

CHAPTER 1 POPULATION ELEMENT

The Population Element provides an inventory and assessment of trends in population growth and in the demographic characteristics of the population. This information will assist the City in determining community service and infrastructure needs, employment opportunities, and housing needed to support the existing and future population.

Minimum requirements for local comprehensive plans require historic and current data as well as projections. "Current" refers to the year of plan preparation or the most recent year for which data is available. Historic data is required for the past 20 years (using the nearest decennial Census) prior to the year of plan preparation. Future projections must cover approximately 20 years beyond the year of plan preparation.

The information gathered in this inventory must be assessed to identify significant trends in the size of the local population and its characteristics (age distribution, educational attainment, income levels, etc.), especially as compared with regional and state trends. Further analysis of this information must be made under other plan elements in determining appropriate economic development strategies, housing and community facility needs, land development patterns, and so forth.

The City may also use the information gathered in the Population Element to determine whether the growth trends identified are desirable for the community and whether alternatives for managing or redirecting these trends should be considered. Such an assessment could result in the development of population-specific needs and goals that specify an appropriate rate of growth and an implementation strategy for managing the community's growth throughout the planning period.

The Plan must include the current, historic and projected total population of the community and compare the City's growth rate with that of the state. In addition to comparisons with the state, this analysis compares figures for the county and Atlanta region (defined as the Atlanta Regional Commission's jurisdiction of 10 counties in 1995).

POPULATION

Historic Population Trends

Table 1.1 shows past population totals and ten-year percentage change for the City of Roswell, unincorporated and incorporated Fulton County. Roswell's population doubled during the 1980s from 23,337 persons in 1980 to 47,923 persons in 1990. Some of the City's population increase was due to the annexation of large developed subdivisions such as Brookfield West (1,063 acres) in 1986 and Willow Springs (550 acres), Litchfield (1,277 acres), Wexford (245 acres), and Wildwood Springs, Highland Colony and Laurel Lake (282 acres) in 1989. The City's 1990 population figure of 47,923 was adjusted slightly upward to 48,257 to compensate for an undercount during the 1990 Census.

Large annexations in 1999 help explain the huge increase in the population of Roswell between 1990 and 2000. Roswell completed the "Edenwilde," "Eastside," and "Hamilton Commons" annexations prior to the 2000 Census, which provided a spike in the City's population up to 79,334 persons in 2000.

Table 1.1
Historic Population Trends, 1980-2000
City of Roswell and Fulton County

Jurisdiction	1980	% of County Population	1990	% of County Population	2000	% of County Population
City of Roswell	23,337	4.0%	47,923	7.4%	79,334	9.7%
Fulton County	589,904	100%	648,951	100%	816,006	100%

Source: U.S. Census Bureau, Census of Population and Housing, 1980, 1990 (STF1, P001), and 2000 (SF1, P1).

The City increased its total population by 31,411 persons during the 1990s. The vast majority of this population gain during the 1990s was due to an increase in the household population (31,000 persons added from 1990 to 2000).

Table 1.2 shows the percentage change in population between decennial censuses. The City's growth rate from 1980 to 1990 and from 1990 to 2000 greatly exceeded the percentage increase in population of the county, metropolitan region, ARC region, and state as a whole.

Table 1.2
Historic Population Trends
and Decennial Percentage Change, 1980-2000
City, County, Regions, and State

Jurisdiction	1980	1990	% Change, 1980-1990	2000	% Change, 1990-2000
City of Roswell	23,337	47,923	105.4%	79,334	65.5%
Fulton County	589,904	648,951	10.0%	816,006	25.7%
Atlanta MSA Region	2,233,229	3,069,425	37.4%	4,247,981	38.4%
Atlanta ARC Region	1,896,182	2,557,800	34.9%	3,429,379	34.1%
State of Georgia	5,463,105	6,478,149	18.6%	8,186,453	26.4%

Sources: See prior table for City and County figures. Atlanta MSA from Selig Center for Economic Growth, Terry College of Business, The University of Georgia, Georgia Statistical Abstract, 2004-2005, Table 1.102. State totals from College of Agricultural and Environmental Sciences and College of Family and Consumer Sciences, The University of Georgia, The 2002 Georgia County Guide. Atlanta ARC Region data from Atlanta Regional Commission, Population & Housing 2003, December 2003.

Current Population Estimates

The U.S. Census Bureau's most recent population estimate for the City of Roswell, July 1, 2003, is 78,229 persons. That estimate of Roswell's population showed a slight decrease in City population between the 2000 Census and July 1, 2003. The City of Roswell challenged successfully the Census estimate by showing data on certificates of occupancy issued for new dwelling units. Per letter from John Long of the U.S. Census Bureau's Population Division dated October 7, 2004, Roswell's 2003 population estimate was adjusted from 80,114 to 83,911.

The Atlanta Regional Commission estimates Roswell's population in 2003 to be 80,503 (Population & Housing 2003, p. A-24), which is also considered to be too low based on the

City's own analysis of certificate of occupancy data for dwelling units. The current population of Roswell (January 2005) is approximately 85,000.

Table 1.3
Census Population Estimates, 2000-2003
City, County, Metro Region, and State

Jurisdiction	April 1, 2000 (Census)	Census Population Estimates			
		July 1, 2000	July 1, 2001	July 1, 2002	July 1, 2003
Roswell	79,334	80,038	79,747	79,316	83,911
Atlanta MSA	4,247,981	n/a	n/a	4,509,540	n/a
Fulton County	816,006	817,043	821,951	819,777	818,322
Georgia	8,186,453	8,230,094	8,394,795	8,544,005	8,684,715

Source: U.S. Census Bureau, 2004. Annual Estimates of the Population for Incorporated Places in Georgia, Listed Alphabetically: April 1, 2000 to July 1, 2003; and Annual Estimates of the Population for Counties of Georgia: April 1, 2000 to July 1, 2003. 2003 Roswell estimate from Census Bureau letter dated October 7, 2004 from John Long, Chief, Population Division. Atlanta MSA data are U.S. Census Bureau estimates reported by Selig Center for Economic Growth, Terry College of Business, The University of Georgia, in Georgia Statistical Abstract, 2004-2005, Table 1.102.

Components of Population Change

Population changes in cities occur due to three components -- natural increase or decrease (births minus deaths), net-migration (in-migration minus out-migration) and annexation. As noted above, most of the recent population growth in Roswell is attributed to annexation. Future annexations cannot be predicted. Data on migration are not provided for cities. Vital statistics are available for cities and counties. The 2020 Comprehensive Plan had compiled vital statistics for Roswell's population in the 1990s, which is provided in Table 1.4 below. The absolute numbers in Table 1.4 have little relevance other than historic value, since Roswell's eastside annexation in 1999 increased Roswell's population substantially.

Table 1.4
Natural Increase of the Population, 1990-1997
City of Roswell

Year	Number of Births	Number of Deaths	Natural Increase
1990	601	216	385
1991	584	227	357
1992	596	222	375
1993	654	258	396
1994	730	285	445
1995	N/A	N/A	N/A
1996	774	289	485
1997	1196	383	813

Note: N/A = Not available. Source: Georgia Department of Human Resources, Vital Statistics Unit, 1999.

For purposes of estimating the natural increase of Roswell's population, one can use the ten-year (1990-1999) cumulative birth rate for Fulton County of 16.7 live births per 1,000 total population (Georgia County Guide 2002, p. 158). Because Roswell's population is

predominantly White, it is probably more accurate to use the ten-year cumulative birth rate for Whites in Fulton County, which is lower at 15.2 live births per 1,000 total population (Georgia County Guide 2002, p. 158). The ten-year cumulative (1990-1999) death rate for Fulton County was 9.0 deaths per 1,000 total population (9.1 for Whites in Fulton County) (Georgia County Guide 2002, p. 166). Considering births and deaths, Whites in Fulton County during the 1990s naturally increased in number at a rate of 6.1 persons per 1,000 annually.

The birth rates for the 1990s in Fulton County may not hold true in the future because the aging population will probably lower fertility rates considerably. Nonetheless, it is instructive to see the natural increase of Roswell's population, as shown in Table 1.5 below, which indicates that Roswell's population will increase due to natural increase (births minus deaths) by approximately 520-530 people per year, assuming the 6.1 persons per 1,000 rate.

Table 1.5
Total Population with Natural Increase
City of Roswell, 2005-2010

2005	2006	2007	2008	2009	2010
85,000	85,519	86,041	86,565	87,093	87,624

Source: Jerry Weitz & Associates 2004 based on ten-year birth and death rates for Fulton County (White Population) as reported in the Georgia County Guide 2002.

Although migration data are not available, the decennial Census reports place of residence in 1995, which provides some insight to migration patterns. Table 1.6 indicates that a substantial majority of Roswell's residents in 2000 changed residences from 1995 to 2000. This is an important finding that is consistent with prior reported findings about mobility – a majority of Americans tend to relocate in a given five-year period.

Table 1.6
Residence in 1995, Population 5 Years and Over in 2000
City of Roswell

Residence in 1995	5 Years and Over	% of 5 Years and Over
Lived in same house in 1995	31,360	42.1%
Lived in different house in 1995	43,172	57.9%
Total 5 years and Over	74,532	100%

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF1, P24).

The Census statistics also reveal the general location of prior residency in 1995. Table 1.7 provides those data. In addition, though not shown in the figures below, the vast majority (96 percent) of residents who moved from other places to Roswell between 1995 and 2000 resided in metropolitan statistical areas or primary metropolitan statistical areas (Census 2000 SF 1, P25).

**Table 1.7
 Location of Residence, State and County Level
 Population 5 Years and Over Living in Different House in 1995
 City of Roswell**

Residence in 1995	5 Years and Over	% 5 Years and Over
Lived in Fulton County	11,928	27.6%
Lived in other counties in Georgia	10,197	23.6%
Lived in state in Northeast region of U.S.	3,740	8.7%
Lived in state in Midwest region of U.S.	2,763	6.4%
Lived in state in South region of U.S.	7,525	17.4%
Lived in state in West region of U.S.	2,067	4.8%
Lived elsewhere including foreign countries	4,952	11.5%
Total 5 years and Over living in different house in 1995	43,172	100%

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF1, P24).

HOUSEHOLD AND GROUP QUARTERS POPULATION

In 1990, Roswell had a household population of 47,706 persons (99.5% of the total population) and a group quarters (non-household) population of 217 persons. The group quarters population as of 2000 consisted of 628 persons, with 575 persons in other non-institutional group quarters and 53 persons in institutional group quarters which include correctional and other institutions. The 2000 Census data indicate no nursing home population in Roswell (2000 Census, SF1, Table P37).

**Table 1.8
 Historic Household and Group Quarters Populations, 1990-2000
 City of Roswell**

Type of Population	1990	%	2000	%
Household Population	47,706	99.5%	78,706	99.2%
Group Quarters Population	217	0.5%	628	0.8%
Total Population	47,923	100%	79,334	100%

Source: U.S. Census Bureau, Census of Population and Housing, 1990 (STF1, Table P015) and 2000 (SF1, Table P26).

The group quarters population increased since 1990 and is attributed to the addition of new personal care homes in the City. As the population ages, more and more elderly persons will reside in group quarters (institutionalized living) environments. As a basis for comparison, approximately 2.7 percent of the state's population resided in group quarters in 1990. Based on the elderly population projected to reside in Roswell during the next twenty years and these comparisons, an increasing percentage of the total population will likely reside in group quarters. The 2020 Comprehensive Plan found that the percentage of total population living in group quarters could reach three percent by the year 2020, due primarily to increased numbers of senior citizens. The group quarters population, like household population, is dependent on land available for institutional residential living facilities.

HOUSEHOLDS

Household Size

Table 1.9 shows the persons per household in 1990 and 2000 for both family households and total households. Persons per family is the number of persons in families divided by the total number of families. Persons per household is the number of persons in households divided by the total number of households.

Regarding the average household size, there has been a historic decline in the United States over time. “Between 1950 and 1980, the persons per household ratio declined by an average of 8.4 percent,” and “during the 1970s the ratio declined 11.6 percent.” The steadily decreasing average household size has been attributed primarily to an increasing number of one- and two-person households, for various reasons, including: postponement of marriage and a resulting increase in the number of never-married persons over thirty years of age; more adults who have been divorced, separated, or widowed and who have been able to live by themselves apart from families and relatives; the “undoubling” of unmarried or previously married adults that have split off from families headed by a married couple or other relative; rises in income that enable many single persons to establish their own household; a drop in female fertility; and increased rate of participation in the labor force by women. The decline of the “nuclear” family has also caused the historic average household size to drop over time (Gellen 1985).

Despite this historic decrease in household size, it no longer appears to be a trend. The Roswell 2020 Comprehensive Plan noted that the Atlanta Regional Commission found that household size in the region had not changed during the 1990s. Indeed, a comparison of 1990 and 2000 household sizes for the City and state indicate that household sizes have stabilized or even increased.

**Table 1.9
 Household Size, 1990-2000
 City of Roswell and State of Georgia
 (Persons per Household)**

Type of Household	Roswell		State of Georgia	
	1990	2000	1990	2000
Average Household Size	2.62	2.61	2.66	2.65
Average Household Size, Owner-Occupied Units	2.84	2.68	2.76	2.71
Average Household Size, Renter-Occupied Units	2.17	2.46	2.49	2.51
Average Family Size	3.07	3.07	3.16	3.14

Source: U.S. Census Bureau, Census of Population and Housing, 1990 (Summary Population and Housing Characteristics, Georgia. Issued August 1991) and 2000 (SF1, P17, P33, H12).

As evident by numbers in Table 1.9, average household size in both Roswell and the State of Georgia remained more or less the same from 1990 to 2000, thus modifying the continuous historical decline. Figures in Table 1.9 help explain the stabilization of household size. The household size of owner-occupied units decreased from 1990 to 2000 for both Roswell and Georgia as a whole. Renter-occupied households, on the other hand, have increased

substantially in Roswell (from 2.16 persons in 1990 to 2.46 persons in the year 2000). In the state as a whole, there has been a slight increase in the average size of renter-occupied households.

While the general trend is toward no increase in household size (and modest decreases), it is worth noting that due to changing demographic trends such as an increase in the Hispanic population, some housing units and neighborhoods probably do encounter increases in the number of occupants per dwelling.

Households

A household includes all the persons who occupy a housing unit. Though required to be reported, 1990 Census figures have now been rendered obsolete with the “eastside” and other annexations. The number of households is important because it reflects the needs for housing units. The City added 12,018 households during the 1990s. A detailed classification for City households is provided in Table 1.10, which indicates the number of households by the number of persons living in the household in 1990 and 2000.

Table 1.10
Households by Number of Persons per Household, 1990 and 2000
City of Roswell

Household by Number of Persons	1990	%	2000	%
1-person household	3,730	20.5%	6,963	23.1%
2-person household	6,195	34.1%	10,429	34.5%
3-person household	3,550	19.5%	5,143	17.0%
4-person household	3,205	17.6%	4,761	15.8%
5-person household	1,096	6.0%	1,859	6.2%
6-person household	306	1.7%	643	2.1%
7-or-more person household	107	0.6%	409	1.4%
Total households	18,189	100%	30,207	100%

Sources: U.S. Department of Commerce, Economics and Statistics Administration, Bureau of the Census. 1990 Census of Population and Housing. Summary Tape File 1A. Compiled by the Atlanta Regional Commission, 1991. U.S. Census Bureau, Census of Population and Housing, 2000 (SF1, P26).

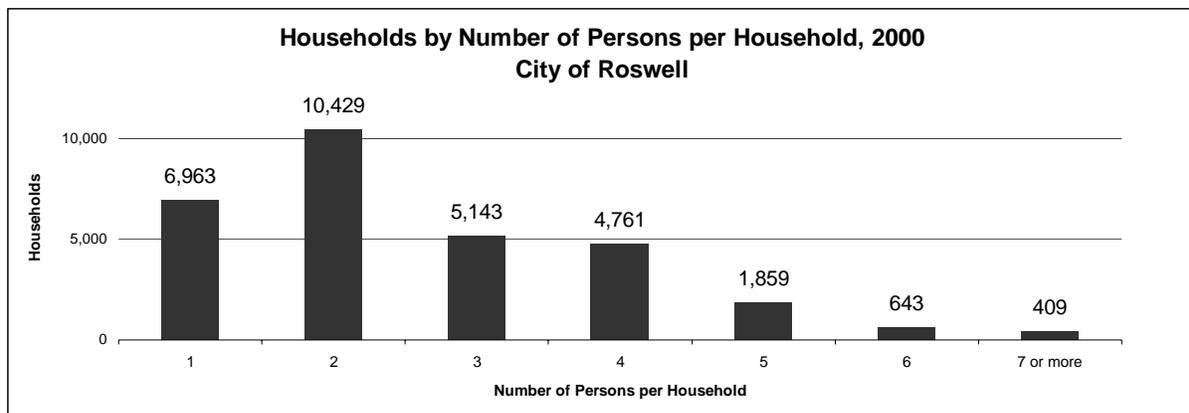


Figure 1.1

The U.S. Census Bureau defines a family as “a householder and one or more other persons living in the same household who are related to the householder by birth, marriage, or adoption.” As shown in Table 1.11 below, nearly three quarters of the households were family households in 1990. The number of “family” households increased by 7,648 between 1990 and 2000, but as a percentage of total households declined slightly during the 1990s. Non-family households accounted for about 31 percent of the total households in the City in 2000.

Table 1.11
Households by Type of Household, 1990-2000
City of Roswell

Households By Type	1990	%	2000	%
Family Households	13,275	73.0%	20,923	69.3%
Non-family Households	4,914	27.0%	9,284	30.7%
Total Households	18,189	100%	30,207	100%

Source: U.S. Census Bureau, Census of Population and Housing, 1990 (STF1, P027) and 2000 (SF1, P26).

AGE

Age is the single most important dimension of the population. There can be vast differences in the needs of children versus the elderly. Age has a relationship to the labor force – workers include the population ages 16 years and over through retirement age and sometimes beyond. Age has important relationships to housing and can help predict likely first-time homebuyers, renters, owners of second homes, etc. Age can also affect the political situation: for instance, in cities where there is a large percentage of elderly, they sometimes vote down bond referendums for schools.

The relationship of the age of population to the needs for community facilities and services is also very important. For instance, a high elderly population often translates into a need for health care and nursing and personal care homes. On the other hand, a town with many children signals a need for schools, day care centers, and playgrounds. More information on the implications of age is provided by looking at characteristics of various age groups.

Historic Age Distribution

Minimum planning standards require that the Population Element include the current, historic and projected age distribution of residents in the community. Table 1.12 provides age details for Roswell’s population by five-year age cohort in 1990 and 2000. Future trends in the age of the population are discussed in a later section of this chapter.

Persons 20 to 44 Years Old

This segment of Roswell’s population increased from 21,824 to 32,620 from 1990 to 2000. This age group is the younger segment of the prime working-age population. This demographic group includes first-time homebuyers, as well as, households that are upgrading housing for the first or second time. This demographic group also provides the bulk of the labor force.

Table 1.12
Historic Population by Age Cohort, 1990-2000
City of Roswell

Age Group	1990	%	2000	%
0-4	3,393	7.1%	5,504	6.9%
5-9	3,358	7.0%	5,271	6.6%
10-14	3,319	6.9%	5,288	6.7%
15-19	3,238	6.8%	5,100	6.4%
20-24	3,213	6.7%	4,753	6.0%
25-29	4,136	8.6%	6,672	8.4%
30-34	4,529	9.5%	6,817	8.6%
35-39	4,702	9.8%	7,237	9.1%
40-44	5,244	10.9%	7,141	9.0%
45-49	3,869	8.1%	6,695	8.4%
50-54	2,469	5.2%	6,272	7.9%
55-59	1,769	3.7%	4,189	5.3%
60-64	1,393	2.9%	2,443	3.1%
65-69	1,203	2.5%	1,703	2.1%
70-74	809	1.7%	1,455	1.8%
75-79	568	1.2%	1,229	1.5%
80-84	398	0.8%	821	1.0%
85+	313	0.7%	744	0.9%
TOTAL	47,923	100%	79,334	100%

Sources: U.S. Census Bureau, Census of Population and Housing, 1990 (STF1, P011) and 2000 (SF1, P12).

Persons 45 to 64 Years Old

This segment of Roswell's population increased by approximately 10,000 persons, from 9,500 in the year 1990 to 19,599 in the year 2000. This age group is the older segment of the labor force. Some persons in this category will retire early. Persons in this age category typically have the greatest amount of disposable income when compared with other age groups. They are not as likely to change residences, although the more affluent households may look for and purchase second homes. This group is probably less demanding of public facilities and services such as schools and parks. By the end of the planning horizon (2025), all of these people will be age 65 or older.

Persons 65 Years and Over

This segment of Roswell's population increased modestly, from 3,291 persons in the year 1990 to 5,962 in the year 2000. This age group is commonly referred to as the "elderly" and the "retirement age" population. Most of the people in this age group are no longer in the work force. While some elderly households may have more disposable income than ever before in their lifetimes, many elderly households will have limited incomes because they are no longer earning wages and salaries. Persons who own residences in this age group are likely to eventually seek alternative housing, because they may own large homes that provide more living space than needed, they have little desire to upkeep residential grounds and structures, they experience a need for closer societal relationships with others as family relationships

devolve, and because they are more likely than other age groups to need assisted care or medical attention. Because of differences in life expectancy between men and women, a very high proportion of older persons are and will be women. The differences in life expectancy also contribute to the number of elderly women living alone, many of whom are likely to have inadequate income (Howe, Chapman and Baggett, 1994).

Median Age

Women have a higher median age than men in the city, county, and state as of 2000. This difference is not surprising given the longer life expectancies of females. Roswell had median ages that were significantly higher than the median age for the county and state in 2000. That held true for both males and females in 2000, as indicated in Table 1.13 below.

**Table 1.13
 Median Age of the Population, 2000
 City, County, and State**

Jurisdiction	Median Age, 2000, Both Sexes	Median Age, 2000, Males	Median Age, 2000, Females
City of Roswell	35.2	33.6	36.6
Fulton County	32.7	31.6	33.8
State of Georgia	33.4	32.1	34.6

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF1, P13).

HISPANIC ORIGIN AND RACIAL COMPOSITION

Hispanic origin is not a race, and thus it is noted separately in Census statistics. Roswell's Hispanic and Latino population has increased since 1990 like virtually all other communities in metropolitan Atlanta. Census statistics (Table 1.14) indicate Roswell had 1,285 persons of Hispanic origin in 1990. That number grew to 8,421 in the year 2000, an increase of more than 7,000 persons. It is anticipated that this trend of an increasing Hispanic or Latino population will continue throughout the planning horizon.

The Hispanic population in Roswell has a significant language barrier to overcome. A 1997 study of the Hispanic population residing at Frazier Street Apartments revealed that 45 percent of the respondents did not speak English at all, and another 35% of the respondents did not speak English well (Sage 2000, in Roswell 2020 Comprehensive Plan).

**Table 1.14
 Hispanic or Latino Population, 1990 and 2000
 City of Roswell**

Origin	1990	%	2000	%
Not Hispanic	46,638	97.3%	70,913	89.4%
Hispanic or Latino	1,285	2.7%	8,421	10.6%
Total Population	47,923	100%	79,334	100%

Source: U.S. Census Bureau, Census of Population and Housing, 1990 (STF1, P009) and 2000 (SF1, P4).

As shown in Table 1.15, the racial composition of Roswell's population is predominantly White. Blacks comprised approximately five percent of the City's population in 1990 and 8.5 percent in 2000. Although it has diversified to some extent during the 1990s, the City's population is homogeneous. However, the minorities have increased as a percentage of the total population to 18.5 percent as of 2000. As to trends, there is likely to be greater diversity in the City's population as it continues to increase during the planning horizon.

Table 1.15
Racial Composition of the Population, 1990-2000
City of Roswell

Race	1990	%	2000	%
White	44,162	92.2%	64,666	81.5%
Black or African American	2,327	4.9%	6,773	8.5%
American Indian and Alaska Native	64	0.1%	160	0.2%
Asian	851	1.8%	2,964	3.7%
Other race	519	1.1%	3,260	4.1%
Two or more races	N/A	--	1,511	1.9%
Total	47,923	100%	79,334	100%

Source: U.S. Census Bureau, Census of Population and Housing, 1990 (STF1, P006) and 2000 (SF1, P3).

POPULATION BY SEX

As noted in Table 1.16 below, the population in Roswell as of 2000 was comprised evenly with regard to males and females. The same is generally true for the county and state's population in 2000.

Table 1.16
Population by Sex, 2000
City, County, and State

Jurisdiction	Male	Percent of Total	Female	Percent of Total
City of Roswell	39,664	50.0%	39,670	50.0%
Fulton County	401,726	49.2%	414,280	50.8%
State of Georgia	4,027,113	49.2%	4,159,340	50.8%

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF1, P12).

EDUCATIONAL ATTAINMENT

Knowing the educational levels of the population helps to determine the types of economic development strategies needed.

Education of the Adult Population

Minimum planning standards require a comparison of educational attainment levels of the City with surrounding counties and the state. The purpose of such an analysis is to determine how competitive the educational levels of the local population are with the area labor force.

As of 1990, Roswell had the highest percentage of total population with a high school degree or higher than any other jurisdiction (see Table 1.17).

Table 1.17
Comparison of Educational Attainment, 1990
Persons 25 Years and Over
City, County, Selected Counties, and State

Jurisdiction	% High School Graduate or Higher	% with Bachelor's Degree or Higher
City of Roswell	92.3%	45.6%
Cherokee County	75.2%	18.4%
Forsyth County	67.6%	15.6%
Fulton County	77.8%	31.6%
Gwinnett County	86.7%	29.6%
State of Georgia	70.9%	19.3%

Source: U.S. Census Bureau, Census of Population and Housing, 1990 (STF3, P057)

Year 2000 comparative figures are provided in Table 1.18. Like in 1990, Roswell's population held the distinction of being substantially more educated as a whole than selected counties and the state. A majority of Roswell's residents in 2000 had a bachelor's degree or higher, compared with only about one-quarter of all residents of the state in 2000. Roswell also has a very low percentage of its citizens without a high school diploma.

Table 1.18
Comparison of Educational Attainment, 2000
Persons 25 Years and Over
City, County, Selected Counties, and State

Jurisdiction	% Not Completing High School	% With Bachelor's Degree or Higher
City of Roswell	7.7%	52.6%
Cherokee County	11.2%	25.0%
Forsyth County	14.3%	34.6%
Fulton County	16.0%	41.4%
Gwinnett County	12.7%	34.1%
State of Georgia	21.4%	24.3%

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, P37)

Table 1.19 provides detailed educational attainment statistics for the City of Roswell's population in 1990 and 2000. These numbers indicate that Roswell has continued throughout the 1990s to attract and maintain some of the most educated people in the State of Georgia.

Table 1.19
Educational Attainment, 1990 and 2000
Persons 25 Years and Over
City of Roswell

Educational Attainment	1990	%	2000	%
Less than 9 th grade	830	2.6%	1,607	3.0%
9 th to 12 th grade (No Diploma)	1,591	5.1%	2,246	4.2%
High School Graduate (Includes Equivalency)	5,137	16.4%	7,163	13.3%
Some College (No Degree)	7,360	23.4%	11,132	20.7%
Associate Degree	2,175	6.9%	3,308	6.2%
Bachelor's Degree	10,464	33.3%	19,139	35.6%
Graduate or Professional Degree	3,839	12.2%	9,108	17.0%
Total Adult Population 25 Years and Over	31,396	100%	53,703	100%

Source: U.S. Census Bureau, Census of Population and Housing, 1990 (STF3, P057) and 2000 (SF3, P37)

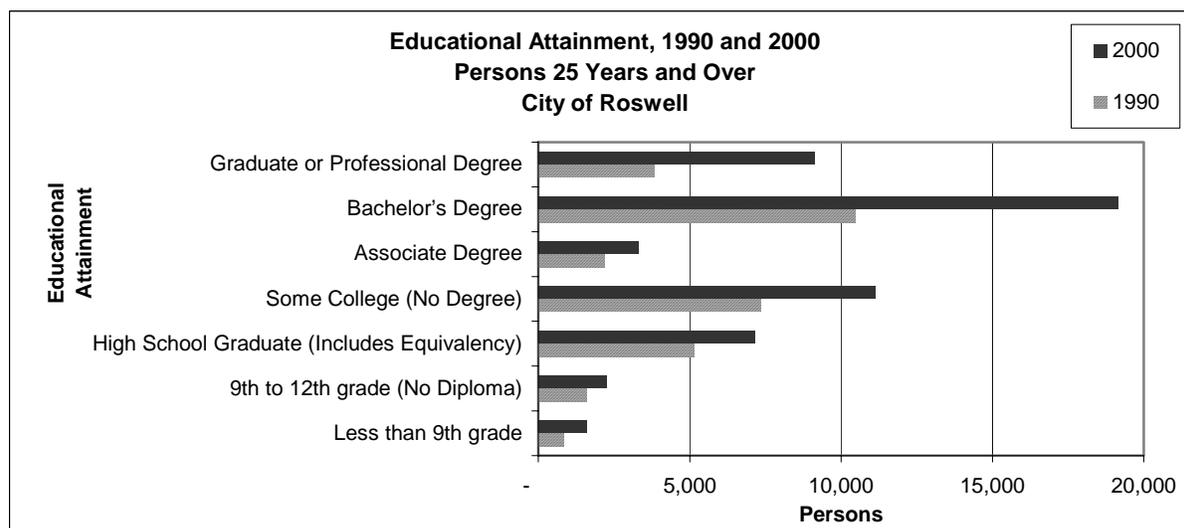


Figure 1.2

During the 1990s, 22,307 persons were added to the City's adult population. What is significant is the increase in the number of persons who do not have a high school diploma. That number rose during the 1990s in the City. As of 2000, 3,853 of the City's adult residents (more than 7% of the City's adult population) did not have a high school diploma in 2000.

Based on an analysis of educational attainment data, it appears that a small segment of Roswell's population could benefit from adult education programs. Educational attainment is most crucial in terms of the labor force and job market. Improving the educational attainment of the disadvantaged segment of the City's adult population should be considered a priority, especially in order to improve their competitiveness in the job market. ***(requires policy discussion)***

Education Statistics

Table 1.20 shows Scholastic Assessment and Stanford Achievement test scores for Fulton County and the State of Georgia, including private schools. These scores indicate that students of public and private schools in Fulton County have consistently scored higher than the statewide scores.

**Table 1.20
 Selected Test Scores, 2001
 Fulton County and Georgia**

Test Name (Grade)	Fulton County	State of Georgia
Scholastic Assessment Test Highest Average Scores		
Verbal	522	496
Math	533	495
Stanford Achievement Tests Composite Scores		
Grade 3	57	46
Grade 5	62	50
Grade 8	60	47

Source: Georgia Department of Education. In the 2002 Georgia County Guide (21st Ed.). University of Georgia.
 Note: Georgia totals include private school students tested.

The comparison of Scholastic Aptitude Test (SAT) scores for Roswell’s high schools and the county, state, and national scores reveals important trends (See Table 1.21). During the last five years, SAT scores nationally and statewide have increased only marginally. The Fulton County School System as a whole has produced higher SAT scores than the nation and far better than the state as a whole. Students from two of Roswell’s three high schools – Roswell High and Centennial High – have performed significantly higher than the Fulton County system as a whole. Students at Independence High had scores that have remained significantly below that of the county system as a whole.

**Table 1.21
 Comparison of Total SAT Scores, 2000-2004
 City, County, State, and Nation**

High School or System	Location	2000	2001	2002	2003	2004
Centennial	Scott Rd.	1,064	1,082	1,095	1,094	1,132
Independence	Mimosa Blvd.	972	958	973	983	984
Roswell	King Rd.	1,104	1,108	1,096	1,117	1,117
Total Fulton	Countywide	1,021	1,033	1,039	1,049	1,056
Georgia	Statewide	974	980	980	984	987
National	Nationwide	1,019	1,020	1,020	1,026	1,026

Source: Fulton County School System web page, accessed 11/19/04.

Table 1.22 provides selected educational statistics for Fulton County and Georgia from 1995 to 2001. Again, Fulton County students compare favorably with those of the state on all accounts. These historic data reveal that Fulton County schools are more inclined than schools of the state as a whole to attend public college and less inclined to attend vocational-technical schools. Scores on graduate tests have been consistently higher for students of Fulton County than students of the state. High school dropout rates have been also well below the state figures in Fulton County.

Table 1.22
Educational Statistics, 1995-2001
Fulton County and Georgia

High School Drop Out Rate (%)	1995	1996	1997	1998	1999	2000	2001
Fulton County	6.0	5.1	6.7	5.6	6.5	4.3	4.2
State of Georgia	9.3	8.6	7.3	6.5	6.5	6.5	6.4

Graduates Attending Georgia Public Colleges (%)	1995	1996	1997	1998	1999	2000	2001
Fulton County	30.6	41.2	42.9	39.6	42.7	NA	NA
State of Georgia	35.0	30.0	30.2	38.8	37.5	37.3	36.1

Graduates Attending Georgia Public Technical Schools (%)	1995	1996	1997	1998	1999	2000	2001
Fulton County	1.6	1.0	2.2	1.2	1.8	1.6	NA
State of Georgia	5.4	6.2	7.1	6.5	6.4	7.4	8.8

High School Graduation Test Scores (All Components) (%)	1995	1996	1997	1998	1999	2000	2001
Fulton County	87	79	72	75	73	79	77
State of Georgia	82	76	67	68	66	68	65

Source: Georgia Department of Education. In Plan Builder, DCA, accessed 11/19/04.

School Enrollment

Table 1.23
School Enrollment by Level of School by Type of School
Population Three Years and Over, 2000
City of Roswell

Enrolled in:	Male		Female		Total	
	Public	Private	Public	Private	Public	Private
Nursery school, preschool	226	632	310	561	536	1,193
Kindergarten	448	128	387	40	835	168
Grade 1 to Grade 4	1,874	368	1,859	270	3,733	638
Grade 5 to Grade 8	1,999	300	1,717	441	3,716	741
Grade 9 to Grade 12	2,161	321	2,035	262	4,196	583
College, undergraduate	1,189	276	977	365	2,166	641
College, graduate or professional	353	150	288	269	641	419
Total enrolled in school	8,250	2,175	7,573	2,208	15,823	4,383
Not enrolled in school	27,680		28,553		56,233	

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, P36)

In 2000, the City had 76,439 persons three years and over (2000 Census, SF3, P36). Detailed data for school enrollment of City of Roswell residents in 2000 are provided in Table 1.23. In terms of elementary and secondary education, 1,972 students who resided in Roswell in 2000 attended a private school. This represents 14 percent of all elementary and secondary school students.

INCOME

Georgia minimum planning standards require that the Population Element include current and historic average per capita and average household income levels, and comparisons of local data with state levels for the same time intervals and in the same dollar units. Minimum standards also require that the Population Element include the current distribution of households by income groupings.

Per Capita Income

On the basis of per capita income, Roswell's populace in 1990 was the most affluent of any city of significant size (i.e., over 2,500 population) in the state. There were some very small cities, such as Avondale Estates in DeKalb County and Berkeley Lake in Gwinnett County that had higher per capita incomes in 1989 than Roswell. There are also some "Census designated places," (i.e., unincorporated areas) such as Skidaway Island in Chatham County, Dunwoody in DeKalb County, and Sandy Springs in North Fulton County that had higher per capita incomes than Roswell in 1990.

In the years 1990 and 2000, the per capita income of Roswell's residents was significantly higher than that of Fulton County, Georgia, and the nation (see Table 1.24). These numbers are not surprising, given the influx of middle-class and wealthier households into Roswell.

Table 1.24
Comparison of Per Capita Income 1990 and 2000
City, County, State, and Nation

Jurisdiction	1990	2000
City of Roswell	\$24,080	\$36,012
Fulton County	\$18,452	\$30,003
State of Georgia	\$13,631	\$21,154
United States	\$14,420	\$21,587

Source: U.S. Census Bureau, Census of Population and Housing, 1990 (STF3, P114A) and 2000 (SF3, P82). 1995 data from U.S. Department of Commerce, Bureau of Economic Analysis, Regional Economic Information System. In the 2002 Georgia County Guide (21st Ed.). University of Georgia.

Median Household Income

City household incomes, whether family, nonfamily, or total households, were substantially higher than the county and state medians in 1999, as shown in Table 1.25.

Table 1.25
Comparison of Median Household Income in 1999
City, County, and State

Income	City of Roswell	Fulton County	State of Georgia
Median Family	\$85,946	\$58,143	\$49,280
Nonfamily Household	\$46,289	\$34,750	\$26,509
Median Household	\$71,726	\$47,321	\$42,433

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, P53, P77, P80)

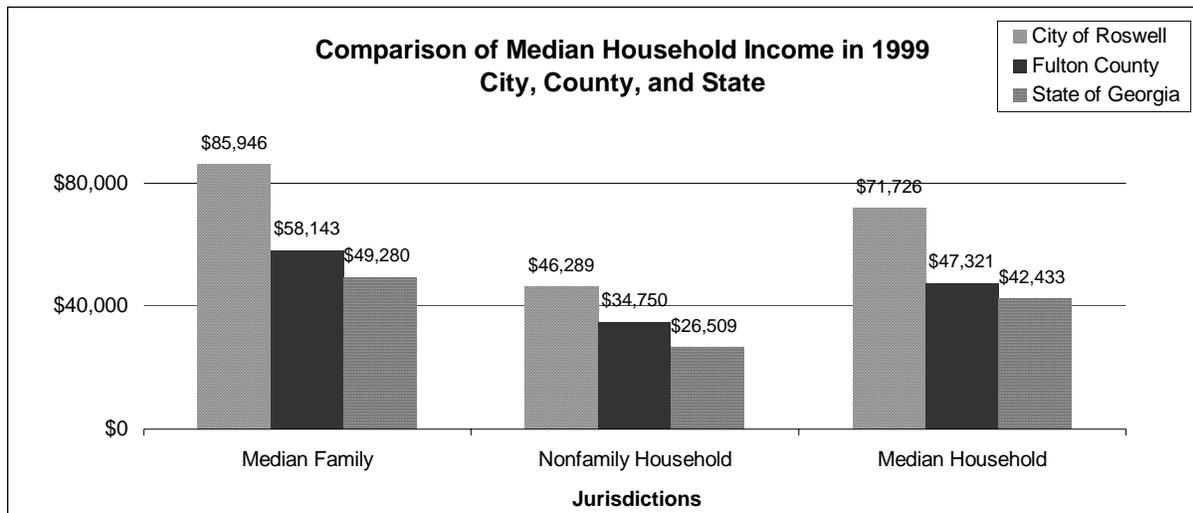


Figure 1.3

Household income varies with age. Household incomes increase steadily until ages 45-54 (upward mobility), then they usually begin to decline in retirement years. The highest earnings are achieved by married couples with two wage earners. Income increases with increases in education (i.e., there is a positive relationship between these two variables).

Household income is higher for owner-occupied households than renter-occupied households. In Roswell, the median household income for owner-occupied households in 2000 was \$93,152, and for renter-occupied households it was \$44,722 (SF 3, Table HCT 12).

Household Distribution by Income Groupings

The household income data shown in Table 1.26 indicate a significant difference between incomes of Fulton County households as a whole and the incomes of households living in Roswell. For Roswell as a whole, 68 percent of all households had incomes of more than \$50,000 compared to Fulton County’s 48 percent in 1999.

Table 1.26
Number of Households by Income Grouping, 1999
Fulton County and City of Roswell

Income Grouping in 1999	Fulton County		City of Roswell	
	Households	Percent of Total Households	Households	Percent of Total Households
Less than \$10,000	36,099	11.2%	939	3.1%
\$10,000 to \$14,999	16,923	5.3%	692	2.3%
\$15,000 to \$19,999	17,269	5.4%	606	2.0%
\$20,000 to \$24,999	17,869	5.6%	904	3.0%
\$25,000 to \$29,999	17,637	5.5%	1,358	4.5%
\$30,000 to \$34,999	17,588	5.5%	1,303	4.3%
\$35,000 to \$39,999	16,004	5.0%	1,413	4.7%
\$40,000 to \$44,999	14,722	4.6%	1,348	4.4%
\$45,000 to \$49,999	12,977	4.0%	1,256	4.1%
\$50,000 to \$59,999	24,348	7.6%	2,615	8.6%
\$60,000 to \$74,999	28,613	8.9%	3,398	11.2%
\$75,000 to \$99,999	32,031	10.0%	4,194	13.8%
\$100,000 to \$124,999	21,837	6.8%	3,544	11.7%
\$125,000 to \$149,999	12,626	3.9%	2,102	6.9%
\$150,000 to \$199,999	13,889	4.3%	2,173	7.2%
\$200,000 or more	20,834	6.5%	2,481	8.2%
Total Households	321,266	100%	30,326	100%

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, P52)

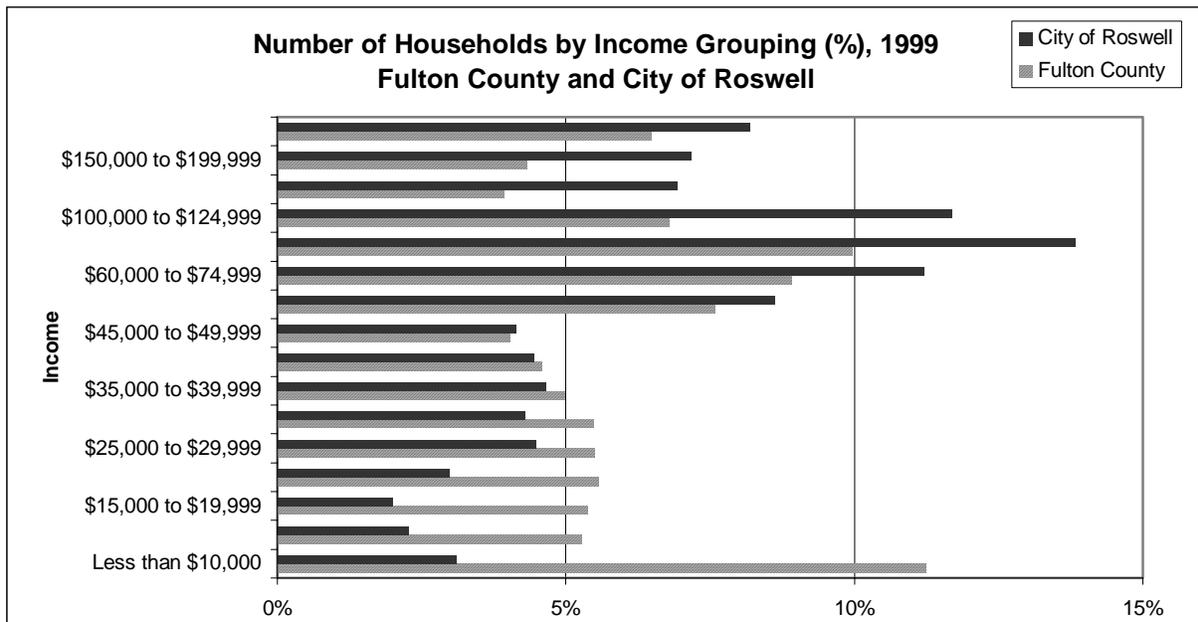


Figure 1.4

Looking at the lower income groupings, more than one-quarter (27.4 percent) of the county's households had incomes less than \$25,000 in 1999. This compares with only 10.4 percent of Roswell's households with incomes of less than \$25,000. Hence, the City had a much higher percentage of higher-income households than Fulton County as a whole, and the county had a higher percentage of lower-income households than Roswell in 1999.

Poverty Status by Age Group

Table 1.27 provides poverty status in 1999 by age group for Fulton County and the City of Roswell. With a total population of 816,006, Fulton County had approximately 15.2 percent of its total population living below the poverty line in 1999. With 79,334 residents, Roswell had 5.0 percent of its total residents with 1999 incomes below poverty level.

**Table 1.27
 Persons Below Poverty Level by Age Group In 1999
 Fulton County and City of Roswell**

Age Group	Fulton County		City of Roswell	
	Persons	%	Persons	%
Under 5 years	13,492	10.9%	273	6.8%
5 years	2,652	2.1%	40	1.0%
6 to 11 years	16,612	13.4%	400	10.0%
12 to 17 years	12,236	9.8%	338	8.4%
18 to 64 years	68,930	55.5%	2,575	64.3%
65 to 74 years	4,968	4.0%	141	3.5%
75 years and over	5,351	4.3%	239	6.0%
Total persons with income in 1999 below poverty level	124,241	100%	4,006	100%

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, Table P87).

PROJECTIONS

Population Projections

The City's population projections are shown in Table 1.28. Projections, as described in the appendix to this Chapter, are based on assumptions about the rate of natural increase, the amount of vacant residential land remaining in the City, the density of new residential development, and prospects for redevelopment involving new housing units.

As noted earlier in this Chapter, through natural increase alone at historic rates (births minus deaths), Roswell's population would increase by approximately 500 persons annually (10,000 during the twenty-year planning horizon). This means that if no additional housing units were constructed, there would still be a significant increase in the City's population. However, the historic rate of natural increase is unlikely to be sustained – births are likely to decline in comparison with historical rates because of the increasing age of the population (and corresponding decline in fertility and birth rates as age increases). The death rate is likely to decrease some, due to advances in medicine and a general trend toward people living longer lives. However, the rate of natural increase of Roswell's population is likely to slow considerably during the planning horizon.

As discussed more fully in the Land Use Element, Roswell’s residential land supply is increasingly scarce. It is estimated that Roswell has the capacity for about 2,000 additional housing units on the remaining residential land in the City. At the prevailing household size of 2.6 persons per unit, new housing units will lead to a population increase of approximately 5,200 persons. Because the residential market continues to be strong in Roswell, the remaining residential vacant land is likely to be developed in the next ten years, as opposed to residential development being evenly spread over the twenty-year planning horizon. That is, the rate of construction of housing units will be faster in the first ten years (2005-2015) than it will in the second decade of the planning horizon (2016-2025).

The population projections in Table 1.28 incorporate these assumptions. The projections do not assume any annexation by the City. Roswell’s population will increase by an estimated 13,727 persons between 2005 and 2025. The growth rate will slow during the 20-year time period because of overall declines in the rates of natural increase and fewer and fewer opportunities for new residential land development.

Table 1.28
Household and Group Quarters Population Projections, 2000-2030
City of Roswell

Share of Total Population	2000	2005	2010	2015	2020	2025	2030
Household Population	78,706	84,244	88,251	91,880	94,754	96,907	98,557
Group Quarters Population	628	756	907	1,063	1,429	1,820	2,144
Total	79,334	85,000	89,158	92,943	96,183	98,727	100,701

Source: Jerry Weitz & Associates, Inc. 2004. Revised March 2005.

Household Projections

Households can only increase if new housing units are constructed. A large part of the household population increase from 2005 to 2025 is due to natural increase (births minus deaths). Generally, increases in household population attributed to births do not lead to a larger number of households, as the new household member born is accommodated in the existing household. Roswell’s households will increase by approximately 2,000, from 2005 to 2025. Projections of households are provided in Table 1.29. Although the formation of new households was substantially higher from 2000 to 2005 (i.e., increased number of housing units), the residential land supply will be exhausted by 2025, limiting capacity for new housing growth.

Table 1.29
Household Size and Household Projections, 2000-2030
City of Roswell

Share of Total Population	2000	2005	2010	2015	2020	2025	2030
Household Population	78,706	84,244	88,251	91,880	94,754	96,907	98,557
New Households formed	--	2,194	700	600	450	250	0
Total Households	30,207	32,401	33,101	33,701	34,151	34,401	34,401

Source: Jerry Weitz & Associates, Inc. 2004. Revised March 2005.

Population Projections by Age

Table 1.30 provides population projections by age cohort. As noted in Chapter 2 “Population Inventory”, age distribution is very important in terms of determining future needs for housing and human services. It is fruitful to reexamine the change in age distribution among the various age cohorts from 1990 to 2000 in Roswell (Table 1.12), because they provide clues toward future change.

Between 1990 and 2000, all of the youngest age cohorts decreased as a percent of the total population. The most significant decrease occurred in the 40-44 age cohort, while there were also substantial drops in the percentage of total population in the 30-34 and 35-39 age cohorts between 1990 and 2000.

Except for the 65-69 age group, which decreased, all of the age cohorts above 50 years of age increased in terms of their percentage of total population, between 1990 and 2000 in Roswell. It is not surprising that these older age cohorts are increasing in share of total population, given our trend toward an increasingly older society. What is somewhat surprising was the drop in percentage of persons in the 65-69 age group in Roswell from 1990 to 2000. This may be an anomaly, or, it may signal a trend for residents who reach their initial retirement age to seek housing elsewhere, outside Roswell, perhaps in places more conducive to their retirement status. As more and more of Roswell's population become elderly, it is anticipated that the 65-69 age cohort will increase in terms of the percentage of total population.

The age-specific population projections assume that the changes in the age distribution of Roswell's population that occurred during the 1990s, which represent an increasing aging population, will continue in future years.

Table 1.30
Population Projections by Age Cohort, 2005-2025
City of Roswell

Age Group	2005	%	2010	%	2015	%	2020	%	2025	%
0-4	5,780	6.8%	5,974	6.7%	6,134	6.6%	6,252	6.5%	6,319	6.4%
5-9	5,525	6.5%	5,617	6.3%	5,762	6.2%	5,867	6.1%	5,924	6.0%
10-14	5,610	6.6%	5,795	6.5%	5,948	6.4%	6,060	6.3%	6,121	6.2%
15-19	5,270	6.2%	5,528	6.2%	5,670	6.1%	5,771	6.0%	5,825	5.9%
20-24	5,100	6.0%	5,171	5.8%	5,205	5.6%	5,290	5.5%	5,330	5.4%
25-29	7,140	8.4%	7,400	8.3%	7,621	8.2%	7,791	8.1%	7,898	8.0%
30-34	7,140	8.4%	7,222	8.1%	7,342	7.9%	7,406	7.7%	7,405	7.5%
35-39	7,650	9.0%	7,935	8.9%	8,179	8.8%	8,368	8.7%	8,491	8.6%
40-44	7,480	8.8%	7,846	8.8%	7,993	8.6%	8,079	8.4%	8,095	8.2%
45-49	7,310	8.6%	7,846	8.8%	8,272	8.9%	8,753	9.1%	9,083	9.2%
50-54	6,970	8.2%	7,578	8.5%	8,179	8.8%	8,656	9.0%	8,984	9.1%
55-59	4,675	5.5%	4,993	5.6%	5,391	5.8%	5,675	5.9%	6,022	6.1%
60-64	2,805	3.3%	3,031	3.4%	3,253	3.5%	3,463	3.6%	3,653	3.7%
65-69	1,870	2.2%	2,051	2.3%	2,231	2.4%	2,405	2.5%	2,567	2.6%
70-74	1,615	1.9%	1,783	2.0%	1,952	2.1%	2,116	2.2%	2,271	2.3%
75-79	1,360	1.6%	1,516	1.7%	1,673	1.8%	1,828	1.9%	1,975	2.0%
80-84	850	1.0%	981	1.1%	1,115	1.2%	1,250	1.3%	1,382	1.4%
85+	850	1.0%	891	1.0%	1,023	1.1%	1,153	1.2%	1,382	1.4%
TOTAL	85,000	100	89,158	100	92,943	100	96,183	100	98,727	100

Source: Jerry Weitz & Associates, Inc. 2004. Revised March 2005.

FUNCTIONAL POPULATION

The functional population of the City is considered to be the daytime population. The functional population is the resident population, minus those residents who are in the labor force, plus those employed in the City.

Functional Population = residents – City labor force + employed in City.

Year 2005: 85,000 – 37,000 + 44,000 = 92,000

The most important implications of the functional population relate to the provision of community facilities and services generally, and more specifically, public safety services. In this regard, though a housing unit may be vacated during the day (because the household is at work outside the City, or children are at school), the functional population for purposes of public service impact (like fire and police) is larger (i.e., the labor force is not subtracted from the functional population for impact fees, since police and fire services still must respond even if some housing units are vacant).

When residents leave their homes to go to work, there is a geographic shift of the population within the City from residential neighborhoods to employment areas. There is less activity in residential neighborhoods during the daytime. In the commercial areas of the City, there is more congestion and thus traffic enforcement and public safety calls to businesses may be

more frequent. The transportation system (see Transportation Element) must be able to accommodate these work travel patterns (see Economic Development Element). A higher level of water use may occur if water-consuming industry operates more frequently during daytime hours.

SPECIAL NEEDS POPULATIONS

Elderly Households

Table 1.31 provides data on the type of households with persons who were 75 years and over in the year 2000. Of particular interest or concern are the elderly householders living alone, which totaled 795. These elderly individuals may have no one to care for them in the event of illness, disability, or other difficulty. Such elderly persons are increasingly unlikely to be able to live alone, thus requiring supervised care or at least a watchful eye. Also, nearly 2,000 households in Roswell in the year 2000 had one or more elderly persons who may eventually require a different type of home (i.e., personal care).

Table 1.31
Households by Presence of People 75 Years and Over, 2000
City of Roswell

	1-person Household	2 or More Person Family Household	2 or More Person Nonfamily Household	Total Households
Households With One or More People 75 Years and Over	795	1,144	32	1,971

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, Table P24).

Households with Linguistic Isolation

A linguistically isolated household as defined by the Census is one in which no member 14 years old and over (1) speaks only English or (2) speaks a non-English language and speaks English “very well.” In other words, all members 14 years old and over have at least some difficulty with English. Table 1.32 provides data on linguistically isolated households in Roswell in 2000. The vast majority of linguistically isolated households in 2000 in Roswell were Spanish.

Table 1.32
Linguistically Isolated Households by Language, 2000
City of Roswell

	Spanish	Other Indo-European Languages	Asian and Pacific Island Languages	Other Languages	Total
Linguistically Isolated Households	1,156	203	278	7	1,644

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, Table P20).

Disabilities

Persons with disabilities may require special accommodations. Table 1.33 shows disabilities by type of disability for the White population in Roswell in 2000. The most frequent disability for Whites is physical disability, followed by go-outside-home disability.

**Table 1.33
 Disabilities by Type by Age, White Alone, 2000
 Population 5 Years and Over with Disabilities
 City of Roswell**

Roswell (age category in years)	Sensory Disability	Physical Disability	Mental Disability	Self-care Disability	Go- outside- home Disability	Employment Disability	Total Disabil- ities Tallied
5 to 15	112	60	386	32	n/c	n/c	590
16 to 64	553	1,154	740	291	1,206	3,076	7,020
65 +	771	1,394	721	563	1,166	n/c	4,615
Total	1,436	2,608	1,847	886	2,372	3,076	12,225

n/c = not classified

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, Table PCT 67A).

Table 1.34 shows disabilities by type of disability for the Black or African American population in Roswell in 2000. The most frequent disability for Blacks is employment disability, followed by mental disability.

**Table 1.34
 Disabilities by Type by Age, Black or African American Alone, 2000
 Population 5 Years and Over with Disabilities
 City of Roswell**

Roswell (age category in years)	Sensory Disability	Physical Disability	Mental Disability	Self-care Disability	Go- outside- home Disability	Employment Disability	Total Disabil- ities Tallied
5 to 15	12	6	58	6	n/c	n/c	82
16 to 64	34	134	131	31	176	514	1,020
65 +	64	93	107	85	89	n/c	438
Total	110	233	296	122	265	514	1,540

n/c = not classified

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, Table PCT 67A).

APPENDIX POPULATION PROJECTION METHODS

A description of various methods of projecting population and an analysis of their accuracy follows.

Proportional or Ratio Methods

One method of projecting population is the proportional (or ratio) share method. This method of projecting the City's population assumes that the City will maintain its current share (proportion) of the total population of a parent area. Roswell could maintain a constant share of Fulton County's population. This method probably would result in low projections for Roswell, because Fulton County's growth rate has been considerably slower than Roswell's.

Second, Roswell could maintain a constant share of the Atlanta region's population increase. Projections by this method might be reasonable. Roswell has constrained boundaries, however, and much of the new development in the Atlanta region will occur in outlying or fringe areas where more land is available. For this reason, constant regional share projections would be considered higher than what could be expected for Roswell.

Roswell could also maintain a constant share of the population projected by the Atlanta Regional Commission for North Fulton County Census tracts within which Roswell resides. A similar method was used in the 2010 Comprehensive Plan and the 2020 Comprehensive Plan. Projections by this method are considered too low. ARC's projections by Census tract suggest that residential development is likely to slow down substantially in Roswell, again due to increasingly scarce vacant land supplies. On the other hand, through annexation Roswell has and may continue to grow at the pace of North Fulton County.

Linear Extrapolation Methods

One of the most common population projection methods is a linear extrapolation of past trends into the future. This method of projection assumes a constant increase of x persons every five years, based on the absolute increase in population Roswell experienced in the past.

While linear extrapolation methods are quick and simple, they are also considered to be the least accurate because population change rarely occurs in a consistent linear direction. Linear extrapolations assume that birth and death rates, migration, economic conditions, and other important variables will remain constant over time, which is rarely the case. Furthermore, Roswell's geography has changed over time through annexation, rendering linear extrapolation methods inapplicable since different sets of geography would be compared.

Housing Unit with Constrained Land Supply Method

The projection methods described above are unconstrained in the sense that they assume an unlimited supply of land for residential development. Roswell does not have an unlimited supply of vacant land for residential growth at past rates of development. The other projection methods are not reliable if there is physically no room to house the additional persons forecasted to be added to the City's population.

Another method might be called constrained land supply. The land use capacity method recognizes that future populations will consume land and that land may be in limited supply. This projection method is designed to take into account the availability of residential land, probable densities of residential development, and the rate at which development will occur. It is based on some limited assumptions and a detailed vacant lands inventory that calculates yields of units per acre for each vacant parcel, after considering flood plain and other natural constraints.

This is the method selected for projecting Roswell's population in Roswell's 2020 Plan. For the 2025 update, a detailed vacant lands inventory was not part of the work scope. Some consideration was given to the amount of vacant land available in constraining Roswell's population projections. However, land supply methods do not account for redevelopment, and as Roswell enters the year 2005 the prospects for mixed-use redevelopment (including residences) becomes more likely.

Cohort-Component Method

A more sophisticated and complex approach of projecting population is known as the cohort-component method. This method has value in estimating the age of the future population. This method recognizes that population varies because of dying, birthing, and migration. More simply, population change is a function of natural increase or decrease (births minus deaths) and net-migration (in-migration minus out-migration in/out of the area under study). This method disaggregates the changes in population resulting from the separate components of natural increase and migration. The second part of this method projects population according to age groups or "cohorts." Cohorts are usually classifications containing five years of age (0-4, 5-9, 10-14) because they enable a carrying ahead or "survival" of the population at future five-year intervals. For example, persons that are 0-4 years old in the year 2000 will be 5-9 years old in the year 2005, assuming no in-migration or out-migration. This method allows for adjustment of the "survivors" based on mortality rates and migration for each age cohort, in cases where such data are available. A new 0-4 age group is then introduced using birth or fertility rates.

Projecting population by cohorts has advantages because the effects of changes on the age structure of the population become evident. For example, because of the age detail, the population projections derived from the cohort-component method can help the community plan for future school enrollments and elderly services and better recognize changes in its labor force. This method has several strengths and is widely used in projecting the populations of regions. It is not used as often at the municipal level of population projection because of limited migration data. To effectively apply this technique, the staff would need age-specific in-migration and out-migration data that are not currently available.

Housing Unit Method

The housing unit method is often considered the most appropriate means of projecting household population for several reasons. First, the Atlanta Regional Commission uses housing unit data as the basis for estimating population, and ARC's data are typically the most current. Second, the City has building permit data for current estimates.

A typical projection sequence would be to extrapolate out the population, then determine the number of households by predicting future household sizes, then project the number of housing units needed to house the population. With the housing unit method of population projection,

the sequence is reversed.

Household size varies by type of housing unit. The housing unit method is also advantageous because it is subject to greater refinement when accurate counts of the types of housing units exist (i.e., single family vs. apartments), since both household size and vacancy rates vary by housing types. Simpler methods will use an average household size rather than separate multipliers for each housing type. Because the City's data are not detailed enough to implement unit-specific average household sizes, composite average household sizes are often used to forecast household population.

Previous Population Projections

The 2020 Comprehensive Plan reported the following projections. These projections recognize that the rate of population growth after 2015 in Roswell will be slowed due to buildout (development of vacant residentially zoned lands).

	2005	2010	2015	2020
Roswell Planning Area	102,460	105,211	108,142	110,597
Roswell City Limits with Anticipated Annexation	88,366	93,591	99,128	101,787
Roswell City Limits	79,529	81,825	84,258	86,519
ARC 2030 Census Tract Projections Aligned with Roswell's City Limits	82,497	83,692	85,836	87,980

Source: Roswell 2020 Comprehensive Plan; Atlanta Regional Commission, 2004 (2030 projections by Census tract).
Note: Roswell's approximate geography is the following year 2000 Census tracts or parts thereof in North Fulton County: 114.03, 114.04, 114.05, 114.06, 114.07, 114.10, 114.11, 114.12, 114.13 (35% Roswell), 115.02, 116.05 (30% Roswell) selected for purposes of population analysis only.

The Atlanta Regional Commission's 2030 projections are available at the Census tract level, but ARC does not provide projections for municipal geographies. Roswell's city limits follow Census tract boundaries, however, in all but a few Census tracts.

ARC's projections of population by Census tract, aggregated and shown above for Roswell, are too low given Roswell's own local estimate of 85,000 in 2005. Accepting ARC's population projections by Census tract would thus suggest that Roswell's population would not grow during the next ten years. Roswell does not accept ARC's projections based on Census tract data since they do not account for any growth in the City's population and the City has recent evidence to the contrary – certificates of occupancy issued for dwelling units.

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**CHAPTER 2
 HOUSING ELEMENT**

The Housing Element provides the City with an inventory of the existing housing stock, an assessment of its adequacy and suitability for serving current and future population and economic development needs, a determination of future housing needs, a set of goals to guide long range needs, and a strategy for the adequate provision of housing for all sectors of the population. An assessment is made to determine whether existing housing is appropriate to the needs and desires of residents in terms of quantity, affordability, type and location, and, if not, what might be done to improve the situation. In addition, the assessment determines, based on projections of number of households, the quantity and types of housing units required to meet the community's needs throughout the planning horizon. The results of the assessment are considered in the development of needs and goals and an associated implementation strategy that sets forth programs for housing development or assistance to be undertaken during the planning horizon.

TYPES OF UNITS

Minimum planning standards require that the Housing Element include current and historic numbers of single-family and multi-family dwellings, and identify trends for the future. Roswell's housing stock more than doubled during the 1980s, then increased by 50 percent from 1990 to 2000 because of sustained residential development and substantial annexations. The number of multiple-family housing units quadrupled during the 1980s with the addition of more than 5,000 housing units.

**Table 2.1
 Types of Housing Units, 1990-2000
 City of Roswell**

Type of Unit	No. of Units 1990	%	No. of Units 2000	%
One family, detached	12,593	62.0%	19,259	61.4%
One family, attached	1,174	5.8%	2,186	7.0%
Multiple family	6,471	31.8%	9,870	31.4%
Mobile Home, Trailer, Other	80	0.4%	65	0.2%
Total	20,318	100%	31,389	100%

Sources: U.S. Department of Commerce, Economics and Statistics Administration, Bureau of the Census. 1990 Census of Population and Housing. Summary Population and Housing Characteristics, Georgia. Issued August 1991. U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, Table H30).

Between 1990 and 2000, approximately 11,000 housing units were added to Roswell's city limits either through new housing starts or annexation. The vast majority of these were single-family detached dwellings, although approximately 3,400 housing units were multi-family dwellings. The increase in multi-family dwellings is primarily attributed to the "eastside" annexation in 1999 which included numerous apartment units. The City's housing stock also increased by approximately 1,000 townhouses (one-family attached units) during the 1990s. It is also significant to note that over time more than 60 percent of the City's housing units are detached, single-family dwellings.

Table 2.2 provides housing type data by Planning Area (and corresponding Census Tract geography) in Roswell for the year 2000. For Planning Area boundaries, see Map 9.1.

Table 2.2
Types of Housing Unit by Planning Area, 2000
City of Roswell

Planning Area (See Map 9.1)	Census Tract and Block Group (If Applicable) in Roswell	One family, detached	One family, attached	Multiple family	Mobile Home, Trailer, Other	Total	Detached to Attached Percentages (Excluding Mobile Homes and Trailers)
1	114.05	1,200	101	1,415	9	2,725	44% - 56%
2	114.06	1,950	184	1,054	19	3,207	61% - 39%
3	114.07	3,189	296	172	0	3,657	87% - 13%
4	115.02 BG7	1,708	0	6	0	1,714	99% - 1%
5	114.03; 114.04 BG2; 114.04 BG6; 116.05 BG1	5,166	411	3,262	21	8,860	58% - 42%
6	114.12; 114.13 BG 2	2,931	76	938	16	3,961	74% - 26%
7	114.11	1,878	291	752	0	2,921	64% - 36%
8	114.10; 114.14 BG3	1,877	498	2,393	0	4,768	39% - 61%
Total Shown		19,899	1,857	9,992	65	31,813	63% - 37%
Roswell	City Limits	19,259	2,186	9,870	65	31,389	61% - 39%

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, Table H30).

Note: A Residential Ratio Map was adopted by the Mayor and City Council on October 11, 2004. That map had different detached and attached data by Planning Area, and this table supersedes that adoption.

Table 2.3 provides housing permit data from the 2000 Decennial Census (April 2000) through September 2004. During that period, the City has issued building permits for 2,311 new housing units, all of which were either detached, single-family units or townhouses. No permits for multiple-family dwellings units were issued during the time period.

Beginning in 2003, the City began to issue a significant number of permits for townhouses. Permits for townhouses in 2003 exceeded those issued for detached units, and for the first nine months of 2004, the distribution between detached and townhouse units was almost equal. Over the time period however, about 4 of every 5 new housing starts in Roswell have been detached, single-family dwellings.

Table 2.3
New Housing Units by Type
April 2000 to September 2004
City of Roswell

Year	Single-Family Detached	Percent of Total	Townhouse	Percent of Total	Total
April-December 2000	313	100%	0	-	313
2001	755	100%	0	-	755
2002	406	89.2%	49	10.8%	455
2003	206	43.3%	270	56.7%	476
January-September 2004	163	52.2%	149	47.8%	312
Total, April 2000 to September 2004	1,843	79.7%	468	20.3%	2,311

Source: City of Roswell Community Development Department, Permit Data, October 2004.

The housing permit data enable an update of the Census 2000 total count of housing units in Roswell, as shown in Table 2.4. Roswell's current (2004) mix of housing units is 62.8 percent detached dwellings to 37.2 percent attached dwellings (excluding mobile homes and trailers).

Table 2.4
Total Housing Units by Type, September 2004
City of Roswell

Type of Unit	No. of Units, September 2004	%
One family, detached	21,102	62.6%
One family, attached	2,654	7.9%
Multiple family	9,870	29.3%
Mobile Home, Trailer, Other	65	0.2%
Total	33,691	100%

Source: Combination of data in Tables 2.1 and 2.2.

Table 2.5
Types of Housing Units by Tenure, 2000
City of Roswell

Type of Unit	Owner-Occupied		Renter-Occupied	
	Units	%	Units	%
One family, detached	17,965	88.3%	1,009	10.1%
One family, attached	1,710	8.4%	418	4.2%
Multiple family	620	3.0%	8,508	85.5%
Mobile Home	54	0.3%	11	0.1%
Boat, RV, Van	0	--	9	0.1%
Total	20,349	100%	9,955	100%

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, Table H32).

Table 2.5 indicates, for housing units in Roswell as of the 2000 Decennial Census, the type of housing units and distribution among owner and renter households. Owner-occupied housing units outnumbered renter-occupied housing units in Roswell by a 2 to 1 margin. Not surprisingly, nearly 9 of every 10 detached, single-family residence in Roswell in 2000 was owner-occupied. The majority (approximately 80 percent) of one-family attached units are owner-occupied, or 4 of every 5 townhouse units. More than 9 of every 10 multi-family units is renter-occupied, with the others presumably being owner-occupied condominiums.

TENURE

Tenure refers to length or duration of occupancy, and in the context of housing units refers to whether such units are owner occupied or renter occupied. Table 2.6 provides occupancy by tenure for the City, county, and state in 1990. In 1990, approximately two-thirds of all occupied housing units in Roswell were owner occupied. That figure is slightly higher than the state's occupied housing stock and substantially higher than Fulton County's housing stock.

**Table 2.6
 Housing Units by Tenure, 1990
 City, County, and State**

Jurisdiction	Owner-Occupied Units	% of Total Occupied Units	Renter-Occupied Units	% of Total Occupied Units	Total Occupied Units
City of Roswell	12,326	67.8%	5,863	32.2%	18,189
Fulton County	127,318	49.5%	129,822	50.5%	257,140
State of Georgia	1,536,829	64.9%	829,786	35.1%	2,366,615

Source: U.S. Census Bureau, Census of Population and Housing, 1990 (STF3, Table H8).

Table 2.7 provides occupancy by tenure for the City, Census County Division, county, and state in the year 2000. The rate of owner occupancy in Roswell held steady from 1990 to 2000, with owner-occupied units constituting more than two-thirds of the total occupied housing stock in the City. Again, as in 1990, Roswell's owner-occupancy figure was similar to that of the state and substantially higher than the corresponding figure for Fulton County. Owner occupancy in Roswell was significantly less than in the Census County Division in 2000.

**Table 2.7
 Housing Units by Tenure, 2000
 City, Census County Division, County, and State**

Jurisdiction	Owner-Occupied Units	% of Total Occupied Units	Renter-Occupied Units	% of Total Occupied Units	Total Occupied Units
City of Roswell	20,349	67.1%	9,955	32.9%	30,304
Roswell-Alpharetta CCD	55,578	74.1%	19,426	25.9%	75,004
Fulton County	167,111	52.0%	154,131	48.0%	321,242
State of Georgia	2,029,293	67.5%	977,076	32.5%	3,006,369

Source: U.S. Census Bureau, Census of Population and Housing, 2000(SF3, Table H7).

The division among owner occupied and renter occupied units in 2000 is illustrated in Figure 2.1 below for the City, Census County Division, county, and state.

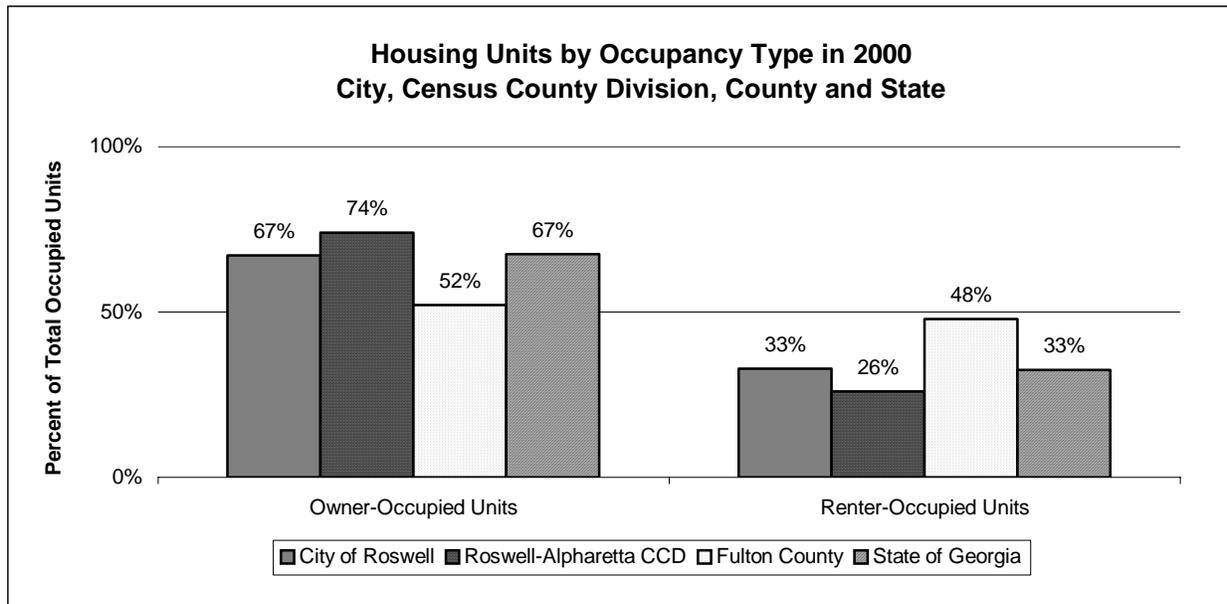


Figure 2.1

Table 2.8 provides the average household size (or persons per unit) for renter-occupied and owner-occupied housing units in the City, county, and state in 1990. For all jurisdictions, the average household size of renter-occupied units in 1990 was considerably lower than that for owner-occupied units. Roswell’s household sizes in 1990 were higher for owner-occupied units and lower for renter-occupied units than the county and state.

Table 2.8
Average Household Size by Tenure, 1990
 City, County, and State
 (Persons Per Unit, Occupied Housing Units)

Jurisdiction	Persons Per Unit Owner-Occupied Housing Units	Persons Per Unit Renter-Occupied Housing Units
City of Roswell	2.84	2.17
Fulton County	2.64	2.24
State of Georgia	2.76	2.49

Source: U.S. Department of Commerce, Economics and Statistics Administration, Bureau of the Census. 1990 Census of Population and Housing. Summary Population and Housing Characteristics, Georgia. Tables 10 and 12. Issued August 1991.

Table 2.9 provides the average household size (or persons per unit) for renter-occupied and owner-occupied housing units in the City, county, and state in 2000. In Roswell the average household size of owner-occupied units dropped from 2.84 persons per unit in 1990 to 2.74 persons per unit in 2000. This is not surprising, given the historic trend toward decreasing average household sizes. On the other hand, the average household size for renter-occupied units in Roswell increased from 2.17 persons per unit in 1990 to 2.36 persons per unit in 2000. That finding may suggest that some households have been “doubling up” in order to pay rent.

Table 2.9
Average Household Size by Tenure, 2000
City, County, and State
(Persons Per Unit, Occupied Housing Units)

Jurisdiction	Persons Per Unit, Owner-Occupied Housing Units	Persons Per Unit, Renter-Occupied Housing Units	Persons Per Unit, All Occupied Housing Units
City of Roswell	2.74	2.36	2.61
Fulton County	2.64	2.23	2.44
State of Georgia	2.73	2.47	2.65

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, Table H18).

Table 2.10 provides more detail in terms of the number of persons occupying households in Roswell in the year 2000. It is significant to note that more than one-half of all owner-occupied units in Roswell in 2000 were occupied by one and two-person households. For renter-occupied units in Roswell in 2000, that number was nearly two-thirds (63.5 percent). These numbers are significant because it means that a substantial majority of the housing units in Roswell are occupied by one and two-person households. It also raises a question whether the trend toward constructing larger and larger housing units is resulting in the best match for households in Roswell, or whether those households desiring to live in Roswell are purchasing or renting larger houses than they actually want or need.

Table 2.10
Tenure by Number of Persons per Household, 2000
City of Roswell
(Number of Occupied Housing Units)

Number of Persons in Unit (household)	Owner Occupied		Renter Occupied	
	Number of Units	%	Number of Units	%
1 person	3,631	17.8%	3,282	33.0%
2 persons	7,449	36.6%	3,034	30.5%
3 persons	3,690	18.1%	1,472	14.8%
4 persons	3,700	18.2%	1,120	11.3%
5 persons	1,394	6.9%	533	5.4%
6 persons	397	2.0%	217	2.2%
7 or more	88	0.4%	297	3.0%
Total	20,349	100%	9,955	100%

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, Table H17).

SIZE

Table 2.11 shows the 1990 and 2000 housing stock in Roswell according to the number of rooms in the house. The number of rooms is a good proxy for the size (i.e., square footage) of housing units. Generally, but with some exceptions, Table 2.11 shows as of 1990 that as the number of rooms increases, the numbers of units increased. Spacious housing was clearly the

rule in Roswell in 1990 – more than twenty percent of the total housing stock in Roswell in 1990 was composed of units with nine or more rooms.

Table 2.11
Housing Units by Number of Rooms, 1990 and 2000
 City of Roswell

Number of Rooms in Unit	1990	Percent of Total	2000	Percent of Total
1 Room	90	0.4%	263	0.9%
2 Rooms	323	1.6%	1,191	3.9%
3 Rooms	1,297	6.4%	1,940	6.4%
4 Rooms	2,414	11.9%	3,251	10.7%
5 Rooms	3,105	15.3%	3,915	13.0%
6 Rooms	3,019	14.9%	3,855	12.7%
7 Rooms	2,436	12.0%	3,408	11.2%
8 Rooms	3,083	15.2%	4,353	14.4%
9 or More Rooms	4,551	22.3%	8,128	26.8%
Total Units	20,318	100%	30,304	100%

Source: U.S. Department of Commerce, Economics and Statistics Administration, Bureau of the Census. 1990 Census of Population and Housing, Summary Tape File 1-A. Compiled by Atlanta Regional Commission, 1991, as reported in the Roswell 2020 Comprehensive Plan. 2000 figures from U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, Table H32).

In 2000, the percentage of homes in Roswell comprised of 9 or more rooms increased even higher, to more than one-quarter (26.8%) of all units. Hence, Roswell continues to be a City with spacious homes. It is worth noting, however, that during the 1990s Roswell increased the percentage of small (1 or 2-room) homes, from 2 percent in 1990 to almost 5 percent in 2000.

Table 2.12
Tenure by Rooms, 2000
 City of Roswell

Number of Rooms in Unit	Owner-Occupied Housing		Renter-Occupied Housing Units		Total Occupied Housing Units	
	Number of Units	%	Number of Units	%	Number of Units	%
1 room	19	0.1%	244	2.5%	263	0.9%
2 rooms	66	0.3%	1,125	11.3%	1,191	3.9%
3 rooms	279	1.4%	1,661	16.7%	1,940	6.4%
4 rooms	629	3.1%	2,622	26.3%	3,251	10.7%
5 rooms	1,437	7.1%	2,478	24.9%	3,915	12.9%
6 rooms	2,863	14.1%	992	10.0%	3,855	12.7%
7 rooms	2,939	14.4%	469	4.7%	3,408	11.2%
8 rooms	4,169	20.5%	184	1.8%	4,353	14.4%
9 or more rooms	7,948	39.1%	180	1.8%	8,128	26.8%
Total	20,349	100%	9,955	100%	30,304	100%

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, Table H26).

This may be explained in part by Roswell's Eastside annexation, which took in a number of apartment complexes which contain small units.

Table 2.12 shows the number of rooms by owner and renter occupancy for the City of Roswell in 2000. Not surprisingly, larger units (6 rooms or more) are almost all owner-occupied, while the smaller (1 to 4 room) units tend to be apartments or other renter-occupied units.

Table 2.13 offers insights in terms of how Roswell's housing stock compares with North Fulton County (the Alpharetta-Roswell Census County Division) and the county and state as a whole with regard to number of bedrooms per unit. Two-bedroom and three-bedroom units comprise a majority of housing units in the county and state, but not in Roswell or the Alpharetta-Roswell Census County Division. Clearly, Roswell and North Fulton County (CCD) have higher percentages of homes with four and five bedrooms. In Roswell and the Census Division, 4 and 5-bedroom houses made up 40 percent and 47 percent of all homes, respectively, in 2000.

Table 2.13
Housing Units by Number of Bedrooms, 2000
City, Division, County, and State

Number of Bedrooms in Unit	City of Roswell	%	Roswell-Alpharetta CCD	%	Fulton County	%	State of Georgia	%
No Bedroom	321	1.0%	676	0.9%	11,863	3.4%	51,732	1.6%
1 Bedroom	3,384	10.8%	6,414	8.2%	66,689	19.2%	320,616	9.8%
2 Bedrooms	7,092	22.6%	14,563	18.7%	107,523	30.8%	860,625	26.2%
3 Bedrooms	7,966	25.4%	19,166	24.5%	88,217	25.3%	1,443,663	44.0%
4 Bedrooms	9,242	29.4%	24,534	31.4%	51,233	14.7%	486,888	14.8%
5 or More Bedrooms	3,384	10.8%	12,732	16.3%	23,107	6.6%	118,213	3.6%
Total Units	31,389	100%	78,085	100%	348,632	100%	3,281,737	100%

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, Table H32).

Table 2.14
Tenure by Bedrooms, 2000
City of Roswell

Number of Bedrooms in Unit	Owner-Occupied Housing		Renter-Occupied Housing Units		Total Occupied Housing Units	
	Number of Units	%	Number of Units	%	Number of Units	%
No bedroom	40	0.2%	281	2.8%	321	1.1%
1 bedroom	236	1.2%	2,972	29.9%	3,208	10.6%
2 bedrooms	1,831	9.0%	4,731	47.5%	6,562	21.7%
3 bedrooms	6,117	30.1%	1,617	16.2%	7,734	25.5%
4 bedrooms	8,837	43.4%	302	3.0%	9,139	30.2%
5 or more	3,288	16.2%	52	0.5%	3,340	11.0%
Total	20,349	100%	9,955	100%	30,304	100%

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, Table H42).

Table 2.14 shows trends similar to those in Table 2.8. The larger (4-5 bedroom) housing units are almost exclusively owner-occupied, while units with 0-2 bedrooms are predominantly renter occupied.

AGE

Minimum planning standards require that the Housing Element includes current and historic age and condition of the local housing stock and a comparison with regional and state averages. Table 2.15 compares the age of housing units in 1990 for the City, county, and state. Roswell's housing stock in 1990 was substantially newer than the county's and state's as a whole.

**Table 2.15
 Age of Housing Units, 1990
 City, County, and State
 (Percent of Total Housing Stock By Range of Years Structure Was Built)**

Year Structure Built	City of Roswell Percent of Total Housing Units	Fulton County Percent of Total Housing Units	State of Georgia Percent of Total Housing Units
1980 to March 1990	57.3%	23.2%	32.1%
1939 or Earlier	1.0%	11.9%	8.1%

Source: U.S. Census Bureau, Census of Population and Housing, 1990 (STF3, Table H25).

**Table 2.16
 Age of Housing Units, 2000
 City, Census County Division, County, and State
 (Housing Units By Range of Years Structure Was Built)**

Year Structure Built	City of Roswell	%	Roswell-Alpharetta CCD	%	Fulton County	%	Georgia %
Built 1999 to March 2000	882	2.8%	4,631	5.9%	9,519	2.7%	130,695
Built 1995 to 1998	4,341	13.8%	20,043	25.7%	35,497	10.2%	413,557
Built 1990 to 1994	3,952	12.6%	16,247	20.8%	33,119	9.5%	370,878
Built 1980 to 1989	13,424	42.8%	24,420	31.3%	63,177	18.1%	721,174
Built 1970 to 1979	6,088	19.4%	8,020	10.3%	55,608	16.0%	608,926
Built 1960 to 1969	1,727	5.5%	2,520	3.2%	56,928	16.3%	416,047
Built 1950 to 1959	543	1.7%	1,140	1.5%	41,579	11.9%	283,424
Built 1940 to 1949	196	0.6%	431	0.6%	22,048	6.3%	144,064
Built 1939 or earlier	236	0.8%	633	0.8%	31,157	8.9%	192,972
Total	31,389	100%	78,085	100%	348,632	100%	3,281,737
Median Year Structure Built	1985		1991		1974		1980

Source: U.S. Census Bureau, Census of Population and Housing, 2000(SF3, Tables H34, H35).

Table 2.16 compares the age of housing units in 2000 for the City, Census County Division, county, and state. Roswell's housing stock in 2000 was substantially newer than the county's and state's as a whole. As indicated in both Tables 2.15 and 2.16, a substantial portion of Roswell's housing stock was constructed during the 1980s. With a median year built of 1985, Roswell's housing stock is comparably newer than that of Fulton County or the state as a whole, but not as new as that for the Roswell-Alpharetta Census County Division (as of the year 2000). That finding is not surprising, however, given that newer housing has been built in North Fulton County, including Alpharetta.

Citywide, the age of housing units does not appear to be a significant issue based on the 1990 and 2000 Census data. The age of housing units, however, is important because older units, especially those built before 1970, tend to be smaller in size and not very compatible with the demands of consumers in today's housing market. Table 2.17 shows the median age of housing structures by Census Tract. The oldest housing on average across a given Census Tract, is in Census Tract 114.11 (east of Georgia 400 including Martin's Landing), where the median year structures were built was 1979. The center of Roswell (west of SR 400 and south of Holcomb Bridge Road) had the second oldest median year constructed (1983).

Table 2.17
Median Age of Housing Units in 2000
Roswell Census Tracts

Census Tract in Roswell	Median Year Structure Built	Census Tract in Roswell	Median Year Structure Built
114.03	1986	114.11	1979
114.04 (pt.)	1985	114.12	1986
114.05	1983	114.13 (pt.)	1988
114.06	1984	114.14 (pt.)	1988
114.07	1983	115.02 (pt.)	1989
114.10	1987	116.05 (pt.)	1991

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, Table H35).

CONDITION

Census data also indicate other characteristics of the housing stock. Two typical measures of substandard housing conditions are the number of housing units lacking complete plumbing facilities and the number of units lacking complete kitchen facilities.

Table 2.18 presents structural and plumbing characteristics of housing units in 1990 for Roswell, Fulton County, and the State of Georgia. Virtually all units in Roswell had plumbing facilities and were connected to public water or private system. The vast majority (83%) of units in Roswell in 1990 were tied to a public sanitary sewer system.

Table 2.18
Structural and Plumbing Characteristics of Housing Units, 1990
City, County, and State
(Percent of Total Housing Units)

Housing Unit Characteristic	City of Roswell Percent of Total Housing Units	Fulton County Percent of Total Housing Units	State of Georgia Percent of Total Housing Units
Percent Lacking Complete Plumbing Facilities	0.1%	0.6%	1.1%
With Public Water System or Private Company	99.0%	98.5%	81.3%
With Public Sewer	82.9%	92.4%	62.1%
Lacking Complete Kitchen Facilities	0.1%	0.6%	0.9%

Source: U.S. Census Bureau, Census of Population and Housing, 1990 (STF3, Tables H023, H024, H042, H064).

Roswell's 1990 housing stock compares well with that of the county and state with regard to plumbing characteristics and connection to water and sewer. Table 2.18 also shows that virtually all units in Roswell in 1990 had complete kitchen facilities, and Roswell's 1990 housing stock again compares favorably with the county and state figures with regard to kitchen facilities.

As of the year 2000, less than one percent (slightly more than 100) of Roswell's housing units lacked complete plumbing or kitchen facilities (see Table 2.19). These percentages are better than the county and state as a whole, but slightly more than for the equivalent of North Fulton County (i.e., the Roswell-Alpharetta Census County Division). Although there is only a small number of such substandard units in Roswell, the City's Community Development Department should seek to identify any concentrations of such substandard units and use some of its Community Development Block Grant (CDBG) funds to help fund improvements, assuming the units can be rehabilitated.

Table 2.19
Structural and Plumbing Characteristics of Housing Units, 2000
City, Division, County, and State
(Percent of Total Housing Units)

Housing Unit Characteristic	City of Roswell	Roswell- Alpharetta CCD	Fulton County	State of Georgia
Lacking Complete Plumbing Facilities	0.4%	0.3%	0.8%	1.0%
Lacking Complete Kitchen Facilities	0.4%	0.2%	1.0%	1.0%

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (STF3, Tables H47 and H50).

OCCUPANCY AND VACANCY

Table 2.20 shows the overall occupancy rates for Roswell's housing stock in 1990. The overall vacancy rate of 10.5 percent for Roswell's housing stock in 1990 is considered a high number. Given that Roswell's housing stock essentially doubled during the 1980s, it is likely that a large number of homes were just recently put on the market in 1990, and that the 1990 vacancy rates were higher because of sheer increases in the housing stock. Nonetheless, the 10.5 percent vacancy rate in Roswell in 1990 was comparable to that of the State of Georgia's housing stock, and Fulton County's vacancy rate was even higher in 1990 at 13.6 percent.

**Table 2.20
 Occupied and Vacant Housing Units, 1990
 City, County, and State
 (Number and Percent of Housing Units)**

Jurisdiction	Occupied Housing Units	%	Vacant Housing Units	%	Total Housing Units
City of Roswell	18,189	89.5%	2,129	10.5%	20,318
Fulton County	257,140	86.4%	40,363	13.6%	297,503
State of Georgia	2,366,615	89.7%	271,803	10.3%	2,638,418

Source: U.S. Census Bureau, Census of Population and Housing, 1990 (STF3, H004)

Table 2.21 provides vacancy rates by tenure (homeowner versus renter) for Roswell, Fulton County, and the State of Georgia in 1990. As mentioned above, Roswell had very high vacancy rates for rental units in 1990, much higher than the state average and higher than Fulton County as well. One explanation for the high renter vacancy rate is that Roswell's rental housing market was overbuilt during the 1985-1988 period. Another explanation is that rental vacancy rates are typically high in metropolitan housing markets. However, other cities in the metropolitan Atlanta area did not have as high a rental vacancy rate in 1990. For example, the City of Marietta's rental vacancy rate was 16.4 percent, Alpharetta's only 13.8 percent, and Atlanta's 14.9 percent.

**Table 2.21
 Vacancy by Tenure, 1990
 City, County, and State**

Jurisdiction	Homeowner Vacancy Rate	Renter Vacancy Rate
City of Roswell	3.5%	20%
Fulton County	4.0%	15.9%
State of Georgia	2.5%	12.2%

Source: U.S. Department of Commerce, Economics and Statistics Administration, Bureau of the Census. 1990 Census of Population and Housing. Summary Population and Housing Characteristics, Georgia. Issued August 1991.

The Roswell 2020 Comprehensive Plan reported that, as of 1990, the vacancy rate for single-family units was 4.8 percent and the vacancy rate for multi-family units was 23.4 percent.

Vacancy rates for owner-occupied and renter-occupied housing units are provided in Table 2.22 for Roswell, Fulton County, and the State of Georgia in the year 2000. The vacancy rate for homeowner occupied units was very low in 2000, at 1.1 percent. That figure is substantially lower than the county and state. Similarly, vacancy rates for renter-occupied housing units in Roswell, at 6.2 percent, were significantly lower than the renter-occupied vacancy rate for Fulton County and the State of Georgia as a whole.

Table 2.22
Vacancy by Tenure, 2000
City, County, and State

Jurisdiction	Units Occupied by Owners	Vacant Units for Sale Only	Home-owner Vacancy Rate	Units Occupied by Renters	Vacant Units for Rent Only	Renter Vacancy Rate
City of Roswell	20,349	216	1.1%	9,955	656	6.2%
Fulton County	167,111	5,438	3.2%	154,131	12,668	7.6%
State of Georgia	2,029,293	46,425	2.2%	977,076	90,320	8.5%

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (STF3, Tables H7 and H8).

Year 2000 data reveal remarkably lower vacancy rates for Roswell's housing stock, as shown in Tables 2.22 and 2.23. Considering that Roswell annexed a large number of multi-family units in the Eastside in 1999, and that rental units tend to have much higher vacancy rates than owner-occupied units, one would not expect the vacancy rates for Roswell's housing stock to be 3.5 percent (Table 2.23). However, the year 2000 vacancy rate was substantially lower than that of Fulton County or the state's housing stock. Roswell's year 2000 vacancy rate was also slightly lower than the vacancy rate for the Roswell-Alpharetta CCD. This appears to be an indicator of strong demand for housing in Roswell in 2000.

Table 2.23
Occupied and Vacant Housing Units, 2000
City, Census County Division, County, and State
(Number and Percent of Housing Units)

Jurisdiction	Occupied Housing Units	%	Vacant Housing Units	%	Total Housing Units
City of Roswell	30,304	96.5%	1,085	3.5%	31,389
Roswell-Alpharetta CCD	75,004	96.1%	3,081	3.9%	78,085
Fulton County	321,242	92.1%	27,390	7.9%	348,632
State of Georgia	3,006,369	91.6%	275,368	8.4%	3,281,737

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, Table H6).

Table 2.24 provides vacancy rates by type of housing unit. The figures for Roswell represent very low vacancy rates for single-family detached dwellings in 2000. Similarly, the vacancy rates for townhouses (one family attached units) were also very low, suggesting a tight housing market in the year 2000. The vacancy rate for multi-family units in Roswell was also lower than the state as a whole.

**Table 2.24
 Vacancy by Type of Unit, 2000
 City and State**

Type of Unit	City of Roswell			State of Georgia		
	Total Units	Vacant Units	Vacancy Rate	Total Units	Vacant Units	Vacancy Rate
One family, detached	21,102	285	1.4%	2,107,317	138,152	6.6%
One family, attached	2,654	58	2.2%	94,150	8,144	8.7%
Multiple family	9,870	742	7.5%	681,019	74,292	10.9%

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, Tables H30 and H31).

A survey cited in the Roswell 2020 Comprehensive Plan, conducted in the late 1990s, found the vacancy rate for apartment units was even lower than the Census data reported for multi-family units in the year 2000. A telephone survey of apartment managers of sixteen apartment developments (including 5,204 apartment total units) found that only 165 units were reported to be vacant (a 3.2 percent vacancy rate). Certain apartments, moreover, reported zero units vacant.

Only 86 of Roswell's housing units were designated as "seasonal, recreational, or occasional use" as of the 2000 Census (SF 3, Table H8).

OVERCROWDING

Overcrowding provides another measure of inadequate housing conditions. An overcrowded housing unit is one that has 1.01 or more persons per room. In 1990, the percentage of total occupied housing units in the state that were overcrowded was four percent. Only 220 units (1.1 percent of the occupied housing stock) in Roswell were overcrowded in 1990, a much smaller percentage than for the county's or state's housing stock (See Table 2.25) As noted above, underutilization of space appears to be much more typical of Roswell's housing stock than overcrowding.

**Table 2.25
 Overcrowded Housing Units, 1990
 City, County, and State
 (Percent of Total Housing Units)**

Characteristic	City of Roswell Housing Units	Fulton County Housing Units	State of Georgia Housing Units
Percent of Total Units with 1.01 or More Persons Per Room	1.1%	4.5%	3.8%

Source: U.S. Census Bureau, Census of Population and Housing, 1990 (STF3, H069)

Table 2.26 shows overcrowding statistics for Roswell's housing stock in 2000. Severe overcrowding is considered to occur when occupancy of a unit exceeds more than 1.5 occupants per room. In Roswell in 2000, 1,204 units, or 4 percent of its housing stock, were overcrowded or severely overcrowded. Not surprisingly, virtually all overcrowded and severely

overcrowded housing units are renter occupied. Of the 1,204 total overcrowded housing units, 742 were occupied by Hispanic or Latino householders (SF 3, Table HCT 29H).

Table 2.26
Overcrowded Housing Units by Tenure, 2000
City of Roswell

Occupants per Room	Owner-Occupied Units	Renter-Occupied Units	Total	Percent of Total Occupied Units
1.01 to 1.5 occupants per room (overcrowded)	41	405	446	1.5%
1.51 or more occupants per room (severely overcrowded)	58	700	758	2.5%
Total	99	1,105	1,204	4.0%

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, Table H20).

COST

Value of Owner-Occupied Units

Minimum planning standards require that the Housing Element includes data on the median purchase price of owner-occupied units and median monthly rent of renter-occupied units, along with a comparison with state figures. Table 2.27 provides a comparison of the values of owner-occupied units in 1990 in Roswell, Fulton County, and the state.

Less than one of five owner-occupied housing units in Roswell in 1990 was valued at under \$100,000. In comparison, nearly 75 percent of all owner-occupied housing units in Georgia were valued at under \$100,000 in 1990.

Table 2.27
Value of Specified Owner-Occupied Housing Units in 1990
City, County, and State

Range of Value (\$)	City of Roswell		Fulton County		Georgia
	Units	%	Units	%	%
Less than \$50,000	96	0.9%	17,767	16.5%	27.6%
\$50,000 to \$99,999	1,988	17.9%	37,840	35.0%	46.6%
\$100,000 to \$149,999	4,088	36.8%	16,690	15.4%	14.3%
\$150,000 to \$199,999	2,225	20.0%	11,934	11.0%	5.9%
\$200,000 to \$299,999	1,965	17.6%	12,055	11.1%	3.5%
\$300,000 or more	761	6.8%	11,925	11.0%	2.0%
Total	11,123	100%	108,211	100%	100%
Median (\$)	\$142,100		\$97,700		\$71,300

Source: U.S. Department of Commerce, Economics and Statistics Administration, Bureau of the Census. 1990 Census of Population and Housing. Summary Population and Housing Characteristics, Georgia. Issued August 1991.

Table 2.27 shows that the median value of Roswell's owner-occupied housing stock in 1990 was approximately double that of the state's owner-occupied housing stock and substantially higher than that of Fulton County as a whole. In 1990, Roswell's median value of owner-occupied housing units was the highest of any city over 2,500 population. Certain unincorporated places, including Druid Hills and Dunwoody (DeKalb County), Sandy Springs, and Skidaway Island (Chatham County) had higher medians in 1990.

Table 2.28 provides data on the value of owner-occupied housing units in 2000 for the City, county, and state. The median value of Roswell's owner-occupied housing units in 2000 was again substantially higher than that of the county or state. These figures also show that Roswell has a much smaller percentage of its owner-occupied housing stock valued at under \$150,000 when compared with the county and state as a whole. Somewhat surprising is that the county has a higher percentage of owner-occupied homes valued at \$300,000 or more than Roswell.

Table 2.28
Value of Specified Owner-Occupied Housing Units in 2000
City, County, and State

Range of Value (\$)	City of Roswell		Fulton County		Georgia %
	Units	%	Units	%	
Less than \$50,000	87	0.5%	6,271	4.3%	9.5%
\$50,000 to \$99,999	704	3.7%	34,067	23.2%	34.2%
\$100,000 to \$149,999	3,194	16.9%	20,905	14.2%	25.8%
\$150,000 to \$199,999	4,951	26.2%	19,338	13.2%	13.3%
\$200,000 to \$299,999	5,921	31.3%	26,840	18.3%	10.2%
\$300,000 or more	4,061	21.5%	39,362	26.8%	7.0%
Total	18,918	100.0%	146,783	100%	100%
Median (specified owner-occupied units) (\$)	\$207,700		\$180,700		\$111,200
Median (all owner-occupied units) (\$)	\$204,700		\$175,800		\$100,600

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, Tables H74, H76 and H85).

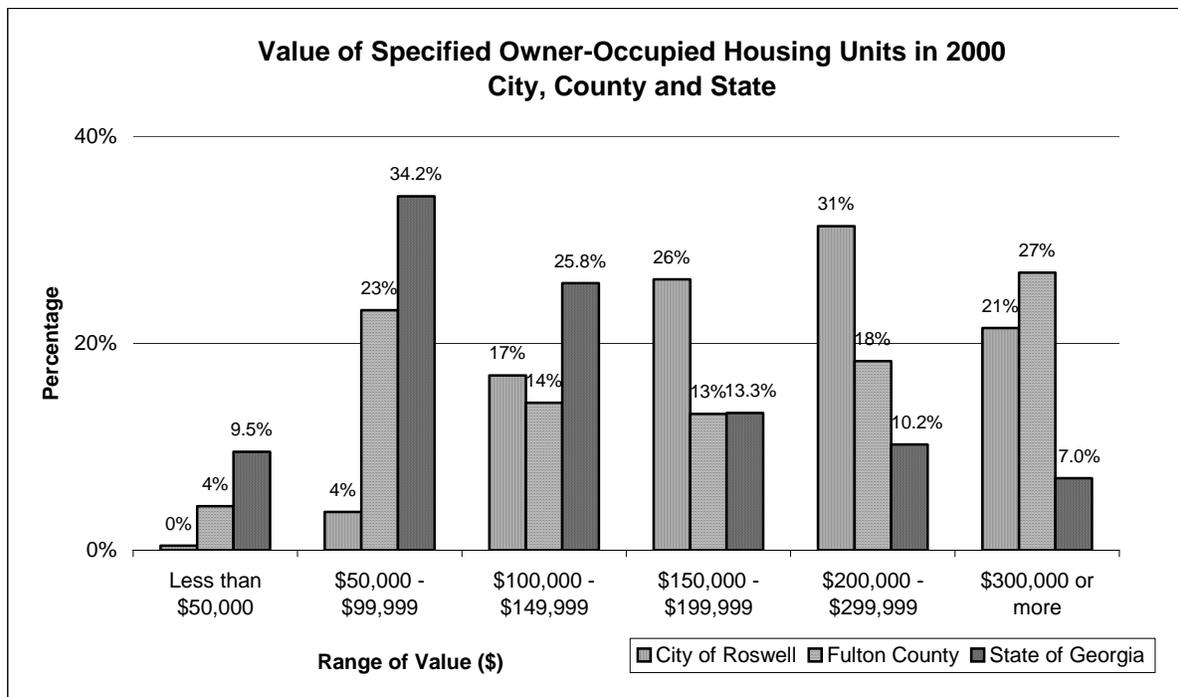


Figure 2.2

Table 2.29 provides median value of owner-occupied housing units for Roswell Census Tracts in 2000. These data show considerable variation depending on the location in the City. For instance, Census Tract 114.10, which includes the Horseshoe Bend subdivision, had median values of nearly \$300,000 for owner-occupied units, while Census Tract 114.04 (most of which is in Roswell and which includes units west of GA 400 north of Holcomb Bridge Road) had a median value of approximately \$103,000.

Table 2.29
Median Value for All Owner-Occupied Housing Units in 2000
Roswell Census Tracts

Census Tract in Roswell	Median Value (\$)	Census Tract in Roswell	Median Value (\$)
114.03	\$195,900	114.11	\$183,000
114.04 (pt.)	\$102,900	114.12	\$168,600
114.05	\$160,400	114.13 (pt.)	\$189,700
114.06	\$208,500	114.14 (pt.)	\$254,200
114.07	\$197,300	115.02 (pt.)	\$284,400
114.10	\$299,500	116.05 (pt.)	\$175,800

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, Table H85).

Affordability

Affordability of housing in Roswell has been determined by using the Roswell Median Household Income from Table 1.25 of the Comprehensive Plan (see Population Element). Banks reportedly will make a loan to a household of up to 2.5 times its household income. Moderate income is usually defined at 81-100 percent of the area's median income, adjusted for household size, while low-income is usually defined as 50-80 percent of the area's median income (white, 1992). Taking 80 percent of the median household income in Roswell is a reasonable measure of moderate income and for benchmarking in terms of housing affordability. See the calculation below for Roswell:

80% of Roswell Median Household Income: $\$57,381 \times 2.5 = \$143,452$

It is reported in the Roswell 2020 Comprehensive Plan that homes selling for under \$140,000 were at that time (1999) considered affordable for moderate-income households. It was also reported in the 2020 Plan that from 1998 to 1999 in Roswell out of 2,850 single family homes sold by agents, only 300 (10 percent of the total sold) had a purchase price of under \$140,000. On the other hand, it was found that 90 percent (540 out of 600) of the townhouses and condominiums sold during the same period by agents were under \$140,000. These figures included only homes sold by agents and excluded homes sold by owners.

During 1998-1999 there were approximately 56 subdivisions in Roswell with houses that sold for under \$140,000. While there is a broad geographical distribution of these subdivisions, the subdivisions with "affordable" owner-occupied units are located along Coleman Road (e.g. Pine Needles, Roswell Farms, Cedar Creek), Lake Charles Drive, Warsaw Road (Liberty Square, Glendale, Wrightwood, Bainbridge, Pine Valley, Roswell Heights, etc.), Old Alabama Road (Barrington Farms, Britton Woods, Woodfall, Tyson's Corner, Kensington Square, etc.), Martin's Landing, and developments along Hembree Road (Source: 2020 Comprehensive Plan).

Cost Burden of Homeowner Households

Minimum planning standards of the Georgia Department of Community Affairs (effective January 1, 2004) require a determination and analysis of the extent to which owner and renter households are cost burdened or severely cost burdened with regard to housing. "Cost burdened" is defined by the U.S. Census Bureau as paying more than 30 percent of a household's income for housing, and "severely cost burdened" is defined by the U.S. Census Bureau as paying more than 50 percent of a household's income for housing.

Table 2.30 shows that four of five owner-occupied households were not cost burdened with regard to housing in 1999. A total of approximately 3,800 owner-occupied households in Roswell in 1999 were cost burdened. Severe cost burdened was a condition that affected 1,347 owner-occupied households in Roswell in 1999.

Table 2.30
Monthly Owner Costs as a Percentage of Household Income in 1999
City of Roswell
(Specified Owner-Occupied Housing Units)

Monthly Owner Costs as a Percentage of Household Income in 1999	Specified Owner-Occupied Housing Units	% of Units
Less than 30 percent (not cost burdened)	14,993	79.3%
30 to 49 percent (cost burdened)	2,501	13.2%
50 percent or more (severely cost burdened)	1,347	7.1%
Units not computed	77	0.4%
Total Specified Owner-Occupied Housing Units	18,918	100%
Median Monthly Owner Cost as a Percentage of Household Income in 1999	19.3	

Source: U.S. Census Bureau, Census of Population and Housing, 2000 (SF3, Tables H94 and H95).

Renter-Occupied Households

Table 2.31 provides data on ranges of monthly rents for renter-occupied households in Roswell in 1990, along with the percentages for each group and corresponding figures for the state. Roswell's rental housing stock in 1990 was clearly more expensive to rent than the state's rental housing stock. Roswell had few homes that rented for less than \$250 in 1990 but surprisingly had the same percentage of renter-occupied units available in the \$250-\$499 range in 1990 as did the state.

Table 2.31
Gross Rent, Specified Renter-Occupied Households, 1990
City and State

Contract Rent	Specified Renter-Occupied Units City of Roswell	Percentage of Specified Renter-Occupied Units City of Roswell	Percentage of Specified Renter-Occupied Units State of Georgia
Less than \$250	119	2.1%	33.1%
\$250-\$499	2,726	47.7%	47.7%
\$500-\$749	2,276	39.8%	16.8%
\$750-\$999	307	5.4%	1.7%
\$1000 or more	285	5.0%	0.7%
Total	5,713	100%	100%

Source: U.S. Department of Commerce, Economics and Statistics Administration, Bureau of the Census. 1990 Census of Population and Housing. Summary Population and Housing Characteristics, Georgia. Issued August 1991.

Roswell's median monthly contract rent for renter-occupied housing units in 1990 was the second highest of all cities in the state. Only Peachtree City in Fayette County had a higher median.

Table 2.32
Gross Rent, Specified Renter-Occupied Housing Units, 2000
City and State

Gross Rent (\$)	City of Roswell		Georgia %
	Units	%	
Less than \$250	161	1.7%	9.3%
\$250 to \$499	330	3.4%	25.5%
\$500 to \$749	3,621	37.1%	33.2%
\$750 to \$999	4,498	46.1%	22.1%
\$1000 or more	1,147	11.7%	9.9%
Total Units With Cash Rent	9,757	100%	100%
Median Gross Rent (\$)	\$894		\$613

Source: U.S. Census Bureau, *Census of Population and Housing*, 2000 (SF3, Tables H62 and H63).

Table 2.32 provides data on ranges of monthly rents for renter-occupied households in Roswell in 2000, along with the percentages for each group and corresponding figures for the state. Roswell's rental housing stock contains comparatively few units under \$500 monthly rent, and nearly one-half of the specified renter-occupied units rented for \$750 to \$999 a month, whereas less than one-quarter of the rental housing stock in the state rented for amounts within that category.

As it is part of metropolitan Atlanta, it is not surprising for rents in Roswell to be considerably higher than the state as a whole. The percent of rental units renting for \$1,000 or more was not significantly higher in Roswell than in Georgia as a whole in 2000. Table 2.32 also shows that the median gross rent for rental units in Roswell in 2000 was significantly higher than that for the state's rental units.

Cost Burden of Renter Households

Table 2.33 provides data on the cost burden of specified renter-occupied households in 2000. A total of 3,404 renter-occupied households in Roswell were cost burdened in 2000, about of third of which were severely cost burdened.

Table 2.33
Gross Rent as a Percentage of Household Income in 1999
City of Roswell
(Specified Renter-Occupied Housing Units)

Gross Rent as a Percentage of Household Income in 1999	Specified Renter-Occupied Housing Units	% of Units Computed
Less than 30 percent (not cost burdened)	6,216	62.6%
30 to 49 percent (cost burdened)	1,963	19.8%
50 percent or more (severely cost burdened)	1,441	14.5%
Units not computed	309	3.1%
Total Specified Renter-Occupied Housing Units	9,929	100%
Median Gross Rent as a Percentage of Household Income in 1999	--	24.6%

Source: U.S. Census Bureau, *Census of Population and Housing*, 2000 (SF3, Tables H69 and H70).

HOUSING UNIT PROJECTIONS

Table 2.34 provides projections of housing units. The increase in housing units is the same as the projected number of households as provided in Table 1.29 of the Population Element.

**Table 2.34
 Housing Unit Projections, 2005-2025
 City of Roswell**

Projection	2005	2010	2015	2020	2025
2025 Projected Total Housing Units	32,401	33,101	33,701	34,151	34,401
2020 Unit Buildout Projection	32,661	34,361	35,376	36,076	--
Absolute Increase in Housing Units Since Year 2005	--	700	600	450	250

Source: Jerry Weitz & Associates, Inc. 2004. Revised March 2005.

Table 2.34 also shows figures from the 2020 Comprehensive Plan regarding potential buildout in housing units (see the second row of that table). The 2020 Comprehensive Plan was based on a detailed land capacity analysis which quantified the development potential of vacant residential land based on allowable density in the zoning ordinance. That study found that within the city limits as of 2000, there was capacity to build approximately 5,415 housing units on vacant land in the City. Table 2.34 indicates that the total number of housing units in Roswell given the zoning and environmental constraints was 36,000 housing units. It is important to realize that the 36,000 figure is a maximum buildout.

Since the 2020 Comprehensive Plan was adopted, residential properties have tended to be built at lower densities than assumed in the 2020 Plan. Hence, the 2025 Comprehensive Plan projects that only an additional 2,000 housing units will be constructed in Roswell from year 2005 to year 2025. As noted in Table 2.34, the additions to the housing stock will not be spread evenly over the 20-year period. Rather, the vast majority of the new housing units will be built between 2005 and 2015. Furthermore, by 2020, Roswell will have reached its practical housing unit buildout.

Once all residential lands are developed, the only other way to increase housing is through annexation or redevelopment. No assumptions are made about either of these variables in preparing the housing unit projections. If substantial residential development takes place as part of a redevelopment project, or if Roswell annexes more residential land, the housing unit projections would need to be revised upward.

HOUSING NEEDS ASSESSMENT

Housing Needs for Households

One-person households as a share of total households increased from 20.5% in 1990 to 23.1% in 2000 in Roswell, while the percentage of total households comprised of two-person households remained stable during the last decade (34.5% in 2000). Although the percentage of two-person households did not increase, it is important to note that two-person households comprise the largest percentage of total households and numbered more than 10,000 in

Roswell in 2000. Together, one-person and two person households comprised 57.6 percent of all households in Roswell in 2000.

The percentage of three-person and four-person households declined some in Roswell between 1990 and 2000 (see Table 1.10 in the Population Element). Four-person and five-person households lost a few percentage points in terms of their share of total households in Roswell from 1990 to 2000.

Six-person and seven-person households increased in Roswell during the 1990s. The number of six-person households doubled from 306 in 1990 to 643 in 2000, and the number of seven-person households nearly quadrupled from 107 in 1990 to 409 in 2000. These numbers may correlate with overcrowding and Hispanic origin – as noted earlier, of the 1,204 total overcrowded housing units, 742 were occupied by Hispanic or Latino householders (SF 3, Table HCT 29H).

The number of households will increase by 2,000 from 2005 to 2025. The distribution by number of persons per household is shown in Table 2.35.

Table 2.35
Household Needs Projections by Persons Per Household, 2005-2025
City of Roswell

Household by Number of Persons	Year 2000 %	2005	2010	2015	2020	2025
1-person household	23.1%	7,485	7,646	7,785	7,889	7,947
2-person household	34.5%	11,178	11,420	11,627	11,782	11,868
3-person household	17.0%	5,508	5,627	5,729	5,806	5,848
4-person household	15.8%	5,119	5,230	5,325	5,396	5,435
5-person household	6.2%	2,008	2,052	2,089	2,117	2,133
6-person household	2.1%	681	695	708	717	722
7-or-more person household	1.3%	422	431	438	444	448
Total households	100%	32,401	33,101	33,701	34,151	34,401

Source: Jerry Weitz & Associates, Inc. 2004. Revised March 2005.

If the year 2000 distribution of households by number of persons per households were to hold steady (see Table 1.10), then 2000 additional housing units would need to be constructed to meet the households projected in Table 2.35.

Family and Non-family Characteristics

From the Population Element, Table 1.11, it is evident that non-family households increased during the 1990s in terms of percentage share of total households, from 27 percent in 1990 to 30.7 percent in 2000. Table 2.36 provides projections of the absolute increase in households by type of household from 2005 to 2025 in the City of Roswell. It assumes that the year 2000 distribution of family versus non-family households will remain steady; however, one should also be cognizant that non-family households as a share of all households has generally increased, which may change that assumption.

**Table 2.36
 Absolute Increase in Households
 by Type of Household, 2005-2025
 City of Roswell
 (New Households Added After 2005)**

New Household Added Since 2005 by Type of Household	2005- 2010	2010- 2015	2015- 2020	2020- 2025	Total 2005- 2025
New households	700	600	450	250	2,000
Family households (69.3%)	485	416	312	173	1,386
Non-family households (30.7%)	215	184	138	77	614

Source: Jerry Weitz & Associates, Inc. 2004. Revised March 2005.

Income

Combining data on the absolute increase in households by type with year 1999 data on median income allows one to get a picture of the probable housing needs by income. The median family income of family households in 1999 in Roswell was \$85,946, while the median non-family income was \$46,289. Though not included here, one might project incomes and then compare them with the projected absolute increase in households by type of household to get a reasonable forecast of future housing needs. For instance, if a household with a 1999 non-family income of \$46,289 was able to borrow 2.5 times the annual income (a benchmark sometimes used in the lending industry), then the maximum price point for housing to serve the median income non-family household would be \$115,722.

Age

The Census of 2000 indicates that approximately 20 percent of the American population has a disability of some nature. This increase can be partially attributed to medical advances that allow people born with disabilities to live longer lives and that allow the victims of illnesses and accidents to continue living, albeit with a disability. A second and more significant reason is the increasing number of seniors in society. The Census of 2000 indicated 12 percent of all Americans are over the age of 65. By 2030 this figure could be as high as 20 to 25 percent of the overall American population (Casselmann 2004).

In 2000, Roswell's median age of 35.6 was higher than that of the county or state (see Table 1.13 in the Population Element). This suggests that Roswell's population is comparatively older and that the City may have a higher proportion of seniors.

One-person households (1,687 in the year 2000, see Census 2000 SF3, Table P22) with a person 60 years or older represent a unique housing market. Of those one-person households, 795 of them were people 75 years and over. A study conducted by the American Association of Retired Persons shows that 90 percent of people ages 65 and over want to continue living in their current residence for as long as possible (Casselmann 2004). While some of the less senior one-person households may be able to continue residing in detached, single-family residences, it is more likely that one-person senior households will favor more of a retirement-type of setting, with fewer responsibilities for lawn maintenance, housing upkeep, and the like. Condominiums

and planned communities tailored to retired or retiring seniors would appear to be a very strong need given the aging of Roswell's population as described in the Population Element.

Institutionalized Persons

The group quarters population in Roswell is projected to almost triple from 756 persons in 2005 to 2,144 persons in the year 2030. This will mean an increase in the number of persons living in group quarters settings, such as nursing homes, personal care homes, group homes, and the like.

REGULATION OF HOUSING

The federal and state governments have historically been responsible for housing policies and programs, and at the local level, only central cities have historically implemented housing programs. Local housing policies manifest themselves in the City's Comprehensive Plan, land use regulations, programs, and budgets. The following paragraphs indicate how Roswell's regulations, policies, and programs relate to housing.

Zoning Ordinance

The City's Zoning Ordinance regulates housing in a number of ways. The location of residential development is governed by use restrictions established by zoning districts. The definition of "family" in the Zoning Ordinance addresses the maximum number of unrelated persons living together in a single-family unit. The permitted uses sections of the Zoning Ordinance either allow or do not allow certain types of housing units. The minimum size of individual housing units is specified by minimum floor area requirements in the zoning code. Minimum lot sizes and maximum densities establish how many housing units can be built on a given piece of property. Density restrictions influence both the supply of housing as well as the cost per unit of land (White 1992). Minimum lot widths require certain amounts of street frontage for detached dwellings on individual lots.

Subdivision Regulations

The City's subdivision ordinance establishes standards for streets, drainage, utilities, and other improvements within subdivisions. The layout of blocks and lots is also guided by standards in the subdivision ordinance. Subdivision standards affect the cost of land for development and, therefore, indirectly affect the total costs of housing built on individual lots subject to that ordinance. Approximately 25 percent of housing costs are attributable to land costs in most real estate markets (White 1992).

Development Impact Fees

The City charges development impact fees for roads, recreation and parks, and fire facilities. To the extent that developers and builders can pass on to consumers the extra costs of development impact fees, they increase the costs of housing. There is not a consensus among economists that impact fee burdens are shifted forward to the consumer in the form of increased housing costs. Impact fees can create unintended disincentives for the production of affordable housing (White 1992). Georgia's development impact fee law allows local governments to exempt affordable housing from impact fees, provided that the money that would be collected as an impact fee be made up through some other funding source. Such exemptions must be tied to the City's goals and objectives for producing low- and moderate-income housing.

Housing and Building Codes

The City has adopted a Standard Housing Code. The primary objectives of the housing code are to ensure minimum standards for habitable dwellings and to prevent the deterioration of housing quality. The housing code requires certain facilities (sanitary, water supply, heating, cooking, etc.) to be in every dwelling unit. The code also establishes minimum dwelling space requirements (150 square feet for the first occupant and 100 square feet for each additional occupant) and provisions for the upkeep of home exteriors (walls, doors, windows, etc.). Under the code, the housing official can designate dwellings as dangerous or unfit for human occupancy, and, if necessary, condemn dangerous or unfit dwellings. Building codes specify minimum standards for construction materials and construction practices when building dwellings.

ASSESSMENT OF HOUSING REGULATIONS

Roswell has developed as a large, affluent suburb with higher cost, larger homes on suburban-sized lots. Roswell has historically been a bedroom community that prides itself on family values, spacious living, and fine neighborhoods. The City's housing is predominantly single-family detached. Roswell's housing policies are therefore a reflection of the desires of its citizens – to maintain a high quality suburban residential living environment consisting predominately of detached single-family subdivisions.

As noted earlier in this chapter, Roswell has a number of detached, single-family residential neighborhoods that continue to provide housing affordable to households with moderate incomes. Upon annexation of the “Eastside” in 1999, Roswell gained a substantial number of affordable multi-family dwelling units. Townhouse construction continues in Roswell, much of which is affordable to moderate income households.

Roswell has also rewritten its Zoning Ordinance to allow for accessory apartments.

HOUSING POLICY ISSUES

Affordable Housing

As noted earlier in this chapter, affordable housing is generally considered by the U.S. Census Bureau to be rental or owner-occupied units that cost (including utilities) no more than 30 percent of the household's gross income. Recall that households paying more than 30 percent are considered “cost-burdened”, while those paying more than 50 percent are considered “severely cost-burdened.” Another definition is that housing is affordable if low-to moderate-income households can rent or purchase a home with 30 percent or less of their income. Moderate income is usually defined as 81-100 percent of the area's median income, while low-income is defined as 50-80 percent of the area's median income (White, 1992). One of the problems is that higher priced homes are more profitable for developers to build, and there is a strong demand for more expensive housing.

During the March 28, 2000 public forum on the draft Comprehensive Plan, Barbara Duffy of North Fulton Community Charities testified that there are many rent-burdened households paying two-thirds to three-fourths of their income in rent. There is other evidence that it is not

just low-income households that struggle to meet housing needs. From data in Table 2.30, it is evident that approximately 8 of 10 households in Roswell that owned their homes in 1999 were not cost burdened. Statistics in Table 2.33 (renter-occupied households) indicate that approximately one-third of the renter households are cost burdened or severely cost burdened.

Local Fair Share of Regional Housing Needs

The Atlanta Regional Commission has not established a regional allocation program for local governments to follow in preparing housing plans. Roswell's percentage of total housing stock as multi-family units appears to resemble the percentage in the region as a whole. The housing policy plan does not call for the construction of additional low-income housing units.

Deinstitutionalization

People with mental illnesses and other disabilities are often released from institutions with nowhere to go. Land use regulations can pose barriers to the development of congregate living facilities and other arrangements to house such persons. The City's Zoning Ordinance provides a more liberal definition of "family" so that up to four unrelated individuals can co-exist in single-family dwellings.

Manufactured Homes

The City has had a long history of restricting mobile and manufactured homes from single-family zoning districts. Exclusion of manufactured homes has been questioned before in Georgia but is considered acceptable. In a case decided March 10, 2003, by the Georgia Supreme Court (King v City of Bainbridge), the City prevailed against a challenge that its zoning regulations were unconstitutional. The King decision overruled the longstanding legal precedent established in Cannon v Coweta County (a 1990 Georgia Supreme Court decision) that posed more restrictive legal boundaries for local zoning ordinances.

Relocation or Replacement of Substandard Manufactured Homes

There is a small number of manufactured homes in the City. The useful life of many manufactured homes in the City has diminished. If older manufactured homes cannot be replaced with new manufactured homes on the same site (neither is a permitted use in any zoning district), then the City may lose affordable (but perhaps substandard) housing units. However, it seems that manufactured homes are so few in number that a replacement policy would not have any viable impact on housing needs.

ALTERNATIVE HOUSING TYPES FOR HOUSEHOLDS

Accessory Apartments

Accessory apartments are increasingly used in other areas for housing elderly persons who wish to remain close to their families. Seniors are often reluctant to move out of their own unit because the environment is familiar and they are emotionally attached to their homes (Howe, Chapman and Baggett 1994). For detached single-family units owned by single seniors, converting the unit to a principal dwelling with an accessory apartment would allow seniors to stay in their unit while another household occupies previously unused portions of the home. As the homeowner, the senior has the option of living in either the apartment or primary dwelling. The added income and security of having another person close by can be a deciding factor in

enabling a homeowner to age in place. Accessory apartments for the elderly also would permit seniors to have some independence while maintaining close proximity to one or more family members (Howe, Chapman and Baggett 1994). Roswell's Zoning Ordinance provides for the establishment of attached accessory units as conditional uses in many of Roswell's single-family subdivisions.

Housing Accessible to Persons with Disabilities

Many Americans are living in homes that are not designed for people with disabilities. The increasing numbers of people with disabilities brought on by the increase in the number of seniors will likely worsen this situation. New homes continue to be built with basic barriers to use by the disabled, and this is unfortunate given how easy it is to build basic access in the great majority of new homes. One solution to the quandaries described above is a form of accessible housing design known as "visitability." Visitability calls for all new homes (both single-family and multi-family) to be designed and built with basic level access. As the name suggests, a primary purpose of this design is to allow people with disabilities to independently access the homes of their non-disabled peers. The design also allows the non-disabled to continue residing in their homes should they develop a disability (Casselmann 2004).

Flexible Houses

A flexible house is a type of design that makes the single family home more affordable by facilitating its adaptation to more and different types of households. This concept is already used in cases where existing homes with surplus space are converted into separate units or accessory apartments. However, the flexible house is different from such situations because conversion potential is specifically designed into the home so that only minor conversions are required to create or remove an accessory apartment. Provisions for flexible housing can provide an alternative for meeting the housing needs of a changing population (Howe 1990).

Flexible houses are "built to adapt to the ever-changing needs of their occupants, including the onset of aging and the development of disabilities." In addition to visitable features, flexible housing calls for a bedroom on the entry-level floor (which can easily be converted into a home office or storage space) and closets on each floor stacked one above the other (which allows for easy conversion to an elevator shaft) (Casselmann 2004).

Lifetime Homes

Lifetime homes are "dwellings built to a design which will meet the needs of an occupier throughout his or her lifetime." They go beyond visitability by requiring a bedroom on the entry level floor, future space for an elevator, and wider stairways that can accommodate a chairlift should the need arise (Casselmann 2004).

ECHO Housing

"ECHO" stands for elder cottage housing opportunity. ECHO housing is also sometimes referred to as a "granny flat." This type of alternative living arrangement for a household is a self-contained, usually removable housing unit that is placed on the same lot as an existing single-family dwelling. ECHO housing can be stick-built, but usually they are manufactured homes. When there is no longer a need for the unit, it can be removed from the property (Howe, Chapman and Baggett 1994).

There are two reasons why ECHO housing is not appropriate in Roswell. First, there is an abundance of space in most single-family homes in the City, suggesting that conversion of existing spaces (via attached accessory units) will be more cost-effective than adding more space. Second, the existing policy of prohibiting mobile and manufactured homes in the City is a barrier to implementation. The conversion of existing detached dwellings into a primary unit with an attached accessory apartment seems to be a much more viable option for meeting future housing needs in Roswell.

Zero Lot Line and Cluster Subdivisions

Innovative site planning techniques can create cost savings by promoting more compact lot sizes and more efficient use of infrastructure. Zero lot line regulations allow houses to abut the side property line, thereby combining what would be under conventional zoning two very narrow side yards into one side yard that has more usable space. Zero lot line developments can also result in aesthetically pleasing lot layouts, higher open space ratios, and preservation of natural amenities (White 1992). Cluster zoning allows increased net densities, while the gross density of the site remains the same as under conventional zoning. Cluster subdivisions are generally believed to reduce infrastructure costs, both in the aggregate and on a per-unit basis (White 1992). As a part of its Zoning Ordinance adopted in 2003, Roswell established a residential Planned Unit Development District which provides opportunities to propose innovative site arrangements and mixed housing types.

ALTERNATIVE INSTITUTIONAL LIVING ARRANGEMENTS

Independent Living Retirement Communities

Independent living retirement communities allow seniors to continue living on their own with no assistance or very limited assistance. These facilities include private apartments for residents along with support services such as a centralized dining room, organized recreational activities, housekeeping services, transportation, and social services (Atlanta Regional Commission 1997). These types of living arrangements are sometimes referred to as “congregate” housing (Howe, Chapman and Baggett 1994).

Continuing Care Retirement Communities

These residential arrangements for the elderly provide a continuum of care appropriate to the needs of the residents, ranging from independent living, to simple in-home assistance, to personal care, to nursing. As an individual’s health weakens, the elderly person can be moved into units where greater degrees of care are provided. Assisted living facilities provide supervised or physical assistance with meals, personal services (bathing, dressing, eating, transportation, etc.). Personal care includes meals and 24-hour staff assistance with personal care. Nursing homes provide medical care. Like independent living retirement communities, continuing care facilities often provide residents with other services such as recreational and social activities, transportation, and personal conveniences. The trend in housing seniors is moving increasingly toward less dependence on nursing homes and more emphasis on continuing care retirement communities and assisted living/personal care arrangements (Atlanta Regional Commission 1997). It is also important to note that it is more common for seniors to “age in place” than to move through a progression of care facilities (Howe, Chapman and Baggett 1994). Roswell’s housing policy plan supports the provision of additional elderly housing facilities.

Special Needs Housing

Special needs housing includes facilities providing personal care, rehabilitation, housing and care for deinstitutionalized persons, HIV/AIDS patients, mentally ill, physically disabled, and developmentally disabled, as well as residential facilities for the frail elderly.

Emergency and Homeless Shelters

This type of housing consists of shelters for individuals who are homeless due to a variety of factors, including lack of money, domestic violence, substance abuse, mental illness, and physical illness. Homeless individuals are not as visible in suburban locations such as Roswell, but they are abundant enough to strain the caregiving facilities currently in place. In the region, there is always going to be a need for crisis or emergency housing in shelters. Roswell's plan defers to the private sector and nonprofit groups with regard to providing such shelters.

Extended Stay Hotels and Motels

Extended stay hotels have historically been located in central cities, not the suburbs. Such facilities typically offer maid services but have limited or no cooking facilities. Some communities have recognized that extended stay hotels can play a role in housing low-income residents who may not be successful in securing other forms of housing (Howe, Chapman and Baggett 1994). Extended stay hotels are not a recommended housing policy in Roswell.

HOUSING RESOURCES

Public Housing Program

The City has a public housing authority that owns and operates a public housing program. The housing authority has 103 apartment units, which are all concentrated in one section of the City.

Community Development Block Grants

The Community Development Block Grant (CDBG) Program is a highly flexible financing source that can be used to rehabilitate housing, improve infrastructure, and finance other community-determined projects. The City has applied for, received, and administered community development block grants for various purposes.

HOME Funds

The City has administered an annual allocation of HOME funds for the past several years. These funds have been used to assist nonprofit agencies with the financing of affordable housing units. The HOME Investment Partnership Program provides block grants for rehabilitation, new construction, and tenant-based rental assistance. The HOME affordable housing block grant provides enough flexibility that local governments can design their own programs for responding to local housing needs. HOME is now a mainstay of local affordable housing production and rehabilitation for hundreds of communities.

Other Federal Housing Resources

A variety of other federal resources exist to help the City in meeting goals for affordable housing. Section 8 rental assistance provides rental assistance through contracts with private landlords or through subsidies administered by public housing authorities. The 1986 Tax Reform Act provides low-income housing tax credits. The low-income housing tax credit gives states tax credits of \$1.25 per capita to allocate to developers of affordable housing.

The Cranston-Gonzalez National Affordable Housing Act of 1990 established comprehensive housing planning and created new federal monies for low-income housing. Another federal housing program is Section 202, housing for the elderly, which includes new capital funds to modernize and convert units to assisted living. The Department of Housing and Urban Development has a "Healthy Homes for Healthy Seniors Initiative" that is designed to help seniors get the money they need to stay in their homes. This program works by allowing seniors to convert the equity in their homes into rehabilitation and property improvement loans through HUD's reverse mortgage program.

HUD began a strategy in 1993 for reducing homelessness, called "continuum of care." A variety of fair housing programs are also administered by HUD (U.S. H.U.D. 1999).

Housing Initiative of North Fulton

Housing Initiative of North Fulton, which operates at 89 Grove Way in Roswell, owns and operates 13 residences for homeless families in the north metro Atlanta area. The HomeStretch program provides shelter for 9 homeless families for a 6-month period. The next step program houses 3 families for a 24-month period. This program is clearly unable to meet all of the community's needs, as approximately 20 to 40 people each month inquire there about housing or emergency shelter assistance. The greatest need identified in the Oak Grove Community Assessment (Sage 2000) was rental assistance.

North Fulton Community Charities

This group was organized in 1983 by representatives from churches, civic organizations, and local businesses to pool resources and address the emergency needs of residents in Alpharetta and Roswell. It has been an advocate for low-income persons in areas of affordable housing, health care for the poor, and access to social services for low-income families. Services include emergency assistance, financial planning workshops, holiday assistance, and volunteer projects.

Federal Home Loan Bank of Atlanta

The Federal Home Loan Bank of Atlanta has operated an affordable housing program for ten years. It provides funding for affordable housing for very low-, low-, and moderate-income families. Funds can be used to finance the acquisition, rehabilitation, or construction of owner-occupied and rental housing. Two annual competitions are provided for member financial institutions.

Housing Trust Funds

A housing trust fund is an account established by a state or local government, financed from an alternative, nongeneral revenue source, targeted to provide funds for the provision of affordable housing. Housing trust funds are relatively new, and there were only several dozen operating in the U.S. in the early 1990s. Housing trust funds are often funded from real estate transfer taxes, public and private grants, and development linkage fees (see discussion below) (Connerly 1993).

Community Development Corporations

Local governments can form community development corporations to gather resources from public and private sectors to build affordable housing.

INNOVATIVE HOUSING TOOLS AND TECHNIQUES

Inclusionary Zoning

Inclusionary zoning or land use policies require or encourage developers to set aside a portion of residential projects for low- and moderate-income housing. There is evidence that inclusionary zoning programs have produced more housing in areas where they are used than have federal housing programs. Mandatory set-asides of a portion of the total units for low- and moderate-income households is susceptible to challenge as a regulatory taking or an unlawful exaction, but optional, incentive-based inclusionary zoning has been upheld by certain courts. Density bonuses might be offered in exchange for the inclusion of affordable housing units in proposed developments. For example, an increase in density could be permitted in exchange for making a certain percentage of the total approved units affordable (White 1992). Roswell's housing plan provides for a voluntary, incentives-based inclusionary housing program.

Development of a voluntary, inclusionary housing program will face a number of issues and challenges. These include but are not limited to the following:

Community opposition. Homeowners in areas adjacent to new developments containing more affordable units are likely to oppose the inclusion of moderate-income residents, due to the additional increment of density (i.e., a "bonus") needed to make such developments work, as well as the external compatibility of less expensive homes with higher priced neighboring homes. Opposition might be mitigated some by: 1) keeping the amount of density bonus as small as practicable; 2) allowing developers to add exterior amenities to homes that will make them more compatible, while implementing cost-saving features on the interior of homes; 3) focusing on first-time homebuyers as the "target" population in the case of new subdivisions (as opposed to a rental assistance program); and 4) keeping the number of more affordable homes in very small clusters (i.e., approximately five units) to avoid concerns over the creation of mini-ghettos.

Avoiding market price increases. Affordable units are likely to cycle up to higher market rates. Other inclusionary housing programs establish a 10 to 15 year period during which below-market units are restricted under most instances from converting to market rate units. If constructed with fewer interior amenities and more cost-effective building features, the upward market increase might be avoided. That is, a less valuable home should in theory not appreciate or inflate with regard to market price, at least perhaps not out of the below-market range of price.

Developer reactions. As a voluntary program, developers must be enticed to participate. There may be an inclination for developers to buy their way out of conforming with an inclusionary housing policy. That is, some might offer financing for a housing trust fund to construct below-market units elsewhere. While financial set-asides in exchange for relief from an inclusionary housing strategy may benefit below-market rate homeowner needs, the City should reinforce the notion that every community has a role in meeting affordable housing needs on some small, incremental scale.

Housing Linkage Policies

Housing linkage policies require that developers of new office, commercial, retail, and/or institutional developments that create a need for affordable housing must construct or rehabilitate affordable housing units or pay a fee into a housing trust fund. The rationale for a linkage program is similar to the justification for development impact fees; additional low-income housing is necessitated by an influx of workers associated with new nonresidential development (White 1992). Local governments cannot require fees that will be used to fund affordable housing in Georgia, but developers might voluntarily agree to provide more low- and moderate-income housing if confronted with the effects large nonresidential developments have on the low- and moderate-income housing market. Roswell's plan supports the linkage policy on a voluntary basis.

Mixed-Income Housing

Most housing developments are currently built with a single type of "product" for a specific target market. This separates people not only by income and race, but also by age. Mixed-income housing refers to the provision of housing within the same development or immediate neighborhood for households with a broad range of incomes. Mixed-income housing refers to a host of housing strategies that provide a broader range of housing types and price ranges.

There are challenges to implementing mixed-income housing. Because there are few existing mixed-income housing developments, there is little market experience. Developers may thus face financial risks and lending challenges. Zoning ordinances can present certain barriers to the densities and innovative site arrangements needed to achieve mixed-income housing and, therefore, may need to be changed in order to implement this tool.

HOUSING POLICY PLAN

Policies Regarding Future Housing Mixes and Types

1. Preserve the general single family residential character of Roswell.
2. Retain detached single family housing as the predominant housing type in Roswell.
3. Maintain a detached residential versus attached residential ratio of 65:35. Note: The current (year 2004) mix is 62.8 percent detached residential units to 37.2 percent attached residential units. (See also Table 2.2 for year 2000 detached-attached ratios by Planning Area and Map 9.1 for Planning Area boundaries.)
4. Provide, in appropriately zoned areas, for residential land uses specifically for senior citizen housing to include accessible services geared toward seniors.

5. Provide for greater innovation in the design and construction of alternative housing types, such as, duplexes, triplexes, quadraplexes, flexible houses, and zero lot line housing.
6. Encourage the private sector and non-profit groups to supply housing to meet the needs of special populations in Roswell.
7. Allow multiple-family dwelling units and other dwellings to be mixed within the same building or on the same site as commercial uses within designated “activity centers.”
8. Encourage the private sector and non-profit groups to supply housing to meet the needs of special populations in Roswell, such as emergency and homeless shelters.
9. Ensure that the City’s definition of “family” does not unduly restrict small group homes that operate as a single housekeeping unit in the same manner and with the same impacts as other households in the neighborhood.

Policies for Providing More Affordable Housing

1. Conduct a study that defines “affordable” housing within the specific context of Roswell.
2. Continue exempting “affordable” housing units from the City’s development impact fee charges, provided that money lost through impact fee exemptions is made up through some other funding source (e.g., housing trust fund).
3. Encourage the Roswell Housing Authority to evaluate alternatives, and determine the most appropriate future activities with regard to the public housing stock in Roswell.
4. Consider a voluntary, incentive-based “inclusionary” housing program where developers of new subdivisions and multiple family residential complexes are encouraged to set aside a certain percent of the total units in the development for moderate income residents in exchange for a certain increase in the allowable gross density on the development site.
5. Encourage developers of large non-residential projects (i.e., 100,000 square feet or more) to evaluate the need for affordable housing generated by persons to be employed in the proposed development. Developers of large non-residential projects that are determined to create a significant need for affordable housing not currently available within the city limits of Roswell should be encouraged to: 1) supply moderate income housing on the site or on another appropriate site in the City; 2) contribute to a municipal housing trust fund for the establishment of moderate income housing; or 3) donate funds to a community development corporation that provides funding or constructs affordable housing in the City of Roswell.
6. Encourage North Fulton Community Charities and related private organizations to continue outreach and fundraising efforts in the Roswell community to increase the “Homestretch” and low-income rental assistance programs.
7. Encourage mixed-income housing, where appropriate.

Policies Regarding Preservation of the Existing Housing Stock

1. Continue to enforce the Standard Housing Code.
2. Improve and rehabilitate existing neighborhoods where required. Address problems in areas with poverty conditions by applying for Community Development Block Grant (CDBG), HOME funds, and other State and federal funding or financial assistance.
3. Encourage low and moderate income neighborhoods with regard to the City's sponsorship or participation in any neighborhood planning and community development efforts.
4. Monitor available housing rehabilitation programs, such as emergency home repair assistance, weatherization, etc., and provide information to groups or individuals that may be able to utilize such assistance.

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CHAPTER 3 ECONOMIC DEVELOPMENT

This chapter includes an investigation of the City's economic base, labor force, and general economic trends. Considerable attention is given to the economic base and labor force characteristics of the City of Roswell, but also Fulton County and the state as a whole. The intent of this chapter is to integrate economic development into the community's comprehensive planning process. Upon identification of economic needs, the land necessary to support economic development can be determined, and the community facilities and services needed to support economic development can be provided.

Based on the information gathered in the inventory, an assessment is made to determine which economic sectors are growing and declining locally and which sectors should be encouraged to develop in order to complement or diversify the existing economic base of the City. The assessment includes a determination whether jobs available in the City are appropriate for the residents in terms of skill and education levels required, commuting patterns, and wages paid, and, if not, what options are available to improve the existing economic situation (i.e., programs of business development, attraction and diversification, or job training). In addition, this analysis determines what existing local economic development programs and tools or community attributes are available and needed to foster economic development.

The results of the assessment logically lead to the development of needs and goals and an associated implementation strategy that sets forth a plan for economic development in terms of how much growth is desired, what can be done to support retention and expansion of existing businesses, what types of new businesses and industries will be encouraged to locate in the community, what incentives will be offered to encourage economic development, whether educational and/or job training programs will be initiated or expanded, and what infrastructure improvements will be made to support economic development goals during the planning period. Needs, goals, and implementation strategies are presented in the form of an economic development action plan.

LABOR FORCE

Labor Force Participation in 1990

In 1990, the City had a labor force of 28,678 persons, with 77.0 percent of persons 16 years and over in the labor force. Over 87 percent of males 16 years and over were in the labor force in 1990. A majority of females (67.2%) 16 years and over were in the labor force in 1990. See Table 3.1.

**Table 3.1
 Labor Force Participation by Sex, 1990
 Persons 16 Years and Over
 City of Roswell**

Labor Force Status	Male	Percent of Males 16+ Years	Female	Percent of Females 16+ Years	Total (Male + Female)	Percent of Total Persons 16+ Years
In Labor Force	15,797	87.2%	12,861	67.2%	28,678	77.0%
Not in Labor Force	2,314	12.8%	6,274	32.8%	8,588	23.0%
Total Population (16+ Years)	18,111	100%	19,135	100%	37,246	100%

Source: U.S. Census Bureau. 1990 Census Lookup; 1990 Census of Population and Housing

Comparison of Labor Force Participation in 1990

Table 3.2 shows unemployment and labor force participation rates of Roswell in comparison with nearby cities in 1990. Roswell had one of the lower labor force participation rates when compared with other cities (excluding Atlanta). Two explanations for this finding are probable. First, Roswell has higher levels of affluence than other cities and therefore a disproportionate amount of Roswell's residents may have other sources of income and therefore may not need to be in the labor force. Second, early retirements may contribute to this trend.

**Table 3.2
 Comparison of Labor Force Participation, 1990
 Roswell and Nearby Cities**

Municipality	Percent Labor Force Participation, 1990	Municipality	Percent Labor Force Participation, 1990
Alpharetta	77.4	Marietta	71.4
Atlanta	62.7	Mountain Park	82.7
Duluth	82.7	Norcross	80.4
Kennesaw	80.7	Roswell	76.9
Lawrenceville	74.2	Smyrna	79.3
Lilburn	78.4		

Source: U.S. Department of Commerce, Bureau of the Census. 1990 Census of Population and Housing, Summary Tape File 3A. As compiled by Atlanta Regional Commission, 1992.

On the other hand, when compared with the county, state, and nation, Roswell had a higher labor force participation rate (77%) than that of the state (68%) and the nation (65%) in 1990, as shown in Table 3.3. This may have been due to a highly educated population and a predominance of two-income families.

Table 3.3
Comparison of Labor Force Participation by Sex, 1990
Persons 16 Years and Over
City, State, and Nation

Jurisdiction and Sex	In Labor Force	Percent	Not In Labor Force	Percent
City of Roswell - Males	15,797	87.2%	2,314	12.8%
City of Roswell - Females	12,861	67.2%	6,274	32.8%
City of Roswell - Total	28,678	77.0%	8,588	33.0%
State of Georgia - Males	1,804,052	76.6%	549,607	23.4%
State of Georgia - Females	1,547,461	59.9%	1,037,261	40.1%
State of Georgia - Total	3,351,513	67.9%	1,586,868	32.1%
United States - Males	68,509,429	74.4%	23,516,484	25.6%
United States - Females	56,672,949	56.8%	43,130,409	43.2%
United States - Total	125,182,378	65.3%	66,646,893	34.7%

Source: U.S. Census Bureau, 1990 Census Lookup.

Employment Status in 1990

Table 3.4 provides employment status by sex in 1990. Unemployment for females was almost equivalent to that of males in 1990. Unemployment was not a significant problem or issue in 1990, with a total unemployment rate of 2.6%.

Table 3.4
Employment Status of the Labor Force by Sex, 1990
Persons 16 Years and Over
City of Roswell

Labor Force Status	Male	Percent of Male Labor Force	Female	Percent of Female Labor Force	Total (Male + Female)	Percent of Total Labor Force
Employed (all Civilian)	15,366	97.3%	12,504	97.2%	27,870	97.3%
Unemployed	401	2.5%	357	2.8%	758	2.6%
Armed Forces	30	0.2%	0	0%	30	0.1%
Total Labor Force	15,797	100%	12,861	100%	28,658	100%

Source: U.S. Census Bureau. 1990 Census Lookup.

Comparison of Employment Status in 1990

Table 3.5 compares Roswell's unemployment rate in 1990 with that of nearby cities. Roswell's 1990 unemployment rate was among the lowest of the nearby cities; only Norcross had a lower unemployment rate in 1990.

Table 3.5
Comparison of Unemployment Rates, 1990
Roswell and Nearby Cities

Municipality	Percent Unemployment, 1990	Municipality	Percent Unemployment, 1990
Alpharetta	2.6	Marietta	5.4
Atlanta	9.2	Mountain Park	2.7
Duluth	3.1	Norcross	2.1
Kennesaw	4.3	Roswell	2.6
Lawrenceville	4.3	Smyrna	3.9
Lilburn	3.4		

Source: U.S. Department of Commerce, Bureau of the Census. 1990 Census of Population and Housing, Summary Tape File 3A. As compiled by Atlanta Regional Commission, 1992.

Table 3.6 provides comparisons among Roswell, the state, and the nation for males, females, and the total labor force.

Table 3.6
Comparison of Employment Status by Sex, 1990
Persons 16 Years and Over in the Civilian Labor Force
City, State, and Nation

Jurisdiction and Sex	In Civilian Labor Force, Employed	Percent	In Civilian Labor Force, Unemployed	Percent
City of Roswell - Males	15,366	97.5%	401	2.5%
City of Roswell - Females	12,504	97.2%	357	2.8%
City of Roswell - Total	27,870	97.4%	758	2.6%
State of Georgia - Males	1,714,459	95.0%	89,593	5.0%
State of Georgia - Females	1,448,952	93.6%	98,509	6.4%
State of Georgia - Total	3,163,411	94.4%	188,102	5.6%
United States - Males	64,227,807	93.8%	4,281,622	6.2%
United States - Females	53,162,323	93.8%	3,510,626	6.2%
United States - Total	117,390,130	93.8%	7,792,248	6.2%

Source: U.S. Census Bureau, 1990 Census Lookup.

Trends During the Last Decade

Table 3.7 provides annual average data for the labor force, employment, and unemployment in Roswell from 1994 to 2003. The labor force in Roswell has grown incrementally during the last ten years for which annual data are available. The data in Table 3.3 show that Roswell's labor force has been able to find employment. The number of persons unemployed, and the unemployment rate (which was already low as of 1994), consistently dropped in absolute numbers from 1994 to 2000. Unemployment increased in terms of both absolute numbers and unemployment rate in 2001 and 2002, corresponding to a national recession, then decreased in 2003. These labor force statistics show that Roswell's labor force is very capable of finding employment.

Table 3.7
Labor Force, Employment and Unemployment, 1994 to 2003
City of Roswell

Year	Labor Force	Employment	Unemployment	Unemployment Rate
1994	30,602	29,928	674	2.2
1995	30,893	30,251	642	2.1
1996	32,102	31,495	607	1.9
1997	33,236	32,650	586	1.8
1998	34,376	33,845	531	1.5
1999	34,699	34,194	505	1.5
2000	36,502	36,012	490	1.3
2001	35,661	35,089	572	1.6
2002	35,203	34,330	873	2.5
2003	36,166	35,366	800	2.2

Source: U.S. Bureau of Labor Statistics, www.data.bls.gov. Accessed 10/25/04.

The City of Roswell had a total labor force of 46,198 persons ages 16 years and over in the year 2000. There were 31 labor force participants in the Armed Forces in 2000. Notice that the Decennial Census figure for labor force in 2000 (46,198) differs significantly from the Bureau of Labor Statistics (36,502) (i.e., compare Tables 3.7 and 3.8). The Decennial Census is better able to account for the so-called “informal” economy, or the multitude of day laborers who probably are not included in the annual estimates of labor force and unemployment provided by the Bureau of Labor Statistics.

Labor Force Participation in 2000

Table 3.8
Labor Force Participation by Sex, 2000
Persons 16 Years and Over
City of Roswell

Labor Force Status	Male	Percent of Males 16+ Years	Female	Percent of Females 16+ Years	Total (Male + Female)	Percent of Total Persons 16+ Years
In Labor Force	25,835	83.3%	20,363	64.4%	46,198	73.9%
Not in Labor Force	5,087	16.7%	11,242	35.6%	16,329	16.1%
Total Population (16+ Years)	30,922	100%	31,605	100%	62,527	100%

Source: U.S. Census Bureau. Census 2000. Summary File 3, Table P43.

A majority (73.9%) of the City’s residents ages 16 years and over were in the labor force in 2000. Not surprisingly, over three-quarters (83.3%) of the City’s males ages 16 years and over were in the labor force in 2000, while almost two-thirds of females (64.4%) were in the labor force in 2000. Males comprised 60 percent of the labor force in 2000.

Comparison of Labor Force Participation in 2000

As of 2000, the labor force participation rate for Roswell's population (74%) was again higher than that of the state (66%) and the nation (64%). Roswell continues to have a large proportion of two income households, and it is an affluent area compared to the state or nation as a whole, which helps to explain the comparatively higher labor force participation in 2000. For Georgia and the U.S., just over one-half of females ages 16 years and over were in the labor force in 2000. The City of Roswell, in contrast, had almost two-thirds of its female population in the labor force in 2000. The male labor force participation rate for Roswell was 83.3 percent, which was significantly higher than the male labor force participation rates for Georgia (73.1%) and the U.S. (70.7%) in 2000. See Table 3.9, which includes the Armed Forces for Georgia and the U.S (Less than one-half percent of the labor force in Roswell was in the Armed Forces in 2000).

**Table 3.9
 Comparison of Labor Force Participation by Sex, 2000
 Persons 16 Years and Over
 City, State, and Nation**

Jurisdiction and Sex	In Labor Force	Percent	Not In Labor Force	Percent
City of Roswell – Males	25,835	83.3%	5,087	16.7%
City of Roswell – Females	20,363	64.4%	11,242	35.6%
City of Roswell – Total	46,198	73.9%	1,648	26.1%
State of Georgia – Males	2,217,015	73.1%	815,427	26.9%
State of Georgia – Females	1,912,651	59.4%	1,305,594	40.6%
State of Georgia – Total	4,129,666	66.1%	2,121,021	33.9%
United States – Males	74,273,203	70.7%	30,709,079	29.3%
United States – Females	64,547,732	57.5%	47,638,063	42.5%
United States – Total	138,820,935	63.9%	78,347,142	36.1%

Source: U.S. Census Bureau. Census 2000. Summary File 3, Table P43.

Employment Status in 2000

For the year 2000, of the 46,198 persons in the labor force, 44,613 were employed in 2000 (see Table 3.10). Only 1,554 persons were unemployed, for an overall unemployment rate of 3.4 percent for the City's labor force in 2000. The unemployment rate for males was 3.3 percent, and the unemployment rate for females was 3.4 percent in 2000. These employment figures indicate that almost everyone in the City's civilian resident labor force is able to find employment. Given the improving economic state in metropolitan Atlanta, the City is well positioned with regard to attracting future job opportunities. The economy has suffered the effects of recession since 2001, and unemployment rates increased since the 2000 Census but then dropped again according to the data from the Bureau of Labor Statistics.

Table 3.10
Employment Status of the Labor Force by Sex, 2000
Persons 16 Years and Over
City of Roswell

Labor Force Status	Male	Percent of Male Labor Force	Female	Percent of Female Labor Force	Total (Male + Female)	Percent of Total Labor Force
Employed (all Civilian)	24,954	96.6%	19,659	96.5%	44,613	96.5%
In Armed Forces	25	0.1%	6	0.1%	31	0.1%
Unemployed	856	3.3%	698	3.4%	1,554	3.4%
Total Labor Force	25,835	100%	20,363	100%	46,198	100%

Source: U.S. Census Bureau. Census 2000. Summary File 3, Table P43.

The employment rate for males residing in Roswell was slightly better than in Georgia and the United States as a whole in 1990. Employment of Roswell's female labor force was also slightly higher than in the state and nation as a whole in 1990. Overall, unemployment rates in the City in 1990 were favorable compared to the state and the nation overall.

Comparison of Employment Status in 2000

Unemployment rates of the City of Roswell's civilian labor force compare favorably with those of the State of Georgia and the U.S. as a whole in 2000 (Table 3.11). Whereas the civilian unemployment rates for the total U.S. civilian labor force were nearly 6 percent in 2000, the unemployment rate for Roswell's civilian labor force in 2000 was only 3.4 percent. The City's unemployment rate for females is especially low when compared to female employment for the civilian labor forces of Georgia and the U.S. in 2000.

Table 3.11
Comparison of Employment Status by Sex, 2000
Persons 16 Years and Over in the Civilian Labor Force
City, State, and Nation

Jurisdiction and Sex	In Civilian Labor Force, Employed	Percent	In Civilian Labor Force, Unemployed	Percent
City of Roswell - Males	24,954	96.6%	856	3.3%
City of Roswell - Females	19,659	96.5%	698	3.4%
City of Roswell - Total	44,613	96.5%	1,554	3.4%
State of Georgia - Males	2,051,523	95.0%	107,652	5.0%
State of Georgia - Females	1,788,233	93.9%	115,400	6.1%
State of Georgia - Total	3,839,756	94.5%	223,052	5.5%
United States - Males	69,091,443	94.3%	4,193,862	5.7%
United States - Females	60,630,069	94.2%	3,753,424	5.8%
United States - Total	129,721,138	94.2%	7,947,286	5.8%

Source: U.S. Census Bureau. Census 2000. Summary File 3, Table P43.

A longer term and wider comparison of unemployment rates is provided in Table 3.12. These data show that Roswell has maintained lower unemployment rates than nearby municipalities, Fulton County, surrounding counties, the state, and the nation during the last decade.

Table 3.12
Comparison of Unemployment Rates, 1994-2003
Roswell and Selected Jurisdictions

Jurisdiction	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Alpharetta	N/A	N/A	N/A	N/A	1.5	1.4	1.3	1.6	2.5	2.2
Atlanta	7.8	7.4	6.7	6.3	5.6	5.3	4.9	5.8	8.8	7.9
Lawrenceville	N/A	N/A	N/A	N/A	N/A	N/A	3.0	3.9	6.1	5.5
Marietta	5.5	4.5	4.0	4.0	3.5	3.4	3.3	4.0	6.2	5.5
Roswell	2.2	2.1	1.9	1.8	1.5	1.5	1.3	1.6	2.5	2.2
Smyrna	4.0	3.5	2.9	2.9	2.6	2.5	2.4	2.9	4.5	4.0
Cherokee County	3.4	3.5	2.6	2.4	2.2	2.0	2.0	2.3	4.0	3.9
Cobb County	4.2	3.7	3.0	3.0	2.7	2.6	2.5	3.0	4.7	4.2
DeKalb County	5.4	4.9	4.4	4.5	4.1	3.9	3.4	4.1	6.3	5.5
Douglas County	4.0	3.6	3.2	3.1	3.0	2.9	2.8	2.9	4.9	4.8
Forsyth County	3.1	3.0	2.1	2.1	1.8	1.6	1.5	2.2	3.9	3.4
Fulton County	5.8	5.4	5.0	4.6	4.1	3.9	3.6	4.2	6.5	5.8
Gwinnett County	3.7	3.2	2.8	2.6	2.5	2.4	2.2	2.8	4.5	4.1
State of Georgia	5.2	4.9	4.6	4.5	4.2	4.0	3.7	4.0	5.1	4.7
United States	6.1	5.6	5.4	4.9	4.5	4.2	4.0	4.8	5.8	6.0

Source: U.S. Department of Labor, Bureau of Labor Statistics.

Some clear trends are evident from the data. First, unemployment rates for all county level jurisdictions were at their highest in 2002 (of the years included). Second, unemployment declined consistently between 1994 and 2000, then rose in 2001 (due to a decline in the economy). The rates show a slow decline in 2003 through August 2004. Unemployment rates for metro Atlanta counties compare favorably with those of the state and nation. The numbers reflect strong economic conditions, and one can conclude that workers residing in Roswell have generally been able to find employment.

In terms of city level data, Roswell's unemployment rate has remained significantly lower than rates for surrounding cities, with the exception of the City of Alpharetta, which is almost identical in terms of unemployment rates, and well below rates for Georgia and the U.S. The unemployment rate in 2000, according to the U.S. Bureau of Labor Statistics, was 1.3 percent in Roswell, while it was 4.0 percent nationally.

EMPLOYMENT BY OCCUPATION

Table 3.13 shows the occupations of the City of Roswell's civilian labor force who worked in 1990. It also provides percentage distributions for state and U.S. employment by occupation for purposes of comparison. It is important to underscore that Table 3.13 shows data for the working residents of Roswell, not for jobs within Roswell. That is, Roswell's residents work both within and outside of the city limits.

**Table 3.13
 Employment by Occupation, 1990
 Employed Civilian Population 16 Years and Over
 City of Roswell**

Occupation	City of Roswell	%	GA %	U.S. %
Managerial and professional specialty	6,582	27.9	24.6	26.4
Technical, sales and administrative support	11,633	49.4	31.9	31.7
Service	2,057	8.7	12.0	13.2
Farming, fishing, and forestry	258	1.1	2.2	2.5
Precision production, craft, and repair	1,624	6.9	11.9	11.3
Operators, fabricators, and laborers	1,402	5.9	17.4	14.9
Total	23,566	100	100	100

Source: U.S. Census Bureau, 1990 Census Lookup.

Roswell's labor force consisted of a much higher ratio of white-to-blue-collar workers than in the state or nation in 1990. More than three-quarters of Roswell's labor force in 1990 was employed in managerial, professional, technical, sales, and administrative positions. That percentage was substantially higher than for the state or nation as a whole in 1990. This means that Roswell's labor force is predominantly "white collar" in terms of occupations. If one includes service occupations as white collar in nature, then more than eight of every 10 workers residing in Roswell in 1990 were white-collar workers. Roswell residents were underrepresented in service occupations, precision production, operators, fabricators and laborers, and farming occupations, when compared with the state and nation in 1990. Only about 13 percent of Roswell's resident workforce in 1990 was generally considered to be "blue-collar" workers (e.g., production workers, operators, and laborers.). This finding is not surprising either, given that there are relatively few blue-collar jobs in Roswell.

One of the implications of this finding relates to the education and training needs of Roswell's workforce. Roswell's working residents are less likely to enroll in occupational training programs and technical trade schools than are workers residing in other areas of the state or nation. On the other hand, the higher proportion of workers in managerial and executive occupations may suggest that college opportunities (such as executive master of business administration or MBA programs) are a more appropriate fit for Roswell's workforce.

Table 3.14 provides similar data but for the year 2000 and includes separate tabulations for males and females. The 2000 data indicate that findings regarding Roswell's labor force in 1990 held true in the year 2000 as well. The 1990 and 2000 figures are not comparable, however, because of changes in the occupational categories between the two decennial censuses.

**Table 3.14
 Employment by Occupation By Sex
 Employed Civilian Population 16 Years and Over
 City of Roswell, 2000**

Occupation	City of Roswell				GA	U.S.
	Male	Female	Total	%	%	%
Managerial, professional, and related	12,000	9,633	21,633	48.5%	32.7%	33.6%
Service	2,445	2,053	4,498	10.1%	13.4%	14.9%
Sales and office	6,208	7,279	13,487	30.2%	26.8%	26.7%
Farming, fishing, and forestry	31	13	44	0.1%	0.6%	0.7%
Construction, extraction, and maintenance	2,556	89	2,645	5.9%	10.8%	9.5%
Production, transportation, and material moving	1,714	592	2,306	5.2%	15.7%	14.6%
Total	24,954	19,659	44,613	100%	100%	100%

Source: U.S. Census Bureau, 2000 Census. Summary File 3. Table P50.

There is not much variation between the distribution of occupations in the state and nation in 2000. Roswell's labor force, however, was substantially higher than the state or nation in its share of managerial, professional, and related occupations (i.e., white collar occupations). Approximately one-third of occupations in the state and nation were managerial, professional, and related occupations as of 2000, whereas Roswell had almost 50 percent of its work force employed in such occupations. Roswell's labor force in 2000 also had more people working in the sales and office trades, which are considered "white collar" occupations.

Roswell's labor force consisted of a lower percentage of people working in service occupations in 2000 than the state or nation, although it has more than doubled in absolute terms since 1990. Roswell had a significantly smaller percentage of production, transportation, and material moving occupations, and construction, extraction and maintenance occupations than did Georgia or the U.S. as a whole. Hence, between 1990 and 2000, Roswell's labor force has remained predominantly white collar in nature.

EMPLOYMENT BY INDUSTRY

Table 3.15 shows the industries within which the City of Roswell's civilian labor force worked in 1990. It also provides percentage distributions for state and U.S. employment by industry for purposes of comparison. Not surprisingly, the state and national economies are quite similar with regard to distribution of employment among the various industries in 1990.

As indicated in Table 3.15, Roswell's residents were employed in a variety of industries in 1990. The Roswell labor force's share employed in service industries in 1990, at 30.3 percent, was higher than Georgia's but lower than the nation's as a whole. Roswell's labor force was much less reliant upon manufacturing for employment than the state or nation as a whole in 1990. Finance, insurance, and real estate was much more significant in terms of employing Roswell's residents in 1990 than it was in Georgia or the U.S. Roswell's labor force in 1990 also had a higher share in wholesale trade.

**Table 3.15
 Employment by Industry, 1990
 Employed Civilian Population 16 Years and Over
 City of Roswell**

Industry	City of Roswell	%	GA %	U.S. %
Agriculture, forestry, and fisheries	311	1.1%	2.4%	2.7%
Mining	16	--	0.3%	0.6%
Construction	1,736	6.2%	6.9%	6.2%
Manufacturing	3,284	11.8%	19.0%	17.7%
Transportation, communications, and other public utilities	2,534	9.1%	8.5%	7.1%
Wholesale trade	2,851	10.2%	5.0%	4.4%
Retail trade	4,764	17.1%	16.5%	16.8%
Finance, insurance, and real estate	3,398	12.2%	6.5%	6.9%
Services	8,427	30.3%	29.5%	32.7%
Public administration	549	2.0%	5.4%	4.9%
Total	27,870	100%	100%	100%

Source: U.S. Census Bureau, 1990 Census Lookup.

For the 2000 Census, of some interest are the differences between males and females in terms of the types of industries in which they are likely to be employed. Males dominate employment in waste management, professional, and scientific services, while females clearly dominate the educational, health, and social services industries (see Table 3.16).

Residents of Roswell had an employment distribution by industry in 2000 which is not particularly similar to those of the state and nation, with a few exceptions, as indicated in Table 3.14. As was found to be the case in 1990, Roswell's residents are disproportionately employed in the finance, insurance, and real estate industries. When compared with the state and nation in 2000, Roswell had approximately twice the percentage of labor force working in professional, scientific, management, administrative and waste management industries. A higher percentage of Roswell's residents as of 2000 were employed in the information industry than for the state or nation as a whole. The higher levels of persons employed in professional, technical, and information fields is not surprising, however, given the high levels of education and incomes of residents in the City. The proportion of Roswell's residents employed in the retail trade industry (12.8%) in 2000 was comparable to that of the state and nation. Residents employed in the arts and entertainment industries in 2000 were fairly comparable to the state and nation.

Roswell's working population is not (as of 2000) as reliant on educational, health, and social services employment as the state or the nation. This finding is somewhat surprising, given the number of public schools, the hospital, and other health facilities in the City. The City is much lower than the state and nation in the industries of manufacturing, transportation and warehousing, and public administration. Representation in the construction industry and other services is slightly lower than in the state and nation as a whole.

**Table 3.16
 Employment by Industry by Sex
 Employed Civilian Population 16 Years and Over
 City of Roswell, 2000**

Industry	City of Roswell				GA	U.S.
	Male	Female	Total	%	%	%
Agriculture, forestry, fishing and hunting, and mining	110	24	134	0.3%	-	1%
Construction	2,442	273	2,715	6.1%	8%	7%
Manufacturing	2,776	1,087	3,863	8.7%	15%	14%
Wholesale trade	1,560	609	2,169	4.9%	4%	4%
Retail trade	3,242	2,460	5,722	12.8%	12%	12%
Transportation and warehousing and utilities	1,039	463	1,502	3.4%	6%	5%
Information	1,610	1,034	2,644	5.9%	4%	3%
Finance, insurance, real estate and rental and leasing	2,531	2,544	5,075	11.4%	7%	7%
Professional, scientific, management, administrative, and waste management services	4,959	3,827	8,796	19.7%	9%	9%
Educational, health and social services	1,206	4,508	5,714	12.8%	18%	20%
Arts, entertainment, recreation, accommodation and food services	2,235	1,506	3,741	8.4%	7%	8%
Other services (except public administration)	791	1,021	1,812	4.0%	5%	5%
Public administration	453	303	756	1.7%	5%	5%
Total	24,954	19,659	44,613	100%	100%	100%

Source: U.S. Census Bureau, 2000 Census. Summary File 3. Table P50.

PLACE OF WORK OF ROSWELL'S LABOR FORCE

Table 3.17 provides the locations of employment for Roswell's labor force in 1990 and 2000. In 1990 and 2000, less than one-quarter (23.6 percent) of Roswell's labor force actually worked inside the city limits. This number is a significant indicator, because it may mean that Roswell does not have the types of jobs attractive to the vast majority of its labor force. In other words, more than three of four members of Roswell's labor force must go outside the City to find the jobs in the occupations and industries most suitable to them.

A substantial proportion (almost one-half) worked within the City or Fulton County in 2000. The percentage of Roswell's total labor force commuting into the Atlanta city limits declined from 1990 to 2000 but increased slightly in absolute terms. Not surprisingly, as employment has decentralized in the Atlanta metropolitan region during the 1990s, a higher percentage of Roswell's labor force was, in 2000, employed in locations other than the central city but within the metropolitan statistical area. The absolute number and the percentage of total labor force participants who worked outside of the Atlanta metropolitan statistical area both declined from

1990 to 2000. In 2000, a small percentage (2.0 percent) of workers found employment outside the Atlanta MSA in Georgia, down from 6.9 percent in 1990. Out-of-state employment increased slightly in absolute terms but in terms of share has dropped since 1990, from 1.6 percent in 1990 to 1.2 percent in 2000.

Table 3.17
Employment of Labor Force
By Place of Work, 1990 and 2000
Workers 16 Years and Over
City of Roswell

Place of Work	1990		2000	
	Number of Residents Working	% of Total Employed	Number of Residents Working	% of Total Employed
Worked in place of residence (Roswell)	6,490	23.6%	10,398	23.6%
Worked in Fulton County, not in Roswell	10,588	38.4%	19,118	43.4%
Worked in central city of MSA (Atlanta)	5,293	19.2%	6,909	15.9%
Worked in Atlanta MSA but not in central city	2,834	10.3%	6,164	14.0%
Worked outside Atlanta MSA but in Georgia	1,900	6.9%	881	2.0%
Worked outside Georgia	446	1.6%	554	1.2%
Total	27,551	100%	44,024	100%

Source: U.S. Census Bureau, 1990 Census Lookup, and 2000 Census. Summary File 3. Tables P26, P27, and P28.

PLACE OF WORK OF FULTON COUNTY'S LABOR FORCE

Over 70 percent of Fulton County's working residents were employed within Fulton County in 1990. After Fulton County, DeKalb County had the largest employment of Fulton County's working residents in 1990. Cobb County and Gwinnett County were also significant employment locations for Fulton County's working residents in 1990, as indicated in Table 3.18.

Table 3.18
Employment of Fulton County Residents
By County of Work, 1990

County of Work	Number of Fulton County Residents Working	% of Total Fulton County Residents Working
Cobb County, GA	18,642	5.9%
DeKalb County, GA	39,969	12.7%
Clayton County, GA	13,803	4.4%
Fulton County, GA	221,309	70.2%
Gwinnett County, GA	12,437	3.9%
Other Counties	9,009	2.9%
Total Working	315,169	100%

Source: Georgia Department of Labor. 2001. Fulton County, Georgia, Area Labor Profile.

Table 3.19 shows that of the 385,442 persons comprising Fulton County's working labor force, 69 percent had jobs in Fulton County. Hence, less than one-third of Fulton County's working residents were employed outside Fulton County in 2000, which seems to be very good when compared to Roswell. Destinations for employment outside Fulton County were primarily DeKalb County (10.7 percent), Cobb County (6.5 percent), and Gwinnett County (5.5 percent).

Table 3.19
Employment of Fulton County Residents
By County of Work, 2000

County of Work	Number of Fulton County Residents Working	% of Total County Residents Working
Clayton County, GA	9,722	2.5%
Cobb County, GA	24,991	6.5%
DeKalb County, GA	41,232	10.7%
Douglas County, GA	1,192	0.3%
Fayette County, GA	1,633	0.4%
Forsyth County, GA	5,626	1.5%
Fulton County, GA	265,870	69.0%
Gwinnett County, GA	5,663	5.5%
Other Counties (inside or outside state)	13,965	3.6%
Total Working	385,442	100%

Source: Georgia Department of Labor. 2004. Fulton County, Georgia, Area Labor Profile

EMPLOYMENT IN FULTON COUNTY BY COUNTY OF RESIDENCE

Table 3.20 provides the names of counties where those working in Fulton County resided in 1990. More than one-third of those with jobs in Fulton County lived in Fulton County in 1990. Leading the list of other county sources of labor for Fulton County's businesses in 1990 were DeKalb County residents (19.1 percent) and Cobb County residents (13.8 percent). The county's employment base also drew its workers from several other counties, including Clayton, Gwinnett, and Douglas.

Table 3.20 also shows how many people who worked in Fulton County in 2000 and the origin of those workers by counties. People who worked in Fulton County in 2000 were drawn from many other areas, including outside the state.

Table 3.20
Employment in Fulton County
By County of Residence, 1990 and 2000

County of Residence	Persons Working in Fulton County, 1990	%	Persons Working in Fulton County, 2000	%
Carroll County, GA	-----	--	3,570	0.4%
Cherokee County, GA	11,715	2.1%	17,494	2.4%
Clayton County, GA	33,209	5.8%	40,271	5.6%
Cobb County, GA	79,085	13.8%	92,014	12.8%
Coweta County, GA	-----	--	8,855	1.2%
Forsyth County, GA	-----	--	15,251	2.2%
Fulton County, GA	221,309	38.7%	265,870	37.0%
DeKalb County, GA	109,037	19.1%	121,921	17.0%
Douglas County, GA	13,256	2.3%	14,253	2.0%
Fayette County, GA	8,918	1.6%	14,745	2.1%
Forsyth County, GA	5,971	1.0%	15,251	2.1%
Gwinnett County, GA	36,961	6.5%	57,737	8.0%
Henry County, GA	6,519	1.1%	14,157	2.0%
Paulding County, GA	-----	--	7,432	1.1%
Rockdale County, GA	-----	--	4,792	0.7%
Other Counties	45,404	7.9%	24,089	3.4%
Total Working	571,384	100%	717,702	100%

Source: Georgia Department of Labor. 1990. Fulton County, Georgia, Area Labor Profile Source: U.S. Census Bureau. Residence County to Workplace County Flows for Georgia Sorted by Workplace State and County. 2003. Compiled by Jerry Weitz & Associates, Inc. 2004.

The data in Table 3.20 show that over one-third (37 percent) of those persons employed in Fulton County also lived in Fulton County. Fulton County employment draws a significant share of its labor force from DeKalb County, and draws almost 13 percent of its labor force from Cobb County. Although specific statistics are not available, it is likely that the majority of persons employed in the Roswell area reside either in Fulton County, Cobb County, northern portions of DeKalb County, portions of Gwinnett County, or Forsyth County.

ECONOMIC BASE

Minimum planning standards require an analysis of historic, current, and projected employment and earnings by economic sector (i.e., industry) and a comparison with state percentages. Employment and earnings data are generally not available at the municipal level, except from the economic censuses. The Census Bureau's Economic Census provides one of the few sources for municipal data, and even it does not provide very detailed data for cities.

Table 3.21 provides limited data for the City of Roswell's economic base as of 1997.

Table 3.21
Number of Establishments and Sales/Receipts, 1997
City of Roswell and Fulton County

Industry	City of Roswell				Fulton County	
	Number of Establishments	% of County Total (by Industry)	Sales Receipts for Services (\$1,000s)	% of County Total (by Industry)	Number of Establishments (includes Roswell)	Sales Receipts for Services (\$1,000s)
Retail	321	9.0%	1,298,754	14.0%	3,569	9,248,184
Wholesale	309	12.6%	6,033,498	10.8%	2,462	55,915,067
Services*	580	8.4%	497,624	8.1%	6,541*	6,131,323

* Includes educational services, health care and social assistance, arts, entertainment and recreation, accommodation and food service, and other services (except public administration)

Source: U.S. Census Bureau. [1997 Economic Census Profile: Roswell and Fulton County, Georgia.](http://www.Census.gov/epcd/www/97profiles/County)
www.Census.gov/epcd/www/97profiles/County

In 1997, Roswell was home to 9 percent of all retail establishments, 12.6 percent of all wholesale establishments, and 8.4 percent of all service establishments in Fulton County. With regard to sales, Roswell constituted 14.0 percent of all retail sales, 10.8 percent of wholesale receipts, and 8.1 percent of receipts by service firms in Fulton County in 1997.

The most recent Economic Census data are for 2002. The 2002 Economic Census forms were mailed December 2002, and data will not be published until late 2004 and 2005. The comparison of employment data by industry is complicated by the change from the Standard Industrial Classification (SIC) coding system (used in 1992) to the North American Industrial Classification (NAICS) system used in 1997.

Even though it is a relatively small city in terms of size in relation to the county land area, the City of Roswell has substantial percentages of the county's economic base in some industries. Roswell is home to 15.9 percent of the educational services establishments in the county as of 1997, with 10.7 percent of the payroll in that industry category. Roswell also hosts 12.6 percent of the wholesale trade establishments, although the annual payroll is just 8.3 percent of the county payroll in that industry. Roswell also had more than 21 percent of the combined professional, scientific and technical services and administrative and support services in 1997, although the annual payroll only totaled 7.2 percent combined. This suggests that perhaps, although there are a number of such establishments in the City, the actual number of employees are fewer in comparison with the county as a whole. The City contains 11.1 percent of the county in the "other services" industry, with 10.7 percent of the payroll.

Table 3.22
Number of Establishments and Annual Payroll, 1997
City of Roswell and Fulton County

Industry (NAICS Code)	City of Roswell				Fulton County (Includes Roswell)	
	Number of Establishments	% of County Total	Annual Payroll (\$1,000)	% of County Total	Number of Establishments	Annual Payroll (\$1,000)
Manufacturing (31-33)	58	6.5%	24,694	1.9%	897	1,283,646
Wholesale trade (42)	309	12.6%	151,873	8.3%	2,462	1,823,930
Retail trade (44-45)	321	9.0%	118,375	12.0%	3,569	990,136
Real estate & rental & leasing (53)	132	8.8%	21,239	4.1%	1,496	516,319
Professional, scientific, & technical services (54)	500	10.8%	103,217	3.6%	4,614	2,846,060
Administrative & support & waste management & remediation services (56)	154	10.5%	72,209	3.6%	1,470	2,002,193
Educational services (61)	29	15.9%	4,645	10.7%	182	43,581
Health care & social assistance (62)	204	9.1%	78,576	7.8%	2,252	1,009,694
Arts, entertainment, & recreation (71)	24	8.8%	3,713	3.2%	272	114,667
Accommodations & food services (72)	151	6.6%	33,552	4.9%	2,292	682,112
Other services (except public administration) (81)	172	11.1%	28,993	10.7%	1,543	270,275
TOTAL	1,918	8.0%	641,086	5.4%	21,049	11,582,633

Source: U.S. Census Bureau. 1997 Economic Census. www.factfinder.Census.gov

The economic base of Roswell encompassed approximately 8 percent of total establishments in the county, yet commanded only 5.5 percent of the total payroll.

Even the 1997 Economic Census employment data (Table 3.23) have been rendered misleading by the recent, extensive economic development in the county and City. The 1997 Economic Census showed just 21,775 persons employed in the City of Roswell (the 2000 Census showed about double that number), but the Economic Census figures exclude self-employed persons and government employees. The extensive development of retail opportunities along Holcomb Bridge/Crossville Road, including numerous big box stores and shopping villages, has most likely increased both the proportion of total establishments in the county, particularly in the retail sector, as well as an increase in the proportional representation in payroll.

Table 3.23
Employment by Industry, 1997
City of Roswell and Fulton County

Industry (NAICS Code)	City of Roswell			Fulton County
	Employment	% of Industry	% of County Total	Employment
Manufacturing (31-33)	759	2.0%	0.2%	37,948
Wholesale trade (42)	2,912	7.2%	0.6%	40,435
Retail trade (44-45)	4,720	9.2%	1.0%	51,556
Real estate & rental & leasing (53)	716	5.0%	0.2%	14,372
Professional, scientific, & technical services (54)	2,323	4.1%	0.5%	56,202
Administrative & support & waste management & remediation services (56)	3,347	3.1%	0.7%	107,356
Educational services (61)	169	12.9%	0.0%	79,846
Health care & social assistance (62)	2,257	8.5%	0.5%	26,639
Arts, entertainment, & recreation (71)	259	4.7%	0.1%	5,561
Accommodations & food services (72)	3,072	5.3%	0.6%	57,973
Other services (except public administration) (81)	1,241	9.7%	0.3%	12,781
Total Shown	21,775	--	4.4%	490,669

Source: U.S. Census Bureau. 1997 Economic Census. www.factfinder.Census.gov

It is worth reiterating that the Economic Census data do not include government employment. The City of Roswell is home to a large city government complex which houses all City employees, as well as several of the schools in the county and a library. However, public administration contributes only 1.7 percent of the jobs in the City, which would be a small portion of the county's total.

Table 3.24 provides data on employment by industry for Fulton County for recent years. The data come from the U.S. Census Bureau's County Business Patterns, and they include establishments with payroll only. As noted previously, these data do not account for self-employed employment and government employment.

Data in Table 3.24 show significant annual growth of the county's economic base from 1998 to 2000, then some declines in employment from 2000 to 2002. Manufacturing has declined on an annual basis. Wholesale trade employment in Fulton County has remained steady between 2000 and 2001, but retail trade employment increased from 1998 to 2000 and then dropped in 2001 and 2002 in response to worsening economic conditions in the early 2000s.

Table 3.24
Employment by Industry, 1998-2002
Fulton County
(Establishments with Payroll Only)

NAICS Code	Industry	1998	1999	2000	2001	2002
11	Forestry, fishing, hunting, and agricultural support	106	139	100-249	186	110
21	Mining	100-249	142	100-249	155	126
22	Utilities	2,500-4,999	3,706	2,500-4,999	3,754	3,839
23	Construction	23,985	25,028	26,727	27,535	25,847
31-33	Manufacturing	38,518	36,892	33,155	31,810	29,156
42	Wholesale Trade	37,963	40,244	41,384	41,157	38,064
44-45	Retail Trade	55,392	56,824	61,292	60,455	56,327
48	Transportation and warehousing	42,765	47,538	51,526	43,035	42,461
51	Information	38,439	44,651	56,943	63,031	66,208
52	Finance and insurance	52,577	57,320	57,450	60,990	62,121
53	Real estate & rental & leasing	15,581	16,879	19,255	18,080	18,930
54	Professional, scientific, & technical services	66,578	76,543	91,050	87,323	85,016
55	Management of companies and enterprises	39,170	42,013	40,610	38,171	37,883
56	Administrative support & waste management & remediation services	80,114	86,056	85,789	83,460	73,655
61	Educational services	13,906	14,794	15,964	16,415	15,741
62	Health care and social services	56,063	59,454	61,332	63,966	60,908
71	Arts, entertainment, & recreation	8,868	8,935	10,130	10,886	9,486
72	Accommodation & food services	55,502	57,177	61,000	63,812	61,605
81	Other services (except public administration)	26,945	28,425	26,933	26,282	28,480
95	Auxiliaries	21,900	22,869	23,582	18,369	15,138
99	Unclassified	250-499	472	500-999	434	66
	Subtotal, County Business Patterns	678,327	726,101	768,516	759,306	732,167

Source: U.S. Census Bureau, County Business Patterns (CBP), 1998, 1999, 2000, 2001 and 2002.

Administrative positions including waste management had their largest increases before 2000, dropping significantly in 2001 from the high in 1999. As well, management positions declined to pre-1998 levels after a brief rise in 1999 and 2000. From 2001 to 2002, the administrative positions including waste management dropped 10,000, a precipitous decline. Professional, scientific and technical services increased significantly through 2000, dropping slightly in 2001, yet remained higher than pre-2000 levels. Substantial employment growth has occurred in the information, finance, insurance, and health care and social service industries, with additions of over 2,000 employees from 1998 to 2001.

Table 3.25
Annual Payroll by Industry, 1998-2002
Fulton County
(\$1000s)

NAICS	Industry	1998	1999	2000	2001	2002
11	Forestry, fishing, hunting, and agricultural support	8,105	8,901	0	7,183	5,036
21	Mining	0	6,054	0	6,497	5,131
22	Utilities	0	258,484	0	335,290	376,516
23	Construction	989,249	1,120,021	1,190,076	1,238,369	1,179,875
31-33	Manufacturing	1,414,837	1,331,528	1,325,724	1,289,689	1,204,582
42	Wholesale Trade	1,928,813	2,090,892	2,380,283	2,470,417	2,136,670
44-45	Retail Trade	1,192,843	1,311,324	1,410,077	1,466,471	1,357,672
48	Transportation and warehousing	1,604,182	1,812,871	1,950,310	2,143,771	2,191,427
51	Information	2,052,149	2,688,661	3,704,885	3,453,792	3,445,391
52	Finance and insurance	2,967,118	3,352,834	3,777,856	4,287,855	3,877,378
53	Real estate & rental & leasing	641,638	715,202	787,945	847,407	833,171
54	Professional, scientific, & technical services	3,792,205	4,546,980	5,739,264	5,706,026	5,980,746
55	Management of companies and enterprises	2,877,506	3,182,984	3,587,414	2,961,535	2,844,432
56	Administrative support & waste management & remediation services	1,896,190	2,112,792	2,245,954	2,483,982	2,063,927
61	Educational services	350,327	382,584	405,802	448,637	477,810
62	Health care and social services	445,054	2,098,668	2,191,967	2,356,583	2,340,822
71	Arts, entertainment, & recreation	53,871	272,821	329,594	362,270	454,960
72	Accommodation & food services	183,467	846,646	940,396	947,641	974,797
81	Other services (except public administration)	146,046	769,565	652,835	687,247	737,882
95	Auxiliaries	230,902	997,433	1,091,824	1,128,658	1,030,099
99	Unclassified	0	21,936	0	16,969	4,607
	Total	26,476,880	29,929,181	34,026,764	34,646,289	33,522,931

Source: U.S. Census Bureau, County Business Patterns (CBP), 1998, 1999, 2000, 2001 and 2002.

Employment in Fulton County decreased by 27,139 from 2001 to 2002, according to County Business Patterns. Construction, retail trade, professional, management, manufacturing and entertainment, among others, all declined in employment from 2001 to 2002. Accommodation and food services declined from 2001 to 2002 after steady gains in previous years. Even the health care and social services industries that have shown huge growth declined in employment

in Fulton County from 2001 to 2002. Utilities, information, finance, insurance and real estate did post gains in employment from 2001 to 2002 in Fulton County.

Table 3.26 provides annual payroll data by industry for Fulton County from 1998 to 2002 from County Business Patterns. Data in Table 3.25 show that not all industries are increasing payroll, and many exhibited declines from 2001 to 2002.

Minimum planning standards require a comparison of the local economic base, by industry, with the industry mix of the state. By conducting such a comparison, local differences can be highlighted. Table 3.26 compares industry mixes in Fulton County and the State of Georgia for 1997, 2000, and 2003, utilizing data from the Georgia Department of Labor.

Table 3.26
Comparison of Average Monthly Employment by Major Industries
1997, 2000, and 2003
Fulton County and State of Georgia

	1997	%	2000	%	2003	%
Total						
Fulton County	697,566	100%	754,592	100%	721,459	100%
Georgia	3,563,237	100%	3,886,580	100%	3,779,807	100%
Construction						
Fulton County	18,284	2.6%	21,455	2.8%	19,774	2.7%
Georgia	168,402	4.7%	202,827	5.2%	195,774	5.1%
Manufacturing						
Fulton County	53,389	7.7%	52,507	7.0%	34,978	4.8%
Georgia	587,504	16.5%	581,200	15.0%	449,534	11.9%
Transportation and Public Utilities						
Fulton County	74,794	10.7%	82,149	10.9%	n/c	
Georgia	223,713	6.3%	258,633	6.7%	n/c	
Wholesale Trade						
Fulton County	51,934	7.4%	54,180	7.2%	41,655	5.8%
Georgia	243,092	6.8%	258,152	6.6%	205,230	5.4%
Retail Trade						
Fulton County	98,321	14.1%	103,490	13.7%	n/c	
Georgia	668,420	18.8%	714,247	18.4%	n/c	
Finance, Insurance and Real Estate						
Fulton County	63,013	9.0%	68,778	9.1%	67,088	9.3%
Georgia	184,722	5.2%	199,425	5.1%	211,874	5.6%
Services						
Fulton County	237,606	34.1%	270,416	35.8%	n/c	
Georgia	865,205	24.3%	995,771	25.6%	n/c	
Government						
Fulton County	97,755	14.0%	98,610	13.1%	101,036	14.0%
Georgia	568,269	16.0%	591,290	15.2%	626,468	16.6%

n/c = not classified or not comparable

Source: Georgia Department of Labor, Employment and Wages, Monthly Averages for Years Selected.

Figures in Table 3.26 require explanation. The Georgia Department of Labor includes government employment (which is omitted in County Business Patterns). The monthly average employment classifications also changed from 2000 to 2003, rendering some categories like retail trade non-comparable. It is also worth mentioning that, though not germane to this task, Fulton County represents approximately 19 percent of the statewide employment. Hence, discussion of Fulton County's employment base captures a substantial share of the Atlanta region and statewide employment base.

Total Employment

Fulton County and the state both increased in total employment from 1997 to 2000 but then declined in 2003.

The City's estimated employment in 1997 employment was 33,730. This was considered a conservative estimate; these figures underestimate current (year 2000) employment levels (2020 Comprehensive Plan). The City's economy has grown remarkably in recent years. Although Roswell is still generally known as a bedroom community, it now has many more jobs than housing units. In calendar year 1998, the City added 561 new businesses according to records of the Community Development Department. As of September 1998, the City has 4,358 businesses, approximately 1,611 of which are home occupations or employed only one person. By September 30, 2004, the City added 624 new businesses. As of December 2004, the City had 5,150 registered businesses, approximately 1,800 of which are home occupations or employ one person.

Construction

Fulton County has a lower percentage of total employment in the construction industry (2.7%) than does the state (5.1%). Construction employment comprised an estimated 6% of Roswell's employment in 1997, according to the 2020 Comprehensive Plan.

Manufacturing

The figures in Table 3.23 indicate that Fulton County lost 17,529 manufacturing jobs from 2000 to 2003. This is a precipitous decline, consistent with longstanding predictions of substantial declines in manufacturing. One cannot rule out, however, the chance that the Georgia Department of Labor's change in classification from 2000 to 2003 accounts for some of the difference. Fulton County's economy is less dependent on manufacturing (with a 4.8% share) as is the state (with manufacturing comprising a 12% share) in 2003. Manufacturing employment comprised an estimated 2.4% of Roswell's employment in 1997, according to the 2020 Comprehensive Plan.

Employment in the manufacturing industries in the City was 759 persons in 1997, which is 2 percent of Fulton County's manufacturing employment, with 58 establishments conducting manufacturing operations (comprising 6.5 percent of the county's manufacturing establishments). Data suggests that manufacturing establishments in the City are small, with an average of 13 employees per establishment, as compared to an average of 42 employees per establishment county-wide. Manufacturing is underrepresented in Roswell's economy when compared to the county, region, state, and nation. This is not surprising, however, given Roswell's limited land area devoted to light industry, combined with residents with generally high levels of education, a greater representation of professional, managerial and technical occupations, and higher incomes than other portions of the County.

Transportation and Public Utilities

This industry continued to increase from 1997 to 2000, but comparable figures are not available for the year 2003. A larger percentage of Fulton County's employment base is included in this category (10.9% in 2000) than the state (6.7% in 2000). Transportation and public utilities employment comprised an estimated 2.7% of Roswell's employment in 1997, according to the 2020 Comprehensive Plan.

Wholesale Trade

Employment in wholesale trade increased from year 1997 to year 2000 then decreased from 2000 to 2003, as did most industries. A higher percentage of Fulton County's total employment (5.8%) is comprised of wholesale trade industries than the state (5.4%) in 2003.

Between 1987 and 1992, the number of wholesale trade establishments in Roswell grew by 88, with a corresponding employment increase of 759 jobs. Annual payroll also more than doubled in the wholesale trade industry during that five-year time period. City data indicate that only 34 wholesale establishments existed, while 1997 Economic Census data find there are 309 wholesale trade establishments. The difference between the City's numbers and the Census Bureau's numbers probably were again attributed to differences in classifications. Data showed that wholesale trade contributed approximately 2,912 jobs in 1997, or almost nine percent of total jobs in Roswell. Wholesale trade employment comprised an estimated 8.6% of Roswell's employment in 1997, according to the 2020 Comprehensive Plan.

Retail Trade

Retail trade employment increased from 1997 to 2000, but comparable figures are not available for the year 2003. Fulton County's industry mix is less dependent on retail trade than the state's economy. Retail trade's share of total employment in Fulton County was 13.7% in 2000, whereas statewide the percentage was 18.4%.

A total of 50 new retail establishments were added to Roswell's economic base between 1987 and 1992, with a total employment increase of almost 1,600 workers. Thirty of the 50 new retail trade establishments added during this time were eating and drinking places, which increased employment by approximately 450 persons during that time period. Much of the remaining growth during this time period was due to the addition of miscellaneous retail stores. Food store employment grew by more than 300 jobs, even though the total number of food stores declined during the five-year period.

Retail trade and food services comprised an estimated 22% of Roswell's employment in 1997, according to the 2020 Comprehensive Plan. Retail trade was Roswell's second largest industry, with an estimated 7,420 jobs in the year 1997. Also in 1997, eating and drinking places in Roswell had increased modestly to 144 establishments employing 2,762 persons, according to the Census of Accommodation and Foodservices (1997). Roswell had one-quarter of the employment in retail trade and accommodations and food services industries in the county as of 1997, according to Economic Census data. The 1997 data do not account for recent growth in these industries for big box retailers, such as Home Depot, Super Target, and two Kohl's Department stores, as well as support commercial, supermarkets and restaurants.

Table 3.27
Retail Trade Establishments and Employment, 1987 and 1992
City of Roswell

Type	1987		1992	
	Establish-ments	Employment	Establish-ments	Employment
Building materials and garden supply stores	22	315	18	352
General merchandise stores	4	N/A	6	N/A
Food stores	26	701	21	1,170
Automotive dealers	28	852	28	798
Gasoline service stations	20	141	23	152
Apparel and accessory stores	43	276	47	421
Furniture and home furnishings stores	46	230	49	312
Eating and drinking places	86	1,972	116	2,426
Drug and proprietary stores	12	180	14	218
Miscellaneous retail stores	88	N/A	103	N/A
TOTAL, Retail Trade	375	5,394	425	6,972

Note: Some data excluded due to disclosure laws; therefore, numbers do not sum to total shown.

Sources: U.S. Department of Commerce, Economics and Statistics Administration, Bureau of Census. 1987 Census of Retail Trade (Issued August 1989) and 1992 Census of Retail Trade (Issued October 1994).

A comparison of City business license tabulations with Census figures suggested some significant growth in the number of retail trade establishments in Roswell since 1992. Census figures showed 425 retail trade establishments in 1992, whereas City data showed 604 retail trade establishments (2020 Comprehensive Plan). Differences also suggested the addition since 1992 of 32 restaurants (148 total) and 10 auto dealers (38 total) during the time period.

Retail sales by store group (2002) are provided for Fulton County in Table 3.28. The five-year projection for retail sales in Fulton County (2003-2007) is \$18,515,516,000, an increase of 27.2 percent over 2002 figures. Fulton County also has a “pull factor” of 1.17. A pull factor is a measurement of a county’s retail buying power that incorporates the effects of income and population on a county’s retail sales activity. A low pull factor (less than 1.00) can indicate that dollars are flowing out of the county (Bachtel and Boatright 2002, pp. 40-41). Conversely, a high pull factor can indicate that dollars from outside of the county are spent within the county.

Data compiled for the year 2003 by the Community Development Department indicate that 770 business license occupation permits were issued for retail/commercial and support uses.

Table 3.28
Retail Sales by Store Group, 2002
Fulton County

Store Group	Retail Sales (\$1,000 Dollars)
Food and beverage sales	\$1,877,262
Food service and drinking places	\$2,156,011
General and merchandise stores	\$1,273,431
Clothing and clothing accessories stores	\$1,027,904
Furniture/home furnishings/appliance stores	\$1,178,011
Motor vehicle and parts dealers	\$3,454,662
Gasoline service stations	\$680,072
Building material and garden equipment and supplies	\$1,482,276
Health and personal care stores	\$428,551
Total retail sales	\$14,559,886

Source: Boatright, Susan R. and Douglas C. Bachtel, eds. November 2004. The 2003 Georgia County Guide (updated 6/04) Athens, GA: College of Agricultural and Environmental Sciences and College of Family and Consumer Sciences, University of Georgia.

Services

Comparable figures for the year 2003 are not available due to reclassification by the Georgia Department of Labor. However, from 1997 to 2000 there were significant gains in employment in Fulton County and the state. The share of total employment in the services industry is higher for Fulton County than for the state. Services comprised 35.8% of total employment in Fulton County in 2000, whereas services comprised 25.6% of the statewide employment in 2000.

With regard to Roswell, based on a comparison of Census and regional/city data, several noteworthy changes have occurred. Automotive services grew by about a dozen establishments from 1992 to 1997. Five new hotels/motels were added during that same time period. Beauty and barber shops total 96 according to City figures; the 1992 Economic Census showed only 35 with payroll, suggesting that the difference is attributed largely to home occupations. The City had more than twice the number of legal services firms (i.e., attorneys) than shown in the 1992 Census, again because attorneys often operate as sole proprietorships from home or at least without a payroll. The City's figures (reported in the 2020 Comprehensive Plan) showed that there were more than 2,000 service businesses in Roswell as of September 1998. A comparison of Census figures (which show 767 total service establishments in 1992) with City data suggested some phenomenal growth in the service industry in Roswell since 1992. While substantial growth has occurred, the differences in numbers may be attributed to differences in classification approaches between the Census Bureau and the City's method of tabulating business licenses by type.

Table 3.29
Service Establishments and Employment, 1987 and 1992
City of Roswell

Type	1987		1992	
	Establish-ments	Employment	Establish-ments	Employment
Hotels and motels	3	N/A	3	219
Laundry, cleaning, and garment services	15	130	26	171
Photographic studios, portrait	3	7	5	20
Beauty and barber shops	29	114	35	177
Miscellaneous personal services	11	68	9	N/A
Business services	112	889	206	2,312
Automotive repair, services, and parking	29	207	51	246
Miscellaneous repair services	12	N/A	18	78
Amusement and recreation services	23	N/A	35	287
Health services	106	1,029	177	2,468
Legal services	19	46	30	57
Selected educational services	5	N/A	12	52
Social services	11	147	19	211
Engineering, accounting, research, management, and related services	101	924	130	725
Total	492	4,181	767	7,159

Note: Some data excluded due to disclosure laws; therefore, numbers do not sum to total shown.

Sources: U.S. Department of Commerce, Economics and Statistics Administration, Bureau of Census. 1987 Census of Service Industries (Issued November 1989) and 1992 Census of Service Industries (Issued December 1994).

Services comprised an estimated 43% of Roswell's employment in 1997 (14,510 persons), according to the 2020 Comprehensive Plan. Service employment in Roswell grew by 71 percent between 1987 and 1992, from 4,181 persons in 1987 to 7,159 jobs in 1992. Two types, business services and health services, doubled their employment in this five-year period alone. Annual payroll in services industries more than doubled between 1987 to 1992. More than 1,400 health services positions were added to Roswell's economy during this time, when the North Fulton Regional Hospital began to grow and expand along with the addition of ancillary medical offices around the hospital. About the same number of new jobs was added in the business services industry between 1987 and 1992. More recent data show continued growth in most service industries, consistent with regional, state, and national trends. There was a doubling of the service employment in the City during the five-year period from 1992 to 1997 (2020 Comprehensive Plan).

Roswell had a small but significant share of health and social service employment in the county in 1997 according to the Economic Census of 1997. With the City's only hospital, supported by numerous medical facilities surrounding the hospital, and the substantial growth in health care needs arising from an aging population and families with children, Roswell has continued to be a major health care center for the North Fulton County area. The City's Medical District is anchored by North Fulton Regional Hospital and encompasses many medical offices and businesses. Much of the City's recent office development lies within the Medical District, and

the businesses themselves have been from diverse sectors, not limited to medical. Additionally, Roswell is home to several nursing homes which have residents that rely increasingly on health care and social services available in the City. With the success of the North Fulton Regional Hospital and medical office development around the hospital, the health services industry is a significant special economic sector of the City's economic base.

Government

This is a category of employment not accounted for in County Business Patterns but tabulated separately for federal, state, and local employment by the Georgia Department of Labor. Government is an important employment industry in the state and Fulton County. Despite being home to the City of Atlanta, Fulton County is actually less reliant on this sector than the state in terms of share of total employment. Georgia's share of total employment in government in 2003 was 16.6%, whereas Fulton County's corresponding figure was 14%. Government comprised an estimated 8.5% of Roswell's employment in 1997, according to the 2020 Comprehensive Plan.

The City of Roswell has a city government center in the historic district area, though some departments have moved to the Hembree Road area of the City. Most of the administrative positions in the City are located at the city government center. Hence, government represents a major economic activity in the City. The City of Roswell employs 612 persons full-time; part-time employment varies, but may be over 350 at times, counting volunteer fire fighters and recreation and parks employees. Other government employment also exists in Roswell, such as Fulton County (numerous schools and the Roswell branch library).

MAJOR, SPECIAL, OR UNIQUE ECONOMIC ACTIVITIES

Major Employers

An industrially based establishment constitutes the largest employer in Roswell (see Table 3.30). At the top of the list is Kimberly Clark, with 1,400 employees, and North Fulton Regional Hospital, with 950 employees. Other major employers in the City with more than 400 employees include the City of Roswell, Wal-Mart and United Parcel Service.

**Table 3.30
 Major Employers in Roswell**

Name of Firm	Number of Employees
Kimberly Clark Corporation	1,400
North Fulton Regional Hospital	950
City of Roswell	612
Wal Mart Stores	480
United Parcel Service (2 sites)	427
Witness Systems	319
Accu-Tech Corporation	245
Super Target (Dayton Hudson Corp)	242
HIS of Roswell Nursing and Rehab	240
Publix (2 locations)	235
Resources and Residential Alternatives	180
Johnson Controls	180

Name of Firm	Number of Employees
Re-Max Greater Atlanta Affiliates	160
Kaplan Higher Education Corporation	160
Ryland Homes	154
Honda Carland	150
Earth Tech	125
Kohl's Department Store – Crossville Rd.	124
Home Depot	122
McCall, Raymer, Kadrack, Cobb & Nichols	120
Kroger	110
Pathfire Inc.	110
Kohl's Department Store -Holcomb Bridge	105
Regal Nissan	101
Holiday Inn-Roswell/Dunwoody	100
Fellowship Christian School	100
Blessed Trinity Catholic School	100
Saint Francis Day School	97
U.S. Security Systems	90
Kroger – East Crossville	90
Value City	80

Source: City of Rowell, updated July 2004

Business Parks and Office Spaces

Several service industries are witnessing substantial growth in the City. The City's large office parks are limited to Northmeadow Business Park, Kimberly Clark and Holcomb Woods Business Park.

Roswell's Parkway Village District was intended to attract mixed-use villages and corporate and research campuses. The office development that has occurred in this corridor has been primarily small-scale office condominiums with big box and supporting retail commercial the prevalent use. The trend toward the smaller office condominium construction supports the above findings that smaller office facilities appear to be more in demand in the City at this time than large industrial/flex space facilities.

There are a total of 68 structures, comprising 2,765,880 square feet of industrial/flex space in the City as of November, 2004. Of that, approximately 25 percent is vacant and available for lease. There is also 594,702 square feet of office space (facilities of 5,500 square feet or smaller) housed in 148 buildings in the City as of November, 2004. Of this, only 13% is vacant, indicating a potentially greater need for office space catering to smaller establishments.

Given the City's future land use plan and zoning map, many undeveloped parcels may be used for office-professional employment during the next 20 years. One of the City's economic development goals is to increase office development throughout the City in appropriate areas in order to lessen the City's reliance on the retail sector as a source of employment and bring diversity to the tax base. It is estimated that current zoning would permit an additional 3 to 4 million square feet of office space to be constructed. In addition, some of the City's commercial space could be redeveloped into office space.

The Economic Development Division will promote office development by packaging information about potential office sites, and marketing this information to developers, chamber, county, state and other economic development officials. In addition, the Economic Development Division will maintain a database of information about existing office space within the City and make this information available to prospective office tenants and property owners. The City will participate in joint marketing efforts with the Greater North Fulton Chamber of Commerce, the Metro Atlanta Chamber of Commerce and Fulton County economic development officials to bring skilled-labor employers to the area. Hence, miscellaneous service industries occupying office spaces will increase in significance during the planning horizon.

Retail Trade

Recent growth in retail has occurred including big box retailers such as Home Depot, Super Target, and two Kohl's Department stores, as well as support commercial, supermarkets and restaurants. Many of these have been built in recent years west of Crabapple Road along Highway 92 in the city limits. As well, other big box retailers have moved into either new or redeveloped structures as previous tenants move to new accommodations or are closed, such as the re-use of the Target store in the Roswell Town Center by Value City following the opening of a new Super Target on Highway 92, and the replacement of the K-Mart in that same center with a Hobby Lobby and Shoe Gallery. Several uses have located in the vacated Wal-Mart space in the Roswell Crossing Shopping Center on Holcomb Bridge Road following the construction of a new Wal-Mart on Mansell Road. It has been planned that the Home Depot in the Kings Market Shopping Center will be relocated to this facility in the Roswell Crossing Shopping Center, and the vacated space in the Kings Market will be modified for another use in the future.

Roswell's Parkway Village District was intended to provide an agrarian type design featuring white picket fencing, gabled roof lines and 18th and 19th century architecture. The goal was to attract mixed-use villages and corporate and research campuses. The Parkway Village District has in fact attracted a great deal of retail development, predominantly big boxes and strip retail, but these have been tastefully developed using the Parkway Village District Guidelines, which have been formally incorporated into the Zoning Ordinance. The office development that has occurred in this corridor has been primarily small-scale office condominiums.

Roswell's Historic District was the first geographic district established within the City, and encompasses 640 acres, of which approximately one-third lies within a National Register Historic District. There are strict architectural guidelines, which are administered by staff and the City's Historic Preservation Commission. In addition, the zoning for the district is distinct from the rest of the City in that it permits a multitude of uses ranging from residential to retail and office on the same parcel. It was envisioned that economic development efforts in the Historic District would encourage hospitality and retail development south of the Square. In reality, while there has been a great deal of development south of the Square, it has been predominantly residential. The Canton Street area, in the north end of the district, has seen new retail and hospitality development, and there has been office development occurring throughout the Historic District.

As of May 2005, there were 94 retail/commercial buildings in the City comprising 5,232,626 square feet of space. Of this, approximately 619,228 square feet or 12% is vacant. Lease rates range from \$7.00 - \$30.00 per square foot, with the weighted average rate being \$14.36. Even though the vacancy rates may seem low, the health of the retail trade industry is usually gauged by market analysts in terms of the dollar rents per square foot for retail space and average sales

per square foot of retail space. Prior market studies have shown that some of Roswell's retail trade establishments are not producing at the optimal or average sales per square foot or the rents per square foot.

The City of Roswell has 60 square feet of retail space per-capita based on studies by City of Roswell Community Development staff based on *Dorey's First CLS Database for the City of Roswell, Georgia*, far exceeding the national average of 20 square feet of retail space per capita per *National Research Bureau Shopping Center Database and Statistical Model*, copyright 2002, *Trade Dimensions International*.

Services

With the success of the North Fulton Regional Hospital and medical office development around the hospital, the health services industry is one of the most significant special economic sectors of the City's economic base. Hospitality and related services thrive on a location within or close to the City's Historic District which benefits from tourist-related activity.

Finance, Insurance, and Real Estate

The finance, insurance, and real estate industries are also a significant contributor to Roswell's economic base.

Home Businesses

Roswell has a substantial percentage of home businesses which collectively constitute a unique economic sector of the community. Of the business licenses issued by the City in 2004, approximately 441 were for home occupations.

EMPLOYMENT PROJECTIONS

The only available source of employment projections is Woods & Poole Economics, Inc. The Georgia Department of Community Affairs' "PlanBuilder" has projections for Fulton County through the year 2025. Those projections were consulted in preparing the employment projections for the City.

No projections of employment are available for the City of Roswell except for the 2020 Comprehensive Plan, which are included in Table 3.31 as the best available projections. The projections were modified and extended to 2025 as part of the Comprehensive Plan update. Those City employment projections were based on trends and localized knowledge of land use availability for different types of employment uses in the City. Specifically, a demand and capacity analysis investigated nonresidential development capacity and estimated that there will be over 16,000 new people employed in Roswell's businesses, shops, industrial companies and government by 2020. Using average square-feet-per-employee factors, the demand and capacity analysis also estimated that the Roswell Study Area (slightly larger than the city limits but mostly residential outside city limits) has the capacity to accommodate an additional 23,500 employees (11,000 in office environments).

**Table 3.31
 City-Prepared Employment Projections, 2005-2025
 City of Roswell**

Industry	2005	%	2010	%	2015	%	2020	%	2025	%
Manufacturing	906	2.3	1,001	2.3	1,071	2.3	1,105	2.3	1,000	1.9
Construction and Transportation/ Public Utilities	3,389	8.6	3,785	8.7	4,098	8.8	4,306	8.8	5,000	9.4
Wholesale Trade	4,138	10.5	4,699	10.8	5,169	11.1	5,540	11.3	6,000	11.3
Retail Trade	8,564	21.7	9,355	21.5	10,224	22.0	11,042	22.5	12,000	22.6
Finance, Insurance, Real Estate	3,231	8.2	3,611	8.3	3,912	8.4	4,175	8.5	4,500	8.5
Services	15,712	39.9	17,185	39.5	17,905	38.4	18,448	37.6	20,000	37.8
Government	3,468	8.8	3,872	8.9	4,191	9.0	4,463	9.0	4,500	8.5
Total Employment	39,408	100	43,508	100	46,570	100	49,079	100	53,000	100

Source: Roswell Comprehensive Plan 2020 for years 2005 through 2020. 2025 figures extrapolated by 2005-2020 figures by Jerry Weitz & Associates, Inc.

These projections indicate that Roswell’s employment will increase from 39,408 in the year 2005 to approximately 53,000 in the year 2025. The industries with the largest growth are expected to be services (an increase of approximately 4,300) and retail trade (an increase of almost 3,500). Other sectors will witness modest growth except for manufacturing, which will decline slightly during the twenty-year planning horizon.

In comparing Roswell’s projected employment mix with that of the county and state through 2025 (percentages available from Woods & Poole Economics Inc. on PlanBuilder), the following conclusions are evident. Roswell has virtually no agricultural or mining employment. Construction employment in Roswell is greater than that of Fulton County overall and slightly less than the state as of 2000 and will remain so throughout the planning horizon (to the year 2030). The City is much more reliant on retail trade employment than either the county or the state (13.1 and 16.8 percent respectively), and will continue to remain so.

Services employment will increase substantially in Roswell and maintain the lion’s share of total City employment by 2025. Government may decrease as a percentage of total jobs in the City by 2025. The percentage of total employment in government employment by 2025 in Roswell will remain lower than both the county and the state.

INDUSTRY OUTLOOK IN FULTON COUNTY

The Georgia Department of Labor provides forecasts of employment by industry and indicators of change from 2000 to 2010 in Fulton County. Although Fulton County has lost employment in recent years, according to County Business Patterns, the ten-year (2000-2010) outlook for employment is mostly positive.

According to the Georgia Department of Labor, Fulton County's employment will increase by 155,093 from the base year 2000 figure of 839,016 to 994,109 in forecast year 2010. This is an annual growth rate of 1.71 percent in total employment.

The forecasts are provided for specific industry sectors (Standard Industrial Classification) codes. These forecasts are useful in terms of determining industry sectors that are anticipated to increase and decline in Fulton County.

Growing Industries

Some of the industries with substantial employment that are expected to witness the fastest annual growth in Fulton County from 2000 to 2010 include the following: engineering and management services (6.29% annual growth from 2000 to 2010); lumber and wood products (5.97%); amusement and recreation services (4.13%); insurance agents, brokers, and services (3.92%); local government except education and hospitals (3.88%); air transportation (3.32%); state government except education and hospitals (3.0%), furniture and home furnishings stores (2.95%); and health services (2.86%) (Georgia Department of Labor, Quickstats, Growing Industries in Fulton County, www.quickstats.dol.State.ga.us/demand/Industry/indprj06.htm).

Declining Industries

Some of the industries with substantial employment that are expected to witness the fastest annual declines in Fulton County from 2000 to 2010 include the following: stone, clay, and glass manufacturing (-5.94% annual decline from 2000 to 2010); primary metal industries (-4.26%); transportation equipment manufacturing (-3.54%); miscellaneous manufacturing industries (-3.73%); and private household services (-2.75%) (Georgia Department of Labor, Quickstats, Growing Industries in Fulton County, www.quickstats.dol.State.ga.us/demand/Industry/indprj06.htm).

AVERAGE WAGES

Wage level data are routinely reported by the Georgia Department of Labor for counties, but data are unavailable for cities. Table 3.32 provides historic wage figures by industry for Fulton County in comparison to those of the State of Georgia. These data indicate that the transportation and public utilities; finance, insurance and real estate; and wholesale trade industries included the highest paying jobs (average wages) in the county and state. Without exception, Fulton County's working residents earned wages significantly more than average wages in the state between 1997 and 1999. This was especially true for the finance, insurance and real estate and manufacturing industries; Fulton County residents working in these industries brought home at least \$200 more weekly than state averages during the 1997-1999 time period. Average annual income for Fulton County in 1999 was \$49,415. By 2001, it had risen to \$54,926. It is anticipated that wages in the City of Roswell may exceed those of the county in general, given the overall higher income and education levels.

Table 3.32
Weekly Wages by Industry, 1997-1999
Fulton County and State
(Weekly Wages in Dollars)

Industry	Fulton County 1997	State 1997	Fulton County 1998	State 1998	Fulton County 1999	State 1999
Agriculture, forestry, and fishing	426	347	453	373	505	390
Mining	684	781	941	832	910	866
Construction	685	556	741	590	792	623
Manufacturing	865	620	963	656	1,006	684
Transportation and Public Utilities	946	805	1,009	842	1,111	895
Wholesale Trade	948	809	1,030	873	1,141	932
Retail Trade	344	299	367	318	382	335
Finance, insurance, and real estate	1,041	799	1,137	872	1,185	900
Services	681	551	732	580	784	611
Public Administration	626	596	659	619	694	637
Total All Industries	727	562	783	598	834	629

Source: Georgia Department of Community Affairs, Dataviews: www.georgiaplanning.com.

The Georgia Department of Industry, Trade & Tourism provides manufacturing wage information by industry for the metro-Atlanta area and Fulton County. The numbers are broken down into goods producing and service producing. Within Fulton County, the average goods producing job receives a weekly wage of \$1,021, with a low of \$473 per week for textile production industries to a high of \$2,218 for electrical equipment/appliances production. The average service production job earns \$946 per week, with a low of \$519 in the retail trades to a high of \$1,653 in the utilities industries. In comparison, wages in the metropolitan region are lower than Fulton County. The goods producing industry weekly wage average is \$856, with lower weekly wages in all goods producing industries with the exception of textile product manufacturing. The weekly wage in the overall service producing industries is also higher in every industry in Fulton County as compared to the overall metropolitan area.

Table 3.33
Average Weekly Wage by Industry, 2002
Fulton County and Metro-Atlanta Area

Industry	Fulton County Weekly Wage	Metro-Atlanta Area Weekly Wage
Goods Producing (Industry Average)	\$1,021	\$856
Mining	\$968	\$943
Construction	\$909	\$801
Manufacturing	\$1,096	\$903
Food Manufacturing	\$1,500	\$979
Textile Products	\$473	\$555
Apparel Manufacturing	\$999	\$679
Petroleum and Coal	\$1,010	\$874
Electrical Appliance	\$2,218	\$1,257
Computer Manufacturing	\$1,214	\$1,201
Plastics and Rubber Products	\$809	\$689
Service Producing (Industry Average)	\$946	\$817
Wholesale Trade	\$1,226	\$1,121
Retail Trade	\$519	\$489
Transportation and Warehousing	\$1,009	\$960
Utilities	\$1,653	\$1,543
Information	\$1,304	\$1,216
Finance and Insurance	\$1,487	\$1,251
Real Estate	\$869	\$798
Professional, Scientific/Tech	\$1,358	\$1,213
Management Companies	\$1,352	\$1,263
Administrative/Waste Services	\$574	\$546
Educational Services	\$660	\$612
Health Care/Social Services	\$837	\$755
Arts and Entertainment	\$881	\$708
Accommodation and Food Services	\$375	\$304
Government	\$833	\$758
All Industries	\$937	\$814

Source: U.S. Bureau of Economic Analysis, Regional Economic Information System. Table CA34. December 2003.
www.bea.gov/bea/regional/reis/

Wages paid in Fulton County were well above the state average, as indicated in Table 3.34, as well as above the wages paid in the MSA as a whole and in neighboring Cobb and Gwinnett counties. In fact, Fulton County wages were the highest in the region, with wages in the North Fulton County area presumably even higher than the county as a whole.

Table 3.34
Average Annual Wage per Job, 2002
Selected Jurisdictions

Jurisdiction	Average Wage Per Job (Dollars)
Cherokee County	\$28,432
Cobb County	\$40,493
DeKalb County	\$39,563
Douglas County	\$27,466
Forsyth County	\$35,605
Fulton County	\$48,370
Gwinnett County	\$39,272
Atlanta Metropolitan Statistical Area (MSA)	\$40,574
State of Georgia	\$35,200

Source: U.S. Bureau of Economic Analysis, Regional Economic Information System. Table CA34. December 2003. www.bea.gov/bea/regional/reis/

PAYROLL PROJECTIONS

Minimum planning standards require a projection of earnings (e.g., payroll by industry) and a comparison with the state's projected earnings by industry. Projections of earnings are not available at the city level. There is a positive relationship between employment growth and earnings (payroll) for all industries: As employment increases, total earnings (payroll) increase. Not all industries (e.g., retail trade) will increase payroll proportionally to increases in employment, however.

Table 3.35
Projections of Payroll by Industry, 2000-2025
Fulton County
(in \$1,000s)

Industry	2000	2005	2010	2015	2020	2025
Agricultural Services	\$98,450	\$106,909	\$117,298	\$128,881	\$141,457	\$155,047
Mining	\$10,713	\$11,290	\$11,766	\$12,236	\$12,723	\$13,234
Construction	\$1,313,410	\$1,371,560	\$1,429,460	\$1,489,420	\$1,552,330	\$1,618,890
Manufacturing	\$3,326,220	\$3,573,820	\$3,826,990	\$4,077,740	\$4,328,180	\$4,581,230
Transportation & public utilities	\$6,300,440	\$6,491,050	\$6,897,180	\$7,254,360	\$7,666,620	\$8,146,150
Wholesale trade	\$3,854,880	\$4,047,290	\$4,219,150	\$4,415,850	\$4,653,850	\$4,950,060
Retail trade	\$2,428,200	\$2,716,440	\$2,953,880	\$3,177,150	\$3,413,360	\$3,682,230
F.I.R.E.	\$5,271,760	\$5,705,500	\$6,159,000	\$6,653,480	\$7,197,010	\$7,802,570
Services etc.	\$14,574,200	\$16,047,100	\$17,902,100	\$20,175,400	\$22,929,700	\$26,262,000
State and Local Government	\$3,166,960	\$3,671,030	\$4,128,920	\$4,586,180	\$5,066,210	\$5,586,570
Other*	\$1,168,4516	\$1,653096	\$1,641,451	1,651,391	\$1,682,958	\$1,737,105
TOTAL	\$42,029,700	\$45,495,100	\$49,287,200	\$53,622,100	\$58,644,300	\$64,535,000

* Includes the categories of farming, federal civilian government, and federal military government
 Source: Georgia Department of Community Affairs, Dataviews. Projections by Woods and Poole

Table 3.36
Projections of Payroll by Industry, 2000-2025
State of Georgia
(in \$1,000s)

Industry	2000	2005	2010	2015	2020	2025
Agricultural Services	\$943,559,000	\$1,086,060	\$1,239,330	\$1,400,730	\$1,566,550	\$1,733,020
Mining	\$438,244,000	\$445,441,000	\$456,347,000	\$471,301,000	\$489,686,000	\$510,946,000
Construction	\$9,630,130	\$10,606,800	\$11,506,800	\$12,401,400	\$13,309,000	\$14,242,900
Manufacturing	\$23,849,500	\$26,143,500	\$28,510,600	\$30,854,700	\$33,129,100	\$35,298,600
Transportation & public utilities	\$15,867,700	\$18,059,600	\$20,304,900	\$22,610,400	\$24,909,000	\$27,140,000
Wholesale trade	\$13,549,200	\$15,124,900	\$16,662,400	\$18,269,600	\$19,955,500	\$21,729,700
Retail trade	\$14,426,000	\$16,215,300	\$18,126,500	\$20,144,900	\$22,276,700	\$24,530,800
F.I.R.E.	\$12,153,700	\$13,862,800	\$15,688,500	\$17,666,000	\$19,784,200	\$22,033,100
Services etc.	\$42,959,700	\$50,244,000	\$58,890,800	\$69,107,300	\$81,084,500	\$95,046,200
State and Local Government	\$16,338,300	\$18,271,300	\$20,196,700	\$22,200,700	\$24,272,200	\$26,403,700
Other	\$10,306,370	\$10,806,110	\$11,334,760	\$11,892,260	\$12,476,670	\$13,088,210
TOTAL	\$160,462,000	\$180,866,000	\$202,919,000	\$227,019,000	\$253,253,000	\$281,758,000

* Includes the categories of farming, federal civilian government, and federal military government
 Source: Georgia Department of Community Affairs, Dataviews. Projections by Woods and Poole

SOURCES OF INCOME

Table 3.37 shows sources of income in 1989 for households in the City of Roswell. Columns containing percentages allow for a comparison with households in Georgia by types of income. As Table 3.37 indicates, Roswell's percentages of households with earnings, and specifically, wage or salary income, and self employment income, were higher than the state in 1989.

Table 3.37
Sources of Household Income, 1989
City of Roswell and State of Georgia

Source of Household Income in 1989	Number of Households, City of Roswell	Percentage of Total Households, City of Roswell	Percentage of Total Households, Georgia
With earnings	16,721	92.4%	83.1%
With wage or salary income	16,197	89.5%	80.6%
With self-employment income	2,861	15.8%	12.6%
Interest, dividends, or net rental income	9,363	51.7%	31.5%
Social security income	2,250	12.4%	22.9%
Public assistance income	325	1.8%	8.2%
Retirement income	1,757	9.7%	12.9%
Total households	18,101	--	--

Source: U.S. Census Bureau, 1990 Census Lookup; 2000 Census. Summary File 3, Tables P58, P59, P60, P61, P62, P63, P64, and P65.

The 2000 Census provides data on the sources of income for the City's households. Those sources are summarized in Table 3.38. As of 1999, Roswell's households were, in comparison with the state's households, substantially less reliant on social security and Supplemental Security Income (SSI) as an income source, and much more reliant on wages, self employment income, and interest, dividends and rental income. Although the population is aging, it appears as if retirement and social security incomes are supplemented by other sources of income. A larger percentage of households in Roswell had wage or salary income, self-employment income, and interest, dividends, or net rental income in 1999, as indicated in Table 3.38.

Table 3.38
Sources of Household Income, 1999
City of Roswell and State of Georgia

Source of Household Income in 1999	Number of Households, City of Roswell	Percentage of Total Households, City of Roswell	Percentage of Total Households, Georgia
With earnings	27,881	91.9%	83.8%
With wage or salary income	27,183	89.6%	81.3%
With self-employment income	3,945	13.0%	10.9%
Interest, dividends, or net rental income	14,070	46.4%	29.5%
Social security income	4,156	13.7%	21.9%
Supplemental Security Income (SSI)	354	1.1%	4.5%
Public assistance income	257	1.4%	2.9%
Retirement income	3,402	11.2%	14.4%
Total households	30,326	--	--

Source: U.S. Census Bureau, 2000 Census. Summary File 3, Tables P58, P59, P60, P61, P62, P63, P64, and P65.

In 1999, Fulton County's median household income was \$43,793, as compared to Cobb County at \$62,020 and DeKalb County at \$50,258. Fayette County ranked first among counties in the state, with a median household income of \$71,227. Hence, Fulton County's median household income is comparable to the state's median of \$42,433. However, the median income in the City of Roswell, as of the 2000 Census, was \$71,726, well above the county and state average. These figures indicate the presence of notable disposable income, which brings economic growth. It is not surprising that Roswell's mean incomes by type of income are higher than the state as a whole, because metropolitan counties, and the cities within, tend to have higher means than the state as a whole.

Fulton County had a "median household effective buying income" of \$47,478 in 2002, which compares favorably to the state's corresponding figure of \$35,713. "Effective buying income" is defined as money income less personal tax payment. This is a number also referred to as "disposable" or "after-tax" income (Boatright and Bachtel 2002, p. 176). Table 3.39 compares mean incomes of Fulton County and Georgia by type of household income.

Table 3.39
Mean Income by Households by Type of Income, 1999
Fulton County and Georgia

Type of Income- Households With:	Fulton County Mean Income	Georgia Mean Income
Wage Earnings	\$71,386	\$56,625
Social Security Income	\$10,284	\$10,445
Supplemental Security Income	\$6,131	\$5,889
Public Assistance Income	\$2,570	\$2,261
Retirement Income	\$20,553	\$17,957

Source: U.S. Census Bureau, 2000 Census. Summary File 3, Tables P58, P59, P60, P61, P62, P63, P64, and P65.

ECONOMIC DEVELOPMENT RESOURCES

Roswell Economic Development Division

The City's Economic Development Division consists of a manager and an administrative assistant. The primary economic development functions of the Economic Development Division are to promote redevelopment in appropriate areas, assist new businesses seeking to establish a presence in Roswell, and to ensure that existing businesses remain and thrive in the City. The Economic Development staff accomplish this by maintaining data on the City, developing promotional materials, responding to requests for information, and assisting businesses with questions about the development process.

In addition to the specific action items mentioned in the above section, the Economic Development Division fulfills routine functions on a daily basis related to the recruitment and retention of new business. The Division meets with prospective businesses and provides tours of the City. It utilizes a commercial database to provide information about available space throughout the City. It assists existing businesses to obtain the information they need about the City and also serves as a point of referral to other local, state and federal agencies and other entities providing assistance to businesses. The Division actively participates in local economic organizations and routinely serves as a promotional entity for the City at local business functions. The Division also serves as liaison for those seeking to develop property within the City.

Greater North Fulton Chamber of Commerce

The primary institutional resource in the City for economic development is the Greater North Fulton Chamber of Commerce. The Chamber works toward improving the business climate of the area and provides a broad range of services and programs.

The Greater North Fulton Chamber of Commerce aggressively promotes both existing business and new business development. It plays a strong leadership role in identifying and resolving economic development issues of concern to the entire North Fulton community. Roswell is an active participant in many of the Chamber's committees, including the Quality Growth 2020 committee, the education committee and the legislative affairs committee.

The Chamber is a designated agency for the state's Red Carpet Tour, which brings major national and international companies interested in the Atlanta area to North Fulton. It also serves as a coordinator for recruitment efforts involving specific industries such as bio-medical engineering. The City works closely with the Chamber to make economic development information about the City available to prospective businesses.

The Chamber has taken the lead in establishing an Environmental Services Committee to hire a consultant to advise Fulton County officials on measures to increase sewer capacity. It is expected to continue to play a critical role in advocating for solutions to infrastructure problems and in involving the business community in measures designed to ensure compliance with the Clean Air and Clean Water Acts.

The Chamber is also a key resource for small businesses in the area, with its many networking functions and advisory linkages. The Chamber plays a liaison role with the Small Business Development Center at Georgia State University, and also brings in advisors from such organizations as Service Corps of Retired Executives (SCORE).

Fulton County Economic Development

Fulton County Economic Development personnel work with the City to promote development in the City, often serving as an initial point of contact for companies interested in locating land or office space. City staff coordinates with Fulton County personnel on requests for small business financing assistance. Programs offered include the Business Improvement Loan program, which uses Community Development Block Grant funds to create jobs for low to moderate income individuals through small business development, and the Fulton County Revolving Loan Fund, which is funded by the U.S. Department of Commerce's Economic Development Administration, with similar goals. Fulton County also has an active Development Authority that issues inducement letters for revenue bond financing throughout the county, including locations in Roswell.

Historic Roswell Convention and Visitors Bureau

The City's Convention and Visitors Bureau (CVB) is an important economic development resource. Funded primarily through City funds and hotel/motel sales tax proceeds, but also supplemented by membership dues, the CVB has two full-time staff (an executive director and a visitor's center supervisor), two part-time staff and numerous volunteers. The Historic and Cultural Affairs Manager serves as an ex officio member of the Board of the CVB. The CVB maintains the Roswell Visitor's Center, located on the Historic Roswell Square, and publishes a wide variety of promotional material including a quarterly newsletter, an annual glossy brochure/directory, and seasonal calendars of events. The CVB coordinates with tour operators and local media to promote the entire city as a destination for tourism, commerce and entertainment. The CVB also initiates cooperative advertising with local merchants.

Community Improvement Districts

The Georgia Constitution provides for a special kind of tax district called a Community Improvement District (CID). The purposes of CIDs are limited to the provision of governmental services and facilities. Such services include streets, parks, sanitary sewers, storm water facilities, water storage, treatment and distribution, public transportation, parking, and dock facilities (99-9-7.2). An administrative body must be designated, which could be the Local Governing Body (i.e., the Mayor and City Council) or another administrative body. A CID is

principally a taxing district established for the purposes of providing governmental services and facilities which are paid for by taxes from real property within the CID.

A group of property owners involving major commercial developments from Mansell Road to Windward Parkway have completed the process of establishing a CID aimed at promoting infrastructure improvements in North Fulton. Only a small portion, involving around 50 parcels or about five percent of the property, is in Roswell.

Tax Increment Financing

A Tax Allocation District is established to enhance the value of a substantial portion of real property in the district. (For a simplified overview of tax allocation districts, see summary in the box below). It is the unit of geography for tax increment financing. Within a Tax Allocation District, the redevelopment agency would make improvements or construct redevelopment projects that would create a positive climate for additional development. As development occurs and property values rise, the additional increment of property taxes is used to finance the improvements or redevelopment projects that were installed or constructed for purposes of enhancing property value in the Tax Allocation District.

HOW TAX INCREMENT FINANCING (A TAX ALLOCATION DISTRICT) WORKS UNDER GEORGIA LAW

- The local government designates a redevelopment agency and prepares a redevelopment plan. That plan designates a Redevelopment Area and indicates the improvements and redevelopment projects needed to revitalize the Redevelopment Area.
- A Tax Allocation District is defined and named. It may be all or only a part of the Redevelopment Area.
- At the appropriate time, the Local Governing Body holds a special election to get voter approval to establish the Tax Allocation District.
- The Tax Increment Base for real property within the Tax Allocation District is determined and, in essence, "frozen."
- The redevelopment agency installs improvements or constructs redevelopment projects that will revitalize the area. It finances the improvements or projects by issuing Tax Allocation Bonds. The agency pledges Positive Tax Increments to pay for the long-term bonds.
- If the redevelopment plan works as intended, new projects will locate in the Tax Allocation District and will gradually produce Positive Tax Increments. The Positive Tax Increments are placed in a special Tax Allocation Fund and used to retire the debt (Tax Allocation Bonds).
- When Positive Tax Increments aggregate to the point that all debt is retired, the Tax Allocation District is terminated and all property taxes thereafter are returned to the taxing district (local government) as they would have without establishing the Tax Allocation District.

Once a Tax Allocation District is created and given a formal name, the redevelopment agency must apply in writing to the state revenue commissioner for a determination of the Tax Allocation Increment Base of the Tax Allocation District (O.C.G.A. 36-44-10). The tax increment base is in essence frozen and cannot be increased until the Tax Allocation District is terminated (O.C.G.A. 36-44-15). Positive Tax Allocation Increments of a Tax Allocation District are allocated to the political subdivision which created the district (O.C.G.A. 36-44-11) and placed into a special fund for the Tax Allocation District (O.C.G.A. 36-44-12).

The money in the special fund can only be used to pay redevelopment costs of the district or to satisfy claims of holders of Tax Allocation Bonds issued for the district. All or part of the funds are irrevocably pledged to the payment of the Tax Allocation Bonds. If there is any money remaining after meeting these pledges, it is divided proportionally among the taxing jurisdictions that contributed to the fund. Tax Allocation Districts have no sunset provision, and they are not ended until the Governing Body by resolution terminates them. No district can be terminated until all redevelopment costs have been paid (O.C.G.A. 36-44-12). Property within a Tax Allocation District cannot exceed ten percent (10%) of total current taxable value of all taxable property within a political subdivision (O.C.G.A. 36-44-17).

Georgia Center for Advanced Telecommunications Technology (GCATT)

GCATT is an initiative of real virtual clusters of excellence in advanced telecommunications. GCATT supports development of the latest technologies and applications in communications, computing and content processing. Formed in 1991, GCATT is a program of the Georgia Research Alliance, a public/private partnership fostering technology-based economic development across the state. Although GCATT is based at Georgia Tech, it supports research programs in advanced telecommunications at the Georgia Research Alliance's six research universities.

The GCATT partnership of industry, government and universities works together in a three-pronged strategy of Technology, Policy and Commercialization for high-tech economic development in Georgia. There are approximately 20 different research centers that fall under the GCATT umbrella. The research programs of the centers are funded by the industry and government through grants, industry consortia and directed research projects. GCATT staff provides support by promoting collaboration across the various research centers, leveraging the knowledge and resources that already exist.

Yamacraw

Yamacraw is an economic development initiative to make Georgia a world leader in the design of broadband communications systems, devices and chips—thus creating in Georgia both high-paying design jobs and support and supply-chain jobs. Yamacraw research is grouped in three targeted areas of broadband technology: Embedded Software, Broadband Access Devices and System Prototyping. At its core, Yamacraw is made up of 200-300 world-class researchers who take the best of technologies one step further by integrating them to patent a new generation of compatible infrastructure products.

Georgia Power Company, Economic Development Division

Georgia Power is the oldest economic developer in Georgia, and has an Economic Development Division whose primary role is to attract businesses to the state. The Economic Development Division of Georgia Power has two sections, a domestic section and an

international section. Each section is responsible for marketing Georgia as a positive place to do business. There are 130 local offices statewide with a primary concern of job development. Although Georgia Power has offices throughout the state, it does not provide any specialized programs for any particular city or county. Georgia Power's primary local contact for economic development issues are generally with the chamber's of commerce. Alternative points of contact are with the various levels of government in Georgia Power's service area. Georgia Power has in the past formed different alliances with other organizations and agencies for the purpose of attracting businesses to an area.

Georgia Department of Economic Development

The Georgia Department of Economic Development (GDEcD) is a state funded agency mandated to serve as an agent for all the cities and counties in the State of Georgia. GDEcD's primary purpose is to assist potential businesses considering locating in the State of Georgia in identifying an optimal location for their operational needs. GDEcD also assists the movie industry in locating appropriate movie sets throughout the State of Georgia. The identification of international markets for the export of Georgia goods and services is another duty of GDEcD.

Because GDEcD is a statewide agency, there are no specific programs or projects tailored to the needs of Roswell. In the event that a potential business client is interested in the Roswell area, GDEcD policy is to work with both the chamber of commerce and the local governmental entity. GDEcD has a working relationship with the utility companies, rail systems, banks, universities, and other agencies with resources to facilitate economic development. GDEcD maintains a substantial computer based inventory of commercial and industrial sites throughout Georgia.

Oglethorpe Power

Oglethorpe Power maintains a robust economic development program that works in concert with the local communities, the Georgia Department of Economic Development and other statewide economic development programs to bring industry into Georgia. Over the past 20 years, these efforts have resulted in numerous commercial and industrial firms locating or expanding in the state. Oglethorpe Power is a founding member of the Georgia Allies, a public-private economic development partnership of ten private companies with statewide economic development interests and the Georgia Department of Economic Development. The Georgia Center for Site Selection was established to help businesses, both large and small, establish or expand operations in Georgia. Information on how to find the most appropriate community in Georgia, and information regarding available industrial buildings and sites to statistical information on communities across Georgia is provided free of charge.

Georgia Tech Economic Development Institute

The Georgia Institute of Technology has an Economic Development Institute that can assist with overall economic development efforts of the City.

Georgia Business Expansion Support Act

In 1994, the state passed legislation for tax credits against state income taxes to encourage economic development in Georgia. Some of the programs are targeted to specific industry groups, including manufacturing, warehousing and distribution, processing, telecommunications, tourism, or research and development, but does not include retail business.

Job tax credits and investment tax credits are available to the targeted industry groups at different levels, depending on the relative need of the area for economic development. Some credits are available to specific industry groups, while others apply to all employers. Overall, Fulton County and its cities are categorized as “Tier 3” communities within the plan and qualifying companies are eligible for associated credits. The following is a summary of the various provisions of the Act as they relate to North Fulton County:

Job Tax Credit. Applies to business or headquarters of a business engaged in manufacturing, warehousing and distribution, processing, tourism, and research and development industries. It does not include retail businesses. In Roswell, companies creating 15 or more new jobs may receive a \$1,750 tax credit. Wages for the new jobs must be at least ten percent (10%) above the average wage of the county

Investment Tax Credit. Allows a corporation or person, which has operated an existing manufacturing or telecommunications support facility in the state for the previous three years to obtain a credit against income tax liability. Such companies expanding in Fulton County that invest a minimum of \$50,000 qualify for a 1% credit. That credit increases to 3% for recycling, pollution control and defense conversion activities. Taxpayers qualifying for the investment tax credit may choose an optional investment tax credit with the following threshold criteria. In Tier 3 an optional investment tax credit is available, whereby a minimum investment of \$20 million would qualify for a 6% tax credit. A taxpayer must choose either the regular or optional investment tax credit. Once this election is made, it is irrevocable.

Retraining Tax Credit. Any employer in Fulton County that provides retraining for employees to use new equipment, new technology, or new operating systems is eligible for a tax credit worth up to 50% of the direct cost of retraining full-time employees up to \$500 per employee per approved retraining program per year.

Child Care Credit. Any employer in Fulton County that provides or sponsors childcare for employees is eligible for a tax credit of up to 75% of the direct cost of operation to the employer. In addition, employers who purchase qualified childcare property will receive a credit totaling one hundred percent of the cost of such property. The credit is claimed at the rate of 10% per year for 10 years. These two childcare credits can be combined.

Research and Development Tax Credit. A tax credit is allowed for research expenses for research conducted within Georgia for any business or headquarters or any business engaged in manufacturing, warehousing and distribution, processing, telecommunications, tourism, or research and development industries. The credit is 10% of the additional research expense over the “base amount” provided that the business enterprise for the same taxable year claims and is allowed a research credit under Section 41 of the Internal Revenue Code of 1986.

Small Business Growth Companies Tax Credit. A tax credit is granted for any business or headquarters of any business engaged in manufacturing, warehousing and distribution, processing, telecommunications, tourism, or research and development industries having a state net taxable income which is 20% or more above that of the preceding year if its net taxable income in each of the two preceding years was also 20% more.

Headquarters Tax Credit. Companies establishing their headquarters or relocating their headquarters within Roswell must pay at least 110% of the average wage of the county, invest a minimum of \$1 million dollars and create 50 new jobs to take a credit equal to \$2,500 annually per full-time job or \$5,000 if the average wage of the new full-time job is 200% above the average wage of the county.

Sales Tax Exemptions. Several sales tax exemptions are available within the county, including: manufacturing machinery and computers; primary materials handling; and electricity.

Industrial Park Space

There are a number of business and industrial parks in the City, although the majority are small and more office/small business oriented than industrial uses. The three largest industrial/flex space parks in the City include the Northmeadow Industrial Park, the Kimberly Clark business campus, and the Holcomb Woods Business Park, all on the east side of GA 400. As of November 2004, there was approximately 2,765,880 square feet of industrial/flex space in the City, of which 659,854 square feet, approximately 25 percent, ranging in lease cost from \$3.00 to \$17.50 per square foot, is vacant and available.

Infrastructure and Amenities

The City of Roswell's location in the North Fulton County area, its high median income, its shopping, services and recreation amenities and proximity to the north Georgia mountains serves as an attractor to industry and economic development. The City is a reasonable distance from Hartsfield-Jackson International Airport. Fiber optics are available in the top business/industrial parks. The City is primarily built out and connections to backbone sewer and water are available for most properties, particularly those along the major thoroughfares. The lack of infrastructure and provision of public services (fire protection, police protection, waste disposal, etc.) is not considered an impediment to the construction or improvement of commercial, retail, office and industrial/flex facilities at this time.

Availability of Labor

The Georgia Department of Labor, in its Area Labor Profiles, publishes the types of programs of recent graduates. Data for the Fulton County area include Atlanta Tech College (Fulton County), Gwinnett Tech College (Gwinnett County), and Lanier Tech (Hall County). Since the Area Labor Profile is periodically updated, the most recent information on technical institute graduates is not provided here.

EDUCATION AND TRAINING OPPORTUNITIES

Roswell residents have access to a wide variety of education and training opportunities in and around the City. (Also see Community Facilities Element.)

Georgia Intellectual Capital Partnership Program (ICAPP)

ICAPP is a job-based educational incentive provided to new and expanding companies by the Board of Regents. Through ICAPP, Georgia's university system can expedite the education of highly skilled workers to meet the client's need for a particular type of knowledge. The Georgia Department of Labor (DOL) offers assistance in the screening and recruitment of potential employees. In conjunction with ICAPP, the Department of Labor is available to coordinate

recruitment activities, providing an adequate pool of applicants for the selection process. Based on qualifications established by the company, the DOL uses a computerized system to review applicants and match their skills and competencies to specific jobs. These services are available for both start-up and on-going operations for companies at no cost.

QuickStart

“QuickStart” is a program of the Georgia Department of Technical and Adult Education which trains employees at their own facilities. The program has been in operation for more than 25 years and is available to all new and expanding companies. The training is tailored to the needs of manufacturing and service sectors employers and is delivered through 33 technical institutions. QuickStart has assisted 2,800 companies since its inception in 1967.

Local School Facilities

The school system in the City of Roswell is under the jurisdiction of the Fulton County School District. There are 8 elementary schools, 3 middle schools and 3 high schools in the City. The Fulton Science Academy Middle School, a charter school, is located in adjacent Alpharetta. There are also a number of colleges with technical and business programs, including but not limited to: Tech College (Atlanta campus -10 miles from Roswell); Tech College (Gwinnett location – 20 miles from Roswell); 2 year Atlanta Metropolitan College of Atlanta (10 miles from Roswell); Clark Atlanta University (10 miles from Roswell); DeVry (Alpharetta), Reinhardt College (Cherokee County), Brenau University (Hall County), and numerous other state and private colleges in Fulton County (Georgia Department of Labor).

Clayton College and State University's Roswell Business and Professional Development Center

The Roswell Center for Business and Professional Development is a collaborative effort between the City of Roswell and Clayton College and State University. Officially opened July 15, 1999, the Center is a 1300 square foot facility that includes a model classroom for computer and management training as well as office space for the center's professional staff who also manage the Fulton County Schools' Lifelong Learning programs. A variety of business and computer courses are offered at the Center, which also has the ability to tailor training to employers' needs and do on-site training at an employer's facility.

Reinhardt College North Fulton Center

Reinhardt College was founded in 1883 in Waleska, Georgia. It is an independent, co-educational college and is affiliated with the United Methodist Church. Reinhardt began offering classes at its North Fulton Center in 1987 to meet the growing demand of students and employers in Roswell and Alpharetta. In 1994, The Southern Association of Colleges and Schools granted Reinhardt accreditation to award bachelor's degrees, thus expanding the number of degree programs that Reinhardt could offer. The following degrees can all be completed at Reinhardt's North Fulton Center: BS in Business Administration, BA in Liberal Arts, BA in Communication, Associate in Liberal Arts, Associate in Science Pre-Education, Associate in Science Criminal Justice, and Bachelor of Science Education. Students may also take classes without enrolling in a degree program. Classes are offered from early morning through evenings.

DeVry Institute of Technology

The DeVry campus in Alpharetta opened in 1997, in a 65,000 square foot campus housing 23 classrooms and four state-of-the-art fiber optic labs with 220 computer stations. The campus offers undergraduate degrees in accounting, business, computer information systems, electronics engineering technology and telecommunications management, and graduate degrees in management.

Georgia State University North Metro Campus

The North Metro Campus of Georgia State University in Alpharetta offers graduate level instruction in management and education and undergraduate instruction in a variety of courses.

Others

In addition to those education and training resources summarized above, Roswell residents can access literally dozens of other educational opportunities in the metro Atlanta region, including Chattahoochee Technical Institute, Kennesaw State University, and Gwinnett Technical Institute. There are also many private sector training institutes in the area offering training in computer programming and computer applications, as well as medical care.

For children, the education provided by the award-winning Fulton County public schools is supplemented by a growing number of private and parochial schools in the City and in the surrounding areas (See Community Facilities Element.)

ECONOMIC DEVELOPMENT POLICIES

Economic development is important because it provides the tax base for a high quality of life. Property taxes on residential development rarely cover the requirements for police, fire, transportation, and recreation services. Taxes from commercial and office development are what assist a community in providing a high quality of life for its citizens. It is also important to maintain balance and diversity in the tax base to cushion against unexpected economic circumstances.

The following policies apply to economic development throughout the City.

- 1. Commercial Redevelopment** - Encourage the adaptive reuse of vacant commercial centers, as modernized retail, offices, institutions and mixed-use development.

Some of the City's office, retail and industrial centers are aging and are in need of rehabilitation. Others are not vacant, but are located in economic growth areas that present opportunities for redevelopment. In 2000 it was estimated that at least 1 million square feet of the existing 9 million square feet of leased space in the City is currently in need of rehabilitation or redevelopment.

The Economic Development Division of the Community Development Department will promote commercial redevelopment by packaging information about potential redevelopment sites, and marketing them to developers, the Chamber of Commerce, Fulton County, the state, and other economic development officials. The marketing effort will consist of individual presentations,

advertising, press releases, and participation in trade shows and special events. The Division will also investigate an architectural services incentive fund, or low interest loan fund, to encourage redevelopment efforts to comply with architectural guidelines in areas where such guidelines exist. The goals of such incentives will be to achieve critical mass in redevelopment efforts and to speed the process of redevelopment. The Division will coordinate with other City departments on public improvement efforts in areas targeted for redevelopment, such as upgrading of sidewalks and street amenities.

The redevelopment policy is central (and the highest priority) to the City's overall economic development strategy, so much so in fact that a separate redevelopment strategy is provided (see Chapter 4 of this Comprehensive Plan).

- 2. Promotion of Office Development** - Increase office development throughout the City in appropriate areas in order to lessen the City's reliance on the retail sector as a source of employment and bring diversity to the tax base.

The effort to promote office development is based on: 1) the need to bring balance to the City's employment base, which currently is characterized by an over-reliance on retail jobs; and 2) the need to diversify the tax base. In 2000 it was estimated that current zoning would permit an additional 3 to 4 million square feet of office space to be constructed. In addition, as mentioned above, some of the City's commercial space could be redeveloped into office space.

The Economic Development Division will promote office development by packaging information about potential office sites, and marketing this information to developers, the Chamber of Commerce, Fulton County, the state, and other economic development officials. In addition, the Economic Development Division will maintain a data base of information about existing office space within the City and make this information available to prospective office tenants and property owners. The City will participate in joint marketing efforts with the Greater North Fulton Chamber of Commerce, the Metro Atlanta Chamber of Commerce, and Fulton County Economic Development officials to bring skilled-labor employers to the area.

- 3. Market the Historic District** - Support activities that bring attention to and sustain the economic vitality of the City's Historic District.

The Division will seek out businesses and developers to participate in redevelopment efforts in designated redevelopment areas within and contiguous to the Historic District. This will be done in conjunction with the incentive programs mentioned in item #1 (redevelopment) above. The Division will work in collaboration with local groups such as the Historic Roswell Merchants Association to identify and solve problems affecting the Historic District. Such problems and issues include: lack of adequate parking, the need for coordinated marketing strategies, improved signage to key Historic District attractions, upkeep of pedestrian features, and the promotion of special events. It is anticipated that the City will perform an assessment of the parking situation at various points throughout the Historic District and develop a strategy for meeting the need for parking as development continues to occur. The Economic Development Division will work with the Convention and Visitors Bureau and other City offices to discuss marketing strategies and share information about marketing plans. The Division may offer advice to local organizations marketing destinations in the City.

4. Small and Home Business Support - Support home-based business development and the success of small entrepreneurs.

The City's business base is primarily made up of small to medium sized businesses. Compared to the employment base of the City of Alpharetta, and to the Perimeter Center area, the City does not have many major employers, or offices of major corporations. The City does have, however, an active and thriving small business sector, many of which are in the service industries. A growing number of high tech businesses are also present in the City. Home-based businesses are significant in number and growing steadily. Given the significant number of small and home-based businesses, it is logical to seek to identify their needs and develop means to address their needs. This will form the basis of continued business retention efforts.

Initial data for this effort will come from the Greater North Fulton Chamber of Commerce's business retention study, funded by Fulton County and conducted by Georgia State University. Further data will come from a business calling program, possibly supplemented by direct mail surveys from the City's Economic Development Division. At a minimum, it is expected that the small and home business support program will include: 1) support for educational offerings targeted at small entrepreneurs, 2) information on the process of expanding a business in the City, and 3) sharing of information on citywide events and resources through a quarterly business newsletter.

5. Maintain a Positive Business Climate - Retain existing businesses and encourage new business relocations through a positive business climate, with appropriate infrastructure planning.

A positive business climate is fundamental to economic development within the City. Included in this category are infrastructure, development processes and community support. Efforts to promote the City will have limited impact if infrastructure is not in place to support development. The Economic Development Division will work in conjunction with the Greater North Fulton Chamber of Commerce and other local entities to ensure that there is adequate infrastructure planning. Of particular importance are the following types of infrastructure: water and sewer, road and public transportation networks, educational institutions, and telecommunications facilities. The City is addressing roadway, bike path, sidewalk and public transportation needs through its transportation plan, in cooperation with other government entities including MARTA. The Economic Development Division works closely with the Chamber to support educational and workforce development objectives. The Economic Development Division also works to promote an adequate telecommunications backbone, as this infrastructure will be increasingly critical to the high tech development of the future.

Another important element of the business climate is the City's ability to communicate its development processes to the public and to make sure that these processes are not unduly burdensome. It has been an objective of the Economic Development Division to make the City more user-friendly to businesses in the City. The Division has addressed this objective by developing written guidelines for distribution to the public, and will continue its efforts in this regard.

ECONOMIC DEVELOPMENT ACTION PLAN

An economic development action plan (Table 3.40) is organized around the five major economic development policies. It was initially prepared for the 2020 Comprehensive Plan but has been

updated with regard to timelines and specific projects or tasks for implementation. In addition to this action plan, further strategies are provided for redevelopment in the following chapter.

Table 3.40
Economic Development Action Plan
City of Roswell, 2005-2010

Project	Parties Involved	2005	2006	2007	2008	2009	2010
GOAL 1 COMMERCIAL REDEVELOPMENT							
1. Gather information on properties suitable for office development and market information to developers, the Chamber, Georgia Power, Fulton County, etc.	Roswell EDD; GNFCOC; Ga. Power Co. MACOC, Fulton County ED	X	X	X	X	X	X
2. Assemble incentive package, (architectural services fund, expedited plan review, etc.).	Roswell EDD; other City departments	X	X				
3. Work with other City departments to promote public investments such as pedestrian amenities that will result in increasing the tax base.	Roswell EDD	X	X				
4. Look into incentives for transfer of ownership from absentee landlords to tenants or active ownership.	Roswell EDD			X			
5. Research the feasibility of instituting a Tax Allocation District (TAD) in Midtown Roswell and/or activate the Downtown Development Authority	Roswell EDD	X	X				
GOAL 2 PROMOTE OFFICE DEVELOPMENT							
1. Gather information on properties suitable for office development and market information to developers, the Chamber, Georgia Power, Fulton County, etc.	Roswell EDD; GNFCOC; Ga. Power Co. MACOC, Fulton County ED	X	X	X	X	X	X
2. Provide information on available office space to all potential users or reference sources.	Roswell EDD	X	X	X	X	X	X
3. Address workforce development and education concerns of office employers. Work with colleges to promote training and business development courses.	Roswell EDD; GNFCOC; local educational institutions	X	X	X			
4. Recruit small-scale office users.	Roswell EDD	X	X	X	X	X	X
5. Work with the Chamber to initiate a High Tech Business Council.	Roswell EDD; GNFCOC			X			
6. Continue to support quality of life enhancements that make the area attractive to corporations	Roswell EDD; planning; other City departments	X	X	X	X	X	X

Project	Parties Involved	2005	2006	2007	2008	2009	2010
GOAL 3 MARKET THE HISTORIC DISTRICT							
1. Work with merchants association to identify and conduct promotional activities	Roswell EDD; merchant's association	X	X	X	X	X	X
2. Conduct parking study (assess needs and options) in the Historic District, both short-term and long-term.	Roswell EDD; consultant	X	X				
3. Implement recommendations of parking study	City; merchants			X	X		
4. Collaborate with the Convention and Visitors Bureau and others on marketing	Roswell EDD	X	X	X	X	X	X
5. Improve signage to key attractions throughout the City.	Roswell EDD; Transportation Dept.	X	X				
GOAL 4 SUPPORT SMALL AND HOME BUSINESSES							
1. Assess needs of small and home-based businesses in the City.	Roswell EDD; GNFCOC	X	X				
2. Develop program to address needs.	Roswell EDD		X	X			
3. Support education and promote resource development for small entrepreneurs.	Roswell EDD; local educational institutions	X	X	X	X	X	X
4. Guide small entrepreneurs to other forms of resources and assistance.	Roswell EDD	X	X	X	X	X	X
5. Communicate with businesses via electronic newsletter to keep them informed of developments in the City	Roswell EDD; Community Info. Manager	X	X	X	X	X	X
GOAL 5 POSITIVE BUSINESS CLIMATE							
1. Stay involved in regional efforts to address infrastructure constraints.	Roswell EDD; Fulton County ED; GNFCOC	X	X	X	X	X	X
2. Continue to communicate the development process more effectively; advocate for streamlining where opportunities exist	Roswell EDD	X	X	X	X	X	X
3. Communicate steps needed to start a business.	Roswell EDD	X					
4. Ensure that all properties are aware of the appropriate design/development guidelines.	Roswell EDD	X	X	X	X	X	X
5. Develop an inventory of success stories for signage and architectural design	Roswell EDD	X	X	X			
6. Involve the business community in decision-making about matters that affect them	Roswell EDD	X	X	X	X	X	X

CHAPTER 4 REDEVELOPMENT ELEMENT

A Redevelopment Element is not required by Georgia Minimum Planning Standards, yet redevelopment is an increasingly important policy issue in Roswell necessitating a detailed element of its own. This chapter supplements and builds on the economic development policies, the first (and highest priority) of which is commercial redevelopment.

Efforts during the last four years in Roswell have focused extensively on redevelopment issues. Such efforts have included a study and plan for redevelopment in Midtown Roswell; convening a Redevelopment Task Force which articulated an overall redevelopment strategy (approved by Mayor and Council on January 22, 2003 and presented in this chapter); preparation of a study and plan for the Holcomb Bridge Road corridor redevelopment east of Georgia Highway 400; and corridor improvement programs that have leveraged state and federal funds. This chapter consolidates the City's redevelopment strategy and adopted redevelopment plans (by reference and summary), which together provide a unified set of strategies, programs, assessments, and suggestions for strengthening redevelopment prospects in Roswell.

REDEVELOPMENT STRATEGY OVERVIEW

This section is an edited version of the redevelopment strategy of the City of Roswell adopted in 2003.¹ The purpose of this Redevelopment Strategy is to examine Roswell's vacant and underutilized commercial space and surrounding residential areas in need of rehabilitation, and to present a strategy for promoting redevelopment, including incentives, to achieve an optimal mix of uses.

Having an economically sound commercial sector is important to the City for reasons including:

- (1) the quality of the goods and services that are provided to Roswell's citizens;
- (2) the contribution to Roswell's tax base from commercially valued property, business license fees, and sales tax revenues; and
- (3) the employment opportunities that are provided in commercial areas.

Redevelopment is a major issue for Roswell because much of its commercial space was developed during a major growth spurt in the 1980s, and much of this space is in need of upgrading. In addition, other factors have led to a decline in some of Roswell's retail centers. Roswell is not alone, however, and many communities throughout the metro Atlanta region, as well as the nation, are facing the challenges of redevelopment. This strategy builds on and will feed into work done in cooperation with the Atlanta Regional Commission (ARC) and other local governments examining issues of suburban redevelopment.²

¹ The strategy is the product of the Redevelopment Task Force appointed by Councilwoman Lori Henry in the spring of 2002. In addition to Ms. Henry, the Task Force consists of developer Richard Dippolito; Roswell resident Stacy Loftin; Planning Commission member Jim Mellor; and Lonnie Mimms of Mimms Enterprises. Community Development Director Kathleen Field, the Mayor's Executive Assistant Neva Arem and Economic Development Director Melanie Chen served as staff liaisons to the Task Force. (Note: Jennifer Fine now serves as the City's Economic Development Manager.)

² In March 2002, under the direction of Councilwoman Paula Winiski, the City of Roswell co-sponsored a Symposium on Suburban Redevelopment with the ARC and the Urban Land Institute. Key elements and concepts from that symposium have been incorporated in this strategy and tailored to Roswell's situation.

Redevelopment Principles

Basic redevelopment principles are articulated clearly in Geoffrey Booth's work:³

1. Understand your position in the market.
2. Build community support.
3. Develop a vision and a plan.
4. Stress results over regulation.
5. Break up superblocks and optimize connectivity.
6. Embrace mixed use.
7. Honor the human scale by creating a pedestrian-friendly place.
8. Think transit – think density.
9. Create a public/private partnership.
10. Share and manage parking.

The First Principle, *“Understand Your Position in the Market,”* is addressed in this strategy, which examines the demographics and market trends in Roswell and surrounding areas.⁴ The creation of the Redevelopment Task Force not only addressed the need to understand Roswell's position in the market, but was also the start of the effort to *“Build Community Support”* (Principle Two), which will continue in the implementation of this strategy.

Principle Three, *“Develop a Vision and a Plan,”* is accomplished in part by adoption of this redevelopment strategy, and to a greater extent, through detailed studies such as the Midtown Roswell Redevelopment Plan. Principle Four, *“Stress Results Over Regulation,”* is dealt with in this strategy, which presents tools and incentives to complement regulation. Principles Five through Eight (*“Break up Superblocks and Optimize Connectivity; Embrace Mixed Use; Create Pedestrian Friendly Places; and Think Transit/Think Density”*) are discussed in this strategy, which provides a framework for determining the optimal use of land. Principle Nine, *“Create a Public/Private Partnership,”* is also discussed in this strategy's implementation plan, as is Principle Ten, *“Share and Manage Parking.”*

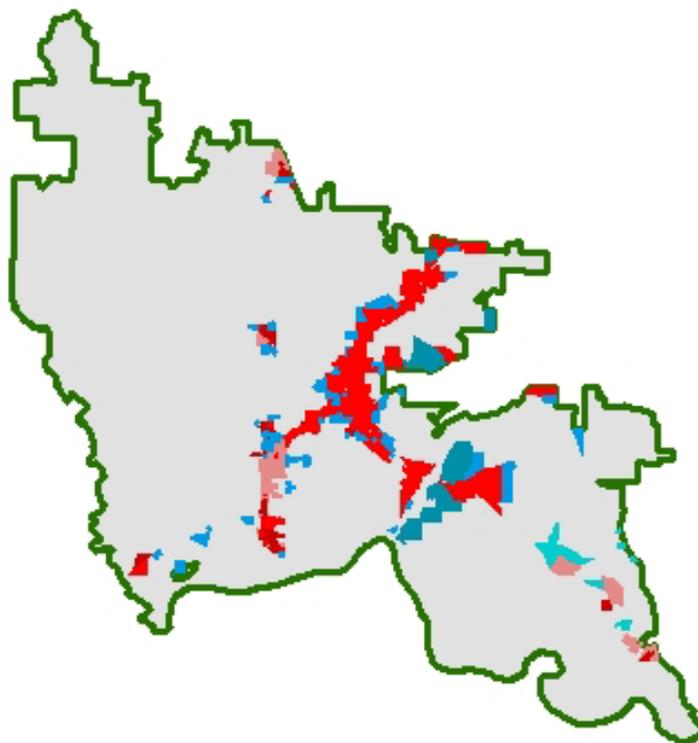
Study Area

The study area established for the Redevelopment Strategy consists of the main commercial corridors of the City, as depicted in Map 4.1. Note that the Parkway Village District area has been excluded deliberately, since most of the Parkway Village District was only recently developed or has not yet been developed commercially, and is therefore not expected to be a candidate for redevelopment for many years.⁵

³ “Ten Principles for Reinventing America's Suburban Business Districts”

⁴ Demographic information provided in the Redevelopment Strategy has been omitted here, since population and economic trends are assessed in detail in other elements (chapters) of the Comprehensive Plan.

⁵ The Task Force correctly concluded that it was premature to speak of the need for commercial redevelopment in the Parkway Village corridor. There are other issues associated with redevelopment in the corridor however, with regard to the conversion of single-family dwellings which have converted from residential to office use.



COLOR LEGEND

Red

C-3 – Highway Commercial

Beige

C-1 – Central Commercial

Blue

O-P – Office-Professional

Blue/Green

OCMS – Office-Commercial
 Multi-Story Mixed Use

Green

Roswell Planning Area

Map 4.1
Redevelopment Study Areas
(Commercial and Office Zones)

The study area comprises approximately 2,029 acres of land zoned for commercial use, as shown in Table 4.1 below. While this represents only around 8 percent of the total acreage of the City, it accounts for approximately 20 percent of the property tax base.

Table 4.1
Roswell Office and Commercial Zoning Districts and Acreage, 2003

Zoning Category	Total Acreage
C-1	118
C-1 (FC) ⁶	142
C-2	100
C-2 (FC)	8
C-3	925
O-I (FC)	82
O-P	340
OCMS	220
OPMS	94
TOTAL	2,029

⁶ (FC) stands for Fulton County. The zoning along the easternmost portion of Holcomb Bridge Road was annexed with zoning designations of Fulton County. They were designated (FC) in order to distinguish them from Roswell zoning categories with the same abbreviation.

In addition, the Redevelopment Task Force examined land zoned for multifamily residential use. As of 2002, there were approximately 9,261 apartment units in the City of Roswell, representing close to 100 percent build-out for all land zoned multifamily residential. This land use category is important to redevelopment because it frequently abuts retail centers.

Midtown Roswell Study and Plan

Midtown Roswell extends along Alpharetta Highway from Norcross Street north to Mansell Road. This area is characterized by small strip retail with an overabundance of curb cuts, a high accident rate, and an aesthetically chaotic environment. Midtown Roswell is the subject of its own Redevelopment Study, which began in June 2002 under the direction of Councilwoman Lori Henry and resulted in a plan approved by Mayor and Council on January 6, 2003. Various consultants were hired by the City to conduct studies to address traffic and pedestrian safety issues⁷ and create a long-term vision for the development of the area.⁸ The studies were also prepared with the hopes of being able to qualify for additional funding under the Atlanta Regional Commission's Livable Centers Initiative. The Midtown Roswell Redevelopment Plan also includes recommendations for the Roswell Town Center Mall area at the intersection of Alpharetta Highway and Holcomb Bridge Road.

Holcomb Bridge Road East of Georgia Highway 400

Another area which has been identified for special study and is currently being studied is the Holcomb Bridge Road area east of State Route 400 to the Gwinnett County line, which has been plagued by high retail vacancy rates.⁹ This strategy document will propose tools that may be tailored for use in that area.

Other Potential Redevelopment Study Areas

Other distinct geographic areas with redevelopment potential include Brannon Square and South Atlanta Street.

Demographic Trends and Market Outlook

Demographic trends projected for the North Fulton market by the Redevelopment Strategy were that growth will continue, although the growth rate may decrease; the area will become more diverse, although only slightly; average income will remain above the national and state averages and will continue to climb; and the median age will remain close to the national median age of 35.3.

According to information provided by Robert Charles Lesser & Co. as part of the Midtown Roswell Redevelopment Plan, the population of Roswell is expected to be made up of single person households to a greater degree in the future than it has in the recent past. A DemographicsNow Report estimates that in 2007, married households with children will

⁷ Alpharetta Street Safety Study. In 1999, two pedestrians were killed trying to cross Alpharetta Street. The City's Transportation Department contracted with Street Smarts to conduct a pedestrian safety study of the corridor and to recommend improvements. Various alternative proposals for enhancing pedestrian safety were considered.

⁸ Midtown Roswell Redevelopment Plan, by Glattig-Jackson.

⁹ Prior to this study, two large retailing spaces were vacant. Since then, they have been reoccupied. This study and plan is being prepared by Robert & Company and is still ongoing at the time of this writing (March 2005).

represent only 29 percent of the household population, as opposed to 34 percent in 1990; married households with no children will make up 24 percent in 2007 as opposed to 30 percent in 1990; and single-person households will rise to 22 percent in 2007 from 19 percent in 1990. These projections imply that the housing stock may trend towards smaller houses, and the retail mix may also shift towards singles.

From a demand standpoint, Roswell retailers draw from more than just the City of Roswell. Both in terms of commuters who pass through Roswell and shoppers who make a point of visiting Roswell, the City draws traffic from outside its boundaries. The west side of Roswell draws from East Cobb, Dunwoody, Sandy Springs, Alpharetta and Cherokee County. The east side of Roswell draws from all these and Gwinnett County as well. These areas share generally similar demographics with Roswell: Gwinnett County is slightly younger and more family-oriented, and Sandy Springs/Dunwoody is slightly older. All of these areas have above average incomes.

From a supply side standpoint, some of Roswell's older retail areas have been eclipsed in the past decade or more by the construction of North Point Mall in Alpharetta (just northeast of the City) and the Avenue at East Cobb (to the west of the City). Alpharetta has over 5 million square feet of retail space, with a reported vacancy rate of just 4 percent (2002), showing the strength of that market. The East Cobb retail market, which includes the Cumberland Mall and Vinings Jubilee areas, has nearly 12 million square feet of space with a reported vacancy rate of 12 percent (2002). The Sandy Springs area has around 5 million square feet of retail space with a reported vacancy rate of around 13 percent (2002).

In comparison, Roswell's retail vacancy rate was a reported 11 percent (2002). Not all retail space in Roswell is aging, however. Roswell's Parkway Village District along Highway 92 has been viewed recently as a "hot" mixed-use area, and it has drawn many retailers and restaurants to locate there in the past decade. It is anticipated that this area will continue to see growth, due to the availability of land, high household incomes, and excellent access in the corridor. It also has the advantage of being far enough away from Northpoint Mall to warrant duplication of some of the same stores that are found in the Northpoint area. The Parkway Village area may be seen as direct competition to some of the older retail areas of Roswell, particularly in the Roswell Town Center Mall area.

It is difficult to say precisely how much land remains to be developed commercially in Parkway Village because the overlay permits both residential and commercial uses, and because the ability to develop land in Parkway Village depends in part on parcel assembly issues. However, it is estimated that approximately 50 to 75 acres might be developed for retail purposes in the coming years, yielding perhaps 500,000 square feet of additional retail space.

REDEVELOPMENT PROBLEM IDENTIFICATION AND ASSESSMENT

Finding #1: Roswell has too much retail space.

According to the FirstCLS database, Roswell has 4.9 million square feet of retail space, of which approximately 11 percent was vacant in November 2002. While the retail vacancy rate is not unduly high, the amount of retail space per capita is. The national average of retail space per person in shopping centers is 20 square feet according to statistics published by the National Research Bureau Shopping Center Database. Roswell's average is 60 square feet, although that includes all retail space, not just the space in shopping centers. This would seem to indicate that, unless Roswell is able to attract a large number of retail customers from

surrounding areas who are not adequately served in their own jurisdictions, the City has a surplus of retail space. Furthermore, as the inventory of space provided above indicates, the areas surrounding Roswell also have an abundance of retail space. Alpharetta, in particular, has added retail space at a rapid rate in the decade.

Another way to estimate retail demand is to do an analysis of income and expenditures. According to the Bureau of Labor Statistics, consumers spent about 24 percent of their before-tax income on retail products and services. Median household income in Roswell in the year 2000 was \$71,726, which yields a total of \$539,253,282 in retail spending for the estimated 31,326 households in Roswell in 2002. This would work out to average retail sales per square foot of \$109 for the 4.94 million square feet of space in the City. Most retailers require sales of \$150 to \$250 per square foot to be sustainable. Put another way, if all of the retail space in Roswell were modernized and rents were raised accordingly, this would not be sustainable without significant inflows of expenditures from other areas. Certainly, the trade area for many Roswell retailers at present is larger than the City boundaries. However, it is also true that many Roswell households spend retail dollars outside of the City limits, namely, at the North Point Mall area.

Projected population growth in and around Roswell may lead to increased demand and increased need for retail space. However, the availability of land in the Parkway Village District, in some scattered areas throughout Roswell, and in Alpharetta means that new retail development on raw land is likely to continue for several years, which will add retail space to the market. Therefore, it seems wise to encourage the redevelopment of some of Roswell's existing retail space into other uses and discourage rezoning additional land to commercial/retail uses.

Finding #2: Roswell's average retail rent is relatively low.

The rents received in Roswell's commercial areas tend to vary widely depending on both the age of the structure and its location, but in general are lower than surrounding areas. The lowest minimum rental rate was around \$8 per square foot (per year) and the highest was around \$28, with only around 33 percent of the properties receiving more than \$16 per square foot per year. In Sandy Springs, the rents range from \$6 to \$30, with 40 percent receiving at least \$16. In Alpharetta, the minimum rents range from \$8 to \$35 and over 80 percent of the properties receive more than \$16. Since Roswell's household income demographics are similar to those of Alpharetta and Sandy Springs, this implies that Roswell has become more of a bargain center and low-rent service destination, and that the other areas contain the more economically productive retailers. Since the growth of Alpharetta's retail sector, Roswell has gone from being a regional draw to more of a local service oriented market. Roswell needs to recapture its share of the higher-end market.

Finding #3: Roswell's retail structures are in need of updating.

The retail sector is characterized by change. Space requirements and configurations are constantly evolving, just as the retail products themselves are constantly being reinvented in order to attract the attention of the consumer. The FirstCLS database lists 81 different retail properties in Roswell and shows age data for 66 of those properties. The average Roswell retail property was built in 1985. Nine of the 81 properties are described as having been renovated. Given that the retail sector has changed dramatically in the last 20 years, many of Roswell's retail structures are currently in need of renovation, or at least some updating. In general, larger properties make more attractive redevelopment targets than smaller projects, particularly for attracting national brand retailers. However, Roswell is fortunate to have many small business

owners and developers who are attracted to smaller sites. In addition, Roswell has seen the redevelopment of some of its smaller sites for drug stores, banks, convenience stores and similar products.

The average size of the retail properties in Roswell is 60,000 square feet. The largest property is Roswell Town Center Mall at 392,000 square feet, followed by King's Market at 314,000 square feet and Roswell Corners at 310,000 square feet. Roswell has 24 properties with over 90,000 square feet. Other physical characteristics of retail centers that need to be considered are: access (ability of customers to reach the general site area), ingress and egress (specific entry and exit ease), road patterns (surrounding the site area), parking, design quality, pedestrian amenities, visibility and parking. The standards for many of these attributes have changed over time. In order to remain competitive, retail centers must be modernized to reflect changed circumstances and meet customer expectations. Retailers often deal with subjective criteria, and the perception of a center's status can sometimes be linked to psychological factors that are not easily quantified.

Table 4.2
Assessment of Various Characteristics of Roswell's Retail Centers

Description of Center or Area	Access	Ingress and Egress	Road Patterns	Design Quality	Pedestrian Amenities	Visibility	Parking
Roswell Town Center Mall area	Good	Congested	Not enough connectivity	Fair	Fair	Good	Good
Kings Market area	Convolutated	Good	Congested	Fair	Fair	Limited	Good
Holcomb Woods Parkway area	Good	Good	Good	Needs improvement	Limited	Mixed	Good
South Atlanta Street	Poor	Poor	Poor	Mixed	Poor	Good	Limited
Midtown Roswell	Fair	Poor	Not enough connectivity	Poor	Poor	Good	Limited
Hwy 9 North Strips	Fair	Fair	Mixed	Mixed	Limited	Mixed	Varies
Brannon Square area	Good	Fair	Good	Needs improvement	Limited	Good	Good

The Roswell Town Center Mall area is at the intersection of two of the busiest roads in North Fulton County. It suffers from congestion and not enough connectivity. The Kings Market area has generally good ingress and egress, parking, design and pedestrian amenities, but it is not readily visible from Holcomb Bridge Road and has access problems. The Holcomb Woods Parkway area has good access, ingress/egress, roads and parking, but only mixed visibility, and the overall design needs upgrading. South Atlanta Street has good visibility but a host of other problems, and Midtown Roswell is nearly the same. The strip centers along Highway 9 north of the Town Center area are fairly well positioned, with some upgrading in design and road patterns required. The Brannon Square area is generally well positioned, but needs improvement in design quality and pedestrian amenities.

Finding #4: Limited Lifespan of Big Boxes adds to the problem.

Given the changing nature of retail, and fierce competition, many big box retailers choose to build to very low durability standards. Inexpensive construction materials and no-frills design are the hallmark of many of the nation's top big boxes. The intent from the outset is to occupy the building for no more than 8 to 10 years, and then move on. This type of retail is not an investment in the community. Often, it leaves behind an overly large structure that cannot be easily subdivided and is difficult to lease. The vacant structure then leads to blight. The vacancy also hurts neighboring retail.

Finding #5: Deliberate vacancies hurt neighboring retail.

Many national retailers, both large and small, continue to lease vacated space rather than sublease it to a potential competitor. That not only thwarts competition, it also hurts neighboring retail, particularly in the case of anchor stores which are expected to generate traffic for the rest of the center.

Other Findings.

A review of police crime statistics reveals that Roswell's retail spaces do not seem to experience an undue amount of crime. Roswell has several aging apartment complexes that would benefit greatly from renovation. This would aid the redevelopment of retail centers adjacent to these apartment complexes.

FRAMEWORK FOR DETERMINING OPTIMAL USE OF LAND

Recommendation #1: Roswell's commercial redevelopment should not only be contained and buffered but also integrated with surrounding residential areas.

Commercial development should not threaten or encroach upon the viability of Roswell's neighborhoods; that adequate buffers should be maintained; and that interface between commercial and residential neighborhoods should be carefully considered.

Recommendation #2: Roswell's redevelopment should build on its sense of place.

In tallying the needs of Roswell's neighborhoods, the Comprehensive Plan notes a lack of public gathering places where neighbors can meet and a lack of identity or distinctiveness in many areas of the City. This suggests that the type of development seen in the Historic District might be considered a model to be replicated in adjacent areas such as Midtown Roswell, and throughout the City. The application of design standards to require quality construction materials will also help to prevent limited lifespan buildings. This principle is true for both redevelopment and new construction.

Recommendation #3: Roswell should continue to encourage neighborhood retail and the updating of outmoded centers.

While too much retail can be detrimental, a lack of appropriate retail can also be a problem. Having adequate availability of goods and services to meet the needs of its residents is an important element of the quality of life in the City. When residents have to travel outside their neighborhood to buy daily necessities and essential items, this negatively impacts their quality of life. In general, Roswell's demographics ensure that retailers have a strong interest in having

a sales presence in the community. However, the area on Holcomb Bridge Road east of GA 400 has seen a number of stores relocate or close due to national, rather than local, conditions.

In addition, when commercial centers become outmoded, retailers and their customers tend to go elsewhere, leading to a downward spiral of vacancies and disinvestment. Roswell needs to encourage the updating of commercial centers by examining its regulations to determine if there are factors inhibiting redevelopment, and to provide guidance on the type of redevelopment that would be appropriate in the City. In particular, redevelopment efforts should be focused on "pulsing" retail improvements at nodes to break up continuous strip development. Design guidelines should be applied to these nodes to ensure a strong sense of place and greater likelihood of continued retail success. If necessary, the City should undertake detailed redevelopment plans for specific geographic areas such as King's Market to develop a comprehensive effort to encourage redevelopment.

Recommendation #4: Deliberate vacancies should be discouraged.

The use of deliberate vacancies as a strategic policy by national retailers to prevent competition leads to blight and should be discouraged. The City should consider adopting an ordinance that targets this practice. Retailers who prefer not to sublease the space they have vacated should be required to terminate their lease and pay the accompanying penalty, or donate the use of the property to a governmental or non-profit entity.

Recommendation #5: A balanced tax base should be maintained.

From the vantage point of building a balanced economy, having some commercial development is essential. Commercial property is generally valued higher than residential property, per acre, as shown in Table 4.3.

**Table 4.3
Roswell Taxed Property Values Per Acre by Zoning District
(Includes land and structures)**

ZONING DISTRICT	DOLLAR VALUE PER ACRE
C-1	500,726
C-1 (FC)	463,801
C-2	562,504
C-2 (FC)	390,801
C-3	743,602
CUP (FC)	508,157
OCMS	819,222
O-I (FC)	332,300
O-P	658,035
OPMS	571,684
R-1	281,573
R-3	320,392

ZONING DISTRICT	DOLLAR VALUE PER ACRE
R-3 (FC)	353,750
R-4	585,763
R-4 (FC)	556,144
R-4A	119,576
R-4A (FC)	465,550
R-TH	428,713

Recommendation #6: Some retail should be converted to office.

According to the Department of Labor, Roswell has a workforce of 35,463 persons living within the City limits [see also the Economic Development Element (Chapter 3)]. This is roughly equivalent to the number of jobs within the City, which was estimated to be around 40,000 in 2002. However, a large number of these jobs are retail and service jobs in the City (approximately 37 percent) which are generally low-paying. The result is that many persons who live in the City must commute outside the City to find employment. This results in a high amount of travel time for all and does not represent optimal use of land.

The City's Economic Development Action Plan (see end of Chapter 3) calls for an increase in the amount of office space in the City. Currently, Roswell has 3.6 million square feet of office space, with a vacancy rate of 20 percent. This is a small portion of the entire North Fulton office market, which has nearly 19 million square feet of office space, mainly in Alpharetta. While the short-term outlook for the Roswell office market is not good, the long-term outlook remains favorable. As of 2002, there was a surplus of office space in Roswell, mirrored in North Fulton, metro Atlanta and the nation, due to the national economic downturn and reduction in hiring. A rebound of the Roswell office market was predicted for 2003 or 2004, since the resumption of hiring by large corporations generally follows the upturn in the economy by about a year. Roswell is well positioned to capture demand as the economy turns around. Roswell has a well educated workforce, high quality of life, good telecommunications infrastructure, central location and over 2,000 home-based businesses that might generate demand for office space as they grow.

Recommendation #7: Some retail should be converted to residential.

Housing balance is important to the City. The Comprehensive Plan supports, among other things: measures to provide housing for the upper spectrum (i.e., elderly) of the life cycle; regulatory reforms that reduce housing costs without compromising essential public purposes of land use regulation; and consideration of additional affordable housing and community development programs. Some housing needs are hard to meet given Roswell's market conditions (high land values) and policy conditions (low-density zoning). The only practical way to meet these needs is to allow some higher density housing in the City. Since the Comprehensive Plan calls for keeping the existing mix of single to multi-family housing, it should be possible to add higher density multifamily housing (townhomes) to the commercial redevelopment mix, as long as this development is balanced by the equivalent proportion of units of single family housing. The Comprehensive Plan also calls for multi-family housing to be allowed to be mixed with commercial sites and uses within designated "activity centers."

Recommendation #8: Redevelopment needs to be green, but economically feasible.

The Comprehensive Plan contains a number of environmental strategies that apply to development, including redevelopment. These have several implications for redevelopment. The first is that redevelopment in lieu of new development benefits the environment. This may seem obvious but it strengthens the rationale for providing certain incentives or subsidies for redevelopment as outlined in this strategy.

The second is that it may be appropriate for the City to acquire land near streams or to have such land donated in order to create a greenway system. Another point to consider is that most existing development contains more impervious surface than would be allowed under current rules. Thus, it is imperative that best management practices for stormwater retention be instituted as part of the redevelopment process. This can increase the costs of redevelopment substantially, and act as a disincentive if not handled carefully. One possible solution for smaller parcels is to provide common stormwater treatment facilities (e.g., regional detention), either provided for a fee or facilitated by the City.

Recommendation #9: Some retail should be converted to schools and religious institutions.

Schools are an important element of Roswell's quality of life and contribute to maintaining high property values. The Comprehensive Plan encourages the continued development of both public and private educational facilities. Similarly, religious institutions are an important part of the community. However, the Comprehensive Plan notes that there have been some problems associated with locating schools and churches in residential areas, as has been the practice. Hence, steering new churches toward commercially developed areas appears to be a viable strategy. Locating schools and churches in existing commercial centers would in effect replace some redundant commercial space, particularly if the schools and churches purchase properties and make substantial improvements to them.

Recommendation #10: Redevelopment should be mixed-use and transit-friendly.

Traffic and congestion are among the top issues concerning Roswell's residents, and the City's Transportation Plan places emphasis on improving the flow of traffic as much as possible. That plan includes traffic calming measures for the City's neighborhoods and support for regional planning efforts to increase the effectiveness of major highways such as Georgia 400. Despite these efforts, congestion in the metro Atlanta region will continue to worsen due to the segregated nature of development in many areas including Roswell. Therefore, the Atlanta Regional Commission has developed a Regional Development Plan (RDP) with policies that strongly encourage mixed-use development and redevelopment. The RDP also encourages transit-oriented development. Some of Roswell's older commercial areas are located on bus routes but could be improved to allow transit service to be provided in a more efficient, cost-effective and customer-friendly manner.

Recommendation #11: Redevelopment requires inter-departmental cooperation.

In order to accomplish redevelopment goals, the City needs to involve its various departments in addressing the problems identified in the findings listed above. Traffic congestion and stormwater management are two examples of issues that transcend the Community

Development Department. The effective implementation of this Redevelopment Strategy will require the collaboration of many City departments.

TOOLS AND INCENTIVES TO ENCOURAGE REDEVELOPMENT

Market forces lead to redevelopment in many cases, and Roswell has seen much redevelopment occur without intervention from the government. Examples include the redevelopment of the old Sam's Club on Alpharetta Highway to the Andretti Speed Lab, and the redevelopment of the former Roswell High School to the Liberty Lofts condominium and townhome development. All of these involved changes in use but the retention of the existing building structures. Roswell has also experienced redevelopment involving the demolition of older structures and their replacement with new structures such as the Walgreen's on the corner of Mansell Road and Alpharetta Highway (SR 9).

However, the City prefers not to wait passively for redevelopment to occur in a haphazard manner. This strategy identifies actions that can be taken to encourage timely and appropriate redevelopment. This section provides a list of the various tools that can be used together and their relevance to Roswell.

INFRASTRUCTURE

One of the most widely accepted tools used to promote economic development is the provision of infrastructure (i.e., streetscape improvements, access roads, parking decks, traffic signals, and shared stormwater management facilities, etc.). The provision of infrastructure is an acknowledged role for government and does not discriminate against individual businesses. In the case of redevelopment, the provision of infrastructure can help to improve an area's functional and visual appeal. It can also signal that the local government is committed to the revitalization of an area, helping to draw subsequent private investment. Well-designed infrastructure programs can pay for themselves in the rise in property values that they generate.

Tool #1: Streetscape Improvement Programs.

Streetscape improvements can help achieve interconnectivity between commercial areas and the surrounding neighborhoods, add to the sense of place, and make an area more pedestrian and transit-friendly. These generally consist of upgrading sidewalks and adding designer lighting fixtures, benches, trash receptacles and water features. A related element is burying or consolidating utilities to eliminate multiple overhead wires, but that requires great expense.

Streetscape programs can be initiated by the City, by property owners, or a combination of both. Such programs are probably most appropriately provided by the City where parcel sizes are small and by the developer where parcel sizes are large. Where parcel sizes are large, the property owner should be encouraged to undertake streetscape improvements internal to the site to complement those on the public right of way. When streetscape programs are implemented by the City, they can be financed through general fund revenues, special taxation districts, Downtown Development Authority bonds, or state and federal tax programs. In Roswell, this tool would be well-suited for use in Midtown Roswell, Brannon Square and South Atlanta Street and might also be used in the area on Holcomb Bridge Road east of GA 400.

Tool #2: Access Roads.

As noted in Table 4.2, access issues are among the most prominent concerns that arise when centers become outmoded. In some cases, the City may wish to budget for the provision of road infrastructure as an incentive to promote the revitalization of an area. While the City may not be able to directly provide access roads to remedy all situations, it may find it possible to undertake public/private partnerships to provide access roads in other cases. The City can also use its zoning authority to encourage property owners to plan for inter-parcel access. In Roswell, this tool is well suited for use in Midtown Roswell, along South Atlanta Street, and in the area on Holcomb Bridge Road east of GA 400.

Tool #3: Parking Decks.

Parking decks are frequently used to promote growth in areas where there is relatively high density or where densification is occurring with little or no room for additional surface parking. Parking decks can be built and operated by municipal parking authorities or by downtown development authorities as well as by private individuals or companies. When municipalities build parking decks, there would likely need to be partial cost-recovery but some subsidy might be required. In Roswell, this tool might be appropriate for South Atlanta Street and Canton Street (within the local historic district) and Midtown Roswell.

Tool #4: Signalization and Traffic Management.

Intersection improvements are usually a part of every local jurisdiction's budget, and making wise use of the funds budgeted for signalization can help spur redevelopment. Coordination of signal timing and other traffic management tools should also be deployed to ensure that redevelopment goals are being met. In Roswell, this tool would be suited for use in the Town Center Mall area, the area on Holcomb Bridge Road east of GA 400, the area around Brannon Square, along South Atlanta Street, and in Midtown Roswell.

Tool #5: Stormwater Management.

Many of Roswell's older retail areas do not meet the requirements of Roswell's water resources protection ordinances. Bringing these areas up to compliance can be relatively costly and difficult to do efficiently. There is a need to consider an expanded City role in providing stormwater treatment and management facilities. It may even be appropriate for the City to subsidize such service in areas targeted for redevelopment. This tool would be most useful in the South Atlanta Street area and Midtown Roswell.

EXPEDITED PROCESSING

One of the primary attractions many already-developed sites have over raw land is the perception that the tenant can occupy the space quickly. In Roswell, such a perception is not always valid and can lead to unrealistic expectations and frustration on the part of the developer and prospective tenant. One solution is to allow expedited processing for redevelopment projects that meet the type of development encouraged in this redevelopment strategy.

Tool #6: Streamlined Approval Procedures.

Projects that meet specified criteria could be officially designated Redevelopment Priority Projects by the Community Development Committee. The first step in assuring a speedy review process would be the assignment of a Redevelopment Priority Project case manager. The case manager would be responsible for preparing an outline of the necessary review and approval process, and communicating this to the applicant. The case manager would work with the applicant to apply to the relevant bodies for expedited approval, as appropriate. Whenever possible and as appropriate, concurrent reviews would be authorized. The case manager would be responsible for shepherding the project through the review and approval process, and providing periodic status updates on the project to the Community Development Committee. This tool could be used throughout the City.

Tool #7: Pre-packaged Site Design Approvals.

An even more direct approach to expedited processing would be to offer pre-packaged site design approvals for sites that had been part of a detailed Redevelopment Plan, such as the Midtown Roswell Redevelopment Plan. The City could create small Special Area Development Packages to offer to prospective developers, which would not only shorten the redevelopment timeframe but also greatly reduce the risk.

These Special Area Development Packages could be prepared by the City or a Redevelopment Authority for sites where the property owner had agreed to participate, and could include: 1) a development pro forma with suggested mix of uses, development intensity and the identification of issues such as land assemblage; and 2) a detailed site and development plan that illustrates building placement and massing, parking and access. The City would assign a project manager who would be responsible for securing the necessary staff and board approvals for the project. This tool would be most appropriate for areas with a detailed Redevelopment Plan, but could conceivably be used for other key sites throughout the City.

ZONING AND REGULATORY INCENTIVES

Tool #8: Density Bonus.

Given the high cost of land along many commercial corridors, for some parcels it is unlikely that redevelopment will occur unless additional density is allowed. This density can be in the form of commercial and/or residential space, depending on the parcel. While the goal is to reduce the amount of retail space overall, it might make sense for some parcels to convert portions of existing retail space to office or institutional uses and then develop additional retail space on the outparcels close to the street. All in all, the net result could be a reduction in retail space. This would require a zoning change to permit: a) a mixture of uses and b) more intense development where the infrastructure exists to support additional density. It is conceivable that densities of up to eight residential units per acre might be warranted in key redevelopment projects that meet the City's design criteria. Another tool would be to allow for an increase in height of up to 65 feet for office projects on redevelopment sites. This could be patterned after the existing language in the Parkway Village Overlay District ordinance, which provides for a height bonus for projects that meet certain criteria.

TAX TOOLS AND FINANCIAL INCENTIVES

Tool #9: Waive Impact Fees or Development Fees.

Developers always appreciate a reduction in their costs. Waiving impact fees is possible for extraordinary economic development. Impact fees for some redevelopment projects can be significant but are usually relatively minor so the ultimate benefit to the developer may not be that great. Furthermore, when impact fees are waived, the City must find another revenue source to replace them. Another way to reduce developers' costs would be to add to the City Code a provision to waive development (i.e., processing) fees for selected redevelopment projects. These tools are best applied to redevelopment projects that will generate spillover benefits such as tourism, an increase in high-paying jobs or dramatic improvements to a large area.

Tool #10: Allow Property Owners to Co-Finance Infrastructure and Other Improvements through Business or Community Improvement Districts.

Property owners who wish to provide improvements in their areas can form Business Improvement Districts (BIDs) or Community Improvement Districts (CIDs). BIDs are used primarily in downtown development efforts that provide management and promotional services. CIDs are used to provide more intense infrastructure in commercial areas or to help plan for such. Both of these tools require property owners who are willing to pay additional taxes to receive additional benefits.

Tool #11: Tax Allocation Bonds.

A Tax Allocation District (TAD) may be established based on an approved Redevelopment Plan if it meets the criteria set forth in Georgia's enabling legislation. The property taxes received directly by various government entities in the TAD are frozen although the property taxes paid by the property owners are not. As property values rise, the difference in the amount received directly by the government and the amount paid by the property owners is collected and used to pay for infrastructure improvements which have been financed by a bond issue. Since the taxes collected by Roswell are not as significant as those collected by the county and Board of Education, this tool is unlikely to yield much revenue unless the county and the Board of Education can be persuaded to participate. Fulton County and the Board of Education have approved a TAD in South Fulton. The justification for the Board of Education to approve the TAD in South Fulton was the vast increase in the amount of sales tax revenues generated (the school system receives 1 percent under the current SPLOST) which offset the property taxes foregone. Sandy Springs has received approval for a TAD. This tool might be appropriate for Midtown Roswell.

Tool #12: Policy-Driven Budget, Including the Leasing of City Facilities.

A broad goal for the City is to ensure that its budget reflects its policy priorities. The promotion of redevelopment can occur through the location of pocket parks at strategic points in the City, or through the leasing of City facilities in areas needing rejuvenation. It can also occur through infrastructure investments installed in areas targeted for redevelopment.

Tool #13: Downtown Development Authority.

The City could reconstitute its Downtown Development Authority (DDA) to take a direct role in land assembly, parking, and other functions. A DDA has corporate powers, development and redevelopment powers and can act as a redevelopment agency. It also has eminent domain powers, the power to issue revenue bonds, and the power to operate a project. With so many powers at its disposal, it is certain to be an asset in promoting redevelopment throughout the City.

Tool #14: Promote Redevelopment through Siting of Public Facilities.

Even without a DDA, the City can purchase or lease properties for public purposes. Given the growth of the City, it has a need for the expansion of its facilities. The siting of such facilities should not just be determined by immediate availability but also by the long-term impact of those facilities on the development of an area. On February 4, 2002, at the initiation of City Councilwoman Lori Henry, the City adopted a policy giving preference for location of public facilities in existing office, commercial and light industrial space. In addition, the City can give a boost to individual redevelopment projects by guaranteeing to be part of a development.

IMPLEMENTATION OF THE REDEVELOPMENT STRATEGY

Table 4.4. provides a Short-Term Work Program for implementing the Redevelopment Strategy described in this Redevelopment Element. It should be considered in conjunction with the Economic Development Action Plan (see Chapter 3 of this Comprehensive Plan, Table 3-40), as well as more specific implementation measures described for redevelopment plans such as the Midtown Roswell Redevelopment Plan.

**Table 4.4
 Redevelopment Strategy Implementation
 City of Roswell, 2005-2010**

Project	Parties Involved	2005	2006	2007	2008	2009	2010
Pursue policy-based budgeting to accomplish redevelopment goals, with redevelopment as a priority.	City Administrator and City Council	X	X	X	X	X	X
Continue to consider locating public facilities in redevelopment target areas.	City Administrator and City Council	X	X	X	X	X	X
Implement Midtown Roswell Streetscape Plan (also see separate discussion on implementing that plan).	City (various departments)	X	X	X			
Complete and implement revitalization study and plan for the Holcomb Bridge Road corridor east of GA 400	City (various departments)	X	X	X	X	X	X
Reconstitute Downtown Development Authority, if needed.	Community Development; City Council		X				
Continue to apply for Livable Centers Initiative grants for redevelopment and revitalization studies, plans, and projects.	Community Development; City Council	X	X	X			
Prepare small/target area development packages.	Roswell EDD	X					
Conduct parking needs and options study and implement plan (cross-listed; also see Economic Development Action Plan)	Roswell EDD; Consultant	X	X	X			
Assist where possible in improving access, ingress and egress to outmoded retail centers and upgrade surrounding road networks.	Community Development; Transportation	X	X	X	X	X	X
Promote the conversion of vacant retail space for non-retail uses such as office and institutional, including churches, schools and non-profits.	Roswell EDD	X	X	X	X	X	X
Require that new retail development be constructed in a manner that will make a long-term contribution to the community.	Community Development; City Council	X	X	X			
Continue to promote existing retail space to attract quality retailers.	Roswell EDD	X	X	X	X	X	X
Develop a Redevelopment Marketing Plan.	Roswell EDD		X				
Promote and disseminate information regarding BIDs and CIDs among property owners as a tool and provide support for their creation where this would be well received.	Roswell EDD	X	X	X	X	X	X

MIDTOWN ROSWELL REDEVELOPMENT PLAN

Initial Vision (2000)¹⁰

The Midtown Roswell (SR 9) redevelopment corridor will through redevelopment, become an attractive, lively, mixed-use area that provides linkages with the Historic District and adjacent neighborhoods. Walking to stores and shops in Midtown Roswell will be an attractive option, even preferable to driving from nearby and adjacent residential neighborhoods. The Roswell Redevelopment Strategy recognizes that there is a need for balanced housing, including housing for elderly close to shopping and transportation. The strategy recognizes a practical way to meet such needs is to allow some residential housing at appropriate densities in the redevelopment of properties. With MARTA access, it is possible that some of the occupants of new residences in the corridor will have minimal reliance on automobiles. By relating the redevelopment in Midtown Roswell to the Historic District, both architecturally and functionally, Roswell is assuring that the historical characteristics of the community and community identity are enhanced. Context-sensitive design of transportation improvements will enhance pedestrian circulation, reduce reliance on the arterial, and connect properties and uses.

Adoption by Reference

The Midtown Roswell Redevelopment Plan, which was previously adopted by the Roswell City Council, is hereby readopted by reference as if fully set forth in this chapter of the Comprehensive Plan. While readers interested in the specifics of that plan are encourage to consult the full planning document, certain aspects of the plan including implementation components are summarized in this chapter.

Vision Articulated in the Plan

The Midtown corridor lacks a “there there” – or a recognizable, popular, and synergistic place in which people want to come to, rather than merely pass through or quickly visit and move on. Canton Street is emerging into an identifiable location and should be considered a building block for the corridor. A second potential “there,” the highly visible intersection of Holcomb Bridge Road and Alpharetta Highway, is currently underutilized but represents substantial opportunity due to its crossroads location. Midtown Roswell is generally unattractive and lacks consistency and execution among the land uses. There is poor parcel connectivity between the corridor and nearby residential neighborhoods.

The Midtown Roswell Redevelopment Plan will build off of the historic character and strength of the southern end of the corridor, including Canton Street and the somewhat less visible but obviously important City Hall complex. The area will capitalize on the market’s desire for true pedestrian-oriented, mixed-use districts and the area’s concentration of affluent households.¹¹

¹⁰ This is based on the Official Roswell Zoning Ordinance, Chapter 12, Midtown Roswell Overlay District.

¹¹ Robert Charles Lesser & Co, Inc. September 4, 2002. Market and Economic Analysis Component for the Midtown Roswell Corridor Redevelopment Study.

Implementation

The Midtown Roswell Redevelopment Plan provides for a physical blueprint for the ultimate buildout of Midtown Roswell, but its implementation will not occur overnight. The plan will be achieved over time through the construction of a number of independent private and public initiatives. Creative partnerships will be required to realize the desired redevelopment vision in the Redevelopment Plan.

The implementation provisions of the Midtown Roswell Redevelopment Plan call for short-term, mid-term, and long-term actions. Emphasis is placed here on short-term actions. The Roswell Redevelopment Strategy, described in detail in this chapter, encompasses many of the same recommendations (e.g., providing development incentives) as provided in the Midtown Roswell Redevelopment Plan.

**Table 4.5
 Midtown Roswell Redevelopment Plan Implementation
 City of Roswell, 2005-2010**

Project	Parties Involved	2005	2006	2007	2008	2009	2010
Consider hiring a town designer responsible for working with property owners on redevelopment projects	Roswell EDD; Community Development	X	X				
Consider establishing a development response team, responsible for working with property owners on redevelopment projects	Community Development	X	X				
Continue to consider ways of relieving property owners of burdens of stormwater management and water quality attainment by creating off-site storage serving multiple properties.	City (various departments)	X	X	X			
Develop a parking assistance fund to reduce the upfront costs of parking needed for redevelopment	Finance Department; City Council	X	X				
Plan and fund new street networks in conjunction with private redevelopment, where agreement on cost sharing can be attained.	Transportation Department; Community Development	X	X	X	X	X	X
Design and install Alpharetta Street streetscape per Plan's recommendations.	Transportation Department; Ga. DOT	X	X	X			
Complete specified safety projects, including pedestrian crossings and traffic signalization and Hog Wallow Creek Bridge.	Transportation Department	X	X	X			
Complete preliminary design of Hog Wallow Creek Greenway	Recreation and Parks Dept.	X					
Install traffic calming measures on specified neighborhood streets within the corridor	Transportation Department	X	X	X			
Construct parking deck near King's Creek area to foster redevelopment and also tie into transit corridor.	Downtown Development Authority				X		