

THE SMYRNA TOWN CENTER LIVABLE CENTERS INITIATIVE

ALTAMIRA
DESIGN AND COMMON SENSE, INC.
Land Planning • Landscape Architecture • Urban Design

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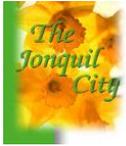
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Introduction and Summary

Smyrna is known as the Jonquil City. Its origins began around 1831 when a settlement was reached between the state of Georgia and the Cherokee Indians that deeded all the land now known as Cobb County to the State of Georgia. Soon the present site of the City of Smyrna became the center of the social and religious life for the surrounding area. Smyrna was originally called Ruffs Siding and later Varners Station. Eventually the area became known as Smyrna. The name comes from the book of Revelations.

The railroad played a significant role in the development of Smyrna. By 1842, the railroad line through Cobb County had been completed which changed Smyrna from a frontier village to a center of commerce. Smyrna's first employment base was the gristmills and factories established after the completion of the railroad. Before these industries located in Smyrna, the economy was primarily agricultural.

The Smyrna Institute, the City's first brick building, was built in 1850. The Institute was originally erected as a boy's academy and was used during the Civil War as an officer's training facility, a hospital and a house of worship. During Sherman's march through Cobb County in 1864 the Smyrna Institute was the only building left standing in the downtown area. Village Walk and the Smyrna Government Center now occupy the site where this building once stood.

In 1872, Smyrna was incorporated by the State of Georgia as a municipality. The boundary extended radially one mile from the Smyrna Institute, and the City's first election was held in 1873. The first female mayor in the State of Georgia, Lorena Pruitt, was elected mayor of Smyrna in 1946.

Smyrna has become a very popular place to live and work. The City was voted by Atlanta Magazine as one of the top 10 places to live in the Atlanta Area. The "small town" feel found in Smyrna is the type of lifestyle many people seek when deciding where to raise their families.



Ruffs Siding
Picture courtesy of Smyrna Historical Society



Smyrna is located near three interstates and intrastate highway systems: I-75, I-20 and I-285. Downtown Atlanta is approximately a 15-minute drive away and Hartsfield-Jackson International Airport is a 30-minute drive away.

Vision, Goals and Objectives

In 2003, Smyrna engaged the services of a planning team headed by Altamira Design and Common Sense, Inc. and comprised of Huntley Associates, The Sizemore Group and Day Wilburn Associates to prepare a Study of “Downtown Smyrna” in support of the Atlanta Regional Commission’s Livable Centers Initiative (LCI). The LCI program was adopted in May of 1999 to provide funding for investment studies and transportation projects located in activity and town centers in the region.

The Atlanta Regional Commission’s three major goals for the LCI program are:

1. Encourage a diversity of uses including mixed income residential neighborhoods, employment, shopping, and recreation choices.
2. Provide access to a range of travel modes including transit, roadways, walking and biking to enable access to all uses within the study area.
3. Develop an outreach process that promotes the involvement of all stakeholders particularly low to moderate income and minority citizens.

The LCI program requires that communities, successful in obtaining study grants, address the following 10 items in their town center plans:

1. Land use mix appropriate for future growth.
2. Transportation demand reduction measures.
3. Internal mobility requirements – traffic calming, pedestrian circulation, transit circulation, bicycle and pedestrian circulation.
4. Mixed-income housing, job/housing match and social issues.
5. Continuity of local streets in study area and development of a network of minor roads.



Smyrna Institute
Picture courtesy of Smyrna Historical Society



Introduction and Summary



Early Atlanta Road
Picture courtesy of Smyrna Historical Society

6. Need/identification of future transit circulation system and line haul routes.
7. Connectivity of transportation system to other centers.
8. Center development organization and management, promotion and economic restructuring.
9. Stakeholder participation/support.
10. Public and private investment policy.

The Smyrna LCI Study Area is a one-mile by four-mile sector within the northern half of Smyrna. Study Area boundaries are Windy Hill Road on the north; Cobb Parkway on the east; Concord and Spring Roads to the south; and South Cobb Drive on the west. Surrounding the study area are older neighborhoods of Marietta; Dobbins Air Force Base; the East Cobb commercial district; and newer residential and mixed-use neighborhoods to the south and west.

The Vision for the Study Area began with and was largely influenced by public participation that included a series of meetings with community residents, where participants engaged in visioning exercises, visual preference surveys and a design charrette. In addition to the public input, the consulting team interviewed civic, community, business and government leaders, and completed research and analysis.

The Vision of the Study Area that ultimately emerged is one of a "city center": a destination where residents and visitors could live, work and play in a secure, attractive environment. This environment would feature passive open spaces and dedicated green space; a mix of land uses and development; owner housing available to households across the economic scale, and all built out at a pedestrian friendly scale. Community amenities would include attractive tree-lined sidewalks and bike paths that link to the rest of the community.



Concept Plan: Redevelopment

In channeling public preferences that showed underlying market support into suitable locations within the study area, the study team gradually came to focus on several promising locations for private-sector redevelopment, designating them “Activity Centers.” Four major Activity Centers are identified as follows:

1. Belmont Hills Mixed-use Development

The study team recommends the redevelopment of the existing Belmont Hills Shopping Center and adjacent apartment communities – a total of approximately 90 acres – into a mixed-use environment that includes retail, office and for-sale residential fronting Atlanta Road. This live-work-shop Activity Center includes additional greenspaces that are both passive and active and carry on the character of the existing Village Green. The study team projects the phased development of approximately 600 residential condominium units, 25 townhouse units, and 63 single-family detached units within the combined Belmont Hills site. Additionally, retail redevelopment is projected at 421,270 square feet, and office development at 104,800 square feet.

1. Atlanta Road Residential/Mixed-use Development

The study team recommends the development of the area between the City Community Center and Law Enforcement Center fronting on Atlanta Road as either a mid-rise residential condominium project or a retail-residential-parking mixed-use project, depending on the market success of the second phase of Market Village and prevailing market conditions. If possible, the project should be designed to address current parking constraints at the Community Center.

2. Hawthorne Residential Community Development

The study team recommends a redeveloped residential community of single-family detached homes in an area generally bounded by Windy Hill Road, Dixie Avenue, Hawthorne Street and Reed Street. The “Hawthorne Community” central street contains a broad median and links the park to Belmont Hills via a greenspace that will contain a multi-use trail. The streets are 22 feet wide, and parallel parking is encouraged to serve as traffic calming devices. The plan could include alleys for most of the lots. The study team proposes 380 lots with 40 townhomes along Hawthorne Avenue. The gross density of the proposed neighborhood is 5.6 units per acre with over 10 acres in open space.

3. Jonquil Plaza Mixed-use Development

The study team recommends a mixed-use redevelopment of the existing Jonquil Shopping Plaza, Post Properties Landscape complex, and various automotive services fronting Atlanta Road. The Study Team projects approximately 174 condominium units with deck parking, approximately 100,000 square feet of retail, and 41,560 square feet of office, with both landscaped surface and on-street parking in addition to the deck parking. Pedestrian connections to nearby neighborhoods, townhouses and greenspace are also considered desirable.

A central feature of the redeveloped Activity Center is a new “frontage road” running diagonally from Spring Road just east of the Atlanta Road intersection to Atlanta Road approximately 150 yards north of the Spring-Atlanta intersection. This road, while functioning to improve site access and egress, would frame a landscaped park that would provide a wonderful entry at this gateway intersection into the City Center area. Additionally, the multi-level parking deck in the rear of the development would block a substantial amount of the frequent railroad sound from the Railway Corridor bordering the site.



4. Cobb/Concord Mixed-use Development

The study team recommends a phased redevelopment of the existing Western Market Plaza Shopping Center and surrounding retail into a mixed-use community of approximately 139 residential condominium units, 122,596 square feet of replacement retail, and 32,548 square feet of office above certain portions of that retail. Retail and office would rely on surface parking. The residential units would have parking beneath the approximately ten clusters of mid-rise condominium buildings anticipated.

Two additional sites with Activity Center potential include the following:

1. Atlanta Road Commercial Development

There are indications that the market could support a mid-size (25-40 rooms) boutique hotel or, more likely, expanded Bed-and-Breakfast facility with meeting space. The western portion of Atlanta Road between the Market Village and the Atlanta-Spring intersection would serve as a good location, given its proximity to Market Village, as well as a large collection of churches. Overall, it appears to the study team that the overall redeveloped site could contain, in addition to the hotel and meeting facility, approximately 35,000 square feet of street-level retail and 35,000 of second-floor offices.

2. Atlanta Road Residential Development

The study team endorses a currently-proposed residential development between the City Community Center and Law Enforcement Center, fronting on Atlanta Road. As proposed, the project consists of 16 townhouse units and approximately 84 condominium units in two low rise condominiums with a two level parking deck below. The site would be heavily landscaped, with water features serving as retention ponds that help address several drainage issues on both sides of Atlanta Road. It also addresses the current lack of adequate parking for the Community Center by including public parking in the development.

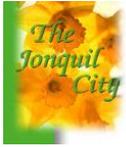
Half the housing units view onto a public green space and the other half view a spring fed pond and park with mature trees.

Concept Plan: Transportation

The transportation plan indicated in the paragraphs that follow is supportive of the land use modifications and activity center plans recommended for the Smyrna LCI area. Together these improvements support the LCI study objectives.

The following programs are recommended for implementation in the short-range (2004 through 2009) as part of the five-year implementation plan:

- Provide pedestrian improvements to create a “Main Street” on Atlanta Road.
- Enhance pedestrian and bicycle access in and around activity centers.
- Provide pedestrian and bicycle travel to link activity centers and neighborhoods.
- Provide ADA compliant sidewalk on sections not scheduled for multi-use trail implementation.
- Prepare sidewalk development program for upgrading and expanding sidewalk system.
- Upgrade signalized pedestrian crossings.
- Determine feasibility and concept design for reducing travel lanes and implement where feasible.
- Enhance connectivity of activity centers to existing street system and neighborhoods.
- Modify existing transit routes to serve local needs.
- Upgrade existing speed humps.
- Determine feasibility and concept design for prohibiting train whistle in LCI study area and implement if feasible.



The following programs are recommended for implementation in the mid to long-range (beyond 2009):

- Provide pedestrian and bicycle travel to link activity centers and neighborhoods.
- Expand sidewalk network to local street system.
- Connect multi-use trail facilities to regional trail network.

Implementation

Fully utilizing its existing Downtown Development Authority and Community Development staff and resources, the City should explore all available economic incentives – including direct grants and loans, tax and impact fee abatements and deferrals, bond financing, land write-downs and infrastructural support – that can be used to facilitate recommended projects within the study area. In particular, it is strongly recommended that the City actively pursue two major sources of funds that can prove instrumental in generating desirable, “livable” communities in and around Smyrna’s City Center:

1. Secure the ability to utilize tax increment financing through the State’s Redevelopment Powers Law. This will allow the City to issue non-recourse bonds that can be used to provide land, infrastructure and other essential project requirements within defined “Tax Allocation Districts” in the study area, thus creating an attractive incentive to private developers and investors to develop within these study area districts. It is projected that such a TAD could support as much as \$31.9 million in bond financing for recommended Activity Center redevelopments.
2. Apply for ARC implementation grant funding in support of the eligible transportation improvements recommended in this report.



**THE SMYRNA TOWN CENTER
LIVABLE CENTERS INITIATIVE**

**Please Plan to Attend !
Community Meeting**

Help Make a Difference in Your Community

Wednesday, October 15, 2003 7PM

**Location: Community Center
Village Green Circle
Smyrna, GA**

The City of Smyrna is conducting a Livable Centers Initiative Study for areas bounded by Windy Hill Road in the North, Concord & Spring Roads in the South, South Cobb in the East and South Cobb Drive in the West. This Study will impact future Land Use Development, Transportation improvements, and Commercial Development for your area. Your input is important to the future of Smyrna.

Please attend!

For more information,
Please contact Chris Abernathy at chrisa@altamiradesign.com

ALTAMIRA DESIGN AND COMMON SENSE, INC.
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HUNTLEY & ASSOCIATES
sizemoregroup

Public Participation

Outreach

At the beginning of the project, a Steering Committee was assembled by local government officials to assist with the planning effort. The Steering Committee contributed to the inventory efforts, assisted in identifying issues, anticipated challenges and potential solutions.

Beyond the Steering Committee, the Consulting Team sought the participation of a wide range of local stakeholders, including neighborhood representatives, property owners, business leaders, local developers and a cross-section of residents. Announcements about meetings and project status were reported via email, brochures and flyers (translated in English and Spanish and posted throughout), and an interactive website.

Public Meetings

Four public meetings and one full day Design Charette were held at various locations within the Study Area to enable the Consulting Team to extract, refine, and assemble the public's ideas for the future of the study area.

The public kick-off meeting took place on May 29, 2003. During this meeting, the Consulting Team presented an overview of the study area, objectives and methodology for the project, and preliminary findings. Participants were then engaged in a visioning process to begin to articulate their vision, goals and objectives. This process, similar to one introduced more than fifteen years ago when the Village Green project was conceived, helped to report, record and synthesize the opinions and attitudes of resident participants.



LA INICIATIVA HABITABLE DE LOS CENTROS DEL CENTRO DE CIUDAD DE SMYRNA

Por favor, Planee Atender!
Reunion de la Comunidad

Ayudenos a hacer una diferencia en su comunidad

Miercoles, 15 de Octubre de 2003, a las 7:00 PM

Localizacion: Community Center
Village Green Circle
Smyrna, GA

La Ciudad de Smyrna esta llevando a cabo un studio bajo la iniciativa de comunidades Vivientes. Este studio enfoca en el area entre Windy Hill Road (al norte), Concord & Spring Road (al sur), South Cobb (al este) y South Cobb Drive (al oeste). El studio tendra impacto en el futuro del desarrollo de los uses del terreno, en las mejoras de la transportacion y en el desarrollo comercial. Su participacion es importante para el futuro de Smyrna.

Para mas informacion, por favor comuniquese con
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sizemoregroup

From this visioning process, residents expressed the desire to:
Save

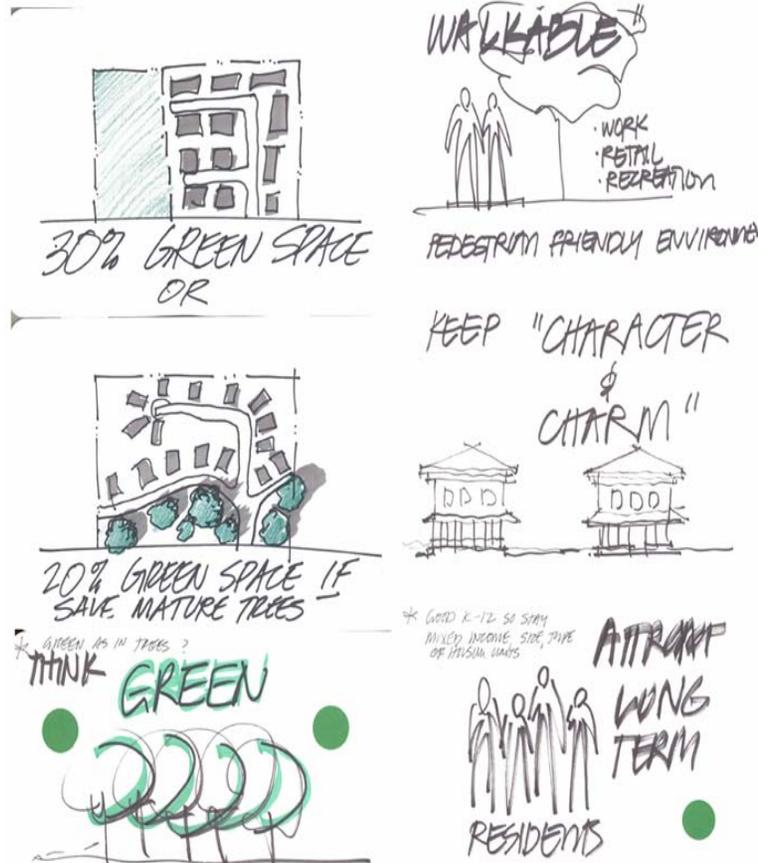
- Green environment
- Mature trees
- Major Park (new)
- Bike paths (extend and connect)
- Historic buildings
- Monuments

Change

- Abandoned buildings
- Industrial areas
- Strip malls

Bring to Smyrna

- Offices (small, professional uses) as part of the pedestrian-friendly community
- Boys and Girls club
- Charm of the old, preserved in the new of the city
- Attract long term residents
- Consider the southern sector of the city (linkages; balanced development)
- Housing balance (own vs. rent)
- More feedback from the larger community
- Amphitheater
- Cultural facilities
- Permanent Theater facility



- Classroom for art
- Artwork in Public Places
- Enhanced quality of life
- Transit connectivity (including bikes and pedestrians)
- Keep monies for this community and prioritize
- Attractions for visitors
- Improved transportation (bus/trolley, bus stops, rail development) linkages to and from the community

The second public meeting was held on June 25, 2003, coinciding with the completion of the Study Area land use inventory and analysis and identification, in consultation with city officials and the Steering Committee, of four Activity Centers that would be the focus of the ongoing project work. The designated activity centers include Jonquil Plaza (Atlanta and Spring Roads), Belmont Hills (Windy Hill and Atlanta Roads), the Western Plaza Shopping Center (Concord Road and S. Cobb Drive), and the Six Points intersection (Roswell Street and Hawthorne Avenue).

Attendees participated in a modified visual preference survey that included images of projects and project elements -- building size, massing and materials; landscaping, hardscapes, public spaces, retailing, residential and mixed-use concepts -- that might be appropriate for the study area. Upon conclusion of the survey, participants met in small groups to discuss and "design" improvements at the Activity Centers.

Among the common themes reported by each of the small groups were these:

- ✓ Retail
 - "Park once" environments
 - More specialty shops
 - Attract Lowe's or Pike's nurseries
 - Revitalize existing retail sites
 - Attract grocery store or fresh market



Public Participation



- ✓ Green Space
 - Better connection to parks
 - Walkways along green space
 - Enhanced natural water features
 - Reconfigure some of Belmont Hills for green space
 - Make pedestrian connections between Belmont Hills and Village Green
 - Connect bike trails to nature areas
 - Improved park upkeep
 - Another Village Green within the Study Area
 - Streetscapes on Atlanta Road
 - Linkage to Silver Comet Trail
- ✓ Transportation
 - Pedestrian walkways to truly desirable spaces
 - Maximize non-automotive routes throughout the city
 - Masterplan sidewalks and trails in study area along major roads
 - Widen sidewalks to local focal points
 - Preplan sidewalks for future developments
 - No trolley -- people will not use it for its original purpose
- ✓ Residential
 - Target apartments that are rundown and need redevelopment
 - Adopt covenants and guidelines to set a community standard
 - Six Points redevelopment
 - Design Communal Storm Water Systems
 - Sidewalks -- very important
 - Increase density
 - Use communal storm water as community amenity or feature
 - Require rental profiles and ordinances to bring multi-use properties up to a nice standard
 - Renovation of older homes
 - No displacement of lower income families
 - Redevelop North and South Banks Street and the east side of the railroad tracks along Atlanta Road



The Design Charette

From a creative standpoint a design charette is an intense effort to solve any architectural problem within a limited time. The term Charette initially appeared in the early part of the late 1800's. Architecture students in Paris who needed to rush their drawings to the Ecole Des Beaux-Arts placed them on a cart which was called a charette. Later the word broadened its meaning and came to describe any intense, short term student design project. Today the word is used by the Architectural community at large to describe any intense, on the spot effort.

After the earlier meetings that were held discussing existing conditions, stakeholder interviews, and the preliminary analysis a design charette for the Smyrna community was held on Saturday August 16, 2003. This workshop was held in order to provide a hands on opportunity for the participants to develop a community driven vision for the Study Area.



The charette started with a brief overview of the team's initial findings and the market analysis for the area to further assist in directing the participants with their planning. Five community teams were organized to develop redevelopment plans for the overall Study Area while concentrating on the four designated Activity Centers.



From the five groups a number of comparable visions developed.

Six Points:

- A desire to mimic the existing Village Green by adding restaurants, “Mom and Pop” Stores, streetscape improvements, modification of the roadway with a traffic circle, small public green, and mixed use opportunities.

Jonquil Plaza:

- Mixed use development that fronted Atlanta Road, parking in the rear of any future development, pedestrian connections to nearby neighborhoods, townhomes, and greenspace were also considered desirable.

Belmont Hills:

- The overall vision for this area was one that created a mixed use environment that included residential, office, and retail spaces that fronted Atlanta Road and would increase density. This Activity Center was also targeted for additional Greenspace that were both passive and active and carried on the character of the existing Village Green.

Cobb/Concord Center:

- The community saw this area as an ‘Entertainment Center’ that could provide movie theaters, restaurants, and other cultural possibilities or possibly be developed into a residential community. The overall feeling was the area needed to be cleaned up and reorganized.



Public Participation



Following the charette the team took the drawings and conclusions from the participants and further refined these ideas into a comprehensive plan reflecting the citizen, business owners, and city input that had been discussed. These ideas were presented in the next public meeting.

The refined plans for three of the four activity centers were presented to the community during the fourth public meeting. The Six Points Activity Center was deleted because the Consulting Team upon further study concluded that the area lacked the necessary ingredients to allow the project as envisioned to be implemented. Another Activity Center was substituted for Six Points.

This Activity Center proposed redevelopment of an existing single family subdivision. The redeveloped subdivision was designed following some of the principles of Neo Traditional Design. Ample open space is included where none existed and much of the existing street network can be reused. Sidewalks and street trees are proposed throughout the neighborhood. Smaller lot sizes average 50' in width and 100' in depth have been suggested. This design increases the available homesites three fold.

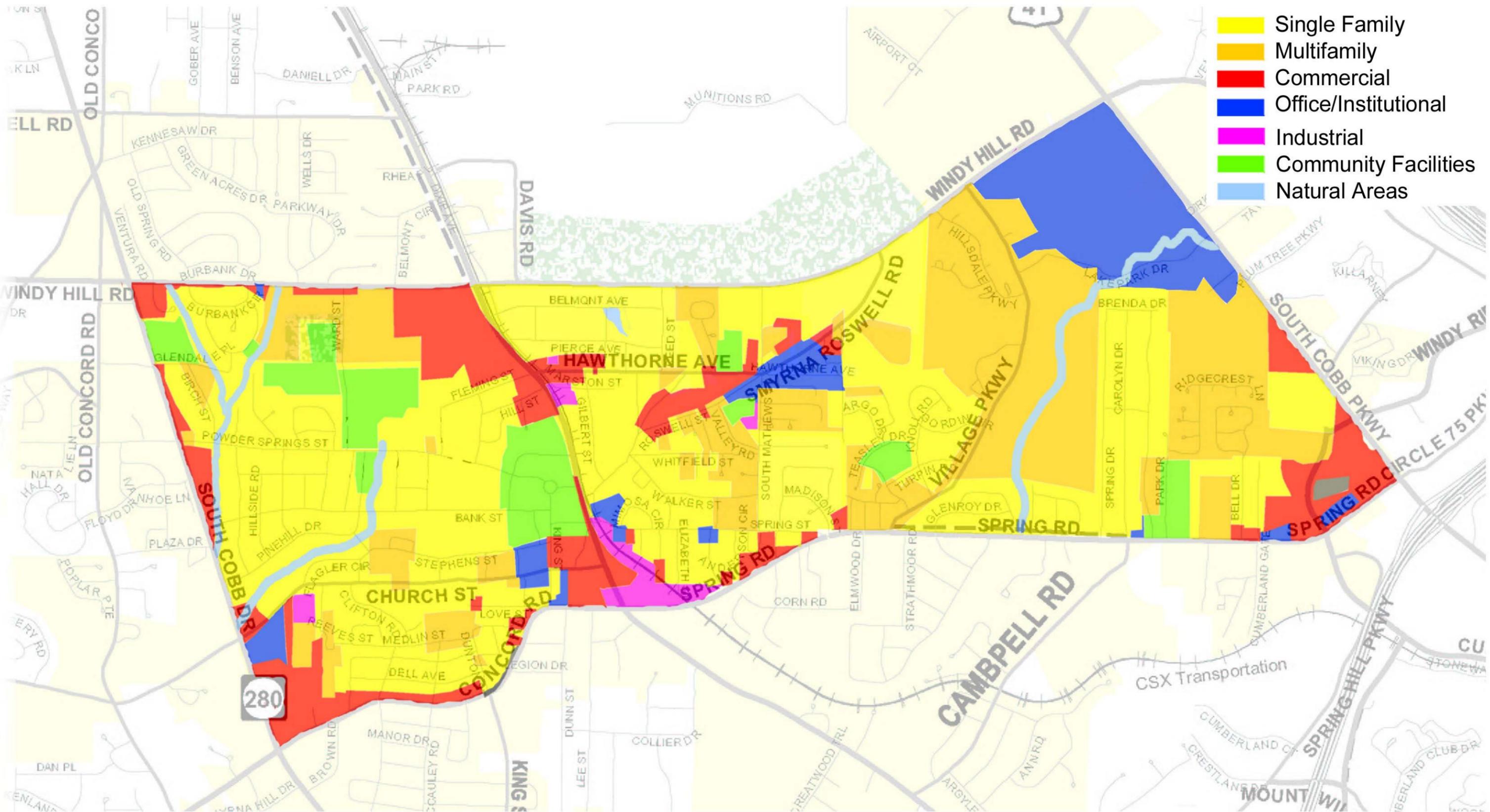
Comments from the task force were recorded. The general feeling of the steering committee was positive and energetic as the vision of Smyrna moved forward. The third public meeting was held October 15, 2003. The purpose of this meeting was to present preliminary recommendations based on the previous community input, analysis by the consultants, and ideas generated from the charette.

The refined plans for three of the four activity centers were presented to the community. Following assessment by transportation, land use and market specialists, it was determined that redevelopment of the Six Points Activity Center should be deferred. The consulting team concluded that threshold levels for intervention -- addressing traffic and development problems -- were not met.



SMYRNA LCI STUDY AREA

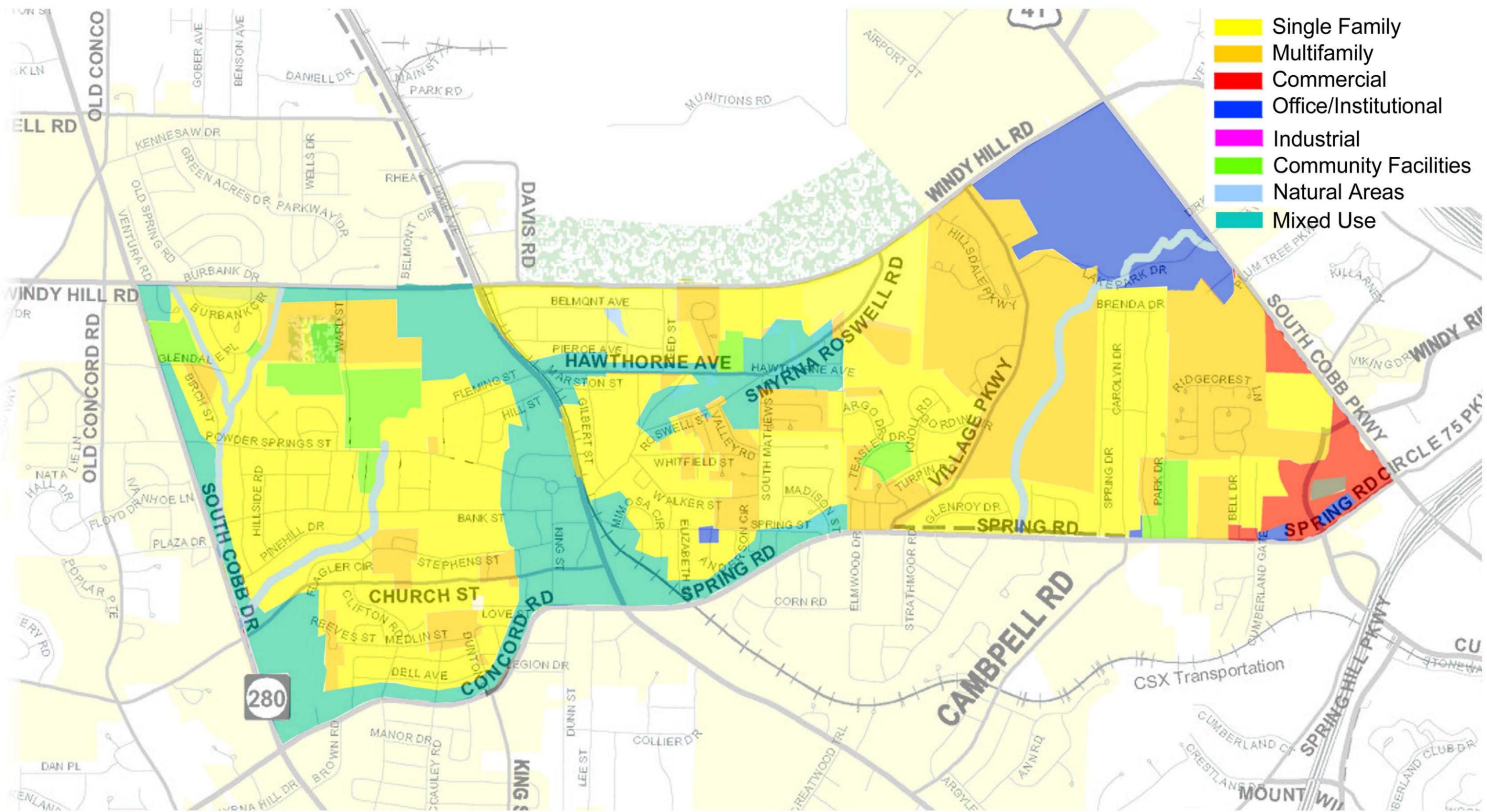




- Single Family
- Multifamily
- Commercial
- Office/Institutional
- Industrial
- Community Facilities
- Natural Areas

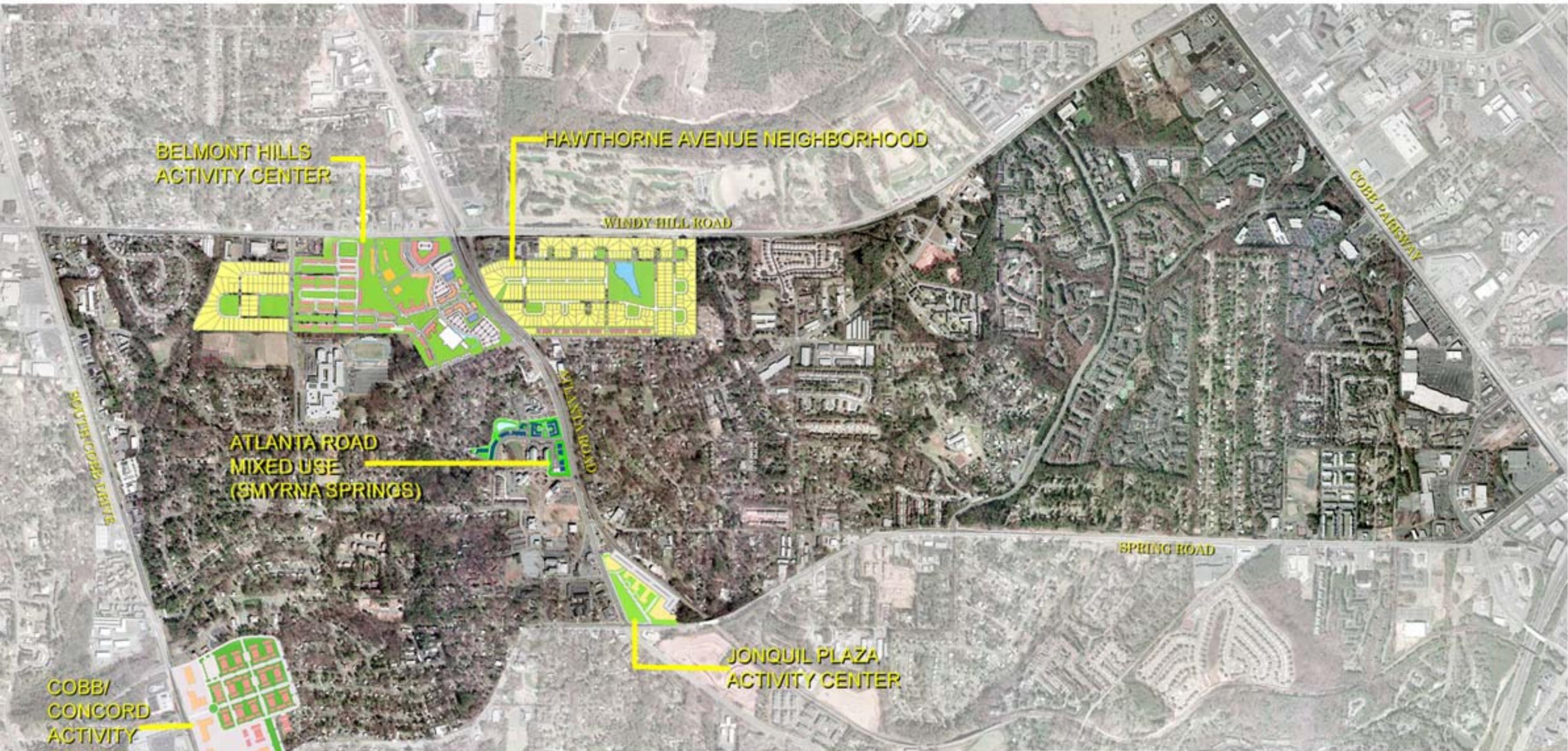
EXISTING LAND USE





PROPOSED LAND USE





LOCATION MAP for
ACTIVITY CENTERS
SMYRNA, GA





Existing Conditions and Market Assessment

Key Findings within the Redevelopment Area

The last decade has seen redevelopment efforts in the “City Center” portion of Smyrna that include significant public investment in civic facilities as well as the development of the “Market Village,” an innovative – and extremely successful – retail-residential mixed-use development on Atlanta Road just north of its intersection with Spring Road. This City-initiated revitalization effort has not only enhanced the tremendous residential development occurring along Atlanta Road south of Spring Road, but also provided market momentum to residential revitalization efforts occurring in the older neighborhoods immediately east of Atlanta Road and north of Spring Road.

Even so, the area proposed for the study area encompasses an existing urban community – residential and commercial – that is characterized by economic and social stagnation, economic and functional underutilization, aging and deteriorating structures, and general blight. Disparate types of development characterize the overall commercial and residential markets in the Study Area: economically vibrant, high-density office, commercial and housing land uses in one area contrast with older, distressed residential neighborhoods and commercial districts in another area.

Strengths

Smyrna in general, and the Study Area in particular, enjoys a number of strengths with respect to development potential, including the following:

- *Convenience:* The study area is in a convenient, easily accessed location, with direct access to major employment hubs, retailing and entertainment.

- *Proximity to Consumers:* Retail and entertainment offerings in the study area can draw from the residential, employment and meeting market bases in the Cumberland/Galleria area bordering Smyrna to its southeast, as well as those markets south along Atlanta Road to I-285 and Vinings.
- *Access:* The study area is bordered by four major transportation corridors – Cobb Parkway, Windy Hill Road, South Cobb Drive and Concord Road-Spring Road – that provide it with easy access/egress as well as with significant potential drive-by consumer markets.
- *Household Affluence:* New residential growth to the south of the study area has been significant, as has the increase in household affluence and disposable income.
- *Range of Product and Affordability:* The study area offers a good mix of housing types and wide range of affordability, including both new housing product and older product suitable for upgrade.
- *Positive Image:* The appeal of the City Center public facilities, as well as the success of the residential, retail and commercial office development around City Center and in the Market Village development, has created an extremely positive image for the “downtown Smyrna” and the general core of the study area.
- *Increasing Affluence:* Growth in incomes and “urban households” (dual incomes, non-traditional households/families, fewer or no children) provides foundation of market support for livable community concepts: linkages, transit-oriented but internally pedestrian, mixed uses, unique retail built into community fabric, food-and-entertainment clusters appealing to both locals and surrounding markets.



Existing Conditions and Market Assessment

- *Political Leadership:* The development and revitalization initiatives have not only demonstrated the willingness of Smyrna's political leadership to take bold action to enhance and protect the city's economy and overall quality of life, but also given that leadership's well-deserved credibility among private sector developers and investors.
- *Commitment of Residents:* Public participation in this LCI study process reflects the commitment that residents of Smyrna and the study area have to improving their city and community. The "commitment" reflects a willingness to support not only initiatives such as the City Center, the Market Village and, hopefully, the recommendations of this report, but also the retail, residential and other consumer-based offerings that those initiatives generate.

Weaknesses

For all of its strengths, which bode well for future success, the study area and the specific Activity Center sites within it exhibit weaknesses that constrain private investment and development, among them the following:

- *Competitive Weakness of "North" Smyrna:* Currently developers see no risk-reward benefit to building or redeveloping in the study area of Smyrna where developments and future leases are not competitive with those coming online to the south, particularly in the I-285/Atlanta Road and Cumberland/Galleria areas. As a result, the northern sector of Smyrna continues – and will continue in the foreseeable future – to suffer from general disinvestment and decline that is projected to continue without incentives for development in place.
- *Structural Age and Deterioration:* The majority of the retail buildings and apartments within Belmont Hills Shopping Center and adjacent apartment communities, as well as Jonquil Plaza

Shopping Center, were constructed between 35 and 50 years ago and have experienced only minor improvements since that time. Consequently, they are out of date and have become somewhat dilapidated as a result of the passage of time and frequent use.

- *Inefficient and Obsolete Design and Layout:* Both Belmont Hills Shopping Center and Jonquil Plaza, as well as the various free-standing retail and automobile services structures along Atlanta Road between Spring Road and Windy Hill Road, are inefficient with respect to site use and density. All are considered unattractive with respect to current retailer standards and obsolete with respect to consumer market appeal. Parking is inefficient, and store frontage and signage are only minimally visible due to both distance from Atlanta Road and Windy Hill Road and placement.
- *Site Conditions:* Both Belmont Hills and Jonquil Plaza shopping centers suffer from challenging topographies that present extraordinary challenges to redevelopment efforts. It is anticipated that mitigating significant changes in elevations at both of these sites will add a premium to the cost of redeveloping these two prime retail/mixed-use locations. The Market Plaza Shopping Center, on the other hand, probably has no future as a convenience retail center. Its topography leaves it essentially invisible to the drive-by traffic it needs to survive, and the current elevation from South Cobb Drive, combined with the increasing congestion at the Concord-So. Cobb intersection, reduces its viability as an anchored retail center even further.
- *Lack of Market Appeal:* As reflected in both rent and sales, retail tenants in Belmont Hills and Jonquil Plaza do not have the brand recognition, product offerings, marketing capacity, pricing, merchandising or basic critical mass to appeal to the increasingly affluent potential customer within the Smyrna retail market. While Sears and a few other businesses draw customers from a large



Existing Conditions and Market Assessment

geographic region, most of the center's tenants make their living from the products they sell to people from a radius of less than 3 miles from the property. These deteriorating buildings are occupied, primarily, by small secondary market retail establishments, which fail to offer goods and services in the quality and quantity that would promote substantial economic growth in the area. When developed as contemplated in this redevelopment plan, the area in question will accommodate large, primary market retailers and service providers whose business operations will significantly benefit the City of Smyrna and Cobb County and encourage the patronage of individuals and entities located throughout the Atlanta Metropolitan Area.

- *Lack of Rental Revenue Generation:* At rental rates in the \$5.00-\$8.00 per square foot range, Belmont Hills, Jonquil Plaza and Western Plaza fail to achieve even minimal rentals in comparison with other centers within the Cumberland/East Cobb market. Average rent rates within the market are \$9.87-\$12.42. Belmont Hills and Jonquil rents are two-thirds to one-half the average rate among the Cumberland/East Cobb market's 194 centers. At Belmont Hills, rental income has dropped significantly over the past two years, decreasing almost 6% in 2003 over a comparable period the previous year. Occupancy at Belmont Hills has dropped from a high of 97.5% at the end of 2000 to a current rate of 78.9%.
- *Economic Underutilization of Developable Land:* Comparisons of rental rates at Belmont Hills and Jonquil Plaza, as well as at the apartment complexes adjacent to Belmont Hills, clearly show the extent to which all of these properties are underachieving the market with respect to revenue – and thus property and sales tax – generation.
- *Congested Access and Egress:* The current design and layout of Atlanta Road and Windy Hill Road are not conducive to the efficient flow of traffic into and out of the existing or contemplated retail, office and mixed-use projects in that area. Belmont Hills Shopping Center is located near the intersection of Windy Hill Road and Atlanta Road, both of which are extremely busy roads (it is estimated that approximately 60,000 cars per day travel through the Windy Hill - Atlanta Road intersection). Because of the existing location of the entrances and exits of the Belmont Hills Shopping Center and the lack of traffic signals at the aforementioned entrances and exits, it is difficult to turn left into or out of the shopping center during rush hours. The planned new design and layout of the redeveloped area and the addition of traffic lights, where appropriate, will provide for the efficient flow of traffic into and out of the area and along Windy Hill Road and Atlanta Road. A similar situation exists along Atlanta Road with respect to Jonquil Plaza. As stated above, Western Plaza access and egress are extremely difficult due to heavy traffic congestion, poor sightlines, and few alternative routes.
- *Active Railway Line on Eastern Boundary of Redevelopment Area:* The CSX rail line that runs the entire length of Atlanta Road between Windy Hill and Roswell Road, continuing immediately adjacent to the eastern property line of Jonquil Plaza is one of the most active in the State. Trains move along these paired tracks approximately every 45 minutes. While fly-over bridges at Windy Hill and Spring Roads have mitigated train-related congestion at these key traffic corridors, trains regularly block traffic at Hawthorne Street and Roswell/Spring Road. Moreover, the CSX trains follow a policy of sounding their horns at each of the intersections along this Atlanta Road stretch, which goes between Belmont Hills Shopping Center and Jonquil Plaza, moving past the Market Village in the process.



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- *Active Air Force Base in Proximity:* Dobbins Air Force Base (Naval Air Station) is immediately north of the northern boundary of the study area. Overflights are common although somewhat diminished in recent years. More than its negative impact as a generator of noise, however, is Dobbins' effect to constrain higher-end and higher-density residential development that would significantly enlarge the natural market base for any retail along Windy Hill, in Belmont Hills, and down Atlanta Road south to Spring Road.

Opportunities

Although much has been accomplished, much more must be done to ensure that Smyrna's redevelopment efforts north of City Center offer incentives that are sufficient to overcome economic constraints to new investment due to existing adverse conditions within the study area. Moreover, if Smyrna is to attract the type of development recommended in this report, it will need to mitigate private developer/investor risk associated with such development.

- *Residential Market Strength:* From market assessments, opportunity to build on residential market strength exhibited in South and West Smyrna and surrounding markets (Vinings, Austell) and increasingly affluent preferences regarding housing product types, size, density and pricing.
- *Urban Lifestyle:* From public participation and input, opportunity to build to strong "urban lifestyle" preferences regarding pedestrian- and transit-oriented mixed-use communities. Urban lifestyle preferences increase the potential market appeal of attached ownership housing products, boutique retail, smaller eclectic "bistro" restaurants and cafes, non-chain bookstores,

ethnic and income diversity, pedestrian- and environment-friendly settings and products, and greater development density.

- *Available Redevelopment Sites:* The opportunity for redevelopment of existing deteriorated and dilapidated structures and underutilized land exists in the proposed study area. Existing largely empty parking areas of the Atlanta Road Corridor Shopping Center hold potential for new development. The overall Study Area has the physical capacity to support a variety of uses - street-level retail, office and residential chief among them. Over the past several years, housing development and redevelopment in the overall Smyrna market has substantially outpaced commercial retail development with Smyrna itself. The residents of new housing will demand and support new commercial development closer and more convenient to where they live. Development incentives such as the proposed study area can stimulate this needed in-market commercial development, which in turn will attract even more new residential development.



Demographic Findings

Population and Household Growth

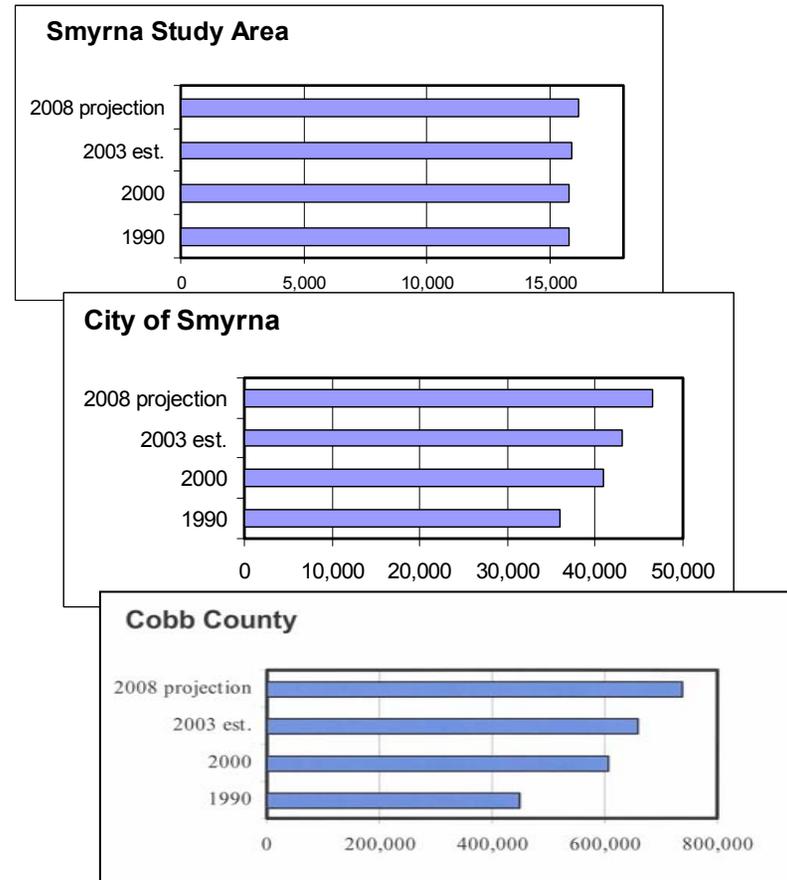
Population and household growth statistics reveal both the current limitations in absorbing new development and the growing preference for new communities and more up to date retailing, albeit at greater expense than living within the study area.

According to the 2000 census, there were 15,800 residents of the study area, and only negligible growth since 1990. This is not unexpected, as the study area offers limited opportunities to accommodate new residential growth. As a percentage of the City of Smyrna, study area residents account for about 39% of the population. This is down from the 1990 census, when 44% of Smyrna residents lived within the study area. Clearly, the study area is not within the City's direction of growth.

The number of study area households declined between 1990 and 2000, from 7,900 households to 7,130. When combined with an overall population increase, the drop in total households often suggests either the loss of deteriorating housing stock or the consolidation among existing households, when two or more formerly separate households merge into one.

The city of Smyrna, the second largest community in Cobb County, experienced nearly 14% growth between 1990 and 2000. However, Smyrna's population as a percentage of the County's population declined slightly, indicative of County growth to the west and to the northwest, along the I-75 corridor.

Cobb County experienced a population increase of 35% between 1990 and 2000 and remains one of the largest counties in metro Atlanta. The county added more than 5,600 households annually between 1990 and 2000.





Household Types

Census data suggest that most households can be clustered into four or five basic types: single adult households, households with children (which may include single and dual parent households), (married couple) households with no children, and unrelated adult households. Each of these household types may shift or evolve over time into another category, as households with children, for example, eventually split into two households: an "empty nester" household of one or more older adults, and their adult children, who form one or more households when they move out on their own. Along with new households moving into the area, these are the primary sources driving the demand for housing.

In the study area, small households predominate. More than 40% of households are single adults; one- and two-person households (two adults or adult and child) account for 71% of the study area households. Typically, this household type is associated with younger age cohorts. In fact, the single largest age segment in the study area is between ages 25 - 34, with 27% of the population. About 21% are children under age 18 and just over 10% are over age 55.

Household Types and Mix						
	Smyrna Study Area		City of Smyrna		Cobb County	
single household	2,875	41%	7,202	37%	56,811	20%
households with children	1,467	21%	4,262	22%	87,126	36%
married, no children	1,113	16%	4,182	22%	64,868	26%
non-family households	966	14%	2,183	11%	21,371	9%
other families	637	9%	1,402	7%	14,976	6%
	7,058		19,231		245,152	
source: Claritas, U.S. Census, 2000.						

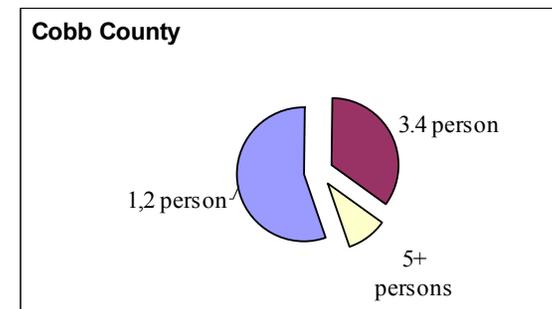
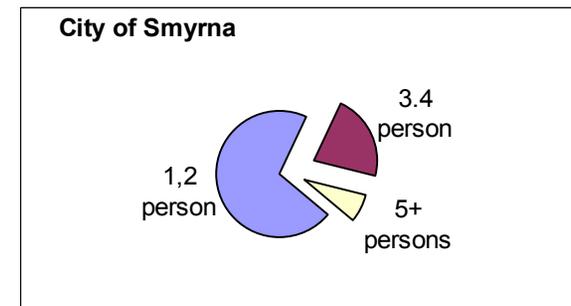
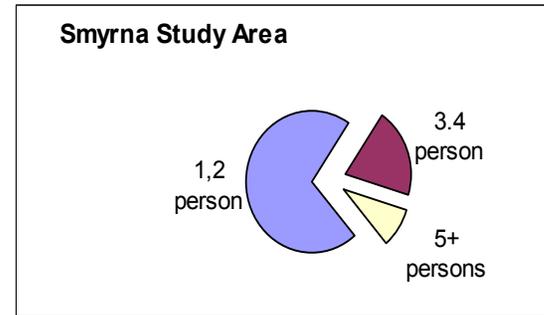


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A similar profile is apparent for Smyrna. As in the study area, one- and two-person households account for about 71% of the households. There are slightly fewer single adult households (37% vs. 40%). About one in five households contain children under age 18. Smyrna's average age is slightly older than within the study area, 33.5 as compared to 31.6, and there are more persons over 35 in Smyrna than within the boundaries of the study area.

This is in sharp contrast with the County, where household composition and age segmentation reveal a predominance of traditional households with children. One and two-person households decline to about 55% of all households, while households of three to four persons increase to 35% (compared to 20% in the other two areas). Slightly more than one in five households consist of only one person. Households with children are the largest group, with 36% of county households.

This household composition influences both present and future demand for housing, and the potential market appeal of the existing housing stock. For example, where small households are prevalent, this may include both young, newly formed households that will expand, as well as empty-nester households preparing to move down. An area with a higher concentration of larger households, likely consisting of families with children, may represent a future market for rental and starter housing, maintenance-free housing for still active empty nesters, and modest homes for older, yet independent adults. There may be expressed need for and interest in a range of options, including single family detached and attached housing; low or no maintenance small lot and attached housing; condominium; and single and multi-level housing in a variety of sizes. The future housing stock should therefore offer a range of options for small, growing and contracting households.





Existing Conditions and Market Assessment

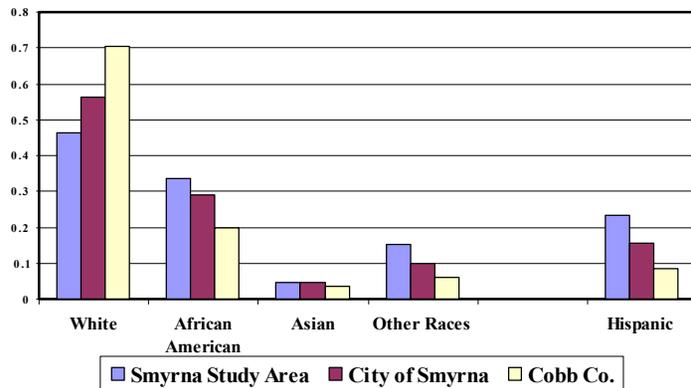
Racial Composition

Among the most significant trends for the study area and the County is the rapid rise of the Hispanic population. Much of the multi-family housing along Spring Road and Windy Hill Road is home to growing numbers of Hispanic households. Their economic influence is apparent in the retail mix, particularly along S. Cobb Drive, where an expanding number of businesses are either bilingual or offer goods and services specifically desired by Latino consumers.

Smyrna's Hispanic population is highly concentrated, particularly within the study area. The 3,700 Hispanic residents living in the study area constitute more than half of all Hispanics who live in Smyrna. Similarly, 40% of Smyrna's African American population lives within the study area.

At the county level, there is a sharp reversal of this pattern. The total non-white population, including African Americans, Hispanics, Asians and others, represents less than 30% of the total.

Racial Composition, 2003



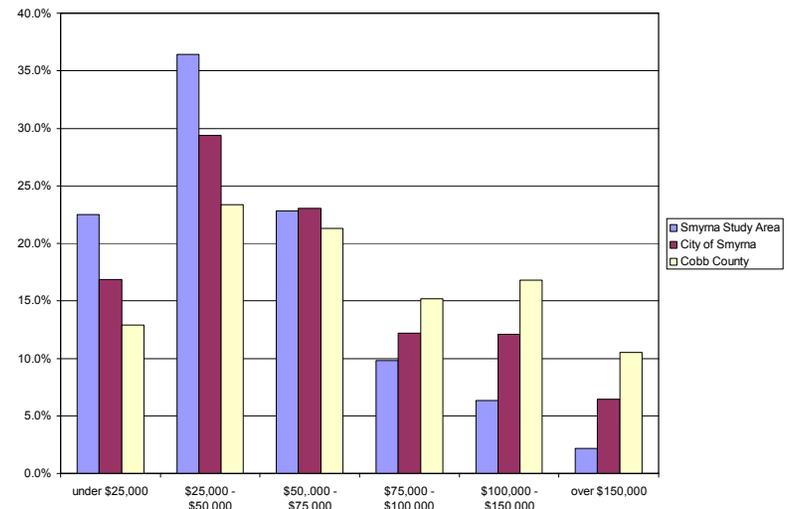
Household Income

Income characteristics of the study area are consistent with the findings for number and size of households, age of housing stock and the high proportion of rental housing. The median household income is \$43,800 for the 7,000 households in the study area. Nearly 60% have incomes less than \$50,000 while fewer than 10% of household incomes exceed \$100,000.

In the City of Smyrna, figures improve somewhat, with a median income of \$54,000; almost 20% of households have incomes above \$100,000; and about 46% have incomes less than \$50,000.

With larger, more mature households, Cobb County income figures exceed those for the study area and Smyrna. The median income is \$66,150. Over 25% of households have incomes above \$100,000, while fewer than 40% have incomes below \$50,000.

Household Income





Market Conditions and Trends

Existing Conditions

Smyrna, like many of the small cities that ring the Perimeter highway, is a community that grew and flourished as first and second generation suburbs of the central city of Atlanta. In the 1960s and into the 1970s, these communities thrived as quiet, largely self-contained alternatives to the City. Within the study area, modest housing was developed for small families and complimented by shopping centers at convenient intersection locations.

Today the study area is largely built out and dense with both commercial and residential development. Much of the housing stock, which consists of single-family houses and a sizable concentration of multi-family housing, was built prior to 1980. Several shopping centers in the study area are more than 40 years old, and are considered to be both inefficient and obsolete with regard to design, configuration and consumer market appeal. Neither the residential nor the commercial properties are of a quality or condition to compete effectively with newer alternatives south and west of the study area.

In addition, development along the study area perimeter has created formidable barriers to expansion, and threatens to encroach on established residential areas. While S. Cobb Drive and Cobb Parkway effectively provide alternative north-south conduits to the I-75 corridor, these two roadways are also home to significant levels of office and commercial development: Cobb Parkway, from I-285 to Windy Hill Road, contains a mix of multi-family rental housing, mid-rise and business park-type office development, big box retailing and a cluster of automotive sales and supply outlets. Similarly, S. Cobb Drive supports a series of neighborhood and community level shopping centers as well as rental housing.

Immediately to the south of the study area, the Cumberland-Galleria area, with more than 30 million square feet of office and retail space, remains a prime employment hub for the metro Atlanta area. In 2001, this area was the subject of

an LCI planning grant. Recommendations of the study reflect the overall goal of creating a "24-hour city" including employment, housing, broader retail mix, entertainment and recreation. Although in recent years both retail and office markets have sustained rising vacancy rates, this area still helps support the demand for residential, office and retail and entertainment. In recent years, much of this demand has been captured in development along Cumberland Parkway, the East-West Connector, the Vinings community, and generally, to the south and west of the study area.

With no significant available acreage, the study area must rely on redevelopment of existing sites and assemblage and acquisition of older residential neighborhoods to participate in the area's future growth.

Market Study for Smyrna LCI

The market study below describes physical conditions and market trends for the development and/or revitalization of designated activity centers in the Smyrna Livable Centers Initiative Study. The study area emanates from the downtown area's Government Center and Market Village complex to cover an area of approximately four square miles. Its boundaries are Windy Hill Road to the north; Spring Road/Concord Road to the south; Cobb Parkway to the east; and S. Cobb Drive to the west.

The purpose of the market study is to document and assess existing conditions; to help develop, through analysis and the public forum, a conceptual plan for new development and redevelopment; and then to contribute to an actionable plan to accomplish the proposed redevelopment. New and redevelopment activity are influenced by a variety of factors, which may include changing market conditions, developer and investor interest, community support, and government resources. Consequently, there may be no single strategy, concept or plan that may be appropriate for the study area. Further, the strategies and plans may change as these critical factors change. We have, therefore, tried to present in summary form circumstances, factors and alternatives for sustainable development and revitalization within the study area.



Residential Trends

Some of Smyrna's oldest residential neighborhoods are found within the study area. Nearly half the existing housing was built prior to 1980; modest brick or frame homes on one-fourth acre lots characterize neighborhoods. The housing inventory nearly doubled in the 1980s as metro Atlanta simultaneously expanded into the northern suburbs and developed employment hubs outside of downtown Atlanta.

Smyrna's proximity to employment centers (downtown as well as the Cumberland-Galleria area); accessibility via the interstate, strong retailing and other amenities helped support its rapid growth. The success of the Cumberland-Galleria hub and the general movement of jobs to the northern metro suburbs generated active markets for both for sale and rental housing. Today, however, the study area is densely built up, with almost no undeveloped parcels. Where new residential development has occurred, it has largely been through assemblages of a small number of existing homes.

Housing Types

Currently, the study area housing inventory consists largely of multi-family rental housing, resulting in an imbalance that is of great concern to Smyrna residents. Within the four square miles of the study area, there are more than 4,000 multi-family rental units, of a total of 7,500 housing units. In addition to large complexes, such as the Post Village property, there are numerous smaller properties with between 150 and 350 units. Much of this housing is at least 25 years old; only two properties have come on line since 1990.

Most properties are one and two level garden apartments or three story walk-ups. Typically, there is limited landscaping, surface parking surrounding the buildings; community amenities are not common. Although most of the multi-family housing is located on the periphery of the study area, its concentration, age and condition contribute to lower rents and consequently attract lower income households.

The modest inventory of single family detached, duplex, and townhomes can be found throughout the study area in clusters of narrow streets and cul-de-sacs. One and two-story simple frame and brick homes, on modest lots, are typical of the study area. Housing styles reflect steady growth from the 1950s to 1970s, a housing boom in the 1980s (as Atlanta's employment centers shifted from downtown to the northern suburbs) and waning growth since 1990.

The housing mix is better balanced in the city and the county, where 43% and 73% of housing units, respectively are single family detached or attached. Newer housing, on larger lots and in communities with amenities, generally describes the housing inventory in Smyrna and Cobb County, where over 30% of existing housing units have been added since 1990.

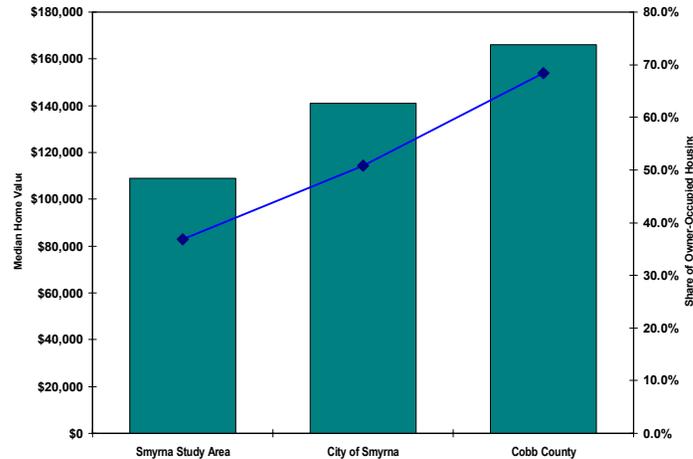
Housing Tenure and Value

Homeownership is common in Smyrna and Cobb County but represents a minority of households in the study area. Ownership rates are strongest at the county level, with nearly 70% of households owning their own home, and a third of homes valued above \$200,000. In Smyrna, homeowners and renters are evenly split. About 80% of homeowners in Smyrna live in single family detached homes while the remaining 20% choose townhomes and condos.

Within the study area, more than 60% of households are renters. The imbalance in housing tenure, and the need to correct it, has become a priority of the City's economic development policies and programs. The limited inventory of owner-occupied housing is older and affordable. Census reports the median home value to be \$109,000. Less than 4% of homes are valued above \$200,000. Homeowners mostly prefer single family detached housing but about one-third own attached units (typically townhomes).



Existing Conditions and Market Assessment



New Construction & Sales

Over the past decade, new residential construction in Smyrna has included single-family detached, townhome and some condominium development. New rental housing has been limited, given the large inventory already available prior to 1993 and growing community preference to discourage multi-family rental housing.

Housing preferences, as indicated by annual housing starts, suggest continued and steady market for single family detached homes and rapidly rising demand for attached product, especially beginning in 2000. Smyrna represents about 6% of the Cobb County residential market for new homes and a higher percentage of attached homes. Last year, one in four new townhomes built in Cobb County was built in Smyrna.

New for-sale residential development within the study area usually requires acquisition of a number of existing single family homes and rezoning for necessary higher densities. This has been a successful formula throughout the

study area, in part due to strong design and construction, as well as the small number of units offered (between 9 and 15) at any given project.

The study area's reputation as an affordable housing market is clearly illustrated with sales data. More than two-thirds of homes sold in the study area are resales, and the average price is below \$150,000 and at least \$100,000 below the average sales price of a new home. New home sales, averaging between 800 and 825 units annually, achieve an average sales price between \$260,000 and \$290,000.

Currently, the market for new homes across Smyrna begins in the mid-\$200,000s with most inventory in the \$300,000 to \$400,000 range, up to the \$700,000. This includes both single family detached and townhomes, located south and west of the study area.

Demand for New Housing

Sales of new homes in the study area will be derived from a combination of factors: the inventory of new homes, styles, prices and perceived value; community amenities and anticipated quality of life; availability of desired product in affordable or appropriate price ranges.

New housing development in the study area will likely face competition from a market area that includes the East-West Connector, Cumberland Parkway, new initiatives close to the Cumberland-Galleria area, and Vinings. New or redevelopment activity in Marietta to the north may also provide some competition. The study area's competitive strengths -- sense of community, established neighborhoods, a "working" town square with public spaces and recreational and entertainment offerings -- all help distinguish Smyrna as a unique destination. Moreover, new homes in these areas are largely priced above current activity in the study area. To the degree that new development within the study area includes product in a range of prices and product types, the likelihood of success increases.



Existing Conditions and Market Assessment

For the purposes of this engagement, we assume that demand for new housing within the study area will be drawn primarily from existing residents of Cobb County and newly-formed households who choose to live in the county. These three components -- new households, existing owners and existing renter households -- represent the likely sources of demand. They must be further qualified, i.e., new households for the propensity to own rather than rent; existing households for their likelihood to purchase a home; a general preference for a new home. Finally, there is an estimation of the share of households who would choose a study area location over alternative locations within the county.

According to this formula, Cobb County's 245,000 existing households, plus 3,550 new households predicted for the county annually through 2008, could support demand for between 700 and 900 new homes. And instead of a suburban model of about 85% single family detached housing, there is the potential that Smyrna will be perceived as a more urbanized choice. This attitude, if exploited, could provide support for a mix of housing that may ultimately include as much as 30% attached homes (condominiums or townhomes) and 70% single family detached.

Demand for New Housing Smyrna Study Area				
Sources of Demand, derived from Cobb County populations:				
	New owner households		2,428	
	Owner households in turnover		44,099	
	Renter households		11,156	
	Total Potential Demand for New Housing		57,683	
Product Preference				
	new home preference	30%	17,305	40%
	detached housing	70%	12,113	16,151
	attached housing	30%	5,191	6,922
	Study Area Capture Rate		4.0%	
	Potential New Home Sales @ Study Area		692	923
Notes: household figures shown above were qualified for propensity to own rather than rent, likelihood to move in the near term (turnover), and to continue to own. Preferences and propensities estimated from U.S. Census data as well as recent home sales data for Cobb County.				

Multi-Family Rental Housing

The metro Atlanta rental housing market remains in one its most prolonged slumps. Following a pre- and post-Olympics boom in development, new construction and absorption have fallen off sharply. For the second year in a row, overall occupancy rates have remained around 90%, among the lowest in metropolitan areas across the country. Among study area properties, some have reported occupancy rates as low as the mid-80s. New construction has stopped in all but a few submarkets, and many property managers have resorted to rent reductions and other incentives to lure tenants. Within Cobb County, effective rents are as much as 20% below asked (street) rents.

With high vacancy rates, a flat market, an already significant inventory of older rental housing, and community disinterest, new rental housing development does not appear to represent a near term opportunity. Upgrading or replacement of existing rental housing, much of which is well-situated within the study area, presents a more favorable opportunity. And as a strategy to provide affordable housing in the future, the inventory of multi-family properties does represent an important resource.

Conversion of some of these properties for ownership, as cooperatives and condominiums, and the inclusion of others in a larger-scaled, master planned redevelopment (such as at Belmont Hills) would help to preserve and improve the existing inventory of rental housing. At the same time, these strategies would address the balance between owner and renter-occupied housing as well as restore higher value to multi-family housing stock.

In addition, more households and more households with higher incomes will be necessary to support new retail and commercial development as part of the overall redevelopment program. Upgrading the existing housing stock represents a first yet critical step.



Existing Conditions and Market Assessment

Retail Market Trends

The Cumberland/East Cobb retail market is Metro Atlanta's largest and most active retail market, with 194 shopping centers containing over 12.4 million square feet of retail space in the market. Neighborhood and specialty centers of less than 100,000 square feet have dominated new construction during the past 5-8 years. Rents at new centers are in the \$25.00-\$40.00 per square foot range on a "triple net" basis. Sales at new centers generally average \$300-\$400 per square foot. While new construction has slowed over the past three years as vacancies have slightly risen due to general economic conditions, the success of specialty centers such as The Avenues of East Cobb and West Cobb continues unabated. A comparison of rent rates at Cumberland/East Cobb centers of 200,000-500,000 square feet shows the relative market underachievement of Belmont Hills, in particular.

The Cumberland/East Cobb market is currently suffering an oversupply of retail space, with over 1.5 million square feet of available space (*Dorey's Atlanta Retail Space Guide, Fall/Winter 2003*) – an average vacancy of 12.7%. Most of this vacancy, however, appears to occur in the older centers, particularly those with no major retailer "name" tenants. The success of Market Village in this down-cycle environment is impressive. In fact, Market Village Buildings 5 and 6 are the only retail centers listed as being "planned" at this time.

Retail Rent Rate Comparisons

	<u>Low</u>	<u>High</u>
Metro Atlanta Average	\$ 9.38	\$ 12.48
Cumberland/East Cobb Average	\$ 9.87	\$ 12.42

<u>200,000-500,000 SF</u>	<u>Built</u>	<u>SF</u>	<u>Low</u>	<u>High</u>
Providence Square	1990	273,994	\$ 25.00	\$ 25.00
Marietta Trade Center	1988	305,891	\$ 20.00	\$ 25.00
Highland Plaza	1992	251,798	\$ 22.00	\$ 22.00
Merchant's Walk	1993	324,207	\$ 12.00	\$ 22.00
Parkaire Landing	1988	219,784	\$ 15.00	\$ 20.00
Cobb Center	1962	264,362	\$ 6.00	\$ 13.50
Town & Country Shpg Center	1956	303,957	\$ 6.00	\$ 9.00
Belmont Hills Shpg Center	1957	486,477	\$ 5.00	\$ 8.00



Transportation Conditions

An examination of transportation conditions in the Smyrna LCI study area requires consideration of the various transportation modes available, including roadway, transit, pedestrian, and bicycle travel. Current travel in the study area is predominantly by automobile. Pedestrian activity is the second most popular travel mode, primarily in the vicinity of two activity areas: the existing Smyrna Town Center and the Hawthorne Street at Roswell Street area (known as the “Six Points” intersection). The objectives of the LCI project use existing conditions as starting points to focus improvements on enhancing the use of pedestrian and transit travel modes, in conjunction with recommended land use changes affecting activity centers and subdivisions. Facilitating the safe and efficient movement of vehicles within the study area is another important transportation system objective. The transportation system improvements combined with enhancements to activity centers will balance opportunities to live, work, shop, and recreate within the Smyrna LCI study area. The following paragraphs describe the existing transportation conditions.

Roadway Infrastructure and Function

The arterial roadway network bounds the study area and provides for travel through the study area along Atlanta Road. These primary through routes range from four-lane undivided sections to seven-lane sections with two-way left turn lanes. As Figure T-1 indicates, traffic signals are located primarily along the arterial roadway network, with 33 of 39 traffic signals (85 percent) on the arterials.

A series of collector roads connects the primary arterials and provides a means for local travel within the study area, as well as for connecting local origins and destinations to the arterial roadway network. Village Parkway is a four-lane undivided major collector road connecting Windy Hill Road and Spring Road. Other minor collectors include Church Street, Hawthorne Street, and Roswell Street.

In addition to the collector streets identified above, several streets classified by the City of Smyrna as local streets also serve a minor collector function. These include:

- Powder Springs Street
- Banks Street
- Ward Street
- King Street
- Spring Street
- Matthew Street
- Lake Park Drive

Other local streets serve primarily for access to residential areas and community destinations. The minor collectors and local streets are primarily two-lane streets, with the exception of Ward Street and Lake Park Drive, which are four-lane facilities.

The existing roadway system in the Smyrna LCI study area services a variety of trip purposes and lengths. These trips range from through trips along Windy Hill Road, Spring Road, or Atlanta Road to local trips to the Smyrna Community Center, schools, or shopping centers via collector streets. The study area is bounded by multilane arterials that provide reasonable travel times and levels of service to accommodate through trips, which allows the study area’s internal roadway network to focus primarily on local trips. Figure T-1 shows the existing roadway network and pedestrian crossings in the study area and indicates the number of travel lanes on each facility. Figure T-2 shows daily traffic volumes in the study area and delineates the arterial and collector roadways. Roadway level of service (LOS) is indicated in Figure T-2 based on daily traffic volumes as determined using the [General Average Daily Volumes for use in GRTA’s DRI Review](#), January 2002. This reference provides LOS volume thresholds based on solution sets for [Highway Capacity Manual](#) Arterial Analysis.

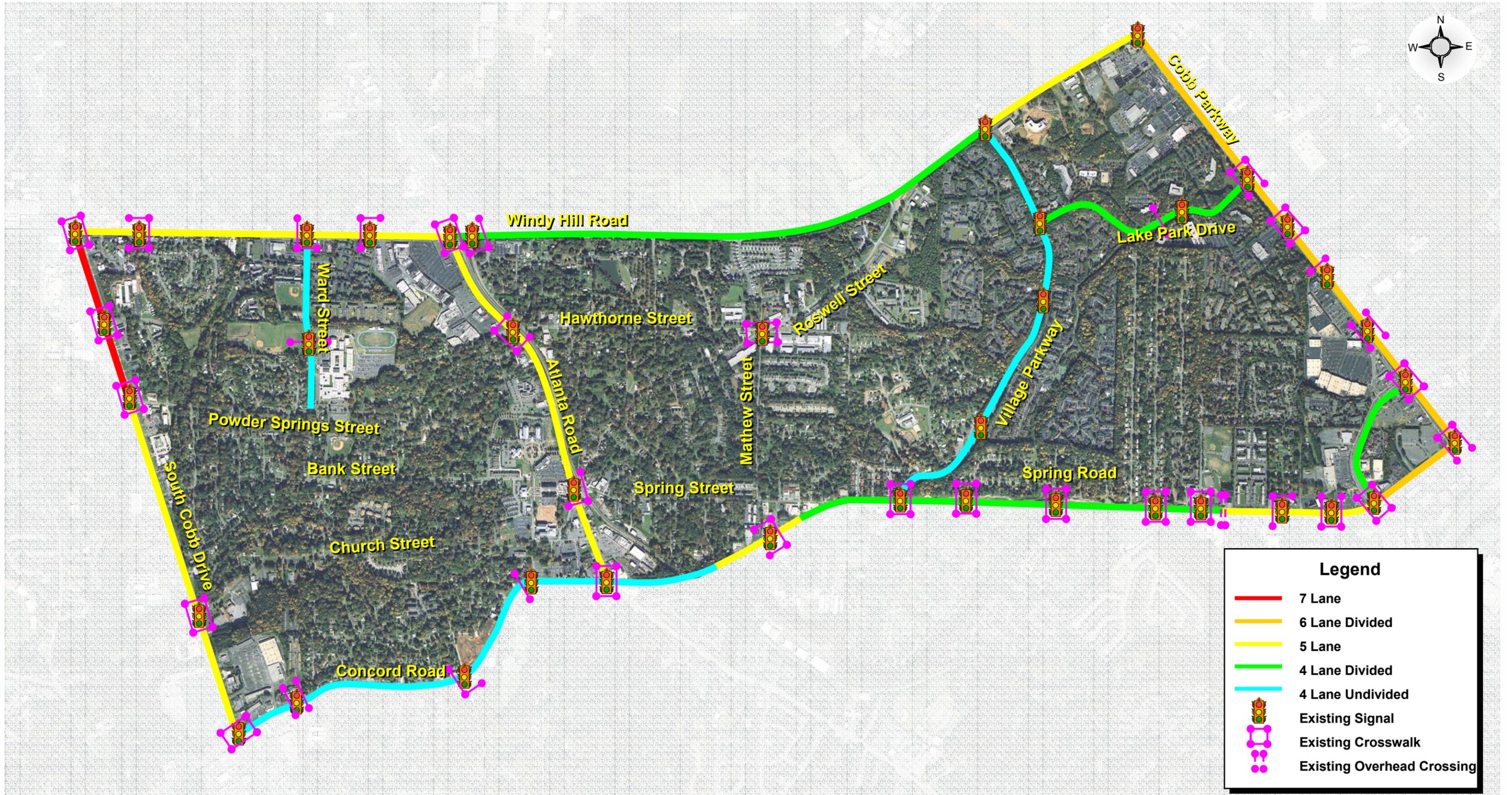


Figure T-1

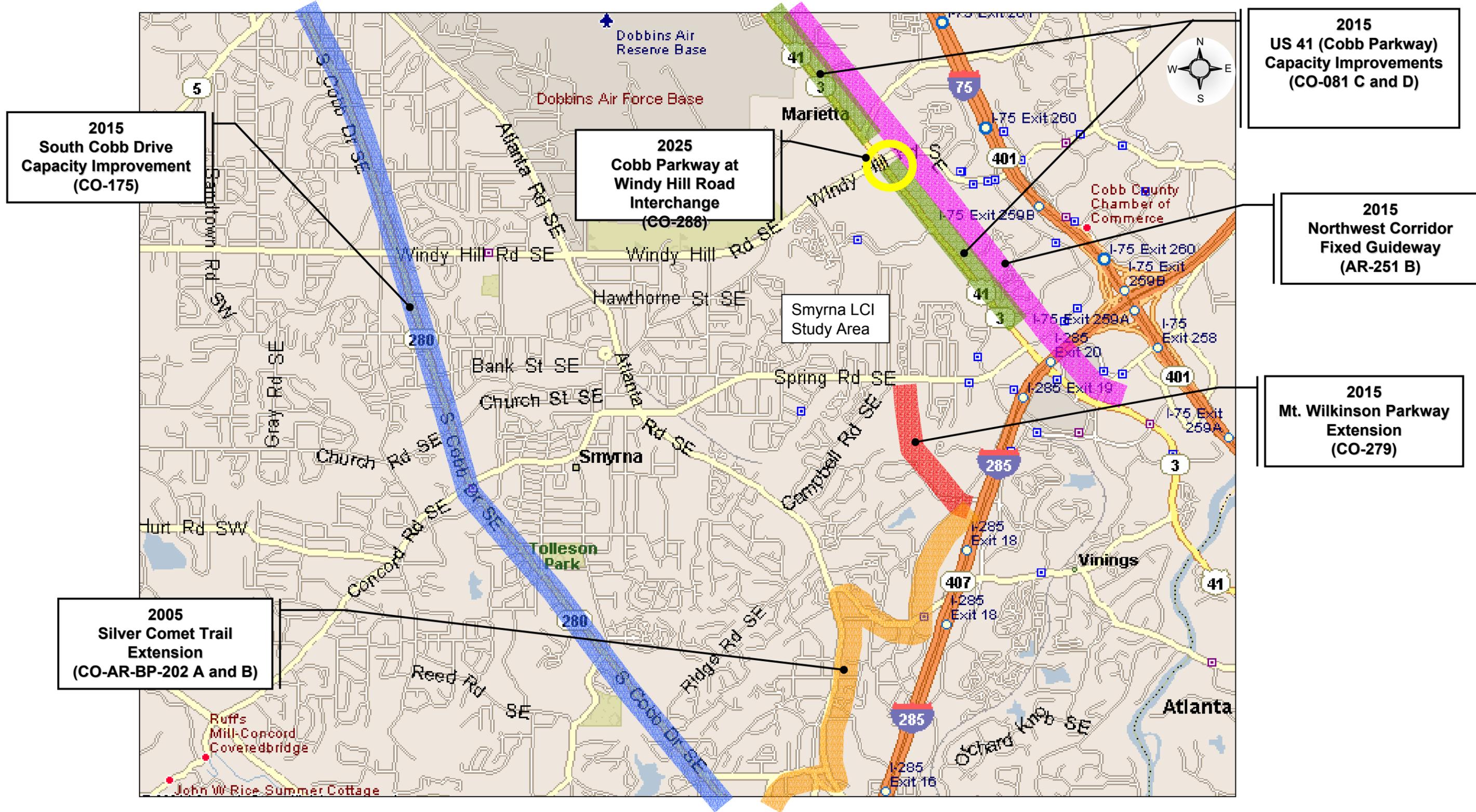
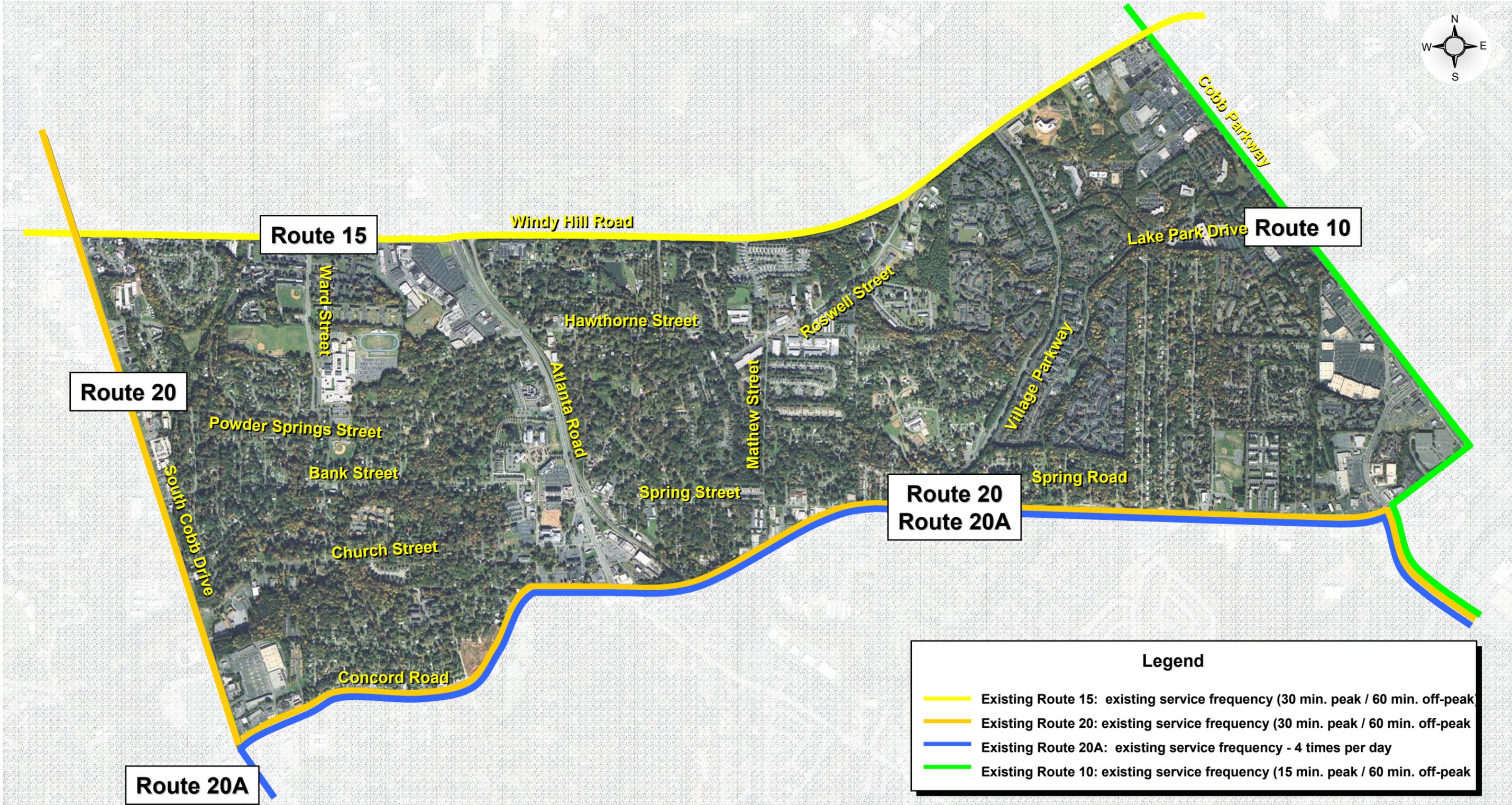


Figure T-3

Smyrna Livable Center Initiative
 Projects in Vicinity of Smyrna Included in Regional Transportation Plan (RTP)





Legend	
	Existing Route 15: existing service frequency (30 min. peak / 60 min. off-peak)
	Existing Route 20: existing service frequency (30 min. peak / 60 min. off-peak)
	Existing Route 20A: existing service frequency - 4 times per day
	Existing Route 10: existing service frequency (15 min. peak / 60 min. off-peak)



Figure T-4

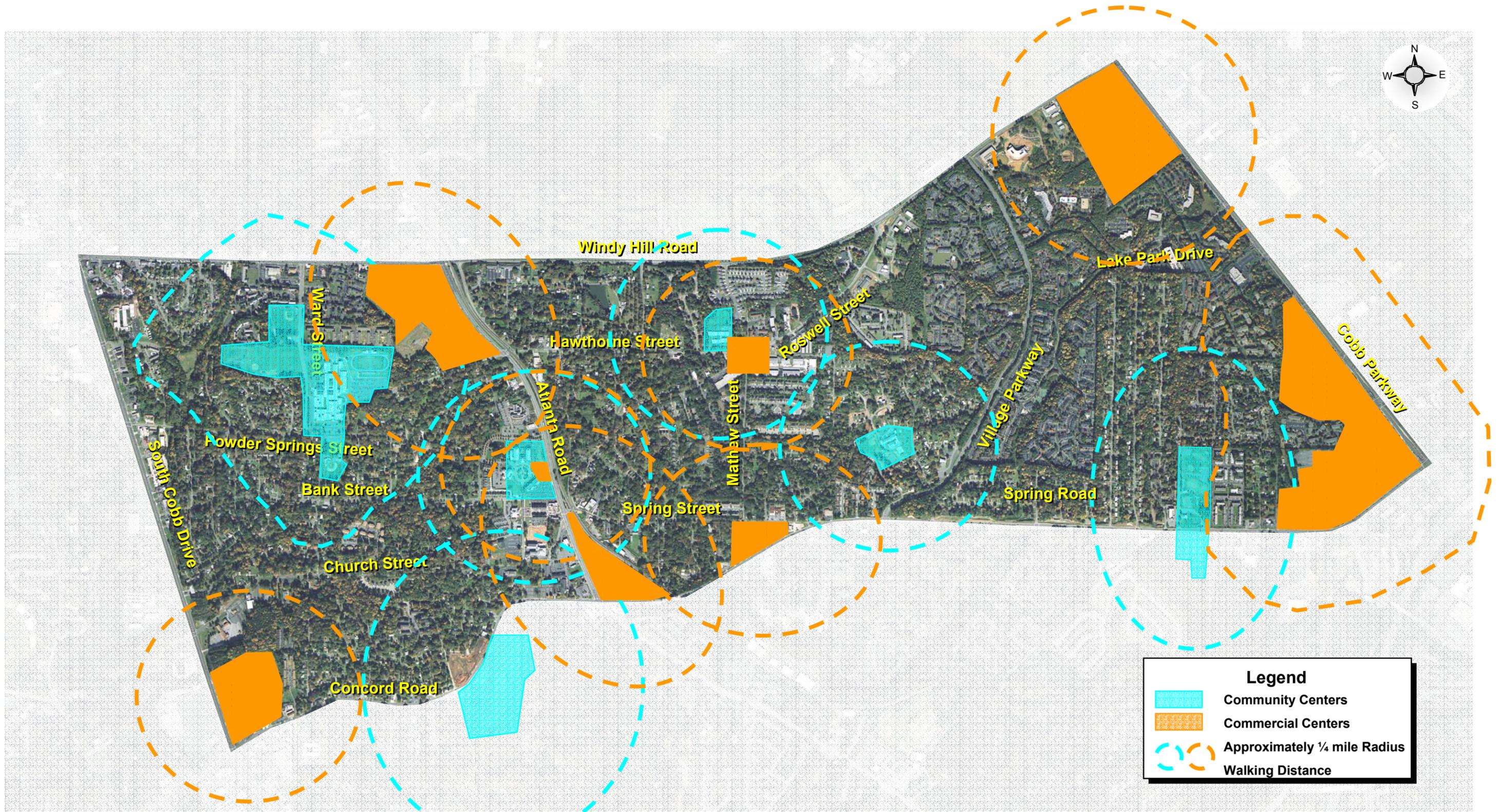


Figure T-6

Smyrna Livable Center Initiative
Walkable Distances from Schools, Parks, Community Centers, and Commercial Centers



Traffic Flow

The majority of traffic flow through the area occurs on the arterial roadways, with the collector and local road system accommodating local trips. The primary north/south arterials provide for a total of 96,000 daily trips along South Cobb Drive (SR 280), Atlanta Road, and Cobb Parkway (US 41). The primary east/west arterials provide for a total of 76,000 daily trips along Windy Hill Road and Spring/Concord Road. The arterial roadway network operates at LOS D or better on most sections, except Spring Road and Windy Hill Road near Cobb Parkway, which operate at LOS F based on existing traffic volumes. During the AM peak period (7:00 AM to 9:00 AM), the majority of traffic flows to the south and east along the roadway network as drivers travel to the Cumberland area and access points for I-285 and I-75. The reverse traffic flow was observed during the PM peak period (4:00 PM to 6:00 PM), with traffic flowing north and east from the interstate highways to residential areas.

The collector roadway network provides for north/south and east/west traffic flow within the study area. West of Atlanta Road, three parallel collectors (Powder Springs Street, Banks Street, and Church Street) provide for east/west travel between South Cobb Drive and Atlanta Road. King Street and Ward Street provide north/south connections west of Atlanta Road. East of Atlanta Road, Hawthorne Street/Roswell Street and Spring Street provide the primary east-west collector function, with Matthew Street providing a north/south connection. Further east, Village Parkway serves as a major collector connecting Windy Hill Road and Spring Road, while Lake Park Drive provides an east/west connection to Cobb Parkway. The collector roadway network operates at LOS C or better based on existing traffic volumes. Many of the collector roadways experience increased through traffic during the AM and PM peak travel periods. The parallel Powder Springs Street, Banks Street, and Church Street collector roadways were observed to experience higher volumes of through traffic during the AM and PM peak periods.

In contrast to the connectivity provided by the arterial and collector roadway system, some physical features and land uses in the study area provide barriers

to interconnected traffic flow. The railroad located adjacent to the east side of Atlanta Road provides a barrier for vehicular and pedestrian traffic. While the arterial flow movements along Windy Hill Road and Spring Road are grade separated from the railroad, the collector roads are limited to two at-grade railroad crossings between Windy Hill Road and Spring Road. In addition, the local street network is discontinuous at the railroad, increasing the separation of neighborhoods by Atlanta Road. In addition to the physical barrier provided by the CSX rail line, large residential developments limit the east/west connectivity of the collector street network from Cobb Parkway to Village Parkway, which is connected by a single collector street (Lake Park Drive). Similar limited connectivity exists between Village Parkway and Roswell Street, with local street connections from Turpin Street to Davenport Street providing the only street connection in this area.

On and Off-Street Parking

Provisions for on-street parking are not present on the arterial or collector roads in the Smyrna LCI study area with the exception of along King Street near the Market Village area. Observations indicate that Smyrna LCI area businesses provide adequate parking on-site so that local roads do not typically experience parking problems as an overflow from area businesses. Parking is permitted on-street in the residential areas of the LCI study area.

Intersection Traffic Control and Operations

Intersections are important components of the roadway network as they assign right of way for vehicle and pedestrian traffic. Major intersections use traffic signals to assign right of way and provide access to the arterial and collector street network. Currently, 39 traffic signals are present in the study area to control movement at these critical areas. The signalized intersections for the Smyrna LCI study area are identified in Figure T-1.



Existing Conditions and Market Assessment

Observation during the weekday AM and PM peak hours indicates that the intersections typically operate without long queuing or extensive delays at most locations. The primary areas of observed congestion occur along Spring Road and Windy Hill Road near Cobb Parkway, which are the same areas where roadway volumes indicate LOS F conditions.

Major Traffic Generators

The primary traffic generation within the Smyrna LCI study area is produced by various existing activity centers in the area, including both commercial developments and community centers. The most significant traffic generators based on traffic observations include:

- Belmont Hills Shopping Center – This existing shopping center generates local trips which must use the arterial network to access the site.
- Smyrna Market Village and Smyrna Community Center – The Market Village and Community Center draw traffic from throughout Smyrna. Their connection to the collector street network makes it accessible without the need for arterial travel.
- Jonquil Plaza – This development area near the corner of Atlanta Road at Spring Road serves primarily automobile traffic, but is located close to the pedestrian oriented Market Village development.
- Campbell High School – The high school provides significant weekday activity. Its location adjacent to the residential areas provides an opportunity to capture pedestrian and bicycle trips.
- Concord Road at South Cobb Drive Commercial Center – This commercial center is currently underutilized. It is oriented towards the arterial roadway network with no direct connection to local or collector streets.
- Six Points area development – The light industrial development near the intersection of Hawthorne Street and Roswell Street provides a small number of work related trips within this largely residential area.

- Commercial development along Cobb Parkway – The established commercial development along Cobb Parkway provides a significant number of trips strongly related to the regional draw of the corridor.

In addition to these significant traffic generators, smaller commercial developments are also included within the study area. In addition to these commercial and community centers, residential development located throughout the study area is a significant generator of both local trips and commuter traffic volumes.

Planned Roadway Improvements

Several roadway improvements are planned for the regional roadway network in the vicinity of the Smyrna LCI study area. These improvements are included in the 2025 Regional Transportation Plan (RTP) for the Atlanta Region. These projects include:

- US 41 (Cobb Parkway) Capacity Improvements – Year 2015 (CO-081 C and D)
- SR 280 (South Cobb Drive) Capacity Improvements – Year 2015 (CO-175)
- Mt. Wilkerson Parkway Extension – Year 2015 (CO-279)
- US 41 (Cobb Parkway) at Windy Hill Road Interchange – Year 2025 (CO-288)

Figure T-3 indicates the location of these roadway projects, as well as transit and pedestrian/bicycle projects relative to the Smyrna LCI study area.



Roadway System Issues

The roadway network provides access for the primary travel mode in the study area, vehicular traffic. The following is a summary of roadway and traffic flow issues in the study area:

- Maintaining acceptable intersection and roadway operations along Atlanta Road while serving pedestrian and access needs as Smyrna's "Main Street"
- Enhancing railroad crossing safety and providing connectivity across the railroad tracks
- Managing through traffic along collector streets so that these streets focus on local trips
- Balancing vehicle and pedestrian travel needs to maximize the use of pedestrian and bicycle travel modes
- Connecting activity centers to local neighborhoods to ensure that local trips can be made without accessing the arterial network



Existing Conditions and Market Assessment

Existing Public Transit and Planned Improvements

Emphasizing the use of public transit is one of the primary transportation goals of the Livable Centers Initiative projects. The presence of frequent transit service near origin or destination points is critical to facilitating use of transit as an alternative mode of transportation, particularly among users who have regular access to an automobile for travel. The following paragraphs provide a summary of the existing bus transit service provided by Cobb Community Transit (CCT), as well as future plans to provide commuter rail service within or adjacent to the study area.

Existing Routes and Accessibility

The Smyrna LCI study area is served by four CCT bus routes, as shown in Figure T-4. These bus routes include the following:

- Route 10 – Cobb Parkway: Operates from Marietta to the Cumberland Boulevard Transfer Center via US 41, then to the MARTA Arts Center Station (Monday through Saturday throughout the day).
- Route 15 – Windy Hill Road: Operates from Marietta to Wildwood Office Park via County Services Parkway and Windy Hill Road (Monday through Saturday throughout the day).
- Route 20 – South Cobb Drive: Operates from Marietta to the Cumberland Boulevard Transfer Center via South Cobb Drive and Spring Road (Monday through Saturday throughout the day).
- Route 20A – Highlands Parkway: Operates from the Cumberland Boulevard Transfer Center to Highlands Parkway via Spring Road and South Cobb Drive (peak periods only Monday through Friday).

The primary role of these routes is to move people in a linear fashion along the route, feeding major regional employment centers such as Marietta, Cumberland, and downtown Atlanta. These routes have scheduled headways of 15 to 30 minutes peak and 60 minutes off-peak. The areas on the outer edges of

the study area are within one-quarter mile walking distance of a bus stop, which is considered to be a walkable distance by most people. However, the central portion of the study area (approximately 45 percent of total area) is more than one-quarter mile from a bus route.

CCT indicated that they continue to receive requests for service along Atlanta Road, but have not received requests for additional service in other parts of the study area.

In most areas, pedestrian facilities (such as sidewalks and crosswalks) provide access to the bus routes. However, pedestrians were observed walking to the Windy Hill Road transit route from the Hawthorne Street at Roswell Street (“Six Points”) area along Roswell Street, which does not have continuous sidewalk. Thus, lack of adequate sidewalk limits pedestrian access to transit in that area.

Planned Transit Improvements

Implementation of a commuter rail corridor is planned in the vicinity of the Smyrna LCI study area. This improvement is included in the 2025 Regional Transportation Plan (RTP) for the Atlanta Region. It is identified as Northwest Corridor Fixed Guideway Transit – Year 2015 (AR-251B). Figure T-3 identifies this transit project, as well as roadway and pedestrian/bicycle projects relative to the Smyrna LCI study area.

As indicated in project AR-251B above, the Georgia Passenger Rail Authority is planning to provide future commuter rail service between Marietta and Atlanta. Multiple travel routes have been considered for the commuter rail line, including a new rail facility along Cobb Parkway and use of the existing CSX route along Atlanta Road. If the commuter rail is located along the CSX line, an appropriate commuter rail station location within Smyrna will be needed.



Transit Service Issues

The existing transit system provides an alternative for longer trips beginning or ending within the study area. The following is a summary of existing and future transit issues in the study area:

- Expanding bus route coverage in the study area by focusing on modification of routes to accommodate potential origin/destination areas
- Providing accessible pedestrian routes to transit
- Planning for potential future commuter rail line along the Atlanta Road or Cobb Parkway corridors



Existing Pedestrian and Bicycle Facilities and Planned Improvements

Pedestrian travel is vital to encouraging livable centers which employ alternative travel modes to the automobile. Pedestrian movement and activity is important to creating public spaces oriented to human scale, allowing users to park once and chain trips via pedestrian travel or use pedestrian travel to accomplish home based or work based trips. Effective pedestrian movement is also important to encouraging use of transit by providing effective and accessible travel to transit stops.

As the Smyrna LCI study area is redeveloped to achieve the initiatives of the LCI program, pedestrian traffic flow will become more important, forming a primary element of the transportation system. In addition to pedestrian travel, bicycle use provides the potential to extend the traditional walking trip of one-quarter to one-half mile to an overall trip length of two miles or more. The following paragraphs describe the existing and planned pedestrian and bicycle facilities in the area and identify pedestrian crossing issues.

Pedestrian Facilities and Usage

Pedestrian facilities provide the primary means for travel to transit and for access to adjacent land uses. Within a residential community, sidewalks are very important for providing an environment that allows capture of some trips via pedestrian travel. Figure T-5 shows the existing sidewalk, bicycle trails, and pedestrian signal phases present along the corridor.

Since school age children rely on others to provide needed vehicular travel to destinations within the community, sidewalks can play a vital role in fostering use of community facilities. An important element to capturing pedestrian trips is the ability to have trip origins and destinations within close proximity. In the case of a residential community, such as in the Smyrna LCI area, destinations such as schools, parks, community centers, and commercial centers are important to encouraging the pedestrian travel mode. Table T-6 shows the areas within one-quarter mile of community and commercial facilities. This distance

generally reflects a walking distance that is considered acceptable by most pedestrians. However, if the walking environment is attractive or the convenience of walking is much greater than driving, this distance can increase to one-half mile or more. As this figure shows, approximately 80 percent of the study area is within a one-quarter mile walking distance of at least one potential pedestrian travel destination.

Existing pedestrian activity is relatively light through much of the Smyrna LCI study area. Pedestrian traffic is primarily focused in two activity centers: the Market Village/Town Center area and the Hawthorne Street/Roswell Street area (“Six Points” intersection). In addition to the existing pedestrian activity areas, four school campuses are present within the study area with the potential for capturing pedestrian trips. Observations of traffic entering and exiting the schools indicate travel via school bus and private automobile drop-offs are the primary modes of transportation to/from school.

Bicycle Facilities and Usage

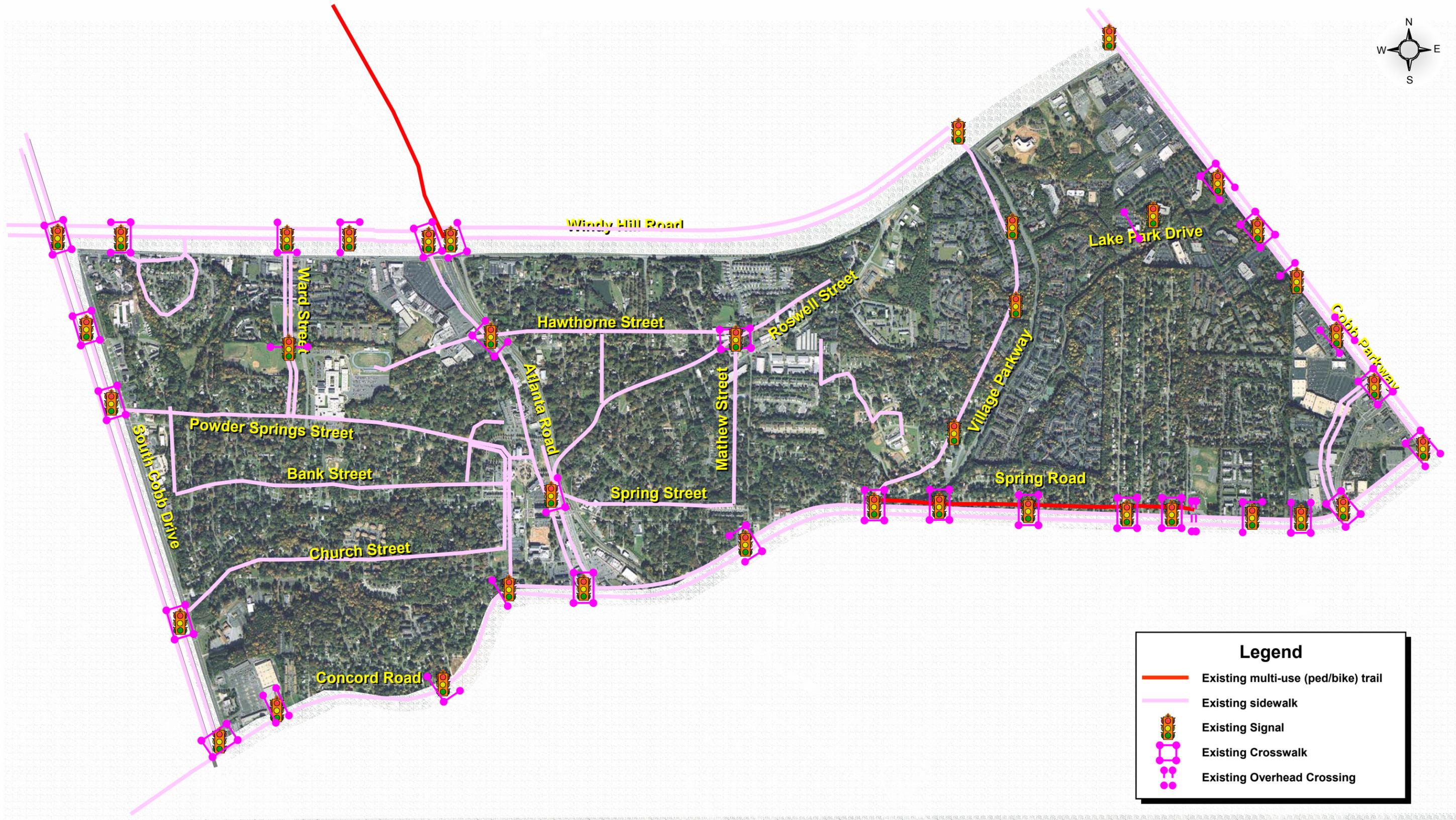
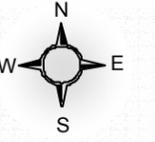
There is currently a limited number of dedicated bicycle facilities (bike lanes, multi-use paths or designated bike routes) within or adjacent to the study area. These facilities include:

- Linear park multiuse trail along Spring Road from Village Parkway to Jonquil Park – This trail section is heavily used for recreation purposes. The high use of this trail section and popularity of the nearby Silver Comet Trail suggest additional multi-use (ped/bike) trails will be used in the area.
- Multi-use (ped/bike) trail along Atlanta Road north of Windy Hill Road – This trail section was recently installed by Cobb County as a part of their trail network and provides trail connectivity to the north of the Smyrna LCI study area.



In addition, the following bicycle improvements are planned in the vicinity of the Smyrna LCI study area. These improvements are included in the 2025 Regional Transportation Plan (RTP) for the Atlanta Region and/or local planning efforts. These projects include:

- Silver Comet Trail Extension – Year 2005 (CO-AR-BP-202 A and B) – These projects will extend the Silver Comet Trail along Atlanta Road, Paces Ferry Road, and Spring Hill Parkway to Mount Wilkerson Parkway.
- Mt. Wilkerson Parkway Extension – Year 2015 (CO-279) – A multi-use (ped/bike) trail could be included within this project to connect the Smyrna LCI study area to the Silver Comet Trail extension.
- Concord Road Multi-use Trail – The City of Smyrna has identified a local project to add a multi-use (ped/bike) trail along the north side of Concord Road from Atlanta Road to connect to the Silver Comet Trail. As property along Concord Road redevelops, the City is requiring installation of a trail section as a part of the redevelopment effort. The City is currently investigating sources of additional funding to connect the sections of trail to be implemented through planned redevelopment.
- Figure T-3 indicates the location of these roadway projects, as well as transit and pedestrian/bicycle projects relative to the Smyrna LCI study area. These planned improvements will provide the opportunity to connect the Smyrna LCI study area to the regional trail system over time. Nevertheless, trails within the Smyrna LCI study area are needed to provide a through connection for these regional trails and to provide for local trip making within the community via bicycle. Capture of local trips via pedestrian and bicycle travel modes has the greatest potential for reducing overall vehicle travel demand.



Smyrna Livable Center Initiative Existing Pedestrian Facilities



Pedestrian and Bicycle Travel Issues

Emphasizing travel via pedestrian and bicycle modes provides the opportunity to shift local trips from automobiles to an alternative transportation mode. Since much of the Smyrna LCI study area is low to medium density residential, home based trips have many origination points. Maximizing use of pedestrian and bicycle modes allow local trips to/from community destinations to serve these dispersed trip origins.

The following is a summary of pedestrian and bike travel issues in the study area:

- Emphasizing pedestrian travel within and between activity centers along Atlanta Road as Smyrna's "Main Street"
- Enhancing railroad crossing safety and providing connectivity across the railroad tracks
- Balancing vehicle and pedestrian travel needs to maximize the use of pedestrian and bicycle travel modes
- Providing for pedestrian travel to/from community and commercial activity centers
- Encouraging development that allows traffic to park once and walk to multiple destinations
- Connecting regional trails to Smyrna Town Center and through the study area
- Connecting pedestrian and bicycle traffic from neighborhoods to the regional trail system
- Facilitating pedestrian and bicycle connections for local trips between neighborhoods and community activity centers
- Determining if the available pavement on multilane collectors (Ward Street and Village Parkway) can be used more effectively to serve pedestrian and bicycle needs
- Providing pedestrian and bicycle connections between the Village Parkway corridor and "Six Points" area



Concept Plan

In shaping the Concept Plan for the Smyrna Study Area, the Consulting Team has been careful to draw upon the key findings of the overall LCI Study Process:

- (1) The “Community Vision” that unfolded throughout the Public Participation Process, which encompassed four public meetings and one day-long Design Charette, as well as numerous informal one-on-one discussions and interviews with Study Area residents, property owners, business operators, real estate developers, financial lenders and prospective investors, as well as elected officials and administrators of not only Smyrna, but Cobb County and the Cobb School District;
- (2) A Market Assessment that looked not only at census-based numbers and consumer spending profiles, but also at the real developments – residential and commercial – and market successes in and around Smyrna in recent years, as well as the locations, stores, shopping centers, and residential products that have not succeeded by any reasonable definition;
- (3) A critique of the Study area’s current and potential “livability” in terms of its internal sense of interconnection and community, of the physical context that offers both constraint and promise, and of compatibility – or lack thereof – among various current and possible future land uses that can advance the basic LCI principals and goals; and
- (4) A critical examination of redevelopment and community-building preferences expressed in the community “vision” and its component parts in light of market forces, site availability, financial resources, community resources, and political commitment and will.

Driven by the public preferences that focused on improving retail offerings (unique, not “big-box”), increasing dining and entertainment opportunities, encouraging an affordable range of ownership housings of various types, connecting the community through pathways and open spaces, and enhancing the sense of history and place that is Smyrna, the Study Team has prepared a Concept Plan that it believes will prove to be a useful guide to providing a solid “livable center” foundation over the next few years that will foster and sustain such continued development and quality over the next 25 years and more.

Goals

The overall spirit of the Community Vision, and thus of the Concept Plan it shaped, are reflected in remarks by Smyrna’s Mayor Max Bacon, who stated in the City’s Annual Report this year a clear commitment to continue the exemplary planning and development process that has produced the City’s nationally praised City Center:

What you see and what I see of Smyrna today is a town that is not only a model of mixed-use development and careful, thoughtful planning but also the reflection of a great deal of heart and soul.

We started with a vision, developed a plan, relied upon leadership to hold fast to the plan and remain dedicated, and achieved success in 14 years instead of the 30 all predicted.

The next step for us in the City of Smyrna is a renewed visioning process and a dedication to development of a strong plan for the future that includes the voices of our residents and business owners and attention for underutilized areas. The Northern End Redevelopment Project and Town Center Expansion will receive a great deal of attention and energy through the efforts of not only leadership, but also the citizens and businesses of Smyrna.

-- Mayor Max Bacon



In line with the thinking and commitment that have produced so much successful planning, development and revitalization within Smyrna during the past 14 years, the City is preparing to aggressively encourage and shape the type of redevelopment of underutilized areas throughout the City, particularly those in the Study area – “North Smyrna,” to some. The City fully intends to use the Smyrna LCI Study and Concept Plan as a major catalyst to achieving that desired end.

Implementation of the Concept Plan would create both immediate and long-term redevelopment opportunities and investment along the entire length of the Atlanta Road Corridor from the East-West Connector and I-285 to Windy Hill Road, correcting an imbalance in growth that has unintentionally eroded the market competitiveness north of the Concord-Spring spine - particularly north of City Center. It would also capture as a “gateway” the intersection of Atlanta Road at Spring Road – a gateway leading into the City Center and Market Village “Downtown” of Smyrna.

The Concept Plan would enhance fledgling neighborhood residential restoration and infill development occurring along Old Spring Road east of the Railway Corridor, as well as begin an effort to develop a new urban residential community between Windy Hill Road and Hawthorne Street. Lastly, the Concept Plan addresses the first of a series of long-term initiatives to dramatically change and improve the character of the Concord Road-South Cobb Drive intersection, which impacts and is impacted by not only the surrounding four corners, but also the mix of “arterial sprawl” development that characterizes South Cobb Drive from that point northward for miles.

In facilitating new urban development in the study area, Smyrna will be geographically balancing its primary development nodes, thus strengthening this market’s total competitive ability and allowing it to compete aggressively for new development opportunities that might otherwise locate outside of the city or Cobb County.

The basic goals of the Concept Plan are as follows:

- To provide desirable, affordable residential product types to the growing non-traditional markets that have been identified in the Market Assessment as being attracted to Smyrna and Smyrna-type urban locations: smaller households, fewer children, generally younger but a growing number of older “empty nesters,” more affluent, and with an ownership preference.
- To provide retail, dining, entertainment and other commercial offerings within Smyrna – preferably near the Market Village in order to create a critical mass sufficient to attract a destination retail market.
- To maximize land use through the development of mixed-use communities that allow live-shop – and possibly live-work – convenience to residents.
- To encourage development that will protect and enhance existing Study area neighborhoods while connecting them to the civic and commercial center of “Downtown Smyrna.”
- To enhance connectivity within and among Smyrna communities through the design, introduction, extension and general improvement of walking, running, biking and multi-use trails and paths; sidewalks; connecting open spaces and pocket parks; and local streets.
- To improve the community function, efficiency and aesthetic appeal of arterial roadways that border (Spring Road-Concord Road, South Cobb Drive, and Windy Hill Road) and divide (Atlanta Road) the study area.



The City and its residents, of course, are fully aware of the economic impact of such a development program, among them the following:

- Increased employment opportunities for Smyrna residents;
- An increased tax base with which to fund basic City, County and School District services;
- A healthier balance between rental and ownership residential properties – currently 63% rental versus 37% ownership in the Study Area;
- Better access to and egress from the interior Smyrna communities without additional arterial intrusion or increased collector programs through neighborhoods; and
- A higher profile throughout Metro Atlanta and new-arrivals markets seeking unique, convenient, safe, community-oriented housing locations.

The Concept Plan will provide the City of Smyrna with an effective tool for achieving both a full realization of its commercial and residential development potential, as well as a better geographical balance in the development it attracts.

With specific respect to the goals of the LCI Study, the Concept Plan is designed to achieve the fundamental goals of LCI initiatives, as follows:

- Connecting homes, shops and offices;
- Enhanced streetscaping and sidewalks;
- Emphasizing the pedestrian;
- Improving access to transit and other transportation options; and
- Expanding housing options.

The implementation of the Concept Plan will help embody the city's vision and commitment to balanced and smart growth throughout the city while generating the development and redevelopment for a wide range of compatible land uses,

including, without limitation, office, retail, residential, hospitality and meeting, cultural, entertainment, and parks and open space.

Proposed Land Uses and Redevelopment Projects

The LCI Study process produced a Concept Plan that includes a variety of “urban” land uses in the Smyrna Study Area, which, as has been stated before, is relatively dense and built out. Recommended land uses, which will need the appropriate zoning and other regulatory framework, include the following:

- Mixed-use: Residential and Retail Commercial
- Mixed Residential: Type (attached, detached, mid-rise) and income
- Mixed-use: Residential, Retail Commercial and Office
- Live-Work Loft
- Urban Residential: smaller lots and units with common open areas

In channeling public preferences that showed underlying market support into suitable locations within the Study Area, the Study Team gradually came to focus on several promising locations for private-sector redevelopment, designating them “Activity Centers.” Four major Activity Centers are identified as follows:

1. Belmont Hills Mixed-use Development
2. Hawthorne Residential Community Development
3. Jonquil Plaza Mixed-use Development
4. Cobb/Concord Mixed-use Development

Two additional sites with Activity Center potential include the following:

5. Atlanta Road Commercial Development
6. Atlanta Road Residential Development



With the right inducements and assistance from the City of Smyrna, most of these Activity Center projects could be developed over a relatively short period of 7-9 years, with the last phase of this initial group of projects anticipated to be complete by the end of 2010. There are other areas that would likely be developed, redeveloped and revitalized between 2010-2028. Dividing the anticipated projects into Short-term, Medium-term and Long-term groupings, these projects fall within the following timeframes:

Short-term (1-5 Years) Projects

Belmont Hills

From the Vision: A mixed-use environment that included residential, office, and retail spaces that fronted Atlanta Road and would increase density. This Activity Center was also targeted for additional greenspaces that were both passive and active and carried on the character of the existing Village Green.

Belmont Hills and the four apartment complexes adjacent to it to the west are older properties in dire need of full redevelopment. Built in stages beginning in 1957, the shopping center and the apartments have undergone periodic expansions, add-ons, structural maintenance and repair, new paint and overall “facelifts.” Through the years, the shopping center has repositioned itself on several occasions with varying degrees of success. While the property has been, in fact, relatively successful with respect to the net operating income that it generates for its owner, that net operating income, along with overall rental income and tenant occupancy, has shown significant drop-off over the past 2-3 years.

Most, and perhaps all, of the existing structures – retail and residential – in this combined 100-acre site would be demolished and new residential, retail, restaurant, entertainment, grocery, live-work and office structures built.

Retail development at Belmont Hills is projected to include national, regional and local tenants. Significant restaurant and specialty-food retailers are envisioned in each location, adding to the market appeal established by the restaurant cluster at Market Village.

The residential development is projected to combine several types of housing products, including single-family detached, single-family townhouses, and mid-rise condominium units. Pricing is projected in the range of \$300,000-\$500,000 per unit, depending on size and type. The residential units would be built in 3-4 stages, depending upon market success and absorption.

The key feature of not only the residential component of the overall mixed-use development, but also the predominately-retail component fronting Atlanta Road and Windy Hill Road is the introduction of large amounts of interconnecting greenspace. This greenspace would function as common leisure and gathering spaces for residents on either side, as well as landscaped linear parks throughout both the residential and retail components. The grand entrance off of Atlanta Road into first the retail (with some residential and office components intermingled) and restaurant area, then into the residential areas, would itself be streetscaped and landscaped with such greenspace, which becomes the connected thread throughout the entire community.

The Study Team projects the phased development of approximately 600 residential condominium units, 25 townhouse units, and 63 single-family detached units within the Belmont Hills site. Additionally, retail redevelopment is projected at 421,000 square feet, and office development at 104,800 square feet.



Proposed Concept for Belmont Hills



Jonquil Plaza

From the Vision: A mixed-use development that fronted Atlanta Road, with parking in the rear of any future development, pedestrian connections to nearby neighborhoods, townhomes, and greenspace were also considered desirable.

Built in 1957, Jonquil Plaza Shopping Center has probably outlived its usefulness as a traditional strip shopping center. The shopping center itself is only one component of this cluster of unattractive and incompatible uses. The largest single user of this potential 11-acre assemblage is a commercial landscape warehouse that is not open to the public. Four automotive parts and/or repair shops front the shopping center along Atlanta Road. While one is a new stand-alone store of an auto parts chain, the other three are active, highly-visible and highly-unattractive repair garages that may give excellent service but major eyesores and constraints on retail redevelopment at this key “gateway” into City Center, the Market Village and redevelopment sites further north along Atlanta Road.

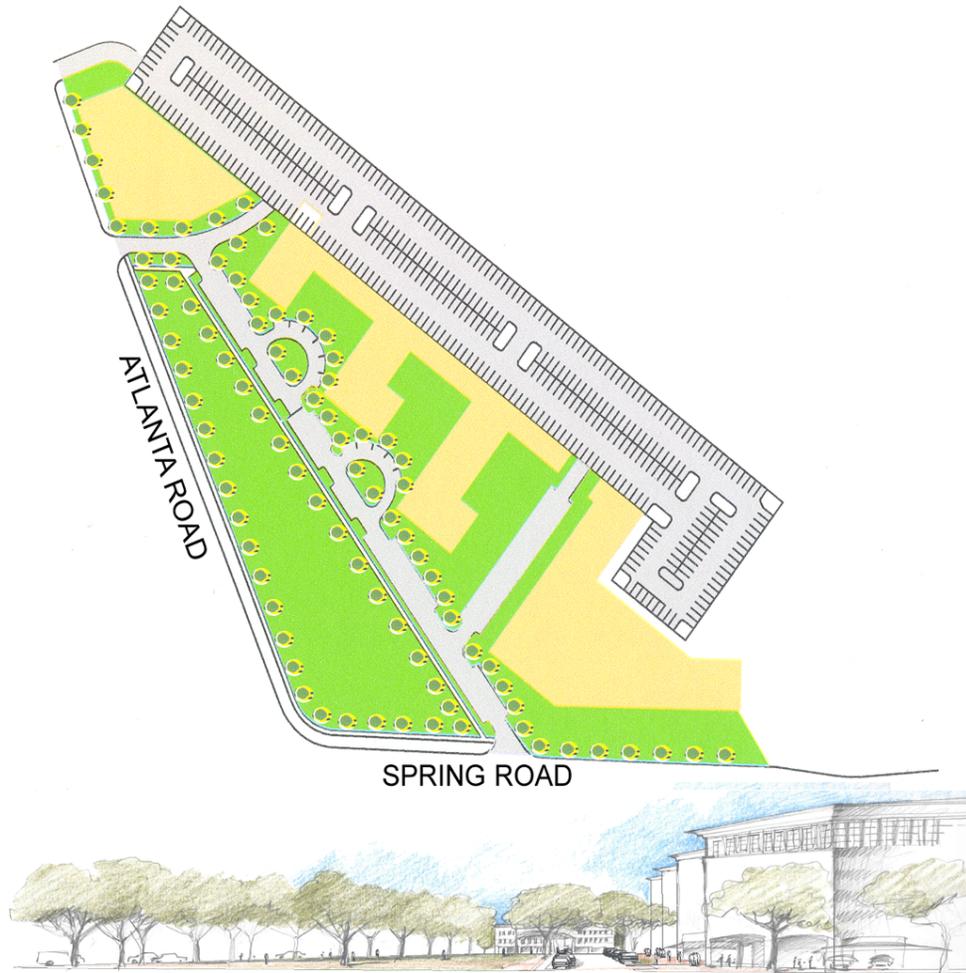
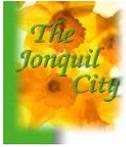
If the full site is assembled, the Study Team sees potential for multistory housing with parking decks fronting on a green triangular park reserved from the Atlanta Road side of the site. This triangular park would provide a buffer to the busy Atlanta Road arterial street.

The multistory development is envisioned as being three stories of condominium residences over one street level of boutique and café retail, with perhaps one major full-service restaurant at the northern end of the site.

A new city road would be built from Concord to Atlanta to edge the park, provide access to the housing as well as to retail on the ground floor of the housing, provide parallel parking along this road, and provide a right turn from Concord Road to Atlanta Road. This road would require removal of the auto repair shops.

The park itself would provide a wonderful entry into the City Center at this gateway intersection. The parking deck would probably be economically viable because of the number of housing units it could serve, as well as the amount of on-site retail. Additionally, the multi-level parking deck would block a substantial amount of the frequent railroad sound from the Railway Corridor bordering the site.

The Study Team projects approximately 174 condominium units with deck parking, approximately 100,000 square feet of retail, 41,500 sq. ft of office and 565 surface and on-street parking spaces.



Proposed Concept for Jonquil Plaza



Atlanta Road Residential

An additional project – a new residential condominium development – has been proposed by private interests to occur on Atlanta Road approximately midway between Market Village and Belmont Hills. The development consists of a small number of town homes and 100 units in two low rise condominiums with a two level parking deck below. The site is underutilized as a public parking lot. Half the housing units view onto a public green space and the other half view a spring fed pond and park with mature trees.

This project provides new mixed income housing within the Town Center and on the north side to move the improvement in quality from the south toward the overall redevelopment target area in the north. This extension toward the north has repeatedly been recommended to enable development, such as Belmont Hills, to occur.

A walking and bicycle path through this development connects the Town Center to Belmont Hills. The project provides all structured, covered parking including parking for the city beyond what will be relocated.

Overall, this development will also set the stage for more intown infill and higher quality housing.

Atlanta Road Infill Commercial Mixed-Use

Building on the success of Market Village as well as the proposed redevelopment of Jonquil Plaza, commercial infill development and redevelopment would be encouraged along the western edge of Atlanta Road between the Market Village and Concord/Spring Road. Oversized single-story retail designed to accommodate new space for the existing branch bank as well as professional- and business-services tenants would be appropriate as long as the “look” of the new development reflected the general design themes of Market Village and City Center. This, along with compatible Jonquil Plaza redevelopment design, would create a “gateway” into the heart of Smyrna as well as a highly visible design theme that would tie together all of Atlanta Road’s new development initiatives. There are indications that the market could support a mid-size (25-40 rooms) boutique hotel or, more likely, expanded Bed-and-Breakfast facility with meeting space. This portion of Atlanta Road would be a good location, given its proximity to Market Village, as well as a large collection of churches.

The aggregate site could accommodate approximately 70,000 square feet of retail and services in addition to the small hotel and on-site parking.



Medium-term (6-10 Years) Projects

Cobb/Concord Center

From the Vision: An “Entertainment Center” that could provide movie theaters, restaurants, and other cultural possibilities. The overall feeling was the area needed to be cleaned up and reorganized.

The Western Market Shopping Center at Concord Road and South Cobb Drive is a relatively new traditional center designed originally to hold a brand name chain grocery store (A&P) and one other “power” tenant – possibly a K-Mart or CVS. A&P left the Atlanta market just as the shopping center opened (or soon thereafter), and the second anchor also left (or never materialized at all). The former A&P remains empty; the second anchor store is currently occupied by the Western Market, a Western wear and goods public market that is open 2-3 days per week. The 60-80,000 square feet of adjacent smaller specialty stores are only partially tenanted. Overall, the shopping center is in serious need of redevelopment, perhaps as something other than retail.

The Community Vision suggested a concentration of entertainment uses, but the Market Assessment uncovered little evidence of adequate market support for such a use. An “Entertainment Center” might have some success for a few years, but the site itself does not present well from either Concord or South Cobb and it is extremely difficult to turn into or out of. The lack of visibility would kill it as a drive-by retail site; the congestion would hurt it as a destination. Moreover, entertainment centers work best when incorporated into larger shopping malls or

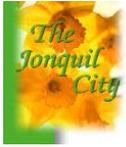
areas. The Western Shopping Center simply is not large enough to achieve and sustain success in a retail niche that itself is subject to frequent change.

The Study Team envisions a residential development for this site if the retail center is not successful in repositioning itself. While a radical departure from the current use, the residential use offers long-term stability and an opportunity to begin to improve the Concord-South Cobb intersection and establish a residential presence along a major arterial known for automobile-oriented development sprawl.

In fact, the elevation of the site, including views to Kennesaw Mountain and over Study Area residential neighborhoods to City Center, offers a good opportunity for mid-rise development. In fact, its proximity to the interior neighborhoods of the Study Area could allow it to “turn its back” on both arterial streets and be entered from within the adjoining neighborhood.

The opportunity for on-site retail still exists, but it should be built along the site edge fronting South Cobb Drive and not integrated into the residential community.

Approximately 139 residential condominium units are projected for this 20-acre site, as well as 122,000 square feet of replacement retail and 32,500 square feet of new office space. Retail would rely on surface parking. The residential units would have parking beneath the approximately ten mid-rise building clusters anticipated.





Hawthorne Avenue Neighborhood

From the Vision: No specific vision, but a general feeling that the Hawthorne-to-Windy Hill area could be improved as a cohesive single-family development.

One of the goals of the steering committee was to provide more opportunities for home ownership. The subdivision concept explores this possibility. Currently this subdivision is approximately 75 acres with 140 single-family homes. The gross density of the existing subdivision is approximately 1.85 units per acre. The homes are relatively small and on large tracts of land that average 17,500 square feet with lot widths of 70 feet or more and depths averaging 250 feet. Several of the lots have been combined in various configurations creating lots in excess of an acre. The houses are 40 to 50 years old and few are owner occupied. The subdivision also contains a 10-acre tract of land with a lake on it.

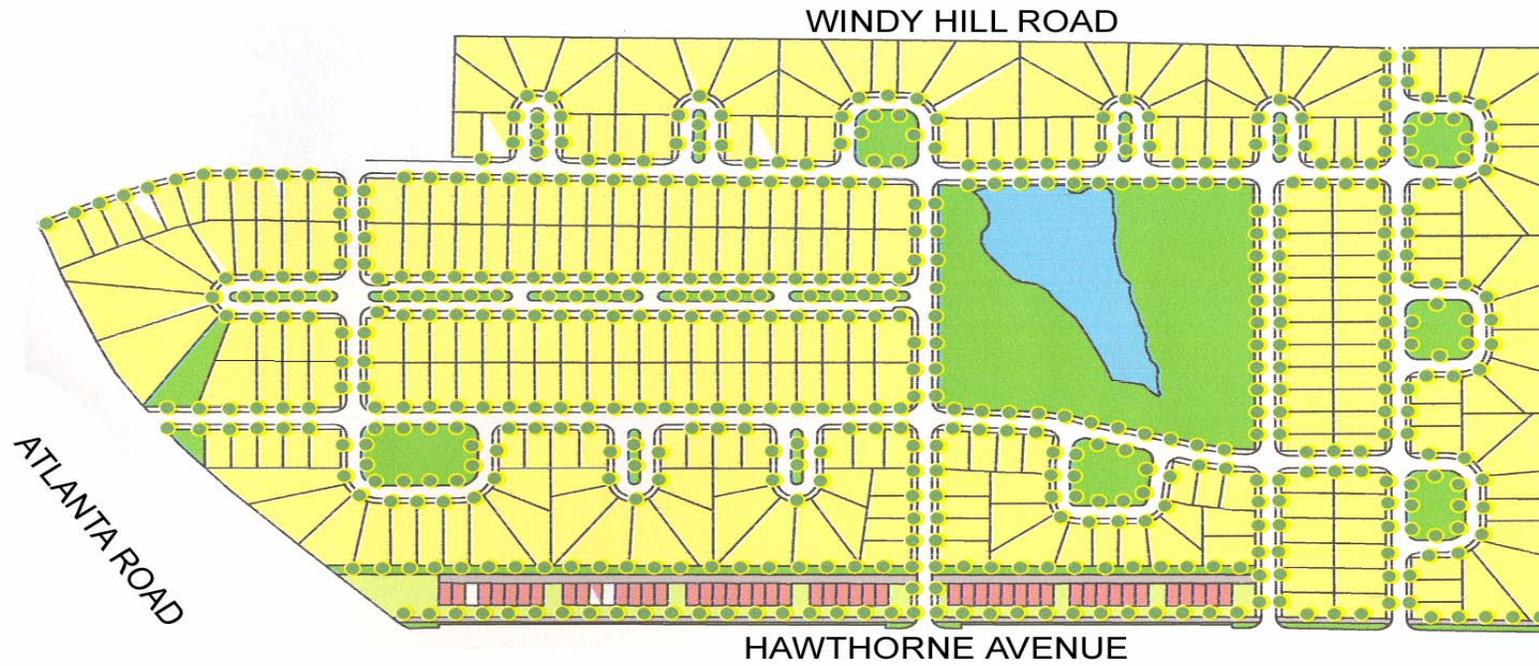
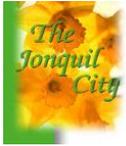
The concept plan uses the existing roadway infrastructure of Belmont Avenue, Davis Drive, Pierce Avenue and Reed Street and reconfigures the lots to an average size of 5,000 square feet with a lot width of 50' and a lot depth of 100'. The new streets are arranged in a grid pattern with several community clusters created by loop roads that surround open space. The lake is preserved and a new 7-acre Neighborhood Park is proposed. Ideally the existing lake would be used for storm water management that would include a first flush system to cleanse the storm water before entering the lake; however the existing storm sewer infrastructure might make this concept unfeasible. Within the 50 foot right of ways of the neighborhood streets are 6 foot sidewalks with a 5 foot planting strip on both sides of the roads. The central street contains a broad median and links the park to Belmont Hills via a greenspace that will contain a multi-use trail. The streets are 22 feet wide, and parallel parking is encouraged to serve as traffic calming devices. Although the concept plan does not propose alleys, the plan could be amended to include alleys for most of the lots with a slight reduction in the number of lots. The concept plan proposes 380 lots with 40 townhomes along Hawthorne Avenue. The gross density of the proposed neighborhood is 5.6 units per acre with over 10 acres in open space.

Approaching infill redevelopment with an overall plan similar to the concept plan as a vision will allow for more home ownership opportunities with minimal infrastructure improvements and most of the environmental resources remaining in tact.

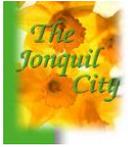
Long-term (11-25 Years) Projects

- Continued restoration and infill residential development in the neighborhoods bounded by the Railroad Corridor, Hawthorne Street, Matthew Street and Spring Road.
- Rationalized retail and commercial development along Concord Road following roadway improvements, hopefully guided by design standards that address both the aesthetics of the development and the buffering of these commercial strips from interior residential streets and neighborhoods.
- Continued improvement and infill residential development in the neighborhoods bounded by Spring Road and Spring Street, Matthew Street, Roswell Street, and the multi-family projects west of Village Parkway.
- Transitioning of Six Points into community-oriented retail: small shops, cafes and coffee shops, with a redeveloped convenience/grocery/beverage store cluster reflecting higher incomes and consumer preferences.

Residential development off of South Cobb reflecting the Concord/Cobb residential redevelopment of the current Western Market Shopping Center. High-density as well as high-end single-family enclave development along South Cobb south of Concord will gradually spread north of Concord to Windy Hill Road, just as it has grown along Atlanta Road south Concord/Spring.



Proposed Concept for Hawthorne Avenue Neighborhood





CONCEPT PLAN - TRANSPORTATION

The Smyrna LCI study area offers a variety of challenges and opportunities for providing an area where people can live, work, and recreate. The land use and activity center plans address changes in land use to enhance the function of the Smyrna LCI area as a livable center. Improvements to transportation infrastructure are important to encouraging use of transit and creating a pedestrian oriented environment. The transportation plan provides the portion of the Smyrna LCI concept plan that addresses movement of people through the study area. The Smyrna LCI transportation plan focuses on multimodal transportation implemented in coordination with land use modifications to provide a means for people to circulate within the community.

The transportation plan indicated in the paragraphs that follow is supportive of the land use modifications and activity center plans recommended for the Smyrna LCI area. Together these improvements support the LCI study objectives. The recommended programs and projects listed below are shown graphically in Figures T-7, T-8, and T-9, indicating recommended pedestrian/bicycle, roadway, and transit modifications.

Roadway Operations With Planned Activity Center Development

An analysis of roadway LOS was conducted with potential future development traffic based on the recommended activity center plans. This analysis assessed the transportation network's ability to accommodate additional development generated traffic based on implementation of the recommended activity center plans.

Traffic generated by the recommended activity centers was projected based on trip generation rates provided in Trip Generation, 6th Edition, by the Institute of Transportation Engineers. This generated traffic was adjusted to account for passby traffic and internal capture based on ITE methodology. The internal capture was based on trip reductions for interaction between residential/retail and office/retail uses. Due to the overall size of the development areas, trip reductions for office/residential and retail/retail were not included in the trip reduction for internal trip capture.



Table A-1 shows the trips generated by the Jonquil Plaza Activity Center with the existing conditions and proposed activity center redevelopment. As this table shows, the redeveloped site is projected to generate an additional 742 daily trips on the roadway network. These trips would primarily impact Atlanta Road. With a current ADT of 23,400 trips, the additional small trip generation can be accommodated without changing the roadway based LOS from the existing LOS D condition.

**Table A-1
Smyrna LCI Study Area
Jonquil Plaza Activity Center Trip Generation
(Weekday)**

Tract Description	Total Units		Daily Trip Generation ¹	
	Number	Unit	Trip Rate ²	Trips
EXISTING ACTIVITY CENTER				
Retail	99,800	Square Feet	40.67	4,059
Pass-by reduction (15%)				-609
Total Existing Trip Generation				3,450
PROPOSED ACTIVITY CENTER				
Retail	99,727	Square Feet	40.67	4,056
Office	41,560	Square Feet	16.27	676
Multi-Family Residential	174	Units	5.99	1,042
Internal Capture Reduction for Entering Traffic				-487
Internal Capture Reduction for Exiting Traffic				-487
Retail 15% Pass-By Reduction				-608
Total Proposed Trip Generation				4,192
Net Additional Trip Generation				742

¹ A trip is defined as a vehicle entering or exiting the development. Thus a vehicle leaving the development and returning later accounts for two trips.

² Based on Trip Generation, 6th Edition, by the Institute of Transportation Engineers.



Table A-2 shows the trips generated by the Belmont Hills Activity Center with the existing conditions and proposed activity center redevelopment. As this table shows, the redeveloped site is projected to generate 451 additional daily trips on the roadway network than the current development, based on development square footage. If the current Belmont Hills Shopping Center is being used at only two-thirds of its capacity, the redeveloped activity center could generate 5,650 additional daily trips over today's conditions with reduced utilization of existing facilities. This 5,650 additional trips, added to approximately 750 daily trips generated by Jonquil Plaza would result in an overall additional traffic load of 6,400 daily trips. When these 6,400 daily trips are added to the current ADT of 23,400 trips on Atlanta Road, the resulting 29,800 trips is still below the LOS D threshold of 32,500 vehicles per day in the GR TA's DRI review standards for roadway LOS (based on a class II arterial). In addition, new roadway connections are planned in conjunction with the redevelopment effort to provide direct connections to Windy Hill Road and the adjacent residential area to the south. These connections include:

- Connection of development to Windy Hill Road as a fourth leg to the existing signalized intersection of Windy Hill Road at Belmont Circle.
- Connection to the residential area to the south via a new road connection from Fleming Street to Grady Street.

These connections and the directional distribution of traffic would reduce the overall volume of generated traffic impacting Atlanta Road. The specific roadway connections and other recommended improvements are discussed in detail later in the Transportation Plan.

Table T-3 shows the trips generated by the Concord Road at South Cobb Drive Activity Center with the existing conditions and proposed activity center redevelopment. As this table shows, the redeveloped site is projected to generate 3,600 fewer daily trips on the roadway network than the current development, based on development square footage. If the current development is being used at only one-third of its capacity, the redeveloped activity center could generate 3,600 additional daily trips over today's conditions with reduced utilization of

existing facilities. This 3,600 additional trips, would be divided between South Cobb Drive and Concord Road, resulting in increased volume along those roads from current values of 29,000 and 29,400, respectively, to approximately 30,800 and 31,200 vehicles per day.

This trip volume is still below the LOS D threshold of 32,500 vehicles per day in the GR TA's DRI review standards for roadway LOS (based on a class II arterial). In addition, a new roadway connection is planned in conjunction with the redevelopment effort to provide a direct connection the adjacent residential area to the north via Church Street. The specific roadway connections and other recommended improvements are discussed in detail later in the Transportation Plan.

**Table A2
Smyrna LCI Study Area
Belmont Hills Activity Center Trip Generation
(Weekday)**

Tract Description	Total Units		Daily Trip Generation ¹	
	Number	Unit	Trip Rate ²	Trips
EXISTING ACTIVITY CENTER				
Retail	467,400	Square Feet	39.31	18,373
Pass-by reduction (15%)				-2,756
Total Existing Trip Generation				15,617
PROPOSED ACTIVITY CENTER				
Retail	421,270	Square Feet	40.79	17,186
Office	104,800	Square Feet	13.13	1,376
Multi-Family Residential	625	Units	4.94	3,091
Single Family Residential	63	Units	10.76	678
Internal Capture Reduction for Entering Traffic				-1,842
Internal Capture Reduction for Exiting Traffic				-1,842
Retail 15% Pass-By Reduction				-2,578
Total Proposed Trip Generation				16,068
Net Additional Trip Generation				451

¹ A trip is defined as a vehicle entering or exiting the development. Thus a vehicle leaving the development and returning later accounts for two trips.

² Based on Trip Generation, 6th Edition, by the Institute of Transportation Engineers.



Table A3
Smyrna LCI Study Area
Concord Road at South Cobb Drive Activity Center Trip Generation
(Weekday)

Tract Description	Total Units		Daily Trip Generation ¹	
	Number	Unit	Trip Rate ²	Trips
EXISTING ACTIVITY CENTER				
Retail	263,850	Square Feet	48.21	12,720
Pass-by reduction (15%)				-1,908
Total Existing Trip Generation				10,812
PROPOSED ACTIVITY CENTER				
Retail	122,596	Square Feet	63.38	7,771
Office	32,548	Square Feet	17.22	560
Multi-Family Residential	139	Units	6.20	861
Internal Capture Reduction for Entering Traffic				-410
Internal Capture Reduction for Exiting Traffic				-410
Retail 15% Pass-By Reduction				-1,166
Total Proposed Trip Generation				7,207
Net Additional Trip Generation				-3,606

¹ A trip is defined as a vehicle entering or exiting the development. Thus a vehicle leaving the development and returning later accounts for two trips.

² Based on Trip Generation, 6th Edition, by the Institute of Transportation Engineers.

This analysis indicates the roadway network can accommodate the anticipated development traffic load over the short-term. The overall redevelopment will generate less external traffic than the existing land use, if the existing facilities are fully occupied and used. The additional street connections provided through the redeveloping activity centers facilitate access from the development to the arterial roadway network and to the adjacent communities using multiple travel paths. This helps prevent additional development traffic loads from overloading

a particular street and facilitates the use of pedestrian and bicycle modes for travel between neighborhoods and community destinations.

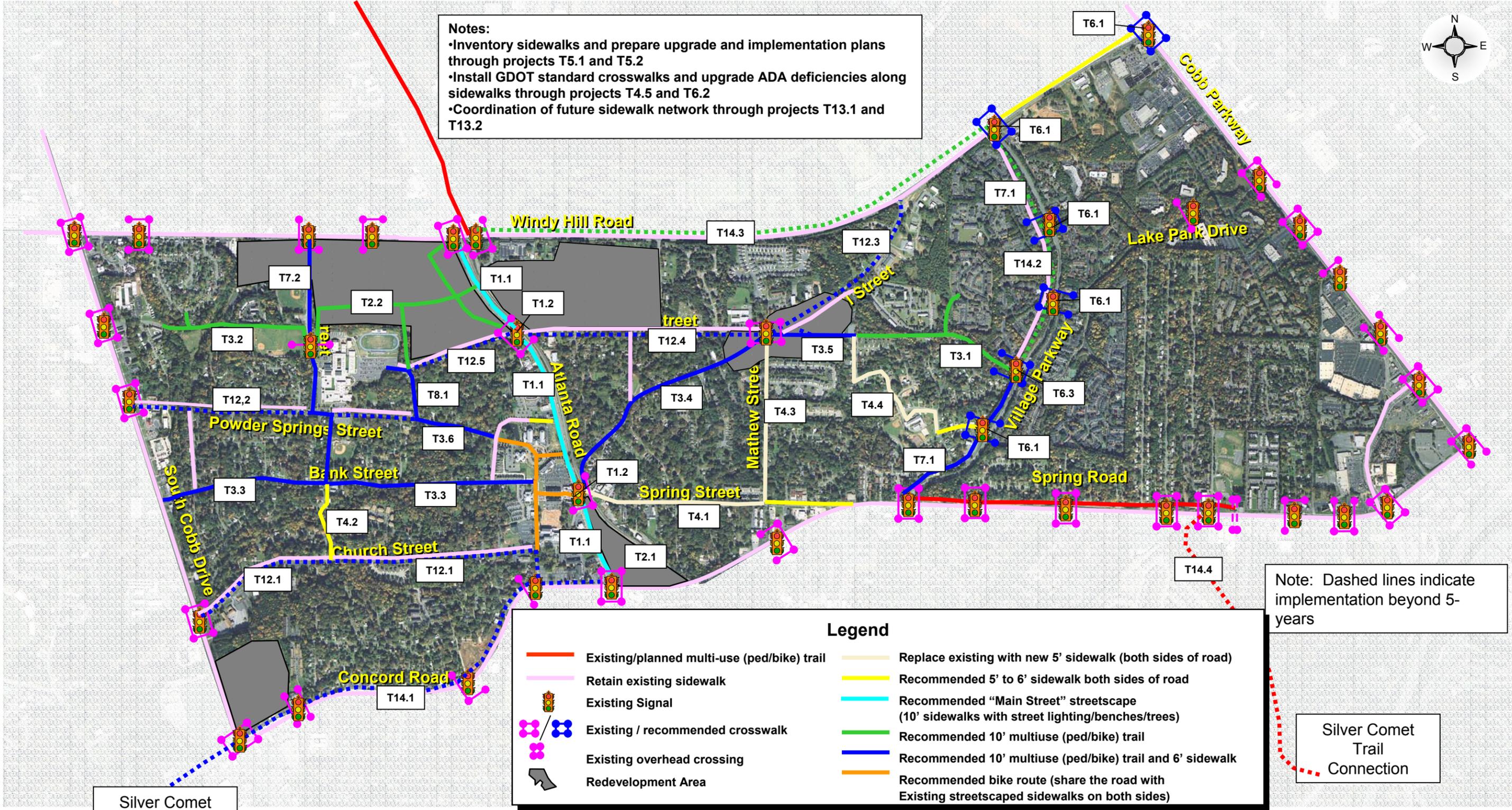
Overview of Recommended Transportation Improvement Programs

The following programs are recommended for implementation in the short-range (2004 through 2009) as part of the five-year implementation plan:

- Program T-1 – Provide pedestrian improvements to create a “Main Street” on Atlanta Road.
- Program T-2 – Enhance pedestrian and bicycle access in and around activity centers.
- Program T-3 – Provide pedestrian and bicycle travel to link activity centers and neighborhoods.
- Program T-4 – Provide ADA compliant sidewalk on sections not scheduled for multi-use trail implementation.
- Program T-5 – Prepare sidewalk development program for upgrading and expanding sidewalk system.
- Program T-6 – Upgrade signalized pedestrian crossings.
- Program T-7 – Determine feasibility and concept design for reducing travel lanes and implement where feasible.
- Program T-8 – Enhance connectivity of activity centers to existing street system and neighborhoods.
- Program T-9 – Modify existing transit routes to serve local needs.
- Program T-10 – Upgrade existing speed humps.
- Program T-11 – Determine feasibility and concept design for prohibiting train whistle in LCI study area and implement if feasible.

Notes:

- Inventory sidewalks and prepare upgrade and implementation plans through projects T5.1 and T5.2
- Install GDOT standard crosswalks and upgrade ADA deficiencies along sidewalks through projects T4.5 and T6.2
- Coordination of future sidewalk network through projects T13.1 and T13.2



Note: Dashed lines indicate implementation beyond 5-years

Silver Comet Trail Connection

Legend

	Existing/planned multi-use (ped/bike) trail		Replace existing with new 5' sidewalk (both sides of road)
	Retain existing sidewalk		Recommended 5' to 6' sidewalk both sides of road
	Existing Signal		Recommended "Main Street" streetscape (10' sidewalks with street lighting/benches/trees)
	Existing / recommended crosswalk		Recommended 10' multiuse (ped/bike) trail
	Existing overhead crossing		Recommended 10' multiuse (ped/bike) trail and 6' sidewalk
	Redevelopment Area		Recommended bike route (share the road with Existing streetscaped sidewalks on both sides)

Figure T-7

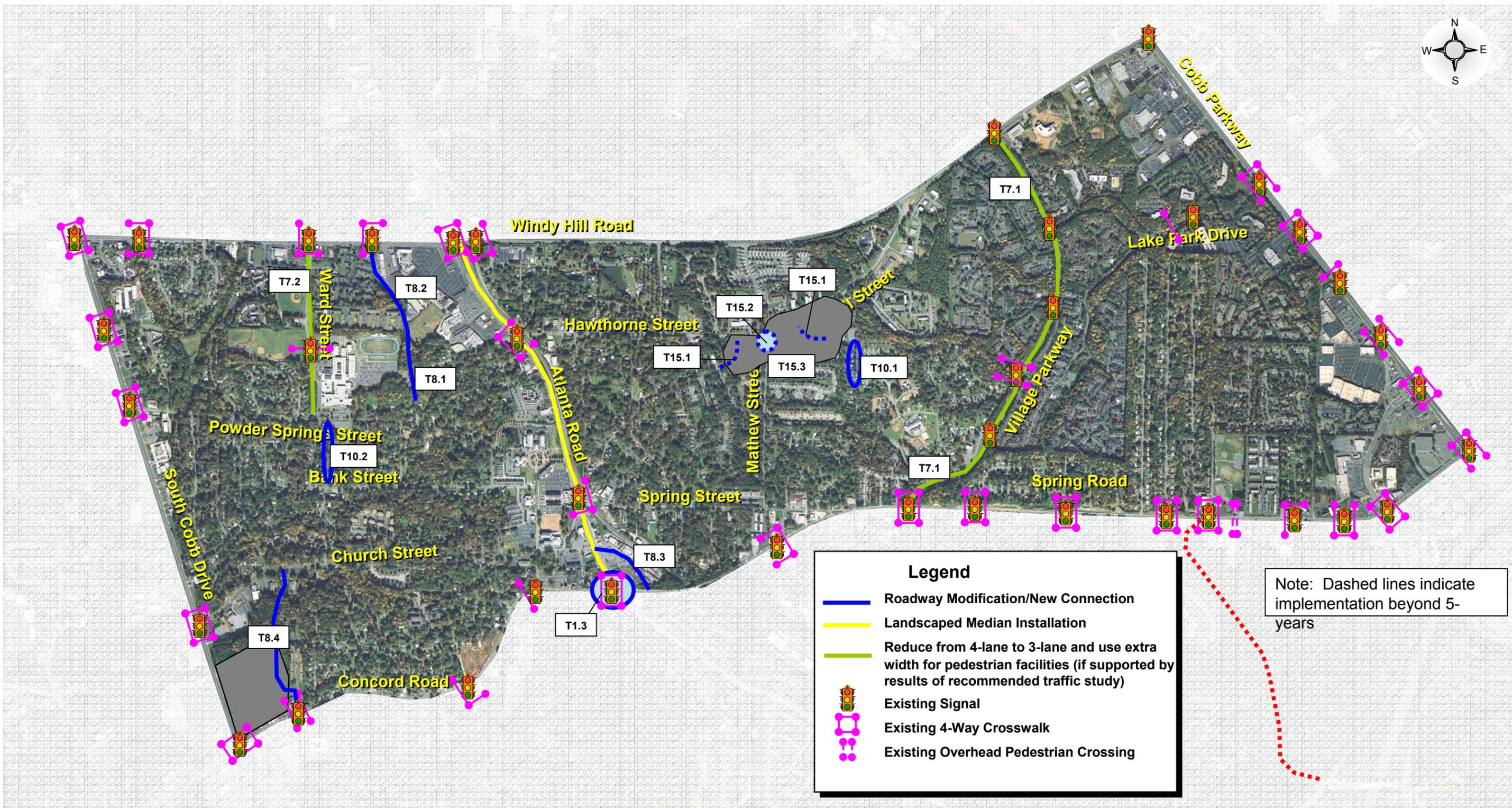
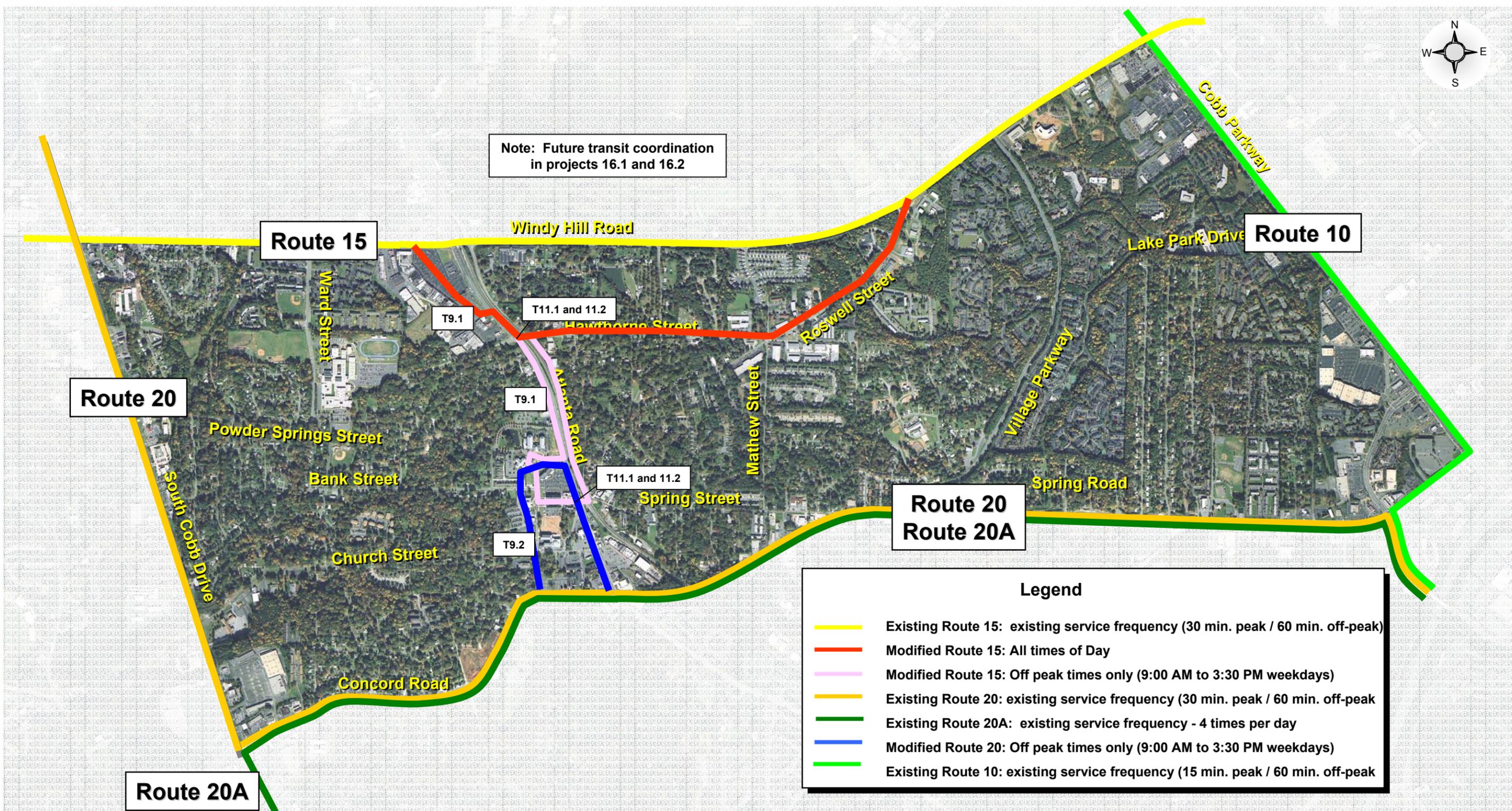


Figure T-8



Note: Future transit coordination in projects 16.1 and 16.2



Legend

- Existing Route 15: existing service frequency (30 min. peak / 60 min. off-peak)
- Modified Route 15: All times of Day
- Modified Route 15: Off peak times only (9:00 AM to 3:30 PM weekdays)
- Existing Route 20: existing service frequency (30 min. peak / 60 min. off-peak)
- Existing Route 20A: existing service frequency - 4 times per day
- Modified Route 20: Off peak times only (9:00 AM to 3:30 PM weekdays)
- Existing Route 10: existing service frequency (15 min. peak / 60 min. off-peak)



Figure T-9



Pro The following programs are recommended for implementation in the mid to long-range (beyond 2009):

- Program T-12 – Provide pedestrian and bicycle travel to link activity centers and neighborhoods.
- Program T-13 – Expand sidewalk network to local street system.
- Program T-14 – Connect multi-use trail facilities to regional trail network.
- Program T-15 – Enhance connectivity of activity centers to existing street system and neighborhoods.
- Program T-16 – Provide access to future commuter rail station (if located along Atlanta Road).

These programs and associated improvement projects are discussed in further detail below.

Recommended Short-range Transportation Improvement Programs and Projects (2004 through 2009)

Based on an examination of study area conditions and recommended land use modifications, 11 short-range improvement programs and associated projects were identified. These programs and projects identified actions that can be implemented quickly to provide short-range improvement to the transportation network for multimodal travel.

Program T-1 – Provide Pedestrian Improvements to Create a “Main Street” on Atlanta Road

In addition to allowing for travel through the LCI study area, the Atlanta Road corridor provides access to downtown Smyrna and links pedestrian activity areas. To encourage movement between activity areas via pedestrian travel,

implementation of pedestrian and aesthetic improvements to create a “Main Street” along Atlanta Road is recommended. The following projects are included in this program:

- T1.1 – Install streetscape improvements and a landscaped median along Atlanta Road from Windy Hill Road to Spring Road (streetscape improvements include 10’ sidewalks, benches, street lights, and landscaped buffer). Install improvements at Atlanta Road and West Spring Street intersection including: new signals and mast arms, high visibility pedestrian crossings, ADA accessible raised islands, and restriping.
- T1.2 – Define pedestrian walking areas at railroad grade crossings and enhance connections to sidewalk system (Spring Street and Hawthorne Street crossings).
- T1.3 – Modify Atlanta Road at Spring Road intersection to remove right turn channelization islands for northbound and southbound directions to provide a direct path for pedestrian crossing and landscape reclaimed channelization island areas.
- T1.4 – Replace all crosswalks with GDOT standard crosswalk markings to enhance visibility.

Program T-2 – Enhance Pedestrian and Bicycle Access in and around Activity Centers

Movement in and around the activity centers is important to encourage drivers to park once and chain multiple trips within an activity center or travel between activity centers via pedestrian or bicycle travel modes. The activity center plans developed as a part of the LCI study emphasize pedestrian movement within the sites. In addition, the following two projects indicate specific areas where a large greenspace will be created for public use as a part of the activity center plan.



- T2.1 – Provide sidewalks and greenspace within Jonquil redevelopment area.
- T2.2 – Provide greenway with trail section through Belmont Hills redevelopment area.

- T3.5 – Replace existing sidewalk with multi-use section (10' multi-use trail on north side of road with 6' sidewalk on south side of road) along Hawthorne Street (40' ROW) from Roswell Street to Davenport Street.
- T3.6 - Replace existing sidewalk with multi-use section (10' multi-use trail on north side of road with 6' sidewalk on south side of road) along Powder Springs Street (50' ROW) from Grady Street to Hamby Street.

Program T-3 – Provide Pedestrian and Bicycle Travel to Link Activity Centers and Neighborhoods

In addition to accommodating pedestrian travel needs along the Atlanta Road corridor, where commercial and community activity centers are present, it is important to link neighborhoods to community activity centers. Implementation of multi-use trail sections on residential collector corridors allows local trips to be routed to activity centers via pedestrian and bicycle travel modes.

The following projects provide this multimodal connection:

- T3.1 – Install multi-use trail section (10' off-road multi-use trail) from Village Parkway to Hawthorne Street at Davenport Street.
- T3.2 - Install multi-use trail section (10' off-road multi-use trail) from Ward Street to Glendale Circle and Glendale Place through Park/School.
- T3.3 – Replace existing sidewalk with multi-use section (10' multi-use trail on north side of road with 6' sidewalk on south side of road) along Bank Street (50' ROW) from South Cobb Drive to Hamby Street.
- T3.4 – Replace existing sidewalk with multi-use section (10' multi-use trail on north side of road with 6' sidewalk on south side of road) along Roswell Street (50' ROW) from Spring Street to Hawthorne Street.

Program T-4 – Provide ADA Compliant Sidewalk on Sections Not Scheduled for Multi-use Trail Implementation

As a second tier to the multi-use trails feeding the activity centers, a system of sidewalks along direct travel paths to community destinations is important to encouraging pedestrian travel. The following projects improve the sidewalks on residential collector streets to further encourage pedestrian travel within the community:

- T4.1 – Replace sidewalk along Spring Street (40' ROW) from Roswell Street to Mathews Street with new 5' sidewalks on both sides of street and install new 5' sidewalk on both sides along Spring Street from Mathews Street to Spring Road.
- T4.2 – Install new 6' sidewalks along both sides of the following streets from Bank Street to Church Street:
 - Pine Hill Drive (50' ROW) from Bank Street to Lavista Drive.
 - Lavista Drive (50' ROW) from Pine Hill Drive to Stephens Street.
 - Stephens Street (30' ROW) from Flagler Circle to Church Street.
- T4.3 – Replace sidewalk along Mathews Street (30' ROW) from Spring Street to Hawthorne Street with new 5' sidewalks on both sides of street.
- T4.4 – Replace sidewalk with new 5' sidewalk on both sides of the following streets from Hawthorne Street to Village Parkway:



- Davenport Street (50' ROW) from Hawthorne Street to Argo Drive.
- Argo Drive (40' ROW) from Davenport Street to Teasley Drive.
- Teasley Drive (60' ROW) from Argo Drive to Knoll Road.
- Knoll Road (60' ROW) from Teasley Drive to Turpin Road.
- Turpin Road (50' ROW) from Knoll Road to Village Parkway.
- T4.5 – Upgrade ADA deficiencies along other sidewalks as defined in the program for upgrading and expanding sidewalk system with new 5' sidewalks on both sides of street.

Program T-5 – Prepare Sidewalk Development Program for Upgrading and Expanding Sidewalk System

Implementation of sidewalks throughout the study area is important for encouraging pedestrian travel. The proposed improvements provide sidewalks and multi-use trail facilities on most of the collector street network. In addition, installation of sidewalks on the local streets is desired. The projects indicated below will evaluate the existing sidewalks and define a program for replacement of deteriorated sidewalks and installation of new sidewalk on local streets.

- T5.1 – Inventory existing sidewalks for ADA compliance and develop program to upgrade sidewalks not planned for replacement in future projects.
- T5.2 – Define local streets compatible with sidewalk installation and prepare plans for implementation.

Program T-6 – Upgrade Signalized Pedestrian Crossings

One of the primary barriers to travel that is encountered by pedestrians is the need to cross the street. Particularly when arterials or major collector facilities are to be crossed, ensuring safety in crossing is important. Safe and understandable pedestrian crossings can have a positive effect on safety and make the environment more attractive to pedestrians, increasing use of the

pedestrian travel mode. The following projects enhance the pedestrian crossing capability at signalized intersections:

- T6.1 – Provide signalized pedestrian crossings at all intersections (requires additional pedestrian crossings along Village Parkway).
- T6.2 – Replace all crosswalks with GDOT standard crosswalk markings to enhance visibility.
- T6.3 – Install pedestrian traffic signal at Village Parkway and Post Apartments access/trail access (if warranted based on MUTCD criteria).

Program T-7 – Determine Feasibility and Concept Design for Reducing Travel lanes and implement where feasible.

The Village Parkway corridor connects Windy Hill Road and Spring Road with a four-lane undivided road. This road has some issues with vertical curvature at various locations along its length. At the intersection of Village Parkway at Woodlands Drive, the vertical curvature necessitates use of a “blank out” sign to prohibit northbound left turns when a vehicle is approaching from the north. With an ADT of 10,600, the road is below capacity for a four-lane or two-lane facility. An examination of traffic volumes projected for year 2025 in the ARC 2025 RTP TP+ model indicates a modest increase in traffic volumes (40 percent) along Village Parkway. With this percent increase, the total volumes in year 2025 along Village Parkway would remain under 15,000 vehicles per day, compatible with a two-lane divided roadway section. Therefore, a reduction in the number of travel lanes in conjunction with accommodating left turns from the main street in a protected lane should be considered. The extra width saved by removing the underutilized roadway would be used to accommodate the recommended multi-use trail and sidewalk.

A detailed traffic assessment is recommended to determine the feasibility and concept design of the potential reduction in lanes. In addition to the Village Parkway corridor, Ward Street provides four-lane access to Campbell High School and may benefit from a similar lane reduction.



The following projects examine the feasibility and provide for the implementation of the lane reductions when feasible:

- T7.1 – Examine/implement Village Parkway (100' ROW) lane reduction to two-lane divided section and use additional width to install multi-use section (10' multi-use trail on west side of road and 6' sidewalk on east side of road). If lane reduction is not feasible, install four-lane divided roadway with similar multi-use trail and sidewalk section.
- T7.2 – Examine/implement Ward Street (60' ROW) lane reduction to three-lane section and use additional width to install multi-use section (10' multi-use trail on east side of road and 6' sidewalk on west side of road). If lane reduction is not feasible, maintain four-lane undivided roadway section and install similar multi-use trail and sidewalk section on new ROW.

Program T-8 – Enhance Connectivity of Activity Centers to Existing Street System and Neighborhoods

The activity centers in the Smyrna LCI study area are vital to providing a community in which people can live, work, and recreate. To ensure good connection to the adjacent neighborhoods and allow traffic traveling to and from the activity centers to be spread over multiple transportation facilities, the following roadway connections are recommended:

- T8.1 – Connect Fleming Street to Grady Street (30' ROW) and install multi-use section (10' multi-use trail on one side of road with 6' sidewalk on other side of road) along Grady Street from Powder Springs Street to Fleming Street.
- T8.2 – Install new roadway through Belmont Hills redevelopment area to connect existing signalized intersection of Windy Hill Road at Belmont Circle to proposed street connection from Fleming Street to Grady Street. (two-lane 24' road section with 8' parallel parking lanes on both sides).

- T8.3 – Install new roadway section through Jonquil site between planned park adjacent to Atlanta Road and development to serve one-way northbound traffic between Spring Road and Atlanta Road (one-lane 15' road section with 8' parallel parking lane).
- T8.4 – Implement roadway connection from Concord Road to Church Street in conjunction with redevelopment of South Cobb Drive at Concord Road site and install multi-use section (10' multi-use trail on east side of road with 6' sidewalk on west side of road).
- T8.5 – Conduct a future transportation study for a link between Concord Road, adjacent residential, and Belmont Hills / Market Village area.
- T8.6 – Conduct a future study of traffic changes/impacts of Spring Street / Roswell Street areas of redevelopment in the City.

Program T-9 – Modify Existing Transit Routes to Serve Local Needs

Emphasizing travel via pedestrian and bicycle modes provides the opportunity to shift local trips from automobiles to an alternative transportation mode. Since much of the Smyrna LCI study area is low to medium density residential, home based trips have many origination points. Maximizing use of pedestrian and bicycle modes allows local trips to/from community destinations to serve these dispersed trip origins. In contrast, transit would require significant commitment of resources to provide local access and headways that could compete with sidewalks for satisfying local trip making within the community. Therefore, the transit improvement recommendations focus on serving longer trips via modification of existing CCT routes to provide service closer to concentrated trip origins and destinations, such as the Belmont Hills redevelopment site, Smyrna Town Center/Market Village, and the Hawthorne Street/Roswell Street (Six Points intersection) areas.



The following projects define the proposed modification of CCT bus routes to improve transit access. With these modified transit routes, the area within one-quarter mile walking distance of a transit line increases significantly (from 55 percent of the study area to 75 percent). In addition, the proposed modified routes serve primary destinations in downtown Smyrna, as well as potential ridership in the Six Points intersection area (Roswell Street at Hawthorne Street).

- T9.1 – Modify CCT bus route 15 to serve Belmont Hills redevelopment area and the Six Points intersection area with service to downtown Smyrna during off-peak hours (9:00 AM to 3:30 PM).
- T9.2 – Modify CCT bus route 20 to serve downtown Smyrna Community Center during off-peak hours (9:00 AM to 3:30 PM).

Program T-10 – Upgrade Existing Speed Humps

Speed humps are provided along two streets in the Smyrna LCI study area. The speed humps along Sanford Road adjacent to the park south of Campbell High School are designed as “speed bumps”. Speed bumps have a narrow cross-section of one to two feet, while speed humps are more gradual, rising four to six inches over several feet to provide an undulation that can be traversed at speeds of 15 to 20 mph. Since the Stanford Road “speed bumps” are located adjacent to a park with on-street parking, incorporation of pedestrian crossings with less abrupt speed humps is recommended to facilitate movement from the parking areas to the park.

In contrast to the “speed bumps” located along Stanford Road, the existing speed humps along Davenport Street are of the wider design but provide a more severe slowing effect than standard Cobb County designed speed humps. Therefore, use of a more gradual speed hump is recommended. The following projects indicate replacement of the deficient speed bumps/humps:

- T10.1 – Replace existing speed humps along Davenport Street with new speed humps per Cobb County DOT design standards.

- T10.2 – Replace speed bumps along Sanford Road with speed tables (with pedestrian crossings) to facilitate pedestrian access to adjacent park.

Program T-11 – Determine Feasibility and Concept Design for Prohibiting Train Whistle in LCI Study Area and Implement if Feasible

The presence of the railroad tracks along Atlanta Road affects the physical environment of the area by limiting the crossing of vehicles and pedestrians. The limited connectivity affects the continuity of the community. In addition, the train whistle sounds regularly to warn motorists in the at-grade crossings that a train is approaching. As additional residential development occurs closer to the railroad tracks, the significance of this disturbance is increased.

To address the issue of the train whistle, the City is investigating implementation of a prohibition of use of the train whistle. The Federal Railroad Administration (FRA) provides a draft procedure for use in mitigation of safety issues associated with not using the train whistle within a community.

The paragraphs below indicate the need to conduct a feasibility study for prohibiting the train whistle and concept design for improvements needed to mitigate safety concerns. If the feasibility study and concept design indicate a train whistle prohibition is feasible, implementation of grade crossing modifications would be conducted as an identified project.

- T11.1 – Conduct feasibility and concept study to meet Federal Railroad Administration (FRA) requirements for at-grade crossings without use of train whistle.
- T11.2 – Implement grade crossing modifications and prohibit train whistle.



Recommended Mid to Long-range Transportation Improvement Programs and Projects (Beyond 2009)

The improvements recommended in programs 12 through 16 represent actions for mid to long-range implementation. These items were identified for implementation in more than five years due to the complexity or needs of the improvement or to coordinate implementation with other transportation improvements or redevelopment efforts.

Program T-12 – Provide Pedestrian and Bicycle Travel to Link Activity Centers and Neighborhoods

Implementation of multi-use trail sections on residential collector corridors allows local trips to be routed to activity centers via pedestrian and bicycle travel modes. Expansion of the multi-use trail network defined in the short-range improvements is recommended.

The following projects provide this multimodal connection:

- T12.1 – Replace existing sidewalk with multi-use section (10' multi-use trail on north side of road with 6' sidewalk on south side of road) along Church Street (50' ROW) from South Cobb Drive to King Street.
- T12.2 – Replace existing sidewalk with multi-use section (10' multi-use trail on north side of road with 6' sidewalk on south side of road) along Powder Springs Street (50' ROW) from South Cobb Drive to Grady Street.
- T12.3 – Replace existing sidewalk with multi-use section (10' multi-use trail on north side of road with 6' sidewalk on south side of road) along Roswell Street (50' ROW) from Hawthorne Street to Windy Hill Road.
- T12.4 – Replace existing sidewalk with multi-use section (10' multi-use trail on north side of road with 6' sidewalk on south side of road)

along Hawthorne Street (40' ROW) from Atlanta Road to Roswell Street.

- T12.5 – Replace existing sidewalk with multi-use section (10' multi-use trail on north side of road with 6' sidewalk on south side of road) along Fleming Street (30' ROW) west of Atlanta Road.

Program T-13 – Expand Sidewalk Network to Local Street System

Implementation of sidewalks throughout the study area is important for encouraging pedestrian travel. The recommended short-range programs included development of a sidewalk upgrade program. The projects indicated below will implement the program of sidewalk upgrades into the future.

- T13.1 – Install sidewalks on local streets identified in sidewalk upgrade program.
- T13.2 – Continue monitoring sidewalks for ADA compliance.



Program T-14 – Connect Multi-use Trail Facilities to Regional Trail Network

Multi-use trail facilities were designated for implementation in the short-term recommendations. These improvements provided multimodal travel links within the community connecting neighborhoods to community and commercial centers. The projects below connect the Smyrna LCI trail network to the regional trail network to allow for longer distance trips.

- T14.1 – Replace existing sidewalk with multi-use section (10' multi-use trail on north side of road with 6' sidewalk on south side of road) along Concord Road (70' ROW) from Atlanta Road to South Cobb Drive.
- T14.2 – Replace existing sidewalk with multi-use trail section (10' trail on west side of road with 6' sidewalk on east side of road) along Village Parkway (100' ROW) from previous trail terminus to Windy Hill Road.
- T14.3 – Install multi-use trail section (10' trail on north side of road) along Windy Hill Road (90' ROW) from Village Parkway to Atlanta Road.
- T14.4 – Install multi-use trail section (10' trail on west side of road with 6' sidewalk on east side of road) along Mt. Wilkerson Parkway Extension and coordinate with design of planned road.

Program T-15 – Enhance Connectivity of Activity Centers to Existing Street System and Neighborhoods

Roadway connections are recommended to ensure good connection to the adjacent neighborhoods and allow traffic traveling to and from the activity centers to be spread over multiple transportation facilities. The short-range program recommended activity center connectivity via public roadway connections.

The following roadway and pedestrian facility connections are recommended to address development that is projected beyond the five-year (short-range) timeframe in the Six Points intersection area.

- T15.1 – Consider roadway realignments to simplify intersection operations (Hawthorne Street to Roswell Street east of intersection and Roswell Street to Hawthorne Street west of intersection).
- T15.2 – Install signalized intersection or traffic circle at Roswell Street/Hawthorne Street at Mathews Street intersection.
- T15.3 – Install sidewalk and multi-use trail upgrades in the Six Points area in coordination with redevelopment.

Program T-16 – Provide Access to Future Commuter Rail Station (If Located along Atlanta Road)

In addition to existing CCT bus routes, implementation of future commuter rail service along the Cobb Parkway or Atlanta Road corridors is planned in the 2025 RTP. The following projects provide coordination of parking, access, and bus services to accommodate future commuter rail service if commuter rail service will use the Atlanta Road route or bus connection to a possible station along Cobb Parkway if that route is chosen for the commuter rail service:

- T16.1 – Coordinate parking and access to possible future commuter transit station if rail station is located along Atlanta Road corridor. Coordinate service to potential future commuter rail station or bus rapid transit with CCT (based on location of future rail or bus rapid transit service along Atlanta Road or Cobb Parkway).
- T16.2 – Modify CCT bus routes 15 and 20 to serve future commuter rail station.



IMPLEMENTATION PLAN

The Concept Plan is built around several basic strategies for achieving successful implementation, as follows:

- Build to proven market strengths, particularly those strengths reflected in (1) the retail success of the Market Village and (2) the residential success along Atlanta Road south of Spring Road.
- Base a financing structure on multiple funding sources and, where possible, the leveraging of those various capital sources through public/private partnerships that shift risk to the Private Sector partner.
- Identify and secure a major economic incentive – a source of financing controlled by the City – that can be used to attract private investors and developers;
- Provide an organizational framework for implementing the Concept Plan, emphasizing the fostering of an effective partnership between the public and private sectors to correct economic limitations that have impeded the redevelopment of sites identified as Activity Centers in this study;

Market strengths have been addressed in the “Existing Conditions and Assessment” section of this report. The major economic incentive that should be put in place to attract and leverage private development and investment – Tax Allocation District bond financing – is described below as part of the recommended overall financing structure for Concept Plan implementation, as is the Organizational Framework for making that implementation successful.

Financing Structure

The redevelopment costs will be funded from a variety of public and private sources, including the following:

- Conventional private debt
- Private equity, including land contributions
- Proceeds of Tax Allocation District (tax increment financing) bonds
- Federal and State transportation funds, including Transportation Enhancement Funds (TEA)
- Governors Open Space Acquisition Program
- Non-profit/Foundation Funds: Trust for Public Land, PATH Foundation, Nature Conservancy
- City of Smyrna Impact Fees
- Other federal, state and local grant and funding sources as appropriate and available
- ARC LCI Implementation funds
- ARC Surface Transportation Improvement funds
- Congestion Mitigation and Air Quality funds (CMAQ)
- County Greenspace funds
- Community Development Block Grant funds
- Section 108 Guaranteed Loans funds

Tax Allocation District Financing

It is essential that all available incentives, including the TAD, be offered throughout the northern sector of Smyrna – including the Atlanta Road Corridor north of Spring Road – in order to balance the development potential of this entire area, making all of Smyrna competitive in attracting business and investment. At this point, the Study Area of Smyrna other than the Market Village has shown predominantly flat property values; older, obsolete and deteriorating structures; and a higher percentage of low-income demographics



that graphically point to this sub-area's eligibility for the exercise of these redevelopment powers.

Financial estimates indicate that these projects would not be able to go beyond the planning stages without the additional support available through TAD-generated tax increment financing. If the requisite TAD were approved and established, funding for Concept Plan private and public improvements could be at least partially funded as follows:

- Use revenues anticipated from increased property taxes generated by these anchor projects to support a bond issue.
- Use proceeds from the TAD bond issue to provide long-term financing for transportation infrastructure, streetscapes and other public improvements that will tie together the Atlanta Road Corridor portion of Atlanta Road with Smyrna's City Center/Market Village complex and the commercial intersection of Atlanta Road and Spring Road.
- Use proceeds from the TAD bond issue to provide partial financing, if needed, for qualified on-site redevelopment needs of selected private property owners and developers.

The ultimate goal for the recommended TAD is to encourage and entice private investment in Smyrna's Study Area by offering financing incentives that will help ameliorate the current conditions contributing to disinvestments and marginal use of the property.

Project development cost calculations contained later in this report indicate the extent to which additional taxes may be generated by new development and rehabilitations on the sites proposed. The potential increase in long-term tax dollars indicates that a tax redevelopment strategy in Smyrna's Study Area and northern sectors, as provided for by the Redevelopment Powers Law in a tax allocation district, could generate substantial assistance in relieving the

deteriorating effects of the generally stagnant pockets of this area. The linkages it would generate would improve an economic impact felt not only within the Redevelopment Area, but in adjacent areas as well.

Overview of Tax Allocation Districts

Tax allocation districts are authorized in Georgia under the Redevelopment Powers Law, Title 36, Chapter 44. A Tax Allocation District ("TAD"), which uses a financing method typically referred to as "tax increment financing," is a tool used to publicly finance certain redevelopment activities in underdeveloped or blighted areas. A TAD derives its funding from the increase in the area's ad valorem taxes levied by the city, county and the school system. These revenues are placed in a special redevelopment fund for the area and are used to directly pay for the redevelopment costs or to issue bonds to pay for redevelopment costs.

Tax allocation districts are recognized as effective financing vehicles and rank among the top incentives that local municipalities can use to spur new investment in Georgia's blighted and underdeveloped urban areas. TADs have been identified as THE component critical to smart growth in areas that would otherwise remain uncompetitive and unproductive. A TAD is necessary to spur redevelopment in Smyrna's northern sector.

TADs are relatively low-risk for governments in that they are non-recourse and are not considered public debt. They rely on an increase in the tax base and not on general funds to pay for infrastructure and other improvements necessary to revitalize central cities. This incentive supports developments that add jobs and lessen commuter congestion and bring specific areas back to life. TADs can make affordable and market-rate housing, transit-oriented offices and homes, efficient and functional retail centers, and a desirable quality of life available to areas like the downtown's eastern area that have sought for years to turn the corner on disinvestment and decline.



It is recommended that an “Atlanta Road Corridor Tax Allocation District” be created at the earliest possible date, preferably the end of this year. A TAD established by December 31, 2003 would allow possible bond financing in 2004.

Georgia’s Redevelopment Powers Law provides that the district must remain in existence until all redevelopment costs, including debt service, are paid in full. It is therefore proposed that the Redevelopment Area and accompanying Tax Allocation District remain in existence for a period equal to the anticipated term of the outstanding bond issues, but no longer than 30 years from the date of the initial bond issue.

As provided in the Redevelopment Powers Law, the taxes that could be included in the Tax Increment Base for the Tax Allocation District are based on the following 2003 millage rate:

City of Smyrna	9.70 mills
Cobb County	6.85 mills
Cobb County School District	19.00 mills
<u>Total</u>	<u>35.55 mills</u>

It is anticipated that the fixed rate of the Tax Allocation Bond issue will be tax exempt. The actual rate will be determined at the time of bond issuance based on general conditions within the bond market, development anticipated within the Atlanta Road Corridor Redevelopment Area, and the assessed taxable property value. For purposes of estimating bond proceeds, a seven and one-quarter percent (7.25%) rate has been utilized in this Redevelopment Plan.

Preliminary projections indicate that the anticipated new development/redevelopment within the Study Area can generate incremental tax revenues at full build-out of approximately \$2.5 million. At assumed terms of 25 years, 7.25% rate and 1.25 debt service coverage (DSC), this amount of annual incremental tax revenue could support a bond issue of approximately \$22.9 million prior to construction start – assuming, of course, that acceptable developer and construction-completion agreements were in place.

Geographic Boundaries of the Proposed TAD

The proposed study area is located in land lots 418, 419, 446, 447, 489, 490, 491, 520, 521, 522, and 559 of the 17th District of Cobb County. The boundaries are generally described as Atlanta Road on the east, Spring Road on the south, City Center and the western property line of the Carriage House Apartments on the west, and Windy Hill Road on the north.

Supportable Bonds from New Development of study area

The Tax Financing District within the proposed Atlanta Road Corridor Redevelopment Plan boundaries had an assessed tax base value of \$29,279,178 in 2003 according to the tax records of Cobb County. Verification will be sought from the State of Georgia Revenue Commissioner’s Office.



Projected TAD Area Redevelopment Program: Supportable Bonds

These projections include only those projects within the proposed TAD boundaries and are subject to change.

TOTAL PROJECTED DEVELOPMENT VALUE

Gross Taxable Value @ **75%** Dev Value
 Less Tax-exempt Development

TOTAL TAXABLE DEVELOPMENT VALUE

Assessed Value @ 40%
 Existing Tax Base to be Replaced
 Net Incremental Assessment

Projected Total Cost

\$	295,385,000
\$	221,538,750
\$	-
\$	221,538,750
\$	88,615,500
(\$	17,929,972)
\$	70,685,528

INCREMENTAL TAXES FROM NEW DEVELOPMENT

City of Smyrna @ **9.700** mills
 Cobb County @ **6.850** mills
 Cobb County Schools @ **19.000** mills
 Combined Total **35.550**

\$	685,650
\$	484,196
\$	1,343,025
\$	2,512,871

SUPPORTABLE BONDS @

7.25% **25** Years Rate
0.08775 Constant
1.25 DSC

City of Smyrna
 Cobb County
 Cobb County Schools
 Combined Total

\$	6,250,801
\$	4,414,226
\$	12,243,837
\$	22,908,864



Organizational Framework

Using its TAD capabilities as its primary incentive, the City of Smyrna plans to attract a private developer or group of developers to the site to develop a planned mixed-use community in accordance with principals and recommendations of the current Livable Centers Initiative Study.

The State Redevelopment Powers Law authorizes the City of Smyrna to designate a Redevelopment Agency for the purpose of carrying out the Redevelopment Plan. It is anticipated that the City will designate the City of Smyrna Downtown Development Authority (DDA) to serve as the City's Redevelopment Agent responsible to the City for implementing the proposed Redevelopment Plan. As the City's Redevelopment Agent, the DDA will carry out tasks in the following areas:

- Coordinating implementation activities with other major participants in the Redevelopment Plan and their respective development and planning entities, including Cobb County, the Cobb County Board of Education, the communities impacted and other stakeholders, as well as with various City of Smyrna departments involved in implementing the Redevelopment Plan.
- Conducting (either directly or by subcontracting for services) standard predevelopment activities, including - but not limited to - site analysis, environmental analysis, development planning, market analysis, financial feasibility studies, preliminary design, zoning compliance, facilities inspections, and overall analysis of compatibility of proposed development projects with the City's Comprehensive Development Plan, Livable Centers Initiative Study and the Redevelopment Plan.
- Seeking appropriate development projects, financing and other forms of private investment in the Redevelopment Area from qualified sources.

- Developing public-private ventures, loans to private enterprise and intergovernmental agreements as needed.
- Marketing the Redevelopment Area among developers, capital sources and the general public.
- Coordinating public improvement planning and construction with the City's Department of Public Works, Department of Community Development, and other relevant City and County departments and offices.
- Entering into negotiations, either directly or through designated brokers, with property owners and real estate developers within the Redevelopment Area for the purpose of acquiring land and property for redevelopment in accordance with the Redevelopment Plan.
- Preparing economic and financial analyses, project-specific feasibility studies and assessments of tax base increments in support of the issuance of Tax Allocation Bonds by the City.
- The DDA will perform other duties as necessary to implement the Redevelopment Plan.

For the foreseeable future, the City's Department of Community Development, working directly with the City Manager's Office, could function as staff for the DDA. If it so chooses at some future date, the City could allow the DDA to build its own internal staffing capabilities and function as a truly separate development entity, although continuing to administer the TAD through a management contract with the City.



The Redevelopment Agent has the right to pursue condemnation authority with the City of Smyrna under the Georgia Redevelopment Powers Law.

To manage the redevelopment process, the DDA will seek to enter into contractual arrangements with qualified vendors to provide the professional and other services required in qualifying and issuing the bonds, as well as in services including design, feasibility, project management, legal, engineering, and other services required for implementation of the proposed Redevelopment Plan.

NOTE REGARDING IMPLEMENTATION: Tax Allocation District Approval

Encouraged by the LCI Study preliminary findings over the past four months, as well as by the responses and reactions of Smyrna residents through the Public Participation Process, City officials decided to seek creation of a Tax Allocation District, an early recommendation of the Study Team. A Redevelopment Plan for the proposed TAD was prepared and submitted to the three “taxing entities” that could choose to participate in or not participate in the TAD: City of Smyrna, Cobb County and the Cobb County School District. Upon assessing the Redevelopment Plan and holding public hearings on the matter, all three elected bodies approved the creation of the TAD, effective December 31, 2003, the last approval coming from the School Board on December 11. With this major incentive now available, the City is well on its way to implementing this recommended LCI Study.

SMYRNA LCI - FIVE YEAR IMPLEMENTATION PLAN

Transportation Projects

Ref. No.	Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source &	Match Amount
Program T-1 – Provide Pedestrian Improvements to Create a “Main Street” on Atlanta Road											
T1.1	Install streetscape improvements and a landscaped median along Atlanta Road (5700') from Windy Hill Road to Spring Road (streetscape improvements include 10' sidewalks, benches, street lights, and landscaped buffer). Install improvements at Atlanta Road and West Spring Street intersection including: new signals and mast arms, high visibility pedestrian crossings, ADA accessible raised islands, and restriping.	Roadway /Pedestrian	2004	\$567,350	2006	\$5,655,750	\$6,223,100	City	TIP	City	\$1,244,620
T1.2	Define pedestrian walking areas at railroad grade crossings and enhance connections to sidewalk system (Spring Street and Hawthorne Street crossings).	Intersection /Pedestrian	2004	\$5,800	2006	\$29,000	\$34,800	City	TIP	City	\$6,960
T1.3	Modify Atlanta Road at Spring Road intersection to remove right turn channelization islands for northbound and southbound directions to provide a direct path for pedestrian crossing and landscape reclaimed channelization island areas.	Intersection /Pedestrian	2004	\$13,800	2006	\$69,000	\$82,800	City	TIP	City	\$16,560
T1.4	Replace Atlanta Road crosswalks with GDOT standard crosswalk markings to enhance visibility (four intersections)	Intersection /Pedestrian	2004	Part of T1.1 Cost	2006	Part of T1.1 Cost	Part of T1.1 Cost	City	N/A	N/A	N/A
Program T-2 – Enhance Pedestrian and Bicycle Access in and Around Activity Centers											
T2.1	Provide sidewalks and greenspace within Jonquil redevelopment area.	Pedestrian	2005	With Site Development	2007	With Site Development	With Site Development	City	City	N/A	N/A
T2.2	Provide greenway with trail section through Belmont Hills redevelopment area (4200').	Pedestrian /Bicycle	2005	\$41,200	2007	\$206,000	\$247,200	City	TIP	City	\$49,440
Program T-3 - Provide Pedestrian and Bicycle Travel to Link Activity Centers and Neighborhoods											
T3.1	Install multi-use trail section (10' off-road multi-use trail) from Village Parkway to Hawthorne Street at Davenport Street (2640')	Pedestrian /Bicycle	2005	\$22,500	2007	\$225,000	\$247,500	City	TIP	City	\$49,500
T3.2	Install multi-use trail section (10' off-road multi-use trail) from Ward Street to Glendale Circle and Glendale Place through Park/School (1900')	Pedestrian /Bicycle	2007	\$18,000	2009	\$180,000	\$198,000	City	TIP	City	\$39,600
T3.3	Replace existing sidewalk with multi-use section (10' multi-use trail on north side of road with 6' sidewalk on south side of road) along Bank Street (50' ROW) from South Cobb Drive to Hamby Street (5438').	Pedestrian /Bicycle	2004	\$120,600	2006	\$1,206,000	\$1,326,600	City	TIP	City	\$265,320
T3.4	Replace existing sidewalk with multi-use section (10' multi-use trail on north side of road with 6' sidewalk on south side of road) along Roswell Street (50' ROW) from Spring Street to Hawthorne Street (2870')	Pedestrian /Bicycle	2004	\$70,600	2006	\$706,000	\$776,600	City	TIP	City	\$155,320
T3.5	Replace existing sidewalk with multi-use section (10' multi-use trail on north side of road with 6' sidewalk on south side of road) along Hawthorne Street (40' ROW) from Roswell Street to Davenport Street (3400')	Pedestrian /Bicycle	2006	\$96,300	2008	\$963,000	\$1,059,300	City	TIP	City	\$211,860

SMYRNA LCI STUDY

Huntley and Associates, Inc.

Supporting Documentation and Analyses:

- Employment Projections
- Concept Plan - Private Development Program

SMYRNA LCI - COMPARISON OF DEVELOPMENT IMPACTS

Changes in Population, Housing Units and Employment: 2003 - 2028

	2003	2008	2013	2018	2023	2028
Current Conditions						
Population	15,926	16,085	16,568	17,065	17,577	18,104
Housing Units	7,467	7,692	7,965	8,076	7,984	7,895
Employment	10,811	11,706	12,620	13,578	14,610	15,726
LCI Plan Implementation						
Population	15,926	16,624	18,143	19,913	21,648	23,348
Housing Units	7,467	7,794	8,506	9,336	10,149	10,946
Employment	10,811	15,024	16,553	18,695	21,387	24,618

Key Assumptions:

Current Conditions

1. Under current conditions, population and housing growth is modest, consistent with observed patterns since 1990.
2. Housing unit changes reflect a combination of loss of aging housing stock, accelerating after 2015, and incremental additions of new stock. Only 12% of housing in study area has been built since 1990. About 43% was built between 1960 and 1980. Clusters of housing in this age will be the most likely target of aging and deterioration, or for assemblage and redevelopment.
3. Citywide, Smyrna has issued on average 595 single family dwelling permits (attached and detached). Approximately 5% are located within the study area.
4. No new multi-family rental is anticipated for at least a decade, until 2013.
5. Retail employment is calculated at 1 job per \$50,000 in retail sales.

Under LCI Plan

1. Population growth not a byproduct of new job growth (which is likely to be minimal and in retail and business services).
2. Most population growth will be derived from appeal of housing, location, and quality of life.
3. Historically, Smyrna has averaged 595 single family dwelling permits citywide and 825 new home sales in the zip codes that include the study area. The figures assume that this trend will not change significantly, but study area's share of activity could grow.
4. Retail employment is calculated at 1 job per \$50,000 in retail sales.
5. Office employment is calculated at 1 job per 275 square feet of office space.
6. Lodging employment is calculated at 1 job per 2 rooms.

SMYRNA LCI - PRIVATE DEVELOPMENT PROGRAM SUMMARY

	Projected Total Cost	Year of Development Cost									
		Short-term					Medium-term				
		Yr 1 <u>2004</u>	Yr 2 <u>2005</u>	Yr 3 <u>2006</u>	Yr 4 <u>2007</u>	Yr 5 <u>2008</u>	Yr 6 <u>2009</u>	Yr 7 <u>2010</u>	Yr 8 <u>2011</u>	Yr 9 <u>2012</u>	Yr 10 <u>2013</u>
TOTAL PROJECTED DEVELOPMENT COST	\$ 620,655,667	\$ -	\$ 228,155,595	\$ 43,680,000	\$ 22,465,156	\$ 31,797,150	\$ 106,719,910	\$ 97,384,161	\$ 90,453,694	\$ -	\$ -

	Projected Total Cost	Year of Development Cost									
		Short-term					Medium-term				
		Yr 1 <u>2004</u>	Yr 2 <u>2005</u>	Yr 3 <u>2006</u>	Yr 4 <u>2007</u>	Yr 5 <u>2008</u>	Yr 6 <u>2009</u>	Yr 7 <u>2010</u>	Yr 8 <u>2011</u>	Yr 9 <u>2012</u>	Yr 10 <u>2013</u>
TOTAL DEVELOPMENT COST BY PROJECT											
BELMONT HILLS MIXED-USE REDEVELOPMENT: RESIDENTIAL*	\$ 189,596,910	\$ -	\$ 66,201,750	\$ 43,680,000	\$ 9,702,000	\$ 29,172,150	\$ 40,841,010	\$ -	\$ -	\$ -	\$ -
BELMONT HILLS MIXED-USE REDEVELOPMENT: RETAIL+OFFICE*	\$ 98,579,233	-	98,579,233	-	-	-	-	-	-	-	-
ATLANTA ROAD RESIDENTIAL/MXD DEVELOPMENT	\$ -	-	-	-	-	-	-	-	-	-	-
ATLANTA ROAD MXD DEVELOPMENT	\$ 15,388,156	-	-	-	12,763,156	2,625,000	-	-	-	-	-
JONQUIL PLAZA REDEVELOPMENT	\$ 63,374,613	-	63,374,613	-	-	-	-	-	-	-	-
COBB/CONCORD CENTER MXD	\$ 77,558,523	-	-	-	-	-	10,000,000	38,711,316	28,847,207	-	-
HAWTHORNE COMMUNITY REDEVELOPMENT	\$ 176,158,232	-	-	-	-	-	55,878,900	58,672,845	61,606,487	-	-
OTHER 3	\$ -	-	-	-	-	-	-	-	-	-	-
OTHER 4	\$ -	-	-	-	-	-	-	-	-	-	-
TOTAL	\$ 620,655,667	\$ -	\$ 228,155,595	\$ 43,680,000	\$ 22,465,156	\$ 31,797,150	\$ 106,719,910	\$ 97,384,161	\$ 90,453,694	\$ -	\$ -

* The Belmont Hills Mixed-Use Redevelopment is divided, for purposes of this analysis, into a Residential component and a Retail+Office component. 120 condo units included in the Residential component will physically be included in the eastern half of the Concept Plan design in a 3-story facility fronting on Windy Hill Road and possibly above certain retail locations

SMYRNA LCI - PRIVATE DEVELOPMENT PROJECT DETAIL

Annual Cost Inflation Assumption:					5.0%	Year of Development Cost										
ANTICIPATED DEVELOPMENT Type of Development	Year Built	Size	Unit	Unit Cost	Projected Total Cost	Short-term					Medium-term					
						Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	
						2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
BELMONT HILLS MIXED-USE REDEVELOPMENT: RESIDENTIAL*					\$ 189,596,910	\$ -	\$ 66,201,750	\$ 43,680,000	\$ 9,702,000	\$ 29,172,150	\$ 40,841,010	\$ -	\$ -	\$ -	\$ -	\$ -
Acquisition	2005	44.1 acres		500,000	22,045,000	-	22,045,000	-	-	-	-	-	-	-	-	-
Demo, Site Prep	2005	44.1 acres		75,000	3,306,750	-	3,306,750	-	-	-	-	-	-	-	-	-
Sale Housing-Condos	2005	160 units		210,000	33,600,000	-	33,600,000	-	-	-	-	-	-	-	-	-
Sale Housing-Townhouses	2005	25 units		210,000	5,250,000	-	5,250,000	-	-	-	-	-	-	-	-	-
Sale Housing-Condos	2006	160 units		220,500	35,280,000	-	-	35,280,000	-	-	-	-	-	-	-	-
Sale Housing-Detached	2006	30 units		280,000	8,400,000	-	-	8,400,000	-	-	-	-	-	-	-	-
Sale Housing-Detached	2007	33 units		294,000	9,702,000	-	-	-	9,702,000	-	-	-	-	-	-	-
Sale Housing-Condos**	2008	120 units		243,101	29,172,150	-	-	-	-	29,172,150	-	-	-	-	-	-
Sale Housing-Condos	2009	160 units		255,256	40,841,010	-	-	-	-	-	40,841,010	-	-	-	-	-
Retail Parking (included) Commons, Parks	2005	8.0 acres		250,000	2,000,000	-	2,000,000	-	-	-	-	-	-	-	-	-
BELMONT HILLS MIXED-USE REDEVELOPMENT: RETAIL+OFFICE*					\$ 98,579,233	\$ -	\$ 98,579,233	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Acquisition	2005	48.8 acres		400,000	19,508,000	-	19,508,000	-	-	-	-	-	-	-	-	-
Demo, Site Prep	2005	48.8 acres		75,000	3,657,750	-	3,657,750	-	-	-	-	-	-	-	-	-
Retail	2005	421,270 sf		135	56,766,133	-	56,766,133	-	-	-	-	-	-	-	-	-
Office	2005	104,800 sf		135	14,121,800	-	14,121,800	-	-	-	-	-	-	-	-	-
Parking-Surface	2005	2,526 spaces		1,000	2,525,550	-	2,525,550	-	-	-	-	-	-	-	-	-
Other: Greenspace, Landscape	2005	1 allow		2,000,000	2,000,000	-	2,000,000	-	-	-	-	-	-	-	-	-
ATLANTA ROAD RESIDENTIAL/MXD DEVELOPMENT					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Acquisition	2004	4.0 acres		-	-	-	-	-	-	-	-	-	-	-	-	-
Sale Housing	2004	- units		200,000	-	-	-	-	-	-	-	-	-	-	-	-
Retail	2004	- sf		135	-	-	-	-	-	-	-	-	-	-	-	-
Parking-Decks	2004	- spaces		8,500	-	-	-	-	-	-	-	-	-	-	-	-
Other: Greenspace, Landscape	2004	1 allow		-	-	-	-	-	-	-	-	-	-	-	-	-
ATLANTA ROAD MXD DEVELOPMENT					\$ 15,388,156	\$ -	\$ -	\$ -	\$ 12,763,156	\$ 2,625,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Acquisition	2007	4.0 acres		500,000	2,000,000	-	-	-	2,000,000	-	-	-	-	-	-	-
Retail	2007	35,000 sf		149	5,199,666	-	-	-	5,199,666	-	-	-	-	-	-	-
Housing	2007	- units		231,525	-	-	-	-	-	-	-	-	-	-	-	-
Office	2007	35,000 sf		149	5,199,666	-	-	-	5,199,666	-	-	-	-	-	-	-
Lodging/Meeting	2008	35 rooms		75,000	2,625,000	-	-	-	-	2,625,000	-	-	-	-	-	-
Parking-Surface	2007	330 spaces		1,103	363,825	-	-	-	363,825	-	-	-	-	-	-	-
Other	2007			-	-	-	-	-	-	-	-	-	-	-	-	-

SMYRNA LCI - PRIVATE DEVELOPMENT PROJECT DETAIL

ANTICIPATED DEVELOPMENT Type of Development	Year Built	Size	Unit	Unit Cost	Projected Total Cost	Year of Development Cost																			
						Short-term					Medium-term														
						Yr 1 2004	Yr 2 2005	Yr 3 2006	Yr 4 2007	Yr 5 2008	Yr 6 2009	Yr 7 2010	Yr 8 2011	Yr 9 2012	Yr 10 2013										
JONQUIL PLAZA REDEVELOPMENT						\$	63,374,613	\$	-	\$	63,374,613	\$	-	\$	-	\$	-	\$	-	\$	-				
Acquisition	2005	11.6 acres		500,000	5,785,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Retail					-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
	Phase 1	2005	99,727 sf	135	13,438,213	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
	Phase 2	2006	- sf	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Housing					-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
	Phase 1	2005	174 units	210,000	36,437,450	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
	Phase 2	2006	- units	220,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Office	2005	41,560 sf	135	5,600,210	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Parking-Decks	2005	174 spaces		8,925	1,548,592	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Parking-Surface	2005	565 spaces		1,000	565,148	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
COBB/CONCORD CENTER MXD						\$	77,558,523	\$	-	\$	-	\$	-	\$	-	\$	10,000,000	\$	38,711,316	\$	28,847,207	\$	-	\$	-
Acquisition	2009	20.0 acres		500,000	10,000,000	-	-	-	-	-	-	-	-	-	-	-	10,000,000	-	-	-	-	-	-	-	
Retail	2011	122,596 sf	181	22,138,127	-	-	-	-	-	-	-	-	-	-	-	-	-	-	22,138,127	-	-	-	-	-	
Housing	2010	139 units		268,019	37,133,157	-	-	-	-	-	-	-	-	-	-	-	-	37,133,157	-	-	-	-	-	-	
Office	2011	32,548 sf	181	5,877,449	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,877,449	-	-	-	-	-	
Parking-Decks	2010	139 spaces		11,391	1,578,159	-	-	-	-	-	-	-	-	-	-	-	-	1,578,159	-	-	-	-	-	-	
Parking-Surface	2011	621 spaces		1,340	831,631	-	-	-	-	-	-	-	-	-	-	-	-	-	-	831,631	-	-	-	-	
Other	2010				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
HAWTHORNE COMMUNITY REDEVELOPMENT						\$	176,158,232	\$	-	\$	-	\$	-	\$	-	\$	55,878,900	\$	58,672,845	\$	61,606,487	\$	-	\$	-
Acquisition-Phase 1	2009	35 acres		300,000	10,500,000	-	-	-	-	-	-	-	-	-	-	-	10,500,000	-	-	-	-	-	-	-	
Acquisition-Phase 2	2010	35 acres		315,000	11,025,000	-	-	-	-	-	-	-	-	-	-	-	-	11,025,000	-	-	-	-	-	-	
Acquisition-Phase 3	2011	35 acres		330,750	11,576,250	-	-	-	-	-	-	-	-	-	-	-	-	-	11,576,250	-	-	-	-	-	
Retail	2011	sf		181	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Sale Housing-Phase 1	2009	140 units		324,135	45,378,900	-	-	-	-	-	-	-	-	-	-	-	45,378,900	-	-	-	-	-	-	-	
Sale Housing-Phase 2	2010	140 units		340,342	47,647,845	-	-	-	-	-	-	-	-	-	-	-	-	47,647,845	-	-	-	-	-	-	
Sale Housing-Phase 3	2011	140 units		357,359	50,030,237	-	-	-	-	-	-	-	-	-	-	-	-	-	50,030,237	-	-	-	-	-	
Office	2011	sf		181	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Parking (included)					-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Landscape Features	2009				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

SMYRNA LCI - PRIVATE DEVELOPMENT UNITS

TOTAL DEVELOPMENT UNITS BY PROJECT		Projected Total Cost
Sale Housing-Condos	Units =	912
Sale Housing-Townhouses	Units =	25
Sale Housing-Detached	Units =	483
Total Housing	Units =	1,420
Total Retail	Sq Ft =	678,593
Total Office	Sq Ft =	172,348
Total Lodging	Rooms =	35

Year of Development Cost									
Short-term					Medium-term				
Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
-	334	160	-	120	160	139	-	-	-
-	25	-	-	-	-	-	-	-	-
-	-	30	33	-	140	140	140	-	-
-	359	190	33	120	300	279	140	-	-
-	520,997	-	35,000	-	-	-	122,596	-	-
-	104,800	-	35,000	-	-	-	32,548	-	-
-	-	-	-	35	-	-	-	-	-

ANTICIPATED DEVELOPMENT Type of Development	Year Built	Size	Unit
BELMONT HILLS RESIDENTIAL REDEVELOPMENT			
Acquisition	2,005	acres	
Sale Housing-Condos	2,005	160 units	
Sale Housing-Townhouses	2,005	25 units	
Sale Housing-Condos	2,006	160 units	
Sale Housing-Detached	2,006	30 units	
Sale Housing-Detached	2,007	33 units	
Sale Housing-Condos	2,008	120 units	
Sale Housing-Condos	2,009	160 units	
Retail			
BELMONT HILLS RETAIL REDEVELOPMENT			
Acquisition	2,005		
Retail	2,005	421,270 sf	
Office	2,005	104,800 sf	
ATLANTA ROAD RESIDENTIAL/MXD DEVELOPMENT			
Acquisition	2,004		
Sale Housing: The Terraces	2,004	- units	
Sale Housing: The Plaza	2,004	- units	
ATLANTA ROAD MXD DEVELOPMENT			
Acquisition	2,007		
Retail	2,007	35,000 sf	
Housing		units	
Office	2,007	35,000 sf	
Lodging/Meeting	2,008	35 rooms	

Year of Development Cost									
Short-term					Medium-term				
Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
-	-	-	-	-	-	-	-	-	-
-	160	-	-	-	-	-	-	-	-
-	25	-	-	-	-	-	-	-	-
-	-	160	-	-	-	-	-	-	-
-	-	30	-	-	-	-	-	-	-
-	-	-	33	-	-	-	-	-	-
-	-	-	-	120	-	-	-	-	-
-	-	-	-	-	160	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	421,270	-	-	-	-	-	-	-	-
-	104,800	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	35,000	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	35,000	-	-	-	-	-	-
-	-	-	-	35	-	-	-	-	-

ANTICIPATED DEVELOPMENT				Year of Development Cost									
				Short-term					Medium-term				
				Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
Type of Development	Year Built	Size	Unit	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
JONQUIL PLAZA REDEVELOPMENT													
Acquisition	2,005												
Retail													
	Phase 1	2,005	99,727 sf										
	Phase 2	2,006	- sf										
Housing													
	Phase 1	2,005	174 units										
	Phase 2	2,006	- units										
Office	2,005	41,560	sf										
COBB/CONCORD CENTER MXD													
Acquisition	2,009												
Retail	2,011	122,596	sf										
Housing	2,010	139	units										
Office	2,011	32,548	sf										
HAWTHORNE COMMUNITY REDEVELOPMENT													
Acquisition-Phase 1	2,009												
Acquisition-Phase 2	2,010												
Acquisition-Phase 3	2,011												
Retail	2,011	-	sf										
Sale Housing-Phase 1	2,009	140	units										
Sale Housing-Phase 2	2,010	140	units										
Sale Housing-Phase 3	2,011	140	units										
Office	2,011	-	sf										

SMYRNA LCI: STUDY AREA RETAIL EMPLOYMENT - WITHOUT LCI CONCEPT PLAN (STATUS QUO)

Assumptions:								Retail Jobs @
Retail	Belmont	Jonquil	Market Village	Balance Windy Hill	Balance Atlanta Rd	Balance Study Area	Current Total Sales	\$ 50,000 Sales
Square Footage	486,896	55,000	40,000	55,000	20,000	450,417	1,107,313	
Occupancy	79%	85%	95%	85%	100%	80%	81%	
Effective SF	384,648	46,750	38,000	46,750	20,000	360,333	896,481	
Sales per SF	\$ 100.00	\$ 100.00	\$ 350.00	\$ 125.00	\$ 200.00	\$ 150.00	\$ 134.23	
Total Sales	\$ 38,464,784	\$ 4,675,000	\$ 13,300,000	\$ 5,843,750	\$ 4,000,000	\$ 54,050,000	\$ 120,333,534	2,407

Retail Sales:									
	Belmont	Jonquil	Market Village	Balance Windy Hill	Balance Atlanta Rd	Balance Study Area	Total Sales Projected	+ /(-) Over Prior Yr	
+ /(-) over prior year --->>	0.0%	0.5%	5.0%	2.5%	2.5%	2.5%			
2004	38,464,784	4,698,375	13,965,000	5,989,844	4,100,000	55,401,250	\$ 122,619,253	1.9%	2,452
2005	38,464,784	4,721,867	14,663,250	6,139,590	4,202,500	56,786,281	124,978,272	1.9%	2,500
2006	38,464,784	4,745,476	15,396,413	6,293,080	4,307,563	58,205,938	127,413,253	1.9%	2,548
2007	38,464,784	4,769,204	16,166,233	6,450,407	4,415,252	59,661,087	129,926,966	2.0%	2,599
2008	38,464,784	4,793,050	16,974,545	6,611,667	4,525,633	61,152,614	132,522,292	2.0%	2,650
2009	38,464,784	4,817,015	17,823,272	6,776,958	4,638,774	62,681,429	135,202,232	2.0%	2,704
2010	38,464,784	4,841,100	18,714,436	6,946,382	4,754,743	64,248,465	137,969,910	2.0%	2,759
2011	38,464,784	4,865,305	19,650,157	7,120,042	4,873,612	65,854,677	140,828,577	2.1%	2,817
2012	38,464,784	4,889,632	20,632,665	7,298,043	4,995,452	67,501,044	143,781,620	2.1%	2,876
2013	38,464,784	4,914,080	21,664,299	7,480,494	5,120,338	69,188,570	146,832,564	2.1%	2,937
2014	38,464,784	4,938,651	22,747,513	7,667,506	5,248,347	70,918,284	149,985,085	2.1%	3,000
2015	38,464,784	4,963,344	23,884,889	7,859,194	5,379,555	72,691,241	153,243,007	2.2%	3,065
2016	38,464,784	4,988,160	25,079,134	8,055,674	5,514,044	74,508,522	156,610,318	2.2%	3,132
2017	38,464,784	5,013,101	26,333,090	8,257,066	5,651,895	76,371,235	160,091,172	2.2%	3,202
2018	38,464,784	5,038,167	27,649,745	8,463,492	5,793,193	78,280,516	163,689,897	2.2%	3,274
2019	38,464,784	5,063,358	29,032,232	8,675,080	5,938,022	80,237,529	167,411,005	2.3%	3,348
2020	38,464,784	5,088,674	30,483,844	8,891,957	6,086,473	82,243,467	171,259,199	2.3%	3,425
2021	38,464,784	5,114,118	32,008,036	9,114,256	6,238,635	84,299,554	175,239,382	2.3%	3,505
2022	38,464,784	5,139,688	33,608,438	9,342,112	6,394,601	86,407,043	179,356,665	2.3%	3,587
2023	38,464,784	5,165,387	35,288,859	9,575,665	6,554,466	88,567,219	183,616,379	2.4%	3,672
2024	38,464,784	5,191,214	37,053,302	9,815,056	6,718,327	90,781,399	188,024,083	2.4%	3,760
2025	38,464,784	5,217,170	38,905,968	10,060,433	6,886,286	93,050,934	192,585,574	2.4%	3,852
2026	38,464,784	5,243,256	40,851,266	10,311,944	7,058,443	95,377,207	197,306,899	2.5%	3,946
2027	38,464,784	5,269,472	42,893,829	10,569,742	7,234,904	97,761,638	202,194,369	2.5%	4,044
2028	38,464,784	5,295,819	45,038,521	10,833,986	7,415,776	100,205,679	207,254,565	2.5%	4,145

SMYRNA LCI: STUDY AREA RETAIL EMPLOYMENT - WITH LCI CONCEPT PLAN

Retail Sales:	2005=Construction Year		Market Village	Balance Windy Hill	Balance Atlanta Rd	Balance Study Area*	Total Sales	+ /(-) Over Prior Yr	Retail Jobs @ \$ 50,000 Sales
	Belmont	Jonquil							
+ /(-) over prior year ----->>	0.0%	0.5%	5.0%	2.5%	2.5%	2.5%			
SF @ 2004	486,896	55,000	40,000	55,000	20,000	450,417			
2004 \$	38,464,784	\$ 4,698,375	\$ 13,965,000	\$ 5,989,844	\$ 4,100,000	\$ 55,401,250	\$ 122,619,253		2,452
2005			14,663,250	6,139,590	4,202,500	56,786,281	\$ 81,791,621		1,636
SF @ 2006	421,270	99,727	54,000						
Occupancy	95%	95%	95%						
Sales per SF	300	325	350						
Annual Sales Inc 2006+	5.0%	5.0%	5.0%	3.0%	4.0%	2.75%			
2006	120,061,950	30,790,711	20,296,413	6,323,778	4,370,600	58,347,904	240,191,355		4,804
2007	126,065,048	32,330,247	21,311,233	6,513,491	4,545,424	59,952,471	250,717,914	4.4%	5,014
SF @ 2008					53,000				
Occupancy					95%				
Sales per SF					300				
Annual Sales Inc 2008+					4.0%				
2008	132,368,300	33,946,759	22,376,795	6,708,896	15,105,000	61,601,164	272,106,914	8.5%	5,442
2009	138,986,715	35,644,097	23,495,635	6,910,162	15,709,200	63,295,196	284,041,005	4.4%	5,681
2010	145,936,051	37,426,302	24,670,416	7,117,467	16,337,568	65,035,814	296,523,618	4.4%	5,930
2011	153,232,853	39,297,617	25,903,937	7,330,991	16,991,071	66,824,299	309,580,768	4.4%	6,192
2012	160,894,496	41,262,498	27,199,134	7,550,921	17,670,714	68,661,967	323,239,730	4.4%	6,465
2013	168,939,221	43,325,623	28,559,091	7,777,449	18,377,542	70,550,171	337,529,096	4.4%	6,751
2014	177,386,182	45,491,904	29,987,045	8,010,772	19,112,644	72,490,301	352,478,848	4.4%	7,050
2015	186,255,491	47,766,499	31,486,397	8,251,095	19,877,150	74,483,784	368,120,417	4.4%	7,362
2016	195,568,265	50,154,824	33,060,717	8,498,628	20,672,236	76,532,089	384,486,759	4.4%	7,690
2017	205,346,678	52,662,565	34,713,753	8,753,587	21,499,125	78,636,721	401,612,430	4.5%	8,032
2018	215,614,012	55,295,694	36,449,441	9,016,195	22,359,090	80,799,231	419,533,662	4.5%	8,391
2019	226,394,713	58,060,478	38,271,913	9,286,681	23,253,454	83,021,210	438,288,448	4.5%	8,766
2020	237,714,449	60,963,502	40,185,508	9,565,281	24,183,592	85,304,293	457,916,625	4.5%	9,158
2021	249,600,171	64,011,677	42,194,784	9,852,239	25,150,935	87,650,161	478,459,968	4.5%	9,569
2022	262,080,180	67,212,261	44,304,523	10,147,807	26,156,973	90,060,540	499,962,284	4.5%	9,999
2023	275,184,189	70,572,874	46,519,749	10,452,241	27,203,252	92,537,205	522,469,510	4.5%	10,449
2024	288,943,398	74,101,518	48,845,737	10,765,808	28,291,382	95,081,978	546,029,821	4.5%	10,921
2025	303,390,568	77,806,594	51,288,024	11,088,782	29,423,037	97,696,733	570,693,737	4.5%	11,414
2026	318,560,096	81,696,923	53,852,425	11,421,446	30,599,958	100,383,393	596,514,242	4.5%	11,930
2027	334,488,101	85,781,770	56,545,046	11,764,089	31,823,957	103,143,936	623,546,899	4.5%	12,471
2028	351,212,506	90,070,858	59,372,298	12,117,012	33,096,915	105,980,394	651,849,984	4.5%	13,037

*NOTE: Cobb/Concord retail added in 2012 (constructed in 2011) will not produce a net increase in retail square footage on that site. Also, for purposes of this analysis, no increases in sales per square foot are projected for the new "replacement" retail square footage.