

**Town Center Area Community
Improvement District**

**Town Center Area Master Plan
Update 2010**

January 2011

Introduction	1
Study Area	1
Master Plan Approach	2
Summary of Findings and Recommendations	3
Market Analysis	7
Macroeconomic Conditions	8
Regional Context	9
Office Market Conditions	16
Industrial Market	18
Retail Market	18
Residential Market	19
Existing Conditions	21
Policy and Implementation Framework	21
Land Use Analysis	22
Transportation Facilities	38
Planning Process	42
Participatory Program	43
Problem Definition	44
Problem Statement	47
Goals and Objectives	47
Development of the Master Plan	49

Traffic and Transportation Analysis	53
Data Collection and Simulation	54
Development and Selection of Candidate Projects	62
Recommendations	65
Transportation	65
Land Use	69
Economic Development	73
Implementation	74
Action Plan	75

Tables

Table 1	Metro Atlanta Economic Indicators	15
Table 2:	Office Employment Projections (2010 – 2040)	17
Table 3:	Northwest Submarket Office Market Gap Analysis (2010 – 2040)	17
Table 4:	Town Center Area Office Market Gap Analysis (2010 – 2040)	17
Table 5:	Town Center Area Retail Market Gap Analysis (5-Mile Trade Area, 2010 – 2040)	19
Table 6:	Town Center Area Residential Demand in Units	20
Table 7:	Existing Land Use	31
Table 8:	Future Land Use	34
Table 9:	Existing Zoning	36
Table 10:	Zoning by Percentage of Undeveloped Land	37
Table 11:	Weekday Intersection LOS by Peak Period (2010, 2030 No Build, 2030 Build)	56
Table 12:	Saturday Intersection LOS (2010, 2030 No Build, 2030 Build)	59
Table 13:	Percentage of Signalized Intersections With Specified Levels of Service (2010)	61
Table 14:	Action Plan: Land Use	76
Table 15:	Action Plan: Transportation	79

Figures

Figure 1:	Total Consumer Debt and Income Rate of Change (1991 – 2009)	9
Figure 2:	Metro Atlanta Population Rate of Change (1991 – 2009)	11
Figure 3:	Metro Atlanta Employment Rate of Change (1991 – 2009)	12
Figure 4:	Metro Atlanta Per Capita Income Rate of Change (1991 – 2009)	13
Figure 5:	Metro Atlanta Residential Building Permits Rate of Change (1991 – 2009)	14
Figure 6:	Existing Land Use by Percentage of Total Area	31
Figure 7:	Town Center Area Existing Land Use 2006-2010	32

Figure 8: Future Land Use by Percentage of Total Area	33
Figure 9: Town Center Area Planned 2030 Future Land Use 2003-2006	35
Figure 10: Town Center Area Existing Zoning and Future Land Use	38
Figure 11: Study Area	81
Figure 12 Existing Land Use	82
Figure 13: Zoning	83
Figure 14: Cobb County Future Land Use Plan	84
Figure 15: Differences Between Master Plan and Cobb County Future Land Use Plan	85
Figure 16: Master Plan	86
Figure 17:Expansion Areas	87



Introduction

Since its establishment, the Town Center Area (TCA) Community Improvement District (CID) has proactively addressed transportation issues within the CID through many transportation projects, including intersection improvements, corridor improvements, a light rail study, vanpools, and a pilot shuttle study. These investments have been guided Master Plan, which comprehensively addresses future transportation needs based on the full development potential of the area.

In 2003, the original Master Plan integrated transportation, land use, market conditions, and implementation guidelines for the Town Center Area. A minor update to the Master Plan was completed in 2007 by ARCADIS, focusing on investment priorities and funding capacity. In May 2010, the CID contracted with ARCADIS to update the 2007 Master Plan to include a new market analysis and reflect changes in demographics, land use, and transportation conditions.

All analyses have been updated to reflect current year conditions (2010) and year 2040 projections. (The horizon year for the original Master Plan was 2025, extended to 2030 in the 2007 update.) Finally, the Action Plan has been updated to reflect progress on ongoing projects, revised priorities, and the latest cost and funding information. This resulting Master Plan sets some new directions for the CID – focusing on quality of life and economic development in addition to transportation.

Study Area

The study area is based on the boundaries of the TCA CID, which is centrally located in northern Cobb County between the cities of Marietta and Kennesaw. This area is roughly bounded by Barrett Parkway on the south, Bells Ferry Road on the east, Chastain Parkway on the north, and Cobb Parkway on the west. This regional activity center consists of approximately 4,000 acres of land and is accessed by two interstates, I-75 and I-575. The study area is shown on Figure 11.

The TCA owes its origin as a regional activity center to the opening of Town Center Mall in 1986. The mall changed the regional perception of the area from a semi rural community outside of Atlanta to a regional shopping destination and bedroom community for Atlanta. With approximately 1.2 million square feet, Town Center Mall



became Atlanta's second largest regional mall behind Lenox Mall in Buckhead¹.

As with most malls, news of plans for a regional mall at I-75 and I-575 spurred the development of restaurants, ancillary strip commercial plazas, banks, hotels, "big box" retailers, and a movie theater. The mall originally employed 3,000 workers, which spurred further development around the mall.

The mall's location at the intersection of two major interstates also stimulated development. The access and visibility afforded by I-75 and I-575 were important draws for other regional retailers, in addition to office and industrial business parks, which are now significant components of the Town Center Area.

There are currently four distinguishable areas, in the TCA CID: the Town Center Mall core area; the Barrett Parkway retail corridor (with some residential uses); the Chastain Road office, light industrial, and retail corridor; and the McCollum industrial area, which includes McCollum Airport and the Vulcan Materials quarry.

Master Plan Approach

The study approach includes a combination of technical and nontechnical elements. The technical elements rely on data related to existing and future travel patterns, size and location of major traffic generators, capacity and operation of the existing transportation system, anticipated growth and redevelopment opportunities, and related issues and constraints. The nontechnical element includes the opinions, needs, concerns, and desires of the TCA CID, Cobb County DOT, Cobb County Community Development, and a stakeholder group consisting of citizen and business groups with interest in the study area.

Information derived from both elements is combined to identify problems and to evaluate realistic solutions in a balanced and comprehensive manner to achieve an understanding of the problems, opportunities, contributing factors, and possible solutions. The 2010 Master Plan update includes an analysis of existing conditions, the development of a Master Plan, a transportation analysis based on future population and employment, and a variety of transportation-related projects and programs, land use strategies, and implementation guidelines. The plan also details operational and

¹ With construction of the Mall of Georgia, Town Center Mall is now the third largest mall in the region.



capacity improvements, bicycle and pedestrian improvements, land use and development recommendations, policy and program suggestions, and cost estimates.

The study consisted of the following five tasks:

- Task I: Review Vision, Goals, and Objectives
- Task II: Existing Conditions – update economic and demographic, land use and development, transportation and traffic conditions, conduct stakeholder and public involvement
- Task III: Analysis – develop land use scenarios and choose a preferred one, undertake transportation modeling and project identification
- Task IV: Recommendations – summarize and provide costs for land use, transportation, and economic development recommendations
- Task V: Implementation & Action Plan Identify and summarize action steps, responsible parties and financial obligations and update the CID's cash-flow analysis

Summary of Findings and Recommendations

Since completion of the original Master Plan and the 2007 update, the TCA has continued to grow and develop rapidly. The following summary of key findings includes analysis of both current trends (changes from 2003 to 2010) and future projections (2040).

Economic and Demographic Findings

- From 2003 to 2007, population growth and demographic changes were in line with the original Master Plan projections regarding the Atlanta region, Cobb County, and the TCA. The recent recession has resulted in a slowdown in population growth and a reduction in employment, but growth is expected to rebound by 2020.
- Employment is estimated at 29,998 jobs in 2010, with 49,296 jobs forecast in 2030,

Until recently, population and Employment growth have closely followed original projections



and 60,132 by 2040. This is a 100 percent increase in employment from 2010 to 2040.

- The residential population is estimated at 12,429 persons in 2010, with 19,644 persons forecast in 2030, and 22,972 by 2040. From 2010 to 2040, this is an 85 percent increase.
- Households are estimated at 5,917 in 2010, with 9,111 households forecast in 2030, and 10,504 in 2040. Households will increase 79 percent between 2010 and 2040.

The Town Center Area continues to be a work center and is projected to have almost as many jobs in 2040 as Cumberland – Galleria does today.

- The jobs-to-housing balance is 5.1 in 2010 and is forecast to be 5.8 in 2030, a slight increase.

Market Analysis Findings

- The office, retail, and residential sectors are likely to see slow recovery through 2020 as excess inventory from the recent real estate boom is absorbed.
- Demand for new office space in the Northwest Submarket will recover by 2020 and be strong in 2030 and 2040.
- The Town Center Mall is the anchor of a regional shopping district. Retail demand will closely follow the recovering economy and be strong by 2030 and 2040.
- The TCA CID apartment market rents have held up better than Cobb County rents during the recession. Recent trends in residential development in the TCA CID indicate a shift away from single-family for sale to multi-family attached for sale housing product, such as town homes, as land values in the area increased over the last several years.

Land Use Findings

- Single family attached increased at the highest rate between 2006 and 2010 with a 64 percent increase in acreage, followed by institutional uses with a 13 percent increase.



- Industrial, commercial, and undeveloped uses are currently the top three land uses in the study area and occupy 1,219 acres, 933 acres, and 744 acres, respectively.
- The rate of change for undeveloped land declined from 779 acres in 2006 to 744 acres in 2010, a four percent change. This is a slowdown in conversion of undeveloped land when compared to the period between 2003 and 2006 where there was an 18 percent change. The Cobb County adopted future land use map shows no undeveloped land in the Town Center area in 2030.
- Office land uses in the Town Center area decreased by 3 percent between 2006 and 2010, from 425 to 413 acres, respectively, compared to the period between 2003 and 2006 when offices land uses increased by 290 percent. High-rise office uses were unchanged during the same period at 93 acres.
- Between 2006 and 2010, commercial uses (service and retail combined) decreased from 935 to 933 acres, or 0.2 percent. From 2003 to 2006, commercial uses increased by 36 percent.
- Multifamily uses were unchanged between 2006 and 2010, compared with a 14 percent increase between 2003 and 2006
- Industrial uses were unchanged between 2006 and 2010.
- Discrepancies exist between the current zoning map and the future land use map, suggesting that rezonings are likely to occur.
- Office and industrial planned uses exceed the land area allocated under existing zoning, while proposed single-family and multi-family residential and commercial uses trail existing zoning allotments.
- Design guidelines for the Town Center Area have been developed by TCA CID.
- Overlay districts allowing higher densities and mixed-use development have not been implemented by Cobb County to date.

While commercial and industrial land uses still dominate the area, multi-family and attached residential uses are increasing.



Transportation Findings

- The Georgia Department of Transportation (DOT) has completed the High Occupancy Vehicle (HOV) System Implementation Plan, which recommends extending the HOV system through the TCA on both I-75 and I-575.
- The Georgia Regional Transportation Authority (GRTA) Xpress Regional Commuter Service, operated by Cobb Community Transit (CCT), now stops at park and ride lots in the TCA. CCT has also added a bus route with stops in the TCA that connects to Midtown Atlanta.
- The Bus Rapid Transit (BRT) previously studied along I-75 (the Northwest Corridor) remains unfunded to date. Cobb County plans to study Light Rail along a similar concept in the Northwest Corridor.
- A segment of the multiuse Noonday Creek Trail has been constructed and the rest of the trail is underway. Bicycle lanes in the CID have been completed along a portion of Chastain Road.
- Most projects from the 2007 Master Plan update have been completed or are under way.
- Traffic volumes in the CID are predicted to increase significantly between 2010 and 2030, driven by the forecast increases in population and employment.
- An Access Management Review completed along Barrett Parkway recommended minor operational improvements.
- The wayfinding study recommended in the original Master Plan has been completed and recommends signage throughout the TCA directing travelers to key destinations, such as the mall and Kennesaw State University.
- Context-sensitive design has been incorporated into projects that have been recently completed and also projects currently in design, as recommended in the original Master Plan.

Transportation investments made in the CID have accommodated growth while reducing traffic congestion.



Recommendations

Construction costs have fluctuated over the last few years and while there are some recent signs that the escalation in prices is abating, it is unlikely costs will drop substantially, given global demand for oil and construction supplies such as concrete and steel. Therefore, implementing land use recommendations and moving projects forward as quickly as possible is critical to the success of the Master Plan.

- Encourage Cobb County to consult Mater Plan recommendations when updating the Comprehensive Plan Future Land Use Map
- Continue to work cooperatively with Cobb County to implement projects listed in Tables 14 and 15

Market Analysis

At the time of this Master Plan update, many factors indicate that we are beginning a period of great change. Demographic trends, a national recession, rising oil prices, an aging population, and shifting cultural norms all suggest the next 20 years may be very different from the past 20 years. For this reason, this Master Plan began with a robust study of market demands as summarized below.

Demographic and economic data is the basis for a market analysis that identifies likely future development in the area. Current population, employment, and economic trends as well as future population and employment projections are the demographic and economic data included in the market analysis. The following market analysis includes an overview of the region and an analysis of office, retail, and residential markets. It was obtained from the following sources:

U.S. Census
Bureau of Economic Analysis
Georgia Regional Transportation Authority (GRTA)
Atlanta Regional Commission (ARC)
Dorey Publishing and Information Services
Dale Henson and Associates

Conclusions and recommendations are based on the following assumptions regarding future performance of global, national, and local economies, including the local real estate market:



1. The economy and real estate markets are assumed to grow at a stable and moderate rate. This assumption is made based on monetary and temporal constraints, which prevent more detailed economic forecasting and analyses. Contrary to this assumption, the economy is historically cyclical and real estate markets are sensitive to these cycles. This analysis does not take into account major economic shocks, which either have potential negative or positive effects on the economy, the real estate market, and the competitive environment.
2. It is expected that growth will occur in accordance with current trends and ARC forecasts of demographic and economic patterns. This assumes that the level of consumer confidence, cost of development and construction, tax laws, and availability and cost of capital and mortgage financing for real estate interests will remain more or less stable. While the cost of capital has increased and mortgage financing availability has declined recently, interest rates and capital available are expected to revert to historic norms within the next two years.

Because of the dynamic and ever-changing nature of economies and real estate patterns, continuous monitoring of the economy and real estate market indicators with respect to the information presented in this report is highly recommended. Should any of the aforementioned assumptions or expectations change, this analysis should be updated, and the conclusions and recommendations should be reviewed and revised.

Macroeconomic Conditions

At a national level, the United States has been in a recession since December 2007, according to the National Bureau of Economic Research (NBER). In contrast to previous recessions, which have been inventory driven, this one has been credit driven. Credit driven recessions tend to last twice as long as the inventory driven kind and recoveries are slower.

The nation will likely see a slow recovery from the current debt-driven recession.

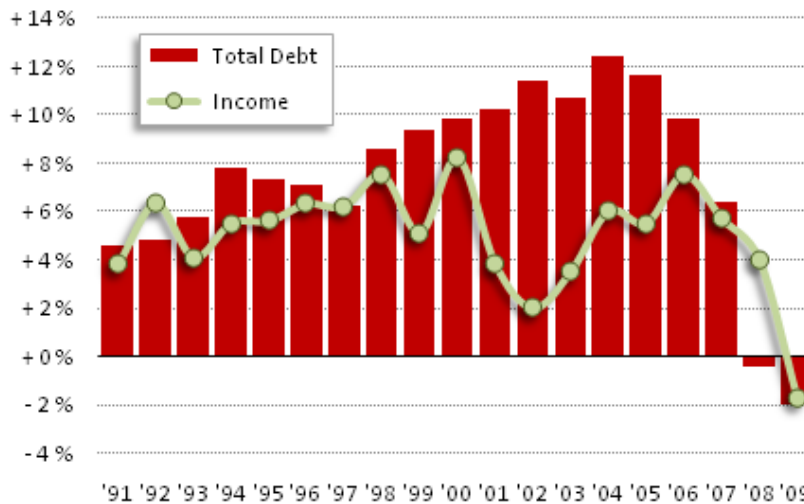
Leading up to the current economic climate, residential construction and total debt both experienced an unprecedented boom. Rising house prices allowed consumers to take equity out of their houses in the form of cash out refinances and home equity loans, contributing to an increase in debt.

Beginning in 2001, income growth substantially lagged debt growth. This became unsustainable and consumers began to deleverage in 2008 either through defaulting on or paying back debt. Figure 1 shows the rate of change in total debt (revolving,



non-revolving, and mortgage loans) versus the rate of change in incomes from 1991 to 2009.

Figure 1: Total Consumer Debt and Income Rate of Change (1991 – 2009)



On a national scale, consumers are in the process of deleveraging and there is a substantial oversupply of residential product. Both of these trends will take time to reverse and a return to boom times is unlikely to occur in the short term. However, as debt levels drop and house prices return to sustainable levels, the foundation for long term economic growth will be laid.

Regional Context

The Town Center Area is an activity center in metro Atlanta² and economic trends in the region affect the Town Center Area market. To identify historical trends and establish current conditions, the following economic indicators were used:

- Population – an increase in consumers drives demand for retail space and housing

² Metro Atlanta is defined as the 28 counties that make up the Atlanta-Sandy Springs-Marietta Metropolitan Statistical Area (MSA).



- Employment – jobs are historically a lagging economic indicator and are important as increasing employment results in household and consumption growth as well as demand for industrial and office space
- Income – changes in income correlate with employment and allow increased consumption
- Residential building permits – historically, a leading economic indicator, as new construction and increasing personal consumption expenditures (PCE) drives job growth

In terms of population, employment, income and housing, the Atlanta region has historically been one of the fastest growing in the nation. Population growth has declined but remained positive through the current recession, while employment, income, and building starts have been decimated.

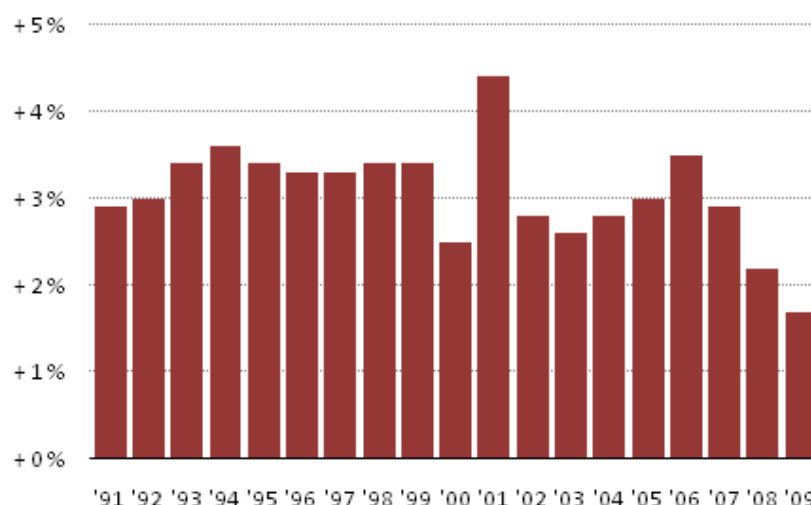
Concurrent with the recession starting in December 2007, employment, income, and residential building permits all declined year over year in 2008 and 2009. The limited data available for 2010 shows the rate of year over year decline in employment is decreasing. Residential permits for 2010 are predicted to show a slight increase, based on data through June 2010. As increasing personal consumption expenditures, which are tied to employment and income, and residential construction historically lead out of recession, the steepness of the decline during the current recession and lack of positive year over year employment and limited growth in permits portends a long recovery. Additionally, the oversupply of building stock produced during the peak years of the boom will need to be worked through before demand for new construction becomes apparent.

The Atlanta region has one of the fastest growing populations in the country. Approximately 1.2 million people were added to the 28-county Atlanta metropolitan statistical area (MSA) between 1990 and 2000, representing a 38 percent increase. By 2009, an estimated 1.2 million more people called the Atlanta MSA home, representing a 29 percent increase over 2000. While the rate of change has slowed, the Atlanta MSA adds a tremendous number of people every decade. Figure 2: Metro Atlanta Population Rate of Change (1991 – 2009) illustrates the annual change in population.

Even during the current recession, the Atlanta region added population.



Figure 2: Metro Atlanta Population Rate of Change (1991 – 2009)



Source: U.S. Census

Employment growth in the Atlanta MSA was robust from 1990s, but stalled in the most recent decade. From 1990 to 2000, employment and population increased at an approximately equal rate. Employment increased 41 percent during the 1990s, in comparison to a 38 percent increase in population. The MSA added 670,000 jobs between 1990 and 2000. In contrast, employment growth slowed substantially from 2000 to 2009. During this period, employment increased 6 percent. This rate is one fifth of the rate of population increase during the same period. Total employment increased by 140,000 jobs from 2000 to 2009. Figure 3: Metro Atlanta Employment Rate of Change (1991 – 2009) shows the yearly change in employment.

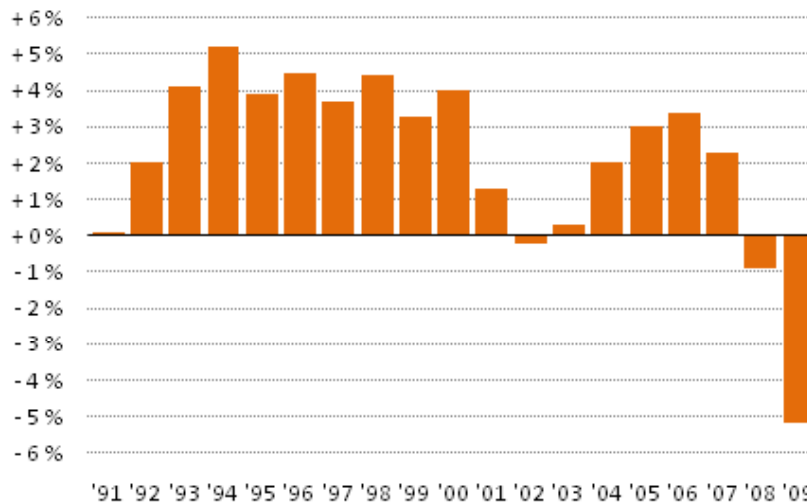
Over the last 20 years, there were three national recessions. For the Atlanta region, the current recession is the worst of the three. During 2008 and 2009, 160,000 net jobs were lost. In contrast, during the previous recession in the early 2000s, 4,700 net jobs were lost. During the early 1990s recession, there was a slight increase in net jobs.

However, monthly employment data through June of 2010 indicate the rate of job loss is slowing. The latest data available is through June 2010. As this data is not seasonally adjusted, comparing June 2009 to June 2010 will eliminate seasonal factors. Between June 2009 and June 2010, 51,000 net jobs were lost, which is a year



over year rate of 2.1 percent. While this is a decline from the -5.2 percent rate of job loss from 2008 to 2009, it is not job growth.

Figure 3: Metro Atlanta Employment Rate of Change (1991 – 2009)



Source: Georgia Department of Labor

Similar to employment, per capita income in the Atlanta MSA increased substantially in the 1990s and then leveled off in the 2000s. From 1990 to 2009, nominal (not adjusted for inflation) income increased 78 percent. However, the majority of that growth was a 69 percent increase from 1990 to 2000, with growth slowing significantly to 6 percent from 2000 to 2009. Figure 4: Metro Atlanta Per Capita Income Rate of Change (1991 – 2009) shows the change in income by year.

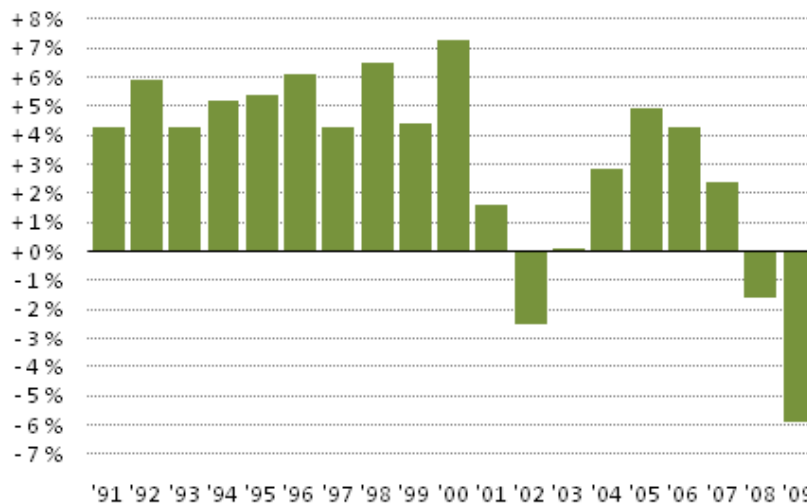
Income is reported primarily in nominal, as opposed to inflation adjusted terms. While income figures can be adjusted for inflation, there are issues with calculating the consumer price index which may cause it to over or understate the inflation rate. While adjusting income for inflation depends on multiple assumptions, ever increasing income is meaningless if the rate of inflation is higher than the rate of income growth. The following illustrative example adjusts incomes for inflation using the consumer price index (CPI) for Atlanta.

When adjusting for inflation, incomes in the Atlanta MSA increased from 1990 to 2009. Inflation adjusted per capita incomes grew during the 1990s and fell in the 2000s.



From 1990 to 2000, inflation adjusted per capita income increased 30 percent and a decreased 10 percent between 2000 and 2009. Overall, from 1990 to 2009 per capita income increased 17 percent adjusted for inflation.

Figure 4: Metro Atlanta Per Capita Income Rate of Change (1991 – 2009)



Source: US Census

Notes: 2009 Per Capita Income estimated by ARCADIS based on the historical relationship between employment and income; In nominal dollars (not adjusted for inflation)

Building permits are important because residential construction leads the overall economy by 12 to 18 months. However, building permits are more volatile than the population, employment, and income indicators, so a sharp decline or increase does not always portend a change in direction in the overall economy. For example, residential building permits in the Atlanta MSA went negative in 2003, but rebounded in 2004 while the overall economy kept growing.

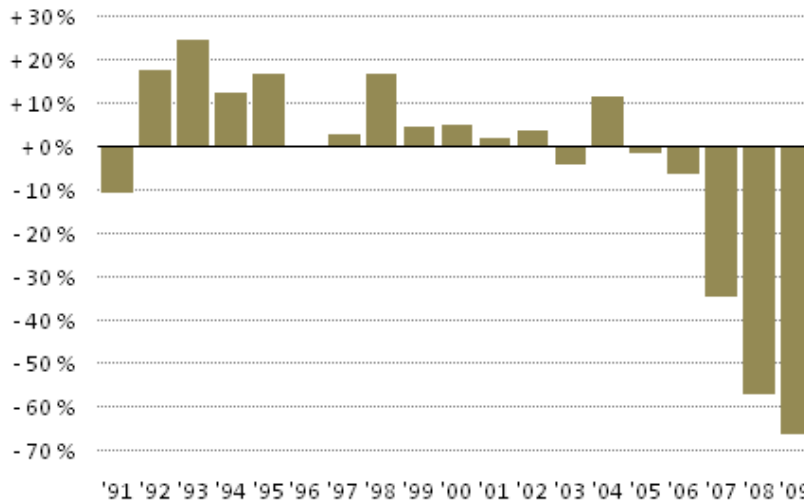
The current trend started in 2005, when residential building permits went negative 3 years before income and employment. In metro Atlanta, residential building permits peaked in 2004 at 74,007. By 2007 annual permits had declined to 44,770, which was



the lowest number of building permits since 1994. Permits declined even more in 2008 to 19,924 lower than any year going back to 1990. During 2009 permits dropped 66 percent year over year to 6,533. In comparison, during the worst year of the early 1990s recession, 25,631 permits were issued in 1991.

Residential building permit data is available through June 2010. Using cumulative permits through June 2009 to control for seasonality, permits were up 35.4 percent through June 2010. If this trend holds, a slight increase in permits to 8,835 for the full year is projected. A potential issue with this data is the homebuyer tax credit is distorting the housing market by pulling demand forward and demand may evaporate after the credit expires.

Figure 5: Metro Atlanta Residential Building Permits Rate of Change (1991 – 2009)



Source: U.S. Census

Table 1 Metro Atlanta Economic Indicators

Town Center Area Master Plan
Update 2010

Year	Population		Employment					Per Capita Income		Building Permits	
	Total	% Change	Total	% Change	Unemployed	Labor Force	Unemployment Rate	Total	% Change	Units	% Change
1990	3,091,278	n/c	1,633,523	n/c	81,126	1,714,649	4.7	\$ 20,681	n/c	28,595	n/c
1991	3,182,337	2.9	1,634,594	0.1	81,753	1,716,347	4.8	\$ 21,565	4.3	25,631	-10.4
1992	3,278,750	3.0	1,666,509	2.0	110,522	1,777,031	6.2	\$ 22,835	5.9	30,211	17.9
1993	3,388,716	3.4	1,734,408	4.1	99,779	1,834,187	5.4	\$ 23,828	4.3	37,651	24.6
1994	3,510,056	3.6	1,824,770	5.2	87,962	1,912,732	4.6	\$ 25,075	5.2	42,290	12.3
1995	3,630,747	3.4	1,896,168	3.9	84,530	1,980,698	4.3	\$ 26,426	5.4	49,346	16.7
1996	3,751,728	3.3	1,981,033	4.5	79,084	2,060,117	3.8	\$ 28,040	6.1	49,549	0.4
1997	3,873,968	3.3	2,054,571	3.7	77,916	2,132,487	3.7	\$ 29,259	4.3	51,020	3.0
1998	4,006,434	3.4	2,145,566	4.4	73,075	2,218,641	3.3	\$ 31,156	6.5	59,695	17.0
1999	4,142,588	3.4	2,215,778	3.3	67,562	2,283,340	3.0	\$ 32,527	4.4	62,418	4.6
2000	4,247,981	2.5	2,304,517	4.0	72,668	2,377,185	3.1	\$ 34,894	7.3	65,578	5.1
2001	4,432,950	4.4	2,335,176	1.3	87,496	2,422,672	3.6	\$ 35,446	1.6	66,885	2.0
2002	4,555,490	2.8	2,330,486	-0.2	119,318	2,449,804	4.9	\$ 34,557	-2.5	69,263	3.6
2003	4,673,146	2.6	2,337,882	0.3	118,138	2,456,020	4.8	\$ 34,592	0.1	66,379	-4.2
2004	4,802,300	2.8	2,384,252	2.0	117,841	2,502,093	4.7	\$ 35,573	2.8	74,007	11.5
2005	4,947,012	3.0	2,455,192	3.0	135,688	2,590,880	5.2	\$ 37,305	4.9	72,861	-1.5
2006	5,119,641	3.5	2,539,636	3.4	122,289	2,661,925	4.6	\$ 38,904	4.3	68,266	-6.3
2007	5,267,527	2.9	2,599,054	2.3	121,796	2,720,850	4.5	\$ 39,839	2.4	44,770	-34.4
2008	5,385,586	2.2	2,575,528	-0.9	169,255	2,744,783	6.2	\$ 39,195	-1.6	19,294	-56.9
2009	5,475,213	1.7	2,441,724	-5.2	258,657	2,700,381	9.6	\$ 36,891	-5.9	6,533	-66.1

Sources: U.S. Census, Georgia Department of Labor, Bureau of Economic Analysis

Notes: n/a = not available
n/c = not calculated

All figures are for the 28 county MSA

1990 and 2000 populations are actual census counts, all other years are estimates

2009 Per Capita Income estimated by ARCADIS based on the historical relationship between employment and income



Office Market Conditions

An understanding of office market conditions is necessary to create an implementable land use plan. This overview of office market conditions analyzes office supply, estimates future demand based on employment forecasts, and projects the future need for office space in the TCA CID. This market analysis focuses on the TCA CID as a whole and does not evaluate specific sites.

The TCA CID lies in the Northwest Submarket, which encompasses Cherokee County, most of Cobb County, and portions of Paulding, Bartow, and Fulton Counties. Within the Northwest Submarket, the Cumberland-Galleria activity center is the primary competitor to the Town Center area. While the office market in the Town Center area has traditionally functioned as a niche market where tenants located to be near a specific business in the area or because of proximity to a decision maker's home, as metro Atlanta growth has marched north, the area's prominence has been increasing.

Key findings within the Northwest Submarket and Town Center area office markets include the following:

- Office supply is high, but deliveries have been declining
- Vacancy and absorption are near term issues
- Recession has put a damper on office demand and recovery will be slow with existing excess inventory being worked through over the next 5 to 10 years; however by, 2030 and 2040 office demand for new space in the Northwest Submarket and TCA CID will be positive
- Projected Northwest sub-market new office space demand:
 - 2030: 9.6 million square feet (30 percent increase over current inventory)
 - 2040: 14.7 million square feet (45 percent increase)
- Office demand will grow at a faster rate in the TCA CID than the submarket as a whole. Projected future TCA CID new office space demand:
 - 2030: 1.0 million square feet (40 percent increase over current inventory)
 - 2040: 1.6 million square feet (61percent increase)

Employment

The office market is driven by employment. As discussed previously under Regional Context, employment in Metro Atlanta declined in 2008 and 2009. After reaching a low point in 2010, employment is predicted to increase through 2040. Table 2 provides a breakdown of employment projections at the submarket and study area level in 10 year increments.



Table 2: Office Employment Projections (2010 – 2040)

	2010	2020	2030	2040
TCA CID	22,594	28,154	32,675	38,106
Northwest Submarket	126,520	154,844	179,714	209,584

Source: ARC, CoStar, ARCADIS

Office Demand and Gap Analysis

Future demand for office space was calculated based on employment projections for the Atlanta metropolitan region. Regional analysis was conducted using the regional boundaries defined by CoStar in developing their “Atlanta Office Market” report, in order to match office market data with Census tract-based employment data as closely as possible.

Table 3: Northwest Submarket Office Market Gap Analysis (2010 – 2040)

	2010	2020	2030	2040
Office Supply (SF)	32,188,419	32,835,686	32,835,686	32,835,686
Office Demand (SF)	32,496,379	36,539,340	42,408,043	47,517,591
Gap (SF)	(307,960)	(3,703,654)	(9,572,357)	(14,681,905)

Sources: CoStar Group (Supply); Demand and Gap calculated by ARCADIS.

Based on calculated supply and demand for office space, there is currently a negligible shortage of office space in the TCA CID study area. However, projections to 2030 and 2040 show a potential surplus ranging between 1 and 1.5 million square feet. Office supply could increase from the current number of 2.4 million square feet to 3.4 million in 2030 and 3.9 million by 2040. These numbers assume growth trends remain consistent with historical norms, that each employee requires an average of 106 square feet of space. The table below displays these results in 10 year increments.

Table 4: Town Center Area Office Market Gap Analysis (2010 – 2040)

	2010	2020	2030	2040
Office Supply (SF)	2,388,104	2,504,504	2,504,504	2,504,504
Office Demand (SF)	2,394,964	2,984,275	3,463,572	4,039,265



	2010	2020	2030	2040
Gap (SF)	(6,860)	(479,771)	(959,068)	(1,534,761)

Source(s): Dorey's, Atlanta Regional Commission. Demand and Gap calculated by ARCADIS.

Industrial Market

While there are currently several existing industrial uses in the TCA CID, due to increasing land values it is unlikely that additional industrial space in the area will be economically feasible. Industrial uses like the quarry and warehousing near McCollum Field are likely to remain and potentially expand through the horizon year of this plan. However, as no additional industrial areas will be included in the future land use plan, a detailed industrial market analysis was not undertaken.

Retail Market

Retail is an important part of the Town Center Area CID and understanding the market is critical to create an implementable land use plan. This overview of retail market conditions analyzes retail supply, estimates future demand based projected future income, and predicts future retail space needs in the TCA CID. This market analysis focuses on the TCA CID as a whole and does not evaluate specific sites. The retail trade area is a 5 mile radius centered on the TCA CID

Key findings:

- Current retail trends
 - The TCA CID has 51.7 percent of the retail space in the trade area
 - TCA CID rents are slightly higher and vacancy is slightly lower than the trade area as a whole, at \$17.90 with 14.2 percent vacancy
 - Trade area rents are \$16.33 and the vacancy is 14.7 percent
- Projected retail demand within the trade area
 - 2030: 1.5 million additional square feet, which is a 22 percent increase over current inventory
 - 2040: 2.5 million additional square feet, which is a 37 percent increase

The Town Center Area CID lies in the Northwest Submarket, which encompasses Cherokee County, most of Cobb County, and portions of Paulding, Bartow, and Fulton Counties.



Retail Market Demand and Gap Analysis

Demand for retail is a function of household income and the locational choices of shoppers. By estimating the amount of consumer spending done by the average household in a specific area, demand for retail space can be calculated based on the typical sales per square foot commanded by each consumer good.

In the interest of time and resources, demand and gap analysis at the regional and submarket level was not conducted.

Based on calculated supply and demand for retail space, there is currently a significant surplus of retail space in the TCA CID study area. This surplus is projected to decline over the next decade, with demand for retail beginning to outstrip supply in 2020. The table below details the retail market gap analysis in 10 year increments through 2040.

Table 5: Town Center Area Retail Market Gap Analysis (5-Mile Trade Area, 2010 – 2040)

	2010	2020	2030	2040
Total Retail Demand	5,996,805	7,066,901	8,091,125	9,091,352
Total Retail Supply	6,618,670	6,618,670	6,618,670	6,618,670
Gap	621,865	(448,231)	(1,472,455)	(2,472,682)

Sources: Dorey Publishing & Information Services (Supply); Demand and Gap calculated by ARCADIS

It is likely that many shoppers from households located outside the 5 mile trade area visit the study area to shop. The Town Center Mall, in particular, is a large retail draw from areas such as greater Cobb County. This is significant because retail demand was calculated based on the number of households within a five mile radius of the study area. By assessing this external demand, future studies could build on the results outlined here.

Residential Market

An understanding of the types of residential product that people will want to live in the TCA CID is necessary to create an implementable land use plan. This overview of residential market conditions analyzes current residential product trends, estimates future demand based on population forecasts and household size, and projects the future need for single and multi family residential units in the TCA CID. This market analysis focuses on the TCA CID as a whole and does not evaluate specific sites.



Cobb County

The apartment market in Cobb County has an acceptable occupancy rate and positive absorption, but street rents fell. The occupancy rate is 88.9 percent. In 2009, net absorption was 272 units. Street rent is \$791, which declined 4.4 percent year over year.

Due to the recession and the housing bust, the for sale market in Cobb County is moribund. Only 409 permits for single family homes were issued in Cobb County during 2009, the most recent year data is available for. From 1990 to 2009, 4,221 single family home permits were issued annually in the county on average.

In contrast to Cobb County, where owner occupied housing is the majority of the market, in the TCA CID, tenure is almost evenly split between owner occupied and rental. Rental properties in the CID are more desirable than the county as a whole, as evidenced by higher street rents and a lower rate of year over year decline. The average street rent in the CID is \$837, which declined 3.1 percent year over year. Class A street rents held up better than average, with a 0.5 percent year over year decline to \$1,027. These strong rental rates show high demand for premium product in the CID.

Similar to Cobb County, the for sale market in the TCA CID is currently slow. However, over the last five years as the CID has added office and retail development and land prices have increased, the trend has been away from single family houses and towards attached product like town homes. As the area continues to cement its position as a regional employment center and land use intensities increase, it is likely that attached for sale product will continue to increase market share in the CID.

Demand for housing is a function of population and household size. Based on population projections for the TCA CID and current trends and market conditions, the following table shows projected demand for detached and attached housing by decade through 2040.

Table 6: Town Center Area Residential Demand in Units

	2010	2020	2030	2040
Single Family Detached	0	937	1,822	2,663
Multi-Family Attached	0	995	1,935	2,827



Existing Conditions

Policy and Implementation Framework

Several governmental and development organizations are involved in a variety of activities within the Town Center Area, including Cobb County, Cobb Chamber of Commerce, Kennesaw State University, TCA CID, and CobbRides. Successful implementation of the recommendations within the study area will be tied to the support of each of these organizations.

Cobb County

The study area is located wholly within Cobb County's jurisdiction. Cobb County departments, particularly Community Development, Transportation, and Economic Development, guide policy and development that affect land use, transportation, and development. Cobb County Community Development oversees a Comprehensive Plan that guides long-term land use decisions, a zoning ordinance that guides existing development, and development regulations that establish standards for actual site development. In addition, Community Development oversees acquisition of greenspace in support of the Cobb County Green Space Plan. Cobb County DOT oversees the existing transportation infrastructure within the study area, including traffic signals, road improvements, pedestrian/bicycle improvements, and transit service. Economic Development serves as a liaison between the County and the business community. This department also manages Enterprise Zones, which are designed to stimulate economic activity in areas with the potential for growth. An emphasis is placed on redevelopment and/or assisting in the assemblage of property for development.

Cobb Chamber of Commerce

The Cobb Chamber of Commerce is an advocate for community and economic development for Cobb County. As with most chambers of commerce, the Cobb Chamber acts as a nongovernmental promotion agent for business development. Key targets of the Cobb Chamber are economic development, small business, education, government relations, membership development, transportation, and marketing/communications. The Cobb Chamber administers the Development Authority of Cobb County.



TCA CID/CobbRides

The TCA CID is a self-taxing district designed to promote infrastructure improvements, provide additional services and resources for parks and recreation areas and facilities, and guide land use planning and development consistent with Cobb County's coordinated and comprehensive planning. The TCA CID is governed by a seven-member board of directors. Commercial property owners who are members of the CID pay 5 mills on their property tax to advance road projects, sidewalks, and other improvements to provide accessibility and mobility within the Town Center Area. The CID has conducted numerous studies and funded several transportation projects, such as, intersection and street improvements, wayfinding, beautification, and multiuse trails.

Land Use Analysis

Organizational Framework

Several governmental and development organizations are involved in the Town Center area in a variety of ways, including Cobb County, Cobb Chamber of Commerce, Kennesaw State University (KSU), TCA CID, and CobbRides. Successful implementation of the recommendations within the study area will be tied to the partnerships and support between these organizations.

Cobb County

The study area is located wholly within Cobb County's jurisdiction. Cobb County, particularly the Community Development, Transportation, and Economic Development departments, guides policy and development that affects land use, transportation, and development throughout the county. Cobb County Community Development is the development-coordinating agency, responsible for the county Comprehensive Plan that guides long-term land use decision, the zoning ordinance that guides physical development of land, and development regulations that establish standards for actual development sites. Cobb Community Development is also oversees the acquisition of greenspace by the county in support of the Cobb County Green Space Plan. Cobb County Department of Transportation (DOT) develops, manages, and operates the county's transportation infrastructure systems, including traffic signals, road improvements, pedestrian and bicycle improvements, and transit service. Cobb County Economic Development serves as the county's liaison with the business community, managing Enterprise Zones designed to stimulate economic activity in potential growth areas.



Cobb Chamber of Commerce

The Cobb Chamber of Commerce is an advocate for community and economic development for Cobb County. As with most chambers of commerce, the Cobb Chamber acts as a nongovernmental promotion agent for business development. Key targets of the Cobb Chamber are economic development, small business, education, government relations, membership development, transportation, and marketing/communications. The Cobb Chamber administers the Development Authority of Cobb County.

Kennesaw State University

Kennesaw State University (KSU), located primarily in the northwestern corner of the Town Center area, north of Chastain Road and west of I-75, is the third largest university and one of the state's fastest growing entities in Georgia's University System. The University has a \$450 million annual economic impact on Cobb County and Northwest Georgia. In 2007, KSU housed 2,200 students and a total student body of more than 20,000. KSU's 2007-2012 Strategic Plan identifies the five following goals: (1) to enhance and expand academic programs and delivery; (2) to improve retention, progression, and graduation rates while maintaining high quality; (3) to expand campus resources and enhance campus infrastructure, (4) to enhance student life activities and prepare students to be leaders; and (5) to improve service, strengthen accountability, and establish a stronger sense of community.

Town Center Area Community Improvement District/CobbRides

The Town Center Area Community Improvement District (TCACID) is a self-taxing district to promote infrastructure improvements, provide for additional services and facilities for parks and recreation areas and facilities, as well as land use planning, development and improvement consistent with Cobb County's coordinated and comprehensive planning. The TCA CID is governed by a seven-member board of directors. The TCA CID is in its third term and has four years remaining in this term. Commercial property owners who are members of the CID pay 5 mills on their property tax to advance road projects, sidewalks, and other improvements to provide accessibility and mobility within the Town Center area.

Policy Framework

Cobb County's 2030 Comprehensive Plan serves as the County's policy document that assists in decision-making actions to guide the County towards the community's



desired future. The County's Vision Statement promotes long-term goals and a shared community vision for the County. Cobb Vision 2030 is a compilation of goals that combined create an overall vision statement for the County. The goals in the plan address business and economic development, quality of life, natural resource and historic preservation, land use, and development and maintaining an environmentally and financially sound multimodal transportation system.

Each goal has specific policy objectives, many of which are applicable to the TCA. Policy objectives are achieved through the County's implementation/short-term work program or other initiatives.

There are two goals statements with the following policy statements that are specific to land use:

Goal 1: In the year 2030, Cobb is recognized as Georgia's most complete community, a place that combines the best of urban, suburban, and rural life to appeal to a broad spectrum of people.

- Evaluate and refine current practices to ensure that new development pays its fair share of improvements necessitated by growth.
- Increase the economic vitality of underserved areas through programs and incentives.
- Amend the 2030 Comprehensive Plan when necessary to incorporate findings and recommendations from approved Livable Centers Initiative and other similar transportation/land use master plans that will improve the county's ability to promote quality-of-life and attract additional employment opportunities.
- Provide sufficient water, wastewater, stormwater, and transportation capacity to accommodate anticipated growth and support desired growth patterns.
- Evaluate development proposals in currently underserved areas to ensure service is provided in a manner consistent with existing and future infrastructure demands.
- Monitor and assess recreational facility needs/demands and consider improvements/additions where necessary to fully serve the entire community.
- Provide quality recreational programming to meet the needs of existing and future residents of all ages.
- Encourage housing construction and the development of commercial areas in locations where necessary public facilities can be economically provided.



- Encourage urban style growth in regional activity centers as a means to protect existing stable suburban and rural areas from development growth pressures.
- Protect and preserve buildings, neighborhoods, or areas of historical, architectural, or cultural significance.
- Preserve stable quality residential neighborhoods.
- Encourage flexible site design to accommodate site specific conditions to encourage innovative land development techniques and uphold an individual's property rights.
- Address compatibility between land uses when making land use decisions.
- Provide transitions in scale and/or land use between high and low intensity land uses.
- Encourage nodal development at appropriate major intersections and discourage land use changes that lead to 'strip' development patterns with multiple driveways.
- Ensure that non-residential sites are designed for adequate buffering, parking, and open space.
- Identify blighted and deteriorating neighborhoods and promote revitalization and/or redevelopment of these areas.
- Promote smart growth policies and encourage the creative design of residential developments that meet the needs of the human and natural environment.

Goal 2: Cobb is a proud of being a regional leader and supportive partner in making the Atlanta Region a great place to live, learn, work, and play.

- Consider the existing and planned transportation system when making land use decisions.
- Design and locate recreation and cultural affairs facilities with good access to major roadways and public transit routes.
- Encourage adequate amounts, types, and densities of housing needed to support desired commercial and industrial growth.
- Promote transit oriented developments at existing and planned transit stations.
- Coordinate with municipalities, adjoining counties and regional agencies on water supply, wastewater, and stormwater issues to provide efficient services, and better plan for expansion.



- Provide sufficient opportunities for each land use type to serve the needs of the community, maintain the current tax base, and balance/sustain a desired mix of residential types.
- Encourage reuse, redevelopment, and/or revitalization of brownfield and greyfield (dark/vacant store fronts) sites as a means to accommodate new growth in appropriate areas of the county.
- Improve emergency response delivery coordination with municipalities through communication/technology integration, inter-agency cooperation, and joint training.
- Promote compatible infill development, where necessary.
- Coordinate compatible land use and transportation policies inter-county and intra-county.
- Explore opportunities to improve quality-of-life through land use and transportation analysis in specific areas when necessary.
- Coordinate transportation planning activities with local cities, surrounding counties, and regional/state agencies to address intra-county and inter-county transportation demands.
- Address regional development impacts through information sharing and coordination with other local governments, regional development centers, and state agencies.
- Promote the construction of mixed-use developments in appropriate areas.
- Promote the creation of community gathering spaces.

As part of the Comprehensive Plan, the County developed Character areas as part of creating a community vision. Character Areas are areas of the county that have unique characteristics that separate them from the surrounding area. Character areas exhibit development patterns, urban design, special architectural elements, or other factors, such as history, stability, or blight that helps to provide a better understanding of the area. Although Character Areas are not used by the County as a policy document, they do help create a vision for the future that is used to develop goals and policies in the Comprehensive Plan. Character Areas primarily identified in the Town Center area include urban center, redevelopment commercial, residential revitalization, park/recreation/conservation/historic, and corridor. Urban Centers are defined as areas with a concentration of high intensity commercial and offices uses and tends to be access primarily by vehicles and transit. Redevelopment commercial areas declining, vacant, or under-utilized strip shopping centers in a area generally with good vehicular access. Residential revitalization areas are the older traditional or suburban neighborhoods that have a mixed homeownership rate, where some of the housing stock may be in decline due to neglect by the property owner.



Park/recreation/conservation/historic areas are defined as a mixture of land uses that includes undeveloped, natural, environmentally sensitive, and recreational areas. These areas also include significant landmarks, and areas of historical or cultural interest. Corridor areas exist along major arterial roads and highways and are primarily commercial with the majority of land uses being strip commercial centers served almost exclusively by car.

Livable Centers Initiative (LCI) Supurb

The LCI study for the Town Center Area recommends the creation of two activity centers located at Town Center Mall and the planned Bus Rapid Transit (BRT) Station. In 2005, as recommend in the LCI study, the CID commissioned a study to further define zoning regulations and create design guidelines to achieve the type and density of development recommended by the LCI study. The following modifications to the existing zoning regulations were recommended:

- Parcels along the periphery of the mall must be zoned to allow a mix of retail and residential uses.
- The Hidden Forest subdivision will require a higher allowable density to develop townhomes and multifamily units and supporting retail.
- The area south of Big Shanty, east of retail uses along Busbee Drive will require rezoning the current Community Retail Commercial (CRC) category to the Fee Simple Townhouse (FST) category.
- Zoning at the vacant parcel north of Big Shanty Road will require rezoning to allow residential mixed use.
- Rezoning at the proposed BRT station would be needed to allow higher densities of mixed-use to support transit oriented development.
- The entire Town Center LCI areas required an overlay district to regulate streetscape standards in order to create a consistent and safe pedestrian environment.

Design Guidelines

Design guidelines were developed for the Town Center area with the intent to assist designers, planners, and developers to make informed design decisions based on community preference. The guidelines are applied to all new development within the Town Center CID boundaries and should be applied to the review and approval of site plans and rezoning. Design guidelines goals include:



- Encourage the compatible mix of residential, commercial, entertainment, institutional, and recreational uses within the district.
- Encourage the development of major commercial uses within the Town Center area.
- Preserve and expand the open space and trail system.
- Encourage the use of multi-modal transportation options.
- Provide a safe, accessible, and aesthetically pleasing pedestrian network.
- Provide multimodal connectivity between the area's major residential, commercial, and institutional locations.
- Encourage transit and provide connectivity to transit services.
- Encourage new local roads to improve roadway alternatives and connectivity.
- Encourage greenway paths, trails, and public open spaces.
- Create a consistent public environment within the Town Center District.

Previous Studies and Major Projects

As the Town Center Area has grown, the area has been subject to a number of studies conducted by the TCA CID and Cobb County. The TCA, CID, in coordination with the above mentioned governmental and development organizations have studied, funded, and constructed several transportation projects in the Town Center Area.

- Conducted an Employee and Employer Survey, November 2002.
- Funded the Northwest Corridor Transportation Study in conjunction with the Cumberland CID. The study expands on the transit system for the corridor listed in the Regional Transportation Plan (RTP) and builds upon other studies performed for the area.
- Funded a pedestrian/bicycle study to develop a comprehensive sidewalk, green area, and bike path plan in 1998.
- Funded the engineering and 20 percent local match for construction of a comprehensive sidewalk program to connect sidewalks where there are gaps, and to provide sidewalks on at least one side of every major artery in the CID.
- Participated in the local share of Surface Transportation Program (STP) funds to complete a comprehensive sidewalk program from 2000 to 2003.



- Funded the engineering for the widening of northbound exit 269 on I-75 to four lanes with two lanes turning east and the others turning west.
- Provided funds for right-of-way acquisition for the eastbound turn from I-75 exit 269 to Roberts Court.
- Funded a study and submitted an application for signalization and lane alignment on Chastain Road and Barrett Parkway.
- Served as the lead agency responsible for developing the Noonday Creek Multi-use Trail, a six mile continuation of the Mountain to River trails extends from Kennesaw Mountain National Battlefield Park to Bells Ferry Road.
- Funded preliminary engineering for the design of Phase 1A and Phase 1B of the Noonday Creek Trail extending from the Kennesaw Mountain Park's Visitor's Center to Barrett Parkway.
- Funded the construction of Phase 2B of the Noonday Creek Trail; a 2.28 miles paved, multi-use facility that runs along portions of Noonday Creek, Vaughn Road, Cobb Place Blvd, and Barrett Lakes Blvd.
- Funded a study to determine the feasibility of a HOV exit/entrance near exit 271 on I-75.
- Funded a traffic study, concept analysis, and preliminary design for an east/west connector to cross I-75 between Barrett Parkway and Chastain Road.
- Funded the study, engineering, and design for improvements on Chastain Road at I-75 and I-575 and on Barrett Parkway at I-575.
- Funded engineering and design for Barrett Parkway and Cobb Parkway and Barrett Parkway at Costco.
- Funded engineering and design for Big Shanty Road phases 1, 2, and 3.
- Funded engineering and design for the South Barrett Parkway Reliever/Greens Chapel Connector phases 1 and 2.



- Formed a Transportation Management Association (TMA), CobbRides, to address traffic congestion and air quality issues in the area. Funding for the TMA has been provided by the TCA CID, a Congestion Mitigation and Air Quality Improvement Program (CMAQ) grant, ARC's Commute Connections program, the Georgia DOT, and the Clean Air Campaign. The mission of CobbRides is to:
 - Mobilize the business community to support recommendations to change commuting behavior.
 - Promote alternative modes of transportation via carpool, vanpool, flex time, and teleworking commuter programs.
 - Generate public awareness about transportation issues and alternatives to single-occupancy travel.
- Funded a study to determine the feasibility of a bus circulator for the TCA to encourage ridesharing. The circulator would be in partnership with CCT and would operate mid-day Monday through Friday.
- Conducted a pilot shuttle study.
- Funded wayfinding signs to assist vehicles and pedestrians with finding their way into and around the area.
- Completed the Town Center Design Guidelines and Zoning Recommendations Study.
- Developed the Town Center Area Design Guidelines.

Existing Land Use

The following figure shows land uses as a percentage of the total area. With industrial uses representing the largest percentage at almost 30% followed up undeveloped land and retail commercial, residential uses are underrepresented, accounting for just 11% in the Town Center Area.

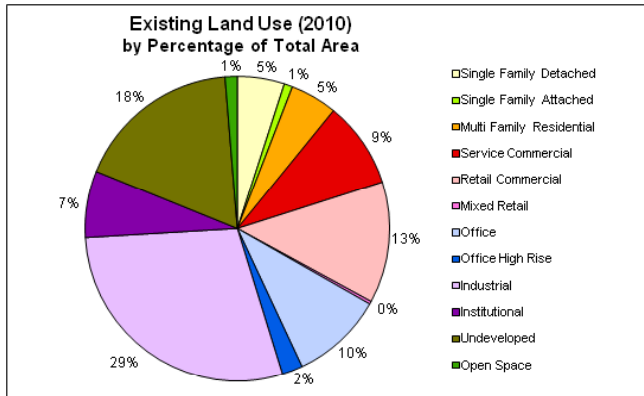


Figure 6: Existing Land Use by Percentage of Total Area

Table 7 below details the number of acres for each land uses in 2006 when the previous master plan update was completed and 2010. Percent change between 2006 and 2010 was calculated for each land use to identify current trends. Single family attached increased 64%, the highest rate of increase. However, the rate of increase is disproportionate as it only increased 12 acres in terms of land area. Institutional was the only other land use to see an increase (13%) between 2006 and 2010. Mixed Retail was added to reflect field observations where mixed-use developments have emerged.

Table 7: Existing Land Use

Table 1: Existing Land Use			
Existing Land Use Classification (2010)	Acres		% Change 2006 - 2010
	2006	2010	
Single Family Detached	217	211	-3%
Single Family Attached	22	36	64%
Multi Family Residential	210	210	0%
Service Commercial	393	388	-1%
Retail Commercial	542	545	1%
Mixed Retail	n/a	12	n/a
Office	425	413	-3%
Office High Rise	93	93	0%
Industrial	1,223	1,219	0%
Institutional	265	299	13%
Undeveloped	779	744	-4%
Open Space	53	53	0%
TCU	1	1	0%



As noted above, recent trends indicate that single-family attached and institutional land uses are rapidly becoming a larger part of the land use mix in the TCA CID. The following figure graphically represents the changes in land use between 2006 and 2010.

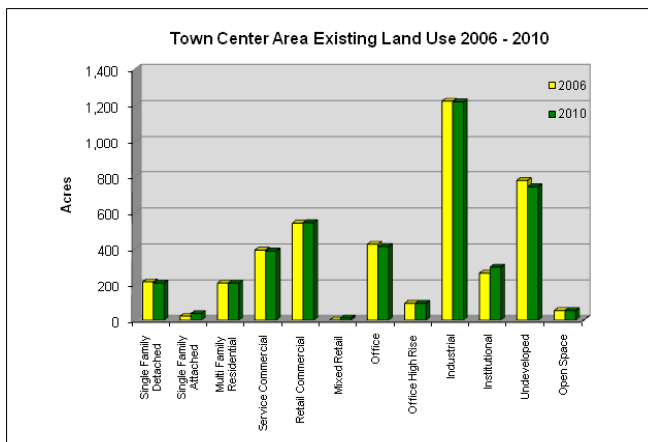


Figure 7: Town Center Area Existing Land Use 2006-2010

The parks and open space land use classification is the smallest category for the Town Center area and has not seen any growth over the last several years. As residential uses in the Town Center area grow, there will be increasing demand on the need for parks and open space. With the additional of the Noonday Creek Trail, areas along the Creek lend itself to potential development of active and passive recreational uses.

The undeveloped land use classification is the second largest category for the Town Center Area. It comprises more 18 percent of the Town Center Area, or 744 acres of land, and is spread throughout the area. The large amount of undeveloped land available in the Town Center area makes zoning very important for shaping the future physical character and employment mix in the area.

Future Land Use

Cobb County's 2030 future land use map was used in this updated Master Plan. The future land use categories were created to allow for a flexible and wide range of uses. The following figure shows the proposed future land use categories as a percentage of the total land area in the Town Center Area. Industrial and industrial-compatible uses make up 27 percent of the land are in the study area, slightly lower than the existing industrial land uses. Retail service accounts for 21% of the study area land uses,



essentially the same as the combined existing service and retail commercial land uses. Office and categories that allow office uses (neighborhood and community activity centers and office service retail) make up 18% of the study area land uses, an increase from the 12 percent of existing study area land uses.

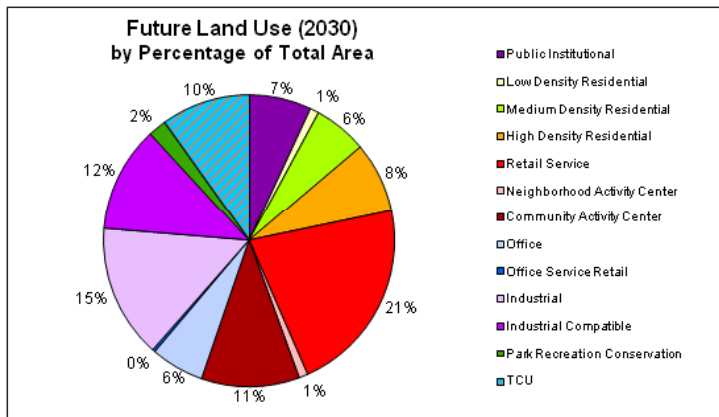


Figure 8: Future Land Use by Percentage of Total Area

The proposed future land uses located in the Town Center Area are indicated in Table 8, which also compares the future land uses proposed in 2030 in the previous County Comprehensive Plan with the current Comprehensive Plan. Similar to the existing land use analysis, the percent change between projections was calculated to determine trends in future land use expectations. Several land use categories decreased in comparison with the projections from the previous comprehensive plan. Park Recreation Conservation decreased the most, by 49%, while medium density residential decreasing by 31% and industrial compatible decreasing by 14%. Land use categories that saw increases include low density residential, with a change in projection of 867% (increase from 3 to 29 acres), TCU with an increase of 52% (275 to 417 acres), and public institutional 39% (204 to 283 acres).



Table 8: Future Land Use

Table 2: Future Land Use			
Future Land Use Classification (2030)	Acres		Change in Projection
	2030 (projected in previous comp plan)	2030 (as projected in current comp plan)	
Public Institutional	204	283	39%
Low Density Residential	3	29	867%
Medium Density Residential	339	235	-31%
High Density Residential	389	351	-10%
Retail Service	916	910	-1%
Neighborhood Activity Center	44	45	2%
Community Activity Center	385	466	21%
Office	310	270	-13%
Office Service Retail	14	14	0%
Industrial	634	625	-1%
Industrial Compatible	584	503	-14%
Park Recreation Conservation	135	69	-49%
TCU	275	417	52%

The biggest difference between the 2006 and 2010 comparison of 2030 future land uses is that significantly more low density residential use is expected in the future in the TCA CID. Additional public institutional and community activity center uses are also expected in the future. The following figure illustrates the difference between the 2015 and 2030 projected land uses.

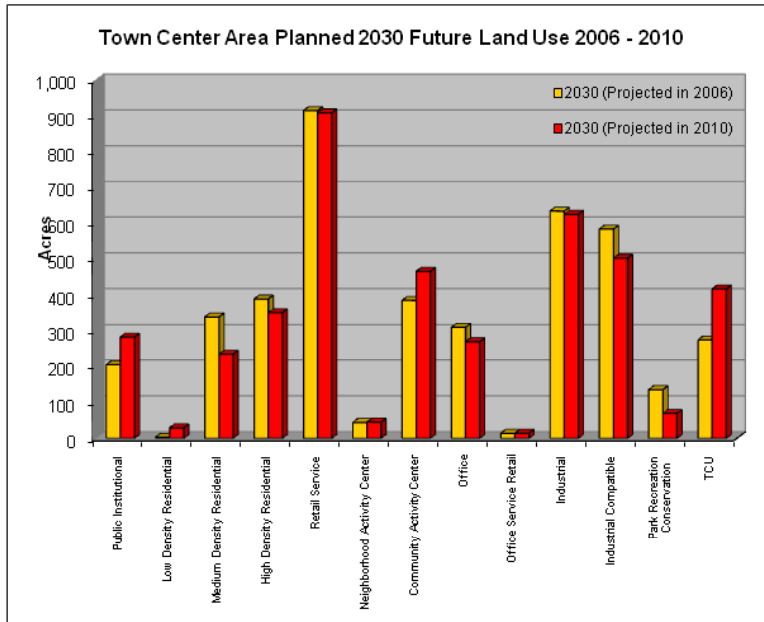


Figure 9: Town Center Area Planned 2030 Future Land Use 2003-2006

While existing land use depicts 211 acres of single-family residential detached structures, the future land use map shows 235 acres of medium-density residential lands. The area's current land use includes 933 acres of commercial use; the future land use map depicts 1,421 acres of commercial use. Current land use includes 506 acres of office use, and the future land use map shows 284 acres under the office and office service retail land use categories. However, the neighborhood activity center and community activity center land use categories can include office uses, bringing the total to 795 acres of potential future office uses.

Both the current and future land uses depict roughly the same amount of industrial land at 1,219 and 1,128 acres, respectively. The current land use does not show park, recreation, and conservation land; the future land use map plans for this category, which is represented by 69 acres of land, a decrease of 49% with the 2006 comparison of the 2030 future land use map. However, 53 acres are currently classified as open space, primarily located along Noonday Creek. Currently, 744 acres of land are undeveloped or vacant. The future land use map depicts no vacant land.

Zoning



Zoning is the regulatory tool used by Cobb County to implement the future land use vision for the Town Center Area. Every parcel of land in the County is designated one of forty-four zoning districts. Zoning districts regulate the types of land uses allowed, height of structures, parking requirements, etc. The study area contains 29 zoning districts however; the differences between many of them are not in use, but in lot size or density requirements. Within the study area are several types of residential, commercial, office, and industrial classifications, as depicted in Table 3. Zoning calculations for the study area are derived from GIS files received from Cobb County.

Table 9: Existing Zoning

Table 3: Existing Zoning		
Zoning Classification	Acres	Percent of Town Center Area CID
Conservation Subdivision (CS)	45	1.1%
Single Family Residential (R-15)	0	0.0%
Single Family Residential (R-20)	353	8.6%
Single Family Attached/Detached (RA-4)	30	0.7%
Multi Family Residential (RM-8)	71	1.7%
Multi Family Residential (RM-12)	249	6.1%
Multi Family Residential (RM-16)	20	0.5%
Fee Simple Townhouse (FST)	11	0.3%
Fee Simple Townhouse (FST-10)	6	0.1%
Planned Residential Development (PRD)	74	1.8%
Planned Village Community (PVC)	48	1.2%
Residential Senior Living Facilities (RSL)	4	0.1%
Rural Residential (RR)	0	0.0%
Suburban Condominium (SC)	34	0.8%
General Commercial (GC)	776	18.9%
Community Retail Commercial (CRC)	271	6.6%
Neighborhood Shopping (NS)	15	0.4%
Neighborhood Retail Commercial (NRC)	10	0.2%
Regional Retail Commercial (RRC)	85	2.1%
Urban Village Commercial (UVC)	17	0.4%
Planned Shopping Center (PSC)	91	2.2%
Tourist Services (TS)	1	0.0%
Future Commercial (CF)	3	0.1%
Office Services (OS)	251	6.1%
Low Rise Office (LRO)	1	0.0%
Office Mid Rise (OMR)	90	2.2%
Office & Institutional (OI)	186	4.5%
Light Industrial (LI)	747	18.2%
Heavy Industrial (HI)	467	11.4%
Future Industrial (IF)	147	3.6%

Table 10 shows a detailed comparison of zoning with undeveloped land. The Office Services (OS)) zoning classification has the largest amount of undeveloped land in the



CID area, with approximately 119 acres of land, or 16.7 percent. Single family residential (R-20) and office institutional (OI) are the second and third largest zoning classifications, with 93 and 96 acres of undeveloped land, or 13.0 and 13.4 percent of the study area, respectively

Table 10: Zoning by Percentage of Undeveloped Land

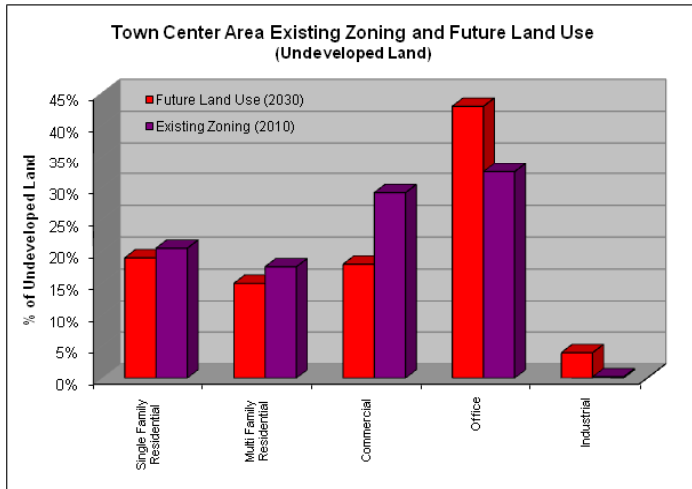
Table 4: Zoning by Percentage of Undeveloped Land		
Zoning Classification	Acres	Percent of Undeveloped Land
Conservation Subdivision (CS)	45	6.3%
Single Family Residential (R-15)	0	0.0%
Single Family Residential (R-20)	93	13.0%
Single Family Attached/Detached (RA-4)	3	0.4%
Multi Family Residential (RM-8)	40	5.6%
Multi Family Residential (RM-12)	69	9.7%
Multi Family Residential (RM-16)	1	0.1%
Fee Simple Townhouse (FST)	0	0.0%
Fee Simple Townhouse (FST-10)	0	0.0%
Planned Residential Development (PRD)	5	0.7%
Planned Village Community (PVC)	0	0.0%
Rural Residential (RR)	0	0.0%
Suburban Condominium (SC)	15	2.1%
General Commercial (GC)	80	11.2%
Community Retail Commercial (CRC)	66	9.2%
Neighborhood Shopping (NS)	8	1.1%
Neighborhood Retail Commercial (NRC)	5	0.7%
Regional Retail Commercial (RRC)	51	7.1%
Tourist Services (TS)	0	0.0%
Office Services (OS)	119	16.7%
Low Rise Office (LRO)	0	0.0%
Office Mid Rise (OMR)	17	2.4%
Office & Institutional (OI)	96	13.4%
Light Industrial (LI)	1	0.1%
Heavy Industrial (LI)	0	0.0%

To facilitate comparison of existing zoning with the proposed future land map included in the Cobb County Comprehensive Plan, zoning categories and land use classifications were aggregated into the following general categories: single-family residential, multifamily residential, commercial, office, and industrial. As some of the future land use categories, namely neighborhood activity center and community activity center, are ambiguous, calculations are approximate and assume those categories will be developed as office uses based on current trends in the study area. The following figure compares existing general zoning and future land use categories by percentage



of the undeveloped land area in the Town Center area.

Figure 10: Town Center Area Existing Zoning and Future Land Use



Because no vacant land is indicated on the future land use map within the study area, future land use and existing zoning by percentage of undeveloped land should be roughly equal. As shown in the above figure, this is not the case. Office and industrial planned uses in the future land use map exceed the land area allocated under existing zoning, while proposed single-family and multi-family residential and commercial uses in the future land use map trail existing zoning allotments.

Transportation Facilities

Roadways

The street pattern in the TCA CID is suburban with a pseudo-grid pattern. Major arterial corridors that carry most of the traffic entering and leaving the area include Barrett Parkway, Chastain Road, McCollum Parkway, Cobb Parkway, I-75, and I-575. Collector roads include Bells Ferry Road, George Busbee Parkway, Big Shanty Road, Chastain Meadows Parkway, and Barrett Lakes Boulevard. These roadways provide access and traffic circulation within the area as well as to and from the residential, commercial, and industrial areas of the CID. Other local roadways allow for local traffic circulation. See figures 15, 16a, and 16b for an overview of the transportation network.



Interstates/HOV

Two interstate freeways help carry large volumes of traffic to and from the CID area. Interstates 75 and 575 traverse the center of the CID. Both I-75 and I-575 have interchanges at Barrett Parkway and Chastain Road in the TCA CID.

Georgia DOT has completed the HOV System Implementation Plan, which prioritizes the extension of the existing HOV system. The I-75/I-575 corridor is considered a top priority in the expansion plan and barrier-separated HOV facilities are recommended for both corridors. The Northwest I-75/I-575 HOV/BRT Study includes more detailed concepts of the proposed HOV facility.

Transit

CCT provides transit service in the CID area and is managed by the Cobb County DOT. The transit service operates Monday through Saturday. Cobb County is updating its Transit Plan to address existing services, performance monitoring, and funding sources.

The bus routes that service the study area include:

- Route 40 – Travels from Marietta to Kennesaw State University via Bells Ferry Road and Busbee Parkway.
- Route 45 – Travels from Marietta to the Town Center Mall via Cobb Parkway (U.S. 41) and Barrett Parkway with access to Chastain Meadows Industrial Park on Chastain Meadows Parkway.
- Route 100 – Operates express, peak-hour service from a park and ride lot near Town Center Mall traveling to Atlanta via I-75.
- Route 10C – Travels from Town Center to the Marietta Transfer Center and the Arts Center MARTA Station along Busbee Parkway, Barrett Parkway, the SR 120 (South Marietta Parkway) Loop, I-75, 16th Street, and West Peachtree Street.
- Route 480 – Connects Acworth to Downtown Atlanta using I-75. Stops include the Acworth park and ride lot, Busbee park and ride lot in the TCA CID, MARTA Civic Center Station, Peachtree and Luckie streets, and MARTA Five Points Station.



- Route 481 – Uses I-75 to travel from The Town Center park and ride lot to the MARTA Civic Center Station, MARTA Arts Center Station, and MARTA Midtown Station.

Although routes 480 and 481 are part of the GRTA Xpress Regional Commuter Service, they are operated by CCT.

Northwest Connectivity Study/Northwest I-75/I-575 HOV/BRT Study

Several studies have previously envisioned either Bus Rapid Transit (BRT) or Light Rail Transit (LRT) connecting Town Center to the Cumberland – Galleria area in Cobb County. Although this concept is currently unfunded, Cobb County will soon conduct a detailed feasibility study for LRT to connect to the Town Center area.

Park and Ride

One park and ride lot is provided by CCT in the TCA: the Busbee Parkway/Busbee Drive Park and Ride Lot. This lot is located near the intersection of George Busbee Parkway and Busbee Drive. A park and ride lot at Children's Healthcare on Busbee Parkway is provided by GRTA, for a total of two lots in the TCA.

Airport

McCollum Airport, which started as a recreational airport, provides air access to the study area and is a regional alternative to DeKalb Peachtree Airport. This airport has one runway (5,355 feet), and averages 300 takeoffs and landings each day. The airport has plans to extend the airport runway and expand its hangar storage area.

Railroad

The CSX Transportation railroad accesses the Town Center Area. The railroad operates a main freight line and a spur line that services the quarry in the western portion of the Town Center Area. The rail line enters the area from Atlanta and travels to Tennessee.



Bicycle and Pedestrian Facilities

Sidewalks

Sidewalks are located throughout the Town Center Area, most in areas with transit routes or near office areas and commercial/retail establishments. The major roadways, including Barrett Parkway, Chastain Road, George Busbee Parkway, Barrett Lakes Boulevard, Chastain Meadows Parkway, and Bells Ferry Road, all have sidewalks, but many are not continuous or connected to other area roadways. Sidewalks are also located along some of the minor roadways, such as Roberts Boulevard, Cobb Place Boulevard, Big Shanty Road, Frey Road, Townpark Drive, Town Center Drive, Airport Road, and Greens Chapel Road. In addition, sidewalks are located throughout the Kennesaw State University campus. The residential areas also have sidewalks, with many located on one side of the street; however, a lack of continuity and connectivity limit pedestrian movement.

On-Street Bicycle Facilities

The bicycle lanes along Chastain Road from the east side of the I-575 ramps to Town Pointe Drive are the only on-street bicycle facilities in the TCA CID.

Multiuse Facilities

The Noonday Creek trail is partially complete and currently under construction. It will extend from Bells Ferry Road through the CID and to Kennesaw Mountain National Battlefield Park. A trail extension off Noonday Creek Trail is planned to connect to Kennesaw State University. Other trails are planned by Cobb County, including a connection along Old 41 to Kennesaw and along Bells Ferry Road to the Cobb/Cherokee county line.

Bicycle Routes

The Cobb County Bicycle Transportation Plan includes three planned bicycle routes within the study area. These routes are delineated along major routes and include:

- Chastain Road from Cobb Parkway to Bells Ferry Road
- Barrett Lakes Boulevard from Barrett Parkway to Chastain Road (part of the Cobb County Trail Plan)



- Frey Road from Chastain Road to Shiloh Road (part of the Cobb County Trail Plan)

The study area also includes a segment of the planned Statewide Bicycle and Pedestrian Route Network called the March to the Sea Route. This route runs along the western portion of the study area, crossing over McCollum Parkway. The route originates at the Tennessee border and travels south through Atlanta and east to Savannah at the Savannah River.

Planned Projects

The TCA CID and Cobb County DOT have planned several projects in the study area, including projects recently completed or currently under way, projects planned in the short term, and projects included in the RTP.

Under Way

- Interchange upgrade at I-575 at Barrett Parkway
- Roadway improvements along Big Shanty Road from Busbee Parkway to Chastain Meadows Parkway (includes future HOV access)
- Noonday Creek Trail multiuse facility from Cobb Parkway to Bells Ferry Road

Short Term

- Busbee/Frey Connector (a new bridge over I-75 near KSU, currently under design)

Long Term

- HOV lanes along I-75 North and I-575 (currently under design by Georgia DOT)

Planning Process

To adequately balance current and long-term transportation needs with land use, the project team conducted an analysis with technical and non-technical components.

The technical component items changed in the 2010 Master Plan Update to reflect current conditions and a new horizon year of 2030 include the following:



- Review of existing plans, programs, and policies
- Review of the transportation infrastructure in the study area
- Review of currently planned improvements in and near the study area
- Review and analysis of existing land use and economic and demographic conditions
- Traffic data collection throughout the study area
- Observations of traffic operations during morning and afternoon peak traffic periods and the Saturday peak traffic period
- Development and application of a traffic simulation model and network for the study area
- Analysis of existing traffic conditions and resulting vehicular delays and levels of service
- Review and analysis of zoning and development policies

This information, combined with an assessment of perceptions regarding current issues, as well as opportunities for land use, transportation, and future development, led to the development of a problem definition and clear goals and objectives for the Town Center Area.

Participatory Program

During development of the previous Master Plans, stakeholder involvement provided a mechanism to assess perceptions of current issues and opportunities for land use, transportation, and development for the study area. Additionally, goals and objectives to guide final Roadmap recommendations and implementation guidelines were developed with input from stakeholders.

The stakeholder group consisted of representatives who were extremely knowledgeable about and interested in the Town Center Area, including business and property owners.



The 2010 Master Plan Update solicited input from a stakeholder group and the TCA CID board members. The stakeholder group met three times to review goals and objectives, land use scenarios, and recommended project list. The first meeting of the stakeholder group included a discussion on the existing condition and review of the Goals and Objectives that guided the development of the previous Roadmaps. Based on that discussion and a SWOT (strengths, weakness, opportunities, and threats) analysis, the stakeholder team recommended revisions to the Goals and Objectives to priorities due to the current state of economic conditions. The second meeting with the stakeholder group presented three land use scenarios based on current market conditions. The group then engaged in developing other land use scenarios. The final meeting with the group presented recommendations and the Preferred Land Use Scenario. The Planning Committee of the Board also met twice to discuss the preferred land use scenario and recommended list of projects.

Problem Definition

The problem definition provided the basis and framework for the development, evaluation, and selection of projects and programs to include in the Master Plan. It includes opportunities, constraints, a problem statement, and goals and objectives.

Opportunities

The study area has excellent access to the metropolitan Atlanta area via two interstates, I-75 and I-575. It has been a growing and prosperous activity center for decades with virtually unlimited potential to gather its fair share of projected growth in the region. Its future prosperity will depend on how it prepares itself for this growth. Key opportunities for the TCA are discussed below.

Market Demand

Primarily because of its location, the TCA will remain attractive to development as the region recovers from the current economic malaise. The amount of vacant land lends itself to more value-oriented attached housing, which is a viable, near-term opportunity for additional housing and office in the study area. Long term, housing and retail will likely be supportable in mixed-use environments. Most additional retail will likely have a local serving focus, in contrast to the regional serving retail currently in the area.



Town Center Area CID

The TCA CID has contributed significantly to the area's success with its support for the development, funding, and implementation of many transportation improvements. The CID is supported by the CobbRides, which is proactively promoting commuting and has initiated a shuttle service during the holiday season.

Multimodal Accessibility

CCT currently serves the study area, with some routes operated in conjunction with the GRTA Xpress Regional Commuter Service. Future accessibility to public transportation will increase as a regional transit system expands to serve the area. Care will need to be given to how these two systems connect to each other and to the surrounding area.

McCollum Airport

The study area is fortunate in that it contains a regional airport. With planned improvements, this airport will continue to support air travel and can be used as an economic tool/incentive for development. This airport also lends an identity to the Town Center Area.

Location

The study area is adjacent to I-75 and I-575. These two interstates locally serve Cobb, Cherokee, and Bartow counties. There are four major interchanges within the study area. Additionally, Chastain Road serves as the southbound to northbound access for the two interstate routes. In addition, the study area contains Kennesaw State University and is adjacent to Kennesaw Mountain National Battlefield Park and the City of Kennesaw.

Roadway Improvements

Transportation improvements, such as the recently completed improvements along Barrett Parkway and Chastain Road, planned improvements like the South Barrett Parkway Reliever, and the proposed implementation of HOV lanes and potential BRT along I-75 will contribute to the area's future accessibility and attractiveness to development.



Greenspace

The location of Noonday Creek through the study area provides an opportunity for greenspace preservation. The trail will further promote this and will add to the general quality of life and aesthetic value of the area. Parts of the multiuse Noonday Creek Trail are open now with the remaining phases anticipated for construction in 2011.

Constraints

The constraints that could challenge the area as it seeks to take full advantage of its opportunities are detailed below.

Threat of Retail Abandonment

Most retail centers are developed with an anticipated life of approximately 20 years, and more retail is being developed than can be supported in the metropolitan area. Although retail in the Town Center Area is currently strong, without a unique identity the area may start to see retail abandonment similar to that in evidence along Cobb Parkway.

Job Housing Balance

The strong employment growth occurring in the Town Center Area and the limited housing located directly in the core have contributed to a growing imbalance between jobs and housing. The Town Center Area currently has a jobs-to-housing ratio of 5.1. This imbalance may be slightly overstated given the prevalence of housing just outside the core; however, this imbalance contributes to the existing traffic congestion, and the data suggest the gap will continue to widen over the next decade.

Land Use Patterns

Mixed use development that promotes multi-modal accessibility and create a sense of place are essential to the Town Center area to maximize development potential. Zoning and development standards need to be consistent with achieving this type of development.

Congestion

Traffic congestion along major roadways in the area (Barrett Parkway, Chastain Road,



Cobb Parkway, I-75, and I-575) will continue to increase, especially with continued development within and outside of the study area. Severe congestion at major intersections can be a real deterrent to future growth. Although public transportation projects and HOV lanes enhance mobility and provide transportation choices, they will not have a significant impact on current traffic congestion.

Roadway Environment

The roadway environment in the area, especially on major roadways, is extremely unwelcoming to pedestrians because of high volume, high speed, and the lack of street presence due to the placement of buildings far from the road. The layout and spacing of the roadway network in the area is currently adequate, but will not be able to sustain future growth.

Transportation improvements completed in the area have helped to ease congestion and improve mobility. However, land use improvements have not kept up with the transportation improvements, continuing the pattern of sprawl development without a focus on creating an identity within the Town Center area. This plan is being developed to determine short-term and long-term market development opportunities for the area and the transportation improvements needed to foster an environment for mixed use village –type development and continue to improve overall traffic conditions in the Town Center area.

Problem Statement

The study area has an excellent location and tremendous opportunities for future growth. Transportation improvements completed in the area have helped to ease congestion and improve mobility. However, land use improvements have not kept up with the transportation improvements, continuing the pattern of sprawl development without a focus on creating an identity within the Town Center area. This plan is being developed to determine short-term and long-term market development opportunities for the area and the transportation improvements needed to foster an environment for mixed use village –type development and continue to improve overall traffic conditions in the Town Center area.

Goals and Objectives

As part of the 2010 Update, the goals and objectives from the 2007 Update have been reviewed and revised to reflect current opportunities and constraints identified by the



stakeholders and the existing conditions analysis. These guided the remainder of the project and provided a foundation for the selection of projects, the identification of strategies and performance measures, and the development of guidelines for the final Town Center Area Master Plan.

Goal One: Enhance Economic Vitality

Objectives:

- Set high standards of quality for the natural and built environment.
- Foster healthy relationships with businesses and institutions to identify and capitalize on assets and opportunities.
- Brand and promote the Town Center area.

Goal Two: Improve Mobility and Connectivity for All Users

Objectives:

- Maintain traffic operations to facilitate the flow of traffic.
- Improve mobility for peds, bicyclists, and transit users.
- Improve connectivity between all modes (including aviation) with the Town Center area and to outside areas.

Goal Three: Balance Land Use and Transportation

Objectives:

- Encourage an efficient and sustainable land use and transportation relationship.
- Encourage desired land use patterns identified in the master plan while maintaining the necessary degree of flexibility to allow for diversity, innovation, and individualism.

Goal Four: Create and Implementable Plan



Objectives:

- Identify appropriate projects, programs, and policies.
- Create a schedule for implementation.
- Identify funding opportunities and responsible parties.

Development of the Master Plan

As described in the Existing Conditions section, the Town Center area has significant development opportunities that will greatly impact future traffic demand and patterns. To address this future growth, three alternate development scenarios were developed and reviewed by the stakeholder group for applicability to the study area. The first scenario considered Cobb County's future land use plan, while the second and third scenarios addressed potential demand for residential growth in the town center area and expected continued growth of KSU.

The stakeholder group was then asked to develop an alternative scenario to three developed by the project team. The stakeholder group identified the area east of KSU across I-75 as a logic place for the University to expand with the notion of creating a mixed use village, including residential, hotel and conference center and office. It will create synergy with the existing community and appeal to a range of populations, particularly students and empty nesters. Emphasis should be placed on walkability and bicycle connections from the main academic campus to destination places within the town center area.

Input from the stakeholder group and the TCA Board Planning Committee provided guidance for a Preferred Master Plan. A Preferred Master Plan based on the guidance received and the market conditions is illustrated on Figure 16.

The Master Plan provides guidance to the TCA's efforts to develop and support a 24 hour live/work/play destination in Cobb County. The plan takes advantage of KSU's growth and expansion, builds upon the completed LCI study and identifies areas to focus potential growth.

KSU Expansion

Already the third largest entity within Georgia's University System, KSU continues to be



one of the fastest growing universities in the state. It is estimated that total student population will reach 30,000 by the year 2020. On-campus growth through residential housing is estimated to be 7,000 students over the next decade. With expected growth also come tremendous growth pressures. Expansion outside of the core academic campus is already occurring and is expected to continue. The Master Plan identifies the area east of the core campus across I-75 for expansion of the campus through a village like setting, incorporating residential and ancillary service retail with conference, academic, and university office space.

- Assumes the TCA CID will capture medium to high density residential demand
- Assumes KSU will continue to grow in both housing and research/classroom demand.
- Assumes implementation of the LCI Study recommendations.
- Allows for a mixture of uses for locally servicing retail.
- Assumes that redevelopment policies/incentives are in place to encourage redevelopment of aging shopping centers.

LCI Study- SuPurb

The LCI study created a planning framework for the 'core' of the Town Center area defined as the area between I-75 and I-575 and Barrett Parkway and Chastain Road. The LCI study continues to provide the land use framework for this area. The Framework Plan for the LCI had six essential components.

- Town Center Mixed Use Village- Town Center Mall is one of the largest economic generators in the Town Center Area. The plan recommends adding high density mixed uses around the mall and creating a central "Town Green" gathering space.



- High-Density Mixed Use Office- high density office development is envisioned along Barrett Parkway and some on the mall outparcels as redevelopment of the aging retail parcels occurs.
- Transit Center Development- The planned transit center at the extension of Big Shanty Road opens up tremendous opportunity for transit-oriented, high-density development, including multifamily residential, supporting retail, and office buildings in one complex connected by open space.
- Chastain Mixed Use- similar to Barrett Parkway with the good interstate access, Chastain Road is envisioned to be the ideal location to incorporate high-density office with supporting retail into the current commercial corridor.
- Noonday Creek Residential Village- there is a demand for multifamily housing within the Town Center core. Locations north and south of Big Shanty Road are ideal for residential development.
- Town Center Trail/Open Space- Noonday Creek provides an opportunity for developing needed open space in the Town Center area. Recommendations for a continuous greenway along Noonday Creek have currently either been constructed or are in the design phase.

Growth East of I-575

The Big Shanty Road Extension will act as a spur to development for the surrounding land, which currently lacks good access.

- Undeveloped land abutting I-575 and west of Chastain Meadows should be developed with a mix of office and retail service.
- Undeveloped land south of Big Shanty Road between Chastain Meadows Road and Bells Ferry Road should be developed with medium to high density residential.
- Assumes that redevelopment policies/incentives are in place to encourage redevelopment of aging retail and office complexes.

Future Land Use Plan

The Preferred Master Plan identifies areas of focus for the TCA CID to work with its partners and private developers to meet the goals and objectives of the Master Plan. For areas not specifically identified on the Master Plan, proposed development and land uses changes should be consistent with Cobb County's FLUM.



- Use the Future Land Use Map for land use categories.
- Assumes the implementation of the LCI recommendations.
- Allows for a mixture of uses for locally servicing retail.
- Assumes that redevelopment policies/incentives are in place to encourage redevelopment of aging shopping centers.

Transportation Infrastructure

Balancing land use and transportation is essential to achieving the goals of the TCA CID. Transportation infrastructure should improve mobility and connectivity for all users by offering transportation options by balancing all modes with the Town Center area.

- The Big Shanty Road Extension will spur development on the surrounding land, which currently lacks good access. This development should be concentrated near a future transit station (currently a GRTA Park and Ride lot), should allow HOT/managed lane access, and should be developed as a higher density mixed use development.
- A village type environment should be created to connect the Town Center Mall to Chastain Parkway and KSU.
- Enhanced pedestrian and bicycle connections from Town Center Mall to KSU should be created along the main roads: Busbee Drive, George Busbee Parkway, and Big Shanty Road Extension.
- Gateway enhancements should be implemented at key intersections to create identity for the Town Center area as well as create a perceived sense of safety and comfort. Elements should include street furniture, lighting, pavers, Intersections to include are George Busbee Parkway and Town Center Drive, George Busbee Parkway and Big Shanty Road, and George Busbee Parkway and the Busbee/Fry Connector.
- Creating a comprehensive transportation network that includes bike routes and sidewalks connecting destinations within the Town Center area is to be considered with any development or redevelopment.
- Creating a comprehensive transportation network should also consider connections outside of the TCA CID boundary, including the South Barrett Parkway Reliever and extending Vaughn Road to Barrett Parkway.



Redevelopment

The Town Center area will continue to experience growth and redevelopment of aging retail centers and office parks will likely take place. Redevelopment efforts should focus on implementing plans and projects that are consistent with the goals and objectives of the Master Plan.

- The area in the southeast quadrant of Barrett Parkway and I-575 should be redeveloped into a retail mixed use development.
- The Town Center Mall should be further developed as a central business district (CBD) with decked parking, offices, hotels, and very high-density residential.
- Mixed use villages include ground-level retail and with multi-story residential. Multifamily residential includes both apartments and condominiums and is developed with a density between 15 to 50 units per acre, depending on the location.
- Creating a comprehensive transportation network that includes bike routes and sidewalks connecting destinations within the town center area is to be considered with any development or redevelopment.
- There is more land than there is market demand, coupled with desired densities. Therefore, land use policies that support desired densities and encourage redevelopment of land need to be in place.
- Creating a comprehensive transportation network connecting destinations outside of the TCA CID boundary to destinations within the town center area could spur additional development or redevelopment on land surrounding the TCA CID boundary.
- Additional development or redevelopment outside of the TCA CID boundary should develop with a mixture of uses, including residential with higher density allowances, retail service, and office, reduced parking, and pedestrian-oriented site requirements.

Traffic and Transportation Analysis

To identify current issues and analyze the effect of population and employment growth on traffic in the TCA CID under the preferred land use scenario, a micro simulation



effort was undertaken.

Data Collection and Simulation

In an effort to qualify current vehicular traffic operations within the TCA CID, a traffic operations model was prepared to analyze current traffic conditions. The latest edition of Synchro/Sim Traffic, industry standard computer analysis and modeling software, was used to model current vehicular traffic conditions throughout the CID area during peak traffic periods. In order to develop a representative model, varying data and information was collected to prepare a simulation that can accurately analyze current levels of traffic.

Roadway Geometry

Within the boundaries of the TCA CID, a roadway inventory was performed to collect current roadway configuration. Information such as road and lane width, number of lanes, turn bay lengths, and major grades was entered in the Synchro/Sim Traffic model. This geometric roadway inventory formed the footprint for the traffic simulation.

Traffic Volumes

Turning movement counts were gathered during weekday and Saturday peak periods at 34 intersections throughout the study area. At five additional intersections, which do not serve Saturday shopping trips, turning movement counts were gathered for weekday peak periods only. Turning movement counts for a total of 39 intersections were obtained.

Signal Timing

In building the traffic model, traffic signal timings currently used by roadside traffic controllers were downloaded and each controller's information was input into the traffic model. Since a large number of traffic signals are within the CID area, this timing information is necessary to reflect true traffic operations.

Simulation

With the geometric conditions, traffic volumes, and signal timing data collected, a traffic simulation model was developed for the TCA CID in 2010. The model was used to analyze the traffic flow for the morning, afternoon, and Saturday peak periods. The



traffic flow in the simulation is measured by the average delay per vehicle at a particular intersection. The qualitative assessment of traffic delay is expressed in terms of Level of Service (LOS).

LOS A is the best and represents excellent conditions with little or no delay. LOS F is the worst and corresponds to severe congestion and larger delays. LOS A, B, and C are usually considered acceptable by most drivers, and in dense urban environments LOS D is sometimes acceptable.

The delays experienced at the 39 signalized intersections analyzed within the CID area are summarized in the following tables.

Table 11: Weekday Intersection LOS by Peak Period (2010, 2030 No Build, 2030 Build)

Main Street	Intersections	Existing (2010)		No-Build (2030)		Build (2030)	
		AM	PM	AM	PM	AM	PM
Chastain Rd	Big Shanty Rd/West Duncan Rd	B	A	B	A	B	A
	McCollum Pkwy/Duncan Rd	A	B	B	B	B	B
	Big Shanty Rd/Town Point Pkwy	B	B	***	***	***	***
	KSU	B	B	B	C	B	B
	Frey Rd	D	F	E	F	D	E
	I-75 SB	B	C	C	F	C	D
	I-75 NB	C	C	C	D	C	C
	Busbee Dr	B	D	D	F	C	C
	California Dreaming	A	A	A	B	A	A
	George Busbee Pkwy	C	C	C	C	C	C
	Townpark Dr	B	C	B	C	B	D
	I-575 SB Off-Ramp	D	D	E	F	B	D
	I-575 NB Off-Ramp	C	B	B	C	B	C
	Chastain Meadows Pkwy	B	B	A	B	A	B
Barrett Pkwy	Bells Ferry Rd	C	D	C	E	D	D
	US 41 (Cobb Pkwy)	E	F	D	F	D	D
	Cobb Place Blvd	B	B	B	B	B	C
	Greens Chapel Rd	A	C	A	B	A	B
	Barrett Lakes Blvd	B	B	B	B	B	C
	Home Center Dr	A	A	A	B	A	B

Main Street	Intersections	Existing (2010)		No-Build (2030)		Build (2030)	
		AM	PM	AM	PM	AM	PM
	Cobb Place Blvd	B	D	B	D	B	D
	I-75 SB	A	B	A	B	A	B
	I-75 NB	B	C	B	C	B	C
	George Busbee Pkwy	B	C	B	C	B	C
	Mall Dr	B	C	A	C	A	B
	I-575 SB	B	B	B	B	B	B
	I-575 NB	B	B	B	B	B	B
	Chastain Meadows Pkwy	B	B	B	B	B	B
	Prado Ln	A	B	A	B	A	B
	Bells Ferry Rd	C	D	C	D	C	D
Chastain Meadows Pkwy	Walmart Supercenter	A	B	A	B	A	B
	Big Shanty Rd	A	A	A	C	A	C
George Busbee Pkwy	Town Center Access Rd	A	A	A	B	A	B
	Town Center Dr	A	A	A	A	A	A
	Burlington Coat Factory	A	A	A	A	A	A
	Big Shanty Rd	A	A	B	C	B	C
	Busbee Dr	C	D	E	F	A	A

Main Street	Intersections	Existing (2010)		No-Build (2030)		Build (2030)	
		AM	PM	AM	PM	AM	PM
Cobb Place Blvd	Barrett Lakes Blvd	B	C	B	C	B	C
Mall Dr	Mall Blvd	C	C	B	C	B	C

*** As part of Big Shanty Extension, all intersections will be designed to meet 2030 traffic volumes

**Town Center Area Master Plan
Update 2010**



Table 12: Saturday Intersection LOS (2010, 2030 No Build, 2030 Build)

Main Street	Intersections	Existing (2010)	No-Build (2030)	Build (2030)
Chastain Rd	Big Shanty Rd/West Duncan Rd	A	A	A
	McCollum Pkwy/Duncan Rd	A	A	A
	Big Shanty Rd/Town Point Pkwy	A	***	***
	Frey Rd/Barrett Lakes Blvd	C	C	C
	I-75 SB	B	B	B
	I-75 NB	B	B	B
	Busbee Dr	C	C	B
	California Dreaming	A	A	A
	George Busbee Pkwy	B	C	C
	Townpark Dr	A	B	B
	I-575 SB Off-Ramp	C	E	B
	I-575 NB Off-Ramp	C	D	D
	Chastain Meadows Pkwy	B	B	B
Barrett Pkwy	US 41 (Cobb Pkwy)	D	D	C
	Cobb Place Blvd	B	B	B
	Greers Chapel Rd	B	B	B
	Barrett Lakes Blvd	C	C	C
	Home Center Dr	B	B	B
	Cobb Place Blvd	D	D	D
	I-75 SB	B	B	B
	I-75 NB	C	C	C
	George Busbee Pkwy	E	E	C
	Mall Dr	D	D	E
	I-575 SB	C	C	C
	I-575 NB	B	B	B
	Chastain Meadows Pkwy	B	B	B
	Prado Ln	B	B	B
	Bells Ferry Rd	C	C	C
Chastain Meadows Pkwy	Walmart Supercenter	B	B	B
Mall Dr	Mall Blvd	B	C	C
George	Town Center Access Rd	C	C	C

**Town Center Area Master Plan
Update 2010**



Main Street	Intersections	Existing (2010)	No-Build (2030)	Build (2030)
Busbee Pkwy	Town Center Dr	A	A	A
	Burlington Coat Factory	B	B	B
	Big Shanty Rd	A	***	***

*** As part of Big Shanty Extension, all intersections will be designed to meet 2030 traffic volumes

Analysis Summary

The following are highlights of the traffic analysis:

- Chastain Road at Frey Road is currently operating at LOS D during the AM peak period and LOS F during the PM peak period.
 - Under the no build scenario, it will operate at LOS E during the AM peak and LOS F during the PM peak in 2030.
 - With improvements, the intersection will operate at LOS D in 2030 during the AM peak and improve slightly to LOS E during the PM peak.
- Chastain Road at the I-75 southbound ramps will operate at LOS F in 2030 under the no build scenario during the PM peak. With improvements, it will operate at LOS D during the PM peak.
- Chastain Road at Busbee Drive will operate at LOS F in 2030 under the no build scenario during the PM peak. With improvements, it will operate at LOS C during the PM peak.
- Chastain Road at the I-575 southbound ramps will operate at LOS E during the AM peak and LOS F during the PM peak in 2030 under the no build scenario. With improvements, it will operate at LOS B during the AM peak and LOS D during the PM peak.
 - During the Saturday peak period, this intersection will operate at LOS E in 2030 under the no build scenario. Under the build scenario, it will operate at LOS B.



- Chastain Road at Bells Ferry Road will operate at LOS E in 2030 under the no build scenario during the PM peak. With improvements, it will operate at LOS D during the PM peak.
- Barrett Parkway at US 41 (Cobb Parkway) is currently operating at LOS E during the AM peak period and LOS F during the PM peak period.
 - Under the no build scenario, it will operate at LOS D during the AM peak and LOS F during the PM peak in 2030.
 - With improvements, the intersection will operate at LOS D in 2030 during the AM peak and LOS D during the PM peak.
- Barrett Parkway at George Busbee Parkway currently operates at LOS E during the Saturday peak period and will continue to operate at LOS E in 2030 under the no-build scenario. With improvements, the intersection will operate at LOS C.
- George Busbee Parkway at Busbee Drive will operate at LOS E during the AM peak and LOS F during the PM peak in 2030 under the no build scenario. With improvements, the intersection will operate at LOS A in 2030 during the AM and PM peak periods.

The following table summarizes the levels of service for the CID area.

Table 13: Percentage of Signalized Intersections With Specified Levels of Service (2010)

	A.M. Peak	P.M. Peak	Saturday Peak
Levels of Service A, B, and C	92%	79%	88%
Levels of Service D, E, and F	8%	21%	12%

The TCA CID area, like most areas, has critical intersections that dominate the operations of the upstream and downstream traffic. When analyzing a network of roads and intersections, a series of bottlenecks within the system typically spills over onto the adjacent intersections and roads. Approximately 88 percent of the intersections that operate at levels of service D, E, or F during the PM peak period in 2010 are on Barrett Parkway or Chastain Road. During the Saturday peak period, 100 percent of the intersections operating at levels of service D, E, or F are on Barrett Parkway.



The same three types of trips can be applied to commercial vehicles, as well. One of the primary transportation problems in the TCA is that all three types of trips rely on Barrett Parkway and Chastain Road. Consequently, many of the intersections along these two roadways are congested.

Most problematic intersections are along Barrett Parkway or Chastain Road.

Transportation solutions for the area must address the problems on Barrett Parkway and Chastain Road and institute measures to release the traffic-carrying burden of these two roadways.

Development and Selection of Candidate Projects

The Preferred Land Use Scenario results in a 31 percent increase in employment and a 77 percent increase in population, resulting in a significant increase in traffic demand from 2010 to 2030.

Study Area Trip Patterns

The TCA CID is located at the convergence of I-75 and I-575. These two interstates serve commuters from Cobb, Cherokee, and Bartow counties. There are four major interchanges within the study area. Additionally, Chastain Road serves as the southbound to northbound access for the two interstate routes. The location of the roads within the TCA CID provides excellent access to local businesses; however, these same roads also serve trips with origins and destinations outside of the CID area. A balance needs to be reached between local access that enhances the businesses in the area and efficient movement for drivers passing through the area.

There are three types of trips, based on origin and destination, which need to be served by the TCA transportation network:

Internal/Internal are trips that originate and terminate within the study area. These trips can be from retail outlet to retail outlet, such as a shopping trip, work-based or lunch hour trips from a place of employment to a restaurant or shopping, or true internal trips from a residence to work or shopping. These trips are generally short in distance and duration. Ideally, they could be served with alternative forms of transportation such as walking, biking, or internal circulators. Examples of this type of trip are drivers traveling across Cobb Place Boulevard from one shopping center to another, workers from Chastain Meadows offices going to lunch at the mall, or



apartment dwellers along Busbee Parkway going to work at the Town Park office complex or the mall.

Internal/External are trips that originate outside the study area and have destinations within the study area, or vice versa. These trips can be the same as the previous set, but are of a longer distance and duration. Commuters from East Cobb that use Chastain Road to get to work at the Town Park office complex or shoppers from Woodstock using I-575 to access Barrett Parkway and Town Center Mall are examples of internal/external trips.

External/External are trips with no origin or destination within the study area. These are the longest distance trips. These trips add volume to the roadways in the area without stopping. Examples of this type of trip are commuters using Barrett Parkway to access I-75 or travelers on I-75 going to Florida.

Candidate projects were identified based on the following criteria:

- Traffic analysis results: projects were identified that would address intersections with a failing LOS currently and in 2030
- Preferred Land Use Scenario: projects were identified that would support the land uses proposed
- Connectivity: a key need addressed by the candidate projects is continuing to improve east-west connectivity in the study area, as well as enhancing local street and pedestrian connectivity.
- Pedestrian and bicycle needs: as the Town Center Area continues to grow and develop, and KSU continues to expand, the area will become more urban in nature and walking and biking will become desirable alternatives to automobile travel. Candidate projects were identified that will serve the areas where this is likely to take place in the future.

The following candidate projects were identified and are recommended for further study or not advanced as part of this Master Plan Update for the reasons specified:

- **McCollum Parkway at Cobb Parkway (US 41):** This intersection experiences peak period congestion, particularly during the afternoon/evening peak period. Heavy traffic flows northbound on Cobb Parkway and the westbound-to-northbound movement compete for available capacity on northbound Cobb Parkway. Drivers often cut through the Huddle House parking lot to “short cut” the westbound-to-northbound movement. It is unlikely



that modifications limited to the intersection would significantly improve traffic flow. An additional lane northbound on Cobb Parkway from McCollum Parkway to Kennesaw Due West Road is likely needed to see any significant improvement to traffic flow at the intersection. While this type of improvement may be beneficial to traffic flow, it would extend entirely outside the CID boundary and is, therefore, not recommended as a CID project.

- **Roberts Drive at Cobb Place Boulevard:** As was discussed with Cobb DOT staff, crashes have occurred recently involving southbound right-turning vehicles (which are stop-controlled) proceeding into the path of westbound vehicles traveling straight through this intersection. Based on a simple field review, there is no apparent geometric or physical deficiency with the existing intersection. The addition of a westbound right-turn lane may help side street traffic more clearly understand the intent of approaching westbound vehicles. But, at the same time, vehicles in that right-turn lane may also block the view of other vehicles intended to pass straight through the intersection. Based on observation in the field, it is very possible that failure to obey the side street stop sign may be causal to some of the crashes. Before additional studies are conducted at this location, it is recommended that enforcement be stepped up at this location to enforce the side street stop control.
- **Busbee Drive at George Busbee Parkway:** Although new counts and detailed analyses were not conducted at this intersection, it was noted that the southbound right-turn movement from Busbee Drive to George Busbee Parkway is very busy. This movement currently operates from a side street stop control. One possible change would be to provide for a free flow right-turn movement; however, given the increasing pedestrians at this location (near the KSU soccer stadium, CCT transfer center and GRTA park-and-ride) that is not recommended because free-flow right-turns are less safe to pedestrians. A second possible solution would be to evaluate the warrant to install a traffic signal at this location. A traffic signal, with the appropriate pedestrian accommodations, would also increase pedestrian safety at this location. This is recommended for additional study.
- **Chastain Road at Barrett Lakes Boulevard:** Pedestrians frequently cross Chastain Road at this location to access KSU and retail establishments along Chastain Road. It is likely that the demand for pedestrian crossing here will continue to grow at KSU is expanding facilities on both sides of Chastain Road. While a possible pedestrian overpass has been conceived near this intersection, we suggest that a pedestrian underpass be considered and studied further. We believe that an underpass here may work better with the existing grades, be easier to use, and more readily used by both pedestrians



and bicyclists.

- **Barrett Parkway at Cobb Place Boulevard:** Cobb DOT staff pointed out the occurrence of right-angle crashes at this location involving southbound and westbound vehicles. Based on a simple field review, there are no obvious geometric or physical deficiency or visual obstructions. It is recommended that a more detailed study be conducted at this intersection to examine causal factors and potential improvements.

Recommendations

The following section discusses recommendations and implementation strategies that will help the TCA CID achieve the plan's goals and objectives. These recommendations are based on the problem definition, the existing conditions analysis, the development of a Preferred Land Use Scenario, and the transportation analysis. The recommendations have been updated from the previous Roadmap with direction from the CID board.

Although oriented toward existing capabilities held by the TCA CID, many of these recommendations will require partnerships with Cobb County and other non-governmental organizations to fully implement. Section 5, Action Plan, outlines the recommendations in an action plan and includes costs, time frames, and funding options.

Transportation

The TCA owes much of its success to the existence of its transportation network; however, overcrowding and congestion on this same network is now threatening the continued viability of the area. While the TCA CID has made excellent progress implementing the short term recommendations from the original Master Plan and subsequent updates, the area continues to grow and new short term improvements need to be implemented. Roadway connectivity, which is a measure of how efficiently a transportation network connects destinations, is severely limited in the area. In addition, much of the existing road network is heavily congested due to the lack of connectivity, high volumes, and inadequate access to the interstates and major draws (e.g., Town Center Mall and Kennesaw State University). The transportation analysis identified several candidate projects to address these problems, which can be categorized as follows:

- Increase roadway connectivity



- Increase access to interstates and key destination points within the study area
- Improve existing roadway network
- Increase multimodal connectivity
- Improve traffic operations and safety

Each project was sorted into one of three priority tiers based on need, constructability, and availability of potential funding sources. Tier one is the highest priority and tier three is the lowest. The priority tiers are intended as a guideline. Project start dates will be at the discretion of the TCA CID board and are dependent on funding availability.

The roadway projects and intersection improvement projects recommended for implementation will address existing and future transportation-related problems; however, these projects alone are not enough. A variety of additional transportation-related improvements are needed to supplement the transportation improvement projects. These include access management planning, requiring context-sensitive design elements during the design phase of road improvement projects, establishing multimodal connectivity and bicycle and pedestrian policies, promoting wayfinding, and increasing transit options in the study area.

Access Management

When the South Barrett Parkway Reliever is complete and open to traffic revisit the following access management strategies along Barrett Parkway that were rejected during a previous access management study:

- Prohibit left turns and close median openings
- Remove existing access points and associated signals

The previous study found these strategies would reduce the economic viability of the TCA without substantial traffic flow benefits. When the South Barrett Parkway Reliever is complete and open to traffic the roadway will provide an alternate means of accessing businesses along Barrett Parkway and may mitigate the reduction in economic viability.



Context-Sensitive Design

Context-sensitive design is simply a comprehensive approach to a project's development, construction, and maintenance involving stakeholders at the earliest phase of a project. This is done to ensure that transportation projects meld with surrounding land use and are sensitive to the surrounding environment, while maintaining safety and mobility. The Town Center Area contains a multitude of land uses and some environmentally sensitive areas. For this reason, context-sensitive design elements should be used along proposed roadways to reinforce their usability, reduce impact to the surrounding area, and encourage multimodal accessibility.

Context-sensitive design has been incorporated into the recently completed improvements on Chastain Road, projects that are underway, such as, the Big Shanty Road Extension, and will be in future projects like the South Barrett Reliever.

Roadway Projects

- **Busbee/Frey Connector:** from George Busbee Parkway to Frey Road, north of Chastain Road. Provide a connection across I-75 between Kennesaw State University and the new soccer stadium. Relieve Chastain Road.
- **Big Shanty Connector:** from Town Center Mall to Big Shanty Road. Connect Town Center Mall to Big Shanty Road as recommended in the LCI study.
- **Concept Report for the Frey Road/I-75 Interchange:** produce a concept report studying a split diamond interchange with Frey Road, Chastain Road, and I-75.
- **Local Street Connections:** as large properties develop or redevelop, implement a grid network of local streets providing access between major roads to increase automobile and pedestrian connectivity.
- **South Barrett Parkway Reliever:** complete the South Barrett Parkway Reliever from Barrett Lakes Boulevard to Bells Ferry Road to reduce traffic volumes on over capacity sections Barrett Parkway. This is a long range project.

Intersection Improvements

- **Chastain Road at Frey Road Barrett Lakes Boulevard:** Examine signal phasing and add protected and permissive turns if applicable. Add a through lane on Chastain Road eastbound. Add a right turn lane on Barrett Lakes Boulevard northbound.



- **Barrett Parkway at Busbee Parkway:** Add a left turn on Barrett Parkway eastbound. Change free-flow right turn lane on Barrett Parkway westbound to a yield.
- **Barrett Parkway at US 41 (Cobb Parkway):** As this project includes widening US 41 (Cobb Parkway) it is outside the TCA CID's ability to implement without support from Georgia DOT and Cobb County DOT. However, it does provide an acceptable LOS at the intersection in 2030 and is potentially worth pursuing. Add additional through lanes on US 41 (Cobb Parkway) in both the northbound and southbound directions. Convert the right turn lane on Barrett Parkway westbound to a through lane when Cobb County widens Barrett Parkway to 6 lanes west of the intersection. The need for this change should be revisited after Cobb County widens Barrett Parkway west of US 41 (Cobb Parkway).
- **Chastain Road at Busbee Drive:** Add a right turn lane to Chastain Road westbound and use previous right turn lane as an additional through lane.
- **Chastain Road at Bells Ferry Road:** Add right turn lane to Bells Ferry Road northbound to New Chastain Road eastbound. Add right turn lane to Bells Ferry Road southbound to Chastain Road westbound.
- **Chastain Road at I-575 southbound off ramp:** Add right turn lane to I-575 southbound off-ramp. Add a slip movement to Townpark Drive.

Quality of Life

- **Noonday Creek Trailhead (East):** Noonday Creek Trailhead (East) 50 space surface lot with restroom facilities, to be coordinated with the Parks and Greenspace Plan, potentially near Bells Ferry and Noonday Creek Trail to provide access to the trail system.
- **Noonday Creek Trailhead (West):** 50 space surface lot with restroom facilities, to be coordinated with the Parks and Greenspace Plan, potentially near Busbee Parkway and Noonday Creek Trail to provide access to the trail system.
- **George Busbee Parkway Bicycle Lanes:** Four foot bicycle lanes on George Busbee Parkway from Town Center Mall to Busbee/Frey Connector. Provides a seamless bicycle connection between Kennesaw State University, residences along George Busbee Parkway, and the Town Center Mall with access to the Noonday Creek Trail.
- **Busbee Drive pedestrian enhancements:** Pedestrian enhancements along Busbee Drive to connect Kennesaw State University to the new soccer stadium and other athletic uses. Enhancements include 5 foot sidewalk



buffers, 6 foot wide sidewalks, and pedestrian scale lighting from George Busbee Parkway (north) to George Busbee Parkway (south).

- **Complete sidewalk network throughout the TCA CID:** fill in gaps in the existing sidewalk network to encourage walking as a mode of transportation.

Wayfinding

- **Noonday Creek Trail wayfinding:** Add bicycle and pedestrian scale wayfinding along Noonday Creek Trail at various locations. Direct bicyclists and pedestrians using the Noonday Creek Trail to nearby destinations.
- **Signs to Noonday Creek Trail access points:** Add signs to Noonday Creek Trail access point to existing wayfinding signs throughout the TCA CID. Direct drivers to trailheads and access points for the Noonday Creek Trail.

Transit

- **Work with Kennesaw State University on local transit service:** coordinate with KSU to provide local transit service and offer assistance as appropriate. A KSU shuttle is planned to begin service in 2011.
- **Coordinate with appropriate agencies to develop a mixed use transit village:** Work with GRTA, GDOT, and other agencies and developers as appropriate to implement the transit village near Big Shanty Road and I-75 identified in the LCI plan. Create a vibrant destination in the TCA CID near proposed transit as opposed to a park and ride lot.

Parking

Parking is a subcomponent of the transportation system and the amount of land devoted to parking can affect a person's choice of travel mode. Buildings surrounded by large expanses of parking tend to promote auto-oriented travel. As any casual observer can see, the TCA study area contains enormous amounts of parking areas. This is due in part to parking space and design standards required by Cobb County development regulations. Recommendations for reduced parking spaces and shared parking requirements are incorporated into the access management planning and land use recommendations.

Land Use

A key component of this study is balancing future transportation needs with land use



patterns. Land use factors, such as density, clustering, mix, and accessibility, can all affect travel patterns. Transportation factors have also influence travel patterns, such as transportation availability, choice, and perceived safety. As part of this study, the Master Plan provides guidelines for future development in the Town Center Area. The Master Plan identifies areas where the TCA CID should focus its efforts for guiding future development.

Opportunities for development are usually tied to the future use of vacant land while opportunities for redevelopment are tied to the reuse, reconstruction, or increased use of existing structures and developed land. Land use policies that impact development and redevelopment should be closely coordinated with the Master Plan.

There are three main areas in which the TCA CID can affect development – the Comprehensive Plan, the zoning ordinance, and development guidelines. The TCA CID should promote the Master Plan by providing input to Cobb County Community Development for the County Comprehensive Plan and during site plan review and rezoning requests within the TCA. The TCA CID should also work closely with Cobb County on the implementation of the LCI study. Specific recommendations for each of these areas are included below.

Comprehensive Plan

Incorporate the following Comprehensive Plan Future Land Use Map revisions:

- Designate the area in the northeast quadrant of I-75 and Chastain Road as Community Activity Center.
- Designate the area east of Chastain Meadows Road between Big Shanty Road and Barrett Parkway as high density residential.
- Designate the LCI study area (the area between I-75 and I-575 on the east and west and between Chastain Road and Barrett Parkway on the north and south) as Community Activity Center.

An additional recommendation pertaining to the Comprehensive Plan is the funding and acquisition of greenspace. As in the previous Roadmap, it is recommended that the CID partner with Cobb County Community Development to identify funding opportunities for greenspace. However, it is recommended that the CID undertake a Parks and Recreation Plan to identify areas for open space preservation and



recreational amenity. The plan should also include an implementation strategy that will include funding opportunities and partners.

Zoning Ordinance

Coordinate with Cobb County Community Development to establish a consistent zoning pattern in the Town Center Area with consistent development guidelines. Specific rezoning recommendations include:

- Coordinate with Cobb County to apply consistent zoning east of Chastain Meadows Road between Big Shanty Road and Barrett Parkway to allow for a mixture of high density residential development with appropriate transition from the adjacent single family residences.
- Establish a zoning district to allow the northwest corner of Chastain Meadows Parkway and Big Shanty Road and the area north of Chastain Road to develop with a mixture of uses, higher density allowances, reduced parking, and pedestrian-oriented building site requirements.

Livable Centers Initiative Study

The LCI Study area is considered the Town Center Area core, the area centered around Town Center Mall and bounded on the west by I-75 and on the east by I-575. Future development in this area is based on future development of village-type environments and an even more dense CBD centered at the mall that caters to these factors that influence travel patterns. Key recommendations of this plan, *The Town Center Supurb*, include the following:

- Develop a mixed-use village – high-density residential and office uses surrounding the mall
- Redevelop aging strip centers as high-density office along Barrett Parkway
- Implement a transit-oriented development around the proposed BRT station, including multifamily residential, retail, and office development
- Encourage mixed-use development incorporating high-density office along Chastain Road between I-75 and I-575



- Develop a residential village adjacent to Noonday Creek
- Implement a continuous greenway along Noonday Creek

The CID completed an update to the 5-year Action Plan in July 2009. Since 2004, the TCID has made significant progress towards implementing the LCI Plan, including the Big Shanty Road project, Noonday Creek Trail, and the TCA CID Beautification Program. Other initiatives implemented from the LCI study include design guidelines that were adopted by Cobb County in 2006 and incorporate recommendations for urban design, public spaces standards, site design, streetscapes, intersections, access management, street furniture and wayfinding. A supplemental study was completed in 2005, analyzing existing land use and zoning conditions. As part of the supplemental study, specific rezoning recommendations for each of the development areas defined in the plan. The County's policy is not to rezone specific parcels based on speculative development unless initiated by a property owner; however, the County has been supportive of rezoning requests by property owners that are consistent with the vision of the plan.

Extensive redevelopment plans have been proposed and not advanced. Presumably this is a result of the economic downturn. However, as the economy recovers, it is likely either the proposed plans or similar development ideas will move forward.

Actions included in the updated 5 year action plan include:

- Establishing and continuing partnerships and market initiatives to fund public improvements and influence future development and transit in the town center area.
- Work with Cobb County Community Development to develop and implement the Town Center Overlay District by 2014, as recommended in the supplemental study completed in 2005. It has been recommended that Cobb County create a separate overlay zoning district for the Town Center SuPurb area. This strategy is currently being used in other CIDs with much success as it does not require changing the underlying existing zoning of individual parcels but allows for quality mixed use development within a defined area.

Based on the LCI Program requirements, the CID will need to complete a 10 year update to the original study in 2013. The update includes an existing plan assessment,



updated market analysis, concept plan, and implementation plan. At this time, the CID should consider contiguous areas to the study boundary that would be appropriate to expand to and a new study boundary for the 10 year update. The CID should work closely with ARC to determine appropriate areas. This update should also explore the relationship between the LCI vision and KSU expansion.

Economic Development

Land use policies and transportation improvements alone are not sufficient to encourage development in the manner depicted by the Master Plan. In fact, with more land available than demand, specific actions are needed. The following recommendations are made to ensure that development can occur in the manner desired by the TCA CID. Each recommendation requires fostering partnerships with the development community, Kennesaw State University, the Cobb Chamber of Commerce, and the Cobb County Economic Development Department.

- Partner with the Cobb Chamber of Commerce to market land within the TCA district boundaries for development that adheres to the Master Plan.
- Maintain relations with the Town Center Mall regarding future plans for expansion/redevelopment as it relates to the Preferred Land Use Scenario.
- Establish mechanisms to meet with property owners within the Town Center Area core to facilitate the assemblage of property and awareness of Master Plan recommendations, and to encourage development.
- Coordinate with the Cobb County Economic Development Department and/or Cobb Chamber of Commerce to develop incentives for development, including:
 - Produce a market opportunity presentation
 - Market opportunity fact sheets – business-specific fact sheets that outline why specific businesses or market segments (retail or residential) should be located in the study area
 - Prospect package – focus on succinct, attention-getting information, such as demographic highlights, the retail spending potential information, size and key features of the study area's target markets, etc.
- Develop and continuously update collateral specification sheets of undeveloped property and redevelopable land/buildings within the TCA that contains property owner contact information, size, zoning, infrastructure capabilities, and TCA Master



Plan designation. (This can be done in partnership with the Cobb County Economic Development Department and/or Cobb Chamber of Commerce.) Provide this information on the TCA CID web site.

- Continue coordination with Kennesaw State University in their master planning process.
- Partner with GRTA to encourage the development of the Park and Ride lot/BRT station in conjunction with development/redevelopment of nearby land.

Implementation

Although many of the implementation strategies recommended here come with high price tags, there are a variety of grant programs that could mitigate the cost to the TCA CID, as well as agency partners that may contribute to project costs.

The two final recommendations for this Master Plan are to evaluate project status, funding options, and policy framework changes annually, and to update the individual components of the Master Plan, including the market, land use, and transportation analysis, every five years.



Action Plan

Tables 14 and 15 show the priority projects as determined by the TCA CID. The table indicates an estimated project cost and identifies participating agencies. Prior to project advancement, each project will be presented to the CID Board with the level of financial participation by all agencies. At that time, the CID Board will review and consider approval of each project prior to expenditure of CID funds. All project cost estimates are in 2010 dollars.

Table 14: Action Plan: Land Use

Action Step	Project Limits	Implementation Strategy Approach	Total Project Cost	Time Frame	Comments
Livable Centers Initiative (LCI)					
Implement the LCI study (ensure design standards for pedestrian facilities, bicycle facilities, building site design, and parking that promotes a pedestrian environment and redevelopment around the mall.		TCA CID		Ongoing	
Complete 10-year update		TCA CID, ARC	\$ 100,000	2013	Concurrently, explore expanding the LCI study boundary to include the area served by the Busbee/Frey Connector, bordered by I-575, Chastain, Chastain Meadows, and Big Shanty. Fulfill update requirements by ARC.
Land Use Policies, Standards, and Regulations	TCA CID Boundary		\$ 80,000	2012	
Review and Update Urban Design Standards	TCA CID Boundary	TCA CID			Include street standards, landscape standards, architectural standards
Develop Complete Streets Policy	TCA CID Boundary	TCA CID			
Adopt Lifelong Community Policies	TCA CID Boundary	TCA CID			
Adopt LCI Area Overlay Zoning District - Mixed Use	LCI Boundary	TCA CID/Cobb County			
Update the Future Land Use Map	TCA CID Boundary	TCA CID/Cobb County			Coordinate with Cobb County to update the future land use map consistent with the Master Plan

Town Center Area Master Plan Update 2010



Action Step	Project Limits	Implementation Strategy Approach	Total Project Cost	Time Frame	Comments
Provide input to Cobb County Community Development during site plan review, rezoning requests, and land use amendment requests within the Town Center Area		TCA CID	Staffing	Monthly	
Parks and Greenspace Plan	TCA CID Boundary	TCA CID	\$ 60,000	2011	Create a plan recommending parks, as well as contiguous greenspaces; incorporate trailheads for Noonday Creek Trail.
Partnerships					
Partner with Cobb Chamber of Commerce to market land within the TCA district boundaries for development consistent with the Master Plan.	TCA CID Boundary	TCA CID/Cobb County Chamber of Commerce	Staffing	Ongoing	
Partner with GRTA to encourage the development of the Park and Ride lot/BRT station in conjunction with development/redevelopment of nearby land	TCA CID Boundary	TCA CID, GRTA	Staffing	Ongoing	
Maintain relations with the Town Center Mall regarding future plans for expansion/redevelopment	LCI Boundary	TCA CID	Staffing	Ongoing	
Coordinate with Cobb County Economic Development Department and/or Cobb Chamber of Commerce to produce a market opportunity presentation	TCA CID Boundary	TCA CID/Cobb County Economic Development Department	Staffing	Annual	Promotional materials could be posted online and/or produced and distributed as desired
Establish mechanisms to meet with property owners within the Town Center Area core to facilitate the assemblage of property, promote awareness of the Master Plan, and encourage new development	TCA CID Boundary	TCA CID	Staffing	Ongoing	

Town Center Area Master Plan
Update 2010



Action Step	Project Limits	Implementation Strategy Approach	Total Project Cost	Time Frame	Comments
Coordinate with Kennesaw State University in their master planning process		TCA CID, KSU	Staffing	Ongoing	Coordinate with the LCI process, LCI expansion boundary, and 10 year plan update.
Record Keeping					
Develop and continuously update collateral specification sheets of undeveloped property and redevelopable land/buildings within the TCA that contain property owner contact information, size, zoning, infrastructure capabilities and TCA master plan designation, and provide this information on the TCA CID web site.	TCA CID Boundary	TCA CID	Staffing	Annual	
Prepare and regularly update a Funding Catalog that includes a summary of available funding programs, contact information, grant requirements, etc. as they relate to action items identified in the Master Plan	TCA CID Boundary	TCA CID	Staffing	Annual	

Table 15: Action Plan: Transportation

Priority Tier	Type	Project Description	In CID	Master Plan	Implementation Strategy Approach	Total Project Cost	Completion Date
1	Roadway	Busbee/Frey Connector from George Busbee Parkway to Frey Road	Y	Y	CID, Cobb County, KSU	\$ 20,100,000	2013
2	Roadway	Big Shanty Connector from Town Center Mall to Big Shanty Road	Y	Y	CID, ARC (LCI Funds)	\$ 5,478,000	2015
2	Roadway	Complete Concept Report for the Frey Road/I-75 Interchange	Partial	Y	CID, Cobb County	\$ 200,000	2012
3	Roadway	Local street connections on new or re-development sites when development occurs	Y	Y	TBD as properties are (re)developed	TBD	Varies
3	Roadway	South Barrett Parkway Reliever from Barrett Lakes Boulevard to Bells Ferry Road	Partial	Y	CID, Cobb County	\$ 25,000,000	2020
Subtotal Roadway							\$ 50,778,000
1	Intersection Improvement	Additional turn lanes at Chastain Road at Frey Road/Barrett Lakes Boulevard	Y	Y	CID, Cobb County	\$ 1,300,000	2014
1	Intersection Improvement	Modify Barrett Parkway at Busbee Parkway to remove split phase	Y	Y	CID, Cobb County	\$ 950,000	2011
2	Intersection Improvement	Additional turn lanes at Chastain Road and Busbee Drive	Y	Y	CID, Cobb County	\$ 500,000	2013
2	Intersection Improvement	Additional right turn lanes at Chastain Road and Bells Ferry Road	Y	Y	CID, Cobb County	\$ 1,000,000	2012
2	Intersection Improvement	Additional right turn lanes at Chastain Road and I-575 southbound off ramp	Y	Y	CID, Cobb County	\$ 2,000,000	2014
Subtotal Intersection Improvement							\$ 5,750,000
1	Quality of Life	Noonday Creek Trailhead (East) 50 space surface lot with restroom facilities, to be determined by the Parks and Greenspace Plan, near Bells Ferry and Noonday Creek Trail	Y	Y	CID, Cobb County	\$ 700,000	2015
1	Quality of Life	Noonday Creek Trailhead (West) 50 space surface lot with restroom facilities, to be determined by the Parks and Greenspace Plan, near Busbee Parkway and Noonday Creek Trail	Y	Y	CID, Cobb County	\$ 700,000	2013

Town Center Area Master Plan
Update 2010

ARCADIS

Priority Tier	Type	Project Description	In CID	Master Plan	Implementation Strategy Approach	Total Project Cost	Completion Date
2	Quality of Life	Four foot bicycle lanes on George Busbee Parkway from Town Center Mall to Busbee/Frey Connector	Y	Y	CID, ARC (LCI Funds)	\$ 1,400,000	2013
2	Quality of Life	Pedestrian enhancements along Busbee Drive including sidewalk buffers, wide sidewalks, and pedestrian scale lighting from George Busbee Parkway to George Busbee Parkway	Y	Y	CID, Cobb County, ARC (LCI Funds)	\$ 3,800,000	2014
2	Quality of Life	Complete Sidewalk Network throughout CID	Y	Y	CID	\$ 2,000,000	2012
Subtotal Quality of Life							\$ 8,600,000
1	Wayfinding	Bicycle & Pedestrian Wayfinding along Noonday Creek Trail at various locations along Noonday Creek Trail	Y	Y	CID	\$ 22,400	2011
2	Wayfinding	Wayfinding signs to Noonday Creek Trail access points added to existing wayfinding signs throughout the TCA CID	Y	Y	CID	\$ 27,500	2011
Subtotal Wayfinding							\$ 49,900
1	Transit	Work with KSU on local transit service	Y	Y	CID, KSU	TBD	Ongoing
3	Transit	Coordinate with appropriate agencies to develop the mixed use transit village identified in the previous LCI at Existing Park and Ride Lot	Y	Y	CID, Cobb County, GRTA, GDOT	TBD	Ongoing
Subtotal Transit							TBD

Total: \$ 65,177,900