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August 9, 2017

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

RE: City of Austell Resolution Adopting the 2017 Comprehensive Plan

The City of Austell Comprehensive Plan Update has been reviewed by the Atlanta Regional Commission and the Georgia Department of Community Affairs and found to be in compliance with the Minimum Standards and Procedures for Local Comprehensive Planning.

The City of Austell is submitting with this letter a resolution adopting the 2017 City of Austell Comprehensive Plan: Envision Austell.

If you have any questions concerning our submittal, please contact Darrell Weaver, Assistant Director, Community Affairs at (770) 944-4309 or <u>darrell@austell.org</u>.

Sincerely, han

Jim Graham, Director Community Affairs

A RESOLUTION OF THE CITY OF AUSTELL

ADOPTING THE 2017 CITY OF AUSTELL COMPREHENSIVE PLAN

WHEREAS, the City of Austell has completed the 2017 City of Austell Comprehensive Plan; and

WHEREAS, these documents were prepared in accordance with the Minimum Standards and Procedures for Local Comprehensive Planning effective March 1, 2014, and established by the Georgia Planning Act of 1989; and

WHEREAS, the City of Austell Comprehensive Plan Update has been Reviewed by the Atlanta Regional Commission and the Georgia Department of Community Affairs and found to be incompliance with the Minimum Standards and Procedures for Local Comprehensive Planning.

NOW, THEREFORE, BE IT RESOLVED, by the City of Austell that the "2017 City of Austell Comprehensive Plan: Envision Austell" is hereby adopted.

Adopted this August 7, 2017.

Jac Jerkins

Joe Jerkins Mayor

ATTESTATION deme

Sandy Farmer Clerk

ENVISION AUSTELL

COMPREHENSIVE PLAN UPDATE 2017





ACKNOWLEDGEMENTS

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"Coming together is a beginning; keeping together is progress; working together is success." – Henry Ford

CITY COUNCIL	STAKEHOLDER COMMITTEE
Mayor Joe Jerkins	Ikaika Anderson
Kirsten Anderson (Ward 1)	Marvin Bynes
Scott S. Thomas (Ward 2)	Derek Caffe
Randy Green (Ward 3)	Damaris Dooley
Sandra Leverette (Ward 4)	Darlene Duke
Ollie B. Clemons, Jr. (Mayor Pro-Tem/ At-Large, Post 1)	Candace Edwards
Valerie Anderson (At-Large, Post 2)	Joel Gibbs
	Joel Harrel
STEERING COMMITTEE	Lin Harrison
Code Enforcement: George Bach	Kimberly Jackson
Community Affairs: Jim Graham	Michael Martin
Fire And Emergency Services: Chief Patrick Maxwell	Jay Mathis
Gas System: Rob Register	Marla Miller
GIS And Web Site: Duane Demeritt	Michael Murphy
Parks And Recreation:	Wayne Roberts
Police: Deputy Chief Natalie Poulk	Todd Rudy
Public Works: Randy Bowen	Angela White

City Department : Community Affairs	CROY ENGINEERING
Jimmy R. Graham (Director)	Daniel B. Dobry (Project Manager)
Darrell Weaver (Assistant Director, Project Manager)	Zahra Jeena

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INTRODUCTION

"The highest and best use of comprehensive planning for local governments is to show important relationships between community issues. A local comprehensive plan is a fact-based resource for local constituents that tracks implementation of community-based policies."

Georgia Department of Community Affairs



PURPOSE & SCOPE

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Designed to guide the future actions of a community, a Comprehensive Plan presents a vision for progress and provides a framework for the execution of the vision. The Comprehensive Plan is aimed at guiding the city on investment planning and organization to promote quality of life to the citizens by provision of adequate infrastructure and amenities. Also acknowledged as the master plan, the document highlights issues, needs and opportunities of a community, and provides long-range goals and objectives. This development agenda focusses on providing viable goals, timelines and estimated costs for ensuring an economically resilient, strong and salubrious community.

The most recent Comprehensive Plan for the City of Austell was adopted in July, 2007 and ranged for the years 2007 – 2027. The Georgia Department of Community Affairs mandates every city to provide an update to the Comprehensive Plan every ten years to maintain the Qualified Local Government (QLG) status of the city and continue to receive funding for projects within the city.

This document has been shaped by combined efforts of the City Council, Austell Department of Community Affairs, Stakeholders and active public participation and delves into the current advancement of the City and makes efforts to yield prospective opportunities for the City.

THE COMMUNITY PROFILE



HISTORY

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Nestled in southwest Cobb County, Austell is a small southern city located 18 miles west of the city of Atlanta. The city is 5.7 square miles, with a relatively flat topography and the Sweetwater Creek flowing through. Famous as a natural health resort, the city boasts a serene, picturesque setting of parks and oak trees making it an ideal place for not only visitors but also residents.

Historically recognized as a therapeutic city, the city of Austell was founded in 1885, after the neighboring Lithia Springs earned prominence by game hunters for its curative properties in the early 1800s. The emergent popularity of the spring resulted in an increased migration of people, forcing the owner of the property around Austell, Mr. G.O. Mozeley, to subdivide and sell forty acres of his lot, leading to the creation of the city of Salt Springs. The old Georgia Pacific railways added to the eminence of the city by not only making it a transit station, but also a division node for the two routes of Birmingham and Chattanooga. To honor the work of General Alfred Austell in establishing railway networks in the south, the city was later named 'Austell.'

Strategically located 4 miles north of the interstate I 20, the city of Austell is well connected with major cities like Marietta, Douglasville, Hiram and Atlanta. The city continues to be a significant station division terminal, hosting several trains and transferring passengers each day.

DEMOGRAPHICS

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RACIAL DISTRIBUTION



MEN WOMEN RATIO



According to the 2010 census, the total population of the city sums up to 6,581 people, with an estimate of 7,107 people in 2015.

Contributing to 78 percent of the population, the majority populace are categorized under 50 years of age, with the median age in the city being 34.1 years.

- 14 % millennial or young professional population ranging between 25 and 34 years of age
- 432 individuals aged 65 years and above
- 47.6 to 52.4 % male to female ratio
- 33 years median age of male citizens being

The city is occupied by diverse racial and ethnic groups, with 2.9 percent of the population being biracial. The majority of the population comprise of African Americans contributing to 47 percent of the population, and 33 percent of the white population being the second largest group of citizens.

According to the survey of business owners in 2012, there are about 1430 companies in the city.

- 29% income ranges between \$25,000 and \$49,999
- 74% earnings below \$75,000 per annum
- 4% earnings between \$150,000 and \$199,999
- \$45,931 median household income in the city
- 18.7% live below the poverty line

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TRANSPORTATION

According to The American Community Survey in 2014, the city of Austell estimated 2,675 worker population of age 16 years and over.

- 91.6 % estimated to travel using personal vehicles
- 3 % estimated to bicycle
- 1.3 % estimated to use public transportation • excluding taxicab
- 9.5 % work in the place of residence
- 3.6 % worked from home
- 60.4 % travel 30 minutes or more
- 31.1 minutes mean travel time to work
- 6.1 % no vehicles available for commute
- 50.2 % 2 vehicles available

Cobb County Transportation Initiative In May 2015, Cobb County collaborated with the cities of Austell, Acworth, Kennesaw, Marietta, Smyrna, and Powder Spring to publish a transportation recommendation report. Titled 'Cobb in Motion', the Cobb County Comprehensive Transportation Plan Update 2040 was aimed at providing a 25 year schematic outline for all transportation related investments in the county and its municipalities. An extensive review of the goals and policies of the county, a cooperative arrangement within the departments and organizations of Cobb County, and active public participation steered the detail oriented Cobb County Transportation Plan Update. The City of Austell Comprehensive Plan Update will incorporate projects from the wide-ranging Cobb CTP Update that are exclusive to the city.



3.0%

COMMUTE

USING BICYCLES

COMMUTE PATTERNS

91.6%

COMMUTE

USING PERSONAL

VEHICLES

TRAVEL TIME TO WORK

1.3%

COMMUTE

USING PUBLIC TRANSIT

20%

HOUSING

According to The American Community Survey in 2014, the city of Austell comprises of 2,496 housing units with a 91% occupancy rate.

- 58.4% housing units are owner occupied
- 74% houses are valued between 50,000 and 150,000 dollars
- 104,500 dollars median value of an owner occupied unit
- 84.7% of the 1458 owner occupied housing units are mortgaged
- 700 occupied units paying rent
- 855 dollars median rent
- 1.6 % homeowner vacancy rate
- 5.9% rental vacancy rate
- 4 units built post 2010
- 38% houses built between 2000 and 2009
- 38% houses were built prior 1980
- Majority of the structures in Austell were built prior to year 2000 with 1000 units built from 2000 to 2014

HOUSING CONSTRUCTION & VALUES





ECONOMIC DEVELOPMENT

According to the economic census of the United States of 2012, the economic focus of the city presently is on manufacturing, wholesale and retail trade, health care and social assistance and accommodation and food services industry.

Jobs by NAICS Industry Sector	
Construction	4.3%
Manufacturing	6.3%
Wholesale Trade	6.9%
Retail Trade	11.7%
Transportation and Warehousing	5.3%
Information	4.5%
Finance and Insurance	4.2%
Real Estate and Rental and Leasing	1.9%
Professional, Scientific, & Technical Services	6.7%
Management of Companies & Enterprises	2.5%
Administration & Support, Waste Management and Remediation	8.8%
Educational Services	8.8%
Health Care and Social Assistance	12.1%
Arts, Entertainment, and Recreation	1.1%
Accommodation and Food Services	7.8%
Other Services	2.1%
Public Administration	4.7%



DISTRIBUTION OF JOBS PER SQUARE MILE

PUBLIC SAFETY

According to a city data website, the crime index for the city of Austell has been decreasing since 2005. The presence of proactive safety officials in Austell, who have created strong relationships with the community, has resulted the city crime index to be lower than the country average. 60 percent of the city crime is theft related and the city witnesses no or very few serious or violent crimes.

The city has a relatively lower crime index when compared to other cities in the county. The number of full time law enforcement employees in 2014, including police officers were 35 (22 officers)



OFFICERS PER 1000 INDIVIDUALS



COMMUNITY ENGAGEMENT PROCESS

"Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process. Public participation is two-way communication and collaborative problem solving with the goal of achieving better and more acceptable decisions."

International Association for Public Participation (2007)

THE COLLABORATION

Community engagement is crucial to the comprehensive planning practice. To maximize participation, the community engagement plan comprised of three complementary groups, The Steering Committee, The Stakeholder Committee and the General Public; and a different set of roles, goals and engagement pattern was identified for each group.

The Steering Committee comprised of head of departments in the city of Austell, and the role of this group was aimed at collectively functioning as the formative body in the comprehensive planning process. The goals identified for this group included providing guidance to the project by determining policies, approving deliverables and focusing on the implementation of the work projects.

The Stakeholder Committee was formed by including representatives of the major stakeholders in the city; i.e. individuals or organizations that would be impacted by the outcomes of the project. This group was significant as the 'issues, goals and objectives defining' committee, voicing the opinions of their respective constituents and shaping the plan based on the views and sentiments of the general public.

The General Public are the patrons of the city, who are most impacted by stagnancy or development in the city. This group was crucial in identifying issues in the city and classifying which areas need most attention.



THE PROCESS





"BUDGET" YOUR PLAN

As a part of the community engagement process, a public workshop was held where citizens were engaged using visual preference boards and a "BUDGET" YOUR PLAN activity.

The citizens were given \$10,000 in terms of \$1,000 and \$500 bills and were asked to invest in 5 groups of goals community amenities, transportation, economic development & land use, public safety and historic & natural preservation.

The goals that earned the most investment were the following -

- Downtown development
- Establishing multi use trails to foster pedestrian & bicycle activies
- Creation of additional public spaces







NEEDS & OPPORTUNITIES

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S.W.O.T

STRENGTHS	WEAKNESSES
MIX OF HOUSING TYPES	PEDESTRIAN/ BICYCLE NETWORK
SMALL TOWN ATMOSPHERE	ROADWAY CONDITIONS (POTHOLES)
QUALITY PUBLIC SERVICES	PARK SERVICES AND CONDITIONS
CITIZEN INTERACTIONS WITH SAFETY OFFICIALS	PROTECTION OF NATURAL AND HISTORIC RESOURCES
SIGNIFICANCE OF THREADMILL COMPLEX	PRESERVATION OF GREENSPACE AND ENVIRONMENTALLY SENSITIVE SPACES
	NEW OPPORTUNITIES FOR MEDIUM TO HIGHER DENSITY RESIDENTIAL HOUSING
	PEDESTRIAN CIRCULATION WITHIN ACTIVITY CENTERS
	ART INSTALLATIONS THAT EXHIBIT LOCAL CHARACTER
OPPORTUNITIES	THREATS
CITY PATROLLING SERVICES	PUBLIC TRANSIT SERVICE
PRESENCE AND PRESERVATION OF RAILROAD	ACCESS TO NEIGHBORHOOD SERVICES AND CORNER STORES
LANDSCAPING AND STREET FURNITURE	NEED FOR UPSCALE RESIDENTIAL SCHEME
DOWNTOWN ECONOMIC DEVELOPMENT	NEED FOR SENIOR CITIZEN HOUSING
	TRAFFIC OPERATIONS ESPECIALLY U.S 278
	COMMUNITY SPACES AND EVENTS
	CITIZEN PARTICIPATION AND INVOLVEMENT
	BUSINESS ATTRACTION AND RETENTION STRATEGY

THE COMMUNITY VISION

"Austell Embraces Innovation, Opportunity and Urbanism. The city of Austell strives to be a city of opportunity with dynamic communities and a small town atmosphere. The city aims to revitalize itself, to create attraction and bring growth prospects for businesses and citizens."

City Vision 2017 - 2027

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THE VISION

The city vision is supported by six overarching goals that will help shape the City's direction.

1. To Maintain the Small Town Character of the City and Encourage Community Building and Participation by Engaging In Physical, Mental and Social Needs Of the Community

2. To Assure Safety Amongst Citizens By Maintaining The Low Crime Rates In The City And Reinforcing Trust In The Public Safety System By Fostering A Liaison Between Citizens & Safety Officials

3. To Stimulate Economic Growth And Development In The City By Providing Zoning Flexibility And Revitalizing The Historic Downtown Area To Attract, Retain And Grow Sustainable Commercial And Retail Developments.

4. To Promote And Create A Visually Aesthetic, Well Designed Community. To Enhance The Character And Create An Identity And Sense Of Place Of The City.

5. To Promote Transportation Safety, Connectivity And Accessibility By Expanding Multi-Modal Opportunities Throughout The City Including Pedestrian, Bicycle And Transit Facilities.

6. To Improve, Maintain And Preserve Historic Structures And The Railroad In The City And Create Measures To Promote Attractions. To Preserve Greenspace And Maintain Them As High Quality, Active And Passive Recreation Spaces.



GOALS, OBJECTIVES & POLICIES

COMMUNITY AMENITIES

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Goal –

To Maintain the Small Town Character of the City and Encourage Community Building and Participation by Engaging In Physical, Mental and Social Needs Of the Community

PUBLIC EVENTS & ACTIVITIES



CREATE YOUTH ZONES



Objective :

Create Additional Public Spaces And Encourage City Events For Community Building

Policy –

- Work With The Community To Identify And Promote A City Directory Of Public Spaces
- Initiate Public Events Or Activities To Be Scheduled In Coordination With The Citizen
- Increase Collaboration With Private Groups To Supplement Funding
- Identify Locations To Place Kiosks And Signboards
 Indicating Upcoming Public Events

Objective :

Endorse Physical And Mental Wellbeing Among The Youth

- Create Youth Zones Which Conduct Family Based Activities That Support Improving Physical And Mental Health
- Make Available Non-Organization Based Recreational Facilities That Promote Activities For All Income Groups

COMMUNITY AMENITIES

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Goal –

To Maintain the Small Town Character of the City and Encourage Community Building and Participation by Engaging In Physical, Mental and Social Needs Of the Community

PROMOTE ART & CULTURE



ACESS TO TECHNOLOGY



Objective : Promote Art And Culture In The City

Policy –

- Identify And Organize Art Events And Exhibitions To Promote Art And Culture In The City
- Endorse Local Performing Artists In The City To
 Promote Neighborhood Talent

Objective : Provide Technology In Public Spaces

- Identify Public Spaces In The City Which Can Be Accessible To Networks And Technology
- Provide Supportive Infrastructure And Street Furniture

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Goal –

To Promote Transportation Safety, Connectivity And Accessibility By Expanding Multi-Modal Opportunities Throughout The City Including Pedestrian, Bicycle And Transit Facilities





PEDESTRIAN & BICYCLE NETWORKS



Objective :

Promote Enhanced Public Transit Within The City Through Coordination With Cobb Linc

Policy –

- Identify And Create City Transit Routes To Ensure Accessibility For All Citizens
- Support And Promote Frequency Of Bus Service And Introduce New Routes

Objective :

Advocate Safe And Efficient Pedestrian & Bicycle Networks In The City

- Identify Measures To Ensure Safe And Efficient
 Pedestrian Access Across The Railroad
- Create Pedestrian Friendly Spaces By Identifying Grade Separation Measures
- Expand Sidewalk Connectivity On All Roads To Encourage Walkability
- Provide Landscaping, Pedestrian Buffers And Street Furniture To Create Urban Walkable Spaces

TRANSPORTATION

Goal –

To Promote Transportation Safety, Connectivity And Accessibility By Expanding Multi-Modal Opportunities Throughout The City Including Pedestrian, Bicycle And Transit Facilities

MULTI USE TRAILS



TRANSPORTATION-SAFETY



Objective : Promote Multi - Use Trails In The City

Policy –

- Build Multi Use Trails To Ensure Connectivity, Including The Silver Comet Trail And Use Of Multi Modal Options
- Construct Multi Use Trail On Austell Powder Springs Road To Ensure Non - Vehicular Movement In The Area

Objective : Enhance Transportation Safety In The City

- Install Street Lights, Stop Signs, Speed Signs In Necessary Areas Especially In School Zones To Ensure Safe Movement Of Traffic And Promote Walkability To School
- Safeguard Access To Neighborhood Services And Local Businesses
- Initiate Programs For Regular Updates Of Signage In All Areas To Promote Traffic Safety

ECONOMIC GROWTH & LAND USE

Goal –

To Stimulate Economic Growth And Development In The City By Providing Zoning Flexibility And Revitalizing The Historic Downtown Area To Attract, Retain And Grow Sustainable Commercial And Retail Developments.

FLEXIBILITY IN ZONING



REVITALIZE & REDEVELOP THE DOWNTOWN



Objective :

Provide Zoning Flexibility To Encourage Economic Development

Policy –

 Promote Flexibility In Zoning That Permits Minor Adjustments To Stimulate Growth Objective : Stimulate Development Of The Downtown Area

- Conduct Market Studies To Identify Measures To Revitalize And Redevelop The Downtown
- Create A Downtown Development Authority To Take
 A Lead Role In Promoting Growth In The Area
- Conduct Studies To Identify Possible Magnet
 Development Centers In The City

ECONOMIC GROWTH & LAND USE

Goal –

To Stimulate Economic Growth And Development In The City By Providing Zoning Flexibility And Revitalizing The Historic Downtown Area To Attract, Retain And Grow Sustainable Commercial And Retail Developments.

INTER-GOVERNMENTAL RELATIONS



Objective :

Expand Inter Governmental Relations To Collaborate for Development

Policy –

 Encourage Conversations To Build Mutually Beneficial Relations Between Surrounding Cities, Counties And Organizations Like The South Cobb Redevelopment Authority To Promote Growth Strategies

NATURAL & HISTORIC PRESERVATION

Goal –

To Improve, Maintain And Preserve Historic Structures And The Railroad In The City And Create Measures To Promote Attractions. To Preserve Greenspace And Maintain Them As High Quality, Active And Passive Recreation Spaces.





Objective :

Preserve & Revitalize Historical Properties That Add Cultural Value To The City

Policy –

- Identify Historical Properties That Can Be Revitalized
 And Preserved
- Incorporate Activities Associated With Historic Properties As A Component Of Economic Development Planning

Objective :

Revitalize The Railroad To Preserve It's Character And Promote Development Around It

Policy –

Conduct Feasibility Studies To Identify Measures To Create Public Spaces Around It To Ensure Attraction

NATURAL & HISTORIC PRESERVATION

Goal -

To Improve, Maintain And Preserve Historic Structures And The Railroad In The City And Create Measures To Promote Attractions. To Preserve Greenspace And Maintain Them As High Quality, Active And Passive Recreation Spaces.

GREEN SPACE TO BE EXPLORED FOR PAS-SIVE USE TOURISM AND RECREATION



Objective:

To Maintain The Natural Character Of Conservation Areas & Greenspace And Minimize The Impact Of Any New Developments

Policy -

- Expand Conservation Easements To Restrict Any New Developments In The Area
- Promote These Areas As Passive-Use Tourism And **Recreation Destinations**
- Explore Opportunities To Capture Water Features Of The Sweetwater Creek To Make It A Public Asset
- Make available non-organization based recreational • facilities that promote activities for all groups

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CHARACTER AREAS

ENVISION AUSTELL comprehensive plan update 2017
CHARACTER AREA

The Georgia Department of Community Affairs requires local governments and communities, in their comprehensive plans, to define character areas and implement development strategies for each of them.

DCA defines character area in the administrative rules as: "A specific geographic area within the community that:

- Has unique or special characteristics to be preserved or enhanced (such as a downtown, a historic district, a neighborhood, or a transportation corridor);
- Has potential to evolve into a unique area with more intentional guidance of future development through adequate planning and implementation (such as a strip commercial corridor that could be revitalized into more attractive village development pattern); or
- Requires special attention due to unique development issues (rapid change of development patterns, economic decline, etc.)

Each character area is a planning sub-area within the community where more detailed, small area planning and implementation of certain policies, investments, incentives, or regulations may be applied in order to preserve, improve, or otherwise influence its future development patterns in a manner consistent with the community vision."

CHARACTER AREA

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CONSERVATION AREA OR GREEN SPACE

The primary conservation or greenspace areas within the City are at the Threadmill Complex and Louise Suggs Park. The other greenspace areas are a combination of organized sporting fields (i.e. tennis and softball/baseball) at City and County maintained parks and wet lands at Sweetwater Creek. To promote quality recreational opportunities the City should evaluate redeveloping Legion Field as a multi-functional park with expanded greenspace and a natural amphitheater and to convert portions of the Threadmill complex as community gathering space.



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CONSERVATION AREA

VISION - The city park system and green space contributes to the character of the city. The city will continue to preserve and expand these areas and will work at making these spaces high quality, active and passive recreation spaces.

GOALS

- The city should maintain natural character of the designated green space.
- The city should enforce conservation easements to restrict any new developments in the area.
- The city should in the future encourage these areas as passive-use tourism and recreation destinations.
- The city should explore further opportunities to provide access to the parks via walking or cycling trails.
- The city should conduct studies to consider the provision of greenways as safe, efficient pedestrian linkages and at the same time give users a nature friendly, recreational experience.
- Explore opportunities to capture the water features of the Sweetwater Creek to make it a community asset.

AREAS INCLUDED

- Green space along Austell Powder Springs Road or any other dedicated conservation zones
- The 91 acre city park system
 - 3 community parks (Collar Park, Legion Park, Louise Suggs Park)
 - 4 neighborhood parks (Berry Park, George E. Beavers Park, Pine Street Park, Stephens Park)
- County parks
 - Clarkdale Park
- Sweetwater Creek Area
- Cato Environmental Education Center

QUALITY COMMUNITY OBJECTIVES ADDRESSED

- Environmental Protection
- Open Space Preservation

- Trails
- Parks
- Passive recreation & tourism
- Multi use trails









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NEIGHBORHOOD COMMERCIAL CENTER

The neighborhood commercial areas in Austell have developed along the major roadways such as Veterans Memorial Highway and Austell Powder Springs Road. One effort to improve the viability of these areas is to update policies and zoning requirements that allow a mix of business activities. Another effort especially to better serve the residents that are in proximity to these neighborhood centers is to continue sidewalk construction to promote walking and cycling to the centers as opposed to driving.



NEIGHBORHOOD COMMERICAL

VISION - Every neighborhood needs a focal point with a concentration of activities such as general retail, service commercial, professional office, and appropriate public and open space uses easily accessible by pedestrians. The city should focus on developing the Threadmill Complex and Clarkdale and any other areas identified into these neighborhood centers.

GOALS

- The city should include a mix of retail, services, and offices to serve neighborhood residents day-to-day needs.
- The city should design for each center to be pedestrian-oriented, with strong, walkable connections between different uses.
- The city should provide neighborhood amenities, such as libraries, neighborhood centers, health facilities, in the area and enhance the pedestrian friendly environment of the area.

AREAS INCLUDED

- Threadmill Complex
- Clarkdale

QUALITY COMMUNITY OBJECTIVES ADDRESSED

- Sense Of Place
- Social And Economic Development: Growth Preparedness

- Office Retail
- Commercial Retail
- Outdoor And Indoor Activity And Recreation Space
- Local Café And Food Court





CHARACTER AREA

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TOWN CENTER/ DOWNTOWN

The greatest potential for economic development and redevelopment in the City of Austell is the downtown area, specifically on the south side off the railroad tracks. Recent activities such as the opening of the South Cobb Diner have created a momentum that has stimulated interest in establishing new business within vacant buildings. To build on this energy in a positive way, there are two activities that the City can undertake. The first is the re-establishment of the Downtown Development Authority to provide financial assistance. The second is implementation of an Architectural Review Board to maintain the historic and small town aesthetics that is part of Austell's charm.



TOWN CENTER/ DOWNTOWN

VISION - The Austell downtown area, is currently an underdeveloped area that is fragmented by a very active railroad line. The city will focus on redevelopment of the area, while maintaining the historic structures and character of the area. The active rail road should be considered as a focal point and efforts should be made to promote the area. The city will focus on bringing in retail activities and restaurants to create unique and active public spaces.

GOALS

- The city should include a mix of retail, services, and offices to serve a regional market area
- Design should be pedestrian oriented, with strong, walkable connections between different uses.
- Connectivity to the green space and trail networks must be promoted
- Connectivity to the area using different modes of transportation must be encouraged.
- The city should focus on bringing in magnet developments in the area, which act as attraction centers.
- The city should create an independent Downtown Development Authority to promote redevelopment in the area. The authority will focus on the appropriate mix of businesses an architectural style in the area to create a unique sense of place

AREAS INCLUDED

Historic Downtown

QUALITY COMMUNITY OBJECTIVES ADDRESSED

- Sense Of Place
- Social And Economic Development : Growth Preparedness
- Infill Development
- Regional Identity

- Office Retail
- Commercial Retail
- Outdoor And Indoor Activity And Recreation Space
- Local Café And Food Court







CHARACTER AREA

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TRANSPORTATION CORRIDOR

There is a synergy for continued quality growth that can be created by both the City of Austell and the City of Powder Springs with a focused effort to develop the transportation corridor that is Austell Powder Springs Road. There are large undeveloped tracts that abut the roadway that could be developed with a vision to promote sustainable mixed use development that is also very multi-modal in its travel opportunities. The cities should collaborate on filing a joint Livable Centers Initiative application with ARC to develop a plan for the vision as to how this corridor should develop.



TRANSPORTATION CORRIDOR

VISION - The Austell - Powder Springs Road forms the spine of the city. Although a two lane thoroughfare with a center turning lane, the road is a high volume corridor. The city should aim at developing the corridor in coordination with the City of Powder Springs. The corridor will intend to be an active, humane scaled, pedestrian friendly road, with a multi-use trail adjoining it. The development along the corridor will promote mixed use developments.

GOALS

- The city should focus on creating a hierarchy of traffic along the corridor that encourages pedestrian activity and capitalizes on the urban fabric of the neighborhood.
- The city should also focus on pedestrian safety and comfort in commercial retail areas and public spaces along the corridor.
- The corridor design should also focus on vehicular traffic safety and visual aesthetics of the corridor to project a high quality image of the community.

AREAS INCLUDED

Austell – Powder Springs Road

QUALITY COMMUNITY OBJECTIVES ADDRESSED

- Development Pattern
- Sense Of Place
- Transportation Alternatives
- Governmental Relations: Regional Cooperation

- Mixed Use Development
- Commercial Retail
- Residential Developments
- Multi Use Trails
- Landscaped Raised Medians
- Pedestrian Buffers





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GATEWAY CORRIDOR

From a regional perspective the Gateway to the City of Austell is Veterans Memorial Highway (US Highways 278 and 78 and State Route 8). The Norfolk Southern track runs along the north side and the predominance of the businesses on the south side are auto-centric. Austell is desirous of presenting a better visual for the Gateway to the City and have available more diverse business opportunities. In conjunction with other citywide efforts to be undertaken a focus on Veterans Memorial Highway should be re-evaluate zoning flexibility and/or form-based zoning, consideration for assistance form the Downtown Development Authority, and collaboration for infrastructure improvements with the Georgia Department of Transportation.



GATEWAY CORRIDOR

VISION - The Veterans Memorial Highway is a major regional thoroughfare that serves as an important entrance to the community. The city should establish a gateway along the corridor to mark the arrival into the City of Austell. All developments and infill redevelopments shall display the character of the city. The corridor shall be well lit and all regulatory framework shall encourage flexibility of uses to promote economic development in the area.

GOALS

- The city should focus on visual aesthetics and appearance of the corridor with appropriate signage, landscaping and other beautification measures.
- The city should focus on retrofitting existing developments to promote visual appeal and create a character of the city
- The city should promote a diverse mix of businesses along the corridor to appeal to a broader cross section of citizens.
- The city should consider establishing on-street parking along the highway other than peak commuting hours.

AREAS INCLUDED

Veterans Memorial Highway (US 278,SR)

QUALITY COMMUNITY OBJECTIVES ADDRESSED

- Development Pattern
- Business Appropriateness
- Sense Of Place
- Governmental Relations: Regional Cooperation

- Commercial Retail
- Mixed Use Nonresidential Developments
- High Quality Signage And Streetscape
- Development Orientation Towards
 The Street With No Parking Lots Lining
 The Corridor
- Landscaped Raised Medians
- Pedestrian Buffers







CHARACTER AREA

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SUBURBAN AREA DEVELOPING

Austell has not experienced the growth in residential development that has been exhibited by other cities in Cobb County. To promote the full gamut of housing opportunities from starter homes to active senior living, the City should engage in a study for providing economic incentives for promoting new residential construction.



SUBURBAN AREA DEVELOPING

VISION - The city of Austell intends to nurture a stable and established suburban neighborhood in the future, building on the existing mix and creating newer housing types. The neighborhoods will be a mix of single family neighborhoods, town homes and apartment buildings, with a focus on pedestrian activity and transit supportive communities. The city will protect existing historic housing and will create design regulations to control transitions.

GOALS

- The city shall promote moderate density, traditional neighborhood development (TND) style residential subdivisions.
- New residential improvements should be a master-planned allowing for mixed-use activity, blending housing development with schools, parks, recreation, retail businesses and services.
- The city should promote Lifelong Communities and Senior Housing options must be considered.
- Strong connectivity between each master planned development should be promoted.
- The city should ensure good vehicular and pedestrian/bike connections to services.

AREAS INCLUDED

Residential Districts

QUALITY COMMUNITY OBJECTIVES ADDRESSED

- Infill Development
- Open Space
- Sense Of Place
- Transportation Alternatives

- Single Family Residential Units
- Townhomes
- Mixed Use Residential Units
- Multifamily Attached Housing







SHORT TERM WORK PROGRAM

	PROJECT OR ACTIVITY			YEARS			AGENCY RESPONSIBLE	FUNDING	funding Source	COMMENTS
		2017	2018	2019	2020	2021				
Cre	eate Public Spaces And Encourage City Events Fo	or Com	munity	Buildin	g					
1	Create & Promote City Directory Of Public Spaces		Х				Austell Dept. of Community Affairs	N/A	General Fund	
2	Initiate Public Events Or Activities To Be Scheduled For The City	х					Austell Dept. of Community Affairs	\$20,000	General Fund	Local business part- ners to be identified for cost sharing
3	Place Kiosks And Signboards Indicating Upcoming Public Events			Х			Austell Dept. of Community Affairs	\$25,000	General Fund	
4	Consider Adding Indoor & Outdoor Public Spaces To Reform Threadmill Complex As The Neighborhood Center					х	Austell Dept. of Community Affairs	\$60,000	2016 SPLOST	Hire consultants to prepare Complex Master Plan
Pror	mote Art And Culture In The City									
5	Identify And Organize Art Events And Exhibi- tions To Promote Art And Culture In The City	х					Austell Dept. of Community Affairs	\$20,000	Woodruff Founda- tion	Local business part- ners to be identified for cost sharing
6	Identify A Suitable Theme That Depicts The Character Of The City (example: railroad) To Create Sculptures And Artifacts To Attract Citizens To The City					х	Austell Dept. of Community Affairs	\$15,000	General Fund	Local business part- ners to be identified for cost sharing
7	Conduct Branding Studies That Re-create The Image Of Austell		х				Austell Dept. of Community Affairs	\$20,000	General Fund	Hire consultants to develop "brand"
End	lorse Physical And Mental Wellbeing Among Citiz	ens								
8	Create Youth Zones Which Conduct Family Based Activities				х		Austell Dept. of Community Affairs	N/A	General Fund	Partner with Faith based organizations
9	Make Available Non-Organization Based Recreational Facilities That Promote Activities For All Income Groups				x		Austell Dept. of Community Affairs	N/A	General Fund	
10	Explore The Options Of Converting Legion Field Into A Multi-use Park (greenspace, natural amphitheater)			х			Austell Dept. of Community Affairs	\$60,000	2016 Splost	Hire consultants to develop Park Master Plan

	PROJECT OR ACTIVITY			YEARS			AGENCY RESPONSIBLE	FUNDING	FUNDING SOURCE	COMMENTS		
		2017	2018	2019	2020	2021						
Prov	vide Technology In Public Spaces											
11	Identify Public Spaces In The City Which Can Be Accessible To Networks And Technology		х				Austell Dept. of Community Affairs	N/A	General Fund			
Pror	mote Multi - Use Trails In The City											
12	Create A Bike-Ped Trails Master Plan To Promote Walkability		х				Austell Dept. of Community Affairs	\$60,000	2016 Splost	Hire consultants to prepare Bike-Ped Master Plan		
13	Construct Multi Use Trail On Austell - Powder Springs Road				x		Austell Public Works Dept.	\$750,000	2016 SPLOST	Partner with City of Powder Springs, Cobb County & GDOT		
Adv	Advocate Efficient Pedestrian & Bicycle Networks In The City											
14	Create Safe And Efficient Pedestrian Access Across The Railroad			Х			Austell Public Works Dept.	\$50,000	2016 SPLOST	Coordinate with Northfolk Southern. Connect to existing crosswalk near City Hall		
15	Generate Pedestrian Friendly Spaces By Identifying Grade Separation Measures					Х	Austell Dept. of Community Affairs	N/A	General Fund			
16	Provide Sidewalk Connectivity On All Roads	х	х	х	х	Х	Austell Dept. of Community Affairs & Austell Public Works Dept.	N/A	General Fund	Strengthen devel- opment standards required along new subdivision fronts & main access to streets		
17	Provide Landscaping, Pedestrian Buffers & Street Furniture To Create Urban Walkable SpaceS	Х	Х	Х	Х	Х	Austell Dept. of Community Affairs	\$100,000	General Fund & 2016 SPLOST	Strengthen devel- opment standards for new businesses downtown. Pursue LCI implementation funds		

	PROJECT OR ACTIVITY			YEARS			AGENCY RESPONSIBLE	FUNDING	FUNDING SOURCE	COMMENTS
		2017	2018	2019	2020	2021				
End	orse Physical And Mental Wellbeing Among Citiz	ens								
18	Provide Street Lights, Stop Signs, Speed Signs In Necessary Areas Especially In School Zones	х	х	Х	x	х	Austell Public Works Dept.	\$50,000	2016 SPLOST	SPLOST - replace with reflective signs
19	Protect Access Points To Neighborhood Ser- vices And Local Businesses	х	Х	Х	x	х	Austell Public Works Dept.	N/A	General Fund	
20	Initiate Programs For Regular Updates Of Sig- nage In All Areas To Promote Traffic Safety	х	х	Х	х	х	Austell Public Works Dept.	N/A	General Fund	
Pror	mote Public Transit Within The City									
21	Identify & Create City Transit Routes To Expand Accessibility	х	х	Х	x	х	Austell Dept. of Community Affairs	N/A	General Fund	In coordination with Cobb LINC& Cobb DOT
22	Increase Frequency Of Bus Service And Intro- duce New Routes			Х			Austell Dept. of Community Affairs	N/A	General Fund	In coordination with Cobb LINC& Cobb DOT
23	Ensure Safety & Access To Public Transit De- pots And Bus Stops			Х			Austell Public Works & Police Dept.	N/A	General Fund	In coordination with Cobb LINC& Cobb DOT. To be done in conjunction with item 16
Prov	vide Zoning Flexibility To Encourage Economic De	evelopr	nent							
24	Promote Case Specific Flexibility In Zoning That Permits Minor Adjustments	x					Austell Dept. of Community Affairs	N/A	General Fund	
25	Conduct feasibility studies to create a Capital Improvements Plan [Impact Fee Analysis]				х	Х	Austell Dept. of Community Affairs	\$50,000	General Fund	Hire consultants to conduct feasibility study

	PROJECT OR ACTIVITY			YEARS			AGENCY RESPONSIBLE	FUNDING	FUNDING SOURCE	COMMENTS
		2017	2018	2019	2020	2021				
ESti	mulate Development Of The Downtown Area		<u>^</u>							
26	Conduct Market Studies To Identify Measures To Revitalize And Redevelop The Downtown		х				Austell Dept. of Community Affairs	\$20,000	General Fund	Hire consultants to conduct market study
27	Create A Downtown Development Authority To Take A Lead Role In Promoting Growth In The Area			Х			Austell Dept. of Community Affairs	N/A	General Fund	
28	Conduct Studies To Identify Possible Magnet Development Centers In The City					х	Austell Dept. of Community Affairs	N/A	General Fund	Seek assistance from ARC
Proi	mote Inter Governmental Relations To Promote D	evelop	oment							
29	Encourage Conversations To Build Mutually Beneficial Relations Between Surrounding Cit- ies, County And Organizations Like The South Cobb Redevelopment Authority To Promote Growth Strategies	х					Austell Dept. of Community Affairs	N/A	General Fund	
Proi	mote & Encourage A Good Mix Of Small Business	es In Th	ne City							
30	Create Flexible Policies That Promote Small Business In The City And Ensure That A Good Proportion Of Varying Industry Is Present In The City		х				Austell Dept. of Community Affairs	N/A	General Fund	
Proi	mote Usage Of The Threadmill Complex As A Nei	ghborh	ood Tc	wn Ce	nter					
31	Encourage Retail And Restaurant Opportunities To Promote Usage Of The Complex			Х			Austell Dept. of Community Affairs	N/A	General Fund	
32	Create Outdoor And Indoor Public Spaces In The Complex To Create Public Attraction				х		Austell Dept. of Community Affairs	\$30,000	General Fund	

	PROJECT OR ACTIVITY			YEARS			AGENCY RESPONSIBLE	FUNDING	funding source	COMMENTS
		2017	2018	2019	2020	2021				
Fos	ter A Healthy Relationship Between Citizens	And S	afety (Official	S					
33	Continue Public Safety Day Events	х					Austell Police Dept.	N/A	General Fund	
34	Arrange Monthly Or Quarterly Meetings To Encourage Conversations Between Public Safety Officials And Citizens	х					Austell Dept. of Community Affairs & Austell Police Dept.	N/A	General Fund	
Pre	serve & Revitalize Historical Properties That A	dd Ci	ultural	Value	To The	City	• •	· · · · · ·		
35	Identify Historical Properties That Can Be Revitalized And Preserved				Х		Austell Dept. of Community Affairs	N/A	General Fund	Engage the local historical society
36	Preserve Historic Neighborhoods And Small Homes That Add Simplicity And Character To The City					x	Austell Dept. of Community Affairs	N/A	General Fund	
Rev	vitalize The Railroad To Preserve It's Characte	er And	Prom	ote De	velop	ment /	Around It			
37	Conduct Feasibility Studies To Identify Measures To Create Public Spaces Around The Railroad			x			Austell Dept. of Community Affairs	\$20,000	General Fund	Done in conjunction with item 14
Ма	intain The Natural Character Of Conservatio	on Are	as & G	Greensp	bace					
38	Expand Conservation Easements To Restrict Any New Developments	х	Х	х	Х	x	Austell Dept. of Community Affairs	N/A	General Fund	Strengthen existing ordinance
39	Promote Passive-Use Tourism And Recreation		Х				Austell Dept. of Community Affairs	N/A	General Fund	
40	Conduct Studies To Explore Opportunities To Capture The Water Features Of The Sweetwater Creek To Make It A Community Asset	Х	х	х	Х	х	Austell Stormwa- ter Management Dept.	\$40,000	General Fund	Hire consultants to conduct market study

	PROJECT OR ACTIVITY			YEARS			AGENCY RESPONSIBLE	FUNDING	FUNDING SOURCE	COMMENTS	
		2017	2018	2019	2020	2021					
41	Promote Use Of Green Infrastructure/ Low Impact Developments	х	х	х	x	х	Austell Dept. of Community Affairs	N/A	General Fund		
Uni	Jnify The Park System To Create Opportunities And Improve Existing Facilities										
42	Create A Parks Master Plan To Unify The System And Create Opportunities	Х					Austell Dept. of Community Affairs	N/A	General Fund		
43	Create Greenways And Trails To Ensure Connectivity To And From All Parks			х			Austell Dept. of Community Affairs & Austell Public Works Dept.	N/A	General Fund	Hire consultants to conduct study. Done in conjunction with item 12	
Cre	eate Uniform Architectural Style And Charac	ter In 1	ſhe Ci	ty							
44	Recognize An Architecture Design Re- view Board To Regulate Form Based Codes In The City			х			Austell Dept. of Community Affairs	N/A	General Fund		
Cre	eate Safe, Comfortable And Pleasing Public	Space	es								
45	Reinforce Guidelines That Include Height Restrictions, Pedestrian And Biking Facilities, Streetscape, Landscaping And Incorporate Street Furniture To Ensure A Humane Scale Comfort And Create Uniformity Whilst Maintaining Individuality				x		Austell Dept. of Community Affairs	N/A	General Fund		

S.T.W.P 2012-16 PROGRESS REPORT

ENVISION AUSTELL comprehensive plan update 2017

PROGRESS REPORT

	PROJECT OR ACTIVITY			YEARS			AGENCY RESPONSIBLE	COST ESTIMATE	funding source	RECORD OF ACCOMPLISHMENT
		2012	2013	2014	2015	2016				
1	Complete Downtown Streetscape Improvements	х	х				Austell Dept. of Community Affairs	\$1 M	General Fund CI/TE	Completed
2	Continue Coordination & Participation With Chamber of Commerce & Austell Business Association	х	х	х	x	х	Austell Dept. of Community Affairs	N/A	N/A	Completed
3	Continue Working Cooperatively With Cobb County Regarding Comprehensive Planning	х	х	х	x	х	Austell Dept. of Community Affairs	N/A	N/A	Completed
4	Continue Existing Sewer System Maintenance Program	Х	х	Х	х	х	Austell Public Works Dept.	Varies	General Fund	Completed
5	Eliminate Two Sewer Pump Stations (John Street & Scott Drive)			Х	x		Austell Public Works Dept.	\$500,000	Water Fund	Underway
6	Complete Threadmill Complex Site Improvement (water line)					х	Austell Dept. of Community Affairs	\$300,000	SPLOST	Completed
7	Continue Existing Beautification and Improvement Program	х	х	х	x	х	Austell Dept. of Community Affairs	Varies	SPLOST/ General Fund	Completed
8	Continue GIS Upgrades	Х	х	Х	х	Х	Austell Public Works Dept.	\$5,000	General Fund	Completed
9	Prepare Downtown Master Plan & Adopt Associated Design Guidelines	Х	х				Austell Dept. of Community Affairs	\$15,000	General Fund	Completed
10	Continue Seeking Grant Funds For Downtown	х	х	Х	x	х	Jack Burnside, Independant Consultant	Varies	General Fund	Completed
11	Prepare Facade Grant Program Feasibility Study		х				Austell Dept. of Community Affairs	\$8,500	General Fund	Completed
12	Prepare & Adopt Traditional Neighborhood Development (TND) Ordinance	Х					Austell Dept. of Community Affairs	\$2,000	General Fund	Completed

PROGRESS REPORT

	PROJECT OR ACTIVITY			AGENCY RESPONSIBLE	COST ESTIMATE	FUNDING SOURCE	RECORD OF ACCOMPLISHMENT			
		2012	2013	2014	2015	2016				
13	Continue Special Purpose Local Option Tax Program Transportation - \$2,803,312 Parks - \$1,168,047 Public Safety - \$700,828	x	Х	х	x		Austell Dept. of Community Af- fairs/ Public Works/ Public Safety Dept.	\$4,672,186	SPLOST	Completed
14	Continue Sidewalk Improvement Program	х	х	х	х		Austell Dept. of Community Affairs	\$502,355	SPLOST	Completed
15	Actively Pursue Grant Funds For Greenspace Development		х				Austell Dept. of Community Affairs	N/A	N/A	Completed
16	Continue GIS - based Stormwater System Inventory	х	х	х	x	х	Austell Public Works Dept.	\$5000/ year	Storm water Utility	Completed
17	Continue Participation In Local & Region- al Transportation Planning Efforts	х	х	х	х	х	Austell Public Works Dept.	N/A	N/A	Completed
18	Update 2030 Cobb County Comprehensive Transportation Plan - To Include Plan 2040 Elements	х	х	х			Austell Public Works Dept./ Cobb County	\$2,391	SPLOST	Completed
19	Develop Marketing Strategy To Promote Economic Development Within Austell	х	х	х	x	х	Austell Dept. of Community Affairs	\$20,000	General Fund	Underway
20	Inventory & Assess Public Services Provided To Businesses/ Develop Strategy To Enhance Service Provision To Complement Business Retention, Expan- sion & Development		х				Austell Dept. of Community Affairs	Unknown	General Fund	Completed
21	Prepare Greenway Development Feasibilty Study			х			Austell Dept. of Community Affairs	\$5,000	General Fund	Did Not Complete/ Policy Change
22	Continue Pursuing Planning Funds For Downtown Commuter Rail Station/ Coordinate with ARC, GRTA & GDOT	х	х	х	x	х	Jack Burnside, Independant Con- sultant	N/A	General Fund	Underway
23	Prepare An Inventory Of Businesses Using Hazardous Material			х			Austell Storm water Manage- ment Dept.	N/A	General Fund	Underway

PROGRESS REPORT

	PROJECT OR ACTIVITY			YEARS			AGENCY RESPONSIBLE	COST ESTIMATE	funding source	RECORD OF A C C O M P L I S H - MENT
		2012	2013	2014	2015	2016				
24	Prepare Comparitive Assessment Of City & County Recreational Services/ Facilities To Eliminate Duplication				x		Austell Dept. of Community Affairs	\$10,000	General Fund	Completed
25	Prepare Sub Area Classifications For Industrial Compatible Areas Along C.H. James Parkway					х	Austell Dept. of Community Affairs	N/A	N/A	Underway
26	Execute Intergovernmental Agreement With Cobb County Board Of Education To Facilitate Sharing Of Municipal Annexation & Land Development Data For School Planning Purposes		х				Austell Dept. of Community Affairs	N/A	N/A	Completed
27	Continue To Expand Stormwater Management Program & Education/ Public Outreach Activities	х	х	х	x	х	Austell Storm water Manage- ment Dept.	\$250,000/ Year	Storm water Utility	Completed
28	Implement Recommendations Of The Cobb County Marietta Water Authority's Master Plan Update & The Cobb County Water Department Master Plan		х				Austell Public Works Dept.	N/A	N/A	Completed
29	Municipal Disc Golf Course - Design & Construct	х					Austell Dept. of Community Affairs	\$10,000	Austell Area Community Improve- ment Fund	Completed
30	Participate In Annual Subscription To Cobb County GIS	Х	х	Х	x	х	Austell Public Works Dept.	Varies	General Fund	Completed
31	Review Comprehensive Plan & Zoning Ordinances/ Map To Incorporate RDP Best Development Practices	х	х	х	x	х	Austell Dept. of Community Affairs	N/A	N/A	Underway
32	If Necessary Amend Short Term Work Program & Future Land Use Map To Reflect Future Cobb County School District Improvements	Х	х	х	x	х	Austell Dept. of Community Affairs	N/A	N/A	Completed/ No New Schools

EXECUTING THE PLAN

The Comprehensive Plan Document is intended to be dynamic in nature. The efficacy of the plan can be determined with regular assessment of the actions identified in the plan. Any amendments in the plan must be done after careful review of the goals, visions and policies outlined in the plan. Any changes in policies must be reviewed cumulatively, and must be evaluated in terms of the importance and impact to the overall policies of the plan. The Community Affairs Department should organize a review session each year to encourage input from citizens, business groups, neighborhood associations, and any other interested stakeholders.

Annual Review & Monitoring

Heads of Departments must provide an annual review of comprehensive plan related activities to the Head of the Community Affairs Department prior to the initiation of the budget process each year. This annual review document should be used as an instrument to help assign budgetary priorities. Capital and operational funding decisions should directly reflect goals and policies of this Plan. The document should include statements identifying the respective departments' progress in achieveing the goals of the plan, and proposed programs to help achieve the Plan's goals. The annual review is aimed at:

- Measuring accomplishment of goals through recommended strategies
- Identify unlisted strategies to achieve goals
- Explain difficulties in implementing the plan
- Find new measures to solve issues