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# EXECUTIVE SUMMARY

Submitted: December, 2001

BLUEPRINT CUMBERLAND STRATEGIC PLAN

## Cumberland Livable Centers Initiative (LCI) Plan

Funded by the Atlanta Regional Commission Livable Centers Initiative (LCI) Program, the Cumberland Community Improvement District (CCID) and the Cumberland Transportation Network (CTN)

**BLUEPRINT CUMBERLAND STRATEGIC PLAN:  
Livable Centers Initiative (LCI)  
EXECUTIVE SUMMARY**

**STRATEGIC PLAN OVERVIEW:**

The Livable Centers Initiative (LCI) is a distinct, but interwoven, component of a broad strategic plan for the entire Cumberland area known as the “Blueprint Cumberland Strategic Plan.” Blueprint Cumberland was created as an ongoing effort designed to engage broad consensus about future development patterns. As such, the Blueprint provides comprehensive recommendations for future land use, market, zoning, development standards, transportation projects and urban design features.

In particular, the Livable Centers Initiative (LCI) Plan focuses on creating an activity center within the core of the Blueprint area (i.e., the Cumberland Activity Center). The LCI plan, under the direction of the Blueprint Cumberland Steering Committee, builds upon many months of study already completed in the broad Blueprint area by Robert Charles Lesser & Company (RCL Co.), Mayes Suddreth Etheridge (MSE), Urban Trans Consultants, Inc., the Cumberland Community Improvement District (CCID) and the Cumberland Transportation Network (CTN). These efforts have included: the enunciation of a proactive vision, analysis of existing transportation systems, a detailed understanding of existing market forces, and a concept plan for the location of a Light Rail Transit (LRT) system.

**METHODOLOGY AND PUBLIC PARTICIPATION:**

As part of the LCI process the consultant team performed a wide variety of data gathering and public participation tasks. These tasks involved numerous participants and forums in the effort to reach as many stakeholders as possible and address all relevant concerns adequately. Elements of the planning process included:

- **Steering Committee:** A steering committee was created representative of the broad Cumberland area including residential commercial and institutional interest. The Consultant Team met with the Steering Committee on a monthly basis to provide project updates and receive input.
- **Stakeholder Interviews:** The Consultant Team conducted several stakeholder interviews with key constituents within the Blueprint Cumberland area. These interviews included neighborhood organizations, business interests, governmental officials and property owners.
- **Field Assessments:** The Consultant Team conducted several field surveys to verify existing land use and important urban design features.
- **Review of Existing Resources:** The Consultant Team reviewed a variety of existing documentation including zoning, previous stakeholder interviews conducted by RCL Co. and the Blueprint Cumberland “Briefing Book.”
- **Community Workshop:** On August 15, 2001 the Consultant Team conducted a public collaborative work session with Blueprint constituents to create a preliminary “Concept Plan” for the Activity Center Area.
- **Task Force Meetings:** Task Forces were developed for various plan elements to provide a more focused and directed opportunity for input. The Consultant Team met with the task forces on an intermittent basis to discuss key elements of the plan.

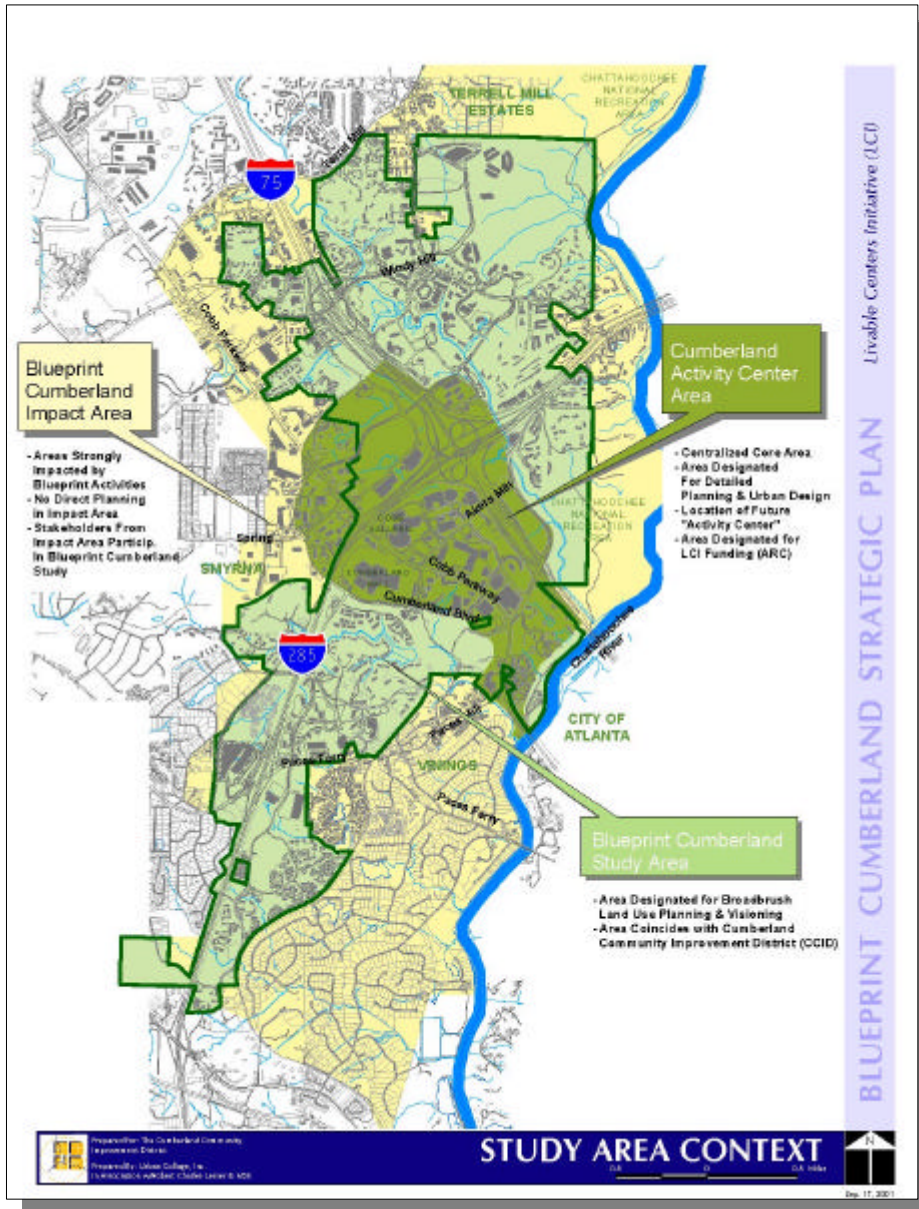
**LIVABLE CENTER  
INITIATIVE (LCI)  
DELIVERABLES:**

**How does the plan measure up?**

- 1. Efficiency/Feasibility of Land Uses:**
  - Diverse, sustainable and concentrated mix of uses including housing, shopping, office, entertainment, cultural, and open space
  - Near future revision of Cobb County’s land use and zoning regs. to encourage new housing
- 2. Transportation Demand Reduction Measures:**
  - Regulations and incentives to encourage new housing development
- 3. Internal Mobility Requirements:**
  - Development of a complete system of streetscapes, sidewalks, trails and Light Rail
  - New bike routes along Akers Mill Rd., Cumberland Blvd., Mill Green Pkwy and Windy Ridge Pkwy. (a complete loop)
- 4. Mixed-Income Housing, Job/Housing Match:**
  - Several possible incentives including Location Efficient Mortgages (LEM), tax allocation districts and development assistance
  - New affordable housing incentives such as tax abatement and down payment assistance
- 5. Continuity of Local Streets:**
  - Underdeveloped “super-blocks” will be encouraged to redevelop to include new local streets through block interiors to provide more local options for vehicular circulation.
- 6. Need/Identification of Future Transit Systems:**
  - Two new Light Rail Transit systems (Northwest Corridor and I-285 Corridor) and a local circulator/shuttle
- 7. Connectivity of Transportation System to Other Centers:**
  - Northwest LRT will provide connections to Downtown Atlanta, Marietta and Kennesaw Town Center
  - I-285 LRT will provide connections to Perimeter Center and Doraville
  - Both lines connect to MARTA rail system
- 8. Center Development Org. and Management:**
  - Possible creation of housing develop. entity
  - **Resources of CCID, CTN and Cobb County**
  - **Continued engagement of Blueprint Steering Committee**
- 9. Stakeholder Participation/Support:**
  - One-on-one stakeholder interviews
  - Broad-based steering committee of business, institutional and residential representatives
  - Community Workshop open to the public
- 10. Public and Private Investment Policy:**
  - Continued shared capital costs between CCID and Cobb County DOT
  - Possible future County development incentives
  - Strong, private sector participation from developers

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**CONTEXT MAP:**



**EXISTING CONTEXT**

The Cumberland area is a very broad and diverse geographic area comprised of many neighborhoods, business districts and natural areas. For the purposes of Blueprint Cumberland, it was important to distinguish areas of “influence” versus areas of detailed study. Therefore, the study area has been divided into three categories as shown in the following map:

- 1. Blueprint Cumberland Impact Area:** This represents the broadest geographic area of study. In particular, the Impact Area provides a voice in the planning process for the adjacent stakeholders that will be most affected by the plan.
- 2. Blueprint Cumberland Study Area:** This represents a distinct geographic region that has been the subject of broad brush visioning, and is the subject of detailed recommendations for future land use and possible rezoning recommendations. It directly coincides with the boundaries of the Cumberland Community Improvement District (CCID).
- 3. Cumberland Activity Center Area (LCI Area):** This is the most centralized location and was selected to receive the most detailed level of study and planning. The Activity Center Area is envisioned as the “heart” of Cumberland and will continue be the most urbanized location within the County. The area is intended to be developed as a regional destination within a “planned” framework of streets, open space and Light Rail Transit.



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**EXISTING CONDITIONS OVERVIEW:**

As part of the strategic plan process an assessment of the existing Activity Center Area conditions was compiled. This included Transportation, Urban Design Issues, Market Analysis and Existing Regulations.

**Transportation:**

Major issues include:

- Quantity and quality of sidewalk and roadway projects planned for the area
- Apparent lack of coordination between bike, sidewalk and roadway projects
- Need for additional trail projects and connections
- Exact LRT alignment and station locations
- Increased development pressures associated with select roadway projects (such as Cobb Parkway widening and the Mt. Wilkinson Extension)

**Urban Design:**

These issues represent the concerns raised by participating stakeholders and potential political obstacles if not looked at in further detail in the near future. Some highlight potential disincentives to future development of the area as a whole. Issues of major concern include:

- Transition of land uses (and appropriate buffers) from high-density commercial areas to low-density residential areas
- Character of future development along Cobb Parkway
- Impact of additional traffic in residential and neighborhood shopping areas
- Underutilization of natural amenities such as the Chattahoochee National Recreation Area (NRA)

**Market:**

These issues largely revolve around the need to better balance jobs and housing growth in the area, particularly by encouraging greater residential development in the core. Key issues include:

- **Jobs-Housing Balance:** The Cumberland-Galleria area is currently an office core, leading the core to become a “ghost town” after 5:00. Existing prohibitions for new apartments, create a de facto moratorium and significantly limit the opportunities for residential infill. An over-abundance of rental apartments place a strain on existing schools and draw the disfavor of neighboring residential communities.
- **Retail Quality:** Stakeholders recognize the incomplete retail mix in the core area, in terms of both neighborhood retail and office-supporting retail.
- **Urban Design:** The poor existing urban design of the area inhibits pedestrian activity; if not addressed, limits future retail, residential and investment opportunities.
- **Light Rail:** Light Rail offers the opportunity to urbanize the area. Definitive plans should be created that foster the use and impact of light rail in the core.

**Zoning:**

Currently, the area encompasses eight zoning categories - only one of which includes residential uses. Most of the categories dictate regional commercial development and high-rise office space and thus limit the possibilities for creating a true mixed-use environment.

**EXISTING CONDITIONS:**

**Total Estimated Population:**

Year	Population
2000	33,946
2025	54,496
<b>Net increase</b>	<b>20,550</b>

**Housing Data:**

	2000	2025 Projected
<b>Total Household</b>	17,961	28,834
<b>% of Owner Household</b>	28%	40%
<b>% of Renter Household</b>	72%	60%

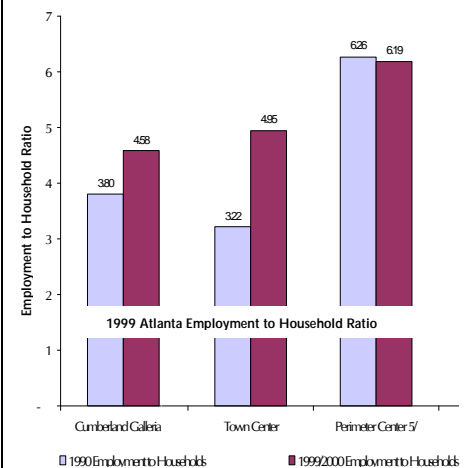
**Employment Data:**

	2000	2025 Projected
<b>Total Employment</b>	68,146	132,105

**Projected Employment Changes:**

Job Type (s.f.)	2015 - 2025
<b>Office Jobs</b>	8,740
<b>Retail Jobs</b>	250
<b>Other Employment</b>	10,577

**Relationship of Employment to Household:**



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**ACTIVITY CENTER VISION:**

The Blueprint Cumberland Stakeholders convened for two sessions to create a unified vision for the Blueprint study area. The goal of these two sessions was to identify a consensus vision for the Cumberland CID area and to create a process by which the initial steps in securing this vision could be implemented.

From a visual preference survey (VPS), a vision of Cumberland emerged which is more urban in nature compared to what exists today, including: *decreased setbacks; increased residential densities; greater integration of land uses (including vertically mixed-use properties); greater emphasis on pedestrian access, aesthetics, and mobility; decreased automobile emphasis; and a desire for more active public spaces, including both hardscaped and softscaped public gathering places.*

In particular, detailed visions were formulated for specific categories including:

**Residential:** Participants expressed a preference for urban mid-rise apartment product at moderate to higher-densities.

**Retail:** Given a range of options from suburban to urban, the group preferred more urban-style retail development, including “modified village retail”, such as Vinings Jubilee, and multi-story retail promenades.

**Mixed-Use:** Mixed-use projects that feature vertical integration (such as ground floor retail with rental units above), especially those with greater street presence, were identified as the models of choice for the Cumberland CID area.

**Roadways & Streetscapes:** Survey participants indicated strong preferences for streetscapes that include a greater use of street trees and landscaped medians for safety and aesthetics.

**Plazas and Public Spaces:** More significant public spaces, including both hardscaped spaces and softscaped spaces, are consistent with the stakeholder vision of the Blueprint Cumberland study area.

**Parking:** Finding appropriate parking solutions was recognized as being critical to the long-range sustainability of the Cumberland area.

**Light Rail Transit:** Stakeholders agreed that light rail transit is needed but more detailed studies need to be completed.

**Rental Apartments:** The majority of stakeholders agreed that residential development restricted only to owner-occupied units would greatly compromise the ability of the core to transition to mixed-use development.

**Nature:** Stakeholders agreed that some park space/ open spaces are needed.

**Safety and Cleanliness:** Stakeholders noted a perceived lack of safety in the study area due to the lack of pedestrians and the large “seas” of parking in the core.

**Regulatory Processes:** Critical to achieving the vision for the Cumberland area is achieving consistency between the vision and zoning tools.

**VPS RESULTS: “Desirable” Images**



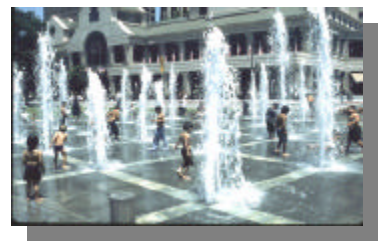
Mid-rise condominiums



Street oriented retail



Wide sidewalks



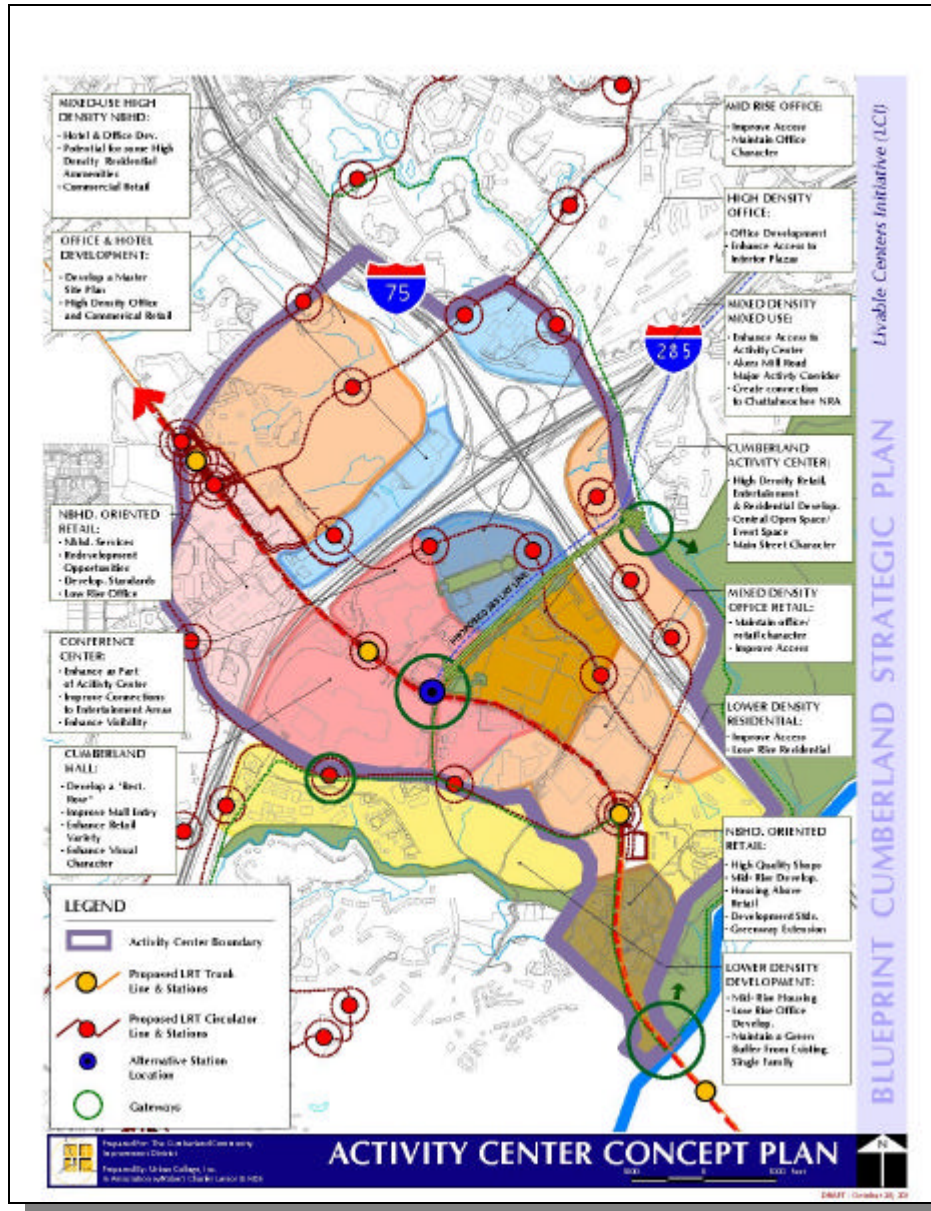
Public Gathering Spaces



Parking Decks wrapped by retail

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**CONCEPT PLAN:**



- Major development opportunities in the Activity Center Concept Plan include:
- “Downtown” Cumberland – Transit Oriented Development around the Akers Mill Square property
  - The current proposed development of an entertainment and cultural center
  - The development of a “high density urban neighborhood” around Circle 75
  - The redevelopment of Cobb Parkway north of I-285
  - The reconfiguration of Cumberland Mall. This will provide the opportunity for redevelopment of the parking lot area
  - The current development of the Overton Park Area
  - The development of the Cumberland Boulevard & Cobb Parkway intersection
  - The redevelopment of the Cobb Parkway area south of Cumberland Boulevard including access to the Chattahoochee NRA

**HOUSING POLICIES**

**Net Housing Needs:**

- Add an average of one household for every five new jobs created
- Increase owner/renter ratio from the estimated current 28%/72% ratio to a more balanced target of 35%/65% by 2012
- Aim to off-set short-term market for rental product with strong policies supporting conversion of apartments to affordable condominiums product, which is also supported by the market in the short-term
- Target new rental product for the core area, north of Cumberland Boulevard and away from locations abutting existing single-family neighborhoods (i.e., the Transition Area)
- Recognize short-term market for rental housing in advance of condominium market
- Focus residential development around transit lines

**Affordable Housing Policies:**

- Recognize importance and need for “affordable” housing as a traffic demand reduction measure
- Encourage conversion of existing rental garden apartments to condominiums through renovation and/or reconstruction

**URBAN DESIGN POLICIES**

- Provide a balance of land uses within walking distance of each other (i.e., walk from jobs to housing to shopping)
- Improve internal mobility within sites by discouraging “super-block” development
- Concentrate higher-density development away from residential areas (e.g. the Transition Area)
- Preserve and enhance existing natural features of the area and incorporate new vegetation (particularly shade trees) in future development

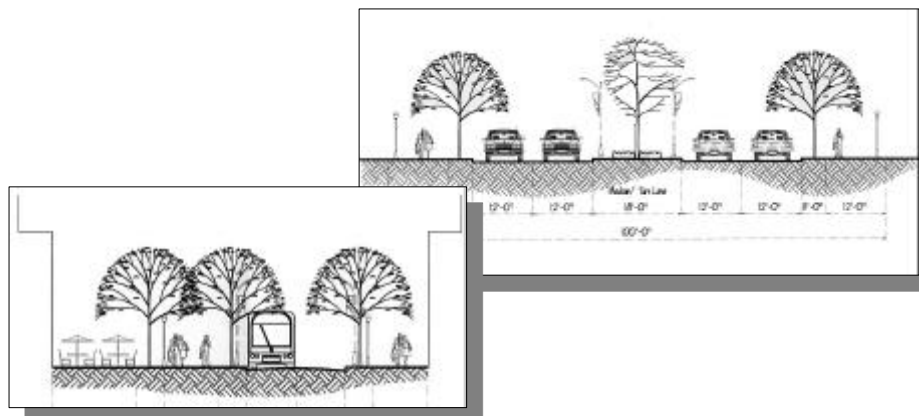
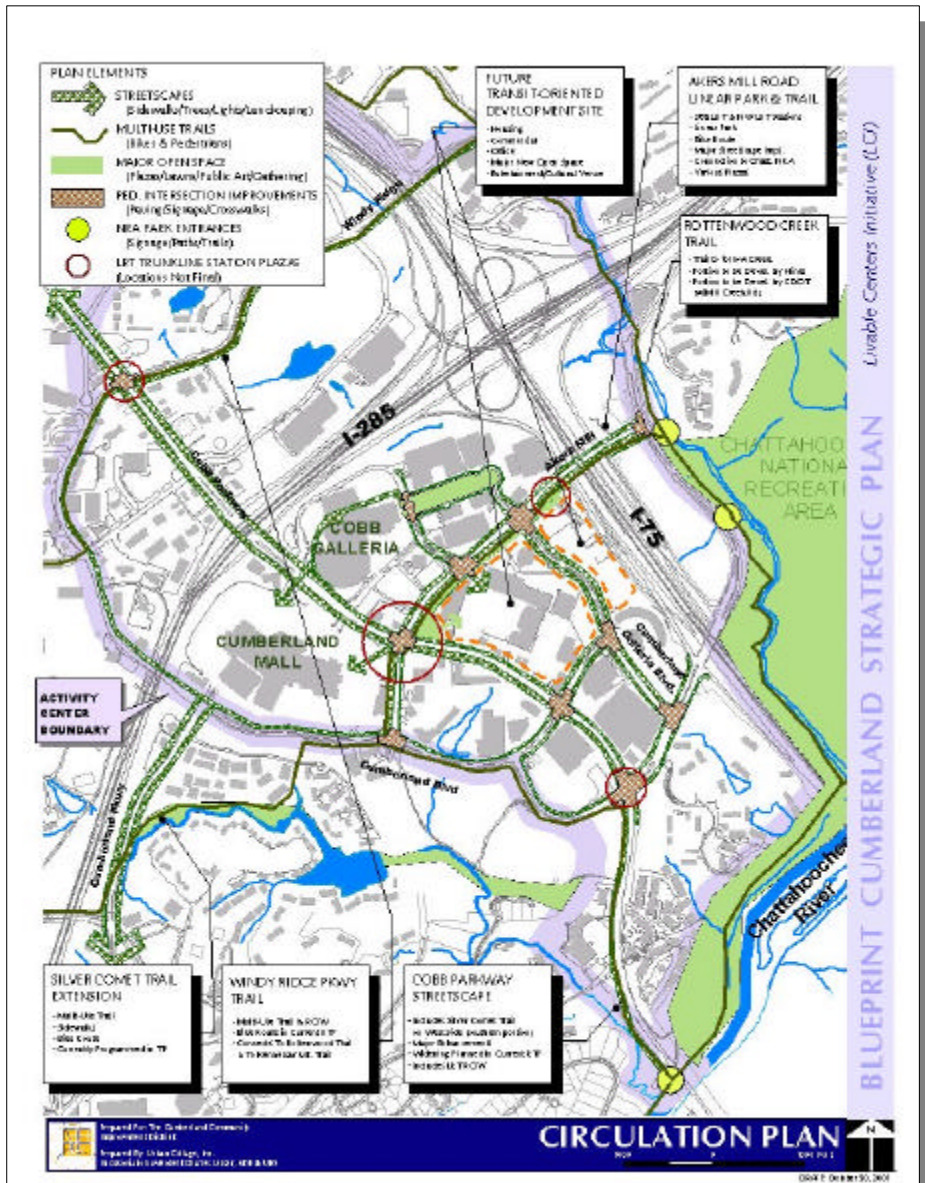
**EMPLOYMENT AND HOUSING PROJECTIONS**

- 437,000 annual square feet of office absorbed is assumed to be viable well into the future
- Based on the concept plan, the housing and urban design policies and the annual office absorption, total employment is estimated to increase from approximately 68,100 jobs in 2000 to more than 132,100 jobs in 2025, an annual increase of 3.7%
- Households estimated to increase from 17,900 households in 2000 to more than 28,800 households in 2025

**CIRCULATION IMPROVEMENT PROJECTS:**

**LIGHT RAIL TRANSIT LINES**

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**IMPLEMENTATION OVERVIEW:**

**Implementation Framework**

A key determinant of the success of the Blueprint Cumberland LCI Plan will be the structure and effectiveness of implementation organizations and responsibilities. The Blueprint Cumberland process has allowed an opportunity to assess existing implementation entities and their strengths and deficiencies. The Cumberland area is fortunate to have established governmental and development organizations, including the following:

**Cobb County:** the Department of Planning, the Department of Transportation and the Department of Economic Development and several Commission members, have been intimately involved in crafting projects and programs as part of the LCI process.

**Cobb Chamber of Commerce:** this organization effectively serves for communication, marketing and coordination of economic development initiatives within the County.

**Cumberland Community Improvement District (CCID):** the CCID has the longest track record of implementation efforts of any similar group within the region.

**Cumberland Transportation Network (CTN):** otherwise known as “Commuter Club” this transportation management association (TMA) has effectively served to promote comprehensive and balanced transportation improvements within the Cumberland area.

**Blueprint Cumberland Steering Committee:** it is recommended that this broad-based, representative body continue beyond the planning process in order to provide a forum for area-wide policy decisions and on-going planning initiatives.

**Regulatory Enhancements**

To date, the regulatory framework for the Cumberland core has not encouraged the type of development that is compatible with the vision of creating a “livable center.” Today, existing zoning and land use regulations promote a development pattern geared towards a nine to five, auto-dependant community. In particular, the area lacks sufficient housing and entertainment uses that would encourage evening and weekend activities.

In order to address these deficiencies, this LCI plan proposes several important regulatory enhancements to encourage a new development pattern for the area. The implementation of these regulatory enhancements, with the support of the Cobb County Government, will provide the necessary incentives and controls to ensure the development/redevelopment of the Cumberland core area into an attractive place to live, work and play. Some of these enhancements include:

- Cobb County Comprehensive Plan Land Use Amendments
- Cobb County Zoning Amendments to regulate use, density, and bulk
- Housing and Economic Development Incentives

**Design Standards**

In addition to providing an adequate regulatory framework, the creation of an illustrated set of Development Standards serves to provide a common base for ensuring development that is compatible with the stated vision of the plan. In the initial stages of implementation, these standards will be non-regulatory and will serve as an informal guide on a project by project basis.

Atlanta Regional Commission (ARC), Cumberland Community Improvement District (CCID), Cumberland Transportation Network (CTN)  
Prepared by: Urban Collage, Inc, RCL Co., MSE, URS & Urban Trans Consultants, Inc.

**HOUSING INCENTIVES**

*The following housing incentives are proposed in the plan for further consideration and more detailed study in 2002*

**Homeownership Incentives:**

- County tax abatement program, similar to those used in Enterprise Zones, in which homeowners receive a abatement on their taxes graduated over a ten-year period
- Low interest loans or gap financing for rehabilitation of existing apartment communities for conversion
- Density bonuses for redevelopment of apartments, conditional on the provision that a minimum of 75% of the new housing developed on-site will be for-sale ownership housing
- Density bonuses for projects including a minimum of 20% of units reserved for households earning no more than 80% of the Atlanta MSA’s median household income (currently estimated at approximately \$57,000). This equates to unit sales prices of approximately \$120,000 or monthly rents of \$925

**Affordable Housing Incentives:**

- Density bonuses for projects that include units reserved for households earning no more than 80% of the Atlanta MSA’s median household income (currently estimated at approximately \$57,000)
- Tax abatement for projects including “affordable housing” (as defined above)
- Provision of below market rate loans for projects including “affordable housing” (as defined above)

**Market-Rate Housing Incentives:**

- Create a live-near-your-work program, in which down payment assistance, in the form of direct cash contributions, is provided for core employees living within a given radius.
- Grants for first-time homebuyers in the form of down payment assistance or closing cost assistance
- Implementation of a Location Efficient Mortgage (LEM) program to allow higher rates of borrowing under for residents proximate to transit
- Waiving of permit, infrastructure or impact fees in the short-term for all new residential construction
- Creation of a tax allocation district with revenues to offset infrastructure costs for projects providing housing
- Parking requirement reductions for residential uses where there are opportunities to share parking with new or existing office space
- Construction of a public parking structure, to provide parking for core residents



FIVE YEAR ACTION PLAN

Transportation Projects

Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Costs	Total Project Costs*	Responsible Party	Funding Source	Local Match Source & Amount	Comment
<b>TRANSIT</b>										
<b>Northwest Light Rail Line/Cumberland Circulator</b>										
New LRT Line development from Arts Center MARTA to Town Center (Engineering Study & Financial Study)	Transit	2002	\$7,800,000	TBD	TBD	TBD	GRTA	CMAQ	\$240,000	Feasibility Study Underway (GRTA)
	Transit	2002	\$5,000,000	TBD	TBD	TBD	GRTA	GRV	\$5,000,000	
<b>I-285 Corridor Light Rail Line (East-West)</b>										
New LRT Line development connecting Cumberland to Perimeter and Doraville	Transit	TBD	TBD	TBD	TBD	TBD	ARC	TBD	TBD	Preliminary Study Underway
<b>STREETSCAPES</b>										
<b>Akers Mill Streetscape/Linear Park</b>										
Streetscape/Bike/Path improvements from Cumberland Blvd. to Chattahoochee NRA	Pedestrian/Bike	2004	\$390,000	2004	\$3,900,000	\$4,290,000	CTN	TIP (LCI)	CCID \$858,000	TIP Application Submitted 11/01
<b>Cobb Parkway South Streetscape</b>										
Streetscape/Bike Lane improvements from Chattahoochee River to Cumberland Blvd.	Pedestrian/Bike	2004	\$210,000	2004	\$2,100,000	\$2,310,000	CTN	TIP (LCI)	CCID \$462,000	TIP Application Submitted 11/01
<b>Cumberland Galleria Parkway Streetscape</b>										
Streetscape/Bike Lane Improvements from Akers Mill Rd. to Cumberland Boulevard	Pedestrian/Bike	2004	\$210,000	2004	\$2,100,000	\$2,310,000	CTN	TIP (LCI)	CCID \$462,000	TIP Application Submitted 11/01
<b>Cobb Parkway Central Streetscape</b>										
Streetscape/Bike Lane improvements from Cumberland Blvd. to I-285	Pedestrian/Bike	2004	\$420,000	2005	\$4,200,000	\$4,620,000	CTN	TIP	CCID \$924,000	Improvements to be coordinated/implemented w/LRT construction (possible interim imps. In advance)
<b>Cobb Parkway North Streetscape</b>										
Streetscape/Bike Lane improvements I-285 to Windy Ridge Parkway	Pedestrian/Bike	2004	\$210,000	2005	\$2,100,000	\$2,310,000	CTN	TIP	CCID \$462,000	
<b>Cumberland Boulevard Sidewalk, Bike Linkages &amp; Silver Comet Tr.</b>										
Sidewalk and Bike improvements from Cumberland Parkway to Akers Mill	Pedestrian/Bike						CTN	TIP		Improvements already programmed in TIP (#CO AR BP 187 A,B,C)
<b>New Internal Streets - Akers Mill</b>										
<b>Redevelopment</b>										
New pedestrian and/or limited access streets associated with new mixed-use development and public park	Pedestrian/Roadway	2004	TBD	2005	TBD	TBD	CTN	TIP	CCID TBD	Associated with new development
<b>New Internal Streets - Cumberland Mall</b>										
New pedestrian and/or limited access streets associated with mall redevelopment	Pedestrian/Roadway	2004	TBD	2005	TBD	TBD	CTN	TIP	CCID TBD	Associated with new development
<b>Professional Parkway Streetscape</b>										
Streetscape/Bike Lane from Imps. Cumberland Galleria Pkwy. to Cumberland Blvd.	Pedestrian/Bike	2002	\$210,000	2003	\$2,100,000	\$2,310,000	CTN	CCID	n.a.	

<b>MULTI-USE TRAILS</b>												
<b>Rottenwood Trail Extension</b>	Extension of natural trail system from Chattahoochee River to Interstate North Parkway	Pedestrian	2004	\$29,500	2004	\$295,000	\$324,500	CTN	TIP (LCI)	CCID	\$64,900	TIP Application Submitted 11/01 - Two segments already programmed (Oventon private development and in Mill Green Parkway Project - #CO AR 078K1)
<b>Silver Comet-Kennesaw Mt. Trail</b>	Connection between two trail systems along Cumberland Parkway from Akers Mill Rd. to Windy Ridge Parkway	Pedestrian	2004	\$250,000	2004	\$2,500,000	\$2,750,000	CTN	TIP (LCI)	CCID	\$550,000	TIP Application Submitted 11/01 - Bike lane and Silver Comet Trail already programmed in RTP (#CO AR BP 148 & #CO AR BP 187 A,B,C)
<b>Chattahoochee River Trail</b>	Natural trail along Chattahoochee River from Cobb Parkway to Rottenwood Tr.	Pedestrian	2005	\$29,500	2006	\$295,000	\$324,500	NPS	NPS/CCID	n.a.	n.a.	Provides connection to Silver Comet Trail which is already programmed in RTP (#CO AR 078k1 and #CO AR BP 187 A,B,C)
<i>NOTE: Portions of the Silver Comet Trail are included in Cobb Parkway &amp; Cumberland Blvd. Streetscapes above and Riverwood Pkwy project below</i>												
<b>BIKE ROUTES</b>												
<b>Windy Ridge Parkway Bike Route</b>	Bike route improvements from Powers Ferry Rd. to Cobb Parkway	Bike	2004		2005			CTN	TIP	CCID		Bike improvements already programmed in RTP (#CO AR BP 108)
<b>Cumberland Boulevard Bike Route</b>	Bike route improvements from Spring Rd. to Cumberland Parkway	Bike	2004		2005			CTN	TIP	CCID		Bike improvements already programmed in RTP (#CO AR BP 148)
<i>NOTE: Many streetscape projects above include Bike improvements</i>												
<b>ROADWAY IMPROVEMENTS</b>												
<b>Mill Green Parkway</b>	Roadway extension to connect Akers Mill Road to Interstate N. Parkway (includes multi-use trail)	Roadway/ Pedestrian	2000	Completed	2001	Under Const.	Under Const.	CDOT	TIP			Construction already programmed in TIP (#CO AR 078k1k2)
<b>Riverwood Pkwy/Silver Comet Tr.</b>	Realignment from Cobb Parkway to Cumberland Boulevard	Roadway/ Pedestrian	2001	Completed	2002	\$3,789,000	\$3,789,000	CDOT	TIP		\$757,800	Construction already programmed in TIP (#CO AR 078L)
<b>ENHANCEMENT PROJECTS</b>												
<b>Pedestrian Signage/Wayfinding</b>	Enhancement		2003	\$50,000	2004	\$500,000	\$550,000	CCID	CCID	CCID	\$550,000	
<b>Totals</b>				<b>\$14,809,000</b>		<b>\$23,879,000</b>	<b>\$25,888,000</b>					

**Housing Projects/Initiatives**

Description/Action	Cost	Year	Responsible Party	Funding Source	Comment
<b>Housing Study</b> Conduct Housing Study to explore detailed housing development incentives	\$60,000	2002	CTN/CCID	LCI/CCID	LCI Planning Grant Pending (CCID Local Match)
<b>Comprehensive Plan Amendments</b> Adopt CP amendments to allow residential land use within the core	Included Below	2002	Cobb County/CCID	Cobb County/CCID	Cobb County assigning staff to prepare necessary legislation
<b>Zoning Amendments (Housing)</b> Adopt zoning amendments to include density bonuses for affordable housing & mixed-use development and by-right ability for housing development	Included Below	2002	Cobb County/CCID	Cobb County/CCID	Cobb County assigning staff to prepare necessary legislation
<b>Housing Development Incentives</b> Initiate housing development incentives including tax abatement, subsidies, etc.	TBD	2003	Cobb County	Cobb County	Incentives to be identified through Housing Study (above)

**Other Local Initiatives**

Description/Action	Cost	Year	Responsible Party	Funding Source
<b>PLANNING INITIATIVES</b>				
<b>Development Standards Book</b> Initiate development standards and informal development review process (public space, street furniture, parking, site planning, building design, etc.)	Complete	2001	CCID	n.a.
<b>Cobb Parkway Concept Plan</b> Preliminary Schematic design of Cobb Pkwy Central Streetscape (above)	\$50,000	2002	CCID	CCID
<b>Cobb County Zoning Amendments</b> Adopt an overlay district for the LCI Area to regulate by subareas: use, height, density, parking requirements, setback, design, public space, etc.	\$15,000	2002	Cobb County/CCID	Cobb County/CCID
<b>Blueprint Cumberland Planning</b> Continued land-use and zoning studies in areas outside of LCI Study Area	\$15,000	2002-2003	CTN/CCID	CCID
<b>Core Area Urban Design Studies</b> Design studies for Akers Mill Square, Cumberland Mall, B.F. Saul Property, LRT Station areas and Cobb Parkway (north of I-285)	\$15,000	2003-2004	Private/CCID	Private/CCID
<b>OPEN SPACE IMPROVEMENTS</b>				
<b>"Cumberland Park"</b> Development of 6-8 acre public open space in conjunction with new mixed-use development at Akers Mill Square	\$4,000,000	2003-2004	Cobb County/CCID	Cobb County/CCID
<b>LRT Transfer Station Plaza</b> Open space improvements associated with impending LRT to provide pedestrian connections to Cumberland Mall, Cobb Galleria and "Cumberland Park"	\$100,000	2005	Cobb County/CCID	Cobb County/CCID
<b>GATEWAYS</b>				
<b>Chattahoochee National Recreation Area Gateways</b> Pedestrian improvements to park entrances at Cobb Parkway and along Cumberland Boulevard	\$100,000	2005	Cobb County/NPS	Cobb County/NPS
<b>ECONOMIC DEVELOPMENT INCENTIVES</b>				
<b>"Strip-Recovery" Incentives</b> City of Smyrna initiated economic development and zoning incentives/design standards for redevelopment along Spring Rd. and Cobb Parkway (north of I-285)	TBD	2005	City of Smyrna	City of Smyrna

Development Standards incorporated as a part of LCI Study

Study streetscape improvements in advance of LRT engineering - identify possible interim improvements

Expand and codify standards from Development Standards Book (above) - County is committing staff resources

May result in future zoning changes in key locations outside of LCI Activity Center

CCID/CTN to coordinate private planning efforts with various property owners

Possible development through Governor's Greenspace Program

Portion of property already controlled by the County - possible interim improvements

Akers Mill gateways associated with development of Rottenwood Trail

**LONGER-RANGE INITIATIVES**

Description/Action	Cost	Year	Responsible Party	Funding Source
<b>Circle-75 Parkway Streetscape</b> Streetscape improvements from Cobb Parkway to Windy Ridge Parkway	TBD	2010	CTN/Private	CCID/TIP
<b>Spring Road Streetscape</b> Streetscape improvements from Cumberland Blvd. to Cobb Parkway	TBD	2010	City of Smyrna	City of Smyrna/TIP
<b>Cobb Parkway Widening</b> Widenings coordinated with development of Light Rail Line	TBD	2008	CDOT	CDOT/TIP


Associated with future mixed-use development of vacant property

Associated with future "smart growth" private redevelopment

Number of lanes to be re-studied based on Light Rail ridership

 = Year 1 priority projects for CCID

 = Projects already programmed/funded in current TIP

 = Projects recently applied for in current TIP funding cycle (application submitted 1/16/01 - approval pending)

# Blueprint Cumberland

## ESTIMATED POTENTIAL INCREASE IN JOBS, POPULATION, HOUSEHOLDS AND HOUSING UNITS IN THE CUMBERLAND AREA, 2000 TO 2025

Assumption	2000	2000 - 2005	2005	2005 - 2010	2010	2010 - 2015	2015	2015 - 2020	2020	2015 - 2020	2025	Net Increase, 2000 - 2025
Estimated Annual Office Absorption /1		1,748,000	19,772	2,403,500	22,285	2,403,500	24,751	2,185,000	27,036	1,748,000	28,834	10,873
Office Jobs Created (s.f. per employee) /2	@ 200	8,740	37,368	12,018	42,119	12,018	46,779	10,925	51,098	8,740	54,496	20,550
New Housing Demanded at 5.0 Jobs/HH Ratio /3	@ 5.0	1,748		2,404		2,404		2,185		1,748		
Total Households	17,961											
Total Estimated Population /4	33,946											
Retail												
Average Expenditures per Office Employee /5	@ \$2,350	\$20,539,000	\$28,241,125	\$28,241,125	\$28,241,125	\$28,241,125	\$28,241,125	\$25,673,750	\$28,241,125	\$20,539,000	\$28,241,125	\$6,430
Retail S.F. Required for Employees /6	@ \$237	86,662	37,368	119,161	42,119	119,161	46,779	108,328	51,098	86,662	54,496	20,550
Average Retail S.F. per Capita /7	@ 23.23	76,745	37,368	105,525	42,119	105,525	46,779	95,932	51,098	76,745	54,496	20,550
Net Retail Space Demanded @ 50%	@ 50%	38,373	18,684	52,762	21,059	52,762	23,389	47,966	25,549	38,373	27,248	10,873
Total Net Retail Space Required	@ 400	125,035	74,736	171,923	84,237	171,923	94,716	156,294	84,237	125,035	111,534	36,499
Net Retail Jobs Created /2		313	13,840	313	14,708	313	15,593	500	16,627	250	17,300	4,443
Total Net Jobs, Office and Retail Space Users		9,053	13,840	12,330	14,708	12,330	15,593	11,425	16,627	8,990	17,300	4,443
Net New Households via Retail Jobs	@ 5.0	63	110	63	14,708	63	15,593	100	16,627	50	17,300	4,443
Other Employment /8	@ 15%	10,650	14,785	14,506	14,785	14,506	15,593	13,441	16,627	10,577	17,300	4,443
Total Employment		68,146	78,796	93,581	93,581	93,581	108,087	132,105	121,529	132,105	132,105	63,959
Total Households	17,961	19,772	19,772	22,285	22,285	22,285	24,751	27,036	27,036	28,834	28,834	10,873
% Owner Households	28%	30%	30%	34%	34%	34%	37%	37%	39%	40%	40%	59%
% Renter Households	72%	70%	70%	66%	66%	66%	63%	63%	62%	60%	60%	41%
Owner Households /9	5,104	827	5,931	1,645	7,577	1,581	9,158	1,251	10,409	1,125	11,534	6,430
Renter Households /9	12,857	983	13,840	868	14,708	885	15,593	1,034	16,627	673	17,300	4,443

# Blueprint Cumberland

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## ESTIMATED POTENTIAL INCREASE IN JOBS, POPULATION, HOUSEHOLDS AND HOUSING UNITS IN THE CUMBERLAND AREA, 2000 TO 2025

- 1/ Based on historic office absorption trends in the Cumberland area. Assumes this level of absorption can be maintained with strong improvements to the Cumberland core.
- 2/ Based on data provided by the Atlanta Chamber of Commerce, 2001.
- 3/ Recommended policy by RCLCo for jobs/household growth going forward in the Cumberland area.
- 4/ Based on the 2000 U.S. Census for the Census Tracts of 303.38, 303.39, 312.03 and portions of 303.20 and 303.04.
- 5/ RCLCo based on a report conducted by the International Council of Shopping Centers.
- 6/ Assumes \$237 per square foot, the average sales per square foot for all retail types as per ULI's Dollars and Cents, 2001.
- 7/ Based on Atlanta sales and population data as provided by the International Council of Shopping Centers, 2001.
- 8/ Factors in Manufacturing, Government, Construction and Wholesale Trade—users not typically found in traditional office or retail space.
- 9/ Based on the 2000 Census for the Cumberland area and utilizing the recommended owner/renter propensities in the Cumberland area (35%/65% by 2010).