Town Center Area Master Plan

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Town Center Area Community Improvement District

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Our Ref.:
GA063309/Rpt 1875

Date:
April 27, 2004

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1. Introduction

1.1 Purpose

The mission of the Town Center Area (TCA) Community Improvement District (CID), established in 1997 as a self-taxing district, is to provide for infrastructure improvements. In 2000, the CID voted to expand its purpose to provide additional services and resources for parks and recreation areas and facilities and to guide land use planning and development consistent with Cobb County's coordinated and comprehensive planning. Since its establishment, the TCA CID has proactively addressed transportation issues within the CID with several transportation projects, including intersection improvements, a light rail study, vanpools, and a pilot shuttle study; however, no past study has comprehensively addressed future transportation needs based on the full development potential of the area.

In March 2003, the CID contracted with ARCADIS, with assistance from Robert Charles Lesser & Co., LLC (Robert Charles Lesser), to develop a Master Plan that integrates transportation, land use, market conditions, and implementation guidelines for the Town Center Area. This project culminated in a Master Plan that is based on current and future transportation mobility and accessibility needs of the area, existing and future land use and market demand, and implementation capabilities.

1.2 Study Area

The study area is based on the boundaries of the TCA CID, which is centrally located in northern Cobb County between the cities of Marietta and Kennesaw. This area is roughly bounded by Barrett Parkway on the south, Bells Ferry Road on the east, Chastain Parkway on the north, and Cobb Parkway on the west. This regional activity center consists of approximately 4,000 acres of land and is accessed by two interstates, I-75 and I-575. The study area is shown on Figure 1.

The TCA owes its origin as a regional activity center to the opening of Town Center Mall, a regional shopping center, in 1986. The mall helped change the regional perception of the area from that of a semirural community outside of Atlanta to a regional shopping destination and a bedroom community for Atlanta. With

approximately 1.2 million square feet, Town Center Mall became Atlanta's second largest regional mall behind Lenox Mall in Buckhead[1].

As with most malls, news of plans for a regional mall at I-75 and I-575 spurred the development of restaurants, ancillary strip malls, banks, hotels, "big box" retailers, and a movie theater. The mall originally employed 3,000 workers, which created interest from other developers that soon began developing around the mall.

The mall's location at the intersection of two major interstates also helped stimulate development. The access and visibility afforded by both I-75 and I-575 were important draws for other regional retailers, in addition to business parks, both office and industrial, which are now significant components of the Town Center Area.

There are currently four distinguishable areas, in the TCA CID: the Town Center Mall core area; the Barrett Parkway retail corridor (with some residential uses); the Chastain Road office, light industrial, and retail corridor; and the McCollum industrial area, which includes McCollum Airport and the Vulcan Materials quarry.

1.3 Project Approach

The project approach includes a combination of technical and nontechnical elements. The technical elements rely on data related to existing and future travel patterns, size and location of major traffic generators, capacity and operation of the existing transportation system, anticipated growth and redevelopment opportunities, and related issues and constraints. The nontechnical element includes the opinions, needs, concerns, and desires of the TCA CID, Cobb County Department of Transportation (DOT), Cobb County Community Development, and a stakeholder group consisting of citizen and business groups with interest in the study area.

Information derived from both elements is combined to identify problems and to evaluate realistic solutions in a balanced and comprehensive manner to achieve an understanding of the problems, opportunities, contributing factors, and possible solutions. The final Master Plan includes an analysis of existing conditions, the development of a Preferred Land Use Scenario, a transportation analysis based on

[1] With construction of the Mall of Georgia, Town Center Mall is now the third largest mall in the region.

future population and employment, and a variety of transportation-related projects and programs, land use strategies, and implementation guidelines. The plan also details operational and capacity improvements, bicycle and pedestrian improvements, land use and development recommendations, policy and program suggestions, and cost estimates.

The project consists of three phases:

Phase I: Demographics Study and Problem Definition

Phase II: Assessment and Model Development

Phase III: Master Plan and Implementation

2. Existing Conditions

2.1 Economic and Demographic Overview

2.1.1 Core Analysis and the Favored Quarter

Employment growth in the Atlanta Metropolitan Statistical Area (MSA) has largely occurred in the MSA's favored quarter. The favored quarter is defined as that radiating quarter of an MSA where the bulk of the executive housing and white collar jobs locate, and the largest portion of new housing growth, both executive and more affordable, is developed. Atlanta's favored quarter, shown on Figure 2, largely equates to the locally named Golden Triangle, the area north of Downtown between I-75 and I-85 anchored by Georgia 400 and the Chattahoochee River. Over the past 10 years, more than 70 percent of the region's job growth has occurred within the favored quarter, while only 54 percent of the region's population growth occurred in this area, pointing to a significantly worsening gulf between where Atlantans live and work. This widening gulf has contributed significantly to Atlanta's traffic congestion and has fueled demand for housing closer to employment, especially close to the larger employment nodes like the Cumberland-Galleria and Town Center areas.

Atlanta's growth has been an evolution of the development of urban cores and activity centers radiating out from the central city. Metro cores are concentrations of employment and regional activity, and evolve as the metro area continues to grow. Atlanta's largest metro cores include: Downtown, Midtown, Buckhead, Central Perimeter, and Cumberland-Galleria. The last three cores are examples of third-generation cores, cores that were largely founded in the 1970s and evolved into major concentrations of employment and activity in the 1990s. These cores, which dominated office growth in the 1980s, have since seen gradual declines in their capture of new office and retail demand, losing market share to newer fourth-generation cores located farther out. **New housing, particularly executive housing, moved from the central city, then retail and employment followed, creating fourth-generation cores such as Town Center.** Most of Atlanta's fourth-generation cores have evolved around malls that created the hub for activity. Currently, the strongest example of a fourth-generation core in Atlanta is the Georgia 400 North corridor in north Fulton County, which accounted for close to half of the region's office growth in the latter half of the 1990s.

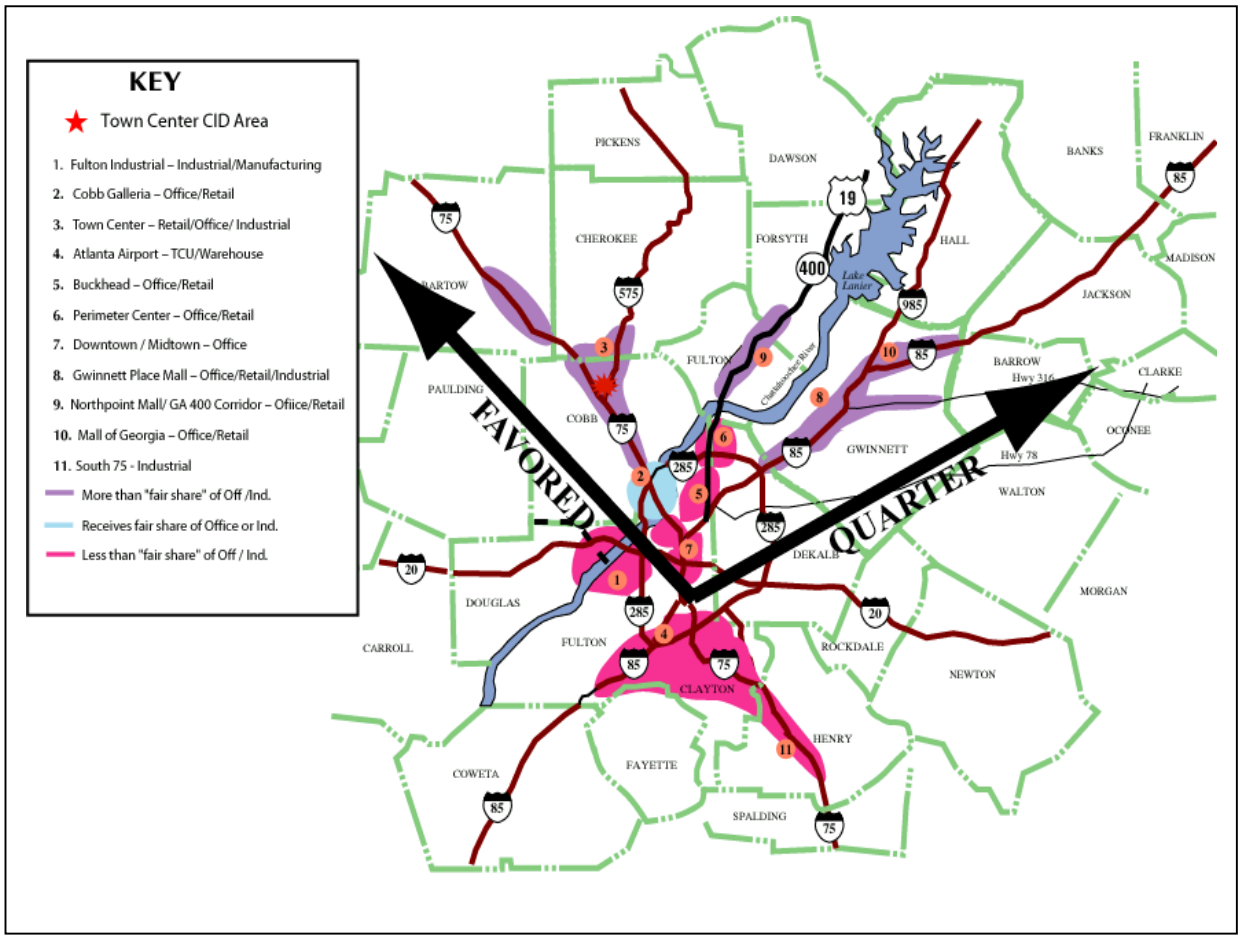


Figure 2: Atlanta's Favored Quarter and Metro Cores

2.1.2 Evolution of Retail Cores

Over the past several decades, the Atlanta area, including Cobb County, has experienced almost continuous sprawling residential growth. Attracted by the outward extension of new housing, retail development has similarly sprawled. Continuous strips of retail development, such as Cobb Parkway, have developed to service surrounding communities and regional populations. As this sprawl has continued outward, older commercial areas, many of which lack the character and design for long-term sustainability, have fallen out of favor, with newer commercial development occurring farther out. The zoning policies in developing suburban areas have allowed retailers to abandon current locations in favor of newer retail centers in more outlying areas. More retail has been developed than can be supported.

Exacerbating these problems is the short life expectancy of much of today's real estate. Most retail centers are developed with an anticipated life of approximately 20 years. Financing for these centers emphasizes immediate short-term returns, and typically assumes the sale of a retail center within five to seven years, at which time the initial investor's return is achieved (see Figure 3). This places a greater emphasis on immediate profit and discourages the creation of high-quality sustainable places that would continue to increase in value over time, returning a greater long-term profit while providing smaller short-term gains. Without substantial improvement, these aging centers continue to change ownership over time, and are typically purchased by owners with less and less interest or financial capabilities to improve or even maintain them.

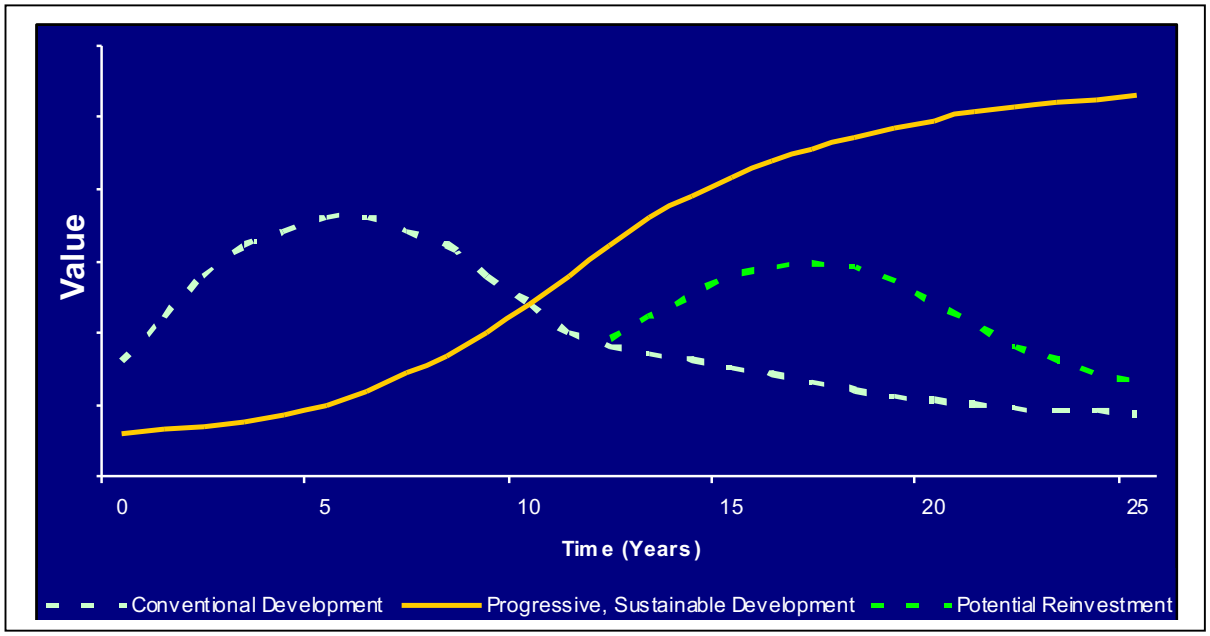


Figure 3: Example of Change in Value, Traditional Versus Sustainable Retail Centers

A combination of these factors has created a number of declining retail corridors throughout metro Atlanta. Although retail in the Town Center Area is thriving, this experience in other suburban retail nodes may be a harbinger of threats that may face the CID. Retail abandonment creates perceptions of social problems and leads to disinvestment, which often impacts surrounding rental and for-sale residential areas. Revitalizing older commercial corridors has become a major issue in the Atlanta area and throughout the nation.

2.1.3 Going Forward

Just as retailers and metro cores have continued to push outward following suburban housing growth, a number of factors are likely to similarly influence cities over the next several decades, but with different results. For example, our underlying economy is changing – the shift from an industrial economy to a knowledge economy impacts the types of environments we will need to create. Our county boundaries were originally designed to serve an agricultural economy, so no farm was more than a wagon ride away from the county seat. Since then we have lived through the industrial economy, in which separation of land uses was the guiding planning principle. In the industrial economy we traded quality of life and environmental protection for economic benefit, and to a certain degree, unsustainable development practices resulted in economic growth. Now, in the early stages of the knowledge economy, knowledge workers have greater discretion about where to locate themselves and their companies, and tend to choose high quality of life environments when making those decisions. Quality of life will play a major role in determining what companies want to relocate to or remain in the Atlanta region, and how they select locations within the region.

Demographic shifts associated with the aging of the baby boomers are another important trend with the potential to reshape the built environment. Historically, suburban areas of metro Atlanta have been built to accommodate typically younger households in their family forming years; however, the greatest population increases over the next decade will be among persons aged 45 to 64. As people age, the type and location of housing they prefer can change. Despite the tremendous number of families that have moved out to Atlanta's suburbs, census forecasts indicate that the greatest demographic shift over the next 10 years will be the increase in nonfamily households. While there is still a need for research on the housing preferences of nonfamily households, it is likely that many will not prefer the same suburban or urban housing product favored by those in larger households with school-aged children. This is likely to be a sizeable enough shift to create greater opportunities for alternative development patterns featuring a broader mix of housing types and densities than in the past. This creates an opportunity to serve more of those households with housing nearer employment and services, thus slowing the rate of growth in regional congestion and enabling more commercial properties to be developed in metro cores that become increasingly mixed-use in character.

Surveys of new home buyers in markets across the Southeast by Robert Charles Lesser suggest significant potential interest in smart growth development – more compact, more walkable residential communities with a mix of uses. On average, approximately

one-third of the new home market could be attracted to a mixed-use lifestyle residential product if that option were more readily available. **Interest in these types of environments, in part fueled by a desire for more interesting and convenient living situations, could be a significant market opportunity for fourth-generation cores such as Town Center as they reinvent themselves in order to stay competitive**. The combination of these economic, demographic, and consumer preference influences indicates an increased opportunity for higher density and more mixed-use development patterns within our established and emerging urban core areas. Though more research needs to be done and consideration needs to be given to the types of environments workers and companies seek, indications are that there is a latent demand for a product that is not supplied in great enough magnitude to meet the demand. While many households choose conventional residential products (suburban single-family detached housing) because that is what they prefer, others choose them because that is the only product available.

As Atlanta continues to struggle with transportation woes, general thinking and public policy are increasingly encouraging more mixed-use environments that may better meet the need for sustainable communities.

In summary, the continued evolution of the regional economy, population demographics, consumer preferences, and public policies such as the Atlanta Regional Commission's (ARC's) Livable Centers Initiative (LCI) are likely to favor more smart growth-oriented development patterns. Existing development patterns and the lack of financing for mixed-use development and transportation networks will continue to serve as a barrier to more mixed-use development; however, taking maximum advantage of positive trends and incentives in place that encourage sustainable development will be critical to the success of the Town Center Area in the decade to come.

2.1.4 Current Employment Situation

The Atlanta MSA's economy was among the strongest in the nation in terms of net new job growth in the 1990s, averaging over 85,000 new jobs annually. Although fears of "Y2K" proved to be unfounded, the year 2000 did result in the bust of the technology sector and substantial moderation in employment growth in Atlanta and the nation. During 2001 and 2002, metro Atlanta experienced the national recession more significantly than most American metropolitan areas, in a large part due to the high concentration of the hard-hit telecommunications, hospitality, and tourism industries. Despite this, the Economic Forecasting Center at Georgia State University projects a

strong regional recovery in 2004 and 2005, estimated approximately 45,000 and 55,000 new jobs, respectively.

Employment growth in Cobb County has also been strong over the past decade, averaging more than 13,500 jobs annually between 1995 and 2000. **During that same time period, the TCA CID area captured approximately 14 percent of that growth, translating to over 1,850 jobs annually.** Consistent with the MSA, growth in Cobb County slipped in the past few years but is expected to recover to a stronger rate of employment growth with the metro area in the next few years. That growth rate is expected to be more moderate than the pace of the late 1990s.

The same economic cycles of growth, recession, and recovery will likely continue over the next few decades. The most important consideration, however, is that Atlanta is expected to remain among the top metropolitan areas for employment growth over the next 20 years. The ARC projects that the 10-county area will add over 800,000 jobs over the next 20 years. If the Town Center Area captures as much of that growth as it did in the 1990s, it will grow by 3 percent, or 24,000 net new jobs. **If the Town Center Area captures its fair share, it would grow 1.2 percent, an addition of nearly 10,000 jobs.**

Enhancements to the transportation network will be critical to capturing a significant portion of the growth and will help prevent a plateau in economic growth in the TCA CID.

Employment in the TCA CID has been dominated by retail trade and wholesale trade (see Figure 4). This employment trend is indicative of land use. Retail trade has been, and is expected to continue to be, an important aspect of the TCA CID's economy; however, the sector is not capturing its fair share of growth and the data suggests that the TCA CID is diversifying away from a reliance on retail trade. During the last decade, the sectors growing at the fastest rates and capturing more than their fair share of growth were:

- Wholesale trade;
- Manufacturing;
- Construction; and
- Finance, Insurance, and Real Estate.

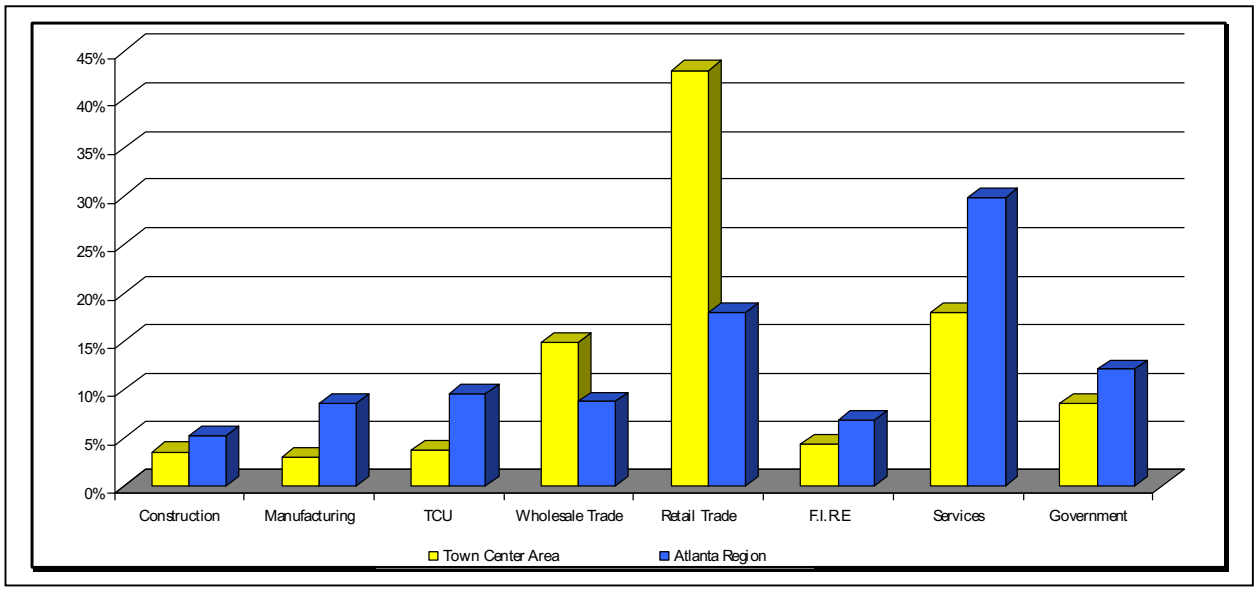


Figure 4: Employment Mix, Town Center Area and Atlanta Region

Although most of these sectors remain a small portion of employment in the TCA CID, **the strong rates of growth suggest that the area is increasingly functioning as an office and business park employment core, which may be indicative of the area emerging as a stronger office location during the next large employment wave in the metro area.**

2.1.5 Demographics

The Town Center Area (which, for demographic purposes, closely matches the CID boundaries) contains an estimated 4,027 households, representing 1.7 percent of all Cobb County households. In the next five years new household growth within the TCA CID is projected to maintain a similar rate as in the previous two years, but will grow at half the rate as in the 1990s. **Nevertheless, the TCA is expected to grow at a faster rate than the Atlanta MSA and Cobb County.**

The TCA CID currently does not have a large supply of housing. Most of the available housing is in new garden apartment communities or in older single-family neighborhoods. Twelve apartment communities account for over 3,000 apartment units, and 66 percent of all housing in the CID is renter-occupied. This is the inverse of the Atlanta region, but is likely appropriate given the concentration of retail jobs and other employment in the CID and its proximity to Kennesaw State University. There is

fairly significant new, single-family housing activity in nearby areas, but new for-sale housing activity within the CID is minimal.

The proliferation of renters within the TCA is reflected directly in the demographic characteristics of the core. The CID is characterized by younger and less affluent households than Cobb County overall (see Figure 5). According to demographer Claritas, Inc., and based on projections from the 2000 Census, just under half (45 percent) of households in the core area have incomes below $50,000, compared to less than one-third (31 percent) of households in Cobb County. Similarly, 49 percent of heads of household in the CID are under the age of 35, while only 29 percent of Cobb County households are in that same age group.

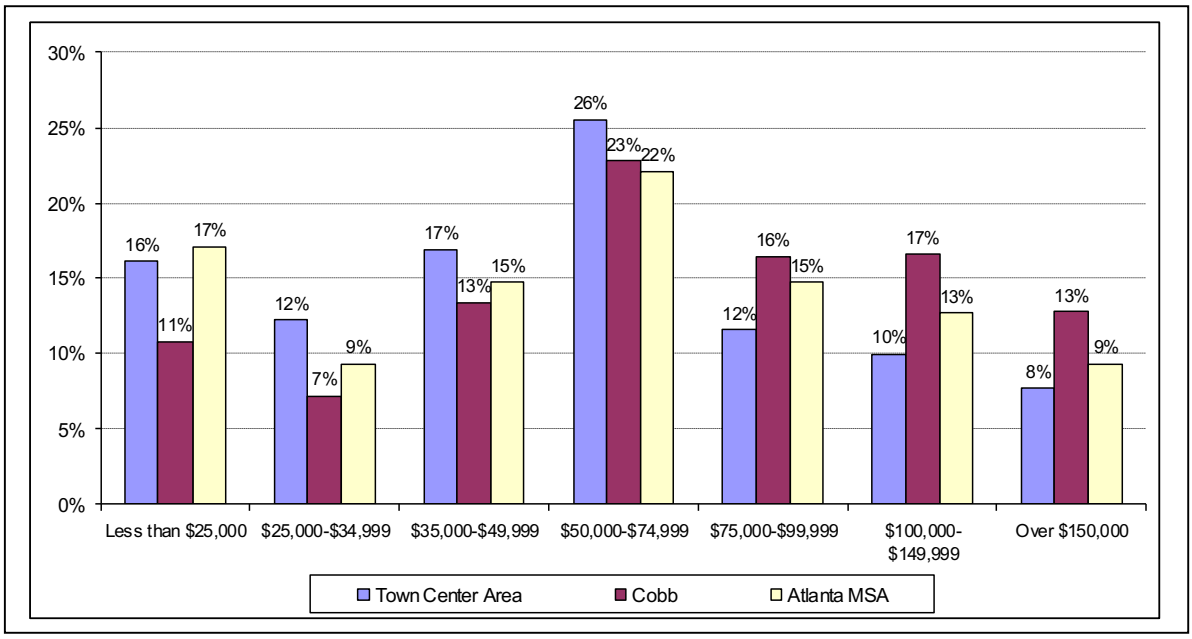


Figure 5: Household Income Distributions, Town Center Area, Cobb County, and Atlanta MSA

2.1.6 Jobs to Housing Balance

The strong employment growth and the limited housing within the Town Center Area have contributed to a growing imbalance between jobs and housing. This imbalance may be slightly overstated given the prevalence of housing just outside the TCA. Nevertheless, the distance between where people live and where they work and/or shop exacerbates traffic congestion, and the data suggest the gap will continue to widen over

the next decade. **As Figure 6 indicates, the TCA now has a jobs-to-housing ratio of 5.5, meaning the TCA has five-and-a-half times more jobs than households.** This is up significantly from 1990, when the ratio was only 2.5. For reference, the Atlanta MSA has an average jobs-to-housing ratio of 1.5.

The TCA is not the only area with a high jobs-to-housing ratio. The Central Perimeter area, for instance, has over six jobs to each household. The Cumberland-Galleria area has a similar ratio at 5.4, and the Lenox area has a ratio of 4.6. It is worth noting that the other two areas with similar or higher jobs-to-housing ratios are more urban cores (third-generation as opposed to fourth-generation) that have endured significant traffic congestion that has threatened their viability as growing activity centers. Addressing this housing imbalance will be critical to the TCA CID's overall growth. Providing new workforce housing opportunities, both rental and for-sale, is a viable option.

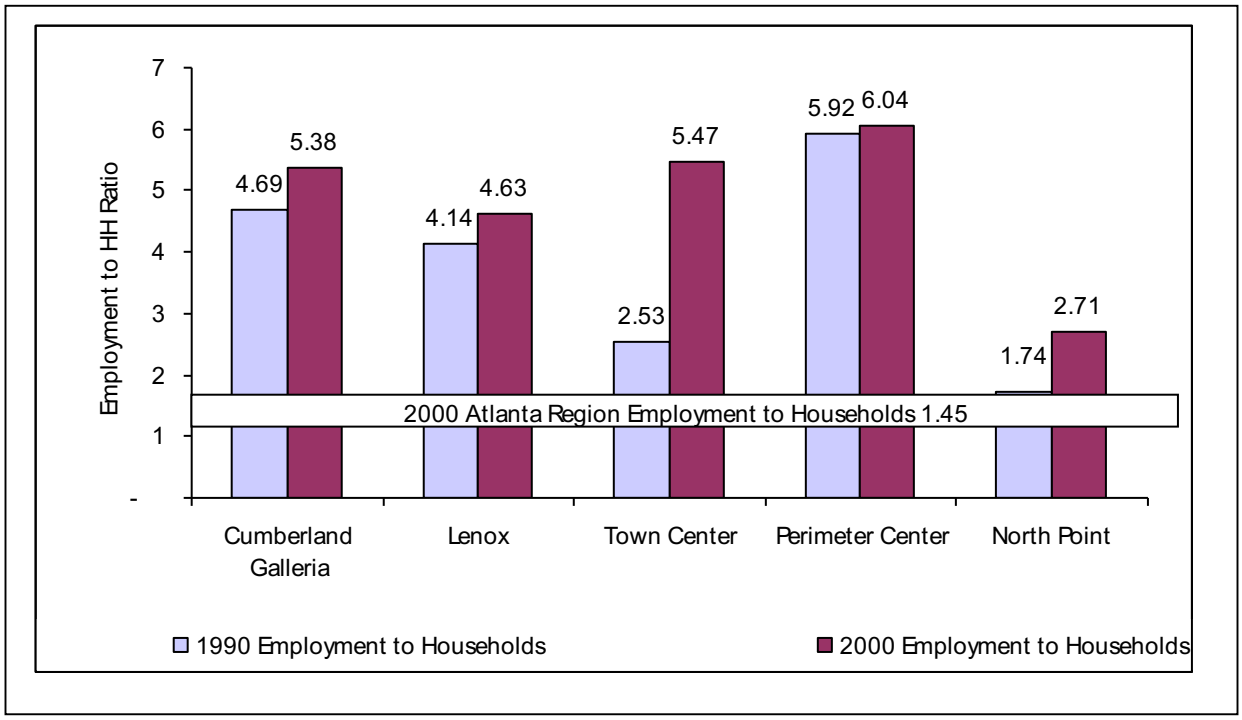


Figure 6: Relationship of Employment to Households

2.2 Policy and Implementation Framework

Several governmental and development organizations are involved in a variety of activities within the Town Center Area, including Cobb County, Cobb Chamber of Commerce, Kennesaw State University, TCA CID, and CobbRides. Successful implementation of the recommendations within the study area will be tied to the support of each of these organizations.

2.2.1 Cobb County

The study area is located wholly within Cobb County's jurisdiction. Cobb County departments, particularly Community Development, Transportation, and Economic Development, guide policy and development that affect land use, transportation, and development. Cobb County Community Development oversees a Comprehensive Plan that guides long-term land use decisions, a zoning ordinance that guides existing development, and development regulations that establish standards for actual site development. In addition, Community Development oversees acquisition of greenspace in support of the Cobb County Green Space Plan. Cobb County DOT oversees the existing transportation infrastructure within the study area, including traffic signals, road improvements, pedestrian/bicycle improvements, and transit service. Economic Development serves as a liaison between the County and the business community. This department also manages Enterprise Zones, which are designed to stimulate economic activity in areas with the potential for growth. An emphasis is placed on redevelopment and/or assisting in the assemblage of property for development.

2.2.2 Cobb Chamber of Commerce

The Cobb Chamber of Commerce is an advocate for community and economic development for Cobb County. As with most chambers of commerce, the Cobb Chamber acts as a nongovernmental promotion agent for business development. Key targets of the Cobb Chamber are economic development, small business, education, government relations, membership development, transportation, and marketing/communications. The Cobb Chamber administers the Development Authority of Cobb County.

2.2.3 TCA CID/CobbRides

The TCA CID is a self-taxing district designed to promote infrastructure improvements, provide additional services and resources for parks and recreation areas and facilities, and guide land use planning and development consistent with Cobb County's coordinated and comprehensive planning. The TCA CID is governed by a seven-member board of directors. The TCA CID is in its second term and has a remaining five-year life span. Commercial property owners who are members of the CID pay an additional 5 mills on their property tax to advance road projects, sidewalks, and other improvements to provide accessibility and mobility within the Town Center Area. The CID has conducted numerous studies and funded several transportation projects, including:

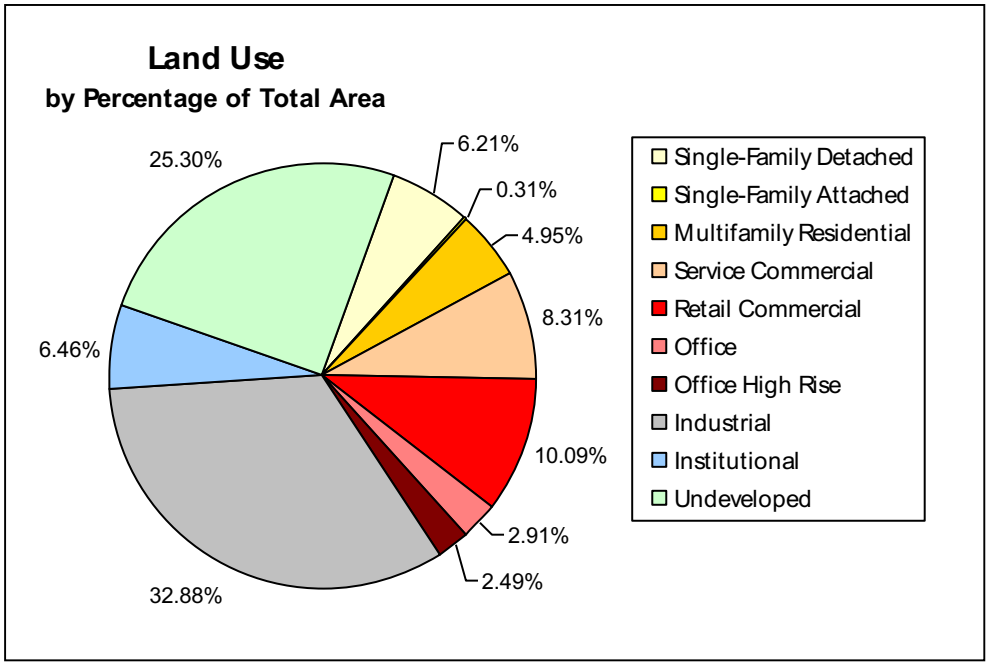
- Conducted an Employee and Employer Survey, November 2002.
- Funded the Northwest Corridor Transportation Study in conjunction with the Cumberland CID. The study expands on the transit system for the corridor listed in the Regional Transportation Plan (RTP) and builds upon other studies performed for the area.
- Funded a Pedestrian/Bike Study to develop a comprehensive sidewalk, green area, and bike path plan in 1998.
- Funded the engineering and 20 percent local match for construction of a comprehensive sidewalk program to connect sidewalks where there are gaps, and to provide sidewalks on at least one side of every major artery in the CID.
- Participated in the local share of Surface Transportation Program (STP) funds to complete a comprehensive sidewalk program from 2000 to 2003.
- Funded the engineering for the widening of northbound exit 269 on I-75 to four lanes with two lanes turning east and the others turning west.
- Provided funds for right-of-way acquisition for the eastbound turn from I-75 exit 269 to Roberts Court.
- Funded a study and submitted an application for signalization and lane alignment on Chastain Road and Barrett Parkway.
- Funded the study and conceptual design of a multiuse trail system and linear park along Noonday Creek.
- Funded a study to determine the feasibility of a high-occupancy vehicle (HOV) exit/entrance near exit 271 on I-75.

- Funded a traffic study, concept analysis, and preliminary design for an east/west connector to cross 1-75 between Barrett Parkway and Chastain Road.
- Funded the study, engineering, and design for improvements on Chastain Road at I-75 and I-575 and on Barrett Parkway at I-575.
- Funded engineering and design for Barrett Parkway and Cobb Parkway and Barrett Parkway at Costco.
- Formed a Transportation Management Association (TMA), CobbRides, to address traffic congestion and air quality issues in the area. Funding for the TMA has been provided by the TCA CID, a Congestion Mitigation and Air Quality Improvement Program (CMAQ) grant, ARC's Commute Connections program, the Georgia Department of Transportation (GDOT), and the Clean Air Campaign. The mission of CobbRides is to:
  - Mobilize the business community to support recommendations to change commuting behavior.
  - Promote alternative modes of transportation via carpool, vanpool, flex time, and teleworking commuter programs.
  - Generate public awareness about transportation issues and alternatives to single-occupancy travel.
- Funded a study to determine the feasibility of a bus circulator for the TCA to encourage ridesharing. The circulator would be in partnership with Cobb Community Transit (CCT) and would operate mid-day Monday through Friday.
- Funded a pilot shuttle study.

2.3 Land Use Analysis

In April 2003, ARCADIS conducted a land use inventory of the TCA CID using aerial photography and a windshield survey. For the purpose of this study, land uses are divided into several categories, including: single-family attached, single-family detached, multiple-family residential, service commercial, retail commercial, office, office high rise, industrial, public institutional (includes religious, utilities, educational, and cemetery uses), and undeveloped (see Table 1). Parcel level data is not available; therefore, the acreage and location of the land uses are approximate. See Figure 7 for the spatial distribution of land use.

Table 1: Existing Land Use	
Land Use	**Acres**
Single-Family Detached	234
Single-Family Attached	12
Multifamily Residential	185
Service Commercial	311
Retail Commercial	378
Office	109
Office High Rise	93
Industrial	1,232
Institutional	242
Undeveloped	948



2.3.1 Undeveloped Land

The undeveloped land use classification is the second largest category for the TCA. It comprises more than 25 percent of the TCA, or 947 acres of land, and is spread

throughout the area. Some of the larger undeveloped areas are in the east along Chastain Meadows Parkway, Barrett Lakes Boulevard, and Big Shanty Road, and in the south along North Cobb Parkway and Noonday Church Road. A portion of this area is already planned for residential use.

2.3.2 Office Market

The office category, single-story office structures that primarily service one office or company, represents 3 percent of land in the study area, or 109 acres. Most of the office structures in the CID are relatively new, constructed within the past 10 years. These are located throughout the area, with a large amount in the southwestern portion of the CID near Barrett Parkway and along Roberts Boulevard, Vaughn Road, and Cobb Place Boulevard. Fairly large office parks in these areas appear to serve industrial users. Additional office parks are located in the east along Chastain Meadows Parkway near Barrett Parkway, and in the north between Big Shanty Road and Chastain Road.

Office high rise, represented by office buildings with multiple stories housing numerous companies, are located primarily in the north in the Town Park Office complex along Town Park Drive. Most of the office structures in the CID are moderately new, constructed within the past 10 years. There are additional structures in the south of the district off Barrett Lakes Drive. This category comprises 25 percent of the study area, totaling 93 acres of land.

The TCA is included within the Northwest/I-75 office submarket. As of year-end 2002, the Northwest/I-75 submarket and the Central Perimeter submarket were the two largest office markets in the Atlanta region. The Northwest/I-75 submarket has 17.4 percent of existing office square footage, or nearly 27 million square feet. The submarket has an overall vacancy rate of 20.8 percent, generally in line with the larger Atlanta region (20.6 percent), and indicative of the soft economy.

The Northwest/I-75 submarket is dominated by the Cumberland-Galleria core but is increasingly experiencing growth up I-75 toward the Town Center Area. Like most regional cores, the Cumberland-Galleria area has had a difficult two years, experiencing negative office space absorption; however, the long-term prospects for Cumberland-Galleria are very positive, which has mixed implications for the Town Center Area's future growth. Historically, the plight of closer-in cores has fueled the growth of more distant suburban cores. For example, the North Fulton core area grew as Perimeter Center struggled with traffic congestion. In the near term, Cumberland-Galleria's continued growth may inhibit the growth of office development in the TCA;

however, the long-term trend may be the continued evolution of the TCA into a greater employment center.

The Kennesaw/TCA submarket, which makes up 13 percent of the Northwest/I-75 submarket, is comprised of 62 office buildings with just less than 3.3 million square feet, 2.8 million square feet of which is occupied. With only a 14.6 percent vacancy rate and positive net absorption in 2002, the Kennesaw/TCA submarket appears to be outperforming the Northwest/I-75 submarket overall. In general, office space in the Kennesaw/TCA submarket offers a better value than other areas, with average lease rates of approximately $17.50 per square feet compared to just under $20 per square foot in the Northwest/I-75 submarket and the Atlanta area overall.

The Kennesaw/TCA submarket currently functions as a niche office market. Tenants generally choose to locate here either to be near a specific business in the area or because it is in close proximity to a decision maker's home. Generally, the Town Center Area does not compete for office tenants at the same level as closer-in or larger office cores such as Cumberland, Perimeter Center, or Georgia 400.

In the near term, demand for new office space should continue to gradually recover from the languid pace of the recession. Long term, given the volume of employment growth anticipated in the Atlanta region, there will likely be more opportunities for the TCA to begin capturing a greater portion of regional employment growth. In order to do so, more sustainable development practices will need to be put in place. This includes creating a stronger identity in general and for the office sector, building infill housing, and addressing traffic and mobility threats.

2.3.3 Commercial Market

Retail uses such as malls, clothing and furniture stores, and car dealerships represent 378 acres of the land in the study area, or 10 percent. Most of these uses are located in single-story commercial strips along the major thoroughfares, including Barrett Parkway, George Busbee Parkway, Cobb Parkway, and Chastain Road. The older retail establishments, constructed around the same time as the Town Center Mall, are located along Cobb Parkway. Most of the newer retail is located along Barrett Parkway.

Service commercial, which provides specific services such as automobile repair and service, restaurants, hair salons and barbershops, etc., represents 8 percent, or 311 acres, of district lands. Most of these uses are located in single-story commercial strips

along the major thoroughfares, including Barrett Parkway, George Busbee Parkway, Cobb Parkway, and Chastain Road.

Retail is presently the predominant use in the TCA, and the Town Center Mall generally functions as the focal point for the CID. The Kennesaw/Northwest Cobb submarket has just under 8 million square feet of retail space, 200,000 square feet of which is located in the study area, and another 500,000 square feet under construction. This submarket has a vacancy rate of 8 percent, which is below average for retail cores on the north side of Atlanta. The vacancy rate may be somewhat understated due to space that is vacant but leased, a strategy that many "big box" retailers use to keep out competitors, even though consumer demand does not support the excess space.

While most of the retail in the area is performing well relative to regional comparisons, it is likely that in the long term some retail properties will evolve to other land uses. For example, when observed through a long-term lens, some of the strip centers and even some of the "big box" spaces may be considered interim uses, representing excess retail space that will not be supported indefinitely. Overall, rents in the submarket are fairly healthy, averaging $12 to $16 per square foot, representing the fourth highest rent in the metropolitan area. These rents are just behind Buckhead, Midtown, and North Fulton, the premier retail locations. Rents in the Town Center CID average $17 to $24 per square foot, and are higher due to their proximity to the Town Center Mall and the greater shopper traffic that it drives. The mall itself seems to be performing well. Sales per square foot average $395, placing Town Center Mall in the upper deciles of malls in the Southeast and among the top performing in the Atlanta region.

Retail product in the CID area can generally be characterized as a regional mall surrounded by strip malls and power centers, all of which have more of a regional than a local focus. Unique stores such as Galyans and restaurants and movie theaters draw shoppers and patrons from throughout the I-75 North corridor. The retail is highly dependent on this nighttime and weekend traffic for demand.

Most of the retail centers were built in the late 1980s and early 1990s and feature "could be anywhere" retail architecture with ample parking (an average of over five spaces per 1,000 square feet of retail) that serves the stores well during Christmas and other high-traffic shopping days. The retail lacks the strong sense of place or pedestrian orientation employed in new, town village retail concepts, which provide shoppers the ability to walk throughout the entire development. Outside of the area, The Avenue at East Cobb has been highly successful in competing with Cumberland

Mall for tenants. The Forum shops on Highway 141 in Norcross has been touted as a local example that effectively provides the experiential shopping that many seek.

Retail in the TCA is strong but will need to reinvent itself in order to maintain its competitive edge and avoid being bypassed by a new regional mall or different retail concepts. The following strategies could help reinvent the area:

- Creating a more walkable and connected retail experience, perhaps at the mall.
- Physically improving the character and the appearance of existing retail to provide a greater sense of location and to create a stronger destination. This could take the form of a more village-type center, comparable to the Avenue at East Cobb or Vinings Jubilee, or by opening up the mall to create a stronger streetscape feel.
- Increasing employment and housing in the CID will create additional market audiences for retail, and perhaps a greater balance between weekend and weekday demand. It would also create demand for more local-serving retail, which is more supportive of the village retail concept.
- Improving overall transportation in the vicinity.

2.3.4 For-Sale Residential Market

Although fewer homes in the study area are single-family, the single-family detached classification has the most acreage, 230 acres, which is 6 percent of the total acreage in the CID area. Most of the single-family detached residential properties are in moderately new subdivisions constructed within the last 10 years; however, there are some older homes, predominantly located off Big Shanty Road and Bells Ferry Road.

The CID area lies within the region's largest concentration of executive housing. The Town Center Area itself (defined as zip codes 30066 and 30144) has been characterized by new housing in the $100,000 to $150,000 range. In the last two years new housing has increasingly been priced in the $150,000 to $200,000 range. With the introduction of Ridenour and other higher-end communities, there has been a demonstrated demand for housing priced over $250,000 in the past two years. In 2002, 250 new home sales in the area were over $250,000.

New home activity in the area is almost entirely detached housing. The two zip codes in the TCA have averaged approximately 50 new attached home sales annually, typically in the $150,000 to $200,000 range. Townhome products in the Atlanta area are rapidly replacing entry level single-family homes and have been successful in

nearby and analogous locations. There is likely an immediate demand for townhomes in the TCA CID and incomes in the area suggest that local renters could afford them.

Two actively selling communities are inside the CID: Shiloh Valley, with single-family homes priced from $180,000 to $300,000, and Vintage Club, with active adult four-plex ranch homes priced from $190,000. Just beyond the CID two other active adult communities, the Cottages at Marietta and the Cottages at Bells Ferry, seem to be effectively targeting the retiree and empty nester markets in the area.

There will be continued demand for single-family homes in and around the CID. Prices will likely continue to rise as prices in Marietta and other closer-in locations escalate. More value-oriented, attached housing is a viable, near-term opportunity for additional housing in the CID. Long term, housing will likely be supportable in mixed-use environments.

2.3.5 Rental Apartment Market

Since the opening of Town Center Mall, the CID has seen a growth of rental apartment communities. Multifamily residential use represents about 5 percent, or 185 acres, of the study area. Most of the apartment communities were built in the latter half of the 1990s and feature attractive, garden-style construction. In the near-term, apartment occupancies will likely continue to suffer as low interest rates spur renters to buy homes. Longer term, apartments will be a viable land use in the CID.

Despite the overall softness in the apartment market, rents and occupancies in the Town Center Area remain fairly stable. Class A product is just under 93 percent occupied, compared to 91 percent in Cobb County. This may be a function of the overall better value in the Town Center Area. Rents average $0.82 per square foot in the TCA compared to $0.89 per square foot in Cobb County.

Long-term demand for rental apartments will likely remain strong in the Town Center Area, especially in light of continuing employment growth in the area. In the long-term there may be the opportunity to provide somewhat more upscale, higher-density apartments in a mixed-use setting.

2.3.6 Industrial Market

Industrial uses comprise more than 33 percent of land in the CID area, the largest use of land in the study area. Most of the industrial land, including an airport and a quarry,

is located in the western portion of the CID area. Additional industrial uses are found in the east along Big Shanty Road.

As noted in the employment data, a significant portion of the CID employment is in wholesale trade, a sector that has been growing at a rate faster than its fair share and is expected to continue to grow in years to come. The concentration of business parks (warehouse, distribution, and flex space) can be attributed to the presence of McCollum Airport, the Vulcan Materials quarry, and the excellent interstate access the area affords.

The TCA has significant concentrations of business park space at its very northern and southern borders. Approximately 4.6 million square feet of industrial space is within the CID area, representing approximately 10 percent of the industrial space in the northwest Atlanta submarket. Approximately 11.5 percent of the space is currently vacant. This is lower than the metro Atlanta overall average (14.5 percent) but above the average for the Northwest/I-75 submarket (10.7 percent). Most of the business park space was built in the late 1980s and early 1990s. In the past two years, six new buildings have been added to the area, accounting for 332,000 additional square feet.

Rental rates for industrial space in the Town Center Area range from under $3.00 to the low teens, depending on the type of space. Flex/office space averages $11 to $12 per square foot. Overall, industrial space averages $7 to $8 per square foot.

Industrial/business park space will continue to be an important part of the makeup of the Town Center Area. The quarry has 25 years of productivity remaining, and will continue to be a source of industry in the CID throughout the span of this study. In the long term, the area will become more dominated by flex/office space than distribution and warehouse space, and there may be opportunities to convert some of the heavier industrial uses to other uses.

2.3.7 Future Land Use

Cobb County has developed a future land use map that generally depicts how land will be used in the year 2015. The future land use map was developed from the outcome of the 1995-2015 Comprehensive Plan. The future land use categories were created to allow for a flexible and wide range of uses. The future land uses located in the Town Center Area are indicated in Table 2.

Table 2: Future Land Use			
Classification	**Allowable Uses**	**Acres**	**Percent**
Medium-Density Residential	Residential – 2 1/2 and 5 units per acre	170	4.10
High-Density Residential	Residential – 5 and 12 units per acre	144	3.48
Neighborhood Activity Center	Small offices, limited retail, and grocery stores	170	4.10
Community Activity Center	Low-to mid-rise office buildings and commercial stores	763	18.37
Regional Activity Center	High-rise office buildings, malls, and residential development	1,335	32.15
Industrial Compatible	Business parks and distribution centers	501	12.08
Industrial	Heavy industrial and manufacturing	669	16.12
Transportation Communication Utilities	Power plants, railroad facilities, telephone switching stations, and airports	262	6.30
Public Institutional	Governmental and institutional uses	190	4.58
Park Recreation Conservation	Permanently protected land, passive recreation	117	2.82

While existing land use depicts more than 200 acres of single-family residential detached structures, the future land use map shows 170 acres of medium-density residential lands. The future medium-density land use would be more in accordance with the current single-family residential land use. The area's current land use includes about 700 acres of commercial use; the future land use map depicts 930 acres of commercial use. Current land use includes 200 acres of office use, and the future land use map shows more than 1,000 acres under the regional activity center land use category.

Both the current and future land uses depict about 1,000 acres of industrial land. The current land use depicts a small number of religious institutional lands, whereas the future land use shows none. The current land use does not show park, recreation, and conservation land; the future land use map plans for this category, which is represented by 117 acres of land. Currently, about 900 acres of land are undeveloped or vacant. The future land use map depicts no vacant land.

According to the Comprehensive Plan, Cobb County has a specific land use goal, "to provide for an efficient, equitable and compatible distribution of land uses." This goal

has specific policy objectives, many of which are applicable to the TCA. Policy objectives are achieved through the County's implementation/short-term work program or other initiatives. The policy objectives are as follows:

- Provide sufficient opportunities for each land use type to serve the needs of the community, maintain the current tax base, and sustain a desired mix of residential units.
- Avoid development patterns that would require uneconomical extensions of public facilities or services.
- Plan for growth to occur in an orderly fashion throughout the county.
- Address compatibility between land uses when making land use decisions.
- Mitigate possible adverse impacts of new development through the use of screening and buffering.
- Provide transitions in scale and/or land use between high- and low-density land uses.
- Encourage nodal development at appropriate major intersections and discourage land use changes that lead to strip development patterns with multiple driveways by promoting land assemblage and interparcel access.
- Ensure that nonresidential sites are designed for adequate buffering, parking, and open space.
- Encourage reuse and revitalization of obsolete commercial and industrial facilities.
- Encourage flexible site design to accommodate site-specific conditions.
- Evaluate and refine current economic incentive policy to enhance the development of targeted corridors.
- Protect and preserve buildings or areas of historical, architectural, or cultural significance.
- Develop a strategy for preserving the beauty and integrity of natural features such as trees, slopes, streams, and lakes.

2.3.8 Development Guidelines

2.3.8.1 Zoning

The study area contains 23 zoning districts (see Figure 8); however, the differences between many of them are not in use, but in lot size or density requirements. Within

the study area are several types of residential, commercial, office, and industrial classifications, as depicted in Table 3. Zoning calculations for the study area are derived from hard copy zoning maps, which were digitized into an electronic format. The locations of the zoning districts are approximate, as parcel-level boundaries were not available digitally.

Table 3: Existing Zoning

Zoning Classification	Acres	Percent
Single-Family Residential (R-15)	6	0.13%
Single-Family Residential (R-20)	541	12.72%
Single-Family Attached/Detached (RA-4)	31	0.74%
Multifamily Residential (RM-8)	49	1.15%
Multifamily Residential (RM-12)	197	4.64%
Multifamily Residential (RM-16)	22	0.52%
Fee Simple Townhouse (FST-5)	10	0.24%
Fee Simple Townhouse (FST-10)	6	0.14%
Planned Residential Development (PRD)	78	1.85%
Suburban Condominium (SC)	19	0.45%
General Commercial (GC)	915	21.52%
Community Retail Commercial (CRC)	223	5.24%
Neighborhood Shopping (NS)	25	0.59%
Neighborhood Retail Commercial (NRC)	7	0.16%
Planned Shopping Center (PSC)	85	2.00%
Tourist Services (TS)	2	0.04%
Office Services (OS)	276	6.50%
Office Mid-Rise (OMR)	75	1.76%
Office Low-Rise (OLR)	21	0.49%
Office Institutional (OI)	268	6.31%
Light Industrial (LI)	740	17.41%
Heavy Industrial (HI)	512	12.03%
Future Industrial (FI)	144	3.38%

Table 4 shows a comparison of zoning with undeveloped land. The multifamily residential zoning classification has the largest amount of undeveloped land in the CID area, with more than 300 acres of land in the two zoning classes (RM-12 and RM-8). The commercial zoning designations are the second largest undeveloped zoning classifications, with more than 250 acres, or 27 percent, of the land area.

Table 4: Zoning by Percentage of Undeveloped Land

Zoning	Acres	% Undeveloped
Single-Family Residential (R-20)	180	18.3%
Single-Family Attached/Detached Residential (RA-4)	22	2.3%
Multifamily Residential (RM-12)	208	21.2%
Multifamily Residential (RM-8)	107	10.9%
Community Retail Commercial (CRC)	44	4.4%
General Commercial (GC)	223	22.7%
Neighborhood Retail Commercial (NRC)	1	0.1%
Office/Institutional (OI)	35	3.5%
Office Midrise (OMR)	7	0.8%
Office Service (OS)	64	6.5%
Planned Shopping Center (PSC)	3	0.3%
Heavy Industrial (HI)	88	9.0%

2.3.8.2 Site Requirements

Development on any lot is restricted by current zoning requirements. As stated above, the only difference between many of the zoning categories is the lot size or density requirement. Table 5 shows specific requirements for building location, lot size, lot use, and density.

Table 5: Setback and Lot Requirements

District	Category	Principal Uses Permitted	Principal Uses Excluded	Min. Lot Size	Density/ Floor Area Rotation (FAR)	Bulk Requirements[1]	Setback Require-ments[2]
R20	Single-	Single-Family	Multifamily	20,000 sf	N/A	0 / 35' / 25%	40' /

Table 5: Setback and Lot Requirements							
District	**Category**	**Principal Uses Permitted**	**Principal Uses Excluded**	**Min. Lot Size**	**Density/ Floor Area Rotation (FAR)**	**Bulk Requirements[1]**	**Setback Require-ments[2]**
	Family Residential	Detached Housing	Residential[3], Retail, Office[4]	(approx. 1/2 acre)			35'(25'-35') / 50'
R15	Single-Family Residential	Single-Family Detached Housing	Multifamily Residential[3], Retail, Office[4]	15,000 sf (approx. 1/3 acre)	N/A	0 / 35' / 25%	35'(40') / 10'(25-35') / 30'
RM8	Multifamily Residential	Multifamily, Single-Family Dwelling Units	Retail, Office[4]	80,000 sf (approx. 2 acres)	8 units/acre	0 / 40' / 35%	50'(75') / 35' / 40'
FST (8)	Townhomes	Residential Attached	Retail/Office	80,000 sf (approx. 2 acres)	10 units/acre	0 / 35' / 30%	30-50'(50') / 25'- 35' / 25' – 30'
SC	Suburban Condomin-ium	Single-Family Attached	Retail, Office[4]	5 acres	5 units/acre	0' /35' / 35%	35' (50') / 35' / 40 '
OS	Office Services	Office, Institutions	Single-Family, Multifamily[5], Retail[6]	40,000 sf	N/A	0 / 52' / 0	50' (50') / 15' (15-25') / 30
LRO	Low-Rise Office	Office, Institutions	Single-Family, Multifamily[5], Retail[6]	20,000 sf (approx. 1/2 acre)	N/A	0 / 52' / 0	40'(50') / 15'(25-35') / 30'
OI	Office	Office, Institutions, Lodgings, Health Care	Single-Family, Multifamily[5], Retail[6]	20,000 sf (approx. 1/2 acre)	N/A	0 / 52' / 0	40'(50') / 15'(25-35') / 30'
OMR	Office	Office, Institutions, Lodgings, Health Care	Single-Family, Multifamily[5], Retail[6]	40,000 sf (approx. 1 acre)	.75 (.25 retail)	0 / 104' / 70-80%[7]	50'(75') / 35'(25'-35') / 40'
GC	Commercial[8]	Retail[9], Office, Lodgings, Institutions	Single-Family, Multifamily Residential	20,000 sf (approx. 1/2 acre)	.25 (.5 office)	0 / 35' / n/a	40'(50') / 15'(25'-35') / 30'
NRC	Commercial[8]	Retail[9], Institutions	Single-Family, Multifamily Residential	20,000 sf (approx. 1/2 acre)	.5 office	0 / 50' / n/a	40'(50') / 10'(25'-35') / 30'
CRC	Commercial[8]	Retail[9], Office, Lodgings, Institutions	Single-Family, Multifamily Residential	20,000 sf (approx. 1/2 acre)	.25 (.5 office)	0 / 50' / 70-80%[7]	40'(50') / 10'(25'-35') / 30'
PSC	Commercial[8]	Retail[9], Office, Lodgings, Institutions	Single-Family, Multifamily Residential	200,000 sf	N/A	0 / 75' / 0	100'(100 / 50'(50') / 50'

Table 5: Setback and Lot Requirements							
District	**Category**	**Principal Uses Permitted**	**Principal Uses Excluded**	**Min. Lot Size**	**Density/ Floor Area Rotation (FAR)**	**Bulk Requirements[1]**	**Setback Require-ments[2]**
TS	Commercial	Retail[9], Lodgings	Single-Family, Multifamily Residential, Office	20,000 sf (approx. 1/2 acre)	.25 (.5 office)	0 / 50' / 70-80%[7]	40'(50') / 10'(25'-35') / 30'
LI	Light Industrial	Light Industrial, Limited Retail	Single-Family, Multifamily Residential, Office[10]	40,000 sf (approx. 1 acre)	N/A	0 / 52' / 70-80%[7]	50'(50') / 20'(25'-35') / 40'
HI	Heavy Industrial	Heavy Industrial, Manufacturing	Single-Family, Multifamily Residential, Office[10]	40,000 sf (approx. 1 acre)	N/A	0 / 52' / 70-80%[7]	50'(50') / 20'(25'-35') / 40'
Inactive Zoning Districts							
RA-4	Single-Family Residential	Single-Family Detached/ Attached Housing	Multifamily Residential[3], Retail, Office[4]	8,400 sf	4 Units/acre	0 / 35' / 40%	50' (50') / 20-35 (5 – 20), 30 – 40'
RM12	Multifamily Residential	Multifamily, Single-Family Dwelling Units	Retail, Office[4]	80,000 sf (approx. 2 acres)	12 units/acre	0 / 40' / 35%	50'(75') / 35' / 40'
RM16	Multifamily Residential	Multifamily, Single-Family Dwelling Units	Retail, Office[4]	80,000 sf (approx. 2 acres)	16 units/acre	0 / 40' / 35%	50'(75') / 35' / 40'
PRD	Residential	Varies	Varies	Varies	Varies	Varies	Varies
NS	Commercial[8]	Retail[9], Office, Lodgings, Institutions	Single-Family, Multifamily Residential	20,000 sf (approx. 1/2 acre)	.25 (.5 office)	0 / 35' / 70-80%[7]	40'(50') / 15'(25'-35') / 30'
FS	Industrial	Industrial	Residential	Varies	Varies	Varies	Varies

[1] Bulk limitations listed: minimum building height, maximum building height, and maximum lot coverage
[2] Minimum setbacks listed: front (in parenthesis, from arterials), side (in parenthesis, from streets at corners), rear
[3] Not including group homes
[4] Not including customary home occupations or offices
[5] Not including group homes, rooming houses, boarding houses, fraternities, sororities, etc.
[6] Not including retail accessory to permitted uses; limited in size
[7] Maximum impervious surface substitutes for maximum lot coverage
[8] Varies in intensity from GC (heavy, auto-oriented retail) to NS (predominately neighborhood-based)
[9] Includes community retail uses such as grocery stores, drug stores, etc.

[10] By association with light industrial such as warehousing, contracting, R&D centers, etc.

2.3.8.3 Sidewalks

Paved sidewalks are required in all new developments built after May 1989, along arterials, major and minor collectors, residential collectors, industrial and commercial streets, and residential subdivision streets.

According to the Cobb County zoning ordinance, sidewalks are required either on the north or east side of all residential subdivision streets from the beginning of such street to a point no greater than 1,300 feet from the radius of the cul-de-sac; however, if there is a dedicated County street intersection on either side of the street within 1,300 feet of the cul-de-sac, the sidewalk shall be constructed to such intersection. Sidewalks are also required on all abutting external streets. When a development abuts both sides of the road, and when the roadway classification is an arterial or a major or minor collector, sidewalks are required on both sides. Sidewalks are required to be 4-feet wide for interior and 5-feet wide for exterior and nonresidential pathways, as required by the Georgia Accessibility Code and the Americans with Disabilities Act (ADA). Sidewalks are not required in areas zoned R-80 or along roadways classified as rural roads.

2.3.8.4 Parking

Off-street parking is restricted in the TCA CID area by general design requirements. Parking areas should be located upon a lot or parcel that abuts a public street by at least 50 feet. The required number of parking spaces is listed by type of establishment in the Cobb County Code Section 134-272.

2.4 Transportation Facilities

2.4.1 Roadways

The street pattern in the TCA CID is suburban with a pseudo-grid pattern. Major arterial corridors that carry most of the traffic entering and leaving the area include Barrett Parkway, Chastain Road, McCollum Parkway, Cobb Parkway, I-75, and I-575. Collector roads include Bells Ferry Road, George Busbee Parkway, Big Shanty Road, Chastain Meadows Parkway, and Barrett Lakes Boulevard. These roadways provide access and traffic circulation within the area as well as to and from the residential, commercial, and industrial areas of the CID. Other local roadways allow for local traffic circulation. See Figure 9 for an overview of the transportation network.

2.4.2 Interstates/HOV

Two interstate freeways help carry large volumes of traffic to and from the CID area. Interstates 75 and 575 essentially traverse the center of the CID. Both I-75 and I-575 have interchanges at Barrett Parkway and Chastain Road in the TCA CID.

GDOT is preparing an HOV study to review the possibility of extending current HOV lanes. The I-75/I-575 corridor is considered a top priority in the expansion plan. Three design concepts are proposed for the corridor, which would add a single HOV lane in each direction in the median north of the I-75 and I-575 interchange.

2.4.3 Transit

CCT provides transit service in the CID area and is managed by the Cobb County DOT. The transit service operates Monday through Saturday. Cobb County is updating its Transit Plan to address existing services, performance monitoring, and funding sources.

The bus routes that service the study area include:

- Route 40 – This route travels from Marietta to Kennesaw State University via Bells Ferry Road and Busbee Parkway.
- Route 45 – This route travels from Marietta to the Town Center Mall via Cobb Parkway (U.S. 41) and Barrett Parkway with access to Chastain Meadows Industrial Park on Chastain Meadows Parkway.
- Route 100 – This route operates express, peak-hour service from a park and ride lot near Town Center Mall traveling to Atlanta via I-75.
- Route 102 – This route travels from Kennesaw State University to downtown Atlanta in the morning and from downtown Atlanta to Kennesaw State University in the afternoon and evening.

CCT is currently using Route 100 to assess the suitability of a commuter bus.

2.4.3.1 Northwest Corridor Light Rail Study

The TCA CID, in conjunction with the Cumberland CID, sponsored a transit implementation study to determine the feasibility of operating light rail service from Atlanta through the Cumberland and TCA CID corridors. The light rail trunkline is proposed to extend from the MARTA Arts Center Station through the Cumberland

Mall area to the Town Center Area. The complete trunkline, from Fulton County to Cobb County, will consist of approximately 30 miles with 18 rail stations, at an estimated cost of more than $2 billion to construct. The Cobb County portion of the trunkline is estimated to be 10 miles long with 10 stations. The Cobb County circulator portion of the light rail system is expected to be nearly 30 miles long with more than 77 stations throughout the county, with locations in the Cumberland, Town Center, and Marietta areas. The cost for the Cobb County circulator is estimated at $800 million.

2.4.3.2 Northwest Connectivity Study

The Georgia Regional Transportation Authority (GRTA) also initiated a federally funded study, the Northwest Connectivity Study, to examine potential improvements to transportation connections among key activity centers within the same area as the Northwest Corridor Light Rail Study. The study will also examine the impacts of local circulation systems, including one in the Town Center Area.

A locally preferred alternative has been selected that includes Bus Rapid Transit (BRT) from the Town Center Area to the Arts Center MARTA Station. A BRT, also known as a flex trolley, is basically a train-on-wheels that uses a dedicated lane along the highway; however, the current alternative has the BRT system sharing the HOV lanes with other vehicles. Anticipated daily system boardings are between 34,000 and 41,000 passengers. The current alternative also includes a BRT station between I-75 and I-575 near Big Shanty Road.

The next step in the planning process is an environmental assessment. The BRT line and HOV lanes could be operational as early as 2010. GRTA has also committed to eventually initiating BRT service along U.S. 41 in Cobb County and Marietta Boulevard in northwest Atlanta. These BRT lines will connect with the I-285 BRT route recently approved by ARC.

2.4.3.3 Shuttle Service

CobbRides has provided a holiday shuttle service for the TCA since 2000, providing service to and from Town Center Mall and the surrounding area. This year, CobbRides initiated a pilot study to determine the feasibility of operating a year-round shuttle service. A key factor in this study was starting the shuttle service in October, well before the holiday season. Results of this study indicate a good potential for a permanent shuttle; however, funding is an issue.

2.4.3.4 Park and Ride

There is one park and ride lot provided by CCT in the TCA: the Busbee Parkway/Busbee Drive Park and Ride Lot. This lot is located near the intersection of George Busbee Parkway and Busbee Drive.

2.4.4 Airport

McCollum Airport, which started as a recreational airport, provides air access to the study area and is a regional alternative to DeKalb Peachtree Airport. This airport has one runway (5,355 feet), and averages 300 takeoffs and landings each day. The airport has plans to extend the airport runway to allow Gulf Stream airplanes and to expand its hangar storage area.

2.4.5 Railroad/Light Rail

The CSX Transportation railroad accesses the Town Center Area. The railroad operates a main freight line and a spur line that services the quarry in the western portion of the Town Center Area. The rail line enters the area from Atlanta and travels to Tennessee.

2.4.6 Bicycle and Pedestrian Facilities

2.4.6.1 Sidewalks

Numerous sidewalks are located throughout the Town Center Area, most in areas with transit routes or near office areas and commercial/retail establishments. The major roadways, including Barrett Parkway, Chastain Road, George Busbee Parkway, Barrett Lakes Boulevard, Chastain Meadows Parkway, and Bells Ferry Road, all have sidewalks, but many are not continuous or connected to other area roadways. Sidewalks are also located along some of the minor roadways, such as Roberts Boulevard, Cobb Place Boulevard, Big Shanty Road, Frey Road, Town Park Drive, Town Center Drive, Airport Road, and Greers Chapel Road. In addition, sidewalks are located throughout the Kennesaw State University campus. The residential areas also have sidewalks, with many located on one side of the street; however, a lack of continuity and connectivity limit pedestrian movement.

2.4.6.2 Multiuse Facilities

Several planned multiuse facilities could impact the Town Center Area, including the Noonday Creek Trail that travels alongside Noonday Creek. The proposed trail, within

the study area, will originate at Bells Ferry Road Bridge and travel west, primarily along the northern side of the creek toward Cobb Parkway, then go south along Cobb Parkway, connecting to planned trails through Ridenour. A trail extension off Noonday Creek Trail is planned to connect to Kennesaw State University. Additional plans include an extension of the trail though Ridenour to Greers Chapel Road, providing access to Kennesaw Mountain National Battlefield Park. Two other multiuse trails in the study area include the Kennesaw Trail from Cobb Parkway to Barrett Parkway past McCollum Parkway, and the Barrett Lakes Boulevard II Trail from Noonday Creek, across Chastain Road, along Frey Road to George Busbee Parkway. An additional multiuse facility is planned from Bells Ferry Road to the Cobb/Cherokee County line.

2.4.6.3 Bicycle Routes

The Cobb County Bicycle Transportation Plan includes three planned bicycle routes within the study area. These routes are delineated along major routes and include:

- Chastain Road from Cobb Parkway to Bells Ferry Road
- Barrett Lakes Boulevard from Barrett Parkway to Chastain Road (part of the Cobb County Trail Plan)
- Frey Road from Chastain Road to Shiloh Road (part of the Cobb County Trail Plan)

The study area also includes a segment of the planned Statewide Bicycle and Pedestrian Route Network called the March to the Sea Route. This route runs along the western portion of the study area, crossing over McCollum Parkway. The route originates at the Tennessee border and travels south through Atlanta and east to Savannah at the Savannah River.

2.4.7 Planned Projects

The TCA CID and Cobb County DOT have planned several projects in the study area, including projects currently under way, projects planned in the short term, and projects included in the RTP (network year 2010).

2.4.7.1 Under Way

- Interchange upgrade at I-75 and Chastain Road
- Interchange upgrade at I-575 at Chastain Road

- Intersection improvements along Chastain Road (includes bicycle lanes and sidewalks)
- Intersection improvements at Barrett Parkway and Cobb Place Boulevard
- Intersection improvements at Cobb Parkway and Vaughn Road
- Intersection improvements at Cobb Parkway and Old 41 Highway
- Intersection improvements at Barrett Parkway and Cobb Parkway
- Intersection improvements at Barrett Parkway and Roberts Boulevard
- Roadway improvements along Barrett Parkway from Roberts Boulevard and Cobb Parkway
- Signal timing improvements along Cobb Parkway and Barrett Parkway
- Pedestrian improvements along Vaughn Road, Roberts Boulevard, Greers Chapel Road, and Cobb Parkway

2.4.7.2 Short Term

- Interchange upgrade at I-575 at Barrett Parkway
- HOV lanes along I-75 North and I-575
- Roadway improvements along Big Shanty Road from Busbee Parkway to Chastain Meadows Parkway (includes HOV access)
- Multiuse facility along Noonday Creek Trail from Cobb Parkway to Bells Ferry Road
- Intersection improvements at Chastain Road and Bells Ferry Road

2.4.7.3 Long Term

- Bicycle facilities along Barrett Lakes Boulevard
- Bicycle facilities along Bells Ferry Road
- Bicycle facilities along Big Shanty Road
- Bicycle facilities along Chastain Road
- Bicycle facilities along Frey Road
- Bicycle facilities along Greers Chapel Road
- Pedestrian facility at Kennesaw State University
- Multiuse facility at Kennesaw State University

2.5 Traffic Analysis

2.5.1 Data Collection and Simulation

In an effort to qualify current vehicular traffic operations within the TCA CID, a traffic operations model was prepared to analyze current traffic conditions. The latest edition of Synchro/Sim Traffic, industry standard computer analysis and modeling software, was used to model current vehicular traffic conditions throughout the CID area during peak traffic periods. In order to develop a representative model, varying data and information was collected to prepare a simulation that can accurately analyze current levels of traffic.

2.5.2 Roadway Geometry

Within the boundaries of the TCA CID, a roadway inventory was performed to collect current roadway configuration. Information such as road and lane width, number of lanes, turn bay lengths, and major grades was entered in the Synchro/Sim Traffic model. This geometric roadway inventory formed the footprint for the traffic simulation.

2.5.3 Traffic Volumes

Twenty-four hour traffic volume counts were collected at eight locations throughout the study area. The volumes were counted during the week and on Saturday at the following locations:

- I-575 southbound off-ramp at Chastain Road
- I-575 northbound on-ramp at Chastain Road
- I-75 northbound off-ramp at Barrett Parkway
- I-75 southbound on-ramp at Barrett Parkway
- Cobb Place Boulevard near Cobb Place Lane
- Barrett Parkway between Cobb Parkway and Cobb Place Boulevard
- Chastain Road between Busbee Parkway and Busbee Drive
- Barrett Lakes Boulevard between Duncan Road and Cobb Place Boulevard

In addition to providing a daily magnitude of traffic, the 24-hour traffic counts present the hourly breakdown of traffic throughout the day. The daily volumes gathered

provide the time and duration of the peak period of vehicular traffic. The following figures display 24-hour traffic volumes on Barrett Parkway and Chastain Road.

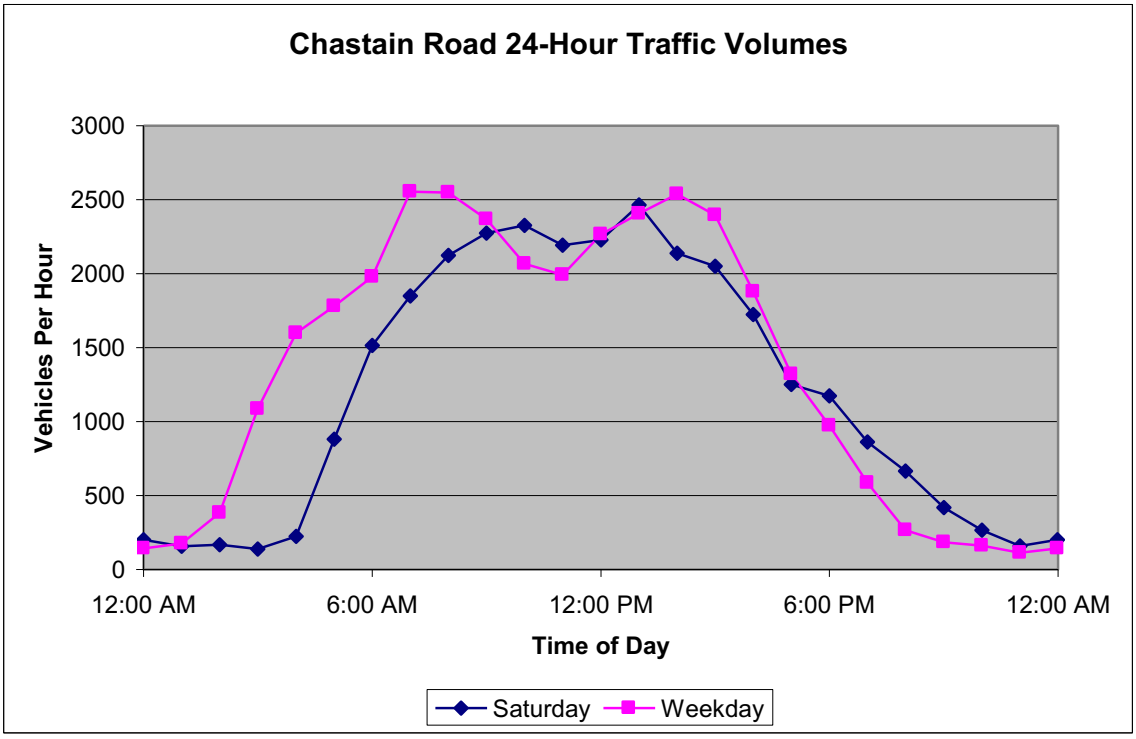


Figure 10: Chastain Road 24-Hour Traffic Volumes

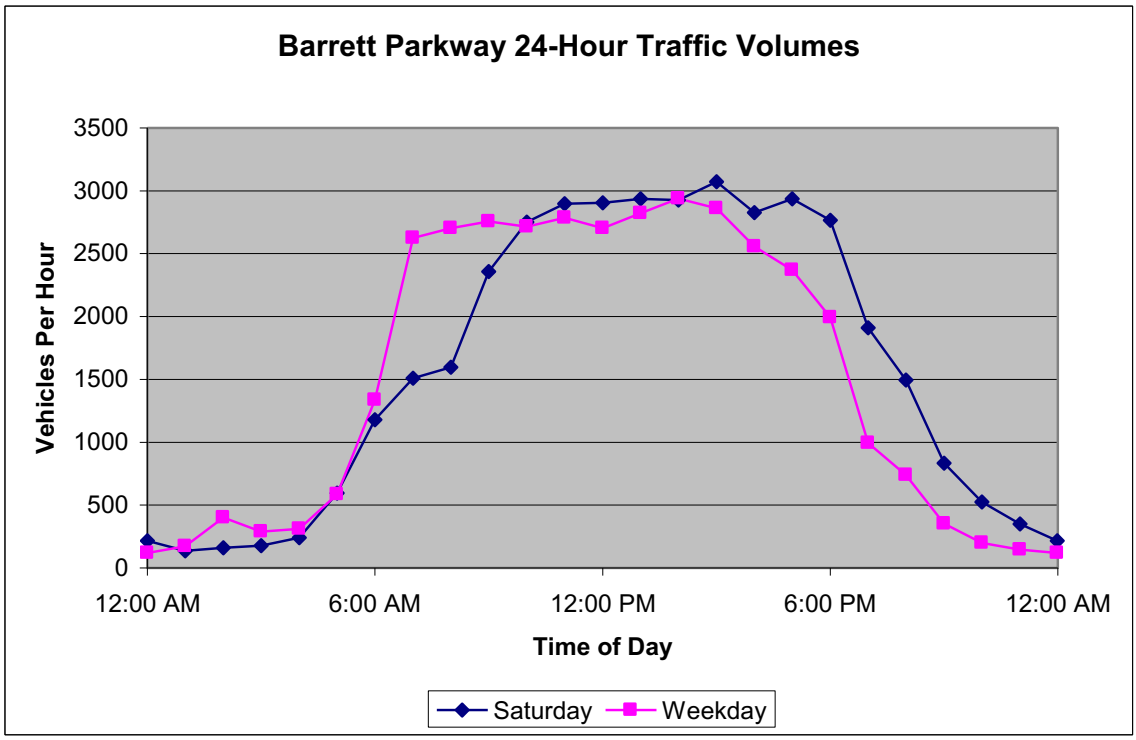


Figure 11: Barrett Parkway 24-Hour Traffic Volumes

A review of the daily traffic breakdown reveals distinct peaks, which are used to determine when hourly turning movement counts should be collected. Turning movement counts provide the volumes and directions of traffic at an intersection and represent real-life traffic conditions. These counts are entered into the traffic model to graphically demonstrate study area traffic conditions.

Three peak periods were identified from the 24-hour counts. The heaviest hours of traffic in the study area are:

- On a weekday between 7:00 a.m. and 9:00 a.m.
- On a weekday between 3:00 p.m. and 6:00 p.m.
- On Saturday between noon and 3:00 p.m.

Turning movement counts were gathered during these peak periods at 45 intersections throughout the study area, including all 42 signalized intersections within the CID area and three additional major stop-controlled intersections.

2.5.4 Signal Timing

In building the traffic model, traffic signal timings currently used by roadside traffic controllers were downloaded and each controller's information was input into the traffic model. Since a large number of traffic signals are within the CID area, this timing information is necessary to reflect true traffic operations.

2.5.5 Simulation

With the geometric conditions, traffic volumes, and signal timing data collected, a traffic simulation model was developed for the TCA CID. The model was used to analyze the traffic flow for the morning, afternoon, and Saturday peak periods. The traffic flow in the simulation is measured by the average delay per vehicle at a particular intersection. The qualitative assessment of traffic delay is expressed in terms of Level of Service (LOS).

LOS A is the best and represents excellent conditions with little or no delay. LOS F is the worst and corresponds to severe congestion and larger delays. LOS A, B, and C are usually considered acceptable by most drivers, and in dense urban environments LOS D is sometimes acceptable.

The delays experienced at the 42 signalized intersections within the CID area are summarized in the following tables. The tables are sorted based on the average delay for morning, afternoon, and Saturday peak traffic periods.

Figures 12 and 13 provide a graphic representation of the delays and levels of service within the CID area.

Table 6: Intersections Sorted by A.M. Delay	A.M. Peak Hour		
Intersections	**LOS (Level of Service)**	**Delay (Seconds per Vehicle)**	**Volume (Vehicles per Hour)**
Chastain Road & Frey Road	F	121	5,281
Chastain Road & I-575 Southbound Ramp	F	100	4,481
Cobb Parkway & Old Highway 41	E	79	3,732
Cobb Parkway & Barrett Parkway	E	66	5,065
Barrett Parkway & Bells Ferry Road	D	54	3,118
Chastain Road & I-75 Southbound Ramp	D	44	4,259
Chastain Road & George Busbee Parkway	D	37	4,141
Chastain Road & Bells Ferry Road	D	36	2,850
Chastain Road & I-575 Northbound Ramp	C	34	3,097
McCollum Parkway & Old Highway 41	C	26	3,212
Big Shanty Road & Chastain Road	C	24	2,856
Cobb Parkway & Vaughn Road	C	24	3,343
Cobb Place Boulevard & Barrett Lakes Boulevard	C	24	1,915
Chastain Road & Town Park Drive	C	21	4,073
Vulcan Materials & Chastain Road	C	21	2,451
I-75 Northbound Ramp & Barrett Parkway	B	18	3,527
Mall Drive & Mall Boulevard	B	17	275
Chastain Road & Busbee Drive	B	14	3,901
Chastain Road & KSU	B	14	3,626
Cobb Place Boulevard & Barrett Parkway	B	14	5,029
George Busbee Parkway & Barrett Parkway	B	14	2,593
Big Shanty Road & George Busbee Parkway	B	13	1,855
Chastain Road & I-75 Northbound Ramp	B	13	3,928
Chastain Road & Private Driveway	B	12	2,420
Big Shanty Road & Chastain Meadows Parkway	B	11	813
Barrett Parkway & Chastain Meadows Parkway	A	10	2,422
Roberts Boulevard & Vaughn Road	A	9	1,486
I-75 Southbound Ramp & Barrett Parkway	A	9	4,199
McCollum Parkway & Chastain Road	A	9	2,615
Barrett Parkway & I-575 Southbound Ramp	A	8	2,486
Barrett Parkway & Mall Drive	A	8	2,139
Roberts Boulevard & Cobb Place Boulevard	A	8	1,034
Barrett Lakes Boulevard & Barrett Parkway	A	6	3,183
Cobb Place Boulevard & Cobb Place Lane	A	6	1,031
Home Center Drive & Barrett Parkway	A	6	2,977
Barrett Parkway & I-575 Northbound Ramp	A	5	2,415
Greers Chapel Road & Barrett Parkway	A	5	3,122
Barrett Parkway & Prado Entrance	A	4	2,131
George Busbee Parkway & Shopping Center	A	4	1,171
George Busbee Parkway & Mall Drive (North)	A	3	1,243
George Busbee Parkway & Town Park Drive	A	3	1,520
Duncan Road & Barrett Lake Boulevard	A	1	1,325

Table 7: Intersections Sorted by P.M. Delay	P.M. Peak Hour		
Intersections	**LOS (Level of Service)**	**Delay (Seconds per Vehicle)**	**Volume (Vehicles per Hour)**
Cobb Place Boulevard & Barrett Parkway (East)	F	164	7,560
Barrett Parkway & Bells Ferry Road	F	82	4,263
Chastain Road & I-575 Southbound Ramp	E	79	4,484
Chastain Road & Bells Ferry Road	E	67	3,679
Chastain Road & I-575 Northbound Ramp	E	64	3,361
Chastain Road & Frey Road	E	58	5,250
Chastain Road & Town Park Drive	D	53	4,041
Cobb Parkway & Barrett Parkway	D	50	5,553
Cobb Parkway & Vaughn Road	D	44	4,436
Chastain Road & Busbee Drive	D	36	4,220
McCollum Parkway & Old Highway 41	C	34	3,120
Cobb Parkway & Old Highway 41	C	33	4,074
Chastain Road & George Busbee Parkway	C	30	4,192
Chastain Road & KSU	C	29	4,023
I-75 Northbound Ramp & Barrett Parkway	C	28	5,095
Barrett Lakes Boulevard & Barrett Parkway	C	26	4,531
Cobb Place Boulevard & Barrett Lakes Boulevard	C	25	2,323
Mall Drive & Mall Boulevard	C	25	1,134
Chastain Road & Private Driveway	C	24	2,935
George Busbee Parkway & Barrett Parkway	C	21	4,564
Chastain Road & I-75 Northbound Ramp	C	21	4,304
Chastain Road & I-75 Southbound Ramp	C	21	4,097
Big Shanty Road & George Busbee Parkway	B	18	2,502
Barrett Parkway & Mall Drive	B	16	3,730
Big Shanty Road & Chastain Road	B	15	3,056
Big Shanty Road & Chastain Meadows Parkway	B	14	1,121
Greers Chapel Road & Barrett Parkway	B	13	4,244
Barrett Parkway & I-575 Southbound Ramp	B	13	3,395
Home Center Drive & Barrett Parkway	B	13	4,529
Vulcan Materials & Chastain Road	B	12	2,684
I-75 Southbound Ramp & Barrett Parkway	B	11	5,567
George Busbee Parkway & Shopping Center	B	11	1,626
Cobb Place Boulevard & Cobb Place Lane	A	10	1,549
Barrett Parkway & Chastain Meadows Parkway	A	10	3,742
Roberts Boulevard & Cobb Place Boulevard	A	10	1,115
Barrett Parkway & I-575 Northbound Ramp	A	9	3,402
George Busbee Parkway & Mall Drive (North)	A	9	2,090
Barrett Parkway & Prado Entrance	A	9	3,270
McCollum Parkway & Chastain Road	A	8	2,690
Roberts Boulevard & Vaughn Road	A	6	1,256
George Busbee Parkway & Town Park Drive	A	4	1,377

Duncan Road & Barrett Lakes Boulevard	A	3	1,406

Table 8: Intersections Sorted by Saturday Delay	Saturday Peak Hour		
Intersections	**LOS (Level of Service)**	**Delay (Seconds per Vehicle)**	**Volume (Vehicles per Hour)**
Cobb Parkway & Barrett Parkway	F	205	10,301
Cobb Parkway & Old Highway 41	F	163	6,664
Home Center Drive & Barrett Parkway	F	121	7,953
Chastain Road & Frey Road	F	93	4,613
Cobb Place Boulevard & Barrett Parkway (East)	F	86	6,803
Barrett Lakes Boulevard & Barrett Parkway	E	60	8,496
McCollum Parkway & Old Highway 41	D	51	4,055
Barrett Parkway & I-575 Southbound Ramp	D	49	5,061
Chastain Road & Bells Ferry Road	D	49	2,824
Greers Chapel Road & Barrett Parkway	D	47	7,981
George Busbee Parkway & Barrett Parkway	D	47	6,419
Chastain Road & Busbee Drive	D	44	3,314
Cobb Parkway & Vaughn Road	C	35	5,469
Chastain Road & I-75 Southbound Ramp	C	35	4,031
Barrett Parkway & Bells Ferry Road	C	34	3,353
Barrett Parkway & Mall Drive	C	32	5,254
Barrett Parkway & I-575 Northbound Ramp	C	31	4,514
I-75 Northbound Ramp & Barrett Parkway	C	28	6,068
Chastain Road & I-575 Southbound Ramp	C	26	2,298
George Busbee Parkway & Mall Drive (North)	C	25	2,366
Cobb Place Boulevard & Barrett Lakes Boulevard	C	24	2,343
Mall Drive & Mall Boulevard	C	22	2,133
Big Shanty Road & George Busbee Parkway	C	21	2,632
Chastain Road & I-75 Northbound Ramp	C	21	3,941
Big Shanty Road & Chastain Road	B	20	2,927
Chastain Road & George Busbee Parkway	B	17	2,872
Chastain Road & I-575 Northbound Ramp	B	17	1,971
Barrett Parkway & Prado Entrance	B	15	3,610
Roberts Boulevard & Cobb Place Boulevard	B	15	1,390
Chastain Road & Private Driveway	B	14	1,634
I-75 Southbound Ramp & Barrett Parkway	B	14	6,468
Barrett Parkway & Chastain Meadows Parkway	B	13	4,061
Vulcan Materials & Chastain Road	B	12	2,604
Big Shanty Road & Chastain Meadows Parkway	B	11	646
Cobb Place Boulevard & Cobb Place Lane	A	10	1,904
McCollum Parkway & Chastain Road	A	9	2,562
Chastain Road & Town Park Drive	A	7	2,110
Chastain Road & KSU	A	6	3,023
Roberts Boulevard & Vaughn Road	A	6	1,126
George Busbee Parkway & Shopping Center	A	5	1,925
George Busbee Parkway & Town Park Drive	A	3	1,308
Duncan Road & Barrett Lakes Boulevard	A	2	1,546

2.5.6 Analysis Summary

The following are highlights of the traffic analysis:

- Barrett Parkway has 5 percent more traffic on the weekends, which can be attributed to the intensity of retail development (e.g., Town Center Mall, shopping centers, and restaurants).
- Chastain Road has 15 percent more traffic on weekdays than on the weekends.
- Saturday peak period traffic volume is 27 percent higher than weekday morning peak period traffic, but results in 61 percent more delays.
- Saturday peak period traffic is 10 percent higher than weekday evening peak period traffic, but results in 40 percent more delays.
- Weekday evening peak period traffic is 18 percent higher than weekday morning peak period traffic, but results in 35 percent more delays.

The following table summarizes the levels of service for the CID area.

Table 9: Percentage of Signalized Intersections with Specified Levels of Service

	A.M. Peak	P.M. Peak	Saturday Peak
Levels of Service A, B, and C	81%	76%	71%
Levels of Service D, E, and F	19%	24%	29%

The TCA CID area, like most areas, has critical intersections that dominate the operations of the upstream and downstream traffic. When analyzing a network of roads and intersections, a series of bottlenecks within the system typically spills over onto the adjacent intersections and roads. Close to 90 percent of the intersections that operate at levels of service D, E, or F during the peak periods are on Barrett Parkway or Chastain Road.

2.5.6.1 Study Area Trip Patterns

The TCA CID is located at the convergence of I-75 and I-575. These two interstates serve commuters from Cobb, Cherokee, and Bartow counties. There are four major interchanges within the study area. Additionally, Chastain Road serves as the southbound to northbound access for the two interstate routes. The location of the roads within the TCA CID provides excellent access to local businesses; however,

these same roads also serve trips with origins and destinations outside of the CID area. A balance needs to be reached between local access that enhances the businesses in the area and efficient movement for drivers passing through the area.

There are three types of trips, based on origin and destination, which need to be served by the TCA transportation network:

Internal/Internal are trips that originate and terminate within the study area. These trips can be from retail outlet to retail outlet, such as a shopping trip, work-based or lunch hour trips from a place of employment to a restaurant or shopping, or true internal trips from a residence to work or shopping. These trips are generally short in distance and duration. Ideally, they could be served with alternative forms of transportation such as walking, biking, or internal circulators. Examples of this type of trip are drivers traveling across Cobb Place Boulevard from one shopping center to another, workers from Chastain Meadows offices going to lunch at the mall, or apartment dwellers along Busbee Parkway going to work at the Town Park office complex or the mall.

Internal/External are trips that originate outside the study area and have destinations within the study area, or vice versa. These trips can be the same as the previous set, but are of a longer distance and duration. Commuters from East Cobb that use Chastain Road to get to work at the Town Park office complex or shoppers from Woodstock using I-575 to access Barrett Parkway and Town Center Mall are examples of internal/external trips.

External/External are trips with no origin or destination within the study area. These are the longest distance trips. These trips add volume to the roadways in the area without stopping. Examples of this type of trip are commuters using Barrett Parkway to access I-75 or travelers on I-75 going to Florida.

The same three types of trips can be applied to commercial vehicles, as well. One of the primary transportation problems in the TCA is that all three types of trips rely on Barrett Parkway and Chastain Road. Consequently, many of the intersections along these two roadways are congested.

Transportation solutions for the area must address the problems on Barrett Parkway and Chastain Road and institute measures to release the traffic-carrying burden of these two roadways.

3. Planning Process

To adequately balance current and long-term transportation needs with land use, the project team conducted an analysis with technical and non-technical components.

The technical component included the following:

- Review of existing plans, programs, and policies
- Review of the transportation infrastructure in the study area
- Review of currently planned improvements in and near the study area
- Traffic data collection throughout the study area
- Observations of traffic operations during morning and afternoon peak traffic periods and the Saturday peak traffic period
- Development and application of a traffic simulation model and network for the study area
- Analysis of existing traffic conditions and resulting vehicular delays and levels of service
- Review and analysis of zoning and development policies
- Review and analysis of existing land use and economic and demographic conditions

This information, combined with an assessment of perceptions regarding current issues, as well as opportunities for land use, transportation, and future development, led to the development of a problem definition and clear goals and objectives for the Town Center Area.

3.1 Participatory Program

The purpose of the TCA Master Plan is to address future transportation mobility and accessibility needs within the study area based on realistic land use policies and market demand. Stakeholder involvement provided a mechanism to assess perceptions regarding current problems, issues, and opportunities for land use, transportation, and development for the study area and to determine goals for the development of the Master Plan that would guide final recommendations and implementation guidelines.

The stakeholder group consisted of representatives who are extremely knowledgeable about and interested in the Town Center Area and who are involved in making decisions that impact future transportation investments and development in the area. Stakeholders were provided an opportunity to detail expectations for the study, identify key issues and opportunities, review existing conditions, develop guidelines for a Preferred Land Use Scenario, and review final recommendations. This involvement included three stakeholder group meetings, two TCA CID Board work sessions, and interviews with key stakeholders. The full participatory program is included in Appendix A.

3.2 Problem Definition

The problem definition provided the basis and framework for the development, evaluation, and selection of projects and programs to include in the Master Plan. It includes opportunities, constraints, a problem statement, and goals and objectives.

3.2.1 Opportunities

The study area has excellent access to the metropolitan Atlanta area via two interstates. It has been a growing and prosperous activity center for decades, and has virtually unlimited potential to gather its fair share of projected growth in the region. Its future prosperity will depend on how it prepares itself for this growth. Key opportunities for the TCA are discussed below.

3.2.1.1 Market Demand

Primarily because of its location, the TCA will remain attractive to development. The amount of vacant land lends itself to more value-oriented attached housing, which is a viable, near-term opportunity for additional housing and office in the study area. Long term, housing and retail will likely be supportable in mixed-use environments.

3.2.1.2 Town Center Area CID

The TCA CID has contributed significantly to the area's success with its support for the development, funding, and implementation of many transportation improvements. The CID is supported by the CobbRides, which is proactively promoting commuting and has initiated a shuttle service during the holiday season.

3.2.1.3 Multimodal Accessibility

CCT currently serves the study area. Future accessibility to public transportation will increase as a regional transit system expands to serve the area. Care will need to be given to how these two systems connect to each other and to the surrounding area.

3.2.1.4 McCollum Airport

The study area is fortunate in that it contains a regional airport. With planned improvements, this airport will continue to support air travel and can be used as an economic tool/incentive for development. This airport also lends an identify to the Town Center Area.

3.2.1.5 Location

The study area is adjacent to I-75 and I-575. These two interstates locally serve Cobb, Cherokee, and Bartow counties. There are four major interchanges within the study area. Additionally, Chastain Road serves as the southbound to northbound access for the two interstate routes. In addition, the study area contains Kennesaw State University and is adjacent to Kennesaw Mountain National Battlefield Park and the City of Kennesaw.

3.2.1.6 Roadway Improvements

Transportation improvements, such as the recently completed and planned improvements along Barrett Parkway, the current construction of Chastain Road, and the proposed implementation of lanes along I-75, will contribute to the area's future accessibility and its attractiveness to development.

3.2.1.7 Greenspace

The location of Noonday Creek through the study area provides an opportunity for greenspace preservation. The proposed multiuse Noonday Creek Trail will further promote this and will add to the general quality of life and aesthetic value of the area. This trail will also help to increase accessibility to the region via the Silver Comet Trail.

3.2.2 Constraints

The constraints that could challenge the area as it seeks to take full advantage of its opportunities are detailed below.

3.2.2.1 Threat of Retail Abandonment

Most retail centers are developed with an anticipated life of approximately 20 years, and more retail is being developed than can be supported in the metropolitan area. Although retail in the Town Center Area is strong, without a unique identity the area may start to see retail abandonment similar to that in evidence along Cobb Parkway.

3.2.2.2 Job Housing Balance

The strong employment growth occurring in the Town Center Area and the limited housing located directly in the core have contributed to a growing imbalance between jobs and housing. The Town Center Area currently has a jobs-to-housing ratio of 5.5. This imbalance may be slightly overstated given the prevalence of housing just outside the core; however, this imbalance contributes to the existing traffic congestion, and the data suggest the gap will continue to widen over the next decade.

3.2.2.3 Land Use Patterns

Zoning and development standards in Cobb County do not yet allow the types of mixed-use developments that promote multimodal accessibility. These types of developments will be necessary for the area to maximize its development potential.

3.2.2.4 Congestion

Traffic congestion along major roadways in the area (Barrett Parkway, Chastain Road, Cobb Parkway, I-75, and I-575) will continue to increase, especially with continued development within and outside of the study area. Severe congestion at major intersections can be a real deterrence to future growth. Although public transportation projects and HOV lanes enhance mobility and provide transportation choices, they will not have a significant impact on current traffic congestion.

3.2.2.5 Roadway Environment

The roadway environment in the area, especially on major roadways, is extremely unwelcoming to pedestrians because of high volume, high speed, and the lack of street

presence due to the placement of buildings far from the road. The layout and spacing of the roadway network in the area is currently adequate, but will not be able to sustain future growth.

3.2.3 Problem Statement

The study area has an excellent location and tremendous opportunities for future growth; however, current conditions, including the lack of identity, existing congestion, and limited mobility, will limit the area's ability to maximize its future growth, development, and redevelopment. This plan is being developed to improve overall traffic conditions in the study area as they relate to intersection congestion, internal circulation, roadway connectivity, and access by:

1. Identifying short-term solutions that are financially feasible for current problems, and long-term solutions for future growth.

2. Identifying changes in land use policy that will promote development, encourage redevelopment, make more efficient use of land resources (including open space), create a sense of identity, and improve accessibility for all modes of transportation.

3.2.4 Goals and Objectives

The following goals and objectives reflect the opportunities and constraints identified by the stakeholders and the existing conditions analysis. These guided the remainder of the project and provided a foundation for the selection of projects, the identification of strategies and performance measures, and the development of guidelines for the final Town Center Area Master Plan.

Goal One: Improve Mobility and Connectivity for All Users

Objectives:

- Improve traffic operations to facilitate the flow of traffic and improve air quality.
- Increase multimodal mobility to improve accessibility for pedestrians, bicyclists, and transit users.
- Improve connectivity within the Town Center Area and to outside areas.

Goal Two: Increase Economic Vitality

Objectives:

- Maximize and enhance development and redevelopment potential that allows for a high quality of living, including greenspace (e.g., Noonday Creek Trail).
- Identify and create a unique identity by building on current strengths and opportunities (e.g., McCollum Airport).

Goal Three: Balance Land Use and Transportation

Objectives:

- Provide infrastructure to support existing and future growth while maintaining high environmental standards.
- Establish land use policies to encourage desired land use patterns.

Goal Four: Create an Innovative and Implementable Plan

Objectives:

- Plan and implement short-term projects that focus on immediate problems and are easily implementable.
- Identify innovative long-term transportation solutions.
- Identify funding opportunities for projects, programs, and policies.

3.3 Development of Preferred Land Use Scenario

As described in Section 2, Existing Conditions, the TCA has significant development opportunities that will greatly impact future traffic demand and patterns. To address this future growth, two alternate development scenarios were developed and reviewed by the stakeholder groups for applicability to the study area. The first, Scenario A, relied heavily on existing zoning and land use patterns, while Scenario B demonstrated changes in land use patterns.

Scenario A

- Uses existing zoning patterns and the future land use map for land use categories.
- Assumes the TCA CID will capture North Cobb market share.
- Assumes construction of a multiuse facility along Noonday Creek.
- Assumes that no incentives are in place for redevelopment of aging shopping areas.
- Restricts land use changes to undeveloped land only.
- Emphasizes commercial service retail over office.

Scenario B

- Assumes development/redevelopment in all undeveloped areas and in aging shopping center areas.
- Assumes the TCA CID will capture North Cobb market share.
- Allows for a mixture of uses in activity centers.
- Assumes that development will be concentrated in activity centers.
- Assumes construction of a multiuse facility along Noonday Creek.
- Assumes that redevelopment policies/incentives are in place to encourage redevelopment of aging shopping centers.
- Emphasizes office and office service development over retail.

3.3.1 Preferred Land Use Scenario

Stakeholders were divided into two groups to review the alternate scenarios and to detail preferred future land use expectations during the September 4, 2003 Town Center Area Master Plan stakeholder meeting. This input provided the guidelines for a Preferred Land Use Scenario, which are organized into the following categories. A Preferred Land Use Scenario based on these guidelines and the market conditions is illustrated on Figure 14. Please note that due to stakeholder preferences for a higher density than the scenarios, some area is left as undeveloped.

3.3.1.1 Undeveloped Land

- Undeveloped land east of Noonday Creek and adjacent to the quarry should be considered for open space preservation.
- Undeveloped land abutting I-575 and west of Chastain Meadows should be developed with office and office service.
- Undeveloped land east of Chastain Parkway should be developed with residential uses (6 to 20 units per acre).
- The area between Kennesaw State University and the Town Center Mall should be developed in a village-type environment.
- Infill areas throughout the CID should be considered for a mixture of residential uses.

3.3.1.2 Transportation Infrastructure

- The Big Shanty Road extension will act as a spur to development for the surrounding land, which currently lacks good access. Furthermore, this development should be concentrated around a transportation hub/station, should allow HOV access, and should be developed as a higher-density mixed use development.
- Development should be concentrated around intra-market transit.
- A village-type environment should be created to connect the Town Center Mall to Chastain Parkway and Kennesaw State University.
- A hotel/conference center should be located near transit and the creek.

3.3.1.3 Redevelopment

- The Town Center Mall area should be developed as a central business district (CBD) with decked parking, offices, hotels, and very high density residential (50 units per acre).
- The subdivision on Big Shanty Road should be redeveloped as mixed use, with an emphasis on high-density residential.

- The shopping center at Old U.S. 41 and U.S. 41 should be redeveloped with a mixture of uses that support existing and new residential on the southwest side of U.S. 41.

- The area outside of the study area, along Cobb Parkway and the southern side of Barrett Parkway, should be redeveloped as mixed use, with an emphasis on residential development.

3.3.1.4 Stable Areas

- The existing land use northwest of Noonday Creek will remain constant.

- The area south of Barrett Parkway between U.S. 41 and I-75 will continue to develop with single-family/multifamily residential development.

3.3.2 Key Highlights

Listed below are several key characteristics and implications of the Preferred Land Use Scenario.

- The CBD contains retail (existing), hotel, office, and apartments/condos (50 units per acre).
- The higher density village, which is centered on a proposed transportation hub, contains retail, office, apartments/condos (30 units per acre), and townhomes (12 units per acre).
- The lower density village contains retail, office, apartments/condos (20 units per acre), townhomes (5 to 8 units per acre), and single-family detached (3 units per acre).
- Proposed bulk/industrial is one-story business service space, which may or may not have a small loading dock space and is developed at a .3 FAR.
- Proposed flex/industrial is distribution and/or warehouse with far less office space as a percentage of the builder's/user's space. It is developed at a .35 FAR
- Proposed office is multistory office space and is developed with a .5 FAR.
- Single-family attached is single-family homes, some zero lot line setbacks, and is developed with a density of 3 to 4 units per acre.
- Single-family detached can be characterized as townhomes and is developed with 5 to 12 units per acre, depending on location.

- Multifamily residential includes both apartments and condominiums and is developed with a density between 15 to 50 units per acre, depending on location.
- Employment to housing ratio is 3.21.
- Scenario is dependent on proposed transportation facilities.
- There is more land than there is market demand, coupled with desired densities. Therefore, land use policies that support desired densities and encourage redevelopment of land need to be in place.

3.3.3 Population and Employment Projections

Population and employment numbers are allocated throughout the area based on the Preferred Land Use Scenario guidelines and the aggressive market projections. These forecasts provided the basis for the travel demand model, which was used to evaluate future traffic conditions and candidate transportation improvements. Tables 10 and 11 provide a summary of the population and employment forecasts by quadrants. Figure 15 illustrates where the growth will occur and the location of the quadrants.

Table 10: Projected Residential

Housing Sector	North	East	Town Center Area	West	Total
Single-Family	0	330 units	88 units	57 units	475 units
Townhomes	0	540 units	362 units	80 units	982 units
Apartments/Condos	210 units	0	1,900 units	200 units	2,100 units
Total Population*	357	2,124	4,255	679	7,415

*Assumes 60 percent owner occupation

Table 11: Projected Employment

Employment Sector	North	East	Town Center Area	West	Total
Office	689,000 sf	204,500 sf	1,536,500 sf	320,000 sf	2,750,000 sf
Retail	3 acres	0	10 acres	0	13 acres
Industrial/Flex		764,900 sf	0	60,100 sf	825,000 sf
Industrial/Bulk Warehousing		375,000 sf	0	650,000 sf	1,025,000 sf

Total Employment	3,420	2,656	7,875	1,188	15,139

3.4 Transportation Analysis

The Preferred Land Use Scenario results in a 37 percent increase in employment and a 25 percent increase in population, resulting in a 50 percent increase in traffic demand overall from 2002 to 2025. Table 12 shows the projected increase in traffic demand (2002 – 2025) for various roadway segments in the study area in addition to existing intersection counts, existing daily volume LOS, and future daily volume/LOS.

The LOS is based on the Florida Department of Transportation Planning Division's level of service handbook. The tables are based on formulae from the *2000 Highway Capacity Manual* developed by the Federal Highway Administration. These generalized tables are for the express use of quantifying the operations of state and local highways and roads based on the Average Daily Traffic (ADT) and type of facility. These tables, while produced by the Florida DOT, are accepted by jurisdictions throughout the United States. In Georgia an acceptable minimum level of service for urban areas is LOS D. LOS E relates to the maximum capacity that can be served by a facility of a given classification.

Table 12: Level of Service								
Roadway Segments	**Classification**	**2002**	**LOS 2002**	**2025**	**LOS 2025**	**LOS D**	**Capacity**	**% Growth 2002 to 2025**
Barrett Lakes Boulevard	Major County Road	16,900	D	31,100	OC**	29,300	30,900	84%
Barrett Parkway between Cobb Parkway and I-75	Class III 6-lane	45,700	E	61,700	OC**	42,100	46,300	35%
Barrett Parkway between I-575 and I-75	Class III 6-lane	28,000	D	39,800	D	42,100	46,300	42%
Barrett Parkway between I-575 and Bells Ferry Road	Class III 6-lane	30,200	D	44,400	E	42,100	46,300	47%
Bells Ferry Road	Major County Road	16,225	OC**	26,400	OC**	13,600	14,600	62.5%
Big Shanty Road	Other 4-lane	7,725	C*	14,500	C*	20,200	24,000	88%
Busbee Drive	Other 4-lane	12,425	D	20,700	E	20,200	24,000	67%
Busbee Parkway south of Noonday Creek	Major County Road	16,000	C*	29,100	D	29,300	30,900	82%
Busbee Parkway north of Noonday Creek	Major County Road	21,750	D	45,700	OC**	29,300	30,900	110%
Chastain Road west of I-75	Class III 6-lane	44,100	E	55,600	OC**	42,100	46,300	26%
Chastain Road between I-75 and George Busbee Parkway	Class III 6-lane	41,150	D	51,000	OC**	42,100	46,300	24%
Chastain Road between George Busbee Parkway and I-575	Class III 6-lane	43,450	E	50,800	OC**	42,100	46,300	17%
Chastain Road between I-575 and Bells Ferry Road	Class III 6-lane	28,250	D	39,000	D	42,100	46,300	38%
Cobb Parkway south of Barrett Parkway	Class I 4-lane	31,425	C	37,700	E	34,200	40,000	20%
Cobb Parkway north of Barrett Parkway	Class I 4-lane	39,350	E	47,200	OC**	34,200	40,000	20%
Cobb Place Boulevard between Cobb Place Lane and Barrett Parkway	Other 4-lane	10,134	C*	11,350	D	20,200	24,000	12%
Chastain Meadows Parkway between Chastain Road and Big Shanty Drive	Other 4-lane	8,875	C*	14,200	D	20,200	24,000	60%
Duncan Road between McCollum Parkway and Barrett Lakes Boulevard	Other 2-lane	1,200	C*	1,900	C*	9,400	12,000	55%

*LOS table does not provide for any LOS better than C

**OC = over capacity

3.4.1 Selection of Candidate Projects

Candidate projects were identified based on the traffic analysis, the Preferred Land Use Scenario, and how they related to improving internal/internal trips, external/internal trips, and external/external trips. A key feature of the candidate projects was improving east-west connectivity within the study area, addressing problem areas, increasing access to Town Center Mall from the north, and reducing reliance on Chastain Parkway to Kennesaw State University. The following corridors and associated improvement projects were tested in the model for impacts on traffic demand.

- Big Shanty corridor:
    - Big Shanty Road Extension −From George Busbee Parkway to West Townpoint Parkway − New roadway.
    - Big Shanty Road − From Bells Ferry Road to George Busbee Parkway − Road improvement.
    - West Townpoint Parkway − Entire loop − Road improvement.
- Greers Chapel Connection (South Barrett Parkway Reliever) corridor, including the following candidate projects:
    - Greers Chapel Connection − Along Greers Chapel Road, from Cobb Parkway to Barrett Lakes Boulevard − New roadway.
    - Greers Chapel Connection − Along Barrett Lakes Boulevard, from Cobb Parkway to Greers Chapel Drive − Road improvement.
    - Greers Chapel Connection − From Greers Chapel Drive (end) to Bells Ferry Road at Kurst Drive − New roadway.
    - Chastain Meadows Parkway Extension − From Chastain Meadows to Greers Chapel Connection − New roadway.
    - Chastain Meadows Parkway − From Barrett Parkway to Greers Chapel Connection − Road improvement.
    - Frontage Road − From Barrett Parkway to Greers Chapel Connection − Road improvement.
    - Frontage Road − Along I-575, from Cobb Place Boulevard to Greers Chapel Connection − New roadway.
    - Frontage Road − From Barrett Parkway to Greers Chapel Connection − Road improvement.

- Chastain Road corridor:

    - Split Diamond Interchange − Between Chastain Road and Kennesaw State Connection on I-75 − Interchange improvement.
    - Chastain Road − From Duncan Road to Bells Ferry Road − Road improvement.
    - New Loop Ramp Chastain Road at I-575 − Chastain Road eastbound to I-575 northbound − Interchange improvement.
    - New Loop Ramp Chastain Road at I-75 − Chastain Road westbound to I-75 southbound − Interchange improvement.
    - Kennesaw State Connection − From George Busbee Parkway (north of Chastain Road) to Frey Road − New roadway.

- Barrett Parkway corridor:

    - New Loop Ramp Barrett Parkway at I-575 − I-575 northbound to Barrett Parkway westbound − Interchange improvement.
    - Barrett Parkway at Barrett Lakes Parkway − Grade separation.
    - Cobb Parkway at Barrett Parkway − Grade separation.

- New east/west connection between Chastain Road and Barrett Parkway from Cobb Parkway to Town Center Mall:

    - Wilson Road Connection − From Wilson Road (end) to Town Center Drive − New roadway.
    - South Connection − From Barrett Lakes Boulevard to Town Center Mall.
    - North Roberts Drive − From Old U.S. 41 to Roberts Drive − Road improvements.
    - Cobb Place Boulevard − From Roberts Drive to Barrett Lakes Boulevard − Road improvements.
    - Old U.S. 41 − From McCollum Parkway to Cobb Parkway − Road improvement.

3.4.2 Project Prioritization

In our effort to model and analyze the recommended improvements in the Town Center Area, each improvement project was reviewed to determine its impact on future traffic volumes on the adjacent road network. As a new project is constructed, current traffic patterns will shift to make use of the added capacity and operational improvements resulting from the road widening and/or construction. The change in traffic volume is

summarized in the table below. This table also indicates which adjacent roads will have an increase or decrease in volume resulting from the improvement project.

Table 13: Impacts to Future Traffic Volumes

Improvement Project	Adjacent Road	Volume Change
Big Shanty Corridor Improvements	Big Shanty Road	+14%
	Chastain Road	-10%
	Barrett Parkway	-10%
	Busbee Drive	+10%
	Busbee Parkway	+7%
	Bells Ferry Road	+11%
	Chastain Meadows	+14%
Greer's Chapel Connection Corridor	Barrett Parkway	-19%
	Barrett Lakes Boulevard	New Extension
	Chastain Meadows	New Extension
	U.S. 41	-10%
	Frontage Road	New Extension
	Greer's Chapel Road	New Road
Chastain Road Corridor	Chastain Road	-9%
	Kennesaw State Connection	New Extension
	Ramp Improvements	Operational Change
Barrett Parkway Corridor	Barrett Parkway	Operational Change
	U.S. 41	Operational Change
	Barrett Lakes Boulevard	Operational Change
East/West Connection	Barrett Parkway	-5%
	U.S. 41	-8%
	Barrett Lakes Boulevard	+19%
	Roberts Boulevard	+26%
	Chastain Road	-5%

Once the impacts on the adjacent roads were determined, the cumulative impacts on each corridor were calculated. This information is summarized in Table 14, which shows the percent change in volume on each roadway.

Table 14: Cumulative Impacts	
Road/Corridor	**% Change in Future Daily Traffic Volumes**
Barrett Parkway	-31%
Chastain Road	-24%
U.S. 41	-17%
Barrett Lakes Boulevard	+29%
Big Shanty Road	+14%
Busbee Drive	-10%
Busbee Parkway	+7%
Bells Ferry Road	+11%
Chastain Meadows	+33%
Roberts Boulevard	+33%

Based on this impact, financial considerations, and additional input from the TCA CID Board, the candidate projects were separated as immediate needs (2004 – 2010), short-term needs (2010 – 2015), and long-term needs (2015 – 2015). These projects are detailed in Section 4, Recommendations.

A subcomponent of the Master Plan was an analysis of traffic signals within the study area. This study included an inventory or existing conditions related to traffic signals, the identification of proposed projects, and the preparation of cost estimates. Table 15 provides a summary of identified projects. These projects are recommended for short-term implementation to address safety and operations in the study area.

Table 15: Short-Term Traffic Safety and Operational Improvements	
Warranted Traffic Signals	
Location	**Requirements for Improvement**
Barrett Parkway at Cobb Place Boulevard	Part of existing road improvement project
Chastain Meadows Boulevard at New Wal-Mart	Part of Wal-Mart development project

Table 15: Short-Term Traffic Safety and Operational Improvements	
Potential Traffic Signals	
Location	**Requirements for Improvement**
Busbee Parkway at Town Center Drive	Warrant study
George Busbee Parkway at Towne Park Drive	Warrant study
Traffic Controllers Needing Upgrades	
Location	**Requirements for Improvement**
Barrett Lakes Boulevard at Cobb Place Boulevard	Controller, database conversion
Barrett Lakes Boulevard at Duncan Road	Controller, database conversion
Chastain Road at McCollum Parkway	Controller, database conversion
McCollum Parkway at West Duncan Road	Controller, database conversion
McCollum Parkway at King Air	Controller, database conversion
Old U.S. 41/Main Street at McCollum Parkway	Controller, database conversion
Chastain Meadows Boulevard at Big Shanty Road	Controller, database conversion
Busbee Parkway at Big Shanty Road	Controller, database conversion
Busbee Parkway at Old Wal-Mart	Controller, database conversion
Busbee Parkway at Town Center North	Controller, database conversion
Busbee Parkway at Town Center South	Controller, database conversion
Roberts Boulevard at Vaughn Road	Controller, database conversion
Roberts Boulevard at Cobb Place Boulevard	Controller, database conversion
Turn Arrow Signals Needed	
Location	**Requirements for Improvement**
Barrett Parkway at Barrett Lakes Boulevard	Turning warrant study
Barrett Parkway at Chastain Meadows Boulevard	Turning warrant study
Barrett Parkway at Prado Lane	Turning warrant study
Chastain Road at McCollum Parkway	Turning warrant study

Table 15: Short-Term Traffic Safety and Operational Improvements	
Intersection Lane Reassignment	
Location	**Requirements for Improvement**
Cobb Place Boulevard at Home Center Drive	Widening
Town Center Drive at Mall Boulevard	Widening
Bells Ferry Road to Barrett Parkway	Widening
Traffic Signal Retiming Projects	
Location	**Requirements for Improvement**
Chastain-McCollum Road (U.S. 41 to Duncan Road)	Timing project (4 intersections)
Busbee Parkway (Big Shanty Road to Barrett Parkway)	Timing project (5 intersections)
Fiber Communication Projects	
Location	**Requirements for Improvement**
Chastain-McCollum Road from U.S. 41 to Big Shanty Road	Design and construction documents
Busbee Parkway from Town Park Drive to Chastain Road	Design and construction documents
Chastain Meadows Parkway from Big Shanty Road to Chastain Road	Design and construction documents
Chastain Meadows Parkway from New Wal-Mart to Barrett Parkway	Design and construction documents
Busbee Parkway from Town Center Drive to Barrett Parkway	Design and construction documents
Barrett Lakes Boulevard from Duncan Road to Barrett Parkway	Design and construction documents
Roberts Boulevard from Vaughn Road to Barrett Parkway	Design and construction documents

4. Recommendations

The following section discusses recommendations and implementation strategies that will help the TCA CID achieve the plan's goals and objectives. These recommendations are based on the problem definition, existing conditions analysis, the development of a Preferred Land Use Scenario, and the transportation analysis. Although oriented toward existing capabilities held by the TCA CID, many of these recommendations will require partnerships with Cobb County and other non-governmental organizations to fully implement. Section 5, Action Plan, outlines the recommendations in an action plan and includes costs, time frames, and funding options.

4.1 Transportation

The TCA owes much of its success to the existence of its transportation network; however, this same network is now threatening the continued viability of the area. Roadway connectivity, which is a measure of how efficiently a transportation network connects destinations, is severely limited in the area. In addition, much of the existing road network is heavily congested due to the lack of connectivity, high volumes, and inadequate access to the interstates and major draws (e.g., Town Center Mall, Kennesaw State University). The transportation analysis identified several candidate projects to address these problems, which can be categorized as follows:

- Increase roadway connectivity
- Increase access to interstates and key destination points within the study area
- Improve existing roadway network
- Increase multimodal connectivity
- Improve traffic operations and safety

The transportation analysis further delineated the projects by prioritizing each project based on anticipated TCA CID revenue, potential cost sharing, and cost estimates, as described by the following tables and in Figures 16, 17, and 18:

Table 16: Corridor Improvements by Recommended Implementation Time Period		
Immediate Action (2004 – 2010)		
Big Shanty Road Phase I	From George Busbee Parkway to Barrett Lakes Boulevard	New roadway built with context-sensitive design, including four lanes divided with median, sidewalks, and bicycle lanes.
Big Shanty Road Phase II	Barrett Lakes Boulevard to Chastain Road	Road improvement/new roadway built with context-sensitive design, including four lanes divided with median, sidewalks, and bicycle lanes.
Big Shanty Road Phase III	From Bells Ferry Road to George Busbee Parkway	Road improvement/new roadway built with context-sensitive design, including four lanes divided with median, sidewalks, and bicycle lanes.
Noonday Creek Phase I	Cobb Parkway to Barrett Lakes Boulevard and the Wal-Mart section at Chastain Meadows (ensure airport security is maintained)	Multiuse trail
South Barrett Parkway Reliever (Greers Chapel Connection)	Along Barrett Lakes Boulevard, from Cobb Parkway to Greers Chapel Drive	Road improvement built with context-sensitive design, including four lanes divided with median, sidewalks, and bicycle lanes.
Short Term (2010 – 2015)		
Bells Ferry Road	From Chastain Road to Kurst Road	Road improvements built with context-sensitive design, including intersection improvements, turn lanes, sidewalks, and bicycle shoulders.
Greers Chapel Connection	Along Greers Chapel Road, from Ridenour Road, across Cobb Parkway to Barrett Lakes Boulevard	Road improvement built with context-sensitive design, including four lanes divided with median, sidewalks, and bicycle lanes.
Greers Chapel Connection	From Greers Chapel Drive (end) to Bells Ferry Road	New roadway built with context-sensitive design, including four lanes divided with median, sidewalks, and bicycle lanes.
Chastain Meadows Parkway Extension	From end of Chastain Meadows to Greers Chapel Connection	New roadway built with context-sensitive design, including four lanes divided with median, sidewalks, and bicycle lanes.
Chastain Meadows Parkway	From Barrett Parkway to end of Chastain Meadows	Road improvement built with context-sensitive design, including four lanes divided with median, sidewalks, and

Table 16: Corridor Improvements by Recommended Implementation Time Period		
	Parkway	bicycle lanes.
Frontage Road	From end of existing frontage road to Greers Chapel Connection	New roadway built with context-sensitive design, including two lanes divided with median and sidewalks.
Frontage Road	From Barrett Parkway to end of existing frontage road	Road improvement built with context-sensitive design, including two lanes divided with median and sidewalks.
North Roberts Drive	From Old U.S. 41 to Roberts Boulevard	Road improvements built with context-sensitive design, including sidewalks.
Roberts Boulevard	From Roberts Drive to Cobb Place Boulevard	Road improvements built with context-sensitive design, including sidewalks.
Cobb Place Boulevard	From Roberts Drive to Barrett Lakes Boulevard	Road improvements built with context-sensitive design, including sidewalks.
Barrett Lakes Boulevard	From Greers Chapel Drive to Chastain Road	Road improvement built with context-sensitive design, including four lanes divided with median, sidewalks, and bicycle lanes.
Old U.S. 41	From McCollum Parkway to Ridenour Road	Road improvement built with context-sensitive design, including four lanes divided with median, sidewalks, and bicycle lanes.
Ridenour Road	From Old U.S. 41 to Greers Chapel Road and along Greers Chapel Road to Cobb Parkway	Road improvement built with context-sensitive design, including four lanes divided with median, sidewalks, and bicycle lanes.
Noonday Creek	From Cobb Parkway to Bells Ferry Road	Multiuse trail
McCollum Parkway	From Cobb Parkway to Big Shanty Road	Sidewalks (fill in gaps)
Cobb Parkway	From Greers Chapel Road to McCollum Parkway	Sidewalk (fill in gaps)
Busbee Parkway	From George Busbee Parkway to George Busbee Parkway (north of Chastain Road)	Sidewalk (fill in gaps)
George Busbee Parkway	From Barrett Parkway to Frey Road	Sidewalk (fill in gaps)
Long Term (2015 – 2025)		
New Loop Ramp	I-575 northbound to	Interchange improvement

Table 16: Corridor Improvements by Recommended Implementation Time Period		
	Barrett Parkway westbound	
Barrett Parkway	At Barrett Lakes Boulevard	Grade separation
Barrett Parkway	At Cobb Parkway	Grade separation
Wilson Road Connection	From Wilson Road (end) to Town Center Drive	New roadway built with context-sensitive design, including two lanes, sidewalks, and bicycle lanes.
Wilson Road	From Chastain Parkway to end of Wilson Road	Road improvements built with context-sensitive design, including two lanes, sidewalks, and bicycle lanes.
Split Diamond Interchange	Between Chastain Road and Kennesaw State Connection on I-75	Interchange improvement
Chastain Road	From Duncan Road to Bells Ferry Road	Road improvements built with context-sensitive design, including sidewalks, and bicycle lanes.
New Loop Ramp Chastain Road at I-575	Chastain Road eastbound to I-575 northbound	Interchange improvement
New Loop Ramp Chastain Road at I-75	Chastain Road westbound to I-75 southbound	Interchange improvement
Mall Connection	From Barrett Lakes Boulevard under I-75 to Town Center Drive at George Busbee Parkway	New roadway built with context-sensitive design, including four lanes divided with median, and sidewalks.
Kennesaw State Connection	From George Busbee Parkway (north of Chastain Road) to Frey Road	New roadway built with context-sensitive design, including four lanes divided with median, sidewalks, and bicycle lanes.
George Busbee Parkway	From Barrett Parkway to Frey Road	Bicycle lane
Chastain Meadows Road	From Greers Chapel Drive Extension to Chastain Road	Bicycle lane
North Cobb Parkway	From Greers Chapel Road to McCollum Parkway	Bicycle lane

The corridor projects and traffic safety and operational projects recommended for implementation will address existing and future transportation-related problems;

however, these projects alone are not enough. A variety of additional transportation-related improvements are needed to supplement the transportation improvement projects. These include access management planning, requiring context-sensitive design elements during the design phase of road improvement projects, establishing multimodal connectivity and bicycle and pedestrian policies, promoting wayfinding, and increasing transit options in the study area.

4.1.1 Access Management

Traffic in the study area is congested primarily because automobiles use roadways for all types of trips. For example, Barrett Parkway, although designated as a regional route, is currently used for both regional trips and interior-to-interior trips, even though the area between Cobb Parkway and I-75 and centered on Barrett Parkway contains several "interior" roads. This is due to a variety of reasons, including limited internal access between shopping strips, limited wayfinding, and large parking areas that reduce a person's perception of safe and easy pedestrian travel. Access management is a term used to describe the methods of providing access to development while also preserving the traffic flow of the surrounding roadway network. The primary purpose of access management is to facilitate traffic flow. There are two areas through which the CID can influence the incorporation of access management principles within the study area. These include site plan review and road design. Site design occurs during new development and redevelopment of an existing property. Before beginning construction on any piece of property within Cobb County, a developer must first submit a site plan delineating, among other items, ingress and egress, parking, and interparcel access to Cobb County Development Services under Community Development. For road design, engineers will delineate access to a surrounding property from a proposed road. An access management design handbook that includes standards for the items below could affect both site plan review and road design.

- Roadway classifications (arterials, collectors, neighborhood) dependent on traffic volume, expected use, roadway width, and number of lanes
- Egress/ingress standards for different roadways
- Interparcel access requirements
- Reduced parking requirements to encourage shared parking

4.1.2 Context-Sensitive Design

Context-sensitive design is simply a comprehensive approach to a project's development, construction, and maintenance involving stakeholders at the earliest phase of a project. This is done to ensure that transportation projects meld with surrounding land use and are sensitive to the surrounding environment, while maintaining safety and mobility. The Town Center Area contains a multitude of land uses and some environmentally sensitive areas. For this reason, context-sensitive design elements should be used along proposed roadways to reinforce their usability, reduce impact to the surrounding area, and encourage multimodal accessibility.

4.1.3 Pedestrian Mobility

Pedestrian mobility is a method of measuring how well the environment promotes pedestrian travel. Specific items taken into account include the existence and quality of pedestrian facilities, roadway conditions (road widths and traffic volumes and speeds), land use patterns, community support, security and comfort for walking, building accessibility, crosswalk availability, and distance between common destinations.

The TCA already contains sidewalks on most corridors, and in fact, the TCA and Cobb County already have a program to fill in existing gaps. Although sidewalk facilities alone will not induce pedestrian travel, the very existence of pedestrian facilities does increase the ease of pedestrian movement. Because of financial considerations, it is recommended that all roadway improvement projects include sidewalks. For the roadway corridors that are not slated for improvements, it is recommended that sidewalks be constructed in the long term. Additional criteria that will increase the pedestrian level of service are included in the land use recommendations.

4.1.4 Bicycle Mobility

Bicycle facilities are also recommended for many of the transportation corridors throughout the study area, including:

- Chastain Road (facilities under construction)
- Bells Ferry Road
- Chastain Meadows
- George Busbee Parkway
- Big Shanty Road (includes new roadways)

- Barrett Lakes Boulevard
- Cobb Parkway
- Old U.S. 41
- Greers Chapel Connection/South Barrett Parkway Reliever (new road)

Sidewalk improvements are planned for the bicycle corridors that are slated for road improvements. It is recommended that bicycle facilities also be included in the design of these roadways. The remaining bicycle corridors should be slated for long-term improvements. The two types of bicycle facilities recommended for the study area, as detailed in the transportation recommendations, are:

- Bicycle Lane: A portion of a roadway for the exclusive use of bicyclists, usually designated by striping and/or pavement markings. Normal widths range from 4 to 6 feet.
- Wide Curb Lane: A travel lane wider than a standard lane that provides extra space so that motorists and bicyclists can share the lane. Normal widths range from 14 to 16 feet. Anything wider could promote two vehicles side by side, effectively limiting the safety of bicyclists. Bicycle route signage is often used to raise awareness of bicycle travel.

4.1.5 Shuttle

As mentioned in Section 2, Existing Conditions, the CID operated a pilot shuttle study to evaluate the potential of operating a permanent shuttle in the area. This study found that the shuttle service was very successful, and although it did not meet transit service requirements for public funding, it should be continued year-round. Specific recommendations from this study include researching funding opportunities and continuing the aggressive marketing already done by CobbRides, which has been instrumental in the shuttle's success. To increase ridership, this marketing should be targeted to McCollum Airport, Kennesaw State University, Town Center Mall, and major employers. For the short term, it is recommended that the TCA CID continue operating the holiday shuttle. This action will maintain awareness of the shuttle until the BRT becomes operational (approximately 2010). At that time, a more permanent shuttle can be instituted.

4.1.6 Wayfinding

As stated earlier, many of the non-arterial roads in the study area may not be used because people traveling around the area are not familiar with the roads and where they

may lead. In addition, it is quite possible that pedestrian and bicycle travel is also impeded by a lack of directional value in the study area. A wayfinding program throughout the TCA that includes signage for all modes of transportation will help improve mobility for all modes of transportation. A wayfinding program should incorporate more than just signs. Additional consideration should be given to landscaping elements at arrival points, consistency in sign placement, orientation maps, and memorable landmarks along corridors and at key decision points.

4.1.7 Parking

Parking is a subcomponent of the transportation network, as the amount of land devoted to parking can affect a person's choice of travel mode. Buildings surrounded by large expanses of parking tend to promote auto-oriented travel. As any casual observer can see, the TCA study area contains enormous amounts of parking areas. This is due in part to parking space and design standards required by Cobb County development regulations. Recommendations for reduced parking spaces and shared parking requirements are incorporated into the access management planning and land use recommendations.

4.2 Land Use

A key component of this study is balancing future transportation needs with land use patterns. There are a variety of land use factors that affect travel patterns, including density, clustering, mix, and accessibility. There are also a number of transportation patterns factors that can influence travel patterns, including transportation availability, choice, and perceived safety. As part of this study, a Preferred Land Use Scenario was selected that provides guidelines for future development in the Town Center Area.

Development opportunities are usually tied to future use of vacant land, while redevelopment opportunities are tied to the reuse, reconstruction, and increased use of existing structures and developed land. Land use policies that impact vacant land and the reuse and reconstruction of existing structures should be closely coordinated with the Preferred Land Use Scenario.

There are three main areas in which the TCA CID can affect development – the Comprehensive Plan, the zoning ordinance, and development guidelines. The TCA CID should promote the Master Plan Preferred Land Use Scenario by providing input to Cobb County Community Development for the county Comprehensive Plan and during site plan review and rezoning requests within the TCA. An additional

opportunity for the TCA CID to influence future development is with the LCI study that is slated to begin in April 2004. Specific recommendations for each of these areas are included below.

4.2.1 Comprehensive Plan

Incorporate the following Comprehensive Plan Future Land Use Map revisions[2]:

- Extend the Regional Activity Center (RAC) to incorporate the area south of Chastain Road, north of Barrett Parkway, east of I-575, and west of Chastain Meadows Parkway.
- Designate the area east of Chastain Meadows Parkway, south of Chastain Road and north of Barrett Parkway as Medium-Density Residential (depicted on the Preferred Land Use Scenario as Single-Family Detached).
- Designate the Community Activity Center (CAC) area located on Barrett Lakes Boulevard directly west of I-75 as Industrial Compatible.
- Designate the area along the west side of Greers Chapel Road, south of Barrett Parkway, as RAC.
- Change the Park Recreation Conservation area east of the airport to Industrial Compatible.
- Designate the area along Duncan Road at Noonday Creek as Park Recreation Conservation.

An additional recommendation pertaining to the Comprehensive Plan is the funding of greenspace. Since the discontinuation of the state greenspace program, funding for greenspace acquisition has become even more scarce for local governments. If the CID wants to pursue additional greenspace in the study area, as depicted by the Preferred Land Use Scenario, the CID should partner with Cobb County Community Development to identify funding opportunities for greenspace.

[2] Cobb County incorporated these recommendations during its annual Comprehensive Plan update in 2004.

4.2.2 Zoning Ordinance

Coordinate with Cobb County Community Development to establish a consistent zoning pattern in the Town Center Area with consistent development guidelines. Specific rezoning recommendations include:

- Coordinate with Cobb County Community Development on its effort to create overlay district standards for areas slated for redevelopment and for regional activity centers to create standards for the CBD, the low-density village, and the high-density village. These standards should allow for a mixture of uses, smaller setback requirements, higher density allowances, reduced parking, and pedestrian-oriented building site requirements.
- Establish a zoning district to allow the Chastain Meadows area and undeveloped land around U.S. 41 and Greers Chapel Drive to develop with a mixture of residential development, both attached and detached single-family, with higher density allowances, reduced parking, and pedestrian-oriented building site requirements.
- Establish a zoning district to allow the northwest corner of Chastain Meadows Parkway and Big Shanty Road and the area north of Chastain Road to develop with a mixture of uses, higher density allowances, reduced parking, and pedestrian-oriented building site requirements.

4.2.3 Site Design

In addition to creating an access management design handbook, there is one other method of encouraging development as depicted by the Preferred Land Use Scenario. As stated in Section 3, Planning Process, the Preferred Land Use Scenario is dependent on a variety of transportation improvements taking place in the core area. These include the Big Shanty Road extension and the construction of a BRT station located directly in the high-density village, as depicted on the Preferred Land Use Scenario. GRTA will initiate planning studies for the proposed BRT stations to determine how the surrounding areas can tie into the stations. The TCA CID needs to partner with GRTA to encourage the development of the BRT station in conjunction with development/redevelopment of nearby land.

4.2.4 Livable Centers Initiative Study

The area most impacted by the Preferred Land Use Scenario is the Town Center Area core, the area centered around Town Center Mall and bounded on the west by I-75 and

on the east by I-575. Future development in this area is based on future development of village-type environments and an even more dense CBD centered at the mall that caters to these factors that influence travel patterns. The Town Center Area CID, in partnership with Cobb County, was awarded a grant to prepare a more detailed planning study of this core area. This planning process provides additional methods for the TCA CID to influence future development in accordance with the Preferred Land Use Scenario. Care needs to be taken to ensure the core study creates design standards for pedestrian facilities, bicycle facilities, building site design, and parking requirements that promote multimodal accessibility, a pedestrian environment, and redevelopment around the mall. In addition, the study process should acknowledge and/or incorporate the Kennesaw State University master planning process.

4.3 Economic Development

Land use policies and transportation improvements alone are not sufficient to encourage development in the manner depicted by the Preferred Land Use Scenario. In fact, with more land available than demand, specific actions are needed. The following recommendations, made to ensure that development can occur in the manner desired by the TCA CID, require partnerships with the development community, the Cobb Chamber of Commerce, and the Cobb County Economic Development Department.

- Partner with the Cobb Chamber of Commerce to market land within the TCA district boundaries for development that adheres to the Master Plan.
- Maintain relations with the Town Center Mall regarding future plans for expansion/redevelopment as it relates to the Preferred Land Use Scenario.
- Establish mechanisms to meet with property owners within the Town Center Area core to facilitate the assemblage of property and awareness of Master Plan recommendations, and to encourage development.
- Coordinate with the Cobb County Economic Development Department and/or Cobb Chamber of Commerce to develop incentives for development, including:
    - CD-ROM market opportunity presentation
    - Market opportunity fact sheets – business-specific fact sheets that outline why specific businesses or market segments (retail or residential) should be located in the study area
    - Prospect package – focus on succinct, attention-getting information, such as demographic highlights, the retail spending potential information, size and key features of the study area's target markets, etc.

- Develop and continuously update collateral specification sheets of undeveloped property and redevelopable land/buildings within the TCA that contains property owner contact information, size, zoning, infrastructure capabilities, and TCA Master Plan designation. (This can be done in partnership with the Cobb County Economic Development Department and/or Cobb Chamber of Commerce.) Provide this information on the TCA CID web site.

4.4 Implementation

Although many of the implementation strategies recommended here come with high price tags, there are a variety of grant programs that could help alleviate the cost to the TCA CID. Problems associated with accessing monies through grant programs include a lack of awareness of program requirements and missing application deadlines. Preparing and regularly updating a Funding Catalog that includes a summary of available funding programs, contact information, grant requirements, etc., as they relate to action items identified in the Master Plan, can offset these problems. Potential funding sources, such as a countywide Special Purpose Local Option Sales Tax (SPLOST), could be included within the Funding Catalog with an analysis of the benefits and costs to the CID.

The two final recommendations for this Master Plan are to evaluate project status, funding options, and policy framework changes annually, and to update the individual components of the Master Plan, including the market, land use, and transportation analysis, every five years

5. Action Plan

This section provides a summary of financial obligations and outlines specific steps for each of the recommended items. The first table (Table 17) provides a six-year funding summary for the TCA CID and includes all projects identified for immediate action. This table demonstrates the TCA CID's financial capabilities to fund 100 percent of the preliminary engineering (PE) and/or study costs and 10 percent of the local match for construction costs. Previous projects undertaken by the TCA CID can be categorized as planning, infrastructure, or quality of life projects. For the purposes of the Master Plan, Table 17 includes five more detailed categories of eligible projects, including corridor improvements, traffic safety and operation, TMA/CobbRides, special studies, and multimodal improvements.

Preliminary engineering, construction, program, planning, implementation, and lump sum costs are provided for each category. Lump sum funding is provided in each category (except corridor improvements) for projects that were not identified within the Master Plan, but may be identified after undertaking projects included in the Master Plan. For example, one recommendation from this plan is to complete the LCI study. This study will more than likely identify projects that are not in the Master Plan but meet the Master Plan's goals, and may need immediate action to be implemented. The following descriptions are provided as guidelines for the identification of projects within the various categories.

- Traffic Safety and Operations Projects should alleviate specific problems associated with the operation and flow of traffic by reducing vehicular delay, accidents, and/or other perceived problems, and may include:

    - Traffic signals
    - Intersection improvements
    - Sight distance clearance
    - Intelligent Transportation System (ITS) improvements

- TMA/CobbRides projects should specifically meet the goals and objectives of CobbRides and may include:

    - Single Occupancy Vehicle (SOV) reduction programs
    - Education/public awareness
    - Shuttles/circulators
    - Transportation Demand Management (TDM) programs

- Special study projects should be identified by a planning process recommended by the Master Plan and/or additional studies undertaken by the TCA CID, and may include:

    - Wayfinding projects
    - Access management projects
    - LCI projects
    - Traffic studies and implementation projects

- Multimodal improvements should improve the bicycle and/or pedestrian environment and may include:

    - Sidewalks
    - Shelters
    - Bicycle lanes
    - Multiuse trails
    - Crosswalk improvements
    - Streetscape enhancements

Table 17. Immediate Action CID Fund Allocation

Fiscal Year	CID Anticipated Revenue[1]	Administrative/ Committed Costs	Corridor Improvements		Multimodal Improvements			Traffic Safety and Operations			TMA/CobbRides		Special Studies	
			PE	CST	PE	CST	Lump Sum	PE	CST	Lump Sum	Programs/ Implementation	Lump Sum	Planning	Lump Sum
2005	$5,998,481	$768,456	$1,227,666		$230,000		$354,786	$104,500		$2,128,715	$70,000	$709,572	$50,000	$354,786
2006	$1,850,000	$350,000					$136,010		$69,900	$816,061	$70,000	$272,020		$136,010
2007	$2,183,000	$350,000		$603,210		$230,000	$52,779	$402,000		$316,674	$70,000	$105,558		$52,779
2008	$2,183,000	$350,000	$131,121	$442,025			$98,985		$200,000	$593,913	$70,000	$197,971		$98,985
2009	$2,183,000	$350,000					$167,800			$1,006,800	$70,000	$335,600	$85,000	$167,800
2010	$2,575,490	$350,000		$109,267			$204,622			$1,227,734	$70,000	$409,245		$204,622
Totals	$16,972,971	$2,518,456	$1,358,787	$1,154,502	$230,000	$230,000	$1,014,982	$506,500	$269,900	$6,089,897	$420,000	$2,029,966	$135,000	$1,014,982

[1] Includes CID existing balance as of February 27, 2004

Since it is anticipated that most of the identified projects will be funded on a cost share basis, Table 18 provides a cost summary for all planning partners including the CID, the federal government, and nonspecified funding partners (see Partnership Match in the table below). Potential nonspecified partners could include the CID, Cobb County, GDOT, and private entities. This table includes only those projects that have been specifically identified in the Master Plan for immediate action.

Table 18: Funding Allocation for Immediate Action Project Costs (2005 - 2010)

PE/Study Costs	ROW Costs*	CST/ Implementation Cost	Total Project Cost	Federal Match	Partnership Match*	CID Costs
$2,230,287	$10,268,010+	$17,403,522	$29,901,819+	$13,304,968	$11,711,912+	$4,289,439

*Right-of-way for the Noonday Creek Trail has not been determined at this time.

Table 19, Action Plan, itemizes each project and provides a cost estimate, responsible party, and potential funding sources. This table is separated by immediate action, short-term action, and long-term action projects. Specific implementation years are provided for immediate action projects.

Table 19: Action Plan												
Immediate Action (2004-2010)												
Action Item	**Project Location**	**Project Type**	**PE or Study Year**	**PE Costs**	**ROW Year**	**ROW Costs**	**CST or Implem. Year**	**CST or Implem. Costs**	**Total Project Costs**	**TCA CID Cost**	**Federal Costs**	**Partnership Costs**
Corridor Improvements												
Big Shanty Road (Phase 1)	From George Busbee Parkway to Barrett Lakes Boulevard	New roadway built with context-sensitive design. Design preferences include four lanes divided with median, sidewalks, and bicycle lanes.	2005	$723,852	2006	$3,879,360	2007	$6,032,100	$10,514,670	$1,327,062	$4,825,680	$4,482,570
Big Shanty Road (Phase 2)	From Barrett Lakes Boulevard to Chastain Road	New roadway and road improvement built with context-sensitive design. Design preferences include four lanes divided with median, sidewalks, and bicycle lanes.	2006	$211,037	2007	$1,942,920	2008	$1,758,640	$3,877,424	$386,901	$1,406,912	$2,118,784
Big Shanty Road (Phase 3)	From Bells Ferry Road to George Busbee Parkway	Road improvement built with context-sensitive design. Design preferences include four lanes	2006	$292,777	2007	$3,567,690	2008	$2,661,610	$6,495,461	$558,938	$2,129,288	$3,833,851

Table 19: Action Plan												
Immediate Action (2004-2010)												
Action Item	**Project Location**	**Project Type**	**PE or Study Year**	**PE Costs**	**ROW Year**	**ROW Costs**	**CST or Implem. Year**	**CST or Implem. Costs**	**Total Project Costs**	**TCA CID Cost**	**Federal Costs**	**Partnership Costs**
		divided with median, sidewalks, and bicycle lanes.										
South Barrett Parkway Reliever (Phase 1)	Along Barrett Lakes Boulevard, from U.S. 41 to Greers Chapel Drive	Road improvement built with context-sensitive design. Design preferences include four lanes divided with median, sidewalks, and bicycle lanes.	2008	$131,121	2009	$878,040	2010	$1,092,672	$2,079,979	$240,388	$874,138	$987,307
Total Costs				$1,358,787		$10,268,010		$11,545,022	$22,967,534	$2,513,289	$9,236,018	$4,821,158
Multimodal Improvements												
Construct multiuse facilities along natural waterways	Noonday Creek Phase I Highway 41 to Barrett Lakes Boulevard and the Wal-Mart section at Chastain Meadows	Multiuse Trail	2005	$230,000	2006	TBD	2007	$2,300,000	$2,530,000	$460,000	$1,840,000	$230,000
Set Aside Funds			Annual	$1,014,983	TBD	TBD	Annual	TBD	TBD	TBD	TBD	TBD

Table 19: Action Plan												
Immediate Action (2004-2010)												
Action Item	**Project Location**	**Project Type**	**PE or Study Year**	**PE Costs**	**ROW Year**	**ROW Costs**	**CST or Implem. Year**	**CST or Implem. Costs**	**Total Project Costs**	**TCA CID Cost**	**Federal Costs**	**Partnership Costs**
Total Costs				$1,244,983		TBD		$2,300,000	$2,530,000	$460,000	$1,840,000	$230,000
Special Studies												
Develop and implement an Access Management Site Design Handbook for use during site plan review		Study. Potential projects could include: 1) roadway classification standards (arterials, collectors, neighborhood) dependent on traffic volume, expected use, roadway width, and number of lanes, 2) egress/ingress standards for different roadways, 3) interparcel access, requirements, and 4) reduced parking requirements (to encourage shared parking)	2005	$25,000	TBD	TBD	TBD	TBD	$25,000	$25,000	TBD	TBD
Conduct and	TCA CID	Study. Projects may	2005	$25,000	TBD	TBD	TBD	TBD	$25,000	$25,000	TBD	TBD

Table 19: Action Plan												
Immediate Action (2004-2010)												
Action Item	**Project Location**	**Project Type**	**PE or Study Year**	**PE Costs**	**ROW Year**	**ROW Costs**	**CST or Implem. Year**	**CST or Implem. Costs**	**Total Project Costs**	**TCA CID Cost**	**Federal Costs**	**Partnership Costs**
implement Wayfinding Study		include signage, landscaping, and direction-oriented mapping for all modes of transportation.										
Monitor the Master Plan		Administration	Annual	Staffing	Annual	Staffing						
Update the Master Plan		Study	2009	$85,000								
Set Aside Funds			Annual	$1,014,983	TBD	TBD	Annual					
Total Costs				$1,149,983					$50,000	$50,000	TBD	TBD
Traffic Safety and Operations												
Prepare Warrant Study	Busbee Parkway at Town Center Drive	Traffic Operations	2005	$10,000	n/a	n/a	2006	$100,000	$110,000	$20,000	$80,000	$10,000
	George Busbee Parkway at Towne Park Drive	Traffic Operations	2005	$10,000	n/a	n/a	2006	$100,000	$110,000	$20,000	$80,000	$10,000
Upgrade Traffic	Barrett Lakes	Traffic Operations	n/a	n/a	n/a	n/a	2005	$1,500	$1,500	n/a	n/a	$1,500

Table 19: Action Plan												
Immediate Action (2004-2010)												
Action Item	**Project Location**	**Project Type**	**PE or Study Year**	**PE Costs**	**ROW Year**	**ROW Costs**	**CST or Implem. Year**	**CST or Implem. Costs**	**Total Project Costs**	**TCA CID Cost**	**Federal Costs**	**Partnership Costs**
Controllers	Boulevard at Cobb Place Boulevard											
	Barrett Lakes Boulevard at Duncan Road	Traffic Operations	n/a	n/a	n/a	n/a	2005	$1,500	$1,500	n/a	n/a	$1,500
	Chastain Road at McCollum Parkway	Traffic Operations	n/a	n/a	n/a	n/a	2005	$1,500	$1,500	n/a	n/a	$1,500
	McCollum Parkway at West Duncan Road	Traffic Operations	n/a	n/a	n/a	n/a	2005	$1,500	$1,500	n/a	n/a	$1,500
	McCollum Parkway at King Air	Traffic Operations	n/a	n/a	n/a	n/a	2005	$1,500	$1,500	n/a	n/a	$1,500
	Old U.S. 41/Main Street at McCollum Parkway	Traffic Operations	n/a	n/a	n/a	n/a	2005	$1,500	$1,500	n/a	n/a	$1,500
Upgrade Traffic Controllers, cont.	Chastain Meadows Boulevard at Big	Traffic Operations	n/a	n/a	n/a	n/a	2005	$1,500	$1,500	n/a	n/a	$1,500

Table 19: Action Plan												
Immediate Action (2004-2010)												
Action Item	**Project Location**	**Project Type**	**PE or Study Year**	**PE Costs**	**ROW Year**	**ROW Costs**	**CST or Implem. Year**	**CST or Implem. Costs**	**Total Project Costs**	**TCA CID Cost**	**Federal Costs**	**Partnership Costs**
	Shanty Road											
	Busbee Parkway at Big Shanty Road	Traffic Operations	n/a	n/a	n/a	n/a	2005	$1,500	$1,500	n/a	n/a	$1,500
	Busbee Parkway at Old Wal-Mart	Traffic Operations	n/a	n/a	n/a	n/a	2005	$1,500	$1,500	n/a	n/a	$1,500
	Busbee Parkway at Town Center North	Traffic Operations	n/a	n/a	n/a	n/a	2005	$1,500	$1,500	n/a	n/a	$1,500
	Busbee Parkway at Town Center South	Traffic Operations	n/a	n/a	n/a	n/a	2005	$1,500	$1,500	n/a	n/a	$1,500
	Roberts Boulevard at Vaughn Road	Traffic Operations	n/a	n/a	n/a	n/a	2005	$1,500	$1,500	n/a	n/a	$1,500
	Roberts Boulevard at Cobb Place Boulevard	Traffic Operations	n/a	n/a	n/a	n/a	2005	$1,500	$1,500	n/a	n/a	$1,500

Table 19: Action Plan

Immediate Action (2004-2010)

Action Item	Project Location	Project Type	PE or Study Year	PE Costs	ROW Year	ROW Costs	CST or Implem. Year	CST or Implem. Costs	Total Project Costs	TCA CID Cost	Federal Costs	Partnership Costs
Conduct Turning Warrant Study	Barrett Parkway at Barrett Lakes Boulevard	Turn Arrow Signals	2005	$2,500	n/a	n/a	n/a	n/a	$2,500	$2,500	n/a	n/a
	Barrett Parkway at Chastain Meadows Boulevard	Turn Arrow Signals	2005	$2,500	n/a	n/a	n/a	n/a	$2,500	$2,500	n/a	n/a
	Barrett Parkway at Prado Lane	Turn Arrow Signals	2005	$2,500	n/a	n/a	n/a	n/a	$2,500	$2,500	n/a	n/a
	Chastain Road at McCollum Parkway	Turn Arrow Signals	2005	$2,500	n/a	n/a	n/a	n/a	$2,500	$2,500	n/a	n/a
Install Fiber Communication	Chastain-McCollum Road from U.S. 41 to Big Shanty Road	Traffic Operations	2005	$20,000	n/a	n/a	2006	$150,000	$170,000	$35,000	$120,000	$15,000
	Busbee Parkway from Towne Park Drive to Chastain Road	Traffic Operations	2005	$10,000	n/a	n/a	2006	$45,000	$55,000	$14,500	$36,000	$4,500
Install Fiber	Chastain	Traffic Operations	2005	$10,000	n/a	n/a	2006	$45,000	$55,000	$14,500	$36,000	$4,500

Table 19: Action Plan												
Immediate Action (2004-2010)												
Action Item	**Project Location**	**Project Type**	**PE or Study Year**	**PE Costs**	**ROW Year**	**ROW Costs**	**CST or Implem. Year**	**CST or Implem. Costs**	**Total Project Costs**	**TCA CID Cost**	**Federal Costs**	**Partnership Costs**
Communication, cont.	Meadows Parkway from Big Shanty Road to Chastain Road											
	Chastain Meadows Parkway from New Wal-Mart to Barrett Parkway	Traffic Operations	2005	$5,000	n/a	n/a	2006	$16,500	$21,500	$6,650	$13,200	$1,650
	Busbee Parkway from Town Center Drive to Barrett Parkway	Traffic Operations	2005	$10,000	n/a	n/a	2006	$60,000	$70,000	$16,000	$48,000	$6,000
	Barrett Lakes Boulevard from Duncan Road to Barrett Parkway	Traffic Operations	2005	$15,000	n/a	n/a	2006	$90,000	$105,000	$24,000	$72,000	$9,000
	Roberts Boulevard from Vaughn Road to Barrett Parkway	Traffic Operations	2005	$4,500	n/a	n/a	2006	$52,500	$57,000	$9,750	$42,000	$5,250
Reassign	Cobb Place	Widening	2007	$176,400	n/a	n/a	2008	$1,000,000	$1,176,400	$276,400	$800,000	$100,000

Table 19: Action Plan												
Immediate Action (2004-2010)												
Action Item	**Project Location**	**Project Type**	**PE or Study Year**	**PE Costs**	**ROW Year**	**ROW Costs**	**CST or Implem. Year**	**CST or Implem. Costs**	**Total Project Costs**	**TCA CID Cost**	**Federal Costs**	**Partnership Costs**
Intersection Lanes	Boulevard at Home Center Drive											
	Town Center Drive at Mall Boulevard	Widening	2007	$225,600	n/a	n/a	2008	$1,000,000	$1,225,600	$325,600	$800,000	$100,000
Retime Traffic Signals	Chastain-McCollum Road (U.S. 41 to Duncan Road)	Traffic Operations	n/a	$0	n/a	n/a	2006	$20,000	$20,000	$2,000	$16,000	$2,000
	Busbee Parkway (Big Shanty Road to Barrett Parkway)	Traffic Operations	n/a	$0	n/a	n/a	2006	$20,000	$20,000	$2,000	$16,000	$2,000
Set Aside Funds			Annual	$6,089,896	TBD	TBD	Annual	TBD	TBD	TBD	TBD	TBD
Total				$6,596,396		$0	TBD	$2,718,500	$3,225,000	$776,400	$2,159,200	$289,400

Table 19: Action Plan												
Immediate Action (2004-2010)												
TMA												
Implement Shuttle		Shuttle	2006	$0	n/a	$0	2005+	$70,000	$420,000	TBD	TBD	$420,000
Set Aside Funds			Annual	$2,029,965	TBD	TBD	Annual					
Total				$2,029,965		$0		$70,000	$420,000	TBD	TBD	TBD

Table 19: Action Plan				
Immediate Action (2004-2010)				
Action Step	**Time Frame**	**Cost**	**Responsible Party**	**Comments**
Land Use/Economic Development				
Provide input to Cobb County Community Development during site plan review, rezoning requests, and land use map amendment request within the Town Center Area	Monthly	Staffing	TCA CID	Use Access Management Site Design Handbook.
Partner with Cobb County Community Development and develop overlay district standards for the central business district, the lower-density village, and the higher-density village areas (this can be coordinated during the LCI planning process)	2004	Staffing	TCA CID	Cobb County is in the process of reviewing new zoning legislation for activity centers. TCA CID should partner with Cobb County to ensure new laws are applicable to study area. This should be coordinated with the LCI process.
Conduct and implement LCI study (ensure design standards for pedestrian facilities, bicycle facilities, building site design, and parking that promote a pedestrian environment and redevelopment around the mall.	2004	$23,250	TCA CID	Total project cost is $93,000. Implementation costs will be determined at completion of LCI study.
Coordinate with Kennesaw State University in their master planning process	2004	Staffing	TCA CID	Coordinate with LCI process.
Partner with Cobb County Community Development to identify funding opportunities for the purchase of greenspace in the Town Center Area as identified on the Preferred Land Use Scenario	2005-2006	Staffing	TCA CID	
Partner with GRTA to encourage the development of the BRT station in conjunction with development/ redevelopment of nearby land	2004-2005	Staffing	TCA CID	

Table 19: Action Plan				
Immediate Action (2004-2010)				
Action Step	**Time Frame**	**Cost**	**Responsible Party**	**Comments**
Create an overlay district for the central business district, the lower-density village, and the higher-density village that allows for a mixture of uses, smaller setback requirements, higher density allowances, reduced parking, and pedestrian-oriented building site requirements	2004	Staffing	TCA CID/Cobb County	Cobb County is in the process of reviewing new zoning legislation for activity centers. TCA CID should partner with Cobb County to ensure new laws are applicable to study area.
Create a new zoning district for the Chastain Meadows area and undeveloped land around U.S. 41 and Greers Chapel Drive that allows for a mixture of residential development – both attached and detached single-family, higher density allowances, reduced parking, and pedestrian-oriented building site requirements	2004	Staffing	TCA CID/Cobb County	Cobb County is in the process of reviewing new zoning legislation for activity centers. TCA CID should partner with Cobb County to ensure new laws are applicable to study area.
Create a new zoning district for the northwest corner of Chastain Meadows Parkway and Big Shanty Road and the area north of Chastain Road that allows for a mixture of uses, higher density allowances, reduced parking, and pedestrian-oriented building site requirements	2004	Staffing	TCA CID/Cobb County	Cobb County is in the process of reviewing new zoning legislation for activity centers. TCA CID should partner with Cobb County to ensure new laws are applicable to study area.
Extend the Regional Activity Center (RAC) to incorporate the area south of Chastain Road, north of Barrett Parkway, east of I-575, and west of Chastain Meadows Parkway	Completed	n/a	TCA CID/Cobb County	

Table 19: Action Plan				
Immediate Action (2004-2010)				
Action Step	**Time Frame**	**Cost**	**Responsible Party**	**Comments**
Designate the area east of Chastain Meadows Parkway, south of Chastain Road, north of Barrett Parkway as Medium Density Residential (as depicted on the Preferred Land Use Scenario as Single-Family Detached)	Completed	n/a	TCA CID/Cobb County	
Designate the Community Activity Center (CAC) area located on Barrett Lakes Boulevard directly west of I-75 to Industrial Compatible	Completed	n/a	TCA CID/Cobb County	
Designate the area along the west side of Greers Chapel Road, south of Barrett Parkway as RAC	Completed	n/a	TCA CID/Cobb County	
Change the Park Recreation Conservation area east of the airport to Industrial Compatible	Completed	n/a	TCA CID/Cobb County	
Designate the area along Duncan Road at Noonday Creek as Park Recreation Conservation	Completed	n/a	TCA CID/Cobb County	
Partner with the Cobb Chamber of Commerce to market land within the TCA district boundaries for development that adheres to the Master Plan	Annual	n/a	TCA CID/Cobb County Chamber of Commerce	
Maintain relations with the Town Center Mall regarding future plans for expansion/redevelopment	Annual	Staffing	TCA CID	
Establish mechanisms to meet with property owners within the Town Center Area core to facilitate the assemblage of property, promote awareness of Master Plan, and encourage new development	Annual	Staffing	TCA CID	

Table 19: Action Plan				
Immediate Action (2004-2010)				
Action Step	**Time Frame**	**Cost**	**Responsible Party**	**Comments**
Coordinate with Cobb County Economic Development Department and/or Cobb Chamber of Commerce to produce a CD-ROM market opportunity presentation	Annual	Staffing	TCA CID/Cobb County Economic Development	
Create prospect package that includes demographic highlights, retail spending potential information, and size and key features of the study area's target markets	Annual	Staffing	TCA CID/Cobb County Economic Development	
Develop and continuously update collateral specification sheets of undeveloped property and redevelopable land/buildings within the TCA that contain property owner contract information, size, zoning, infrastructure capabilities and TCA Master Plan designation, and provide this information on the TCA CID web site	Annual	Staffing	TCA CID	This can be done in partnership with the Cobb County Economic Development Department and/or Cobb Chamber of Commerce
Prepare and regularly update a Funding Catalog that includes a summary of available funding programs, contact information, grant requirements, etc., as they relate to action items identified in the Master Plan	Annual	Staffing	TCA CID	

Table 19: Action Plan										
Short Term (2010 – 2015)										
Action Item	**Project Location**	**Project Type**	**PE Costs**	**ROW Costs**	**CST Costs**	**Total Project Costs**	**TCA CID Cost**	**Federal Costs**	**Partnership Costs**	**Comments**
Corridor Improvements										
South Barrett Parkway Reliever/Greers Chapel Connector (Phase 2)	From Greers Chapel Drive (end) to Bells Ferry Road	New roadway built with context-sensitive design. Design preferences include four lanes divided with median, sidewalks, and bicycle lanes.	$499,108	$12,526,720	$4,159,232	$17,185,060	$17,600,983	$3,327,386	$29,628,595	
Extend Chastain Meadows Parkway (component of South Barrett Parkway Reliever/Greers Chapel Connection)	From end of Chastain Meadows to Greers Chapel Connection	New roadway built with context-sensitive design. Design preferences include four lanes divided with median, sidewalks, and bicycle lanes.	$120,019	$2,298,240	$1,000,160	$3,418,419	$220,035	$800,128	$2,398,256	
Chastain Meadows Parkway (component of South Barrett Parkway Reliever/Greers Chapel Connection)	From Barrett Parkway to end of Chastain Meadows Parkway	Road improvement built with context-sensitive design. Design preferences include four lanes divided with median and	$68,921	$769,860	$574,340	$1,413,121	$126,355	$459,472	$827,294	

Table 19: Action Plan										
Short Term (2010 – 2015)										
Action Item	**Project Location**	**Project Type**	**PE Costs**	**ROW Costs**	**CST Costs**	**Total Project Costs**	**TCA CID Cost**	**Federal Costs**	**Partnership Costs**	**Comments**
		pedestrian/bicycle facilities.								
Extend existing frontage road (component of South Barrett Parkway Reliever/Greers Chapel Connection)	From end of existing frontage road to Greers Chapel Connection	New roadway built with context-sensitive design. Design preferences include two lanes with sidewalks.	$42,905	$1,796,040	$357,545	$2,196,490	$78,660	$286,036	$1,831,795	
Frontage road (component of South Barrett Parkway Reliever/Greers Chapel Connection)	From Barrett Parkway to end of existing frontage road	Road improvement built with context-sensitive design. Design preferences include two lanes with sidewalks.	$25,103	$612,990	$209,195	$847,288	$46,023	$167,356	$633,910	
Bells Ferry Road	From Chastain Road to Kurst Road	Road improvement built with context-sensitive design. Design preferences include four lanes divided with median and pedestrian/bicycle	$672,071	$7,306,110	$5,600,590	$13,578,771	$1,232,130	$4,480,472	$7,866,169	

Table 19: Action Plan										
Short Term (2010 – 2015)										
Action Item	**Project Location**	**Project Type**	**PE Costs**	**ROW Costs**	**CST Costs**	**Total Project Costs**	**TCA CID Cost**	**Federal Costs**	**Partnership Costs**	**Comments**
		facilities								
North Barrett Parkway Reliever (Phase 1)	Along North Roberts Boulevard from Old U.S. 41 to Roberts Boulevard	Road improvements built with context-sensitive design. Design preferences include sidewalks.	$81,346	$72,630	$677,880	$831,856	$149,134	$542,304	$140,418	
North Barrett Parkway Reliever (Phase 2)	Along Roberts Boulevard from North Roberts Boulevard to Cobb Place Boulevard	Road improvements built with context-sensitive design. Design preferences include sidewalks.	$9,600	$128,970	$80,000	$218,570	$17,600	$64,000	$136,970	
North Barrett Parkway Reliever (Phase 3)	Along Cobb Place Boulevard from Roberts Boulevard to Barrett Lakes Boulevard	Road improvements built with context-sensitive design. Design preferences include sidewalks.	$107,457	$1,499,400	$895,475	$2,502,332	$197,005	$716,380	$1,588,948	

Table 19: Action Plan										
Short Term (2010 – 2015)										
Action Item	**Project Location**	**Project Type**	**PE Costs**	**ROW Costs**	**CST Costs**	**Total Project Costs**	**TCA CID Cost**	**Federal Costs**	**Partnership Costs**	**Comments**
Barrett Lakes Boulevard	From Greers Chapel Drive to Chastain Road	Road improvement built with context-sensitive design. Design preferences include four lanes divided with median and pedestrian/bicycle facilities.	$736,020	$8,221,500	$6,133,500	$15,091,020	$1,349,370	$4,906,800	$8,834,850	
Old U.S. 41 (Phase 1)	From McCollum Parkway to Cobb Parkway	Road improvement built with context-sensitive design. Design preferences include four lanes divided with median, sidewalks, and bicycle lanes.	$261,358	$2,919,420	$2,177,980	$5,358,758	$479,156	$1,742,384	$3,137,218	
Multimodal Improvements										
Construct multiuse facilities along natural waterways	Noonday Creek Phase II Barrett Lakes Boulevard under I-75 to Town Center Mall	Multiuse Trail	$303,600	TBD	$2,530,000	$2,833,600+	$556,600	$2,024,000	$253,000+	Right-of-way costs are not included in total project cost or partnership cost.

Table 19: Action Plan										
Short Term (2010 – 2015)										
Action Item	**Project Location**	**Project Type**	**PE Costs**	**ROW Costs**	**CST Costs**	**Total Project Costs**	**TCA CID Cost**	**Federal Costs**	**Partnership Costs**	**Comments**
Construct multiuse facilities along natural waterways	Noonday Creek Phase III Town Center Mall to Wal-Mart and Cobb Parkway connection to Ridenour	Multiuse Trail	$218,400	TBD	$1,820,000	$2,038,400+	$400,400	$1,456,000	$182,000+	Right-of-way costs are not included in total project cost or partnership cost.

Table 19: Action Plan										
Long Term (2015 – 2025)										
Action Item	**Project Location**	**Project Type**	**PE Costs**	**ROW Costs**	**CST Costs**	**Total Project Costs**	**TCA CID Cost**	**Federal Costs**	**Partnership Costs**	**Comments**
Corridor Improvements										
South Barrett Parkway Reliever/Greers Chapel Connector (Phase 3)	Along Greers Chapel Road, from Cobb Parkway to Barrett Lakes Boulevard and then along Barrett Lakes Boulevard to Greers Chapel Drive	Road improvement and/or new roadway built with context-sensitive design. Design preferences include four lanes divided with median and	$71,184	$934,290	$593,200	$1,598,674	$1,657,994	$474,560	$2,521,100	

Table 19: Action Plan										
Long Term (2015 – 2025)										
Action Item	**Project Location**	**Project Type**	**PE Costs**	**ROW Costs**	**CST Costs**	**Total Project Costs**	**TCA CID Cost**	**Federal Costs**	**Partnership Costs**	**Comments**
		pedestrian/bicycle facilities.								
Build new connection to Big Shanty Road and to Town Center Mall along Wilson Road	From Wilson Road (end) to Town Center Drive	New roadway built with context-sensitive design. Design preferences include four lanes divided with median, sidewalks, and bicycle lanes.	$153,976	$3,922,020	$1,283,130	$5,359,126	$282,289	$1,026,504	$4,050,333	
Construct grade separation ramps on Barrett Parkway	At Barrett Lakes Boulevard		$1,056,000	$3,920,000	$8,800,000	$13,776,000	$1,936,000	$7,040,000	$4,800,000	
Old U.S. 41 (Phase 2)	From Cobb Parkway to Barrett Parkway	Road improvement built with context-sensitive design. Design preferences include four lanes divided with median, sidewalks, and bicycle lanes.	$226,559	$2,530,710	$1,887,990	$4,645,259	$415,358	$1,510,392	$2,719,509	

Table 19: Action Plan										
Long Term (2015 – 2025)										
Action Item	**Project Location**	**Project Type**	**PE Costs**	**ROW Costs**	**CST Costs**	**Total Project Costs**	**TCA CID Cost**	**Federal Costs**	**Partnership Costs**	**Comments**
Old U.S. 41 (Phase 3)	From Barrett Parkway to Ridenour Road	Road improvement built with context-sensitive design. Design preferences include four lanes divided with median, sidewalks, and bicycle lanes.	$269,423	$3,009,510	$2,245,190	$5,524,123	$493,942	$1,796,152	$3,234,029	
Ridenour Road	From Old U.S. 41 to Greers Chapel Road and along Greers Chapel Road to Cobb Parkway	Road improvement built with context-sensitive design. Design preferences include four lanes divided with median, sidewalks, and bicycle lanes.	$224,923	$2,512,440	$1,874,360	$4,611,723	$4,836,646	$1,499,488	$7,124,163	
Chastain Road	From Duncan Road to Bells Ferry Road	Road improvements built with context-sensitive design including sidewalks, and bicycle lanes.	$366,489	$8,949,150	$3,054,075	$12,369,714	$12,736,203	$2,443,260	$21,318,864	
Construct grade separation ramps on Barrett Parkway	At Cobb Parkway		$1,056,000	$3,920,000	$8,800,000	$13,776,000	$14,832,000	$7,040,000	$17,696,000	

Table 19: Action Plan										
Long Term (2015 – 2025)										
Action Item	**Project Location**	**Project Type**	**PE Costs**	**ROW Costs**	**CST Costs**	**Total Project Costs**	**TCA CID Cost**	**Federal Costs**	**Partnership Costs**	**Comments**
Wilson Road	From Chastain Parkway to end of Wilson Road	Road improvements built with context-sensitive design	$77,414	$967,680	$645,120	$1,690,214	$1,767,629	$516,096	$2,657,894	
Split Diamond Interchange	Between Chastain Road and Kennesaw State Connection on I-75	Interchange Improvement	$163,200	TBD	$1,360,000	$1,523,200+	$299,200	$1,088,000	$136,000+	Right-of-way costs are not included in total project cost or partnership cost.
Loop Ramp	I-575 northbound to Barrett Parkway westbound	Interchange Improvement	$120,000	TBD	$1,000,000	$1,120,000+	$220,000	$800,000	$100,000+	Right-of-way costs are not included in total project cost or partnership cost.
Loop Ramp Chastain Road at I-575	Chastain Road eastbound to I-575 northbound	Interchange Improvement	$132,000	TBD	$1,100,000	$1,232,000+	$242,000	$880,000	$110,000+	Right-of-way costs are not included in total project cost or partnership cost.
New Loop Ramp Chastain Road at I-75	Chastain Road westbound to I-75 southbound	Interchange Improvement	$132,000	TBD	$1,100,000	$1,232,000+	$242,000	$880,000	$110,000+	Right-of-way costs are not included in total project cost or partnership cost.

Table 19: Action Plan										
Long Term (2015 – 2025)										
Action Item	**Project Location**	**Project Type**	**PE Costs**	**ROW Costs**	**CST Costs**	**Total Project Costs**	**TCA CID Cost**	**Federal Costs**	**Partnership Costs**	**Comments**
Multimodal Improvements										
Construct bicycle lane along George Busbee Parkway	George Busbee Parkway from Barrett Parkway to Frey Road	Bicycle Lane	$92,166	$2,764,980	$768,050	$3,625,196	$168,971	$614,440	$2,841,785	
Construct bicycle lane along Chastain Meadows Road	Chastain Meadows Parkway from Barrett Parkway to Chastain Road	Bicycle Lane	$53,076	$1,592,280	$442,300	$2,087,656	$97,306	$353,840	$1,636,510	
Construct bicycle lane along North Cobb Parkway	From Greers Chapel Drive to Chastain Road	Bicycle Lane	$666,660	$19,999,800	$5,555,500	$26,221,960	$1,222,210	$4,444,400	$20,555,350	
Construct multiuse facility to connect Kennesaw State University to Noonday Creek Trail	From Chastain Road to Noonday Creek Trail (parallel to Duncan Road)	Multiuse Trail	TBD	TBD	TBD	TBD	TBD	TBD	TBD	
Close gaps in existing sidewalk network	George Busbee Parkway from Barrett Parkway to Frey Road	Pedestrian	$11,904	$446,400	$99,200	$557,504	$21,824	$79,360	$456,320	
	McCollum Parkway from Duncan Road to Cobb Parkway	Pedestrian	$38,544	$1,445,400	$321,200	$1,805,144	$70,664	$256,960	$1,477,520	

Table 19: Action Plan										
Long Term (2015 – 2025)										
Action Item	**Project Location**	**Project Type**	**PE Costs**	**ROW Costs**	**CST Costs**	**Total Project Costs**	**TCA CID Cost**	**Federal Costs**	**Partnership Costs**	**Comments**
	Cobb Parkway from Greers Chapel Road to McCollum Parkway	Pedestrian	$533,328	$19,999,800	$4,444,400	$24,977,528	$977,768	$3,555,520	$20,444,240	

Appendix A

Participatory Program