive plan have been carried over to this plan. Some roadway improvements identified in the 2016 LCI study are also included. The most important roadway projects include adding curb cuts and traffic signals along C.H. James Parkway. The access points along the corridor will help make vacant or underdeveloped commercial and industrial parcels along this corridor accessible to future businesses. Each of the proposed curb cuts and traffic signals along C.H. James Parkway (T14-T20) are important to the City's connectivity goals and efforts to successfully locate companies to these parcels by removing or mitigating obstacles that make these parcels undesirable. Directly adjacent to the City of Powder Springs in Hiram and Paulding County, they are allowed multiple access points along C.H. James Parkway, some of which directly access private developments. There is ongoing coordination with GDOT to determine how additional access can be obtained along C.H. James Parkway to stimulate private development growth.

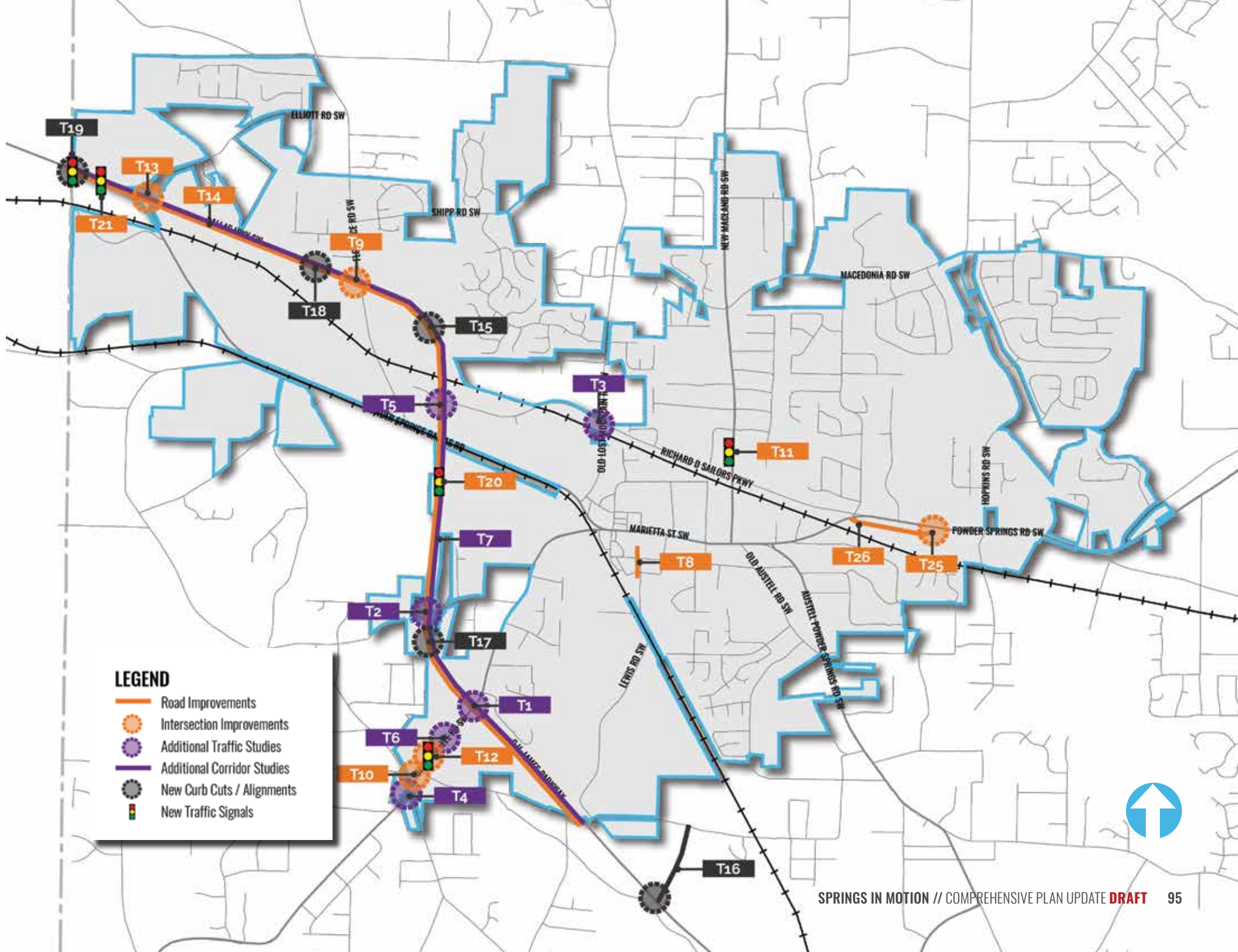
- » T.8 // Butner Street extension
- » T.14 // C.H. James Parkway striping and pavement marker improvements
- » T.15 // Curb cut off C.H. James Parkway at Hopeland Industrial to connect to Shipp Road
- » T.16 // Curb Cut and access road Off C.H. James Parkway to connect to Oglesby Road

- » T.17 // Curb cut off C.H. James Parkway near Hill Road
- » T.18 // Curb cut off C.H. James Parkway near Florence Road
- » T.19 // Curb cut off C.H. James Parkway at Paulding County line, with access road connecting to Sterlingbrooke Drive and traffic light

INTERSECTION IMPROVEMENTS

In previous years, residents have reported high congestion and access issues along New Macland Road at the entrances to the Publix and Home Depot shopping centers, and along Brownsville Road at the entrance to the Kroger shopping center. Signalization of the intersections is proposed, along with synchronization with nearby traffic signals. Intersection improvement projects include:

- » T.9 // Florence Road at C.H. James Parkway
- » T.10 // Brownsville Road at Oglesby Road
- » T.11 // New Macland Road at Publix and Home Depot
- » T.12 // Brownsville Road at Kroger
- » T.13 // C.H. James Parkway at Powder Springs-Dallas Road
- » T.20 // New traffic signal at C.H. James Parkway at Sweetwater Avenue
- » T.21 // New traffic signal at C.H. James Parkway at Sterlingbrooke Drive
- » T.25 // New traffic signal at Powder Springs Road at Creekwood by Paran Homes and Powder Springs Storage
- » T.26 // New Parallel Access Road from Shopping Area east of Powder Springs Road SW at Richard D Sailors Parkway to New Intersection at Powder Springs Road at Creekwood by Paran Homes and Powder Springs Storage





BICYCLE & PEDESTRIAN IMPROVEMENTS

Bicycle and pedestrian improvements focus on providing access to Downtown Powder Springs, to existing trails, and to potential redevelopment nodes.

NEW TRAILS

In order to increase access to the existing trail system, a new trail is proposed through the Powder Springs Creek floodplain that would connect Hill Road to the Lucille Creek trail. Additionally, a 12' paved trail from the 2016 LCI study would connect Brownsville Road to Lewis Road through the floodplain in that area, and a spur trail off the Silver Comet Trail would connect trail users to downtown. Also, there are two options that would connect the future Austell-Powder Springs trail from Austell to the Silver Comet Trail: one along Marietta Street, and another along Lindley Road.

Projects:

- » T.27 // 10' to 12' Concrete Multi-Use Trail Phase 2: From Silver Comet Trail Connector along Old Lost Mountain Road to Oakview Drive to Downtown/Lewis Road
- » T.28 // Austell Powder Springs Road to Silver Comet Trail Connection Option 1: From Jackson Way at Pineview Drive along Pineview Drive and Marietta Street to Austell Powder Springs Road SW at Marietta Street
- » T.29 // Austell Powder Springs Road to Silver Comet Trail Connection Option 2: From Austell Powder Springs Road SW at Marietta Street along Marietta Street and Lindley Road to Silver Comet Trail Connection
- » T.30 // 12' concrete trail from Brownsville Road south through floodplain

- » T.31 // Pineview Drive pedestrian and roadway improvements
- » T.39 // Powder Springs Creek Trail (from Powder Springs Dallas Road and Lucille Trail to Hill Road through Powder Springs Creek floodplain)

PEDESTRIAN & BICYCLE FACILITY IMPROVEMENTS

Proposed projects include pedestrian and bicyclist enhancements:

- » T.32 // Austell-Powder Springs Road pedestrian improvements (from Marietta Street to city limits)
- » T.33 // New Macland Road pedestrian improvements (from Marietta Street to city limits)
- » T.34 // Macedonia Road pedestrian improvements (from New Macland Road to Hopkins Road)
- » T.35 // Powder Springs-Dallas Road pedestrian improvements (from Lucille Trail to Powder Springs Park and Ride Lot)
- » T.36 // Hill Road pedestrian improvements (from city limits to Brownsville Road)
- » T.37 // Carter Road pedestrian improvements (from Powder Springs Road to Silver Comet Trail)
- » T.38 // Elliott Road pedestrian improvements (from Silverbrook Crossing to Silver Comet Trail)

STREETSCAPE IMPROVEMENTS

- » T.40 // Lewis Road Landscaping: median landscaping along corridor, inside median and at back of sidewalk
- » T.41 // Butner Street Streetscape: landscaped planters and sidewalks
- » T.42 // Jackson Way Streetscape: reconfiguration, landscaped planters, and sidewalks on both sides
- » T.43 // Hotel Avenue Landscaping

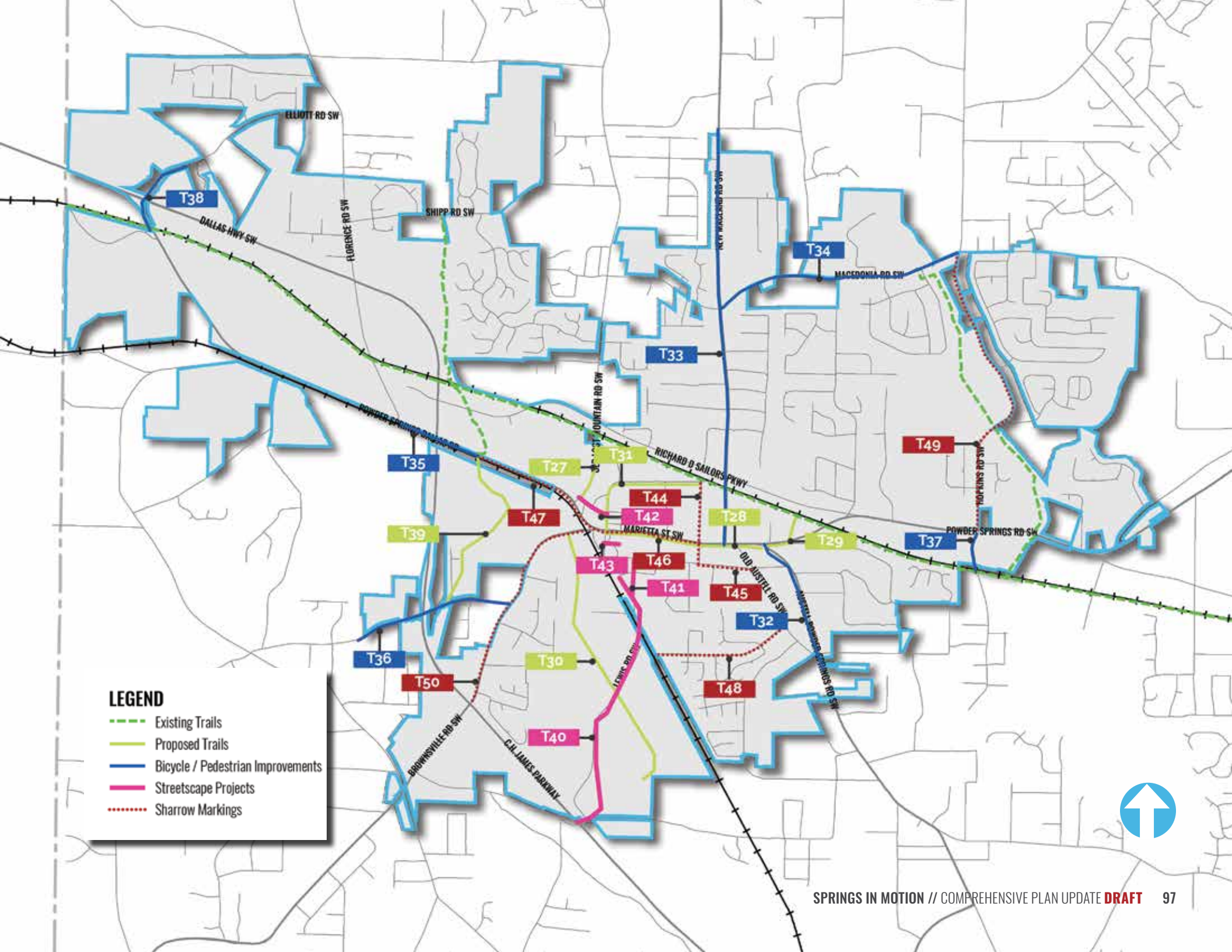
SHARROWS

The 2016 LCI study proposed a set of sharrows to improve bicycle connectivity in and around the downtown:

- » T. 44 // Dillard Street sharrow markings (from Pineview Drive to Atlanta Street)
- » T.45 // Atlanta Street sharrow markings (from Dillard Street to Old Austell Road)
- » T.46 // Marietta Street sharrow markings (from Dillard Street to Old Lost Mountain Road)
- » T.47 // Powder Springs-Dallas Road sharrow markings (from Old Lost Mountain Road to Lucille Creek Trail entrance)
- » T.48 // Grady Grier Drive sharrow markings e (to Old Austell Road)

Two proposed sharrow projects from the 2017 comprehensive plan have been carried over to further enhance connectivity:

- » T.49 // Hopkins Road sharrow markings (from Powder Springs Road north to the city limits)
- » T.50 // Brownsville Road sharrow markings (from C.H. James Parkway to Marietta Street)



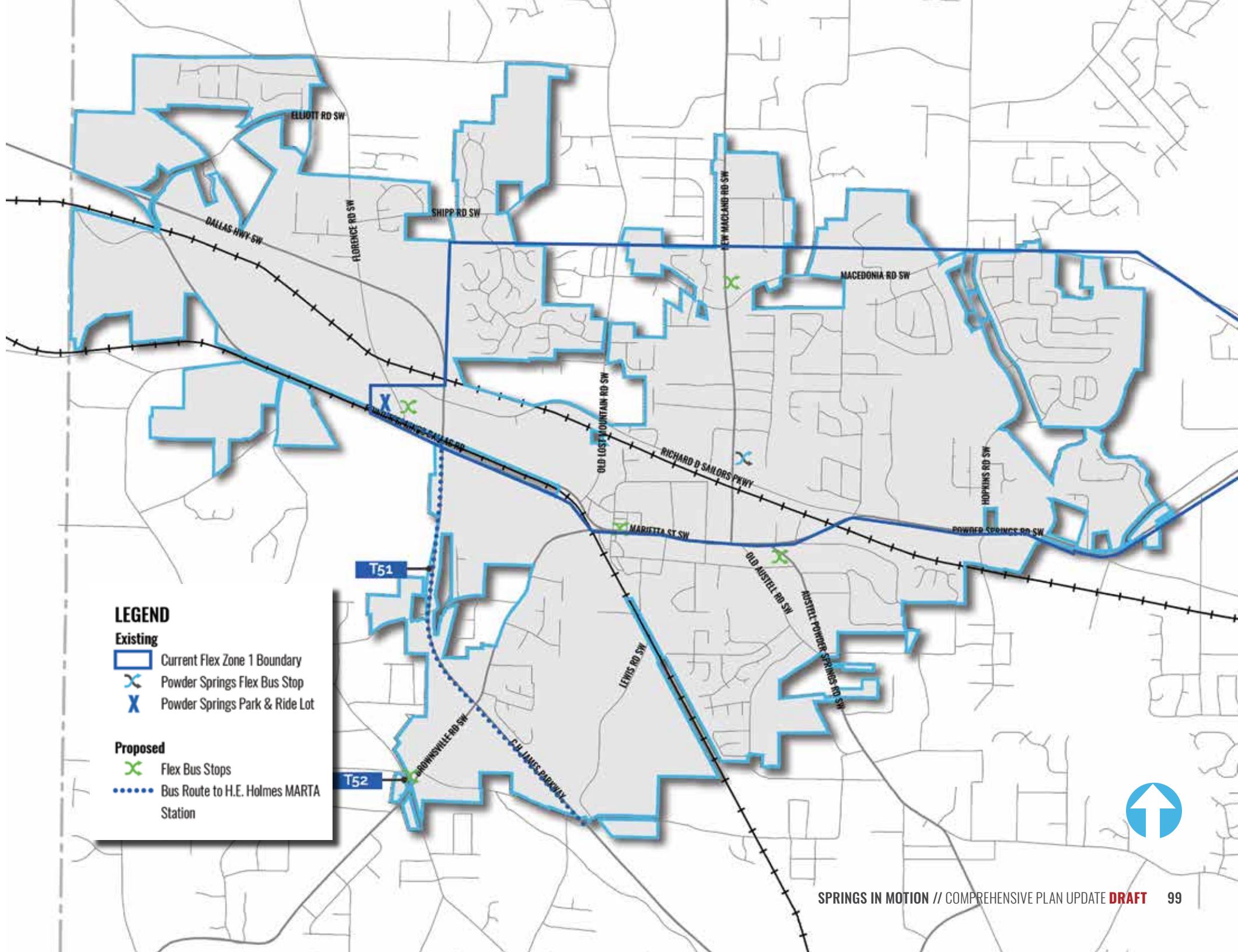




# TRANSIT IMPROVEMENTS

Previously, the main transit suggestions from residents have involved connecting Powder Springs to the City of Atlanta through increased access to MARTA. One way to do this would be to create a bus line that connects the Powder Springs Park and Ride Lot to the Hamilton E. Holmes MARTA Station in Atlanta to allow citizens even greater access to the Atlanta Region (T.51).

Additionally, more awareness and education about the Flex Bus and Xpress Bus is important to help residents gain a better understanding of their existing transit options. Through these services, residents can reach Hiram, Cumberland, Marietta, and Atlanta. It is also proposed to expand Flex Bus service to the entire city limits to increase accessibility to the system (T.52).





### 3.8 OPEN SPACES & NATURAL RESOURCES

#### OBJECTIVES

- » 1.7 // Connect the existing trail system north to the Silver Comet and south to Lewis Road.
- » 2.2 // Create an inventory of for-sale and lands likely to be up for sale in the next five to ten years (to help identify lands that could be used as future park land)
- » 4.1 // Create attractive and informative signage and wayfinding to direct trail users and other visitors in and around Powder Springs
- » 4.2 // Upgrade existing facilities along the Silver Comet Trail.
- » 4.3 // Place new facilities (i.e. restrooms, food stalls, dog waste disposal facilities, picnic areas, etc) near the trail to improve user experience.
- » 4.4 // Continuously identify how to connect the Silver Comet Trail to nearby, future developments and underserved areas of Powder Springs.

#### POLICY RECOMMENDATIONS

- » Continue to protect greenspace and continue to implement park plans.
- » Develop capital improvement plans for facilities, equipment, and infrastructure.
- » Continue to increase awareness to the downtown district from the Silver Comet Trail, city trails and gateways with increased signage or other opportunities.
- » Consider an Electric Vehicle (EV) strategy to create a more environmentally sustainable transportation network and to combat climate change.

### 3.9 ANNEXATION

The map to the right shows the annexation plan for the City of Powder Springs.

To increase the City's tax digest to fund future improvements, it is recommended that 896 unincorporated Cobb County parcels, totaling around 1,957 acres, be annexed into the City of Powder Springs. Parcels landlocked by incorporated areas were prioritized as to create more efficient service delivery and other parcels were selected based on the recommendations of an annexation analysis conducted in 2016 by another consulting firm, as well as the recommendations of the 2017 comprehensive plan. Out of these parcels:

- » 773 (86.3%) are residential.
- » 70 (7.8%) are currently classified as commercial.
- » 34 (3.8%) are classified as tax-exempt.
- » 4 (0.4%) are classified as industrial.
- » 4 (0.4%) are utilities.
- » 11 (1.2%) are conservation lands.

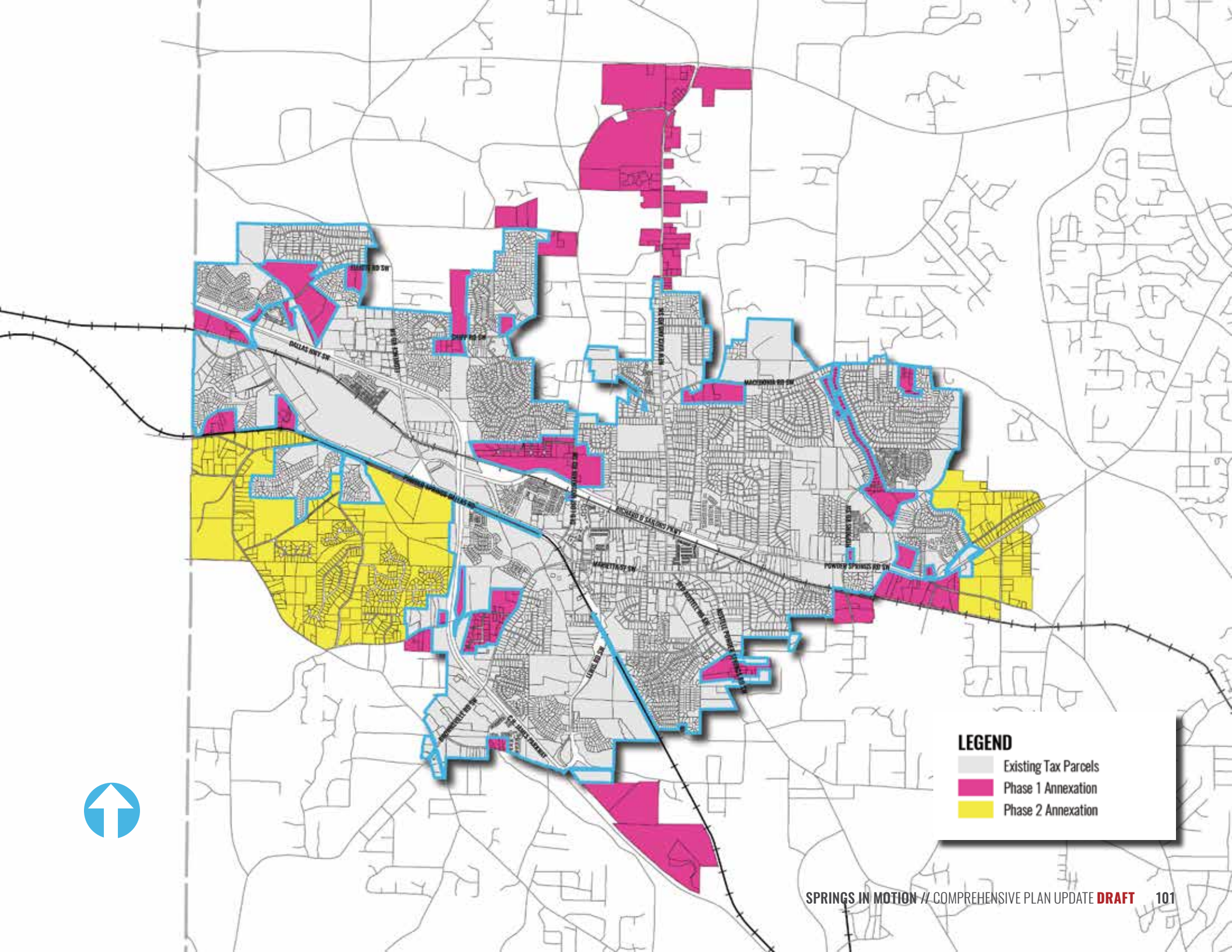
Altogether, these parcels have an assessed (taxable) value of \$80,197,286, increasing the total assessed value of Powder Springs by 15.4% (this does not include any value derived from personal property). 92 of these taxable parcels are unimproved and have potential to add even more value to the City's tax digest.

Taxes generated from these parcels would likely be broken up as such:

- » 83.0% would come from residential properties.
- » 14.7% would come from commercial properties.
- » 0.7% would come from industrial properties.

It is recommended that annexation occur in two phases:

- » Phase 1 would focus on filling in the gaps (a total of 324 parcels) within the current city limits and some of the parcels immediately surrounding the city limits to add value to the tax digest to generate funds for needed shorter term improvements. Assessed value of these properties would total \$26.6 million.
- » Phase 2 would annex the remaining parcels outside the city limits.







### 3.10 CONSISTENCY WITH REGIONAL WATER PLAN & ENVIRONMENTAL CRITERIA

#### WATER PROTECTION REGULATIONS & POLICIES

The City of Powder Springs Unified Development Ordinance and the Springs in Motion Comprehensive Plan include policies that are consistent with the regional water plan and environmental planning criteria. These criteria include the Metropolitan North Georgia Water Planning district plans, Part 5 Environmental Planning Criteria of the Georgia Planning Act, and local City of Powder Springs ordinances.

#### WATER SUPPLY WATERSHEDS

Powder Springs is located within the Chattahoochee river basin. According to the Georgia Department of Natural Resources, the city is located within the Sweetwater Creek water supply watershed, which is part of the Middle Chattahoochee-Lake Harding watershed. The Environmental Protection Agency (EPA) has not reported any water quality issues in Powder Springs.

#### GROUNDWATER RECHARGE AREAS

According to the Georgia Department of Natural Resources, Powder Springs is not located in any groundwater recharge area.

#### WETLANDS

According to data compiled through the National Wetlands inventory, there are wetlands along streams and near ponds. Within the city, there exists National Wetlands, and FEMA 100-year flood zones. The City of Powder Springs has adopted policies related to wetlands within Section 8 of its Unified Development Code. Section 8-11 references the National Wetlands inventory maps prepared by the United States Fish and Wildlife Services as their adopted wetlands map. Section 8-15 states that permits are not granted for development or land disturbance within a wetland, unless a Section 404 permit or letter of permission is issued by the United States Army Corps of Engineers.

#### PROTECTED MOUNTAINS

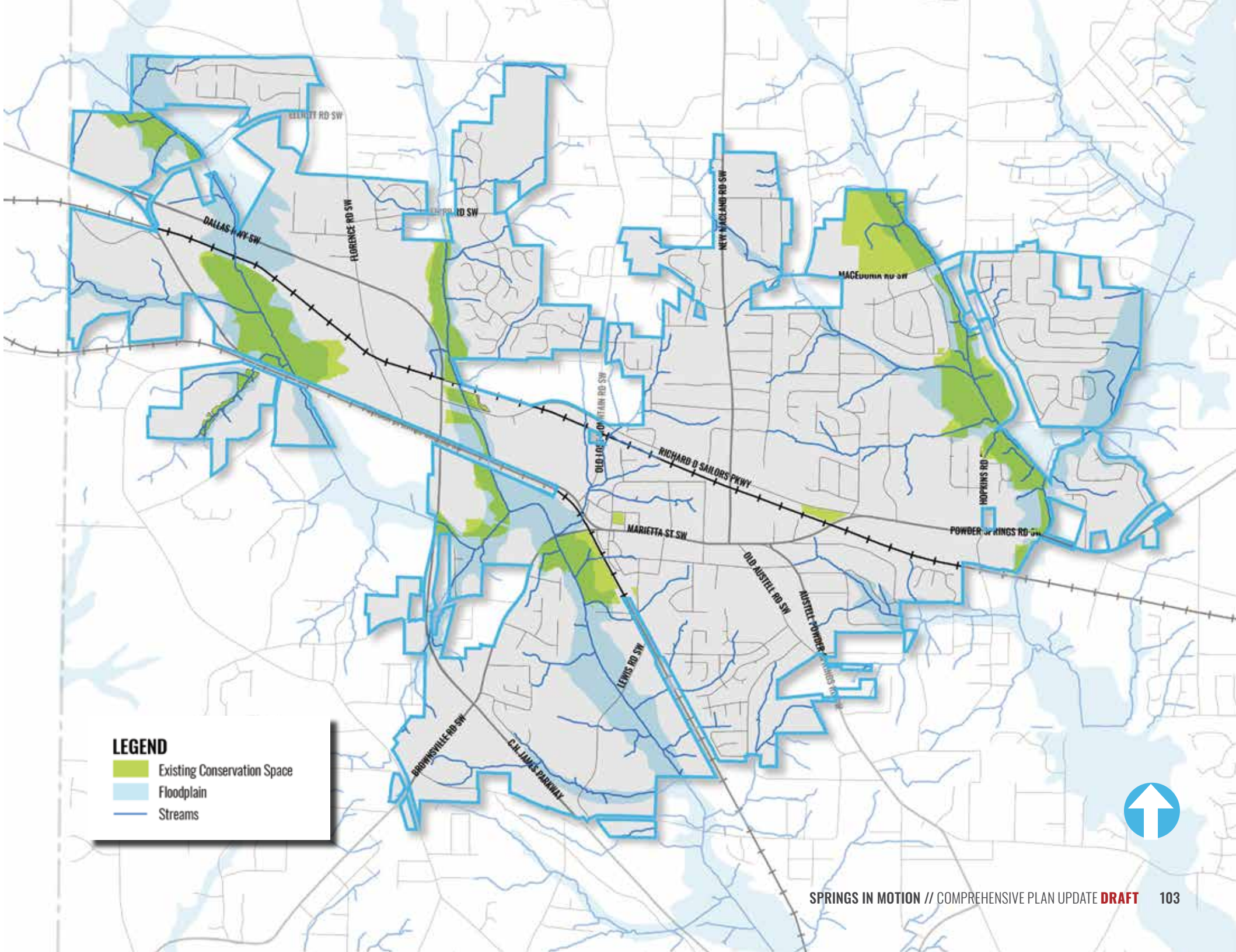
Powder Springs does not contain any protected mountains.

#### PROTECTED RIVER CORRIDORS

There are no protected river corridors in Powder Springs.

#### GREENSPACES & FLOODPLAINS

Powder Springs includes a variety of green spaces including county, city, and neighborhood public parks and nearly 300 acres of permanently protected green spaces subject to conservation easements. Floodplains are ubiquitous throughout the city and are illustrated on page 103.





4.0 IMPLEMENTATION

4.1 // Implementation Program

4.2 // Short-Term Work Plan







## 4.1 IMPLEMENTATION PROGRAM

### OVERVIEW

In order for the City of Powder Springs to successfully implement this plan, they will need to bring together many people, organizations, and tools as available.

### WHO IS INVOLVED?

#### CITIZENS

The citizens of Powder Springs will be the top group involved in implementing this comprehensive plan. They are the end-user of every City action and project. Citizens come to public meetings and should have opportunities participate in planning processes. They, along with other groups, have the power to influence a city's direction with their votes and voices.

#### CITY STAFF & AGENCIES

Most public projects will be managed by the City of Powder Springs' staff in various departments and agencies:

- » City Manager;
- » Community Development;
- » Economic Development;
- » Public Works;
- » Parks & Recreation;
- » Development Authority of Powder Springs (DAPS); and
- » Downtown Development Authority (DDA).

Some projects may require the heavy use of staff time, instead of the use of funds.

#### ELECTED & APPOINTED OFFICIALS

Not only do elected officials vote to adopt local plans, they are important in the timeline and implementation of individual projects, whether they be public or private sector. Appointed officials (the Planning & Zoning Commission, for example) can steer the direction of individual projects and provide the necessary tools for implementation.

#### COMMUNITY PARTNERS

Regional and community partners may include non-profits, City committees and commissions, agencies outside of Powder Springs, schools, special interest groups, and advocacy groups. While not every project may warrant their participation, care should be taken to involve the appropriate groups when necessary to ensure a project's success.

These regional and community partners may include the following organizations:

- » Keep Powder Springs Beautiful;
- » Arts & Cultural Affairs Advisory Committee;
- » Cobb County;
- » Cobb County Schools;
- » Cobb Chamber of Commerce;
- » Atlanta Regional Commission;
- » GDOT;
- » MARTA;
- » CobbLinc;
- » Neighborhood associations

#### INTEREST GROUPS

Interest groups rally around common ideas. They work to advance goals, influence public policy, and provide advocacy for unheard voices. They may show up to community meetings to show support for ideas or to protest them. The City of Powder Springs should make sure to include these groups as stakeholders as much as possible. While not every City-led initiative may warrant their participation, care should be taken to involve the appropriate groups when necessary to address their goals and gain their support as this comprehensive plan is implemented. Examples of interest groups include, but are not limited to:

- » Environmental groups;
- » Economic interest groups;
- » Religious organizations;
- » Historic preservationists;
- » Advocacy groups;
- » Business associations; and
- » Arts and cultural organizations (such as the South Cobb Arts Alliance).

#### PRIVATE SECTOR

Many ideas set forth in this plan will require the participation from the private sector, mostly real estate developers.

### FUNDING SOURCES

Total, the Short Term Work Plan proposes over \$43 million of projects to be implemented over the next five years. \$37.5 million (~87%) of this total is made up of transportation projects alone. The majority of non-transportation projects will be funded through Powder Springs' general fund. The general fund is the City's principal operating fund, and is funded through local property taxes, franchise taxes, business taxes, licenses and permit fees, charges for local services, fines and forfeitures, investments, and other forms of revenue. The City also receives local sales tax and grants from Cobb County and the U.S. Department of Housing and Urban Development as part of the general fund. The City's annual budget report identifies and further discusses each form of revenue.

Many projects will involve outside funding sources. The following have been identified within the Short Term Work Plan and outside of it to supplement the funding of future projects:

**County sales tax / SPLOST.** Sales tax in Cobb County is 6% — the State's sales tax is 4%, and the remaining 2% is made up of two 1% special option local sales taxes (SPLOST) that funds capital improvement projects. Part of this funds transportation projects for the entire county. Cobb County voters have the option of renewing the SPLOST every five years. The County's Board of Commissioners create and approve the project list that will be considered by voters. SPLOST is up for renewal in November 2021, and if it is approved by voters, it will take effect in 2022. If approved, a large portion of the SPLOST revenue will go toward transportation projects, especially for road resurfacing. The SPLOST project list also contains multiple public safety projects, a new animal shelter, parks and library safety enhancements, and funding for projects for each city.

**Atlanta Regional Commission (ARC).** The ARC includes the core 10 counties of the Atlanta region. The ARC is also the 20-county Metropolitan Planning Organization (MPO). Cobb County is part of the core 10-county region and the 19-county MPO. Powder Springs may be eligible for technical assistance, grants, and transportation and infrastructure dollars from ARC, especially those identified in the Region's Plan.

**Livable Centers Initiative (LCI).** Since Powder Springs is within the ARC's core 10 counties, the City is eligible for funding through the LCI program. Created as a way to reduce vehicle miles traveled and improve air quality, the LCI program is a grant program that incentivizes local jurisdictions to re-envision their communities as vibrant, walkable places that offer increased mobility options, encourage healthy lifestyles and provide improved access to jobs and services. The City has previously completed LCI studies for the downtown area and has retained some funding for various transportation projects.

**Community Development Block Grant program (CDBG).** This is a federal program generally available to metropolitan areas and urban counties and used for a variety of planning purposes (individual cities are not eligible on their own). In the past, communities in the Atlanta metropolitan area have applied these to transportation and planning programs in the past. CDBG can be used for pre-development, site acquisition, site improvements, property acquisition, property rehabilitation, and first-time homebuyer assistance. CDBG funds can also be used for other purposes, such as the construction of public facilities, public services, and economic development activities. At least 70% of CDBG funds must be used for the benefit of low- and moderate-income households.



4.2 SHORT TERM WORK PLAN

#	PROJECT NAME	2022	2023	2024	2025	2026
ECONOMIC DEVELOPMENT						
ED.1	Host annual downtown business open house; Host annual reception for downtown property owners.	x	x	x	x	x
ED.2	Public outreach: messenger; signage; brochures and cards, and website review to be conducted bi-monthly	x	x	x	x	x
ED.3	Work through DDA to solicit proposals consistent with LCI recommendations	x				
ED.4	Develop and continue to refine properties around Thurman Springs Park	x	x	x	x	x
ED.5	Develop Economic Development Strategy – update annually, including evaluation of marketing to hits on city and economic development websites	x	x	x	x	x
ED.6	Host annual meetings with local businesses, including those within industries recommended for recruitment in Fanning Report	x	x	x	x	x
ED.7	Identify and attend industry events occurring within the region	x	x	x	x	x
ED.8	Inventory and assess all potential and existing industrial and commercial properties	x	x	x	x	x
ED.9	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
ED.10	Recruit developer for mixed use remodel of existing town square	x				
ED.11	Market the economic development office as the “go-to” for local business owners in solving problems	x	x	x	x	x
ED.12	Further develop the local business ambassador program	x	x	x		
ED.13	Develop and update an online business directory in partnership with the Powder Springs Business Group	x	x	x		

RESPONSIBLE PARTY	ESTIMATED COST	FUNDING SOURCE(S)	NOTES
Economic Development	TBD	General fund	Part of the City's 2021-2025 STWP
City Manager; Economic Development; DAPS; DDA	Staff	N/A	Part of the City's 2021-2025 STWP
City Manager; Economic Development; City Clerk	\$25,000	General fund	Part of the City's 2021-2025 STWP
Community Development; SPLOST Program Manager; Economic Development	\$26,500	General fund	Part of the City's 2021-2025 STWP
Economic Development; Community Development	\$30,000	General fund	Part of the City's 2021-2025 STWP
City Manager; Economic Development; DAPS; DDA	TBD	General fund	Part of the City's 2021-2025 STWP
City Manager; Economic Development; DAPS	Staff	N/A	Part of the City's 2021-2025 STWP
City Manager; Economic Development; DAPS	Staff	N/A	Part of the City's 2021-2025 STWP
Economic Development	TBD	General fund	Part of the City's 2021-2025 STWP
Economic Development; DDA	TBD	General fund	Part of the City's 2021-2025 STWP
Economic Development	Staff	N/A	Part of the City's 2021-2025 STWP
Economic Development	Staff	N/A	Part of the City's 2021-2025 STWP
Economic Development	TBD	General fund	Part of the City's 2021-2025 STWP



#	PROJECT NAME	2022	2023	2024	2025	2026
ECONOMIC DEVELOPMENT (CON'T)						
ED.14	Host business tours for community leaders	x	x	x	x	x
ED.15	Host a tour of available properties with regional developers	x				
ED.16	Host a Developers Day		x		x	
ED.17	Create an internship program	x				
ED.18	Create a video on "Why Powder Springs?"	x				
ED.19	Explore resources available through Kennesaw State University	x	x	x	x	x
ED.20	Convene real estate brokers and property owners for commercial and industrial properties	x	x	x	x	x
ED.21	Gather intelligence on "market holes" in Powder Springs	x				
ED.22	Explore the feasibility of developing a co-working space; consider alternative solutions in light of COVID-19	x				
ED.23	Develop a tutorial on how to do business in Powder Springs	x				
ED.24	Investigate the potential for a National Main Street and Georgia Main Street Designation		x			
ED.25	Conduct a marketing study that will research Powder Springs' target demographic(s), and create strategies for attracting new residents, business owners, tourists, and development.	x				
ED26	DCA Broadband Ready Community Designation		x			

RESPONSIBLE PARTY	ESTIMATED COST	FUNDING SOURCE(S)	NOTES
Economic Development; DDA	TBD	General fund	Part of the City's 2021-2025 STWP
Economic Development; DAPS; DDA	Staff	N/A	Part of the City's 2021-2025 STWP
Economic Development	Staff	N/A	Part of the City's 2021-2025 STWP
Economic Development	Staff	N/A	Part of the City's 2021-2025 STWP
Economic Development	Staff	N/A	Part of the City's 2021-2025 STWP
Economic Development	Staff	N/A	Part of the City's 2021-2025 STWP
Economic Development	Staff	N/A	Part of the City's 2021-2025 STWP
Economic Development; Community Development	Staff	N/A	Part of the City's 2021-2025 STWP
Economic Development	TBD	General fund	Part of the City's 2021-2025 STWP
Economic Development; Consultants	TBD	General fund	Part of the City's 2021-2025 STWP
Economic Development	TBD	General fund	Part of the City's 2021-2025 STWP
Economic Development	TBD	General fund	Part of the City's 2021-2025 STWP
Economic Development; Community Development	Staff	N/A	Adopt DCA's model ordinance



#	PROJECT NAME	2022	2023	2024	2025	2026
LAND USE						
LU.1	Annex parcels identified in the comprehensive plan	x	x	x	x	x
LU.2	Update City boundary map with actions through the General Assembly - annual submittals as appropriates	x	x	x	x	x
LU.3	Update the Unified Development Code to eliminate discrepancies, make it more user friendly, and review and revise regulations	x	x	x	x	x
LU.4	Major comprehensive plan update					x
LU.5	Downtown design guidelines	x				
LU.6	LCI supplement study: plans for redevelopment areas			x	x	
COMMUNITY FACILITIES						
C.1	Community Rating System to lower flood insurance premiums	x	x	x	x	x
C.2	Facilitate functions and events at Thurman Springs Park	x	x	x	x	x
C.3	Construct parking garage downtown	x	x	x	x	
C.4	Infrastructure reporting implementation	x	x	x	x	x
C.5	Lancer Sidewalks Phase II		x			
C.6	Theatre and reception hall: market for events, schedule events, and maintenance	x	x	x	x	x
C.7	Annual citizen survey	x	x	x	x	x

RESPONSIBLE PARTY	ESTIMATED COST	FUNDING SOURCE(S)	NOTES
All Departments	Staff	N/A	Part of the City's 2021-2025 STWP
Community Development	Staff	N/A	Part of the City's 2021-2025 STWP
Community Development	Staff	N/A	Part of the City's 2021-2025 STWP
Community Development; Consultants	\$150,000	General fund	
Community Development; Consultants	\$25,000	General fund	
Community Development; Consultants; ARC	\$30,000	General fund; ARC	Estimated cost reflects City's required 20% match
Administration; Community Development	\$5,000	General fund	Part of the City's 2021-2025 STWP
Community Development; Parks & Recreation	\$80,000	General fund	Part of the City's 2021-2025 STWP
Community Development; Public Works; SPLOST Program Manager; Economic Development, DDA	\$3,600,000	SPLOST/TBD	Part of the City's 2021-2025 STWP
Community Development; Public Works	TBD	General fund	Part of the City's 2021-2025 STWP
Public Works	TBD	SPLOST/General fund	Part of the City's 2021-2025 STWP
City Manager; Community Development; Parks & Recreation	TBD	General fund	Part of the City's 2021-2025 STWP
City Manager; City Clerk	Staff	N/A	Part of the City's 2021-2025 STWP



#	PROJECT NAME	2022	2023	2024	2025	2026
COMMUNITY FACILITIES (CON'T)						
C.8	Develop marketing and use strategy for city trails (5K; PD Bike Patrol; Cameras; etc.)	x	x	x	x	x
C.9	Institute Community Policing Program to include CAP, Bridge Gap meetings, Business Watch, etc	x	x	x	x	x
C.10	Institute Community Emergency Response Team program; update COOP	x	x	x	x	x
C.11	Continue to implement monthly playground safety inspection program	x	x	x	x	x
C.12	Develop and implement SOPs for the Downtown Park	x	x	x	x	x
C.13	New Civic Center Building Programming		x			
NATURAL & HISTORIC RESOURCES						
NH.1	Seven Springs Walking Tour Markers		x			
NH.2	Complete Linear Park		x			
NH.3	Maintenance of landscaping on parkway/roads and at newly landscaped areas	x	x	x	x	x
NH.4	Bike Friendly Certification	x	x	x	x	x
NH.5	Implement the recommendations of the signage and wayfinding study	x	x	x	x	
NH.6	Conduct a parks, recreation, and greenspace master plan.			x		

RESPONSIBLE PARTY	ESTIMATED COST	FUNDING SOURCE(S)	NOTES
Community Development; Police Department; Economic Development; City Manager; Parks & Recreation	\$40,000	General fund	Part of the City's 2021-2025 STWP
Police Department; Parks & Recreation	Staff	N/A	Part of the City's 2021-2025 STWP
Finance; Police Department; Public Works; City Manager	Staff	N/A	Part of the City's 2021-2025 STWP
Parks & Recreation	\$2,000	General fund	Part of the City's 2021-2025 STWP
Parks & Recreation	Staff	N/A	Part of the City's 2021-2025 STWP
City Manager; Community Development; Finance	TBD	TBD	Programming and design study by architects/ consultants
Community Development; Economic Development; Parks & Recreation	\$70,000	General fund	Part of the City's 2021-2025 STWP
Community Development; Public Works; SPLOST Program Manager; Parks & Recreation	\$1,464,000	Impact fees; SPLOST	Part of the City's 2021-2025 STWP
Public Works; Parks & Recreation	\$50,000	General fund	Part of the City's 2021-2025 STWP; \$10,000 annual budget
Community Development; Parks & Recreation	Staff	N/A	Part of the City's 2021-2025 STWP
Community Development; Parks & Recreation	TBD	TBD	Part of the City's 2021-2025 STWP
Community Development; Parks & Recreation	\$75,000	General fund	Part of the City's 2021-2025 STWP



#	PROJECT NAME	2022	2023	2024	2025	2026
TRANSPORTATION						
ADDITIONAL STUDIES						
T.1	C.H. James Parkway & Brownsville Road Traffic Study		x			
T.2	C.H. James Parkway & Hill Road Traffic Study		x			
T.3	Richard D. Sailors Parkway & Old Lost Mountain Road Traffic Study		x			
T.4	Brownsville Road & Hiram-Lithia Springs Road Traffic Study		x			
T.5	C.H. James Parkway at Richard D. Sailors Parkway Traffic Study		x			
T.6	Brownsville Road at Linked UP Church Parking Lot Intersection Study		x			
T.7	Analyze Ways to Allow Increased Connectivity along C.H. James Parkway	x	x	x		

RESPONSIBLE PARTY	ESTIMATED COST	FUNDING SOURCE(S)	NOTES
Public Works	\$20,000	General fund/SPLOST	Part of the City's 2021-2025 STWP; Project will include traffic study to re-time traffic signal
Public Works	\$20,000	General fund/SPLOST	Part of the City's 2021-2025 STWP; Project will include traffic study to re-time traffic signal
Public Works	\$20,000	General fund/SPLOST	Part of the City's 2021-2025 STWP; Project will include traffic study to re-time traffic signal
Public Works	\$40,000	General fund/SPLOST	Part of the City's 2021-2025 STWP; Project will include traffic study to re-time traffic signal and install protected left signal phases
Public Works	\$15,000	General fund/SPLOST	Part of the City's 2021-2025 STWP; Project will include traffic study to evaluate operational improvements at the intersection. Interim improvements could include striping of northbound Powder Springs Road to better delineate lanes
Public Works	TBD	TBD	
Public Works	TBD	TBD	



#	PROJECT NAME	2022	2023	2024	2025	2026
TRANSPORTATION (CON'T)						
ROADWAY IMPROVEMENTS						
T.8	Butner Street Extension: Add 20' angled parking on each side, add two 10' travel lanes		x			
T.9	Florence Road at C.H. James Parkway Intersection Improvements		x			
T.10	Brownsville Road at Oglesby Road Intersection Improvements		x			
T.11	New Macland Road at Publix and Home Depot Intersection Improvements		x			
T.12	Brownsville Road at Kroger Intersection Improvements			x		
T.13	C.H. James Parkway at Powder Springs-Dallas Road Intersection Improvements			x		
T.14	C.H. James Parkway Striping and Pavement Marker Improvements		x			
T.15	Curb Cut Off C.H. James Parkway at Hopeland Industrial to Connect to Shipp Road		x			
T.16	Curb Cut and Access Road Off C.H. James Parkway to Connect to Oglesby Road		x			
T.17	Curb Cut Off C.H. James Parkway near Hill Road		x			
T.18	Curb Cut Off C.H. James Parkway near Florence Road			x		
T.19	Curb Cut Off C.H. James Parkway at Paulding County line, with access road connecting to Sterlingbrooke Drive and Traffic Light		x			
T.20	New Traffic Signal at C.H. James Parkway at Sweetwater Avenue			x		

RESPONSIBLE PARTY	ESTIMATED COST	FUNDING SOURCE(S)	NOTES
Community Development; Public Works	\$135,000	General fund/SPLOST/LCI funds	Part of the City's 2021-2025 STWP
Public Works; GDOT	\$60,000	General fund/SPLOST	Part of the City's 2021-2025 STWP; Project will include adding a right turn lane to southbound Florence Road
Public Works	\$200,000	General fund/SPLOST	Part of the City's 2021-2025 STWP; Project will include adding a left turn lane to southbound Brownsville Road
Public Works	\$120,000	General fund/SPLOST	Part of the City's 2021-2025 STWP; Project will include signalization of New Macland Road at Publix and Home Depot shopping centers
Public Works	\$120,000	General fund/SPLOST	Part of the City's 2021-2025 STWP; Project will include signalization of Brownsville Road at Kroger shopping centers or addition of two way left turn lane to Brownsville Road
Public Works	TBD	General fund/SPLOST	Add right-hand turn lanes
GDOT	\$40,000	GDOT	Part of the City's 2021-2025 STWP; Project will include replacing reflective pavement markers along C H James Parkway
Public Works; GDOT; Community Development	TBD	TBD	Part of the City's 2021-2025 STWP
Public Works; GDOT; Community Development	TBD	TBD	Part of the City's 2021-2025 STWP; Intersection control type TBD
Public Works; GDOT; Community Development	TBD	TBD	Part of the City's 2021-2025 STWP
Public Works; GDOT; Community Development	TBD	TBD	Part of the City's 2021-2025 STWP
Public Works; GDOT; Community Development	\$570,000	General fund/SPLOST	Part of the City's 2021-2025 STWP
Public Works; GDOT; Community Development	\$150,000	General fund/SPLOST	Part of the City's 2021-2025 STWP



#	PROJECT NAME	2022	2023	2024	2025	2026
TRANSPORTATION (CON'T)						
ROADWAY IMPROVEMENTS (CON'T)						
T.21	New Traffic Signal at C.H. James Parkway at Sterlingbrooke Drive			x		
T.22	Signals (city-wide)	x				
T.23	Street Resurfacing (city-wide)	x				
T.24	Sidewalk & Drainage Associated with Road Projects	x				
T.25	New Traffic Signal at Powder Springs Road at Creekwood by Paran Homes and Powder Springs Storage			x		
T.26	New Parallel Access Road from Shopping Area east of Powder Springs Road SW at Richard D Sailors Parkway to New Intersection at Powder Springs Road at Creekwood by Paran Homes and Powder Springs Storage			x		
BICYCLE/PEDESTRIAN IMPROVEMENTS						
T.27	10' to 12' Concrete Multi-Use Trail Phase 2: From Silver Comet Trail Connector along Old Lost Mountain Road to Oakview Drive to Downtown/Lewis Road			x		
T.28	Austell-Powder Springs Road to Silver Comet Trail Connection Option 1: From Jackson Way at Pineview Drive along Pineview Drive and Marietta Street to Austell Powder Springs Road SW at Marietta Street			x		
T.29	Austell-Powder Springs Road to Silver Comet Trail Connection Option 2: From Austell Powder Springs Road SW at Marietta Street along Marietta Street and Lindley Road to Silver Comet Trail Connection			x		
T.30	Recreation Trails: 12' Concrete Trail from Brownsville Road South through Floodplain			x		
T.31	Pineview Drive Pedestrian and Roadway Improvements			x		
T.32	Austell Powder Springs Road Pedestrian Improvements (from Marietta Street to city limits)			x		
T.33	New Macland Road Pedestrian Improvements (from Marietta Street to city limits)			x		

RESPONSIBLE PARTY	ESTIMATED COST	FUNDING SOURCE(S)	NOTES
Public Works; GDOT; Community Development	TBD	TBD	
Public Works	\$750,000	SPLOST	From Cobb County SPLOST Project List
Public Works	\$3,600,000	SPLOST	From Cobb County SPLOST Project List
Public Works	\$1,000,000	SPLOST	From Cobb County SPLOST Project List
Public Works	TBD	TBD	
Public Works	TBD	TBD	
Community Development; Public Works; Parks & Recreation	TBD	SPLOST/LCI funds	Part of the City's 2021-2025 STWP
Community Development; Public Works; Parks & Recreation	TBD	TBD	Alternative to T29
Community Development; Public Works; Parks & Recreation	TBD	TBD	Alternative to T28
Community Development; Public Works; Parks & Recreation	\$3,500,000	General fund/Cobb County/SPLOST/LCI Funds/Grant Funding	Part of 2016 LCI Study
Community Development; Public Works	TBD	TBD	Pineview Drive to be westbound one-way from Silver Comet Trail to Jackson Way and 10' Concrete Multi-Use Trail along Pineview Drive to Jackson Way
Community Development; Public Works	\$3,600,000	General fund/LCI funds	Part of the City's 2021-2025 STWP
Community Development; Public Works	\$8,500,000	General fund/LCI funds	Part of the City's 2021-2025 STWP



#	PROJECT NAME	2022	2023	2024	2025	2026
TRANSPORTATION (CON'T)						
BICYCLE/PEDESTRIAN IMPROVEMENTS (CON'T)						
T.34	Macedonia Road Pedestrian Improvements (from New Macland Road to Hopkins Road)			x		
T.35	Powder Springs-Dallas Road Pedestrian Improvements (from Lucille Trail to Powder Springs Park and Ride Lot)			x		
T.36	Hill Road Pedestrian Improvements (from city limits to Brownsville Road)			x		
T.37	Carter Road Pedestrian Improvements (from Powder Springs Road to Silver Comet Trail)			x		
T.38	Elliott Road Pedestrian Improvements (from Silverbrook Crossing to Silver Comet Trail)			x		
T.39	Powder Springs Creek Trail (from Powder Springs Dallas Road and Lucille Trail to Hill Road through Powder Springs Creek floodplain)			x		
T.40	Lewis Road Landscaping: median landscaping along corridor, inside median and at back of sidewalk			x		
T.41	Butner Street Streetscape: landscaped planters and sidewalks			x		
T.42	Jackson Way Streetscape: reconfiguration, landscaped planters, and sidewalks on both sides			x		
T.43	Hotel Avenue Landscaping			x		
T.44	Dillard Street Sharrow Markings (from Pineview Drive South to Atlanta Street)			x		
T.45	Atlanta Street Sharrow Markings (from Dillard Street to Old Austell Road)			x		
T.46	Marietta Street Sharrow Markings (from Dillard Street to Old Lost Mountain Road and Powder Springs Dallas Road intersection)			x		
T.47	Powder Springs Dallas Road Sharrow Markings (from Old Lost Mountain Road to Lucille Creek Trail entrance)			x		

RESPONSIBLE PARTY	ESTIMATED COST	FUNDING SOURCE(S)	NOTES
Community Development; Public Works	\$5,200,000	General fund/LCI funds	Part of the City's 2021-2025 STWP
Community Development; Public Works	\$1,700,000	General fund/LCI funds	Part of the City's 2021-2025 STWP
Community Development; Public Works	\$3,250,000	General fund/LCI funds	Part of the City's 2021-2025 STWP
Community Development; Public Works	\$800,000	General fund/LCI funds	Part of the City's 2021-2025 STWP
Community Development; Public Works	\$1,300,000	General fund/LCI funds/Cobb County	Part of the City's 2021-2025 STWP
Community Development; Public Works; Parks & Recreation	\$2,200,000	General fund/LCI funds	Part of the City's 2021-2025 STWP
Community Development; Public Works; Parks & Recreation	TBD	TBD	Part of the City's 2021-2025 STWP
Community Development; Public Works; Parks & Recreation	\$35,000	TBD	Part of the City's 2021-2025 STWP
Community Development; Public Works; Parks & Recreation	\$245,000	General fund/SPLOST/LCI funds/Grant funding	Part of the City's 2021-2025 STWP
Community Development; Public Works; Parks & Recreation	\$110,000	General fund/SPLOST/LCI funds/Grant funding	Part of the City's 2021-2025 STWP
Community Development; Public Works	\$12,500	TBD	Part of the City's 2021-2025 STWP
Community Development; Public Works	\$12,500	TBD	Part of the City's 2021-2025 STWP
Community Development; Public Works	\$18,500	TBD	Part of the City's 2021-2025 STWP
Community Development; Public Works	\$16,500	TBD	Part of the City's 2021-2025 STWP



#	PROJECT NAME	2022	2023	2024	2025	2026
TRANSPORTATION (CON'T)						
BICYCLE/PEDESTRIAN IMPROVEMENTS (CON'T)						
T.48	Grady Grier Drive Sharrow Markings (from Old Austell Road to end of road)			x		
T.49	Hopkins Road Sharrows (from Powder Springs Road to city limits)			x		
T.50	Brownsville Road Sharrows (from C.H. James Parkway to Marietta Street)			x		
TRANSIT						
T.51	MARTA Connection Bus			x		
T.52	Flex Bus Expansion			x		

RESPONSIBLE PARTY	ESTIMATED COST	FUNDING SOURCE(S)	NOTES
Community Development; Public Works	\$17,500	TBD	Part of the City's 2021-2025 STWP
Community Development; Public Works	\$25,000	General fund	From Powder Springs Road to city limits
Community Development; Public Works	\$20,000	General fund	From C H James Parkway to Marietta Street
Public Works; MARTA; CobbLinc	TBD	TBD	Part of the City's 2021-2025 STWP; Project will include bus line connecting from Powder Springs Park & Ride Lot to Hamilton E. Holmes MARTA Station
Public Works; CobbLinc	TBD	TBD	Part of the City's 2021-2025 STWP; Project will include expanding Flex Zone 1 service to the Powder Springs city limits



## APPENDIX

A.1 // Report of Accomplishments

A.2 // Fiscal Impact Case Study





A.1 REPORT OF ACCOMPLISHMENTS // 2018-2022 SHORT TERM WORK PLAN

#	PROJECT NAME	COMPLETED	UNDERWAY	POSTPONED	DROPPED	NOTES
ECONOMIC DEVELOPMENT						
ED1	Host annual downtown business open house; Host annual reception for downtown property owners.			x		Evaluating an alternative in light of COVID-19 or will postpone until we are beyond the pandemic
ED2	Recruit sustainable development on Lewis Road		x			
ED3	Market development of South Square		x			
ED4	Market redevelopment areas		x			
ED5	Public outreach: messenger; signage; brochures and cards, and website review to be conducted bi-monthly		x			
ED6	Issue RFP for design/engineering of the Powder Springs town center and redevelopment area	x				
ED7	Master plan to define south square		X			
ED8	Develop Economic Development Strategy – update annually, including evaluation of marketing to hits on City and economic development websites		x			
ED9	Host annual meetings with local businesses, including those within industries recommended for recruitment in Fanning Report			x		Postpone IN PERSON to post COVID-19.
ED10	Identify and attend industry events occurring within the region			x		Postponed due to COVID-19. Contracted with NextSite to attend retail events on behalf of the City.
ED11	Inventory and assess all potential and existing industrial and commercial properties		x			
ED12	Create printed and electronic site information packets on potential development areas, vacant sites, and downtown properties. Create brochures for targeted industries.		x			

#	PROJECT NAME	COMPLETED	UNDERWAY	POSTPONED	DROPPED	NOTES
ECONOMIC DEVELOPMENT (CON'T)						
ED13	Recruit developer for mixed use remodel of existing town square		x			
ED14	Examine areas for potential industrial use		x			
ED15	Continue strengthening capacity of DAPS and DDA		x			
ED16	Expand relationships with Cobb County and external partners		x			
ED17	Continue expanding relationships with Cobb County and external partners		x			
ED18	Continue to develop incentives policy program		x			
ED19	Market the economic development office as the “go-to” for local business owners in solving problems		x			
ED20	Continue to widely publicize the programs and services available through the Powder Springs Economic Development Department		x			
ED21	Further develop the local business ambassador program			x		Started business surveys program, but did not complete due to COVID-19
ED22	Continue intentional, one-on-one outreach to local businesses		x			
ED23	Develop an online directory of businesses	x				
ED24	Continue to update online directory of businesses		x			
ED25	Host business tours for community leaders			x		Postponed due to COVID. DAPS discussed hosting driving tours prior to the pandemic interruption.



#	PROJECT NAME	COMPLETED	UNDERWAY	POSTPONED	DROPPED	NOTES
ECONOMIC DEVELOPMENT (CON'T)						
ED26	Explore the potential to develop a mobile application to feature local businesses				x	This project has been removed.
ED27	Continue helping local businesses engage with local schools		x			
ED28	Continue to convene downtown business and property owners together on a regular basis			x		COVID impacts; this year we offered outdoor coffee and donuts
ED29	Host a tour of available properties with regional developers			x		Planning underway but impacted by COVID-19.
ED30	Host a Developers Day			x		Planning underway but impacted by COVID-19.
ED31	Create an internship program			x		Limited resources
ED32	Create a video on "Why Powder Springs?"			x		Limited resources
ED33	Explore resources available through Kennesaw State University		x			
ED34	Convene real estate brokers and property owners for commercial and industrial properties			x		
ED35	Gather intelligence on “market holes” in Powder Springs		x			
ED36	Assist with the restart of the Powder Springs Business Association	x				
ED37	Explore the feasibility of developing a co-working space			x		
ED38	Develop a tutorial on how to do business in Powder Springs		x			
ED39	Develop a small business resource guide	x				
ED40	Investigate potential for development of a TAD with county and school support				x	Limited resources

#	PROJECT NAME	COMPLETED	UNDERWAY	POSTPONED	DROPPED	NOTES
ECONOMIC DEVELOPMENT (CON'T)						
ED41	Investigate the potential for a National Main Street and Georgia Main Street Designation		x			
ED42	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			
ED43	Recruit a catalytic business for the downtown		x			
LAND USE						
LU1	Annex parcels identified in the comprehensive plan		x			
LU2	Update City boundary map with actions through the General Assembly--annual submittals as appropriates	x	x			Ongoing project
LU3	Town Square Development: land acquisition and development of multi-use trail, amphitheater lawn, stage, play art, fountain, shared space with pavers, bocce	x				
LU4	Former Town Square landscape improvements, upgraded fountain, hardscaping	x				
LU5	Update the Unified Development Code to eliminate discrepancies, make it more user friendly, and review and revise regulations		x			
LU6	Minor comprehensive plan update		x			
COMMUNITY FACILITIES & SERVICES						
C1	Community Rating System to lower flood insurance premiums	x				Ongoing
C2	Facilitate functions and events on square		x	x		Ongoing where we can (M2R art; trunk or treat drive through) but postponed large events
C3	Develop an RFP for planning services for a greenspace master plan			x		Postponed to 2024, renamed to “Conduct a greenspace master plan.”



#	PROJECT NAME	COMPLETED	UNDERWAY	POSTPONED	DROPPED	NOTES
COMMUNITY FACILITIES & SERVICES (CON'T)						
C4	Construct parking garage downtown			x		
C5	Implement sidewalk improvements based upon study recommendations	x				
C6	Prepare appropriate redevelopment plan based on LCI study	x				
C7	Infrastructure reporting implementation		x			
C8	Lancer Sidewalks Phase II			x		Programmed for 2023
C9	Theatre and reception hall: market for events, schedule events, and maintenance	x				
C10	Citizen survey		x			
C11	Develop marketing and use strategy for city trails (5K; PD Bike Patrol; Cameras; etc.)		x	x		
C12	Develop road rating system to serve as basis for road improvement projects and update every 3-5 years	x				
C13	Institute Community Policing Program to include CAP, Bridge Gap meetings, Business Watch, etc		x			
C14	Institute Community Emergency Response Team program; update COOP		x			
C15	Develop capital improvement plan for facilities, equipment, and infrastructure			x		Programmed for 2022
C16	Evaluate information technology back up resources and services	x				
C17	Implement E-billing option for residents to receive their monthly water bill				x	Water system sold to county
C18	Expanded recreational facility: multi-use trails, 3 multi-purpose fields, 4 tennis courts, parking, restroom facility, landscaping				x	Removed – Not a current funded or prioritized project.

#	PROJECT NAME	COMPLETED	UNDERWAY	POSTPONED	DROPPED	NOTES
NATURAL & HISTORIC RESOURCES						
NH1	Seven Springs Walking Tour Markers; update and implement trail signage program.		x			
NH2	Phase II of park	x		x		
NH3	Continue phase IV of linear park		x			Master plan completed; funding restricts implementation of all features. Special needs playground installed; basketball court installed. As impact fees are collected additional features to be added. Changed to read "Linear Park"
NH4	Impact fee program update for linear park	x				
NH5	Maintenance of landscaping on parkway/roads & at newly landscaped areas		x			
NH6	Develop tourism strategy centered around recreation and entertainment to include Bodiford House				x	Removed – Not a current funded or prioritized project.
NH7	Investigate the potential for designating a local historic district and forming a historic preservation commission				x	Removed – Not a current funded or prioritized project.
NH8	Conduct a signage and wayfinding study that builds off the branding study 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			
TRANSPORTATION						
T1	C.H. James Parkway & Brownsville Road			x		Programmed 2023
T2	C.H. James Parkway & Hill Road			x		Programmed 2023
T3	Richard D. Sailors Parkway & Old Lost Mountain Road			x		Programmed 2023



#	PROJECT NAME	COMPLETED	UNDERWAY	POSTPONED	DROPPED	NOTES
TRANSPORTATION (CON'T)						
T4	Brownsville Road & Hiram-Lithia Springs Road			x		Programmed 2023
T5	Powder Springs Road @ Richard D Sailors Parkway / Powder Springs Road			x		Programmed 2023
T6	Corridor study for Powder Springs Road	x				
T7	Corridor study for Austell Powder Springs Road	x				
T8	Murray Avenue A (Hotel Avenue to Atlanta Street): Remains one way, add 20' angled parking on both sides				x	
T9	Murray Avenue B (Atlanta Street to Lewis Road): Add 18', 90 degree parking on one side				x	
T10	Butner Street Extension: Add 20' angled parking each side, add two 10' travel lanes			x		Programmed 2023
T11	Jackson Way Reconfiguration: two 10' travel lanes				x	
T12	Hotel Avenue Extension: Add 20' angled parking on both sides, add two 10' travel lanes				x	
T13	Florence Road at C.H. James Parkway			x		Programmed 2023
T14	Brownsville Road at Oglesby Road			x		Programmed 2023
T15	New Macland Road at Publix and Home Depot			x		Programmed 2023
T16	Brownsville Road at Kroger			x		
T17	Widen New Macland Road				x	Removed – Not a current funded or prioritized project.
T18	C.H. James striping and pavement marker improvements			x		Programmed 2023

#	PROJECT NAME	COMPLETED	UNDERWAY	POSTPONED	DROPPED	NOTES
TRANSPORTATION (CON'T)						
T19	Curb cut off C.H. James Parkway with access road to Oglesby Road with new traffic signals			x		Programmed 2023
T20	Curb cut off C.H. James Parkway near Hill Road			x		Programmed 2023
T21	Realignment of Flint Road at Powder Springs Road	x				
T22	Curb cut off C.H. James Parkway near Florence Road with access road				x	
T23	Curb cut off C.H. James Parkway at Paulding County line, with access road connecting to Sterlingbrooke Drive and traffic light			x		
T24	New traffic signal at C.H. James Parkway at Sweetwater Avenue			x		
T25	New traffic signal at C.H. James Parkway at Sterlingbrooke Drive				x	
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 connect Silver Comet Trail Connector on Old Lost Mountain Road to the parking lot off Jackson Way			X		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		Funding
T27	Recreation Trails: 12' asphalt trail from Brownsville Road south through floodplain			x	x	Funding
T28	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.
T29	Austell Powder Springs Road Pedestrian Improvements			x		Funding
T30	New Macland Road Pedestrian Improvements			x		Funding



#	PROJECT NAME	COMPLETED	UNDERWAY	POSTPONED	DROPPED	NOTES
TRANSPORTATION (CON'T)						
T31	Macedonia Road Pedestrian Improvements			x		Funding
T32	Powder Springs Dallas Road Pedestrian Improvements			x		Funding
T33	Hill Road Pedestrian Improvements			x		Funding
T34	Carter Road Pedestrian Improvements			x		Funding
T35	Elliott Road Pedestrian Improvements			x		Funding
T36	Powder Springs Creek Trail			x		Funding
T37	Lewis Road Landscape: median landscaping along whole corridor, inside median and at back of sidewalk			x		Funding
T38	Butner Street Streetscape: landscaped planters, sidewalks			x		Funding
T39	Jackson Way Streetscape: reconfiguration, landscaped planters, sidewalks, both sides			x	x	Funding
T40	Hotel Avenue Streetscape: landscaping, sidewalks from Murray Avenue to Butner Street			x		Funding
T41	Dillard Street Sharrow Markings: from Pineview Drive south to Atlanta Street			x		Funding
T42	Atlanta Street Sharrow Markings: from Dillard Street to Old Austell Road			x		Funding
T43	Marietta Street Sharrow Markings: from Dillard Street to Old Lost Mountain Road and Powder Springs Dallas Road intersection			x		Funding
T44	Powder Springs/Dallas Road Sharrow Markings: from Old Lost Mountain Road to Lucille Creek Trail entrance			x		Funding

#	PROJECT NAME	COMPLETED	UNDERWAY	POSTPONED	DROPPED	NOTES
TRANSPORTATION (CON'T)						
T45	Grady Grier Drive Sharrow Markings: to Old Austell Road			x		Funding
T46	Hopkins Road Sharrows			x		Funding
T47	Brownsville Road Sharrows			x		Funding
T48	MARTA connection bus			x		Funding
T49	Flex Bus expansion			x		Working with Cobb DOT





## A.2 FISCAL IMPACT CASE STUDY

### ISSUE

Some areas designated on the City's future development map as "activity centers" for the development of commercial services and/or employment are under pressure to be re-zoned for medium to high-density residential uses. The long term fiscal impact of these trends on the City has not been quantified and is largely unknown.

### BACKGROUND & SCOPE

The City of Powder Springs retained KB Advisory Group (KBA) to prepare a case study evaluation of the net fiscal impact of two development alternatives applied to a representative development site.

The two development scenarios in question are:

- » A variation of a commercial/industrial/flex space concept illustrated in the 2017 Comprehensive Plan; or
- » A single-family subdivision.

The limited analysis scope included the following tasks:

- » Analyze recent City financial reports to understand its revenue/expense structure;
- » Quantify each of the above scenarios in terms of taxable value and related variables;
- » •Estimated likely revenues and service costs of each alternative at build-out;
- » Forecast project revenues/expenditures over time, recognizing that a non-residential build out will take significantly longer to realize than the residential option;

- » Compare the service cost versus revenue differences between the two alternatives to better understand the broader fiscal policy implications of transitioning commercially zoned land to residential use.

### FISCAL CONTEXT

#### PROPERTY TAX BASE

According to property tax information reported by the County Tax Assessor to the Georgia Department of Revenue:

- » Powder Springs' gross tax digest has increased by \$205.7 million (4.6% per year) since 2011
- » More than 99% of that total gain has occurred since 2015
- » Residential property has accounted for more than 98% of the City's total digest growth since 2015. A decade ago, residential property accounted for 63.7% of the City's net property tax digest. That ratio grew to 73.4% by 2020.
- » Nearly 95% of all tax parcels and 61% (1,300 acres) of the total taxable acreage in Powder Springs is classified as residential. In 2020, the City had roughly 600 commercially classified parcels occupying 672 acres and 26 industrial parcels totaling 147 acres.

#### TAX BASE

After a prolonged period of minimal growth post recession, development activity in Powder Springs has surged since 2015:

- » The number of residential tax parcels in Powder Springs has increased by 871 (8%) since 2015.
- » The City's average gross digest per residential parcel has increased by nearly 76% since 2011 compared to 20% for commercial parcels and 13% for industrial parcels.

#### POWDER SPRINGS PROPERTY TAX BASE; 2015-2020

DIGEST CHANGE: 2015-2020			TOTAL 5-YEAR CHANGE	PERCENT CHANGE	ANNUAL GROWTH RATE
GROSS DIGEST	2015	2020			
Residential	\$236,181,400	\$436,065,588	\$199,884,188	84.6%	13.0%
Commercial	\$95,825,169	\$113,877,536	\$18,052,36	18.8%	3.5%
Industrial	\$5,698,954	\$6,182,058	\$483,104	8.5%	1.6%
Other Real Estate <sup>1</sup>	\$5,765,306	\$6,127,801	\$362,495	6.3%	1.2%
MV, MH, Timber <sup>2</sup>	\$20,031,653	\$5,102,915	\$-14,928,738	-74.5%	-23.9%
<b>Gross Digest</b>	<b>\$361,665,498</b>	<b>\$567,355,898</b>	<b>\$203,853,416</b>	<b>56.4%</b>	<b>9.4%</b>
EXEMPTIONS					
Residential Exemptions <sup>3</sup>	\$12,470,767	\$81,068,563	\$68,597,796	550.1%	45.4%
Business Exemptions <sup>4</sup>	\$5,029,701	\$2,324,569	-\$2,705,132	-53.8%	-14.3%
Ag., Cons., Forest Land <sup>5</sup>	\$94,911	\$186,497	\$91,586	96.5%	14.5%
<b>Total Exemptions</b>	<b>\$3,516,193</b>	<b>\$83,579,629</b>	<b>\$65,984,250</b>	<b>1,876.6%</b>	<b>88.5%</b>
<b>Net M&amp;O</b>	<b>\$358,149,305</b>	<b>\$483,776,269</b>	<b>\$125,626,964</b>	<b>35.1%</b>	<b>6.2%</b>
Net Residential	\$228,286,736	\$354,997,025	\$126,710,289	55.5%	9.2%
Net Commercial/Industrial	\$96,006,948	\$117,735,025	\$21,728,077	22.6%	4.2%

Notes:

1. Includes utilities, agricultural, forest, and other conservation land; environmentally sensitive areas; historic properties; brownfields; and other classifications of real property.
2. Includes motor vehicles, mobile homes, heavy equipment, and 100% timber.
3. Includes state and local homestead and related exemptions from City taxes.
4. Includes business personal property and freeport exemptions for inventories and equipment.
5. Includes exemptions for land in agricultural, forest, or conservation use.

- » Including both real estate and personal property, on a per acre basis residential parcels generated an average gross City tax digest of just under \$336,500 per acre in 2020. Commercially classified real estate produced half of that value at \$169,500 per acre. The City's industrial property digest is valued very low at only \$42,000 per acre.

- » Powder Springs contained 2,137 taxable acres in 2020. That amount has decreased by 47 acres (2.1%) over the past 5 years. This reduction may have resulted from subdivision activity creating non-taxable right-of-way, property acquisitions by tax exempt entities, or assessing errors.

Exemptions are eroding digest growth:

- » In 2011, City property tax exemptions totaled \$3.5 million, representing 1% of its gross tax digest. By 2020, exemptions approached \$83.6 million and reduced the City's gross tax digest by nearly 15%15%.
- » More than 4,700 taxpayers received City exemptions in 2020. Of that number, 97% were residential homestead exemptions. The value of City exemptions applied to commercial and industrial personal property has fallen by half (54%) since 2015.
- » Of the 4,589 homeowners who received homestead exemptions in 2020, the average totaled \$17,665, resulting in an average City tax reduction of \$168 per qualifying homeowner.



CITY REVENUES & EXPENDITURES

According to the City's 2020 CAFR:

- » "Taxes" generated 52% of total governmental fund revenues in FY20 roughly 35% from property taxes and 17% from all other types of taxes.
- » Charges for services accounted for 14% of revenues and the balance from interest earnings, grants, miscellaneous revenues & fund transfers.
- » Among "other" forms of tax revenue, some are driven by population and households and others are generated from local business activity.
- » Property tax collections have increased at a 5% annual rate since 2011, other taxes have increased by 3.7% and total revenues by 4.4% per year, compounded.
- » Over the same period City expenses increased at a faster rate of 6.7% per year 6.5% for operating and 7% for capital items.
- » It is estimated that the City's current population at 15,970. Population has increased by more than 2,000 (a 1.4% annual growth rate) over the past decade.
- » City revenues per capita totaled \$791 in FY 2020 and have grown at a 2.8% annual rate since 2011.
- » General operating expenses totaled \$549 per capita and have increased at a 4.8% annual rate.
- » Spending on capital outlays and long term debt totaled \$505 per capita and have grown at a 5.3% annual rate with 70% of the increase

occurring since 2019.

Over the past decade since recovery from the Great Recession:

- » The City's unrestricted general fund balance has nearly doubled approaching \$5.3 million by the end of FY20.
- » Total outstanding long term debt was reduced from \$8.5 to \$8.0 million, while total debt per capita fell by 27%.

IMPLICATIONS

The City of Powder Springs has recovered from the housing market recession of 2009-2010. Growth in operations spending has recently slowed following a period post recession "catch up" spending increases of 9.5% annually from 2011 to 2015, while City spending on capital projects has recently increased, funded bond issues and capital outlays. City budgets are trending population and housing growth, which have also accelerated over the past 5 years.

The City's tax base has become substantially less balanced and more dependent on residential value growth since 2015. City property tax exemptions have increased at a rate 9 times faster than gross digest since 2015. Exponential growth in the value of homestead exemptions could continue to reduce the City's net tax digest in the future. Measured on a per acre basis, the taxable value of commercial and industrial property in Powder Springs is substantially less than residential development and the gap is widening. Applied to this case study site a residential build-out will generate substantially higher property tax revenues than other alternatives, which may be partially offset by other revenue sources.

ASSUMED EXISTING CONDITIONS

Depending on location and development suitability, vacant residential land in Powder Springs tends to be assessed in the range of \$40,000 to \$50,000 per acre while commercial land can be valued at closer to \$100,000/acre.

For case study analysis purposes, a 25 acre development site with an average value of \$75,000 per acre with no existing building improvements was assumed.

- » 2020 full value: \$1,875,000
- » 2020 tax digest: \$750,000
- » 2020 City property tax revenue: \$7,125

An undeveloped 25 acre site would generate annual City tax revenues of \$285 per acre.

COMPARATIVE CASE STUDY SCENARIOS

Assumed single-family residential scenario:

- » 125 single-family homes at 5 units/acre
- » 1.0 acre active park
- » Pool/amenity center
- » Additional open space & association-owned common area
- » Home price range: \$290,000-\$375,000
- » Assumed average pricing: \$330,000/unit

Assumed commercial/industrial/flex build out:

- » The 2017 Comprehensive Plan illustrated conceptual commercial/office/flex developments in several locations
- » Conceptual build-out: 80% employment generating and 20% commercial services

- » Densities are comparatively low and 5,000 to 10,000 SF per acre
- » A reasonable 130,000 SF build out on 25 acres consisting of a mix of industrial/flex, office, and retail uses was assumed

CONCEPTUAL DEVELOPMENT PROGRAM	SQUARE FOOTAGE
Industrial/Office	65,000 SF
Office/Flex	35,000 SF
Commercial	30,000 SF
Total	130,000 SF

COMPARATIVE PROPERTY TAXES

Housing is likely to generate more than twice the amount of annual City property taxes than a commercial/industrial build-out.

- » Single-family subdivision:
  - » Estimated full market value: \$41.2 million
  - » Gross taxable digest: \$16.9 million
  - » Net digest after exemptions: \$15.1 million
  - » Annual property taxes: \$143,000
  - » Resident population increase: 364 people

» Commercial/industrial/flex build-out:

- » Estimated full market value: \$15.2 million
- » Taxable real estate digest: \$6.1 million
- » Taxable personal property: \$1.1 million
- » Total property tax digest: \$7.2 million
- » Annual property taxes: \$68,600
- » Potential on-site employment: 290

COMPONENT	ACRES	UNITS	AVG. VALUE/ACRE OR UNIT	TOTAL FULL VALUE	TAX DIGEST
Single-Family Homes	20.0	125	\$330,000	\$41,250,000	\$16,500,000
Pool	1.0	-	\$800,000	\$800,000	\$320,000
Parks	1.5	-	\$7,500	\$11,250	\$4,500
Common Area	2.5	-	\$3,500	\$8,750	\$3,500
Gross Digest	25.0	125	\$336,560	\$42,070,000	\$16,828,000
Plus Residential Peronal Property					\$52,659
Gross Digest at Build-Out					\$16,880,659
Less Homestead Exemptions at Estimated Average				-\$14,100	-\$1,762,500
Net Tax Digest at Build-Out					\$15,118,159
Annual City Property Taxes at Millage Rate				9.5	\$143,623

COMPONENT	ACRES	GROSS SF	AVG. VALUE/SF	TOTAL FULL VALUE	TAX DIGEST
Industrial	20.0	65,000	\$80.00	\$5,200,000	\$2,080,000
Office	2.0	35,000	\$150.00	\$5,250,000	\$2,100,000
Commercial	3.0	30,000	\$160.00	\$4,800,000	\$1,920,000
Gross Digest	25.0	130,000	\$117.00	\$15,250,000	\$6,100,000
Plus Commercial Personal Property at 18.3% of Value					\$1,118,369
Net Tax Digest at Build-Out					\$7,218,369
Annual City Property Taxes at Millage Rate				9.5	\$68,575



COMPARATIVE TOTAL CITY REVENUES AT BUILD-OUT

Depending on the mix of tenants/end users, non-residential development generates nearly \$11,000 more non-property tax related revenue than the residential subdivision but still generates 26% less in total City revenues from all sources.

If existing and fully completed today, development of these parcels would have increased total FY 2020 City general fund revenues by:

- »Residential concept: 2.7%
- »Non-residential concept: 2.0%
- »Impacts on City business type activities (such as trash collection) are not addressed

The non-residential scenario assumes:

- »Multi tenant occupancy by 18 businesses
- »A minimum of one restaurant with full liquor licensing

The residential scenario assumes population growth will eventually impact the City's receipt of TAVT, insurance premium and other taxes distributed via revenue sharing formulas. Actual revenue increases could lag development by several years. Alternative development scenarios could produce significantly different results.

GENERAL GOVERNMENT FORECAST	CITY-WIDE FY 2020 ACTUAL	RESIDENTIAL OPTION	NON-RESIDENTIAL OPTION
General Fund Revenues			
Taxes			
Real & Personal Property Taxes	\$4,674,846	\$143,600	\$68,600
Stormwater Fees	(Included)	\$5,900	\$8,200
Insurance Premium Taxes	\$1,062,080	\$24,200	\$0
Business/Occupational Taxes	\$175,932	\$0	\$39,400
Franchise Tax	\$799,245	\$15,300	\$2,900
Excise/Alcohol Taxes	\$254,168	\$0	\$5,000
Licenses and Permits	\$618,677	\$10,600	\$3,800
Fines and Forfeitures	\$418,356	\$8,300	\$1,200
Charges for Services	\$611,323	\$20,900	\$35,000
Investment Income & Other Revenue	\$123,928	\$4,200	\$7,100
Intergovernmental & Transfers (No Assumed Impact)	-	-	-
Estimated Revenues	\$8,738,555	\$233,000	\$171,200

COMPARATIVE CITY SERVICE COSTS AT BUILD-OUT

If existing and fully occupied today, development of these parcels would have increased total FY20 City general fund expenditures by:

- »Residential concept: 1.5%
- »Non-residential concept: 0.5%
- »Impacts on City business type activities are not addressed

It is estimated that a non-residential development scenario would generate 67% less in City service costs than a residential subdivision – more than offsetting corresponding lower City revenues.

Both alternatives generate a similar positive net fiscal impact at build out, with the non-residential concept exceeding the proposed subdivision by 13%.

- »This comparison does not consider time lag effects
- »Different development concepts can produce significantly different results
- »Positive net impacts in the short term are likely to erode over time

GENERAL GOVERNMENT FORECAST	CITY-WIDE FY 2020 ACTUAL	RESIDENTIAL OPTION	NON-RESIDENTIAL OPTION
General Fund Service Costs			
General Government	\$2,174,350	\$31,800	\$8,500
Judicial	\$358,079	\$3,300	\$600
Public Safety	\$2,560,285	\$37,500	\$21,900
Public Works	\$1,358,642	\$24,000	\$2,400
Community & Economic Development	\$326,212	\$2,400	\$1,300
Planning & Zoning	\$440,405	\$5,300	\$2,600
Recreation and Culture	\$354,749	\$10,500	\$300
Estimated Service Costs	\$7,572,722	\$114,800	\$37,600

\*Various formulas were used to forecast project-related City service costs by source.

GENERAL GOVERNMENT FORECAST	CITY-WIDE FY 2020 ACTUAL	RESIDENTIAL OPTION	NON-RESIDENTIAL OPTION
General Fund Revenues	\$8,738,555	\$233,000	\$171,200
General Fund Service Costs	\$7,572,722	\$114,800	\$37,600
Surplus (Deficit) of Revenue/Cost	\$1,165,833	\$118,200	\$133,600
Margin	13.3%	50.7%	78.0%



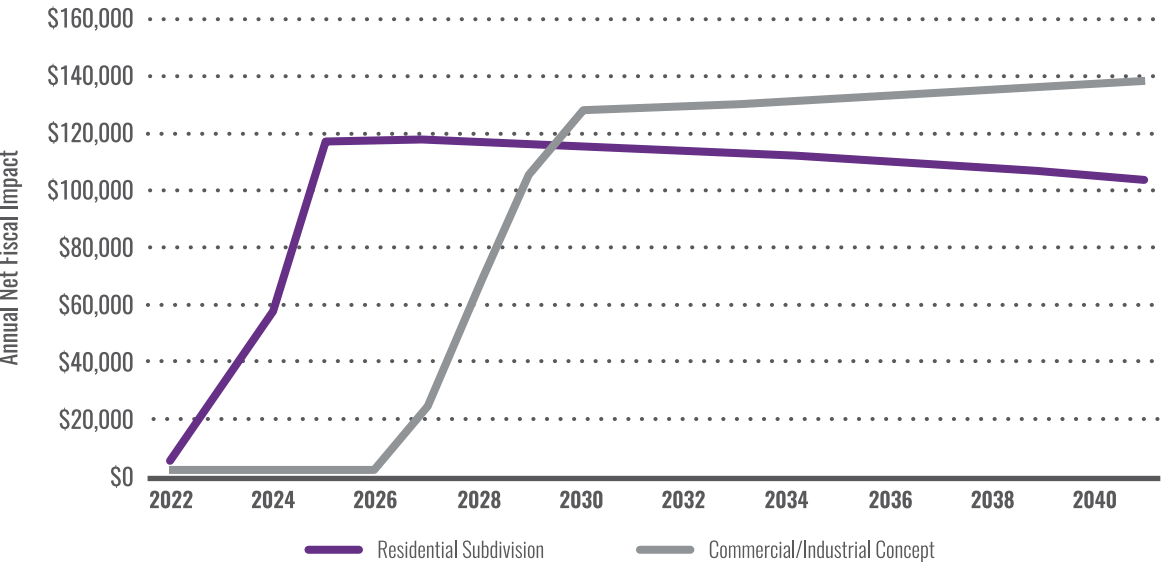
LONG-TERM NET FISCAL IMPACT

A 20 year fiscal forecast was prepared using the following assumptions.

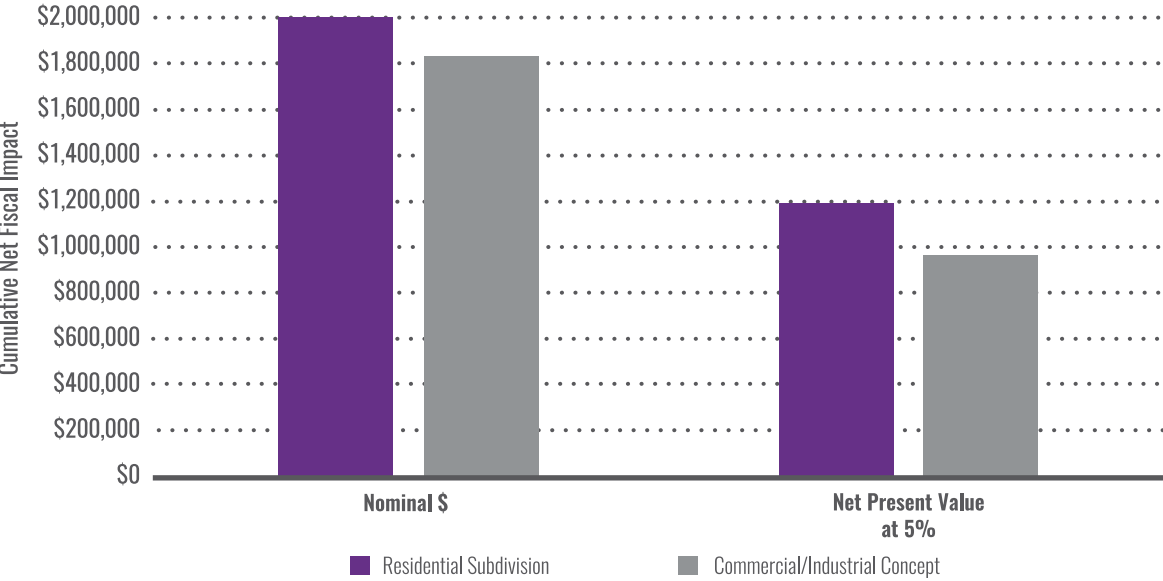
- »Property taxes assume no change in millage rates
- »Residential floating homestead exemptions will limit property tax growth to resales & renter occupied units
- »Non-residential property values increase 2.0% per year
- »All other City revenues increase 2.5% per year
- »City residential service costs are assumed to increase faster than commercial service costs
- »The residential subdivision starts construction in 2022 and begins to impact City budgets by 2023
- »The commercial/industrial concept is not implemented for 5 years and begins to impact City budgets by 2027
- »Future revenues are discounted at 5% to estimate net present value

The non-residential build out begins to out perform the subdivision by 2030 but on a net present value basis the residential use produces a larger positive net fiscal impact of \$239,000 or about 20% over 20 years.

COMPARATIVE CITY NET FISCAL IMPACT OVER 20 YEARS



CUMULATIVE CITY NET FISCAL IMPACT OVER 20 YEARS



OBSERVATIONS & CONCLUSIONS

Both uses of this representative site should positively impact City budgets over time. A residential land use should have greater short-term net fiscal impact, while a non-residential use may have a more stabilizing impact on the City's tax base over the long term.

The difference between the two scenarios on a net fiscal basis is minimal and can be easily altered using alternative assumptions:

- »Because the study area site is relatively small
- »Because the commercial/industrial concept is comparatively low density/value
- »Because existing commercial and industrial development in Powder Springs has a much lower taxable value per acre and per building SF than new residential construction.

Preserving land for future commercial and industrial land uses is not likely to have much of an impact on the City's "fiscal balance."

Possible policy implications:

- »Prioritize job creation and improved local services goals over fiscal considerations;
- »Focus on preserving a few high priority sites which are suitable and can physically support high-valued development that is not currently represented in Powder Springs (this may require City investment to acquire and hold sites for future development);
- »Explore options to upgrade/expand existing developed commercial/industrial corridors and nodes; and
- »Prioritize other types of high property tax producing job creation such as residential care facilities, etc.





Keck & Wood

KB Advisory Group