

BELLS FERRY CORRIDOR LIVABLE CENTERS INITIATIVE



Cherokee County

January 2006

Sponsors: Atlanta Regional Commission



Prepared by Sizemore Group
In collaboration with Pond & Company and Huntley Partners



Bells Ferry LCI

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We thank the following people for their vision, support and leadership throughout the LCI planning process.

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AND THE COMMUNITY RESIDENTS WHO PARTICIPATED THROUGHOUT THE STUDY PROCESS

AND ARC for sponsoring the study



Bells Ferry LCI

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Bells Ferry LCI

EXECUTIVE SUMMARY

Overview and Background

Overview

Cherokee County in conjunction with Atlanta Regional Commission (ARC), commissioned the Bells Ferry Corridor Livable Centers Initiative Study to spur redevelopment along the Bells Ferry Corridor. In an effort to revitalize the declining Bells Ferry Corridor, Cherokee County was awarded one of the two Atlanta Regional Commission Livable Centers Initiative (LCI) Corridor Study grants that focus on developing comprehensive and creative solutions for future land use; development pattern; transportation and circulation options; alternative mobility and transportation modes; jobs to housing balance and implementation strategies that offer opportunities for live, work and play, promote a better quality of life and create a sense of place and identity for the community.

Bells Ferry Corridor is located in the southwestern part of Cherokee County (Map. 1). The corridor is approximately 3 miles long extending south to north from nearly the Cherokee/Cobb County line to the intersection of Bells Ferry Road and Kellogg Creek Road and SR 92 from Santa Fe Trail to Woodland Drive.

The pursuit of the LCI grant came as a result of Cherokee County planning efforts, local citizens and Board of Commissioners support to revitalize this area. The long term planning vision of Cherokee County is to promote integrated development in its activity centers and corridors that include mixed-uses, pedestrian friendly development, compact neighborhoods and distinctive urban design across the County. The goal is to build sustainable communities balancing growth and development.

Bells Ferry Road being the primary north-south arterial in the southwest part of the county and SR 92 serving as a major east-west arterial connector between I-75 and I-575, assures good access and location for the corridor. Both of these roads are slated for road improvements which will have an impact on the development of this area. In the recent years the study area has seen new residential projects and redevelopment of mobile home parks into new residential development. With this emerging trend and growth pressure from the south moving northward, it is the ideal time for the revitalization of this corridor. It is an

Context Map

Study Area Map

Map.1 Context and Location



opportune moment to ensure that the growth and redevelopment supports a healthy environment and creates a sustainable community.

The primary concern to the area residents, business owners and county officials is the grey field redevelopment of declining shopping and service centers. The corridor has a large number of existing older commercial, office and service uses in dire need of redevelopment. Several of these shopping centers and commercial buildings have experienced significant turnover, declining rents and revenues and increasing vacancies. There are several mobile home parks, under utilized parcels and infrastructure in the area. The declining economic activity and disinvestment has had a significant impact on the tax revenues of the County. Some of the recent new developments both residential and retail are independent and disconnected developments that do not integrate with each other and the urban fabric. They are developed in the traditional segregated sprawl development pattern. This mode of development further strains the urban infrastructure. There is no provision made for pedestrians or alternative transportation modes/connections. This will further segregate the community rather than integrating and developing a cohesive community.

The vision of Bells Ferry Corridor community is to redevelop the greyfield commercial properties and under-utilized areas into a 'community of choice' that can offer diverse choices and activities for the whole community. The goal is to create high quality development that offers 'quality of life' to its residents.

- o To create this corridor as the 'gateway' to Cherokee County.
- o To provide diverse choices in shopping, housing, entertainment and recreation that not only serves this community but as a destination choice for the region.
- o To increase job opportunities for residents and improve the jobs to housing balance.
- o To provide the residents with transportation alternatives and modes for traveling within the area.
- o To support diversity of people of all incomes, ages, social and cultural backgrounds.



- o To change the image of the community from an unsafe and declining neighborhood to a thriving and vibrant community.

To support this vision, the community developed the following specific goals:

Community Character/Urban Design

- o To create a 'sense of place' and a unique identity for the community that reflects the community's desire to be a place of diversity and choice and attracts people from diverse backgrounds.
- o Retaining the identity of the area by preserving the natural areas and features of the community and recognizing the past history of the area of gold mining.
- o To create a focal point for the community that lends distinct identity and brand to the community
- o To avoid displacement of existing residents, businesses, social, cultural and religious organizations in the area.
- o To create a strong urban structure that reflects sound urban design principles of creating the public realm; hierarchy of streets, open spaces, creating vistas and public and civic spaces, pedestrian friendly environment, and high quality architecture.

Transportation

- o To improve the traffic flow and convenient vehicular circulation throughout the area for both local and regional circulation.
- o To provide transportation alternatives and modes for the residents; good street grids, transit, bike and pedestrian pathways that not only offers alternative ways but encourages walking and biking.
- o To provide safe and convenient environment for pedestrian movement and access.
- o To provide enhanced arterial access and inter-parcel connectivity that enhances vehicular circulation.
- o To create the hierarchy of streets and appropriate traffic calming that promote appropriate vehicular speeds and safety.
- o To enhance the pedestrian environment and experience.



EXECUTIVE SUMMARY

Vision and Goals

Land Use

- o To encourage 'diverse lifestyles' by promoting mixed-use development that offers live/work/play environments.
- o To encourage appropriate densities that can support the retail, entertainment and commercial activity that creates a successful community.
- o To provide flexibility in housing to support various product types; condos, apartments, live/work units, town homes, cluster housing and single family.
- o To provide adequate open spaces and civic/public spaces that enhances quality of life.
- o To preserve existing parks, natural areas and features.
- o To create a greenway system that links different areas of the community

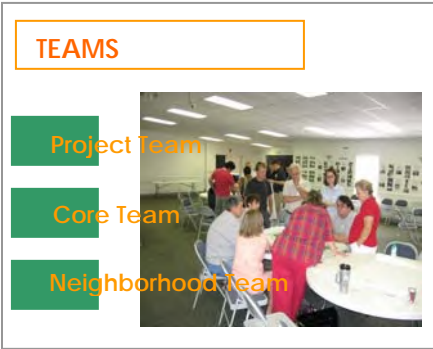
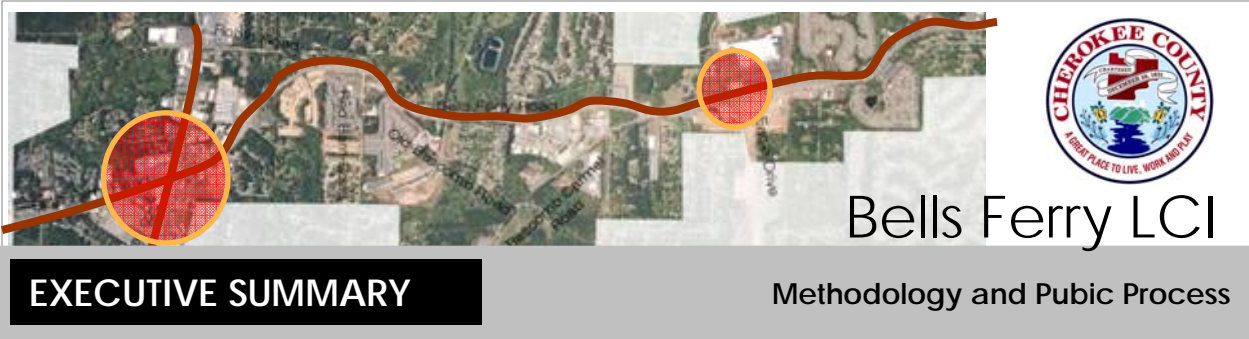
Economic Development

- o To attract additional businesses and employers to the area that provides diverse job opportunities and enhanced tax base to the county.
- o To create a brand and identity to the area for recruiting businesses and employers.
- o To preserve existing businesses and residents.
- o To encourage small businesses.
- o To continue redevelopment efforts by renewed economic strength by both public and private groups/agencies.
- o For public and private entities to collaborate to build the necessary infrastructure to attract business and development community.

KEY ISSUES

- ❖ Traffic issues – SR 92/BF intersection, street network, access management
- ❖ Alternative modes of transportation
- ❖ Redevelopment of grey field retail-SR 92/BF node
- ❖ Shopping, restaurants, entertainment and recreation
- ❖ Mobile home parks redevelopment
- ❖ Mix of uses and diversity of activities
- ❖ Housing Choices
- ❖ Parks, open spaces, multi-use trails
- ❖ Focal Point/sense of place/identity
- ❖ Jobs and economic development

The recommendations of the study address these concerns.



Methodology and Public Process

Studies of this nature involve many participants and stakeholders, both on the Client side as well as the Consultant’s side. For a successful planning study it is imperative to hear all of the voices and integrate them in the planning process. We divided this large number of participants into three teams; project management team, core team and neighborhood team.

- **PROJECT TEAM**, Project Team was created to monitor the logistics of the study and schedule. The team consisted of representatives from the consultant team, Cherokee County Planning Department, and ARC. The project management team met once a month with the core team to review documents, study findings and strategize the various elements of planning process
- **CORE TEAM**, a larger group of County and community stakeholders who have a stake in the study area, the knowledge of the study area and the key issues. This team provided guidance to the project management team through the planning process. They previewed the materials for public meetings to ensure that materials reflected the interest of the community during the planning process.
- **NEIGHBORHOOD TEAM**, an extended group of all folks in the community that are influenced by the master plan.

As part of the Bells Ferry Corridor LCI four-phase planning process, the project team embarked on extensive community visioning, data gathering and analysis. The project team created various forums to engage the community to clearly understand the issues, attitudes, and concerns of the community and their needs, desires and aspirations to establish the goals and vision for the community. Concurrently the issues brought to light through the analysis of existing conditions and market potential were identified to inform the final issues and opportunities. The visioning, the analysis and the overall goals of ARC provided the platform for the development of recommendations and action plan that reflected the community vision. The following are the methodologies



and public participation mechanisms utilized through the planning study:

Visioning:

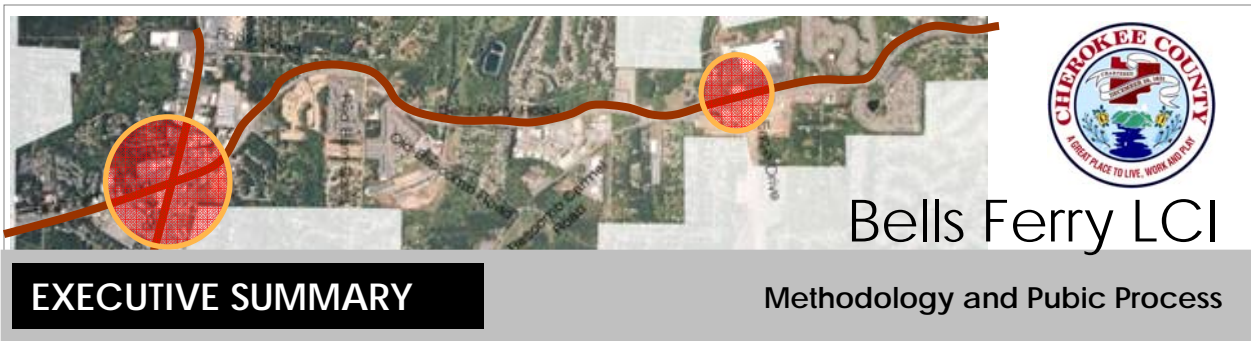


Survey: As part of the visioning, a public questionnaire was prepared, distributed to the public and posted on the Cherokee County website to solicit input from the community on various issues of land use, transportation and other community concerns.

Stakeholder interviews: The consultant team conducted one-on-one interviews with several stakeholders to solicit their input to understand the issues, opportunities and aspirations. This facilitated a very good understanding of the community. The stakeholders included county officials, regional agency officials, school board, business owners, property owners, residents and religious and other community leaders that represented various interests.

Analysis: Several field surveys were conducted to document the existing conditions; land use, building conditions, property ownership, design character, transportation issues, pedestrian and vehicular circulation, safety and others. The Market study was conducted to understand the demographic profile and the market potential of the area. A variety of existing documents were reviewed; existing land use, future land use, zoning, overlay guidelines, tax data, aerial photographs, TIP and regional transportation initiatives and market data.

Public Outreach: The public outreach process included a series of outreach efforts. The process began with a public kick off meeting held on June 28, 2005 to introduce the community to the LCI study, discuss the purpose, solicit their input on key issues and their vision. Next, a character preference survey meeting was held on August 15, 2005 to obtain community feedback on various elements of potential development (residential, commercial, retail, mixed-use, parking streets, architecture and others). Finally, a public design workshop was held on September 24, 2005. This was a forum created for various stakeholders to take 'hands-on' role in designing the study area. The



stake holders used base maps, markers to identify the various initiatives.

The planning team used feed back from the design workshop with further analysis of current conditions and market opportunities to develop concept plan for land use, transportation, open space, pedestrian improvements and urban design.

Study Area Description and Context

Bells Ferry Corridor is located in the southwestern part of Cherokee County (see Map.1). The corridor is approximately 3 miles long extending south to north from Cherokee/Cobb County line to the intersection of Bells Ferry Road and Kellogg Creek Road and SR 92 from Santa Fe Trail to Woodland Drive.

Bells Ferry corridor is a major north-south arterial in the southwestern part of the County. SR 92 is a major east-west arterial that connects I-575 (to the east) and I-75 (to the west). Other significant streets include Eagle Drive that connects to Towne Lake community, Backcomb Carmel Road and Kellogg Creek Road. The study area is the southern gateway to Cherokee County. The other significant regional elements in close proximity are the Towne Lake Community, a planned mixed-use community to the north, Altoona Lake to the northwest, Dixie Speedway to the east and a large regional park (Hobgood Park) to the north (a county facility).

The study area contains predominantly retail/commercial along SR 92 and at the intersection of SR 92 and Bells Ferry Road. Along Bells Ferry road, it contains predominantly residential uses including mobile homes mixed with commercial/light industrial along Bells Ferry Road between SR 92 and Eagle Drive and a retail node at the intersection of Eagle Drive and Bells Ferry Road with Wal-Mart and a newly constructed retail strip. There is an older neighborhood north of SR 92 with compact grid of streets.



Bells Ferry LCI

EXECUTIVE SUMMARY

Market Demand and Potential

Housing Development Potential

Primary Market Area absorption of various types of residential product during the past several years, combined with growth projections over the next five years, indicate an annual absorption of approximately residential 750 units over the next five years. Based on recent types of residential absorption combined with trends in homeowner/renter market profiles, we project that an average of 500 units of single-family detached housing, 50 townhomes, 100 multi-family condominium units (probably mid-rise, stacked flats), and 100 units of multi-family rental properties can be absorbed in the Primary Market Area, as summarized in the table below.

Type of Housing Units	Annual Absorption
Single-Family Detached	500
Townhomes	50
Mid-rise Condominiums	100
Mid-rise Apartments	100
TOTAL RESIDENTIAL UNITS ANNUALLY	750
TOTAL RESIDENTIAL UNITS: 5 YEARS	3,750

Retail Development Potential

Combining current underserved/unmet retail demand (spending potential by area residents as compared to corresponding retail within the area) with anticipated new demand for retail and services generated by population, household and income growth, the overall current unmet retail demand could support 158,563 square feet of additional retail in certain underserved categories.

POTENTIAL NEW RETAIL FROM CURRENT UNMET DEMAND			
Secondary Market Area		231,879	SF
Primary Market Area		128,509	SF
Into Primary Market Area from Secondary Market Area		30,054	SF
CURRENT UNMET RETAIL DEMAND IN PRIMARY AREA		158,563	SF

Additionally, based on anticipated growth in both the Bells Ferry Primary Market Area and Secondary Market Area over the next five years, the Primary Market Area could



support an additional 522,634 square feet of retail in certain basic categories.

POTENTIAL NEW RETAIL FROM 5-YR GROWTH			
Secondary Market Area		1,097,208	SF
Primary Market Area		276,388	SF
Into Primary Market Area from Secondary Market Area		246,246	SF
RETAIL DEMAND FROM PRIMARY AREA GROWTH		522,634	SF

In total, assuming that the Study Area should capture most of the unmet and growth-based commercial demand within the Primary Area, the Bells Ferry Corridor can support an estimated 681,197 square feet of new retail space over the next five years.

TOTAL PRIMARY MARKET AREA NEW RETAIL DEMAND			
From Current Unmet Demand		158,563	SF
From Primary & Secondary Market Area 5-year Growth		522,634	SF
TOTAL PRIMARY MARKET AREA NEW RETAIL DEMAND		681,197	SF

A certain portion – perhaps a significant portion – of the “new” retail square footage that the Bells Ferry Primary Market Area should be able to support over the next five years could actually be either (1) new development that replaces existing retail space or (2) renovated and repositioned retail occupying existing retail space. In both cases, the “new” retail would be replacing retail that no longer meets the retail needs, demands and preferences of the majority of the residents within the Primary Market Area or Secondary Market Area. In some instances, new retail will replace existing retail that simply is too deteriorated and/or inefficiently built or positioned on a site to remain competitive.

Office Development Potential

There are two basic types of office developments that might be appropriate for the Bells Ferry Study Area: (1) “Local-serving,” which is generated by households within a Market Area, and (2) “Corporate,” which is based primarily on a combination of access, economics and the prestige of an address or location. There is no basis for projecting



the development of the Study Area as a Corporate Office location, although the significant changes recommended in this LCI Study could facilitate an area that is seen as a desirable corporate location, particularly given the area’s improving access.

Based on industry-accepted measures of approximately 15 square feet of local-serving office being generated by each new household, approximately 50,000 square feet of such office space will be generated in the Market Area over the next five years. The Study Area should receive the majority of spending for local services given its commercial character.

Summary of Development Potential

In summary, we project the need for a Development Program capable of supporting the following amount of new retail, residential and office product over the next five years:

Type of Development	Square Feet/Units of Development
New/Replaced Retail	681,197 SF
New Office	50,000 SF
Townhomes & Multi-family	1,300 Units
Single-family Detached	2,050 Units

Civic and Recreation Facilities

In addition the County intends to locate the proposed aquatic center in this area and also intends to expand the park system for the county by creating a large regional park with active and passive recreation facilities and areas that can serve the southern part of the county. This park would contain various ball fields, amphitheatre and passive recreation areas.

Bells Ferry Corridor: Potential Development Sites



The following map shows the development opportunities in the Primary Market Area. This includes the redevelopment as well as new development opportunities. Redevelopment opportunities include both short term and long term potential.

The sites for potential redevelopment include buildings that are declining or dilapidated, uses that are incompatible and under-utilized parcel relative to its location and visibility and unleased spaces. Redevelopment sites also include those parcels that in future could enhance their utilization.

The sites for new developments are identified that include predominantly vacant sites and large tracts. The most significant redevelopment opportunities are at the SR 92 and Bells Ferry Road intersection node. The four quadrants at this node present greatest potential for redevelopment and change in the Primary Market Area. This can catalyze the entire Primary Market Area.

Parcels along SR 92 corridor from Bells Ferry Road to Wade Green Road offers potential to consolidate and redevelop. The apartments behind the Bells Ferry Landing if consolidated together with the adjacent parcel can offer redevelopment of a larger significant site. The other sites along Bells Ferry Road are four mobile home park sites that offer immediate redevelopment potential and the warehouse/ industrial parcels along Bells Ferry Road in the future.

The most significant area for new development is an undeveloped property of approximately 140 acres on Bells Ferry Road north of Red Barn Road, particularly when combined with adjacent large tract of parcels with single family lots and horse farms. If the adjacent mobile home park on either side and across the street are consolidated it offers significant area (over 350 acres) for new development that can have a catalytic impact on the redevelopment of this corridor. The area behind SR 92 between Bells Ferry Road and Wade Green Road also has long term potential for major new development. On the following page are the sites that provide development opportunities. These sites correspond to the



EXECUTIVE SUMMARY

Concept Plan

CONCEPT PLAN CONTEXT

The concept plan was developed through a four step process. First, the key issues were identified through the visioning and analysis. Second, the needs, preferences and desires of the community and the county were determined by the stakeholder interviews, public questionnaire, character preference survey and the goals for the study established. Third, the market demand and potential were determined through the market analysis. Finally, a public design workshop was conducted to solicit the community vision for the study area to develop the Plan. The project team combined the results of this four-step process and prepared the final concept plan.

CONCEPT PLAN

The concept plan for the study area is based on the vision and goals of the community: residents, businesses, property owners, stakeholders, county and other civic, religious and social institutions. The concept plan incorporates several major initiatives. These initiatives are designed to leverage the resources of the study area, encourage development and redevelopment, promote a variety of land uses and activities, and create a pedestrian friendly environment. These initiatives diverge from the current mode of development but they are designed to promote a vibrant community with unique identity, sense of place and one that is sustainable. This is a new direction/approach to development in Cherokee County, which is experiencing significant growth and development pressures. This model could be used for other areas of the county with similar goals and aspirations.

Following are the key principles that guided the Concept Plan.

- o To concentrate the retail and commercial activities in the two nodes and along SR 92.
- o To consolidate residential uses between the two nodes on Bells Ferry Road with a smaller mixed-use node at mid-point.



Bells Ferry LCI

EXECUTIVE SUMMARY

Concept Plan

- To create a primary mixed-use node at the intersection of SR 92 and Bells Ferry Road which becomes the gateway to Cherokee County and the Bells Ferry community.
- To create a focal point for the community that creates 'sense of place' for the community.
- To leverage the civic amenities such as parks, playgrounds, open spaces, library, aquatic center and senior center in creating a vibrant public realm.
- To create a loop of street around the intersection of SR 92 and Bells Ferry Road that reduces pressure on the intersection and allows for smoother traffic flow.
- To consolidate the retail and commercial uses along SR 92 to engage the street, to provide inter-connectivity between the parcels and to visually screen the parking.
- To make the SR 92 and Bells Ferry Road Corridor a pedestrian friendly environment that enhances the pedestrian experience.
- To provide diverse housing types and product mix to promote a economic, social and cultural mix and a unique residential neighborhood.
- To preserve the creek/buffer and provide greenway (trail) linkage to communities along the creek.
- To provide a good hierarchical street network that offers alternative ways for traffic circulation.
- To provide a bike trail and other multi-use trails.
- To create a pedestrian friendly/scale streets with good sidewalks and streetscape.
- To attract more businesses and employers to create a strong economic base with jobs and tax revenues for the county.



- o To provide small parks and pocket parks throughout the area in close proximity for the residents (within 5 minute walking radius)

The Concept Plan comprises of three major elements.

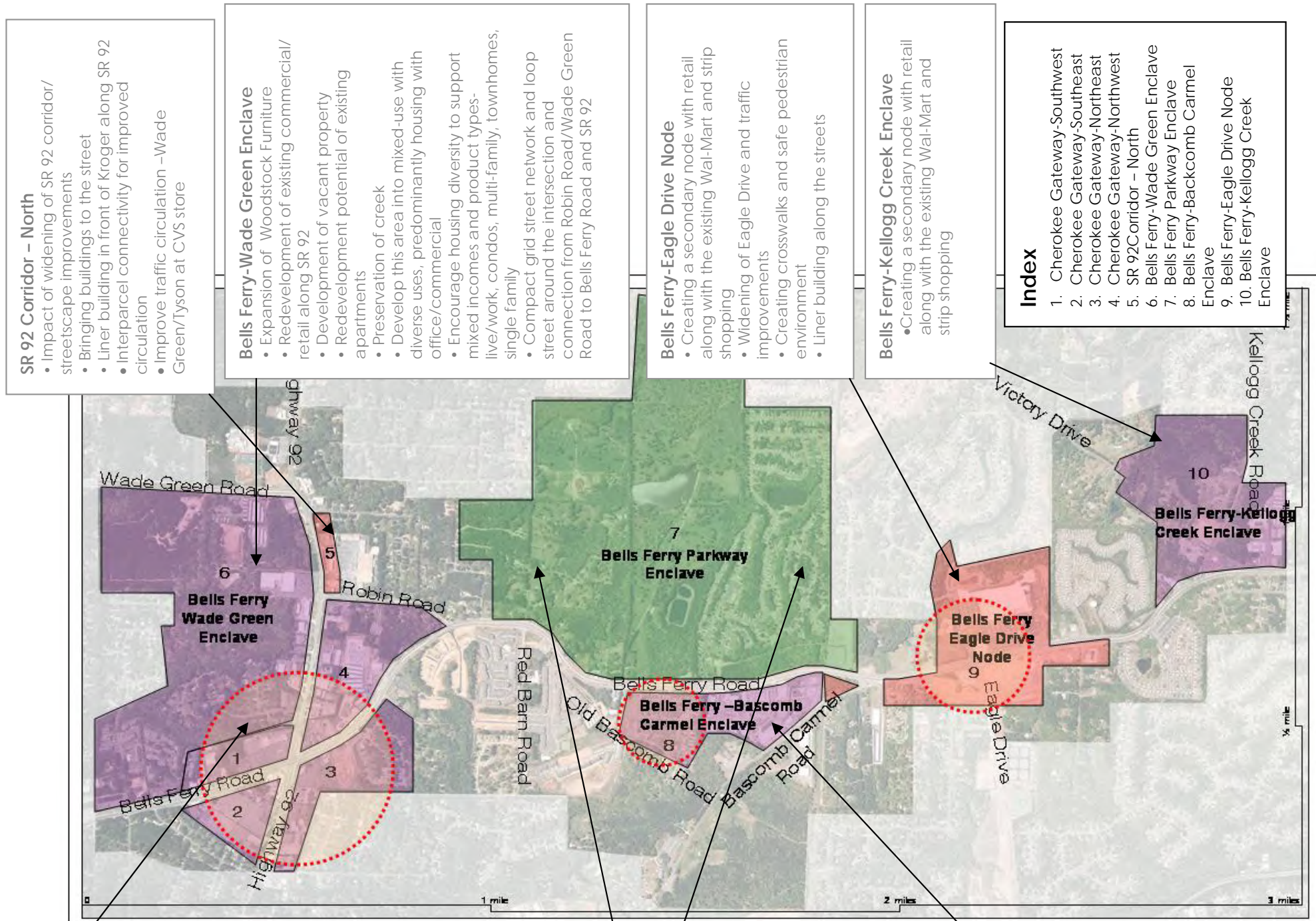
One, a primary node – high intensity mixed use at Bells Ferry/SR 92 that focuses on creating a primary node at the intersection of Bells Ferry Road and SR 92 to create high intensity mixed-use village that contain regional retail, commercial, restaurants, entertainment and housing of various types to create a destination center and a gateway to Cherokee County.

Two, a secondary node at the northern end of Bells Ferry Road/Eagle Drive, the plan focuses on creating a secondary node that is a retail node by consolidating the existing Wal-Mart and recently completed retail strip to serve the needs of the community. At the midway point a small mixed-use node is created that is predominantly residential with community and neighborhood retail to serve the large residential neighborhood across the road.

And three, a large residential neighborhood with parkways along with parks and ball fields, aquatic center, amphitheatre and passive and active recreation areas that is spread along this parkway. This residential neighborhood would contain various housing products that attract people from diverse cultural, social and economic backgrounds. It is created as a very pedestrian friendly neighborhood with pedestrian scale streets, sidewalks, multi-use pathways that connect the primary node and the secondary node.

In addition to these other sub areas are identified in the plan along with the land use recommendations.

Based on the location of the activities, uses and geographic structure, the concept plan organizes the study area is into sub-areas with each of these sub-areas having similar functional, physical and social attributes that are recognizable. The character of the sub-areas emerge with a common theme or character that reinforces and reflects its uses/activities, open spaces, public realm, scale, architecture and land uses



Sub-Areas

SR 92 and Bells Ferry Road Node

- Redevelopment of Greyfield commercial/retail, mobile home park site and assembly of smaller parcels
- Traffic management at the intersection
- Impact of widening of SR 92 corridor
- Bringing buildings to the street
- Make this node pedestrian friendly with streetscape, and crosswalks and pedestrian scale environment
- Interparcel connectivity for improved circulation
- Bring diversity in uses and activities- restaurants, shopping, entertainment, housing
- Loop street around the intersection of BF and SR 92
- Creating an Urban Village

Bells Ferry Parkway Enclave

- Redevelopment of mobile home parks
- Development of large tracts and single family/horse farms
- Bells Ferry Road streetscape improvements
- Creating a civic space and park system with aquatic center and amphitheatre
- Preserving the creek/lakes
- Creating multi-use pathway loop and connecting it to primary node at the BF intersection, secondary node at Wal-Mart and Lake Altoona
- Creating a unique neighborhood with a linear parkway and park system with both active and passive recreation
- Housing diversity to support mixed incomes and product types-live/work, condos, multi-family, townhomes, single family – Higher density residential along BF and medium-density and single family toward interior
- Small node of mixed use with some convenient retail as part of the civic space

Bells Ferry-Backcomb Carmel Enclave

- Redevelopment of mobile home parks and warehouse/industrial uses
- Creating a mixed use node midway between BF intersection node and Wal-Mart- retail node
- Small retail node at the eastern end of this sub area
- Redevelopment of warehouse/ industrial areas into mixed-use in future

SR 92 Corridor – North

- Impact of widening of SR 92 corridor/ streetscape improvements
- Bringing buildings to the street
- Liner building in front of Kroger along SR 92
- Interparcel connectivity for improved circulation
- Improve traffic circulation –Wade Green/Tyson at CVS store

Bells Ferry-Wade Green Enclave

- Expansion of Woodstock Furniture
- Redevelopment of existing commercial/ retail along SR 92
- Development of vacant property
- Redevelopment potential of existing apartments
- Preservation of creek
- Develop this area into mixed-use with diverse uses, predominantly housing with office/commercial
- Encourage housing diversity to support mixed incomes and product types-live/work, condos, multi-family, townhomes, single family
- Compact grid street network and loop street around the intersection and connection from Robin Road/Wade Green Road to Bells Ferry Road and SR 92

Bells Ferry-Eagle Drive Node

- Creating a secondary node with retail along with the existing Wal-Mart and strip shopping
- Widening of Eagle Drive and traffic improvements
- Creating crosswalks and safe pedestrian environment
- Liner building along the streets

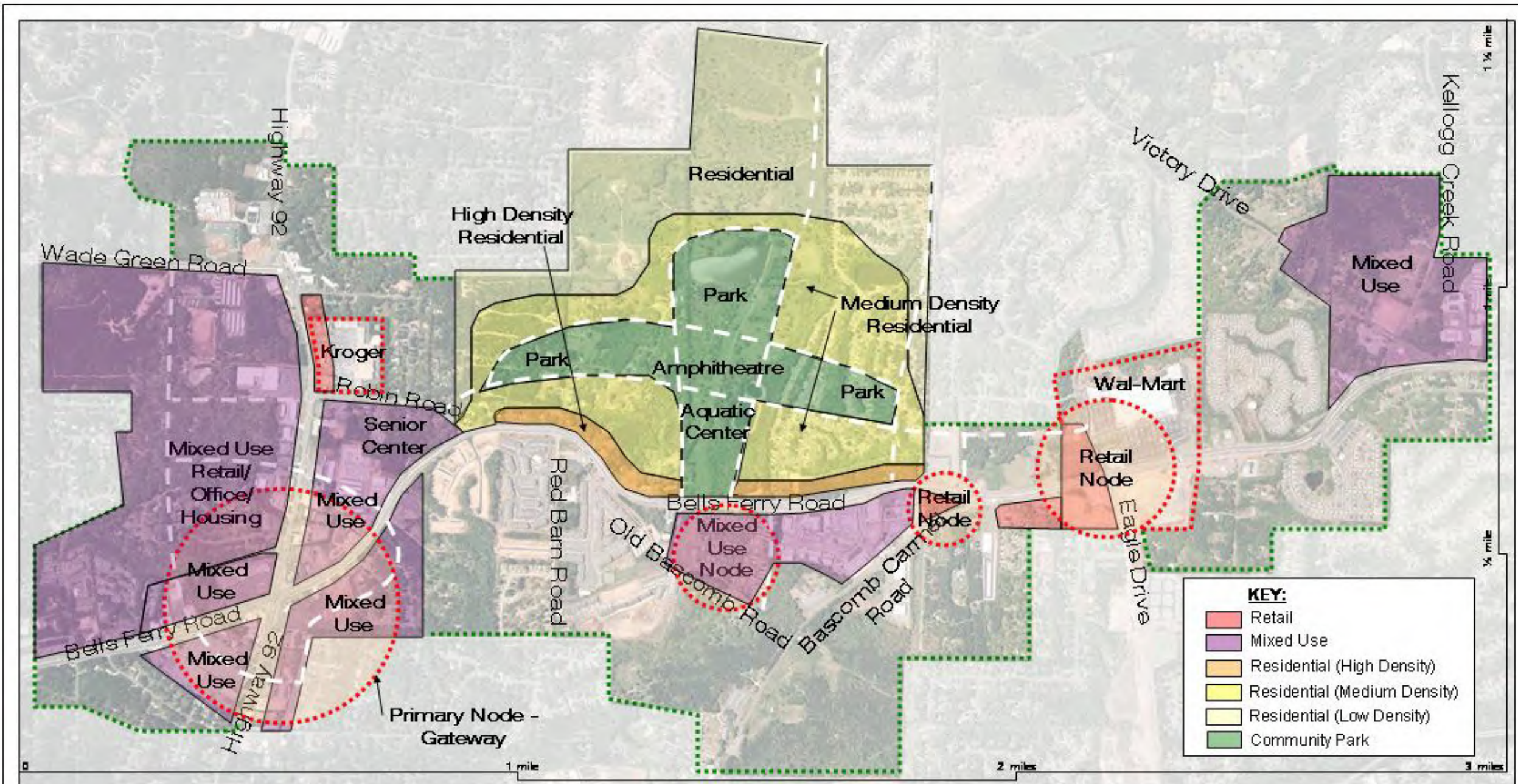
Bells Ferry-Kellogg Creek Enclave

- Creating a secondary node with retail along with the existing Wal-Mart and strip shopping

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Sub-Areas – Master Plan Frame Work



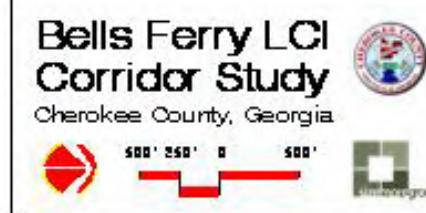


Concept Plan

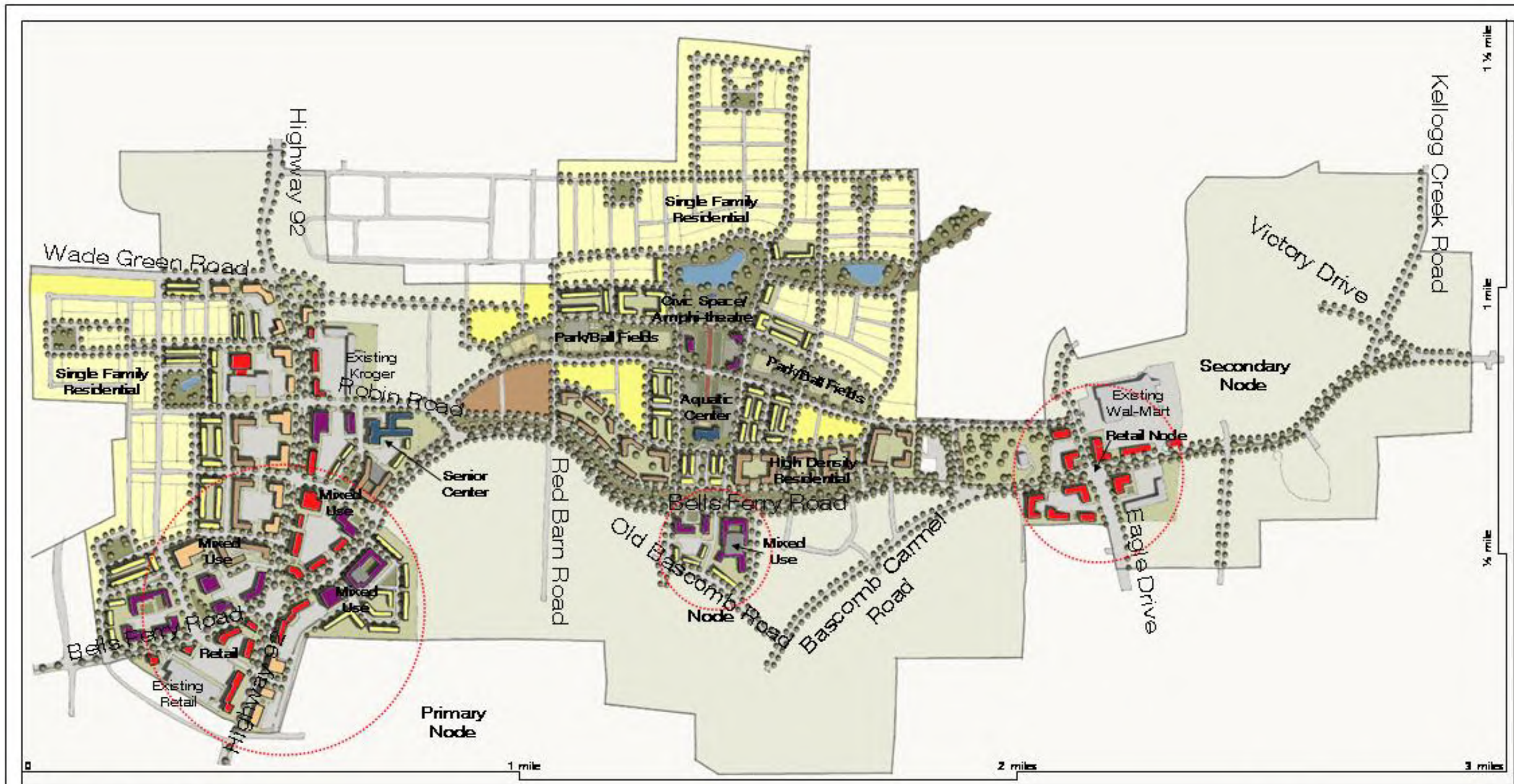
General Notes:

A mixed use center at the intersection of Bells Ferry Road and Highway 92

A central park area to serve the entire community, complete with Aquatic Center and Amphitheatre surrounded by varying densities of residential housing.



Concept Plan



Master Plan

- | | | |
|-----------------------------|-----------------------------|------------------------------------|
| Retail | Town homes / Medium Density | Community Park |
| Mixed Use | Low Density Residential | Existing and Improved Water Bodies |
| Multi Family / High Density | Civic Space | |
| Office | Existing Structures | |

**Bells Ferry LCI
Corridor Study**
Cherokee County, Georgia

500' 250' 0 250' 500'

Master Plan - Concept



Bells Ferry LCI

EXECUTIVE SUMMARY

Concept Plan

How the Plan addresses LCI goals

Land Use and Density

- o Promotes mixed-use development that create diverse activities and life style
- o Promotes diverse uses and density balance that attracts people from various economic, social and cultural backgrounds
- o Regulatory changes to support mixed-use and diverse residential densities
- o Preserves and integrates existing neighborhoods

Transportation

- o Internal Mobility
 - o Local access management
 - o Inter parcel connectivity
 - o Streets and sidewalk improvements
 - o Pedestrian crosswalks and safety improvements
- o Transportation Alternatives
 - o Sidewalks and multi-use pathways for biking and walking
 - o Connected street grid with sidewalks
- o Demand Reduction
 - o Arterial access management
 - o Road improvements to connect the streets
 - o Compact redevelopment
 - o Diverse land uses and activities
 - o Opportunities for pedestrian travel
 - o Transit alternatives – local shuttle and regional transit
- o Access Management
 - o Curb cuts and median management
 - o Inter parcel connectivity
 - o Road improvements and development of street network /grid
- o Existing Infrastructure
 - o New road of the redevelopment sites to connect to the existing streets
 - o Road realignment and connections to enhance the efficient use of existing streets

Mixed-Housing and Jobs to Housing Balance

- o Promotes mixed-income housing and offers options of a range of housing product types; live and work units, condos, apartments, town homes, cluster housing and single family
- o Supports aging in place
- o Redevelopment to attract more businesses and job opportunities for the residents
- o Redevelopment encourages shopping, entertainment and other conveniences for the housing
- o Well integrated park system and open spaces that create unique neighborhood and living environment

How the Plan addresses LCI goals

Public Outreach

- o Series of outreach efforts
- o Public questionnaire and one-on-one stakeholder interviews
- o Visioning and character preference survey
- o Design workshops

Urban Design

- o Pedestrian scale and friendly environment.
- o Buildings oriented to face the streets and engage the sidewalks and enhance pedestrian experience.
- o Compact street grid and urban structure to promote pedestrian and human scale
- o Creating public plazas and hierarchy of civic/public space to create focal point and orientation
- o Creating axis and vistas and locating buildings at the end of axis to create the visual termination.
- o Creating nodes
- o Streetscape and landscape to enhance the streets and aesthetic appearance.
- o Gateway improvements to define the extents of the community
- o Parks and open spaces

Public and Private Sector Investment

- o Cherokee County participation in developing parks and infrastructure improvements
- o Regulatory changes by Cherokee County to facilitate the implementation of recommendations.
- o Private sector participation by developers



Bells Ferry LCI

EXECUTIVE SUMMARY

Concept Plan

SR 92 and Bells Ferry Road Node

- Redevelopment of Greyfield commercial/retail, mobile home park site and assembly of smaller parcels
- Traffic management at the intersection
- Impact of widening of SR 92 corridor
- Bringing buildings to the street
- Make this node pedestrian friendly with streetscape, and crosswalks and pedestrian scale environment
- Interparcel connectivity for improved circulation
- Bring diversity in uses and activities- restaurants, shopping, entertainment, housing
- Loop street around the intersection of BF and SR 92
- Creating an Urban Village



Primary Node - Concept Mixed – Use Village at Bells Ferry Road/SR 92





Bells Ferry LCI

EXECUTIVE SUMMARY

Concept Plan

Bells Ferry-Eagle Drive Node

- Creating a secondary node with retail along with the existing Wal-Mart and strip shopping
- Widening of Eagle Drive and traffic improvements
- Creating crosswalks and safe pedestrian environment



**Secondary Node - Concept
Retail at Bells Ferry Road and Eagles Drive**



Bells Ferry LCI

EXECUTIVE SUMMARY

Concept Plan

Bells Ferry Parkway Enclave

- Redevelopment of mobile home parks
- Development of large tracts and single family/horse farms
- Bells Ferry Road streetscape improvements
- Creating a civic space and park system with aquatic center and amphi-theatre
- Preserving the creek/lakes
- Creating multi-use pathway loop and connecting it to primary node at the BF intersection, secondary node at Wal-Mart and Lake Altoona
- Creating a unique neighborhood with a linear parkway and park system with both active and passive recreation
- Housing diversity to support mixed incomes and product types-live/work, condos, multi-family, townhomes, single family – Higher density residential along BF and medium-density and single family toward interior
- Small node of mixed use with some convenient retail as part of the civic space



Retail	Town homes / Medium Density	Community Park
Mixed Use	Low Density Residential	Existing and Improved Water Bodies
Multi Family / High Density	Civic Space	
Office	Existing Structures	

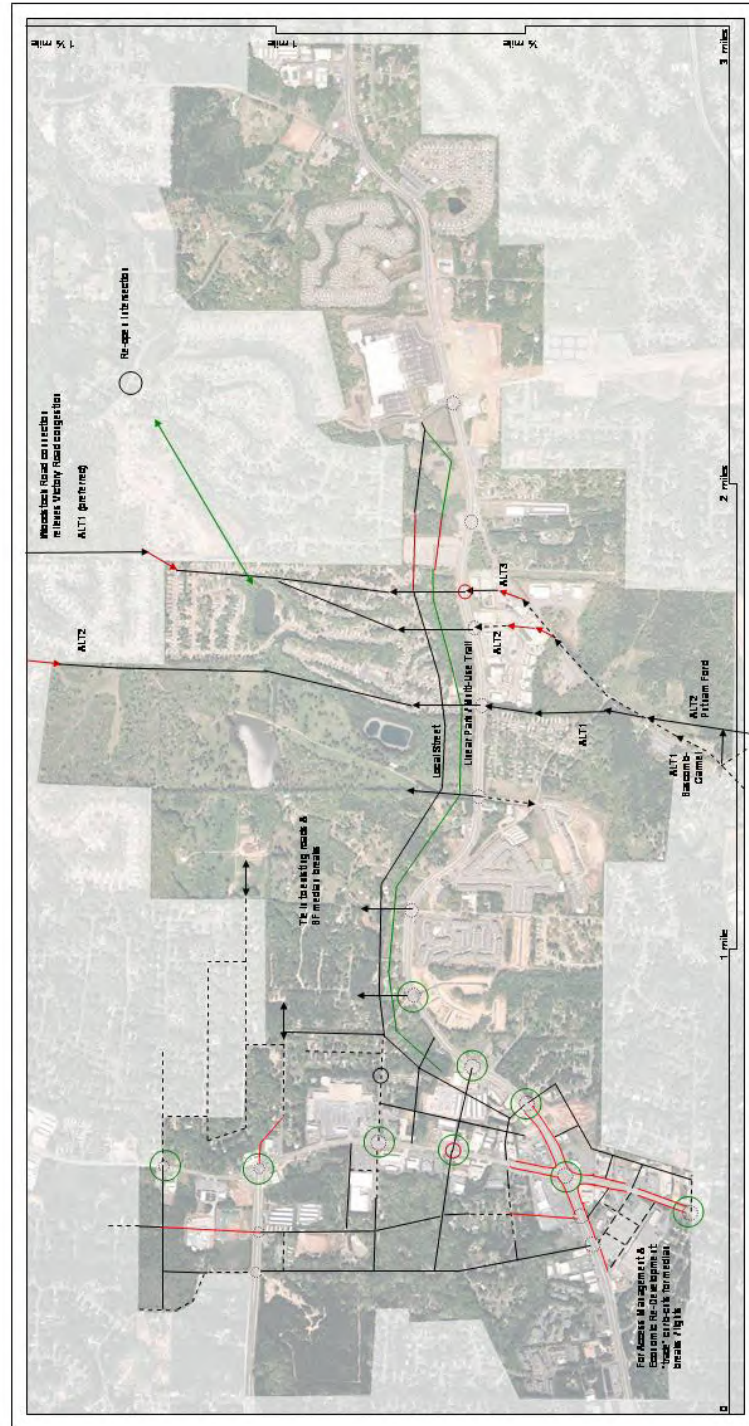
Residential Neighborhood – Bells Ferry Parkway Enclave with Mixed-Use at the eastern edge along Bells Ferry Road



Bells Ferry LCI

Concept Plan – Transportation Recommendations

EXECUTIVE SUMMARY





EXECUTIVE SUMMARY

Action Plan

IMPLEMENTATION STRATEGY

The Development and redevelopment of Bells Ferry Corridor is an opportunity to revitalize and transform the area. This would support the County's efforts to significantly change the area and the southwestern part of the County. The public participation process revealed the local support for the revitalization and excitement about the prospect of realizing the vision. Both the County and the community have embraced the Concept Plan and the initiatives recommended that are fundamental to the LCI goals.

The county leadership and planning department recognizes the need for such a cohesive vision for the study area. As a result, the leadership adopted moratorium on the approval of new projects until the study is complete. The commitment and excitement seen from the Core Team, nearby residents and Commissioners Karen Mahurin and Derek Good during the process of the study has been extra-ordinary. This process has built strong consensus among all of the stakeholders for the vision and the Plan.

The LCI Study process produced a Concept Plan that includes a variety of "urban" land uses in the Bells Ferry Corridor Study Area, which is already 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

With the right inducements and assistance from the County, most of these types of development 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 2015. There are other areas that would likely be developed, redeveloped and revitalized between 2015 -2028.



The 'ACTION PLAN' identifies a series of tasks, feasible mechanisms and responsible parties to ensure the vision becomes a reality. The key to realizing the vision lies in partnerships between public and private sector and the support of other public partners that can attract and encourage private investment.

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

- Build to proven market strengths
- Base a financing structure on multiple funding sources
- Identify and secure a major economic incentive – a source of financing controlled by the County – that can be used to attract private investors and developers
- Provide an organizational framework for implementing the Concept Plan

Market strengths have been addressed in the "Market Study" section of this report. Economic incentives that should be put in place to attract and leverage private development and investment are described below as part of the recommended overall financing structure for Concept Plan implementation, as is the Organizational Framework for making that implementation successful. The recommended Action Plan focuses on the following basic implementation mechanisms and objectives, as follows:

1. Creating a Cherokee County inter-department process for facilitating and coordination the initial (2-3 years) implementation of the Bells Ferry Corridor Action Plan, including the initial administration of a proposed Tax Allocation District
2. Establishing a Tax Allocation District (TAD) within the Bells Ferry Corridor
3. Initiating a funding effort to attract Federal and State transportation funds, as well as Atlanta Regional Commission LCI Implementation Grant funds



Bells Ferry LCI

EXECUTIVE SUMMARY

Action Plan

4. Leveraging public investment in the form of public facilities and improvements to facilitate private development and redevelopment within the Bells Ferry Corridor
5. Preparing and launching a Public/Private Partnership initiative by the County aimed at facilitating LCI-compatible private development projects within the Bells Ferry Corridor utilizing redevelopment powers, bond financing and other economic development incentives available to the County
6. Creating within three years of a Cherokee County Economic Development Corporation capable of assuming responsibility for both TAD administration and the facilitation of public/private development initiatives throughout the County
7. Designing, funding and implementing an "Economic Development, Marketing and Branding" initiative that focuses on attracting businesses/offices to the area, encouraging commercial development, creating partnerships that can support economic development activities in the area and repositioning the area through a coordinated programming of marketing and branding
8. Adopting the regulatory enhancements as recommended in this Study, particularly related to future land use and zoning
9. Prioritizing and facilitating a Jobs-to-Housing balance through a package of funding and density incentives
10. Establishing a network and coordination process among social services and non-profit agencies to focus on the large number of seniors within the Study Area, as well as on the significant number of Hispanic and other recent immigrants into the area

Redevelopment of this scale and scope requires public investment such as infrastructure and development incentives to attract and encourage private investment.



Bells Ferry LCI

EXECUTIVE SUMMARY

Action Plan

The successful implementation of the LCI Plan will require not only a commitment of resources by Cherokee County, but a collaborative approach with non-County entities, particularly the Cherokee County School System, ARC, GDOT, Corridor property and business owners and the area residents themselves.

The success of redevelopment will not be a result of one single strategy, but rather a number of synergistic strategies as described above that need to be implemented concurrently.

Development Projects

FIVE YEAR IMPLEMENTATION PLAN

Project ID	Description / Action	Cost	Year	Responsible Party	Funding Source
Bells Ferry Parkway Enclave					
DP-4	Housing Development: To develop large tract of vacant parcels and large single family lots and redevelop existing mobile park home site into a cohesive residential neighborhood with various housing product types that attracts people from diverse social, cultural and economic backgrounds integrated with parks and playgrounds and openspace and bike and pedestrian trails. To create a walkable, pedestrian friendly residential community. The sub area includes Bells Ferry Parkway Enclave	TBD	2006-2015	Cherokee County and Private Sector	Cherokee County and Private Sector
DP-5	Civic Amenities: To create a parkway with parks, fields integrated into the neighborhood fabric that offers residents with both passive and active recreation opportunities. To integrate the pond into the park and create multi-use pathways and an amphitheatre	TBD	2006-2015	Cherokee County and Private Sector	Cherokee County and Private Sector
DP-6	Aquatic Center: To build an aquatic center in the Bells Ferry Parkway Enclave that serves the needs of Cherokee County	TBD	2006-2008	Cherokee County and Private Sector	Cherokee County and Private Sector

FUTURE IMPLEMENTATION PROJECTS

Future Projects Throughout Corridor

DP-1	Mixed Use Village Destination: Creating high intensity mixed use development at the primary node located at the intersection of Bells Ferry Road and SR 92 which is a gateway to southern Cherokee County. This help redevelop the existing declining commercial uses and trailer home parks and catalyze new development and economic activity. It provides much needed services and amenities for the community within close proximity. It also promotes pedestrian friendly walkable and sustainable environment. This node includes subareas: Cherokee Gateway Southeast, Cherokee Gateway Southwest, Cherokee Gateway Northeast, Cherokee Gateway Northwest and Bells Ferry-Wade Green Enclave.	TBD	2006-2015	Cherokee County and Private Sector	Cherokee County and Private Sector
DP-2	Mixed Use Development: Create mixed use development nodes that predominantly focussed on residential with various housing product options and community/neighborhood retail and commercial services that offers access to local residents for day to day needs and services. The sub areas include Bells Ferry-Bascomb Carmel Enclave and Bells Ferry-Kellogg Creek Enclave	TBD	2006-2016	Cherokee County and Private Sector	Cherokee County and Private Sector
DP-3	Retail Node: To consolidate a retail node at the intersection of Bells Ferry Road and Eagles Drive along with the newly completed Wal-Mart and retail strip. Sub area includes Bells Ferry-Eagle Drive Node	TBD	2006-2010	Cherokee County and Private Sector	Cherokee County and Private Sector



Bells Ferry LCI

EXECUTIVE SUMMARY

Action Plan

Local Government Planning and Policy Initiatives

FIVE YEAR IMPLEMENTATION PLAN

Project ID	Description / Action	Cost	Year	Responsible Party	Funding Source
<i>Planning and Zoning</i>					
PZ-1	Land Use: Adopt new land use for the LCI study area to accommodate mixed use and pedestrian friendly sustainable environments.	\$50,000	2006	Cherokee County/ARC	Cherokee County/ARC
PZ-2	Zoning Regulations: Develop zoning regulations to implement the LCI Plan: use, height, setbacks, parking, inter parcel connectivity, streets, signage, open space to promote and encourage the desired character for the LCI area. May require modifications to existing zoning regulations.	TBD	2006	Cherokee County	Cherokee County/ARC
PZ-3	Design Guidelines: To develop guidelines (including access management) for the LCI study area to ensure the quality and character of development to reflect the community's vision as articulated in LCI study	TBD	2006	Cherokee County	Cherokee County/ARC
<i>Transportation</i>					
TI-1	Coordination of SR 92 Design Changes and Landscape Maintenance Program	TBD	2006-2015	Cherokee County	Cherokee County
TI-2	Implementation of Bells Ferry and SR 92 Access Management Plan (Including an outreach program to business/property owners to involve them in the implementation process) (through overlay or design guidelines or master plan/s)	TBD	2006-2008	Cherokee County / Private Sector	Cherokee County / Private Sector
TI-3	Wade Green Access Management Study (Includes Robin Road / Tyson Drive / Wade Green Intersection)	TBD	2007-2008	Cherokee County	Cherokee County
<i>Economic Development</i>					
ED-1	Establishing TAD for the LCI Study Area	TBD	2006	Cherokee County	Cherokee County
ED-2	Setup TAD Administration and Urban Design Group comprising of a consultant and Cherokee County inter-department.	TBD	2006	Cherokee County	TAD
ED-3	Create Cherokee County Economic Development Corporation	TBD	2006	Cherokee County	Cherokee County
ED-4	Develop Marketing and Branding Campaign	TBD	2006-2007	Cherokee County	Cherokee County
<i>FUTURE IMPLEMENTATION PROJECTS</i>					
<i>Transportation</i>					
TI-4	Functional Reclassification and/or Realignment of Woodstock and Victory Roads	TBD	2011-2020	Cherokee County	Cherokee County
TI-5	Consult "Cherokee County Transit Needs and Opportunities Study" Recommendations	TBD	2011	Cherokee County	Cherokee County
TI-6	Study Impacts of Potential "Hobby Lobby" Median Crossover on SR 92	TBD	2012	Cherokee County	Cherokee County



Bells Ferry LCI

EXECUTIVE SUMMARY

Action Plan

Transportation Projects

FIVE YEAR IMPLEMENTATION PLAN

Project ID	Description / Action	Type of Improvement	Construction Year
SR 92 - Widening			
TP-1	Current DOT Project	Roadway Capacity	UNDERWAY
SR 92 - Current Design Modifications			
TP-2	20-ft Raised Median	Roadway Safety	2005 - 2010
TP-3	Landscaping for Raised Median	Pedestrian Facilities	2005 - 2010
TP-4	6-ft Sidewalks on Both Sides	Pedestrian Facilities	2005 - 2010
TP-5	5-ft Landscaped Planting Strip on Both Sides	Pedestrian Facilities	2005 - 2010
TP-6	Proposed Median Breaks / Intersections	Access Management	2005 - 2010
TP-7	Pedestrian Refuge Islands	Pedestrian Facilities	2005 - 2010
TP-8	Alternate Crosswalk Hardscape Materials	Pedestrian Facilities	2005 - 2010
Bells Ferry - Current Modifications			
TP-14	Landscape Existing Median	Pedestrian Facilities	2005 - 2010
TP-15	Landscape Existing Planting Strip	Pedestrian Facilities	2005 - 2010
TP-18 & 19	Parallel Linear Park with Shared-Use Path	Pedestrian Facilities & Access Management	2005 - 2010
Additional Current Projects			
TP-29	Gateway Features	Pedestrian Facilities	2005 - 2010
TP-30 (a)	Robin Road: Curb, gutter, and sidewalks to westside only	Roadway Safety & Pedestrian Facilities	2005 - 2006
TP-32	Eagle Drive Widening	Roadway Capacity	UNDERWAY

FUTURE IMPLEMENTATION PROJECTS

SR 92 - Future Enhancements			
TP-9	Median Crossovers & Signals for Alternate Access	Access Management	2010 - 2030
TP-10	Ornamental Roadway & Sidewalk Lighting	Pedestrian Facilities	2010 - 2030
TP-11	Street Furniture	Pedestrian Facilities	2010 - 2030
SR 92 - Future Corridor Improvements			
TP-12 & 13	Adjacent Access Roads with Sidewalks	Access Management	2010 - 2030
Bells Ferry - Future Enhancements			
TP-16	Ornamental Roadway & Sidewalk Lighting	Pedestrian Facilities	2010 - 2030
TP-17	Street Furniture	Pedestrian Facilities	2010 - 2030
Bells Ferry - Future Corridor Improvements			
TP-20	Parallel Slip Road with Development	Access Management	2005 - 2030
TP-21	Adjacent Access Roads with Sidewalks	Access Management	2005 - 2030
TP-22 & 23	Local Streets with Sidewalks	Pedestrian Facilities	2005 - 2030
TP-24	Raised, Signed Crosswalks at Trail/Roadway Intersections	Pedestrian Facilities	2005 - 2030
TP-25	Complete Intersection Signalization	Intersection Improvement	2005 - 2030
TP-26	Signalized Crosswalks	Pedestrian Facilities	2005 - 2030
Future Additional Projects			
TP-27	New E-W Collector: Woodstock Rd to Bascomb Carmel Rd	Roadway Capacity	2005 - 2010
TP-28	Traffic Calming Measures and New Sidewalks in Cherokee Estates Subdivision	Pedestrian Facilities	2005 - 2010
TP-30 (b)	Robin Road: auxilliary lanes, median, curb, gutter, and sidewalks concurrent with redevelopment of eas side parcels	Roadway Capacity & Pedestrian Facilities	2015 - 2020
TP-31	Reconstruct Tyson Drive / Wade Green Intersection	Intersection Improvement	2020 - 20 25
TP-33	New Sidewalks and Landscaping on Existing Local Streets	Pedestrian Facilities	UNDERWAY
TP-34	Future Bus Transit Routes	Pedestrian Facilities	TBD

For a complete list of transportation projects, please consult the Transportation portion of Section 4.0 Recommendations



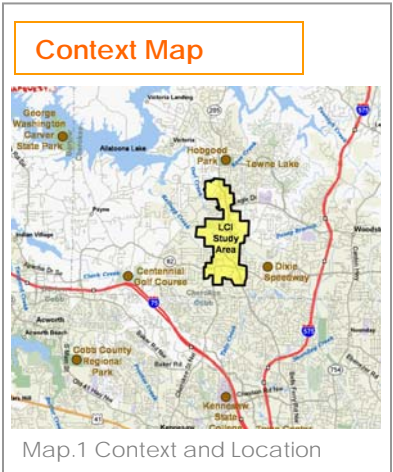
Bells Ferry LCI

BACKGROUND

1.0 Background

BACKGROUND

Cherokee County in conjunction with Atlanta Regional Commission (ARC), commissioned the Bells Ferry Corridor Livable Centers Initiative Study to spur redevelopment along a 3-mile stretch of Bells Ferry Road. In an effort to revitalize the declining Bells Ferry Corridor, Cherokee County sought and was awarded one of the two Atlanta Regional Commission Livable Centers Initiative Corridor Study grants for 2005. These studies focus on developing comprehensive and creative solutions for future land use, development pattern, transportation and circulation options, alternative mobility and transportation modes, jobs to housing balance and implementation strategies that offer opportunities for live, work and play, promote quality of life and create a sense of place and identity for the community.



Map.1 Context and Location

Bells Ferry Corridor is located in the southwest part of Cherokee County (Map. 1). The corridor is approximately 3 miles long extending south to north from Cherokee/Cobb County line to the intersection of Bells Ferry Road and Kellogg Creek Road and SR 92 from Santa Fe Trail to Woodland Drive.

The pursuit of the LCI grant came as a result of Cherokee County planning efforts, local citizens and Board of Commissioners support to revitalize this area. The long term planning vision of Cherokee County is to promote integrated development in its activity centers and corridors that include mixed-uses, pedestrian friendly development, compact neighborhoods and distinctive urban design across the County. The goal is to build sustainable communities balancing growth and development.

The combination of Bells Ferry Road being the primary north-south arterial in the southwest part of the county and SR 92 serving as a major east-west arterial connector between I-75 and I-575, assures good access and location for the corridor. Both of these roads are slated for road improvements which will have an impact on the development of this area. In the recent years the study area has seen new residential projects and redevelopment of mobile homes into new residential development. With this emerging trend and growth pressure from the south



BACKGROUND

1.0 Background

moving northward, it is the ideal time for the revitalization of this corridor. It is an opportune moment to ensure that the growth and redevelopment create good environment and sustainable community.

The Bells Ferry LCI Corridor Plan represents the culmination of a six month detailed planning study and public outreach effort involving the various stakeholders in and around the study area. This report is divided into four sections: Community Profile, Development Plan, Action Plan and Appendix and follows the goals and requirements of Atlanta Regional Commission as outlined by the LCI Program.



Bells Ferry LCI

BACKGROUND

1.0 Background



Study Area - Aerial Map



Community Profile

The Analysis documented in this section describes important data and assumptions that are accepted as “givens” for this project. This section includes the following topics:

2.1. Location and Context

- Study Area

2.2. Natural Features

- Topography
- Ponds, Creek beds and Floodplains

2.3. Land Use

- Land Use
- Zoning

2.4. Urban Design Analysis

- Road Network
- Road Characteristics – Automobile
- Road Characteristics – Pedestrian
- Zones and Gateways
- Housing Clusters
- Building Condition
- Lot Analysis
- Community Facilities and Services
- Critical Edges and Views
- Walking Radii
- Current and Future Developments

2.5 Transportation Analysis

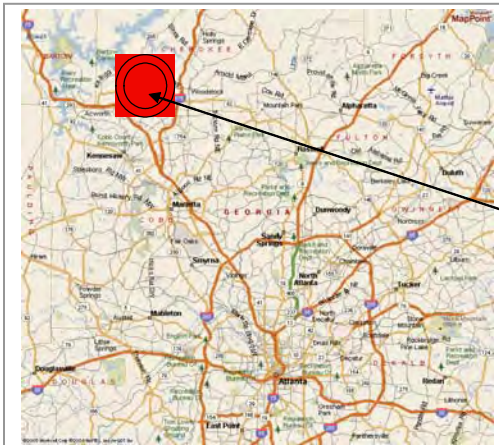
2.6 Market Analysis



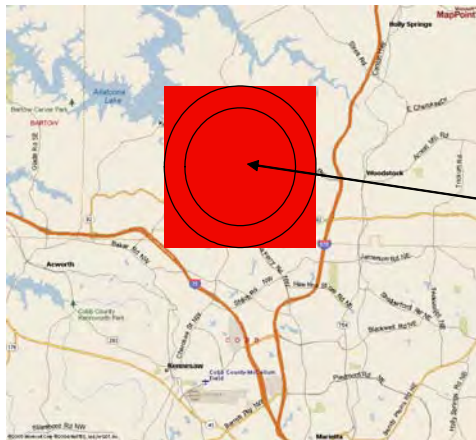
Bells Ferry LCI

COMMUNITY PROFILE

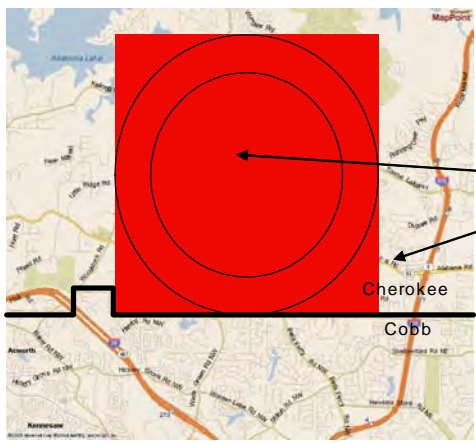
2.1 Location and Context



The Bells Ferry LCI study area is located Northwest of Metro Atlanta, just below Lake Allatoona



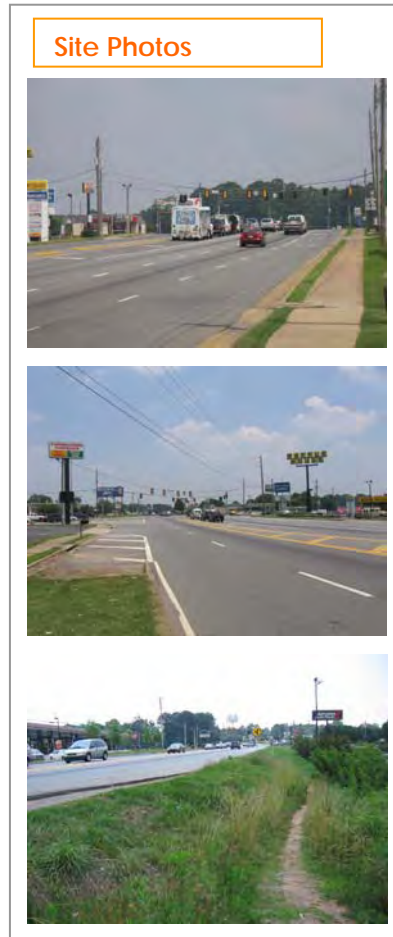
Site is accessible by both Interstate 75 and Interstate 575, just West of Woodstock and North of Kennesaw



Site is accessible locally by Bells Ferry Road and State Highway 92 in Cherokee County



Study Area



Extending about 3 miles from ½ mile south of the Bells Ferry/ SR 92 intersection to ¼ mile north of Kellogg Creek Road, the Bells Ferry LCI Study Area includes and focuses on the road itself and the properties fronting it. The Study Area (see aerial map in the following page) is defined by existing parcels and captures all of the developed and undeveloped parcels on either side of the road and therefore extends to the east and west from between ¼ mile to 1-mile from the centerline. The Study Area constitutes 1,750 acres, of which 1,304 acres are developed and 447 are either undeveloped or grossly underdeveloped.



Bells Ferry LCI

COMMUNITY PROFILE

2.1 Location and Context



Aerial Photo (Study Area)

April 2006

Study Area - Aerial



Bells Ferry LCI

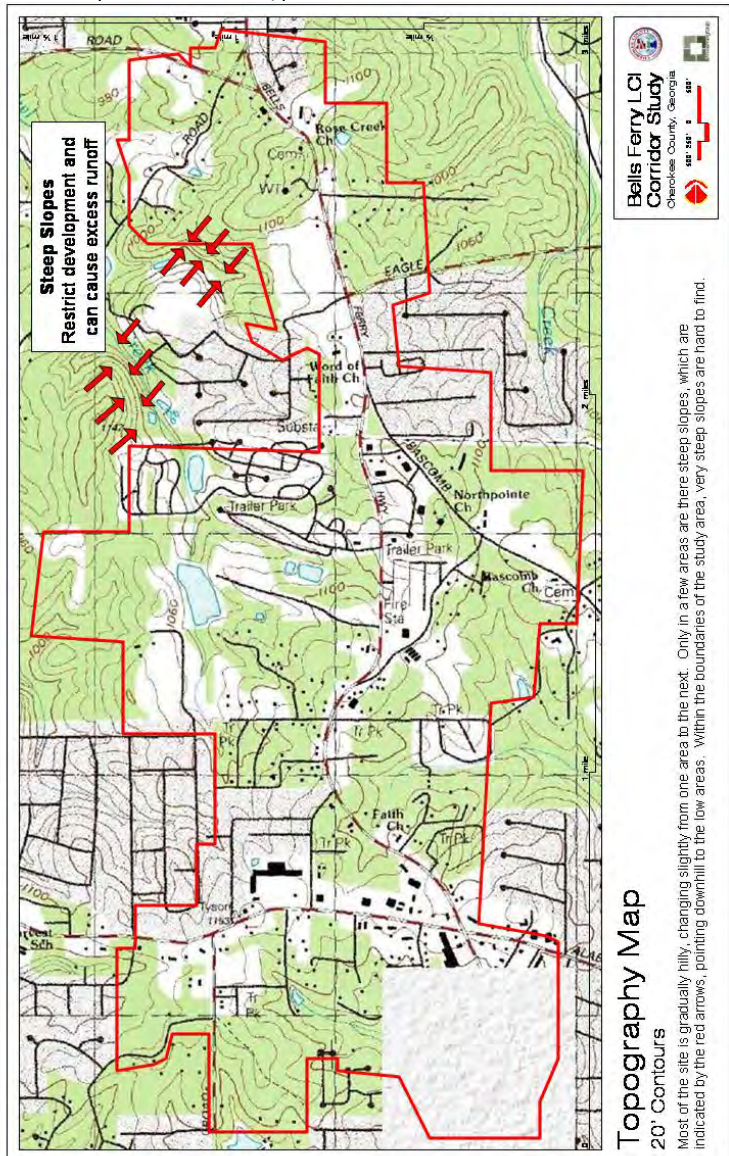
COMMUNITY PROFILE

2.2 Natural Features

Topography

As is the case with most of Georgia, the Bells Ferry LCI Study Area can be categorized as being gently hilly with little flat lands. The natural features including slopes and ridgelines should be considered as important constraints when development is being considered.

Site Photos



Topography



Bells Ferry LCI

COMMUNITY PROFILE

2.2 Natural Features

Ponds, Creeks and Floodplain

Site Photos



While there are no floodplains within the Study Area, the existing creek beds and ponds provide additional opportunity for creating preserved open areas with native vegetation. The preservation of these areas with native vegetation and abundant greenery can serve as a basis for defining areas of green space within the Study Areas.

Concentrating nodal development and preserving some of the rural character and open spaces of the Study Area was a high priority on the wish list of the community. Most of the flood plains and creeks run through or adjacent to sub developments. They are natural features that will not have buildings on them. This is also an opportunity to create a greenway to enhance the connectivity in the area. The residents have expressed strong support for such connectivity. The potential for creating a greenway along existing creek beds is particularly attractive for those areas where development is yet to be planned.

Natural Features S.W.O.T

Strengths

- Rolling topography
- Under-developed areas are heavily forested with dense vegetation
- Existing Streams and ponds

Weakness

- The lack of trees and green space in commercial areas affect storm water runoff and retention challenges
- New developments have "clear-cut" existing vegetation, as opposed to preserving areas or building around natural features

Opportunities

- New environmentally sensitive technologies could be applied to new development
- Creek beds provide excellent opportunities for greenways/multi-purpose paths

Threats

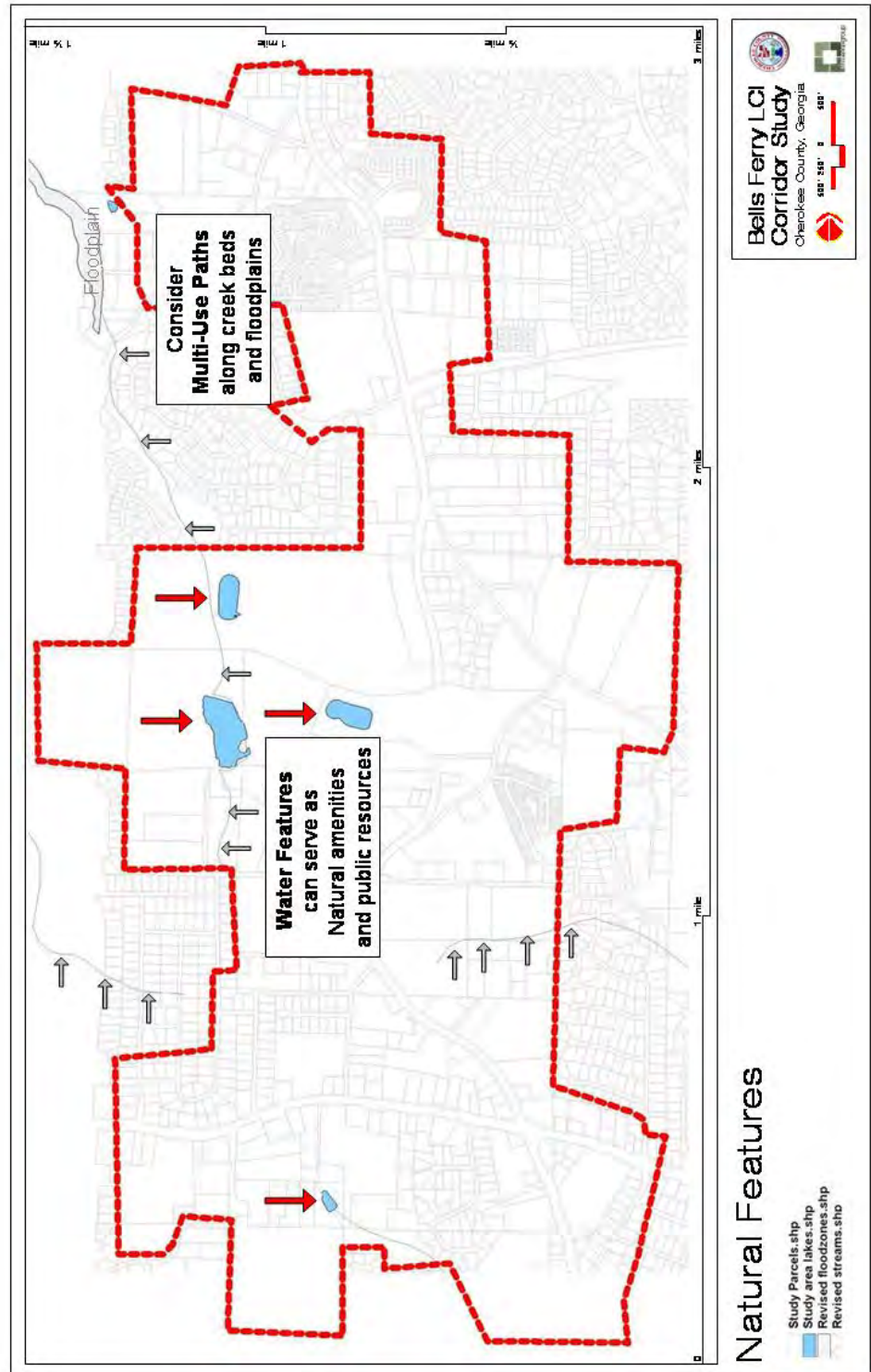
- The lack of generational tree planting in some neighborhoods could result in massive tree die-offs
- Contamination could exist on some commercial sites.



Bells Ferry LCI

COMMUNITY PROFILE

2.2 Natural Features



Natural Features



Bells Ferry LCI

COMMUNITY PROFILE

2.3 Land Use and Zoning

Land Use

Site Photos



The existing land use within the Study Area reflects a combination of primarily residential and commercial uses with little to no institutional, office or industrial uses. There is predominance of commercial uses at the Bells Ferry/92 node, the Bells Ferry/Eagle Drive intersection and a small amount at Bells Ferry/Kellogg Creek Drive. In between these commercial nodes are primarily residential uses with the exception of the Bells Ferry/Bascomb Carmel Road intersection which has a concentration of warehouse/commercial land uses.

There is inadequate designation of parks and other recreational facilities within the Study Area. Given the undeveloped nature of the area, it is an absence that is not felt acutely by the community at present. With proposed development underway, the creation of parks and sites designated for recreation facilities will be urgent.

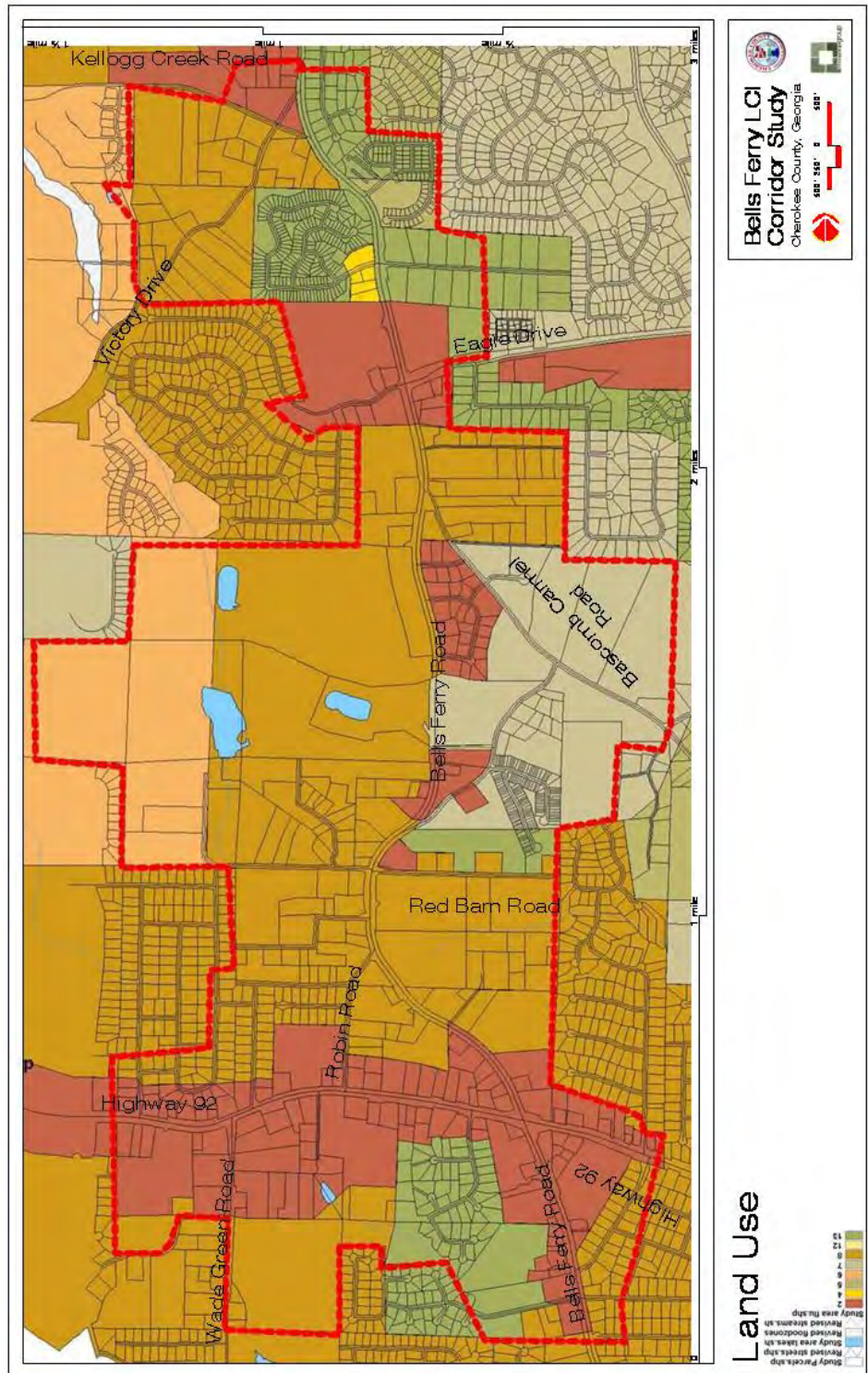
The current future land use plan does not promote the neighborhood retail concept. It also does not provide for a mix of uses or a diversity of housing types. The current plan does not promote a walk-able character within the Bells Ferry corridor. Instead it is more biased towards traditional suburban development with an over reliance on cars and an absence of connectivity.



Bells Ferry LCI

COMMUNITY PROFILE

2.3 Land Use and Zoning



Existing Land Use



Bells Ferry LCI

COMMUNITY PROFILE

2.3 Land Use and Zoning

Zoning

Land Use and Zoning S.W.O.T Strengths

- The range of commercial land uses along the corridor, which provide close-at-hand goods and services
- Large residential base which can support future retail
- Large amounts of undeveloped/under-developed areas which can be developed as mixed-use

Weakness

- Proliferation of auto-oriented commercial land uses, most notably at the Bells Ferry/ SR 92 Node
- Lack of historic facilities/ neighborhoods
- No Existing mixed-use developments
- Existing zoning regulations encourage separations of land use and large setbacks.

Opportunities

- New mixed-use development with residential over retail could create a greater sense of "ownership"
- Redevelopment of under-utilized, auto-oriented land uses could absorb housing demand and reduce pressure to increase density in the core of neighborhoods
- The potential to link a greenway/ multi-use path system to the popular Hobgood Park

Threats

- Auto-oriented commercial land uses
- Financial markets, which can make it difficult to finance mixed-use projects
- Small lots along SR 92 could make it challenging to consolidate adequate size parcels to develop economically viable mixed-use development

There are three major zoning categories found in the Study Area, with an additional mix of several other categories found in small amounts. 38% of the Study Area is designated as "R-40" which enables residential development of a low density suburban character. The second most abundant zoning category is GC which provides for a wide variety of commercial sales and service activities which generally serve a wide area. The GC category is intended to create centers or concentrations of commercial activities and to discourage commercial strip development, however this has not been the case as strip development is the predominant retail form. The third most abundant zoning category is RZL which is intended to provide affordable housing by encouraging development of moderate to high density single-family detached residential dwellings. The idea of zero-lot-line is to promote better use of space within a smaller lot by permitting the construction of houses on lots without a side yard requirement on one side of the lot. Such development districts are intended to be served with central sewerage system.

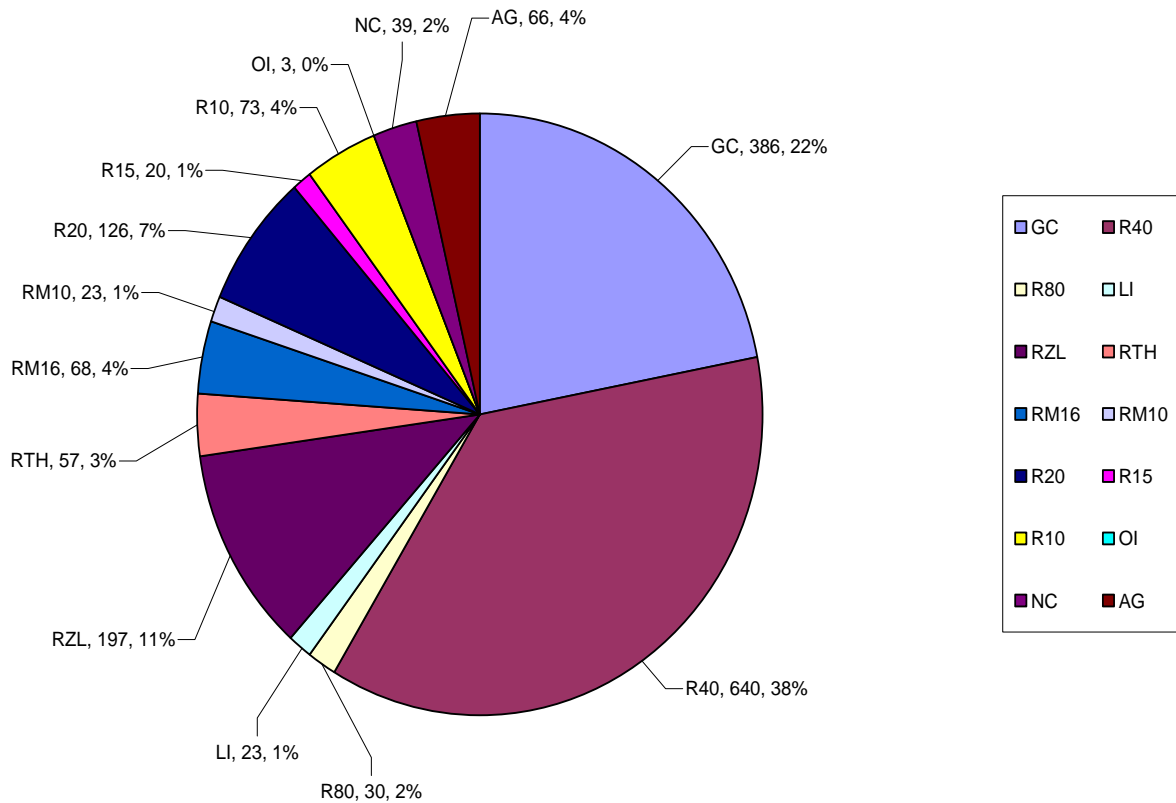


Bells Ferry LCI

COMMUNITY PROFILE

2.3 Land Use and Zoning

Bells Ferry Study Area Zoning (in Acres)





Bells Ferry LCI

COMMUNITY PROFILE

2.3 Land Use and Zoning

Zoning regulations are a major determinant in building form and land use; Bells ferry is no exception. Using the Neighborhood Commercial (NC) and General Commercial (GC) zoning categories as examples, the diagrams on the following page illustrate how the existing regulations impact the built form. The required building setbacks force buildings away from the street and create large asphalt expanses in between buildings on either side of the street which discourages pedestrian activity and places emphasis on vehicular travel. In addition, the lack of inter-parcel connectivity forces curb cuts at each parcel, which adds to pedestrian-vehicular conflict opportunities and contributes to traffic congestion.

The existing lot and setback requirements for the major zoning categories found in the Study Area are as follows:

Zone	District	Additional Requirement Go To Section	Minimum Site Area	Minimum Lot Area	Maximum Gross Density DU/AC	Minimum Lot Width	Maximum Lot Coverage	Minimum Setback					Required Open Space
								Front Yard			Side Yard	Rear Yard	
								Art.	Col.	Loc.			
R-40	Single-family		--	40,000 sf	1	100'	30%	50'	50'	35'	15'	30'	--
R-20	Single-family		--	20,000 sf	2	90'	30%	50'	40'	30'	10'	30'	--
RZL	Zero-lot-line	7.4-2	5 acres	3,800 sf	6	36'	50%	--	35'	20'	10'	25'	10%
RTH	Townhouse	7.4-4	3 acres	5,000 sf	8	40'	60%	--	40'	20'	15'	30'	10%
RM-10	Multifamily	7.4-5	2 acres	2 acres	10	100'	35%	50'	40'	20'	10'	25'	--
RM-16	Multifamily	7.4-5	2 acres	20 acres	16	100'	35%	50'	40'	20'	10'	25'	--
PUD	PUD	8.5 and 8.6	20 acres	--	6	--	--	--	--	--	--	--	20%
OI	Office/institutional	7.4-6	0.5 acres	--	--	100'	--	50'	50'	50'	10'	15'	--
NC	Neighborhood commercial	7.4-9	0.5 acres	--	--	100'	--	50'	50'	50'	15'	15'	--
GC	General commercial	7.4-10	0.5 acres	--	--	100'	--	75'	50'	50'	10'	15'	--



Bells Ferry LCI

COMMUNITY PROFILE

2.3 Land Use and Zoning

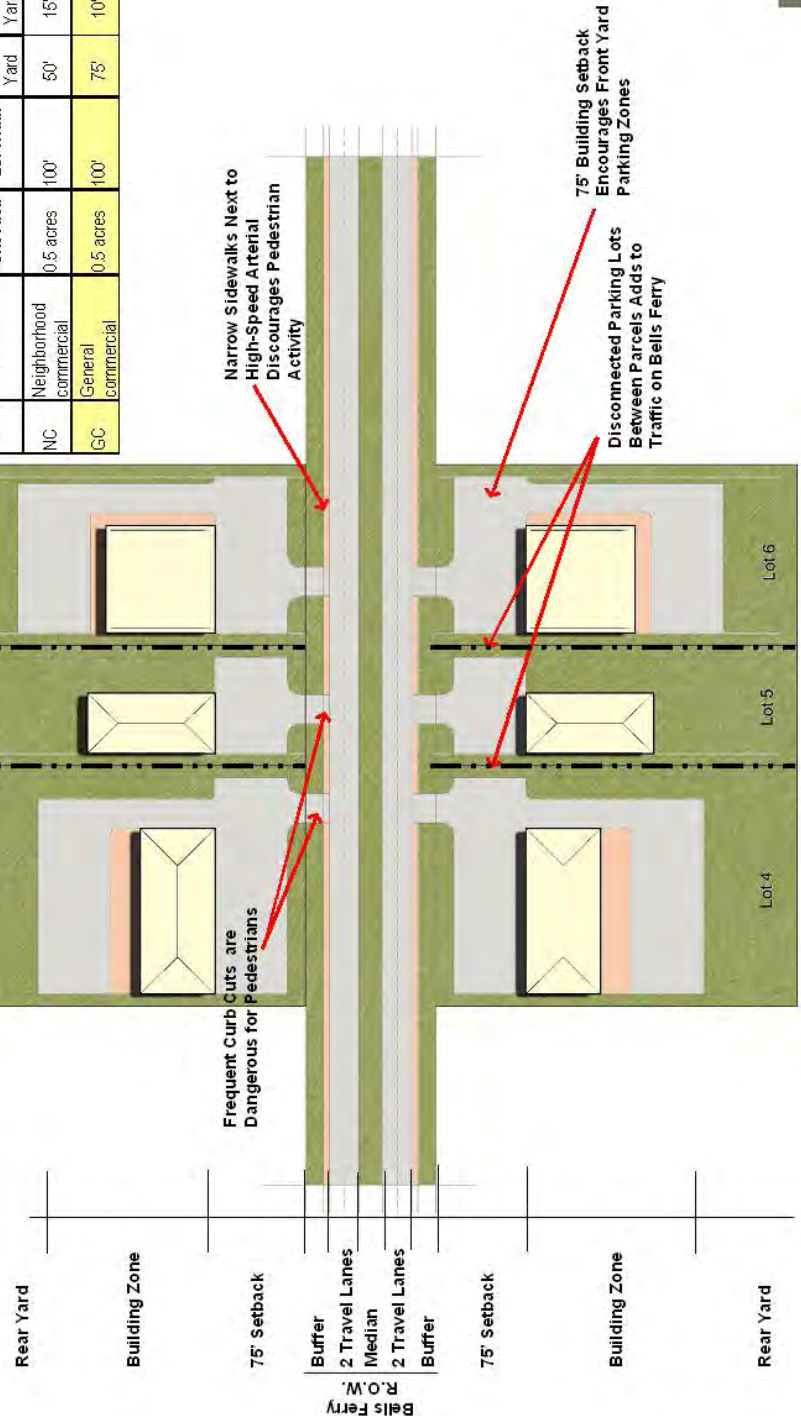
Existing Zoning

Bells Ferry Corridor Existing Zoning - GC

Challenge: Small Disconnected Commercial Lots

Existing Zoning Regulations

Zone	District	Minimum Site Area	Minimum Lot Width	Minimum Setbacks		
				Front Yard	Side Yard	Rear Yard
NC	Neighborhood commercial	0.5 acres	100'	50'	15'	15'
GC	General commercial	0.5 acres	100'	75'	10'	15'





Bells Ferry LCI

COMMUNITY PROFILE

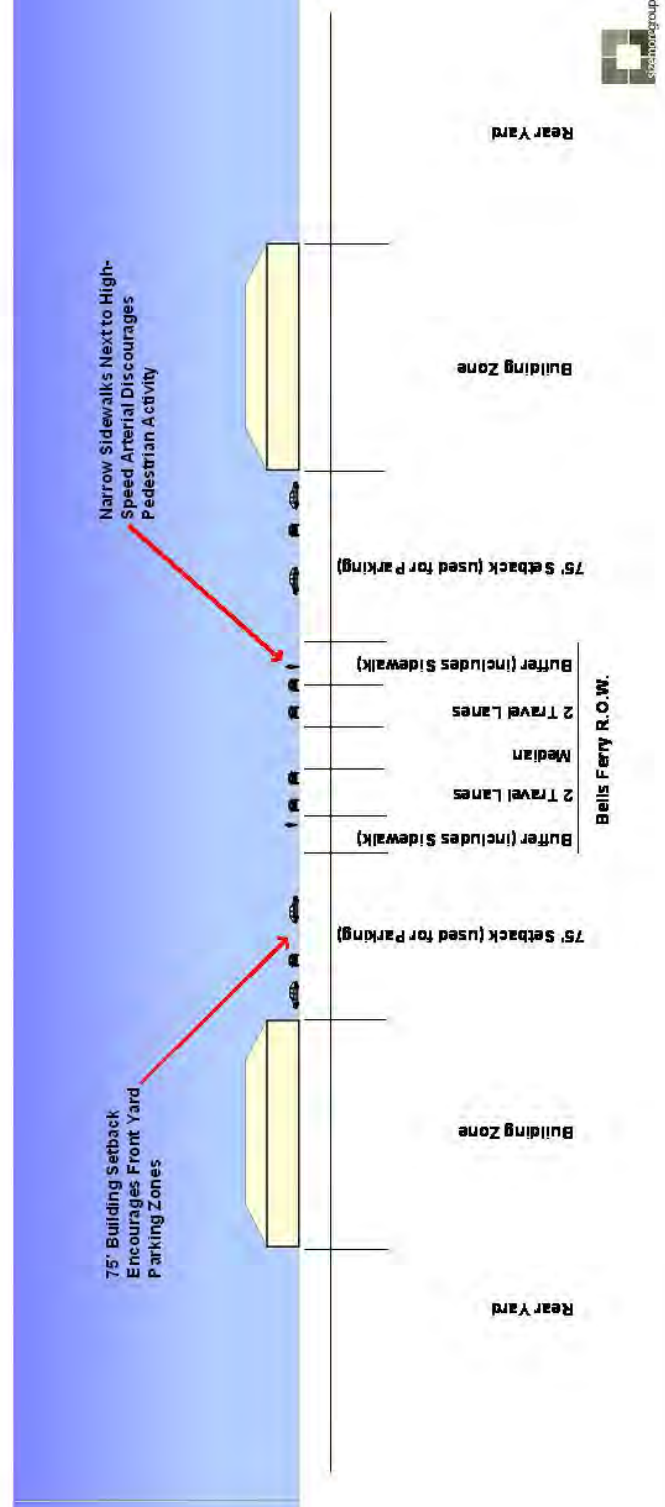
2.3 Land Use and Zoning

Existing Zoning Regulations

Zone	District	Minimum Site Area	Minimum Lot Width	Minimum Setbacks		
				Front Yard	Side Yard	Rear Yard
NC	Neighborhood commercial	0.5 acres	100'	50'	15'	15'
GC	General commercial	0.5 acres	100'	75'	10'	15'

Challenge: Small Disconnected Commercial Lots

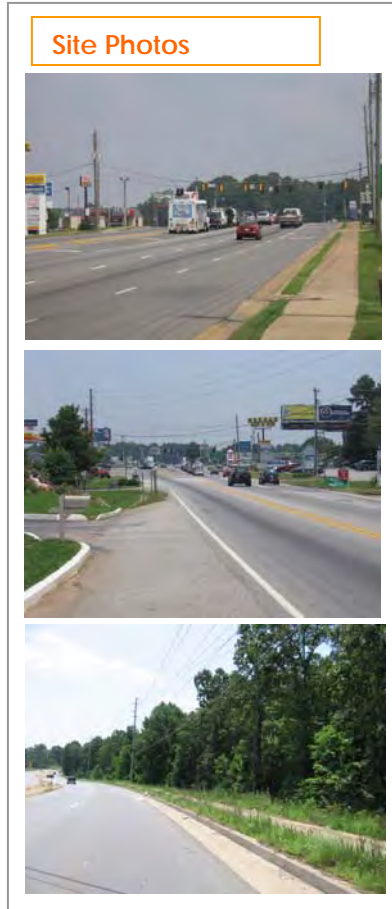
Bells Ferry Corridor Existing Zoning - GC



Existing Zoning



Road Network



Bells Ferry Road and SR 92 serve as the primary north-south and east-west arterial roads within the Study Area. Secondary roads such as Robin Road, Wade Green Road, Kellogg Creek and Bascomb Carmel Road all feed into either Bells Ferry or SR 92. The remaining roads within the Study Area are all local roads which generally serve subdivisions and are not interconnected.

The lack of inter-parcel connectivity leads to a predominance of north-south vehicular traffic on Bells Ferry and east-west vehicular traffic on SR 92. This lack of connectivity reduces the transportation options that residents and commuters to get to their destinations and will be a major focus within the planning effort.

Road Characteristics – Automobile:

Bells Ferry is a 4-lane road with a central median and posted speeds between 35 – 45 mph. The center median has breaks at the major intersections including Highway 92, Robin Road, Old Bascomb Road, Eagle Drive, Victory Drive and Kellogg Creek.

SR 92 is a 2-lane road with a center turn lane at the Bells Ferry intersection. There are curb cuts located at each individual parcel along the road which make for a dangerous environment for both vehicles and pedestrians.

Road Characteristics – Pedestrian:

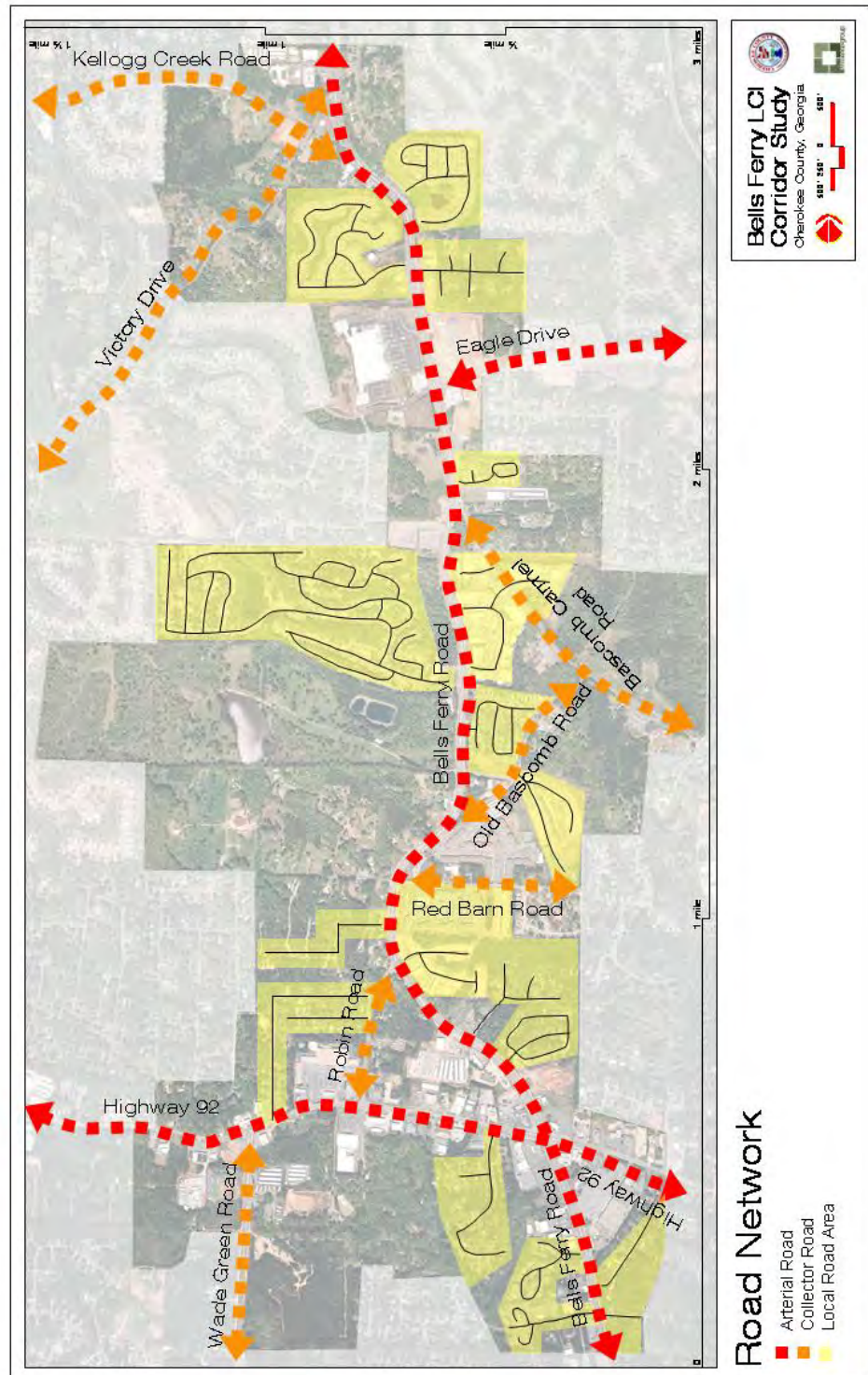
There are currently sidewalks located on Bells Ferry Road, throughout the Study Area. The sidewalk design along Bells Ferry is not conducive to pedestrian traffic due to the narrow design and the fact that the sidewalk is located adjacent to the road with only a thin landscape buffer separating the pedestrian from the high-speed traffic.



Bells Ferry LCI

COMMUNITY PROFILE

2.4 Urban Design



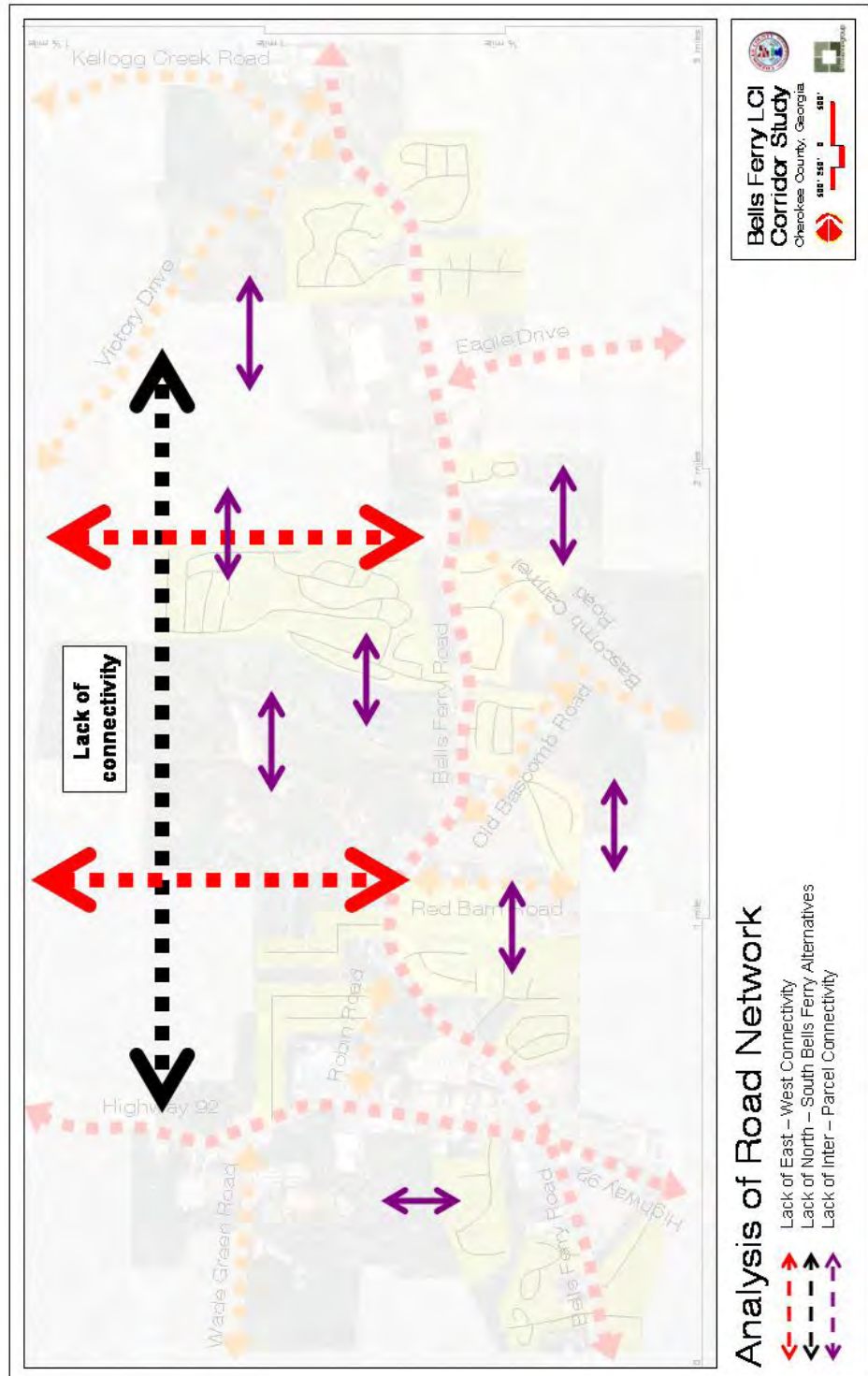
Road Network



Bells Ferry LCI

COMMUNITY PROFILE

2.4 Urban Design



Road Network



Bells Ferry LCI

COMMUNITY PROFILE

2.4 Urban Design



While sidewalks do not exist on 92, many pedestrians still walk along the road as is evident by the adjacent picture which illustrates a naturally formed path along the road. Sidewalks, however, will be added during the planned and funded road SR 92 widening. Sidewalks will also be added to Robin road.

Transportation - S.W.O.T

Strengths

- Plenty of vehicular capacity
- Direct access to I-575 and I-75
- Large amounts of undeveloped/under-developed areas which can service as future mixed-use

Weakness

- Lack of inter-parcel connectivity forces all of the vehicular traffic onto either Bells Ferry or SR 92
- Over abundance of curb cuts on SR 92 and makes for a very dangerous pedestrian and vehicular environment
- Lack of Existing mixed-use developments forces residents to get on the road system
- No existing public transportation system.

Opportunities

- New mixed-use development with residential over retail could reduce the number of vehicular trips and VMT's in the area
- A reduction in the number of curb cuts through the use of shared driveways and parking will reduce vehicular-pedestrian conflicts
- The incorporation of greenway/ multi-use path system can also alleviate vehicular traffic and provide transportation alternatives

Threats

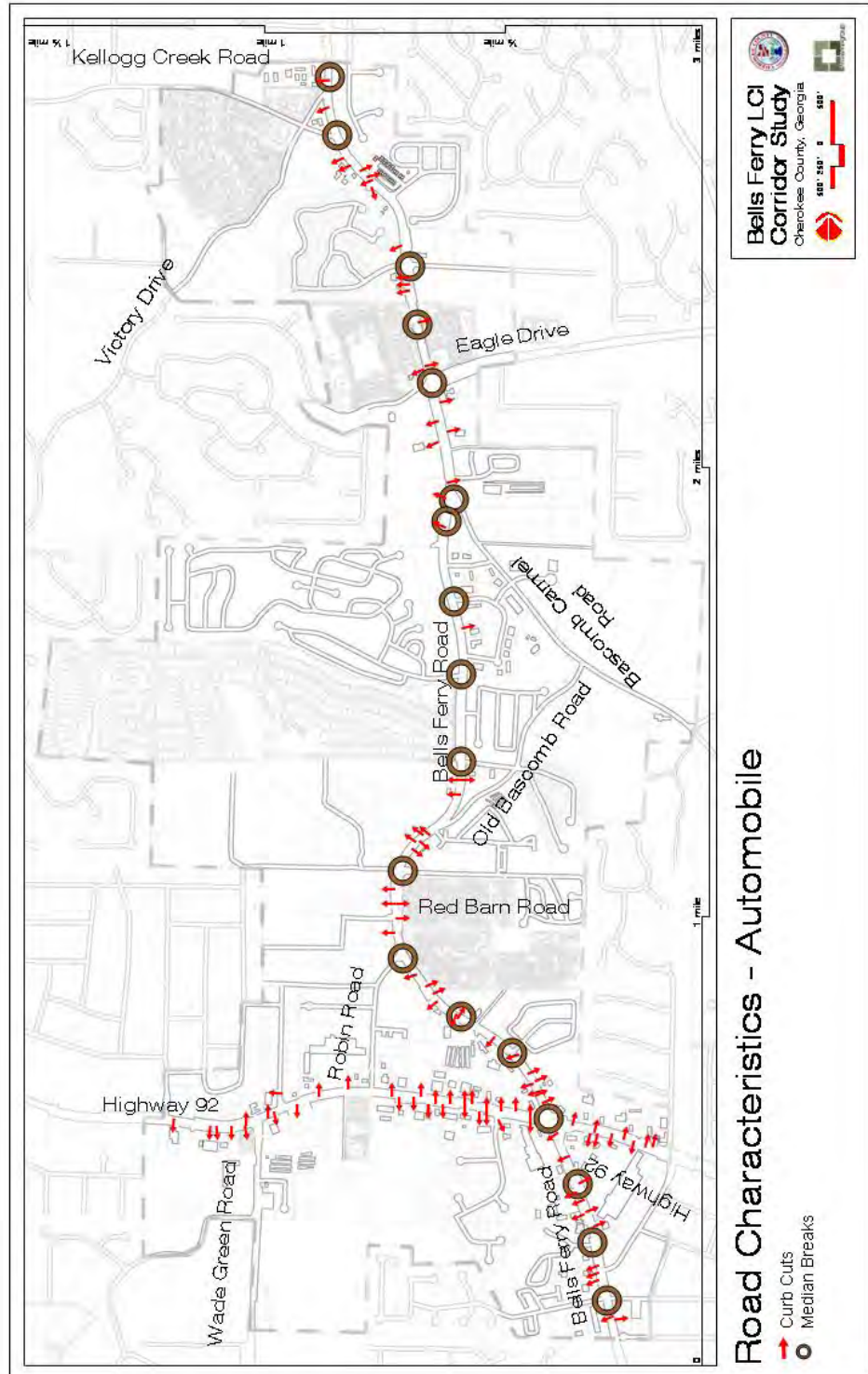
- Auto-oriented commercial land uses
- Financial markets, which can make it difficult to finance mixed-use projects and thus reduce vehicular trips and VMT
- The pending SR 92 improvements is not in-line with the community's vision for the corridor



Bells Ferry LCI

COMMUNITY PROFILE

2.4 Urban Design



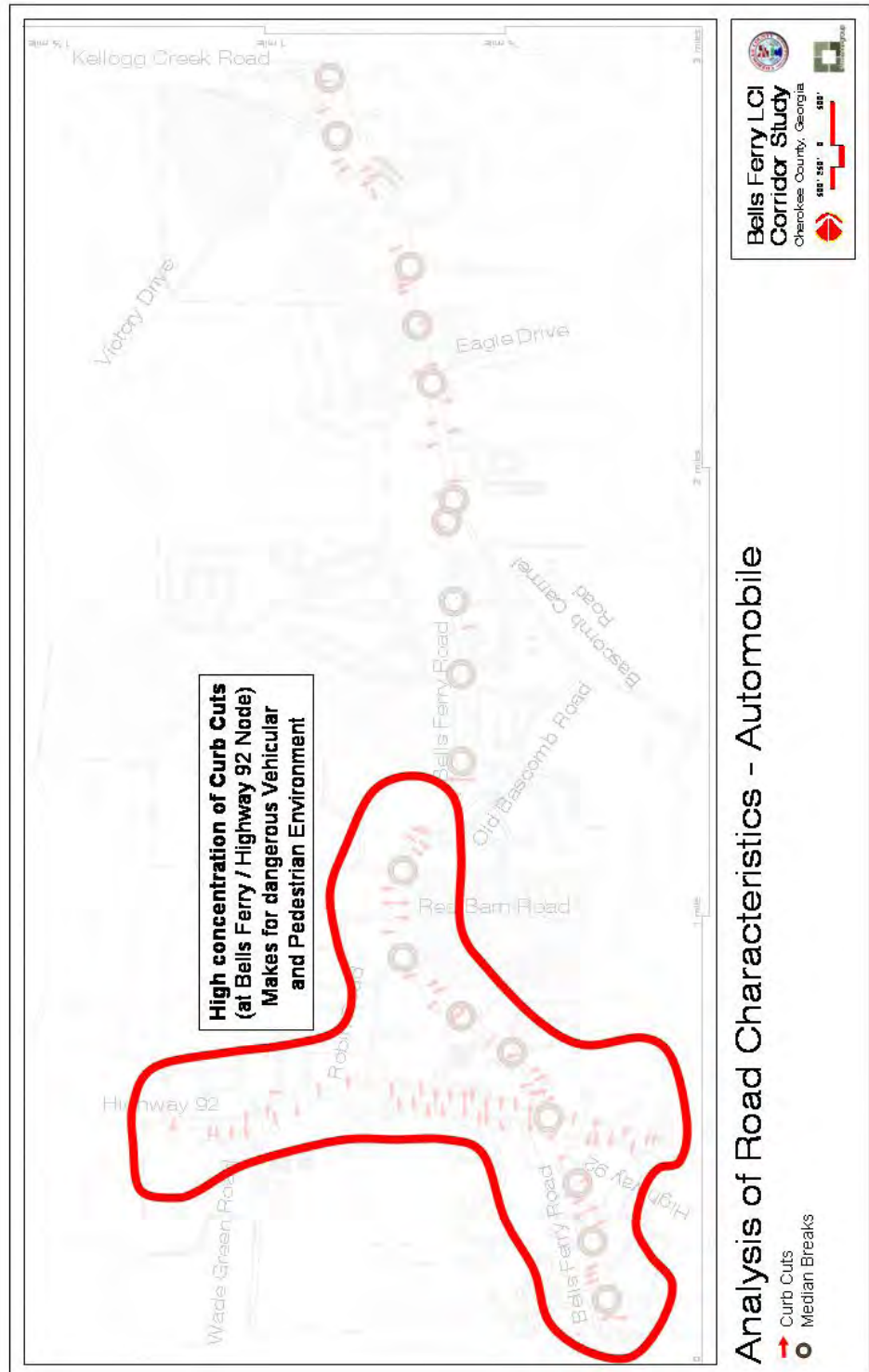
Road Characteristics -Automobile



Bells Ferry LCI

COMMUNITY PROFILE

2.4 Urban Design





Bells Ferry LCI

COMMUNITY PROFILE

2.4 Urban Design



Bells Ferry LCI Corridor Study
Cherokee County, Georgia

Road Characteristics - Pedestrian

- Existing Sidewalks
- Proposed Future Sidewalk Improvements
- Sidewalk Improvements Under Construction
- Crosswalk at Signalized Intersection

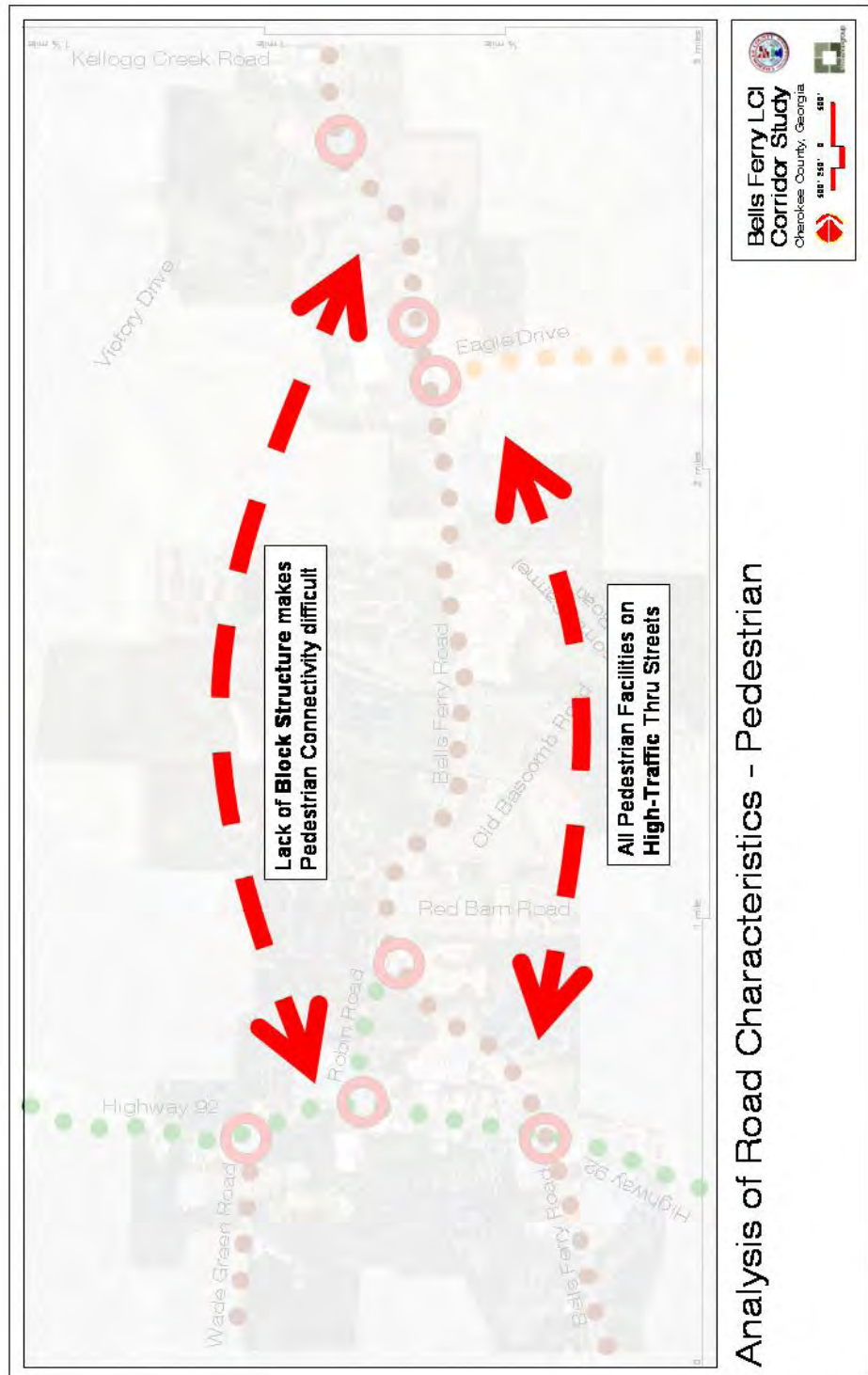
Road Characteristics - Pedestrian



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COMMUNITY PROFILE

2.4 Urban Design





COMMUNITY PROFILE

Bells Ferry LCI

2.4 Urban Design

Zones and Gateways

Site Photos

Zone 1 – Bells Ferry/SR 92

Zone 2 – Warehouse Zone

Zone 3 – Bells Ferry Road/Eagle Drive

There are currently three distinctive zones within the Bells Ferry Study Area. The first zone is the Bells Ferry/Highway 92 node which has primarily one-storey commercial buildings in either a big-box anchored commercial center configuration or as free standing small businesses.

The second distinct zone is located at the Bells Ferry/Bascomb Carmel Road intersection and is comprised primarily of warehouse, commercial and industrial functions. This node is fairly isolated and distinctive from the other land uses along the corridor and appears to generate a fair amount of truck traffic from both distributors and suppliers.

The new Wal-Mart and “Streetside Strip Retail” development located at the Bells Ferry/Eagle Drive intersection comprises the third distinct zone within the Study Area. The character at this node is fairly suburban with the commercial buildings separated from the road by wide expanses of asphalt parking.

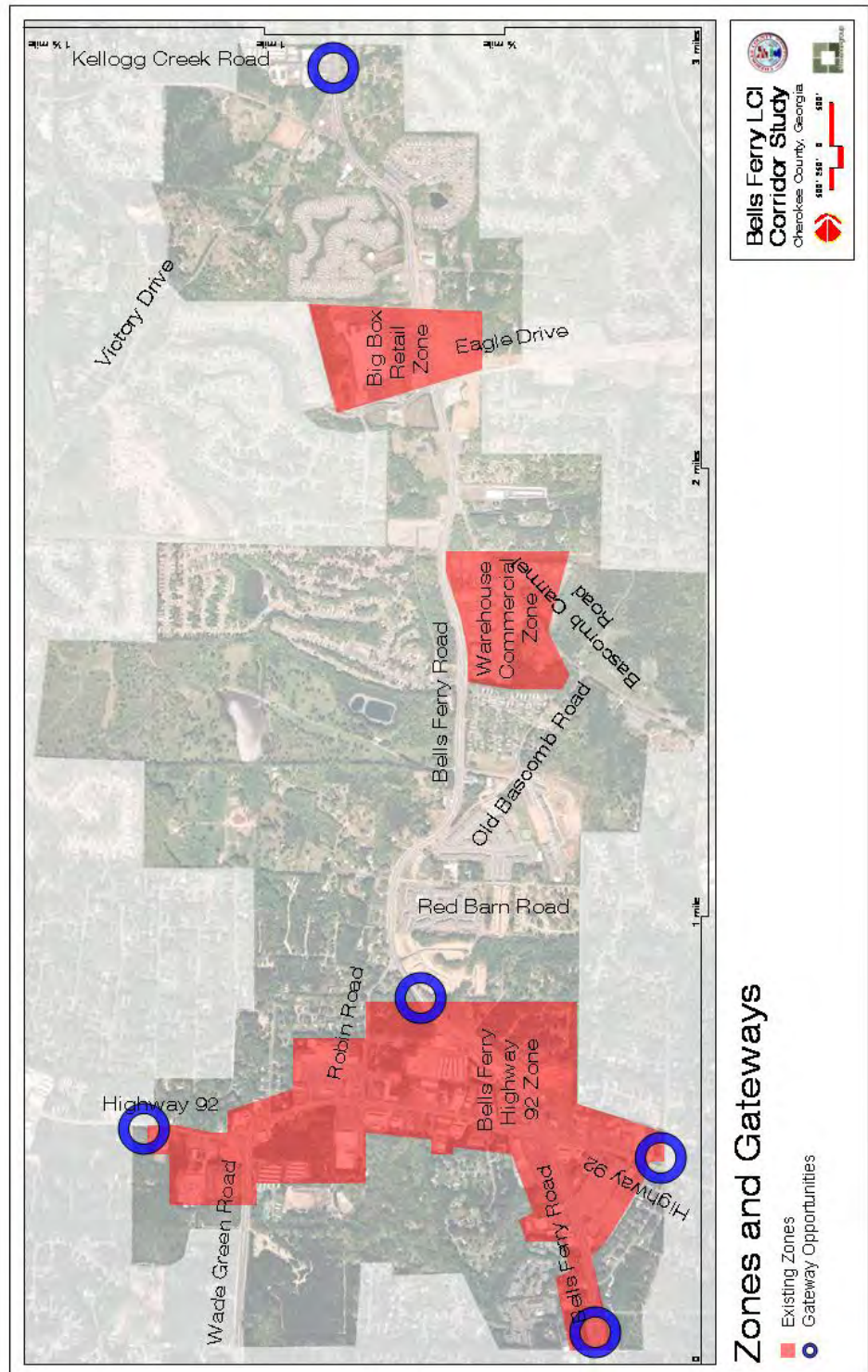
A mix of single family, multi-family and mobile home residential is located in between these three zones.



Bells Ferry LCI

COMMUNITY PROFILE

2.4 Urban Design



Bells Ferry LCI Corridor Study
 Cherokee County, Georgia
 83° 55' W 33° 58' N

Urban Design - Zones and Gateways

Zones and Gateways

- Existing Zones
- Gateway Opportunities



Bells Ferry LCI

COMMUNITY PROFILE

2.4 Urban Design



Bells Ferry LCI
Corridor Study
 Cherokee County, Georgia
 58° 58' 0" 58° 58' 0"

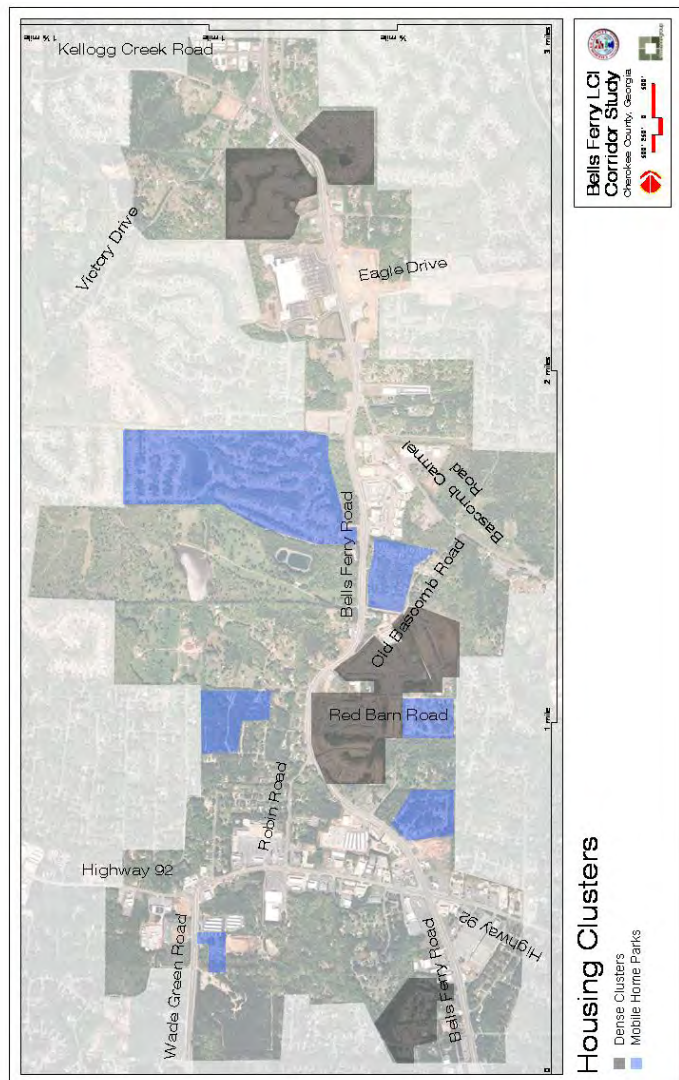
**Urban Design –
Zones and
Gateways**

Analysis of Zones and Gateways



Housing Clusters

There are several housing clusters within the Study Area providing a mix of mobile homes, single family and recently constructed apartments. While these housing clusters are currently not interconnected, it will be increasingly important to encourage interconnectivity as the area develops to help alleviate traffic on the arterial and collector roads in the area and to provide a multitude of vehicular transportation options



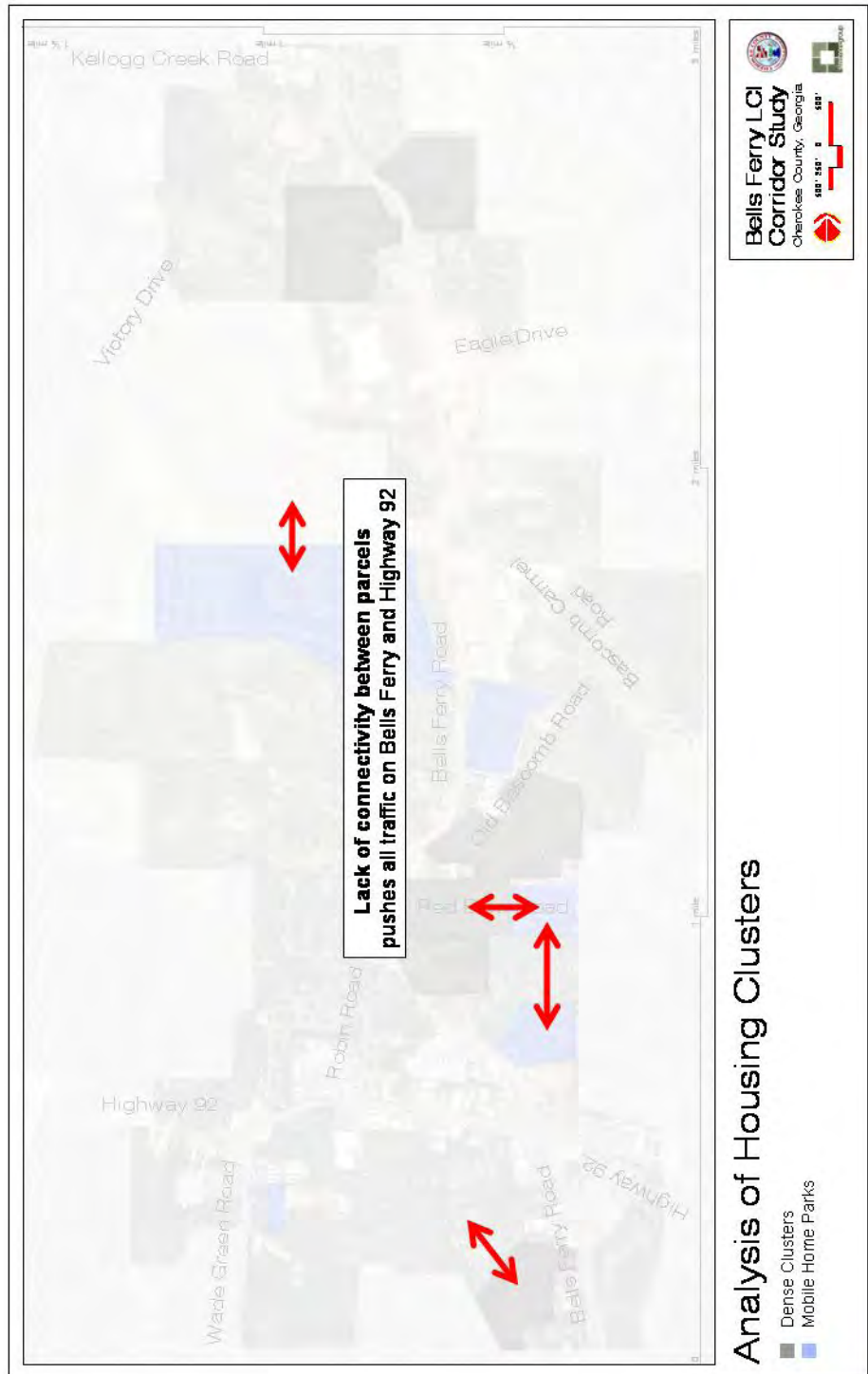
Urban Design – Housing Clusters



Bells Ferry LCI

COMMUNITY PROFILE

2.4 Urban Design



Urban Design –
Housing Clusters



Bells Ferry LCI

COMMUNITY PROFILE

2.4 Urban Design

Urban Design Features S.W.O.T

Strengths

- Direct access to I-575 and I-75
- Large amounts of undeveloped/under-developed areas which can allow for mixed-use
- Potential market demand for redevelopment

Weakness

- Lack of cohesive image and building character and quality development
- Lacks a sense of place or identity or focal point
- Street character is not pedestrian friendly or human scale environment
- No historic or highly significant architectural buildings.
- Lacks pedestrian connectivity
- Lacks civic space and civic pride.
- Lacks recreation/multi-use paths and pedestrian connectivity

Opportunities

- Potential for new mixed-use development with residential over retail that could create high quality pedestrian friendly village/nodes.
- To create a focal point and identity for the community.
- Potential to attract people from diverse social, economic and cultural backgrounds

Threats

- Integration of the two primary arterial roads that are predominantly auto-oriented.
- Consolidation of smaller parcels to create new mixed-use development
- The pending SR 92 improvements is not in-line with the community's vision for the corridor

Building Condition

The existing conditions of structures within the Bells Ferry LCI Study Area vary from severely distressed to excellent. For the purposes of this analysis, a windshield survey was conducted for signs of visible deferred maintenance. Upon completion of the windshield survey, buildings were scored in the following manner:

Good – no signs of visible deferred maintenance

Fair – minor deferred maintenance

Poor – Severely distressed property with deferred maintenance comprising a significant percentage of building replacement cost.

As is evident within the map on the following page, a high concentration of buildings in poor and fair condition are located on SR 92 and within the various mobile home parks along Bells Ferry. All recent construction is in good condition.

A detailed parcel-by-parcel analysis including building photo, use and condition is located in the Appendix.

Lot Analysis

The lot analysis considers the highest and best use of individual parcels given their current use, condition and location. Lots were scored in the following manner:

Under-utilized Sites – Opportunities to increase density;

Opportunity Sites – Parcels which have buildings in either poor condition or have buildings which are not the highest and best use of the parcel. Redevelopment consideration should be given to these lots.

Vacant/Undeveloped Sites – Present opportunities for new development of open space.

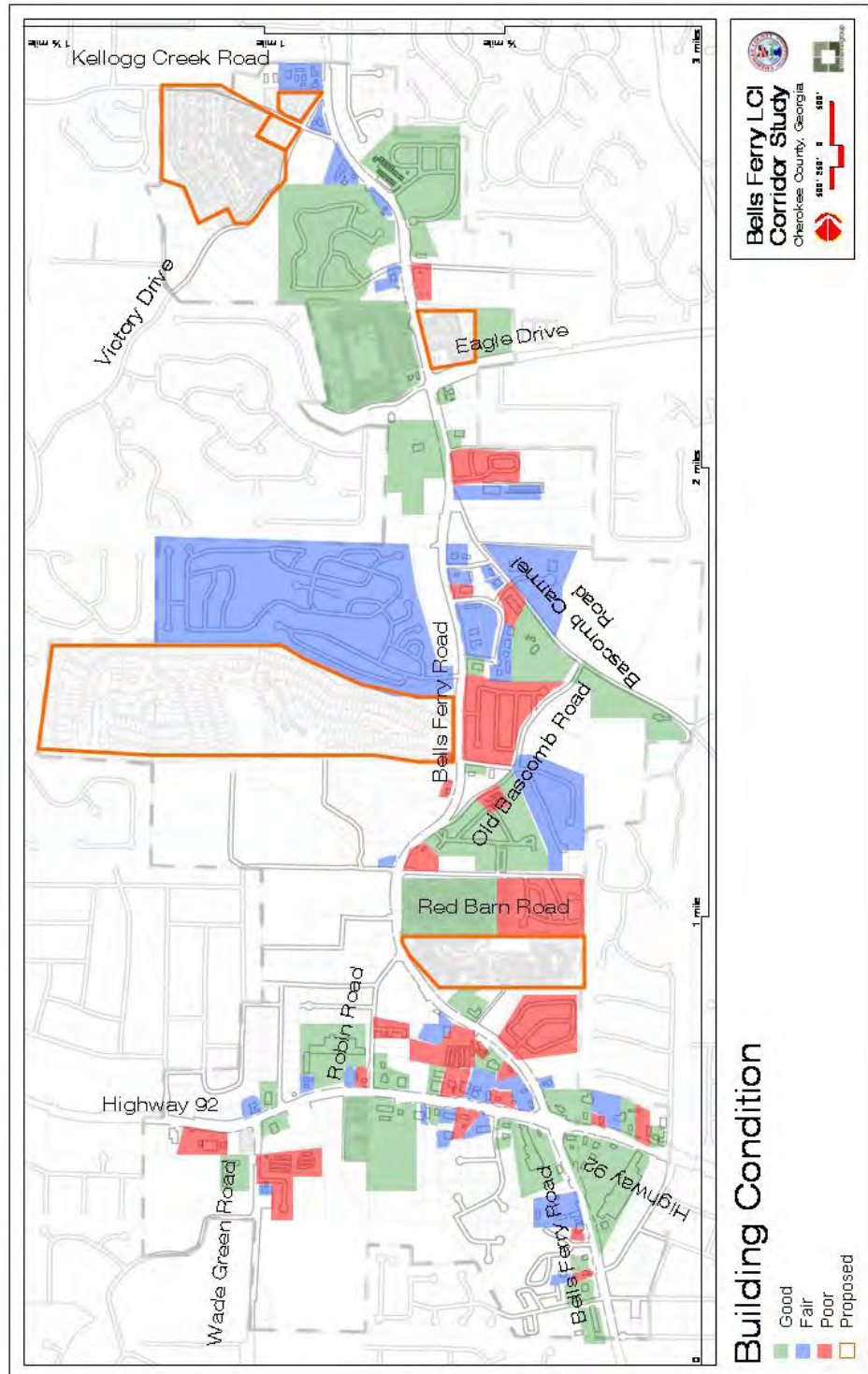
As illustrated in the map on the following page, a majority of the lots at the Bells Ferry/Highway 92 Node are "opportunity sites" while significant development and redevelopment opportunities exist on Bells Ferry within the vicinity of Old Bascomb Road and Bascomb Carmel Road.



Bells Ferry LCI

COMMUNITY PROFILE

2.4 Urban Design



Urban Design –
Building Condition

Building Condition

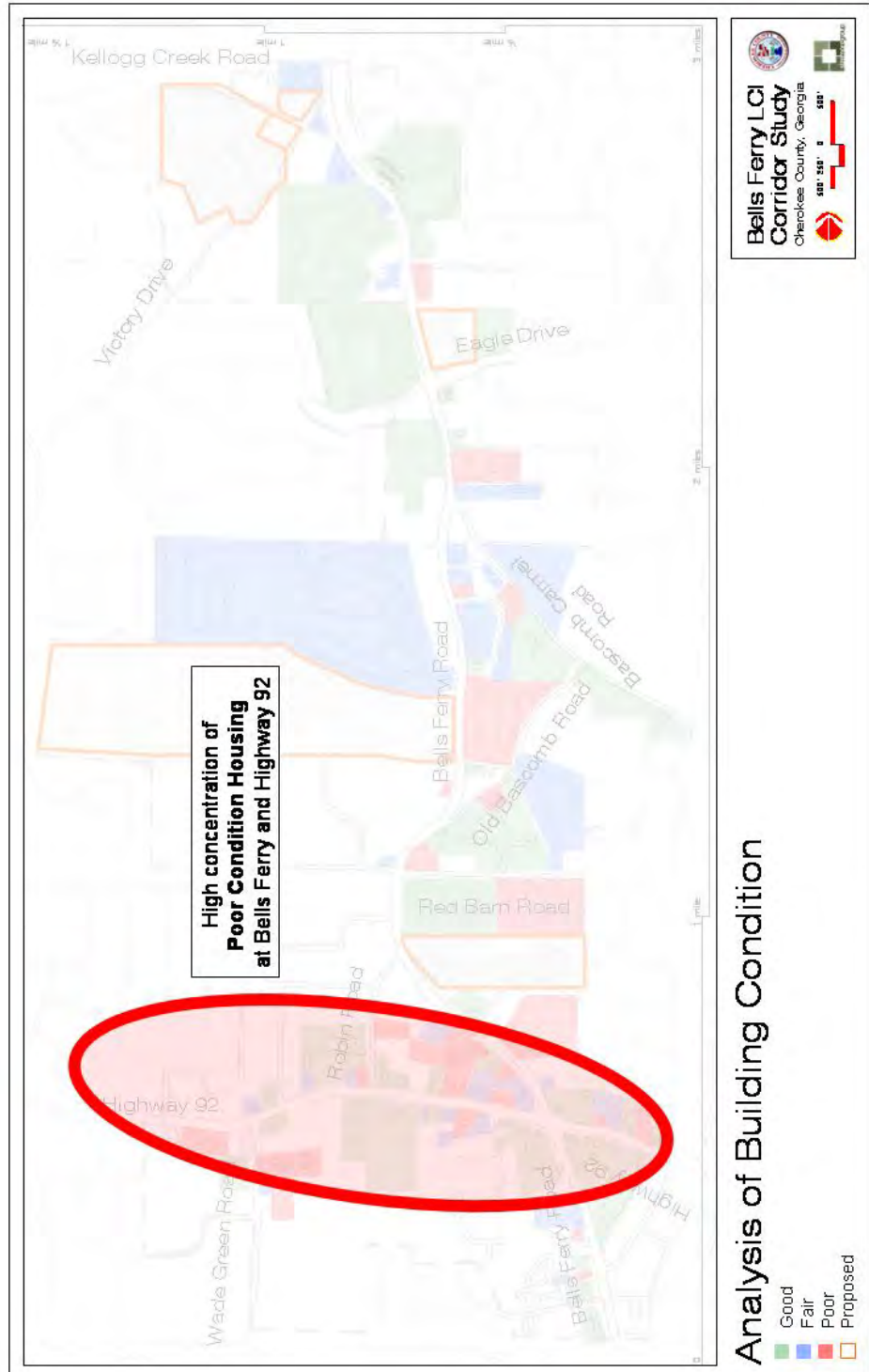
- Good
- Fair
- Poor
- Proposed



Bells Ferry LCI

COMMUNITY PROFILE

2.4 Urban Design



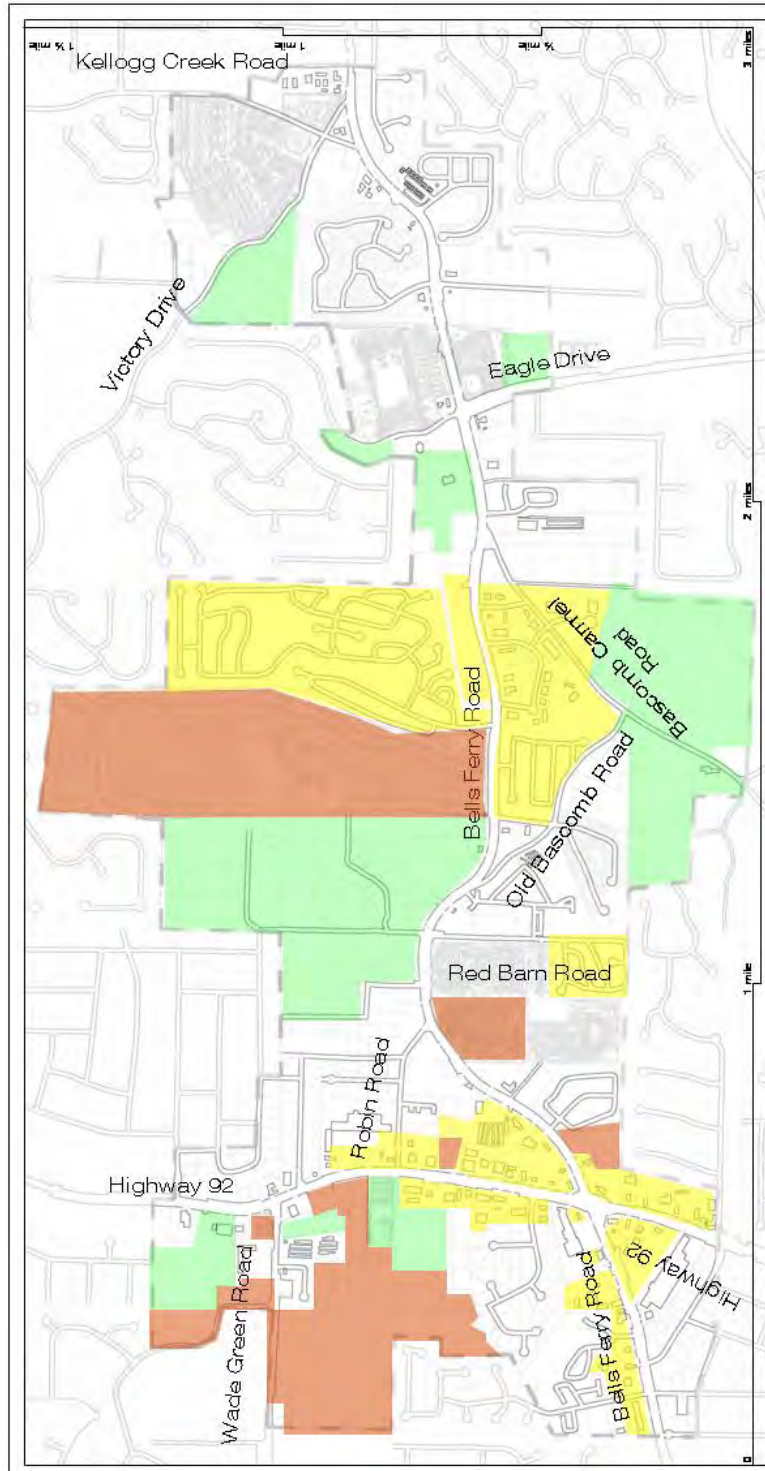
Urban Design – Building Condition



Bells Ferry LCI

COMMUNITY PROFILE

2.4 Urban Design



Bells Ferry LCI Corridor Study
Cherokee County, Georgia

Lot Analysis

- Under-utilized Sites (opportunities to density)
- Opportunity Sites (opportunities for redevelopment)
- Vacant / Undeveloped Sites

Urban Design - Lot Analysis



Community Facilities and Services

As illustrated in map on the following page, there are several unique and significant developments within the Bells Ferry Study Area, including:

- Faith Family Church
- The Historic barn at Bells Ferry and Old Bascomb
- Fire Station at Bells Ferry and Old Bascomb
- Prayer and Praise Church
- Rose Creek Baptist Church
- Water Tower at SR 92 and Wade Green
- Water Tower on Bells Ferry north of Wal-Mart
- Police substation at Bells Ferry/Highway 92

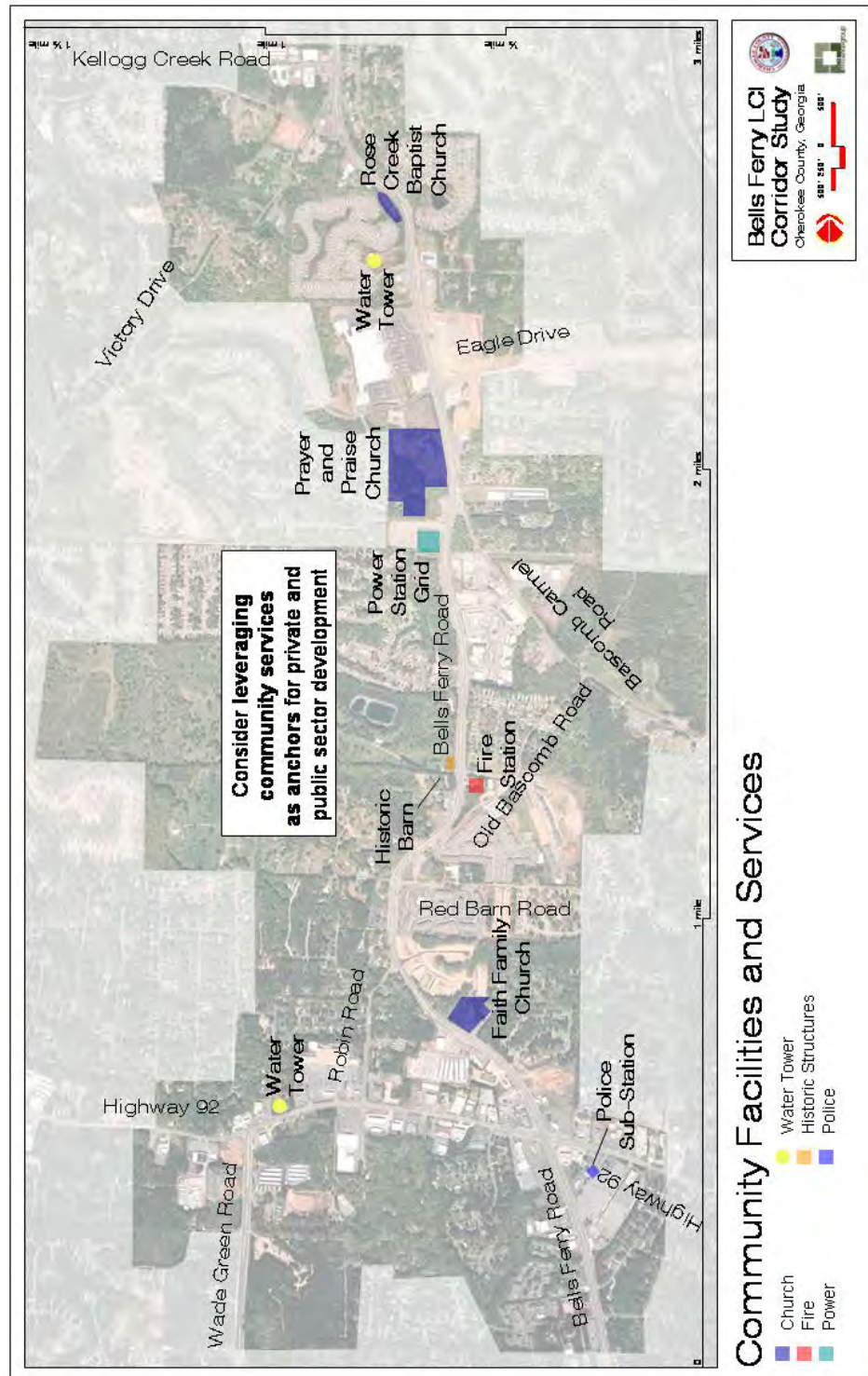
Special consideration should be given to preserving these resources. In addition, provisions should be made for additional pedestrian/bicycle connectivity to these unique features.



Bells Ferry LCI

COMMUNITY PROFILE

2.4 Urban Design



Urban Design – Community Facilities



Critical Edges and Views

It is important to be mindful of the existing context when considering future development. As illustrated in the map on the following page, there are certain edges and views which should be preserved or enhanced along major roads such as Bells Ferry, SR 92 and Eagle Drive.

Walking Radii

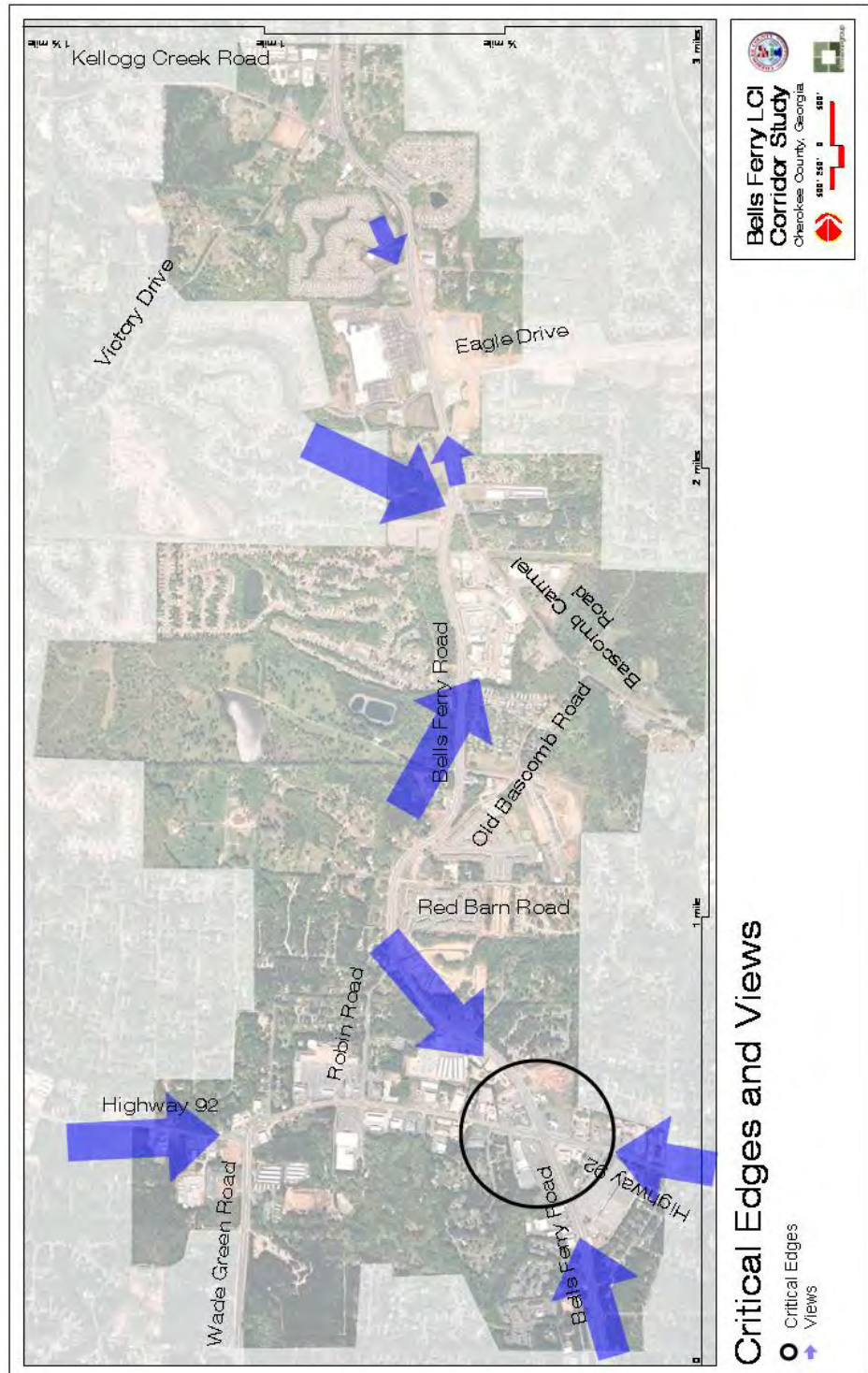
Due to the large size of the Study Area, it is important to be mindful of 5 and 10-minute walk radii which represent quarter, and half-mile walks. These are the distances that most people are willing to walk, within a pedestrian scale environment. As illustrated in map on the following page, the future connectivity between nodes will be increasingly important as people will likely drive between future development nodes.



Bells Ferry LCI

COMMUNITY PROFILE

2.4 Urban Design



Urban Design -
Critical Edges and
Views

Critical Edges and Views

- Critical Edges
- ➔ Views



Bells Ferry LCI

COMMUNITY PROFILE

2.4 Urban Design

Current and Proposed Developments

There are several approved, pending, under construction and recently constructed developments within the Bells Ferry LCI Study Area, as illustrated in map on the following page. The following matrix provides a summary of these developments:

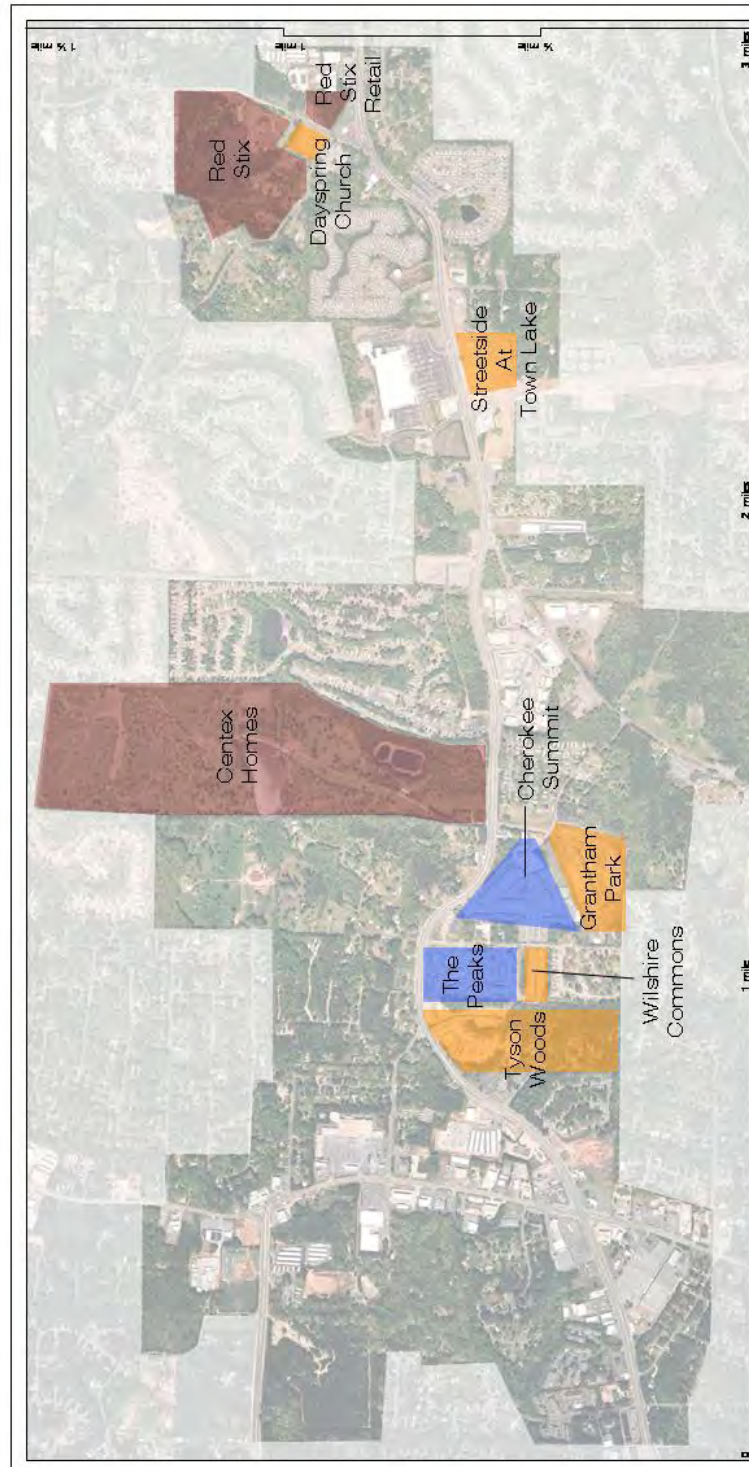
Development Name	Type	Units	SF	Acres	Status
Red Stix	Mixed Use	273	84,400	48	Filed
Bells Ferry Road Tract	Single Family	399		139	Filed
Dayspring Church	Church		6,250	2.74	Filed
Peaks of Bells Ferry	Apartment	248		16	Recently Completed
Nguyen Auto Repair	Commercial		3,250	0.46	Filed
Wilshire Commons	Townhome	42		6.88	Under Construction
Tyson Woods Phase 2	Single Family	81		15.6	Filed
Ransom Development Corp	Townhome	76		15.2	Under Construction
Woodstock Outlet	Commercial		74,250	17.84	Recently Completed
Wal-mart	Commercial		212,000	30.71	Recently Completed
Street Side at Towne Lake	Commercial		46,163	10.82	Under Construction



Bells Ferry LCI

COMMUNITY PROFILE

2.4 Urban Design



Bells Ferry LCI Corridor Study
Cherokee County, Georgia

58° 55' 0" 58° 58' 0"

Current Developments

- Proposed Plans
- Current Construction
- Recently Completed

Urban Design –
Current
Developments



Existing Transportation Network

Corridors

A corridor is generally defined as a tract of land forming a passageway, often with restricted access or use. In the context of urban planning, a corridor is recognized as a strip of land which provides a transportation link between urban centers and is more densely developed (for residential and/or commercial use) than its surroundings.

For the purpose of this study, the Bells Ferry Corridor (BFC) is defined as the property along a 3 mile segment of Bells Ferry Road extending south to north from nearly the Cherokee/Cobb County line to the intersection of Bells Ferry Road and Kellogg Creek Road including intersections with State Route 92, Robin Road, Bascomb Carmel Road, Eagle Drive, and Kellogg Creek Road.

A major goal of this study is to determine the desired future character of the corridor and developing a plan which not only accommodates vehicles but also considers alternate modes including pedestrians, bicyclists, and eventually transit.

From a regional perspective, the Bells Ferry Corridor offers an alternative to I-575 for North-South travel from Kennesaw and the Town Center District in Cobb County to the City of Canton in central Cherokee County.

The intersection of SR 92 and Bells Ferry is the primary hub of the Study Area transportation network. Thus, those properties along a 1.22 mile segment SR 92 (from Woodland Drive, through Wade Green and Bells Ferry Roads, to Santa Fe Trail) have also been included in the Study Area.

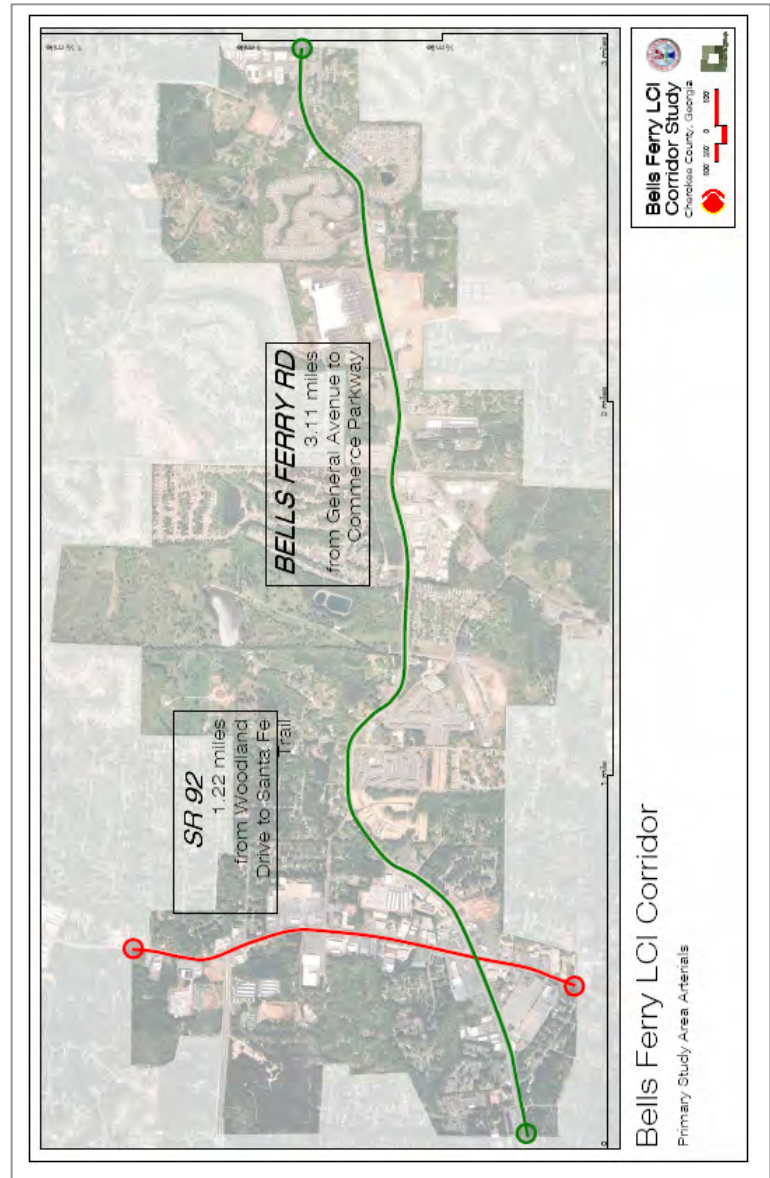
SR 92 itself is a cross-regional corridor, directly connecting the Cities of Acworth, Woodstock, and Roswell as well as locally linking Southwest Cherokee County to Towne Lake and Woodstock.



Bells Ferry LCI

COMMUNITY PROFILE

2.5 Transportation Analysis



The Bells Ferry Corridor Study Area lies within 10 miles of six other LCI study locations including Woodstock, Canton, Holly Springs, Acworth, Kennesaw, and Town Center.

Resident Commuter Characteristics

Roadway facilities dominate the existing transportation network. Limited pedestrian facilities offer the only viable alternative to travel by private motorized vehicle. These



Bells Ferry LCI

COMMUNITY PROFILE

2.5 Transportation Analysis

observations are confirmed by 2000 US Census data, which suggest that local residents primarily commute to work by private motorized vehicles.

For analysis of Census data, the Study Area was defined as those census tracts (CT) and/or block-groups (BG) which totally encompass the Study Area, as follow:

- CT 910.03
- CT 910.05 (BG 2 only)
- CT 910.06
- CT 911.01 (BG 2 only)
- CT 911.02

The following table compares the commute characteristics of area residents with those of metro-Atlantans.

Note that of the 13,347 workers living in the area:

- 94.4 % drove to work vs. 90.6% for metro-Atlanta

Bells Ferry Corridor
 Commuting/Journey to Work
 Source: 2000 US Census
 Census blockgroups encompassing LCI Study Area

	Study Area Total	Study Area % or MEAN	Atlanta MSA % or MEAN
LOCATION OF EMPLOYMENT			
Worked in County of Residence	3,880	29.1%	50.8%
Worked outside County of Residence	9,467	70.9%	49.2%
Total workers 16 years and older	13,347	100.0%	100.0%
MEANS OF TRANSPORTATION TO WORK			
Drove Alone	10,767	80.7%	77.0%
Carpooled	1,832	13.7%	13.6%
Sub-total: Private vehicle (car, truck, van)	12,599	94.4%	90.6%
Public Transportation (including bus, taxicab)	54	0.4%	3.7%
Walked	53	0.4%	1.3%
Other	71	0.5%	1.0%
Worked at home	570	4.3%	3.5%
Total workers 16 years and older	13,347	100.0%	100.0%
TRAVEL TIME TO WORK			
Less than 30 minutes	5,405	42.3%	50.7%
30 to 44 minutes	3,152	24.7%	25.1%
45 to 59 minutes	2,429	19.0%	12.4%
60 or more minutes	1,791	14.0%	11.8%
Total not working at home	12,777	100.0%	100.0%
Aggregate Travel Time to Work (minutes)	432,495		
Mean Travel Time to Work (minutes)	MEAN:	33.8	31.2
VEHICLE AVAILABILITY			
no vehicle available	237	2.8%	7.3%
1 vehicle available	2,080	24.6%	31.8%
2 or more vehicles available	6,142	72.6%	60.9%
Total occupied housing units	8,459	100.0%	100.0%
Aggregate Number of Vehicles Available	16,814		
Vehicles per housing unit	MEAN:	2.0	1.8



- more than 70% worked outside of county of residence (Cherokee) vs. less than 50% for metro-Atlanta
- average commute 33.8 minutes vs. 31.2 minutes metro-Atlanta average
- 2.0 vehicles per housing unit average vs. 1.8 average for metro-Atlanta

Roadways

An inventory of the Study Area roadways was created according to the degree to which they fulfill two purposes:

- movement of traffic and
- access to facilities.

These functions are inversely related in that the more traffic volume a roadway can accommodate, the less access it provides (and vice versa). A functional classification provides a hierarchical ranking based on the degree of mobility and accessibility that a street provides to the traveler.

An inventory of the primary roadways making up the Study Area network is presented in the following table and map.

Route	County Route #	Urban / Rural	Functional Class (GDOT)			* of lanes	
			Type	Observed Function	miles (in study area)	typical	exception
SR 92	N/A	Urban	Principal Arterial	Principal Arterial	1.22	2	6 lane @ BF
Bells Ferry Road	770	Urban	Minor Arterial	Major Arterial	3.11	4	6 lane @SR92
Wade Green Road	769	Urban	Minor Arterial	Minor Arterial	0.125	4	
Kellogg Creek Road	772	Urban	Minor Arterial	Minor Arterial	0.125	2	
Victory Drive	768	Urban	Minor Arterial	Collector Street	0.125	2	
Bascomb Carmel Road	421	Urban	Collector Street	Collector Street	0.25	2	
Eagle Drive	420	Urban	Collector Street	Minor Arterial	0.125	2	4 lane *
Robin Road	426	Urban	Local Street	Cut-through	0.25	2	
Red Barn Road	601	Urban	Local Street	Minor Collector	0.125	2	
Local Streets	-	Urban	Local Street	Local Street			

* Eagle Drive Widening Under Construction



Bells Ferry LCI

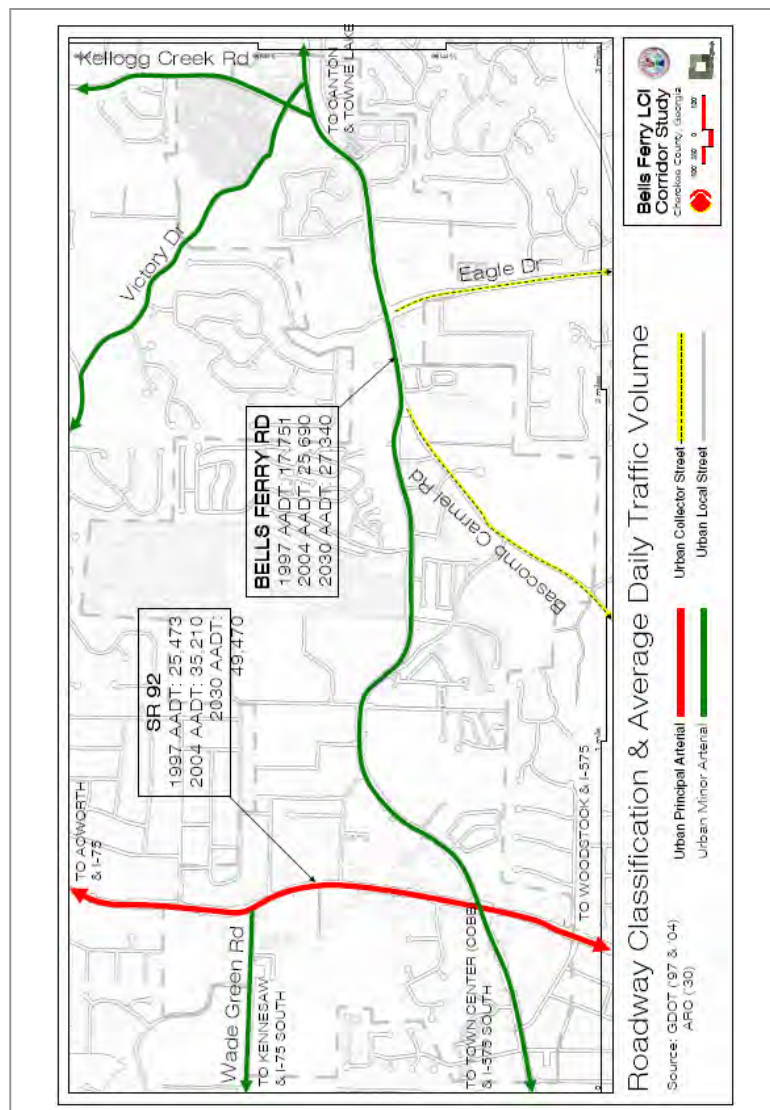
COMMUNITY PROFILE

2.5 Transportation Analysis

Principal Arterial

- State Route 92 (Alabama Road)

A principal arterial is a major thoroughfare vital for moving large volumes of traffic longer distances, often providing connectivity with the interstate system. A principal arterial is designed for typical capacity of 45,000 to 75,000 vehicles per day. SR 92 will more adequately serve its role as a principal arterial upon the completion of a pending GDOT improvement project.





Bells Ferry LCI

COMMUNITY PROFILE

2.5 Transportation Analysis

Minor Arterials

- Bells Ferry Road (County Route 770)
- Wade Green Road (County Route 769)
- Kellogg Creek Road (County Route 772)
- Victory Drive (County Route 768)

A minor arterial is designed to provide cross-town and cross-county street access. These roadways are usually multi-lane, although in some less developed areas they may be two lane roads. With access to development, there are often driveways that run directly into thoroughfares. Typical right-of-ways are between 70 and 90 feet, with traffic volumes between 20,000 and 50,000 vehicles per day. Bells Ferry is of key significance to Cherokee County because it is a primary north-south arterial in the southwest portion of the county.

Collector Streets

- Bascomb Carmel Road (County Route 421)
- Eagle Drive (County Route 420)

Collectors serve as the link between arterials (highways) and local streets (neighborhood streets). They are intended to balance access and mobility considerations by serving through movement as well as access to land. Generally these are two to four lane roads with frequent intersections and average daily traffic volumes between 7,500 and 15,000 vehicles per day.

Local Streets

Local Streets include neighborhood streets and exist primarily to provide access to adjacent land. They are generally characterized by relatively low speeds and low volumes. Use of these roads and streets for through traffic is usually discouraged. All roads and streets not previously identified are classified as local streets.

Intersections

Intersections are primary points of access as well as conflicts. Six traffic signals are operated in the Study Area at the following intersections:

- SR 92 and Wade Green
- SR 92 and Robin Road
- SR 92 and Bells Ferry



- Bells Ferry and Robin Road
- Bells Ferry and Eagle Drive
- Bells Ferry and Kellogg Creek

Parking

In general, there is an overabundance of under-utilized surface parking in the area, especially at SR 92 and Bells Ferry. The community reported that numerous local residents are truck-drivers who park large trucks (18-wheelers) in presently under-utilized private parking lots.

Level of Service

Important measures of roadway operation include capacity and volume, which may be used to quantify the level of service of a facility in terms of congestion. The major sources of information regarding traffic are GDOT traffic counts and ARC forecasts. The following table summarizes traffic volumes for the major arterials through the Study Area.

Bells Ferry Corridor Traffic Volume
 SR 92 & Bells Ferry Road
 Source: GDOT (past); ARC RTP (projections)

Route	Segment	Direction	Daily Volume		
			1997	2004	2030
SR 92	West of Bells Ferry	Eastbound			25,100
		Westbound			24,370
		Total	25,473	35,210	49,470
SR 92	East of Bells Ferry	Eastbound			20,190
		Westbound			20,250
		Total	21,638	27,050	40,440
Bells Ferry Road	South of SR 92	Northbound			13,240
		Southbound			14,100
		Total			27,340
Bells Ferry Road	North of SR 92	Northbound	8,832		
		Southbound	8,919		
		Total	17,751	25,690	

These figures suggest that SR92 will experience a dramatic increase in daily volume. Bells Ferry volume is not forecast to increase as significantly.

A means of visualizing and locating points of congestion are provided in the following graphics which display segments of major roads by existing (2005) and forecast (2030) levels of service. Levels of service A-C are

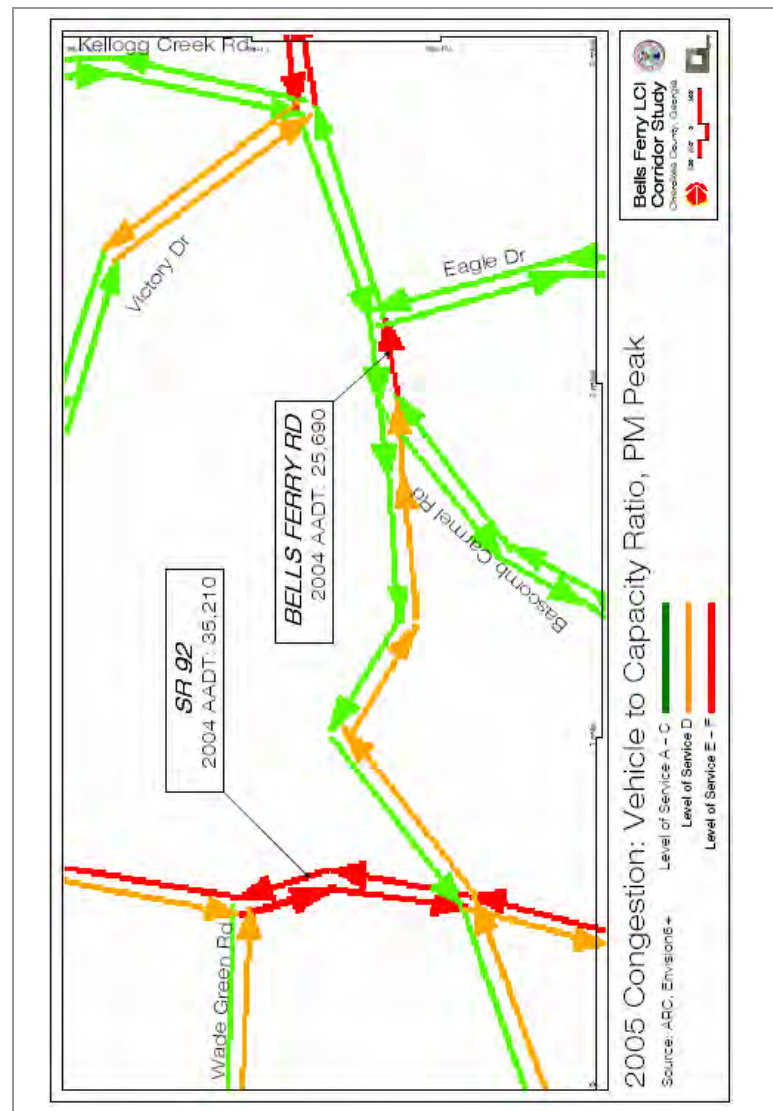


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2.5 Transportation Analysis

considered stable operations at acceptable levels of congestion. Level of service D suggests a border range where small increases in flow will result in unacceptable delays. Levels of Service E-F are essentially failing, operating at unacceptable levels of delay and congestion. The graphics were created from ARC models as part of the Regional Transportation Planning process.



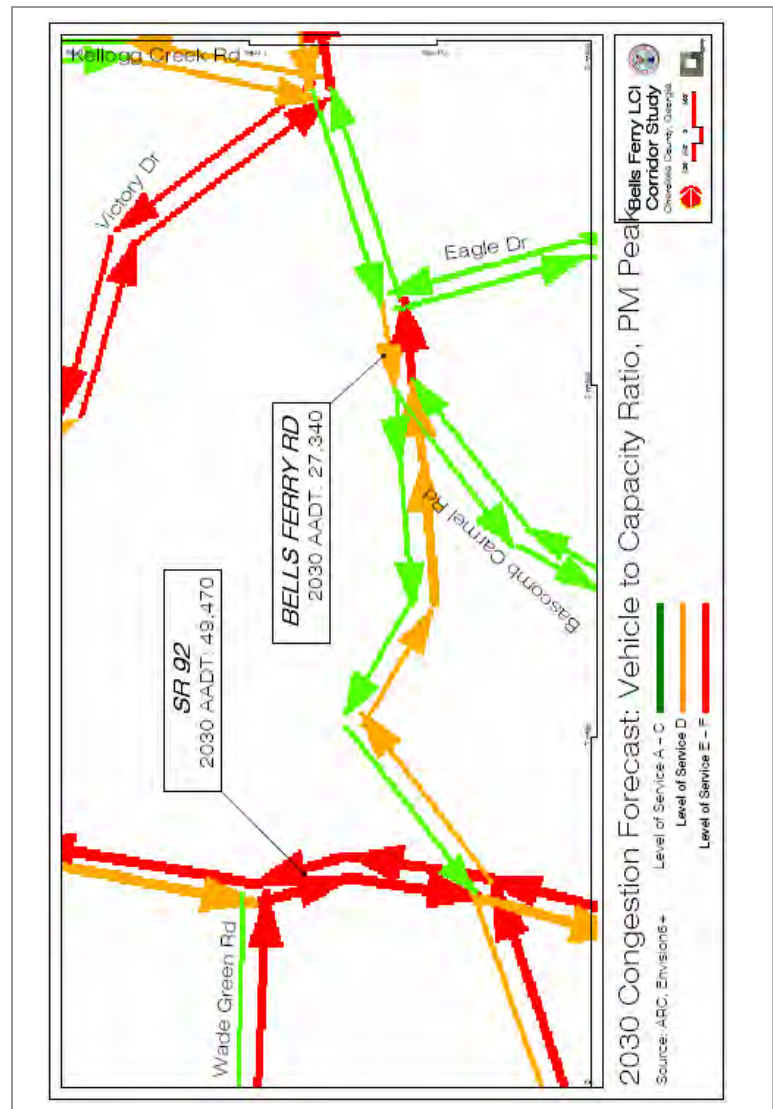


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2.5 Transportation Analysis

In 2005, roadway segments identified as having a failing level of service (or severe congestion) include SR 92, and two segments of Bells Ferry Road (between Eagle Drive and Bascomb Carmel Road as well as north of the Study Area).



In 2030, many area roadways will be operating at level of service D or worse. Study Area roadway segments which are forecast to have a failing level of service include: SR 92, Wade Green Road, Victory Drive, and several segments of



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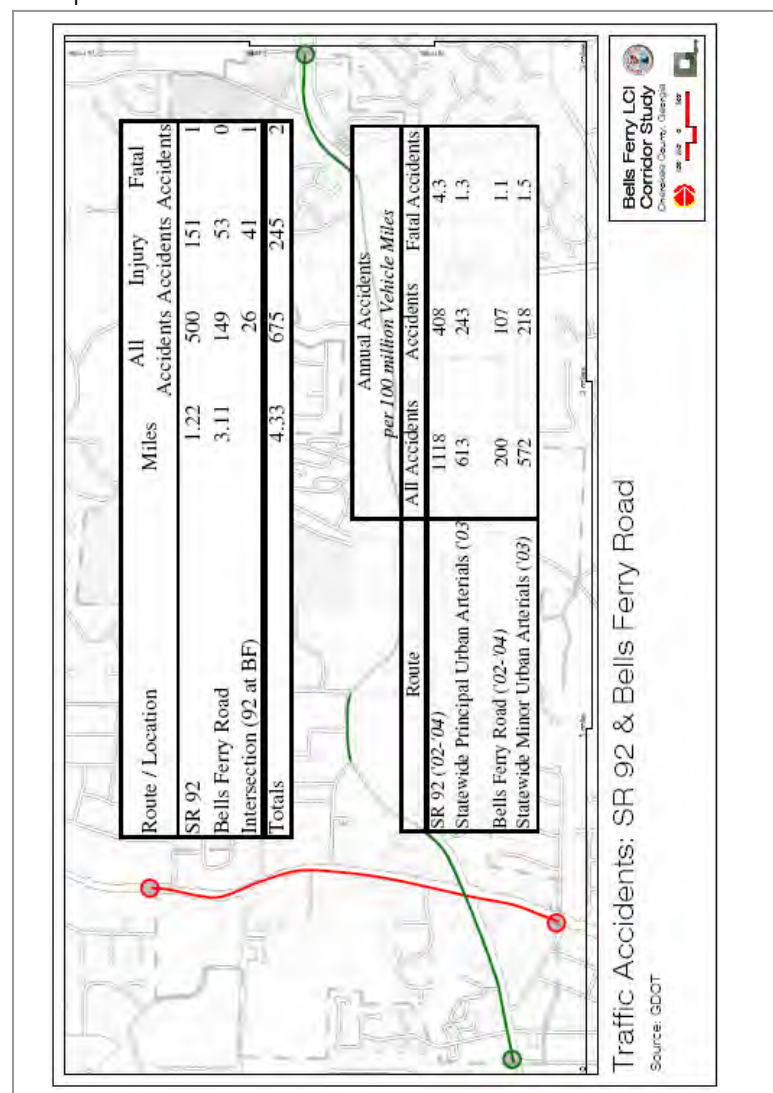
COMMUNITY PROFILE

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Bells Ferry Road. Note that the forecasts incorporate planned improvements (such as the widening of SR 92); despite these, the overall level of service of area roads is anticipated to decline.

Roadway Safety

Another means of assessing roadway operation is through analysis of traffic accident data. The following graphic displays the segments of SR92 and Bells Ferry for which GDOT accident data from 2002-2004 was analyzed and compared with statewide data from 2003.





These summarized results, suggest that the 1.22-mile segment of SR 92 incurred over 500 more accidents per 100 million vehicle miles than comparable principal arterials statewide. Alternately, the 3.11-mile segment of Bells Ferry Road incurred 372 fewer accidents per 100 million vehicle miles than comparable minor arterials statewide.

These figures may be attributable to roadway design. Consider that SR 92 transitions from 1-lane each direction (west of Wade Green) to a major intersection at Bells Ferry (3-lanes each direction and multiple turning lanes) and back to a 1-lane each direction (east of Santa Fe Trail). Additionally, SR 92 has no median in this segment. Bells Ferry Road, on the other hand, was improved in the mid-1990s to a 4-lane facility (typical) divided by a 20-foot median which facilitates left-turn lanes. The statistics support GDOT's assertion that raised medians improve safety by reducing accidents and fatalities by eliminating turning movement conflicts.

Bicycle & Pedestrian Facilities

Sidewalks & Crosswalks

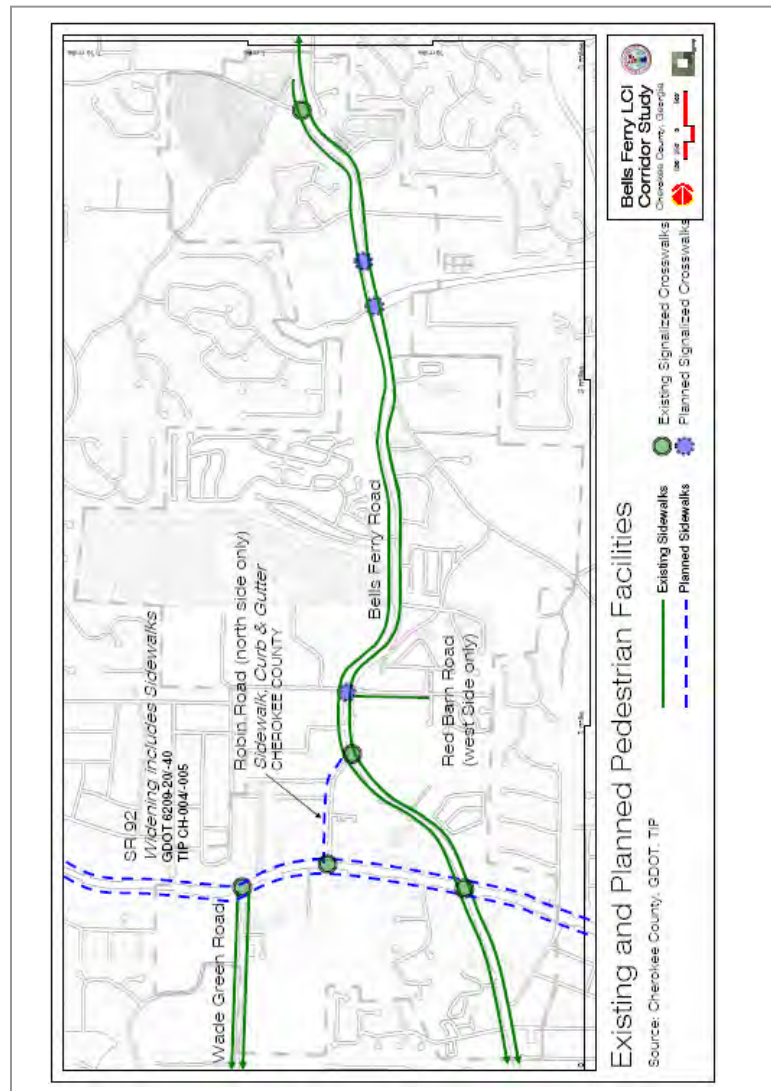
The primary pedestrian facilities existing in and planned for the Study Area are presented in the following figure. Existing sidewalks are in good condition. The number and spacing of signalized crossing on arterials will improve somewhat with these projects. However, private property development has historically catered to motorized vehicle access, thus the public pedestrian facilities are under-utilized. Sidewalks are too close to the road, the design is not conducive for pedestrian traffic.



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COMMUNITY PROFILE

2.5 Transportation Analysis



Bicycle Facilities & Multi-Use Trails

No dedicated bicycle facilities or bike lanes exist in the Study Area. US Census data suggests that local residents do not commute to work by bicycle.

Observed bicyclists in the area made use of residential streets and existing sidewalks along Bells Ferry.



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2.5 Transportation Analysis

No multi-use trails or paths currently serve the Study Area. The ARC Bicycle, Transportation, and Pedestrian Pathways Plan recommends such facilities for the SR 92, Bells Ferry, and Wade Green corridors.

Transit, Commuter Rail, and Public Transportation

Besides private taxi-cab services, the BFC is not presently served by public transportation. In its RTP, the ARC forecasts the provision of local bus service in the area in 2025. The recommendations of an ongoing study of Cherokee County transit needs were not yet available to inform this study.

Transportation Facility Planned Improvements & Upgrades

The BFC will benefit from numerous roadway and sidewalk improvement projects in the near future. The following table and graphic summarize significant projects.

Bells Ferry Corridor Projects

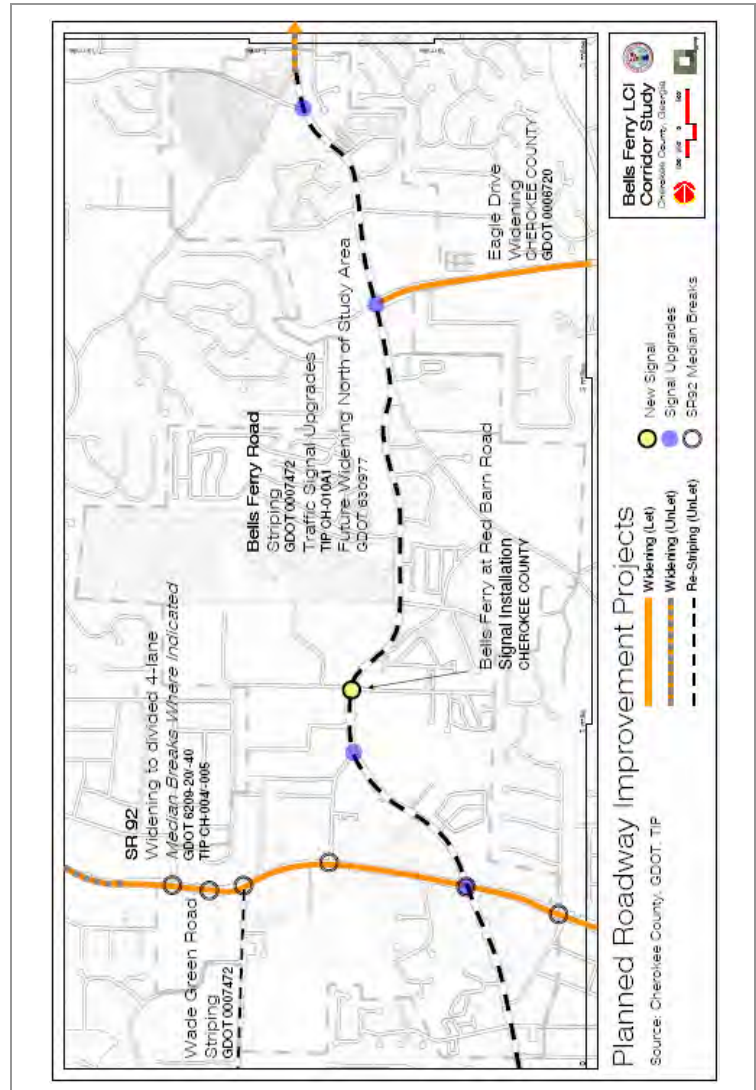
Status	Location	Program & Type	From	To	Length
UNDER CONSTR	Eagle Drive	Reconstruction/Rehabilitation: Widening			
PROGRAMMED	Robin Road (North Side)	curb, gutter, and sidewalk	SR 92	Bells Ferry Road	
PROGRAMMED	Bells Ferry Road @ Red Barn Road	traffic signal installation			
UNDER CONSTR	SR 92	Reconstruction/Rehabilitation: Widening	West of Woodland Drive (.38 miles West of Wade Green Road)	Cherokee Trail	2.66
IN DESIGN	BELLS FERRY RD (CR 770)	Reconstruction/Rehabilitation: Widening	South Fork Way	North of Victoria Road	2.34
PLANNED	SR 92	Reconstruction/Rehabilitation: Widening	I-75	Wade Green	5.19
PLANNED	BELLS FERRY RD (CR 770)	Reconstruction/Rehabilitation: Widening	North of Sixes Road	SR20/Knox Hwy	4.10
PLANNED	BELLS FERRY RD (CR 770)	Reconstruction/Rehabilitation: Widening	North of Little RV	North of Sixes Road	2.47
PLANNED	Bells Ferry Road (CR 770)	Safety: Striping (OFF-SYSTEM SAFETY IMPROVEMENTS)			< 4.29
PLANNED	Wade Green Road (CR 769)	Safety: Striping (OFF-SYSTEM SAFETY IMPROVEMENTS)			< 4.29
PLANNED	BELLS FERRY RD (CR 770)	Signal Upgrades			5.00



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2.5 Transportation Analysis



The project with the greatest impact on the Study Area is the widening of SR 92. The widening will improve the function of the arterial and will serve to accommodate the forecasted increase in volume. Also, the project should improve safety in the Study Area by minimizing intersections of conflicts with restrictions on left-turn movements.



Infrastructure Issues

- *Traffic Congestion.* The ARC forecasts a general decrease in the level of service of Study Area roadways.
- *Safety.* In terms of traffic accidents, SR 92 is more dangerous than comparable statewide arterial average. Limited facilities for non-motorized travel create perception of an unsafe pedestrian environment.
- *Alternative Transportation.* Existing public facilities and private development predominantly cater to motorized vehicle mobility and access, respectively. Limited existing facilities serve pedestrians. A primary goal of the study will be planning for greater multi-modal choice in the future.
- *SR 92.* Improvements to this ARC-identified “Cross-Regional Corridor” will facilitate higher volumes of through-traffic while addressing deficiencies in present operating conditions.
- *Pedestrian Environment and Streetscape Aesthetics.* New investment in the transportation network should honor goals beyond mobility and access to focus on enhancing the pedestrian experience.
- *Skeletal Network.* Few area streets offer alternatives to Bells Ferry Road and SR92 for local trips, resulting in generally poor inter-parcel connectivity.
- *Arterial Access Management.* A challenge for area transportation planning will be to preserve the mobility functions of the major arterials (capacity, flow, and speed) while providing safe, efficient, & equitable access to property and new development.
- *Inefficient use of existing infrastructure.* New development should take advantage of the built-in capacity of Bells Ferry Road.



- *Land Use / Development Regulations.* Future regulations must particularly address property access to automobiles as well as pedestrians (curb-cuts, parking, inter-parcel connectivity, building orientation to streets and sidewalks, etc).
- *Scheduled Improvements.* Design plans should be evaluated for consistency with the goals of this study.



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COMMUNITY PROFILE

2.6 Market Analysis

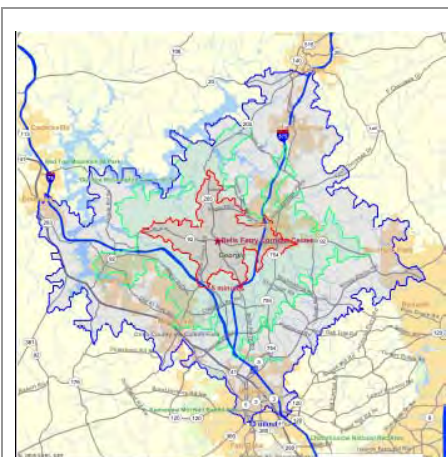


Bells Ferry Corridor Market Analysis

Definitions of Study Area and Market Area

Two basic geographic areas are relevant both to a market analysis. The first is the clearly defined Bells Ferry Corridor “Study Area” itself, shown to the left (and in greater detail on page 2-4), which corresponds approximately to a 3-mile corridor along Bells Ferry Road between Commerce Parkway on the north and The General Avenue on the south, as well as a SR 92 corridor extending from Woodland Drive on the west to Hartwood Drive on the east.

For purposes of assessing the commercial (retail, services, office) potential of the Bells Ferry Corridor, the primary focus is on the Corridor’s two “Market Areas,” which are its Primary Market Area” and “Secondary Market Area.” The Primary Market Area approximates a 5-minute drive-time area (defined in red in the adjoining map). This 5-minute drive-time area corresponds closely to the geographic area included within a standard” with a radius of three miles from that same intersection.



Bells Ferry Corridor: Drive-time Market Areas: (5-15 minutes)

The Secondary Market Area is defined as the area within a 10-minute drive (defined in green in the adjoining map) of the Bells Ferry-SR 92 intersection under normal driving conditions. This Secondary Market Area corresponds very closely to a 5-mile radius market area within a standard Ring Analysis. We find from experience that the Drive-time Analysis corresponds more closely to analysis criteria utilized by commercial developers and potential tenants/purchasers.

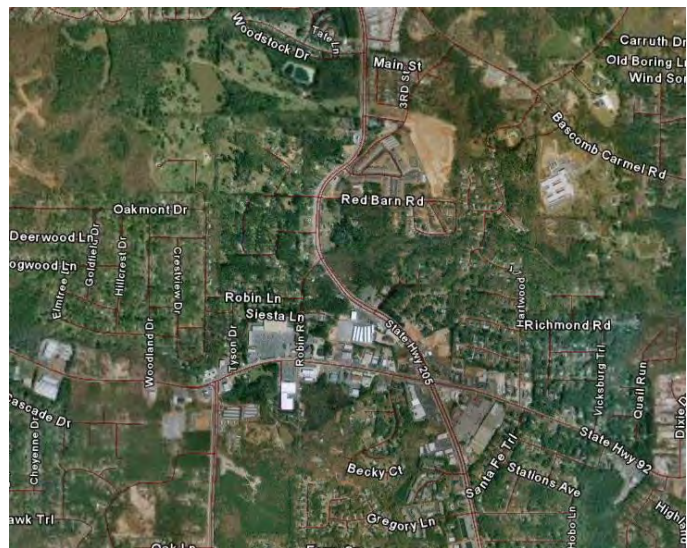
This Market Analysis focuses primarily on population, household, income and other basic demographic data within the Bells Ferry Corridor “Primary Market Area” (within a 5 minute’s drive or 3-mile distance from the intersection) while the retail/commercial demand analysis provided in Section 3.4 (*Market Demand and Potential*) is based on both the Primary and Secondary Market Areas. Based on comparisons of basic demographic and income data from the Study Area itself and the 5-minute drive-time Primary Market Area, the Primary Market Area generally reflects the



residential population within the smaller Study Area. Moreover, both current conditions and projected new developments – both private and public – within the Study Area itself will be generated from the slightly larger Primary Market Area, and those Study Area developments will certainly impact the surrounding Primary Market Area. For these reasons, we have focused on the Primary Market Area in assessing the demographic and income trends in the Study Area.

Demographic and income data assessments have also taken into account both census data and local/regional projections from related to a 15-minute drive time and 8-mile radius ring (defined in blue on the adjoining map) centered on the Bells Ferry-SR 92 intersection.

The aerial below shows the basic Bells Ferry Study Area and larger surrounding Primary Market Area.



Bells Ferry –SR 92 Area

Population & Household Growth

Patterns of population growth and development within central Cherokee County clearly reflect the impact of highway expansion on metro Atlanta’s northern thrust. Interstates 75 and 575 loosely form the boundaries of the Study Area, which is centered along the Bells Ferry Corridor



north of SR 92. Development of I-575 rapidly led to residential and commercial development on the eastern half of Cherokee County, while the presence of I-75 enabled new development through Cobb, Cherokee and Bartow Counties. While the direction of growth to the northwest was established, it had little impact on areas within those two corridors. Consequently, the Primary Market Area has until recently enjoyed modest growth with a mix of affordable housing, community-serving retail and small, often independent commercial businesses. To many residents, the Primary Market Area represents a quiet, suburban alternative to the heavily developed communities to the south.

The Primary Market Area currently has a population of 43,200. Its 15,000 households represent 25% of the county total. The Primary Market Area population is expected to increase by 25% again in the next five years, to 54,000 in nearly 19,000 households.

ANNUAL HOUSING PERMITS: 2000-2005						
County	2000	2001	2002	2003	2004	2005 (est.)
Bartow	1,222	1,031	981	882	1,023	2,418
Cobb	5,455	4,513	4,703	4,993	5,432	5,168
Cherokee	2,882	2,769	3,199	3,442	3,812	3,978

All three counties have been affected by significant economic growth along the I-75 and I-575 corridors in recent years. More importantly to the Bells Ferry Study Area, Cherokee County alone has added almost 7,000 persons annually and will likely surpass 4,000 new housing units this year (2005). Given the supply of competitively-priced land still available for residential development in the Primary Market Area and the continued pace of job creation and population increase in the metro area, particularly north along I-75 and I-575, the pace of residential development should continue for at least the next several years.



Since 2000, the Primary Market Area population has increased 25%, compared to a 19% growth rate for the county as a whole. The region has added 25,000 households annually between 2000 and 2005; nearly 10% of that figure resides in Cherokee County.

Cherokee County remains one of the smallest and least urbanized counties in the metro Atlanta area. Although among the largest in land mass, it ranks sixth among metro counties in population. Much of the county remains undeveloped; massive areas under control of the Army Corps of Engineers are unlikely to be developed in the near future. Currently, 28% of the county population lives within a 10-minute drive of the Bells Ferry/SR 92 intersection.



Table 1: Population & Household Estimates

Total Population	2000	2005	2010
3 mile radius -- population	34,901	43,224	53,779
Households	12,068	15,131	18,938
Avg. HH Size	2.89	2.8	2.79
Cherokee County			
Cherokee County -- population	141,903	169,300	186,725
Households	49,495	60,634	77,343
Avg. HH Size	2.87	2.79	2.41
Atlanta Region			
Atlanta Region	3,429,379	3,716,100	3,886,946
Households	1,261,894	1,385,865	1,571,822
Avg. HH Size	2.84	2.77	2.77

Racial Composition

The Primary Market Area is not racially diverse: more than four-fifths of the population is white. This pattern holds true within the Study Area and the county. The Hispanic population is nearly 10% of the total within the Primary Market Area, but disperses somewhat beyond the five-mile radius. African Americans and other minorities are less likely to live in the Primary Market Area than within the rest of the county.

Table 2: Racial Composition

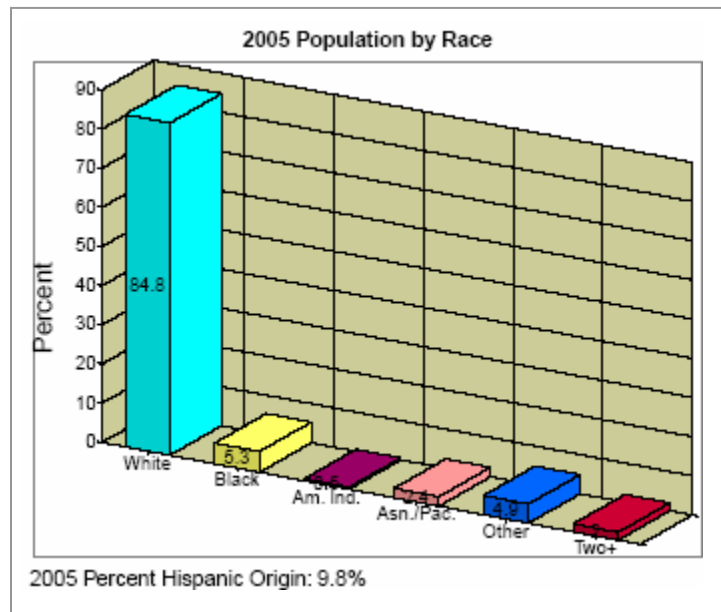
2005 Population by Race/Ethnicity	3 mile radius	5 mile radius	10 mile radius
Total	43,224	152,834	319,701
White Alone	84.8%	83.5%	83.0%
Black Alone	5.3%	7.7%	8.5%
American Indian Alone	0.5%	0.4%	0.4%
Asian or Pacific Islander Alone	2.4%	2.8%	2.9%
Some Other Race Alone	4.9%	3.4%	3.2%
Two or More Races	2.0%	2.2%	2.0%
Hispanic Origin	9.8%	7.7%	7.3%



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2.6 Market Analysis



Household Composition

The Primary Market Area appeals to singles and couples and to young families just establishing roots. The average household size is 2.9 for all households; family households are slightly larger with 3.2 persons. Nearly half the population lives in one or two person households. Another 40% lives in three and four person households, likely composed of one or more adults living with related children. Larger households of five or more persons account for only 13% of the current population.

Table 3: Household Size

2000 Households by Size	3 mile radius	5 mile radius	10 mile radius
Total	12,068	45,521	95,952
1 & 2 Person HH	47.4%	49.9%	50.0%
3 - 4 Person HH	39.6%	38.9%	38.9%
5+ Person HH	12.9%	11.3%	11.1%



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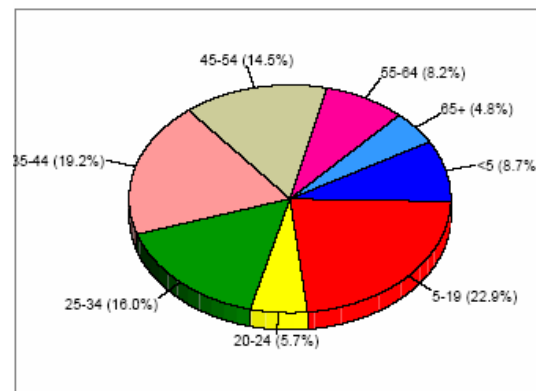
2.6 Market Analysis

In some areas, a significant presence of small households may also include an aging population of downsized or empty nester households. This appears not to be the case within the Primary Market Area. The average age is 33, suggesting a relatively young population. Only one in eight residents is over 55, and less than 5% of the population is over 65. Population estimates suggest this will not change in the near term, as the area continues to attract young adults (16%) with children (25% under age 15).

Table 4: Age of the Population

2005 Population by Age	3 mile radius	5 mile radius	10 mile radius
Total	43,225	152,834	319,701
0 - 4	8.7%	8.3%	8.1%
5 - 9	8.2%	7.9%	7.9%
10 - 14	8.0%	7.7%	7.8%
15 - 24	12.4%	12.1%	12.1%
25 - 34	16.0%	16.2%	14.8%
35 - 44	19.2%	19.1%	19.0%
45 - 54	14.5%	14.6%	15.1%
55 - 64	8.2%	8.4%	8.8%
65 - 74	3.1%	3.5%	3.7%
75 - 84	1.4%	1.8%	2.0%
85+	0.4%	0.5%	0.6%
< 15	24.9%	23.9%	23.8%
> 65	4.9%	5.8%	6.3%

2005 Population by Age





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2.6 Market Analysis

Household Income

Household income is among several key measures of a community's wealth used as indicators of the ability to attract and sustain commercial investment. Within the Primary Market Area, the average household income approaches \$90,000. It is slightly higher than the county average, estimated to be about \$87,100. Nearly one-third of households have incomes of \$100,000 or more. With incomes in this range, many households could readily afford to purchase a home in the county, where the average sales price last year was \$188,900.

Expenditure figures suggest that households in the Primary Market Area spend significantly for housing and related costs; for dining (in and out of the home); and for education and child care.

Table 5: Household Income Distribution

2005 Households by Income	3 mile radius	5 mile radius	10 mile radius
Household Income Base	15,129	55,034	114,770
< \$15,000	4.5%	4.3%	4.6%
\$15,000 - \$24,999	4.9%	4.8%	4.9%
\$25,000 - \$34,999	6.2%	6.3%	6.5%
\$35,000 - \$49,999	11.6%	12.7%	12.1%
\$50,000 - \$74,999	21.9%	22.6%	21.7%
\$75,000 - \$99,999	19.0%	18.2%	17.4%
\$100,000 - \$149,999	22.5%	21.6%	21.5%
\$150,000 - \$199,999	6.0%	5.8%	6.3%
\$200,000 +	3.5%	3.8%	5.0%
Average Household Income	\$87,888	\$87,105	\$91,123

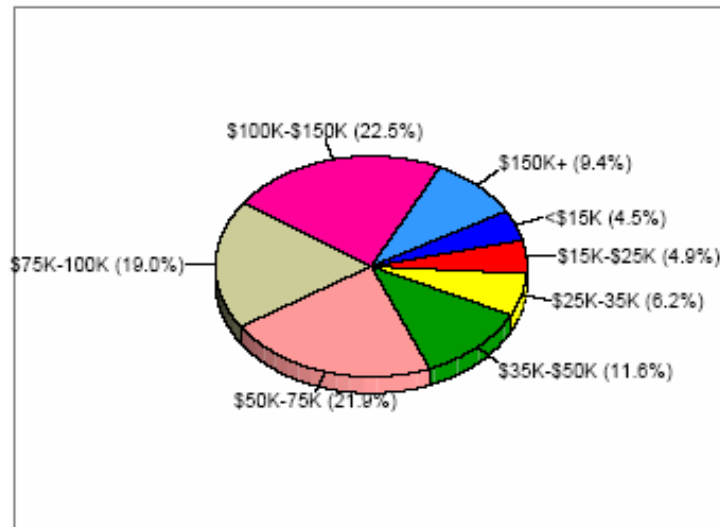


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2.6 Market Analysis

2005 Households by Income



Residential Trends

New residential growth in Cherokee County occurs largely outside the triangle created by I-75 and I-575. Throughout the county, new subdivisions coexist easily near older, established neighborhoods. Mobile home parks are a feature of the Bells Ferry corridor, and can also be found in the west and northwest areas of the county. Multifamily housing is not a significant part of the mix. In fact, less than 20% of households are rented, while over 75% of housing is owner-occupied. (Table 6 represents total housing units; all other tables, projections and assessments reference households, or occupied units.)

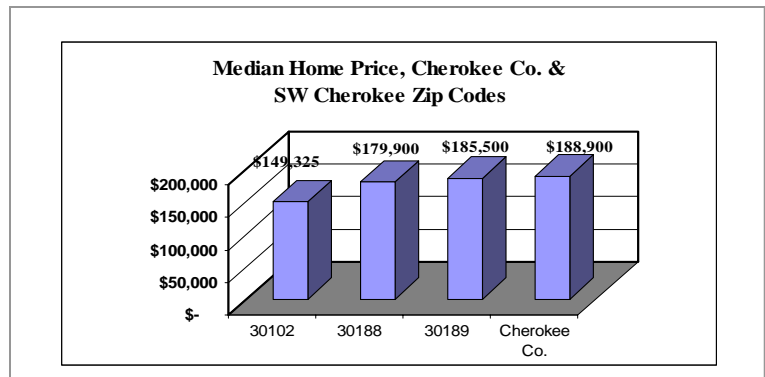
Table 6: Housing Structure Types

2000 Housing Units by Structure	3 mile radius	5 mile radius	10 mile radius
Total	12,658	47,570	99,974
1, Detached	77.6%	80.1%	80.8%
1, Attached	0.8%	2.6%	2.4%
2	0.5%	1.0%	0.8%
3 or 4	0.4%	1.1%	1.2%
5 to 9	1.0%	2.0%	2.2%
10 to 19	4.3%	4.4%	3.8%
20+	5.3%	3.9%	3.6%
Mobile Home	10.1%	4.8%	5.2%



New subdivisions at higher price points, featuring larger homes and a strong mix of amenities, are typically found east of I-75. These subdivisions reflect both the popularity of the I-575 corridor and the influence of upscale neighborhoods in adjacent Fulton County. The central part of the county, between I-575 and Bells Ferry Road, includes a wide range of housing at starter, move up and luxury price points. The presence of Towne Lake and comparable neighborhoods in northern Cherokee County help support this pricing.

The most affordable area of the county is west of Bells Ferry Road to the Cherokee/Bartow line. New homes here are affordable to first time buyers, in the low to mid \$100,000s. High volume production builders are active in this area, offering modest square footage and few amenities, but also emphasizing natural vistas and easy access to recreational areas.



The demand for housing in the Primary Market Area is relatively new. More than 60% of current households moved into the Primary Market Area between 1995 and 2000. And almost 20% more arrived between 1990 and 1995. The area's appeal has evolved and widened: first as an affordable, exurban alternative for those living and working in Cobb County. More recently, as job growth has expanded along the I-75 corridor, Ga. 400 and north Fulton County, the Primary Market Area neighborhoods have become increasingly viable as bedroom communities to the employment centers of north metro Atlanta.



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2.6 Market Analysis

2005 Owner Occupied HUs by Value

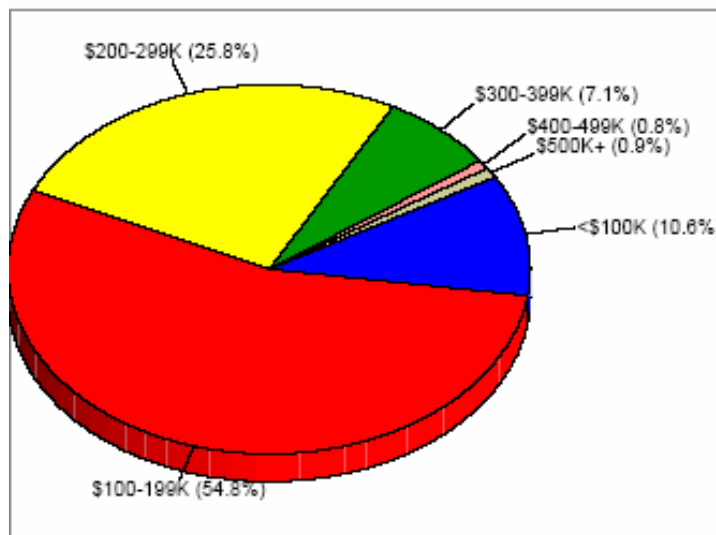


Table 7: Household in-Migration

2000 Households by Year Moved In	3 mile radius	5 mile radius	10 mile radius
Total	12,074	45,544	95,866
Less than 1 year	24.0%	24.6%	23.3%
Less than 5 years	35.6%	34.5%	34.6%
6 - 10 years	19.4%	16.6%	16.5%
10 - 20 years	15.0%	16.7%	16.4%
20 - 30 years	5.0%	5.3%	5.9%
More than 30 years	1.0%	2.4%	3.4%
Median Year Householder Moved In	1996	1996	1996

Consumer and Household Spending Characteristics

The residential population of the Primary Market Area has become increasingly affluent and urbanized during the past 5-10 years. "Tapestry Segments" summarize various type of consumer groups that are defined not only by basic demographic characteristics (e.g. age, income, household size, education, etc.), but also demonstrated expenditure preferences and patterns. Within the Bells Ferry Corridor Primary Market Area, five groups dominate,



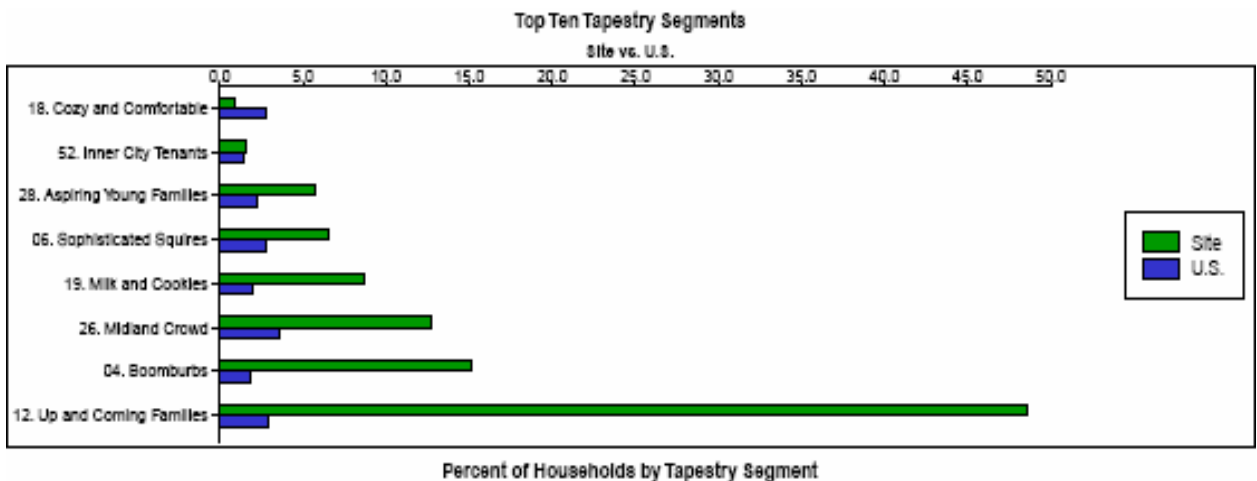
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particularly when their aggregate percentage of the entire Primary Market Area residential population is compared to those same groups' percentage of the overall U.S. population.

MAJOR STUDY AREA LIFESTYLE CATEGORIES							
Rank	Segment	Area %	US %	Med Home Value	Med HH Income	Major Spending	Housing Preference
1	Up & Coming Families	37%	3%	\$ 169,000		Family, Recreation	SFD
2	Sophisticated Squires	19%	3%	\$ 214,000		Urban, Home, Sports	SFD
3	Boomburbs	11%	2%	\$ 275,000			SFD
4	Enterprising Professionals	9%	2%		\$ 65,000	Travel, Health, Electronics	Apt/TH
5	Aspiring Young Families	7%	2%		\$ 56,000	Children, Net, Electronics	Apt/TH
TOTALS		83%	12%				



Again, the key characteristics of these major consumer lifestyle/preference groups within the Primary Market Area bode well for future mixed-use and retail development in that they are generally urban-oriented, more affluent,



prefer both housing and retail choices that are associated with urban mixed-use density and commercial offerings.

New Construction & Demand

The Primary Market Area's two prime corridors, SR 92 and Bells Ferry Road, largely define both the character and potential scope of land development options. Bells Ferry Road, anchored at either end by significant retail presence, includes a broad cross-section uses: gas stations and automotive/auto parts dealers; fast food and other restaurants; medical, professional and personal services; several churches and a small number of mobile home parks. SR 92, similarly, has a broad mix of commercial and retail activity. In addition, the road serves an important function as an east-west connector, leading to I-75 to the west and south, and to I-575 and Fulton County to the east. Except for the mobile home parks, there are few examples of single family or multi-family housing in these locations. By contrast, successful new residential development is taking place along quieter, more conventional locations, such as Wade Green Road and Baker Road. These areas are almost exclusively residential, yet convenient to retail and interstate access.

For these reasons, the recommended product within the Primary Market Area is attached housing, either townhomes or low- to mid-rise condominium flats. As experienced in other submarkets in metro Atlanta, these units can have appeal to young singles and couples, small families (one child), as well as empty nesters and older households. Privacy and protection from traffic and its incumbent noise, spillover from commercial uses, and green space will be important and attractive features. Because of the affordability of the housing stock in this area, many families will continue to pursue single-family detached homes.

Although with 10% of metro area households moving to Cherokee County each year, and nearly 30% of those moving to the Primary Market Area, there is strong evidence of both housing and retail demand. The combination of new households moving into the area along with renters who intend to buy creates a gross



market pool of up to 6,500 households annually over the near term. Once qualified by income and household size, propensity to buy and to choose attached housing over detached housing, a more realistic estimate of annual demand is estimated 200 – 250 units per year.

Retail & Commercial Market Trends

The Primary Market Area enjoys a strong and vigorous retail environment. Both Bells Ferry and SR 92, on either side of I-575, offer a range of retail, commercial, and office outlets. Major commercial development during the past several years includes the following:

- Development of a Wal-Mart Supercenter at the northern end of the Bells Ferry Study Area, on Bells Ferry at Eagle Drive
- Ancillary retail strip center development at Bells Ferry and Eagle Drive across from the Wal-Mart
- Major new Big Box Power Center development at I-575 and SR 92
- Retail development in recent years in the Towne Lake area (Towne Lake Parkway at Eagle Drive)
- New retail planned or under construction east of I-575 and Woodstock, particularly on Trickum Road
- A revitalization initiative for Woodstock's downtown/town center area
- A relatively new Publix-anchored neighborhood shopping center on Baker Road off Highway 92/Cowan Road south of I-75 in Cobb County
- Purchase of the Hobby Lobby (former K-Mart) shopping center by Mimms Enterprises two years ago
- Major multi-family rental and condominium communities along Bells Ferry north of SR 92
- Pending purchase (under contract but not consummated) of a large undeveloped tract of land on the west side of Bells Ferry north of SR 92 by Centex Homes for a single-family detached housing development



SWOT Observations

In presentations, we have described the Bells Ferry Corridor area as a “by-passed hole in the doughnut” area. The description is based on the recent (10-year) history of development along both I-75 and I-575, which generally border the southwest corner of Cherokee County – including the Bells Ferry Corridor – to its east and south/southwest. While development quickly followed I-75 and I-575 around, but not directly into, the Bells Ferry/Southwest Cherokee quadrant, job- and population-driven housing pressure is now building up around that quadrant from almost all directions. That pressure, primarily from the east (I-575), south and west (I-75 corridor) and north (Towne Lake), presents both opportunities and challenges to the Bells Ferry Corridor, as well as the Southwest Cherokee quadrant generally. The following observations summarize the SWOT (Strengths, Weaknesses, Opportunities and Threats) assessment of the Bells Ferry Corridor Primary Market Area.

Strengths

- There are no major differences in current or projected growth in income, home values or other key economic indicators between the Primary Market Area or larger Secondary Market Area.
- The Primary Market Area is experiencing housing pressure – i.e. increased housing development activity generated largely from a combination of population growth and housing location choices – from all sides, including I-575 to the east and I-75/Acworth to the west.
- The resident profile is increasingly characterized by younger families with children as well as two-income-no-kids professionals and “urbanized” households.
- Recent (2000-2005) significant growth in population, household formation and income within those



households is projected to continue, and probably accelerate, through at least the next five years.

- The profile of persons coming into the area, whether purchasing homes or renting, is favorable for the refocusing of area retail. Characteristics that define significant segments of those new residents and households include the following:
 - Families with Children
 - Increasing Affluence
 - Relatively Young
 - Spend on Home, Children, Recreation, Cars
 - Two Incomes
 - Significant “urbanized” segment
 - Range of Preferences re Housing Types, with increasing interest in Townhouses, M/F

Weaknesses

- The Primary Market Area is slightly less affluent than the larger Secondary Market Area, contributing to “windshield survey” assessments of area as having relatively weaker retail and residential appeal than competing areas.
- The disproportionately large number of mobile home parks and actual units has not only reduced the area’s residential values and retail market potential, but also contributed to the creation and perpetuation of the area’s image as a “trailer park” community.
- As a commercial area, Bells Ferry is seen as an area that is aging with respect to facilities and aesthetic appeal, obsolete with respect to products and services offered – i.e. as merchandising to a consumer base that is no longer dominant in the area rather than to the current base – and generally incapable of attracting new retail or services that appeal to the consumer characteristics, income levels and expenditure preferences that the data indicate are beginning to dominate the market area.



- The Bells Ferry-SR 92 intersection, as well as the area generally within ¼ mile in any direction, is perceived – correctly so – as not merely unfriendly to pedestrians, but aggressively hostile and threatening to them.
- Generally, the portions of SR 92 and Bells Ferry Road within the Primary Market Area are seen as disjointed, visually unappealing, old, inconvenient and deteriorating.

Opportunities

- Primary Market Area retail sales as compared to household expenditure potential indicate significant “leakage” in expenditures from Primary Market Area, indicating a lack of supply to match current area disposal income in certain retail categories.
- There is a general lack of competitive retail to the south of the Primary Market Area except for minor highway-related retail three miles south on Bells Ferry at I-575.
- SR 92 is scheduled to undergo significant improvements/expansion over the next two years that will almost double traffic volume within the next 5-8 years.
- There is significant new single-family development in the Southwest Cherokee quadrant immediately west of the Bells Ferry Corridor, that quadrant being bounded generally by SR 92, the southern County line, and Woodstock Road.
- The Primary Market Area is experiencing increasing household affluence, indicating increasing retail and services demand.
- The Primary Market Area has a growing segment of urban-oriented young professionals within it.
- There is increasing household-driven pressure for retail to the west of Bells Ferry at I-75 & SR 92.



- There is increasing pressure for retail from household growth to the east of Bells Ferry at Woodstock & I-575.
- The recent increases in “mainstream retail” inventory (Big Box, Junior Box, out-parcel retail and ancillary retail) at both the SR 92/I-575 and SR 92/I-75 (Baker at Cowan) retail “pressure points” indicate that Bells Ferry Corridor retail should be geared away from competing mainstream retail and toward unique, urban “town center” retail offerings.
- The Bells Ferry/Highway 92 intersection and surrounding area offer a very good “Gateway” opportunity.
- Household formation and increasing traffic volume along both SR 92 and Bells Ferry increase the potential of that intersection as a major retail node.
- Demographic and consumer profile trends indicate a possible growing market for “Village/Town Center” retail and offices.
- These same demographic and consumer profile trends strengthen the possibility of creating a true mixed-use development within the intersection or Primary Market Area that includes retail, office and residential units.
- The major roadway improvements offer an opportunity to “soften” the current harsh street and sidewalk network conditions.
- The focus on the Corridor, reflected in the LCI study itself, increases the possibility of introducing major green space into the area, perhaps with pathway/trail linkages.



Threats

- Competitive retail concentrations could develop along SR 92 between Wade Green and Woodstock Road.
- Cobb County/Acworth area could develop as retail/restaurant alternative to Bells Ferry.
- Uncontrolled residential development could contribute to negative perception of area.
- Continued “milking” strategy – i.e. no significant investment in upgrading existing facilities or retail tenant mix – by owners of area commercial facilities could lead to continued deterioration with respect to both physical conditions and tenant base.
- Overall area image could produce concentration of low-end new housing development rather than range of mixed-income opportunities.
- Without targeted improvements in area design, landscape, hardscape, pedestrian safety measures, retail offerings, ease of both vehicular and pedestrian access and travel, and distinctive residential and commercial offerings, the improvements to SR 92 over the next 2-3 years will simply increase the volume of vehicular traffic traveling through the Bells Ferry Corridor. Rather than a destination or distinct community, it will be simply another “congestion bump” in an otherwise uninterrupted trip from I-575, Woodstock and Towne Lake to I-75.



Development Plan

The Development Plan section describes how the LCI plan was developed and the methodology used. It consists of the following sections:

3.1. Vision

- Survey
- Stakeholder Interviews
- Character Preference Survey

3.2. Issues and Opportunities

3.3. Vision and Goals

3.4. Market Demand and Potential

3.5 Development Opportunities

3.6 Design Workshop

3.7 Concept Plan



Methodology and Public Process

Studies of this nature involve many participants and stakeholders, both on the Client side as well as the Consultant's side. For a successful planning study it is imperative to hear all of the voices and integrate them in the planning process. We divided this large number of participants into three teams; project management team, core team and neighborhood team.

- **PROJECT TEAM**, Project Team was created to monitor the logistics of the study and schedule. The team consisted of representatives from the consultant team, Cherokee County Planning Department, and ARC. The project management team met once a month with the core team to review documents, study findings and strategize the various elements of planning process.
- **CORE TEAM**, this is a larger group of County and community stakeholders who have a stake in the Study Area and the knowledge of the Study Area and the key issues. This team provided guidance to the project management team through the planning process. They previewed the materials for public meetings to ensure that materials reflected the interest of the community during the planning process.
- **NEIGHBORHOOD TEAM**, an extended group of all folks in the community that are influenced by the master plan.

As part of the Bells Ferry Corridor LCI four-phase planning process, the project team embarked on extensive community visioning, data gathering and analysis. The project team created various forums to engage the community to clearly understand the issues, attitudes, and concerns of the community and their needs, desires and aspirations to establish the goals and vision of the community. Concurrently the analysis of existing conditions and market study/potential were identified to inform the issues and the opportunities. The visioning, the analysis and the overall goals of ARC provided the platform for the development of recommendations and action plan that reflected the community vision. Following are the



methodologies and public participation mechanisms utilized through the planning study:

Visioning

Survey: As part of the visioning, a public questionnaire was prepared, distributed to the public and posted on the Cherokee County website to solicit input from the community on various issues of land use, transportation and other community concerns. Survey results are included in the appendix section.

Stakeholder interviews: The consultant team conducted one-on-one interviews with a number of important stakeholders to solicit their input to understand the issues, opportunities and aspirations. This facilitated a very good understanding of the community. The stakeholders included county officials, regional agency officials, school board, business owners, property owners, residents and religious and other community leaders that represented various interests. Stakeholder interview results are included in the appendix section.

Analysis: Several field surveys were conducted to document the existing conditions; land use, building conditions, property ownership, design character, transportation issues, pedestrian and vehicular circulation, safety and others. The Market study was conducted to understand the demographic profile and the market potential of the area. A variety of existing documents were reviewed; existing land use, future land use, zoning, overlay guidelines, tax data, aerial photographs, TIP and regional transportation initiatives and market data.

Public Outreach: The public outreach process included a series of outreach efforts. The process began with a public kick off meeting held on June 28, 2005 to introduce the community to the LCI study, the purpose of the study and solicit their inputs on key issues and their vision. Next, a character preference survey meeting was held on August 15, 2005 to obtain community feedback on various elements of potential development (residential, commercial, retail, mixed-use, parking streets, architecture and others). Finally, a public design workshop was held on



September 24, 2005. This was a forum created for various stakeholders to take 'hands-on' role in designing the Study Area. The stakeholders used base maps, markers to identify the various initiatives. Character preference results are included in the appendix section

The planning team used feed back from the design workshop with further analysis of current conditions and market opportunities to develop concept plan for land use, transportation, open space, pedestrian improvements and urban design.

The planning team presented the Draft Vision Plan on January 10, 2006 that broadly outlined the goals and the major initiatives and implementation strategies intended to shape the future of Bells Ferry Corridor.



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DEVELOPMENT PLAN

3.2 Issues and Opportunities

KEY ISSUES

- ❖ Creating a gateway to the community and the southwestern part of Cherokee County
- ❖ Traffic issues at SR 92/BF intersection and other secondary streets
- ❖ Street network, access management
- ❖ Alternative modes of transportation, bike and pedestrian paths and transit
- ❖ Redevelopment of grey field retail-SR 92/BF node and other under-utilized and declining uses along Bells Ferry Road and SR 92
- ❖ Negative image of the community.
- ❖ Lacks Shopping, restaurants, entertainment and recreation
- ❖ Redevelopment of Mobile Home Parks
- ❖ Lacks mix of uses and diversity of activities
- ❖ Lacks housing Choices
- ❖ Lacks parks, open spaces, multi-use trails
- ❖ Lacks focal Point/sense of place/identity
- ❖ Attract jobs and economic development

Opportunities

- ❖ Revive the area as a vibrant community of choice, a destination center.
- ❖ To create a cohesive development with quality architecture and design that promote a 'sense of place' and orientation.
- ❖ To enhance the public realm and bring identity and civic pride to the community.
- ❖ Strengthen the design framework by defining the corridors, nodes, public/common spaces.
- ❖ Control the growth and community vision.
- ❖ Create signature gateways.
- ❖ To create a well connected civic and recreational spaces such as parks, plazas that promote social interaction and offers residents access to a variety of recreational and entertainment within the community. Opportunity to add parks and green spaces and recreational activities.



Bells Ferry LCI

DEVELOPMENT PLAN

3.2 Issues and Opportunities

- ❖ Change the character of two major arterial roads, namely Bells Ferry Road and SR 92 with streetscape and landscape improvements to create a visually attractive community.
- ❖ Change the obsolete uses.
- ❖ Increase jobs and economic activity. Reduce the imbalance in Cherokee County between jobs and housing.
- ❖ Attract investment, both public and private.
- ❖ Promote work force housing and full life-cycle housing.
- ❖ Protect and enhance the existing residential neighborhoods.
- ❖ To leverage the market demand, potential and the missed opportunity thus far.
- ❖ To attract people from a diverse economic, social and cultural backgrounds.
- ❖ Creating a good network of compact roads and alternative roads to alleviate traffic and create a pedestrian friendly environment.
- ❖ Preserve the natural features and community resources.



The Vision for the Bells Ferry Corridor community is to redevelop the greyfield commercial development and under-utilized parcels into a 'community of choice' that offers diverse choices and activities for the whole community. The goal is to create superior development that provides excellent 'quality of life' to its residents.

- o To create this corridor as the 'gateway' to Cherokee County.
- o To provide diverse choices in shopping, housing, entertainment and recreation that not only serves this community but a destination choice for the region.
- o To increase job opportunities for residents and improve the jobs to housing balance.
- o To provide the residents with transportation alternatives and modes for traveling within the area.
- o To support a diversity of people of all incomes, ages, social and cultural backgrounds.
- o To change the image of the community from an unsafe and declining neighborhood to thriving and vibrant community.

To support this vision, the community developed the following specific goals:

Community Character/Urban Design

- o To create a 'sense of place' and a unique identity for the community that reflects the community's desire of being a place of diversity and choice and attracts people from diverse backgrounds.
- o Retaining the identity of the area by preserving the natural areas and features of the community and recognizing the past history of the area of gold mining.
- o To create a focal point for the community that gives distinct identity and brand to the community.
- o To avoid displacement of existing residents, businesses, social, cultural and religious organizations in the area.
- o To create a strong urban structure that reflects sound urban design principles of creating the public realm; hierarchy of streets, open spaces, creating vistas and public and civic spaces, pedestrian friendly environment, and high quality architecture.



DEVELOPMENT PLAN

3.3 Vision and Goals

Transportation

- o To improve the traffic flow and convenient vehicular circulation throughout the area for both local and regional circulation.
- o To provide transportation alternatives and modes for the residents; good street grids, transit, bike and pedestrian pathways that not only offers alternative ways but encourages walking and biking.
- o To provide safe and convenient environment for pedestrian movement and access.
- o To provide enhanced arterial access and inter-parcel connectivity that enhances vehicular circulation.
- o To create the hierarchy of streets and appropriate traffic calming that promote appropriate vehicular speeds and safety.
- o To enhance the pedestrian environment and experience.

Land Use

- o To encourage 'diverse lifestyle' by promoting mixed-use development that offers live/work/play environments.
- o To encourage appropriate densities that can support the retail, entertainment and commercial activity that creates successful community.
- o To provide flexibility in housing to support various product types; condos, apartments, live/work units, town homes, cluster housing and single family.
- o To provide adequate open spaces and civic/public spaces that enhances quality of life.
- o To preserve existing parks, natural areas and features.
- o To create a greenway system that links different areas of the community.

Economic Development

- o To attract additional businesses and employers to the area that provides diverse job opportunities and enhanced tax base to the county.
- o To create a brand and identity to the area for recruiting businesses, employers and attract investment.
- o To preserve existing businesses and residents.
- o To encourage small businesses.



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3.3 Vision and Goals

- o To continue redevelopment efforts by renewed economic strength by both public and private groups/agencies.
- o For Public and private entities to collaborate to build the necessary infrastructure to attract business and development community.



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DEVELOPMENT PLAN

3.3 Vision and Goals

Categories	Land Use/Development	Traffic/Transportation/Mobility	Economic Development	Housing
GOALS	To redevelop the Hwy 92/Bells Ferry Intersection Node and the Hwy 92 corridor into a high quality development of retail and other uses	To improve transportation network by providing more connectivity and improved traffic flow	To bring additional businesses and employers to provide jobs in the area and enhance the tax base for the County	To bring additional housing to families that encourage family oriented environment
	To develop the Bells Ferry Corridor with good quality development (density/uses) and architectural standards that create unity along the corridor and a unique identity to the corridor	Integrate the Hwy 92 corridor widening project and other road improvement recommendations	Increase the diversity of jobs within the area	To integrate the existing housing into the new development
		To improve the visual quality of streets/corridors within the study area, especially Bells Ferry Road and Hwy 92		To encourage housing to underserved markets such as younger couples, seniors, diverse (age, ethnicity, etc.) and housing choices
ISSUES	Declining businesses, under utilized buildings/ parcels and haphazard development in Hwy 92/Bells Ferry Intersection Node	Traffic flow at the intersection of Hwy 92 and Bells Ferry Road, especially the left turn onto Hwy 92 going north on Bells Ferry	Underutilized shopping centers/retail	Redevelopment of trailer parks in the study area
	Need a greater choice of retail uses/activities such as restaurants, coffee shops and better quality retail (like forum)	Right and Left turns on Tyson onto Hwy 92 and the alignment/configuration of the intersection of Wade Green/Hwy 92/Tyson	Need diversity in retail and jobs such as medical services, distribution facilities and other service oriented jobs	Do not require any more apartments
	To improve the overall visual appearance - streetscape, lighting, signage, street furniture and architecture	Egress/Ingress to businesses off of Hwy 92 and Bells Ferry	No defined or coordinated effort to recruit any specific businesses	To encourage variety of housing types (townhomes/condos) for a diverse population-seniors, younger professionals, hispanic community
	Lacks coordinated development effort	Geometry of Hwy 92/Bells Ferry intersection and pedestrian crossings needs to be improved	No defined and specific organization/agency to address the business development	Need to encourage more home-ownership in the community
	Lacks Code Enforcement of violations and greater control - (professional offices/doctor offices)	Sidewalks on Robin Road, Hwy 92, Tyson Road, Wade Green and Kellog Creek Road	Development of vacant parcels in the study area	Encourage high quality residential development
	Lacks mix of uses and density	Need an integrated transportation plan	Explore financial incentives such as TAD, CID, sales tax from retail sales toward improvement of infrastructure/development	Preserve neighborhood
	To redevelop the mobile parks with better quality development	Current sidewalks and the medians needs to be improved and maintained	To build value in the area	Need good quality work force/affordable housing
	Promote more Class A office to attract jobs/good quality development	Way finding signage is inadequate		
	Encourage multi-use civic facility that may be required for county use-	Treat the median with landscape to give a softer look and feel - like a boulevard		
	Development of vacant parcels in the area with mix of uses	Resolve traffic issues at Walmart Node- Bells Ferry Road, Eagles Drive and Kellog Creek Road		
	Development strategy for not only what is feasible/supportable today but to also address the future needs/demands and potential	Explore the feasibility of shuttle system		
	To avoid low-income/low-quality apartments	To provide alternative means of mobility such as bike/pedestrian		
	Easement coordination			
	Coordination between the County and Sewer/Water Services			
	Encourage more public and private development			



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3.3 Vision and Goals

Categories	Urban Design	Amenities/Quality of Life	Overall	Others
GOALS	To create a cohesive image throughout the study area including the Hwy 92/Bells Ferry Intersection node, Hwy 92 corridor and Bells Ferry Corridor	To provide parks, gathering places, civic plazas, multi-use pathways that contribute to the quality of life for the residents of the area	Bells Ferry Community to become the 'Community of Choice' and a destination point - Live/Work/Play	Neglected area of the County and need a Vision
	To create a sense of place to the Bells Ferry Community		To be the 'Gateway' to Cherokee County	To change the perception of unsafe area and address crime
	To ensure good quality development with architectural standards to ensure unity and compatibility among buildings/development		To be a socially, culturally and economically integrated community	
	To create a pedestrian friendly and walkable environment - a small town feel/environment			
ISSUES	Need a focal point/civic green that gives an identity to the community-space for community festivals/activities	Provide small parks and civic space for community activities (amphi-theatre)	Revitalization of the entire corridor	Address the issue of safety in the area - crime/drugs
	To create cohesive architectural/urban design character throughout the area - (both functionally and aesthetically)	Provide multi-use pathways/greenways that link the various neighborhoods/corridor	Requires major overhauled to attract new businesses/development	Address day laborers that walk the sidewalks of Bells Ferry/Hwy 92
	Create gateways that define the Bells Ferry community and create attractive entries into the community	Provide indoor recreation facility such as YMCA or community recreation/senior facility	Safe environment to live and invest in	
	Good quality streetscape/landscape with a theme with wayfinding signage and art work to integrate the entire corridor/community	Preserve lakes/buffers/wetlands /vegetation in the area	To improve quality of life	
	Encourage the current property owners to fix the façade that can unify the buildings in the area and make them visually appealing	Encourage festivals and community activities that promote community interaction, identity and bring visitors to the community		
	Low-rise small town feel of urban design character is desired, except in few specific locations for mid-rise buildings as necessary	Encourage family oriented recreation activities.		
		Provide amenities/services such as library, aquatic center		



Bells Ferry Corridor: Development Recommendations

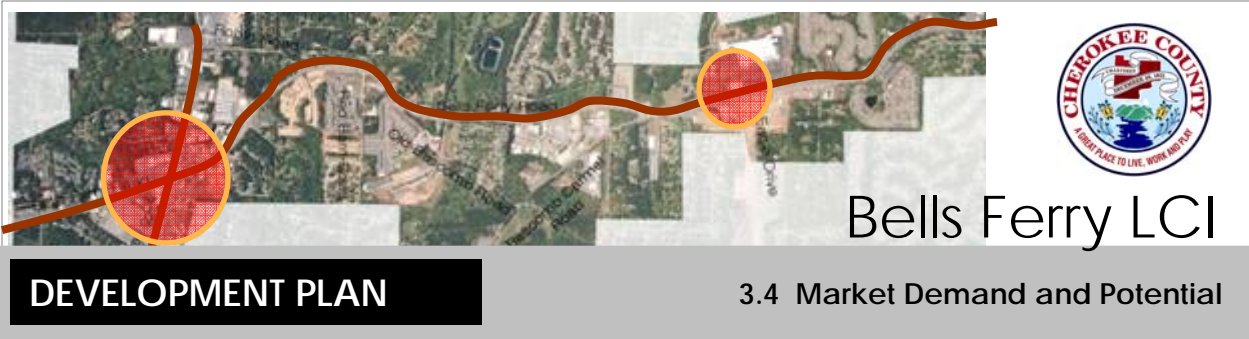
The following Development Program recommendations are based upon a number of key household, income and spending preference indicators described in detail in the “Market Analysis” analysis in Section 2.7. They also incorporate certain demographic and income trends that can be identified in basic census data and regional projections.

A clear distinction is made between the Bells Ferry Corridor “Study Area” and the two Market Areas that will collectively generate demand for both residential and commercial products. The first of these two market areas, the “Primary Market Area” is defined as the area within a 5-minute drive (approximately 3 miles) distance from the Bells Ferry-SR 92 intersection. The “Secondary Market Area” is that area within a ten-minute (approximately 5 miles) distance from the Bells Ferry-SR 92 intersection.

While both residential and commercial projections within the Study Area are based primarily on demographic and development trends within the Primary Market Area, consumer demographics, affluence and spending preferences within the larger Secondary Market Area can be significant.

The recommendations regarding private development that may be shaped and/or supported by public incentives and initiatives are differentiated generally into the following categories:

- Housing – based on anticipated growth and consumer preferences
- Retail – based on consumer preferences that are currently underserved in the area
- Retail – based on anticipated growth and consumer preferences
- Office – based on anticipated growth and consumer services expenditures



Housing Development Opportunities

Primary Market Area absorption of various types of residential product during the past several years, combined with growth projections over the next five years, indicate an annual absorption of approximately residential 750 units over the next five years. Based on recent types of residential absorption combined with trends in homeowner/renter market profiles, we project that an average of 500 units of single-family detached housing, 50 townhomes, 100 multi-family condominium units (probably mid-rise, stacked flats), and 100 units of multi-family rental properties can be absorbed in the Primary Market Area, as summarized in the table below.

Type of Housing Units	Annual Absorption
Single-Family Detached	500
Townhomes	50
Mid-rise Condominiums	100
Mid-rise Apartments	100
TOTAL RESIDENTIAL UNITS ANNUALLY	750
TOTAL RESIDENTIAL UNITS: 5 YEARS	3,750

Current Retail Supply-Demand Opportunities

A comparison of consumer spending, estimated for the 15,000 households of the Study Area, and retail sales for businesses located within the Primary Market Area, reveals leakage (dollars leaving the Primary Market Area) and surplus (sales expenditures in excess of local consumers' spending). As indicated in the table below, it is possible to estimate, based on the leakage/surplus calculation, a potential retail mix that will be supportable by the local community. Local-serving retail is an attractive component to accompany new residential development, and includes grocery stores, options for eating out; furniture and furnishings and lawn and garden stores; and clothing stores among others.

The analysis suggests that the Primary Market Area could currently support a variety of retail shops and services, but the following categories in particular fit the underserved



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3.4 Market Demand and Potential

(within the Primary Market Area) retail demands of the increasingly dominant consumer base within the Market Area:

- Full-service restaurants
- Limited-service and special (e.g., ethnic) restaurants
- Clothing stores
- Hobby, music and book stores
- Furniture and furnishing stores.

The calculation of current demand for new retail is derived from data reflected in the following tables:

PRIMARY MARKET AREA - CURRENT UNMET RETAIL DEMAND							
Category - Retail	Total Area Sales Leakage	Area Share of Sales					
		Additional Share	Sales Spending	Additional Sales Per SF	Additional SF	SF Per Store	
						2,500	Stores
Apparel & Accessories	\$ 9,412,471	50%	\$ 4,706,236	\$ 300	15,687	2,500	6
Full-service Restaurants	20,725,543	60%	12,435,326	400	31,088	5,000	6
Limited-service Eating	7,619,720	90%	6,857,748	400	17,144	2,500	7
Specialty Foods	2,284,358	70%	1,599,051	400	3,998	2,000	2
HH Furnishings/Equipment	4,322,209	50%	2,161,105	300	7,204	4,500	2
Office Supply/Stationary	1,341,337	80%	1,073,070	300	3,577	2,500	1
Lawn & Garden	1,684,948	80%	1,347,958	300	4,493	6,000	1
Sporting/Hobby/Books	2,537,011	65%	1,649,057	300	5,497	5,000	1
General Merchandise	22,477,729	50%	11,238,865	300	37,463	20,000	2
Used/Antiques	1,088,322	65%	707,409	300	2,358	5,000	0
RETAIL TOTALS	\$ 73,493,648	60%	\$ 43,775,823	\$ 341	128,509	4,497	29

While the amount of unmet demand in the larger Secondary Market Area does impact the amount of new retail space that could be accommodated in the Bells Ferry Corridor Primary Market Area, the basic unmet demand is generated within the Primary Market Area itself, as indicated in particular within the following basic retail categories listed in the table above.

Based on this demand-versus-supply data, the Primary Market Area could accommodate 128,509 square feet of additional retail space today. Because of the undersupply of the type of retail offerings indicated below in the Primary



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3.4 Market Demand and Potential

Market Area currently, over \$73 million in consumer spending is being spent outside the Primary Market Area. Based on general spending patterns within the retail industry generally and retail categories specifically, one can anticipate that almost \$44 million of that \$73 million would have been spent in the Primary Market Area if the supply of retail had been in existence there.

One can also estimate that at least 20% of the unmet demand in the balance of the larger Secondary Market Area (net of the Primary Market Area itself) probably would have been spent in the Primary Market Area if the retail had been offered. This would add another \$11.7 million in consumer spending today within the Primary Market Area.

SECONDARY MARKET AREA - CURRENT UNMET RETAIL DEMAND							
Category - Retail	Total Area Sales Leakage	Area Share of Sales					
		Share	Additional Spending	Sales Per SF	Additional SF	SF Per Store	Stores
Apparel & Accessories	\$ -	65%	\$ -	\$ 300	-	2,500	-
Full-service Restaurants	73,228,981	75%	54,921,736	400	137,304	5,000	27
Limited-service Eating	9,465,001	95%	8,991,751	400	22,479	2,500	9
Specialty Foods	2,635,712	85%	2,240,355	400	5,601	2,000	3
HH Furnishings/Equipment	4,589,018	65%	2,982,862	300	9,943	4,500	2
Office Supply/Stationary	2,251,502	90%	2,026,352	300	6,755	2,500	3
Lawn & Garden	3,740,816	90%	3,366,734	300	11,222	6,000	2
Sporting/Hobby/Books	-	90%	-	300	-	5,000	-
General Merchandise	15,892,859	65%	10,330,358	300	34,435	20,000	2
Used/Antiques	1,910,780	65%	1,242,007	300	4,140	5,000	1
STORE RETAIL TOTALS	\$ 113,714,669	76%	\$ 86,102,155	\$ 371	231,879	4,773	49

Overall, the Primary Market Area could support an additional 128,509 square feet of retail to meet current demand from residents and other consumers (e.g. Primary Market Area employees who live outside the Primary Market Area), as well as 30,054 square feet of additional retail from unmet demand outside the Primary Market Area but within the larger Secondary Market Area. In total, 158,563 square feet of retail in the ten basic retail categories listed could be supported in the Primary Market Area today based on current consumer expenditure potential that cannot find adequate retail offerings within the Primary Market Area.



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3.4 Market Demand and Potential

PRIMARY MARKET AREA - TOTAL CURRENT UNMET RETAIL DEMAND							
Category - Retail	Total Area Sales Leakage	Area Share of Sales					
		Share	Additional Spending	Sales Per SF	Additional SF	SF Per Store	Stores
Apparel & Accessories	\$ 9,412,471	50%	\$ 4,706,236	\$ 300	15,687	2,500	6
Full-service Restaurants	73,228,981	31%	22,936,013	400	57,340	5,000	11
Limited-service Eating	9,465,001	76%	7,226,804	400	18,067	2,500	7
Specialty Foods	2,635,712	63%	1,669,321	400	4,173	2,000	2
HH Furnishings/Equipment	4,589,018	48%	2,214,466	300	7,382	4,500	2
Office Supply/Stationary	2,251,502	56%	1,255,103	300	4,184	2,500	2
Lawn & Garden	3,740,816	47%	1,759,132	300	5,864	6,000	1
Sporting/Hobby/Books	2,537,011	65%	1,649,057	300	5,497	5,000	1
General Merchandise	22,477,729	50%	11,238,865	300	37,463	20,000	2
Used/Antiques	1,910,780	46%	871,901	300	2,906	5,000	1
RETAIL TOTALS	\$ 132,249,021	42%	\$ 55,526,898	\$ 350	158,563	4,543	35

This amount of square footage could support the following number and types of retail stores based on industry standards of sales per square foot by retail category:

Type of Retail	New SF	New Stores
Full-Service Restaurants	57,340	11 @ 5,000 SF
Limited-Service Eating & Drinking	18,067	7 @ 2,500 SF
Specialty Foods	4,174	2 @ 2,000 SF
Clothing & Accessories	15,687	6 @ 2,500 SF
Home Furnishings	7,382	2 @ 4,500 SF
Sports, Hobby, Books	5,497	1 @ 5,000 SF
Office Retail/Stationery	4,184	2 @ 2,500 SF
Lawn & Garden	5,864	1 @ 6,000 SF
Used and Antiques	2,906	1 @ 3,000 SF
General Merchandise	37,463	2 @ 20,000 SF
TOTAL NEW RETAIL	158,563	35 Stores

Key Market-demand Growth Indicators

Over at least the next five years, both the Study Area and the Primary Market Area are projected to undergo significant increases in population, households and affluence, as measured by median home values and per capita income. In fact, the Study Area's growth, while generally reflecting that of the Primary Market Area, will slightly exceed it.



Bells Ferry LCI

DEVELOPMENT PLAN

3.4 Market Demand and Potential

STUDY AREA			
	2005	2010	Increase
Population	8,080	10,501	30%
Households	2,858	3,719	30%
Med Home Value	\$ 164,136	\$ 213,135	30%
Per Capita Inc	\$ 29,241	\$ 36,091	23%
Med HH Inc	\$ 70,910	\$ 83,882	18%
Med Disp Inc	\$ 51,811	\$ 61,289	18%
Disp % of HH	73%	73%	

Growth within the Primary Market Area, however, will be the key factor in the increase in demand within both the Bells Ferry Study Area and the Primary Market Area itself.

PRIMARY MARKET AREA			
	2005	2010	Increase
Population	43,224	53,779	24%
Households	15,131	18,938	25%
Med Home Value	\$ 171,726	\$ 222,834	30%
Per Capita Inc	\$ 30,562	\$ 37,611	23%
Med HH Inc	\$ 75,902	\$ 88,939	17%
Med Disp Inc	\$ 55,458	\$ 64,984	17%
Disp % of HH	73%	73%	

When compared to the larger Secondary Market Area, which includes communities such as Towne Lake to the north, the Primary Market Area reflects not only similar income profiles, but also significantly higher growth during the next five years in terms of both population and household formation.



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DEVELOPMENT PLAN

3.4 Market Demand and Potential

SECONDARY MARKET AREA			
	2005	2010	Increase
Population	152,834	181,722	19%
Households	55,033	65,555	19%
Med Home Value	\$ 174,743	\$ 225,758	29%
Per Capita Inc	\$ 31,374	\$ 38,600	23%
Med HH Inc	\$ 74,140	\$ 87,715	18%
Med Disp Inc	\$ 54,723	\$ 64,743	18%
Disp % of HH	74%	74%	

Near-term Growth Retail and Services Opportunities

Household, population and income growth within the Primary Market Area indicate demand over the next five years for new retail and services to serve area residents, as indicated in the two tables presented below.

PRIMARY MARKET AREA					
Category - Retail	SPI	2005 Retail Spending		2010 Retail Spending	
		Per HH	Total	Per HH	Total
Apparel & Accessories	126	\$ 3,472	\$ 52,541,036	\$ 4,069	\$ 77,055,587
Computers & Accessorie	133	369	5,579,708	432	8,183,083
Food at Home	121	5,745	86,924,720	6,732	127,481,981
Food Away from Home	127	4,007	60,630,674	4,695	88,919,681
HH Furnishings/Equipme	134	2,842	43,000,789	3,330	63,064,060
TV/Video/Sound Equipn	124	1,278	19,342,714	1,498	28,367,621
Entertainment/Recreati	128	3,989	60,357,862	4,674	88,519,581
RETAIL TOTALS		\$ 17,713	\$ 268,019,640	\$ 20,756	\$ 393,072,013



Bells Ferry LCI

DEVELOPMENT PLAN

3.4 Market Demand and Potential

PRIMARY MARKET AREA							
Category - Retail	Total Area Additional Spending	Area Share of Sales					
		Share	Additional Spending	Sales Per SF	Additional SF	SF Per Store	Stores
Apparel & Accessories	\$ 24,514,551	65%	\$ 15,934,458	\$ 300	53,115	2,500	21
Computers & Accessories	2,603,375	50%	1,301,688	300	4,339	1,500	3
Food at Home	40,557,261	95%	38,529,398	400	96,323	50,000	2
Food Away from Home	28,289,008	80%	22,631,206	400	56,578	3,000	19
HH Furnishings/Equipment	20,063,271	65%	13,041,126	300	43,470	4,500	10
TV/Video/Sound Equipment	9,024,907	75%	6,768,680	300	22,562	2,500	9
Entertainment/Recreation	28,161,719	75%	21,121,289	300	70,404	2,500	28
RETAIL TOTALS	\$ 125,052,373	79%	\$ 98,206,556	\$ 355	276,388	4,345	64

Primary Market Area population, household and income growth by 2010 generate additional consumer purchasing power of \$125 million, of which almost 80% - \$98.2 million – can be captured within the Primary Market Area itself (based on patterns of purchasing and distances traveled within retail categories). This will create the need for an estimated 276,388 square feet in additional retail space within major retail categories that are currently or will soon be undersupplied within the Primary Market Area.

Additionally, similar growth in the larger Secondary Market Area is projected to generate an additional \$484.8 million in purchasing power within those same retail categories. Of this amount, one can project that approximately 78% - or \$377.5 million – will be spent within the Secondary Market Area itself. This would support almost 1.1 million square feet of additional retail space over the next five years, supporting over 200 new stores based on industry sales-and-size standards.



Bells Ferry LCI

DEVELOPMENT PLAN

3.4 Market Demand and Potential

SECONDARY MARKET AREA					
Category - Retail	SPI	2005 Retail Spending		2010 Retail Spending	
		Per HH	Total	Per HH	Total
Apparel & Accessories	126	\$ 3,466	\$ 190,744,378	\$ 4,101	\$ 268,816,341
Computers & Accessories	133	367	20,197,111	434	28,463,819
Food at Home	120	5,683	312,734,378	6,723	440,737,034
Food Away from Home	126	3,976	218,837,624	4,705	308,408,195
HH Furnishings/Equipme	132	2,808	154,548,624	3,322	217,805,610
TV/Video/Sound Equipm	123	1,268	69,769,737	1,500	98,326,596
Entertainment/Rec - Sto	127	3,954	217,616,992	4,678	306,687,957
RETAIL TOTALS		\$ 21,523	\$ 1,184,448,843	\$ 25,463	\$ 1,669,245,553

SECONDARY MARKET AREA							
Category - Retail	Total Area Additional Spending	Area Share of Sales					
		Share	Additional Spending	Sales Per SF	Additional SF	SF Per Store	Stores
Apparel & Accessories	\$ 78,071,963	65%	\$ 50,746,776	\$ 300	169,156	2,500	68
Computers & Accessories	8,266,708	50%	4,133,354	300	13,778	1,500	9
Food at Home	128,002,656	95%	121,602,523	400	304,006	50,000	6
Food Away from Home	89,570,572	80%	71,656,457	400	179,141	3,000	60
HH Furnishings/Equipment	63,256,986	65%	41,117,041	300	137,057	4,500	30
TV/Video/Sound Equipment	28,556,859	75%	21,417,644	300	71,392	2,500	29
Entertainment/Rec - Stores	89,070,965	75%	66,803,224	300	222,677	20,000	11
RETAIL TOTALS	\$ 484,796,709	78%	\$377,477,020	\$ 344	1,097,208	5,156	213

In addition to the consumer retail dollars that will be spent within the Primary Market Area by Primary Market Area residents, Primary Market Area retail within the major retail categories listed in the tables above should be able to attract approximately 30% of the new consumer purchasing power within the Secondary Market Area net of the Primary Market Area itself. This amount of expenditures would support an additional 246,246 square feet of retail within the Bells Ferry Corridor Primary Market Area.

Summary of Retail Development Potential

Combining current underserved/unmet retail demand (spending potential by area residents as compared to corresponding retail within the area) with anticipated new demand for retail and services generated by population,



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3.4 Market Demand and Potential

household and income growth, the overall current unmet retail demand could support 158,563 square feet of additional retail in certain underserved categories.

POTENTIAL NEW RETAIL FROM CURRENT UNMET DEMAND			
Secondary Market Area		231,879	SF
Primary Market Area		128,509	SF
Into Primary Market Area from Secondary Market Area		30,054	SF
CURRENT UNMET RETAIL DEMAND IN PRIMARY AREA		158,563	SF

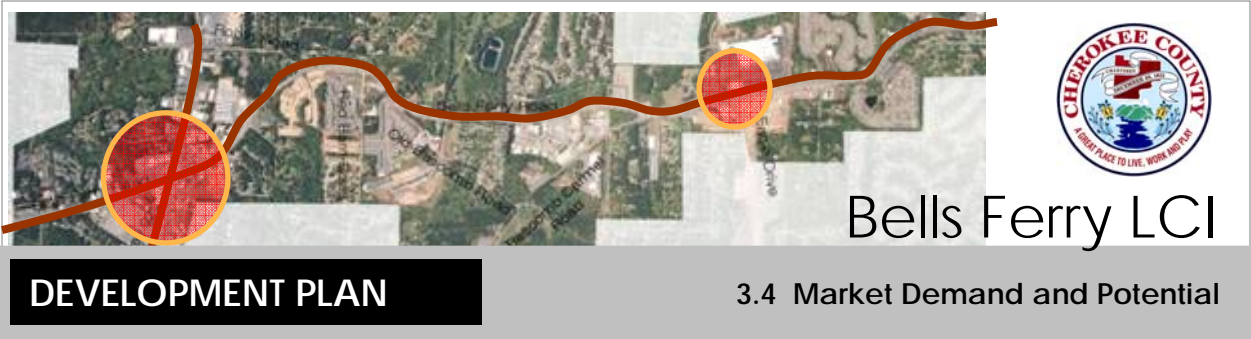
Additionally, based on anticipated growth in both the Bells Ferry Primary Market Area and Secondary Market Area over the next five years, the Primary Market Area could support an additional 522,634 square feet of retail in certain basic categories.

POTENTIAL NEW RETAIL FROM 5-YR GROWTH			
Secondary Market Area		1,097,208	SF
Primary Market Area		276,388	SF
Into Primary Market Area from Secondary Market Area		246,246	SF
RETAIL DEMAND FROM PRIMARY AREA GROWTH		522,634	SF

In total, assuming that the Study Area should capture most of the unmet and growth-based commercial demand within the Primary Area, the Bells Ferry Corridor can support an estimated 681,197 square feet of new retail space over the next five years.

TOTAL PRIMARY MARKET AREA NEW RETAIL DEMAND			
From Current Unmet Demand		158,563	SF
From Primary & Secondary Market Area 5-year Growth		522,634	SF
TOTAL PRIMARY AREA NEW RETAIL DEMAND		681,197	SF

A certain portion – perhaps a significant portion – of the “new” retail square footage that the Bells Ferry Primary Market Area should be able to support over the next five years could actually be either (1) new development that replaces existing retail space or (2) renovated and repositioned retail occupying existing retail space. In both cases, the “new” retail would be replacing retail that no longer meets the retail needs, demands and preferences



of the majority of the residents within the Primary Market Area or Secondary Market Area. In some instances, new retail will replace existing retail that simply is too deteriorated and/or inefficiently built or positioned on a site to remain competitive.

Office Development Potential

There are two basic types of office developments that might be appropriate for the Bells Ferry Study Area: (1) "Local-serving," which is generated by households within a Market Area, and (2) "Corporate," which is based primarily on a combination of access, economics and the prestige of an address or location. There is no basis for projecting the development of the Study Area as a Corporate Office location, although the significant changes recommended in this LCI Study could facilitate an area that is seen as a desirable corporate location, particularly given the area's improving access.

The Study Area could attract a significant amount of Local-serving Office, however, based on residential growth within the Primary Market Area. Household growth over the next five years will generate additional spending in several categories requiring office space, as identified in the tables below.

PRIMARY MARKET AREA					
Category - Services	SPI	2005 Services Spending		2010 Services Spending	
		Per HH	Total	Per HH	Total
Education	121	\$ 1,289	\$ 19,498,412	\$ 1,510	\$ 28,595,964
Health Care	117	4,060	61,430,952	4,757	90,093,353
Investments	118	9,842	148,913,855	11,532	218,393,953
Travel	127	2,297	34,759,992	2,692	50,978,280
SERVICES TOTALS		\$ 17,487	\$ 264,603,211	\$ 20,491	\$ 388,061,550



Bells Ferry LCI

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3.4 Market Demand and Potential

PRIMARY MARKET AREA			
Category - Services	Total Area Additional Spending	Area Share of Sales	
		Share	Additional Spending
Education	\$ 9,097,552	20%	\$ 1,819,510
Health Care	28,662,401	75%	21,496,801
Investments	69,480,098	20%	13,896,020
Travel	16,218,287	10%	1,621,829
SERVICES TOTALS	\$ 123,458,339	31%	\$ 38,834,159

The projected increase in the Primary Market Area of over \$123 million in these categories, of which approximately 31% is anticipated to stay within the Primary Market Area itself, will support a significant amount of local-serving office.

Based on industry-accepted measures of approximately 15 square feet of local-serving office being generated by each new household, approximately 50,000 square feet of such office space will be generated in the Market Area over the next five years. The Study Area should receive the majority of spending for local services given its commercial character.

Summary of Development Potential

In summary, we project the need for a Development Program capable of supporting the following amount of new retail, residential and office product over the next five years:

Type of Development	Square Feet/Units of Development
New/Replaced Retail	681,197 SF
New Office	50,000 SF
Townhomes & Multi-family	1,300 Units
Single-family Detached	2,050 Units



DEVELOPMENT PLAN

Bells Ferry LCI

3.5 Development Opportunities

Civic and Recreational Uses

In addition the county intends to locate the proposed aquatic center in this area and also intends to expand the park system for the county by creating a large regional park with active and passive recreation facilities and areas that can serve the southern part of the county. This park would contain various ball fields, amphitheatre and passive recreation areas.

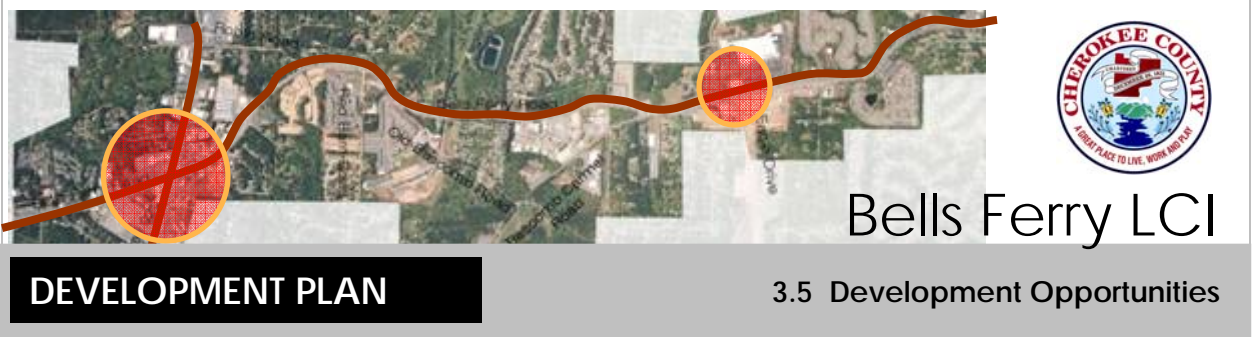
Bells Ferry Corridor: Potential Development Sites

The following map shows the development opportunities in the Primary Market Area. This includes the redevelopment as well as new development opportunities. Redevelopment opportunities include both short term and long term potential.

The sites for potential redevelopment include buildings that are declining or dilapidated, uses that are incompatible and under-utilized parcel relative to its location and visibility and unleased spaces. Redevelopment sites also include those parcels that in future could enhance their utilization.

The sites for new developments are identified that include predominantly vacant sites and large tracts. The most significant redevelopment opportunities are at the SR 92 and Bells Ferry Road intersection node. The four quadrants at this node present greatest potential for redevelopment and change in the Primary Market Area. This can catalyze the entire Primary Market Area.

Parcels along SR 92 corridor from Bells Ferry Road to Wade Green Road offers potential to consolidate and redevelop. The apartments behind the Bells Ferry Landing if consolidated together with the adjacent parcel can offer redevelopment of a larger significant site. The other sites along Bells Ferry Road are four mobile home park sites that offer immediate redevelopment potential and the warehouse/ industrial parcels along Bells Ferry Road in the future.



The most significant area for new development is an undeveloped property of approximately 140 acres on Bells Ferry Road north of Red Barn Road, particularly when combined with adjacent large tract of parcels with single family lots and horse farms. If the adjacent mobile home park on either side and across the street are consolidated it offers significant area (over 350 acres) for new development that can have a catalytic impact on the redevelopment of this corridor. The area behind SR 92 between Bells Ferry Road and Wade Green Road also has long term potential for major new development.

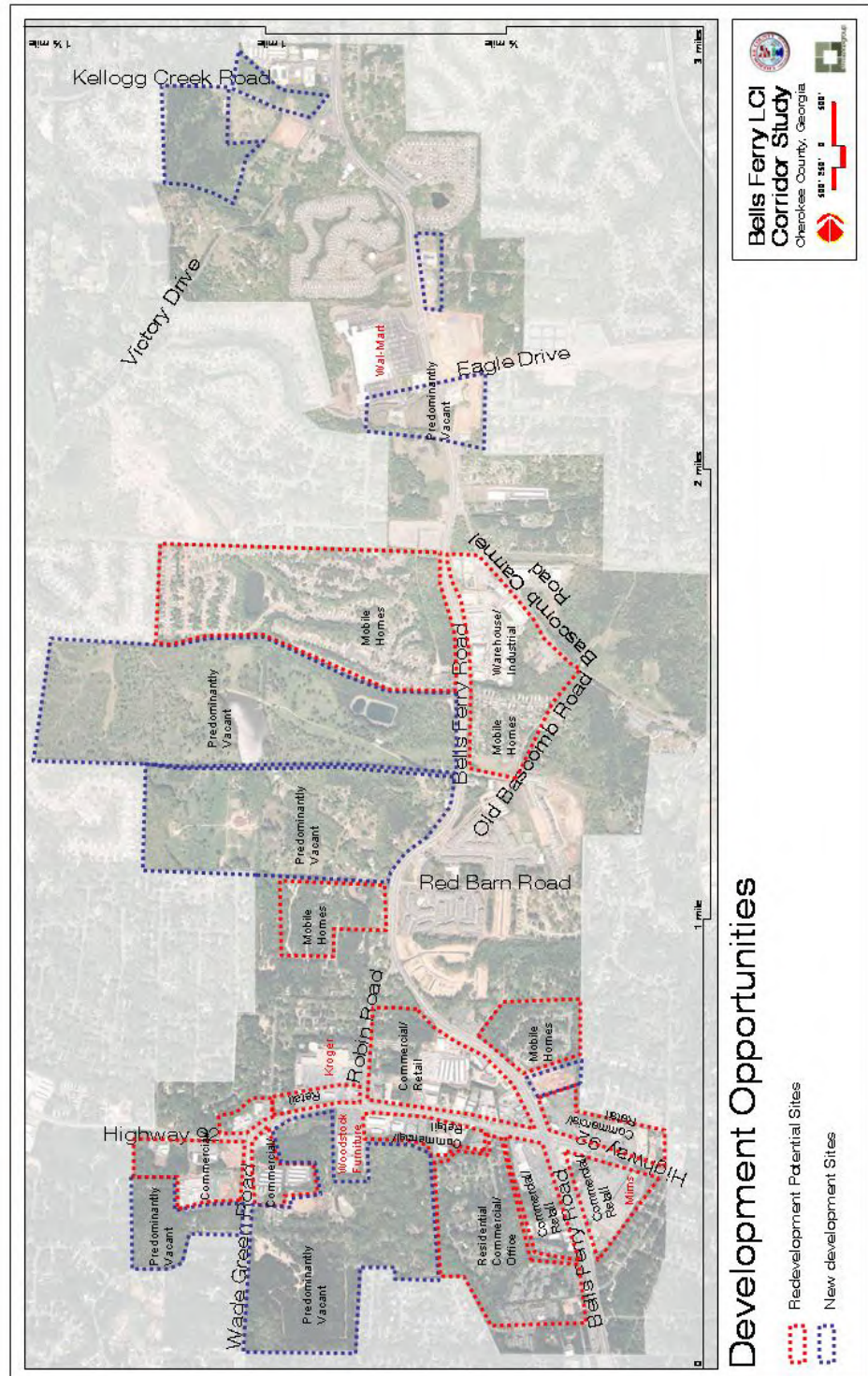
On the following page are the sites that provide development opportunities. These sites correspond to the potential development opportunities identified above, including the civic/public uses.



Bells Ferry LCI

DEVELOPMENT PLAN

3.5 Development Opportunities



Development Opportunities

Development Opportunities

- Redevelopment Potential Sites
- New development Sites



Once the Study Area analysis, stakeholder interviews and questionnaires were completed and synthesized, issues were identified and the stage was set for the public design charette - a forum in which the development, open space, parks, safety, connectivity issues, concerns and desires of the community were addressed. The event was held on September 24th Saturday at Bascomb United Methodist Church between 9:00 AM and 4:00 PM.

At the start of the charette, the community was briefed on the goals, issues and needs and market potential that were identified through the community visioning process. The participants were then given a briefing on the charette process and outline.



The intent of the design charette was to solicit community input in the design of LCI Study Area. The charette format was designed as a hands-on design process involving the community, wherein the participants were organized in groups and assisted by professionals from the consultant team. The charette focused on two different geographic scales: the entire Study Area and development nodes in greater detail.

The plan options were generated through a process of investigating the target area and addressing the following questions in the following order:

1. *What would you preserve?*
2. *What would you change?*
3. *What would you create?*
4. *What would you connect?*

The graphic results of these questions were recorded on transparent overlays on top of a base map of the Study Area. Once the overlays were created, master plan options began to emerge; the plans were then critiqued by each team and then further refined. At the end of the design workshop the refined plans were presented by a designated community member within each team. The pros and cons of each teams' plan were discussed.



The following section presents a consolidated summary of the design workshop and additional input from the core team members.

What would you like to Preserve?

When the community was asked what they want to preserve within the Study Area, the following physical elements were identified:

- o Natural Features – Creeks, Streams, lakes, ponds
- o Recent developments and proposed under construction
- o Fox den
- o Old trees, Green space, woods
- o Churches and cemeteries
- o General green space theme – serves all ages, village green and trees
- o Single family and new residential

What would you like to Change?

The few existing elements that were identified for change include:

- o Mobile Home Parks
- o Some retail operations – Auto
- o Rework road to ease congestion, but without putting traffic through residential neighborhoods
- o Attract more B+ and Class A businesses on main roads
- o Second tier business and tenants out of main view
- o Intersection at Old Bascomb Road – needs improvements
- o Spread around low-cost housing
- o Robin Road Improvements – current traffic
- o Screen power station with fast growth trees
- o Various redevelopments – at the intersection of SR 92 and Bells Ferry Road, along SR 92 and Bells Ferry Road.
- o Consolidate Crossroads subdivision
- o Sewer service – get county on board
- o Improve intersections and traffic



Bells Ferry LCI

DEVELOPMENT PLAN

3.6 Design Workshop

What would you like to Create/Connect?

Despite the diversity and range of interests that were present during the workshop, most community members and professionals agreed when it came to the question of what should be created and connected within the Study Area. In summary, the physical improvements that were identified include:

- o Park System with Aquatic Center close to lake
- o Restaurants near Aquatic Center – sit down Class A
- o Future potential for the use of golf carts for mobility (could be used for other transportation system)
- o Medium density with grid streets
- o Kellogg / Bells Ferry Node- Professional Office Node, 2-3 stories
- o SR 92 / Bells Ferry Node:
- o Focal Point – Northwest quadrant with street network
- o Northeast – High rise, 10 stories, office / retail on ground floor, medium/high density residential behind
- o Southwest – Senior center high rise – medium density residential, low density behind
- o High buildings at intersections as Gateways
- o Grid connection – Robin Road, Wade Green, Bells Ferry
- o Street in front of Mimms and street behind
- o Sidewalks on all roads
- o Trail network around lake
- o School - replace Shadowwood with school
- o Bicycle and walking traffic
- o Gateway for area, most likely at BF / SR 92 intersection
- o Children safe areas – parks and playgrounds
- o Mixed Use Areas – incorporate small amounts of office space worked into mixed areas, not entirely on it's own
- o Civic plaza, amphitheatre
- o Satellite precinct for police
- o Concept of trail network along creek buffers, reclaim old roadbeds
- o Match residential with focus parks and facilities
- o Utilities underground
- o Mixed Use at SR 92 / Bells Ferry node with internal circulation
- o Gateways: Robin Road, Eagle Drive, and Bascomb
- o Spread the parks
- o Senior center as part of Mixed Use at SR 92 / Bells Ferry Road



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DEVELOPMENT PLAN

3.6 Design Workshop

- CONNECT
 - Green space and trail systems
 - Bike paths / walking trails connecting everything
 - Loop / access road for Hwy 92 / Bells Ferry intersection
 - Additional lights
 - Access roads
 - New parkway using Robin Road loop
 - Hub at Robin Road and Hwy 92
 - Creek system to connect to Lake Allatoona and as far down south as possible.



Bells Ferry LCI

DEVELOPMENT PLAN

3.7 Concept Plan

CONCEPT PLAN CONTEXT

The concept plan was developed through a four step process. First, the key issues were identified through the visioning and analysis. Second, the needs, preferences and desires of the community and the county were determined by the stakeholder interviews, public questionnaire, character preference survey and the goals for the study established. Third, the market demand and potential were determined through the market analysis. Finally, a public design workshop was conducted to solicit the community vision for the Study Area to develop the Plan. The project team combined the results of this four-step process and prepared the final concept plan.

CONCEPT PLAN

The concept plan for the Study Area was developed based on the vision and goals of the community: residents, businesses, property owners, stakeholders, county and other civic, religious and social institutions. The concept plan incorporates several major initiatives. These initiatives are designed to leverage the resources of the Study Area, encourage development and redevelopment and promote a variety of land uses and activities and create a pedestrian friendly environment. These initiatives diverge from the current mode of development but they are designed to promote a vibrant community with unique identity, sense of place and one that is sustainable. This is a new direction/approach to development in Cherokee County which is experiencing growth trends and development pressures. This model could be used for other areas of the county with similar goals and aspirations.

Following are the key principles that guided the Concept Plan.

- o To concentrate the retail and commercial activities in the two nodes and along SR 92.
- o To consolidate residential uses between the two nodes on Bells Ferry Road with a smaller mixed-use node at mid-point.

How the Plan addresses LCI goals

Land Use and Density

- o Promotes mixed-use development that create diverse activities and life style
- o Promotes diverse uses and density balance that attracts people from various economic, social and cultural backgrounds
- o Regulatory changes to support mixed-use and diverse residential densities
- o Preserves and integrates existing neighborhoods

Transportation

- o Internal Mobility
 - o Local access management
 - o Inter parcel connectivity
 - o Streets and sidewalk improvements
 - o Pedestrian crosswalks and safety improvements
- o Transportation Alternatives
 - o Sidewalks and multi-use pathways for biking and walking
 - o Connected street grid with sidewalks
- o Demand Reduction
 - o Arterial access management
 - o Road improvements to connect the streets
 - o Compact redevelopment
 - o Diverse land uses and activities
 - o Opportunities for pedestrian travel
 - o Transit alternatives – local shuttle and regional transit
- o Access Management
 - o Curb cuts and median management
 - o Inter parcel connectivity
 - o Road improvements and development of street network /grid
- o Existing Infrastructure
 - o New road of the redevelopment sites to connect to the existing streets
 - o Road realignment and connections to enhance the efficient use of existing streets

Mixed-Housing and Jobs to Housing

Balance

- o Promotes mixed-income housing and offers options of a range of housing product types; live and work units, condos, apartments, town homes, cluster housing and single family
- o Supports aging in place
- o Redevelopment to attract more businesses and job opportunities for the residents
- o Redevelopment encourages shopping, entertainment and other conveniences for the housing
- o Well integrated park system and



Bells Ferry LCI

DEVELOPMENT PLAN

3.7 Concept Plan

How the Plan addresses LCI goals

Public Outreach

- o Series of outreach efforts
- o Public questionnaire and one-on-one stakeholder interviews
- o Visioning and character preference survey
- o Design workshops

Urban Design

- o Pedestrian scale and friendly environment.
- o Buildings oriented to face the streets and engage the sidewalks and enhance pedestrian experience.
- o Compact street grid and urban structure to promote pedestrian and human scale
- o Creating public plazas and hierarchy of civic/public space to create focal point and orientation
- o Creating axis and vistas and locating buildings at the end of axis to create the visual termination.
- o Creating nodes
- o Streetscape and landscape to enhance the streets and aesthetic appearance.
- o Gateway improvements to define the extents of the community

Public and Private Sector Investment

- o Cherokee County participation in developing parks and infrastructure improvements
- o Regulatory changes by Cherokee County to facilitate the implementation of recommendations.
- o Private sector participation by developers

- o To create a primary mixed-use node at the intersection of SR 92 and Bells Ferry Road which becomes the gateway to Cherokee County and the Bells Ferry community
- o To create a focal point for the community that creates 'sense of place' for the community.
- o To leverage the civic amenities such as parks, playgrounds, open spaces, library, aquatic center and senior center in creating a vibrant public realm.
- o To create a loop of street around the intersection of SR 92 and Bells Ferry Road that reduces pressure on the intersection and allows for smoother traffic flow.
- o To consolidate the retail and commercial uses along SR 92 that engages the street and provides inter-connectivity between the parcels and visually blocks the parking.
- o To make the SR 92 and Bells Ferry Road Corridor a pedestrian friendly environment that enhances the pedestrian experience.
- o To provide diverse housing types and product mix that promotes economic, social and cultural mix and a unique residential neighborhood.
- o To preserve the creek/buffer and provide greenway (trail) linkage to communities along the creek
- o To provide a good hierarchical street network that offers alternative ways for traffic circulation
- o To provide bike trail and other multi-use trails
- o To create a pedestrian friendly/scale streets with good sidewalks and streetscape
- o To attract more businesses and employers and create a strong economic base with jobs and tax revenues to the county.



Bells Ferry LCI

DEVELOPMENT PLAN

3.7 Concept Plan

- To provide small parks and pocket parks throughout the area in close proximity for the residents (within 5 minute walking radius)

The Study Area consists of two major arterial corridors; Bells Ferry Road and SR 92. A significant part of the Study Area lies along the Bells Ferry Road corridor. The character of the Study Area changes as one travels from south to north. There are two distinct nodes in the Study Area, one, the primary node - declining grey field retail and commercial at the intersection of SR 92 and Bells Ferry Road and the secondary node which is anchored by recently developed Wal-mart at the northern end of Bells Ferry Corridor Study Area at the intersection of Bells Ferry Road and Eagles Drive. The corridor along SR 92 is predominantly retail and commercial. The corridor along Bells Ferry Road between the two nodes are predominantly residential uses mixed with some commercial uses near the SR 92 intersection and warehouse/light industrial uses at the mid-point between the two nodes on Bells Ferry Road. Behind these corridors, there are older established neighborhoods.

There are few large tracts of vacant land on the west side of Bells Ferry Road that approximately totals to 220 acres and few tracts on the south side of Hwy 92 that approximately totals to 90 acres. In addition to these there are several mobile homes (under-utilized) along Bells Ferry Road that offers redevelopment potential. The older homes between Robin Lane and West Pine and the apartments/housing behind the Bells Ferry Landing (southwest of SR 92 and Bells Ferry Road Intersection) may offer opportunity for redevelopment as well. The greatest opportunity is the redevelopment of the Node at Bells Ferry Road and SR 92 intersection and the development of the vacant and under-utilized parcels along Bells Ferry Road. The current street network impairs the vehicular and pedestrian circulation. The SR 92 corridor between I-75 and I-575 is slated to be widened to four lanes with a median. This project will have impact on the development initiatives along the SR 92.

Based on the location of the activities, uses and geographic structure, the concept plan organizes the Study Area is into sub-areas with each of these sub-areas



having similar functional, physical and social attributes that are recognizable. The character of the sub-areas emerge with a common theme or character that reinforces and reflects its uses/activities, open spaces, public realm, scale, architecture and land uses. Following map shows the sub-areas and the primary and secondary nodes. The primary nodes are designed to support higher intensity of uses and activities, mixed-uses and densities and larger in scale and the secondary nodes are designed to provide convenient services for the community and create gateways and orientation points.

Following are the sub-areas

1. Cherokee Gateway - Southwest
2. Cherokee Gateway - Southeast
3. Cherokee Gateway - Northeast
4. Cherokee Gateway - Northwest
5. SR 92 Corridor - North
6. Bells Ferry-Wade Green Enclave
7. Bells Ferry Parkway Enclave
8. Bells Ferry-Bascomb Carmel Enclave
9. Bells Ferry – Eagle Drive Node
10. Bells Ferry – Kellogg Drive Enclave



Bells Ferry LCI

DEVELOPMENT PLAN

3.7 Concept Plan

Bells Ferry-Kellogg Creek Enclave

- Creating a secondary node with retail along with the existing Wal-Mart and strip shopping

Bells Ferry Parkway Enclave

- Redevelopment of mobile home parks
- Development of large tracts and single family/horse farms
- Bells Ferry Road streetscape improvements
- Creating a civic space and park system with aquatic center and amphitheatre
- Preserving the creek/lakes
- Creating multi-use pathway loop and connecting it to primary node at the BF intersection, secondary node at Wal-Mart and Lake Altoona
- Creating a unique neighborhood with a linear parkway and park system with both active and passive recreation
- Housing diversity to support mixed incomes and product types-live/work, condos, multi-family, townhomes, single family – Higher density residential along BF and medium-density and single family toward interior
- Small node of mixed use with some convenient retail as part of the civic space

SR 92 Corridor – North

- Impact of widening of SR 92 corridor/ streetscape improvements
- Bringing buildings to the street
- Liner building in front of Kroger along SR 92
- Interparcel connectivity for improved circulation
- Improve traffic circulation –Wade Green/Tyson at CVS store

Bells Ferry-Wade Green Enclave

- Redevelopment of existing commercial/ retail along SR 92
- Expansion of Woodstock Furniture
- Development of vacant property
- Redevelopment potential of existing apartments
- Preservation of creek
- Develop this area into mixed-use with diverse uses, predominantly housing with office/commercial
- Encourage housing diversity to support mixed incomes and product types-live/work, condos, multi-family, townhomes, single family
- Compact grid street network and loop street around the intersection and connection from Robin Road/Wade Green Road to Bells Ferry Road and SR 92

Bells Ferry-Eagle Drive Node

- Creating a secondary node with retail along with the existing Wal-Mart and strip shopping
- Widening of Eagle Drive and traffic improvements
- Creating crosswalks and safe pedestrian environment
- Liner building along the streets

Bells Ferry-Bascom Carmel Enclave

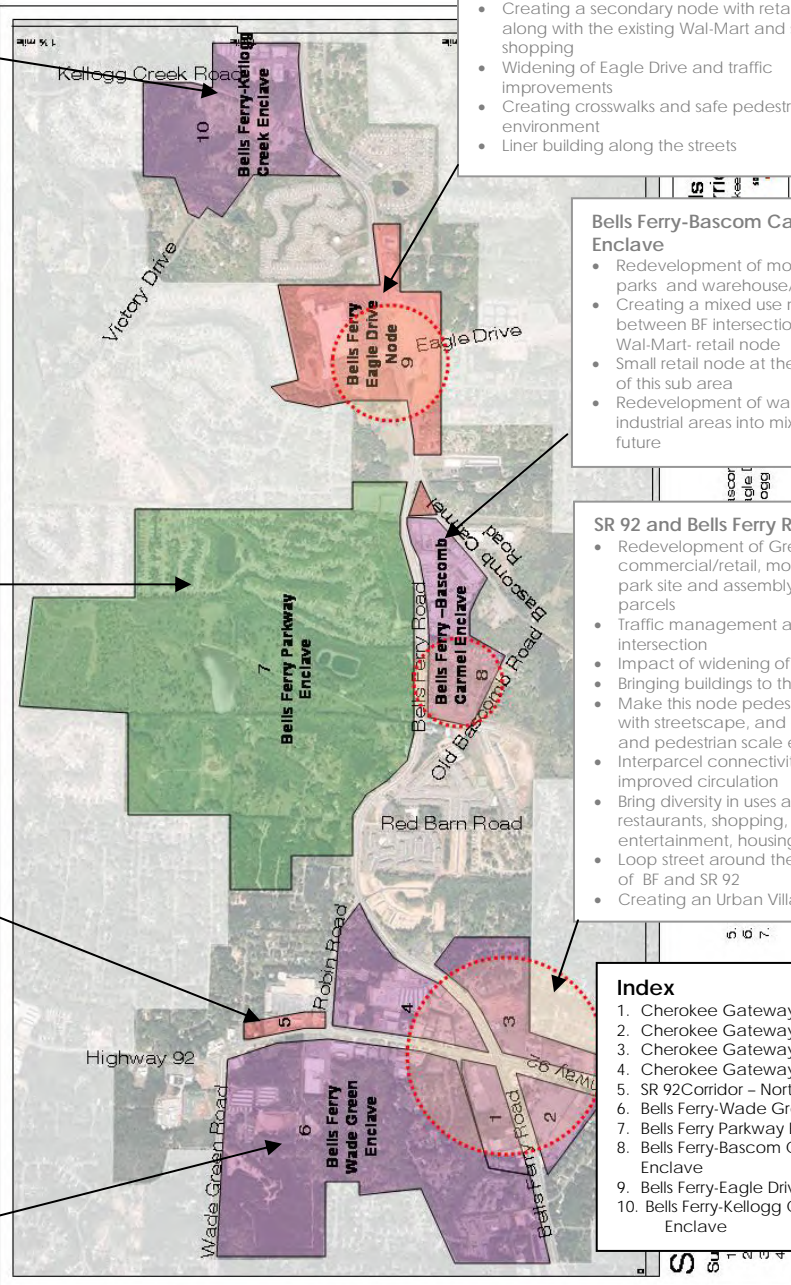
- Redevelopment of mobile home parks and warehouse/industrial uses
- Creating a mixed use node midway between BF intersection node and Wal-Mart- retail node
- Small retail node at the eastern end of this sub area
- Redevelopment of warehouse/ industrial areas into mixed-use in future

SR 92 and Bells Ferry Road Node

- Redevelopment of Greyfield commercial/retail, mobile home park site and assembly of smaller parcels
- Traffic management at the intersection
- Impact of widening of SR 92corridor
- Bringing buildings to the street
- Make this node pedestrian friendly with streetscape, and crosswalks and pedestrian scale environment
- Interparcel connectivity for improved circulation
- Bring diversity in uses and activities- restaurants, shopping, entertainment, housing
- Loop street around the intersection of BF and SR 92
- Creating an Urban Village

Index

1. Cherokee Gateway-Southwest
2. Cherokee Gateway-Southeast
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4. Cherokee Gateway-Northwest
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6. Bells Ferry-Wade Green Enclave
7. Bells Ferry Parkway Enclave
8. Bells Ferry-Bascom Carmel Enclave
9. Bells Ferry-Eagle Drive Node
10. Bells Ferry-Kellogg Creek Enclave



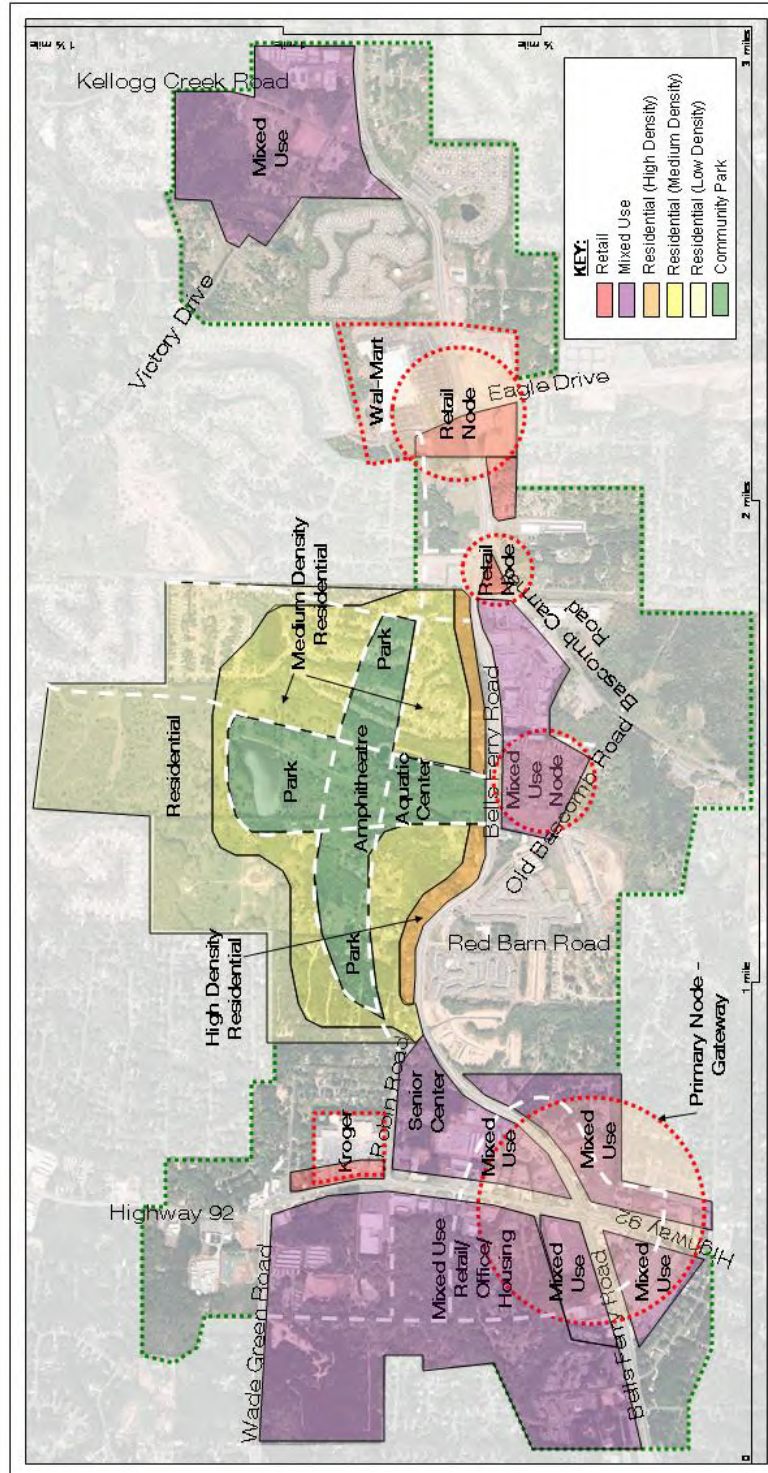
Sub- Areas



Bells Ferry LCI

DEVELOPMENT PLAN

3.7 Concept Plan



Bells Ferry LCI Corridor Study
Cherokee County, Georgia

Concept Plan

Concept Plan

General Notes:

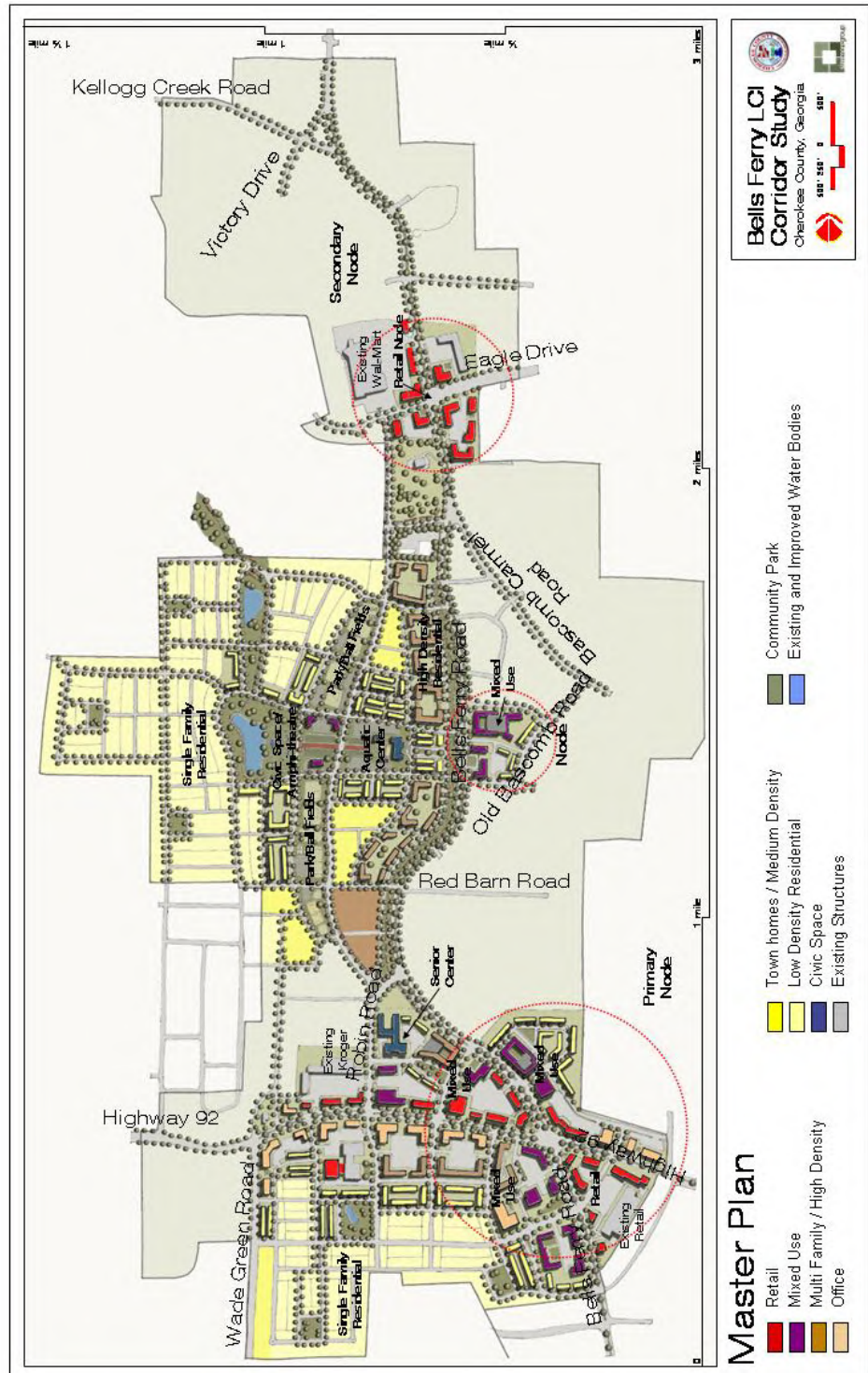
- A mixed use center at the intersection of Bells Ferry Road and Highway 92
- A central park area to serve the entire community, complete with Aquatic Center and Amphitheatre surrounded by varying densities of residential housing.



Bells Ferry LCI

DEVELOPMENT PLAN

3.7 Concept Plan



**Master Plan –
Concept Plan**



Bells Ferry LCI

DEVELOPMENT PLAN

3.7 Concept Plan – Sub-Areas

Cherokee Gateway – Southwest

- SR 92 and Bells Ferry Road Node**
- Redevelopment of Greyfield commercial/retail, mobile home park site and assembly of smaller parcels
 - Traffic management at the intersection
 - Impact of widening of SR 92 corridor
 - Bringing buildings to the street
 - Make this node pedestrian friendly with streetscape, and crosswalks and pedestrian scale environment
 - Interparcel connectivity for improved circulation
 - Bring diversity in uses and activities- restaurants, shopping, entertainment, housing
 - Loop street around the intersection of BF and SR 92
 - Creating an Urban Village

This is one of the four quadrants (southwest corner) of the *primary node* at the intersection of SR 92 and Bells Ferry Road. The existing grey field retail/commercial site, about 13 acres is proposed to be redeveloped into retail, office and live/work units. The buildings are set to front the Bells Ferry Road and SR 92 with sidewalks and parking located at the rear. This site is part of the primary node at the intersection of Bells Ferry Road and SR 92 which is the gateway. This intersection is large due to the multi-lane character of the two arterials roads. It is important to create a sense of enclosure in defining the node and the gateway, hence the buildings are located to front the street and engage the sidewalk. This will help make this intersection pedestrian friendly.



Concept Plan

Cherokee Gateway – Southeast

This is one of the four quadrants (southeast corner) of the *primary node* at the intersection of SR 92 and Bells Ferry Road. This site consists of existing Mims Plaza with retail uses that is set back from the corner with smaller out lots of retail and gas station is proposed to be redeveloped into Mixed use that includes the renovated the Mims Plaza and additional smaller retail buildings. This site is part of the

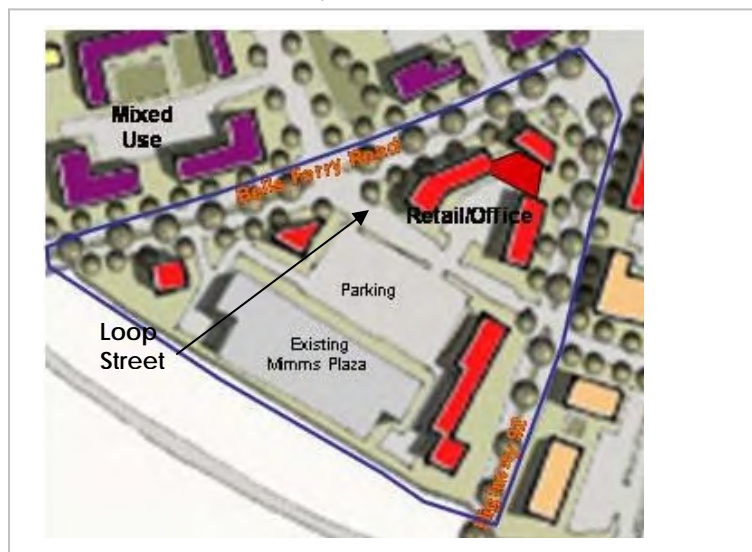


Bells Ferry LCI

DEVELOPMENT PLAN

3.7 Concept Plan – Sub-Areas

gateway. The parking is located behind the buildings to visually screen from the street. A new street is provided as shown in the map below between Bells Ferry Road and SR 92 that is part of the loop street that encircles the intersection. This provides an effective access management to this development. The buildings are located to front the street and sidewalk to mirror the opposite side of the intersection to create an enclosure and a pedestrian friendly environment.



Concept Plan

Cherokee Gateway – Northeast

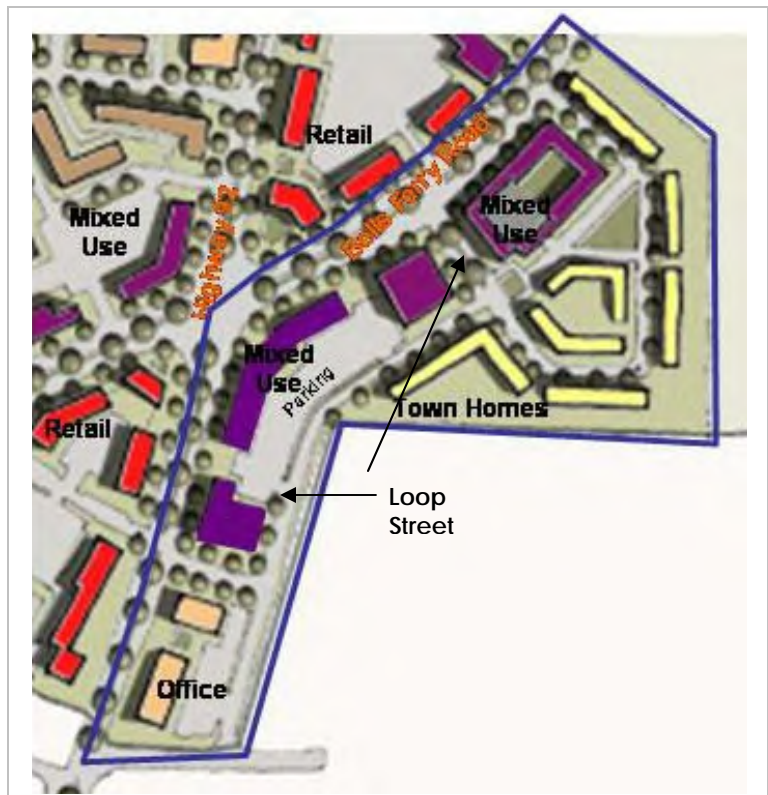
This is one of the four quadrants (northeast corner) of the *primary node* at the intersection of SR 92 and Bells Ferry Road. It consists of retail uses, bank, vacant site and mobile home park site. This is consolidated into one development as a mixed-use redevelopment that includes office, retail, condos or apartments and town homes. It also includes a loop street that is part of the loop system that encircles the intersection. The neighborhood streets behind can be connected to this loop road in the future for additional connectivity of road network if desired by the community. A pocket park is provided for the use of the residents.



Bells Ferry LCI

DEVELOPMENT PLAN

3.7 Concept Plan – Sub-Areas



Concept Plan

Cherokee Gateway – Northwest

This is one of the four quadrants (northeast corner) of the *primary node* at the intersection of SR 92 and Bells Ferry Road. This is the largest piece of the primary node. This area is bound by Bells Ferry Road, SR 92 and Robin Road. It is approximately 40 acres. It consists of scattered retail, commercial uses, storage facility and residential. This entire northwest quadrant is proposed for mixed-use redevelopment that includes, retail, office, restaurants, multi-family or senior center and town homes. An existing 3 acre single family lot is retained as is, this could be converted into a park in the future. A loop street that is part of the loop system that encircles the intersection is created with a green. Pocket park is provided for the use

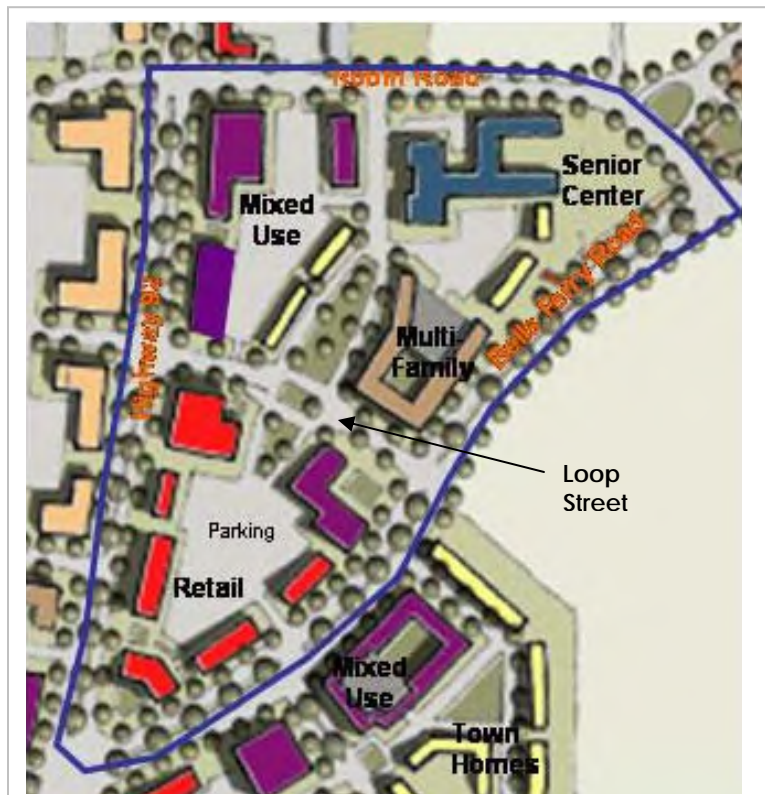


Bells Ferry LCI

DEVELOPMENT PLAN

3.7 Concept Plan – Sub-Areas

of the residents. The street grid, sidewalk and landscape and building character should be designed to encourage pedestrian experience and mobility. A multi-use pathway connectivity is provided that links this mixed-use community to the rest of the Bells Ferry Corridor initiatives and neighborhoods. The location of senior center in this quadrant facilitates easy convenient pedestrian access for the seniors for retail services and entertainment. The buildings are located to front the street and sidewalk to mirror the opposite side of the intersection to create the enclosure and a pedestrian friendly environment.



Concept Plan



Bells Ferry LCI

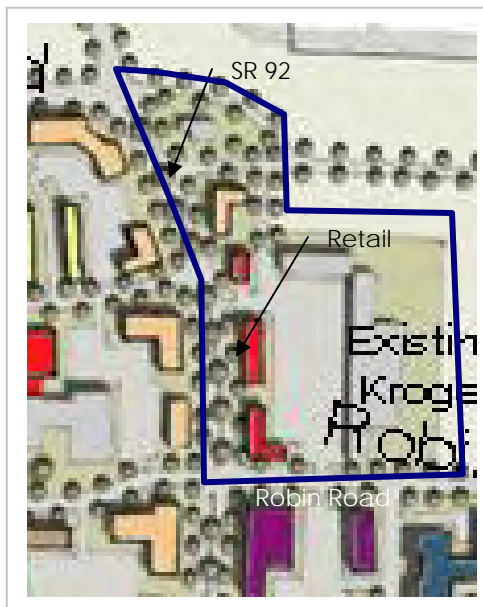
DEVELOPMENT PLAN

3.7 Concept Plan – Sub-Areas

- SR 92 Corridor – North**
- Impact of widening of SR 92 corridor/ streetscape improvements
 - Bringing buildings to the street
 - Liner building in front of Kroger along SR 92
 - Interparcel connectivity for improved circulation
 - Improve traffic circulation –Wade Green/Tyson at CVS store

SR 92 Corridor - North

This corridor is a short stretch along the north of SR 92 from Robin Road to Tyson Road. It is part of the Kroger shopping complex. A liner building is proposed to create a continuous building edge along SR 92. This will also screen the parking lot view of the Kroger shopping from the street.



Bells Ferry-Wade Green Enclave

This consists of large undeveloped tract of land, existing storage facility, older single family and apartment. It is approximately 145 acres. This is envisioned as a mixed use development with residential of a variety of products; condos, town homes, cluster housing, single family and live and work units, retail, commercial and office. The retail and commercial is primarily along SR 92. A series of street grid and connections are proposed as part of the loop system and as well as other arterial access management initiatives. This will facilitate convenient traffic circulation and connectivity between different areas of the Study Area. Pocket parks are provided for the use of residents. Potential expansion of Woodstock Furniture is also identified. In general the higher density residential uses are proposed closer to the SR 92 and Wade Green and lesser density moving away from SR 92 and Wade Green.

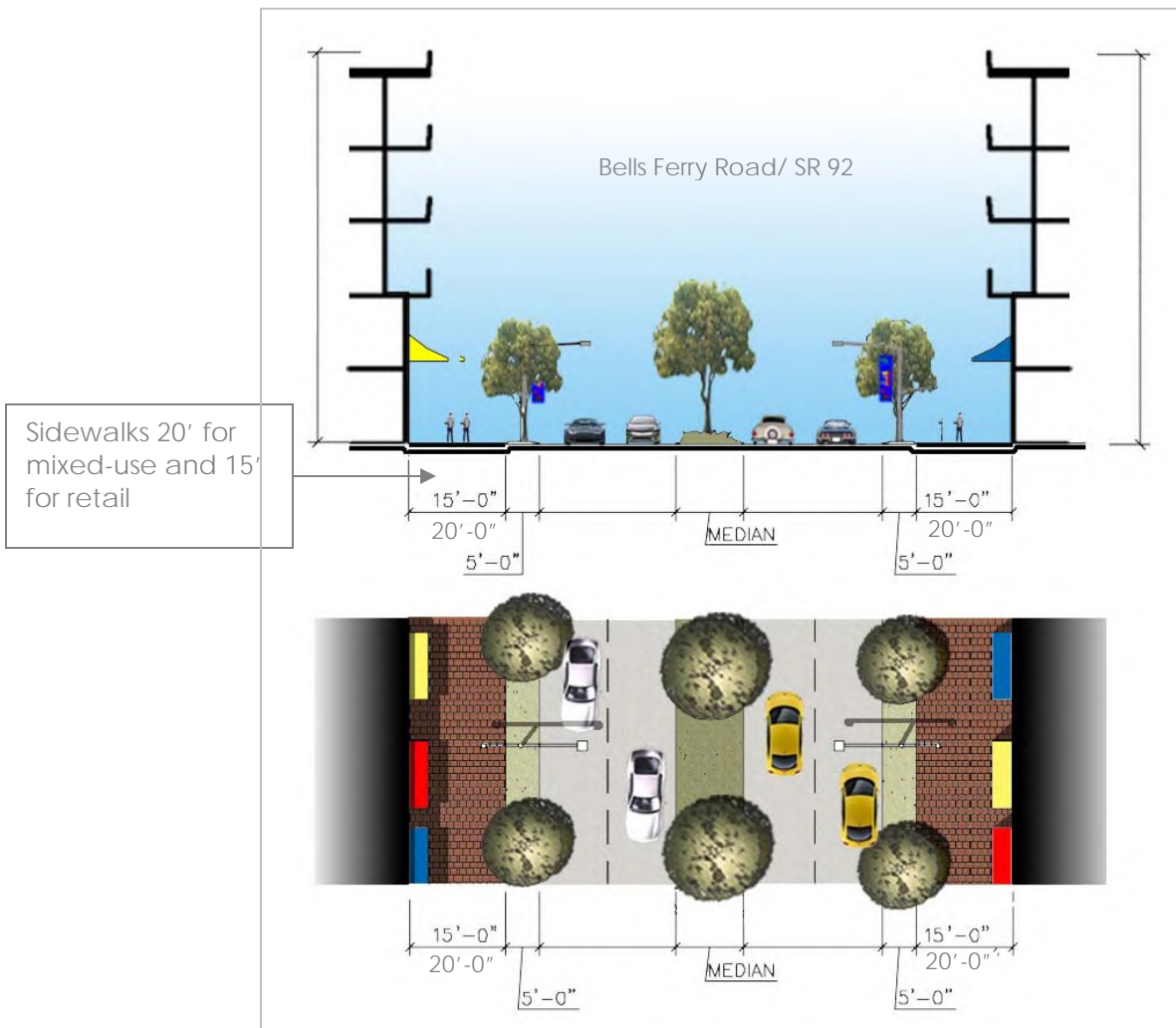
Concept Plan



Bells Ferry LCI

DEVELOPMENT PLAN

3.7 Concept Plan – Sub-Areas



Primary Mixed-Use Node Area – Bells Ferry Road and SR 92
– Plan and Section



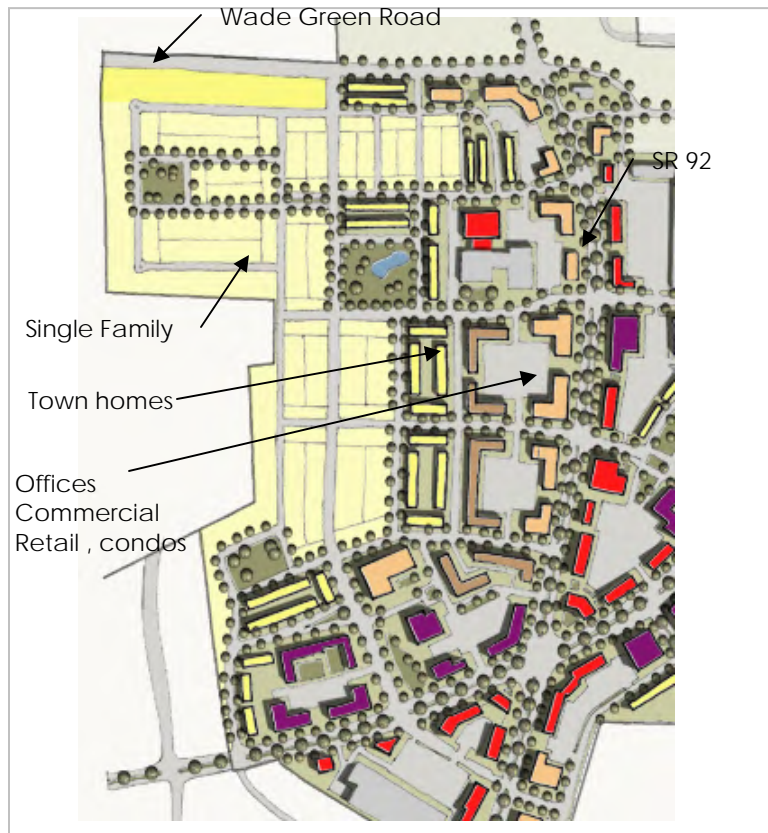
Bells Ferry LCI

DEVELOPMENT PLAN

3.7 Concept Plan – Sub-Areas

Bells Ferry-Wade Green Enclave

- Redevelopment of existing commercial/retail along SR 92
- Expansion of Woodstock Furniture
- Development of vacant property
- Redevelopment potential of existing apartments
- Preservation of creek
- Develop this area into mixed-use with diverse uses, predominantly housing with office/commercial
- Encourage housing diversity to support mixed incomes and product types- live/work, condos, multi-family, townhomes, single family
- Compact grid street network and loop street around the intersection and connection from Robin Road/Wade Green Road to Bells Ferry Road and SR 92



Concept Plan

Bells Ferry Parkway Enclave

This sub-area covers a large part of the Study Area. It consists of significant undeveloped and under-utilized land that includes two mobile homes development. This area is proposed for a unique residential neighborhood that brings a mix of densities and product types of housing with a linear park system that runs across the entire area. In the master plan for park initiatives, Cherokee County Parks and Recreation Department identified a regional park similar to that of Hobgood Park to be located in this area that serves southern part of the county. It is a very opportune moment to leverage this need and integrate it with the housing to create unique neighborhood. This will not only catalyze the redevelopment of this area but it also gives a unique



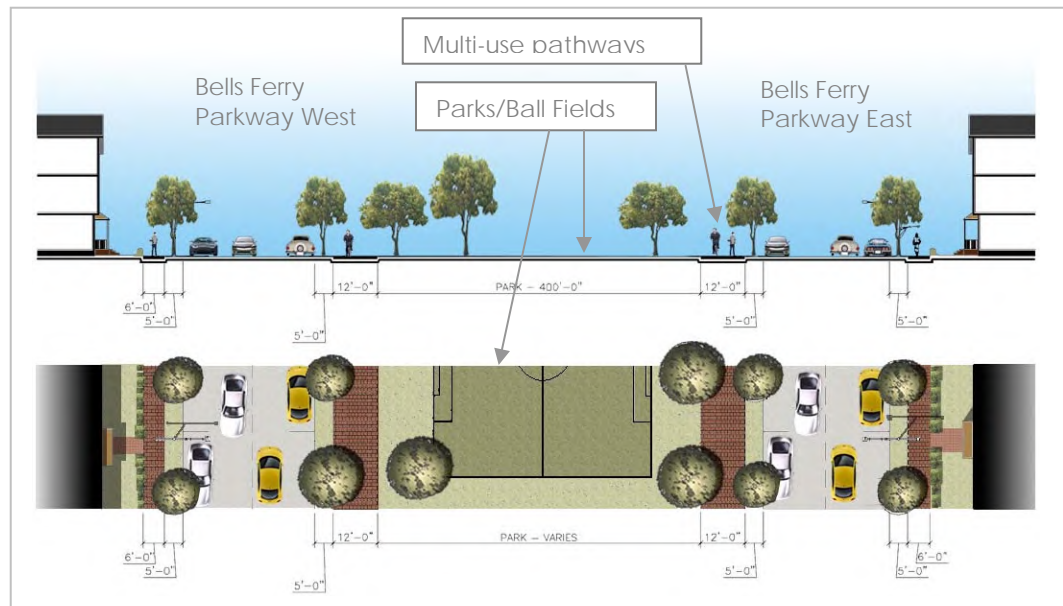
Bells Ferry LCI

DEVELOPMENT PLAN

3.7 Concept Plan – Sub-Areas

identity to the area. Department of Parks and Recreation is also seeking to locate the proposed aquatic center in this area.

A parkway is proposed that runs parallel to Bells Ferry which would be a local residential street with other neighborhood scale street grid. A linear park is proposed along the parkway to house both active and passive recreation areas. Active recreation such as baseball, softball, soccer and football fields, tennis and basket ball and passive recreation areas as parks and open spaces are provided for the residents to enjoy. There is a large lake in the area that is included as part of this park system and a focal point is created by locating an amphitheatre.



Bells Ferry Parkway – Plan and Section

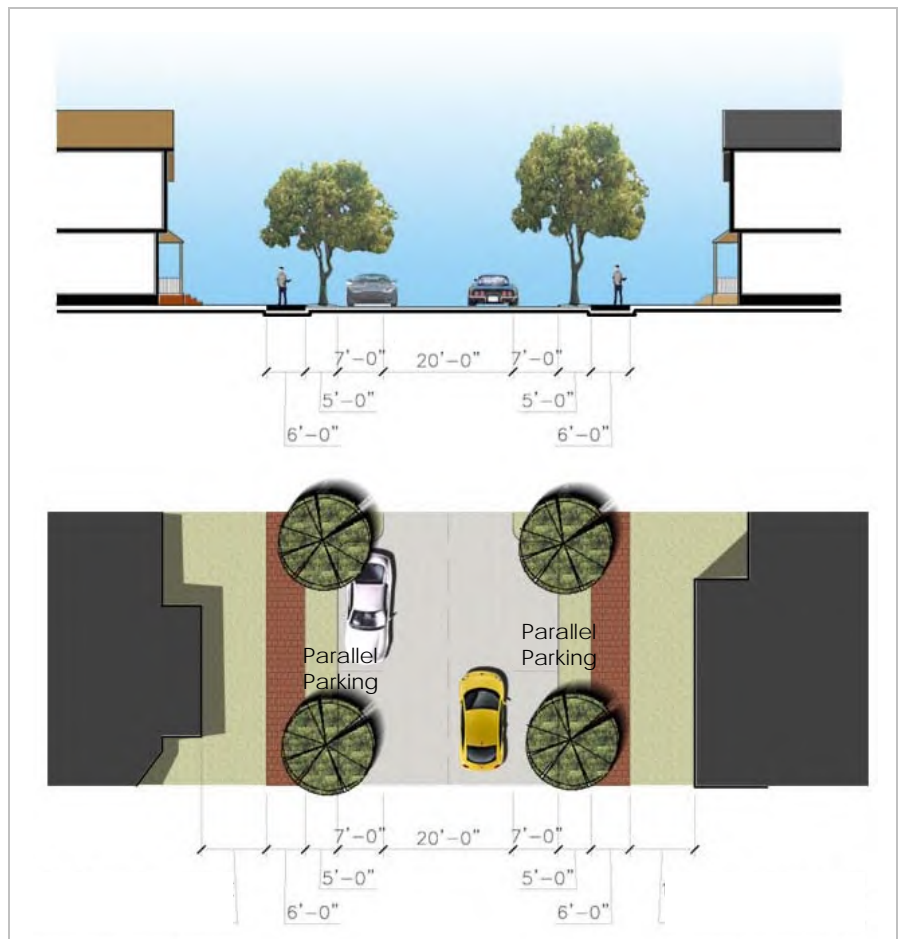


Bells Ferry LCI

DEVELOPMENT PLAN

3.7 Concept Plan – Sub-Areas

This park system extends to the Bells Ferry Road (on perpendicular axis) to give exposure and visibility of the park from Bells Ferry Road. Along this axis both the aquatic center and the amphitheatre are located, to create a large civic and public area. The parking areas are collocated for efficient land use. The parking in this park system is proposed to be of soft areas (pervious surface). The soft parking areas provide flexibility for the use of large congregations such as festivals, fairs, concerts and others. There is flexibility to locate other civic uses in the future around this axis, facilities such as library or school. A small retail is provided as part of this civic space.



Typical Residential Street - 2 lane with parallel parking on either side – Plan and Section

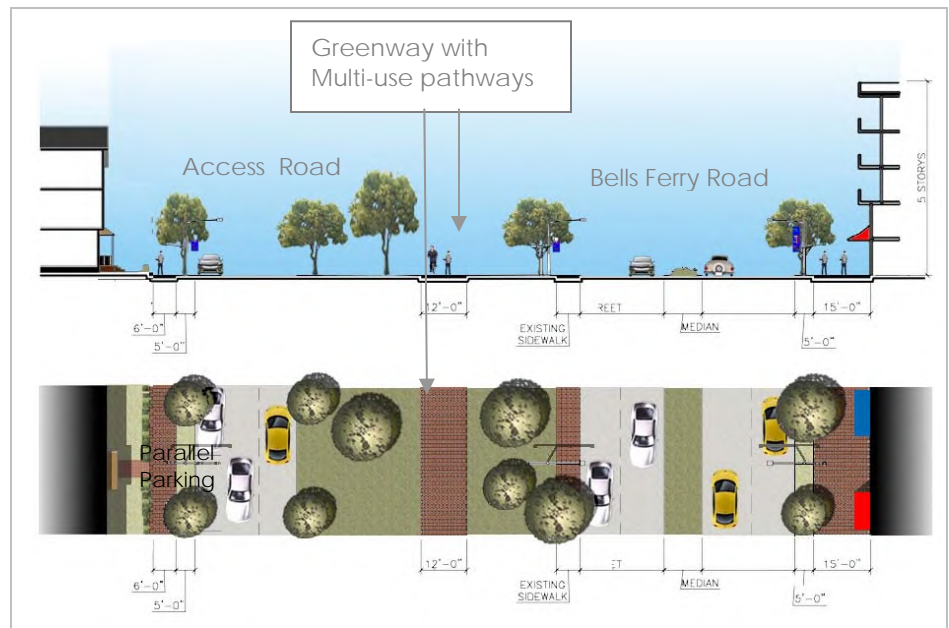


Bells Ferry LCI

DEVELOPMENT PLAN

3.7 Concept Plan – Sub-Areas

In general the housing density goes from high-density along Bells Ferry Road to low-density toward the interior. High-density residential proposed along Bells Ferry Road includes condos, live and work units, and town homes, followed by medium-density housing that includes town homes and cluster housing, followed by single family housing. Along Bells Ferry Road a linear greenway is created that acts as buffer from Bells Ferry Road which allows for housing to front Bells Ferry Road. An access road along this greenway is provided for accessing the housing and the interior areas. East-west connectors are provided to link Bells Ferry Road and Woodstock Road for convenient circulation. A multi-use pathway loop is created that connect various parts of this area and connects to the mixed-use node at the intersection of Bells Ferry Road and Hwy 92. This offers transportation alternatives for the residents to get around the area.



Bells Ferry Road with Greenway – Plan and Section



Bells Ferry LCI

DEVELOPMENT PLAN

3.7 Concept Plan – Sub-Areas

Bells Ferry Parkway Enclave

- Redevelopment of mobile home parks
- Development of large tracts and single family/horse farms
- Bells Ferry Road streetscape improvements
- Creating a civic space and park system with aquatic center and amphitheatre
- Preserving the creek/lakes
- Creating multi-use pathway loop and connecting it to primary node at the BF intersection, secondary node at Wal-Mart and Lake Altoona
- Creating a unique neighborhood with a linear parkway and park system with both active and passive recreation
- Housing diversity to support mixed incomes and product types-live/work, condos, multi-family, townhomes, single family – Higher density residential along BF and medium-density and single family toward interior
- Small node of mixed use with some convenient retail as part of the civic space



Concept Plan

Bells Ferry –Backcomb Carmel Enclave

This area consists of a mobile home park on Bells Ferry Road proposed for redevelopment into a mixed-use node, including condos or apartments, town homes, retail and office. This node at the mid point between the two nodes



Bells Ferry LCI

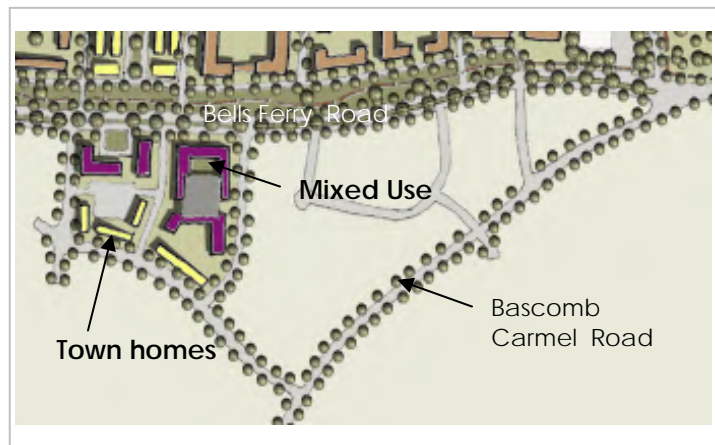
DEVELOPMENT PLAN

3.7 Concept Plan – Sub-Areas

along Bells Ferry Road lies on the axis of the civic space across the node. By creating this node, it draws attention to the civic space across the street. The adjacent warehouse/industrial uses are proposed to be redeveloped into mixed uses as well.

Bells Ferry-Bascom Carmel Enclave

- Redevelopment of mobile homes and warehouse/industrial uses
- Creating a mixed use node midway between BF intersection node and Wal-Mart- retail node
- Small retail node at the eastern end of this sub area
- Redevelopment of warehouse/ industrial areas into mixed-use in future.



Concept Plan



Bells Ferry LCI

DEVELOPMENT PLAN

3.7 Concept Plan – Sub-Areas

Bells Ferry - Eagle Drive Node

This node located at the intersection of Bells Ferry Road and Eagles Drive is the *secondary node* of the Study Area. It currently consists of Wal-Mart and a recently completed strip shopping plaza on the east and west corners of the intersection. Retail uses are proposed in this node to supplement the existing uses. Currently the buildings sit back from the street with parking fronting the street. Liner retail buildings on east and west corners are proposed that front the street and the sidewalk to provide the edge and create a node that is pedestrian friendly. On the other two corner vacant sites, retail uses are proposed to the front with parking in the rear.

- Bells Ferry-Eagle Drive Node**
- Creating a secondary node with retail along with the existing Wal-Mart and strip shopping
 - Widening of Eagle Drive and traffic improvements
 - Creating crosswalks and safe pedestrian environment



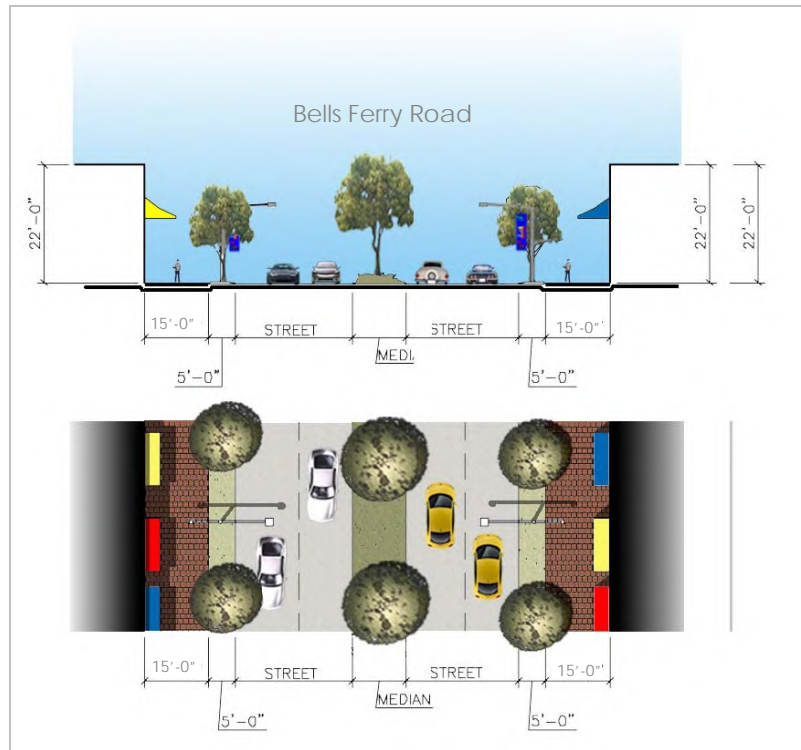
Concept Plan



Bells Ferry LCI

DEVELOPMENT PLAN

3.7 Concept Plan – Sub-Areas



Bells Ferry Road – Eagle Drive Node – Plan and Section

Bells Ferry-Kellogg Creek Enclave

This sub area is located at the intersection of Bells Ferry Road and Kellogg Creek Road. It currently consists of commercial, residential, civic and vacant land. Mixed use is proposed in this location with predominantly residential uses to include condos, town homes, single family with neighborhood retail and convenient services.

Trails

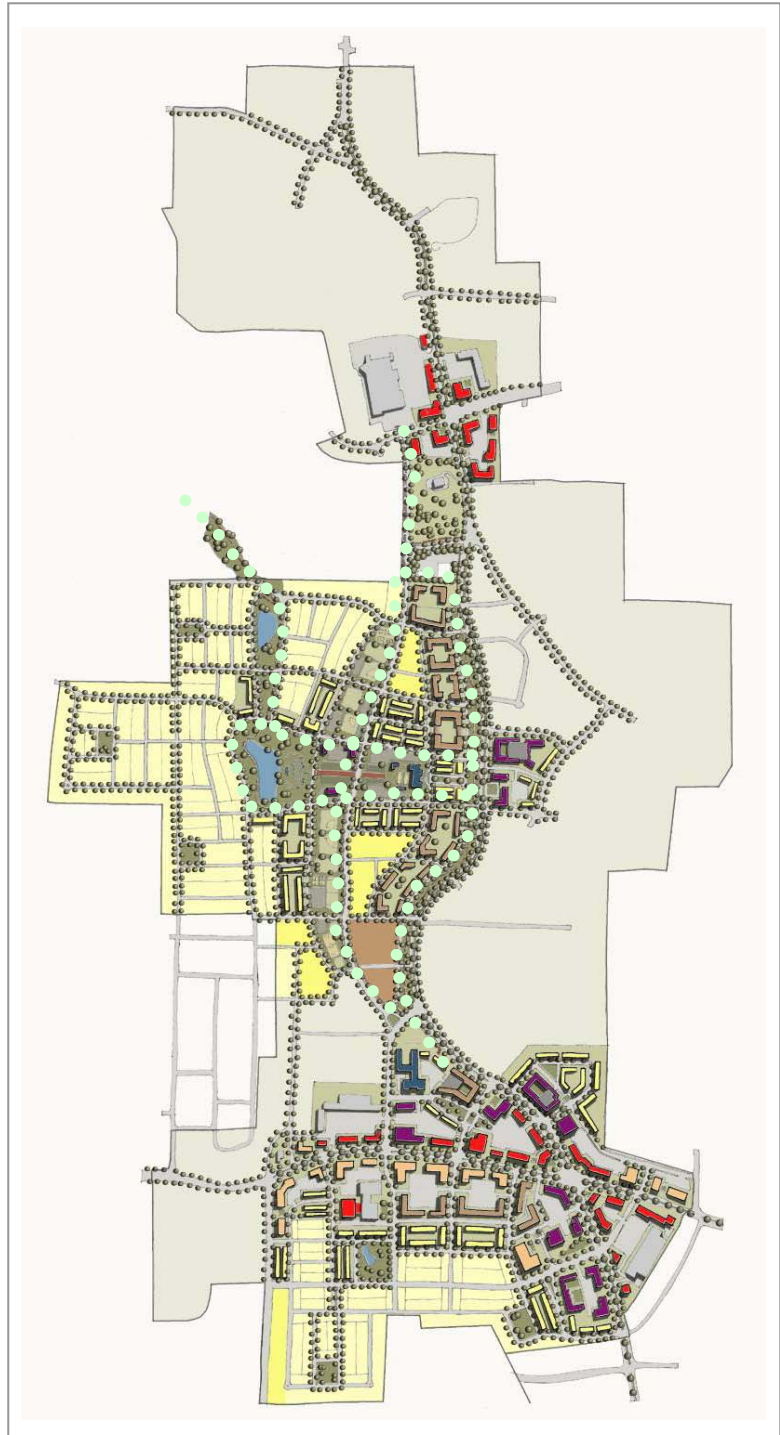
A multi-use pathway for biking and walking is proposed to connect the neighborhood and the primary and secondary node and connect the lakes. This pathway is recommended to be extended to connect to Lake Altoona as part of the regional trail and greenway system.



Bells Ferry LCI

DEVELOPMENT PLAN

3.7 Concept Plan – Sub-Areas



Trails



Bells Ferry LCI

DEVELOPMENT PLAN

3.7 Concept Plan – Sub-Areas

DEVELOPMENT PROGRAM					
SUB AREAS	Site Area	Existing Use	Proposed Uses	Estimated Development Year	Comments
Cherokee Gateway - Southwest	13 acres	Retail	Retail, Commercial/Office, Live/Work	2005-2010	Private development - redevelopment
Cherokee Gateway - Southeast	17.5 acres	Retail	Mied-Use - Retail, Commercial/Office, Multi-family (condos)	2010	Modify the existing Mimms Retail Shopping, Public and private - Redevelopment
Cherokee Gateway - Northeast	35.5 acres	Retail, Commercial/Office, Mobile Homes and Undeveloped Land	Mixed-Use - Retail, Office/Commercial, Multi-family (condos/apts) and Town Homes	2010-2015	Private development - Redevelopment
Cherokee Gateway - Northwest	40 acres	Retail, Commercial/Office and Residential	Mixed-Use - Retail, Office/Commercial, Multi-family (condos/apts) and Town Homes	2010-2015	Private development - Redevelopment
Bells Ferry-Wade Green Enclave	160 acres	Commercial, Apartments, Single Family and Undeveloped Land	Retail, Commercial, Offices, Residential - Condos, Town Homes and Single Family	2007-2010	Private development
Hwy 92 Corridor - North	16.8 acres	Retail	Retail	2010-2015	Preserve existing Kroger/retail strip, private development
Bells Ferry Parkway Enclave	360 acres	Residential - Mobile Homes and Single Family	Residential - Condos, Town Homes and Single Family. Civic Uses - aquatic center, amphitheatre, library, school, parks and playgrounds	2006-2020	Public and private
Bells Ferry-Bascomb Carmel Enclave	17 acres	Residential - Mobile Homes	N/A		Public and private
Bells Ferry - Eagle Drive Node		Retail and undeveloped land	Retail, Commercial/Office	2006-2015	Private development
Bells Ferry-Kellogg Creek Enclave		Commercial, Residential and Civic	Retail/Commercial/Office/Residential	2006-2015	Private development



Bells Ferry LCI

RECOMMENDATIONS

4.0 Recommendations

Recommendations

The recommendations for implementing the concept plan are described in this section, which is organized in three sections as mentioned below:

- 4.1. Land Use and Zoning
- 4.2. Transportation
- 4.3. Urban Design



Bells Ferry LCI

RECOMMENDATIONS

4.1 Land Use and Zoning

Future Land Use and Zoning Considerations

The following Land Use and Zoning considerations are put forth to encourage and promote the successful implementation of the Bells Ferry LCI Plan. It is critical that the recommendations for this plan be adopted by the County and integrated into the Comprehensive Plan, in order to ensure the successful implementation of the plan. Without modifications to the current Cherokee County Land Use and Zoning regulations, the study area will continue to grow in a conventional suburban manner, and will fail to reach the vision generated through this master planning process.

Land Use Considerations:

Mixed Use

The intersection of Bells Ferry/SR 92 (primary node), the warehouse/industrial node along Bells Ferry at Bascomb Carmel/Bells Ferry and the Kellogg Creek/Bells Ferry intersection node are designated as “mixed use” and will allow for the following uses:

- Park/Open Space
- Commercial/Retail
- Civic
- Office
- Single-family Residential
- Town homes
- Multi-family Residential

Cherokee Gateway – Southeast, Cherokee Gateway-Southwest, Cherokee Gateway – Northeast, Cherokee Gateway-Northwest, Bells Ferry-Wade Green Enclave
The Bells Ferry/SR 92 primary node will be the mixed use center of the study area and will serve as a destination point for residents both within and outside of the study area. This land use zone extends westward to Wade Green Road and will provide the flexibility needed to implement a variety of uses and densities based on market conditions and demand. A higher density mixed use in this node is recommended to allow for more intensity and diversity of uses and activities with retail, entertainment, restaurants, commercial and office uses of regional impact that



Bells Ferry LCI

RECOMMENDATIONS

4.1 Land Use and Zoning

enables it to be a destination point and encourages an urban village to emerge.

Bells Ferry-Backcomb Carmel Enclave and Bells Ferry-Kellogg Creek Enclave

These mixed use nodes will be a lower density mixed cluster to serve as an eastern anchor to the Bells Ferry Parkway Enclave sub area and anchor at the northern end of the study area. This land use designation will allow for the redevelopment of the existing warehouse/ industrial node on Bells Ferry Road in a manner most appropriate to market demand and economic conditions. The mixed uses envisioned at these nodes should be predominantly residential of various densities, product type with community and neighborhood services of retail, commercial and office uses.

Retail:

Bells Ferry-Eagle Drive node and SR 92 Corridor North

The Bells Ferry/Eagle Drive node along with the Kroger Site and associated out-parcels on SR 92 constitute the retail land use designation within the study area. These areas currently have big-box retail functions and a surplus of available parking and serve as appropriate zones for additional high intensity retail uses in the future.

Residential - High Density:

Bells Ferry Parkway Enclave

The eastern portion of the Bells Ferry Parkway Enclave, along Bells Ferry Road, will serve as the residential -high density land use zone. The higher density residential uses at this location will allow for a variety of multi-family, condos, town homes housing options located along the proposed Bells Ferry Parkway.

Residential - Medium Density:

Bells Ferry Parkway Enclave

The central portions of the Bells Ferry Parkway Enclave will serve as the residential - medium density land use zone. The medium density residential uses at this location will allow for a variety of town homes and single-family attached and detached housing options.



Bells Ferry LCI

RECOMMENDATIONS

4.1 Land Use and Zoning

Residential – Low Density:

Bells Ferry Parkway Enclave

The outer portions of the Bells Ferry Parkway Enclave will serve as the residential – low density land use zone. The low density residential uses at these locations will allow for lower density single-family detached housing options.

In both the high density and medium density residential small local service retail should be allowed. Uses such as coffee shop, convenient stores.

Parks and Open Space

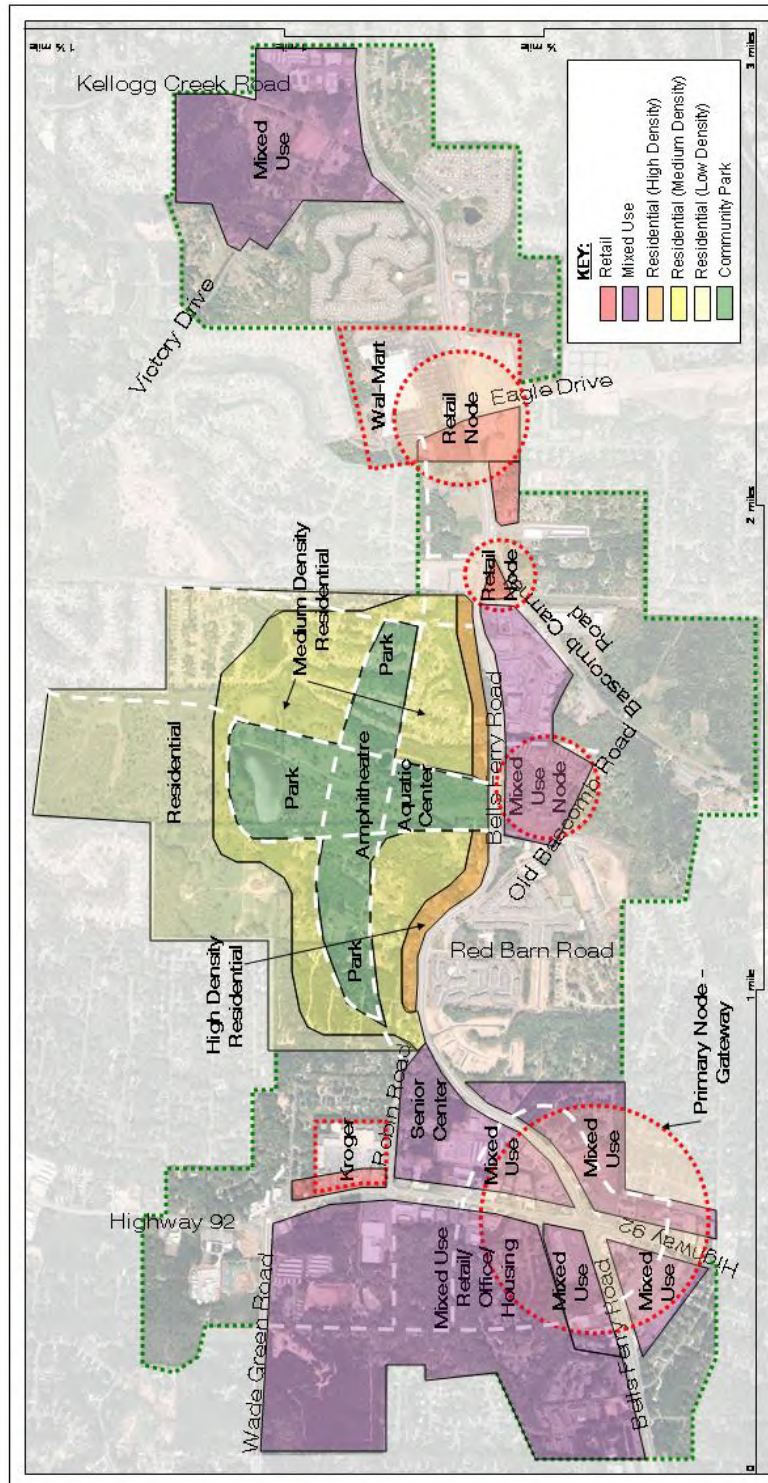
While open space and pocket parks should be provided within all land uses. A high concentration of park space is located within the heart of the Bells Ferry Parkway Enclave. The park space here will accommodate both active and passive recreation opportunities along with the proposed Cherokee County Aquatic Center and will serve as a unique asset within the study area. Also included within this zone are existing ponds which are to be leveraged as public amenities and gathering spaces. Consideration is to be made for multi-use trail and path connectivity. Open space and parks should be usable, designed and maintained spaces not left over open spaces or buffers, creeks or flood plains.



Bells Ferry LCI

RECOMMENDATIONS

4.1 Land Use and Zoning



Bells Ferry LCI
Corridor Study
 Cherokee County, Georgia

Concept Plan

Concept Plan

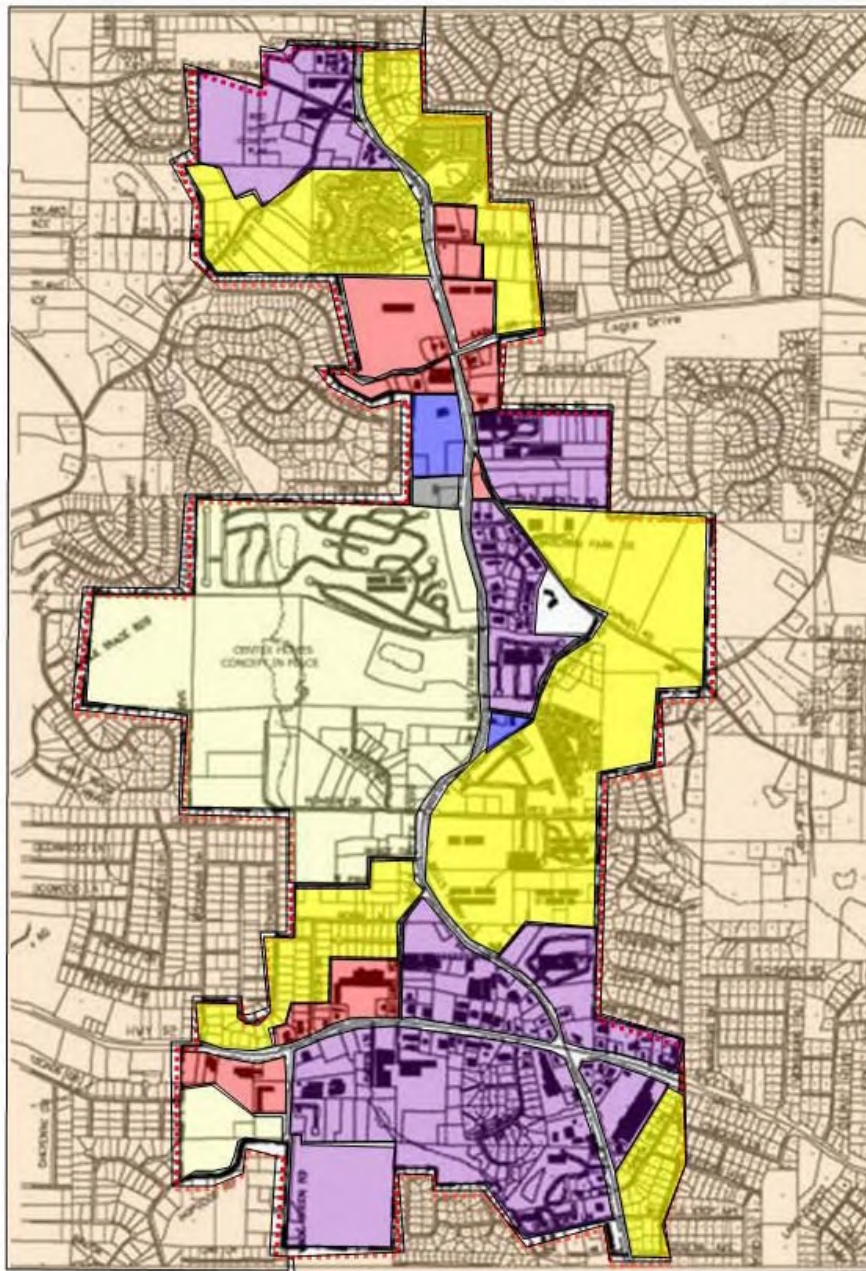
General Notes:
 A mixed use center at the intersection of Bells Ferry Road and Highway 92
 A central park area to serve the entire community, complete with Aquatic Center and Amphitheatre surrounded by varying densities of residential housing.



Bells Ferry LCI

RECOMMENDATIONS

4.1 Land Use and Zoning





Bells Ferry LCI
Corridor Study
 Cherokee County, Georgia



Future Land Use
 Existing Residential - preserve
 Residential
 Commercial - retail/office
 Mixed Use
 Civic-Religious
 Infrastructure

Future Land Use



RECOMMENDATIONS

Bells Ferry LCI

4.1 Land Use and Zoning

Zoning Amendment Considerations:

A two-part strategy is recommended to allow for the implementation of the Bells Ferry Master Plan. The first strategy involves a modification of existing zoning regulations to allow for greater flexibility within both residential and non-residential zones. The second strategy involves the adoption of new zoning categories that enable the mix of uses and sharing of infrastructure that the plan recommends and is essential for proper build-out.

Modification of Existing Districts

It is recommended that Cherokee County modify several aspects of existing categories to encourage compatible new development including:

- Create a maximum buildable/footprint cap in the General Commercial and Neighborhood Commercial categories to discourage new big box development in inappropriate locations;
- Create allowances for reduced front setbacks in both residential and commercial residential districts so that new structures can be located closer to the street with parking behind.

New Mixed-Use Zoning Category:

Consideration should be made by Cherokee County to create for a new "Mixed-Use" zoning category. This category must embody the general principles of the Bells Ferry LCI Master Plan while permitting a mix of uses. It should also allow flexibility to meet the market demand. Because the Bells Ferry LCI Study Area includes many different existing and proposed land uses, the proposed zoning category should include a variety of sub-areas, including:

- A medium-to-high density mixed-use sub-area around the SR 92/Bells Ferry node, supporting intense regional/community retail/commercial uses with housing and or offices above.
- A low-to-medium density mixed-use sub-area at Bells Ferry/Bascomb Road (existing mobile park homes and existing warehouse/industrial site) and at Kellogg Creek Road/Bells Ferry node, supporting neighborhood commercial uses with housing above.



Bells Ferry LCI

RECOMMENDATIONS

4.1 Land Use and Zoning

- A multifamily sub-area in current and proposed town homes and multifamily areas which supports local serving retail.
- A single-family sub-area in current and proposed single-family areas which allows for higher density detached housing and neighborhood serving retail.

Zoning Incentives:

Cherokee County should provide a variety of zoning incentives to encourage compatible new developments including possible density bonuses for: providing affordable housing, preserving open spaces, providing shared parking and infrastructure; improving the streetscape environment and providing pedestrian connections between new developments and existing amenities.

Parking Regulations:

The size and layout of parking can be a major impediment toward creating a compact, walkable mixed-use development. Parking modifications to be considered include: eliminate parking minimums and implement parking maximums, encouraging shared parking for separate developments, eliminating parking between the primary street and the building façade thereby limiting parking to rear or side locations, and requiring basic landscaping of parking lots and inter-parcel connections.

Open Spaces/Parks:

Parks and open spaces should be required for all uses. The size and percentage should vary based on the uses. Pocket parks should be recommended in residential uses within a walking distance of 10 minutes.



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TRANSPORTATION RECOMMENDATION FORMULATION

Transportation Planning Process

A major component of the LCI Study planning process involves transportation issues. Recommendations evolved from an inclusive process with various community participation techniques.

EXISTING CONDITIONS ASSESSMENT

The team of consultants performed analysis on the existing transportation network in the LCI study area. Relevant analysis included:

- transportation context (cross-regional facilities, connectivity to other activity centers),
- roadway facilities (inventory, level of service, network circulation, access, inter-parcel connectivity, traffic counts, forecast volumes, congestion, safety)
- bicycle/pedestrian facilities (inventory, assessment, demand, conflict points, safety, environment), and
- consultation of other initiatives, studies, and projects (including Regional Transportation Plan, County and GDOT Work Programs).

STAKEHOLDER PARTICIPATION

All transportation-related goals, issues, findings, and recommendations were presented to and discussed with the Core Team at regular monthly meetings and with county engineers and planners.

COMMUNITY PREFERENCE SURVEY (CPS)

The CPS offered an opportunity to the community to express preferences for several aspects of transportation facilities, especially:

- streetscape environment,
- pedestrian/bicycle facilities, and
- traffic calming devices.

DESIGN WORKSHOP

A major component of the design workshops was community input on how best to “connect” the proposed facilities and land uses. Important concepts as well as specific project ideas evolved from the community involvement. These were examined for economic,



“Connect” the Community



engineering, and political feasibility by the consulting team and incorporated in the master plan.

CONCEPT PLAN ASSIMILATION

The consulting team assimilated the findings and prepared a concept plan which addresses

- existing transportation issues,
- alternate transportation modes (bicycle and pedestrian, primarily),
- pedestrian circulation,
- enhanced arterial access and inter-parcel connectivity,
- exploration of vehicular circulation and parking options,
- recommendation for traffic calming and transportation demand measures.

TRANSPORTATION COORDINATION MEETING (TCM)

Because most transportation projects require the support of organizations and agencies outside of local jurisdiction, a TCM was held to discuss potential projects prior to finalizing recommendations. GDOT, ARC, GRTA representatives as well as Cherokee County planning and engineering departments were in attendance. The attendants determined that the final recommendations which follow are feasible.

Transportation Issue Identification

The following key transportation-related issues were identified during the course of the planning process:

Traffic Congestion. The ARC forecasts a general decrease in the level of service of study area roadways.

Safety. In terms of traffic accidents, SR 92 is more dangerous than comparable statewide arterial average. Limited facilities for non-motorized travel create perception of an unsafe pedestrian environment.

Alternative Transportation. Existing public facilities and private development predominantly cater to motorized vehicle mobility and access, respectively. Limited existing facilities serve pedestrians. A primary goal of the study will be planning for greater multi-modal choice in the future.



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SR 92. Improvements to this ARC-identified “Cross-Regional Corridor” will facilitate higher volumes of through-traffic while addressing deficiencies in present operating conditions.

Pedestrian Environment and Streetscape Aesthetics. New investment in the transportation network should honor goals beyond mobility and access to focus on enhancing the pedestrian experience.

Skeletal Network. Few area streets offer alternatives to Bells Ferry Road and SR92 for local trips, resulting in generally poor inter-parcel connectivity.

Arterial Access Management. A challenge for area transportation planning will be to preserve the mobility functions of the major arterials (capacity, flow, and speed) while providing safe, efficient, & equitable access to property and new development.

Inefficient use of existing infrastructure. New development should take advantage of the built-in capacity of Bells Ferry Road.

Land Use / Development Regulations. Future regulations must particularly address property access to automobiles as well as pedestrians (curb-cuts, parking, inter-parcel connectivity, building orientation to streets and sidewalks, etc).

Scheduled Improvements. Design plans should be evaluated for consistency with the goals of this study.

COMMUNITY IDENTIFIED NEEDS

- Pedestrian and Bicycle Facilities (for recreation and transportation)
- Truck Parking
- Interior access to undeveloped land (private need)
- Access to proposed recreation facility
- Streetscape Enhancements (Economic Development, Pedestrian Environment, Aesthetics)



Transportation Context

An implication of the LCI program is that recent regional development patterns (characterized as low density, single use, and auto-dependent) have contributed significantly to unlivable conditions (including air quality problems, unacceptable levels of congestion, and inequitable transportation options).

Regional planners have determined that the concentration of development in compact centers and along corridors where adequate infrastructure (including transit) is or may be made available would significantly decrease the strain on the regional road network.

The study area does not have a transit station around which development may orient. Still, given the lack of alternate corridors, future transit will most likely make use of the existing rights of way, especially those of the main arterials. SR 92 and Bells Ferry Road not only intersect in the study area but also provide direct connections to the nearby centers of Canton, Woodstock, Acworth, Kennesaw, and Town Center Area of Cobb.

It so happens that the same corridors which may one day support transit also provide the daily high traffic, high visibility required by major retail, which in turn serves as an amenity critical to development of a mixed-use activity center. Thus, it is prudent to plan for pedestrian-oriented development of the greatest diversity and intensity politically feasible in close proximity to the intersection of SR 92 and Bells Ferry - as the concept plan portrays.

Arterials, however, are by design not pedestrian-friendly, as they must accommodate high volumes of high speed traffic. Thus, access streets must be provided as viable alternatives to the arterials for local trips. It so happens that such parallel streets are also a key component of arterial access management as they relieve the arterials of local traffic. Thus, a tight, inter-connected network of pedestrian-friendly, local access streets is the primary recommendation of this study to address the LCI goals of internal mobility, inter-parcel connectivity, access management, and alternate transportation circulation.



TRANSPORTATION RECOMMENDATIONS

Implementation Plan

The implementation plan consists of a descriptive narrative and schedule of transportation projects (generally, capital improvement projects involving new or improved facilities) and transportation-related initiatives (policies, standards, or guidelines recommended for adoption as part of the comprehensive plan, zoning ordinance, development regulations, and other related local regulatory procedures).

A 5-year schedule of specific actions to implement the recommendations of this study accompanies this document. Estimated cost, prospective funding source, and timeframe are specified for each transportation project (TP) and transportation-related initiative (TRI).

Two maps accompany this document. They identify the locations of proposed transportation improvement projects for the Bells Ferry Corridor and the SR 92 Corridor.

The following narrative discusses each transportation project and transportation-related initiative in turn.



Bells Ferry LCI

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BELLS FERRY CORRIDOR IMPROVEMENTS

Refer to the corresponding map for project locations at the end of this section.

Bells Ferry Trail (Shared Use Path)

A ~1.5-mile shared use path is proposed along the west side of the Bells Ferry corridor. This trail will serve as the primary arterial of the pedestrian network in the area. The trail will be located within a linear park which will vary in width from 50' to 150'.

TYPICAL CROSS SECTION

The proposed path section shall be concrete (12 ft wide) with asphalt shoulders (2 ft each) and clear zones (2 ft each). Shoulders are asphalt in order to accommodate those wishing to exercise on a softer surface.

ALIGNMENT

The conceptual alignment is presented in the accompanying graphic. Where the path must deviate from this alignment, separation from Bells Ferry Road should be maximized. The path should maintain a planting strip (5 ft minimum) to serve as a landscaped buffer from parallel local roadways.

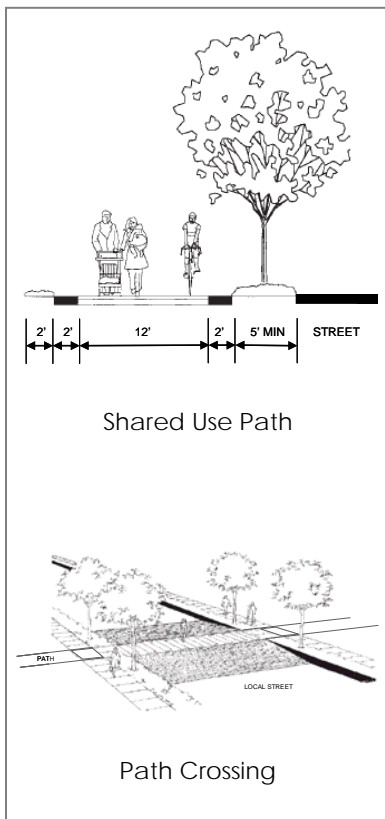
CROSSWALKS

Importantly, the proposed alignment minimizes roadway crossings. Six raised crosswalks are proposed. This design requires motorists to give right of way to path users while also serving as a mid-block speed table.

Bells Ferry Road

Recommended improvements within the Bells Ferry Road Right of Way include:

- Signalization of existing intersections (median breaks) concurrent with redevelopment demand
- Landscaping the existing raised median (street trees, shrubs, grasses, etc)
- Landscaping the existing shoulder (limited opportunity for low-profile enhancements)
- Streetscape improvements (pedestrian lighting, seating)

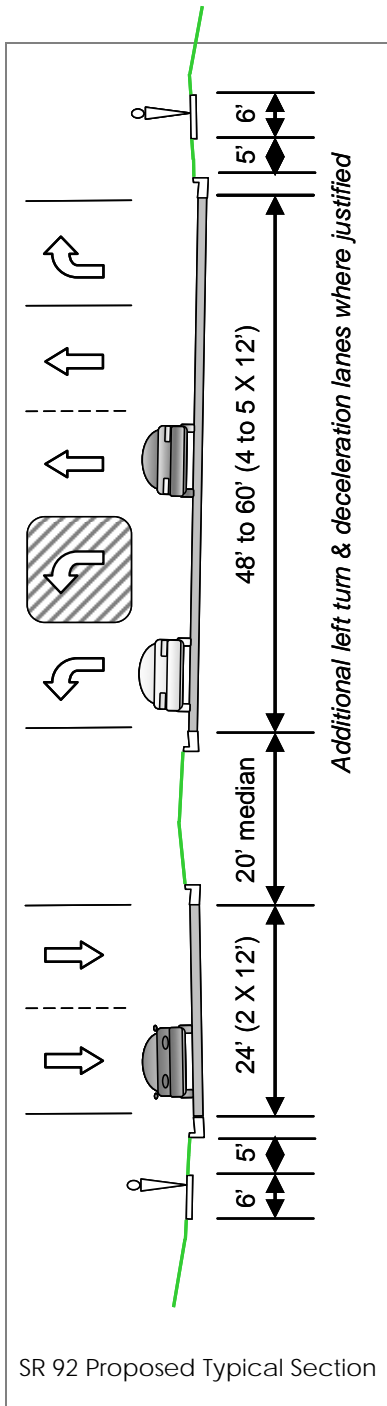




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SR 92 CORRIDOR IMPROVEMENTS

Refer to the corresponding map for project location at the end of this section.

SR 92 Roadway Improvements

This study affirms the need for a significant upgrade to SR 92. The proposed improvements and policies provide an access management plan for more efficient traffic operations while reducing conflict points, which in turn reduces accidents. Also, the proposed improvements improve the safety of and enhance the environment for pedestrians.

ADDITIONAL LANES

Widen SR 92 to two 12-ft through lanes in each direction.

RAISED MEDIAN

Eastbound and westbound traffic shall be separated by a raised median. The median shall maintain a minimum width of 20' even as the roadway transitions from one intersection to the next.

The raised median shall be landscaped with trees, shrubs, and/or grasses which are deemed suitable by GDOT. Note that ornamental street lights may also be located in the median.

RAISED MEDIAN DISCUSSION

GDOT promotes the benefits of raised medians for roadways which meet the following criteria:

- Urban arterials ;
- Current traffic volumes over 18,000 vehicles per day ;
- Future traffic volumes over 24,000 vehicles per day ;
- High turn volumes ;
- High crash rates ;
- Large # of driveways ; and
- Pedestrian crossings in the area.

SR 92 meets each these criteria, respectively, as follows:

- GDOT classification as an "urban principal arterial"
- GDOT 2004 traffic counts
 - > 35,000 vehicles per day west of Bells Ferry
 - > 27,000 vehicles per day east of Bells Ferry
- ARC 2030 forecast traffic volumes



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- > 49,000 vehicles per day west of Bells Ferry
- > 40,000 vehicles per day east of Bells Ferry
- GDOT 2007 ADT estimates indicate that just 33.7% of vehicles entering the study area from the west will continue straight through eastbound on SR 92
- GDOT accident report data indicate that nearly twice as many accidents occur along SR 92 through the study area as the statewide average for comparable roadways
- 44 curb cuts serve private driveways off of 1.15 miles of SR 92 through the study area (1 driveway every 140 feet, approximately)
- indicators of the increasing demand for pedestrian facilities in the area include:
 - 2.5 miles of new sidewalks are programmed for construction on SR 92 and Robin Road
 - approximately 2.8% of area households reported no access to a motorized vehicle in 2000 (US Census)
 - a goal of the LCI is to increase pedestrian traffic in the study area

INTERSECTIONS

All proposed intersections shall be fully signalized and shall ultimately be spaced at 800 ft apart (minimum). No median break shall be constructed without full signalization for automobiles and pedestrian cross traffic. In the event cross traffic does not justify full signalization, no median break shall be provided.

ACCESSORY LANES

Single left turn (or U-turn) lanes shall be provided at intersections. U-turns shall be accommodated where existing conditions do not justify construction of full intersections. Additional left turn lanes and right-turn deceleration lanes shall be constructed where justified by future traffic estimates.

CURB CUTS

Upon widening SR92, curb cuts shall be granted to serve existing business parcels as presently configured except where alterations are deemed necessary. These curb cuts shall be considered temporary and shall be designed for



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future deconstruction as redevelopment comes into accordance with this plan.

Permanent right-in, right-out curb-cut access locations shall be constructed midway between full intersections. Such curb cuts shall not be located within 250' of a full intersection.

Subsequent curb cut requests which are not in accordance with this plan shall be denied.

SR 92 Pedestrian Improvements

SIDEWALKS

New concrete sidewalks are proposed along both sides of SR 92 from Woodland Drive to Santa Fe Trail (approximately 1.15 miles). The proposed sidewalks shall be as suggested in the street sections in section 3.0.

PLANTING STRIP

Sidewalks shall be separated from motorized travel lanes by planting strips 5 feet (min) wide to buffer pedestrians from automobile traffic.

Note: The dimensions proposed above deviate from the section designed by GDOT, adding 3 ft to the planting strip and 1 ft to the sidewalk width; however, this additional 4 ft of horizontal section falls within the right-of-way acquired for the project.

LANDSCAPING

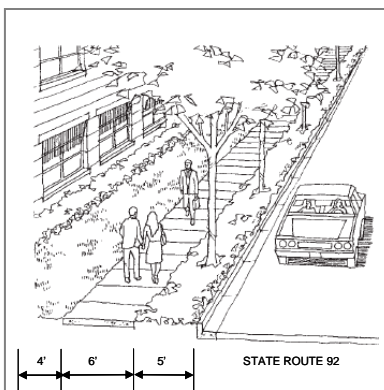
The planting strip shall be landscaped with trees, shrubs, and/or grasses which are deemed suitable by GDOT.

SIGNALIZED CROSSWALKS

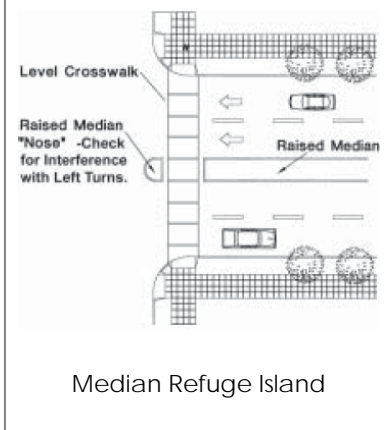
New signalized crosswalks are proposed for all full intersections along SR92.

MEDIAN REFUGE

Crosswalks at fully signalized intersections shall be configured so as to provide refuge for pedestrians in the median. A raised median nose shall be constructed at each pedestrian crossing. Pavement striping must be carefully designed so that the raised median noses do not



SR 92 Sidewalks & Planting Strip



Median Refuge Island



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interfere with left turn movements. Crosswalks shall be level to accommodate pedestrians with physical handicaps.

NEW ROADWAY FACILITIES

The concept plan calls for numerous new local streets to be constructed, concurrent with development. The streets with a critical role are here described.

Bells Ferry Parallel Access Road

A new 2-3 lane road is proposed to parallel Bells Ferry Road on the west from the Eagle Drive intersection south to SR 92.

Bells Ferry Perpendicular Access Roads

New 2 lane roads are proposed to connect Bells Ferry Road with the aforementioned parallel access road at each existing Bells Ferry median break.

SR 92 Parallel Access Road

A new 2-3 lane road is proposed to parallel SR 92 on the south from Woodland Drive to Bells Ferry Road.

SR 92 Perpendicular Access Roads

New 2 lane roads are proposed to connect SR 92 with the aforementioned parallel access road at each proposed median break on SR 92.

New Local Streets

Numerous local streets will be required to serve new development in the area. The county plays an important role in regulating the design of these streets, including pedestrian, landscaping, and traffic calming. Further, requirements of inter-parcel connectivity must be developed and enforced.

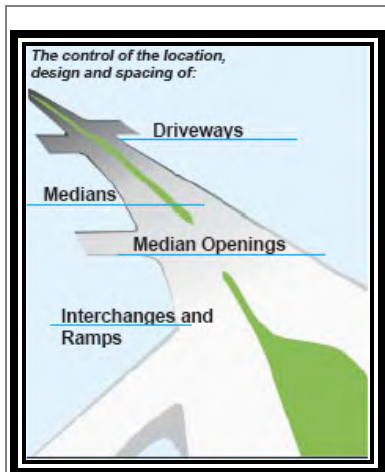


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ACCESS MANAGEMENT

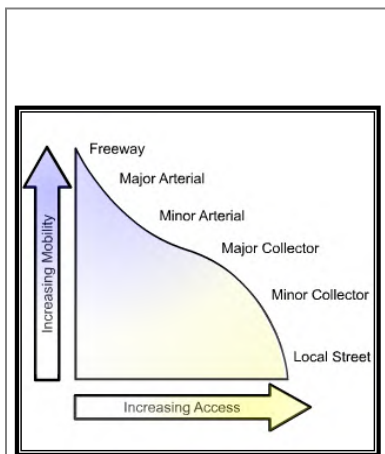


Access Management

Access Management (AM) is a term used in transportation planning and engineering that involves coordination between roadway design and land use to improve on a variety of transportation issues. It is a way to provide access to land development while simultaneously preserving the flow of traffic on the surrounding road system in terms of safety, capacity, and speed.

Access Management involves changing land use planning and roadway design practices that limits the number of driveways and intersections on arterials and highways, constructing medians to control turning movements, encouraging clustered, neo-traditional development, creating more pedestrian-oriented street designs, improved connectivity and allocation of roadway facilities that encourage transportation efficiency.

Although AM is primarily intended to improve motor vehicle traffic flow, it can support transportation demand management by integrating transportation and land use planning, and by improving transportation options. It can help convert automobile-oriented strip development into more accessible land use patterns that are better suited to walking, cycling and public transit.



Roadway Classification System

Thus, AM is the systematic control of the location, spacing, design, and operation of driveways, medians, auxiliary lanes, intersections, traffic signals, and street connections. Effective AM can increase public safety, extend the life of major roadways, reduce traffic congestion, support alternative transportation modes, and improve the appearance and quality of the built environment (Transportation Research Board, 2003).

Following are ten principles of access management.

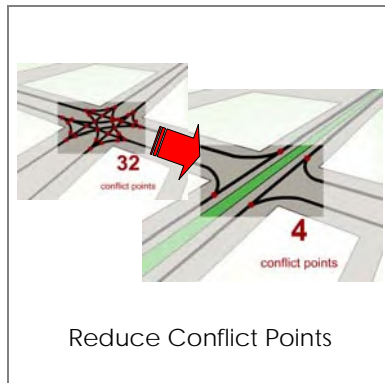
1. *Provide a specialized roadway system.* Manage each facility according to its function.
2. *Limit direct access to major roadways.* Higher volumes require greater access control.



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3. *Promote Intersection Hierarchy.* Provide appropriate transitions between road classifications.
4. *Locate Signals to Favor Through Movements.* Space intersections for future signalization and coordination.
5. *Preserve the Functional Area of Intersections.* Carefully regulate access near intersections
6. *Limit the number of Conflict Points.* Simply the driving environment by minimizing opportunities for conflict.
7. *Separate Conflict Areas.* Curb cuts, crosswalks, median breaks, and intersections must be adequately spaced to give motorists time to perceive and react to a potential conflict.
8. *Remove turning vehicles from through traffic lanes.* Provide adequate deceleration lanes.
9. *Use Non-traversable Medians to manage left-turn movements.* Minimizing left turns with raised medians has been proven to improve safety.
10. *Provide a Supporting Street and Circulation System.* Interconnected streets accommodate development, unify property access, support transportation alternatives, and provide alternate routes.

Implementing an Access Management Plan

SR 92 and Bells Ferry Road are both critical arterials of the study area roadway network. Where SR 92 serves as a cross-regional corridor, Bells Ferry Road is the premier north-south alternative route to I-575 in southwest Cherokee County. Forecasts indicate an increasing demand on these facilities in the future. Appropriate management must not only accommodate future through traffic at an acceptable level of service but also provide equitable



access to private property in the area. Effective AM will also enhance the attraction of the area for revitalization.

The purpose of access management in the Bells Ferry Corridor LCI is to provide access to compact, well-planned redevelopment while preserving or improving the safety and efficiency of the transportation system.

Access Management Implementation

Governmental actions and regulations which may be utilized to implement an access management strategy fall into three spatial categories:

- improvement of transportation facilities within public right-of-way (including medians, intersections, signalization, auxiliary lanes, side-streets) ;
- regulation of access to the facility from private property (curb cuts, driveways, and median breaks) ; and
- regulation of transportation facilities on private property (parking, private access roads, driveways).

Immediate actions should be taken by Cherokee County in coordination with GDOT with regard to the recently contracted SR 92 widening project, including:

1. Appropriate median design ;
2. Location, spacing, and phased provision of median breaks and signalized intersections ;
3. Location and spacing of driveways ;
4. Design of Pedestrian facilities (sidewalks, crosswalks, buffers, median refuge).

The long-term strategy for the intersection of SR 92 and Bells Ferry would be to replace all direct access (curb cuts) in close proximity to the intersection with rear access through a network of local, pedestrian-friendly streets. This effort will preserve the function of the intersection. Because the area is primed for redevelopment and likely the consolidation of parcels, this strategy is quite feasible if access management regulations are in place.

The primary action which should be taken by Cherokee County regarding the Bells Ferry and SR 92 Corridors is the development of Access Management with the help of



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Overlay District Regulations or design guides for implementation along the arterials. These regulations/guidelines would regulate driveway and access, tying the functional integrity of the roadways to land use and subdivision (or consolidation) of parcels.

Based on the functional classification of the arterials, these districts would set design standards and guidelines, such as those that follow:

1. Facilitate the creation of an inter-connected system of pedestrian-friendly local streets which provide access to development ;
2. Connect parking lots and consolidate driveways (so vehicles can travel between parcels without reentering an arterial) ;
3. Provide residential access through neighborhood streets (residential driveways should generally not connect directly to arterials) ;
4. Regulate minimum lot frontage based on the roadway functional classification (minimum lot sizes on major arterials should be larger than on minor streets) ;
5. Restrict curb cuts or driveways in close proximity of conflict points such as intersections or other driveways (150-300 feet depending on the functional classification) ;
6. Restrict the provision of unsignalized median crossovers (in a pedestrian-oriented area, unsignalized median crossovers should be highly discouraged because they cannot accommodate pedestrian crosswalks) ;
7. Restrict spacing of signalized intersections - ideally, all intersections would be:
 - complete 4-way intersections;
 - serve inter-connected public rights-of-way (not single, private parcels, dead ends, or cul-de-sacs);
 - completely signalized for automobile and pedestrian crossings; and
 - spaced at 660-1320 feet (depending on the functional classification) in order to accommodate pedestrian traffic while



preserving the functionality of interconnected traffic signals.

Specific regulatory actions which may be taken by Cherokee County to support effective access management include:

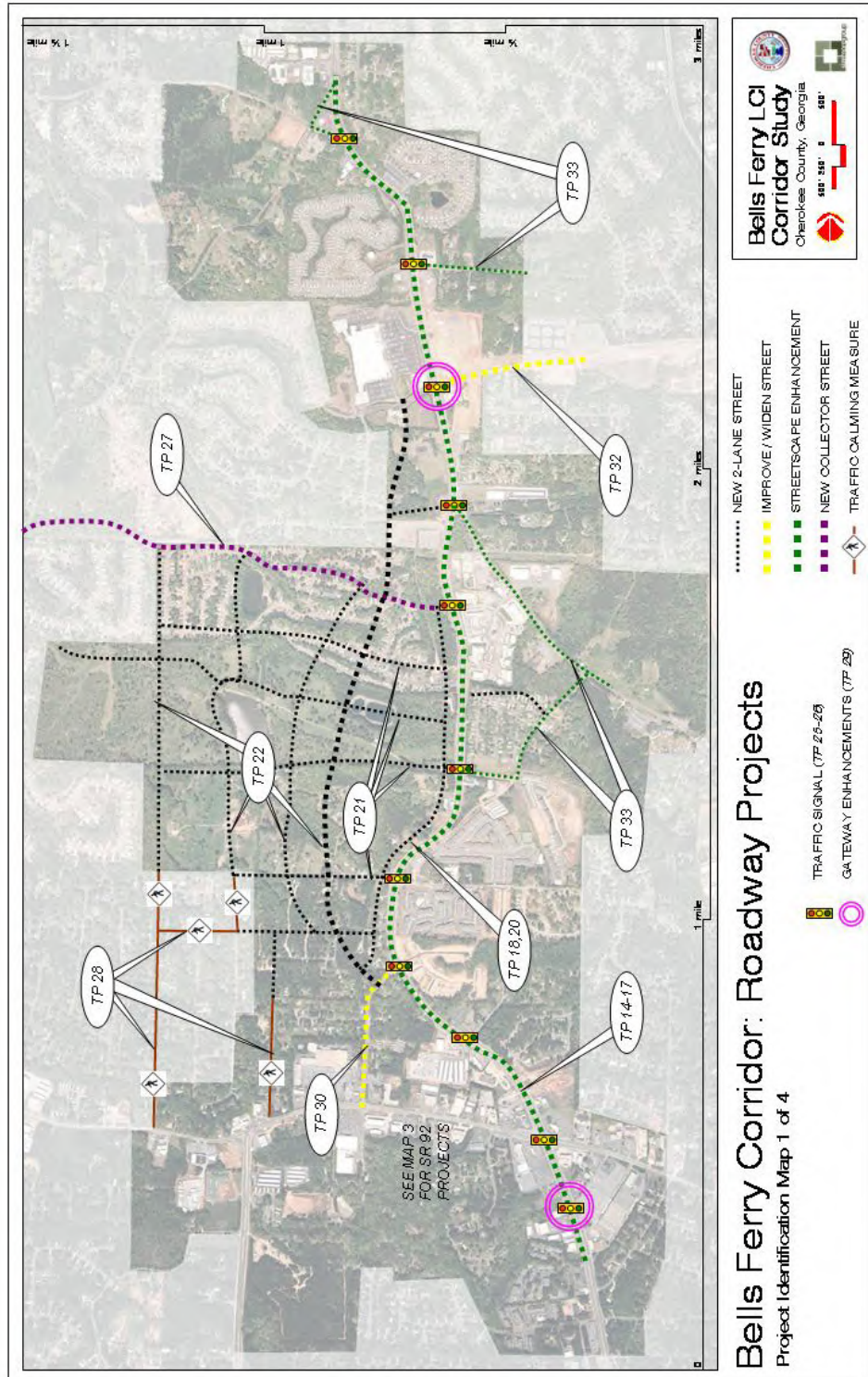
1. Incorporate AM in legislation through
 - AM-specific goals and policies in Comprehensive Plan,
 - Roadway Classification by function and the corresponding level of access control in the local transportation plan, and
 - Design Standards for a variety of street types.
2. Restrict the number and spacing of driveways.
3. Regulate driveway spacing as well as intersections
4. Regulate the location, spacing, and design of driveways.
5. Coordinate with state/national AM efforts
 - A long-term, more broad based strategy is to promote AM on all state routes through the county
 - GDOT has adopted a campaign to market raised medians (a key design element of AM) to not only local governments, but to private business interests
 - The Transportation Research Board has prepared multiple tools for public/private outreach and education promoting Access Management Principles and Implementation.



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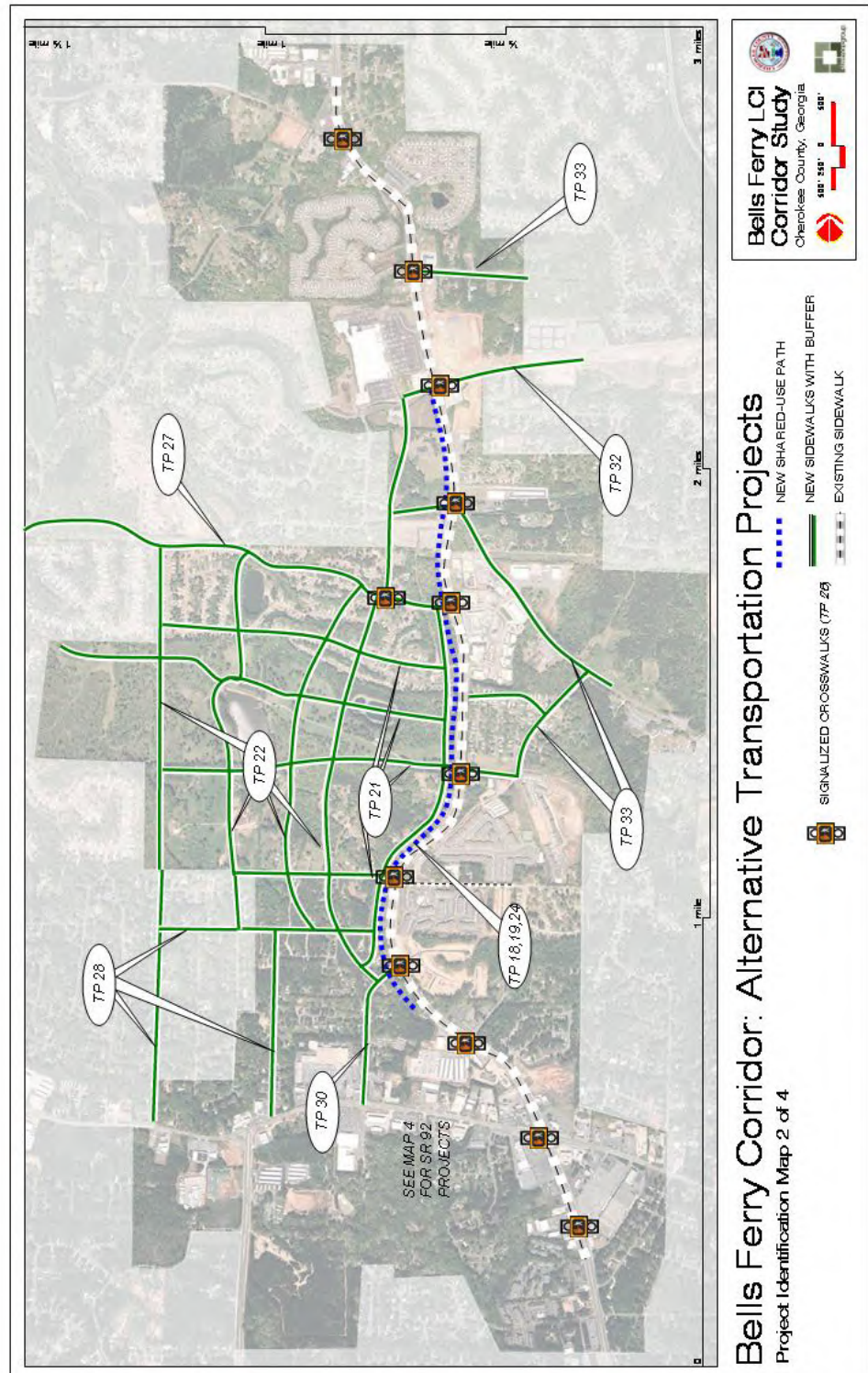
Transportation Projects



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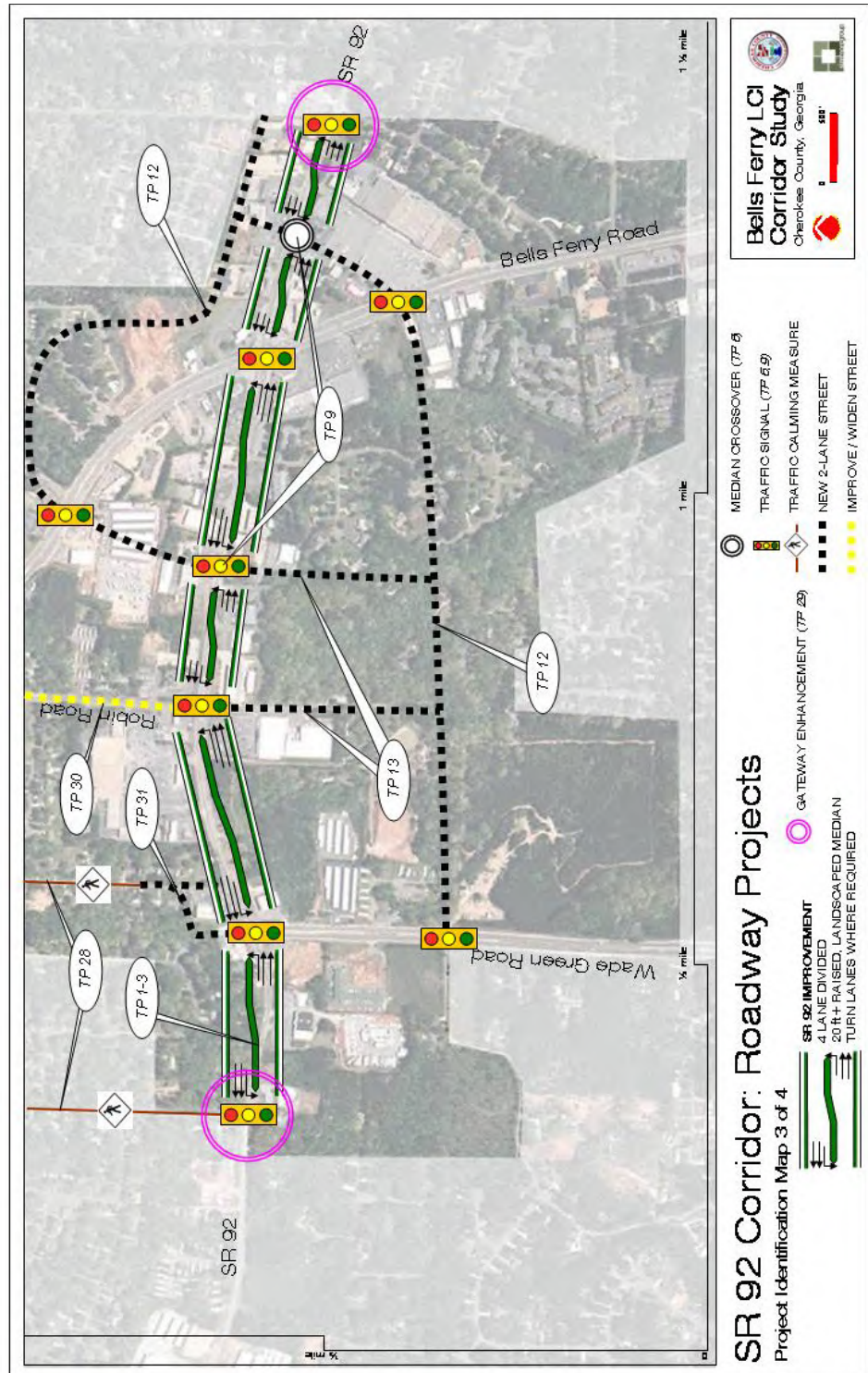
Transportation Projects



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Transportation Projects

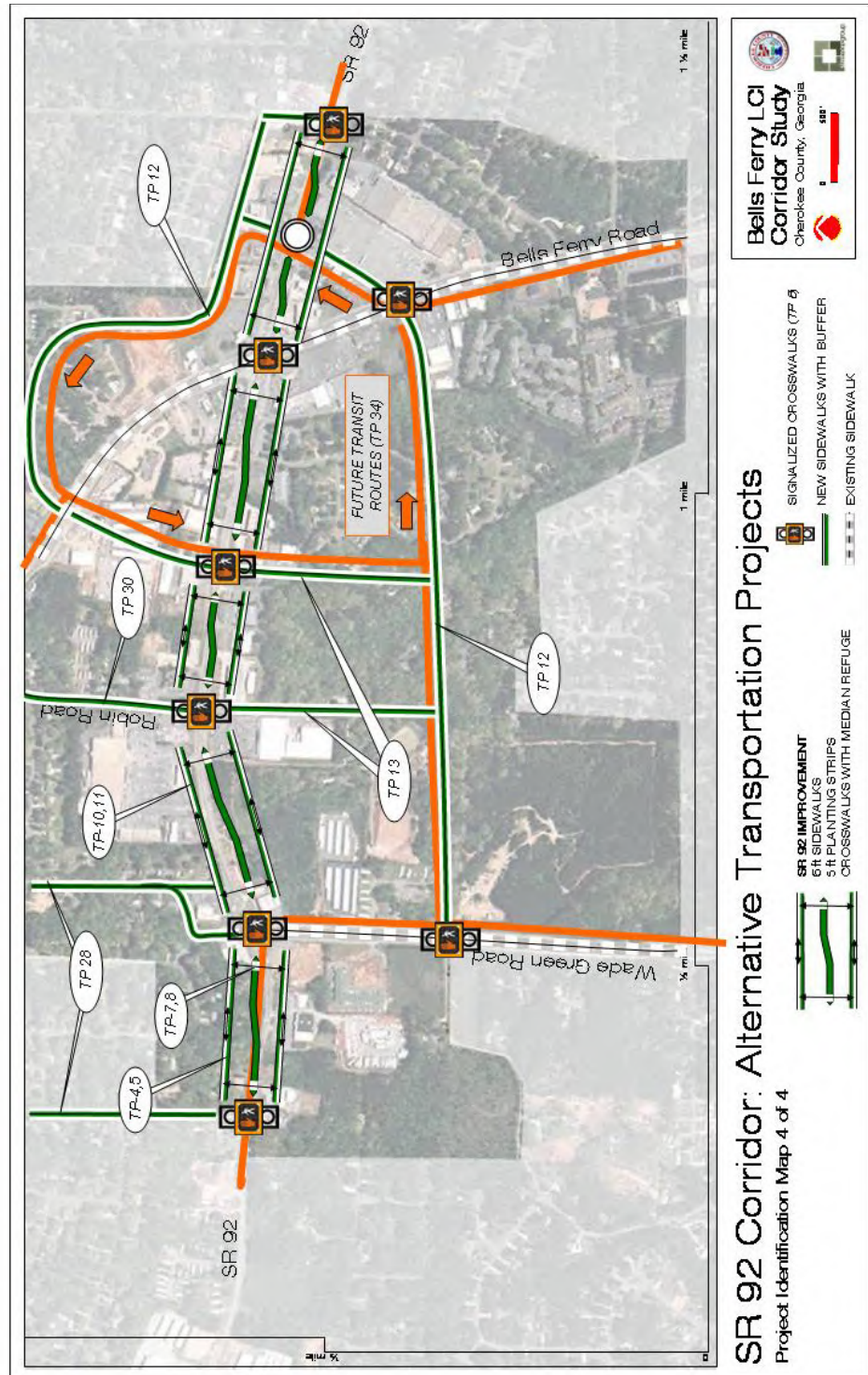


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Transportation Projects



SR 92 Corridor: Alternative Transportation Projects
Project Identification Map 4 of 4

Transportation Projects

FIVE YEAR IMPLEMENTATION PLAN

Project ID	Description / Action	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
SR 92 - Widening													
TP-1	Current DOT Project	Roadway Capacity	2005 - 2006	\$ -	N/A	\$ -	UNDERWAY	\$ -	\$ -	GDOT	GDOT	NA	NA
SR 92 - Current Design Modifications													
TP-2	20-ft Raised Median	Roadway Safety	2005 - 2006	\$ 25,000	N/A	\$ -	2005 - 2010	\$ 250,000	\$ 275,000	GDOT / County	TBD	TBD	\$ 55,000
TP-3	Landscaping for Raised Median	Pedestrian Facilities	2005 - 2006	\$ 5,000	N/A	\$ -	2005 - 2010	\$ 50,000	\$ 55,000	Cherokee County	TBD	TBD	\$ 11,000
TP-4	6-ft Sidewalks on Both Sides	Pedestrian Facilities	2005 - 2006	\$ 25,000	N/A	\$ -	2005 - 2010	\$ 250,000	\$ 275,000	GDOT / County	TBD	TBD	\$ 55,000
TP-5	5-ft Landscaped Planting Strip on Both Sides	Pedestrian Facilities	2005 - 2006	Included with TP 3	N/A	\$ -	2005 - 2010	Included with TP 3	\$ -	Cherokee County	TBD	TBD	Included with TP 3
TP-6	Proposed Median Breaks / Intersections	Access Management	2005 - 2006	Included with TP 2	N/A	\$ -	2005 - 2010	Included with TP 2	\$ -	GDOT / County	TBD	TBD	Included with TP 2
TP-7	Pedestrian Refuge Islands	Pedestrian Facilities	2005 - 2006	Included with TP 2	N/A	\$ -	2005 - 2010	Included with TP 2	\$ -	GDOT / County	TBD	TBD	Included with TP 2
TP-8	Alternate Crosswalk Hardscape Materials	Pedestrian Facilities	2005 - 2006	\$ 10,000	N/A	\$ -	2005 - 2010	\$ 100,000	\$ 110,000	GDOT / County	TBD	TBD	\$ 22,000
Bells Ferry - Current Modifications													
TP-14	Landscape Existing Median	Pedestrian Facilities	2005 - 2010	\$ 40,000	N/A	\$ -	2005 - 2010	\$ 400,000	\$ 440,000	Cherokee County	TBD	TBD	\$ 88,000
TP-15	Landscape Existing Planting Strip	Pedestrian Facilities	2005 - 2010	Included with TP 14	N/A	\$ -	2005 - 2010	Included with TP 14	\$ -	Cherokee County	TBD	TBD	Included with TP 14
TP-18 & 19	Parallel Linear Park with Shared-Use Path	Pedestrian Facilities & Access Management	2005 - 2010	\$ 200,000	2005 - 2010	TBD	2005 - 2010	\$ 2,000,000	\$ 2,200,000	County / ARC	TBD	TBD	\$ 440,000
Additional Current Projects													
TP-29	Gateway Features	Pedestrian Facilities	2005 - 2010	\$ 25,000	2005 - 2010	TBD	2005 - 2010	\$ 250,000	\$ 275,000	Cherokee County	TBD	TBD	\$ 55,000
TP-30 (a)	Robin Road: Curb, gutter, and sidewalks to westside only	Roadway Safety & Pedestrian Facilities	2005 - 2006	\$ 35,000	2005 - 2006	TBD	2005 - 2006	\$ 350,000	\$ 385,000	Cherokee County	TBD	TBD	\$ 77,000
TP-32	Eagle Drive Widening	Roadway Capacity	UNDERWAY	\$ -	UNDERWAY	\$ -	UNDERWAY	\$ -	\$ -	Cherokee County	TBD	TBD	NA
5-Year Plan Total				\$ 365,000		\$ -		\$ 3,650,000	\$ 4,015,000				\$ 803,000
FUTURE IMPLEMENTATION PROJECTS													
SR 92 - Future Enhancements													
TP-9	Median Crossovers & Signals for Alternate Access	Access Management	2010 - 2030	\$ 50,000	N/A	\$ -	2010 - 2030	\$ 500,000	\$ 550,000	GDOT / County	TBD	TBD	\$ 110,000
TP-10	Ornamental Roadway & Sidewalk Lighting	Pedestrian Facilities	2010 - 2030	\$ 10,000	N/A	\$ -	2010 - 2030	\$ 100,000	\$ 110,000	Cherokee County	TBD	TBD	\$ 22,000
TP-11	Street Furniture	Pedestrian Facilities	2010 - 2030	\$ 10,000	N/A	\$ -	2010 - 2030	\$ 100,000	\$ 110,000	Cherokee County	TBD	TBD	\$ 22,000
SR 92 - Future Corridor Improvements													
TP-12 & 13	Adjacent Access Roads with Sidewalks	Access Management	2010 - 2030	\$ -	TBD	\$ -	2010 - 2030	\$ -	\$ -	County / Private	TBD	TBD	\$ -
Bells Ferry - Future Enhancements													
TP-16	Ornamental Roadway & Sidewalk Lighting	Pedestrian Facilities	2010 - 2030	\$ 40,000	N/A	\$ -	2010 - 2030	\$ 400,000	\$ 440,000	Cherokee County	TBD	TBD	\$ 88,000
TP-17	Street Furniture	Pedestrian Facilities	2010 - 2030	\$ 20,000	N/A	\$ -	2010 - 2030	\$ 200,000	\$ 220,000	Cherokee County	TBD	TBD	\$ 44,000
Bells Ferry - Future Corridor Improvements													
TP-20	Parallel Slip Road with Development	Access Management	2005 - 2030	\$ 200,000	2005 - 2010	TBD	2005 - 2030	\$ 2,000,000	\$ 2,200,000	County / ARC	TBD	TBD	\$ 440,000
TP-21	Adjacent Access Roads with Sidewalks	Access Management	2005 - 2030	\$ -	2005 - 2030	TBD	2005 - 2030	\$ -	\$ -	County / Private	TBD	TBD	\$ -
TP-22 & 23	Local Streets with Sidewalks	Pedestrian Facilities	2005 - 2030	\$ -	2005 - 2030	\$ -	2005 - 2030	\$ -	\$ -	County / Private	TBD	TBD	\$ -
TP-24	Raised, Signed Crosswalks at Trail/Roadway Intersections	Pedestrian Facilities	2005 - 2030	Included with TP 19	2005 - 2030	\$ -	2005 - 2030	Included with TP 19	\$ -	Cherokee County	TBD	TBD	Included with TP 19
TP-25	Complete Intersection Signalization	Intersection Improvement	2005 - 2030	\$ 200,000	2005 - 2030	\$ -	2005 - 2030	\$ 2,000,000	\$ 2,200,000	Cherokee County	TBD	TBD	\$ 440,000
TP-26	Signalized Crosswalks	Pedestrian Facilities	2005 - 2030	Included with TP 26	2005 - 2030	\$ -	2005 - 2030	Included with TP 26	\$ -	Cherokee County	TBD	TBD	Included with TP 26
Future Additional Projects													
TP-27	New E-W Collector: Woodstock Rd to Bascomb Carmel Rd	Roadway Capacity	2010-2030	\$ 500,000	2005 - 2010	TBD	2005 - 2010	\$ 5,000,000	\$ 5,500,000	Cherokee County	TBD	TBD	\$ 1,100,000
TP-28	Traffic Calming Measures and New Sidewalks in Cherokee Estates Subdivision	Pedestrian Facilities	2005 - 2010	\$ 100,000	2005 - 2010	TBD	2005 - 2010	\$ 1,000,000	\$ 1,100,000	Cherokee County	TBD	TBD	\$ 220,000
TP-30 (b)	Robin Road: auxiliary lanes, median, curb, gutter, and sidewalks concurrent with redevelopment of eas side parcels	Roadway Capacity & Pedestrian Facilities	2010 - 2015	\$ 50,000	2010 - 2015	TBD	2015 - 2020	\$ 500,000	\$ 550,000	Cherokee County	TBD	TBD	\$ 110,000
TP-31	Reconstruct Tyson Drive / Wade Green Intersection	Intersection Improvement	2015 - 2020	\$ 25,000	2015 - 2020	TBD	2020 - 20 25	\$ 250,000	\$ 275,000	Cherokee County	TBD	TBD	\$ 55,000
TP-33	New Sidewalks and Landscaping on Existing Local Streets	Pedestrian Facilities	2010 - 2015	\$ 100,000	2010 - 2015	TBD	UNDERWAY	\$ 1,000,000	\$ 1,100,000	Cherokee County	TBD	TBD	\$ 220,000
TP-34	Future Bus Transit Routes	Pedestrian Facilities	TBD	\$ -	TBD	\$ -	TBD	\$ -	\$ -	Cherokee County	TBD	TBD	\$ -
Future Project Total				\$ 1,305,000		\$ -		\$ 13,050,000	\$ 14,355,000				\$ 2,871,000
BELLS FERRY LCI TOTAL				\$ 1,670,000		\$ -		\$ 16,700,000	\$ 18,370,000				\$ 3,674,000



DESIGN PRINCIPLES

In order to ensure that the new development initiatives are in-line with the vision and goals of the community to create vibrant pedestrian-friendly, quality communities, it is imperative that these developments be of well designed. Design is critical for creating sustainable and successful communities. As first order of business, we recommend that a study be commissioned to develop detail design guidelines. However, it is essential to establish broad design principles that can guide the development of guidelines/standards.

It is difficult to foresee the future; hence it is important to provide the flexibility in land use, density and design. In this respect the design principles focus on the form and character of these developments rather than specificity with the goal of realizing a quality end product. The key to successful and sustainable communities are the scale of the streets, street grids and network, relationship of buildings to streets and with each other, the streetscape and landscape, integrated parking, variety of uses and mix of uses and activities, visual and aesthetic quality, walkability and pedestrian oriented, public realm, open spaces and others. These qualities create unique identity and sense of place for a community.

The following design principles should be kept in mind as the detail design guidelines and standards are developed.

Mix of Uses and Activities:

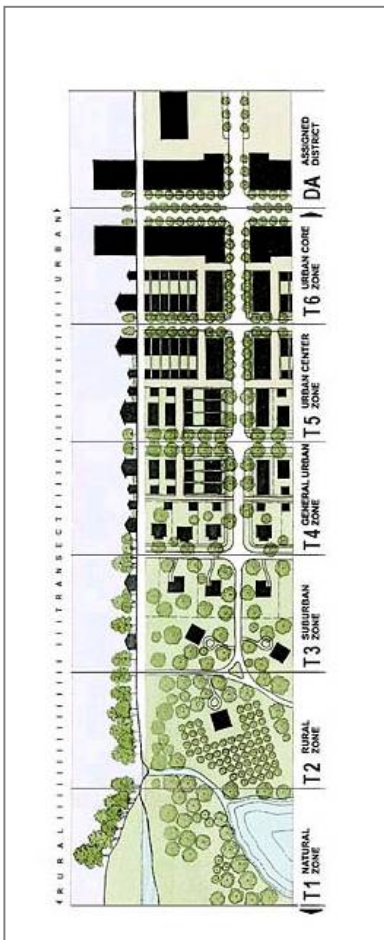
Diverse mix of uses is important for the identity of the community. It enriches the quality of life and allows for social interaction and strengthens the community fabric. Various compatible and complementary uses feed off each other and support the functioning of each other. It draws a diverse clientele as well. As the various uses expand it generates more pedestrian traffic that adds to the vitality and quality of life. The size and location of these mixed use nodes are critical.



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RECOMMENDATIONS

4.3 Urban Design



Density:

Successful urban places thrive on density; they tend to locate in high-density areas. This allows for people to live, work and play in close proximity. It offers pedestrian friendly environments. A critical mass helps create self-sustaining community. The appropriate density depends on the location and the mix of uses that are desired. Mixed-use areas thrive on higher density. The densities decrease as it moves away from these nodes toward the residential neighborhoods as suggested in the Concept Plan.

A Transect as illustrated to the left offers varied density within walking distance and supports full life cycle choices

Street Network and Grid:

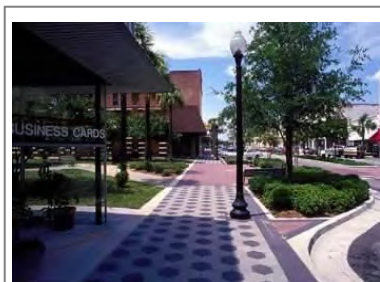
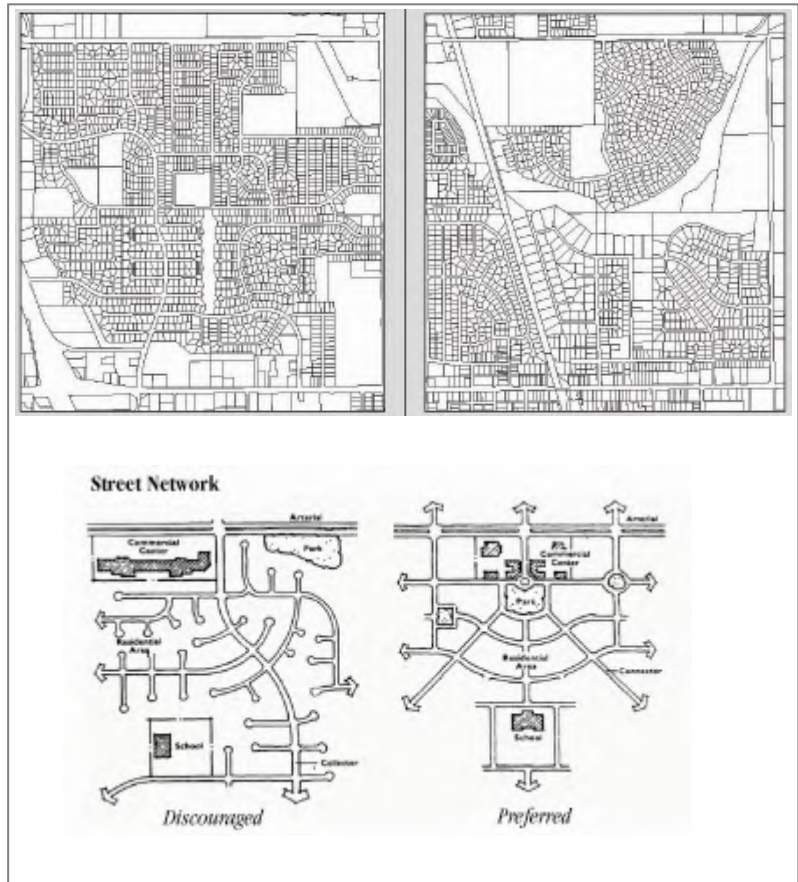
A good system of street grid and network is very critical for pedestrian friendly environment. A good network facilitates easy vehicular flow and offers multiple ways to get around, distributes the traffic and alleviates the traffic grid lock that the typical sub-urban development is often faced with. The size of these streets is very critical for creating the pedestrian scale streets and promoting pedestrian safety. Inter parcel connectivity should be provided which facilitate movement between parcels without requiring to get out on the main roads. The residential street grids should be compact.



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RECOMMENDATIONS

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Streets and Street Life:

The quality of streets reflects the quality of the community and quality of life. The width of the streets, tree planting, sidewalks, street furniture, paving texture, bike lanes add to the pedestrian experience and safety. It not only enhances the pedestrian experience, it also enriches the vehicular experience. Lively streets are the hallmark of great urban places. It gives reason for the people to be on the street. The streets are not merely a two dimensional surface, but are public spaces, they are the nervous system of urban fabric. It is essential that the buildings and streets inter-relate to one another to facilitate the pedestrian experience. Special attention has to be given to the streetscape, such as lighting, signage, street furniture,



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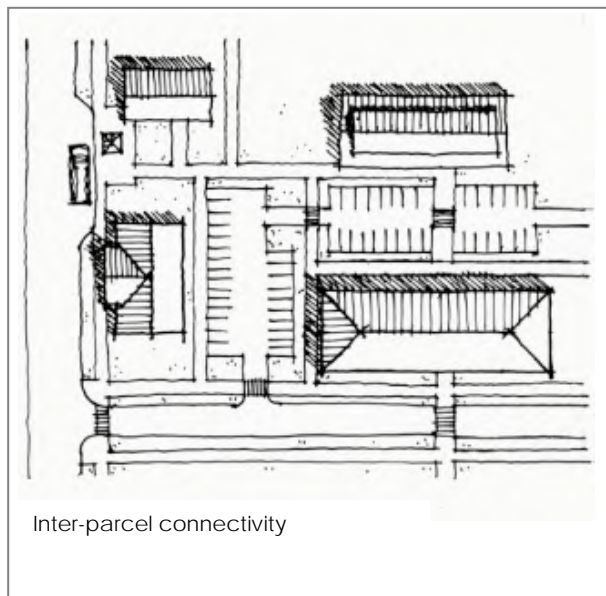
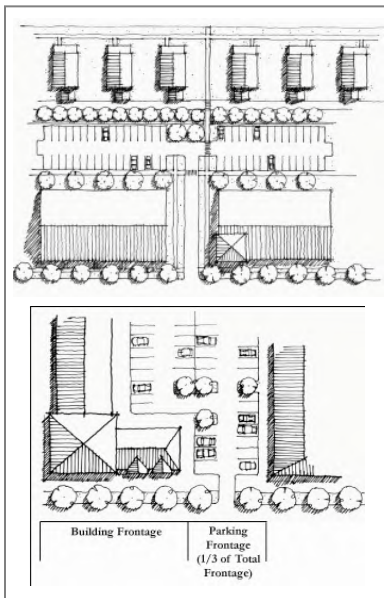
RECOMMENDATIONS

4.3 Urban Design

paving texture, art work and other elements that contribute to the quality of streets.

Parking and Inter Parcel Connectivity

Parking should be provided behind the buildings and any residual small sections of parking on the side should be provided with landscape buffer/screens.



Inter-parcel connectivity



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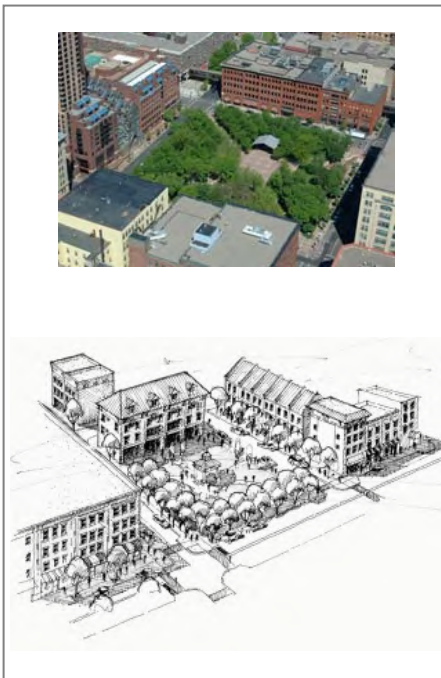
RECOMMENDATIONS

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Pedestrian Friendly:

Quality of space depends on whether are people in it. It is critical to give precedence to pedestrians over the automobile. This gives opportunity for the pedestrians to walk and experience the urban spaces. Pedestrian safety is an integral part of this effort, to ensure, pedestrian crossings, traffic calming are provided. Such environments give an alternative option for people to walk instead of using their cars.

Public Spaces:



Creating good and active public spaces are critical. A hierarchy of public spaces and gathering spaces should be provided that offer opportunity for an array of activities; public plazas, extended streetscape, pedestrian boulevards, civic greens and other elements facilitates public activities and social interaction. A well defined focal point gives unique identity, orientation and sense of place. Landscape elements such as fountains, water bodies, art installations, enhance the visual quality and experience of the public realm. Such spaces make the community sustainable over long periods of time. Spaces such as amphi-theatre or podium or civic greens for civic activities should be provided for recreation and entertainment.

Parks, Open Spaces and Trails:

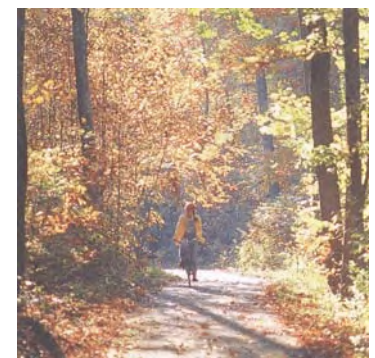
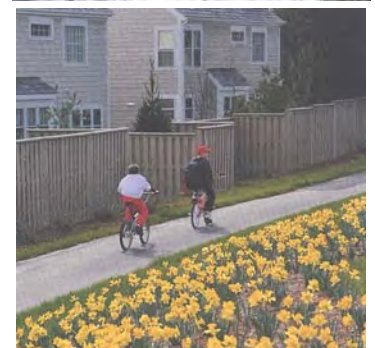
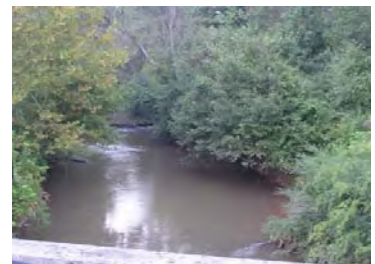
Amenities such as parks and trails should be provided through out the community. Natural open spaces such as flood plains, buffers, etc. should be preserved. Creating a connected green space system would enhance the natural areas of the community. In residential areas, pocket parks should be provided within 5 minute walking radius for the residents. A larger community park that offers an array of active and passive recreation should be provided; activities such as ball fields, picnic areas, large open green space for festivals and large gathering. A good network of multi-purpose trails for bike and pedestrians should be provided that offer opportunity for connecting different parts of the neighborhood and community. This offers alternative mode of transportation for the residents to get around and increase their mobility.



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RECOMMENDATIONS

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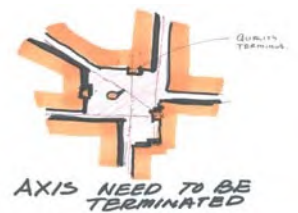
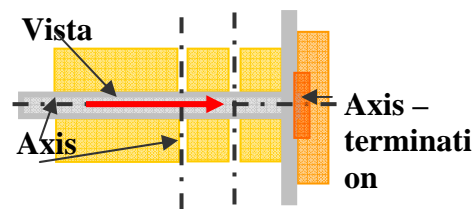


Civic Amenities:

Civic amenities such as library, fire station, school, amphitheatre, museum, and others should be considered. These not only provide an amenity to the community, but it enriches the public realm and quality of life of the residents. Such diverse activities will render uniqueness to the community. These amenities act as catalyst for private development and investment. Public-private partnership is encouraged in creating these amenities that benefit both the public and the private sector. People take pride and ownership with these facilities and the community.

Good Design:

Good design is the hallmark of great community. Attention has to be paid to the mass, scale, color, material, texture, proportion, siting of buildings, form of the buildings. Buildings have to relate to each other and the street and the public realm, especially the ground level where the pedestrians engage with the building, the store fronts, canopies, entrances and others. Creating axis and vistas and culminating in good buildings are important to the urban fabric; these elements give character to the place, sense of place, enclosure and orientation to the users and pedestrians.

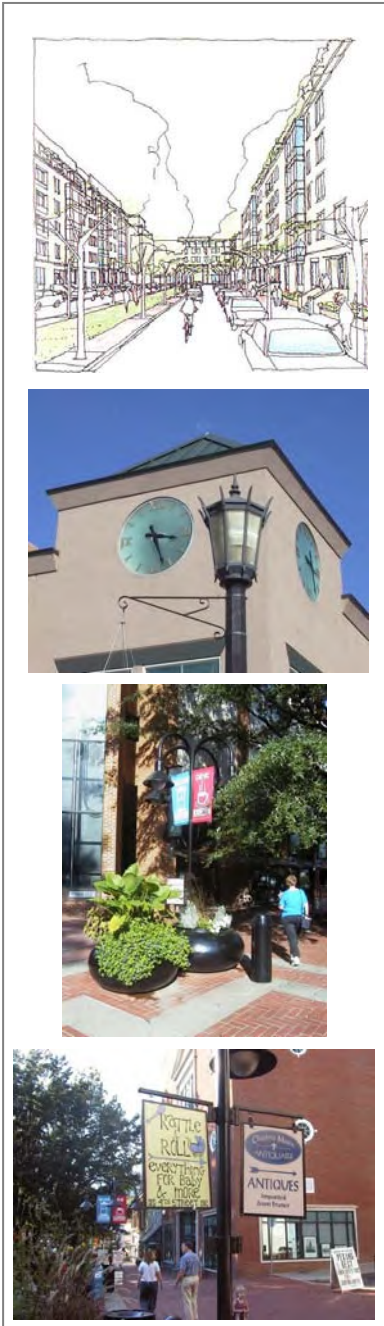




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Sustainable:

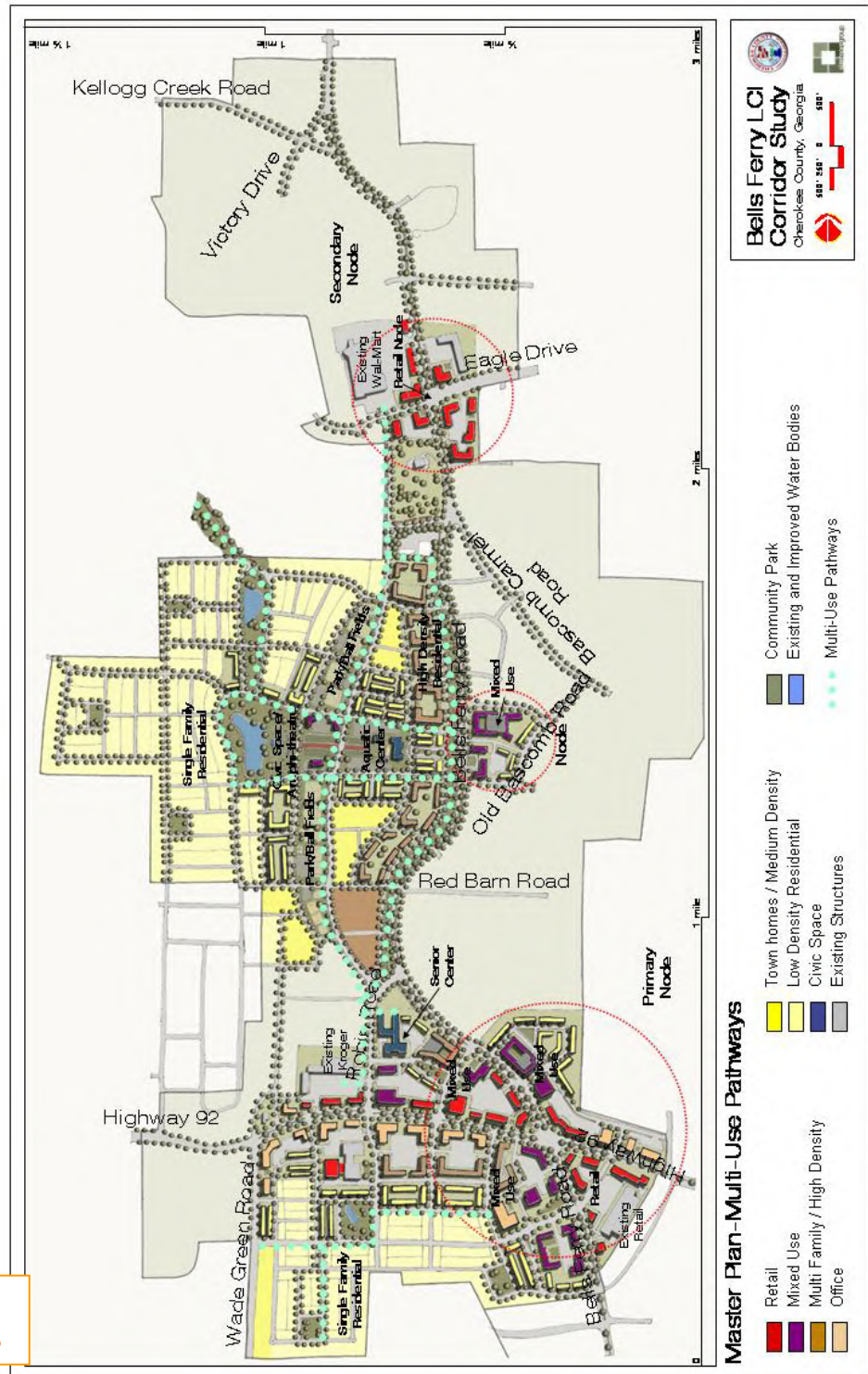
Sustainability is very critical to the survival and endurance of the community. Offering life cycle housing options that can retain people throughout their life will ensure the longevity of the residence and the community. Preserving natural areas and resources, such as creeks, forests, flood plains, historic and cultural resources and significant buildings such as churches, cemeteries, are crucial to the sustainability of the community. Providing variety of uses, activities and pedestrian friendly environment with jobs to housing balance leads to healthy community. Compact walkable environments not only promote social interaction but a healthy life style. Building forms that provide flexibility for adapting to different uses and functions are encouraged. Large asphalted parking areas should be avoided, they should be supplemented with tree planting and pervious surfaces wherever feasible. Use of environmental building materials, energy efficient systems and building design, promotes healthy living and sustainable environment. An effort should be made to have the buildings LEED certified. All of these efforts are critical for the long term sustainability of the community.



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RECOMMENDATIONS

4.3 Urban Design



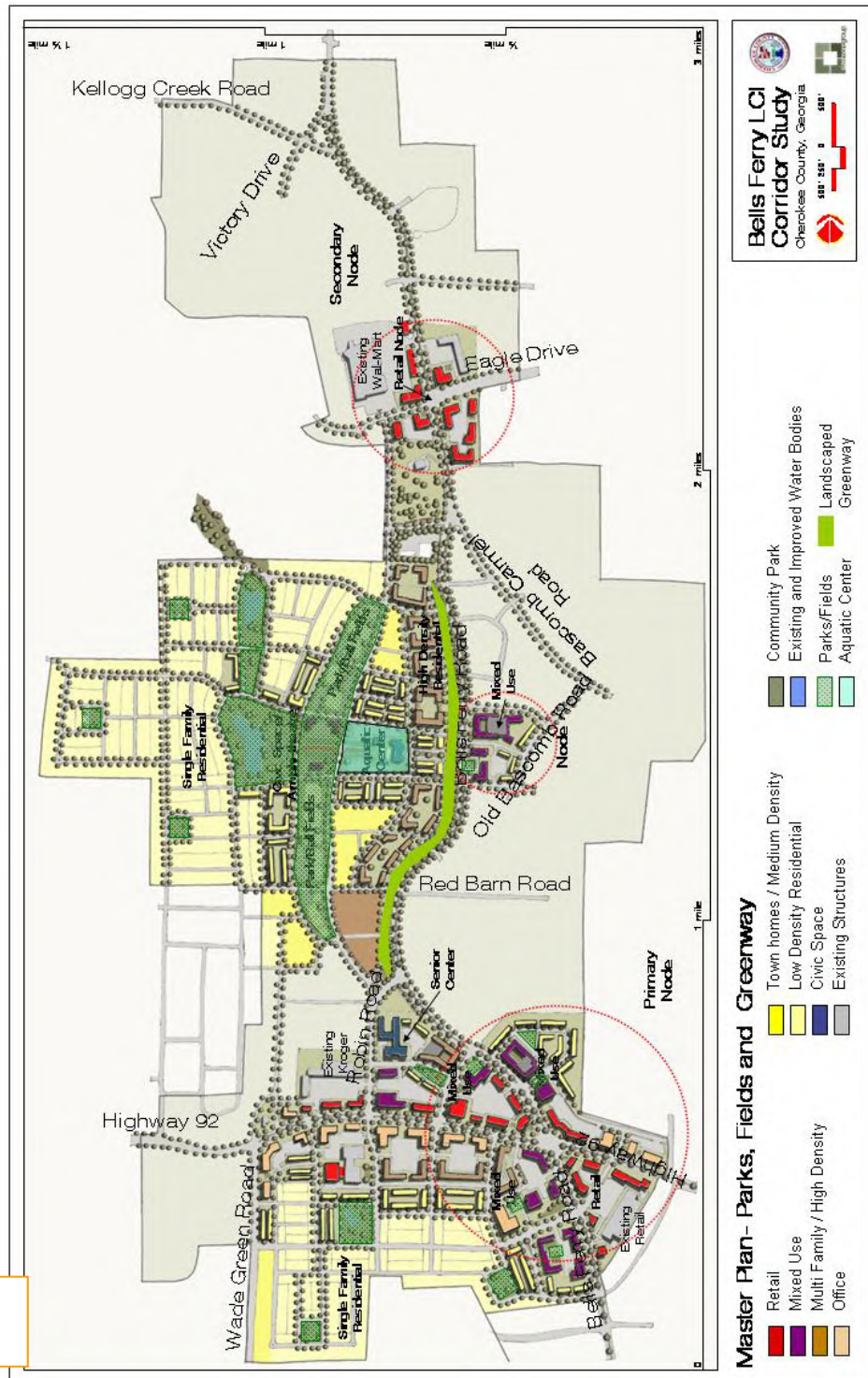
Urban Design - Recommendations



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RECOMMENDATIONS

4.3 Urban Design



Urban Design - Recommendations

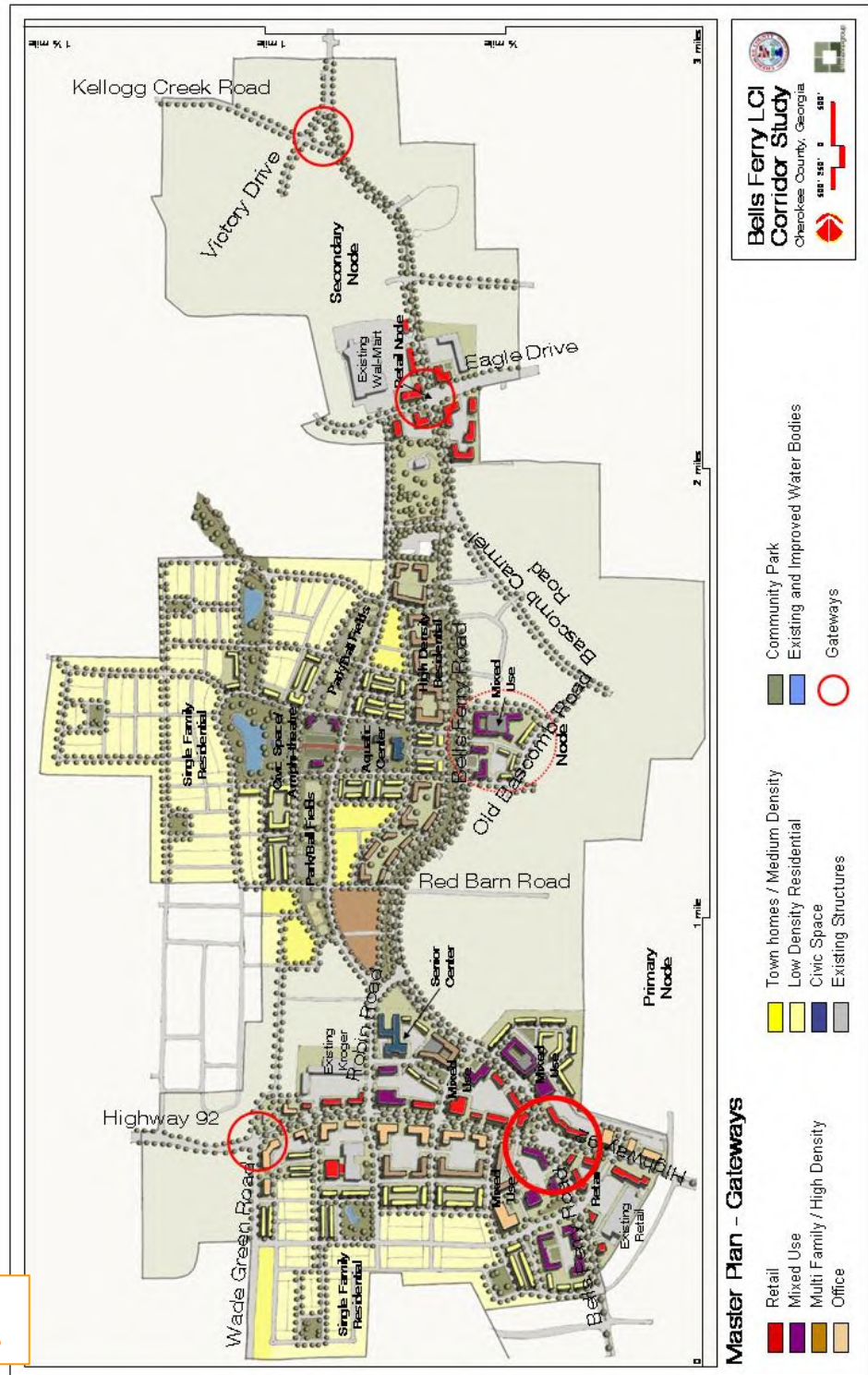


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Urban Design - Recommendations



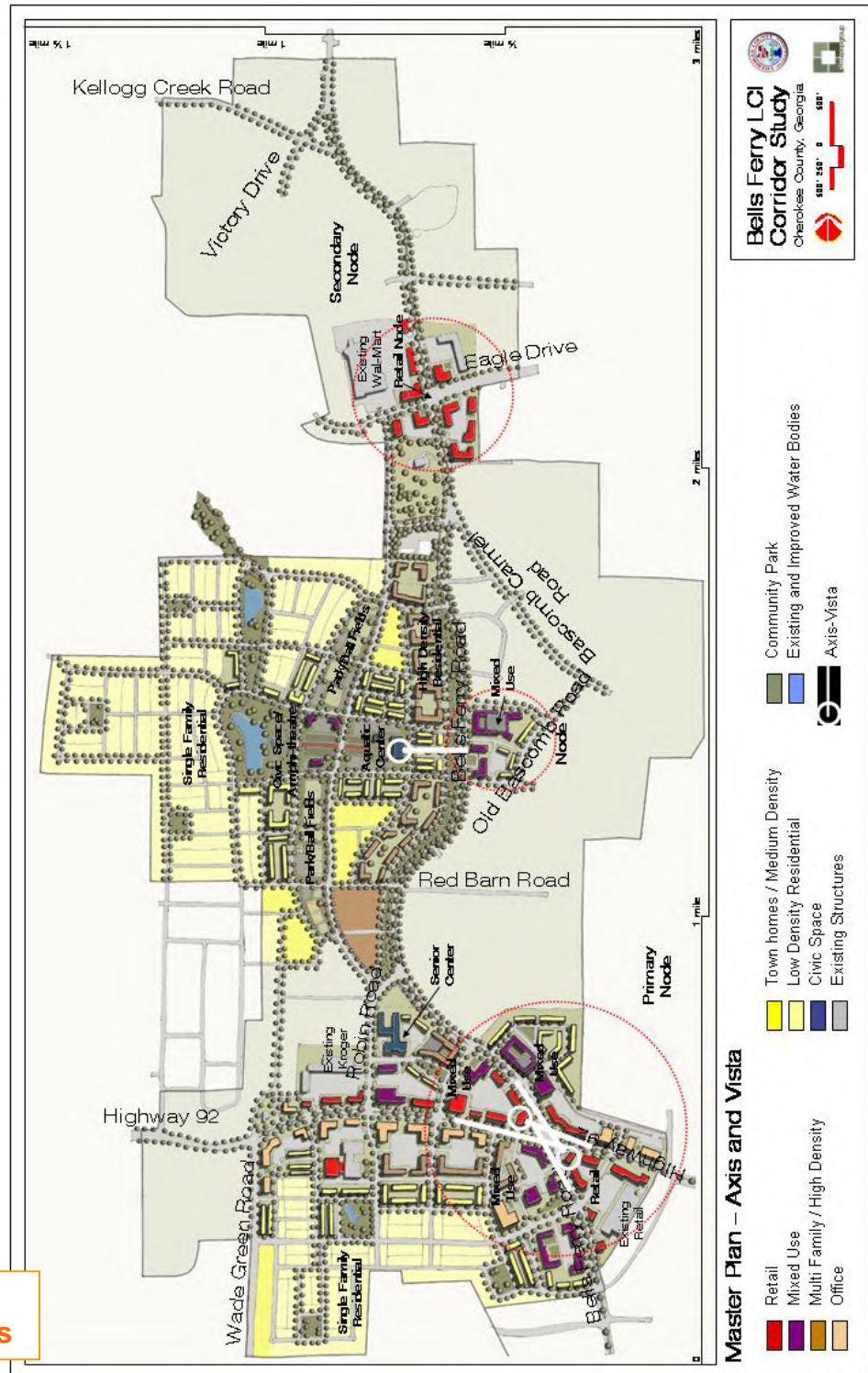


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RECOMMENDATIONS

4.3 Urban Design

**Urban Design -
Recommendations**



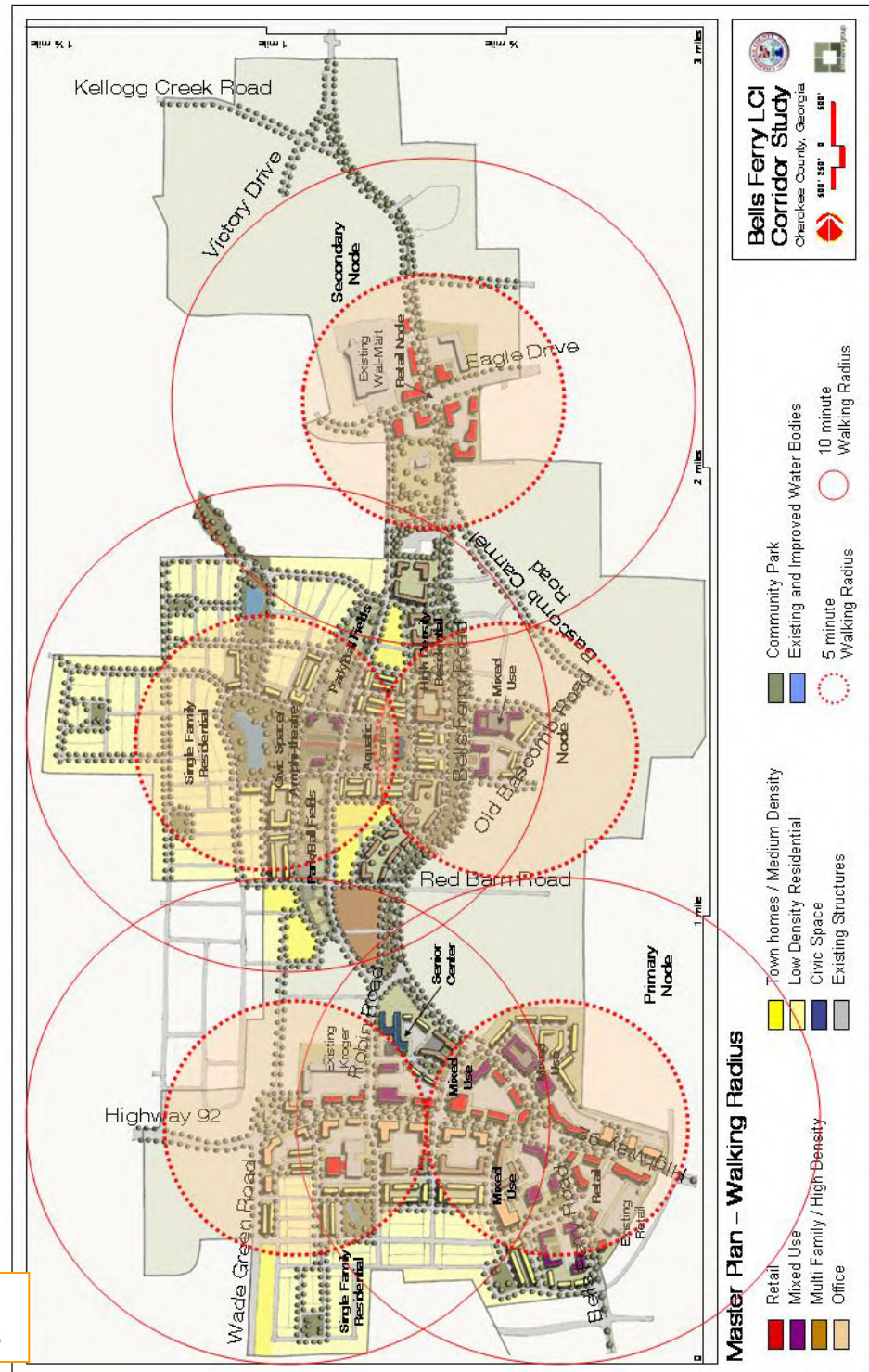


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RECOMMENDATIONS

4.3 Urban Design

**Urban Design -
Recommendations**





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4.3 Urban Design

RECOMMENDATIONS

Development Projects

FIVE YEAR IMPLEMENTATION PLAN

Project ID	Description / Action	Cost	Year	Responsible Party	Funding Source
<i>Bells Ferry Parkway Enclave</i>					
DP-4	Housing Development: To develop large tract of vacant parcels and large single family lots and redevelop existing mobile park home site into a cohesive residential neighborhood with various housing product types that attracts people from diverse social, cultural and economic backgrounds integrated with parks and playgrounds and openspace and bike and pedestrian trails. To create a walkable, pedestrian friendly residential community. The sub area includes Bells Ferry Parkway Enclave	TBD	2006-2015	Cherokee County and Private Sector	Cherokee County and Private Sector
DP-5	Civic Amenities: To create a parkway with parks, fields integrated into the neighborhood fabric that offers residents with both passive and active recreation opportunities. To integrate the pond into the park and create multi-use pathways and an amphitheatre	TBD	2006-2015	Cherokee County and Private Sector	Cherokee County and Private Sector
DP-6	Aquatic Center: To build an aquatic center in the Bells Ferry Parkway Enclave that serves the needs of Cherokee County	TBD	2006-2008	Cherokee County and Private Sector	Cherokee County and Private Sector

FUTURE IMPLEMENTATION PROJECTS

Future Projects Throughout Corridor

DP-1	Mixed Use Village Destination: Creating high intensity mixed use development at the primary node located at the intersection of Bells Ferry Road and SR 92 which is a gateway to southern Cherokee County. This help redevelop the existing declining commercial uses and trailer home parks and catalyze new development and economic activity. It provides much needed services and amenities for the community within close proximity. It also promotes pedestrian friendly walkable and sustainable environment. This node includes subareas: Cherokee Gateway Southeast, Cherokee Gateway Southwest, Cherokee Gateway Northeast, Cherokee Gateway Northwest and Bells Ferry-Wade Green Enclave.	TBD	2006-2015	Cherokee County and Private Sector	Cherokee County and Private Sector
DP-2	Mixed Use Development: Create mixed use development nodes that predominantly focussed on residential with various housing product options and community/neighborhood retail and commercial services that offers access to local residents for day to day needs and services. The sub areas include Bells Ferry-Bascomb Carmel Enclave and Bells Ferry-Kellogg Creek Enclave	TBD	2006-2016	Cherokee County and Private Sector	Cherokee County and Private Sector
DP-3	Retail Node: To consolidate a retail node at the intersection of Bells Ferry Road and Eagles Drive along with the newly completed Wal-Mart and retail strip. Sub area includes Bells Ferry-Eagle Drive Node	TBD	2006-2010	Cherokee County and Private Sector	Cherokee County and Private Sector



Action Plan

The implementation strategies for implementing the Concept Plan and recommendations are described in this section. It includes the various strategies and list of projects both short term – 5 year and long term – 25 years. It is organized in three sections as mentioned below:

- 5.1. Implementation Strategies
- 5.2. Work Program
- 5.3. 25 Year Projections



SUMMARY

Fully utilizing its existing Downtown Development Authority and Community Development staff and resources, the County 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 County actively pursue two major sources of funds that can prove instrumental in generating desirable, “livable” communities in and around Bells Ferry Corridor Area: The following initiatives are most critical to this effort.

- Secure the ability to utilize tax increment financing through the State’s Redevelopment Powers Law. This will allow the County 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 \$200 million in bond financing for recommended Activity Center redevelopments.
- Apply for ARC implementation grant funding in support of the eligible transportation improvements recommended in this report.
- Within three years, create a Cherokee County Economic Development Corporation capable of administering TADs throughout the unincorporated County, facilitating private development and coordinating County initiatives, as needed, with other governmental and non-governmental agencies and units.
- Develop Economic Development, marketing and branding strategies to attract investment and jobs.



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ACTION PLAN

5.1 Implementation Strategies

- Create Regulatory Enhancements to allow for the various land uses and development to occur as per the Concept Plan.
- Work on Jobs to Housing balance strategies to create a live, work and play environment that enhances quality of life
- Facilitate cooperation and coordination between Social Services and Non-Profit Agencies cooperation and coordination to provide for senior citizens, immigrant population and other disenfranchised groups.

IMPLEMENTATION STRATEGY

Development and redevelopment of Bells Ferry Corridor is an opportunity to catalyze and revitalize the area. This would support the County's efforts to significantly change the area and the southwestern part of the County. The public participation process revealed the County support for the revitalization and is excitement about the prospect of realizing the vision. Both the County and the community have embraced the Concept Plan and the initiatives recommended that are fundamental to the LCI goals.

The county leadership and planning department recognizes the need for such a cohesive vision for the study area, in this regard the leadership adopted moratorium for the approval of new projects until the study is complete. The commitment and excitement seen from the Core Team and local residents and Commissioner Karen Mahurin and Derek Good during the process of the study has been extra-ordinary. This process has built strong consensus among all of the stakeholders for the vision and the Plan.

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



With the right inducements and assistance from the County, most of these types of development 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 2015. There are other areas that would likely be developed, redeveloped and revitalized between 2015-2028.

The 'ACTION PLAN' identifies a series of tasks, feasible mechanisms and responsible parties to ensure the vision becomes a reality. The key to realizing the vision lies in partnerships between public and private sector and the support of other public partners that can attract and encourage private investment.

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

- Build to proven market strengths
- Base a financing structure on multiple funding sources
- Identify and secure a major economic incentive – a source of financing controlled by the County – that can be used to attract private investors and developers
- Provide an organizational framework for implementing the Concept Plan

Market strengths have been addressed in the "Market Study" section of this report. Economic incentives that should be put in place to attract and leverage private development and investment are described below as part of the recommended overall financing structure for Concept Plan implementation, as is the Organizational Framework for making that implementation successful. The recommended Action Plan focuses on the following basic implementation mechanisms and objectives, as follows:

1. Creating a Cherokee County inter-department process for facilitating and coordination the initial (2-3 years) implementation of the Bells Ferry Corridor Action Plan, including the initial administration of a proposed Tax Allocation District



Bells Ferry LCI

ACTION PLAN

5.1 Implementation Strategies

2. Establishing a Tax Allocation District (TAD) within the Bells Ferry Corridor
3. Initiating a funding effort to attract Federal and State transportation funds, as well as Atlanta Regional Commission LCI Implementation Grant funds
4. Leveraging public investment in the form of public facilities and improvements to facilitate private development and redevelopment within the Bells Ferry Corridor
5. Preparing and launching a Public/Private Partnership initiative by the County aimed at facilitating LCI-compatible private development projects within the Bells Ferry Corridor utilizing redevelopment powers, bond financing and other economic development incentives available to the County
6. Creating within three years of a Cherokee County Economic Development Corporation capable of assuming responsibility for both TAD administration and the facilitation of public/private development initiatives throughout the County
7. Designing, funding and implementing an "Economic Development, Marketing and Branding" initiative that focuses on attracting businesses/offices to the area, encouraging commercial development, creating partnerships that can support economic development activities in the area and repositioning the area through a coordinated programming of marketing and branding
8. Adopting the regulatory enhancements as recommended in this Study, particularly related to future land use and zoning
9. Prioritizing and facilitating a Jobs-to-Housing balance through a package of funding and density incentives
10. Establishing a network and coordination process among social services and non-profit agencies to



focus on the large number of seniors within the Study Area, as well as on the significant number of Hispanic and other recent immigrants into the area

The structure, tasks, timeframes, participants and benefits of these implementation mechanisms and initiatives is described in detail in the following sections.

1. Creating a Cherokee County inter-department process for facilitating and coordination the initial (2-3 years) implementation of the Bells Ferry Corridor Action Plan, including the initial administration of the TAD

The LCI (and TAD) implementation and administration must have the full-time focus of the County at least until a separate economic development entity (e.g. an Economic Development Corporation, as recommended below) can be established. The Community Development Agency is perfectly positioned within Cherokee County government with respect to both mission and authority to act as the primary coordinator of LCI-implementation initiatives for at least the initial several years. As a separate but intricately-related responsibility, it should also be designated as the Redevelopment Agency for purposes of TAD administration.

Key organizations in the LCI Plan implementation should include the following, among others:

Cherokee County

- Board of Commissioners
- County Manager
- Planning and Zoning (under Community Development)
- Public Works
- Community Services – particularly Public Library System
- Fire Emergency Services
- Tax Commissioner
- County Sheriff
- County Attorney



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ACTION PLAN

5.1 Implementation Strategies

County Authorities/Commissions

- Planning Commission
- Recreation & Parks Authority
- Water & Sewerage Authority
- Development Authority
- Joint Development Authority of Cherokee and Cobb Counties

Other Governmental and Planning Units

- Cherokee County School System
- Georgia Department of Transportation
- Atlanta Regional Commission

Other Key Participants

- Corridor Residents
- Corridor Property Owners
- Corridor Business Owners
- PATH Foundation
- Trust for Public Land
- Cherokee Chamber of Commerce

At an appropriate time – but hopefully within the first 1-2 years of the LCI implementation – efforts should be made to formalize resident and business representation in Corridor-related initiatives. The most effective means of such representation may be in the form of a Corridor Resident Association (perhaps comprising leadership from each recognized neighborhood association, as well as specific ethnic/cultural populations that may not have a voice otherwise, such as the area’s Hispanic and African-American populations) and a Corridor Business Association. The participation of key area property owners should also be sought, but on a one-to-one basis rather than through a formalized organization of such owners.

2. Establishing a Tax Allocation District (TAD) within the Bells Ferry Corridor

The County is currently in the process of assessing the feasibility of establishing a Tax Allocation District (TAD) as allowed under the Georgia Redevelopment Powers Law.

It is essential that all available incentives, including the TAD, be offered throughout the Corridor, including SR 92 east



ACTION PLAN

5.1 Implementation Strategies

and west of the Bells Ferry intersection, in order to full realize the development potential of this entire area. At this point, the Bells Ferry Corridor has shown predominantly flat property values; older, obsolete and deteriorating structures; a generally unattractive physical environment; and a somewhat negative image within the marketplace among consumers and investors alike that area demographic and income data show to be largely unwarranted.

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 central and northern portions of Bells Ferry Road, as well as SR 92 and the emerging Southwestern corner of Cherokee County immediately west of Bells Ferry along SR 92.
- 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 the Bells Ferry Corridor 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 in the Appendix report indicate the extent to which additional taxes may be generated by new development and



Bells Ferry LCI

ACTION PLAN

5.1 Implementation Strategies

rehabilitations on the sites proposed. The potential increase in long-term tax dollars indicates that a tax redevelopment strategy in the Bells Ferry Corridor, 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 Corridor, but in adjacent areas as well.

It is recommended that a "Bells Ferry Corridor Tax Allocation District" be created at the earliest possible date, preferably the end of next year (2006). A TAD established by December 31, 2006 would allow possible bond financing as earlier as 2007.

3. Initiating a funding effort to attract Federal and State transportation funds, as well as Atlanta Regional Commission LCI Implementation Grant funds

It is recommended throughout most sections of this Concept Plan that the County act immediately to apply for and secure all available Federal and State transportation funds for which it may qualify, as well as ARC LCI Implementation Grant funds. The pending improvements in SR 92 present a unique opportunity to attract transportation-related funding to augment those improvements, particularly in combination with the comprehensive network of improvements recommended in this Concept Plan.

4. Leveraging public investment in the form of public facilities and improvements to facilitate private development and redevelopment within the Bells Ferry Corridor

A coordinated strategy and timetable for using anticipated Cherokee County public improvements within the Bells Ferry Corridor should be prepared that maximizes the impact of those improvements on potential private development within the Corridor. Several planned or potential public improvements that could facilitate private development include the following:



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ACTION PLAN

5.1 Implementation Strategies

- Aquatic Center and Park
- Amphitheatre
- Branch Library
- Seniors Center
- Community Center
- Fire Station(s) – additional or relocation/maintenance of existing station
- Police Precinct(s) – additional or relocation/maintenance of existing precinct
- Public school construction, renovation and/or expansion
- Bells Ferry Parkway
- Bells Ferry streetscape, landscape and median improvements
- SR 92 streetscape and landscape improvements
- Loop Road
- Multiuse and other paths and trails
- Pocket parks and linkages

5. Preparing and launching a Public/Private Partnership initiative by the County aimed at facilitating LCI-compatible private development projects within the Bells Ferry Corridor utilizing redevelopment powers, bond financing and other economic development incentives available to the County

Cherokee County already has at its disposal a variety of economic development tools and resources. With the implementation of Tax Allocation District powers as allowed under State law, the County will be able to focus packages of incentives into geographically defined priority communities – both commercial and residential. Among the incentives and tools that can work well together within or as complements to TADs are the following:

- Enterprise Zone Residential and Commercial Tax Abatements
- Community Improvement District Funding
- Community Development Block Grants
- Section 108 Guaranteed Loans
- Industrial Revenue Bonds
- Economic Development Revolving Loan Fund
- HOME Program
- Foreign Trade Zone



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ACTION PLAN

5.1 Implementation Strategies

- Impact Fees – Reimbursement/Waiver
- SPLOST
- Planning and Implementation Grants (LCI, FHL/EDGE)

Incentives

County governmental powers can be used as incentives that may not directly subsidize a private or public/private development project financially, but can impact density, land acquisition, parking and other components of a project that do add value – or reduce costs – to a project developer. Governmental powers, including the ability to create special tax districts or other means of funding, include the following:

- Zoning that can increase density (and thus value), such as in Mixed-Use and/or Overlay Districts
- Redevelopment Plan powers
- Tax Allocation District funding – direct or indirect private development support
- Community Improvement District funding
- Parking allowances that encourage shared parking, as well as land acquisition and/or construction support directly related to the development of parking facilities
- Land Acquisition/Control
- Streetscapes and Landscapes

Financing Resources

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

- Conventional private debt financing
- Private equity, including land contributions
- Proceeds of Tax Allocation District (tax increment financing) bonds
- SPLOST funding
- 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
- County of Bells Ferry Corridor Impact Fees



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- 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) in addition to LCI funds
- Community Development Block Grant funds
- Section 108 Guaranteed Loans funds
- Land and Water Conservation Fund

6. Creating within three years of a Cherokee County Economic Development Corporation capable of assuming responsibility for both TAD administration and the facilitation of public/private development initiatives throughout the County

Economic Development is one of the top priorities of the CEO and Board of Commissioners. Several initiatives have already been taken to attract and retain businesses and jobs. The next logical progression is to establish a Cherokee County Economic Development Corporation ("CCEDC") to facilitate important projects in partnership with the private sector. We anticipate that the CCEDC will have a primary focus on the revitalization areas, but will not be limited to them. In order to be effective, it must be established to be accountable to the local governing authority while maintaining the efficiency and flexibility of the private sector.

While we recommend that the CCEDC eventually become a separate, independent entity with its own Board of Directors, as described below, we recognize that the fastest and most efficient way of establishing an economic development corporation in Cherokee County will be to initially establish it as part of an existing development-related body. The Cherokee County Community Development Agency offers the best framework for achieving this by the end of 2006, assuming that potential legal and administrative issues can be resolved quickly. If after a period of approximately three years, the CCEDC proves valuable and effective as a component of the DDA, then we believe it should be incorporated as a separate entity working under contract with Cherokee County as the County's redevelopment agency. During



the initial three years of operation under the Community Development Agency, the additional economic development staff and resources should be funded with TAD incremental tax revenue collections.

A detailed description of this recommended Economic Development Corporation is included in the Appendix.

The County must explore potential options with Cobb County Transit to expand transit service to Bells Ferry area as the redevelopment begins to take place. The proposed redevelopment focuses on increasing the density within the area that in turn can promote and support the needs of transit. The County should investigate the feasibility of other shuttle/bus service in conjunction with City of Woodstock and City of Canton as well.

7. Economic Development, Marketing and Branding

One of the primary driving forces for increasing economic growth of the study area is to maintain the quality of life to attract new housing development. The presence of adequate 'roof top' count to support business will attract businesses to relocate and build new facilities in this area. The community is interested in ensuring that the economic development is in harmony with the community vision and does not impact the quality of life in the area. The economic development strategy for this area has four major components to it.

- a. Attract businesses/offices to this area.
 - By promoting diverse mix of social and economic background and creating diverse housing product types, a wide variety of labor pool can be created to support a variety of businesses. The proximity to the residential area would provide for smart growth opportunities and continue to enhance the quality of life. This would decrease congestion and reduce long commutes for some residents.
 - Encourage local business community, residents and entrepreneurs to locate/start/expand their businesses. Promoting small businesses and encouraging the



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5.1 Implementation Strategies

local businesses and entrepreneurs will help the jobs to housing balance as well.

- In order to attract businesses to this area, the community needs to undertake a proactive marketing and public relations campaign. As part of this effort the community may create materials that outline the advantages of this area.
- Work with the local Chamber of commerce/s and consider creating an 'ambassador for the area' program. The proactive efforts would complement the development initiatives being planned in the community

b. Encourage commercial development

- This would support the creation of mixed use centers and be compatible with the overall plan created by the community.
- The commercial development would find other services in close proximity. It would also be supported by a mix of housing types in the area.

c. Create partnerships that would support economic development activities in the area.

- The community residents have taken a lead role in guiding the development of the master plan. A similar leadership is required to partner with other agencies in the area like the Chamber of Commerce to foster economic development strategies. Other partners include developers, brokers and government agencies.
- A community development corporation formed to promote the visions of the community should also be charged to foster such partnerships. The ability of the community to compete for the services and economic development opportunities it desires in the area is dependent on the proactive involvement of the residents and its partnerships with other agencies.
- The County in collaboration with Cobb County Development Authority and Chamber of Commerce and other agencies should explore opportunities and strategies to attract more businesses and jobs to the



area. Joint efforts of such public and private partnership will help reach the private sector.

d. Marketing and Branding

- Branding is a critical component of attracting development to the area. Collateral materials, marketing initiatives, campaigns should be created for the area. They should describe the opportunities as well as the civic, political and public support for the plan and the development initiatives. Targeted campaigning to sell the vision to the key audiences is important in attracting investment to the area.

8. Regulatory Measures: Future Land Use and Zoning Considerations

Proposed future land uses as recommended in the earlier section should be adopted and integrated into the Comprehensive Plan as well. Zoning recommendations should be adopted and overlay design guidelines should be developed for the LCI study area and adopted. This would ensure the future development and the quality of development to be in lien with the vision of the community.

As the implementation begins the success and demand might put pressure on the development, by adopting these mechanisms the desired quality of environment can be ensured.

9. Jobs to Housing Balance

To ensure a high quality of life in the Bells Ferry community, there is a need to ensure appropriate housing options for people who work in the community. Lack of housing options will result in longer commutes, more congestion and larger lots being dedicated to parking in the area. It negatively impacts the environmental quality of the area and adversely impacts the quality of life factors for any community. The jobs to housing match concept advocates that all communities provide housing options for its workforce.



However, as additional retail and office space is added to the community, a greater diversity of housing options should be present in the community. It is recommended that the jobs to housing issue be given careful consideration. This jobs-to-housing match will ensure that a community continues to adhere to the principles of smart growth and promotes a positive quality of life. The provision of workforce housing requires communities to include a diversity of affordable housing types as well as offer a range of pricing of housing products. It is important to maintain a high quality of design and planning in all developments.

Our study provides a range of options that maybe adopted by the community or the local government to create incentives for workforce housing. Many of these incentives need to be adopted by Cherokee County to be truly effective.

The incentives are summarized below:

1. Inclusionary zoning
2. Allow for higher density housing
3. Offer a density bonus in exchange for workforce housing development.
4. Tax increment financing/TAD.
5. Targeting the HOME and CDBG funds to targeted sites in the area.
6. Promote partnerships between potential developers and experienced nonprofit housing developers who maybe able to obtain additional resources to develop workforce housing.
7. Expanding opportunities for Employer assisted housing.

A short description of each of these incentives is provided as a menu for the community and the county to choose from. A selection from this menu has been used to effectively promote smart growth and jobs to housing initiatives in different parts of the country. The adoption of any of these incentives would be a boost to the provision of workforce housing.



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a. Inclusionary zoning

Inclusionary zoning programs encourage the development of affordable housing as an integral part of other development taking place in a community. There are several ways that this is accomplished at the local level including zoning ordinances, mandatory or voluntary conditions for the inclusion of housing which is below-market in future market-level developments. Inclusionary zoning is probably most effective when there are incentives included to help achieve the desired conditions.

Most inclusionary zoning ordinances prescribe that a certain minimum percentage of units in a specific residential development need to be made available to households at a particular income level, generally defined as a percentage of the area median income. The required set asides are usually targeted towards larger developments in the area.

Many of the localities which have such ordinances also offer some form of incentive to the developer in return for the provision of affordable housing. These incentives can include waivers of certain zoning requirements. These could include relaxation of existing requirements for density, area, height, open space and use. Other incentives include waiver of permit fees, local tax abatements, fewer required amenities, "fast track" permitting. The other incentive that is often provided by the jurisdiction for the developer is the provision or subsidization of infrastructure for the site.

b. Allow for higher density housing

Existing zoning and land use regulations often exclude higher density housing and allow only single family units on larger size lots. These regulations in effect serve to exclude other types of housing or a wider range of single family houses. This exclusionary aspect of zoning creates a major barrier for the creation of work force housing.



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In order to promote a mixed use community, a diversity of housing types is desired. This diversity addresses the needs of different residents with different family sizes. The different types of housing may also allow for a greater range in pricing. Although merely allowing different types of housing does not ensure creation of workforce housing, it may provide creative developers the flexibility to price certain housing units to address a wider cross-section of the market. Allowing for higher density of housing is a necessary first step in addressing the provision of workforce housing.

c. Offer a density bonus in exchange for workforce housing development.

A density bonus offered to housing developers is often adopted by municipalities to mitigate the market rate housing construction on the supply of available land suitable for housing. It prevents local zoning ordinances from excluding housing that meets the needs of a wider range of economic groups in the area. The Density bonus is particularly attractive to developers because it increases their return on a project. It is particularly valuable where land is scarce or expensive as it allows them to develop a larger number of units in return for including a certain number of units targeted to the workforce.

In the case of workforce housing, the developer is able to promote a greater variety of housing types that includes units targeted to the workforce. In most localities, there are mechanisms in place to ensure that the targeted units stay affordable for considerable period. These mechanisms include deed restrictions, lease restrictions, notification requirements and recapture clauses (if additional subsidy is included).



d. Targeting the HOME and CDBG funds to targeted sites in the area.

There is a need to target financial resources to allow developers to include housing for the workforce. HOME and CDBG funds are two federal programs that provide substantial financial resources that may be used to create the necessary affordability of housing in the area. These funds may be used to buy down the cost of construction, provide down payment assistance and provide soft second mortgages to targeted buyers. The use of these funds requires the developer to adhere to predetermined affordability limits, which are quite generous in the Atlanta MSA. Judicious use of these resources could create leverage for the developer to include workforce housing without sacrificing quality.

e. Promote the partnership between potential developers with experienced nonprofit housing developers that maybe able to obtain additional resources to develop workforce housing.

In order to provide the maximum level of resources and incentives to developers to develop workforce housing, partnerships between nonprofit and for profit developers should be encouraged. The nonprofit developer may have additional sources of financing that it may be able to attract. This may include grants from foundations and government sources and lower rate construction and permanent financing. The for-profit developer will benefit from these additional sources of funding and will be able to provide workforce housing without any sacrifice in the quality of housing. These partnerships also benefit developers in competing for limited state and federal resources. Although these partnerships are common in many parts of the county, there is a need to bring these potential partners around the table to build trust and confidence.



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f. Expanding opportunities for Employer assisted housing.

This is an incentive that should be encouraged among the potential employers in the area. As larger employers move into the area, discussions about the provision of Employer assisted Housing programs should be encouraged. Employer Assisted Housing is a powerful incentive that can effectively promote employee retention as well as create loyalty. It has been enacted in various forms all over the country. The employer should be encouraged to provide incentives to its employees to make housing more affordable. Employers could provide silent second mortgages, down payment assistance and forgivable loans to encourage buying of homes in a target area.

10. Social Services and Non-Profit Agencies

Need for senior housing and senior services are one of the priorities of the community. The design and location of the housing, amenities and services should take the senior's needs into consideration. Creating mixed use centers, pedestrian friendly environments, good and safe sidewalks, multi-use trails help the seniors to get around the area. This will make them less dependent on auto or others. Integrating the immigrant community is an integral element. Currently the Bells Ferry Community has a significant immigration population, addressing their social needs will stabilize the area and the diversity of the community. County should work in conjunction with the social, non-profit and religious organizations to cater to their needs and services. Appropriate programs should be developed to assist this group of the community.

Redevelopment of this scale and scope requires public investment such as infrastructure and development incentives to leverage, attract and encourage private investment. The successful implementation of the LCI Plan will require not only a commitment of resources by Cherokee County, but a collaborative approach with non-County entities, particularly the Cherokee County School System, ARC, GDOT and Corridor property and business owners and the area residents themselves.



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5.1 Implementation Strategies

The success of redevelopment will not be a result of one single strategy, but rather a number of synergistic strategies as described above that need to be implemented concurrently.



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5.2 Work Program

Development Projects

FIVE YEAR IMPLEMENTATION PLAN

Project ID	Description / Action	Cost	Year	Responsible Party	Funding Source
<i>Bells Ferry Parkway Enclave</i>					
DP-4	Housing Development: To develop large tract of vacant parcels and large single family lots and redevelop existing mobile park home site into a cohesive residential neighborhood with various housing product types that attracts people from diverse social, cultural and economic backgrounds integrated with parks and playgrounds and openspace and bike and pedestrian trails. To create a walkable, pedestrian friendly residential community. The sub area includes Bells Ferry Parkway Enclave	TBD	2006-2015	Cherokee County and Private Sector	Cherokee County and Private Sector
DP-5	Civic Amenities: To create a parkway with parks, fields integrated into the neighborhood fabric that offers residents with both passive and active recreation opportunities. To integrate the pond into the park and create multi-use pathways and an amphitheatre	TBD	2006-2015	Cherokee County and Private Sector	Cherokee County and Private Sector
DP-6	Aquatic Center: To build an aquatic center in the Bells Ferry Parkway Enclave that serves the needs of Cherokee County	TBD	2006-2008	Cherokee County and Private Sector	Cherokee County and Private Sector

FUTURE IMPLEMENTATION PROJECTS

Future Projects Throughout Corridor

DP-1	Mixed Use Village Destination: Creating high intensity mixed use development at the primary node located at the intersection of Bells Ferry Road and SR 92 which is a gateway to southern Cherokee County. This help redevelop the existing declining commercial uses and trailer home parks and catalyze new development and economic activity. It provides much needed services and amenities for the community within close proximity. It also promotes pedestrian friendly walkable and sustainable environment. This node includes subareas: Cherokee Gateway Southeast, Cherokee Gateway Southwest, Cherokee Gateway Northeast, Cherokee Gateway Northwest and Bells Ferry-Wade Green Enclave.	TBD	2006-2015	Cherokee County and Private Sector	Cherokee County and Private Sector
DP-2	Mixed Use Development: Create mixed use development nodes that predominantly focussed on residential with various housing product options and community/neighborhood retail and commercial services that offers access to local residents for day to day needs and services. The sub areas include Bells Ferry-Bascomb Carmel Enclave and Bells Ferry-Kellogg Creek Enclave	TBD	2006-2016	Cherokee County and Private Sector	Cherokee County and Private Sector
DP-3	Retail Node: To consolidate a retail node at the intersection of Bells Ferry Road and Eagles Drive along with the newly completed Wal-Mart and retail strip. Sub area includes Bells Ferry-Eagle Drive Node	TBD	2006-2010	Cherokee County and Private Sector	Cherokee County and Private Sector



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ACTION PLAN

5.2 Work Program

Local Government Planning and Policy Initiatives

FIVE YEAR IMPLEMENTATION PLAN

Project ID	Description / Action	Cost	Year	Responsible Party	Funding Source
<i>Planning and Zoning</i>					
PZ-1	Land Use: Adopt new land use for the LCI study area to accommodate mixed use and pedestrian friendly sustainable environments.	\$50,000	2006	Cherokee County/ARC	Cherokee County/ARC
PZ-2	Zoning Regulations: Develop zoning regulations to implement the LCI Plan: use, height, setbacks, parking, inter parcel connectivity, streets, signage, open space to promote and encourage the desired character for the LCI area. May require modifications to existing zoning regulations.	TBD	2006	Cherokee County	Cherokee County/ARC
PZ-3	Design Guidelines: To develop guidelines (including access management) for the LCI study area to ensure the quality and character of development to reflect the community's vision as articulated in LCI study	TBD	2006	Cherokee County	Cherokee County/ARC
<i>Transportation</i>					
TI-1	Coordination of SR 92 Design Changes and Landscape Maintenance Program	TBD	2006-2015	Cherokee County	Cherokee County
TI-2	Implementation of Bells Ferry and SR 92 Access Management Plan (Including an outreach program to business/property owners to involve them in the implementation process) (through overlay or design guidelines or master plan/s)	TBD	2006-2008	Cherokee County / Private Sector	Cherokee County / Private Sector
TI-3	Wade Green Access Management Study (Includes Robin Road / Tyson Drive / Wade Green Intersection)	TBD	2007-2008	Cherokee County	Cherokee County
<i>Economic Development</i>					
ED-1	Establishing TAD for the LCI Study Area	TBD	2006	Cherokee County	Cherokee County
ED-2	Setup TAD Administration and Urban Design Group comprising of a consultant and Cherokee County inter-department.	TBD	2006	Cherokee County	TAD
ED-3	Create Cherokee County Economic Development Corporation	TBD	2006	Cherokee County	Cherokee County
ED-4	Develop Marketing and Branding Campaign	TBD	2006-2007	Cherokee County	Cherokee County
<i>FUTURE IMPLEMENTATION PROJECTS</i>					
<i>Transportation</i>					
TI-4	Functional Reclassification and/or Realignment of Woodstock and Victory Roads	TBD	2011-2020	Cherokee County	Cherokee County
TI-5	Consult "Cherokee County Transit Needs and Opportunities Study" Recommendations	TBD	2011	Cherokee County	Cherokee County
TI-6	Study Impacts of Potential "Hobby Lobby" Median Crossover on SR 92	TBD	2012	Cherokee County	Cherokee County

Transportation Projects

FIVE YEAR IMPLEMENTATION PLAN

Project ID	Description / Action	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
SR 92 - Widening													
TP-1	Current DOT Project	Roadway Capacity	2005 - 2006	\$ -	N/A	\$ -	UNDERWAY	\$ -	\$ -	GDOT	GDOT	NA	NA
SR 92 - Current Design Modifications													
TP-2	20-ft Raised Median	Roadway Safety	2005 - 2006	\$ 25,000	N/A	\$ -	2005 - 2010	\$ 250,000	\$ 275,000	GDOT / County	TBD	TBD	\$ 55,000
TP-3	Landscaping for Raised Median	Pedestrian Facilities	2005 - 2006	\$ 5,000	N/A	\$ -	2005 - 2010	\$ 50,000	\$ 55,000	Cherokee County	TBD	TBD	\$ 11,000
TP-4	6-ft Sidewalks on Both Sides	Pedestrian Facilities	2005 - 2006	\$ 25,000	N/A	\$ -	2005 - 2010	\$ 250,000	\$ 275,000	GDOT / County	TBD	TBD	\$ 55,000
TP-5	5-ft Landscaped Planting Strip on Both Sides	Pedestrian Facilities	2005 - 2006	Included with TP 3	N/A	\$ -	2005 - 2010	Included with TP 3	\$ -	Cherokee County	TBD	TBD	Included with TP 3
TP-6	Proposed Median Breaks / Intersections	Access Management	2005 - 2006	Included with TP 2	N/A	\$ -	2005 - 2010	Included with TP 2	\$ -	GDOT / County	TBD	TBD	Included with TP 2
TP-7	Pedestrian Refuge Islands	Pedestrian Facilities	2005 - 2006	Included with TP 2	N/A	\$ -	2005 - 2010	Included with TP 2	\$ -	GDOT / County	TBD	TBD	Included with TP 2
TP-8	Alternate Crosswalk Hardscape Materials	Pedestrian Facilities	2005 - 2006	\$ 10,000	N/A	\$ -	2005 - 2010	\$ 100,000	\$ 110,000	GDOT / County	TBD	TBD	\$ 22,000
Bells Ferry - Current Modifications													
TP-14	Landscape Existing Median	Pedestrian Facilities	2005 - 2010	\$ 40,000	N/A	\$ -	2005 - 2010	\$ 400,000	\$ 440,000	Cherokee County	TBD	TBD	\$ 88,000
TP-15	Landscape Existing Planting Strip	Pedestrian Facilities	2005 - 2010	Included with TP 14	N/A	\$ -	2005 - 2010	Included with TP 14	\$ -	Cherokee County	TBD	TBD	Included with TP 14
TP-18 & 19	Parallel Linear Park with Shared-Use Path	Pedestrian Facilities & Access Management	2005 - 2010	\$ 200,000	2005 - 2010	TBD	2005 - 2010	\$ 2,000,000	\$ 2,200,000	County / ARC	TBD	TBD	\$ 440,000
Additional Current Projects													
TP-29	Gateway Features	Pedestrian Facilities	2005 - 2010	\$ 25,000	2005 - 2010	TBD	2005 - 2010	\$ 250,000	\$ 275,000	Cherokee County	TBD	TBD	\$ 55,000
TP-30 (a)	Robin Road: Curb, gutter, and sidewalks to westside only	Roadway Safety & Pedestrian Facilities	2005 - 2006	\$ 35,000	2005 - 2006	TBD	2005 - 2006	\$ 350,000	\$ 385,000	Cherokee County	TBD	TBD	\$ 77,000
TP-32	Eagle Drive Widening	Roadway Capacity	UNDERWAY	\$ -	UNDERWAY	\$ -	UNDERWAY	\$ -	\$ -	Cherokee County	TBD	TBD	NA
5-Year Plan Total				\$ 365,000		\$ -		\$ 3,650,000	\$ 4,015,000				\$ 803,000
FUTURE IMPLEMENTATION PROJECTS													
SR 92 - Future Enhancements													
TP-9	Median Crossovers & Signals for Alternate Access	Access Management	2010 - 2030	\$ 50,000	N/A	\$ -	2010 - 2030	\$ 500,000	\$ 550,000	GDOT / County	TBD	TBD	\$ 110,000
TP-10	Ornamental Roadway & Sidewalk Lighting	Pedestrian Facilities	2010 - 2030	\$ 10,000	N/A	\$ -	2010 - 2030	\$ 100,000	\$ 110,000	Cherokee County	TBD	TBD	\$ 22,000
TP-11	Street Furniture	Pedestrian Facilities	2010 - 2030	\$ 10,000	N/A	\$ -	2010 - 2030	\$ 100,000	\$ 110,000	Cherokee County	TBD	TBD	\$ 22,000
SR 92 - Future Corridor Improvements													
TP-12 & 13	Adjacent Access Roads with Sidewalks	Access Management	2010 - 2030	\$ -	TBD	\$ -	2010 - 2030	\$ -	\$ -	County / Private	TBD	TBD	\$ -
Bells Ferry - Future Enhancements													
TP-16	Ornamental Roadway & Sidewalk Lighting	Pedestrian Facilities	2010 - 2030	\$ 40,000	N/A	\$ -	2010 - 2030	\$ 400,000	\$ 440,000	Cherokee County	TBD	TBD	\$ 88,000
TP-17	Street Furniture	Pedestrian Facilities	2010 - 2030	\$ 20,000	N/A	\$ -	2010 - 2030	\$ 200,000	\$ 220,000	Cherokee County	TBD	TBD	\$ 44,000
Bells Ferry - Future Corridor Improvements													
TP-20	Parallel Slip Road with Development	Access Management	2005 - 2030	\$ 200,000	2005 - 2010	TBD	2005 - 2030	\$ 2,000,000	\$ 2,200,000	County / ARC	TBD	TBD	\$ 440,000
TP-21	Adjacent Access Roads with Sidewalks	Access Management	2005 - 2030	\$ -	2005 - 2030	TBD	2005 - 2030	\$ -	\$ -	County / Private	TBD	TBD	\$ -
TP-22 & 23	Local Streets with Sidewalks	Pedestrian Facilities	2005 - 2030	\$ -	2005 - 2030	\$ -	2005 - 2030	\$ -	\$ -	County / Private	TBD	TBD	\$ -
TP-24	Raised, Signed Crosswalks at Trail/Roadway Intersections	Pedestrian Facilities	2005 - 2030	Included with TP 19	2005 - 2030	\$ -	2005 - 2030	Included with TP 19	\$ -	Cherokee County	TBD	TBD	Included with TP 19
TP-25	Complete Intersection Signalization	Intersection Improvement	2005 - 2030	\$ 200,000	2005 - 2030	\$ -	2005 - 2030	\$ 2,000,000	\$ 2,200,000	Cherokee County	TBD	TBD	\$ 440,000
TP-26	Signalized Crosswalks	Pedestrian Facilities	2005 - 2030	Included with TP 26	2005 - 2030	\$ -	2005 - 2030	Included with TP 26	\$ -	Cherokee County	TBD	TBD	Included with TP 26
Future Additional Projects													
TP-27	New E-W Collector: Woodstock Rd to Bascomb Carmel Rd	Roadway Capacity	2010-2030	\$ 500,000	2005 - 2010	TBD	2005 - 2010	\$ 5,000,000	\$ 5,500,000	Cherokee County	TBD	TBD	\$ 1,100,000
TP-28	Traffic Calming Measures and New Sidewalks in Cherokee Estates Subdivision	Pedestrian Facilities	2005 - 2010	\$ 100,000	2005 - 2010	TBD	2005 - 2010	\$ 1,000,000	\$ 1,100,000	Cherokee County	TBD	TBD	\$ 220,000
TP-30 (b)	Robin Road: auxiliary lanes, median, curb, gutter, and sidewalks concurrent with redevelopment of eas side parcels	Roadway Capacity & Pedestrian Facilities	2010 - 2015	\$ 50,000	2010 - 2015	TBD	2015 - 2020	\$ 500,000	\$ 550,000	Cherokee County	TBD	TBD	\$ 110,000
TP-31	Reconstruct Tyson Drive / Wade Green Intersection	Intersection Improvement	2015 - 2020	\$ 25,000	2015 - 2020	TBD	2020 - 20 25	\$ 250,000	\$ 275,000	Cherokee County	TBD	TBD	\$ 55,000
TP-33	New Sidewalks and Landscaping on Existing Local Streets	Pedestrian Facilities	2010 - 2015	\$ 100,000	2010 - 2015	TBD	UNDERWAY	\$ 1,000,000	\$ 1,100,000	Cherokee County	TBD	TBD	\$ 220,000
TP-34	Future Bus Transit Routes	Pedestrian Facilities	TBD	\$ -	TBD	\$ -	TBD	\$ -	\$ -	Cherokee County	TBD	TBD	\$ -
Future Project Total				\$ 1,305,000		\$ -		\$ 13,050,000	\$ 14,355,000				\$ 2,871,000
BELLS FERRY LCI TOTAL				\$ 1,670,000		\$ -		\$ 16,700,000	\$ 18,370,000				\$ 3,674,000



Monitoring and Evaluation

It is critical to set up a monitoring and evaluation program to access the progress of the implementation of LCI Plan. We recommend that until the CCEDC (Cherokee County Economic Development Corporation) is set up to look after the LCI implementation, the TAD Administration/Urban Design Group shall take the lead role in monitoring the plan implementation. It is important to monitor and evaluate each of the components of the Plan initiatives; land use/zoning/design, transportation, economic and financial.

The County shall develop detail work plan for the implementation of each project/initiative with budget/costing, schedule, administrative and management tasks with specific deadlines. The objectives of these initiatives have to be defined and specific evaluation criteria should be developed against which the progress can be measured. Monitoring and evaluating on a periodic basis (monthly/quarterly/annually) will ensure smooth implementation and successful implementation of the plan. This will inform any difficulties or delays encountered and allow for mitigation and corrective measures. Such monitoring will help keep up with the changes that the market place may bring during the implementation.



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5.3 25 year Projections

25 Year Projections

Bells Ferry Corridor Study Area: With LCI Plan Implementation						
	2005	2010	2015	2020	2025	2030
Population	8,080	12,159	16,171	18,485	19,702	20,365
Households	2,858	4,358	5,881	6,846	7,435	7,833
Employment	2,069	2,954	3,707	4,467	5,241	6,043
HH-to-Job Ratio	1.38	1.48	1.59	1.53	1.42	1.30

Retail: 1 job per 300 SF of retail,
Office: 1 Job per 250 SF of office space

Bells Ferry Corridor Study Area: Without LCI Plan Implementation						
	2005	2010	2015	2020	2025	2030
Population	8,080	10,589	13,054	14,903	15,666	15,888
Households	2,858	3,796	4,747	5,520	5,912	6,111
Employment	2,069	2,655	3,154	3,668	4,184	4,714
HH-to-Job Ratio	1.38	1.43	1.51	1.51	1.41	1.30

Difference in projections based on Share of Market (SOM) Study Area captures of Market Area overall household increase, as follows:

Bells Ferry Corridor Study Area Share of Projected Market Area Household Increase						
	2005	2010	2015	2020	2025	2030
With LCI	18%	40%	40%	25%	15%	10%
Without LCI	18%	25%	25%	20%	10%	5%

Additionally, without implementation of the LCI Plan, the Study Area SOM of both new and replaced retail space drops from 75% of Market Area to 50%, resulting in a reduction in retail-related employment.



Appendix

The appendix section contains additional supporting information as part of this study. It is organized in the following sections:

6.1 Survey

- Survey Results
- Community Questionnaire Form

6.2 Stakeholder Interview Summary

6.3 Character Preference Survey Summary

6.4 Design Workshop Summary

6.5 Meeting Schedule

6.6 Tax Allocation District

6.7 Economic Development Corporation

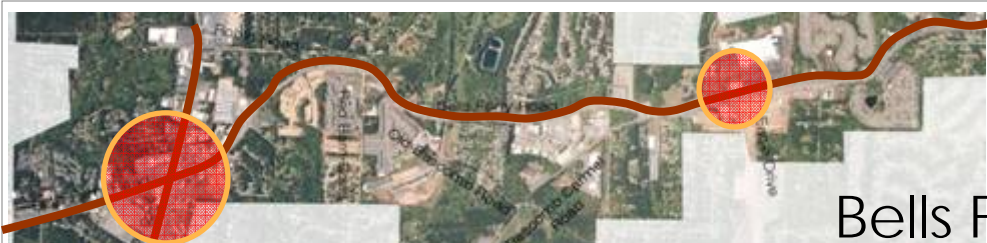


Public Questionnaire

The public involvement effort included a questionnaire survey of the community. A significant approach of this planning effort has been to afford every opportunity for community residents and business persons to provide input and respond to proposed plans for the Bells Ferry Study Area.

The Sizemore Group developed the questionnaire with input from several stakeholders. The questionnaire was developed to reflect the issues of interest to the community. Questionnaires were distributed to residents and business owners during public meetings and were also available on the Cherokee County Planning Website as a PDF available for download. 70 people responded to the survey. The response rate was within expectations for surveys of this type.

The response from the survey and other public involvement shaped the approach to the study.

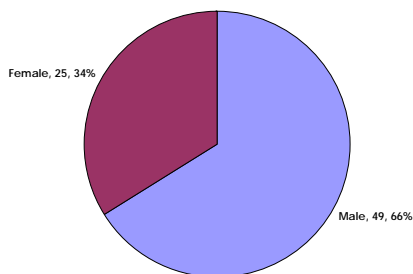


Bells Ferry LCI

APPENDIX

6.1 Survey

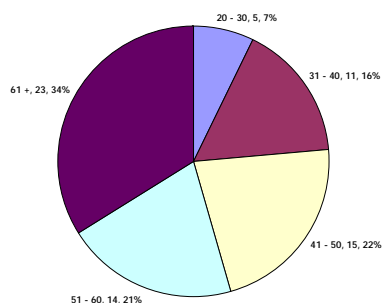
Sex of Respondents



Demographics

66% of the respondents were male and the ages of the respondents were weighted toward older populations with 77% of the respondents being over 50 years old. This is a rapidly growing segment of the population that was well represented in the survey. 16% of the respondents were between 20 and 40.

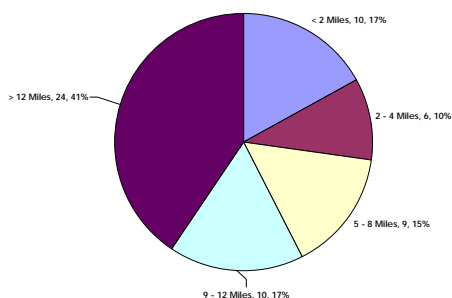
Age of Respondents



Work/Home Relationship

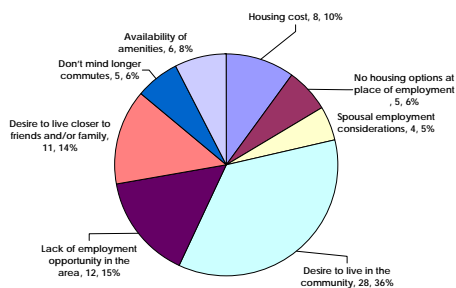
Over 40% of the questionnaire respondents commute greater than 12 miles, one way, to work while 27% work less than 4 miles from their places of residence.

Distance Between Work and Home



When asked what their reasons were for commuting longer distances, 36% of the respondents that they have a strong desire to live in this Bells Ferry community, while an additional 14% have a desire to live close to family. Only 10% indicated low housing costs as a reason for living in the study area.

Reasons for Commute



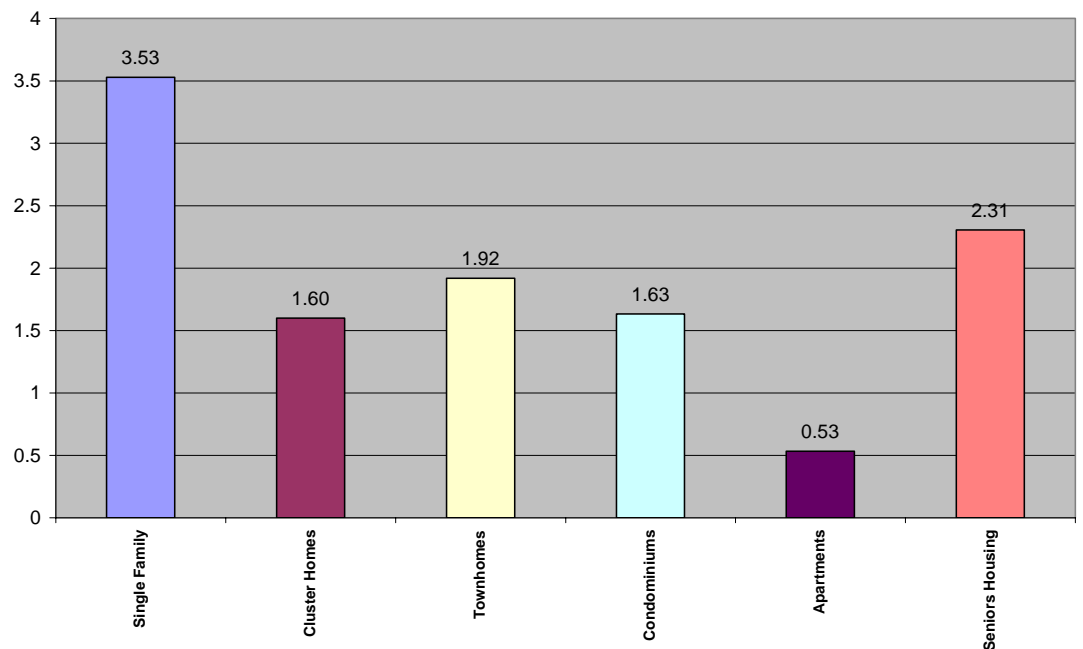


Housing

The respondents to the survey indicate that they are favorable to single family and senior housing while they are neutral to cluster homes, town homes and condominiums for the study area. Apartment homes are undesirable in the study area.

It is important to note that a diversity of housing types in the study area is important to make a live, work and play district.

Preferred Housing Types





Bells Ferry LCI

APPENDIX

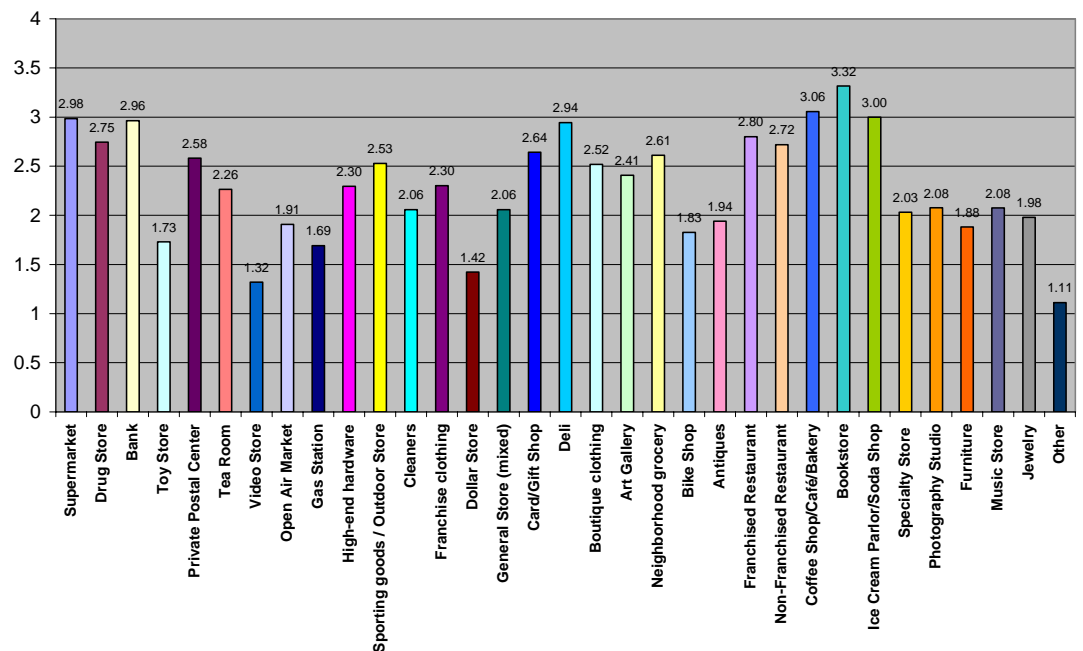
6.1 Survey

Retail

The survey indicated that several retail uses including bookstores, deli, banks, bakeries, supermarkets and gift shop were indicated as desirable uses. The community felt that most of the other categories of retail were somewhat desirable or neutral.

Only video stores, dollar stores bike shops, antique shops and furniture stores were ranked as somewhat undesirable or undesirable. The proximity of similar services makes these retail opportunities less important for the study area.

Preferred Retail



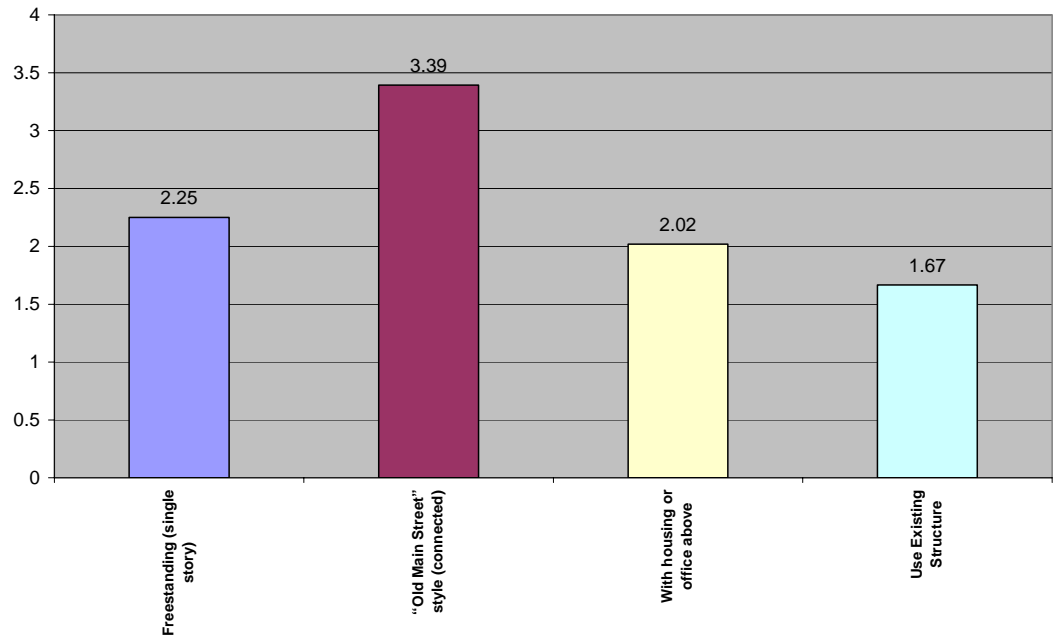


Retail Configuration

The preferred packaging of desirable retail uses is in a 'Main Street' style with housing or office above the retail. The importance of using existing structures for office and commercial uses was ranked as undesirable by the respondents to the survey due to the lack of architecturally significant structures in the study area.

Freestanding, single-story retail configurations were scored as neutral.

Preferred Retail Configuration





Bells Ferry LCI

APPENDIX

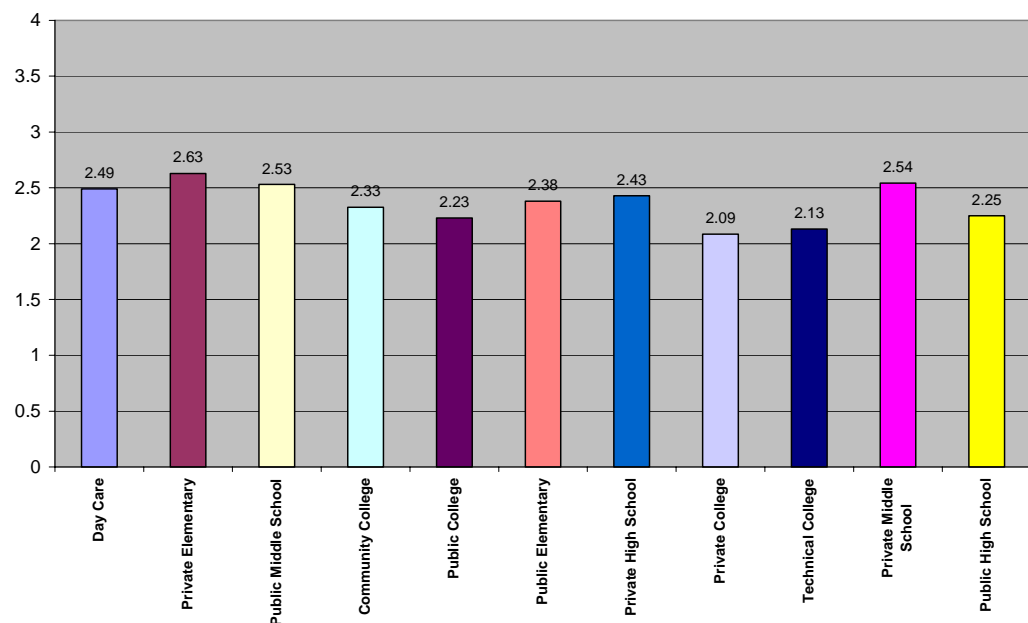
6.1 Survey

Education

Education facilities in the study area received a neutral rating from the respondents. This is significant given that the residential growth may necessitate a new school within the study area. This survey indicates that this would be one use that the community would consider but not one that they are necessarily looking for as a facility in this study area.

It is important to note that the integration of a school within a larger community plan is important to change the resident's perception of the physical impact of schools with a given site.

Education



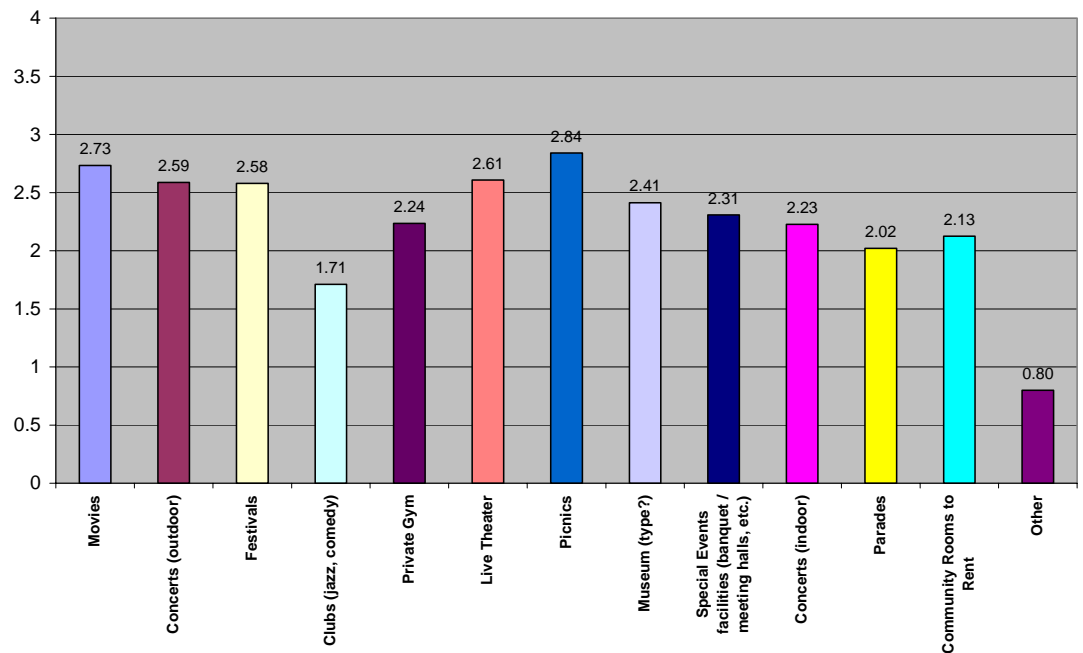


Entertainment/Recreation

The community is strongly supportive of having outdoor festival, festivals, live theater, picnics and movies within the Bells Ferry LCI study area. These uses would make the study area a more lively space and would promote community activity.

The survey indicates that the community finds most entertainment categories as at least somewhat desirable with only clubs receiving a somewhat undesirable rating.

Entertainment & Recreation





Bells Ferry LCI

APPENDIX

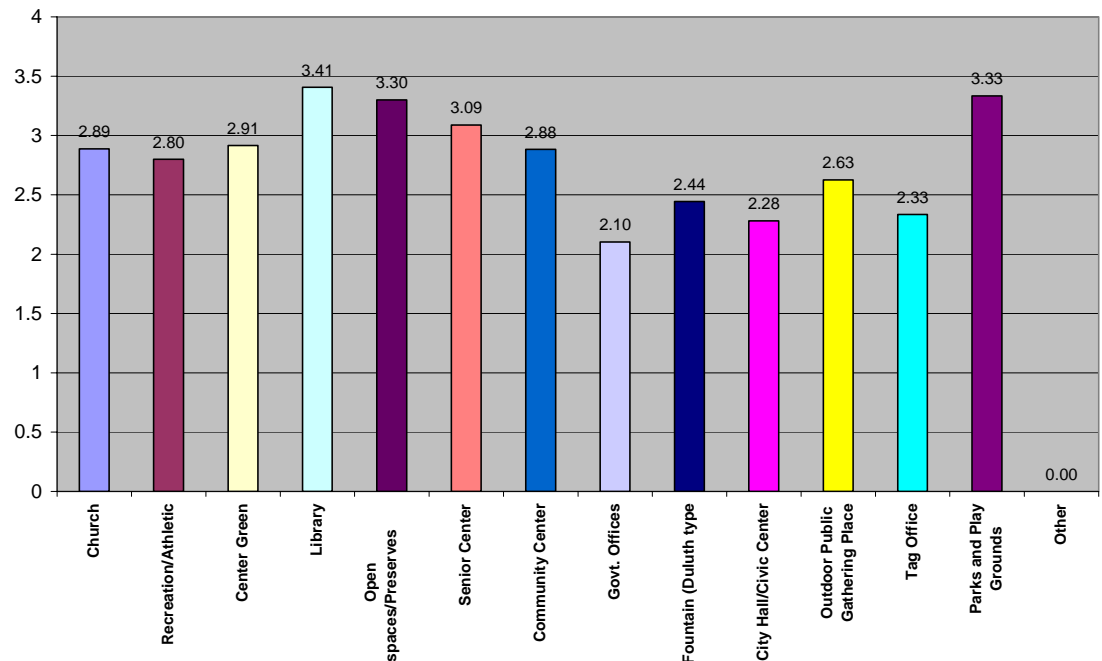
6.1 Survey

Civic

The survey also indicates that the community is supportive of most civic uses in the study area. The respondents were strongly supportive of a library, center green, open space, a senior center, and parks and play grounds

The community finds fountains, government offices, a City Hall and a tag office as somewhat desirable uses for the study area. The strong preferences for civic uses should provide direction to future redevelopment plans.

Civic Amenities





Bells Ferry LCI

APPENDIX

6.1 Survey

What TRANSPORTATION changes are Desired?

More roads	SPLIT	
More road capacity	YES	<input checked="" type="checkbox"/>
Surface parking	SPLIT	
On-street parking	NO	<input checked="" type="checkbox"/>
Traffic calming	YES	<input checked="" type="checkbox"/>
Bus service	SPLIT	
Sidewalks	YES	<input checked="" type="checkbox"/>
Bicycle/jogging paths	YES	<input checked="" type="checkbox"/>
Bike lanes (on street)	YES	<input checked="" type="checkbox"/>
Rail transit service	NO	<input checked="" type="checkbox"/>
More connected streets	YES	<input checked="" type="checkbox"/>
More traffic signals	YES	<input checked="" type="checkbox"/>
Pedestrian/bike connections	YES	<input checked="" type="checkbox"/>
Thru traffic routed around	YES	<input checked="" type="checkbox"/>
Streetscaping	YES	<input checked="" type="checkbox"/>
Drive through services	SPLIT	



Issues of Most Concern:

The following issues were of most concern for the respondents of the LCI questionnaire.

1. Safety
2. Local road congestion
3. Truck traffic
4. Pedestrian/Bike access



COMMUNITY QUESTIONNAIRE

Bells Ferry LCI Corridor Study

This survey will assist the Bells Ferry Community to chart its path to ensure that future development and transportation issues are compatible with the character and quality of the area you envision.

Please return completed questionnaire to: Venky Babu, Project Manager, Sizemore Group

RETURN by July 15, 2005

FAX (preferred): 404-605-0890

Your **on-time** response is **critical !!**

1700 Commerce Drive, Atlanta GA 30318

****If you use the backs of pages for additional comments, please do not forget to fax them also!****

Please take a moment to complete the following personal information

Name: _____

Neighborhood, Organization, or Group: _____

Email: _____

Sex: Male Female

Age: 20 – 30yrs. 31 – 40yrs. 41 – 50yrs 51 – 60yrs 61+yrs.

Status: Resident Business owner Property owner

Employee of local business Other – list _____

What is the distance between your residence and workplace?

Less than 2 miles 2 - 4 miles 5 - 8 miles 9 - 12 miles More than 12

miles



Bells Ferry LCI

APPENDIX

6.1 Survey

What are your reasons for NOT living closer to your place of work?

- Housing cost
- Lack of employment opportunity in the area
- No housing options at place of employment
- Desire to live closer to friends and/or family
- Spousal employment considerations
- Don't mind longer commutes
- Desire to live in the community
- Availability of amenities

What are your biggest concerns for the Bells Ferry Corridor?

What uses do you want to see in Bells Ferry Corridor?

Rate desirability by circling A, B, C, D, or F

with 'A' being "most desirable", 'C' being "neutral", and 'F' not at all desirable

HOUSING

Single Family	A	B	C	D	F
Cluster Homes	A	B	C	D	F
Townhomes	A	B	C	D	F
Condominiums	A	B	C	D	F
Apartments	A	B	C	D	F
Seniors Housing	A	B	C	D	F

Other Housing Structures _____



Bells Ferry LCI

APPENDIX

6.1 Survey

Rate desirability of the following **by writing A, B, C, D, or F in the box,**

with 'A' being "most desirable", 'C' being "neutral", and 'F' not at all desirable

OFFICE

- Professional Office
- Office Supply
- Medical Services

RETAIL

- Supermarket
- Drug Store
- Bank
- Restaurant
- Toy Store
- Private Postal Center
- Tea Room
- Shop
- Video Store
- Open Air Market
- Gas Station
- Cleaners
- Franchise clothing
- Dollar Store
- General Store (mixed)
- Card/Gift Shop
- Deli
- Boutique clothing
- Art Gallery
- Neighborhood grocery
- Antiques
- Franchised Restaurant
- Non-Franchised
- Coffee Shop/Café/Bakery
- Bookstore
- Ice Cream Parlor/Soda
- Specialty Store
- Photography Studio
- Furniture



Bells Ferry LCI

APPENDIX

6.1 Survey

- High-end hardware Bike Shop Music Store
- Sporting goods / Outdoor Store Jewelry
- Other _____

Retail Building Configurations

- Freestanding (single story) With housing or office above
- "Old Main Street" style (connected) Use Existing Structure

RECREATION/ENTERTAINMENT

- Movies Live Theater Concerts (indoor)
- Concerts (outdoor) Picnics Parades
- Festivals Museum (type?) Community Rooms to Rent
- Clubs (jazz, comedy) Special Events facilities (banquet / meeting halls, etc.)
- Private Gym Other _____

CIVIC/AMENITIES

- Church Senior Center City Hall/Civic Center
- Recreation/Athletic Community Center Outdoor Public Gathering Place
- Center Green Govt. Offices Tag Office



Bells Ferry LCI

APPENDIX

6.1 Survey

- Library Fountain (Duluth type) Parks and Play Grounds
 Open spaces/Preserves Other

EDUCATION

- Day Care Public College Technical College
 Private Elementary Public Elementary Private Middle School
 Public Middle School Private High School Public High School
 Community College Private College

4. How would you most like the above amenities/services “packaged?”

- Open air or enclosed mall Street level retail mixed-use (i.e. Virginia Highlands)
 Dispersed neighborhood retail clusters Strip development

How far would you walk for these amenities?

- 5 minutes 10 minutes 15 minutes 20 minutes 30 minutes

What TRANSPORTATION changes would you like to see?

		YES	No Opinion	NO	Why?
• More roads	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		_____
• More road capacity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		_____
• Surface parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		_____
• On-street parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		_____



Bells Ferry LCI

APPENDIX

6.1 Survey

- Traffic calming (e.g. raised crosswalks, narrower streets) _____
- Bus service _____
- Sidewalks _____
- Bicycle/jogging paths _____
- Bike lanes (on street) _____
- Rail transit service _____
- More connected streets _____
- More traffic signals _____
- Pedestrian/bike connections between residential & non-residential uses & schools _____
- Thru traffic routed around Crossroads _____
- Streetscaping (landscaping seating, pedestrian lighting) _____
- Drive through services _____
- Other(s) – list _____

What TRANSPORTATION issues concern you the most?

- | | | High | Average | Low Why? |
|-------------------------|--------------------------|--------------------------|--------------------------|----------|
| • Long commutes _____ | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| • Safety | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | _____ |
| • Local Road Congestion | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | _____ |
| • Truck Traffic | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | _____ |
| • Bus Service | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | _____ |



Bells Ferry LCI

APPENDIX

6.1 Survey

- Neighborhood interconnection _____
- Pedestrian/Bicycle access _____
- Accessibility to Parcels _____
- Other(s) – list _____
- Should there be a collocation between living and working in the area?

Which roads & Intersections in the Bells Ferry Corridor Study area have the greatest safety issues and are most in need of being improved? Please number in order of priority.

list _____

list _____

list _____

What are the best assets of the Bells Ferry Community and are they getting stronger or in danger of being lost?

- | | Getting Stronger | Being Lost |
|---------|--------------------------|--------------------------|
| • _____ | <input type="checkbox"/> | <input type="checkbox"/> |
| • _____ | <input type="checkbox"/> | <input type="checkbox"/> |
| • _____ | <input type="checkbox"/> | <input type="checkbox"/> |

What are your biggest concerns for your community? Please number in order of priority.

- Schools _____
- Public safety _____
- Traffic _____
- Affordable housing _____



- Parks/service _____
- Healthy way of life _____
- Property values _____
- Employment _____
- Economic Development _____
- Other(s) – list _____

COMMENTS

Thank you for your participation.

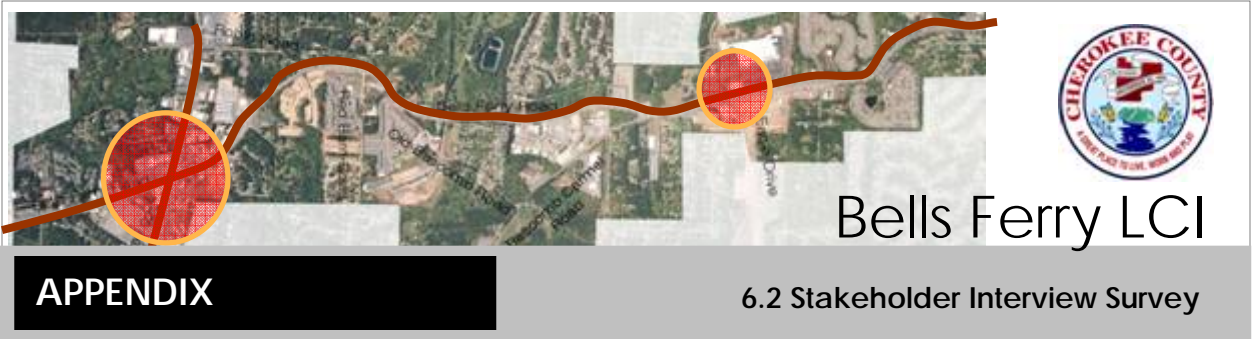
If you have questions, please contact: Venky Babu or Adem Gusa, Sizemore Group

Phone: 404-605-0690; venkyb@sizemoregroup.com



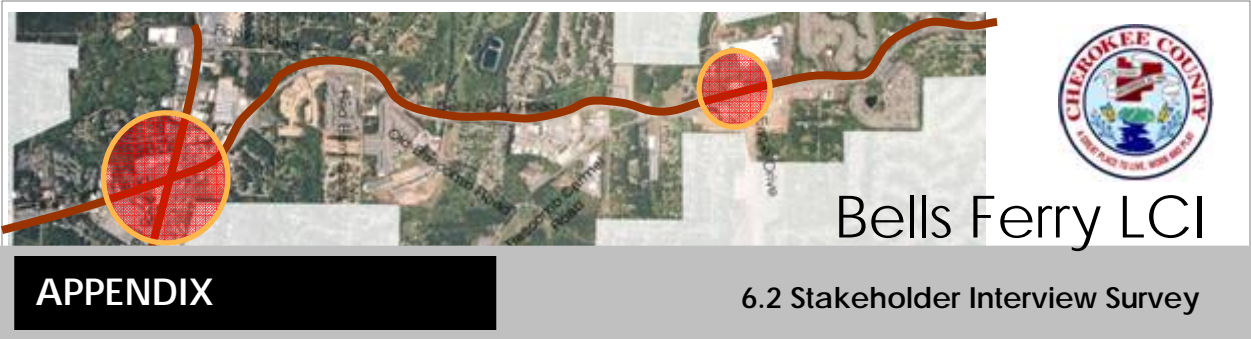
STAKEHOLDER INTERVIEW SUMMARY

- County is committed and is willing to invest
- Mixed use, walkable environment
- High end retail, restaurants,
- Good quality development/architecture
- Office – professional offices and some corporate head quarters. 2-3 story offices except for few mid-rise/high-rise for corporate
- Aquatic center (county seems to want to do this), fire-police precinct, elementary school, library
- Funds: TAD, LCI, SPOLST
- Potential for Main street merchants association, Main-street business authority, etc.
- Housing Choices: Single family/cluster/town homes: different age groups and income. Younger starter families/couples, senior/empty-nesters/executive housing
- Apartments not desirable
- Distinguishing features: Dixie speedway, mining history
- Airport expansion from 3000' runway to 5000' runway that would accommodate corporate jets
- Small quaint small town feel buildings not big boxes or high-rise



TRANSPORTATION

- Sidewalks – Robin Road, Red Barn, Hunter Road
- Difficult intersections- BF/92, BF/Eagle, BF/Wade Green and BF/Kellog Creek (these listed on the top)
- Other intersections – BF/Old Bascom, BF/Bascom Carmel, BF/Lake Forest
- BF narrowing from 4 lane to 2 lane
- Traffic Lights: BF/Bascom Carmel Road, Hunter Trail/BF
- To reduce speed limit on BF



STAKEHOLDER QUESTIONNAIRE

Bells Ferry Corridor Livable Centers Initiative

Name: _____

Date: _____

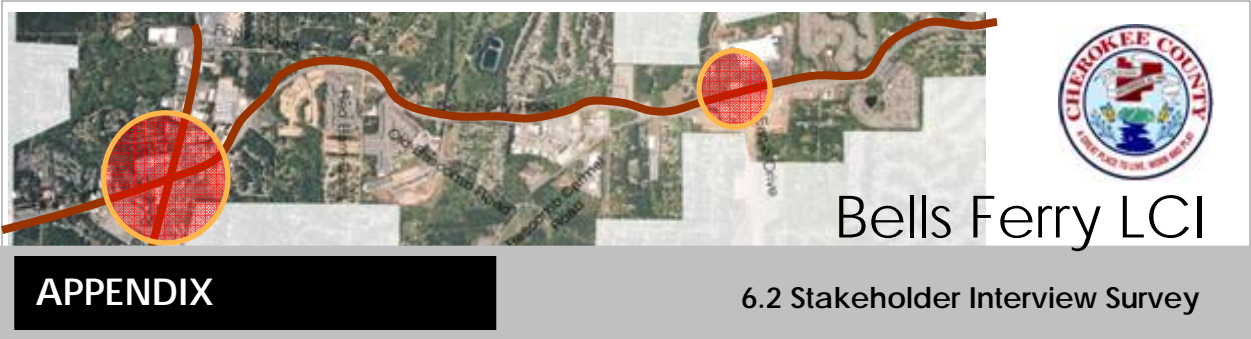
This survey will assist the Bells Ferry Community to chart its path to ensure that future development and transportation issues are compatible with the character and quality of the area you envision.

MISSION

1. What are the goals/priorities that should be addressed by this LCI Study?
2. What are County's strengths in meeting these goals/priorities?
3. What are County's weaknesses in meeting these goals/priorities?
4. Are there any connections (physically, functionally, etc.) to other initiatives by the County that we should be aware of?

Vision

1. What is your Vision for the Bells Ferry Corridor?
2. What in your opinion are the KEY ISSUES/NEEDS/USES?
3. What specific plans, both short term and long term? (5-20 yrs)
4. Are there any opportunities that you are constrained from doing now?
5. What Corridors/Cities (or towns) do you consider or anticipate being your peers?
6. What distinguishing factors make the Bells Ferry Corridor different from others?



7. What corridor/cities contain some of the physical attributes, environment, you wish to see in Bells Ferry Corridor
8. Describe those attributes?
9. Are there any *image* considerations that should be of priority for Bells Ferry Corridor?
10. Do you like to see a FOCAL POINT/CENTER created for the Bells Ferry Community?
11. Is there a significant opportunity - for *any* reason - that should not be missed via this master plan?
12. What potential uses do you envision for the area
13. What character of development do you envision for the area – no. of storeys, density, etc.

User Profile:

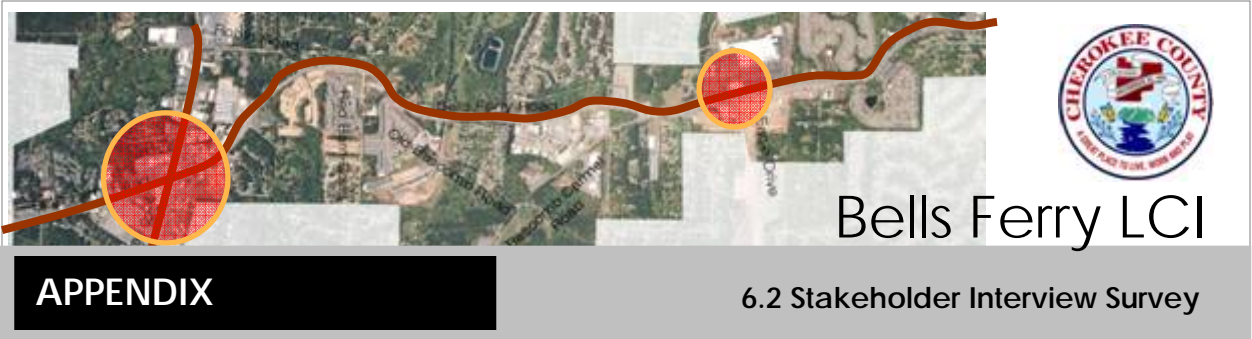
1. What characteristics of your citizens should be considered from a form or functional stand point for this Study?

Time:

1. Are major increments of phasing anticipated that should be planned during this planning effort?

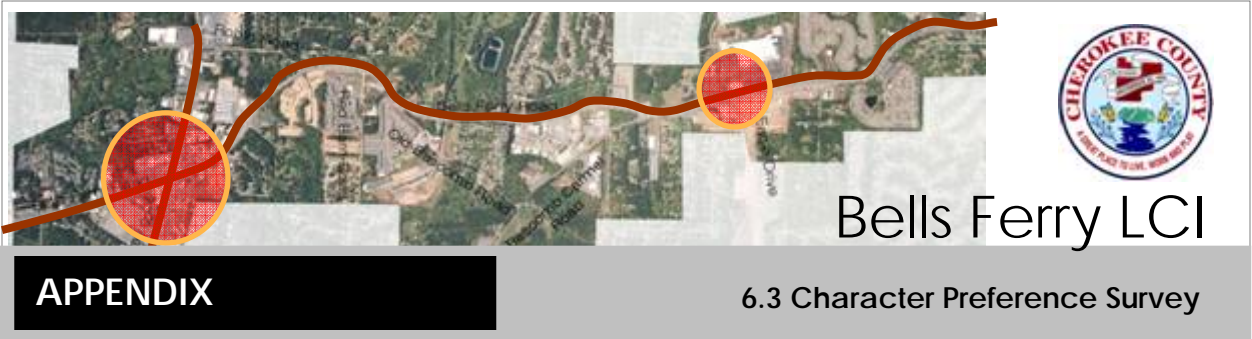
Cost:

1. Are there any key funding sources that need to be considered during this planning effort that could impact the scope and quality of the master plan recommendations?



Transportation

- Where do you walk/bike?
- What streets need sidewalks/ where are there gaps?/bike lanes
- Where are the major traffic bottlenecks? (streets and intersections)
- What are the most dangerous streets and intersections?
- Are you aware of the Route 92 widening? What do you think of the median?
- Are there intersections you think need traffic signals?
- What streets do you travel most frequently?
- What are your thoughts about public transportation?
- What transportation services are missing?



A character preference study was conducted by the Sizemore Group to allow participants of the Bells Ferry LCI study to express their preference for the visual image of their community. The extensive list of images was selected by the Sizemore Group to provide a wide range of choices. A summary of the selections is presented below.

Parks and Gathering Spaces

In the category of parks and gathering places, the preferred choice of image reflects a space that should be designed to encourage social and passive recreational activities. The importance of interconnected spaces and the ability to encourage a variety of social opportunities is reflected. The choice also expresses a desire for neighborhood-scale parks and gathering spaces versus community or regional parks.





Large civic gathering spaces with wide expanses of hardscape and pavers received a neutral rating.



Bells Ferry LCI

APPENDIX

6.3 Character Preference Survey

<p>Bells Ferry Corridor LCI</p> <p>Category #1</p> <p>Parks and Gathering Places</p> <p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p>  <p>A</p> <p>Public open spaces of all scales encourage social, civic, and recreational activities. All such spaces should be designed to encourage these activities and should be interconnected to provide a variety of experiences.</p>	<ul style="list-style-type: none"> + Variety of social opportunities + Encourages interaction + Landscape qualities and defined open space <p>B</p> 	RATING	DESIRABLE
	<ul style="list-style-type: none"> + Provides social interaction and recreation + Well defined landscaped area <p>C</p> 	RATING	NEUTRAL
	<ul style="list-style-type: none"> + Recreation opportunities + Provides social opportunity <p>C</p> 	RATING	NEUTRAL



Bells Ferry LCI

APPENDIX

6.3 Character Preference Survey

Greenways and Trails

These should provide a variety of pedestrian and biking experiences through the natural and built environment. These spaces should have periodic shade opportunities and sufficient open spaces to comfort and enhance the perception of safety. The image promotes visual and physical buffers between pedestrians and traffic are encouraged.

At the same time other images that reflect trails with tunnels providing below grade road crossing, where safety may be a concern, received only a neutral rating.

<p>Bells Ferry Corridor LCI</p> <p>Category #2</p> <p>Greenways & Trails</p> <p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p>	<ul style="list-style-type: none"> + Natural features + Removed from traffic + Park like setting with natural areas around <p>B+</p>		RATING	DESIRABLE
	<ul style="list-style-type: none"> + Walking/jogging opportunity + Variety / anticipation - Asphalt trail <p>B</p>		RATING	DESIRABLE
	<p>Greenways & Trails should provide a variety of pedestrian, biking experiences through the natural and built environment. Periodic shade opportunities and sufficient open spaces contribute to comfort and perception of safety. Visual and physical buffers between pedestrians and traffic are encouraged.</p> <p>A-</p>	<ul style="list-style-type: none"> + Walking/jogging opportunity - May not feel safe - Narrow pathway feel <p>C</p>		RATING



Bells Ferry LCI





APPENDIX

6.3 Character Preference Survey

Sidewalks/Streetscapes Urban

The image reflects the communities' desires for providing sufficient pedestrian circulation without overcrowding. Sidewalk furniture, overhangs from buildings, awnings and green medians contribute to a positive urban experience. The need for physical and visual buffers between pedestrians and traffic are desirable.

Images where there are large interruptions in the street network and inadequate pedestrian provisions received neutral ratings. The respondents found images where there was no separation from traffic, poor visual attraction and felt unsafe as undesirable.

<p>Bells Ferry Corridor LCI</p> <p>Category #3</p> <p>Sidewalks/Streetscape - Urban</p> <p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p>  <p>B</p> <p>Walks and walkways should provide for sufficient pedestrian circulation without overcrowding. Overhangs, trees, textured paving, street furniture, chairs & tables, green medians- all contribute to a positive experience. Visual and physical buffers between pedestrians and traffic are encouraged.</p>	<ul style="list-style-type: none"> + Textured pavement and street furniture + Space for café and streetside activities + Wide enough for circulation <p>B-</p>		<p>RATING</p> <p>DESIRABLE</p>
	<ul style="list-style-type: none"> + Wide enough sidewalk allows for street activities + Lighting and street furniture <p>C</p>		<p>RATING</p> <p>NEUTRAL</p>
	<ul style="list-style-type: none"> - No separation from traffic - Feels unsafe and dangerous - Visually not attractive - Exposed utilities <p>F</p>		<p>RATING</p> <p>UNDESIRABLE</p>



Bells Ferry LCI

APPENDIX

6.3 Character Preference Survey

Sidewalks/Streetscapes Suburban/Residential

The preferred image reflects the communities' desires for landscaped walkways and tree-lined streets to help establish neighborhood scale and a visual appeal of the streets/neighborhood. Overhangs, trees, green medians -- all contribute to a positive experience. Visual and physical buffers between pedestrians and traffic are encouraged.

Images where there was a lack of vegetation and landscaping received neutral ratings along with images overhead utilities and narrow sidewalks.

Bells Ferry Corridor LCI			RATING
<p>Category #4</p> <p>Sidewalks/Streetscapes - Suburban/Resident</p> <p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p>	<p>+ Tree canopy</p> <p>+ Narrow roadway</p> <p>+ Green strip between the street and the sidewalk - buffers</p>	<p>B</p>	DESIRABLE
	<p>+ Defined sidewalks and green strip</p> <p>- Sidewalk feels "too close" to private space</p> <p>- Lacks vegetation - trees</p> <p>- Narrow sidewalks</p>	<p>C</p>	NEUTRAL
	<p>+ Stone wall defines the public and private space</p> <p>- Prominent overhead utilities</p> <p>- No street trees</p>	<p>C</p>	NEUTRAL



Bells Ferry LCI

APPENDIX

6.3 Character Preference Survey

Storefronts/Character Design – Single Use

The example of high quality in this category reflects a character that provides variety to the pedestrian experience. Seating, landscaping and awnings that reinforce the human scale all contribute to the shopping experience.

The survey shows that “strip mall” character storefronts that were dominated by automobiles, with no trees, a lack of pedestrian scale and little or no storefront design interest received an undesirable rating.

<p>Bells Ferry Corridor LCI</p> <p>Category #5</p> <p>Storefronts/Design</p> <p>Character - Single - Use</p> <p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p>	<ul style="list-style-type: none"> + Building edge defines the intersection + Parking covered by buffers <p>C</p>		<p>RATING</p> <p>NEUTRAL</p>
	<ul style="list-style-type: none"> - Automobile dominated - No trees - Single story commercial buildings - No storefront design interest <p>D</p>		<p>RATING</p> <p>SOMEWHAT UNDESIRABLE</p>
	<ul style="list-style-type: none"> - Strip character - Automobile dominated - Parking dominates the building/view - Lacks streetscape/trees <p>F</p>		<p>RATING</p> <p>UNDESIRABLE</p>



Bells Ferry LCI

APPENDIX

6.3 Character Preference Survey

Storefronts/Character Design – Mixed-Use

In line with the results of the previous category, the example of high quality in the mixed-use category reflects a character that provides variety to the pedestrian experience with common elements that tie the environment together. Seating, landscaping and awnings that reinforce the human scale all contribute to the experience. In terms of building height within the mixed-use environment, mid-rise building of three to five stories are encouraged.

The survey shows that facades that are dominated by blank walls and a lack of fenestration are undesirable.

<p>Bells Ferry Corridor LCI</p> <p>Category #6</p> <p>Storefronts/Design Character- Mixed-Use</p> <p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p>	<ul style="list-style-type: none"> + Building edge, canopies, streetscape + Pedestrian friendly (scale) street <p>C+</p>		<p>RATING</p> <p>NEUTRAL</p>
	<ul style="list-style-type: none"> + Good architectural form + Building edge & canopies - Lacks trees/streetscape <p>C</p>		<p>RATING</p> <p>NEUTRAL</p>
	<ul style="list-style-type: none"> - Warehouse feel, large building mass, has no architectural interest - Isolated feel surrounded by parking - Lacks pedestrian scale <p>D</p>		<p>RATING</p> <p>SOMEWHAT UNDESIRABLE</p>



Bells Ferry LCI


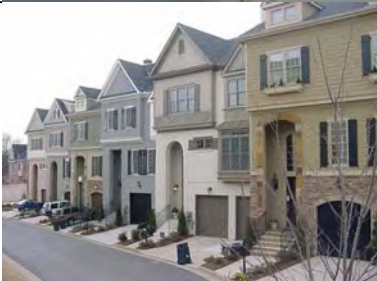
APPENDIX

6.3 Character Preference Survey

Residential – Multi-Family:

Many of the images in the multi-family category did not score highly. This indicates either the dissatisfaction with the multi-family palette shown, or the desire to maintain a single-family character. The images that received the highest ratings within this category reflect details such as balconies, historic detailing, rhythmic fenestration, quality materials and a street presence.

Large apartment buildings with unattractive architecture, awkward detailing features and massive building forms received responses that ranged from undesirable to unacceptable.

<p>Bells Ferry Corridor LCI</p> <p>Category #7</p> <p>Residential Multi - Family</p> <p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p>	<ul style="list-style-type: none"> - Large building mass – crowded feel - Not pedestrian friendly - Lacks streetscape <p>D</p>		<p>RATING</p> <p>SOMEWHAT UNDESIRABLE</p>
	<ul style="list-style-type: none"> - Garage/driveway dominates the facade - Lacks trees and streetscape <p>D-</p>		<p>RATING</p> <p>SOMEWHAT UNDESIRABLE</p>
<p>Multi-family residential units located directly on the street are critical components in Smart Growth planning-- often located above commercial retail storefronts. Balconies, historic detailing, rhythmic fenestration and quality materials contribute to this component.</p> <p>C+</p>	<ul style="list-style-type: none"> - Commercial feel - architecture - Lacks Streetscape <p>F</p>		<p>RATING</p> <p>UNDESIRABLE</p>



Bells Ferry LCI





APPENDIX

6.3 Character Preference Survey

Residential – Single Family:

The images that scored highly in this category reflect traditional subdivision home designs with front yards, front driveways and shade trees.

Massive homes on small lots, small homes and modern home designs scored neutral to poorly

<p>Bells Ferry Corridor LCI</p> <p>Category #8</p> <p>Residential</p> <p>Single - Family</p>	<ul style="list-style-type: none"> + Detailing and material diversity + Clean look and well maintained + Front double height entrance <p style="text-align: right;">C+</p>		<p>RATING</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">SOMEWHAT DESIRABLE</p>
<p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p> 	<ul style="list-style-type: none"> + Detailing and architectural elements. + Richness in material + Front porch - Lacks streetscape and trees <p style="text-align: right;">C</p>		<p>RATING</p> <p style="text-align: center;">NEUTRAL</p>
<p>Single-family ranch style residential units with front yard and shade trees.</p> <p style="text-align: right;">B</p>	<ul style="list-style-type: none"> - Contemporary architecture style <p style="text-align: right;">D</p>		<p>RATING</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">SOMEWHAT UNDESIRABLE</p>



Bells Ferry LCI

APPENDIX

6.3 Character Preference Survey

Civic – Public Buildings:

Civic and public buildings play a strong role in providing a visible symbol for the community and could serve as a catalyst for positive development. The examples of high quality preferences in this category were strong anchors on the street and had good vertical massing. The presence of historic detailing and quality materials was also reflected in the choice.

Images that had no street presence, were incongruous in style, had dominant architectural elements and lacked landscaping were deemed undesirable for the LCI study area.

<p>Bells Ferry Corridor LCI</p> <p>Category #9 Civic/Public Buildings</p> <p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p>	<ul style="list-style-type: none"> + Arched articulation – solids and voids - Lacks cohesive landscape - Large mass <p>C</p>		<p>RATING</p> <p>NEUTRAL</p>
	<ul style="list-style-type: none"> - Too busy - No landscaping - Inappropriate design <p>D</p>		<p>RATING</p> <p>SOMEWHAT UNDESIRABLE</p>
<p>Civic structures play an important role to galvanize a community and lend a visible symbol of commonality. They also provide a critical functional role in the development of a live-work-play environment, and can be a catalyst for other positive development.</p> <p>B</p>	<ul style="list-style-type: none"> - No landscaping - Dominant element <p>D-</p>		<p>RATING</p> <p>SOMEWHAT UNDESIRABLE</p>



Bells Ferry LCI

APPENDIX

6.3 Character Preference Survey

Parking:

No single image of parking presented in this survey received an overwhelming support from the community. Instead participants selected both well landscaped parking lots and well designed decks as desirable images. The desirable images in this category had vehicles in clusters and surrounded by visual screening and landscaping. Parking decks with screened facades and well lit were also desirable to the community.

Large parking lots with no landscaping and visual screens were undesirable.

<p>Bells Ferry Corridor LCI</p> <p>Category #10 Parking</p> <p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p>	<ul style="list-style-type: none"> + Trees as shade/buffers + Landscape walls screens the parking and provides an edge to the street <p>C</p>		<p>RATING</p> <p>NEUTRAL</p>
	<ul style="list-style-type: none"> + Small size parking lot - Lacks landscape <p>D</p>		<p>RATING</p> <p>SOMEWHAT UNDESIRABLE</p>
<p>Parking, though necessary, should not drive the master plan. Vehicles should be clustered, and surrounded by landscaping. Visual screening is desirable along streets either landscaped, walled or fenced.</p> <p>C+</p>	<ul style="list-style-type: none"> - Sea of parked cars - No landscaping - Building is barely visible <p>F</p>		<p>RATING</p> <p>UNDESIRABLE</p>



Bells Ferry LCI



APPENDIX

6.3 Character Preference Survey

Signage/Artwork/Street Furniture:

The image of high quality in this category reflects a community where hanging signs and signs that are integrated into canopies are encouraged. The signage should be of appropriate scale and detailing.

Free standing signs that are a visual clutter, with an 'offensive' scale and lacking design interest were undesirable.

<p>Bells Ferry Corridor LCI</p> <p>Category #11 Signage/Artwork/Street Furniture</p> <p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p>  <p>B+</p> <p>Street furniture, lighting, etc. enhance the quality and character of the environment. Hanging signs and signs integrated into canopies are encouraged. Freestanding signs should have quality detailing. Large scale mall signage is absolutely discouraged.</p>	<ul style="list-style-type: none"> + Good landscape details + Paving/streetscape /trees/banners <p>B</p>		<p>RATING</p> <p>DESIRABLE</p>
	<ul style="list-style-type: none"> + Signage and gateway/landscape element + Display element/street furniture integrated in sidewalks <p>C</p>		<p>RATING</p> <p>NEUTRAL</p>
	<ul style="list-style-type: none"> - Visual clutter - Unattractive - Offensive scale - Lacking quality detailing & consistent type set <p>F</p>		<p>RATING</p> <p>UNDESIRABLE</p>



Bells Ferry LCI

APPENDIX

6.3 Character Preference Survey

Traffic Calming:

Traffic calming measures should also enhance the visual elements for the community. Textured pavements were rated desirable; traffic circles were scored as neutral.

Simple economical solutions like median dividers that don't contribute to street character were undesirable.

<p>Bells Ferry Corridor LCI</p> <p>Category #12 Traffic Calming</p> <p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p>	<ul style="list-style-type: none"> + Defines the intersection + Alerts the motorists to the intersection + Helps pedestrian crossing <p>C</p>		<p>RATING</p> <p>NEUTRAL</p>
			<p>RATING</p>
<p>Textured Pavement</p> <p>Traffic calming mechanisms should contribute to the style and character of the community in addition to effectively calming driver behavior.</p> <p>B</p>			<p>RATING</p>



APPENDIX

6.4 Design Workshop

Public Design Charette and Results

Once the study area analysis, stakeholder interviews and questionnaires were completed and synthesized, issues were identified and the stage was set for the public design charette - a forum in which the development, open space, parks, safety, connectivity issues, concerns and desires of the community were addressed. The event was held on Saturday, September 24 at Bascomb Carmel Church between 9:00 AM and 4:00 PM.

At the start of the charette, the community was briefed on the goals, issues and needs that were identified through the community visioning process. The participants were then given a briefing on the charette process and outline.

The intent of the design charette was to solicit community input in the design of LCI Study Area. The charette format was designed as a hands-on design process involving the community, wherein the participants were organized in groups and assisted by professionals from the consultant team.

The plan options were generated through a process of investigating the target area and addressing the following questions in the following order:

1. What would you preserve?
2. What would you change?
3. What would you create?
4. What would you connect?



The graphic results of these questions were recorded on transparent overlays on top of a base map of the study area. Once the overlays were created, master plan options began to emerge; the plans were then critiqued by each team and then further refined. At the end of the design workshop the refined plans were presented by a designated community member within each team. The pros and cons of each teams' plan were discussed.

The following section presents a consolidated summary of the design workshop and additional input from the core team members.



What Would You Preserve?

When the community was asked what they want to preserve within the study area, the following physical elements were identified:

- Ponds
- Stream beds/creeks
- Existing Churches
- Fox Den Subdivision
- New developments including:
 - Wal-Mart
 - Street Side Retail
 - Peaks at Bells Ferry
 - Others
- Mature trees
- Portions of undeveloped land/green space
- Private property at Bells Ferry and Robin Road

What Would You Change?

When the community was asked what they want to change within the study area, the following physical elements were identified:

- Existing mobile home parks
- Retail along Highway 92 at the Bells Ferry Node
- Visually screen the Power Station at Bells Ferry
- Intersection improvement at Bells Ferry/Old Bascomb
- Commercial strip development character within the study area
- Warehouse/Commercial district at Bascomb Carmel/Bells Ferry
- Redevelop the residential community in the southwest quadrant of the Bells Ferry/Highway 92 intersection.



What Would You Create/Connect?

Despite the diversity and range of interests that were present during the workshop, many community members and professionals agreed, in concept, when it came to the question of what should be created and connected within the study area and many recurring themes emerged. In summary, the physical improvements that were identified include:

Group A

- Village style community around a park at Bells Ferry/Highway 92 node
- Mixed density housing
- Retail over office
- Inter-parcel connectivity between new and existing developments
- Trails along creeks
- Parks
- Elementary school
- High rise at Bells Ferry/92 node
- Senior mixed-use community at Bells Ferry/Kellogg Creek
- Private business park at Bells Ferry/Victory Drive
- Redevelopment of existing warehouse district to office space
- Medium density residential; at Bells Ferry/92 node

Group B

- Regional park with aquatic center, tennis courts and skate park
- Townhome communities
- Housing cottage community at Old Bascomb/Bells Ferry
- Mixed-use node with civic space at Bells Ferry/92
- Trail system connecting all existing and proposed developments



Group C

- Regional park with aquatic center, tennis courts and baseball/softball fields
- Townhome communities at Highway 92/Wade Green/Robin Road
- Workforce housing along Bells Ferry
- Mixed-use node with professional offices at Bells Ferry/92
- Trail system connecting all existing and proposed developments
- Arts Center at Bells Ferry/Bascomb Carmel

Group D

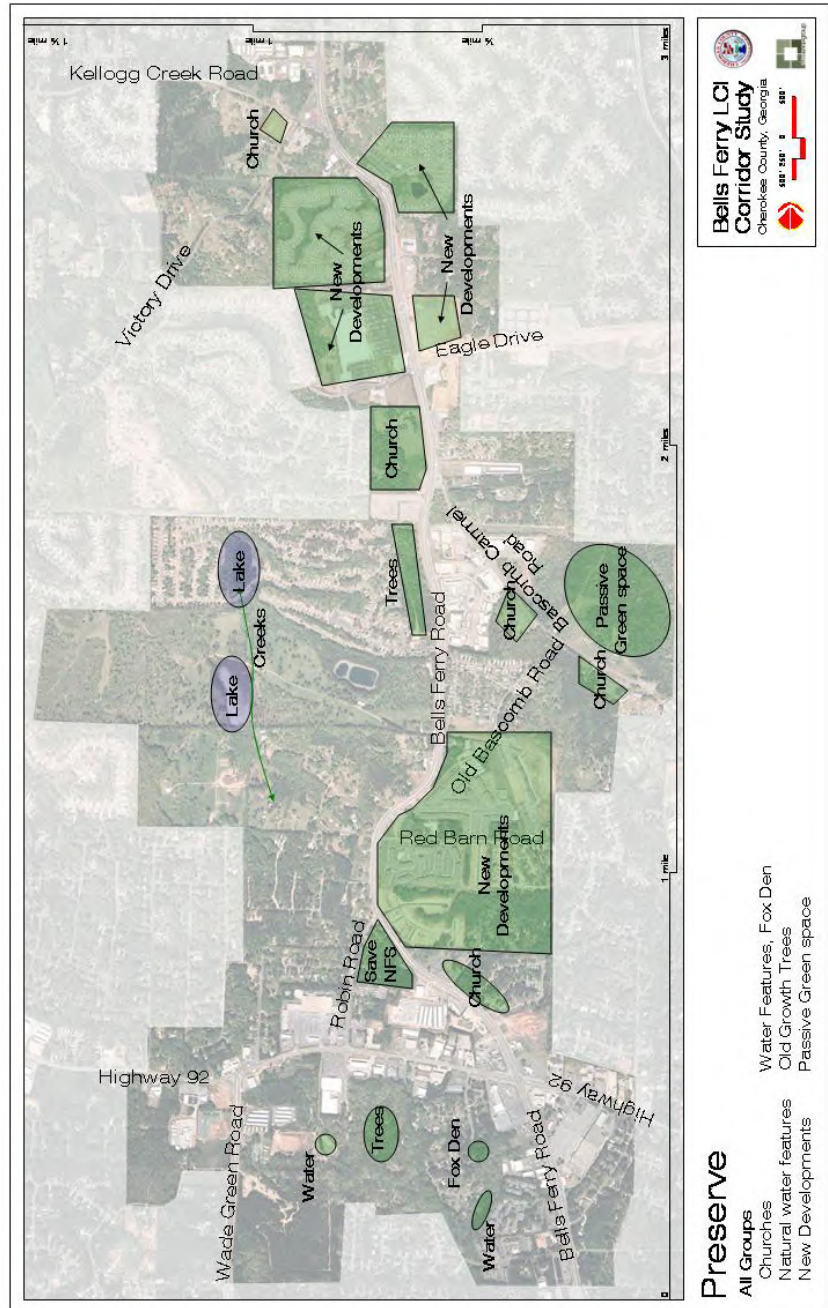
- Aquatic center at Robin Road/Bells Ferry
- Sports complex at Bascomb Carmel/Bells Ferry
- Middle School at Highway 92/Wade Green.
- Library and Senior Center at Highway 92/Robin Road
- Workforce housing along Bells Ferry
- Mixed-use node at Bells Ferry/92
- Large park with surrounding mixed use at undeveloped parcel north of warehouse district



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6.4 Design Workshop



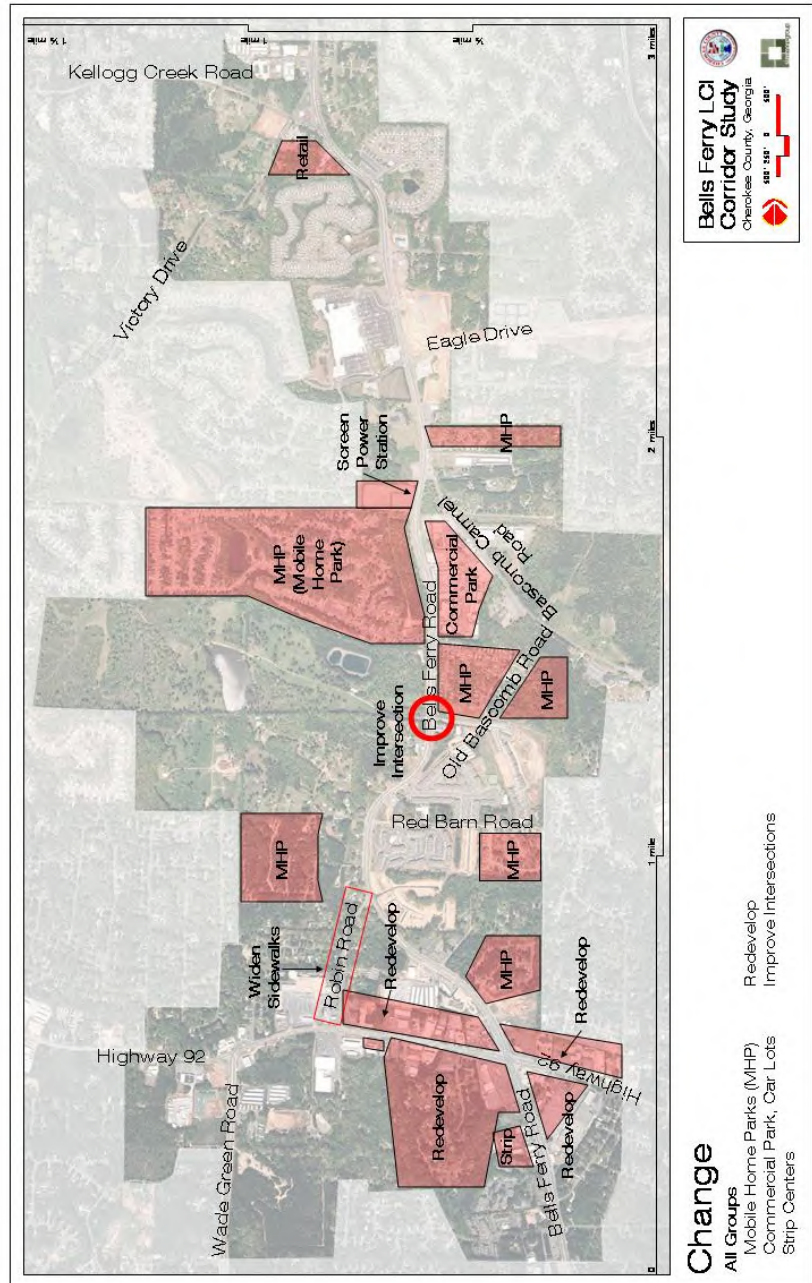
Design Workshop – Preserve – all groups



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6.4 Design Workshop



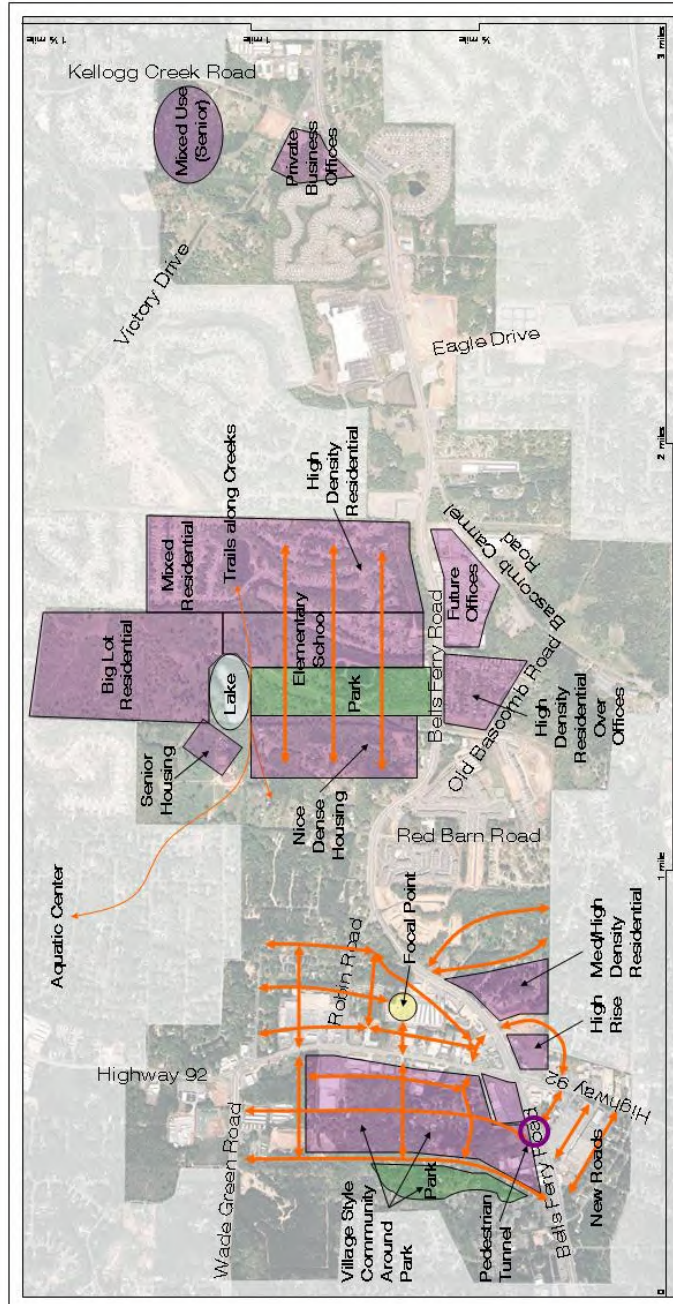
Design Workshop – Change – all groups



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APPENDIX

6.4 Design Workshop



**Bells Ferry LCI
Corridor Study**
Cherokee County, Georgia

Create and Connect
Group A
Village Style Community
Mixed Density Housing
Retail over Office

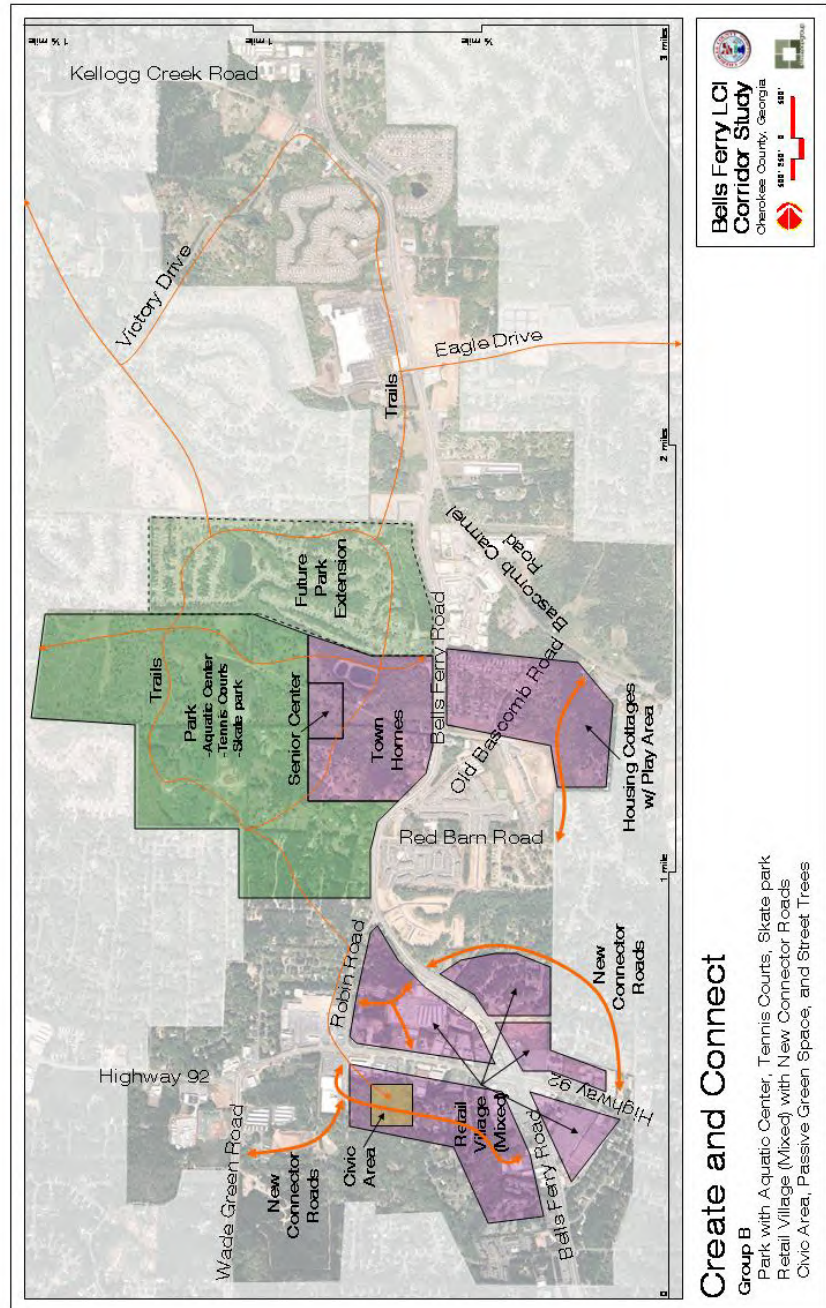
Design Workshop – Create and Connect – Group A



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6.4 Design Workshop



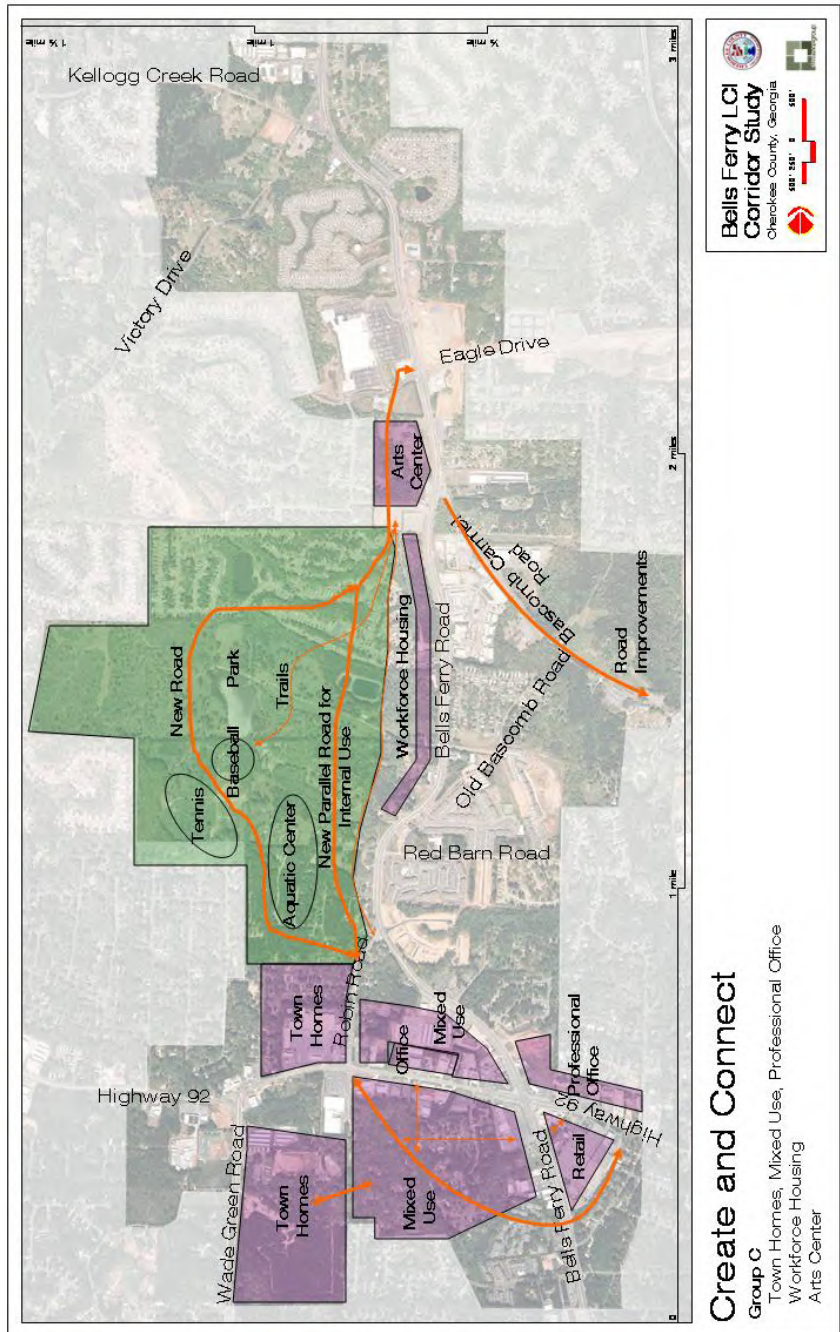
Design Workshop – Create and Connect – Group B



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6.4 Design Workshop



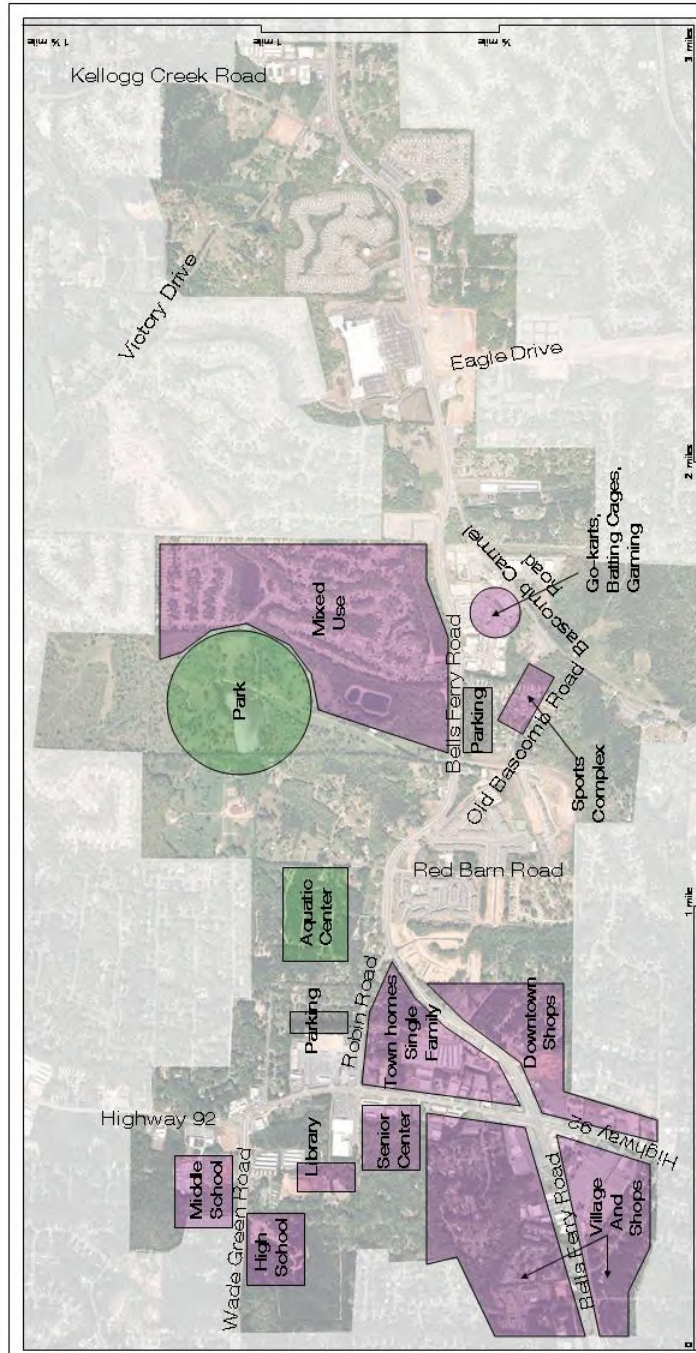
Design Workshop – Create and Connect – Group C



Bells Ferry LCI

APPENDIX

6.4 Design Workshop



Bells Ferry LCI Corridor Study
Cherokee County, Georgia

- Create and Connect**
- Group D**
- Mature Trees and Fox Den
 - Village and Shops
 - Mixed Use, Schools, and Sports Complex

Design Workshop – Create and Connect – Group D



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APPENDIX

6.5 Schedule of Meetings

Schedule of Meetings

DATE	TIME	LOCATION	DESCRIPTION
CORE TEAM MEETINGS			
14 June, 2005	3:30 PM	Rose Creek Library	LCI Kick off and Visioning
9 August, 2005	6:00 PM	Prayer and Praise Christian Fellowship	Analysis - issues and goals
21 September, 2005	6:00 PM	Prayer and Praise Christian Fellowship	Character Preference Survey and Market Analysis and Design Workshop
21 October, 2005	3:00 PM	Bells Ferry Vetereary Clinic	Concept Plan and Implementation
PUBLIC MEETINGS			
28 June, 2005	6.30 - 8 PM	Prayer and Praise Christian Fellowship	LCI kick off and visioning
15 August, 2005	6 PM - 8 PM	Bascom United Methodist Church	Character Preference Survey and Study Update
24 September, 2005	9 AM - 4 PM	Bascom United Methodist Church	Design Workshop
OTHER MEETINGS			
26 October, 2005	6 PM - 7 PM	Cherokee County Department of Parks and Recreation	Presentation to the Board
16 November, 2005	2 PM - 4 PM	ARC	Transportation Coordination Meeting
28 November, 2005	10 AM - 12 NOON	GDOT	Transportation Coordination Meeting
15 November, 2005	3 PM - 4 PM	Cherokee County Justice Center	Cherokee County Commissioners



Creation of a Bells Ferry Corridor Tax Allocation District

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 the Bells Ferry Corridor.

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 Bells Ferry Corridor that have sought for years to turn the corner on disinvestment and decline.



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 millage rates in effect at the time of the TAD's creation (hopefully 2006). The 2005 millage rates for property tax purposes in 2005 are as follows:

Cherokee County M&O	4.935 mills
Cherokee County Fire District	2.215 mills
<u>Cherokee County School District M&O</u>	<u>18.450 mills</u>
Total	25.600 mills

Geographic Boundaries of the Proposed TAD

The proposed TAD boundaries generally correspond to the LCI Study Area, although portions of several purely-residential neighborhoods have been excluded.

Supportable Bonds from New Development of study area

The Tax Financing District within the proposed Bells Ferry Corridor Redevelopment Plan boundaries had an assessed tax base value of \$225,951,000 in 2005 according to the tax records of Cherokee County. Verification will be sought from the State of Georgia Revenue Commissioner's Office at the time of the TAD's creation.

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 Bells Ferry 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 during the first four years of the TAD's existence sufficient to support an initial TAD bond issue of approximately \$75,325,000 at assumed terms of 25 years, a 7.25% rate and a 120% debt service coverage (DSC). A second TAD bond issue of approximately \$144,000,000 could be issued four years after the first issue assuming new development and the appreciation of existing property at levels projected in this Study. Thus, total TAD bonds of approximately \$219,000,000 could be issued for public improvements and private development incentives within the Bells Ferry TAD during as little as five years from the TAD's creation, although a reasonably conservative estimate would either lower the amount to approximately \$150,000,000 within an eight-year period, assuming, of course, that underwriter-acceptable developer and construction-completion agreements are in place.



TAD Creation

A preliminary schedule for creating the TAD is as follows:

ACTION	DATE
1. Authorization of Redevelopment Powers	
<ul style="list-style-type: none"> ■ Introduced in the upcoming session of the Georgia State Legislature 	January
2. Preparation of Redevelopment Plan for Discussion Purposes:	January – April
<ul style="list-style-type: none"> ■ Preparation of TAD Redevelopment Plan for discussion purposes 	January
<ul style="list-style-type: none"> ■ Discussions within County Government, including Board of Commissioners 	February – March
<ul style="list-style-type: none"> ■ Substantive discussions with Cherokee County School System 	March – April
<ul style="list-style-type: none"> ■ Achieve conditional approvals from BOC and BOE regarding TAD approval, contingent upon public referendum results 	May
3. Design/Preparation for Internal County Implementation/Administration of LCI and Potential TAD Improvements	January – June
4. Public Referendum re Redevelopment Powers (Ability to Establish Tax Allocation Districts)	July
5. Formal Redevelopment Plan completed	July
6. County Commission TAD Approval Process	July - August
<ul style="list-style-type: none"> ■ Submittal of TAD Redevelopment Plans 	July – August
<ul style="list-style-type: none"> ■ Public Hearing(s) 	August
<ul style="list-style-type: none"> ■ Final approval by County Commission 	August
7. Board of Education TAD Approval	August
8. Tax Digest Submittal	August – December
9. TAD Creation/Start Date	December 31, 2006



Creation of a Cherokee County Economic Development Corporation

A. Purpose and Powers

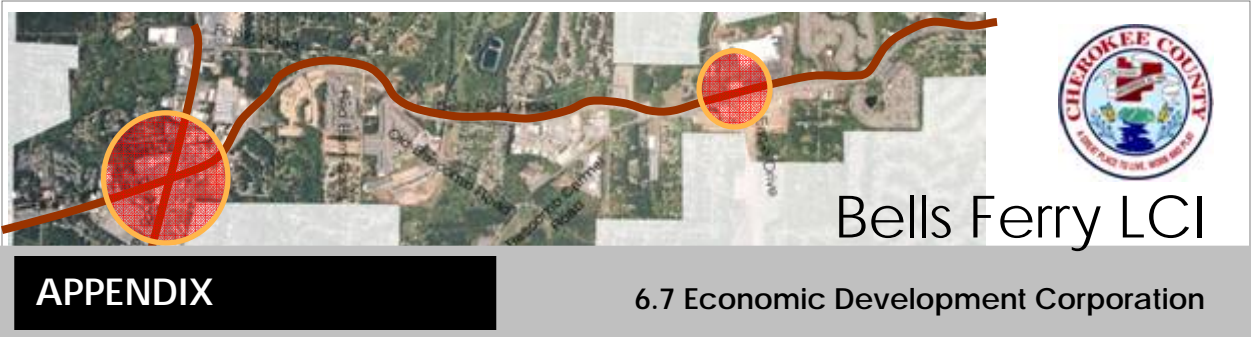
The charitable purpose of a separate, independent CCEDC would be to promote and facilitate general economic development in Cherokee County, Georgia through the alleviation of the burdens of government.

State law permits the County to contract with the CCEDC to exercise certain of its redevelopment powers. Initially, the CCEDC may assist the County in the establishment of the redevelopment areas and tax allocation districts by (i) defining the redevelopment area boundaries, (ii) preparing the redevelopment plan, (iii) identifying the redevelopment projects, their costs and a plan of finance, (iv) retaining and supervising the preparation of the feasibility study and (v) coordinating the required public hearings.

B. Attributes

In order to be effective in facilitating, coordinating and, in some case, managing economic development projects throughout the County, the CCEDC should have the following attributes:

1. Qualify as a 501(c)(3) entity;
2. Be a distinct legal entity from the County for ease of administration and to permit negotiated procurements;
3. Have a management structure adequate to authorize and oversee public/private fee-based development initiatives;
4. All specific contracts between the CCEDC and the County will adhere to applicable County, State and Federal law;
5. Have limited liability in development transactions that it participates in (with particular emphasis on limited liability to Cherokee County);
6. Have the power to acquire and dispose of land;



7. Have the power to hold title to County surplus property and other land for which the CCEDC would be responsible for attracting private development; and
8. Have a contractual relationship with the County to provide development services with an initial budget to compensate its staff and overhead.

C. Advantages

The benefits to the creation of the CCEDC include easier access to foundation grants that prefer 501(c)(3) conduits, flexible procurement and a legal form through which joint ventures may be formed with greater ease. General benefits include the following:

1. Accountability with flexibility;
2. Efficiency of operation;
3. Leveraging of HUD funds to create opportunities;
4. Generation of additional revenue to the County;
5. Public-Private Partnerships;
6. Flexibility with accountability;
7. Capability to assemble and make land available for development;
8. Efficiency and timeliness of the private sector;
9. Leveraging of Federal and state funds;
10. Tax deduction for land donation to the entity; and
11. Dedicated project management to facilitate cutting through the red tape.

D. Tasks

The State Redevelopment Powers Law authorizes Cherokee County to designate a Redevelopment Agent for the purpose of carrying out the Redevelopment Plan. It is recommended that Cherokee County will designate the CCEDC to serve as the County's Redevelopment Agent responsible to the County for implementing the proposed Redevelopment Plan for each TAD.

As the County's Redevelopment Agent, the CCEDC will carry out tasks in the following areas:



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6.7 Economic Development Corporation

1. Coordinating implementation activities with other major participants in the Redevelopment Plan and their respective development and planning entities.
2. 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 County's Comprehensive Development Plan and the TAD Redevelopment Plans.
3. Coordinating the solicitation and selection process(es) regarding Private Sector involvement in TAD-related development projects, including the following:
 - Preparation of pre-qualification and project-specific Requests for Qualifications/Proposals;
 - Coordination of distribution and timing of RFQ/RFP;
 - Staffing of appointed selection committee created by DDA;
 - Coordination of the response review process;
 - Coordination of short-list and interview process;
 - Preparation (based on Selection Committee recommendations) of recommendations to the CCEDC Board, the Cherokee County Manager, the Cherokee Board of Commissioners, and other appropriate bodies;
 - Negotiation of development agreements with selected private developers and related contractors; and
 - Coordination of all necessary approvals of development-related agreements.
4. Coordinating contact and communication with private developer and financing entities
5. Coordinating public-private financial packaging, as needed



6. Conducting Developer-Government liaison activity
7. Coordinating preparation of required legislation
8. Coordinating public hearings and other public interface
9. Marketing economic development opportunities, tools, incentives and funding
10. Coordinating intergovernmental and inter-county economic development initiatives

E. Staffing

In line with the recommendation that the CCEDC be established as a component of the Community Development Agency for an initial period of three years, after which it transitions into a separate, independent entity, we recommend that staffing be provided as follows:

Year 1 (2007)

Anticipate coordinating development activities within the Bells Ferry TAD with a combination of Community Development staff, consultants and one additional TAD Development Coordinator housed within Community Development, which should take the lead on "driving" and coordinating TAD-related development activities. To that end, establish an Community Development-staffed "development outreach" office within the Bells Ferry Corridor TAD to coordinate these redevelopment activities, including outreach, marketing and information distribution. In addition to office-related expenses, anticipate staffing needs as follows:

- Senior TAD Coordinator
- Office Manager
- Research Assistant
- Development and Financing Consultants



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6.7 Economic Development Corporation

Year 2 (2008)

Add TAD Development Coordinators as additional TADs are created. Anticipate additional staffing needs for CCEDC/TAD activities as follows:

- 2-3 TAD Coordinators (1 for each established TAD)
- Administrative Assistant
- Development and Financing Consultants

Year 3 (2009)

Begin the transition of the CCEDC to a separate entity by bringing on key personnel during 2006 (for positions listed under Year 4 below). Continue to add TAD Development Coordinators as additional TADs are created. Decrease or eliminate reliance on outside consultants to supplement permanent staff.

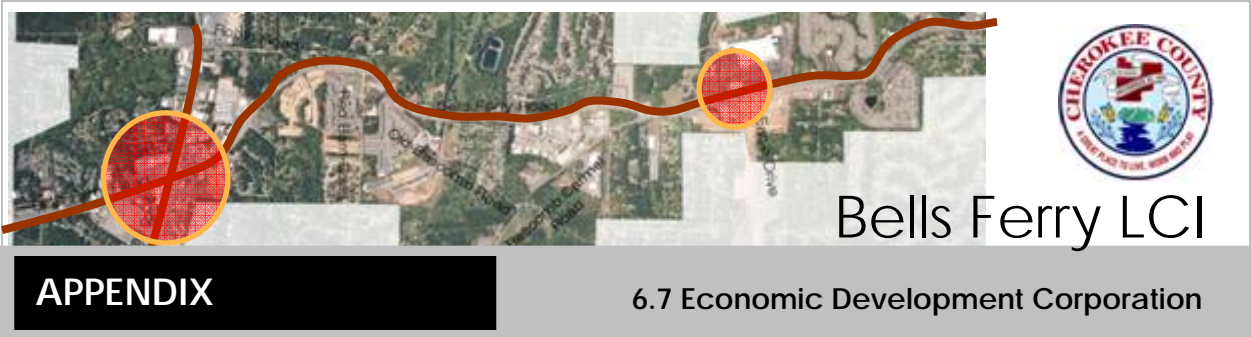
Year 4 (2010)

Begin CCEDC operation as a separate entity if the TADs are generating enough funds to cover its expenses. Assuming that such funds will be generated by the TADs and related contracts/fees, anticipate a basic core staff as follows:

- Executive Director
- Office Manager
- Accounting Assistant
- Administrative Assistant/Receptionist
- Financing Specialist
- 1 Development Specialist per TAD
- Marketing Coordinator

F. Relationship to Other Entities

The success of this vision will be realized by the involvement of critical agencies and departments within the County, such as Community Development and Public Works, and County-affiliated authorities (Development, Recreation & Parks, Water & Sewerage) and commissions (Planning). Equally important is the involvement of the Cherokee



Chamber, Workforce Development, GDIT and private developers.

G. Structure of Board of Directors

During the time that the CCEDC remains a component of the Cherokee Development Authority, its Board of Directors would be that of the Authority. If and when the CCEDC becomes a separate entity, Board membership could be as follows:

1. County Manager
2. Chairman, Board of Commissioners (or other Commission, on rotating basis)
3. County Community Development Agency Director
4. Cherokee Development Authority Director
5. Commission Appointee from banking community
6. Commission Appointee from business community
7. Cherokee Chamber of Commerce President

A quorum should be six members present. Voting approval must have a minimum of five standing board member votes. The term of office for Board members would be four years. Members could serve no more than two consecutive terms. The terms of members who serve by virtue of their position on other entities would coincide with the terms of those positions.

H. Steps Needed to Create Entity

Among the steps needed to create the CCEDC as a separate, independent entity and have it ready to do business are the following:

1. Prepare and file Articles of Incorporation and Bylaws;
2. Prepare and file IRS Form 1023 for recognition of tax exemption;
3. Conduct organizational meeting and prepare organizational minutes of initial Board meeting;
4. Prepare and negotiate a services contract with County to provide a source of funding for salaries and benefits to CCEDC staff and to provide for its other general and administrative expenses; and



5. Prepare, as desired, personnel policy manual, conflict of interest policy and separate qualified retirement plan for CCEDC personnel.
6. Prepare resolutions authorizing the conveyance of surplus County property to the Development Authority (pursuant to O.C.G.A. ' 36-9-3, may convey to a public body politic without sealed bid or public auction);
7. Prepare deeds of conveyance of property from the Development Authority to the CCEDC and prepare all other ancillary real estate documents; and
8. Examine real estate title and negotiate and resolve any title exceptions.

I. Possible Funding Sources

1. TAD incremental tax collections
2. Administrative expense funding from TAD bond issue
3. County contract
4. Project implementation and development fees
5. CDBG, HUD funds
6. Project specific funding from the TAD bond financing
7. Community Improvement District funding
8. Land sales
9. Enterprise Zone application fees
10. Municipality participation fees

J. Next Steps

The cost of setting up an Economic Development Corporation as a legal entity, including the state and federal tax filings and the conduct of the organizational meeting, is not substantial. The cost estimate of performing the work identified in the first three items under Steps Needed to Create Entity should be no more than \$5,000 in total. Upon directive from the County, CCEDC can be incorporated within 2-3 days and have an IRS Form 1023 prepared for filing within five days.