

Coweta County Comprehensive Plan

Community Agenda

Adopted October 17, 2006





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I. Introduction

Purpose

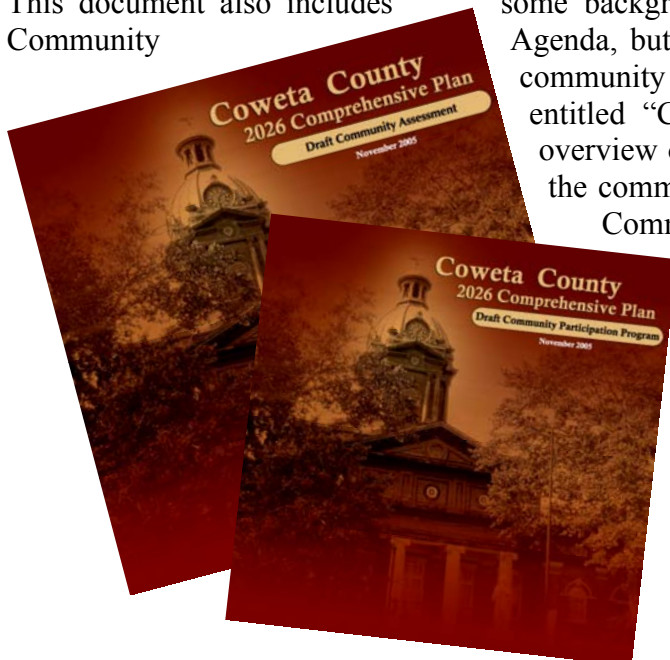
The Community Agenda is the most important part of the Coweta County (County) Comprehensive Plan. Based on the findings of the Community Assessment completed earlier in the planning process and input gathered from the public involvement process that was outlined in the Public Participation Program, this document provides a vision for the community's future and a plan to implement that vision. It also identifies key issues and opportunities that the community wishes to address during the next 20 years, a list of policies to be followed in making day-to-day decisions, and a detailed Short-term Work Program that outlines what actions the community will focus on over the next 5 years.

Scope

This document was prepared following the Rules of the Georgia Department of Community Affairs (DCA), Chapter 1110-12-1-.05, Standards and Procedures for Local Comprehensive Planning, "Local Planning Requirements," effective May 1, 2005. It includes the three basic requirements for a Community Agenda:

- (1) A Community Vision that is comprised of a vision statement and Future Development Map;
- (2) A list of the Issues and Opportunities that the community intends to address over the next 20 years (see Chapter V, "Translating the Vision into the Plan"); and
- (3) An implementation program for achieving that vision, the heart of which is a Short-term Work Program that identifies specific actions the community will take over the next five years.

This document also includes Community



some background information that is not required of a Agenda, but does describe the context within which the community is planning for its future. The chapter entitled "Context for Change" provides a high level overview of the demographic trends that will influence the community's future, and the chapter entitled "The Community's Vision for the Future" describes the extensive public involvement effort that was undertaken to craft the community vision statement and the Future Development Map. In some respects, these additional elements are summaries of the other two components of the Comprehensive Plan, the *Community Assessment* and *Community Participation Program*, completed earlier.

Use of the Plan

Coweta County staff, the Board of Commissioners, and local community leaders should use this Community Agenda, or plan, in three ways. First, the Future Development Map should be referenced in making rezoning and capital investment decisions. It provides a representation of the community's vision and indicates character areas where various types of land uses should be permitted. It takes into consideration the land use patterns illustrated in the County's Existing Land Use Map, the current zoning map, topographic characteristics, natural resource sensitivity, the availability of existing and proposed infrastructure, and the needs of anticipated population and employment growth.

Second, the plan provides policies that will help guide day-to-day decisions. These policies are a reflection of community values and are in keeping with the basic goals of the plan. They, too, will be used as guidelines in the analysis of rezoning decisions.

Third, the plan includes an Implementation Plan that will help direct public investment and private initiative. Plan implementation is carried out through the application of regulations such as zoning and development codes and through projects and programs outlined in the Short-term Work Program. This plan outlines recommended changes in land use regulations and codes to be consistent with the community's vision and, after plan adoption, it will be up to County staff and the Board of Commissioners to consider these code changes and revise if necessary. It should be noted that a Comprehensive Plan is a living document. Following the DCA Local Planning Requirements, it should be updated regularly to reflect changing conditions and shifts in public policy.

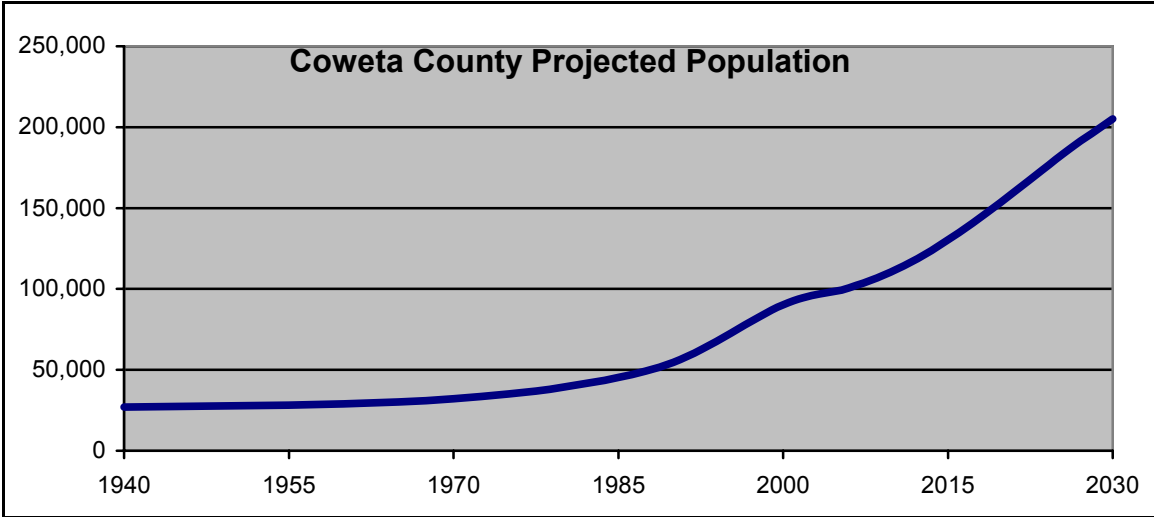
II. Context of Change

Coweta County is a growing and dynamic community. After a quarter century of rapid growth, Coweta County is entering another important era of transition. Proper planning for the future requires careful consideration of basic assumptions concerning anticipated population growth, expected employment patterns, and likely housing trends. From these assumptions come projections that tell us what the County might expect between now and 2026.

Population

Coweta County is expected to continue growing at a healthy pace over the next two decades. For the past 25 years, Coweta County has grown consistently at a significantly faster rate than the state of Georgia as a whole. Between 1990 and 2004, for example, Coweta County grew at an average annual rate of 6.7 percent, among the fastest growing counties in Georgia and the United States.

Future projected growth rates, while remaining robust, likely will fall below recent levels. Currently, the most aggressive population projections assume Coweta will not experience average annual growth rates of more than 4.2 percent.



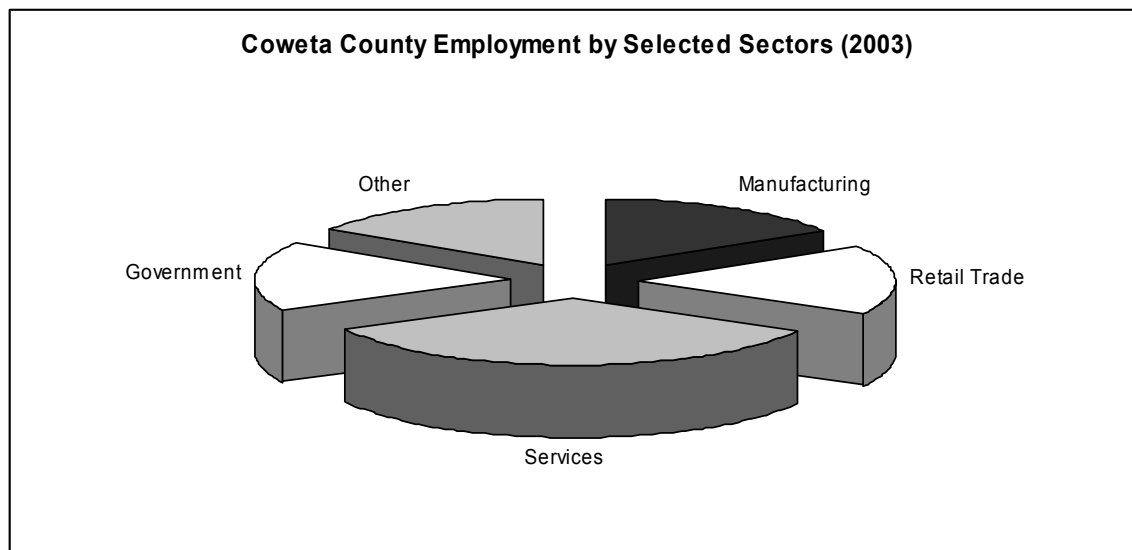
Despite slowing growth, Coweta County may nearly double its current population over the next 20 years. In 2004, Coweta County was home to 105,376 individuals. Relatively conservative forecasts by the Atlanta Regional Commission (ARC) and Woods and Poole Economics, Inc. (WP) project a total population of between 166,054 and 186,265 residents by 2026. The Comprehensive Transportation Plan, a major study prepared at the same time as this plan, based its analysis on a 2030 County population total of approximately 205,000. At the high end of the projections, if growth is assumed to continue at its present rate, the population of Coweta County could top 260,000 within two decades. This plan is based on the middle growth rate, which assumes the County



will increase by an average of 4,000 residents each year for the next two decades. This equates to approximately 1,700 new housing units and 40 new classrooms every year.

Employment

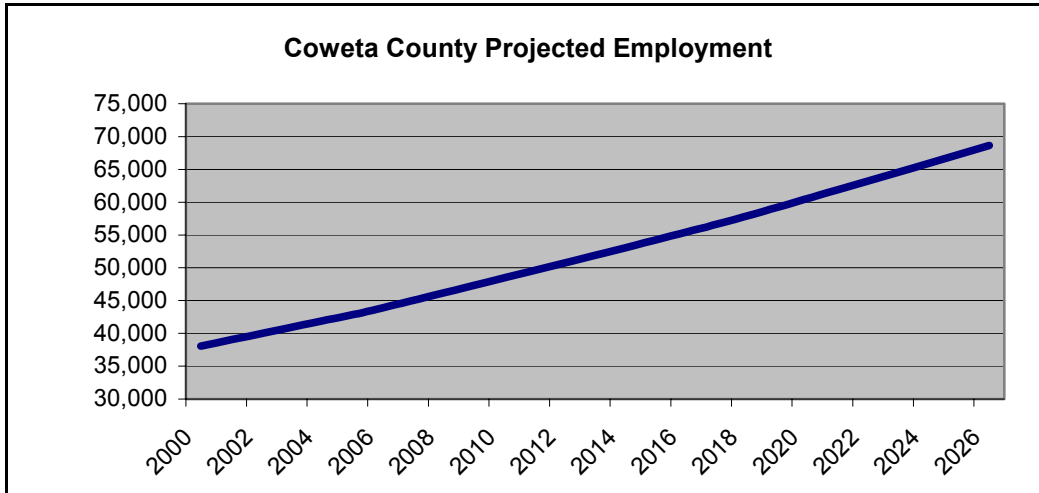
Continued population growth in Coweta County will be complimented further by an increasing employment base. According to the ARC, over the next 20 years, Coweta County is expected to experience average annual employment increases of 3.3 percent, resulting in nearly 30,000 new jobs. Using a slightly lower average annual growth rate of 2.3 percent, WP forecasts the creation of nearly 25,000 jobs during the next two decades. Future employment growth likely will follow current trends occurring in Coweta County.



In particular, services, retail, trade, government, and manufacturing will remain the primary sectors of Coweta County's economy.

- **Services:** Over the past 10 years, the service industry has experienced average annual growth of 10 percent. Healthcare, alone, accounts for 30 percent of service sector employment. Buoyed by Newnan Hospital, one of the County's largest employers, Coweta County has the potential to become a magnet for regional medical services.
- **Retail Trade:** The County's population boom has produced a sustained demand for retail services. With more than 30 major shopping centers, Coweta County lures shoppers from neighboring areas. The Forum, the first lifestyle center in the County, promises to allow Coweta County to maintain its status as southwestern Atlanta's retail center.
- **Manufacturing:** Despite the decline of manufacturing in communities across the country, Coweta County maintains a strong and diversified manufacturing base. Coweta County's three industrial parks are home to several of its largest employers, including such international conglomerates as Yamaha and Kawasaki. With an educated workforce, proper marketing, and economic development strategies, Coweta County can continue to support new manufacturing operations.





Households

Households are a primary indicator of the demand for housing, particularly in areas and eras in which the numbers of families with children is in decline.

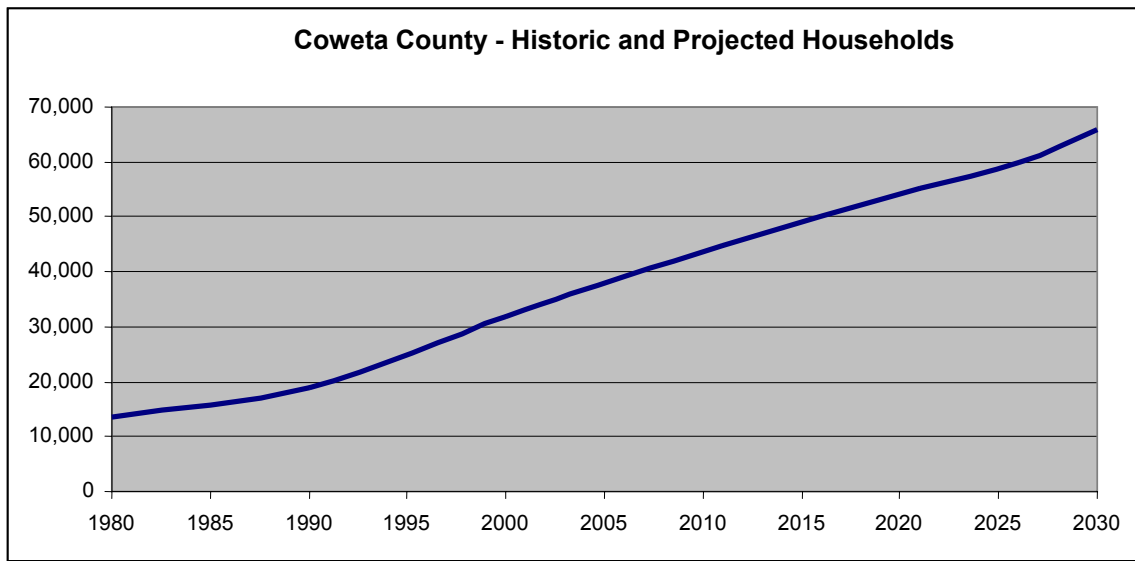
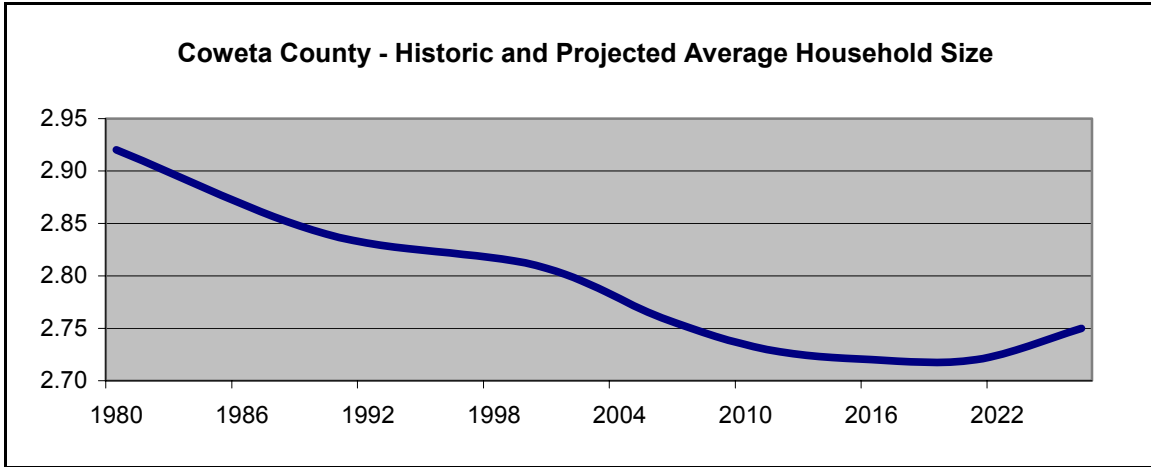
Traditionally, Coweta County has featured a remarkably high number of families with children. In 2000, for example, the percentage of traditional households with children was 31 percent compared to 24 percent in the State. In general, Coweta County has been home to a higher share of married couples, a smaller share of single persons living alone, and a smaller share of single moms than the State as a whole.

Despite the large presence of families in Coweta County, however, household size has steadily declined over the past 25 years; since 1980, average household size has fallen by over 10 percent. Ultimately, smaller households cause the number of households to grow at a faster rate than the population itself. For example, while the population of Coweta County increased by 38 percent from 1980 to 1990, the number of housing units increased by 42 percent during the same period.

Over the next 25 years, Coweta County’s average household size is expected to continue to decline. As the Baby Boomer generation approaches retirement, household size will approach 2.7 persons per household. Beginning around 2021, however, household size is expected to *increase*, as members of the Echo Boomer generation increasingly settle down, marry, and have children.

Increases in household size will not be large enough to prevent the number of households in Coweta County from rising faster than the population. By 2026, the number of household in Coweta County is expected to reach nearly 60,000, an increase of more than 50 percent from the year 2000.





Summary

These projections provide a framework for successfully planning the future of Coweta County. By studying past and present growth trends, Coweta County can make informed decisions that ensure its continued success as a vibrant community for residents and workers alike. The growth assumptions that are described in this chapter present both a challenge and an opportunity for improving the quality of life of County citizens. It should be noted that the trends described here are by no means inevitable. Indeed, the actions taken by community leaders over the next few years to implement this plan will impact both the magnitude of growth and quality of its built environment.



III. The Public's Vision for the Future

The Coweta County Vision Statement

“Coweta County will foster a New Frontier of rural character. This County will consistently sustain and improve the quality of life by continuously planning for careful growth with the participation of citizens, private industry, and government. The resulting community will provide a uniquely historic sense of place that nurtures family and cultural values, commerce, education, and preservation of greenspace.”

A successful comprehensive plan begins with a process of thinking about and visualizing the future. It is about carrying on a dialogue with the community concerning its vision for evolving and growing. The Citizen Participation Program began on January 18, 2005 with a public hearing at the Board of Commissioners meeting to initiate the public involvement process. A brief overview of the project and the citizen participation program was presented.

To promote attendance at the public workshops, an aggressive public outreach effort was made through newspaper ads, newspaper articles, posters, emails, and a project website. Several agencies in the County supported the notification effort. These included the Coweta County Information Office, the Coweta County School System Information Officer, Charter Communications, Newnan Utilities Community Cable Access, and the Newnan-Coweta Chamber of Commerce. The schedule of Community Visioning Workshops and survey access information was posted on the school system and county web pages, and was circulated in both their employee newsletters. Cable access programs (three separate sessions) featured Planning Department personnel and Planning Consultants with JIG and URS who discussed the Public Participation Program as well as the planning update process.

The members of the Chamber of Commerce marketing committee contributed their expertise toward developing a campaign slogan “Be Something Different” and marketing plan to promote the Public Participation Program. The Board of Commissioners adopted the slogan for use on all banners, the surveys, and materials used during the plan update process. The Chamber of Commerce featured county activities (planning and general government) at two of their Early Bird Breakfasts and purchased full-page newspaper ads (twice) to publicize the importance of

BE SOMETHING DIFFERENT

Visioning Workshop & Community Survey Logo

community involvement in the program. The Community Visioning meeting schedule, survey distribution locations, and on-line access were announced at public meetings, and were released



to the local newspapers. The Newnan Times-Herald provided consistent coverage of the community visioning meetings and published several editorials and letters to the editor on the subject of growth and development in Coweta.

Visioning Workshops

During the months of February to May 2005, 12 visioning workshops were held at schools and community centers around the County. The various locations and dates gave residents several opportunities to give their input on the future of Coweta County. The number of meetings scheduled was for the convenience of the citizens. The input from the meetings was used in both the Comprehensive Plan and the Comprehensive Transportation Plan. All meetings ran from 6:30-9pm. Altogether, approximately 535 participants attended the workshops.



At the first 11 meetings, the citizens were asked four basic questions:

1. What do you want to preserve?
2. What do you want to change?
3. What do you want to create?
4. What do you want to connect?

These questions were asked in smaller groups with facilitators leading the discussion groups. For each of the questions, the top few items that were brought up by the citizens are listed below.

What do you want to Preserve?

- Open Space/Greenspace
- Trees
- Historic homes, buildings, communities
- Small town character
- Air/Water Quality
- Streams & Creeks

What do you want to Change?

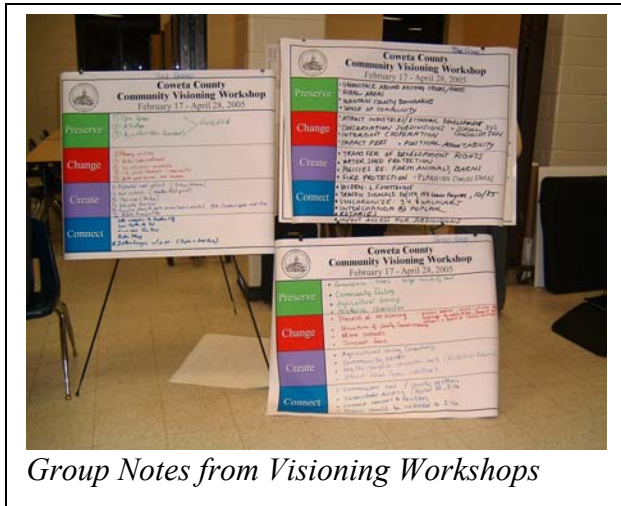
- Rate of growth
- Planning practices
- City/County coordination
- Enforcement of existing codes and ordinances

What do you want to Create?

- Impact fees
- Bike/Pedestrian/Equestrian Paths
- More parks



- Industries – clean, high tech
- Tourism
- Higher paying jobs
- Educational opportunities
- Incentives for redevelopment
- Larger lot sizes
- Sense of identity



Group Notes from Visioning Workshops

What do you want to Connect?

- Bike/pedestrian/golf cart/multi-purpose pathways
- Development of a true bypass
- Subdivisions to schools, recreation areas, etc.
- East-west movement
- New interchanges on I-85

Through these discussions, one overarching goal emerged: “To develop a plan that best manages the anticipated growth in the community.” Under this goal, 5 other major goals for the community emerged. The final

meeting, held on May 5, 2005, was structured to discuss with the participating citizens, the five major goals and to develop opportunities and strategies to achieve them.

Goals – one of the five issue groups identified as part of the workshop process

1. *Natural Resources* – Preserve/conservate greenspace, open space, and natural resources
2. *Transportation* – Improve the existing transportation system and prepare for anticipated growth
3. *Economic Development* – Effectively promote appropriate economic development
4. *Sense of place* – Preserve valued elements of community character and create a better sense of place
5. *Planning and Development Process* – Improve the planning and development process

Citizens’ Advisory Committee

Committees of citizens known as the Citizens’ Advisory Committee (CAC), appointed by County Commissioners, were asked to act as citizen representatives for the Comprehensive Planning process. The CAC’s role included advising on the public involvement process, attending workshops, and crafting a county-wide vision statement. The CAC met in June 2005 discuss the results of the Visioning Workshops held from February through May 2005 and to craft the Draft Vision Statement for the County. The County-wide Vision Statement was first prepared by the Citizens’ Advisory Committee and adopted by the Board of Commissioners on July 7, 2005:



Members of the CAC working on the Vision Statement



Community Survey

While the visioning workshops were being held, the County and the Chamber of Commerce circulated a community survey that yielded over 5,000 responses, representing approximately 7 percent of the adult population. The survey, composed of three sections, averaged a 10 to 20 minute completion time; depending upon the deliberative nature of the respondent. The first section contained demographic questions, the second contained questions that pertaining to land use and growth, and the third section contained questions designed to get feedback on the respondent's opinion of public and private service delivery. The Newnan-Coweta Chamber of Commerce was committed to the success of the Pubic Participation Program, especially the survey component, because the quality of life component of the survey is the basis for Vision 20/20 program recommendations to the community's service providers. Paper surveys were packaged in postage paid return envelopes and were available at:

- All fire stations (14)
- 26 banks
- All Senior Centers (4)
- City Halls and/or libraries (7) in each of the municipalities
- County offices
 - Auto Tag registration,
 - Tax Commissioner,
 - Business License,
 - Recreation,
 - Water & Sewer, and
 - Visitor Center.

The paper survey was distributed to all county employees and employees of the county school system as well as one local industry. The Chamber of Commerce informed their committee network, membership, and database of community agencies that the survey was available, where to find paper surveys or how to access the electronic version. In turn, some of their members included the schedule in their own business newsletters. Churches, neighborhood associations, and civic clubs asked for the survey and completed and returned the survey to the Planning Department. Surveys were also distributed from eight day care centers and four retail businesses; all totaling 5,518 paper surveys distributed from community locations. In addition to these, the local newspaper ran the survey in full, in two separate publications.

Some highlights of this survey are:

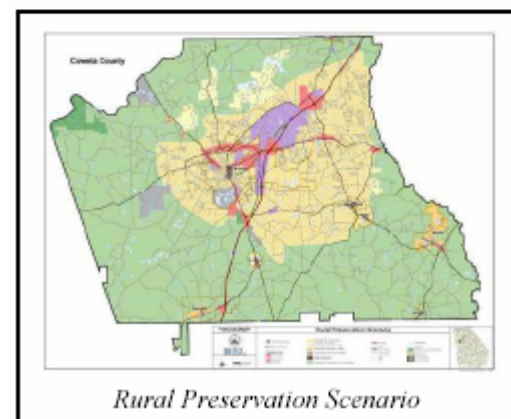
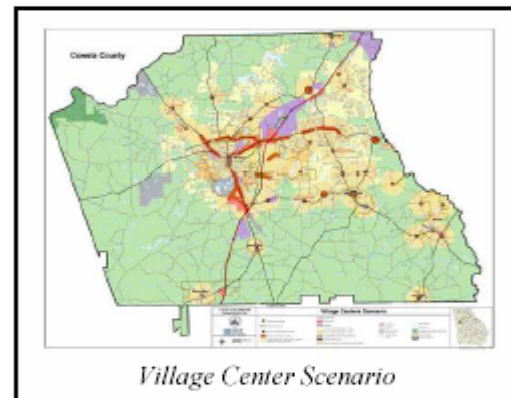
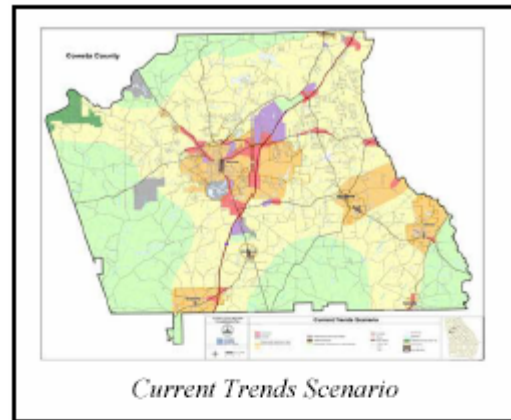
- 79 percent say that “if development patterns continue, Coweta County will lose its uniqueness.”
- 73 percent want programs that “result in slowing the population growth rate.”
- 81 percent want programs that promote a “rural character” for the County.
- 82 percent support maintaining the 1.6-acre minimum lot size.
- 69 percent support conservation subdivisions.
- 55 percent support clustering development in “dispersed villages.”
- 53 percent would limit commercial expansion along highways.
- 57 percent see the need for extensive transportation improvements.
- 60 percent say bike and walking path improvements are needed.



Open House

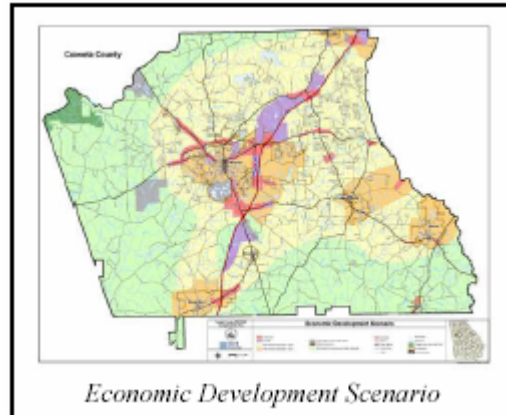
Based on the community's vision statement, goals, and survey responses; four different development scenarios emerged to express the variety of viewpoints expressed by the citizens. These four scenarios were presented to the public in an Open House on October 6, 2005, that was attended by over 200 people. The Open House included exhibits and presentations of the tenets of the four scenarios, one-on-one dialogue between the public and the planners, and citizen feedback, both through an open forum and written opinion surveys.

- Scenario 1: Current Trends – A scenario that shows the likely results of current policies operating over the next 20 years. Residential development would be predominantly in dispersed subdivisions with lots of 1.6 acres or more, and commercial development would be interspersed throughout the County, with strip commercial along most major highways.
- Scenario 2: Village Centers – A scenario that would implement the “dispersed villages” ideal - guiding growth toward a series of village centers created in existing communities; as well as in new activity centers created at strategic points and focused around schools, crossroads, or other centrally located community facilities. Other land would predominantly be preserved as it is today.
- Scenario 3: Rural Preservation – A scenario that would preserve farmland, forest, and open land in the perimeter of the County in a rural character, while concentrating future public services and population growth centrally in an urban services area established in and around the existing municipalities.
- Scenario 4: Economic Development – A scenario that would use aggressive economic development strategies, targeted infrastructure improvements, and density bonuses to increase the employment base of the County to bring it line with its population and labor force.



These four scenarios had the following assumptions:

- All scenarios assumed that the future population will increase from 105,000 today to 205,000 in 2026.
- Scenarios 1, 2, and 3 assumed that future employment will increase from 42,000 today to 70,000 in 2026 (99,000 for scenario 4).
- All scenarios assumed that the eight cities in Coweta County will continue growing and will receive the following proportions of future population and employment growth:
 - Current Trends Scenario: 25 %
 - Village Centers Scenario: 35%
 - Rural Preservation Scenario: 50%
 - Economic Development Scenario: 25%



As part of the process a technical evaluation of the four scenarios using the following indicators:

- Land Use Indicators
 - Acres of compactness of developed area
 - Acres of open space or rural area preserved
 - Percentage of impervious surfaces
- Transportation Indicators
 - Reduces auto trip frequency
 - Encourages alternative travel modes
 - Reduces need for major roadway infrastructure
 - Improves land use and transportation coordination
- Water and Sewer Indicators
 - Average daily water use (million gallons per day)
 - Average daily sewer demand (million gallons per day)
- Revenue and Service Costs
 - Operating revenue and expenditures above 2004 levels

Taken together, these indicators showed that the Village Centers and Rural Preservation scenarios performed better than the Current Trends and Economic Development scenarios.

This evaluation was considered, along with the feedback from citizens attending the Open House.

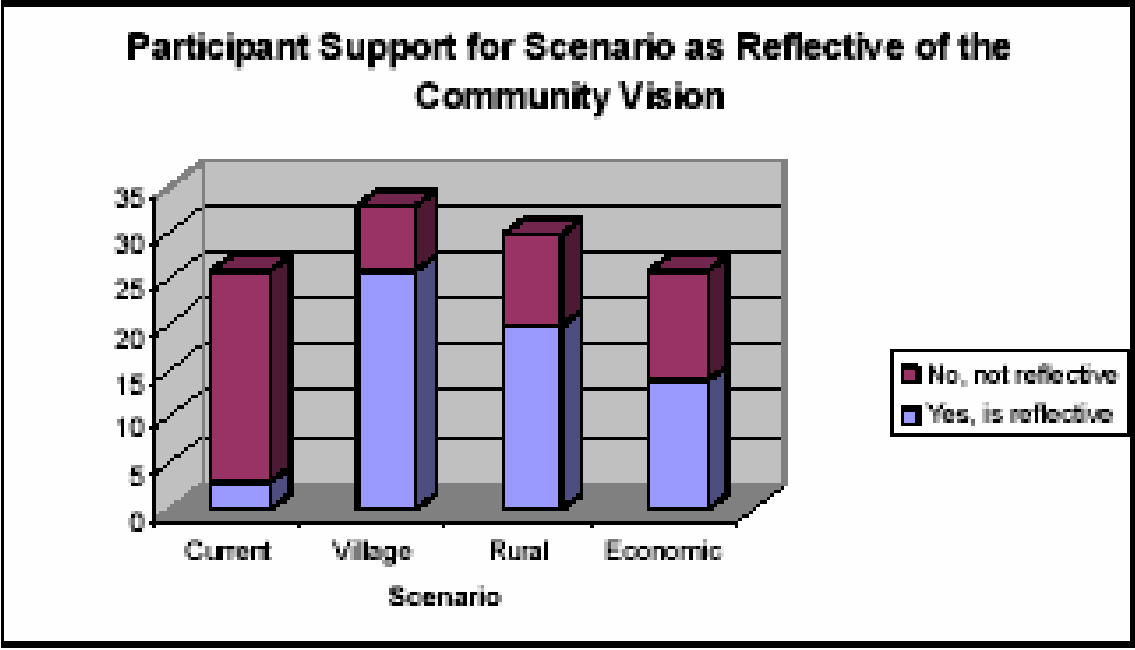




The highlights of this survey are shown in Figure 1 and are summarized as follows:

- Respondents felt that the Current Trends scenario was the most likely scenario to occur.
- This was followed by the Village Centers and Economic Development scenarios.
- Rural Preservation was rated the lowest in terms of likelihood to occur.

However, the public felt that the Current Trends scenario least reflects the community’s vision. Instead, they selected the Village Centers scenario as the one that best reflects the community’s vision. It was followed by the Rural Preservation scenario.



Source: Cowata County Planning Department

However, the public felt that the Current Trends scenario least reflects the community’s vision. Instead, they selected the Village Centers scenario as the one that best reflects the community’s vision. It was followed by the Rural Preservation scenario.



Specific elements drawn from the four scenarios that respondents most wanted to see in a preferred scenario included:

- Conservation Subdivisions.
- Limiting retail development to strip malls.
- Containment of growth to Eastern Coweta.
- Estate Lot development.
- Preservation of rural areas.
- Concentrating housing, industry, and business.
- Clustering housing and require open space.
- Many small town centers.
- Network of collector streets.
- Density bonuses.
- Transfer of Development Rights.
- Compact development.
- Preservation of greenspace.
- Performance standards.
- Sewer plan/sewered nodes.
- Pedestrian orientation.
- Buffer between town centers and rural areas.
- Large lots.
- Incentives to sustain large lots.
- Encourage industry in the I-85 corridor.
- Support for tax base and education.
- Incentives for good companies.
- Road improvements.
- More commercial.

Additional Outreach efforts

- Website - The County provided a link on their website at <http://www.coweta.ga.us> which was used as a central location for draft planning documents, maps, meeting summaries, press releases, and other updates relating to the planning process.
- Outreach Presentations - Educational outreach presentations were presented to civic, business, community, and/or special interest groups to present study information, listen to concerns, answer questions, and seek continued participation and support throughout plan development. The presentations included interviews on the local public access television station.

Summary

The goal of the Citizen Participation Program was to establish a two-way communication between local citizens and their government officials, with the overall goal of better decisions supported by the public. Through the extensive cooperation of the County, Chamber of Commerce, Stakeholders, Citizens' Advisory Committee, and citizens, a wealth of input was gathered through the Visioning Workshops, Open House, work sessions, and committee meetings. This plan is the result of an analysis of the information gathered from the extensive public involvement effort and is reflective of the public's vision for the future.





IV. Future Development Map

The County's Vision Statement has at its core the preservation of rural areas and rural character while at the same time allowing the partially developed portions of the County to fill out in ways that discourage urban sprawl and foster a sense of place. One of the County's most important tools in realizing the community's vision is this Future Development Map.

The Future Development Map portrays Coweta County, in 2026, as an arrangement of 13 different "character areas," each shown in a different color or patterns on the map. Character areas define the overall land use and design characteristics. They are places that meet all or some of the following criteria:

- Have unique or special characteristics.
- Have potential to evolve into a unique area when provided with specific and intentional guidance.
- Require special attention because of unique development issues.

The character of developed areas can be explained by looking at several typical characteristics. Consider the following characteristics to identify areas within developed parts of the community:

- Siting and configuration of lots.
- Site design features, such as degree and location of landscaping, parking, driveways, accessory structures, stormwater facilities, and other features
- Street design.
- Intensity of development.
- Building location, dimensions, and orientation.
- Types and quantities of natural features.
- Location, extent, and type of civic buildings and public spaces.
- Relationship between uses within the area.

The Future Development Map and its character areas were developed as part of the Comprehensive Plan to:

- Fill the role of the Future Land Use Map.
- Guide future rezonings, special use, and development applications.
- Serve as a design and physical development guidance tool.
- Encourage and promote quality development and redevelopment.
- Define common themes among regions of the County.
- Be used as a tool for identifying future public and private actions leading to development and redevelopment.
- Be used as a tool in securing funding for projects.



- Identify and incorporate available community resources in the implementation of the character area programs.
- Provide a strong link between the community's vision, goals, and land use policy.
- Provide qualitative guidance to the development community.
- Lay the framework for urban design guidelines and changes to development regulations.

Coweta County's Future Development Map divides the unincorporated County into the following 13 character areas:

1. Employment Center – Industrial (description on page IV-3)
2. Employment Center – Commercial/Office (description on page IV-5)
3. New Village (description on page IV-7)
4. Mill Village (description on page IV-10)
5. Crossroads Community (description on page IV-12)
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12. Commercial Corridor (description on page IV-25)
13. Interstate Gateway (description on page IV-27)

Following is a narrative and pictorial description of each of these character areas, along with a recommended set of policies and implementation tools. A small version (11" x 17") of the Future Development Map can be found at the end of this section. A larger version of the map is available in PDF format from the, or on display at the, Coweta Planning Department.

A Quality Community Objective Table can be found in Appendix B that indicates which of the Character Areas addresses each of the State of Georgia's Quality Community Objectives. The Georgia Department of Community Affairs has established statewide goals and a number of Quality Community Objectives that further elaborate the state goals, based on growth and development intended to provide guidance, or targets for local governments to achieve, in implementing their comprehensive plan. As the Table indicates, the Future Development Map and Character Areas as presented here do meet each of the Quality Community Objectives.



EMPLOYMENT CENTER - INDUSTRIAL CHARACTER AREA



Yamaha



Industrial Park

Description

Areas of intensive employment such as an industrial park or warehouse/distribution center that is characterized by the presence of large, regional employers engaged in manufacturing, trucking, or production.

The Industrial Employment Center designation is used in two key areas along I-85. The first is an expansion of the existing Shenandoah employment center north of Newnan. The second is located further south along I-85 north of Moreland. These centers need sites with excellent access to I-85 for trucks. Other locations are scattered throughout the County, but tend to be close to the interstate.

Policies for Industrial Employment Centers

- Locate Industrial Employment Centers on relatively level land that has good access to I-85 and other high-capacity highways, railroads, utilities, water, sewer, solid waste, and stormwater management facilities.
- Ensure that access for heavy vehicles does not encroach on residential areas.
- Ensure that residential development does not encroach on major employment centers.
- Provide services nearby for the daytime needs of employees.
- Screen truck docks from public view.
- Protect surrounding residential uses from noise, smoke, lights, and visual impacts.
- Promote truck-only access to major highways and I-85.
- Employers that rely on trucking should have signalized left turn access. This will require connecting employment areas through cross access easements and sharing access points to the state highway system.



Implementation Strategies

- Zoning and Land Development regulations for high-intensity uses.
- Organize County-wide recruiting efforts to attract appropriate employers based on the high quality of life in Coweta County.
- Require traffic studies for developments with more than 200,000 square feet.
- Driveway controls and access management standards.
- Land use transitions to adjacent uses.
- Aesthetic standards for buildings, signs, and landscaping.
- Performance standards for noise, light, viewshed, impervious surface, and stormwater.
- Priority for water, sewer, solid waste, and stormwater facilities.
- Truck route designation.

Primary Land Uses

- Heavy and light industries.
- Warehouse/distribution.
- Wholesale trade.
- Residential use of any form or density is not appropriate.



EMPLOYMENT CENTER – COMMERCIAL/OFFICE CHARACTER AREA



Class A Office Space



Office Park

Description

An area such as an office park or regional shopping mall that is characterized by the presence of large, regional employers in the service or retail trade industries such as large commercial/retail outlets, and regional-scale shopping centers.

The Commercial/Office Employment Center designation appears in a number of places throughout the County, but primarily along the Highway 34 Corridor. Some of these would be new greenfield developments at high access areas near population centers. Others would be located adjacent to existing town centers. These centers provide opportunities to expand the County's economic base and recruit employers who will provide high-paying professional office and high-tech jobs.



Policies for Commercial/Office Employment Centers

- Locate Commercial/Office Employment Centers in areas with ample sewer capacity, with direct access to major arterials, and in close proximity to major population centers.
- Recruit employers who provide high-paying professional office and high-tech jobs.
- Encourage attractively landscaped, mixed-use developments that combine office, commercial, and residential development.
- Provide suitable transitions to surrounding residential uses.
- Development should occur on a grid of public streets. Block lengths should be between 300 and 600 feet.
- Employment areas should be connected to a network of sidewalks and paths.
- Buildings should address the street, with parking to the side or rear. As far as practicable, buildings should not be separated from the street by parking lots. Where impossible, out-parcels should be located between the parking area and the street to help improve the pedestrian environment and define the street.
- Shared parking lots between uses is encouraged.
- Service areas, service bays, outdoor storage areas, drive-throughs, car washes, and automobile service areas, including gasoline pumps, should not be visible from public streets.

Implementation Strategies

- Zoning and land development regulations for high-intensity uses.
- Organize County-wide recruiting efforts to attract appropriate employers based on the high quality of life in Coweta County.
- Require traffic studies for developments with more than 200,000 square feet.
- Driveway controls and access management standards.
- Land use transitions to adjacent uses.
- Aesthetic and building material standards for buildings, signs, and landscaping.
- Performance standards for noise, light, viewshed, impervious surface, and stormwater.
- Priority for water, sewer, solid waste, and stormwater facilities.
- Truck route designation.

Primary Land Uses

- Retail space.
- Offices.
- Mixed-use developments.
- Residential uses over storefront space.



NEW VILLAGE CHARACTER AREA



Mixed-use Buildings



Neo-traditional Residential

Description

A local activity center with a mixture of uses in a clustered form that serves as a live-work-play center for a neighborhood or community. It should include a variety of housing types designed for all ages. The Village Center is intended to provide social, recreational, and commercial services used on a daily basis by residents surrounding the center. The Village Center provides a planned arrangement of civic/institutional, recreational, commercial, office, and residential uses in a compact area and has an interconnected network of streets, sidewalks, and multi-use trails that encourage travel by walking, biking, and use of golf carts. Each village would have a mixed-use core with a mixture of commercial, residential, and institutional uses within a ¼-mile radius, providing a walkable scale. Within a 1-mile radius, the core should be surrounded with interconnected residential neighborhoods offering a variety of house types. A majority of the surrounding residential development should be in the form of new conservation subdivisions that cluster the development on the most buildable half of the project land area and save the remaining half for greenspace and recreation. A greenbelt buffer would separate the village from the surrounding countryside.

The Future Development Map illustrates preferred locations for New Village Centers. However, the actual location of these centers should be established based on the following criteria:

- Accessibility to the greater community.
- Compatibility with surrounding land uses.
- Location at or near the intersections of two major thoroughfares.
- Availability of public wastewater treatment system.
- Availability of other public services such as fire protection, schools, libraries, and parks.
- Impact on natural resources.
- Spacing with respect to other Village Centers, Mill Villages, and Existing Town Centers.
- Market feasibility of site.





Parkspace and Mixed-use



Traditional Residential

Policies

- Identify appropriate size, location, trade area, and range of uses for each center.
- Ensure that each New Village Center has a unique theme that promotes a sense of place.
- Encourage a mixture of uses and housing types for singles, families, elderly, and extended families.
- Provide for a Town Green or other appropriate open space.
- Prohibit “big box” retail or industrial uses.
- Encourage higher density housing types within walking distance.
- Locate in prominent location for access by both cars and pedestrians.
- Separate through-traffic from local traffic.
- Use access management strategies in appropriate locations.
- Design for walkability within the center.
- Create interconnected pattern of streets and trails extending into surrounding neighborhoods for cars, bikes, golf carts, and pedestrians.
- Orient buildings to streets.
- Non-residential and mixed-use buildings should be designed in close proximity to each other, attached where possible.
- Service areas, service bays, outdoor storage areas, drive-throughs, car washes, and automobile service areas, including gasoline pumps, should not be visible from public streets.
- Prohibit parking in front yards; require off-street parking to the side or rear of buildings.
- Encourage on-street parking and shared parking.
- Make appropriate land use transitions to single-family neighborhoods surrounding the Village Center.
- Require developers to provide an equitable share of infrastructure.

Implementation Strategies

- Prepare a Village Master Plan for each New Village Center addressing land use, housing, commerce, parking, multi-modal access, utilities, community facilities, urban design, signage, open space, landscaping, and maintenance of community landscaping,



streets, and street lights..

- Adopt a gateway and signage master plan for each village.
- Adopt aesthetic and building material standards for buildings.
- Adopt a circulation master plan for each village that defines how the street, sidewalk, and path network will look within the village and how the village will connect to surrounding neighborhoods.
- Create clustering incentives (see Growth Management Strategies).
- Prioritize water, sewer, and transportation improvements for Village Centers.
- Prepare a Zoning Overlay District allowing mixed uses with design standards for urban design, architecture, landscaping, signs, and lighting.
- Prepare public improvement standards requiring interconnected streets, parking, driveways, sidewalks, greenways, and trails.
- Enact a shared parking ordinance.
- Establish parking maximums.
- Require open space set aside for major developments.
- Establish tree preservation and landscaping standards.

Primary Land Uses

- Mixed-use developments.
- Commercial and office space.
- Residential uses over storefront space.
- Civic and public uses.
- Traditional neighborhood developments.



MILL VILLAGE CHARACTER AREA



Mill Village Residential



Traditional Retail

Description

There are three historic villages in unincorporated Coweta County that once centered around the activities of a local textile mill: Arnco, Sargent, and East Newnan. In each case, the old mill that served as the employment center is closed. However, these planned communities retain historic housing, a grid of interconnected streets, and strong local identity. Redevelopment would result in a mixed-use form similar to the New Village but adapted to enhance the historic form of the mill village.



Traditional Mill Workforce Housing



Mill Villages often include Places of Worship and Parks.

Policies

- Encourage preservation and adaptive reuse of the old mills and related historic structures to promote a sense of place related to the historic theme of the mill.
- Encourage redevelopment of vacant and underutilized land for viable uses that will complement the overall theme and enhance the village vitality.
- Developments adjacent to or within $\frac{1}{4}$ mile of a Mill Village character area should continue the traditional street grid, lot size, and traditional architecture.



- Encourage development of a mixture of uses and housing types.
- Encourage compatible architectural style that maintains the historic character and does not include “franchise” or “corporate” architecture.
- Provide appropriate transitions to surrounding rural or estate residential uses.
- Encourage on-street parking and shared parking.

Implementation Strategies

- Prepare a Master Plan for each Mill Village addressing land use, historic preservation, housing, commerce, parking, multi-modal access, utilities, community facilities, urban design, signage, open space, and landscaping.
- If appropriate, apply for National Register status for significant historic districts or structures.
- If appropriate, prepare a local Historic Preservation Ordinance to protect historic structures and districts.
- Identify any areas of potential contamination, and prepare an appropriate clean up and mitigation plan, and seek brownfield redevelopment incentives.
- Prepare a Zoning Overlay District allowing mixed uses with design standards for urban design, architecture, building materials, landscaping, signs, and lighting.
- Identify and promote an appropriate new community focal point, such as a local school, park, employer, or commercial activity. The focal point should generally be associated with, or adjacent to, the old mill building.
- Prepare a business recruitment plan designed to support redevelopment of the Mill Village in a compatible fashion.
- Prioritize water, sewer, and transportation improvements for Mill Villages.
- Prepare public improvement standards requiring interconnected streets, parking, driveways, sidewalks, greenways, and trails.
- Adopt a shared parking ordinance.
- Establish parking maximums.
- Require developers to provide interconnected streets, sidewalks, crosswalks, and bike paths.
- Require open space set aside for major developments.

Primary Land Uses

- Single-family residences on small lots.
- Adaptively reused mill buildings.
- Parks and recreation.
- Mixed-use buildings.
- Neighborhood commercial.



CROSSROADS COMMUNITY CHARACTER AREA



Narrow Street with Grassy Swale



Religious Institution

Description

A small node at a traditional location in a rural or estate residential community that provides local needs along with a sense of place. The Crossroads Community Center includes a nucleus comprised of one or more of the following elements: a church, community center, cemetery or other civic/ historic landmark, recreation center, restaurant, gas station, or small store with convenient commercial services used on a daily basis for local residents that frequently pass by.

The design of the Crossroads Community Center should take into consideration how it could be expanded as the population grows in the surrounding area.

Policies

- Protect rural character in architecture, siting, and landscape.
- Prohibit “big box” retail or industrial uses.
- Provide appropriate transitions to surrounding rural or estate residential uses.
- Separate through-traffic from local traffic.
- Plan for future expansion as the surrounding area grows.
- Limit parking in front of buildings.
- The view of service areas, service bays, outdoor storage areas, drive-throughs, car washes, and automobile service areas including gasoline pumps, should be minimized from public streets by screening or placement at the side or rear of structures where possible.

Implementation Strategies

- Identify appropriate size, locations, and range of uses.
- Create clustering incentives (see Growth Management Strategies).



- If appropriate, apply for National Register status for significant historic districts or structures.
- If appropriate, prepare a local Historic Preservation Ordinance to protect historic structures and districts.
- Prepare a Zoning Overlay District with design standards for the architecture, building massing, landscaping, building materials, signs, and lighting of the Crossroads Community Center.
- Establish standards for interconnected streets, shared driveways, and parking.

Primary Land Uses

- Mixed-use buildings.
- Neighborhood commercial and office space.
- Residential uses over storefront space.
- Religious institutions.
- Civic and public uses.



INFILL NEIGHBORHOOD CHARACTER AREA



Description

Residential neighborhoods and subdivisions comprised primarily of single-family detached homes in two density classifications - with or without public sewer.

Policies

- Encourage residential infill development within areas that are accessible to existing public utilities and services and Interstate-85.
- Increase the housing choices available for Coweta County residents.
- New residential areas should be built in areas with adequate transportation access, environmental suitability, and availability of public utilities and services.
- Foster contiguous and connected development. Avoid “leapfrog” development.
- The density of residential subdivisions should be in accordance with the level of transportation access, environmental suitability, availability of public water and sewer, and other public facilities.
- Residential developments should provide adequate public facilities for future residents without unduly burdening other taxpayers.
- Residential developments should be planned in a compact, walkable pattern that integrates them with open space, schools, parks, recreation, retail services, and other amenities.
- Residential developments should be connected with adjacent neighborhoods by streets and pathways designed for pedestrians, bikes, and golf carts.
- Encourage open space conservation subdivisions with density bonuses for high rates of open space conservation.
- Encourage moderate-density Traditional Neighborhoods in appropriate locations.



Implementation Strategies

- Adopt an Infill Neighborhood Zoning District to encourage development within this character area.
- Provide zoning for conventional subdivisions with lots of 1.6 acres or larger in appropriate areas.
- Provide zoning for open space conservation subdivisions in appropriate areas.
- Prepare a Traditional Neighborhood Development Ordinance and apply it to appropriate areas.
- Enact a tree preservation ordinance that applies to residential subdivisions where lots are smaller than 1 acre.
- Limit number and length of cul-de-sacs.
- Require minimum number of entrances and street connections.
- Enact impact fee ordinance coordinated with cities.

Primary Land Uses

- Single-family, detached residential.
- Small-scale neighborhood commercial (20,000 square feet or less) as part of traditional neighborhood developments.
- Parks and open space.
- Conservation.



LAKESIDE RESIDENTIAL CHARACTER AREA



Lake Redwine



Lakeside Residential

Description

A portion of the headwaters and water supply watershed of the Cedar Creek Reservoir, including Lake Redwine and the areas draining into the tributaries of Alexander Creek and Brown Creek. These areas are susceptible to development pressure and are vital to protecting the water quality of Cedar Creek Reservoir.

Policies

- Allow orderly low-density, single-family residential development in the area.
- Assure that adequate erosion and sedimentation control measures are taken in the watershed to protect the reservoir.
- Maintain a built environment of stable character that is compatible with surrounding areas.

Implementation Strategies

- Establish a 5-acre minimum lot size for new residential development in the watershed.
- Limit impervious surface of new development to 20 percent of the total site area.
- Require BMPs to protect water quality from stormwater runoff and sedimentation.
- Prohibit incompatible uses such as new sanitary landfills, new wastewater discharges, and the use of toxic substances.

Primary Land Uses

- Single-family, detached residential.
- Conservation.



RURAL CONSERVATION CHARACTER AREA



Pastureland



Horses

Description

Areas of the County where the predominant functions are farming, forestry, pasture, soil conservation, and where low density and large lot residential use and rural pursuits, such as horse breeding, specialty cultivation, and raising livestock can co-exist on the landscape.



Estate Residential



Chattahoochee Bend State Park

Policies

- Preserve the economic function of agriculture, livestock, and forestry in Coweta County.
- Preserve rural character in viewsheds.
- Discourage residential subdivisions with more than three parcels, except for conservation subdivisions.
- Discourage extension of public utilities in these areas.
- Subdivisions with an overall density of up to 0.5 units per acre may be approved for subdivisions development.
- Can provide a minimum of 50 percent open space in accessible common areas



containing recreation opportunities and valuable natural or historic resources that will be permanently protected.

- Provide BMPs for stormwater management and exceed all state and local standards for protection of wetlands, streams, lakes, ponds, and aquifer recharge areas.
- Are located with safe and direct access to a major thoroughfare.
- Provide at least one access point from a County road for each 50 homes.
- Provide high-quality amenities in common areas for community residents.
- Are served by safe and approved wastewater treatment facilities.
- Screen all houses from view by providing natural and undisturbed “no-access” buffers along all existing federal, state, and County roads that are adjacent to, or within, the development.

Implementation Strategies

- Enforce density caps on residential subdivisions (maximum 0.625 units/acre)
- Employ open space standards consistent with the policy for this area.
- Allow unpaved roads and shared driveways that provide access for up to three residences.
- Promote conservation use taxation program (see Growth Management Strategies).
- Use as a receiving area for a wetland mitigation bank.
- Enforce BMPs for any land disturbance activities, including tree harvesting and utility construction.
- Establish historic preservation where appropriate.
- Prohibit junkyards and equipment storage in areas that would be visible from the highway.
- Encourage residential cluster design
- Allow limited land splits for heirs.
- Require paved roads to use drainage swales in lieu of curb and gutter.
- Enforce BMPs for any land disturbance activities, including tree harvesting and utility construction.
- Enforce illegal dumping ordinance.
- Prepare a light ordinance to reduce evening glare and preserve the dark sky.
- Adopt typical street cross sections for rural street types that require all new streets to draw from traditional street design patterns and widths found in Coweta County. Typical street cross sections would include all street types from rural lanes to arterials.

Primary Land Uses

- Conservation and natural areas.
- Agriculture or forestry.
- Raising or breeding animals.
- Estate residential.



GREENWAY/CONSERVATION CHARACTER AREA



Riparian Buffers are Important Conservation Areas



Multi-use Path through a Greenway

Description

Natural areas along a lake, stream, highway, railroad, or other linear feature managed for conservation, recreation, and pedestrian or bike connectivity.

Policies

- Protect water quality with appropriate stream and reservoir buffers, septic tank setbacks, and prohibit uses that are prone to pollution.
- Protect natural habitat.
- Set aside land for a network of greenways for use by pedestrians, equestrians, bicycles, skaters, and golf carts that link parks, recreation areas, schools, and churches with residential areas, Crossroad Communities, Mill Towns, Village Centers, and existing Town Centers.
- Interconnect adjacent trails, recreation areas, and greenspace where possible.
- Provide appropriate wayfinding along trails.
- Take special care in siting underground utilities and overhead power lines.

Implementation Strategies

- Prepare a County-wide Greenway Master Plan.
- Identify appropriate areas and funding sources for fee simple acquisition.
- Target Purchase of Development Rights.
- Create a wetland mitigation bank.
- Require open space conservation subdivisions to incorporate designated greenways and trails
- Enforce BMPs for any land disturbance activities, including utility construction.



Primary Land Uses

- Conservation and natural areas.
- Recreation features of minimal impact such as trails or paths.



SCENIC CORRIDOR CHARACTER AREA



Scenic Rural Area



Two-lane Road, Horse Fence, and Open View

Description

The land visible from either side of a roadway passing through a predominantly rural or scenic portion of the County. This designation also may apply to a corridor that was once scenic and aspires to become increasingly scenic as development or redevelopment occurs.

Policies

- Maintain scenic and rural character while accommodating appropriate forms of new development within the corridor.
- Protect scenic viewsheds and historic features.
- Residences along the highway should be clustered and screened from the highway to preserve rural views from the corridor.
- Encourage commercial development to locate at major intersections, such as Crossroad Community Centers or Villages.
- Prohibit strip development, metal buildings, big boxes, junkyards, mass grading, and billboards that would be visible from the highway.
- Take extra care when siting major utility easements to preserve scenic views and rural character.

Implementation Strategies

- Survey scenic viewsheds and historic features.
- Enact sign and billboard controls.
- Employ historic preservation where appropriate.
- Acquire conservation easements if necessary.
- Revise Zoning Ordinance to prohibit billboards, metal buildings, strip development, big boxes, junkyards, mass grading, and other offensive uses.
- Install landscaping in right-of-way to buffer offensive views.



- Clean up junkyards through zoning enforcement, litter ordinances, refuse disposal ordinances, nuisance ordinance, or other legal means.
- Limit curb cuts.
- On properties where timber is cultivated, require selective tree harvesting with buffers along the highway and Best Forestry Practices.

Primary Land Uses

- Preserved views
- Wide natural buffers along roadway to screen uses.



NEIGHBORHOOD INSTITUTIONAL CORRIDOR CHARACTER AREA



New Village Center



House converted to a business

Description

Some major highways in Coweta County that are carrying increasing amounts of traffic do not have a commercial character and may not be appropriate for additional commercialization. These corridors are developed primarily with residential uses. Sometimes there are scattered commercial or industrial uses along the corridor that are not compatible with the existing residences. The quality of life for the occupants of these existing residential uses is vulnerable to the spread of higher intensity commercial or industrial uses. Coweta County does not want to see these areas become deteriorated in the future or become commercial strips as traffic levels build over time.

Policies

- Limit the expansion of incompatible commercial and industrial uses.
- Restrict new commercial development within these corridors to village centers.
- Discourage strip commercial development.
- When residential conversion to commercial uses are considered, limit the new uses to low-intensity uses that provide a limited range of neighborhood services, such as day care or doctor's offices.
- Require any new commercial uses to maintain a residential scale with a pitched roof, limited signage, and parking in the rear.
- Require commercial uses to provide an opaque wall and landscaped buffer to protect existing residential development that is adjacent or to the rear.
- Encourage institutional uses such as churches, parks, libraries, and schools to be developed as an alternative to commercial uses. Use these as buffers between commercial and residential uses.
- Require new subdivisions to be developed with an internal street system and no private driveways accessing the highway.



Implementation Strategies

- Discourage rezoning of residential property to new commercial uses except in villages.
- Conduct regular inspections with strict enforcement of zoning and property maintenance codes to encourage property maintenance and to prevent expansion of non-conforming uses.
- Overlay district with performance standards and design guidelines to regulate aesthetics and design of buildings, building materials, and landscaping when there are land use changes and subdivision of property.
- Careful review of driveway permits, right-of-way, and road construction plans to ensure full consideration of the quality of life for residential property owners.
- Require front setbacks to be measured from future right-of-way line if road widenings are anticipated in these corridors.
- Driveway controls.
- Billboard and signage controls.

Primary Land Uses

- Small-scale offices that look like houses
- Estate residential
- Religious institutions
- Schools
- Care Homes
- Philanthropic Institutions



COMMERCIAL CORRIDOR CHARACTER AREA



Neo-traditional Development in Commercial Corridors is an Alternative to Strip Malls

Description

The land fronting on either side of a heavily traveled local artery that serves several communities and may connect two or more Village Centers or commercial nodes. Predominantly located on Highways 27 and 34. Commercial uses constitute a growing percentage of the frontage. Residential land uses are often under pressure to transition to commercial uses.



Strip Mall



Local arterial with commercial

Policies

- Encourage nodal development with clear physical boundaries and transitions.
- Discourage strip development.
- Redevelop strip malls as a series of interconnected, pedestrian-scale, mixed-use developments.
- Discourage premature land use transitions from residential to commercial uses.



- Buffer existing residences along the highway from incompatible uses.
- Limit driveway spacing along the highway frontage and align driveways wherever possible.
- Encourage shared driveways and inter-parcel access for adjacent commercial uses.
- When residential conversion to commercial uses is allowed adjacent to other residences, maintain the residential scale and appearance of the converted structure.
- Require double-fronting lots or a parallel residential lane when new residential property is developed abutting the highway.
- Require residential subdivisions accessing the highway to be interconnected and to provide at least two entrances.
- Provide safe facilities for pedestrians, school buses, and bicyclists using the road right-of-way.
- Create safe, convenient pedestrian and bicycle connections to the neighborhoods and subdivisions that are adjacent to the commercial corridors.
- Building siting, building materials, architecture, signage, parking, and lighting should reinforce a residential scale.
- Extent of the Commercial Corridor district should be contained over the next 20 years to increase the viability of the Employment Center and Village Center character areas.
- Service areas, service bays, outdoor storage areas, drive-throughs, car washes, and automobile service, including gasoline pumps, should not be visible from public streets.

Implementation Strategies

- Strict zoning administration and enforcement.
- Buffer requirements.
- Create an access management and driveway control master plan that moves the corridors towards signalized intersections every 600 to 1,200 feet without intervening curb cuts.
- Building mass controls.
- Architectural controls
- Sign and billboard controls.
- Create a network of interconnected streets and parking lots.
- Incorporate sidewalks, crosswalks, and bike paths.
- Tree preservation and replacement standards.
- Landscaping standards.

Primary Land Uses

- Mixed-use developments.
- Commercial and retail establishments.
- Offices.
- Residential uses over storefront space as part of mixed-use developments.



INTERSTATE GATEWAY CHARACTER AREA



Views from the Interstate are Protected



Interstate Gateway

Description

A broad corridor along I-85 that serves the majority of regional traffic approaching the community. The viewshed from the highway provides a “first impression” of the character of the community.

Policies

- Provide a clear sense of entry to Newnan along I-85.
- Landscape the edges of the highway.
- Provide for streetscaping along major arterials connecting I-85 to the City.
- Prohibit new signs other than approved highway signs on I-85.
- Protect views of locally significant landmarks.
- Prohibit mass grading along the I-85 viewshed.
- Prohibit truck loading areas from being visible from the highway.
- Limit the size of parking lots visible from the highway.
- Coordinate City and County ordinances in these areas.

Implementation Strategies

- Prepare an interstate gateway overlay zoning district to regulate the character of development near the I-85 corridor.
- Adopt a wide (at least 200 feet) undisturbed buffer standard at the edge of the interstate right-of-way.
- Work with the Chamber of Commerce to prepare a visitor information station and wayfinding system from the I-85 interchanges.
- Same sign and billboard controls for City and County in the corridor.
- Same tree protection and landscaping requirements for City and County in the corridor.



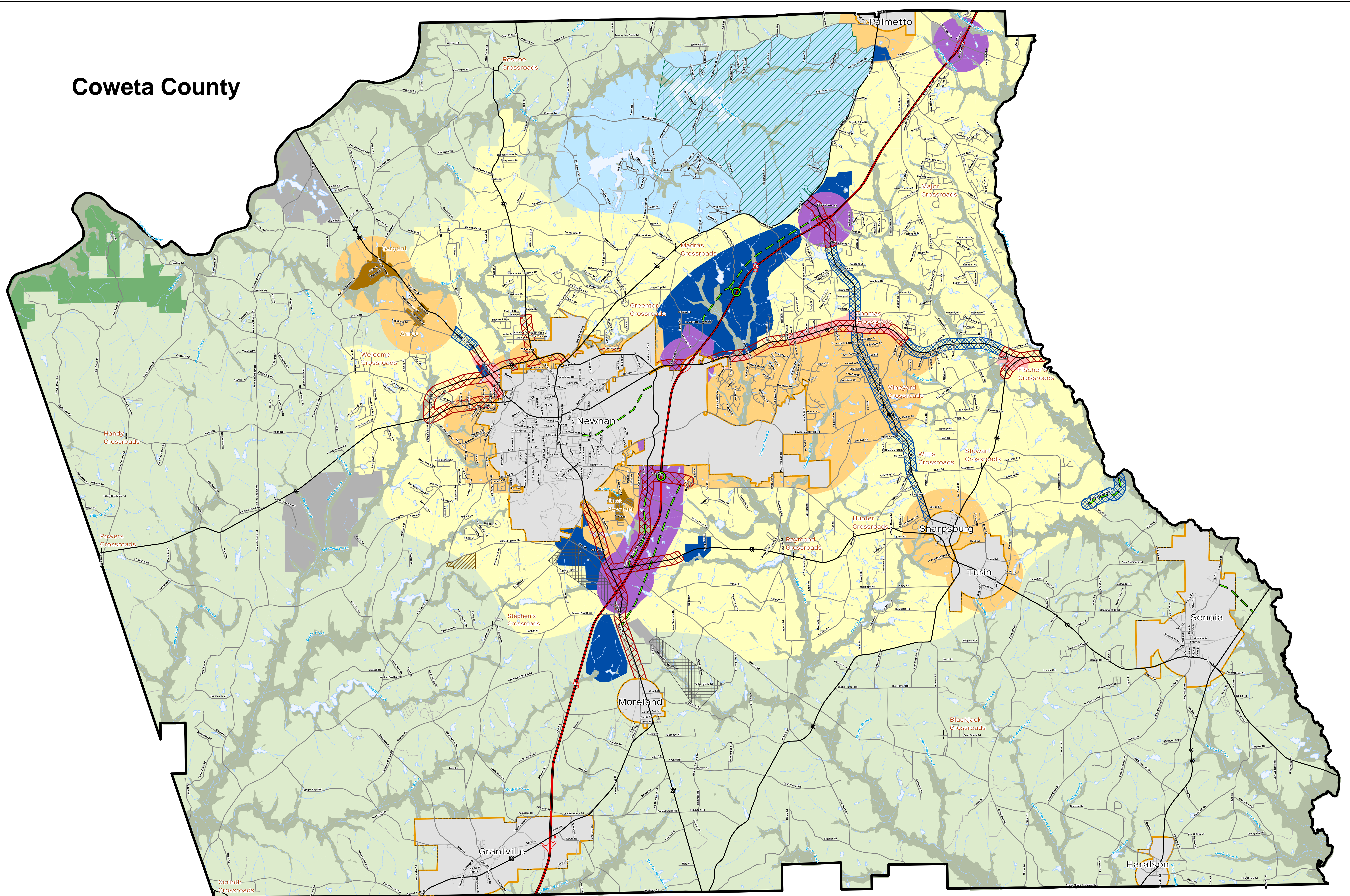
- Same outdoor lighting controls for City and County in the corridor.
- Same building mass controls (“big box” policy) for City and County in the corridor.
- Same architectural and building material controls for City and County in the corridor.
- Beautify interstate interchanges with extensive low maintenance landscaping.

Primary Land Uses

- Wide natural buffers along the interstate to screen uses and signs.
- Gateway signage and orientation signage for visitors.
- Exceptional landscaping, architectural, and design standards for allowed uses.



Coweta County



Coweta County 2006-2026 Comprehensive Plan



JORDAN JONES & GOULDING

8

0 0.5 1 Miles

- Planned Interchange
- Planned Roadway
- Crossroads Service Center
- Mill Village
- Interstate Gateway

- Runway Protection Zone
- Commercial Corridor
- Neighborhood Institutional and Service Corridor

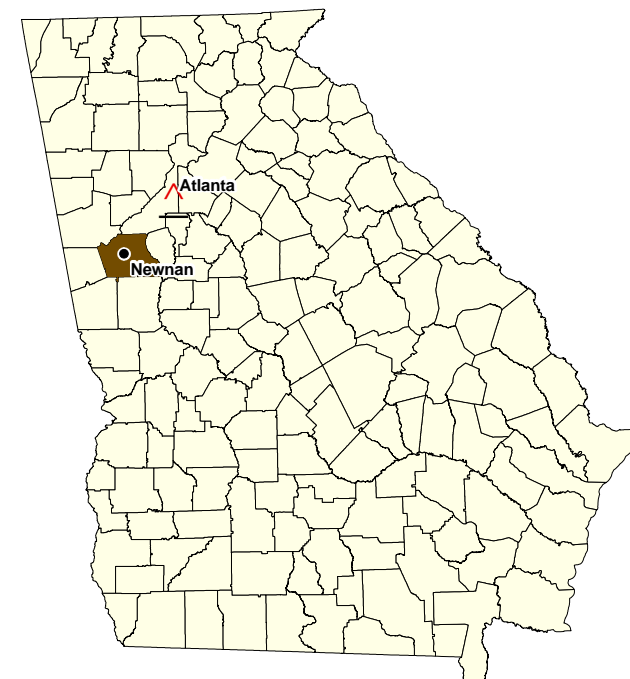
- Future Land Use**
- Employment Center - Commercial/Office
 - Employment Center - Industrial

- Infill Neighborhood Low Density
- Infill Neighborhood Medium Density
- Transportation/Communication/Utilities
- Lakeside Residential
- Conservation
- Rural Conservation

- Interstate
- Ramp
- State Highway
- County Road
- Road
- River/Stream

Amended April 17, 2007

- Brown's Mill Battlefield
- Lake/Pond
- Cedar Creek Zoning District Boundary
- Chattahoochee Bend State Park
- City Boundary
- County Boundary



V. Translating the Vision into the Plan

To translate a future vision for the community into an implementation plan first requires goal setting and an identification of the issues and opportunities that will likely be faced in making the plan a reality. The overarching goal is to develop a plan that best manages the anticipated growth in the community, and this plan is divided into seven major elements:

- Sense of Place
- Transportation
- Economic Development
- Housing
- Natural and Cultural Resources
- Community Facilities and Services
- Planning and Development Process

Following is a goal statement for each element and list of issues and opportunities that were first identified by the public and later refined by County officials and consultants.

Sense of Place

Sense of Place Goal – Preserve valued elements of community character and create a better sense of place

The term “community” refers to qualities that are not always tangible or apparent. This term refers to the “features” of social organizations, such as networks, norms, and trust that facilitate coordination and cooperation for mutual benefit. “Sense of place” is another term for the community. Land use patterns, infrastructure, and service investment all contribute to this sense of place and the sustainability of the community, because it is the nature and quality of social interactions that is the key to building and sustaining any sense of community.

The ordering of physical space – a combination of land use patterns and design - encourages or discourages the use of public interactive space. Public sidewalks, streets, parks, and civic squares are examples of places that facilitate community interaction. Such interactions tend to minimize economic stratification and enable free



Community Space – Duluth Town Green



information exchanges. These interactions are the moments in which the grounds for community occur: social cohesion is established and individuals are viscerally reminded of their membership in a community of variety and diversity. Part of the vision for the community is to create an environment that residents and visitors alike will be comfortable using, an environment that is unique to Coweta County, an environment with a true sense of place. This image hinges on the preservation of historic areas, the creation of new villages and crossroads communities that draw from the traditional character of Coweta County and the preservation of rural areas.

Sense of Place Issues

1. **Loss of small town and rural character.** Considered by many residents to be one of the greatest threats to the County, the loss of small town and rural character is a near ubiquitous concern. The vast majority of development over the past 40 years has worked to erode the County's unique character.
2. **Much of the new development fails to draw upon Coweta County's unique architectural or design characteristics.** Coweta County's traditional and historic developments tend to be compact, pedestrian-friendly, mixed uses, housing types and styles, and were built on highly connected, often grid-like, street networks.
3. **Franchise-driven character of new commercial development.** Much of the new commercial development coming to Coweta County ignores the community's traditional design and architectural styles.
4. **Weak preservation measures for important historic resources.** Many of the residents of Coweta County place great value on their community's historic resources. While there are numerous designated historic districts and resources throughout the County, there are not the local ordinances to protect those resources.
5. **Lack of local ordinances and design standards to help ensure that new development complements the community's rural and historic character.** These ordinances and standards are essential to perpetuating small town and rural character within new developments and breaking the practice of franchise-driven commercial architecture.
6. **Few community gathering places.** Participants referred to the lack of neighborhood parks, coffee shops, or other gathering places within walking distance of their homes.

Sense of Place Opportunities

1. Create attractive, mixed-use, pedestrian-friendly community villages. One of the mandates from the Community Visioning and Scenario Analysis workshops, completed as part of the preparation for this Plan, was for a series of villages and crossroads communities strategically located throughout the more developed and rapidly developing areas of the County. These areas would embrace traditional forms of design, street networks, and architecture patterned after the historic "villages" found throughout Coweta County such as downtown Newnan, Senoia, East Newnan, or the Sargent Mill Town.
2. Cluster public facilities within the community villages. The villages would be priority locations for new community facilities such as parks, schools, libraries, police precincts, recreation centers, and senior centers.



3. Ensure the compatibility of new development. Make certain that redevelopment and new development in Mill Villages, Preferred Village Centers, and Crossroads Communities follow historic patterns of land planning, design, and architecture as determined by the original towns, mill villages, and crossroads communities.
4. Reduce the cost burden of new developments on existing residents and businesses.



- Coweta County would like to avoid raising taxes to pay for the new growth. New developments should do a better job of paying for the new infrastructure and services they require.
5. Preserve historic sites before they are demolished or degraded by incompatible development. Specific opportunities include mill villages at Sargent, Arnco, and East Newnan, the village of Roscoe, and the Brown's Mill Battlefield, among others.
 6. Allow greater density in planned villages with a mixture of uses. Areas that have the necessary infrastructure, including roads, sewer service, and fire protection, may be appropriate for new village-style development.
 7. Deter strip commercial development. The County is seeking alternatives to the contemporary strip mall.
 8. Improve look and image of the community from I-85 and at interstate interchanges. Many of metropolitan Atlanta's interstates have been lined with unsightly development and large, unattractive signage. The interstate corridor and its interchanges are important gateways into Coweta County and need to be protected.
 9. Preserve rural character, open space, and scenic viewsheds. 64 percent of Coweta County is in an undeveloped, agricultural, or estate residential state, contributing to the rural and open character of Coweta County. Preserving this aspect of the County is among the public's highest priorities for the long-term future.
 10. Emphasize infill in the cities and northeastern Coweta County. There is a tremendous opportunity for infill development in the northeastern portion of the unincorporated County where scattered and leap-frog development patterns have left approximately 19,900 available acres out of a 50,400 acres area.



Sense of Place Strategies

Master Planning

The built environment is the product of an incredibly complex set of decisions by a wide array of individuals and groups who often operate under vastly different constraints. One of the most influential actions the County can take to enhance and encourage the physical enactment of the community's vision is to write regulations that both encourage and create a distinct sense of place. Overlay districts and mixed-use ordinances and zoning standards to implement the village areas, the crossroads communities and the Rural Conservation area identified on the Future Development Map and are all needed. Typical street cross sections, street connectivity standards, and a Conceptual Corridor Master Plan are needed to reintroduce traditional street patterns, the framework on which to build vibrant communities. Additionally, the County needs to pursue master planning for village areas, redevelopment areas, the mill villages, and crossroads communities.

These strategies will utilize the Comprehensive Plan and its character areas as the basis for understanding how each character area within the County should look, feel, and act. Together, these three initiatives – design-oriented codes, street standards, and master planning - will create the framework for innovative development needed to inspire sense of place. Several aspects are important to the creation of a sense of place and the development of a new identity:

- Promoting the unique aspects of Coweta County, as well as developing in ways that strengthen sense of place.
- Retail and commercial development will follow residential development. Quality in both areas, as a result of character area guidelines and zoning regulations, will continue to promote the Community Vision.
- The strategic creation of civic buildings and public spaces to support sense of place efforts and spur quality development.

Growth Management

The Coweta County Comprehensive Plan is designed to direct the majority of new growth into new and existing Village Centers, the existing cities, and an infill area that is already partially developed. This land use pattern and associated growth management strategies reflect the community values revealed through the 10 visioning workshops and the citizen survey conducted in 2005. This pattern of contained growth will produce a number of benefits; including maintaining the rural character of the County, preserving wildlife habitat, and protecting water quality by limiting the increase of impervious surface. Perhaps the most desirable aspect of this compact development pattern is that it will improve the efficiency of infrastructure and public service delivery and, thereby, control the expenditures needed for Coweta County to accommodate an additional 100,000 residents. Focusing development into areas that are already provided with service will limit the need for new and increased taxes.

Low-density, dispersed development has repeatedly been shown to have higher capital and operating costs than compact development for the same levels of service. A



significant body of growth management literature documents the cost advantages of compact development. The classic study, *The Costs of Sprawl*¹ and subsequent studies, have consistently found that the higher density, planned communities were more efficient in terms of capital costs, operating costs, energy use, and environmental impacts. The general consensus of this research is that, on average, the capital cost of roads and infrastructure systems in compact development is about 20-25 percent lower in higher density, contiguous development.

A number of studies have found that operating and maintenance costs tend to be higher for more dispersed development patterns.² The dispersed land use pattern drives operation and maintenance costs higher; because it requires more miles of roads and pipes, more fire stations, parks, and libraries that require more staffing, more maintenance, and more travel time and expense for maintenance crews.

As a part of the comprehensive planning process in Coweta County, the planning team produced and evaluated four scenarios for future development. Each of these scenarios was evaluated against Coweta County's largest constraints of costs and revenues. This analysis provided important insight into how the cost of providing service to new development is likely to vary with alternative land use patterns in Coweta County.

The land use patterns varied significantly among the four scenarios. The Current Trends scenario had the largest amount of housing on 1.6-acre lots. The Rural Conservation Scenario has smallest number of 1.6 acre lots and the largest number of homes on 5 to 10-acre rural lots. The Village Centers scenario had the largest number of homes in the Mixed-use (Village) category.

The fiscal analysis of the four scenarios was based on data derived from Coweta County budgets from 2000-2004. For each scenario, these per unit and per square foot figures were used to estimate Property and Sales Tax revenues as well as three expenditures categories: General Government, Public Safety, and Public Services.

Table V-1 shows the revenue and expenditure estimates for each scenario. This analysis shows that the Rural Preservation and Economic Development scenarios would perform best in terms of property tax generation. As might be expected, the Economic Development scenario performed better than the other three scenarios in terms of sales tax revenue. Interestingly, the Current Trends scenario that is dominated by 1.6-acre lots performs the worst in terms of both property tax and sales tax revenues. Both the Village Centers and Rural Preservation scenarios required lower levels of expenditures than the Current Trends scenario. This is because they concentrate most of the development in a more compact form than the other two scenarios. The Economic Development scenario had expenditure levels similar to the Current Trends scenario, but with significantly higher revenue, it produced a better overall fiscal outcome.

¹ Robert W. Burchell et al. 2001. *The Costs of Sprawl – 2000*. Washington, DC: National Academy Press.

² See List of References at the end of this chapter.



Table V-1. Major Costs and Revenues of Coweta Land Use Scenarios

| | Current Trends | Village Centers | Rural Preservation | Economic Development |
|---------------------|-----------------------|------------------------|---------------------------|-----------------------------|
| Revenues | | | | |
| Property Tax | \$21,933,406 | \$22,468,417 | \$23,563,137 | \$23,409,887 |
| Sales Tax | \$23,676,000 | \$23,676,024 | \$23,676,000 | \$28,519,000 |
| | | | | |
| Expenditures | | | | |
| General Gov't | \$9,651,472 | \$8,364,609 | \$6,434,315 | \$9,651,472 |
| Public Safety | \$18,753,000 | \$16,252,606 | \$12,502,000 | \$19,688,250 |
| Public Works | \$3,964,154 | \$1,972,149 | \$2,155,354 | \$3,172,095 |

The spatial distribution of development in the Village Centers and Rural Preservation scenarios was a key factor that produced their lower expenditures levels. The large lots (5 acres and over) in the Rural Preservation scenario create a large area that requires only a minimal level of service. The proportion of development located within the city boundaries also produced significant service cost savings for the County.

Based on the results of this analysis and the public response to the four scenarios, the planning team crafted a Growth Management Strategy that incorporates the best features of the Village Centers and Rural Preservation scenarios. The Future Development Map consists of four distinct areas that will shape the character of the County over the next 25 years: Mill Villages and new Village Centers, an Infill area, Employment Centers along I-85, and a large Rural Conservation area. This Future Development Map was adopted by the Coweta County Board of Commissioners on January 19, 2006. It represents a compact land use pattern that concentrates development in and around existing public services.

To achieve a more compact growth pattern, Coweta County will need to revise its existing growth management polices significantly. As an initial step toward implementing the future development plan, the planning team was instructed to develop a zoning district for Village Centers. We also recommend that the zoning in the Rural Conservation areas be amended to have a minimum lot size of 5 acres. This will preclude the continued expansion of 1.6-acre subdivisions in this area in the near future. The external panel that was asked to peer review the growth management strategy agreed with the approach of increasing the minimum lot size in the Rural Conservation area. One reviewer stated that 10 acres would be a better minimum lot size than 5 acres when it comes to reducing public service costs.

The fiscal analysis performed as a part of the scenario exercise indicated that concentrating development in areas that are close to existing services and preserving significant rural areas will be less expensive than continuation of the existing development pattern consisting of 1.6-acre lots. The Future Development Plan reflects these principles and focuses the expected growth into distinct areas that are adequate to accommodate the County's expected growth over the next 25 years. These development areas are surrounded by a Rural Conservation area that will require very little additional service expenditure and will simultaneously preserve the County's rural character. This



land use plan is both desirable and defensible, because it will allow Coweta County to focus its public service expenditures in limited areas where it can provide high-quality services at a reasonable cost. The alternative of allowing premature subdivision of the County’s rural reserve will undermine the potential benefits of compact development patterns in the rest of the County. It may also lead to higher public service costs and higher taxes for the citizens in the long run.

A more complete discussion of this analysis is provided in Appendix C.

Transportation

Transportation Goal – Improve the existing transportation system and prepare for anticipated growth

During 2005–2006, in coordination with the development of this plan, Coweta County prepared a Comprehensive Transportation Plan (CTP). A number of factors went into the development of recommendations for the CTP which include:

- CTP vision and goals.
- Data analysis and technical considerations.
- Coweta County Comprehensive Plan, Future Development Map.
- Input and guidance from the County, municipalities, and planning partners.
- Public and community input.
- Balance of needs and resources.

What follows is a summary of the CTP, with additional content added to more clearly articulate Land Use -Transportation Coordination., Context-sensitive Street Design, Access Management, Traffic Calming, and Street Connectivity Planning.

Transportation Issues

1. Increasing traffic congestion along collector and arterial corridors. This was the mostly widely held concern among the residents and participants of the Be Something Different Survey and the Visioning Workshops.
2. Lack of alternatives to automobile travel. The unincorporated County is mostly auto-centric with few opportunities to walk or bicycle to shopping, work, or schools. This is partly a result of the lack of an effective pedestrian and bicycle network and partly a result of the segregation of uses.
3. Over use of cul-de-sacs and poor street connectivity. Most residential areas developed during the last 30 years have minimal street connectivity. As a result, the

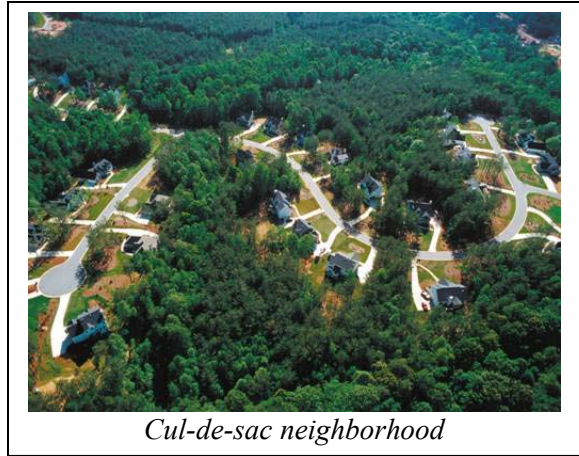
| Frequently Expressed Transportation Issues | | | |
|---|------------|---------------|-------------|
| Issues | Low | Medium | High |
| Congestion | | | ✓ |
| Safety | | ✓ | |
| Public Transportation | | ✓ | |
| Sidewalks | | | ✓ |
| Multi-Use Trails | | | ✓ |
| Accessibility/Connectivity | | | ✓ |
| Signal Timing | | | ✓ |
| Other: Road Maintenance, Signage, and Trucks | ✓ | | |

Source: CTP Newsletter July 2005



County-wide street network has changed little over the three decades despite the construction of hundreds of miles of residential streets.

4. Lack of inter-parcel connections along major commercial corridors. Inter-parcel connections in commercial and office areas create opportunities to make short trips, such as between two adjacent strip developments, without getting out onto the major highway. These inter-parcel connections improve safety, mobility, and traffic flow.
5. Poorly timed, or untimed, traffic signals. Often cited by the community, the County needs to expand its efforts at signal coordination to improve the efficiency of the roadway resources already on the ground.



6. Poor east-west connectivity west of I-85. Getting from the west side of Newnan to I-85 or the retail areas on Bullsboro Drive is quite difficult, especially during peak times.
7. Shared parking is prohibited. Shared parking regulations allow mixed-use developments to use parking areas more efficiently based on the types of uses within the development. For example, in an office and residential development, the office workers use the parking during the day, and residents use the parking during the evening and on weekends, resulting in less overall parking than if the uses were segregated.
8. Poor condition of rural bridges and roads. Many of the bridges and roads in Coweta County, especially in the rural areas, are in need of replacement or resurfacing.

Transportation Opportunities

1. Promote travel demand management principles. TDM programs are targeted at reducing traffic congestion and air pollution through eliminating single-occupancy vehicle trips and/or decreasing the length of these trips by providing commute options. Commute options include carpooling, vanpooling, teleworking, and taking transit.
2. Create a transit connection to the airport. Hartsfield-Jackson Atlanta International Airport is likely the most popular work-related destination for Coweta County residents. For this reason, and because it would tap the MARTA rail transit system, an airport connection is the most logical destination for a transit route.
3. Create pedestrian networks around commercial developments, schools, and neighborhoods. The Board of Education and Coweta County land use and transportation planners need closer coordination and joint planning to locate schools in areas and locations that foster walking and bicycling to school. This can be done by creating a connected network of sidewalks, trails, and streets that are oriented to the school site.



Transportation Strategies

Land Use Transportation Coordination

Land use and transportation are closely interrelated. The density, design, and mixture of land uses greatly influence the effectiveness of alternative transportation modes, such as public transportation, bicycling, and walking. Coweta County must coordinate transportation facility planning and design carefully with land use planning, growth management, and development regulations. Land use/transportation coordination measures should address ways that the transportation system can be better adapted to its land use context, as well as land use strategies that improve the performance of the transportation system. An example is the use of access management along major highway corridors to discourage strip development that erodes the carrying capacity of the arterial and the use of grid patterns and traffic calming to help protect residential neighborhoods from through traffic. Likewise, land use patterns will be tailored to the transportation alternatives being studied in each corridor. These development patterns enhance mobility by clustering mixed uses and using compact development patterns to encourage mobility by multiple modes - transit, bicycle, and walking.

Coordinated land use/transportation planning needs to be approached in system-wide, as well as corridor-specific terms to address reductions in vehicle trip frequency, trip length, and to increase vehicle occupancy rates.

At the system level, the County should be encouraging more mixed land uses and diversity in order to foster a jobs-housing balance that is self-supporting. The County is heavy on the housing side of the jobs-housing balance equation. Attracting more employers and jobs to the County will allow residents to work locally, leading to shorter trips to work, and will increase the efficiency of the entire transportation network by increasing in-commuting.

At the corridor level, many corridors were identified as appropriate locations for incorporating corridor overlay zones for access management or streetscape design standards. The intent would be to foster land use patterns that are well-integrated, compact, and pedestrian-friendly. The corridors identified for special treatment are divided into Commercial, Neighborhood-Institutional, and Scenic.

The series of planned villages and crossroads communities is another dimension of the County's land use-transportation coordination. These areas increase mobility by promoting compact development. Compact development is different from higher density. Compact development provides a mix and arrangement of land uses that is conducive to pedestrian activity, use of alternative modes, and travel demand management.

Context-sensitive Street Design

Context-sensitive street design is an approach to roadway planning, design, and land use patterns. The intent is to meet regional transportation goals while enhancing neighborhoods and considering the adjacent uses of land. The Comprehensive Transportation Plan includes many widening and new roadway projects. The County, in



coordination with GDOT, the ARC, and other partners, must consider the adjacent land uses and goals for each corridor and ensure that the roadway design is supportive.

Many of the locations identified as appropriate for Villages or Crossroads Communities are along or at the intersection of roadways that will likely be widened in the future. A context-sensitive approach would seek ways to minimize the disturbance of the widenings and the intersection of major highways on the adjacent development. One approach is to create a more urban street, with street trees, landscaped medians, generous sidewalks, and street furniture.

As an alternative to a large intersection, which is unsafe and uncomfortable for pedestrians and bicyclists, one-way pairs can help create a stronger village feel. One-way pairs can generate a more intimate scale of development, with pavement as narrow as 28



Landscaped Median

feet. Traffic on the pairs would move slowly — roughly 25 mph rather than the 45 mph that is common on a wide arterial. Because the couplet would be narrow, the buildings lining it could define the open space, making it feel more like an outdoor room. Interestingly, experience and modeling efforts indicate that traffic moves faster on a one-way, 25-mph couplet (which permits left and right turns without complications) than it does on a 45-mph, four-lane, two-way arterial where there are traffic signals that stop traffic for 90 seconds at a time.

Traffic Calming

Traffic calming measures can be used to address the issue of cut-through traffic experienced on residential streets and can supplement a redesign of the roadway or other streetscape improvements in commercial corridors. Particularly in pedestrian-rich urban or residential areas, streets should be designed to reduce driving speeds. Landscaped medians, limited driveway connections, and shared parking can work together to provide an attractive environment for pedestrians. The CTP identifies a number of areas that could benefit from the implementation of common methods to improve pedestrian safety and reduce vehicular congestion, including:

- Speed tables or humps (bringing the roadway to pedestrian grade).
- Decorative pavements at corridor gateways, special areas, or at intersection cross walks (pave block, cobblestone, imprinted concrete or asphalt, etc.) to increase driver awareness of pedestrian activity and to produce the desire to “slow down.”
- Narrowing of lane widths or changing roadway curb lines to slow vehicle



Pedestrian Crosswalk



- passage.
- Landscaping on medians or on outside edges of streets.
 - Decorative traffic signs and signal heads.
 - Special dedicated lighting of pedestrian ways (to improve visibility for pedestrians and to improve visibility of pedestrians by vehicle operators).
 - Improved roadway lighting.
 - Traffic circles, or roundabouts.
 - Traffic signal timing modifications that give more cycle time to pedestrian movements and limit vehicle “progression through the corridor.”
 - Restricted “right-on-red” vehicular movements at signalized intersections.
 - Restricted left-turn or right-turn movements at some intersections.
 - Curb-line modification at intersections (use smaller corner radius to improve pedestrian crossings).

Street Connectivity Plan

Coweta County needs to prepare an official map dedicated to street, highway, and path connectivity. Called a Conceptual Corridor Master Plan, the officially adopted map would identify additional connection opportunities within the County. Throughout the undeveloped acreage within the County, many new street and trail connections are possible. The Conceptual Corridor Master Plan would identify these new connections as conceptual alignments to provide the template for the County to work with developers to connect new subdivisions together to improve the street network and create route choices for new residents. The Master Plan would illustrate, conceptually, the connections that must be made by a developer. The map would simply specify the type of street and relate that to a typical cross section. The developer then could design the route in such a way as to minimize through-traffic.

Preparing a connectivity ordinance is an essential companion to the Conceptual Corridor Master Plan. A connectivity ordinance would set standards for access points to subdivisions, access between subdivisions, and establish minimum block sizes. Street networks on a grid diffuse traffic across literally hundreds of possible routes, rather than concentrating all traffic on the state and County roadways, reducing traffic congestion on the collectors and arterials. Grid road networks also ensure shorter and more direct trips, resulting in less gas burned and cleaner air. More connected street networks also improve the efficiency of service delivery such as trash collection, emergency response, and school busses. Finally, in and around each of the commercial areas and villages, street connectivity plays an essential role in ensuring residents have short and direct pedestrian-friendly routes available.



Roadway and Highway Projects

New Capacity-Adding Projects

In addition to existing RTP and TIP projects, a number of new roadway capacity-adding and operational projects were identified through the CTP process. The majority of these projects are planned to reduce existing or future congestion, improve mobility/connectivity, and/or complement the Future Development Map. An overview of each project is presented as follows:

- SR 16: This project facilitates improved travel for both intra-County, as well as through-County, travel as it improves this route over the entire length through the County. Improvements include widening the existing roadway from 2 to 4 lanes and building new 4-lane segments to provide a consistent 4-lane roadway. A new segment is proposed to parallel the existing SR 16 beginning near the Spalding County line to the intersection with Poplar Road. This will consist of a divided roadway with limited access and leave existing SR 16 as a local road between these points. While this approach will preclude widening conflicts in the Senoia and Turin areas, care should be taken in alignment development to minimize border infringement in the rural conservation area. An additional new southwest portion of SR 16 will facilitate completion of the Newnan Bypass. This segment will have to be assessed carefully and designed to minimize encroachment on subdivisions and other existing facilities. Completion of this project also will include widening of existing roadways, including Ishman Ballard Road and the Newnan Bypass, as well as SR 16 from the Newnan Bypass to the Carroll County line.
- SR 154: This project would widen SR 154 from US 29 on the north to Willis Road on the south and would alleviate current, as well as future, congestion on this key north/south corridor.
- SR 34: This project would widen SR 34 from I-85 to SR 154 to alleviate future congestion on this east/west corridor.
- I-85 Collector Distributor Roads: Collector Distributor (CD) Roads along the east and west sides of I-85 are included to improve north/south mobility and preclude local freeway trips between SR 34 and US27A/29.
- North Senoia Roadway: A new roadway is included between Rockaway Road and SR 74 to provide connectivity and circulation for new development patterns in the Senoia area.
- East Sharpsburg Connector: A new roadway that runs east of Turin and Sharpsburg would connect SR 16 at Elders Mill Road with McIntosh Trail and facilitate travel from new developments within the town areas.
- Coweta Industrial Park Spine Road: A new roadway between SR 154 and the new SR 34/US 29 Connector Road is proposed to facilitate access and north/south connectivity for the developing Coweta Industrial Park.
- SR 34/US 29 Connector Road: This new roadway will connect SR 34 and US 29 through the I-85/Creekside interchange and connect with the Amlajack Boulevard extension as well as the Coweta Industrial Park Spine Road. This facility will provide relief for congested conditions on SR 34 and connect with Buddy West Road to improve east/west travel north of Newnan.



- Newnan Crossing Boulevard East Extension: Newnan Crossing Boulevard East would be extended from Poplar Road to US27A/29 north of the Newnan-Coweta County Airport. This new roadway would facilitate travel between US 29 and Newnan Crossing Boulevard East.
- Poplar Road: To more effectively support the I-85/Poplar Road interchange vehicular activity, Poplar Road would be widened from 2 to 4 lanes from the proposed SR 16 Bypass on the east to the Newnan Bypass on the west.
- Newnan Crossing Boulevard/Newnan Bypass I-85 Connector Road: To provide more east-west connectivity and to relieve congested conditions on Bullsboro Road, a new connector road is included from Newnan Crossing Boulevard East and across I-85 to connect with the pending East Washington (McIntosh Parkway) Connector roadway.
- Moreland Bypass: To reduce traffic through the Town of Moreland and to preclude potential impacts to the Town from potential US27A/29 widening projects, a bypass has been included for Moreland from the south at US 29 at US 27A around the western side of the town and reconnecting with US27A/29 north of town near Camp Road.

New Operational Improvement Projects

A number of operational improvements have been identified for upgrading existing 2-lane roadways where existing or future need indicate improvements are warranted. These improvements typically are implemented when capacity-adding improvements are not justified from projected volume increases or concern is evident from potential impacts associated from widening of roadways. Operational improvements generally consist of implementing selected safety and or operations related modifications such as:

- Turning lanes at applicable intersections.
- Expanded lane and/or shoulder widths.
- Curb, gutter, and drainage.
- Sidewalks and/or bicycle lanes.
- Horizontal or vertical alignment revisions to improve sight distance.
- Upgrade of traffic control devices at certain intersections including signalization.
- Intersection geometric improvements including alignment or turning radius.

Two examples of operational improvements are depicted in cross sections as shown in Figure 5.9. The first example includes a larger planter strip without the addition of curb and gutter, while the second has a smaller grass strip with curb and gutter. Portions of the following roadways have been identified through the CTP process for operational improvements:

- Boone Road
- Bud Davis Road
- Macedonia/Buddy West Road
- Cannongate Road
- Elders Mill Road
- Fischer Road



- Marion Beavers Road
- Mt. Carmel Road
- Old Highway 16
- Payton Road
- Reese Road
- Rockaway Road
- SR 154
- SR 54
- Stallings Road
- Thomas Powers Road/Hewlette South Road
- US 27A/29
- Wagers Mill Road
- Willis Road

Figure 5.9 - Examples of Operational Improvement Cross Sections

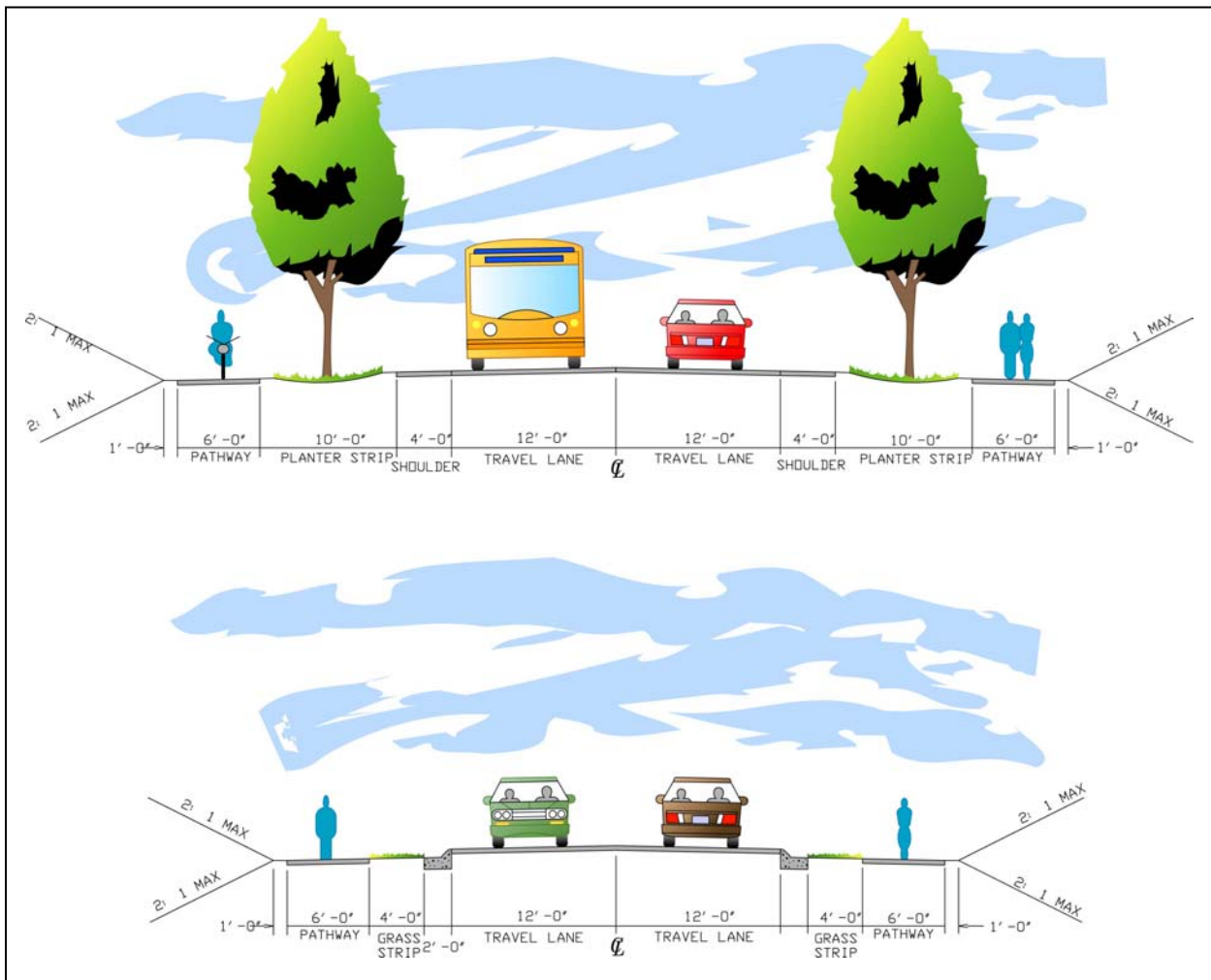
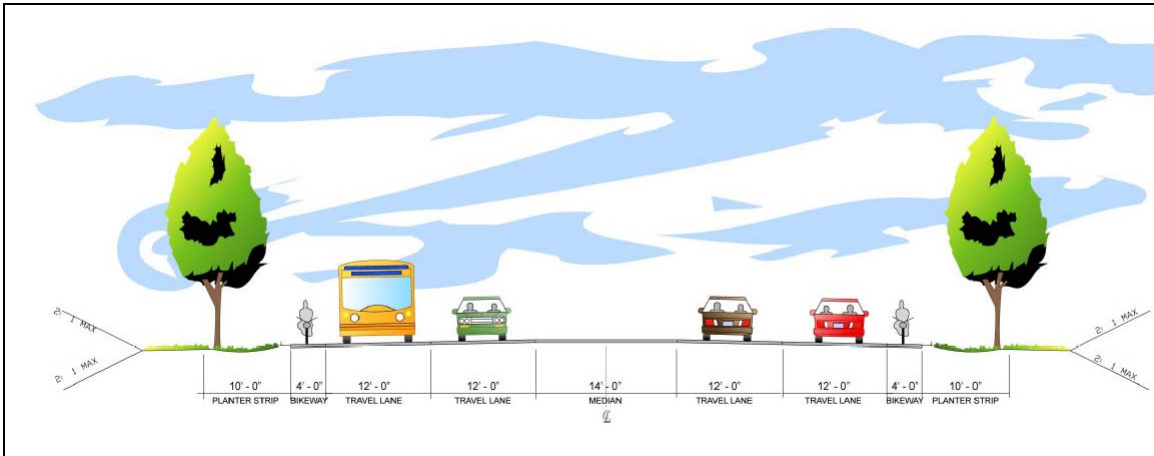


Figure 5.10 - Examples of a Four-lane Roadway Typical Cross-Section



The CTP includes a number of informative tables and maps that will be added to the Comprehensive Plan document after the CTP has been adopted. These figures and tables include:

Figures 5.1: ARC RTP and TIP Projects – Coweta County

Figures 5.3: Intersection Projects – Coweta County

Figures 5.5: New Capacity-adding and Operational Projects – Coweta County

Figures 5.7: All Capacity-adding and Operational Projects – Coweta County

Table 5.1: ARC Mobility 2030 Projects

Table 5.2: SPLOST projects

Table 5.4: Joint County-City Projects

Table 5.5: Coweta County projects

Table 6.1: Projects for Short-term Implementation (2010)

Table 6.2: Projects for Mid-term Implementation (2020)

Table 6.3: Projects for Long-range Implementation (2030)

Transit

The transit recommendations are based on results provided from a broad cross-section of the community; including key stakeholders, public meeting participants, and citizens of the Hispanic community (CLICK). In addition, results were used from a County-wide “Be Something Different Survey,” demographic analysis for 2000-2030 and recommendations from GRTA’s Regional Transit Action Program. Throughout this process, feedback and analysis from each of these sources highlighted the need for local transportation service. Modeling of population density, growth, and economic growth trends in the Evaluation Framework and Needs Analysis Memorandum provided sound evidence in support of public transit within the County.

Greater coordination by local governments is recommended in making use of available state and federal funding mechanisms outlined above and in the State’s Coordinated Transportation System Annual Report. It is recommended that the local government examine the needs of the local transit demand as well as commuter demand. While the



GRTA Xpress Service has reached a high level of efficiency, the cost to the County must balance with the local transit need. Based on the transit needs assessment, the public transit recommendations for consideration are as follows:

- Expand the GRTA Xpress service, including adding a park-and-ride lot at Exit 51 on I-85.
- Maximize use of Department of Human Resources Coordinated Transportation Service.
- Initiate participation in the 5311 Non-Urbanized Program.
- Conduct a Transit Feasibility Study to provide cost and operational details for operating local services and examine the transportation needs of Coweta County's Temporary Assistance for Needy Families (TANF) residents relative to the applicability of a job access program.

As Coweta County continues to grow in population density, the need for transit will continue. The availability of transportation options will forge personal independence and make it possible for all citizens to thrive. The senior community, low-income population, minority population, and growing population of Hispanics and choice transit riders will all benefit from public transit.

Many recognize the need for a local transportation solution in the County, and there are programs that are available that can assist in providing a low-cost system. Ultimately, making use of available funds and supporting transit services in Coweta County is to take an affirmative step toward the County's goals to improve accessibility, connectivity, and safety for the movement of people.

Pedestrian Facilities

Some identified pedestrian needs will be met through the addition of specific sidewalk projects as identified in Table 5.3 of the CTP. Other identified pedestrian needs may be met, over time, through the adoption of policies, practices, and minimum standards related to the development of land and the construction of roadways. Each of the following recommended policies, practices, or minimum standards addresses specific needs as documented in the Evaluation Framework and Needs Analysis Memorandum.

- To provide sidewalks in Mill Villages, Crossroads Communities, and New Villages as identified in the County's Future Development Plan, the Comprehensive Plan development regulations should identify and require aggressive sidewalk standards throughout these development areas.
- To provide sidewalks near key pedestrian destinations, the Comprehensive Plan and development regulations should require the provision of sidewalks within ½-mile of all schools, parks, transit stations, and existing or planned employment districts.
- To provide adequate and consistent pedestrian facilities, the development regulations should identify minimum design standards for all pedestrian facilities; including sidewalks, paths, crosswalks, detection and signals, signing, and other amenities such as seating, lighting, or trash receptacles.



- Development regulations should require the provision of pedestrian facilities for specific land use categories as identified on the Future Development Plan.
- To educate drivers and pedestrians on safe practices, information should be made readily available to County citizens, such as:
 - Links to or elements of state law pertaining to walking and pedestrians could be placed on the County’s web site.
 - Links to or elements of available safety publications could be placed on the County’s web site.
 - Available safety publications could be made available at County offices and distributed through the local school system.
- To coordinate pedestrian projects with planned recreational projects and schools, each city and the county should request that Parks and Recreation and Board of Education personnel review the pedestrian/sidewalk strategies being planned and provide comment.

Bicycle Facilities

A County-wide comprehensive bicycle facility plan project has been identified in Table 5.3. A number of thoughtful bicycle route improvement suggestions were made during the planning process by resident bicycle advocates. A map is included in Appendix D of the CTP that depicts their preferred routes for bicycle travel. Other identified bicycling needs may be met, over time, through the adoption of policies, practices, and minimum standards related to the development of land and the construction of roadways. Each of the following recommended policies, practices, or minimum standards addresses specific needs as documented in the Evaluation Framework and Needs Analysis Memorandum.

- To educate drivers and bicyclists on safe and appropriate use of facilities, information should be made readily available to county citizens, such as:
 - Links to or elements of state law pertaining to bicycling could be placed on the County’s web site.
 - Links to or elements of available safety publications could be placed on the County’s web site.
 - Available safety publications could be made available at County offices and distributed through the local school system.
- To coordinate bicycle projects with planned recreational projects and schools, each city and the county should request that Parks and Recreation and Board of Education personnel review the bicycle projects being planned and provide comment.

Access Management

Successful corridor redevelopment requires not only a respect for the surrounding areas’ character, but also a need to address functionality. Access management is the process of coordinating, planning and designing, and implementing land use and transportation strategies so that the flow of traffic between the road and the surrounding land is efficient and safe. An access management plan offers numerous benefits including:

- Increased pedestrian and bicycle safety.



- Reduction of vehicular collisions.
- Promotion of desirable land uses and development patterns.
- Reduction of congestion and traffic delays.
- Extended roadway life.
- Support for alternative transportation modes.
- Improved appearance and quality of the built environment.

The purpose of an access management plan is to:

- Define appropriate land uses within a corridor.
- Define development standards that integrate land use and transportation.
- Implement new internal street networks to increase connectivity.
- Align driveways.
- Limit the number of curb cuts permitted per parcel or per linear feet of corridor.
- Close existing curb cuts along a corridor.
- Increase or establish proper separation between curb cuts and intersections.
- Relate driveway design to travel speed and traffic volumes.
- Allow/encourage shared access parking.
- Limit access from an arterial or collector street to a private parking lot.
- Install medians in roadways and set spacing of median breaks.
- Establish parking maximums versus parking minimums.

Roadways that can benefit from an access management plan include commuter routes, because a key objective of such a plan is to facilitate traffic flow. Less congested roadways can help prevent spillover traffic onto local roads seeking a way to bypass congestion.

Intelligent Transportation Systems

Intelligent Transportation Systems (ITS) is the application and integration of advanced technologies, information processing, communications technologies, and advanced control strategies for the efficient and effective operation of the existing transportation system. Potential benefits that can be achieved through deployment of ITS include improved traffic flow and safety, quicker emergency response, better travel information, cost savings, and environmental benefits. Coweta County should develop ITS deployment plans consistent with both the ARC and Georgia Regional ITS Architectures. Examples of ITS services include:

- Roadway Management-Traffic Signal Synchronization, cameras, and variable message signs.
- Incident Management-Highway Emergency Response Operators (HERO).
- Emergency Management-Traffic Signal Pre-emption.
- Transit Management-Traffic Signal Priority for public transit vehicles.
- Traveler Information-*DOT and 511.
- Systems Management and Operations.



While implementation of ITS services typically is undertaken in areas with larger concentrations of transportation infrastructure and traffic volumes, Coweta County should begin to consider strategies leading to the future implementation of ITS elements. To facilitate the deployment of ITS services that could significantly enhance transportation operations within the County, a Coweta County Traffic Control Center (TCC) should eventually be developed in the City of Newnan. This TCC would serve as the central location for managing transportation operations throughout the County and would enable the coordinated deployment of ITS services between Coweta County and adjacent jurisdictions. For example, utilization of NaviGator software in the Coweta County TCC will enable Coweta County engineers to not only effectively manage their own ITS assets as they are implemented, but also share and receive real-time transportation information from other agencies through future expansion of the GDOT communications system. An initial approach would be to initiate the identification of potential locations for a TCC that could consist of a relatively small space in an existing facility. Consideration also should be given to identifying and hiring traffic engineering staff positions to participate in the development of potential ITS applications.

Coweta County should leverage the ITS efforts already conducted by other jurisdictions such as GDOT to minimize the cost of ITS deployments in the County. For example, existing ITS software (NaviGator) and hardware specifications developed by GDOT should be utilized in Coweta County to ensure cross-jurisdictional interoperability and reduce implementation costs. Also, GDOT currently has plans for ITS expansion on I-85 south to SR 74, included in the Governor's Fast Forward Program, and should be consulted during the future ITS expansion on I-85 into Coweta County. Other potential ITS projects also should be considered on the following facilities:

- I-85 Collector-Distributor Roads.
- SR 34 from downtown Newnan to SR 54.
- Newnan Bypass.
- SR 154 widening project.
- SR 16 Bypass.
- Collinsworth Road widening project.
- Fischer Road operational project.

To ensure conformance with the Federal Highway Administration (FHWA) Rule 940, the deployment of ITS services in Coweta County must adhere to the Regional ITS Architectures and the Systems Engineering process which includes:

- Concept of operations.
- High-level requirements.
- Detailed requirements.
- High-level design.
- Detailed design.
- Implementation.
- Integration and testing.
- Subsystem verification.



- System verification.
- Operations and maintenance.

Transportation Demand Management

To address and manage transportation demand in the County, one approach is to adopt Transportation Demand Management (TDM) program strategies. TDM programs are targeted at reducing traffic congestion and air pollution through eliminating single-occupancy vehicle trips and/or decreasing the length of these trips by providing commute options. TDM has been in use for about 20 years and has assumed a significant role in federal and local transportation policies. The primary elements of TDM include carpooling, vanpooling, transit, biking and walking, teleworking, and flexible work schedules.

A successful TDM program is one that delivers quantifiable results that demonstrate mode shift away from drive-alone travel, as well as qualitative results that show widespread participation by employers in trip-reduction programs; whether carpooling, vanpooling, transit, bicycling, walking, or teleworking. Perhaps the single most important element of a TDM program is developing and sustaining an effective approach to reach employers. With the support of the employer, commuters are much more likely to modify their commute behavior. A comprehensive worksite TDM program should offer commuters a range of desirable options; reward positive behavioral change through incentives; give employers opportunities for public recognition for their efforts; and be both simple to understand and easy to promote.

Coweta County should initiate its TDM program by focusing first on major trip generators. These would include places such as:

- Downtown Newnan
- Major employment nodes
- High schools

These areas account for a disproportionate amount of congestion for their size and require special attention. Proper land use/transportation coordination requires developing guidelines for site selection as well as site development standards. In the case of schools, an improved prototype could be developed that could be replicated for broad application as new school sites are selected and developed for many years to come.

Roadway Freight Route Network

A need for identifying County-wide roadway freight routes was established in the CTP process. Data collected during the CTP process was broad, but some particular concerns related to freight movement regarded access between I-85 and the US and state highway system through the County were identified. While the vast majority of roadway freight traffic utilizes I-85, a number of other roadways such as SR 16, US 27A and 29, and SR 34 experience local and through freight movements. The local movements primarily occur around the I-85/SR34 area for trucks destined for the adjacent industrial areas.



Other local impacts occur from the delivery of building materials and other goods movement within the County. One issue in the County is that not all of the existing or planned interchanges are on the state route system. The interchange at Collinsworth Road/Weldon Road is not rated for freight use. The two new planned interchanges will occur at non-state route locations. In order to facilitate freight movement, adding these routes and connections to a County-wide freight route system should be considered. Both ARC and GDOT are currently undertaking freight studies. Data from the studies can be used by the County to inform freight route designations as well. Some general considerations for developing roadway freight routes are as follows.

Issues and needs related to freight movement include freight volumes, interparcel connectivity with railroad operations, compatibility with people movement, economic development, roadway design, and system preservation. Freight routes should be established where there are heavy freight volumes. As no inter-modal facilities are currently located in the County, connections to the rail system for inter-modal transfers should be considered. At-grade rail crossings also are a concern when roadway freight movement is inhibited by rail usage.

The compatibility of moving freight on the same roadways, as moving people should be considered, both from a usage and development perspective. The size and mass differences between passenger cars and some freight vehicles can be accommodated better on some roadways than others. The noise generated by freight movement is generally more acceptable in commercial and industrial districts than in residential areas. Access to local businesses by freight vehicles is a concern for local economic development interests. Ease of access to industrial areas, freight transfer facilities, and manufacturers is often a major determinant on new business location decisions. Roadway design and system preservation are additional considerations in identifying roadway freight routes. Roadways must be designed to accommodate the turning movements of large freight vehicles, and the roadway pavement and bridge capacities need to accommodate the mass of large freight vehicles.

Economic Development

Economic Development Goal – Effectively compete for appropriate high-quality businesses with incentives, quality of life, education, culture, executive housing, healthcare and recreational and retail facilities to attract a diverse group of employers.

This goal can be realized through a proactive, focused recruitment effort, infrastructure and quality of life improvements such as cultural and recreational opportunities, education, and quality healthcare. The County also has an opportunity to diversify its employment base with the promotion of tourism.

Economic Development Issues

1. **Lack of Jobs-Housing balance.** Coweta County has one of the lowest ratios of employment to labor force in the Atlanta metro area. This results in a fiscal imbalance as well as longer commutes. Residential growth is outpacing employment



growth. New commercial development is required to offset the growing public service demands of its residential population. New retail and industrial development is currently underway.

2. **Inadequate measures to identify and attract target industries.** The County needs to carefully evaluate which industries, sectors, and clusters are the most compatible with the County and develop a program to attract them. Recruitment efforts should focus on additional white-collar, technology or higher paying jobs. Coweta County and the City of Newnan should become more aggressive in pursuing an employment base of regional-scale employers that will attract a full range of complementary jobs to Coweta County.
3. **Not enough high paying jobs.** Often voiced by workshop participants, much of the County's employment growth is in the low-wage retail and service sectors. Many residents seeking employment in higher wage sectors must find work outside the County.
4. **Perception of poor healthcare.** Piedmont Hospital's recent acquisition of the Newnan Hospital should be promoted to residents, newcomers, and industry as an important element of high standard of living. The County needs to strive to continually improve both the quality and the perception of the local healthcare system.
5. **Limited education and job training.** The County offers limited post-secondary education opportunities. Partnering with established colleges that would consider a location in the County and working with the University System of Georgia to establish a 4-year degree college will improve the quality of education and labor in the County.

Economic Development Opportunities

1. **Become an employment center for south metro Atlanta.** Because of its long frontage along I-85 and relatively affordable and available land supply, Coweta County is uniquely positioned to host major employment centers that would diversify its tax base and provide employment opportunities for its growing labor force. The announcement of the new KIA plant 40 minutes away provides the opportunity to attract related businesses to support the plant.
2. **Attract jobs and employers that increase the diversity of Coweta County's economy.** The county lacks a strong base of export jobs and needs to expand beyond the government, manufacturing, service and retail sectors. A diverse economy will help protect the County against economic downturns and expand the opportunities for residents to work near home.
3. **Promote and market County to business.** A more proactive approach to business marketing, recruitment, along with retention and expansion of key existing businesses that anchor the economy is required. Both the County and the City of Newnan should become more aggressive in pursuing an employment base of national and regional scale employers that will attract a full, wide range of complementary jobs to Coweta County.



4. **Promote historic-based tourism.** Coweta County has a wealth of historic and cultural resources located in several of the County's cities, as well as within the unincorporated County. A County-wide coordinated advertising and marketing effort is needed to realize this potential.
5. **Promote equestrian-based tourism.** Coweta County has a well-deserved reputation for its equestrian economy and a prominent number of households that keep horses. The County has the opportunity to leverage this reputation through the development of an equestrian trail network.
6. **Promote sports tourism.** The County has an excellent parks and recreation system. A program to coordinate all the venues in the system for 3-day regional or national events should be developed to encourage visitors to stay in the County to participate in these events. A Sports and Events Council comprised of citizens from the County is being organized towards this end. Funding to support the marketing of these events would be essential to the success of the program.
7. **Improve overall quality of life.** Quality of life and quality of place have emerged as driving economic forces for employers. The County has the opportunity to market its quality of life by capitalizing on its accessible location, natural resources, and sense of place. It can offer higher quality residential environments and mixed-use development with lifestyle amenities. It must also improve its healthcare, education, and recreation facilities.
8. **Expand continuing education and job training opportunities.** Coweta County needs additional institutions for higher learning, including technology schools and a 4-year college. The recently expanded Central Educational Center is an important step in this direction, but additional education and job training opportunities are needed.
9. **Take a more proactive approach to business marketing, recruitment, and retention.** As the County changes, it is natural for some businesses to move out to make way for more competitive businesses. However, it is important to support existing employers and actively support retention and expansion of those key existing businesses that anchor the economy.
10. **Increase activities promoting Coweta County for targeted employers.** Coweta County and the City of Newnan should become more aggressive in pursuing an employment base of regional-scale employers that will attract a full range of complementary jobs to Coweta County.

Economic Development Strategies

Business Recruitment

The economic development efforts in the County today focus on industrial development, because the County's Industrial and Development Authority is handling the marketing and promotion of the County. Historically, industrial development authorities have stayed with attracting manufacturing, distribution, and warehousing. Coweta County has an enviable



base of such companies and continues to grow and attract companies in this market segment. The key selling points being used at this time include location, competitive land prices, significant property assets, and the addition of new industrial parks.

Business retention and expansion efforts, and the growth and development of small business, are being fostered by the Newnan-Coweta Chamber of Commerce in conjunction with several prominent local businesses and Chamber members. More recently, the economic developers have started working in collaboration with the Georgia Department of Economic Development, Georgia Power, and Georgia EMC to promote the County to new prospects in Georgia. The Chamber's 2020 initiative is a collaborative program that provides a platform for the various economic development groups in the community to work together to meet their collective goals.



As the dynamics of the County change, so do the demands on the economic developer. In order to attract other market segments like high-tech, education, retail, and entertainment prospects; the scope of the economic developer should include marketing to those prospects, as well as industrial employers. Maintaining the County's high quality of life and attracting a high-quality workforce are other important factors. With too many entities trying to promote the County, it would be important to have a more focused program that coordinates their efforts to present a cohesive, stronger image of the County.

A more proactive approach to business marketing, recruitment, and retention also will support future economic growth. An analysis of the market segments that would complement existing businesses will help refine the approach to Fortune 500 companies, high tech, manufacturing, and service businesses. Given its location between Hartsfield-Jackson Atlanta International Airport, right off I-85, and a short distance from the proposed KIA plant, Coweta County is poised to grow both in the automotive support and logistics sectors.

Infrastructure and Quality of Life Improvements

Roads, Water, and Sewer

The County has been working on infrastructure improvements, and the general consensus from the workshops and surveys indicate the need to continue making these much needed sewer, water, and road improvements. Adding additional sewer capacity in strategic locations will help increase the commercial tax base. The County needs to be more aggressive in competing with other Georgia counties by offering new incentives such as tax adjustments/abatement to attract appropriate employers.



Healthcare

The Newnan Hospital has better access and a larger population base than nearby Fayetteville Hospital. Piedmont Hospital has recently acquired both hospitals to expand its outpatient clinical services. Within a 2-year timeframe, the Newnan Hospital is expected to have a new facility. While the number of beds will remain the same, the type of the services the Hospital will offer should contribute to the community as a huge economic generator. This presents a tremendous opportunity for the economic developers in the County to partner with the Hospital to market the community to attract a diverse group of employers.

Education and Training

Technical education in the County comes from West Central Technical College and the University of West Georgia. The recently expanded Central Educational Center serves as a model in the state for vocational training and continuing education. The Commission for the Promotion of Higher Education, a partnership between the County Commission and the Chamber, seeks to expand educational opportunities in the County. They are currently pursuing a 4-year college to ensure a better quality of education for their citizens. This should improve the perception of the educational system and help in attracting better quality prospects for relocation to the County.



Recreation

Tourism Potential

The Coweta Visitors Bureau (CVB) has played an important role in promoting tourism in the County as an economic development tool. As the community changes and moves to keep up with regional and national tourism trends, the County has the opportunity to promote its recreational venues, equestrian facilities, and golf courses. Under the Events Services Department, a volunteer Sports Council is being convened to address the issue of marketing and promoting various recreational, cultural, and historic tourist highlights. Expanding the typical tourist visit from 1 to 3 days is expected to have a significant impact on retail and hospitality tax revenues and contribute to job growth in that sector. Connecting the various equestrian farms in the community into one trail provides equestrians the opportunity of riding through beautiful horse country. With equestrian trail rides, the community can expect other related events and retail to follow.

A tourism specialist needs to be hired to handle the development and coordinate special events that tie in with national and regional events that would come through the County. The initial investment in setting this up could potentially lead to a substantial growth in both tax revenues and employment.



Housing

Housing Goal: To provide a variety of housing choices to suit the changing needs and lifestyles of County residents.

Housing choices in unincorporated Coweta County are limited. As of 2004, nearly 82 percent of the County's housing stock is comprised of single-family, detached houses, and 56 percent of these homes have a value between \$100,000 and \$200,000. This product has great appeal to middle-income families, which is a significant segment of the local housing market; however, higher priced executive housing is virtually absent from the market with less than 2 percent of houses valued at over \$500,000 and 8.5 percent valued at over \$300,000. Although the County is considered an affordable market overall, current prices are rising more rapidly than wages; and many local workers cannot afford to live in the County. Most of the County's multi-family product is located in incorporated cities, particularly Newnan. Additionally, much of the lower-priced homes are of older stock.



In addition, the County established two policies in 1997 to slow population growth, protect rural areas, and increase housing prices:

- The minimum lot size for property on public water was increased from 0.8 to 1.6 acres.
- The minimum house size was increased from 1,000 to 1,450 square feet.

These policies continue to have a great influence on the County's housing market. Since 1997, housing permit activity has decreased substantially in the unincorporated County, but annexations into adjoining incorporated cities have risen. Average new house sales prices have increased by approximately 5 percent per annum to \$170,000 in 2004, which compares to an average median price of \$195,000 for metro Atlanta. Although these policies have fulfilled their original intention of slowing growth and increasing housing prices in the short term, they have placed limits on providing a broader range of housing options in the County.

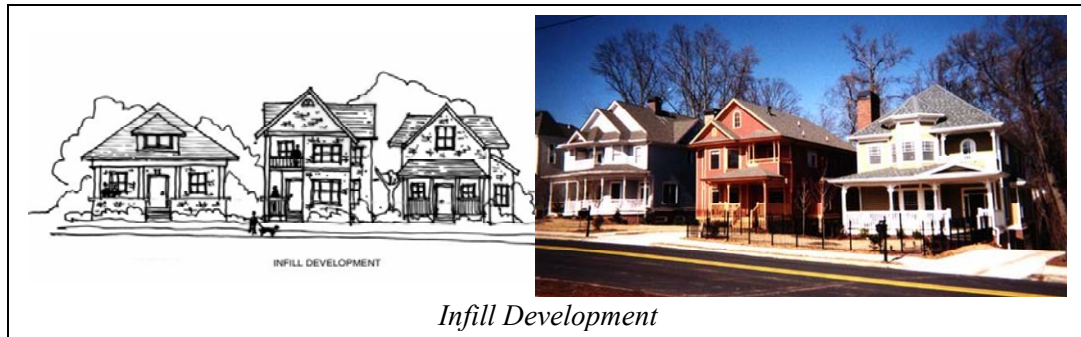
Current market offerings and local housing policy are focused on large-lot, single-family residential development. This type of development most often appeals to middle-income families, which is a significant segment of the market. However, other market segments do not have many choices



today. Healthy communities offer housing for every stage of life – lifecycle housing – including singles, couples, families, empty nesters, and seniors. Workforce housing is also an important part of the mix.

Housing Issues

1. **Limited housing choices.** The residential market in the unincorporated County is limited to large-lot developments of 1.6 acres per unit or greater. This has created a plethora of middle-income, single-family housing units throughout the County. A broader choice of housing options could be accommodated through village-type development and provision of sewer in strategic portions of the County.
2. **Lack of executive housing.** Coweta County has a median house sales price of approximately \$140,000, which is affordable for middle-income families; but the County lacks higher-priced housing – \$300,000+ price range. Before the County can attract major employers offering high-paying jobs, it will have to encourage development of the kinds of high-quality residential choices that would attract upper management.



3. **Limited workforce housing.** At the other end of the spectrum, many people who work in Coweta County cannot afford to live here, unless two workers support the household. There is a disparity between housing prices and what average County wages can afford, and housing prices are rising more rapidly than wages.

Housing Opportunities

1. **Provide for an aging population through better healthcare, additional senior services, and housing alternatives.** The Baby Boomer generation is beginning to retire, resulting in one of the nation's greatest demographic shifts. Many of these wealthier, active seniors are looking for alternatives to large-lot, single-family dwellings – neighborhoods with sidewalks, access to transit, and the ability to walk to shops, restaurants, and recreation areas.
2. **Ensure adequate housing to meet the demands of a changing community.** In addition to an increase in seniors, there will be a greater share of single person households and households without children. Participants at the Visioning Workshops were supportive of the concept of lifecycle housing, providing a diverse array of housing choices to meet the needs of people at all stages in their life.
3. **Provide enough workforce housing to meet demand.** In 2004, 63 percent of all jobs in metropolitan Atlanta paid less than \$40,000. The County needs to seek ways to provide housing for people at a variety of income levels and at different stages in their life.



4. **Foster redevelopment and infill.** While redevelopment options within the unincorporated County are limited, there is tremendous opportunity for infill within the County's northeastern quadrant. The area that developed in a contemporary suburban fashion over the past several decades left about half of the developable land vacant. Some of these areas offer mixed-use – residential and commercial – infill and redevelopment opportunities, particularly the area close to the interstate and the County's employment centers.
5. **Encourage neo-traditional neighborhoods instead of isolated subdivisions.** Neo-traditional neighborhoods follow historic patterns of neighborhood design. They are compact, walkable, have a connected network of streets, sidewalks, and paths, and have a mixture of housing types, styles, and uses. Neo-traditional developments help foster a sense of community through the use of front porches, neighborhood commercial space, and neighborhood greenspaces and parks.
6. **Encourage conservation subdivisions.** Conservation subdivisions are a regulatory tool that allows for clustering of residential development in a portion of a site, while maintaining open space in the remainder of the site. It is used as a way to protect open space in rural areas of the County.

Housing Strategies

Changing Needs and Lifestyles

Aging Baby Boomers

Baby Boomers are the nation's largest generation, representing 26.2 percent of the population in 2000. In Coweta County, Baby Boomers account for approximately 21.6 percent of the local population. They are the most affluent generation and account for 50 percent of the nation's spending power - \$2.1 billion of \$4.2 billion. The first of the Baby Boomers will turn 60 in 2006 and reach retirement age (65) in 2011. This group of empty nesters and seniors are growing at a much faster rate than other generations. They will have a profound affect on the housing market, nationally and locally.

- Opportunities to “age in place” – according to the AARP and the National Association of Realtors, approximately 80 percent of seniors have a preference to age in their current home.
- Increased demand for smaller, higher density housing units in walkable communities with amenities.
- Resistance to being identified as “seniors” with regard to housing and other services.
- Housing design with seniors in mind, including maintenance free, one-level living.

Gen X

A baby bust period followed the baby boom. People born during this period are known as Generation X. They comprise 18.7 percent of the US population and approximately 17.8 percent for Coweta County. This generation tends to be in their child-rearing years, requiring more traditional single-family neighborhoods that are close to good schools, shopping, entertainment, and recreational facilities. Amenities, such as swimming pools



and parks, are important to this group; whether provided within the single-family project or accessible in the immediate area.

Gen Y – The Echo Boom

Generation Y, also known as the Echo Boom, is as large as their parents' generation, representing 25.8 percent of the US population and approximately 19.1 percent of Coweta County population. The 20-something group within this generation is notably missing in Coweta County, accounting for only 12.6 percent of local residents, which is 16 percent below the Georgia average. They are at a stage in life where they are pursuing job training, either through college or other post-secondary educational training, and are beginning their careers. These educational opportunities are currently limited in Coweta County, which partially explains the absence of 20-somethings. In addition, many young couples and singles require rental housing, which is not prevalent in Coweta County. Starter homes, such as affordable condominiums and rental apartments that are located in walkable neighborhoods close to shopping and entertainment, are important factors for this generation. Providing these educational and housing opportunities are keys to maintaining Echo Boomers within the County.

Other Demographic Changes

There are four other demographic characteristics shaping the Coweta County housing market, including:

- The market is dominated by family households (78.1 percent), half of which have children requiring a more traditional single-family house.
- Non-family households are increasing at a faster rate than family households and singles represent 18 percent of households.
- The County's racial composition is changing with minority groups – particularly Hispanics – growing at a faster rate than non-minority groups.
- Householders are gaining affluence with 36.5 percent of households earning \$75,000+ annually, creating demand for higher-priced housing exceeding \$300,000.

Future Housing Choices

Housing choices gives all residents of Coweta County an opportunity to live in homes suitable to their changing needs and lifestyles – also known as lifecycle housing. Lifecycle housing provides choices for every stage in life and allows County residents to grow up and become educated in the County, begin and end their careers in the County, start families in the County, and retire in the County. This is the housing vision for Coweta County. How can these choices be provided while maintaining the rural character of the County?

Protection of farmland and open space continues to be a significant issue for local residents who desire to maintain the County's small-town flavor and rural character. It was brought up consistently in public meetings and workshops. These goals do not have to be inconsistent with providing higher density housing choices through the designation



of village-type development and provision of sewer services in strategic areas of the County.



Neo-traditional Neighborhood

Village centers are compact, walkable places that offer a variety of land uses. The mixture of land uses often includes neighborhood shopping facilities, such as a grocery store, drug store, restaurants, and convenience shopping, as well as community facilities, such as parks, schools, fire stations, and community centers. A variety of housing types can be accommodated in village centers, ranging from higher density condominiums and apartments to townhouses, cluster homes, and single-family homes. This housing mix should include senior housing options as well.

An array of housing price points, from affordable workforce housing to higher-priced housing, is also appropriate for village centers.

Neo-traditional neighborhoods, rather than isolated subdivisions, should be encouraged within village centers and other areas where smaller lot, single-family development is appropriate, such as the County's northeast quadrant where traditional subdivisions have already been developed and infill opportunities exist. Neo-traditional neighborhoods are characterized by a grid-pattern of streets with sidewalks, paths, and parks/open space. Single-family homes are oriented toward the street, often designed in the style of the early 19th Century with front porches. Higher density units, such as townhouses, should also be part of the mix.

Lower density development should be encouraged outside of village centers, particularly in the rural western portion of the County. A couple of land use regulatory tools are underway to assist in this effort. One is large minimum lot sizes of 5 acres in certain areas. Another is a conservation subdivision ordinance, which allows residential development to be clustered in one portion of a site, while the remainder is designated for open space.

Natural Resources

Natural Resource Goal – Preserve/conservе greenspace, open space, and natural resources

This goal can be realized through resource identification and monitoring, land use policies and regulations, and education. The County is fortunate to still retain much of its rural character, and citizens enjoy the benefits of a rich cultural heritage and abundant natural resources; yet, under the pressure of rising population and employment growth, these important aspects of quality of life are threatened.



Natural Resource Issues

1. **Loss of open space.** As the County continues to grow, much of its open spaces and many of its scenic views are being developed. The loss of open land and greenspace were among residents' greatest concerns for the future of the County. In recent years, the County prepared a greenspace plan and established a greenspace committee to formulate a strategy for preserving greenspace, important first steps.
2. **Loss of trees, tree canopy, and specimen trees.** Tree canopy helps keep the County cool, protects against air pollution, improves property values, reduces air conditioning expenses, prevents soil erosion, and provides critical habitat. Clear cutting of development sites and the County's lack of a tree preservation ordinance were voiced by many frustrated residents throughout the Visioning Workshops.
3. **Declining water quality.** The quality of streams and rivers generally declines as nearby lands are developed. Many of the County's waterways are listed as impaired or degraded by the Georgia Department of Natural Resources.
4. **Non-attaining air quality.** Coweta County is part of the metropolitan area in violation (non-attainment) of the Clean Air Act, both for ground-level ozone and fine particulate matter. Primary sources of both problems are automobiles and power plants.
5. **Litter throughout the County.** Often cited at the Visioning Workshops, littering appears to be on the rise. "Street and road cleanliness" was also important to respondents of the *Be Something Different* survey.

Natural Resource Opportunities

1. **Protect the Chattahoochee River.** Within Coweta County, significant acreage along the Chattahoochee River remains vulnerable to development, but also subject to conservation. Coweta County has the opportunity to preserve these areas in its part to protect this vital resource and contribute to the long-range goal of a Helen-to-Columbus greenway and riverside trail.
2. **Protect water supply watersheds.** Water supply watersheds cover most of the northeastern portion of Coweta County – the same area where existing and future development is directed. As the watersheds for the County's drinking water urbanize, measures should be emplaced to ensure clean drinking water for future generations.
3. **Permanently preserve environmentally sensitive areas and scenic viewsheds.** There are many areas of the County that are appropriate for natural resource protection that will become threatened by future development.
4. **Preserve greenspace in the development process.** Increased development pressure in the Rural Conservation area gives the County the opportunity to revise its development regulations to require permanent greenspace preservation in exchange for development rights.
5. **Expand areas for passive recreation.** The forthcoming Chattahoochee Bend State Park will soon provide an important passive recreation area for the western side of Coweta County. Other passive opportunities are needed throughout the park; including additional trails, natural areas, and open grassy areas in neighborhoods and future villages.
6. **Expand the County's new stormwater management program.** According to the USEPA, polluted stormwater is the greatest threat to the nation's streams and rivers.



A strong stormwater program will help protect Coweta County's remaining clean streams.

Natural Resources Strategies

Watershed Protection

As described in the Community Assessment, 11 of Coweta County's streams are not fully meeting Clean Water Act Standards. The following outlines the watershed planning, implementation and monitoring program needed throughout Coweta County, but especially within the 11 impaired stream watersheds.

Watershed Protection Plan Approach

Planning for future development and protecting water resources and natural systems is a difficult task, especially in a rapidly growing area. Watershed Protection Planning includes the periodic evaluation of existing and future water resources data and an examination of future land development activities. Land development activities require a close association between comprehensive planning and development regulations. Therefore, the planning must include land use planning techniques and ordinances, as well as projects for the proactive protection of surface water resources for rapidly developing watersheds.

Watershed Management Framework

Watershed Management Plans construct the framework applicable for managing the water resources in Coweta County watersheds that will support the level of development (i.e. land use) found in the watershed in existing and future conditions. Management frameworks are categorized as Protection, Prevention, or Restoration:

Protection is applicable in areas where receiving water bodies are considered healthy, e.g., currently meeting designated uses. These areas need minimal intervention to maintain the system at *status quo* under current land uses, but may require that projected development be minimized or controlled to protect natural resources for future generations. This could involve land acquisition of undeveloped open spaces to reduce the future imperviousness, or the establishment of wider stream buffer corridors.

Prevention is associated with a level of development where stressors on the water resources are becoming noticeable or negative impacts resulting from stressors are anticipated in the near-term. In this situation, a stream may be partially meeting its designated use. Prevention measures may include structural BMPs (per the Georgia Stormwater Manual) to be implemented in conjunction with development to counteract adverse impacts to the stream system.

Restoration requires the highest level of intervention to reverse impacts resulting from stressors and move a stream from the "not supporting" category to the "partially" or "fully supporting" designation. The cost of management measures increases as the intensity of intervention elevates from Protection to Restoration. Such measures may include implementation of structural BMPs, extensive streambank and habitat restoration,



or non-structural BMPs to reduce non-point source loads (e.g. maintenance and street sweeping).

Management measures for developing watersheds fall within the Prevention category. However, once urbanization has taken place, integrated watershed planning becomes a matrix of trade-offs and falls within the Restoration category.

There are three basic types of controls applied to a watershed to intervene in the degradation of water resources:

- Source controls.
- Regional controls.
- On-site controls.

Table V-2 depicts the relationship between the management framework and the general types of controls that can be applied.



Table V-2: Water Quality Management Process for the Watersheds of Coweta County

| Framework | Designated Use | Control Type | | |
|-------------|----------------------|-----------------|-------------------|------------------|
| Protection | Fully supporting | Source controls | - | - |
| Prevention | Partially supporting | Source controls | Regional controls | - |
| Restoration | Not supporting | Source controls | Regional controls | On-site controls |

There are numerous control mechanisms and management strategies that can be used. Table V-3 shows the relationship between the general types of controls in watershed management, control mechanisms, and example strategies.

Table V-3: Water Quality Control Mechanisms and Strategies for Watershed Management

| Control Type | Control Mechanisms | Strategy |
|-------------------|--|---|
| Source controls | New ordinances: Regulatory/enforcement | Zero-tolerance erosion control for land disturbance activities |
| | Education | Enlist public as part of solution to non-point source pollution |
| | Land use/ comprehensive planning | Promote limiting development in critical areas |
| | Land acquisition | Acquire land to prevent development or serve as stream buffers |
| | Design standards | Maintain pre-development runoff rate/volume, pollutant loads |
| Regional controls | Regional/sub-regional structural BMPs | Regional ponds, habitat protection |
| | Stream protection zones | Buffer stream corridors from runoff impacts |
| On-site controls | Reduce impervious cover | Replace existing impervious cover with pervious |
| | Retrofit BMPs | Modify existing facilities to meet pre-development conditions |
| | Maintenance | Monitor performance and identify O&M costs |
| | Streambank stabilization | Streambank and habitat restoration along all major segments |

Watershed Protection Planning

Every effort must be made to undertake watershed protection through cooperative efforts with the cities and through public education. The watershed protection planning process should identify protection measures to address land use and imperviousness limitations, River Corridor Protection, limits on buffer waivers, tree protection, design standards, and a Regional Detention Program.

Typically, recommendations for protection plans are divided into:

- Programmatic Needs - such as a riparian greenway program, long-term monitoring, and erosion control certification.
- Ordinances and Regional Programs - such as a wetlands buffer ordinance.
- Stormwater Design Standards.



- Protection/preservation of Sensitive Lands, including stream buffer zones and wetlands mitigation bank.
- Public Education and Involvement, including Adopt-A-Stream and Keep America Beautiful
- Structural Management Measures - such as regional detention, wet ponds, and stream corridor restoration.

Long-term Monitoring Plan

Water Quality and Biological Monitoring

A long-term water quality monitoring program is recommended for each of the 11 impaired streams to demonstrate maintenance of designated uses of streams. This effort should be coordinated with the cities of Coweta County and should monitor the following parameters:

- | | | |
|--------------------------------|-------------|---|
| * Temperature (water and air) | * Turbidity | * Hardness (as CaCO ₃) |
| * Total Suspended Solids (TSS) | * BOD5 | * Total phosphorus |
| * Dissolved oxygen | * COD | * Ortho phosphate |
| * Specific conductance | * pH | * Nitrogen (TKN, NO ₂ /NO ₃) |
- * Total and dissolved metals (Cu, Zn, Pb, Cd)
 - * Fecal Coliform and E. Coli

Biological indicators are often the best measurement of stream degradation. The County should perform a biological assessment on each stream every 2 years at all long-term monitoring locations.

Costs and Funding

Stormwater Utility: The County should consider the implementation of a stormwater utility as a long-term project. The funds should be used to improve stormwater management in areas developed prior to contemporary stormwater regulations and should be used to maintain or force the maintenance of abandoned and failing stormwater facilities.

Maintenance and Inspection Costs/Administrative Costs: It may take a significant effort for the County to update the infrastructure database, inspect sites (ponds, erosion control, etc.) and collect new data (plans, calculations, technical reviews, and GIS updates). Once a utility is in place, the County will be able to recover the costs for the effort associated with new development, as well as that associated with the previous development.

Capital Costs: The current level of infrastructure needs to be maintained and maybe expanded. Furthermore, new development will require additional infrastructure that will be privately maintained or the County will maintain indefinitely. All such infrastructure has capital costs: engineering, construction, and operation & maintenance. The County must also be able to recover costs for these capital expenses related to development.



Currently capital costs of new infrastructure are the responsibility of the developer based on County regulations. Other capital costs will be the responsibility of existing programs and budgets, unless a stormwater utility fee is implemented.

Community Facilities

Community Facilities Goal: Coweta County needs an adequate, sustainable, attractive, and efficiently managed network of facilities and infrastructure that will accommodate the present population, support continued growth, preserve the County's natural environment, and promote desired patterns of development.

This goal statement supports the overall vision for the future quality of life of Coweta County expressed by the citizens of Coweta County in the overall Vision Statement. The community's vision is captured graphically in the Future Development Map. The Future Development Map shows a specific arrangement for a variety of character areas that are designed to provide a range of choices for future Coweta residents. It stands in contrast to the conventional suburbanization that characterizes many of the surrounding counties in metro Atlanta. The implementation of the Future Development Map will hinge as much on the location, capacity, and design of the County's infrastructure and community facilities to guide growth as it does on the land use planning and zoning process. Likewise, the efficient operation of the infrastructure and community facilities outlined in this plan depend, in large measure, on achieving the arrangements of land use and development shown on the Future Development Map so that service delivery can be fitted to predictable land use patterns that emerge as the County grows.

Community facilities and infrastructure play a key role in Coweta County's growth and development. According to the DCA Local Planning Requirements for comprehensive plans, community facilities include a wide range of infrastructure, facilities, and services that typically are managed by different entities: water supply and wastewater treatment, solid waste management, stormwater management, parks and recreation, public safety, general government facilities, educational facilities, and libraries and cultural facilities. The area of transportation has its own separate section of the Community Agenda and is not included here.

Community Facilities Issues

1. The County's population is projected to double in 20 years straining all levels of community services and facilities.

The County's projected growth will strain fire protection, public safety, parks and recreation, stormwater management, solid waste management, and libraries. The County needs to explore ways to help growth do a better job of paying for itself as well as ways to grow more efficiently.

Fire protection

Coweta County's Fire Department serves the entire County, except for the City of Newnan, which has its own fire department. There are currently 99 firefighters working



in 14 fire stations located throughout the County and in several municipalities. The current ISO rating is 6/9 for the County, with a rating of 6 for areas that have fire hydrants within 1,000 feet and a fire station within 5 vehicle miles. The remainder of the County is rated 9.

According to the Impact Fee Assessment Report, Coweta will need to expand its fire station floor space by approximately 50,000 square feet and purchase an additional 33 heavy vehicles to maintain its current level of service for the planning period ending in 2026. This is likely to result in the addition of approximately 4 new fire stations, and a new headquarters facility. A new station for southwestern Coweta is proposed near the intersection of Bohannon Road and Corinth Road.

It will be important to consider the Future Development Map as a source of information about the appropriate location for new fire stations. The priorities for locating new fire stations should be based on population and growth concentrations, as well as filling gaps in the service areas. The County should give first priority to placing new fire stations in areas within the infill portion of the County and within Village Centers, because those areas will have heavier concentrations of homes and property at risk. In particular, new fire stations will be needed in the Arnco Mill Village and the Macedonia Village Center and near I-85 and SR 154. Another potential location to achieve better service coverage in a fast growing area would be near the intersection of Fisher Road and Andrew Bailey Road.

Public Safety

The Coweta County Sheriff's Department is the primary law enforcement agency for the unincorporated portion of Coweta County. It provides protection to approximately 450 square miles divided in 6 zones; including the municipalities of Sharpsburg, Turin, Haralson and Moreland. The Cities of Newnan, Palmetto, Senoia, and Grantville provide their own public safety facilities. The Sheriff's Department Headquarters is a 110,000-square foot facility in Newnan. There is also an 800-square foot facility housing the East Coweta Precinct located in Sharpsburg.

In addition to its role in enforcement, crime prevention, investigation, and emergency response (E-911); the Sheriff's Department also staffs the Coweta County Prison in Newnan along with the Georgia Department of Corrections. The County Prison contains 216 beds and is 95 percent occupied. Most of its occupants are state prisoners.

According to the Coweta County Impact Fee Assessment Report, to maintain current levels of service as the County grows, the Sheriff will need approximately 15,000 square feet of additional space to support the Sheriff's patrol and another 65,600 square feet at the County Jail by 2026.

In addition, according to the Impact Fee study, E-911 service will require a small expansion (756 square feet) and a major investment in improvements to the communication system to meet future needs.



Parks and Recreation

The planning of public parks and recreation services involves a multi-tiered approach. The public needs and expects to have access to recreation within a convenient range of residential areas throughout the County. However, not everyone has the same recreational needs.

- Older adults, a growing segment of the community, look for neighborhood parks that provide for passive recreation and Senior Centers that provide meeting rooms for group recreation and social activities.
- Small children seek small neighborhood playgrounds within a 5 to 10-minute travel time. These facilities are usually built at elementary schools, but may not be open for casual use from neighborhood residents.
- Community parks of around 15-25 acres provide more space for ball fields and courts used by older youth and young adults. These fields usually require supervision for organized play, such as softball, soccer, basketball, and tennis. Swimming pools are universally sought in these facilities.
- Larger regional parks provide more land for different activities, sometimes including lakes, golf courses, picnic areas and pavilions, along with a mixture of ballfields and other facilities commonly found in community parks.



In the broader role of recreational master planning, these public parks are only one element of a network of open space and greenways that provide passive recreation and wildlife habitat. The County Recreation Department serves the entire County, including the cities.



Currently Coweta County has 18 parks and recreation centers, including 75 ballfields, 2 gyms, and 3 Senior Centers. The County is in the process of acquiring 77 acres off Happy Valley Circle for a new gym and soccer complex. There are also plans to expand the Grantville Park to include more ballfields.

According to the Coweta County Impact Fee study, approximately 345 acres of additional parks and recreation space will be needed to keep pace with projected population growth to 2026. These parks would provide 34 additional ball fields, 2 more gyms, 4 tennis courts, and 7 pavilions. The elderly population will increase by 142 percent, to over 23,300 by 2030. As a result, 4 more Senior Centers would be needed to maintain the same level of service. It will also be important to plan for park improvements and equipment replacement in existing neighborhoods over time so that



their facilities remain comparable with the new facilities that are built in newer neighborhoods.

Coweta County's need for public parks and recreation facilities is based on the impact fee methodology, which amounts to a standard of approximately 5.1 acres per person. This is an extension of current levels of service into the future, which may not be congruent with the community's vision and long-term goals. By comparison, the National Recreation and Parks Association (NRPA) recommend the following standards:

| <u>Park facility</u> | <u>Acres/ 1000 residents</u> |
|--------------------------|------------------------------|
| Neighborhood Park | 2.0 |
| Community Park | 6.5 |
| Regional Park | 7.5 |
| <u>Recreation Center</u> | <u>1.5</u> |
| Total | 17.5 |

Nelson, *Public Facility Space and Land Use Needs*, Table 6-12. (2004).

Therefore, Coweta County should consider undertaking a more thorough study of its residents' needs, goals, and expectations. A Parks and Recreation Master Plan for Coweta County would help explain how the parks and recreational system can be expanded and enhanced to meet the full array of future needs. It would also prioritize areas of the County where the additional parks are most needed. As with other community facilities, priority should be given to the infill areas and Village Centers where population will become concentrated in the next 20 years. In addition, the Parks and Recreation Master Plan would identify opportunities to coordinate with municipalities in provision of facilities and recreation programs to achieve a more efficient overall program for the future citizens of Coweta County.

Stormwater Management

The existing stormwater management system consists of a scattered array of conveyance, storage, and treatment facilities that were designed to control flooding as a result of storm events that increase the quantity and velocity of stormwater runoff. Most stormwater management facilities are detention ponds that are privately owned and maintained. New federal regulations have expanded the role of stormwater management from preventing flooding to improving the quality of water discharged into streams by filtering the stormwater to reduce the pollutant loads before they are discharged.

Stormwater flows across land in Coweta County into two drainage basins – the Flint River (east side) and the Chattahoochee River (west side). Because of increased land development and other human activities that increase stormwater runoff, including soil erosion and sedimentation problems, water quality in a substantial number of stream segments is degraded so that these stream segments do not support the designated uses under the Clean Water Act. These C portions of New River, White Oak Creek, Wahoo Creek, Snake Creek, Turkey Creek, Cedar Creek, Mineral Springs Branch, and Panther Creek.



Coweta needs to work with EPD to establish a management plan for these drainage sub-basins to reduce impervious surface coverage, improve control of soil erosion and sediment from construction and agriculture, and to manage point flows from industries and wastewater treatment plants.

Monitoring and maintaining these water quality issues will be a growing problem as the county grows and covers more and more land with impervious surfaces. Under the NPDES, land disturbance of more than 1 acre requires a permit prior to land disturbance; and sites over 5 acres require an erosion sedimentation and pollution control plan with BMPs to control soil erosion and sedimentation at the site, and maintain on-site water quality monitoring during construction.

Challenges related to stormwater management in Coweta County include:

- Public education and developer training regarding the new development procedures.
- Enforcement of new stormwater management and erosion/ sedimentation control ordinances.
- Administration and staffing of the new procedures for plan review, engineering, permitting and enforcement for new stormwater management ordinances.
- Updating Flood Insurance Rate Maps of floodplains.
- Identifying and financing the retrofit of failing or inadequate stormwater management facilities such as existing culverts and ponds that pose a risk to public health and property.
- Consideration of cost-effective stormwater management methods such as area-wide stormwater storage and treatment.
- Coordination of stormwater management implementation strategies and funding with municipalities in Coweta County.
- Implementing BMPs to support TMDL's in sub-basins draining into streams that do not fully support designated uses.
- Preparing new zoning and land development ordinances that will limit impervious surfaces, especially focusing on commercial parking lots.
- Exploring the feasibility of establishing a stormwater utility to pay the costs of stormwater management as the County grows.

Solid Waste Management

Solid waste management is another type of community service that will experience stress as a result of the growth in population and the rising volumes of solid waste that must be collected and disposed of safely. Not only is population growing, but the average amount of waste per capita is also rising. These solid wastes include residential garbage, industrial and commercial waste, and demolition debris related to construction.

An important component of managing solid waste is recycling of paper, glass, plastics, and metals that are an increasing share of the solid waste stream. Recycled products do not require disposal in landfills. Coweta County operates 12 supervised collection sites for voluntary recycling that are distributed throughout the County.



There are no sanitary landfills in Coweta County. Most solid waste generated in Coweta County is hauled to the Pine Ridge landfill in Griffin. The County does maintain a transfer station and a dry landfill for construction and demolition debris.

Another important component of the solid waste management system is the collection system. Curbside collection is provided in some areas. Households buy special plastic garbage bags at local grocery stores, and the County collects revenues from sale of the bags to pay the costs of curbside garbage collection. The County contracts for trash pickup by private haulers. There are also 16 County-maintained waste collection sites in the rural areas for households that do not contract for curbside pickup. However, there are still problems with informal dumpsites and litter that results when people do not arrange for proper collection and disposal of their wastes. As the County continues to grow and become more urbanized, the County may want to consider methods to extend curbside pick up.

The details of the solid waste plan are contained in the Coweta County Comprehensive Solid Waste Management Plan that was prepared concurrently with the Comprehensive Plan.

Libraries

Coweta County has four libraries. There is a new County library, the first in the unincorporated area. It was built with Special Purpose Local Sales Tax (SPLOST) proceeds and is located on Hwy 154 in East Coweta. There are three more branch libraries in the Cities of Grantville, Newnan, and Senoia. They are part of a regional library network serving Troup, Harris, and Coweta counties.

As the County grows, it will need to build more libraries and expand the supply and range of media in its holdings. It can also partner with the school system to expand the supply and convenient availability of materials. Setting up a “Friends of the Library” network of private sponsors and contributors can also leverage the County’s resources for its library system.

The County’s goal is to have two library volumes per capita. To achieve this goal the County will need to add 20,000 square feet of new library space by 2026 and increase its collection of media by 98,200 volumes. At least one new library will be built in a location to be determined.



2. Quality public education and expansion and improvement in the County grade school education system are among the residents' greatest priorities.

The Coweta County school system operates 28 public schools (K-12) with 18 elementary schools, 7 middle schools, and 3 high schools. Public school enrollment has increased from 15,317 in 1999 to about 19,600 students in 2006. This is an increase of 28 percent, equivalent to an annual rate of growth of almost 4 percent, compounded. Several schools are overcrowded, and there are 80 trailers in use. There are currently plans for 3 new Elementary Schools, 2 new Middle Schools, and 5 school additions. Much of the cost of these facilities is expected to be paid by SPLOST revenues. The County plans for elementary schools with an optimum of 700 students and maximum of 900. They plan for 20-25 acres for an elementary school, 50-75 acres for a Middle School, and 75-100 acres for a High School. They sometimes seek donation of school sites from developers who are seeking approval of large residential projects.



Overall, coordination between the County and the school system is very good. Some of the challenges faced by the school system in Coweta County include:

- Dealing with overcrowding at several schools in the system.
- Siting, funding, and constructing new schools to keep pace with residential growth.
- Coordinating siting locations and redistricting of schools with residential permits issued by the County.
- Coordinating siting of school facilities with infrastructure and other community facilities.
- Expanding bus service as the limits of residential growth expand geographically.

New schools are more than functionally important. They are important “building blocks” to neighborhood identity and character. They should be designed to be attractive, well landscaped, and interconnected with surrounding residential areas with direct and convenient access for both vehicles and pedestrians. Wherever possible, new schools should be sited, along with parks and libraries to form community service clusters oriented to be functional and convenient for families with children. Community service clusters also help reinforce the sense of place that residents seek. The County and the school system should work together with developers who could donate land that can be used to site some of the new schools in Village Centers adjacent to new parks and libraries.



3. Current infrastructure is inadequate to accommodate future non-residential growth.

One of the County's priorities needs to be increasing its job base. Coweta has one of the lowest ratios of jobs to households in the Atlanta metro area. I-85 is one of its greatest assets, giving it freeway access to the Hartsfield-Jackson Atlanta International Airport, as well as to a prospective pool of labor all the way from metro Atlanta to Columbus. However, within the County itself, basic infrastructure is one of the limitations Coweta County will face as it seeks to attract more industry. The SPLOST program plays a major role in addressing the County's local transportation needs and implementing the CTP. However, expanding the water and wastewater treatment system and coordinating it with economic development objectives will continue to be an important issue as the County grows.

4. Adequate water system treatment capacity, but limited distribution system.

The County has garnered secure sources of drinking water for at least 20 more years. However, about 10 percent of its population is still on a private well or community water system. Approximately 90 percent of the current population is served by public water. The remaining 10 percent obtain water from private wells or community systems. There are approximately 20 community systems in Coweta County.

The current water demand is approximately 5 MGD. If the water system is going to serve a population that is twice as large by 2030, the capacity of the water system will need to more than double. A study completed in February 2005 projects Coweta County's future demand will reach approximately 12.8 MGD by the year 2026. A new facility, the B.T. Brown Water Treatment Plant, was constructed in 2005 that will raise the system capacity to 8 MGD. In addition, Coweta recently reached a water supply agreement with the City of Griffin that increases the total available supply to over 19 MGD.

The principal water supply challenges that Coweta County faces include:

- Judicial use of water supply and expansion of the County's water conservation program.
- Public education to promote daily water conservation and to use low flow plumbing fixtures.
- Alternatives sources for outdoor irrigation. Outdoor watering is one of the major sources of increasing per capita water use in growing counties like Coweta. The County should develop consumer education about the application of xeriscape principles and should explore ways to facilitate use of recycled water for irrigation wherever possible through using a higher rate for outdoor water use and development of two-pipe systems where feasible.
- The water distribution system will likely be expanding and additional water tanks may be needed to maintain pressure for adequate fire flows in growing areas.



5. About 90 percent of the County’s water customers use septic tanks.

Coweta County has long relied on septic tanks to handle residential wastewater. There are an estimated 35,000 septic tanks in Coweta County - more than all but 4 of the 16 counties in the Metro North Georgia Water Planning District. Septic tanks have a number of disadvantages. These include:

- Comparatively less flexibility in commercial development and homebuilding in areas where soils do not percolate well.
- Less recovery of wastewater for recycling to drinking water sources.
- Inevitable system failure, leading to pollution of ground and surface water.

The normal life of a septic tank drainfield is about 20-30 years. Approximately 40 percent of Coweta County’s septic tanks are already more than 20 years old. This could soon become a serious public health problem for Coweta County. The County needs to work with local Environmental Health officials to monitor old septic tanks, prepare public information encouraging homeowners to arrange for a performance evaluations of old septic tanks, and prepare a mitigation plan for areas where widespread failures may be concentrated.

6. Additional public wastewater treatment capacity will be required to accommodate future growth.

In order to provide a broader array of housing choices, more areas of the County, especially in the infill areas, will need access to public wastewater treatment facilities.



Concurrent with the preparation of the Comprehensive Plan, Coweta County commissioned a preliminary feasibility study for wastewater treatment. The findings of this study include the following:

Based on the patterns of the Future Development Map, the majority of future construction, including industrial development, can be served by two centralized water reclamation facilities – the existing Shenandoah Plant on White Oak Creek and a new water reclamation facility on New River. A private developer downstream of the proposed McIntosh Village Center has recently proposed a third plant. Even with these three plants, serving several small pockets of land will require pump stations. More intense development of the I-85/ Collinsworth Road interchange area may also require a



local treatment plant or alternatively make arrangements to pump this flow to existing wastewater facilities in the nearby cities of Palmetto or Tyrone.

Although the Sargent and Arnco mill villages have wastewater treatment plants, they are small and quite old. Redevelopment of these mill villages will require extensive improvements to the existing plants and collection systems. An alternative that might be less costly in the long run would be to combine wastewater treatment flows for the proposed Sargent, Arnco, and Macedonia Village Centers and building a single, centralized system for this area.

7. Supporting Village Centers will require innovative solutions to providing wastewater treatment service. Sewer service will be necessary.

Centralized water reclamation plants are generally more economical and reliable than smaller, decentralized systems. However, one potential issue with using central water reclamation plants to serve Village Centers that are not adjacent to the wastewater treatment facilities is that interceptor lines would be on vacant land on their way from the central plants to the Village Centers. There is concern that the County would be pressured by petitions from intervening property owners to connect their property to the system via the interceptor line. This could undermine the success of the Village Centers and disrupt the Future Development Map. Therefore, the County should consider the alternative of permitting one or more decentralized systems having less than 500,000 gallons per day capacity in Village Centers. The recommended technology for these plants would be Membrane Bioreactor plants that are capable of meeting the strict effluent limits imposed on new or expanded treatment plants in the MNGWPD. These new technology plants are more economical and reliable than the older package plants because they are cleaner, operate automatically and do not require full time staff on site.

8. Accommodating the projected growth will be expensive.

Growth often does not pay for itself. Growth adds to the tax base over the long run, but the initial capital outlays, such as to build new schools, water towers, fire stations, often lead to increases in taxes. SPLOST funding has been a major source of new revenues to accomplish the County's vision for improved community facilities, schools, and infrastructure. Often, local SPLOST revenues can be used as local match for state and federal grants. However the need for these funds far outstrips available revenues. Impact fees will provide only a portion of this funding gap. Innovative forms of financing infrastructure and community facilities and equipment will be needed for the future including Special Tax Districts, Revenue Bonds, Stormwater Utility Fees, Business Improvement Districts, Certificates of Participation, tolls and user fees, and partnering with developers.

9. Efficient service delivery is complicated by multiple service providers.

Service delivery in Coweta County is spread among a variety of local jurisdictions and independent authorities directly involved in service provision. The eight cities have an array of independent municipal services, and some are quite small, lacking economies of scale. The lack of coordinated and County-wide long-range plans for other community facilities, such as parks, fire protection, and general County administration facilities,



makes it difficult to identify broader areas of city-county cooperation. For instance, it is possible that the County, cities, and Board of Education could identify opportunities to cooperate in constructing and maintaining local parks and identify a single provider for County-wide recreational programming.

Annexations also complicate service delivery. From the County's standpoint, unanticipated municipal annexation petitions tend to frustrate the county's desire to prepare long-range plans for community facilities and services because service areas are subject to sudden unforeseen changes. The County and each of its cities need to establish a systematic approach to planning cooperatively for areas that cities would anticipate serving in the future. Completion of Service Delivery Strategy agreements and negotiation of Municipal Gateways could alleviate this situation.

Community Facilities Opportunities

1. Prepare County-wide plans for basic infrastructure and services.

The County has the opportunity to coordinate and expand its set of detailed functional plans for community facilities. The information gained from the Comprehensive Plan, CTP, Preliminary Sewer Service Feasibility Study, and the Impact Fee Study opens the door to performing additional functional plans such as a Water and Wastewater Master Plan and a Parks and Recreation Master Plan.

The Comprehensive Plan offers the overall framework that shows the relationships between community facilities needs and population and employment growth, economic development, land use, development, and natural resource constraints. It also includes the broadest and most integrated analysis of service delivery arrangements and infrastructure needs within the County. However, more specific functional plans are necessary to narrow the focus to the level of individual service provider. The implementation strategies drawn from the comprehensive plan and functional plans provide the critical link to the next phase of facility planning:

- More detailed technical analysis of delivery arrangements, the nature and level of service demands, and innovative opportunities for service delivery improvement.
- Inventory of available fiscal and organizational resources.
- Identification of specific stakeholder groups within the community that are concerned about each type of public facility, as well as the public, non-profit, and private agencies involved in direct service provision.
- Prioritization of recommended projects and organizational strategies for operation and maintenance of capital projects.

2. Build the infrastructure necessary to attract industrial and business growth.

Many businesses depend on available capacity of roads, sewer, and water. Ensuring availability over the years ahead will be critical to attracting manufacturing, warehousing, and distribution, among other important sectors.



3. Cluster new facilities, like parks, schools, libraries and fire stations, to reinforce a sense of place for Coweta's communities.

Current methods of siting new public facilities tend to scatter public facilities instead of clustering them in community centers that provide for a sense of place for neighborhoods.

Community Facilities and Services Strategies

Within the Community Agenda, community facilities play a prominent role in the County's vision, goals, issues, and opportunities, policies and implementation strategies and Short-term Work Program. The Community Assessment provided the foundation for this, including an inventory and maps of the existing facilities and service arrangements for these services in Coweta County. Also, the County recently funded and approved an Impact Fee Assessment that evaluates the desired levels of service and anticipated levels of demand projected to occur over the next 20 years for fire protection, detention facilities, Sheriff's office, emergency communication, and parks and recreation. While the impact fee assessment does not constitute a full-blown functional plan for each of these types of facilities, it provides a useful baseline of how community facilities demand will rise in proportion to the County's future growth.

The Community Facilities portion of the Community Agenda addresses more than the physical expansion of existing infrastructure. Facility planning decisions have a broad and cumulative impact, influencing the overall quality of life in a community. Infrastructure growth guides the timing and location of future development and enhances the ability to support and attract economic activity. Facility development that is integrated with land use planning preserves the natural landscape and promotes the aesthetic character of neighborhoods.

Infrastructure planning also links growth to adequate and sustainable funding sources, allowing the community to maintain quality service levels. The Implementation Program of this plan considers these interrelationships and identifies opportunities to strengthen the county's economic, physical, environmental, and fiscal health through facility planning.

Planning and Development Process

Planning and Development Process Goal – Improve the planning and development process

This is a simple goal statement that carries a considerable range of issues and opportunities. Like most mid-size counties experiencing a sudden increase in growth, Coweta County has stretched its planning and development resources thin. The strain is felt both internally and externally.

Internally, the Planning and Development Department is sometimes short of staff to handle the increased volume of permit and rezoning activity and still accomplish the



long-range planning aspects of their jobs. Budget constraints will not allow expansion of the staff in a timeframe that is commensurate with the increasing work loads.

The goal of improving the planning and development process is one that resonates with the needs and interests of private property owners and the development industry. Property owners and developers have a vital stake in a smooth and efficient development process. They experience loss of productivity and profits when permitting lines grow long and delays increase. Although the County would like to make it easy to do the right things, it is not always possible. Changes in the development process, even when meant to speed things up require more effort to provide training for staff and to improve communication with customers so that they can navigate new permitting systems.

Finally, this goal statement reflects the ideals of improved citizen participation. If the goal of the planning process is to improve quality of life, the best judge of how well planning works is the everyday citizen of Coweta County.

Planning and Development Process Issues

1. Rapid growth is coupled with increased complexity in planning and permitting processes.

With each new year three factors interact to impact staff workloads.

- The increment of growth increases the number of rezonings and permits to be processed.
- New types of development occur in Coweta County, requiring new procedures.
- At the same time, new regulations and other requirements increase the complexity of development review.

Simple examples of growing regulatory complexity include the new Stormwater Management Ordinances required by the MNGWPD, the new expectations for transportation planning in non-attainment areas coming from the ARC, changing rules for Developments of Regional Impact, administration of impact fees through the development process, and administration of the County's new zoning overlay districts with design standards. These new loads suggest needs for new staff, new training, and more efficient procedures for processing the many forms of land use and development activities that are within the purview of the Department of Planning and Development.

2. The County's zoning and development ordinances are outdated.

The current Zoning Ordinance was written in 1990 and has been amended many times without a comprehensive re-codification. The Subdivision Ordinance was updated in 2000, but it also has experienced piece-meal amendments and lacks many of the updated provisions that will be needed to keep up with changing development practices and ensure quality of public improvements.



3. City-county coordination is growing in importance in the planning process.

A closely related issue is the increasing complexity of the planning process as it relates to Coweta's eight municipalities. As the cities continue to grow and consider annexations, it is increasingly clear that the County's quality of life is intertwined with that of these cities. Protecting the County's future quality of life requires a proactive and integrated partnership with its cities to forge a common approach to common problems such as environmental quality, land use and zoning, transportation planning, wastewater treatment, schools, libraries, parks and public safety. These problems do not stop or start at the city limits. The multiple impact fee programs emerging for the County and its cities make it apparent that both the county and its cities see planning issues as fiscal issues that require closer attention to the fiscal impacts of growth and development.

4. The development community is sensitive to increased delays in the rezoning and development process.

As the complexity of regulations grows, the development community is concerned that they will be affected. If there are more steps in the permit process and an increase in the volume of development activity, will this mean longer permit times, longer lines, and more delay? From this standpoint, improving the planning and development process will mean streamlining. This requires re-tooling the current flow of permit applications, plan reviews, permitting, and inspection. This requires improving staff productivity and employing better technology with more automation to accomplish more efficient operations and more internal consolidation in the review process. It will also require more personal attention to customer relations and better communication between the County staff and the property owners and developers.

5. Inadequate and inconsistent code enforcement.

Codes are only as good as the enforcement process. This issue was mentioned by workshop participants and survey respondents. Many see the need for improving code enforcement as a way to improve the quality of their neighborhoods. This is especially important in the mature neighborhoods and infill areas of the County where the Future Development Map encourages growth and redevelopment that could exacerbate conflicts between abutting property uses.

6. Rezoning decisions that are inconsistent with the comprehensive plan.

The Comprehensive Plan is intended to be a guide for effective rezoning decisions. However, as the adopted Comprehensive Land Use Plan is almost 10 years old, it has lost some of its relevancy and rezonings tends to proceed without being reflected in the Future Land Use Map. The Zoning Ordinance is not as clear as it should be about consistency of rezoning decisions with the Comprehensive Plan. This consistency should be measured by the text and policies of the plan as well as the Future Land Use Map.

7. Zoning code deters neo-traditional development and requires the separation of commercial, residential, and retail uses, ensuring most travel will have to be by car.

Changes in the zoning and development regulations are needed to legalize mixed-use and traditional neighborhood developments in targeted areas, such as the proposed villages.



Planning and Development Process Opportunities

1. Improve citizen involvement and coordination.

The County needs to explore additional opportunities to engage the community between Comprehensive Plan updates.



2. Make more use of digital technology.

There are many recent advances in electronic permit applications, digital plats, automated permit tracking, and use of the internet for public information and citizen participation that could improve the planning process in Coweta County.

3. Ensure new developments do not outpace infrastructure.

Half of the residents of Coweta County in 2026 have not arrived. This gives the County an opportunity to develop a permit tracking system and infrastructure plans that better pace development permits and rezonings to the availability of adequate infrastructure.

4. Improve City-County communication.

Identify opportunities for sharing data and cost sharing for joint studies that would facilitate better planning processes for the County and its cities. Also, expand the use of the conventional vehicles such as regular, formal meetings, as well as communiqués, retreats, or newsletters.

5. Develop a proactive approach, such as Municipal Gateways, to improve coordination of service delivery and municipal annexation.

The Municipal Gateway concept would allow the County and its cities to develop a systematic approach to coordinating land use compatibility and service provision in a coordinated way instead of leaving it to separate negotiations on every case. A Municipal Gateway can be described as the area surrounding each municipality within the unincorporated County that has a character that is more reflective of the municipality than the surrounding County. These transition areas include those properties likely to be considered for future annexation. Within the gateways there should be in place a formal procedure for the notification of development annexation plans between the County and municipality to mitigate the potentially negative impact of land use decisions.

Planning and Development Process Strategies

The primary strategies for addressing the issues and opportunities dealing with the Planning and Development Process are for the County to use resources more efficiently through the use of technology, acquire more resources and staff, and continued communication with its planning partners.



Sense of Place

SP-1: Promote efficient use of land by encouraging well-designed, pedestrian-oriented developments that include a mix of uses and creative use of land.

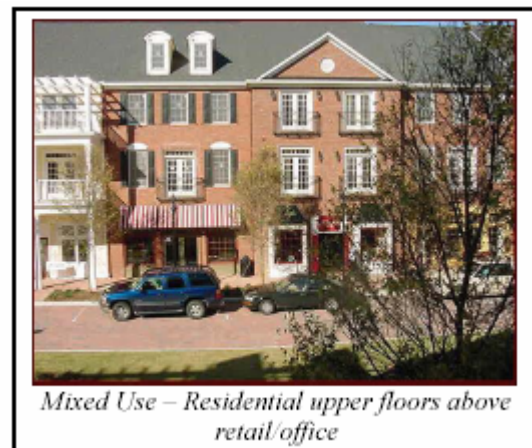
SP-2: Create opportunities to retrofit single-use commercial and retail developments into walkable, mixed-use communities.

SP-3: Facilitate financing of mixed-use projects that help implement the Comprehensive Plan.

SP-4: Encourage upper floor residential above office and retail uses.

SP-5: Focus on community schools as centers for a variety of neighborhood services and programs.

SP-6: Integrate recreation areas and greenspace throughout our community; within neighborhoods, along streets, in parking lots, and within commercial and industrial developments.



SP-7: Use public investments as an opportunity to foster community interaction and pride.

- Locate civic buildings in existing communities, village centers, or crossroads communities and, when possible, in areas accessible by public transportation.
- Strive for gateways and corridors that contribute to a "sense of place."

SP-8: Encourage walkability, interaction among businesses, clear visibility of entryways, and centralized open space.

SP-9: Support conversion of declining shopping malls and strip commercial streets into mixed-use developments.

SP-10: Enact clear design guidelines so that streets, buildings, and public spaces work together to create a "sense of place."



SP-11: Encourage the use of landscaping, lighting, signage, building design standards, and underground utilities to add value to our community.

SP-12: Promote development that is sensitive to the land and gives consideration to adjoining, existing, and planned development, as well as the overall community.



- Preserve the rural character of Coweta County and promote opportunities for agricultural and forestry activities to remain a vital part of our community.
 - Develop a recognizable transition from the urban to the rural areas of our community.
- Guide appropriate residential and non-residential infill development and redevelopment in a way that complements surrounding areas.
- Discourage “leapfrog” development across undeveloped areas.

SP-13: Discourage development that may result in noise levels detrimental to the public health or quality of the human environment.

SP-14: Give priority to developments that mix uses and redevelop and revitalize existing underutilized commercial and industrial areas.

SP-15: Support the redevelopment of brownfield sites located within our community.

SP-16: Encourage redevelopment and infill rather than development of new property in the Rural Conservation or Lakeside Residential area of the Future Development Map.

SP-17: Promote location of industry only in areas consistent with the Comprehensive Plan.

SP-18: Protect future industrial, warehouse-distribution, and office areas from encroachment by residential development.

SP-19: Encourage location of industry where stormwater runoff and wind directions will not adversely affect residential areas.

SP-20: Commercial nodes should be located at the intersections of arterial streets and contain development sites of various sizes to accommodate a variety of businesses.



- SP-21: Promote nodal and clustered commercial development and discourage continuous and scattered commercial activity along major thoroughfares.
- SP-22 Discourage the extension of continuous and scattered commercial activity along major highways and other transportation routes.
- SP-23 Encourage use of buffer zones (parks, paths, and mixed-use commercial districts) between incompatible residential and commercial uses.
- SP-24: Regularly review and consider the appropriateness of planning and development concepts that may be new to our area, but have been successful in other places.
- SP-25: Develop a coordinated program for the promotion of the entire County, emphasizing ongoing cultural events.
- SP-26: Improve the coordination and use of public schools for cultural activities.

SP-27: Develop a program for art displays in appropriate public buildings and spaces.

SP-28: Develop a program to identify and inventory historic, architectural, archaeological, and cultural resources in Coweta County.



- SP-29: Preserve, protect, and promote Coweta County's unique cultural and historic character and the resources that contribute to this character.
- SP-30: Encourage the maintenance of all historic structures and, when appropriate, their adaptive reuse.
- SP-31: Support recognition of exemplary preservation, renovation, and restoration of historic resources.
- SP-32: Support and encourage increased development of historical sites as tourist attractions, as practicable and appropriate.
- SP-33: Support and cooperate with federal, state, and local historic preservation societies and agencies in their efforts to preserve and protect Coweta County's resources.
- SP-34: Establish regulations and incentives to protect the County's historic, architectural, archaeological, and cultural resources in Coweta County from inappropriate development or destruction.



Transportation

- TR-1: Maintain an efficient and reliable multi-modal transportation network to support efficient land use, minimize traffic congestion, and facilitate community-wide and regional circulation.
- TR-2: Encourage transportation corridors that support multiple modes of transportation and enhance the aesthetics of the community.
- TR-3: Promote the clustering of development into villages and crossroads communities to increase the efficiency of all transportation networks.
- TR-4: Connect streets, sidewalks, and paths in adjacent developments to each other and stub out to adjacent undeveloped land.
- TR-5: Ensure that new development bears an equitable share of and responsibility for the cost of new roads, as well as the impact of additional use on existing roads.
- TR-6: Provide for continuing analysis of transportation needs, considering population growth and patterns of development.
- TR-7: Plan and permit road networks of neighborhood-scaled streets (generally two or four lanes) with high levels of connectivity and short blocks.
- TR-8: Require sidewalks in all new developments.
- TR-9: Address the location, vehicular/pedestrian/open space design, landscaping, and furnishing of residential and non-residential streets as one of the community's most important components contributing to the character, structure, and development pattern of the community.
- TR-10: Support transportation and greenway corridors through the community standards of aesthetics, urban design, and environmental stewardship.
- TR-11: Encourage and promote the design and engineering of roads and other facilities to fit topography and other site conditions.
- TR-12: Support only the extensions of streets and utilities based on acceptable environmental and fiscal impacts and planned uses.
- TR-13: Promote and support the provision of bicycle and pedestrian ways.



TR-14: Ensure that new developments will be designed to be conducive to walking and biking.

TR-15: Require bike lanes, a broad bicycle-friendly shoulder, or a parallel multi-use path for all widening, and new construction roadway projects for all collector and arterial streets.

TR-16: Encourage the implementation of the County's Bicycle Master Plan and associated projects and policies.

TR-17: Develop a standardized system of bicycle and pedestrian-oriented signage that is conveniently placed and highlights significant historic, cultural, and civic sites and community activity centers.

TR-18: Seek to provide necessary traffic and pedestrian signals and paths to promote a safer environment for pedestrians.



TR-19: Encourage active traffic law enforcement to reduce hazards to pedestrians and cyclists.

TR-20: Promote the County's pedestrian and bicycle networks through a variety of print and internet media.

TR-21: Coordinate higher density land uses with commuter rail station areas.

TR-22: Encourage and support the operation and expansion of the commuter bus system.

TR-23: Seek to promote a paratransit system as soon as practicable.

TR-24: Collaborate with employers to provide information and incentives for programs to minimize or decrease rush-hour congestion impacts.

TR-25: Encourage carpooling and ridesharing.

TR-26: Promote a safe, efficient, and well-maintained system of roads and highways that adequately serve their users and appropriately serve their use.

TR-27: Provide for the routing of truck traffic around congested areas.

TR-28: Manage access along collector and arterial streets.



TR-29: Provide for timely maintenance of County roads using current engineering practices.

TR-30: Work toward improvement of traffic flow designs and operations, specifically in densely settled areas.

TR-31: Identify road intersections that are a threat to public safety; organize a system for upgrading and modifying road design in order to increase public safety.

TR-32: Seek to reduce the number of curb cuts into arterial streets and roadways to mitigate traffic congestion.

TR-33: Promote the provision of adequate parking in commercial development.

TR-34: Encourage developers to reduce off-street parking in exchange for a grid of new streets with on-street parking.

TR-35: Encourage the use of rail for industrial needs.

Economic Development

ED-1: Promote and sustain stable and controlled economic growth.

ED-2: Support programs for retention, expansion, and creation of businesses that enhance our economic well-being.

ED-3: Establish an atmosphere in which entrepreneurial enterprise is nurtured in our community.

ED-4: Increase diverse, long-term employment opportunities.

ED-5: Investigate strong linkages between Coweta County's existing business and industry, and seek new industry by determining missing links or connections among those activities that have prospered over a long-term period.



ED-6: Attract to and maintain in Coweta County appropriate and compatible businesses with emphasis on “clean,” high-tech, and high-wage industries.

ED-7: Support and encourage public and private purchase and land banking of industrial sites within and adjacent to industrially zoned and existing industrial areas.



- ED-8: Target reinvestment in declining, existing neighborhoods to further encourage private sector redevelopment and accommodate future growth.
- ED-9: Use public investment in parks and open space to encourage private reinvestment in urban centers.
- ED-10: Encourage the development of local enterprise zones to provide a package of incentives for development and redevelopment of existing industrial uses.
- ED-11: Seek to develop an alliance between the Chamber of Commerce, industrial development organizations, and the County to create needed capital for promotion and expansion of existing businesses and industries.
- ED-12: Assist all local businesses and industries by offering incentives for expanding their operations.
- ED-13: Identify a level of need for industrial and commercial land and maintain an inventory of available and appropriately zoned properties for the purpose of recruiting new businesses to Coweta County.
- ED-14: Support local tourism, including historic and sports tourism.
- ED-15: Promote and support acquisition and retention of sufficient and desirable industrial park
- ED-16: Support and encourage maintenance and establishment of academic and vocational programs in existing educational institutions.
- ED-17: Seek to maintain, attract, and educate a highly and appropriately skilled labor force.
- ED-18: Promote, whenever possible, job training programs such as Georgia Quick-Start and the Job Training Partnership Act.
- ED-19: Support other existing educational institutions and encourage development of new opportunities to educate our citizens.

Housing

- H-1: Accommodate our diverse population by providing developments that are a harmonious mixture of housing types and uses.
- H-2: Plan for a variety of housing types, styles, and price points, including affordable and high-end products, toward the goal of creating “lifecycle” housing in the community.



H-3: Maintain and enhance the integrity and nature of existing residential neighborhoods.

H-4: Achieve a level of quality in safety, maintenance, and arrangement of the residential environment; which will lead to improved living conditions for all residents of Coweta County.

H-5: Protect residential areas from encroachment of incompatible uses including odor, light, and noise.

H-6: Work towards eliminating substandard or dilapidated housing in our community.



H-7: Ensure that quality housing is available for residents at all stages of their lives. Provide for “lifecycle” housing.

H-8: Create affordable housing opportunities to ensure that all those who work in the community have a viable choice or option to live in the community.

H-9: Encourage home ownership by increasing opportunities for low-to-moderate income families to move into affordable owner-occupied housing.

H-10: Work toward programs that disperse assisted housing throughout the community and create incentives for mixed-income developments.

H-11: Promote fair housing practices.

H-12: Promote equal opportunity in housing regardless of race, religion, sex, age, or national origin and support existing agencies and groups that offer technical and legal aid to persons who have been discriminated against.

H-13: View each component of neighborhoods, schools, parks, residences, and businesses, as part of the greater community; and facilitate access among land uses through planned connections of walkways, bike paths, roads, and public transportation.

H-14: Develop growth strategies that provide resources for supporting revitalization of neighborhoods and effectively address the physical environment of the disadvantaged.

H-15: Encourage appropriate infill housing development in existing neighborhoods.



H-16: Encourage walkable, safe neighborhoods with efficient urban residential densities and pleasant, accessible public gathering places.

H-17: Encourage residential development to place parks and community facilities as focal points in neighborhoods.

H-18: Provide adequate space for recreational use in all neighborhoods.

H-19: Work to calm traffic through existing neighborhoods.

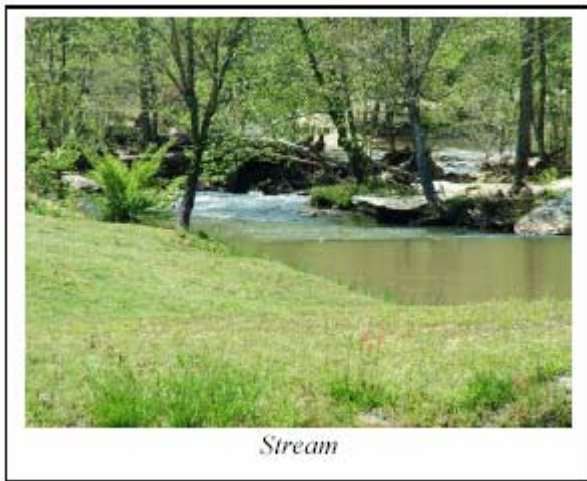
Natural Resources

NR-1: Minimize hazardous levels of water, air, noise, and other forms of pollution throughout Coweta County.

- Encourage and support rigorous enforcement of state and federal air and water pollution control laws and standards throughout Coweta County.

NR-2: Protect ground and surface water sources and water supply intakes to ensure adequate supplies of quality water.

- Support strict enforcement of regulations for use and quality of Coweta County's water resources.
- Assure that adequate erosion and sedimentation control measures are taken in watershed areas to protect County water supplies.



- Ensure that all land disturbing activities are carried out in such a way as to sufficiently protect the public drinking water supply reservoirs and intakes.
- Encourage and support the development and implementation of water and sewer improvement programs in order to protect sensitive water resources.

NR-3: Adopt procedures in the public works department to ensure that road and culvert maintenance practices control pollution and sedimentation of creeks.

NR-4: Promote and pursue the preservation of scenic and environmentally sensitive areas (streams, rock out-cropping, meadow, steep slope) for their ecological and aesthetic value, and for common enjoyment.



NR-5: Promote and pursue the eventual protection of at least 20 percent of the landmass of unincorporated Coweta County as permanently protected greenspace.

- Pursue permanent greenspace protection status of the most environmentally sensitive areas of the County.
- Promote public education and awareness of the benefits of permanently protected greenspace.
- Encourage the development of parks, permanently protected passive recreational sites, and greenspace in areas otherwise inappropriate for structural development.
- Develop programs to encourage owners of land with high value and aesthetic natural resources to sensitively develop land for public recreational uses.
- Promote the connection, maintenance, and enhancement of greenspace in all new development.
- Establish open space dedication requirements and standards in new higher density development areas.

NR-6: Preserve and restore trees and tree canopy in developed and developing areas.

NR-7: Encourage the preservation and planting of trees and other vegetation that enhance community livability and appearance.

NR-8: Seek to improve the visual quality of the highway system.

- Improve regulation of telecommunication towers and billboards to help preserve scenic vistas.

NR-9: Seek mechanisms for preserving actively used agricultural lands.

NR-10: Seek opportunities to partner with and support the work of local organizations in protecting and conserving physical resources and natural features.

- Promote and support the development of resource recovery activities.
- Promote public education and awareness of conservation methods, the impacts of an unclean environment, and the costs of environmental improvement.

NR-11: The protection and conservation of our community's resources will play an important role in the land use decision-making process.

- Develop land development regulations and/or incentives to help direct development away from environmentally sensitive areas.
- Institute limitation on land disturbance and clear cutting for development purposes to reduce impacts on natural topography and existing vegetation
- Strongly discourage any structural development in the County's floodplains.

NR-12: Coordinate the development of land and transportation networks to ensure the quality of our air, water, and the integrity and character of our rural areas.

NR-13: Require that adequate and appropriate drainage systems be constructed and maintained as part of all development activities.



NR-14: Encourage construction practices that minimize soil erosion and sedimentation.

- Require erosion control during and revegetation immediately after development.

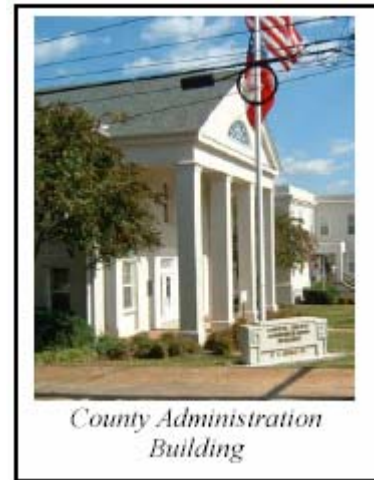
NR-15: Encourage developers to pursue environmental and sustainability certifications for the projects through programs such as Southface EarthCraft Communities or the Audubon Cooperative Sanctuary Program.

Community Facilities and Services

CFS-1: Provide efficient local government that is responsive to the needs of Coweta County residents.

CFS-2: Provide an adequate, efficient, and appropriate level of community services and public facilities that satisfy the needs of all citizens of Coweta County and that are within the County's fiscal capacity.

CFS-3: Ensure that new and existing development is supported adequately by necessary infrastructure; particularly roads, schools, public safety protection, and wastewater treatment systems.



CFS-4: Coordinate the timing, location, and capacity of community facilities with desirable patterns of land use and development.

CFS-5: Make efficient use of existing infrastructure before making new investments in capital projects that will increase operating and maintenance costs.

CFS-6: Encourage future development to take place through the logical expansion of existing developed areas with a utility extension policy that is sequential and phased.

CFS-7: Ensure that the infrastructure and public facilities serving new development is adequate so that new development does not cause a decline in levels of service for existing residents.

CFS-8: Work closely with the Coweta County public school system to coordinate school siting decisions based on land use changes and the concurrent development of roads, sewer, and other community facilities.



- CFS-9: Identify and establish an appropriate mechanism to provide a thorough assessment of available public services and facilities prior to making zoning decisions that impact undeveloped areas of the County.
- CFS-10: Develop long-range functional plans for key infrastructure and community facilities that are consistent with the Future Development Map and growth management strategies.
- CFS-11: Set high design standards for community facilities that will be a source of pride for the community and set the standard for high quality development in the private sector.
- CFS-12: Promote intergovernmental coordination of expansion and operation of community facilities.
- CFS-13: Link facility planning to stable, adequate, and equitable funding schemes; and integrate community facility implementation strategies into a systematic Capital Improvements Program (CIP) process.
- CFS-14: Prioritize projects selected for the CIP based on evaluation measures; including current and future needs, operating cost impacts, maintenance cost impacts, environmental impacts, economic development impacts, and impact on neighborhoods.
- CFS-15: Evaluate alternative approaches to major capital projects; including alternative location, alternative sizing, alternative technology, and alternative funding arrangements, including user fees and other cost recovery methods.
- CFS-16: Coordinate the location and timing of the County's list of capital projects in order to identify opportunities to improve their effectiveness and efficiency through joint site selection (clustering) where appropriate.
- CFS-17: Encourage developers of parcels of 100 acres or more to dedicate or reserve appropriate sites for public facilities that are consistent with the County's long-range facility plans.
- CFS-18: Provide adequate staffing, space, training, and equipment to support efficient and effective delivery of County services.
- CFS-19: Identify the feasibility of a wide array of financing techniques for capital projects including, but not limited to, special tax districts, revenue bonds, stormwater utility fees, Community Improvement Districts, Business Improvement Districts, Certificates of Participation, tolls, user fees, and partnering with developers.



- CFS-20: Establish coordination between the issuance of utility permits and building permits.
- CFS-21: Promote and encourage the use of underground utilities wherever possible in developing areas.
- CFS-22: Provide sufficient and safe water to all residents of Coweta County.
- Seek federal and state funding to develop programs designed to improve water quality.
 - Monitor sources of water pollution and institute remedial actions aimed toward a regional policy for combating sources of environmental pollution.
 - Support rigorous enforcement of state health laws and adequate treatment measures to ensure safe drinking water.
- CFS-23: Provide an adequate water delivery system to meet both present and foreseeable water needs in accordance with safe drinking water standards.
- Develop an annual program for the cleaning and maintenance of water pipes.
 - Develop and implement a comprehensive water conservation program throughout the county that includes implementing standards for plumbing fixtures, landscape design, metering, and pricing
- CFS-24: Provide removal and treatment of sewerage in the most environmentally-safe, economical and efficient manner.
- Seek state and federal funding to implement a phased sewer improvements program.
 - Discourage use of septic tanks and settling ponds for all but low- density residential development.
 - Lessen the discharge of pollutants to ground and surface water by systematic monitoring and evaluation of septic tank performance and prompt mitigation of septic tank failures.
 - Encourage the development and implementation of improved sewage disposal systems for industrial and commercial land uses.
 - Develop an annual program for the cleaning and maintenance of sewer pipes.
- CFS-25: Give priority to stormwater management Best Management Practices (BMPs) in drainage basins associated with streams that fail to fully support designated uses according to Section 303 (d) of the Clean Water Act.
- CFS-26: Link stormwater management goals to better land use and development regulations. Examples include:
- Limit impervious surface coverage.
 - Require preservation of open space and natural buffers adjacent to streams and lakes.
 - Identify basins that drain into impaired water bodies and require stricter BMPs in those areas.



- CFS-27: Provide for efficient, environmentally safe, and sanitary disposal of solid waste in a manner that minimizes cost and financial risk to the County.
- Increase efficiency of existing solid waste disposal systems.
 - Continue to monitor innovations in solid waste technology to provide the County with educated alternatives for future solid waste disposal. Continue to provide collection services of home and business solid wastes.
 - Encourage and support public education that focuses on the benefits of recycling practices and safe, environmentally sound methods of waste disposal.
 - Support the rigorous enforcement of anti-litter and dumping laws county-wide.
- CFS-28: Ensure protection from unsafe and overcrowded buildings and other structures.
- Enforce construction standards for new development.
 - Continue systematic structural inspection of public buildings, bridges, and other structures.
 - Enforce housing standards and building codes.
- CFS-29: Seek availability of flood insurance throughout Coweta County.
- CFS-30: Support enforcement of construction standards consistent with reasonable engineering design procedures.
- CFS-31: Supply the County's residents with well-designed, functional, and versatile recreational opportunities.
- Develop a parks and recreation system that serves the needs of citizens of all ages and provides access to a public park or playground within a 10-minute travel time for all citizens.
 - Maintain existing recreation facilities.
 - Encourage extended use of County school grounds for recreational purposes, especially in low-density areas where facilities are lacking.
- CFS-32: Make library services available to all residents of Coweta County.
- Encourage the expansion of library services to areas experiencing population growth.
 - Support and encourage the use of public school libraries as an alternative to building additional library facilities.
 - Support and maintain existing library services and facilities.
- CFS-33: Expand library facilities and media holding to meet the goal of having two volumes per capita available for circulation.
- CFS-34: Promote and maintain professional law enforcement departments.
- Increase Sheriff's Department staffing to meet growth and the rising demand for public safety.



- Encourage professional comprehensive law enforcement training programs.
- Promote maintenance of law enforcement administration and support facilities.

CFS-35: Improve public perception of the Coweta County Sheriff's Department, making it a prevention agency rather than a response agency.

- Reduce serious crimes such as breaking and entering, theft, assault, etc. through establishment of neighborhood outreach programs for citizen awareness. Reduce juvenile problems and crime through establishment of programs coordinated with youth organizations, which stress prevention, intervention, rehabilitation, and cooperation.

CFS-36: Promote and maintain effective professional fire protection services in Coweta County.

- Increase fire fighting and EMS staffing, facilities, and equipment to accommodate rising service demands in areas where population density and property values are greatest
- Encourage and support each fire department with sufficient personnel to efficiently carry out their duties.
- Encourage and support fire protection training programs.
- Maintain no less than current fire insurance rating.
- Enforce fire safety standards for all structures in the County.

CFS-37: Provide to all Coweta County residents appropriate warning and protection from effects of national and natural disasters.

CFS-38: Encourage availability of health care services to all residents of Coweta County.

- Seek and encourage improved availability of modes of access to medical service areas, based on population density and growth.
- Support the availability of a variety of care options for elderly residents.
- Encourage and support improved and expanded public health and education.
- Support a quality primary care hospital in Coweta County.
- Support maintenance and expansion of public and private emergency medical and ambulance services as population needs require.



Planning and Development Process

PDP-1: Provide adequate staffing, space, training, and equipment to support efficient and effective delivery of planning and development services for both long-range and current planning.

PDP-2: Ensure that zoning and land development regulations are user-friendly and incorporate up-to-date standards and procedures that are capable of implementing the applicable recommendations of the Comprehensive Plan and Future Development Map.

PDP-3: Continue and improve the coordination of county and municipal land use, zoning, capital improvements, and service delivery.

PDP-4: Increase the level and quality of citizen participation in the planning process.

- Promote the establishment of and support neighborhood and community citizen organizations.
- Work with the media to disseminate planning and development information on a consistent basis.
- Identify and implement improvements in digital technology and communications that increase citizen access to planning department information and that save time for customers and staff of the Department of Planning and Development.
- Support and encourage the holding of local public informational meetings in a variety of locations on neighborhood, community, and County issues.

PDP-5: Improve performance in code enforcement activities.

PDP-6: Improve consistency of rezoning decisions with the Future Development Map.

PDP-7: Prepare zoning and land development regulations that allow and encourage appropriate mixed-use and neo-traditional development, especially in Village Centers.

PDP-8: Encourage an expanded, formal mechanism for intergovernmental cooperation and coordination involving the several governmental units in Coweta County.

- Cooperate and share services and information with other public entities within the jurisdiction.
- Maximize the use and support of the Regional Development Center for matters requiring or appropriate for intergovernmental cooperation and mutual assistance.



VII. Implementation Program

The following Implementation Program addresses the issues and opportunities raised in Chapter V. Action items are identified, along with responsible parties and a projected timeframe for implementation. This timeframe is expressed either as On-going, Short Range (1 to 5 years), or Long-Range (5+ years). Below is a list of responsible parties and partners in this plan.

Parties and Partners

| | |
|--------|--|
| AFT | American Farmland Trust |
| ARC | Atlanta Regional Commission |
| CCBOC | Coweta County Board of Commissioners |
| CCBOE | Coweta County Board of Education |
| CCCI | Coweta County Correctional Institute |
| CCCVB | Coweta County Convention and Visitors Bureau |
| CCDA | Coweta County Development Authority |
| CCED | Coweta County Engineering Department |
| CCEHD | Coweta County Environmental Health Department |
| CCEM | Coweta County Emergency Management |
| CCEMD | Coweta County Environmental Management Department |
| CCES | Coweta County Extension Service |
| CCESD | Coweta County Events Services Department |
| CCFD | Coweta County Finance Department |
| CCHA | Coweta County Hospital Authority |
| CCIT | Coweta County Information Technology Department |
| CCPD | Coweta County Planning and Zoning Department |
| CCRD | Coweta County Recreation Department |
| CCSO | Coweta County Sheriff's Office |
| CCTAO | Coweta County Tax Assessor's Office |
| CCWSD | Coweta County Water and Sewer Department |
| CGAC | Citizen Greenspace Advisory Committee |
| CHCA | Chattahoochee Hill Country Alliance |
| Cities | The Cities of Coweta County |
| CPHE | The Commission for the Promotion of Higher Education |
| GC | Georgia Conservancy |
| GCF | Georgia Cities Foundation |
| GDNR | Georgia Department of Natural Resources |
| GDOL | Georgia Department of Labor |
| GDOT | Georgia Department of Transportation |
| GEPD | Georgia Environmental Protection Division |
| GRPA | Georgia Rail Passenger Authority |
| GRTA | Georgia Regional Transportation Authority |
| MARTA | Metropolitan Atlanta Regional Transportation Authority |
| MNGWPD | Metropolitan North Georgia Water Planning District |
| NCCC | Newnan-Coweta Chamber of Commerce |
| Path | Path Foundation |
| THCRL | Troupe-Harris-Coweta Regional Library |



Draft

TNC The Nature Conservancy
TPL Trust for Public Land
USG University System of Georgia



Land Use

How do we preserve rural areas and foster rural character? How can we ensure that new development draws upon the architectural and design characteristics of Coweta County’s rural areas?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|------------|-------------|
| Prepare and adopt a new conservation subdivision ordinance specifically for the Rural Conservation area. | CCBOC | CCPD | Short range |
| Adopt typical street cross sections for rural street types that require all new streets to draw from traditional street design patterns and widths found in Coweta County. Typical street cross sections would include all street types from rural lanes to arterials. | CCBOC | CCPD, CCED | Short range |
| Screen all new housing from view by providing natural and undisturbed “no-access” buffers along Scenic Corridors. | CCBOC | CCPD | Short range |
| Adopt a 5-acre minimum lot size for the Rural Conservation and Lakeside Residential areas. | CCBOC | CCPD | Short range |
| Plan to <i>not</i> provide public utilities or expand services in the Rural Conservation or Lakeside Residential areas. | CCPD, CCWSD | CCBOC | Short range |
| Prepare a light ordinance to reduce evening glare and preserve the dark sky. | CCBOC | CCPD | Short range |

How do we preserve and foster small town character? How can we ensure that new development draws upon the architectural and design characteristics of Coweta County’s historic neighborhoods and districts?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|------------|-------------|
| Adopt street connectivity standards to require new streets to emulate historic patterns. | CCBOC | CCPD, CCED | Short range |
| Focus growth into villages and crossroads communities, which emulate small towns, as described on the Future Development Map. | CCBOC | CCPD | Short range |
| Update development regulations to allow traditional forms of subdivision, including street network and lot sizes and shapes. | CCBOC | CCPD | Short range |
| Adopt typical street cross sections for urban and suburban street types that require all new streets to draw from traditional street design patterns and widths found in Coweta County. Typical street cross sections would include all street types from alleys to arterials. | CCBOC | CCPD, CCED | Short range |
| Prepare design standards for new development that call for traditional street design, building orientation and lot sizes. | CCBOC | CCPD | Short range |



| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|----------|-------------|
| Create by-right options for neo-traditional development within the commercial and employment, residential infill, village center, and crossroads community areas. | CCBOC | CCPD | Short range |
| Create a Design Review Board. | CCBOC | CCPD | Short range |
| Hire a staff architect or urban designer to assist in the application of the design districts. | CCBOC | CCPD | Short range |
| Adopt civic structure architectural and siting standards to encourage that civic and public buildings follow traditional architectural and design patterns. | CCBOC | CCPD | Short range |
| Prepare a light ordinance to reduce evening glare and preserve the dark sky. | CCBOC | CCPD | Short range |

How can we preserve our historic resources?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------------|----------|-------------|
| Conduct a historic resource inventory | CCBOC | CCPD | Short range |
| Adopt a Historic Preservation Ordinance/ Historic District Overlay zoning district for historic areas such as the three mill villages, Roscoe, Dunaway Gardens, the Brown’s Mill Battlefield, and other historic areas. | CCBOC | CCPD | Short range |
| Adopt detailed architectural and design guidelines to apply within the historic areas. | CCBOC | CCPD | Short range |
| Hire a staff architect or urban designer to assist in the application of the historic district. | CCBOC | CCPD | Long range |
| Consider forming a joint Historic Preservation Commission between Coweta County and some or all of the cities. | CCBOC | CCPD | Long range |
| Implement the Brown’s Mill Master Plan | CCPD | | Ongoing |
| Apply for National Register status for significant historic districts or structures within mill villages or other areas. | Private Property Owners | CCPD | Ongoing |

How can we increase the number of community gathering places?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|----------|-------------|
| Create zoning opportunities - such as in crossroads communities and village centers - for small amounts of traditionally designed neighborhood commercial space; including coffee shops, restaurants, and corner stores. | CCBOC | CCPD | Short range |



How can we promote the creation of attractive, mixed-use, pedestrian-friendly villages and crossroads communities?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|---|-------------|
| Adopt the necessary zoning and design standards to implement the village center, crossroads communities, and mill village character areas for urban design, architecture, landscaping, signs, and lighting. | CCBOC | CCPD | Short range |
| Prepare a Village Master Plan for one of the new Village Centers, Mill Villages, or Community Crossroads identified on the Future Development Map. This plan should address land use, housing, commerce, parking, multi-modal access, utilities, community facilities, urban design, signage, open space, and landscaping. | CCPD | ARC (LCI funding) CCBOC, CCRD, CCED, CCBOE, CCWSD | Short range |
| Adopt a circulation master plan for each village that defines how the street, sidewalk, and path network will look within the village and how the village will connect to surrounding neighborhoods. | CCBOC | CCPD CCED | Short range |
| Create a Design Review Board. | CCBOC | CCPD | Short range |
| Hire a staff architect or urban designer to assist in the application of the design districts. | CCBOC | CCPD | Short range |
| Prioritize water, sewer, and transportation improvements for these areas. | CCBOC | CCWSD CCPD | Short range |
| Prepare public improvement standards requiring interconnected streets, parking, driveways, sidewalks, greenways, and trails. | CCPD | CCWSD, CCED, CCRD | Short range |
| Locate public and civic uses within Villages and Crossroads Communities. | CCBOC CCBOE | CCPD | Short range |
| Revise standards for Retail/Office Employment areas and Commercial Corridors to encourage mixed-use development. | CCBOC | CCPD | Short range |
| Pursue LCI funds for planning and implementation. | CCPD | CCBOC | Short range |

What can we do to help growth pay for itself?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|------------------------|---------------------------|-------------|
| Maintain/enact impact fees for parks, jails, public safety, and 911. | CCBOC | CCRD, CCSO, CCEM, THCR | Ongoing |
| Annually, update the Capital Improvements Element. | County Manger's Office | CCBOC | Ongoing |
| Promote compact growth and discourage leapfrog development as described in the Future Development Map | CCBOC | CCPD | Short range |
| Encourage mixed-use development as described in Section IV and Section V of this Agenda. | CCBOC | CCPD | Short range |
| Begin collecting impact fees for water, sewer, stormwater, and roads. | CCBOC | CCED/CCWSD | Long range |



How can we deter strip commercial development?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|----------|-------------|
| Encourage mixed-use development, Villages, and Crossroads Communities as described in Section IV and Section V. | CCBOC | CCPD | Short range |
| Revise Quality Development Corridor District standards to encourage mixed-use and neo-traditional development and discourage strip commercial development. | CCPD | CCED | Short range |
| Adopt a Neighborhood Institutional Corridor zoning district that disallows strip commercial development and applies to the areas identified on the Future Development Map. | CCBOC | CCPD | Short range |
| Adopt a Scenic Corridor Overlay zoning district for the corridors identified on the Future Development Map. | CCBOC | CCPD | Short range |

How can we improve the image and look of Coweta County from the interstate and at the interchanges?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|----------------------|-------------|
| Adopt a wide (at least 200 feet) undisturbed buffer standard at the edge of the interstate right-of-way. | CCBOC | CCED CCPD GDOT | Short range |
| Screen all structures from view by providing natural and undisturbed “no-access” buffers along the interstate. | CCED | CCBOC CCPD | Short range |
| Prepare an Interstate Gateway Overlay zoning district to regulate the character of development near the I-85 corridor. | CCPD | CCED CCBOC | Short range |
| Work with the Chamber of Commerce to prepare a visitor information station and wayfinding system from the I-85 interchanges. | CCPD | CCBOC NCCC | Short range |
| Adopt the same sign and billboard controls for cities and the County in the corridor. | CCBOC Cities | CCPD | Short range |
| Adopt the same tree protection and landscaping requirements for cities and the County in the corridor. | CCBOC Cities | CCPD | Short range |
| Adopt the same outdoor lighting controls for cities and the County in the corridor. | CCBOC Cities | CCPD | Short range |
| Adopt the same building mass controls (“big box” policy) for cities and the County in the corridor. | CCBOC Cities | CCPD | Short range |
| Adopt the same architectural controls for cities and the County in the corridor. | CCBOC Cities | CCPD | Short range |
| Beautify interstate interchanges with extensive low-maintenance landscaping. | CCED CCPD | GDOT | Short range |



How can we preserve greenspace, open spaces, and scenic viewsheds?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|---------------------------|-------------|
| Adopt a Scenic Corridor Overlay zoning district for the corridors identified under the Future Development Map. | CCBOC | CCPD CCED TPL, TNC | Short range |
| Survey the County for additional scenic views or scenic routes. | CCPD | CCBOC | Short range |
| Apply the Scenic Corridor Overlay district to those areas. | CCPD | CCED | Short range |
| Employ a conservation subdivision ordinance to preserve views. | CCBOC | CCPD, CCED, MNGWPD | Short range |
| Acquire conservation easements for scenic views in other cases where views are threatened. | CCBOC | CCPD CHCA, TPD, TNC | Long range |
| Install landscaping within the right-of-way to buffer unattractive areas. | CCED | CCPD | Short range |
| Screen all structures from view by providing natural and undisturbed "no-access" buffers along all existing federal, state, and County roads that are adjacent to, or within, the development. | CCED | CCPD, GDOT | Short range |
| Additional measures for preserving open space and greenspace are included under the natural resources section found in Section V of this Agenda. | CCPD | TPD, TNC, CHCA | Short range |
| Additional related implementation measures are included under the litter prevention section found in Section V of this Agenda. | CCED | CCPD | Long range |

How can we encourage infill within the cities and northeastern Coweta County?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|--|-------------|
| Prepare Municipal Gateway Guidelines, Policies, and possibly, overlay zoning district. | CCBOC Cities | CCPD CCED | Short range |
| Adopt an Infill Neighborhood zoning district to encourage development within this character area. | CCBOC | CCPD | Short range |
| Provide zoning for conventional subdivisions with lots of 1.6 acres or larger in appropriate areas. | CCPD | CCBOC CCED | Short range |
| Prepare a Traditional Neighborhood Development Ordinance and apply it to appropriate areas. | CCPD | CCBOC CCED | Short range |
| Coordinate impact fee ordinances with cities. | CCBOC Cities | County and City departments as applicable | Short range |
| Prioritize water, parks, public safety, schools, and transportation improvements for these areas. | CCBOC | CCWSD, CCSO, CCEM, CCRD | Short range |



Transportation

How do we alleviate traffic congestion along our major roadways?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|---------------------|-------------------|----------------------------------|
| Construct new road projects as outlined in the Comprehensive Transportation Plan. | CCED, CCBOC, Cities | GDOT, ARC, GRTA | Ongoing, Short range, Long range |
| Increase alternatives to automobile travel as described in Section V of this Agenda. | CCPD | CCED, CCBOC, GDOT | Ongoing, Short range, Long range |
| Adopt impact fees for transportation to help fund roadway improvements. | CCBOC | CCED | Short range |

How do we increase alternatives to automobile travel?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|------------------|----------------------------------|
| Construct new non-auto oriented projects as outlined in the Comprehensive Transportation Plan. | CCED | GDOT | Ongoing, Short range, Long range |
| Adopt typical street cross sections for all urban and suburban street types that include sidewalks. | CCBOC | CCED | Short range |
| Add bicycle lanes, bicycle-friendly shoulders, or parallel multi-use paths to roadways consistent with the Coweta County Bicycle Plan and during all widening and new construction projects for all collector and arterial streets. | CCED | CCRD, Path | Short range/ Ongoing |
| Require sidewalks in all new developments outside of the Rural Conservation and Lakeside Residential Character Areas. | CCBOC | CCED, CCPD | Short range |
| Require sidewalk connections between adjacent developments, including developments of different uses. | CCBOC | CCPD | Short range |
| Adopt construction standards for sidewalks, trails, and crosswalks. | CCBOC | CCED, CCPD, CCRD | Short range |
| Adopt zoning districts that allow mixed-use development in all of the commercial and industrial character areas. | CCBOC | CCPD | Short range |
| Pursue LCI planning and implementation funds. | CCPD | CCBOC | Short range |



How do we improve street connectivity?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|------------|-------------|
| Adopt a street connectivity ordinance that establishes minimum block sizes or lengths, requires stub streets, connections between developments, and establishes limits on dead end streets. | CCBOC | CCED, CCPD | Short range |
| Adopt a Conceptual Corridor Master Plan to identify where new greenways and collector and arterial streets are planned. Adopt the Plan with a process for working with developers during the concept stage to set aside, preserve, donate, or sell the right-of-way to the planned routes. | CCBOC | CCED, CCPD | Short range |

How do we ensure inter-parcel connections along commercial corridors?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|------------|-------------|
| Incorporate inter-parcel connectivity and access management standards into all non-residential, corridor overlay, and gateway overlay zoning districts. | CCED | CCPD, GDOT | Short range |

What can we do to coordinate traffic signal timing?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|---------------------|-------------------------|
| See Coweta County Joint Comprehensive Transportation Plan Implementation Program for specific projects. | CCED | CCBOC, Cities, GDOT | Short range, Long range |

How can we improve east-west connectivity west of I-85?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|---------------------|-------------------------|
| See Coweta County Joint Comprehensive Transportation Plan Implementation Program for specific projects. | CCED | CCBOC, Cities, GDOT | Short range, Long range |

How can we foster shared parking arrangements?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|------------|-------------|
| Adopt zoning districts that allow mixed-use development in all of the commercial and industrial character areas and allows for shared parking arrangements, by right. | CCBOC | CCPD | Short range |
| Adopt standards allowing for shared parking in other special situations by way of administrative exception. | CCBOC | CCED, CCPD | Short range |



How can we improve the condition of our rural bridges and roads?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|---------------------|-------------------------|
| See Coweta County Joint Comprehensive Transportation Plan Implementation Program for specific projects. | CCED | CCBOC, Cities, GDOT | Short range, Long range |

How can we promote and implement travel demand management?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|-----------------------|-------------|
| Develop a County-wide access management plan for major road corridors | CCED | CCPD | Short range |
| Create a Coweta County Transportation Management Association to promote pedestrian and cyclist trips, provide ride matching services for commuters and local businesses and other congestion mitigating activities. | CCBOC | CCPD, CCED, ARC, GRTA | Long range |
| Require adjacent developments to connect parking lots and minimize driveways. | CCED | CCPD, GDOT | Short range |

How do we create a transit connection to the airport?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|-------------|-------------|
| Work with managers of the Express bus service to downtown to add a stop at the airport | CCPD | GRTA, MARTA | Short range |

How do we create pedestrian and street networks around schools?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|----------------------|-------------|
| Create a School Siting Master Plan to identify future locations for schools and how the nearby residential areas should relate to them | CCBOE | CCBOC, CCPD | Short range |
| Create a joint planning task force to include the school board, Coweta County, and the cities, to meet quarterly to discuss and coordinate planning, growth, and development issues. | CCPD | CCBOC, Cities, CCBOE | Short range |



Economic Development

How do we effectively recruit appropriate employers?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|----------|-------------|
| Conduct a target industry analysis to identify market segments that support the local economy with high-paying jobs | CCBOC | NCCC | Short range |
| Develop and implement a proactive marketing strategy to target those industries | CCBOC CCDA | NCCC | Short range |
| Expand alliances beyond GDED, Georgia Power, and EMCs to include target industries and connect resources | CCDA | NCCC | Ongoing |
| Develop budget and additional staff to support recruiting activities | CCBOC | CCDA | Short range |
| Expand Economic Developer's scope from industrial to other market sectors including high-tech, retail, education, and entertainment | CCBOC CCDA | NCCC | Short range |
| Use KIA plant opportunity to create support industry with high-paying jobs | CCBOC | CCBOC | Short range |

How do we promote tourism as an economic development activity?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|------------------------|-------------|
| Recruit or identify a tourism professional in the County to attract 3-day events and coordinate national event opportunities with other communities | CCBOC | NCCC CCCVB CCESD | Ongoing |
| Identify equestrian, historic, and sports tourism opportunities as the basis for a marketing and promotion strategy | CCESD | CCCVB NCCC CCBOC | Short range |
| Develop partnerships with cities in the County and Metro Atlanta to tie-in to sporting events | CCESD | NCCC GCF | Ongoing |
| Showcase equestrian facilities, parks, and recreational venues in national databases and trade publications | CCESD | NCCC CCBOC | Short range |
| Develop marketing and promotion budget to facilitate effective outcomes | CCESD | NCCC CCBOC | Short range |

How do we effectively recruit post-secondary education institutions and improve job-training opportunities?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|----------------------|-------------|
| Identify institutions regionally and nationally that would be candidates for a satellite location | CCBOC | CPHE NCCC CCDA | Short range |
| Work with the University System of Georgia to upgrade existing programs at the University of West Georgia to a 4-year degree or develop a new institution that offers a 4-year degree program | CCBOC | CPHE USG NCCC | Short range |



| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|--------------|-------------|
| Work with Georgia Department of Labor to identify trends and market segments to tailor vocational programs to meet the demand | CCBOC | GDOL CCDA | Short range |
| Develop placement opportunities with educational institutions – “local graduates in local jobs” | CCSS | CCDA | Ongoing |
| Provide job retraining opportunities within the community to create a pool of qualified labor for existing and new employers | CCDA | GDOL | Short range |

How do we improve the healthcare system?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|-----------------------|-------------|
| Partner with Piedmont Hospital on their strategy for the new Piedmont Newnan Hospital | CCBOC | CCHA | Ongoing |
| Ensure infill development around hospital fosters a medical related community where infill opportunities exist | CCPD | CCBOC | Short range |
| Create public-private partnership to support hospital’s emergency capabilities for passengers at Hartsfield-Jackson Atlanta International Airport | CCPD | CCHA NCCC CCBOC | Short range |

Housing

How do we create a balance of housing choices?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|----------|-------------|
| Create regulations for mixed-use, mixed-income neighborhoods in village-type developments | CCPD | CCBOC | Short range |
| Create neo-traditional neighborhood ordinances | CCPD | CCBOC | Short range |
| Refine and adopt a Conservation Subdivision Ordinance | CCPD | CCBOC | Ongoing |
| Create large-lot residential districts (5+ acres) to protect designated rural areas of County | CCPD | CCBOC | Ongoing |

How do we foster redevelopment and infill development?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|----------------|-------------|
| Target and promote redevelopment and infill opportunities to developers | CCPD | CCBOC, NCCC | Short range |
| Explore the possibility of providing financial or regulatory incentives for infill housing | CCPD | CCBOC, GDCA | Short range |
| Identify infill corridors and encourage development in these areas | CCPD | ARC | Short range |



How do we encourage development of executive housing?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|-------------|-------------|
| Create regulations supporting high-quality design elements, including construction materials, landscaping, etc. | CCPD | CCBOC | Short range |
| Provide for large minimum house sizes in appropriate designated areas | CCPD | CCBOC | Short range |
| Encourage development of higher end retail, restaurants, and other support facilities | CCPD | CCBOC, NCCC | Long range |
| Create higher end recreational opportunities, such as golf courses | CCPD | CCRD, CCSEC | Long range |

How do we encourage development of workforce housing?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|-----------------------|-------------|
| Develop land use regulations that allow for moderately priced attached or detached houses to be part of the overall housing mix – both for sale and for rent | CCPD | CCBOC | Short range |
| Provide financial assistance programs for first-time homebuyers and low to moderate-income home buyers | CCPD | GDCA, USHUD, NHA | Long range |
| Encourage development of special needs housing for very low-income residents, including seniors and handicapped residents, as well as for transitional housing | CCPD | GDCA, USHUD, NHA, ARC | Long range |
| Encourage development of day care and elder care facilities near workforce housing | CCPD | GDCA, USHUD | Long range |

How do we provide housing for an aging population?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|--------------------|-------------|
| Develop land use regulations that allow for development of attached or detached homes in the form of condominium ownership | CCPD | CCBOC | Short range |
| Create design regulations that appeal to an aging population, including one-level living and/or master bedrooms on the main living level | CCPD | CCBOC | Short range |
| Develop land use regulations that allow for age-restricted communities, both for sale and for rent, including assisted living facilities and independent living apartments, condominiums, and cluster homes | CCPD | CCBOC | Short range |
| Explore methods to keep property taxes low for 65+ year old residents to allow for aging in place housing options | CCPD | CCBOC, CCFD, CCTAO | Long range |



Natural Resources

How do we protect open space and greenspace?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|----------------|-------------|
| Maintain a Greenspace Advisory Committee | CCBOC | CGAC | Ongoing |
| Educate landowners about the state's conservation use taxation program. | CCPD | TPL, CHCA, TNC | Ongoing |
| Apply for a Georgia Land Conservation Program grant or loan. | CCBOC | CCPD, CGAC | Short range |
| Amend the Conservation Subdivision Ordinance to increase the required protected open space to a minimum of between 60 and 75 percent of the site. | CCPD | CCBOC, CHCA | Short range |
| Incorporate mandatory open space requirements for new developments. | CCPD | CCBOC | Short range |
| Create incentives for developers to link their open spaces together into a publicly accessible open space network. | CCPD | CCBOC | Short range |
| Adopt a future parks and conservation plan as an Official Map. | CCPD | CCBOC | Short range |
| Prepare and adopt a Greenway Master Plan. | CCPD | CGAC | Short range |
| Create a Purchase of Development Rights (PDR) program | CCPD | GC, CHCA, TPL | Short range |

How do we promote tree and tree canopy conservation?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|-------------------------------------|-------------|
| Hire a full time arborist. | CCBOC | | Short range |
| Adopt a tree replacement ordinance. | CCBOC | CCPD, CCED | Short range |
| Adopt typical street cross sections for all urban and suburban street types that include street trees. | CCBOC | CCPD, CCED | Short range |
| Establish the Coweta County Greenspace Trust Fund to purchase land and hold conservation easements. | CCBOC | CCPD, CHCA, TPD, TNC, GC | Long range |
| Partner with utility companies to create standards for conducting utility work around trees. | County Arborist | Utility providers of Coweta County, | Long range |
| Provide information on the County website about planting, growing, and preserving trees. | CCPD | Trees Atlanta | Short range |
| Protect open space and greenspace as described in Section IV and V in this Agenda. | CCBOC | CCPD, CGAC, CHCA, CG, TPL, NC | Ongoing |



How do we maintain and improve the water quality of our streams and rivers?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|---------------|-------------|
| Expand citizen enforcement and education efforts. | CCDED | GEPD | Ongoing |
| Prepare an annual water quality report | CCWSD | None | Ongoing |
| Prepare protection plans for the Priority 1 and 2 impaired streams within Coweta County: Cedar Creek, Mineral Springs Branch, and White Oak Creek. | CCED | CCPD, CEDP | Short range |
| Expand Adopt-A-Stream program. | CCED | GEPD, CFRDC | Short range |
| Adopt a wetlands buffer ordinance. | CCBOC | CCPD | Short range |
| Initiate County-wide ongoing water quality monitoring program. | CCED | CCBOC, CCPD | Short range |
| Prepare Watershed Protection Plans for the Priority 3 impaired streams within Coweta County: Long Branch, New River, Panther Creek, Snake River, Turkey Creek, Wahoo Creek, and White Oak Creek. | CCED | CCPD, GEPD | Long range |
| Prepare an endangered species protection plan for the Little Creek and the Little Creek watershed. | CCPD | CFRDC | Long range |
| Forge a joint stormwater management program with cities. | CCED | CCBOC, Cities | Long range |
| Consider creating a stormwater utility. | CCED | CCBOC | Long range |
| Create a County wetlands mitigation bank | CCPD | CCBOC, CCED | Long range |

How do we improve our air quality?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|----------------------|---------------|-------------|
| Shift to a clean fleet of city, county, and school system vehicles. | CCBOC, Cities, CCBOE | GRTA, ARC | Ongoing |
| Preserve, protect, and enhance the tree canopy as described in Section V of this Agenda. | CCPD | Trees Atlanta | Ongoing |
| Improve the connectivity of streets, sidewalks, and paths as described in Section V of this Agenda | CCED | CCPD, CCBOC | Short range |
| Increase opportunities for mixed-use development within the development regulations as described in Section V of this Agenda | CCBOC | CCPD | Short range |
| Initiate a Travel Demand Management (TDM) Program. | CCBOC | CCPD, CCED | Short range |
| Orient schools and residential areas towards each other to improve the opportunity for walking or bicycling to school. | CCPD | CCBOE | Short range |
| Work through neighborhood associations and landscaping companies to shift to electric landscaping equipment. | County Arborist | CCPD | Short range |



| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|-----------------------------|------------|
| Improve public transit as described in CTP | CCBOC | CCPD, CCED, GRTA, ARC, GRPA | Long range |

How do we prevent and clean up litter?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|-------------|-----------|
| Hold Keep Georgia/America Beautiful clean up events and awards ceremonies for students. | CCBOE | CCED, CCBOC | Ongoing |
| Continue and expand the Adopt-A-Highway program. | CCED | GDOT | Ongoing |
| Continue and expand the Adopt-A-Stream program. | CCPD | GEPD | Ongoing |
| Litter enforcement. | CCSO | CCPD, CCEMD | Ongoing |

How do we promote and protect the Chattahoochee River?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|----------------------------|-------------|
| Focus greenspace preservation and passive park creation efforts on the Chattahoochee River Corridor as described in Section V of this Agenda. | CGAC | CCPD, CCRD, CHCA | Short range |
| Prepare and adopt a Greenway Master Plan that includes a greenway along the Chattahoochee River. | CCPD | CGAC, CHCA | Short range |
| Adopt the Greenway Map as a Conceptual Corridor Master Plan. | CCBOC | CGAC, CHCA, CCPD | Short range |
| Construct the Coweta portion of the Helen to Columbus Chattahoochee Greenway trail. | CCRD | CCED, GDNR, TPL, TNC, Path | Long range |

How do we continue to protect our drinking water supply?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|------------|-------------|
| Study the extent of imperviousness in each of the water supply watersheds. | CCPD | CCED | Short range |
| Adopt impervious surface caps for each water supply watershed. | CCBOC | CCPD, CCED | Short range |
| Create a stormwater utility to fund improvements to areas that were built without stormwater management infrastructure | CCBOC | CCED | Long range |



How do we permanently preserve environmentally sensitive areas and scenic viewsheds?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|------------|-------------|
| Maintain an inventory of resources within GIS (geographic information system) and maintain the GIS datafiles to keep track of the location of endangered natural, historic, and cultural resources. | CCPD | GEPD, CDNR | Ongoing |
| Modify subdivision regulations to require preservation of sensitive and unique natural areas; including streams, rock outcroppings, and steep slopes. | CCPD | CCED | Short range |
| Adopt a Scenic Route Overlay District for the scenic routes included on the Future Development Map. | CCBOC | CCPD, GDNR | Short range |
| Look for other scenic routes or views where the Scenic Route Overlay District can be applied. | CCPD | GDNR | Short range |
| Incorporate scenic view guidelines into the Rural Conservation zoning districts and all conservation subdivision districts and regulations. | CCPD | CCED | Short range |

How do we expand our opportunities for passive recreation?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|-------------------|-------------|
| Create a Parks Master Plan | CCRD | CCBOC | Ongoing |
| Identify and pursue the purchase of tracts of land for permanent greenspace protection to be used for passive recreation. | CGAC | CCPD, CCBOC, CCRD | Short range |
| Incorporate passive recreation opportunities into the conserved areas of conservation subdivisions. | CCPD | CCED, CCRD, CCBOC | Short range |
| Create incentives for developers to link their open spaces together into a publicly-accessible open space network. | CCPD | CCBOC | Short range |

Community Facilities

How do we prepare community facilities to keep pace with population growth?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|----------------------|-------------|
| Prepare long-range functional plans for Parks and Recreation, Water & Sewer, and Fire Services | CCPD | County Administrator | Short range |
| Seek input and budget authority from County Administrator and Board of Commissioners. | CCPD | County Administrator | Short range |
| Publish RFQ's requesting expressions of interest and qualifications of consultants and an evaluation matrix for selecting short list. | CCPD | CCFD | Short range |



| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|---|-------------|
| Develop an Advisory Committees that is representative of stakeholders, including homeowners and other citizens. | CCPD | CCBOC | Short range |
| Short list firms based on qualifications | CCPD | CCFD | Short range |
| Prepare and publish Request for Proposals | CCPD | CCFD | Short range |
| Evaluate proposals and select consultants | CCPD | County Administrator; CCBOC | Short range |
| Schedule and advertise frequent public meetings concerning the process. | CCPD | County Administrator , CCIT | Short range |
| Prepare a Long-Range Parks and Recreation Master Plan consistent with the Comprehensive Plan and Future Development Map | CCPD | County Administrator | Short range |
| Prepare a Long-range Fire Services Master Plan consistent with the Comprehensive Plan and Future Development Map and considering the future need for improving ISO ratings in the Village Centers and infill areas. | CCPD | Fire Chief | Short range |
| Create plans, design standards, and funding mechanisms for transportation, water, and sewer infrastructure in Village Centers. | CCPD | CCED, CCPD, CCWSD | Short range |
| Develop a sketch planning tool for estimating the impacts of land development on County infrastructure and community facilities. | CCPD | CCED, CCPD, CCWSD, CCBOE | Short range |
| Develop a manual of site planning and architectural design standards for public facilities; including recreation buildings, fire stations, public safety, detention facilities, public utilities, libraries, schools, County administration, and public works/maintenance. | CCPD | Consultant; CCBOE, CCED, THCRL, CCWSD | Short range |
| Develop a new procedure for Capital Improvements Programming that identifies methods for prioritizing projects, coordinating projects with land use, and analyzing alternative approaches for their location, capacity, timing, design, and finance. | CCPD | County Administrator; CCFD, CCED | Short range |

How do we expand and improve the County’s school system to assure a high quality of public education as the County grows?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|-----------------|-------------|
| Create an ongoing coordinated planning process between County and School Board staff and officials that will facilitate review of rezoning applications for their impacts on schools and coordination of school siting with the Future Development Map. | CCPD | CCBOE; CCBOC | Short range |
| Develop standards and policies regarding standards for school site donations in the | CCPD | CCBOE; CCBOC | Short range |



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| | | | |
|--|------|--------------------------|-------------|
| development process. | | | |
| Develop protocols for evaluating infrastructure needs related to siting and construction of new schools and how they will be funded. | CCPD | CCBOE, CCED, CCWSD | Short range |
| Develop a joint siting agreement for public schools and other related community facilities such as senior centers, libraries, and parks in infill areas and Village Centers. | CCPD | CCBOE, THCRL CCBOC | Short range |

How do we improve infrastructure to accommodate future non-residential growth?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|---------------------------------|-------------|
| Work with the Chamber of Commerce to identify infrastructure problems in designated future employment centers and prioritize infrastructure investments to promote economic development. | CCPD | NCCC, CCWSD, CCED, Cities | Short range |
| Work with the Chamber of Commerce to identify funding mechanisms for infrastructure improvements in future employment centers. | CCPD | NCCC, CCFD, Cities | Short range |
| Prepare a Long-range Water and Sewer Master Plan consistent with the Future Development Map and economic development goals of the Comprehensive Plan. | CCPD | CCWSD, Cities | Short range |

How do we improve the water supply and distribution system?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|---|-------------|
| Evaluate future system demands, pressure, and flow requirements based on build out of the Future Development Map. | CCPD | CCWSD | Short range |
| Prepare a study to identify comprehensive recommendations for water conservation; including new practices for public facilities, outdoor irrigation, household fixtures, and workplaces. | CCPD | CCWSD, Cities NGWPD | Short range |
| Develop and distribute public education materials about water conservation practices. | CCPD | CCWSD, Cities NGWPD | Short range |
| Consider revising water pricing policies to encourage water conservation. | CCPD | CCWSD, CCBOC, Cities, NGWPD; GEPD | Short range |
| Investigate alternative technologies for water reuse especially for outdoor irrigation. | CCPD | CCWSD, CCBOC, Cities, NGWPD; GEPD | Short range |
| Work with other counties in the NMGWPD to revise policies concerning consumptive use that penalize communities that recycle wastewater. | CCPD | CCWSD, CCBOC, Cities, NGWPD; | Long range |



| | | | |
|--|--|------|--|
| | | GEPD | |
|--|--|------|--|

How do we address the large number of septic tanks in our County?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|---------------------------|-------------|
| Organize and implement procedures for monitoring performance of aging septic tanks. | CCPD | CCEHD MNGWPD | Ongoing |
| Identify drainage basins of stream segments that do not support designated uses, monitor septic tanks, and prepare a strategy for reducing and mitigating septic tank failures. | CCPD | CCEHD MNGWPD | Short range |
| Develop a policy and procedure for connecting neighborhoods that rely on failing septic tanks to public wastewater treatment systems. | CCPD | CCEHD, CCWSD MNGWPD | Long range |

How do we provide sufficient wastewater treatment capacity to accommodate future growth?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|---------------------------------------|-------------|
| Confer with officials from GA EPD and MNGWPD concerning the options for expanding water reclamation services in unincorporated Coweta County. | CCWSD | CCPD GEPD MNGWPD | Ongoing |
| Prepare a Long-range Water and Sewer Master Plan consistent with the Future Development Map and the economic development goals of the Comprehensive Plan. | CCWSD | CCPD GEPD MNGWPD Consultants | Short range |
| Begin process for permitting a major new water reclamation facility. | CCWSD | CCPD GEPD MNGWPD Consultants | Short range |
| Undertake engineering and design studies for water reclamation facility design and site selection | CCWSD | CCPD GEPD MNGWPD Consultants | Short range |
| Identify funding, cost recovery, operation, and maintenance mechanisms. | CCWSD | CCPD GEPD MNGWPD Consultants | Short range |
| Secure option to purchase property. | CCWSD | CCBOC | Short range |
| Conduct watershed assessment for the basin. | CCWSD | CCPD GEPD MNGWPD Consultants | Short range |
| Prepare construction plans and specifications for approval by EPD | CCWSD | CCPD GEPD MNGWPD Consultants | Short range |
| Finalize permitting and secure financing | CCWSD | CCPD GEPD MNGWPD | Short range |



| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|---------------------------------------|------------|
| | | Consultants | |
| Purchase property | CCWSD | CCBOC | Long range |
| Undertake plant construction | CCWSD | Consultants | Long range |
| Receive approval of watershed assessment and operation permit from GA EPD. | CCWSD | CCPD GEPD MNGWPD Consultants | Long range |
| Update the Water and Sewer Master Plan and repeat permitting and construction process for additional water reclamation facilities. | CCWSD | CCPD GEPD MNGWPD Consultants | Long range |

How do we plan wastewater treatment solutions that are appropriate for the Village Centers?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|---------------------------------------|-------------|
| In conjunction with officials from the GA EPD, prepare a specific wastewater treatment service plan for each of the 5 Village Centers with input from the community. | CCWSD | CCPD GEPD MNGWPD Consultants | Short range |
| Seek financial partnerships with major property owners in Village Centers to share the cost of wastewater treatment and collection systems. | CCWSD | CCPDP CCBOC | Short range |
| Pursue feasible applications of Membrane Bioreactor Plants in Coweta County for Village Centers and infill areas that are outside of the feasible range of centralized water reclamation facilities. | CCWSD | CCPD GEPD MNGWPD Consultants | Short range |
| Work with partners to build a wastewater treatment facility for the first Village Center. | CCWSD | CCBOC Consultants | Short range |
| Evaluate lessons learned. | CCWSD | CCPD GEPD MNGWPD Consultants | Short range |
| Prepare plans for the second Village Center and repeat process. | CCWSD | CCPD GEPD MNGWPD Consultants | Short range |
| Repeat the process for additional Village Centers. | CCWSD | CCPD GEPD MNGWPD Consultants | Long range |



How do we pay for the community facilities needed to accommodate projected growth?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|--|-------------|
| Carry out a study of alternative financing for infrastructure and community facilities. | CCPD | County Administrator CCFD CCWSD CCED County Attorney | Ongoing |
| Develop and apply evaluation criteria and identify a priority list of alternative funding sources to consider implementing in Coweta County. | CCPD | County Administrator CCFD CCWSD CCED County Attorney | Short range |
| Schedule a visit and conference with 3 or more communities that have used alternative financing techniques successfully. | CCPD | County Administrator CCFD CCWSD CCED County Attorney | Short range |
| Identify a pilot study area or pilot project within Coweta County to make a test application of one or more preferred alternative funding mechanisms. | CCPD | County Administrator CCFD CCWSD CCED County Attorney | Short range |
| Evaluate lessons learned from pilot study. | CCPD | County Administrator CCFD CCWSD CCED County Attorney | Short range |
| Prepare the legal steps to implement a full-scale application of one or more alternative funding mechanisms. | CCPD | County Administrator CCFD CCWSD CCED County Attorney | Short range |
| Evaluate and repeat process for additional funding mechanisms. | CCPD | County Administrator CCFD CCWSD CCED County Attorney | Long range |



How do we coordinate efficient service delivery with multiple service providers?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|--|-------------|
| Maintain and expand regular meetings with staff and officials of the 8 municipalities to establish improved lines of communication. | CCPD | County Administrator CCBOC Cities | Ongoing |
| Meet with municipal officials to develop and prioritize areas for improved cooperation between the County and its cities. | CCPD | County Administrator CCBOC Cities | Short range |
| Discuss alternative methods, such as Municipal Gateways, for coordinating land use and service delivery in areas that are likely to be annexed in the next 5 years. | CCPD | County Administrator, CCBOC, Cities | Short range |
| Enter inter-local agreements with municipalities to coordinate land use, design, development, and service delivery in areas that are likely to be annexed in the next 5 years. | CCPD | County Administrator County Attorney CCBOC, Cities | Short range |
| Create a regular meeting schedule with the County's independent Authorities to facilitate coordination of their projects with the Comprehensive Plans of the County and its cities. | CCPD | County Administrator, CCBOC, Cities Authority Chairs | Short range |
| Coordinate the terms and procedures of the various impact fee ordinances adopted by the County and its cities to identify ways to avoid unnecessary confusion or conflicts. | CCPD | County Administrator, County Attorney, CCBOC, Cities | Short range |
| Explore other forms of city-county cooperation and cost-sharing that will result in more efficiency, cost savings or higher quality services for all the citizens of Coweta County. | CCPD | County Administrator CCBOC Cities | Long range |

Planning and Development Process

How do we cope with rapid growth and complexity in planning and permitting activities?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|-------------------------------|-------------|
| Contract with an outside agency to audit the Planning and Development Department's current ordinances, staffing, code enforcement, inspections, and application processing to identify ways to make the process more efficient and effective. | CCPD | County Administrator CCBOC | Short range |
| Prepare training memoranda and training sessions to brief staff at the counter level about changes in state and federal regulations that affect their work. Follow up with quality control measures. | CCPD | County Administrator | Short range |



| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|-----------------------------|-------------|
| Prepare information bulletins to distribute to the public at the counter and on the website to communicate changes in permitting procedures that result from changes in state and federal requirements. | CCPD | County Administrator | Short range |
| Review fee schedule for various services and permits and consider increasing fees appropriate to the complexity and duration of staff effort to perform the function. | CCPD | County Administrator, CCBOC | Short range |

How do we update our zoning and development ordinances?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|---|-------------|
| Meet with staff and County Attorney to identify needed changes to ordinances from staff meetings and review recommendations from the department audit and interviews of Commissioners, homeowners, developers, and builders. | CCPD | County Administrator CCBOC County Attorney | Short range |
| Seek input and budget authority from County Administrator and Board of Commissioners to update the Zoning Ordinance and Land Development Regulations | CCPD | County Administrator CCBOC | Short range |
| Publish RFQ requesting expressions of interest and qualifications of consultants and an evaluation matrix for selecting short list. | CCPD | CCFD County Administrator | Short range |
| Develop an Advisory Committee that is representative of stakeholders in the zoning and land development process, including homeowners and other citizens. | CCPD | CCBOC County Administrator | Short range |
| Short list 3 to 6 firms based on qualifications | CCPD | CCFD County Administrator | Short range |
| Prepare and publish Request for Proposals | CCPD | CCFD County Administrator | Short range |
| Evaluate proposals and select consultant. | CCPD | County Administrator CCFD | Short range |
| Schedule and advertise frequent public meetings concerning the process. | CCPD | CCIT, County Administrator | Short range |
| Complete the ordinance revisions and adoption process. | CCPD | County Administrator, County Attorney CCBOC | Short range |
| Conduct periodic review of zoning and land development regulations and consider further amendments as appropriate. | CCPD | County Attorney | Ongoing |



How do we improve city-county coordination in the planning process?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|--|-------------|
| Maintain and expand regular meetings with staff and officials of the 8 municipalities to establish improved lines of communication. | CCPD | County Administrator CCBOC Cities | Ongoing |
| Meet with municipal officials to develop and prioritize areas for improved cooperation between the County and its cities with respect to land use and service delivery. | CCPD | County Administrator , CCBOC, Cities | Short range |
| Present alternative methods, such as Municipal Gateways, for coordinating land use and service delivery in areas that are likely to be annexed in the next 5 years. | CCPD | County Administrator , CCBOC, Cities | Short range |
| Enter inter-local agreements with municipalities to coordinate land use, design, development, and service delivery in areas that are likely to be annexed in the next 5 years. | CCPD | County Administrator , CCBOC, Cities, County Attorney | Short range |
| Identify other means of improving coordination of planning functions, such as sharing information and sharing the cost of generating planning data bases and technical resources of mutual interest. | CCPD | County Administrator , CCBOC, Cities | Short range |

How do we minimize delays in the rezoning and development process?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|--|-------------|
| Contract with an outside agency to audit the Planning and Development Department's current ordinances, staffing, code enforcement, inspections, and application processing to identify ways to make the process more efficient and effective. | CCPD | County Administrator CCBOC | Short range |
| Identify other communities who have succeeded in improving their code enforcement processes and meet with them. | CCPD | Consultant | Short range |
| Use audit to justify new positions and seek approval for adding planning and development staff in most crucial areas first. | CCPD | Consultant County Administrator | Short range |
| Seek authority to make organizational changes recommended in audit to achieve more effective level of service. | CCPD | County Administrator County Attorney CCBOC | Short range |
| Conduct training sessions and cross-training that improves staff capabilities and performance. | CCPD | Consultant County Administrator | Short range |
| Publish public announcements of improved processes on website and other media. | CCPD | County Administrator CCIT Local Media | Short range |
| Identify new technology such as permit-tracking software. | CCPD | County Administrator | Short range |



| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|---|-------------|
| | | Consultant | |
| Purchase better computers and other equipment that improves staff efficiency. | CCPD | County Administrator CCIT CCFD | Short range |
| Implement training for staff and information for the public regarding the new, more streamlined, functions and procedures. | CCPD | County Administrator Public Affairs Media | Short range |
| Evaluate success and plan additional phases of productivity enhancements. | CCPD | County Administrator CCBOC | Long range |

How do we improve the performance of our code enforcement?

| Description/Action | Responsible Party | Partners | Timeframe |
|--|-------------------|--|-------------|
| Review case files and interview code enforcement personnel, Commissioners, citizens, and stakeholders in the community regarding their assessment of code enforcement. | CCPD | CCBOC, County Administrator, County Attorney | Ongoing |
| Contract with an outside agency to audit the Planning and Development Department's current ordinances, staffing, code enforcement, inspections and application processing to identify ways to make the process more efficient and effective. | CCPD | CCFD, County Administrator, CCBOC | Short range |
| Identify and prioritize changes in ordinances, organization, and procedures. | CCPD | County Attorney County Administrator Consultant | Short range |
| Identify similar communities who have succeeded in improving their code enforcement processes and meet with them. | CCPD | Consultant County Administrator | Short range |
| Identify ways to involve the public in a constructive way for better code compliance. | CCPD | CCIT County Administrator Local Media | Short range |
| Make changes to codes, organization, and procedures through internal county channels | CCPD | County Attorney, Consultant, County Administrator, CCBOC | Short range |
| Evaluate success and plan additional phases of enhancements. | CCPD | County Administrator, CCBOC | Long range |



How do we improve the consistency between rezoning decisions and the Comprehensive Plan?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|--|-------------|
| Review previous cases to establish the frequency, pattern, and sources of the consistency problems. | CCPD | County Attorney | Ongoing |
| Discuss findings among the staff and Board of Commissioners. | CCPD | CCBOC | Short range |
| Amend the Zoning Ordinance, if needed, to strengthen the requirements and procedures for ensuring consistency. | CCPD | County Administrator County Attorney CCBOC | Short range |
| Increase the awareness of the Commissioners and the public regarding the role and value of the Comprehensive Plan and explain the new procedures. | CCPD | County Administrator, CCBOC Local Media | Short range |
| Monitor and evaluate the results. | CCPD | County Administrator CCBOC | Short range |
| Make more changes if warranted. | CCPD | County Administrator CCBOC | Long range |

How do we amend the Zoning Ordinance to encourage mixed-use development and neo-traditional development in appropriate locations?

| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|--|-------------|
| Identify communities that have zoning ordinances that allow mixed-use development and neo-traditional development and meet with them. | CCPD | County Administrator | Ongoing |
| Review Coweta County's Future Development Map and current development patterns to identify opportunities to employ mixed-use development and neo-traditional development. | CCPD | | Ongoing |
| Discuss findings among the staff and Board of Commissioners. | CCPD | County Administrator, County Attorney, CCBOC | Short range |
| Include this task in the scope of work of an RFP for planning consultants. | CCPD | County Administrator CCFD | Short range |
| Involve the public and development community in a discussion of the pros and cons of these techniques. | CCPD | Consultant County Administrator County Attorney CCIT Local Media | Short range |



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| Description/Action | Responsible Party | Partners | Timeframe |
|---|-------------------|--|-------------|
| Brief the Board of Commissioners on feasible alternatives and gain their input. | CCPD | Consultant County Administrator County Attorney CCBOC | Short range |
| Amend the Zoning Ordinance to include the standards and procedures for mixed-use development and neo-traditional development | CCPD | Consultant County Administrator County Attorney CCBOC | Short range |
| Increase the awareness of the Commissioners and the public regarding the amendments to the Zoning Ordinance and explain the new procedures. | CCPD | Consultant County Administrator County Attorney CCBOC | Short range |
| Monitor and evaluate the results of changes to the Zoning Ordinance. | CCPD | County Attorney County Administrator | Short range |
| Make more changes to the Zoning Ordinance if warranted. | CCPD | Consultant County Administrator County Attorney CCBOC | Long range |



VIII. Short Term Work Program 2007-2011

| Planning Activity | 2007 | 2008 | 2009 | 2010 | 2011 | Cost Estimate | Responsible Party | Funding Source |
|---|------|------|------|------|------|---------------|----------------------|--|
| Land Use | | | | | | | | |
| Hire consultant for plan implementation #2 | ◆ | | | | | \$75,000 | County | General Fund |
| Hire Development review personnel | ◆ | | | | | \$65,000 | County | General Fund |
| Boundary survey for Battle of Brown's Mill | ◆ | | | | | \$30,000 | County | County (20% match), Federal matching grant (80%) |
| Update GIS base mapping and equipment | ◆ | ◆ | | | | \$750,000 | County | County, SPLOST |
| Hire a GIS Technician | | ◆ | | | | \$70,000 | County | County |
| Implementation of Phase I of landscape plan for Battle of Brown's Mill historic site | | | | | ◆ | \$850,000 | County | SPLOST, Federal, Local, Private |
| PDR program development | ◆ | | | | | N/A | County | County |
| Implement PDR program: education phase | | ◆ | ◆ | | | \$5,000 | County/Local/Federal | County |
| Implement PDR program: Acquisition phase | | | | ◆ | ◆ | N/A | County/Federal | Local, State, Federal |
| Prepare new conservation subdivision ordinance for Rural Conservation area. | ◆ | | | | | \$25,000 | County | Local, grants |
| Prepare typical street cross sections for all rural, suburban, and urban street types that draw from traditional street patterns and widths found in Coweta County. | ◆ | | | | | \$19,000 | County | Local, grants |
| Prepare a light ordinance to reduce evening glare and preserve the dark sky. | ◆ | | | | | \$18,000 | County | Local, grants |
| Prepare design standards for new development | ◆ | | | | | \$50,000 | County | Local, grants |
| Prepare design guidelines for historic areas | ◆ | | | | | \$50,000 | County | Local, grants |
| Revise Quality Development Corridor District standards to encourage mixed-use and neotraditional development. | ◆ | | | | | \$18,000 | County | Local, grants |



| Planning Activity | 2007 | 2008 | 2009 | 2010 | 2011 | Cost Estimate | Responsible Party | Funding Source |
|--|-------------|-------------|-------------|-------------|-------------|----------------------|--------------------------|--------------------------------|
| Prepare Scenic Corridor Overlay zoning | ◆ | | | | | \$30,000 | County | Local, grants |
| Prepare Interstate Gateway Overlay zoning | ◆ | | | | | \$11,000 | County | Local, grants |
| Prepare a gateway and wayfinding system for Coweta County | | | ◆ | | | \$750,000 | County, NCCC | Local, State, Federal, grants |
| Prepare Traditional Neighborhood Development zoning | ◆ | | | | | \$40,000 | County | Local |
| Install right-of-way landscaping | ◆ | ◆ | ◆ | ◆ | ◆ | \$300,000/year | County | Local |
| Conduct an historic resource inventory | ◆ | | | | | \$80,000 | County | Local, grants |
| Transportation | | | | | | | | |
| Intersection Improvements | | | | | | | | |
| Fischer Road (CR 40) @ Raymond Hill (CR 32) Major (CR 33) Shaw (CR 36) | ◆ | ◆ | | | | \$1,005,000 | County | Coweta County/ SPLOST |
| Poplar Road (CR 103) @ Mary Freeman (CR 62) | ◆ | ◆ | | | | \$590,000 | County | Coweta County/ SPLOST |
| Lower Fayetteville Road (CR 546) @ Lora Smith (CR 63) | ◆ | ◆ | | | | \$415,000 | County | Coweta County/ SPLOST, GRTA |
| Lower Fayetteville Road (CR 546) @ Parks (CR 16) | ◆ | ◆ | | | | \$415,000 | County | Coweta County/ SPLOST, GRTA |
| State Route 16 @ Macedonia (CR 557) | ◆ | ◆ | | | | \$669,000 | County | Coweta County/ SPLOST |
| Old Corinth Road (CR 261): Belk (CR 252) to Smokey (CR 252) | | ◆ | ◆ | | | \$865,000 | County | Coweta County/ SPLOST |
| Collinsworth Road (CR 548) @ Weldon Rd | | ◆ | ◆ | | | \$482,000 | County | Coweta County/ SPLOST |



| Planning Activity | 2007 | 2008 | 2009 | 2010 | 2011 | Cost Estimate | Responsible Party | Funding Source |
|--|------|------|------|------|------|---------------|-------------------|----------------------------------|
| Poplar Road (CR 103) @ Parks Rd (CR 61) | | ◆ | ◆ | | | \$411,000 | County | Coweta County/ SPLOST |
| State Route 154 (McCollum-Sharpsburg Road) @ George Coggin | | ◆ | ◆ | | | \$445,000 | County | Coweta County/ SPLOST |
| State Route 70 (Roscoe Road) @ Macedonia (CR 557) and Buddy West (CR 557) | | | ◆ | ◆ | | \$615,000 | County | Coweta County/ SPLOST |
| State Route 16 @ Elders Mill (CR 76) and Standing Rock (CR 76) | | | ◆ | ◆ | | \$536,000 | County | Coweta County/ SPLOST |
| Rock House Road (CR 144) @ Old Hwy 85 (CR 150) | | | ◆ | ◆ | | - | County | Coweta County/ SPLOST |
| State Route 34 (Franklin Highway) @ Welcome (CR 549) | | | ◆ | ◆ | | \$410,000 | County | Coweta County/ SPLOST |
| State Route 16 @ SR 54 | | | ◆ | ◆ | | \$688,000 | County, GDOT | County, Town of Turin, & GDOT |
| State Route 34 @ Pete Davis (CR 273) and Thigpen (CR 273) (Franklin Highway) | | | | ◆ | ◆ | \$200,000 | County, GDOT | Coweta County/ SPLOST |
| Palmetto-Tyrone Road (CR 462)@ Fischer (CR 552) and Canongate (CR 465) | | | | ◆ | ◆ | \$435,000 | County | Coweta County/ SPLOST |
| Gordon Road @ Elders Mill (CR 547) | | | | ◆ | ◆ | \$413,000 | County | Coweta County/ SPLOST |
| State Route 34 E @ Lora Smith (CR 63) | | | | ◆ | ◆ | \$202,000 | County | Coweta County/ SPLOST |
| Poplar Road (CR 103) @ Turkey Creek (CR 122) and East Newnan (CR 105) | | | | | ◆ | \$546,000 | County | Coweta County/ SPLOST |
| Corinth Road @ West Grantville (CR 555) and Earl North (CR 235) Roads | | | | | ◆ | \$580,000 | County | Coweta County/ SPLOST |
| Fischer Road (CR 552) @ Andrew Bailey Road(CR 48) | | | | | ◆ | \$420,000 | County | Coweta County/ SPLOST |
| SR 54 @ Johnson (CR 149) | ◆ | ◆ | ◆ | ◆ | | \$492,000 | County, GRTA | GRTA |



| Planning Activity | 2007 | 2008 | 2009 | 2010 | 2011 | Cost Estimate | Responsible Party | Funding Source |
|--|------|------|------|------|------|---------------|-------------------|--------------------------|
| TIP Intersection Improvements | | | | | | | | |
| Coweta County Intersection Improvements, Phase 1: SR 16 at Witcher Road/Glover Road; SR 154 at Hammock Road; SR 154 at Vaughn Road; US 29 at Tanglewood Road; US 29 at Hal Jones/Greentop Road | ◆ | ◆ | ◆ | ◆ | | \$1,800,000 | County, GDOT | GRTA |
| Coweta County Intersection Improvements, Phase 2: SR 54 at Stewart Road/Reese Road; SR 54/SR 154 at McIntosh Trail | ◆ | ◆ | ◆ | ◆ | | \$325,000 | County, GDOT | GRTA, GDOT |
| Coweta County Intersection Improvements, Phase 3: SR 54 at Gordon Road; US 29 at Pine Road; SR 154 at Lower Fayetteville Road | ◆ | ◆ | ◆ | ◆ | | \$1,500,000 | County, GDOT | GRTA |
| Bridge Improvements | | | | | | | | |
| Luther Bailey Road @ Double Branch Creek | ◆ | ◆ | | | | \$401,500 | County | Coweta County/ SPLOST |
| Luther Bailey Road @ Dead Oak Creek | ◆ | ◆ | | | | \$354,000 | County | Coweta County/ SPLOST |
| Moore Road @ White Oak Tributary | ◆ | ◆ | | | | \$286,300 | County | Coweta County/ SPLOST |
| Moore Road @ Little White Oak Creek | ◆ | ◆ | | | | \$370,000 | County | Coweta County/ SPLOST |
| Al Roberts Road @ White Oak Creek | ◆ | ◆ | | | | \$370,000 | County | Coweta County/ SPLOST |
| Reese Road @ Keg Creek | ◆ | ◆ | | | | \$262,300 | County | Coweta County/ SPLOST |
| McIntosh Trail @ Keg Creek | ◆ | ◆ | | | | \$286,300 | County | Coweta County/ SPLOST |
| JD Walton Road @ Caney Creek | ◆ | ◆ | | | | \$370,500 | County | Coweta County/ SPLOST |



| Planning Activity | 2007 | 2008 | 2009 | 2010 | 2011 | Cost Estimate | Responsible Party | Funding Source |
|--|------|------|------|------|------|---------------|-------------------|--------------------------|
| Sewell Mill Road @Cedar Creek | | ◆ | ◆ | | | \$1,031,600 | County | Coweta County/ SPLOST |
| Minnie Sewell Road @Yellow Jacket Creek | | ◆ | ◆ | | | \$693,800 | County | Coweta County/ SPLOST |
| Ragsdale Road @ Pine Creek | | ◆ | ◆ | | | \$283,200 | County | Coweta County/ SPLOST |
| Lower Fayetteville Road @ Shoal Creek | | ◆ | ◆ | | | \$664,500 | County | Coweta County/ SPLOST |
| Greentop Road @ CSX Railroad | | ◆ | ◆ | | | \$495,500 | County, GDOT | Coweta County/ GDOT |
| Cannon Road @ White Oak Creek | | ◆ | ◆ | | | \$828,600 | County, GDOT | Coweta County/ GDOT |
| Bohannon Road @ Messiers Creek | | | ◆ | ◆ | | \$386,140 | County | Coweta County/ SPLOST |
| Lower Fayetteville Road @ Rock Branch/Shoal Creek Tributary | | | ◆ | ◆ | | \$447,300 | County | Coweta County/ SPLOST |
| Corinth Road @New River | | | ◆ | ◆ | | \$711,600 | County | Coweta County/ SPLOST |
| Bradbury Road @Yellow Jacket Creek | | | ◆ | ◆ | | \$637,600 | County | Coweta County/ SPLOST |
| Holbrook Road @ Sandy Creek | | | ◆ | ◆ | | \$620,700 | County | Coweta County/ SPLOST |
| Gordon Road @ White Oak Creek | | | | ◆ | ◆ | \$1,130,410 | County | Coweta County/ SPLOST |
| Henry Bryant Road @ Wahoo Creek | | | | ◆ | ◆ | \$425,120 | County | Coweta County/ SPLOST |
| Bobo Banks Road @ Messiers Creek | | | | | ◆ | \$376,300 | County | County/ SPLOST |



| Planning Activity | 2007 | 2008 | 2009 | 2010 | 2011 | Cost Estimate | Responsible Party | Funding Source |
|---|------|------|------|------|------|---------------|-------------------|---------------------------|
| TIP Bridge Projects | | | | | | | | |
| State Route 74/85 @ Central of GA RR between SR 16 and Seavy Street in Senoia | ◆ | ◆ | ◆ | ◆ | | \$1,610,000 | County, GDOT | GDOT |
| State Route 54 @ Shoal Creek | ◆ | ◆ | ◆ | ◆ | ◆ | \$1,113,000 | County, GDOT | GDOT |
| State Route 74 @ Line Creek and Coweta/Fayette Line | ◆ | ◆ | ◆ | ◆ | | \$2,910,000 | County, GDOT | GDOT |
| US 27 Alt (Carrollton Highway) @ Chattahoochee River | ◆ | ◆ | ◆ | | | \$7,238,000 | County, GDOT | GDOT |
| Culvert Replacement and Repair | | | | | | | | |
| Dingler Road at Messiers Creek | ◆ | ◆ | ◆ | | | \$12,000 | County | GDOT |
| Cannongate Road at Persimmon Creek | ◆ | ◆ | ◆ | ◆ | ◆ | | County | GDOT |
| Roadway Projects | | | | | | | | |
| SR 34 Bypass: SR 16 to Jefferson Pkwy | ◆ | ◆ | ◆ | ◆ | | \$13,666,000 | County | GDOT |
| SR 34 Bypass: Jefferson to SR 34 (Bullsboro Dr.) | ◆ | ◆ | ◆ | ◆ | | \$8,308,000 | County | GDOT |
| Newnan Bypass Extension: Turkey Creek to SR 16 | ◆ | ◆ | ◆ | ◆ | ◆ | \$25,000,000 | County, GDOT | Coweta County/ ARC |
| SR 16: I-85 to US 29/US Alt 27 | ◆ | ◆ | ◆ | ◆ | ◆ | \$1,306,000 | County, GDOT | County/ ARC / GDOT |
| Amlajack Boulevard Extension: Amlajack to Industrial Park Connector | ◆ | ◆ | ◆ | ◆ | ◆ | \$286,300 | County, GDOT | Coweta County/ ARC / GDOT |
| Coweta County Industrial Park Connector Road: Amlajack to SR 154 | ◆ | ◆ | ◆ | ◆ | ◆ | \$11,237,000 | County, Developer | County, Developer |



| Planning Activity | 2007 | 2008 | 2009 | 2010 | 2011 | Cost Estimate | Responsible Party | Funding Source |
|---|------|------|------|------|------|---------------|-------------------|-------------------|
| Lower Fayetteville Road: Greison Trail to Fischer Road | ◆ | ◆ | ◆ | | | \$6,000,000 | | County, GRTA |
| I-85 South, southbound interchange exit ramp @ 154 | | | ◆ | ◆ | | \$665,000 | | County, GDOT |
| I-85 South, southbound interchange exit ramp @ 34 | | | ◆ | ◆ | | \$490,000 | | County, GDOT |
| Addy Road | ◆ | ◆ | ◆ | ◆ | ◆ | \$67,600 | County | SPLOST, state aid |
| Sam Road | ◆ | ◆ | ◆ | ◆ | ◆ | \$90,000 | County | SPLOST, state aid |
| J. Smith Road | ◆ | ◆ | ◆ | ◆ | ◆ | \$4,436,700 | County | SPLOST, state aid |
| Joe Roberts Road | ◆ | ◆ | ◆ | ◆ | ◆ | \$246,000 | County | SPLOST, state aid |
| Emmett Young Road | ◆ | ◆ | ◆ | ◆ | ◆ | \$190,000 | County | SPLOST, state aid |
| Bud Davis Road | ◆ | ◆ | ◆ | ◆ | ◆ | \$4,478,000 | County | SPLOST, state aid |
| Mill, patch, pave subdivision streets (20 miles per year) | ◆ | ◆ | ◆ | ◆ | ◆ | \$10,700,000 | County | GDOT |
| Roadway rehabilitation – FDR, binder, topping (50 miles per year) | ◆ | ◆ | ◆ | ◆ | ◆ | \$21,200,000 | County | GDOT |
| Pave dirt roads – base, paving (2 miles per year) | ◆ | ◆ | ◆ | ◆ | ◆ | \$1,877,300 | County | GDOT |
| Pursue funding for operational improvements on Wagers Mill, Boone, Payton, Mt. Carmel, Bud Davis, and Thomas Power/Hewlette South roads associated with access to Chattahoochee Bend State Park | ◆ | ◆ | ◆ | ◆ | ◆ | \$19,000,000 | County | SPLOST, state aid |



| Planning Activity | 2007 | 2008 | 2009 | 2010 | 2011 | Cost Estimate | Responsible Party | Funding Source |
|--|------|------|------|------|------|---------------|--|-------------------------------------|
| General Transportation Planning | | | | | | | | |
| Park and Ride Lot for Xpress Bus Service in vicinity of Newnan (State Route 154 at I-85 area) | | | ◆ | ◆ | | \$2,300,000 | County, GRTA | GRTA |
| Conduct a county-wide transit feasibility study | ◆ | | | | | \$100,000 | County & municipalities | County & municipalities, 5307 funds |
| Conduct a county-wide freight movement (truck route) study | | ◆ | | | | \$40,000 | County & municipalities | County |
| Conduct a county-wide comprehensive bicycle facility plan | | | ◆ | | | \$70,000 | County & municipalities | County & municipalities |
| Update Coweta County Joint Comprehensive Transportation Plan | | | | | ◆ | \$125,000 | County | County & municipalities, ARC |
| Develop typical design standards for sidewalks, trails, and crosswalks | ◆ | | | | | \$25,000 | County | Local |
| Prepare a Conceptual Corridor Master Plan. Develop a process to work with developers to set aside, donate, or sell right-of way on planned transportation routes | ◆ | | | | | \$150,000 | County | Local, grants |
| Develop shared parking regulations for mixed-use development, and commercial and industrial character areas. | ◆ | | | | | \$4,000 | County | Local, grants |
| Develop School Siting Master Plan to identify future school locations and plan road network and connections around them | | ◆ | | | | \$11,000 | County, Coweta County Board of Education | Local |
| Develop inter-parcel connectivity and access management standards for all non-residential development | ◆ | | | | | \$15,000 | County | Local, grants |
| Continue coordination with state and regional planning partners on transportation planning efforts in Coweta County | ◆ | ◆ | ◆ | ◆ | ◆ | n/a | County & municipalities | County & municipalities |
| Bicycle and pedestrian improvements along Heritage Highway | | | | | ◆ | n/a | Chatt-Flint RDC | n/a |



| Planning Activity | 2007 | 2008 | 2009 | 2010 | 2011 | Cost Estimate | Responsible Party | Funding Source |
|--|------|------|------|------|------|---------------|--------------------------|--------------------------------------|
| Collinsworth Road Corridor Master Plan | | | | ◆ | | \$125,000 | County, City of Palmetto | County, City of Palmetto, Developers |
| Airport | | | | | | | | |
| Property acquisition – Cannon (est.) | ◆ | | | | | \$400,000 | County | FFA/Local |
| Wetlands JD- east ramp | ◆ | | | | | \$20,000 | County | State/Local |
| North ramp grading - Phase 1 | ◆ | | | | | \$483,000 | County | State/Local |
| Ansley Road extension | ◆ | | | | | \$350,000 | County | Local |
| Corporate Hangar grading – Phase 1 | ◆ | | | | | \$30,000 | County | Local |
| North ramp grading - Phase 2 | ◆ | | | | | \$2,000,000 | County | FFA/State/Local |
| North ramp taxilane – Phase 1 | ◆ | | | | | \$500,000 | County | FFA/State/Local |
| Glide slope runway 32 | ◆ | | | | | \$380,000 | County | State/Local |
| Relocate AWOS to new GS site | ◆ | | | | | \$50,000 | County | State/Local |
| Mobile Refueler Containment and SPCC | ◆ | | | | | \$70,000 | County | State/Local |
| ALP Update(ARC to C-II) | ◆ | ◆ | | | | \$60,000 | County | Fed/State/Local |
| RW Extension Justification Study | ◆ | ◆ | | | | \$25,000 | County | Fed/State/Local |
| Widen Radii on Taxiways | ◆ | ◆ | | | | \$80,000 | County | Fed/State/Local |



| Planning Activity | 2007 | 2008 | 2009 | 2010 | 2011 | Cost Estimate | Responsible Party | Funding Source |
|---|------|------|------|------|------|---------------|-------------------|-----------------|
| Construct corporate hangars (4) | ◆ | ◆ | | | | \$2,000,000 | County | Local |
| Corporate hangar taxilane | ◆ | ◆ | | | | \$70,000 | County | State/Local |
| T-Hangar site prep and drainage | ◆ | ◆ | | | | \$150,000 | County | State/Local |
| Land Acquisition (remainder north parcel) | ◆ | ◆ | | | | \$2,000,000 | County | Fed/Local |
| North Ramp Taxilane – Phase II | | ◆ | ◆ | | | \$500,000 | County | Fed/State/Local |
| North Ramp Grading – Phase III | | ◆ | ◆ | | | \$1,000,000 | County | Fed/State/Local |
| North Ramp Wetlands Mitigation | | ◆ | ◆ | | | \$300,000 | County | Fed/State/Local |
| Runway 14-32 Strengthening Design | | ◆ | ◆ | | | \$200,000 | County | Fed/State/Local |
| Construct T-Hangars (50) | | ◆ | ◆ | | | \$1,500,000 | County | Local |
| Safety Fencing | | ◆ | ◆ | | | \$157,895 | County | Fed/State/Local |
| East Connector Taxiway Design | | ◆ | ◆ | | | \$120,000 | County | Fed/State/Local |
| Runway 14 Safety Area Improv – Design | | ◆ | ◆ | | | \$50,000 | County | Fed/State/Local |
| Property Acquisition – Runway Ext/RPZ | | ◆ | ◆ | | | \$200,000 | County | Fed/Local |
| Environmental Assessment – RW Extension | | ◆ | ◆ | | | \$200,000 | County | Fed/State/Local |
| Northside Terminal Building | | ◆ | ◆ | | | \$2,105,264 | County | Fed/State/Local |



| Planning Activity | 2007 | 2008 | 2009 | 2010 | 2011 | Cost Estimate | Responsible Party | Funding Source |
|--|------|------|------|------|------|---------------|-------------------|-----------------|
| Northside Parallel Taxiway | | ◆ | ◆ | | | \$1,578,947 | County | Fed/State/Local |
| Perimeter Security Fencing | | ◆ | ◆ | | | \$473,684 | County | Fed/State/Local |
| Northside Apron | | ◆ | ◆ | | | \$421,053 | County | Fed/State/Local |
| High Intensity Runway Lights | | ◆ | ◆ | | | \$157,895 | County | Fed/State/Local |
| Runway Centerline Lights | | ◆ | ◆ | | | \$84,211 | County | Fed/State/Local |
| Precision Approach Path Indicator (PAPI-4) | | ◆ | ◆ | | | \$47,368 | County | Fed/State/Local |
| New Airport Beacon and Tower | | ◆ | ◆ | | | \$31,579 | County | Fed/State/Local |
| New Airfield Electrical Vault | | ◆ | ◆ | | | \$26,316 | County | Fed/State/Local |
| Runway 14-32 Strengthening (90,000# DG) | | | ◆ | ◆ | | \$3,000,000 | County | Fed/State/Local |
| East Connector Taxiway construction | | | ◆ | ◆ | | \$1,200,000 | County | Fed/State/Local |
| North Ramp Taxilane – Phase III | | | ◆ | ◆ | | \$500,000 | County | Fed/State/Local |
| Construct Corporate Hangars (2) | | | ◆ | ◆ | | \$1,000,000 | County | Local |
| Construct T-Hangars (10) | | | ◆ | ◆ | | \$300,000 | County | Local |
| Trench Drain at Hangar C | | | ◆ | ◆ | | \$30,000 | County | State/Local |
| Property Acquisition (RPZ) | | | ◆ | ◆ | | \$200,000 | County | Fed/Local |



| Planning Activity | 2007 | 2008 | 2009 | 2010 | 2011 | Cost Estimate | Responsible Party | Funding Source |
|---------------------------------------|------|------|------|------|------|---------------|-------------------|-----------------|
| Runway 14 Safety Area Improvements | | | ◆ | ◆ | | \$300,000 | County | Fed/State/Local |
| 500' Runway Extension to 6000' | | | ◆ | ◆ | | \$1,789,474 | County | Fed/State/Local |
| Hangar Construction | | | | ◆ | ◆ | \$300,000 | County | Local |
| Airfield Drainage Rehab | | | | ◆ | ◆ | \$157,895 | County | Fed/State/Local |
| North Ramp Taxiway – Phase IV | | | | ◆ | ◆ | \$200,000 | County | Fed/State/Local |
| Property Acquisition (RPZ) | | | | ◆ | ◆ | \$200,000 | County | Fed/Local |
| T-Hangar Pavement Rehab | | | | ◆ | ◆ | \$80,000 | County | State/Local |
| Convert MALSF to MALSR | | | | ◆ | ◆ | \$200,000 | County | Fed/State/Local |
| Construct Corporate Hangars (2) | | | | ◆ | ◆ | \$1,000,000 | County | Local |
| Construct T-Hangars (10) | | | | ◆ | ◆ | \$300,000 | County | Local |
| Rehab Parallel and Connector Taxiways | | | | | ◆ | \$700,000 | County | Fed/State/Local |
| Property Acquisition – RPZ | | | | | ◆ | \$200,000 | County | Fed/Local |
| Airfield Drainage Rehab | | | | | ◆ | \$157,895 | County | Fed/State/Local |
| Construct Corporate Hangars (2) | | | | | ◆ | \$1,000,000 | County | Local |
| Construct T-Hangars (10) | | | | | ◆ | \$300,000 | County | Local |



| Planning Activity | 2007 | 2008 | 2009 | 2010 | 2011 | Cost Estimate | Responsible Party | Funding Source |
|---|-------------|-------------|-------------|-------------|-------------|-----------------------|--------------------------|------------------------------------|
| <i>Economic Development</i> | | | | | | | | |
| Development of Coweta County sports and events council work program. | ◆ | | | | | N/A | County | |
| Prepare target industry analysis and marketing strategy for target industries | ◆ | ◆ | | | | \$50,000 to \$150,000 | County, NCCC | Local |
| Work to expand UWG program offering at the Newnan campus | ◆ | ◆ | ◆ | ◆ | ◆ | \$0 | County, UWG | |
| <i>Housing</i> | | | | | | | | |
| Prepare an infill housing incentive study | ◆ | | | | | \$35,000 | County | Local, grants |
| Prepare and keep current an inventory of redevelopment infill housing opportunities | ◆ | ◆ | ◆ | ◆ | ◆ | \$0 | County | Local |
| Develop zoning and regulations for senior living communities | ◆ | | | | | \$15,000 | County | Local |
| <i>Natural Resources</i> | | | | | | | | |
| <i>Stormwater Management</i> | | | | | | | | |
| Develop and implement illicit discharge detection and elimination program | ◆ | ◆ | ◆ | ◆ | ◆ | \$150,000/year | County | Stormwater Utility or General Fund |
| Acquisition of LIDAR imagery in support of the floodplain mapping program | ◆ | | | | | \$250,000 | County | Stormwater Utility or General Fund |
| Study and Map Approximately 10% of the County Floodplain/Streams/ Creeks | ◆ | ◆ | ◆ | ◆ | ◆ | \$385,000/year | County | Stormwater Utility or General Fund |
| Stormwater Utility Feasibility Study | ◆ | | | | | \$150,000 | County | Stormwater Utility or General Fund |
| Propose Implementation of a Stormwater Utility | | ◆ | ◆ | | | \$350,000 | County | Stormwater Utility or General Fund |
| Development and Implementation of Water Quality Monitoring and TMDL Programs | ◆ | ◆ | ◆ | ◆ | ◆ | \$175,000/year | County | Stormwater Utility or General Fund |



| Planning Activity | 2007 | 2008 | 2009 | 2010 | 2011 | Cost Estimate | Responsible Party | Funding Source |
|---|------|------|------|------|------|-----------------------|---|------------------------------------|
| GIS/GPS Collection of County Stormwater structures and underground storage tanks, creeks, streams, and monitoring locations | ◆ | ◆ | ◆ | ◆ | ◆ | \$175,000/year | County | Stormwater Utility or General Fund |
| Public Education and Outreach Program on Stormwater and water quality issues | ◆ | ◆ | ◆ | ◆ | ◆ | \$60,000/year | County | Stormwater Utility or General Fund |
| Inspection and enforcement of all federal, state, and local regulations | ◆ | ◆ | ◆ | ◆ | ◆ | \$150,000/year | County | Stormwater Utility or General Fund |
| Operations and maintenance staffing and equipment to conduct program goals and maintain compliance | ◆ | ◆ | ◆ | ◆ | ◆ | \$350,000/year | County | Stormwater Utility or General Fund |
| Prepare Stormwater Master Plan and feasibility of Stormwater Utility | ◆ | | | | | \$250,000 | County | General Fund |
| General Natural Resources | | | | | | | | |
| Purchase of Coweta County greenway | | | | | ◆ | \$4,000,000 | County | SPLOST, State, Local |
| Develop incentives for developers to link their open spaces with public open space networks | ◆ | | | | | | County | Local |
| Prepare a Greenway Master Plan | | ◆ | | | | \$80,000 | County | Local, SPLOST |
| Prepare an official future park and conservation plan | ◆ | | | | | \$95,000 | County | |
| Develop tree preservation and replacement ordinances | | ◆ | | | | \$5,000 | County | Local |
| Hire a full time arborist | ◆ | | | | | \$50,000 | County | Local |
| Continue Adopt-a-Highway program | ◆ | ◆ | ◆ | ◆ | ◆ | \$0 | County, Clean and Beautiful | Local |
| Continue Adopt-a-Stream program | ◆ | ◆ | ◆ | ◆ | ◆ | \$0 | County, 4-H, Extension Service | Local |
| Water Quality | | | | | | | | |
| Complete a Basin Management Plan for White Oak and Line Creeks | ◆ | | | | | \$50,000 to \$100,000 | City of Newnan Water, Sewer and Light Commission, CCWSD, CCPD | Local |



| Planning Activity | 2007 | 2008 | 2009 | 2010 | 2011 | Cost Estimate | Responsible Party | Funding Source |
|--|-------------|-------------|-------------|-------------|-------------|------------------------|--|-------------------------------------|
| Implementation of the National Pollutant Discharge Elimination System, Phase II Program | ◆ | ◆ | ◆ | ◆ | ◆ | | Coweta County Engineering and Development Department | \$750,000 to \$2.5 million per year |
| Prepare annual water quality report | ◆ | ◆ | ◆ | ◆ | ◆ | - | CCWSD | n/a |
| Prepare protection plans for priority 1 and 2 impaired streams | ◆ | | | | | \$45,000 per watershed | County | |
| Prepare wetland buffer ordinance | ◆ | | | | | \$5,000 | County | Local |
| Study and develop standards for impervious surface coverage in water supply watersheds | ◆ | | | | | \$35,000 | County | |
| Develop and ongoing water quality monitoring program | ◆ | ◆ | ◆ | ◆ | ◆ | \$20,000/yr | County | Local |
| Air Quality | | | | | | | | |
| Develop a Travel Demand Management program | | ◆ | ◆ | ◆ | ◆ | \$75,000/yr | County | Local, GRTA, grants |
| Rural Resources | | | | | | | | |
| Initiate a buy local program with schools and restaurants | ◆ | ◆ | | | | - | County, Extension Service | |
| Develop a farm mentoring program | ◆ | ◆ | | | | - | Extension Service | |
| Develop local farmers markets | ◆ | ◆ | ◆ | ◆ | ◆ | \$12,000/yr | County, Cities, Extension Service | Local, Extension Service |
| Community Facilities | | | | | | | | |
| Maintain impact fees for parks, jails, public safety, 911 and libraries | ◆ | ◆ | ◆ | ◆ | ◆ | \$15,000/year | County, THCR | |
| Study/Develop impact fees for water, sewer, stormwater and roads | | ◆ | ◆ | ◆ | ◆ | \$200,000 | County | |
| Prepare Design Manual for siting and architectural design of public facilities | | ◆ | | | | \$50-75,000 | County | General Fund/ Impact fees |
| Prepare a study of, and implement, alternative financing for infrastructure and community facilities | | ◆ | | | | \$250,000 | County, Chamber of Commerce | Local |
| New record center | ◆ | ◆ | ◆ | | | \$1,500,000 | County | SPLOST |
| Renovation of administration building | ◆ | | | | | \$500,000 | County | County |



| Planning Activity | 2007 | 2008 | 2009 | 2010 | 2011 | Cost Estimate | Responsible Party | Funding Source |
|---|------|------|------|------|------|----------------|-------------------|-----------------------------|
| Addition to main health department | ◆ | ◆ | ◆ | | | \$750,000 | County | State, County |
| Renovation of old juvenile building | ◆ | ◆ | | | | \$40,000 | County | County |
| New community center at Welcome | ◆ | ◆ | ◆ | | | \$750,000 | County | County/SPLOST |
| New extension office | ◆ | ◆ | ◆ | | | \$750,000 | County | County, SPLOST |
| New greenhouse | ◆ | | | | | \$40,000 | County | County, Extension |
| Construct public health satellite facility on Ebenezer Church Road | | | | ◆ | ◆ | N/A | County | |
| Parks and Recreation | | | | | | | | |
| Long-Range Master Plan for Parks and Recreation | ◆ | | | | | \$100-150,000 | County | General Fund/ Impact fees |
| Development of priority greenways/trails connecting all parks and neighborhoods | | | ◆ | ◆ | | \$1million/yr. | County | SPLOST/ Impact Fees |
| Construct Clay Wood Community Center | ◆ | | | | | \$2,996,301 | County | SPLOST |
| Develop Strickland Pond Day Use Area | ◆ | ◆ | | | | \$100,000 | County | State grants/Local matching |
| Renovations to Post Street Park in Grantville | ◆ | ◆ | ◆ | ◆ | ◆ | \$2,000,000 | County | SPLOST |
| Construction of Happy Valley Recreation Area | | ◆ | ◆ | | | \$1,500,000 | County | SPLOST |
| Sheriff/Public Safety | | | | | | | | |
| Hire deputies and patrol officers | | ◆ | ◆ | ◆ | ◆ | \$75,000/yr. | County | County funds |
| Fuel Farm @ Airport | ◆ | ◆ | | | | \$160,000 | | SPLOST |
| Expand Sheriff's Office Administration Bldg parking lot | ◆ | ◆ | | | | - | | County |
| Add isolation/holding cell area @ county jail | ◆ | ◆ | | | | - | | County |
| Camera systems to interface with mobile data systems | ◆ | ◆ | | | | \$400,000 | | SPLOST |
| Video surveillance equipment for office and jail | ◆ | ◆ | | | | \$100,000 | | SPLOST |



| Planning Activity | 2007 | 2008 | 2009 | 2010 | 2011 | Cost Estimate | Responsible Party | Funding Source |
|--|------|------|------|------|------|-------------------|-------------------|-----------------------------------|
| Fire Protection | | | | | | | | |
| Long-Range Fire Services Master Plan | ◆ | | | | | \$50-100,000 | County | Fire District Tax/ Impact Fees |
| Replacement of Station 8 | ◆ | | | | | \$1.7 million | County | General Fund/ Impact Fees |
| Hire firefighters for Station 8 | ◆ | | | | | \$80,000/yr | County | Fire Distr. Tax |
| Heavy Vehicles (10) | ◆ | ◆ | ◆ | ◆ | ◆ | \$5.5 million/yr. | County | Impact Fees |
| Fire Department Headquarters | | | | ◆ | | \$4,900,000 | County | Impact Fees |
| Complete headquarters station | ◆ | ◆ | | | | \$1,000,000 | | SPLOST/ Fire District Tax |
| Obtain property and build Station 9 in Corinth area | ◆ | | | | | \$700,000 | | SPLOST/ Fire District Tax |
| Relocate and build Station 1 in Madras area | | ◆ | | | | \$700,000 | | SPLOST/ Fire District Tax |
| Relocate and build Station 11 in Grantville area | | ◆ | | | | \$700,000 | | SPLOST/ Fire District Tax |
| Continue truck replacement program | ◆ | ◆ | ◆ | ◆ | ◆ | \$3,000,000 | | SPLOST/ Fire District Tax |
| Purchase Aerial Platform Truck | | ◆ | | | | \$825,000 | | SPLOST/ Fire District Tax |
| Hire Firefighters necessary to man each station with 2 Firefighters | ◆ | ◆ | ◆ | ◆ | ◆ | \$1,750,000 | | Fire District Tax |
| Conduct ISO review | ◆ | | | | | - | | Coweta Fire Department |
| Replace extraction equipment to meet requirements of new vehicles | | ◆ | | | | \$200,000 | | Splost/Fire District Tax |
| Purchase HazMat Truck | | | ◆ | | | \$250,000 | | Splost/Fire District Tax |
| Refurbish Burn Building | | ◆ | | | | \$100,000 | | Splost/Fire District Tax |



| Planning Activity | 2007 | 2008 | 2009 | 2010 | 2011 | Cost Estimate | Responsible Party | Funding Source |
|---|------|------|------|------|------|--|-------------------|------------------------------------|
| Upgrade communication equipment | ◆ | ◆ | ◆ | ◆ | | \$175,000 | | Splst/Fire District Tax |
| Library | | | | | | | | |
| Library Collection Volumes | ◆ | ◆ | ◆ | ◆ | | \$146,614/yr. | County | State/General Fund/ Impact Fees |
| Water and Sewer | | | | | | | | |
| Grease management Program (8-1,8-2, 8-7) | ◆ | ◆ | ◆ | ◆ | ◆ | \$34,700 (plus \$53,300 per year) | WSA | County |
| Flow and Rainfall Monitoring (8-4,16-5) | ◆ | ◆ | ◆ | ◆ | ◆ | \$10,000 (plus \$3,200 per year) | WSA | County |
| Hydraulic Modeling (8-4,16-5) | ◆ | ◆ | ◆ | ◆ | ◆ | \$12,000 (plus \$1,500 per year) | WSA | County |
| Overflow Response Program (8-7) | ◆ | ◆ | ◆ | ◆ | ◆ | \$35,000 (plus \$1,000 per year) | WSA | County |
| Long-Range Water and Sewer Master Plan | ◆ | | | | | \$150-300,000 | WSA | WSA Revenues |
| WRF in Village Centers | | | ◆ | | ◆ | \$5 million each | WSA | WSA Revenue Bonds |
| New Centralized WRF | | ◆ | ◆ | ◆ | ◆ | \$20 million total over 4 yrs. | WSA | WSA Revenue Bonds |
| Public Education for septic tanks | ◆ | | | | | \$1,500 | Env. Health | State funds |
| Monitoring septic tanks | ◆ | ◆ | ◆ | ◆ | ◆ | \$50,000/yr. | Env. Health | State funds |
| Water System Improvements | | ◆ | ◆ | ◆ | ◆ | \$2-5 million/yr. | WSA | WSA Revenue Bonds |
| Public education materials for water conservation | ◆ | | | | | \$3,000 (\$152,000 recurring costs) | WSA | WSA Revenues |



| Planning Activity | 2007 | 2008 | 2009 | 2010 | 2011 | Cost Estimate | Responsible Party | Funding Source |
|---|------|------|------|------|------|-------------------------------------|-------------------|----------------|
| Toilet retrofit | ◆ | ◆ | ◆ | ◆ | ◆ | \$8,147,000 | WSA | County |
| Lo-flow faucet and showerhead retrofit | ◆ | | | | | \$7,735 | WSA | County |
| Water leakage | ◆ | | | | | \$45,700 (\$37,500 recurring costs) | WSA | County |
| Expand the capacity of the Shenandoah WWTP | ◆ | ◆ | | | | \$500,000 | WSA | County |
| Continue to expand water service to the remaining portions of the county | ◆ | ◆ | ◆ | ◆ | ◆ | \$1,000,000 per year | County | County |
| Backflow prevention | ◆ | ◆ | ◆ | ◆ | ◆ | \$30,700 (\$45,700 recurring costs) | WSA | County |
| Watershed assessments | ◆ | ◆ | ◆ | ◆ | ◆ | \$26,000 (\$1,500 recurring costs) | WSA | County |
| Planning Process | | | | | | | | |
| Independent Audit of Planning and Development Department ordinances, functions, and organization. | ◆ | | | | | \$30-50,000 | CCPD | County Funds |
| Comprehensive update of update of Zoning and Development Regulations. | ◆ | | | | | \$150-200,000 | CCPD | County Funds |
| Update website for interactive processing and citizen involvement. | | ◆ | | | | \$25,000-50,000 | CCPD | County Funds |
| Travel to 3 other communities to exchange best practices. | | ◆ | | | | \$2-5,000 | CCPD | County Funds |
| Staff training sessions | | ◆ | | | | \$3 5,000 | CCPD | County Funds |
| Install Permit –Tracking software with equipment and staff training sessions. | | | ◆ | | | \$50-100,000 | CCPD | County Funds |
| Department equipment upgrades for inspections and code enforcement | | | | ◆ | | \$25-50,000 | CCPD | County Funds |



| Planning Activity | 2007 | 2008 | 2009 | 2010 | 2011 | Cost Estimate | Responsible Party | Funding Source |
|---|------|------|------|------|------|---------------|-------------------|----------------|
| Update Comprehensive Plan due in October 2011. | | | | ◆ | | \$125,000/yr | CCPD | County Funds |
| Prepare a fee study | ◆ | | | | | n/a | CCPD | n/a |
| Develop a fiscal impact tool for estimating the impacts of developments on county infrastructure and facilities | | | ◆ | | | \$55,000 | CCPD | |
| Prepare inter-local agreements with cities to coordinate land use, design development and service deliver to areas that are likely to be annexed in 5 year period | ◆ | ◆ | ◆ | ◆ | ◆ | \$27,000 | CCPD | |
| Prepare information bulletins to educate public on changes in permitting procedures resulting from changes in state and federal requirements | ◆ | ◆ | ◆ | ◆ | ◆ | \$2,000/yr | CCPD | County Funds |



Appendix A - Coweta County 2001 - 2006 Short Term Work Program

| Element | Activity | Begin Year | End Year | Responsible Party/ Funding Source | Estimated Cost |
|---------------------------------------|--|------------|----------|---|---|
| Natural and Historic Resources | 1. Acquire and preserve the site of the Battle of Brown's Mill <i>Completed 2001- purchased 104.4 acres</i> | 2001 | 2005 | State, County, and Local grants and fund raisers. | Not Available <i>\$450,000</i> |
| | 2. Complete a Basin Management Plan for White Oak and Line Creek <i>Carry Forward</i> | 2001 | 2005 | City of Newnan Water Sewer and Light Commission, Coweta County Water and Sewer, Coweta County Planning Department | \$50,000 to \$100,000 |
| | 3. Amend the Coweta County Zoning Ordinance to include water supply watershed protection districts for intakes in the Keg and Shoal Creek drainage basins <i>Completed November 2002</i> | 2001 | 2002 | Coweta County Planning Department | No cost |
| | 4. Implementation and enforcement of Wetland Protection Ordinance <i>Completed October 2002</i> | 2001 | 2006 | Coweta County Engineering and Development Department | \$30,000.00 per year |
| | 5. Implementation of the National Pollutant Discharge Elimination System, Phase II Program <i>Implementation began in 2003, and the County continues to develop the program in compliance with MNGWPD requirements.</i> | 2003 | 2007 | Coweta County Engineering and Development Department | Initial Expenditure <i>\$750,000.00</i> <i>\$2.5 million per year</i> |
| | 6. Develop a Groundwater Recharge Protection Ordinance for those areas of the County identified on Georgia Department of Natural Resources Map. <i>Completed 2002</i> | 2001 | 2002 | Coweta County Planning Department. | No cost. |



| Element | Activity | Begin Year | End Year | Responsible Party/ Funding Source | Estimated Cost |
|--|--|------------|----------|--|---------------------------------------|
| | <p>7. Develop a County Greenspace Plan for the preservation of at least 20% of the County's total acreage.</p> <p>Completed 2002 The County continues to implement the program when funds are available.</p> | 2001 | 2001 | <p>Chattahoochee-Flint Regional Development Center/ County, Newnan, Haralson, Moreland, Grantville, Sharpsburg, Senoia, Turin</p> <p>GA Forestry Service</p> | <p>\$40,000.00</p> <p>\$15,000.00</p> |
| Economic Development | <p>8. Establish and maintain a proactive group tour program to increase tourism.</p> <p>Completed 2006</p> | 2001 | 2007 | Coweta County Convention and Visitor's Bureau/ Hotel Motel Excise Tax | \$30,000.00 per annum |
| | <p>9. Establish Coweta County as a hub and spoke destination for metro Atlanta and surrounding areas including Callaway Gardens and Warm Springs. Included focus- group, family and business travelers.,</p> <p>Completed 2006</p> | 2001 | 2007 | Coweta County Convention and Visitor's Bureau/ Hotel Motel Excise Tax | \$60,000.00 per annum |
| | <p>10. Education and public awareness program to increase tourism opportunities.</p> <p>Completed 2006</p> | 2001 | 2007 | Coweta County Convention and Visitor's Bureau/ Hotel Motel Excise Tax | \$30,000.00 per annum |
| Community Facilities | | | | | |
| Solid Waste and Environmental Issues | <p>11. Continue conversion of County-owned vehicles to clean air standards.</p> <p>Completed; Program continues as new vehicles are acquired; low emissions fuel is used in County vehicles.</p> | 2001 | 2006 | Coweta County | \$150,000.00 |
| Public Works/ Roads and Drainage/Transportation | <p>12. Resurface the runway and taxiway apron at the Coweta County Airport.</p> <p>Completed 2005</p> | 2002 | 2006 | Coweta County/State and Local funding | \$250,000.00 |



| Element | Activity | Begin Year | End Year | Responsible Party/ Funding Source | Estimated Cost |
|---------|--|------------|----------|---|---|
| | 13. Bicycle and pedestrian improvements along Heritage Highway. Carried Forward - unfunded | 2001 | 2006 | Chatt-Flint RDC | Not available |
| | 14. Design/Construction of Bike Paths in Coweta County Share the Road signage completed | 2001 | 2006 | Coweta County/State Grants | \$1.5 million |
| | 15. 500 lf of runway and lighting system Taxiway Extension at Coweta Airport. Completed 2002 | 2002 | 2006 | Coweta County/ Federal, State and local funds | \$1.2 million |
| | 16. New apron paving of the Southwest runway at the Coweta County Airport. Completed 2002 | 2002 | 2005 | Coweta County/Federal, State, and Local funds | \$250,000.00 |
| | 17. New airport terminal building at the Coweta County Airport Continue to next STWP. Funding is being developed for this facility. | 2004 | 2006 | Coweta County/Federal, State, and Local funds. | 1.25 million |
| | 18. Development of northeast property at the Coweta County Airport Project is underway | 2003 | 2006 | Coweta County/Federal, State, and Local funds | 2.5 million |
| | 19. Propose a roadway from McIntosh Trail Road CR#74 (Coweta County) to T.D.K Blvd. (Peachtree City). Project is underway | 2001 | 2006 | Coweta County and Peachtree City/State and Local and any grants available | 2 million |
| | 20. Newnan By-Pass Continuation Turkey Creek Rd. To U.S. 29 SR 14 Scheduled to begin 2006 | 2002 | 2006 | Coweta County/State and Local Sales Tax | 6.2 million \$22 million |
| | 21. Roadway Improvement/turning lanes for State Route 16/U.S. 27 at Sargent/Arnco Complete | 2001 | 2004 | Coweta County/GDOT | \$30,000.00 |



| Element | Activity | Begin Year | End Year | Responsible Party/ Funding Source | Estimated Cost |
|---------|--|------------|----------|--|------------------------------|
| | 22. Road widening/turning lanes - Safety Improvement for Welcome Rd. at Welcome School Complete | 2002 | 2004 | Coweta County | \$50,000.00 \$350,000 |
| | 23. Design and construct the continuation of Walt Sanders Memorial Drive CR# 468 (Creekside Industrial Park) to SR # 34 Completed | 2003 | 2006 | Coweta County/State and Local funds | \$1.25 million |
| | 24. Intersection improvements: 1. SR 34/U.S. 29 at Edgeworth Road CR# 19/Herring Road CR#43. 2. SR#54 at Stewart (CR #59) Reece Rd (CR # 71) Underway: complete 2008 3. SR#34 and Amlajack Blvd. CR#503 4. SR#16 and Popular Rd. CR# S2813 Orr 5. SR#154 and Marion Beavers CR#90 Willis Rd (CR #59) 6. SR#154 at Raymond Hill Rd (CR#32) Intersection items 1 & 3-6 complete. 7. U.S. 29 SR#14 and Weldon Road CR#552 Underway to be completed 2009 | 2001 | 2006 | State and Local GA DOT/ State, Local, and DOT funds | \$600,000.00 |
| | 24. Widening/Turning Lane at Lower Fayetteville Road and City Limits of Newnan to Mary Freeman Road Underway | 2002 | 2005 | Coweta County, City of Newnan/State, and Local funds | 1.5 million |



| Element | Activity | Begin Year | End Year | Responsible Party/ Funding Source | Estimated Cost |
|---------|--|------------|----------|---|------------------------------|
| | 25. Dirt Road Improvement/Paving: 1. Daniel Rd. Completed 2. Jim Carmichael Rd. 3. North Alexander Creek Rd. 4. Tinica Way 5. Bob Brewster Rd. 6. Norton Rd. 7. Ebenezer Church Rd. 8. Bill Cline Extension Dropped-lack of ROW 9. Bud Davis Rd. Carried Forward 2007-2012 10. Crawford Rd 11. Cabin Rd Items 1-7 Completed Items 10-11 Completed | 2001 | 2005 | Coweta County/ GDOT, and Coweta County | \$500,000.00 per year |
| | 26. Continue Resurfacing Program on County and City Streets through GA DOT Assistance in material contracts, approximately 30 miles per year. Continue program 2006 - 2012 | 2001 | 2005 | Coweta County and City of Newnan/ GA DOT Coweta County/Small Towns | \$900,000.00 per year |
| | 27. Widening of various County roads for safety improvements, approximately 10 miles. Dropped due to lack of funds | 2002 | 2005 | Coweta County/GDOT, and Coweta County | \$185,000.00 to \$200,000.00 |



| Element | Activity | Begin Year | End Year | Responsible Party/ Funding Source | Estimated Cost |
|-----------------------------|--|------------------|------------------|---|---------------------------------|
| | 28. Bridge Replacements: 1. Jim Starr Rd. BRZLB-0777 (38) 2. Bethlehem Church Rd. BRZLB-077(39) 3. Grandma Branch @ New River BRZLB -077 (40) 4. Grandma Branch over New River Trail BRZLB-007(041) 5. Old Atlanta Highway BRZLB-077 (42) 6. Brimer Rd. BRZLB-077 (43) 7. Happy Valley Rd. BRZLB-077 8. McIntosh Trail BRLZB-077(37) Carried Forward 9. Henry Bryant Rd. BRLZB-2018(27) Dropped 10. Continuation of Bridge Program Items 1-7 Completed | 2001 | 2006 | Coweta County, GDOT/ Coweta County, GDOT, Sales Tax, Norfolk Southern Railroad | \$8.3 million |
| Government Buildings | 29. Renovate County government buildings to comply with ADA requirements. Continue | 2001 2006 | 2005 2008 | Coweta County | Not available |
| | 30. Construct a new State Patrol Post Completed | 2005 | 2006 | Coweta County | \$3,000,000.00 |
| | 31. Construct a new Welcome Center Carry Forward | 2005 2006 | 2006 2009 | Coweta County/State and Local funds | \$250,000.00 |
| | 32. Build and equip a new 911 Communications Center Carry forward; Project begins 2007 | 2005 | 2006 | Coweta County/911 Surcharges | \$350,000.00 \$1 million |
| | 33. Renovate existing 911 Center Completed 2001 | 2001 | 2001 | Coweta County/Local Funds | \$5,000.00 |



| Element | Activity | Begin Year | End Year | Responsible Party/ Funding Source | Estimated Cost |
|---------|--|--------------|--------------|--------------------------------------|----------------------------------|
| | 34. Build a new electronic technical support shop to be co-located with the new Communications Center <i>Carry forward; Project begins 2007</i> | 2005 | 2006 | Coweta County/ Local funds | \$125,000.00 <i>\$250,000</i> |
| | 35. Build a new County Extension Office <i>Carry Forward</i> | 2003 | 2006 | Coweta County/Local funds | \$300,000.00 |
| | 36. Build a new Judicial Center and Juvenile Center <i>Completed Judicial Center, Juvenile Center underway</i> | 2003 2006 | 2006 2007 | Coweta County/SPLOST funds | \$30,000,000 \$20,000,000 |
| | 37. Courthouse renovation - including dome, roof, painting, and plaster repairs. <i>Carry Forward</i> | 2005 | 2006 | Coweta County/SPLOST funds | \$7,500,000.00 |
| | 38. New Fairgrounds <i>Complete; Project included Nature Trails and Horse Arena</i> | 2001 | 2003 | Coweta County/Local funds | \$1,000,000.00 |
| | 39. New telephone system for the Administration Building <i>Complete</i> | 2001 | 2002 | Coweta County/Local funds | \$100,000.00 |
| | 40. Repairs to the Juvenile Building <i>Completed</i> | 2002 | 2003 | Coweta County/Local funds | \$17,500.00 |
| | 41. Establish a Geographic Information System for use by all departments. <i>Carry forward</i> | 2002 | 2004 | Coweta County/Local funds | \$250,000.00 |
| | 42. Contract for new aerial photography <i>Complete; ongoing</i> | 2001 | 2002 | Coweta County/Local funds | \$150,000.00 |
| | 43. Renovation to the State Patrol Radio Room and Communications Building <i>Completed</i> | 2002 | 2002 | Coweta County/Local funds | \$7,500.00 |
| | 44. Health Department building repairs. <i>Completed</i> | 2001 | 2002 | Coweta County/Local funds | \$30,000.00 |



| Element | Activity | Begin Year | End Year | Responsible Party/ Funding Source | Estimated Cost |
|--|---|------------|----------|--|----------------|
| Public Health | 45. Implement new state-mandated Public Swimming Pools Rules and Regulations <i>Complete</i> | 2001 | 2002 | Coweta County/Fees collected from users | \$2,500.00 |
| | 46. Support construction of mental health facility through application for CDBG funds. <i>Carry forward; Funding for project unavailable 2001-2006</i> | 2004 | 2006 | CDBG Coweta County Pathways MRSAMH | \$500,000 |
| Public Safety - Law Enforcement | 47. Hire new personnel as needed. <i>Completed</i> | 2001 | 2006 | Coweta County/Local funds | \$250,000.00 |
| | 48. Establish a Work Release Program <i>Completed 2005</i> | 2001 | 2004 | Coweta County/Local funds/Fees | \$250,000.00 |
| | 49. Renovate Sheriff's Office to add office/classroom space <i>Completed</i> | 2001 | 2002 | Coweta County/Local funds | \$1,500.00 |
| | 50. Replace roof of Sheriff's Office <i>Completed</i> | 2001 | 2001 | Coweta County/Local funds | \$460,000.00 |
| | 51. Expand Sheriff's Office Administration building parking lot <i>Carry forward</i> | 2002 | 2003 | Coweta County/Local funds | \$16,000.00 |
| Fire Department | 52. Prepare for a County-wide ISO survey <i>Completed 2002</i> | 2001 | 2002 | Coweta County Fire Department | No cost |
| | 53. Conduct ISO survey <i>Completed 2003</i> | 2001 | 2002 | Coweta County Fire Department | No cost |
| | 54. Hire firefighters as needed to man new facilities and equipment <i>Ongoing; Hired 18 to date</i> | 2001 | 2006 | Coweta County Fire Department | \$825,000.00 |
| | 55. Rebuild Station #8 in Welcome <i>Completed 2005-2006</i> | 2001 | 2003 | Coweta County Fire Department/SPLOST | \$300,000.00 |



| Element | Activity | Begin Year | End Year | Responsible Party/ Funding Source | Estimated Cost |
|-----------------------------------|---|------------|----------|---|----------------|
| | 56. Change from low to high pressure self-contained breathing apparatus replacement program <i>Completed 2002</i> | 2001 | 2002 | Coweta County Fire Department/SPLOST | \$325,000.00 |
| | 57. Build Station # 17 in southwest portion of the County <i>Carry forward; Projects begins 2007</i> | 2002 | 2004 | Coweta County Fire Department/SPLOST | \$300,000.00 |
| | 58. Build Headquarters Station 5 - 6,000 sq.ft. <i>Carry forward; Project begun 2006</i> | 2005 | 2006 | Coweta County Fire Department/SPLOST | \$500,000.00 |
| | 59. Rebuild Station #11 in Grantville <i>Carry forward; Project begins 2009</i> | 2004 | 2006 | Coweta County Fire Department/Fire district Tax | \$350,000.00 |
| | 60. Build Training Facility <i>Ongoing; major improvements 2004</i> | 2005 | 2006 | Coweta County Fire Department/SPLOST | \$500,000.00 |
| Water and Sewer Department | 61. Design and build a water treatment plant at B. T. Brown Reservoir <i>Completed 2006</i> | 2001 | 2004 | Coweta County Water and Sewer Department | \$10 million |
| | 62. Contract with the City of Griffin for purchase of water and construct water mains. <i>Established; Ongoing</i> | 2001 | 2006 | Coweta County Water and Sewer Department/Bonds | \$500,000.00 |
| | 63. Contract with City of Atlanta for purchase of water and construct water mains <i>Established; Ongoing</i> | 2001 | 2001 | Coweta County Water and Sewer Department/Bonds | 4.5 million |
| | 64. Install an additional 1 million gallon water tank on Fisher Spur Road in Cannongate area <i>Completed</i> | 2001 | 2005 | Coweta County Water and Sewer Department/Bonds | \$900,000.00 |



| Element | Activity | Begin Year | End Year | Responsible Party/ Funding Source | Estimated Cost |
|-------------------------------------|---|------------|----------|---|---|
| | 65. Install a 1 million gallon water tank at Sharpsburg-McCollum Road and Highway 16 Completed 2003. Located @ SR 16 and E. Coweta MS | 2001 | 2002 | Coweta County Water and Sewer Department | \$500,000.00 |
| | 66. Install a 2 million gallon water tank at Sharpsburg-McCollum Road and I-85 Underway. 1 MGD tank to be completed 2006 | 2002 | 2003 | Coweta County Water and Sewer Department | \$1,000,000.00 \$1.2 million |
| | 67. Expand the capacity of the Shenandoah Wastewater Treatment Plant. Carry forward; Project to begin 2008 | 2002 | 2006 | Coweta County Water and Sewer Department | \$500,000.00 \$1.2 million |
| | 68. Continue to extend water service to the remaining portions of the County Ongoing | 2001 | 2006 | Coweta County Water and Sewer Department | \$1,000,000.00 per year |
| | 69. Support CDBG application to construct sewer collection and provide taps for households on Geter Circle, Kirk Circle, Wallace Gray Rd and vicinity to be surveyed. Completed 2004 | 2001 | 2003 | CDBG Coweta County | \$500,000 |
| Schools | 70. Construct two new elementary schools. Complete | 2001 | 2006 | Coweta County School System/State and SPLOST funds | \$16,000,000.00 |
| | 71. Construct 1 new middle school Complete | 2001 | 2006 | Coweta County School System/SPLOST | \$11 million |
| Recreation and Cultural Arts | 72. Build a new Arts Building Complete | 2001 | 2006 | Coweta County/Grants | \$200,000.00 |
| | 73. Phase II - Temple Avenue ballfield and tennis court reconstruction Complete | 2001 | 2004 | Coweta County Recreation Department/Recreation Capital Project SPLOST | \$1,200,000.00 |

| Element | Activity | Begin Year | End Year | Responsible Party/ Funding Source | Estimated Cost |
|-----------------|--|------------|----------|--|----------------|
| | 74. Phase III - Temple Avenue ballfield reconstruction Complete | 2003 | 2005 | Coweta County/SPLOST | \$1,000,000.00 |
| | 75. Whitlock Park renovation Complete | 2001 | 2003 | Coweta County Recreation Department/Recreation Capital Project | \$125,000.00 |
| | 76. Senoia Park renovation – lighting Complete | 2003 | 2004 | Coweta County Recreation Department/SPLOST | \$160,000.00 |
| | 77. Phase II - Hunter Complex Complete | 2002 | 2004 | Coweta County Recreation Department/Sales Tax | 1.5 million |
| Land Use | 78. Develop design guidelines for subdivision improvements with a focus on roadway design and stormwater management Underway; Project completion 2007 | 2001 | 2005 | Coweta County Planning Department | \$50,000.00 |
| | 79. Employ a Comprehensive Planner to maintain the Comprehensive Land Use Plan and administer the Greenspace Program Complete | 2001 | 2001 | Coweta County Planning Department | \$40,000.00 |



| Element | Activity | Begin Year | End Year | Responsible Party/ Funding Source | Estimated Cost |
|---------|--|------------|----------|---|-------------------------|
| | <p>80. Update the County Land Use Plan to include the following growth or development:</p> <ol style="list-style-type: none"> 1. The Newnan By-Pass Corridor from Newnan City Limits at Lower Fayetteville Road to Highway 16 E. at I-85. 2. Census 2000 3. Airport Extension 4. TDK Blvd Corridor from Peachtree City to McIntosh Trail <p>Above projects addressed in Community Transportation Plan and Comp Plan Update underway</p> <ol style="list-style-type: none"> 5. County's Industrial Parks: Shenandoah Expansion Underway 6. Meriwether/Coweta Industrial Park near Grantville Dropped until consensus of support 7. GRTA's land use mandates. Addressed by adding staff 8. New Industrial sites Addressed in comp plan update underway | 2001 | 2005 | Coweta County Planning Development and Engineering Department | 0 |
| | <p>81. Employ a development review technician Complete</p> | 2001 | 2001 | Coweta County Planning Department | \$25,000.00 |
| | <p>82. Establish and implement Erosion and Sedimentation Inspection Program Complete</p> | 2001 | 2001 | Coweta County Development and Engineering Dept./Building Dept./Inspection and permit fees | \$115,775.00 per annum. |

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Appendix B: Quality Community Objective Table

| Character Area | Existing Town Center | Employment Center - Industrial | Employment Center - Commercial/Office | New Village | Mill Village | Crossroads Community | Infill Neighborhood | Infill Neighborhood - sewer density | Lakeside Residential - septic tank | Rural Conservation | Greenway Conservation | Scenic Corridor | Neighborhood Institutional Corridor | Commercial Corridor | Interstate Gateway |
|--|----------------------|--------------------------------|---------------------------------------|-------------|--------------|----------------------|---------------------|-------------------------------------|------------------------------------|--------------------|-----------------------|-----------------|-------------------------------------|---------------------|--------------------|
| Sense of Place Objective | | | | | | | | | | | | | | | |
| Quality Community Objective | | | | | | | | | | | | | | | |
| 1. If someone dropped from the sky into our community, he or she would know immediately where she was, based on our distinct characteristics. | * | | * | * | * | * | | | | * | * | * | | | |
| 2. We have delineated the areas of our community that are important to our history and heritage and have taken steps to protect those areas. | * | | | | * | * | | | | * | | | | | |
| 3. We have ordinances to regulate building materials in our highly visible areas. | * | | * | * | * | * | * | * | * | * | | * | * | * | * |
| 4. We have ordinances to regulate the size and type of signage in our community. | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * |
| | | | | | | | | | | | | | | | |
| Traditional Neighborhood Objective | | | | | | | | | | | | | | | |
| Quality Community Objective | | | | | | | | | | | | | | | |
| 1. If we have a zoning code, it does not separate commercial, residential, and retail uses in every district. | * | * | * | * | * | * | | | | | | | * | * | * |
| 2. Our community has ordinances in place that allow neo-traditional development "By right" so that developers do not have to go through a long variance process. | * | | * | * | * | * | * | * | * | * | | | * | * | * |
| 3. We have a street tree ordinance that requires new development to plant shade-bearing trees appropriate to our climate. | * | | * | * | * | * | * | * | * | * | | | * | * | * |

Appendix B: Quality Community Objective Table

| Character Area | Existing Town Center | Employment Center - Industrial | Employment Center - Commercial/Office | New Village | Mill Village | Crossroads Community | Infill Neighborhood | Infill Neighborhood - sewer density | Lakeside Residential - septic tank | Rural Conservation | Greenway Conservation | Scenic Corridor | Neighborhood Institutional Corridor | Commercial Corridor | Interstate Gateway |
|--|----------------------|--------------------------------|---------------------------------------|-------------|--------------|----------------------|---------------------|-------------------------------------|------------------------------------|--------------------|-----------------------|-----------------|-------------------------------------|---------------------|--------------------|
| 4. Our community has an organized tree planting campaign in public areas that will make walking more comfortable in summer. | * | | * | * | * | * | * | * | * | * | | | * | * | * |
| 5. Our community maintains its sidewalks and vegetation well so that walking is an option some would choose. | | * | | * | * | * | * | * | * | * | * | * | * | * | * |
| 6. In some areas, several errands can be made on foot, if so desired. | * | * | * | * | * | * | * | * | * | * | * | | * | * | |
| Infill Development Objective | | | | | | | | | | | | | | | |
| Quality Community Objective | | | | | | | | | | | | | | | |
| 1. Our community has an inventory of vacant sites and buildings that are available for redevelopment and/or infill development. | | | | * | * | | | | | | * | * | * | * | * |
| 2. Our community is actively working to promote Brownfield redevelopment. | * | * | * | | * | | | | | | | | * | * | * |
| 3. Our community is actively working to promote greyfield redevelopment. | * | * | * | * | * | | | | | | | | * | * | * |
| 4. We have areas of our community that are planned for nodal development (compacted near intersections rather than spread along a major road.) | * | * | * | * | * | * | | | | | | | | | |
| 5. Our community allows small lot development (5,000 SF or less) for some uses. | * | | | * | * | * | * | | | | | | | | |
| | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | |

Appendix B: Quality Community Objective Table

| Character Area | Existing Town Center | Employment Center - Industrial | Employment Center - Commercial/Office | New Village | Mill Village | Crossroads Community | Infill Neighborhood | Infill Neighborhood - sewer density | Lakeside Residential - septic tank | Rural Conservation | Greenway Conservation | Scenic Corridor | Neighborhood Institutional Corridor | Commercial Corridor | Interstate Gateway |
|--|----------------------|--------------------------------|---------------------------------------|-------------|--------------|----------------------|---------------------|-------------------------------------|------------------------------------|--------------------|-----------------------|-----------------|-------------------------------------|---------------------|--------------------|
| Transportation Alternatives Objective | | | | | | | | | | | | | | | |
| Quality Community Objective | | | | | | | | | | | | | | | |
| 1. We have public transportation in our community. | * | * | * | * | * | | * | * | | | | | * | * | * |
| 2. We require that new development connects with existing development through a street network, not a single entry/exit. | * | * | * | * | * | * | * | * | * | * | | | * | * | * |
| 3. We have a good network of sidewalks to allow people to walk to a variety of destinations. | * | * | * | * | * | * | * | * | | | | | * | * | * |
| 4. We have a sidewalk ordinance in our community. | * | * | * | * | * | * | * | * | | | | | * | * | * |
| 5. We have a plan for bicycle routes through our community. | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * |
| 6. We allow commercial and retail development to share parking areas wherever possible. | * | * | * | * | * | * | | * | * | * | | | * | * | * |
| | | | | | | | | | | | | | | | |

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|--|----------------------|--------------------------------|---------------------------------------|-------------|--------------|----------------------|---------------------|-------------------------------------|------------------------------------|--------------------|-----------------------|-----------------|-------------------------------------|---------------------|--------------------|
| Appropriate Businesses Objective | | | | | | | | | | | | | | | |
| Quality Community Objective | | | | | | | | | | | | | | | |
| 1. Our economic development organization has considered our community's strengths, assets, and weaknesses and has created a business development strategy based on them. | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * |
| 2. Our ED organization has considered the types of businesses already in our community and has a plan to recruit business/industry that will be compatible. | * | * | * | * | * | * | | | | | | | * | * | * |
| 3. We have a diverse jobs base, so that one employer leaving would not cripple us. | * | * | * | * | * | * | | | | | | | * | * | * |
| | | | | | | | | | | | | | | | |
| Educational Opportunities Objective | | | | | | | | | | | | | | | |
| Quality Community Objective | | | | | | | | | | | | | | | |
| 1. Our community provides work-force training options for our citizens. | * | * | * | * | | | | | | | | | | | |
| 2. Our workforce training programs provide citizens with skills for jobs that are available in our community. | * | * | * | * | * | * | | | | | | | * | * | * |
| 3. Our community has higher education opportunities, or is close to a community that does. | * | | | * | | | | | | | | | | | |
| 4. Our community has job opportunities for college graduates, so that our children may live and work here if they choose. | * | * | * | * | * | * | | | | | | | * | * | * |
| | | | | | | | | | | | | | | | |

Appendix B: Quality Community Objective Table

| Character Area | Existing Town Center | Employment Center - Industrial | Employment Center - Commercial/Office | New Village | Mill Village | Crossroads Community | Infill Neighborhood | Infill Neighborhood - sewer density | Lakeside Residential | Rural Conservation | Greenway Conservation | Scenic Corridor | Neighborhood Institutional Corridor | Commercial Corridor | Interstate Gateway |
|--|----------------------|--------------------------------|---------------------------------------|-------------|--------------|----------------------|---------------------|-------------------------------------|----------------------|--------------------|-----------------------|-----------------|-------------------------------------|---------------------|--------------------|
| Employment Options Objective | | | | | | | | | | | | | | | |
| Quality Community Objective | | | | | | | | | | | | | | | |
| 1. Our community has jobs for unskilled labor. | * | * | * | * | * | * | | | | | | | * | * | * |
| 2. Our community has jobs for skilled labor. | * | * | * | * | * | * | | | | | | | * | * | * |
| 3. Our community has professional and managerial jobs. | * | * | * | * | * | * | | | | | | | * | * | * |
| | | | | | | | | | | | | | | | |
| Housing Opportunities Objective | | | | | | | | | | | | | | | |
| Quality Community Objective | | | | | | | | | | | | | | | |
| 1. Our community allows accessory units like garage apartments or mother-in-law units. | * | | | * | * | * | * | | | | | | | | |
| 2. People who work in our community can afford to live here, too. | * | | * | * | * | * | * | * | * | * | | | * | * | * |
| 3. Our community has enough housing for each income level (low, moderate, and above-average incomes) | * | * | * | * | * | * | * | * | * | * | | | * | * | * |
| 4. We encourage new residential development to follow the pattern of our original town, continuing the existing street design and recommending smaller setbacks. | * | | * | * | * | * | * | * | * | * | | | * | * | * |
| 5. We have options available for loft living, downtown living, or "neo-traditional" development. | * | | * | * | * | | | | | | | | | * | * |
| | | | | | | | | | | | | | | | |

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|---|----------------------|--------------------------------|---------------------------------------|-------------|--------------|----------------------|---------------------|-------------------------------------|------------------------------------|-------------------|--------------------|-----------------------|-----------------|-------------------------------------|---------------------|--------------------|
| Environmental Protection Objective | | | | | | | | | | | | | | | | |
| Quality Community Objective | | | | | | | | | | | | | | | | |
| 1. Our community has passed the necessary Part V Environmental Ordinances, and we enforce them. | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * |
| 2. We have a natural resources inventory. | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * |
| 3. We use this resource inventory to steer development away from environmentally sensitive areas. | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * |
| 4. Our community has a tree preservation ordinance. | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * |
| 5. Our community has a tree-replanting ordinance for new development. | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * |
| 6. We are using stormwater best management practices for all new development. | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * |
| 7. We have land use measures that will protect the natural resources in our community (steep slope regulations, floodplain or marsh protection, etc.) | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |

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|---|----------------------|--------------------------------|---------------------------------------|-------------|--------------|----------------------|---------------------|-------------------------------------|------------------------------------|-------------------|--------------------|-----------------------|-----------------|-------------------------------------|---------------------|--------------------|
| Open Space Preservation Objective | | | | | | | | | | | | | | | | |
| Quality Community Objective | | | | | | | | | | | | | | | | |
| 1. Our community has a greenspace plan. | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * |
| 2. Our community is actively preserving greenspace – either through direct purchase or by encouraging set-asides in new development. | | | * | * | * | * | * | * | * | * | * | * | | | | |
| 3. We have a local land conservation program, or, we work with state or national land conservation programs to preserve environmentally important areas in our community. | | | * | * | * | * | * | * | * | * | * | * | | | | |
| 4. We have a conservation subdivision ordinance for residential development that is a proven success. | | | * | | | * | * | * | * | * | * | * | | | | |
| Heritage Preservation Objective | | | | | | | | | | | | | | | | |
| Quality Community Objective | | | | | | | | | | | | | | | | |
| 1. We have designated historic districts in our community. | * | | | | * | * | | | | * | | | | | | |
| 2. We have an active historic preservation commission. | * | | | | * | * | | | | * | | | | | | |
| 3. We want new development to complement our historic development, and we have ordinances in place to ensure that happening. | * | * | * | * | * | * | * | * | * | * | | | * | * | * | |

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| Character Area | Existing Town Center | Employment Center - Industrial | Employment Center - Commercial/Office | New Village | Mill Village | Crossroads Community | Infill Neighborhood | Infill Neighborhood - sewer density | Lakeside Residential - septic tank | Rural Residential | Rural Conservation | Greenway Conservation | Scenic Corridor | Neighborhood Institutional Corridor | Commercial Corridor | Interstate Gateway |
|--|----------------------|--------------------------------|---------------------------------------|-------------|--------------|----------------------|---------------------|-------------------------------------|------------------------------------|-------------------|--------------------|-----------------------|-----------------|-------------------------------------|---------------------|--------------------|
| Growth Preparedness Objective | | | | | | | | | | | | | | | | |
| Quality Community Objective | | | | | | | | | | | | | | | | |
| 1. We have population projections for the next 20 years that we refer to when making infrastructure decisions. | * | * | * | * | * | * | * | * | | | | | | * | * | * |
| 2. We have a Capital Improvements Program that supports current and future growth. | * | * | * | * | * | * | * | * | | | * | | | * | * | * |
| 3. We have designated areas of our community where we would like to see growth. | * | * | * | * | * | * | * | * | | | | | | * | * | * |
| | | | | | | | | | | | | | | | | |
| Regional Identity Objective | | | | | | | | | | | | | | | | |
| Quality Community Objective | | | | | | | | | | | | | | | | |
| 1. Our community is characteristic of the region in terms of architectural styles and heritage. | * | | * | * | * | * | * | * | * | * | | | | * | * | * |
| 2. Our community is connected to the surrounding region for economic livelihood through businesses that process local agricultural products. | * | * | * | * | * | * | * | | | | | | | * | * | * |
| 3. Our community encourages businesses that create products that draw on our regional heritage (mountain, agricultural, metropolitan, coastal) | * | * | * | * | * | * | | | | | | | | * | * | * |
| 4. Our community participates in the Georgia Department of Economic Development's regional tourism partnership. | * | | | | * | * | | | | * | * | * | | | | |
| 5. Our community promotes tourism opportunities based on the unique characteristics of our region. | * | | | | * | * | | | | * | * | * | | | | |

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|--|----------------------|--------------------------------|---------------------------------------|-------------|--------------|----------------------|---------------------|-------------------------------------|------------------------------------|--------------------|-----------------------|-----------------|-------------------------------------|---------------------|--------------------|
| 6. Our community contributes to the region, and draws from the region, as a source of local culture, commerce, entertainment, education. | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * |
| Regional Cooperation Objective | | | | | | | | | | | | | | | |
| Quality Community Objective | | | | | | | | | | | | | | | |
| 1. We plan jointly with our cities for Comprehensive Planning purposes | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * |
| 2. We are satisfied with our Service Delivery Strategies | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * |
| 3. We cooperate with at least one local government to provide or share services (parks and recreation, E911, Emergency Services, Police or Sheriff's Office, schools, water, sewer, other) | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * |
| Regional Solutions Objective | | | | | | | | | | | | | | | |
| Quality Community Objective | | | | | | | | | | | | | | | |
| We plan jointly with our cities for transportation planning purposes. | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * |
| We have a regular meeting process with the Cities and neighboring cities to discuss solutions to regional issues. | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * |

Appendix C



The Public Service Costs of Alternative Land Use Patterns

prepared by

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10 May 2006



Introduction

The Coweta County Comprehensive Plan is designed to direct the majority of new growth into new and existing Village Centers, the existing cities, and an infill area that is already partially developed. The land use pattern and associated growth management strategies reflect the community values revealed through the 10 visioning workshops and the citizen survey conducted in 2005. This pattern of contained growth will produce a number of benefits; including maintaining the rural character of the County, preserving wildlife habitat, and protecting water quality by limiting the increase of impervious surface. Perhaps the most desirable aspect of this compact development pattern is that it will improve the efficiency of infrastructure and public service delivery and, thereby, control the expenditures needed for Coweta County to accommodate an additional 100,000 residents. Focusing development into areas that are already provided with service will limit the need for new and increased taxes.

Existing Research on Service Delivery Costs

Low-density, dispersed development has been shown repeatedly to have higher capital and operating costs than compact development for the same levels of service. A significant body of growth management literature documents the cost advantages of compact development. The classic study, *The Costs of Sprawl* (Real Estate Research Corporation, 1974) analyzed six hypothetical growth patterns. It found that the higher density, planned communities were more efficient in terms of capital costs, operating costs, energy use, and environmental impacts. Per capita service costs were consistently higher for the “low diversity sprawl” and “sprawl mix” development patterns than for the more compact, higher-density communities. The sprawl communities required greater lengths of linear infrastructure; including streets, curb and gutter, water and sewer lines, as well as duplication of point-based facilities, such as police stations, fire stations, and branch libraries. Frank (1989) found that infrastructure costs were highest in low-density development and lowest in higher-density development that was located near existing facilities. Duncan (1989) analyzed the cost of development in several Florida communities. He found that capital costs were 36 percent lower in the compact development communities. The biggest differences were in the cost of roads and public utilities. In addition, the number of neighborhood facilities such as parks, fire stations, and libraries is based in part on the geographic size of the service area. If the same population is distributed within a smaller service area, fewer facilities are needed. Taken together, these three studies indicate that, on average, the capital cost of roads and infrastructure systems in compact development is about 20-25 percent lower in higher density, contiguous development. This does not include additional savings in operating costs that are discussed below.

In an analysis of the New Jersey state plan, Burchell (1992) found that the state could save \$1.4 billion in infrastructure costs over 20 years by implementing a planned growth pattern versus the dispersed trend pattern. Burchell (1995, 1997) conducted similar research in Lexington, Kentucky and in southeast Michigan and found that compact development would save from 12.4 to 19.7 percent on roads and from 6.7 to 13.7 percent



on water and sewer costs in those communities. These studies also found that housing costs would be lower with compact development and that significant amounts of agricultural and environmentally fragile land would be saved.

A number of studies have found that operating and maintenance costs tend to be higher for more dispersed development patterns. The dispersed land use pattern drives operation and maintenance costs higher, because it requires more miles of roads and pipes, more fire stations, parks, and libraries that require more staffing, more maintenance, and more travel time and expense for maintenance crews. These increased costs are exacerbated when the development occurs in a “leapfrog” pattern where developments are not contiguous. On the other hand, there can be some savings associated with very low-density development where lower levels of service and less complicated infrastructure systems can be used. For example, development with unpaved roads, septic tanks, and volunteer fire protection is less expensive than the usual package of services typically provided for suburban development. However, this cost advantage often disappears as the area becomes more developed and residents demand a higher level of service.

In a large national study that revisited the cost of local government services, Burchell, et al. (2001) found that a controlled growth scenario would save approximately 3 percent of annual local government expenditures, including school costs. School costs tend to be the least affected by the geographic pattern of development. At the national scale, this study concluded that developing “close in and being served by mature service providers results in less of an annual fiscal loss under the controlled growth scenario.”

No authoritative research studies on the costs of alternative growth patterns have been done in Georgia. However, in a closely related study of six Georgia counties, Dorfman, et al., (2001) found that county service expenditures for residential development usually exceed the revenue that the development generates - often by a factor of 1.5 to 2. This study found that for costs and revenues to “break even,” the value for homes with children must be between \$245,000 to over \$1 million (in 2001 dollars) when school costs are included. This study reflects the findings of dozens of fiscal impact studies nationwide that residential development usually costs more to serve than it will generate in revenue.

The general consensus in the urban development and growth management literature is that a low-density development pattern is more expensive in terms of both capital and operating costs. These costs accrue to the local government, which must pass them on to residents through increased borrowing for capital items and increased property and sales taxes for recurring operation and maintenance costs. The pattern of land use is important in determining the efficiency of service provision and is a key factor in determining the tax rates that will ultimately be required to support the Coweta County’s new development over the next 20 years.



Public Costs and Revenues in Coweta County

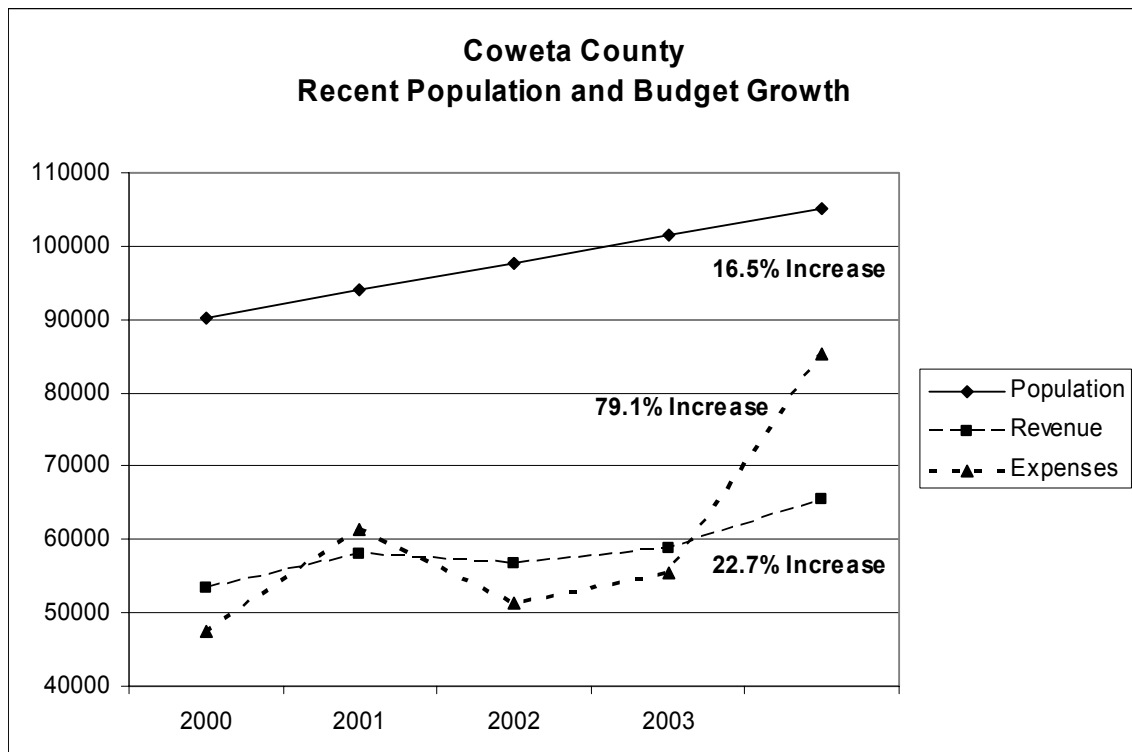
As a part of the comprehensive planning process in Coweta County, the planning team produced and evaluated four scenarios for future development. Those scenarios were:

- Current Trends
- Village Centers
- Rural Preservation
- Economic Development

Each of these scenarios was evaluated against a set of indicators derived from the goals established in the 2005 Community Visioning Workshops. These indicators included five fiscal indicators that were calculated for each land use scenario. The amounts of the two most important revenue sources were estimated for each scenario: Property Tax and Sales Tax. The three largest expenditure categories also were estimated for each scenario: General Government, Public Safety, and Public Works. This analysis provided important insight into how the cost of providing service to new development is likely to vary with alternative land use patterns in Coweta County.

We began the fiscal analysis by analyzing Coweta County budgets from 2000-2004. During that period, the County's population increased 16.5 percent, while County expenditures increased 79.1 percent and revenues increased 22.7 percent. This suggests that revenues are growing slightly faster than population, but that expenditures are

Figure C-1. Recent Population and Budget Trends in Coweta County



expanding nearly four times as fast as revenues. The 2004 budget includes a larger capital outlay than was typical in previous years; but, even without this factor, expenditures appear to be growing faster than either population or revenues.

This pattern of expenditures rising faster than revenues is consistent with the pattern predicted by the service cost literature for fast growing areas with a predominance of low-density residential development. Per capita revenue and expenditure numbers reinforce the general trend findings. Per capita revenues increased only slightly from \$591 in 2000 to \$623 in 2004 (after accounting for inflation per capita revenue was almost flat). Per capita expenditures increased significantly from \$528 in 2000 to \$811 in 2004.

As a part of the scenario analysis, we developed a basic cost-revenue model to compare the fiscal impacts of different land use patterns and densities for the four scenarios. We estimated land use and density-specific per unit and square foot cost and revenue figures based on the Coweta County 2004 budget and tax assessor's property database. For each scenario, these per unit and per square foot figures were used to estimate Property and Sales Tax revenues as well as three expenditures categories: General Government, Public Safety, and Public Services.

Table 1 shows the differences in land use mix for the four scenarios. It is important to note that the Current Trends scenario had the largest amount of housing on 1.6-acre lots. The Rural Conservation Scenario has the smallest number of 1.6-acre lots and the largest number of homes on 5- to 10-acre rural lots. The Village Centers scenario had the largest number of homes in the Mixed Use (Village) category.



Table C-1. Scenario Land Use Mixes

| Land Uses | 1. Current Trends | | | 2. Village Centers | | |
|------------------------------|-------------------|------------|--------|--------------------|------------|--------|
| | Housing | Commercial | | Housing | Commercial | |
| | Units | Sq.Ft. | Acres | Units | Sq.Ft. | Acres |
| Single Family w/ sewer | | | | 8,000 | | 2,000 |
| Single Family (1.6ac) | 19,000 | | 30,400 | 8,000 | | 12,800 |
| Conservation Subd | 10,000 | | 13,000 | 6,000 | | 7,800 |
| Rural Conservation (5-10 ac) | 1,000 | | 10,000 | 1,000 | | 10,000 |
| Commercial/Office | | 4,500,000 | 540 | | 3,750,000 | 450 |
| Industrial | | 6,000,000 | 938 | | 4,180,000 | 653 |
| Neighborhood Mixed Use | 0 | 0 | 0 | 4,412 | 468,750 | 368 |
| Parks/OS | | | 3,000 | | | 1,800 |
| Unincorporated Total | 30,000 | | 57,878 | 27,412 | | 35,871 |

| Land Uses | 3. Rural Preservation | | | 4. Economic Development | | |
|------------------------------|-----------------------|------------|--------|-------------------------|------------|--------|
| | Housing | Commercial | | Housing | Commercial | |
| | Units | Sq.Ft. | Acres | Units | Sq.Ft. | Acres |
| Single Family w/ sewer | 10,000 | | 2,500 | 0 | | 0 |
| Single Family (1.6ac) | 3,200 | | 5,120 | 18,000 | | 28,800 |
| Conservation Subd | 4,000 | | 5,200 | 10,000 | | 13,000 |
| Rural Conservation (5-10 ac) | 2,000 | | 20,000 | 1,000 | | 10,000 |
| Commercial/Office | | 2,750,000 | 330 | | 6,250,000 | 750 |
| Industrial | | 4,400,000 | 688 | | 9,600,000 | 1,500 |
| Neighborhood Mixed Use | 1,176 | 125,000 | 98 | 1,176 | 125,000 | 98 |
| Parks/OS | | | 1,200 | | | 3,000 |
| Unincorporated Total | 20,376 | | 35,136 | 30,176 | | 57,148 |

Table C-2 shows the revenue and expenditure estimates for each scenario. This analysis suggests that the Rural Preservation and Economic Development scenarios would perform best in terms of property tax generation. As might be expected, the Economic Development scenario performed better than the other three scenarios in terms of sales tax revenue. Interestingly, the Current Trends scenario that is dominated by 1.6-acre lots performs the worst in terms of both property tax and sales tax revenues. Both the Village Centers and Rural Preservation scenarios required lower levels of expenditures than the Current Trends scenario. This is because they concentrate most of the development in a more compact form than the other two scenarios. The Economic Development scenario



had expenditure levels similar to the Current Trends scenario, but with significantly higher revenue, it produced a better overall fiscal outcome.

Table C-2. Major Costs and Revenues of Coweta Land Use Scenarios

| | Current Trends | Village Centers | Rural Preservation | Economic Development |
|---------------------|-----------------------|------------------------|---------------------------|-----------------------------|
| Revenues | | | | |
| Property Tax | \$21,933,406 | \$22,468,417 | \$23,563,137 | \$23,409,887 |
| Sales Tax | \$23,676,000 | \$23,676,024 | \$23,676,000 | \$28,519,000 |
| | | | | |
| Expenditures | | | | |
| General Gov't | \$9,651,472 | \$8,364,609 | \$6,434,315 | \$9,651,472 |
| Public Safety | \$18,753,000 | \$16,252,606 | \$12,502,000 | \$19,688,250 |
| Public Works | \$3,964,154 | \$1,972,149 | \$2,155,354 | \$3,172,095 |

The spatial distribution of development in the Village Centers and Rural Preservation scenarios was a key factor that produced their lower expenditures levels. The large lots (5 acres and over) in the Rural Preservation scenario create a large area that requires only a minimal level of service. The proportion of development located within the city boundaries also produced significant service cost savings for the County.

Based on the results of this analysis and the public response to the four scenarios, the planning team crafted a Future Land Development Map that incorporated the best features of the Village Centers and Rural Preservation scenarios. The Future Development map consists of four distinct areas that will shape the character of the County over the next 25 years: Mill Villages and new Village Centers, an Infill area, Employment Centers along I-85, and a large Rural Conservation area. This Future Development Map was adopted by the Coweta County Board of Commissioners on January 19, 2006. It represents a compact land use pattern that concentrates development in and around existing public services. This plan attempts to accommodate Coweta County's expected future growth in a manner that does not overburden its roads, public facilities and services, or require public service expenditures that will require significant increases in debt and taxes.

Growth Management Strategy

Our analysis of alternative development scenarios indicates that a continuation of the current policies that permit subdivisions of 1.6-acre lots throughout most of the County will produce a development pattern that (1) will be very expensive to service and (2) will destroy the rural and small town character of the County. To achieve a more compact growth alternative, Coweta County will need to revise its existing growth management policies significantly. As an initial step toward implementing the future development plan, the planning team was instructed to develop a zoning district for Village Centers. A draft of this ordinance is currently under review by the County staff.



In addition to facilitating the creation of Village Centers, the County will need to revise its zoning for the Infill and the Rural Conservation areas. The County is currently working on a new Infill ordinance to guide development of the Infill area. We have recommended that the zoning in the Rural Conservation areas be amended to have a minimum lot size of 5 acres. This will preclude the continued expansion of 1.6-acre subdivisions in this area in the near future. The panel that was asked to provide peer review of the growth management strategy agreed with the approach of increasing the minimum lot size in the Rural Conservation area. One reviewer stated that 10 acres would be a better minimum lot size than 5 acres when it comes to reducing public service costs.

Some of the landowners in the Rural Conservation area have expressed concerns that the larger minimum lot size will decrease their property values significantly. An initial analysis of property sales in the Rural Conservation area indicates that this does not appear to be the case. Further analysis of this issue is warranted. However, the County should explore policies to minimize any negative impacts on property owners in the Rural Conservation area. One might be to institute a set of rural development standards for lots over 5 acres. These standards would allow gravel roads and minimal improvements. The County also may want to institute a program to promote the development of the Rural Conservation area for equestrian uses. There are already a number of horse farms in this area. Further expansion of equestrian uses would likely increase the value of larger parcels in this area.

Conclusions

The relevant research indicates a compact development pattern will be more cost effective for the County than a scattered, low-density development pattern. The fiscal analysis performed as a part of the scenario exercise also indicates that concentrating development in areas that are close to existing services and preserving significant rural areas will be less expensive than continuation of the existing development pattern consisting of 1.6-acre lots.

The Future Development Plan reflects these principles and focuses the expected growth into three distinct areas that are adequate to accommodate the County's expected growth over the next 25 years: an Infill area, Mill Villages, new Village Centers, and Employment Centers along I-85. These development areas are surrounded by a Rural Conservation area that will require very little additional service expenditure and will simultaneously preserve the County's rural character. The proposed land use plan is both desirable and defensible, because it will allow Coweta County to focus its public service expenditures in limited areas where it can provide high quality services at a reasonable cost. The alternative of allowing premature subdivision of the County's rural reserve will undermine the potential benefits of compact development patterns in the rest of the County. It may also lead to higher public service costs and higher taxes for the citizens in the long run.



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