

SOUTH COBB IMPLEMENTATION STRATEGY

Adopted January 24, 2012



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INTRODUCTION

Over the past decade, there has been substantial effort and discussion that have occurred in developing a strategy for improvements in South Cobb. South Cobb is an area of immense promise and opportunity given the area's superb location, easy access to job centers, and active business and residential communities. The purpose of this report is to take the various efforts that have taken place and fold them into a clear and concise strategy for improving South Cobb quality-of-life.

The South Cobb Strategy keys in on three main initiatives that, as separate entities, can impact their local surroundings, but when combined together can have a transformative effect of improving the lives and economic conditions for the community. They include Mableton, the River Line, and Six Flags Drive. Each of these initiatives are in various stages of implementation and there are opportunities through county government, CDBG funding allocations, and the South Cobb Redevelopment Authority that can be leveraged to assist these areas in maximizing their potential.

The three South Cobb Development Nodes (Mableton, River Line, and Six Flags), are like a three legged stool, each is holding its own and together they can create a stable, safe, and reliable place. If these three areas are balanced, then the goals set for each unique character area will be supportive of one another. If any one of these legs is shorter or longer than the others, then the balance of the community will be off and we will lose the symbiotic nature of these areas working together for community change. This report will describe the methodology improvements in each of the South Cobb Development nodes and will identify the efforts currently underway and programmed that will take these from vision to reality.

PURPOSE AND INTENT

On April 26, 2011, Chairman Timothy Lee and District Commissioner Woody Thompson assembled a team of Cobb County Government leaders to assist in putting together a comprehensive cross-department strategy and communication tool to help South Cobb develop a clear concise strategy to complement the study efforts completed over the years. The members present included: David Hankerson, County Manager; Judy Skeel, Executive Assistant; Rob Hosack, Community Development Director; Michael Hughes, Economic Development Director; Faye Dimassimo, Transportation Director; Sam Heaton, Public Safety Director; Eddie Canon, Parks, Recreation, and Cultural Affairs Director; John Houser, Police Chief; and Dana Johnson, Planning Division Manager. The purpose of the meeting was to communicate the request to develop an integrated strategy for community, discuss the United Way

Opportunity Grant being administered by the Austell Community Taskforce and the Center for Family Resources with assistance from State Representative Alisha Thomas Morgan and Cobb Works, and to designate a county point of contact to lead these efforts. The Community Development Planning Division was designated as the primary contact to develop this strategy and collaborate with the various stakeholders to integrate the processes and programs.

This particular document is the culmination of the county's past efforts and future actions that will serve as the primary basis for preserving, protecting, and enhancing South Cobb's positive assets, as well as transforming the area's negative liabilities. In effect, Cobb County is trying to build new market share and improve the lives, spirits, and living conditions of those that reside in these neighborhoods. In addition to this policy document, Community Development will use this as a means to collaborate with the United Way effort to improve education, increase social capacity, and coordinate non-profit organizations to foster community improvements. Together these efforts will leverage public, private, and non-profit capabilities into an area that is in need of revitalization. In addition, by taking a holistic approach to community revitalization, the active partners will help to ensure that the mistakes of the past are not replicated. The seeds that will be planted here, with these efforts, will lead to South Cobb growing and prospering into a community that will form the basis for true sustainable community growth. This is done by improving the lives of the people that live in the area now and setting the stage for new residents and businesses to locate thereafter. There is no better time than now to undertake this effort due to the lull in the real estate market, the subsequent reduction of land prices, and continued community interest and involvement in improving the area's quality-of-life.

SIX FLAGS AREA

The Six Flags Area is a neighborhood of Cobb County





with some issues and incredible potential. A regionally serving entertainment complex is nearby with Six Flags Amusement Park in association with a large industrial jobs base split between Cobb County, Fulton County, Douglas County, and the City of Atlanta. The area has convenient access via I-20 and I-285 to Downtown Atlanta, Hartsfield-Jackson International Airport, Fulton County Airport (Charlie Brown), and the Cumberland Business District (see Regional Context page 3). There are views of the Downtown Atlanta skyline that are unrivaled in the region. Finally, the area is along one of Atlanta's greatest assets, the Chattahoochee River. At the same time, the Six Flags Drive Area has some social problems with transiency, higher rates of crime, increasing level of poverty, and a multi-family housing stock that has seen little recent improvements and reinvestments. The age of the apartment housing stock, in some complexes, are nearing the end of their life cycle and are showing signs of degradation and decay. These combinations of opportunities and challenges make this an area of considerable interest to find ways to maximize public, private, and non-profit investments in the community.

Cobb County has had a long-standing interest in encouraging community improvements and improving quality-of-life in the Six Flags community. This has been indicated by the multitude of studies and analyses that have taken place in this sector of the county. Since 2005 there have been three major planning initiatives, each with a different, but complimentary, focus: the "Walkable Communities Workshop", by the Cobb County Department of Transportation; the Six Flags Drive Corridor Study, by the Cobb County Community

Development Agency; and the Western Gateway Vision Plan, by the Cobb County Office of Economic Development. A brief description of these efforts is as follows:

Walkable Communities Workshop

In 2005, the Cobb County Department of Transportation and the Atlanta Regional Commission sponsored a “Walkable Communities Workshop” along Six Flags Drive. With the help of Charles Gandy, a nationally-renown pedestrian safety expert, the workshop highlighted many of the adverse conditions for pedestrians along the corridor. This is an important corridor for this type of analysis due to higher instances of pedestrian-vehicle conflicts along Six Flags Drive. The unsafe pedestrian conditions are due to a high concentration of multiple-family housing, neighborhood support retail, and a high-activity transit corridor. These activities and land uses lend themselves to a high rate of pedestrian activity and a variety of mobility needs were identified as part of this interactive planning process. As a result of this effort, Cobb County DOT received funding via the Transportation Enhancement (TE) infrastructure grant program for the purpose of building sidewalks along Six Flags Drive.

Six Flags Drive Corridor Study

In 2006 and 2007, the Cobb County Community Development Agency conducted a comprehensive study along Six Flags Drive (between Factory Shoals Road and Riverside Parkway). The study investigated land use, transportation, and economic development with the intent of creating a participatory grass-roots planning effort that directly involves the community in the process of visioning their future. The overarching goal of this effort was to draw attention to the area and improve its market share as a mixed-use activity center.

Overall, the Six Flags Corridor Study was successful in highlighting the community concerns in this area and developing the framework for amending county policies, rules, and regulations to encourage a preferred growth management strategy. Finally, the corridor study compiled a list of community supported transportation



improvements that will help in both functionality and mobility along the corridor. All together, these efforts will change the look and character of the community.

Western Gateway Vision Plan

In 2010, the Cobb County Office of Economic Development led an effort with assistance from the Community Development Agency and participation by the Department of Transportation to produce a framework for how best to activate the private sector to assist in implementing quality and sustainable change in the Six Flags Area. The firm Macauley + Schmit was placed under contract to provide their expertise and generate the necessary deliverable. This effort was called the Western Gateway Vision Plan. The premise behind this effort was to take the next step in implementing the original Six Flags Corridor Study. It addressed various methods of attracting private investment and funding; as well as, took great steps to also consider the social and environmental investments that benefit existing and future residents and/or businesses.

A Steering Committee was formed as part of this process and included representation from the following:

State Representative Alisha Thomas Morgan
Cobb Commissioner Woody Thompson
Silver Creek Homeowners Association
Destiny World Church
Wyngate Hotel
Yancey Bros. Co.
Center for Family Resources
Family Life Restoration Center
Powder Springs Task Force
Sting, Inc.
Visions for Souls.

State Senator Doug Stoner
Cobb County Government staff
Southwest Austell Neighbors
Six Flags Over Georgia
World of Faith Family Worship Cathedral
Austell Community Taskforce
Community Health Center
Mableton Austell Powder Springs Community Coalition
Rehoboth FCS
United Way

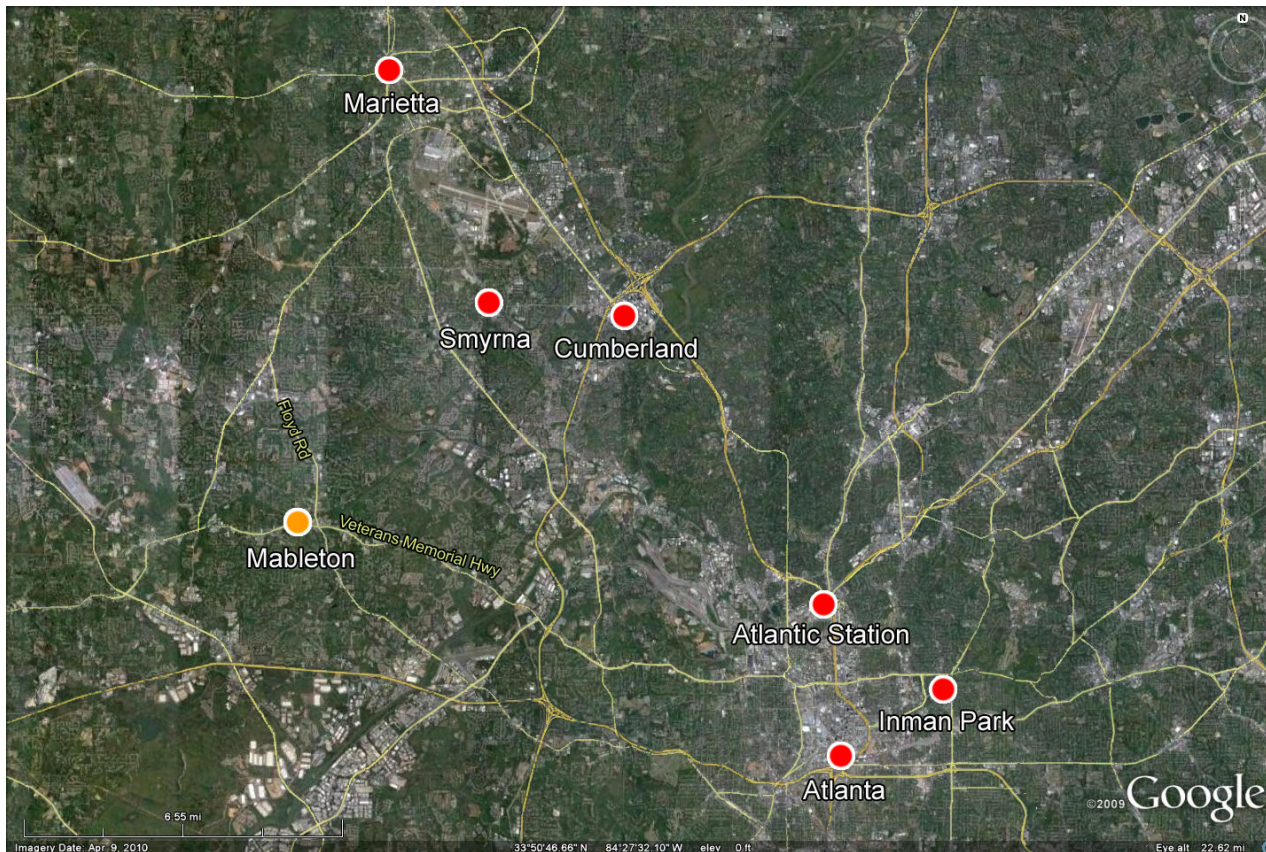
The purpose of the Steering Committee was to assist Macauley + Schmit with input and guidance in developing a positive work program that the community could support and ensure the recommendations are based upon community needs. The recommendations they proposed were split into four “Capitals of Community Revitalization” – The Human Condition, The Natural Environment, The Built Environment, and the Economies of Community

MABLETON AREA

Mableton is well situated in the Atlanta Region being twelve (12) miles west of Atlanta, nine (9) miles south of Marietta, and seven (7) miles south west of the Cumberland CID. Per an Atlanta Journal Constitution article on December 26, 2010, Mableton is the community that, demographically speaking, most closely reflects the median of Metropolitan Atlanta in regards to age, race, and income. The town was once well situated on the regional east-west corridor that linked this portion of Cobb County to the City of Atlanta, Veterans Memorial Highway (formerly known as Bankhead Highway). As I-20, I-75, and I-285 opened, Mableton lost many

of its former advantages and became more isolated, physically and economically. The location advantages did not disappear; it is just the transportation framework, which provided it with benefits, altered.

Recently, the development pressures that had been experienced in East Cobb and North Cobb are starting to return to this area of South Cobb. This is exhibited by a multitude of new residential and commercial developments that have been moving westbound along Veterans Memorial Highway in both unincorporated Cobb County and in the City of Smyrna.



There has been substantial amount of work over the past decade to help return Mableton to a “Town Center” of South Cobb. These efforts include the Historic Mableton Preservation and Improvement Plan, Historic Mableton Redevelopment Plan/Tax Allocation Bond District, the Mableton Lifelong Community Master Plan, and the Mableton Form-based Redevelopment District.

Historic Mableton Preservation and Improvement Plan

In 2001, Cobb County Board of Commissioners accepted a study called the Historic Mableton Preservation and Improvement Plan. This effort was commissioned by the Cobb County Office of Economic Development, using monies provided by a Georgia Department of Community Affairs grant. The purpose of this initiative was to focus on redevelopment in the “old town” section of Mableton. This area contained many of the charms that existed when this was a city in its own right, 1912 to 1916. The original Master Plan was the guide that assisted in making many of the land use, transportation, and community investments that have occurred in this area. One of the main impacts of this study was an effort to focus a number of “public” improvements into this area. These improvements include the Mable



House Barnes Amphitheatre and the South Cobb Regional Library. These, in association with the Post Office, Mableton Elementary School, the Mable House, South Cobb Community Center, and the Mable House Arts Center, provides a nexus and variety of social outlets and experiences that help to enrich this area and secures its place as one of the centers of South Cobb.

Historic Mableton Redevelopment Plan/Tax Allocation Bond District

In 2006, the Cobb County Office of Economic Development commissioned the Historic Mableton Redevelopment Plan/Tax Allocation Bond District (TAD). The intent of this effort was to put together the necessary research and analysis that would allow for the creation of a TAD to assist redevelopment by entertaining public-private partnerships. The TAD effort would have allowed Cobb County to float bonds which would then be used to support redevelopment in the district while the increased property assessments increments to pay the bonds back over a fixed period of time. The Cobb County School Board and the Cobb County Board of Commissioners, the two local taxing authorities, must first approve these tools prior to a TAD being established. This effort was never implemented for a variety of reasons.

South Cobb Town Center: Mableton Lifelong Community Master Plan

In 2009, the Atlanta Regional Commission in partnership with local communities and property owners undertook the conceptual Lifelong Communities focus, which served as a precursor to Cobb County's Mableton Lifelong Community Master Plan. In 2011, the Cobb County Board of Commissioners accepted the South Cobb Town Center: Mableton Lifelong Community Master Plan. This effort brought together healthcare, aging, transportation, accessibility, architecture, planning, and design experts for a week long charette. The intention of this effort was to explore the challenges and opportunities in Mableton to assist in making this a place for people to grow up and grow old. It was also very important to the community that we develop short term realistic goals that can be implemented to move their vision for the future towards reality. This was based upon some original concepts developed through the help of the Atlanta Regional Commission as part of the Lifelong Communities Program.

The master plan is separated into four separate nodes based on walk-sheds which form the basis for balancing the growth in the Mableton community. The plan was developed in this manner because no single private developer or entity has assembled the study area and no public or private entity intends to do so. This will allow for incremental changes over time through private sector investment via a cohesive guidance from the Master Plan and Mableton Form-based Redevelopment District.

Mableton Form-based Redevelopment District

In 2011, the Cobb County Board of Commissioners approved a new zoning code called the Mableton Form-based Redevelopment District. The intent of this code is to provide the regulatory framework for public and private sector implementation of the Mableton Lifelong Community Master Plan. This effort was a culmination of a decade of effort to encourage private sector redevelopment in this community. It dealt with standard zoning use and intensity standards, but also set out the specifics for public spaces (roads, parks, squares, community gardens, etc) and how they can work together to form a community. This is slightly different from regular zoning

in that the intention is to combine uses rather than separate them. Also, the code tries to enable a sufficient intensity of use that is appropriate for a town square.

RIVER LINE AREA

The River Line area is a section of Cobb County with a diversity of uses and people. It is bounded to the south by the Chattahoochee River and to the north by Buckner Road. Major routes through the area include Veterans Memorial Highway (formerly Bankhead Highway), Oakdale Road, Discovery Boulevard, and Riverview Road. The area is adjacent to the City of Atlanta and some of the area is within the City of Smyrna. Fulton County Airport (Charlie Brown Field) is across the Chattahoochee, although flight paths do not impact the study area due to the location of the runways. The area has convenient access to I-285, just across the river in the City of Atlanta. It is also fairly equidistant between I-20 and I-75. The River Line Area is a smaller component of what the community calls “The River Line Historic Area”, which has a much larger geographic boundary expanding from Vinings to Mableton down to the Chattahoochee River.

A suburban style residential development pattern is the primary type of housing in the area and there are a few amenities such as shopping centers, two public parks (Nickajack Creek and Smyrna ball fields), and two schools (one public and one private). There is a large quantity of industrial users along



FIGURE 2-1: Public Meeting 1, Issues and Opportunities

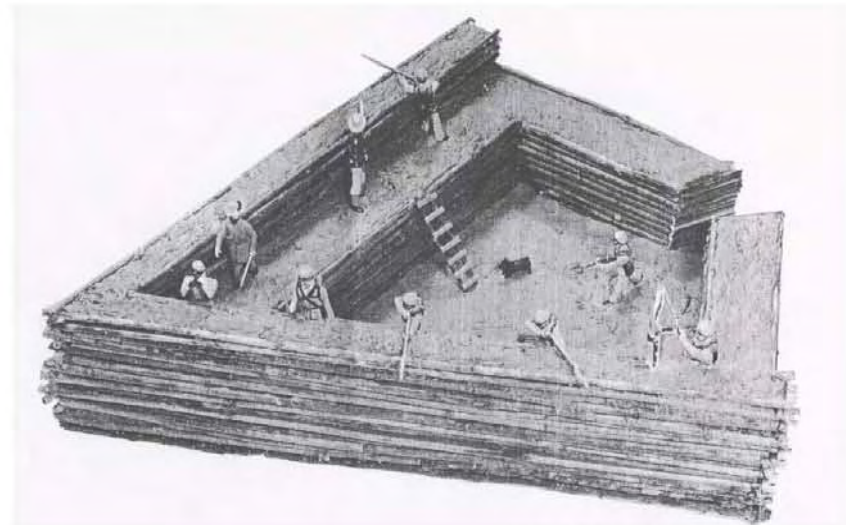


FIGURE 3-7: Model of a Shoupade

Discovery Boulevard and Riverview Road with instances of industrial use along Veterans Memorial Highway. This is particularly true along the Chattahoochee River. As a manner to address livability in the River Line area and to take advantage of the substantial environmental and historic resources that exist in the area, Cobb County funded the Nickajack Creek Greenway Feasibility Study, River Line Master Plan and the joint study with the City of Atlanta, the D.L. Hollowell Parkway/Veterans Memorial Highway LCI.

Nickajack Creek Greenway Feasibility Study

In 1999, Cobb County Board of Commissioners accepted the Nickajack Creek Greenway Feasibility Study. The purpose of this report is to increase passive recreation opportunities and watershed protection along the Nickajack Creek Corridor. The study examines opportunities and constraints related to the potential development of a trail system that would connect Heritage Park, in the Concord



Covered Bridge Historic District and the publically owned 100-acre property with “shoupades”, Civil War fortifications built as part of the March on Atlanta, adjacent to the Chattahoochee River. The plan attempts to balance the needs to enhance recreation while providing natural resource protection to assist with flood control and improve water quality.

River Line Master Plan

The River Line Master Plan, accepted by the Board of Commissioners in 2009, is a policy document that creates a framework that guides the future of the River Line area. Although conceptual in nature, the schematics contained in the report are a thorough depiction and careful understanding of the land, the community, and the history that has shaped this area. The Master Plan identifies a range of options and then clearly identifies the future and the pathway forward for success via an achievable and cost effective strategy for implementation.

One of the main visions of the plan document is to develop a village center and community gathering space along the Chattahoochee River. This development will act as a transition between the established and stable industrial uses as you get closer to I-285 and the new residential communities that have developed in the City of Smyrna along Oakdale Road. This will also allow for riverbank stabilization along the Chattahoochee River to enhance water quality along Metropolitan Atlanta's primary drinking water resource. In addition, environmentally sensitive stormwater management practices can be utilized in a manner to reduce the quantity of water being discharged into our waterways during major rain events, which will improve flood prone areas adjacent to and downstream from this area of the County.

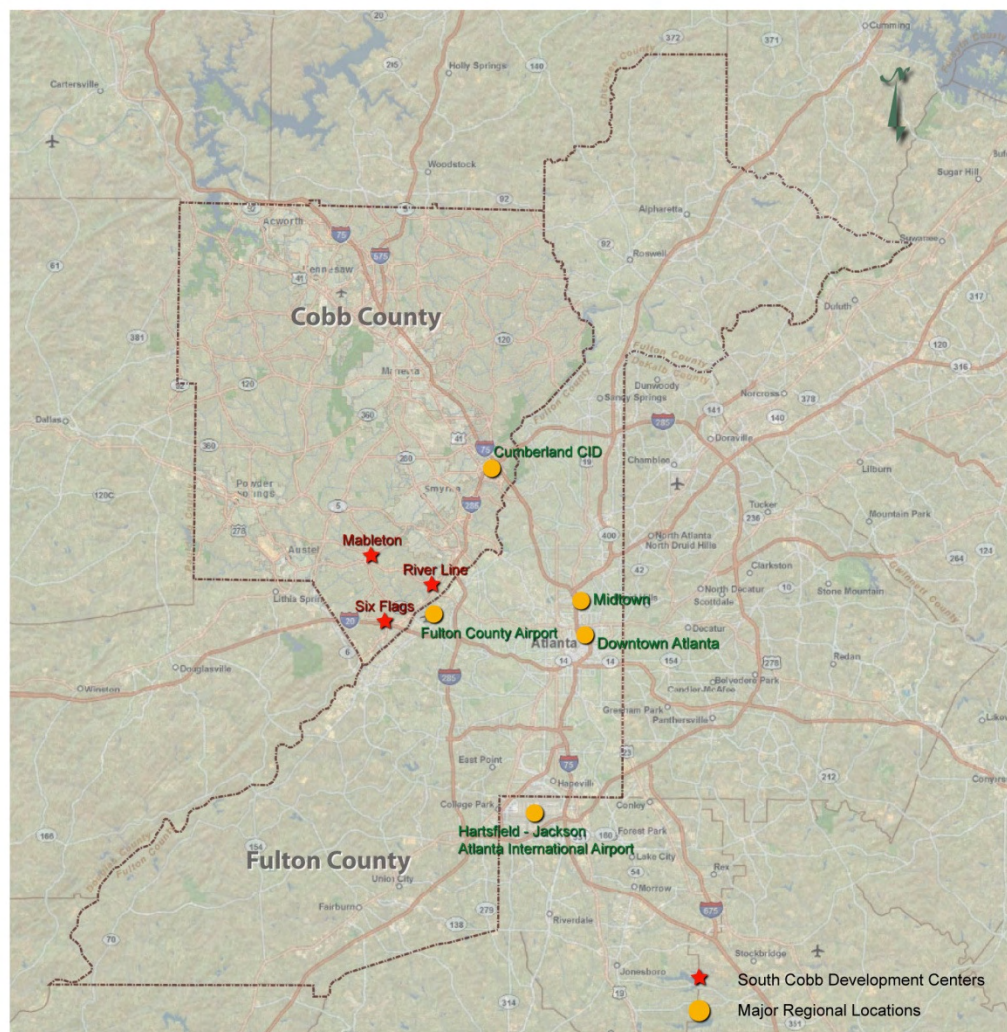
D.L. Hollowell Parkway/Veterans Memorial Highway LCI

The D.L. Hollowell Parkway/Veterans Memorial Highway LCI was a joint study between Cobb County and the City of Atlanta to address transportation issues from a regional perspective in this area. The study was accepted by the Board of Commissioners in 2010. The focus of this study was to determine the necessary transportation network to assist the visions created in the River Line Master Plan. The study looked at ways to enhance connectivity and mobility options for people on both sides of the Chattahoochee River.

SOUTH COBB IMPLEMENTATION STRATEGY

As with any implementation effort, it is necessary to visually communicate and depict that which we are striving towards. In the planning discipline, we accomplish this through visual interpretation and written description to establish the foundations and vision for the community. In addition, the vision provides the form for which the strategies are developed that will lead towards public, private, and non-profits investments. It is a framework for how each individual action by property owners, developers, service providers, institutions, and/or governments can come together in a common cause to improve lives, welfare of the community, and the physical built environment.

As a way to layout the community vision, it is important to note that the strategies herein are based upon the original input that was received when the community, with the assistance of staff, created their preferred future for each of these three target areas. It is important to reiterate that this is not a new effort, but an update to the original efforts and a compilation of these disparate endeavors into a clear and concise strategy for improvements in South Cobb. It is important to understand how these three efforts will work together and support one another to the



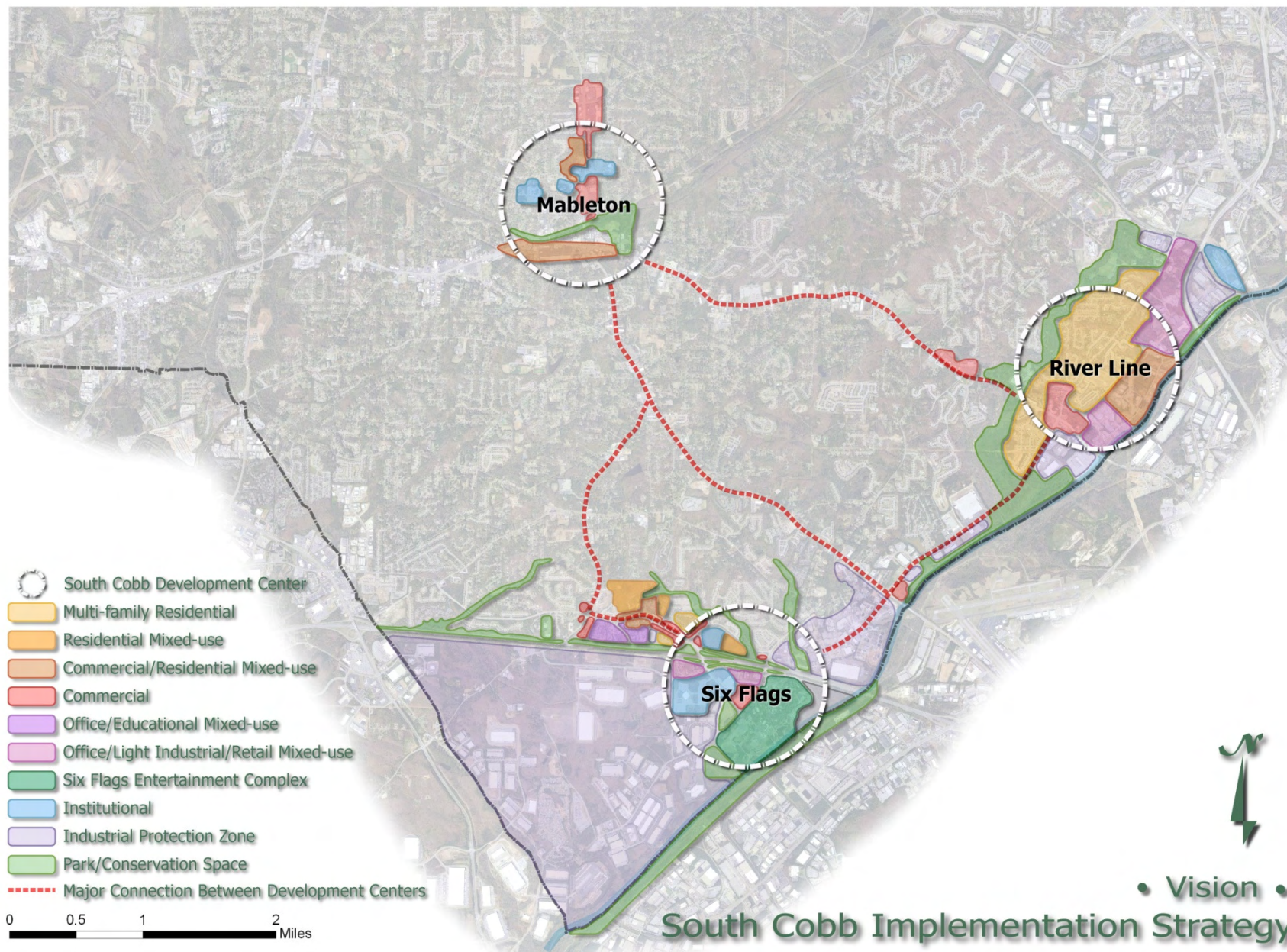
• Regional Perspective •
South Cobb Implementation Strategy

greater good of South Cobb and therefore Cobb County.

The Implementation Strategy has a clear basis in current economic conditions and an understanding of the challenging market faced here in Metropolitan Atlanta and throughout the United States. In addition, this Implementation Program is developed in a manner that is based upon the current fiscal reality of Cobb County where we have few options available for funding the various initiatives that are called for. This has resulted in a need to pursue short term actions that have no budgetary impact on the general fund, but will continue to allow us to pursue the needed changes necessary to assist the South Cobb community.

Overall, the South Cobb Implementation Strategy (Vision, page 14) lays out a scenario that concentrates revitalization efforts into three areas (Six Flags, Mableton, and River View). Each of these areas is easily accessible to one another via Veterans Memorial Highway, Mableton Parkway, Factory Shoals Road, Discovery Boulevard/Lee Industrial Boulevard, I-285 and I-20. Each development area, or node, is around four (4) miles from one another. The connectivity between these sites allow for the benefits of new investment to be shared with the broader community. Therefore, the positive spillover effect of concentrating public and private investments into these areas will assist quality-of-life, improve opportunities, and strengthen community throughout this area of South Cobb.

This Implementation Strategy should serve as a point of discussion where Cobb County Departments can work with members of the Six Flags/Austell Community, Mableton Community, local area non-profits, the United Way Opportunity Zone, and the private development community to foster partnerships and actions that will be mutually beneficial. Also these items ensure that our individual actions are working in collaboration to the larger goal of community improvements and investments. One of the first efforts for implementation of this report is the coordination with the United Way Opportunity Zone to synchronize our actions and activities. This will leverage both public and non-profit efforts and should provide impetus for attracting private sector investments. This section of the Implementation Strategy will highlight, in detail, the implementation vision for each of these three target sites (Six Flags, Mableton, River Line). The vision is a brief description of the future for these areas and a list of accomplishments that have occurred within the past five years to improve these areas.



SIX FLAGS DRIVE IMPLEMENTATION STRATEGY

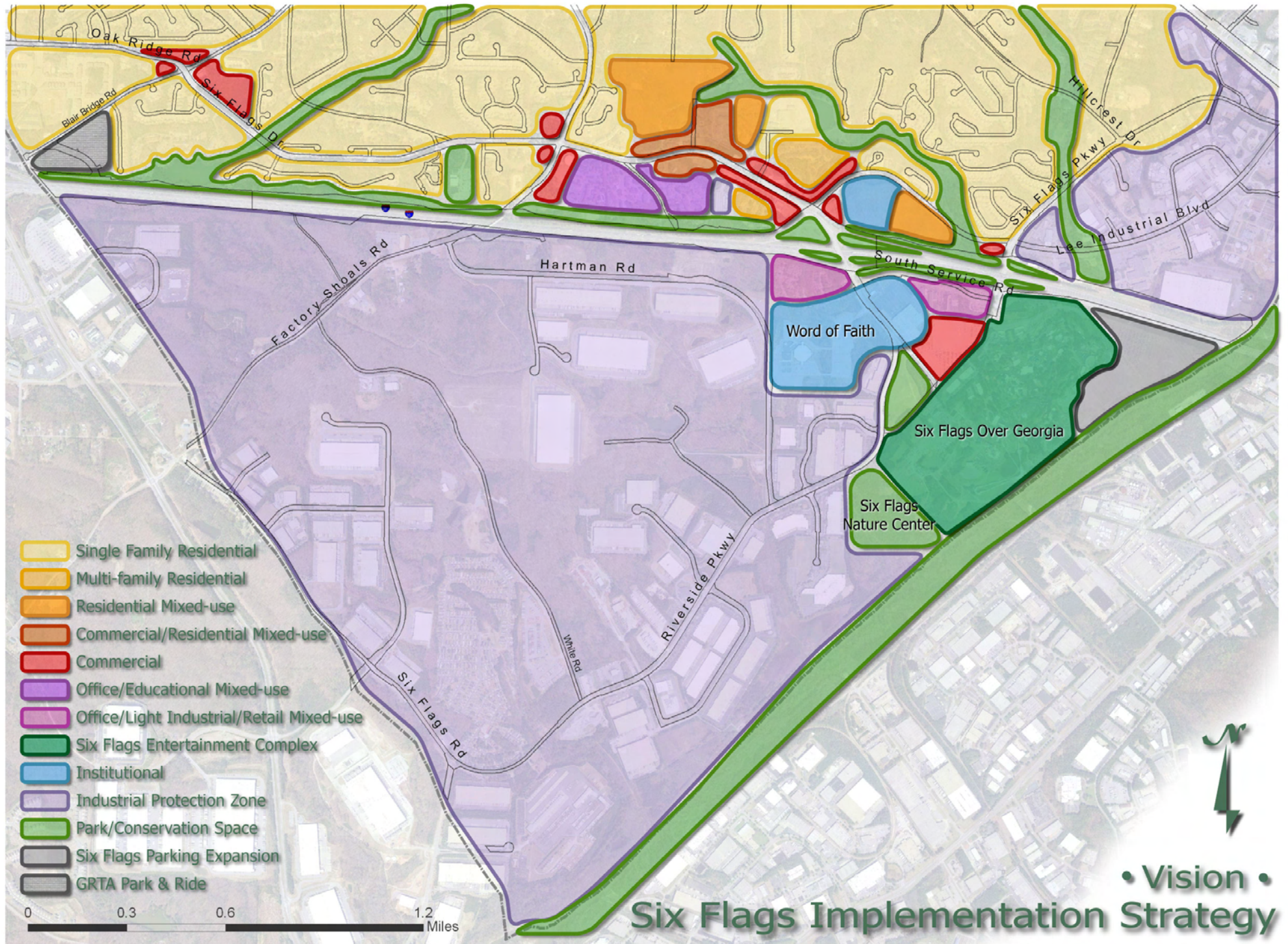
The Six Flags Implementation Strategy (Vision, page 16 and Area Identification, Page 17) lays out a scenario that concentrates revitalization efforts into two areas. The first is along Six Flags Drive between Factory Shoals Road and the I-20 Interchange. The second is south of I-20 adjacent to the Six Flags Over Georgia Amusement Park. These two areas are described in detail below. The area that is currently industrial, south of I-20 and along Lee Industrial Drive, are identified as areas that need to be protected for future industrial jobs producing activity. These two areas are critically important to protect for future industrial use. In addition, the single-family residential areas along Six Flags Drive and Six Flags Parkway are protected to ensure that we continue to stabilize and protect our existing housing stock and afford these areas the ability to grow and prosper with the community as revitalization occurs. Finally, as seen in the Appendix on page 68, Fulton County Airport negatively impacts development in the Six Flags area due to a flight path. This needs to be considered as part of due diligence for all planning and development that occurs in this area of the county.

Revitalization Area #1 – Six Flags Drive Node

The first and one of the most important revitalization areas in this section of the community is along Six Flags Drive in the vicinity of Elsner Road and Flagstone Drive (see page 19). This node should serve as the center for this section of South Cobb. This center site area can be the catalyst for sector wide improvements due to its strategic location along the corridor, the concentration of large adjacent parcels, and the high vacancy rates and foreclosures on the rental housing developments in this immediate vicinity.

On the Six Flags Implementation Strategy – Area Identification, page 17, the center concept area is identified as the Community Activity Center. This area is further detailed in the visualization provided on page 19, which shows a concept for how the center can develop over time with community focused infrastructure in a manner that is more sensitive to the natural environment. The Community Activity Center incorporates a range of uses including a Mixed-use Town Center along Six Flags Drive, which will be the more intense land uses in this node.

The Mixed-use Town Center would include mixed income residential properties with area serving retail uses. Surrounding the Mixed-use Town Center to the northeast and northwest would be a range of residential uses that would serve as a transition from the more intense Town Center back to the existing single-family residential community. To the south of the Mixed-use Town Center would be Office and Educational types of uses with a green buffer between it and I-20. The Office type uses would serve as a good transition between the noise and commotion of the Interstate Highway and the Town Center. Finally, to the east of the Town Center is a scenario that is similar to the existing land uses with commercial, industrial, and multi-family housing.



Six Flags Implementation Strategy



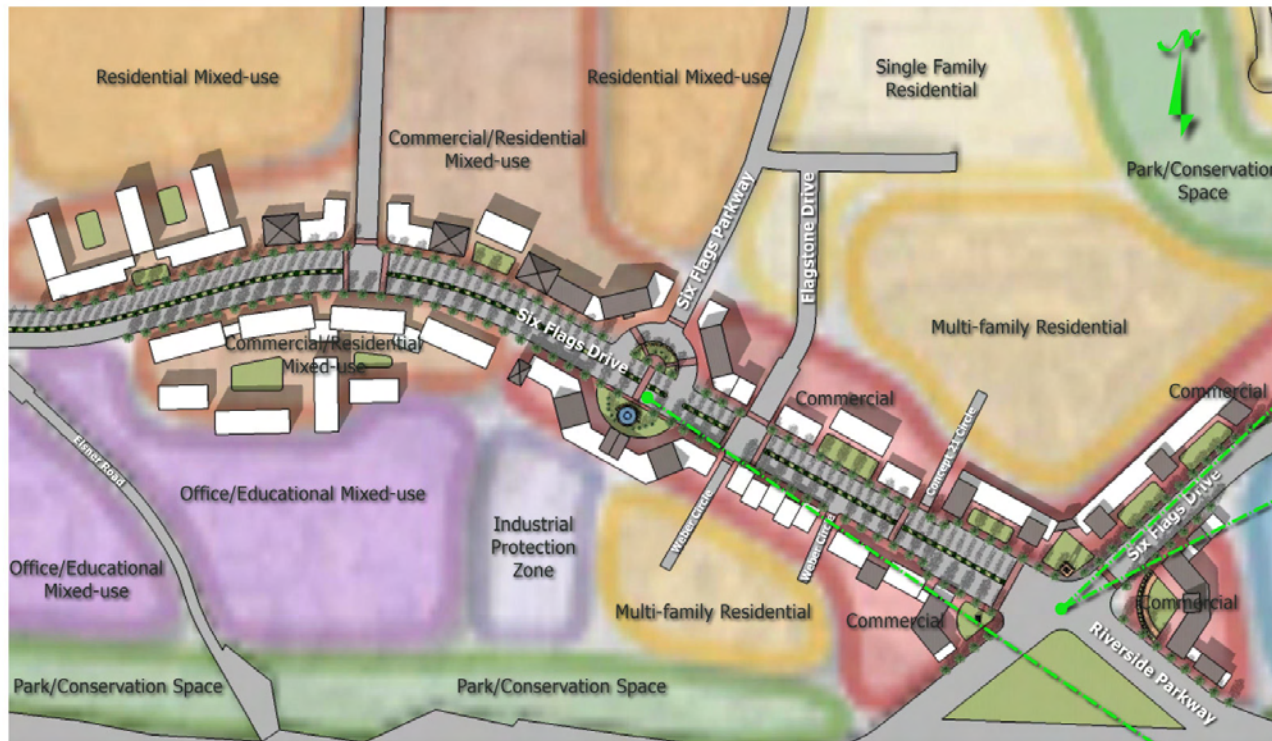
In order to activate the redevelopment of this area, it is necessary to change the existing dynamics. The core area of the Six Flags Drive Node has a high concentration of apartment communities that are nearing the end of their life span. The property owners have not reinvested in their properties and as a result rents are low, vacancies are high, and crime is increasing. Using NSP3 funds, the South Cobb Redevelopment Authority, Cobb County, and the Cobb CDBG (Community Development Block Grant) Program can work together with local charitable foundations to initiate a catalyst redevelopment project with some of the high crime apartments that are in foreclosure. All means will be taken to ensure that responsible residents will be able to remain in the community, if they wish, so that we are not destroying the existing community fabric where networks and bonds have been established. During the transition, structures will need to be removed and the property secured (fenced) as a means to ensure safety and security.

The purchased land can then be held (land banked) by the South Cobb Redevelopment Authority. When sufficient land has been accumulated, the South Cobb Redevelopment Authority can leverage this land to work with a private entity to develop a mixed-use mixed-income community. This new community will be the heart and focal point of the Six Flags Drive area. The mixed-income component can provide new owner, rental, and subsidized housing opportunities, which will allow responsible former residents an opportunity to return to the redeveloped community so that they can benefit from the improved living conditions.

In addition to the direct benefits of removing and redeveloping the failing apartment communities in this area, this strategy should assist with the revitalization of many of the existing multi-family housing. The reduction in the number of units in the area will decrease supply of rental housing units and through the relocation efforts these actions will decrease vacancy rates at the remaining communities in the area. This will have a positive impact on apartment revenues. As the new mixed-income component comes on line, the older apartments will have the additional revenue to reinvest in their own communities, which can be combined with low income tax credits from the Department of Community Affairs to improve the conditions in the remaining communities.

The transportation infrastructure would need to be improved in the Six Flags Drive Node to align better with a future center. The transportation infrastructure will need to meet three main functions to satisfy the future needs of this community:

1. Ensure continued vehicular transportation mobility;
2. Improve multimodal accessibility; and
3. Implement context sensitive design solutions.



Master Plan



Gateway on Six Flags Drive
Northwest View



Gateway on Six Flags Drive
East View



Aerial View



Identity Node on Six Flags Drive
Southeast View

• Six Flags Drive Node •
Six Flags Implementation Strategy

The improvements that can be made on Six Flags Drive need to be designed and implemented in a manner that ensures that vehicular mobility along Six Flags Drive is maintained. This is an important arterial roadway for vehicles (cars, trucks, and transit) in that it provides direct access to I-20 for regional connectivity. Table 1 shows Average Daily Traffic at three main points in the study area.

Table 1

<i>Average Daily Traffic for Six Flags Drive Area</i>	
Six Flags Drive at Elsner Road	20,800
Riverside Drive north of Six Flags Way	18,300
Six Flags Parkway south of Six Flags Drive	13,200

Cobb County DOT 2007

Six Flags Drive is a 40 mile per hour arterial roadway which has four travel lanes and a center turn lane. Signalization occurs at intersections with Factory Shoals Road and Riverside Drive. The current Level of Service (LOS) for Six Flags Drive ranges from A to C, which means this is not a congested roadway. Projections for 2030, based upon the Cobb County's Comprehensive Transportation Plan, indicate that this roadway will remain as LOS A to C (not congested) over the next twenty years, except that we can anticipate greater instances of congestion close to the interstate interchanges. Given that current and projected congestion on Six Flags Drive is minimal, it is important to develop a transportation design that provides better access for the other uses in the corridor (pedestrian, bicycle, and transit). This should include sidewalks on both sides of the road and bicycle lanes. Context sensitive solutions should include street trees behind the sidewalk, a planted median, improved identification of pedestrian crosswalks, pedestrian refuge islands, and decorative pedestrian and street light fixtures. Together these investments will connect the greater Six Flags area by developing a common design solution. These recommended alterations will provide additional green infrastructure in the roadway (aesthetics), improve mobility by improving access management, and improve air and water quality by reducing impervious surface and increasing tree cover.



Another important improvement along Six Flags Drive is at the intersection with Lee Industrial Parkway. This particular intersection is important to freight mobility and is under designed to meet the needs of its industrial and residential users. Improvements will need to be made to ensure that this intersection functions better for freight traffic, including the addition of left turn lanes with longer cuing lengths, larger turning radii, and an investigation to study the need for full signalization. This intersection also acts as the southern

gateway to the Six Flags Area. As such, aesthetic improvements including trees, shrubs, gateway markers, and directional signage should be incorporated that will communicate the values, interests, and importance of this area to Cobb County.

Revitalization Area #2 – Six Flags Entertainment District

The second and vitally important area for revitalization is on the south side of I-20 and includes the parcels contained in the triangle between the South Service Road, Six Flags Parkway, and Riverside Parkway. The Six Flags Implementation Strategy – Area Identification, page 17, identifies the Entertainment District as part of the Regional Activity Center. This is identified as such, due to the fact that the amusement park is a regional draw for people of all ages. The Six Flags Entertainment District is further detailed in the visualization provided on page 22, which shows a concept for how the Entertainment District can develop over time anchored by Six Flags Over Georgia, the Word of Faith Campus, and new uses that support these two entities to create a 365 days a year destination for family friendly entertainment. The relationship between Six Flags Park and the Word of Faith is a vital relationship to improve the Entertainment District. Both entities have substantial land holdings in this area that can and will shape the future of this activity center.

The Six Flags Entertainment District has two main purposes:

1. Support and expand upon the success of Six Flags Over Georgia and
2. Provide opportunities for services that meet the needs of the existing and expanding industrial base to the south and west of the Entertainment District.

The Six Flags Entertainment District starts with consolidating parking into a series of parking decks that will provide Six Flags Amusement Park and surrounding development properties with sufficient parking and additional developable land to create a focal point in the center of the Entertainment District. On the Six Flags Entertainment District Plan shown on page 22, the focal point of this node could include the creation of a Mixed-use Entertainment District (hotel, restaurant, theatre and other tourist based amenities) that would provide a more attractive and stable environment for the entrance to the Amusement Park. This would include a parking deck to reduce the space requirements to meet parking demands. Also, the center of the Entertainment District should include some type of monument or public art that will help define the center of this space and create an active civic space that would benefit the overall district. To the southwest of the Entertainment District is property owned by Six Flags Over Georgia. This undeveloped space can be turned into an urban park. The portion of the park closest to the Mixed-use Entertainment District should include hardscape materials with direct, safe, and convenient pedestrian access to the entertainment venues and parking. The southern end of the park should incorporate less hardened surface and should be more natural with green amenities and open space.



Master Plan



Aerial View



Design Concept



Gateway at Six Flags Park Entrance
Southwest View



Gateway at Six Flags Park Entrance
South View



Northwest View

Identity Node at Entertainment Center



East View

• Six Flags Activity Center • Six Flags Implementation Strategy

The Six Flags Nature Center, the undeveloped property at the southern end of the Entertainment District just south of Six Flags Amusement Park, is an idea for a new amenity for Six Flags Over Georgia. This could include activity based natural resource and environmental education with items such as a green demonstration building, wildlife rehabilitation, exhibits, trails, rain gardens, wildflower rescue, river access and restoration, canopy walk & nature adventure courses. This could be built and financed as a private for-profit venture to accompany the Six Flags Park and will provide an additional venue to draw family vacationers to this area.

Finally, the property holdings by Word of Faith are another important factor to quality growth and community investment in the Entertainment District. The religious institution has purchased the old “Sams Club/Garden Ridge” site across Riverside Drive from their campus. This could be an important community asset and would provide a use that could benefit both the members of the church and the Six Flags community-at-large

The transportation infrastructure in this area would need to be improved to ensure two main functions: improve truck traffic and travel to I-20 and ensure pedestrian safety and aesthetic improvements to make the Entertainment District successful. As a means to separate the truck traffic from the pedestrian traffic, Riverside Parkway should be designated as the “official” truck route for access to I-20. This will mean upgrades will be needed along Riverside Parkway such as additional lane width, a paved shoulder, curb, gutter, sidewalks, and improving sight distance. The Entertainment District transportation improvements will need to be more multi-modal and context sensitive so that they accommodate vehicular, pedestrian, and transit users. To start with, improvements to the street grid should be made to reduce block lengths, which will improve vehicular and pedestrian circulation. In addition, the following improvements for Six Flags Parkway should be considered: ten foot lane widths; curb, gutter, and sidewalks on both sides of the road; bicycle lanes; improved pedestrian street crossings; improvements to the landscape median; street trees; and decorative pedestrian scale lighting.

Financing for the improvements mentioned above will primarily be the responsibilities of private entities such as Six Flags Amusement Park or other venues. There are mechanisms that could assist with offsetting risk for these private investments to be successful and that could include, but is not limited to:

- Tourism Tax Credits
- 319E Grants
- GA Department of Natural Resources Trail Grants
- Corporate Donations
- Tax Allocation District
- TE (Transportation Enhancement) and CMAQ (Congestion Mitigation and Air Quality) federal transportation grants

SIX FLAGS AREA ACCOMPLISHMENTS – 2006 TO 2011

Six Flags Area Accomplishments						
Project	Status					Explanation
	On-going	Completed	Currently Underway	Postponed	Not Completed	
Community Development						
Establish a redevelopment Overlay District (ROD) designation that encompasses the study area, in accordance with the County Zoning Ordinance		X				Completed in February of 2010
Amend the County's Future Land Use Map as detailed in the study document		X				Completed in February of 2008
Update the Six Flags corridor Study document every three-to-five years		X				Completed in December of 2010 as part of the Western Gateway Vision Plan
Increase purchasing power in the area by providing more housing opportunities for middle-to-high-income households, yet maintain a supply of lower-income housing in the area as well	X					Denial of a new apartment community on Six Flags Drive (2008). EconDev & ComDev developing a program to use NSP3 funds for high crime apartments to redevelop as mixed-income communities
Economic Development						
Develop ideas for private sector investment in the Six Flags Drive area		X				Completed in December of 2010 as part of the Western Gateway Vision Plan
Revise the South Cobb Development Authority legislation to include the Six Flags Drive Area		X				Completed in March 2011
Secure NSP funds to assist with revitalization of the Six Flags Drive area		X				Completed in 2010
Create the New Market Tax Credits		X				Completed in 2010
Continue to evaluate poverty status in the Six Flags Area to establish an Opportunity Zone	X					Ongoing action

Six Flags Area Accomplishments						
<i>Project</i>	<i>Status</i>					<i>Explanation</i>
	<i>On-going</i>	<i>Completed</i>	<i>Currently Underway</i>	<i>Postponed</i>	<i>Not Completed</i>	
Public Safety						
Cobb Police Athletic League (Baseball, Track Club, Football/Cheerleading) to mentor youth in the Six Flags Area		X				The program is funded through a JAG grant in partnership with the Center for Family Resources and is set to expire in July 2011.
Replacement Fire Station #9		X				Completed in 2008
Replacement of 800MHz tower at Bryant Elementary		X				Completed in 2008
Created a police sub-precinct in the Six Flags Area		X				Completed in 2008
Transportation						
Six Flags Drive sidewalks (north side) Blair Bridge Rd to Silverton Trail		X				Completed in February of 2009
Sidewalks & Pedestrian Crossings (Six Flags Dr. Factory Shoals Rd to I-20/Riverside Pkwy)			X			Final Construction Plans pending GDOT approval
Implement HAWK signal to improve pedestrian mobility near high volume transit stops			X			Grant has been obtained secured and concept plan is pending approval with GDOT
Factory Shoals Road sidewalks		X				
Parks, Recreation & Cultural Affairs						
Youth Groups & Programs						
Partnership with South Cobb High School for accommodate sports team practices	X					Ongoing action
Partnership with local non-profit organizations including the Boys & Girls Club, sports organizations, and religious institutions for sports leagues, team building, mentoring, and character development	X					Ongoing action
11 various summer camps to involve local area youth in community related activities	X					Ongoing action
Life guard instructional courses for youth	X					Ongoing action
Swim programs and lessons	X					Ongoing action

Six Flags Area Accomplishments						
<i>Project</i>	<i>Status</i>					<i>Explanation</i>
	<i>On-going</i>	<i>Completed</i>	<i>Currently Underway</i>	<i>Postponed</i>	<i>Not Completed</i>	
Parks, Recreation & Cultural Affairs Continued						
Youth Groups & Programs						
Men's mentoring organizations for at-risk children	X					Ongoing action
A variety of classes and programs administered by the Parks, Recreation, and Cultural Affairs Department centered on youth development	X					Ongoing action
Adult Groups & Programs						
Walton Reserve senior involvement centered on improving physical and mental health and wellness of local area older adults	X					Ongoing action
Meeting space for local area community organizations including: South Cobb Business Association, Count Me In, Cobb Community Collaborative, Cobb Works, 100 Black Women, Austell Community Taskforce, South Cobb Partnership Group, and many others	X					Ongoing action
Adult sports leagues, classes, and programs including GED education.	X					Ongoing action
Bartlett Property			X			19 acres of property purchased in two phases that can provide active and passive once the Bartlett's no longer live at the residence.

MABLETON IMPLEMENTATION STRATEGY

The Mableton Implementation Strategy (Page 29) is a visual depiction of the Illustrative Master Plan created by the residents, businesses, and stakeholders in the Mableton community during the Lifelong Community Charette, through the assistance of Duany Plater-Zyberk & Company. Mableton is a community with good existing structure including a well proportioned street grid around Church Street and an organic network of roads that have developed over time closer to Floyd Road. The Implementation Strategy proposes a number of additional street connections that will blend the two street methodologies in a manner that improves connectivity for all modes or travelers (vehicles, pedestrians, and bicyclists). In addition, one of the main components of the strategy is to increase the number of civic spaces, as you would see in many historic towns. This is accomplished through the addition of greens, squares, community gardens, and pocket parks throughout the community. Finally the implementation of this vision is based upon four main “development” sites, which are the North Quadrant, Town Center, Mableton Elementary, and the Old Town Center. These four strategic quadrants have potential to establish clearly defined pilot projects and character that together form the new Mableton community.

North Quadrant

The North Quadrant covers both sides from Floyd Road from Ayers Road to Barnes Road. This is the northern gateway to the community and plays a significant role in establishing a sense of arrival into the Town Center. The buildings and roads in this area should serve as transitions. The buildings should be large enough to serve as a transition between the town center and stable, calmer suburban residential structures surrounding this site, but not to the intensity that is needed in the Town Center itself. Floyd Road



should start to exhibit a more urban structure and speeds should start to decrease to accommodate a higher level of pedestrian activity. This development site would be a natural area to introduce a range of housing types that will assist people to age gracefully in the community given the convenient access to the Post Office, Library, Mable House, Arts Center, and Amphitheatre. It is important to

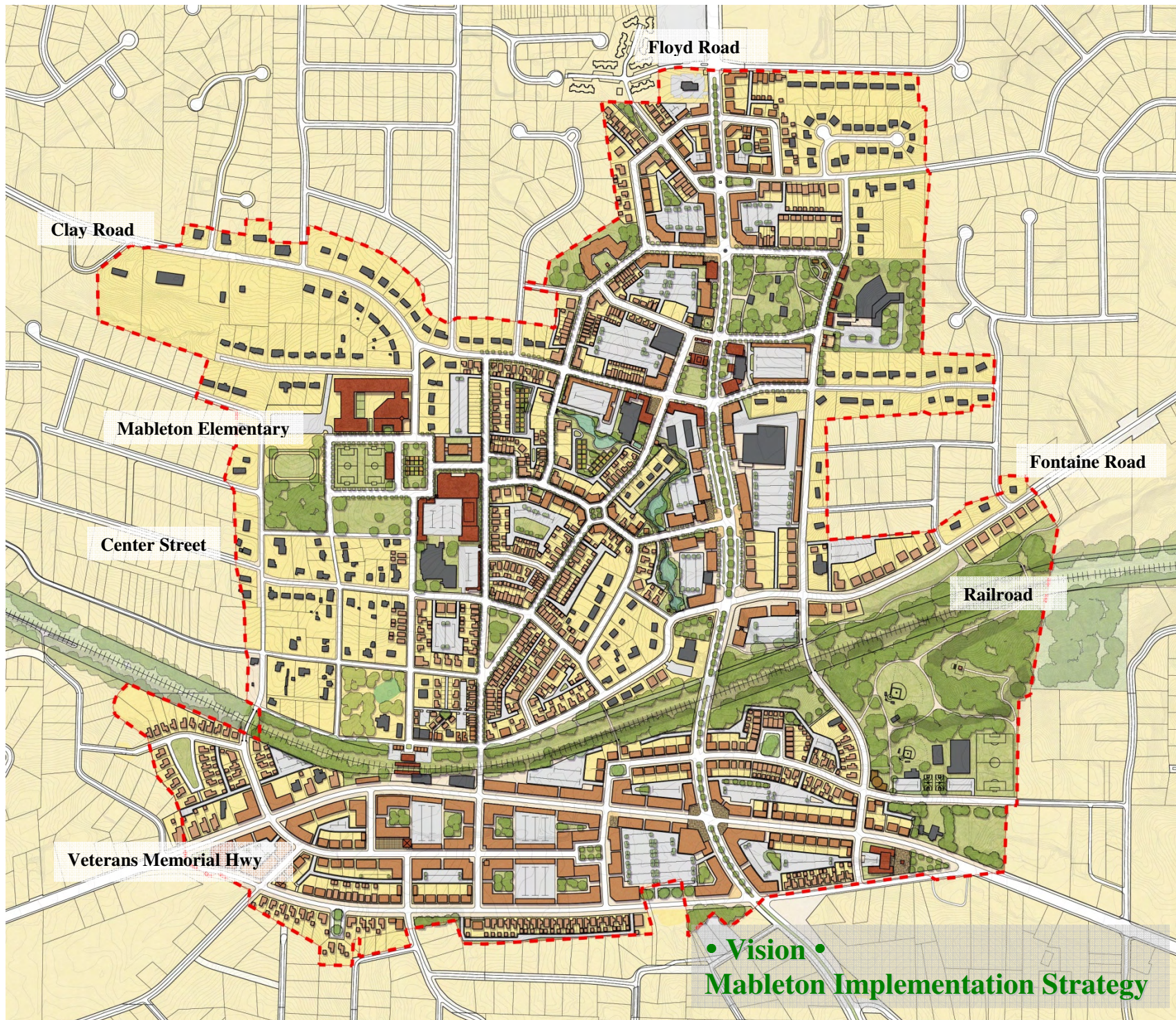


note that the manner in which seniors are accommodated in Mableton should be through community integration rather than segregation, as is the more standard methodology for developing housing for older adults.

space (which at this time is underutilized and inefficient parking/access for the Post Office) will create the “center” of town and will be one of the largest positive impacts to creating a vibrant environment for the community.

Town Center

The Town Center is focused on the intersection of Floyd Road and Clay Road. This intersection has a nexus of community facilities all within proximity of one another, but with nothing to currently connect them. The biggest improvement in this area is the addition of a town green at the intersection of Floyd Road and Clay Road. This new public



Mableton Elementary

Appropriately, Mableton Elementary School sits atop the highest point of the community and many consider it the heart of the neighborhood. The school is the anchor at the northern end of Church Street and it acts as a transition point between “downtown” Mableton and the residential neighborhood to the west. The area to the east of the school is the original Mableton from when it was an incorporated city. This particular section of the community will continue to function in a residential and institutional capacity (school, church, cemetery, community garden, proposed community center). The primary housing type would be single-family attached and detached units.



Old Town Center

The old town center of Mableton is the area around Front Street. This is the area that developed around the old train station, which no longer exists. This area again prospered during suburbanization as strip retail was built and prospered along Bankhead Highway. This area has again transitioned into disrepair as new strips were developed and I-20 replaced Bankhead as the main commute option. One of the main changes in this scenario is the separation of Veterans Memorial Highway into two one way pairs as it enters into Mableton. This will provide development opportunities and will promote new transit investments. This is the area that will need more external factors to fuel redevelopment per the vision, primarily BRT service along Veterans Memorial Highway or commuter service along the rail corridor.

MABLETON AREA ACCOMPLISHMENTS – 2006 TO 2011

Mableton Area Accomplishments						
<i>Project</i>	<i>Status</i>					<i>Explanation</i>
	<i>On-going</i>	<i>Completed</i>	<i>Currently Underway</i>	<i>Postponed</i>	<i>Not Completed</i>	
Community Development						
Five-year update to Mableton LCI		X				Completed in 2009
Study NORC (Naturally Occurring Retirement Community) concept to assist seniors in Mableton			X			This is being accomplished through a partnership between Cobb County and the Atlanta Regional Commission called "Lifelong Mableton"
Complete an Arts Study to foster arts based redevelopment with the community to foster redevelopment		X				Completed in 2010
Assist Board of Education in designing the new Mableton Elementary School to help interface with the new community design.		X				Completed in 2011
Complete Mableton Form-based District		X				Completed in 2011
Training County Staff on implementing the Mableton Form-based District			X			This is being accomplished through the contract with DPZ and covers all county Departments that are involved in development.
Economic Development						
Reestablish the South Cobb Development Authority		X				Completed in 2011
Investigate funding opportunities to leverage redevelopment	X					Primary source is CDBG, Development Authority Bonds, or possible TAD proceeds.
Department of Transportation						
Floyd Road – Clay Road Intersection Improvements		X				
Floyd Road improvements			X			Project under review by GDOT
Harmony Leland Elementary School		X				
Clay Road sidewalks			X			Project has not been released for construction services

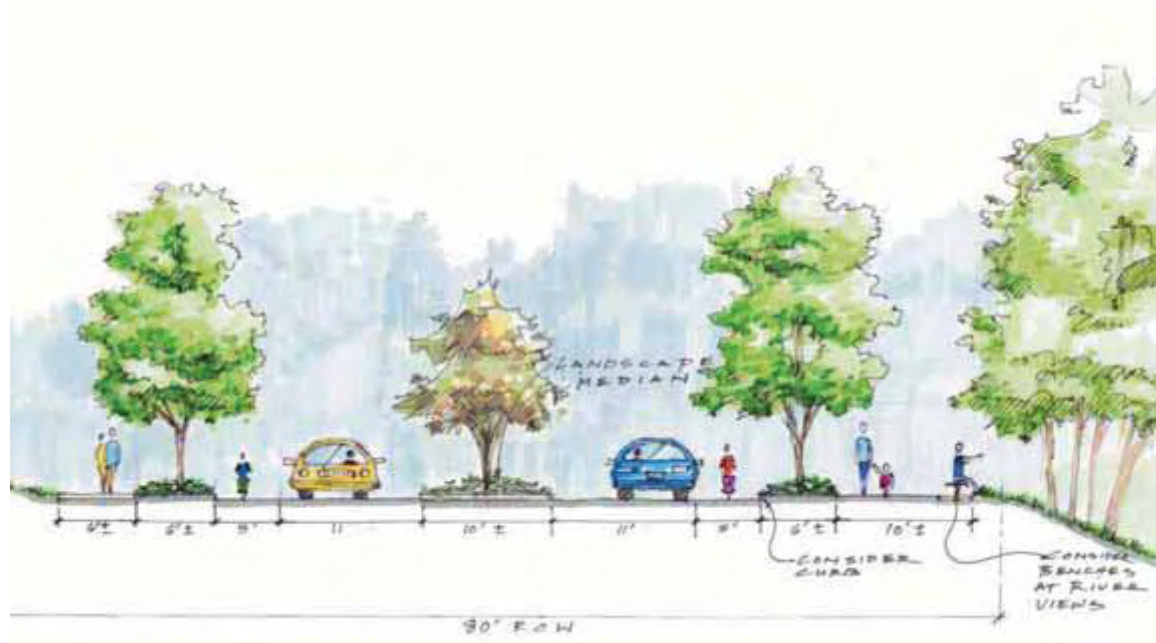
RIVER LINE AREA IMPLEMENTATION STRATEGY

The River Line Implementation Strategy (Page 34) is a layout of how land use, transportation, historic preservation, and natural resource protection can all work together to build community spirit, support redevelopment, and stabilize a community. The area greatly benefits by being adjacent to the Chattahoochee River, it has convenient access to I-285, and is in the vicinity of stable industrial job opportunities. The River Line Area must balance the needs of the existing residents and the existing industrial businesses so that both will be able to prosper all while respecting the topographic and hydrologic challenges that occur being adjacent to the Chattahoochee River. The River Line Master Plan, as developed by AECOM (formerly ED&A), accomplished that balance in a way that will increase livability and recreational opportunities for residents, improve the area's sense of place by highlighting and advocating for the plethora of historic features and artifacts that exist in the community, and finally, improving the transportation system to help support the range of users that need access to the transportation system, especially the industrial users and freight haulers that exist and prosper in the corridor.

Oakdale Road

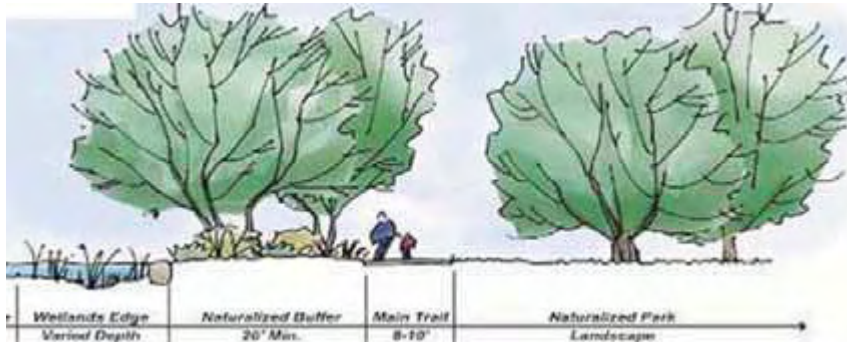
Oakdale Road is a north-south connector street that joins Veteran's Memorial Highway almost to South Cobb Drive. It is placed atop a bluff that overlooks the Chattahoochee River, provides opportunities for incredible views, and is the location of the "Hooper-Turner House". This roadway could be redesigned to be more context sensitive by adding a landscaped median, street trees, better pedestrian facilities, and locations for the public to relax and appreciate the natural beauty of the area. The image to the right depicts a preferred concept for Oakdale Road.

There are few changes that should be made to land uses along Oakdale Road given the stable residential nature of the community.



Riverview Road

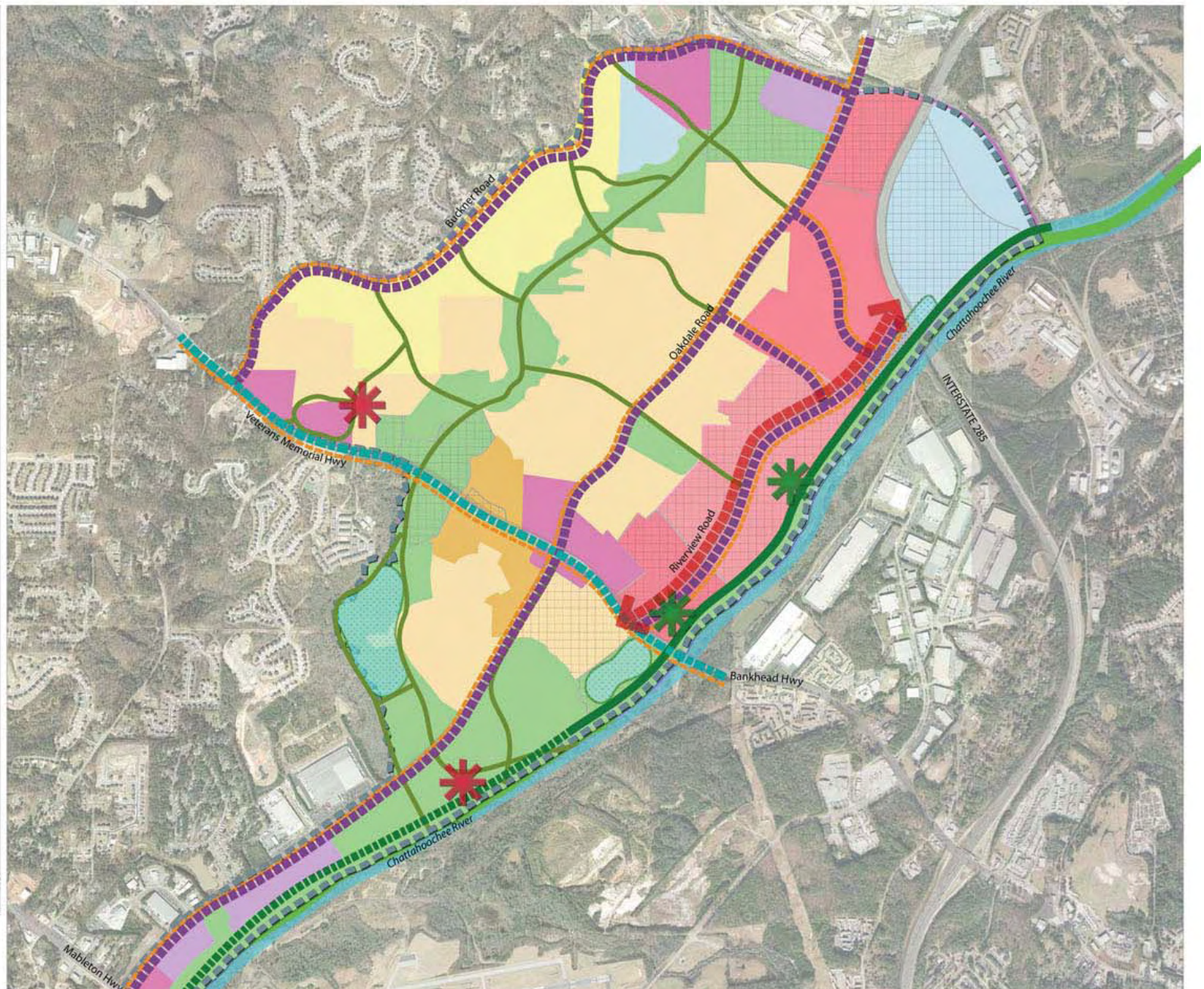
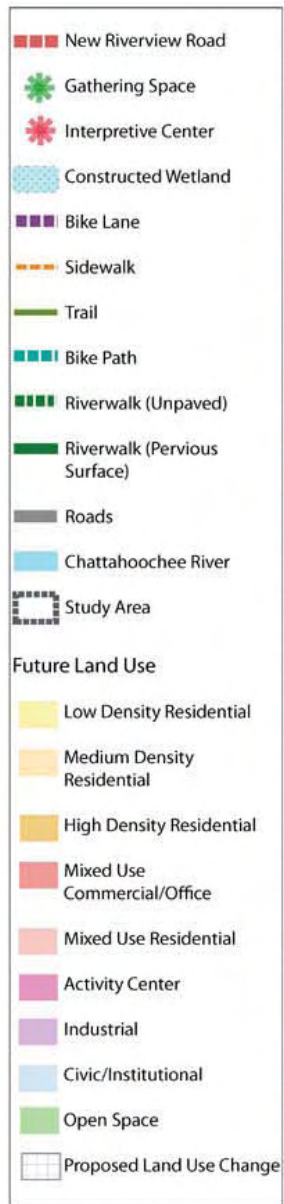
Riverview Road is a road that parallels the Chattahoochee River. The road is severely under designed and is unable to adequately handle the vehicular traffic that occurs today. The roadway accommodates a high volume of industrial and freight traffic as well as many “cut through” commuters that are trying to avoid traffic congestion on I-285 and Oakdale Road. The intersections at both South Cobb Drive and Veterans Memorial Highway need to be upgraded so freight vehicles can stack to facilitate left turns onto Veterans Memorial and right turns onto South Cobb Drive. Also, Riverview Road has a mixture of quality, industrial developments and some that are less beneficial to the local area economy, environment, and business climate. These less



desirable industrial lands are a prime location for creating Metropolitan Atlanta’s first river front development; one that will use the Chattahoochee River as an asset rather than an obstacle. Through river bank restoration and natural clean stormwater solutions, this village on the river can be a tremendous benefit for this area. Finally, adding new river trails, boat access points, and other forms of recreation, this new community can be a destination that will draw people and new businesses into the overall community.

Johnston’s River Line

The final piece to completing the River Line Area is the ability to build a community by taking advantage of the breadth of historic resources, which are around you in this area of Cobb County. This community was one of the main fronts on the Sherman’s March to the Sea and assault on Atlanta. During the Civil War, an ingenious General of the Confederate army, Joseph E. Johnston, built a type of fortification along the Chattahoochee River using slaves brought to Atlanta from middle Georgia, designed by Brigadier General Francis Shoup that deterred Union attacks and forced them to cross up river. The remaining “shoupades” are endemic cultural artifacts that only exist in this section of the Chattahoochee River; some remain in Cobb County and the City of Atlanta. By preserving and promoting the rich cultural resources that exist in this area, both Cobb County and the City of Atlanta can benefit by promoting the area’s unique identity. This will assist in drawing people to this area and increase cultural tourism opportunities.



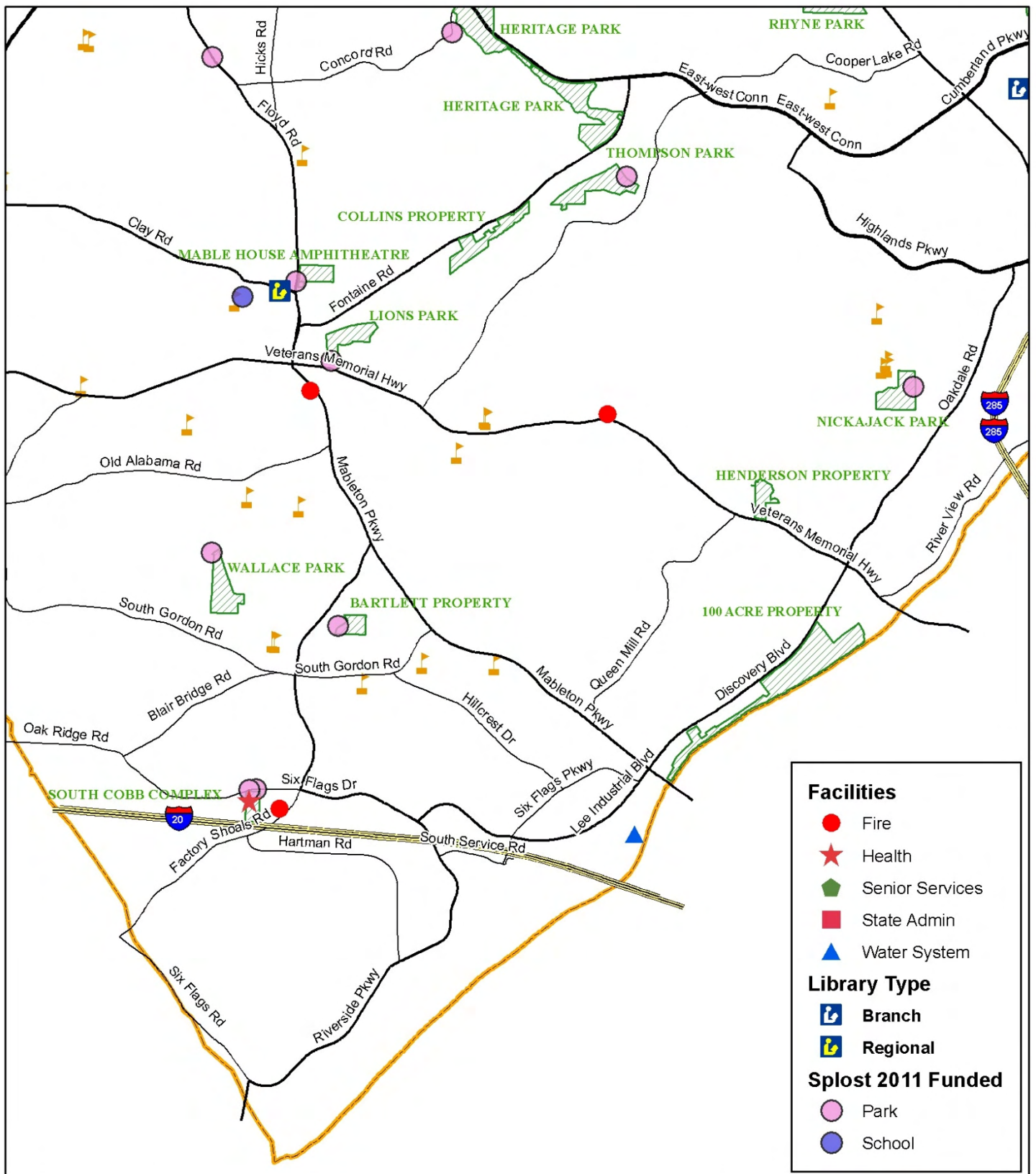
RIVER LINE AREA ACCOMPLISHMENTS – 2006 TO 2011

River Line Area Accomplishments						
Project	Status					Explanation
	On-going	Completed	Currently Underway	Postponed	Not Completed	
Community Development						
Establish the River Line Citizen Oversight Committee			X			Draft list has been prepared and is awaiting approval by the BOC.
Update zoning on property per Master Plan		X				Zoning was approved for Greenstreet Properties along 80 acres on Riverview Road for a mixed-use riverfront development.
Chattahoochee River bank restoration			X			A 319 Grant has been submitted as a public-private partnership to the GA DNR to fund bank restoration, stabilization, and improve water quality.
Economic Development						
Reestablished Enterprise Zone		X				Approved by DCA in 2009
Opportunity Zone Designation		X				Approved by DCA November 2010
Revise the South Cobb Development Authority legislation to include the River Line Area		X				Completed in March 2011
Parks, Recreation. & Cultural Affairs						
Parks Bond purchase of the Henderson Road property on Veterans Memorial Highway		X				Approved by the BOC in
Addition of 100-acre property along Chattahoochee River to National Park Service			X			PRCA is in discussions with the National Parks Service to take ownership and stewardship of the property as an expansion to the Chattahoochee River National Recreation Area.
Shoupade Park Maintenance	X					Maintain the park and historic features at Shoupade Park for future generations
Transportation						
Brookside Dr drainage improvements		X				
Queens Mill Road safety and operational improvements			X			In process with right-of-way acquisition

ASSET INVENTORY

As strategies for community improvement are developed and implemented it is important to understand what is existing and programmed (meaning there is funding identified) in the community. This provides a broader understanding of how the various initiatives work together with the previous investments. The illustration “South Cobb Asset Inventory – Facilities” on page 37, provides a broad understanding of the various types and location of public facilities in this area of Cobb. In addition to showing the various existing facilities, the graphic identifies the park locations that will receive funding for improvements via the voter approved 2011 SPLOST. The illustration “South Cobb Asset Inventory – Transportation” on page 38, indicates the voter approved transportation projects in South Cobb that are part of the 2011 SPLOST. These improvements will be under the process of design, right-of-way acquisition, and construction of the course of the next few years.

One item of note is the lack of an active outdoor recreation facility in the area around Six Flags Drive. The area is fortunate to have an aquatic center and recreation center that is within walking distance to the major population concentration along the corridor, but there is a lack of opportunity for active outdoor recreation such as football, baseball, or soccer. This is an example of how these inventories can further galvanize and socially connect the Six Flags community and improve the quality-of-life and wellness for the local area.



Cobb County
Community Development
1150 Powder Springs St.
Marietta, GA 30064

06/2011

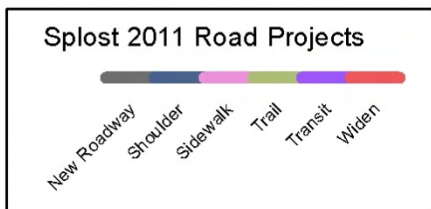
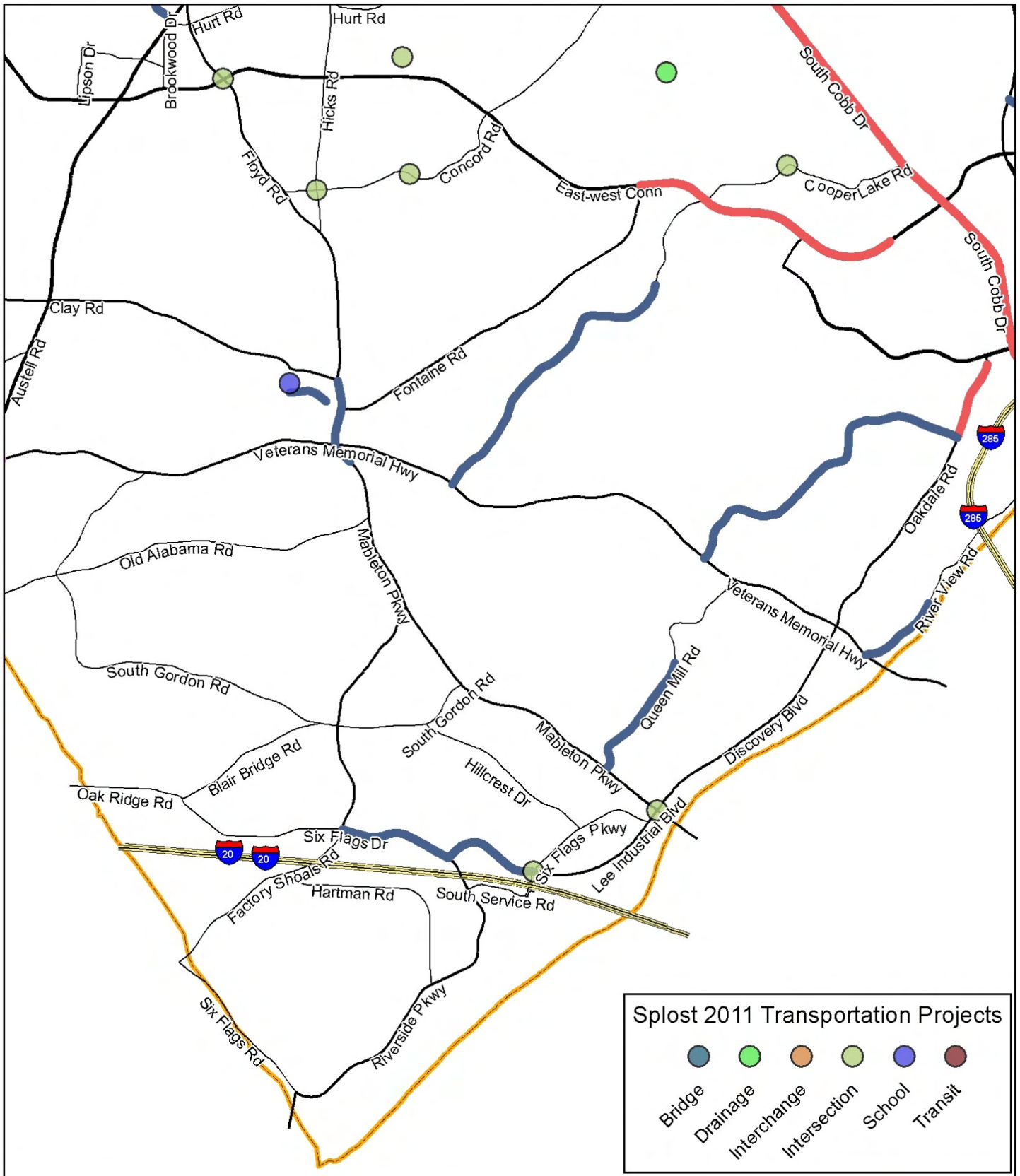


Cobb County...Expect the Best!



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South Cobb Asset Inventory Transportation

Cobb County
Community Development
1150 Powder Springs St.
Marietta, GA 30064
06/2011



ECONOMIC DEVELOPMENT TOOLS AND STRATEGIES

Economic Development has a wide variety of definitions depending on the individuals, audience, and context. The International Economic Development Council, rather than defining economic development, discusses the goals of economic development, which, per their website (www.iedconline.org), include: job creation, job retention, tax base enhancement, and quality-of-life. As part of the South Cobb Implementation Strategy, it is important to consider how we can encourage job growth so that we can provide opportunities for people to increase their standard of living, therefore assist in improving the lives of the people who live in this area of the community. As such, we have included a listing of all of the existing and potential programs/initiatives that we have or can implement in this area to stimulate additional economic activity.

Enterprise Zone Program

The Enterprise Zone Program, as defined by the Department of Community Affairs is an effort promoted by the State of Georgia and local governments “to improve geographic areas within cities and counties that are suffering from disinvestment, underdevelopment, and economic decline, encouraging private businesses to reinvest and rehabilitate such areas.” An Enterprise Zone can be established in an area of a community that meets three of the following five thresholds: Pervasive poverty as established by the U.S. Census Bureau; Unemployment rate that is 10% higher than the state; Underdeveloped in comparison to development activity within the local body’s jurisdiction; General distress such as population decline or health and safety issues; and General blight by establishing an urban redevelopment plan in any portion of the nominated area. This program is enabled in the South Cobb Area with the approved area being defined in the Appendix on page 61. The criteria for the Enterprise Zone Program include:

- Eligible companies must create five (5) new full-time jobs or bring significant investment to the area
- Activities include, retail, manufacturing, distribution, land development, and industrial buildings
- A 10-year graduated tax abatement of County (ad valorem non school tax only) is available
- Abatement or reduction in occupational taxes, regulatory fees, building inspection fees, and others that would be imposed on qualified businesses.

Opportunity Zone Tax Credit Program

The Opportunity Zone Tax Credit Program is an incentive from the Georgia Department of Community Affairs that provides credits to income tax liability and state payroll withholdings per job created within designated areas. The designated areas must be approved by DCA and are required to be areas in need of redevelopment or revitalization, which is an area or an area adjacent to a census block

group with 15% or greater poverty and an enterprise zone or where an urban redevelopment plan exists. This program is enabled in the South Cobb Area with the approved area being defined in the Appendix on page 62, 63. In addition, Cobb County is pursuing an additional Opportunity Zone designation that will cover the same area as the Enterprise Zone depicted in the Appendix on page 60. Some specifics of the program include:

- New or existing businesses that create two (2) or more jobs
- The maximum Job Tax Credit allowed is \$3,500 per job created
- Available for any business (not sector specific).
- Jobs Tax Credits can be used against 100% of income tax liability or withholdings

Commercial and Industrial Property Rehabilitation Program

Per the Cobb County Code the purpose of the Commercial and Industrial Property Rehabilitation Program is to, “encourage owners of older commercial use/industrial use property (twenty years or more in age) in selected areas and sites around the county to revitalize their properties. The definitive objective of revitalizing these areas is to contribute to economic growth and by creating jobs and improving the county’s tax base. This program is enabled in the South Cobb Area with the approved areas being defined in the Appendix on pages 66, 67, and 68. The benefit to the property owner includes:

- The building intended for the abatement must be a minimum of 20 years old
- Reduction is an effective reduction in ad valorem property taxes equal to the exemption amount
- The exemption amount, in any given year, is equal to a percentage of the amount of ad valorem property taxes otherwise due on the incremental project value.
- The exemption amount (increment of ad valorem taxes) is reduced by a set percentage for a five year period: Year 1 = 100%; Year 2 = 20%; Year 3 = 40%; Year 4 = 60%; Year 5 = 80%; Year 6 = fully taxable

Tax Allocation District (TAD)

A Tax Allocation District (TAD) is the means via the State of Georgia Redevelopment Powers Act that local communities are able to utilize tax increment financing (TIF). A TAD is a designated area in which improvements, usually related to infrastructure or environmental problems (i.e. brownfield remediation) are carried out by a local government in order to make a site a valid location for a project that developers would be interested in. A local government, development authority, or redevelopment entity, will issue bonds to pay for the improvements or remediation and the additional (i.e. increment) tax revenue that the project would eventually generate, due to increases in property appraisals, would be used to pay off the bonds. Once the bonds are paid off, then the full tax benefits would be paid to the local governing authorities. This program is enabled in Cobb County, but there are no current designations or

approved Redevelopment Plans to activate this incentive in unincorporated areas. A few items about this particular redevelopment incentive:

- An area wishing to use this incentive must be “officially” designated via an approved Redevelopment Plan
- All taxing entities (i.e. Board of Commissioners, Board of Education, City Council, etc) should collaborate in approving the Redevelopment Plan for maximum benefit.
- Areas to be designated should be either blighted or have major environmental constraints that are a barrier to private investment.
- The use of the TAD bonds should be used to support a project that clearly demonstrate a substantial and significant public purpose.

Tourism Development Act (Tourism Tax Credit – HB 324)

The Tourism Development Act is a newly created incentive established by the State of Georgia during the 2010 – 2011 Legislative Session and signed into law by Governor Deal. The purpose of the tax credit is to provide state sales tax and use tax refunds for entities developing or expanding tourism attractions in the State of Georgia. Applicants can receive a tax credit of up to 25% of the attraction’s construction cost. The project must be approved by the Department of Community Affairs, an agreement between the state and the tourism entity must be signed, and the tax refund may last for up to ten years. The project must meet the following criteria to be eligible:

- A cost in excess of \$1 million
- Sufficient public demand and operating revenues to be in operation for at least 100 days during the year
- Must attract a minimum of 25% of its visitors from non-residents of the state

New Markets Tax Credit Program

The New Markets Tax Credit Program is a federal program, approved in 2000, to spur new or increased investment into operating businesses and real estate projects in low-income communities and areas with high concentrations of poverty. The program attracts capital to low income communities by permitting individual and corporate investors to receive tax credits against federal income tax returns in exchange for making equity investments in specialized financial institutions called Community Development Entities (CDE). A tax credit of 39% is provided on the original investment to a CDE, which is claimed over a period of seven years. The Marietta-Cobb New Markets Fund, Inc was incorporated in 2010 and certifies as a CDE by the US Department of Treasury.

Community Development Block Grant Program

The Community Development Block Grant (CDBG) is a federal program, administered by the Department of Housing and Urban Development (HUD), with the purpose of developing viable urban communities by providing decent housing, a suitable living

environment, and expanding economic opportunity for low- and moderate-income persons. Cobb County is considered an entitlement community so we receive direct allotments from HUD as well as opportunities for access to state administered CDBG funds. These monies can be used for a wide range of activities including: acquisition of property, relocation and demolition, rehabilitation of residential and non-residential structures, construction of public facilities and improvements, and activities related to energy conservation.

Section 108 Loan Guarantee Program

The Section 108 Loan Guarantee Program is a special feature of the federal CDBG program that provides communities with funding source to assist with economic development, housing rehabilitation, public facilities rehabilitation, and large scale physical development projects for the benefit of benefiting low- and moderate-income persons or to aid in the prevention of slums. This is a powerful tool for community building in that it allows local communities to transform a small portion of their CDBG allotment into a federally guaranteed loan large enough to pursue economic revitalization projects. This intention of this program is to use the public funds as an inducement to drive private sector investment into an area. Local governments must pledge their current and future allocations to cover the loan amount as security for the loan. These funds can be used for the following:

- Build speculative buildings, both the “shell” and “tenant finish” phases
- Capitalize a revolving loan fund for small business start-ups or business expansion
- Demolition, clearing, grading and infrastructure for a new public space
- Facades improvements
- Renovate/retrofit/repurpose existing abandoned, but historic building
- Acquire and renovate a cluster of buildings or strip mall to “green” or LEED standards
- Clean-up and redevelopment of a Brownfield or abandoned industrial site
- Speculative site development wherein a large commercial/industrial site is cleared, graded, and improved with infrastructure, making the site “shovel-ready”, and thus more appealing, to a buyer/tenant.

Neighborhood Stabilization Program

The US Department of Housing and Urban Development (HUD) was established for the purpose of stabilizing communities that have suffered from high concentrations of foreclosure and abandonment. Through the purchase and redevelopment of foreclosed and abandoned homes and residential properties, the program is improving communities. Cobb County as a entitlement community under the Community Development Block Grant Program (CDBG) has been a recipient of NSP funds through its three rounds of funding. NSP communities develop their own programs and funding priorities; however, 25% of the funds appropriated for the purchase and redevelopment of abandoned or foreclosed homes must be used to house individuals or families whose incomes do not exceed 50 % of

the area median income. In addition, all funding through this program must benefit low- and moderate-income persons whose incomes do not exceed 120 % of the area median income. Funding through this program can be used for the following activities:

- Establish financing mechanisms for the purchase and redevelopment of foreclosed and abandoned homes;
- Purchase and rehabilitate homes and residential properties abandoned or foreclosed;
- Establish land banks for foreclosed homes;
- Demolish blighted structures; and
- Redevelop demolished or vacant properties.

South Cobb Redevelopment Authority

In 2011, the Georgia General Assembly approved local legislation that allowed for the alteration, expansion, and renaming of the South Cobb Development Authority to be the South Cobb Redevelopment Authority (SCRA). The purpose of the SCRA is to revitalize and redevelop the area, as depicted in the Appendix on page 55, and promote/create favorable locations for trade, commerce, industry, and employment opportunities. This is accomplished through the financing of projects that promote the purpose of the authority as mentioned above. The specific state authorizing legislation is provided in the Appendix on pages 57 - 60.

Quick Start – Georgia’s Workforce Training Initiative

Since the 1980’s, the State of Georgia, through the Technical College Systems of Georgia, has provided customized workforce training services, free of charge to qualifying businesses, to help support economic development. This is one of the key assets used for supporting new and expanding industries throughout the state. The program delivers training in classrooms, mobile labs, or directly to a company, wherever it works best for the business. The program ensures that both the companies and the Georgia workforce are prepared to support the new investments being made in local economies.

Redevelopment Overlay District (ROD) – Six Flags Drive & Mableton

In 2006, the Cobb County Board of Commissioners established the Redevelopment Overlay District (ROD). This is an incentive based regulation in specific areas of the county whose purpose is to provide locations for redevelopment of commercial, office and residential uses which are pedestrian oriented and developed at a community or regional activity center scale and intensity. This is intended to encourage compatible mixed uses within the boundaries of these properties.

SOUTH COBB IMPLEMENTATION WORK PROGRAM – 2011 TO 2022

The following are a list of implementation items that together will have an impact on creating a positive environment for existing residents and businesses, improve quality-of-life, expand business opportunities, encourage private sector investment into the community, and protect/preserve sensitive environmental and historic resources. When viewed as a whole, these items will provide guidance to the Planning Commission, Board of Commissioners, and community-at-large on how public and private investments can work together to create more sustainable and livable communities. It should be noted that approval of this list by the Board of Commissioners does not commit this or other Boards to funds all of the proposed projects, but it does provide a framework on how disparate decisions can coalesce around a strong and vibrant program for community improvement.

There are a number of acronyms that are used throughout the work program, they are as follows:

All – Six Flags, Mableton, and River Line Areas
CCOC – Cobb Chamber of Commerce
CVB – Cobb Convention & Visitor's Bureau
SCRA – South Cobb Redevelopment Authority
MA – Mableton Area
RLA – River Line Area
SFA – Six Flags Area
ED – Economic Development
CD – Community Development
PRCA – Parks, Recreation, and Cultural Affairs
DOT – Cobb DOT
PS – Public Safety

BOC – Board of Commissioners
PC – Planning Commission
TAD – Tax Allocation District
DCA – Department of Community Affairs
NSP – Neighborhood Stabilization Program
PH – Public Health
CCSC – Cobb County School District
LCI – Livable Centers Initiative
CDBG – Community Development Block Grant
SS – Senior Services
TBD – To be determined
NA – NA

Finally, when an asterisk (*) is located next to funding source, it is an indication that funding has already been approved, allocated, or is available for the project.

South Cobb Implementation Program							
<i>Project</i>	<i>Target Area</i>	<i>Start Date</i>	<i>Projected End Date</i>	<i>Type of Deliverable</i>	<i>Partnerships</i>	<i>Cost Estimate</i>	<i>Possible Funding Source(s)</i>
South Cobb Redevelopment Authority							
Establish the SCRA	All	2011	2011	Appointments	BOC and South Cobb State Delegation	\$0.00	NA
Approve By-laws for SCRA	All	2011	2011	SCRA Action	SCRA, ED, CD	\$0.00	NA
SCRA to release a request for proposals to leverage NSP funds with foundation funds to maximize investments in this area	SFA	2011	2011	SCRA & BOC Action	SCRA, ED, CD	\$0.00	NA
Hire team to leverage NSP funds with private foundations	SFA	2011	2011	SCRA & BOC Action	SCRA, ED, CD	TBD	SCDA Grant *
Conduct joint meetings in South Cobb with full SCRA and BOC to focus attention on South Cobb	All	2012	2022	Public Outreach	SCRA, BOC, State Delegation, BOE, ED, CD, DOT	\$0.00	NA
Create a community task force to continue to involve the community in implementation	All	2012	2022	Public Outreach	SCRA, ED, CD, DOT	\$0.00	NA
Economic Development							
Revise Cobb County TAD policies	All	2011	2012	Policy	ED, BOC	\$0.00	NA
Pursue a TAD in SFA to assist in funding redevelopment	SFA	2012	2013	TAD Plan & Analysis	ED, CD, and CCSD	\$25,000	LCI * & SCDA Grant *
Identify target locations for catalyst redevelopment	All	2012	2014	Land purchase & Policy	SCRA, BOC, ED, CD	\$5,000,000	NSP *, foundation monies, TAD
Promote the New Market Tax Credits and Enterprise Zone designation for job creation and redevelopment	All	2011	2022	Education	ED	\$0.00	NA
Continue to evaluate Opportunity Zone incentives	SFA	2011	2022	Request to DCA	ED	\$0.00	NA
Develop a Branding Strategy to improve community identity	All	2015	2016	Education	ED	\$40,000	TBD
* - indicates that the item is funded or funding is programmed that can be used for implementation							

South Cobb Implementation Program							
<i>Project</i>	<i>Target Area</i>	<i>Start Date</i>	<i>Projected End Date</i>	<i>Type of Deliverable</i>	<i>Partnerships</i>	<i>Cost Estimate</i>	<i>Possible Funding Source(s)</i>
Economic Development (continued)							
Pursue Section 108 loan from the CDBG program, for economic development, housing rehab, public facilities, and development projects	All	2012	2022	Financing	ED, CDBG	TBD	CDBG *
Seek alternative entertainment and accessory businesses to provide year-round entertainment options	SFA	2011	2022	Business Recruitment	ED, CCOC, Word of Faith, and Six Flags Park		
Hire a new employee dedicated to redevelopment in South Cobb	All	2014	2014	Staffing	ED, or CD, BOC, SCRA	\$50,000 per year	TBD and/or SCRA
Develop and promote incentives for redevelopment	All	2012	2022	Policy	ED, CD, BOC	\$0.00	NA
Develop an incentive program to assist with private implementation of the MA zoning district	MA	2012	2022	Policy	ED, CD, BOC	\$0.00	NA
Pursue funding sources to encourage and expand arts initiatives in MA	MA	2012	2022	Policy	ED, CD, BOC	TBD	TBD
Leverage lobbyist and US delegation for assistance with the General Services Administration for the town green	MA	2012	2022	Coordination, Design & Construction	ED, BOC, PRCA General Services Administration	TBD	TBD
Expand historic based tourism marketing for RLA	RLA	2012	2022	Policy	ED, CD, BOC, CVB	TBD	TBD
Develop a way-finding signage program to accompany historic tourism efforts	All	2015	2022	Design & Construction	ED, DOT, CD, BOC, CVB	TBD	TBD
Designate MA and SFA as areas to receive the Commercial and Industrial Property Rehabilitation Program incentives	SFA & MA	2011	2022	Policy	ED, DOT, BOC	\$0.00	NA
* - indicates that the item is funded or funding is programmed that can be used for implementation							

South Cobb Implementation Program							
<i>Project</i>	<i>Target Area</i>	<i>Start Date</i>	<i>Projected End Date</i>	<i>Type of Deliverable</i>	<i>Partnerships</i>	<i>Cost Estimate</i>	<i>Possible Funding Source(s)</i>
Community Development							
Continue to implement the community vision established with SFA, MA, and RLA	All	2011	2022	Ongoing Actions	CD, DOT, ED, SCRA, & BOC	\$0.00	NA
Coordinate with the United Way effort to improve Six Flags Drive through non-profit and not-for-profit investments in the area	SFA	2011	2022	Coordination	CD, Cobb Works, United Way, Rep Morgan	\$0.00	NA
Develop a yearly communications tool to assist local area residents, businesses, and non-profit organizations of the county and non-profit investments to improve the area	All	2011	2022	Education	Communications, CD, ED, DOT, PRCA, and PS	\$0.00	NA
Continue collaboration between Cobb County, City of Atlanta, Fulton County, and Douglas County to address regional quality-of-life issues.	All	2011	2022	Coordination	CD, ED, PS DOT, BOC	\$0.00	NA
Continue proactive code enforcement in the area and use force compliance to aid revitalization	All	2012	2023	Enforcement	CD	\$0.00	NA
Consider additional zoning code amendment to regulate preferred development standards	SFA	2018	2019	Regulation	CD	\$100,000	LCI *, SCRA, or Local - TBD
Leverage tourism tax credits to develop the Entertainment Mixed-use District at the Six Flags Park Node	SFA	2011	2022	Private Development	ED, CD, and developers	\$0.00	NA
* - indicates that the item is funded or funding is programmed that can be used for implementation							

South Cobb Implementation Program							
<i>Project</i>	<i>Target Area</i>	<i>Start Date</i>	<i>Projected End Date</i>	<i>Type of Deliverable</i>	<i>Partnerships</i>	<i>Cost Estimate</i>	<i>Possible Funding Source(s)</i>
Community Development (continued)							
Establish metrics for evaluating success, track progress over time, and communicate status with the community and BOC	All	2012	2022	Education	CD and SCRA	\$0.00	NA
Implement standards for building design and stormwater management to reduce runoff and expand greenspace/greenways	RLA, SFA	2017	2018	Regulation	CD, PC, Water, and BOC	\$0.00	NA
Coordinate implementation efforts between the SFA and the United Way Opportunity Zone Grant to build community capacity and create leadership to drive improvements	SFA	2011	2012	Coordination	CD, BOC, United Way, and non-profit community	\$0.00	NA
Continue collaboration with Lifelong Mableton to assist in improving conditions for older adults	MA	2011	2013	Coordination	CD, DOT, SS, PH	\$0.00	NA
Incorporate Lifelong Communities principles into LCI initiative for Six Flags Area	SFA	2011	2012	Policy	DOT, CD, ED, PC, BOC	\$100,000 (LCI study)	LCI grant * SPLOST *
Develop a River Line Pattern Book, Design Guidelines, and Streetscape Plan	RLA	2014	2015	Regulation	CD, DOT, PC, BOC	\$50,000	LCI Supplemental Grant SPLOST
Investigate all historic and natural features in the River Line area and develop an interpretation plan to encourage historic tourism	RLA & MA	2014	2022	Study, Design, & Construction	CD, ED, CVB, PRCA	\$50,000	TBD
Encourage Low Income Tax Credits to improve housing conditions in the SFA	SFA	2014	2022	Coordination	CD, BOC	\$0.00	NA
* - indicates that the item is funded or funding is programmed that can be used for implementation							

South Cobb Implementation Program							
<i>Project</i>	<i>Target Area</i>	<i>Start Date</i>	<i>Projected End Date</i>	<i>Type of Deliverable</i>	<i>Partnerships</i>	<i>Cost Estimate</i>	<i>Possible Funding Source(s)</i>
Transportation							
Implement improved gateway markers and ensure maintenance through community partnerships	SFA & RLA	2015	2016	Design & Construction	DOT and Community-at-large	\$100,000	Local – SPLOST, Community Partnership
Design a trail system to connect the Six Flags area to the Nickajack Park, Chattahoochee River National Recreation Area, Johnson River Line, and the Silver Comet Trail	All	2013	2014	Transportation Planning	DOT	\$200,000	State – LCI Local - SPLOST
Retrofit Six Flags Drive into a tree lined Boulevard from Blairs Bridge Road to Six Flags Parkway	SFA	2016	2017	Design & Construction	DOT	\$20,000,000	Federal - TE and CMAQ, State – LCI, Local - SPLOST
Redesign the Lee Industrial and Six Flags Parkway Intersection to improve truck traffic flow and serve as a southern gateway into the corridor	SFA	2015	2016	Design & Construction	DOT	\$3,000,000	Federal - TE and CMAQ, State – LCI, Local - SPLOST
Redesign Riverside Parkway from Six Flags Parkway to the Douglas County line.	SFA	2021	2023	Design & Construction	DOT	\$12,000,000	Federal - CMAQ, State – LCI and TIP Local – SPLOST
Continue to investigate regional and local transit opportunities along the corridor	All	2020	2023	Transportation Planning	ARC, DOT, GRTA, CCT	\$2,000,000	Federal – FTA, State – LCI or ARC, Local - SPLOST
Improve Six Flags Parkway between Riverside Parkway and Lee Industrial Boulevard to incorporate streetscapes and improved pedestrian mobility	SFA	2021	2023	Design & Construction	DOT	\$5,000,000	Federal - TE and CMAQ, State – LCI and TIP Local - SPLOST
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South Cobb Implementation Program							
<i>Project</i>	<i>Target Area</i>	<i>Start Date</i>	<i>Projected End Date</i>	<i>Type of Deliverable</i>	<i>Partnerships</i>	<i>Cost Estimate</i>	<i>Possible Funding Source(s)</i>
Transportation (Continued)							
Complete LCI study to establish a list of future transportation improvements	SFA	2011	2012	Transportation Planning	DOT, ED, CD, Planning Commission, BOC	\$100,000	LCI, SPLOST, SCRA
Connect Mableton to the Silver Comet Trail via Floyd Road	MA	2014	2022	Design & Construction	DOT, CD, BOC	\$6,000,000	LCI, SPLOST
Old Floyd Road Improvements	MA	2016	2022	Design & Construction	DOT, CD, BOC	\$3,600,000	TBD
Reconfigure Veterans Memorial Highway, Floyd Road, Mableton Parkway Intersection	MA	2017	2022	Design & Construction	DOT, BOC	\$2,000,000	TBD
Front Street Streetscape	MA	2018	2022	Design & Construction	DOT, CD, BOC	\$1,500,000	TBD
Veterans Memorial Highway Pedestrian Improvements	RLA	2015	2022	Design & Construction	DOT, BOC	\$6,000,000	TBD
Signal Warrant Studies (Buckner & Veterans Memorial/Riverview & Veterans Memorial)	RLA	2015	2022	Design & Construction	DOT, BOC	\$40,000	TBD
Riverview Road Pedestrian Improvements	RLA	2015	2022	Design & Construction	DOT, BOC	\$4,500,000	TBD
Riverview Road trail	RLA	2015	2022	Design & Construction	DOT, BOC	\$2,000,000	TBD
* - indicates that the item is funded or funding is programmed that can be used for implementation							

South Cobb Implementation Program							
<i>Project</i>	<i>Target Area</i>	<i>Start Date</i>	<i>Projected End Date</i>	<i>Type of Deliverable</i>	<i>Partnerships</i>	<i>Cost Estimate</i>	<i>Possible Funding Source(s)</i>
Public Services							
Coordinate with education and human service providers to expand service provision and opportunities in the area.	All	2011	2016	Coordination	PRCA, SS, DOT, CD, ED, Word of Faith, Non-profits	\$0.00	NA
Develop a local farmer's market	SFA, RLA	2013	2023	Community Activism	PRCA, Non-profits, Word of Faith, Community-at-large	\$0.00	Corporate Donations, Non-profit Volunteerism, Community-at-large
Develop community gardens	SFA, RLA	2013	2023	Community Activism	PRCA, Non-profits, Word of Faith, Community-at-large	\$0.00	Corporate Donations, Non-profit Volunteerism, Community-at-large
Continue youth centered programs for recreation, leadership, and life skills	All	2011	2023	Community Activism	PRCA, PS, Non-profits, Center for Family Resources		Non-profit Volunteerism, Community-at-large, JAG Grants
Design and Implement a Nature Center along the Chattahoochee River adjacent to Six Flags Park	SFA	2015	2017	Design, Construction & Programming	Six Flags Park, PRCA, SCRA, Development Authority, and Word of Faith	\$15,000,000 to \$20,000,000	Six Flags Park, Tourism Tax Credit (State), National Parks Service, 319E grants, GA DNR Trail Grants,
* - indicates that the item is funded or funding is programmed that can be used for implementation							

South Cobb Implementation Program							
<i>Project</i>	<i>Target Area</i>	<i>Start Date</i>	<i>Projected End Date</i>	<i>Type of Deliverable</i>	<i>Partnerships</i>	<i>Cost Estimate</i>	<i>Possible Funding Source(s)</i>
Public Services (Continued)							
Redesign Wallace Park to engage the public, improve public safety, and incorporate a children's play area.	SFA & MA	2013	2014	Design & Programming	PRCA	\$30,000	Local – SPLOST *
Continue youth, adult, and senior focused programs supporting health, wellness, recreation, education, and community building/involvement.	All	2011	2023	Programming & Coordination	PRCA, Senior Services, Non-profits, and Community Organizations	Part of current Operating Budget	Local *
Integrate Public Safety into local programs (public and non-profit) in the Six Flags Drive area to develop trust with the community.	SFA	2011	2023	Coordination	PS	\$0.00	NA
Implement enhanced measures utilizing technology for safety and security	SFA	2015	2023	Design & Installation	PS	TBD	JAG grant or drug forfeiture accounts
Integrate after school programs into the South Cobb Recreation Center and model after successful programs in other areas of Cobb County	SFA	2013	2023	Coordination	PRCA, PS, and CCSS	\$0.00	NA
Create pocket parks & public squares in Mableton	MA	2015	2022	Design & Construction	PRCA, DOT	\$800,000	TBD
Improvement & increase capacity at Mable House Amphitheatre	MA	2020	2022	Design & Construction	PRCA	\$3,300,000	TBD
Blackbox Theatre at the Mable House Arts Center	MA	2020	2022	Design & Construction	PRCA	\$10,400,000	TBD
Redesign Nickajack Park	RLA	2020	2022	Design	PRCA	\$30,000	TBD
Develop a Master Plan for the 100-acre property along the Chattahoochee River & Henderson Road property.	RLA	2014	2022	Study	PRCA, CD	\$30,000	TBD
* - indicates that the item is funded or funding is programmed that can be used for implementation							

South Cobb Implementation Program							
<i>Project</i>	<i>Target Area</i>	<i>Start Date</i>	<i>Projected End Date</i>	<i>Type of Deliverable</i>	<i>Partnerships</i>	<i>Cost Estimate</i>	<i>Possible Funding Source(s)</i>
Park SPLOST Upgrades							
South Cobb Aquatic Center Air Quality Improvements and Interior Painting	SFA	2012	2016	Design, Construction	PRCA	\$340,000	Local – SPLOST *
South Cobb Recreation Center Interior Renovation and Roof Repair	SFA	2012	2016	Design, Construction	PRCA	\$212,000	Local – SPLOST *
Wallace Park – infrastructure replacement	SFA & MA	2012	2016	Design, Construction	PRCA	\$2,200,000	Local – SPLOST *
Bartlett Property dam repair, dredge lake, and repair water quality	SFA	2012	2016	Design, Construction	PRCA	\$374,000	Local – SPLOST *
Lion’s Park improvements	MA	2012	2016	Design, Construction	PRCA	\$1,631,000	Local – SPLOST *
Mable House Arts Complex improvements	MA	2012	2016	Design, Construction	PRCA	\$201,000	Local – SPLOST *
Nickajack park improvements	RLA	2012	2016	Design, Construction	PRCA	\$1,411,000	Local – SPLOST *
Silver Comet Trail Floyd Road Trailhead Improvements	MA	2012	2016	Design, Construction	PRCA	\$75,000	Local – SPLOST *
Transportation SPLOST Items							
Floyd Road improvements	MA	2012	2016	Design, Construction	DOT	\$9,700,000	Local – SPLOST *
Riverview Road	RLA	2012	2016	Design, Construction	DOT	\$4,000,000	Local – SPLOST *
Church Street improvements	MA	2012	2016	Design, Construction	DOT	\$850,000	Local – SPLOST *
Oakdale Road widening **	RLA	2012	2016	Design, Construction	DOT	\$8,785,000	Local – SPLOST *
Walker Drive Extension	MA	2012	2016	Design, Construction	DOT	\$5,500,000	Local – SPLOST *
* - indicates that the item is funded or funding is programmed that can be used for implementation							
** - indicates that it is a Tier II SPLOST project and will only be considered once all Tier I SPLOST projects are complete							

South Cobb Implementation Program							
<i>Project</i>	<i>Target Area</i>	<i>Start Date</i>	<i>Projected End Date</i>	<i>Type of Deliverable</i>	<i>Partnerships</i>	<i>Cost Estimate</i>	<i>Possible Funding Source(s)</i>
Transportation SPLOST Items (Continued)							
Buckner Road improvements **	RLA	2012	2016	Design, Construction	DOT	\$7,662,000	Local – SPLOST *
Cooper Lake Road safety and operational improvements **	MA	2012	2016	Design, Construction	DOT	\$3,000,000	Local – SPLOST *
Hicks Road at Concord Road intersection improvements	MA	2012	2016	Design, Construction	DOT	\$2,350,000	Local – SPLOST *
Mableton Parkway at Lee Industrial Pkwy intersection improvements **	SFA	2012	2016	Design, Construction	DOT	\$385,000	Local – SPLOST *
Queens Mill Road intersection improvements **	RLA	2012	2016	Design, Construction	DOT	\$2,945,000	Local – SPLOST *
Six Flags Drive intersection improvements	SFA	2012	2016	Design, Construction	DOT	\$3,500,000	Local – SPLOST *
Six Flags Drive safety and operational improvements	SFA	2012	2016	Design, Construction	DOT	\$950,000	Local – SPLOST *
* - indicates that the item is funded or funding is programmed that can be used for implementation							
** - indicates that it is a Tier II SPLOST project and will only be considered once all Tier I SPLOST projects are complete							