



July 27, 2022

Mr. Donald P. Shockey, AICP, LEED GA  
Plan Review Manager, Community Development  
Atlanta Regional Commission  
International Tower  
229 Peachtree Street, NE  
Atlanta, GA 30303

Dear Mr. Shockey:

Please see the attached copy of the revised City of Roswell 2040 Comprehensive Plan, as adopted by the Mayor and City Council on March 28, 2022.

Please contact me if you need additional documentation regarding this matter, or if you have any questions. I can be reached via telephone at (770) 594-6173 or via email at [jgaines@roswellgov.com](mailto:jgaines@roswellgov.com).

Thank you.

Sincerely,

Jason Gaines, AICP  
Director of Community Development

CC: Mayor and City Council  
Randy D. Knighton, City Administrator  
File

38 Hill Street, Roswell, GA 30075  
[www.roswellgov.com](http://www.roswellgov.com)

Modern Spirit. Southern Soul.



**City of Roswell  
Meeting Minutes  
Mayor and Council  
Regular Meeting**

**Mayor Kurt Wilson  
Councilmember Christine Hall  
Councilmember G. Lee Hills  
Councilmember William Morthland  
Councilmember Mike Palermo  
Councilmember Peter Vanstrom  
Councilmember Marcelo Zapata**

**Monday, March 28, 2022**

**7:00 PM**

**City Hall - Council Chambers**

**Welcome**

**Mayor announced that for the record, Councilmember Marcela Zapata has an excused absence.**

Mayor Kurt Wilson: Present, Councilmember Christine Hall: Present, Councilmember G. Lee Hills: Present, Councilmember William Morthland: Present, Councilmember Mike Palermo: Present, Councilmember Peter Vanstrom: Present, Councilmember Marcelo Zapata: Excused.

**Invocation/Moment of Silence - Nesha Mason, Former Mayor of Abilene, KS and Executive Director - The Drake House**

**Presentation of Colors - Centennial High School ROTC**

**Pledge of Allegiance- James and Dalton Peek - Grandchildren of Major Carol Sundling**

\*\*\*Mayor Wilson read a Proclamation for “National Vietnam War Veterans Day” which is observed every year on March 29<sup>th</sup> which honors our nation’s Vietnam veterans and their families for their service and sacrifice.

**Mayor's Report**

**1. Reading of a Proclamation for the “Esteemed Veteran of Roswell” Award to Major Carol Brandau Sundling.**

Mayor Wilson read a proclamation which celebrates Ms. Sundling's service to our great community of Roswell, to her fellow soldiers in service and to our Country.

**RESULT: PROCLAMATION READ**

**2. In Memoriam - Tribute to Honor our fallen Roswell Police Officer, Lieutenant Joel David Ruff.**

Mayor Wilson read a proclamation honoring Lieutenant Joel David Ruff's memory and paid tribute to his dedication and service to the City of Roswell as a Peace Officer. His passing way too soon has left a void in the Roswell Police Department as well as with his family and friends.

<b>RESULT: TRIBUTE</b>
------------------------

**3. Reading of Georgia House of Representatives Privileged Resolution honoring Roswell's fallen Police Officer, Lieutenant Joel David Ruff.**

This privileged resolution from the Georgia House of Representatives honors Roswell's fallen Police Officer Lieutenant Joel David Ruff. Georgia House of Representatives Mary Robichaux, Chuck Martin and Josh McLaurin were present for this tribute.

<b>RESULT: TRIBUTE</b>
------------------------

**4. Reading of Georgia Senate Resolution honoring the life and memory of Roswell's fallen Police Officer, Lieutenant Joel David Ruff.**

Georgia Senator John Albers did a tribute honoring Roswell's fallen Police Officer Lieutenant Joel David Ruff.

<b>RESULT: TRIBUTE</b>
------------------------

**5. Discussion of the 100-Day Plan.**

Mayor gave an update on the 100-Day Plan.

<b>RESULT: DISCUSSED</b>
--------------------------

Mayor Wilson made an announcement about the Pat Tillman Run on April 23<sup>rd</sup> in Roswell. The run is in honor of Pat Tillman, an American Hero who was killed by friendly fire while in Afghanistan. Funds raised go to the Pat Tillman Foundation, which gives academic scholarships to military veterans or their spouses to further their careers and strengthen their communities.

Mayor Wilson also mentioned that on this past Saturday, March 26<sup>th</sup>, the City of Roswell sponsored a Poll Worker Recruitment Fair with Fulton County Elections Office. We had a wonderful turnout with over 72 participants.

**Consent Agenda**

<b>RESULT:</b>	<b>CONSENT AGENDA APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	Christine Hall, Councilmember
<b>SECONDER:</b>	G. Lee Hills, Councilmember
<b>IN FAVOR:</b>	Hall, Hills, Morthland, Palermo, Vanstrom
<b>EXCUSED:</b>	Marcelo Zapata

**6. Approval of the March 14, 2022 Mayor and Council Meeting Minutes.**

*Administration*

**7. Approval for the Mayor and/or City Administrator to sign a contract with Sustainable Strategies DC for Grant Consulting and Advocacy Services in an amount not to exceed \$90,000 with annual renewal options for a maximum of five (5) years and approval of Budget Amendment 35015000-03-28-22 in the amount of \$56,687.**

*Administration*

**8. Approval of a Resolution to Apply for a Community Policing Microgrant up to \$15,000.**

*Police*

*Resolution No. 2022-03-14*

These grant funds will develop programs to enhance trust and legitimacy between youth and law enforcement.

**9. Approval for the Sale of Explosive Ordinance Detection (EOD) Canine Alf to Fulton County Sheriff's Office and approval of Budget Amendment 21032501-03-28-22 in the amount of \$8,000.**

*Police*

**Regular Agenda****Community Development Department - Liaison Councilmember Mike Palermo**

Department Head Jason Gaines

**1. Approval to adopt the text and map amendments to the 2040 Comprehensive Plan.**

The following amendments to the 2040 Comprehensive Plan were approved.

The 2040 Comprehensive Plan can be found at this link on the City of Roswell website. If this hyperlink is not active, copy and paste the link into your browser.

<https://www.roswellgov.com/home/showpublisheddocument/7726/637704973639930000>

- Page 146: Remove CIV from compatible future zonings of Estate Residential Character Area.
- Page 147: Remove the word “typically” from in the first bullet of Implementation Strategy of Estate Residential Character Area.
- Page 148: Remove PRD and CIV from compatible future zonings of Suburban Residential Character Area.
- Page 149: Remove the word “typically” from in the second bullet of Implementation Strategy of Suburban Residential Character Area and remove the ninth bullet.
- Page 151: Add RS-12 and RS-30 to compatible future zonings of Neighborhood Residential Character Area. Remove PRD from compatible future zonings of Neighborhood Residential Character Area.
- Page 154: Add RS-18 to compatible future zonings of Active Neighborhoods Character Area.
- Page 160: Map: Change Neighborhood-Serving area at SR 92/W Crossville Rd/Woodstock Rd/King Rd to Parkway Village Character Area, and change area at Old Roswell Rd/Old Ellis Rd from Neighborhood-Serving area to Industrial Flex Character Area.
- Page 162: Add R-CC to compatible future zonings of Commercial Mixed Use Character Area, and remove RM-3 and RX from compatible future zonings of Commercial Mixed Use Character Area.
- Page 164: Add R-CC to compatible future zonings of Major Activity Character Area, and remove RM-3, RX, CH, and IX from compatible future zonings of Major Activity Character Area.
- Page 168: Add CX to compatible future zonings of Industrial/Flex Character Area, and change area at Old Roswell Rd/Old Ellis Rd from Neighborhood-Serving Character Area to Industrial Flex Character Area.
- Page 169: Add ‘Mixed Use shall’ at the beginning of the eighth bullet of Implementation Strategy of Industrial Flex Character Area.
- Page 172: Add R-CC to compatible future zonings of Highway 9 Character Area, and remove RM-3 and RX from compatible future zonings of Highway 9 Character Area.
- Page 175: Map: Change Neighborhood-Serving Character Area at SR 92/W Crossville Rd/Woodstock Rd/King Rd to Parkway Village Character Area.
- Page 177: Add PV to compatible future zonings of Holcomb Bridge Character Area, and remove R-TH and RM-2 from compatible future zonings of Holcomb Bridge Character Area.
- Pages 148, 151, and 154: Change area at Arnold Mill Road, Cagle Road, Etris Road, and Cox Road from Neighborhood Service and Neighborhood Residential to Suburban Residential.
- Page 172: Remove IX from compatible future zonings of Highway 9 Character Area.

<b>RESULT:</b>	<b>AMENDMENTS APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	Mike Palermo, Councilmember
<b>SECONDER:</b>	Christine Hall, Councilmember
<b>IN FAVOR:</b>	Hall, Hills, Morthland, Palermo, Vanstrom
<b>EXCUSED:</b>	Marcelo Zapata

**Recreation, Parks, Historic and Cultural Affairs Department - Liaison**

**Councilmember William Morthland**

Department Head Jeffrey Leatherman

- 2. **Approval to submit the Ace Sand Park Children’s Stormwater Garden and Adventure Path project for a FY23 Directed Spending federal appropriation request of \$3,557,588 and permission to obligate the local match of 20% or \$889,397 for a total project cost of \$4,446,985 and approval for the Mayor to sign a letter of support on City letterhead.**

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	William Morthland, Councilmember
<b>SECONDER:</b>	G. Lee Hills, Councilmember
<b>IN FAVOR:</b>	Hall, Hills, Morthland, Palermo, Vanstrom
<b>EXCUSED:</b>	Marcelo Zapata

**City Attorney’s Report**

- 3. **Approval of a Resolution Instituting a Temporary Moratorium on the acceptance of Conditional Use Applications for Multi-Family Uses unless such Multi-Family Use is an existing conforming use on the property or the application is for a Mixed Use with twenty-five percent (25%) or less residential in order to make amendments to the Roswell Unified Development Code (UDC).**

*Resolution No. 2022-03-15*

This is a temporary 90 day moratorium on acceptance of applications for conditional use applications for multi-family uses within the City of Roswell unless such conditional use applications are for properties upon which multi-family uses currently are constructed and conforming to the UDC or are for mixed use projects with twenty-five percent (25%) or less residential or until such time as such amendments to the City’s UDC as may be required are completed, whichever occurs first.

<b>RESULT:</b>	<b>APPROVED [4 TO 0]</b>
<b>MOVER:</b>	Mike Palermo, Councilmember
<b>SECONDER:</b>	G. Lee Hills, Councilmember
<b>IN FAVOR:</b>	Christine Hall, G. Lee Hills, William Morthland, Peter Vanstrom
<b>ABSTAIN:</b>	Mike Palermo
<b>EXCUSED:</b>	Marcelo Zapata

4. Recommendation for Closure to Discuss Personnel, Litigation and Real Estate.

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	Christine Hall, Councilmember
<b>SECONDER:</b>	William Morthland, Councilmember
<b>IN FAVOR:</b>	Hall, Hills, Morthland, Palermo, Vanstrom
<b>EXCUSED:</b>	Marcelo Zapata

**Adjournment**

The meeting was adjourned at 11:15 PM

The March 28, 2022 Mayor and Council meeting minutes were approved on April 11, 2022.

  
Marlee Press, City Clerk

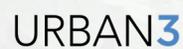




# ROSWELL 2040

# COMPREHENSIVE PLAN

**ADOPTED** OCTOBER 2021





Informational sign with text and images.



Small green sign on the railing.



# ROSWELL 2040

# COMPREHENSIVE PLAN

**ADOPTED** OCTOBER 2021



STATE OF GEORGIA

COUNTY OF FULTON

October 12, 2021

**RESOLUTION FOR ADOPTION OF THE 2040 COMPREHENSIVE PLAN UPDATE  
INCLUDING THE 2021-2026 ANNUAL UPDATE TO THE SHORT TERM WORK  
PROGRAM AND CAPITAL IMPROVEMENT ELEMENT**

**WHEREAS**, to retain its “Qualified Local Government Status” pursuant to the Georgia Planning Act of 1989, the City of Roswell must remain in compliance with the requirements of the State of Georgia’s Minimum Planning Standards and Procedures for Local Comprehensive Planning; and

**WHEREAS**, the state’s Minimum Planning Standards and Procedures require that the city update the short term work program and capital improvement element to remain eligible to charge development impact fees; and

**WHEREAS**, the City of Roswell, Georgia, has prepared a Comprehensive Plan update for the year 2040; and

**WHEREAS**, the Roswell Planning Commission has considered this matter at a public hearing on May 18, 2021 for transmittal; and

**WHEREAS**, appropriate notice has been provided and public hearings have been held that meet and exceed the minimum procedural requirements for preparing and amending comprehensive plans; and

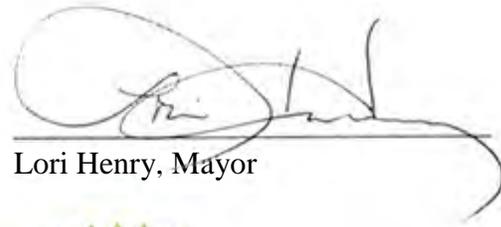
**WHEREAS**, the 2040 Comprehensive Plan update including the 2021-2026 annual update to the Short Term Work Program and Capital Improvement Element have been reviewed by the Atlanta Regional Commission and the Department of Community Affairs and found to be in compliance with the minimum standards; and

**WHEREAS**, a Public Hearing was held by the Mayor and Council on October 12, 2021, in the City Council Chambers, 38 Hill Street, Roswell, Georgia;

**BE IT THEREFORE RESOLVED** by the Mayor and Council of the City of Roswell that the 2040 Comprehensive Plan update with the Short Term Work Program and Capital Improvement Element covering the five year period 2021-2026 is hereby adopted.

**BE IT FURTHER RESOLVED** that a copy of this resolution and final adopted 2040 Comprehensive Plan shall be submitted to the Atlanta Regional Commission and Department of Community Affairs.

The above resolution was read and approved by the Mayor and Council of the City of Roswell on the 12<sup>th</sup> day of October, 2021.



Lori Henry, Mayor

Attest:



Marlee Press, City Clerk  
(Seal)



4. Building permits for the final 20 percent of the residential square footage as shown on the master plan may only be issued after the issuance of the CO for at least 80 percent of the non-residential square footage as shown on the master plan.
5. Any of the above-mentioned requirements may be adjusted or waived by the Mayor and Council at a public hearing as long as the applicant provides a security or other form of binding assurance that the remaining major use types shown in the master plan will be built.

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	Christine Hall, Councilmember
<b>SECONDER:</b>	Matt Judy, Councilmember
<b>IN FAVOR:</b>	Hall, Judy, Palermo, Tyser, Willsey, Zapata

**11. Approval of a Resolution for Adoption of the 2040 Comprehensive Plan including the Capital Improvement Element (CIE) and the Short Term Work Program (STWP) for FY21-22 to 25-26.**

*Resolution No. 2021-10-51*

The 2040 Comprehensive Plan update with the Short Term Work Program and Capital Improvement Element covering the five year period 2021-2026 was adopted.

The resolution and final adopted 2040 Comprehensive Plan will be submitted to the Atlanta Regional Commission and Department of Community Affairs.

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	Christine Hall, Councilmember
<b>SECONDER:</b>	Marie Willsey, Councilmember
<b>IN FAVOR:</b>	Hall, Judy, Palermo, Tyser, Willsey, Zapata

**Recreation and Parks Department - Councilmember Marcelo Zapata**

**12. Approval of a Resolution to submit a Pre-Application for a 2021-2022 Georgia Outdoor Stewardship Program Grant from the Georgia Department of Natural Resources in the amount of \$1,181,062.**

*Resolution No. 2021-10-52*

This grant if approved will fund park improvements at the Ace Sand Park, including the development of a fitness loop trail, adventure path, streambank restoration, and stewardship activities.

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	Marcelo Zapata, Councilmember
<b>SECONDER:</b>	Matthew Tyser, Councilmember
<b>IN FAVOR:</b>	Hall, Judy, Palermo, Tyser, Willsey, Zapata



# ACKNOWLEDGEMENTS

## **CITY COUNCIL**

Lori Henry, **Mayor**  
Marcelo Zapata, Post 1 Councilmember  
Mike Palermo, Post 2 Councilmember  
Christine Hall, Post 3 Councilmember  
Marie Willsey, Post 4 Councilmember  
Matthew Tyser, Post 5 Councilmembers  
Matt Judy, Post 6 Councilmember, Mayor Pro Tem

## **CITY STAFF**

Alice Wakefield, AICP, Director of Community Development (retired)  
Lenor Bromberg, PE, F.ASCE, Interim Director of Community Development  
Jackie Deibel, Planning & Zoning Director  
Kevin Turner, AICP, Senior Planner  
Michael Cardamon, Planner  
Jonathan Copsey, Communications Specialist

## **PLANNING TEAM**

Eric Lusher, AICP, Project Manager  
Lauren Blaszyk, AICP, Senior Planner  
Andrew Babb, AICP, PE, Senior Planner  
Andrew Kohr, PLA, ASLA, Planner/Designer  
Aubrey Sabba, PLA, ASLA, Planner/Designer  
Jonathan Corona, Planner  
Michelle Alexander, AICP, Senior Planner  
KC Krzic, Senior Planner  
Joe Minicozzi, AICP, Fiscal Health  
Phillip Walters, AICP, Fiscal Health  
Cade Justad-Sandberg, Fiscal Health

## **STAKEHOLDER COMMITTEE**

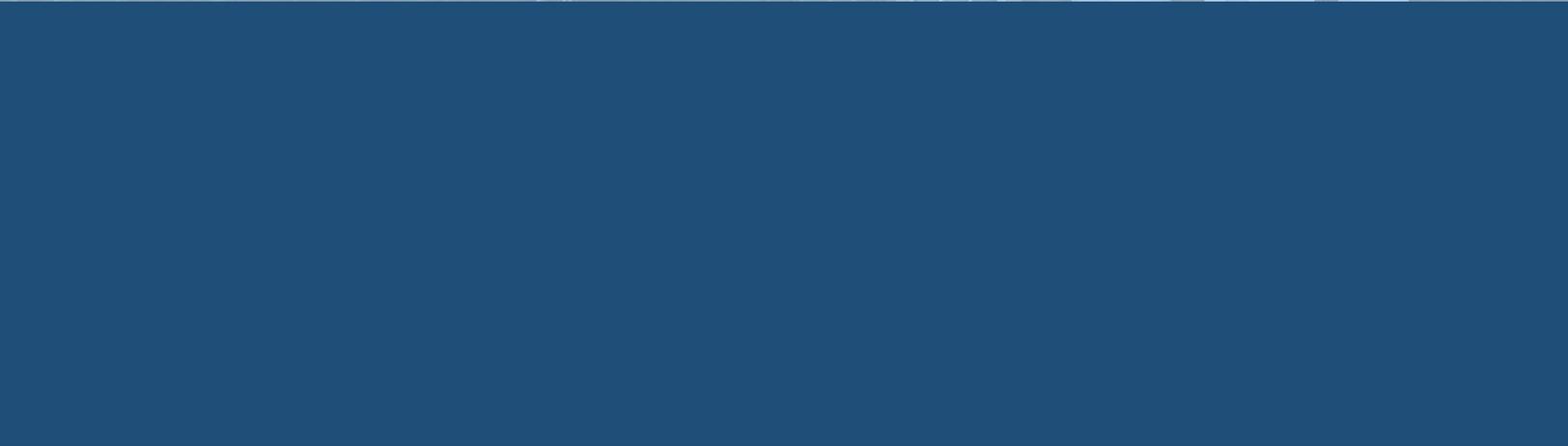
Kimberly Allred, Roswell Inc.  
Richard Arena  
Doug Belew  
JoAnna Benson-Spencer, Historic Preservation Commission  
Ron Bevan, Planning Commission  
Michael Cardamon, City Staff  
Jackie Deibel, City Staff  
George Dilworth  
Jason Frazier  
Christine Hall, City Council  
Mike Harris  
Ryan Joyce  
Meg McClanahan  
Karen Parrish  
Aixa Pascual  
Denise Rauch  
Jason Sabatino  
Jay Small  
Claire Snedeker  
William Strika  
Kevin Turner, City Staff  
Peter Vanstrom, Planning Commission  
Allison Vrolijk, Planning Commission  
Marcelo Zapata, City Council

# CONTENTS

<b>1</b>	<b>INTRODUCTION.....8</b>	<b>8</b>
	Plan Purpose .....	12
	The Planning Process .....	13
<b>2</b>	<b>ROSWELL TODAY ..... 16</b>	<b>16</b>
	Trends Overview .....	16
	Population.....	19
	Economic Development.....	22
	Housing.....	33
	Land Use & Urban Design.....	41
	Transportation & Mobility.....	42
	Community Facilities.....	49
	Natural & Cultural Resources.....	51
	Broadband.....	54
<b>3</b>	<b>COMMUNITY VISION .....60</b>	<b>60</b>
	Community Outreach.....	62
	Needs & Opportunities .....	117
	Goals & Policies.....	130
<b>4</b>	<b>ROSWELL TOMORROW .....138</b>	<b>138</b>
	The Future Development Map.....	138
	Established Residential Character Areas .....	144
	Estate Residential.....	146
	Suburban Residential.....	148
	Neighborhood Residential.....	151
	Active Neighborhoods .....	154
	Activity & Employment Character Areas.....	158
	Neighborhood-Serving Area.....	160
	Commercial Mixed-Use Area.....	162
	Major Activity Area.....	164
	Historic Area/Downtown.....	166
	Industrial/Flex.....	168
	Commercial Corridor Character Areas .....	170
	Highway 9 Corridor.....	172
	Parkway Village Corridor .....	175
	Holcomb Bridge Road Corridor .....	177
	Conservation & Greenspace.....	180
<b>5</b>	<b>IMPLEMENTATION .....184</b>	<b>184</b>
	Short-Term Work Program.....	184

## APPENDICES

- Appendix A: List of Accomplishments
- Appendix B: Capital Improvements
- Appendix C: Community Engagement Supplement
- Appendix D: Consideration of the Regional Water Plan and the Environmental Planning Criteria

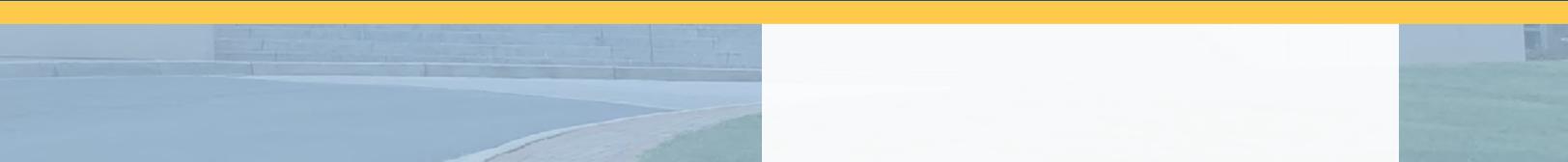




CITY HALL

1

# INTRODUCTION





# INTRODUCTION



Roswell, Georgia is a vibrant city extending north from the Chattahoochee River encompassing historic homes, a bustling downtown, and idyllic green spaces laid over the rolling hills of north-central Georgia. Roswell began at the site of the Roswell Mill, a cotton mill on Big Creek (then called Vickery Creek). The mill and the plantations that sprung up around it were incorporated in 1854 by the Georgia Assembly into the Town of Rowell. Roswell was captured and largely destroyed in the Civil War, but the town was rebuilt and has since grown in both physical size and population. Roswell is now one of the largest and most populous municipalities in the Metropolitan Atlanta region.

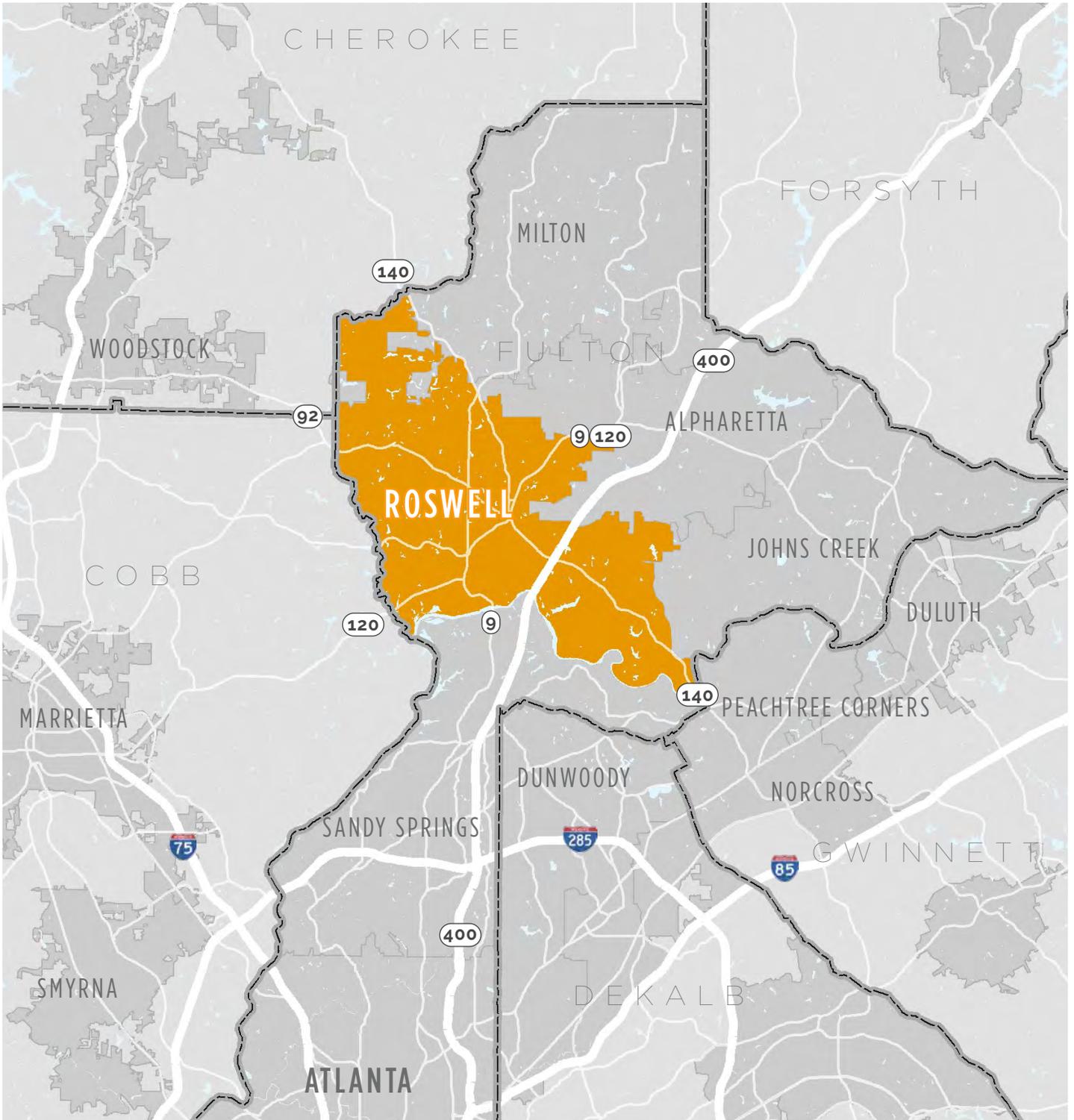


Figure 1.1. Location Map



2000 North Springs MARTA Station Opens, more Multi-modal Commuting Options

1854

The City of Roswell is incorporated

1870

First US Census including Roswell; Population: 479

1861

American Civil War, which included the burning of several of Roswell's mills



1882 Roswell Mill No. 2 constructed



1971 SR 400 connects I-285 to Holcomb Bridge Road

1900

Population: 1,329

1917 US Enter World War I

Figure 1.2. Historical Timeline

2018 Population: 94,648

Population: 88,346 2010

Population: 78,706 2000

2007  
First  
iPhone  
released



1996 Atlanta and Georgia host the Centennial Summer Olympics

Population: 47,923 1990



1991  
Roswell City Hall  
constructed

1930

Population: 1,432

1950

Population: 2,123

1941 US  
Enter  
World  
War II

1963 Kennedy  
Assassination

1980 Population: 23,337

1970 Population: 5,430

## Plan Purpose

Georgia's Department of Community Affairs (DCA) requires that each local government create and maintain a Comprehensive Plan, which defines how that city or town plans to move forward with all aspects of city management from parks and economic development to housing and transportation. These plans typically create guidance for the following twenty years of City activities. The DCA also requires that these plans are kept up-to-date, with updates at least every five years.

Adoption and acceptance of a Comprehensive Plan is required for a City to have Qualified Local Government Status (QLG Status). QLG status, in turn, is required for a City to participate in a wide variety of State programs. Noncompliance could impact the City's ability to participate in and take advantage of these grants, programs, and other funding.

Beyond state requirements, a comprehensive planning process provides an invaluable opportunity for a community to look inward and assess their existing situation, their goals, and how they could grow and reach from today to the tomorrow the community wants to see.

This plan and in particular this document are intended to serve as a snapshot of the Roswell of today, with an understanding of Roswell's current conditions including information about the city's residents, businesses, features, and assets. This document also holds an understanding of Roswell's aspirations, as determined through an extensive public engagement process that is based on feedback from members of the community. The end of this plan includes tools to help the Roswell that exists today reach towards its dreams and visions, including the Future Development Map which articulates a distinct vision for several different areas of Roswell. The Policies and work program items also give specific ways that the City can and will continue to work to make those dreams a reality.

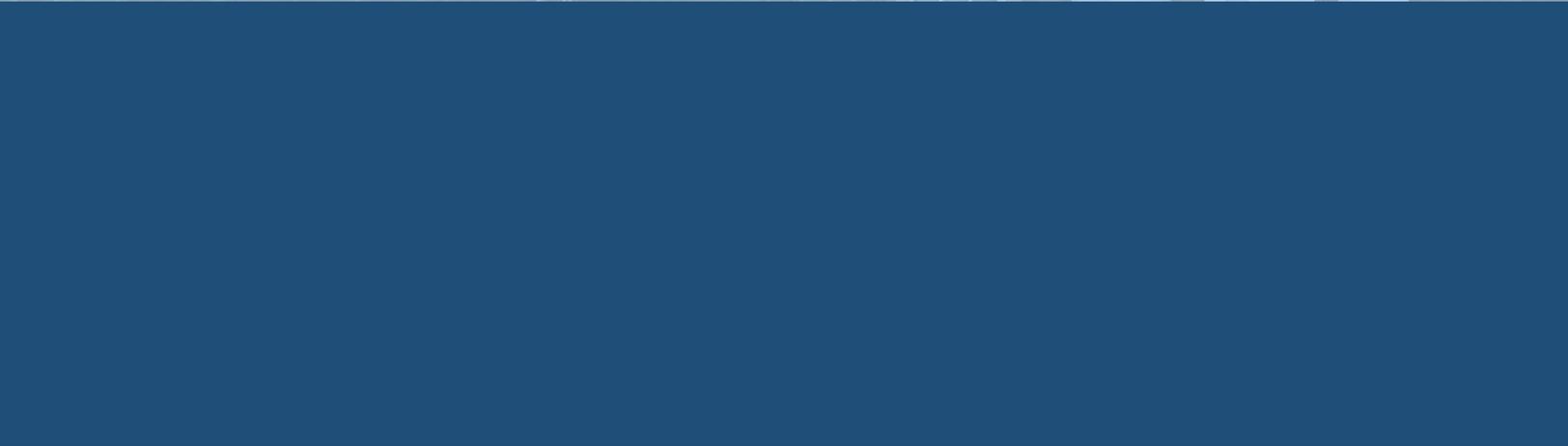
This document can be a useful reference for City staff and elected officials into the future. Decision makers can reference the text and tools contained herein to understand the needs and desires of the community and work to make decisions that progress Roswell towards its best possible future.

## The Planning Process

The development of this comprehensive plan was based on extensive research into Roswell's current state and needs combined with a robust community engagement strategy. See the accompanying diagram for details on the planning process.

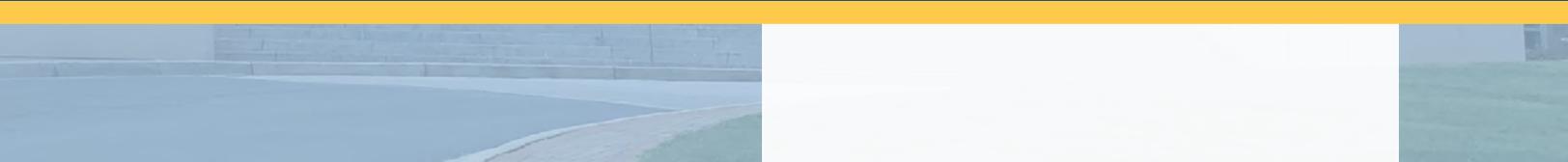


Figure 1.3. Process Diagram





ROSWELL  
TODAY





# 2

## ROSWELL TODAY

Roswell is a complex system of residents, businesses, and interconnecting infrastructure that all contribute to provide a unique way of living, working, and playing. As such, this plan is dependent on a robust, holistic understanding of existing condition and ongoing trends in and affecting Roswell. Especially important is an updated understanding of how these conditions and trends have changed since Roswell's previous Comprehensive Plan was adopted.

### Trends Overview

This overview summarizes major trends guiding this plan update. Further research is presented in the individual elements of this chapter.

### Population Growth

Roswell experienced a relatively modest, stable population until the middle of the twentieth century. In 1970, the City hosted just over 5,000 residents.

Through both annexation and the rapid suburbanization of the Atlanta region, Roswell grew to over 78,000 residents in the year 2000. Over the last two decades, growth has been consistent if less aggressive. The US Census Bureau has estimated the population of Roswell in 2019 to be 94,763. This population estimate represents a growth of over 700 people per year from 2010 to 2019, or roughly two people every day.

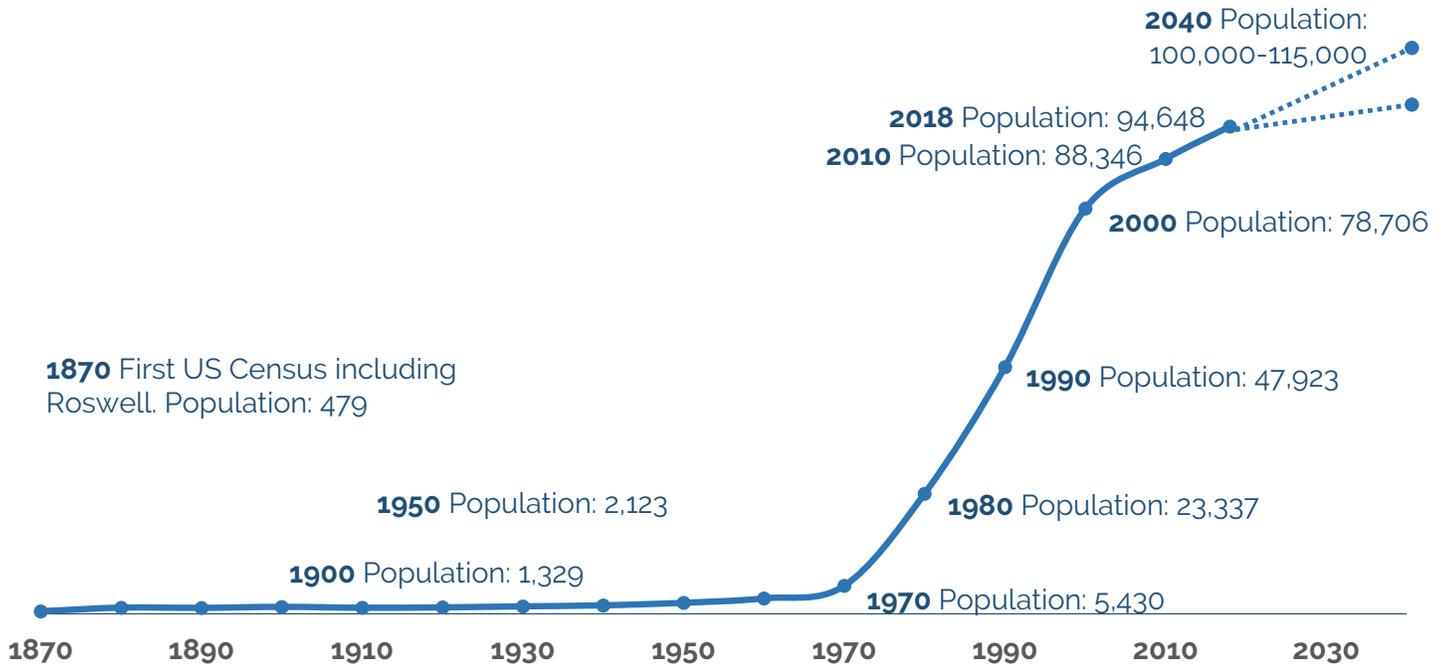


Figure 2.1. Historical Population

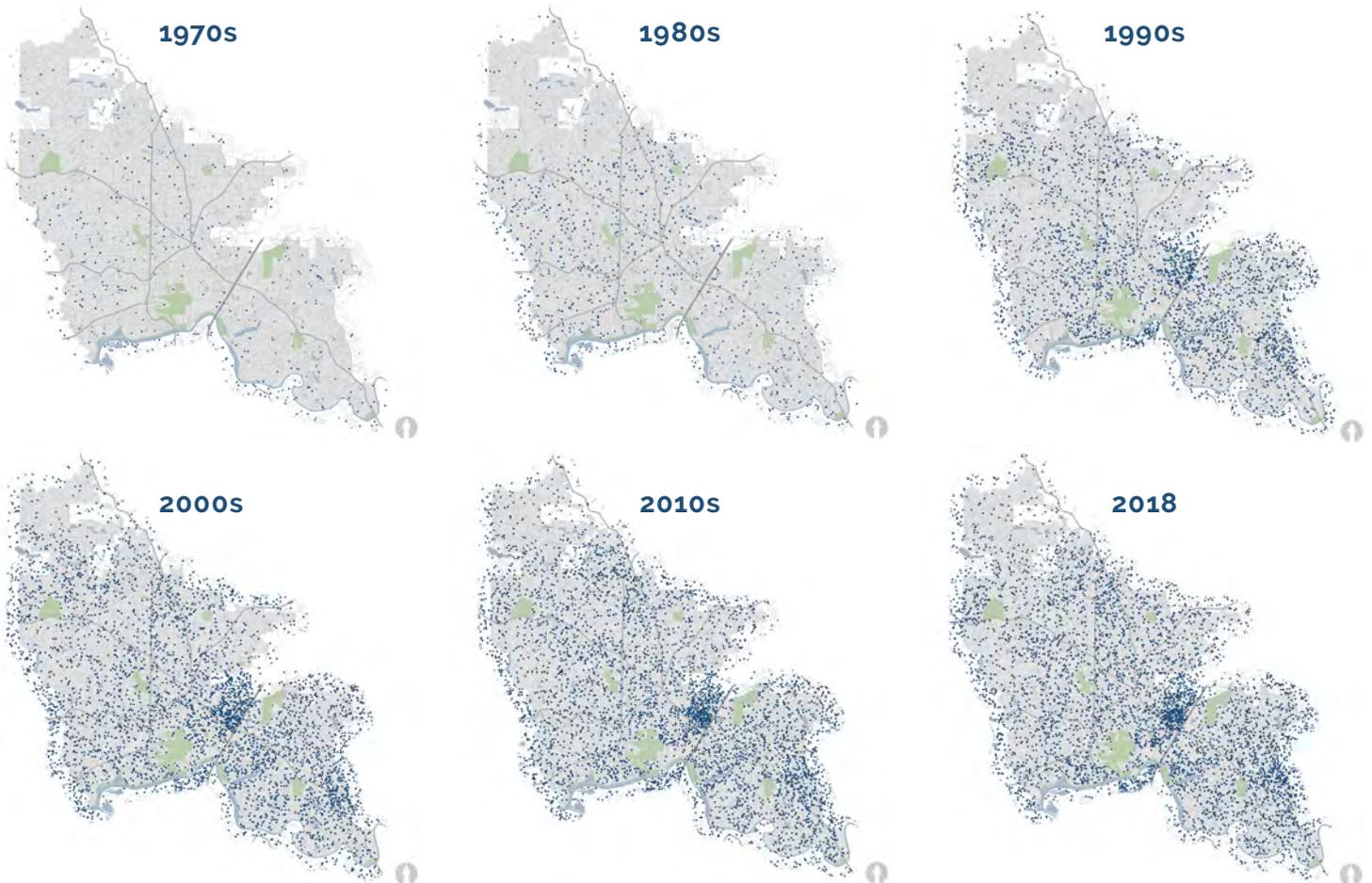


Figure 2.2. Population Density by Decade

\*Each dot represents approx. 25 people; Maps show modern city limits.

## **Racial & Ethnic Diversity**

As shown in the graph and map below, the majority of Roswell's residential population is made up of non-Hispanic White people, with substantial Hispanic/Latino and Black/African-American cohorts as well. Notably, these groups are not evenly distributed throughout the city. There is a notable concentration of non-White residents between State Routes 400 and 9 near the center of the city.

## **Age Distribution**

The graph below shows the overall age distribution in Roswell, and compares it to the distribution in the other cities of north Fulton County (Alpharetta, Johns Creek, Milton, and Sandy Springs). Of note, Roswell has a lower percentage of its residents in their 20s than in other ages and than in surrounding cities. A higher-than-average percentage of Roswell's young people are likely to attend college away from home. Roswell does not currently have any kind of college within its limits, though Alpharetta and Sandy Springs both play host to college campuses.

Also of note, Roswell and all of north Fulton County has a substantial cohort of residents who will become eligible to retire in the next twenty years. As these residents, currently in their late forties through early sixties, approach retirement and the challenges of aging, they will begin to look for different kinds of services, homes, and amenities. This has the potential to change how Roswell operates as a City, or may reflect an opportunity as retirees move to other areas, and a new generation is able to move to Roswell.

## **Household Income**

Over time, the residents of Roswell have grown more affluent. The number of households earning \$200,000 per year or more has grown from almost 2,500 in 2000 to over 6,000 in 2018. With this growth of high-income households comes both opportunity and demands for new services and amenities. It also poses a threat to lower-income residents who may have a harder time finding affordable, essential services in a community that is oriented to those with more access to resources.

## **Transportation Needs**

Currently, the majority of Roswell's residents who work do so outside of Roswell. Even more jobs in Roswell employ people who live outside of the City. An estimated 20,579 Roswell residents drove more than ten miles to work in 2018, adding strain on the City's roadway network.

The City does have a number of roadway and non-vehicular improvements planned and underway to improve existing transportation challenges and prepare for future needs, but will need to continue to identify and implement improvement programs to keep Roswell an accessible, connected community.

# Population

Roswell is one of the most populous municipalities in the metropolitan Atlanta region, hosting over 94,000 residents. While Roswell's recent growth is slower than the explosive growth it experienced in the 70s, 80s, and 90s, the city is still estimated to have grown by around six thousand people between 2010 and 2019. Roswell is expected to continue to grow and to host over 100,000 at some point in the next twenty years.

Many other municipalities in northern Fulton County have also grown rapidly in the past, but have slowed recently. Johns Creek, which sits northeast of Roswell has seen a similar lower growth rate, while Sandy Springs, which sits between Roswell and Atlanta, continues to grow at a quick pace.

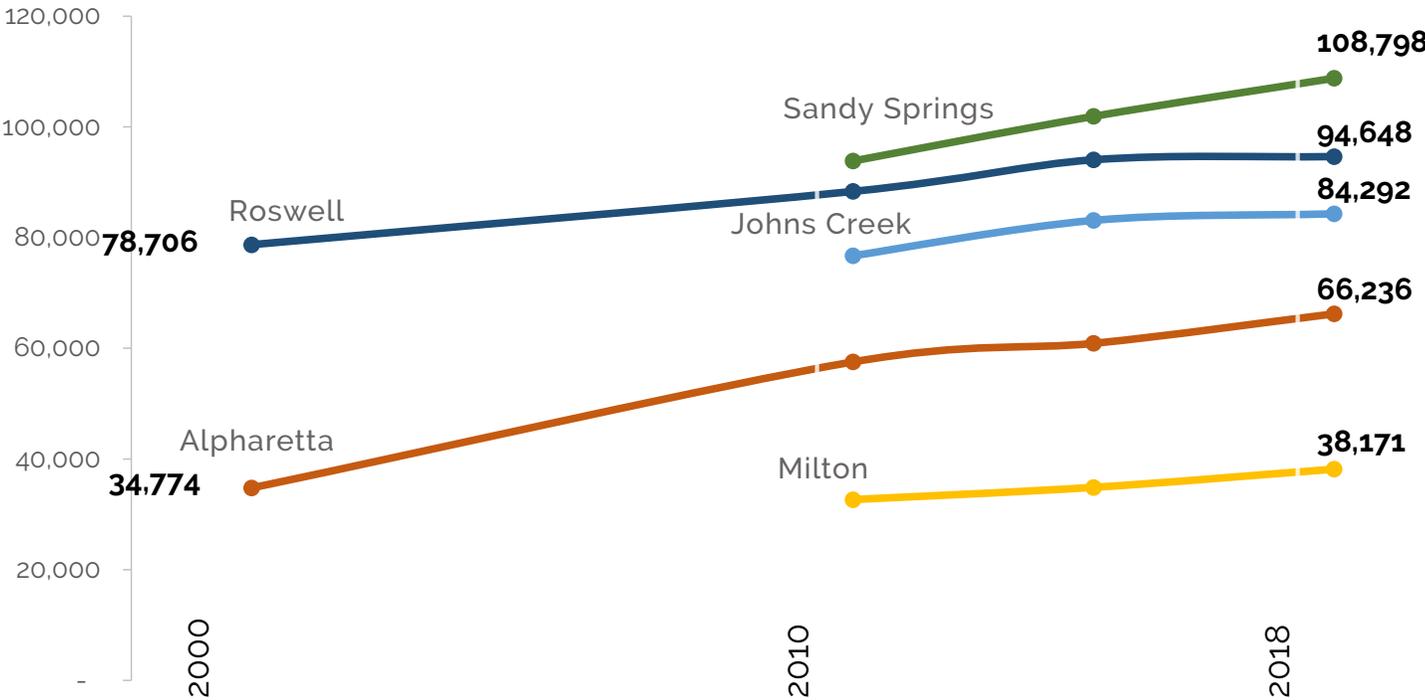


Figure 2.3. Peer Cities Populations

## Race & Ethnicity

The last thirty years have seen the rise of new non-white communities in Roswell. The maps below show how much of Roswell's Hispanic or Latino population is geographically concentrated in the apartment complexes northwest of the SR 400 and Holcomb Bridge Road. The last thirty years have brought about more racial and ethnic diversity throughout the city, bringing new perspectives and expectations.

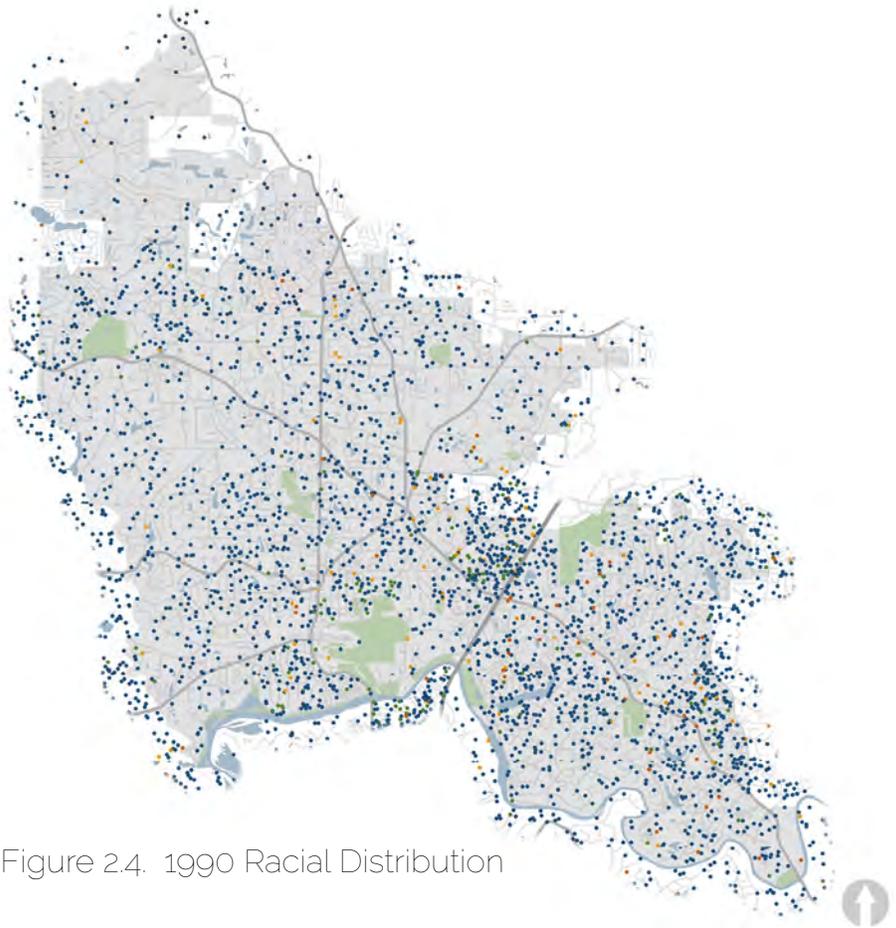


Figure 2.4. 1990 Racial Distribution

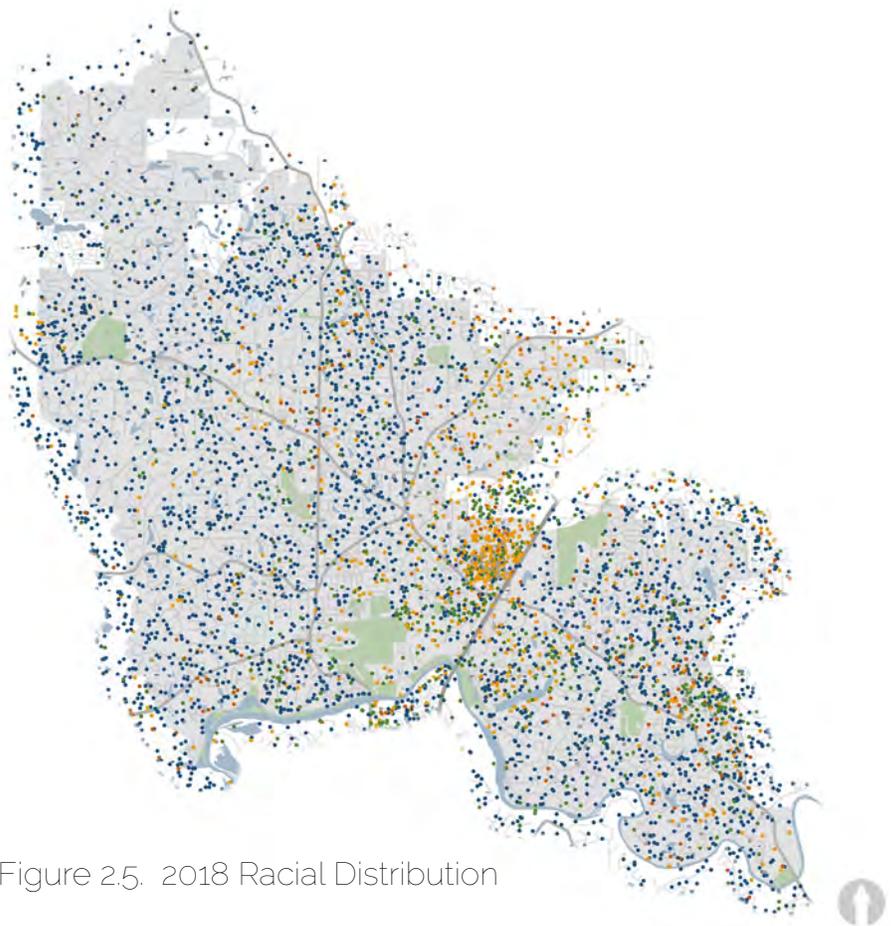
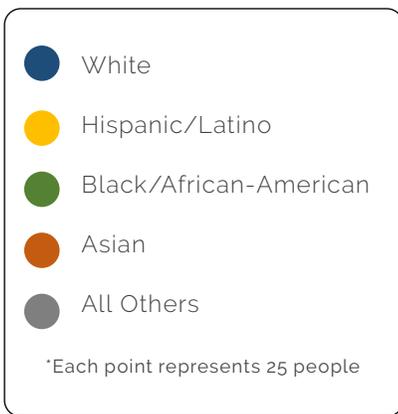


Figure 2.5. 2018 Racial Distribution

### Age Distribution

Roswell has a lower percentage of its residents in their 20s than in other ages and than in surrounding cities. A higher-than-average percentage of Roswell’s young people are likely to attend college away from home. Roswell does not currently have any kind of college within its limits, though Alpharetta and Sandy Springs both play host to college campuses.

Also of note, Roswell and all of north Fulton County has a substantial cohort of residents who will become eligible to retire in the next twenty years. As residents currently in their late forties through early sixties approach retirement and the challenges of aging, they will begin to look for different kinds of services, homes, and amenities. This has the potential to change how Roswell operates as a City, or may reflect an opportunity as retirees move to other areas, and a new generation is able to move to Roswell.

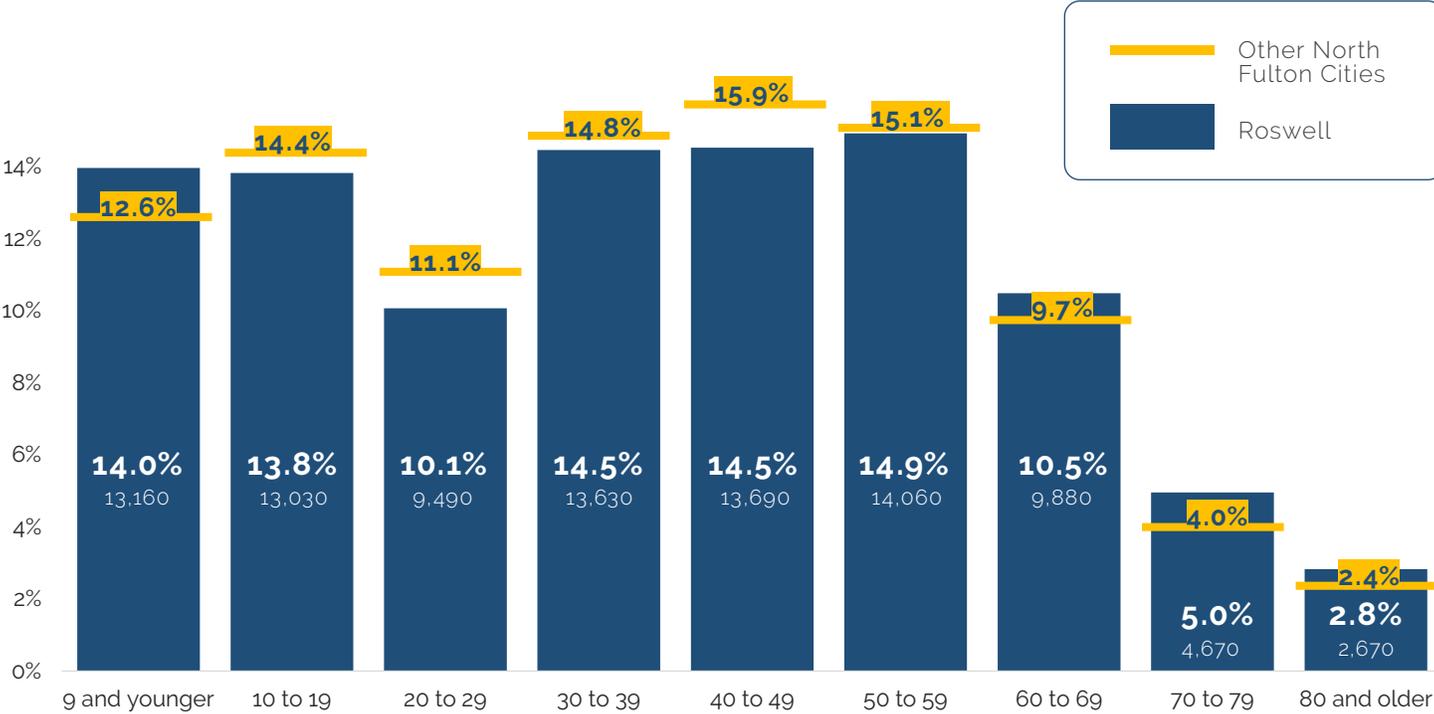


Figure 2.6. Age Distribution Graph

## Economic Development

### Employment and Workforce by Industry

While commonly considered a bedroom community, Roswell actually hosts more jobs than workers. However, the industries that locate in Roswell and the industries that Roswell's residents work in are substantially different. The largest industries in Roswell are Administration and Support (and Waste Management and Remediation), Health Care and Social Assistance, and Retail, which together make up forty-one percent of Roswell's employment. However, the single biggest industry of Roswell's residents is the Professional, Scientific, and Technical Services. The imbalance between the jobs available in Roswell and the jobs worked by Roswell's residents drives a large portion of the commuting patterns visible in the area. These commuting patterns are discussed in more detail in the Transportation and Mobility section.

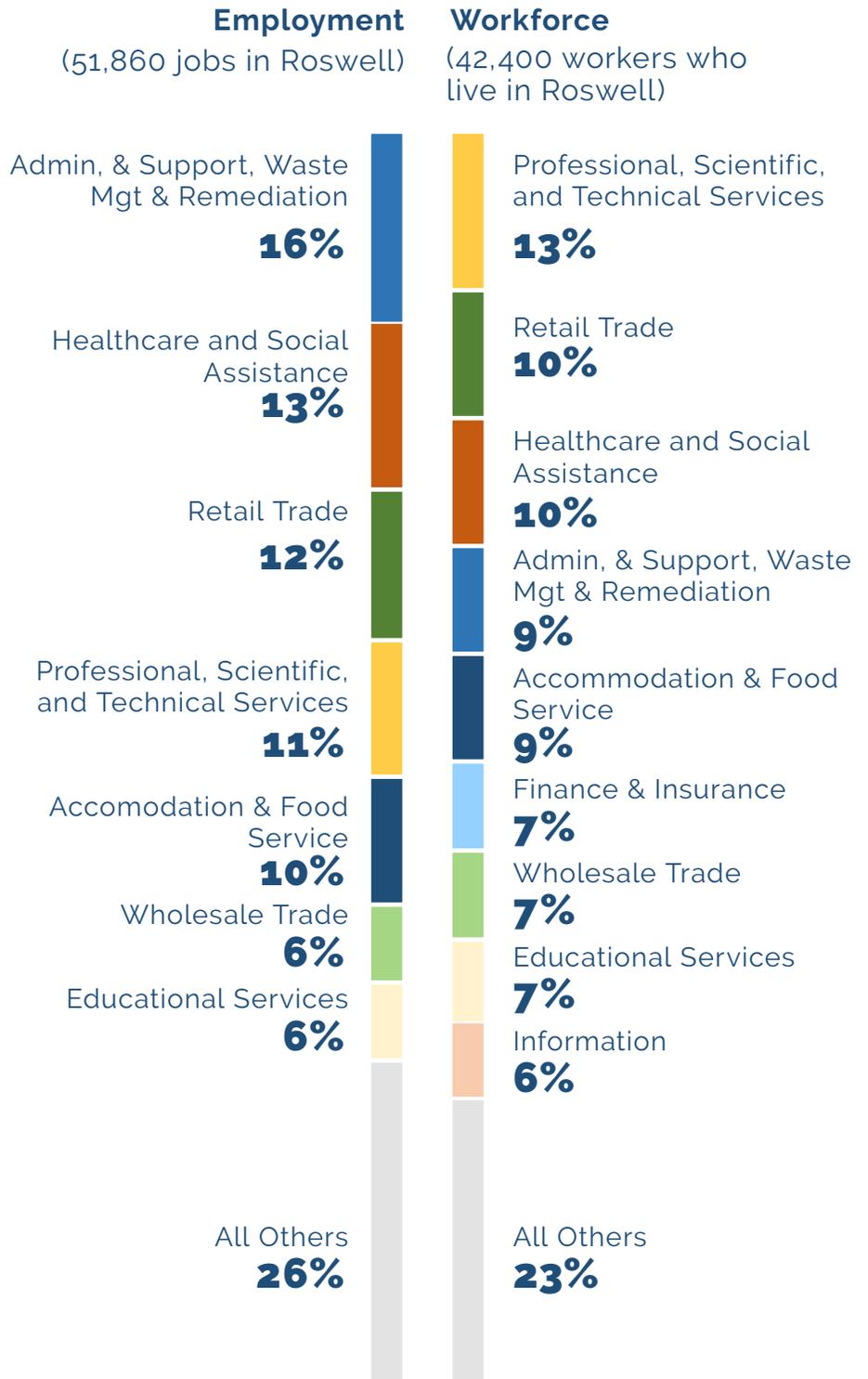


Figure 2.7. Employment & Workforce

## Educational Attainment

Roswell houses a well-educated community. The majority (sixty-four percent) of residents twenty-five years old or older have some kind of a college degree.

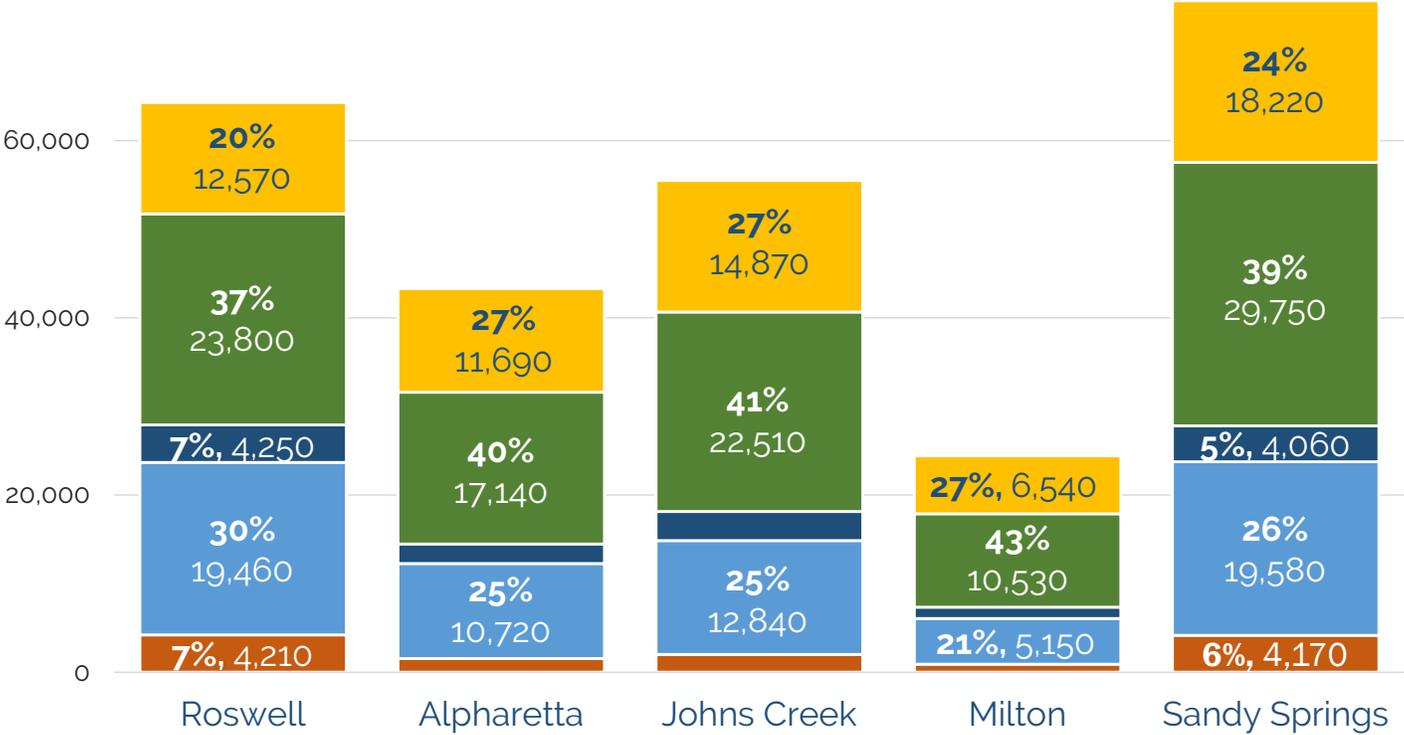


Figure 2.8. Educational Attainment in North Fulton

## Income

Over time, the residents of Roswell have grown more affluent. The number of households earning \$200,000 per year or more has grown from almost 2,500 in 2000 to over 6,000 in 2018. With this growth of high-income households comes both opportunity and demands for new services and amenities. It also poses a threat to lower-income residents who may have a harder time finding affordable, essential services in a community that is oriented to those with more access to resources.

While Roswell is largely perceived as an affluent community, there are areas where some residents struggle.

The areas immediately adjacent to SR 400 – which contain most of the rental multi-family residential units in Roswell – include a higher concentration of impoverished households and generally feature lower household incomes than the areas closer to the edges of the City.

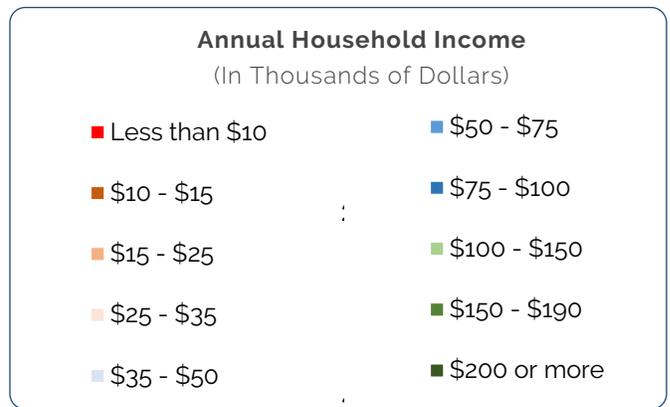


Figure 2.9. Annual Household Income

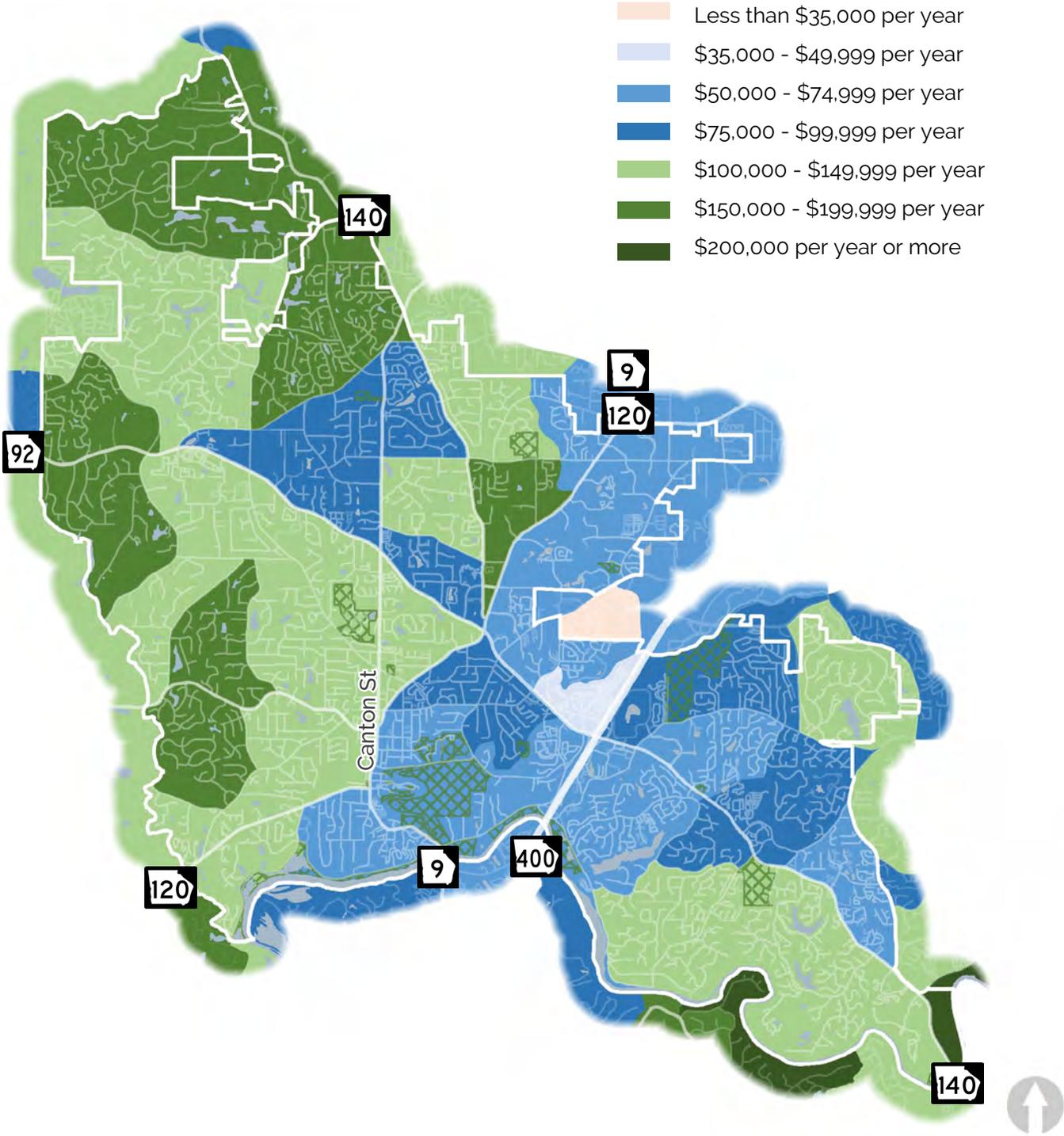


Figure 2.10. Median Household Income Map

## Fiscal Health

Among the reasons for a community to maintain and encourage stable, high property values and to create an environment that encourages successful businesses is the municipality's need to maintain its fiscal health. While it is by no means a criteria that should drive all planning decisions, cities that are able to successfully balance the relationship between land use policies and fiscal health are often able to provide higher quality municipal services to its residents.

The City of Roswell currently receives the majority of its funding from property taxes, with a substantial portion also coming from sales taxes. Business and other taxes round out funding for City functions.

The map on the facing page shows the taxable value of the land in Roswell per acre. Notably, there are significant pieces of land that have no taxable value, including City parks, the national recreation areas along the Chattahoochee River, and some other protected or low-value parcels.

Of those parcels that are taxable, there is a general trend for higher values to be along major corridors, near GA 400, and most prominently in the more historic part of Roswell on or near Canton Street. This analysis revealed that while the Historic District makes up 3% of the City's total land area, it includes 5% of the City's taxable property value.

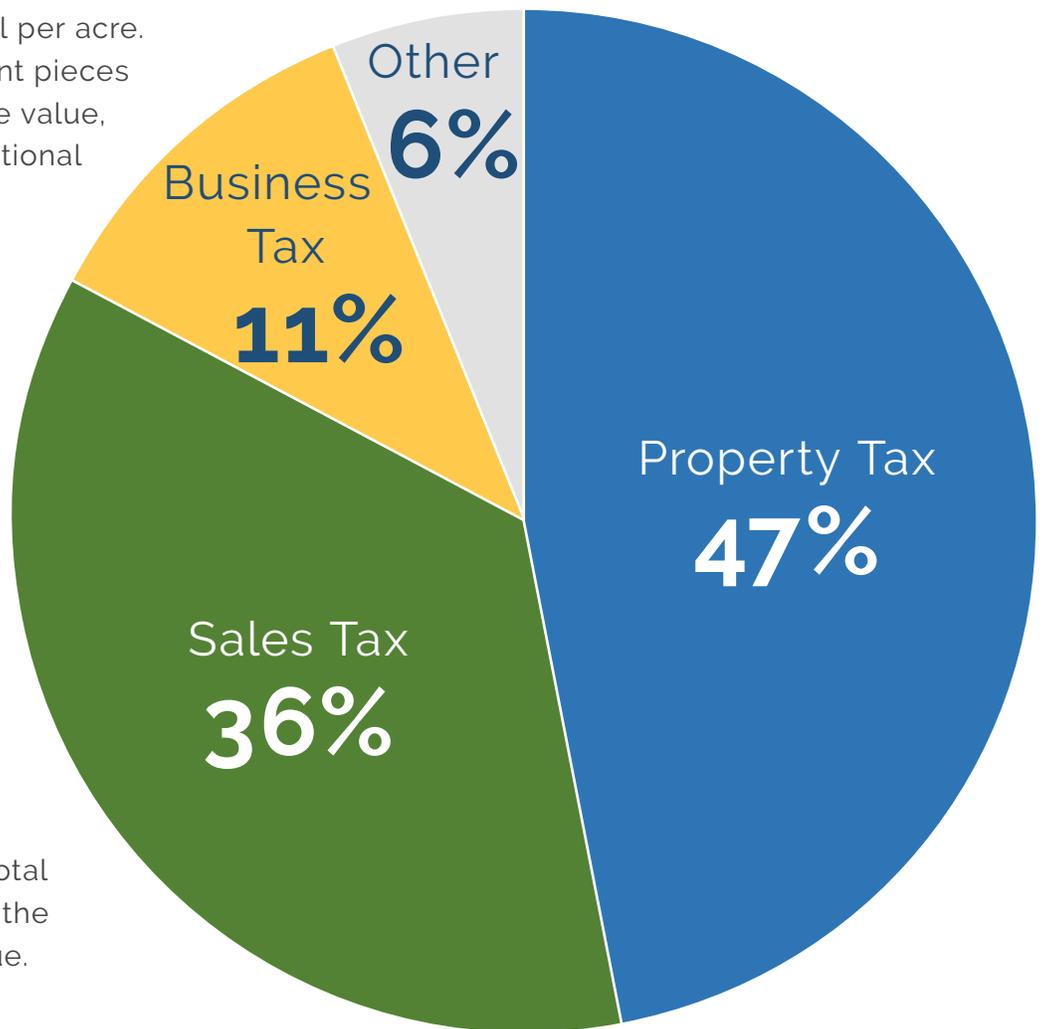


Figure 2.11. City of Roswell Revenue by Source

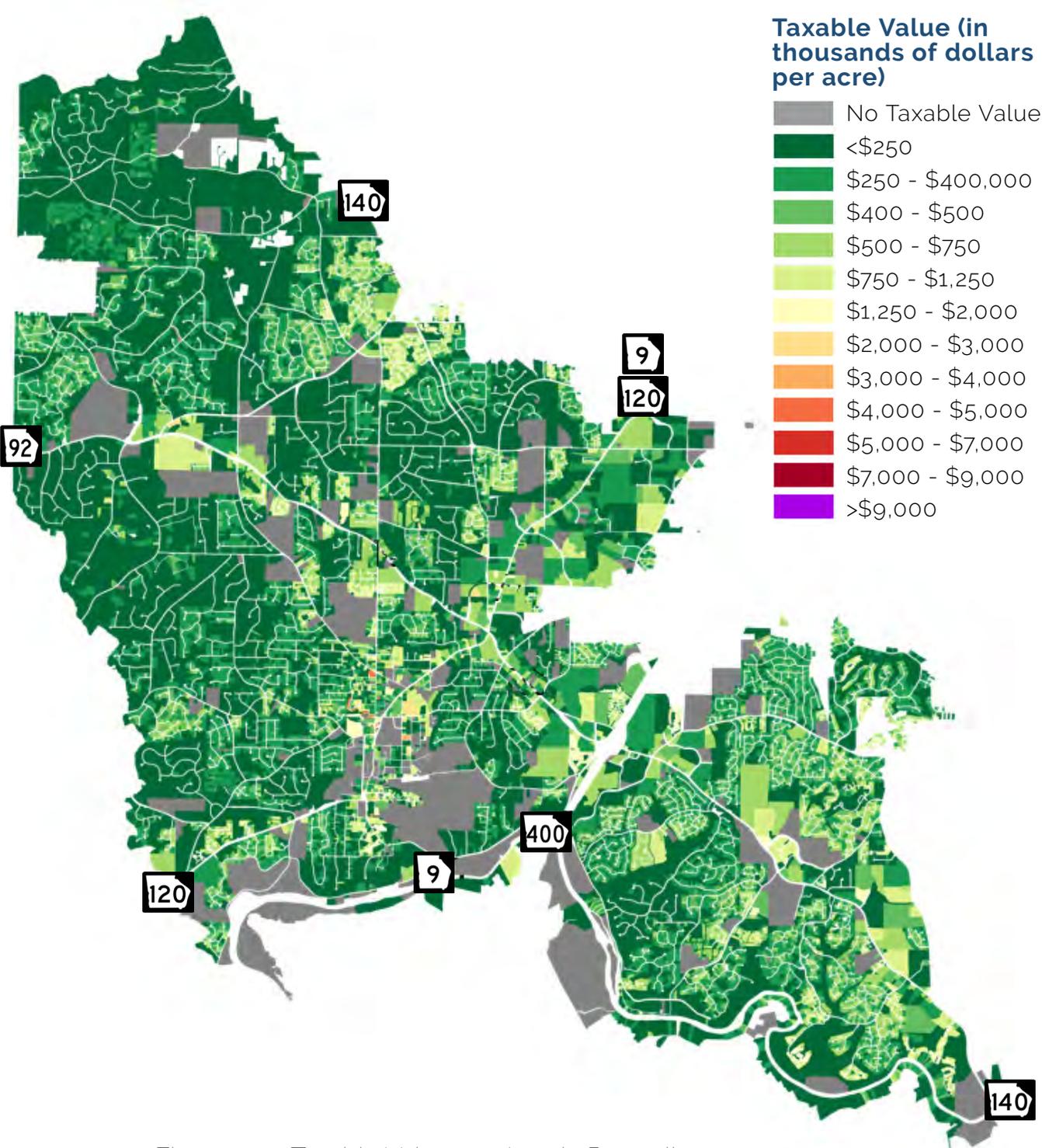


Figure 2.12. Taxable Value per Acre in Roswell

## Value by Land Use

The graphic below shows the same data - taxable value per acre - as the map on the previous page, but it shows more clearly the relationship between location and value. The historic district of Roswell in the southern center of the City has some of the highest values per acre in the City. The historic district features a variety of shops, residences, restaurants, and services (like salons, architects, and civic offices) closely located. In

reviewing other locations in and near Roswell, collocating different uses tends to mutually benefit all properties. Several of Roswell's most valuable properties (including the sites of City Walk Apartments, 1920 Bar, and Go With the Flow) are all in or near the historic district, which is one of the few places in Roswell where multiple uses exist in an integrated way. These buildings far outstrip other, traditionally suburban big-box stores in terms of value

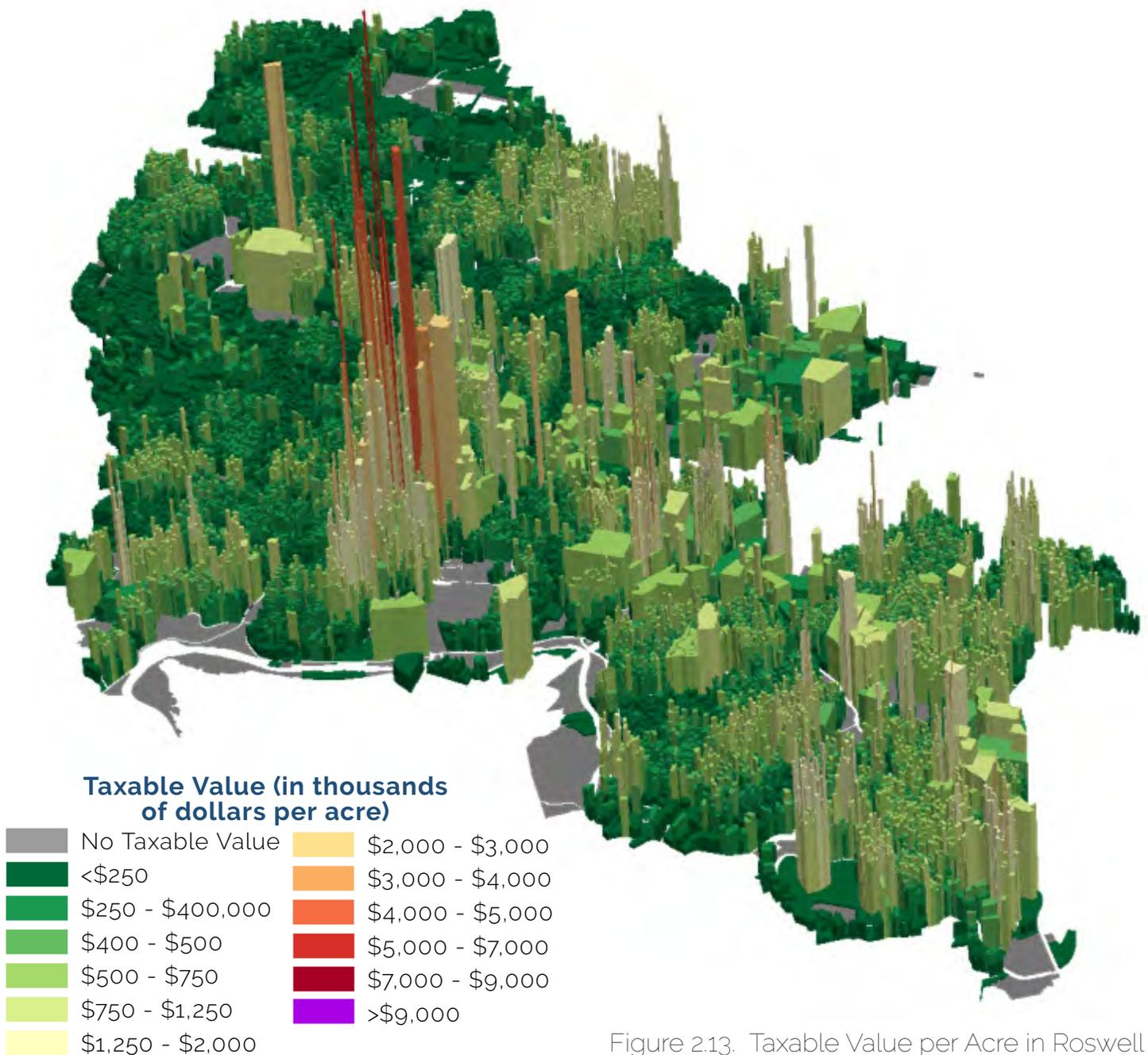


Figure 2.13. Taxable Value per Acre in Roswell

per acre due to their overall desirability from potential residents and businesses alike.

In essence, areas that are particularly fiscally healthy, such as the historic district, are often fiscally healthy because it reflects the livability and desirability of those areas

to a broad spectrum of people and needs. While a large part of the historic district's success is its unique charm, the integration of uses, variability of architectural styles, and walkability can be a model for redevelopment in other parts of the community.

**Value per Acre of Different Types of Development and Specific Developments in and Around Roswell, Georgia**

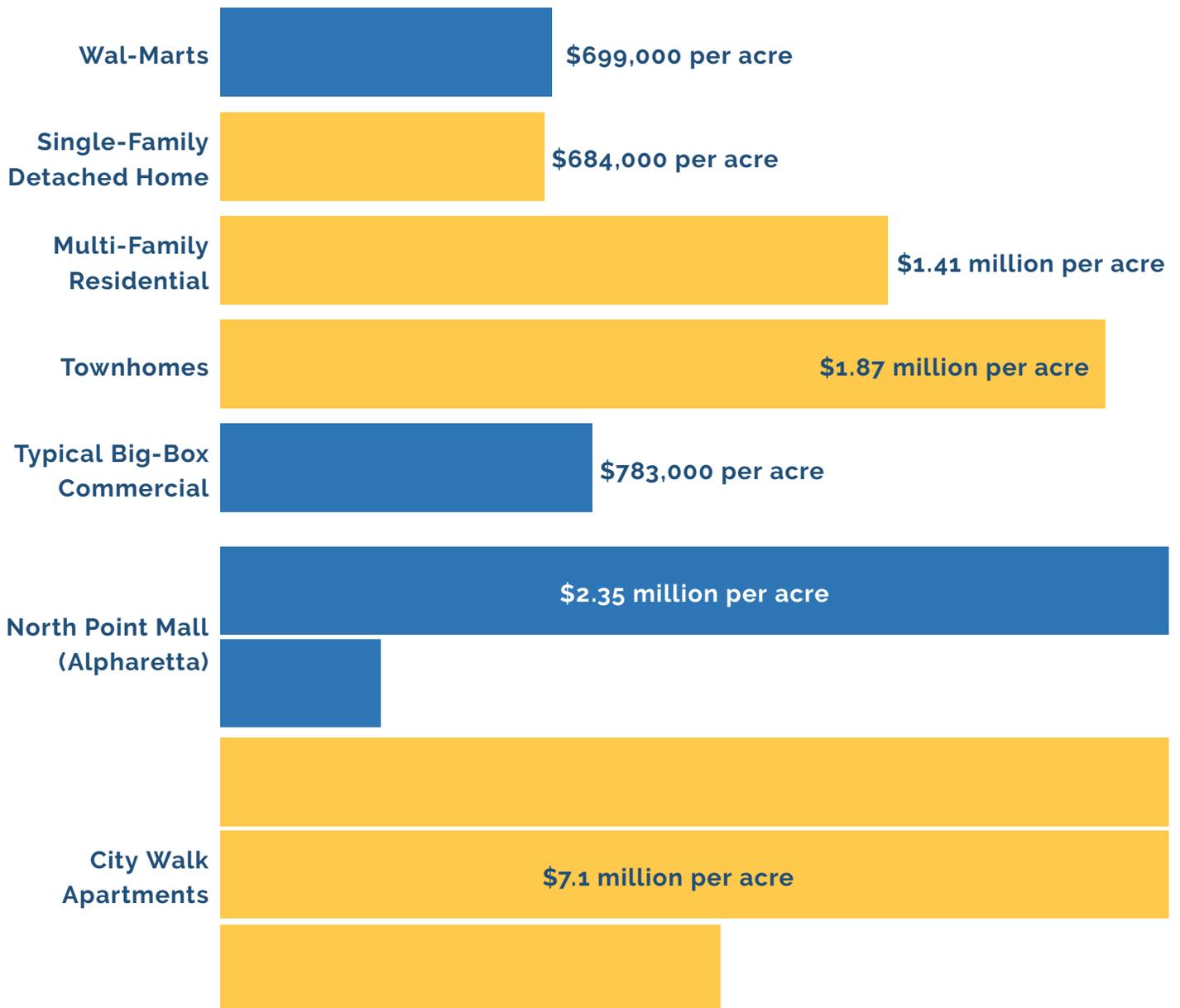


Figure 2.14. Value per Acre of Development Types and Specific Developments

\*Properties included in this analysis include selected sites in Roswell, Alpharetta, and Johns Creek, Georgia

## Redevelopment Pressure

A general indicator of where economic pressure is more likely to yield redevelopment is to compare a property's land value to its building value. Generally when the land is more valuable than the buildings and other improvements atop it, redevelopment of that property is more likely. The map on the facing page highlights properties in Roswell where that situation was true based on the latest tax record available.

Several of the highlighted properties are protected; they are parks or other civic land that is not likely to change in the near future. However, there are a smattering of properties, most notably north of SR 92 along SR 9, in downtown Roswell, and in the northern Crabapple area, where evidence suggests latent redevelopment pressures exist. It is important that this plan establishes a strong, specific vision for the future of these locations so that any redevelopment that does occur is consistent with the desires of the Roswell community.

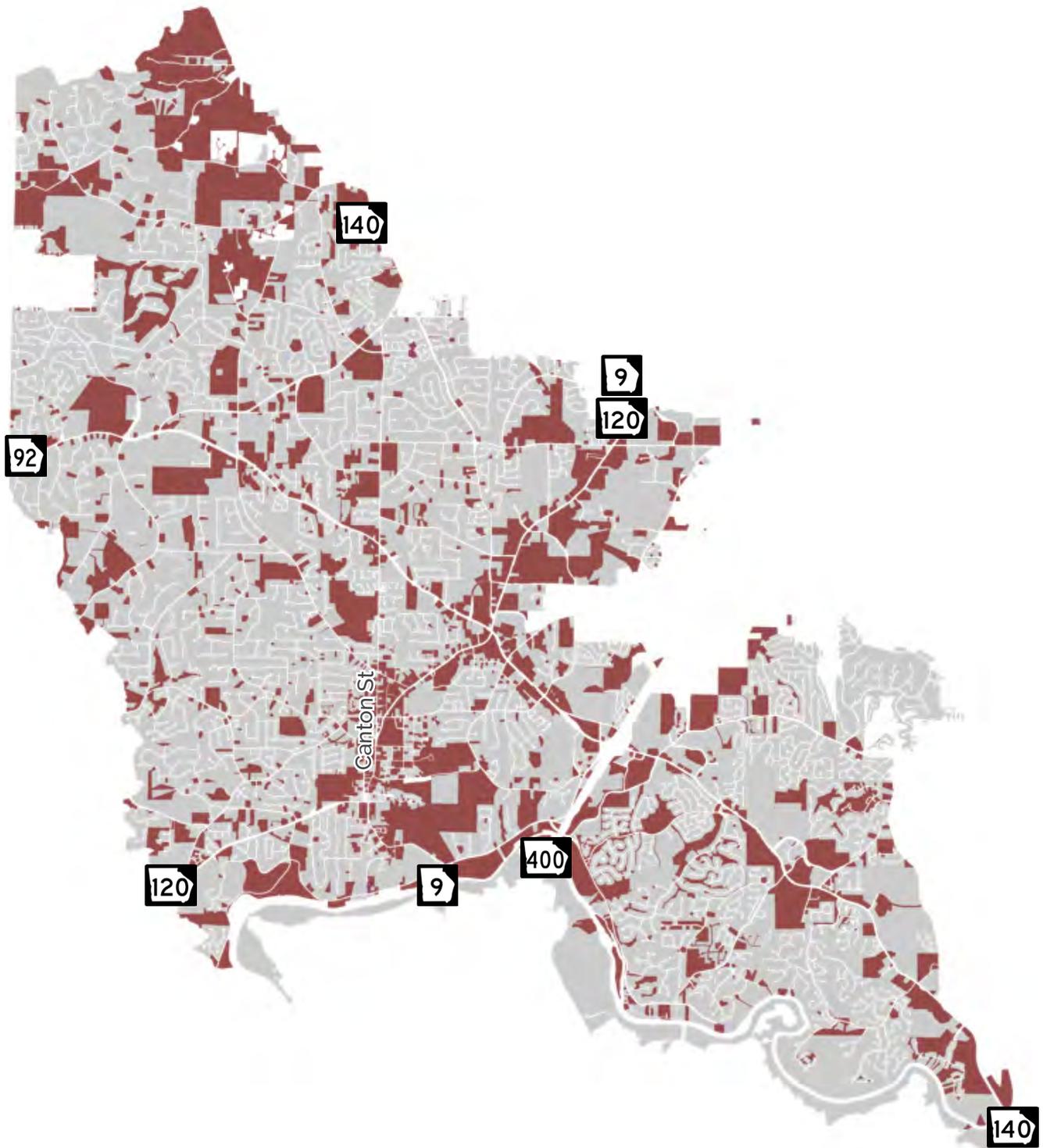


Figure 2.15. Sites with Potential Redevelopment Pressure

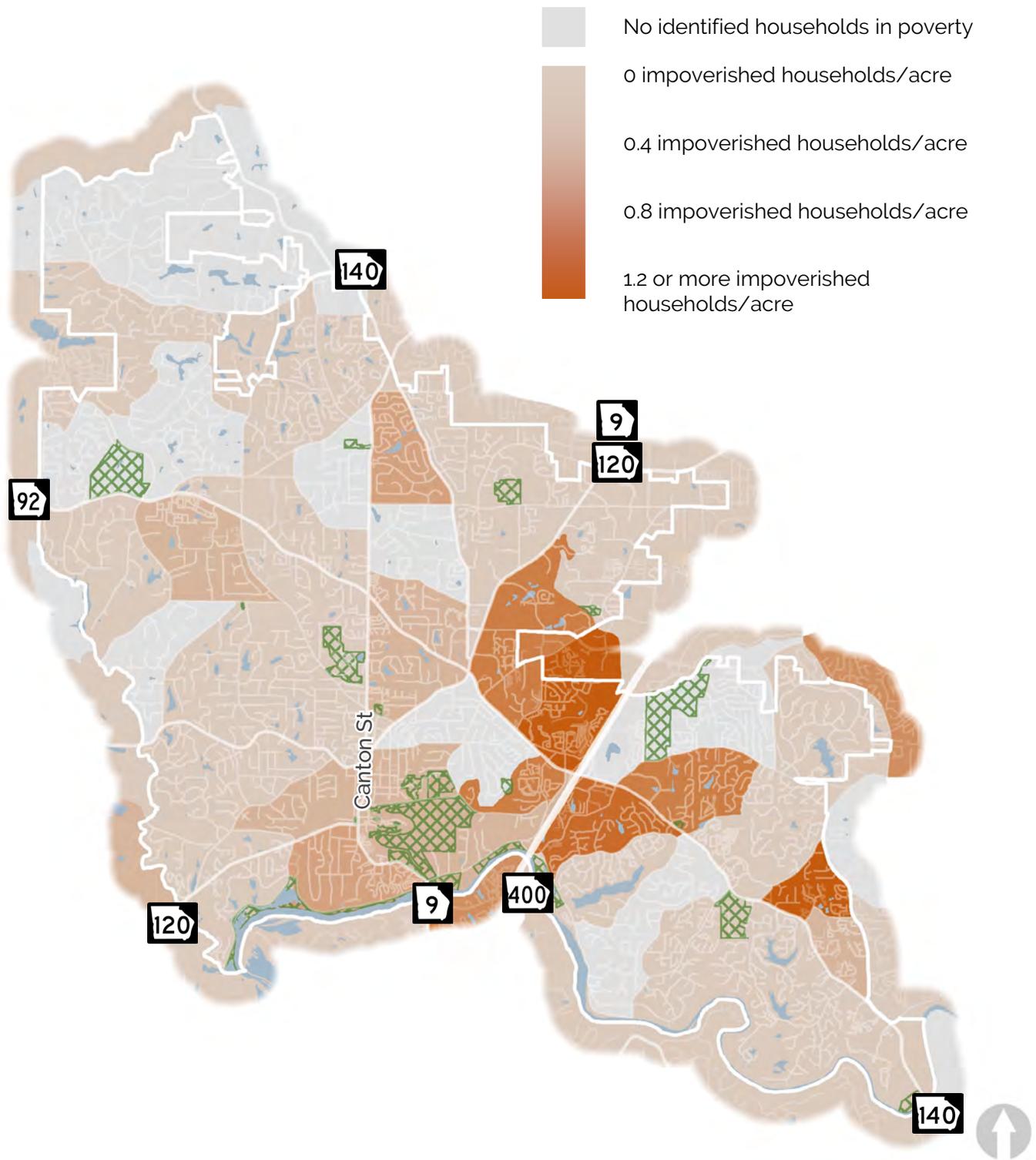


Figure 2.16. Impoverished Households per Acre

## Housing

The US Census Bureau collects information not only on residents, but also on employers and living conditions. Below, US Census data is used to show what types of homes are present in Roswell. The term “attached homes” refers to duplexes or triplexes and also to most townhomes.

Roswell’s housing stock is dominated by single-family detached homes, and has a modest selection of multi-family and townhome developments. Of all occupied housing units in Roswell, about two thirds are owner-occupied, with most owners having a mortgage on their property. Of those homes that are owner-occupied, about one quarter do not have a mortgage.

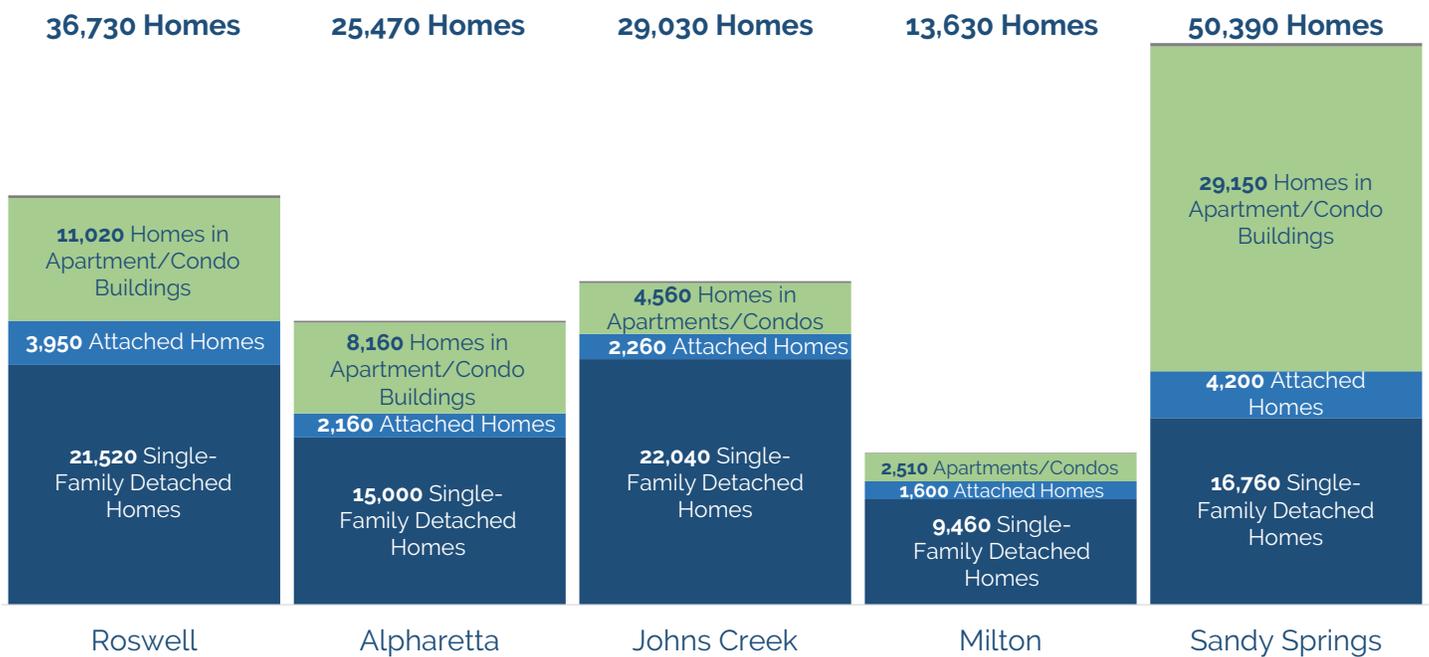


Figure 2.17. Housing Units by Number of Building Type

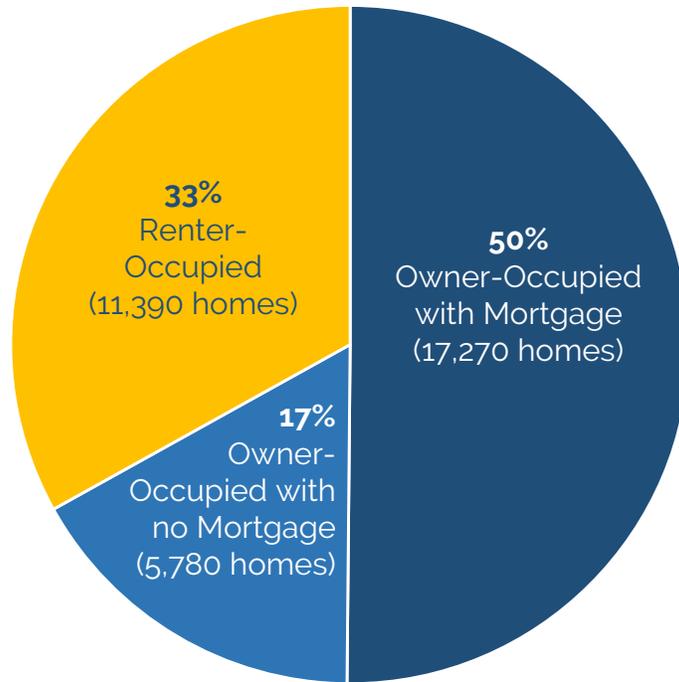


Figure 2.18. Housing Unit Occupancy

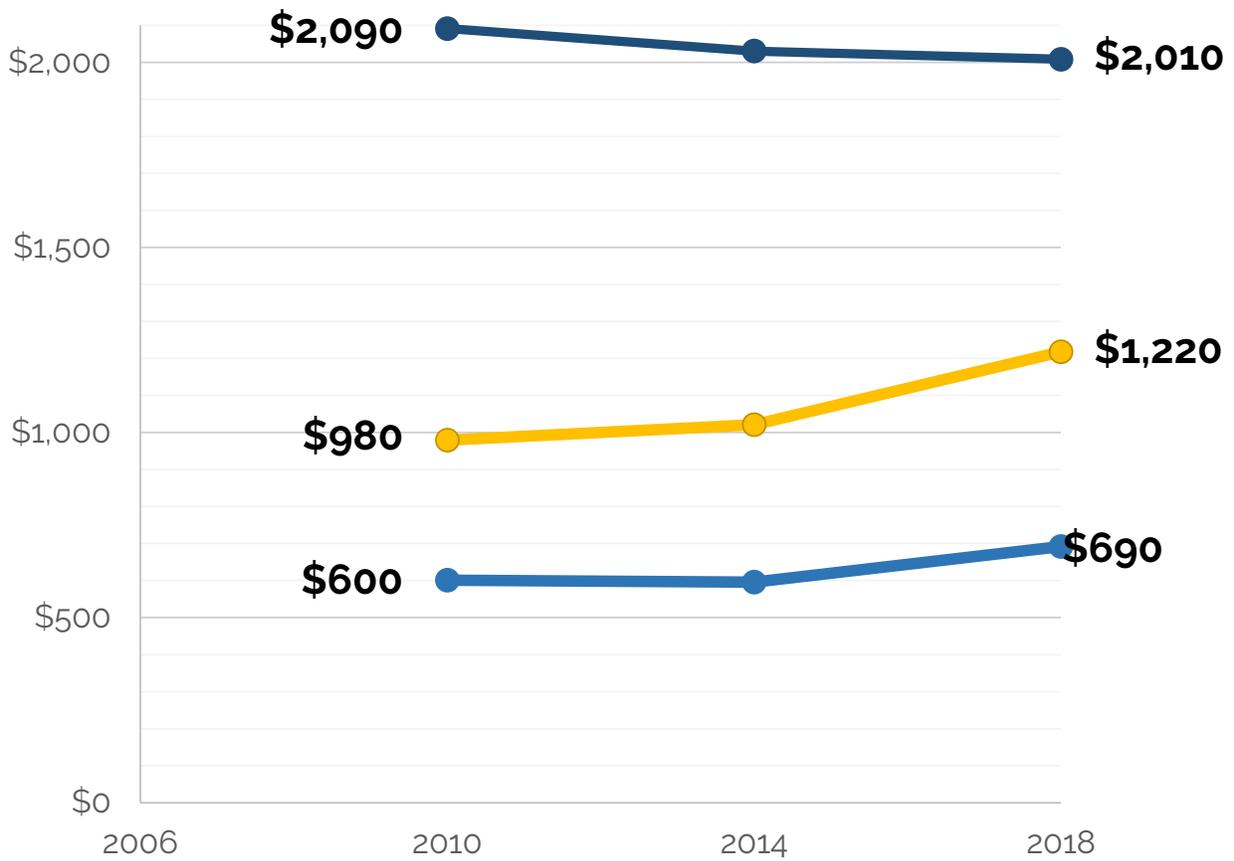


Figure 2.19. Median Monthly Housing Cost by Ownership

### Age of Housing Units

More than half (52%) of housing units currently in Roswell were built between 1970 and 1989. By the year 2040, these housing units will be at least fifty years old and may be in need of substantial reinvestment or reconstruction to continue to be attractive and desirable.

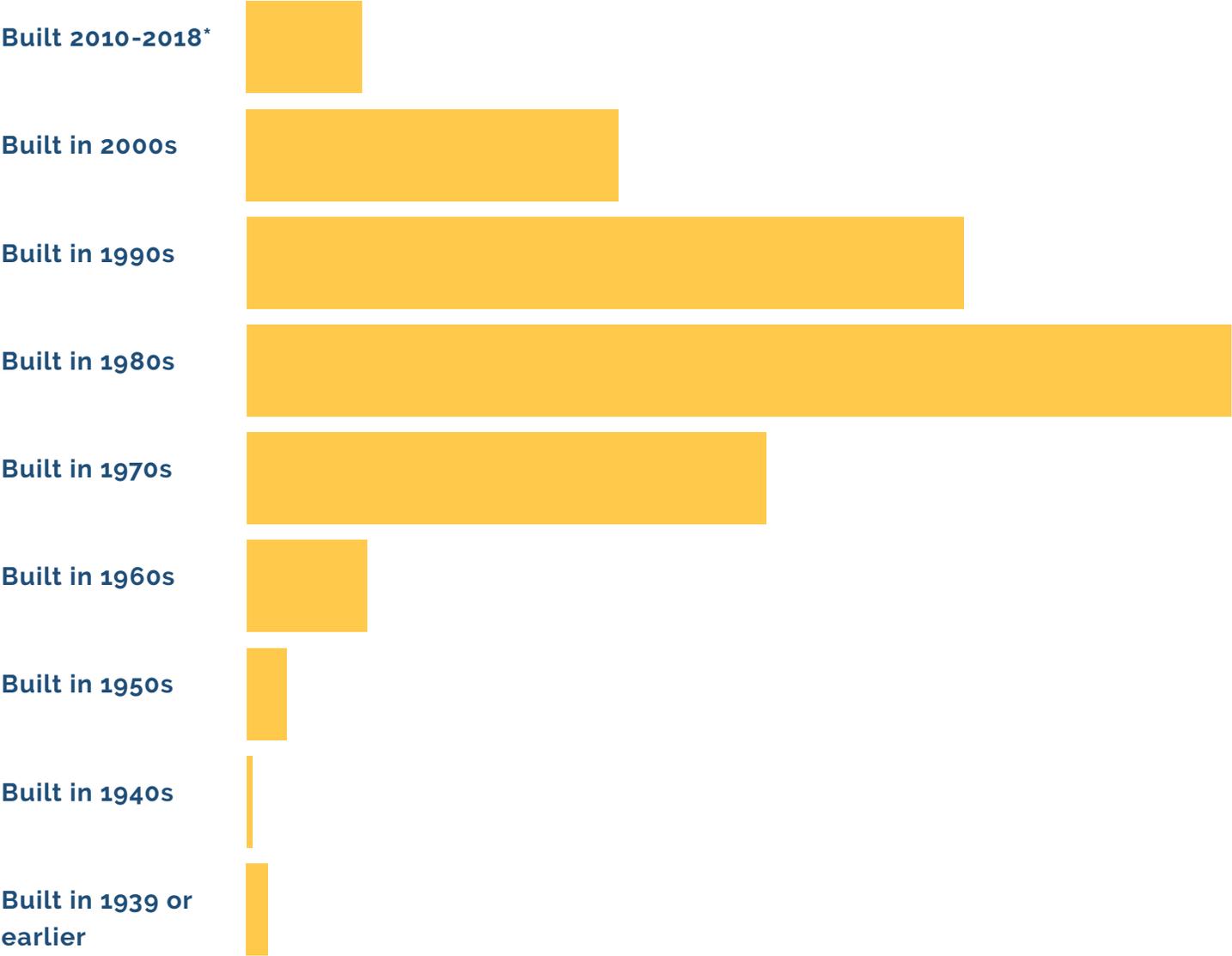


Figure 2.20. Age of Housing Units by Timeframe

\*This survey estimates the number of homes in 2018 based on data from 2014-2018, and may undercount these new homes

## Local Cost of Housing

The median value of owner-occupied housing in the City of Roswell in 2019 was \$374,700. This median value is higher than 2015 median value of \$297,000, which is a 21% increase over four years. Moreover, this median value is significantly higher than median housing value estimate of \$142,700 for the United States provided by the U.S. Census' American

Community Survey 2019 5-Year Estimate. The chart below highlights how home values for owner-occupied units compare between 2015 and 2019; there are more homes valued between \$300,000 and \$500,000 in 2019 than there were in 2015. Additionally, there are fewer homes valued \$299,999 or less in 2019 than there were in 2015.

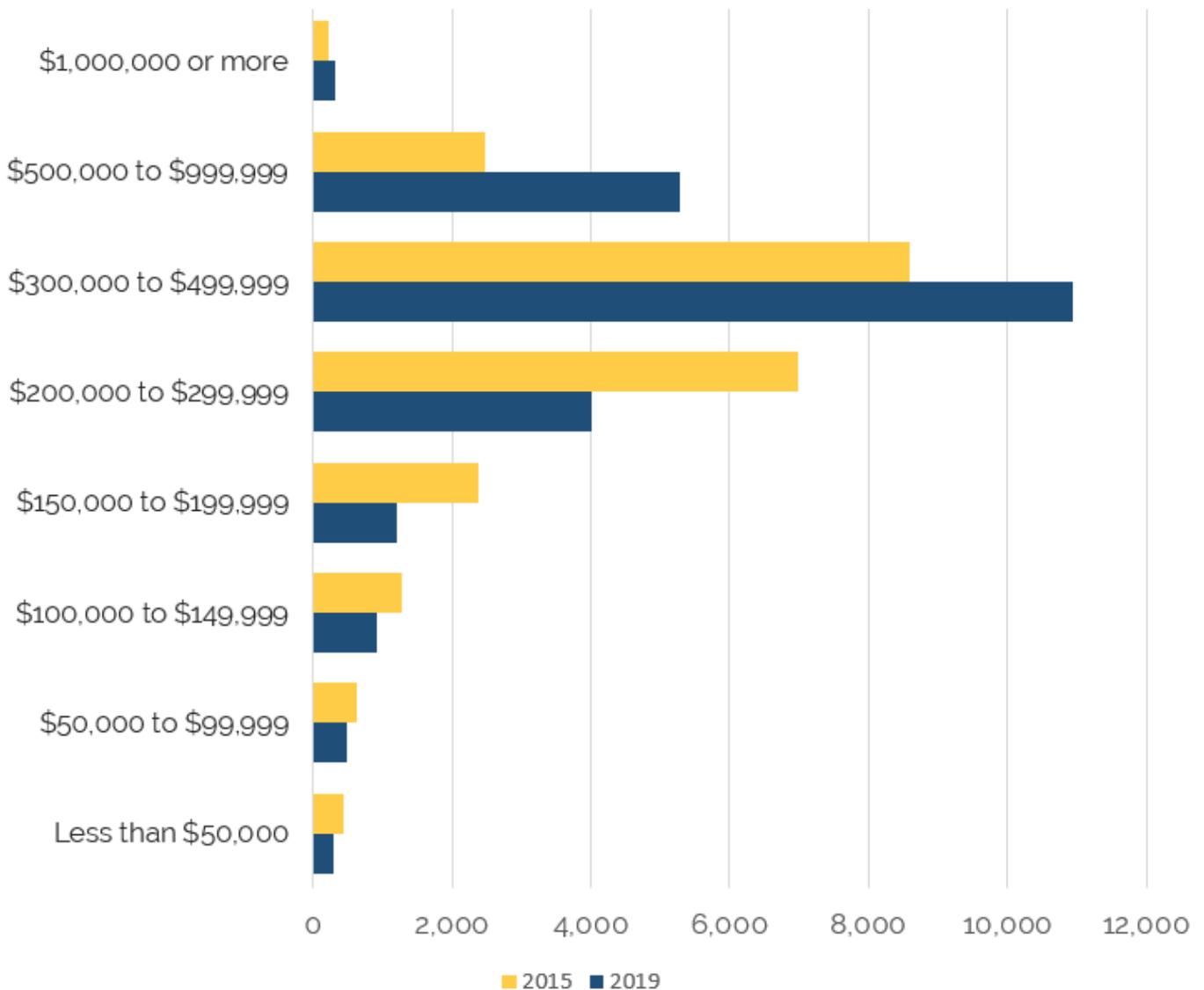


Figure 2.21. Home Values For Owner-Occupied Units

Similarly, the gross rent for occupied units paying rent in 2019 was \$1,281, which is higher than the 2015 gross rent of \$1,032. The 2019 median gross rent is significantly higher than median gross rent estimate of \$1,062 for the United States provided by the U.S. Census' American Community Survey 2019 5-Year Estimate. The number of renter-occupied

units paying between \$1,000 and \$2,999 has increased in 2019 versus in 2015 while the number of renter-occupied units paying \$999 or less has decreased in 2019 versus 2015.

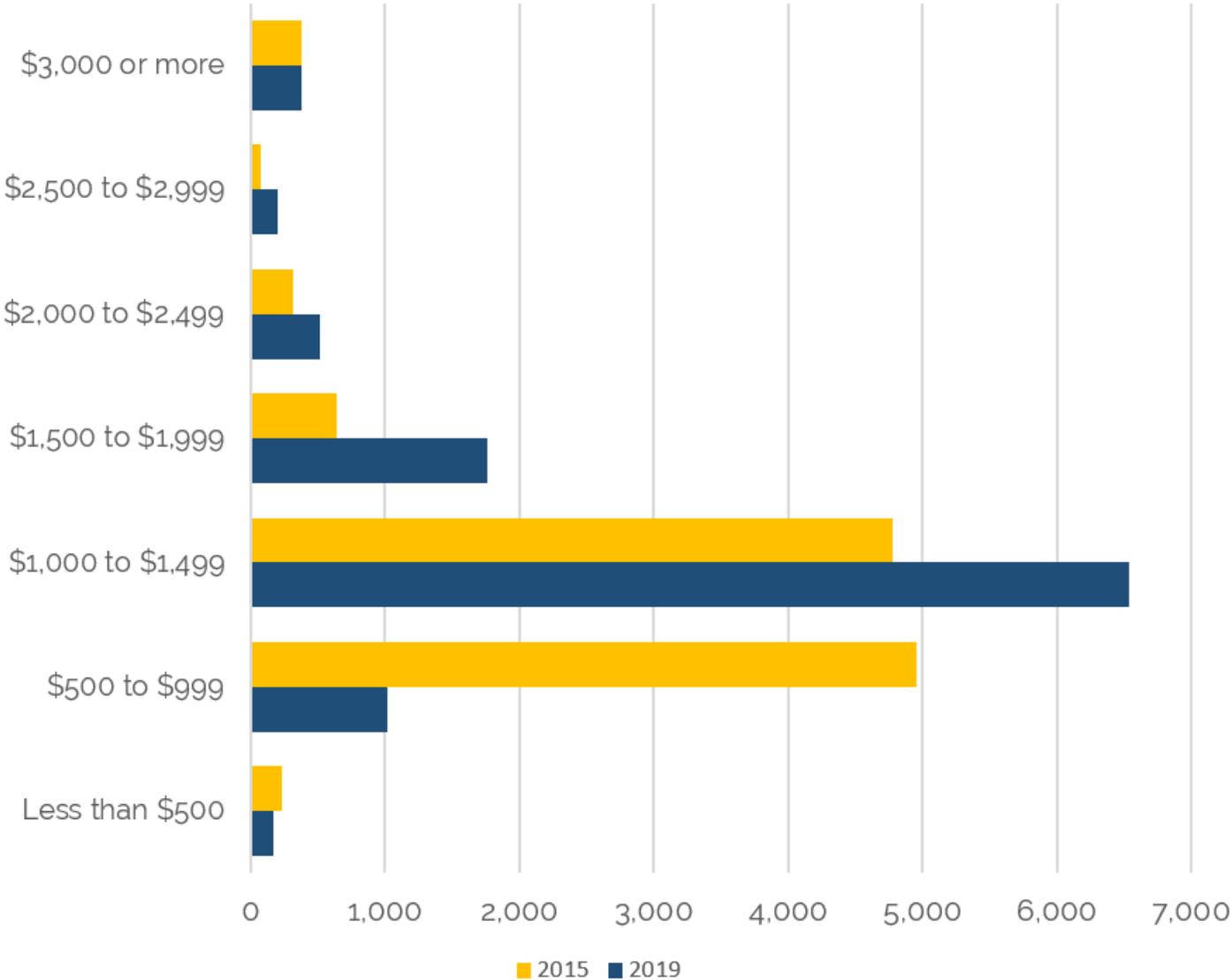


Figure 2.22. Gross Rent for Renter-Occupied Units

## Cost-Burdened Households

The generally accepted definition of affordability is a household that pays no more than 30% of its annual income on housing. HUD sets income limits on housing affordability based on an area's median family income (typically for a family of four). When discussing levels of affordability, households are characterized by their income as a percent of the area's median family income. Data obtained United States Census Bureau reports the median household Income for the City of Roswell was \$99,726 in 2019, which is higher in 2015 when the median household income of \$82,150.

Families that pay more than 30% of their income for housing are considered "cost burdened" and may have difficulty affording necessities such as food, clothing, transportation, and medical care. Applying this 30% metric to a family with an income matching the City of Roswell median of \$99,726, the amount of housing cost that would be considered affordable would be \$29,917/ year or less or \$14,617/month or less.

Of the occupied units paying rent, excluding units where GRAPI (Gross Rent as Percentage of Income) cannot be computed, 5,144 units or 48% were paying 30% or more of their income of on gross rent. This finding is slightly lower than 2015, 5,598 units or 49%. Of the occupied-housing units with a mortgage, excluding units where SMOCAPI (Selected Monthly Owner Costs as a Percentage of Household Income) cannot be computed, 3,359 units or 19% were "cost burdened," spending more than 30% of their income on housing. Additionally, the occupied-housing units without a mortgage, excluding units where SMOCAPI (Selected Monthly Owner Costs as a Percentage of Household Income) cannot be computed, 681 units or 11% were "cost burdened." Assessing housing affordability needs requires an understanding of household incomes and availability of housing that's affordable to residents across all income levels.

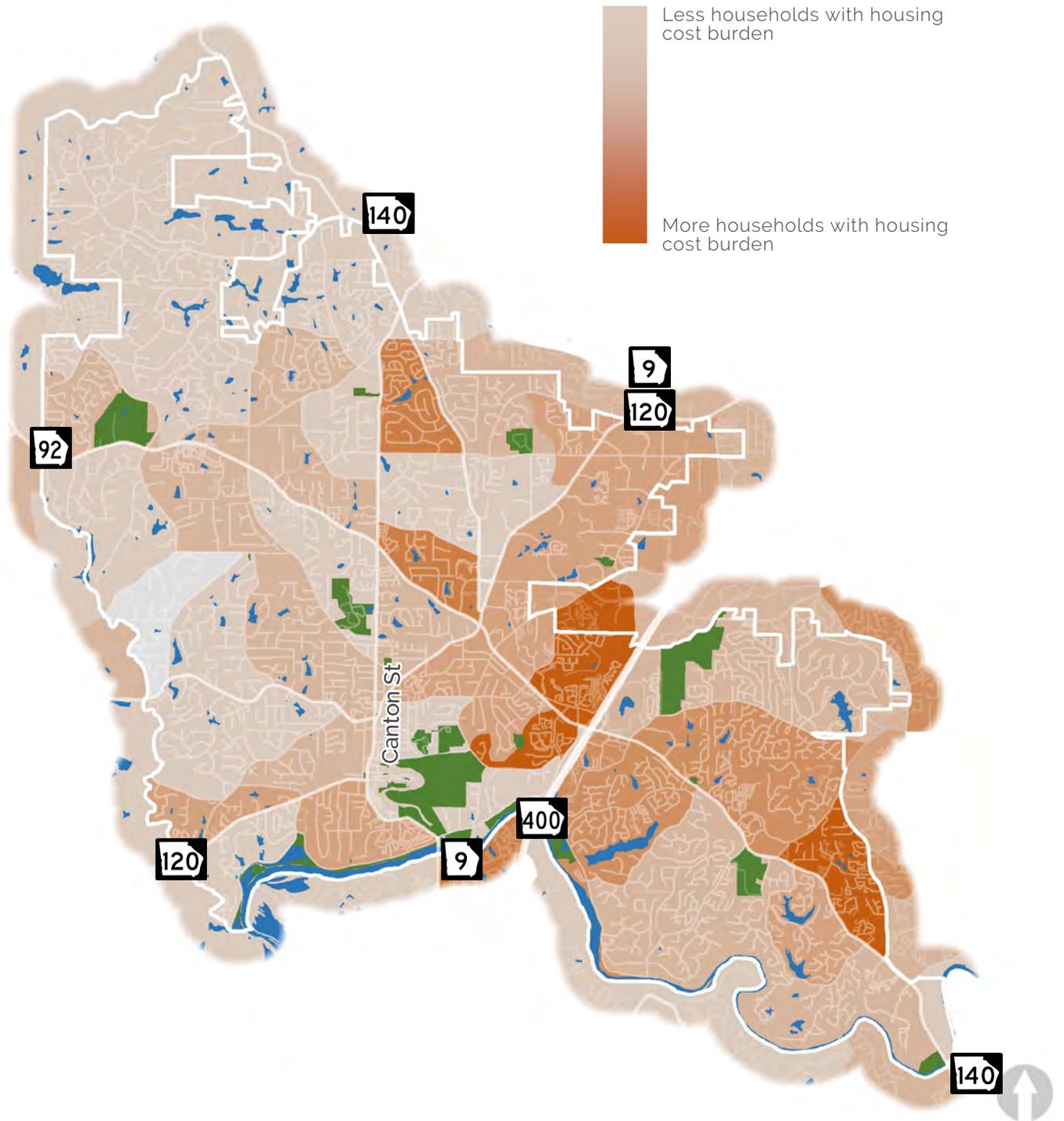


Figure 2.23. Housing Cost Burden

## Occupancy

Of 36,749 housing units in the City of Roswell as of 2019, 34,380 housing units were occupied and 2,369 units were vacant – an overall vacancy rate of 6.4%. The homeowner vacancy rate was 1.7 while the rental vacancy rate was 7.8. The overall vacancy rate and the vacancy rate by type of unoccupied unit are nearly identical to the rates in 2015. Further regarding the occupied housing units in the City of Roswell, 23,488 (68.3%) were owner-occupied. Rental units comprised of 31.7% (10,892) of all occupied housing units. The number of owner-occupied units increased slightly since 2015 (66.3%), which demonstrates that more residents in the City have been able to purchase homes.

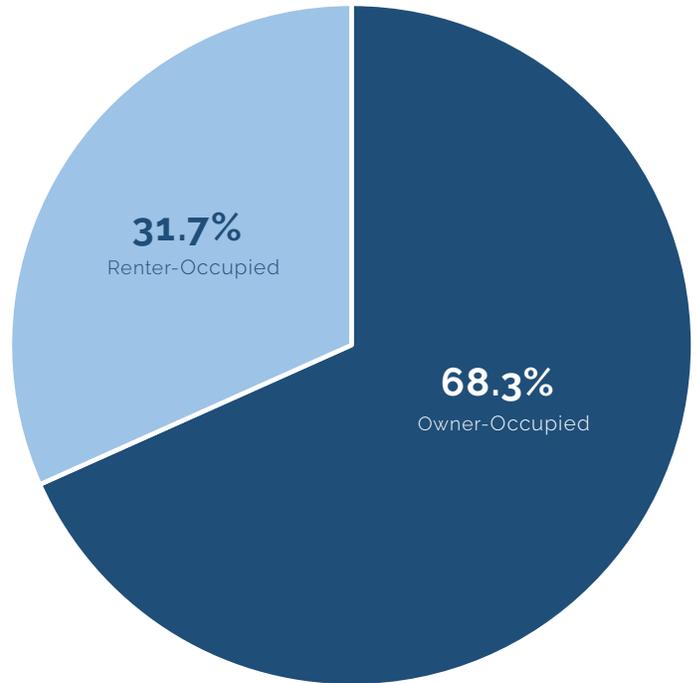


Figure 2.24. Housing Occupancy

## Land Use & Urban Design

Roswell contains a diverse selection of urban environments. In Downtown Roswell, a walkable center is bustling with shops and restaurants tucked into historic buildings. Elsewhere, neighborhoods of single family homes peacefully house families of various ages and makeups. Urban form is constantly changing in this area, with historic preservation efforts, new mixed-use developments, and ongoing efforts to maintain and improve on Roswell's existing layout.

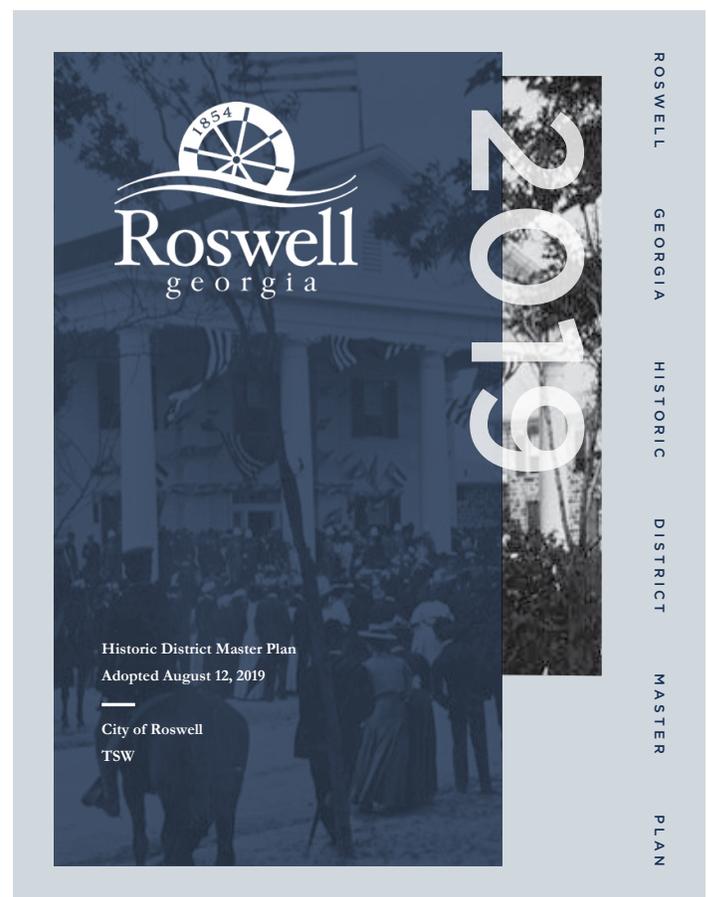
### Land Use Trends

For many decades Roswell has grown through the conversion of vacant or undeveloped land to housing, commercial, and civic uses, but this is now changing. Open land available for new development has largely run out, and redevelopment has become an increasingly important way to accommodate future growth. The nature of this growth is also changing.

In some areas, many buildings are nearing the end of their intended functional lives. Some older shopping centers, apartment complexes, and even whole neighborhoods are approaching a point where significant investment is required to maintain them in good condition. However, market forces may not justify such investment in their current uses, making redevelopment the only advantageous long-term option. Fortunately, many such sites are well located with regard to Downtown Roswell, Georgia 400, and other major transportation corridors, making them ideal redevelopment candidates.

### Historic District Master Plan

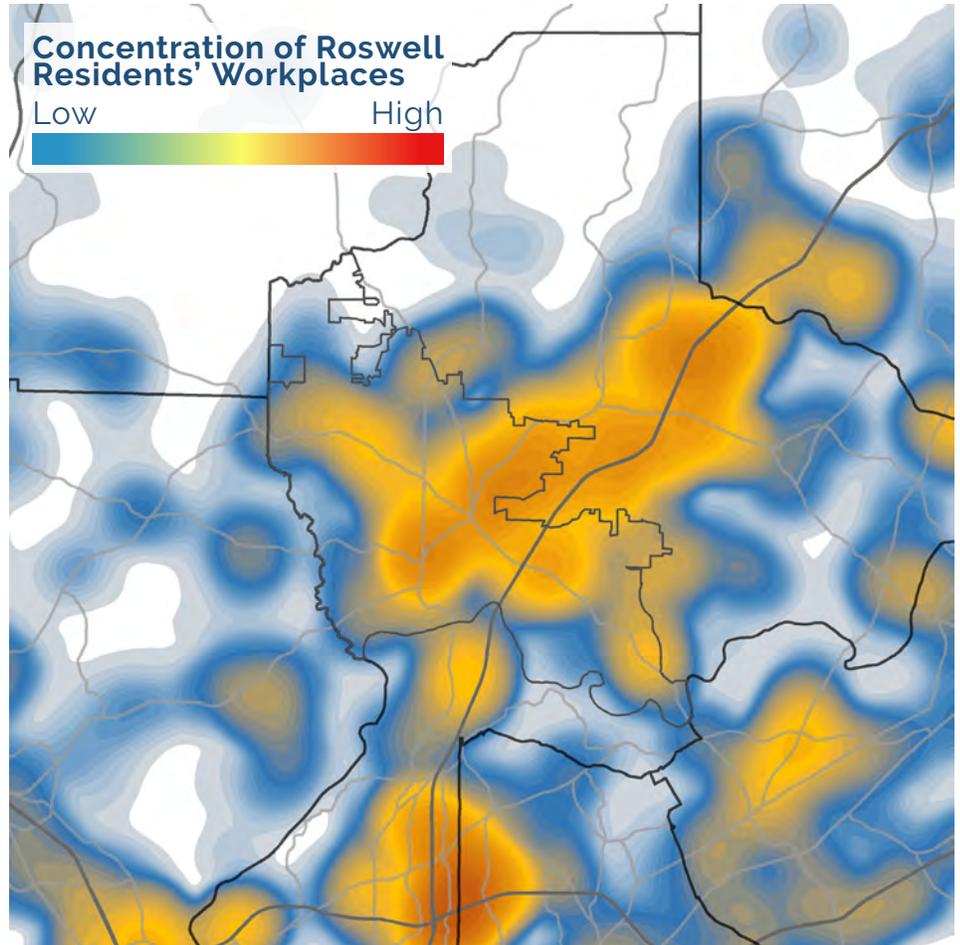
In 2019, Roswell created the "Roswell Georgia Historic District Master Plan." That plan was a "preservation-focused planning process for Roswell's Historic District." Through a combination of research, including historic research and analysis of present conditions, with public outreach, the plan recommends various updates to the City's Unified Development Code (UDC) to preserve and enhance the historic district's character and prominence as new development fills in spaces around historic sites and buildings.



## Transportation & Mobility

A substantial majority of workers who live in Roswell leave the city to work, and even more workers come into the city from elsewhere for their jobs. Because of this, regional transportation mobility is crucial to maintaining quality of life for Roswell's residents and economic competitiveness for Roswell's businesses.

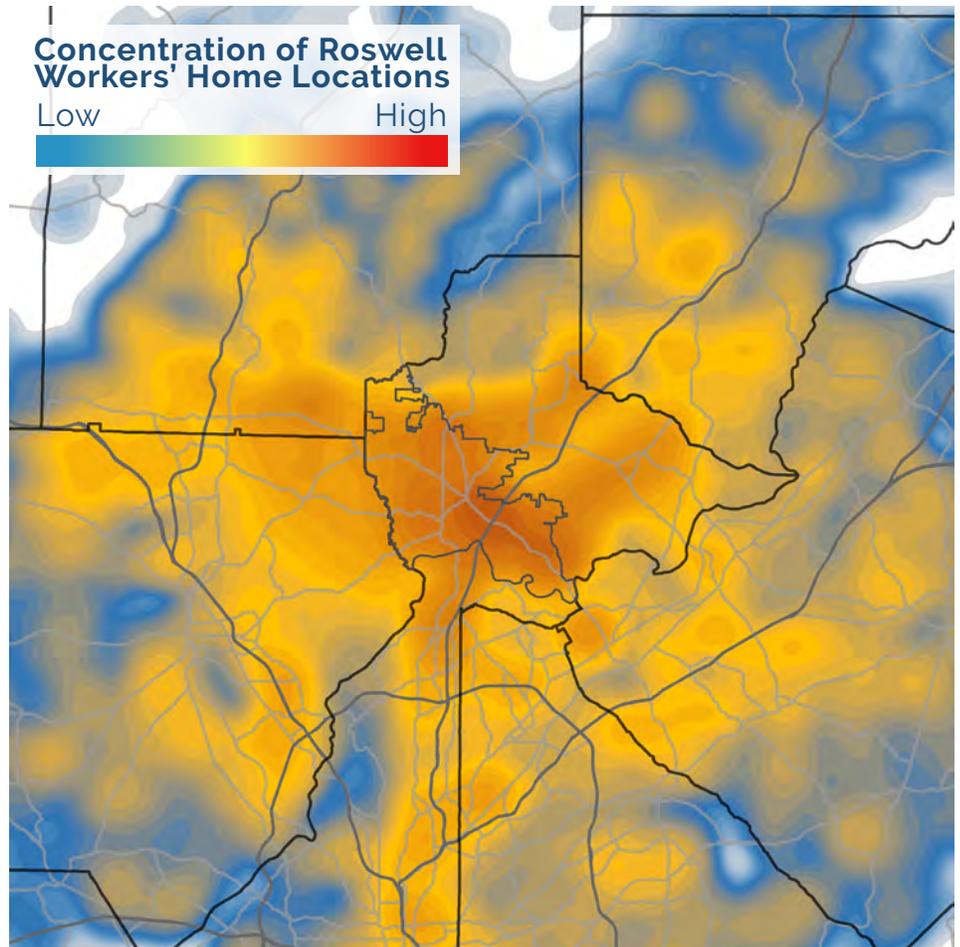
Roswell residents work primarily in concentrated employment centers, largely in Roswell, Alpharetta, and the Perimeter Center area (together these make up about one-third of all workers who live in Roswell). Other popular employment locations include Downtown and Midtown Atlanta, the Cumberland area in Cobb County, Buckhead Atlanta, and Peachtree Corners. Access to these employment centers (largely dependent on access via SR 400) is a top asset of the Roswell area.



Top Workplace Locations	
Roswell	12%
Alpharetta	11%
Perimeter Center Area	10%
Downtown/Midtown Atlanta Area	7%
I-75/I-285 Area	5%
Buckhead Area	5%

Figure 2.25. Where Roswell Residents Work

Those who work in Roswell are more likely to live nearby, and are largely residents of immediately surrounding communities. While Roswell's residents are likely to work in specific job centers, those who work in Roswell are more spread out, living in several adjacent communities, and sometimes driving even further to get to their jobs in Roswell than Roswell residents travel for their own work. However, the most substantial concentration of those who work in Roswell live in the parts of Roswell along SR 400, especially in the apartments west of SR 400 and north of Holcomb Bridge Road.



Top Workplace Locations	
Roswell	<b>10%</b>
Alpharetta	<b>4%</b>
Sandy Springs	<b>3%</b>
Milton	<b>2%</b>

Figure 2.26. Where Roswell Workers Live



## Vehicles

While rare, there are households in Roswell that do not have a vehicle of their own and are more likely to be dependent on public transit, rideshare, or carpools. Areas with higher concentrations of this community can be found along the SR 9 and SR 92/SR 140 corridors. Interestingly, this pattern aligns with locations where a notable concentration of those who work in Roswell live as well.

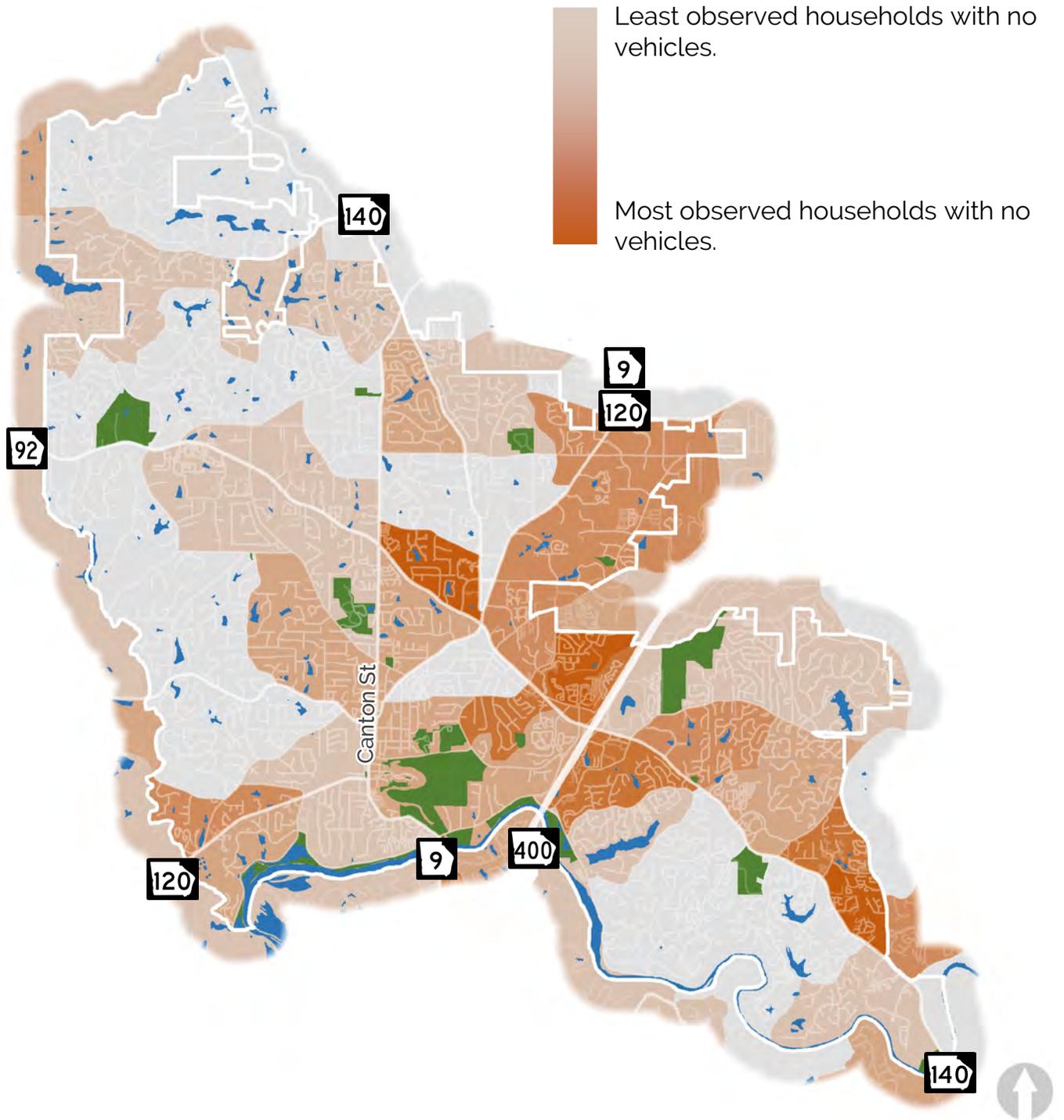


Figure 2.27. Households with no vehicles

## Bicycle & Pedestrian Planning

Roswell has recently completed its first Bicycle and Pedestrian Master Plan, which lays out policies and specific projects in a fiscally realistic implementation strategy. The maps below and on the facing page show the vision for the pedestrian and bicycle networks, respectively. These networks are comprised of a mixture of sidewalks, bicycle lanes, sidepaths, and dedicated bicycle/pedestrian trails.

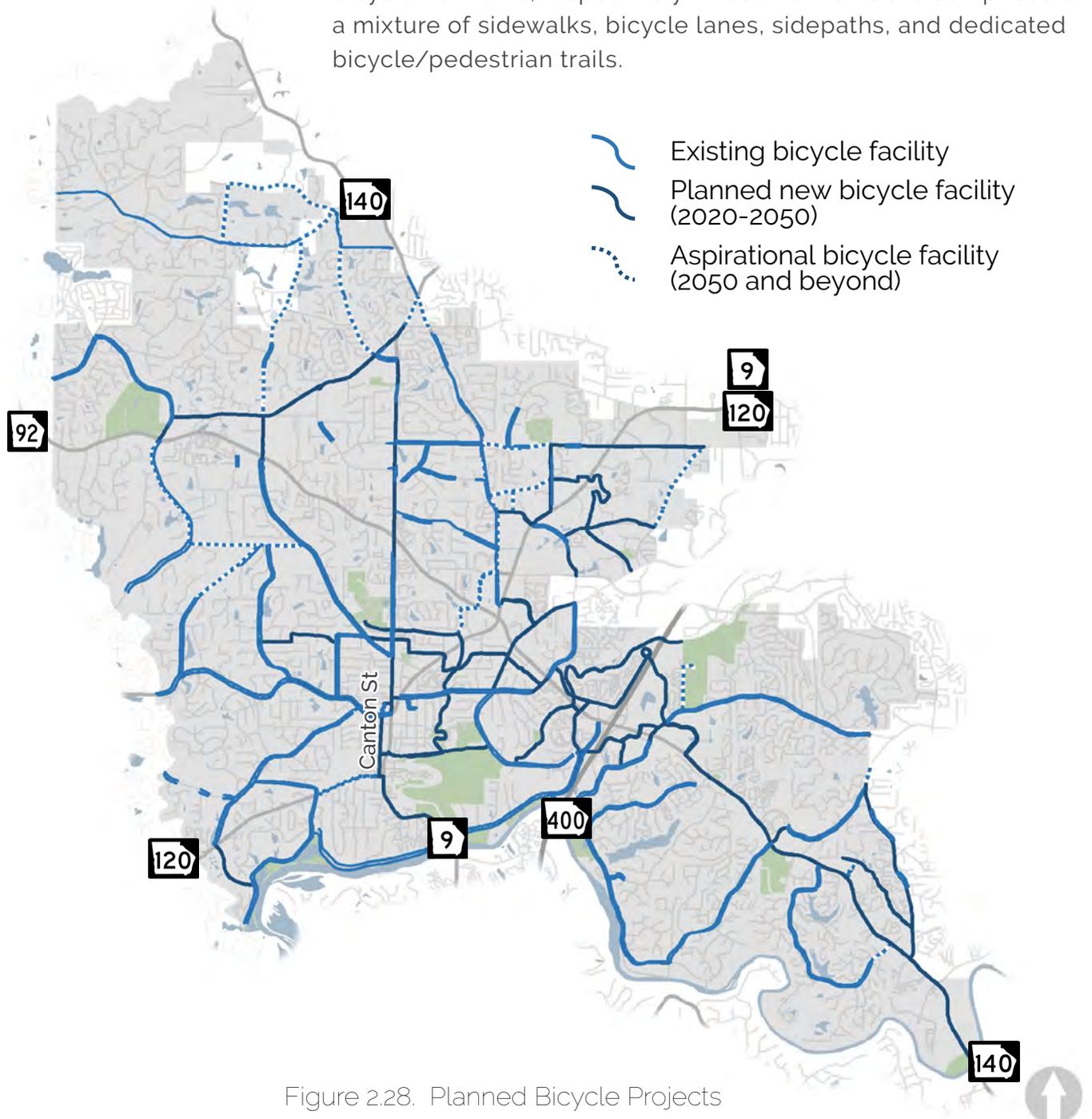


Figure 2.28. Planned Bicycle Projects

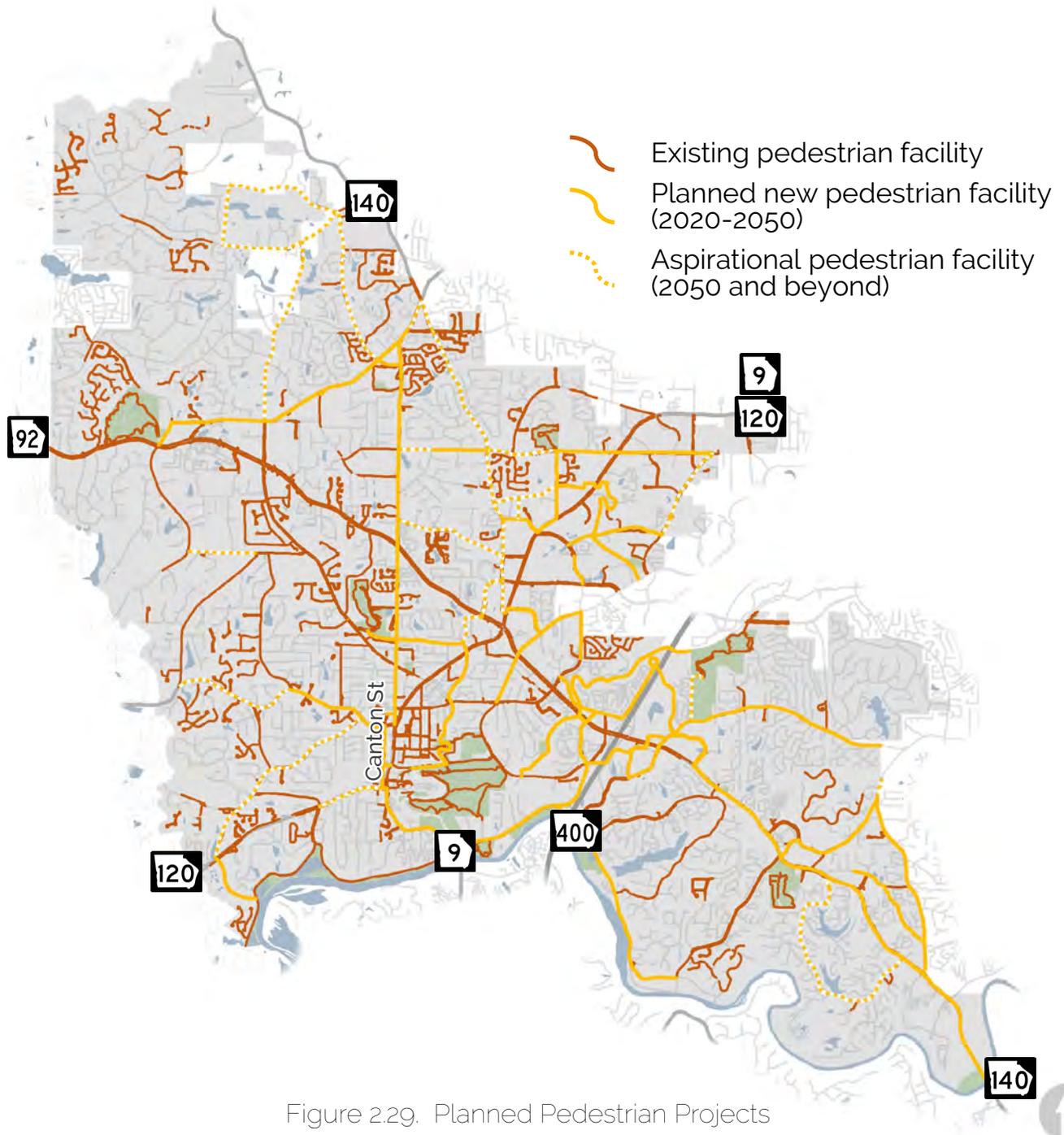


Figure 2.29. Planned Pedestrian Projects

## Regional Transportation Projects

As part of regional transportation efforts led by the Atlanta Regional Commission, a number of other projects have been planned for the Roswell area, including roadway widenings, new roadways, and other improvements shown in the map below.

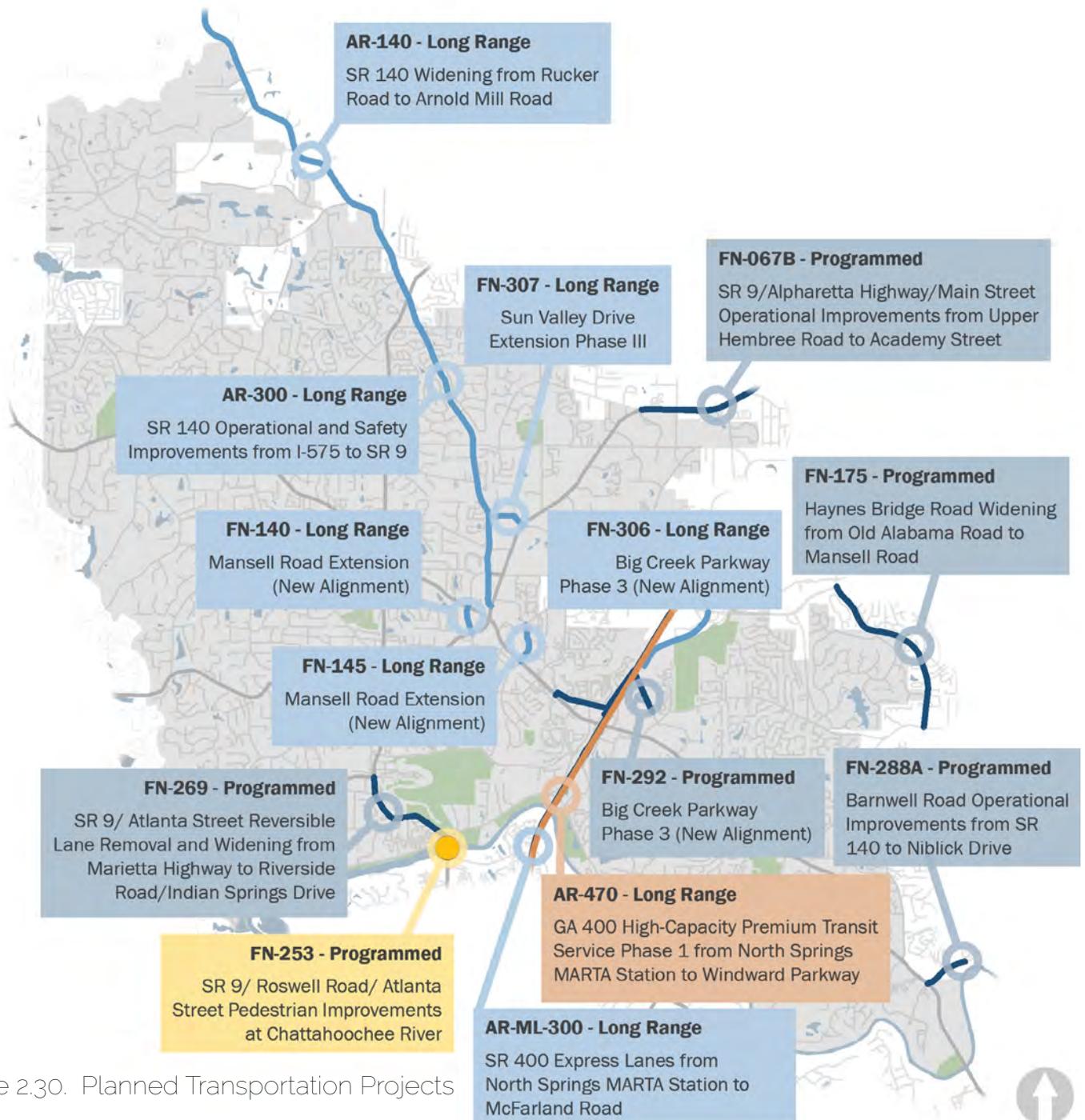


Figure 2.30. Planned Transportation Projects



## Community Facilities

### Public Safety

Roswell's safety is largely secured by two departments: police and fire. These two organizations work effectively to protect the citizens of Roswell from both crime and fire.

#### Police Department

The Roswell Police Department provides services to all those who live, work, play, and travel within the City of Roswell. The Department is organized in three main divisions:

- Uniform Patrol: Represents the uniform presence and backbone of the Department
- Criminal Investigations: Handles all types of investigations and crime scene processing

- Support Services: Handles day to day operations of the Department and is home to the Training Unit, Community Relations Unit, and Roswell 911 Center

#### *Uniform Patrol Division*

The Uniform Patrol Division patrols all areas of the city, which are divided into five zones, each divided into two beats. Officers work 12-hour shifts and are responsible for all calls of

service.

### *Criminal Investigations Division*

The Criminal Investigations Division specialize in investigating either persons crimes, property crimes, crimes against children, or crime scene processing. The Division include two specialized units as well:

- Crime Suppression Unit which is responsible for identifying and addressing specific crime problems and trends within the City.
- Narcotics Unit which specializes in detecting, investigating, and prosecuting persons who violate laws in reference to illegal narcotics

### *Support Services Division*

Support Services includes a number of sections which provide outreach and internal support for the Police Department as a whole. These include the Community Relations Unit, Records and Permitting, the Property and Evidence Unit and Training Unit. Community Relations handles all requests for reports, from open records to vehicular crashes, as well as licenses such as massage therapy and liquor, in addition to managing reports for the Criminal Investigations Division. The Property and Evidence Unit handles all incoming and outgoing evidence for the department. The Training Unit ensures that all officers have the most progressive training needed to perform

their duties across a wide range of duties and specialties.

## **Fire Department**

Roswell is currently served by seven fire stations distributed throughout the city and is organized into three divisions; Logistics, Operations, and Administration.

### *Logistics Division*

The logistics division maintains physical assets of the fire department. Including a total of twenty-two trucks of various types, the seven fire stations, a hazardous materials response trailer, and all equipment carried on or held within the trucks and stations.

### *Operations Division*

Operations is responsible for replying to emergency calls in the city. This portion of the fire department is made up of trained, part-time personnel who respond to structural fires, vehicle crashes, hazardous materials emergencies and other emergencies. These compose over 6,500 calls the department responds to each year.

### *Administration Division*

The administration division oversees the department as a whole, and includes department policies, human resources, office management and financial planning.

## Natural & Cultural Resources

One of Roswell's strongest resources is its parks. Across 42 locations, the city features over 900 acres of different types of park space. These parks include historic sites, athletic facilities, riverside green space, and splashgrounds. They allow Roswell residents to stay active, keep in touch with nature, and get engaged within their community. These parks and other facilities also host a wide selection of programs, from babysitting classes and swimming lessons to farmers markets and outdoor concerts. Roswell's parks are continuously being upgraded and improved, with developments in progress at multiple locations.

### Existing Facilities and Programs

The City of Roswell maintains and operates a wide array of recreation facilities of different scales and purposes. These include small urban parks, linear parks, district parks, special use areas, indoor facilities, historic sites, school recreation areas, and other recreation sites.

There are six small urban parks in the city, all of which are between two and three acres. These include City Hall and Historic Roswell Town Square among others. These parks are typically intended for passive use and some include memorials, plazas, landscaping, and fountains.

Roswell's linear parks are located along or near waterways, largely along the Chattahoochee River and its tributaries. These include walking trails, mountain biking trails, and other facilities

in Big Creek Park, many of which connect to the Alpharetta Greenway system to the north. Other linear parks include Riverside Park and Old Mill Park.

District parks are intended to provide a wide range of recreational options to all geographic portions of the city. Each of these six parks features a varied array of facilities, including athletic fields, multi-purpose buildings, campgrounds, playgrounds, and water features. The intent of this category of parks was to provide access to recreation across the entire city, there is only one – East Roswell Park – which is east of SR 400.

Special use areas include historic sites, single purpose athletic areas and other small facilities. Founder's Cemetery in the Roswell Historic District, Lake Charles, the Roswell River Landing, Sweetapple Park (adjacent to Sweetapple Elementary School), the Woodstock Soccer Complex, the Leita Thompson Memorial Gardens (within Leita Thompson Memorial Park), and Liberty Square make up this category.

Ten indoor facilities exist within Roswell. These are universally located within other parks. They include arts centers, multi-purpose activity buildings, and recreation centers.

The Roswell Recreation, Parks, Historic, and Cultural Affairs Department also operates the three aforementioned historic sites: the Archibald Smith Plantation, Barrington Hall, and Bulloch Hall. All of these buildings date from the early 19<sup>th</sup> century and are in or near downtown Roswell.

The City of Roswell has a joint-use agreement with the Fulton County Board of Education which provides access to portions of school recreation facilities. These facilities are usually athletic and are hosted by elementary, middle, and high schools across the city.

On the northern banks of the Chattahoochee River sits a portion of the Chattahoochee River National Recreation Area, built for passive recreational use with trail systems. Adjacent to this national facility is the Chattahoochee Nature Center, a non-profit educational facility striving to “connect people with nature.”

Within these parks and facilities, the City provides a wide array of programs for both youth and adults. These programs include various athletics and arts for children and adults, as well as health programs for adults. Special programs for mature adults such as tai chi, retirement planning, and badminton are provided, as well as historic and cultural programs. The parks also play host to a number of special events each year ranging from art festivals and holiday celebrations to concerts and parades.

Roswell also includes a number of small, privately owned open spaces located within residential or commercial developments. The UDC also includes requirements to create new such spaces as development occurs. The Code includes standards for both Landscaped Open Space and Outdoor Amenity Space that can be used to create small park parks or plazas. While such spaces are certainly not of the scale or character of true City of Roswell Parks, they nevertheless provide useable facilities near homes and businesses.

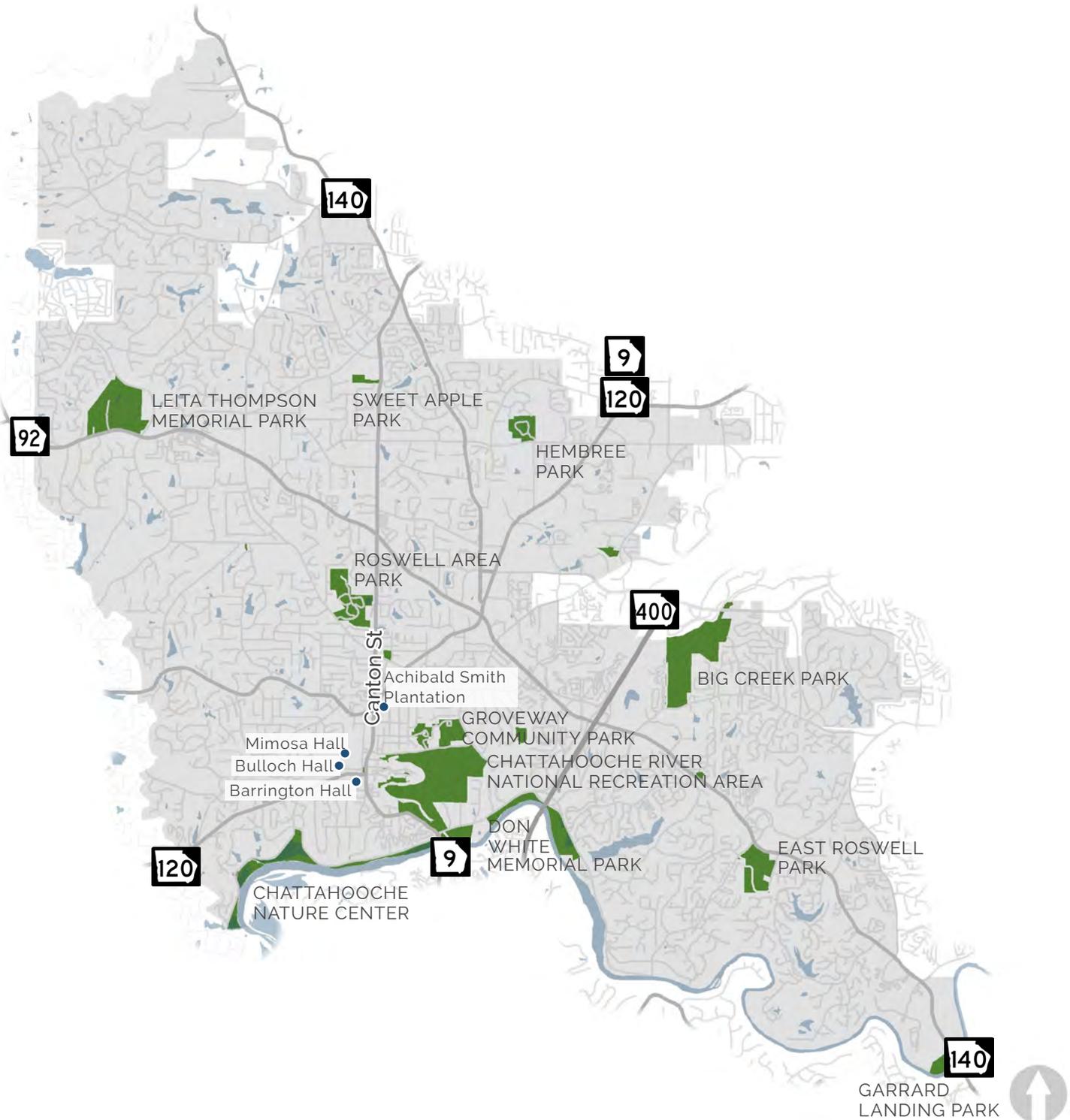


Figure 2.31. Parks and Historic Resources

## Broadband

Access to a high-quality internet connection is increasingly important for economic success and social connectivity for both businesses and residents of all communities. The Federal Communications Commission (FCC) provides information on where internet providers offer internet services, which serves as a helpful view into the availability and quality of internet access in a community. The map on the top of the facing page shows the total number of internet providers in each Census block, including all companies and types of connection (fiber, satellite, DSL, etc.). Generally, Roswell has a broad supply of internet providers available at all locations, with most areas serviced by 5 or more different providers. The lower map shows similar data, but only includes residential services and only includes services considered high-speed by the FCC, at least 25 Mbps download or upload. Most of the residential areas in Roswell have multiple high-speed providers to choose from and no concerns about internet connectivity or broadband speeds was mentioned during the engagement phases of the plan.

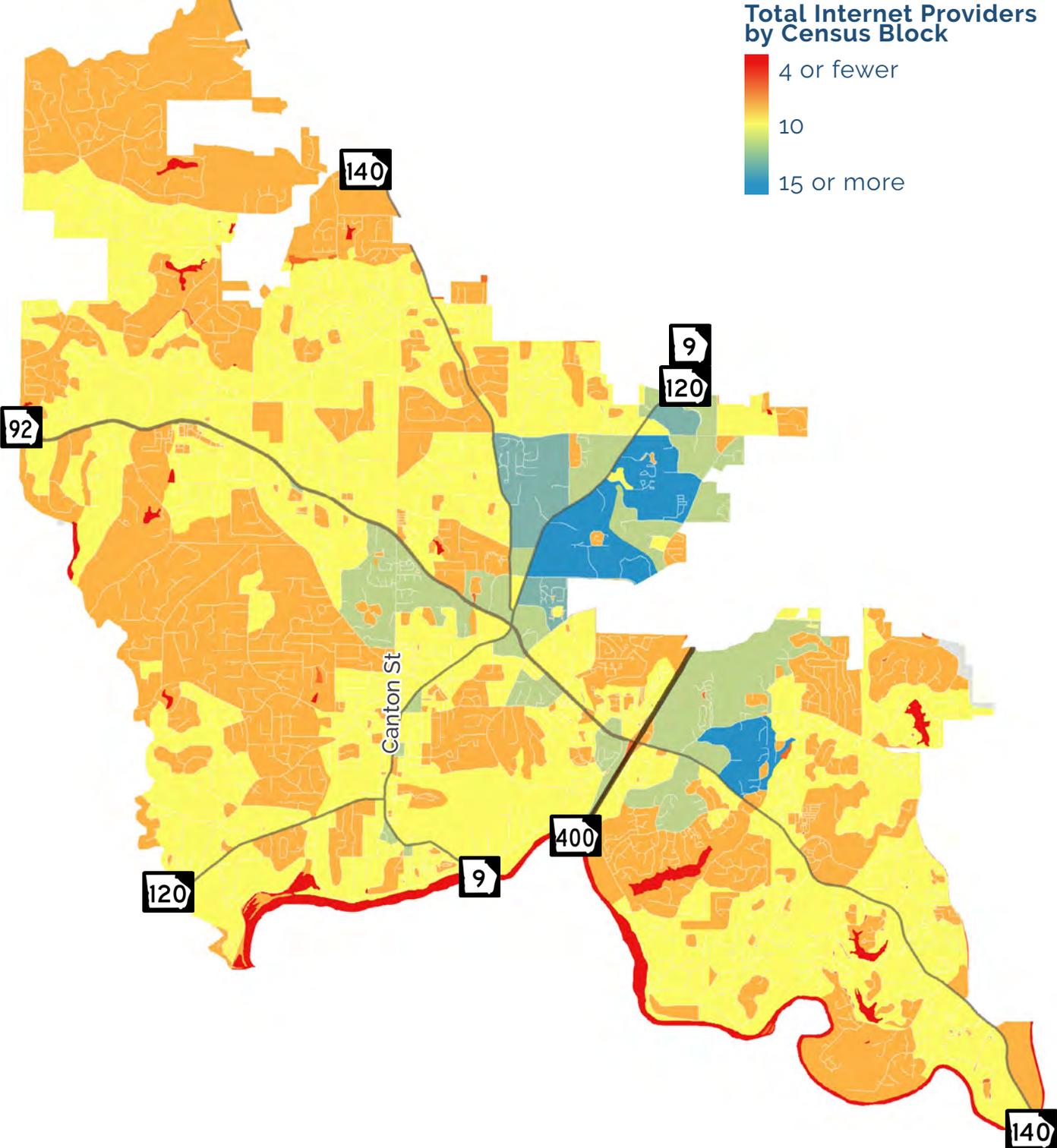


Figure 2.32. Concentration of Internet Providers

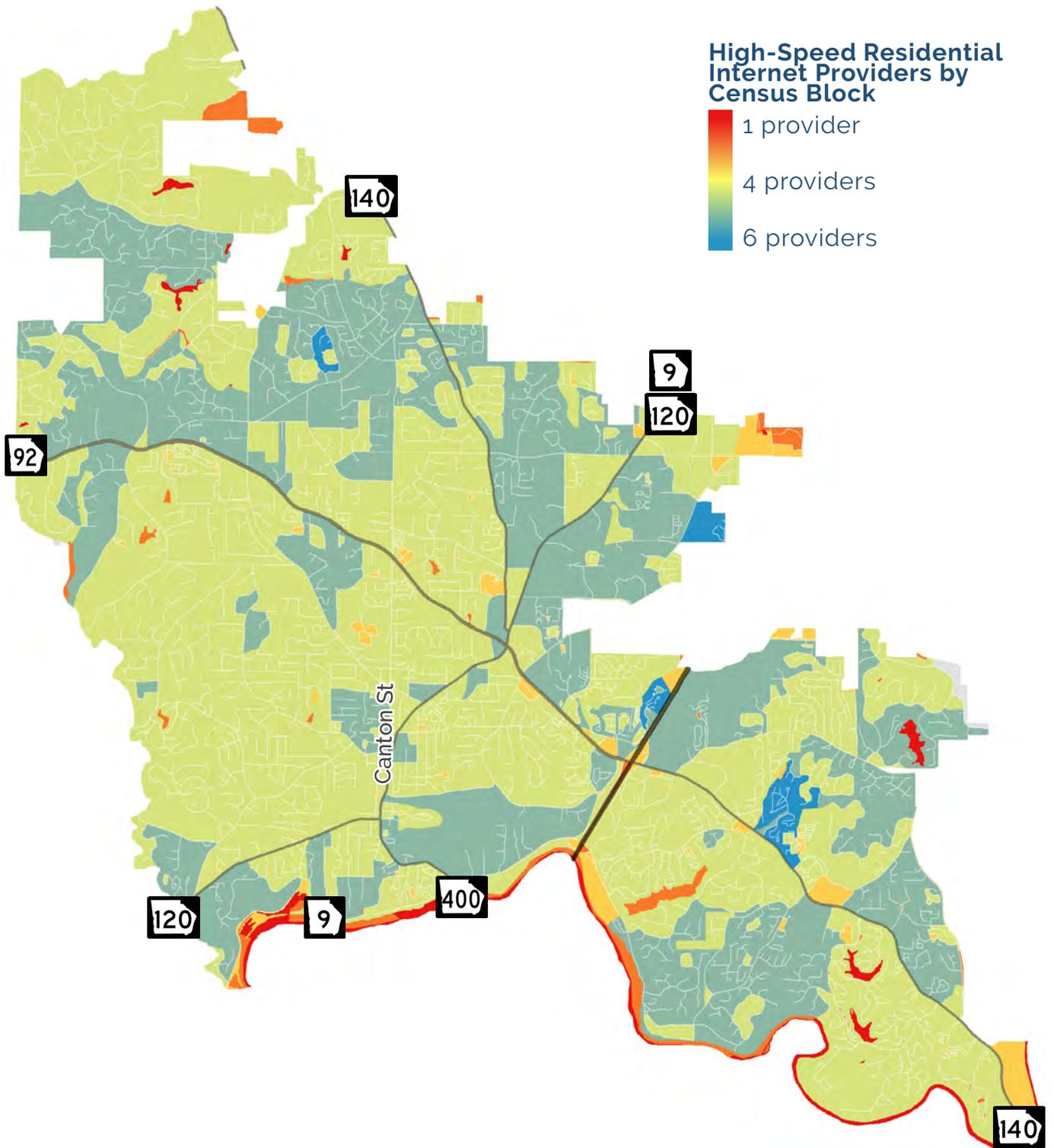
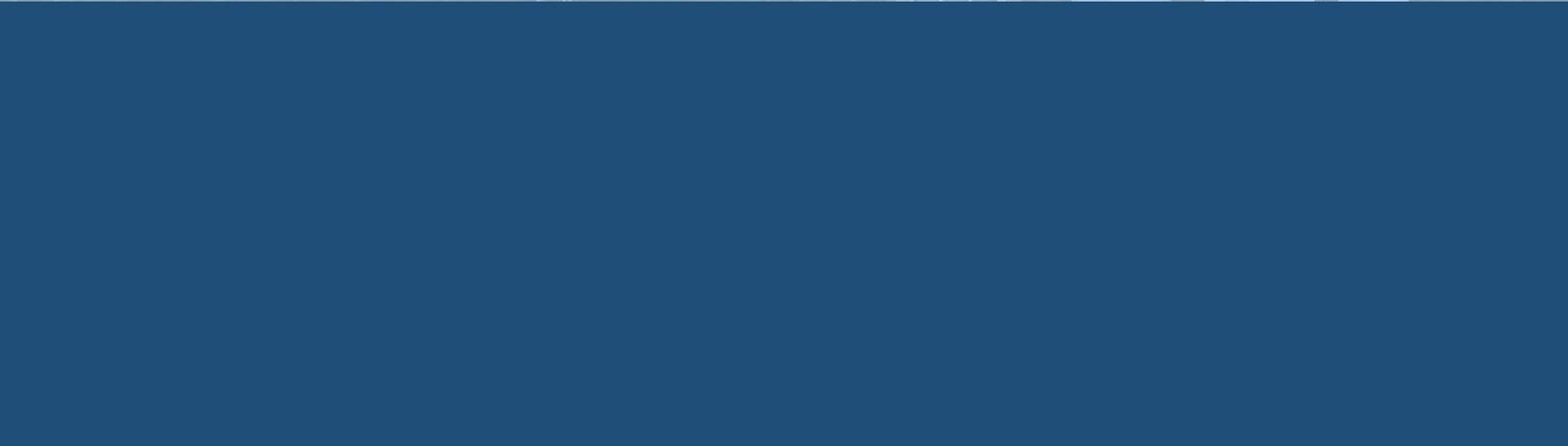


Figure 2.33. Concentration of High-Speed Consumer Internet Providers

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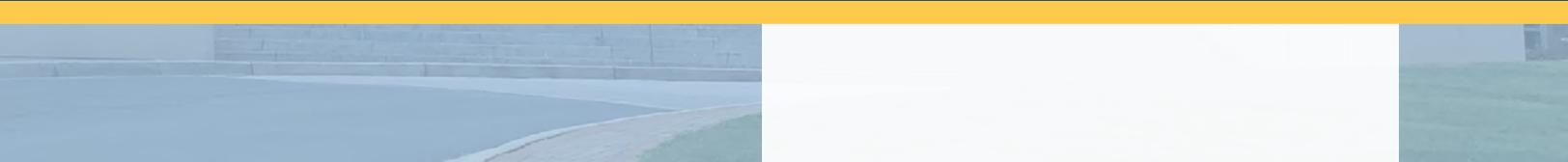




CITY HALL

3

COMMUNITY  
VISION





# 3

## COMMUNITY VISION



The community vision captures consensus built throughout the planning process. This Comprehensive Plan is inspired by the City's continued vision as well as the voices of community members on needs and opportunities on topics such as Population, Economic Development, Housing, Land Use & Urban Design, Transportation & Mobility, Community Facilities, Natural & Cultural Resources, and Broadband. These needs and opportunities helped to inform Roswell 2040's goals and policies which will guide the City in bringing the City's vision to fruition.

## Overview

The City of Roswell articulates its vision through a Vision Statement, Mission Statement, core Values, and Strategic Goals:

### VISION STATEMENT

To be the premier riverside community connecting strong neighborhoods and the entrepreneurial spirit

### MISSION STATEMENT

To provide our citizens with responsive, high-quality services in a fiscally sound manner to ensure Roswell continues to be a vibrant community.

### VALUES

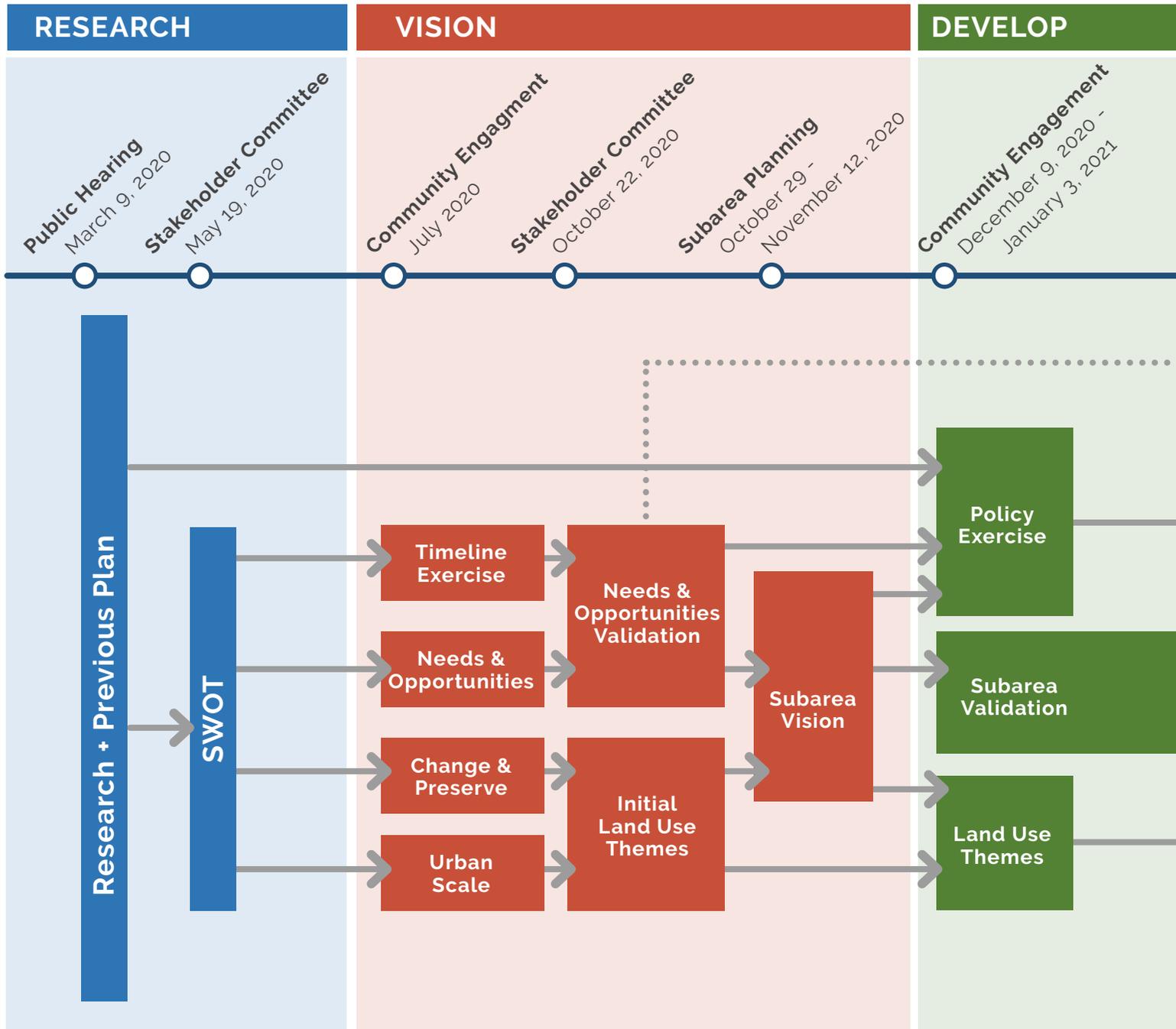
Respect, Flexibility, Inclusion, Communication, Trust, Innovation, Excellence

### STRATEGIC GOALS

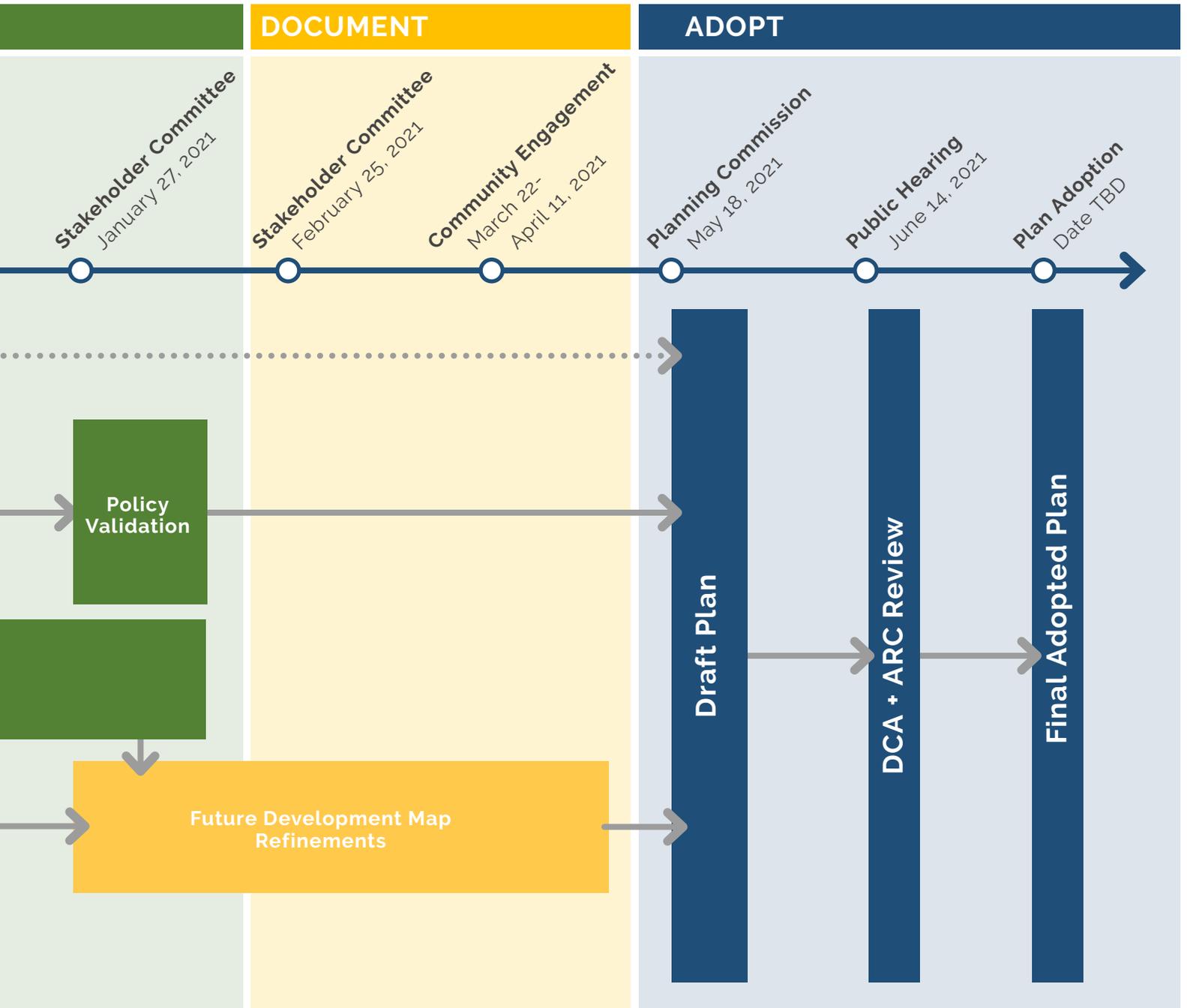
1. Promote a Well Designed Community
2. Sustain and Protect the City's Resources
3. Emphasize a Responsive Delivery of Quality Services
4. Celebrate Our History, Culture, Heritage, and Character
5. Maintain a Safe and Secure Environment for People and Property, and Provide a Prepared Response to All Emergencies

## Community Outreach

Input from the community is key in forming and confirming a vision and in creating goals and policies that will guide Roswell over the 20 years. Due to the Covid-19 Pandemic, most of the community engagement for the Roswell 2040 Comprehensive Plan was conducted virtually over video conference and interactive activities through the project website. The following is a graphic outlining the objectives of each event and how they informed other aspects of the plan process.



This section includes a summary of the community engagement activities that took place over the course of the planning process. Supplemental information can be found in Appendix C: Community Engagement.



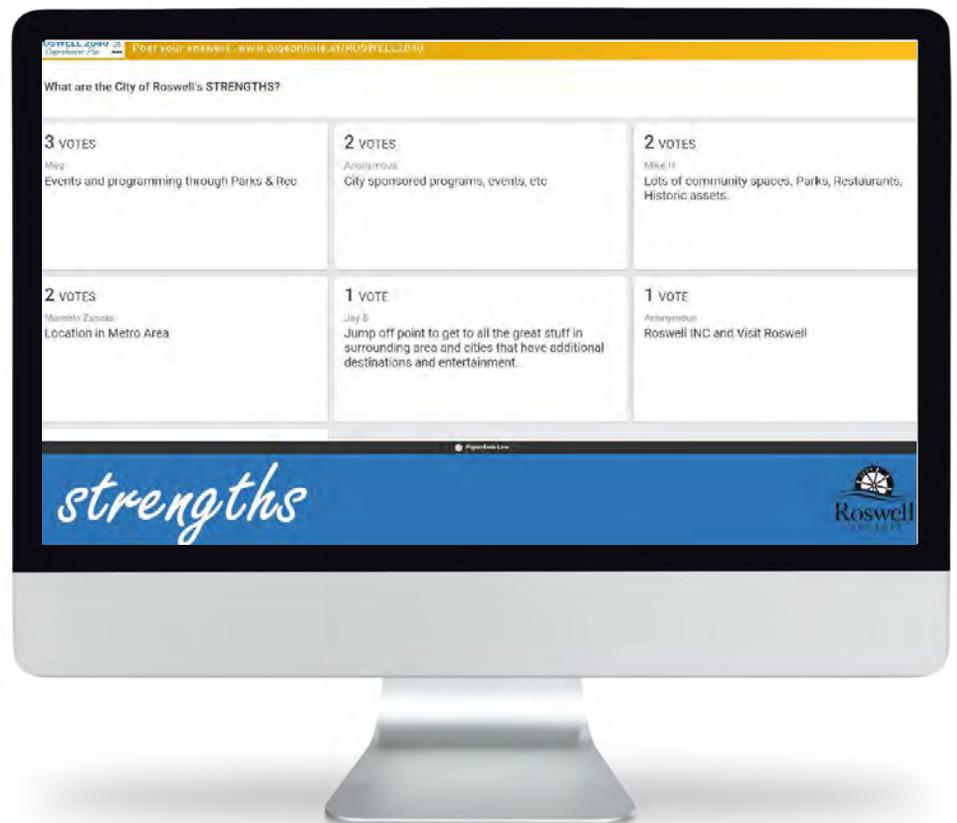
## Public Hearing - March 9, 2020

The planning process formally kicked off with a Public Hearing during the City Council meeting on March 9, 2020. The Hearing consisted of a brief presentation describing the purpose of the plan and setting expectations for the planning process followed by opportunities for the public to comment and ask questions.



## Virtual Stakeholder Committee Meeting #1 – May 19, 2020

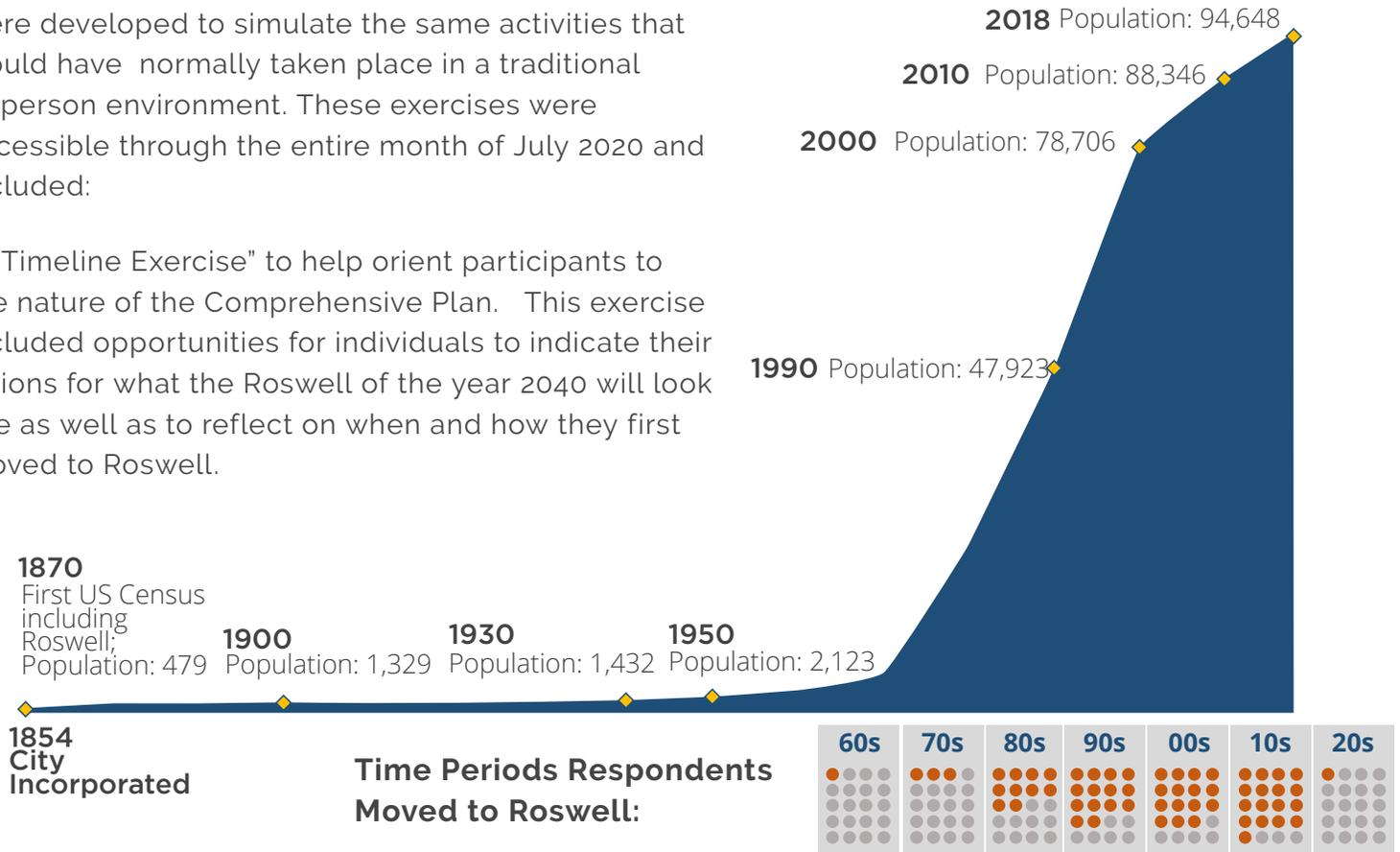
The first stakeholder meeting was used to educate Committee members on the planning process, communicate expectations for involvement, and review key trends and dynamics in the City. That review culminated in a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and discussion highlighting key issues and perspectives to drive the Comprehensive Plan process.



## Virtual Community Engagement #1 – July 2020 - August 2020

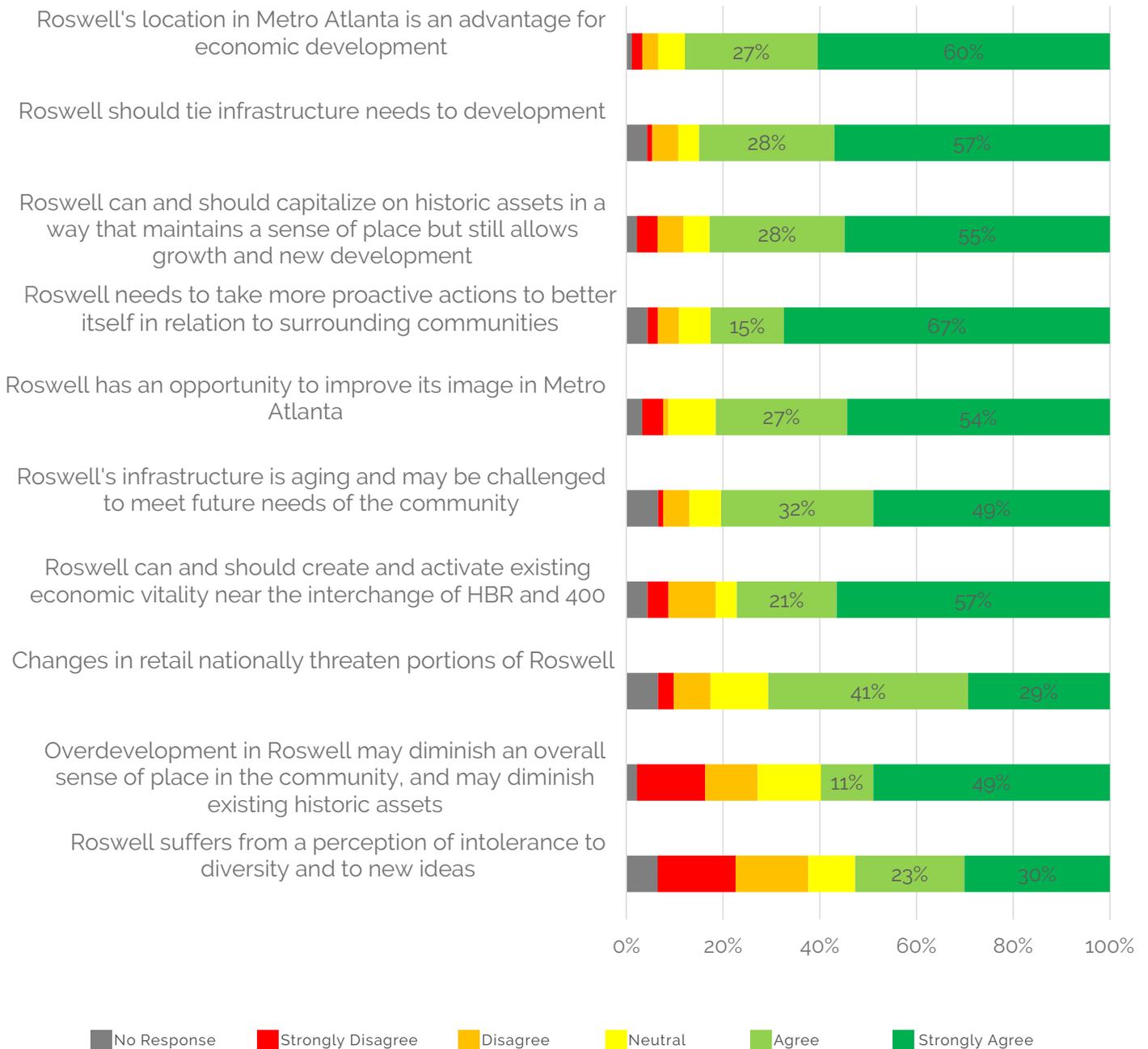
The general public was invited and encouraged to participate in a virtual event conducted via a series of online surveys and interactive map exercises that were developed to simulate the same activities that would have normally taken place in a traditional in-person environment. These exercises were accessible through the entire month of July 2020 and included:

A “Timeline Exercise” to help orient participants to the nature of the Comprehensive Plan. This exercise included opportunities for individuals to indicate their visions for what the Roswell of the year 2040 will look like as well as to reflect on when and how they first moved to Roswell.

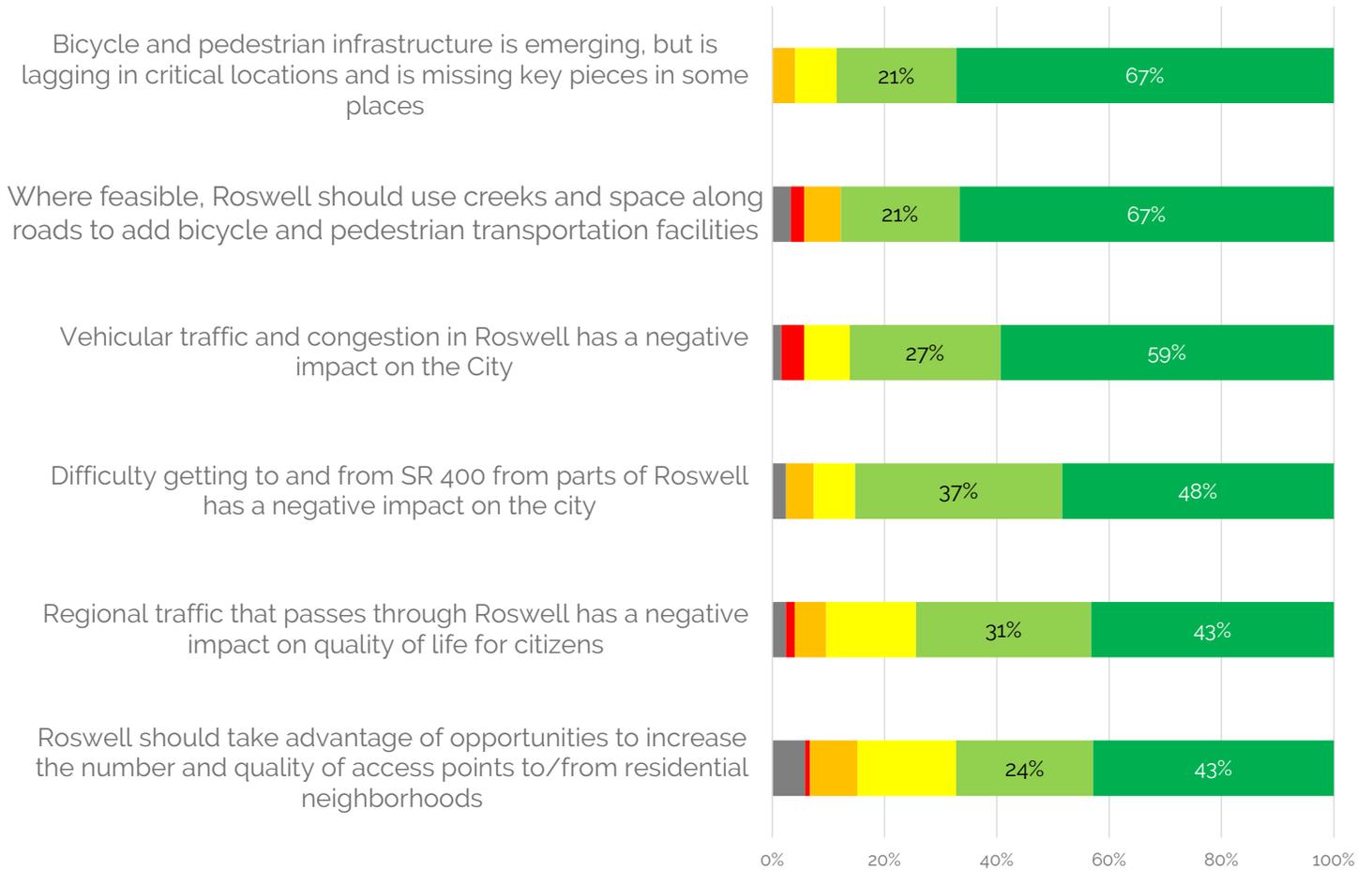


A series of “Needs and Opportunities” oriented exercises where participants were able to review various statements from the stakeholder SWOT analysis that had been sorted and edited to reflect their respective area of topic (Economic Development, Housing, Transportation, etc.) and indicate their level of agreement or lack thereof. As implied by its title, the intention of this exercise was to take the raw results of the SWOT analysis and validate them into identifiable “needs and opportunities.”

## Economic Development

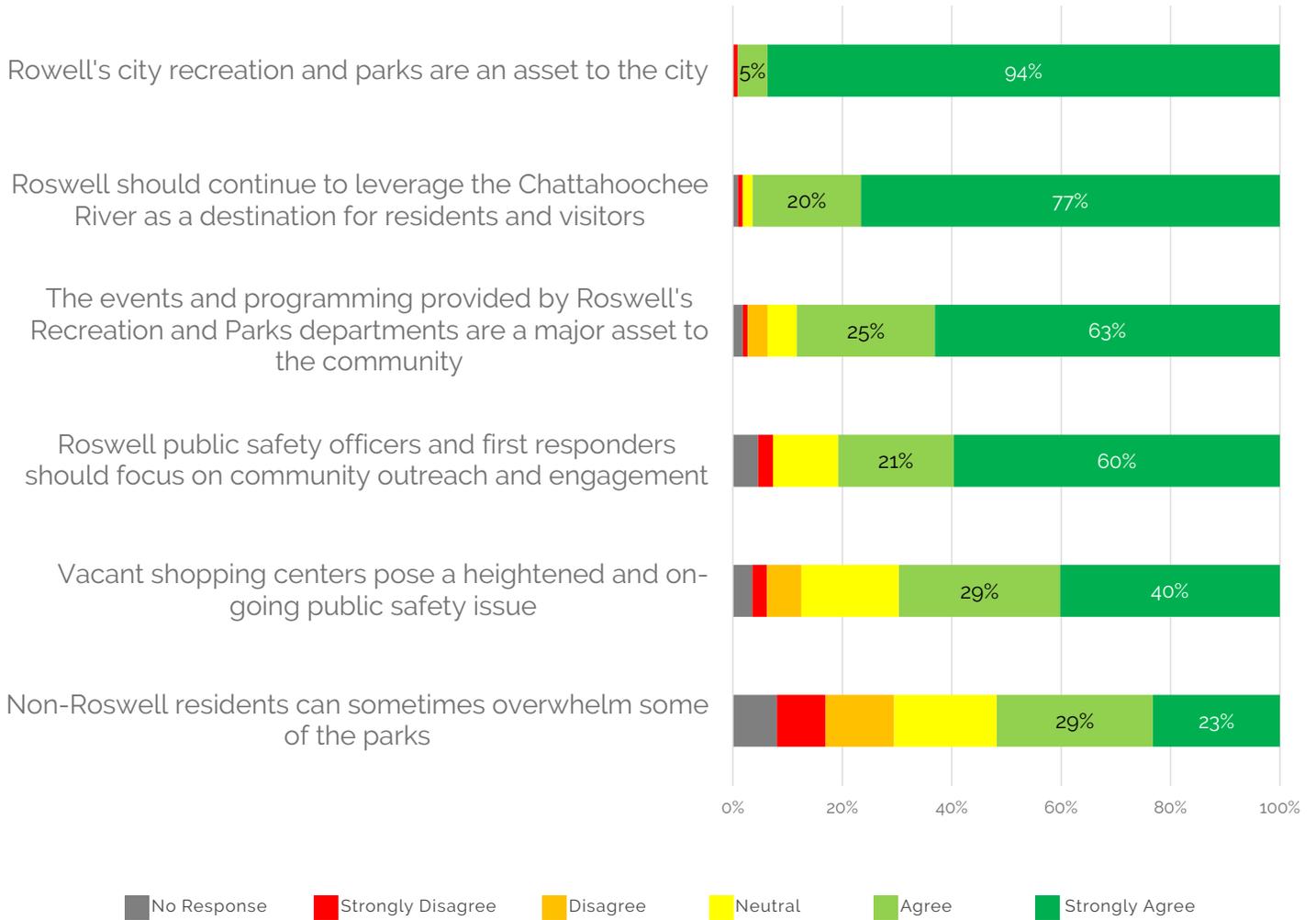


## Transportation

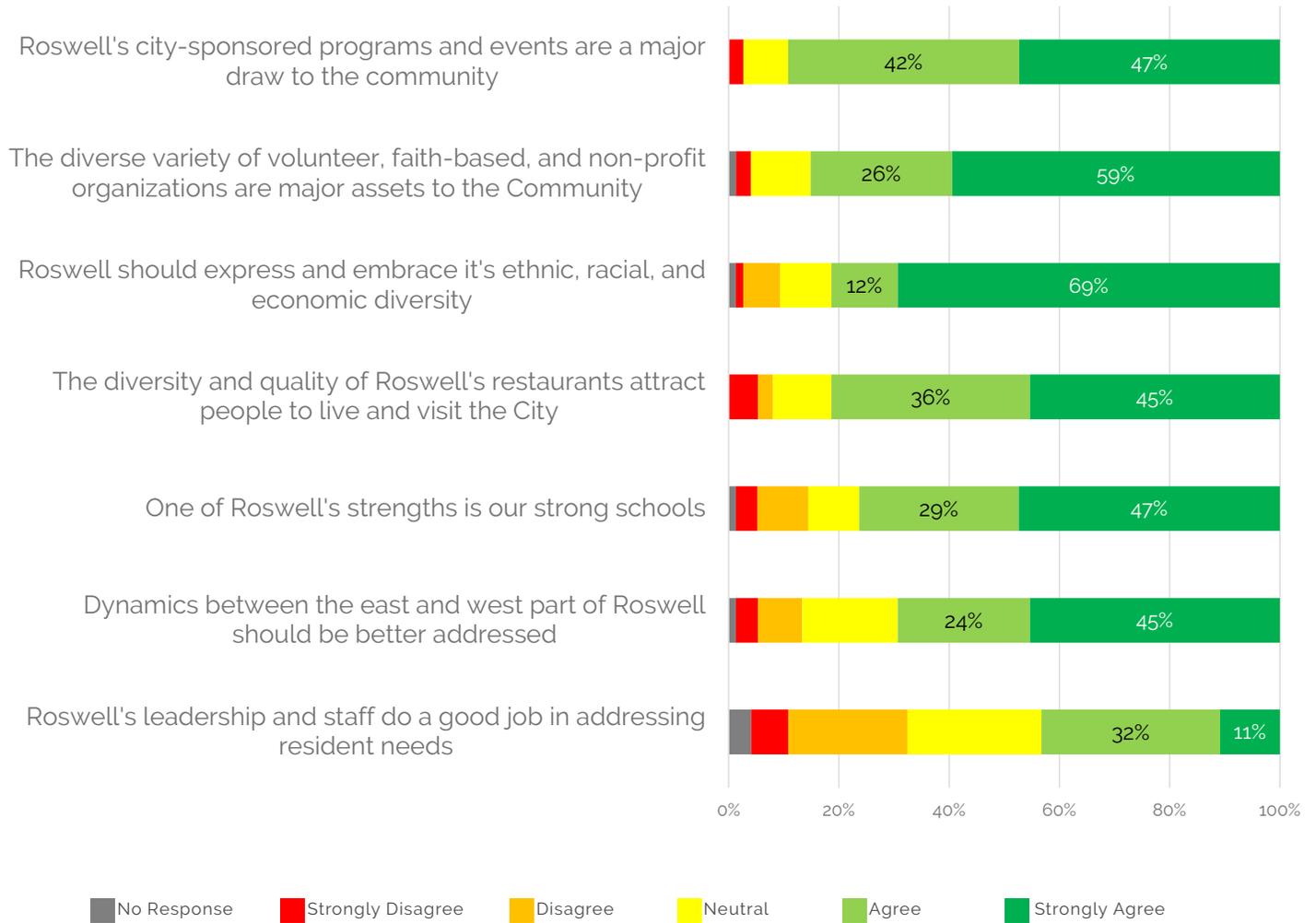


No Response
  Strongly Disagree
  Disagree
  Neutral
  Agree
  Strongly Agree

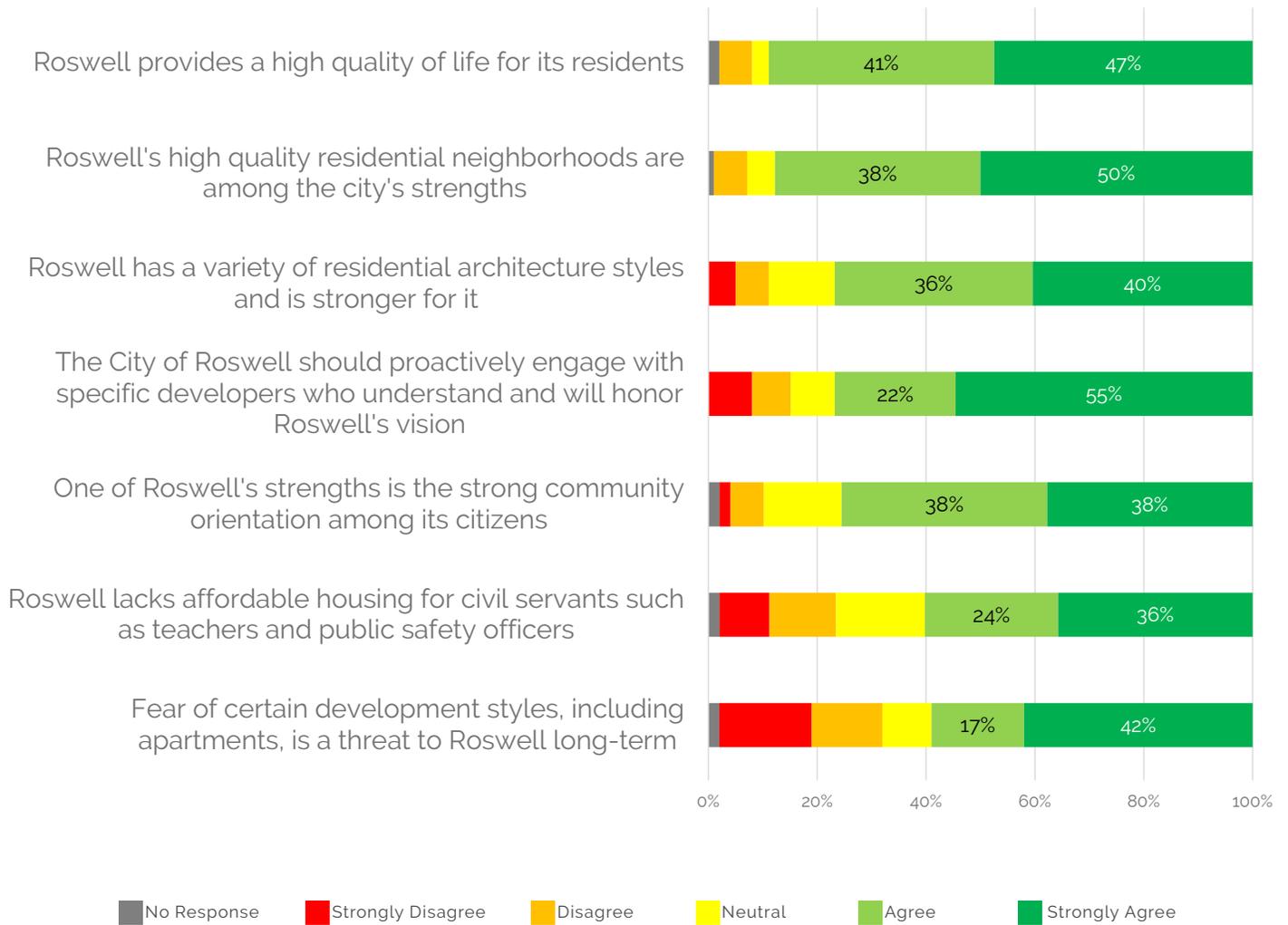
## Parks & Public Safety



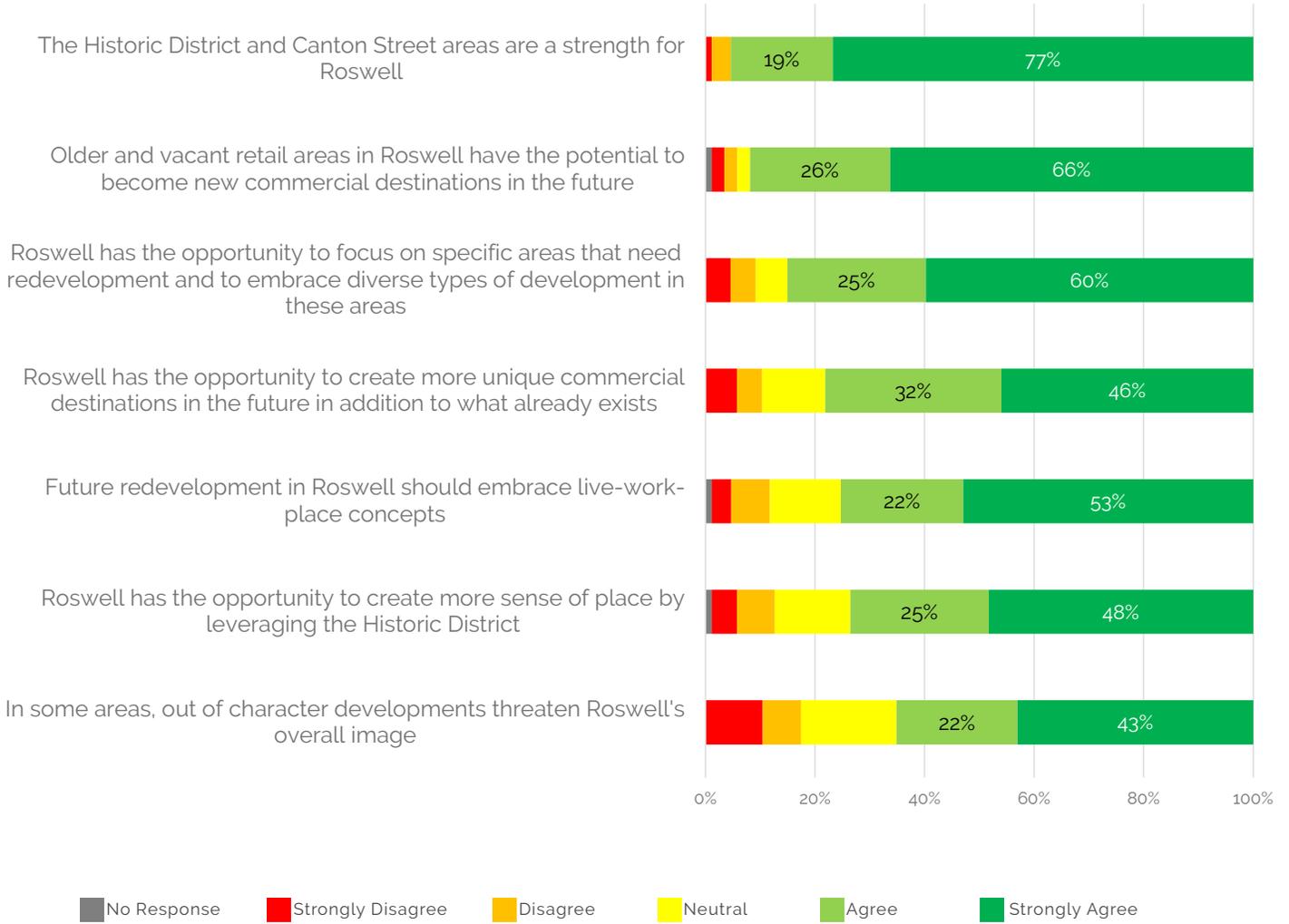
## Natural & Cultural Resources



## Housing



**Land Use**



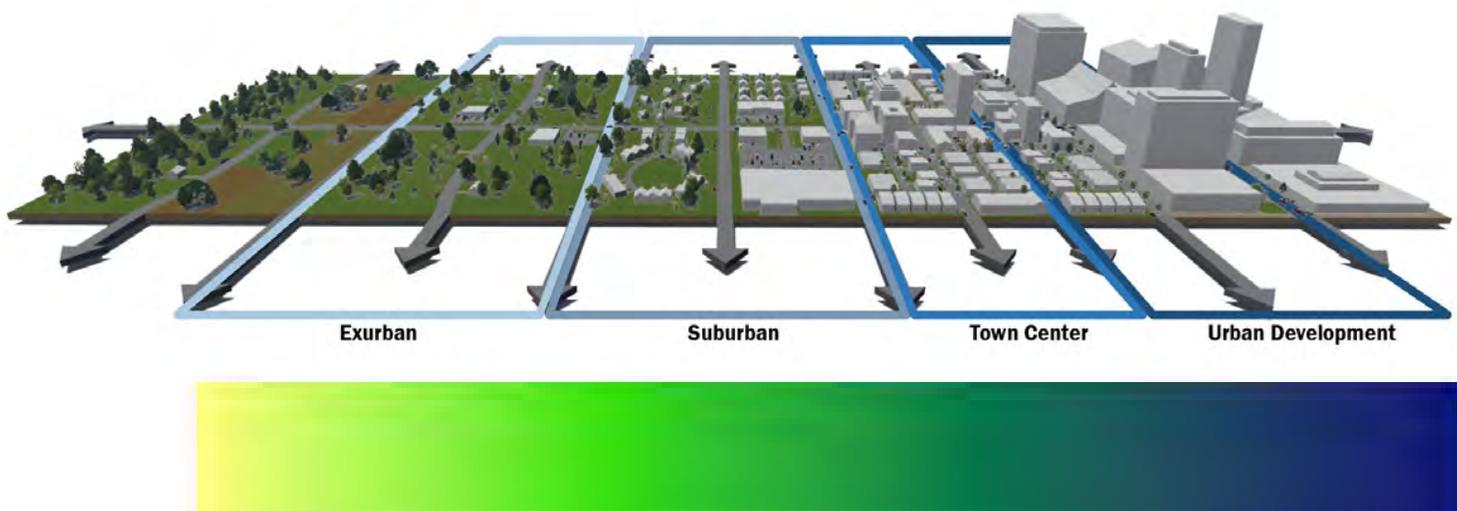
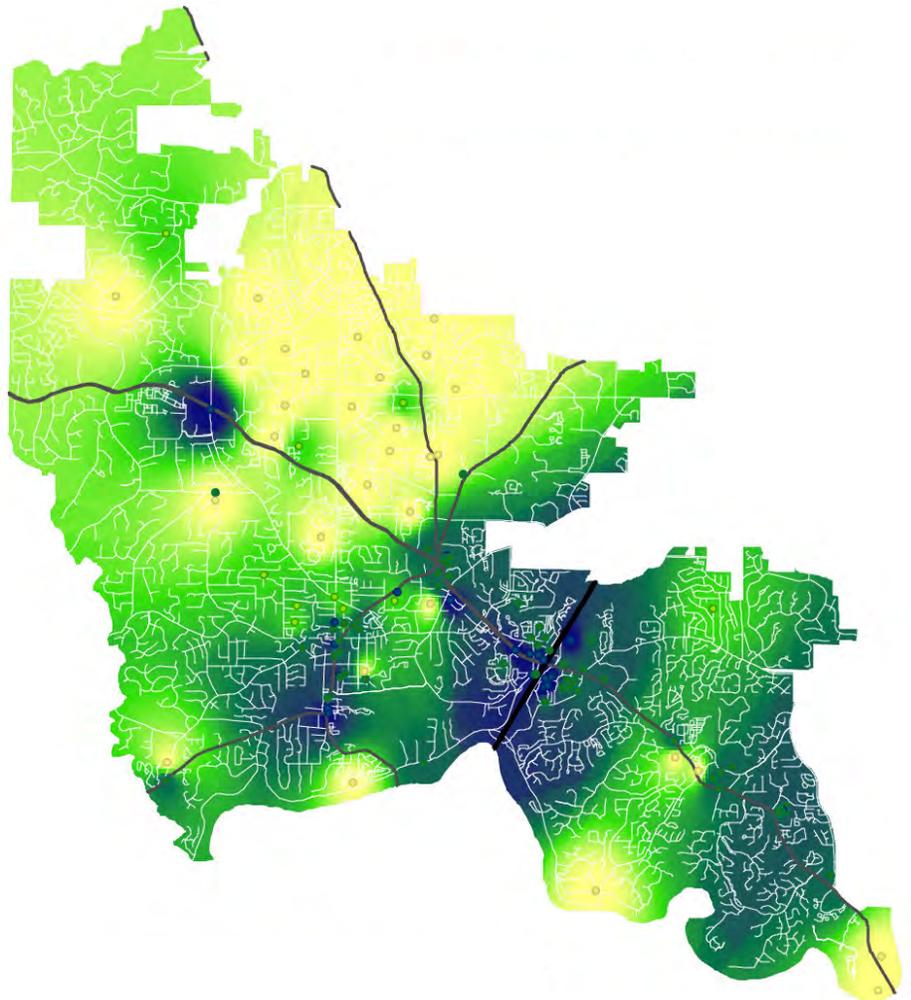
## Change & Preserve

A “Change and Preserve” exercise that involved participants utilizing an interactive map to indicate parts of the community that they believed need more attention and were areas where change is desired (using red pins) and parts of the community where preserving the existing character (using green pins) is prioritized. A key component of the map exercise interface is that in addition to placing their own pins, participants could view pins left by previous participants and use an up and down voting system to indicate their agreement or disagreement with others’ comments. This feature allowed our team to not only register the initial comments and direction from individual participants but also develop an understanding of the relative intensity and passion for certain positions. Using spatial analysis techniques, the raw results of this mapping exercise were overlaid with each other to produce a composite map summarizing the cumulative vision from the community.



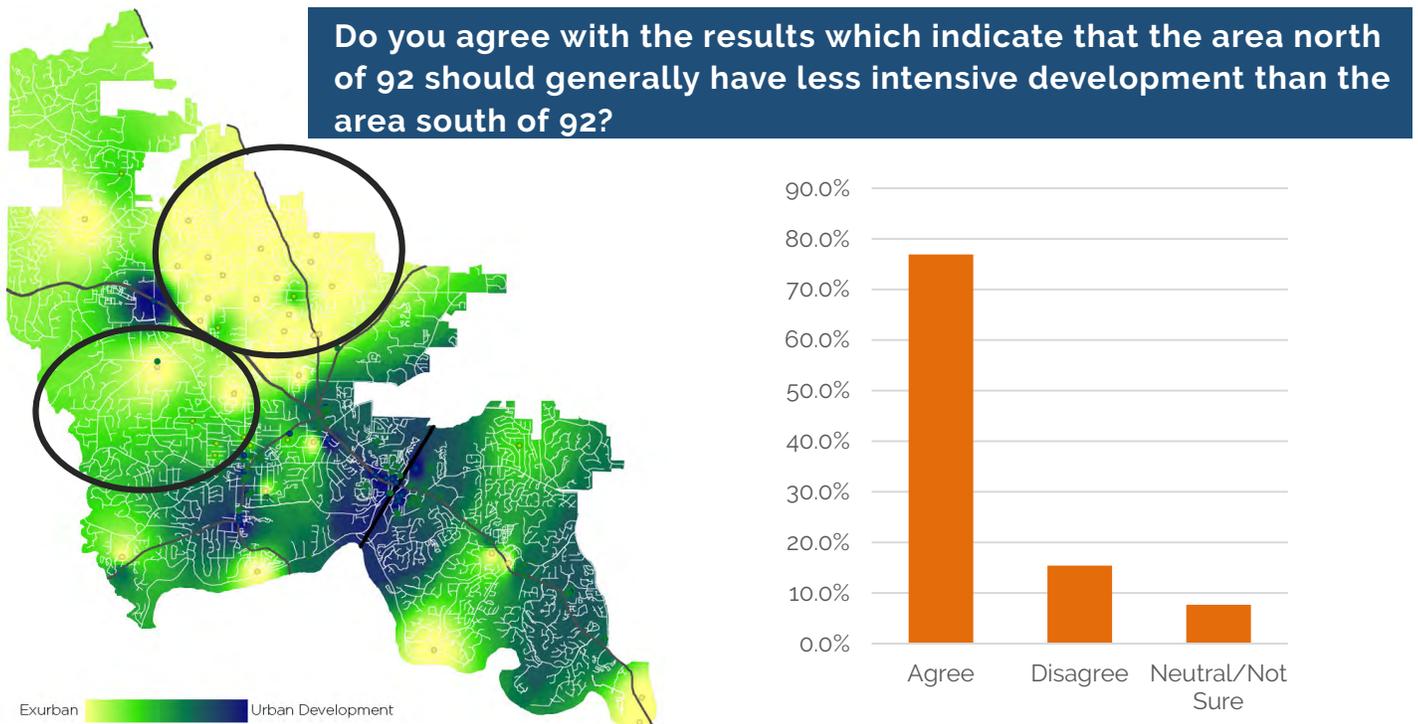
### Urban Scale

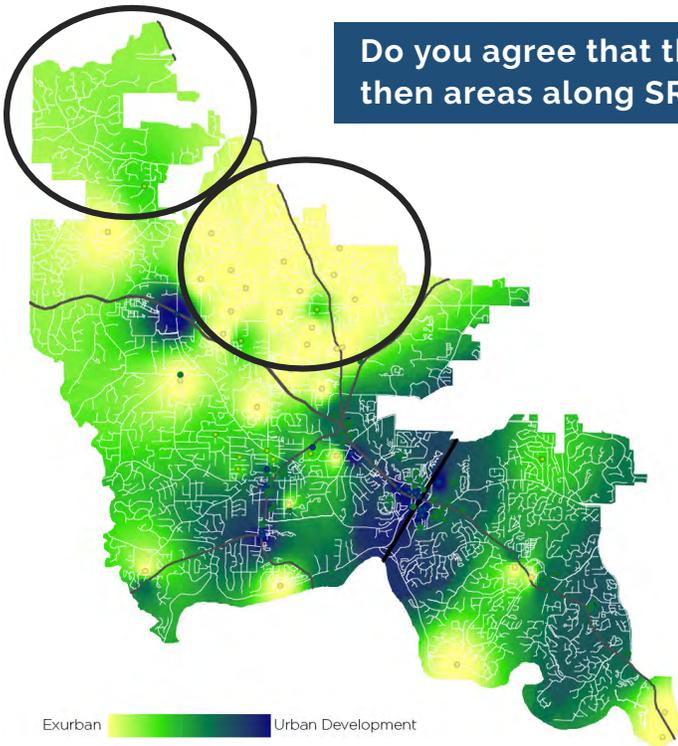
An "Urban Scale" exercise also utilized the interactive map to understand attitudes about the intensity of development in the community and what parts of Roswell may be appropriate for different types of urban forms. Using an urban scale ranging from (1) exurban to (2) suburban to (3) town center to (4) urban center environments, participants placed pins on the map to indicate the type of development patterns they believed appropriate for the community. As with the change and preserve analysis, the raw results had up and down voting components which was combined with spatial analysis to develop the composite map of results below.



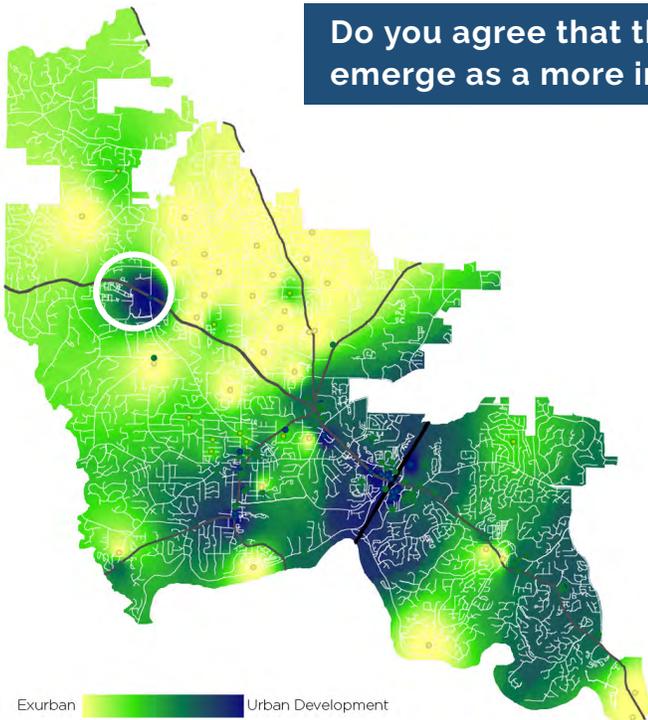
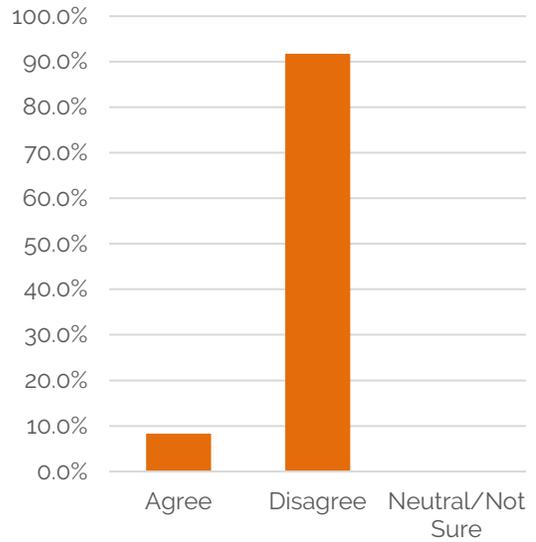
## Virtual Stakeholder Committee Meeting #2 – October 22, 2020

The second Stakeholder meeting was conducted to review and validate feedback from the broader community's input in the first round of engagement. This included review and discussion of the "needs and opportunities" exercises and in the centerpiece activity of the evening, an in-depth discussion of the results of both the "change and preserve" and "urban scale" exercises that including live-polling to get instant feedback from the stakeholder group on areas in the community where the results of those two exercises suggested potential refinements to the City's current future development map and policy framework.

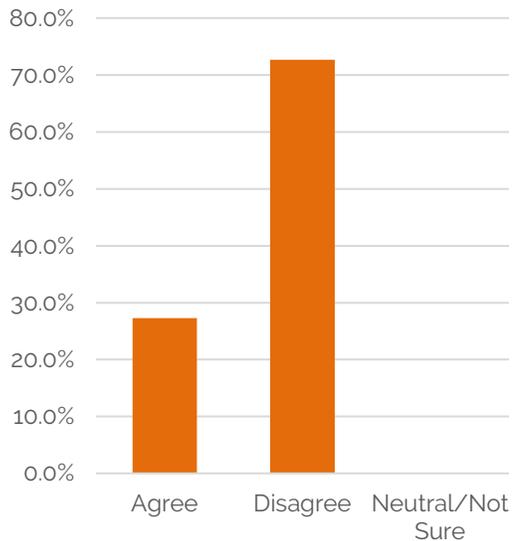




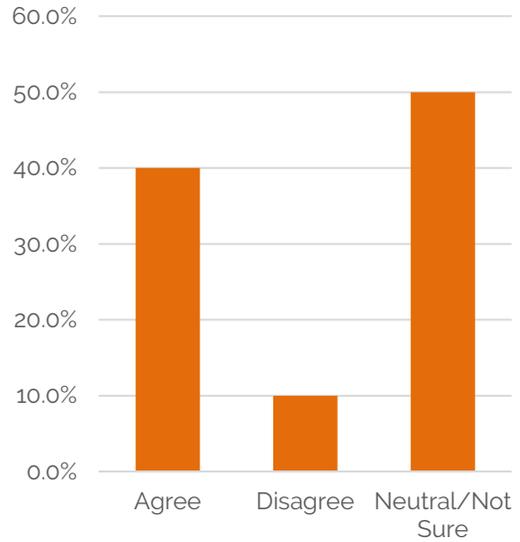
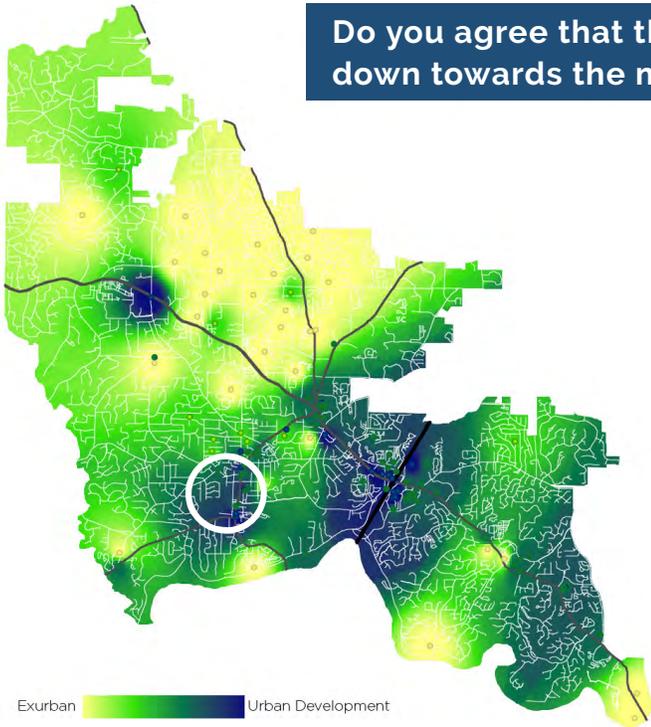
**Do you agree that the area along Cox Road be more intensive than areas along SR 140?**



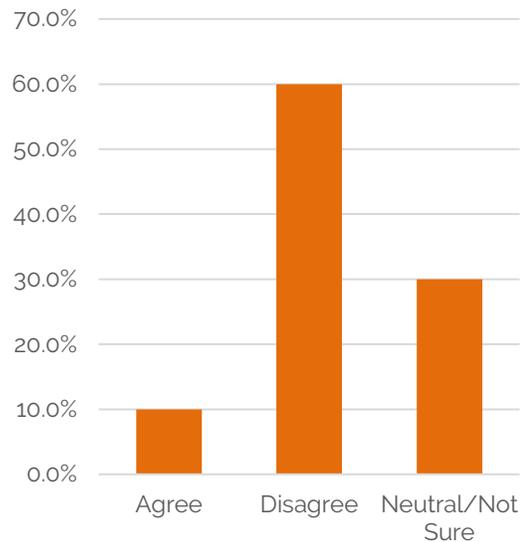
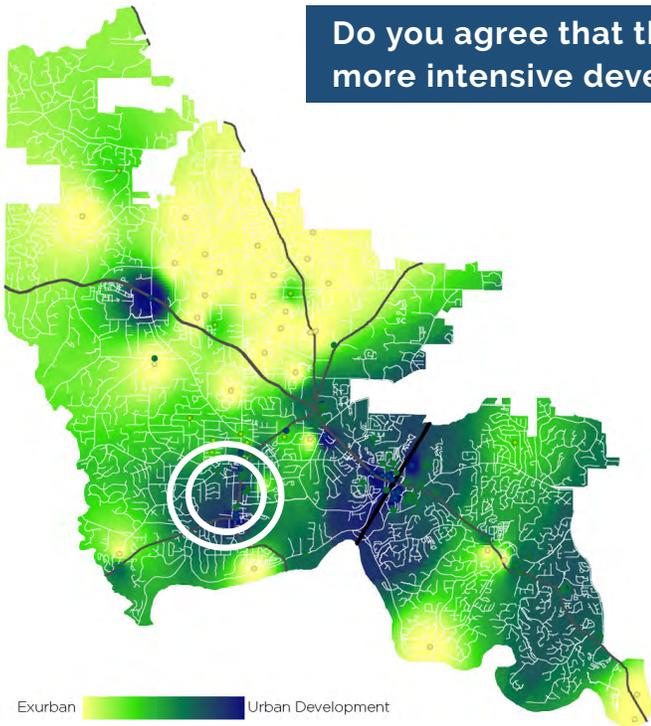
**Do you agree that the area at 92 and Woodstock Road should emerge as a more intensive node?**



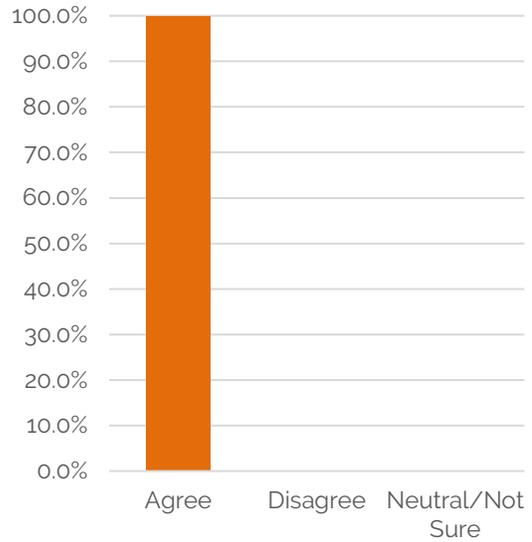
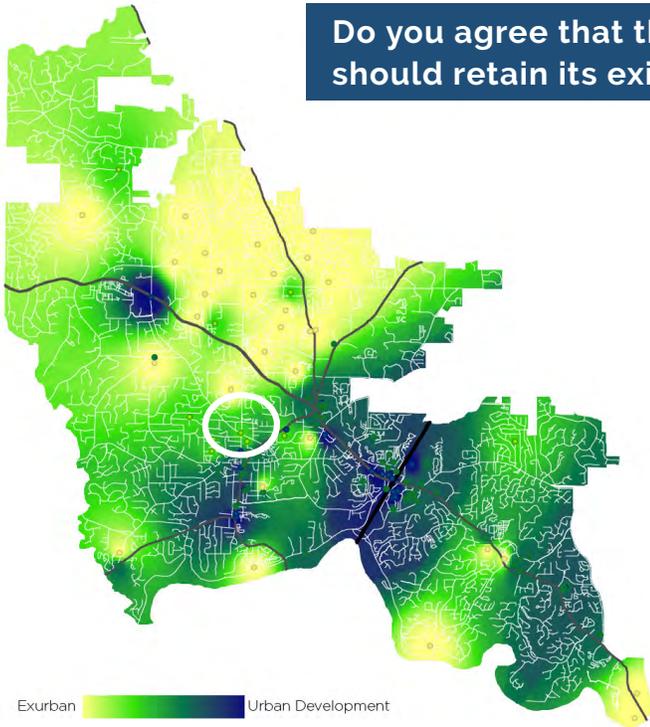
**Do you agree that the area from the south end of Canton Street down towards the mill should be relatively intensive?**



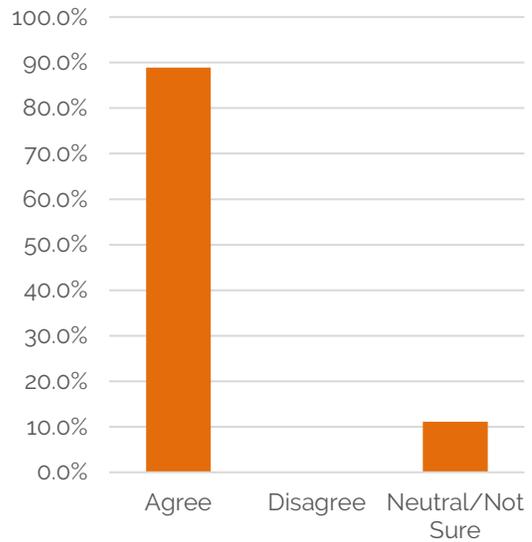
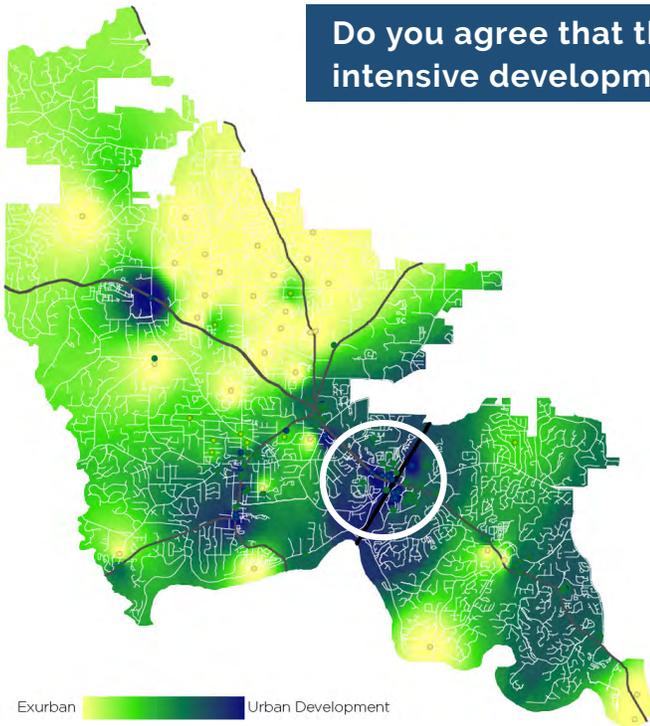
**Do you agree that the surrounding neighborhoods should have more intensive development?**



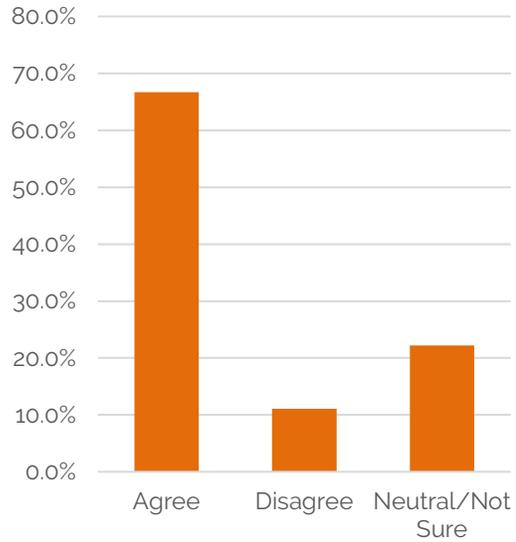
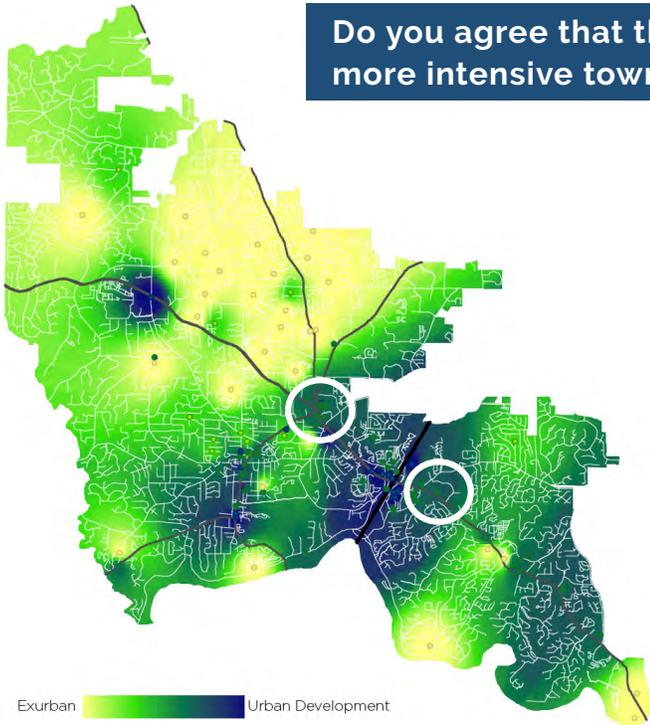
**Do you agree that the northern part of the Canton Street corridor should retain its existing scale?**



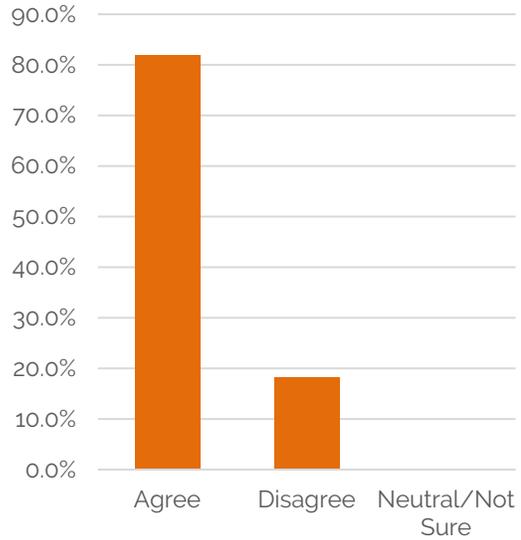
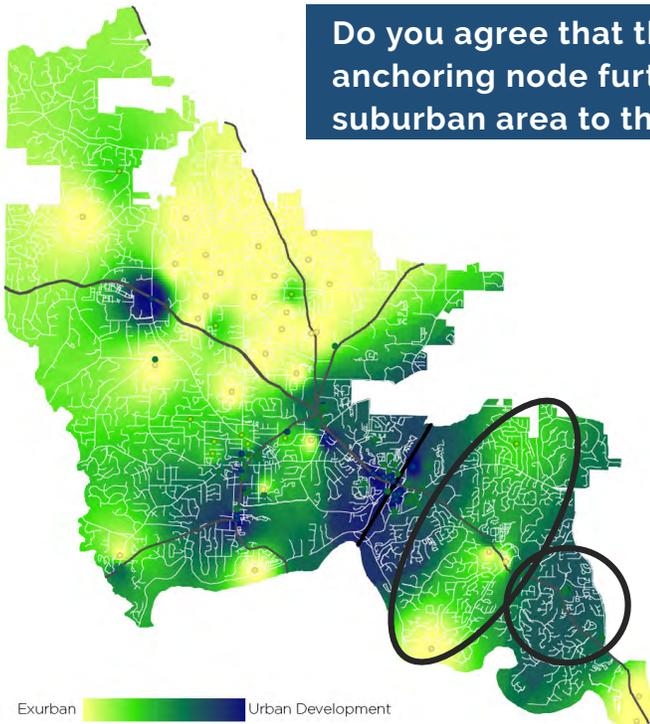
**Do you agree that the GA 400/HBR area should have the most intensive development in Roswell?**



**Do you agree that the surrounding areas of HBR should also have more intensive town center style development?**



**Do you agree that the east side of Roswell should have another anchoring node further east distinct from a more traditionally suburban area to the west?**



## Subarea Planning - October 29, November 5, and November 12, 2020

Over a three week period in the Fall, the planning team conducted a series of workshops to define a future vision for potential redevelopment at key locations in the City at the SR 9/Holcomb Bridge Road node (October 9 and November 5), the GA 400/Holcomb Bridge Road node (November 5), and the Holcomb Bridge Road/Old Alabama Road node (November 12). Following initial research and observations of each location by the planning team, the process for each location included an initial midday visioning discussion of each site to identify opportunities and challenges and define preferences for types of development. These midday sessions were followed by further efforts by the planning team to carry forth the vision articulated by the community culminating in a presentation of a rough draft plan in an evening session for further feedback.

**UPCOMING WORKSHOPS**  
**HOLCOMB BRIDGE ROAD AT SR-9**

**UPCOMING WORKSHOPS**  
**HOLCOMB BRIDGE ROAD AT SR-400**

**UPCOMING WORKSHOPS**  
**HOLCOMB BRIDGE ROAD AT OLD ALABAMA ROAD**

**ROSWELL 2040**

As part of the Roswell 2040 Comprehensive Plan, the planning team is preparing subarea vision plans for key locations in the community to identify how potential redevelopment options can reflect both the community vision and market realities. Due to the ongoing COVID-19 pandemic, the team will be holding a series of design workshops virtually via Zoom to sketch out options at these locations on October 29<sup>th</sup>, November 5<sup>th</sup>, and November 12<sup>th</sup>. The first workshop on October 29<sup>th</sup> will focus on the Holcomb Bridge Road and SR 9 node. Please join us at the following sessions to participate.

**THURSDAY OCTOBER 29**

**12 - 1 PM "Envisioning Opportunities"**  
 In this session, our team will cover broad topic areas to identify an overall vision for land use, placemaking, and mobility in the focus area.

**6 - 7:30 PM "Planning for Redevelopment"**  
 In this session, our team will work with attendees to start to pull elements of the overall vision established earlier in the day into a cohesive sketch identifying at least one redevelopment alternative.

**Pre-registration for these events is required.**  
 Please contact Jonathan Corona at [Corona.J@pondco.com](mailto:Corona.J@pondco.com) indicating which sessions you would like to attend.

**JOIN US!**  
 Register by Wednesday, November 11<sup>th</sup>!

**Pre-registration for these events is required.**  
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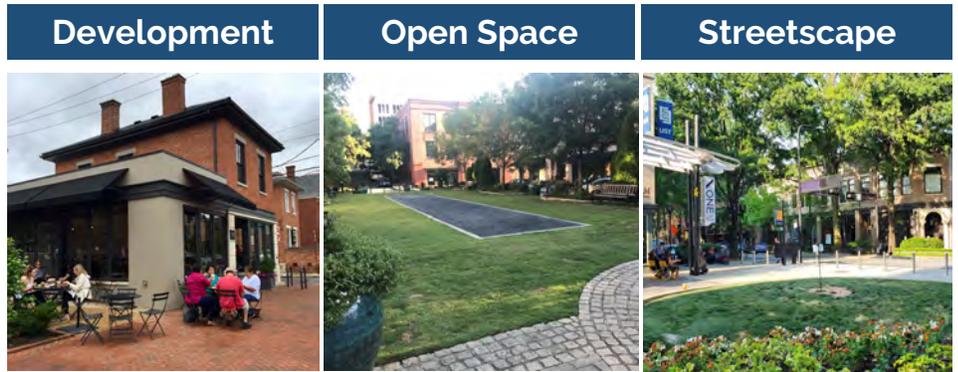
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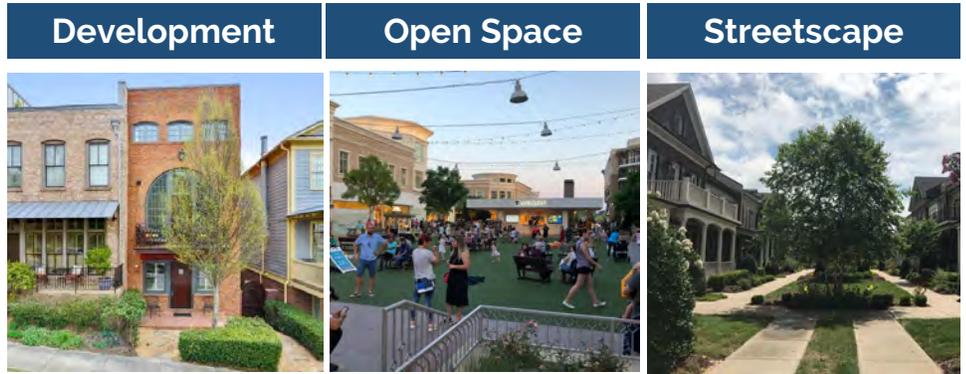
### Holcomb Bridge Road at SR-9

The outcome of this workshop resulted in the desire for a "Village." Participants expressed that a mixed-use town center would be appropriate for the study area.



### Holcomb Bridge Road at SR-400

The outcome of this workshop resulted in the desire for a vibrant mixed-use town center conducive to a live, work, play lifestyle. The plan integrates the Big Creek Parkway extension and includes significant preservation of the Big Creek as a greenway area to act as an attractive anchor and amenity for the redevelopment vision.



### Holcomb Bridge Road at Old Alabama Road

The outcome of this workshop resulted in the desire for a Mixed-use town center with some intensity along the corridor, transitioning to less intensity as it approaches surrounding residential areas.

A key feature of this plan is the creation of a north-south spine that could act as an pedestrian walkway and/or exclusive bicycle and pedestrian connection between Big Creek and areas south towards the river.



## Virtual Community Engagement #2 - December 9, 2020 - January 3, 2021

A second round of general community engagement featured three activities to carry forward the topics and activities in the previous engagement activities.

The Policy Exercise consisted of participants reviewing draft policy statements. These statements reflected items in the previous Comprehensive Plan that had been refined to reflect perspectives and ideas collected from the SWOT analysis and the subsequent 'needs and opportunities' exercises. As this exercise indicated, there was broad agreement with the draft policy statements.

Population Policies	Keep		Remove		Modify	
	Percentage	Count	Percentage	Count	Percentage	Count
P1 - Roswell, like other successful communities with diverse populations, will partner with schools and the business community to promote the educational attainment and civic involvement that the City of Roswell envisions for all who work and live in the City.	87.88%	29	6.06%	2	6.06%	2
P2 - The City of Roswell's housing and land use policies should foster conditions that allow people of all backgrounds and in all phases of life to live in Roswell comfortably.	85.29%	29	2.94%	1	11.76%	4
P3 - The City of Roswell's housing, land use, transportation, and economic development policies will aim to create conditions that allow a variety of housing opportunities, access to jobs and job training, and community supported service provisions for those in need, where appropriate.	67.65%	23	17.65%	6	14.71%	5
P4 - Recreation and parks facilities are adapting to serve our demographic changes (people aging, new residents, etc.) in population.	84.38%	27	6.25%	2	9.38%	3

Housing Policies	Keep		Remove		Modify	
H1 - Consider changes in housing needs and demands in conjunction with sustainable building practices by promoting the following, where appropriate:-Residential development in close proximity to/within walking distance of non-residential uses like retail, office, commercial, and services-Energy and water efficient buildings -Building standards that allow flexibility to accommodate needs of aging and multi-generational households	82.35%	28	5.88%	2	11.76%	4
H2 - Pursue zoning and economic development actions to encourage a variety of housing sizes and price points to allow the following, where appropriate:-Adequate market response to changing future demand, including housing preferences of young professionals, families, multi-generational households, and older "empty-nesters" -Zoning which allows the housing types that meet future demand -Zoning that incentivizes a variety of price points-Provide incentives for the development of mixed-income residential neighborhoods for low income, workforce, median income, and high-income households-Redevelopment of aging apartments-Support and encourage ongoing organic reinvestment in aging neighborhoods that can provide affordable housing and "starter/fixer-upper" opportunities at existing densities	72.73%	24	6.06%	2	21.21%	7
H3 - Pursue new, high quality housing where appropriate in partnership with developers who understand and will honor Roswell's vision; develop implementation criteria to identify where and under what conditions housing of various forms may be appropriate.	82.35%	28	5.88%	2	11.76%	4
H4 - Create lifelong communities within Roswell through strategically located recreation, social, health, and medical facilities near housing that provides lower maintenance responsibilities and appeals to both young professionals and "empty nesters."	87.50%	28	6.25%	2	6.25%	2

Economic Development Policies	Keep		Remove		Modify	
	Percentage	Count	Percentage	Count	Percentage	Count
ED1 - The City aims to make Roswell a more business-friendly community and encourage appropriate economic development by implementing the recommendations of the Strategic Economic Development Plan	93.10%	27	3.45%	1	3.45%	1
ED2 - Redevelopment is an economic imperative for the City and a priority for citizens in order to:-Diversify the tax base to support a high quality of life-Avoid decline in property values-Remain attractive in relation to surrounding communities-Improve its image in Metro Atlanta	90.00%	27	3.33%	1	6.67%	2
ED3 - City investment in infrastructure will support economic development that retains and grows existing employers, attracts new employers, and encourages redevelopment	77.42%	24	0.00%	0	22.58%	7
ED4 - The following nodes along Holcomb Bridge Road should be top redevelopment priorities, to encourage their highest and best use, public-private partnerships, and vibrant, walkable areas for residents and visitors to enjoy:-GA 400-Old Alabama Road-SR 9	74.19%	23	0.00%	0	25.81%	8
ED5 - The City will prepare a gateway and signage plan.	80.00%	24	16.67%	5	3.33%	1
ED6 - The City benefits from Canton Street/Historic District, as it creates a sense of place for the community. Additional ways to enhance and expand the cultural life of the City will be considered as part of a strategy for promoting tourism and visitors.	78.13%	25	0.00%	0	21.88%	7
ED7 - The City recognizes that accessibility and mobility impact the economic health of the community and it commits to:-Providing residents and workers with genuine options for local and regional transit connections and establishing a transit-ready future, and- Coordinating with the North Fulton sister-cities in implementing the North Fulton Comprehensive Transportation Plan	77.42%	24	3.23%	1	19.35%	6
ED8 - Embrace the City's diversity through promotion of its restaurants and businesses that represent cultures from around the world.	75.86%	22	10.34%	3	13.79%	4

Community Facilities Policies	Keep		Remove		Modify	
	Percentage	Count	Percentage	Count	Percentage	Count
CF1 - Ensure cost-effective and timely provision of community facilities and services to support the needs of the City's neighborhoods, residents, and businesses. Increase the ability of the Roswell-Alpharetta Public Safety Training Center (RAPSTC) facility to accommodate police officers for training (joint effort with Fire Department).	93.33%	28	0.00%	0	6.67%	2
CF2 - Maintain municipal buildings and grounds to the same high standard as exists today.	90.00%	27	0.00%	0	10.00%	3
CF3 - Fully integrate the City's Capital Improvement Element (CIE), as required by state rules to be annually updated, with the City's capital improvement planning process, so that the two items are one and the same.	100.00%	27	0.00%	0	0.00%	0
CF4 - Prepare tools to allow public-private partnerships to create new community facilities such as parks, public plazas and trail spurs to connect to City network.	87.10%	27	3.23%	1	9.68%	3
CF5 - Identify emergency shelters for community members in need.	86.21%	25	3.45%	1	10.34%	3
CF6 - Consider energy-efficient building programs for new facilities.	83.33%	25	3.33%	1	13.33%	4
CF7 - Implement policy and infrastructure recommendations in the Roswell Bicycle & Pedestrian Plan to promote mobility options throughout the city.	83.87%	26	3.23%	1	12.90%	4
CF8 - Identify strategies to improve traffic flow around and through the City, such as intersection improvements, signal timing enhancements, Intelligent Transportation Systems (ITS), etc.	83.87%	26	0.00%	0	16.13%	5

Land Use & Urban Design Policies	Keep		Remove		Modify	
<p>LU/D1 - The City of Roswell aims to provide innovative, flexible, and quality design-focused development in some parts of the following areas identified on the Future Development Map's following Character Areas: Holcomb Bridge/GA 400, Highway 9, and the Historic District. This policy recognizes that redeveloping sites with existing buildings is more challenging than developing on open land, so conditions must be favorable for investment to occur. This policy also recognizes that redevelopment is an economic imperative for the City and a priority for citizens because it diversifies the tax base, supports a high quality of life in Roswell, and can prevent declines in property values.</p>	86.21%	25	0.00%	0	13.79%	4
<p>LU/D2 - The City supports the adaptive re-use of existing older and vacant buildings, where financially feasible, for new commercial destinations.</p>	96.30%	26	3.70%	1	0.00%	0
<p>LU/D3 - The City recognizes that the demographic trends of a healthy, aging population, coupled with a growth of young families and professionals, will generate very different demands for housing in walkable communities near amenities, and will encourage these types of live-work-play developments where possible while maintaining the existing character of their surroundings.</p>	82.14%	23	0.00%	0	17.86%	5
<p>LU/D4 - The City will monitor the effectiveness of the UDC and update it, when needed, to reflect land use trends, building and development trends, and community needs.</p>	89.29%	25	3.57%	1	7.14%	2
<p>LU/D5 - The City supports infill housing when it is appropriately scaled, appropriately designed, and compatible with its context.</p>	85.19%	23	3.70%	1	11.11%	3
<p>LU/D6 - City zoning and development trends will reflect the principles and policies established in the Comprehensive Plan and will seek to: -Protect existing suburban neighbors from undue negative impacts of development, -Link transportation and redevelopment opportunities, -Utilize the design-based provisions of the UDC, and -Provide an efficient review and approval process in accordance with the UDC</p>	69.23%	18	3.85%	1	26.92%	7
<p>LU/D7 - The City aims to update the Atlanta Road LCI, and elements of the Midtown Roswell LCI.</p>	83.33%	20	4.17%	1	12.50%	3
<p>LU/D8 - The City will encourage developments that exceed the minimum open space requirements of the UDC and/or provide space for public assembly.</p>	79.31%	23	6.90%	2	13.79%	4

Natural & Cultural Resources Policies	Keep		Remove		Modify	
	Percentage	Count	Percentage	Count	Percentage	Count
NCR1 - Roswell recognizes the various advantages of "going green." The City strives to improve efficiencies and reduce the use of resources in order to produce meaningful savings to taxpayers and a better environment for our residents. Through responsible development and green building practices as appropriate, Roswell will grow into a healthier and even more desirable place to live and work.	88.89%	24	3.70%	1	7.41%	2
NCR2 - The City promotes reducing energy and water use, expanding clean and efficient energy and water technology use, and promoting new buildings as high performance structures; as such, the City will consider appropriate development regulations to allow new technologies and incentivize efficiency.	88.46%	23	7.69%	2	3.85%	1
NCR3 - Roswell will enhance the City's successful historic heritage program with specific actions to expand protection and update existing historic preservation ordinances.	89.29%	25	3.57%	1	7.14%	2
NCR4 - Promote a greater public awareness of Roswell's cultural resources and the local programs that protect these resources.	88.89%	24	3.70%	1	7.41%	2
NCR5 - The City maintains and cultivates a "historic preservation" culture by enabling local residents and property owners to pursue historic preservation-related projects and efforts.	88.46%	23	3.85%	1	7.69%	2
NCR6 - Engage Roswell's diverse network of volunteer, faith based, and nonprofit organizations in activities that benefit residents, preserve the city's assets, and improve quality of life.	92.59%	25	7.41%	2	0.00%	0
NCR7 - Maintain and enhance the City's recreation areas and parks, especially along the Chattahoochee River, and continue to promote the City's recreation and parks programming.	89.29%	25	0.00%	0	10.71%	3
NCR8 - Prioritize community outreach and engagement through events and activities sponsored by the City's public safety departments to promote trust between first responders and residents.	88.89%	24	3.70%	1	7.41%	2

### Virtual Community Engagement #2 (Cont'd)

The Land Use Themes exercise continues from the previous “change and preserve” and “urban scale” exercises to define potential refinements to the Future Development Map. Themes from the results of those two previous exercises were developed and this exercise was utilized to validate and confirm findings. Participants agreed with all of the future land use themes in the survey.

The Subarea Mapping Exercises allowed participants to view the three subareas in plan view within an interactive map setting where various amenities and features of each subarea's vision could be up or downvoted.



Holcomb Bridge Road at SR-9		
Plan Elements	Likes	Dislikes
Parking in the Rear	10	1
Kroger	7	0
Re-envisioning this Node	10	1
Reintroducing a Grid Network	8	1
Greenspace!	9	1
Chick Fil-A	4	0
Pleasant Hill Historical Cemetery	11	1



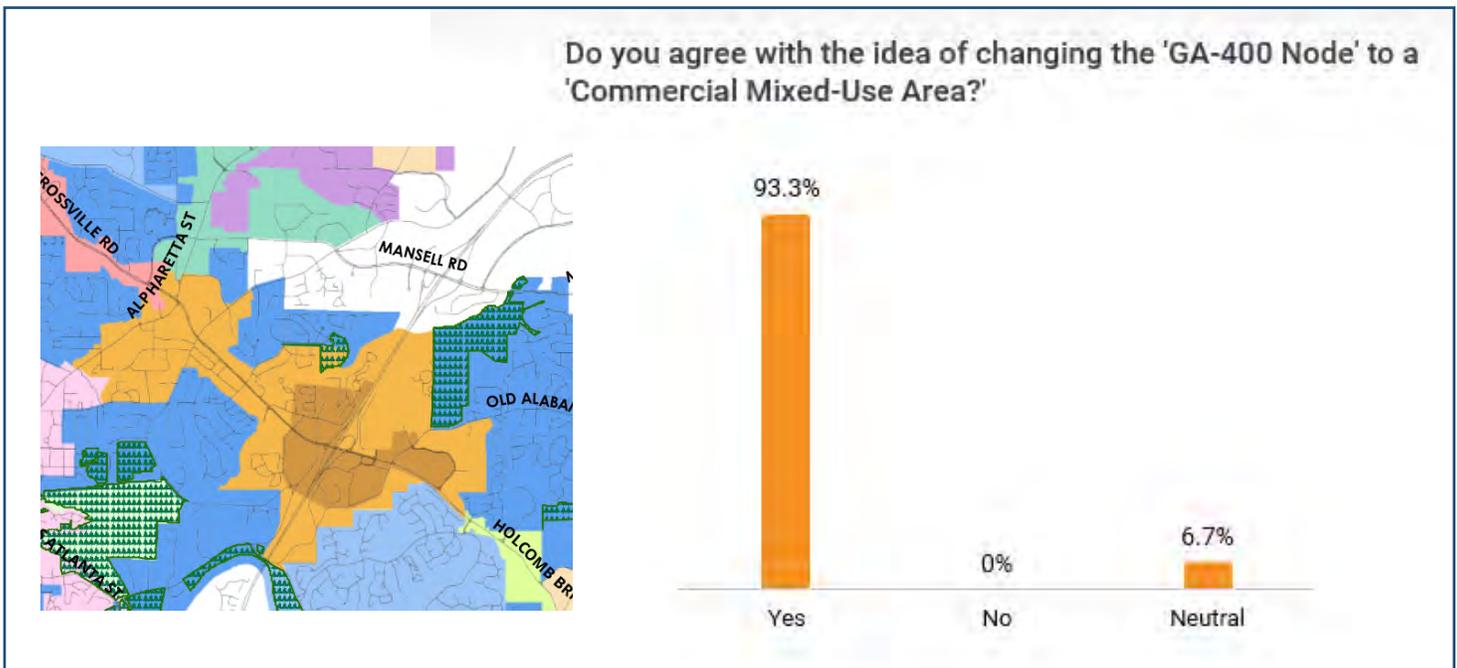
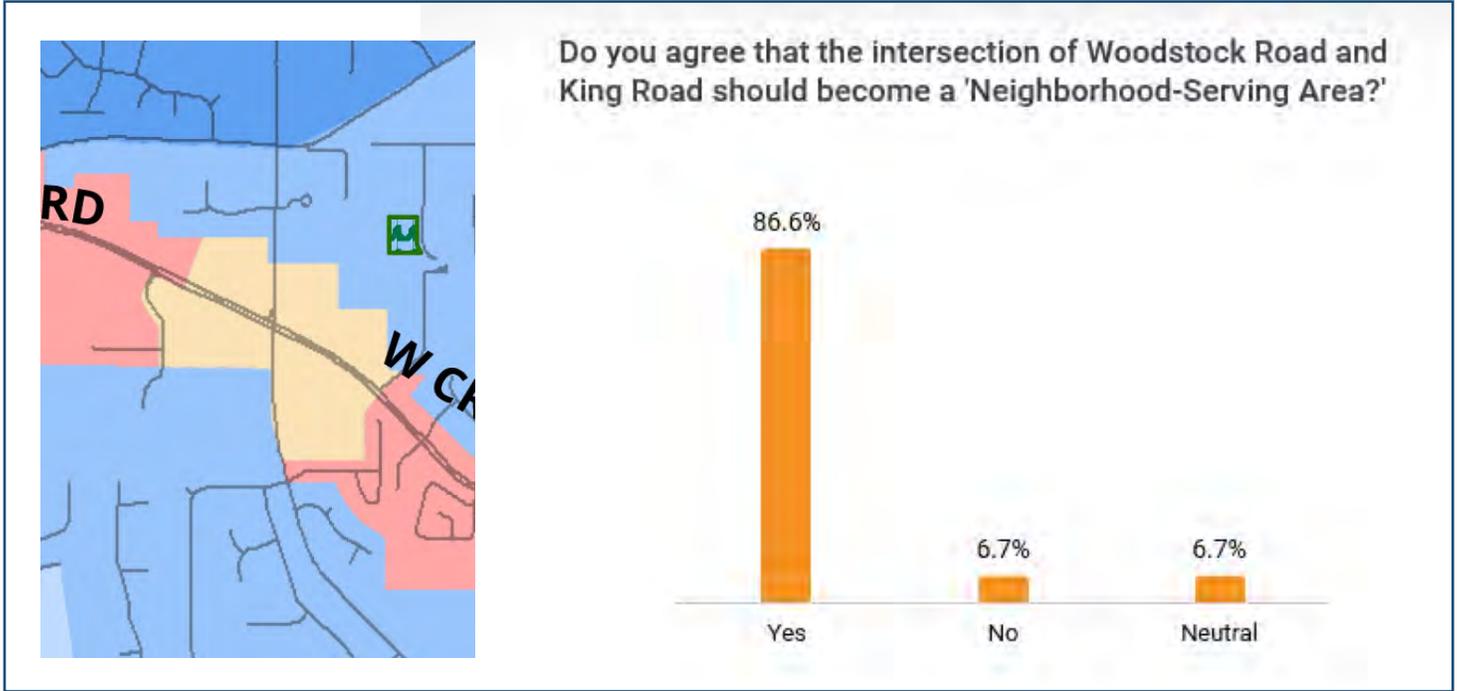
Plan Elements	Likes	Dislikes
Scaling Down from GA 400	16	0
Parking	7	0
Establishing a Grid Pattern	11	1
Scaling Up From the Big Creek	13	0
Re-envisioning the GA 400 area	7	0
Public Space	15	0
Trails	26	2
Big Creek Parkway	12	3
Preservation	17	1



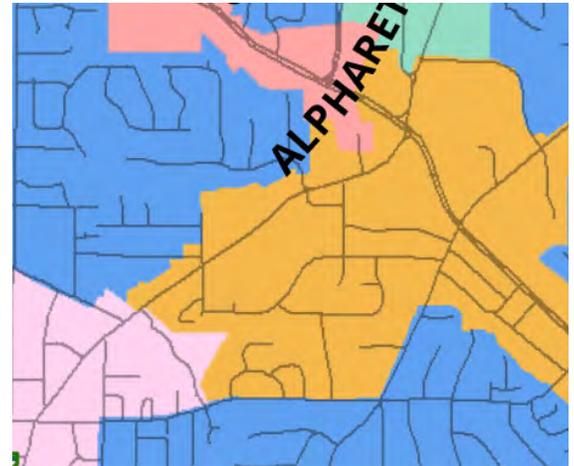
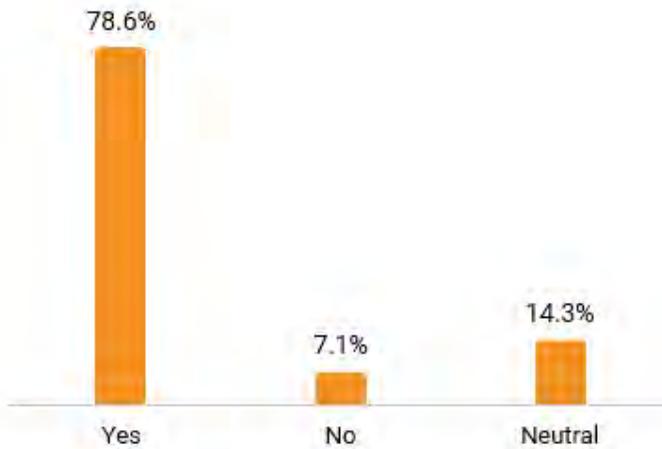
Plan Elements	Likes	Dislikes
GA 400 Express Lanes	10	4
Rethinking Holcomb Woods Parkway	17	1
Redevelopment!	19	0
Public Squares	22	0
Preserving What Works	20	0
Parking in the Rear	16	1
Greenspace!	17	0
Creating New North-South Options	21	0
Scaling Down from GA 400	16	0

## **Virtual Stakeholder Committee Meeting #3 – January 27, 2021**

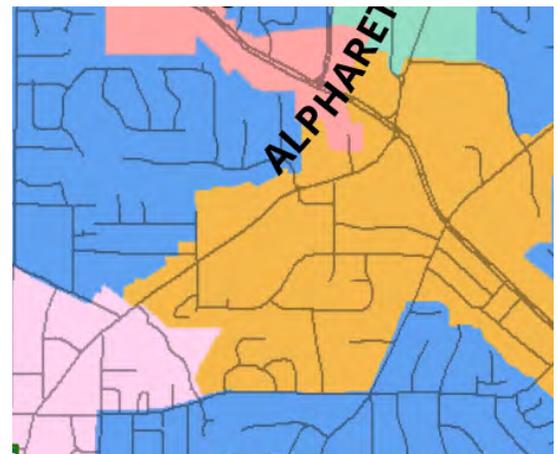
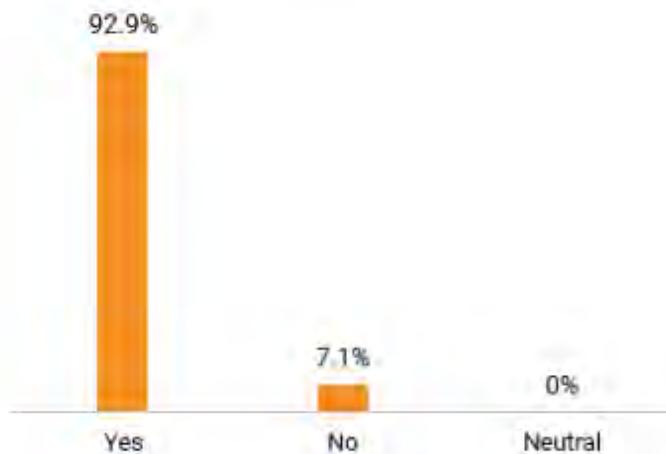
A third stakeholder meeting was used to discuss the progress of the Comprehensive Plan process and results of the previous rounds of engagement. New topics introduced included the role and relationship of housing and fiscal health to that were used as a backdrop to the discussions and exercises of the evening. This included a brief review of the “needs and opportunities” and “policies” to validate all of the feedback received thus far. However, the centerpiece activity of the evening focused on presenting initial refinements to the Future Development Map - prepared based on the feedback received from the “land use themes” exercises - and getting instant reactions of support (or lack thereof) from the Stakeholder committee. While broad support for the suggested refinements was evident during this discussion, it was also obvious that additional discussion would be needed to focus on the primarily residential parts of Roswell, which was scheduled for a follow up meeting.

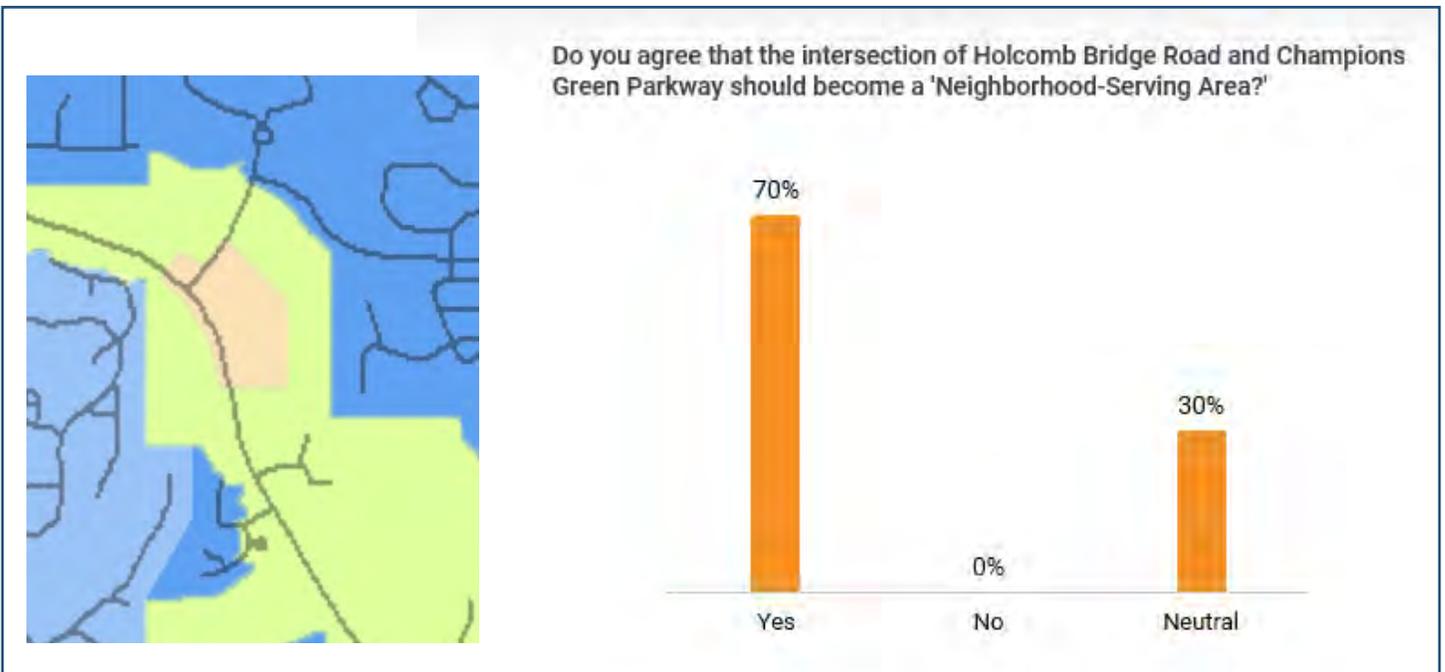
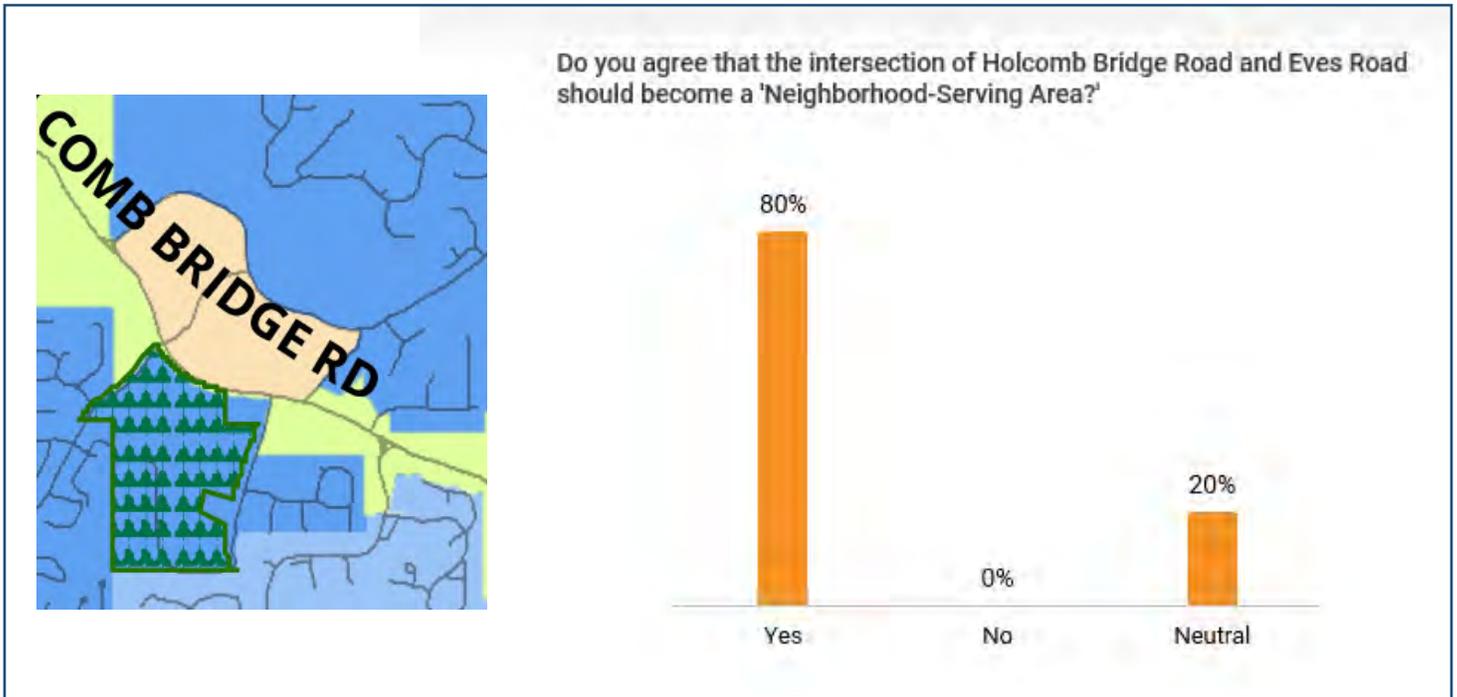


Do you agree that this area south of Holcomb Bridge Road should be included in the 'Community Mixed Use Area?'

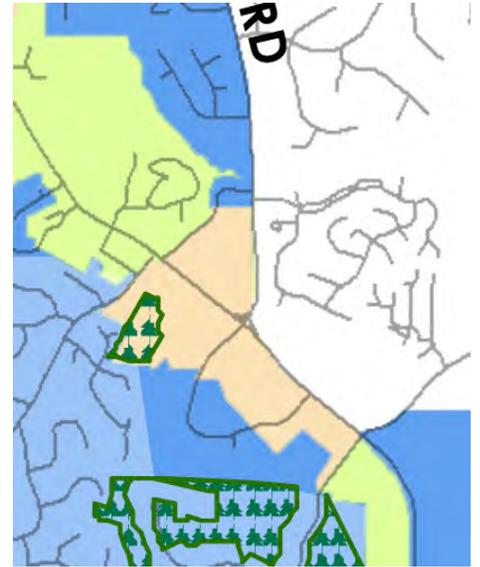
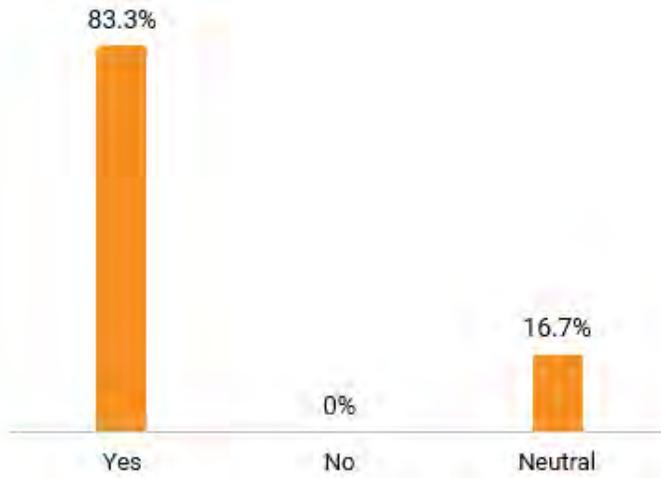


Do you agree with the idea of creating a new "Major Activity Area?"

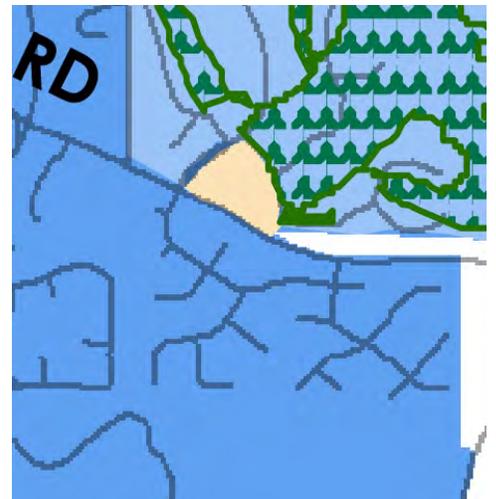
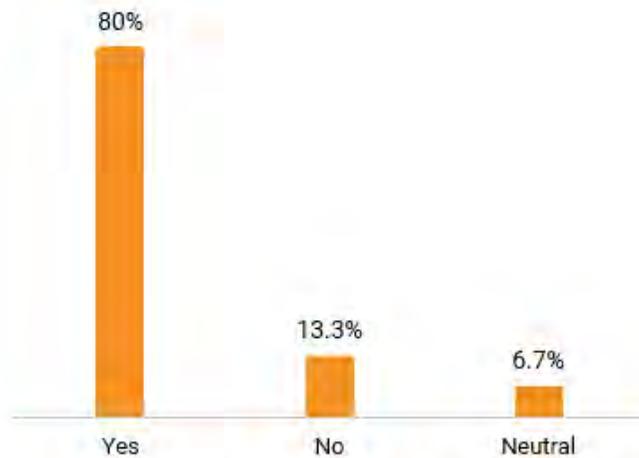


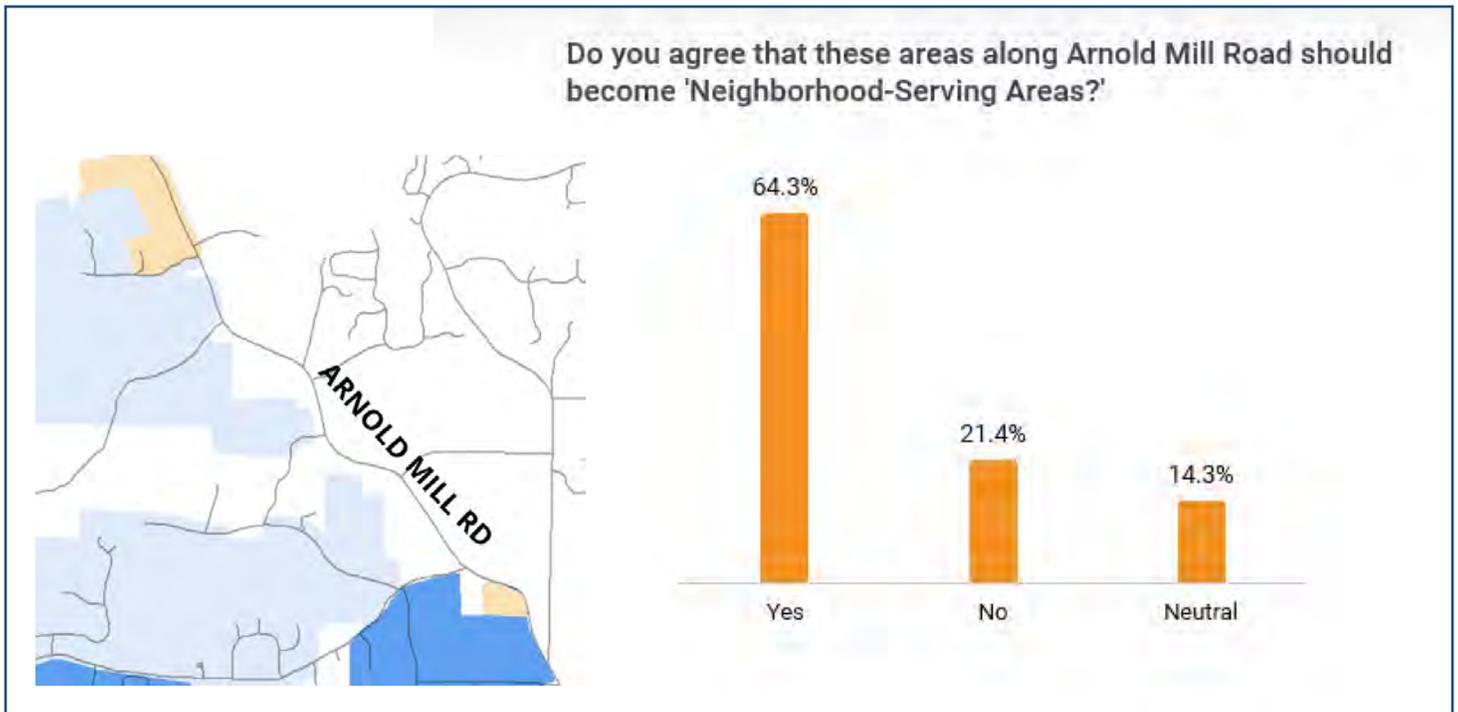
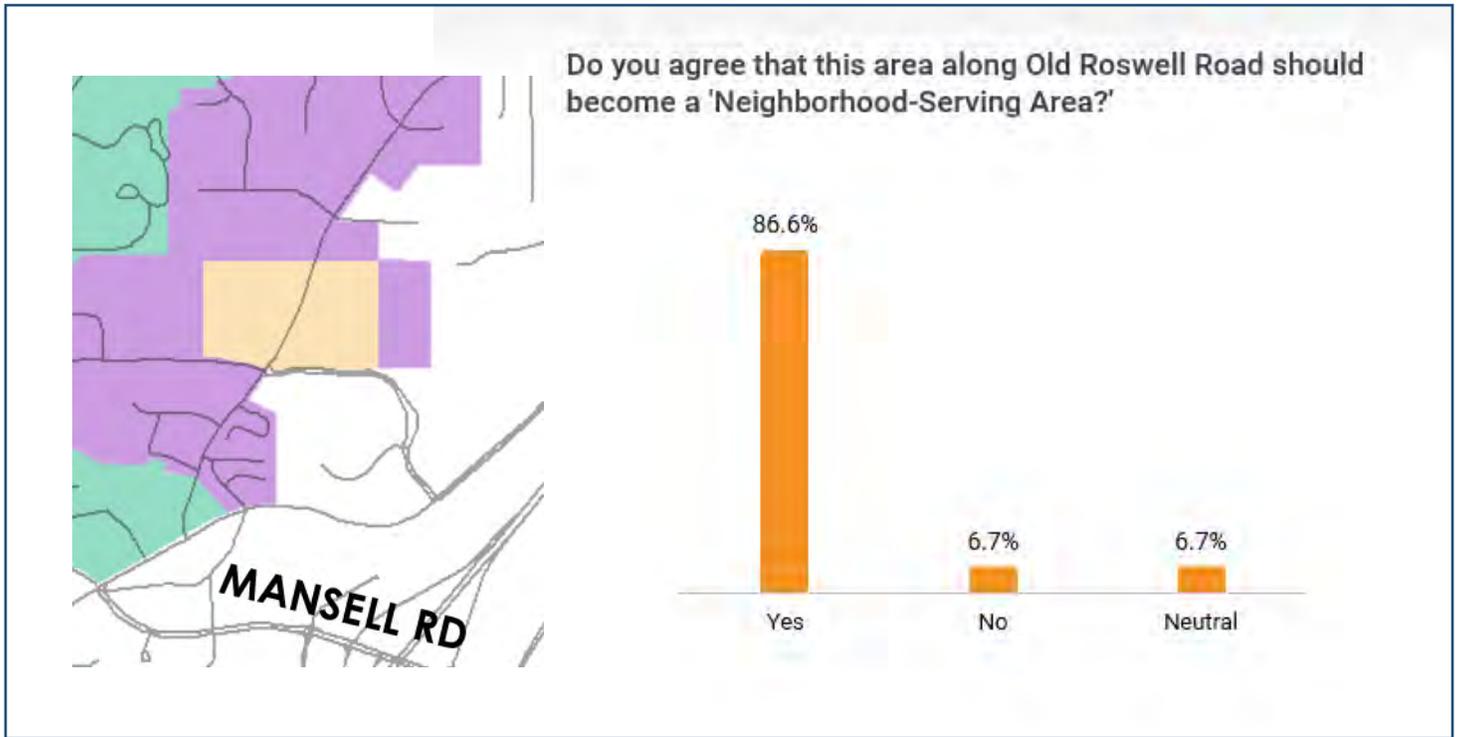


Do you agree that the area at Holcomb Bridge Road and Nesbit Ferry Road should become a 'Neighborhood-Serving Area?'



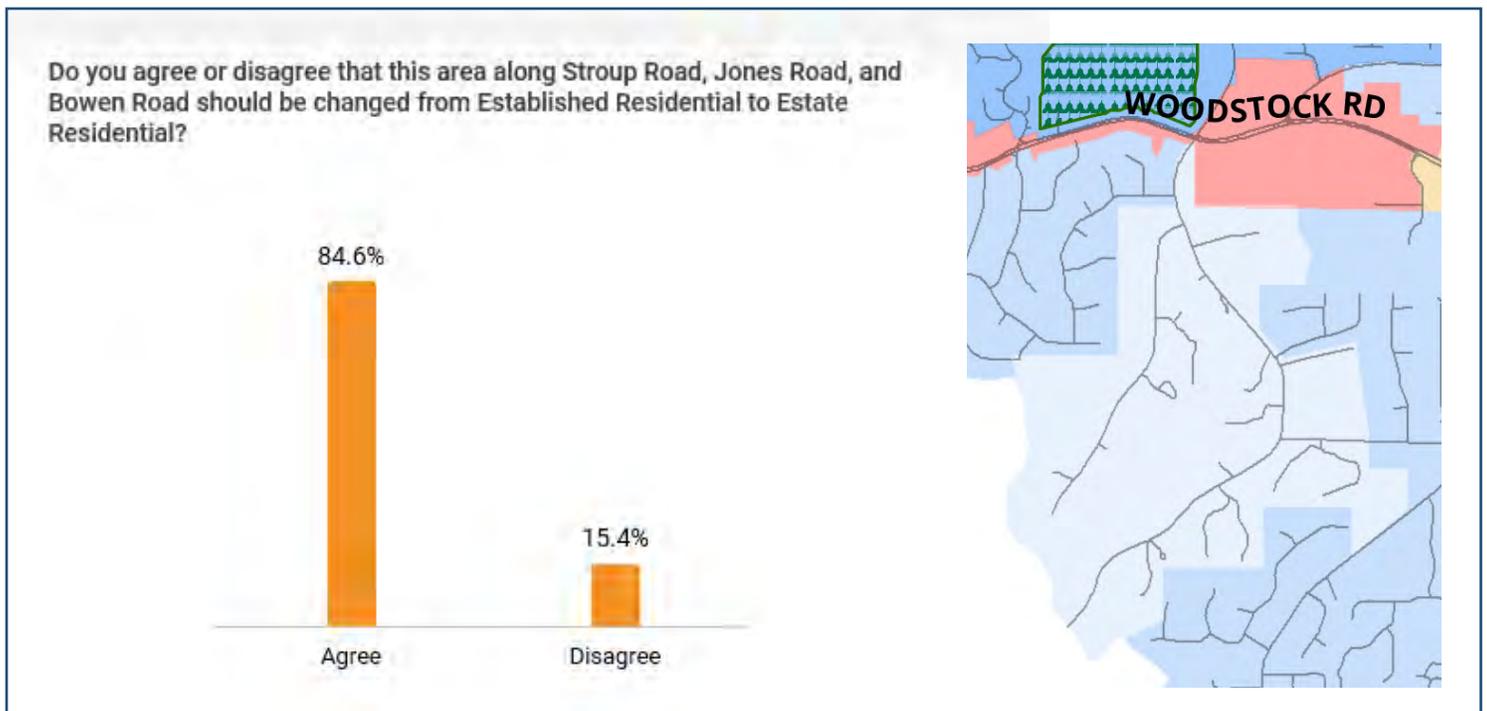
Do you agree that the area at Old Alabama Road and Roxburgh Drive should become a 'Neighborhood-Serving Area?'



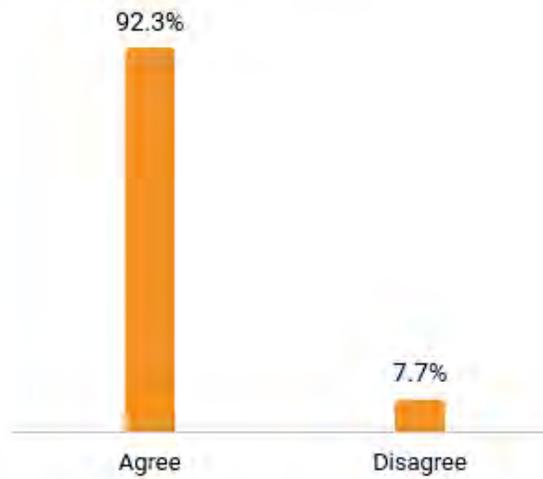
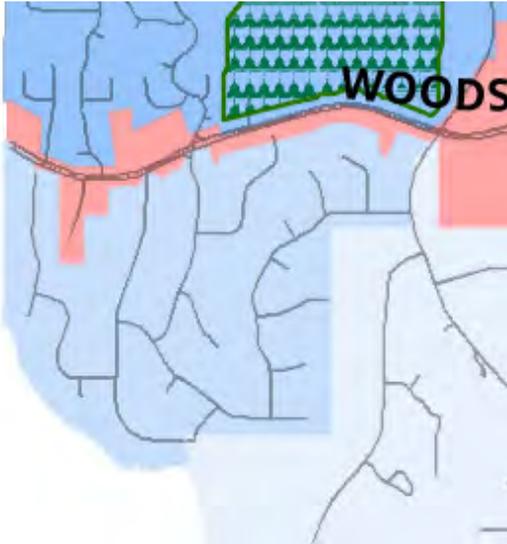


## Virtual Stakeholder Committee Meeting #4 – February 25, 2021

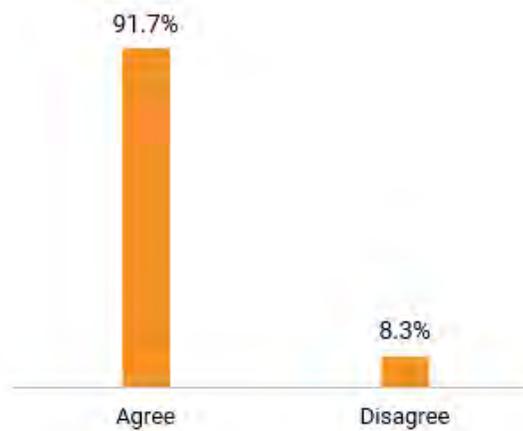
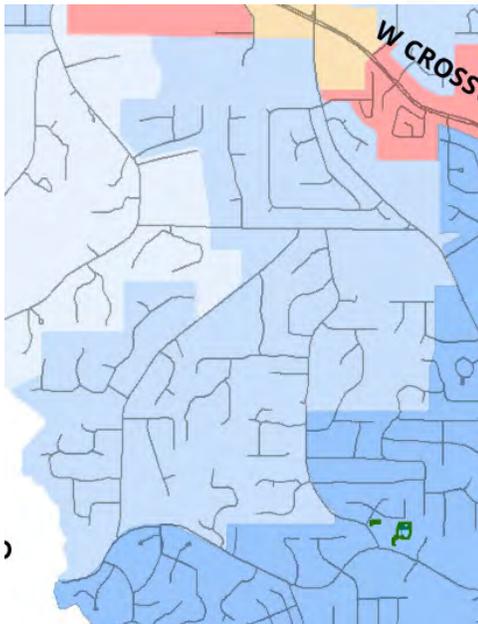
Picking up from the previous stakeholder meeting, this discussion focused on a brief presentation of equity considerations and best practices as a backdrop to a discussion to review suggested refinements to the residentially oriented parts of the Future Development Map. While broad support for these refinements was clear, the discussion also suggested additional refinements would be necessary to provide more explicit direction for the development vision in certain parts of the City. These additional refinements were circulated with the stakeholder group for validation and concurrence in the weeks following this final stakeholder meeting.



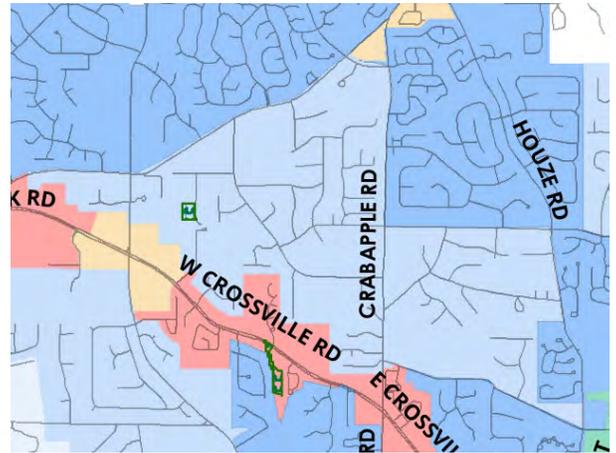
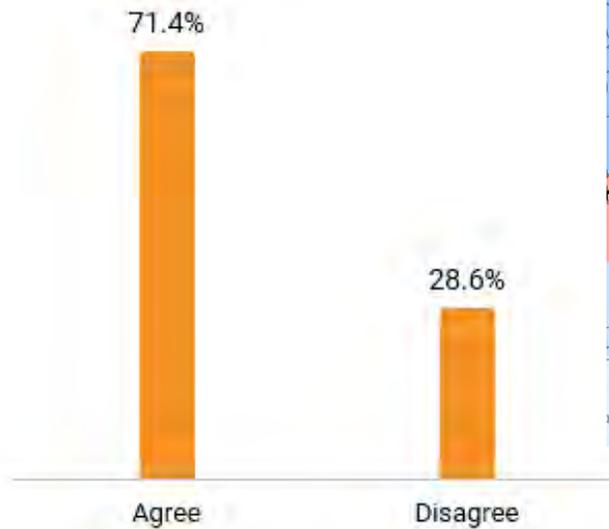
Do you agree or disagree that this area south of Woodstock Road and west of Bowen Road should be changed to suburban residential?



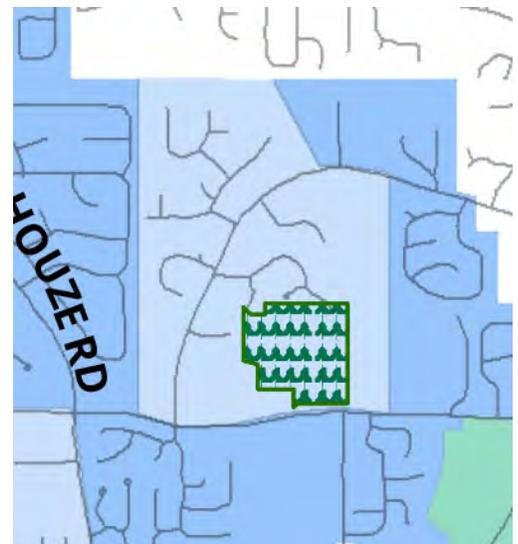
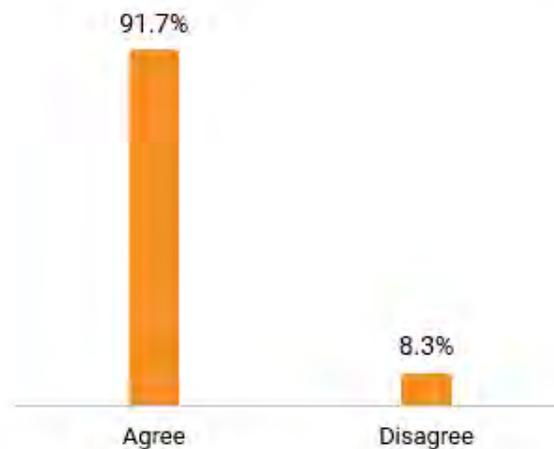
Do you agree or disagree that this area along Shallowford Rd, Jones Rd, and Woodstock Road should be changed to suburban residential?



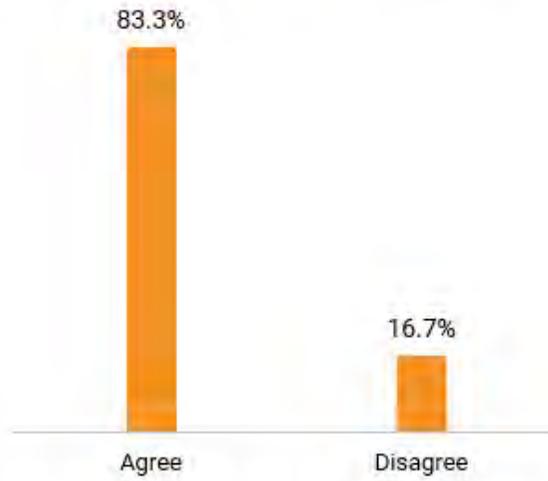
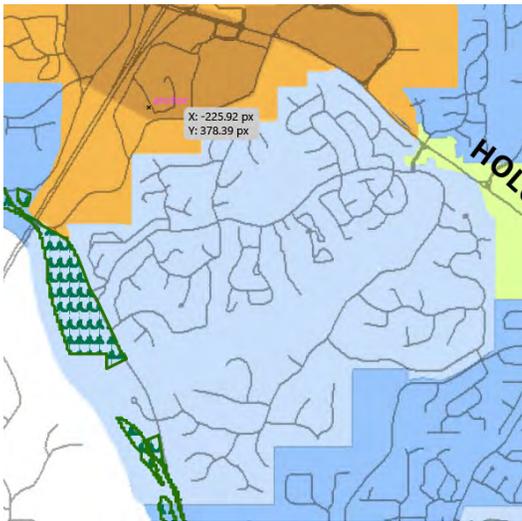
Do you agree or disagree that this area north of Hwy 92 and south of Hardscrabble Rd should be changed to suburban residential?



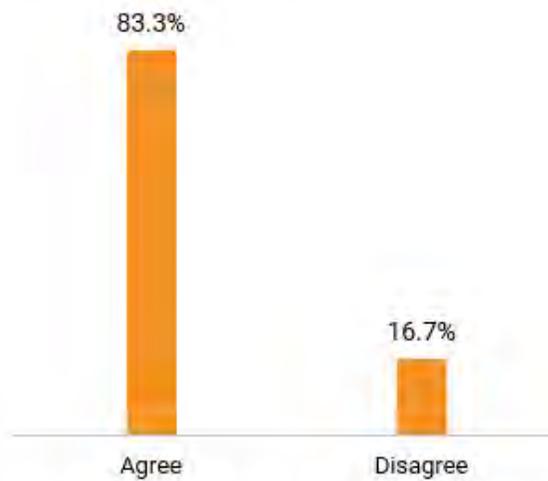
Do you agree or disagree that this area along Upper Hembree Road should be changed to suburban residential?



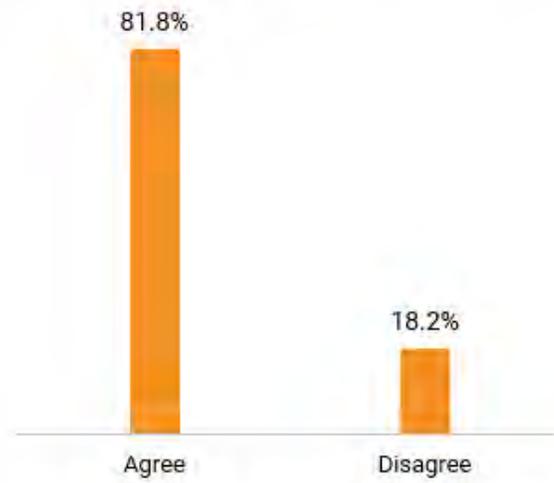
Do you agree or disagree that Martin's Landing and some of its surroundings should be changed to suburban residential?



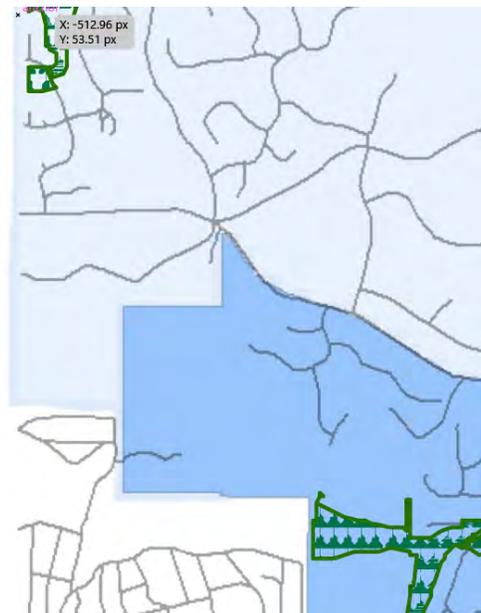
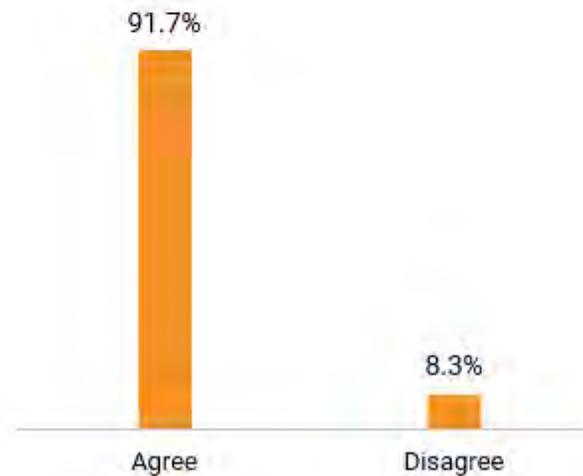
Do you agree or disagree that Willow Springs should be changed to suburban residential?

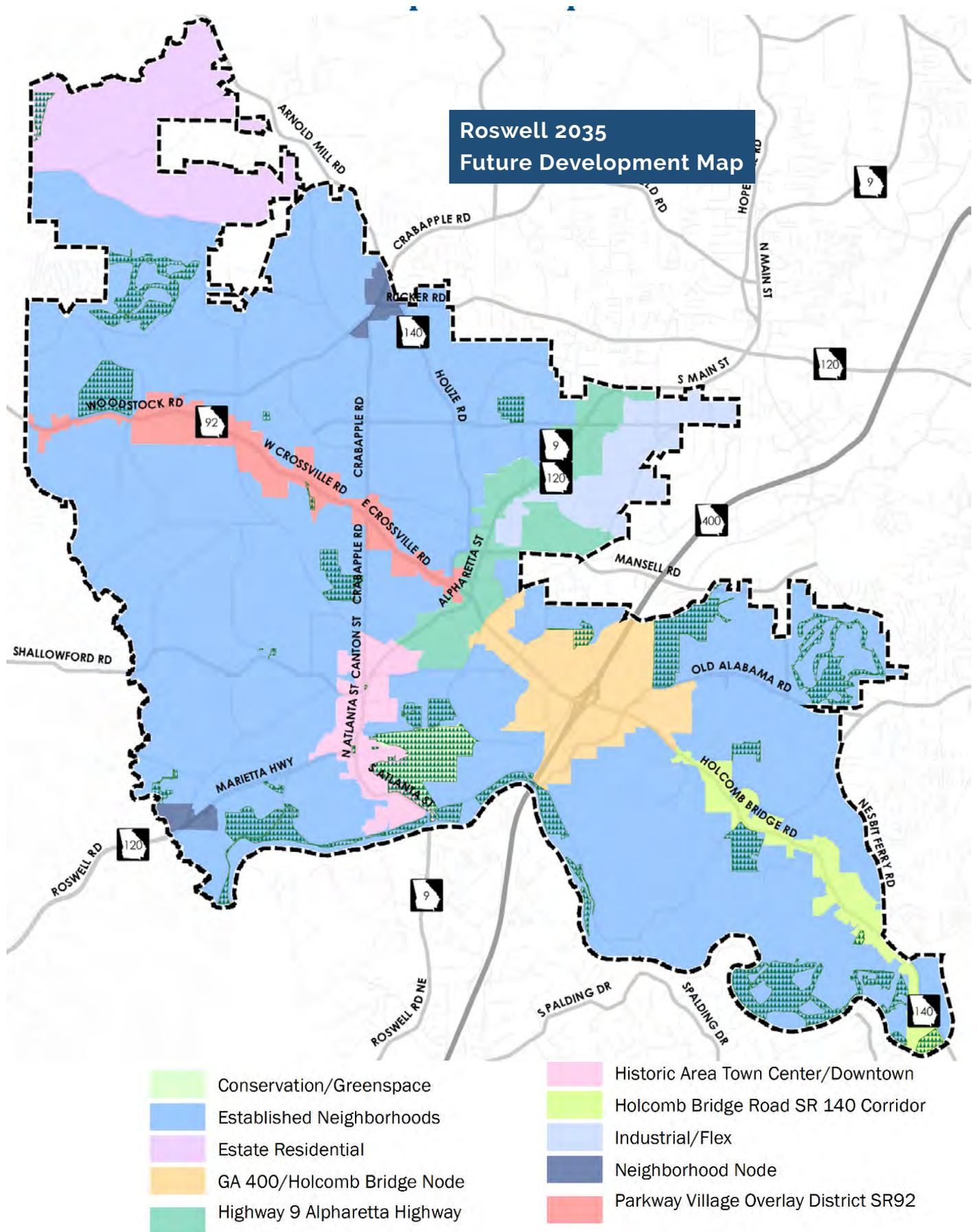


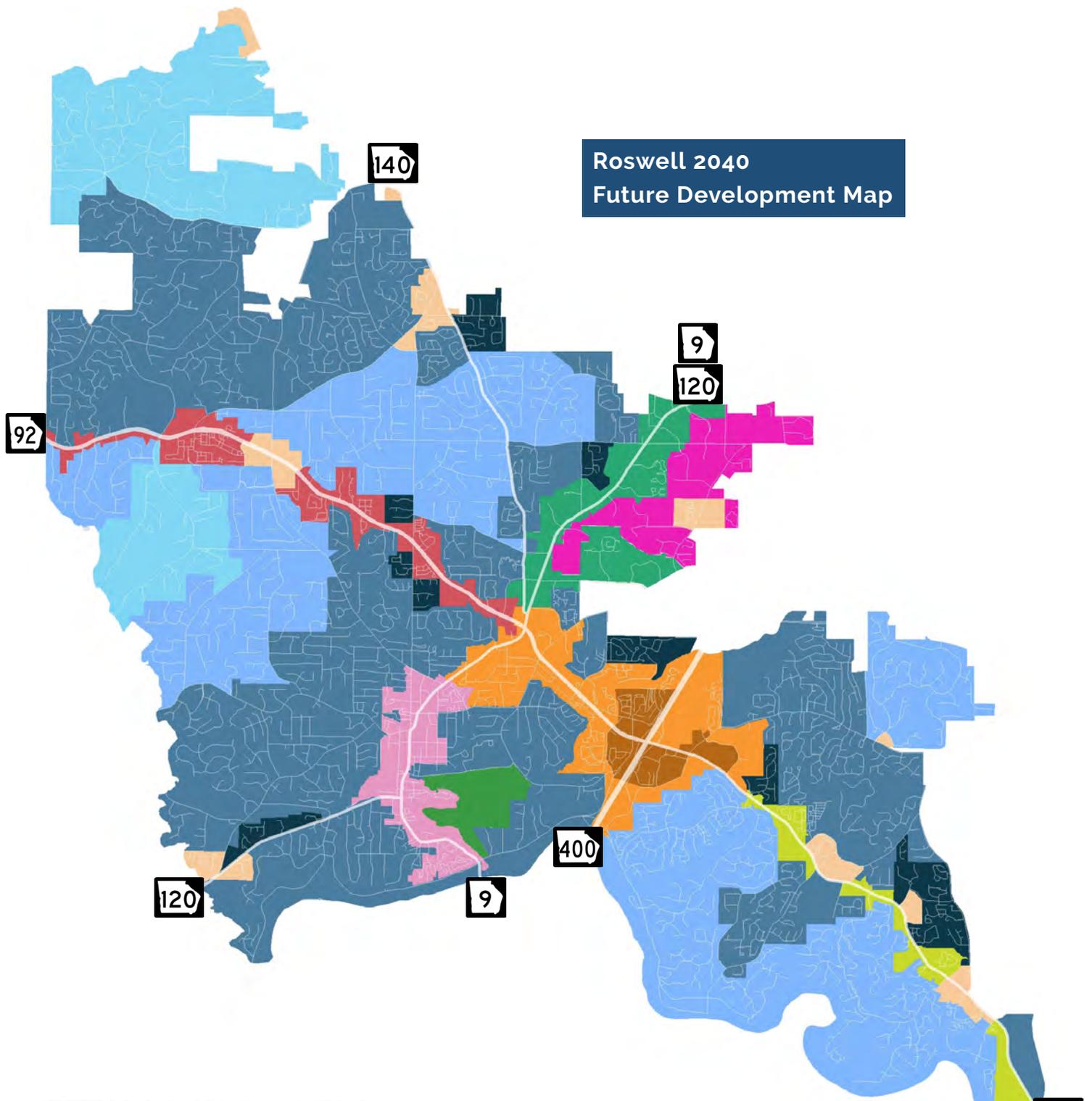
Do you agree or disagree that Horseshoe Bend and some surroundings should be changed to suburban residential?



Do you agree or disagree that this area south of Cox Road should be changed from Established Residential to Estate Residential?







**Roswell 2040  
Future Development Map**

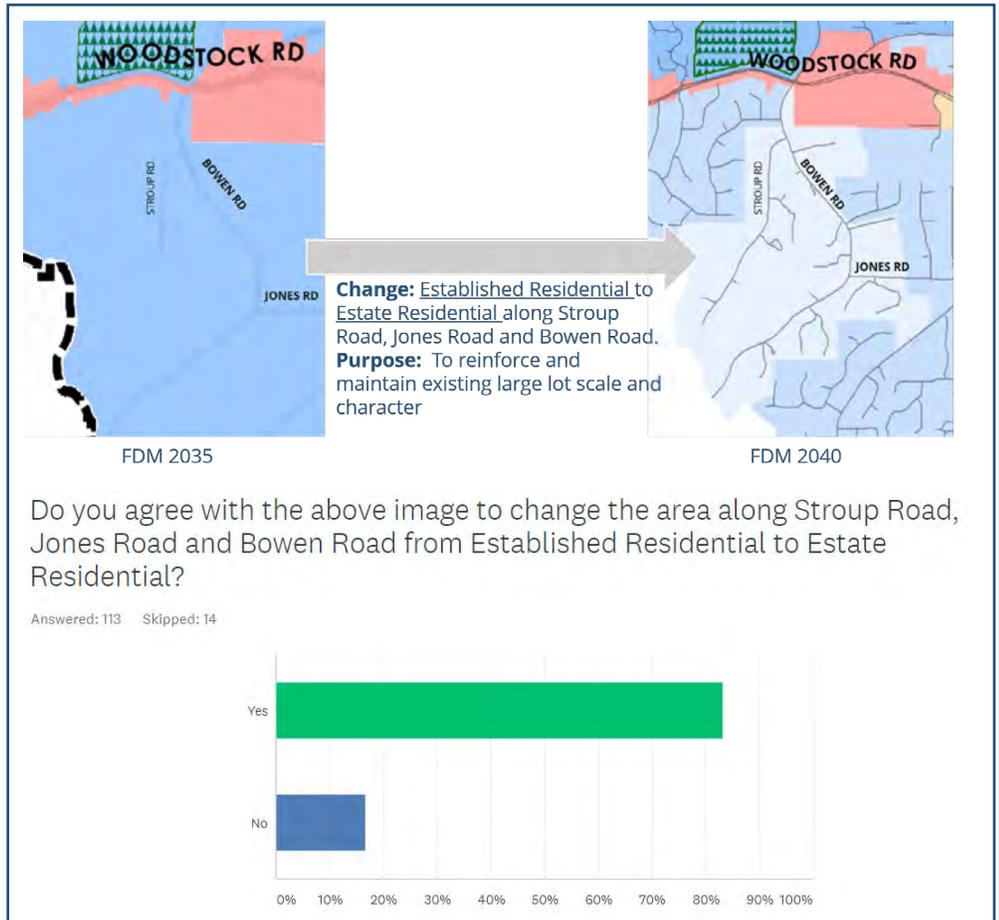
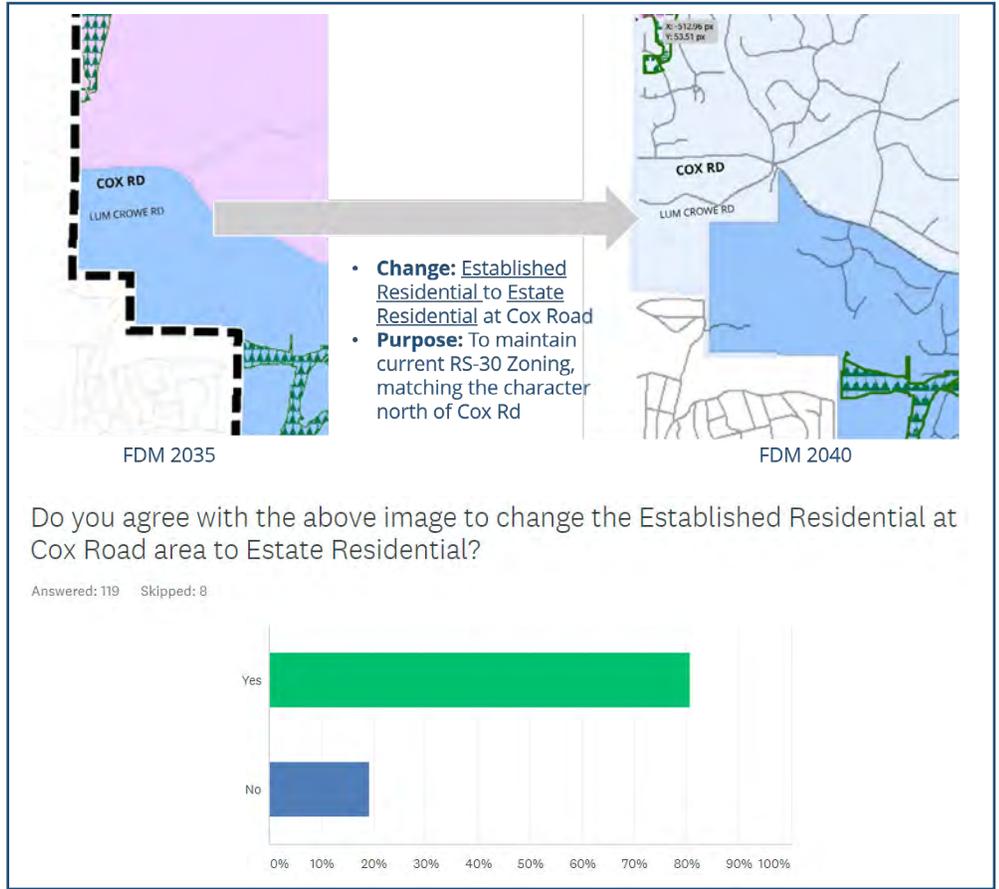
- |   |   |  |  |
|---|---|--|--|
|  <b>Conservation/Greenspace</b>  |  <b>Estate Residential</b>     |  <b>Neighborhood-Serving Area</b> |  <b>Highway 9</b> |
|  <b>Suburban Residential</b>     |  <b>Commercial Mixed-Use</b>   |  <b>Parkway Village</b>         |  |
|  <b>Neighborhood Residential</b> |  <b>Major Activity Area</b>    |  <b>Holcomb Bridge Road</b>     |  |
|  <b>Active Neighborhoods</b>     |  <b>Historic Area/Downtown</b> |  |  |
|   |  <b>Industrial/Flex</b>        |  |  |

### Virtual Community Engagement #3 – March 22, 2021 – April 11, 2021

The final round of general community engagement was focused on the same refinements to the Future Development Map that was the main topic of the preceding Stakeholder meetings. Three activities were developed:

#### Residential Review Survey

A Residential Review survey depicted all of the recommended residential refinements to the Future Development Map in order to get final feedback on the changes before being finalized. Because the refinements were built on a progression of previous feedback exercises, the feedback showed broad support for all of the suggested refinements.







FDM 2035



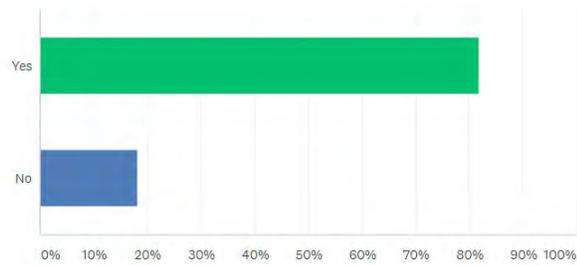
FDM 2040

**Change:** Area north of Hwy 92, south of Hardscrabble Road, and along Upper Hembree Road from Established Residential to Suburban Residential

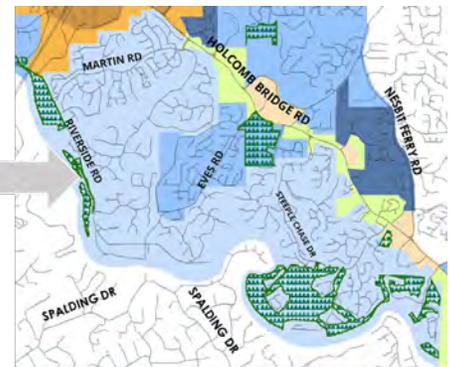
**Purpose:** To reinforce and maintain medium to large lot scale and character

Do you agree with the above image that the area north of Hwy 92, south of Hardscrabble Rd, and along Upper Hembree Rd should be changed from Established Residential to Suburban Residential?

Answered: 99 Skipped: 28



FDM 2035



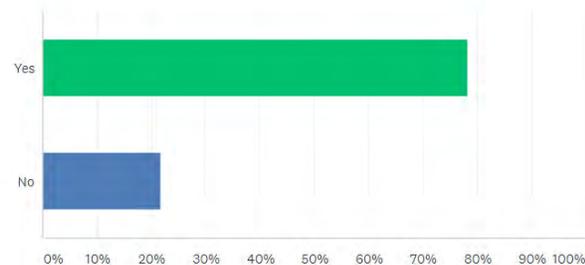
FDM 2040

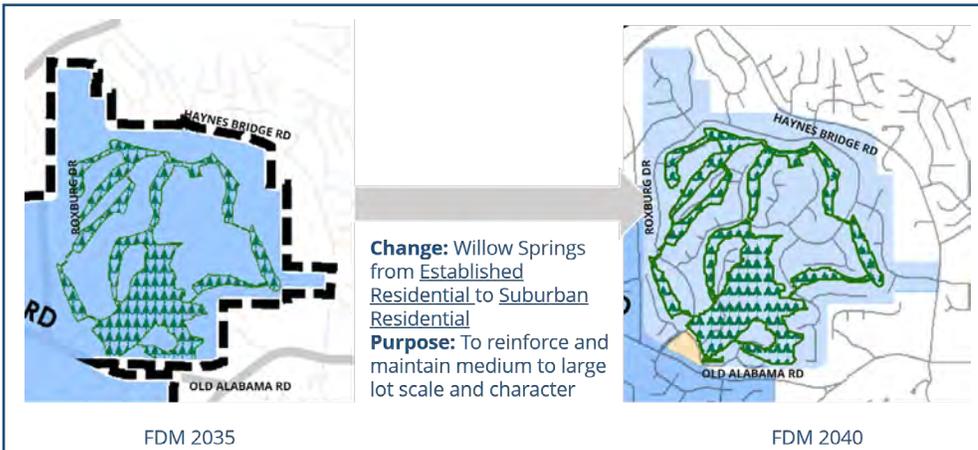
**Change:** Martin's Landing, Sentinel on the River, Horseshoe Bend, and some surroundings from Established Residential to Suburban Residential

**Purpose:** To reinforce and maintain medium to large lot scale and character

Do you agree with the above image that Martin's Landing, Sentinel on the River, Horseshoe Bend, and some surroundings should be changed from Established Residential to Suburban Residential?

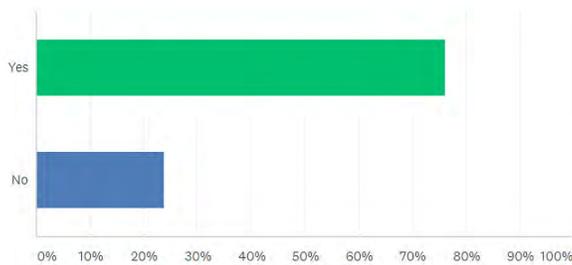
Answered: 92 Skipped: 35





Do you agree with the above image that Willow Springs should be changed from Established Residential to Suburban Residential?

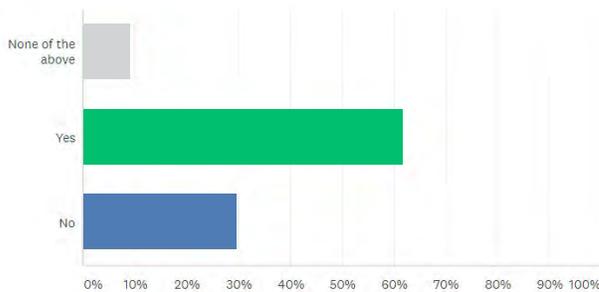
Answered: 88 Skipped: 39



**Change:** Area between Coleman Rd, Willetto Rd, and Marietta Hwy from Established Residential to Active Neighborhoods  
**Purpose:** To maintain and promote small to medium lot scale and character

Do you agree with the above image that the area between Coleman Rd, Willetto Rd, and Marietta Hwy should be changed from Established Residential to Active Neighborhoods?

Answered: 78 Skipped: 49



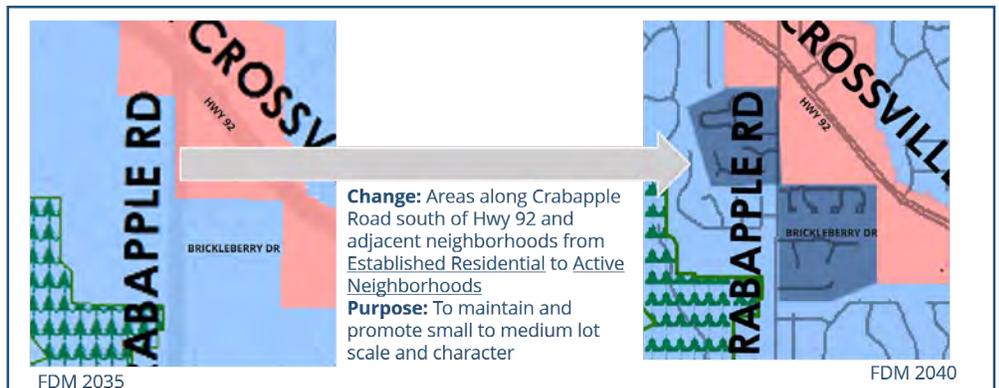
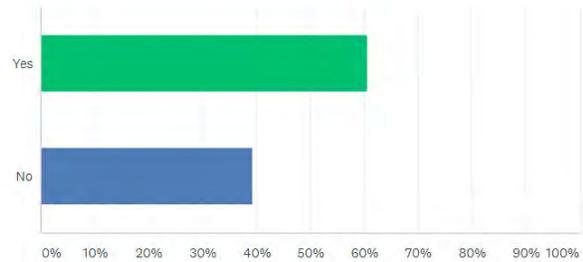


FDM 2035

FDM 2040

Do you agree with the above image that Roswell Green and adjacent neighborhoods should be changed from Established Residential to Active Neighborhoods?

Answered: 79 Skipped: 48

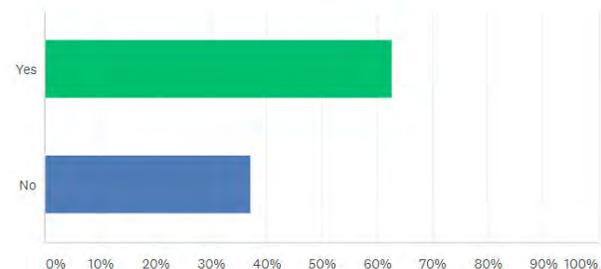


FDM 2035

FDM 2040

Do you agree with the above image that the areas along Crabapple Road south of Hwy 92 and adjacent neighborhoods should be changed from Established Neighborhoods to Active Neighborhoods?

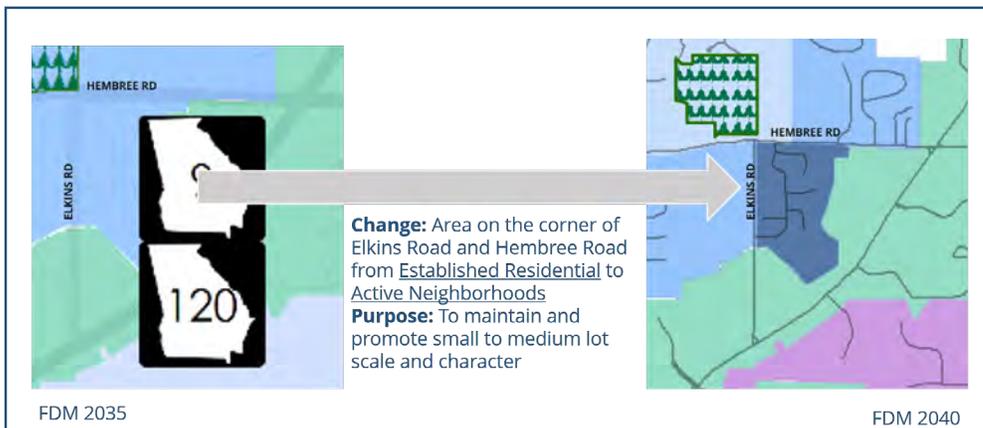
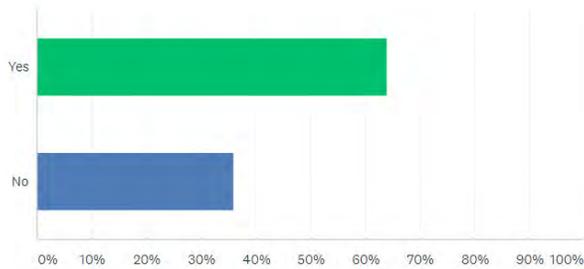
Answered: 78 Skipped: 49





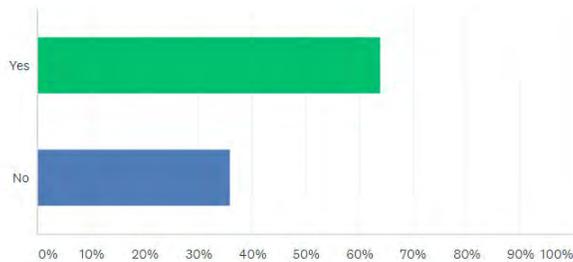
Do you agree with the above image that areas along Rucker Rd should be changed from Established Neighborhoods to Active Neighborhoods?

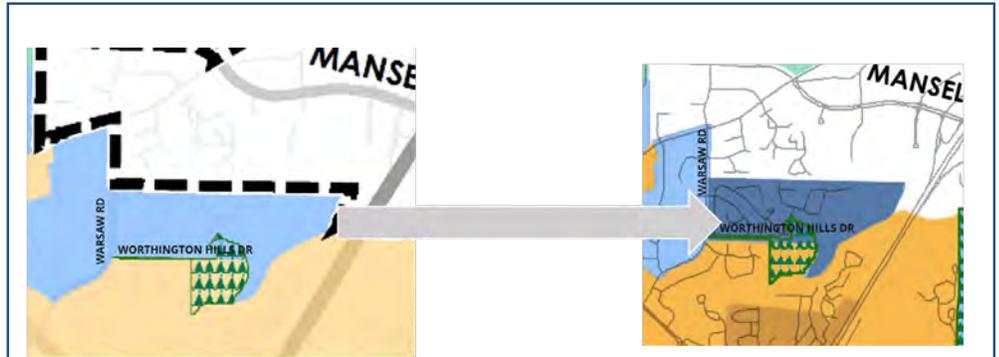
Answered: 75 Skipped: 52



Do you agree with the above image that the area on the corner of Elkins Rd and Hembree Rd should be changed from Established Neighborhoods to Active Neighborhoods?

Answered: 75 Skipped: 52





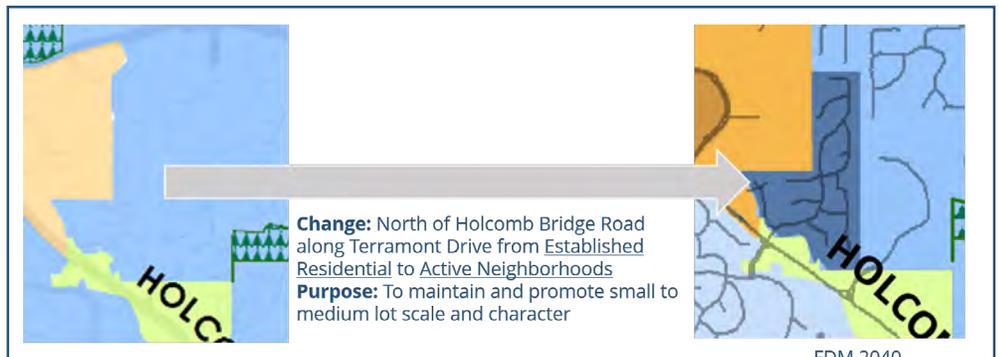
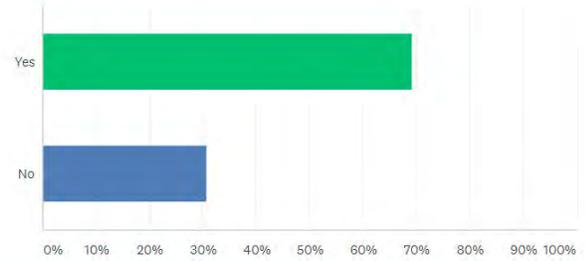
FDM 2035

FDM 2040

**Change:** Area east of Warsaw Road from Established Residential to Active Neighborhoods  
**Purpose:** To maintain and promote small to medium lot scale and character

Do you agree with the above image that the area east of Warsaw Rd should be changed from Established Residential to Active Neighborhoods?

Answered: 75 Skipped: 52



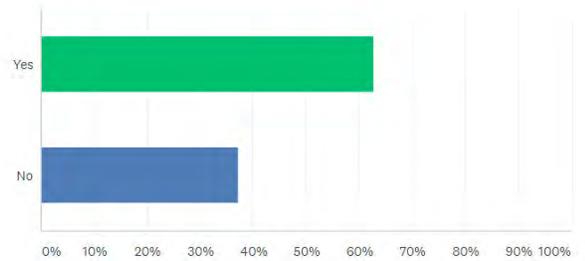
FDM 2035

FDM 2040

**Change:** North of Holcomb Bridge Road along Terramont Drive from Established Residential to Active Neighborhoods  
**Purpose:** To maintain and promote small to medium lot scale and character

Do you agree with the above map that the area North of Holcomb Bridge Rd along Terramont Dr should be changed from Established Residential to Active Neighborhoods?

Answered: 75 Skipped: 52



**Change:** Areas along Nesbit Ferry Road from Holcomb Bridge Road Corridor Area and Established Residential to Active Neighborhoods  
**Purpose:** To maintain and promote small to medium lot scale and character

FDM 2035 FDM 2040

Do you agree with the above image that the areas along Nesbit Ferry Rd should be changed from Established Residential to Active Neighborhoods?

Answered: 73 Skipped: 54

Response	Percentage
Yes	~58%
No	~42%

Convert portions of the Parkway Village and Established Residential Areas to a new Neighborhood-Serving Area at the intersection of Woodstock Road and King Road

FDM 2035 FDM 2040

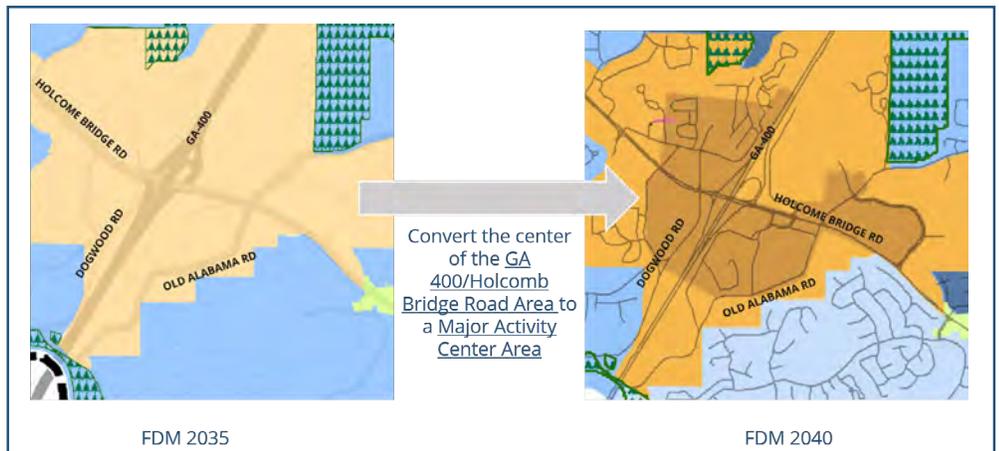
Do you agree with the above image that a Neighborhood-Serving Area should be established at the intersection of Woodstock Road and King Road?

Answered: 64 Skipped: 10

Response	Percentage
Yes	~72%
No	~28%

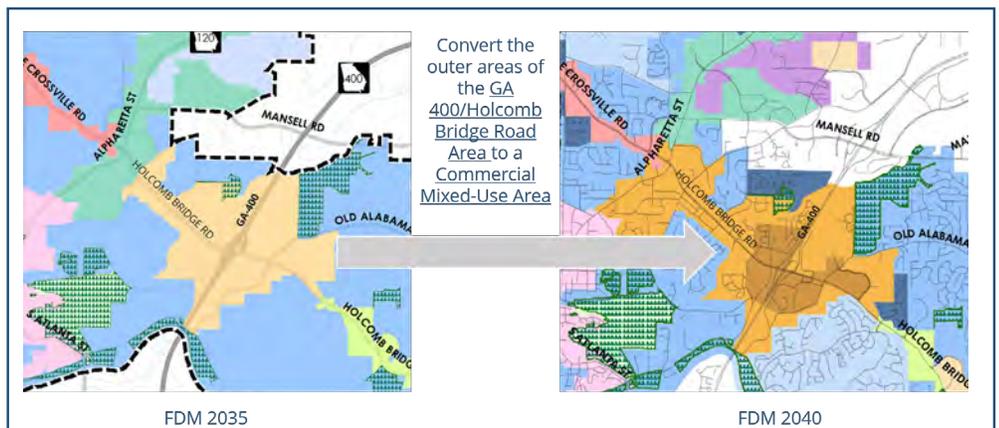
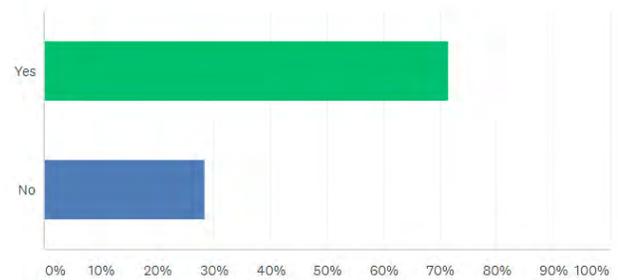
### Commercial Review Survey

A Commercial Review survey depicted all of the recommended commercial refinements to the Future Development Map in order to get final feedback on the changes before being finalized. Because the refinements were built on a progression of previous feedback exercises, the feedback showed broad support for all of the suggested refinements.



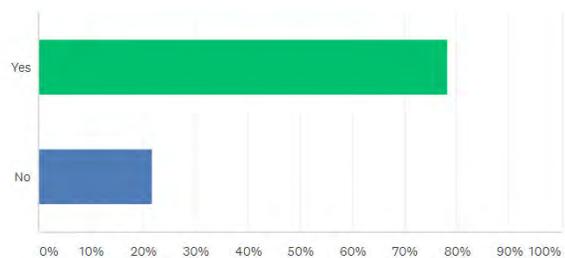
Do you agree with the above image that the center of the GA-400 Node should be changed to a Major Activity Center Area?

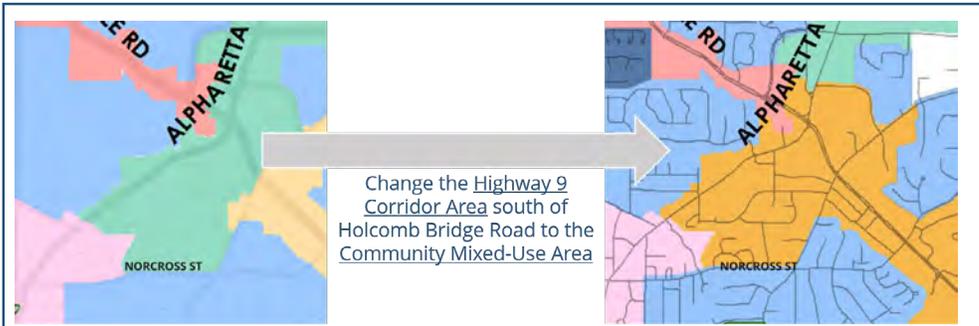
Answered: 67 Skipped: 7



Do you agree with the above image to convert the out areas of the former GA 400/Holcomb Bridge Road Area to a Commercial Mixed-Use Area?

Answered: 69 Skipped: 5



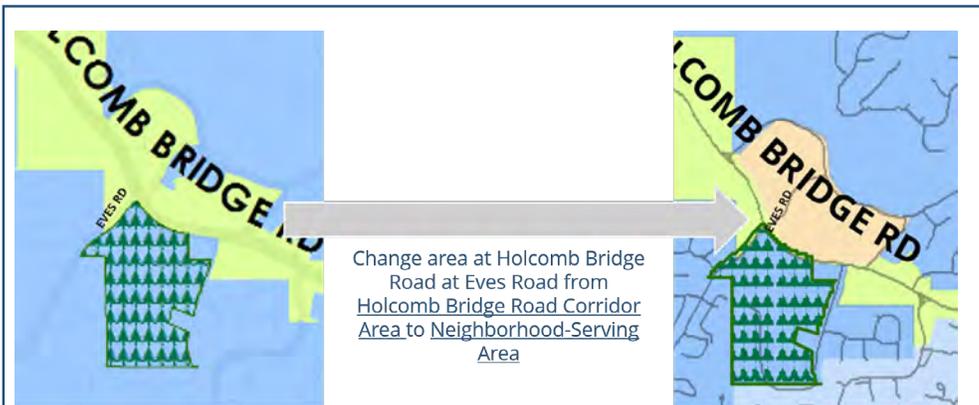
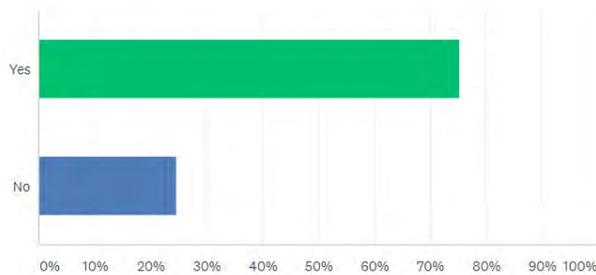


FDM 2035

FDM 2040

Do you agree with the above image that the area on Highway 9 south of Holcomb Bridge Road should be moved from the Highway 9 Area to a Community Mixed-Use Area?

Answered: 65 Skipped: 9

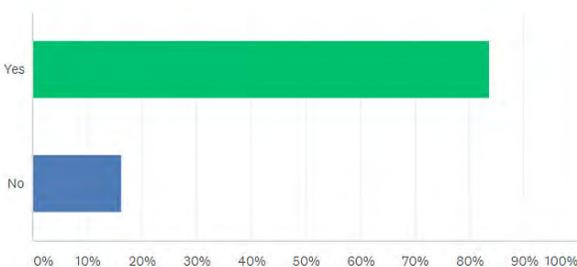


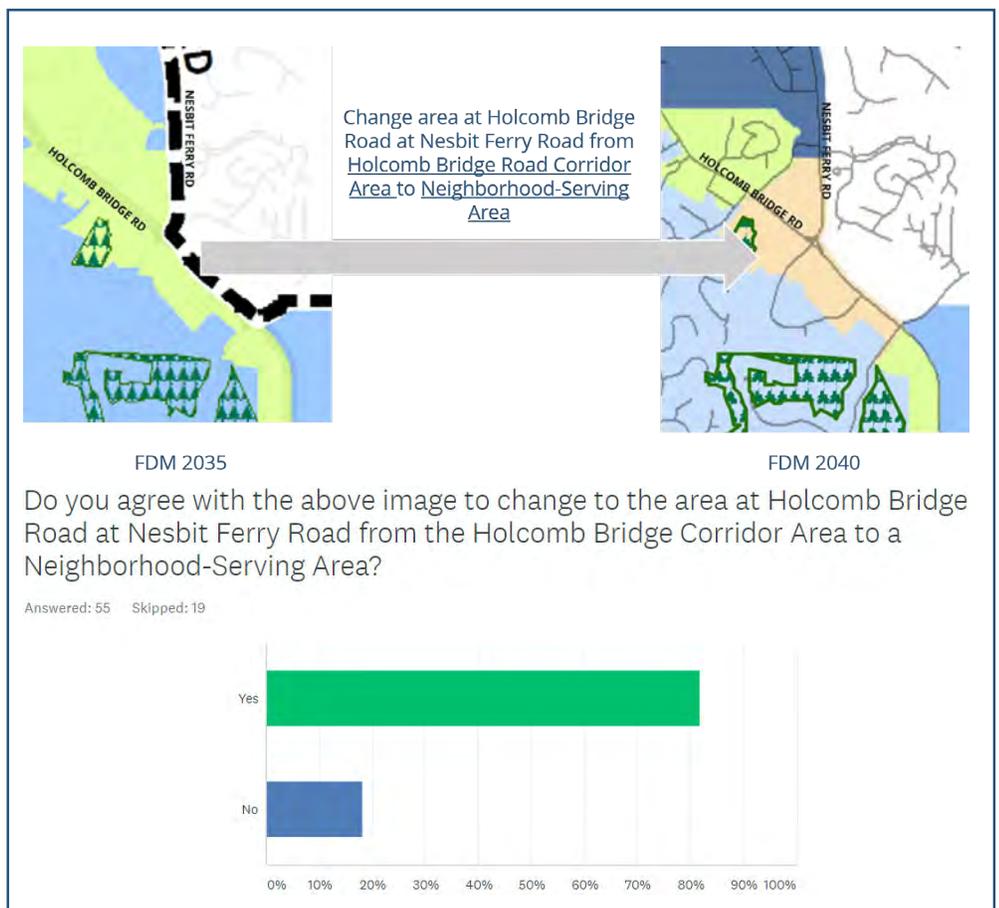
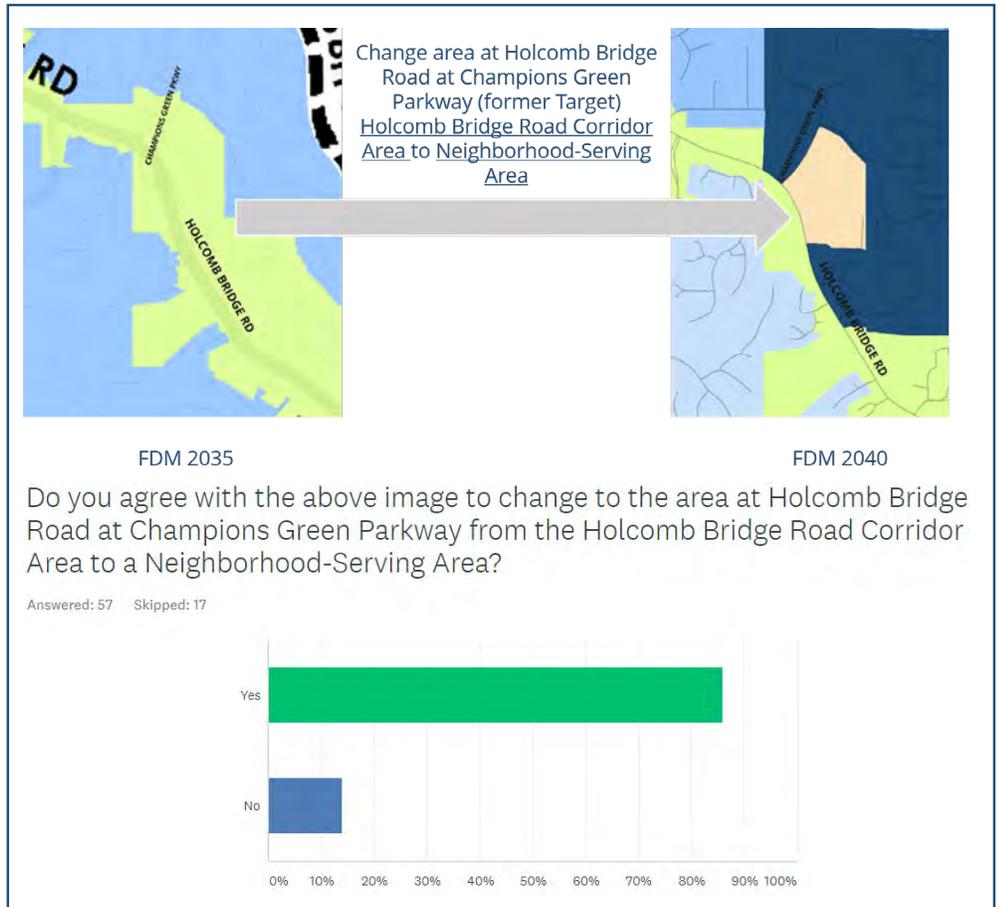
FDM 2035

FDM 2040

Do you agree with the above image to change the area at Holcomb Bridge Road and Eves Road from the Holcomb Bridge Road Corridor Area to a Neighborhood-Serving Area?

Answered: 61 Skipped: 13









## **Planning Commission - May 18, 2021**

As part of the process to approve and adopt the plan, consideration of the plan was presented to the City's Planning Commission on May 18, 2021.

## **Public Hearing - June 14, 2021**

Finally, the plan was presented for Council approval to transmit for Department of Community Affairs and Atlanta Regional Commission review through a second formal Public Hearing.

## **Needs & Opportunities**

The following is a summary list of key needs and opportunities identified through an Existing Conditions analysis, stakeholder engagement, and public input. These elements are categorized as follows:

- Population
- Economic Development
- Housing
- Land Use & Urban Design
- Transportation & Mobility
- Community Facilities
- Natural & Cultural Resources
- Broadband



# POPULATION

## NEEDS & OPPORTUNITIES

### Needs

- The City should attract diversity in age amongst its population.
- Several Roswell schools operate over capacity, while the number of children in the city is growing.
- The city should seek to improve certain areas that have high levels of poverty.
- The city is perceived as a city of families, while only 35% of households have children.

### Opportunities

- Express and embrace ethnic, racial, and economic diversity of Roswell
- Roswell supports a multi-generational community.
- Residents of Roswell are very civic minded.
- Both public and private schools in the city are of high quality.
- City staff is responsive to citizens.
- Keep and attract aging population with housing options that are low maintenance and/or downsized, but not all "senior housing."



- Highly educated population creates potential for informed constituents, attractive labor force, flexible economic future.
- Increased racial diversity bring increased cultural exposure and innovation in business and communities.
- High median income and high percentage of home ownership.
- High quality schools which draw and retain young families.



# ECONOMIC DEVELOPMENT

## NEEDS & OPPORTUNITIES

### Needs

- Educate citizens on the various forms and functions of developments.
- Attract new businesses, with diversity of land uses, to contribute to tax base.
- Expand high tech infrastructure.
- Increase higher education options in Roswell, including non-college options.
- Increase Class A office space.
- Increase housing options.
- City is built up, limiting economic growth
- City needs to define how and where infill and redevelopment will occur.

### Opportunities

- Redevelop vacant strip shopping centers; potentially with incentives for housing and Class A office.
- Leverage Canton Street area as catalyst for redevelopment in other areas.
- Develop redevelopment strategy for key locations such as Georgia 400 and Holcomb Bridge Road.



# HOUSING

## NEEDS & OPPORTUNITIES

### Needs

- Increase housing targeted for workforce, young people, and aging population.
- Increase development of traditional neighborhoods.
- Reinvest in established neighborhoods.
- Provide affordable rents in desirable areas.
- Increase overall variety in housing options.
- Improve conditions in existing apartment complexes as needed.
- Improve connections between housing and destinations.
- Maintain strong, stable single-family neighborhoods.
- Work with Roswell Initiative for Community Housing (RICH) to educate citizens on the demands for different housing type and those seeking alternatives housing, including workforce housing.
- Develop redevelopment strategy to include a variety of housing option at key locations such as Georgia 400 and Holcomb Bridge Road.
- Evaluate housing options to serve the needs of Roswell residents, including the aging population and the young (millennials) professionals.

### Opportunities

- Redevelop strip shopping centers and areas along commercial corridors with incentives for diversity in housing type, density, and affordability.
- Utilize a public/private partnership funding mechanism to support developments that incorporate a variety of housing types and affordability.



# LAND USE & URBAN DESIGN

## NEEDS & OPPORTUNITIES

### Needs

- Improve quality and design of development at Holcomb Bridge Road at SR 400 interchange. Maintain aging infrastructure and provide additional infrastructure to support new redevelopment.
- Ensure that primarily low density areas are enabled to maintain low density.
- Create appropriate transitions between areas of different densities.
- City is essentially built up; the City needs to consider where and how redevelopment should occur.
- Improve connectivity to relieve local congestion.
- Redevelop areas where pockets of poverty and sub-standard housing exist.
- Create a clear mixed use-policy.
- Define character areas that clearly reflect desired development options.
- Maintain and improve infrastructure, such as water lines, that are old, decaying, and inadequate in size.



## Opportunities

- Define in the 2040 Comprehensive Plan in each character area the necessary guidelines to inform zoning decisions.
- Evaluate and break up the character areas to reflect appropriate development.
- Maintain and enhance the city's small town feel with access to big city amenities.
- Leverage Canton Street as a popular destination with historical value to spur development nearby.
- Explore state and federal grants based on City's subarea plans and Opportunity Zone position.
- Address changing housing demands by allowing for the opportunity to provide new product development in redevelopment areas.
- Take advantage of the broader focus on sustainability to support City efforts to meet sustainable and innovate air, water, and energy goals.
- Use vacant buildings to re-orient areas as centers/nodes instead of corridors/strips.
- Maintain strong protections of City character within the Historic District.



# TRANSPORTATION & MOBILITY

## NEEDS & OPPORTUNITIES

### Needs

- Prevent local traffic from becoming a detriment to the overall quality of life.
- Address traffic congestion and maintain quality of life in the city.
- Address traffic around Holcomb Bridge Road at SR 400 interchange which is particularly problematic.
- Increase availability of parking Downtown.
- Increase access between many of the amenities and other resources.
- Create safe and secure walkability/ bikeability.
- Improve east-west public transit options.
- Increase connectivity and transportation choices to combat local congestion.
- Improve roadways to meet impact fee Level of Service standard "D"
- Address capacity given right-of-way and other constraints.
- Reduce the large amount of regional traffic that does not begin or end in Roswell.
- Reduce gaps in pedestrian network in some parts of the City.
- Encourage existing commercial developments to become more conducive to pedestrian, bicyclist, or transit rider usage.
- Address aging transportation infrastructure.



## Opportunities

- Roswell's centralized location provides convenient access to the wider region, including transit access to the airport.
- Continue to connect trail and bicycle networks to distinct areas as viable alternative transportation.
- Increase use of Travel Demand Management strategies to better manage demand.
- Link pedestrian and bicycle facilities to existing and proposed projects from neighboring communities and statewide systems.
- Potential MARTA transit station at the intersection of Georgia 400 and Holcomb Bridge Road.
- Ensure that any master planning efforts in redevelopment areas incorporate all modes of transportation, including transit services, where appropriate.



# COMMUNITY FACILITIES

## NEEDS & OPPORTUNITIES

### Needs

- Create additional performing arts spaces or programs within the city.
- Increase recreational connections between city parks.
- Increase pedestrian and bike connection between city parks.
- Determine how to acquire additional parkland/pocket parks/greenspace since the majority of land in the City has been developed.

### Opportunities

- Increase park space in the city.
- Connect parks with schools where appropriate.
- Connect all parks and trails.
- Require designation/requirements for additional open space and/or amenities areas as part of development and redevelopment projects.
- Connect the Big Creek Parkway and Riverside areas.
- Increase connections to and between Chattahoochee Park Areas.

# NATURAL & CULTURAL RESOURCES

## NEEDS & OPPORTUNITIES

### Needs

- Protect the city's natural resources such as streams, floodplains, and other waterways
- Control development in the Historic District in order to maintain historic identity.
- Monitor and limit development in environmentally sensitive areas.
- Strive to address those portions of Roswell waterways that do not meet federal water quality standards.
- Provide protection for resources outside Historic District with potential historic merit.
- Provide protection for those historic properties along Atlanta Street/SR 9 that are negatively impacted by traffic.
- Prevent historic properties from being lost, becoming vacant and/or deteriorating.
- Conduct a citywide, comprehensive survey of historic resources.



## Opportunities

- Leverage Canton Street as a popular destination with historical value.
- Promote areas along Riverside Road and Azalea Drive as scenic and natural areas, for relaxation and recreation in the city.
- Continue to promote and provide community activities for all residents.
- Promote Roswell's open spaces available for residents and visitors.
- There is a strong arts community in the City, so there needs to be an expansion of art throughout the City.
- Encourage a strong community identity amongst residents.
- Utilize undeveloped land which is limited by environmental constraints for passive uses related to City park system, where appropriate.
- Further educate citizens about the importance of protecting water resources through the Education Officer in the Public Works/Environmental Department.
- Extend trails along the Chattahoochee River, and connect City park facilities to the National Recreation Area.
- Neighborhoods existing prior to 1960, including ranch neighborhoods, can be nominated to the National Register of Historic Places.
- Rehabilitate and promote the Hembree Farm in conjunction with the three house museums.
- Expand the Historic Properties Map as a way to map historic resources in the City.
- Promote shared parking in the Historic District.



# BROADBAND

## NEEDS & OPPORTUNITIES

Because Roswell resident's generally have access to consistent and reliable high speed internet, no specific needs or opportunities were identified

## Goals & Policies

The following policies will help City Staff, Elected Officials, and community partners to guide the community vision. These goals and policies are organized in the same fashion as the preceding needs & opportunities.

### Population

**P1.** Roswell, like other successful communities with diverse populations, will partner with schools and the business community to promote the educational attainment and civic involvement that the City of Roswell envisions for all who work and live in the City.

**P2.** The City of Roswell's housing and land use policies foster conditions that make aging in place possible. Specific goals incorporate lifelong community criteria where appropriate.

**P3.** The City of Roswell's housing, land use, transportation, and economic development policies will aim to create conditions that allow a variety of housing opportunities, access to job training facilities, and community supported service provision for those in need where appropriate.

**P4.** Recreation and parks facilities should continue to adapt to serve the needs of the increasingly diverse population of Roswell

### Economic Development

**ED1.** The City aims to make Roswell a more business-friendly community and encourage appropriate economic development by implementing the recommendations of the Strategic Economic Development Plan (SEDP).

**ED2.** Redevelopment is an economic imperative for the City and a priority for citizens in order to diversify the tax base to support a high quality of life.

**ED3.** City investment in infrastructure will support economic development that retains and grows existing employers, attracts new employers, and attracts redevelopment.

**ED4.** As Roswell's "front door," the Holcomb Bridge/GA 400 node is a priority economic development location for the City and will receive priority consideration for:

- Multimodal access, public investment, and private partnerships to improve the streetscape, and
- Gateway and signage upgrades.

**ED5.** The City will prepare a gateway and signage plan.

**ED6.** The City benefits from its Canton Street/ Historic District treasure; additional ways to enhance and expand the cultural life of the City will be considered as part of a strategy for promoting tourism and visitors.

**ED7.** The City recognizes that accessibility and mobility impact the economic health of the community and it commits to: Providing residents and workers with genuine options for local and regional transit connections and establishing a transit-ready future, and Coordinating with the North Fulton sister-cities in implementing the North Fulton Comprehensive Transportation Plan.

**ED8.** Embrace the City's diversity through promotion of its restaurants and businesses that represent and reflect cultures from around the world.

## Housing

**H1.** Consider changes in housing needs and demands in conjunction with sustainable building practices by promoting the following, where appropriate:

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

**H2.** Pursue zoning and economic development actions to encourage a variety of housing sizes and price points to encourage the following, where appropriate:

- Consideration of market responses including housing preferences and needs for young professionals, multi-generational households, and "empty nesters"
- Zoning that reflects a variety of price points and housing demand
- Provision of incentives for work-force housing, and
- Redevelopment or organic reinvestment of aging housing stock.

**H3.** Use the Future Development Map as an overall guide to identify where and under what conditions housing of various forms may be appropriate.

**H4.** Create "lifelong" communities within Roswell through strategically located recreation, social, health and medical facilities near housing that young single professionals seeking lower maintenance and the "empty nester" generations desire where appropriate.

## Land Use & Urban Design

**LU/D1.** The City of Roswell aims to provide innovative, flexible and quality design-focused development in some parts of the following areas identified on the Future Development Map's following Character Areas: Holcomb Bridge/GA 400, Highway 9, and the Historic District. This policy recognizes that redeveloping sites with existing buildings is more challenging than developing on open land, so conditions must be favorable for investment to occur.

**LU/D2.** The City supports the adaptive re-use of existing vacant buildings where financially feasible.

**LU/D3.** The City recognizes that the demographic trends of a healthy, aging population, coupled with a growth of young families and professionals is likely to generate demand for housing in walkable communities near amenities, and will encourage these types of developments where possible while maintaining the existing character of their surroundings.

**LU/D4.** The City will monitor the effectiveness of the UDC and update it, when needed, to reflect land use trends, building and development trends, and community needs.

**LU/D5.** The City supports infill housing when it is appropriately scaled, appropriately designed, and compatible with its context.

**LU/D6.** City zoning and development trends will reflect the principles and policies established in the Comprehensive Plan and will seek to:

- Maintain and honor the existing character and scale of established residential areas in the City
- Link transportation and redevelopment opportunities
- Utilize the design-based provisions of the UDC, and
- Provide an efficient review and approval process in accordance with the UDC

**LU/D7.** The City will encourage developments that exceed the minimum open space requirements of the UDC and/or provide space for public assembly

## Transportation

**T1.** The City is committed to a transportation program and project prioritization framework that achieves the following policy objectives, as identified in the Transportation Master Plan:

- Enhancing neighborhoods.
- Preserving and enhancing the City's historic resources.
- Protecting and expanding the City's natural resources and open spaces.
- Exploring connectivity options and interparcel access for commercial and certain other corridors
- Exploring innovative and context-sensitive system impacts
- Expanding multi-modal opportunities throughout the City including pedestrian, bicycle, and transit facilities
- Balancing the role and position of Roswell's regional transportation facilities to mitigate impacts

**T2.** Enhance Safety – not just for vehicles, but for all users: motorized vehicle operators, pedestrians, bicyclists and transit riders.

**T3.** Manage Congestion – focus on providing innovative yet realistic options for local traffic including key intersections, as well as creating new connections.

**T4.** Increase Bicycle, Pedestrian and Transit Mobility – ensure that all City residents have safe bicycle and pedestrian mobility options and that transit service is as accessible to residents and visitors as possible.

**T5.** Support Redevelopment – provide transportation systems that support redevelopment while preserving Roswell's character. This will allow the City to plan for a prosperous future.

**T6.** Implement recommendations from the Roswell Bicycle & Pedestrian Plan to add infrastructure and facilities that promote mobility options throughout the city.

**T7.** Identify strategies to improve traffic flow around and through the City, such as intersection improvements, better signal timing, Intelligent Transportation Systems (ITS), etc.

## Community Facilities

**CF1.** Ensure cost-effective and timely provision of community facilities and services to support the needs of the City's neighborhoods, residents, and businesses. Increase the ability of the Roswell-Alpharetta Public Safety Training Center (RAPSTC) facility to accommodate police officers for training (joint effort with Fire Department).

**CF2.** Maintain municipal buildings and grounds to the same high standard as exists today.

**CF3.** Fully integrate the City's Capital Improvement Element (CIE), as required by state rules to be annually updated, with the City's capital improvement planning process, so that the two items are one and the same.

**CF4.** Prepare tools to allow public-private partnerships to create new community facilities such as parks, public plazas and trail spurs to connect to City network.

**CF5.** Identify emergency shelters for community members in need.

**CF6.** Consider energy-efficient building programs for new facilities.

**CF7.** Implement the recommendations from the current council adopted Recreation, Park, Historic and Cultural Affairs 5 year park master plan and strategic plan.

## Natural & Cultural Resources

**NCR1.** Roswell recognizes the various advantages of "going green." The City strives to improve efficiencies and reduce the use of resources in order to produce meaningful savings to taxpayers and a better environment for our residents. Through responsible development and green building practices as appropriate, Roswell will grow into a healthier and even more desirable place to live and work.

**NCR2.** The City promotes reducing energy and water use, expanding clean and efficient energy and water technology use, and promoting new buildings as high performance structures; as such, the City will consider appropriate development regulations to allow new technologies and incentivize efficiency.

**NCR3.** Roswell will enhance the City's successful historic heritage program with specific actions to expand protection and update existing historic preservation ordinances.

**NCR4.** Promote a greater public awareness of Roswell's cultural resources and the local programs that protect these resources.

**NCR5.** The City maintains and cultivates a "historic preservation" culture by enabling local residents and property owners to pursue historic preservation-related projects and efforts.

**NCR6.** Engage Roswell's diverse network of volunteer, faith based, and nonprofit organizations in activities that benefit residents, preserve the city's assets, and improve quality of life.

**NCR7.** Maintain and enhance the City's recreation areas and parks, especially along the Chattahoochee River, and continue to promote the City's recreation and parks programming.

**NCR8.** Prioritize community outreach and engagement through events and activities sponsored by the City's public safety departments to promote trust between first responders and residents.

**NCR9.** Continue implementation of the Art and Culture 2030 Master Plan creating opportunities for place making, artistic expression, cultural celebrations, special events and programming in our community.

## **Broadband**

**Because Roswell resident's generally have access to consistent and reliable high speed internet, no specific policies for City jurisdiction were identified.**

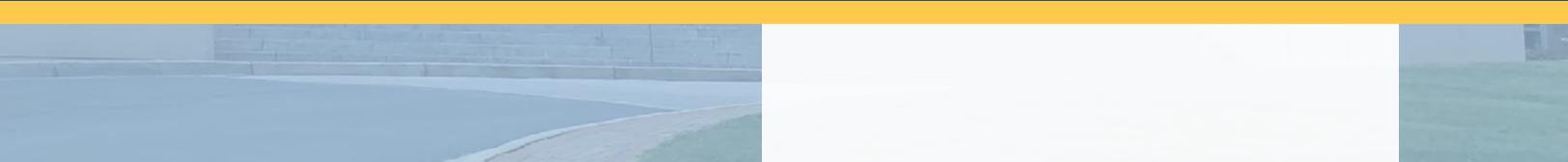




CITY HALL

4

ROSWELL  
TOMORROW





## 4 ROSWELL TOMORROW



### The Future Development Map

The Comprehensive Planning Process focused heavily on the refinement of the Future Development Map. The Future Development map is a tool that guides development and policy decisions by the City's Elected Officials that are consistent with the vision and goals for the future of Roswell. Each Character Area in the Future Development Map has an associated vision, compatible future zoning designations, and an implementation strategy.

## Future Development Map Framework

**Reclassify character areas** into groupings by a combination of type and intensity

The Character Areas are grouped into 4 classes: Established Residential Areas, Activity & Employment Areas, Commercial Corridors, and Conservation & Greenspace. This modification simplifies the use of this document as there are now 13 Character Areas.

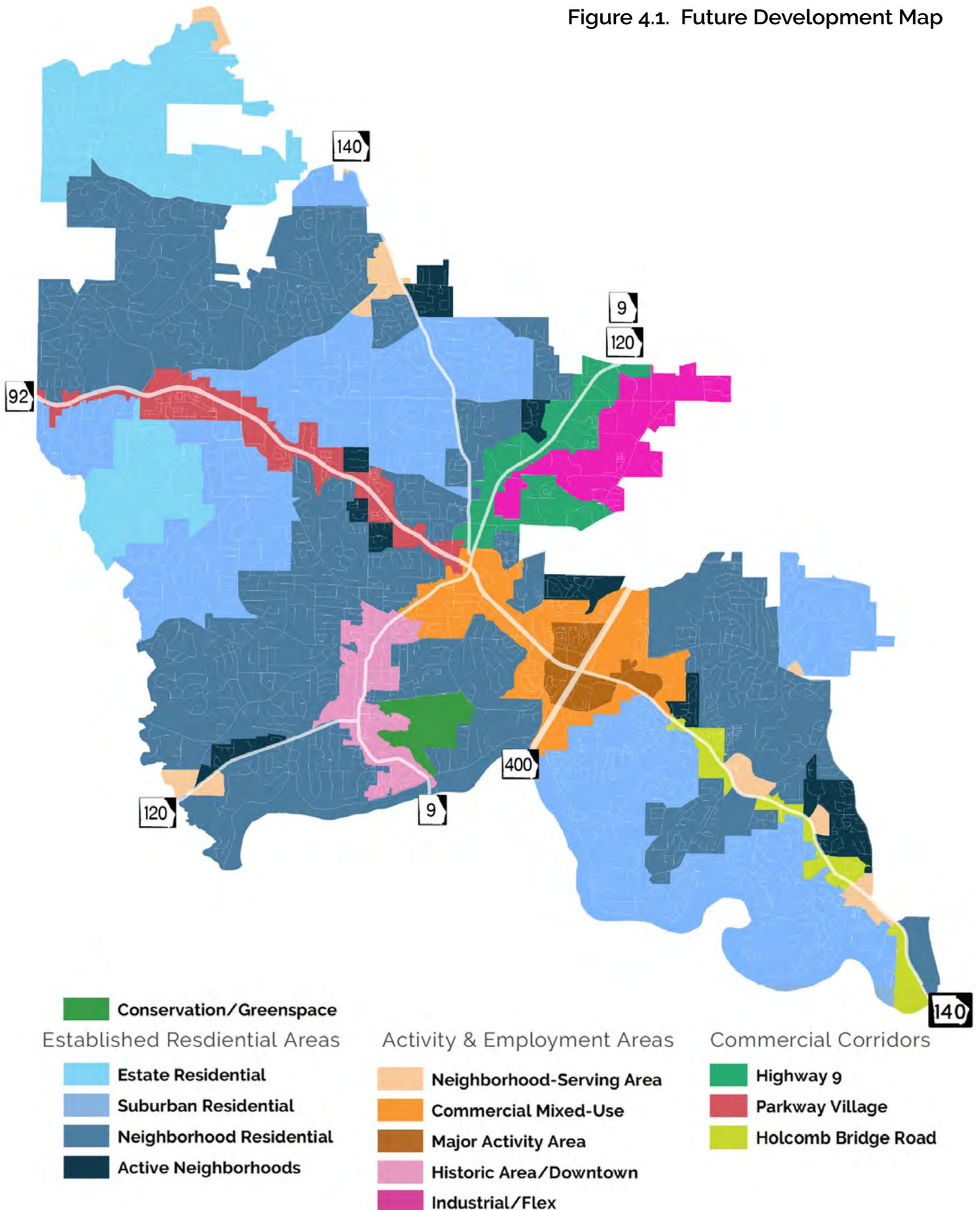
Identify opportunities to **distinguish different types of residential areas**

The 2035 Comprehensive Plan identified 2 residential areas. Discussion among the Comprehensive Plan's Stakeholder Committee indicated a need to further break them down to both preserve existing character and to accommodate appropriate growth as the infill and redevelopment occurs.

Create a framework to **emphasize nodal areas of activity** while de-emphasizing linear/corridor approaches

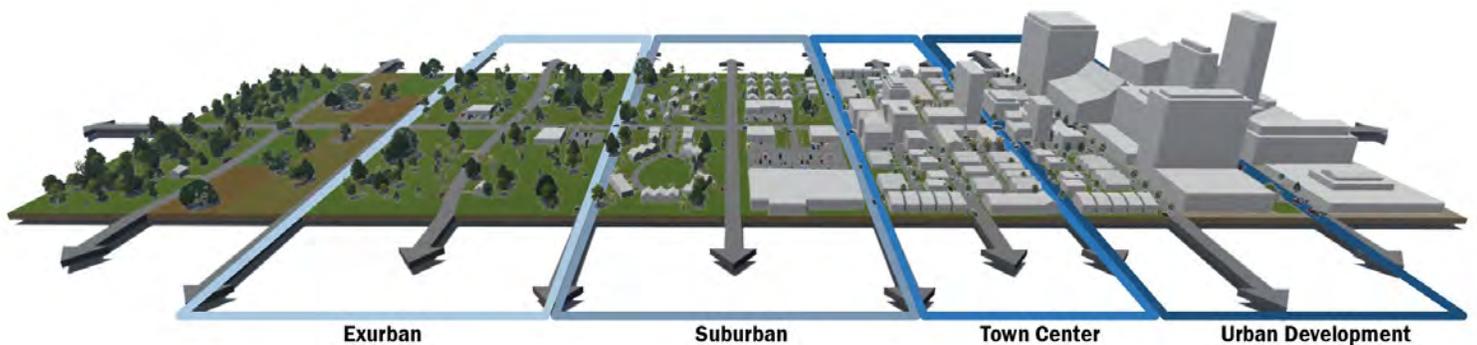
The City identified three nodes with redevelopment opportunity: Holcomb Bridge Road at SR-9, Holcomb Bridge Road at SR-400, and Holcomb Bridge Road at Old Alabama Road. Engagement efforts gathered broad consensus around the need for more town-center-scale development which promotes walkability, connectivity, health and wellness, and mixed-use development. The study areas and some adjacencies were included in newly introduced Character Areas called Commercial Mixed Use Areas and Major Activity Areas. A similar, but much smaller approach is taken with 'Neighborhood-Serving Areas,' formerly Neighborhood Nodes.

Figure 4.1. Future Development Map



## Urban Scale

The community was surveyed on preference of urban scale as part of the vision phase of the plan development which helped the planning team understand the appropriateness of development type in different parts of the community. The urban scale diagram below is based on the idea that communities can span from Exurban areas all the way to Urban Development. See how the Future Development Character Areas span across this development spectrum.



### Conservation & Greenspace

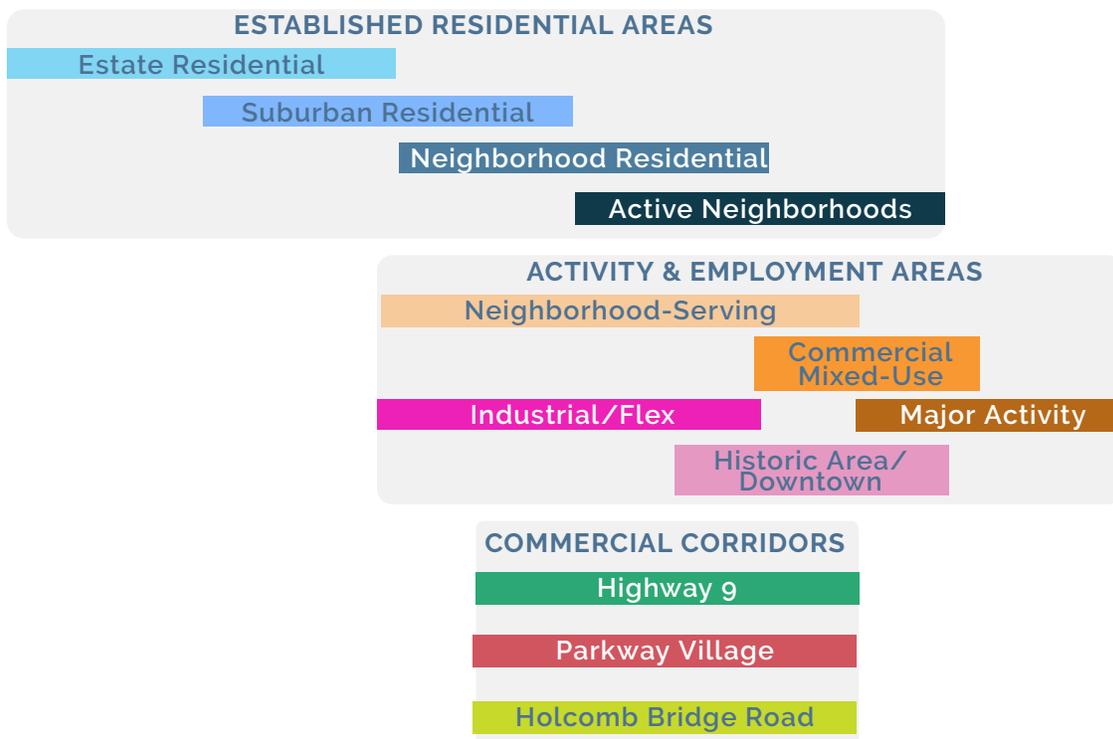


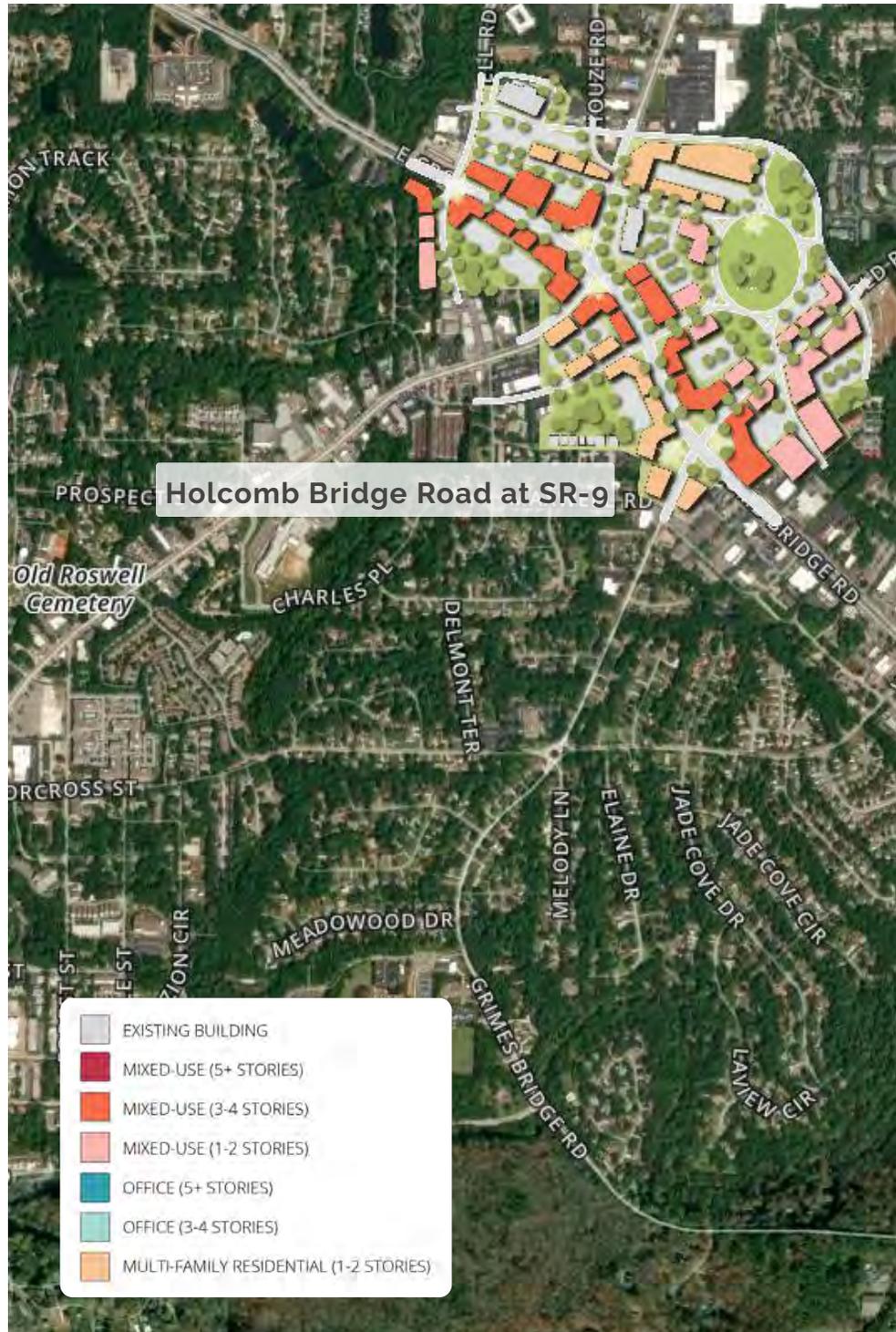
Figure 4.2. Character Area by Urban Scale

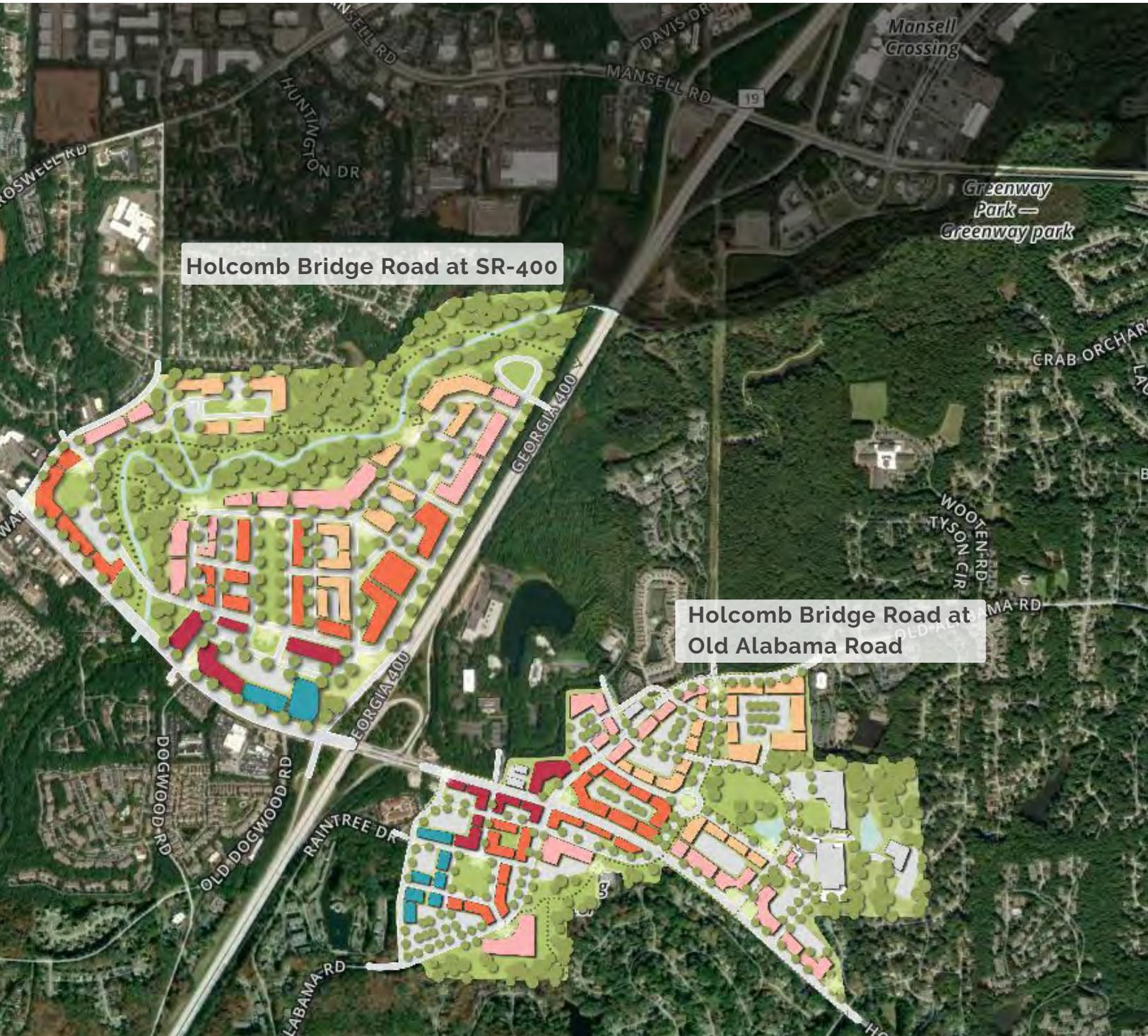
## Sub-area Planning

The community engaged in design workshops to form a vision for three key areas:

- Holcomb Bridge Road at SR-9
- Holcomb Bridge Road at SR-400
- Holcomb Bridge Road at Old Alabama Road

The concept plans developed provide a guide for how development could occur over time. These ideas, which were vetted the community informed amendments to the Future Development Map and are reflected in the Activity and Employment Areas.





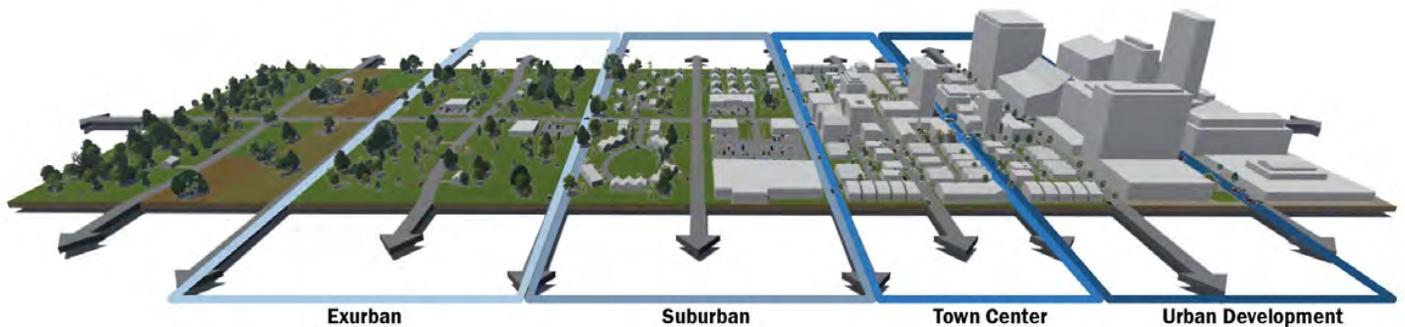
Holcomb Bridge Road at SR-400

Holcomb Bridge Road at Old Alabama Road

# ESTABLISHED RESIDENTIAL AREAS

The areas indicated as Residential Neighborhoods are those areas that are intended to be primarily residential. Character areas include:

- Estate Residential
- Suburban Residential
- Neighborhood Residential
- Active Neighborhoods



## ESTABLISHED RESIDENTIAL AREAS

Estate Residential

Suburban Residential

Neighborhood Residential

Active Neighborhoods

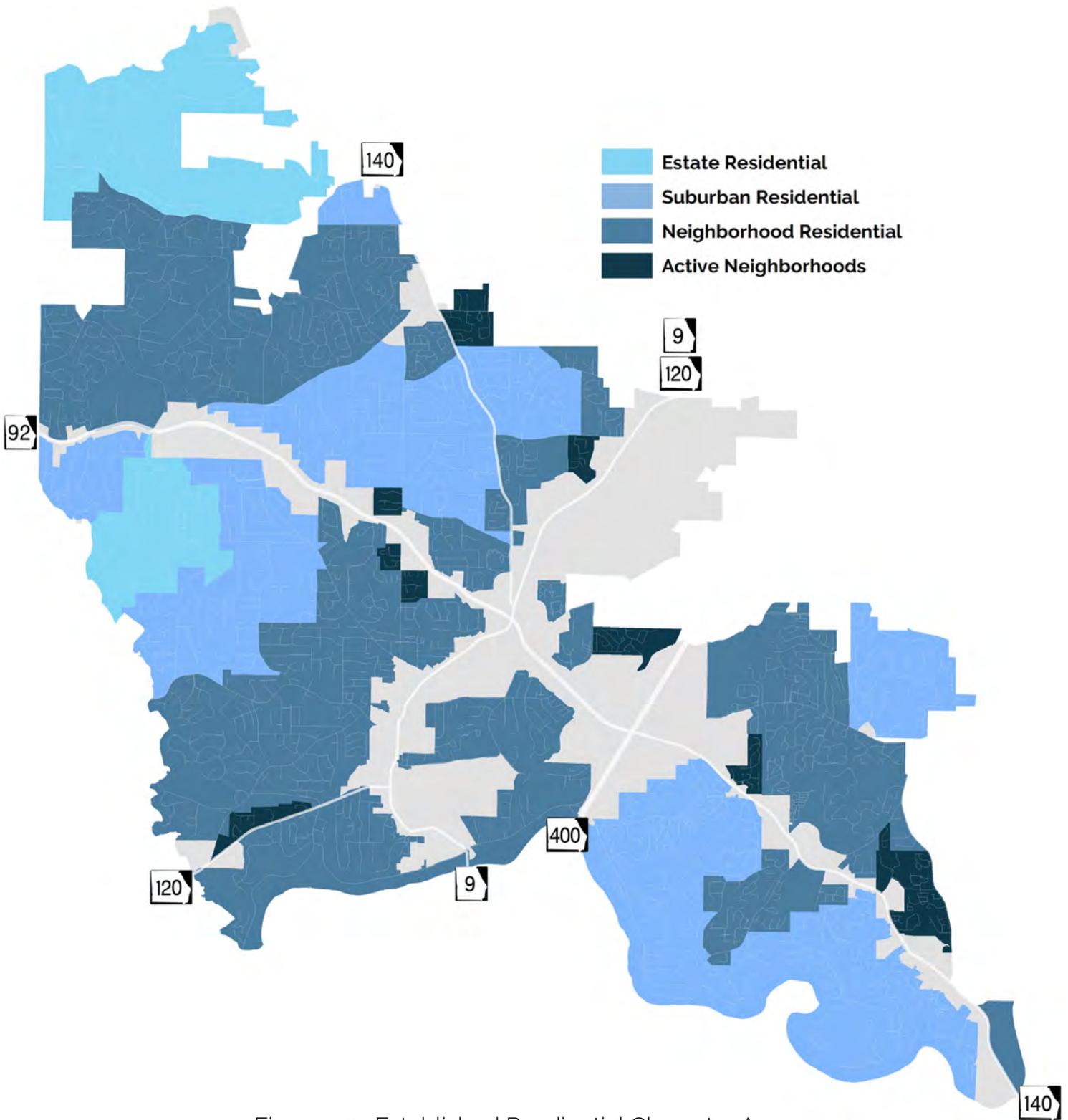
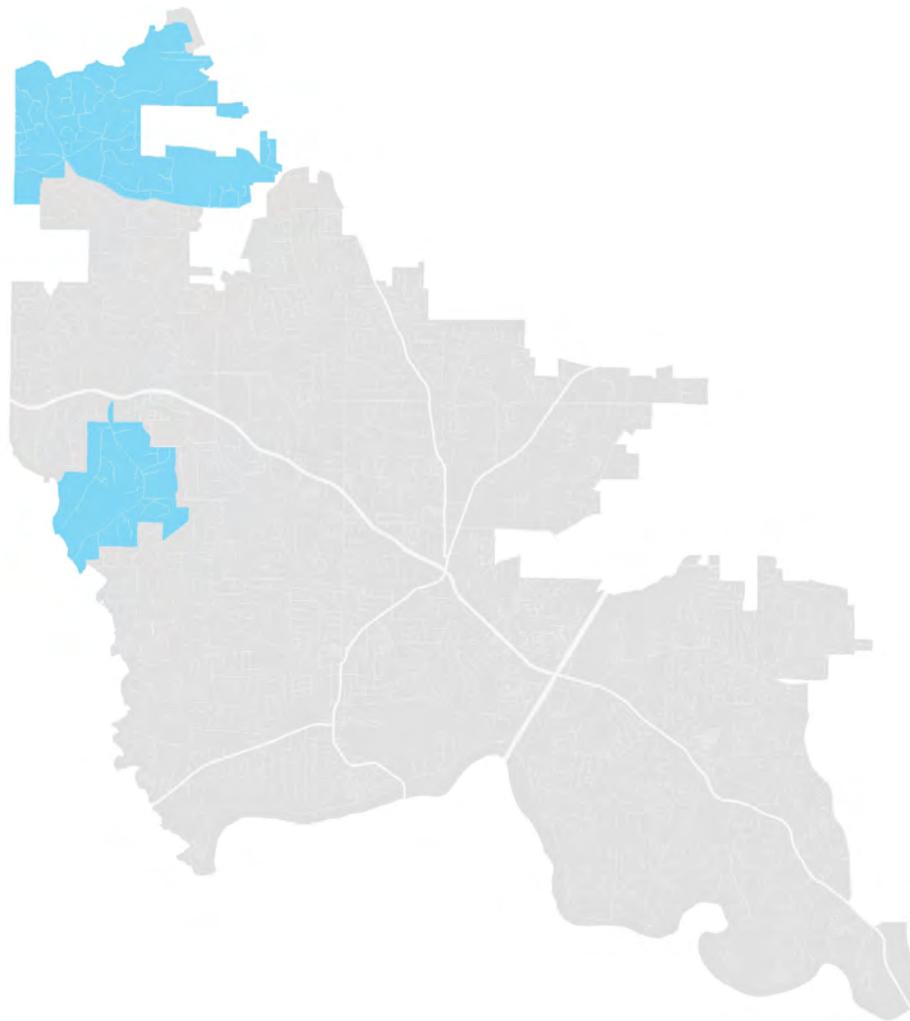


Figure 4.3. Established Residential Character Areas

# ESTATE RESIDENTIAL CHARACTER AREA



Estate Residential



## Vision

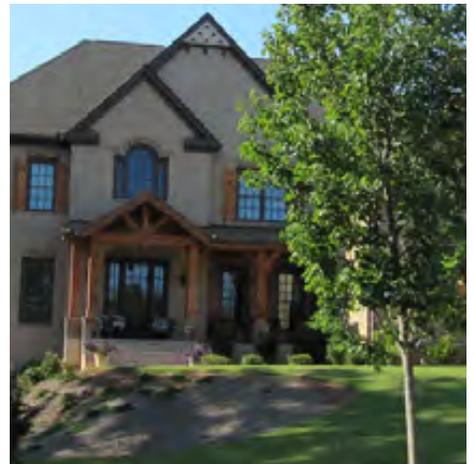
In 2040, homes in this area will continue to share an estate lot pattern; the low density character of this area also preserves large acres of open space. The majority of this area is not currently served by sewer and therefore has limited future development potential at any density greater than that currently existing. Specific land uses in this area are comprised of primarily single-family residential. Currently, this area is automobile dependent and not walkable. In the future, encourage a connected system of trails and sidewalks that will create a network of greater connectivity between subdivisions.

## Compatible Future Zoning

AG-43, RS-87, RS-30, REC, CON

## Implementation Strategy

- Development in this area should be single-family residential estate-type homes built with quality building materials and high quality design
- Development should strive to be low-impact, including conservation subdivisions
- The area should be composed of estates, conservation subdivisions, and conventional suburban residential neighborhoods
- Trails, parks, and open space should be encouraged throughout
- Continue to allow agriculture and existing commercial activities
- Pursue a connectivity program (perhaps with a name like "Complete Connections") whereby subdivisions can petition to have their neighborhood evaluated for options to create pedestrian paths and/or access points
- Improving pedestrian facilities, developing sidewalks and crosswalks where connectivity is lacking to create a connected network of sidewalks and pedestrian routes and bike lanes should be a priority • Greenspace should be preserved and parks should be improved and expanded
- Retain single-family homes and neighborhoods
- Allow community gardens
- Identify conservation subdivision opportunities

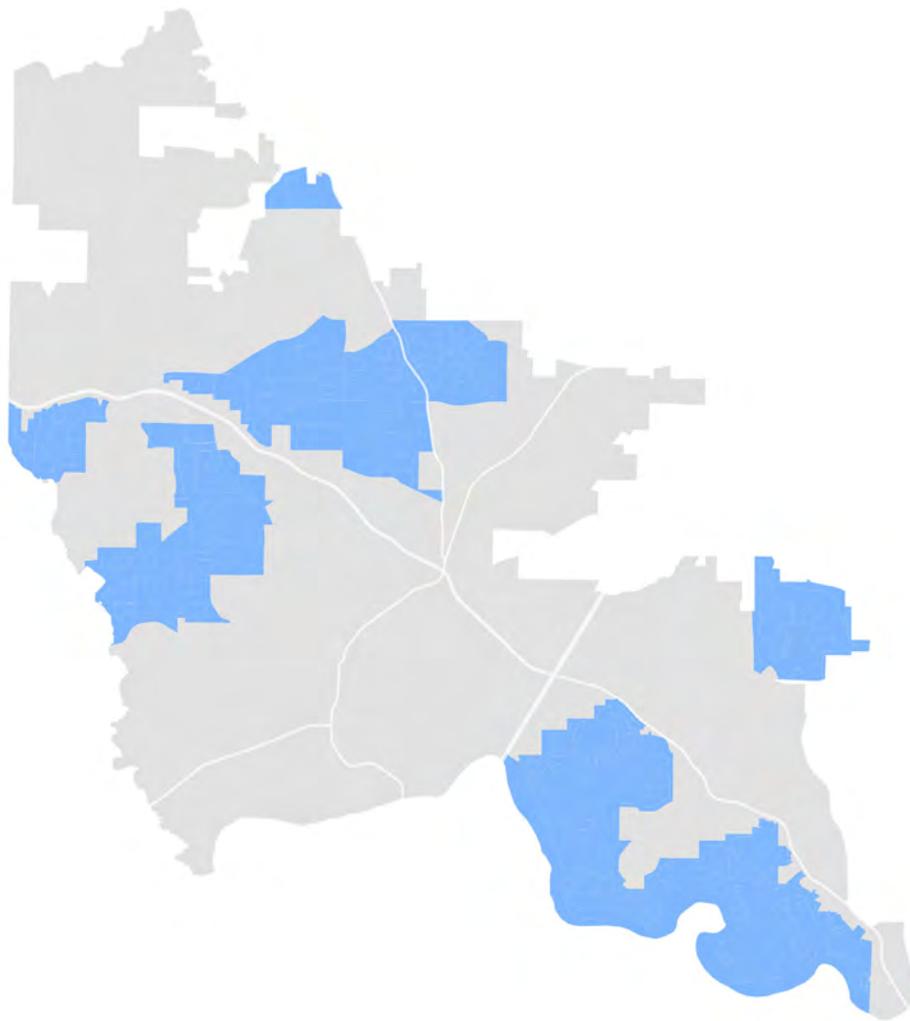


# SUBURBAN RESIDENTIAL

## CHARACTER AREA



Suburban Residential



### Vision

By 2040, this character area continues to foster stable, established suburban neighborhoods. Existing single-family neighborhoods are preserved and protected in their current state, as are pockets of existing other housing types that occur on scattered sites, some within master planned neighborhoods. Suburban Residential areas often reflect a large lot and/or natural environment. Infill and redevelopment opportunities are limited and should be sensitive to scale and character when implemented.

Where this character area abuts other, more intense character areas, the City will carefully manage transitions of use. Further, there exist historic landmarks in the character area, and the City will encourage preservation and protection for these cultural resources.

### Compatible Future Zoning

AG-43, RS-87, RS-30, REC, CON

## Implementation Strategy

- This area should feature low-scale and medium-scale development matching the heights of existing neighborhoods
- Development should be single-family detached residential houses
- New development will be compatible with adjacent existing character with similar densities and lot sizes
- Infill transitions appropriately scale new development to eliminate impacts to existing surrounding stable neighborhoods (buffers, open space, and landscaping)
- Traditional single-family homes with quality building materials and high-quality design
- New development will incorporate open space and preserve existing trees
- Sustainable building practices will be promoted for all new construction
- Suburban single-family residential neighborhoods are the priority in this area
- New development should demonstrate attention to existing adjacent neighborhoods and seek compatibility with lot sizes along the perimeter of the proposed development
- The City should expand the pedestrian trail master plan, to include more access from disconnected subdivisions, currently characterized by isolated and disconnected cul-de-sac type development



## [Suburban Residential Cont'd]

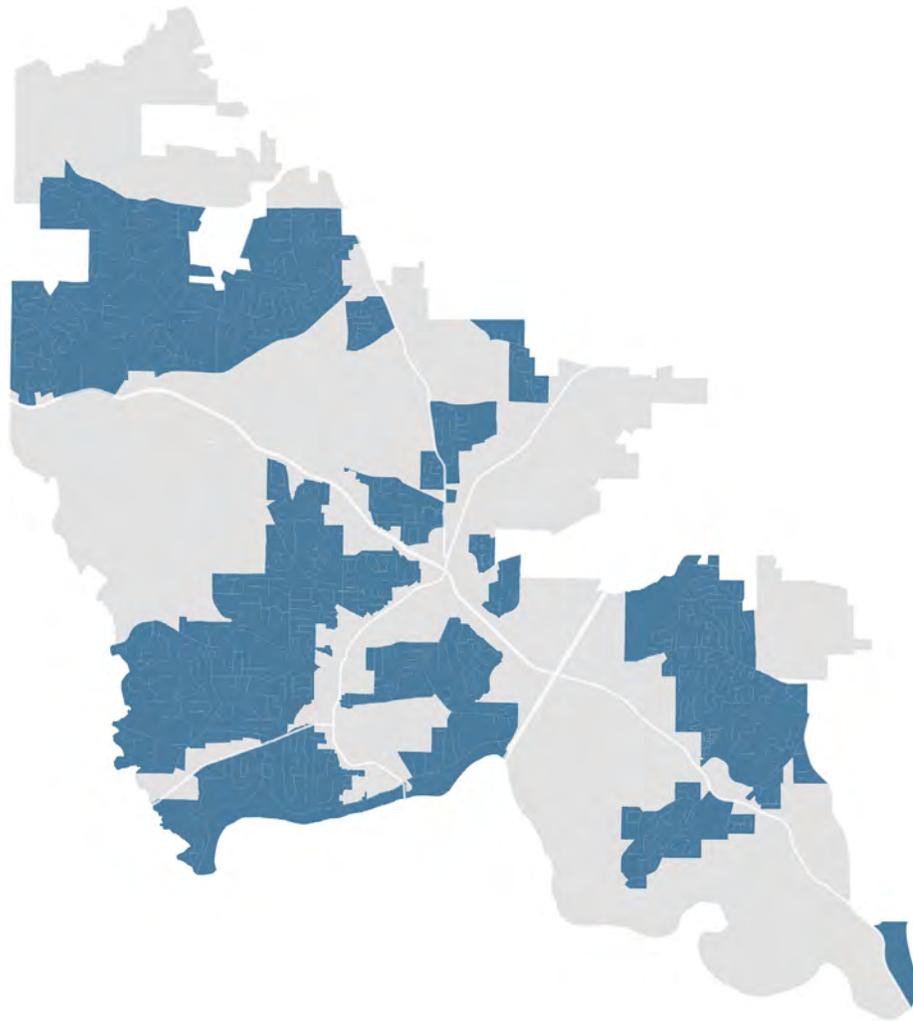
- Pursue a connectivity program (perhaps with a name like "Complete Connections") whereby subdivisions can petition to have their neighborhood evaluated for options to create pedestrian paths and/or access points
- Improve existing pedestrian facilities, develop sidewalks and crosswalks where connectivity is lacking to create a connected network of sidewalks and pedestrian routes and bike lanes
- Develop plans to improve streetscape along major roads
- Explore gateway opportunity on Woodstock Road at west entry to City
- Promote transportation alternatives and create means of access to support all modes of travel as redevelopment occurs
- Preserve greenspace, increase and improve parks.
- Expand the existing trail network to include more pedestrian and cycling access, connecting to amenities and natural resources such as parks and Chattahoochee River

# NEIGHBORHOOD RESIDENTIAL

## CHARACTER AREA



Neighborhood  
Residential



### Vision

By 2040, this character area continues to foster stable, established neighborhoods. Neighborhood Residential areas are established, traditional suburban-oriented neighborhoods often in a subdivision setting, some within large master planned neighborhoods. Neighborhood Residential areas often reflect medium to large lots. Opportunities for infill and redevelopment are limited but should be realized with a commitment to preserving the existing scale and character. All new development is limited to single-family housing with a density and character matching the character area's overall existing patterns.

Where this character area abuts other, more intense character areas, the City will carefully manage transitions of use between commercial corridors and the adjacent neighborhoods.

### Compatible Future Zoning

AG-43, RS-30, RS-18, RS-12, CIV, REC, CON

[Neighborhood Residential Cont'd]

**Implementation Strategy**

- This area should feature low-scale and medium-scale development matching the heights of existing neighborhoods
- Development should typically be single-family detached residential houses
- New development will be compatible with adjacent existing character with similar densities and lot sizes
- Infill transitions appropriately scale new development to eliminate impacts to existing surrounding stable neighborhoods (buffers, open space, and landscaping)
- Traditional single-family homes with quality building materials and high-quality design
- New development will incorporate open space and preserve existing trees
- Sustainable building practices will be promoted for all new construction
- Suburban single-family residential neighborhoods are the priority in this area
- The area should include supporting civic uses, such as parks, schools, and places of worship
- New development should demonstrate attention to existing adjacent neighborhoods and seek compatibility with lot sizes along the perimeter of the proposed development
- The City should expand the pedestrian trail master plan, to include more access from disconnected subdivisions, currently characterized by isolated and disconnected cul-de-sac type development



## [Neighborhood Residential Cont'd]

- Pursue a connectivity program (perhaps with a name like "Complete Connections") whereby subdivisions can petition to have their neighborhood evaluated for options to create pedestrian paths and/or access points
- Improve existing pedestrian facilities, develop sidewalks and crosswalks where connectivity is lacking to create a connected network of sidewalks and pedestrian routes and bike lanes
- Develop plans to improve streetscape along major roads
- Explore gateway opportunity on Woodstock Road at west entry to City
- Promote transportation alternatives and create means of access to support all modes of travel as redevelopment occurs
- Preserve greenspace, increase and improve parks.
- Expand the existing trail network to include more pedestrian and cycling access, connecting to amenities and natural resources such as parks and Chattahoochee River

# ACTIVE NEIGHBORHOODS

## CHARACTER AREA



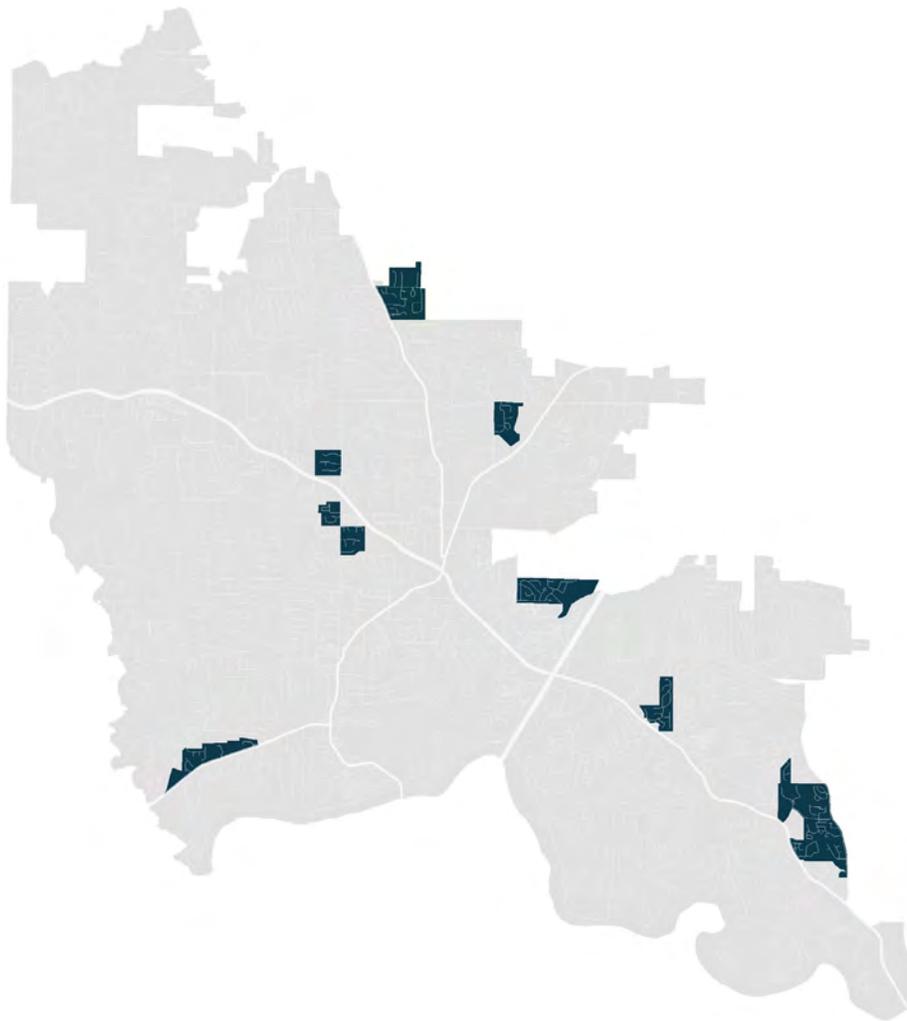
### Vision

By 2040, this character area becomes an established area accommodating small-lot single family and multi-family residential areas near commercial areas and/or major roadways. Opportunities for infill and redevelopment are often limited and should be realized while respecting the existing and surrounding scale and character.

Where this character area abuts other, less intense residential areas and more intense non-residential areas, the City will carefully manage transitions of use between commercial corridors and the adjacent neighborhoods.

### Compatible Future Zoning

RS-18, RS-12, RS-9, PRD, CIV, REC, CON



## Implementation Strategy

- This area should feature medium-scale development matching the heights of existing neighborhoods
- Development should accommodate a range of building types from single-family detached residential houses, townhomes, to multi-family developments
- New development will be compatible with adjacent existing character with similar densities and lot sizes
- Infill transitions appropriately scale new development to eliminate impacts to existing surrounding stable neighborhoods (buffers, open space, and landscaping)
- Development should be constructed with quality building materials and high-quality design
- New development will incorporate open space and preserve existing trees
- Sustainable building practices will be promoted for all new construction
- The area should include supporting civic uses, such as parks, schools, and places of worship
- New development should demonstrate attention to existing adjacent neighborhoods and seek compatibility with lot sizes along the perimeter of the proposed development
- The City should expand the pedestrian trail master plan, to include more access from disconnected subdivisions, currently characterized by isolated and disconnected cul-de-sac type development



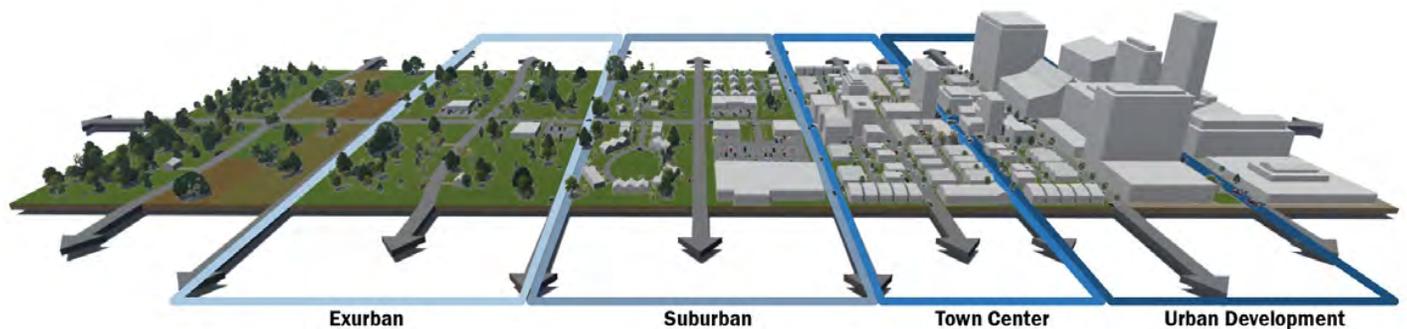
- Pursue a connectivity program (perhaps with a name like "Complete Connections") whereby developments can petition to have their neighborhood evaluated for options to create pedestrian paths and/or access points
- Improve existing pedestrian facilities, develop sidewalks and crosswalks where connectivity is lacking to create a connected network of sidewalks and pedestrian routes and bike lanes
- Develop plans to improve streetscape along major roads
- Promote transportation alternatives and create means of access to support all modes of travel as redevelopment occurs
- Preserve greenspace, increase and improve parks.

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# ACTIVITY & EMPLOYMENT AREAS

The Activity & Employment Center Character areas on the Future Development Map are those areas where the most intensive forms of future development are suggested as well as those oriented toward employment uses. While some areas are established, others target locations where redevelopment should be focused, these places are envisioned as walkable districts of varying intensities with the development scale achieved through five Character Areas:

- Neighborhood-Serving Area
- Commercial Mixed-Use
- Industrial/Flex
- Major Activity
- Historic Area/Downtown



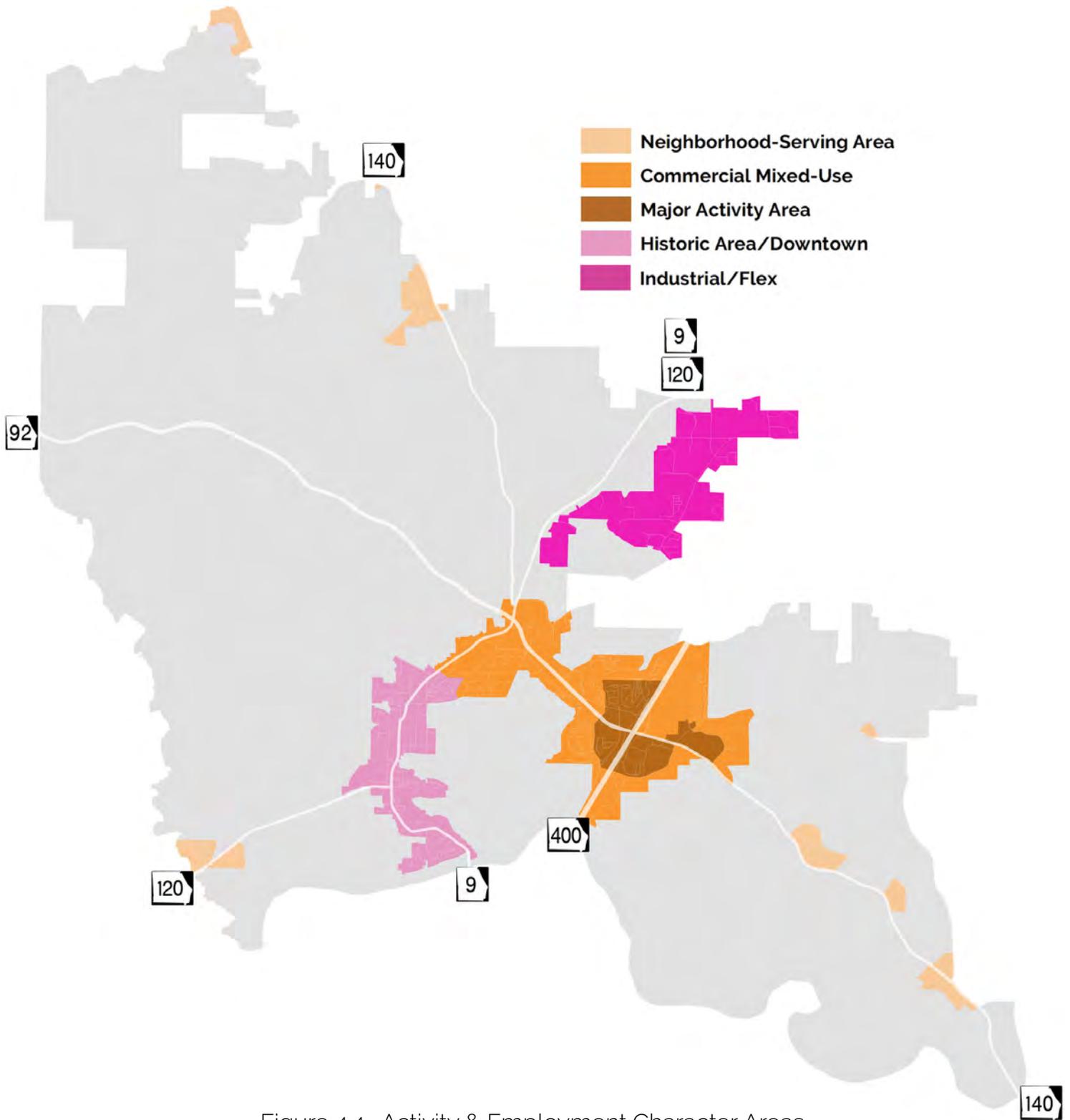


Figure 4.4. Activity & Employment Character Areas

# NEIGHBORHOOD-SERVING CHARACTER AREA



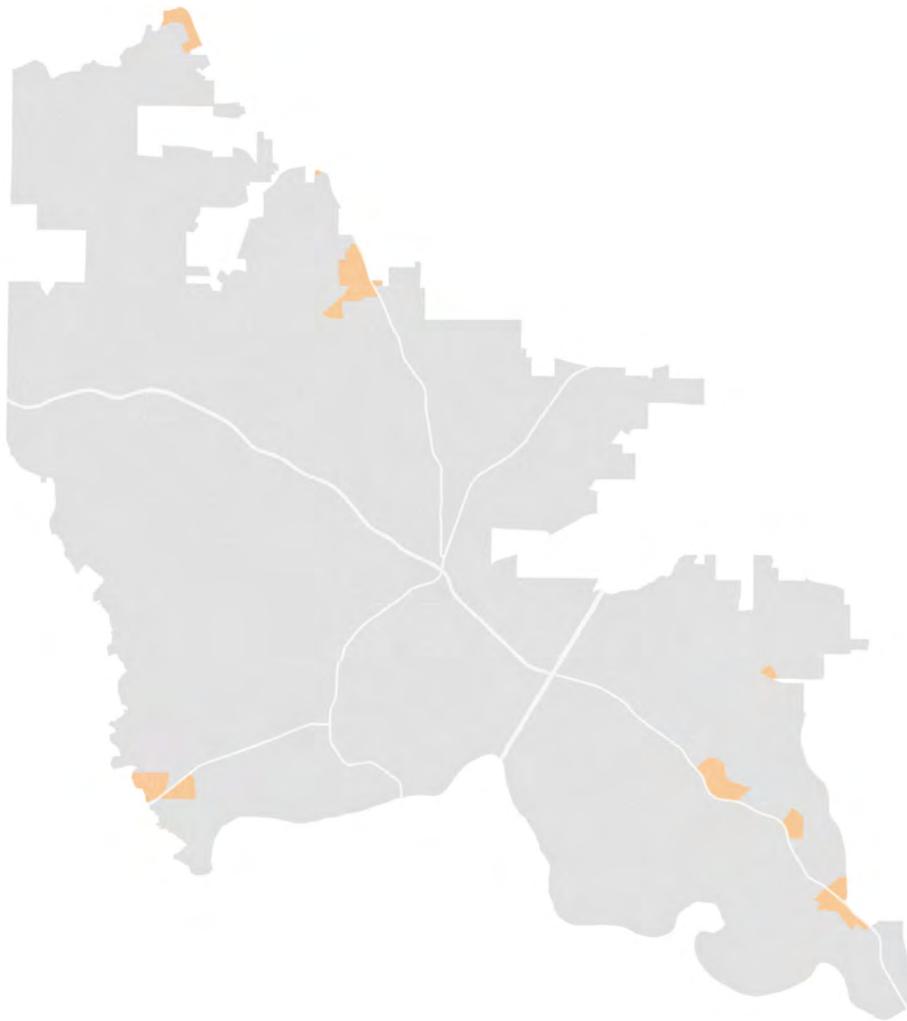
Neighborhood-Serving

## Vision

By 2040, this character area continues to provide commercial uses for nearby existing neighborhoods in a manner that is compatible with their scale and character. It does this by providing for an assortment of retail, restaurant, and services uses within compact, walkable locations centered on key intersections. Within these areas, the City will carefully manage transitions of use between them and the adjacent neighborhoods through the controls required by the UDC.

## Compatible Future Zoning

NX, OP, CIV, REC, CON

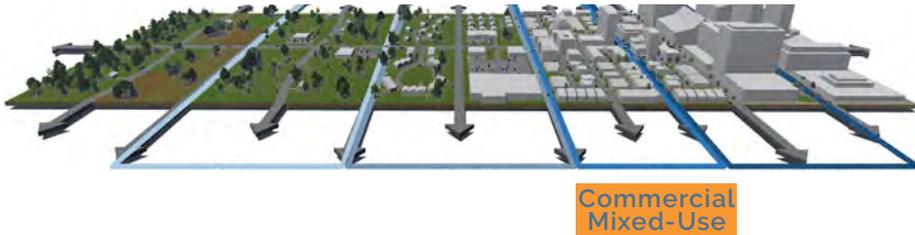


## Implementation Strategy

- Low-scale development intended in these areas; limited nonresidential may have up to three stories only if providing a mix of building heights which transition down at the edges
- Infill transitions appropriately scale new development to eliminate impacts to existing surrounding stable neighborhoods (buffers, open space, and landscaping)
- New development will incorporate open space and preserve existing trees
- Sustainable building practices will be promoted for all new construction
- Neighborhood scale retail or services are permissible, provided that they encourage buildings of brick or stone, include heavy landscaping, signage and materials in keeping with adjacent subdivisions, and avoid regional commercial destinations.
- Supporting civic uses, such as parks, schools, and places of worship should be included
- Expand the pedestrian trail master plan, to include more access to nearby suburban residential existing neighborhoods.
- Improve existing pedestrian facilities, develop sidewalks and crosswalks where connectivity is lacking to create a connected network of sidewalks and pedestrian routes and bike lanes
- Develop plans to improve streetscape along major roads
- Allow community gardens
- Redevelopment of declining and vacant commercial buildings.
- Promote transportation alternatives and create means of access to support all modes of travel as redevelopment occurs
- Expand the existing trail network to include more pedestrian and cycling access, connecting to amenities and natural resources such as parks and Chattahoochee River



# COMMERCIAL MIXED-USE CHARACTER AREA



## Vision

By 2040, Holcomb Bridge Road west of GA-400 and areas surrounding the GA-400 node will become a vibrant mixed-use village paired with meaningful open space. The City will have capitalized on this major regional access point to provide maximum economic benefit to the City. New development in the western portion of the character area will follow the vision established by the initial subarea planning conducted as part of the 2040 Comprehensive Plan update, which is to create a mixed-use, pedestrian friendly corridor and activity center that builds a better sense of community.

The perception of this area will change as the City invests in streetscape and new road improvements, and investors redevelop under-utilized sites with a mix of uses characterized by high quality building materials.

## Compatible Future Zoning

RS-6, RS-4, R-CC, CX, SH, CC, OR, OP, REC, CON

## Implementation Strategy

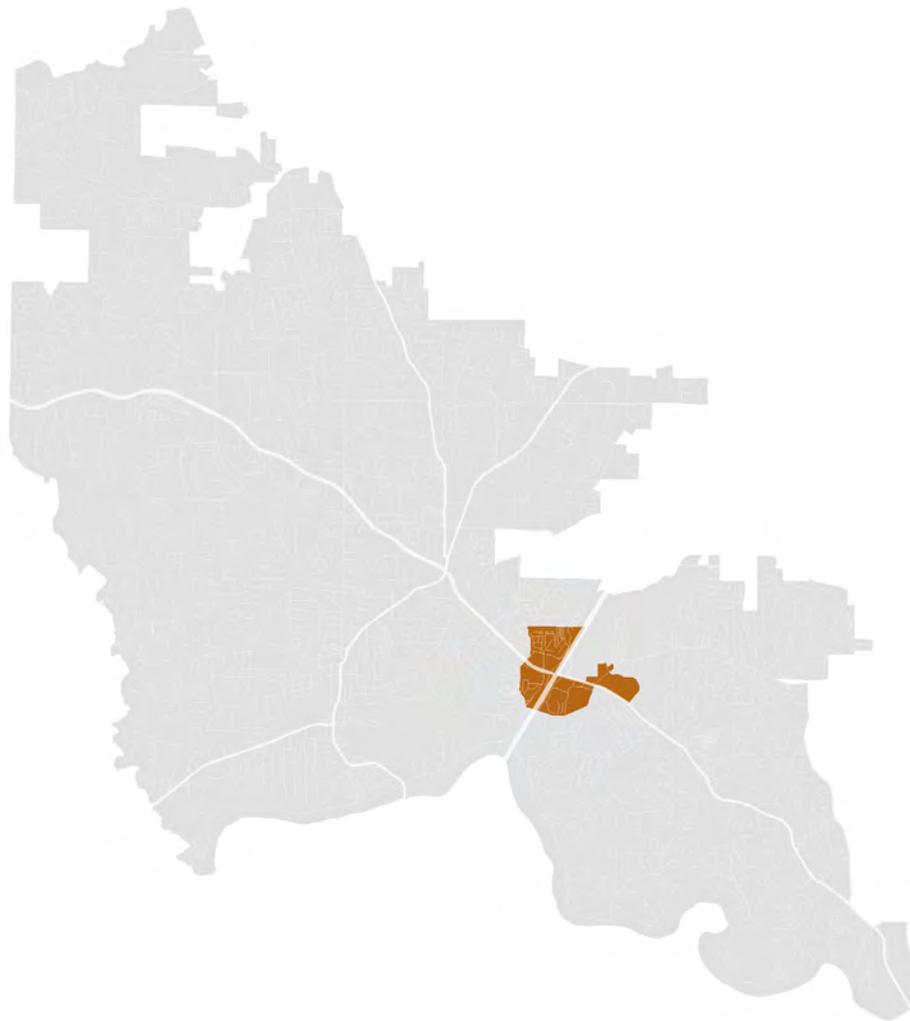
- New development should demonstrate attention to existing adjacent neighborhoods and seek compatibility with lot sizes along the perimeter of the proposed development
- Revise the zoning code to establish criteria for appropriate infill, amenities proposed by places of worship, community gardens, and limited neighborhood scale retail
- Allow neighborhood scale food stores/farmers market and community gardens in areas, the location and conditions for which would be considered based on specific criteria
- Expand the pedestrian trail master plan, to include more access from disconnected subdivisions, currently characterized by isolated and disconnected cul-de-sac type development
- Pursue a connectivity program (perhaps with a name like "Complete Connections") whereby subdivisions can petition to have their neighborhood evaluated for options to create pedestrian paths and/or access points
- Improve existing pedestrian facilities, develop sidewalks and crosswalks where connectivity is lacking to create a connected network of sidewalks and pedestrian routes and bike lanes
- Develop plans to improve streetscape along major roads
- Redevelopment of declining and vacant commercial buildings and nodes and creation of incentive programs to attract developers to reuse existing vacant commercial buildings
- Promote transportation alternatives and create means of access to support all modes of travel as redevelopment occurs
- Preserve greenspace, increase and improve parks
- Expand the existing trail network to include more pedestrian and cycling access, connecting to amenities and natural resources such as parks and Chattahoochee River



# MAJOR ACTIVITY CHARACTER AREA



Major Activity



## Vision

By 2040, this strategic intersection will become a vibrant activity center. The City will have capitalized on this major regional access point to provide maximum economic benefit to the City. The perception of this area will change as the City invests in streetscape and new road improvements, and investors redevelop under-utilized sites with a mix of uses characterized by high quality building materials. The Big Creek Parkway with a bridge connection across GA 400 north of Holcomb Bridge Road is anticipated to begin construction within a few years. Likewise, various conversations involving heavy rail transit or BRT from MARTA have identified this area as a likely location. Therefore, future development should be sensitive to and compatible to the possibility of the area eventually emerging as a Transit Oriented Development.

## Compatible Future Zoning

RS-6, RS-4, R-CC, CX, CC, OR, OP, CIV, REC, CON

## Implementation Strategy

- New development should demonstrate attention to existing adjacent neighborhoods and seek compatibility with lot sizes along the perimeter of the proposed development
- Revise the zoning code to establish criteria for appropriate infill, amenities proposed by places of worship, community gardens, and limited neighborhood scale retail
- Allow neighborhood scale food stores/farmers market and community gardens in areas, the location and conditions for which would be considered based on specific criteria
- Expand the pedestrian trail master plan, to include more access from disconnected subdivisions, currently characterized by isolated and disconnected cul-de-sac type development
- Pursue a connectivity program (perhaps with a name like "Complete Connections") whereby subdivisions can petition to have their neighborhood evaluated for options to create pedestrian paths and/or access points
- Improve existing pedestrian facilities, develop sidewalks and crosswalks where connectivity is lacking to create a connected network of sidewalks and pedestrian routes and bike lanes
- Develop plans to improve streetscape along major roads
- Explore gateway opportunity on GA 400 at entry to City
- Redevelopment of declining and vacant commercial buildings and nodes and creation of incentive programs to attract developers to reuse existing vacant commercial buildings
- Promote transportation alternatives and create means of access to support all modes of travel as redevelopment occurs
- Preserve greenspace, increase and improve parks
- Expand the existing trail network to include more pedestrian and cycling access, connecting to amenities and natural resources such as parks and Chattahoochee River

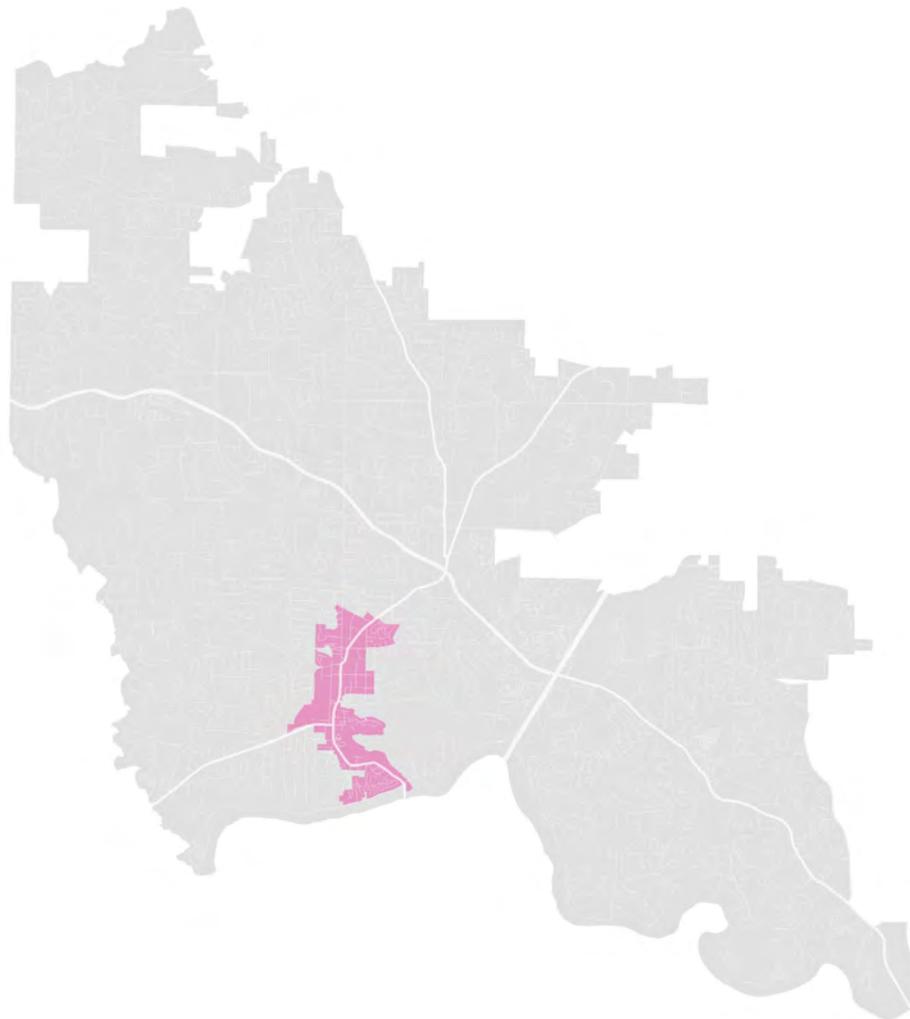


# HISTORIC AREA/ DOWNTOWN

## CHARACTER AREA



Historic Area/  
Downtown



### Vision

The Historic District includes Canton Street, Oak Street, Mimosa Boulevard, Atlanta Street, and other areas. This area will continue to serve as a destination point and source of pride for the City. The historic downtown will remain as a unique cultural asset; as change occurs around the Historic District, the area will need to continue to be protected and additional threatened historic sites should be protected and added to the district. The Groveway Community will implement design initiatives to create a community that includes pocket parks; mixed-residential and retail uses; and a strong connection visually and aesthetically to Canton Street. The Historic District Master Plan will be a guiding document for this area.

### Compatible Future Zoning

RM-3, RX, DR, DX, DS, DH, CIV, REC, CON

## Implementation Strategy

- Establish a blueprint that identifies specific zoning and design regulations that govern each subarea within this context zone
- Implement the Groveway Design Guidelines
- Evaluate and update Historic District requirements, especially for the Historic Mill area
- Promote mixed-use development, redevelopment of aesthetically problematic sites and vacant sites
- Create balanced transportation solutions
- Create a pedestrian-friendly environment through streetscape improvements, connected sidewalks, surface parking lots located in the rear of buildings, and bringing buildings closer to the sidewalk.
- Refocus and refine the historic preservation efforts in the City
- Address parking issues



# INDUSTRIAL/FLEX

## CHARACTER AREA

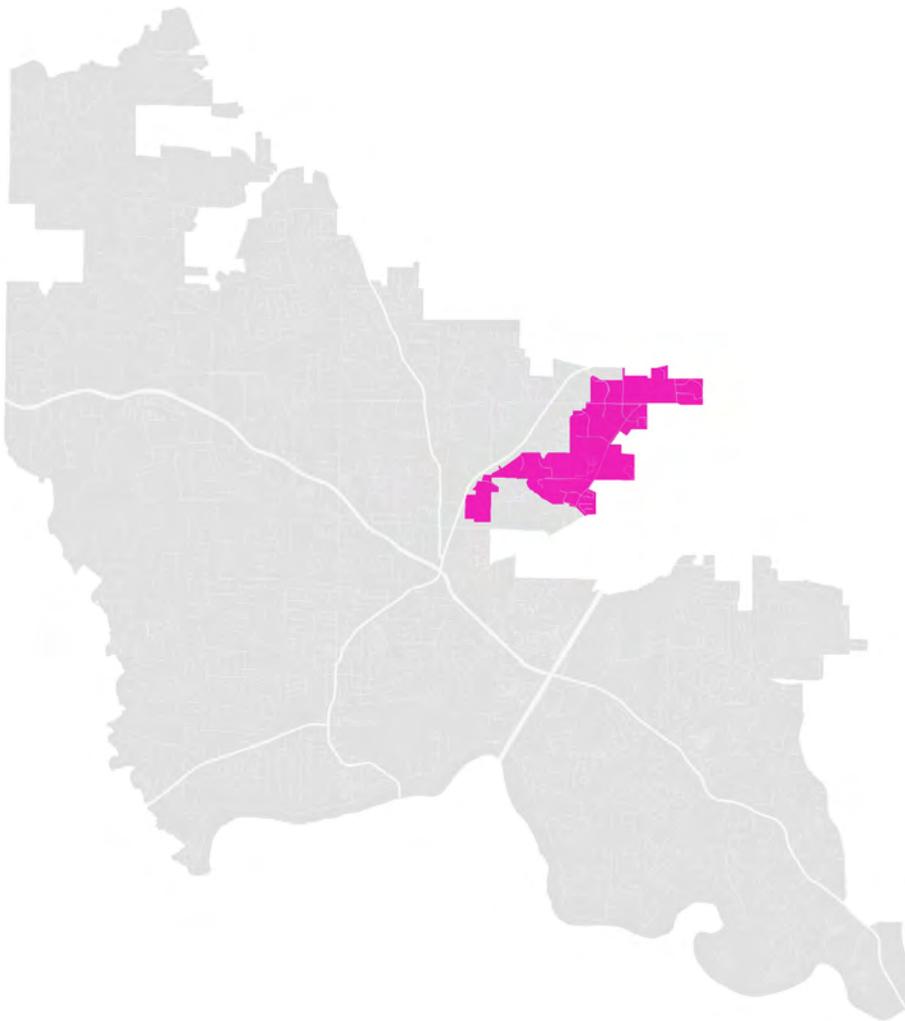


### Vision

In the 2040 planning horizon, this cluster of industrial and heavy commercial development will continue to function as an office and business distribution district. The uses in the area will be flexible however, allowing transitions to new uses as economic demand changes. These new uses may include mixed residential and office development. This area is not located along a major gateway to the City and is also not located adjacent to Roswell's many cultural or recreational assets. Therefore, it is ideally situated to continue functioning as an employment center within the City limits with an additional mix of uses.

### Compatible Future Zoning

CX, OR, OP, IX, IL, CIV, REC, CON



## Implementation Strategy

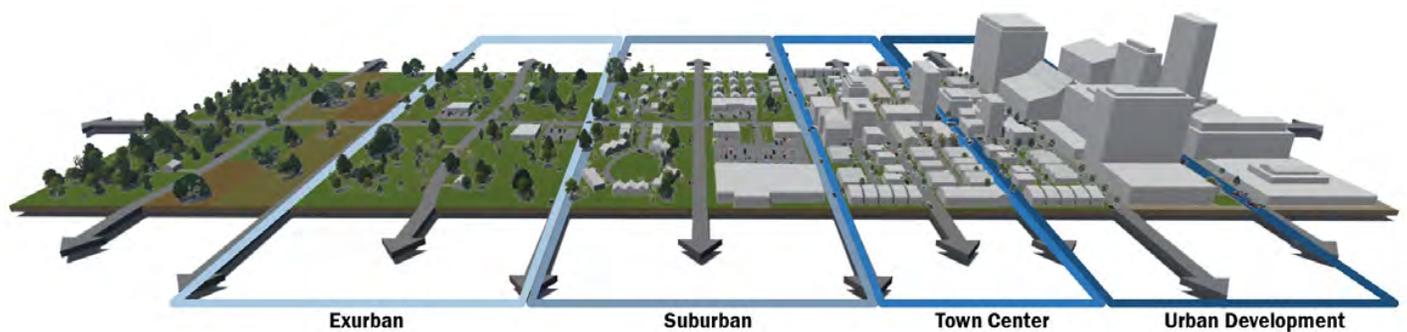
- Zone for development that is typically 1-3 stories
- Allow additional stories or densities (up to 6 stories) through bonus allowances for quality mixed-use projects that include high quality materials such as stone, stucco or brick; landscaping; and amenities.
- Enforce building height transitions to adjacent uses (step down of building heights, landscaped buffers)
- Design of any new facilities should include quality building materials such as stone, stucco or brick, and high quality design
- Create new streetscape design standards
- Encourage master planned projects with pedestrian oriented interiors, pocket parks and/or plazas
- Maintain current use as office and business distribution district
- Mixed use shall allow additional types of development including residential (single-family attached, multi-family), loft, and non-residential
- Retain existing businesses and expand as an employment center
- Revise zoning code to create areas of mixed residential, flex-space, and office use and conversions



# COMMERCIAL CORRIDORS

The Commercial Corridor Character Areas include the major corridors that bridge the City's gateways to the major commercial nodes. Future corridor development is characterized geographically by the three following Character Areas:

- Highway 9
- Parkway Village
- Holcomb Bridge Road



COMMERCIAL CORRIDORS
Highway 9
Parkway Village
Holcomb Bridge Road

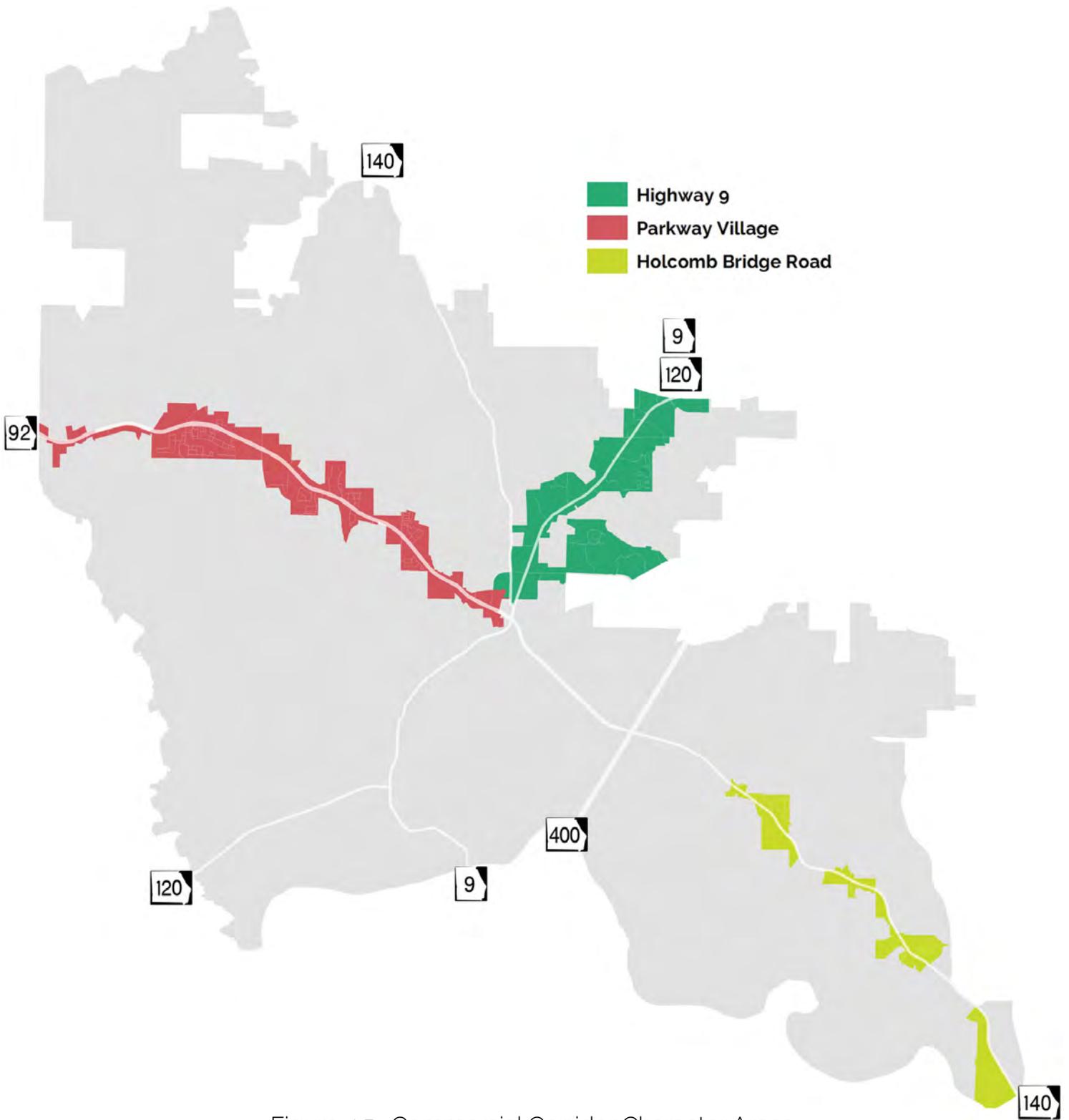


Figure 4.5. Commercial Corridor Character Areas

# HIGHWAY 9 CHARACTER AREA



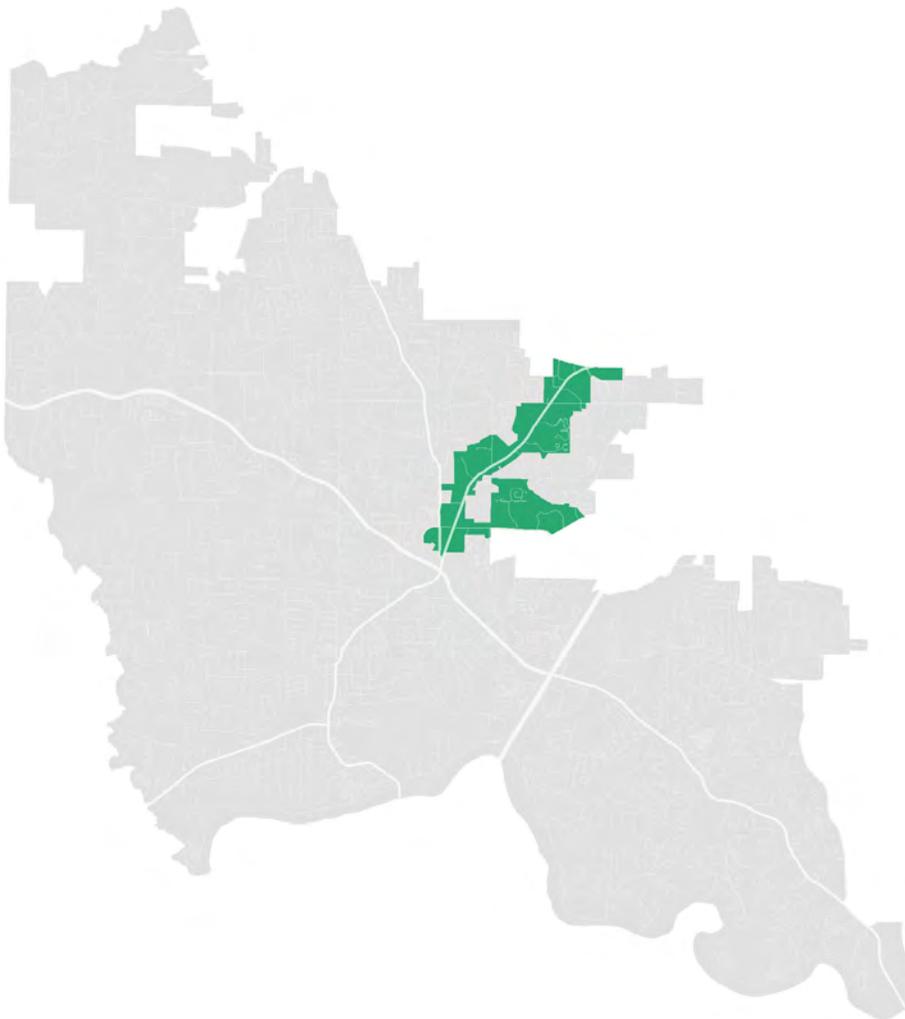
Highway 9

## Vision

In the 2040 planning horizon, a gateway will be established at the City boundary along the Alpharetta Highway/ SR 9 corridor to announce arrival into the City of Roswell. Existing big-box developments will have evolved either into a new use or enhanced with additional amenities to keep viable beyond the typical 20-year life-cycle. A regulatory framework that encourages flexibility of uses for these existing structures will generate economic value for the City. The vacant or underutilized strip centers will have successfully achieved adaptive mixed-use and commercial infill.

## Compatible Future Zoning

RS-6, RS-4, R-CC, RM-2, CX, SH, CC, CH, OR, OP, CIV, REC, CON



## Implementation Strategy

- Development should typically be 1-3 stories in this area
- Development may be up to 4 stories for nonresidential and high-quality multi-family, if associated with heavy landscaping and other design criteria
- Uniform high quality signage should be implemented throughout the area which indicates direction to City Hall and other destinations; consider extending historic district signage north along the corridor
- Aesthetic improvements to the street – street trees, sidewalks, lighting – should be a priority
- Reduce curb cuts – develop interparcel access
- Incentivize the infill of large surface parking lots
- Re-orient site layout and bring buildings to the street where appropriate
- Zoning and permitting should include focus on transitions to adjacent uses (step down of building heights, buffers)
- Incorporate of public art within non-residential development projects
- Reduce single-uses on large lots
- Encourage mixed-use (Mixed residential, non-residential, and non-mixed residential) where appropriate



## [Highway 9 Cont'd]

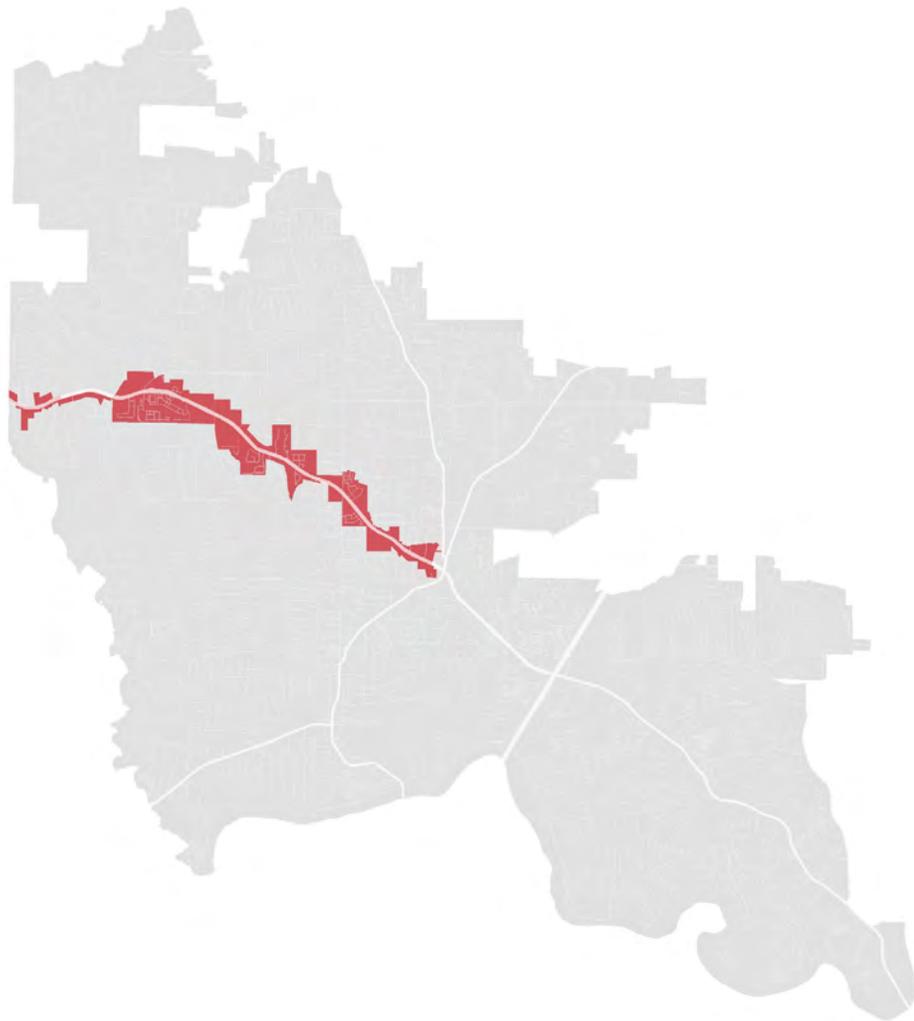
- Encourage neighborhood and low rise non-residential developments
- Incorporate the Economic Development plan, which establishes strategic actions to address vacancies
- Improve existing pedestrian facilities, develop sidewalks and crosswalks where connectivity is lacking
- Establish gateway on Alpharetta Highway/SR 9 to indicate arrival in City of Roswell
- Establish innovative, design-based zoning code that encourages flexible, viable adaptive reuse

# PARKWAY VILLAGE

## CHARACTER AREA



Parkway Village



### Vision

In the 2040 planning horizon, this area will have achieved the design objectives described in the Parkway Village Overlay District. This corridor has a historic character which is unique in the City of Roswell. Any transportation project that is implemented along this corridor will preserve the existing character of the corridor. Vehicular and pedestrian interparcel access between adjacent parcels has been achieved. The single-family residences located along the corridor will have been incrementally converted to an office/professional use.

### Compatible Future Zoning

RS-9, RS-6, RS-4, R-CC, R-TH, PV, CIV, REC, CON

## Implementation Strategy

- Zone for development that is typically 1-3 stories
- Follow the adopted UDC regulations and guidelines
- Pursue a connectivity program (perhaps with a name like "Complete Connections") whereby subdivisions can petition to have their neighborhood evaluated for options to create pedestrian paths and/or access points



# HOLCOMB BRIDGE ROAD

## CHARACTER AREA



### Vision

In the 2035 planning horizon, this area will be regulated by an overlay district which will protect the established single family neighborhoods to the north and south of the corridor. The overlay will include signage or a similar element that is also found in the Parkway Village Character Area portion of the corridor. This corridor will be traversed by multi-use trails which connect the Big Creek Park, the Chattahoochee River, and the adjacent single-family neighborhoods. The development along the corridor will be a mix of uses to allow for residential to integrate with retail and commercial. A gateway will be established at the eastern end of the character area to create a sense of arrival.

### Compatible Future Zoning

NX, CX, CC, PV, OR, OP, CIV, REC, CON

## Implementation Strategy

- Development in this area should typically be low-scale, 1-3 stories
- Manage access on Holcomb Bridge Road, with reduced curb cuts and interparcel access
- Permitting and zoning should include focus on transitions to adjacent uses (step down of building heights, building scale transitions, buffer transitions)
- Develop design standards which allow for appropriate, high quality infill mixed-use development, including signage
- Aesthetic improvements to the street – street trees, sidewalks, lighting
- Allow developments to incorporate design for community gathering spaces
- Encourage pedestrian-oriented interiors for mixed-use projects
- Emphasize high-quality building materials and heavy landscaping
- Incentivize quality low-scale/low-rise mixed-use developments which could include office, commercial, recreation and housing; with maximum flexibility to change over time
- Emphasize residential including townhomes, attached housing, and single-family housing
- Permit multi-family only when integrated with a mix of residential housing type
- Allow discrete cottage housing, where developed zoning criteria indicates appropriate



## [Holcomb Bridge Road Cont'd]

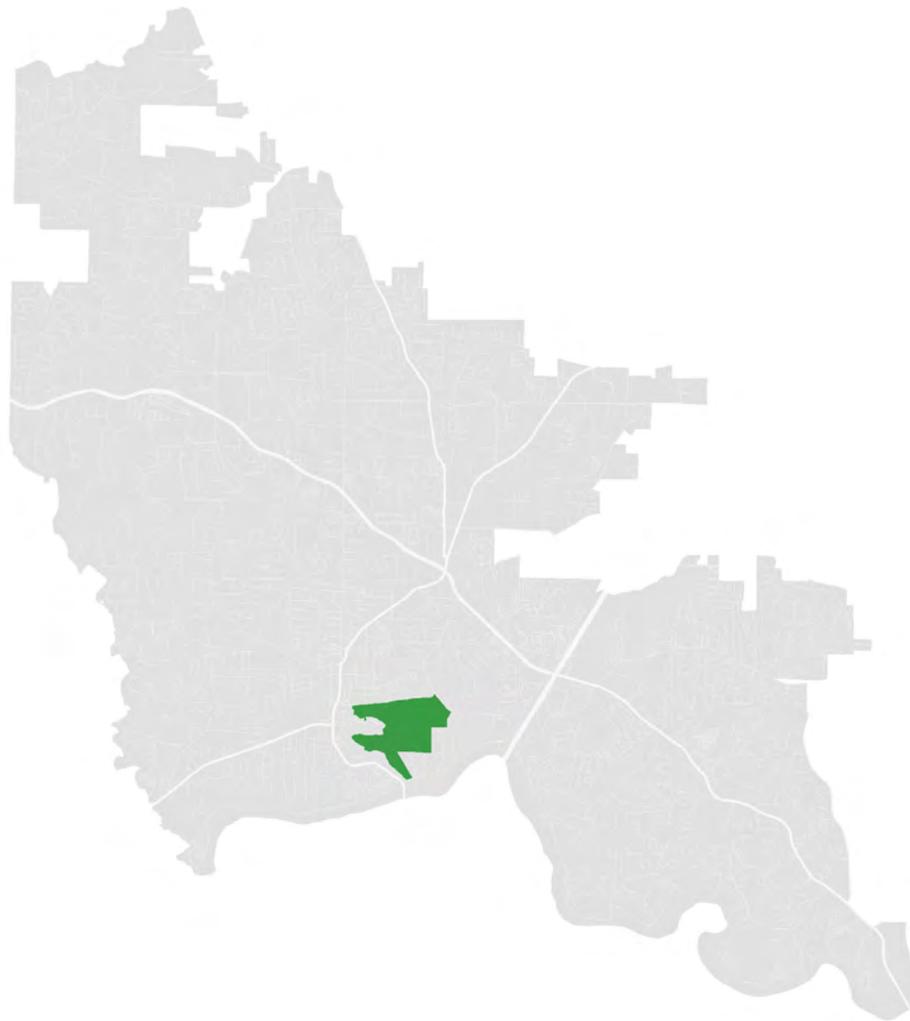
- Create incentives for infill development to retro-fit strip-type commercial development with liner buildings. Reduce building setbacks; bring buildings up to road through revisions to the zoning code.
- Pursue methods through zoning and development regulations to reduce multiple curb cuts. Provide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

# CONSERVATION & GREENSPACE

## CHARACTER AREA



Conservation & Greenspace



### Vision

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

### Compatible Future Zoning

REC, CON

### Implementation Strategy

Within the limitations of the appropriate regulations, including the Metropolitan River Protection Act, use these areas to maintain, improve, and expand parks, greenspaces, and trails.

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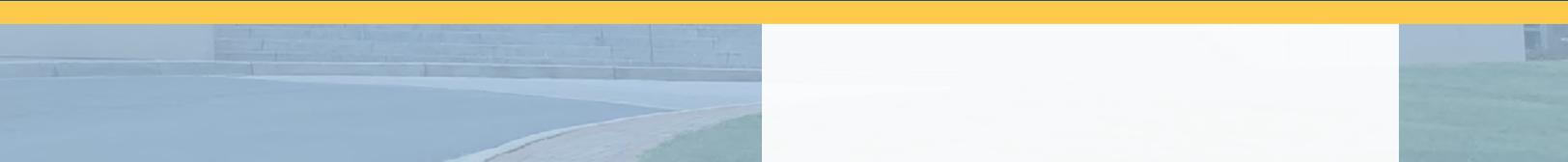




CITY HALL

5

# IMPLEMENTATION





## Short-Term Work Program

The Short-Term Work Program provides the City of Roswell with a blueprint for achieving its vision. This is a list of projects and recommendations is to be implemented over the next five years. This list also includes total cost, Impact Fee Eligibility, and the Responsible Department or Agency. Program categories include:

- Population
- Housing
- Historic Preservation
- Neighborhoods
- Urban Design
- Land Use
- Community Facilities
- Development Impact Fees
- Transportation
- Intergovernmental Coordination

Item	Description	Fiscal Year(s)					Total Cost (If Any)	Source of Funds	Impact Fee Eligible	Responsible Department or Agency
		21-22	22-23	23-24	24-25	25-26				
<b>Population</b>										
P.1	Monitor regional and U.S. Census Bureau estimates of the City's population	■	■	■	■	■	Not applicable	GF		Community Development
P.2	Monitor and publicize any adult literacy programs available to Roswell's residents	■	■	■	■	■	Not applicable	GF		Community Relations Office
P.3	Update population and functional population projections as needed to support annual updates of the Capital Improvement Element	■	■	■	■	■	Staff time	GF		Community Development
<b>Housing</b>										
H.1	Maintain data on issuance of housing starts (building permits) for estimates of population and housing	■	■	■	■	■	Staff time	GF		Community Development, Building Division
H.2	Identify any concentrations of substandard housing units and use community development funds to help fund improvements	■	■	■	■	■	Staff time	GF		Community Development; Admin
H.3	Continue to enforce the standard housing code	■	■	■	■	■	Staff time	GF		Community Development
H.4	Maintain the City's public housing program and determine appropriate future activities/programs	■	■	■	■	■	Not applicable	Federal (HUD), CDGB		Housing Authority
H.5	Monitor available state and federal housing programs and disseminate information to individuals and groups in need of such program resources	■	■	■	■	■	Staff time	Federal (HUD)		Roswell Housing Authority

- BR** Bond Referendum
- CDBG** Community Development Block Grants
- D** Donations
- GDF** Governor's Discretionary Fund
- GF** General Fund
- GO** General Obligation Bond
- IF** Impact Fees (Trans, R&P, PW, PS)
- L&WCF** Land and Water Conservation Funds
- LDF** Local Development Fund
- LIA** Line Item Appropriation
- P/P** Public/Private Partnership
- RAF** Recreation Assistance Program Fund
- TAD** Tax Allocation District
- TR** Federal/GDOT Transportation Funding
- TSPLOST** Trans. Special Option Local Sales Tax
- UF** User Fee

Item	Description	Fiscal Year(s)					Total Cost (If Any)	Source of Funds	Impact Fee Eligible	Responsible Department or Agency
		21-22	22-23	23-24	24-25	25-26				
<b>Economic Development/Roswell Business Alliance</b>										
ED.1	Provide information on available office space to all potential users or reference sources.	■	■	■	■	■	Staff time	GF		Roswell Inc.
ED.2	Work with other City departments to promote economic growth that will result in increasing the tax base	■	■	■	■	■	Staff time	GF		DDA; Roswell Inc.
ED.3	Continue to support quality of life enhancements that make the area attractive to corporations	■	■	■	■	■	Staff time	GF		All Depts.
ED.4	Collaborate with the Convention & Visitors Bureau and others on marketing	■	■	■	■	■	Staff time	GF		Roswell Inc., DDA & Community Relations
ED.5	Complete signage to key attractions throughout the City	■	■	■	■	■	Staff time	GF		Transportation Department
ED.6	Guide small entrepreneurs to available forms of resources and assistance	■	■	■	■	■	Staff time	GF		Roswell Inc.
ED.7	Communicate with businesses via electronic newsletter to keep them informed of developments in the City	■	■	■	■	■	Staff time	GF		Roswell Inc.
ED.8	Stay involved in regional discussions	■	■	■	■	■	Staff time	GF		Roswell Inc.
ED.9	Continue to effectively communicate the development process; advocate for streamlining where opportunities exist	■	■	■	■	■	Staff time	GF		Community Development

**BR** Bond Referendum

**GO** General Obligation Bond

**P/P** Public/Private Partnership

**CDBG** Community Development Block Grants

**IF** Impact Fees (Trans, R&P, PW, PS)

**RAF** Recreation Assistance Program Fund

**D** Donations

**L&WCF** Land and Water Conservation Funds

**TAD** Tax Allocation District

**GDF** Governor's Discretionary Fund

**LDF** Local Development Fund

**TR** Federal/GDOT Transportation Funding

**GF** General Fund

**LIA** Line Item Appropriation

**TSPLOST** Trans. Special Option Local Sales Tax

**UF** User Fee

Item	Description	Fiscal Year(s)					Total Cost (If Any)	Source of Funds	Impact Fee Eligible	Responsible Department or Agency
		21-22	22-23	23-24	24-25	25-26				
ED.10	Continue to enhance the first line of marketing to new and expanding businesses, the Economic Development website.	■	■	■	■	■	Staff time	GF		Roswell Inc.
ED.11	Administer and promote/market the Roswell Opportunity Zone to all existing and prospective businesses.	■	■	■	■	■	Staff time	GF		Community Development; Roswell Inc.
ED.12	Provide free workshops to Roswell businesses on topics of their choice	■	■	■	■	■	Staff time	GF		Roswell Inc.
ED.13	To solicit, plan and produce events in conjunction with organizations to offer a wide variety of affordable entertainment and leisure activities in a safe and attractive environment.	■	■	■	■	■	Staff time	GF		Administration, Special Events
<b>Redevelopment</b>										
R.1	Pursue priority-based budgeting to accomplish redevelopment goals, with redevelopment as a priority	■	■	■	■	■	Not applicable	GF		City Administrator and City Council
R.2	Continue to consider locating public facilities in redevelopment target areas	■	■	■	■	■	Not applicable	GF		City Administrator and City Council
R.3	Implement recommendations of revitalization study and plan for the Holcomb Bridge Road corridor west of GA 400 (UDC)	■	■	■	■	■		GF	Yes	City (various departments)
R.4	Support Downtown Development Authority, if needed	■	■	■	■	■		GF		City Council; City Administrator

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Item	Description	Fiscal Year(s)					Total Cost (If Any)	Source of Funds	Impact Fee Eligible	Responsible Department or Agency
		21-22	22-23	23-24	24-25	25-26				
R.5	Seek funding for implementation of redevelopment studies, plans, and projects	■	■	■	■	■	TBD	GF	Yes	Community Development; City Council
R.6	Assist where possible in improving access, ingress, and egress to outmoded retail centers and upgrade surrounding road networks	■	■	■	■	■	TBD	GF		Community Development; Transportation
R.7	Promote existing retail space and the redevelopment of vacant retail space	■	■	■	■	■	Staff time	GF		DDA; Roswell Inc.
<b>Historic Preservation</b>										
HP.1	Develop a citywide GIS database of all identified cultural resources; update the database periodically as needed	■	■	■	■	■	Staff time	GF		GIS; Planning and Zoning
HP.2	Expand the existing National Register Historic District to include adjacent eligible commercial and residential areas		■	■	■		Not applicable	GF		HPC; Planning and Zoning; Consultant
HP.3	Pursue National Historic Landmarks designations, as appropriate	■	■	■	■	■	Not applicable	GF		R&P/H&CA
HP.4	Enlarge the emphasis of programs and publications from antebellum resources to include resources from all periods of the City's history.	■	■	■	■	■	Staff time and volunteers	GF		R&P

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		21-22	22-23	23-24	24-25	25-26				
HP.5	Work with the Roswell CVB to develop ways to promote the City's historic sites through the CVB's already established channels. Meet regularly with all associated local agencies and organizations to discuss promotional programs and to keep all groups updated. Periodically review and update existing programs.	■	■	■	■	■	Staff time and volunteers	GF		R&P/H&CA; CVB
HP.6	Make information about the rehabilitation tax credit programs and application forms available through as many sources as possible. Provide positive case studies of successful rehabilitation projects.	■	■	■	■	■	Staff time	GF		HPC; Planning and Zoning
HP.7	Make information about historic façade easements and conservation easements readily available through as many sources as possible. Provide positive case studies of successful easement donations and their resulting historic resources.	■	■	■	■	■	Staff time	GF		HPC; HCAM; Planning and Zoning
HP.8	Create a repository of information about all aspects of historic preservation and make this resource readily available and accessible to the public. Develop and maintain the collection to also serve as a resource center for the HPC	■	■	■	■	■	Staff time	GF		HPC; HCAM; Planning and Zoning

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HP.9	Add a specific historic preservation category to the City's existing website to direct people to technical information about historic preservation that is available locally and on the internet	■	■	■	■	■	Staff time	GF		Community Relations Office; Planning and Zoning
HP.10	Create a contributing and non-contributing map of structures within the historic district/ Historic Resources Map		■					GF		GIS; Planning and Zoning
HP.11	Historic Resource Survey - inventory (phase two).	■	■					GF		Planning and Zoning
<b>Neighborhoods</b>										
N.1	Provide limited technical assistance to neighborhood planning efforts in the form of maps, existing zoning and land use, as well as demographic and economic data	■	■	■	■	■	Staff time	GF		Community Development
N.2	Encourage neighborhood "self-help" activities	■	■	■	■	■	Staff time	GF		Community Development
<b>Urban Design</b>										
UD.1	Implement a gateway master plan for major entrances to the City that incorporates various recommendations of adopted design guidelines	■	■	■	■	■	\$1,600,000	GF	Yes	Transportation
UD.2	Continue to apply for federal and state funding to enhance the streetscapes of road corridors in the City	■	■	■	■	■	Staff time	GF		Community Development; Transportation

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<b>Land Use</b>										
LU.1	Further develop, refine, and implement land use recommendations for "character areas"	■	■	■	■	■	Staff time	GF		Community Development
LU.2	Periodically report as may be needed on conformance with regional development plan	■	■	■	■	■	Staff time	GF		Community Development
<b>Community Facilities</b>										
CF.1	Periodically update the City's parks and recreation master plan as needed			■	■		\$70,000	GF		Recreation & Parks
CF.2	Implement the master plan for the Roswell River Parks	■	■				\$35,000,000	BR, IF, GF		Recreation & Parks
CF.3	Update the Comprehensive Solid Waste Management Plan every ten years as required; update the Solid Waste Business Plan, Roswell Utility Master Plan and Roswell Stormwater Utility Master Plan as necessary to meet Division goals.	■	■	■	■	■	Staff time	UF		Environmental/ Public Works
CF.4	Periodically review and modify sanitation rates and fees to reflect the actual costs of service provision and to further divisions goals	■	■	■	■	■	Staff time	UF		Environmental/ Public Works
CF.5	Prepare, adopt, and periodically revise as appropriate a municipal policy for use of City-owned buildings and grounds by private, non-profit, and other government users	■	■	■	■	■	Staff time	GF		Administration

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CF.6	Implement and maintain a customer service policy and action plan in each of the City's departments, with a consistent level of service throughout the departments	■	■	■	■	■	Staff time	GF		Various departments
CF.7	Monitor the provision of municipal services and their ability to meet the diversifying needs of the City's population	■	■	■	■	■	Staff time	GF		Administration; various departments
CF.8	Implement a community-based approach to policing, including Neighborhood Watch and other appropriate programs of the Crime Prevention Unit	■	■	■	■	■	\$400,000	GF		Police
CF.9	Maintain the City's current Insurance Services Office (ISO) rating of 2	■	■	■	■	■	\$1,500,000	GF		Fire & Rescue
CF.10	Continue programs of recognition to all firefighters for the jobs they accomplish as a combination department of full-time and part-time employees	■	■	■	■	■	Staff time	GF		Fire & Rescue; Mayor and City Council
CF.11	Periodically review and modify water rates and fees to reflect the actual costs of service provision and to further system goals	■	■	■	■	■	Staff time	UF		Environmental/ Public Works
CF.12	Continue to prioritize road resurfacing projects, continue drainage maintenance projects, and sidewalk repair projects according to most urgent need	■	■	■	■	■	\$500,000 per year	UF, GF		Transportation; Environmental / Public Works

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CF.13	Investigate the need for traffic calming and integrate traffic calming projects as may be appropriate in the City's capital plan	■	■	■	■	■	Staff time	GF		Transportation
CF.14	Develop a program incorporating landscaping/streetscaping and green infrastructure into all major road projects to improve water quality, provide greater community identity and safety	■	■	■	■	■	Staff time	GF, TSPLOST, PP		Transportation; Community Development; Environmental/Public Works
CF.15	Maintenance of an Energy Assurance Plan for the continued operations of critical city services.	■	■	■	■	■	Staff time	GF		Administration
CF.16	Annually program and implement improvements needed to maintain and upgrade the stormwater management system in compliance with the MS4 NPDES Permit	■	■	■	■	■	\$3,200,000/yr	UF, GF		Environmental/Public Works; Transportation
CF.17	Continue to implement TMDL Impaired Stream monitoring efforts and implementation of the Watershed Improvement Program (WIP).	■	■	■	■	■	\$320,000	UF		Environmental/Public Works
CF.18	Continue to monitor the conditions of municipally owned and operated historic and cultural facilities; schedule improvements to such facilities and grounds as appropriate	■	■	■	■	■	\$225,000	GF		Recreation and Parks
CF.19	Consider plans for additional historic streetscape improvements within the local Historic District	■	■	■	■	■	\$2,000,000	GF, TSPLOST	yes	Transportation

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CF.20	Prepare, implement, and revise as appropriate a community information plan and programs	■	■	■	■	■		GF		Community Relations Officer
CF.21	Continually review and revise the disaster preparedness and emergency management plans in conjunction with Fulton County	■	■	■	■	■	Staff time	GF		Various departments
CF.22	Continually evaluate and review cost efficient services for the Recycling Center as well as implement an education and outreach program to promote the Center to Roswell residents	■	■	■	■	■	Staff time	UF		Environmental/ Public Works
CF.23	Waterline Distribution Replacement Program	■	■	■	■	■	\$400,000	UF		Environmental/ Public Works
CF.24	Continue using the agenda management software program for the Mayor and Council and the public to have electronic agendas and meeting documentation and minutes for laptops/tablets and webpage	■	■	■	■	■	\$25,250.40/ yr. \$2,104.20/ mo	GF		Administration
CF.25	Periodically update the City's Consolidated Action Plan (5-year) for HUD as needed.	■			■		Staff time	GF		Administration, Grants
CF.26	Periodically update the City's Annual Action Plan for HUD as needed.	■	■	■	■	■	Staff time	GF		Administration, Grants

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CF.27	Campaign Finance Reporting Software for automizing filing and management of necessary forms for candidates and elected officials for campaign finance reporting online.	■	■	■	■	■	\$7,200/yr	GF		Administration
CF.28	Open Records/Public Records online program for submitting records which then allows the public to track requests, communicate regarding the requests, receive online the requests through a web portal and then download the documents.	■	■	■	■	■	\$5,850/yr	GF		Administration
<b>Development Impact Fees</b>										
DIF.1	Periodically review and update the development impact fee program, including fees			■			\$100,000	GF		Community Development
<b>Transportation</b>										
T.1	Implement transportation system improvements as described in the Comprehensive Plan and Transportation Master Plan	■	■	■	■	■	\$25,000,000	GF, TSPLOST, TR	Yes	Transportation
T.2	TSPLOST Projects - Develop a list of projects for potential November 2021 referendum.	■					Staff time	GF		Transportation

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<b>Intergovernmental Coordination</b>										
IC.1	Periodically revisit and update intergovernmental service agreements	■	■				Staff time	GF		Administration
IC.2	Monitor new forms of governance proposed in North Fulton County for their impact on Roswell	■	■	■	■	■	Staff time	GF		Administration
IC.3	Continue to evaluate the necessity of moving the court system to a new location.	■	■	■	■	■	Staff time	GF		Administration
IC.4	Periodically revisit and revise the intergovernmental land use dispute resolution process	■	■				Staff time	GF		Administration
IC.5	Assist in implementing the Water Supply and Water Conservation Management Plan prepared by the Metropolitan North Georgia Water Planning District	■	■	■	■	■	\$115,000/year	UF		Environmental/ Public Works
IC.7	Coordinate a meeting between the City and the public and private schools.			■		■	Staff time	GF		Administration

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