



COMMUNITY AGENDA

DRAFT v.2
JUNE 29, 2011

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EXECUTIVE SUMMARY

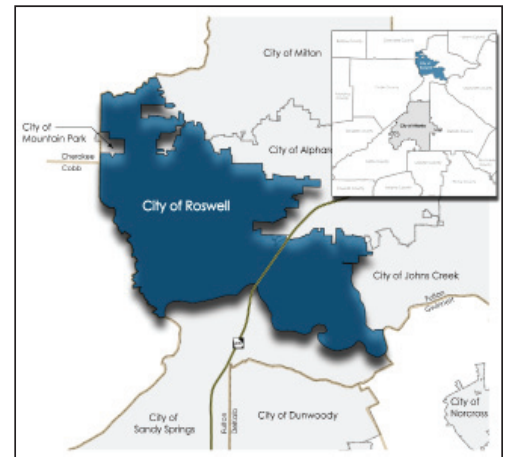
INTRODUCTION AND OVERVIEW

The City of Roswell has completed its state mandated update of the Comprehensive Plan. This process was achieved with the guidance and involvement of City Staff, community stakeholders, a Comprehensive Plan Advisory Committee (CPAC) steering and a consultant team.

The vision, policy and implementation portion of the Comprehensive Plan is the **Community Agenda** document, which establishes the development framework for the 20-year planning horizon, to the year 2030. The Plan has been completed per the Rules of the Georgia Department of Community Affairs (DCA), O.C.G.A Chapter 110-12-1, effective May 1, 2005. The DCA rules state that the format of the Comprehensive Plan consists of three distinct components as follows:

- **Community Assessment and Technical Appendix**
Summary of existing conditions, plans and policies with supporting data and maps
- **Community Participation**
Program for providing information and opportunities for public input
- **Community Agenda**
Vision, future development map and framework, and strategy for plan implementation

The Community Agenda expresses the vision both in terms of City-wide expectations as well as the intent envisioned for specific geographic areas of the City. It also documents the policy for future development through (1) principles and goals for development specific to geographic areas called "character areas" and (2) policy statements and implement programs.



"As for the future, your task is not to foresee it, but to enable it."

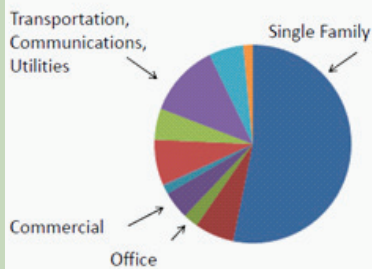
- Antoine de Saint Exupery, poet and pilot (1900-1944)

Community Context and Trends*

Roswell today

- 88,346 people (2010)
- 9% 60 years and older
- 77% White, 17% Hispanic, 13% Black, 7.6% Other, 5% Asian**
- 35% of households have children
- Growth only from redevelopment, since land use is:

- Built out
- 60% residential use
- 13% employment uses
- Remaining % other uses



Trends for tomorrow

By the year 2030, anticipate:

- Roswell: 95,000 – 103,000 people
- approx. 16% 60 years and older
- approx. 25% today's "millennials"
- 20% Hispanic
- Atlanta region: approx. 20% over the age of 65
- Atlanta region: adding 3 million people

*Source: Census and Technical Appendix.

**Will not equal 100% because Hispanic not considered a "race" category

THE PLANNING CONTEXT

The City of Roswell lies within Fulton County, around 20 miles from the City of Atlanta and nine miles from "the perimeter," I-285. Nationally identified in 2010 as one of the most charming places in the nation, Roswell celebrates its historic downtown and commitment to quality design. However, as a large city with a population anticipated to approach 100,000, the City recognizes that to compete with its sister cities in North Fulton, it needs to generate successful redevelopment and capture new growth opportunities. Community and CPAC meeting discussions focused on balancing the **priority of protecting existing, stable neighborhoods** with the implications of three key issues that will impact the City's ability to maintain its quality of life and competitive status:

Radically changing demographics: Both the over-60 years old population and the "millennials" will generate very different demands for housing and amenities through the 20-year planning horizon. The City continues to diversify; Hispanics will comprise over 20% of the population of 2030. Successful cities will prepare for this shift.

Continued growth for the Atlanta region: Forecasts indicate that the region will grow by 3 million people – this carries implications for jobs, housing, roads and efficient, "green infrastructure." The Economic Plan initiated in 2011 will help determine how much and what kind of growth the City will want to capture.

Strategic infrastructure: As communities compete to achieve energy efficiency, and as the state manages water resources more strategically, the City will need to build on its "Sustainable City" practices to invite employers and residents seeking more efficient operations and lifestyles. Given continued regional growth, Roswell must coordinate with North Fulton partners to champion transportation alternatives to stay attractive to future employers and to maintain quality of life for its residents, especially to create new connectivity where currently lacking for existing neighborhoods.

From the list of all "Issues and Opportunities" (see Section 2) facing the city, participants at community meetings identified the need for **redevelopment and re-investment**, the need for pedestrian **connectivity**, and the need to define **mixed-use** better for future development.

THE DEVELOPMENT FRAMEWORK AND ORGANIZATION OF THE COMMUNITY AGENDA

The Community Agenda is the vision and action plan which culminated from analyzing the Community Assessment data, a series of public meetings, community advisory meetings, and City staff directives.

SECTION 1 articulates the City-wide community vision; it establishes the development framework for future planning decisions through a **Future Development Map** and a narrative about each character area identified by the Future Development Map.

Each character area represents “a **specific geographic area** that has unique or special characteristics to be preserved or enhanced, or has potential to evolve into a unique area with more intentional guidance of future development through adequate planning and implementation, or requires special attention due to unique development issues” (official DCA definition).

Character areas provide both the vision and specific policy direction for the activity, design, infrastructure and other elements that new development must consider. Character area planning **provides the principles that regulations must work to achieve**; that is, the zoning ordinance, development standards, design standards, and other City ordinances and programs need to work together to allow character area goals **possible** to achieve.

SECTION 2 lists the Issues and Opportunities that emerged throughout the planning process.

SECTION 3 on Implementation presents policies, goals, long range and on-going activities, as well as the five year **short-term work program (STWP)**. The STWP details specific projects and activities and identifies the entity or entities tasked with conducting the project or activity. Policies and action items are organized by: transportation, population and housing, community facilities, economic development, natural and cultural resources, and intergovernmental coordination. Long range programs tend to require cross-departmental efforts and coordination with other governments and strategic partners.

Community meetings asked participants to "Imagine the year 2030 and the different needs you, your parents, your children and neighbors will have. What kind of City do we want Roswell to be? What kind of City does it need to be to be healthy and competitive 20 years from now?"

SECTION 4 of this document presents a summary of all the events and methods used to engage the public, provide information and receive input. The City of Roswell employed innovative methods to engage the public, including a Student Competition to engage the youth and a "Kids Corner" at every community meeting so that child care would not be a barrier for participation at community meetings. The City also conducted an intensive, three-day charrette to address the GA 400/Holcomb Bridge road node, which was identified by community meetings as the priority for change and improvement, and as the most strategic area for City investment.



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1 COMMUNITY VISION & FUTURE DEVELOPMENT

1.1 CITY-WIDE VISION STATEMENT

Roswell's vision is to create strong neighborhoods, provide better transportation choices, ensure quality of life for all citizens, bolster a thriving economy, and create a safe place for our children to grow and live. By 2030, the City of Roswell provides opportunities for its citizens and visitors to live, learn, work, and play through its commitment to being an inclusive community of choice for families and households of all ages.

By 2030, the City is characterized by:

- High quality of life punctuated by highly performing schools
- Parks, trails, and other recreational opportunities that take pride in the natural beauty enjoyed by the City
- A rich history with a protected and viable historic district
- Active, engaged, and educated residents in stable neighborhoods
- Walkable, connected nodes and neighborhoods, *which are adapting to shifting demographic trends*
- Sustainable practices that provide smart, responsible stewardship of natural resources for future generations to enjoy
- ~~Neighborhoods adapted to shifting demographic trends with creative use of space (proposed by a CPAC member)~~

The City strives to achieve this vision through the strategic goals of:

- Promoting a well-designed community
- Sustaining and protecting the City's resources
- Emphasizing a responsive delivery of quality services
- Celebrating our history, culture, heritage, and character

This section is organized as follows:

- 1.1 City-wide Vision Statement
- 1.2 Future Development Map and Character Area Narratives
- 1.3 Future Development Area: Quality Community Objectives Summary

Roswell Mission Statement:

It is our mission to meet the present and future needs of the citizens of Roswell in a fiscally responsible manner to ensure the highest quality of life.

Strategic Goals:

I. Promote a Well Designed Community

The City will identify and implement solutions which support and balance Roswell's livability.

II. Sustain and Protect the City's Resources

The City will maintain and protect Roswell's resources including the City's infrastructure to meet the current and future needs of our community.

III. Emphasize a Responsive Delivery of Quality Services

The City will take a proactive approach to improve services.

IV. Celebrate Our History, Culture, Heritage, and Character

The City will provide opportunities to enjoy Roswell's distinct and unique quality of life.

1.2 FUTURE DEVELOPMENT MAP AND CHARACTER AREA NARRATIVES

The Future Development Map (FDM), *Figure 1*, is a graphic representation of the future development that the City desires for the 2030 planning horizon. The map identifies character areas, which are the planning units the City will use to guide future development. This section describes the vision, intent and principles for each character area.

Zoning, development regulations and infrastructure improvements **will need to evolve** to accommodate character area goals and principles. Decision makers will also use the character area descriptions as a policy guide for future rezoning decisions.

Character areas provide descriptions regarding these planning elements:

- desired infrastructure, economic objectives and development types
- building form, massing and style, and
- desired use or mix of uses

The FDM with character narratives allows development decisions to consider the broader context. Specifically, each character area contains distinct principles related to design and elements like transportation and economics. This replaces the old tool of a parcel-based FLU map, which only narrowly defined a desired use. ~~This development framework moves away from locking in each parcel to a narrowly defined use for the future. Instead, development decisions must now consider the broader context, along with an integrated set of principles designed to meet the community's vision for a given area.~~

"Mixing land uses — commercial, residential, recreational, educational, and others — in neighborhoods or places that are accessible by bike and foot can create vibrant and diverse communities."

- Getting to Smart Growth

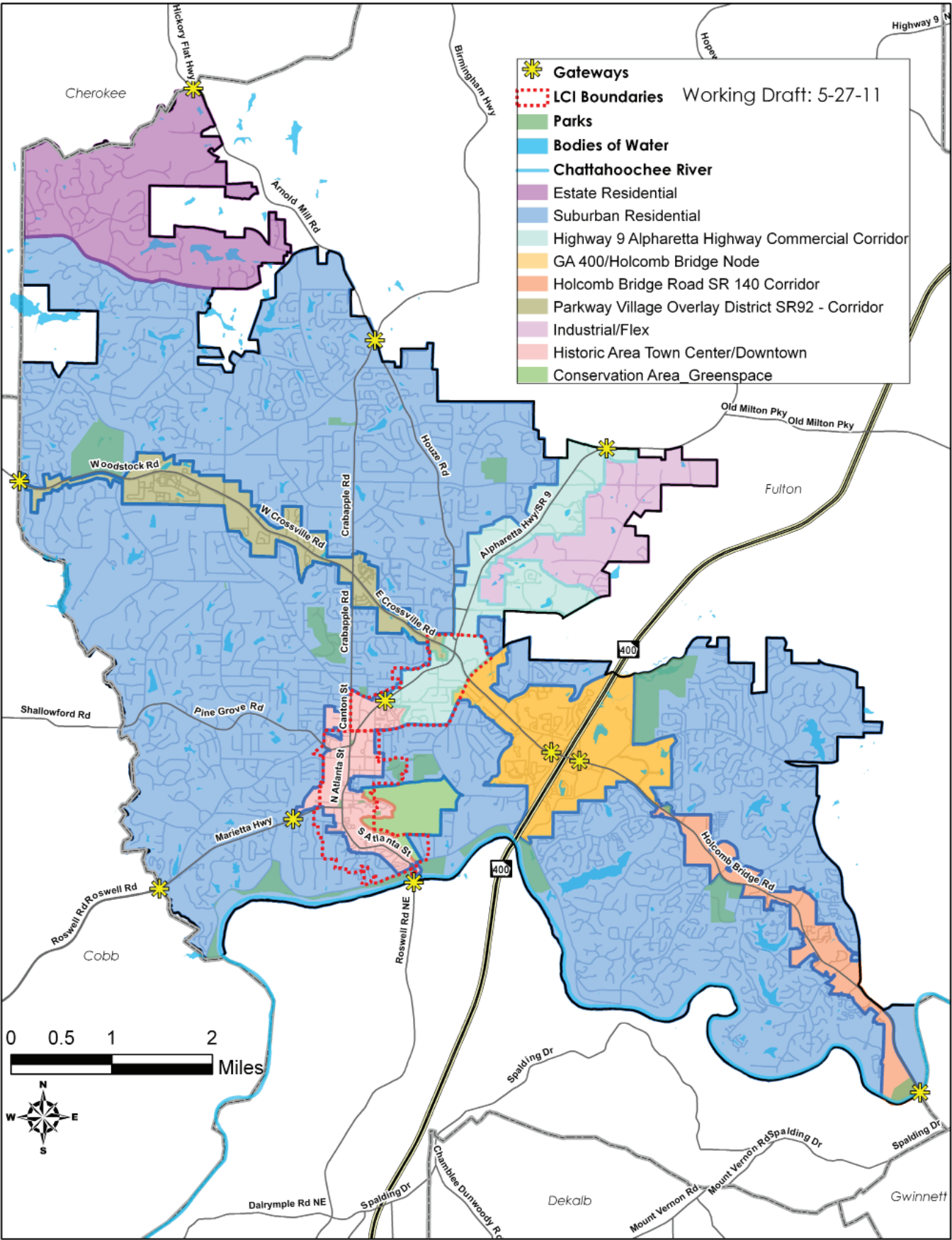


Figure 1. Future Development Map

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1.2.1 ESTATE RESIDENTIAL

General Character: Large-lot residential; open space; pedestrian connectivity
Zoning Categories: E-1, E-2

1.2.2 SUBURBAN RESIDENTIAL

General Character: Two-story single-family and townhouse development residential; pocket retail; pedestrian presence
Zoning Categories: C-1, C-2, E-1, E-2, R-1, R-2, R-TH, R-THA, R-3, R-3A, R-4, R-4A, R-5, **new pocket neighborhoods cottage housing** zoning, **new** open space/parks and recreation zoning, **new high higher-density** mixed-use

1.2.3 HIGHWAY 9/ALPHARETTA HIGHWAY CORRIDOR COMMERCIAL

General Character: Shallow setback; mixed-use, neighborhood and low rise non-residential
Zoning Categories: C-1, C-2, C-3, O-P, OCMS, **MPMUD**, Midtown Overlay

1.2.4 GA 400/HOLCOMB BRIDGE ROAD NODE

General Character: NW Quadrant – mixed-use, community space, **office park**; SE Quadrant – mixed-use, multi-use trails
Zoning Categories: C-2, C-3, O-P, OCMS, **MPMUD**, R-4, R-5, PUD, **new high higher-density** mixed-use

1.2.5 PARKWAY VILLAGE DISTRICT OVERLAY

General Character: Preserve historic rural character; buildings oriented to the street; natural trees and landscaping features; pedestrian-friendly
Zoning Categories: Parkway Village Overlay, C-1, C-2, **new pocket neighborhoods cottage housing** zoning, **new** open space/parks and recreation zoning, **new high higher-density** mixed-use

1.2.6 HOLCOMB BRIDGE ROAD/SR 140

General Character: Quality low scale low-rise mixed-use which includes office, commercial, recreation and housing; streetscape; community gathering space
Zoning Categories: Parkway Village Overlay, C-1, C-2, C-3, **MPMUD**, **new pocket neighborhoods cottage housing** zoning, **new** open space/parks and recreation zoning, **new high higher-density** mixed-use

1.2.7 INDUSTRIAL/FLEX

General Character: Master planned projects with pedestrian-oriented interiors, pocket parks and/or plazas; expand as employment center
Zoning Categories: O-P, OCMS, I-1, **new** High-density mixed-use

1.2.8 HISTORIC AREA TOWN CENTER/DOWNTOWN

General Character: Pedestrian-oriented; Promote mixed-use development, redevelopment of aesthetically problematic sites and vacant sites; shallow setbacks;
Zoning Categories: C-1, C-2, H-R, Historic Properties Overlay, **new pocket neighborhoods cottage housing** zoning, **new** open space/parks and recreation zoning, **new high higher-density** mixed-use

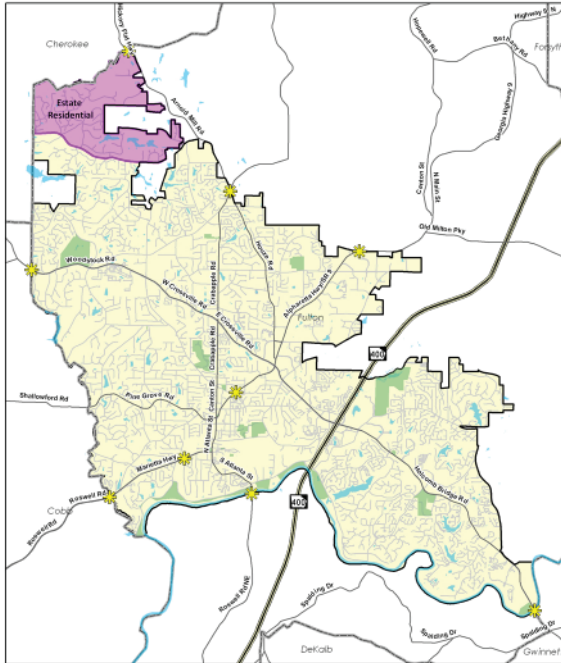
1.2.9 CONSERVATION/GREENSPACE

General Character: Expand trail systems and parks/greenspace;
Zoning Categories: **New** open space zoning

Gateways:

The City has established nine potential gateways, shown on the Future Development Map. Gateways establish a sense of place and announce the location of significant access points to the City or to other special areas, such as the Historic District.

1.2.1 Character Area: Estate Residential



Vision/Intent

In 2030, homes in this area will continue to share an estate lot pattern; the low density character of this area also preserves large acres of open space. The majority of this area is not currently served by sewer and therefore has limited future development potential at any density greater than that currently existing. Specific land uses in this area are comprised of primarily single-family residential. Currently, this area is automobile dependent and not walkable. In the future, **encourage** a connected system of trails and sidewalks **that** will create a network of greater connectivity between subdivisions.

Future Development and Design Principles

Height:

- Typical single-family residential estate type homes

Design:

- Large-lot, single-family homes with quality building materials and high quality design
- Low-impact Development
- Conservation Subdivisions

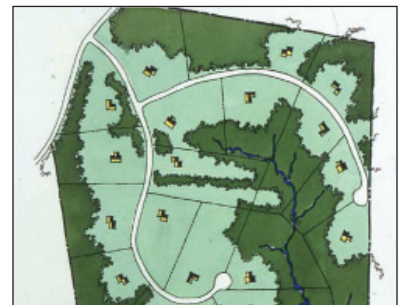
Uses:

- Estate, conservation and suburban residential neighborhoods
- Trails, parks and open space

Development Types



Conservation Subdivision Examples



Source: Conservation Subdivision Design Handbook

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Quality Community Objectives Met within this Character Area

Sense of Place

Transportation Alternatives

Heritage Preservation

Open Space Preservation

Conservation Subdivisions:

Roswell's Conservation Subdivision district requires 20% open space and provides incentives to promote conservative design.

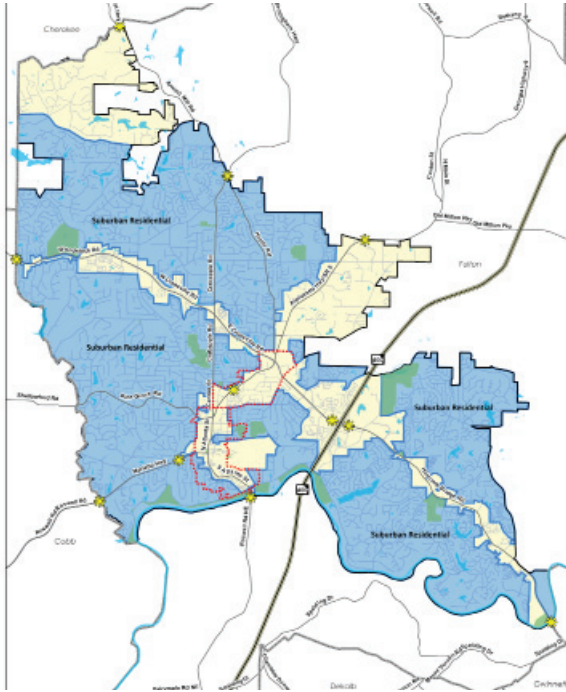
Low-Impact Development:

Low Impact Development (LID) is an alternative, comprehensive approach to stormwater management. LID promotes multifunctional landscape: not only environmental protection and restoration, but community development.

Goals:

- Pursue a connectivity program (perhaps with a name like "Complete Connections") whereby subdivisions can petition to have their neighborhood evaluated for options to create pedestrian paths and/or access points
- Improve existing pedestrian facilities, develop sidewalks and crosswalks where connectivity is lacking to create a connected network of sidewalks and pedestrian routes and bike lanes
- Preserve greenspace, increase and improve parks
- Retain the single-family homes and neighborhoods
- Allow community gardens
- Identify conservation subdivision opportunities

1.2.2 Character Area: Suburban Residential



Vision/Intent

By 2030, this character area continues to foster stable, established suburban neighborhoods, building on the existing mix of housing types. These neighborhoods are predominately single-family, with newer, master-planned developments providing mixed residential housing types (single-family attached, single-family detached, limited multi-family). The northwestern portion of this character area is bisected by Holcomb Bridge Road/Crossville Road/Woodstock Road (which is governed by the Parkway Village Overlay District). Holcomb Bridge Road/SR 140 is a main thoroughfare dividing the southeastern portion of this character area, which contains some commercial development. This major commercial corridor influences the character of the area such that market pressure for change may emerge over the 20-year planning period.

The City will carefully manage transitions of use between Holcomb Bridge Road and the adjacent neighborhoods through design controls. This area benefits from the unique feature of the Chattahoochee River bordering the southern boundary; a network of trails is located along the river, several of which extend throughout the neighborhoods. Further, there exist historic landmarks in the character area, and the City intends to continue preservation and protection mechanisms for these cultural resources.

By 2030, the City envisions achieving greater connectivity throughout the area, especially with regard to recreation and commercial amenities, as well as greater opportunities to reduce automobile trips.

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Development Types



Future Development and Design Principles

Height:

- Low-scale development intended; limited nonresidential may have up to three stories only if providing a mix of building heights which transition down
- Typical two-story single-family residential type homes; three-story attached when incorporated into developments with mixed residential types
- Townhouse development will be a maximum of 2-3 stories in height

Design:

- New development will be compatible with adjacent existing character with similar densities and lot sizes
- Infill transitions appropriately scale new development to eliminate impacts to existing surrounding stable neighborhoods (buffers, open space, and landscaping)
- New development may incorporate mixed residential with both multi-family and single-family options only if new development containing multi-family residential match the lot size and building material character of the adjacent development along the perimeter (exterior of overall site)
- Traditional single-family homes with quality building materials and high quality design
- New development will incorporate open space and preserve existing trees
- Sustainable building practices will be promoted for all new construction
- New mixed residential development may incorporate a neighborhood scale retail option with a maximum size of 3,000 square feet
- ~~Places of worship which propose additional amenities not directly related to structures for worship services (such as recreation facilities and commercial amenities) will conform to clearly identified regulations and criteria, such as traffic thresholds~~

Uses:

- Suburban residential neighborhoods
- Infill residential , such as cottage housing, with appropriate criteria established by new zoning regulations
- Pocket retail located at crossroads, parcels already zoned for commercial, or already containing existing neighborhood scale commercial to serve the surrounding single-family residential areas (such as existing retail along the Crabapple Road and Arnold Mill Road intersection, along Marietta Hwy/SR 120)
- Where criteria indicates eligible (such as, location criteria of a major crossroad), neighborhood scale retail or services, provided that:
 - Buildings should be of brick or stone, and
 - Heavily landscaped with plantings, signage and materials in keeping with adjacent subdivisions
- Townhouse development
- Cottage housing

Goals:

- New development demonstrates attention to existing adjacent neighborhoods and seek compatibility with lot sizes along the perimeter of the proposed development
- **Revise Rewrite** the zoning code to establish criteria for appropriate infill, amenities proposed by places of worship, community gardens, and limited neighborhood scale retail
- Allow neighborhood scale food stores/farmers market and community gardens in suburban areas, the location and conditions for which would be considered based on specific criteria
- Develop a pedestrian trail master plan, to include more access from disconnected subdivisions, currently characterized by isolated and disconnected cul-de-sac type development
- Pursue a connectivity program (perhaps with a name like "Complete Connections") whereby subdivisions can petition to have their neighborhood evaluated for options to create pedestrian paths and/or access points
- Improve existing pedestrian facilities, develop sidewalks and crosswalks where connectivity is lacking to create a connected network of sidewalks and pedestrian routes and bike lanes



Cottage Housing Examples



Source: The Cottage Housing Company

Cottage Housing:

Generally provides a grouping of small, detached, single family dwelling units clustered around a common open space or courtyard and developed under a coherent plan. Typically communities consider it for small infill sites in established residential neighborhoods. It fills a niche between traditional choices of single family and multifamily housing. The City will consider if, where and under what circumstances this sort of housing may be appropriate. Thoughtful design and efficient use of space characterize these developments. The clustered housing arrangement and common areas distinguish this housing type from small house/small lot development that conforms to conventional setbacks and street alignment.

- Develop plans to improve streetscape along major roads
- Explore feasibility of trolley/shuttle loop through major neighborhoods connecting to adjacent commercial/retail areas
- Explore gateway opportunity on Woodstock Road at west entry to City
- Redevelopment of declining and vacant commercial buildings and nodes and creation of incentive programs to attract developers to reuse existing vacant commercial buildings
- Promote transportation alternatives and create means of access to support all modes of travel as redevelopment occurs
- Preserve greenspace, increase and improve parks
- Expand the existing trail network to include more pedestrian and cycling access, connecting to amenities and natural resources such as parks and Chattahoochee River

Quality Community Objectives Met within this Character Area

Infill Development

Open Space

Transportation Alternatives



By 2030, the existing big-box developments will have evolved either into a new use or enhanced with additional amenities to keep viable beyond the typical 20-year life-cycle. A regulatory framework that encourages flexibility of uses for these existing structures will generate economic value for the City. The vacant or underutilized auto-oriented strip centers will have successfully achieved adaptive mixed-use and commercial infill. This may include liner buildings and event spaces to occupy the existing expanse of parking.

**Quality Community Objectives
Met within this Character Area**

Regional cooperations:
Coordination with adjacent cities helps address over-retail conditions

Business appropriateness:
Adaptive re-use creates new employment options and new businesses

Sense of place:
To help create a sense of place, wayfinding signs designed to reference the look of those in the historic district and direct drivers to the historic district, parks, and civic functions (city hall, schools) along the entire corridor; this creates a sense of place



Future Development and Design Principles

Height:

- 1-3 stories typical
- Up to 4 stories for nonresidential and high-quality multi-family, if associated with heavy landscaping and other design criteria

Design:

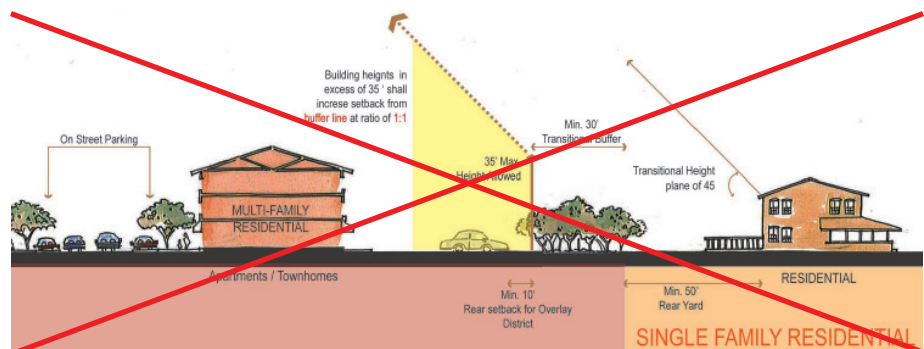
- Uniform high quality signage
- Aesthetic improvements to the street – street trees, sidewalks, lighting
- Reduce curb cuts – develop interparcel access
- Infill large surface parking lots
- Re-orient site layout, bring buildings to the street **where appropriate**
- Transitions to adjacent uses (step down of building heights, buffers)
- Incorporation of public art within non-residential development projects

Uses:

- Reduce single-uses on large lots
- Mixed-Use (Mixed residential, non-residential, and non-mixed residential)
- Neighborhood and low rise non-residential

Goals:

- Economic Development plan establishes strategic actions to address vacancies
- Improve existing pedestrian facilities, develop sidewalks and crosswalks where connectivity is lacking
- Establish gateway on Alpharetta Highway/SR 9 to indicate arrival in City of Roswell
- Establish innovative, design-based zoning code that encourages flexible, viable adaptive reuse
 - Neighborhood-scale
 - Big-box-scale



- Design wayfinding signage which indicates direction to City Hall and other destinations; consider extending historic district signage north along the corridor
- Reference the historic district through strategic design elements such as consistent design of signage, lighting, street trees, and furniture
- Implement the Midtown Roswell LCI and clarify zoning district requirements. See Redevelopment Vision illustration (Figure 2).

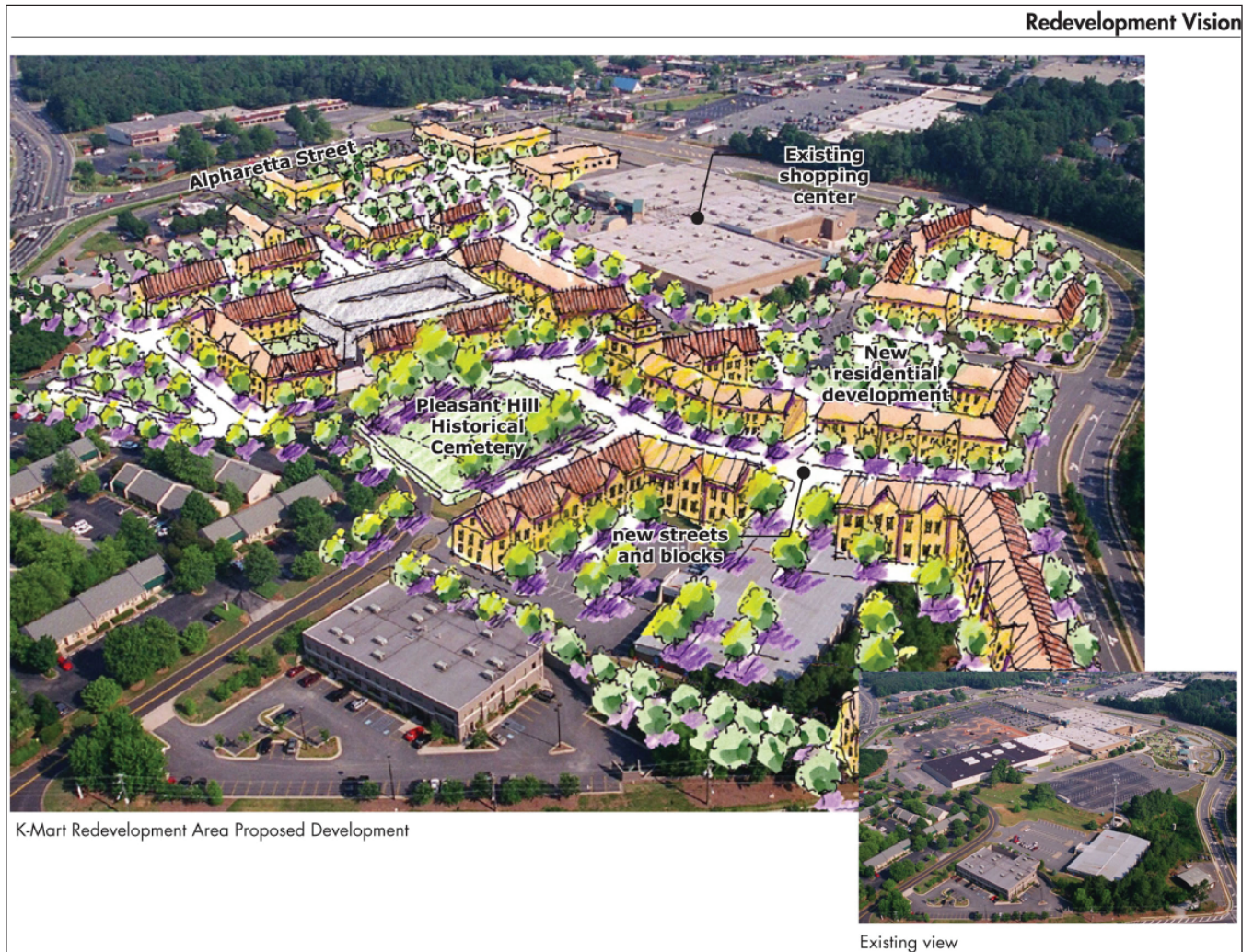


Figure 2. Midtown Roswell LCI: Redevelopment Vision

Source: City of Roswell

community vision & future development

The character area encompasses a large part of the Midtown Roswell LCI (see Figure 3). The City remains committed to achieving the goals and objectives of the LCI, which established a redevelopment vision for specific development patterns.

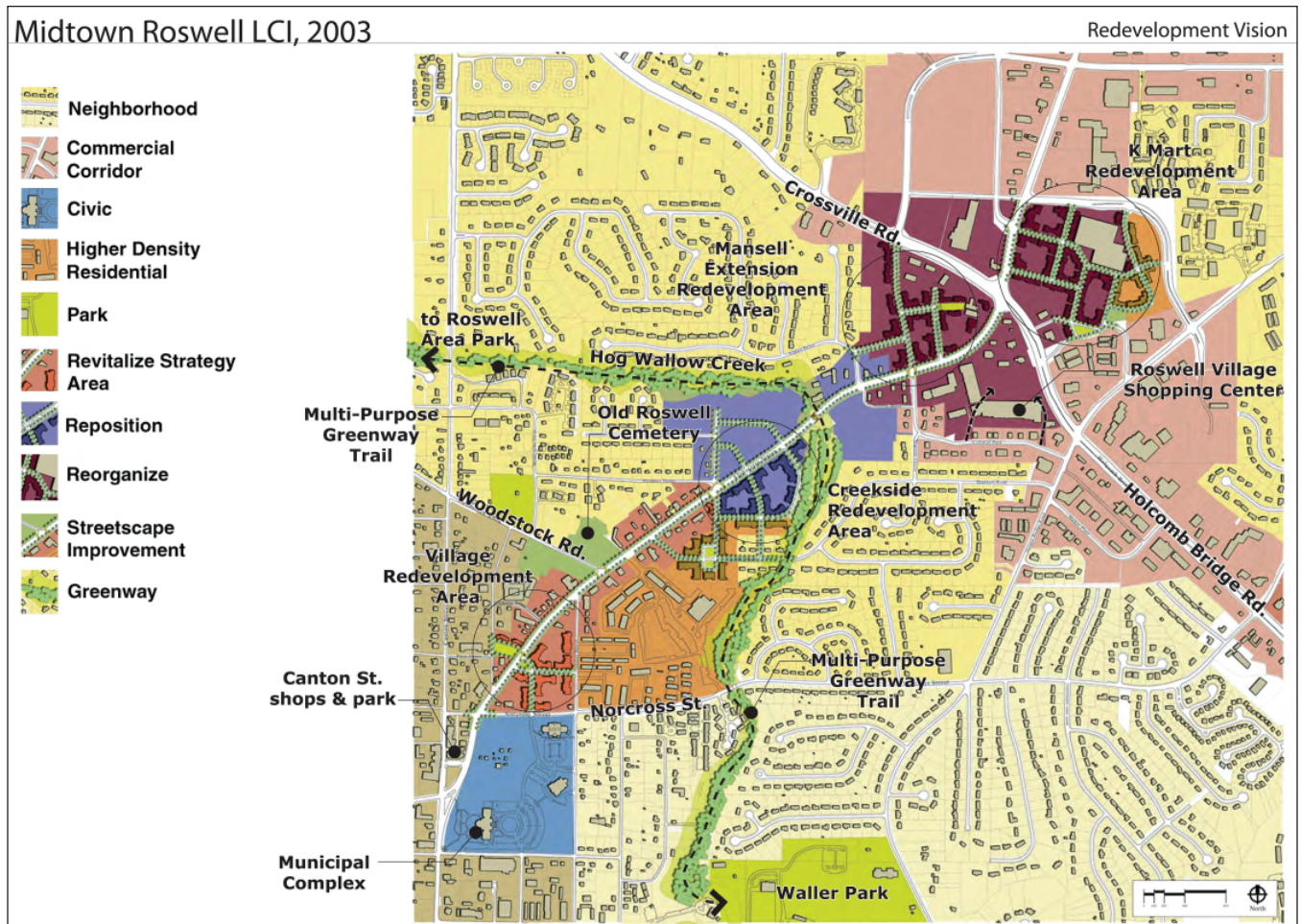


Figure 3. Midtown Roswell LCI: Concept Plan

Source: City of Roswell

The following specific design and development elements from the study should be addressed through zoning, development regulations and programs:

- Accommodate the need for elderly housing options near retail and transportation
- Allow some residential density on redevelopment properties
- Ease redevelopment process with expedited review and approval processes for certain qualifying projects
- Design and install streetscapes with landscaped plantings, benches, and bus shelters
- Consider land use ~~intensity~~ incentives for redevelopment projects in the corridor which include a mix of uses while protecting the adjacent single-family neighborhoods
- Allow for flexibility of residential densities in redevelopment projects as an incentive strategy for reinvestment along the corridor; specifically consider ~~higher~~ residential densities ~~above 15 units per acre~~ if the developer meets certain conditions:
 1. The developer actively engages with the City in the initial development concepts of a site
 2. The developer and the City develop a pro-forma to describe the reason why the additional density is needed ~~from an economic perspective~~
 3. The developer strictly adheres to or exceeds the City's Design Guidelines, ~~such as~~ including public art or other unique amenity

Because of its strategic importance, the **GA 400 – Holcomb Bridge Node** character area involves more details. The content for the node is organized as follows:

- Vision
- Existing Conditions
- Overall Node Principles
 - Framework
 - Development Concept
 - Principles
- SE Quadrant
- NW Quadrant
- Overall Uses
- Overall Goals

1.2.4 Character Area: GA 400 – Holcomb Bridge Node



Development Types



Vision/Intent

By 2030, this strategic intersection will become a vibrant activity center. The City will have capitalized on this major regional access point to provide maximum economic benefit to the City. The perception of this area will change as the City invests in streetscape and new road improvements, and investors redevelop under-utilized sites with a mix of uses and luxury residential uses, characterized by high quality building materials. The City envisions a Big Creek Parkway with a bridge connection across GA 400 north of Holcomb Bridge Road, **bridge connection south of Holcomb Bridge** and a pedestrian bridge with landmark architecture across Holcomb Bridge Road over the long range.

Priority for the City focuses on the redevelopment of the **northwest quadrant**, with City community space and private investment transforming the area into a mixed-use village activity center with mixed income and amenity-laden mixed-use projects. The success of achieving this vision will depend on phasing.

The **southeast quadrant** of this character area will also evolve into a mixed-use village activity center. This character area will also serve as critical link connecting Big Creek Park and the Chattahoochee River, carefully planned to retain the beauty of unique natural features. Connections will emerge as a system of multi-use trails will be developed between the adjacent single-family subdivisions and future mixed-use development.

Existing Conditions

The majority of the parcels located in the southeast portion of this character area are currently zoned Office-Commercial Multi-Story Mixed-use Zoning District (OCMS). Please see *Figure 4, Existing Zoning Districts*.

Under the previously approved OCMS Conditions of Development, the allowed height for a development located on this parcel with this zoning designation is 95 feet (7 to 9 stories). The development would have a 35% open space requirement. The maximum floor to area ratio (FAR) is 0.44. OCMS Zoning currently approved and allowed by right on the southeast quadrant is as follows:

- Office: 957,830 sq. ft
- Office/Hotel: 180,000 sq. ft.
- Office/Commercial: 48,000 sq. ft.
- OCMS Total: 1,185,830 sq. ft.

While this is the existing zoning since the late 1980's, projects have not come forward and the OCMS area remains undeveloped. The City has an opportunity to define the ideal mixed-use and design desired for the area, should an applicant seek to rezone in the future. The City also aims to institute design criteria that follow the principles established herein for development that may potentially be proposed under existing zoning.

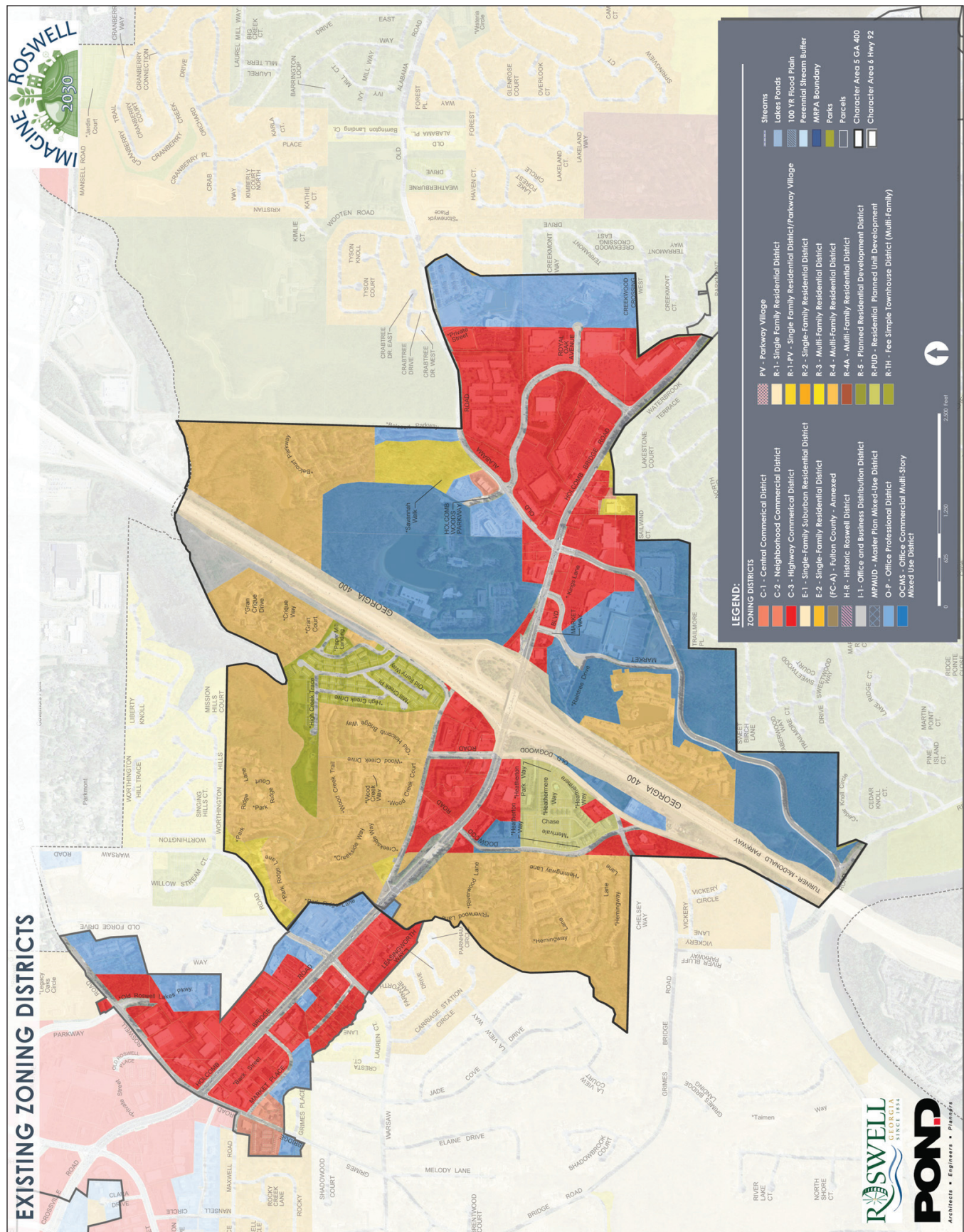


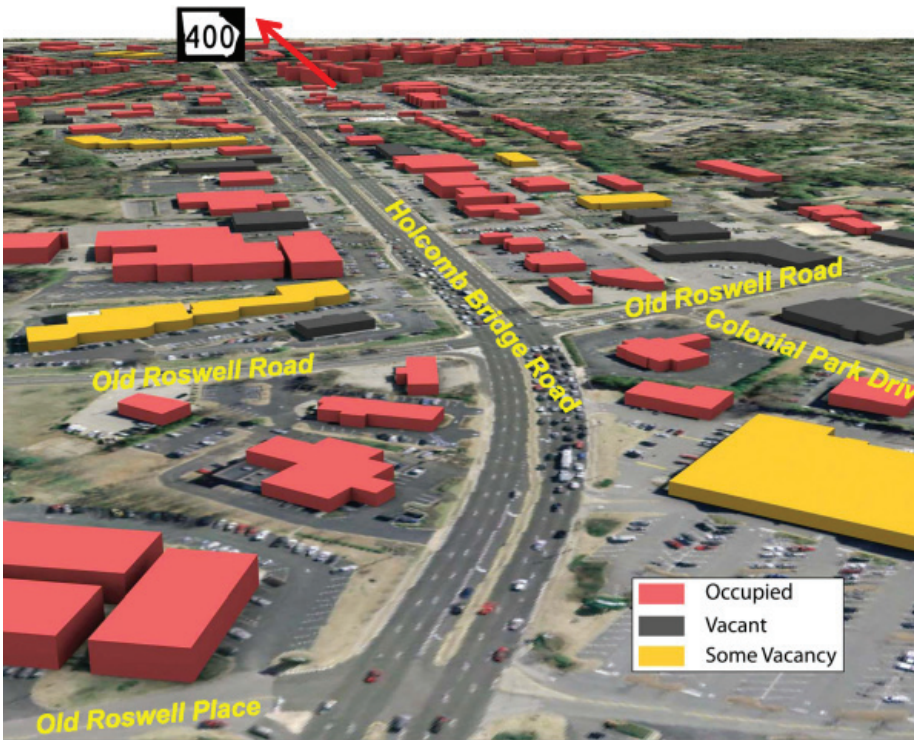
Figure 4. Existing Zoning Districts

The recent upheaval in the housing and mortgage markets and the downturn in commercial activity have increased concerns about the viability of Holcomb Bridge Node, as the area experiences an increase in vacancies. *Table 1* presents the current number of units that are vacant as of February 15, 2011.

As of 2/15/11	Units	Percentage
Vacant	151	22%
Occupied	547	78%
Total	698	100%

Table 1. Vacant units as of February 15, 2011

Figure 5 is a three-dimensional view of Holcomb Bridge Node and depicts the current buildings that are occupied, vacant or have some vacancy within the overall structure. Within the Holcomb Bridge Node there are approximately 698 Commercial/Retail Units. Out of the 698 Units, approximately 151 or 22% of the units are vacant within the Holcomb Bridge Node.



Perspective: Viewing eastward along Holcomb Bridge Rd
Figure 5. Selected Holcomb Bridge Road Vacancies

Concept Framework:

New connectivity, walkable block sizes, and a network of usable open space will create the active public realm sought by citizens.

Overall Node Principles

Policy for the character area includes principles that apply to the overall area, as well as principles specific to the two quadrants where change is desired (the northwest (NW) and the southeast (SE)). The City recognizes, however, that the framework that defines the public realm – that is, the streetscape, block sizes and the relationship of buildings to street – will determine whether or not the node can actually create a village feel. Therefore, the primary objective for development regulations must focus on establishing a grid-framework for new roads and new connectivity. A three-day charrette resulted in the following framework (Figure 6) that new and re-development needs to achieve, with walkable block-sizes and a “chain” of open-space:

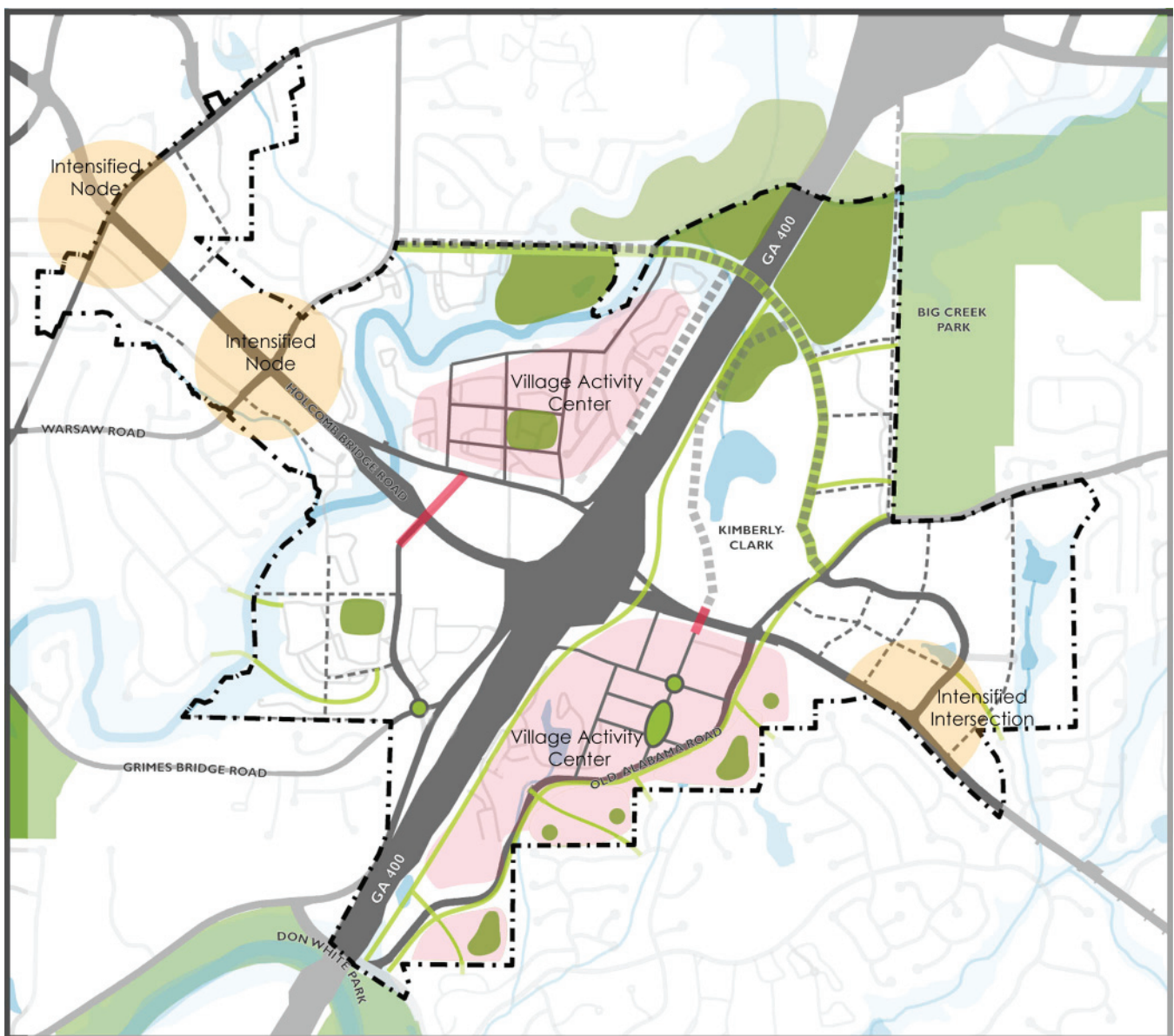
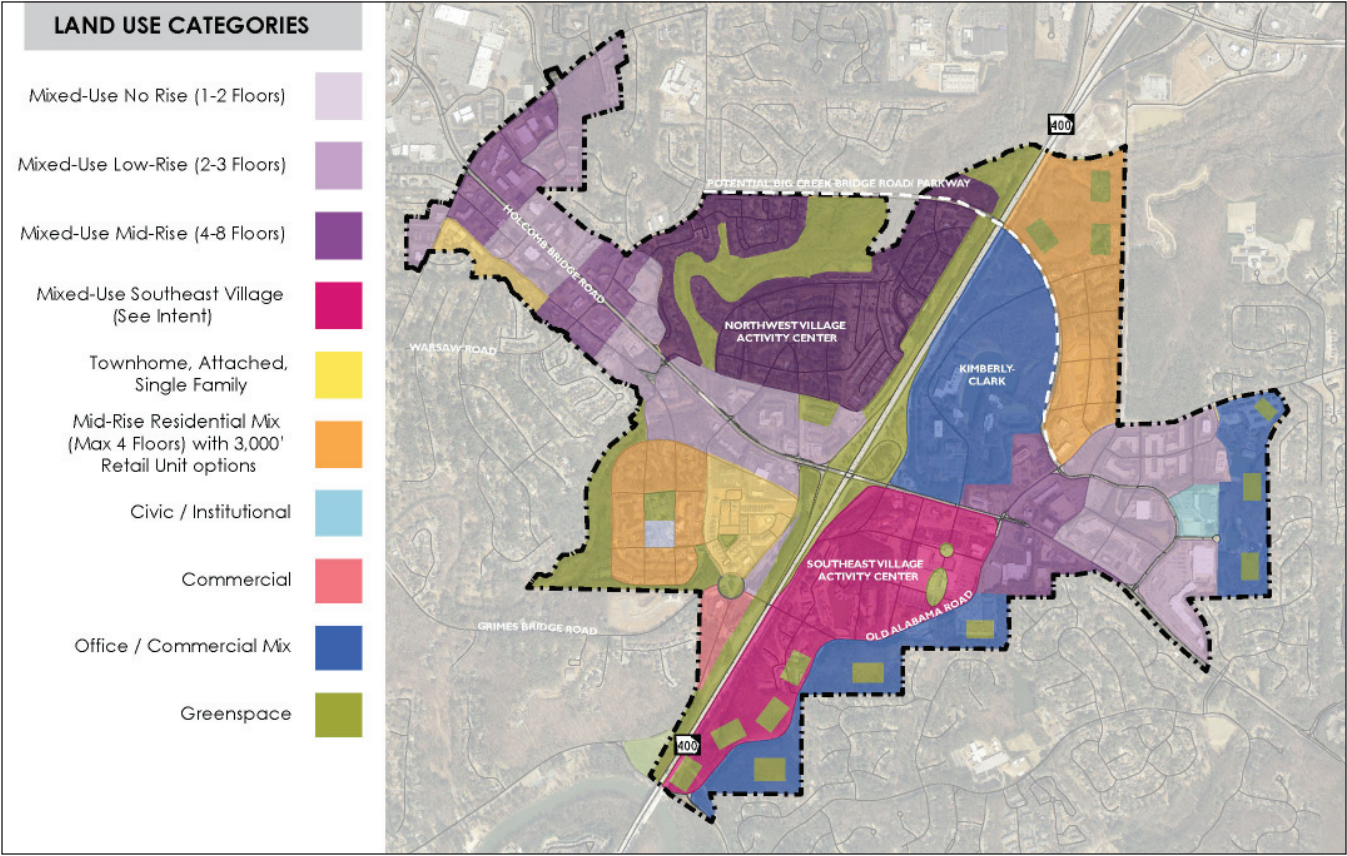


Figure 6. Overall Node: Concept Framework

Based upon the above framework, the City envisions that the following development pattern, as shown in *Figure 7*, emerge over time:



The locations of **green areas are conceptual only**, meant as a guide to express the intent of pocket parks and central gathering areas, integrating new development with open space.

The City prepared the following principles that all new development should aim to meet. In order to meet these goals new zoning and development regulations may need to be developed in order to actualize or achieve these principles.

Prioritize investment in developing Southeast and Northwest the quadrants

- Transform the intersection into proud Gateway to the City
- Improve transportation flow and capacity
- Redevelop aged and underperforming properties

Observe compatibility with the “Feel of Roswell”

- Seek to create a village environment
- Maintain high architectural and material standards
- Recognize our historical heritage in design and signage
- High quality building materials which reflect the “feel of Roswell” (brick, stone, stucco; reference to the historic district) and extensive landscaping that references existing natural features, especially that found along the Chattahoochee River
- Residential buildings would be permitted to mix retail on the ground floor and would observe similar height and density conditions relative to the building location within the site
- Surrounding neighborhoods will be protected by a transition of low density/lower heights along roadways mediating the effect of higher heights closer to GA400
- Integrate natural features

Incentivize redevelopment over new development

- Provide financial incentives for underperforming properties
- Develop flexible zoning regulations to encourage creativity
- Allow adaptive re-use solutions for redevelopment
- Incent development that increases tax revenues and lowers service costs

Connectivity/Access Principles for entire Node

- Prepare to take advantage of a transit future
- Create walkable block sizes and a grid road network
- Improve the traffic flow, capacity and safety through the area
- Increase capacity of the interchange
- Consider current and future traffic conditions for new zonings
- Seek connectivity in all modes of transportation
- Provide walking and biking trails, connecting to parks and the river corridor
- Create east-west alternative connection for local traffic such as the Big Creek Bridge Road/Parkway Concept
- Encourage a mix of uses within larger developments
- Integrate public spaces into mixed uses

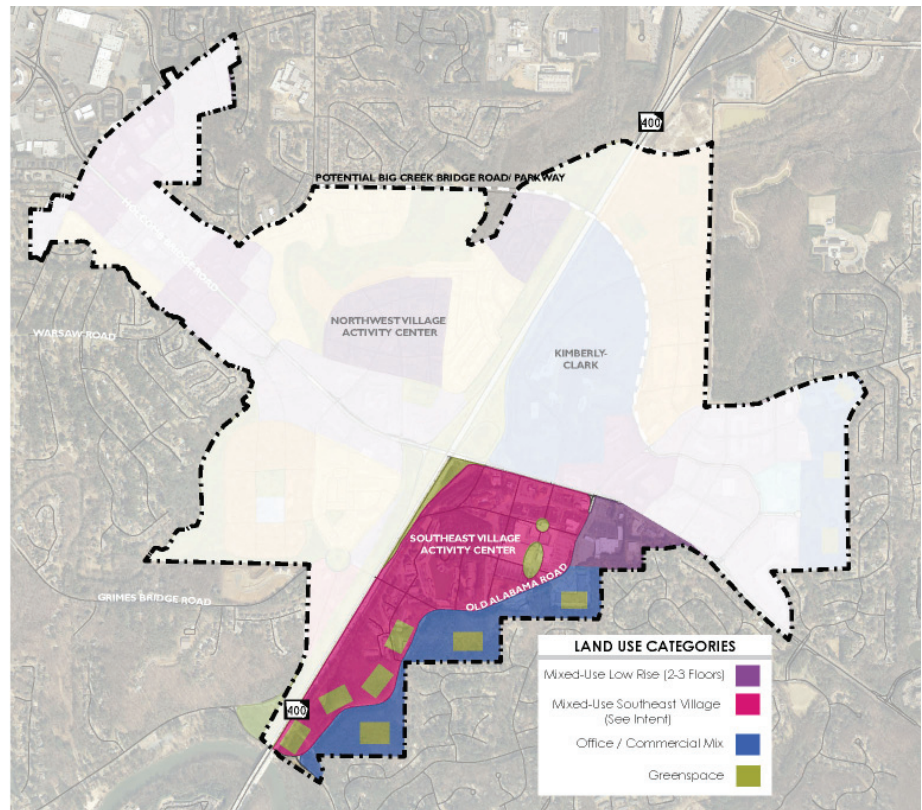
Because of their different contexts and needs, **the northwest quadrant** and **the southeast quadrant** have been further developed to specify the type of change and future development the City envisions as appropriate. The following two subsections detail the City's intent for these activity centers.

Community Concerns for the Southeast Quadrant

While the public input process generated support for the node to **undergo change** and prepare for a transit future, community members expressed a strong desire that the southeast quadrant develop in a way that produces **less intense**, less “urban” form than that discussed several years ago in a proposal known as the “Charlie Brown” plan.

The community also expressed concerns about traffic congestion and the need **to require transportation improvements** before any new development occurred. During the community meetings, participants learned about existing zoning rights in the quadrant, while putting forth a vision for a **pedestrian-oriented, mixed-use activity center**.

Southeast Quadrant: Village Activity Center



The locations of **green areas are conceptual only**, meant as a guide to express the intent of pocket parks and central gathering areas, integrating new development with open space.

Intent

- The City intends for the southeast quadrant to achieve a walkable, village feel. Any proposal for future development under the existing OCMS zoning would work to achieve the village intent by limiting any taller buildings and integrating them into the site using well-designed site layouts that mitigate the visual impact of heights by varying heights **not to exceed 8 stories**, using step-backs and locating them as indicated by the design principles below.
 - Along Old Alabama and Holcomb Bridge Roads: intent is for a low scale feel (maximum 3 stories), with a **variation in heights** to create visual interest.
 - A master-planned, mixed-use project with a catalyst project providing **unique amenities** and economic impact for the city may potentially be allowed to consider taller buildings, if appropriately integrated to the interior or rear of the project (that is, adjacent to GA 400) so as to not appear greater than 4 stories from Holcomb Bridge Road **or any other public street**, and if associated with programmed improvements to

accommodate an associated increase in traffic.

Unique amenities refers to potential elements such as a large village green for community assembly, a pedestrian-only zone, a community or civic center, or small-scaled convention center or other activity that serves the public realm.

Connectivity/Access Principles for Southeast Quadrant

- Prepare to take advantage of a transit future (whether bus-rapid-transit, light-rail, shuttle or other)
- Reduce existing congestion and increase safety of east-bound HBR traffic by diverting off-ramp traffic
- Create walkable block sizes internal to the quadrant
- Safe connections across Holcomb Bridge and Old Alabama
- Wayfinding that alerts visitors alternatives to access the new activity center
- Should new projects be proposed under existing OCMS zoning, the design principles **below** ~~above~~ should be considered
- Green connections between Big Creek trails/park and the Chattahoochee River, create pocket parks to connect along the route between them

Design Principles for Southeast Quadrant

- Commitment to pedestrian scale
 - Lower-story buildings along street frontage and building step-backs
 - Higher first floors and window treatments
 - Transitions through plantings and building heights
 - Signage and lighting invite the pedestrian
- Integrate natural features
- High quality materials and plantings



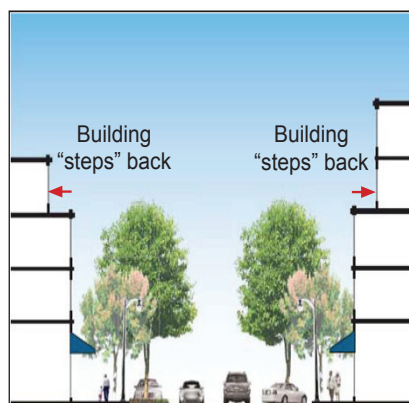
Unique amenities for public gathering help create a sense of place



Integrating natural features keep greater densities from losing the Roswell "feel"

- Balance horizontal and vertical development intensity
 - Provide incentives to expand green space in exchange for density
 - Allow taller buildings whereby more green space is required with higher stories
 - Taller buildings would only be allowable in the interior of the site close to GA 400
 - The buildings must be designed with existing topography to mitigate the visual impact of the taller buildings
 - Transitions of building heights or building step-backs, buildings with a maximum height of 2-3 stories would be located along Holcomb Bridge Road and Old Alabama Road corridors
 - Transition development intensity
 - Lower intensity near neighborhoods
 - Higher intensity near GA400 and HBR
- Ideally establish a pedestrian-only interior street
- Encourage Achieve sustainable building and sites
- If the approved site plan for part of the undeveloped site moves forward, encourage amendment to that plan so that it meets the design principles proposed herein

Managing Height Transitions:

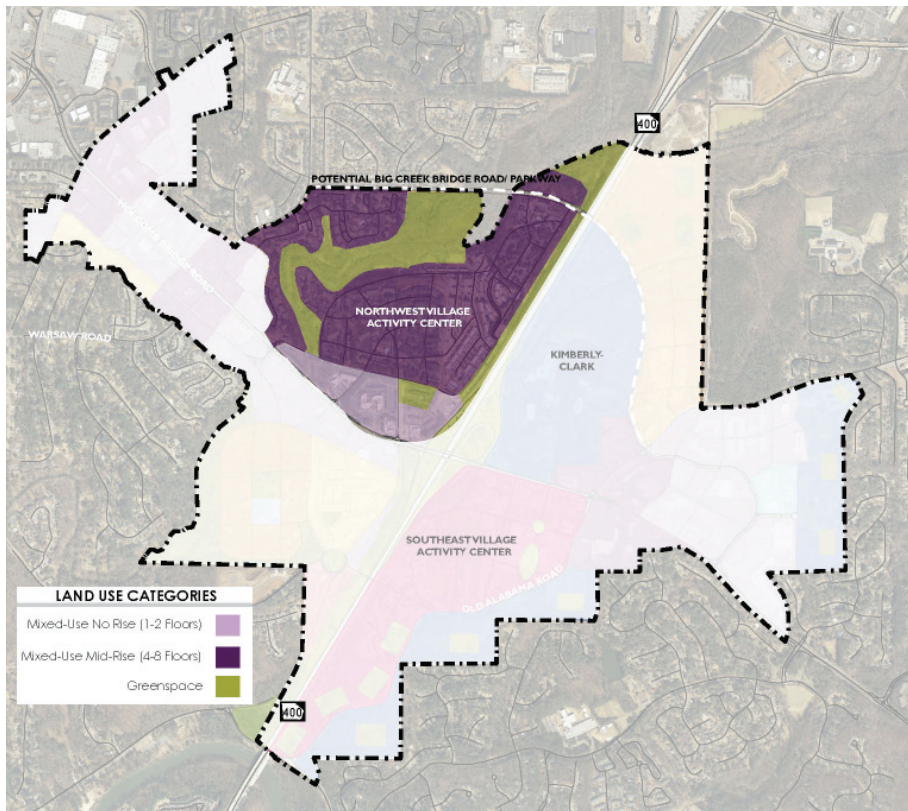


Require that the roof height varies, and establish "step-back" requirements (source: Design Guidelines, City of Santa Rosa, CA)



Height transitions: pedestrian-oriented along corridors, taller buildings to the interior (Lindbergh Station, Atlanta)

Northwest Quadrant: Village Activity Center



The locations of **green areas are conceptual only**, meant as a guide to express the intent of pocket parks and central gathering areas, integrating new development with open space.

Intent

- The City intends for this area to redevelop into a safe, amenity rich activity center with a true neighborhood feel. This area requires the most assertive redevelopment incentives, including high densities, tax abatements, and infrastructure improvements and investment to stem the decline of the neighborhood. The Big Creek Bridge/Parkway project that is under consideration aims to further this effort, opening up access to the area and creating new street frontage parcels that are currently isolated. **In addition, redevelopment should:**
 - Reduce crime
 - Increase walkability to amenities
 - Take advantage of future transit (whether bus-rapid-transit, light-rail, shuttle or other)
- **The intent for change is to** Promote public and private investment, to create livable neighborhoods with parks and sidewalks
- **The intent is to** Allow greater intensity than the southeast quadrant of the node, which may involve taller buildings, densities, and/or floor area ratio

Community Concerns for the Northwest Quadrant

During the public input process, participants raised concerns about aesthetic and safety issues in this quadrant. The area lacks infrastructure like sidewalks, park space, and neighborhood commercial amenities.

Community members emphasized the need for a **community focal point** like a park or community garden with farmer's market. The latter would generate a reason to bring visitors to the area, bringing more activity and "eyes on the street." The ideal site is the vacant motel overgrown with vegetation.

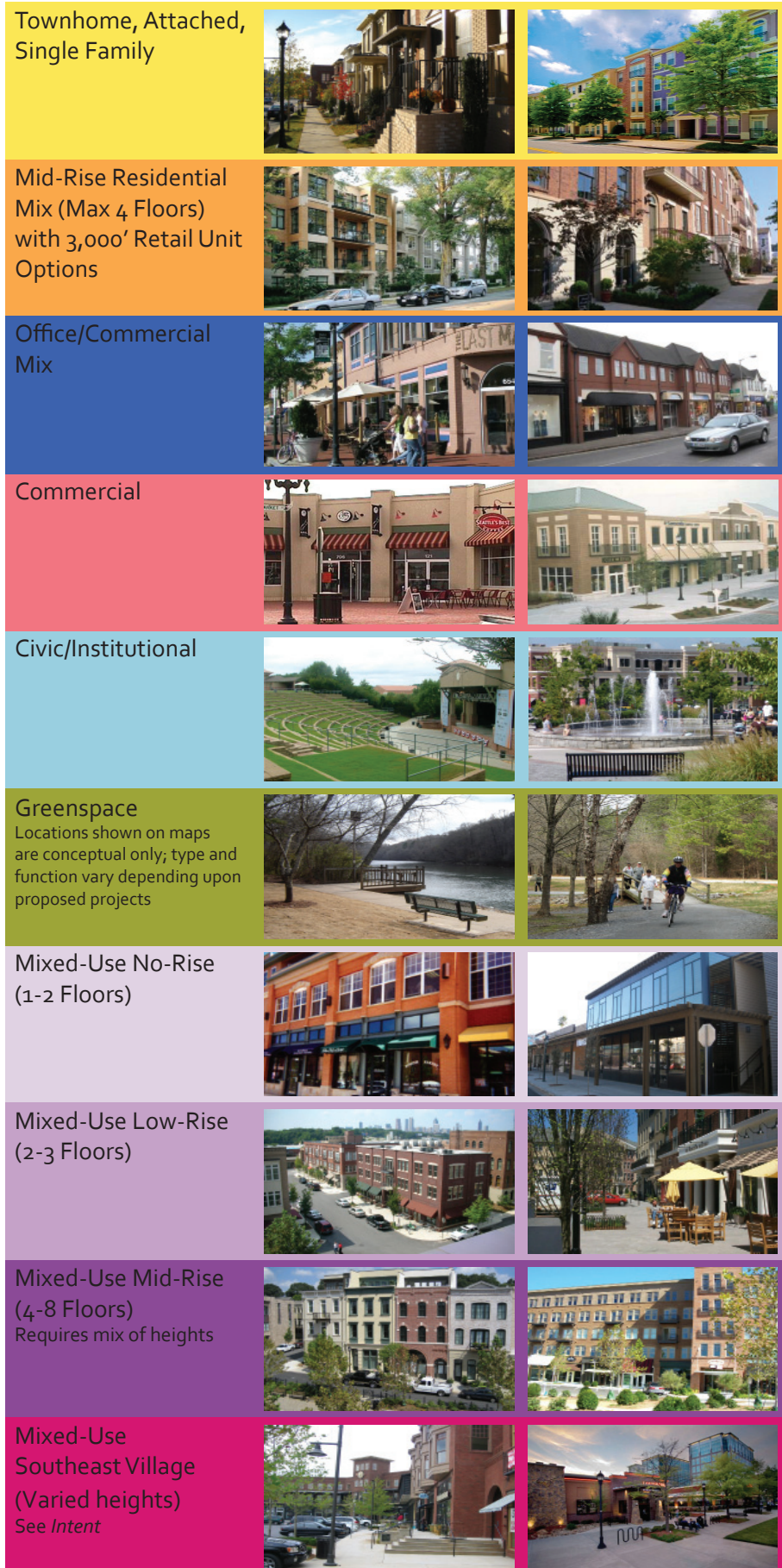
Since current uses generate viable rents, the **market incentives for change** would have to be quite significant. With City investment coupled with zoning incentives, the conditions could be generated that make new investment possible.

Connectivity/Access Principles for Northwest Quadrant

- Create walkable block sizes internal to the quadrant
- Create new east-west road connectivity, such as Big Creek Bridge Road/Parkway concept
- Prepare to take advantage of a transit future

Design Principles for Northwest Quadrant

- Balance horizontal and vertical development intensity
 - Provide incentives to expand green space in exchange for density
 - Allow potentially up to 8 stories whereby more green space is required with higher stories (~~potentially~~ allow greater heights if exceptional project proposed **that demonstrates impact on improving quality of life and safety**)
 - Taller buildings would only be allowable in the interior of the site close to GA 400
 - Transitions of building heights or building step-backs; buildings with a maximum height of 2-3 stories would be located to transition down to Holcomb Bridge Road
 - Transition the intensity of development
 - Lower intensity near neighborhoods
 - Higher intensity near GA400 and HBR
- High quality materials and plantings
- **Orientation of development towards Big Creek**



Uses within the Overall Node

The GA 400/Holcomb Bridge Road Node character area is prepared with a more detailed land use concept than other character areas because of its strategic importance to the City. The **development type guide**, shown in *Figure 8* to the left, establishes the intent for the uses envisioned for the node.

Figure 8. Development Type Guide for Overall Node

Mixed Use Defined:

A mixed-use development is a **planned integration** of some combination of retail, office, residential, or other potential use which may be allowed if and only if the use/function assists in the progression of the site and the specific location. It should be pedestrian-oriented and contain elements of a **live-work-play** environment as well as maximize space, usage, and have amenities that tend to mitigate traffic and sprawl.

Mixed Use Horizontal: Two or more different types of uses are placed next to each other (but not attached), planned as a unit, and connected together with pedestrian and vehicular access

Mixed Use Vertical: Where two or more different uses occupy the same building, usually on different floors

Quality Community Objectives Met within this Character Area

Compact development patterns
Infill development
Sense of place
Transportation alternatives
Growth preparedness
Economic development
Housing choice
Regional solutions and cooperation
Open space preservation

Uses within the Overall Node

The GA 400/Holcomb Bridge Road Node character area is prepared with a more detailed land use concept than other character areas because of its strategic importance to the City. The following guide establishes the intent for the uses envisioned for the node:

Goals for the Overall GA 400-Holcomb Bridge Node

- Initiate a master planning process for the southeast and northwest quadrants to establish flexible zoning and design standards that achieve the high quality desired by the community
- Provide incentives to encourage redevelopment of underutilized and vacant strip type development centers
- Preserve adequate land area in this node to develop future transit station
- Identify locations for connections between the future retail uses and the adjacent single-family residential subdivisions
- Preserve natural features and incorporate natural features into landscaping
- Achieve public art with new development and redevelopment
- Consider an Investment Incentive Program that includes a limited tax abatement

1.2.5 Character Area: Parkway Village Overlay District SR 92 - Commercial Corridor



Vision/Intent

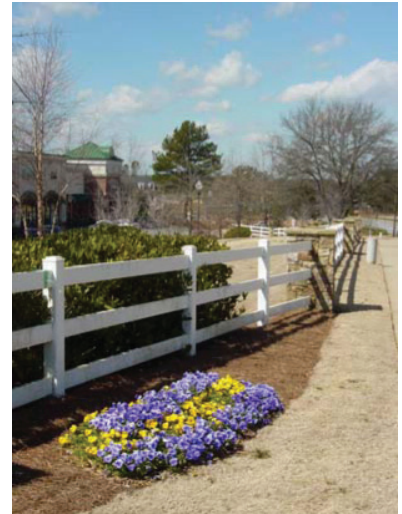
In the 2030 planning horizon, this area will have achieved the design objectives described in the Parkway Village Overlay District. This corridor has a historic rural character which is unique in the City of Roswell. ~~Any transportation project that is implemented along this corridor will preserve the existing rural character of the corridor. This includes no repetitive street trees in rows, only natural clumps of trees; no repetitive street lighting; fences along the street; building materials include stone (not brick).~~ Vehicular and pedestrian interparcel access between adjacent parcels has been achieved. The single-family residences located along the corridor will have been incrementally converted to an office/professional use. As new development comes in, these buildings are brought up to the street, the “build to” line. These buildings will frame the street, and the surface parking will be located behind, shielded from view.

Future Development and Design Principles

- Follows the adopted Overlay District regulations and Design Guidelines

Goals:

- Continue to adhere to the regulations that have been developed as part of the Overlay District
- Pursue a connectivity program (perhaps with a name like "Complete Connections") whereby subdivisions can petition to have their neighborhood evaluated for options to create pedestrian paths and/or access points



**Quality Community Objectives
Met within this Character Area**

Traditional development patterns

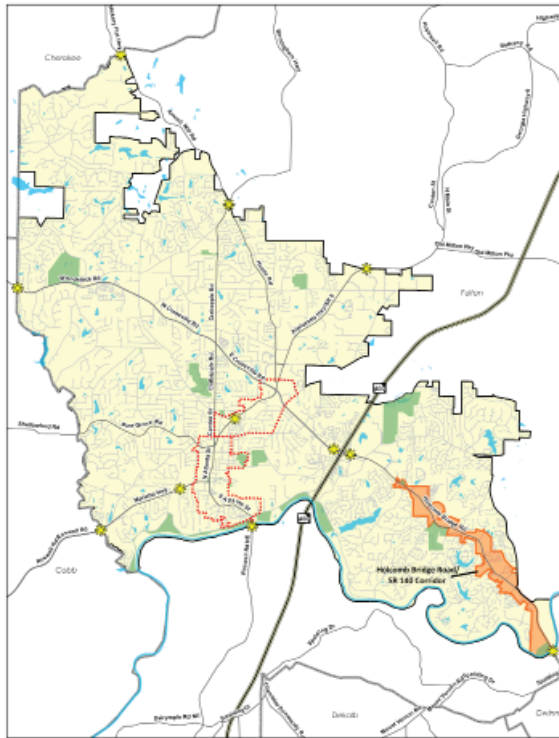
Sense of place

Transportation alternatives

Historic preservation

Regional identity

1.2.6 Character Area: Holcomb Bridge Road/SR 140 Corridor



Vision/Intent

In the 2030 planning horizon, this area will be regulated by an overlay district which will protect the established single family neighborhoods to the north and south of the corridor. The overlay will include signage or a similar element that is also found in the Parkway Village Character Area portion of the corridor. This corridor will be traversed by multi-use trails which connect the Big Creek Park, the Chattahoochee River, and the adjacent single-family neighborhoods. The development along the corridor will be a mix of uses to allow for residential to integrate with retail and commercial. A gateway will be established at the eastern end of the character area to create a sense of arrival.

Future Development and Design Principles

Height:

- Low-scale 1-3 stories

Design:

- Manage access on Holcomb Bridge Road, with reduced curb cuts and interparcel access
- Transitions to adjacent uses (step down of building heights, building scale transitions, buffer transitions)
- Develop design standards which allow for appropriate, high quality infill mixed-use development
- Uniform high quality signage

- Aesthetic improvements to the street – street trees, sidewalks, lighting
- ~~Infill large surface parking lots~~
- Developments ~~may~~ **must** incorporate design for community gathering spaces
- Pedestrian oriented interiors for mixed-use projects
- High quality building materials and heavy landscaping

Uses:

- Quality low scale low-rise mixed-use which includes office, commercial, recreation and housing; with maximum flexibility to change over time
- Residential including townhomes, attached housing, and single-family housing
- Multi-family only when integrated with a mix of residential housing type
- Discrete cottage housing, where developed zoning criteria indicates appropriate

Goals:

- Create incentives for infill development to retrofit strip-type commercial development with liner buildings. Reduce building setbacks, bring buildings up to road through revisions to the zoning code.
- Pursue methods through zoning and development regulations to reduce multiple curb cuts. Provide incentives to encourage shared curb cuts for shared drives and enforce interparcel access requirements.
- Design streetscape standards for the corridor, including specifications for signage and other aesthetic elements
- Pursue a connectivity program (perhaps with a name like "Complete Connections") whereby subdivisions can petition to have their neighborhood evaluated for options to create pedestrian paths and/or access points
- New requirements for development which include the integration of natural features and create new community gathering spaces within the design



High quality materials



Pedestrian-oriented commercial interiors



**Quality Community Objectives
Met within this Character Area**

Infill development

Traditional neighborhood
development

1.2.7 Character Area: Industrial/Flex



Existing employment center



New mixed-use



Vision/Intent

In the 2030 planning horizon, this cluster of industrial and heavy commercial development will continue to function as an office and business distribution district. The uses in the area will be flexible however, allowing transitions to new uses as economic demand changes. These new uses may include mixed residential and office development. This area is not located along a major gateway to the City and is also not located adjacent to Roswell's many cultural or recreational assets. Therefore, it is ideally situated to continue functioning as an employment center within the City limits with an additional mix of uses.

Future Development and Design Principles

Height:

- 1-3 stories typical
- Additional stories or densities (up to 6 stories) through bonus allowances for quality mixed-use projects that include high quality materials such as stone, stucco or brick; extensive landscaping; and amenities, up to 6 stories

Design:

- Building height transitions to adjacent uses (step down of building heights, landscaped buffers)
- Design of any new facilities should include quality building materials such as stone, stucco or brick, and high quality design
- New streetscape design standards

- Master planned projects with pedestrian oriented interiors, pocket parks and/or plazas

Uses:

- Maintain current use as office and business distribution district
- Additional types of development including residential (single-family attached, multi-family), loft, and non-residential
- Master-planned, mixed-use projects

Goals:

- Retain existing businesses and expand as an employment center
- Zoning code revisions to create areas of mixed residential and office use and conversions

***Quality Community Objectives
Met within this Character Area***

Continue as an office and business distribution district with uses transitioning as economic demand changes

Employment Center

Mixed residential and office

1.2.8 Character Area: Historic Area Town Center/ Downtown



Vision/Intent

In the future, this area will continue to serve as a destination point and source of pride for the City. The historic downtown will remain as a unique cultural asset; as change occurs around the historic district, the area will need to continue to be protected and additional threatened historic sites should be protected and added to the district. The design goals outlined in the Groveway Charrette will be implemented to create a community that includes pocket parks; mixed-residential and retail uses; and a strong connection visually and aesthetically to Canton Street. To the north, the Midtown Livable Centers Initiative (LCI) principles will be promoted, and along the southern portion of the character area, the Atlanta Road LCI will have achieved the vision established by the concepts in the LCI master plan.

The vision for the corridor is established as a pedestrian oriented center for the City of Roswell which includes history, culture, business and neighborhood that is attractive to visitors, commuters, and residents. The City commits to the strategies adopted within the LCI studies to achieve this vision.

Future Development and Design Principles

The City intends for future development to fulfill the principles established through two subarea plans - the Midtown LCI and the Atlanta Street LCI – in addition to further specification adopted for the Groveway community located within the Atlanta Street LCI study area.

Overall Character Area Goals

- Reconcile zoning conflicts where Midtown District overlaps with Historic District regulations. Establish a blueprint that identifies specific zoning and design regulations that govern each subarea.
- Implement the Midtown LCI and the Atlanta Road LCI
- Implement the design guidelines that emerged from the Groveway Charrette and expand similar design standards throughout the area.
- Evaluate and update Historic District requirements, especially for the Historic Mill area
- Reinforce the established village identities
- Promote mixed-use development, redevelopment of aesthetically problematic sites and vacant sites
- Create balanced transportation solutions
- Create a pedestrian-friendly environment. Achieved through streetscape improvements, connected sidewalks, surface parking lots located in the rear of buildings, and bringing buildings closer to the sidewalk.
- Refocus and refine the historic preservation efforts in the City

Quality Community Objectives Met within this Character Area

Traditional neighborhood development

Lifelong community objectives for mixed-ages, access to services and amenities, and alternative modes of transportation, especially pedestrian-oriented

Historic preservation

Sense of place



Photos of existing homes in Historic Mill Village

Overall Character Area Uses

The concept map shown in Figure 9 describes the specific development type and uses envisioned by the City along Atlanta Street.

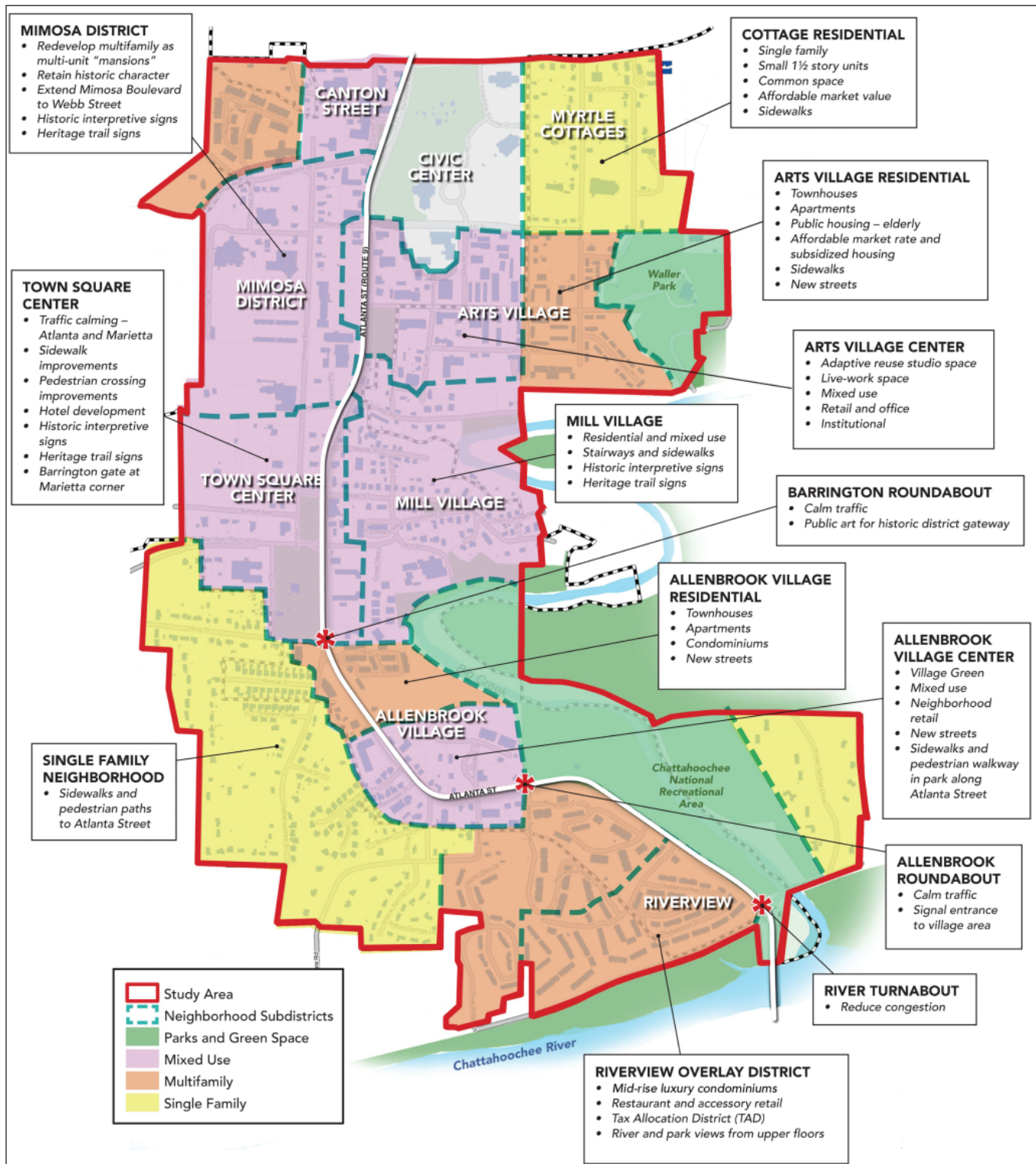
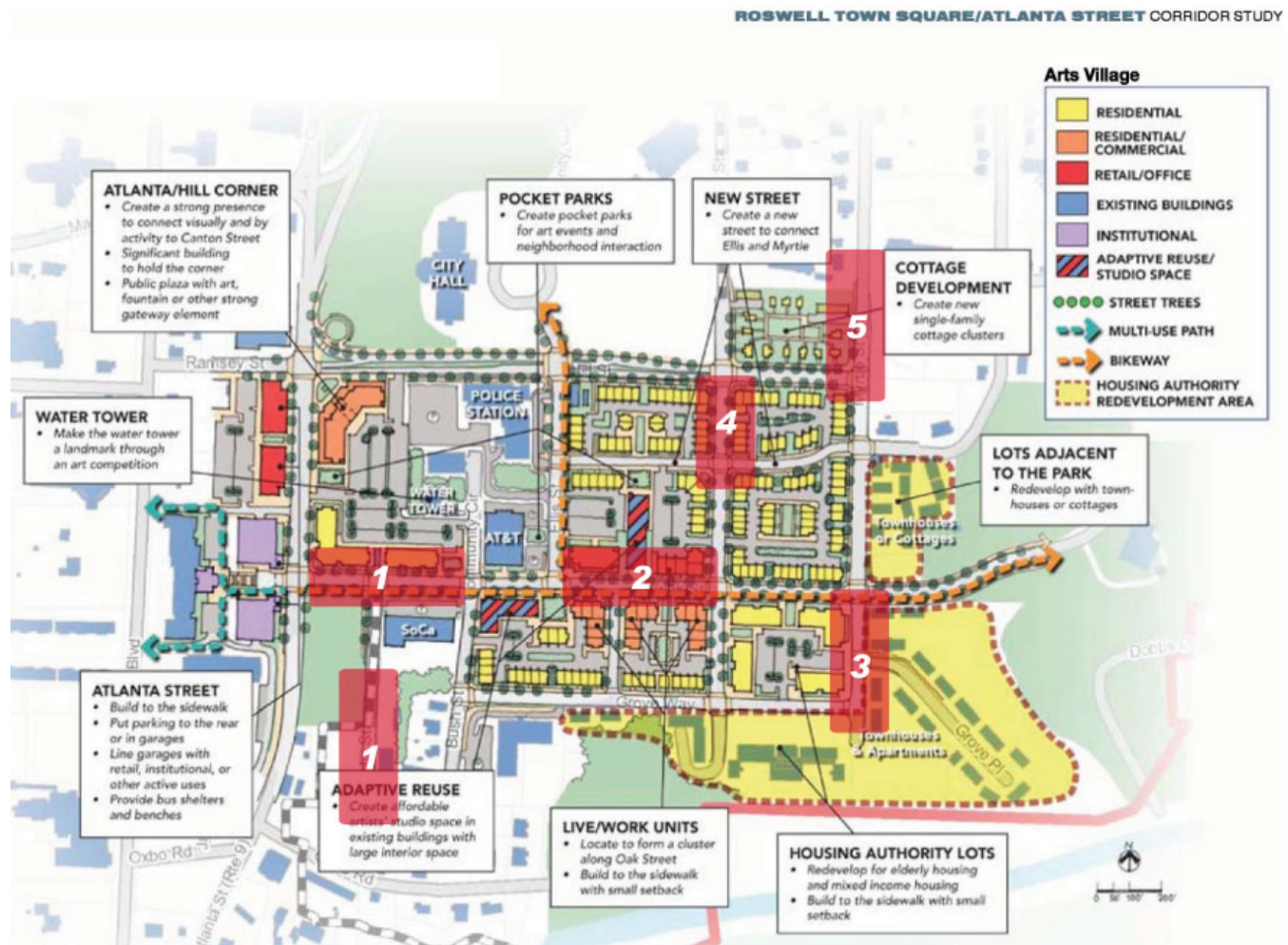


Figure 9. Development Types and Uses Envisioned Along Atlanta Street

Source: City of Roswell

Subarea Uses

The Groveway community is located directly south of City Hall, in the general area identified as the “Arts Village” by the Atlanta Street LCI. A subsequent set of design criteria for the Groveway community was generated through a charrette. (See Figure 10.)



Groveland Community – Areas 1-5:

These standards define street-by-street specific design and uses appropriate to the context.

Area 1: Part of the Oak Street corridor and the Pleasant Hill Missionary Baptist Church and surrounding residential area.

Design:

- Enhanced street grid, with a main street atmosphere along parts of Oak Street
- New connection between Oak Street and Hill Street as an extension of Pleasant Hill
- Building types: 3-story brick and glass mixed-use structures with parking underneath
- Green infrastructure for water management
- Shared parking
- Public art

Uses:

- Multi-family residential, commercial and light industrial, with majority of existing community uses to be retained
- Pocket parks
- Retail corridor along Oak Street blending existing and new buildings with an upper story residential component

Area 2: Oak Street from Ellis Street to Forest Street

Design:

- Public art along Oak Street
- Simple, high quality materials on residential dwellings (wood siding, metal roofs, substantial front porches) with similar materials used on commercial spaces (brick facades, metal roofs)
- Building heights taper off as they reach the park

Uses:

- Mixed income and multi-family housing including townhouses, or cottage style housing, commercial, light industrial, and mixed-use
- Community gathering place/ community green which incorporates commercial and residential uses
- Workforce housing

Area 3: Roswell Housing Authority property at the south end of Myrtle Street

Design:

- 1 and 2 story brick buildings
- 2-3 story multi-family housing
- Bring buildings closer to the street
- Parking on interior of the block
- Mix of architectural styles
- Wide sidewalks
- Street trees
- Bike lanes
- Street lighting
- On-street parking

Uses:

- 2-3 story multi-family housing
- Live-work mixed-use units

Area 4: Forrest Street south of the intersection with Hill Street*Design:*

- Lower density residential development
- Parallel parking
- Street trees
- Public art
- Large windows for retail spaces

Uses:

- Lower density residential development, light industrial, and adaptive reuse of historic structures
- A range of market rate housing units and types
- Higher density residential and/or older adult housing
- See LCI, historic overlay, and Groveway
- Preserve height limits to retain historic character

Area 5: Myrtle Street north of the intersection with Hill Street, which includes the Zion Missionary Baptist Church*Design:*

- Two story maximum building height
- Shared parking with surrounding businesses
- On-street parking on adjacent streets
- Shuttles to City parking lots

Uses:

- Cottage housing



1.2.9 Character Area: Conservation Area/Greenspace



Vision/Intent

This character area includes a portion of the Chattahoochee River National Recreation Area. This undeveloped and protected parkland is bounded on the west by Big Creek, which flows from the character area south to the Chattahoochee River. In the future, this area will continue to serve as a major recreational area for the City of Roswell and the region. Further opportunities to provide access to the park via walking or cycling should be explored. This park serves as a major piece of the interconnected trail system envisioned for the whole City of Roswell.

Future Development and Design Principles

Design and Uses:

- Park/greenspace
- Trails

Regulatory Framework

The portion of the Chattahoochee River located along the southern City boundary is protected by the Metropolitan River Protection Act (Georgia Code 12-5-440 et seq.). This Act established a 2000-foot Corridor along both banks of the Chattahoochee River from the Buford Dam north of the City of Roswell to Peachtree Creek, located south of the City of Roswell.

The Act required the Atlanta Regional Commission to adopt the Chattahoochee Corridor Plan to protect the Chattahoochee River Corridor and to review development proposals in the City of Roswell for consistency with the Plan. The Act requires the City of Roswell to implement the Plan by issuing permits based on ARC findings, monitoring land-disturbing activity in the corridor and enforcing the Act and the Plan. The City of Roswell has incorporated the requirements of the plan and the act into Roswell ordinances, in addition to the City's stream buffer regulations.

For further information regarding the Chattahoochee Corridor Plan, go to: www.atlantaregional.com/environment/water/mrpa-chattahoochee-corridor-protection.



Quality Community Objectives Met within this Character Area

Environmental protection
Open space preservation

**1.3 FUTURE DEVELOPMENT AREAS: QUALITY
COMMUNITY OBJECTIVES SUMMARY**

DCA has established a number of Quality Community Objectives that provide targets for local governments to use in developing and implementing their comprehensive plans. Principles established by the Quality Community Objectives were introduced throughout the community participation process. Objectives that will be pursued in each character area are indicated in *Table 2*.

	CHARACTER AREAS								
	Estate Residential	Suburban Residential	Hwy 9/ Alpharetta Hwy Corridor Commercial	Holcomb Bridge Rd/ SR 140 Corridor	GA 400 – Holcomb Bridge Rd Node	Parkway Village Overlay/ SR 92	Industrial/ Flex	Historic Area Town Center/ Downtown	Conservation Area/ Greenspace
Quality Community Objective to be pursued									
1. Development Patterns - Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of on each other, and facilitating pedestrian activity.			at nodes this objective applies		✓			✓	
2. Infill Development Communities - Should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.			✓	✓	✓		✓	✓	
3. Sense of Place - Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.	✓	✓	✓	✓	✓	✓	✓	✓	✓
4. Transportation Alternatives - Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.					✓				
5. Regional Identity - Each region should promote and preserve a regional "identity," or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.								✓	✓
6. Heritage Preservation - The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.	✓	✓				✓		✓	
7. Open Space Preservation - New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.	✓	✓			✓				✓
8. Environmental Protection - Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved .	✓	✓	✓	✓	✓	✓	✓	✓	✓

Table 2. Quality Community Objectives

	CHARACTER AREAS								
	Estate Residential	Suburban Residential	Hwy 9/ Alpharetta Hwy Corridor Commercial	Holcomb Bridge Rd/ SR 140 Corridor	GA 400 – Holcomb Bridge Rd Node	Parkway Village Overlay/ SR 92	Industrial/Flex	Historic Area Town Center/ Downtown	Conservation Area/ Greenspace
Quality Community Objective to be pursued									
9. Social and Economic Development: Growth Preparedness - Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.			✓	✓	✓		✓		
10. Social and Economic Development: Business Appropriateness - The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.			✓	✓	✓	✓	✓		
11. Social and Economic Development: Employment Options - A range of job types should be provided in each community to meet the diverse needs of the local workforce.			✓		✓		✓		
12. Social and Economic Development: Education Opportunities - Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.					✓		✓		
13. Social and Economic Development: Housing Choice - A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.			✓		✓		✓		
14. Governmental Relations: Regional Solutions - Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.					✓	✓			✓
15. Governmental Relations: Regional Cooperation - Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or development of a transportation network.	✓		✓		✓	✓			✓

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2 ISSUES AND OPPORTUNITIES

This section includes the list of issues and opportunities that the City of Roswell has identified as critical to be addressed for the 2030 time horizon. [Data sources indicated here can be found within the Community Assessment: Technical Appendix.](#)

2.1 POPULATION

Issues:

- Several Roswell schools, including both **public** high schools, have functioned at over-capacity, relying on portable classrooms to remedy the lack of space; while the growth in the number of school age children will slow, the growth projection prepared for this section shows about 990 more children between ages of 5 and 13, and 403 more between the ages of 14 and 17 by 2030.
- Options for aging in place will need careful planning for the 16% of the population over 65 years old by 2030. The community needs to consider how City infrastructure and transportation can coordinate to assure housing, health care, and access for an aging population; of the households considered cost burdened (over 30 years old and contributing over 50% of income toward rent), over 60% were 65 years old and older (see Housing section).
- The City has an area where 15% or more live below the poverty threshold (see the Technical Appendix for a discussion of poverty definitions); an estimated 7% of the whole population lives below the poverty threshold (2008 data).
- Of all households an estimated 12.3% earn less than \$35,000 per year (2009 data).
- Change in regional job types (see Economic Development section) may mean the need for additional non-college training.
- Regionally and for the State of Georgia, income growth has slowed.
- Although the City of Roswell is perceived as a community of families with young children, according to the US Census only 35% of households have children.

This section is organized as follows:

- 2.1 Population
- 2.2 Land Use
- 2.3 Economic Development
- 2.4 Housing
- 2.5 Natural and Cultural Resources
- 2.6 Community Facilities
- 2.7 Intergovernmental Coordination
- 2.8 Transportation

Opportunities:

- Highly educated population means potential for informed constituents for wise decision making, higher incomes, attractive labor force for new business, flexible futures as industry and labor markets shift in the future.
- Increased racial diversity brings both opportunity and issues. When associated with groups with less education and/or different language needs, this creates the issue of providing greater education and services. These needs will vary within different ethnic and racial groups, of course. Opportunities include potentially increased cultural exposure and innovation for business and community life.
- Diverse groups are drawn to Roswell for the high quality schools and access to the many service, retail and construction jobs offered in North Fulton more generally.
- High median income and high percentage of home ownership.
- Excellent **schools systems** offer incredible opportunities for children growing up in Roswell. These schools also draw and retain young families, which partially accounts for the continued population growth pressure and capacity issues.
- Excellent **recreation and park** facilities sufficiently serve the current and projected younger age groups. Park facilities will need to be adapted to serve a changing demographic as the population ages in the future. The City currently boasts 10 acres of park and open space per 1,000 residents.
- The City has updated its Urban Redevelopment Plan; the current Urban Redevelopment **Area** Plan (2010) provides a comprehensive survey of areas suffering blight and substandard housing, including areas of concentrated poverty. These plans help make the City eligible to receive federal funding **to address the problem** and coordinate public-private partnerships.
- ~~For the Groveway Community, the City of Roswell received Community Choices assistance from the Atlanta Regional Commission (June 2010).~~
- Several LCI and other studies identify action steps for the City regulatory changes, investment and infrastructure planning to address neighborhoods under duress.
- ~~A range of price points for both houses and rental units appears to provide affordable options for a range of income brackets, although cost-burden data in the Housing Section (Section IV) indicates that nearly one-fourth of the households struggle and that of these, the elderly (nearly 70%) struggle the most.~~
- A greater range of housing options to serve the diverse preferences and needs of Roswell residents, including the aging population and the young professionals (“millennials”), is needed.

2.2 LAND USE

Issues:

- The City of Roswell is essentially built-out at current densities; the City needs to consider where and how redevelopment should occur. Without changes in land use, economic growth will be constrained. Lack of available raw land limits new development. ~~If Mayor and Council approved redevelopment along arterial corridors, new mixed-use growth opportunities could occur. These developments should be at a higher density and oriented toward alternative transportation uses such as pedestrian, bicycling, and transit.~~
- The regulatory framework – ~~such as that is~~, zoning and development regulations – does not meet the City's needs for redevelopment. Ordinances and regulations need to be updated to implement adopted plans; ideally the City can take a unified approach to regulations to ensure compatibility across: zoning; design standards – site, building, and streetscape; subdivision; and environmental compliance (stormwater, soil and erosion and streams) ordinances.
- ~~The lack of connectivity in many areas feeds congestion problems. Separation of uses reduces connectivity which contributes to traffic issues.~~
- The Future Land Use policy needs to define mixed-use better.
- ~~The City struggles with high vacancy rates in older strip-type development. High vacancy rate in older strip-type development.~~
- Pockets of poverty and sub-standard housing.
- Several areas need redevelopment, which takes time to achieve, especially during the current economic climate and given other constraints such as traffic congestion.

Opportunities:

- Defining a 2030 vision for the City ~~and as well as~~ for each character area ~~establishes the necessary policy direction to update the zoning and development code. will inform an update of the regulatory framework.~~
- Existing City subarea plans and the Opportunity Zone position the City well for implementation and eligibility for state and federal funding and grants.
- Housing demands are changing which provide opportunities for new product development in redevelopment areas.
- The focus on sustainability at the regional and state level will further support City efforts to meet sustainable and innovative air, water and energy goals; the City has an opportunity to demonstrate leadership in sustainable land management practices.
- The Comprehensive Plan Update occurs simultaneously with an update to the City's:
 - Transportation Master Plan;
 - Solid Waste Master Plan;
 - Urban Redevelopment ~~Areas~~ Plan;
 - Preparation of a strategic Economic Development Plan (2011-2012); and
 - ~~Recreation and Parks Master Plan (2011).~~

It also comes on the heels of achieving the ~~ARC~~ Green Community Certification; most cities do not coordinate planning so strategically.

- The Comprehensive Plan Update also corresponds to the preparation of the ARC regional 2040 plan.

issues & opportunities

- Trail and bicycle network beginning to connect land uses and become a viable alternative transportation network linking residential to destination land uses.
- Availability of vacant buildings for redevelopment/ rehabilitation can be used to re-orient key locations as centers and nodes instead of corridors and strips.
- Strong protection of existing City character with the establishment of the historic district, with recommendations from recent planning studies to refine the character within this district (see Historic Preservation sections).
- Fairly close proximity (+/- 5 miles) to North Springs MARTA station. Land and route should be determined to connect and extend transit into the City.
- Identify available land opportunities for creating connection between subdivisions.
- Historic sites, historic walking tour, existing nature trails, and parks are enormous assets; issue is to identify land to create further connections between these assets.
- Strong and stable single family neighborhoods.
- Redevelopment of the existing surface parking lots along street frontage can enhance street views and connectivity.

2.3 ECONOMIC DEVELOPMENT

Issues:

- The region and nation will take time to recover from the current recession.
- Several areas of the City suffer from disinvestment and are in need of redevelopment.
- The vacancy rates of retail have increased to 12.7%; the metro Atlanta region as a whole has excess retail and the North Fulton subregion is no different.
- The region experiences losses of high paying jobs and increases in low paying jobs.
- The region and nation rely upon service industries greater than manufacturing.
- Need regional coordination to address economy.
- Only 13% of land use is dedicated to employment activities. This signals a need to monitor growth in order to maintain a balanced tax base. ~~Need to balance tax base: how to manage growth so that we can cover our costs in the future.~~
- The City has not historically taken a proactive approach to economic development.
- The City is in a very competitive environment with the surrounding cities in North Fulton.
- ~~Reconstitute the Downtown Development Authority.~~

Opportunities:

- ~~Reconstitute the Downtown Development Authority.~~
- The City of Roswell recognizes the economic indicators and plans to develop a Strategic Economic Development Plan.
- The municipalities in North Fulton have an opportunity to create a collective strategy to reorient retail zonings to other commercial or industrial employment uses.
- The City already has an Opportunity Zone established.
- The re-orientation of the economic base may position Roswell well for new service jobs in the medical and other high-paying professional fields, as well as new emerging green industries.

- Several large employers may have service and/or product input needs that new Roswell businesses could fulfill (medical, communication, finance industries).
- Many City residents are highly educated and employed in professional occupations, which creates an attractive labor force for new businesses.
- The City of Roswell already has intergovernmental relationships developed that position the City well for accessing new funding sources.
- The subarea studies and subsequent project investment conducted by the City bring visibility to the City as proactive, which helps send market signals about commitment to infrastructure improvements and public/private partnership possibilities.
- The referendum passed in November 2010 that allows the Tax Allocation District (TAD) potential for the City.

2.4 HOUSING

Issues:

- The housing market will take time to stabilize; the housing bubble and bust resulted in a net decline in housing values. The foreclosure epidemic carries implications for Roswell home owners as well.
- A few areas of the City experience decline and substandard conditions.
- Affordability issues exist for the 12.3% of total households earning less than \$35,000 per year, since the median rent of \$969 is affordable only to those earning that amount or greater.
- 9% of the population was severely cost burdened (directing 50% or more of income toward housing costs) or cost burdened (paying 30% or more).
- Pressures for infill development will eventually return; the City needs to define how and where infill occurs and establish criteria.
- Need greater housing options, especially to accommodate an aging population. ~~aging-in-place.~~
- Accessibility of housing to destinations is an issue; do not currently have a walkable city except for the historic district.
- Many of the existing apartment complexes have undesirable conditions including high rates of crime.

Opportunities:

- The City runs a successful Apartment Code Enforcement and crime-free housing program.
- The City has armed itself with data for targeted areas of the City and has an Urban Redevelopment Plan that lays the groundwork for redevelopment to spur investment and coordinate revitalization, including an acquisition plan utilizing a public/private partnership funding mechanism.
- New demand for different housing types and those seeking alternatives to large lot, single family homes given restricted credit markets will coincide with the timing of redevelopment projects the City would like to see.
- The City of Roswell benefits from multiple programs offering housing assistance to those in need, including the Housing Initiative of North Fulton, the Drake House, and other governmental and nonprofit programs.

2.5 NATURAL & CULTURAL RESOURCES

Issues:

- Development has occurred in environmentally sensitive areas such as water supply watersheds, severe topography, and areas with drainage problems.
- Stormwater runoff, non-point source pollution from development and population growth contributes to the degradation.
- Five (5) streams or segments in Roswell do not meet Federal water quality standards, primarily due to erosion and bacteria issues.
- The majority of land in the City limits has been developed. This coupled with the high cost of land makes it hard to acquire additional parkland and greenspace.
- The 1974 National Register Nomination for the Historic District was complete at the time of submittal and is valid, but needs to be updated to meet today's standards.
- There are resources with possible historic merit outside the Historic District boundaries that are not protected.
- Historic properties along Atlanta Street/SR 9 are negatively impacted by the traffic conditions.
- A number of historic properties have been lost since the 1988 Historic District Survey.
- A number of historic properties along Atlanta Street/SR 9 are vacant and deteriorating.
- A comprehensive historic resources survey has not been done. This should include the Historic District and also be conducted Citywide.
- Some historic cemeteries are neglected and deteriorating.

Opportunities:

- Some of the remaining undeveloped land is impaired by environmental constraints but may be appropriate for passive uses which can connect to the City park system.
- Further educate Roswell citizens about the importance of protecting water resources through the Education Officer in the Public Works/Environmental Department.
- The Chattahoochee River and Big Creek provide convenient access to various forms of recreation (trails, canoeing, rowing passive uses).
- The Johns Creek Environmental Campus (JCEC) not only provides additional capacity and state of the art technology, it also has educational space and signage.
- Require designation/requirements for additional parkland as part of development and redevelopment projects.
- Connect all parks and trails.
- Extend trails along the Chattahoochee River.
- Work with the National Park Service to further connect City park facilities to the National Recreation Area, like the covered pedestrian bridge.
- The City can further regulate utilization of existing topography and the integration of steep slopes, wetlands and scenic views through codes and ordinances.
- Work with the Chattahoochee Nature Center to facilitate the preservation of wildlife areas and wildlife movement in Roswell.

- Eligible areas of the City, including ranch neighborhoods (structures 50 years or older), can be nominated to the National Register of Historic Places.
- As part of the Historic Roswell Gateway Project, planning for a feasible preservation and stabilization plan can be done for Atlanta Street/SR 9. This can also re-create the "sense of place" along this roadway that has experienced vacancies and decline.
- Now that Hembree Farm is owned and under the control of the Roswell Historical Society, the City can work with them to rehabilitate and promote the complex in conjunction with the three house museums.
- Use the Roswell Voices Program, from the Convention and Visitor's Center, to expand historical knowledge about the City and its buildings.
- The Historic Properties Map is a starting point for GIS maintenance of mapping historic resources in the City. This effort can be expanded.
- The Historic District Guidelines have been rewritten, but not yet approved.
- The City has identified resources from the 1950's and 1960's. The City needs to determine the level of importance and protection that will be paid to such resources.
- Seek grant funding for cemetery preservation.
- Promote historic preservation by providing information on rehabilitation tax credit programs.

2.6 COMMUNITY FACILITIES

Issues:

- As population increases (and ages), additional facilities will need to be considered.
- There is no opportunity for public sewer north of Cox Road.
- Water lines in many areas have been determined to be old, decaying, and inadequate in size.

Opportunities:

- The City has an impact fee program, which provides needed funds for community facilities.
- Share facilities and personnel between jurisdictions.
- The newly created Mimosa Boulevard Extension creates opportunity for redevelopment.
- Contacts established through the Midtown Roswell Streetscape project could promote a business association.
- Since the creation of the Inclusion Task Force, a detailed list complete with priorities of City facilities which are non-compliance with ADA has been created. ~~The City could be a leader for the region on retrofitting City facilities for all citizens.~~
- Work with Program the new library facility to fit community needs.

2.7 INTERGOVERNMENTAL COORDINATION

Issues:

- ~~School facility planning is a concern for the City of Roswell.~~
- ~~Mimosa Elementary has increased significantly in size. In addition, the demographics are very different than other elementary schools in terms of the percentage of Hispanic students.~~
- Transportation issues facing the City requires continuing coordinating with GDOT, ARC and GRTA to plan for managing regional transportation issues that impact local congestion; working with MARTA to plan for long-range public transportation needs.
- Economic changes especially related to excess retail in the region and North Fulton subregion requires both private sector and inter-jurisdictional coordination **to solve**.
- Water conservation needs may increase in the near future; some uncertainty exists in the near term (three year), however Roswell has been proactive in pursuing sustainable development practices.

Opportunities:

- The City has an extensive set of inter-government agreements and coordinating mechanisms for service provision.
- The establishment of new cities in North Fulton creates an opportunity for municipalities to share resources or coordinate policies based on shared subregional issues.
- Further coordination **opportunities exists** regarding infrastructure and land use planning. ~~, especially along Key~~ corridors that traverse several municipal boundaries **may be subject to consistent** ~~, such as managing~~ curb-cut **management consistently** or **share sharing** similar design standards for large-scale projects.
- There exist several programs for best practices that DCA and ARC offer that the City **may engage**, ~~has positioned itself well to take advantage of~~, such as Signature Cities and implementation funding for LCI subarea planning.
- ~~The City of Roswell and the surrounding cities in North Fulton benefit from the services of the Adult and Youth Emergency Shelter for those in need.~~

2.8 TRANSPORTATION

Issues:

- The current impact fee Level of Service (LOS) standard is "D". Many roadways in Roswell do not meet this standard and many other roadways are projected to fall below this standard in the planning horizon.
- Right-of-way and other constraints prevent new capacity from being added to roadways.
- A lack of connectivity and a lack of transportation choice in the roadway network force most trips to be made by vehicle and to use the major roadways in the City.
- 41% of trips in Roswell are through trips that do not originate or end in Roswell.
- Most trips in the City are made using personal vehicles.
- There are gaps in pedestrian facilities in some parts of the City.

- Although the City has two (2) bus routes, transit options in the City are limited.
- Existing commercial developments with large setbacks and parking in front are not conducive to pedestrians, bicyclists, and transit usage.
- The City has aging infrastructure, [such as streets, sidewalks, and pedestrian crosswalks](#).
- Locations where a high number of accidents occur [need attention](#).

Opportunities:

- Implementation of operational improvements including signal synchronization, turn lanes at intersections, and improved access management in the form of reductions in curb cuts, interparcel access, additional medians, and other improvements to increase the capacity of the existing roadway lanes and reduce the frequency of crashes. There are three (3) Advanced Transportation Management System (ATMS) projects scheduled for SR 9, SR 92, and SR 140 corridors.
- Increased use of travel demand management (TDM) strategies such as parking management, car/van pooling, transit incentives, park-and-ride lots, staggered work hours, transportation management associations, and other techniques as appropriate help to better manage the demand on the transportation system.
- Existing planning studies the City conducted call for expansion of the roadway grid and improved connectivity. [to alleviate this problem](#) The 2009 completion of the Mimosa Boulevard Extension, the Swaybranch Road Extension, and the planned Mansell Road extension are examples of implementation of this grid expansion.
- 59% of trips are either local trips or originate or end in Roswell, meaning they will benefit from increased roadway connectivity.
- Ongoing expansion of the bicycle, trail, and sidewalk network, focusing primarily on connecting schools, neighborhoods, parks, grocery stores/markets, activity centers, and transit, to provide alternative modes for local trips.
- Potential to link pedestrian and bicycle infrastructure facilities in the City into existing and proposed projects from neighboring communities as well as existing and proposed regional and statewide systems.
- External funding sources could increase the amount of resources available to the City to provide better sidewalks and bikeways.
- The City's adoption of a Complete Streets Policy in March 2009 and adoption of the updated City of Roswell Transportation Master Plan in July 2010 provide policy support and specific project direction for implementation of bicycle and pedestrian projects in the City.
- Increased transit options provide an alternative mode for regional and commute trips.
- The Future Redevelopment Villages recommended in the City of Roswell Transportation Master Plan will create nodes of development that make transit service more viable and are more appealing to bike and pedestrian travel.
- MARTA's Northline TOD Study recommends extension of MARTA's north heavy rail transit line if land use changes result in required ridership minimums being met.

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3 IMPLEMENTATION PROGRAM

The Implementation section establishes the policy framework for achieving the Community Vision. It includes a set of long range programs and a five-year action plan with specific tasks called the Short Term Work Program (STWP). Together, these policies and programs respond to the Issues and Opportunities identified in Section 2.

This section is organized as follows:

- 3.1 Policies and Goals
- 3.2 Long-Range Programs
- 3.3 Short Term Work Program (STWP)
- 3.4 Report of Accomplishments

3.1 POLICIES AND GOALS

This section identifies policies and goals that the City of Roswell is committed to achieving. These policies and goals aim to achieve the stated City-wide vision as well as the individual character area visions.

3.1.1 Population

Summary of Population Issues

- Both opportunity and challenges created by increased diversity need to be addressed.
- Housing options for aging in place limited.
- While Roswell in general is a high-income community, an estimated 7% live below the poverty line. (2008 data)
- Roswell is viewed as a City of families when in reality only 34% of family households actually have children. (2010 Census)

Policy Statements

P 1 – Roswell, like other successful communities with large Hispanic populations, partner with schools and the business community to promote the education attainment and civic involvement that the City of Roswell envisions for all who work and live in the City.

P 2 – The City of Roswell housing and land use policies foster conditions that make aging in place possible. Specific goals incorporate lifelong community criteria.

P 3 – The City of Roswell housing, land use, transportation and economic development policies will aim to create conditions that allow: mixed-income housing opportunities, access to job training facilities, and community supported service provision for those in need.

P4 – Recreation and parks facilities are adapting can-be-adapted to serve the aging population.

3.1.2 Land Use and Design

Summary of Land Use and Design Issues

- The City is essentially built out; new growth will depend up redevelopment.
- In some instances, the regulatory framework does not currently meet needs for redevelopment.
- Several areas need redevelopment; ~~and there exists~~ high retail vacancy rates exist in some areas.

Policy Statements

LU/D 1 – The City of Roswell aims to provide innovative, flexible and quality design-focused development in areas identified for change on the Future Development Map's following Character Areas: Holcomb Bridge/GA 400, Highway 9, and Historic District (Groveway community). This policy recognizes that:

- Redevelopment is an economic imperative for the City and a priority for citizens to:
 - diversify the tax base
 - ~~to~~ support a high quality of life in Roswell
 - avoid decline in property values
- The City commits to prioritizing re-use of existing vacancies in these character areas
- Redevelopment of sites with existing structures costs more, and therefore the conditions to invite investment need careful consideration
- ~~Radical~~ Changes in demographic trends – a healthy, aging population coupled with a concentrated growth of young, urban professionals – will generate very different demands for smaller housing, in walkable communities near amenities

LU/D 2 – The zoning code for the City of Roswell needs to be comprehensively revised to address the ~~current undesirable~~ land use ~~trends conditions~~ that have emerged as a result of the current code.

LU/D 3 – The City supports appropriately scaled and designed infill housing and will prepare criteria appropriate for the context, which varies by location.

LU/D 4 – The City is committed to establishing a regulatory framework that promotes sustainable practices for site development and building construction.

LU/D 5 – City zoning and development will reflect the principles and policies established in the Comprehensive Plan and aims to ~~achieve~~ focus on:

- protecting existing suburban neighbors
- linking transportation design requirements with redevelopment opportunities
- inviting quality development through ~~progressive zoning that establishes design criteria as well as an efficient review process high design standards and efficient application process~~

LU/D 6 – The City aims to implement the Atlanta Road LCI, the Groveway community plan, and elements of the Midtown Roswell LCI by updating appropriate design and zoning regulations and resolving conflicts within the regulatory codes.

LU/D 7 – New zoning and development regulations will consider criteria for allowing greater intensities if appropriate open space and/or **spaces for public assembly features** are also provided.

3.1.3 Economic Development

Summary of Economic Development Issues

- It will take time and regional coordination to recover from the recent recession
- Several areas of the City suffer from disinvestment
- Commercial vacancies
- Need to **maintain achieve** a balanced tax base

Policy Statements

ED 1 – The City will establish an economic development strategy that focuses on redevelopment. Redevelopment is an economic imperative for the City and a priority for citizens to:

- diversify the tax base **and** to support a high quality of life **in Roswell**
- avoid decline in property values

ED 2 – City investment in infrastructure will ~~be evaluated for the degree that it supports~~ **support** economic development strategies ~~that retain and grow such as retention and growth of~~ existing employers and ~~attracting investors for attract~~ redevelopment.

ED 3 – A gateway and signage plan will be established, prioritizing the Holcomb Bridge/ GA 400 node, the “front door” of the City; funding will be identified to construct a gateway **marker** at this strategic node ~~in the short term~~.

ED 4 – As the “front door” of the City, the Holcomb Bridge/GA 400 node will receive priority consideration for multimodal access, public investment and private partnerships to improve the streetscape.

ED 5 – The City benefits from its Canton Street/Historic District treasure; additional ways to enhance and expand the cultural life of the City will be considered as part of an economic strategy for promoting **tourism tourists** and visitors.

ED 6 – The City recognizes that access and traffic impact the economic health of the community; as such, it commits to a transit-ready future and to coordinating with the North Fulton sister-cities in implementing the North Fulton Comprehensive Transportation Plan.

ED 7 – As part of the comprehensive economic development strategy, the City **aims to must** change the perception that Roswell is unfriendly toward business, offer development incentives, and seek ways to generate income through innovative programs.

ED 8 – City recognizes transit is an important component of economic vitality providing residents with genuine options for local and regional connections.

3.1.4 Housing

Summary of Housing Issues

- The City lacks variety in housing types, both to meet changing future demand and to address affordability issues. ~~Affordability issues, especially for those 65 and older~~
- Declining and substandard housing in certain areas
- Pressures for infill will emerge
- ~~Lack of housing options~~

Policy Statements

The City will pursue ~~long-range activities a program~~ that include clearly defined objectives for housing quality and choice for the community related to policy commitments to:

H 1 – Consider changes in housing needs and demands in conjunction with sustainable building practices by promoting:

- Residential development in close proximity/in walking distance to non-residential
- Energy and water efficient buildings
- Building standards that allow flexibility to accommodate needs of aging households

H 2 – Pursue zoning and economic development actions to encourage a variety of housing sizes and ~~price point cost~~ to allow ~~and enable~~:

- Adequate market response to changing future demand, including the housing preferences of both young professionals and older “empty-nesters”
 - Zoning allows the housing types that meet that demand
 - Zoning that incentivizes a variety of price-points
- Provide incentives for the development of affordable options for those who work in ~~Roswell the City~~ to find housing in close proximity to their location of employment
- Provide incentives for the development of mixed-income residential neighborhoods for low-income, work-force, and median-income and above households
- Redevelopment of aging apartments
- Quality infill housing, especially targeting strategies for formerly stable single-family neighborhoods now distressed by foreclosures; implementation measures will begin which identify where and under what conditions infill and cottage housing may be appropriate

H 3 – ~~Create Creating~~ “lifelong” communities within Roswell through strategically located recreation, social, health and medical facilities near housing that young single professionals seeking lower maintenance and the “empty-nester” generations desire.

3.1.5 Natural and Cultural Resources

Summary of Natural and Cultural Resources Issues

- Water supply degradation: stormwater runoff, non-point source pollution, and stream degradation ~~Stormwater and pollution~~
- Build on existing protected historic sites in the City – ~~several eligible there exist~~ properties ~~that~~ are not ~~currently~~ protected and/or are deteriorating
- Development in environmentally sensitive areas
- Water conservation an increasing concern for the Metro-Atlanta Region

Policy Statements

NCR 1 – Roswell recognizes the competitive advantages of “going green.” The City strives to improve efficiencies and reduce the use of resources in order to produce meaningful savings to taxpayers and a better environment for our residents. Through responsible development and green building practices, Roswell will grow into a healthier and even more desirable place to live and work.

NCR 2 – The City promotes reducing energy and water use, expanding clean and efficient energy and water technology use, and promoting new buildings as high performance structures; as such, the City will consider appropriate development regulations to allow new technologies and incentivize efficiency.

NCR 3 – Regulations ~~will~~ provide for new developments to set aside open space and allow for conservation subdivisions with integrated sustainable elements.

NCR 4 – Roswell will enhance its ~~the City's~~ successful historic heritage program with specific actions to expand protection and update existing historic preservation ordinances.

NCR 5 – Promote a greater public awareness of Roswell’s cultural resources and the local programs that protect these resources.

NCR 6 – The City maintains and cultivates a “historic preservation” culture by enabling local residents and property owners to pursue historic preservation-related projects and efforts.

3.1.6 Community Facilities

Summary of Community Facilities Issues

- As population increases, additional facilities will need to be considered
- ~~School planning is an intergovernmental coordination issue that the City would like to improve~~

Policy Statements

CF 1 – Ensure cost-effective and timely provision of community facilities and services to support the needs of the City's neighborhoods, residents, and businesses.

- ~~There needs to be an expansion of the Police Department building in some manner in order to accommodate new technology, officers, and detectives to meet the demands of the City's residents.~~
- Increase the ability of the Roswell-Alpharetta Public Safety Training Center (RAPSTC) facility to accommodate police officers for training (joint effort with Fire Department).

CF 2 – Maintain municipal buildings and grounds to the same high standard as exists today ~~to ensure their continued attractiveness and superior accommodation of City customers.~~

CF 3 – Fully integrate the City's Capital Improvement Element (CIE), as required by state rules to be annually updated, with the City's capital improvement planning process, so that the two items are one and the same.

CF 4 – Prepare ~~tools mechanisms~~ to allow public-private partnerships to create new community facilities such as parks, public plazas and trail spurs to connect to City network.

CF 5 – ~~Identify emergency~~ shelter for community members in need.

CF 6 – Consider energy-efficient building programs, ~~such as LEED®~~, for new facilities.

3.1.7 Intergovernmental Coordination

Summary of Intergovernmental Coordination Issues

- Transportation issues require coordination with local, regional, state ~~and federal~~ agencies.
- Expanding public transportation options requires similar coordination.
- ~~State~~ water conservation measures may change, ~~depending on legal outcome of the tri-state "water wars."~~

Policy Statements

IC 1 – Maintain intergovernmental and service agreements with partner governments in good faith with timely correspondence to address changing conditions.

IC 2 – When appropriate, resolve conflicts with other local governments through established mediation processes or other informal means.

IC 3 – Share resources and information with all government entities.

IC 4 – Ensure that goals and implementation programs of the City's Comprehensive Plan are consistent with adopted coordination mechanisms and consistent with applicable regional and state programs.

IC 5 – Establish a ~~way to regularly coordinate mechanism for regular coordination of~~ transportation and land use goals with sister-cities in North Fulton to ~~specifically to address a strategic approach to address retail vacancies and to~~ achieve the priorities established in the North Fulton Comprehensive ~~Transportation~~ Plan.

IC 6 – Consider ways to collaborate with North Fulton sister cities ~~for regarding things such as~~ the purchase and sharing of ~~equipment a roadway striping machine~~, a regional Traffic Management center, or additional resources.

3.1.8 Transportation

Summary of Transportation Issues

- Several key corridors are over capacity
- ~~Lack of~~ Need for more connectivity
- Gaps in pedestrian and bike facilities
- Limited transit opportunities

Policy Statements

The City is committed to a transportation program and project prioritization framework that achieves the following ~~policy objectives policies~~, as identified in the ~~Transportation Master Plan~~ [note: these are existing policy/goals]:

T 1 – Protecting neighborhoods.

T 2 – Preserving and enhancing the City's historic resources.

T 3 – Protecting and expanding the City's natural resources and open spaces.

T 4 – Exploring connectivity options and interparcel access.

T 5 – Exploring innovative and context-sensitive system impacts.

T 6 – Expanding multi-modal opportunities throughout the City including pedestrian, bicycle and transit facilities.

T 7 – Balancing the role and position of Roswell's regional transportation facilities to mitigate impacts and provide protection to the City's character.

Goals

- Enhance Safety – not just for vehicles, but for all users: ~~private and commercial motorized~~ vehicle operators, pedestrians, bicyclists and transit riders.
- Manage Congestion – focusing ~~ing~~ on providing innovative yet realistic options for local traffic including key intersections, as well as creating new connections.
- Increase Bicycle, Pedestrian and Transit Mobility – ~~essuring~~ ensure that all City residents have safe bicycle and pedestrian mobility options and that transit service is as accessible to residents and visitors as possible.
- Support Redevelopment – provide transportation systems that support redevelopment while preserving Roswell's character. This will allow the City to plan for a prosperous future.

Urban Design Programs:

- Zoning Ordinance
- Wayfinding Program
- Gateway Program

RECOMMENDED ZONING STEPS



Figure 11. Recommended Steps to Update Zoning Code

3.2 LONG TERM PROGRAMS AND ONGOING ACTIVITIES

This section establishes long term programs and ongoing activities that will help keep the City moving towards its 20-year vision of the Comprehensive Plan.

3.2.1 Urban Design

To achieve the City's strategic goal of promoting a well designed community, the City intends to pursue a coordinated program of action related to urban design. Some steps identified below will occur within the short term, but the City recognizes actions that need to continue beyond the Short Term Work Program five-year time horizon.

Zoning Ordinance Update

- **Modernize Zoning and Design Standards.** The City will consider ways to update the zoning code. A design- or "form-" based code defines the relationship and design of buildings to the site and context and/or infrastructure. It provides greater flexibility in the use and activity, yet establishes design standards and the connectivity framework ~~(both for roads and bike or pedestrian facilities)~~ required for quality of life. ~~The regulations and standards in form-based codes are presented in both words and clearly drawn diagrams and other visuals. They are keyed to a regulating plan that designates the appropriate form and scale (and therefore, character) of development.~~ Typically this kind of code would require the City to adapt their administrative infrastructure to include professional services of a town architect to review plans. Figure 12 demonstrates the recommended process for updating the code.

Arterial corridor based plans are needed to map out the vision for redevelopment patterns that the City wants and needs. Along SR 9, Holcomb Bridge Road, and parts of SR 92, service roads are needed to provide more transportation options.

New zoning districts need to address: pocket neighborhoods, open space/civic districts, and **high higher-density mixed-use.**

- **Measurements for effectiveness need to include when and how the new code achieves the economic development strategies and the urban redevelopment plan's goals and objectives.** Updating zoning regulations does not stop with the adoption of a new code. The City aims to measure how well the code performs as it is tested with real world cases. As projects come in, staff will want to record whether the built product meets City goals. If not, periodic refinement of the code will be considered.

~~Other City objectives should also be considered when measuring the code's effectiveness, such as sustainability. Design criteria should be established for these development objectives.~~

- Clarify Design Intent and reduce subjectivity. ~~There exists~~ Numerous design standards ~~exist found~~ throughout Roswell's regulatory framework, and certain sections now overlap. Review boards have been vested with the interpretation of these standards, and need clear guidance regarding the specific intent of what the design standard is seeking to achieve. ~~This clarification will help create certainty for applicants. While the City values and seeks community involvement in development planning, the current public involvement mechanism subjects an applicant to meeting subjective criteria of one neighbor or the next, depending on the time and place. As such, Roswell now has the reputation of being "unfriendly" to business and development, when in reality the City has worked only to achieve quality development.~~

A complete zoning code update would help (1) establish consensus over intent at the policy level, and (2) eliminate competing requirements of the different overlays and regulations operating over a parcel.

- Make the Development Process predictable. All cities face the challenge of streamlining the development review and approval process. ~~This effort offers the greatest opportunity for Roswell to change perception and invite new investment.~~ Arguably, improving this dynamic will determine whether the City remains competitive amongst the North Fulton municipalities as the economy slowly recovers. If zoning and development regulations are ~~modified so that they~~ meet the City's Community Agenda vision and policy, expedited and administrative review and approval processes ~~can become more streamlined. extends an explicit "invitation" from the City to the private sector and new investment.~~
- Consider streamlining the Permitting Process for development applications that are compliant with Zoning Regulations and this Comprehensive Plan. New zoning regulations can be structured such that the proposals which comply with the Community Agenda vision and the zoning ordinance receive a streamlined process. The City struggles with the balance between public comment and a process that generates costs and time delays for projects that are otherwise compliant with the City vision and adopted plans and codes.



Existing wayfinding signage

Wayfinding Program

The City of Roswell has an existing signage program in the Historic District. As part of the long term work program, the City will continue to build on this signage to provide continuity throughout the City, and to create a connection with the Historic District. This program will require coordination across several departments and entities such as Roswell Department of Transportation, Recreation and Parks, Historic & Cultural Affairs, Historic Roswell Convention and Visitors Bureau and Community Development on how to appropriately orient people to various key locations in the City. The process for this program needs to have a list of priorities, budget and the design informed by the Economic Development Plan and the Branding/Marketing Study initiated in 2011.



Wayfinding examples



Gateway examples

Gateways Program

The City has established nine potential gateways, shown on the Future Development Map. Gateways establish a sense of place and announce the location of significant access points to the City or to other special areas, such as the Historic District. **Prioritization** for the gateways should follow the results of the public involvement process and criteria such as the Average Annual Daily Traffic volumes.

The priority for a gateway is the entry point to the City from **GA 400 at Holcomb Bridge Road Node**, which is the "front door" to the City of Roswell. Of the other eight gateways, community meeting participants also focused on:

- Highway 9 at Alpharetta Highway
- Holcomb Bridge Road (Eastern Entry)
- Highway 9 at South Atlanta Street

Similar to a wayfinding program, the City will need to establish priority projects, budget, design and scheduling which may span beyond the STWP five-year time frame.

3.2.2 Redevelopment

The City has written and adopted an Urban Redevelopment Plan, which works to address distressed areas and the aging commercial core. (See Appendix A, [Urban Redevelopment Plan](#).) To succeed, however the Plan requires several dynamics to work in conjunction. On-going activities include:

Incentives

- The [State City](#) established tax incentives for investment by establishing an Opportunity Zone. Figure 13 identifies the Opportunity Zone boundary within the City of Roswell.
- The City will develop programs to work with Chambers of Commerce, Business Associations, Developers, Historic Roswell Convention and Visitors Bureau and regional agencies to create incentives to redevelop existing vacant and underutilized properties.



Figure 12. Opportunity Zone Map

Source: City of Roswell

Land Use

- Zoning
 - Provide zoning incentives ~~for redevelopment within the opportunity zone and along Highway 9.~~
 - Evaluate the effectiveness of the density bonus program that has been established. Determine whether the program has achieved stated goals. Revise the policy goals and program as necessary. (See Figure 14.)
 - As redevelopment occurs, the ~~rewritten revised~~ zoning code will be tested. It will require further revision to ensure that the stated ~~policy objectives~~ policies are achieved.
- Adaptive Reuse
 - Review and revise regulations which allow for vacant ~~parcels~~ structures to be used creatively such as for community gardens, event spaces and various other types of civic outdoor uses.
- Design
 - Establish an Overlay District for the ~~eastern portion of the~~ Holcomb Bridge Road corridor. The eastern portion of the City along this corridor needs to be subject to development controls to improve the aesthetics and function of this area.
 - Invest in City ~~improvements infrastructure~~ strategically to send market signals for private investment to follow.



Figure 13. Enabling Redevelopment

3.2.3 Historic Preservation Program

The City prides itself on its commitment to historic and cultural preservation, and for many citizens, this defines the character of the City. The City maintains both a Historic and Cultural Division within the Recreation and Parks Department as well as a Historic Preservation Commission, supported by the Community Development Department. In addition or subsequent to the actions listed in the STWP, ongoing activities conducted by the City will include:

- Keeping an updated intensive-level, comprehensive historic resources survey of the City. Identify all types of historic resources, including buildings and structures, historic landscapes, and historic sites and objects.
- Maintaining a City-wide GIS database of all identified cultural resources. Update the database periodically as needed.
- ~~Developing~~ ~~Upon development of~~ design guidelines for three character areas of the local Historic District (Town Square and Mimosa Boulevard, Mill Village, and Canton Street), ~~monitoring~~ ~~monitor~~ success and need for refinement.
- ~~Continuing~~ ~~Continue~~ to make information about historic facade easements and conservation easements readily available through as many sources as possible. Provide positive case studies of successful easement donations and their resulting historic resources protection.



3.2.4 Sustainability

The City of Roswell is one of the first cities to be certified "Green" through the Atlanta Regional Commission's (ARC) Green Communities Program. As part of the certification process, the City has put into place measures to reduce the City's environmental impact across several topic areas. These initiatives include energy and water conservation, waste reduction, tree preservation, and air quality improvement. The City of Roswell ARC Green Communities Certification Checklist associated with the Green Certification can be found in *Appendix B*.

Multiple departments and intergovernmental entities participate in the sustainability initiative for the City. These sustainability measures establish the framework for all other long- and short-term work program initiatives. [Ongoing activities will implement the following sustainability policies established by the City.](#)

- Complete Streets: Assure that roadway projects accommodate all users of the transportation system including pedestrians, bicyclists, users of mass transit, people with disabilities, the elderly, motorists, freight providers, emergency responders and adjacent land users.
- Flex Work Arrangements: Offers commute options to staff that provides for telecommuting, compressed work week and flex time.
- "Green Fleet" Vehicle: [Fuel-efficient Hybrids](#) will be purchased when replacing fleet vehicles if they meet the functional use of the vehicle and the life-cycle costs do not exceed 10 percent of the cheapest alternative.
- Resolution for the Use of Non-Bottled Water: The City of Roswell is phasing out, where practicable and feasible, the purchase of bottled water and encourages the use of non-bottled water by the City of Roswell.
- Lights Out/Power Down Policy: Requires employees to turn off lights and all other equipment when leaving an area and all electrical and electronic devices when not in use.
- Green Purchasing: An environmentally preferable purchasing policy that gives preference to products that have been environmentally certified or eco labeled, minimize harmful waste, conserve energy and water, maximize use of bio-based or recycled materials, are recyclable, contain otherwise less environmentally harmful substances and more.
- Energy Star/EarthCraft: Requires all new City-owned buildings to achieve Energy Star certification.

- Energy Star/LEED Renovation: requires all local government building renovations to be Energy Star certified and follow LEED guidelines.
- [Educate Help](#) Roswell citizens [to](#) understand the value and need for conservation and the practices.

3.2.5 Housing

The Economic Development and Urban Redevelopment Plan will help inform the City about strategic ways to address housing issues identified in Section 2. These plans help identify and establish needs such as workforce housing and housing choice.

Regulations and Incentives

- The City of Roswell will explore zoning incentives for affordable housing options
- Cottage housing and appropriate infill will be explored as the housing market changes over the long-range

Strategic Partners

- Maintain the City's public housing program and determine appropriate future activities/programs
- Monitor available state and federal housing programs and disseminate information to individuals and groups in need of such program resources
- Coordinate with service providers to understand changing housing needs as [design-demographics](#) change

Data/Clearing House

- [Work-on Review existing](#) affordable housing study
- Maintain data on issuance of housing starts (building permits) for estimates of population and housing
- Identify any concentrations of substandard housing units and use [Community Development Block Grant \(CDBG\)](#) funds to help fund improvements

3.2.6 Quality of Life

The City has many established facilities and services that create excellent quality of life for residents. Two additional potential programs emerged as important for achieving goals identified in the population, land use and transportation sections described in 3.1.

Connectivity Program

- Pursue a connectivity program (perhaps with a name like “Complete Connections”) whereby subdivisions can petition to have their neighborhood evaluated for options to create pedestrian paths and/or access points
- Improve existing pedestrian facilities, develop sidewalks and crosswalks where connectivity is lacking to create a connected network of sidewalks and pedestrian routes and bike lanes
- Implement components of the North Fulton Comprehensive Transportation Plan, especially connecting the Big Creek Greenway with the Chattahoochee River and Riverwalk Trails.

Immigration Success

Competitive cities of the future will **need to** have successful immigrant communities. The City of Roswell celebrates its growing diversity, and ongoing activities that help promote success include the following:

- ~~Support expansion of adult literacy and English programs available in the City of Roswell to address the changing demographic~~
- Strategic partners: maintain and expand relationships with the local, regional and state service providers that extend resources and a welcome hand to immigrant communities
- ~~Continue to monitor trends related to changing demographics and needs~~

3.3 SHORT TERM WORK PROGRAM

The Short Term Work Program (STWP) identifies specific implementation actions that the local government intends to take during the first five years of the planning period. In Roswell, the Short Term Work Program covers activities to be undertaken in from 2011-2016. These include projects, studies, administrative improvements, community improvements or investments, available known financing arrangements, or other programs or projects to be undertaken to implement the plan.

The City will consider ways to enhance the STWP with benchmarks or other evaluation systems to further maximize the benefit of a STWP for strategic planning purposes in the future. This establishes the accountability that the citizenry sought when pursuing incorporation and instills confidence in City administration.

The Short Term Work Program, *Table 3*, includes the following information for each listed action:


- Brief description of the activity;
- Timeframe for undertaking the activity;
- Responsible party for implementing the activity;
- Estimated cost (if any) of implementing the activity; and
- Funding sources, where applicable

3.4 REPORT OF ACCOMPLISHMENTS


Table 4 is the City's Report of Accomplishments.

SHORT TERM WORK PROGRAM										Final 2011
FY2011-2012 - FY2015-2016										
Item	Description	Fiscal Year(s)					Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency	
		11-12	12-13	13-14	14-15	15-16				
POPULATION										
P.1	Monitor regional and U.S. Census Bureau estimates of the City's population	✓	✓	✓	✓	✓			Community Development	
P.2	Monitor and publicize any adult literacy programs available to Roswell's residents	✓	✓	✓	✓				Community Relations Office	
P.3	Update population and functional population projections as needed to support annual updates of the Capital Improvement Element	✓	✓	✓	✓	✓			Community Development	
HOUSING										
H.1	Maintain data on issuance of housing starts (building permits) for estimates of population and housing	✓	✓	✓	✓	✓			Community Development, Building Division	
H.2	Identify any concentrations of substandard housing units and use community development funds to help fund improvements	✓	✓	✓	✓	✓			Community Development (CDBG if available)	
H.3	Continue to enforce the standard housing code	✓	✓	✓	✓	✓			Community Development	
H.4	Maintain the City's public housing program and determine appropriate future activities/programs	✓	✓	✓	✓	✓			Housing Authority	
H.5	Monitor available state and federal housing programs and disseminate information to individuals and groups in need of such program resources	✓	✓	✓	✓	✓			Community Development	
H.6	Work on affordable housing study			✓	✓	✓			Community Development	
ECONOMIC DEVELOPMENT										
ED.1	Gather information on properties suitable for office development and provide market information to developers, Greater North Fulton Chamber of Commerce, Georgia Power Company, Fulton County, etc.	✓	✓	✓	✓	✓			Roswell EDD; GNFCC; Georgia Power Co; MACOC; Fulton County ED	
ED.2	Provide information on available office space to all potential users or reference sources and parcel comps for Transportation Department and Public Works Department	✓	✓	✓	✓	✓	\$8,800		Roswell EDD	
ED.3	Work with other City departments to promote public investments such as pedestrian amenities that will result in increasing the tax base	✓	✓	✓	✓	✓			Roswell EDD	
ED.4	Continue to support quality of life enhancements that make the area attractive to corporations	✓	✓	✓	✓	✓			Roswell EDD; Planning; other City departments	
ED.5	Collaborate with the Convention & Visitors Bureau and others on marketing	✓	✓	✓	✓	✓	\$3,000		Roswell EDD	


Table 3. Short-Term Work Program


 SHORT TERM WORK PROGRAM FY2011-2012 - FY2015-2016 Final 2011									
Item	Description	Fiscal Year(s)					Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
		11-12	12-13	13-14	14-15	15-16			
ED.6	Improve signage to key attractions throughout the City	✓	✓	✓	✓	✓	\$300,000		Roswell EDD; Transportation Department
ED.7	Guide small entrepreneurs to available forms of resources and assistance	✓	✓	✓	✓	✓			Roswell EDD
ED.8	Communicate with businesses via electronic newsletter to keep them informed of developments in the City	✓	✓	✓	✓	✓			Roswell EDD; Community Relations Office
ED.9	Stay involved in regional discussions	✓	✓	✓	✓	✓			Roswell EDD; Fulton County ED; GNFC
ED.10	Continue to effectively communicate the development process; advocate for streamlining where opportunities exist	✓	✓	✓	✓	✓			Community Development
ED.11	Inform applicants of the applicable design/development guidelines	✓	✓	✓	✓	✓			Roswell EDD; Planning
ED.12	Continue to enhance the first line of marketing to new and expanding businesses, the Economic Development website.	✓	✓	✓	✓	✓			Roswell EDD
ED.13	Administer and promote/market the Roswell Opportunity Zone to all existing and prospective businesses.	✓	✓	✓	✓	✓			Roswell EDD
REDEVELOPMENT									
R.1	Pursue policy-based budgeting to accomplish redevelopment goals, with redevelopment as a priority	✓	✓	✓	✓	✓			City Administrator and City Council
R.2	Continue to consider locating public facilities in redevelopment target areas	✓	✓	✓	✓	✓			City Administrator and City Council
R.3	Implement Midtown Roswell Redevelopment Plan (also see specific items below on implementing that plan)	✓	✓	✓	✓	✓			City (various departments)
R.4	Implement recommendations of revitalization study and plan for the Holcomb Bridge Road corridor east of GA 400	✓	✓	✓	✓	✓			City (various departments)
R.5	Reconstitute Downtown Development Authority, if needed	✓	✓	✓	✓	✓			Community Development; City Council
R.6	Seek funding for implementation of redevelopment studies, plans, and projects	✓	✓	✓	✓	✓			Community Development; City Council
R.7	Assist where possible in improving access, ingress, and egress to outmoded retail centers and upgrade surrounding road networks	✓	✓	✓	✓	✓			Community Development; Transportation
R.8	Promote existing retail space and the redevelopment of vacant retail space	✓	✓	✓	✓	✓			Roswell EDD
R.9	Consider the use of overlay districts to encourage redevelopment opportunities as appropriate	✓	✓	✓	✓	✓			MCC


SHORT TERM WORK PROGRAM										Final 2011	
FY2011-2012 - FY2015-2016											
Item	Description	Fiscal Year(s)					Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency		
		11-12	12-13	13-14	14-15	15-16					
R.10	(Midtown) Consider establishing a development response team, responsible for working with property owners on redevelopment projects		✓	✓	✓	✓			Community Development		
R.11	(Midtown) Plan and fund new street networks in conjunction with private redevelopment, where agreement on cost sharing can be attained	✓	✓	✓	✓	✓		yes	Transportation; Community Development		
R.12	(Midtown) Design and install Alpharetta Street streetscape per plan's recommendations (completion date June 2011)	✓					\$2,955,195.69		Community Development; Transportation; GDOT		
R.13	(Midtown) Complete preliminary design of Hog Wallow greenway			✓				yes	Recreation & Parks		
HISTORIC PRESERVATION											
HP.1	Conduct an intensive-level, comprehensive historic resources survey of the City. Identify all types of historic resources, including buildings and structures, historic landscapes, and historic sites and objects			✓	✓	✓			HPC, HCAM, Preservation Planner, SHPO, Consultants		
HP.2	Continue the "legendary chats" program of the Convention & Visitors Bureau	✓	✓	✓	✓	✓			CVB, UGA		
HP.3	Develop a citywide GIS database of all identified cultural resources; update the database periodically as needed	✓	✓	✓	✓	✓			GIS; Preservation Planner		
HP.4	Expand the existing National Register Historic District to include adjacent eligible commercial and residential areas			✓	✓	✓			HPC; Preservation Planner; Consultant		
HP.5	Pursue National Historic Landmarks designations, as appropriate			✓	✓	✓			R&P/H&CA		
HP.6	Develop design guidelines for character areas of the local Historic District	✓	✓	✓	✓	✓			HPC; Preservation Planner; Consultant		
HP.7	Incorporate mechanisms for protecting heritage trees into the existing Tree Ordinance	✓	✓	✓					Community Development		
HP.8	Continue the series of brochures and town hall meetings currently being used	✓	✓	✓	✓	✓			HPC; Preservation Planner		
HP.9	Enlarge the emphasis of programs and publications from antebellum resources to include resources from all periods of the City's history. Publish the findings of the Historic Resources Survey and produce a "coffee table" version for sale; Utilize Certified Local Government (CLG) funds for funding survey and book publication	✓	✓	✓	✓	✓			R&P		

 SHORT TERM WORK PROGRAM FY2011-2012 - FY2015-2016										Final 2011	
Item	Description	Fiscal Year(s)					Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency		
		11-12	12-13	13-14	14-15	15-16					
HP.10	Work with the Roswell CVB to develop ways to promote the City's historic sites through the CVB's already established channels. Meet regularly with all associated local agencies and organizations to discuss promotional programs and to keep all groups updated. Periodically review and update existing programs.	✓	✓	✓	✓	✓			R&P/H&CA; CVB		
HP.11	Support development of lesson plans about the City's historic preservation programs and policies to be used in local heritage education programs. Support the curriculum of the Teaching Museum, which educates Fulton County students about U.S., Georgia, and local history.	✓	✓	✓	✓	✓			R&P/H&CA; Fulton County Schools		
HP.12	Make information about the rehabilitation tax credit programs and application forms available through as many sources as possible. Provide positive case studies of successful rehabilitation projects.	✓	✓	✓	✓	✓			HPC; Preservation Planner		
HP.13	Make information about historic façade easements and conservation easements readily available through as many sources as possible. Provide positive case studies of successful easement donations and their resulting historic resources.	✓	✓	✓	✓	✓			HPC; HCAM; Preservation Planner		
HP.14	Encourage local banks to establish a low-interest loan pool to provide funding for preservation projects		✓	✓	✓	✓			HPC; HCAM; Preservation Planner; Local Bankers		
HP.15	Create a repository of information about all aspects of historic preservation and make this resource readily available and accessible to the public. Develop and maintain the collection to also serve as a resource center for the HPC	✓	✓	✓	✓	✓			HPC; HCAM; Preservation Planner		
HP.16	Add a specific historic preservation category to the City's existing website to direct people to technical information about historic preservation that is available locally and on the internet	✓							Community Relations Office; Preservation Planner		
NEIGHBORHOODS											
N.1	Provide limited technical assistance to neighborhood planning efforts in the form of maps, existing zoning and land use, as well as demographic and economic data	✓	✓	✓	✓	✓			Community Development		
N.2	Encourage neighborhood "self-help" activities	✓	✓	✓	✓	✓			Community Development		

SHORT TERM WORK PROGRAM										Final 2011
FY2011-2012 - FY2015-2016										
Item	Description	Fiscal Year(s)					Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency	
		11-12	12-13	13-14	14-15	15-16				
URBAN DESIGN										
UD.1	Periodically revise design guidelines, as appropriate	✓	✓	✓	✓	✓	TBD		Community Development; Consultants	
UD.2	Implement a gateway master plan for major entrances to the City that incorporates various recommendations of adopted design guidelines	✓	✓	✓	✓	✓			Community Development; HPC; DRB; Transportation	
UD.3	Install marker to various character areas	✓	✓	✓	✓	✓	\$150,000-		Community Development; HPC; DRB; Transportation	
UD.4	Continue to apply for federal and state funding to enhance the streetscapes of road corridors in the City	✓	✓	✓	✓	✓			Community Development	
LAND USE										
LU.1	Further develop, refine, and implement land use recommendations for "character areas"	✓	✓	✓	✓	✓			Community Development	
LU.2	Periodically report as may be needed on conformance with regional development plan	✓	✓	✓	✓	✓			Community Development	
LU.3	Develop additional policies for specific land uses and incorporate them into the Land Use Element, as specific issues or experiences with them arise	✓	✓	✓	✓	✓			Community Development	
LU.4	Amend the City's Zoning Ordinance as needed to respond to changing needs and new issues	✓	✓	✓	✓	✓			Community Development	
LU.5	Amend the Future Land Use Plan as needed	✓	✓	✓	✓	✓			Community Development	
COMMUNITY FACILITIES										
CF.1	Periodically update the City's parks and recreation master plan as needed	✓	✓	✓	✓	✓	\$30,000		Recreation & Parks	
CF.2	Continue Wetlands Enhancement Demo Project Water Quality Monitoring	✓					To be completed by volunteer monitors		Public Works/ Environmental	
CF.3	Implement the master plan for the Roswell Riverwalk	✓	✓	✓	✓	✓	\$10,000,000		Recreation & Parks	
CF.4	Update and review the technology needs of the City through an Enterprise Resource Planning process for efficiency and increased productivity (Completion in 2013)	✓	✓				\$5,329,590		Administration	
CF.5	Periodically update the Comprehensive Solid Waste Management Plan, as needed	✓	✓	✓	✓	✓			Public Works/ Environmental	
CF.6	Periodically review and modify sanitation rates and fees to reflect the actual costs of service provision and to further divisions goals	✓	✓			✓			Public Works/ Environmental	

<div>  <div> <div>SHORT TERM WORK PROGRAM</div> <div>FY2011-2012 - FY2015-2016</div> </div> <div>Final 2011</div> </div>									
Item	Description	Fiscal Year(s)					Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
		11-12	12-13	13-14	14-15	15-16			
CF.7	Prepare, adopt, and periodically revise as appropriate a municipal policy for use of City-owned buildings and grounds by private, non-profit, and other government users	✓	✓	✓	✓	✓			Administration
CF.8	Maintain a system of advisory committees for various City departments and functions to provide for citizen participation and general advice in the overall direction of municipal service provision	✓	✓	✓	✓	✓			Various departments
CF.9	Implement and maintain a customer service policy and action plan in each of the City's departments, with a consistent level of service throughout the departments	✓	✓	✓	✓	✓			Various departments
CF.10	Monitor the provision of municipal services and their ability to meet the diversifying needs of the City's population	✓	✓	✓	✓	✓			Administration; various departments
CF.11	Implement a community-based approach to policing, including Neighborhood Watch and other appropriate programs of the Crime Prevention Unit	✓	✓	✓	✓	✓			Police
CF.12	Maintain the City's current Insurance Services Office (ISO) rating of 3	✓	✓	✓	✓	✓			Fire & Rescue
CF.13	Continue programs of recognition to all firefighters for the jobs they accomplish as a combination department of full-time and part-time employees	✓	✓	✓	✓	✓			Fire & Rescue; Mayor and City Council
CF.14	Continue to program and implement improvements needed to maintain and upgrade the Roswell Water Utility in accordance with the Management Plan	✓	✓	✓	✓	✓	\$10,000,000		Public Works/ Environmental
CF.15	Periodically review and modify water rates and fees to reflect the actual costs of service provision and to further system goals	✓		✓	✓	✓			Public Works/ Environmental
CF.16	Continue to prioritize road resurfacing projects, continue drainage maintenance projects, and sidewalk repair projects according to most urgent need	✓	✓	✓	✓	✓			Transportation
CF.17	Investigate the need for traffic calming and integrate traffic calming projects as may be appropriate in the City's capital plan	✓	✓	✓	✓	✓			Transportation
CF.18	Develop a program incorporating landscaping/streetscaping into all major road projects to provide greater community identity and safety	✓	✓	✓	✓	✓			Transportation; Community Development


<div>  <h2>SHORT TERM WORK PROGRAM</h2> <h3>FY2011-2012 - FY2015-2016</h3> </div> <div>Final 2011</div>									
Item	Description	Fiscal Year(s)					Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
		11-12	12-13	13-14	14-15	15-16			
CF.19	Development and maintenance of an Energy Assurance Plan for the continued operations of critical city services. This includes energy emergency planning for critical city-owned building facilities and equipment.	✓	✓	✓	✓	✓	\$130,000 (Funded by an ARRA DOE Grant)		Public Works/ Environmental Department
CF.20	Continue to program and implement improvements needed to maintain and upgrade the stormwater management system in compliance with the MS4 NPDES Permit	✓	✓	✓	✓	✓	\$5,500,000		Public Works/ Environmental; Transportation
CF.21	Continue to implement TMDL Impaired Stream monitoring efforts and implementation of the WIP's	✓	✓	✓	✓	✓	\$275,000		Public Works/ Environmental
CF.22	Partner with the Atlanta-Fulton County Library System to expand library space in Roswell	✓	✓	✓	✓	✓			Administration
CF.23	Continue to monitor the conditions of municipally owned and operated historic and cultural facilities; schedule improvements to such facilities and grounds as appropriate	✓	✓	✓	✓	✓			Historic and Cultural Affairs Manager
CF.24	Consider plans for additional historic streetscape improvements within the local Historic District	✓	✓	✓	✓	✓	\$2,000,000	yes	Community Development
CF.25	Maintain and expand, as appropriate, the citizen-deputies program- of community-based code enforcement	✓	✓	✓	✓	✓			Community Development
CF.26	Prepare, implement, and revise as appropriate a community information plan and programs	✓	✓	✓	✓	✓			Community Relations Officer
CF.27	Continually review and revise the disaster preparedness and emergency management plans in conjunction with Fulton County	✓	✓	✓	✓	✓			Various departments
DEVELOPMENT IMPACT FEES									
DIF.1	Periodically review and update the development impact fee program, including fees	✓		✓		✓			Community Development
TRANSPORTATION									
T.1	Implement transportation system improvements as described in the Comprehensive Plan and Transportation Master Plan	✓	✓	✓	✓	✓			Transportation
INTERGOVERNMENTAL COORDINATION									
IC.1	Periodically revisit and update intergovernmental service agreements		✓	✓					Administration
IC.2	Monitor new forms of governance proposed in North Fulton County for their impact on Roswell	✓	✓	✓	✓	✓			Administration
IC.3	Continue to evaluate the necessity of moving the court system to a new location.	✓	✓	✓	✓	✓			Administration

 SHORT TERM WORK PROGRAM FY2011-2012 - FY2015-2016										Final 2011
Item	Description	Fiscal Year(s)					Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency	
		11-12	12-13	13-14	14-15	15-16				
IC.4	Periodically revisit and revise the intergovernmental land use dispute resolution process		✓	✓					Administration	
IC.5	Assist in implementing the Water Supply and Water Conservation Management Plan prepared by the Metropolitan North Georgia Water Planning District	✓	✓	✓	✓	✓	\$15,000 / year		Public Works/ Environmental; Community Development	
IC.6	Assist in implementing the District-Wide Watershed Management Plan prepared by the Metropolitan North Georgia Water Planning District	✓	✓	✓	✓	✓			Public Works/ Environmental	
IC.7	Complete watershed improvement planning in connection with the Metropolitan North Georgia Water Planning District's mandates	✓	✓	✓	✓	✓	\$1,500,000		Public Works/ Environmental	
IC.8	Assist in implementing the Big Creek Watershed Study Master Plan	✓	✓	✓	✓	✓	\$50,000		Public Works/ Environmental	


Report of Accomplishments: Short Term Work Program - 2010							
Item		Description	Status				
			Complete	Underway	Postponed	Dropped	Notes/Reason Postponed or Dropped
POPULATION							
P.1	Monitor regional and U.S. Census Bureau estimates of the City's population			X			
P.2	Monitor and publicize any adult literacy programs available to Roswell's residents			X			
P.3	Update population and functional population projections as needed to support annual updates of the Capital Improvement Element			X			
HOUSING							
H.1	Maintain data on issuance of housing starts (building permits) for estimates of population and housing			X			
H.2	Identify any concentrations of substandard housing units and use community development funds to help fund improvements			X			
H.3	Continue to enforce the standard housing code			X			
H.4	Maintain the City's public housing program and determine appropriate future activities/programs			X			
H.5	Monitor available state and federal housing programs and disseminate information to individuals and groups in need of such program resources			X			
H.6	Work on affordable housing study				X		New Director
ECONOMIC DEVELOPMENT							
ED.1	Gather information on properties suitable for office development and provide market information to developers, Greater North Fulton Chamber of Commerce, Georgia Power Company, Fulton County, etc.			X			
ED.2	Provide information on available office space to all potential users or reference sources			X			
ED.3	Work with other City departments to promote public investments such as pedestrian amenities that will result in increasing the tax base			X			
ED.4	Continue to support quality of life enhancements that make the area attractive to corporations			X			
ED.5	Collaborate with the Convention & Visitors Bureau and others on marketing			X			
ED.6	Improve signage to key attractions throughout the City			X			
ED.7	Guide small entrepreneurs to available forms of resources and assistance			X			


Final May 2011


Table 4. Report of Accomplishments


 Report of Accomplishments: Short Term Work Program - 2010 Final May 2011						
Item	Description	Status				Notes/Reason Postponed or Dropped
		Complete	Underway	Postponed	Dropped	
ED.8	Communicate with businesses via electronic newsletter to keep them informed of developments in the City		X			
ED.9	Stay involved in regional discussions		X			
ED.10	Continue to effectively communicate the development process; advocate for streamlining where opportunities exist		X			
ED.11	Inform applicants of the applicable design/ development guidelines				X	That is under planning and zoning division. It is listed under urban design.
REDEVELOPMENT						
R.1	Pursue policy-based budgeting to accomplish redevelopment goals, with redevelopment as a priority		X			
R.2	Continue to consider locating public facilities in redevelopment target areas		X			
R.3	Implement Midtown Roswell Redevelopment Plan (also see specific items below on implementing that plan)		X			
R.4	Implement recommendations of revitalization study and plan for the Holcomb Bridge Road corridor east of GA 400		X			
R.5	Reconstitute Downtown Development Authority, if needed		X			
R.6	Seek funding for implementation of redevelopment studies, plans, and projects		X			
R.7	Assist where possible in improving access, ingress, and egress to outmoded retail centers and upgrade surrounding road networks		X			
R.8	Promote existing retail space and the redevelopment of vacant retail space		X			
R.9	Consider the use of overlay districts to encourage redevelopment opportunities as appropriate		X			
R.10	(Midtown) Consider establishing a development response team, responsible for working with property owners on redevelopment projects			X		Waiting on the Strategic Economic Development Plan to be completed which has just begun.
R.11	(Midtown) Plan and fund new street networks in conjunction with private redevelopment, where agreement on cost sharing can be attained		X			
R.12	(Midtown) Design and install Alpharetta Street streetscape per plan's recommendations		X			
R.13	(Midtown) Complete preliminary design of Hog Wallow greenway			X		Lack of funding and having to acquire private parcels.

Report of Accomplishments: Short Term Work Program - 2010						
Roswell GEORGIA SINCE 1845		Final May 2011				
Item	Description	Status				
		Complete	Underway	Postponed	Dropped	Notes/Reason Postponed or Dropped
HISTORIC PRESERVATION						
HP.1	Conduct an intensive-level, comprehensive historic resources survey of the City. Identify all types of historic resources, including buildings and structures, historic landscapes, and historic sites and objects			X		Lack of funding/staff time
HP.2	Continue the "legendary chats" program of the Convention & Visitors Bureau		X			
HP.3	Develop a citywide GIS database of all identified cultural resources; update the database periodically as needed		X			
HP.4	Expand the existing National Register Historic District to include adjacent eligible commercial and residential areas			X		Lack of funding/staff time
HP.5	Pursue National Historic Landmarks designations, as appropriate			X		Lack of funding/staff time
HP.6	Develop design guidelines for three character areas (Town Square and Mimosa Boulevard, Mill Village, and Canton Street) of the local Historic District		X			
HP.7	Incorporate mechanisms for protecting heritage trees into the existing Tree Ordinance	X				
HP.8	Continue the series of brochures and town hall meetings currently being used		X			
HP.9	Enlarge the emphasis of programs and publications from antebellum resources to include resources from all periods of the City's history. Publish the findings of the Historic Resources Survey and produce a "coffee table" version for sale; Utilize Certified Local Government (CLG) funds for funding survey and book publication		X		X	Moved to Recreation and Parks.
HP.10	Work with the Roswell CVB to develop ways to promote the City's historic sites through the CVB's already established channels. Meet regularly with all associated local agencies and organizations to discuss promotional programs and to keep all groups updated. Periodically review and update existing programs.		X			
HP.11	Support development of lesson plans about the City's historic preservation programs and policies to be used in local heritage education programs. Support the curriculum of the Teaching Museum, which educates Fulton County students about U.S., Georgia, and local history.		X			

 Report of Accomplishments: Short Term Work Program - 2010 Final May 2011						
Item	Description	Status				Notes/Reason Postponed or Dropped
		Complete	Underway	Postponed	Dropped	
HP.12	Make information about the rehabilitation tax credit programs and application forms available through as many sources as possible. Provide positive case studies of successful rehabilitation projects.		X			
HP.13	Make information about historic façade easements and conservation easements readily available through as many sources as possible. Provide positive case studies of successful easement donations and their resulting historic resources.		X			
HP.14	Encourage local banks to establish a low-interest loan pool to provide funding for preservation projects			X		Waiting on Strategic Economic Development Plan to be completed.
HP.15	Create a repository of information about all aspects of historic preservation and make this resource readily available and accessible to the public. Develop and maintain the collection to also serve as a resource center for the HPC		X			
HP.16	Add a specific historic preservation category to the City's existing website to direct people to technical information about historic preservation that is available locally and on the internet		X			
NEIGHBORHOODS						
N.1	Provide limited technical assistance to neighborhood planning efforts in the form of maps, existing zoning and land use, as well as demographic and economic data		X			
N.2	Encourage neighborhood "self-help" activities		X			
URBAN DESIGN						
UD.1	Periodically revise design guidelines, as appropriate		X			
UD.2	Implement a gateway master plan for major entrances to the City that incorporates various recommendations of adopted design guidelines		X			
UD.3	Install marker to various character areas				X	New character areas due to the 2030 Comprehensive Plan
UD.4	Continue to apply for federal and state funding to enhance the streetscapes of road corridors in the City		X			
LAND USE						
LU.1	Further develop, refine, and implement land use recommendations for "character areas"		X			
LU.2	Periodically report as may be needed on conformance with regional development plan		X			

<div>  <h2>Report of Accomplishments: Short Term Work Program - 2010</h2> <p>Final May 2011</p> </div>						
Item	Description	Status				Notes/Reason Postponed or Dropped
		Complete	Underway	Postponed	Dropped	
LU.3	Develop additional policies for specific land uses and incorporate them into the Land Use Element, as specific issues or experiences with them arise				X	Replaced by Imagine Roswell 2030 Vision and revised policies
LU.4	Amend the City's Zoning Ordinance as needed to respond to changing needs and new issues		X			
LU.5	Amend the Future Land Use Plan Map as needed				X	Replaced with Future Development Map
COMMUNITY FACILITIES						
CF.1	Periodically update the City's parks and recreation master plan as needed		X			
CF.2	Continue Wetlands Enhancement Demo Project Water Quality Monitoring		X			
CF.3	Implement the master plan for the Roswell Riverwalk		X			
CF.4	Update and review the technology needs of the City through an Enterprise Resource Planning process for efficiency and increased productivity		X			
CF.5	Periodically update the Comprehensive Solid Waste Management Plan, as needed		X			
CF.6	Periodically review and modify sanitation rates and fees to reflect the actual costs of service provision and to further divisions goals	X	X			
CF.7	Prepare, adopt, and periodically revise as appropriate a municipal policy for use of City-owned buildings and grounds by private, non-profit, and other government users		X			
CF.8	Maintain a system of advisory committees for various City departments and functions to provide for citizen participation and general advice in the overall direction of municipal service provision				X	Replaced by the Mayor and City Council committee structure
CF.9	Implement and maintain a customer service policy and action plan in each of the City's departments, with a consistent level of service throughout the departments		X			
CF.10	Monitor the provision of municipal services and their ability to meet the diversifying needs of the City's population		X			
CF.11	Implement a community-based approach to policing, including Neighborhood Watch and other appropriate programs of the Crime Prevention Unit		X			
CF.12	Maintain the City's current Insurance Services Office (ISO) rating of 3		X			

 Report of Accomplishments: Short Term Work Program - 2010 Final May 2011					
Item	Description	Status			
		Complete	Underway	Postponed	Dropped
CF.13	Continue programs of recognition to all firefighters for the jobs they accomplish as a combination department of full-time and part-time employees		X		
CF.14	Continue to program and implement improvements needed to maintain and upgrade the Roswell Water Utility in accordance with the Management Plan		X		
CF.15	Periodically review and modify water rates and fees to reflect the actual costs of service provision and to further system goals		X		
CF.16	Continue to prioritize road resurfacing projects, continue drainage maintenance projects, and sidewalk repair projects according to most urgent need		X		
CF.17	Investigate the need for traffic calming and integrate traffic calming projects as may be appropriate in the City's capital plan		X		
CF.18	Develop a program incorporating landscaping/streetscaping into all major road projects to provide greater community identity and safety		X		
CF.19	Continue to program and implement improvements needed to maintain and upgrade the stormwater management system in compliance with the MS4 NPDES Permit		X		
CF.20	Continue to implement TMDL Impaired Stream monitoring efforts and implementation of the WIP's		X		
CF.21	Partner with the Atlanta-Fulton County Library System to expand library space in Roswell		X		
CF.22	Continue to monitor the conditions of municipally owned and operated historic and cultural facilities; schedule improvements to such facilities and grounds as appropriate		X		
CF.23	Consider plans for additional historic streetscape improvements within the local Historic District		X		
CF.24	Maintain and expand, as appropriate, the citizen deputies program of community-based code enforcement				X
CF.25	Prepare, implement, and revise as appropriate a community information plan and programs		X		
CF.26	Continually review and revise the disaster preparedness and emergency management plans in conjunction with Fulton County		X		

Report of Accomplishments: Short Term Work Program - 2010						
		Final May 2011				
Item	Description	Status				
		Complete	Underway	Postponed	Dropped	Notes/Reason Postponed or Dropped
DEVELOPMENT IMPACT FEES						
DIF.1	Periodically review and update the development impact fee program, including fees		X			
TRANSPORTATION						
T.1	Implement transportation system improvements as described in the Comprehensive Plan and Transportation Master Plan		X			
INTERGOVERNMENTAL COORDINATION						
IC.1	Periodically revisit and update intergovernmental service agreements		X			
IC.2	Monitor new forms of governance proposed in North Fulton County for their impact on Roswell		X			
IC.3	Periodically revisit and revise the intergovernmental land use dispute resolution process		X			
IC.4	Assist in implementing the Water Supply and Water Conservation Management Plan prepared by the Metropolitan North Georgia Water Planning District		X			
IC.5	Assist in implementing the District-Wide Watershed Management Plan prepared by the Metropolitan North Georgia Water Planning District		X			
IC.6	Complete watershed improvement planning in connection with the Metropolitan North Georgia Water Planning District's mandates	X				
IC.7	Assist in implementing the Big Creek Watershed Study Master Plan		X			

Draft v.2 contains edits by City Council and City staff. Changes are indicated as follows:

- Council group #1
- Council group #2
- City staff

Due to these edits within the document text, there are some spacing issues that will be corrected upon acceptance of these changes and revisions.



4 PARTICIPATION SUMMARY

The City of Roswell prepared and followed an **established schedule** of Comprehensive Plan Advisory Committee (CPAC) meetings, four community meetings, a three-day intensive visioning and design charrette, an Open House, and public hearings to ensure participation by all Roswell citizens, business owners, property owners and other stakeholders. The Participation Plan adopted by the City Council organized community meetings to provide information throughout the process and to gather input regarding the issues that are important to the community.

Meetings

The format of the public meetings included an opportunity for participants to show on maps the areas and elements that they wanted to see preserved and changed. Each public meeting also included a **"Kids Corner"** so that parents could bring their children and have them engaged while adults and older children participated in the meeting.

Special/Outreach

Staff coordinated with the schools to conduct a **city-wide competition for students** to "Imagine Roswell" in 2030, with prizes sponsored by local businesses. Members of the community were invited to hold a **"Meeting-in-a-Box,"** which was another innovative program created by the City of Roswell for community groups to obtain a package of materials to host their own public meeting and report results back to the City.

Media

The City of Roswell took advantage of **electronic resources and social media** outlets to engage the public in the Comprehensive Planning process in new and innovative ways. These initiatives included the establishment of a Comprehensive Plan website, www.Roswellgov.com/ImagineRoswell2030, which could also be accessed through the City website. The website included information regarding the public meeting schedule, progress updates, and other details about the planning process. The website also provided direct opportunities for citizens to



Charrette, Day 1



Kids Corner



Student competition, "Imagine Roswell 2030"



provide input. Using the website, the viewer could complete an **online comment card**, join the Imagine Roswell email list, and find information describing the option to follow the Comprehensive Plan process through social media outlets such as Facebook and Twitter. A **video, "Imagine Roswell 2030,"** was created by the City of Roswell with input from the CPAC and included interviews and other information regarding the planning process.

CPAC

The CPAC was appointed by the Roswell City Council to closely work with City Staff and consultants to provide guidance and make detailed decisions on key questions arising during the planning process. The CPAC met 13 times over a period of 10 months to serve in this role. Agendas and meeting summaries for the CPAC meetings were prepared by consultants and made publicly available on the City's website.

Members of the CPAC included:

Susan Baur	Keith Long
Gail Bohannon	Al Nash
Michael Brennan	Booker Nuckles
Leslie Carruth	Alfredo Ortiz
Jorge Genty	Jim Parris
Michael Gould	Dan Pile
Aaron Gravett, Vice Chair	Dave Schmit, Chairman
Alex Kaufmann	Betty Price, ex-officio
Jennifer Kuhtz	

Members of the public, staff, Council and Mayor were welcome to observe these working meetings and often attended. The CPAC meetings were held on the following dates:

June 1, 2010	January 12, 2011
July 8, 2010	February 9, 2011
August 25, 2010	March 7, 2011
September 22, 2010	March 17, 2011
October 27, 2010	March 24, 2011
November 17, 2010	May 10, 2011
December 8, 2010	

A list showing the community meetings and other official meetings is provided in *Table 5*.

ACTIVITY	DATE	VENUE
Transportation and Community Development Committee	04/21/10	Roswell City Hall
City Council CPAC Appointment	05/17/10	Council Chambers
CPAC Initial Meeting : Meeting #1	06/01/10	Community Development Conference Room
CPAC Meeting #2	07/08/10	Community Development Conference Room
Work Session: Community Assessment + Participation Plan	07/12/10	Council Chambers
Planning Commission Public Hearing: Community Assessment + Participation Plan	07/20/10	Council Chambers
City Council Public Hearing: Community Assessment + Participation Plan	07/26/10	Council Chambers
CPAC Meeting #3	08/25/10	Community Development Conference Room
CPAC Meeting #4	09/22/10	Community Development Conference Room
CPAC Meeting #5	10/27/10	Community Development Conference Room
Community Meeting	11/03/10	Roswell City Hall
CPAC Meeting #6	11/17/11	Community Development Conference Room
CPAC Meeting #7	12/08/10	Community Development Conference Room
CPAC Meeting #8	01/12/11	Community Development Conference Room
Community Meeting	01/19/11	East Roswell Park
Community Meeting	01/27/11	World Harvest Church
CPAC Meeting #9	02/09/11	Community Development Conference Room
Focus Area Workshop(Charette) Day 1	02/22/11	Hembree Park
Focus Area Workshop(Charette) Day 2	02/23/11	Hembree Park
Focus Area Workshop(Charette) Day 3	02/24/11	Hembree Park
CPAC Meeting #10	03/07/11	Community Development Conference Room
Community Meeting: Open House	03/12/11	Roswell City Hall
CPAC Meeting #11	03/17/11	Community Development Conference Room
CPAC Meeting #12	03/24/11	Community Development Conference Room
Community Meeting	04/27/11	East Roswell Park
CPAC Meeting #13	05/10/11	City Hall
Work Session: Planning Commission	05/17/11	Council Chambers
Work Session: City Council and Mayor	06/13/11	Council Chambers
Public Hearing #2: Planning Commission Community Agenda (Recommendations)	06/21/11	Council Chambers
Public Hearing #3: City Council and Mayor Transmit Community Agenda	07/11/11	Council Chambers
ADOPTION: PH #3 + 60 days	10/2011	City Hall

Table 5. Meeting Schedule

2030 Comprehensive Plan – Community Outreach

What we did to reach the citizens and business community of the City of Roswell.



1. Community meetings:
 - a. November 3, 2010 – Wednesday evening (6:30pm -8:30pm)
 - b. January 19, 2011 – Wednesday evening (6:30pm -8:30pm)
 - c. January 27, 2011 – Thursday evening (6:30pm -8:30pm)
 - d. Focus workshop – February 22-24, 2011 – Tuesday (day and evening), Wednesday (evening only) and Thursday (day and evening)
 - e. March 12, 2011 – Saturday morning (9:00am – 12:00pm)
 - f. April 27, 2011 – Wednesday evening (6:30pm -8:30pm)



2. Meeting-in-a-box comments returned to City:
 - a. Brookfield West HOA meeting
 - b. Magnolia's Neighborhood meeting
 - c. Mill Street Park Condos
 - d. Historic Roswell Alliance
 - e. Randall Paulson Architects
 - f. Martin's Landing Neighbors
 - g. Arbor Creek HOA
 - h. Shadowood Court
3. Homeowners Association (HOA) meetings in which City staff attended and/or received comments:
 - a. Brookfield West HOA
 - b. Barrington Farms HOA
 - c. Southshore – Martins Landing neighborhood meeting
 - d. Martin's Landing board
4. Civic organization meetings in which City staff attended and received comments:
 - a. Keep Roswell Beautiful
 - b. Sombery Breakfast
 - c. Cultural Arts Board
 - d. Mill Village Group
 - e. Roswell Rotary meeting
 - f. Groveway meeting
 - g. Historic Roswell Convention and Visitor's Bureau meeting
 - h. Historic Roswell Alliance meeting



5. Alive After 5: October 21, 2010 – City staff passed out flyers and showed maps regarding the comprehensive plan. This is a City event held along Canton Street on the third Thursday of the month from April to October from 5-9 p.m. with music, food, and shopping.

6. Flyers with the meeting date schedule were placed in approximately 500 bags for the runners from the 5K race held on October 9, 2010, prior to the Youth Day parade.
7. Flyers with the meeting date schedule were located at Roswell Area Park, East Roswell Park and Hembree Park, as well as in the different departments at City Hall.
8. The City of Roswell website had its own page throughout the process which included an online email sign-up for emails regarding meetings and updated information regarding the comprehensive plan. Also, a comment card was located on the site, and the City received comments via the internet regarding the comprehensive plan. The email sign up list included 150 names and emails. Each time a meeting came up or there was new info, an email was sent out to all who had signed up online.
9. A video was produced by City staff with members of the Comprehensive Plan Advisory Committee in the video. This was shot at different locations around the City. The video was shown at the meetings and was placed on the website for view.
10. City staff ran an “Imagine Roswell 2030” contest for students in grades 1-12. Twenty-nine projects were submitted, including drawings, posters, essays and multi-media. The students were recognized by the City of Roswell Mayor and City Council at the February 14, 2011 meeting, and were treated to a reception before the meeting. Chick-fil-A donated the food for the reception. Local businesses Andretti Indoor Karting and Games, Aurora Cineplex, Zaxby’s, Roswell Brunswick Zone, and the City of Roswell Recreation and Parks Department donated prizes.
11. The comprehensive plan email updates regarding meetings could be found on the City’s Facebook page with 2400 followers and on Twitter with 842 followers.
12. WSB-TV Channel 2 ran a story regarding the Imagine Roswell 2030 Comprehensive Plan, and WXIA-TV Channel 11 ran a story on the children’s “Imagine Roswell” contest.
13. Information regarding meetings and general info regarding the plan were written up in several newspaper articles in the Atlanta Journal-Constitution, Roswell Neighbor, the Roswell Current, The Revue and News, and the Roswell Patch (an online newspaper).



14. E-blasts were sent out to 4,700 email addresses from the Community Relations office regarding community meetings through the Roswell Connections email.
15. An informational write-up on the comprehensive plan was sent out via an electronic business newsletter to 4,000 addresses at the beginning and towards the end of the process. The newsletter at the beginning gave the meeting date schedule and explained how to get involved. The newsletter towards the end indicated the meetings, kids contest and the status of the plan and the final steps of the process.



Mayor and City Council members with student participants of the "Imagine Roswell 2030" contest