

# IMAGINE ROSWELL



2035



## Comprehensive Plan







STATE OF GEORGIA

COUNTY OF FULTON

October 10, 2016

**RESOLUTION OF ADOPTION OF THE 2035 COMPREHENSIVE PLAN UPDATE  
INCLUDING THE 2016-2021 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 2035; and

**WHEREAS**, the Roswell Planning Commission has considered this matter at a public hearing on May 17, 2016 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 2035 Comprehensive Plan update including the 2016-2021 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 City Council on October 10, 2016, in the City Council Chambers, 38 Hill Street, Roswell, Georgia;

**BE IT THEREFORE RESOLVED** by the Mayor and City Council of the City of Roswell that the 2035 Comprehensive Plan update with the Short Term Work Program and Capital Improvement Element covering the five year period 2016-2021 is hereby adopted.

**BE IT FURTHER RESOLVED** that a copy of this resolution shall be submitted to the Atlanta Regional Commission within seven days of adoption of the plan.

**BE IT FURTHER RESOLVED** that the Community Development Department staff is directed to make final changes and corrections to the Comprehensive Plan update and to submit copies of the final adopted 2035 plan to the Atlanta Regional Commission and Georgia Department of Community Affairs as soon as it is published.

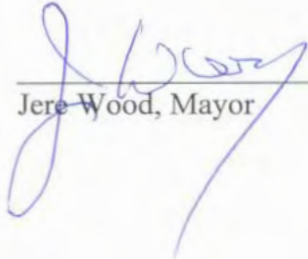
The above resolution was read and approved by the Mayor and City Council of the City of Roswell on the 10<sup>th</sup> day of October, 2016.

Attest:



Marlee Press, City Clerk  
(Seal)



  
Jere Wood, Mayor

7. **Approval of a Text Amendment to the Unified Development Code (UDC) regarding PRD (Planned Residential Development) to have a minimum lot size of 9,000 sf and for variances to the neighborhood compatibility buffer to be heard and decided by the Mayor and City Council. (Second Reading)**

*Ordinance No. 2016-10-18*

<b>RESULT:</b>	<b>APPROVED ON SECOND READING [4 TO 2]</b>
<b>MOVER:</b>	Michael Palermo, Councilmember
<b>SECONDER:</b>	Donald J. Horton, Councilmember
<b>IN FAVOR:</b>	Donald J. Horton, Kent Igleheart, Michael Palermo, Marcelo Zapata
<b>OPPOSED:</b>	Nancy Diamond, Jerry Orland

8. **Resolution for Adoption of the 2035 Comprehensive Plan update which includes Short Term Work Program (STWP) and the Capital Improvement Elements (CIE).**

*Resolution No. 2016-10-61*

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	Michael Palermo, Councilmember
<b>SECONDER:</b>	Donald J. Horton, Councilmember
<b>IN FAVOR:</b>	Diamond, Horton, Igleheart, Orland, Palermo, Zapata

9. **Final Plat for Emerson Woods.**

<b>RESULT:</b>	<b>DEFERRED [UNANIMOUS]</b>
	<b>Next: 10/24/2016 7:00 PM</b>
<b>MOVER:</b>	Michael Palermo, Councilmember
<b>SECONDER:</b>	Donald J. Horton, Councilmember
<b>IN FAVOR:</b>	Diamond, Horton, Igleheart, Orland, Palermo, Zapata



# Acknowledgments

## Roswell City Government

Mayor Jere Wood  
Councilmember Marcelo Zapata  
Councilmember Mike Palermo  
Councilmember Donald J. Horton  
Councilmember and Mayor Pro Tem Kent Igleheart  
Councilmember Jerry Orlans  
Councilmember Nancy Diamond  
Former Councilmember Rich Dippolito  
Former Councilmember Becky Wynn

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Bryan Chamberlain - Planning Commission  
Don Conaughty - Resident  
Lisa DeCarbo - Resident  
Sidney Dodd - Planning Commission  
Debra Ewing - Recreation Commission  
Tom Flowers - Design Review Board  
Chris Foley - Planning Commission  
Rebecca Gilbert - Resident  
Joey Giunta - Resident  
Michael Gould - Resident  
Cheryl Greenway - Planning Commission  
Jeff Jablonski - Planning Commission  
Ron Johnson - Resident  
Tony Landers - Historic Preservation  
Keith Long - Planning Commission  
Sally McKenzie - Resident  
Denise Rauch - Resident  
David Schmit - Previous CPAC  
Randy Shultz - Downtown Development Authority  
Steve Stroud - Roswell Inc.  
Marie Willsey - Resident



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# IMAGINE ROSWELL



2035



## Overview



## 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 to economic development and from housing to 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.

### Historic Context

The area now known as Roswell was originally the site of Roswell Mill – a cotton mill along Vickery Creek, which is now called Big Creek. The mill attracted plantations and workers to the area, which in 1854 was incorporated into the Town of Roswell by the Georgia Assembly. In the Civil War, Roswell was captured and the mills were largely burned down. However, many people returned to the area after the war and rebuilt both the industry and town. During the consolidation of Milton and Fulton Counties in the Great Depression, Roswell was merged with Fulton County, and its area was removed from Cobb County. In the years since, the City of Roswell has grown in physical size and population, and is now one of the largest cities in the Metropolitan Atlanta region.



## How to Use this Document

This document is the five year update to Roswell’s 2030 Comprehensive Plan, “Imagine Roswell”, adopted in 2011. As an update, this document provides information on the changes that have occurred since the current plan was created, modifies action items as appropriate in response to these changes, and extends the planning horizon to 2035. Therefore, this document focuses specifically on the refined elements of the 2030 Comprehensive Plan, which should be referred to as still in effect for any items not mentioned in this document.

The initial **“Overview”** section summarizes the underlying community vision, the major trends affecting Roswell (later elaborated in the “Plan Elements” section), and documents the community engagement process.

The planning process for this update is summarized in the **“Plan Elements”** chapter and includes four major phases: **research**, development of **needs and opportunities**, development of **policies**, and the creation of a **work program**.

An additional part of the planning process resulted in refinements to the community Future Development Map (FDM). These changes are summarized in the **“Character Areas”** chapter.



Finally, supporting materials are provided as appendices including: the required List of Accomplishments, Short-Term Work Program, the Capital Improvements Element to support the City’s Impact Fee Program, and the required consideration of the Regional Water Plan. An additional appendix detailing the Community Engagement Process is also provided, as well as a detailed report focusing on the Key Findings developed during the research phase of the plan update.



## Community Goals for Roswell

The City of Roswell has articulated its vision for the future in a myriad of ways as summarized below.

*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

***Comprehensive Plan Policies:***

Additionally, specific policies to support the community vision were developed in the 2030 Comprehensive Plan. As part of the planning process for this Plan Update, these policies were reviewed and refined to reflect changes in present conditions. This was done by first establishing a set of Needs and Opportunities for the City. These Needs and Opportunities were established based on the Issues and Opportunities presented in the 2030 Comprehensive Plan and the results of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) exercise conducted with the Comprehensive Plan Advisory Council (CPAC). The Needs and Opportunities created are provided on the following pages. Immediately following the Needs and Opportunities, the City's policies are provided. The Needs and Opportunities and the Policies are also reproduced as part of the individual Plan Elements in the following chapter.

## Population

### 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 constrains 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.

## Economic Development

### 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.





# OVERVIEW

## 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

- 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.

### Opportunities

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

## Land Use and Urban Design

### 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 2035 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

### 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.



# OVERVIEW

- 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

- 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 and Cultural Resources

### Needs

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## Policies

	<b>Population</b>
<b>P1</b>	Roswell, like other successful communities with large Hispanic populations, will partner with schools and the business community to promote the education attainment and civic involvement that the City of Roswell envisions for all who work and live in the City.
<b>P2</b>	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.
<b>P3</b>	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.
<b>P4</b>	Recreation and parks facilities are adapting to serve the aging population.



# OVERVIEW

## 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
ED2	<p>Redevelopment is an economic imperative for the City and a priority for citizens in order to:</p> <ul style="list-style-type: none"> <li>• Diversify the tax base to support a high quality of life, and</li> <li>• Avoid decline in property values</li> </ul>
ED3	City investment in infrastructure will support economic development that retains and grows existing employers, attracts new employers, and attracts redevelopment.
ED4	<p>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:</p> <ul style="list-style-type: none"> <li>• Multimodal access, public investment, and private partnerships to improve the streetscape, and</li> <li>• Gateway and signage upgrades.</li> </ul>
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	<p>The City recognizes that accessibility and mobility impact the economic health of the community and it commits to:</p> <p>Providing residents and workers with genuine options for local and regional transit connections and establishing a transit-ready future, and</p> <p>Coordinating with the North Fulton sister-cities in implementing the North Fulton Comprehensive Transportation Plan</p>

## Housing

H1	<p>Consider changes in housing needs and demands in conjunction with sustainable building practices by promoting the following, where appropriate:</p> <ul style="list-style-type: none"> <li>Residential development in close proximity/in walking distance to non-residential</li> <li>Energy and water efficient buildings</li> <li>Building standards that allow flexibility to accommodate needs of aging households</li> </ul>
H2	<p>Pursue zoning and economic development actions to encourage a variety of housing sizes and price point to allow the following, where appropriate:</p> <ul style="list-style-type: none"> <li>Adequate market response to changing future demand, including the housing preferences of both young professionals and older “empty-nesters” <ul style="list-style-type: none"> <li>Zoning allows the housing types that meet that demand</li> <li>Zoning that incentivizes a variety of price-points</li> </ul> </li> <li>Provide incentives for the development of mixed-income residential neighborhoods for low-income, work-force, and median-income and above households</li> <li>Redevelopment of aging apartments</li> <li>Support and encourage ongoing organic reinvestment in aging neighborhoods that can provide affordable housing and “starter/fixer-up” opportunities at existing densities.</li> <li>There is a need for a housing type for those millennials with young families and children looking for houses with a yard.</li> </ul>
H3	<p>Pursue new, high quality housing where appropriate; develop implementation criteria to identify where and under what conditions housing of various forms may be appropriate.</p>
H4	<p>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.</p>





# OVERVIEW

## Land Use and Urban Design

LU/D1	<p>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>
LU/D2	<p>The City supports the adaptive re-use of existing vacant buildings where financially feasible.</p>
LU/D3	<p>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 developments where possible while maintaining the existing character of their surroundings.</p>
LU/D4	<p>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>
LU/D5	<p>The City supports infill housing when it is appropriately scaled, appropriately designed, and compatible with its context.</p>
LU/D6	<p>City zoning and development trends will reflect the principles and policies established in the Comprehensive Plan and will seek to:</p> <ul style="list-style-type: none"> <li>• Protect existing suburban neighbors from undue negative impacts of development,</li> <li>• Link transportation and redevelopment opportunities,</li> <li>• Utilize the design-based provisions of the UDC, and</li> <li>• Provide an efficient review and approval process in accordance with the UDC</li> </ul>
LU/D7	<p>The City aims to update the Atlanta Road LCI, and elements of the Midtown Roswell LCI.</p>
LU/D8	<p>The City will encourage developments that exceed the minimum open space requirements of the UDC and/or provide space for public assembly.</p>

## Transportation

<b>T1</b>	<p>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:</p> <ul style="list-style-type: none"> <li>• Enhancing neighborhoods.</li> <li>• Preserving and enhancing the City’s historic resources.</li> <li>• Protecting and expanding the City’s natural resources and open spaces.</li> <li>• Exploring connectivity options and interparcel access for commercial and certain other corridors</li> <li>• Exploring innovative and context-sensitive system impacts</li> <li>• Expanding multi-modal opportunities throughout the City including pedestrian, bicycle, and transit facilities</li> <li>• Balancing the role and position of Roswell’s regional transportation facilities to mitigate impacts and provide protection to the City’s character</li> </ul>
<b>T2</b>	Enhance Safety – not just for vehicles, but for all users: motorized vehicle operators, pedestrians, bicyclists and transit riders.
<b>T3</b>	Manage Congestion – focus on providing innovative yet realistic options for local traffic including key intersections, as well as creating new connections.
<b>T4</b>	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.
<b>T5</b>	Support Redevelopment – provide transportation systems that support redevelopment while preserving Roswell’s character. This will allow the City to plan for a prosperous future.

## Community Facilities

<b>CF1</b>	<p>Ensure cost-effective and timely provision of community facilities and services to support the needs of the City’s neighborhoods, residents, and businesses.</p> <ul style="list-style-type: none"> <li>• Increase the ability of the Roswell-Alpharetta Public Safety Training Center (RAPSTC) facility to accommodate police officers for training (joint effort with Fire Department).</li> </ul>
<b>CF2</b>	Maintain municipal buildings and grounds to the same high standard as exists today.
<b>CF3</b>	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.
<b>CF4</b>	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.
<b>CF5</b>	Identify emergency shelters for community members in need.
<b>CF6</b>	Consider energy-efficient building programs for new facilities.



# OVERVIEW

## Natural and 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.

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## Trends in Roswell

The city of Roswell is an intricate and dynamic place, with many ever-changing aspects working together to create the city’s unique way of life.

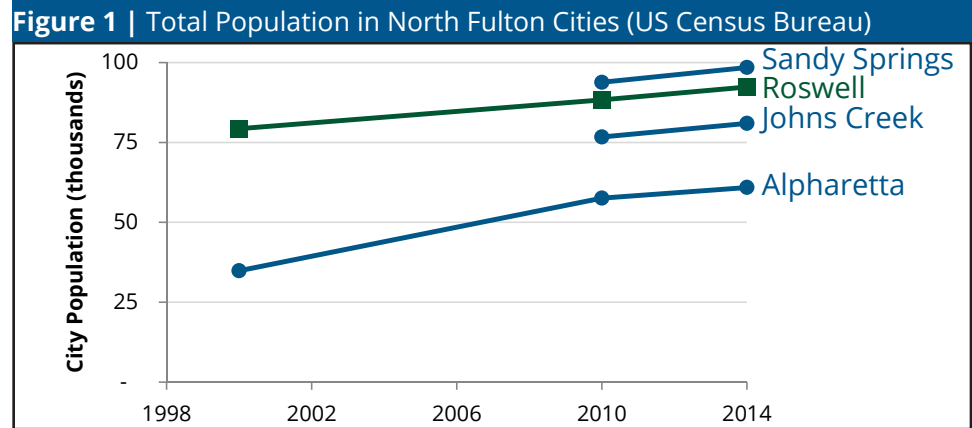
An initial step of the planning process involved researching trends affecting Roswell, with particular emphasis on changes in the years since the adoption of the 2030 Comprehensive Plan in 2011. This overview summarizes the major trends influencing this plan update, but further elaborations of this research are provided in the “Plan Elements” section, while all the research compiled is documented as part of a Key Findings Report provided as a supporting appendix.

Roswell Population	
2000	79,334
2014	94,089
2035 (projected)	108,096

2000 Source: U.S. Decennial Census  
2014 Source: U.S. Census Bureau Estimate

### A Growing and Changing Population

Roswell is estimated to be home to over 94,000 people (U.S. Census Bureau 2014), a number that has grown significantly from under 80,000 in the year 2000 (Census 2000) as shown in **Figure 1**. This rate of population growth is generally typical among cities in the North Fulton area, and the northern suburbs of Atlanta more generally. Roswell is expected to continue to grow rapidly, and to become home to over 100,000 people sometime between 2020 and 2025.



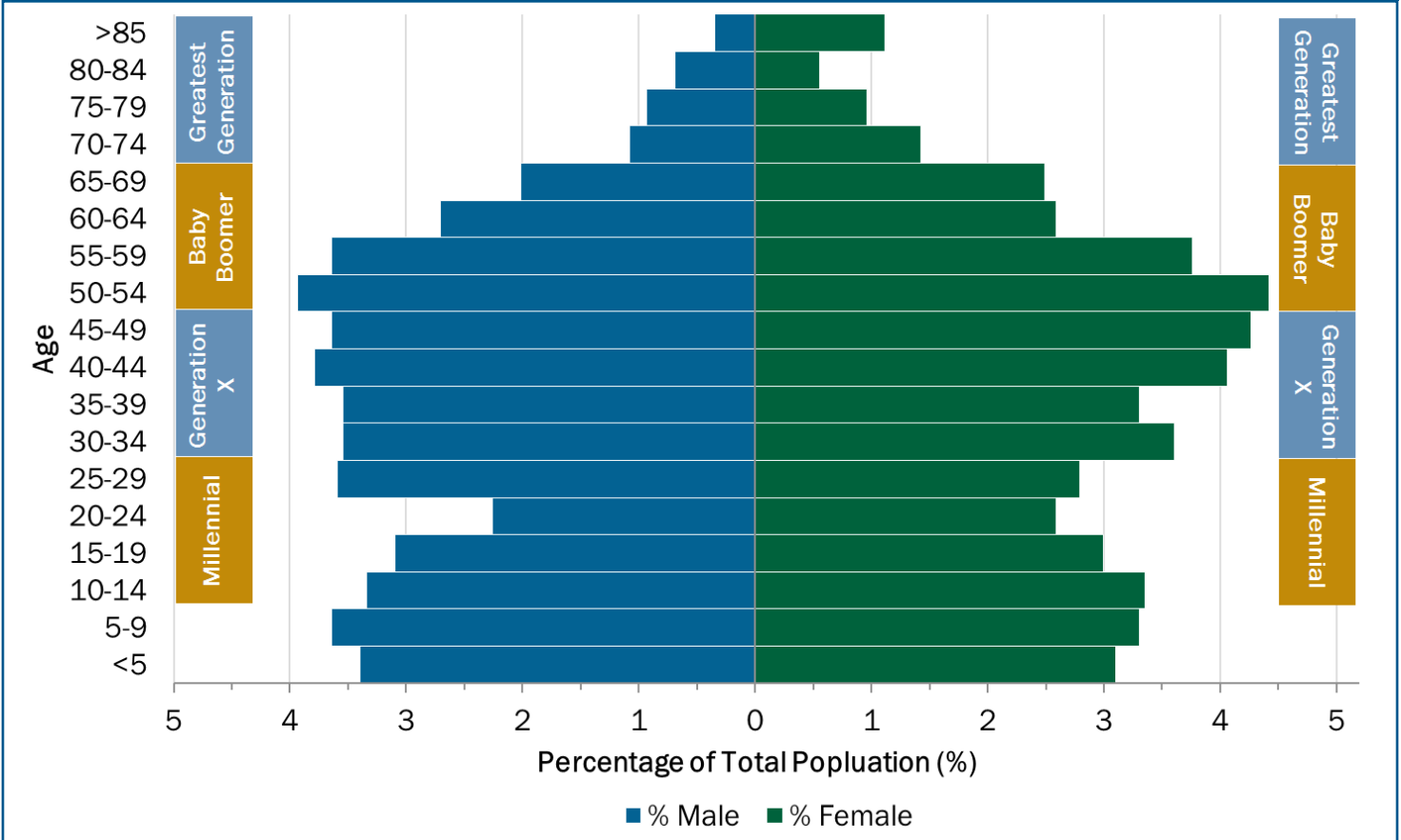
### Age

While 57 percent of city residents are between 25 and 65 years old, over 26,000 residents are expected to reach retirement age in the next 20 years. This has the potential to fundamentally change Roswell, redefining the ways residents live their lives, the amenities they desire, the services they need, and the way they interact with their city. The current age cohort of Roswell is shown in **Figure 2**.

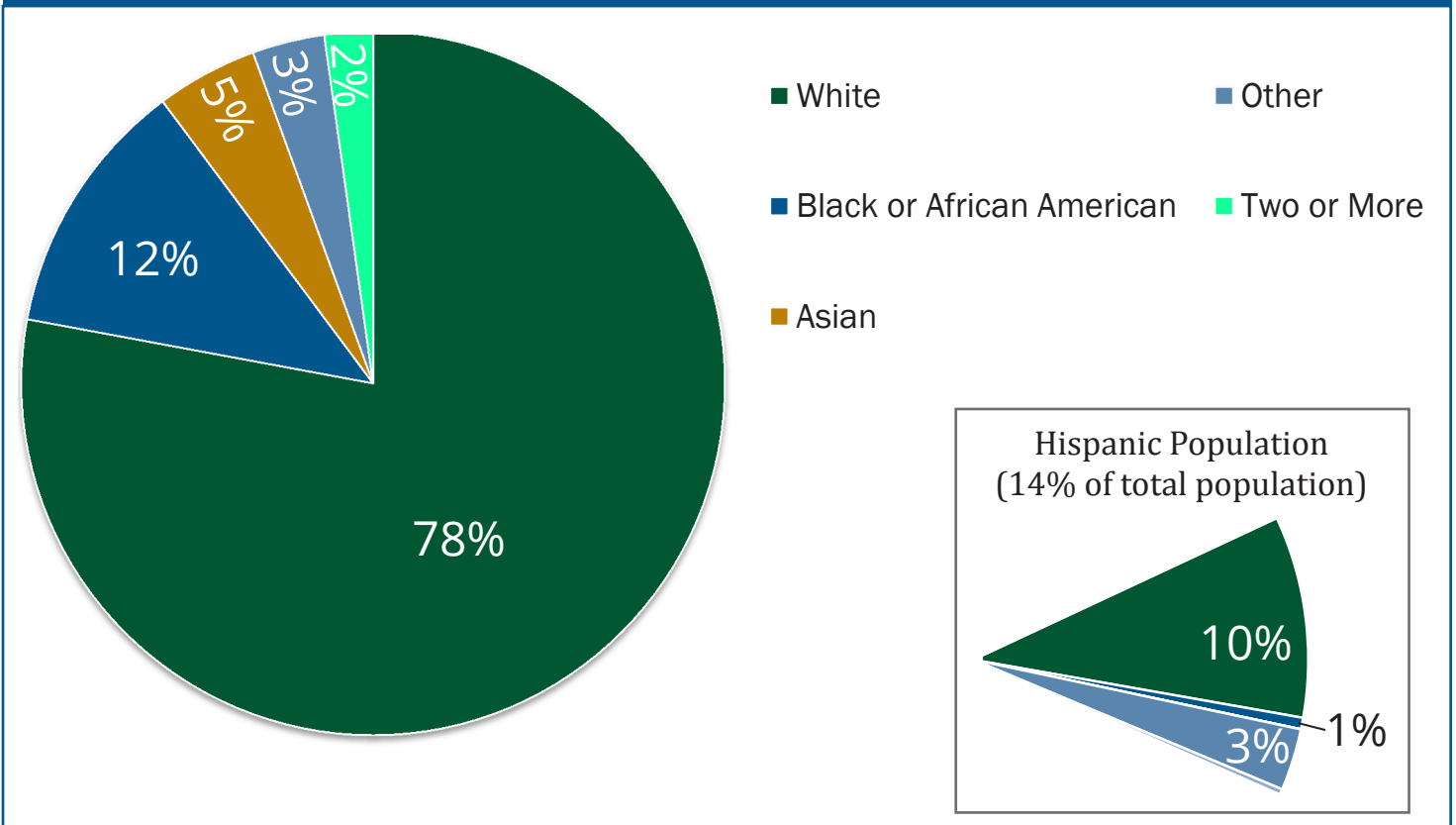
### Diversity

Roswell is also an increasingly diverse place, with racial minority residents increasing from 18.5% of the total population in 2000 to 22.1% of the population in 2013. Likewise, in the same time frame, the Hispanic and Latino population also increased by almost 4,000 people. The current racial and ethnic composition of the city is shown in **Figure 3**.

**Figure 2 | Age and Sex (US Census Bureau, 2013)**



**Figure 3 | Racial and Ethnic Composition (US Census Bureau, 2013)**







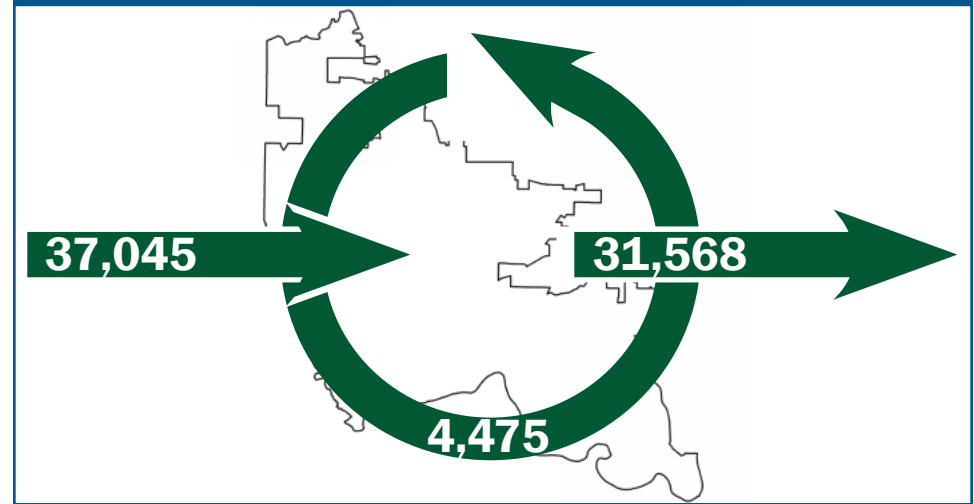
# OVERVIEW

## Transportation Challenges

Roswell is part of a widespread regional commuting pattern. The commuting pattern prevalent in Roswell is shown in **Figure 4**. Of the over 36,000 Roswell residents who work outside the home, almost 90% of them commute outside of Roswell’s boundaries for work. In addition, over 37,000 people commute into Roswell from homes elsewhere every day for work.

In addition to those traveling either to or from Roswell, many more commuters and travelers pass through the city, putting a strain on the state’s few state routes and regional roadways. Roswell’s road network forces nearly all trips onto relatively few major roadways due to poor connectivity. This puts tremendous pressure on intersections and interchanges of these major routes, as can be seen in **Figure 5**, which shows the intersections with failing Level of Service (LOS) according to the city’s 2014 Transportation Master Plan.

**Figure 4 |** Commuting Patterns in Roswell (US Census Bureau, 2013)



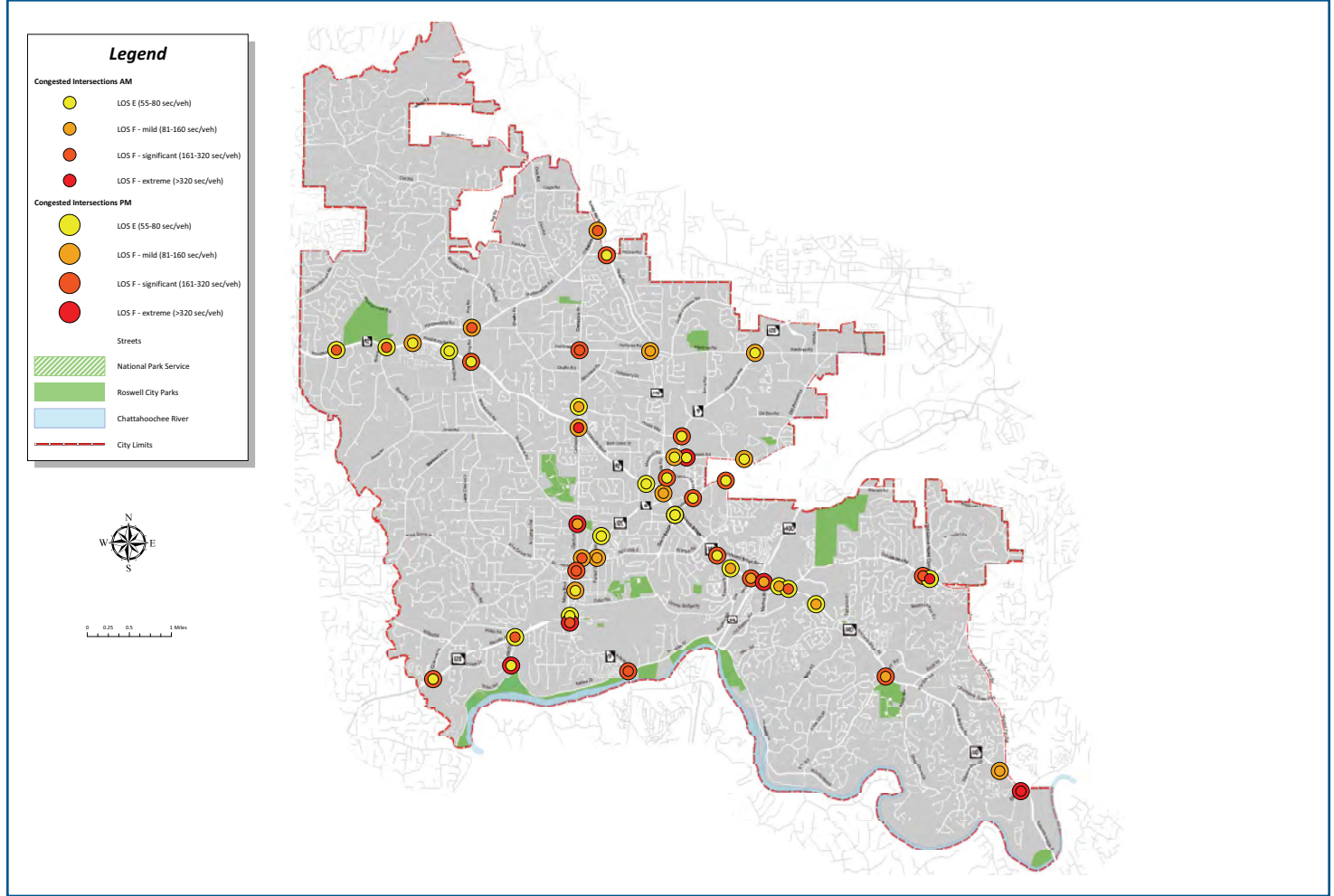
## A Community of Single Family Homes

The majority (over 60%) of all dwelling units in Roswell are single-family detached homes. A comparative composition of the housing stock in Roswell and nearby communities is shown in **Figure 6**. Roswell’s housing mix is comparable to it’s norther neighbors but has a much higher rate of single family homes than it’s southern neighbors and Fulton County as a whole.

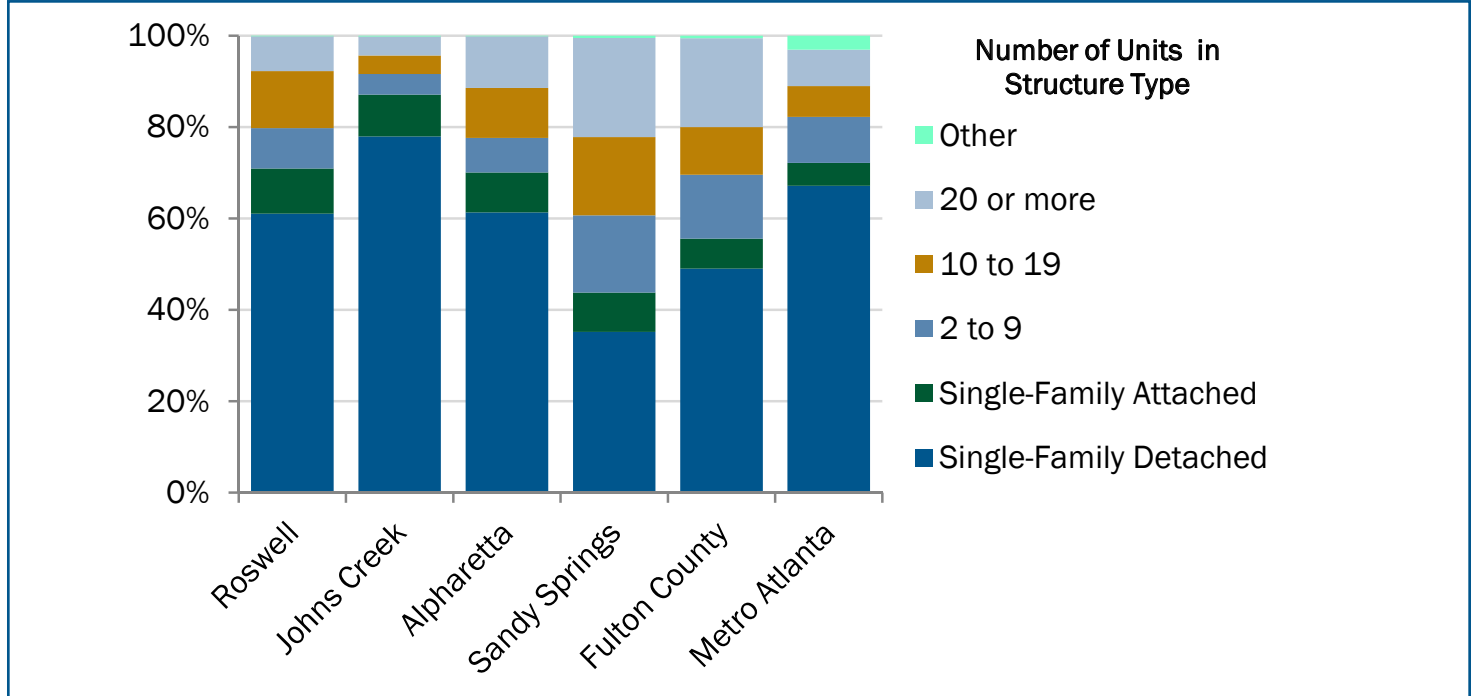
## Housing Affordability

Within Roswell, the median home or apartment for rent costs \$978 per month (ACS 2013). In order to afford this rent, a household must earn over \$39,000 per year (assuming the household does not spend over 30% of their income on housing, a widely accepted standard for affordability established by the National Low Income Housing Coalition). Over 22% of households in the city make less than \$35,000 per year (ACS 2013) and thus cannot afford this median rent. Approximately 32% of all households spend over 30% of their monthly income on housing costs, and 15% spend over half of their income on housing (U.S. Department of Housing and Urban Development 2012).

**Figure 5 | Intersections with Poor Level of Service (Roswell Transportation Master Plan, 2014)**



**Figure 6 | Housing Mix of North Fulton and Nearby Communities (US Census Bureau, 2014)**





## Community Engagement

As part of the planning effort, the City's staff, council, and consultants engaged with the community to ensure that their voices and opinions were heard. A summary of this process is presented below, with all applicable materials presented in the Appendix.

### Public Hearings

As required, two Public Hearings were held as described below.

#### *Wednesday, September 15, 2015:*

This hearing was held to officially kick-off the planning process with the community. A presentation summarizing the planning process was conducted and residents were allowed to make comments and ask questions.

#### *Monday, June 13, 2016:*

This hearing was held to transmit the draft plan for review by DCA and the Atlanta Regional Commission (ARC). The planning process, findings, and recommended changes were summarized. Residents were encouraged to provide comments and ask questions.

Notes from both Public Hearings are provided in the Appendix.

### Comprehensive Planning Advisory Committee

The Comprehensive Planning Advisory Committee (CPAC) acted as a stakeholder group to help guide the development of the plan. Committee members were appointed by the Mayor and City Council and include representatives from the City's Planning Commission, business community, and civic organizations. This CPAC combined with City staff and Council members acted as a steering committee throughout the planning process. This group met four times as summarized below.

#### *Tuesday September 1, 2015:*

The initial CPAC meeting was held to kickoff the planning process, review the research compiled in the aforementioned "Key Findings Report" (provided in the Appendix), and conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis.

#### *Thursday, November 5, 2015:*

This meeting was held to review the SWOT analysis, its conversion into draft "Needs and Opportunities", and a review of the Policies guiding the previous 2030 Comprehensive Plan. An initial conversation regarding the Future Development Map revealed that the CPAC felt the majority of the character area descriptions and boundaries were appropriate, but singled out the need to more strongly define the "Suburban Residential" character areas.

**Thursday, January 28, 2016:**

This meeting focused on discussing the Future Development Map and investigating how the “Suburban Residential character area could be refined.

**Thursday, February 18, 2016:**

The final meeting of the CPAC focused on the various refinements made to the plans “Needs and Opportunities”, “Policies” and Future Development Map.

## Community Meetings

A total of five community meetings were held in various locations throughout Roswell. These meetings are summarized below:

**Tuesday, December 1, 2015 (Hembree Park), Thursday December 3, 2015 (East Roswell Park), and Thursday, January 21, 2016 (City Hall):**

At these meetings, the community was briefed on the purpose of the planning effort and asked to offer comments on the “Needs and Opportunities” and “Policies”. Participants were given the opportunity to vote “Agree”, “Disagree”, and/or “Comment” on each of the Policies. The results of this voting process are shown in **Table 1**. Those policies

**Table 1 | Results of Policy Vote at First Three Public Meetings**

Population				Economic Development				Housing			
	AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT
P1	77%	15%	15%	ED1	84%	12%	16%	H1	88%	8%	8%
P2	80%	20%	8%	ED2	84%	12%	16%	H2	79%	25%	13%
P3	65%	26%	13%	ED3	96%	4%	4%	H3	65%	31%	8%
P4	88%	13%	0%	ED4	70%	26%	22%	H4	81%	15%	7%
				ED5	81%	15%	12%				
				ED6	100%	0%	4%				
				ED7	92%	13%	4%				
Land Use and Urban Design				Transportation				Community Facilities			
	AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT
LU/D1	63%	30%	19%	T1	88%	12%	8%	CF1	96%	4%	4%
LU/D2	100%	4%	4%	T2	92%	8%	12%	CF2	92%	8%	4%
LU/D3	74%	22%	11%	T3	96%	4%	11%	CF3	79%	4%	17%
LU/D4	96%	4%	0%	T4	84%	16%	8%	CF4	79%	17%	13%
LU/D5	81%	4%	19%	T5	81%	23%	8%	CF5	75%	25%	4%
LU/D6	81%	15%	12%					CF6	88%	13%	0%
Natural and Cultural Resources											
	AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT
NCR1	91%	9%	4%								
NCR2	95%	5%	0%								
NCR3	95%	9%	5%								
NCR4	91%	9%	0%								
NCR5	82%	18%	5%								

*Note: See pages 9-14 for finalized policies. Please note that language for policies P3 and H3 reflect changes as a results of this exercise. Additionally, what was LU/D1 during this exercise was converted into LU/D1-LU/D4 based on this exercise (with LU/D2 becoming LU/D5 and so on). An additional policy (LU/D9) was also added.*



## OVERVIEW

which received less than 70% “Agree” votes were refined before the following public meetings. Additionally, attendees were asked to take part in the “blue map” and “red map” Future Development Map exercises described later in the Appendix titled “Community Engagement.”

*Tuesday, March 1, 2016 (Roswell Area Park), and Wednesday, March 2, 2016 (East Roswell Park):*

Attendees were provided an overview of the planning process, community input received thus far, and asked to comment on draft recommendations.

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# IMAGINE ROSWELL



## 2035



# Plan Elements



# Population

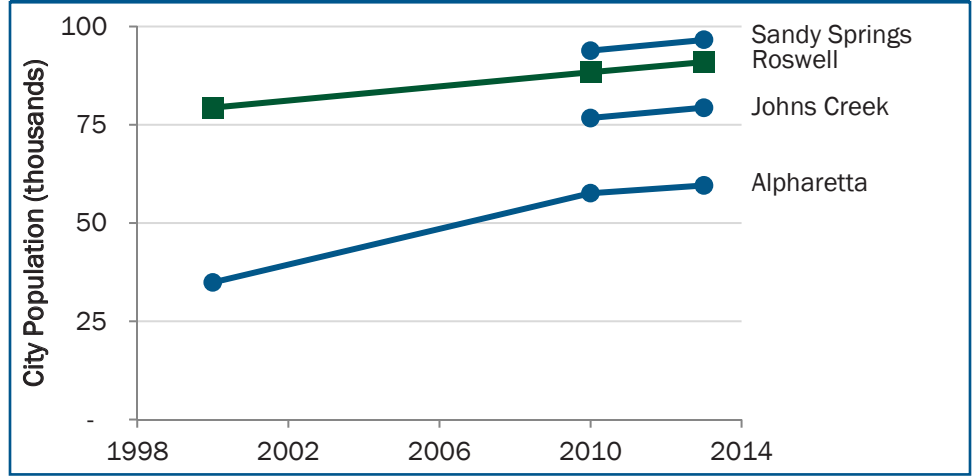
## Introduction

The City of Roswell is home to over 94,000 people (Census 2014), a notable growth from just under 80,000 in 2000 (Census 2000). This growth has been similar to growth experienced in neighboring cities in the northern Atlanta suburbs. Historic population over time for Roswell and nearby cities in northern Fulton County is shown in **Figure 7**. In the future, Roswell is expected to continue to grow rapidly, and to become home to over 100,000 people sometime between 2020 and 2025. Historic population and projections for Roswell are shown in **Table 2**.

Roswell Population	
2000	79,334
2014	94,089
2035 (projected)	108,096

2000 Source: U.S. Decennial Census  
2014 Source: U.S. Census Bureau Estimate

**Figure 7 | Total Population in North Fulton Cities (US Census Bureau)**



## Age

A graphic showing the relative portions of men and women in different age groups is shown in **Figure 8**. Over half (57%) of Roswell residents are between 25 and 65 years old, making the city a solidly “workforce-aged” community. However, this is positioned to change dramatically. Currently about 12% of the city is over the age of 65, 29% of the city, or over 26,000 people, are between 45 and 65, and as such, are expected to begin retiring in the next twenty years. This has the potential to fundamentally change the face of Roswell, redefining the way residents live their lives, the amenities they desire, the services they need, and the way they interact with their city. In addition, Roswell is home to relatively few young people. There are 40% more residents in their 50s than residents in their 20s.

## Diversity

Roswell is an increasingly diverse place. Racial minority residents increased from 18.5% of the city in 2000 to 22.1% in 2013. At the same time, the Hispanic and Latino population increased by almost 4,000 people, from 11% of the city to 14%. The City’s racial composition in 2013 is shown in **Figure 9**.

**52,000** “workforce aged” residents

**26,000** residents expected to retire in next 20 years

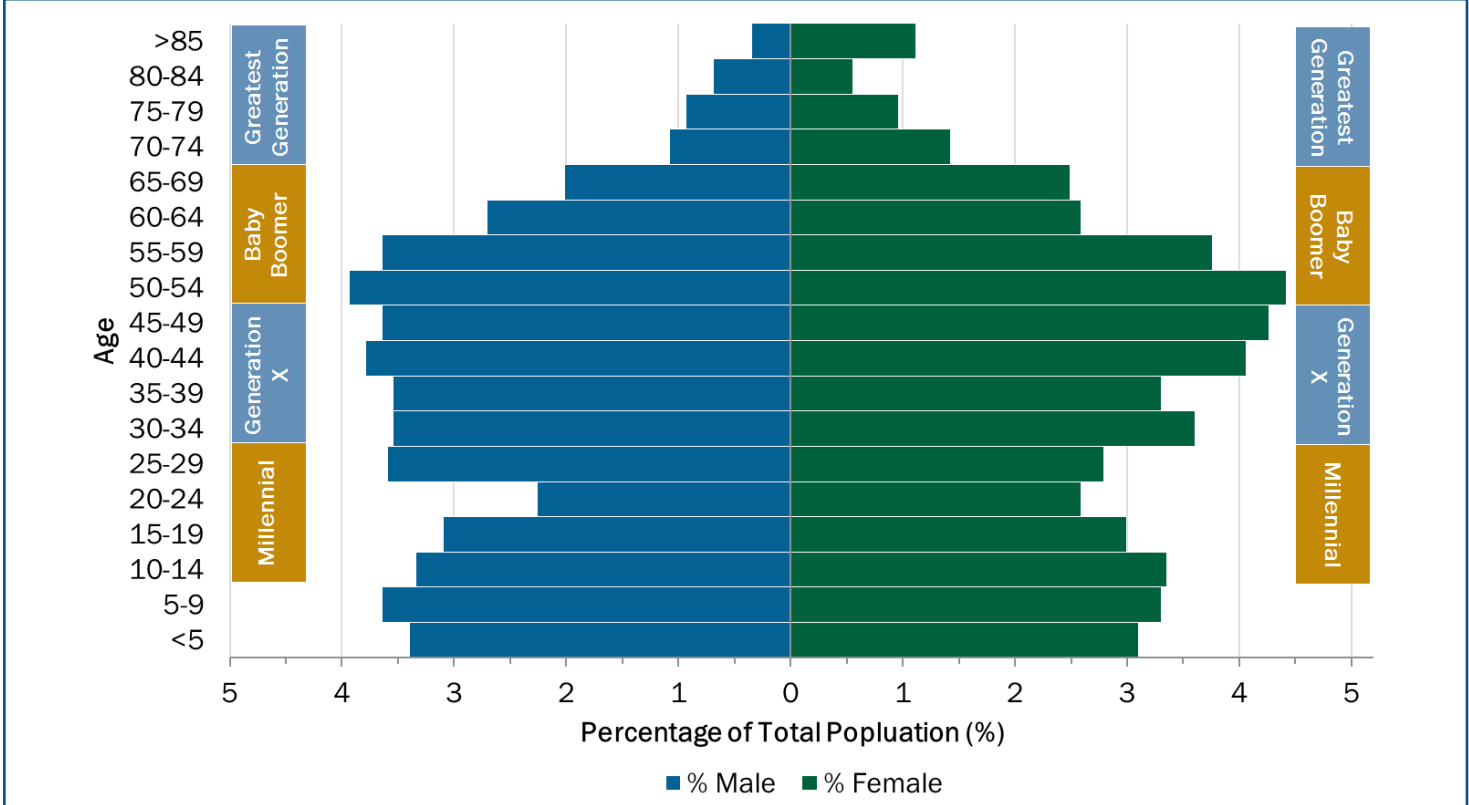
Only **11%** of residents in their 20s

- Research
- Needs and Opportunities
- Policies
- Work Program

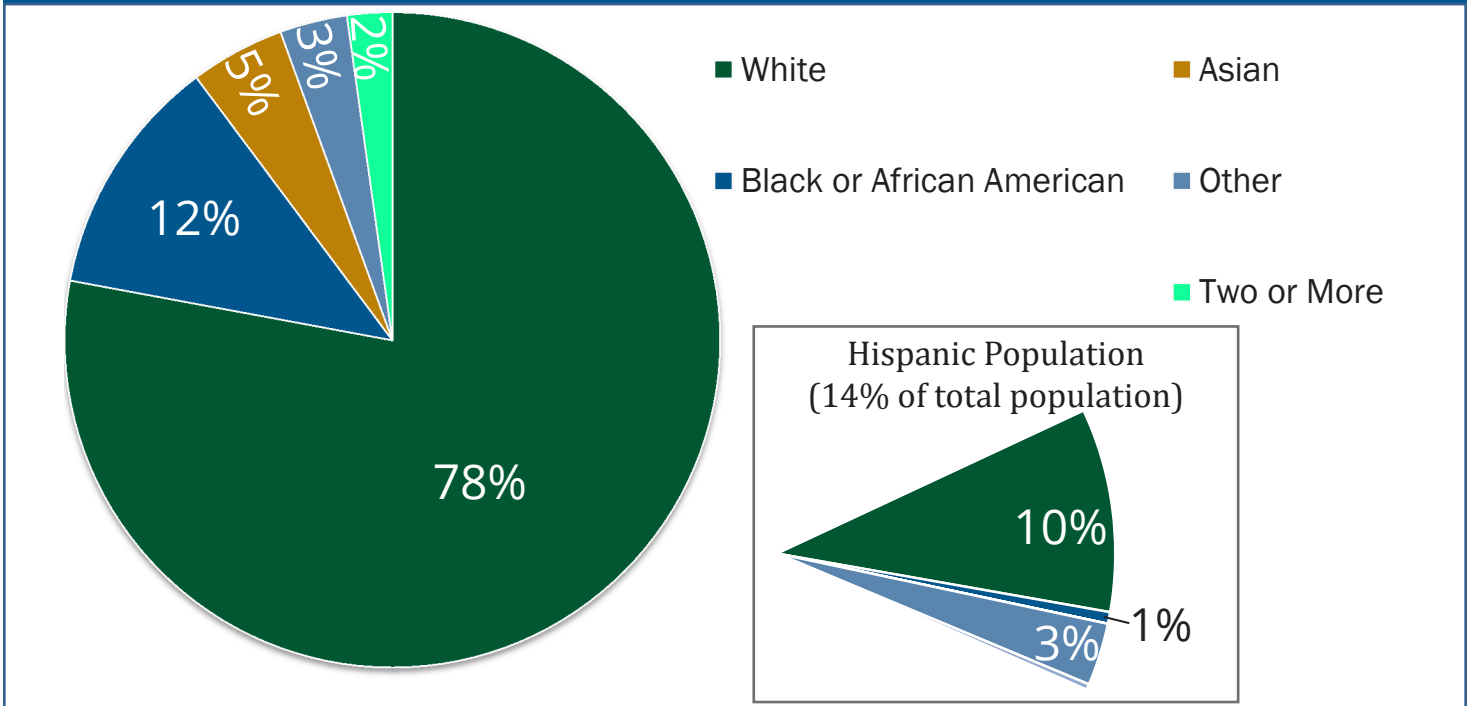
**Table 2 | Population of Roswell**

Historic Data			Census Estimate	Projection				
1990	2000	2010	2014	2015	2020	2025	2030	2035
57,043	79,334	88,346	94,089	95,315	99,134	102,952	106,771	108,096

**Figure 8 | Age and Sex (US Census Bureau, 2013)**



**Figure 9 | Racial and Ethnic Composition (US Census Bureau, 2013)**





# PLANNEMENTS

## Income and Poverty

Residents in Roswell typically have higher household incomes than other members of the greater Atlanta region and the US as a whole. In 2013, the median annual Roswell household income was just under \$80,000, while the median metropolitan Atlanta household earned just over \$56,000 and the median household in the country earned about \$52,000.

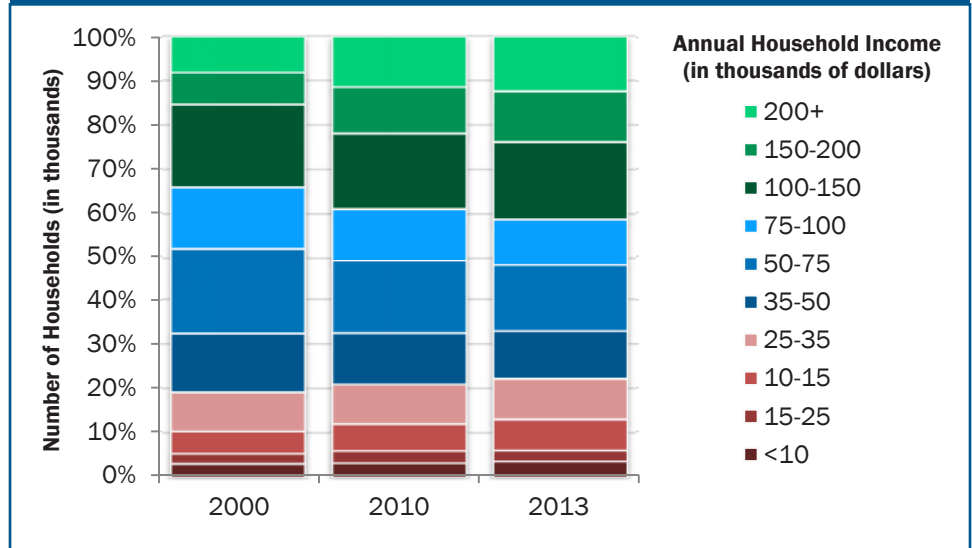
While Roswell residents tend to earn more than the country as a whole, this isn't true for all who live in the city. **Figure 10** shows the income distribution in Roswell over time. There has been a notable growth in households making over \$100,000 each year, as well as an increase in those making less than \$35,000 per year. From 2000 to 2013, the number of households earning more than \$100,000 each year rose from about 10,300 to 14,100, and grew from making up only 34% of the city, to 41%. Over that same time period, the number making less than \$35,000 grew by approximately 1,800 households, which is an increase from 19% to 22% of households in the city.

Poverty has grown steadily over this time period as well. In 2000, 5%, or approximately 4,000 individuals were below the poverty level, but in 2013, 9% or approximately 8,000 people were earning less than the poverty level. Poverty is not evenly distributed across the city, but it exists primarily in dedicated pockets. **Figure 11** shows the geographic makeup of median incomes and poverty levels in Roswell.

Median annual household income in Roswell is **1.4 times higher** than that of the metropolitan Atlanta region

There were **fewer** households earning **between \$35,000 and \$100,000** in 2013 than in 2000, even though the city has grown

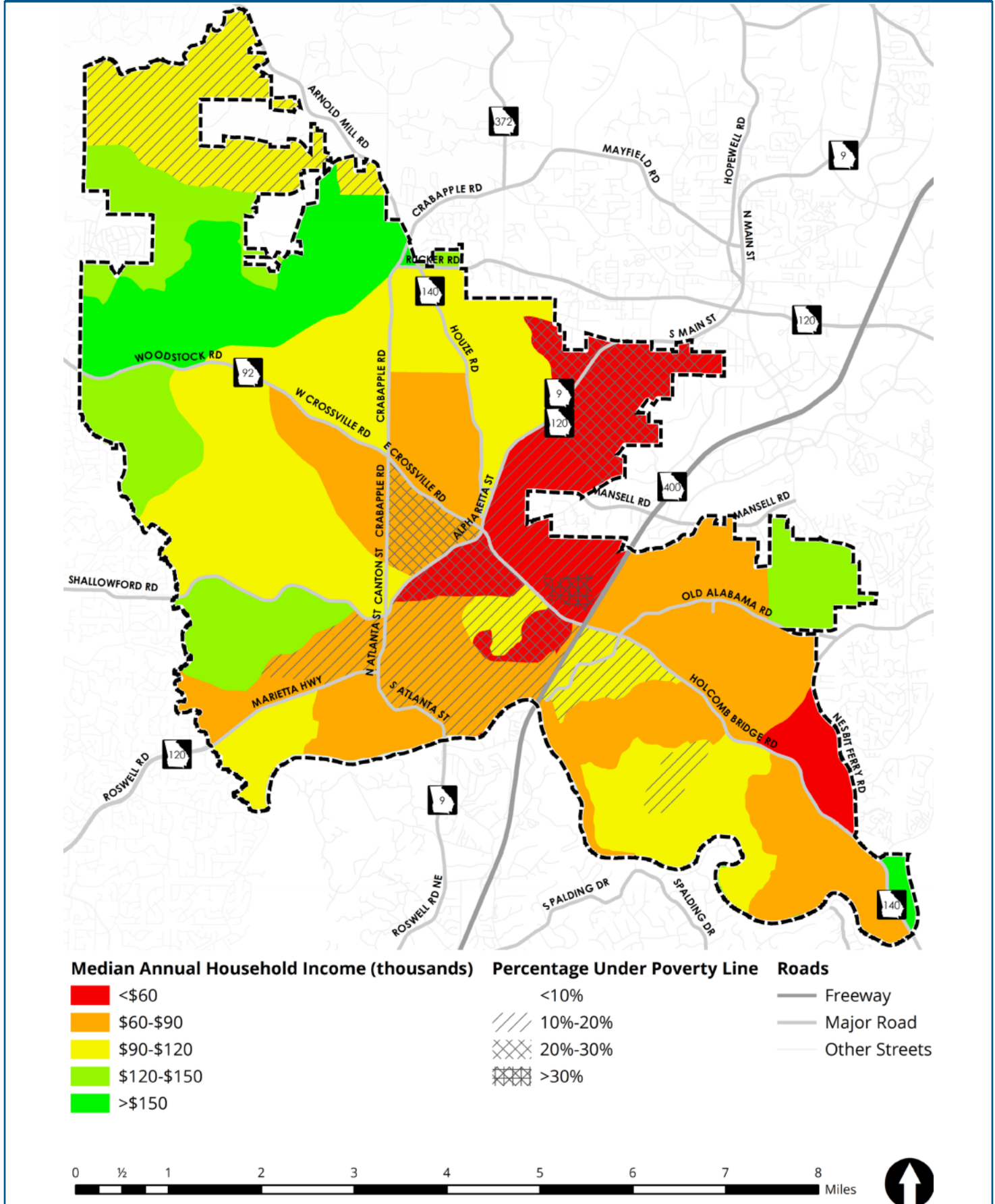
**Figure 10 | Income Distribution over Time (US Census Bureau)**



- Research
- Needs and Opportunities
- Policies
- Work Program



Figure 11 | Income and Poverty (US Census Bureau, 2013)







## Needs and Opportunities

Based on a review of the research with the CPAC, a SWOT analysis was conducted. The results of that analysis were used to create a list of Needs and Opportunities. This list was subsequently commented on and refined through further conversation with the CPAC and the community.

### 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 constrains 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.



## Policies

Using the policies from the 2030 Comprehensive Plan and the list of needs and opportunities as a start, policies to help guide decision making were developed. These policies were further refined through public comments and discussion with the CPAC.

P1	Roswell, like other successful communities with large Hispanic populations, partner with schools and the business community to promote the education attainment and civic involvement that the City of Roswell envisions for all who work and live in the City.
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 are adapting to serve the aging population.

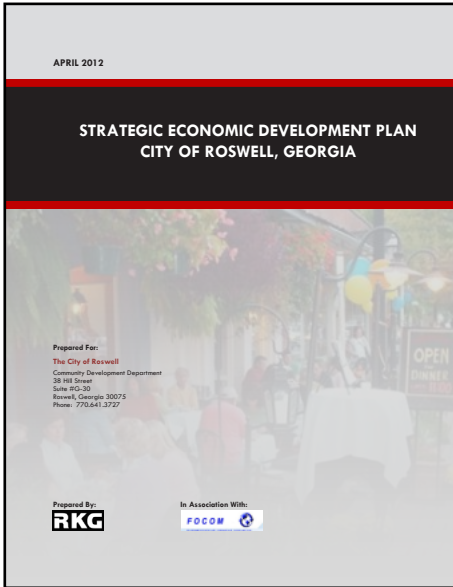
## Short-Term Work Program

The following work program items were identified in relation to the Population Plan Element. Please see the Appendix for a list of all Short-Term Work Program Elements.

Item	Description	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
P.1	Monitor regional and U.S. Census Bureau estimates of the City's population	√	√	√	√	√	Not applicable		Community Development
P.2	Monitor and publicize any adult literacy programs available to Roswell's residents	√	√	√	√	√	Not applicable		Community Relations Office
P.3	Update population and functional population projections as needed to support annual updates of the Capital Improvement Element	√	√	√	√	√	Staff time		Community Development



## Economic Development



The City's 2012 Strategic Economic Development Plan (SEDP)

### Introduction

Roswell is an increasingly constrained and competitive region. As such, the City must continue to be strategic about investments used to attract workers and businesses to the city. As part of the broader metropolitan Atlanta region, Roswell has many opportunities to learn from the successes and failures of its neighbors.

### Strategic Economic Development Plan

In 2012, the City of Roswell adopted a Strategic Economic Development Plan (SEDP) in order to develop a strategic approach to the city's economic goals. This report examines the current state of Roswell's various markets, develops goals for the City to work towards, analyzes the city to find the best opportunities and markets for expansion, and creates sets of tools that can be used to implement the plan.

The SEDP highlights the City's economically constricted state. Most of the land within the city has been developed at a suburban scale, and adjacent land has been incorporated into Roswell's new neighbor cities, severely limiting the possibility of outward expansion. The plan also noted that Roswell's neighbors have put substantial efforts into creating business-friendly reputations, putting Roswell at a relative disadvantage when attracting all types of development. Further, it noted Roswell's restrictive regulations that reduced opportunities for redevelopment and higher densities. These constraints were relaxed with the adoption of Roswell's Unified Development Code (UDC) which sought to simplify and open all aspects of development in the city.

A number of needs and opportunities within the city are also discussed. Rental markets in Roswell are strong, but code restrictions have made new rental properties rare and insufficient to meet growing demand. While many retail locations are operating well, there are areas with significant vacancy rates. In these areas, larger sites in strategic locations may be viable locations for redevelopment.

As Roswell's office market improves, the SEDP predicts a need for increased Class A office space, with large developments near the Holcomb Bridge Road/SR 400 interchange and smaller developments south of Holcomb Bridge Road along SR 9.

Healthcare is cited as a major area for growth, with the expansion at North Fulton Hospital shown as an indicator that this industry is growing without substantial encouragement from the City. Both primary and specialized cares are indicated, but special emphasis is placed on senior care, which could be complemented by an increase in higher-density and age-restricted housing.

Additionally, professional services, including technical, research, consulting and corporate services are seen as a potential growth area. Future growth in

**Industry Clusters Targeted for Growth:**

- Healthcare
- Professional Services
- Entertainment and Recreation
- Logistics



this field could be restricted by a lack of existing Class A office space, but could be maintained with either smaller to mid-sized firms in smaller, existing office spaces, or with redevelopment efforts to create more Class A space.

The city’s strong supply of athletic and recreational facilities could be capitalized on with expansions in the entertainment and recreation industry cluster. Continued maintenance and expansion of high-quality recreation facilities could be enhanced with the creation of additional dining (growing from Canton Street) and destination athletic facilities.

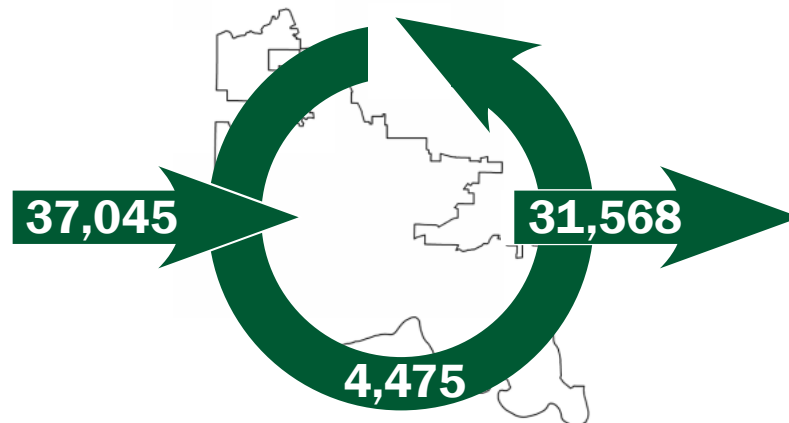
Roswell is well suited for logistics companies, with strong access to the metropolitan Atlanta region and beyond. Logistics operations could provide employment without substantial education or training, but would likely return less of an economic return compared to other industries.

The SEDP identifies four key areas which the City could leverage to create these changes. Workforce and entrepreneurial tools could be used to encourage small business operations which keep commercial vacancy rates low while keeping jobs and incomes in Roswell. Regulatory and toolbox programs could be enacted such as tax allocation districts, to create extra incentives for businesses to locate within Roswell. Market and asset tools could capitalize on Roswell’s inherent advantages to focus growth on a diverse selection of company types and sizes. Marketing and outreach programs could be used to promote Roswell as a business-friendly city and better communicate with existing and potential business residents.

The SEDP is currently in the process of being updated and as such, new challenges and strategies for Roswell may be identified in the future.

## Commuting Patterns

In 2012, the city of Roswell was home to just over 36,000 employees, but hosted over 41,000 jobs according to the American Community Survey (ACS). As part of the metropolitan Atlanta region and economy, many Roswell residents travel out of the city each day for work and many residents of other parts of the region commute into the city. Only 4,475 people both live and work in the city limits. 37,045 people commute into the city to work at Roswell’s businesses while 31,568 Roswell residents leave the city to work elsewhere. This creates a population increase of around 5,400 people every workday.



Source: US Census Bureau, 2013

## Roswell’s Workforce

### Industry Mix

Companies and jobs are frequently divided into industry sectors as defined by the Census’s North American Industry Classification System (NAICS). As shown in **Table 3**, the largest share of Roswell residents work in “Professional, Scientific, and Technical Services” which makes up 13% of the city’s workforce. This is a remarkably higher proportion of workers than in the 10-county ARC region, in which approximately 9% work in these fields. It is typical for workforces of North Fulton communities, where between 13% and 16% work in these fields. Roswell’s workforce also includes a higher share of workers in “Finance and Insurance” and “Information” than the region as a whole.



**Table 3 | Workforce Industry Mix (Selected Industries) (US Census Bureau, 2013)**

	Roswell	North Fulton Neighbors*	ARC Region
Professional, Scientific, and Technical Services	13%	15%	9%
Retail Trade	10%	9%	11%
Health Care and Social Assistance	10%	10%	11%
Administration & Support, Waste Management and Remediation	9%	8%	8%
Wholesale Trade	8%	8%	6%
Accommodation and Food Services	8%	8%	9%
Educational Services	7%	7%	9%
Finance and Insurance	7%	7%	5%
Information	6%	7%	4%

\* Aggregate for Johns Creek, Alpharetta, and Sandy Springs

### Unemployment Rate

Unemployment rates for Roswell, nearby cities, and regional entities are shown in **Table 4**. Recent reports of Roswell’s unemployment rate indicate that unemployment in the city is approximately the same as neighboring north Fulton county cities, all of which have lower unemployment rates than the 10-county ARC region and the state of Georgia as a whole.

**Table 4 | Unemployment Rates (US Bureau of Labor Statistics)**

	2000	2005	2010	2013	2014
Roswell	1.6%	4.1%	7.9%	5.9%	5.2%
Alpharetta	1.9%	4.5%	7.8%	5.8%	5.3%
Sandy Springs	1.6%	4.3%	8.1%	6.3%	5.6%
Johns Creek	1.5%	4.1%	7.7%	5.9%	5.3%
Fulton County	3.5%	5.8%	10.5%	8.2%	7.2%
ARC Region	3.1%	5.4%	10.1%	7.8%	6.8%
Georgia	3.6%	5.3%	10.5%	8.2%	7.2%

### Education

The city of Roswell is home to an exceptionally well educated population. A breakdown of residents by educational achievement in and near Roswell is shown in **Figure 12**. Over 60% of residents over 25 years old have a college degree, and 20% have a graduate of professional degree. Only 42% of residents in the (census-designated) metropolitan Atlanta region have a college degree

More of Roswell’s workforce works in white-collar industries than in the greater region

Unemployment rates are similar to other northern Fulton County communities, and better than the region or state as a whole

Roswell has a competitively educated population when compared to the region

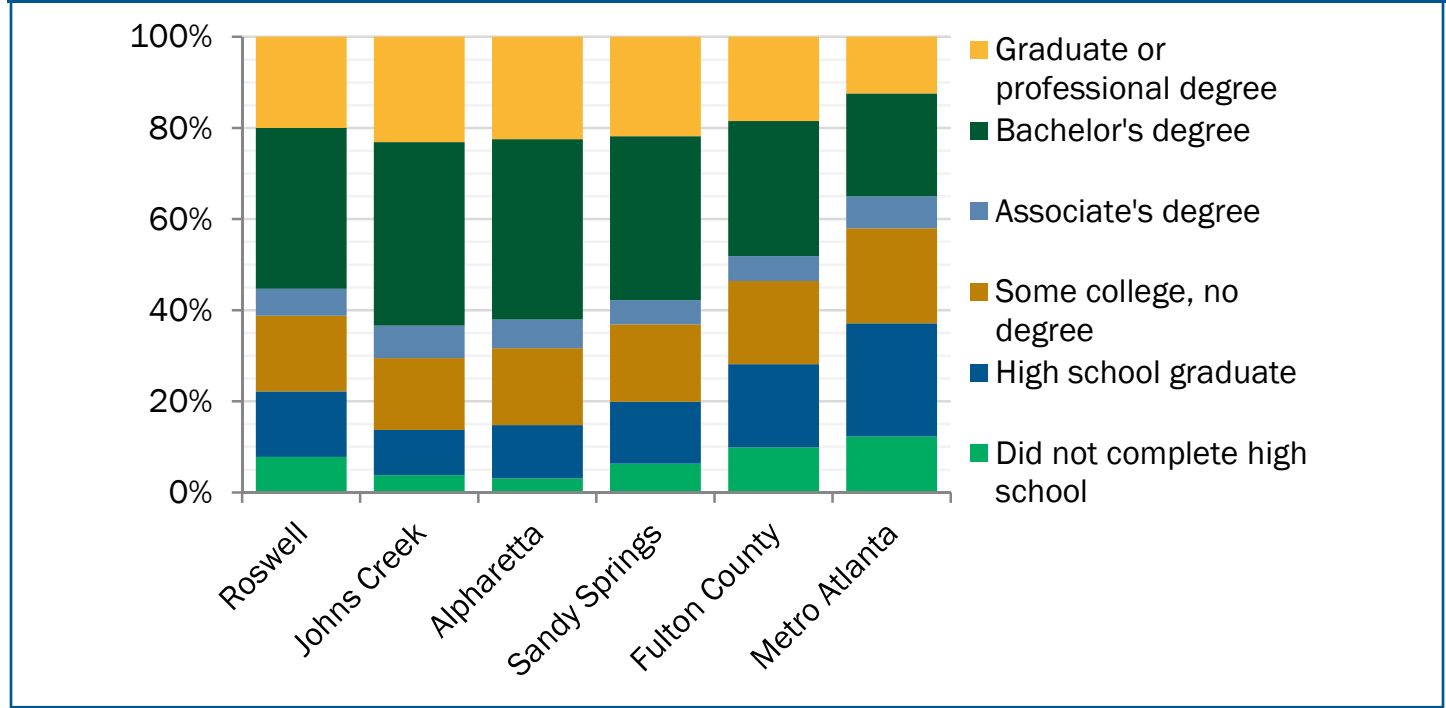
**Industry Clusters with Largest Projected Growth:**  
 Healthcare and Social Assistance  
 Professional, Scientific, and Technical Services  
 Administrative & Support and Waste Management & Remediation Services





and only 12% have a graduate or professional degree. The rate of college degrees is slightly less than neighbors Johns Creek and Alpharetta, but is comparable to Sandy Springs and is notably higher than both Fulton County and the metropolitan Atlanta region.

**Figure 12 | Educational Composition (US Census Bureau, 2013)**



## Employment in Roswell

### Employment Mix

In contrast to the city’s workforce composition, the most significant industry sector for employment in Roswell is “Administration and Support, Waste Management and Remediation” which hosts 16% of all Roswell-based jobs, as compared to only 8% of jobs across the region, as shown in **Table 5**. While 16% of Roswell’s workforce works in “Professional, Scientific, and Technical Services” industries, only 9% of Roswell’s businesses are in these industries. This is only one example of the disconnect between the city’s workforce and its employment.

**Table 5 | Employment Industry Mix (Selected Industries) (US Census Bureau, 2013)**

	Roswell	North Fulton Neighbors*	ARC Region
Administration & Support, Waste Management and Remediation	16%	11%	8%
Retail Trade	14%	7%	11%
Health Care and Social Assistance	11%	13%	10%
Accommodation and Food Services	10%	6%	8%
Professional, Scientific, and Technical Services	9%	16%	9%
Wholesale Trade	9%	7%	7%
Educational Services	6%	4%	9%

\* Aggregate for Johns Creek, Alpharetta, and Sandy Springs

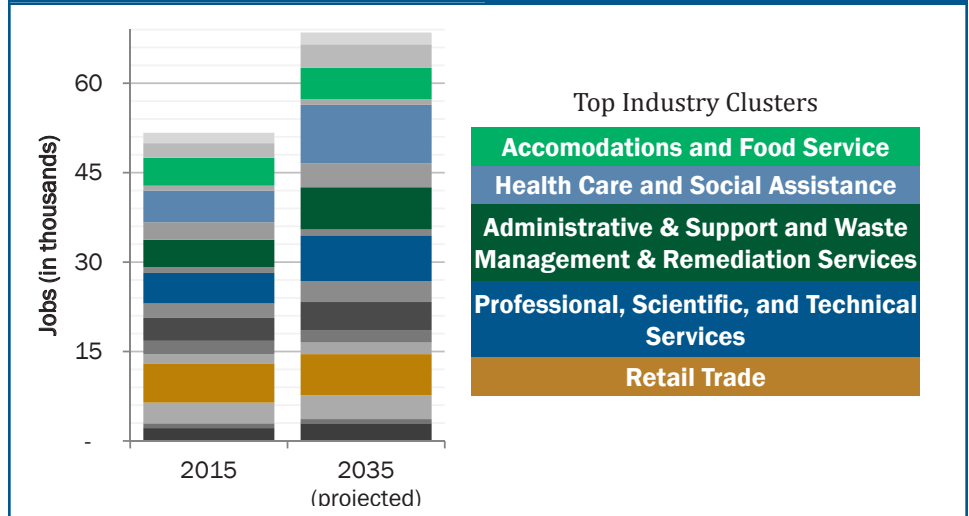


# PLANNEMENTS

## Employment Projections

Based on data from the Atlanta Regional Commission (ARC), the city of Roswell's employment offering are estimated to grow from approximately 51,700 in 2015 to 68,500 in 2035. The ARC also predicts significant growth in the Healthcare and Social Assistance industries, while the share of jobs in fields like retail and finance are expected to shrink. Projections by industry are shown in **Figure 13**, with the current top industries labeled.

**Figure 13 | Employment Industry Mix Projections (ARC)**



## Employment Settings

The preferred location for many employers is also changing in Roswell and nearby communities, especially for professional firms and those relying on a young, educated workforce. The single-use office park is increasingly falling out of favor among certain industry segments and the region is beginning to see employers drawn to locations in walkable, mixed-use settings.

Research recently conducted by the George Washington School of Business, with support from the Atlanta Regional Commission and the Georgia Tech College of Architecture, found that Metro Atlanta's walkable, mixed-use settings are attracting an increasing share of new development and have seen a rise in rent premiums over drivable areas. The report notes that from 1992-2000, roughly 13% of real estate investment in the region went into walkable areas. From 2001-2008, that number doubled to 26%. Since 2009, it more than doubled again, reaching 60%.

Avalon, in nearby Alpharetta, is an example of the type of development that is increasingly attractive to employers. The project features retail, restaurants, and housing in a walkable setting. Plans are underway to develop additional housing, a hotel/conference center, and 550,000 square feet of new Class A office space. Another such project closer to Roswell is "Peridot," which would sit on a 47-acre tract at the corner of Morrison Parkway and Haynes Bridge Road, abutting Ga. 400 on the south. It would contain restaurants, retail, a hotel, almost half a million square feet of office space, and 470 townhomes and condos. If built, nearly 2,000 jobs are expected to come from it.

- Research
- Needs and Opportunities
- Policies
- Work Program

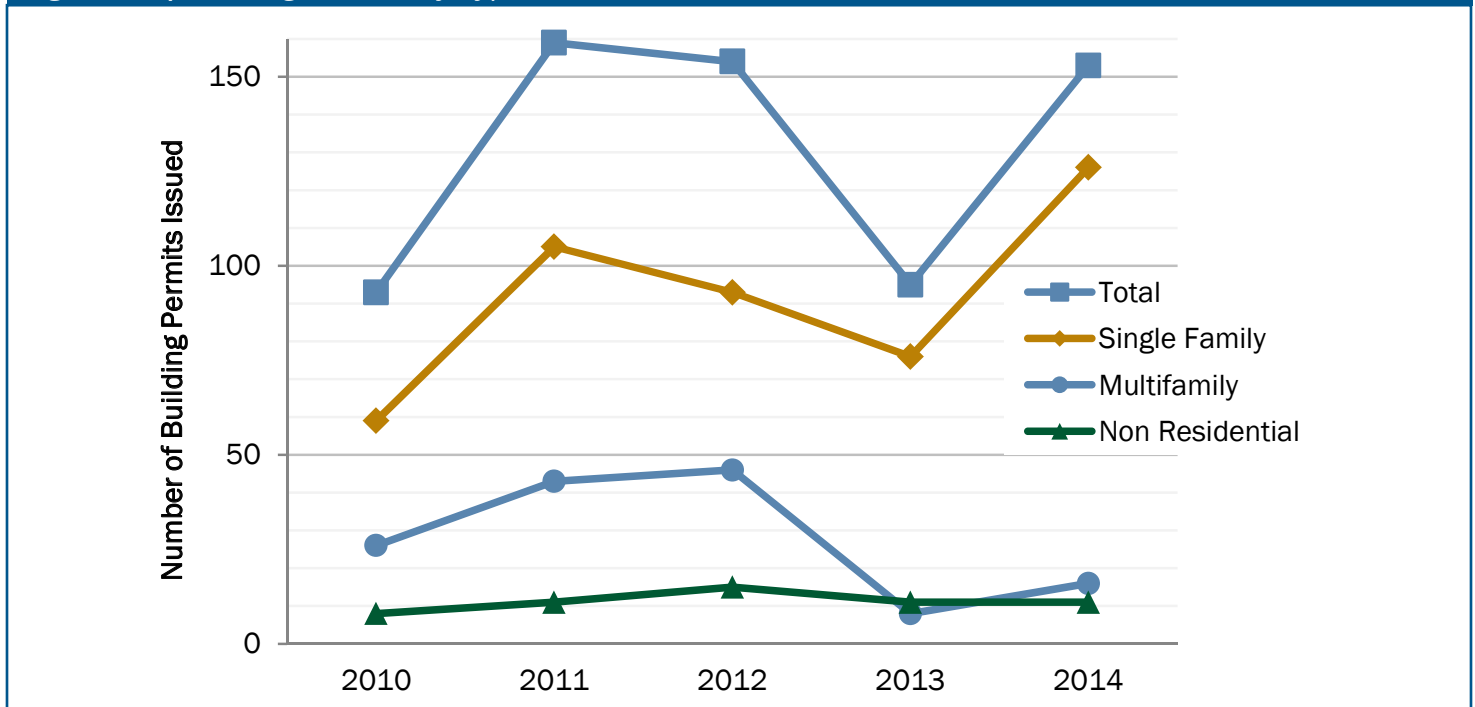


## Economic Activity

### Building Permits

Building permits of all types over time are shown in **Figure 14**. Lower rates in 2010 are likely due to the gradual recovery from the economic slowdown. 2013 saw a notable dip, but permit rates have been relatively stable since 2011.

**Figure 14 | Building Permits by Type over Time (US Census Bureau)**



## Needs and Opportunities

Based on a review of the research with the CPAC, a SWOT analysis was conducted. The results of that analysis were used to create a list of Needs and Opportunities. This list was subsequently commented on and refined through further conversation with the CPAC and the community.

### 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.



# PLANNING ELEMENTS

## Policies

Using the policies from the 2030 Comprehensive Plan and the list of needs and opportunities as a start, policies to help guide decision making were developed. These policies were further refined through public comments and discussion with the CPAC.

<b>ED1</b>	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
<b>ED2</b>	Redevelopment is an economic imperative for the City and a priority for citizens in order to: <ul style="list-style-type: none"> <li>• Diversify the tax base to support a high quality of life, and</li> <li>• Avoid decline in property values</li> </ul>
<b>ED3</b>	City investment in infrastructure will support economic development that retains and grows existing employers, attracts new employers, and attracts redevelopment.
<b>ED4</b>	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.
<b>ED5</b>	The City will prepare a gateway and signage plan.
<b>ED6</b>	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.
<b>ED7</b>	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



## Short-Term Work Program

The following work program items were identified in relation to the Economic Development Plan Element. Please see the Appendix for a list of all Short-Term Work Program Elements.

Item	Description	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
ED.1	Provide information on available office space to all potential users or reference sources.	√	√	√	√	√	\$8,800		Roswell Inc.
ED.2	Work with other City departments to promote public investments such as pedestrian amenities that will result in increasing the tax base	√	√	√	√	√	Staff time		DDA; Roswell Inc.
ED.3	Continue to support quality of life enhancements that make the area attractive to corporations	√	√	√	√	√	Staff time		All Depts.
ED.4	Collaborate with the Convention & Visitors Bureau and others on marketing	√	√	√	√	√			Roswell Inc., DDA & Community Relations
ED.5	Complete signage to key attractions throughout the City	√	√	√	√	√			Transportation Department
ED.6	Guide small entrepreneurs to available forms of resources and assistance	√	√	√	√	√	Staff time		Roswell Inc.
ED.7	Communicate with businesses via electronic newsletter to keep them informed of developments in the City	√	√	√	√	√	Staff time		Roswell Inc.
ED.8	Stay involved in regional discussions	√	√	√	√	√	Staff time		Roswell Inc; Progress Partners
ED.9	Continue to effectively communicate the development process; advocate for streamlining where opportunities exist	√	√	√	√	√	Staff time		Community Development
ED.10	Continue to enhance the first line of marketing to new and expanding businesses, the Economic Development website.	√	√	√	√	√	Staff time		Roswell Inc.
ED.11	Administer and promote/market the Roswell Opportunity Zone to all existing and prospective businesses.	√	√	√	√	√	Staff time		Community Development; Roswell Inc.
ED.12	Provide free workshops to Roswell businesses on topics of their choice	√	√	√	√	√	Staff time		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		Administration, Special Events



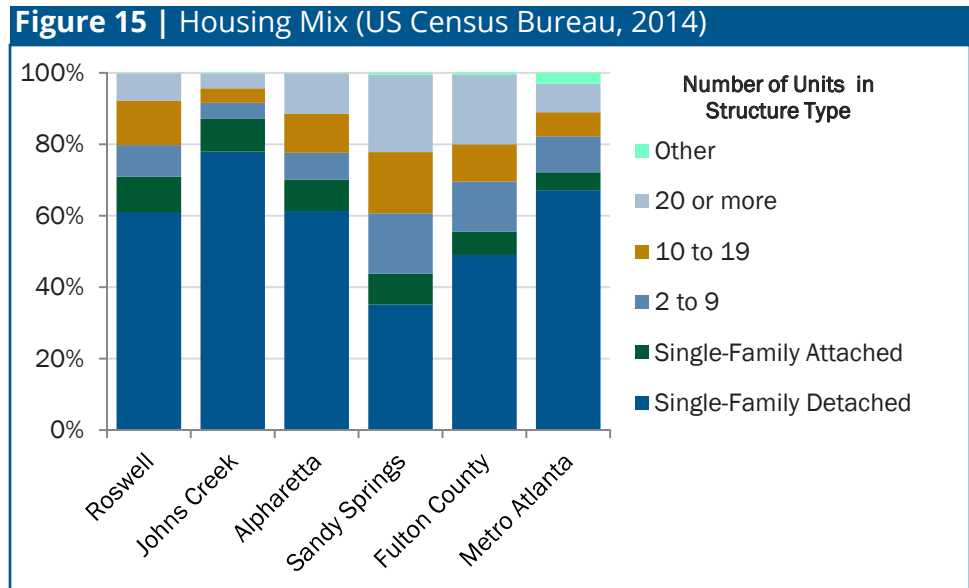
## Housing

### Introduction

The 2013 housing mix of Roswell and neighboring jurisdictions is shown in **Figure 15**. Even though Roswell has more than one and a half times the housing units of Alpharetta, the two have the most similar housing mix. Roswell hosts over 22,000 single-family homes throughout its traditional suburban-style layout out of a total of approximately 37,000 housing units. With respect to total number of housing units, Roswell sits evenly between Johns Creek and Sandy Springs, which have approximately 27,000 and 47,000 housing units, respectively. However, the compositions of the two are dramatically different, both from each other and from Roswell.

**According to the US Census Bureau, from 2000 to 2013 Roswell added:**

- 3000 new single family homes
- 1400 new townhomes/similar
- 1500 new units in buildings with 10+ units per structure



The composition of Roswell’s housing stock has changed notably since 2000. The city added over 5,000 housing units between 2000 and 2013 (Census 2000, ACS 2013). Of these, over 3,000 were single family homes, however, this growth was slower than other types of housing, and single unit detached homes now make up 59% of housing units in the city, down from 61% in 2000. Faster growth occurred in the multi-family market (ten or more units per structure), which added almost 1,500 units, now comprising almost 20% of all housing units in Roswell (Census 2000, ACS 2013). An additional 1,400 units of single-unit attached units (i.e. townhomes) were also added, growing to almost 10% of all housing. A map of the locations of single family and townhome building permits issued between 2010 and 2012 is shown in **Figure 16**.

The overwhelming majority of housing units were built in the 1980s and 1990s. Approximately 65% of all housing units were built during these two decades, while less than 10% of current housing units were built since 2000, and 25% are over thirty-five years old.

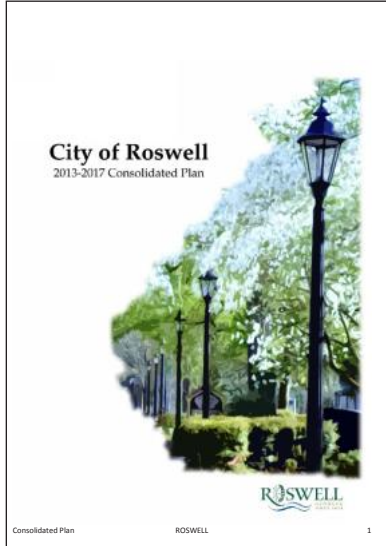
- Research
- Needs and Opportunities
- Policies
- Work Program



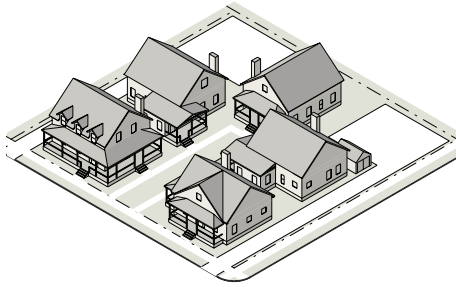




# PLANNEMENTS



Roswell's 2013-2017 Consolidated Housing Plan cover



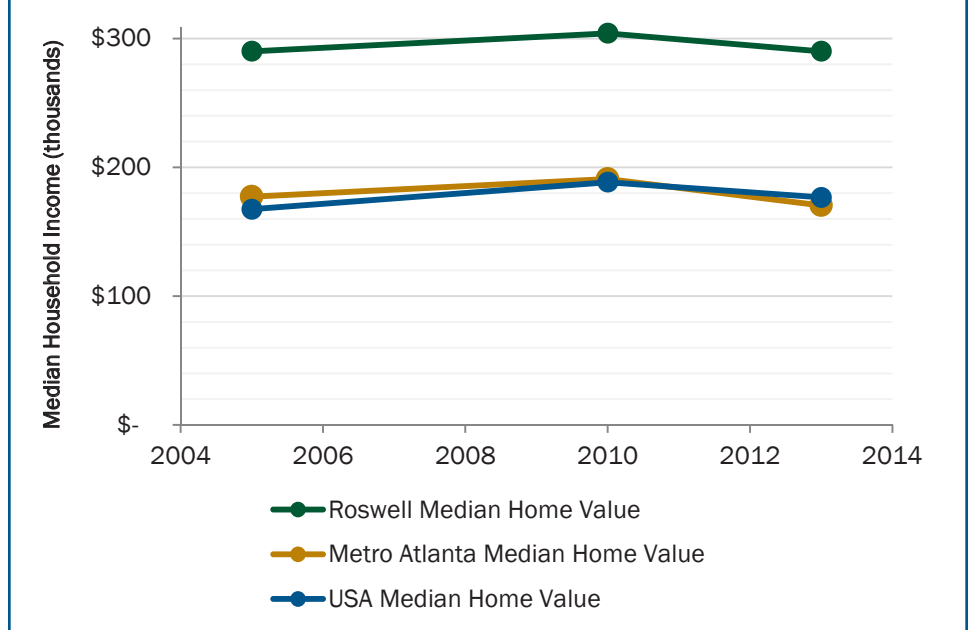
A diagram of cottage housing from Roswell's UDC

Over **22%** of households cannot afford the median rent in Roswell

- Research
- Needs and Opportunities
- Policies
- Work Program

Home values in Roswell are much higher than in the rest of the country, and higher than the metropolitan Atlanta region. **Figure 17** shows median home values in Roswell, metropolitan Atlanta, and the USA as a whole. Roswell's median home value has consistently been between 1.5 and 1.75 times the median home value in the full Atlanta region.

**Figure 17 | Median Home Values (US Census Bureau)**



As a larger, more urban city, the City of Roswell is designated as an entitlement community by the Department of Housing and Urban Development (HUD). In the City's 2013-2017 Consolidated Housing Plan, the City identifies goals for the housing stock of Roswell and problems experienced by residents including potential issues with the city's built environment.

In its consolidated housing plan, the City indicated the following four goals:

1. Increase and improve affordable housing options
2. Reduce homeless needs
3. Enrich community services
4. Support special needs

## Housing Mix

A key factor influencing the housing mix in Roswell continues to be changing demographics. The 2030 Comprehensive Plan noted that, "the over-60 years old population and the 'millennials' will generate very different demands for housing and amenities through the 20-year planning horizon." The plan went on to describe strategies for expanding the housing mix in Roswell to accommodate these changing markets.

The aforementioned housing data suggest that this is occurring with the community seeing a marked increase in multifamily units and townhouses. Both such housing types are well suited to both over 60 years old and "millennial" residents. However, there is a need for a housing type for those millenials with young families and children looking for houses with a yard.



While the percentage of multifamily and townhouse units have grown since 2000, it is of note that cottage housing has been slower to arrive in Roswell. Cottage housing, which provides small lot single-family living options around a common greenspace, was recommended in several parts of the 2030 Comprehensive Plan as a desirable housing type that could provide a single-family house without the upkeep required of a larger lot.

Zoning regulations are partially responsible for the slow realization of cottage housing in Roswell. Until the 2014 adoption of the Unified Development Code (UDC), the city lacked zoning regulations that supported this housing type. In recognition of this, the UDC created specific design standards for “cottage courts” and allowed them in several zoning districts. Recently, the city approved its first cottage court as part of a mixed-use development on Fouts Road. As the population continues to age and existing residents down-size, cottage housing is likely to increase more quickly.

## Affordability

Within Roswell, the median home or apartment for rent costs about \$978 per month (ACS 2013). In order to afford this rent, a household must earn over \$39,000 per year (assuming the household cannot spend over 30% of their income on housing) (NLIHC). Over 22% of households in the city make less than \$35,000 per year (ACS 2013) and thus cannot afford this median rent.

The Department of Housing and Urban Development (HUD) monitors the four following housing problems: incomplete kitchen, incomplete plumbing, cost burden (spending over 30% of household income on housing costs), and crowding (more than 1.01 people per room). 34% of households in Roswell suffer from at least one of these four problems. Households earning less than half of the HUD-designated Area Median Family Income (HAMFI) are disproportionately affected, with 84% suffering from at least one of these problems. 64% of these low income residents spend more than half of their income on housing.

However, these problems are not limited to the poorest citizens of the city. Approximately 32% of all households spend over 30% of their monthly income on housing costs, and 15% spend over half of their income on housing (CHAS 2012). Even amongst households which earn more than the HAMFI, 13% spend more than 30% of their income on housing. This cost burden has increased since 2000, when only 23% were cost burdened (spending 30% or more of their household income on housing), and only 9% were severely cost burdened (spending 50% or more of their household income on housing).

Cost burdens weigh heavier on renters than homeowners. Almost half of all renters spend more than 30% of their household income on housing costs, while only a quarter of homeowners pay such a high portion of their income.

In order to buy a home rather than rent, a typical buyer in Roswell would need to make at least the regional median income of \$68,300 (based on current FHA lending practices). This makes home ownership unaffordable for over 65% of all current renters.

## Other Housing Problems

Large numbers of low and moderate income Hispanic families are likely not taking full advantage of existing affordable housing options. This may be due to communication problems or the relative unavailability of multi-bedroom housing in Roswell.

The Roswell Housing Authority had a waiting list for public housing in January and February 2011 and received 554 pre-applications for the all bedroom sizes, indicating a much higher demand for public housing than what is currently available.

## Needs of an Aging Population

Roswell’s population is aging, but the City does not currently have sufficient affordable housing stock or a unit mix to accommodate projected needs. As noted earlier, the City has seen an increase in some types of housing that serve aging residents, most notably cottages and townhouses, but for those residents who need both housing and support services, options are fewer. Meeting the needs of aging residents also means locating housing in a walkable setting which supports physical activity, provides access to services, and offers a greater sense of independence. The City is undertaking a number of developments which will help provide for this segment of the city’s population, but should



continue to find ways to accommodate an aging population.

The Roswell Housing Authority has moved to create a mixed-income senior housing development in the walkable Groveway neighborhood. The Groveway Community is a potential mixed-use redevelopment area near historic downtown Roswell and Roswell City Hall that has been extensively examined and planned by the City since 2007.

Roswell's UDC places limitations on where senior care centers can be built in the city. The UDC provides for two categories which contain most specialized housing for an aging population. The first, "Continuing Care Retirement Communities," is allowed, with some limitations, on approximately 6% of land in the city. The second, "Institutional Residential," which includes "assisted living..., independent living, intermediate care home, nursing home, personal care home, and skilled nursing care" is completely or conditionally allowed on approx. 10% of land area. Due to the overlap between the two, only 10% of land in Roswell is eligible to be used for senior care centers, while nearly a third of the city's population is already over 50. In addition, these zoning areas are not set aside for senior housing, but will be in demand for a wide array of uses.

### Non-Housing Related Community Development Needs

As the population of Roswell ages, additional facilities that serve senior citizens will be needed. Most adults would prefer to "age in place," or to stay in their home regardless of age. In order to allow people to do this, new and different resources and amenities must be provided to residents. The Adult Recreation Center currently serves senior citizens and has been expanded using HUD funds, including facilities such as increased parking, access to nearby trails, an elevator, and a therapeutic pool. If approved, additional facilities for seniors are expected to accompany the Groveway Development Project.

Roswell does not have enough affordable housing or variety of housing to support its aging population

- Research
- Needs and Opportunities
- Policies
- Work Program

## Needs and Opportunities

Based on a review of the research with the CPAC, a SWOT analysis was conducted. The results of that analysis were used to create a list of Needs and Opportunities. This list was subsequently commented on and refined through further conversation with the CPAC and the community.

### 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.

### Opportunities

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



## Policies

Using the policies from the 2030 Comprehensive Plan and the list of needs and opportunities as a start, policies to help guide decision making were developed. These policies were further refined through public comments and discussion with the CPAC.

<b>H1</b>	<p>Consider changes in housing needs and demands in conjunction with sustainable building practices by promoting the following, where appropriate:</p> <ul style="list-style-type: none"> <li>• Residential development in close proximity/in walking distance to non-residential</li> <li>• Energy and water efficient buildings</li> <li>• Building standards that allow flexibility to accommodate needs of aging households</li> </ul>
<b>H2</b>	<p>Pursue zoning and economic development actions to encourage a variety of housing sizes and price point to allow the following, where appropriate:</p> <ul style="list-style-type: none"> <li>• Adequate market response to changing future demand, including the housing preferences of both young professionals and older “empty-nesters”             <ul style="list-style-type: none"> <li>• Zoning allows the housing types that meet that demand</li> <li>• Zoning that incentivizes a variety of price-points</li> </ul> </li> <li>• Provide incentives for the development of mixed-income residential neighborhoods for low-income, work-force, and median-income and above households</li> <li>• Redevelopment of aging apartments</li> <li>• Support and encourage ongoing organic reinvestment in aging neighborhoods that can provide affordable housing and “starter/fixer-up” opportunities at existing densities.</li> <li>• There is a need for a housing type for those millennials with young families and children looking for houses with a yard.</li> </ul>
<b>H3</b>	<p>Pursue new, high quality housing where appropriate; develop implementation criteria to identify where and under what conditions housing of various forms may be appropriate.</p>
<b>H4</b>	<p>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.</p>



## Short-Term Work Program

The following work program items were identified in relation to the Housing Plan Element. Please see the Appendix for a list of all Short-Term Work Program Elements.

Item	Description	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
H.1	Maintain data on issuance of housing starts (building permits) for estimates of population and housing	√	√	√	√	√	Staff time		Community Development, Building Division
H.2	Identify any concentrations of substandard housing units and use community development funds to help fund improvements	√	√	√	√	√	Staff time		Community Development; Admin
H.3	Continue to enforce the standard housing code	√	√	√	√	√	Staff time		Community Development
H.4	Maintain the City's public housing program and determine appropriate future activities/programs	√	√	√	√	√	Not applicable		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		Community Development; Roswell Housing Authority



## Land Use and Urban Design

### Introduction

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.

Currently, key land use trends in Roswell include:

- The buildout of single-family houses in unfinished subdivisions.
- The construction of small, infill single-family and townhouse subdivisions on the remaining open sites, which often present size, shape, and topography challenges.
- Continued redevelopment in Downtown Roswell, especially townhouses, small lot single-family houses, multifamily, and mixed-use projects.
- The creation of mixed-use developments along major transportation corridors.
- Support and encourage ongoing organic reinvestment in aging neighborhoods that can provide affordable housing and “starter/fixer-up” opportunities at existing densities.
- There is a need for a housing type for those millennials who are young families with children looking for houses with a yard.

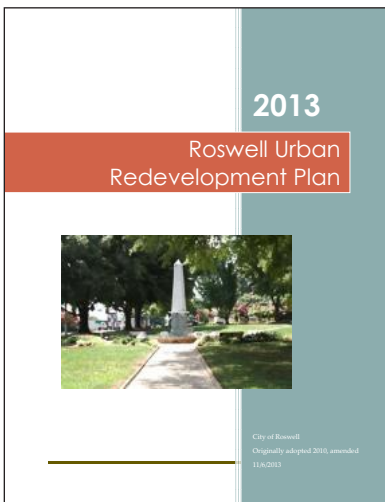
Fueling these trends is also the fact that some areas in Roswell are also nearing the end of their intended functional lives. Some older shopping centers, apartment complexes, and even whole neighborhoods are approaching a point where significant investment is required to maintain them in good condition.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

There is increasing pressure to convert some single-family land uses to commercial or higher-density residential uses. Since adoption of the UDC in 2014, the city has seen several such rezoning requests. Of these, requests that



Historic Downtown Roswell

The City is experiencing increasing redevelopment pressure, but has largely denied rezoning requests to higher-density uses



Roswell Urban Redevelopment Plan from 2013





were approved by City Council have typically involved the development of slightly higher intensity residential land uses featuring small lot single-family homes, townhouses, or mixed-use settings. Rezoning requests to convert single-family areas to higher density multi-family or commercial have consistently been denied or withdrawn.

Generally speaking, all of the above land use trends are consistent with the framework established by the 2030 Comprehensive Plan. Said plan provides a sufficiently broad guide for accommodating future redevelopment in a manner that concentrates the most intense land uses in areas well-served by existing infrastructure, while allowing contextual redevelopment in the “Suburban Residential” character areas that makes up most of Roswell.

## Urban Redevelopment Plan

The City of Roswell adopted an Urban Redevelopment Plan in 2010 which was amended in 2013. This plan examines an area primarily west of SR 400 which it describes as “an older suburban retail, office, and light industrial district with an historic downtown.” These areas are noted for having more retail space than demand, leading to vacancy and blight. Residential spaces in this area are typically multifamily and are frequently older, with poor maintenance practices and high crime rates. The Urban Redevelopment Area includes areas with the highest poverty rates in Fulton County north of the Chattahoochee River.



*Indications of blight shown in the Urban Redevelopment Plan*

In response to these stated problems, the plan attempts to provide a way to accomplish the following:

- “Incentivize redevelopment in commercial areas,
- Improve workforce housing,
- Redevelop properties to their highest and best economic uses [to benefit all residents of Roswell], and
- Build upon the existing transportation network...with better connections and multiple modes of transportation”

The plan proposes ways to do this including rezoning and the establishment of Opportunity Zones in which lower taxes and other incentives could encourage redevelopments and new businesses. It also cites other successful plans including some from the ARC’s Livable Centers Initiative and Roswell’s Midtown redevelopment plan from 2003, which resulted in a streetscape project on Alpharetta Street where redevelopment can now be seen.

## East West Alley Master Plan

Downtown Roswell is a thriving historic center anchored by natural and historic resources. The area centered on Canton Street is home to many local restaurants and boutique retailers in historic buildings. As the downtown has become more active and busy, attention has turned to the area’s alleyways which were used irregularly and haphazardly for parking, vehicular and pedestrian circulation and garbage dumpsters. Businesses increasingly saw these typically unused spaces as useful assets that should be capitalized upon, which motivated the city to create a master plan for these irregular and precious spaces. Based on public and city inputs, the plan created a unique and context-sensitive vision for each of the seven corridors identified. These recommendations included widened sidewalks with space for outdoor dining, branded gateways, infrastructure to support temporary road closures, use of consistent materials and textures, and various parking and circulation modifications all aimed at creating a friendlier, accessible Downtown Roswell. The master plan was adopted by the City in May 2015, along with a first phase implementation plan for improvements to East Alley including permeable pavers for the roadway, brick pavers for expanded sidewalks, removable bollards, tree plantings on Canton Street, and a trash compactor enclosure, among other improvements.



Source: East-West Alley Master Plan



# PLANNEMENTS

## Historic Preservation

Rowell’s historic resources are a key contributor to the city’s identity and high quality of life. Most of these are concentrated within the 640-acre Roswell Historic District, which encompasses the community’s 19<sup>th</sup> and early 20<sup>th</sup> century downtown core and nearby residential areas. The District provides protection for historic resources and ensures compatible new development through review by the Roswell Historic Preservation Commission. Commission review of development activities is guided by the Unified Development Code Design Guidelines, which were updated in 2014. The oversight provided by the City’s historic preservation regulation is credited with preserving the character for which Downtown Roswell is known.

The current limits of the Downtown Historic District have been in place for several decades. During this time, most of the district has retained its historic character, as noted above. However, at the southern end of SR 9/Atlanta Road, the gradual loss of historic buildings and the arrival of new development has caused some in Roswell to question whether or not this area should continue to be included in the Historic District. At the same time, others wonder if historic protection should expand to residential areas from the 1950s and 1960s, which are now eligible for protection.

Today, historic preservation in Roswell is also being impacted by the very success of the city’s historic preservation efforts. Downtown Roswell has become an increasingly popular place to live, work, and play because of its historic charm. Invariably, this places pressure on historic resources to accommodate new businesses and homes. This is especially true for older houses on large parcels. The community has seen several large house lots subdivided in recent years, with new houses usually placed behind or beside the historic house. Community sentiment varies about these type of projects, with some happy to see new vitality and the preservation of historic houses and others lamenting the loss of the house’s historic context.

## Needs and Opportunities

Based on a review of the research with the CPAC, a SWOT analysis was conducted. The results of that analysis were used to create a list of Needs and Opportunities. This list was subsequently commented on and refined through further conversation with the CPAC and the community.

### 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 2035 Comprehensive Plan in each character area the necessary to guide 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.



# PLANNING ELEMENTS

## Policies

Using the policies from the 2030 Comprehensive Plan and the list of needs and opportunities as a start, policies to help guide decision making were developed. These policies were further refined through public comments and discussion with the CPAC.

LU/D1	The City of Roswell aims to provide innovative, flexible and quality design-focused development in 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.
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 concentrated growth of young families and professionals will generate very different demands 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	<p>City zoning and development trends will reflect the principles and policies established in the Comprehensive Plan and will seek to:</p> <ul style="list-style-type: none"> <li>• Protect existing suburban neighbors from undue negative impacts of development,</li> <li>• Link transportation and redevelopment opportunities,</li> <li>• Utilize the design-based provisions of the UDC, and</li> <li>• Provide an efficient review and approval process in accordance with the UDC</li> </ul>
LU/D7	The City aims to update the Atlanta Road LCI, and elements of the Midtown Roswell LCI.
LU/D8	The City will encourage developments that exceed the minimum open space requirements of the UDC and/or provide space for public assembly.

-  Research
-  Needs and Opportunities
-  Policies
-  Work Program

## Short-Term Work Program

The following work program items were identified in relation to the Land Use and Urban Design Plan Element. Please see the Appendix for a list of all Short-Term Work Program Elements.

Item	Description	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
LU.1	Further develop, refine, and implement land use recommendations for "character areas"	√	√	√	√	√	Staff time		Community Development
LU.2	Periodically report as may be needed on conformance with regional development plan	√	√	√	√	√	Staff time		Community Development
UD.1	Implement a gateway master plan for major entrances to the City that incorporates various recommendations of adopted design guidelines	√	√	√	√	√	\$1.6 million	Yes	Transportation
UD.2	Continue to apply for federal and state funding to enhance the streetscapes of road corridors in the City	√	√	√	√	√	Staff time		Community Development; Transportation





## Transportation

### Introduction

In order to best serve its population, the City of Roswell listed the following goals and strategies in their Transportation Master Plan (adopted 2006, updated 2014):

### Goals

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

### Strategies

1. Find New Capacity – this is focused on building new local street network and improving connectivity, and in some cases, accepting a higher level of congestion to protect the City’s neighborhoods and local character.
2. Link Redevelopment and Transportation – support the goal of redeveloping identified areas in the City by planning and requiring a robust network of streets and blocks to organize this development into a walkable and livable pattern.
3. Focus on Intersections – much of the congestion is located at key intersections and some corridors, simple solutions could include adding needed turn lanes, improved signalization, installation of roundabouts, and other connectivity options near major intersections.
4. Complete the Multimodal Function of Key Streets – this means adding sidewalks and bicycle facilities on the important streets that connect neighborhoods, schools, parks and other destinations. In March 2009, the City Council passed a “Complete Streets” policy that instructed staff to consider all users when roadway facilities were built or significantly upgraded where feasible.

The City has several challenges that it must overcome to achieve these goals. The Chattahoochee River limits access to areas south of the city, a disconnected roadway network forces traffic onto a few roads, and alternative options are limited. However, the City has a number of projects planned to improve the quality of Roswell’s transportation options.

**Over 800 lane-miles**  
of public roadway  
**102 signalized**  
**intersections**  
**60%** of roads end in a  
cul-de-sac

**46%** of signalized  
intersections experience  
significant delay in **both**  
the morning and evening  
peak periods

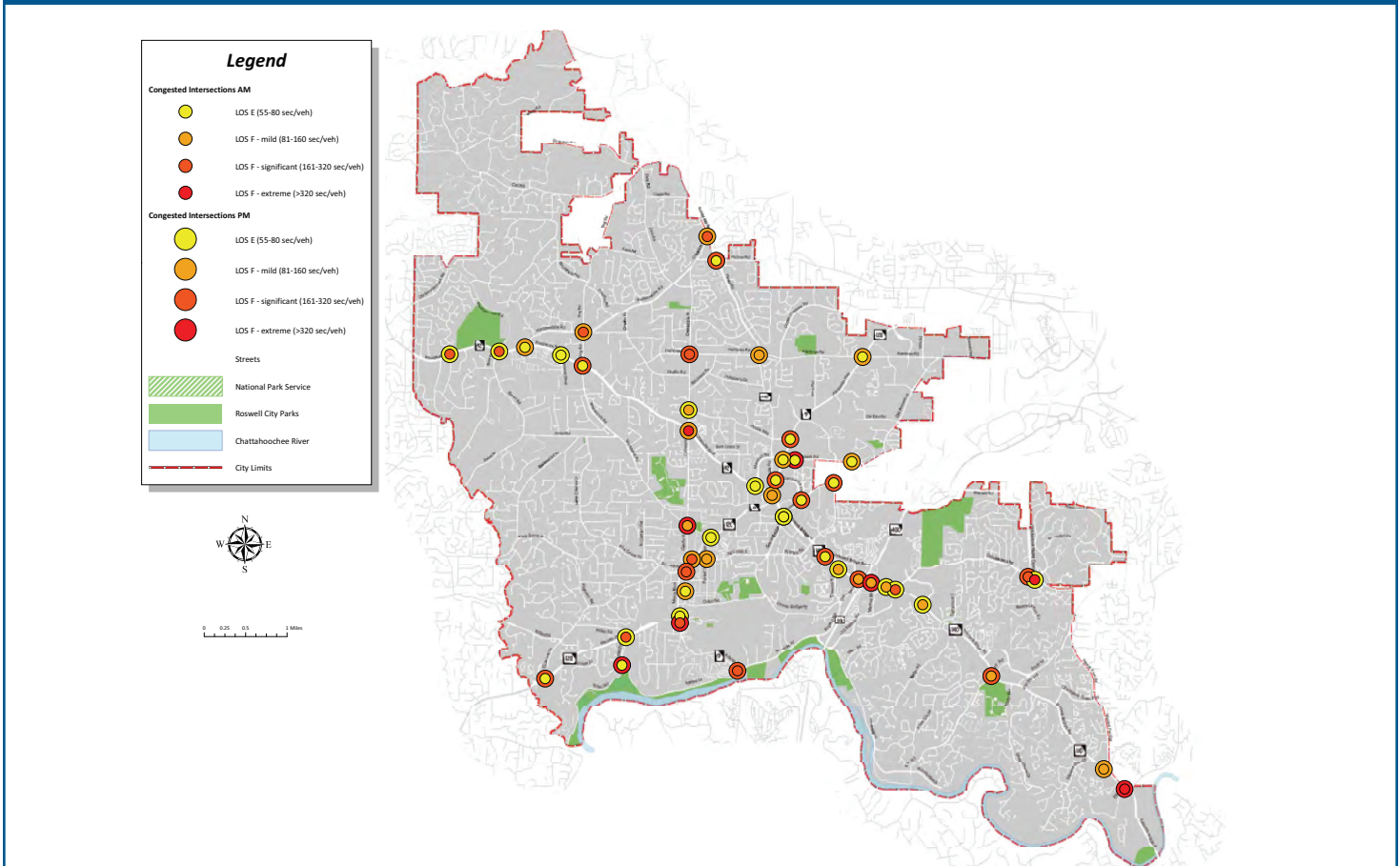




## Roadway

The city of Roswell is home to a public road network of over 800 publically maintained lane-miles including State Routes 9 (Alpharetta Highway), 92 (Crossville Road, Holcomb Bridge Road), 120 (Marietta Highway, Alpharetta Highway), 140 (Holcomb Bridge Road, Houze Road), and 400 (US 19). These State Routes along with other primary local roads form the backbone of a primarily suburban roadway network in which approximately 60% of all roadways end in cul-de-sacs. This layout forces travelers onto a few primary roadways, creating significant traffic congestion. A survey by city staff found at least 47 signalized intersections (out of 102 signalized intersections in the city) experience significant delays (as measured by a control delay of 55 seconds or greater; LOS E or F) during both morning and evening peak periods, shown in **Figure 18**.

**Figure 18 | Selected Intersections with Failing Level of Service (Roswell Transportation Master Plan, 2014)**



In order to address these issues, the City is undertaking a series of improvement processes. Some notable projects include the following:

Big Creek Parkway will be a new roadway between Holcomb Bridge Road and Mansell Road, crossing SR 400. This road will begin at Warsaw Road north of SR 140/Holcomb Bridge Road, crossing SR 400 and connecting to the existing intersection of Old Alabama Road at Holcomb Woods Parkway before ending at Holcomb Bridge Road. There would also be a spur just west of SR 400, connecting southward to Old Holcomb Bridge Road. This project will include a sidewalk and a bicycle path. This will provide a bypass of the SR 400/Holcomb Bridge Road interchange for local traffic and provide a lower-traffic option for cyclists and pedestrians. Big Creek Parkway is currently in design (as of March 2015).



# PLANNEMENTS

Holcomb Bridge Road has been examined in detail with recommendations made to improve the capacity of the interchange with SR 400 by improving existing ramps and adding new access points from SR 400 directly to other local streets. The recommendations of the study also include aesthetic improvements to the Holcomb Bridge Road corridor and SR 400 interchange along with an adjacent multi-use path which would provide another way for cyclists and pedestrians to cross SR 400 and improve the connectivity of the planned Big Creek Trail, north of Holcomb Bridge Road. The city has begun some of these improvements, including streetscaping, ramp modifications, and the construction of the parallel multi-use path.



Source: Holcomb Bridge Road Corridor Study Master Plan

Downtown Roswell is also planned to receive a number of transportation improvements. The city is designing (as of March 2015) various pieces of the “Gateway Project” which are designed to improve the experience of traveling on SR 9 between SR 120/Marietta Highway and the Chattahoochee River. Plans include two roundabouts along SR 9 at the intersections with Chattahoochee Street and Jones Circle as well as grade separation of the intersection with Riverside Road/Azalea Drive. The existing reversible lane will be removed, with a fourth travel lane added. The project also includes streetscaping elements to better welcome travelers into downtown Roswell.



Source: City of Roswell Historic Gateway Preferred Concept

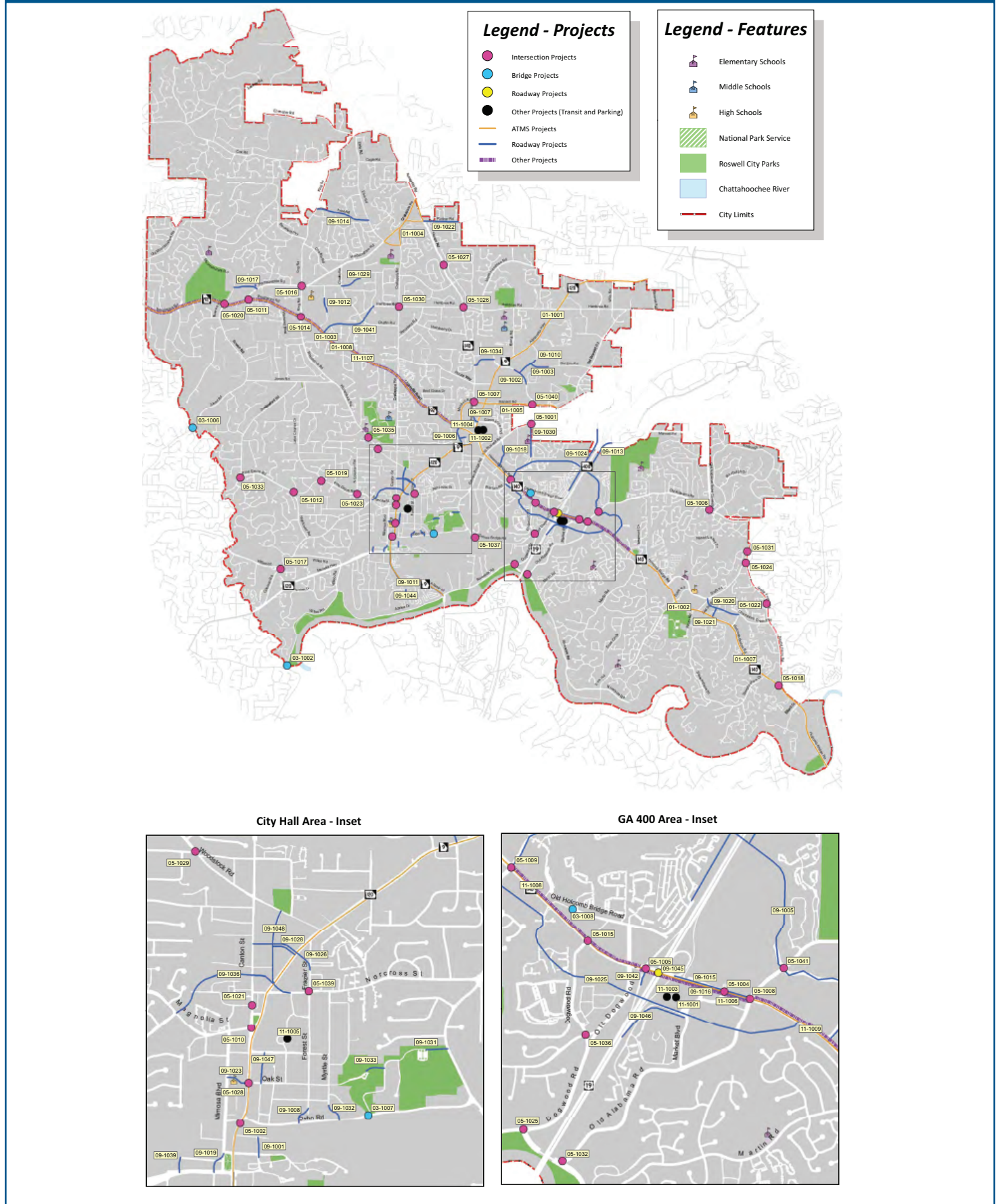
These projects and other improvements the City is undertaken are shown in **Figure 19**, which includes all roadway projects from the City’s Transportation Master Plan.

The recently-adopted UDC also includes several tools that support the City’s Transportation Master Plan. On the larger scale, the Code requires developments to incorporate specific transportation facilities identified in

- Research
- Needs and Opportunities
- Policies
- Work Program



**Figure 19 | Roswell Transportation Master Plan Recommendations (2014)**





# PLANNEMENTS

the Plan. It also includes maximum block size and stub-street requirements that are intended to gradually create an interconnected street system as development and redevelopment occurs. On the smaller scale, the Code requires new streets to be designed in relation to land use context and according to “Complete Street” principles.

## Bike and Pedestrian

As of June 2013, Roswell had approximately 184 miles of pedestrian facilities, made up of multi-use paths, sidepaths, sidewalks and trails. Roswell’s Community Development, Transportation, and Recreation and Parks Departments work to fill gaps in sidewalk coverage; connect pedestrians to transit, downtown Roswell, and the Chattahoochee River Recreation Area; and to provide sidewalks within one-half mile of every school and park in the city.

The League of American Bicyclists designated Roswell as the first Bicycle Friendly Community in Georgia in 2006. The city has been very progressive with cycling infrastructure and is now home to bike boxes and sharrows at various locations through the city in addition to almost 12 miles of bike lanes, 33 miles of bicycle-friendly shoulders, and 15 miles of paved shoulders.

In order to improve connectivity for the users of active transportation, Roswell has many streetscaping projects planned as well as additional sidewalks and bike lanes. The city is currently designing multiple improvements to Riverside Road, including a multi-use path and bike lanes (as of March 2015). The city has also planned bike lanes on Oxbo Road, Old Alabama Road, and Hembree Road, among others. Planned sidewalk projects are also numerous, concentrating around downtown Roswell, as well as large roads including Pine Grove Road, Riverside Road, and Old Roswell Road.

Roswell is also working on the “Roswell Loop”: a series of complete streets which, when completed, will create a set of five overlapping loops around and throughout the city. These loops have been laid out to connect parks and schools with each other and adjacent neighborhoods.

Finally, the UDC requires new developments to include new bicycle and pedestrian facilities, such as sidewalks, street trees, and bike lanes. These requirements apply to both new streets internal to the development and existing streets abutting it. The intent of these regulations is to gradually create a comprehensive system of bicycle and pedestrian facilities.

## Transit

Roswell is currently served by two traditional bus routes, provided by the Metropolitan Atlanta Rapid Transit Authority (MARTA). Route 85 begins at the North Springs rail station and, within Roswell, operates primarily along SR 9, connecting the Chattahoochee River, City Hall, and SR 140/Holcomb Bridge Road, before ending at the park and ride lot at Mansell Road and SR 400 immediately north of the city. Route 185 also begins at the North Springs rail station, entering Roswell on SR 400, and traveling along SR 9 north of SR140/Holcomb Bridge Road, eventually connecting to Alpharetta, and the park and ride lot at Windward Parkway and SR 400. Both routes operate every thirty minutes during the week and every hour on weekends. Despite this infrequent service, both routes see substantial use, with between two



Source: League of American Bicyclists

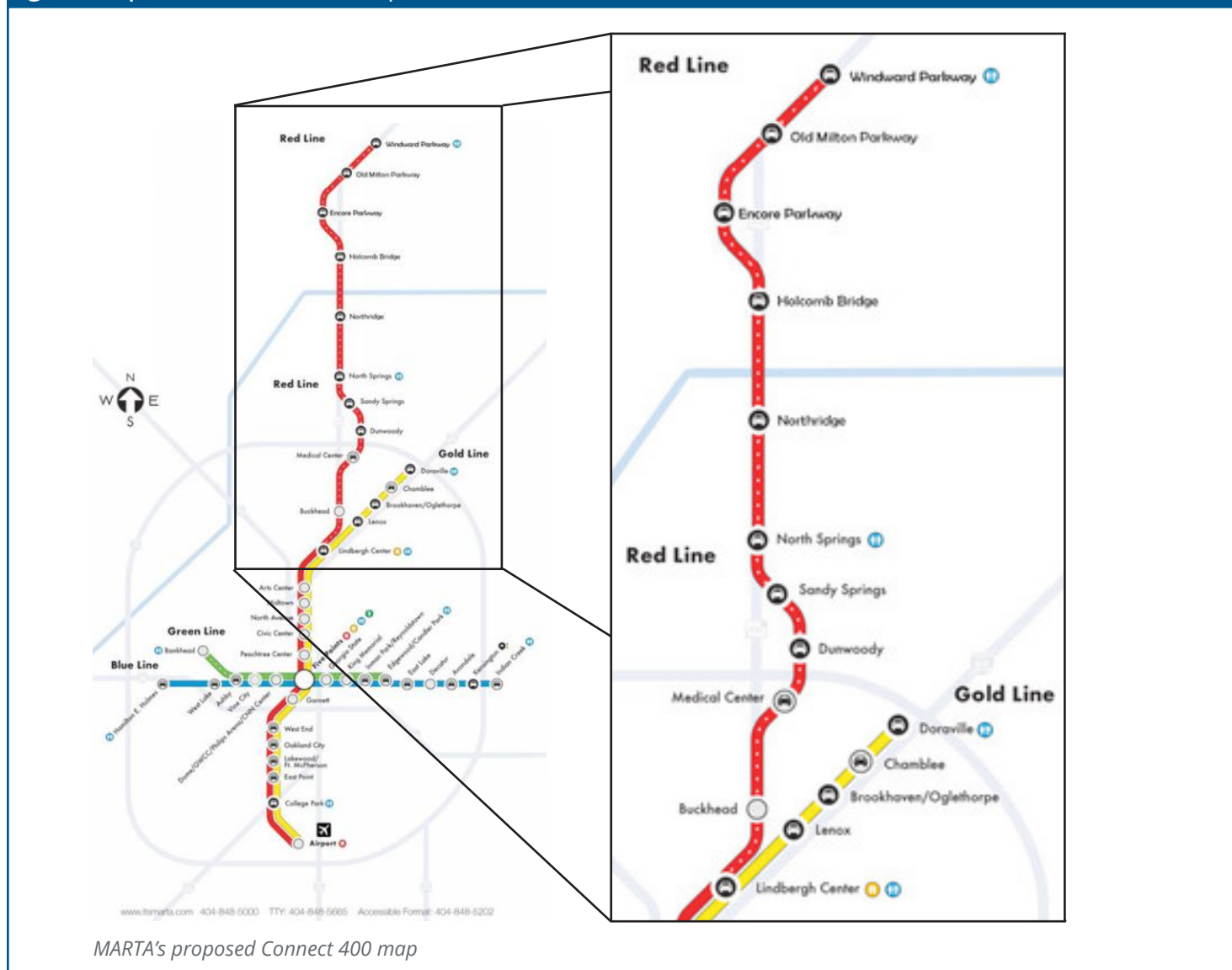


thousand and three thousand weekday boardings and deboardings in Roswell alone.

For citizens who may not be able to access the transit system due to disabilities, MARTA provides a service known as MARTA Mobility. MARTA Mobility is a reservation service which serves all areas within 3/4 mile of a bus line. Within Roswell, this area is a relatively small portion of the city, and many transit dependent residents live outside of it, creating latent demand for increased access to paratransit.

MARTA has begun the planning process for an expansion of mainline transit up SR 400 north from the existing North Springs rail station, running parallel to SR 400 through Roswell before terminating at Woodward Parkway in Alpharetta as shown in **Figure 20**. MARTA's Locally Preferred Alternative for this service is heavy rail, which would effectively be a twelve mile extension of the existing Red Line. Also under consideration are Light Rail Transit which typically operates smaller rail vehicles at similar frequencies to heavy rail and Bus Rapid Transit, a premium bus service in which buses are operated at a high frequency and given priority treatment with preferred lanes and improved stations, effectively providing service more similar to heavy rail than what is typically seen in bus systems. Regardless of how the service is provided, preliminary plans call for a station at Holcomb Bridge Road, providing increased transit service in the city, and improved access to the complete MARTA service area. The City of Roswell favors a site in the northwest corner of the Holcomb Bridge Road/SR 400 interchange, while MARTA has focused primarily on the east. The station would be designed with a focus on supporting local economic development plans while encouraging transit oriented development.

**Figure 20 | Connect 400 Plan Map**







## Needs and Opportunities

Based on a review of the research with the CPAC, a SWOT analysis was conducted. The results of that analysis were used to create a list of Needs and Opportunities. This list was subsequently commented on and refined through further conversation with the CPAC and the community.

### 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.





## Policies

Using the policies from the 2030 Comprehensive Plan and the list of needs and opportunities as a start, policies to help guide decision making were developed. These policies were further refined through public comments and discussion with the CPAC.

T1	<p>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:</p> <ul style="list-style-type: none"> <li>• Enhancing neighborhoods.</li> <li>• Preserving and enhancing the City’s historic resources.</li> <li>• Protecting and expanding the City’s natural resources and open spaces.</li> <li>• Exploring connectivity options and interparcel access for commercial and certain other corridors</li> <li>• Exploring innovative and context-sensitive system impacts</li> <li>• Expanding multi-modal opportunities throughout the City including pedestrian, bicycle, and transit facilities</li> <li>• Balancing the role and position of Roswell’s regional transportation facilities to mitigate impacts and provide protection to the City’s character</li> </ul>
T2	<p>Enhance Safety – not just for vehicles, but for all users: motorized vehicle operators, pedestrians, bicyclists and transit riders.</p>
T3	<p>Manage Congestion – focus on providing innovative yet realistic options for local traffic including key intersections, as well as creating new connections.</p>
T4	<p>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.</p>
T5	<p>Support Redevelopment – provide transportation systems that support redevelopment while preserving Roswell’s character. This will allow the City to plan for a prosperous future.</p>

## Short-Term Work Program

The following work program items were identified in relation to the Transportation Plan Element. Please see the Appendix for a list of all Short-Term Work Program Elements.

Item	Description	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
T.1	Implement transportation system improvements as described in the Comprehensive Plan and Transportation Master Plan	√	√	√	√	√	\$25 million	Yes	Transportation
T.2	TSPLOST Projects - Develop a list of projects for a November 2016 referendum.	√							Transportation



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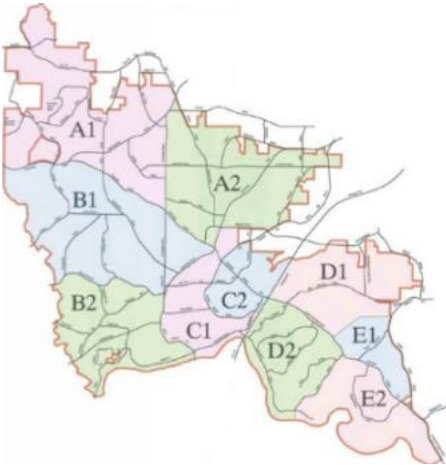
## Community Facilities

### Police Mission Statement

The Roswell Police Department vows to protect life and property, preserve the peace, and strives to prevent crime, fear, and disorder in the City of Roswell in partnership with all of those who live, work, and travel through our city

### Police Vision Statement

The Roswell Police Department strives to achieve the lowest crime rate and the highest quality of life in the State of Georgia. Our goal is to be recognized as the most professional law enforcement agency with the most desirable work environmental of all law enforcement agencies in the State of Georgia.



Police Patrol Zone Map

- Research
- Needs and Opportunities
- Policies
- Work Program

### 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 has 208 employees working 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

The Roswell Police Department cites a crime rate of only 2 persons crimes and 25 property crimes per 1,000 persons. Additionally, the Roswell Police Department is one of the less than 400 law enforcement agencies that has received national accreditation from the Commission on Accreditation for Law Enforcement Agencies.

#### 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 call 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, accounting for over 3,700 items in 2014. 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 replacing and relocating Fire Station 4, which currently serves the area around interchange and the area between SR 400 and Eves Road, Nesbit Ferry Road, structure is planned to include larger service areas, designed for modern fire-improved structure with energy efficient fixtures and appliances. The three-completely replace the existing fire station without modifying the way in

The Roswell Fire Department is organized into three divisions; Logistics,

### Logistics Division

The logistics division maintains physical assets of the fire department. trucks of various types, the seven fire stations, a hazardous materials response 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.

## Recreation and Green Space

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. A map of all parkland in the city is shown in **Figure 21**.

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,



Fire Station Service Areas



# PLANNEMENTS

playgrounds, and water features. While 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. From June 2011 to May 2012, over 34,000 participants registered for or were waitlisted for one of the City’s over 3,000 offered programs. Unfortunately, almost 25% of these programs were eventually cancelled due to being under capacity. These programs are regularly assessed to determine if they should continue to be offered.

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.

## Goals

In order to continue to serve the citizens of Roswell, the City’s Recreation, Parks, Historic, and Cultural Affairs Department has set goals as part of its five year strategic plan. These goals include:

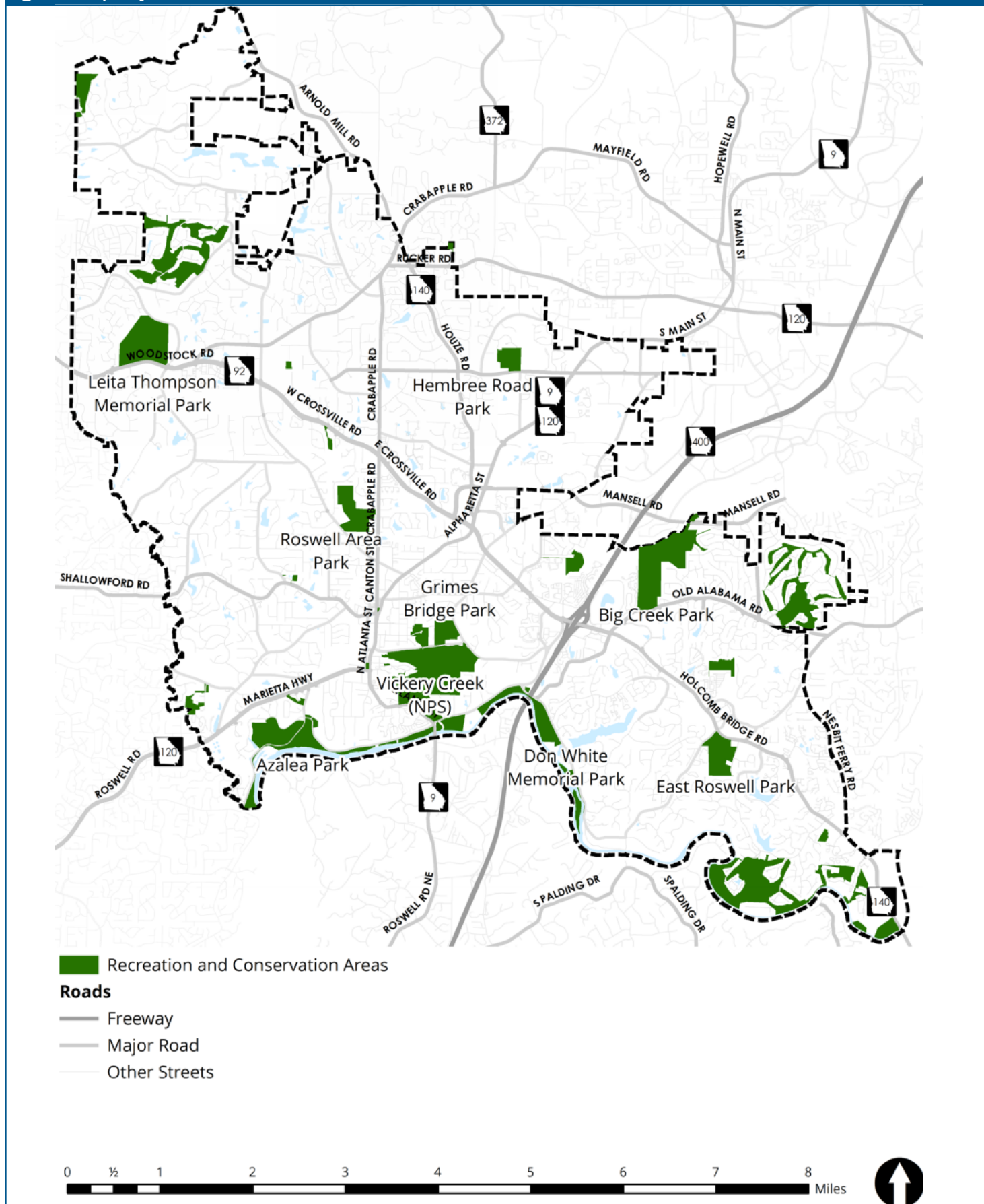


Barrington Hall  
Source: City of Roswell website





**Figure 21 | City of Roswell Conservation and Recreation Areas with Selected Parks Labeled**





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- Maintain the standard of nine acres per one thousand persons through the year 2016.
- Continue to provide parks in strategic locations to achieve a higher level of geographic coverage throughout the community.
- Expand the number and type of recreation facilities in order to meet the demand of all age groups.
- Provide a wide range of programs throughout the year designed to meet the needs of residents and non-residents.
- Expand and improve current maintenance practices as necessary to retain the highest quality of parks, equipment, and support facilities.
- Expand the present Park Police and supervisory Department staff compliment as necessary to provide continued high levels of safety and security at both existing and new parks and facilities.
- Develop and implement a structured mechanism that will facilitate the continued involvement of community residents in the recreation planning process.

In the Department’s five year strategic plan, more specific objectives are listed for each goal to motivate and facilitate progress on each of these goals. These include increasing the amount of parkland, continuously evaluating program offerings, constructing additional recreation and support facilities, enhancing safety, and informing the public. From these objectives, the plan also includes a selection of specific recommendations for expansions and improvements, some of which are being implemented in the near future.

## Upcoming Developments

The City Green project aims to “create an active community space and strong pedestrian connectivity between the City’s municipal complex, the Heart of Roswell Park, Canton Street and adjacent residential and commercial areas in Roswell’s Historic District.” It would create a public space connecting SR 9/Alpharetta Street to Roswell’s City Hall as well as additional streetscaping, improved pedestrian areas, and other possible amenities, including a plaza, an amphitheater, open green space, and public art, among others. In January 2015, Roswell’s City Council and Mayor approved a contract to begin design of the City Green Master Plan and Design Project.

Waller Park is an exceptionally well-used park along the north side of Oxbo Road, between Downtown Roswell and SR 400. Because of its heavy use, and the need for a new water treatment plant on the west side of the park, the City is undertaking a series of improvements to the park. Many of these improvements include rehabilitating, reconstructing, and improving existing facilities and amenities, including picnic areas and trails. In addition to these, additional features have been proposed. These include information kiosks, new trails, a canoe launch, new access points, new restrooms, shade structures, wayfinding, landscaping, and a dog park, among a list of forty nine separate improvements.

Improvements are also being planned for the city’s Don White Memorial Park, which provides access both to the Chattahoochee River and to the River Walk trail. While still in the planning stages, potential additions to this park could include athletic fields, additional walking and bicycling trails, boardwalks, an



Source: City Green Master Plan and Design Project Public Meeting



open-air pavilion, a playground, a small restaurant or café, a bike share program, and fitness equipment.

The former property of the ACE Sand Company on Riverside Road, just northeast of Riverside Park, has become city property. In order to best utilize this parcel and all park space along the Chattahoochee, the City has undertaken a master planning process. Currently in the public input process, the River Parks Master Plan will define this site, which may include recreation facilities, shops, restaurants, or other facilities, as well as other sites along the river.

## Needs and Opportunities

Based on a review of the research with the CPAC, a SWOT analysis was conducted. The results of that analysis were used to create a list of Needs and Opportunities. This list was subsequently commented on and refined through further conversation with the CPAC and the community.

### 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.



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## Policies

Using the policies from the 2030 Comprehensive Plan and the list of needs and opportunities as a start, policies to help guide decision making were developed. These policies were further refined through public comments and discussion with the CPAC.

CF1	<p>Ensure cost-effective and timely provision of community facilities and services to support the needs of the City’s neighborhoods, residents, and businesses.</p> <ul style="list-style-type: none"> <li>• Increase the ability of the Roswell-Alpharetta Public Safety Training Center (RAPSTC) facility to accommodate police officers for training (joint effort with Fire Department).</li> </ul>
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.



## Short-Term Work Program

The following work program items were identified in relation to the Community Facilities Plan Element. Please see the Appendix for a list of all Short-Term Work Program Elements.

Item	Description	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
CF.1	Periodically update the City's parks and recreation master plan as needed	√	√	√	√	√	\$100,000		Recreation & Parks
CF.2	Implement the master plan for the Roswell Riverwalk	√	√	√	√	√	\$10 million		Recreation & Parks
CF.3	Update and review the technology needs of the City through an Enterprise Resource Planning process for efficiency and increased productivity (Completion in 2016)	√					\$5.33 million		Administration
CF.4	Periodically update the Comprehensive Solid Waste Management Plan, as needed	√	√	√	√	√	Staff time		Public Works/ Environmental
CF.5	Periodically review and modify sanitation rates and fees to reflect the actual costs of service provision and to further divisions goals	√	√	√	√	√	Staff time		Public Works/ Environmental
CF.6	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		Administration
CF.7	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		Various departments
CF.8	Monitor the provision of municipal services and their ability to meet the diversifying needs fo the City's population	√	√	√	√	√	Staff time		Administration; various departments
CF.9	Implement a community-based approach to policing, including Neighborhood Watch and other appropriate programs of the Crime Prevention Unit	√	√	√	√	√	\$400,000		Police
CF.10	Maintain the City's current Insurance Services Office (ISO) rating of 2	√	√	√	√	√	\$1.5 milion		Fire & Rescue



Item	Description	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
CF.11	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		Fire & Rescue; Mayor and City Council
CF.12	Maintain and upgrade the Roswell Water Utility Distribution lines in accordance with the Management Plan.	√	√	√	√	√	\$300,000		Public Works/ Environmental
CF.13	Under construction of a new 3.0 MGD water treatment facility (completion in 2016).	√					\$15 million		Public Works/ Environmental
CF.14	Periodically review and modify water rates and fees to reflect the actual costs of service provision and to further system goals	√	√	√	√	√	Staff time		Public Works/ Environmental
CF.15	Continue to prioritize road resurfacing projects, continue drainage maintenance projects, and sidewalk repair projects according to most urgent need	√	√	√	√	√	\$500,000 per year		Transportation
CF.16	Investigate the need for traffic calming and integrate traffic calming projects as may be appropriate in the City's capital plan	√	√	√	√	√	Staff time		Transportation
CF.17	Develop a program incorporating landscaping/streetscaping into all major road projects to provide greater community identity and safety	√	√	√	√	√	Staff time		Transportation; Community Development
CF.18	Maintenance of an Energy Assurance Plan for the continued operations of critical city services.	√	√	√	√	√	Staff time		Administration
CF.19	Annually program and implement improvements needed to maintain and upgrade the stormwater management system in compliance with the MS4 NPDES Permit	√	√	√	√	√	\$3.2 million/year		Public Works/ Environmental; Transportation
CF.20	Continue to implement TMDL Impaired Stream monitoring efforts and implementation of the WIP's	√	√	√	√	√	\$320,000		Public Works/ Environmental
CF.21	Continue to monitor the conditions of municipally owned and operated historic and cultural facilities; schedule improvements to such facilities and grounds as appropriate	√	√	√	√	√	\$200,000		Historic and Cultural Affairs Manager

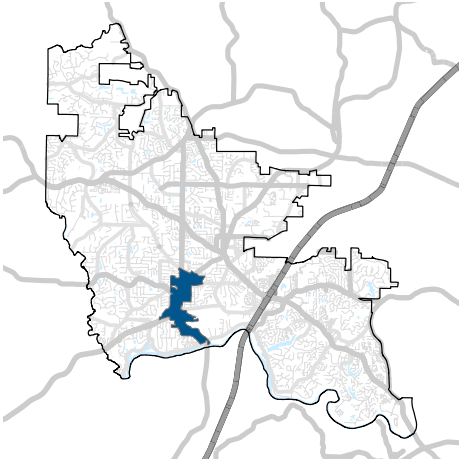


# COMMUNITY FACILITIES

Item	Description	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
CF.22	Consider plans for additional historic streetscape improvements within the local Historic District	✓	✓	✓	✓	✓	\$2 million	yes	Community Development; Transportation
CF.23	Prepare, implement, and revise as appropriate a community information plan and programs	✓	✓	✓	✓	✓			Community Relations Officer
CF.24	Continually review and revise the disaster preparedness and emergency management plans in conjunction with Fulton County	✓	✓	✓	✓	✓	Staff time		Various departments
CF.25	Continually evaluate need to accept additional types of recyclable material as part of services at the Recycling Center.	✓	✓	✓	✓	✓	Staff time		Public Works / Environmental
CF.26	Waterline Distribution Replacement Program	✓	✓	✓	✓	✓	TBD/ Annually		Public Works / Environmental
CF.27	Update and review the technology needs for the Mayor and City Council to have electronic agendas and meeting documentation for laptops or tablets.	✓	✓	✓	✓	✓	\$ 28,000 yr 1; \$ 16,000 yrly.		Administration
CF.28	Periodically update the City's Consolidated Action Plan (5-year) for HUD as needed.	✓			✓		Staff time		Administration, Grants
CF.29	Periodically update the City's Annual Action Plan for HUD as needed.	✓	✓	✓	✓	✓	Staff time		Administration, Grants



## Natural and Cultural Resources



Location of Roswell Historic District



### Introduction

Roswell was originally founded along Vickery Creek (now known as Big Creek) and has grown to the banks of the Chattahoochee River. The city is home to many natural resources, especially waterways, and the city works to maintain and enhance these resources. Additionally, the area has been inhabited for nearly two hundred years, and has preserved many buildings and other significant sites that now have significant historical value.

### Roswell Green

Roswell Green is an initiative that promotes sustainable practices. It is predicated on a vision of Roswell that protects natural resources, practices clean and efficient water and energy practices, promotes green industries and businesses, and increases quality of life for future generations. The city has adopted a number of policies and programs in order to work towards this goal, including policies for complete streets, flex work arrangements, tree canopy preservation, and green building incentives. Some government buildings have had light bulbs replaced in favor of LED lighting and has begun converting their fleet to propane, among other internal initiatives. The City also works with Keep Roswell Beautiful to sponsor various recycling, exchange, and clean-up events around the city.

### Water

The City of Roswell is part of the Metropolitan North Georgia Water Planning District, which includes fifteen counties and over ninety cities. This entity was created by the Georgia General Assembly to protect water resources in the six river basins contained in those counties. In order to do this, the District creates and updates three comprehensive water plans: the District-Wide Watershed Management Plan, the Long-Term Wastewater Management Plan and the Water Supply and Water Conservation Management Plan. The latest version of each of these was created in 2003 and updated in 2009.

The District-Wide Watershed Management Plan is focused on preservation of the region’s waterways. This plan cited the following as just some reasons for the need for watershed management:

- Mitigating impacts from increased stormwater runoff due to land use changes
- Protecting drinking water sources
- Ensuring sufficient capacity for wastewater discharge for future growth
- Protecting aquatic health and habitat



This plan sets forth “local management measures” to be performed by local governments as well as state and regional policy recommendations. The management measures are presented as individual action items with regulations, responsible parties, objectives, and implementation guidance provided for each.

## Historic District

Roswell’s Historic District encompasses a portion of Roswell near the original settlement site and earliest development. This area is centered on Big Creek (formerly Vickery Creek), the site of an early cotton mill. From Big Creek, the Historic District stretches to the north, along SR 9 and includes the city’s three historic plantation homes: Bulloch Hall, Smith Plantation, and Barrington Hall. This area is rich in properties and structures stretching from the antebellum era through the early 1900s. In order to maintain these valuable assets and the overall character of the area, the city created an official Historic District in 2003. The city requires a special review of any major construction or architectural changes within this district, regardless of whether the specific property is considered historic, in order to ensure that no changes are made which will damage the integrity or quality of the area.

The aforementioned plantation homes are some of the most popular sights in Roswell. They host candlelit tours and summer camps, as well as regular visitors throughout the year. Collectively, they host over 27,000 visitors each year. Barrington Hall and Bulloch Halls were built in the 1830s and are some of the best examples of Greek Revival architecture in the country. Smith Plantation was built in 1845 with slave labor and continued to be the home of the Smith family for generations. Today it is a well preserved piece of vernacular architecture and boasts a complete set of working and living spaces throughout the structure and its outbuildings.

## Needs and Opportunities

Based on a review of the research with the CPAC, a SWOT analysis was conducted. The results of that analysis were used to create a list of Needs and Opportunities. This list was subsequently commented on and refined through further conversation with the CPAC and the community.

### 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 the 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.



# PLANNEMENTS

- 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.

## Policies

Using the policies from the 2030 Comprehensive Plan and the list of needs and opportunities as a start, policies to help guide decision making were developed. These policies were further refined through public comments and discussion with the CPAC.

<b>NCR1</b>	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.
<b>NCR2</b>	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.
<b>NCR3</b>	Roswell will enhance the City’s successful historic heritage program with specific actions to expand protection and update existing historic preservation ordinances.
<b>NCR4</b>	Promote a greater public awareness of Roswell’s cultural resources and the local programs that protect these resources.
<b>NCR5</b>	The City maintains and cultivates a “historic preservation” culture by enabling local residents and property owners to pursue historic preservation-related projects and efforts.



## Short-Term Work Program

The following work program items were identified in relation to the Natural and Cultural Resources Plan Element. Please see the Appendix for a list of all Short-Term Work Program Elements.

Item	Description	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
HP.1	Develop a citywide GIS database of all identified cultural resources; update the database periodically as needed	√	√	√	√	√	Staff time		GIS; Preservation Planner
HP.2	Expand the existing National Register Historic District to include adjacent eligible commercial and residential areas		√	√	√		Not applicable		HPC; Preservation Planner; Consultant
HP.3	Pursue National Historic Landmarks designations, as appropriate	√	√	√	√	√	Not applicable		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. Publish the findings of the Historic Resources Survey and produce a "coffee table" version for sale; Utilize Certified Local Government (CLG) funds for funding survey and book publication	√	√	√	√	√	Staff time and vols.		R&P
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 vols.		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		HPC; Preservation Planner
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		HPC; HCAM; Preservation Planner

# PLAN ELEMENTS

Item	Description	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
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		HPC; HCAM; Preservation Planner
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		Community Relations Office; Preservation Planner

-  Research
-  Needs and Opportunities
-  Policies
-  Work Program



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# IMAGINE ROSWELL



2035

## Character Areas



## Overview

Throughout the planning process and working with the CPAC and community, a need to refine the Suburban Residential character area from the 2030 Comprehensive Plan emerged. This resulted in the creation of two character areas: “Suburban Residential - Established Neighborhoods” and “Suburban Residential - Neighborhood Nodes”.

This modification was the result of various community engagements as well as supporting technical analysis to define established areas of Roswell, and existing zoning.

While the refinements to the Future Development Map were limited to these two new character areas, for convenience all character areas in the community are summarized in this chapter. The 2030 Comprehensive Plan should still be referred to for further elaboration of all character areas not considered part of the Suburban Residential area.

### ***CONSERVATION/GREENSPACE***

General Character: Expand trail systems and parks/greenspace;

Compatible Future Zoning: REC, CON

### ***ESTATE RESIDENTIAL***

General Character: Large-lot residential; open space; pedestrian connectivity

Compatible Future Zoning: AG-43, RS-87, RS-30, CIV, REC, CON

### ***GA 400/HOLCOMB BRIDGE ROAD NODE***

General Character: NW Quadrant – mixed-use, community space, office park;  
SE Quadrant – mixed-use, multi-use trails

Compatible Future Zoning: RS-6, RS-4, RM-3, RX, CX, CC, CH, OR, OP, IX, CIV

### ***HIGHWAY 9/ALPHARETTA HIGHWAY CORRIDOR COMMERCIAL***

General Character: Shallow setback; mixed-use, neighborhood and low rise non-residential

Compatible Future Zoning: RS-6, RS-4, RM-2, RM-3, RX, CX, SH, CC, CH, OR, OP, IX, CIV, REC, CON

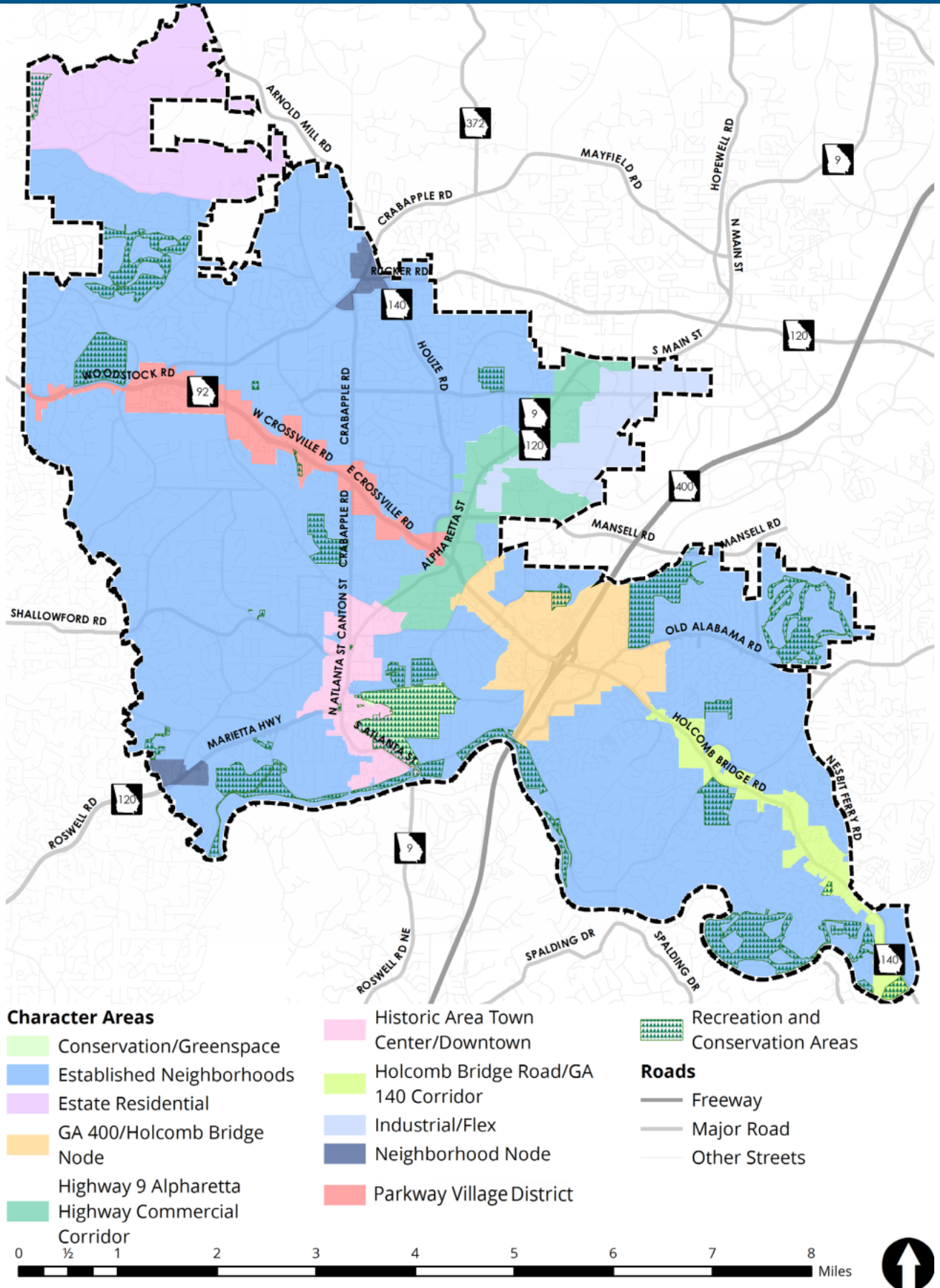
### ***HISTORIC AREA TOWN CENTER/DOWNTOWN***

General Character: Pedestrian-oriented; Promote mixed-use development, redevelopment of aesthetically problematic sites and vacant sites; shallow setbacks;

Compatible Future Zoning: RM-3, RX, DR, DX, DS, DH, CIV, REC



## Future Development Map







# CHARACTER AREAS

## ***HOLCOMB BRIDGE ROAD/SR 140***

General Character: Quality low scale low-rise mixed-use which includes office, commercial, recreation and

housing; streetscape; community gathering space

Compatible Future Zoning R-TH, RM-2, NX, CX, CC, CH, OR, OP, IX, CIV

## ***INDUSTRIAL/FLEX***

General Character: Master planned projects with pedestrian-oriented interiors, pocket parks and/or plazas; expand as employment center

Compatible Future Zoning: OR, OP, IX, IL, CIV, REC, CON

## ***PARKWAY VILLAGE DISTRICT***

General Character: Preserve historic rural character; buildings oriented to the street; natural trees and landscaping features; pedestrian-friendly

Compatible Future Zoning: RS-9, RS-6, RS-4, R-CC, R-TH, PV, CIV, REC, CON

## ***SUBURBAN RESIDENTIAL – ESTABLISHED NEIGHBORHOOD***

General Character: Single-family residential

Compatible Future Zoning: AG-43, RS-87, RS-30, RS-18, RS-12, RS-9, PRD, CIV, REC, CON

## ***SUBURBAN RESIDENTIAL – NEIGHBORHOOD NODE***

General Character: Existing residential and neighborhood-serving commercial and mixed-uses

Compatible Future Zoning: NX, CH, OP, CIV, REC, CON

## Conservation/Greenspace

Quality Community Objectives Met Within this Character Area

Environmental Protection  
Open Space Preservation



### Vision/Intent

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

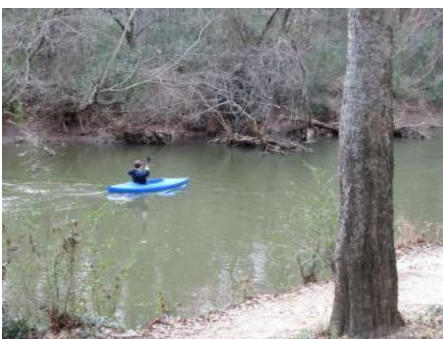
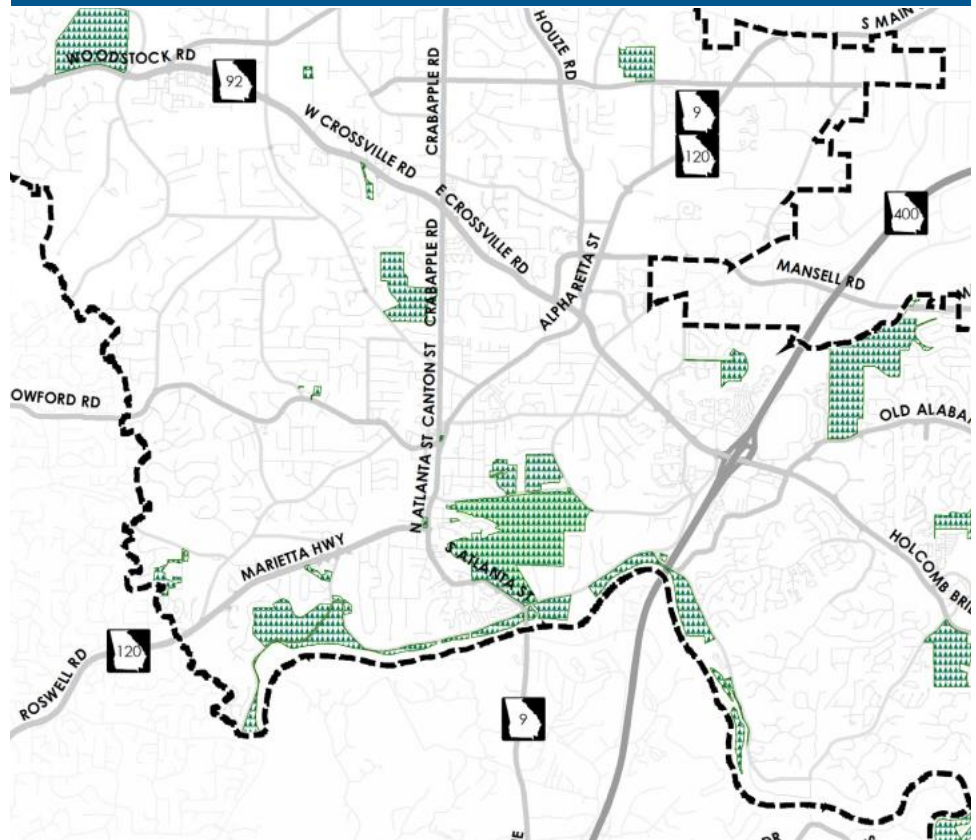
### Compatible Future Zoning

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.

### Future Development Map with only the Conservation/Greenspace Character Area Highlighted





# CHARACTER AREAS

## Estate Residential

### Quality Community Objectives Met Within this Character Area

- Sense of Place
- Transportation Alternatives
- Heritage Preservation
- Open Space Preservation

### Conservation Subdivisions:

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

### Low-Impact Development:

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



Conservation Subdivision Example



Source: Conservation Subdivision Design Handbook

### Vision/Intent

In 2035, 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.

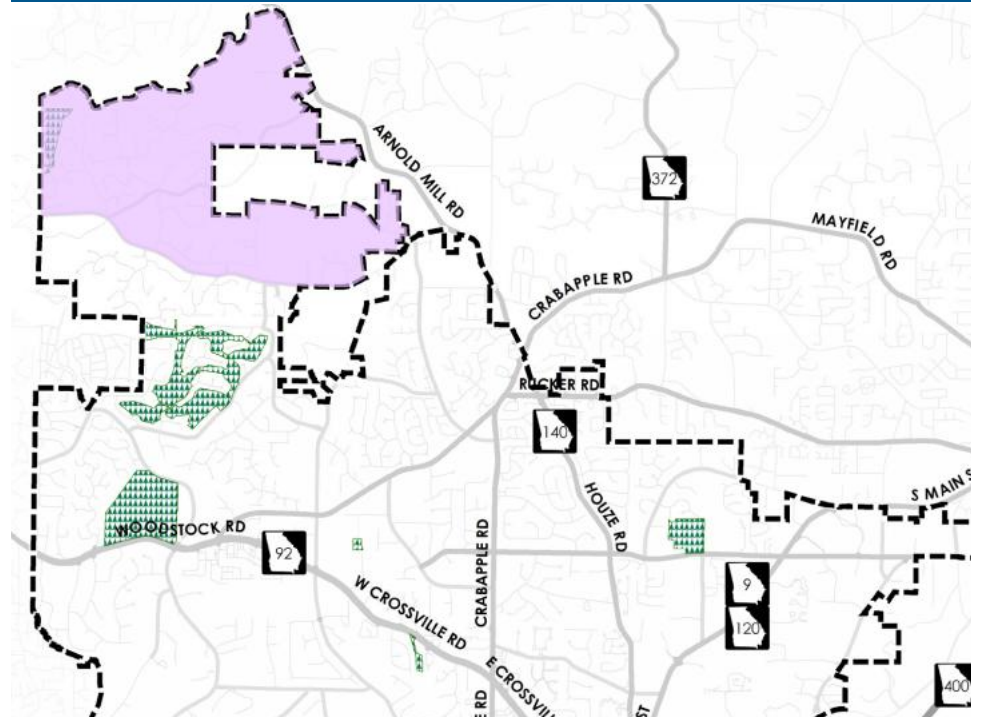
### Compatible Future Zoning

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

### Implementation Strategy

- Development in this area should typically 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

### Future Development Map with only the Estate Residential Character Area Highlighted





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



# CHARACTER AREAS

## GA 400/Holcomb Bridge Node

- Quality Community Objectives Met within this Character Area**
- Compact development patterns
  - Infill development
  - Sense of place
  - Transportation alternatives
  - Growth preparedness
  - Economic development
  - Housing choice
  - Regional solutions and cooperation
  - Open space preservation

### Vision/Intent

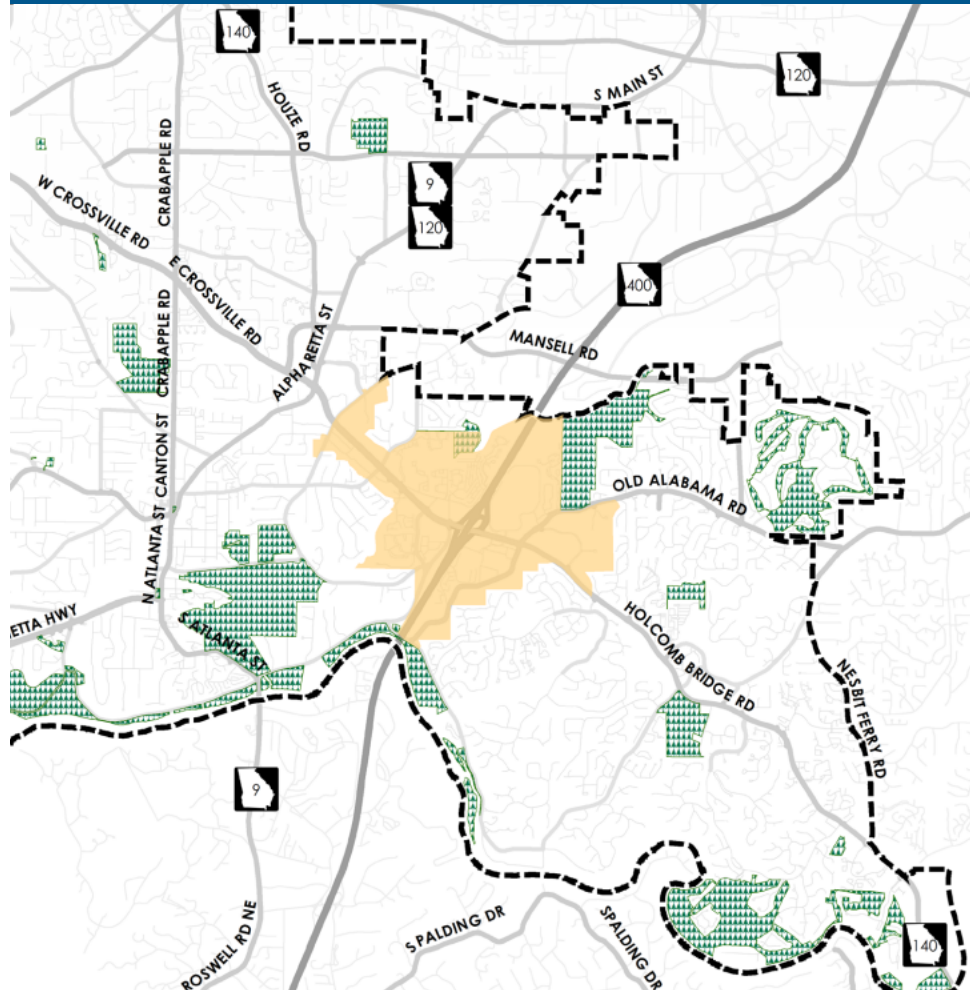
By 2035, this strategic intersection will become a vibrant activity center. The City will have capitalized on this major regional access point to provide maximum economic benefit to the City. The perception of this area will change as the City invests in streetscape and new road improvements, and investors redevelop under-utilized sites with a mix of uses and luxury residential uses, characterized by high quality building materials. The City envisions a Big Creek Parkway with a bridge connection across GA 400 north of Holcomb Bridge Road and a pedestrian bridge with landmark architecture across Holcomb Bridge Road over the long range.

### Compatible Future Zoning

RS-6, RS-4, RM-3, RX, CX, CC, CH, OR, OP, IX, CIV



Future Development Map with only the GA 400/Holcomb Bridge Node Character Area Highlighted





## 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
- Revelopment 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



# CHARACTER AREAS

## Highway 9/ Alpharetta Highway

### Quality Community Objectives Met within this Character Area

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

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

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

### Vision/Intent

In the 2035 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. This marker and signage should architecturally reference the historic character of Roswell and the signage and lighting already utilized in the Historic District. New development in the southern portion of the character area will follow the vision established by the Midtown Roswell LCI, which is to create a mixed-use, pedestrian friendly corridor and activity center that builds a better sense of community.

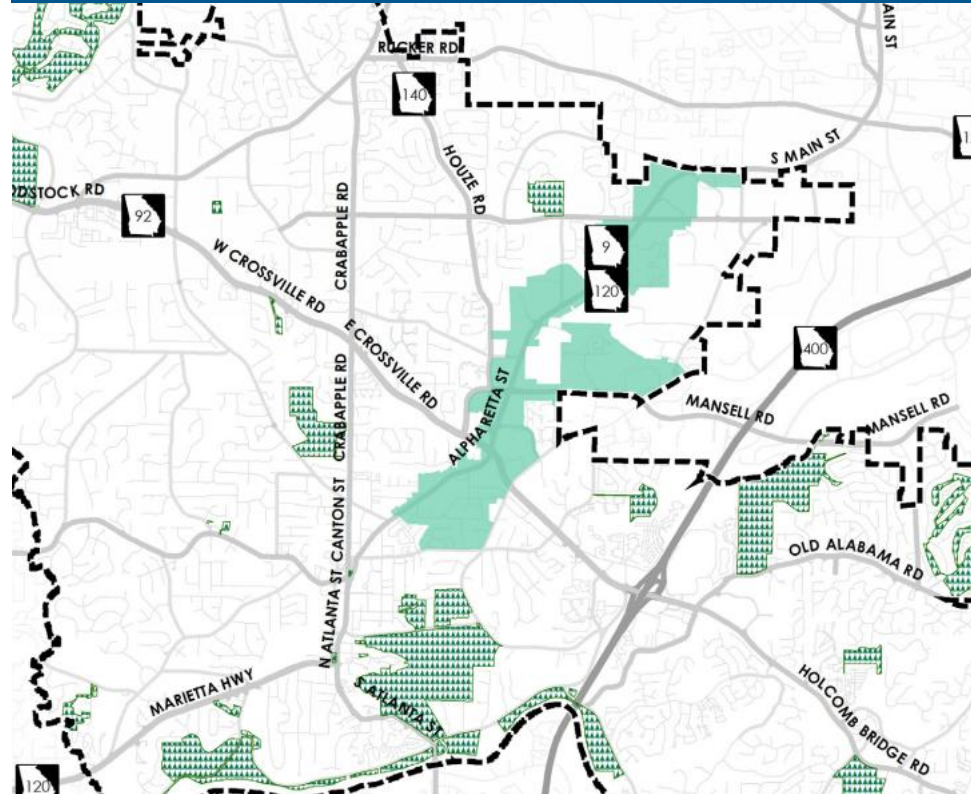
By 2035, the existing big-box developments will have evolved either into a new use or enhanced with additional amenities to keep viable beyond the typical 20-year life-cycle. A regulatory framework that encourages flexibility of uses for these existing structures will generate economic value for the City. The vacant or underutilized strip centers will have successfully achieved adaptive mixed-use and commercial infill.

### Compatible Future Zoning

RS-6, RS-4, RM-2, RM-3, RX, CX, SH, CC, CH, OR, OP, IX, CIV, REC, CON



### Future Development Map with only the Highway 9/Alpharetta Highway Character Area Highlighted



## 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
- 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
- Reference the historic district through strategic design elements such as consistent design of signage, lighting, street trees, and furniture
- Update and implement the Midtown Roswell LCI and clarify zoning district requirements.





# CHARACTER AREAS

## Historic Area Town Center/Downtown

### Quality Community Objectives Met within this Character Area

Traditional neighborhood development

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

Historic preservation

Sense of place



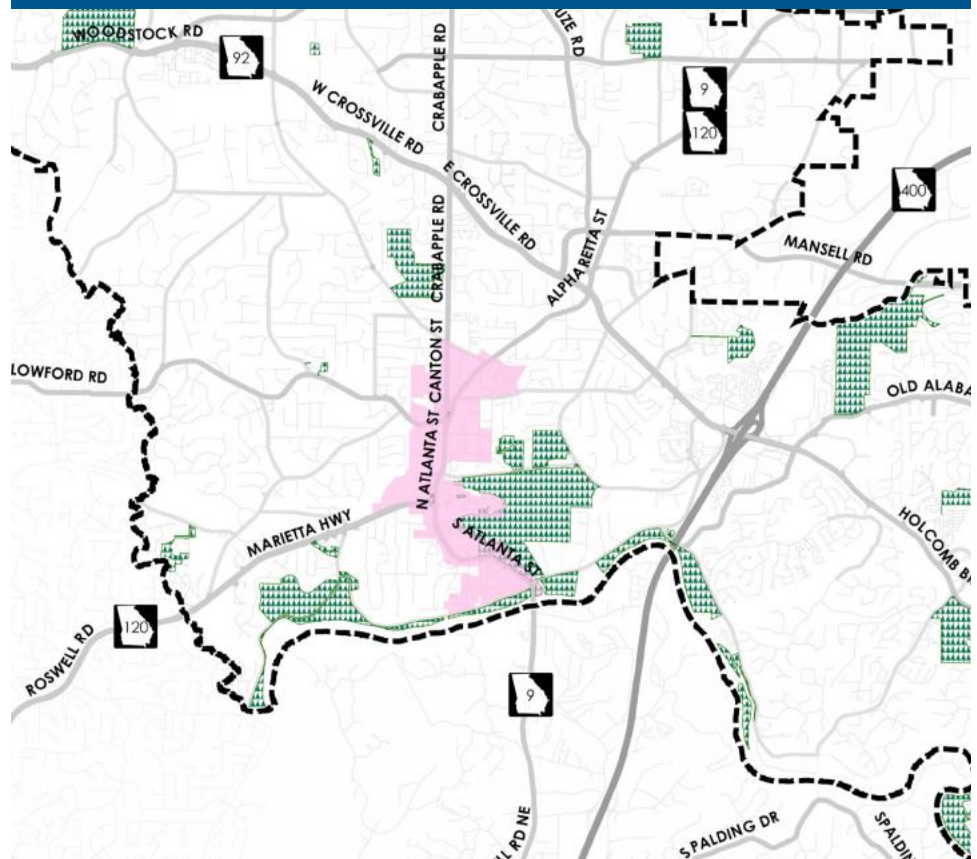
### Vision/Intent

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

### Compatible Future Zoning

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

### Future Development Map with only the Historic Area Town Center/Downtown Character Area Highlighted



## Implementation Strategy

- Establish a blueprint that identifies specific zoning and design regulations that govern each subarea within this context zone
- Update and implement both the Midtown LCI and the Atlanta Road LCI
- Implement the design guidelines that emerged from the Groveway Charrette and were incorporated into the UDC
- 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





## Holcomb Bridge Road/GA 140

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

- Infill development
- Traditional neighborhood development



High quality materials



Pedestrian-oriented commercial interiors

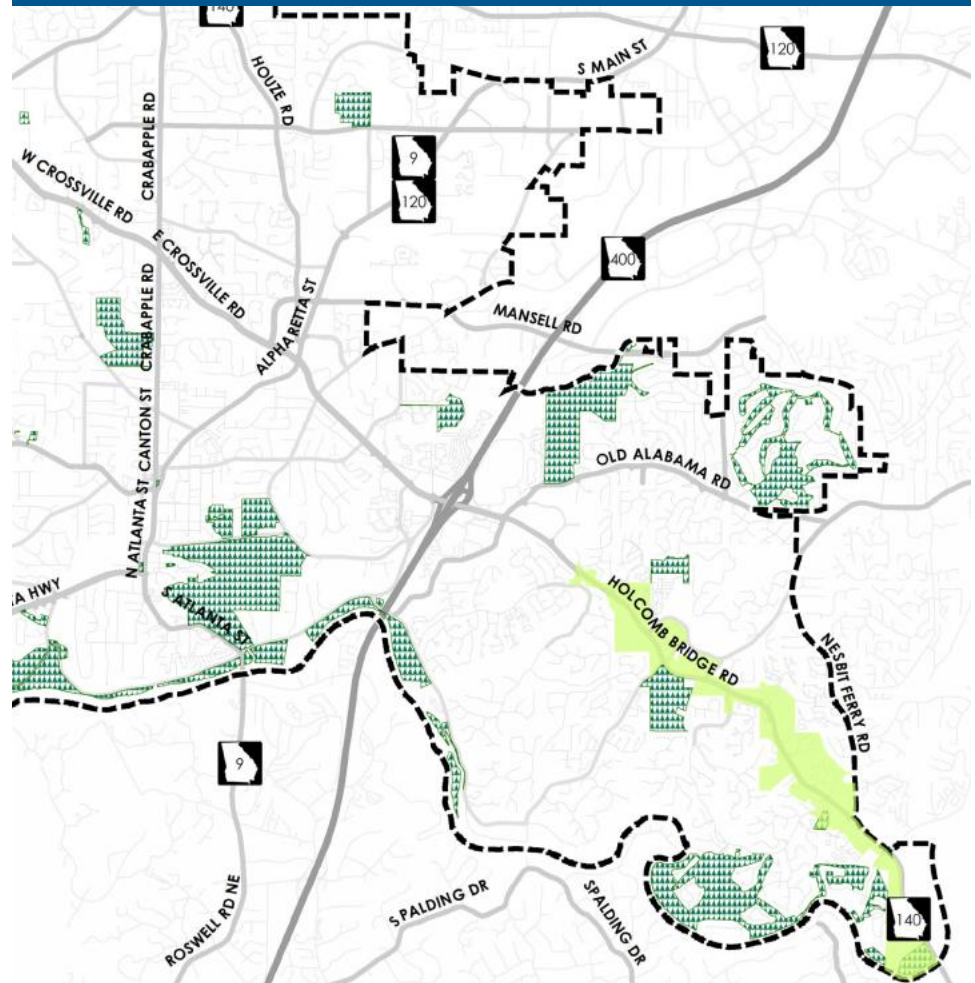
### Vision/Intent

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

R-TH, RM-2, NX, CX, CC, CH, OR, OP, IX, CIV

Future Development Map with only the Holcomb Bridge Road/GA 140 Character Area Highlighted



## 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
- 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



# CHARACTER AREAS

## Industrial/Flex

### Quality Community Objectives Met Within this Character Area

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

Employment center

Mixed residential and office

### Vision/Intent

In the 2035 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

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

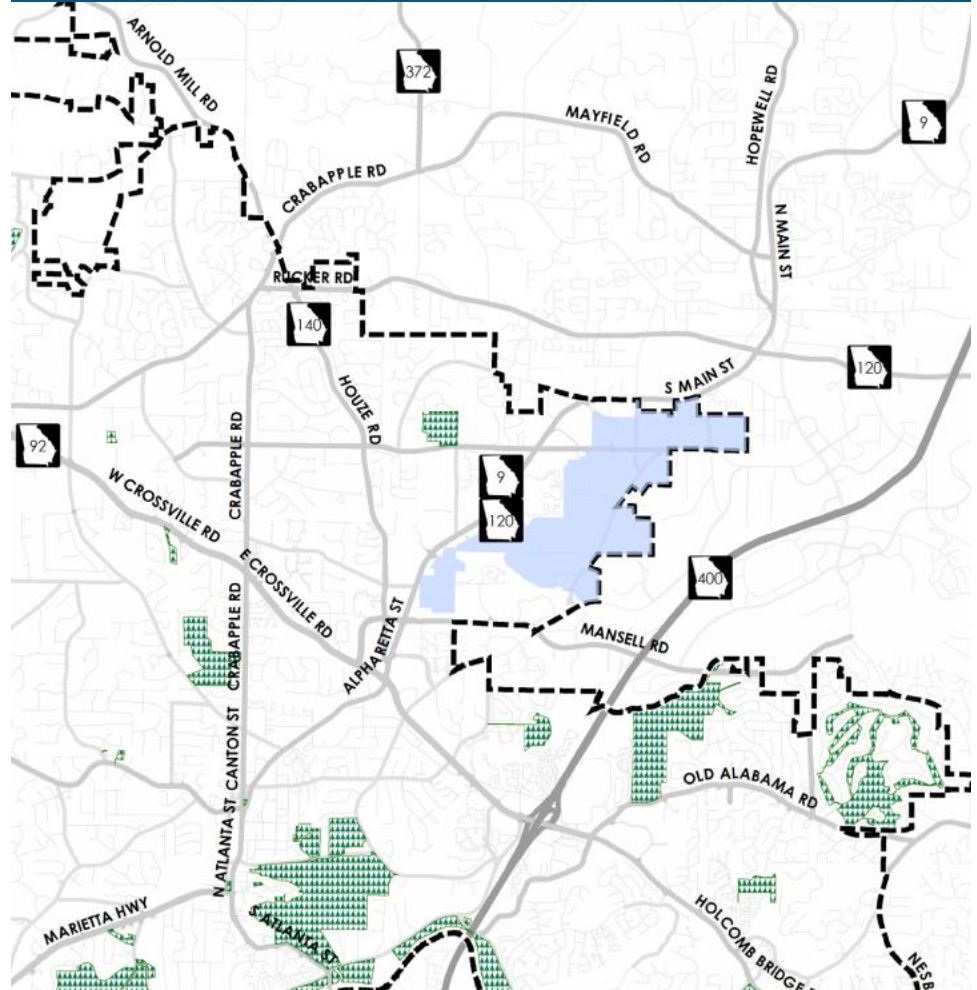


Existing employment center



New mixed-use

### Future Development Map with only the Industrial/Flex Character Area Highlighted





## 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
- 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



# CHARACTER AREAS

## Parkway Village District Overlay

Quality Community Objectives Met Within this Character Area

- Traditional Development Patterns
- Sense of Place
- Transportation Alternatives
- Historic Preservation
- Regional Identity



### Vision/Intent

In the 2035 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.

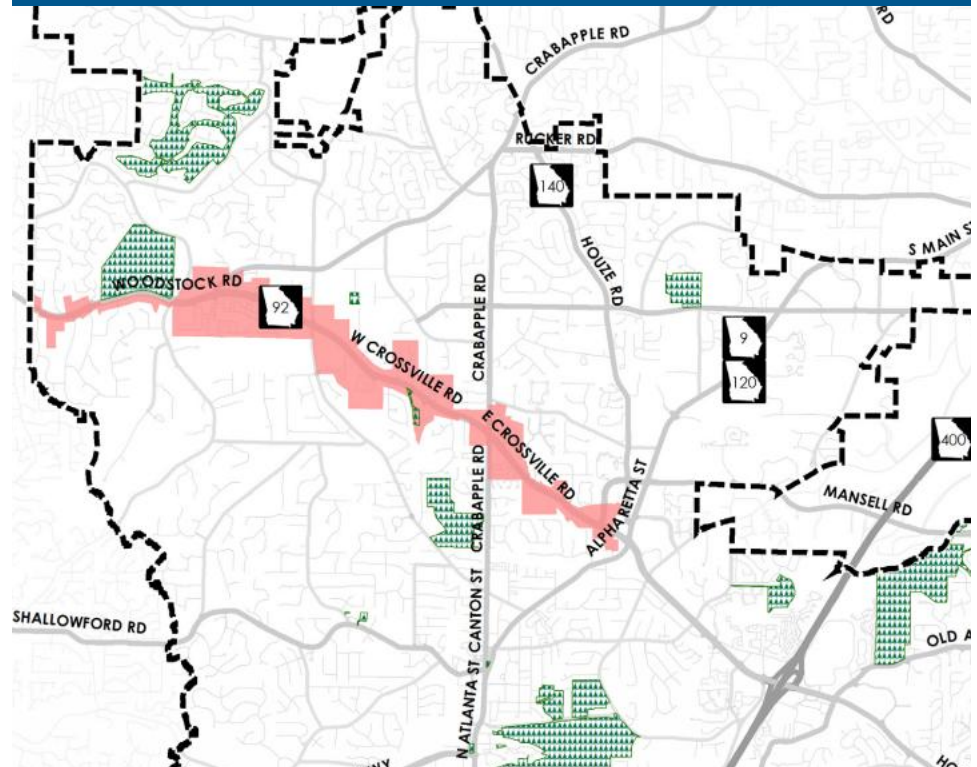
### Compatible Future Zoning

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

Future Development Map with only the Parkway Village District Overlay Character Area Highlighted







## Suburban Residential - Established Neighborhoods

Quality Community Objectives Met within this Character Area

Open Space  
Transportation Alternatives



### Vision/Intent

By 2035, this character area continues to foster stable, established suburban neighborhoods that represent the largest character area in Roswell and one of the city's defining features. Within it, 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 and within large master planned neighborhoods. However, 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. This area benefits from the unique feature of the Chattahoochee River bordering the southern boundary; a network of trails is located along the river, several of which extend throughout the neighborhoods. Further, there exist historic landmarks in the character area, and the City will encourage preservation and protection for these cultural resources.

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

### Compatible Future Zoning

AG-43, RS-87, RS-30, RS-18, RS-12, RS-9, PRD, CIV, REC, CON

### Implementation Strategy

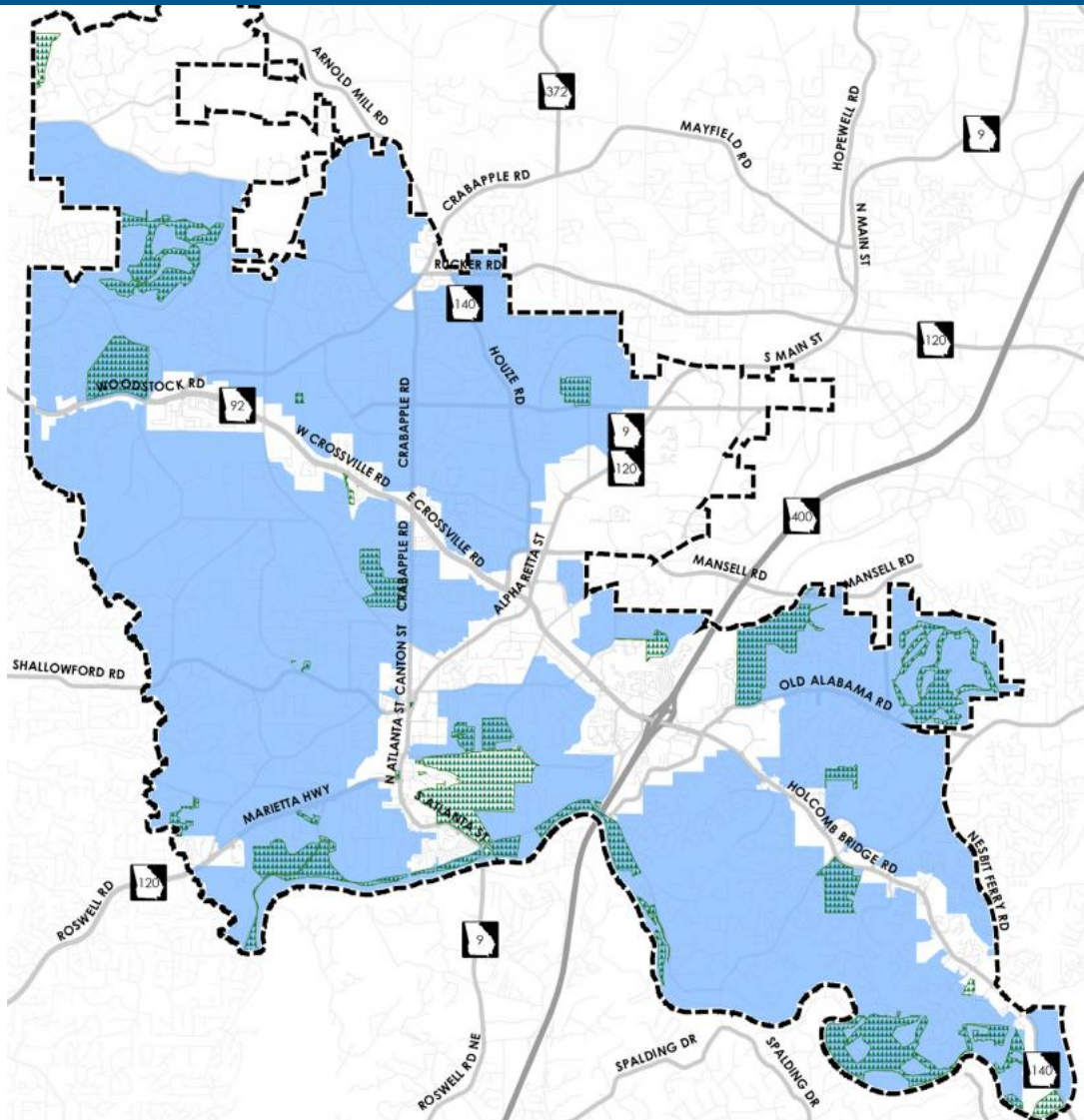
- This area should feature low-scale and medium-scale development matching the heights of existing neighborhoods
- Development should typically be single-family detached residential houses
- New development will be compatible with adjacent existing character with similar densities and lot sizes
- Infill 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



# CHARACTER AREAS

- 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
- 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

Future Development Map with only the Established Neighborhoods Character Area Highlighted



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





# CHARACTER AREAS

## Suburban Residential - Neighborhood Node

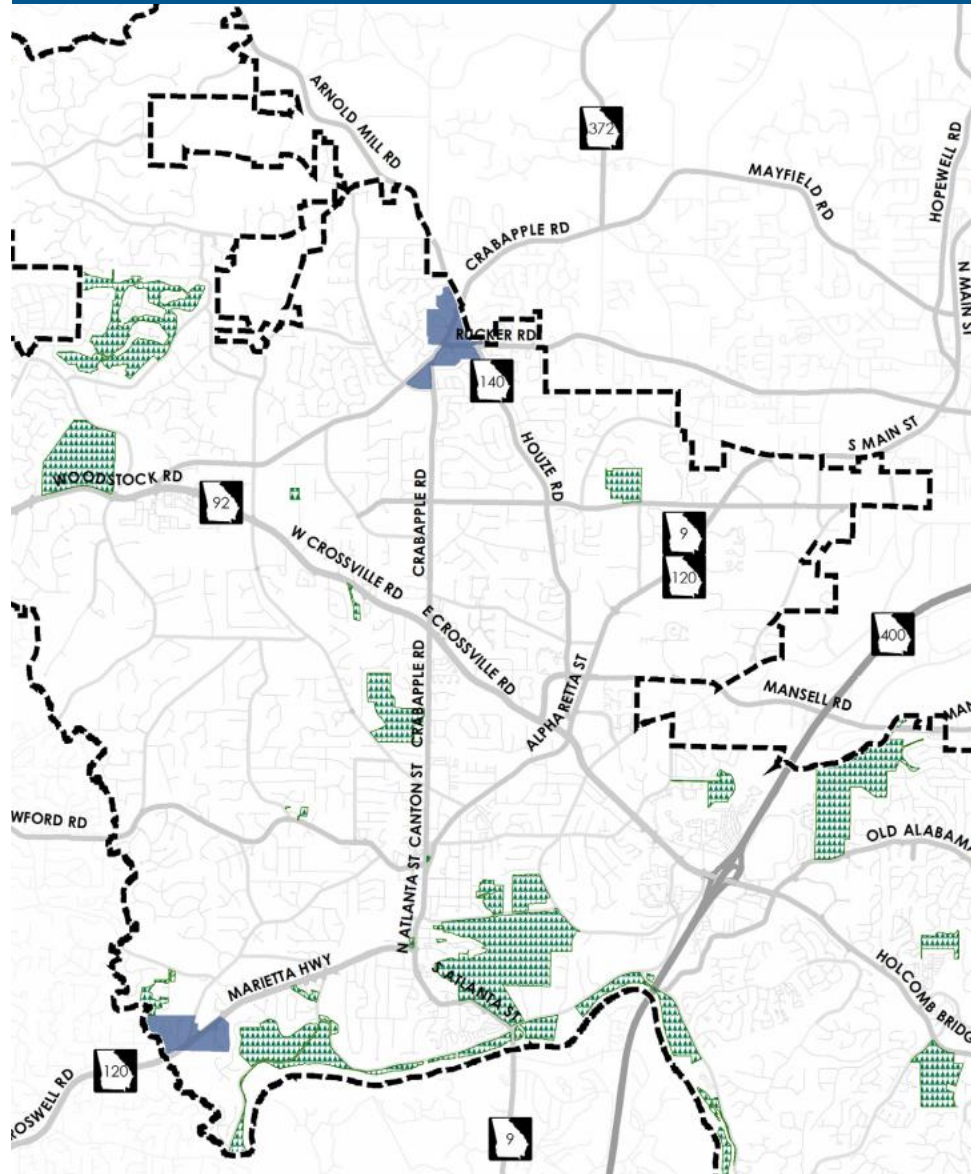
Quality Community Objectives Met within this Character Area  
 Infill Development  
 Transportation Alternatives

### Vision/Intent

By 2035, this character area continues to provide commercial uses for nearby existing suburban residential 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, including Marietta Highway at Coleman Road and Crabapple Road at Rucker Road. Within these nodes, the City will carefully manage transitions of use between them and the adjacent neighborhoods through the controls required by the UDC.



Future Development Map with only the Suburban Residential - Neighborhood Node Character Area Highlighted



## Compatible Future Zoning

NX, CH, 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



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# IMAGINE ROSWELL



## 2035

# Appendices

- A** List of Accomplishments
- B** Short-Term Work Program
- C** Capital Improvements
- D** Community Engagement
- E** Consideration of the Regional Water Plan
- F** Key Findings Report

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## List of Accomplishments



## REPORT OF ACCOMPLISHMENTS - SHORT TERM WORK PROGRAM - 2015

Item	Description	STATUS				Notes/Reason Postponed or Dropped
		Complete	Underway	Postponed	Dropped	
<b>POPULATION</b>						
P.1	Monitor regional and U.S. Census Bureau estimates of the City's population		x			
P.2	Monitor and publicize any adult literacy programs available to Roswell's residents		x			
P.3	Update population and functional population projections as needed to support annual updates of the Capital Improvement Element		x			
<b>HOUSING</b>						
H.1	Maintain data on issuance of housing starts (building permits) for estimates of population and housing		x			
H.2	Identify any concentrations of substandard housing units and use community development funds to help fund improvements		x			
H.3	Continue to enforce the standard housing code		x			
H.4	Maintain the City's public housing program and determine appropriate future activities/programs		x			
H.5	Monitor available state and federal housing programs and disseminate information to individuals and groups in need of such program resources		x			
H.6	Work on Affordable Housing Study	x				
<b>ECONOMIC DEVELOPMENT/ROSWELL BUSINESS ALLIANCE</b>						
ED.1	Gather information on properties suitable for office development and provide market information to developers, Greater North Fulton Chamber of Commerce, Georgia Power Company, Fulton County, etc.		x			
ED.2	Provide information on available office space to all potential users or reference sources.		x			
ED.2	Work with other City departments to promote public investments such as pedestrian amenities that will result in increasing the tax base		x			
ED.3	Continue to support quality of life enhancements that make the area attractive to corporations		x			
ED.4	Collaborate with the Convention & Visitors Bureau and others on marketing		x			
ED.5	Complete signage to key attractions throughout the City		x			
ED.6	Guide small entrepreneurs to available forms of resources and assistance		x			
ED.7	Communicate with businesses via electronic newsletter to keep them informed of developments in the City		x			
ED.8	Stay involved in regional discussions		x			
ED.9	Continue to effectively communicate the development process; advocate for streamlining where opportunities exist		x			





## REPORT OF ACCOMPLISHMENTS - SHORT TERM WORK PROGRAM - 2015

Item	Description	STATUS				Notes/Reason Postponed or Dropped
		Complete	Underway	Postponed	Dropped	
ED.10	Create incentives for transfer of ownership from absentee landlords to tenants or active ownership.	x				
ED.11	Conduct a parking study (assess needs and options) in Historic District, both short-term and long term			x		Study has not been done.
ED.12	Implement recommendations of parking study			x		Waiting on study to be completed.
ED.13	Develop a program to address needs of small and home-based businesses.	x				
ED.14	Continue to enhance the first line of marketing to new and expanding businesses, the Economic Development website.		x			
ED.15	Administer and promote/market the Roswell Opportunity Zone to all existing and prospective businesses.		x			
ED.16	Provide free workshops to Roswell businesses on topics of their choice		x			
ED.17	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.		x			
<b>REDEVELOPMENT</b>						
R.1	Pursue priority-based budgeting to accomplish redevelopment goals, with redevelopment as a priority		x			
R.2	Continue to consider locating public facilities in redevelopment target areas		x			
R.3	Implement Midtown Roswell Redevelopment Plan (also see specific items below on implementing that plan)	x				
R.4	Implement recommendations of revitalization study and plan for the Holcomb Bridge Road corridor west of GA 400 (UDC)		x			
R.5	Support Downtown Development Authority, if needed		x			
R.6	Seek funding for implementation of redevelopment studies, plans, and projects		x			
R.7	Assist where possible in improving access, ingress, and egress to outmoded retail centers and upgrade surrounding road networks		x			
R.8	Promote existing retail space and the redevelopment of vacant retail space		x			
R.9	Consider the use of overlay districts to encourage redevelopment opportunities as appropriate.				x	The use of overlay districts went away with the adoption of the Unified Development Code.
R.10	(Midtown) Consider establishing a development response team, responsible for working with property owners on redevelopment projects.	x				
R.11	(Midtown) Plan and fund new street networks in conjunction with private redevelopment, where agreement on cost sharing can be attained.		x			
R.12	(Midtown) Design and install Alpharetta Street streetscape per plan's recommendations.	x				
R.13	(Midtown) Prepare small target area development packages.		x			SEDP completed in 2012



## REPORT OF ACCOMPLISHMENTS - SHORT TERM WORK PROGRAM - 2015

Item	Description	STATUS				Notes/Reason Postponed or Dropped
		Complete	Underway	Postponed	Dropped	
R.14	Conduct parking needs and options study and implement plan (cross-listed; also see Economic Development Action Plan)			x		Study has not been done
R.15	Continue to promote existing retail space to attract quality retailers		x			SEDP completed in 2012
R.16	Prepare a Redevelopment Marketing Plan		x			SEDP completed in 2012
R.17	(Midtown) Complete specified safety projects, including pedestrian crossings and traffic signalization.	x				
R.18	(Midtown) Install traffic calming measures on specified neighborhood streets within the corridor	x				
R.19	Promote and disseminate information regarding Business Improvement Districts (BIDs) and Community Improvement Districts (CIDs) among property owners as a tool, and provide support for their creation where this would be well received.		x			
<b>HISTORIC PRESERVATION</b>						
HP.1	Conduct an intensive-level, comprehensive historic resources survey of the City. Identify all types of historic resources, including buildings and structures, historic landscapes, and historic sites and objects.			x		Lack of funding/staff time
HP.2	Continue the "legendary chats" program of the Convention & Visitors Bureau				x	Lack of funding/staff time
HP.3	Develop a citywide GIS database of all identified cultural resources; update the database periodically as needed		x			
HP.4	Expand the existing National Register Historic District to include adjacent eligible commercial and residential areas		x			
HP.5	Pursue National Historic Landmarks designations, as appropriate		x			
HP.6	Enlarge the emphasis of programs and publications from antebellum resources to include resources from all periods of the City's history. Publish the findings of the Historic Resources Survey and produce a "coffee table" version for sale; Utilize Certified Local Government (CLG) funds for funding survey and book publication		x			
HP.7	Work with the Roswell CVB to develop ways to promote the City's historic sites through the CVB's already established channels. Meet regularly with all associated local agencies and organizations to discuss promotional programs and to keep all groups updated. Periodically review and update existing programs.		x			
HP.8	Support development of lesson plans about the City's historic preservation programs and policies to be used in local heritage education programs. Support the curriculum of the Teaching Museum, which educates Fulton County students about U.S., Georgia, and local history.				x	Lack of funding/staff time



## REPORT OF ACCOMPLISHMENTS - SHORT TERM WORK PROGRAM - 2015

Item	Description	STATUS				Notes/Reason Postponed or Dropped
		Complete	Underway	Postponed	Dropped	
HP.9	Make information about the rehabilitation tax credit programs and application forms available through as many sources as possible. Provide positive case studies of successful rehabilitation projects.		x			
HP.10	Make information about historic façade easements and conservation easements readily available through as many sources as possible. Provide positive case studies of successful easement donations and their resulting historic resources.		x			
HP.11	Create a repository of information about all aspects of historic preservation and make this resource readily available and accessible to the public. Develop and maintain the collection to also serve as a resource center for the HPC		x			
HP.12	Develop Design Guidelines for three character areas (Town Square and Mimosa Boulevard, Mill Village, and Canton Street) of the local Historic District	x				
HP.13	Incorporate mechanisms for protecting heritage trees into the existing Tree Ordinance.	x				
HP.14	Continue the series of brochures and town hall meetings currently being used		x			
HP.15	Encourage local banks to establish a low-interest loan pool to provide funding for preservation projects.				x	<i>The DDA works with local entities.</i>
HP.16	Add a specific historic preservation category to the City's existing website to direct people to technical information about historic preservation that is available locally and on the internet		x			
HP.17	Identify "heritage trees" throughout the city.	x				
<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		x			
N.2	Encourage neighborhood "self-help" activities		x			
N.3	Develop and distribute a neighborhood planning brochure to stimulate interest in neighborhood planning.	x				
N.4	Continue to meet with neighborhood groups to determine the level of interest in taking the next step toward detailed neighborhood plans.	x				
<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		x			



## REPORT OF ACCOMPLISHMENTS - SHORT TERM WORK PROGRAM - 2015

Item	Description	STATUS				Notes/Reason Postponed or Dropped
		Complete	Underway	Postponed	Dropped	
UD.2	Continue to apply for federal and state funding to enhance the streetscapes of road corridors in the City		x			
UD.3	Install marker to various character areas	x				New character areas with the 2030 Comprehensive Plan
UD.4	Periodically revise design guidelines, as appropriate	x				New design guidelines adopted in 2014 as part of the Unified Development Code
UD.5	Install landscaping in the median of State Route 120				x	No support
<b>LAND USE</b>						
LU.1	Further develop, refine, and implement land use recommendations for "character areas"		x			
LU.2	Periodically report as may be needed on conformance with regional development plan		x			
LU.3	Develop additional policies for specific land uses and incorporate them into the Land Use Element, as specific issues or experiences with them arise.				x	Replaced by the 2030 Comprehensive Plan
LU.4	Amend the City's Zoning Ordinance as needed to respond to changing needs and new issues.	x				Unified Development Code adopted in 2014
LU.5	Amend the Future Land Use Plan Map as needed	x				Replaced by the Future Development Map
<b>COMMUNITY FACILITIES</b>						
CF.1	Periodically update the City's parks and recreation master plan as needed		x			
CF.2	Implement the master plan for the Roswell Riverwalk		x			
CF.3	Update and review the technology needs of the City through an Enterprise Resource Planning process for efficiency and increased productivity (Completion in 2016)		*			
CF.4	Periodically update the Comprehensive Solid Waste Management Plan, as needed		x			
CF.5	Periodically review and modify sanitation rates and fees to reflect the actual costs of service provision and to further divisions goals		x			
CF.6	Prepare, adopt, and periodically revise as appropriate a municipal policy for use of City-owned buildings and grounds by private, non-profit, and other government users		x			
CF.7	Implement and maintain a customer service policy and action plan in each of the City's departments, with a consistent level of service throughout the departments		x			
CF.8	Monitor the provision of municipal services and their ability to meet the diversifying needs to the City's population		x			
CF.9	Implement a community-based approach to policing, including Neighborhood Watch and other appropriate programs of the Crime Prevention Unit		x			
CF.10	Maintain the City's current Insurance Services Office (ISO) rating of 3	x				ISO rating has changed to 2 and that rating is underway.



## REPORT OF ACCOMPLISHMENTS - SHORT TERM WORK PROGRAM - 2015

Item	Description	STATUS				Notes/Reason Postponed or Dropped
		Complete	Underway	Postponed	Dropped	
CF.11	Continue programs of recognition to all firefighters for the jobs they accomplish as a combination department of full-time and part-time employees		x			
CF.12	Maintain and upgrade the Roswell Water Utility Distribution lines in accordance with the Management Plan.		x			
CF.13	Under construction of a new 3.0 MGD water treatment facility.		x			
CF.14	Periodically review and modify water rates and fees to reflect the actual costs of service provision and to further system goals		x			
CF.15	Continue to prioritize road resurfacing projects, continue drainage maintenance projects, and sidewalk repair projects according to most urgent need		x			
CF.16	Investigate the need for traffic calming and integrate traffic calming projects as may be appropriate in the City's capital plan		x			
CF.17	Develop a program incorporating landscaping/streetscaping into all major road projects to provide greater community identity and safety		x			
CF.18	Maintenance of an Energy Assurance Plan for the continued operations of critical city services.		x			
CF.19	Annually program and implement improvements needed to maintain and upgrade the stormwater management system in compliance with the MS4 NPDES Permit		x			
CF.20	Continue to implement TMDL Impaired Stream monitoring efforts and implementation of the WIP's		x			
CF.21	Continue to monitor the conditions of municipally owned and operated historic and cultural facilities; schedule improvements to such facilities and grounds as appropriate		x			
CF.22	Consider plans for additional historic streetscape improvements within the local Historic District		x			
CF.23	Prepare, implement, and revise as appropriate a community information plan and programs		x			
CF.24	Continually review and revise the disaster preparedness and emergency management plans in conjunction with Fulton County		x			
CF.25	Continually evaluate need to accept additional types of recyclable material as part of services at the Recycling Center.		x			
CF.26	Construction of 8-inch ductile iron water line on Myrtle Street from Zion Circle to Grove Way (CDBG Funds). (completed)	x				
CF.27	Replacement of 4-inch asbestos concrete water line with 8-inch ductile iron line to improve pressures and flow. Add additional hydrants along the line as well. (dropped due to lack of funding)				x	lack of funding





## REPORT OF ACCOMPLISHMENTS - SHORT TERM WORK PROGRAM - 2015

Item	Description	STATUS				Notes/Reason Postponed or Dropped
		Complete	Underway	Postponed	Dropped	
CF.28	Update and review the technology needs for the Mayor and City Council to have electronic agendas and meeting documentation for laptops or tablets.		x			
CF.29	Periodically update the City's Consolidated Action Plan (5-year) for HUD as needed.		x			
CF.30	Periodically update the City's Annual Action Plan for HUD as needed.		x			
CF.31	Continue to implement stormwater quality management and monitoring efforts.		x			
CF.32	Partner with the Atlanta-Fulton County Library System to expand library space in Roswell	x				East Roswell Library is open
<b>DEVELOPMENT IMPACT FEES</b>						
DIF.1	Periodically review and update the development impact fee program, including fees	x				New ordinance adopted in 2015.
<b>TRANSPORTATION</b>						
T.1	Implement transportation system improvements as described in the Comprehensive Plan and Transportation Master Plan		x			
<b>INTERGOVERNMENTAL COORDINATION</b>						
IC.1	Periodically revisit and update intergovernmental service agreements		x			
IC.2	Monitor new forms of governance proposed in North Fulton County for their impact on Roswell		x			
IC.3	Continue to evaluate the necessity of moving the court system to a new location.		x			
IC.4	Periodically revisit and revise the intergovernmental land use dispute resolution process		x			
IC.5	Assist in implementing the <i>Water Supply and Water Conservation Management Plan</i> prepared by the Metropolitan North Georgia Water Planning District		x			
IC.6	Assist in implementing the <i>District-Wide Watershed Management Plan</i> prepared by the Metropolitan North Georgia Water Planning District		x			
IC.7	Assist in implementing the Big Creek Watershed Study Master Plan		x			
IC.8	Coordinate a meeting between the City and the public and private schools.			x		Will look at to possibly resume these meetings in 18-19 and 20-21

FY 2015 Impact Fee Fund Financial Report Information

	Recreation and Parks	Transportation	Public Safety	Total
Beginning Impact Fee by Categories FY 14	\$ 833,332.91	\$ 1,204,853.94	\$ 1,929,014.00	\$ 3,967,200.85
Impact Fee Credits FY14	\$ -	\$ 585,566.28	\$ -	\$ 585,566.28
<b>Encumbrances</b>	\$ -	\$ 28,799.22	\$ -	\$ 28,799.22
<b>Total Fund Balance FY 2014</b>	\$ 833,332.91	\$ 1,819,219.44	\$ 1,929,014.00	\$ 4,581,566.35
	18.19%	39.71%	42.10%	100.00%
Impact Fees Collected from FY 2015	\$ 286,644.60	\$ 41,767.37	\$ 126,529.49	\$ 454,941.46
Interest	\$ 16,165.23	\$ 35,289.75	\$ 37,419.57	\$ 88,874.55
(Administrative/Other Costs)	\$ -	\$ (7,106.71)	\$ -	\$ (7,106.71)
Impact Fee Credits FY 15	\$ -	\$ (569,380.58)	\$ -	\$ (569,380.58)
Encumbrances FY 15	\$ (436,416.79)	\$ (34,836.27)	\$ (378,464.26)	\$ (849,717.32)
(Project Expenditures)	\$ (47,444.15)	\$ (388,628.81)	\$ (20,002.90)	\$ (456,075.86)
<b>Impact Fee Allocation 2902-2903-2904</b>	\$ 652,281.80	\$ 896,324.19	\$ 1,694,495.90	\$ 3,243,101.89
Current GL Impact Fee Fund Balance FY 2015				\$ 4,662,199.79
				<b>Fund Balance FY 2015</b>

88,874.55

\$ 3,243,101.89 Impact Fee Allocation  
 569,380.58 Credits  
 849,717.32 Encumbrances  
 4,662,199.79 Current Fund Balance

\* Includes object 135201 (Impact Fee Credits) and 135211 (Encumbrances).

FY 2015 Impact Fee Expenditures by Project Name

Facility	Project Name	Spent
N/A	<b>Bank Fees</b>	\$ 12,722.35
Transportation	Hardscabble Green Loop PHI	43,574.25
Transportation	Hembree and Houze	232,767.69
Transportation	Old Alabama	112,286.87
<b>Transportation Total</b>		<b>388,628.81</b>
Fire	Fire Station #4	\$ 20,002.90
<b>Fire Total</b>		<b>\$ 20,002.90</b>
Recreation	Garrard Landing Trail	\$ 680.00
Recreation	Old Mill Shop	\$ 46,764.15
<b>Recreation Total</b>		<b>\$ 47,444.15</b>
		\$ 456,075.86

## Short-Term Work Program

Item	Description	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
<b>Population</b>									
P.1	Monitor regional and U.S. Census Bureau estimates of the City's population	√	√	√	√	√	Not applicable		Community Development
P.2	Monitor and publicize any adult literacy programs available to Roswell's residents	√	√	√	√	√	Not applicable		Community Relations Office
P.3	Update population and functional population projections as needed to support annual updates of the Capital Improvement Element	√	√	√	√	√	Staff time		Community Development
<b>Housing</b>									
H.1	Maintain data on issuance of housing starts (building permits) for estimates of population and housing	√	√	√	√	√	Staff time		Community Development, Building Division
H.2	Identify any concentrations of substandard housing units and use community development funds to help fund improvements	√	√	√	√	√	Staff time		Community Development; Admin
H.3	Continue to enforce the standard housing code	√	√	√	√	√	Staff time		Community Development
H.4	Maintain the City's public housing program and determine appropriate future activities/programs	√	√	√	√	√	Not applicable		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		Community Development; Roswell Housing Authority
<b>Economic Development/Roswell Business Alliance</b>									
ED.1	Provide information on available office space to all potential users or reference sources.	√	√	√	√	√	\$8,800		Roswell Inc.

Item	Description	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
ED.2	Work with other City departments to promote public investments such as pedestrian amenities that will result in increasing the tax base	√	√	√	√	√	Staff time		DDA; Roswell Inc.
ED.3	Continue to support quality of life enhancements that make the area attractive to corporations	√	√	√	√	√	Staff time		All Depts.
ED.4	Collaborate with the Convention & Visitors Bureau and others on marketing	√	√	√	√	√			Roswell Inc., DDA & Community Relations
ED.5	Complete signage to key attractions throughout the City	√	√	√	√	√			Transportation Department
ED.6	Guide small entrepreneurs to available forms of resources and assistance	√	√	√	√	√	Staff time		Roswell Inc.
ED.7	Communicate with businesses via electronic newsletter to keep them informed of developments in the City	√	√	√	√	√	Staff time		Roswell Inc.
ED.8	Stay involved in regional discussions	√	√	√	√	√	Staff time		Roswell Inc; Progress Partners
ED.9	Continue to effectively communicate the development process; advocate for streamlining where opportunities exist	√	√	√	√	√	Staff time		Community Development
ED.10	Continue to enhance the first line of marketing to new and expanding businesses, the Economic Development website.	√	√	√	√	√	Staff time		Roswell Inc.
ED.11	Administer and promote/market the Roswell Opportunity Zone to all existing and prospective businesses.	√	√	√	√	√	Staff time		Community Development; Roswell Inc.
ED.12	Provide free workshops to Roswell businesses on topics of their choice	√	√	√	√	√	Staff time		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		Administration, Special Events

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Item	Description	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
<b>Redevelopment</b>									
R.1	Pursue priority-based budgeting to accomplish redevelopment goals, with redevelopment as a priority	√	√	√	√	√	Not applicable		City Administrator and City Council
R.2	Continue to consider locating public facilities in redevelopment target areas	√	√	√	√	√	Not applicable		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)	√	√	√	√	√		Yes	City (various departments)
R.4	Support Downtown Development Authority, if needed	√	√	√	√	√	\$217,000		City Council; City Administrator
R.5	Seek funding for implementation of redevelopment studies, plans, and projects	√	√	√	√	√	TBD	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		Community Development; Transportation
R.7	Promote existing retail space and the redevelopment of vacant retail space	√	√	√	√	√	Staff time		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		GIS; Preservation Planner
HP.2	Expand the existing National Register Historic District to include adjacent eligible commercial and residential areas		√	√	√		Not applicable		HPC; Preservation Planner; Consultant
HP.3	Pursue National Historic Landmarks designations, as appropriate	√	√	√	√	√	Not applicable		R&P/H&CA



Item	Description	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
HP.4	Enlarge the emphasis of programs and publications from antebellum resources to include resources from all periods of the City's history. Publish the findings of the Historic Resources Survey and produce a "coffee table" version for sale; Utilize Certified Local Government (CLG) funds for funding survey and book publication	√	√	√	√	√	Staff time and volunteers		R&P
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		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		HPC; Preservation Planner
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		HPC; HCAM; Preservation Planner
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		HPC; HCAM; Preservation Planner

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Item	Description	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
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		Community Relations Office; Preservation Planner
<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		Community Development
N.2	Encourage neighborhood "self-help" activities	√	√	√	√	√	Staff time		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	Yes	Transportation
UD.2	Continue to apply for federal and state funding to enhance the streetscapes of road corridors in the City	√	√	√	√	√	Staff time		Community Development; Transportation
<b>Land Use</b>									
LU.1	Further develop, refine, and implement land use recommendations for "character areas"	√	√	√	√	√	Staff time		Community Development
LU.2	Periodically report as may be needed on conformance with regional development plan	√	√	√	√	√	Staff time		Community Development
<b>Community Facilities</b>									
CF.1	Periodically update the City's parks and recreation master plan as needed	√	√	√	√	√	\$100,000		Recreation & Parks
CF.2	Implement the master plan for the Roswell Riverwalk	√	√	√	√	√	\$10 million		Recreation & Parks
CF.3	Update and review the technology needs of the City through an Enterprise Resource Planning process for efficiency and increased productivity (Completion in 2016)	√					\$5,329,590		Administration

Item	Description	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
CF.4	Periodically update the Comprehensive Solid Waste Management Plan, as needed	√	√	√	√	√	Staff time		Public Works/ Environmental
CF.5	Periodically review and modify sanitation rates and fees to reflect the actual costs of service provision and to further divisions goals	√	√	√	√	√	Staff time		Public Works/ Environmental
CF.6	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		Administration
CF.7	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		Various departments
CF.8	Monitor the provision of municipal services and their ability to meet the diversifying needs fo the City's population	√	√	√	√	√	Staff time		Administration; various departments
CF.9	Implement a community-based approach to policing, including Neighborhood Watch and other appropriate programs of the Crime Prevention Unit	√	√	√	√	√	\$400,000		Police
CF.10	Maintain the City's current Insurance Services Office (ISO) rating of 2	√	√	√	√	√	\$1,500,000		Fire & Rescue
CF.11	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		Fire & Rescue; Mayor and City Council
CF.12	Maintain and upgrade the Roswell Water Utility Distribution lines in accordance with the Management Plan.	√	√	√	√	√	\$300,000		Public Works/ Environmental
CF.13	Under construction of a new 3.0 MGD water treatment facility (completion in 2016).	√					\$15 million		Public Works/ Environmental
CF.14	Periodically review and modify water rates and fees to reflect the actual costs of service provision and to further system goals	√	√	√	√	√	Staff time		Public Works/ Environmental

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Item	Description	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
CF.15	Continue to prioritize road resurfacing projects, continue drainage maintenance projects, and sidewalk repair projects according to most urgent need	√	√	√	√	√	\$500,000 per year		Transportation
CF.16	Investigate the need for traffic calming and integrate traffic calming projects as may be appropriate in the City's capital plan	√	√	√	√	√	Staff time		Transportation
CF.17	Develop a program incorporating landscaping/ streetscaping into all major road projects to provide greater community identity and safety	√	√	√	√	√	Staff time		Transportation; Community Development
CF.18	Maintenance of an Energy Assurance Plan for the continued operations of critical city services.	√	√	√	√	√	Staff time		Administration
CF.19	Annually program and implement improvements needed to maintain and upgrade the stormwater management system in compliance with the MS4 NPDES Permit	√	√	√	√	√	\$3.2 million/yr		Public Works/ Environmental; Transportation
CF.20	Continue to implement TMDL Impaired Stream monitoring efforts and implementation of the WIP's	√	√	√	√	√	\$320,000		Public Works/ Environmental
CF.21	Continue to monitor the conditions of municipally owned and operated historic and cultural facilities; schedule improvements to such facilities and grounds as appropriate	√	√	√	√	√	\$200,000		Historic and Cultural Affairs Manager
CF.22	Consider plans for additional historic streetscape improvements within the local Historic District	√	√	√	√	√	\$2,000,000	yes	Community Development; Transportation
CF.23	Prepare, implement, and revise as appropriate a community information plan and programs	√	√	√	√	√			Community Relations Officer
CF.24	Continually review and revise the disaster preparedness and emergency management plans in conjunction with Fulton County	√	√	√	√	√	Staff time		Various departments

Item	Description	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
CF.25	Continually evaluate need to accept additional types of recyclable material as part of services at the Recycling Center.	√	√	√	√	√	Staff time		Public Works / Environmental
CF.26	Waterline Distribution Replacement Program	√	√	√	√	√	TBD/ Annually		Public Works / Environmental
CF.27	Update and review the technology needs for the Mayor and City Council to have electronic agendas and meeting documentation for laptops or tablets.	√	√	√	√	√	\$ 28,000 yr 1; \$ 16,000 yrly.		Administration
CF.28	Periodically update the City's Consolidated Action Plan (5-year) for HUD as needed.	√			√		Staff time		Administration, Grants
CF.29	Periodically update the City's Annual Action Plan for HUD as needed.	√	√	√	√	√	Staff time		Administration, Grants
<b>Development Impact Fees</b>									
DIF.1	Periodically review and update the development impact fee program, including fees					√	\$50,000		Community Development
<b>Transportation</b>									
T.1	Implement transportation system improvements as described in the Comprehensive Plan and Transportation Master Plan	√	√	√	√	√	\$25 million	Yes	Transportation
T.2	TSPLOST Projects - Develop a list of projects for a November 2016 referendum.	√							Transportation
<b>Intergovernmental Coordination</b>									
IC.1	Periodically revisit and update intergovernmental service agreements	√	√				Staff time		Administration
IC.2	Monitor new forms of governance proposed in North Fulton County for their impact on Roswell	√	√	√	√	√	Staff time		Administration



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Item	Description	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	Total Cost (if any)	Impact Fee Eligible	Responsible Department or Agency
IC.3	Continue to evaluate the necessity of moving the court system to a new location.	√	√	√	√	√	Staff time		Administration
IC.4	Periodically revisit and revise the intergovernmental land use dispute resolution process	√	√				Staff time		Administration
IC.5	Assist in implementing the Water Supply and Water Conservation Management Plan prepared by the Metropolitan North Georgia Water Planning District	√	√	√	√	√	\$15,000 / year		Public Works/ Environmental
IC.6	Assist in implementing the District-Wide Watershed Management Plan prepared by the Metropolitan North Georgia Water Planning District	√	√	√	√	√	\$100,000		Public Works/ Environmental
IC.7	Coordinate a meeting between the City and the public and private schools.			√		√	Staff time		Administration

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# Capital Improvements Element

# Capital Improvement Element, FY16-17 to FY20-21 (Impact Fee Eligible Projects) All Service Areas are City Wide

Project Description	Detail Description	Project Start Date	Project Completed Date	Estimated Project Cost	Portion Chargeable to Impact Fees	Sources of Funds (& Share)	Responsible Party
Houze Road at Hembree Road Roundabout*	Intersection	7/16	6/17	\$2,000,000	--	TR	Department of Transportation
Hardscrabble/Green Loop, Phase 1 *	Street, SW & MUP	7/16	6/18	\$2,200,000	20%	IF (Trans),; Federal HPP Funds	Department of Transportation
Sun Valley Road –Warsaw Road Extension*	Street & Trail	7/16	6/18	\$3,500,000	20%	GF, IF (Trans),, other	Department of Transportation
Old Roswell Road at Warsaw Road	Intersection	7/16	6/18	\$250,000	--	GF	Department of Transportation
SR 9 Pedestrian Bridge over Chattahoochee River*	600' Trail Bridge	7/16	6/19	\$3,000,000	--	GF, Federal Funds	Department of Transportation
Historic Gateway (SR 9 from River to SR 120) *	Add lane, SW ,MUP and two Roundabout	7/16	6/19	\$20,000,000	20%	GF, IF (Trans), Federal Funds GO, TAD	Department of Transportation
Big Creek Parkway	2 lane Bridge w/ SW & MUP	7/16	6/21	\$60,000,000	20%	GF, IF (Trans), Federal Funds, GO, TAD, Other	Department of Transportation
Willeo Road Bridge Replacement	2 Lanes, w/ Ped & Bike	7/16	6/19	\$1,075,000	20%	GF, IF (Trans), Federal Funds, GO, Other	Department of Transportation
Oxbo Drive 2-Way	Add 1 Lane Street making pair	7/16	6/17	\$230,000	50%	GF, IF (Trans),, GO, TAD	Department of Transportation
City Green – SR 9 at Magnolia/Canton	Reconstruct 5 way Intersection	7/16	6/19	\$6,500,000	50%	GF, IF (Trans), GO, TAD	Department of Transportation
Riverside Road Red Loop (Bike Lanes)*	Widen with Bike lanes	7/16	6/19	\$3,000,000	50%	GF, IF (Trans)	Department of Transportation
SR 9/120 at Oxbo Road	Intersection	7/17	6/20	\$4,200,000	50%	GF, IF (Trans), GO, TAD	Department of Transportation
SR 9/120 North Streetscape (Commerce to City Limit) *	SW & Street Trees	7/17	6/20	\$4,850,000	20%	GF, IF (Trans),, Federal Funds, GO	Department of Transportation

### Legend to Funding Source Abbreviations:

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	UF	User Fee

### Notes

\* These projects are currently on the constrained list of eligible projects allowed to use Impact Fees Funds.



# Capital Improvement Element, FY16-17 to FY20-21 (Impact Fee Eligible Projects) All Service Areas are City Wide

Hardscrabble Green Loop, Phase 2*	Street, SW&MUP	7/17	6/20	\$2,000,000	20%	GF, IF(Trans),	Department of Transportation
SR 9/120 at Thomas Drive/Strickland Street	Intersection	7/16	6/16	\$300,000	50%	GF, IF(Trans), Federal Funds, GO	Department of Transportation
Houze Road SW Connect to Saddle Creek S/D	Medians w/ Crosswalk	7/17	6/18	\$200,000	50%	GF, IF(Trans), GO	Department of Transportation
Sidewalk Connectivity	7 Sidewalk projects	7/16	6/21	\$2,500,000	50%	GF, IF (Trans),,, Federal Funds, GO	Department of Transportation
Pedestrian Safety at Nine Elementary Schools	RRFB & Medians Crossings	7/16	6/21	\$250,000	50%	GF, IF (Trans),,, GO	Department of Transportation
Traffic Signal Upgrade	10 Signals/Year	7/17	6/21	\$4,000,000	20%	GF, IF (Trans),,, GO	Department of Transportation
Acquire Right-Of-Way	Acquire ROW for 3 roads	7/18	6/21	\$3,000,000	20%	GF, IF (Trans), GO	Department of Transportation
Construct Interconnectivity	3 Alt/ Emergency Access Routes	7/17	6/21	\$2,000,000	50%	GF, IF(Trans), GO, TAD	Department of Transportation
SR 92 at Hardscrabble Road	Add second Right turn lane	7/17	6/17	\$250,000	20%	GF, IF (Trans),	Department of Transportation
SR 92 at Woodstock Road	Intersection	7/17	6/18	\$939,000	20%	GF, IF (Trans),	Department of Transportation
SR 120 Side-path	MUP	7/17	6/18	\$150,000	50%	GF, IF (Trans),	Department of Transportation
Sun Valley Road – Old Ellis Road Connector *	2 lane Road w/ MUP	6/16	7/19	\$5,500,000	20%	GF, IF (Trans),,, Other, GO, TAD,	Department of Transportation
Holcomb Bridge Road Trail (Phases 1, 3, 5*)	MUP	7/17	6/20	\$2,860,000	20%	GF, IF (Trans),,, Federal Funds GO	Department of Transportation
Oak Street West	2 Lane Street w/ SW7/18	7/18	6/21	\$1,780,000	50%	GF, IF (Trans), F, GO, TAD	Department of Transportation
Oak Street Streetscape, Phase 2	MUP w/ Street Trees	7/18	6/21	\$1,800,000	50%	GF, IF (Trans),,, Federal Funds GO, TAD	Department of Transportation

**Legend to Funding Source Abbreviations:**

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**Notes**

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# Capital Improvement Element, FY16-17 to FY20-21 (Impact Fee Eligible Projects) All Service Areas are City Wide

SR 9/120 at Oak Street	Intersection	7/17	6/20	\$270,000	50%	GF, IF (Trans), GO, TAD	Department of Transportation
Houze Road (SR 140) at Mansell Road	Intersection	7/19	6/21	\$1,200,000	20%	GF, IF (Trans), Federal Funds GO	Department of Transportation
Cherry Way Improvements	Widen reconstruct	7/16	6/18	\$300,000	20%	GF, IF (Trans), TAD	Department of Transportation
Plumtree Street Improvements	Widen reconstruct	7/19	6/21	\$500,000	20%	GF, IF (Trans), TAD	Department of Transportation
Holcomb Bridge Road Overpass at Market Boulevard	2 lane road under bridge	7/19	6/21	\$13,000,000	20%	GF, IF (Trans), Federal Funds, GO, TAD, Other	Department of Transportation
Jones Bowen Green Loop	Reconstruct Rad w/ SW & MUP	7/18	6/20	\$2,000,000	50%	GF, IF (Trans), Federal Funds, GO	Department of Transportation
Norcross Street Bridge Replacement	New Bridge w/SW	7/17	6/19	\$820,000	20%	GF, IF (Trans), Federal Funds , GO	Department of Transportation
Riverwalk Emergency Access	Construct Alt Access/Trail	7/17	6/19	\$112,000	50%	GF, IF	Department of Transportation
Oxbo Road Purple Loop	Widen Rd add MUP	7/18	6/20	\$150,000	50%	GF, IF (Trans), Federal Funds TAD	Department of Transportation
Mansell Road Extension	New 2 lane Road w/SW, Bike Lanes, Street Trees	7/16	6/19	\$8,600,000	20%	GF, IF (Trans), TAD	Department of Transportation
Pine Grove / Hightower Roundabout*	Construct roundabout	7/19	6/21	\$750,000	20%	GF, IF (Trans), Other	Department of Transportation
Dogwood Overpass at Holcomb Bridge	New Bridge over HBR	7/19	6/21	\$20,000,000	20%	GF, IF (Trans), Federal Funds, GO, TAD, Other	Department of Transportation
Grove Way/Bush	Reconstruct Intersection w/ SWS	6/16	7/18	\$890,000	20%	GF, IF (Trans), Other	Department of Transportation
Myrtle Street Extension	2 lanes w Sidewalk & MUP	7/17	6/19	\$1,300,000	20%	IF (Trans). Other	Department of Transportation
Mansell Connector (East)	2 Lane Rd SW & MUP	7/18	6/20	\$15,000,000	20%	IF (Trans), Other	Department of Transportation

**Legend to Funding Source Abbreviations:**

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**Notes**

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# Capital Improvement Element, FY16-17 to FY20-21 (Impact Fee Eligible Projects) All Service Areas are City Wide

Sun Valley Road – Houze Road Connector	New 2 lanes w/ SW & MUP	7/16	6/19	\$4,000,000	20%	GF, IF(Trans) Other, GO, TAD	Department of Transportation
Riverside/Old Alabama Roundabout	Construct Roundabout	7/18	6/20	\$2,000,000	20%	IF(Trans), Other	Department of Transportation
Oxbo Bridge Replacement	Replace / 2 Lane Bridge widen / add Bike Lanes	7/18	6/20	\$1,000,000	20%	GF, IF(Trans), TR, Federal Funds, Other, GO	Department of Transportation
Old Holcomb Bridge Road Bridge Replacement	Replace Ped Bridge	7/17	6/19	\$1,000,000	20%	GF, IF(Trans), TR, Federal Funds, Other, GO	Department of Transportation
Roswell Riverwalk V	Connection to Phase IV and Cobb County	7/17	6/18	\$3,000,000	10%	TR, IF(R&P), GO, GF	Department of Rec & Parks
Future Purchase of Parkland/Greenspace	Additional City Property	8/16	6/21	\$16,000,000	10%	GO IF( R&P)	Department of Rec & Parks
Future Development Park	Development	8/16	6/21	\$20,000,000	50%	GO, IF(R&P)	Department of Rec & Parks
Master Plans: East Roswell Park, Big Creek Park, Leita Thompson Park, River Parks							
Waller Park/Waller Park Extension	Development	8/16	6/21	\$500,000	20%	GF 80%	Department of Rec & Parks
Old Mill Park	Retaining Wall	9/16	9/19	\$225,000	50%	GF 50%	Department of Rec & Parks
Garrard Landing	Delete	Delete	Delete	\$25,000	50%	GF, IF(R&P)	Department of Rec & Parks
Expand trail system by 2 linear miles*	Connectivity	1/17	6/21	\$185,000	90%	IF(R&P), GF	Department of Rec & Parks
Two new sports fields*	Development	7/17	6/20	\$3,500,000	100%	IF(R&P)	Department of Rec & Parks
Replacement for Station #4		7/15	7/17	\$4,600,000	35%	GF,IF(PS),GO	Fire Department
Replacement for Station #2		7/17	7/18	\$1,000,000	0%	GF,IF(PS),GO	Fire Department

**Legend to Funding Source Abbreviations:**

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	UF	User Fee

**Notes**

\* These projects are currently on the constrained list of eligible projects allowed to use Impact Fees Funds.

**Capital Improvement Element, FY16-17 to FY20-21  
(Impact Fee Eligible Projects)  
All Service Areas are City Wide**

Additional Fire Station #8*	7/17	7/20	\$9,300,000	50%	GF,IF(PS),GO	Fire Department
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**Legend to Funding Source Abbreviations:**

BR	Bond Referendum	GO	General Obligation Bond	P/P	Public/Private Partnership
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**Notes**

\* These projects are currently on the constrained list of eligible projects allowed to use Impact Fees Funds.

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# Community Engagement

## Public Hearing #1 Notes



**Meeting:** Public Hearing #1

**Location:** Roswell City Hall, City Council Chambers

**Date/Time:** September 15, 2015, 7:00pm\*

**Notes:**

Public Hearing #1 began with a brief presentation from Eric Lusher of Pond providing an introduction to the comprehensive planning process. This presentation established some of the motivations for the plan, detailed the participants in the planning process, provided the plan schedule, and discussed what the plan would cover. After the presentation, the floor was opened for any comments for the public.

**Public Comment:**

*The following public and Council comments were taken from the official City Council Meeting Minutes.*

Jim Quinby stated his home address is 285 Hembree Road, Roswell. He spoke on the following: Advisory Commission members: He heard mention of an Advisory Commission on this project. He asked how the members of the Advisory Commission are chosen. Mr. Townsend replied they are appointed by Council. Mayor Wood replied the Mayor and Council selected them. Mr. Quinby asked if any of those members of the Advisory Commission are developers. Mayor Wood replied yes. Mr. Quinby asked if developers are going to have input into the zoning of developments that are going to be placed in this City, they get their input into it and where they would like to see it. Mayor Wood replied yes sir, along with all the other citizens of Roswell. Mr. Quinby asked if that was pretty much like putting a fox right into the middle of the chicken coop. Mayor Wood replied no sir, it is trying to get input from all elements, with their citizens, their neighborhoods, their members, there are some folks in the development community, architects; Council could give him a better description of the different qualifications but the idea is not to get one sided input, it is trying to get input from all elements, from the business community, from the non-profit community, from everyone. Mr. Quinby said it seems to him it puts the developers in the position of having inside information and inside influence over what is decided and they are the ones that are going to profit directly from whatever changes are made. To him it looks like a conflict of interest and he just does not understand. It is like giving free access like "what would you like to put over here, well we'd like this" and it goes and then two years later there is a developer that has a piece of property that is just set up for that type of development. Mayor Wood replied if developers had control of that, then he might agree with Mr. Quinby but the developers are in the minority and ultimately it is the Council who adopts the plan based upon their recommendations. To say that they are not going to consider one group of the public would give a plan that was not balanced, so he disagrees with Mr. Quinby respectively. Councilmember Wynn asked Ms. Wakefield if the list states the person's affiliation because they have HOA Presidents, they have citizens and they do have a couple of developers too. Ms. Wakefield replied it is a 25-member committee. The committee is made up of the Planning Commission, the Chairman of the Historic Preservation Commission, the DRB, someone representing Roswell, Inc., the Downtown Development Authority, and also the remaining members are made up of residents and HOA members. She is trying to think who is a developer that is on the list.



Councilmember Wynn said she thinks Dave Schmit is a developer but he is on there as the past chairman. Ms. Wakefield said the Recreation Commission Chair is a member. They can make this available to Mr. Quinby, but there is a list of probably about 10 or 12 residents that are on the committee. Mayor Wood said regarding inside information, all information is received and there are public hearings so there is no inside information. As far as comments from the public, Mr. Quinby is encouraged to give his comments and to give his input along with all the other citizens. He understands Mr. Quinby's position but he disagrees with it. Mr. Quinby said he also disagrees with Mayor Wood's position so they are even. Mayor Wood said "there we go." Councilmember Wynn asked Mr. Quinby if he would like to have a copy of the list, Ms. Wakefield could probably e-mail him a list of the members if he would like to have a copy of that. Mr. Quinby replied that he would. Councilmember Wynn advised Mr. Quinby to get together with Ms. Wakefield and they would get him a copy of the list. Mayor Wood said as he understands it, all of the meetings of this Advisory Commission are open to the public and Mr. Quinby is encouraged to come.

Carol Williams stated her home address is 210 South Brook Terrace, Roswell. She spoke on the following: Suburban Residential: She would like to see language that keeps high density development out of suburban residential. She would like to see the UDC tightened to make sure neighborhoods and the characters of the area are protected. She would like to see the transitional areas like Crossville tightened and reduced so they do not intrude into suburban residential and also to make sure that there is the proper infrastructure for different developments before approving something. She knows of a couple of things that folks want to do something and everything would be fine with the infrastructure if this was done and there are not any plans for this. Mayor Wood thanked Ms. Williams for her comments and said their consultant was writing down her comments. He appreciated her input. Mayor Wood asked if there was anyone else in the audience who wished to comment or had any questions. There were none. The public hearing is closed.

*Council Comments:* Councilmember Diamond wanted to comment because the information that was just presented came from an e-mail that she was forwarded to and it contains some information about her goals but she would like to clarify. Councilmember Diamond thinks one of the goals that they discussed early on was they ran across a number of occasions where the last comprehensive plan did not always serve them as well as they had hoped and because the character area system gave them some vagueness. She thinks they really wanted to hone down on and how that happens will be however the public decides it but she does think there is a concern about some of these transitional areas and she thinks their language was not clear. That is her goal, she does not have a preconceived notion of how those decisions will go or how they are made and she does not appreciate her goals and thoughts being interpreted by other people. That is her position. Mayor Wood stated he looks forward to the process and he looks forward to public input and to creating a better vision for Roswell. The preamble to the Constitution talks about in order to form a more perfect union and they are trying to form a more perfect Roswell. He likes that "form a more perfect" language. It is great language.

\* Public Hearing #1 was held as part of a regular City Council meeting. The City Council meeting began at 7pm.



## CPAC Meeting #1 Summary

The first meeting of the Imagine Roswell 2035 Comprehensive Plan Advisory Committee (CPAC) was held on September 1, 2015. In addition to CPAC members, City department heads and council members were also invited to this meeting. Fifteen members of the CPAC were joined by eight city staff and council members and three members of the consultant team.

Alice Wakefield, Director of Community Development for the City of Roswell, began the meeting by introducing the City's department heads and council members in attendance. She then provided an overview of the purpose of the comprehensive plan, emphasizing that this is simply an update to the previously adopted plan.

Eric Lusher from Pond & Company then discussed the planning process and related schedule.

Following that, Mr. Lusher began a page by page presentation and elaboration of the meeting handout. This handout is provided in the following pages and served as a summary of the Key Findings Report, which was also provided to meeting attendees. The handout contained facts and figures about the City's population, economy, and housing stock amongst other topics. The handout also included a summary of many planned or anticipated projects that may be completed before 2035. Committee members and other attendees were able to ask questions, which prompted discussion about the City's state and future path.

Following this presentation, Caleb Racicot from TSW led a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. In this exercise, attendees were asked to brainstorm attributes of Roswell or aspects of living and working there that fall into each of the four aforementioned categories. The results of this exercise are shown on the following four pages and will be used to develop a list of Needs & Opportunities.

The following pages show:

- Attachment A: Sign-in sheets from the meeting
- Attachment B: Meeting handout
- Attachment C: Meeting results from the SWOT analysis

At this meeting, CPAC members were also provided with a copy of the Key Findings Report, which is provided in **Appendix E**.

# Attachment A: Sign-In Sheets



## CPAC MEMBER SIGN IN SHEET

Member Name	Mark if Present
Bryan Chamberlain	✓
Don Conaughty	✓
Lisa DeCarbo	✓
Sidney Dodd	✓
Debra Ewing	✓
Tom Flowers	
Chris Foley	
Rebecca Gilbert	✓
Joey Giunta	✓
Michael Gould	✓
Cheryl Greenway	✓
Don Horton	✓
Jeff Jablonski	
Ron Johnson	✓
Tony Landers	
Keith Long	
Ian Mari	
Sally McKenzie	✓
Denise Rauch	✓
Tom Rowsey	✓
David Schmit	
Randy Shultz	
Steve Stroud	
Marie Willsey	✓



## SIGN IN SHEET

Name

BRAD Townsend

Becky Lynn

Jackie Deibel

CALEB Racicot

ERIC LUSHER

Nancy Diamond

MORGAN RODGERS

Mitchell Smith

Kay Love



## Attachment B: Meeting Handouts



### Agenda

Welcome & Introductions

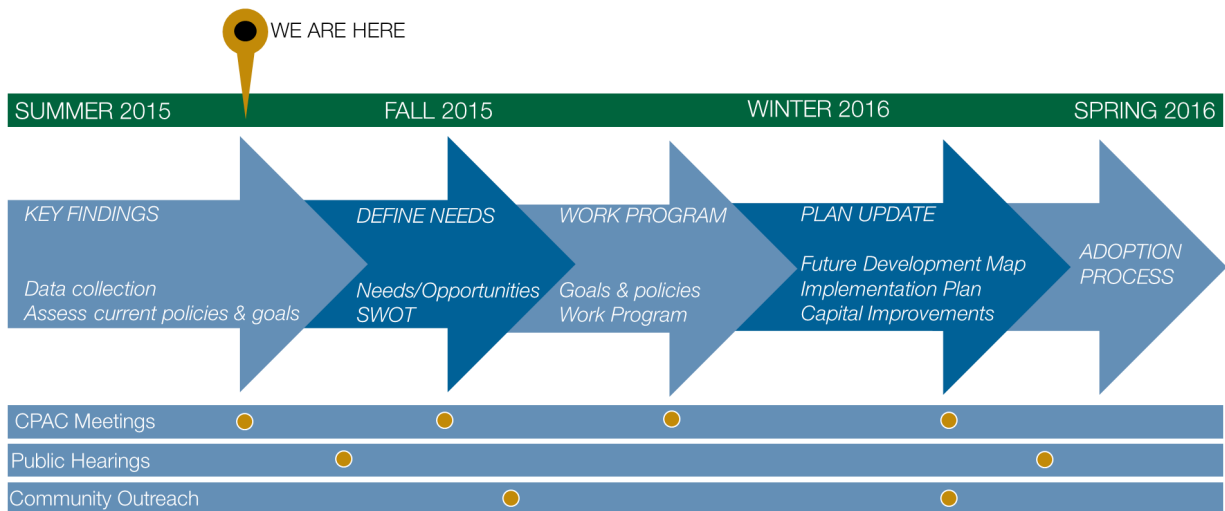
Process & Timeline

Key Findings Review

- Themes from 2030 Plan
- Review of Recent Trends

SWOT Discussion

Closing Comments



## Attachment C: SWOT Analysis Results



# STRENGTHS

- PARKS + REC
- SMALL TOWN IN A  
 → BIG CITY
- ARTS COMMUNITY
- CANTON STREET
- CENTRALIZED LOC
- FAMILY ORIENTED  
 NEIGHBORHOODS
- ENV ASSETS
- HISTORY
- MULTI-GEN COMMUNITY
- TRANSPORTATION ACCESS\*  
 \*NORTH SPRINGS TO AIRPORT
- CIVIC MINDED CITIZEN
- SCHOOLS ( PUB + PRI )
- RIVERSIDE / AZALEA
- COMMUNITY ACTIVITIES ( CONCERT )
- RESPONSIVE CITY STAFF
- BIKE PATHS
- TRADITION / LACK OF CHANGE W NEIG ↔
- WIDE OPEN SPACES
- IDENTITY



## WEAKNESSES

- TRAFFIC (LOCAL)
  - DOWNTOWN PARKING
  - ALT. TRANSPORTATION
    - SAFE BIKE LANES
    - " PED FACILITIES
    - LACK OF SIDEWALKS IN MAJOR CORRIDORS + IN NEIGHBORHOOD
  - GEOGRAPHIC SCALE (SIZE OF CITY)
  - ↔ • NIMBYISM / SILOS
  - TOO MUCH DISTANCE
  - COMMERCIAL CORRIDOR FEEL
  - MORE BUSINESSES TO CONTRIB TO TAX BASE
    - ↳ NEEDS MORE DIVERSITY IN LAND USE
  - LACK OF HI TECH INFRASTRUCTURE
  - DIVERSITY OF WORKFORCE VIA EDUCATION TIE-IN
  - HIGHER EDUCATION OPTIONS IN ROSWELL
  - AFFORDABLE + <sup>DIVERSITY IN</sup> HOUSING...
    - WORKFORCE
    - YOUNG PEOPLE
  - LACK OF PERFORMING ACTS
  - LACK OF CONNECTIONS BETWEEN PARKS
  - HULKOMBS BRIDGE @ 400
    - TRAFFIC
    - QUALITY OF DEVELOPMENT
  - LACK OF CLASS A OFFICE SPACE
- \* urban tech in durn..



## OPPORTUNITIES

- NW PARK SPACE
- REDEVELOPMENT OF VACANT STRIP MALLS
  - INCENTIVES FOR HOUSING
  - DIVERSITY
  - DENSITY
  - MORE AFFORDABILITY
- BIG CREEK PKWY ↔ RIVERSIDE CONNECTION (BELTLINE TYPE CONCEPT)
- CHATTAHOOCHEE PARK AREAS
  - MORE CONNECTIONS TO
  - TO KEEP + ATTRACT AGING POP
    - HOUSING OPTIONS FOR AGING IN PLACE
    - LOW MAINTENANCE
    - DOWNSIZED
    - NOT JUST 'SENIOR HOUSING'
- ATTRACT MORE DIVERSITY IN AGE...
  - BUT WE NEED THAT TOO (LIKE THE ORCHARDS)
- TRADITIONAL NEIGHBORHOODS
  - BUNGALOWS/COTTAGES
  - CRAFTSMEN
- MIXED USE DEVELOPMENTS
  - PARTICULARLY @ HBR
- OPTIONS SO RETIREES CAN STAY IF THEY DESIRE
  - MASTER ON MAINS
  - ELEVATORS IN TOWNHOMES
- REINVESTMENT IN ESTABLISHED NEIGHBORHOODS
  - MORE PERFORMING ARTS
  - USE CANTON ST AS CATALYST FOR REDEVELOPMENT IN OTHER AREAS
- ARTS DISTRICT
  - CITY GREEN
- ATTRACT MILLENNIALS + YOUNG FAMILIES FROM CITY





# THREATS

- FEAR OF CHANGE / UNKNOWN
- COULD BECOME TOO RESIDENTIAL
  - DESTABILIZE LU + TAX BASE
- HIGHER TAXES (COUNTY) THAN NEIGHBORING COMMUNITIES
- HIGH RENTS IN DESIRED AREAS
- GENTRIFICATION - WILL IT PUSH OUT THE ARTS?
- AGING INFRASTRUCTURE
- HIGH DENSITY DEVELOPMENTS IN AREAS THAT ARE PRIMARILY LOW DENSITY
  - HAVING APPROPRIATE TRANSITIONS
  - FOCUS IN MORE 'APPROPRIATE' AREAS
- NEED INFRASTRUCTURE TO SUPPORT DEVELOPMENT
  - SUN VALLEY HELPS WITH THIS
- LACK OF WALKABILITY / BIKABILITY
  - SAFE + SECURE
- OVERDEVELOPMENT IN HIST. DISTRICT (LOSS OF IDENTITY)
- LACK OF E-W PUBLIC TRANSIT





# APPENDICES

## CPAC Meeting #2 Summary

The second meeting of the Imagine Roswell 2035 Comprehensive Plan Advisory Committee (CPAC) was held on November 5, 2015 in Roswell City Hall at 7pm. This meeting was attended by twelve CPAC members as well as city staff and city council members. As committee members arrived, they were provided with a meeting agenda, a Needs and Opportunities handout, and a Future Development Map handout. These materials are included in the following pages.

To begin the meeting, Alice Wakefield, director of Community Development for the City of Roswell, welcomed attendees reminded them that this plan is an update which is required by law. She then introduced Eric Lusher from Pond & Company. Mr. Lusher began with a review of the results of the first CPAC meeting. At that meeting, a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was performed. The results of this analysis were then used in conjunction with the previous comprehensive plan to create the Needs and Opportunities for the Imagine Roswell 2035 Comprehensive Plan Update. Committee members were encouraged to review the proposed Needs and Opportunities, and to provide any comments they had to the consulting team.

After discussing the Needs and Opportunities, Mr. Lusher turned the attendees' attention to an interactive activity that had been prepared. Policy statements from the Imagine Roswell 2030 Comprehensive Plan were presented on multiple boards around the room. Committee members were asked to review these policies, and mark whether they felt the policy should be directly copied to the update, modified before inclusion in the update, removed from the update because the policy had been accomplished, or removed from the update for some other reason. The results from this activity, including committee member comments are included on the following pages.

Once all committee members had had the chance to review the plan's policies, Ms. Wakefield introduced Caleb Racicot from TSW Planning, to lead discussion of the city's Future Development Map. Committee members reviewed the different character areas present in the 2030 Comprehensive Plan and provided comments about recent developments in each and the guidelines that should apply to each. The final character area to be reviewed was "Suburban Residential", which currently makes up the vast majority of the city. Mr. Racicot guided attendees in a discussion of the need to "break up the blue" as a way to preserve single-family neighborhoods and to more precisely guide development in the city. Committee members were encouraged to take their Future Development Map handouts with them and to mark areas which should be preserved for single-family residential use only, as a starting point for the next CPAC meeting, which will focus on updating the Suburban Residential Character Area.

The following pages show:

- Attachment A: Sign-in sheets from the meeting
- Attachment B: Meeting handout
- Attachment C: Meeting results from the policy evaluation exercise

## Attachment A: Sign-In Sheets



### CPAC MEMBER SIGN IN SHEET

Member Name	Mark if Present
Bryan Chamberlain	
Don Conaughty	✓
Lisa DeCarbo	✓
Sidney Dodd	✓
Debra Ewing	✓
Tom Flowers	
Chris Foley	
Rebecca Gilbert	✓
Joey Giunta	
Michael Gould	
Cheryl Greenway	✓
Don Horton	
Jeff Jablonski	✓
Ron Johnson	
Tony Landers	
Keith Long	✓
Ian Mari	
Sally McKenzie	✓
Denise Rauch	✓
Tom Rowsey	
David Schmit	✓
Randy Shultz	
Steve Stroud	
Marie Willsey	✓

## Attachment B: Meeting Handouts

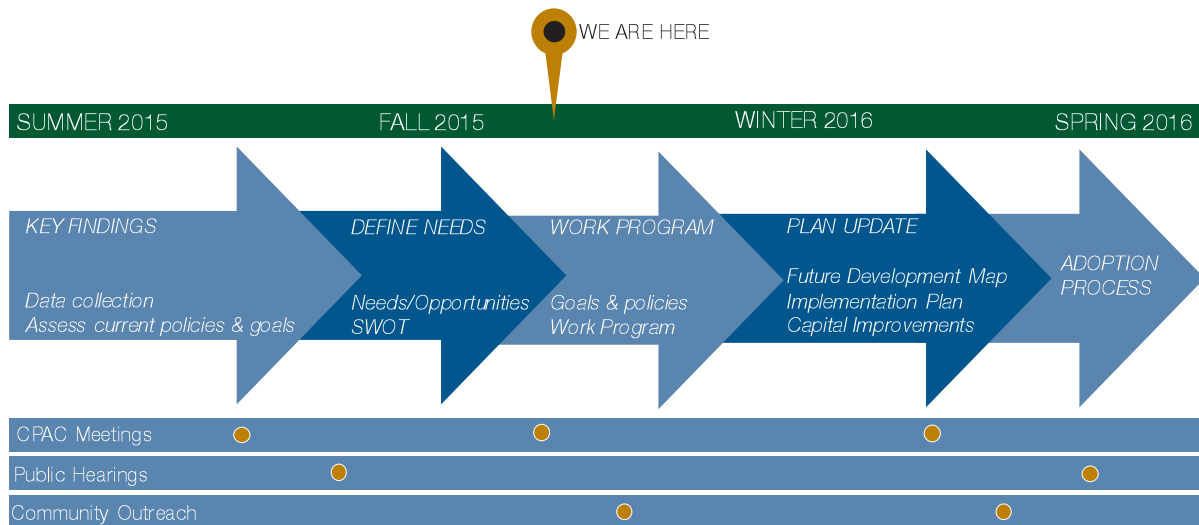


### CPAC Meeting #2 Agenda

Thursday, November 5, 2015 | 7pm | Roswell City Hall Room 220

- 7:00 Welcome & Introductions
- 7:05 Review of CPAC #1 and SWOT Results
- 7:20 Review Comprehensive Plan Policies
- 8:00 Future Development Map Discussion
- 8:50 Closing

### Project Schedule





Comprehensive Plan Update

## Population

### Needs

- Improve options for aging in place related to housing; health care and transportation
- Improve facilities such that Roswell schools no longer operate over capacity
- 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\*
- Plan for the increased racial and ethnic diversity of population

### Opportunities

- Maintain high quality in both public and private schools in the city
- Continue to embrace an increasing racially and ethnically diverse population.
- 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 awareness of racial and ethnic diversity which will bring increased cultural exposure and innovation in business and communities\*
- Support high quality schools that will draw and retain young families\*

## Economic Development

### 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 out, limiting economic growth without changes in land use or density\*
- City needs to define how and where infill and redevelopment will occur\*

### Opportunities

- Redevelopment of 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 like the northwest and east west quadrants of Georgia 400 and Holcomb Bridge Road.

\* Identified previously in 2030 Comprehensive Plan



Comprehensive Plan Update

## Housing

### 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\*

### Opportunities

- Redevelop strip shopping centers and areas along Holcomb Bridge Road with incentives for diversity in housing type, density, and affordability.
- 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 like the northwest and east west quadrants of 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
- Utilize a public/private partnership funding mechanism to support developments that incorporate a variety of housing types and affordability

\* Identified previously in 2030 Comprehensive Plan





Comprehensive Plan Update

## Land Use and Urban Design

### 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 out at current densities; 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 2035 Comprehensive Plan in each character area the necessary to guide 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 with the historic district\*

\* Identified previously in 2030 Comprehensive Plan



Comprehensive Plan Update

## Transportation

### 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/bike ability
- 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

- Rowell'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\*
- Increased 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 at in redevelopment areas incorporate all modes of transportation, including transit services, where appropriate.

\* Identified previously in 2030 Comprehensive Plan



Comprehensive Plan Update

## Natural and Cultural Resource

### Needs

- Control development in 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 the 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\*

\* Identified previously in 2030 Comprehensive Plan



Comprehensive Plan Update

## Recreation and Green Space

### Needs

- Create additional performing arts spaces or programs within the city.
- Increased 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\*
- Connection between Big Creek Parkway and Riverside area.
- Increased connections to and between Chattahoochee Park Areas.

\* Identified previously in 2030 Comprehensive Plan

## Attachment C: Policy Voting Results



### PREVIOUS POLICY STATEMENTS

Population		Keep	Modify	Accomplished	Delete
P 1	Roswell, like other successful communities with large Hispanic populations, partner with schools and the business community to promote the education attainment and civic involvement that the City of Roswell envisions for all who work and live in the City.	7	*are there other 'communities' that need to be included?*	-	-
P 2	The City of Roswell housing and land use policies foster conditions that make aging in place possible. Specific goals incorporate lifelong community criteria.	8	3: *where appropriate*	-	-
P 3	The City of Roswell housing, land use, transportation, and economic development policies will aim to create conditions that allow: mixed-income housing opportunities, access to job training facilities, and community supported service provision for those in need.	4	3: *where appropriate*	-	-
P 4	Recreation and parks facilities are adapting to serve the aging population.	7	-	-	-

Community Facilities		Keep	Modify	Accomplished	Delete
CF 1	Ensure cost-effective and timely provision of community facilities and services to support the needs of the City's neighborhoods, residents, and businesses. <ul style="list-style-type: none"> <li>Increase the ability of the Roswell-Alpharetta Public Safety Training Center (RAPSTC) facility to accommodate police officers for training (joint effort with Fire Department).</li> </ul>	8	-	-	-
CF 2	Maintain municipal buildings and grounds to the same high standard as exists today	8	*incorporating LEED standards*	-	-
CF 3	Fully integrate the City's Capital Improvement Element (CIE), as required by state rules to be annually updated, with the City's capital improvement planning process, so that the two items are one and the same.	9	-	-	-
CF 4	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.	7	2: *cost/benefit*	-	-
CF 5	Identify emergency shelter for community members in need.	9	-	-	-
CF 6	Consider energy-efficient building programs for new facilities.	8	*phase in as a requirement* *cost/benefit*	-	-





## PREVIOUS POLICY STATEMENTS

	Housing	Keep	Modify	Accomplished	Delete
H 1	<p>Consider changes in housing needs and demands in conjunction with sustainable building practices by promoting:</p> <ul style="list-style-type: none"> <li>Residential development in close proximity/in walking distance to non-residential</li> <li>Energy and water efficient buildings</li> <li>Building standards that allow flexibility to accommodate needs of aging households</li> </ul>	9	2: "where appropriate"	-	-
H 2	<p>Pursue zoning and economic development actions to encourage a variety of housing sizes and price point to allow:</p> <ul style="list-style-type: none"> <li>Adequate market response to changing future demand, including the housing preferences of both young professionals and older "empty-nesters"                             <ul style="list-style-type: none"> <li>Zoning allows the housing types that meet that demand</li> <li>Zoning that incentivizes a variety of price-points</li> </ul> </li> <li>Provide incentives for the development of mixed-income residential neighborhoods for low-income, work-force, and median-income and above households</li> </ul> <p>Redevelopment of aging apartments Quality infill housing, especially targeting strategies for formerly stable single-family neighborhoods now distressed by foreclosures; implementation measures will begin which identify where and under what conditions infill and cottage housing may be appropriate.</p>	5	8: "where appropriate" 3: Separate "Quality infill housing..." as separate policy statement	-	-
H 3	<p>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.</p>	5	5: "where appropriate"	-	-



## PREVIOUS POLICY STATEMENTS

	Land Use and Urban Design	Keep	Modify	Accomplished	Delete
LU/D 1	<p>The City of Roswell aims to provide innovative, flexible and quality design-focused development in areas identified for change on the Future Development Map's following Character Areas: Holcomb Bridge/GA 400, Highway 9, and Historic District (Grovesway community). This policy recognizes that:</p> <ul style="list-style-type: none"> <li>• Redevelopment is an economic imperative for the City and a priority for citizens to:                             <ul style="list-style-type: none"> <li>• diversify the tax base</li> <li>• support a high quality of life in Roswell</li> <li>• avoid decline in property values</li> </ul> </li> <li>• The City commits to prioritizing re-use of existing vacancies in these character areas</li> <li>• Redevelopment of sites with existing structures costs more, and therefore the conditions to invite investment need careful consideration</li> <li>• Changes in demographic trends – a healthy, aging population coupled with a concentrated growth of young, urban professionals – will generate very different demands for smaller housing, in walkable communities near amenities</li> </ul>	8	1 1: "Historic District?" 2nd bullet: 1: "Some reuse in GA 400, Hwy 9, some redev; most reuse in HD" 3rd bullet: 1: "Could this be clarified? Economic viability? Density, incentives? etc"	-	-
LU/D 2	The zoning code for the City of Roswell needs to be comprehensively revised to address the current land use trends that have emerged as a result of the current code.	4 1: "As a resource of the UDC"	2: "Create a clearer line demarcating the separation between suburban and aging commercial areas"	1	-
LU/D 3	The City supports appropriately scaled and designed infill housing and will prepare criteria appropriate for the context, which varies by location.	-	2 "Does the city do this?" "Define 'infill housing' better"	1	-
LU/D 4	The City is committed to establishing a regulatory framework that promotes sustainable practices for site development and building construction.	2	1 3: "Consider modifying 2-4 for a new one about UDC being reviewed and relevant at times"	1	-
LU/D 5	<p>City zoning and development will reflect the principles and policies established in the Comprehensive Plan and aims to focus on:</p> <ul style="list-style-type: none"> <li>• protecting existing suburban neighbors</li> <li>• linking transportation design requirements with redevelopment opportunities</li> <li>• inviting quality development through progressive zoning that establishes design criteria as well as an efficient review process</li> </ul>	6	1: "Protect what? Is it all worth protecting? Some areas need change." Change "protecting existing..." to "enhancing existing..."	-	-
LU/D 6	The City aims to implement the Atlanta Road LCI, the Grovesway community plan, and elements of the Midtown Roswell LCI by updating appropriate design and zoning regulations and resolving conflicts within the regulatory codes.	1	1	1	-
LU/D 7	New zoning and development regulations will consider criteria for allowing greater intensities if appropriate open space and/or spaces for public assembly are also provided.	2	1: Replace "intensities" with "density", "Expanded criteria" 2: "Depends on where it is"	-	-



## PREVIOUS POLICY STATEMENTS

Economic Development		Keep	Modify	Accomplished	Delete
ED1	The City will establish an economic development strategy that focuses on redevelopment. Redevelopment is an economic imperative for the City and a priority for citizens to: <ul style="list-style-type: none"> <li>• diversify the tax base to support a high quality of life</li> <li>• avoid decline in property values</li> </ul>	3	1: "where appropriate"	-	-
ED2	City investment in infrastructure will support economic development strategies that retain and grow existing employers and attract redevelopment.	1	4	-	-
ED3	A gateway and signage plan will be established, prioritizing the Holcomb Bridge/GA 400 node, the "front door" of the City; funding will be identified to construct a gateway at this strategic node.	3	-	-	-
ED4	As the "front door" of the City, the Holcomb Bridge/GA 400 node will receive priority consideration for multimodal access, public investment and private partnerships to improve the streetscape.	3	Consider combining with above	-	-
ED5	The City benefits from its Canton Street/Historic District treasure; additional ways to enhance and expand the cultural life of the City will be considered as part of an economic strategy for promoting tourism and visitors.	2	3	-	-
ED6	The City recognizes that access and traffic impact the economic health of the community; as such, it commits to a transit-ready future and to coordinating with the North Fulton sister-cities in implementing the North Fulton Comprehensive Transportation Plan.	4	-	-	-
ED7	As part of the comprehensive economic development strategy, the City aims to change the perception that Roswell is unfriendly toward business, offer development incentives, and seek ways to generate income through innovative programs.	3	3: "promote existing business retention and expansion"	-	-
ED8	City recognizes transit is an important component of economic vitality providing residents with genuine options for local and regional connections.	3	Combine with ED6?	-	-



## PREVIOUS POLICY STATEMENTS

	Transportation	Keep	Modify	Accomplished	Delete
T 1	<p>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:</p> <ul style="list-style-type: none"> <li>• Protecting neighborhoods.</li> <li>• Preserving and enhancing the City's historic resources.</li> <li>• Protecting and expanding the City's natural resources and open spaces.</li> <li>• Exploring connectivity options and interparcel access.</li> <li>• Exploring innovative and context-sensitive system impacts</li> <li>• Expanding multi-modal opportunities throughout the City including pedestrian, bicycle, and transit facilities</li> <li>• Balancing the role and position of Roswell's regional transportation facilities to mitigate impacts and provide protection to the City's character</li> </ul>	15	<p>3: Change "Protecting neighborhoods" to "Enhancing neighborhoods"</p> <p>4: Append "for commercial and certain corridors" to fourth bullet</p>	-	-
T 2	Enhance Safety – not just for vehicles, but for all users: motorized vehicle operators, pedestrians, bicyclists and transit riders.	12	-	-	-
T 3	Manage Congestion – focus on providing innovative yet realistic options for local traffic including key intersections, as well as creating new connections.	11	-	-	-
T 4	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.	11	-	-	-
T 5	Support Redevelopment – provide transportation systems that support redevelopment while preserving Roswell's character. This will allow the City to plan for a prosperous future.	12	-	-	-





## PREVIOUS POLICY STATEMENTS

Natural and Cultural Resources		Keep	Modify	Accomplished	Delete
NCR 1	Roswell recognizes the competitive advantages of “going green.” The City strives to improve efficiencies and reduce the use of resources in order to produce meaningful savings to taxpayers and a better environment for our residents. Through responsible development and green building practices, Roswell will grow into a healthier and even more desirable place to live and work.	3	4: “Good practice but not ‘competitive.’ emphasize doing it in right situations;	-	1: “not appropriate for city” 1
NCR 2	The City promotes reducing energy and water use, expanding clean and efficient energy and water technology use, and promoting new buildings as high performance structures; as such, the City will consider appropriate development regulations to allow new technologies and incentivize efficiency.	3	5: “What’s cost/benefit; not really ‘efficient’”	-	-
NCR 3	Regulations will provide for new developments to set aside open space and allow for conservation subdivisions with integrated sustainable elements.	1	3: “is this effective? Clarify ‘regulations.’ Is this for entire community?”	5	-
NCR 4	Roswell will enhance the City’s successful historic heritage program with specific actions to expand protection and update existing historic preservation ordinances.	7	-	-	-
NCR 5	Promote a greater public awareness of Roswell’s cultural resources and the local programs that protect these resources.	10	-	-	-
NCR 6	The City maintains and cultivates a “historic preservation” culture by enabling local residents and property owners to pursue historic preservation-related projects and efforts.	5	1: “not actively doing this”	-	-



## Community Meetings Round #1

The initial round of community meetings held to prepare the Roswell 2035 Comprehensive Plan included three separate meetings:

- December 1, 2015 (Hembree Park)
- December 3, 2015 (East Roswell Park)
- January 21, 2016 (City Hall)

Sign-in sheets from each meeting are provided as **Attachment A**.

Each of these meetings began with an open house format (presentation boards are provided as **Attachment B**). Attendees were asked to provide comment on the draft Needs and Opportunities and indicate whether they ‘agreed’, ‘disagreed’, or had ‘comments’ on the proposed Policies (a sample comment form is provided, also in **Attachment B**, comments submitted are provided in **Attachment D**). The results of this exercise are provided below.

Population				Economic Development				Housing			
	AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT
P1	77%	15%	15%	ED1	84%	12%	16%	H1	88%	8%	8%
P2	80%	20%	8%	ED2	84%	12%	16%	H2	79%	25%	13%
P3	65%	26%	13%	ED3	96%	4%	4%	H3	65%	31%	8%
P4	88%	13%	0%	ED4	70%	26%	22%	H4	81%	15%	7%
				ED5	81%	15%	12%				
				ED6	100%	0%	4%				
				ED7	92%	13%	4%				
Land Use and Urban Design				Transportation				Community Facilities			
	AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT
LU/D1	63%	30%	19%	T1	88%	12%	8%	CF1	96%	4%	4%
LU/D2	100%	4%	4%	T2	92%	8%	12%	CF2	92%	8%	4%
LU/D3	74%	22%	11%	T3	96%	4%	11%	CF3	79%	4%	17%
LU/D4	96%	4%	0%	T4	84%	16%	8%	CF4	79%	17%	13%
LU/D5	81%	4%	19%	T5	81%	23%	8%	CF5	75%	25%	4%
LU/D6	81%	15%	12%					CF6	88%	13%	0%
Natural and Cultural Resources					AGREE	DISAGREE	COMMENT				
				NCR1	91%	9%	4%				
				NCR2	95%	5%	0%				
				NCR3	95%	9%	5%				
				NCR4	91%	9%	0%				
				NCR5	82%	18%	5%				

*Note: See pages 9-14 for finalized policies. Please note that language for policies P3 and H3 reflect changes as a results of this exercise. Additionally, what was LU/D1 during this exercise was converted into LU/D1-LU/D4 based on this exercise (with LU/D2 becoming LU/D5 and so on). An additional policy (LU/D9) was also added.*



## APPENDICES

Following this, a formal presentation (**Attachment C**) with a Question & Answer session was conducted. Following the presentation, attendees were asked to take part in two exercises: one in which they would color in 'blue' those areas that they saw as appropriate for detached single-family homes only and in 'red' those areas that they saw as appropriate for a mix of housing types and density. The results of these exercises were combined with other maps received via e-mail and in-person submissions at City Hall.







## SIGN IN December 1, 2015 Community Meeting

Name	Address
Jay Small	38 Hill Street
Clare Garner Kevin Xu	19 Lewis St 1075 Hardscrabble Rd
Tyler Williams Jamic Stone	670 Saddle Creek Cir 130 Laurel mill ct.
Paulawinski	120 Buchhorn Ct
Jim Quinby	285 Hembree Rd.
rebecca gilbert	174 Spring Dr.
Sean Holcombe	"
Semie Hatstick Smith	190 Carriage Station Circle
Steve Henderson	1425 Market Blvd Ste 320-260
PREET PURI	610 GALWAY DR 30076
Marcelo Zapata	8625 Woodledge Ln Roswell, 30076



**SIGN IN**

**December 3, 2015 Community Meeting**

Name	Address
Tim Mangan	150 Old Alabama Place Roswell 30076
Jenni Markgen	735 Darbridges Way Roswell 30076
Sara Sebastian	9100 Twelvestones Dr Roswell 30076
Patsy Van Pelt	8810 Willowbrae Lane Roswell 30076
Todd Williams	320 TRADER TARN Roswell 30076
Russ deLuz	225 Nestor Ct Roswell 30076
Cheryl Buchanan	9495 Mistwater Close 30076
Ophe Celorsin	1210 Martin Ridge Rd. 30076
Allen Kelleb	100 Glen Holly Dr - Ros 30076
Lois MOTT	66 Wood Place, Roswell, GA 30075
Kristin L. Brown	2025 Silk Branch Dr. Roswell, GA 30076
John FAAS	9147 Braekit Valley way Roswell 30076
Low Lombardo	





## SIGN IN

### December 3, 2015 Community Meeting

Name	Address
Dandé Mendie Itagan	260 Jade Cove Drive Roswell, GA 30075
Scott Long	1055 Martin Ridge Rd Roswell 30076
PAUL AMBURN	230 South King Roswell, 30076
DANIEL BERNARDEZ	1715 LAND O LAKES DR ROSWELL
Neal Audet	1735 Branch Valley Dr, Roswell 30076
Chack Kinney	8250 SPARTANUS CHAPEL ROAD 30076
Douglas Williams	220 Saddlebrook Terrace, Roswell 30075
Anthony Kirk	2135 River Falls Drive Roswell 30075
Paulyn Robinson	120 Buchhorn Ct Roswell, GA 30076
Dorothy Keudson	175 HEMLOCK GROVE DR. ROSWELL, GA 30076
Mapa Trujillo	220 Southwind Cir N. 30076
Neil Sutherland	" "
DEN PERISSI	615 ROCKY CREEK DR 30075





# SIGN IN


## January 21, 2016 Community Meeting

Name	Address
Dick Farmer	355 Martins Trail Roswell GA 30076
Lucy Gilbert	11900 Stradfordwood Roswell, GA 30076
Paul Kur	11875 Smeadford Wood 30076
Dave Smith	555 South Shore Ave Roswell, GA 30074
Bryan Chamberlain	12970 Old Course Dr. " " 30075
Dawn Flock	154 Lisa Drive Roswell GA 30075
Laurie Bos	11570 Northgate Way Roswell GA 30075
Larrel Leubetter	678 Rounsaville Rd. Roswell, GA 30076
Lynn McIntyre	2210 Steeple Chase Ln Roswell GA 30076
Tom McElhinny	290 Watergate Dr. Roswell, GA 30076
Jay Parceleriz	345 Devereux Pawns Roswell GA, 30075
Sheyl King	215 Brook Valley Dr. Roswell 30075
Chase Powell	130 Spring Drive Roswell 30075
Jai Hart	700 Cranberry Place Roswell 30076
Paula Winkler	120 Buckhorn Ct Roswell 30076
Melissa Zoetogard	1011 Mountainland Dr Roswell 30075
Carol Williams	210 Saddlebrook Terrace Roswell 30075





## Attachment B: Presentation Boards

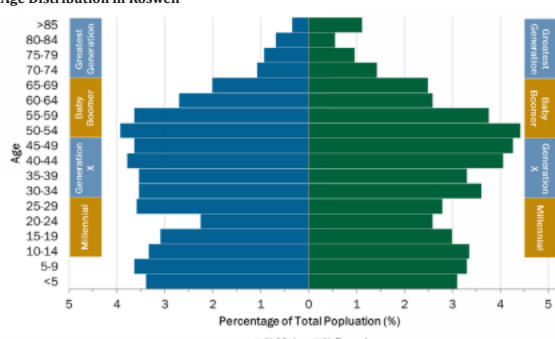


### Public Meeting #1 City Overview

Estimated 2015 Population

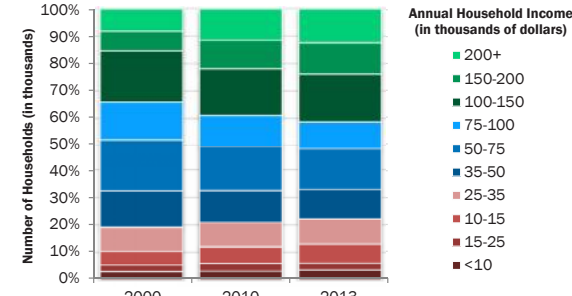
# 95,315

#### Age Distribution in Roswell



52,000 "workforce aged" residents  
26,000 residents expected to retire in next 20 years

#### Income Distribution of Roswell

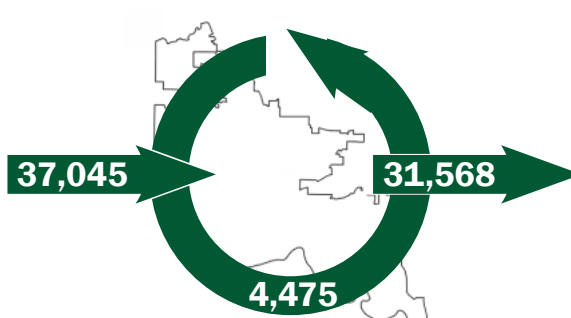


There were fewer households earning between \$35,000 and \$100,000 in 2013 than in 2000, even as the city has grown

Median annual household income in Roswell is 1.4 times higher than that of the metropolitan Atlanta region

More of Roswell's workforce works in white-collar industries than in the greater region

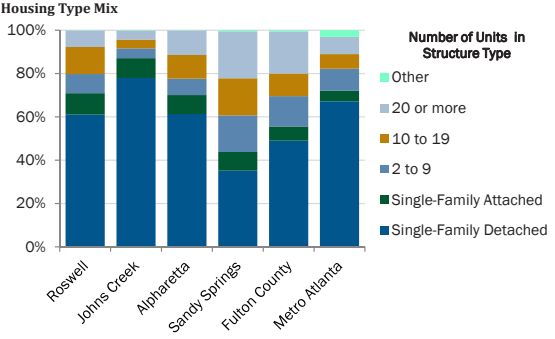
#### Commuting Patterns



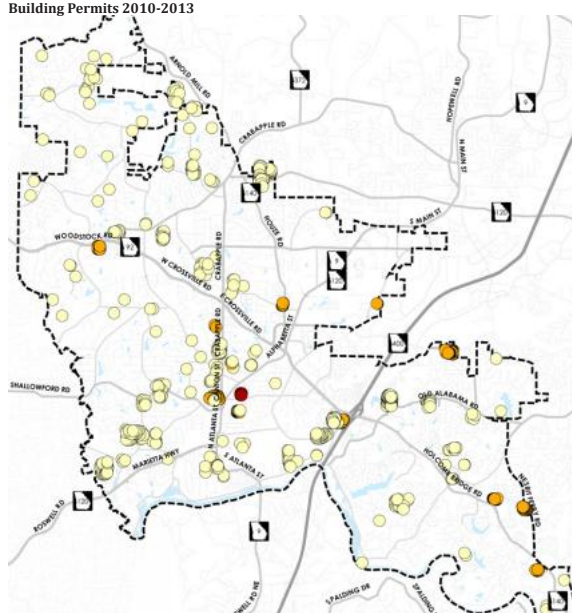
Over 800 lane-miles of public roadway  
102 signalized intersections  
60% of roads end in a cul-de-sac

46% of signalized intersections experience significant delay in both the morning and evening peak periods

#### Housing Type Mix



#### Building Permits 2010-2013



Over 22% of households cannot afford the median rent in Roswell

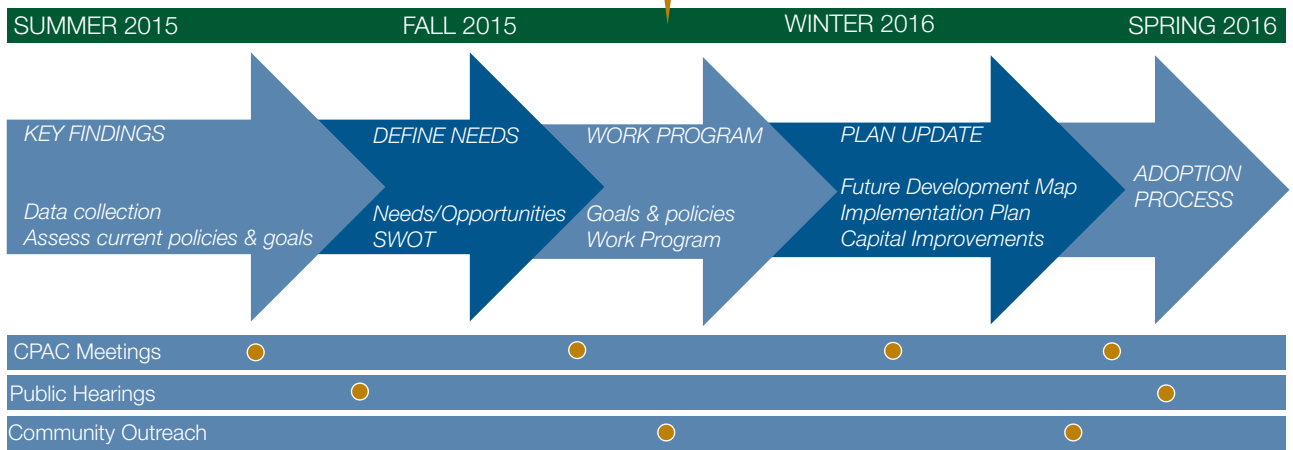
Based on income, 65% of current Roswell renters cannot afford to buy a home

According to the US Census Bureau, from 2000 to 2013 Roswell added:  
3000 new single family homes  
1400 new townhomes/similar  
1500 new units in buildings with 10+ units per structure



## Public Meeting #1 Process Overview

### Schedule



### Who is involved?

Elected Officials

The Public

Consultant Team

City Staff

CPAC  
Comprehensive Plan  
Advisory Committee

Regulatory  
Agencies





## Suburban Residential Zoning and Building Type Compatibility

	Compatible		Compatible <i>RS-6, -4 only "in exceptional situations"</i>	Compatible <i>"Only in ex- ceptional situations"</i>	Compatible <i>"Only on sites with sewer"</i>	Compatible <i>"Only on pre-existing multi-family sites"</i>			Compatible
BUILDING TYPE	RS-87 RS-30	RS-18 RS-12	RS-9 -6, -4	R-CC	R-TH	RM-2	RM-3	BUILDING TYPE	RX-
Detached House	■	■	■	■	■	■	■	Detached House	■
Carriage House	▲	▲						Carriage House	
Attached House								Attached House	
Cottage Court				■	■	■	■	Townhouse	■
Townhouse					■	■	■	Walk-Up Flat	■
Walk-Up Flat						■	■	Stacked Flat	■
Stacked Flat							■	Commercial House	
								Single-Story Shopfront	
								Mixed Use Building	
								General Building	
								Civic Building	

■ = Building type allowed  
▲ = Building type allowed subject to [Sec. 3.4.](#)



## NEEDS AND OPPORTUNITIES

### Population

#### Needs

- Improve options for aging in place related to housing; health care and transportation
- Improve facilities such that Roswell schools no longer operate over capacity
- 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
- Plan for the increased racial and ethnic diversity of population

#### Opportunities

- Maintain high quality in both public and private schools in the city
- Continue to embrace an increasing racially and ethnically diverse population.
- 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 awareness of racial and ethnic diversity which will bring increased cultural exposure and innovation in business and communities
- Support high quality schools that will draw and retain young families

### Economic Development

#### 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 out, limiting economic growth without changes in land use or density
- City needs to define how and where infill and redevelopment will occur

#### Opportunities

- Redevelopment of 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 like the northwest and east west quadrants of Georgia 400 and Holcomb Bridge Road.



## NEEDS AND OPPORTUNITIES

### Housing

#### 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

#### Opportunities

- Redevelop strip shopping centers and areas along Holcomb Bridge Road with incentives for diversity in housing type, density, and affordability.
- 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 like the northwest and east west quadrants of 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
- Utilize a public/private partnership funding mechanism to support developments that incorporate a variety of housing types and affordability



## NEEDS AND OPPORTUNITIES

### Land Use and Urban Design

#### 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 out at current densities; 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 2035 Comprehensive Plan in each character area the necessary to guide 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 protection of City character with the historic district



## NEEDS AND OPPORTUNITIES

### Transportation

#### 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/bike ability
- 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.





## NEEDS AND OPPORTUNITIES

### Natural and Cultural Resources

#### Needs

- Control development in 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 the strong community identity amongst residents.
- Utilize undeveloped land which is limited by environmental constrains 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



## POLICY STATEMENTS

### Population

P1	Roswell, like other successful communities with large Hispanic populations, partner with schools and the business community to promote the education attainment and civic involvement that the City of Roswell envisions for all who work and live in the City.
P2	The City of Roswell 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 housing, land use, transportation, and economic development policies will aim to create conditions that allow: mixed-income housing opportunities, access to job training facilities, and community supported service provision for those in need where appropriate.
P4	Recreation and parks facilities are adapting to serve the aging population.

### 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. <ul style="list-style-type: none"> <li>• Increase the ability of the Roswell-Alpharetta Public Safety Training Center (RAPSTC) facility to accommodate police officers for training (joint effort with Fire Department).</li> </ul>
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 shelter for community members in need.
CF6	Consider energy-efficient building programs for new facilities.



## POLICY STATEMENTS

### Housing

H1	<p>Consider changes in housing needs and demands in conjunction with sustainable building practices by promoting the following, where appropriate:</p> <ul style="list-style-type: none"> <li>• Residential development in close proximity/in walking distance to non-residential</li> <li>• Energy and water efficient buildings</li> <li>• Building standards that allow flexibility to accommodate needs of aging households</li> </ul>
H2	<p>Pursue zoning and economic development actions to encourage a variety of housing sizes and price point to allow the following, where appropriate:</p> <ul style="list-style-type: none"> <li>• Adequate market response to changing future demand, including the housing preferences of both young professionals and older “empty-nesters”</li> <li>• Zoning allows the housing types that meet that demand</li> <li>• Zoning that incentivizes a variety of price-points</li> <li>• Provide incentives for the development of mixed-income residential neighborhoods for low-income, work-force, and median-income and above households</li> <li>• Redevelopment of aging apartments</li> </ul>
H3	<p>Pursue quality infill housing where appropriate, especially targeting strategies for formerly stable single-family neighborhoods now distressed by foreclosures; implementation measures will begin which identify where and under what conditions infill and cottage housing may be appropriate.</p>
H4	<p>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.</p>

### Transportation

T1	<p>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:</p> <ul style="list-style-type: none"> <li>• Enhancing neighborhoods.</li> <li>• Preserving and enhancing the City’s historic resources.</li> <li>• Protecting and expanding the City’s natural resources and open spaces.</li> <li>• Exploring connectivity options and interparcel access for commercial and certain other corridors</li> <li>• Exploring innovative and context-sensitive system impacts</li> <li>• Expanding multi-modal opportunities throughout the City including pedestrian, bicycle, and transit facilities</li> <li>• Balancing the role and position of Roswell’s regional transportation facilities to mitigate impacts and provide protection to the City’s character</li> </ul>
T2	<p>Enhance Safety – not just for vehicles, but for all users: motorized vehicle operators, pedestrians, bicyclists and transit riders.</p>
T3	<p>Manage Congestion – focus on providing innovative yet realistic options for local traffic including key intersections, as well as creating new connections.</p>
T4	<p>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.</p>
T5	<p>Support Redevelopment – provide transportation systems that support redevelopment while preserving Roswell’s character. This will allow the City to plan for a prosperous future.</p>



## POLICY STATEMENTS

### Land Use and Urban Design

LU/D1	<p>The City of Roswell aims to provide innovative, flexible and quality design-focused development in areas identified for change on the Future Development Map's following Character Areas: Holcomb Bridge/GA 400, Highway 9, and the Historic District. This policy recognizes that:</p> <ul style="list-style-type: none"> <li>• Redevelopment is an economic imperative for the City and a priority for citizens because it:                     <ul style="list-style-type: none"> <li>• Diversifies the tax base</li> <li>• Supports a high quality of life in Roswell, and</li> <li>• Avoids decline in property values.</li> </ul> </li> <li>• Redeveloping sites with existing buildings is more challenging than developing on open land, so conditions must be favorable for investment to occur.</li> <li>• When redevelopment is not financially viable or buildings are protected by historic regulations, the City supports the re-use of existing vacant buildings in these character areas.</li> <li>• Demographic trends of a healthy, aging population, coupled with a concentrated growth of young, urban professionals will generate very different demands for smaller housing, in walkable communities near amenities.</li> </ul>
LU/D2	<p>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>
LU/D3	<p>The City supports infill housing when it is appropriately scaled, appropriately designed, and compatible with its context.</p>
LU/D4	<p>City zoning and development trends will reflect the principles and policies established in the Comprehensive Plan and will seek to:</p> <ul style="list-style-type: none"> <li>• Protect existing suburban neighbors from undue negative impacts of development,</li> <li>• Link transportation and redevelopment opportunities,</li> <li>• Utilize the design-based provisions of the UDC, and</li> <li>• Provide an efficient review and approval process in accordance with the UDC</li> </ul>
LU/D5	<p>The City aims to update the Atlanta Road LCI, and elements of the Midtown Roswell LCI.</p>
LU/D6	<p>The City will encourage developments that exceed the minimum open space requirements of the UDC and/or provide space for public assembly.</p>



## POLICY STATEMENTS

### 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
ED2	<p>Redevelopment is an economic imperative for the City and a priority for citizens in order to:</p> <ul style="list-style-type: none"> <li>• Diversify the tax base to support a high quality of life, and</li> <li>• Avoid decline in property values</li> </ul>
ED3	City investment in infrastructure will support economic development that retains and grows existing employers, attracts new employers, and attracts redevelopment.
ED4	<p>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:</p> <ul style="list-style-type: none"> <li>• Multimodal access, public investment, and private partnerships to improve the streetscape, and</li> <li>• Gateway and signage upgrades.</li> </ul>
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	<p>The City recognizes that accessibility and mobility impact the economic health of the community and it commits to:</p> <ul style="list-style-type: none"> <li>• Providing residents and workers with genuine options for local and regional transit connections and establishing a transit-ready future, and</li> <li>• Coordinating with the North Fulton sister-cities in implementing the North Fulton Comprehensive Transportation Plan</li> </ul>

### Natural and 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.





## Attachment C: Presentation Slides

**IMAGINE ROSWELL 2035**  
COMPREHENSIVE PLAN UPDATE

### Community Meetings

December 2015

POND TSW

# WHY?

- Review conditions in the community
- Refine long-term vision
  - Anticipate future needs
  - Establish policy guidance
- Required by the State

**IMAGINE ROSWELL 2035**  
COMPREHENSIVE PLAN UPDATE

Community Meeting  
December 2015

POND TSW

# ?

Elected Officials

The Public

Consultant Team

City Staff

CPAC

Regulatory Agencies

**IMAGINE ROSWELL 2035**  
COMPREHENSIVE PLAN UPDATE

Community Meeting  
December 2015

POND TSW

# WHEN?

WE ARE HERE

SUMMER 2015
FALL 2015
WINTER 2016
SPRING 2016

**KEY FINDINGS**  
Data collection  
Assess current policies & goals

**DEFINE NEEDS**  
Needs/Opportunities  
SWOT

**WORK PROGRAM**  
Goals & policies  
Work Program

**PLAN UPDATE**  
Future Development Map  
Implementation Plan  
Capital Improvements

**ADOPTION PROCESS**

CPAC Meetings

Public Hearings

Community Outreach

**IMAGINE ROSWELL 2035**  
COMPREHENSIVE PLAN UPDATE

Community Meeting  
December 2015

POND TSW

# ?

Work Program

Capital Improvements

**Needs & Opportunities**  
**Focus Elements**

- Housing
- Transportation
- Economic Development
- Demographics
- More

**Community Goals**

- Vision
- Goals
- Future Development Map

2016-2020

2016-2035

**IMAGINE ROSWELL 2035**  
COMPREHENSIVE PLAN UPDATE

Community Meeting  
December 2015

POND TSW

# HELP?

- Give us your comments on
  - Needs & Opportunities
  - Policy Statements
- Help us understand where you want **ONLY** single family detached housing

**IMAGINE ROSWELL 2035**  
COMPREHENSIVE PLAN UPDATE

Community Meeting  
December 2015

POND TSW

# US

**Pond & Company**  
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404.748.4853

**City of Roswell**  
Jackie Deibel  
jdeibel@roswellgov.com  
770.641.3783

**IMAGINE ROSWELL 2035**  
COMPREHENSIVE PLAN UPDATE

Community Meeting  
December 2015

POND TSW



# APPENDICES



## PUBLIC MEETING DECEMBER 2015

### Station 2: Needs and Opportunities

Please indicate any additional considerations which you feel should be added to the "Needs and Opportunities" presented.

Comments on Needs and Opportunities

Provide additional comments which maintain standards

### Station 3: Policy Statements

For each policy statement, please mark whether you "agree," "disagree," or would like to "comment" in the spaces below. Please indicate any comments or modifications on the lines at the bottom of the page. Please remember to indicate which policy statement each comment pertains to.

POPULATION			HOUSING			LAND USE AND URBAN DESIGN			ECONOMIC DEVELOPMENT		
AGREE	DISAGREE	COMMENT	AGREE	DISAGREE	COMMENT	AGREE	DISAGREE	COMMENT	AGREE	DISAGREE	COMMENT
P1			H1			LD1/01			ED1		
P2			H2			LD1/02			ED2		
P3			H3			LD1/03			ED3		
P4			H4			LD1/04			ED4		
COMMUNITY FACILITIES			TRANSPORTATION								
CF1			T1			LD1/05			ED5		
CF2			T2			LD1/06			ED6		
CF3			T3						ED7		
CF4			T4						ED8		
CF5			T5						ED9		
CF6									ED10		
NATURAL AND CULTURAL RESOURCES											
AGREE DISAGREE COMMENT											
NCR1											
NCR2											
NCR3											
NCR4											
NCR5											

Comments on Policy Statements

Working on technology - how we get Google & other?

74% solution selected over Roswell



## PUBLIC MEETING DECEMBER 2015

### Station 2: Needs and Opportunities

Please indicate any additional considerations which you feel should be added to the "Needs and Opportunities" presented.

Comments on Needs and Opportunities

More transit station at 400 & Holcomb Bridge would make it study feasible traffic situation much worse - Red 1066

### Station 3: Policy Statements

For each policy statement, please mark whether you "agree," "disagree," or would like to "comment" in the spaces below. Please indicate any comments or modifications on the lines at the bottom of the page. Please remember to indicate which policy statement each comment pertains to.

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CF4			T4						ED8		
CF5			T5						ED9		
CF6									ED10		
NATURAL AND CULTURAL RESOURCES											
AGREE DISAGREE COMMENT											
NCR1											
NCR2											
NCR3											
NCR4											
NCR5											

Comments on Policy Statements

Please do not put a more station at 400 & Holcomb Bridge



## PUBLIC MEETING DECEMBER 2015

### Station 2: Needs and Opportunities

Please indicate any additional considerations which you feel should be added to the "Needs and Opportunities" presented.

Comments on Needs and Opportunities

Class & office space is almost nonexistent creating a population of commuters/traffic  
 Pedestrian friendly coverages & walkways need to be priority (bridge & bridge included)  
 Historic Roswell Parking is beautiful, and get that it where most people tend to go  
 Live Work Play is exactly what we need, and very little work in H. Don't know  
 Community development planning should take into account existing neighborhoods in region and create walkable destinations for recreation  
 Better implementation of more efficient and better mix-use - traffic control - roundabouts!

### Station 3: Policy Statements

For each policy statement, please mark whether you "agree," "disagree," or would like to "comment" in the spaces below. Please indicate any comments or modifications on the lines at the bottom of the page. Please remember to indicate which policy statement each comment pertains to.

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P3			H3			LD1/03			ED3		
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CF4			T4						ED8		
CF5			T5						ED9		
CF6									ED10		
NATURAL AND CULTURAL RESOURCES											
AGREE DISAGREE COMMENT											
NCR1											
NCR2											
NCR3											
NCR4											
NCR5											

Comments on Policy Statements

CF1 - 20 years in some cases resources showing collaboration of other N. Fulton cities  
 CF2 - Central Library (2000) is looking better and  
 CF3 - All have to be equal communities / provide consistent messaging on investment in the culture & facilities; ex. Roswell, SC suburbs with local business & manufacturing in park & sport sponsorship as well as events  
 H2 - Avoid Urban High Density in Roswell  
 H3 - Just if it fits - Federal Street & 28th and Roswell  
 T2 - Might consider drastic change to dual use sidewalks/walk lanes



## PUBLIC MEETING DECEMBER 2015

### Station 2: Needs and Opportunities

Please indicate any additional considerations which you feel should be added to the "Needs and Opportunities" presented.

Comments on Needs and Opportunities

Strongly agree

Highly agree

### Station 3: Policy Statements

For each policy statement, please mark whether you "agree," "disagree," or would like to "comment" in the spaces below. Please indicate any comments or modifications on the lines at the bottom of the page. Please remember to indicate which policy statement each comment pertains to.

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P3			H3			LD1/03			ED3		
P4			H4			LD1/04			ED4		
COMMUNITY FACILITIES			TRANSPORTATION								
CF1			T1			LD1/05			ED5		
CF2			T2			LD1/06			ED6		
CF3			T3						ED7		
CF4			T4						ED8		
CF5			T5						ED9		
CF6									ED10		
NATURAL AND CULTURAL RESOURCES											
AGREE DISAGREE COMMENT											
NCR1											
NCR2											
NCR3											
NCR4											
NCR5											

Comments on Policy Statements

CF1 - 20 years in some cases resources showing collaboration of other N. Fulton cities  
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# APPENDICES



## PUBLIC MEETING DECEMBER 2015

### Station 2: Needs and Opportunities

Please indicate any additional considerations which you feel should be added to the "Needs and Opportunities" presented.

#### Comments on Needs and Opportunities

Population - Current housing development is priced too high for young families and seniors with majority starting at \$500k.  
 Economic Development - Future development/density along Canton Street with out a parking deck/parking solution should not be considered.  
 Transportation - Logistics and design bridges over busy roads like Alpharetta Highway, Holcomb Bridge Road, etc.

### Station 3: Policy Statements

For each policy statement, please mark whether you "agree," "disagree," or would like to "comment" in the spaces below. Please indicate any comments or modifications on the lines at the bottom of the page. Please remember to indicate which policy statement each comment pertains to.

POPULATION				HOUSING				LAND USE AND URBAN DESIGN				ECONOMIC DEVELOPMENT			
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P1	X			H1	X			LD1/01	X			ED1	X		
P2	X			H2	X			LD1/02	X			ED2	X		
P3	X			H3	X			LD1/03	X			ED3	X		
P4	X			H4	X			LD1/04	X			ED4	X		
COMMUNITY FACILITIES				TRANSPORTATION				NATURAL AND CULTURAL RESOURCES							
CF1	X			T1	X			NR1	X			NR1	X		
CF2	X			T2	X			NR2	X			NR2	X		
CF3	X			T3	X			NR3	X			NR3	X		
CF4	X			T4	X			NR4	X			NR4	X		
CF5	X			T5	X			NR5	X			NR5	X		

#### Comments on Policy Statements

LD1/03 - I am in support of infill housing as long as it fits the existing footprint. I currently live in an area with smaller, historic type homes and properties are being bought and demolished for "McMansions" that are not in keeping with the existing neighborhood.



## PUBLIC MEETING DECEMBER 2015

### Station 2: Needs and Opportunities

Please indicate any additional considerations which you feel should be added to the "Needs and Opportunities" presented.

#### Comments on Needs and Opportunities

Transportation  
 • I don't believe the city or even the DOT needs to provide parking for businesses that need more. (donation) City Hall has plenty of parking and it is a walkable area.  
 • If the businesses want more close parking, they could have a CIP and build something like a deck behind Webb St and Salt Factory  
 • I would love to see MARTA bus make a loop down over Rd and Riverside instead of only looping in Market Blvd.  
 • We should focus road improvements to help Roswell residents before we help regional communities. If we can do both that would be great. But the regional projects may just induce more demand.  
 • Assuming there will be more residents in the future, we need to acquire park land for them while we have the chance. Unless we want to add up like business, hard to maintain over

### Station 3: Policy Statements

For each policy statement, please mark whether you "agree," "disagree," or would like to "comment" in the spaces below. Please indicate any comments or modifications on the lines at the bottom of the page. Please remember to indicate which policy statement each comment pertains to.

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P1	X			H1	X			LD1/01	X			ED1	X		
P2	X			H2	X			LD1/02	X			ED2	X		
P3	X			H3	X			LD1/03	X			ED3	X		
P4	X			H4	X			LD1/04	X			ED4	X		
COMMUNITY FACILITIES				TRANSPORTATION				NATURAL AND CULTURAL RESOURCES							
CF1	X			T1	X			NR1	X			NR1	X		
CF2	X			T2	X			NR2	X			NR2	X		
CF3	X			T3	X			NR3	X			NR3	X		
CF4	X			T4	X			NR4	X			NR4	X		
CF5	X			T5	X			NR5	X			NR5	X		

#### Comments on Policy Statements



## PUBLIC MEETING DECEMBER 2015

### Station 2: Needs and Opportunities

Please indicate any additional considerations which you feel should be added to the "Needs and Opportunities" presented.

#### Comments on Needs and Opportunities

NEED TO LIMIT GROWTH. 95,315 IS PLenty FOR 39 SQUARES. LIMIT ACRES ETC.  
 LIMIT DENSITY BY MINIMUM LOT SIZES.  
 Lev Kormanos

### Station 3: Policy Statements

For each policy statement, please mark whether you "agree," "disagree," or would like to "comment" in the spaces below. Please indicate any comments or modifications on the lines at the bottom of the page. Please remember to indicate which policy statement each comment pertains to.

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P2	X			H2	X			LD1/02	X			ED2	X		
P3	X			H3	X			LD1/03	X			ED3	X		
P4	X			H4	X			LD1/04	X			ED4	X		
COMMUNITY FACILITIES				TRANSPORTATION				NATURAL AND CULTURAL RESOURCES							
CF1	X			T1	X			NR1	X			NR1	X		
CF2	X			T2	X			NR2	X			NR2	X		
CF3	X			T3	X			NR3	X			NR3	X		
CF4	X			T4	X			NR4	X			NR4	X		
CF5	X			T5	X			NR5	X			NR5	X		

#### Comments on Policy Statements



## PUBLIC MEETING DECEMBER 2015

### Station 2: Needs and Opportunities

Please indicate any additional considerations which you feel should be added to the "Needs and Opportunities" presented.

#### Comments on Needs and Opportunities

State of household have children ???  
 Why NO SE Queue was mentioned on redevelopment 400 Holcomb Blvd  
 No Solution offered to 400 Holcomb Blvd Road TRAFFIC PROBLEM  
 TRAFFIC HAS ~~been~~ about since Roswell Growth!  
 Fix TRAFFIC: A+D Rest will come -  
 Add overpass EAST turn  
 "ENSURE that any master planning in redevelopment" -  
 incorporate all modes of transportation"

### Station 3: Policy Statements

For each policy statement, please mark whether you "agree," "disagree," or would like to "comment" in the spaces below. Please indicate any comments or modifications on the lines at the bottom of the page. Please remember to indicate which policy statement each comment pertains to.

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P1	X			H1	X			LD1/01	X			ED1	X		
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P3	X			H3	X			LD1/03	X			ED3	X		
P4	X			H4	X			LD1/04	X			ED4	X		
COMMUNITY FACILITIES				TRANSPORTATION				NATURAL AND CULTURAL RESOURCES							
CF1	X			T1	X			NR1	X			NR1	X		
CF2	X			T2	X			NR2	X			NR2	X		
CF3	X			T3	X			NR3	X			NR3	X		
CF4	X			T4	X			NR4	X			NR4	X		
CF5	X			T5	X			NR5	X			NR5	X		

#### Comments on Policy Statements

TRAFFIC HAS to be priority #1 on all plans  
 It will #1 is killing Roswell

# DECOMMUNITY ENGAGEMENT



## PUBLIC MEETING DECEMBER 2015

\* No development or redevelopment in GA 400/HBR area until transportation issues resolved and completed

### Station 2: Needs and Opportunities

Please indicate any additional considerations which you feel should be added to the "Needs and Opportunities" presented.

#### Comments on Needs and Opportunities

Need to fully develop further st.; it is good for Roswell however do not see it as a model for development elsewhere in Roswell  
 Why do we need redevelopment in a general sense; most people in Roswell like their neighborhood as they are  
 What is a redevelopment area?  
 Not sure I see anything actionable in transportation opportunities  
 Maybe need to stop planning high density projects until transportation situation is improved in a major way  
 How is it: How to re-land around HBR + GA 400 until transportation issues resolved

### Station 3: Policy Statements

For each policy statement, please mark whether you "agree," "disagree," or would like to "comment" in the spaces below. Please indicate any comments or modifications on the lines at the bottom of the page. Please remember to indicate which policy statement each comment pertains to.

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P1		(7)	H1		(5)	LD1		(5)	ED1		(7)
P2	X		H2			LD2			ED2		
P3	X		H3	X		LD3			ED3		
P4	X		H4		(2)	LD4	X		ED4		
COMMUNITY FACILITIES			TRANSPORTATION								
CF1	X		T1			LD5		(6)	ED5		
CF2	X		T2	X		LD6	X		ED6		
CF3	X		T3	X					ED7		
CF4	X		T4	X	(9)						
CF5	X		T5	X							
CF6	X										

#### Comments on Policy Statements

- Motherhood statement; can mean anything
- What does this imply? Broad implication for the city; not all good
- How does the city do this? Impose massive change in land use and independence of existing residents
- Bicycle mobility today impacts safety
- Who decides what needs redevelopment? This implies city council can make over Roswell into whatever it wants if to be regardless of residents' views
- Do not know what a lot is
- Depends on what the mean; agree with it as a "blatant"



## PUBLIC MEETING DECEMBER 2015

### Station 2: Needs and Opportunities

Please indicate any additional considerations which you feel should be added to the "Needs and Opportunities" presented.

#### Comments on Needs and Opportunities

This statement seems to define a family as only people with children - don't understand the whole statement  
 Focus Groups should be (all ages)  
 Focus Public - Charitable + do focus groups on single people of all ages + income s  
 Develop Public + Private + Charitable partnerships

### Station 3: Policy Statements

For each policy statement, please mark whether you "agree," "disagree," or would like to "comment" in the spaces below. Please indicate any comments or modifications on the lines at the bottom of the page. Please remember to indicate which policy statement each comment pertains to.

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#### Comments on Policy Statements



## PUBLIC MEETING DECEMBER 2015

### Station 2: Needs and Opportunities

Please indicate any additional considerations which you feel should be added to the "Needs and Opportunities" presented.

#### Comments on Needs and Opportunities

### Station 3: Policy Statements

For each policy statement, please mark whether you "agree," "disagree," or would like to "comment" in the spaces below. Please indicate any comments or modifications on the lines at the bottom of the page. Please remember to indicate which policy statement each comment pertains to.

POPULATION			HOUSING			LAND USE AND URBAN DESIGN			ECONOMIC DEVELOPMENT		
AGREE	DISAGREE	COMMENT	AGREE	DISAGREE	COMMENT	AGREE	DISAGREE	COMMENT	AGREE	DISAGREE	COMMENT
P1			H1			LD1			ED1		
P2			H2			LD2			ED2		
P3			H3			LD3			ED3		
P4			H4			LD4			ED4		
COMMUNITY FACILITIES			TRANSPORTATION								
CF1			T1			LD5			ED5		
CF2			T2			LD6			ED6		
CF3			T3						ED7		
CF4			T4								
CF5			T5								
CF6											

#### Comments on Policy Statements

- Disagree - it's not a statement on needs or opportunities and Policy Statements - some needs seem totally unrealistic to address
- Disagree - not seem to address what happens to students who are displaced by redevelopment
- Disagree - "redevelopment" project is a goal of the city in general but I think the phrase is redundant - if the city does property then it's given space is "right" so there's nothing into the city is believed and not really affordable
- Disagree - the most affordable to the young and middle of the community
- Disagree - the most affordable to the young and middle of the community
- Disagree - the most affordable to the young and middle of the community



## PUBLIC MEETING DECEMBER 2015

### Station 2: Needs and Opportunities

Please indicate any additional considerations which you feel should be added to the "Needs and Opportunities" presented.

#### Comments on Needs and Opportunities

### Station 3: Policy Statements

For each policy statement, please mark whether you "agree," "disagree," or would like to "comment" in the spaces below. Please indicate any comments or modifications on the lines at the bottom of the page. Please remember to indicate which policy statement each comment pertains to.

POPULATION			HOUSING			LAND USE AND URBAN DESIGN			ECONOMIC DEVELOPMENT		
AGREE	DISAGREE	COMMENT	AGREE	DISAGREE	COMMENT	AGREE	DISAGREE	COMMENT	AGREE	DISAGREE	COMMENT
P1			H1			LD1			ED1		
P2			H2			LD2			ED2		
P3			H3			LD3			ED3		
P4			H4			LD4			ED4		
COMMUNITY FACILITIES			TRANSPORTATION								
CF1			T1			LD5			ED5		
CF2			T2			LD6			ED6		
CF3			T3						ED7		
CF4			T4								
CF5			T5								
CF6											

#### Comments on Policy Statements





# DE-COMMUNITY ENGAGEMENT



## PUBLIC MEETING JANUARY 2016

### Station 2: Needs and Opportunities

Please indicate any additional considerations which you feel should be added to the "Needs and Opportunities" presented.

#### Comments on Needs and Opportunities

Build a bridge for High Schoolers coming home from Roswell High School on 700.

### Station 3: Policy Statements

For each policy statement, please mark whether you "agree," "disagree," or would like to "comment" in the spaces below. Please indicate any comments or modifications on the lines at the bottom of the page. Please remember to indicate which policy statement each comment pertains to.

POPULATION				HOUSING				LAND USE AND URBAN DESIGN				ECONOMIC DEVELOPMENT			
AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT	
P1	<input checked="" type="checkbox"/>			H1	<input checked="" type="checkbox"/>			LU/D1	<input checked="" type="checkbox"/>			ED1	<input checked="" type="checkbox"/>		
P2	<input checked="" type="checkbox"/>			H2	<input checked="" type="checkbox"/>			LU/D2	<input checked="" type="checkbox"/>			ED2	<input checked="" type="checkbox"/>		
P3	<input checked="" type="checkbox"/>			H3	<input checked="" type="checkbox"/>			LU/D3	<input checked="" type="checkbox"/>			ED3	<input checked="" type="checkbox"/>		
P4	<input checked="" type="checkbox"/>			H4	<input checked="" type="checkbox"/>			LU/D4	<input checked="" type="checkbox"/>			ED4	<input checked="" type="checkbox"/>		
COMMUNITY FACILITIES				TRANSPORTATION				NATURAL AND CULTURAL RESOURCES							
CF1	<input checked="" type="checkbox"/>			T1	<input checked="" type="checkbox"/>			NCR1	<input checked="" type="checkbox"/>			NCR1	<input checked="" type="checkbox"/>		
CF2	<input checked="" type="checkbox"/>			T2	<input checked="" type="checkbox"/>			NCR2	<input checked="" type="checkbox"/>			NCR2	<input checked="" type="checkbox"/>		
CF3	<input checked="" type="checkbox"/>			T3	<input checked="" type="checkbox"/>			NCR3	<input checked="" type="checkbox"/>			NCR3	<input checked="" type="checkbox"/>		
CF4	<input checked="" type="checkbox"/>			T4	<input checked="" type="checkbox"/>			NCR4	<input checked="" type="checkbox"/>			NCR4	<input checked="" type="checkbox"/>		
CF5	<input checked="" type="checkbox"/>			T5	<input checked="" type="checkbox"/>			NCR5	<input checked="" type="checkbox"/>			NCR5	<input checked="" type="checkbox"/>		

#### Comments on Policy Statements



## PUBLIC MEETING JANUARY 2016

### Station 2: Needs and Opportunities

Please indicate any additional considerations which you feel should be added to the "Needs and Opportunities" presented.

#### Comments on Needs and Opportunities

There have been a lot of changes on Center Street. Consider the downtown area. Stop light at corner of N. Columbia & Lawrence. Enhancements - more sidewalks, a park, bike lanes.

### Station 3: Policy Statements

For each policy statement, please mark whether you "agree," "disagree," or would like to "comment" in the spaces below. Please indicate any comments or modifications on the lines at the bottom of the page. Please remember to indicate which policy statement each comment pertains to.

POPULATION				HOUSING				LAND USE AND URBAN DESIGN				ECONOMIC DEVELOPMENT			
AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT	
P1	<input checked="" type="checkbox"/>			H1	<input checked="" type="checkbox"/>			LU/D1	<input checked="" type="checkbox"/>			ED1	<input checked="" type="checkbox"/>		
P2	<input checked="" type="checkbox"/>			H2	<input checked="" type="checkbox"/>			LU/D2	<input checked="" type="checkbox"/>			ED2	<input checked="" type="checkbox"/>		
P3	<input checked="" type="checkbox"/>			H3	<input checked="" type="checkbox"/>			LU/D3	<input checked="" type="checkbox"/>			ED3	<input checked="" type="checkbox"/>		
P4	<input checked="" type="checkbox"/>			H4	<input checked="" type="checkbox"/>			LU/D4	<input checked="" type="checkbox"/>			ED4	<input checked="" type="checkbox"/>		
COMMUNITY FACILITIES				TRANSPORTATION				NATURAL AND CULTURAL RESOURCES							
CF1	<input checked="" type="checkbox"/>			T1	<input checked="" type="checkbox"/>			NCR1	<input checked="" type="checkbox"/>			NCR1	<input checked="" type="checkbox"/>		
CF2	<input checked="" type="checkbox"/>			T2	<input checked="" type="checkbox"/>			NCR2	<input checked="" type="checkbox"/>			NCR2	<input checked="" type="checkbox"/>		
CF3	<input checked="" type="checkbox"/>			T3	<input checked="" type="checkbox"/>			NCR3	<input checked="" type="checkbox"/>			NCR3	<input checked="" type="checkbox"/>		
CF4	<input checked="" type="checkbox"/>			T4	<input checked="" type="checkbox"/>			NCR4	<input checked="" type="checkbox"/>			NCR4	<input checked="" type="checkbox"/>		
CF5	<input checked="" type="checkbox"/>			T5	<input checked="" type="checkbox"/>			NCR5	<input checked="" type="checkbox"/>			NCR5	<input checked="" type="checkbox"/>		

#### Comments on Policy Statements

ED1 - Study zoning code and by adding mixed use that leads away from the historic look of the city. Don't let industry threaten the historic look of the city. Study zoning code and by adding mixed use that leads away from the historic look of the city. Don't let industry threaten the historic look of the city.

NCR2 - I agree we need more emphasis on green space. We should have more green space. We should have more green space. We should have more green space. We should have more green space.

NCR3 - City needs to do a better job of preserving existing historic buildings. We should have more historic buildings. We should have more historic buildings. We should have more historic buildings. We should have more historic buildings.

NCR5 - Agree - listen to the public - preserve historic character.

LU/D2 - The city needs to keep historic character and not be too much of development.



## PUBLIC MEETING JANUARY 2016

### Station 2: Needs and Opportunities

Please indicate any additional considerations which you feel should be added to the "Needs and Opportunities" presented.

#### Comments on Needs and Opportunities

### Station 3: Policy Statements

For each policy statement, please mark whether you "agree," "disagree," or would like to "comment" in the spaces below. Please indicate any comments or modifications on the lines at the bottom of the page. Please remember to indicate which policy statement each comment pertains to.

POPULATION				HOUSING				LAND USE AND URBAN DESIGN				ECONOMIC DEVELOPMENT			
AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT	
P1	<input checked="" type="checkbox"/>			H1	<input checked="" type="checkbox"/>			LU/D1	<input checked="" type="checkbox"/>			ED1	<input checked="" type="checkbox"/>		
P2	<input checked="" type="checkbox"/>			H2	<input checked="" type="checkbox"/>			LU/D2	<input checked="" type="checkbox"/>			ED2	<input checked="" type="checkbox"/>		
P3	<input checked="" type="checkbox"/>			H3	<input checked="" type="checkbox"/>			LU/D3	<input checked="" type="checkbox"/>			ED3	<input checked="" type="checkbox"/>		
P4	<input checked="" type="checkbox"/>			H4	<input checked="" type="checkbox"/>			LU/D4	<input checked="" type="checkbox"/>			ED4	<input checked="" type="checkbox"/>		
COMMUNITY FACILITIES				TRANSPORTATION				NATURAL AND CULTURAL RESOURCES							
CF1	<input checked="" type="checkbox"/>			T1	<input checked="" type="checkbox"/>			NCR1	<input checked="" type="checkbox"/>			NCR1	<input checked="" type="checkbox"/>		
CF2	<input checked="" type="checkbox"/>			T2	<input checked="" type="checkbox"/>			NCR2	<input checked="" type="checkbox"/>			NCR2	<input checked="" type="checkbox"/>		
CF3	<input checked="" type="checkbox"/>			T3	<input checked="" type="checkbox"/>			NCR3	<input checked="" type="checkbox"/>			NCR3	<input checked="" type="checkbox"/>		
CF4	<input checked="" type="checkbox"/>			T4	<input checked="" type="checkbox"/>			NCR4	<input checked="" type="checkbox"/>			NCR4	<input checked="" type="checkbox"/>		
CF5	<input checked="" type="checkbox"/>			T5	<input checked="" type="checkbox"/>			NCR5	<input checked="" type="checkbox"/>			NCR5	<input checked="" type="checkbox"/>		

#### Comments on Policy Statements



## PUBLIC MEETING JANUARY 2016

### Station 2: Needs and Opportunities

Please indicate any additional considerations which you feel should be added to the "Needs and Opportunities" presented.

#### Comments on Needs and Opportunities

### Station 3: Policy Statements

For each policy statement, please mark whether you "agree," "disagree," or would like to "comment" in the spaces below. Please indicate any comments or modifications on the lines at the bottom of the page. Please remember to indicate which policy statement each comment pertains to.

POPULATION				HOUSING				LAND USE AND URBAN DESIGN				ECONOMIC DEVELOPMENT			
AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT		AGREE	DISAGREE	COMMENT	
P1	<input checked="" type="checkbox"/>			H1	<input checked="" type="checkbox"/>			LU/D1	<input checked="" type="checkbox"/>			ED1	<input checked="" type="checkbox"/>		
P2	<input checked="" type="checkbox"/>			H2	<input checked="" type="checkbox"/>			LU/D2	<input checked="" type="checkbox"/>			ED2	<input checked="" type="checkbox"/>		
P3	<input checked="" type="checkbox"/>			H3	<input checked="" type="checkbox"/>			LU/D3	<input checked="" type="checkbox"/>			ED3	<input checked="" type="checkbox"/>		
P4	<input checked="" type="checkbox"/>			H4	<input checked="" type="checkbox"/>			LU/D4	<input checked="" type="checkbox"/>			ED4	<input checked="" type="checkbox"/>		
COMMUNITY FACILITIES				TRANSPORTATION				NATURAL AND CULTURAL RESOURCES							
CF1	<input checked="" type="checkbox"/>			T1	<input checked="" type="checkbox"/>			NCR1	<input checked="" type="checkbox"/>			NCR1	<input checked="" type="checkbox"/>		
CF2	<input checked="" type="checkbox"/>			T2	<input checked="" type="checkbox"/>			NCR2	<input checked="" type="checkbox"/>			NCR2	<input checked="" type="checkbox"/>		
CF3	<input checked="" type="checkbox"/>			T3	<input checked="" type="checkbox"/>			NCR3	<input checked="" type="checkbox"/>			NCR3	<input checked="" type="checkbox"/>		
CF4	<input checked="" type="checkbox"/>			T4	<input checked="" type="checkbox"/>			NCR4	<input checked="" type="checkbox"/>			NCR4	<input checked="" type="checkbox"/>		
CF5	<input checked="" type="checkbox"/>			T5	<input checked="" type="checkbox"/>			NCR5	<input checked="" type="checkbox"/>			NCR5	<input checked="" type="checkbox"/>		

#### Comments on Policy Statements

# APPENDICES



## PUBLIC MEETING JANUARY 2016

### Station 2: Needs and Opportunities

Please indicate any additional considerations which you feel should be added to the "Needs and Opportunities" presented.

Comments on Needs and Opportunities

*Natural & Cultural Resources*  
 \*Environmentally sensitive areas include the entire watershed. Everything flows into our River

### Station 3: Policy Statements

For each policy statement, please mark whether you "agree," "disagree," or would like to "comment" in the spaces below. Please indicate any comments or modifications on the lines at the bottom of the page. Please remember to indicate which policy statement each comment pertains to.

POPULATION			HOUSING			LAND USE AND URBAN DESIGN			ECONOMIC DEVELOPMENT		
AGREE	DISAGREE	COMMENT	AGREE	DISAGREE	COMMENT	AGREE	DISAGREE	COMMENT	AGREE	DISAGREE	COMMENT
P1	✓		H1	✓		L1/D1	✓		E1	✓	
P2	✓		H2	✓		L2/D2	✓		E2	✓	
P3	✓		H3	✓		L3/D3	✓		E3	✓	
P4	✓		H4	✓		L4/D4	✓		E4	✓	
COMMUNITY FACILITIES			TRANSPORTATION								
C1	✓		T1	✓							
C2	✓		T2	✓							
C3	✓		T3	✓							
C4	✓		T4	✓							
C5	✓	Family	T5	✓							
C6	✓										

Comments on Policy Statements

*C5 - Provide housing for families - not seniors*



## PUBLIC MEETING JANUARY 2016

### Station 2: Needs and Opportunities

Please indicate any additional considerations which you feel should be added to the "Needs and Opportunities" presented.

Comments on Needs and Opportunities

*I agree with most of the info on the boards displayed. I especially am interested in 1) eliminating overcrowding in schools, 2) improving traffic flow and eliminating congestion on the Holcomb Bridge/490 area, 3) maintaining and developing out the parks and recreation areas, and 4) welcoming a MARTA station to promote use of public transportation.*

*One of my concerns is the urban focus on the aging. Yes, I want the existing population who will be relying in the next 20 years to be cared for and comfortable. I also think equal focus should be given to keep and to attract families. I want my kids to have other kids to play with. I want education and facilities that cater to family and children. I want recreational and open space for young people/couples so that my "TWP" friends will come visit me and not state that my "OTTP" lifestyle is the city center, singularly, the aging the city will die with them, and the lastest would be a shame.*

### Station 3: Policy Statements

For each policy statement, please mark whether you "agree," "disagree," or would like to "comment" in the spaces below. Please indicate any comments or modifications on the lines at the bottom of the page. Please remember to indicate which policy statement each comment pertains to.

POPULATION			HOUSING			LAND USE AND URBAN DESIGN			ECONOMIC DEVELOPMENT		
AGREE	DISAGREE	COMMENT	AGREE	DISAGREE	COMMENT	AGREE	DISAGREE	COMMENT	AGREE	DISAGREE	COMMENT
P1	✓		H1	✓		L1/D1	✓		E1	✓	
P2	✓		H2	✓		L2/D2	✓		E2	✓	
P3	✓		H3	✓		L3/D3	✓		E3	✓	
P4	✓		H4	✓		L4/D4	✓		E4	✓	
COMMUNITY FACILITIES			TRANSPORTATION								
C1	✓		T1	✓							
C2	✓		T2	✓							
C3	✓		T3	✓							
C4	✓		T4	✓							
C5	✓		T5	✓							
C6	✓										

Comments on Policy Statements

*P1 - I do not understand what housing a large Hispanic population has to do with the rest of this policy statement.*

*Population - I think you're missing an opportunity to bring attention to attracting families and young couples.*



## PUBLIC MEETING DECEMBER 2015

### Station 2: Needs and Opportunities

Please indicate any additional considerations which you feel should be added to the "Needs and Opportunities" presented.

Comments on Needs and Opportunities

*1) HAVE DETERMINED WATERSHED BOUNDARIES FOR EACH WATERSHED*  
 2) HAVE DETERMINED BOUNDARIES TO PROTECT WATERSHEDS (APPROPRIATE) DEPENDING ON WATERSHED  
 3) DETERMINING WATERSHED BOUNDARIES COMMERICAL AREAS AND OPEN WATERSHEDS  
 4) BUT IT SEEMS PARTS OF CITY HAS BEEN OR WILL BE WATERSHED BOUNDARIES

### Station 3: Policy Statements

For each policy statement, please mark whether you "agree," "disagree," or would like to "comment" in the spaces below. Please indicate any comments or modifications on the lines at the bottom of the page. Please remember to indicate which policy statement each comment pertains to.

POPULATION			HOUSING			LAND USE AND URBAN DESIGN			ECONOMIC DEVELOPMENT		
AGREE	DISAGREE	COMMENT	AGREE	DISAGREE	COMMENT	AGREE	DISAGREE	COMMENT	AGREE	DISAGREE	COMMENT
P1	✓		H1	✓		L1/D1	✓		E1	✓	
P2	✓		H2	✓		L2/D2	✓		E2	✓	
P3	✓		H3	✓		L3/D3	✓		E3	✓	
P4	✓		H4	✓		L4/D4	✓		E4	✓	
COMMUNITY FACILITIES			TRANSPORTATION								
C1	✓		T1	✓							
C2	✓		T2	✓							
C3	✓		T3	✓							
C4	✓		T4	✓							
C5	✓		T5	✓							
C6	✓										

Comments on Policy Statements

*Resilient has a "resilient" character. It appears that Roswell wants to have a more comprehensive central area than residential.*

*P1 - DETERMINING AREAS TO BE INCLUSIVE AND EXCLUSIVE  
 CE4 - RESILIENT AS A CHARACTER IS NOT REQUIRED  
 CE4 NEEDS TO BE FULLY ENFORCED/ENFORCED FIRST BEFORE IS USED AT HOW IT IS DONE  
 CE4 WATER, ELECTRICITY, ETC ARE CRITICAL TO HAVE IN MODERN COMMUNITY FOR ANY ENERGY OR STORAGE.  
 CE4 - THIS WOULD REQUIRE SUBSTANTIAL INVESTMENT IN CE4  
 CE4 - WHAT ARE WE TRYING TO ACHIEVE WITH CE4? HOW DO WE WANT CE4 TO BE? WHY NEEDS REDEVELOPMENT IN THE TRANSPORTATION AREA?  
 CE4 - BIKES, ACROSS, NETWORKS, DEDICATED BIKE PATHS, ETC  
 CE4 - ANY DOCUMENT NEEDS WORKING WITH CE4 WHILE BUT IT SHOULD ENFORCE AND USE NOT BE RESILIENT  
 CE4 - THIS THE MAJOR PART OF THE BUDGET - HOW DO WE WANT TO BECOME ANOTHER ANOTHER REDEVELOPMENT PROJECT*



## PUBLIC MEETING DECEMBER 2015

### Station 2: Needs and Opportunities

Please indicate any additional considerations which you feel should be added to the "Needs and Opportunities" presented.

Comments on Needs and Opportunities

### Station 3: Policy Statements

For each policy statement, please mark whether you "agree," "disagree," or would like to "comment" in the spaces below. Please indicate any comments or modifications on the lines at the bottom of the page. Please remember to indicate which policy statement each comment pertains to.

POPULATION			HOUSING			LAND USE AND URBAN DESIGN			ECONOMIC DEVELOPMENT		
AGREE	DISAGREE	COMMENT	AGREE	DISAGREE	COMMENT	AGREE	DISAGREE	COMMENT	AGREE	DISAGREE	COMMENT
P1	✓		H1	✓		L1/D1	✓		E1	✓	
P2	✓		H2	✓		L2/D2	✓		E2	✓	
P3	✓		H3	✓		L3/D3	✓		E3	✓	
P4	✓		H4	✓		L4/D4	✓		E4	✓	
COMMUNITY FACILITIES			TRANSPORTATION								
C1	✓		T1	✓							
C2	✓		T2	✓							
C3	✓		T3	✓							
C4	✓		T4	✓							
C5	✓		T5	✓							
C6	✓										

Comments on Policy Statements

*I don't think we need to be too concerned with... we should be very careful about how much weight we give to... we should be very careful about how much weight we give to... we should be very careful about how much weight we give to...*







# APPENDICES

## CPAC Meeting #3 Summary

The third meeting of the Imagine Roswell 2035 Comprehensive Plan Advisory Committee (CPAC) was held on January 28, 2016 in Roswell City Hall at 7pm. The sign in sheet is provided in **Attachment A**. As committee members arrived, they were provided with a meeting agenda/handout. These materials are included in **Attachment B**.

To begin the meeting, Alice Wakefield, director of Community Development for the City of Roswell, welcomed attendees reminded them that this plan is an update which is required by law. She then introduced Eric Lusher from Pond & Company. Mr. Lusher began with a review of the conversation regarding the Future Development Map from CPAC #2, and the desire to focus on updating the Suburban Residential Character Area.

Attendees were asked to participate in the 'blue' and 'red' exercises that were being conducted throughout the community, in which respondents draw in blue those areas that should remain detached single family homes and in red those areas that could potentially have more or a mix of housing types and density. Submitted maps are included in the final section of this appendix.

Following these exercises, an open discussion was held regarding the merits of each attendee's drawings.

## Attachment A: Sign-In Sheets



### CPAC MEMBER SIGN IN SHEET

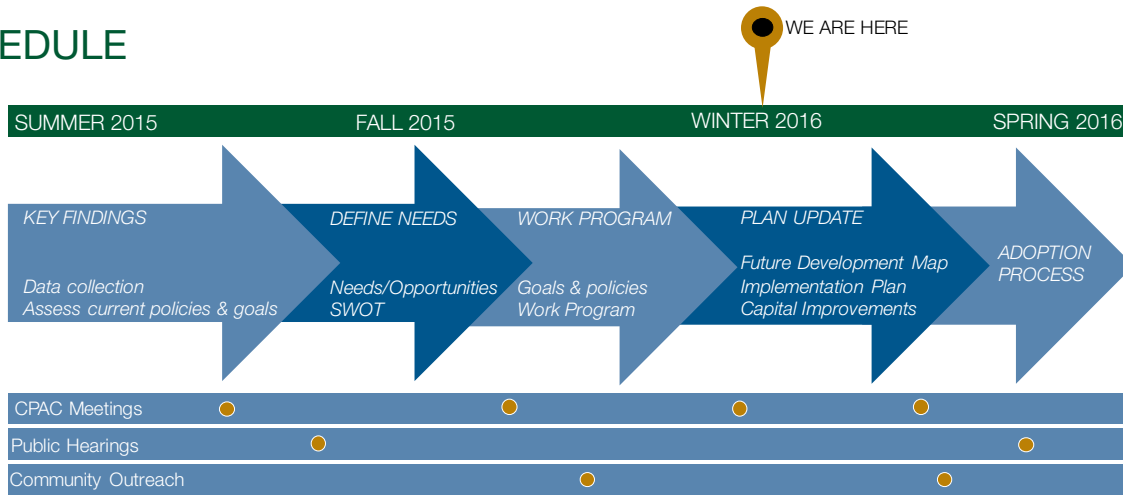
Member Name	Mark if Present
Bryan Chamberlain	✓
Don Conaughty	✓
Lisa DeCarbo	
Sidney Dodd	
Debra Ewing	
Tom Flowers	
Chris Foley	
Rebecca Gilbert	✓
Joey Giunta	
Michael Gould	
Cheryl Greenway	✓
Jeff Jablonski	✓
Ron Johnson	✓
Tony Landers	
Keith Long	
Ian Mari	
Sally McKenzie	
Denise Rauch	
Tom Rowsey	
David Schmit	
Randy Shultz	
Steve Stroud	
Marie Willsey	✓

## Attachment B: Meeting Handout



### CPAC #3 January 28, 2016

#### SCHEDULE



#### WHAT IS BEING REFINED & UPDATED?

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Needs & Opportunities | <input type="checkbox"/> Work Program           |
| <input checked="" type="checkbox"/> Policies              | <input type="checkbox"/> Future Development Map |

#### REMAINING MEETINGS & MILESTONES

- Final CPAC – 7 PM Thursday, February 18, 2016 @ City Hall
- Community Meeting #4 – 7 PM Wednesday, March 2, 2016 @ Roswell Area Park
- Community Meeting #5 – 7 PM Thursday, March 3, 2016 @ East Roswell Park
- Public Hearing #2 – TBD @ City Hall
- Council Adoption – TBD @ City Hall

#### TONIGHT'S AGENDA

- 7:00: Opening Statements
- 7:10: Recap of Future Development Map
- 7:20: Future Development Map Exercises
- 7:40: Future Development Map Discussion
- 8:45: Closing & Next Steps

## CPAC Meeting #4 Summary

The fourth and final meeting of the Imagine Roswell 2035 Comprehensive Plan Advisory Committee (CPAC) was held on February 18, 2016 in Roswell City Hall at 7pm. The sign in sheet is provided in **Attachment A**.

This meeting focused on the various changes and recommendations being made as part of the Plan Update and centered around a powerpoint presentation (**Attachment B**) and various boards provided throughout the room (**Attachment C**).

The discussion focused primarily on the recommended changes to the Future Development Map, with some CPAC members concerned about the effect of limiting the “Suburban Residential-Established Neighborhoods” to only detached single family homes. The concept of ‘transition areas’ which had been discussed in a Council Work Session was discussed as an option to address these concerns. The remaining CPAC members were supportive of the proposed changes.



## Attachment A: Sign-In Sheets



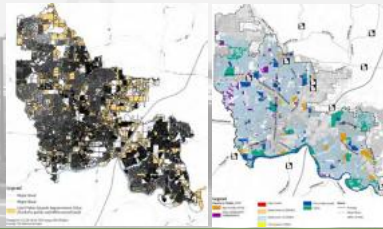
### CPAC MEMBER SIGN IN SHEET

Member Name	Mark if Present
Bryan Chamberlain	✓
Don Conaughty	
Lisa DeCarbo	✓
Sidney Dodd	
Debra Ewing	
Tom Flowers	
Chris Foley	
Rebecca Gilbert	✓
Joey Giunta	
Michael Gould	✓
Cheryl Greenway	✓
Jeff Jablonski	✓
Ron Johnson	✓
Tony Landers	
Keith Long	
Ian Mari	
Sally McKenzie	✓
Denise Rauch	✓
Tom Rowsey	
David Schmit	✓
Randy Shultz	
Steve Stroud	
Marie Willsey	

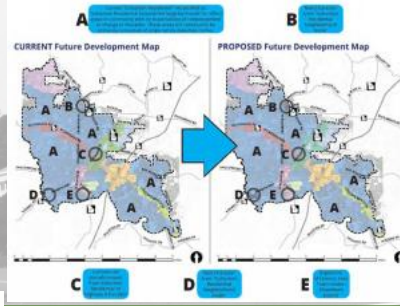


## Future Development Map Technical Analysis

- Land Value vs. Improvement Value
- Established/Recognized Neighborhoods



CPAC #4  
February 2016



CPAC #4  
February 2016



## Contact Us

Pond & Company  
Eric Lusher, AICP  
lushere@pondco.com  
404.748.4853

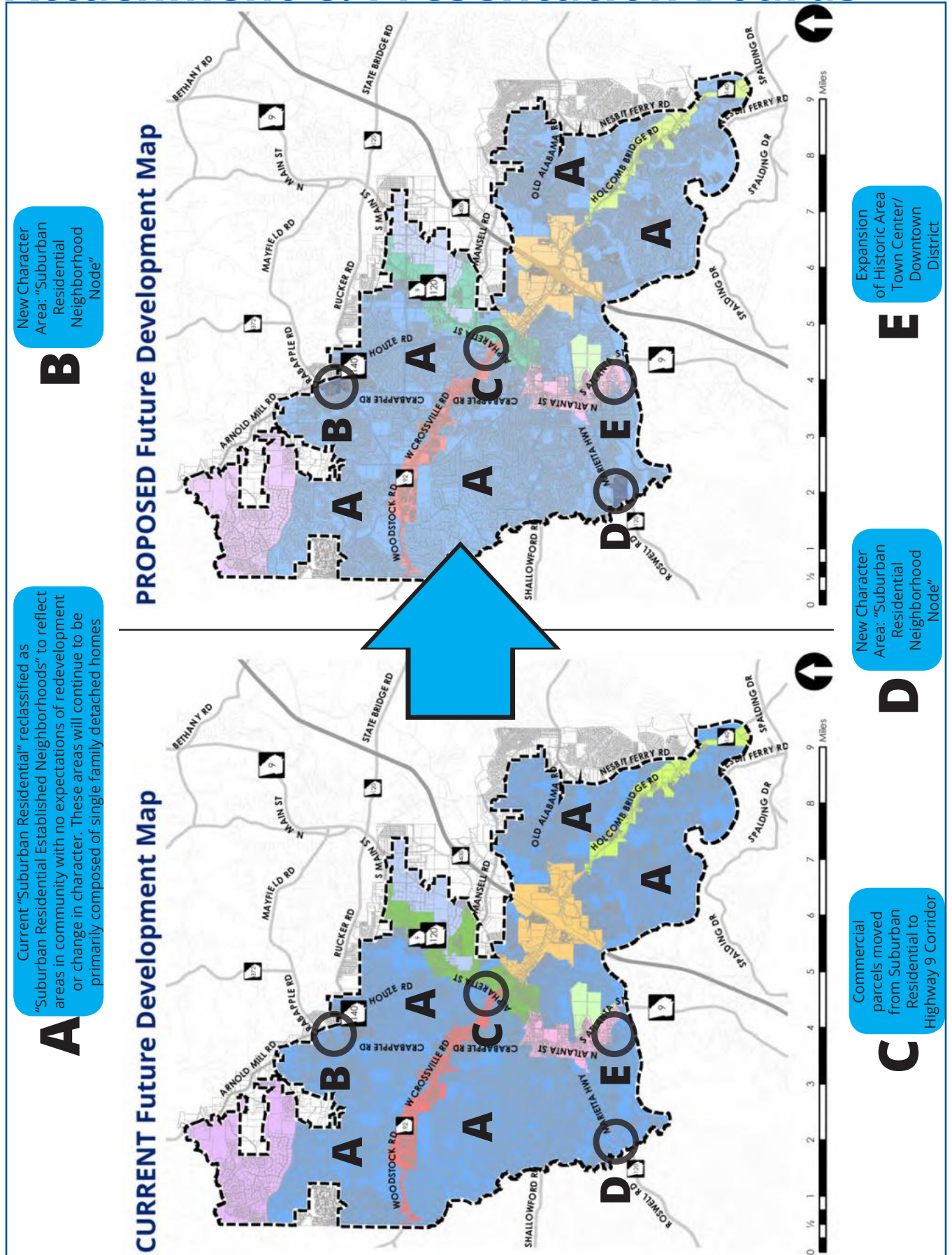
City of Roswell  
Jackie Deibel  
jdeibel@roswellgov.com  
770.641.3783

CPAC #4  
February 2016





## Attachment C: Presentation Boards





## DRAFT FUTURE LAND USE/ ZONING COMPATIBILITY

### ESTATE RESIDENTIAL

General Character: Large-lot residential; open space; pedestrian connectivity  
Compatible Zoning: AG-43, RS-87, RS-30, CIV, REC, CON

### SUBURBAN RESIDENTIAL - ESTABLISHED NEIGHBORHOOD

General Character: Single-family residential  
Compatible Zoning: AG-43, RS-87, RS-30, RS-18, RS-12, RS-9, CIV, REC, CON

### SUBURBAN RESIDENTIAL - NEIGHBORHOOD NODE

General Character: Small lot single-family residential, townhouses, and neighborhood-serving commercial and mixed-uses  
Compatible Zoning: NX, CH, OP, CIV, REC, CON

### HIGHWAY 9/ALPHARETTA HIGHWAY CORRIDOR COMMERCIAL

General Character: Shallow setback; mixed-use, neighborhood and low rise non-residential  
Compatible Zoning: RS-6, RS-4, RM-2, RM-3, RX, CX, SH, CC, CH, OR, OP, IX, CIV, REC, CON

### GA 400/HOLCOMB BRIDGE ROAD NODE

General Character: NW Quadrant - mixed-use, community space, office park; SE Quadrant - mixed-use, multi-use trails  
Compatible Zoning: RS-6, RS-4, RM-3, RX, CX, CC, CH, OR, OP, IX, CIV

### PARKWAY VILLAGE DISTRICT

General Character: Preserve historic rural character; buildings oriented to the street; natural trees and landscaping features; pedestrian-friendly  
Compatible Zoning: RS-9, RS-6, RS-4, R-CC, R-TH, PV, CIV, REC, CON

### HOLCOMB BRIDGE ROAD/SR 140

General Character: Quality low scale low-rise mixed-use which includes office, commercial, recreation and housing; streetscape; community gathering space  
Compatible Zoning R-TH, RM-2, NX, CX, CC, CH, OR, OP, IX, CIV

### INDUSTRIAL/FLEX

General Character: Master planned projects with pedestrian-oriented interiors, pocket parks and/or plazas; expand as employment center  
Compatible Zoning: OR, OP, IX, IL, CIV, REC, CON

### HISTORIC AREA TOWN CENTER/DOWNTOWN

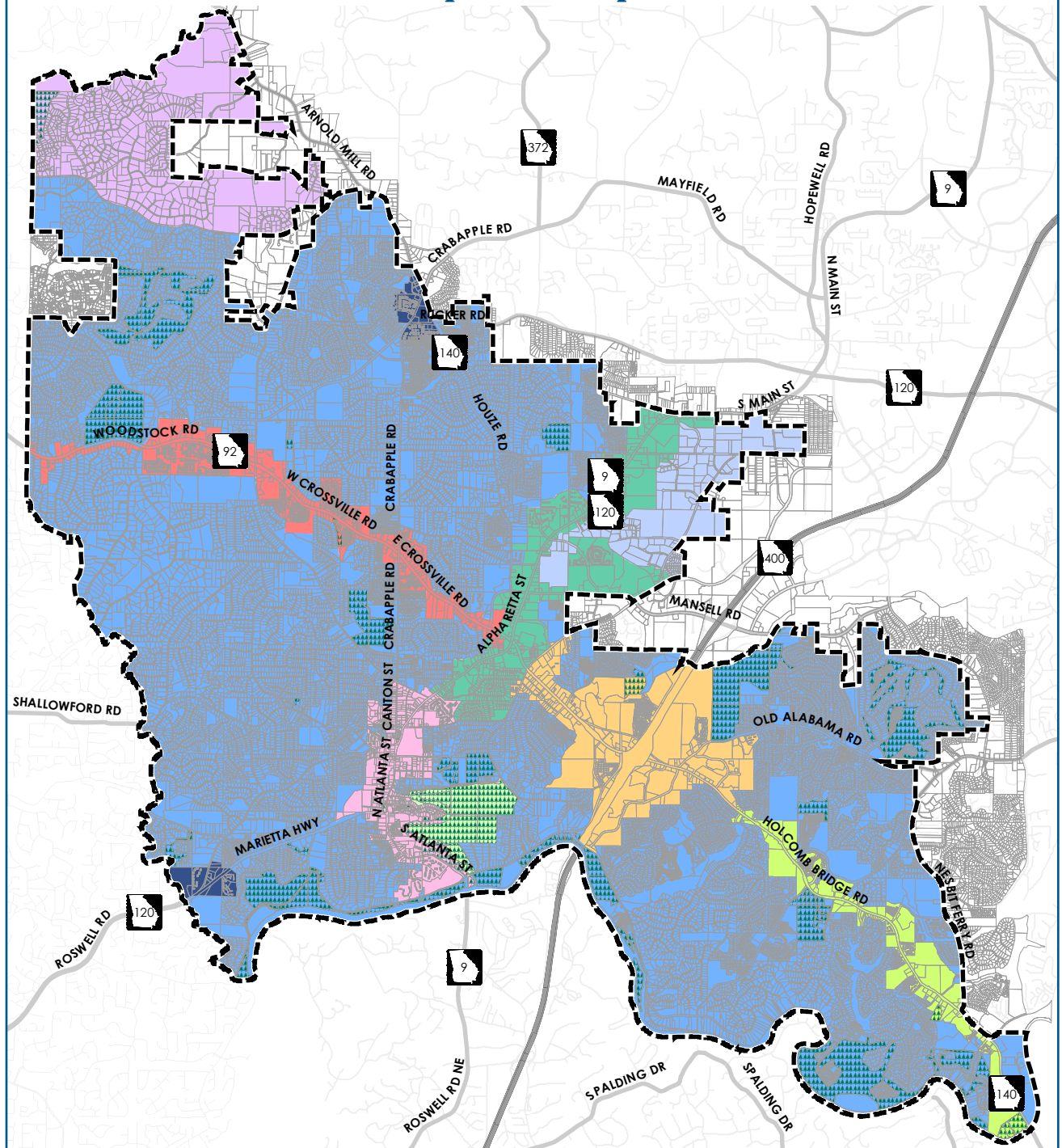
General Character: Pedestrian-oriented; Promote mixed-use development, redevelopment of aesthetically problematic sites and vacant sites; shallow setbacks;  
Compatible Zoning: RM-3, RX, DR, DX, DS, DH, CIV, REC

### CONSERVATION/GREENSPACE

General Character: Expand trail systems and parks/greenspace;  
Compatible Zoning: REC, CON



## PROPOSED Future Development Map

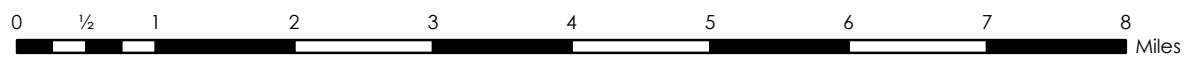


### Legend

#### Draft Character Areas

- Conservation/Greenspace
- Established Neighborhoods
- Estate Residential
- GA 400/Holcomb Bridge Node
- Highway 9 Alpharetta Highway
- Historic Area Town Center/Downtown
- Holcomb Bridge Road SR 140 Corridor
- Industrial/Flex
- Neighborhood Node
- Parkway Village Overlay District SR92

- Parcel Boundaries
- Freeway
- Major Road
- Other Streets





## NEEDS AND OPPORTUNITIES

### Population

#### Needs

- Improve options for aging in place related to housing; health care and transportation
- Improve facilities such that Roswell schools no longer operate over capacity
- 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
- Plan for the increased racial and ethnic diversity of population

#### Opportunities

- Maintain high quality in both public and private schools in the city
- Continue to embrace an increasing racially and ethnically diverse population.
- 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 awareness of racial and ethnic diversity which will bring increased cultural exposure and innovation in business and communities
- Support high quality schools that will draw and retain young families

### Economic Development

#### 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 out, limiting economic growth without changes in land use or density
- City needs to define how and where infill and redevelopment will occur

#### Opportunities

- Redevelopment of 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 like the northwest and east west quadrants of Georgia 400 and Holcomb Bridge Road.



## NEEDS AND OPPORTUNITIES

### Housing

#### 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

#### Opportunities

- Redevelop strip shopping centers and areas along Holcomb Bridge Road with incentives for diversity in housing type, density, and affordability.
- 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 like the northwest and east west quadrants of 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
- Utilize a public/private partnership funding mechanism to support developments that incorporate a variety of housing types and affordability



## Land Use and Urban Design

### 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 out at current densities; 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 2035 Comprehensive Plan in each character area the necessary to guide 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 protection of City character with the historic district





## NEEDS AND OPPORTUNITIES

### Transportation

#### 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/bike ability
- 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.





## Natural and Cultural Resources

### Needs

- Control development in 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 the 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



## POLICY STATEMENTS

### Population

P1	Roswell, like other successful communities with large Hispanic populations, partner with schools and the business community to promote the education attainment and civic involvement that the City of Roswell envisions for all who work and live in the City.
P2	The City of Roswell 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 housing, land use, transportation, and economic development policies will aim to create conditions that allow: mixed-income housing opportunities, access to job training facilities, and community supported service provision for those in need where appropriate.
P4	Recreation and parks facilities are adapting to serve the aging population.

### Community Facilities

CF1	<p>Ensure cost-effective and timely provision of community facilities and services to support the needs of the City's neighborhoods, residents, and businesses.</p> <ul style="list-style-type: none"> <li>Increase the ability of the Roswell-Alpharetta Public Safety Training Center (RAPSTC) facility to accommodate police officers for training (joint effort with Fire Department).</li> </ul>
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 shelter for community members in need.
CF6	Consider energy-efficient building programs for new facilities.



## POLICY STATEMENTS

### Housing

H1	<p>Consider changes in housing needs and demands in conjunction with sustainable building practices by promoting the following, where appropriate:</p> <ul style="list-style-type: none"> <li>• Residential development in close proximity/in walking distance to non-residential</li> <li>• Energy and water efficient buildings</li> <li>• Building standards that allow flexibility to accommodate needs of aging households</li> </ul>
H2	<p>Pursue zoning and economic development actions to encourage a variety of housing sizes and price point to allow the following, where appropriate:</p> <ul style="list-style-type: none"> <li>• Adequate market response to changing future demand, including the housing preferences of both young professionals and older “empty-nesters”                             <ul style="list-style-type: none"> <li>• Zoning allows the housing types that meet that demand</li> <li>• Zoning that incentivizes a variety of price-points</li> </ul> </li> <li>• Provide incentives for the development of mixed-income residential neighborhoods for low-income, work-force, and median-income and above households</li> <li>• Redevelopment of aging apartments</li> </ul>
H3	<p>Pursue quality infill housing where appropriate, especially targeting strategies for formerly stable single-family neighborhoods now distressed by foreclosures; implementation measures will begin which identify where and under what conditions infill and cottage housing may be appropriate.</p>
H4	<p>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.</p>

### Transportation

T1	<p>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:</p> <ul style="list-style-type: none"> <li>• Enhancing neighborhoods.</li> <li>• Preserving and enhancing the City’s historic resources.</li> <li>• Protecting and expanding the City’s natural resources and open spaces.</li> <li>• Exploring connectivity options and interparcel access for commercial and certain other corridors</li> <li>• Exploring innovative and context-sensitive system impacts</li> <li>• Expanding multi-modal opportunities throughout the City including pedestrian, bicycle, and transit facilities</li> <li>• Balancing the role and position of Roswell’s regional transportation facilities to mitigate impacts and provide protection to the City’s character</li> </ul>
T2	<p>Enhance Safety – not just for vehicles, but for all users: motorized vehicle operators, pedestrians, bicyclists and transit riders.</p>
T3	<p>Manage Congestion – focus on providing innovative yet realistic options for local traffic including key intersections, as well as creating new connections.</p>
T4	<p>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.</p>
T5	<p>Support Redevelopment – provide transportation systems that support redevelopment while preserving Roswell’s character. This will allow the City to plan for a prosperous future.</p>



## POLICY STATEMENTS

### Land Use and Urban Design

LU/D1	<p>The City of Roswell aims to provide innovative, flexible and quality design-focused development in areas identified for change on the Future Development Map’s following Character Areas: Holcomb Bridge/GA 400, Highway 9, and the Historic District. This policy recognizes that:</p> <ul style="list-style-type: none"> <li>• Redevelopment is an economic imperative for the City and a priority for citizens because it:                     <ul style="list-style-type: none"> <li>• Diversifies the tax base</li> <li>• Supports a high quality of life in Roswell, and</li> <li>• Avoids decline in property values.</li> </ul> </li> <li>• Redeveloping sites with existing buildings is more challenging than developing on open land, so conditions must be favorable for investment to occur.</li> <li>• When redevelopment is not financially viable or buildings are protected by historic regulations, the City supports the re-use of existing vacant buildings in these character areas.</li> <li>• Demographic trends of a healthy, aging population, coupled with a concentrated growth of young, urban professionals will generate very different demands for smaller housing, in walkable communities near amenities.</li> </ul>
LU/D2	<p>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>
LU/D3	<p>The City supports infill housing when it is appropriately scaled, appropriately designed, and compatible with its context.</p>
LU/D4	<p>City zoning and development trends will reflect the principles and policies established in the Comprehensive Plan and will seek to:</p> <ul style="list-style-type: none"> <li>• Protect existing suburban neighbors from undue negative impacts of development,</li> <li>• Link transportation and redevelopment opportunities,</li> <li>• Utilize the design-based provisions of the UDC, and</li> <li>• Provide an efficient review and approval process in accordance with the UDC</li> </ul>
LU/D5	<p>The City aims to update the Atlanta Road LCI, and elements of the Midtown Roswell LCI.</p>
LU/D6	<p>The City will encourage developments that exceed the minimum open space requirements of the UDC and/or provide space for public assembly.</p>



## POLICY STATEMENTS

### 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
ED2	<p>Redevelopment is an economic imperative for the City and a priority for citizens in order to:</p> <ul style="list-style-type: none"> <li>• Diversify the tax base to support a high quality of life, and</li> <li>• Avoid decline in property values</li> </ul>
ED3	City investment in infrastructure will support economic development that retains and grows existing employers, attracts new employers, and attracts redevelopment.
ED4	<p>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:</p> <ul style="list-style-type: none"> <li>• Multimodal access, public investment, and private partnerships to improve the streetscape, and</li> <li>• Gateway and signage upgrades.</li> </ul>
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	<p>The City recognizes that accessibility and mobility impact the economic health of the community and it commits to:</p> <ul style="list-style-type: none"> <li>• Providing residents and workers with genuine options for local and regional transit connections and establishing a transit-ready future, and</li> <li>• Coordinating with the North Fulton sister-cities in implementing the North Fulton Comprehensive Transportation Plan</li> </ul>

### Natural and 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.



## Community Meetings Round #2 Summary

The final round of community meetings held to prepare the Roswell 2035 Comprehensive Plan included two separate meetings:

- March 1, 2016 (Roswell Area Park)
- March 2, 2016 (East Roswell Park)

Sign-in sheets from each meeting are provided as **Attachment A**.

Each of these meetings began with an open house format (presentation boards are provided as **Attachment B**). Attendees were asked to provide comments, which are provided as **Attachment C**.

Following this, a formal presentation (**Attachment D**) with a Question & Answer session was conducted.

## Attachment A: Sign-In Sheets



### SIGN IN March 2, 2016 Community Meeting

Name	Address
Kathy Anderson	12075 Magnolia Crescent Dr. Roswell 30075
Clare Sneider	765 Whitehall Way Roswell 30076
Logan Griffith	870 Hunterhill Trail Roswell 30075
KEVIN GRIFFITH	870 Hunterhill Trail Roswell 30075
Steve Acenbrik	
Carol Williams	210 Saddlebrook Terrace Roswell 30075
JERRY ORLANDS	355 Shwinifles Ct Roswell 30075





# SIGN IN

## March 2, 2016 Community Meeting

Name	Address
Janet Lippin	2111 Lily Pointe Cir. Roswell
Kathy Bevenson	430 Saddle Creek Cir Roswell
Don Hoston	9885 Robinwood Lane Roswell
Jim Parris	195 CHAFFIN Rd. Roswell, GA. 30075
Barbara Duffy	200 Hollybush Dr Roswell GA 30076
Lois Sokolow	55 Tower Park Pl Roswell 30075
ERIKA WELLS	ROSWELL GEORGIA
DUN CONSUMERY	8000 Sandbar Dr. Roswell 30075
Alicia De	11570 Northgate Way Roswell 30075
Amanda Lowrey	1085 Wellers Court Roswell GA 30076
Sheryl & Bill King	215 Brook Valley Dr. Roswell 30075
Rose + Jeff Bunker	Home Stated
Denise Yoncos Gaudin	170 Charleston Circle Roswell GA 30076
DAN GARRETT	11365 Gubby Rd
Wendy Johnson	1580 Jones Rd 30075
Sally McLenze	47 Gaudy Pl 30075





## SIGN IN March 3, 2016 Community Meeting

Name	Address
PATSY VAN FELT	9100 TWELVESTONES DR. 30076
Pittie LUNNEY	9460 HILLSIDE DR. 30076
Susan Nuttall	4290 Canyon Point Cir. 30076
Elizabeth Kohan	400 Thornwick Trail 30076
Eason Sabatino	735 Danbridge Way 30076
Dick Farmer	355 Mountain Top 30076
Usa DeCarbo	130 South Shore Ct. 30076
Vicky Martin	715 Danbridge Way Roswell 30076
Kimi Keating	89 Nancy Tr. Roswell 30075
Barbara Flom	11200 Pembroke Springs Dr 30076

# DE-COMMUNITY ENGAGEMENT

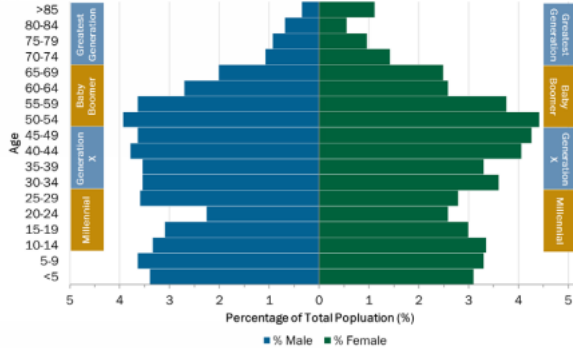
## Attachment B: Presentation Boards



### Station #1 City Overview

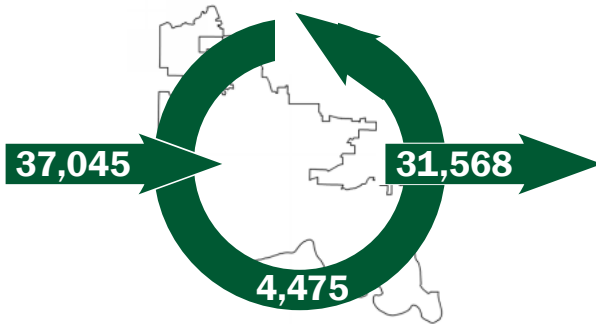
Estimated 2015 Population  
**95,315**

Age Distribution in Roswell



**52,000** "workforce aged" residents  
**26,000** residents expected to retire in next 20 years

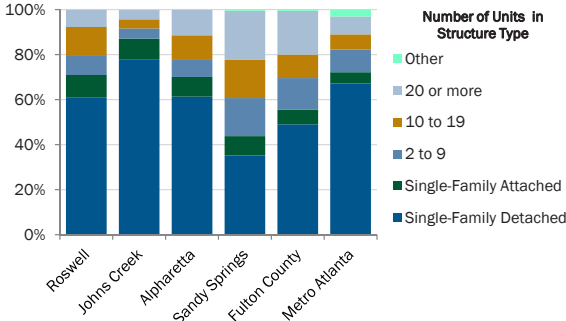
Commuting Patterns



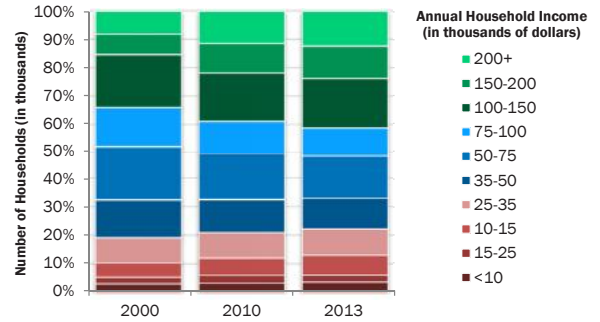
**Over 800** lane-miles of public roadway  
**102** signalized intersections  
**60%** of roads end in a cul-de-sac

**46%** of signalized intersections experience significant delay in **both** the morning and evening peak periods

Housing Type Mix



Income Distribution of Roswell

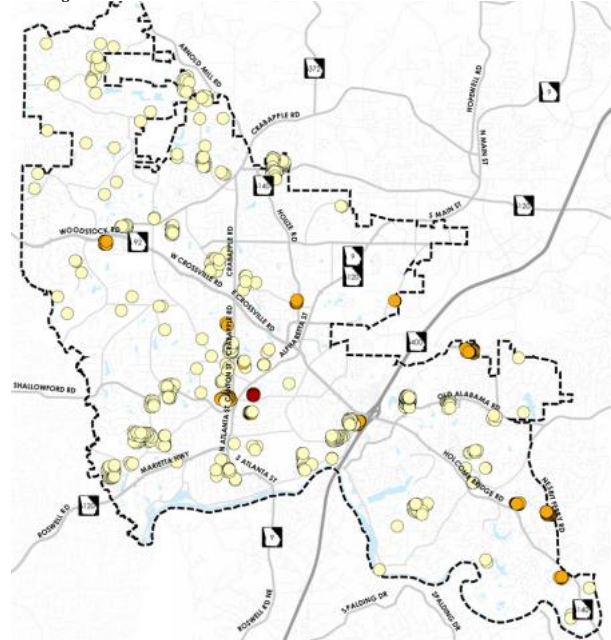


There were **fewer** households earning between **\$35,000** and **\$100,000** in 2013 than in 2000, even as the city has grown

More of Roswell's workforce works in white-collar industries than in the greater region

Median annual household income in Roswell is **1.4 times higher** than that of the metropolitan Atlanta region

Building Permits 2010-2013



Legend  
Building Permits (2010-2013): Single Family, Townhome, Apartment  
Roads: Freeway, Major Road, Other Streets

**Over 22%** of households cannot afford the median rent in Roswell

**According to the US Census Bureau, from 2000 to 2013 Roswell added:**  
**3000** new single family homes  
**1400** new townhomes/similar  
**1500** new units in buildings with 10+ units per structure

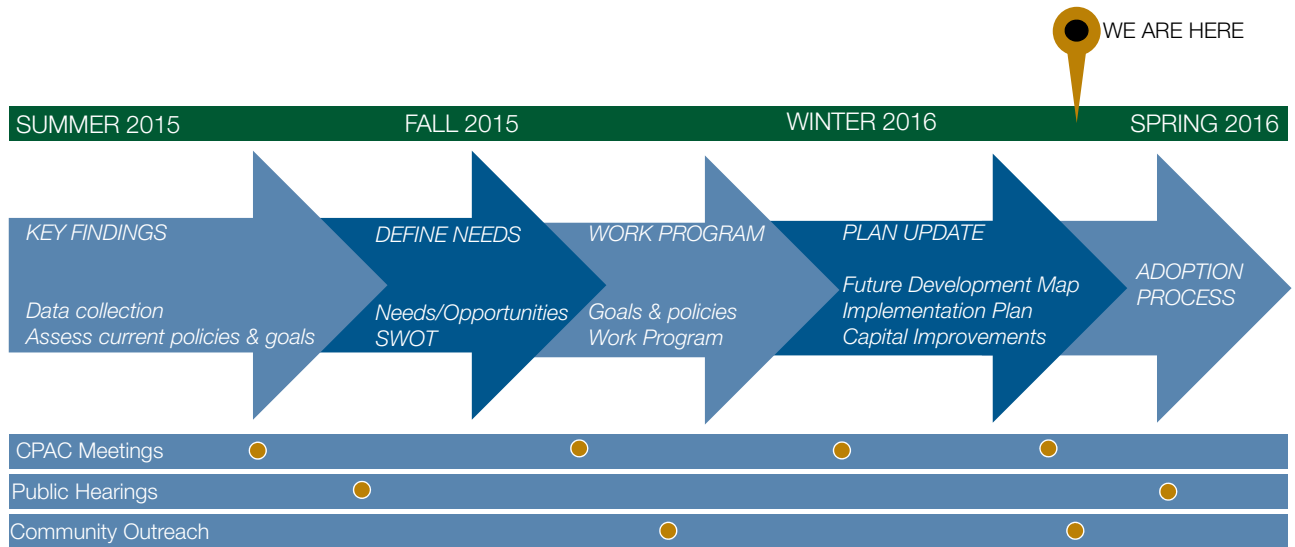
Based on income, **65%** of current Roswell renters cannot afford to buy a home





## Station #1 Process Overview

### Schedule



### Who is involved?

Elected Officials

The Public

Consultant Team

City Staff

CPAC  
Comprehensive Plan  
Advisory Committee

Regulatory  
Agencies



## Station #2 “Needs and Opportunities” and “Policies”

### Population

#### Needs and Opportunities

##### Needs

- Improve options for aging in place related to housing; health care and transportation.
- Work with Fulton County Board of Education to improve facilities such that Roswell schools no longer operate over capacity.
- The city should seek to improve certain areas that have high levels of poverty.
- Plan for the increased racial and ethnic diversity of population.

##### Opportunities

- Maintain high quality in both public and private schools in the city.
- Continue to embrace an increasing racially and ethnically diverse population.
- 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, an attractive labor force, and a flexible economic future.
- Increased awareness of racial and ethnic diversity which will bring increased cultural exposure and innovation in business and communities.
- Support high quality schools that will draw and retain young families.

#### Policies

P.1	Roswell, like other successful communities with large Hispanic populations, partner with schools and the business community to promote the education attainment and civic involvement that the City of Roswell envisions for all who work and live in the City.
P.2	The City of Roswell’s housing and land use policies foster conditions that make aging in place possible. Specific goals incorporate lifelong community criteria where appropriate.
P.3	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.
P.4	Recreation and parks facilities are adapting to serve the aging population.

### Community Facilities Recreation and Green Space; Public Safety

#### Needs and 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.

#### Policies

CF.1	Ensure cost-effective and timely provision of community facilities and services to support the needs of the City’s neighborhoods, residents, and businesses. <ul style="list-style-type: none"> <li>• Increase the ability of the Roswell-Alpharetta Public Safety Training Center (RAPSTC) facility to accommodate police officers for training (joint effort with Fire Department).</li> </ul>
CF.2	Maintain municipal buildings and grounds to the same high standard as exists today.
CF.3	Fully integrate the City’s Capital Improvement Element (CIE), as required by state rules to be annually updated, with the City’s capital improvement planning process, so that the two items are one and the same.
CF.4	Prepare tools to allow public-private partnerships to create new community facilities such as parks, public plazas and trail spurs to connect to City network.
CF.5	Identify emergency shelter for community members in need.
CF.6	Consider energy-efficient building programs for new facilities.

 Denotes a policy which has been modified since the first round of public meetings.



## Station #2 “Needs and Opportunities” and “Policies”

### Economic Development

#### Needs and 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 out, limiting economic growth without changes in land use or density.
- 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.

#### Policies

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
ED2	Redevelopment is an economic imperative for the City and a priority for citizens in order to: <ul style="list-style-type: none"> <li>• Diversify the tax base to support a high quality of life, and</li> <li>• Avoid decline in property values</li> </ul>
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: <ul style="list-style-type: none"> <li>• Multimodal access, public investment, and private partnerships to improve the streetscape, and</li> <li>• Gateway and signage upgrades.</li> </ul>
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: <ul style="list-style-type: none"> <li>• Providing residents and workers with genuine options for local and regional transit connections and establishing a transit-ready future, and</li> <li>• Coordinating with the North Fulton sister-cities in implementing the North Fulton Comprehensive Transportation</li> </ul>



## Station #2 “Needs and Opportunities” and “Policies”

### Housing

#### Needs and 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.

##### Opportunities

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

#### Policies

H1	<p>Consider changes in housing needs and demands in conjunction with sustainable building practices by promoting the following, where appropriate:</p> <ul style="list-style-type: none"> <li>• Residential development in close proximity/in walking distance to non-residential</li> <li>• Energy and water efficient buildings</li> <li>• Building standards that allow flexibility to accommodate needs of aging households</li> </ul>
H2	<p>Pursue zoning and economic development actions to encourage a variety of housing sizes and price point to allow the following, where appropriate:</p> <ul style="list-style-type: none"> <li>• Adequate market response to changing future demand, including the housing preferences of both young professionals and older “empty-nesters”                             <ul style="list-style-type: none"> <li>• Zoning allows the housing types that meet that demand</li> <li>• Zoning that incentivizes a variety of price-points</li> </ul> </li> <li>• Provide incentives for the development of mixed-income residential neighborhoods for low-income, work-force, and median-income and above households</li> <li>• Redevelopment of aging apartments</li> </ul>
H3	<p>Pursue new, high quality housing where appropriate; develop implementation criteria to identify where and under what conditions housing of various forms may be appropriate.</p>
H4	<p>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.</p>

Denotes a policy which has been modified since the first round of public meetings.



## Station #2 “Needs and Opportunities” and “Policies”

### Land Use and Urban Design

#### Needs and 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 out at current densities; 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 2035 Comprehensive Plan in each character area the necessary to guide 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 with the historic district.

#### Policies

LU/D1	The City of Roswell aims to provide innovative, flexible and quality design-focused development in areas identified for change on the Future Development Map’s following Character Areas: Holcomb Bridge/GA 400, Highway 9, and 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.
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 concentrated growth of young, urban professionals will generate very different demands for smaller 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: <ul style="list-style-type: none"> <li>• Protect existing suburban neighbors from undue negative impacts of development,</li> <li>• Link transportation and redevelopment opportunities,</li> <li>• Utilize the design-based provisions of the UDC, and</li> <li>• Provide an efficient review and approval process in accordance with the UDC</li> </ul>
LU/D7	The City aims to update the Atlanta Road LCI, and elements of the Midtown Roswell LCI.
LU/D8	The City will encourage developments that exceed the minimum open space requirements of the UDC and/or provide space for public assembly.
LU/D9*	The City will investigate the use of and determine criteria for evaluating properties or areas as potential “transition zones” within and between different Character Areas, particularly in areas adjacent to the Suburban Residential - Established Neighborhood Character Area.

Denotes a policy which has been modified since the first round of public meetings.





## Station #2 “Needs and Opportunities” and “Policies”

### Transportation

#### Needs and 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.

#### Policies

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.

T1

- 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 and provide protection to the City’s character

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.



## Station #2 “Needs and Opportunities” and “Policies”

### Natural and Cultural Resources

#### Needs and Opportunities

##### Needs

- Protect the city’s natural resources such as streams, floodplains, and other waterways
- Control development in 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.

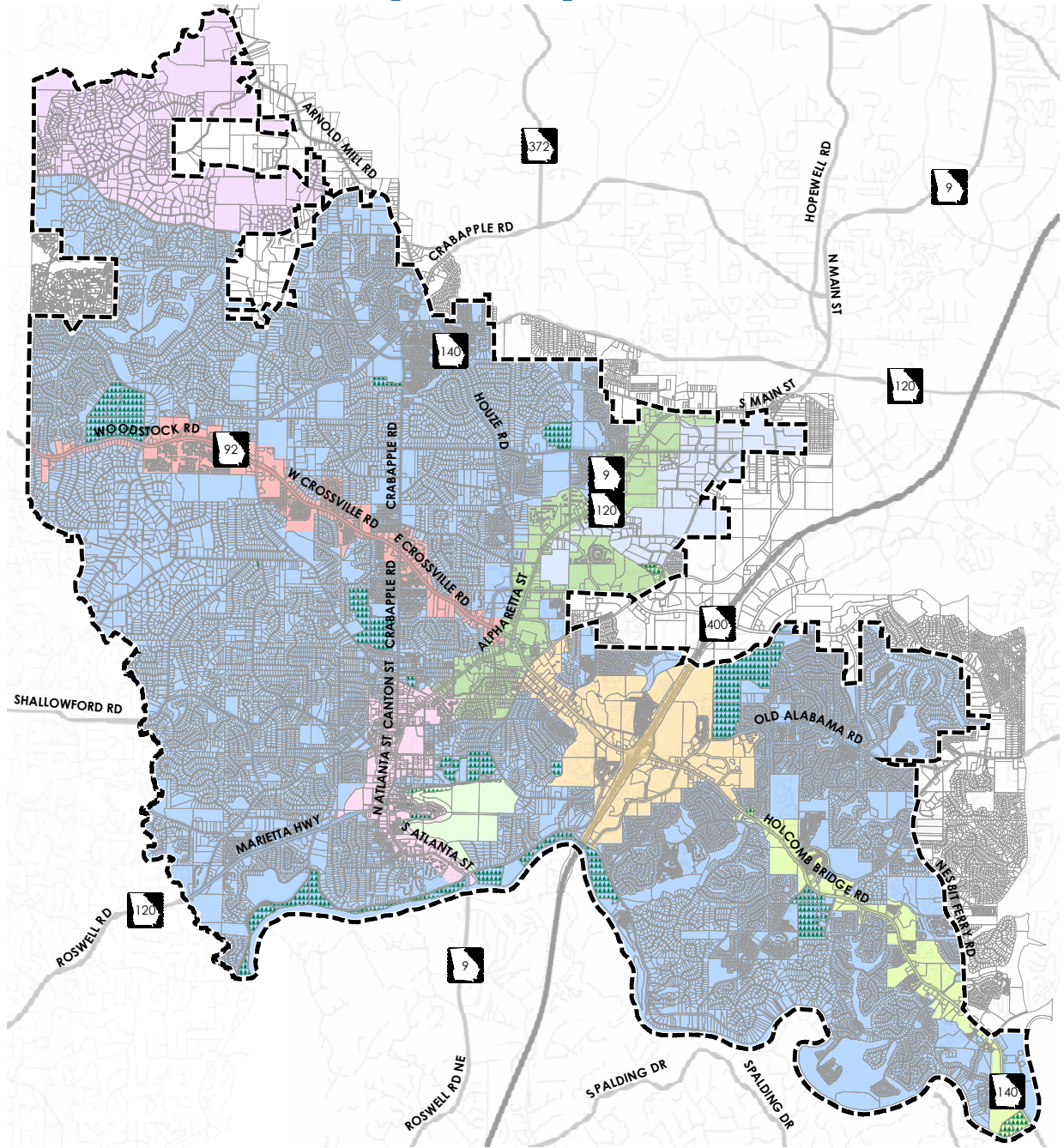
#### Policies

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.



## Station #3 Future Development Map

### Current Future Development Map

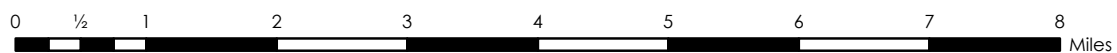


#### Legend

- Character Areas from Imagine Roswell 2030 Comprehensive Plan
- Conservation/Greenspace
  - Estate Residential
  - GA 400/Holcomb Bridge Node
  - Highway 9 Alpharetta Highway Commercial Corridor

- Historic Area Town Center/Downtown
- Holcomb Bridge Road SR 140
- Industrial/Flex
- Parkway Village Overlay District SR92 Corridor
- Suburban Residential

- Parks
- Parcel Boundaries
- Roads
  - Freeway
  - Major Road
  - Other Streets





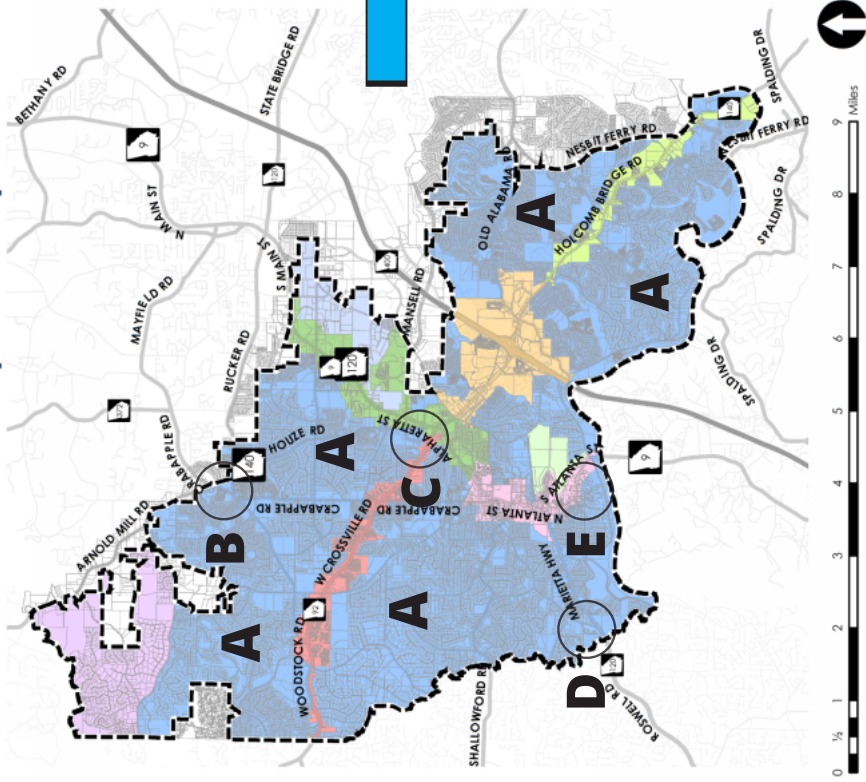


## Station #3 Future Development Map

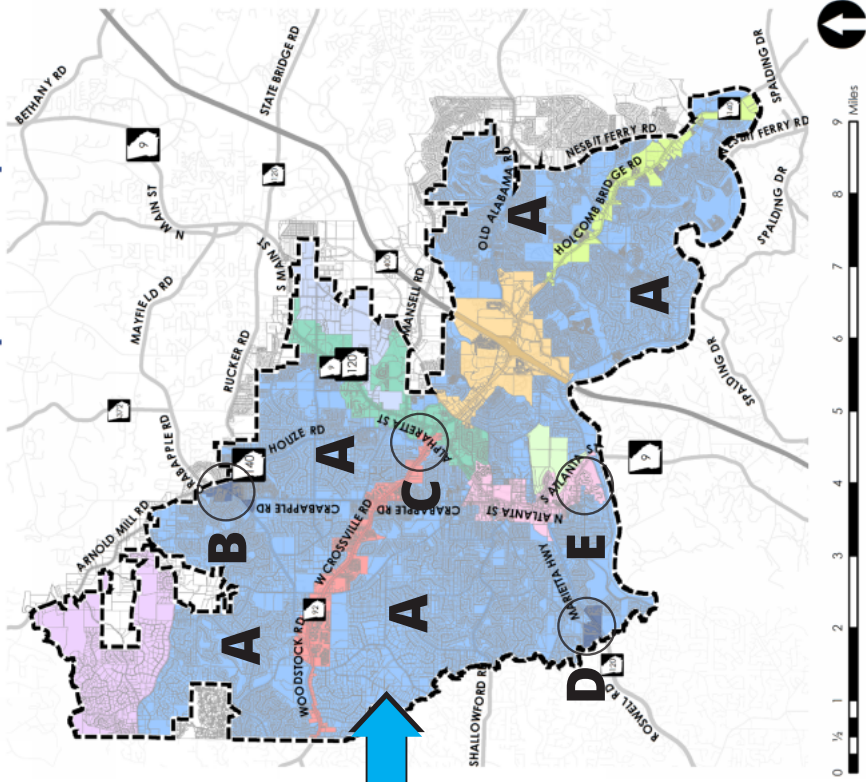
**A** Current "Suburban Residential" reclassified as "Suburban Residential Established Neighborhoods" to reflect areas in community with no expectations of redevelopment or change in character. These areas will continue to be primarily composed of single family detached homes

**B** New Character Area: "Suburban Residential Neighborhood Node"

### CURRENT Future Development Map



### PROPOSED Future Development Map



**C** Commercial parcels moved from Suburban Residential to Highway 9 Corridor

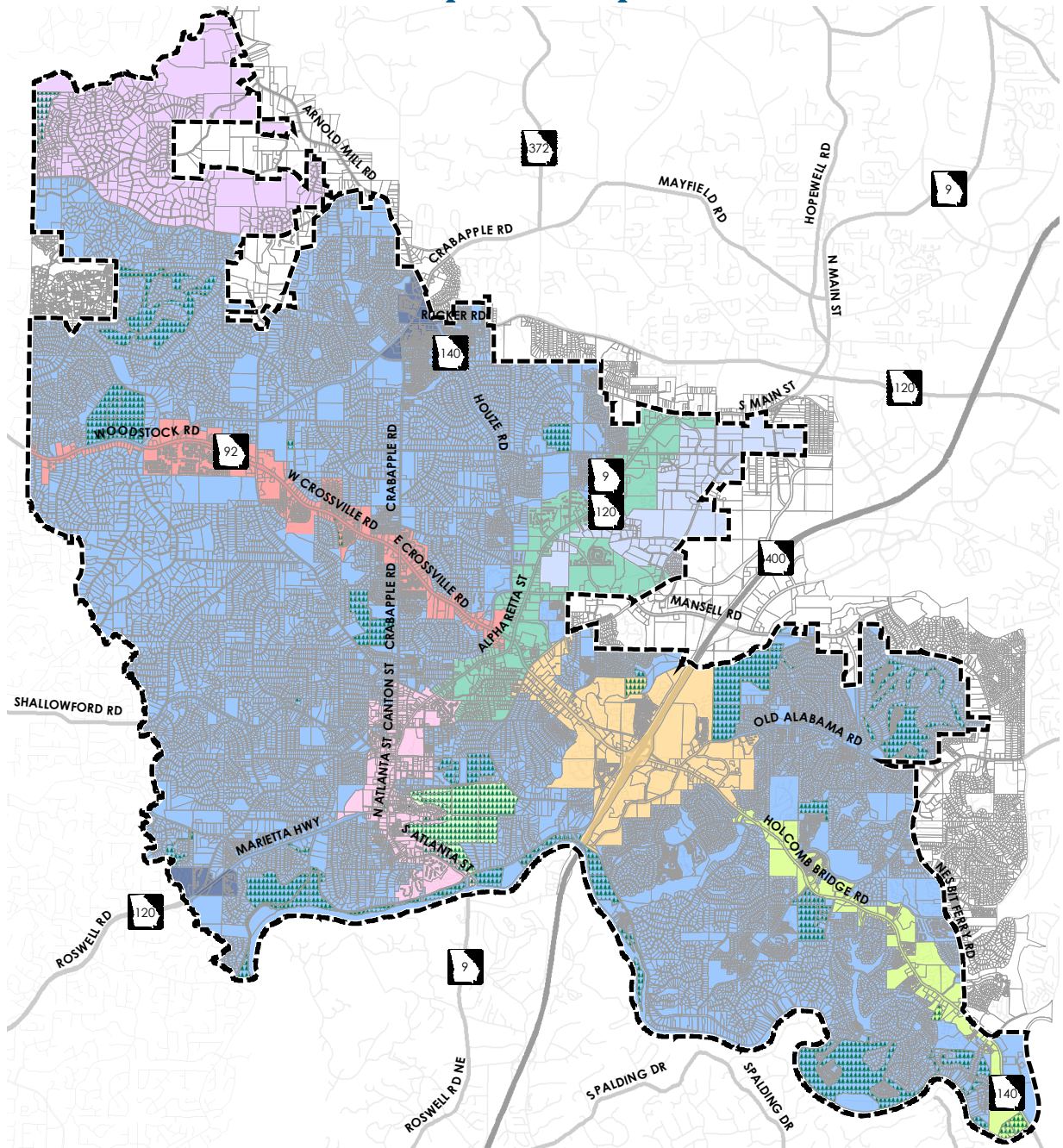
**D** New Character Area: "Suburban Residential Neighborhood Node"

**E** Expansion of Historic Area Town Center/Downtown District



## Station #3 Future Development Map

### PROPOSED Future Development Map



#### Legend

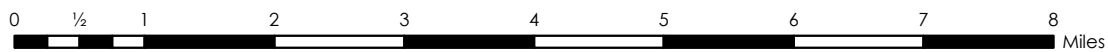
##### Draft Character Areas

- Conservation/Greenspace
- Established Neighborhoods
- Estate Residential
- GA 400/Holcomb Bridge Node
- Highway 9 Alpharetta Highway
- Historic Area Town Center/Downtown
- Holcomb Bridge Road SR 140 Corridor
- Industrial/Flex
- Neighborhood Node
- Parkway Village Overlay District SR92

Parcel Boundaries

##### Roads

- Freeway
- Major Road
- Other Streets







## DRAFT FUTURE LAND USE/ ZONING COMPATIBILITY

### ESTATE RESIDENTIAL

General Character: Large-lot residential; open space; pedestrian connectivity  
Compatible Zoning: AG-43, RS-87, RS-30, CIV, REC, CON

### SUBURBAN RESIDENTIAL – ESTABLISHED NEIGHBORHOOD

General Character: Single-family residential  
Compatible Zoning: AG-43, RS-87, RS-30, RS-18, RS-12, RS-9, PRD, CIV, REC, CON

### SUBURBAN RESIDENTIAL – NEIGHBORHOOD NODE

General Character: Small lot single-family residential, townhouses, and neighborhood-serving commercial and mixed-uses  
Compatible Zoning: NX, CH, OP, CIV, REC, CON

### HIGHWAY 9/ALPHARETTA HIGHWAY CORRIDOR COMMERCIAL

General Character: Shallow setback; mixed-use, neighborhood and low rise non-residential  
Compatible Zoning: RS-6, RS-4, RM-2, RM-3, RX, CX, SH, CC, CH, OR, OP, IX, CIV, REC, CON

### GA 400/HOLCOMB BRIDGE ROAD NODE

General Character: NW Quadrant – mixed-use, community space, office park; SE Quadrant – mixed-use, multi-use trails  
Compatible Zoning: RS-6, RS-4, RM-3, RX, CX, CC, CH, OR, OP, IX, CIV

### PARKWAY VILLAGE DISTRICT

General Character: Preserve historic rural character; buildings oriented to the street; natural trees and landscaping features; pedestrian-friendly  
Compatible Zoning: RS-9, RS-6, RS-4, R-CC, R-TH, PV, CIV, REC, CON

### HOLCOMB BRIDGE ROAD/SR 140

General Character: Quality low scale low-rise mixed-use which includes office, commercial, recreation and housing; streetscape; community gathering space  
Compatible Zoning R-TH, RM-2, NX, CX, CC, CH, OR, OP, IX, CIV

### INDUSTRIAL/FLEX

General Character: Master planned projects with pedestrian-oriented interiors, pocket parks and/or plazas; expand as employment center  
Compatible Zoning: OR, OP, IX, IL, CIV, REC, CON

### HISTORIC AREA TOWN CENTER/DOWNTOWN

General Character: Pedestrian-oriented; Promote mixed-use development, redevelopment of aesthetically problematic sites and vacant sites; shallow setbacks;  
Compatible Zoning: RM-3, RX, DR, DX, DS, DH, CIV, REC

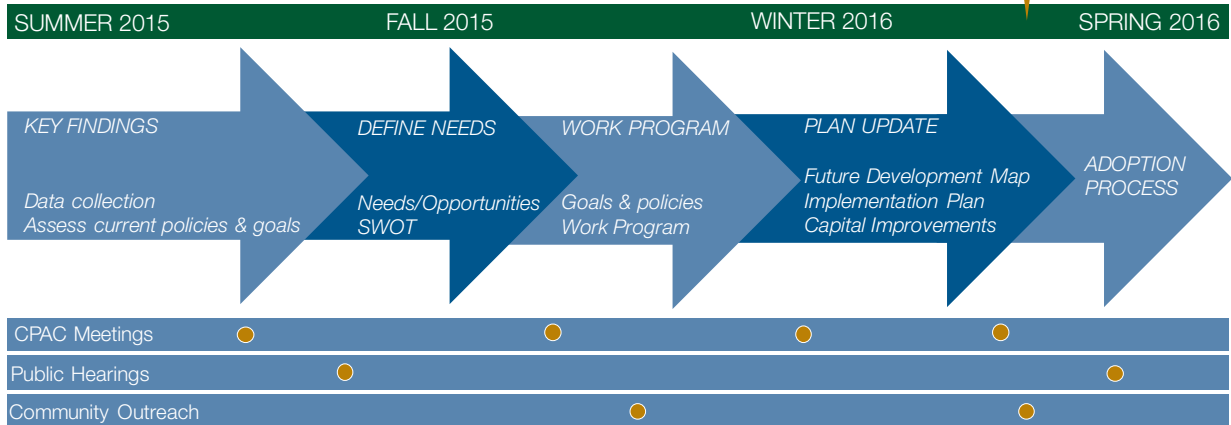
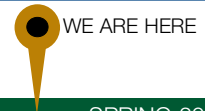
### CONSERVATION/GREENSPACE

General Character: Expand trail systems and parks/greenspace;  
Compatible Zoning: REC, CON



## Community Meetings #4 & #5 March 2016

### SCHEDULE



### REMAINING MEETINGS & MILESTONES

- Community Meeting #4 – 7 PM Wednesday, March 2, 2016 @ Roswell Area Park
- Community Meeting #5 – 7 PM Thursday, March 3, 2016 @ East Roswell Park
- Public Hearing #2 – TBD @ City Hall
- Council Adoption – TBD @ City Hall

### TONIGHT'S AGENDA


#### Open House (7:00-7:30; 8:00-9:00)

- Station 1: Overview: This station summarizes key data findings and the process being used to update the Comprehensive Plan
- Station 2: "Needs and Opportunities" and "Policies": This station reflects the "Needs and Opportunities" and subsequent "Policies" that have been updated as part of this Comprehensive Plan.
- Station 3: Future Development Map: This station indicates the proposed refinements to the Future Development Map

#### Presentation (7:30-8:00)

- Presentation addressing the planning process, findings, and proposed updates to the Comprehensive Plan.

## Attachment D: Attendee Comments



Community Meetings #4 & #5  
March 2016 Comment Sheet

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Station #1 Comments  
\*26,000 Residents \*  
Retire in next 20 yrs - "Where will they live"??

---


Station #2 Comments  
How to "increase"  
Variety in Housing options w/low RS-4-6, CC's  
Are being debated to Remove from Sub. Residential??  
Such removal does not represent thousands of 80+  
Thousand Residents-

---

Station #3 Comments  
Sub. Residential should  
Include All Categories AS  
outlined in "recently" adopted UDC-

---

Other Comments



Community Meetings #4 & #5  
March 2016 Comment Sheet

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Station #1 Comments  
THE Bldg Permits map Needs to SHOW  
Current Development ALSO. It is very misleading without it!

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Station #2 Comments  
THE UDC NEEDS TO BE Remodeled.  
Yardw/er Provisions Are Penchanty Large Lot 5,015 Family Home  
Allowing Freer Children to Play in a Large yard Rather THAN a "Courtyard"

---

Station #3 Comments  
Suburban Residential - Established Neighborhoods  
Do NOT NEED RS-9 RS-12 AND PRD Developments OR  
Zoning it will hurt the Homebodies AND Disrupt the  
Character of the Neighborhoods.

---

Other Comments



Community Meetings #4 & #5  
March 2016 Comment Sheet

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Station #1 Comments

---


Station #2 Comments  
Needs traffic & congestion relief, parking downtown  
desperately needed, not valets, green space more  
trees of roads, intersection of Holcombe Bridge  
needs beautification, midtown Atlanta Rd, Highway  
needs more clean up, nice grocery store downtown  
very much needed.  
EAST, WEST alley I'm pro vacant, garden &  
situation horrible,

---

Station #3 Comments  
Future dev. redo strip shopping or remove. Need upscale  
shopping like Avalon in Alpharetta. Riverwalk  
project needs to bring East & West together.  
Vacant lots & buildings need to be redone  
or removed. Make use of river with restaurants  
shopping, etc. Downtown connectivity with  
city hall & green space for gathering & landscaping  
& keeping historic look.  
Paint & restore historic buildings

---

Other Comments  
Highway 9 needs more trees & landscape  
& remove car repair stores in front  
of the new school!



Community Meetings #4 & #5  
March 2016 Comment Sheet

---

Station #1 Comments

---


Station #2 Comments.  
LU/D2 - Remove Historic District from this. Should be separate and  
under its own rules.  
LU/D9 - Delete "within and" transition zones should only be  
between different character areas. Add "but not abutting"  
RS-30 or RS-18.  
LU/D3 - Delete entirely. Age-in-place does not necessarily mean  
in the same house. It can mean same general neighborhood area.

---

Station #3 Comments  
PRD needs to be removed from Suburban Residential - Established  
Neighborhoods. No new developments with this designation should  
be allowed as they potentially can include SFR, Townhouses and  
Cottage Courts which your consultants say (and we agree) do not  
belong in Suburban Residential - Establish neighborhoods.  
RS-9 needs to be removed from Suburban Residential - Established  
Neighborhoods as this would be a HUGE departure from anything  
currently there. RS-9 would be much more appropriate as  
a transitional area zoning designation.

---

Other Comments  
Please STOP allowing so many apartments! Apartments  
Kill schools. Roswell is a top destination for older millennials  
(age 25-35) specifically because of our top schools. We need to  
capitalize on this trend, not destroy it.

 **Community Meetings #4 & #5**  
**March 2016 Comment Sheet**

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**Station #1 Comments**

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**Station #2 Comments**

LU/D9 = TRANSITION ZONES Should NOT be WITHIN - DELETE THIS WORD - SHOULD NOT be WITHIN <sup>FURTHERMORE SHOULD NOT</sup> BUT RS-30 OUT <sup>2018</sup>

LU/D3 - DELETE - THE AVERAGE PERSON MOVES OVER 11 TIMES IN A LIFETIME.

H4 - REMOVE - THE AVERAGE PERSON MOVES OVER 11 TIMES IN LIFETIME.


---

**Station #3 Comments**

We need to preserve the natural character of Roswell!  
Suburban Residential must EXCLUDE RS-9 + PRD.  
They are not a proper fit.

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**Other Comments**

 **Community Meetings #4 & #5**  
**March 2016 Comment Sheet**

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**Station #1 Comments**

Shows there needs to be a focus on affordable housing.

---

**Station #2 Comments**

Waiting regarding protection and preservation is not strong enough. Preserving historic Roswell is key to keeping our character.

---


**Station #3 Comments**

Remove RS-9 and PRD from Suburban Residential. There is not widespread support for these zoning. The majority is not for these densities and it will save everyone the aggravation of fighting these.

Last Use & Urban Design -  
LU/D9 - remove "within" near "potential transition zones"  
Should not be next to RS-30 neighborhoods  
Remove LU/D3 - demand for that not here

---

**Other Comments**

 **Community Meetings #4 & #5**  
**March 2016 Comment Sheet**

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**Station #1 Comments**

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**Station #2 Comments**

LU/D1 - do remove Historic District from character areas.  
LU/D3 - Millennials OVER 25 (typically married) are looking for large homes on large lots (preferably on a cul-de-sac) to raise their family. These millennials are not looking for an urban home in a suburb.  
LU/D9 - Delete "within"

---

**Station #3 Comments**


NCR 3-5 - The UDC has essentially gotten rid of our local preservation policies. We need to reinstate our Historic Preservation Ordinances.

No new RS-9 or PRDs in Suburban Residential - Established neighborhood. Remove PRD as a housing type for new dev.

---

**Other Comments**

Please restrict any new apartments. They can and will negatively impact our schools. Schools directly impact our housing values. Unfortunately, apartment dwellers are transient + ~~are being built~~ a luxury apartment building today is a run-down eye-sore in 10-20 years.

 **Community Meetings #4 & #5**  
**March 2016 Comment Sheet**

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**Station #1 Comments**

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**Station #2 Comments**

112 R3 - Return this to original 1991 Code not current UDC  
Any "within" ~~should~~ not about RS 30  
+ RS-18

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**Station #3 Comments**

Concerned about RS-9 in single family established neighborhoods as being too dense

---

**Other Comments**





## Community Meetings #4 & #5 March 2016 Comment Sheet

### Station #1 Comments

*delete H 3*  
 LU/D1 - delete Historic District where changes need to conform to Historic District Design Guidelines  
 NCR 3-5 *Reinstating a true historic preservation ordinance not tied to zoning in compliance with state history preservation ordinance. To better protect our historic assets I am concerned because the UDC v. 2013 plan have weakened our historic preservation.*

### Station #2 Comments

LU/D9 delete word "within and". Transition zone should only be between different Character Areas.  
 LU/D9 add ~~suburb~~ not about RS 30 + RS 18  
 LU/D3 - delete entirely / record data shows indiv's more 11.5 times in their lifetime so this should not be a driver

### Station #3 Comments

Suburban Residential - Established Neighborhood - RS-9 + PRD should be deleted. Even though these were specific zonings prior to UDC that were in these categories, they were less dense/ lower max lot coverage than currently allowed by RS-9 under UDC. RS-9 + PRD under UDC are not "in character" for Suburban Residential - Established Neighborhood.

### Other Comments

*Thanks!*



## Community Meetings #4 & #5 March 2016 Comment Sheet

### Station #1 Comments

### Station #2 Comments

*LU/D9*  
 "Transition zones" between different Char  
 LU/D1  
 remove historic district -

### Station #3 Comments

PRD - should only be allowed where they exist presently  
 R-9 - should only be allowed where they exist presently in Suburban Residential - Established Neighborhood

### Other Comments

*Historic District ordinances need to be strengthened & design guidelines with architectural standards strengthened*



## Community Meetings #4 & #5 March 2016 Comment Sheet

### Station #1 Comments

### Station #2 Comments

*LU/D9* Very concerned about the term "within" ...  
 "Character areas"  
 U9 should not be about RS 30  
 NCR 3/NCR 4/NCR 5  
 Since ordinance was "united" strength of preservation ordinance has been diminished and even become harmful. If we truly want to

### Station #3 Comments

Remove PRD and RS 9 from Suburban Residential Established Nbrhd. No new PRD's should be allowed in established neighborhoods.

### Other Comments



## Community Meetings #4 & #5 March 2016 Comment Sheet

### Station #1 Comments


### Station #2 Comments

### Station #3 Comments

*Delete PRD + RS 9 (out of character for Suburban Residential Neighborhood)*

### Other Comments



 Community Meetings #4 & #5  
March 2016 Comment Sheet

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Station #1 Comments

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Station #2 Comments


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Station #3 Comments

Maintain the ~~city~~ boundary line  
in the Historic District. Love it!  
:)

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Other Comments

 Community Meetings #4 & #5  
March 2016 Comment Sheet

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Station #1 Comments

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Station #2 Comments


love the new sidewalks, green spaces, trails,  
access to parks, river, etc., stores, restaurants  
Love the historic section and want  
to emphasize it.

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Station #3 Comments

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Other Comments

 Community Meetings #4 & #5  
March 2016 Comment Sheet

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Station #1 Comments

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Station #2 Comments


---

Station #3 Comments

---

Other Comments

Good presentation,  
thank you for saving  
our existing residential  
neighborhoods!

 Community Meetings #4 & #5  
March 2016 Comment Sheet

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Station #1 Comments

---

Station #2 Comments

- # Delete Historic District from "Innovative"
- # Transition areas are "Borough" character districts
- # Delete Age in place
- # Stop Apartments - Major impacts on schools.

---

Station #3 Comments

Suburban Residential Established - Remove PRD + RS9

---

Other Comments



## Community Meetings #4 & #5 March 2016 Comment Sheet

Station #1 Comments

Station #2 Comments

Station #3 Comments

Other Comments

The issue with the Comp Plan is one of emphasis - Roswell is unique among its neighboring cities - it has a high quality of life and an extensive emphasis on outdoor recreation - parks/the River etc. This uniqueness should be reflected in the Plan and

in the repositioning of disused, obsolete and seem to be obsolete commercial & retail spaces - Quality of life rather than commercial interests should guide the Plan - not business unfriendly, but realizing that traditional brick & mortar retail/commercial is becoming obsolete by the minute - the internet/electronic ~~commerce~~ commerce in the future - our need will be for more people space - parks and affordable housing - we do not need more class A space now ~~or~~ mansions - the ~~survival~~ economy is now minting high pay jobs and the current segment of high pay tech job is going to ~~shrink~~ shrink - machines are taking over. Focus the Comp Plan on people and quality of life - particularly the older/soon to be older in terms of affordable housing and resources to keep them in their homes



## Community Meetings #4 & #5 March 2016 Comment Sheet

Station #1 Comments

Station #2 Comments

Station #3 Comments

Other Comments

The city needs <sup>rapid</sup> transit. The unfounded fears about crime increases drive me crazy. I took the train to work every day when I lived in an suburb of Boston.



## Community Meetings #4 & #5 March 2016 Comment Sheet

Station #1 Comments

Station #2 Comments

Station #3 Comments

Other Comments

To address adjacency issues with existing neighborhoods, consider basing the buffer size on lot sizes with larger lots getting deeper buffers. → I know... Zoning... but it's also a philosophy



## Attachment D: Presentation Slides



### What is a Comprehensive Plan?

- **Refine** long-term vision
  - Anticipate future needs
  - Establish policy guidance
  - **Does not address specific ordinances**
  - Not a zoning exercise
- **Required** by the State
  - SWOT Analysis
  - "Needs & Opportunities"
  - Goals and/or Vision for the community
  - Future Development Map

### Who is Involved?

Elected Officials

The Public

Consultant Team

City Staff

CPAC

Regulatory Agencies

### Timeline

WE ARE HERE

SUMMER 2015
FALL 2015
WINTER 2016
SPRING 2016

**KEY FINDINGS** → **DEFINE NEEDS** → **WORK PROGRAM** → **PLAN UPDATE** → **ADOPTION PROCESS**

*Data collection, Assess current policies & goals* → *Needs/Opportunities SWOT* → *Goals & policies Work Program* → *Future Development Map, Implementation Plan, Capital Improvements*

CPAC Meetings

Public Hearings

Community Outreach

### Plan Elements

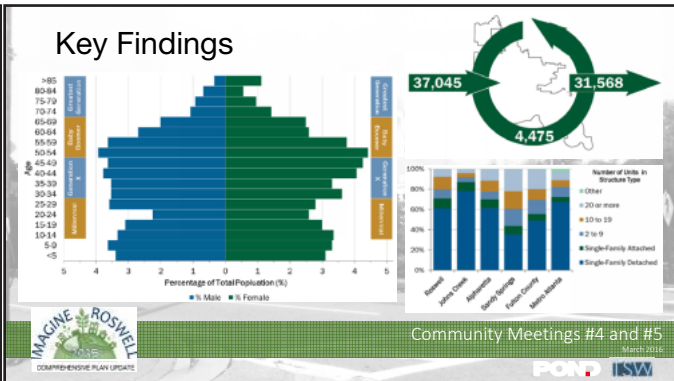
- Population
- Economic Development
- Housing
- Land Use and Urban Design
- Transportation
- Community Facilities
  - Recreation and Green Space
  - Public Safety
- Natural and Cultural Resources

Research

Needs and Opportunities

Policies

Work Program



### SWOT Exercise

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• High quality of life</li> <li>• Proximity to major highways</li> <li>• Diverse housing stock</li> <li>• Strong community spirit</li> <li>• Excellent schools</li> <li>• Beautiful parks and green spaces</li> <li>• Historic architecture</li> <li>• Proximity to major employers</li> <li>• High property values</li> <li>• Low crime rate</li> <li>• Excellent public safety</li> <li>• High quality of life</li> <li>• Proximity to major highways</li> <li>• Diverse housing stock</li> <li>• Strong community spirit</li> <li>• Excellent schools</li> <li>• Beautiful parks and green spaces</li> <li>• Historic architecture</li> <li>• Proximity to major employers</li> <li>• High property values</li> <li>• Low crime rate</li> <li>• Excellent public safety</li> </ul>	<ul style="list-style-type: none"> <li>• Limited public transit</li> <li>• Aging infrastructure</li> <li>• Limited parking</li> <li>• Limited public safety</li> <li>• Limited public safety</li> <li>• Limited public safety</li> <li>• Limited public safety</li> <li>• Limited public safety</li> <li>• Limited public safety</li> <li>• Limited public safety</li> <li>• Limited public safety</li> <li>• Limited public safety</li> <li>• Limited public safety</li> <li>• Limited public safety</li> <li>• Limited public safety</li> <li>• Limited public safety</li> </ul>	<ul style="list-style-type: none"> <li>• Proximity to major highways</li> <li>• Diverse housing stock</li> <li>• Strong community spirit</li> <li>• Excellent schools</li> <li>• Beautiful parks and green spaces</li> <li>• Historic architecture</li> <li>• Proximity to major employers</li> <li>• High property values</li> <li>• Low crime rate</li> <li>• Excellent public safety</li> <li>• High quality of life</li> <li>• Proximity to major highways</li> <li>• Diverse housing stock</li> <li>• Strong community spirit</li> <li>• Excellent schools</li> <li>• Beautiful parks and green spaces</li> <li>• Historic architecture</li> <li>• Proximity to major employers</li> <li>• High property values</li> <li>• Low crime rate</li> <li>• Excellent public safety</li> </ul>	<ul style="list-style-type: none"> <li>• Limited public transit</li> <li>• Aging infrastructure</li> <li>• Limited parking</li> <li>• Limited public safety</li> <li>• Limited public safety</li> <li>• Limited public safety</li> <li>• Limited public safety</li> <li>• Limited public safety</li> <li>• Limited public safety</li> <li>• Limited public safety</li> <li>• Limited public safety</li> <li>• Limited public safety</li> <li>• Limited public safety</li> <li>• Limited public safety</li> <li>• Limited public safety</li> </ul>

### Needs and Opportunities

NEEDS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>• Need for improved public transit</li> <li>• Need for improved public transit</li> <li>• Need for improved public transit</li> <li>• Need for improved public transit</li> <li>• Need for improved public transit</li> <li>• Need for improved public transit</li> <li>• Need for improved public transit</li> <li>• Need for improved public transit</li> <li>• Need for improved public transit</li> <li>• Need for improved public transit</li> <li>• Need for improved public transit</li> <li>• Need for improved public transit</li> <li>• Need for improved public transit</li> <li>• Need for improved public transit</li> <li>• Need for improved public transit</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity for improved public transit</li> <li>• Opportunity for improved public transit</li> <li>• Opportunity for improved public transit</li> <li>• Opportunity for improved public transit</li> <li>• Opportunity for improved public transit</li> <li>• Opportunity for improved public transit</li> <li>• Opportunity for improved public transit</li> <li>• Opportunity for improved public transit</li> <li>• Opportunity for improved public transit</li> <li>• Opportunity for improved public transit</li> <li>• Opportunity for improved public transit</li> <li>• Opportunity for improved public transit</li> <li>• Opportunity for improved public transit</li> <li>• Opportunity for improved public transit</li> </ul>



## Policies

Community Meetings #4 and #5  
March 2016

## Future Development Map "Blue" Exercise

Community Meetings #4 and #5  
March 2016

## Future Development Map "Blue" Exercise

	Single Family Residential Only	Open to Diversifying Housing Mix	East/West Split/Absence	Identified Single Neighborhood or Area	Other	Total
CPAC	0	4	2	0	1	7
Community Meeting Respondents	6	16	9	4	2	37
Online/Walk-in Respondents	41	27	7	9	4	88
No Map/Comments	1	0	0	1	3	5
<b>Total Respondents</b>	<b>48 (35%)</b>	<b>47 (34%)</b>	<b>18 (13%)</b>	<b>14 (10%)</b>	<b>10 (7%)</b>	<b>137</b>

Community Meetings #4 and #5  
March 2016

## Future Development Map "Red" Exercise

Community Meetings #4 and #5  
March 2016

## Future Development Map "Red" Exercise

30 red exercises were received. Of these:

- 4 (13% of total) only indicated areas in non-suburban residential character areas
- 19 (63% of total) indicated part or all of "Central Roswell"
- 5 (17% of total) indicated part or all of east Roswell north of Old Alabama Road (and often the area north of Holcomb Bridge Road)
- 7 (23% of total) indicated areas along Marietta Highway (SR 120) west of Downtown Roswell

Community Meetings #4 and #5  
March 2016

## Future Development Map Technical Analysis

- Land Value vs. Improvement Value
- Established/Recognized Neighborhoods

Community Meetings #4 and #5  
March 2016

## Comparison of Current and Proposed Future Development Maps

Community Meetings #4 and #5  
March 2016

## Contact Us

<b>Pond &amp; Company</b>	<b>City of Roswell</b>
Eric Lusher, AICP	Jackie Deibel
lushere@pondco.com	jdeibel@roswellgov.com
404.748.4853	770.641.3783

Community Meetings #4 and #5  
March 2016



## Public Hearing #2 Notes



**Meeting:** Public Hearing #2

**Location:** Roswell City Hall, City Council Chambers

**Date/Time:** June 13, 2016, 7:00pm\*

**Notes:**

City staff from the Department of Community Development presented the completed draft comprehensive plan. They summarized the planning process, findings, and recommended changes. After this presentation, the public was invited to comment, and then the Council voted to transmit the draft plan for review by DCA and ARC.

**Public Comment:**

No members of the public provided any comment during the provided time.

\* Public Hearing #1 was held as part of a regular City Council meeting. The City Council meeting began at 7pm.





# APPENDICES

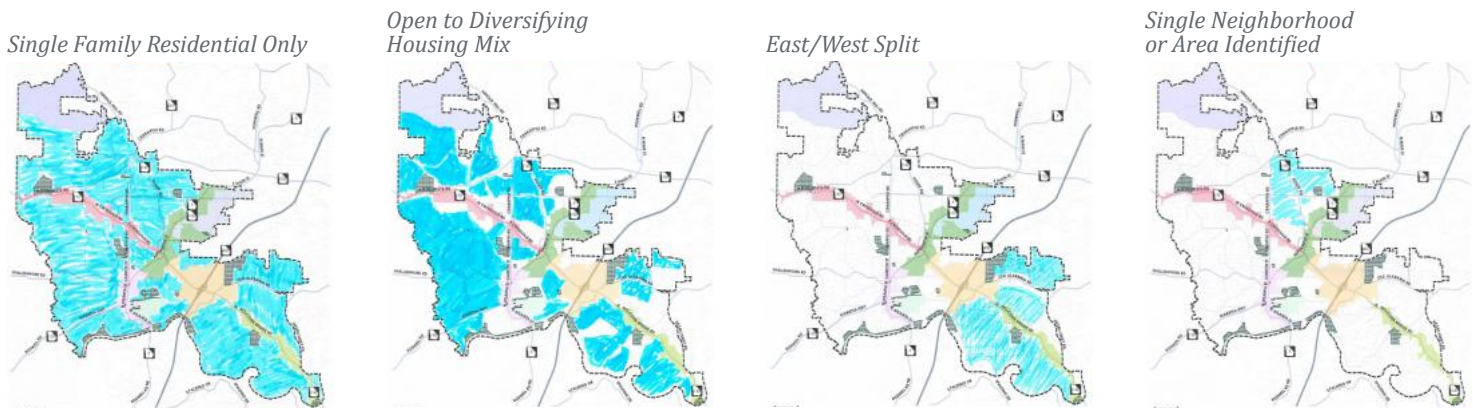
## Red & Blue Exercises Summary

A large component of the 2035 Comprehensive Plan Update focused on the potential changes to the ‘Suburban Residential’ character area of the Future Development Map. To guide this process, community members were asked to take part in two exercises:

- The ‘Blue’ exercise allowed respondents to draw (in blue) those parts of the community they felt should be limited to detached single-family homes
- The ‘Red’ exercise allowed respondents to draw (in red) those parts of the community they felt should could incorporate a mix of housing types and increased density

The community was asked to take part in this exercise in a multitude of ways including during the first round of community meetings, on the City’s website (with various social media postings alerting the community to the exercise), and at CPAC meetings. The results of the exercises are summarized below with all ‘blue’ maps received shown in **Attachment A** and all ‘red’ maps received shown in **Attachment B**.

### Blue Exercise Results



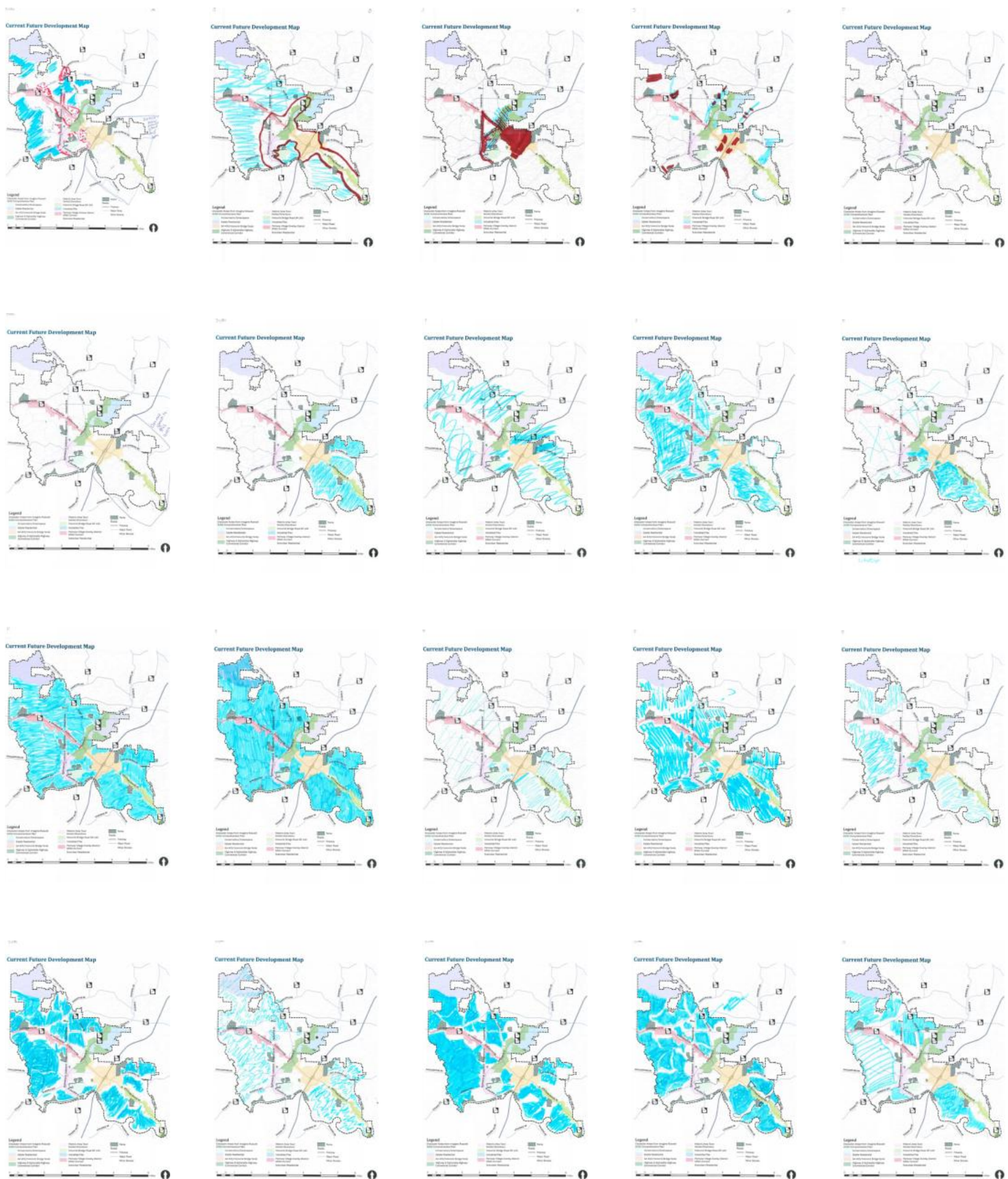
	Single-Family Residential Only	Open to Diversifying Housing Mix	East/West Split	Single Neighborhood or Area Identified	Other	Total
Number of Responses	48	47	18	14	10	137
Percentage of Total	35%	34%	13%	10%	7%	100%

### Red Exercise Results

30 red exercises were received. Of these:

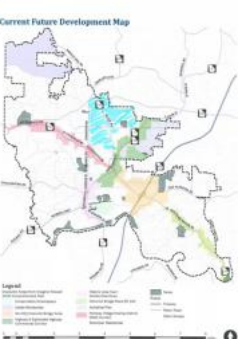
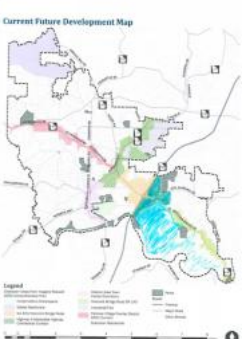
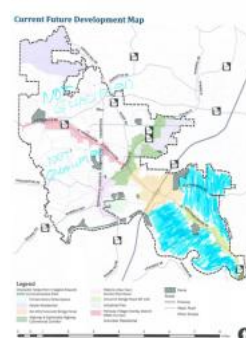
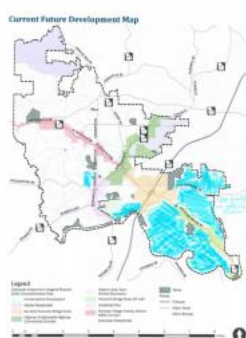
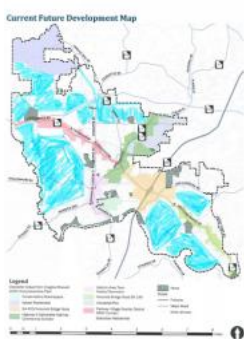
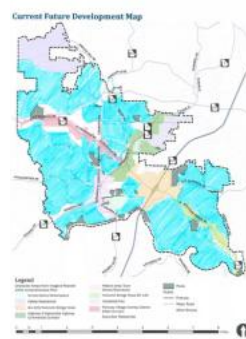
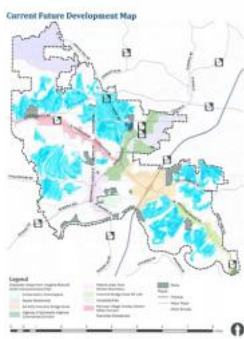
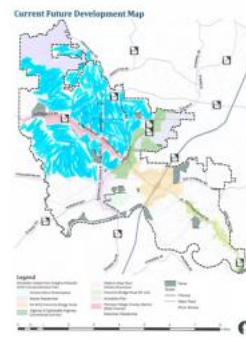
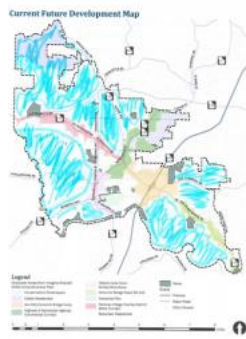
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- 7 (23% of total) indicated areas along Marietta Highway (SR 120) west of Downtown Roswell

## Attachment A: Blue Map Submissions



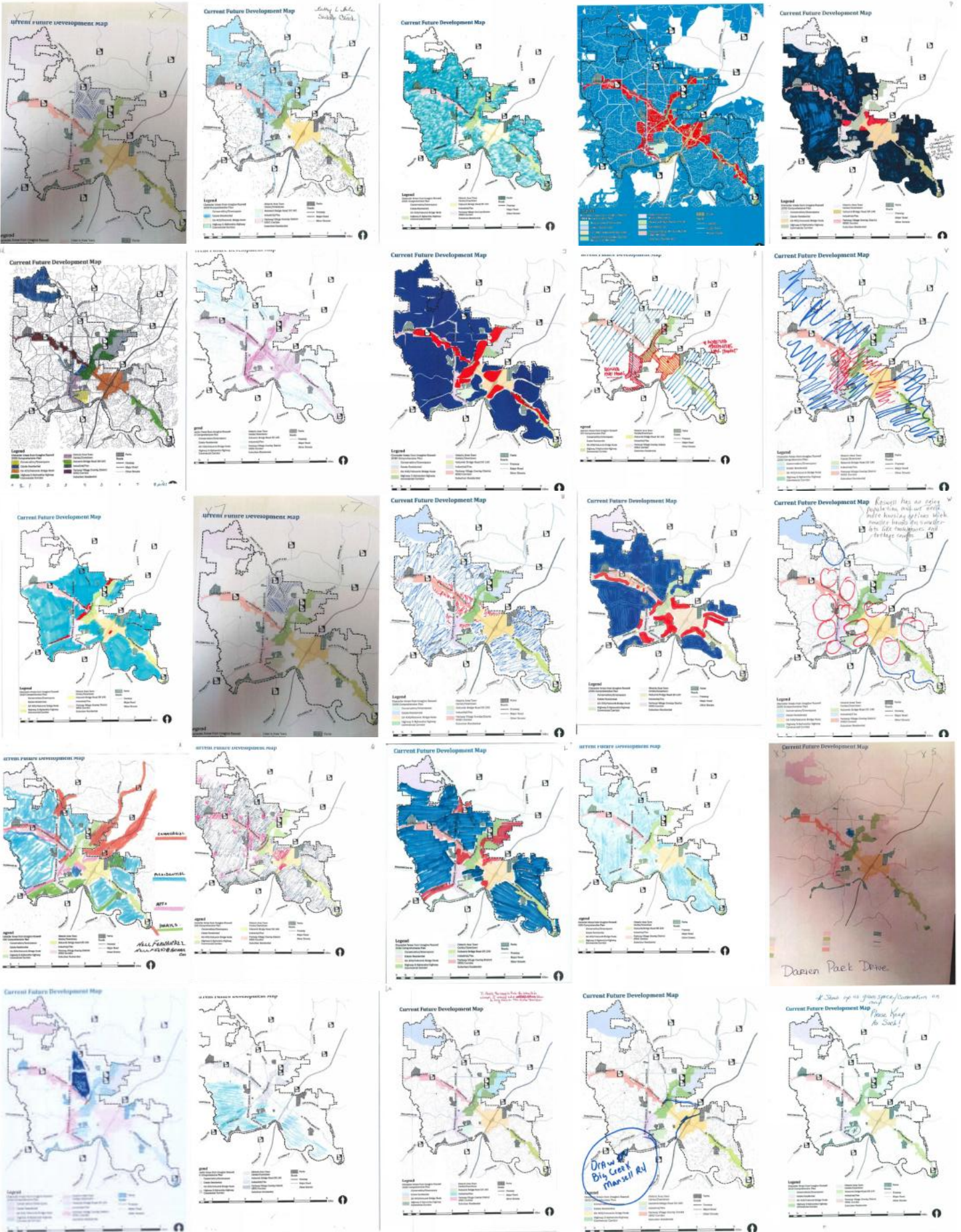


# APPENDICES



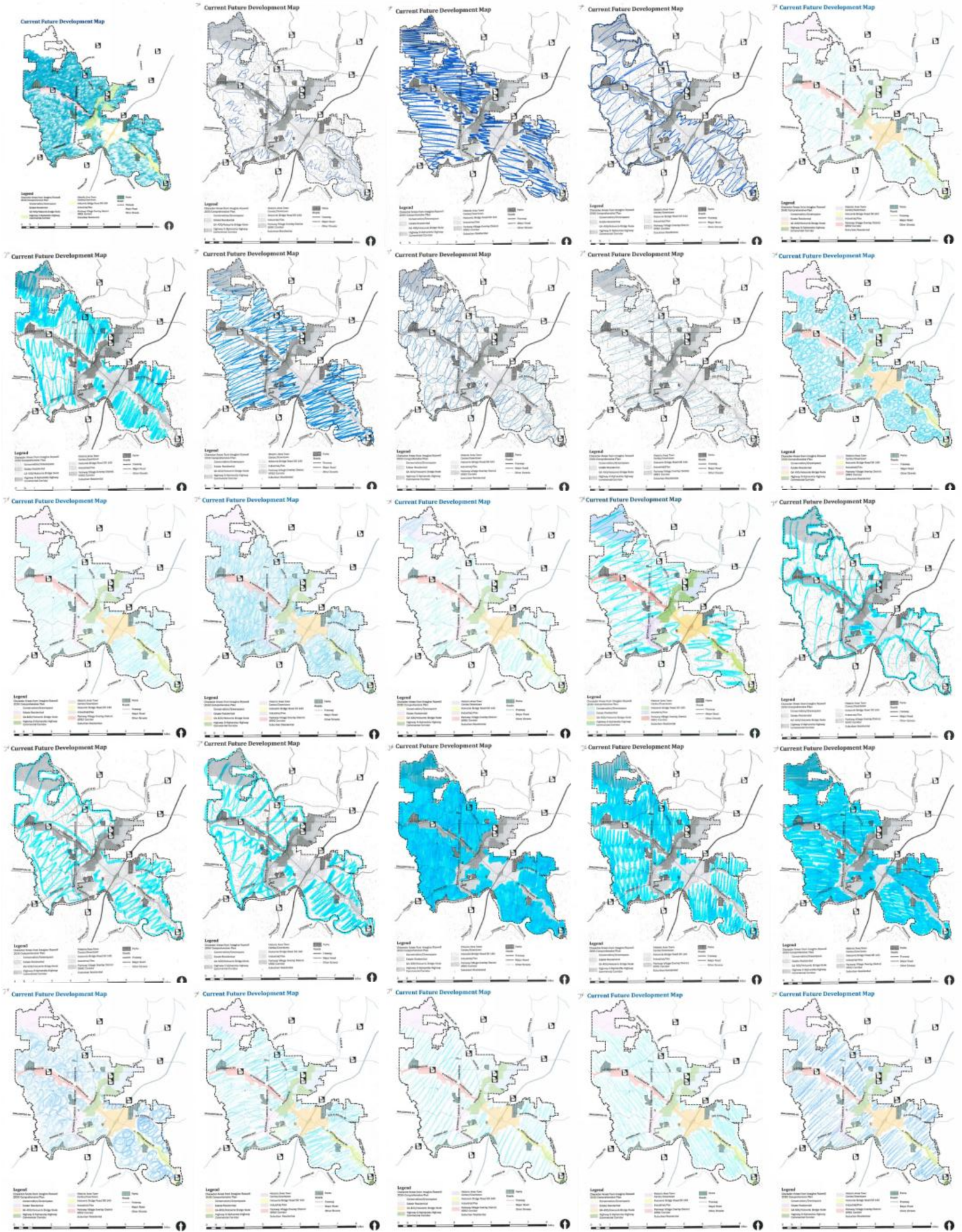


# DE-COMMUNITY ENGAGEMENT



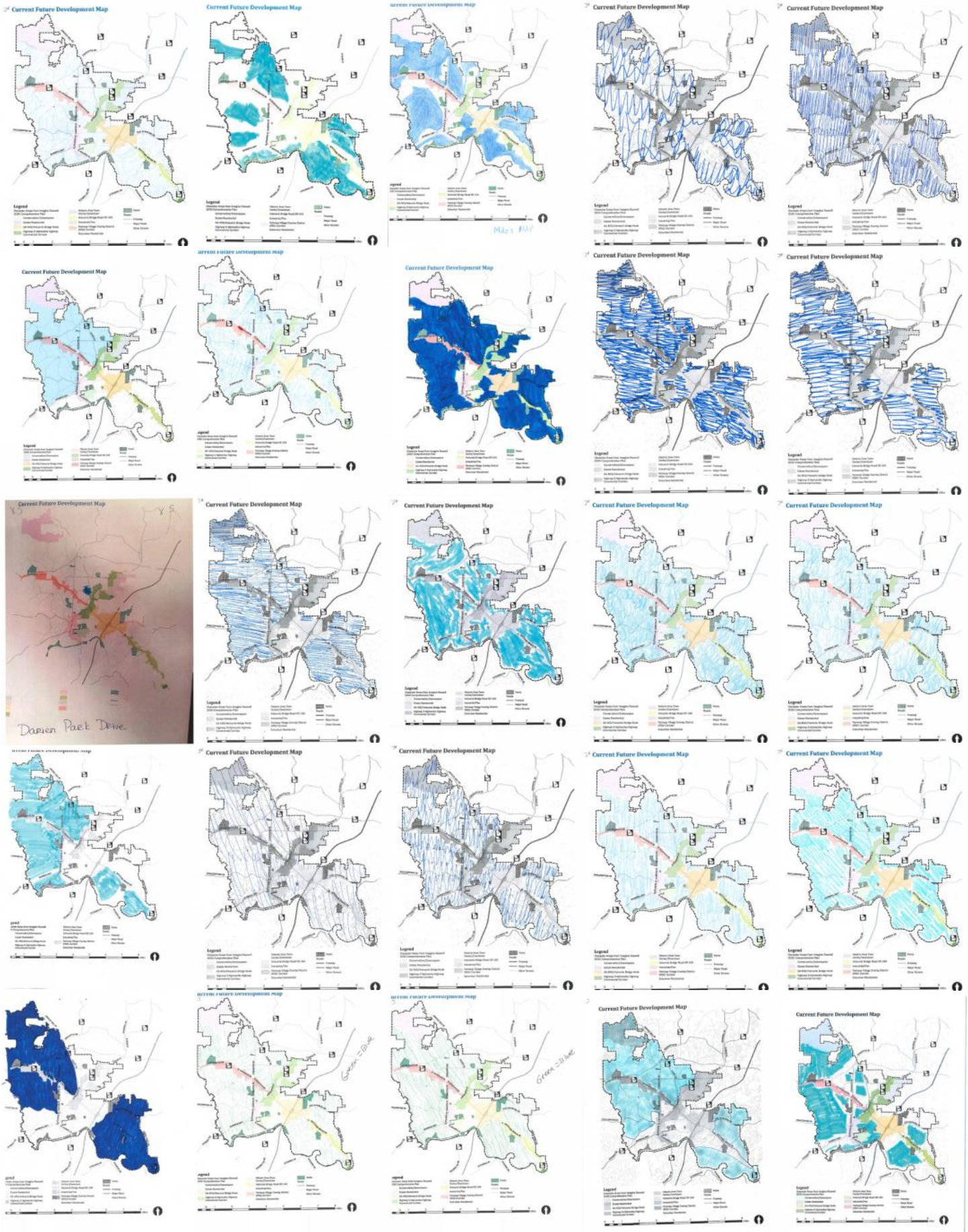


# APPENDICES



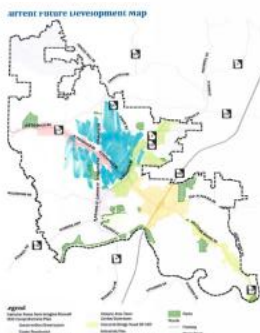
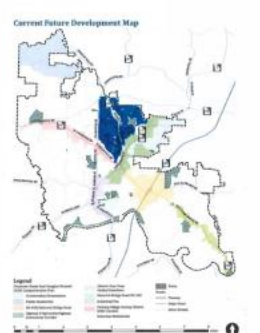
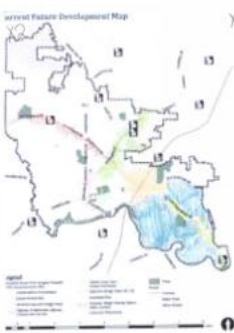
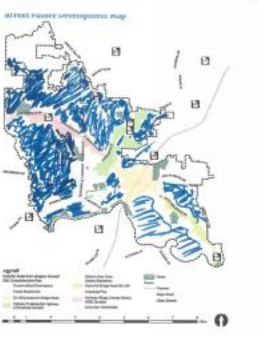
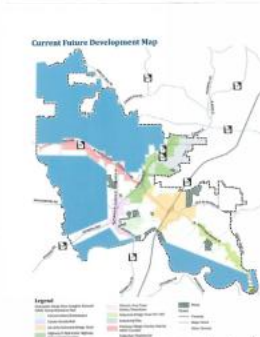
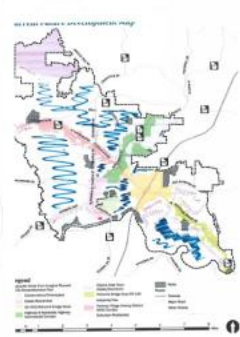
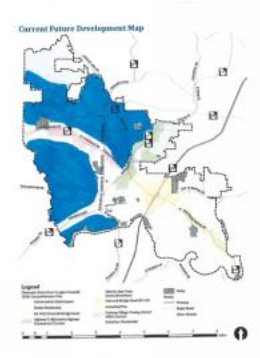
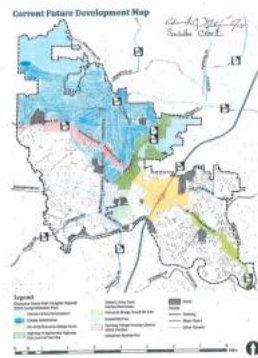
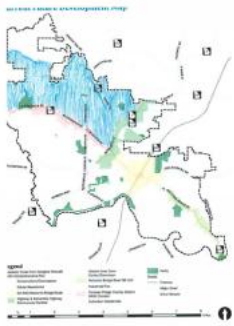


# D-COMMUNITY ENGAGEMENT



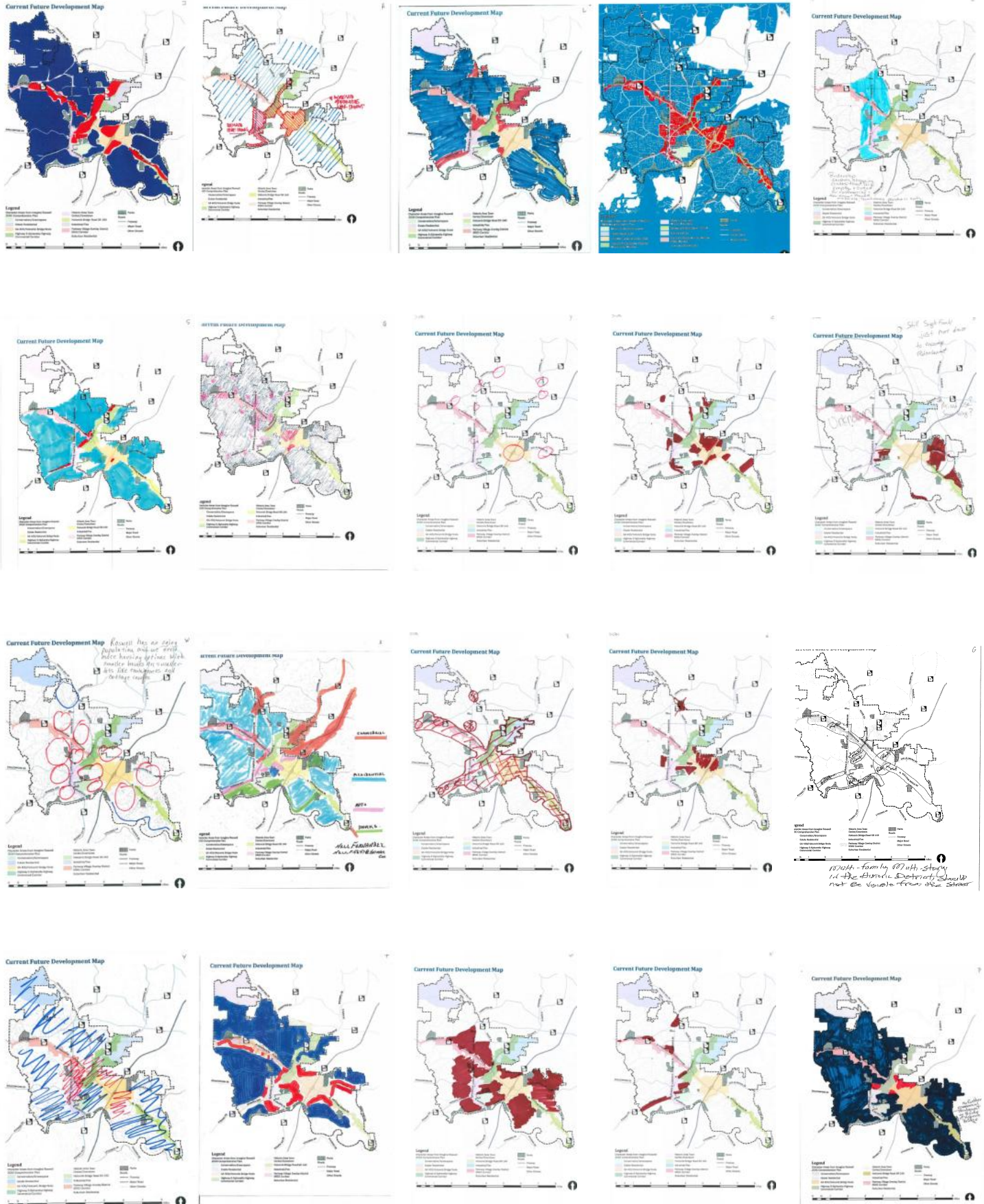


# APPENDICES



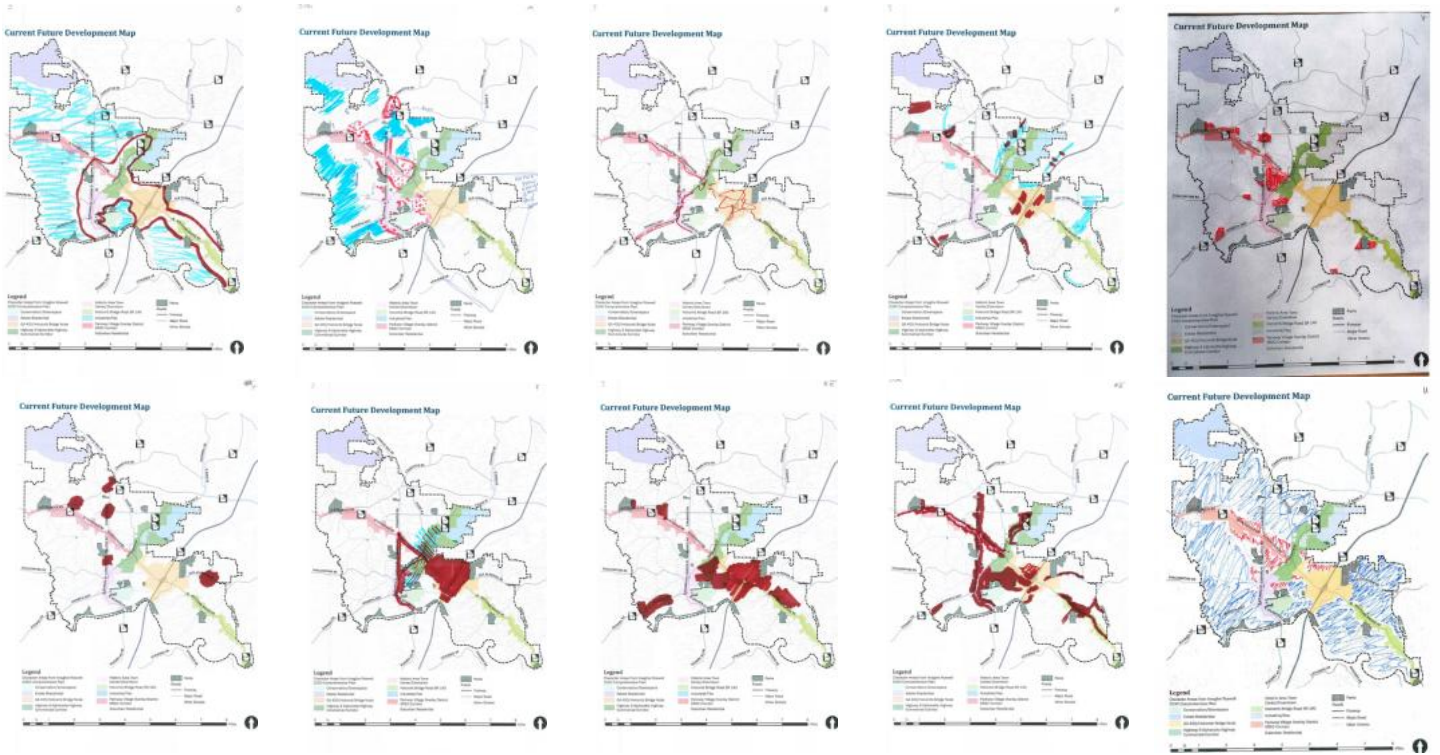
# DECOMMUNITY ENGAGEMENT

## Attachment B: Red Map Submissions





# APPENDICES



# Consideration of the Regional Water Plan and Part V of the Environmental Planning Criteria

Department of Community Affairs (DCA) requirements for comprehensive planning mandate that any plan review the Regional Water Plan and the Rules for Environmental Planning Criteria, which is established and administered by the Department of Natural Resources pursuant to O.C.G.A. 12-2-8. The purpose of this review is to determine whether or not there is a need to adapt local implementation practices or development regulations to protect these important natural resources.

The Metropolitan North Georgia Water Planning District (MNGWPD) has adopted 3 comprehensive plans, including:

- District-wide Watershed Management Plan
- The Long-term Wastewater Management Plan
- The Water Supply and Water Conservation Management Plan

The Roswell Environmental/Public Works Department complies with these planning documents through water conservation efforts aimed at both residents and businesses, wastewater master planning efforts, and revisions to developmental zoning regulations related to watershed management and preservation.

The City of Roswell participates in the MNGWPD, including the District Plan Updates that are in progress at the time of this Comprehensive Plan update. The City monitors pending plan changes and plans to adapt as necessary over time to comply with new plan requirements and environmental planning criteria.

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# Key Findings Report

# IMAGINE ROSWELL



2035

## Key Findings Report



# Introduction

## Introduction to Comprehensive Planning

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 to economic development and from housing to 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. This key findings report is part of a five year update to Roswell's 2030 Comprehensive Plan, "Imagine Roswell", adopted in 2011. This update will provide information on any changes that have occurred since the current plan was created, modify action items as appropriate in response to these changes, and extend the planning horizon to 2035.

## Purpose of Key Findings Report

This Key Findings Report serves as a survey of existing conditions in the City or Roswell. It attempts to summarize what is happening in the city, as well as the most significant trends, and the City's plans for the future. This summary will serve as a guide for planners as they get a sense of the state of the city, which will further inform future work on this update to Roswell's comprehensive plan.

## How to Use the Key Findings Report

This report is divided into eight sections, each detailing the current state and plans for a different section of the city's interests. The eight sections presented in this report are:

1. Population
2. Economic Development
3. Housing
4. Land Use and Urban Design
5. Transportation
6. Public Safety
7. Natural and Cultural Resources
8. Recreation and Green Space



# 1 Population

## Roswell Population

2000	79,334
2014	94,089
2035 (projected)	108,096

52,000 “workforce aged” residents

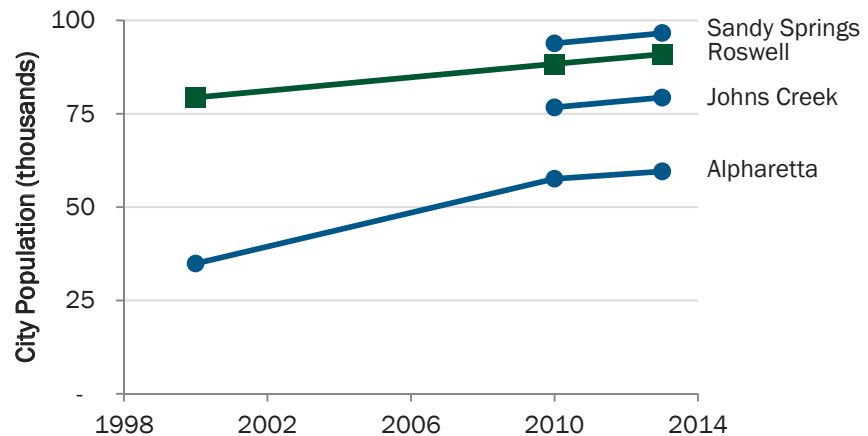
26,000 residents expected to retire in next 20 years

Only 11% of residents in their 20s

## Introduction

The City of Roswell is home to over 90,000 people (ACS 2013), a notable growth from just under 80,000 in 2000 (Census 2000). This growth has been similar to growth experienced in neighboring cities in the northern Atlanta suburbs. Historic population over time for Roswell and nearby cities in northern Fulton County is shown in **Figure 1**. In the future, Roswell is expected to continue to grow rapidly, and to become home to over 100,000 people sometime between 2020 and 2025. Historic population and projections for Roswell are shown in **Figure 2**.

**Figure 1** Total Population in North Fulton Cities



## Age

A graphic showing the relative portions of men and women in different age groups is shown in **Figure 3**. Over half (57%) of Roswell residents are between 25 and 65 years old, making the city a solidly “workforce-aged” community. However, this is positioned to change dramatically. Currently about 12% of the city is over the age of 65, 29% of the city, or over 26,000 people, are between 45 and 65, and as such, are expected to begin retiring in the next twenty years. This has the potential to fundamentally change the face of Roswell, redefining the way residents live their lives, the amenities they desire, the services they need, and the way they interact with their city. In addition, Roswell is home to relatively few young people. There are 40% more residents in their 50s than residents in their 20s.

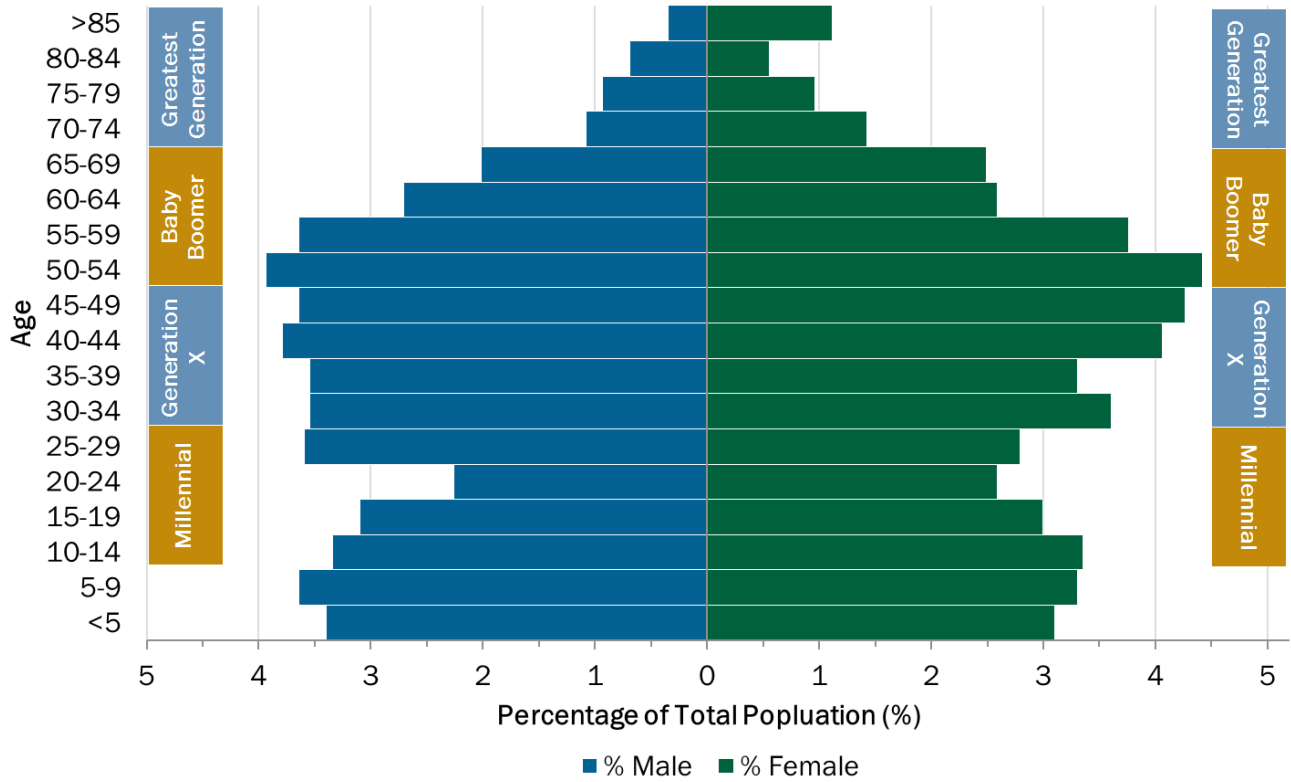
## Diversity

Roswell is an increasingly diverse place. Racial minority residents increased from 18.5% of the city in 2000 to 22.1% in 2013. At the same time, the Hispanic and Latino population increased by almost 4,000 people, from 11% of the city to 14%. The City’s racial composition in 2013 is shown in **Figure 4**.

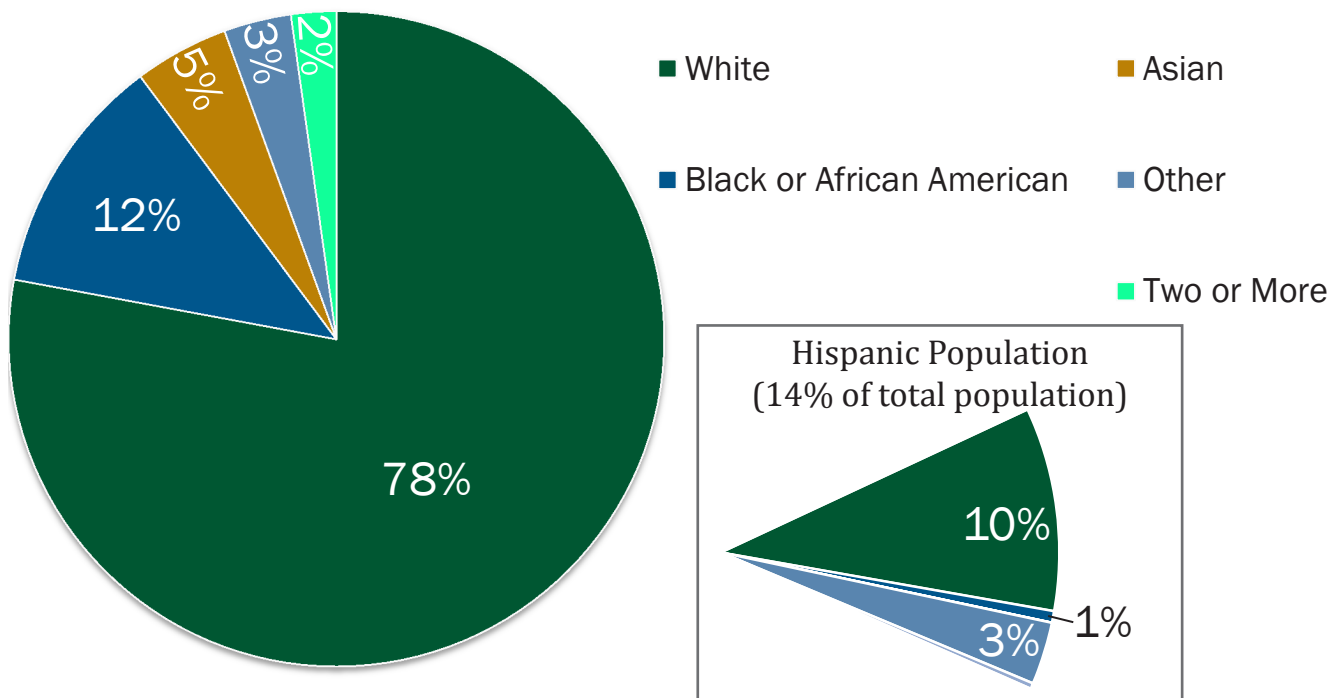
**Figure 2 Population of Roswell**

Historic Data			Census Estimate	Projection				
1990	2000	2010	2014	2015	2020	2025	2030	2035
57,043	79,334	88,346	94,089	95,315	99,134	102,952	106,771	108,096

**Figure 3 Age and Sex (2013)**



**Figure 4 Racial and Ethnic Composition (2013)**





# POPULATION

## Income and Poverty

Residents in Roswell typically have higher household incomes than other members of the greater Atlanta region and the US as a whole. In 2013, the median annual Roswell household income was just under \$80,000, while the median metropolitan Atlanta household earned just over \$56,000 and the median household in the country earned about \$52,000.

While Roswell residents tend to earn more than the country as a whole, this isn't true for all who live in the city. **Figure 5** shows the income distribution in Roswell over time. There has been a notable growth in households making over \$100,000 each year, as well as an increase in those making less than \$35,000 per year. From 2000 to 2013, the number of households earning more than \$100,000 each year rose from about 10,300 to 14,100, and grew from making up only 34% of the city, to 41%. Over that same time period, the number making less than \$35,000 grew by approximately 1,800 households, which is an increase from 19% to 22% of households in the city.

Poverty has grown steadily over this time period as well. In 2000, 5%, or approximately 4,000 individuals were below the poverty level, but in 2013, 9% or approximately 8,000 people were earning less than the poverty level. Poverty is not evenly distributed across the city, but it exists primarily in dedicated pockets. **Figure 6** shows the geographic makeup of median incomes and poverty levels in Roswell.

Median annual household income in Roswell is **1.4 times higher** than that of the metropolitan Atlanta region

There were **fewer** households earning **between \$35,000 and \$100,000** in 2013 than in 2000, even though the city has grown

**Figure 5** Income Distribution over Time

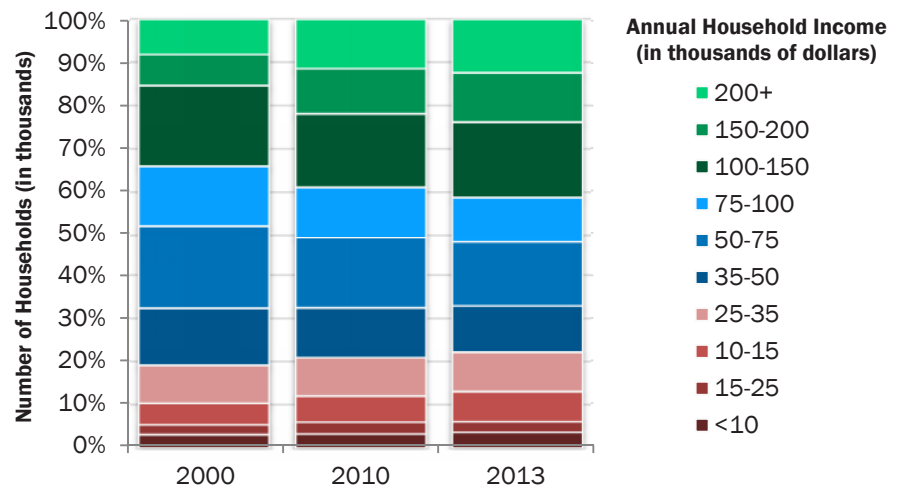
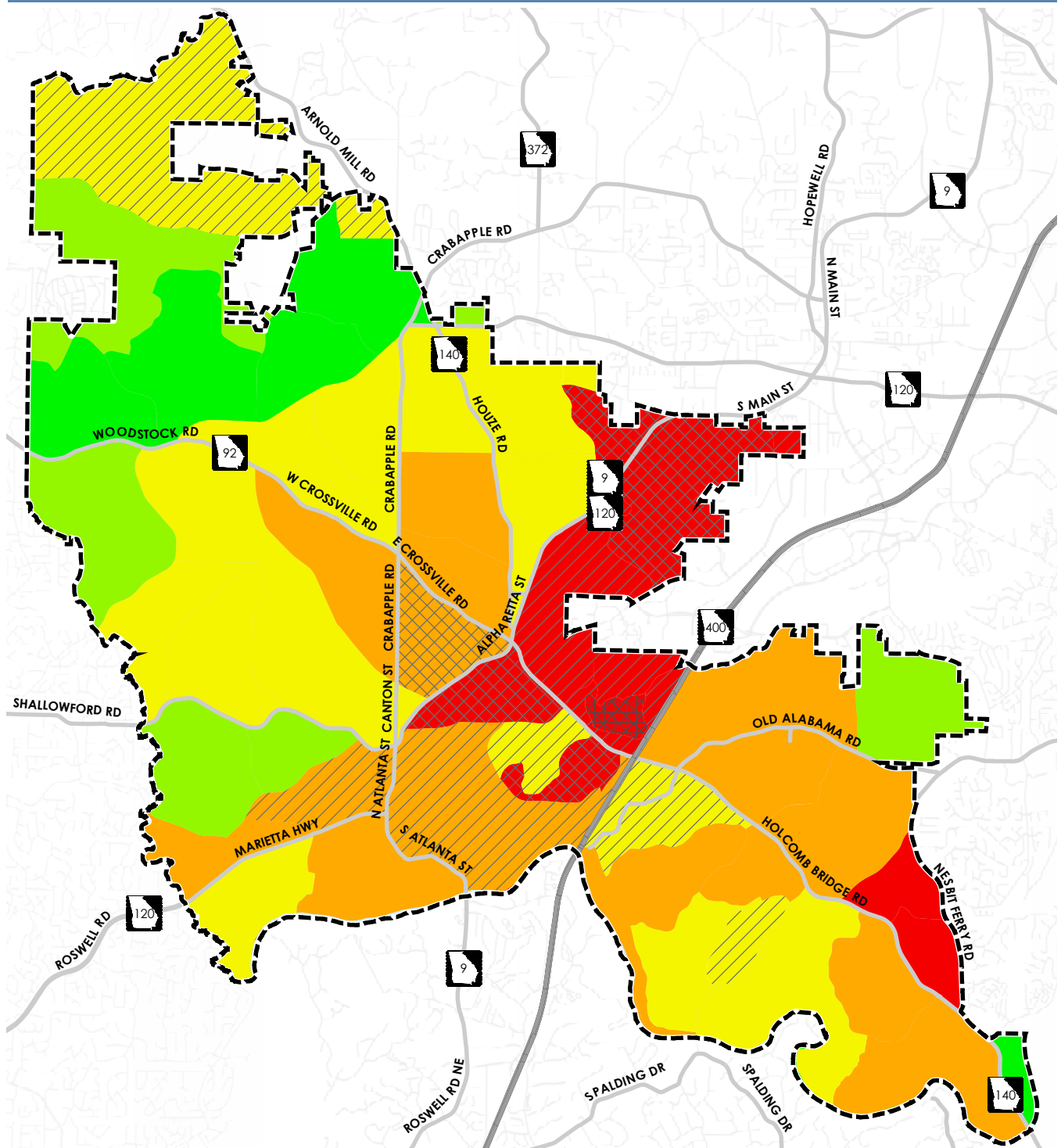


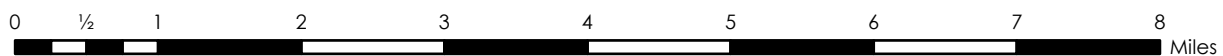


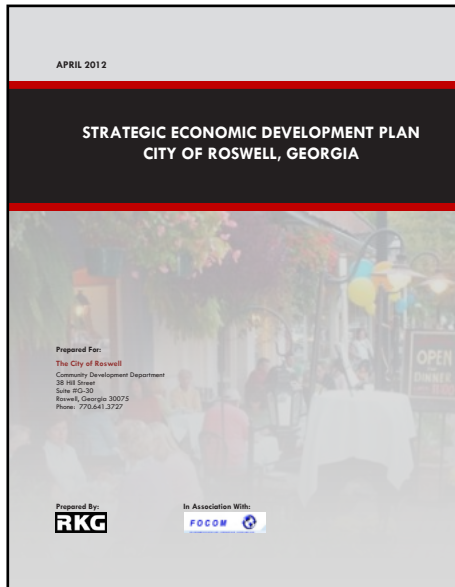
Figure 6 Income and Poverty



### Legend

Median Annual Household Income (thousands)	Percentage Under Poverty Line	Freeway
<\$60	<10%	Thick grey line
\$60-\$90	10%-20%	Medium grey line
\$90-\$120	20%-30%	Thin grey line
\$120-\$150	>30%	Thick grey line with dashed border
>\$150		Thin grey line
		Thick grey line with dashed border
		Medium grey line
		Thin grey line





The City's 2012 Strategic Economic Development Plan (SEDP)

### Industry Clusters Targeted for Growth:

Healthcare  
Professional Services  
Entertainment and Recreation  
Logistics

# 2 Economic Development

## Introduction

Roswell is an increasingly constrained and competitive region. As such, the City must continue to be strategic about investments used to attract workers and businesses to the city. As part of the broader metropolitan Atlanta region, Roswell has many opportunities to learn from the successes and failures of its neighbors.

## Strategic Economic Development Plan

In 2012, the City of Roswell adopted a Strategic Economic Development Plan (SEDP) in order to develop a strategic approach to the city's economic goals. This report examines the current state of Roswell's various markets, develops goals for the City to work towards, analyzes the city to find the best opportunities and markets for expansion, and creates sets of tools that can be used to implement the plan.

The SEDP highlights the City's economically constricted state. Most of the land within the city has been developed at a suburban scale, and adjacent land has been incorporated into Roswell's new neighbor cities, severely limiting the possibility of outward expansion. The plan also noted that Roswell's neighbors have put substantial efforts into creating business-friendly reputations, putting Roswell at a relative disadvantage when attracting all types of development. Further, it noted Roswell's restrictive regulations that reduced opportunities for redevelopment and higher densities. These constraints were relaxed with the adoption of Roswell's Unified Development Code (UDC) which sought to simplify and open all aspects of development in the city.

A number of needs and opportunities within the city are also discussed. Rental markets in Roswell are strong, but code restrictions have made new rental properties rare and insufficient to meet growing demand. While many retail locations are operating well, there are areas with significant vacancy rates. In these areas, larger sites in strategic locations may be viable locations for redevelopment.

As Roswell's office market improves, the SEDP predicts a need for increased Class A office space, with large developments near the Holcomb Bridge Road/SR 400 interchange and smaller developments south of Holcomb Bridge Road along SR 9.

Healthcare is cited as a major area for growth, with the expansion at North Fulton Hospital shown as an indicator that this industry is growing without substantial encouragement from the City. Both primary and specialized cares are indicated, but special emphasis is placed on senior care, which could be complemented by an increase in higher-density and age-restricted housing.

Additionally, professional services, including technical, research, consulting and corporate services are seen as a potential growth area. Future growth in this field could be restricted by a lack of existing Class A office space, but could be maintained with either smaller to mid-sized firms in smaller, existing office spaces, or with redevelopment efforts to create more Class A space.

The city's strong supply of athletic and recreational facilities could be capitalized on with expansions in the entertainment and recreation industry cluster. Continued maintenance and expansion of high-quality recreation facilities could be enhanced with the creation of additional dining (growing from Canton Street) and destination athletic facilities.

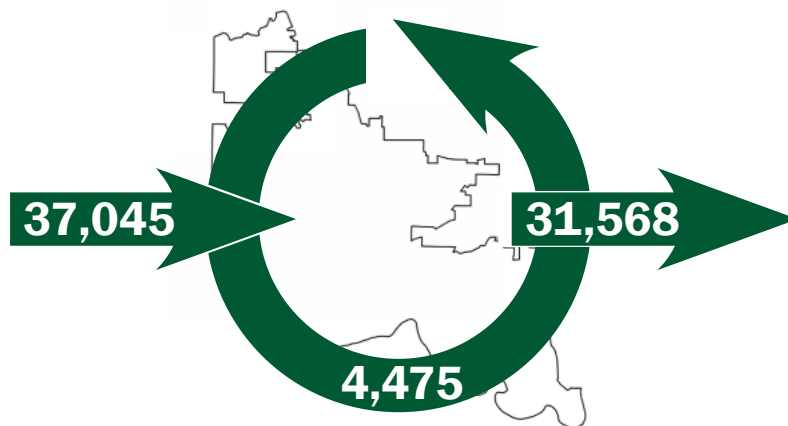
Roswell is well suited for logistics companies, with strong access to the metropolitan Atlanta region and beyond. Logistics operations could provide employment without substantial education or training, but would likely return less of an economic return compared to other industries.

The SEDP identifies four key areas which the City could leverage to create these changes. Workforce and entrepreneurial tools could be used to encourage small business operations which keep commercial vacancy rates low while keeping jobs and incomes in Roswell. Regulatory and toolbox programs could be enacted such as tax allocation districts, to create extra incentives for businesses to locate within Roswell. Market and asset tools could capitalize on Roswell's inherent advantages to focus growth on a diverse selection of company types and sizes. Marketing and outreach programs could be used to promote Roswell as a business-friendly city and better communicate with existing and potential business residents.

The SEDP is currently in the process of being updated and as such, new challenges and strategies for Roswell may be identified in the future.

## Commuting Patterns

In 2012, the city of Roswell was home to just over 36,000 employees, but hosted over 41,000 jobs according to the American Community Survey (ACS). As part of the metropolitan Atlanta region and economy, many Roswell residents travel out of the city each day for work and many residents of other parts of the region commute into the city. Only 4,475 people both live and work in the city limits. 37,045 people commute into the city to work at Roswell's businesses while 31,568 Roswell residents leave the city to work elsewhere. This creates a population increase of around 5,400 people every workday.



## Roswell's Workforce

### Industry Mix

Companies and jobs are frequently divided into industry sectors as defined by the Census's North American Industry Classification System (NAICS). As shown in **Figure 7**, the largest share of Roswell residents work in "Professional, Scientific, and Technical Services" which makes up 13% of the city's workforce. This is a remarkably higher proportion of workers than in the 10-county ARC region, in which approximately 9% work in these fields. It is typical for workforces of North Fulton communities, where between 13% and 16% work in these fields. Roswell's workforce also includes a higher share of workers in "Finance and Insurance" and "Information" than the region as a whole.

**Figure 7 Workforce Industry Mix (Selected Industries)**

	Roswell	North Fulton Neighbors*	ARC Region
Professional, Scientific, and Technical Services	13%	15%	9%
Retail Trade	10%	9%	11%
Health Care and Social Assistance	10%	10%	11%
Administration & Support, Waste Management and Remediation	9%	8%	8%
Wholesale Trade	8%	8%	6%
Accommodation and Food Services	8%	8%	9%
Educational Services	7%	7%	9%
Finance and Insurance	7%	7%	5%
Information	6%	7%	4%

\* Aggregate for Johns Creek, Alpharetta, and Sandy Springs

### Unemployment Rate

Unemployment rates for Roswell, nearby cities, and regional entities are shown in **Figure 8**. Recent reports of Roswell's unemployment rate indicate that unemployment in the city is approximately the same as neighboring north Fulton county cities, all of which have lower unemployment rates than the 10-county ARC region and the state of Georgia as a whole.

**Figure 8 Unemployment Rates**

	2000	2005	2010	2013	2014
Roswell	1.6%	4.1%	7.9%	5.9%	5.2%
Alpharetta	1.9%	4.5%	7.8%	5.8%	5.3%
Sandy Springs	1.6%	4.3%	8.1%	6.3%	5.6%
Johns Creek	1.5%	4.1%	7.7%	5.9%	5.3%
Fulton County	3.5%	5.8%	10.5%	8.2%	7.2%
ARC Region	3.1%	5.4%	10.1%	7.8%	6.8%
Georgia	3.6%	5.3%	10.5%	8.2%	7.2%

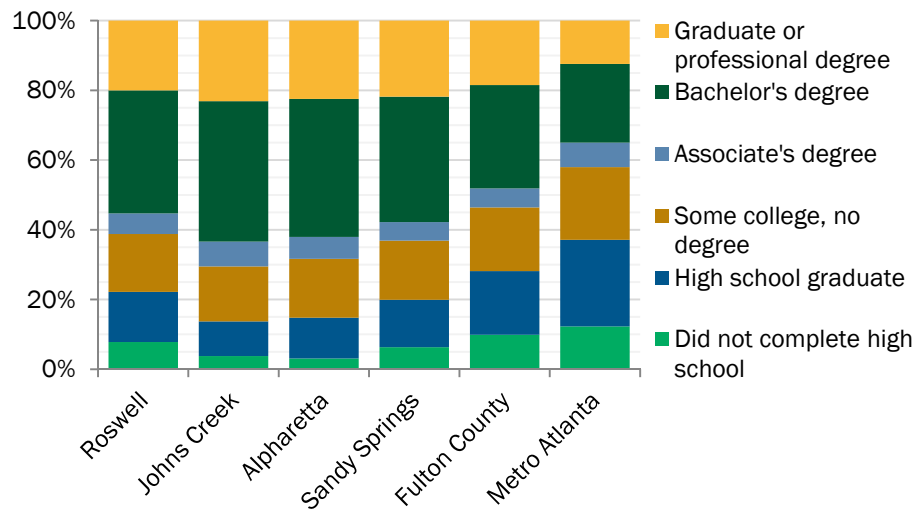
More of Roswell's workforce works in white-collar industries than in the greater region

Unemployment rates are similar to other northern Fulton County communities, and better than the region or state as a whole

## Education

The city of Roswell is home to an exceptionally well educated population. A breakdown of residents by educational achievement in and near Roswell is shown in **Figure 9**. Over 60% of residents over 25 years old have a college degree, and 20% have a graduate or professional degree. Only 42% of residents in the (census-designated) metropolitan Atlanta region have a college degree and only 12% have a graduate or professional degree. The rate of college degrees is slightly less than neighbors Johns Creek and Alpharetta, but is comparable to Sandy Springs and is notably higher than both Fulton County and the metropolitan Atlanta region.

**Figure 9** Educational Composition



Roswell has a competitively educated population when compared to the region



## Employment in Roswell

### Employment Mix

In contrast to the city’s workforce composition, the most significant industry sector for employment in Roswell is “Administration and Support, Waste Management and Remediation” which hosts 16% of all Roswell-based jobs, as compared to only 8% of jobs across the region, as shown in **Figure 10**. While 16% of Roswell’s workforce works in “Professional, Scientific, and Technical Services” industries, only 9% of Roswell’s businesses are in these industries. This is only one example of the disconnect between the city’s workforce and its employment.

**Figure 10** Employment Industry Mix (Selected Industries)

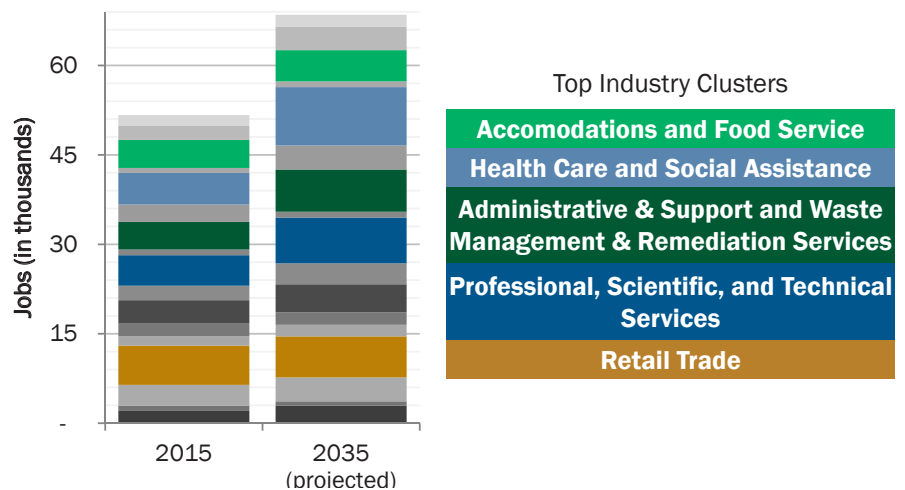
	Roswell	North Fulton Neighbors*	ARC Region
Administration & Support, Waste Management and Remediation	16%	11%	8%
Retail Trade	14%	7%	11%
Health Care and Social Assistance	11%	13%	10%
Accommodation and Food Services	10%	6%	8%
Professional, Scientific, and Technical Services	9%	16%	9%
Wholesale Trade	9%	7%	7%
Educational Services	6%	4%	9%

\* Aggregate for Johns Creek, Alpharetta, and Sandy Springs

### Employment Projections

Based on data from the Atlanta Regional Commission (ARC), the city of Roswell’s employment offering are estimated to grow from approximately 51,700 in 2015 to 68,500 in 2035. The ARC also predicts significant growth in the Healthcare and Social Assistance industries, while the share of jobs in fields like retail and finance are expected to shrink. Projections by industry are shown in **Figure 11**, with the current top industries labeled.

**Figure 11** Employment Industry Mix Projections



### Industry Clusters with Largest Projected Growth:

Healthcare and Social Assistance  
Professional, Scientific, and Technical Services  
Administrative & Support and Waste Management & Remediation Services

## Employment Settings

The preferred location for many employers is also changing in Roswell and nearby communities, especially for professional firms and those relying on a young, educated workforce. The single-use office park is increasingly falling out of favor among certain industry segments and the region is beginning to see employers drawn to locations in walkable, mixed-use settings.

Research recently conducted by the George Washington School of Business, with support from the Atlanta Regional Commission and the Georgia Tech College of Architecture, found that Metro Atlanta’s walkable, mixed-use settings are attracting an increasing share of new development and have seen a rise in rent premiums over drivable areas. The report notes that from 1992-2000, roughly 13% of real estate investment in the region went into walkable areas. From 2001-2008, that number doubled to 26%. Since 2009, it more than doubled again, reaching 60%.

Avalon, in nearby Alpharetta, is an example of the type of development that is increasingly attractive to employers. The project features retail, restaurants, and housing in a walkable setting. Plans are underway to develop additional housing, a hotel/conference center, and 550,000 square feet of new Class A office space. Another such project closer to Roswell is “Peridot,” which would sit on a 47-acre tract at the corner of Morrison Parkway and Haynes Bridge Road, abutting Ga. 400 on the south. It would contain restaurants, retail, a hotel, almost half a million square feet of office space, and 470 townhomes and condos. If built, nearly 2,000 jobs are expected to come from it. The proposed mixed-use Riverwalk Village development seeks to bring this type of employment setting to Roswell.



Riverwalk Village proposes a mix of different uses in Roswell, similar to Avalon in Alpharetta

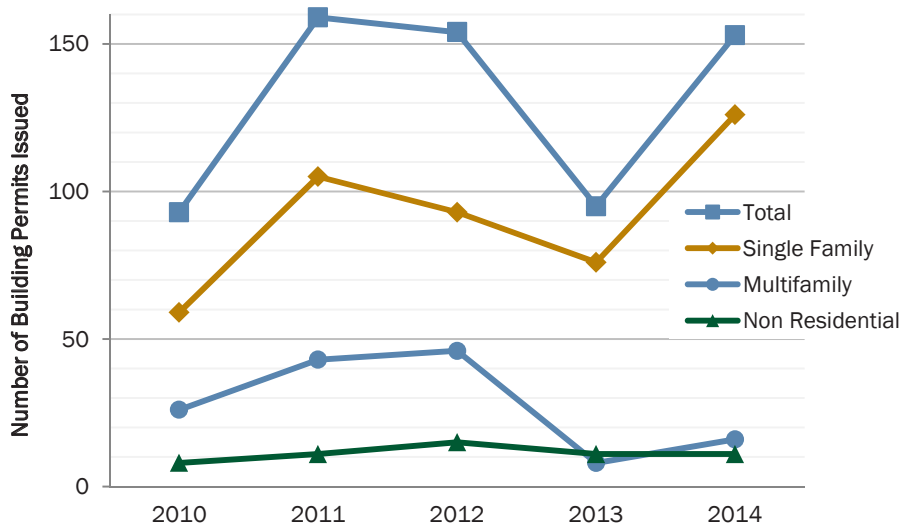
Source: 5G Studio Collaborative

## Economic Activity

### Building Permits

Building permits of all types over time are shown in **Figure 12**. Lower rates in 2010 are likely due to the gradual recovery from the economic slowdown. 2013 saw a notable dip, but permit rates have been relatively stable since 2011.

**Figure 12** Building Permits by Type over Time

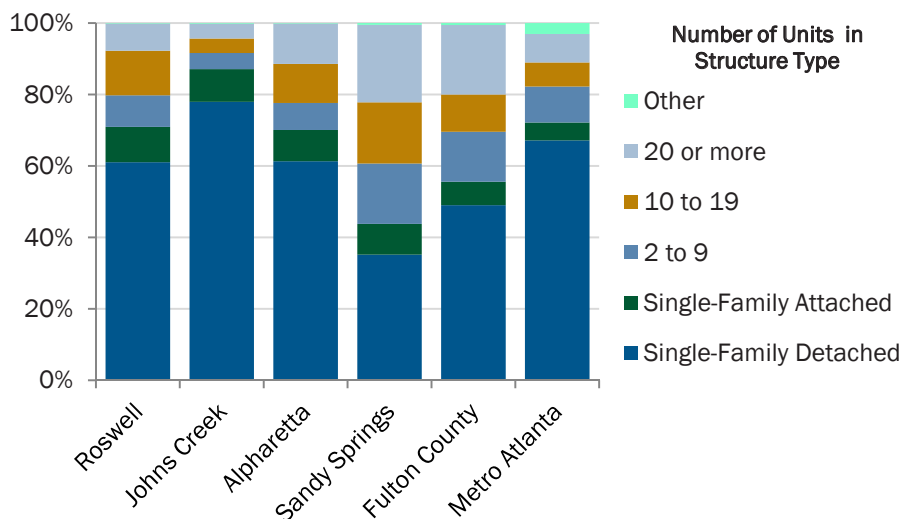


# 3 Housing

## Introduction

The 2013 housing mix of Roswell and neighboring jurisdictions is shown in **Figure 13**. Even though Roswell has more than one and a half times the housing units of Alpharetta, the two have the most similar housing mix. Roswell hosts over 22,000 single-family homes throughout its traditional suburban-style layout out of a total of approximately 37,000 housing units. With respect to total number of housing units, Roswell sits evenly between Johns Creek and Sandy Springs, which have approximately 27,000 and 47,000 housing units, respectively. However, the compositions of the two are dramatically different, both from each other and from Roswell.

**Figure 13 Housing Mix**



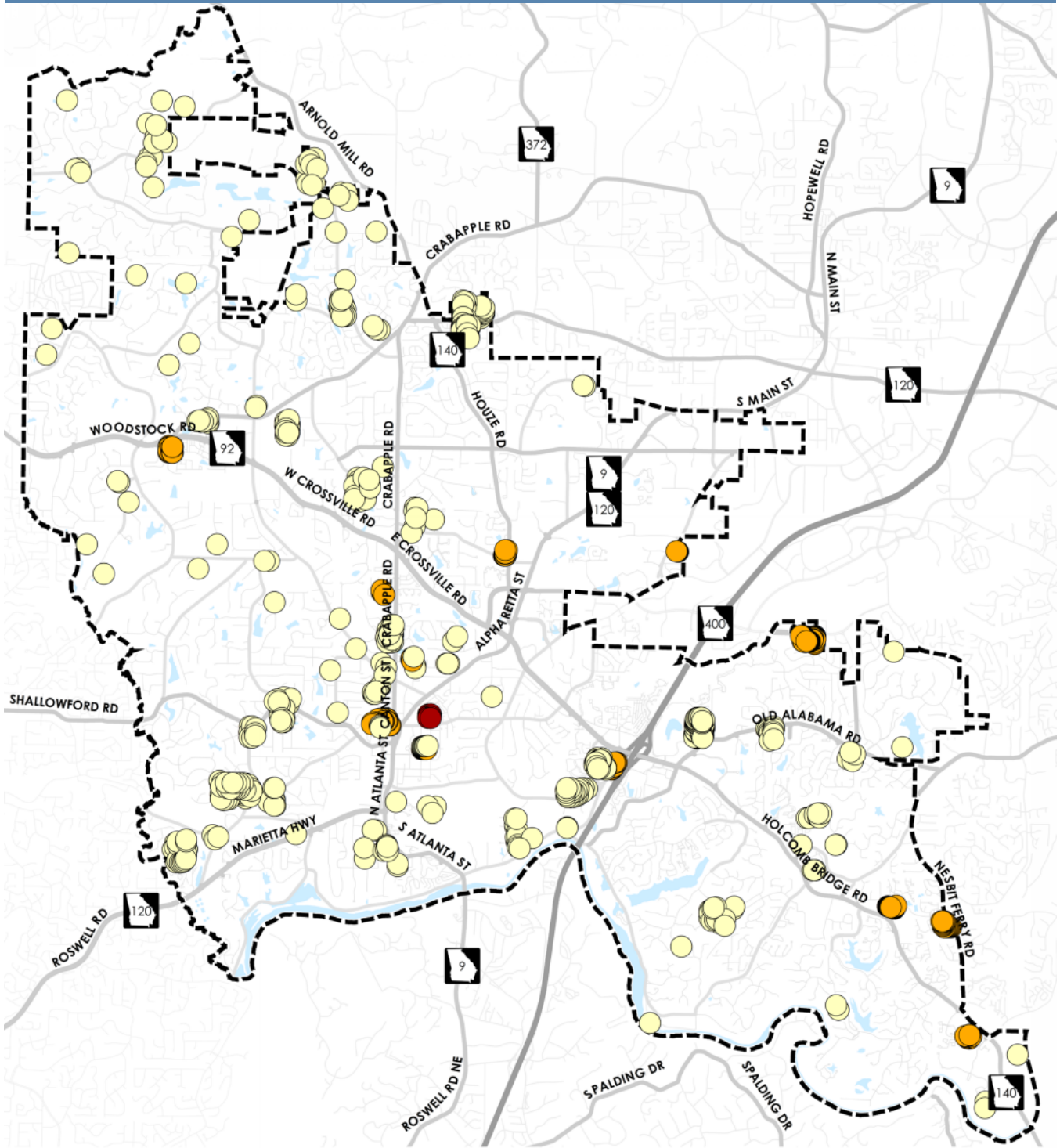
The composition of Roswell's housing stock has changed notably since 2000. The city added over 5,000 housing units between 2000 and 2013 (Census 2000, ACS 2013). Of these, over 3,000 were single family homes, however, this growth was slower than other types of housing, and single unit detached homes now make up 59% of housing units in the city, down from 61% in 2000. Faster growth occurred in the multi-family market (ten or more units per structure), which added almost 1,500 units, now comprising almost 20% of all housing units in Roswell (Census 2000, ACS 2013). An additional 1,400 units of single-unit attached units (i.e. townhomes) were also added, growing to almost 10% of all housing. A map of the locations of single family and townhome building permits issued between 2010 and 2012 is shown in **Figure 14**.

The overwhelming majority of housing units were built in the 1980s and 1990s. Approximately 65% of all housing units were built during these two decades, while less than 10% of current housing units were built since

According to the US Census Bureau, from 2000 to 2013 Roswell added:

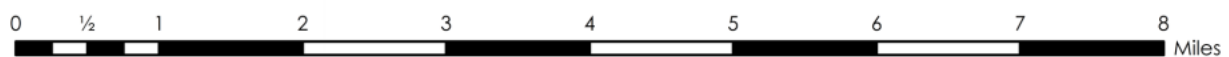
3000 new single family homes  
1400 new townhomes/similar  
1500 new units in buildings with 10+ units per structure

**Figure 14 Residential Building Permits (2010-2015)**



### Legend

- |                              |               |       |               |
|------------------------------|---------------|-------|---------------|
| Building Permits (2010-2015) |               | Roads |               |
|                              | Single Family |       | Freeway       |
|                              | Townhome      |       | Major Road    |
|                              | Apartment     |       | Other Streets |



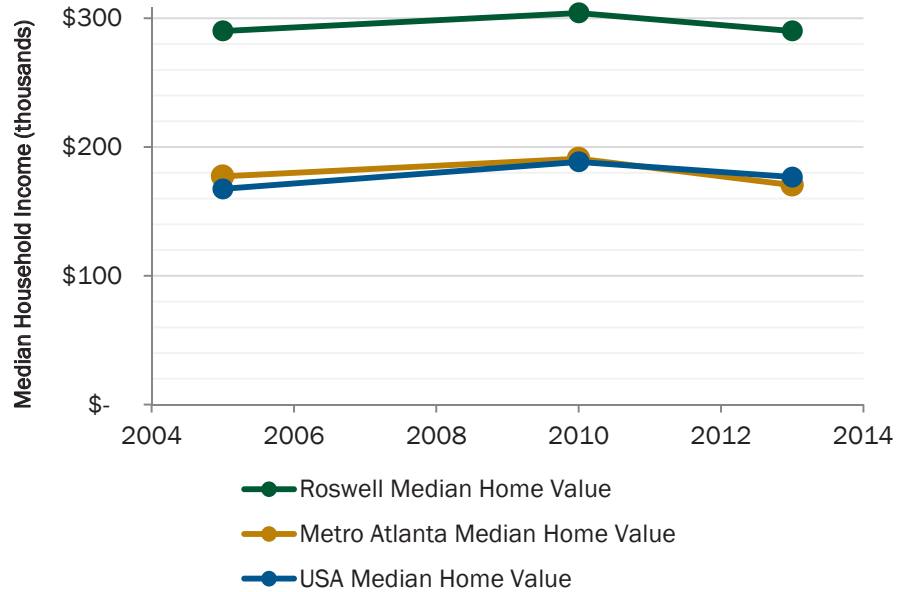


# HOUSING

2000, and 25% are over thirty-five years old.

Home values in Roswell are much higher than in the rest of the country, and higher than the metropolitan Atlanta region. **Figure 15** shows median home values in Roswell, metropolitan Atlanta, and the USA as a whole. Roswell's median home value has consistently been between 1.5 and 1.75 times the median home value in the full Atlanta region.

**Figure 15 Median Home Values**



As a larger, more urban city, the City of Roswell is designated as an entitlement community by the Department of Housing and Urban Development (HUD). In the City's 2013-2017 Consolidated Housing Plan, the City identifies goals for the housing stock of Roswell and problems experienced by residents including potential issues with the city's built environment.

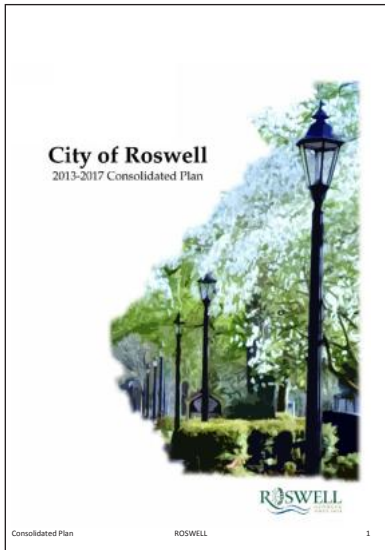
In its consolidated housing plan, the City indicated the following four goals:

1. Increase and improve affordable housing options
2. Reduce homeless needs
3. Enrich community services
4. Support special needs

## Housing Mix

A key factor influencing the housing mix in Roswell continues to be changing demographics. The 2030 Comprehensive Plan noted that, "the over-60 years old population and the 'millennials' will generate very different demands for housing and amenities through the 20-year planning horizon." The plan went on to describe strategies for expanding the housing mix in Roswell to accommodate these changes markets.

The aforementioned housing data suggest that this is occurring with the community seeing a marked increase in multifamily units and townhouses. Both such housing types are well suited to both over 60 years old and "millennial" residents.



*Roswell's 2013-2017 Consolidated Housing Plan cover*

While the percentage of multifamily and townhouse units have grown since 2000, it is of note that cottage housing has been slower to arrive in Roswell. Cottage housing, which provides small lot single-family living options around a common greenspace, was recommended in several parts of the 2030 Comprehensive Plan as a desirable housing type that could provide a single-family house without the upkeep required of a larger lot.

Zoning regulations are partially responsible for the slow realization of cottage housing in Roswell. Until the 2014 adoption of the Unified Development Code (UDC), the city lacked zoning regulations that supported this housing type. In recognition of this, the UDC created specific design standards for “cottage courts” and allowed them in several zoning districts. Recently, the city approved its first cottage court as part of a mixed-use development on Fouts Road. As the population continues to age and existing residents down-size, cottage housing is likely to increase more quickly.

### Affordability

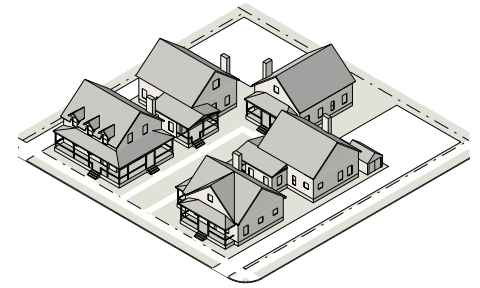
Within Roswell, the median home or apartment for rent costs about \$978 per month (ACS 2013). In order to afford this rent, a household must earn over \$39,000 per year (assuming the household cannot spend over 30% of their income on housing) (NLIHC). Over 22% of households in the city make less than \$35,000 per year (ACS 2013) and thus cannot afford this median rent.

The Department of Housing and Urban Development (HUD) monitors the four following housing problems: incomplete kitchen, incomplete plumbing, cost burden (spending over 30% of household income on housing costs), and crowding (more than 1.01 people per room). 34% of households in Roswell suffer from at least one of these four problems. Households earning less than half of the HUD-designated Area Median Family Income (HAMFI) are disproportionately affected, with 84% suffering from at least one of these problems. 64% of these low income residents spend more than half of their income on housing.

However, these problems are not limited to the poorest citizens of the city. Approximately 32% of all households spend over 30% of their monthly income on housing costs, and 15% spend over half of their income on housing (CHAS 2012). Even amongst households which earn more than the HAMFI, 13% spend more than 30% of their income on housing. This cost burden has increased since 2000, when only 23% were cost burdened (spending 30% or more of their household income on housing), and only 9% were severely cost burdened (spending 50% or more of their household income on housing).

Cost burdens weigh heavier on renters than homeowners. Almost half of all renters spend more than 30% of their household income on housing costs, while only a quarter of homeowners pay such a high portion of their income.

In order to buy a home rather than rent, a typical buyer in Roswell would need to make at least the regional median income of \$68,300 (based on current FHA lending practices). This makes home ownership unaffordable for over 65% of all current renters.



*A diagram of cottage housing from Roswell's UDC*

Over 22% of households cannot afford the median rent in Roswell

Based on income, 65% of current Roswell renters cannot afford to buy a home

## Other Housing Problems

Large numbers of low and moderate income Hispanic families are likely not taking full advantage of existing affordable housing options. This may be due to communication problems or the relative unavailability of multi-bedroom housing in Roswell.

The Roswell Housing Authority had a waiting list for public housing in January and February 2011 and received 554 pre-applications for the all bedroom sizes, indicating a much higher demand for public housing than what is currently available.

## Needs of an Aging Population

Roswell's population is aging, but the City does not currently have sufficient affordable housing stock or a unit mix to accommodate projected needs. As noted earlier, the City has seen an increase in some types of housing that serve aging residents, most notably cottages and townhouses, but for those residents who need both housing and support services, options are fewer. Meeting the needs of aging residents also means locating housing in a walkable setting which supports physical activity, provides access to services, and offers a greater sense of independence. The City is undertaking a number of developments which will help provide for this segment of the city's population, but should continue to find ways to accommodate an aging population.

The Roswell Housing Authority has moved to create a mixed-income senior housing development in the walkable Groveway neighborhood. The Groveway Community is a potential mixed-use redevelopment area near historic downtown Roswell and Roswell City Hall that has been extensively examined and planned by the City since 2007.

The proposed development "Riverwalk Village," planned for the southeast quadrant of State Route 400 and Holcomb Bridge Road is planned to include 270 "Senior Independent Living Units" out of 1,556 total units in a mixed-use development per the DRI application.

Roswell's UDC places limitations on where senior care centers can be built in the city. The UDC provides for two categories which contain most specialized housing for an aging population. The first, "Continuing Care Retirement Communities," is allowed, with some limitations, on approximately 6% of land in the city. The second, "Institutional Residential," which includes "assisted living..., independent living, intermediate care home, nursing home, personal care home, and skilled nursing care" is completely or conditionally allowed on approx. 10% of land area. Due to the overlap between the two, only 10% of land in Roswell is eligible to be used for senior care centers, while nearly a third of the city's population is already over 50. In addition, these zoning areas are not set aside for senior housing, but will be in demand for a wide array of uses.

Roswell does not have enough affordable housing or variety of housing to support its aging population and only **10%** of land can be used for senior care centers

### **Non-Housing Related Community Development Needs**

As the population of Roswell ages, additional facilities that serve senior citizens will be needed. Most adults would prefer to “age in place,” or to stay in their home regardless of age. In order to allow people to do this, new and different resources and amenities must be provided to residents. The Adult Recreation Center currently serves senior citizens and has been expanded using HUD funds, including facilities such as increased parking, access to nearby trails, an elevator, and a therapeutic pool. If approved, additional facilities for seniors are expected to accompany the Groveway Development Project.





Historic Downtown Roswell

# 4 Land Use and Urban Design

## Introduction

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.

Currently, key land use trends in Roswell include:

- The buildout of single-family houses in unfinished subdivisions.
- The construction of small, infill single-family and townhouse subdivisions on the remaining open sites, which often present size, shape, and topography challenges.
- Continued redevelopment in Downtown Roswell, especially townhouses, small lot single-family houses, multifamily, and mixed-use projects.
- The creation of mixed-use developments along major transportation corridors.

Fueling these trends is also the fact that some areas in Roswell are also 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. Market forces may not justify such investment, making redevelopment the only advantageous long-term option. Fortunately, due to their age, many such sites are well located with regard to Downtown Roswell, Georgia 400, and other major transportation corridors, making them ideal redevelopment candidates.

There is increasing pressure to convert some single-family land uses to commercial or higher-density residential uses. Since adoption of the UDC in 2014, the city has seen several such rezoning requests. Of these, requests that were approved by City Council have typically involved the development of slightly higher intensity residential land uses featuring small lot single-family homes, townhouses, or mixed-use settings. Rezoning requests to

The City is experiencing increasing redevelopment pressure, but has largely denied rezoning requests to higher-density uses

support the conversion of single-family areas to higher density multifamily or commercial uses have consistently been denied or withdrawn.

Generally speaking, all of the above land use trends are consistent with the framework established by the 2030 Comprehensive Plan. Said plan provides a sufficiently broad guide for accommodating future redevelopment in a manner that concentrates the most intense land uses in areas well-served by existing infrastructure, while allowing contextual redevelopment in the “Suburban Residential” character areas that makes up most of Roswell.

## Urban Redevelopment Plan

The City of Roswell adopted an Urban Redevelopment Plan in 2010 which was amended in 2013. This plan examines an area primarily west of SR 400 which it describes as “an older suburban retail, office, and light industrial district with an historic downtown.” These areas are noted for having more retail space than demand, leading to vacancy and blight. Residential spaces in this area are typically multifamily and are frequently older, with poor maintenance practices and high crime rates. The Urban Redevelopment Area includes areas with the highest poverty rates in Fulton County north of the Chattahoochee River.

In response to these stated problems, the plan attempts to provide a way to accomplish the following:

- “Incentivize redevelopment in commercial areas,
- Improve workforce housing,
- Redevelop properties to their highest and best economic uses, and
- Build upon the existing transportation network...with better connections and multiple modes of transportation”

The plan proposes ways to do this including rezoning and the establishment of Opportunity Zones in which lower taxes and other incentives could encourage redevelopments and new businesses. It also cites other successful plans including some from the ARC’s Livable Centers Initiative and Roswell’s Midtown redevelopment plan from 2003, which resulted in a streetscape project on Alpharetta Street where redevelopment can now be seen.

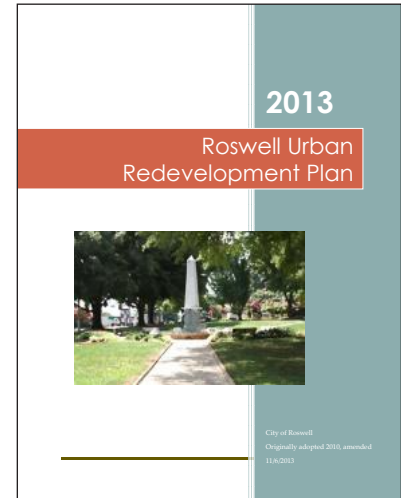


Erosion caused by flooding



Graffiti is a common sight

Indications of blight shown in the Urban Redevelopment Plan



Roswell Urban Redevelopment Plan from 2013

## Riverwalk Village

Riverwalk Village is a proposed mixed-use development planned for the southeast quadrant of the Holcomb Bridge Road/SR 400 interchange along Old Alabama Road from Riverside Drive north through the existing Marquis Trace development. This 104 acre development would include space for new residences, offices, retail, and a private school in a mixed-use format. In addition, 13 of these acres would be left in a natural state as part of 51 acres used as open space. While still in the planning and design stages, early concepts of the development indicate a strong connection to large central water features, walkable retail and low- to mid-rise buildings. In all, the development is currently proposed to include:

- 1,156 apartments,
- 125 townhomes,
- 270 senior living units,
- A 200 room hotel,
- A 700 student private school,
- 971,000 square feet of office space, and
- 269,000 square feet of retail

## East West Alley Master Plan

Downtown Roswell is a thriving historic center anchored by natural and historic resources. The area centered on Canton Street is home to many local restaurants and boutique retailers in historic buildings. As the downtown has become more active and busy, attention has turned to the area's alleyways which were used irregularly and haphazardly for parking, vehicular and pedestrian circulation and garbage dumpsters. Businesses increasingly saw these typically unused spaces as useful assets that should be capitalized upon, which motivated the city to create a master plan for these irregular and precious spaces. Based on public and city inputs, the plan created a unique and context-sensitive vision for each of the seven corridors identified. These recommendations included widened sidewalks with space for outdoor dining, branded gateways, infrastructure to support temporary road closures, use of consistent materials and textures, and various parking and circulation modifications all aimed at creating a friendlier, accessible Downtown Roswell. The master plan was adopted by the City in May 2015, along with a first phase implementation plan for improvements to East Alley including permeable pavers for the roadway, brick pavers for expanded sidewalks, removable bollards, tree plantings on Canton Street, and a trash compactor enclosure, among other improvements.



Source: East-West Alley Master Plan



## Historic Preservation

Rowell’s historic resources are a key contributor to the city’s identity and high quality of life. Most of these are concentrated within the 640-acre Roswell Historic District, which encompasses the community’s 19<sup>th</sup> and early 20<sup>th</sup> century downtown core and nearby residential areas. The District provides protection for historic resources and ensures compatible new development through review by the Roswell Historic Preservation Commission. Commission review of development activities is guided by the Unified Development Code Design Guidelines, which were updated in 2014. The oversight provided by the City’s historic preservation regulation is credited with preserving the character for which Downtown Roswell is known.

The current limits of the Downtown Historic District have been in place for several decades. During this time, most of the district has retained its historic character, as noted above. However, at the southern end of SR 9/ Atlanta Road, the gradual loss of historic buildings and the arrival of new development has caused some in Roswell to question whether or not this area should continue to be included in the Historic District. At the same time, others wonder if historic protection should expand to residential areas from the 1950s and 1960s, which are now eligible for protection.

Today, historic preservation in Roswell is also being impacted by the very success of the city’s historic preservation efforts. Downtown Roswell has become an increasingly popular place to live, work, and play because of its historic charm. Invariably, this places pressure on historic resources to accommodate new businesses and homes. This is especially true for older houses on large parcels. The community has seen several large house lots subdivided in recent years, with new houses usually placed behind or beside the historic house. Community sentiment varies about these type of projects, with some happy to see new vitality and the preservation of historic houses and others lamenting the loss of the house’s historic context.





# 5 Transportation

## Introduction

In order to best serve its population, the City of Roswell listed the following goals and strategies in their Transportation Master Plan (adopted 2006, updated 2014):

## Goals

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

## Strategies

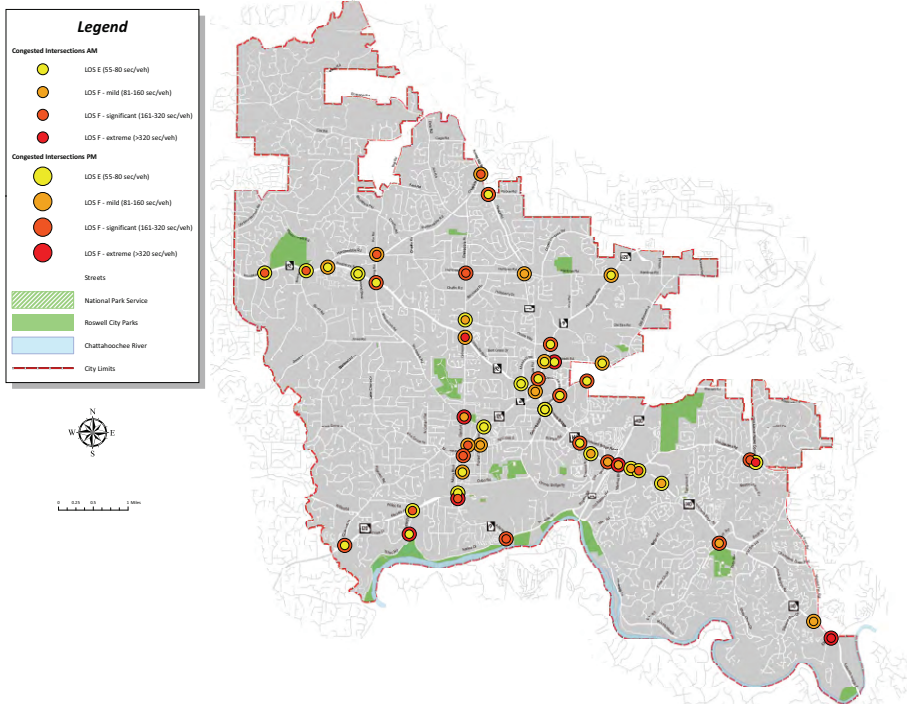
1. Find New Capacity – this is focused on building new local street network and improving connectivity, and in some cases, accepting a higher level of congestion to protect the City’s neighborhoods and local character.
2. Link Redevelopment and Transportation – support the goal of redeveloping identified areas in the City by planning and requiring a robust network of streets and blocks to organize this development into a walkable and livable pattern.
3. Focus on Intersections – much of the congestion is located at key intersections and some corridors, simple solutions could include adding needed turn lanes, improved signalization, installation of roundabouts, and other connectivity options near major intersections.
4. Complete the Multimodal Function of Key Streets – this means adding sidewalks and bicycle facilities on the important streets that connect neighborhoods, schools, parks and other destinations. In March 2009, the City Council passed a “Complete Streets” policy that instructed staff to consider all users when roadway facilities were built or significantly upgraded where feasible.

The City has several challenges that it must overcome to achieve these goals. The Chattahoochee River limits access to areas south of the city, a disconnected roadway network forces traffic onto a few roads, and alternative options are limited. However, the City has a number of projects planned to improve the quality of Roswell’s transportation options.

## Roadway

The city of Roswell is home to a public road network of over 800 publically maintained lane-miles including State Routes 9 (Alpharetta Highway), 92 (Crossville Road, Holcomb Bridge Road), 120 (Marietta Highway, Alpharetta Highway), 140 (Holcomb Bridge Road, Houze Road), and 400 (US 19). These State Routes along with other primary local roads form the backbone of a primarily suburban roadway network in which approximately 60% of all roadways end in cul-de-sacs. This layout forces travelers onto a few primary roadways, creating significant traffic congestion. A survey by city staff found at least 47 signalized intersections (out of 102 signalized intersections in the city) experience significant delays (as measured by a control delay of 55 seconds or greater; LOS E or F) during both morning and evening peak periods, shown in **Figure 16**.

**Figure 16** Selected Intersections with Failing Level of Service



In order to address these issues, the City is undertaking a series of improvement processes. Some notable projects include the following:

Big Creek Parkway will be a new roadway between Holcomb Bridge Road and Mansell Road, crossing SR 400. This road will begin at Warsaw Road north of SR 140/Holcomb Bridge Road, crossing SR 400 and connecting to the existing intersection of Old Alabama Road at Holcomb Woods Parkway before ending at Holcomb Bridge Road. There would also be a spur just west of SR 400, connecting southward to Old Holcomb Bridge Road. This project will include a sidewalk and a bicycle path. This will provide a bypass of the SR 400/Holcomb Bridge Road interchange for local traffic and provide a lower-traffic option for cyclists and pedestrians. Big Creek Parkway is currently in design (as of March 2015).

Over 800 lane-miles of public roadway  
 102 signalized intersections  
 60% of roads end in a cul-de-sac

46% of signalized intersections experience significant delay in both the morning and evening peak periods

Holcomb Bridge Road has been examined in detail with recommendations made to improve the capacity of the interchange with SR 400 by improving existing ramps and adding new access points from SR 400 directly to other local streets. The recommendations of the study also include aesthetic improvements to the Holcomb Bridge Road corridor and SR 400 interchange along with an adjacent multi-use path which would provide another way for cyclists and pedestrians to cross SR 400 and improve the connectivity of the planned Big Creek Trail, north of Holcomb Bridge Road. The city has begun some of these improvements, including streetscaping, ramp modifications, and the construction of the parallel multi-use path.



Source: Holcomb Bridge Road Corridor Study Master Plan

Downtown Roswell is also planned to receive a number of transportation improvements. The city is designing (as of March 2015) various pieces of the “Gateway Project” which are designed to improve the experience of traveling on SR 9 between SR 120/Marietta Highway and the Chattahoochee River. Plans include two roundabouts along SR 9 at the intersections with Chattahoochee Street and Jones Circle as well as grade separation of the intersection with Riverside Road/Azalea Drive. The existing reversible lane will be removed, with a fourth travel lane added. The project also includes streetscaping elements to better welcome travelers into downtown Roswell.



Source: City of Roswell Historic Gateway Preferred Concept

These projects and other improvements the City is undertaken are shown in **Figure 17**, which includes all roadway projects from the City’s Transportation Master Plan.

The recently-adopted UDC also includes several tools that support the City’s Transportation Master Plan. On the larger scale, the Code requires developments to incorporate specific transportation facilities identified in









the Plan. It also includes maximum block size and stub-street requirements that are intended to gradually create an interconnected street system as development and redevelopment occurs. On the smaller scale, the Code requires new streets to be designed in relation to land use context and according to “Complete Street” principles.

## Bike and Pedestrian

As of June 2013, Roswell had approximately 184 miles of pedestrian facilities, made up of multi-use paths, sidepaths, sidewalks and trails. Roswell’s Community Development, Transportation, and Recreation and Parks Departments work to fill gaps in sidewalk coverage; connect pedestrians to transit, downtown Roswell, and the Chattahoochee River Recreation Area; and to provide sidewalks within one-half mile of every school and park in the city.

The League of American Bicyclists designated Roswell as the first Bicycle Friendly Community in Georgia in 2006. The city has been very progressive with cycling infrastructure and is now home to bike boxes and sharrows at various locations through the city in addition to almost 12 miles of bike lanes, 33 miles of bicycle-friendly shoulders, and 15 miles of paved shoulders.

In order to improve connectivity for the users of active transportation, Roswell has many streetscaping projects planned as well as additional sidewalks and bike lanes. The city is currently designing multiple improvements to Riverside Road, including a multi-use path and bike lanes (as of March 2015). The city has also planned bike lanes on Oxbo Road, Old Alabama Road, and Hembree Road, among others. Planned sidewalk projects are also numerous, concentrating around downtown Roswell, as well as large roads including Pine Grove Road, Riverside Road, and Old Roswell Road.

Roswell is also working on the “Roswell Loop”: a series of complete streets which, when completed, will create a set of five overlapping loops around and throughout the city. These loops have been laid out to connect parks and schools with each other and adjacent neighborhoods.

Finally, the UDC requires new developments to include new bicycle and pedestrian facilities, such as sidewalks, street trees, and bike lanes. These requirements apply to both new streets internal to the development and existing streets abutting it. The intent of these regulations is to gradually create a comprehensive system of bicycle and pedestrian facilities.

## Transit

Roswell is currently served by two traditional bus routes, provided by the Metropolitan Atlanta Rapid Transit Authority (MARTA). Route 85 begins at the North Springs rail station and, within Roswell, operates primarily along SR 9, connecting the Chattahoochee River, City Hall, and SR 140/Holcomb Bridge Road, before ending at the park and ride lot at Mansell Road and SR 400 immediately north of the city. Route 185 also begins at the North Springs rail station, entering Roswell on SR 400, and traveling along SR 9 north of SR140/Holcomb Bridge Road, eventually connecting to Alpharetta, and the park and ride lot at Windward Parkway and SR 400. Both routes operate every thirty minutes during the week and every hour



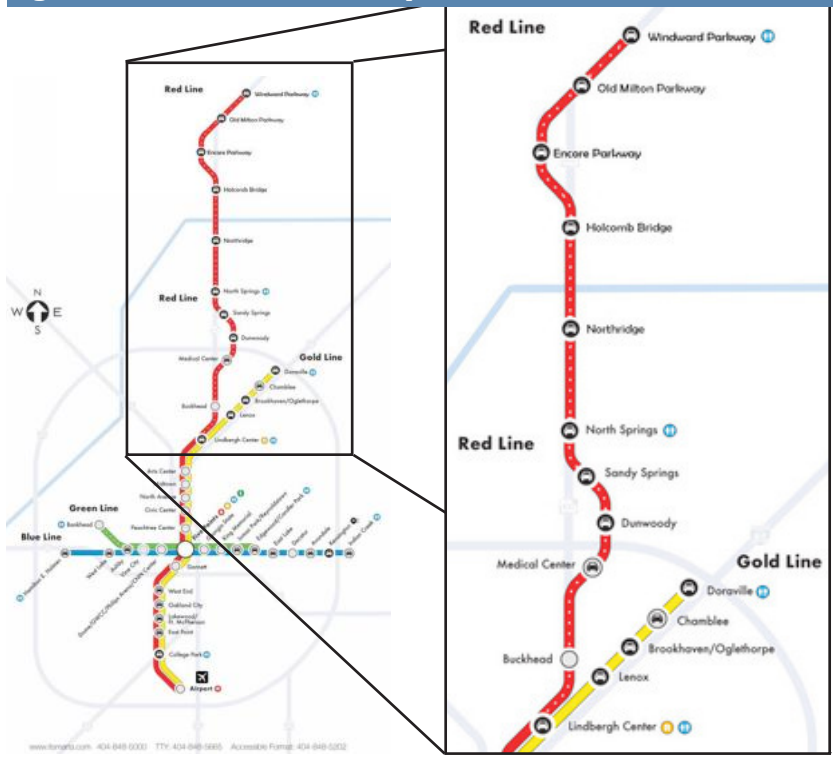
Source: League of American Bicyclists

on weekends. Despite this infrequent service, both routes see substantial use, with between two thousand and three thousand weekday boardings and deboardings in Roswell alone.

For citizens who may not be able to access the transit system due to disabilities, MARTA provides a service known as MARTA Mobility. MARTA Mobility is a reservation service which serves all areas within 3/4 mile of a bus line. Within Roswell, this area is a relatively small portion of the city, and many transit dependent residents live outside of it, creating latent demand for increased access to paratransit.

MARTA has begun the planning process for an expansion of mainline transit up SR 400 north from the existing North Springs rail station, running parallel to SR 400 through Roswell before terminating at Windward Parkway in Alpharetta as shown in **Figure 18**. MARTA's Locally Preferred Alternative for this service is heavy rail, which would effectively be a twelve mile extension of the existing Red Line. Also under consideration are Light Rail Transit which typically operates smaller rail vehicles at similar frequencies to heavy rail and Bus Rapid Transit, a premium bus service in which buses are operated at a high frequency and given priority treatment with preferred lanes and improved stations, effectively providing service more similar to heavy rail than what is typically seen in bus systems. Regardless of how the service is provided, preliminary plans call for a station at Holcomb Bridge Road, providing increased transit service in the city, and improved access to the complete MARTA service area. The City of Roswell favors a site in the northwest corner of the Holcomb Bridge Road/SR 400 interchange, while MARTA has focused primarily on the east. The station would be designed with a focus on supporting local economic development plans while encouraging transit oriented development.

**Figure 18** Connect 400 Plan Map



MARTA's proposed Connect 400 map

# 6 Public Safety

## Introduction

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 has 208 employees working 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

The Roswell Police Department cites a crime rate of only 2 persons crimes and 25 property crimes per 1,000 persons. Additionally, the Roswell Police Department is one of the less than 400 law enforcement agencies that has received national accreditation from the Commission on Accreditation for Law Enforcement Agencies.

## 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 call 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

**Police Mission Statement**  
The Roswell Police Department vows to protect life and property, preserve the peace, and strives to prevent crime, fear, and disorder in the City of Roswell in partnership with all of those who live, work, and travel through our city

**Police Vision Statement**  
The Roswell Police Department strives to achieve the lowest crime rate and the highest quality of life in the State of Georgia. Our goal is to be recognized as the most professional law enforcement agency with the most desirable work environment of all law enforcement agencies in the State of Georgia.

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, accounting for over 3,700 items in 2014. 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. The city is in the process of replacing and relocating Fire Station 4, which currently serves the area around the Holcomb Bridge Road/SR 400 interchange and the area between SR 400 and Eves Road, Nesbit Ferry Road, and Old Alabama Road. The new structure is planned to include larger service areas, designed for modern fire-fighting equipment, as well as an improved structure with energy efficient fixtures and appliances. The three-bay, drive-through structure will completely replace the existing fire station without modifying the way in which the service areas are defined.

The Roswell Fire Department is organized into three divisions; Logistics, Operations, and Administration.

### Logistics Division

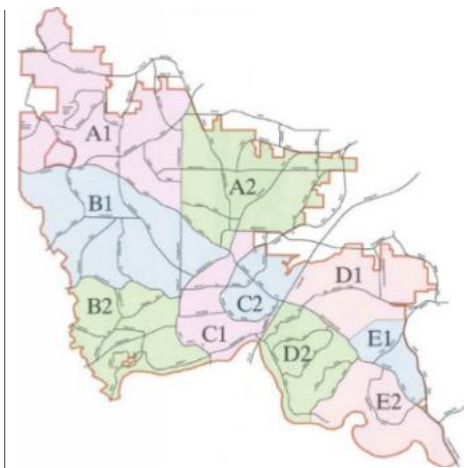
The logistics division maintains physical assets of the fire department. Including a total of twenty-two trucks of various types, the seven fire stations, a hazardous materials response trailer, and all equipment carried on or held within the trucks and stations.

### Operations Division

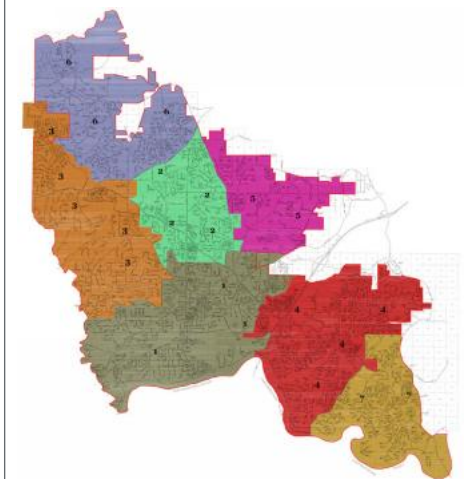
Operations is responsible for replying to emergency calls in the city. This portion of the fire department is made up of trained, part-time personnel who respond to structural fires, vehicle crashes, hazardous materials emergencies and other emergencies. These compose over 6,500 calls the department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



Police Patrol Zone Map



Fire Station Service Areas



# 7 Natural and Cultural Resources

## Introduction

Roswell was originally founded along Vickery Creek (now known as Big Creek) and has grown to the banks of the Chattahoochee River. The city is home to many natural resources, especially waterways, and the city works to maintain and enhance these resources. Additionally, the area has been inhabited for nearly two hundred years, and has preserved many buildings and other significant sites that now have significant historical value.

## Roswell Green

Roswell Green is an initiative that promotes sustainable practices. It is predicated on a vision of Roswell that protects natural resources, practices clean and efficient water and energy practices, promotes green industries and businesses, and increases quality of life for future generations. The city has adopted a number of policies and programs in order to work towards this goal, including policies for complete streets, flex work arrangements, tree canopy preservation, and green building incentives. Some government buildings have had light bulbs replaced in favor of LED lighting and has begun converting their fleet to propane, among other internal initiatives. The City also works with Keep Roswell Beautiful to sponsor various recycling, exchange, and clean-up events around the city.

## Water

The City of Roswell is part of the Metropolitan North Georgia Water Planning District, which includes fifteen counties and over ninety cities. This entity was created by the Georgia General Assembly to protect water resources in the six river basins contained in those counties. In order to do this, the District creates and updates three comprehensive water plans: the District-Wide Watershed Management Plan, the Long-Term Wastewater Management Plan and the Water Supply and Water Conservation Management Plan. The latest version of each of these was created in 2003 and updated in 2009.

The District-Wide Watershed Management Plan is focused on preservation of the region's waterways. This plan cited the following as just some reasons for the need for watershed management:

- Mitigating impacts from increased stormwater runoff due to land use changes
- Protecting drinking water sources
- Ensuring sufficient capacity for wastewater discharge for future growth
- Protecting aquatic health and habitat

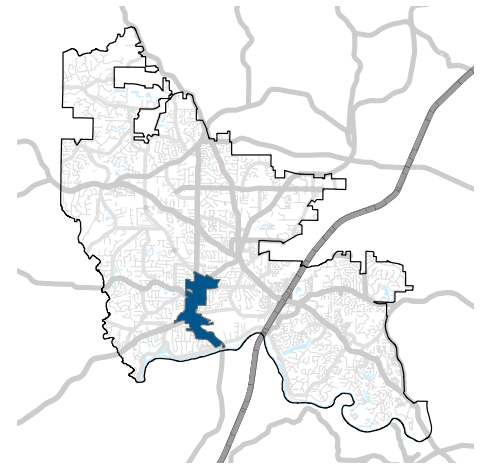
This plan sets forth "local management measures" to be performed by local governments as well as state and regional policy recommendations.

The management measures are presented as individual action items with regulations, responsible parties, objectives, and implementation guidance provided for each.

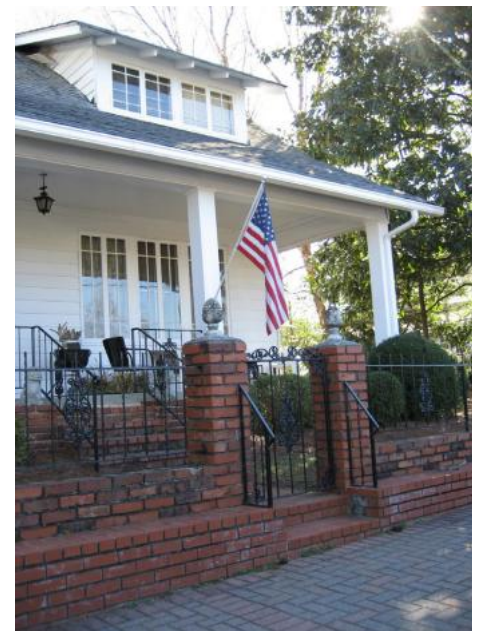
## Historic District

Roswell's Historic District encompasses a portion of Roswell near the original settlement site and earliest development. This area is centered on Big Creek (formerly Vickery Creek), the site of an early cotton mill. From Big Creek, the Historic District stretches to the north, along SR 9 and includes the city's three historic plantation homes: Bulloch Hall, Smith Plantation, and Barrington Hall. This area is rich in properties and structures stretching from the antebellum era through the early 1900s. In order to maintain these valuable assets and the overall character of the area, the city created an official historic district in 2003. The city requires a special review of any major construction or architectural changes within this district, regardless of whether the specific property is considered historic, in order to ensure that no changes are made which will damage the integrity or quality of the area.

The aforementioned plantation homes are some of the most popular sights in Roswell. They host candlelit tours and summer camps, as well as regular visitors throughout the year. Collectively, they host over 27,000 visitors each year. Barrington Hall and Bulloch Halls were built in the 1830s and are some of the best examples of Greek Revival architecture in the country. Smith Plantation was built in 1845 with slave labor and continued to be the home of the Smith family for generations. Today it is a well preserved piece of vernacular architecture and boasts a complete set of working and living spaces throughout the structure and its outbuildings.



Location of Roswell Historic District



# 8 Recreation and Green Space

## Introduction

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. A map of all parkland in the city is shown in **Figure 19**.

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.

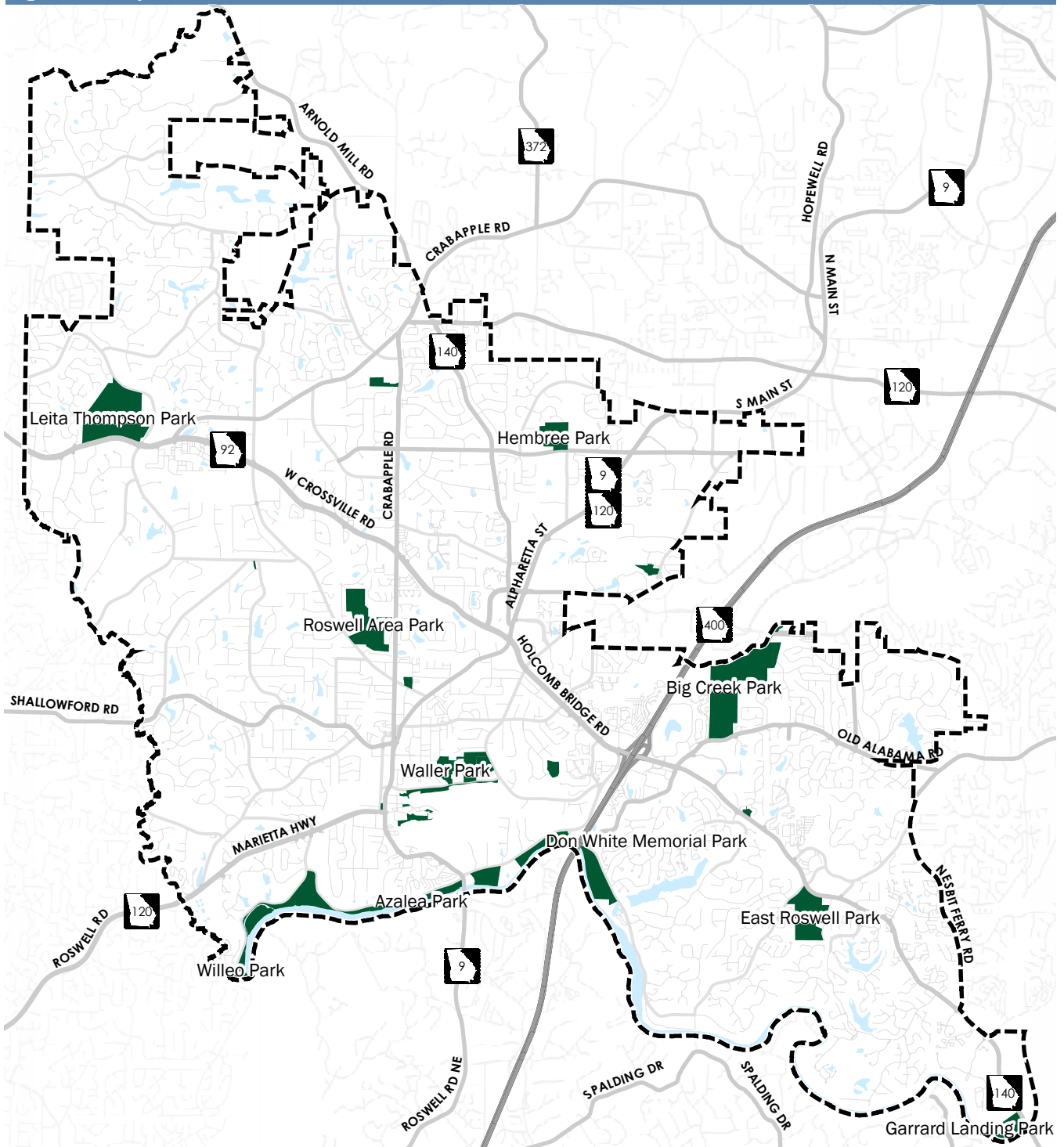
Roswell's linear parks are located along or near waterways, largely along the Chattahoochee River and its tributaries. These include walking trails, mountain biking trails, and other facilities in Big Creek Park, many of which connect to the Alpharetta Greenway system to the north. Other linear parks 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. While 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.

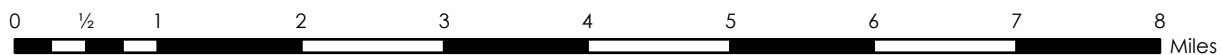
Ten indoor facilities exist within Roswell. These are universally located within other parks. They include arts centers, multi-purpose activity buildings, and recreation centers.

Figure 19 City of Roswell Parks



### Legend

- Parks
- Roads
- Freeway
- Major Road
- Other Streets







Barrington Hall  
Source: City of Roswell website

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. From June 2011 to May 2012, over 34,000 participants registered for or were waitlisted for one of the City’s over 3,000 offered programs. Unfortunately, almost 25% of these programs were eventually cancelled due to being under capacity. These programs are regularly assessed to determine if they should continue to be offered.

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.

## Goals

In order to continue to serve the citizens of Roswell, the City’s Recreation, Parks, Historic, and Cultural Affairs Department has set goals as part of its five year strategic plan. These goals include:

- Maintain the standard of nine acres per one thousand persons through the year 2016.
- Continue to provide parks in strategic locations to achieve a higher level of geographic coverage throughout the community.
- Expand the number and type of recreation facilities in order to meet the demand of all age groups.
- Provide a wide range of programs throughout the year designed to meet the needs of residents and non-residents.
- Expand and improve current maintenance practices as necessary to retain the highest quality of parks, equipment, and support facilities.

- Expand the present Park Police and supervisory Department staff compliment as necessary to provide continued high levels of safety and security at both existing and new parks and facilities.
- Develop and implement a structured mechanism that will facilitate the continued involvement of community residents in the recreation planning process.

In the Department’s five year strategic plan, more specific objectives are listed for each goal to motivate and facilitate progress on each of these goals. These include increasing the amount of parkland, continuously evaluating program offerings, constructing additional recreation and support facilities, enhancing safety, and informing the public. From these objectives, the plan also includes a selection of specific recommendations for expansions and improvements, some of which are being implemented in the near future.

## Upcoming Developments

The City Green project aims to “create an active community space and strong pedestrian connectivity between the City’s municipal complex, the Heart of Roswell Park, Canton Street and adjacent residential and commercial areas in Roswell’s historic district.” It would create a public space connecting SR 9/Alpharetta Street to Roswell’s City Hall as well as additional streetscaping, improved pedestrian areas, and other possible amenities, including a plaza, an amphitheater, open green space, and public art, among others. In January 2015, Roswell’s City Council and Mayor approved a contract to begin design of the City Green Master Plan and Design Project.

Waller Park is an exceptionally well-used park along the north side of Oxbo Road, between Downtown Roswell and SR 400. Because of its heavy use, and the need for a new water treatment plant on the west side of the park, the City is undertaking a series of improvements to the park. Many of these improvements include rehabilitating, reconstructing, and improving existing facilities and amenities, including picnic areas and trails. In addition to these, additional features have been proposed. These include information kiosks, new trails, a canoe launch, new access points, new restrooms, shade structures, wayfinding, landscaping, and a dog park, among a list of forty nine separate improvements.

Improvements are also being planned for the city’s Don White Memorial Park, which provides access both to the Chattahoochee River and to the River Walk trail. While still in the planning stages, potential additions to this park could include athletic fields, additional walking and bicycling trails, boardwalks, an open-air pavilion, a playground, a small restaurant or café, a bike share program, and fitness equipment.

The former property of the ACE Sand Company on Riverside Road, just northeast of Riverside Park, has become city property. In order to best utilize this parcel and all park space along the Chattahoochee, the City has undertaken a master planning process. Currently in the public input process, the River Parks Master Plan will define this site, which may include recreation facilities, shops, restaurants, or other facilities, as well as other sites along the river.



Source: City Green Master Plan and Design Project Public Meeting