Cobb County Comprehensive Transportation Plan Update 2040

COUNTYWIDE EXISTING CONDITIONS & NEEDS ASSESSMENT



ARCADIS

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INTRODUCTION

The Cobb County Comprehensive Transportation Plan (CTP) Update 2040 is being developed cooperatively with Cobb County and the six cities under the Comprehensive Transportation Planning Program initiated by the Atlanta Regional Commission (ARC) to encourage counties and their municipalities to work together to develop long-range transportation plans that serve as input into the regional planning process and plans. The CTP will provide a funding framework and a prioritized project list as the foundation for transportation programming and policy decisions. Finally, it will be responsive to citizen needs and concerns while also contributing to the advancement of the region's vision for transportation improvement.

Cobb County 2030 CTP was completed in 2008 and was developed as part of a comprehensive approach to addressing transportation issues and investments in the county. An objective of the CTP Update 2040 is to develop a transportation plan that reflects the future vision of the county for an integrated and balanced transportation system.

The Cobb County CTP Update 2040 seeks to define guiding principles in unincorporated Cobb County and the six municipalities: Austell, Acworth, Kennesaw, Marietta, Smyrna, and Powder Springs. Furthermore, it strives to improve quality of life for all citizens through mobility improvements including increasing capacity in growing urban and rural areas, mitigating traffic congestion, and encouraging alternative modes of transportation.

Cobb County and each of the municipalities have completed a Comprehensive Plan, outlining each of their plans for accommodating future growth over a 20-year planning horizon. Each Comprehensive Plan includes a Short-Term Work Program that identifies near-term projects and programs to implement, including transportation projects. The CTP and the Comprehensive Plans are designed to complement each other's goals, policies, and programs for future development and the needed infrastructure to support it.

History

Cobb County was created on December 3, 1832 by the Georgia General Assembly. It was the 81st county in Georgia and named for Judge Thomas Willis Cobb, who served as a U.S. Senator, state congressman and Superior Court Judge in the early 19th century. Its county seat and largest city is Marietta, which is located in the center of the county.

As of the 2010 Census, the county population was 688,078. Cobb is situated immediately outside the northwest city limits of Atlanta, and is connected to the metro area by interstate highways I-285, I-75, I-20, and I-575. In the last three decades, Cobb was one of the fastest-growing areas of the U.S.

In the 1960s and 1970s, Cobb transformed from rural to suburban. In the 1980s, Cobb was at the peak of its growth. Then, in the 1990s and 2000s, Cobb's demographics began to change and become more diverse. Middle-

class African-Americans and Russian, Bosnian, Chinese, Indian, Brazilian, Mexican and Central American immigrants moved to older suburbs in south and west Cobb.

> Did you know:
>
> The U.S. Census ranks Cobb County as the most-educated in the state of Georgia and 12th among all counties in the U.S.

Cobb County possesses a strong economy. There are more than 30,000 businesses licensed[1] in Cobb including hundreds of international firms and four Fortune 500 companies (The Home Depot, Coca-Cola Enterprises, Genuine Parts (NAPA) and First Data). According to the U.S. Census, Cobb has consistently ranked among the top 100 wealthiest counties in the United States. Cobb has maintained a Triple-AAA credit rating for 11 consecutive years.

Regional Context

Cobb County is bordered by Paulding County, Bartow County, Cherokee County, Fulton County, and Douglas County and is depicted in Figure 1: Study Area on page 9. Cobb has an extensive roadway system that connects with the regional transportation network of major freeways and interstates. The roadway network in the county is comprised of freeways, arterials, and collectors. Freeways include four major interstates I-75, I-285, I-575, and I-20, and highways such as Cobb Parkway (US 41).

Overall, the development in Cobb has been a suburban development pattern characterized by segregated land uses, relatively low density, and a lack of a transportation network that serves multiple modes. This has resulted in heavily automobile-dependent communities. However, various planning efforts over the years by communities and municipalities have sought to change that and provide transportation alternatives and mixed-use development pattern where appropriate. These planning efforts include small area studies such as master plans and Livable Centers Initiative (LCI) studies, overlay districts, tax allocation districts, and streetscape enhancement projects. Additionally, consistent investments in the transportation system have sought to keep pace with the county's rapid growth.

Report Goals and Structure

The vision for the Cobb CTP was developed based on the input of government officials from the county, each of the six municipalities, and stakeholders, and validated through extensive public outreach. It was determined that the framework of the study should be rooted in guiding principles, and that these principles shall lead and shape the study, projects, and priorities.

The Cobb County CTP's guiding principles include:

1. Cobb County Business License Department. January 22,2014.

1. Maximize Performance of Transportation System
2. Improve Access and Manage Traffic Congestion
3. Achieve Traveler Safety and Security
4. Drive Economic Competitiveness
5. Lead with Cost-Effective Solutions

There are three components to ARC's CTP program: Existing Conditions Inventory, Needs Assessment, and Recommendations. Components are summarized and documented in findings reports. The Existing Conditions Inventory includes an extensive inventory of current conditions, including the current transportation network, land use framework, transit network, population and employment, and previous plans and studies. The Needs Assessment reviews future population and employment projections, land use and market conditions, future traffic scenarios, and citizen input to determine the transportation needs of the study area. This CTP combines the Existing Conditions and Needs Assessment in one report to allow for a more cohesive and clear relationship between the transportation infrastructure that currently exists and what is needed in the future.

Study Area

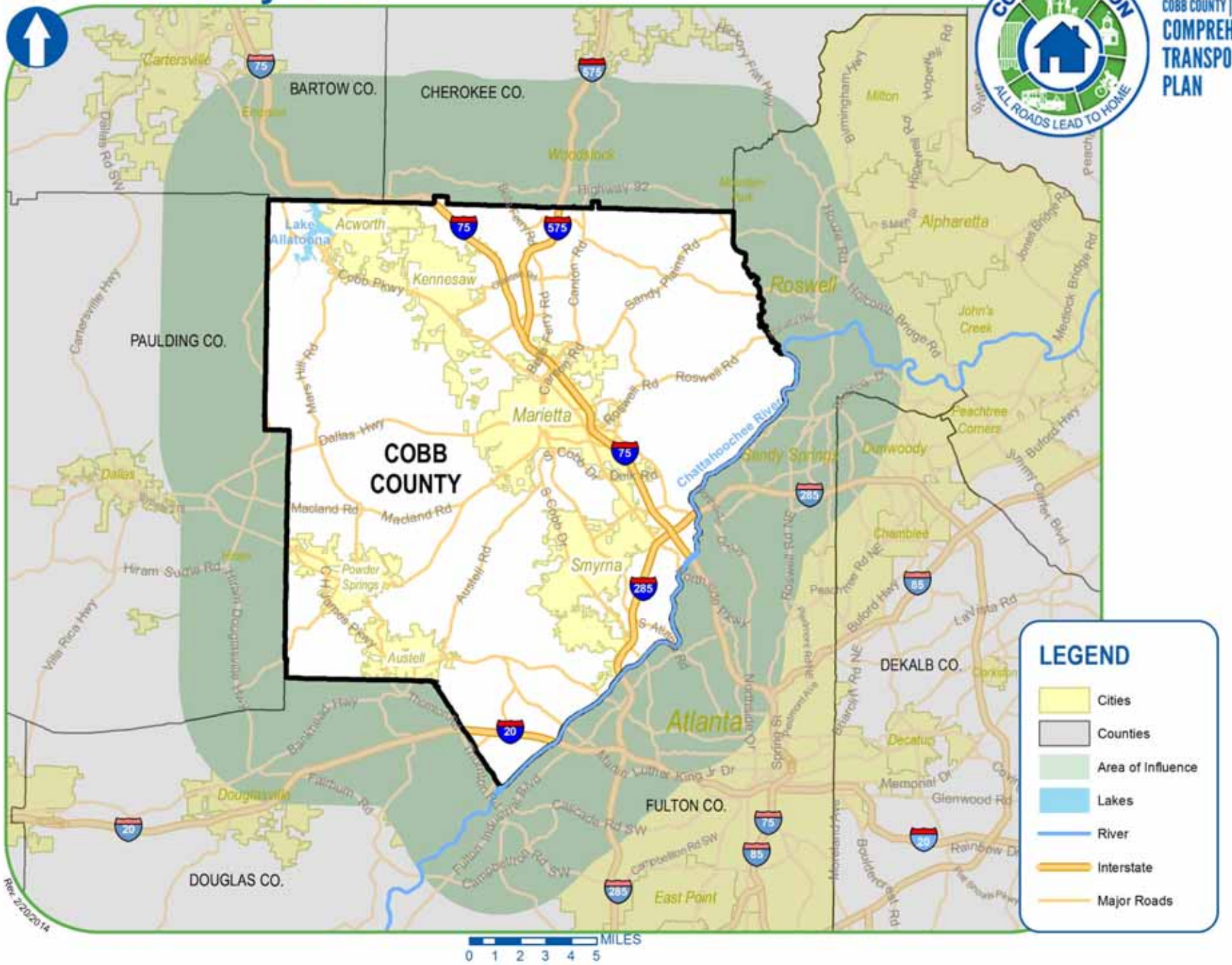
The study area includes Cobb County and the six municipalities within Cobb. According to the 2010 Census, the county has a total area of 339.5 square miles. The area within a three to five mile radius outside of Cobb's boundary is considered an area of influence and is important for coordination of planning efforts.

Although the authority of Cobb County to implement projects generally ends at the county line, transportation conditions and future plans in neighboring counties may affect transportation in the study area. Opportunities exist to partner with neighboring counties on projects. The following major roadways connect the study area with surrounding counties:

- I-75 to Cherokee, Bartow, and Fulton Counties
- I-575 to Cherokee County
- I-285 to Fulton County
- I-20 to Douglas and Fulton Counties
- US 41 to Bartow and Fulton Counties
- US 278 to Fulton and Douglas Counties
- SR 92 to Paulding, Cherokee, and Fulton Counties
- SR 120 to Fulton and Paulding Counties
- SR 6 to Paulding and Fulton Counties
- SR 280 to Fulton County
- SR 360 to Paulding County

Facilities that cross the Chattahoochee River will require the highest level of coordination as they are limited in number and also subject to a number of environmental regulations. Area character varies greatly across the county and the cities. This illustrates the diversity within the study area and also the differing needs in various portions of the county.

FIGURE 1 | Study Area



COMMUNITY ENGAGEMENT

Methods of Outreach

The approach to public engagement is simple: Every Citizen Counts. Each person's opinion counts in terms of their input to the CTP and in consideration of their travel needs- driving to work, running errands, shipping freight, riding the bus, walking to the store, or biking to school. In an effort to reach every citizen in Cobb, public engagement for the CTP must be proactive, diverse, and accessible to all citizens, with special attention given to ensure participation by traditionally non-represented groups, such as non-English speakers. The graphic to the right illustrates the public outreach techniques that will be used during the CTP process to engage citizens across the county. The three public engagement phases are: Ready. Set. Go!

- Phase 1: Ready: Develop messaging- what is the CTP Update, why is it important, what is part of the plan, what is the intent of the plan, and how do we get there. Gather input on community needs and desires for improving everyday quality of life. Develop guiding principles.
- Phase 2: Set: Test various scenarios to meet identified need. Provide input into technical assessment.
- Phase 3: Go: Determine project and investment priorities. Provide input into investment strategies. Build consensus on final plan and recommendations.



Graphic: Proactive Public Engagement

Public engagement techniques include traditional and non traditional techniques to reach a vast audience. Below is an overview of the public engagement efforts being used in the CTP. A detailed overview of the techniques and efforts can be found in the Public Engagement Plan, a separate document developed for the CTP update.

Public engagement began with a listening tour that included several listening sessions with stakeholders and community leaders from all parts of Cobb County. The purpose of the Listening Tour was to introduce the CTP to the community and to gain insight into the issues that are important to citizens. The listening tour included 16 interviews held in July and August 2013. Interviewees of the listening tour included Cobb County, City of Acworth, City of Austell, City of Kennesaw, City of Marietta, City of Powder Springs, City of Smyrna, Cobb Chamber of Commerce Economic Development, Cumberland Community Improvement District, Town Center Community Improvement District, East Cobb Civic Association, Bake One, Cobb Immigrant Alliance, NAACP Cobb County Branch, and the Cobb County Tea Party.

Most interviewees rank Cobb County as an eight or above as a great place to live on scale of one to ten. They said Cobb is a great place to call home because of low taxes, well-run government, good quality of life, good schools, safety, and friendliness. They said the biggest challenges facing the county include:

8 IS GREAT!

Most Interviewees rank Cobb an **8** or above out of ten as a great place to live!

- Congestion,
- Lack of mobility options,
- Retaining businesses,
- Attracting quality development,
- Accessibility for all,
- Uncertainty of availability of future funding, and
- Maintaining the existing transportation network.

A complete summary of the listening tour can be found in Appendix A: Listening Tour Summary.

Throughout the summer and fall of 2013, the project team continued to engage with the community through one-on-one meetings with stakeholder groups and community events and activities at locations throughout the county. The following pages chronologically detail the public outreach events held in summer and fall of 2013 with the purpose of gaining input and feedback on the daily transportation and traffic issues the citizens of Cobb County face.

A full list of all CTP public outreach activities, including interviews, events, and communications can be found in Appendix B: Public Outreach.

In September 2013, the CTP project team conducted a scientific public opinion poll of 400 Cobb County residents via telephone on topics that

Activity/Event	Description
City of Austell	Met with Mayor Jerkins to discuss CTP and transportation in Cobb and Austell
Cobb Competitive EDGE	Met with Brooks Mathis and Trent Williamson to discuss Cobb Competitive EDGE, economic development, and transportation
City of Kennesaw	Met with Mayor Matthews and Steve Kennedy to discuss CTP, transportation in Cobb & Kennesaw
Coalition of Cobb Business Associations	Met with Barbara Hickey to discuss CTP and transportation in Cobb County
City/County Quarterly Transportation Meeting	Introduced the CTP to group and showed the CTP video
East Cobb Civic Association	Met with Jill Flamm to discuss CTP and transportation in Cobb County
Cobb County Manager	Met with David Hankerson to discuss CTP and transportation in Cobb County
City of Smyrna	Met with Mayor Bacon and Eric Taylor to discuss CTP and transportation in Cobb and Smyrna
Cumberland CID	Met with Malaika Rivers and Brantley day to discuss CTP and transportation in Cobb
Town Center Area CID	Met with Lanie Shipp to discuss CTP and transportation in Cobb
Cumberland CID Board Meeting	Introduced the CTP to the Cumberland CID Board, CTP video shown
Bake One	Met with Andy Linkon to discuss CTP and transportation in Cobb
Cobb NAACP Branch	Met with Deanne Bonner to discuss CTP and transportation in Cobb
City of Powder Springs	Met with Mayor Vaughn and Brad Husley to discuss CTP and transportation in Cobb
Cobb Immigrant Alliance	Met with Rich Pellingrino to discuss CTP and transportation in Cobb
Georgia TEA Party	Met with Georgia TEA Party Watch Group Task Force to discuss CTP and transportation in Cobb
City of Acworth	Meet with Mayor Allegood, Brian Bulthuis, and Brandon Douglas to discuss CTP and transportation
Transit Advisory Board/ Accessibility Advisory Board	Provided brief update and had time for general input
Cobb Community Collaborative	Presented project intro; used "clickers" to collect input specific to HST
TAB chairman Ken Marlin	Held in conjunction with Connect Cobb
City of Marietta	Phone interview with Mayor Tumline to discuss the CTP and transportation in Cobb
Cobb's Redevelopment Forum	Distributed CTP materials and talked to attendees, asking to use the website to provide comments
Chattahoochee Technical College	Distributed CTP materials and talked to students/staff, asking to use the website to provide comments
Cobb Faith Partnership, Reverend Pendergrass	One-on-one interview/discussion about transportation and traffic issues in the county

Mt. Zion Baptist Church- Rose Garden Community, Rev. John Hurst	One-on-one interview/discussion about transportation and traffic issues in the county
SPSU	Distributed CTP materials and talked to students and staff regarding the CTP, asking them to go to the website to provide comments
Coalition of Cobb Business Associations	Presentation at the monthly lunch meeting for CCBA, updating the Coalition on the CTP process and what we have heard so far from the public
Cobb Senior Services	Met with Jessica Gill to discuss transportation and traffic issues in Cobb
Cobb County Civic Coalition	Presentation at their monthly meeting - including CTP process and status
Cobb Diversity	Met with director to discuss transportation and traffic issues in Cobb
Veolia (CCT)	Met with Dionee Pittman to discuss transportation and traffic issues in Cobb
Destiny Church	Met with Pastor Bryan Crute to discuss transportation and traffic issues in Cobb
Stakeholder and Technical Committee Meeting	1st CTP Stakeholder and Technical Joint Meeting- reviewed CTP, role of committees, and discussed what are the transportation needs and guiding principles for the CTP
North Cobb Rotary Club	Presentation on monthly Rotary Club breakfast
KSU Student Government	Meeting and discussion with KSU student government association
Cobb County Sope Creek Bridge Ribbon Cutting	Attended event, distributed flyers and bookmarks
Powder Springs Park (youth baseball tournament)	Attended event, handed out bookmarks, distributed bookmarks through the concessions areas
Rev. Vest, Powder Springs United Methodist Church	Discussed the CTP, transportation/ traffic issues in Cobb, and ways to engage his congregation
Dr. Bryan Crute, Destiny World Metropolitan Worship Church	Met with Dr. Crute to discuss the CTP, transportation and traffic issues in Cobb
Darlene Dukes with C.A.M.P.	Met with Darlene Dukes to discuss the CTP and transportation issues
Wednesday Night Supper, Powder Springs First United Methodist Church	Discussed the CTP with attendees, received input on the CTP, distributed CTP materials
Oregon Park (youth baseball tournament)	Attended event, handed out bookmarks, distributed bookmarks through the concessions areas
Craig Camuso, Regional VP, CSX	Discuss freight movement in Cobb County and the traffic issues associated with it
Connect Cobb Public Information Open House	Distributed CTP information and gathered feedback.
Jay Dillon, Cobb County Board of Education	Discussed engagement with Cobb County high schools for input into the CTP
Stakeholder and Technical Committee Meeting	2nd CTP Stakeholder and Technical Joint Meeting- reviewed guiding principles and gathered input through an interactive discussion on the short term project recommendations
Rick Grisham, Cobb Schools Transportation	Met with a small committee of school bus drivers to inform them of CTP and gain feedback.

included opinions of the Cobb County transportation system, transportation priorities, transportation funding, and public transit ridership. A complete summary can be found in Appendix H: Public Opinion Surveys. Below is a summary of the findings from the poll:

- More than half of residents consider traffic on both the roads (51 percent) and interstates (62 percent) passing through Cobb County to be a major issue, and nearly half of residents (49 percent) rate Cobb County transportation system as "excellent" or "good."
- Despite that, only 53 percent believe improving the transportation system should be at least a high priority for county government, ranking well behind bringing jobs to the county (80 percent) and reducing crime (72 percent) on residents' priorities list.
- Among possible transportation improvements, residents place the highest priority on improving the flow of traffic on freeways and improving traffic signal timing.
- Residents believe that funding for transportation improvements has substantial impact on reducing traffic congestion and commute times, improving quality of life, enhancing economic development, providing transportation options, and raising property values, and 46 percent believe the county should spend more on transportation. About as many believe the county should continue to spend at current levels.
- A majority of residents at least somewhat favor funding sources other than property taxes, including federal grants, public-private partnerships, and local option sales tax. Most residents (53 percent) strongly favor federal grants as a funding source.
- 46 percent of residents ride public transit in Georgia, primarily MARTA trains. One-third of those ride a few times a month or more. The main reasons someone might not ride public transit are the inconvenient location of stops and the time it takes.

CTP Committees

The public engagement technical review includes several committees that serve as a sounding board to the public engagement team as well as the entire project team. Each committee will meet several times over the course of the development of the CTP, particularly at major milestones where input and feedback is important to the process and moving forward. These committees are described in detail below.

- Project Management Team (PMT): comprised of representatives from Cobb County Department of Transportation (DOT) staff, and city staff from the cities of Acworth, Austell, Kennesaw, Marietta, Powder Springs, and Smyrna. The purpose of the PMT is to direct the consultant project team, review data, analysis, and reports, and provide input. The PMT has will met regularly through the Joint City/County Quarterly Meeting.

- Stakeholder Committee: comprised of citizens, community leaders, business leaders, major employers, and advocacy groups designated by county and city elected officials and the PMT. The purpose of this committee is to advise and provide input throughout the CTP process to the consultant team.
- Technical Committee: comprised of representatives from Cobb DOT staff, city staff from Acworth, Austell, Kennesaw, Marietta, Powder Springs, Smyrna, and partner organizations including ARC, Georgia Department of Transportation (DOT) Cobb Community Transit (CCT), and Georgia Regional Transportation Authority (GRTA). The purpose of this committee is to advise, review, and comment on technical data gathered and assessed by the consultant team.

A joint Stakeholder Committee/Technical Committee meeting held on October 21, 2013 discussed transportation needs and overarching themes for the guiding principles. The committees first helped to identify transportation needs in Cobb County, focusing on the areas of roadway, transit, bicycle, and pedestrian. The second part of the discussion focused on guiding principles and identifying overarching themes that the principles should address. A



Photo: Cobb CTP Joint Stakeholder Committee/ Technical Committee meeting



Photo: Cobb CTP Joint Stakeholder Committee/ Technical Committee meeting

complete summary of the meeting can be found in Appendix C: Stakeholder and Technical Committee Meeting Summary.

The second joint Stakeholder Committee/Technical Committee meeting was held on December 12, 2013. This meeting focused on the guiding principles, using an electronic key pad polling system to gain feedback. Each committee member was given an electronic key pad to use in answering a series of question on the guiding principles and objectives. The results from the voting were recorded and shown to the committee immediately following the voting. The results can be found in the meeting summary in Appendix C: Stakeholder and Technical Committee Meeting Summary. The next discussion focused on the project evaluation process and short term project recommendations.

Guiding Principles

Guiding Principles are the shared values and beliefs that the CTP will be concentrated on. They have been developed based on input from community leaders and citizens, business organizations, elected officials, and city and county staff.

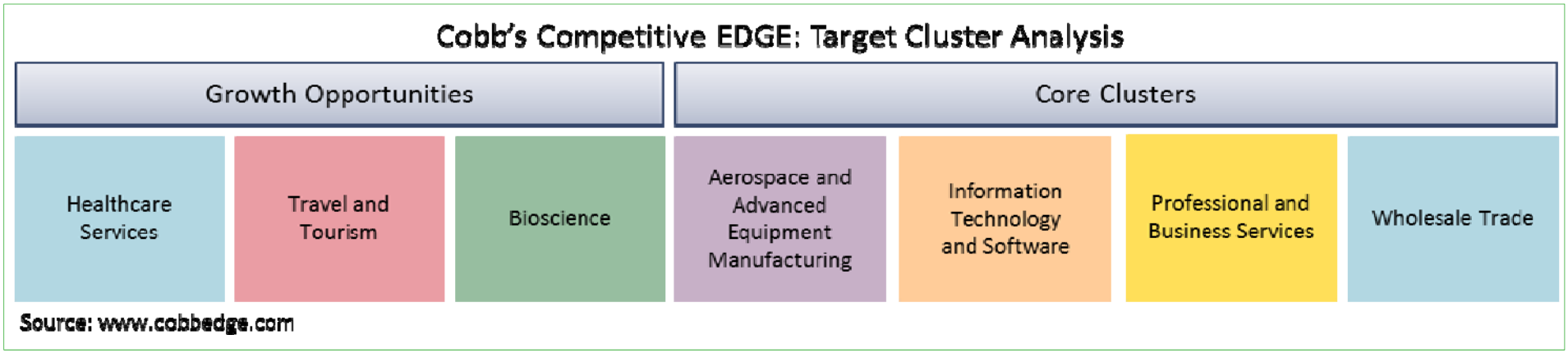
Did you know:

Guiding Principles are shared values of citizens, businesses, and elected officials that the CTP will be concentrated on.

Interviews with community leaders, citizens, and elected officials resulted in the emergence of several values: safety and security, low taxes and fiscal responsibility, equitable public investments, quality public education, and openness and competitiveness. Overall, it was generally noted that Cobb is a great place to live and call home. The committees identified several themes that should be considered in the guiding principles:

- Expand need-based infrastructure
- Maintain or improve safety and security
- Seek cost-effective strategies that reinvest where there is a clear economic benefit and enrich quality of life/high return strategies that optimize access/fiscal responsibility/maintain existing infrastructure first
- Prioritize without politics
- Preserve and enhance existing community character with area appropriate development
- Improve connectivity and access
- Preserve, reinvest, and innovate
- Relieve congestion throughout the day
- Optimize existing infrastructure
- Enrich quality of life by reducing time we spend commuting.

The guiding principles reflect the input received from the community, stakeholders, and elected officials. These guiding principles and their correspond-



ing objectives for the CTP are as follows:

1. MAXIMIZE PERFORMANCE OF TRANSPORTATION SYSTEM

A. Operate the transportation system efficiently and effectively

B. Give priority to investment that preserves existing infrastructure

C. Protect and enhance transportation connections to key resources

D. Protect and enhance existing community character

2. IMPROVE ACCESS AND MANAGE TRAFFIC CONGESTION

A. Focus on improving travel times rather than reducing congestion

B. Provide increased travel choices (routes and modes of travel)

C. Focus on key travel patterns

3. ACHIEVE TRAVELER SAFETY AND SECURITY

A. Reduce number and/or severity of crashes

B. Balance safety considerations across all users (see Complete Streets principles[2])

4. DRIVE ECONOMIC COMPETITIVENESS

A. Enhance and serve redevelopment areas

B. Compliment growth sectors and areas (see EDGE Core Clusters[3])

5. LEAD WITH COST-EFFECTIVE SOLUTIONS

A. Seek partnerships

B. Seek innovative solutions

C. Apply value-engineering principles as appropriate

D. Select actions that reduce life-cycle costs, not just capital costs

E. Select strategies that allow future flexibility

2. Cobb County Complete Streets Implementation Plan, September 2009.
3. Target Cluster Analysis, Cobb's Competitive EDGE, October 2011.

GROWTH TRENDS

An overview of anticipated future population and employment changes in Cobb County is important to determine how the county is changing. Population and employment changes have a direct impact on the transportation needs and the infrastructure to serve them in the study area. Substantial population and employment growth is forecasted for 2040, which will result in needs and opportunities for all modes. A common trend throughout the demographic and economic review is a wide variation in population characteristics among the cities and unincorporated Cobb County, which illustrates the diversity of the study area and the differing transportation needs in various portions of the study area.

In 2010, Cobb County had a population of 688,078 persons according to the U.S. Census, putting it ahead of three states (North Dakota, Vermont, and Wyoming) and the District of Columbia. Regionally, 13.1 percent of the metro Atlanta population lives in Cobb County. Cobb County is the fourth most populous county in the region; it is the second densest at 1,952 persons per square mile.

Within Cobb County, the population is not distributed evenly. The areas with the highest population density are generally in the eastern half of the county, with other pockets of density along I-75 in northern Kennesaw and along the Cherokee County line.

In addition to being home to a substantial number of people, Cobb County is also an important employment center. According to ARC estimates, 311,082 jobs were in Cobb County in 2009, which is 12.8 percent of the regional total.

The following sub-sections describe the socio-economic conditions of the study area. Demographic information provides insight into the magnitude of population and employment growth, which correlates with future infrastructure needs. Age, educational attainment, household size, and income are analyzed because they all influence transportation demand as well as mode choice. How each of these demographic characteristics impacts transportation needs will be discussed in the individual sub-sections.

Existing and Forecast Population

In the last decade, Cobb County has experienced a slowing in the rate of population increase compared to 1990 to 2000 and went from growing slightly faster than the Atlanta MSA[4] to slower than the region.

- Between 1990 and 2000, Cobb County population increased 35.7 percent by 160,006 persons, while the Atlanta MSA grew by 32.3 percent
- Between 2000 and 2010, Cobb County population increased 13.2 percent by 80,327 persons, while the Atlanta MSA grew by 25.1 percent.

4. The geographic boundaries of the Atlanta MSA included 18 counties in 1990, 20 in 2000, and 28 in 2010. While some change between decades is attributable to the increase in counties in the MSA, the majority of growth occurred in the counties included in the 1990 MSA.

With the exception of Marietta, which saw a decline of 3.7 percent, the population of all cities in Cobb County grew between 2000 and 2010. The Marietta population decline during this time frame correlates with their decline of households by 3.5 percent (page 25), and is due to the demolition of Marietta Housing Authority public housing units. The fastest growing cities between 2000 and 2010 in percentage terms were[5]:

- Acworth at 52.2 percent, or 7,003 persons
- Kennesaw at 37.4 percent, or 8,108 persons

Table 1: Cobb County Existing Population (1990-2010)

Year	Cobb County	Unincorporated Cobb County	Acworth	Austell	Kennesaw	Marietta	Powder Springs	Smyrna
1990	447,745	348,114	4,519	4,173	8,936	44,129	6,893	30,981
2000	607,751	455,067	13,422	5,359	21,675	58,748	12,481	40,999
2010	688,078	509,499	20,425	6,581	29,783	56,579	13,940	51,271
Change 1990 - 2000	35.7%	30.7%	197.0%	28.4%	142.6%	33.1%	81.1%	32.3%
Change 2000 -2010	13.2%	12.0%	52.2%	22.8%	37.4%	-3.7%	11.7%	25.1%

Sources: ARC, U.S. Census Bureau

Table 1: Cobb County Existing Population (1990 - 2010) shows the population change in Cobb County by decade from 1990 to 2010.

ARC produces population forecasts for the Atlanta MSA at the county level. Currently, forecasts for Cobb County are available out to 2040. Forecasts for individual cities were not available from ARC at this time.

- Continuing the trend from 2000 to 2010, population growth is forecast to continue slowing in Cobb County.
- 167,397 persons are forecasted to move to Cobb County between 2010 and 2040, an average of 55,799 per decade, which is less than the 80,327 added between 2000 and 2010.

5. During this time period, both cities annexed land from unincorporated Cobb County that contributed to population growth. Data to determine the amount of population increase due to annexation is unavailable.

- From 2010 to 2040, Cobb County population is forecasted to increase 24.3 percent, in comparison to a forecast 57.1 percent growth rate for the MSA.
- By 2040, Cobb County is projected to account for 10.4 percent of the population in the Atlanta MSA, down from 13.1 percent in 2010.

Table 2: Forecasted Population Change (2010-2040) shows the Cobb County forecasted population by decade from 2010 to 2040.

Table 2: Forecasted Population Change (2010-2040)	
Year	Cobb County
2010	688,078
2020	751,094
2030	805,297
2040	855,475
Change ('10 - '40)	24.3%
Source: ARC Population Forecasts 2013	

Despite the forecast for slowing population growth in Cobb County, a total of 167,397 new residents are forecasted to call Cobb County home in 2040. These new residents will place additional demand on the Cobb County transportation system.

Age Distribution

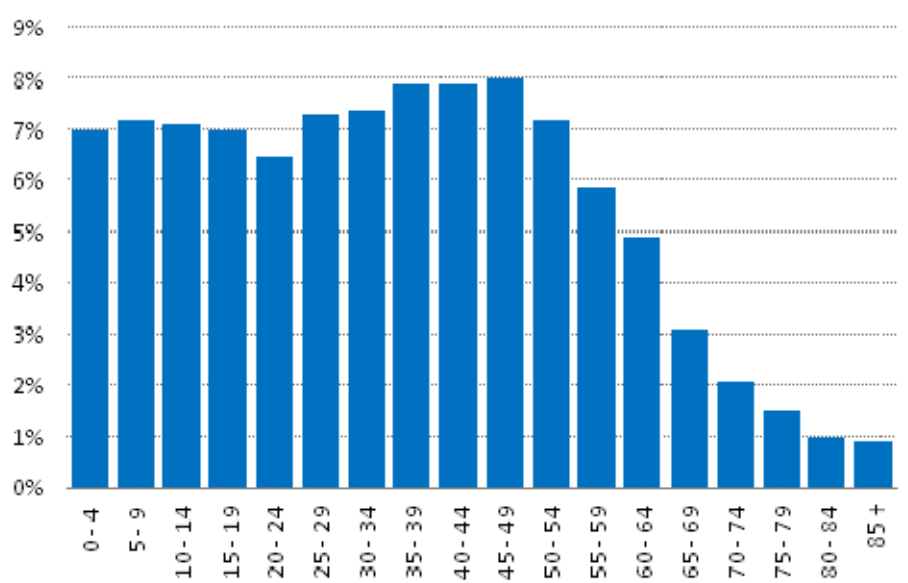
Age distribution is important because persons under 16 years of age are not licensed to drive, and persons over 65 tend to drive less as they exit the work force and drive less as they age. Table 3: Cobb County Age Distribution (2010) breaks down the change in age groups by city.

Cobb County is growing older as longtime residents age and new residents over 55 years of age call Cobb County home. Table 4: Cobb County Age Range Distribution (2010) shows more age details.

- The 60 to 64 age cohort has the largest percentage increase between 2000 and 2010.

Table 3: Cobb County Age Distribution (2010)								
Age Group	Cobb County	Unincorporated Cobb County	Acworth	Austell	Kennesaw	Marietta	Powder Springs	Smyrna
Under 20	28.3%	28.6%	30.7%	31.8%	29.6%	26.1%	31.6%	24.2%
Between 20 - 64	63.0%	62.7%	61.1%	61.6%	63.0%	63.8%	58.3%	68.0%
65 And Over	8.7%	8.8%	8.2%	6.6%	7.3%	10.1%	10.1%	7.8%
Source: U.S. Census Bureau								

Table 4: Cobb County Age Range Distribution (2010)



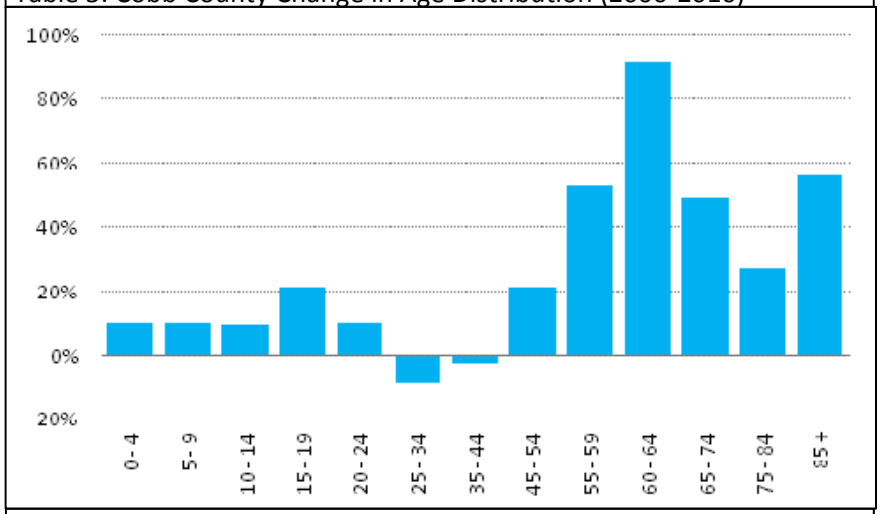
Source: U.S. Census Bureau

The aging of Cobb County between 2000 and 2010 mirrors the aging of the Atlanta MSA as a whole, with the exception of the 25 - 34 and 35 – 44 age cohorts, which declined in Cobb County, but grew in the MSA.

- The 60 – 64 age cohort was the fastest growing in both Cobb County (91.4 percent increase), and the Atlanta MSA (102.2 percent increase).
- All of the age cohorts over 55, with the exception of the 75 – 84 cohort, were the fastest growing in Cobb County, a trend also reflected in the MSA.
- The 25 – 34 age cohort showed the largest decline (8.6 percent) in Cobb County and was the slowest growing cohort in the Atlanta MSA with a 5 percent increase.
- The 35 – 44 age cohort had the second largest decline (2.6 percent) in Cobb County and was the second slowest growing cohort in the Atlanta MSA with a 13.4 percent increase.

As the population continues to age, more accommodations will need to be made for older drivers, such as alternate modes to serve those who can no longer drive safely. Table 5: Cobb County Change in Age Distribution (2000 - 2010) illustrates how age cohorts changed between 2000 and 2010.

Table 5: Cobb County Change in Age Distribution (2000-2010)



Source: U.S. Census Bureau

- All of the age cohorts over 55 were the fastest growing in Cobb County from 2000 to 2010.
- Cobb County saw a decline in the 25 to 34 and 35 to 44 year old cohorts between 2000 and 2010.

Race and Ethnicity

Race and ethnicity is important to transportation planning for two reasons. First, environmental justice is an important federally funded transportation improvement, as transportation projects must avoid, minimize, or mitigate disproportionately high negative effects on minority populations and cannot prevent, reduce, or significantly delay benefits from transportation projects to minority populations. Second, minority populations may use different transportation modes than the majority and may prefer different transportation solutions.

Caucasians are currently the majority in Cobb County. Substantial numbers of African-Americans and Hispanics also call Cobb County home. While Cobb County is diverse, in contrast to metro Atlanta, the county has a larger share of Caucasians and Hispanics, and a slightly lower share of African-Americans. Cobb County is:

- 62.2 percent Caucasian versus 55.4 percent in metro Atlanta
- 12.3 percent Hispanic versus 10.4 percent in metro Atlanta
- 25.0 percent African-American versus 32.4 percent in metro Atlanta

Table 6: Racial and Ethnic Composition (2010)

Race	Cobb County	Unincorporated Cobb County	Acworth	Austell	Kennesaw	Marietta	Powder Springs	Smyrna
Caucasian	62.2%	64.9%	62.5%	33.0%	64.2%	52.7%	41.6%	53.8%
African-American	25.0%	22.6%	25.6%	55.4%	22.3%	31.5%	49.9%	31.6%
Asian	4.5%	4.7%	3.5%	1.5%	5.3%	3.0%	1.1%	4.9%
Other	5.7%	5.2%	5.4%	7.1%	5.1%	9.6%	4.5%	6.6%
Multi-Racial	2.7%	2.6%	3.1%	2.9%	3.0%	3.3%	2.9%	3.1%
Ethnicity								
Hispanic	12.3%	11.2%	12.4%	11.9%	10.8%	20.6%	9.1%	14.9%

Source: U.S. Census Bureau (Federal standards mandate that race and Hispanic origin (ethnicity) are separate and distinct concepts. Definition of Hispanic or Latino origin refers to a person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.)

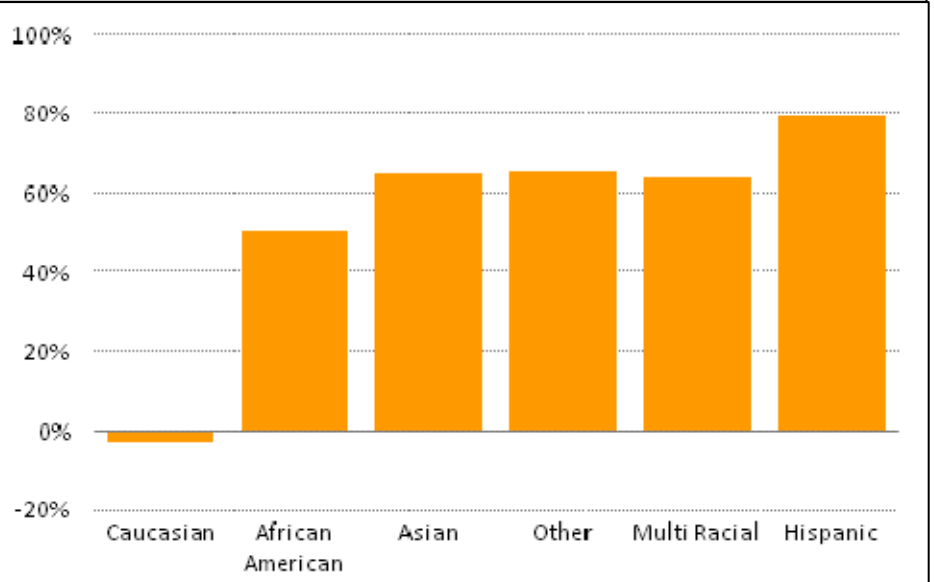
The racial composition of the cities in the study area varies. Two cities have a substantially higher share of African-American residents than Cobb County as a whole. They are:

- Austell is 55.4 percent African-American
- Powder Springs is 49.9 percent African-American

Ethnicity across the cities is fairly close to Cobb County as a whole, with one exception. Marietta has the highest share of Hispanics at 20.6 percent. Table 6: Racial and Ethnic Composition (2010) shows the racial and ethnic breakdown of Cobb County and each municipality. The racial and ethnic composition of Cobb County changed between 2000 and 2010 with the trend being increased diversity.

- The only racial or ethnic group to decline in population was Caucasian, with a decrease of 11,968 persons.
- Hispanics had the highest rate of increase and second highest increase in number of persons 37,366.
- African Americans had the highest increase in populations 57,541 persons, but were fifth in terms of percentage increase.

Table 7: Cobb County Change in Racial and Ethnic Composition (2000-2010)



Source: U.S. Census Bureau

The changing racial and ethnic mix in Cobb County between 2000 and 2010 mirrors the region as a whole, except for Caucasians.

- In percentage terms, Hispanics were the fastest growing group in both Cobb County, with a 79.6 percent increase, and the Atlanta MSA, with a 103.6 percent increase.
- In terms of number of persons, African Americans were the fastest growing group in Cobb County, with a 57,541 increase and the Atlanta MSA, with a 518,734 increase.
- Caucasians declined by 11,968 in Cobb; in the MSA they were the group with the second largest increase in terms of numbers: 330,592.

Table 7: Cobb County Change in Racial and Ethnic Composition (2000 - 2010) illustrates the changing racial and ethnic composition of Cobb County.

Educational Attainment

Educational attainment in Cobb County is higher than the state and the nation, with just over 50 percent of the population holding a college degree. Despite the overall high level of education in the study area, within Cobb

County educational attainment varies widely by city.

The cities with the highest levels of the population 25 years and over with graduate or professional degrees are:

- Smyrna 18.0 percent
- Marietta 11.8 percent

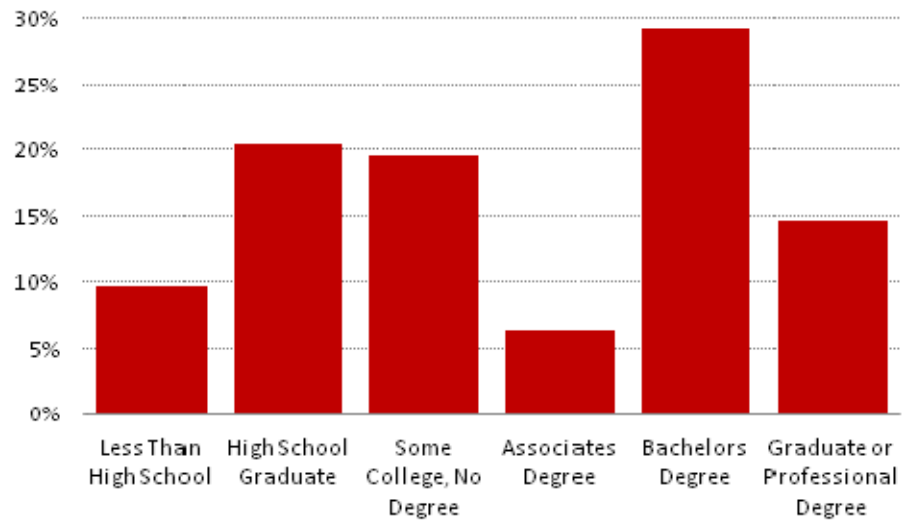
The cities with the highest levels of bachelor's degrees among the population 25 and over are:

- Smyrna 31.3 percent
- Kennesaw 29.1 percent

The cities with the highest levels of the population 25 years and over that did not graduate from high school are:

- Austell 21.4 percent
- Marietta 17.0 percent

Table 9: Cobb County Educational Attainment Distribution (2010)



Source: U.S. Census Bureau

Table 8: Educational Attainment of the Population 25 Years and Over (2010)

Educational Attainment	Cobb County	Unincorporated Cobb County	Acworth	Austell	Kennesaw	Marietta	Powder Springs	Smyrna
Less Than High School	10%	9%	14%	21%	6%	17%	12%	9%
High School Graduate	20%	20%	23%	34%	24%	23%	31%	17%
Some College, No Degree	20%	20%	23%	19%	21%	19%	26%	18%
Associates Degree	6%	6%	9%	4%	8%	5%	8%	7%
Bachelors Degree	29%	31%	19%	16%	29%	25%	19%	31%
Graduate or Professional Degree	15%	15%	12%	6%	12%	12%	4%	18%

Source: U.S. Census Bureau

Table 8: Educational Attainment of the Population 25 Years and Over (2010) provides a detailed breakdown by jurisdiction. Table 9: Cobb County Educational Attainment Distribution (2010) illustrates the distribution of educational attainment of the population 25 years and over.

Educational attainment in the county is higher than the Atlanta MSA.

- 14.6 percent of Cobb residents over 25 years of age hold graduate or professional degrees compared to 11.8 percent of Atlanta MSA residents
- 29.3 percent of Cobb residents over 25 years of age hold bachelors degrees compared to 22.6 percent of Atlanta MSA residents
- 9.8 percent of Cobb residents over 25 years of age have less than a high school education, compared to 13.0 percent of Atlanta MSA residents

Households

Households in Cobb County increased between 2000 and 2010 at a lower rate than the Atlanta MSA.

Between 2000 and 2010:

- Cobb County added 32,569 households for an increase of 14.3 percent
- Atlanta MSA added 383,071 households for an increase of 24.6 percent

Household growth varied widely by city between 2000 and 2010:

- Acworth 2,462 households for an increase of 47.4 percent
- Kennesaw 3,314 households for an increase of 40.9 percent
- Marietta had a decline of 830 households or 3.5 percent

Table 10: Cobb County Existing Households (2000-2010) breaks down households by jurisdiction.

The average household size in the study area declined between 2000 and 2010 at a lower rate than the Atlanta MSA, but remains smaller than the Atlanta MSA.

- Cobb had a 1.1 percent decrease in average household size from 2.64 persons to 2.61 persons
- The Atlanta MSA had a 3.6 percent decrease in average household size from 2.78 persons to 2.68 persons

The change in average household size varied between 2000 and 2010:

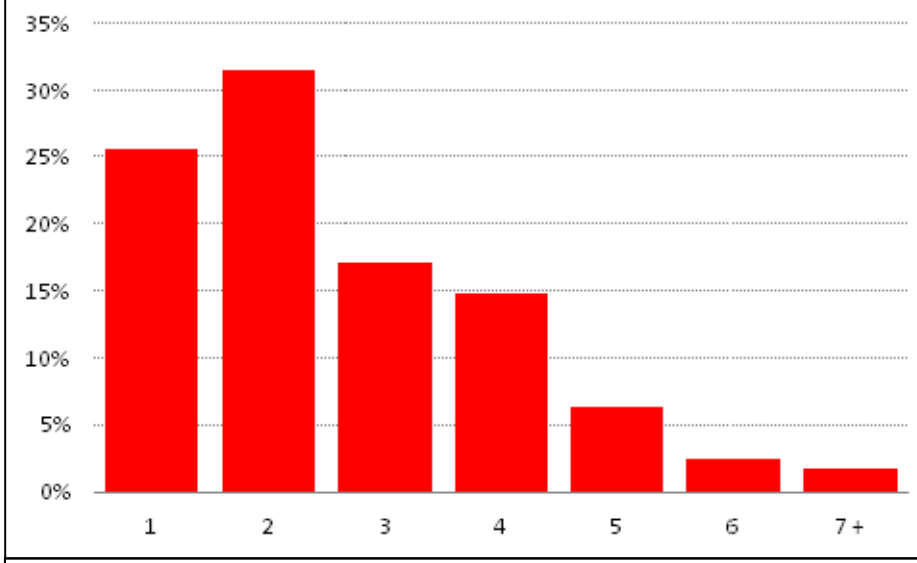
Table 10: Cobb County Existing Households (2000-2010)

Year	Cobb County	Unincorporated Cobb County	Acworth	Austell	Kennesaw	Marietta	Powder Springs	Smyrna
2000	227,487	165,914	5,194	2,009	8,099	23,895	4,004	18,372
2010	260,056	187,855	7,656	2,285	11,413	23,065	4,780	23,002
Change	14.3%	13.2%	47.4%	13.7%	40.9%	-3.5%	19.4%	25.2%

Source: U.S. Census Bureau

Table 11: Cobb County Average Household Size (2000-2010)								
Year	Cobb County	Unincorporated Cobb County	Acworth	Austell	Kennesaw	Marietta	Powder Springs	Smyrna
2000	2.64	2.71	2.58	2.66	2.65	2.39	3.06	2.21
2010	2.61	2.68	2.67	2.88	2.59	2.38	2.88	2.22
Change	-1.1%	-1.1%	3.5%	8.3%	-2.3%	-0.4%	-5.9%	0.5%
Sources: ARC, U.S. Census Bureau								

Table 12: Cobb County Household Size Distribution (2010)



Source: U.S. Census Bureau

- Average household size grew 8.3 percent in Austell from 2.66 persons to 2.88 persons
- Acworth had an increase in average household size of 3.5 percent from 2.58 persons to 2.67 persons
- Average household size in Powder Springs decreased 5.9 percent from 3.06 to 2.88 persons

Household size changes are shown in Table 11: Cobb County Average Household Size (2000-2010).

Within the study area, two-person households make up the largest share at 31.5 percent. Above two persons per household, as household size increases, the share of study area households decreases. Table 12: Cobb County Household Size Distribution (2010) shows the distribution of household sizes.

The ARC produces household forecasts for the Atlanta MSA at the county level. Currently, forecasts for Cobb County are available out to 2040. Forecasts for individual cities were not available from ARC at this time.

- Similar to the trend from 2000 to 2010, household growth is forecast to increase slower in Cobb County than in the Atlanta MSA
- 73,134 new households are forecasted in Cobb County between 2010 and 2040
- From 2010 to 2040, Cobb County households are forecasted to increase 28.1 percent, in comparison to 60.9 percent growth rate for the Atlanta MSA
- By 2040, Cobb County is projected to account for 10.6 percent of Atlanta MSA households, down from 13.3 percent in 2010

Table 13: Projected Cobb County Household Change (2010-2040) shows forecasted Cobb County households by decade from 2010 to 2040.

Table 13: Projected Cobb County Household Change (2010-2040)	
Year	Cobb County
2010	260,056
2020	282,327
2030	307,560
2040	333,190
Change (2010 - 2040)	28.1%
Source: ARC Population Forecasts (2013)	

Income

Average household income in Cobb County is significantly higher than the Atlanta MSA as a whole. Additionally, between 1999 and 2010, incomes in Cobb County increased at a faster rate than the Atlanta MSA.

Between 1999 and 2010, average household income[6]:

- Increased 19.8 percent in Cobb County by $14,199
- Increased 6.7 percent in the Atlanta MSA by $4,607

While average household income varied widely throughout the study area, all of the cities had an increase in average household income between 1999 and 2010 that was higher than the Atlanta region as a whole.

Table 14: Cobb County Average Household Income (1999 - 2010)								
Year	Cobb County	Unincorporated Cobb County	Acworth	Austell	Kennesaw	Marietta	Powder Springs	Smyrna
1999	$71,763	$79,129	$57,144	$43,460	$64,265	$54,597	$58,340	$59,388
2010	$85,962	$90,913	$64,160	$56,799	$71,624	$64,108	$70,516	$78,843
Change	20%	15%	12%	31%	12%	17%	21%	33%
Source: U.S. Census Bureau								

6. All income figures are in 2010 inflation adjusted dollars.

Table 15: Cobb County Per Capita Income (1999 - 2010)								
Year	Cobb County	Unincorporated Cobb County	Acworth	Austell	Kennesaw	Marietta	Powder Springs	Smyrna
1999	$27,863	$28,850	$21,956	$15,924	$24,757	$23,409	$19,776	$27,637
2010	$33,110	$33,520	$24,413	$19,901	$27,165	$26,710	$26,012	$36,434
Change	19%	16%	11%	25%	10%	14%	32%	32%
Source: U.S. Census Bureau								

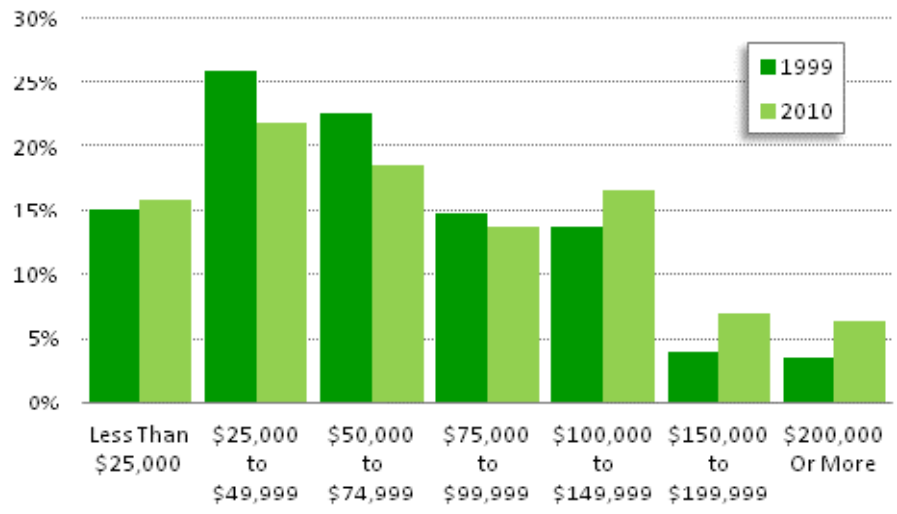
Table 14: Cobb County Average Household Income (1999 - 2010) on page 27 shows income by jurisdiction.

- Smyrna's average household income increased 32.8 percent, or $19,455, the highest increase in Cobb County
- Austell had an increase of 30.7 percent, or $13,339
- Kennesaw had the smallest percentage increase at 11.5 percent or $7,359
- Acworth had the smallest increase in dollar terms at $7,016

Per capita income in Cobb County between 1999 and 2010 reflected the same general trends as average household incomes. Table 15: Cobb County Per Capita Income (1999 - 2010) shows income by jurisdiction.

In line with the increases in average household and per capita income, the distribution of household income changed in the study area between 1999

Table 16: Cobb County Household Income Distribution (1999-2010)



Source: U.S. Census Bureau

and 2010. Table 16: Cobb County Household Income Distribution (1999 and 2010) illustrates the change in household income between 1999 and 2010.

Existing and Forecast Employment

Employment in Cobb County declined slightly between 2000 and 2009. During this period, Cobb lost 2,718 jobs, a decline of 0.9 percent. In contrast, employment in the Atlanta region increased by 5.2 percent, or 120,264 jobs. Table 17: Employment (2000 - 2009) shows employment totals.

Employment in Cobb County is relatively diverse, as no industry sector makes up more than 12.0 percent of the total county employment. Retail trade is the leading sector with 12.0 percent of the total jobs. Health is the second leading sector, with 9.8 percent of jobs. Table 18: Cobb County Employment by Sector (2009) breaks down employment into 18 specific sectors.

Cobb's Competitive EDGE, an economic development strategy and implementation plan, has identified seven industry targets that are currently important to the county economy or are promising emerging growth industries. Four of the seven industry targets are currently important to the economy and are expected to remain so in the future. These four industry targets em-

Table 17: Employment (2000 - 2009)

Year	Cobb County	Atlanta Region MSA	Cobb County Percent of MSA
2000	313,800	2,304,515	13.6%
2009	311,082	2,424,779	12.8%
Change	-0.9%	5.2%	

Source: ARC

Table 18: Cobb County Employment by Sector (2009)

Sector	Employees	Distribution
Agriculture & Mining	273	0%
Utilities	1,070	0%
Construction	21,417	7%
Manufacturing	18,911	6%
Wholesale Trade	21,881	7%
Retail Trade	37,234	12%
Transportation & Warehousing	8,652	3%
Information Technology	10,837	4%
Finance & Real Estate	20,517	7%
Professional, Scientific & Technical	24,419	8%
Management	9,909	3%
Administrative	29,954	10%
Education	27,974	9%
Health	30,497	10%
Arts, Entertainment & Recreation	3,654	1%
Food Service	26,707	9%
Public Administration	8,946	3%
Other	8,230	3%

Source: ARC

ploy 85,597 persons and account for 27.6 percent of employment in Cobb County as of 2009. These four industry targets are:

- Aerospace and Advanced Equipment Manufacturing: 18,911 employees, 6.1 percent
- Information Technology and Software: 10,837 employees, 3.5 percent
- Professional and Business Services[7]: 34,328 employees, 11.0 percent
- Wholesale Trade: 21,881 employees, 7.0 percent

The three emerging industry targets include the following:

- Bioscience: specific data for this sector is not available from ARC
- Healthcare: 30,497 employees, 9.8 percent
- Travel and Tourism[8]: 3,654 employees, 1.2 percent

The ARC produces employment forecasts for the Atlanta MSA at the county level. Currently, forecasts for Cobb County are available out to 2040. Forecasts for individual cities were not available from ARC at this time.

- Reversing the trend from 2000 to 2009, employment is forecast to increase in Cobb County through 2040, but at a slower pace than the Atlanta MSA.
- 147,300 jobs are forecasted to be added to Cobb County between 2010 and 2040, an average of 49,100 per decade, a dramatic turnaround from the 2,718 lost between 2000 and 2009.
- From 2010 to 2040, Cobb County jobs are forecasted to increase 47.4 percent, in comparison to a forecast 68.0 percent growth rate for the Atlanta MSA.
- By 2040, Cobb County is projected to account for 12.6 percent of employment in the Atlanta MSA, down from 14.3 percent in 2010.

Table 19: Forecasted Cobb County Employment Change (2009-2040) shows the forecasted employment for Cobb County from 2009 through 2040 by decade.

Table 19: Forecasted Cobb County Employment Change (2009-2040)	
Year	Cobb County
2009	311,082
2020	364,538
2030	407,283
2040	458,382
Change (2009 - 2040)	47.4%
Source: ARC Employment Forecasts (2013)	

Employment in Cobb County is forecasted to increase by 147,300 jobs through 2040. These new employees will place additional demand on the Cobb County transportation system during peak commuting hours.

7. This industry target includes the Professional, Scientific, & Technical and Management Sectors.
8. This industry target includes the Arts, Entertainment, and Recreation sector.

ECONOMIC CONDITIONS

Residential Market Conditions

National & Metro Snapshot

There was a major decline in home sales and residential construction during the economic downturn of the past several years. Many economists believe that the crash in the housing market was one of the main contributors to the onset of what is called "The Great Recession." Fortunately, the U.S. housing market appears to have finally reached bottom and has been slowly improving. While the number of existing home sales (5.08 million) declined by 1.2 percent between May and June 2013, they are still 15.2 percent higher than June 2012 and remain well above year-over-year levels for the past two years. The median home sales price ($214,200) has shown 16 consecutive months of year-over-year price increases in 2013, with the first seven months of 2013 reporting double-digit year-over-year increases.[9] Multifamily housing starts averaged 325,000 in first quarter 2013 for the nation, which exceeds the annual average observed in any year since the 1980s. In fact, price indices for gypsum and softwood lumber are at 93 percent of the highs seen during the housing boom.[10]

Because construction is such a large part of the metro Atlanta economy, metro Atlanta was especially hard hit by the recession and the slow-down in the housing market. Just as in the nation, metro Atlanta's housing market is continuing to improve, with closer-in areas typically performing better than areas that are further from the urban core. For second quarter 2013, the median sales price for existing single-family homes in metro Atlanta was $143,300. This represented a 39 percent increase year-over-year and an increase of 25 percent over last quarter. For second quarter 2013, the median sales price for existing attached homes in metro Atlanta was $111,600. This represented a 123 percent increase year-over-year and a 16 percent increase over last quarter.[11]

The rental apartment market in metro Atlanta has seen improvements in performance. Vacancy rates are near levels that have not been seen in nearly a decade, at approximately seven percent for 2012; low construction levels drive much of this occupancy trend. Approximately 700 units were delivered in 2012, in comparison to 8,000 units delivered in 2009 (the height of the recession). Average rents increased approximately two percent between 2011 and 2012. Most promising is that vacancy rates are being projected to fall even further, to approximately six percent over the course of 2013 and then even further again to approximately five percent in 2014, which would bring the metro Atlanta area closer to the performance of other major multifamily markets.[12]

9. "*June Existing-Home Sales Slip but Prices Continue to Roll at Double-Digit Rates*." National Association of Realtors; July 22, 2013.
10. *"Apartment Market Statistics."* Multi-Housing News, July 2013.
11. "*Metropolitan Median Area Prices and Affordability*." National Association of Realtors; 2nd Quarter 2013.
12. *"Occupancy Increases in Spite of Meager Recovery in Atlanta."* Multi-Housing News, April 2013.

Cobb Characteristics[13]

In taking both sales activity and pricing together for Cobb County, mixed results are seen; the number of sales have increased, but the prices have declined. In 2011, a total of 10,400 homes were sold in Cobb County, which was an increase of 17 percent over 2010. The number of home sales in 2010 and 2011 marked the reversal of a downward trend since 2005.

The median sales price for all homes in Cobb County was $131,600 in 2011, which was a decrease of 20 percent over 2010. Cobb's median sales prices have been on a steady decline since 2007. The number of homes sold in Cobb in 2011 ranked third of the 10 core metro Atlanta counties (Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale counties). Cobb's median sales price ranked fifth of the 10 core metro Atlanta counties in 2011; however, it is worth noting that all 10 core counties experienced declines in median sales prices year-over-year.

The bulk of Cobb County's housing market activity is in existing home resales, which account for 89 percent of sales activity. The number of existing home sales in Cobb increased 20 percent between 2010 and 2011. The number of existing home sales is at a similar level to 2007 activity. The median sales price for existing homes ($118,000) declined 19 percent between 2010 and 2011. A downward trend in existing home sales prices has occurred since the high seen in 2006, representing a loss of 37 percent in value between 2006 and 2011.

13. Atlanta Journal-Constitution Home Sales Report, Market Data Center.

The new home sales activity is a much smaller share than existing homes in Cobb County. While the existing home market has always been larger than new homes in Cobb, the proportion has shifted markedly in recent years. The new home sales activity level (1,102 sales) declined 78 percent between 2005 and 2011. Conversely, the new home sales prices have performed much better than existing homes, with Cobb's median new home sales price at $249,800 in 2011. While the new home sales prices in 2011 were similar



Photo: One Ivy Walk, Vinings.

to 2005 prices, they are still a decline of 25 percent from the high seen in 2007.

In terms of multifamily market, Cobb County includes six apartment submarkets: South Cobb County/Douglasville, Smyrna, Vinings, East Marietta, West Marietta, and Kennesaw/Woodstock. When taken together, there are a total of approximately 73,700 units. The average occupancy is 93.0 percent, which is just above the metro average (92.4 percent). The average monthly rent is $782, which is below the metro average ($824). Three submarkets are above the metro average occupancy and two submarkets are above the metro average monthly rent.[14]

Retail Market Conditions

National & Metro Snapshot

Even before "The Great Recession", retail space in the U.S. was overbuilt in most communities. The falling incomes of the last several years have left less disposable income for retail purchases, and internet sales have taken customers away from brick-and-mortar stores. The result is a retail real estate market with a great deal of weakness overall. On the national level, vacancy has stabilized at around 6.7 percent after steadily increasing during the downturn. However, average rental rates had been decreasing, but did report a slight increase to $14.50 for second quarter 2013.[15]

Metro Atlanta's retail market has not escaped the same trends as those causing the national weakness. For second quarter 2013, metro Atlanta's retail vacancy rate was 9.7 percent, which was much higher than the national rate and well above the metro area's pre-recession rates. In addition, rental rates for retail space in metro Atlanta have been steadily decreasing. For second quarter 2013, average rental rates were $12.91, down from a high of $15.78 in 2008.[16] However, the mid-year statistics were still a slight improvement in metro market conditions for year-to-date.

Cobb Characteristics[16]

Cobb County is located within two retail market clusters: North Cobb and South Cobb.[17] The North and South Cobb retail market clusters account for approximately 17.9 percent of the metro Atlanta retail market, and do include areas outside of the county boundaries. The North and South Cobb retail market clusters have a total of 4,153 shopping centers, comprising approximately 62.3 million square feet of retail space. The combined vacancy rate of these retail market clusters is just below the metro average, at 9.4 percent. The combined average rent per square foot of the two relevant retail market clusters is slightly above the metro average, at $13.23. Approximately 37,700 square feet have been delivered in this combined mar-

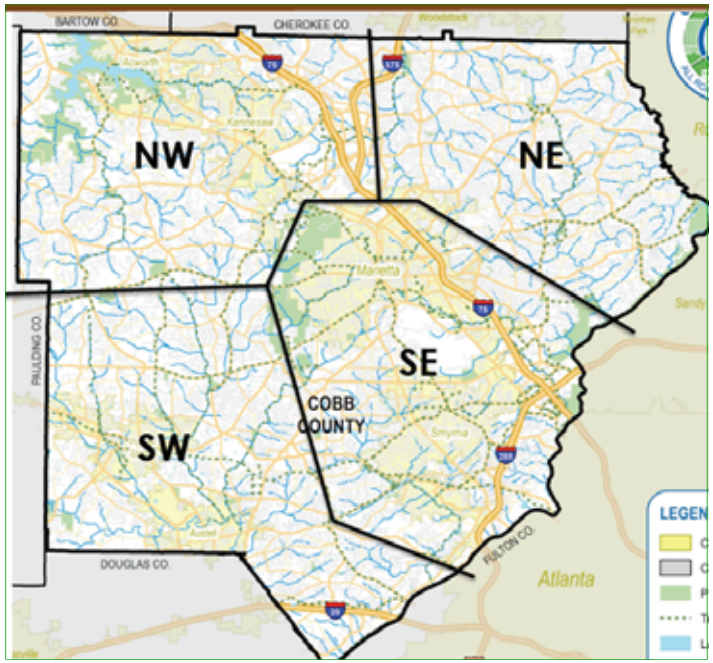
14. *Atlanta Apartment Market Report*; MPF Research.
15. *The CoStar Retail Report*, National Retail Market; Mid-Year 2013.
16. *The CoStar Retail Report*, Atlanta Retail Market; Mid-Year 2013.
17. North Cobb retail market cluster includes the following submarkets: Bartow/Cartersville, Cherokee/Woodstock, Kennesaw/NW Cobb, Pickens County, and Town Center/Marietta. South Cobb retail market cluster includes the following submarkets: Cumberland and Powder Springs/Austell.

ket cluster by mid-year 2013, with another 538,000 square feet under construction currently. In fact, North Cobb and South Cobb ranked first and fourth respectively among 13 retail market clusters across metro Atlanta for under construction square footage, according to CoStar. North Cobb's under construction square footage was 83 percent pre-leased and South Cobb was 34 percent pre-leased. The year-to-date net absorption for the North and South Cobb retail market clusters is 320,500 square feet.

In the North Cobb retail market cluster, rental rates have been making a slow and steady increase since second quarter of 2012, with the high in average rental rates being seen in the most recent data, second quarter of 2013. Vacancy rates in the North Cobb retail market cluster have been slowly decreasing since fourth quarter of 2011, the current vacancy rate is lower than it has been in this retail market cluster since first quarter of 2010. There has been more square footage under construction in the North Cobb retail market cluster from the second quarter 2012 to the second quarter 2013 than there has been since 2009.

In the South Cobb retail market cluster, rental rates have been slowly increasing since third quarter of 2012, with the peak in average rental rates being seen in the most recent data of the second quarter 2013, though not at levels seen since in 2009. Vacancy rates in the South Cobb retail market cluster have been basically stable since second quarter of 2012, following a steady increase over the course of 2011. The highest levels of square footage under construction in the South Cobb retail market cluster were also over the course of 2011. There was negative net absorption (-54,300) reported for the first quarter of 2013, but the second quarter has had a positive absorption (91,500).

In terms of individual retail submarkets, the following are within or contain a notable portion of Cobb County: Cumberland (SE), Kennesaw/NW Cobb (NW), Powder Springs/Austell (SW), and Town Center/Marietta (NE). These relevant retail submarkets current statistics are reviewed in the Market As-



Graphic: Retail submarkets of Cobb County.

sessment Memorandum found in Appendix I: Market Assessment Memorandum.

Office Market Conditions

National & Metro Snapshot

The U.S. office market was greatly impacted by the economic downturn of the past several years. The massive increases in unemployment drove down the demand for office space. The vacancy rate peaked at 13.5 percent in the first quarter of 2011, and has been gradually decreasing ever since. By second quarter 2013, the vacancy rate had fallen to 11.7 percent. While this is an improvement, it is still higher than the pre-recession vacancy rate of 10.6 percent in 2006. Rental rates had been rising through 2012 for the U.S., but the second quarter 2013 average quoted rate of $21.60 is a recent decline.[18]

Metro Atlanta was not immune to the effects of the weak economy, and by most measures, the Atlanta office market has fallen behind the national market. For second quarter 2013, metro Atlanta's office vacancy was 15.5 percent, which was much higher than the national figure. This was, however, an improvement over the peak vacancy rate of 17.5 percent in 2011. The average quoted rental rate for second quarter 2013 was $18.57 per square foot.

18. *The CoStar Office Report*, National Office Market; Mid-Year 2013.
19. *The CoStar Office Report*, Atlanta Office Market; Mid-Year 2013.
20. Northwest Atlanta office market cluster includes submarkets: Bartow Co., Cherokee Co., Cumberland, East Cobb, Kennesaw/Town Center, and Pickens Co.

This figure represents a slight improvement, but it is still below the national average, and well below the previous metro Atlanta peak of $20.49 in 2008.[19] With the current trends of positive absorption and fairly low deliveries of new space, it is expected that the vacancy rate will continue to slowly decrease over the short-term. This should also create modest positive pressure on rental rates.

Cobb Characteristics[19]

Cobb County is primarily located within the Northwest Atlanta office market cluster.[20] The Northwest Atlanta office market cluster accounts for approximately 15.8 percent of the metro Atlanta office market. The Northwest Atlanta office market cluster has a total of 3,009 buildings, reflecting approximately 47.5 million square feet



Photo: Office building in Cumberland.

of office space, and does include areas outside of the actual county boundaries. The vacancy rate is on par with the metro average, at 15.4 percent. The average rent per square foot is below the metro average, at $17.73. Approximately 2,600 square feet have been delivered in this market cluster this year, with another 117,400 square feet under construction currently, according to CoStar. The square footage under construction is 100 percent pre-leased and ranks this office market cluster fifth among the ten metro office markets clusters. The year-to-date net absorption for the Northwest Atlanta office market cluster is 372,500 square feet.

In the Northwest Atlanta office market cluster, rental rates have been fluctuating between $17.00 and $18.50 since third quarter 2009. Vacancy rates in the Northwest Atlanta office market cluster held steady between third quarter 2009 and third quarter 2011. There was a decline in the vacancy rate over the following three quarters, with a notable increase reported in third quarter 2012, and then further decreases over the last three quarters. There has been consistent construction activity in the Northwest Atlanta office market cluster in recent years, though in small square footages delivered to market over time. Absorption in this office market cluster has been positive in nine of the last 11 quarters.

In terms of individual office submarkets, the following are within or contain a notable portion of Cobb County: Cumberland, Douglasville/Lithia Springs, East Cobb, and Kennesaw/Town Center. These relevant office submarkets statistics are reviewed in Appendix I: Market Assessment Memorandum.

Industrial Market Conditions

National & Metro Snapshot

After suffering through several years of poor economic conditions, the U.S industrial market is beginning to rebound. A great deal of the recovery is driven by national retailers and third-party logistics companies who need large, modern distribution space. For second quarter 2013, the national vacancy rate was 8.5 percent, which represented the lowest vacancy since 2008. Quoted rental rates had been increasing through 2012, but the average for mid-year 2013 of $5.25 was a slight decline.[21]

Metro Atlanta's industrial market is somewhat weaker than the nation's. The metro vacancy rate was 11.9 percent for second quarter 2013, which was much higher than the national rate. Still, this was metro Atlanta's fourth consecutive quarter of incremental decrease in average vacancy rate. The average quoted rental rate was $3.89, which is much lower than the national average, and still lower than metro Atlanta's peak of $4.39 in 2008.[21]

Cobb Characteristics[21]

Cobb County is primarily located within the Northwest Atlanta industrial market cluster.[22] The Northwest Atlanta industrial market cluster accounts for approximately 11.0 percent of the metro Atlanta industrial market. The

21. *The CoStar Industrial Report*, National Industrial Market; Mid-Year 2013.
22. Northwest Atlanta industrial market cluster includes the following submarkets: Kennesaw/Acworth, Pickens Co., SE Cobb County/Marietta, and Woodstock/Canton.

Northwest Atlanta industrial market cluster has a total of 2,313 buildings, reflecting approximately 71.7 million square feet of industrial space, and does include areas outside of the county boundaries. The vacancy rate is below the metro average, at 10.5 percent. The average rent per square foot is higher than the metro average, at $4.76. No industrial space has been delivered in this market cluster in 2013, with no industrial space under construction in 2013, according to CoStar. Only two of the nine metro industrial market clusters report square footage under construction, and none of it is preleased. The year-to-date net absorption for the Northwest Atlanta industrial market cluster is 980,800 square feet.

In the Northwest Atlanta industrial market cluster, rental rates have been relatively stable since fourth quarter 2011, after a downward trend from third quarter 2009 into 2011. Vacancy rates have been on a downward trend in the Northwest Atlanta industrial market cluster since third quarter 2009, with an approximately five percent decrease. There has been very little new construction in this market cluster since 2009, and the absorption of space has been positive for six of the seven quarters from fourth quarter 2011 to second quarter 2013.

In terms of individual industrial submarkets, the following are within or contain a notable portion of Cobb County: Chattahoochee, Kennesaw/Acworth, and SE Cobb County/Marietta. These relevant industrial submarkets current statistics are reviewed in the Appendix I: Market Assessment Memorandum.

A summary of the rent prices per square foot for the office, industrial, and retail market sectors is shown in Table 20: Summary by Market of Rent Price per square foot.

Table 20: Summary by Market of Rent Price per square foot

	U.S.	Metro Atlanta	Cobb County
Office Market Rent/ sq. ft.	$21.60	$18.57	$17.73
Industrial Market Rent/ sq. ft.	$5.25	$3.89	$4.76
Retail Market Rent/ sq. ft.	$14.50	$12.91	$13.23

Source: CoStar. 2nd Quarter 2013. Note: Cobb County Market includes: Northwest Atlanta Market Cluster for Office Market and Industrial Market, North Cobb and South Cobb Retail Clusters combined for Retail Market.

Current Funding Environment

This section discusses the current transportation funding environment in Cobb County. This includes federal, state, and local transportation funding sources as well as transit specific funding sources. Because transportation facilities are so costly to construct, operate, and maintain, the CTP must consider the ability to fund construction, operation, and maintenance of that infrastructure.

Available funds for public infrastructure programs and projects have decreased in recent years, further highlighting the need to consider transporta-

tion costs, cost-effectiveness, and funding availability in planning for the future. Specific funding challenges include the decline in future federal funding for roads and transit, the decline in purchasing power of the state motor fuel taxes, and the rapid inflation of materials and construction.[23]

An estimated $1.5 to $2 billion annually, depending on economic and fiscal conditions, is spent on transportation in the Atlanta region. Funding for transportation in the region is derived from various sources on the federal, state, regional, and local levels.[24]

Federal Funding

An estimated $600 to $800 million is spent on transportation projects funded by the federal government, comprising an average of 35 percent of all funding spent in the region on transportation.[24] Federal transportation funding is authorized through a transportation bill that authorizes funding levels for highway and transit facilities. Federal transportation funds are collected from federal taxes on fuel (18.4 cents per gallon on gasoline and 24.4 cents per gallon on diesel fuel).

Moving Ahead for Progress in the 21st Century (MAP-21) is the federal transportation authorization bill that was passed and signed into law in July 2012. It is the first long-term federal highway authorization bill enacted since 2005. It funds surface transportation programs at more than $105 billion for fiscal years 2013 and 2014.

23. Atlanta Regional Commission PLAN 2040 Regional Assessment
24. http://www.atlantaregional.com/transportation/financing-transportation

To address the challenges facing the nation's transportation system, MAP-21 creates a streamlined, multi-modal, performance-based program, building on and refining many of the highway, transit, bicycle, and pedestrian programs and policies established in previous bills.

MAP-21 reduced the core highway programs from seven to five including:

- National Highway Performance Program: Consolidates existing programs of Interstate Maintenance, National Highway System (NHS), and Highway Bridge programs to create a new single program, providing increased flexibility while providing the guidance needed for state and local investments to maintain and improve the NHS.
- Transportation Mobility Program: Replaces the current Surface Transportation Program but retains the structure, goals, and flexibility to allow states and metropolitan areas to invest in projects that meet their needs and priorities.
- National Freight Network Program: Addresses the need to improve the movement of goods by consolidating existing programs into a new freight program that provides funding to states by formula for projects that improve regional and national freight movements on highways, including freight intermodal connectors.
- Congestion Mitigation and Air Quality Improvement (CMAQ) Program: provides funding for projects that are designed to reduce traffic congestion and improve air quality. It improves the existing CMAQ program by

including particulate matter as one of the pollutants addressed. It also requires a performance plan in large metropolitan areas to ensure that funds are being used properly to address air quality and congestion.

- Highway Safety Transportation Program: Builds upon the existing program by substantially increasing the amount of funding for this program. Under this program, states must develop and implement a safety plan, identifying highway safety programs and strategies to address them.

In addition to the five core projects, additional funding options relevant to the study area include the following:

- Transportation Alternatives: Combines the previous Transportation Enhancements, Safe Routes to Schools, and Recreational Trails programs and reduces the funding by more than 30 percent over the levels allocated in 2011 for the individual programs. It also revises the Transportation Enhancements Program to give greater flexibility to the states on how the funds are programmed and used. States can transfer up to 50 percent of Transportation Alternatives Program funds to other state programs.
- Transportation Infrastructure Finance and Innovation Program (TIFIA): Provides direct loans, loan guarantees, and lines of credit to surface transportation projects at favorable terms, leveraging private and non-federal investment for transportation improvements.

MAP-21 also includes provisions and reforms to reduce project delivery time and costs while also protecting the environment. Examples include expanding the use of innovative contracting methods, creating dispute resolution procedures, allowing for early right-of-way acquisitions, reducing bureaucratic hurdles for projects that have no significant environmental impact, encouraging early coordination among relevant agencies, and accelerating project delivery decisions.

The cornerstone of MAP-21's highway program transformation is the establishment of a performance- and outcome-based program. States will invest resources in projects to achieve individual targets that collectively will make progress toward national goals. MAP-21 establishes national performance goals for federal highway programs in seven areas:

- Safety - to achieve a significant reduction in traffic fatalities and serious injuries on all public roads.
- Infrastructure condition - maintain the highway infrastructure asset system in a state of good repair.
- Congestion reduction - significant reduction in congestion on the NHS.
- System reliability - efficiency of the surface transportation system.
- Freight movement and economic vitality - improve national freight network, strengthen ability of rural communities to access national and international trade markets, and support regional economic development.
- Environmental sustainability - the performance of the transportation system while protecting and enhancing the natural environment.

- Reduced project delivery delays - reduce project costs, promote jobs and the economy, and expedite the movement of people and goods by accelerating project completion through eliminating delays in the project development and delivery process, including reducing regulatory burdens.

The U.S. Secretary of Transportation, in consultation with states, metropolitan planning organizations (MPOs), and other stakeholders, will establish performance measures for the following areas: pavement conditions and performance for the interstate and NHS, bridge conditions, injuries and fatalities, traffic congestion, on-road mobile source emissions, and freight movement on the interstate system. State DOTs will establish such performance measures within 18 months of enactment; the U.S. DOT is prohibited from establishing additional performance measures. Within one year of the U.S. DOT final rule on performance measures, states are required to set performance targets in support of those measures. States may set different performance targets for urbanized and rural areas. To ensure consistency, each state must, to the maximum extent practicable, coordinate with an MPO when setting performance targets for the area represented by that MPO, and coordinate with public transportation providers when setting performance targets in an urbanized area not represented by an MPO. States and MPOs will report to the U.S. DOT on progress in achieving targets. If a state's report shows inadequate progress in some areas – most notably the condition of the NHS or key safety measures – the state must undertake corrective actions.

State Funding

State funding for transportation accounts for roughly 14.7 percent of total transportation funding in the region, an estimated $300 million annually. To help fund transportation improvements, the State of Georgia collects two types of taxes on motor fuels: Motor Fuel Excise Tax and Prepaid Motor Fuel Sales Tax. The funds generated from the taxes are programmed by Georgia DOT. By law, revenues from the motor fuel taxes are dedicated to the building and maintenance of roads and bridges.

Since 2009, the Georgia DOT has provided state aid to local governments through the Local Maintenance and Improvement Grant (LMIG) program. With the intent of offering more flexibility, the LMIG program replaced two previous programs – the Georgia DOT State Aid Program and the Local Assistance Road Program (LARP) – that restricted funding to resurfacing projects. Local governments can now use LMIG program funds for a wide variety of roadway and bridge projects.

Receipts from the state's motor fuels tax fund the LMIG program. According to state law, fiscal year funding allocations for the program must equal between 10 to 20 percent of the motor fuels tax receipts collected statewide during the prior fiscal year. While LMIG funds are subject to the state's motor fuel tax spending restrictions (i.e. to build and maintain roads and bridges), its flexibility allows for resurfacing and capital improvements. The Transportation Improvement Act passed by the General Assembly in 2010, tied

the LMIG program's requirements for matching funds to passage of a regional referendum that also included a list of transportation projects. The referendum failed in the Atlanta Region that includes Cobb County. Regions where the referendum was successful are only required to provide a 20 percent match. Local governments in the Atlanta Region, including those in Cobb County, must now provide a 30 percent match for all LMIG funds.

Table 21: LMIG Formula Amounts (FY 2014) by Jurisdiction

Jurisdiction	FY 2014 LMIG Formula	Total Including 30% Local Match
Unincorporated Cobb County	$3,901,239	$5,071,611
Acworth	$149,336	$194,137
Austell	$62,891	$81,759
Kennesaw	$209,697	$272,606
Marietta	$395,956	$514,743
Powder Springs	$100,243	$130,316
Smyrna	$314,122	$408,359
Cities Subtotal	$1,232,245	$1,601,919
Cobb County Total	$5,133,484	$6,673,529

Source: Georgia Department of Transportation

In fiscal year 2014, Cobb County will receive LMIG funds totaling $5.1 million – $3.9 million to unincorporated Cobb County and $1.2 million divided among the six cities. Table 21: LMIG Formula Accounts (FY 2014) by Jurisdiction details the 2014 LMIG formula funding for unincorporated Cobb County and each of the cities.

Local Funding

Local transportation funds typically come from two sources: Special Purpose Local Option Sales Tax (SPLOST) or county and city general funds. A SPLOST is voted on by citizens in a referendum and expires after a set amount of time. Additionally, a list of projects included in the SPLOST is provided to the citizens prior to the referendum and only those projects on the list can be built with the revenues from the SPLOST, if the referendum passes. SPLOST referendums are not a guaranteed funding source in the future. In contrast, county and city funding for transportation projects that comes out of general funds are allocated at the discretion of the county board of commissioners or city councils, respectively. Commissioners and councilpersons are not required to fund transportation at the same levels in every budget, so both revenue sources are variable.

Cobb County voters approved the 2011 SPLOST in a March 15, 2011 referendum to fund projects through 2015. The 2011 SPLOST dedicated slightly less than $251 million to transportation projects to preserve existing infrastructure, improve safety and operations, provide congestion relief, enhance transit service and implement pedestrian improvements.

According to the *Cobb County Government FY 2014 Budget*, projected total general fund revenues for fiscal year (FY) 2014 will be approximately $325 million. Of that budget, operating funds of $14.7 million and $18.8 million have been allocated to the Cobb DOT and CCT, respectively. No capital funds

have been allocated to Cobb DOT or CCT in the FY 2014 budget. In the previous fiscal year, roughly $1.9 million in capital funds were allocated to Cobb DOT.

Historically, Cobb County has funded most transportation capital improvements through a SPLOST and operating expenses through the general fund. This is anticipated to continue. Cobb voters approved the first SPLOST in 1985. Voters again supported SPLOSTs in 1990, 1994, 2005 and 2011. Voters rejected the SPLOST in 1998. The current SPLOST expires in 2015 and there is no guarantee that voters will pass a new SPLOST at that time.

Transit Funding

CCT relies primarily on local funds and fares for its operations. According to the National Transit Database, local and state funds accounted for 26 and 27 percent of the 2012 annual operating funds of the top 50 U.S. transit agencies. As shown in Table 22: Sources of Operating Funds Expended, 2012, federal funds are the major source of operating funding for CCT, accounting for 39 percent of 2012 annual operating funds. State funds accounted for just three percent of the operating budget. Fares, the second largest source of CCT revenue, made up 35 percent of the agency's annual budget, which is just short of the average 36 percent for the top 50 U.S. transit agencies.

GRTA received the most state funding out of the three transit agencies that serve Cobb County; state funds accounted for 27 percent of the agency's operating budget. Fares made up the greatest share (37 percent) of GRTA's annual operating funds, which is a slightly greater share of funding than CCT or MARTA, and just greater than the average for the top 50 U.S. agencies.

GRTA's operating funds for its Xpress routes operated by CCT were not included in these funds; those funds are included in CCT's annual operating budget.

MARTA had an annual operating budget of $523.6 million in 2012. The majority (48 percent) of MARTA's operating funds are from local sources, namely a one-cent sales tax levied in its operating area of DeKalb and Fulton Counties. MARTA's second-largest source of funding came from fares.

Table 22: Sources of Operating Funds Expended, 2012

	CCT		GRTA		MARTA		Top 50 Agencies	
Source	Percent	Amount	Percent	Amount	Percent	Amount	Percent	Amount
Fares	35%	$6,187,175	37%	$8,965,387	25%	$130,642,970	36%	$11.5B
Local Funds	18%	$3,191,314	11%	$2,765,253	48%	$249,002,957	26%	$8.4B
State Funds	3%	$504,852	27%	$6,649,185	0%	$2,529,530	27%	$8.8B
Federal Assistance	39%	$6,840,096	25%	$6,151,576	12%	$63,515,459	6%	$1.9B
Other Funds	4%	$717,255	0%	$0	15%	$77,949,053	5%	$1.6B
Total		$17,440,692		$24,531,401		$523,639,969		$32.2B

Source: National Transit Database

PLACES

Existing Land Use

Cobb County is characterized by its mature suburban housing stock with commercial and office space along major corridors and industrial development mostly congregated along the interstates. Cobb allows for mixed-use and denser development in certain nodes. Existing land use in unincorporated Cobb County can be seen in Figure 2: Existing Land Use on page 48.

Cobb County's land use, character, and development patterns are dominated by established residential areas in the east and developing residential areas in the west. Commercial uses are concentrated along highly traveled corridors and at major centers, such as Town Center and Cumberland. Industrial uses are also concentrated, such as in the southern tip of the county adjacent to I-20 and the Chattahoochee River. The existing land uses in the cities is similar in character to the county with commercial and civic nodes in the city centers. Existing land use in each of the six cities can be seen in Figures 4, 6, 8, 10, 12,and 14 beginning on page 50.

Outside of their historic downtowns, the cities in Cobb also have a suburban land use pattern, dominated by single-family residential development. In Austell, residential is the primary land use in the city, comprising 51 percent of the land. Efforts to revitalize the aging housing stock are likely to continue and expand in the coming years, according to Austell's comprehensive plan. Acworth has had a growth in both single family homes and multi-family housing. As other racial and ethnic groups are projected to compose a larger share of Acworth's population in the future, this may create a market demand for more housing types in Acworth. Smyrna's most dominant land use, residential, comprises 73 percent of the total acres in the city. However, Smyrna Town Center along Atlanta Road has been integral in transforming the city from a bedroom community into a desirable place to live, work, and play. Marietta has experienced an increase in residential uses over the past decade or more with a slight decline in commercial uses, presenting challenges to balancing residential growth with new retail and office space. Kennesaw and Powder Springs both have single family neighborhoods as the dominate land use in the city. The cities' downtowns are home to many commercial and institutional uses surrounded by historic residential neighborhoods and recreational amenities.

Cobb Parkway (US 41) acts as the transportation spine of Cobb County. Historically, it was the main north-south route traversing the county; it also runs through four of the cities (Smyrna, Marietta, Kennesaw, and Acworth). Cobb Parkway (US 41) is an alternative to I-75 and is characterized by strip commercial developments. This corridor is so significant because it impacts and connects a majority of the county's businesses and residents.

Acworth has experienced most of its commercial development at the interchanges with I-75 and along Cobb Parkway (US 41). Kennesaw's commercial

uses are prevalent along Cherokee Street and Cobb Parkway. Marietta's heavily traveled corridors have an existing land use of strip commercial development. These corridors include Roswell Street, Powder Springs Street, Atlanta Street, Fairground Street, South Marietta Parkway, and Cobb Parkway. These corridors are in need of redevelopment and future planning efforts call for mixed use development and neighborhood centers. C.H. James Parkway (SR 6) is one of Powder Springs' main retail corridors. Similar to many corridors across the county, access management on the C.H. James Parkway (SR 6) is important to achieving a desirable balance between access to the commercial businesses and ensuring a safe, efficient, and viable corridor for all users.

Significant redevelopment opportunities exist in nodes across the county. One big example is in Marietta, where redevelopment along Franklin Road will dramatically change the land use and transportation patterns in the area. With the area's close proximity to I-75 and executive housing, transportation investment is needed that includes options beyond the automobile. Connecting the redevelopment efforts to transportation investments, including transit investment, will be essential to maximizing the potential of the area and the redevelopment effort.

Density, land use diversity, pedestrian-oriented design, destination accessibility, and distance to transit are all land use factors that can reduce car use in favor of other modes. The land use also directly impacts transportation accessibility, thus the land use regulatory framework in Cobb can enhance or inhibit accessibility. Land use affects trip distance, mode split, commute patterns,



Photo: Marietta Square. Photo Credit: John Ripley.

driveway placement, and the total amount of trips generated. It is because of this, land use regulations have the ability to improve or reduce transportation efficiency across the county.

Cobb has the challenging task of protecting existing high-quality suburban neighborhoods while also mitigating current and future congestion.

Future Land Use

The future land use map, Figure 3: Future Land Use Map on page 49, is a policy document that guides future land use decisions in Cobb County. It is updated annually. The future land use map serves as a tool to implement the goals and policy objectives of the Comprehensive Plan. The map, with descriptions of land use categories, describes development patterns, community character and how to distribute land use as development occurs. The vast areas of residential designation on the map reiterate Cobb's commitment to preserving the existing suburban housing stock. It also allows for mixed-use and denser development along key corridors and in key nodes. Mixed-use development is compatible in the Regional Activity Center category which supports a high intensity of development to serve a regional market.

The future land use map protects the pockets of developed industrial land in addition to adjacent undeveloped parcels for future industrial development. The map and its corresponding policy documents provide sufficient opportunities for each land use type to serve the needs of the community, maintain the current tax base, and balance and sustain a desired mix of residential types.

Growth that is implemented in accordance with the future land use map has potential to improve transportation efficiency. This opportunity exists where there are undeveloped parcels, parcels approved for DRI projects, and sites ripe for redevelopment, such as along aged and run-down commercial corridors.

The future land use maps for each of the six cities can be seen in Figures 5, 7, 9, 11, 13, and 15 beginning on page 51. A key finding from the analysis of the existing and future land use maps along with the Comprehensive Plans is a development pattern that supports preserving and enhancing existing single-family residential development. Another key finding is the planning for future growth located in denser commercial, office, and mixed uses along the spine of Cobb Parkway, in the two Community Improvement Districts (CIDs), and in the cities' downtowns. This growth along Cobb Parkway and in these nodes creates a need for additional transportation investments to address safety, congestion, and mode choice.

Interaction between Land Use and Transportation

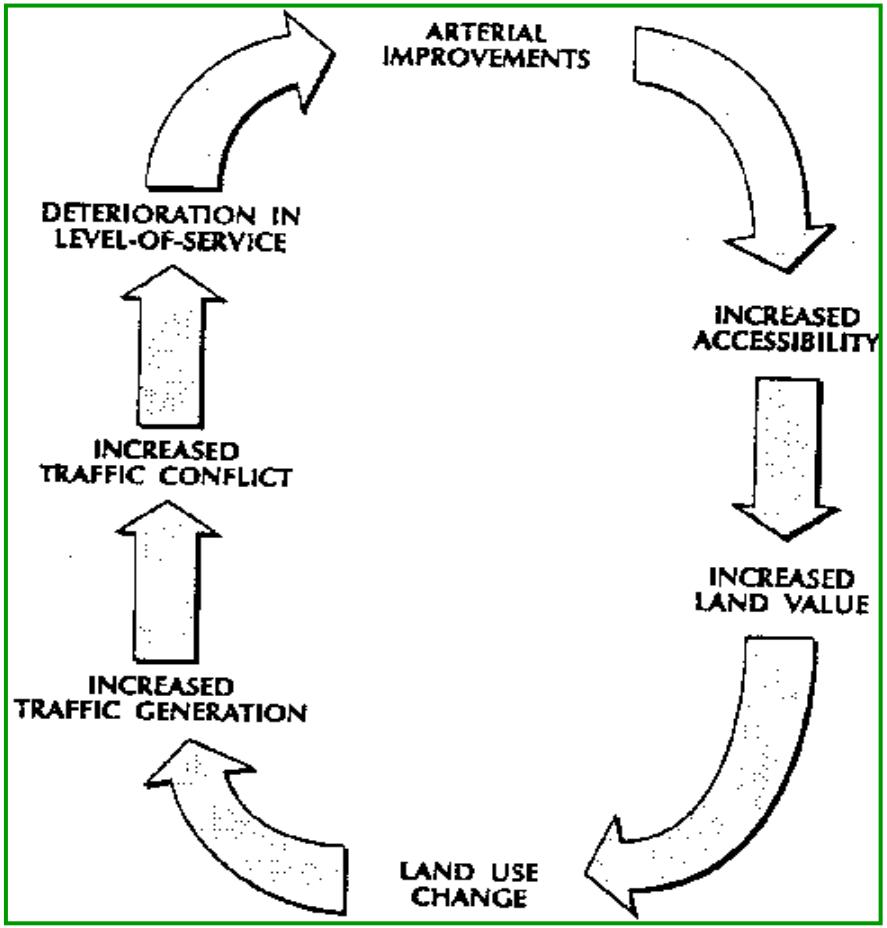
Land use and development patterns affect transportation and travel patterns. There is extensive research on land use factors, such as mix of us-

es, density, connectivity, and planning factors that impact transportation and mobility. Many improvements are necessary for the transportation facilities and services in Cobb to properly serve the existing and future land uses. These existing facilities and services as well as the needed future facilities and services are discussed throughout the report.

Land use and transportation decisions interact, one affecting the other. One way transportation planning decisions impact land use is by impacting the amount of land used for transportation infrastructure, while one way land use planning decisions impact transportation decisions is by the location and design of development.[25]

Land use development patterns affect accessibility; that is the ability for someone to reach services and activities, which impacts mobility and the amount and type of travel required to complete those activities. Different land use development patterns have varying levels of accessibility. For example, compact urban areas have more accessible land use and more varied transportation systems. Travel is typically slower and more costly. Whereas, suburban and rural areas have less accessible land use and less travel options, but travel is faster and cheaper per mile.[26]

Another way land use and transportation impact one another is though latent and induced demand. As improvements are made to the transportation



25. Litman, Todd (September 2012). *Evaluating Transportation Land Use Impacts.* Victoria Transport Policy Institute.
26. Litman, Todd (July 2012). *Land Use Impacts on Transport: How Land Use Factors Affect Travel Behavior.* Victoria Transport Policy Institute.

FIGURE 2 | Existing Land Use

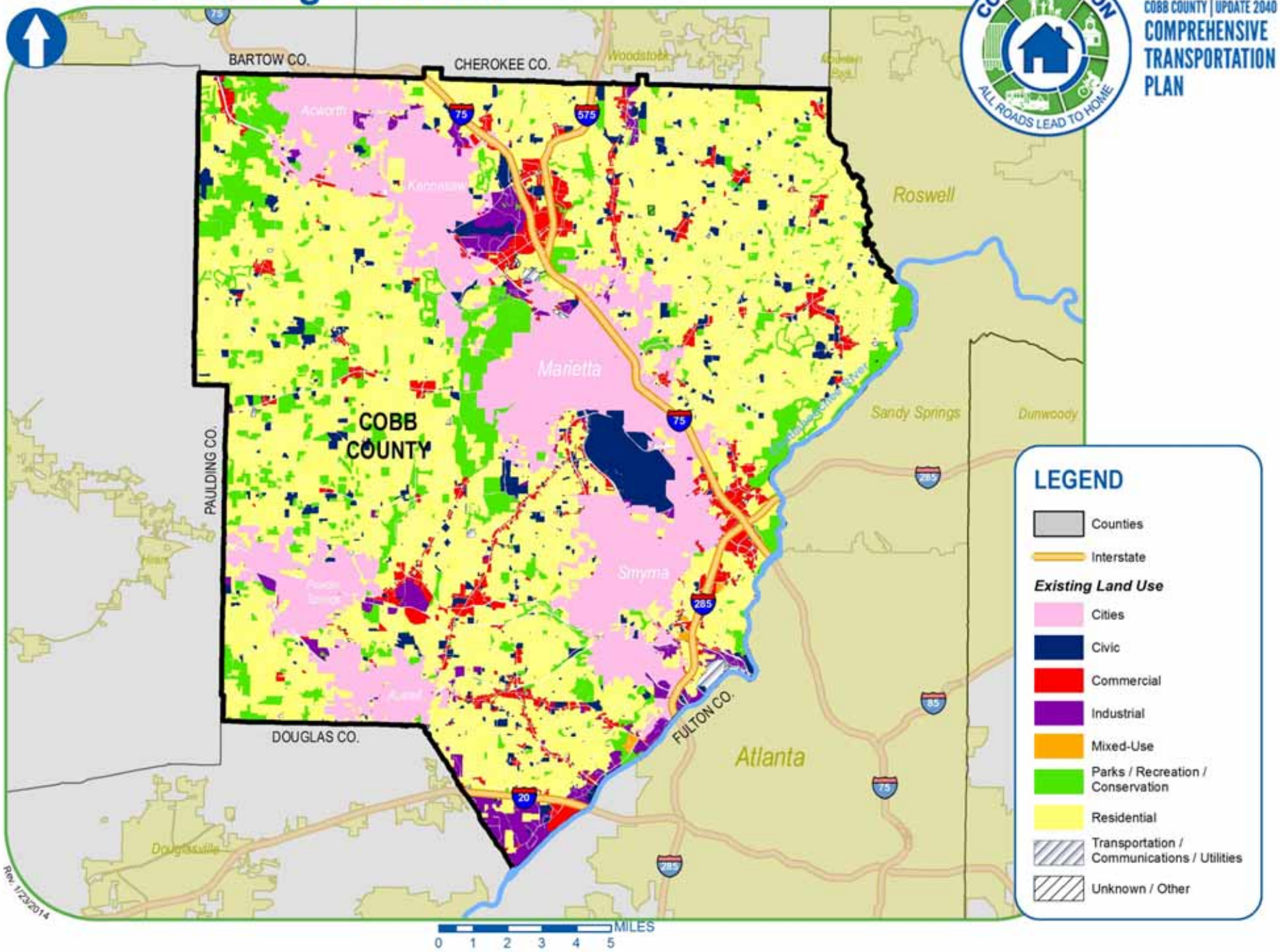


FIGURE 3 | Future Land Use

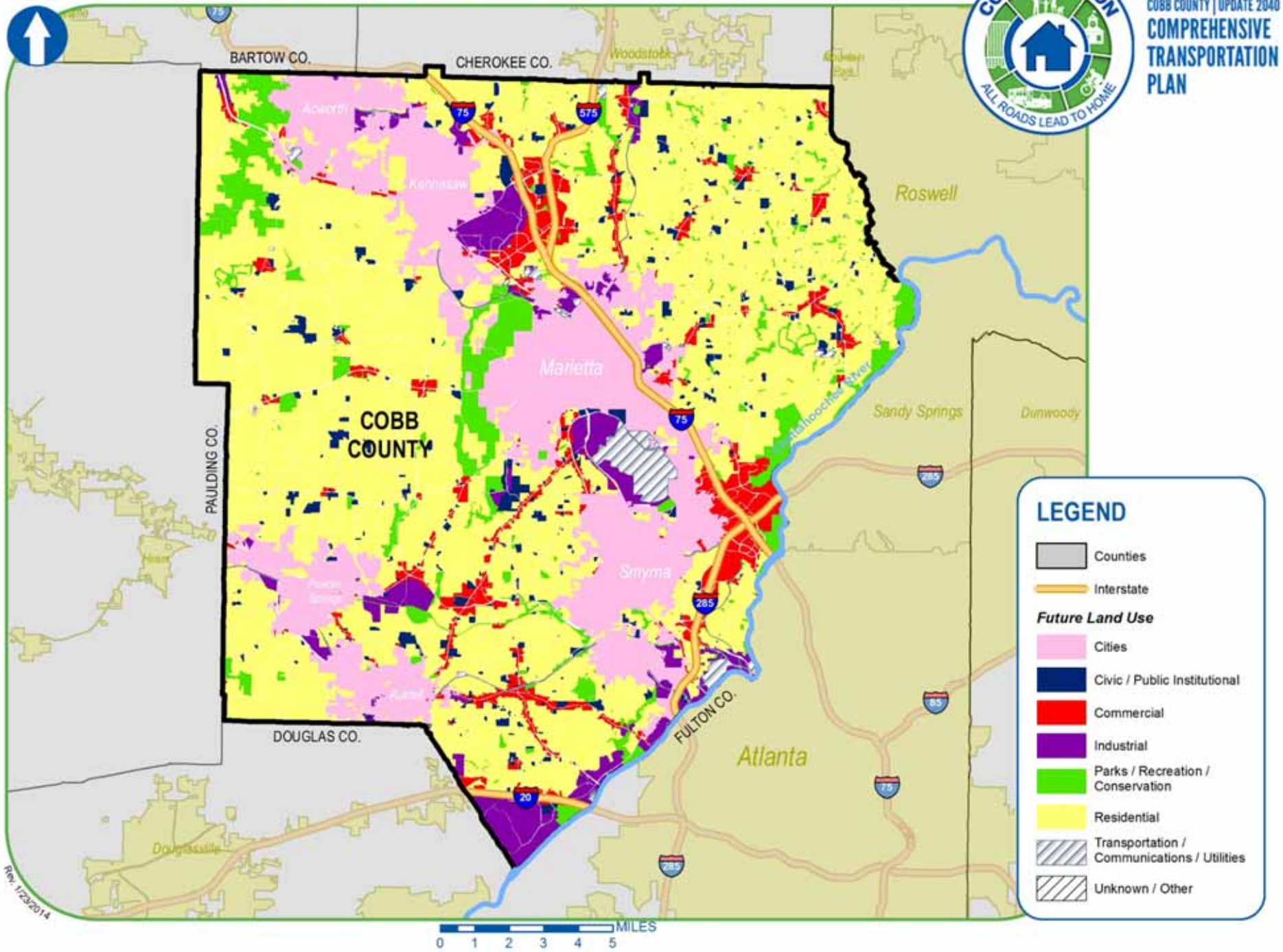


FIGURE 4 | City of Acworth Existing Land Use

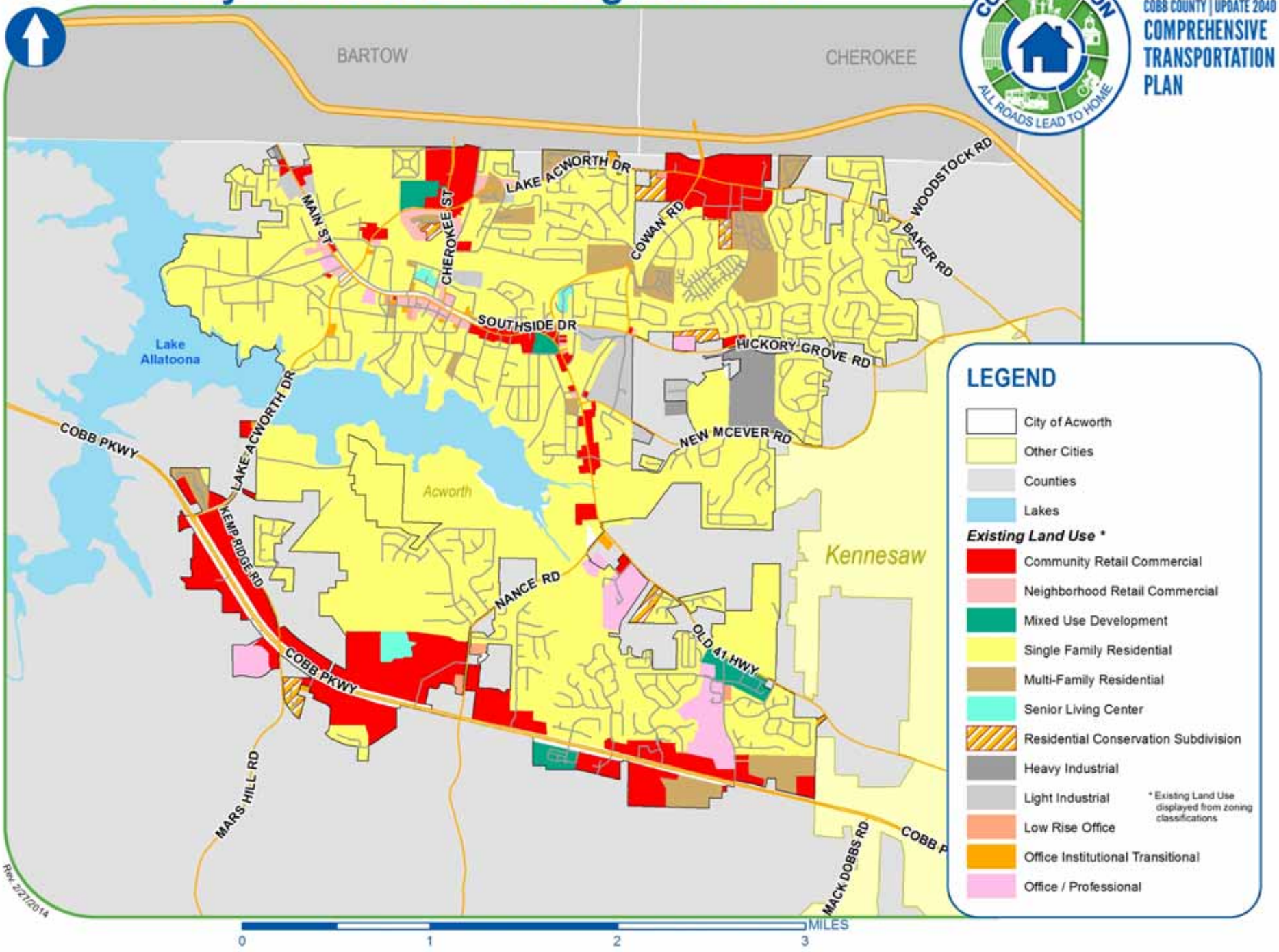


FIGURE 5 | City of Acworth Future Land Use

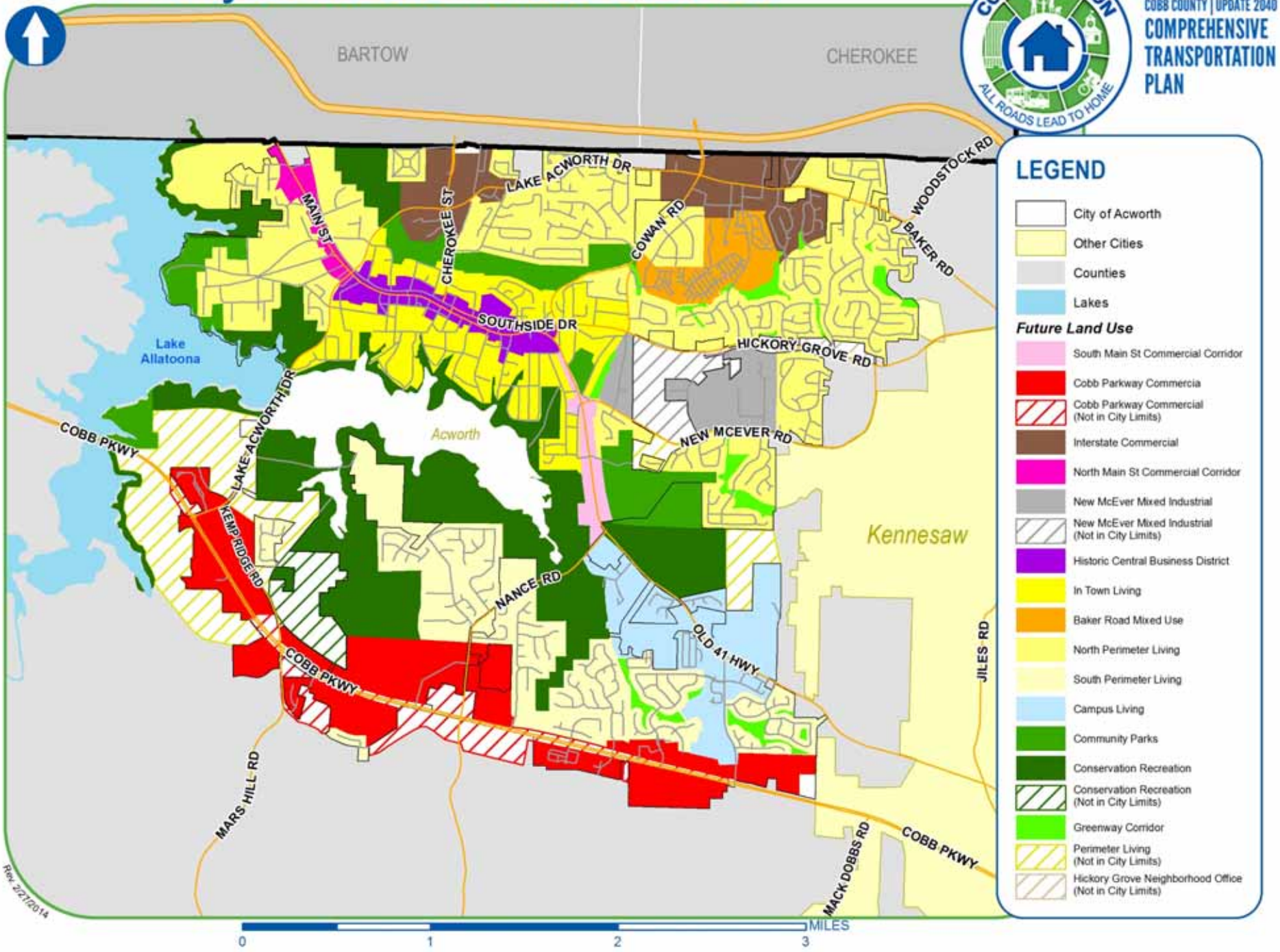
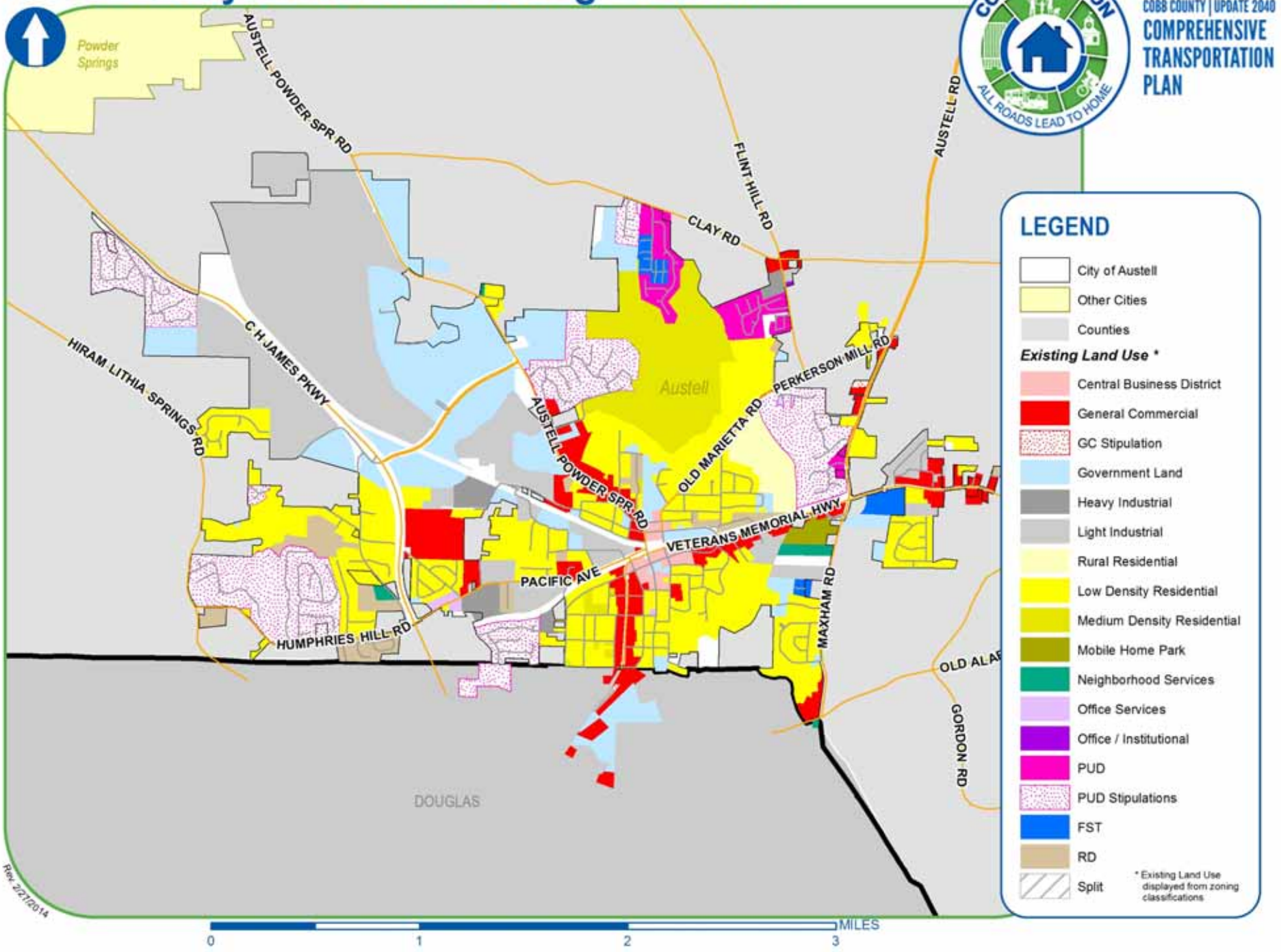


FIGURE 6 | City of Austell Existing Land Use



COBB IN MOTION
ALL ROADS LEAD TO HOME

COBB COUNTY | UPDATE 2040
COMPREHENSIVE TRANSPORTATION PLAN

FIGURE 7 | City of Austell Future Land Use

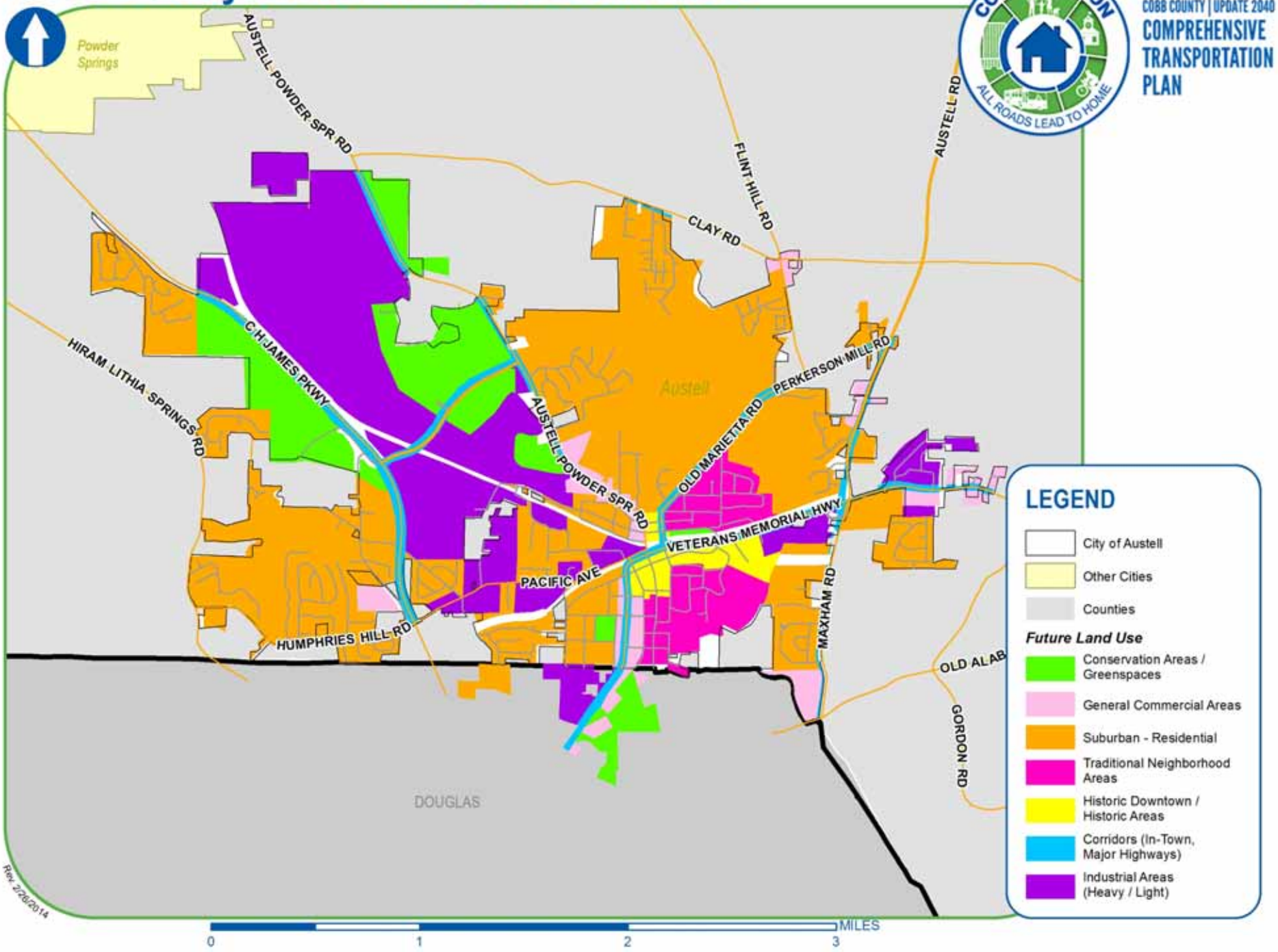


FIGURE 8 | City of Kennesaw Existing Land Use

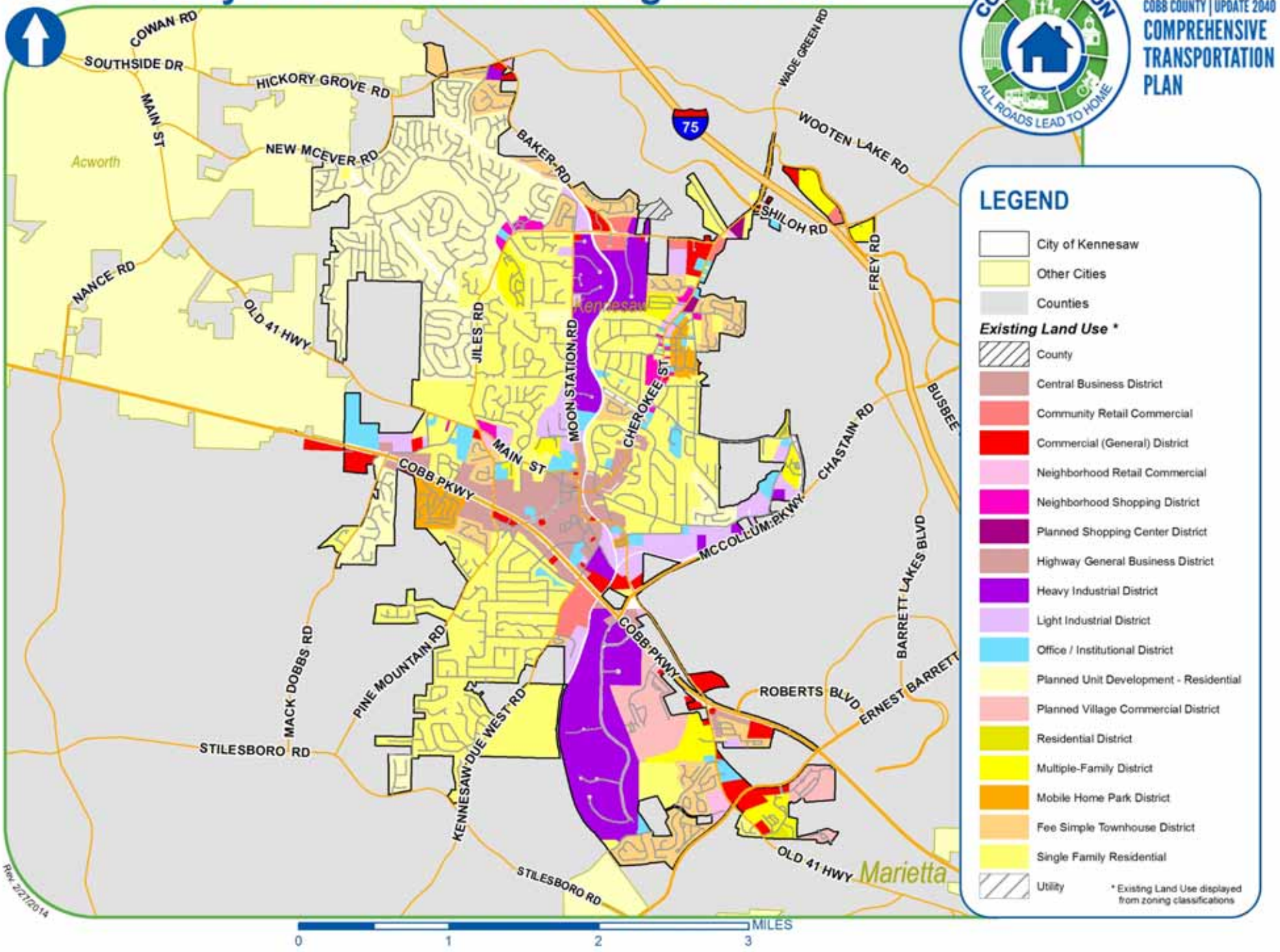


FIGURE 9 | City of Kennesaw Future Land Use

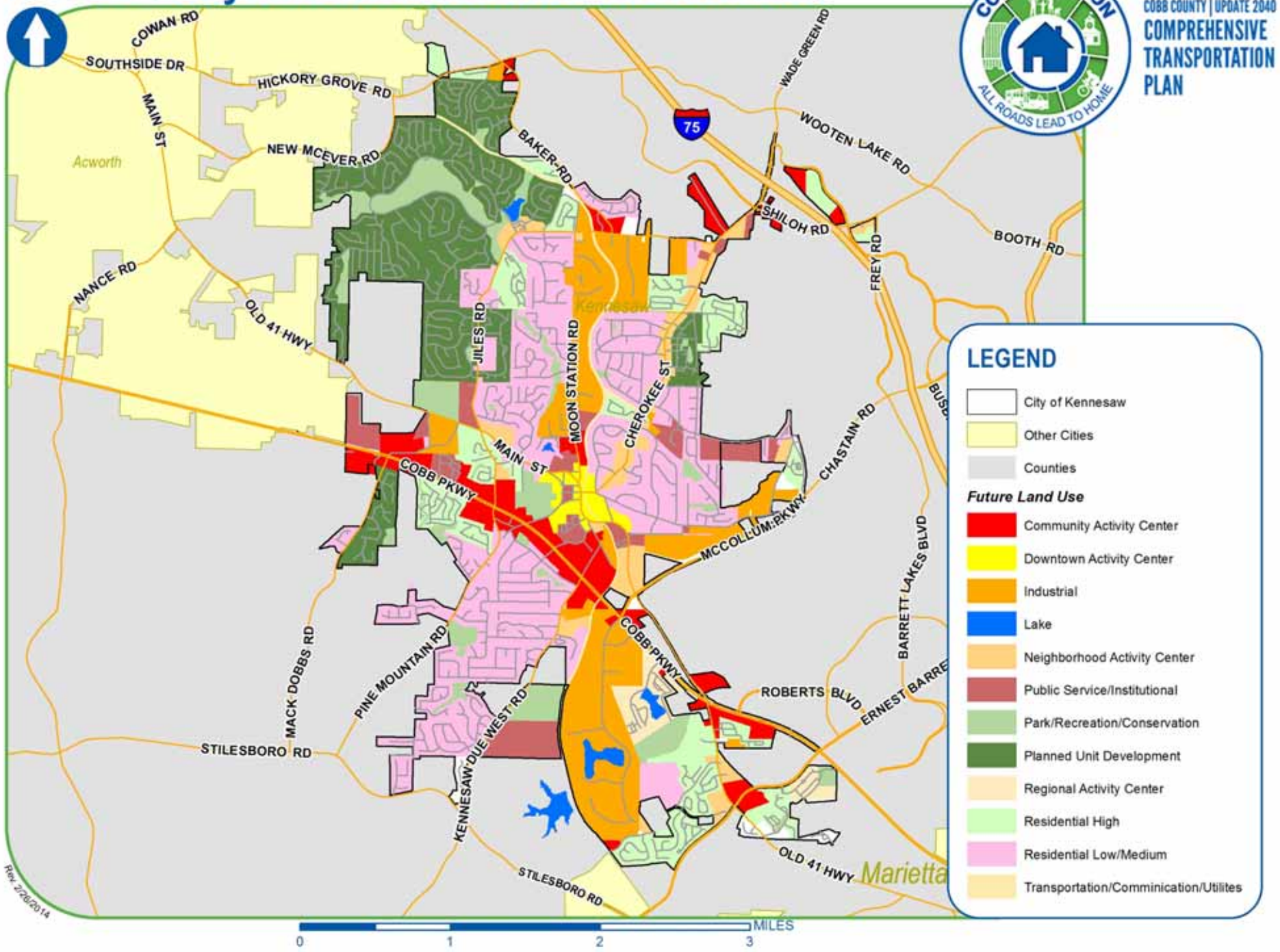


FIGURE 10 | City of Marietta Existing Land Use

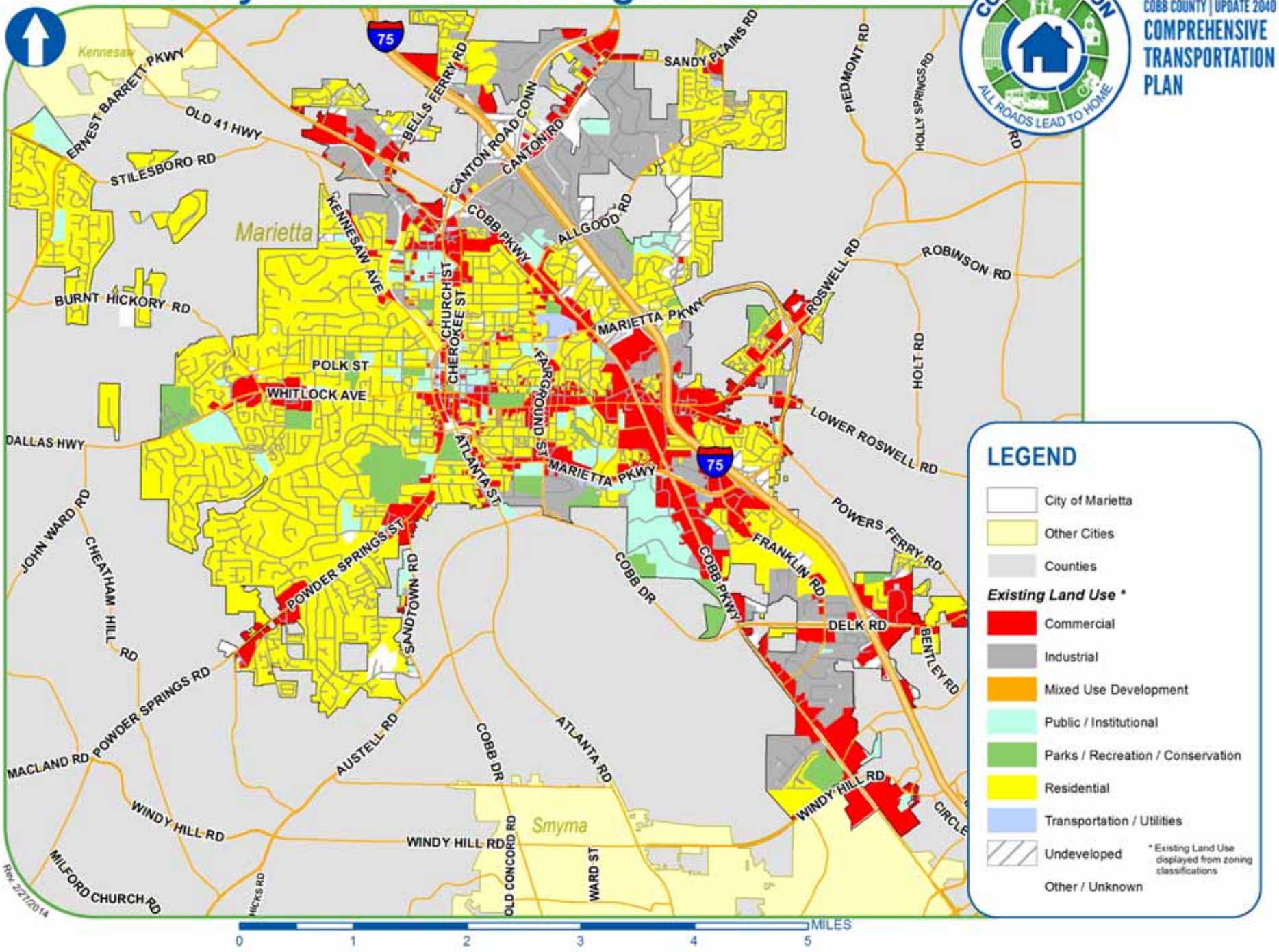


FIGURE 11 | City of Marietta Future Land Use

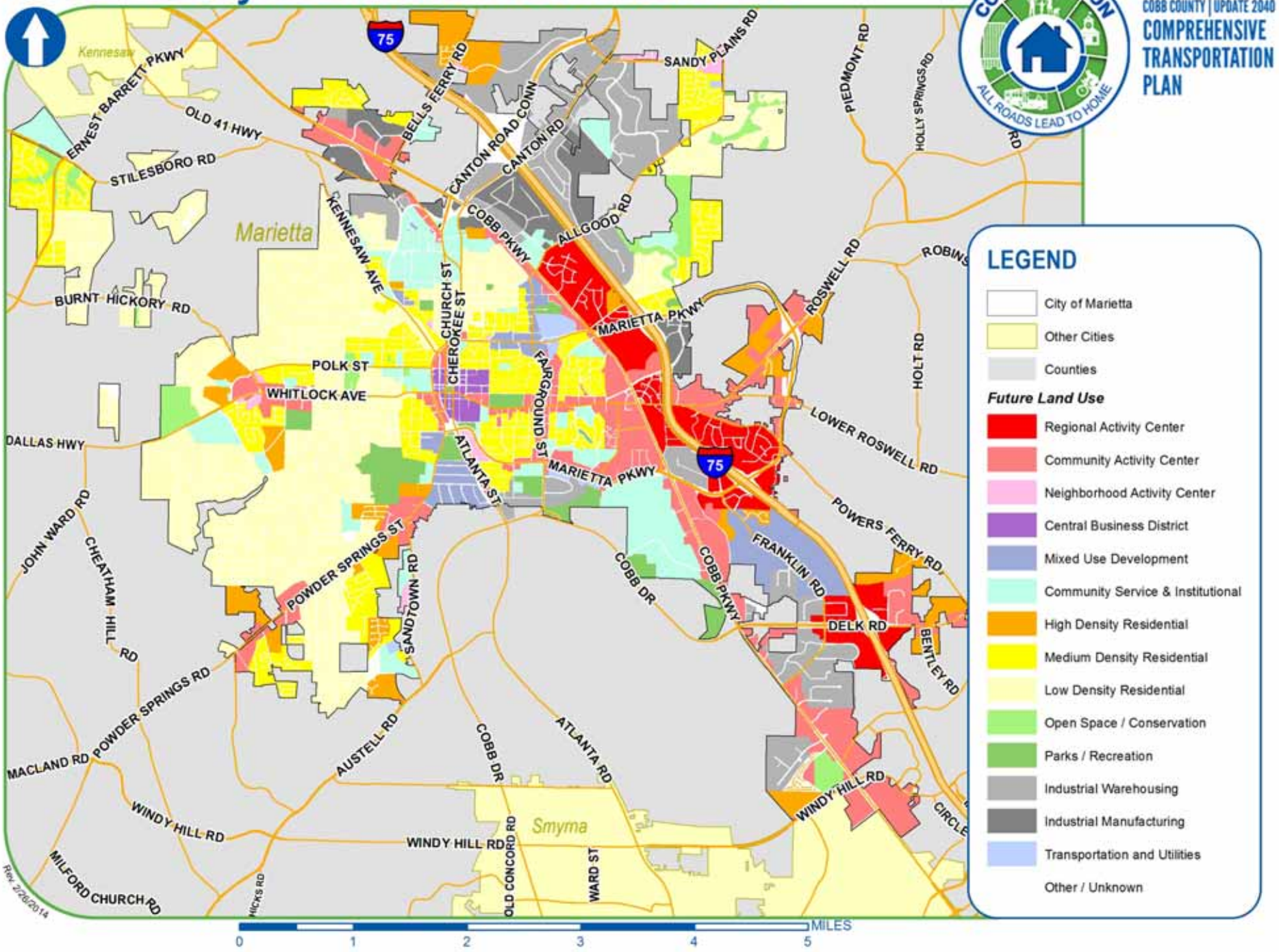


FIGURE 12 | City of Smyrna Existing Land Use

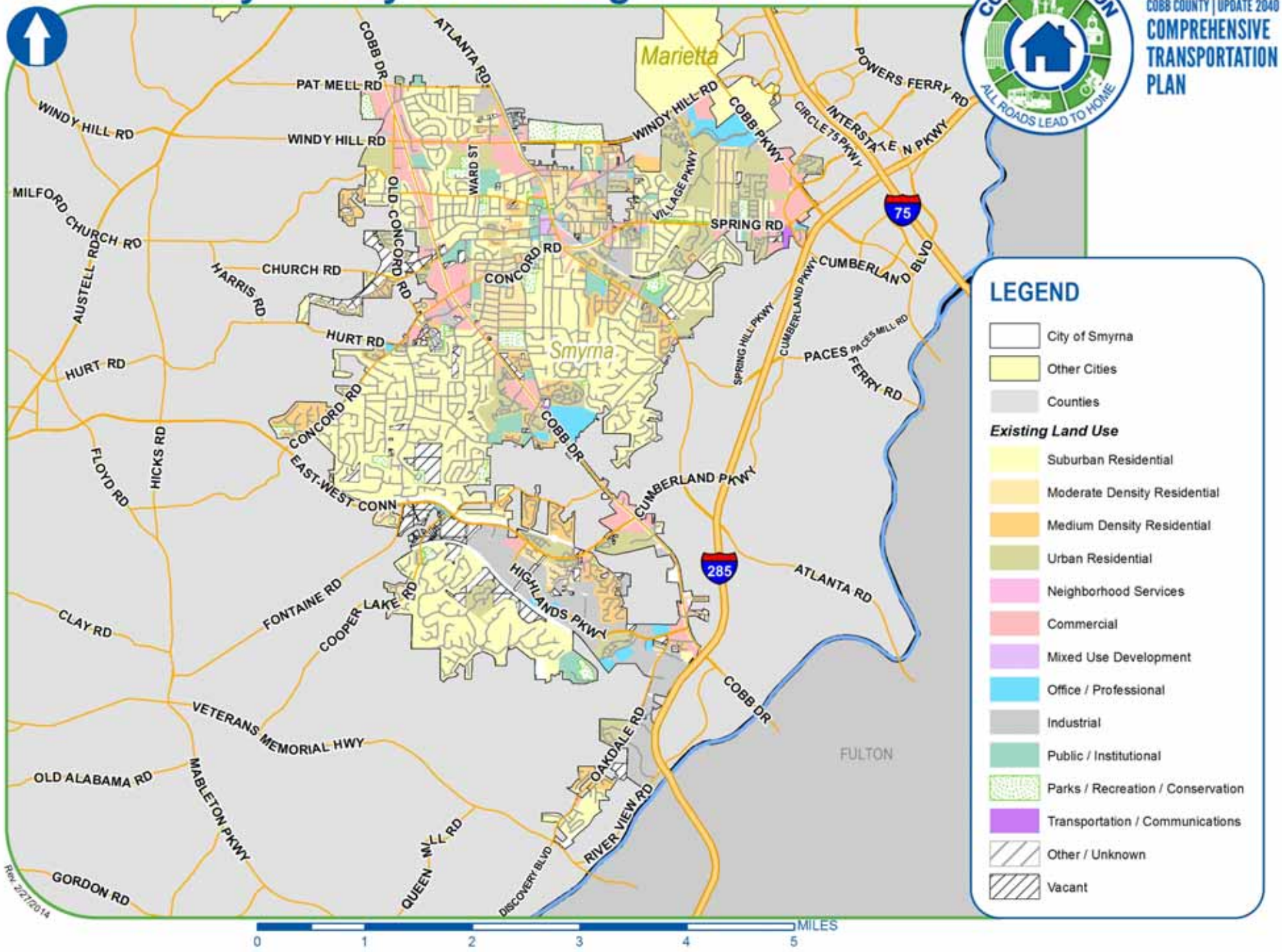


FIGURE 13 | City of Smyrna Future Land Use

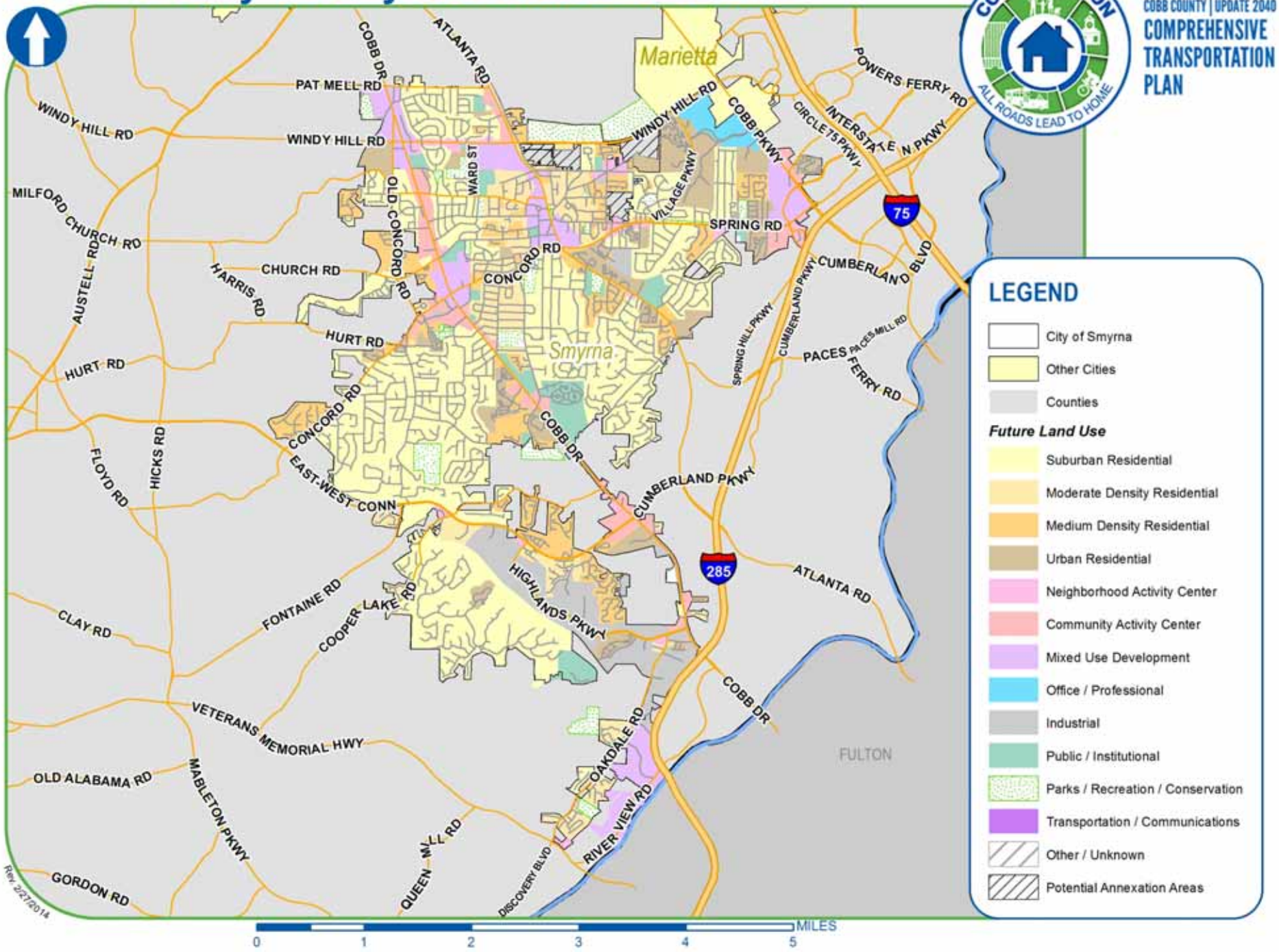


FIGURE 14 | City of Powder Springs Existing Land Use

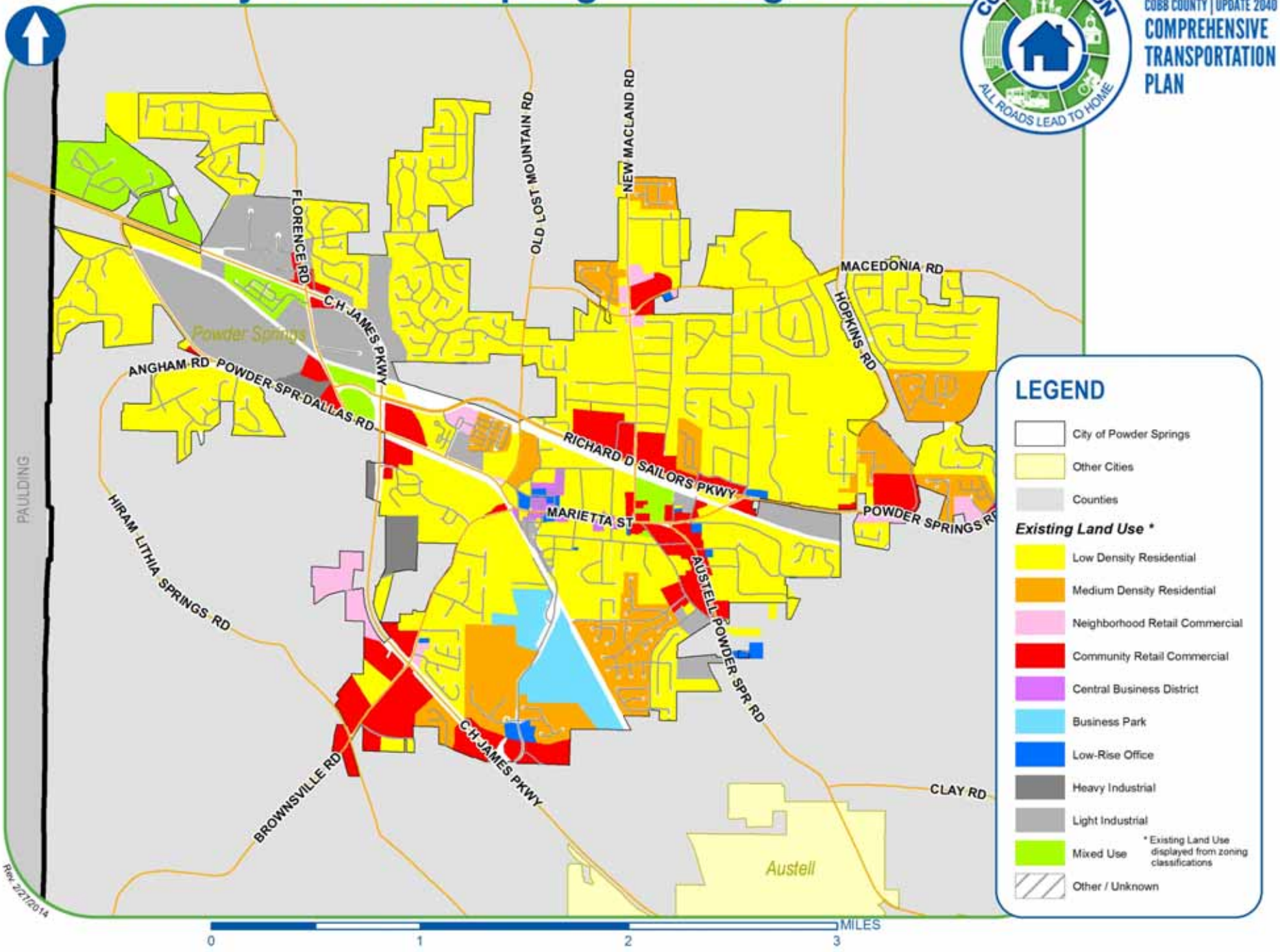
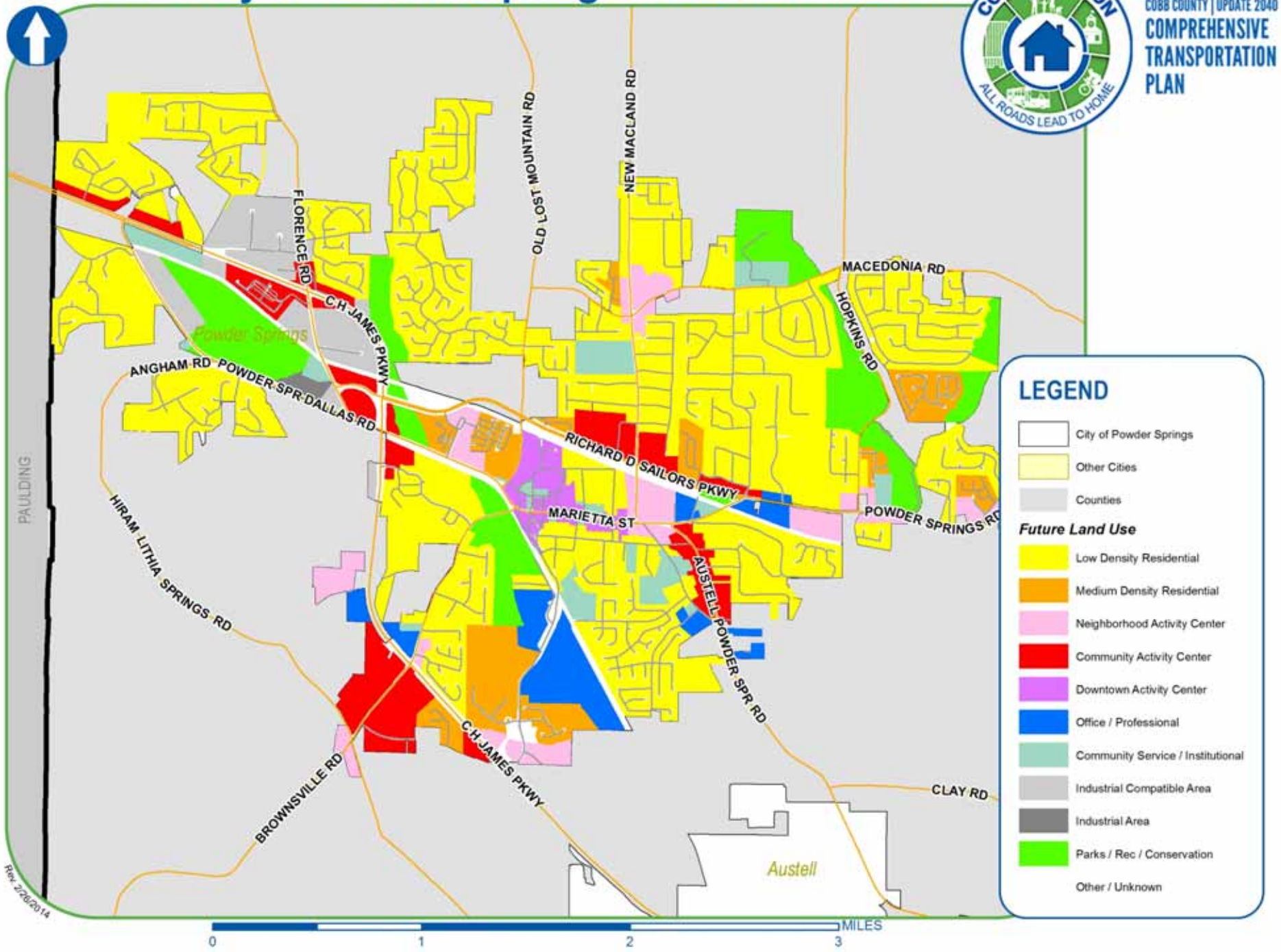


FIGURE 15 | City of Powder Springs Future Land Use



system, latent and induced demand can make improvements in travel less than desired. Latent demand is the existing pent-up demand for travel; travel that is desired but unrealized because of constraints. Induced demand is the demand that is generated because of improvements to the transportation system, colloquially referred to as "build it and they will come." Examples of traffic growth from induced demand include shifts in trip time, changes in route or destination, shifts from shared modes to driving alone, new or longer trips to existing locations, and trips generated by the new development attracted to the improved corridor. Induced demand is important because of its impacts the level of service of the facility as well as the cost-benefit calculation for the improvement. Transportation demand in Cobb will continue to grow which drives the need to weigh the costs (increased fuel consumption, emissions) against the benefits (increased mobility, economic gain).

Adequacy of Transportation Facilities to Serve Land Uses

Cobb County is both an urban and suburban county where both the economic base and the built environment vary greatly across the county. The eastern half of the county is more established and has experienced more redevelopment in recent years. The western half of the county is less developed and experiences development pressure due to the availability of land. The land use framework and subsequent regulations have the ability to improve or reduce transportation efficiency.

The communities of Cobb are diverse, and the various community trends yield a range of transportation conditions as well as a range of transportation demands. For example, the downtowns of Kennesaw, Powder Springs, and Acworth have different pedestrian demands than the Cumberland and Town Center areas. These cities seek to connect their historic downtowns with older residential neighborhoods and provide connections to new commercial activity adjacent to the downtown. Cumberland and Town Center are major employment centers for the region and attract a large daytime population. Pedestrian demands in these areas focus on providing safe, and convenient alternative connections to the automobile that attract compatible commercial activity that encourage individuals to stay longer outside of the normal working hours.

As Cobb County continues to grow, more emphasis will be on infill development, redevelopment, and revitalization. Land use and transportation are key components in meeting the desired future development scenario of the county. ARC's Unified Growth Policy Map (UGPM) designates the I-75 corridor as a mega corridor which is defined as a regional employment center and has some of the densest development outside of the metro Atlanta core. The I-75 corridor connects several regional centers including Cumberland, Franklin and Delk Roads, Dobbins/Lockheed Martin, and Town Center. In general, the land use policies focus on promoting development and future growth where there is current transportation infrastructure along major corridors and at major intersections. Dense, appropriately scaled mixed

use development proposed along these corridors and at major intersections also calls for increased connectivity, access management, and infrastructure for alternative transportation modes.

As stated previously, land use patterns affect accessibility. The future land use pattern of the study area focuses on infill and redevelopment in activity and employment centers, town centers and along major corridors to maximize efforts on preservation of existing rural areas and established residential communities. This can be seen at both the local and regional planning levels. Locating residents, services, and activities, in close proximity to one another typically results in residents that drive 20 to 40 percent less and walk, bike, and use public transit two to four times more than they would if located solely in a suburban location. Residents located in a suburban location which has less accessible land use and fewer travel options drive 20 to 40 percent less than those in a rural location.[27] However, both suburban and rural areas can incorporate features into their communities that increase accessibility and diversity in transportation and travel modes, such as sidewalks, bike lanes, mix of appropriate land uses, and connectivity.[27]



Incorporating sidewalks and multi-use trails can increase accessibility and diversity in the transportation system. Photo: Spring Road Trail.

For this reason, it is important to ensure that bicycle and pedestrian needs are met where appropriate, such as around transit, development nodes, schools, and urban and suburban neighborhoods. Future development patterns outlined in the future land use map point to the significance of accessibility and mobility along key corridors and nodes.

For example, a key travel corridor is the Cobb Parkway (US 41) corridor where there is a substantial amount of dense development. There are also significant transit needs along the I-75/US 41 corridor. A large segment of the region's office space is located in this corridor (35 million square feet), including the office markets in Cumberland, Kennesaw, and Marietta. This office market is supported by quality, affordable housing options in the county, providing excellent access to a large pool of skilled labor within a 45-

27. Litman, Todd (July 2012). *Land Use Impacts on Transport: How Land Use Factors Affect Travel Behavior*. Victoria Transport Policy Institute.

minute radius. Both the I-75 and US 41 corridors are ranked among the top congested corridors in the region and it is estimated that commute times will increase by as much as 64 percent in peak commuting times. Future land use plans call redevelopment in the corridor to take the form of infill, compact, mixed use development. Changing land use patterns and increased congestion in the corridor indicate there is potential for significant transit use if such alternatives were available. Encouraging connectivity, access management, and alternative transportation modes along the corridor and within nodes will be important to future development and infrastructure investment. The placement and design of mixed use development needs to align with transportation investments to capture the benefits of shorter and fewer trips, accessibility, and connectivity.

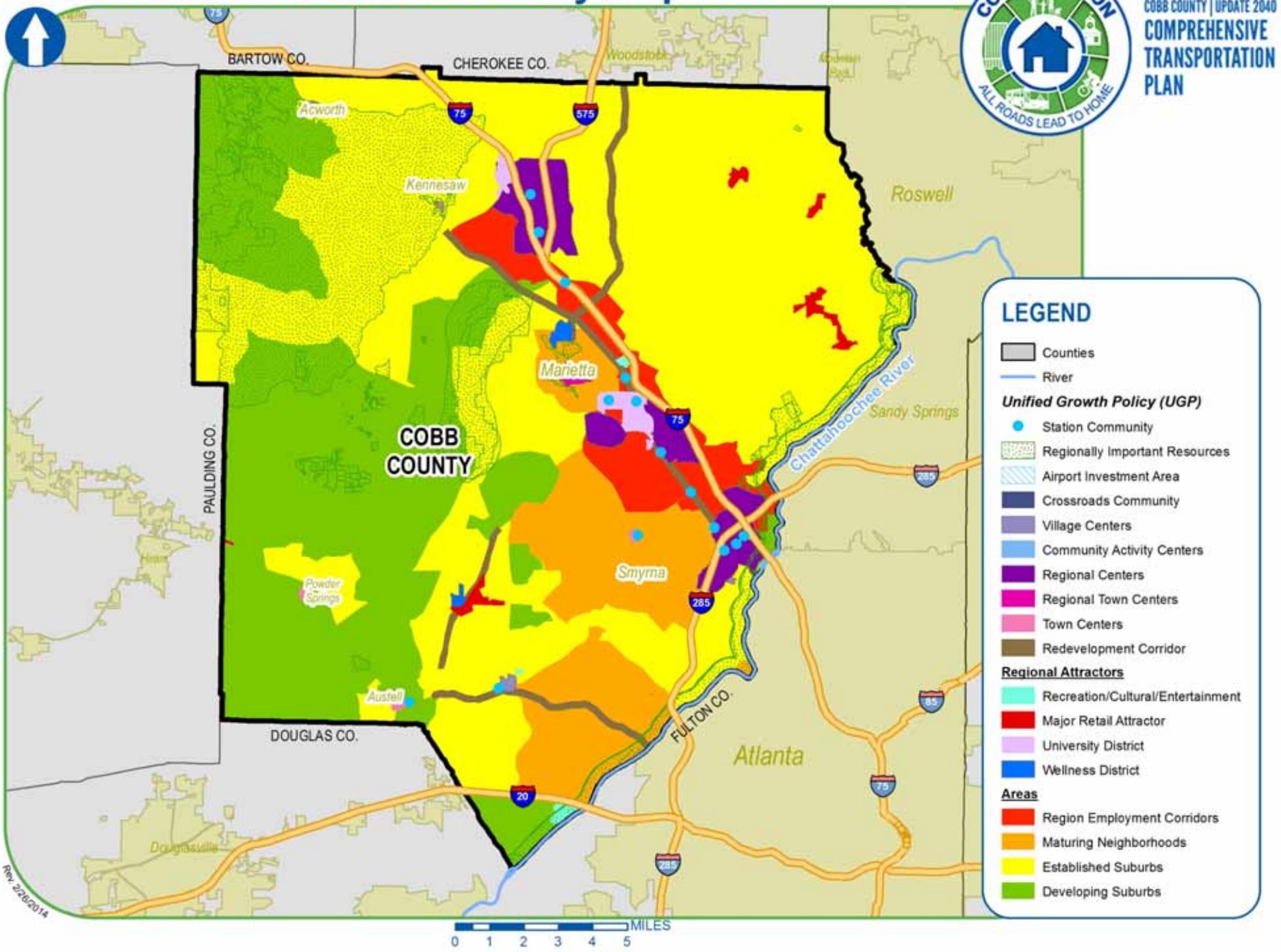
Another key corridor, Dallas Highway, is planned to develop with appropriately scaled commercial and residential areas to preserve the current suburban and rural residential housing, as it serves as one of the major east-west corridors, connecting Paulding County to I-75. The corridor has been experiencing growth pressures due to the availability of large greenfield lots. Providing bike and pedestrian facilities where appropriate in the denser nodes, along with appropriate access management will be important to preserving the function and mobility of the corridor and to serving the land uses, as described in the county's comprehensive plan.

Unified Growth Policy Map

The ARC Regional Development Guide within PLAN 2040 contains a Regional Development map called the Unified Growth Policy Map (UGPM). The UPGM is shown in Figure 16: Unified Growth Policy Map. The Regional Development Guide defines regional areas and places, and includes narratives, pictures, specific desirable land uses, and implementation priorities for the region. The UGPM is intended to highlight existing growth patterns and provide guidance for future development patterns. The UGPM is made up of areas (predominant land use patterns throughout the region) and places (concentrated uses that have generally defined boundaries and provide greater detail within Atlanta).

In the UGPM, Cobb County is mainly comprised of developing suburbs and established suburbs with some maturing neighborhoods, a large environmental area surrounding Lake Allatoona, and a regional employment corridor along I-75. The I-75 corridor contains some of the densest development outside of the core of the Atlanta region. In Cobb County, the I-75 regional employment corridor connects various regional centers such as Town Center, Franklin and Delk Road area, Cumberland, and Lockheed/Dobbins. Areas considered maturing neighborhoods, such as the Marietta, Symrna, and Mableton areas, are characterized by older neighborhoods with single- and multi-family development that is denser than in established suburbs. Areas considered established suburbs cover much of the unincorporated portion of Cobb County such as East Cobb, which are characterized by strip commercial

FIGURE 16 | Unified Growth Policy Map



development and single-family subdivisions. Many parts of western Cobb County, including the areas surrounding Powder Springs and Lake Allatoona, are considered developing suburban areas.

The UGPM also defines places; regional centers in Cobb County include: Town Center, Franklin and Delk Road area, Cumberland, and Lockheed/ Dobbins where people travel for employment, shopping, and entertainment. These areas are often characterized by a jobs-housing imbalance and can benefit from the expansion of housing options particularly around existing or proposed transit corridors. The only regional town center in the county – the City of Marietta – is a large town center that contains a high concentration of jobs. Local plans and policies should aim to establish Marietta as an accessible mixed-use center that contains employment, retail, residential, and cultural amenities. Within Cobb County, there are five town centers: Powder Springs, Austell, Smyrna, Kennesaw, and Acworth. Typically, town centers are traditional small towns that do not contain a high concentration of jobs. Local policies within town centers should aim to encourage additional density and infill development and connections to the regional transportation network. Developed on a smaller scale than town centers, Vinings and Mableton are considered village centers and should aim to increase densities while still maintaining a smaller scale than town centers. Station communities are a specific place type for areas within a one-half to one mile radius of an existing or planned transit station where the encouragement of transit-supportive development may be considered. There are fifteen station communities within Cobb County that include: Akers Mill, Austell, Bells Ferry, Busbee, Cobb Energy Center, Cumberland North, Cumberland Transfer Center, Dobbins, Mableton, Marietta, Roswell Road, Smyrna, Southern Polytechnic, Town Center, and Windy Hill Road.

University districts, recreation districts, wellness districts, major retail districts are some of the major place categories identified by the UGPM. University districts in Cobb County include Kennesaw State University and Marietta University Enhancement District. Cobb County contains several recreation amenities and districts including Six Flags over Georgia theme park, Mablehouse Amphitheater, White Water/American Adventures theme park, and the Cobb Energy Performing Arts Center. The recreation districts are considered good locations to focus additional growth to attract related uses. Two wellness districts are located within Cobb County: the area surrounding the Wellstar Kennestone Hospital in Marietta and the area surrounding the Wellstar Cobb Hospital in Austell. Major retail districts in the county include Cobb-Austell, Johnson Ferry Road – Roswell Road, Shallowford Road – Johnson Ferry Road, and Johnson Ferry Road – Sandy Plains Road, which are typically comprised of retail and commercial land uses that serve surrounding residential land uses.

Several regional parks are located throughout the county including the Kennesaw Mountain National Battlefield Park, the Sope Creek Park Area, and many park areas along the Chattahoochee River and around Lake Allatoona. Additionally, within the county, there are two airports, Dobbins Air Force Base and the Cobb County Airport – McCollum Field, and two large

industrial/logistics areas, the I-20/West-Fulton Industrial/SR 6 area and the Austell rail yard.

Developments of Regional Impact

Developments of Regional Impact (DRIs) are proposed developments that exceed size and/or density thresholds established by the State. Because of their size, DRIs are considered to have regional significance and therefore, are reviewed by ARC as the designated Regional Commission. DRIs are also reviewed by the Georgia Regional Transportation Authority (GRTA) specifically for the impact on the surrounding transportation system. GRTA issues a Notice of Decision that may include conditions that must be completed by build-out of the development. It is up to the local government to determine whether conditions are completed through a local government program or by the developer. Some typical conditions include building sidewalks along property frontage, adding turn lanes at nearby intersections, and limiting or designating where access points can be located. If conditions are not met by build-out of the DRI, the state can withhold transportation dollars from the jurisdiction. The locations of DRIs are significant because they show where large regional developments are planned, in construction, or recently completed. In the past 10 years since 2004, there have been 30 DRIs in Cobb County. Table 23: Developments of Regional Impact in Cobb County on page 57 includes the details of each of these DRIs in Cobb County and Figure 17: Developments of Regional Impact on page 68 depicts the locations of all of the DRIs within Cobb County since DRIs began being reviewed.

FIGURE 17 | Developments of Regional Impact

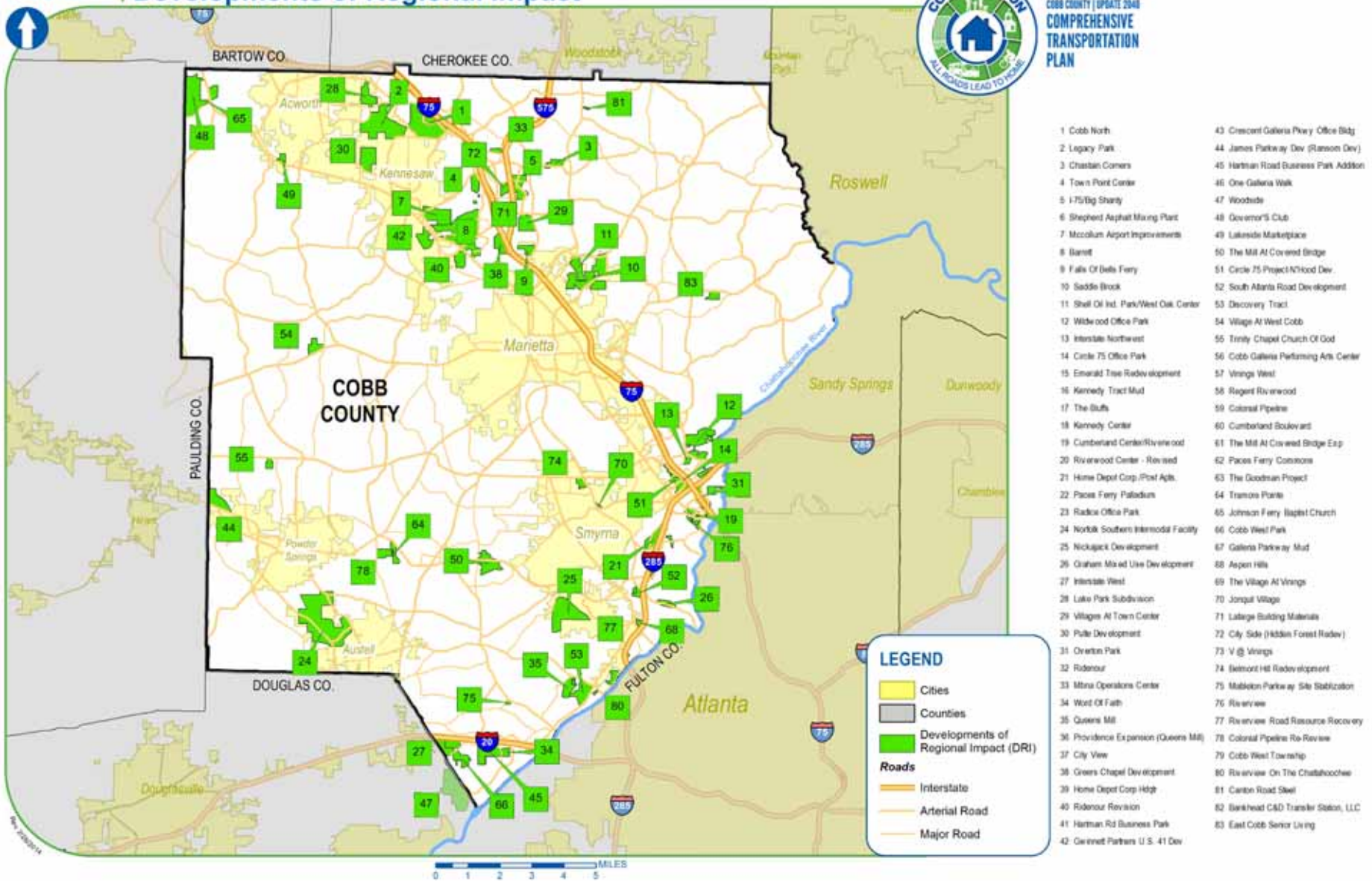


Table 23: Developments of Regional Impact in Cobb County (2004-2013)			
DRI #	DRI Name	Year	Proposed Use
533	The Mill at Covered Bridge	2004	Mixed use including attached and detached residential with commercial
577	South Atlanta Road Development	2004	200,000 s.f. of commercial space w/ 520 attached and detached residential units
605	Discovery Tract	2004	Retail/residential (65,000 s.f. and 32 townhomes) and 170 townhomes & 161 sf homes.
608	Circle 75 Project	2004	1,885 condominium units on +/- 50 acres
668	Trinity Chapel Church of God	2004	Increase parking spaces from 717 to 1,557 spaces for expansion of church on 52.377 acres
681	Cobb Galleria Performing Arts Center	2004	Mixed-use with a 2,500 seat performing arts center, 375,000 s.f. office, and 300 residential units
734	Vinings West	2005	The addition of 85,000 s.f. of office/retail and 20 residential units to a DRI previously approved.
743	Regent Riverwood	2005	210 res. units, 21,500 retail, 525,000 highrise office, 646 highrise res. units, 34,000 retail
824	Cumberland Boulevard	2005	614 residential units (400 condominium units and 214 rental multi-family units)
825	Paces Ferry Commons(Alta Vinings)	2005	Mixed-use with 32,000 s.f. of retail space with 173 condominium units and 80 townhouse units
832	Colonial Pipeline Company	2005	Five bulk storage tanks that would contain 540,000 barrels of petroleum
911	The Mill at Covered Bridge	2005	Expansion of previous DRI. 65,000 s.f. of additional retail to previously approved mixed use DRI
944	Whisper of the River	2005	Mixed use with 500 res. units, 345,000 s.f. commercial, 70,000 s.f office, 70,000 s.f. fitness center.
1110	Cobb West Park	2006	1,129,700 s.f. of warehouse and distribution
1112	Tramore Pointe	2006	Mixed use consisting of 450,000 s.f. office, retail, hotel, church, and industrial uses.
1239	Johnson Ferry Baptist Church	2006	Mixed use with 400,000 s.f church, 380,000 s.f. medical and prof. office, and 140,000 s.f of retail.
1327	Galleria Parkway Mixed Use Project	2007	Mixed use with 400,000 s.f. office, 50 condo units, 155,000 s.f. hotel, and 35,000 s.f. retail.
1352	City Side at Town Center	2007	2,700 res. units; 287 hotel rooms; 102,000 civic; 307,000 s.f. retail space; 307,000 s.f. office space
1353	Aspen Hills Redevelopment	2007	416,180 s.f. of retail
1439	The Village at Vinings	2007	Mixed use development consisting of retail, resturants, offices, senior living, and condos
1509	LaFarge Building Materials, Inc.	2007	Construction of a concrete batch plant.
1625	V at Vinings	2007	Mixed use with 600,800 office, 78,000 retail, 150 senior housing units, 300 res. units
1700	Mableton Parkway Site Stabilization	2008	An inert landill for asphalt, concrete, rock, and dirt.
1789	Colonial Pipeline Company	2008	Expand petroleum storage facililty with 8 new storage tanks; 1.74 million more petroleum barrels
1933	Riverview	2008	Mixed-used with 105,000 s.f. retail, 200,000 s.f. office and 240 res. units
2022	Riverview Road Resourses	2009	Recycling resource recovery and transfer station
2152	Review on the Chattahoochee	2010	Mixed use development on 87.605 acres with 240,000 s.f. commercial and 2,180 res. units
2190	Canton Rd processing &transfer station	2011	Storage, processing, & transfer of recycled and scrap steel, metal, and iron utilizing railroad spur
2236	Bankhead C&D Transfer Station, LLC	2011	Expansion of C & D waste transfer station to include MSW.
2351	East Cobb Retirement Community	2013	Senior living project with 837 independent living units, 150 suite health center, & common area
Source: Atlanta Regional Commission			

TRANSPORTATION

Travel Patterns

Determining transportation system needs requires an understanding of where people are traveling to and from as well as what mode of transportation they are using to get there. As commuting to and from work makes up a substantial portion of daily trips, journey to work data compiled by the U.S. Census Bureau was used to analyze where study area residents are commuting to and where employees that work in the study area are commuting from as well as the modes of transportation they are using. All data in this section is from the year 2011, the most recent year available, unless otherwise noted.

Where do Cobb Residents Work?

Based on census data, residents of Cobb County are commuting to jobs throughout metropolitan Atlanta. The top five cities that Cobb County residents are commuting to jobs in are as follows:

- City of Atlanta: 47,607 trips, or 16.7 percent of all outbound commute trips
- Marietta: 25,434 trips, or 8.9 percent
- Sandy Springs: 16,515 trips, or 5.8 percent
- Alpharetta: 9,044 trips, or 3.2 percent
- Smyrna: 7,716 trips, or 2.7 percent

In addition to the above municipalities, the following areas stand out as top employment destinations for Cobb County residents:

- Town Center Area
- The I-75 and Cobb Parkway (US 41) corridors (within Cobb and also including Buckhead, Midtown Atlanta, Downtown Atlanta, and Hartsfield-Jackson International Airport)
- The I-285 corridor (including Vinings, Cumberland, and the Central Perimeter)
- Dobbins Air Reserve Base
- Emory University/Centers for Disease Control

Both I- 75 and I-285 serve as critical connections between study area residents and jobs, as does Cobb Parkway (US 41) and to a lesser extent South Cobb Parkway (SR 380).

Figure 18: Job Locations on page 72 shows job density where Cobb County residents work.

Where do those employed in Cobb County live?

The home locations of people who work in Cobb County are quite diffuse

and spread throughout metropolitan Atlanta. The top five cities that people employed in Cobb County are commuting from are:

- City of Atlanta: 15,386 trips, or 5.1 percent of all inbound commute trips
- Marietta: 9,050 trips, or 3.0 percent
- Smyrna: 7,666 trips, or 2.5 percent
- Kennesaw: 5,767 trips, or 1.9 percent
- Mableton: 4,794 trips, or 1.6 percent

In addition to the above municipalities, the following areas stand out as top residential locations for people employed in Cobb County:

- Town Center Area
- The I-75 and Cobb Parkway (US 41) corridors
- East Cobb
- West Cobb and eastern Paulding County
- Southern Cherokee County
- Douglas County
- The Georgia 400/SR 9 corridors (including Alpharetta, Roswell, Sandy Springs, and Buckhead)
- Midtown Atlanta



Photo: CCT Riders

Figure 19: Residence Locations on page 73 shows residence density of those people who are employed in Cobb County.

FIGURE 18 | Job Locations

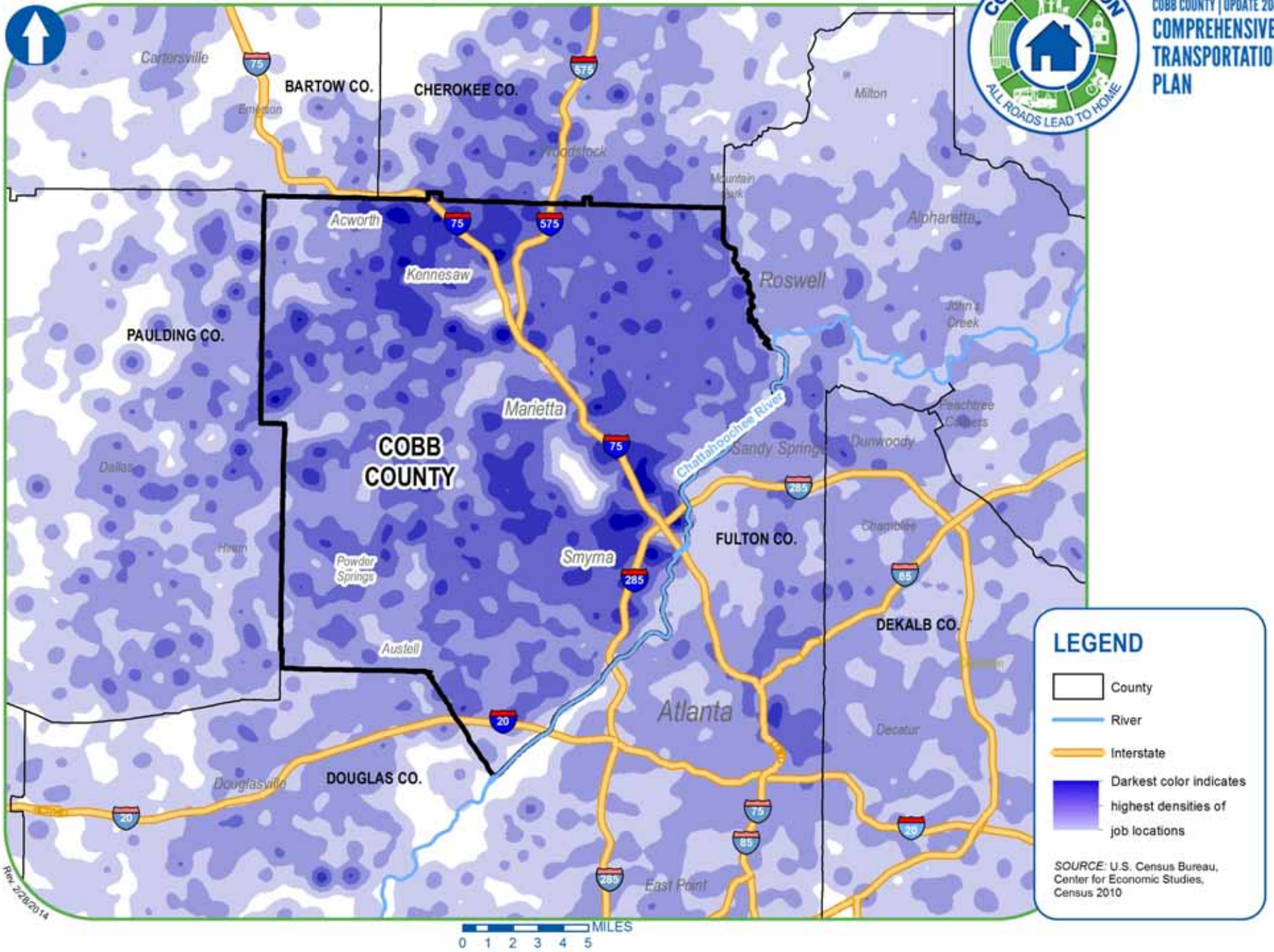
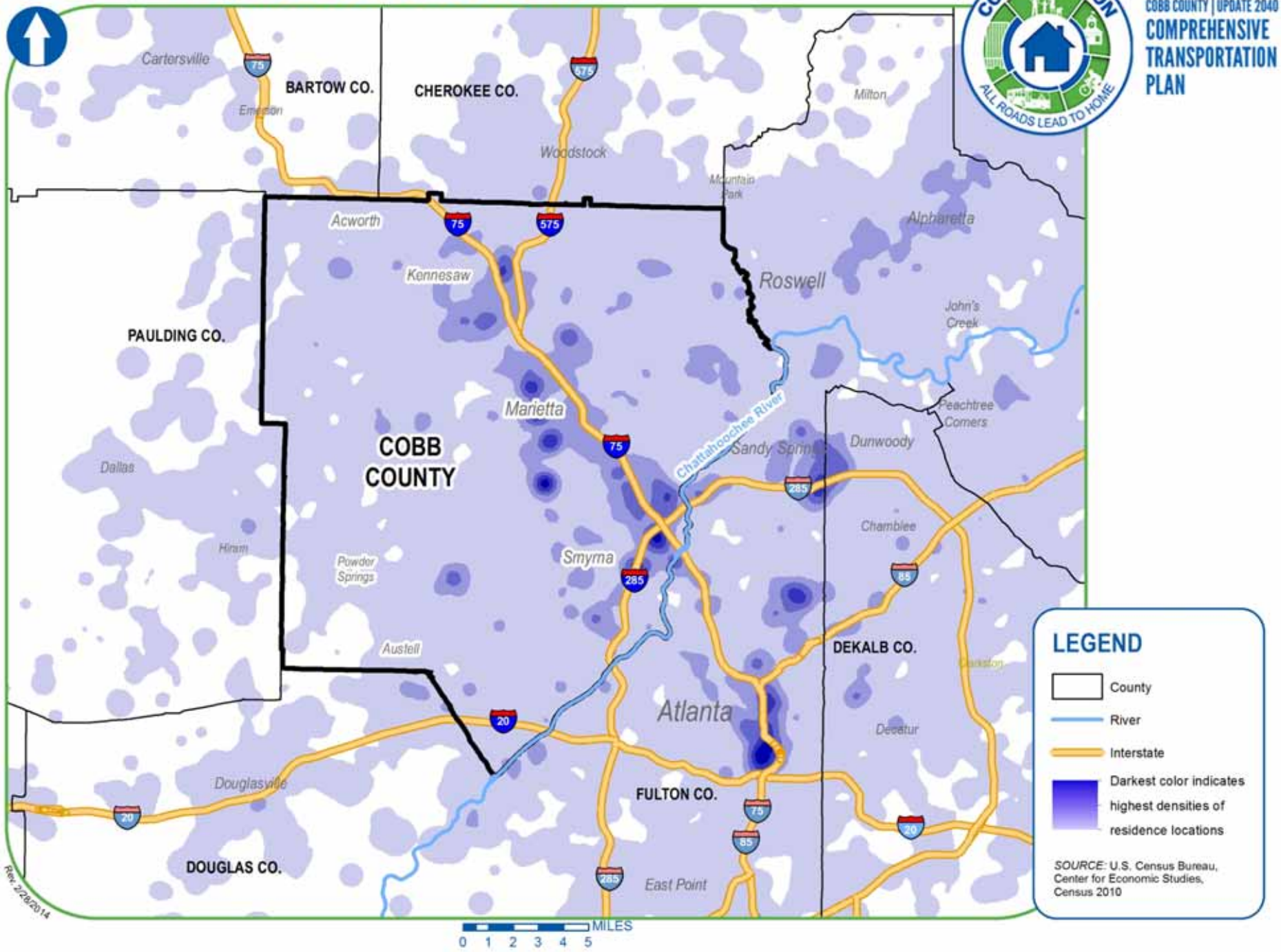


FIGURE 19 | Residence Locations



Interstates 75, 285, and 20 all serve employees in Cobb County who are commuting both within and from outside the county. Cobb Parkway (US 41) and South Cobb Parkway (SR 280) are also important facilities for commuters, as is Roswell Road (SR 120). I-575 is also an important commuting route, although to a lesser extent.

Mode Share

An understanding of the modes of transportation commuters are currently using on their journey to work is necessary to determine what types of transportation improvements will best serve commuters. The following sections look at current mode share in Cobb County (the entire study area) and also broken out into unincorporated Cobb County and the six cities. All mode share data is from 2010, the most recent year available, unless otherwise specified.

While single-occupancy vehicle (SOV) mode share is the majority throughout the study area, Cobb County is diverse and the percentage of SOV, high-occupancy vehicle (HOV) and public transit varies throughout. Generally, SOV mode share is highest outside of Marietta and conversely HOV and public transit mode shares are the highest in Marietta. Transit mode share is likely impacted by the availability and level of CCT service. Table 24: Journey to Work Mode Split (2010) shows the mode share for all areas in Cobb County.



Photo: I-285.

Table 24: Journey to Work Mode Split (2010)

	Single Occupancy Vehicle	High Occupancy Vehicle	Public Transit
Cobb County	80.7%	9.7%	1.6%
Unincorporated Cobb	81.3%	9.3%	1.1%
Acworth	82.7%	10.4%	2.1%
Austell	80.4%	14.1%	1.2%
Kennesaw	83.7%	9.3%	1.0%
Marietta	70.8%	14.9%	4.9%
Powder Springs	84.4%	9.7%	0.2%
Smyrna	82.6%	7.1%	2.5%

Source: U.S. Census

In general, the SOV mode share in the study area is quite high:

- 80.7 percent SOV mode share for all of Cobb County
- Metropolitan Atlanta SOV mode share is slightly lower at 77.5 percent
- The U.S. has an SOV mode share of 76.0 percent
- Unincorporated Cobb County has an SOV mode share of 81.3 percent, slightly higher than the study area as a whole

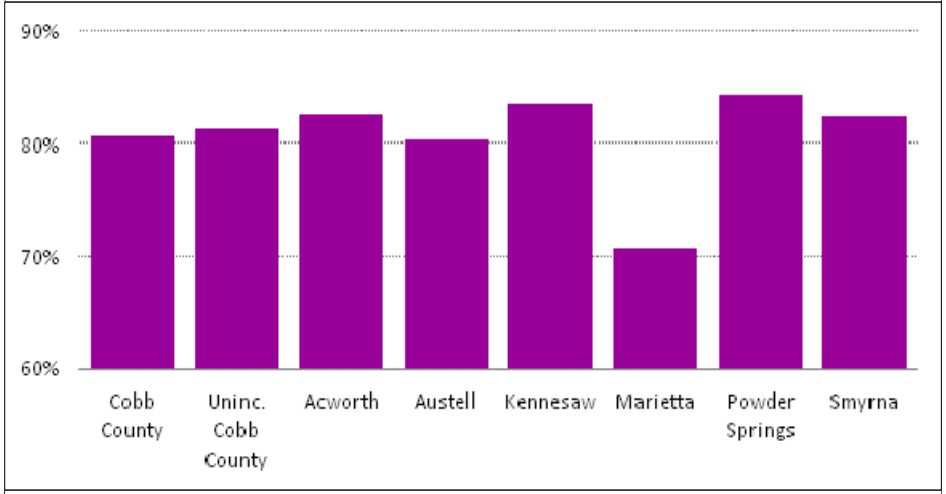
The top three jurisdictions in the study area with the highest SOV mode share are:

- Powder Springs at 84.4 percent
- Kennesaw at 83.7 percent
- Acworth at 82.7 percent

Only Marietta and Austell have SOV mode shares below the study area average. Additionally, Marietta is the only city with a mode share below metropolitan Atlanta. Table 25: Journey to Work SOV Mode Share (2010) shows the SOV mode share for all areas. Please note the figure starts at 60 percent to better show the differential in SOV mode share between the areas.

Based on the SOV mode share data, a substantial number of study area commuters would benefit from roadway improvements. Even though Marietta has the lowest number of SOV commuters, they are still a majority of the mode share.

Table 25: Journey to Work SOV Mode Share (2010)



Source: U.S. Census

Overall, HOV mode share in the study area is in line with metropolitan Atlanta as a whole. However, the HOV mode share varies throughout the study area.

- 9.7 percent is the HOV mode share for all of Cobb County
- Metropolitan Atlanta HOV mode share, at 10.8 percent is slightly higher than the study area
- The U.S. has an HOV mode share of 10.4 percent

- The unincorporated Cobb County HOV mode share of 9.3 percent is slightly lower than the study area as a whole

The jurisdictions in the study area with the highest HOV mode share are:

- Marietta at 14.9 percent
- Austell at 14.1 percent
- Acworth at 10.4 percent

Marietta and Austell are the only two jurisdictions in the study area with an HOV mode share higher than metropolitan Atlanta as a whole. Additionally, the top three jurisdictions are also the only ones with an HOV mode share greater than the study area average. Table 26: Journey to Work HOV Mode Share (2010) illustrates the HOV mode share for all areas.

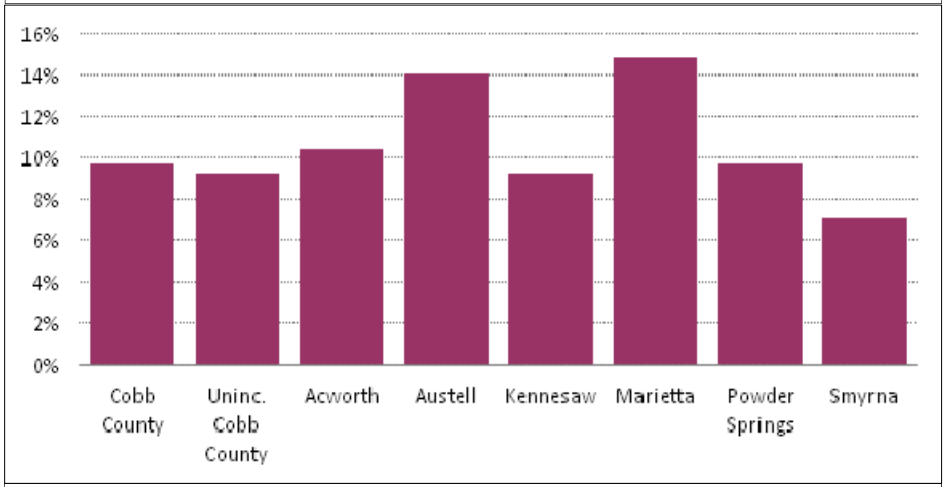
Commuters in Marietta and Austell would benefit the most from HOV improvements. However, with the exception of Smyrna, all jurisdictions in the study area, and Cobb County as a whole, have an HOV mode share above 9 percent, so HOV improvements would benefit commuters throughout the study area.

Public transit mode share in the study area is quite low:

- 1.6 percent is the transit mode share for all of Cobb County
- At 3.4 percent, the metropolitan Atlanta transit mode share is slightly more than double than Cobb County
- The U.S. has a transit mode share of 4.9 percent
- Unincorporated Cobb County has a transit mode share of 1.1 percent, 31 percent lower than the study area as a whole

The top three study area jurisdictions with the highest transit mode share are:

Table 26: Journey to Work HOV Mode Share (2010)

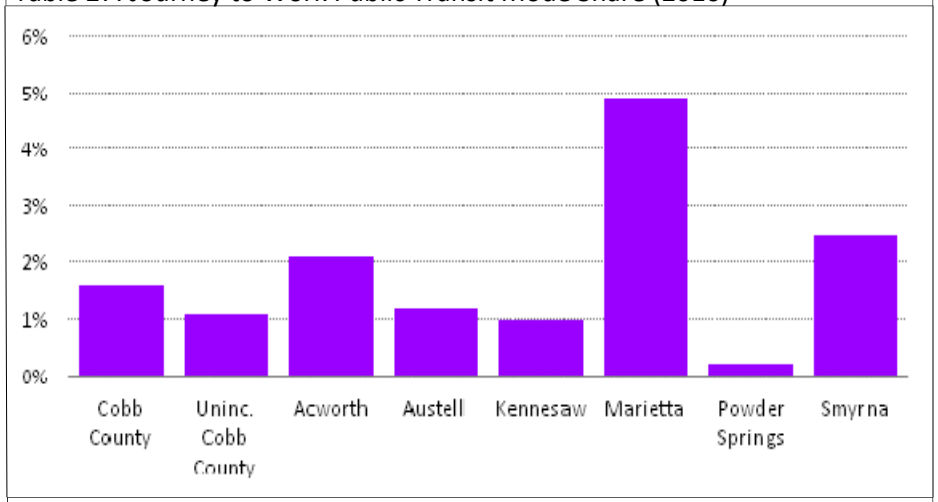


Source: U.S. Census

- Marietta at 4.9 percent
- Smyrna at 2.5 percent
- Acworth at 2.1 percent

Marietta is the only jurisdiction in the study area with a transit mode share above metropolitan Atlanta as a whole. Additionally, the top three jurisdictions are also the only ones with a transit mode share greater than the study area average. Table 27: Journey to Work Public Transit Mode Share (2010) shows the transit mode share for all areas.

Table 27: Journey to Work Public Transit Mode Share (2010)



Source: U.S. Census

Marietta and Smyrna commuters would benefit the most from transit improvements. However, the study area as a whole and the jurisdictions with low transit mode share represent potential opportunities to capture riders through improved or new transit service.

Needs Assessment: Journey to work Summary

Because a substantial number of metropolitan Atlanta residents call Cobb County home and its high number of employers that draw from the regional labor market, Cobb County experiences a significant number of outbound and inbound commuters. Transportation investments made in Cobb County will serve both county residents and employees from around metropolitan Atlanta who have jobs in the county.

Based on the analysis of current commute mode shares in Cobb County, there is a need to invest in a multi-modal transportation system to serve all users. While the SOV and HOV commute mode shares are currently much higher than the transit mode share, the analysis of job locations for Cobb County residents and residence locations for workers employed in Cobb County indicate that a substantial percentage of commuters are traveling to fairly defined areas. Transit services could potentially serve these commute flows, especially between Cobb County and the City of Atlanta.

Vehicular Facilities

The following sections will discuss the existing road conditions related to safety, congestion, volume to capacity, and travel time index.

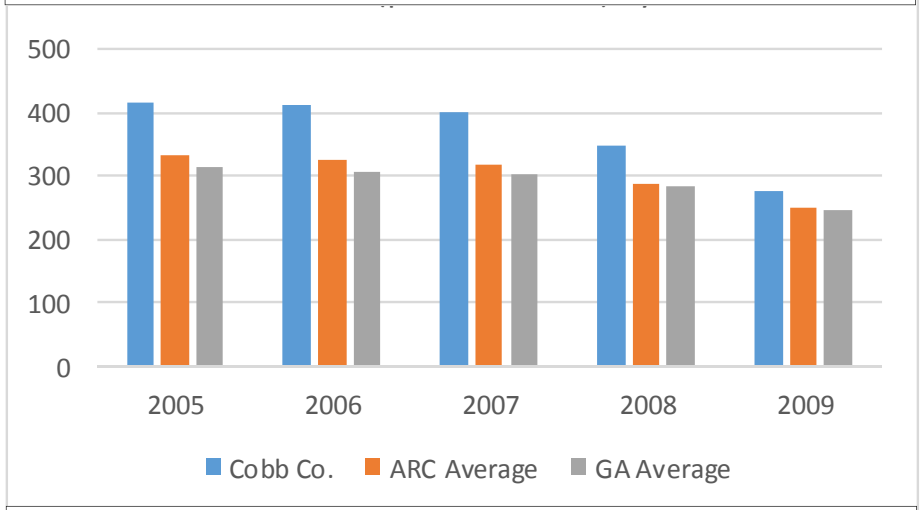
Existing Conditions: Safety

Public safety on a transportation facility should be monitored and improved if crash statistics suggest that there is a recurring trend. Law enforcement and emergency responders report all vehicular crashes to a database where information such as crash location, severity, and weather conditions are stored. Crash information from 2009 is the latest currently available for analysis. The state switched from the Critical Analysis Reporting Environment (CARE) system to the Georgia Electronic Accident Reporting System (GEARS) in 2009. The information collected and stored in the GEARS database for 2010-2013 was not available for use at the time that this document was prepared.

From 2005 to 2009, crash rates (crashes per 100 million vehicle miles traveled) in Cobb were 7-10 percent higher than the 10-county metro Atlanta region average. Cobb County rates also steadily declined from 2005 to 2009, a 34 percent reduction.

A similar trend can be seen when comparing crash rates for Cobb County and the state of Georgia. In 2005, Cobb County crash rates were over 30 percent higher than the state average. It is important to note from 2005 to 2009, while the yearly crash rate for Cobb has been higher than the statewide average, it has shown a reduction each year so that in 2009, the county rate was only 11 percent higher. Table 28: Crash Rates by Year illustrates the comparison of crash rates between Cobb County, ARC and statewide data.

Table 28: Crash Rates by Year (per 100M VMT)



Source: Critical Analysis Reporting Environment (CARE) database

Fatal crashes have not seen as much of a reduction as the overall crash rates have; however, the number of fatal crashes in 2009 was halved relative to the previous four years. Table 29: Fatalities Resulting from Vehicular Crash-

es shows the relationship between fatal and non-fatal vehicular crashes. The reduction in both crash rates and fatal crashes is encouraging and efforts should be maintained to continue improving driver and pedestrian safety. Unpredictable characteristics such as driver behavior and inclement weather will always play a role in crash rates, but there are also measures which can be controlled that have been shown to effectively reduce this rate. These factors are commonly known as the 4 E's of safety: education, engineering, enforcement, and emergency medical services. County policy changes, increased police enforcement, advances in hands-free phone technology, and driver awareness may all be contributing elements to the drop in total crashes. This transportation plan update will identify problem areas, or hotspots, and provide recommendations based on the number and type of crashes occurring in each area. A variety of engineering improvements such as increasing driver sight distance, providing signalization, enhancing pedestrian crosswalks and constructing auxiliary lanes can be considered for implementation to improve driver safety.

Table 29: Fatalities Resulting from Vehicular Crashes

	2005	2006	2007	2008	2009
Fatal Crashes	64	61	50	61	31
Non-fatal Crashes	27,074	26,366	26,023	23,079	18,266
Total	27,138	26,427	26,073	23,140	18,297

In March 2012, ARC released *Cobb County: County Crash Profile Analysis in the Metropolitan Atlanta Region* in which it identified hotspot locations based on the total number of crashes along a given road segment. City streets which were represented in this report included:

- Village Parkway from Windy Hill Rd to Spring Rd in Smyrna
- Cherokee St, Mill St and Church St in downtown Marietta

County roads which exhibited high numbers of crashes included:

- Windy Hill Rd east and west of the I-75 interchange
- East-West Connector from Powder Springs Rd SW to Austell Rd
- Baker St and Shiloh St near the I-75 interchange with Cherokee St

State route corridor hotspots included:

- Cobb Parkway (US 41)
- Ernest W. Barrett Parkway from I-575 to Cobb Parkway (US 41)

The same crash profile document identified a list of intersections which were determined to be crash hotspots based on total number of crashes and crash severity. Table 30: ARC and Cobb DOT Intersection Hotspots on page 80 is a list of intersections with frequent crashes as identified by ARC and Cobb DOT, which also maintains a similar inventory. The ARC data suggests that intersections exhibiting high crash numbers do not necessarily have a corresponding high number of fatalities or serious injuries. Of the 4,294 crashes occurring at these intersections, 25 percent (1,004) involved an injury. The

Table 30: ARC and Cobb DOT Intersection Hotspots	
ARC	Cobb DOT
Barrett Pkwy at Cobb Pl Blvd	Austell Rd at East West Connector
South Cobb Pkwy at Windy Hill Rd	Barrett Pkwy at Cobb Place Blvd
Austell Rd at South Cobb Dr	Cobb Pkwy at Barrett Pkwy
S Cobb Dr at East West Connector	Windy Hill Rd at Circle 75 Pkwy
Cobb Pkwy at Barrett Pkwy	Barrett Pkwy at 1-75 NB Ramps
N Marietta Pkwy at Whitlock Ave	Powers Ferry at Interstate North Pkwy
Cobb Pkwy at Roswell St	Chastain at Barrett Lakes Blvd/Frey Rd
Cobb Pkwy at Pine Mountain Rd	Cobb Pkwy at 1-285 EB Ramps
Barrett Lakes Blvd at Chastain Rd	Veterans Memorial Hwy at Mableton Pkwy/Floyd Rd
Cobb Pkwy at S Marietta Pkwy	Dallas Hwy at Mars Hill Rd/Lost Mtn Rd
Cobb Pkwy at Spring Rd	Barrett Pkwy at Chastain Meadows Pkwy/Barrett Creek Blvd
Austell Rd at East West Connector	Atlanta Rd at South Cobb Dr
South Cobb Dr at Windy Hill Rd	Roswell Rd at Old Canton Rd
Powers Ferry at Interstate N Pkwy	Cobb Pkwy at 1-285 WB Ramps
Barrett Pkwy at Barrett Lakes Blvd	Barrett Pkwy at Busbee/Roberts Ct
Windy Hill at Interstate N Pkwy	Roswell Rd at Johnson Ferry Rd
Cobb Pkwy at Kennesaw Due West Rd	Chastain Rd at Busbee Pkwy
Dallas Rd at Barrett Pkwy	Barrett Pkwy at Dallas Hwy
Cobb Pkwy at Dallas Hwy	Windy Hill Rd at 1-75 NB Ramps
	Roswell Rd at Robinson Rd/East Lake

remaining 75 percent resulted in property damage only. The ARC and Cobb DOT hotspots are shown on page 84 in Figure 20: Crash Hotspot Locations.

Existing Conditions: Congestion

Targeting and managing congestion is a critical concern for any metropolitan area, as breakdowns in traffic flow can cause problems with mobility, safety, and user satisfaction.

Contributing factors to congestion are intensity, duration of congested conditions and extent of people affected by congestion. These elements are studied by the ARC as a part of its congestion management process (CMP). ARC released congestion data findings in the July 2010 Regional Snapshot and CMP documentation, identifying the top 10 percent most congested major roads in the metro Atlanta region. Additionally, I-75 North and South, I-285 North and South, and 1-20 East and West were identified as highly congested freeway facilities.

The three most congested facilities in Cobb County are:

- SR 120- Whitlock Ave/Dallas Hwy WB from the N. Marietta Parkway (SR 120) to Due West Rd
- SR 120- Whitlock Ave/Dallas Hwy EB from Due West Rd to the N. Marietta Parkway (SR 120)
- SR 5 Connector- Ernest Barrett Parkway SB from Interstate 75 to SR 120- Whitlock Ave/Dallas Highway

Other congested corridors within the county include:

- State Route 5/Austell Road

- Canton Road
- Cobb Parkway (US 41)
- Johnson Ferry Road
- Mars Hill Road/Lost Mountain Road
- Powder Springs Road
- Roswell Road (SR 120)
- Windy Hill Road

ARC currently uses travel demand model results to examine volume-to-capacity ratios. However, ARC is currently exploring the use of real-time speed data to better predict congestion along Atlanta's corridors.

Existing Conditions: Volume-to-Capacity Ratio

The traditional method used to determine whether a roadway is operating in congested conditions is to examine its volume-to-capacity (v/c) ratio. This ratio is a measure of the volume of cars per hour desiring to use a road versus that road's calculated capacity, or maximum throughput per hour. A road's capacity is determined by the number of lanes it has, lane width, the number of driveways along the road, and the median type, among other factors.

If a road can accommodate more vehicles per hour than are using it (v/c less than 1.0), traffic will be able to move at an acceptable rate. Alternatively, if a road's v/c ratio is above 1.0, it is an indication that the road's capacity is less than the amount of cars desiring to use it. This condition is characterized by



Photo: I-285 West at I-75.

increased delay and significant traffic jams, or queuing. Under these conditions, congestion management strategies should be implemented to reduce demand or to expand capacity. There are a variety of different strategies which can be implemented to relieve congestion:

- On freeway segments, ramp metering is an effective way to control the frequency of access to prevent overloading of a freeflow facility.
- New connections to shift traffic from more congested to less congested roads can be constructed if right-of-way is available.
- Traffic signals on important corridors can be coordinated to improve traffic advancement.

It is important to note that the applicability of each solution depends on the context of the problem and the source of congestion.

The v/c ratio can also be used to estimate a facility's level of service (LOS). The ARC travel demand model identifies the following LOS thresholds:

- LOS A-C are grouped into one category and are identified as roads operating acceptably with a v/c ratio equal to or less than 0.7.
- LOS D is considered an acceptable operating range, but is characterized by speed reductions and higher densities; roads operating with a v/c ratio greater than 0.7 but equal to or less than 0.84 fall into this level.
- LOS E is considered unacceptable for most facilities as demand is approaching a roadway's maximum capacity; roads operating with a v/c ratio greater than 0.84 but equal to or less than 1.0 fall into this level.
- LOS F roads are exceeding capacity for some portion of the day and experience severe delays, intersection queuing and reductions in vehicular mobility; any road with a v/c ratio greater than 1.0 is exceeding its current capacity and steps should be taken to reduce the v/c ratio.

Figure 21: Congested Corridors and Volume-to-Capacity Ratios on page 85 indicates the congested road network defined through the congestion management process and roads with LOS D or worse from a volume-to-capacity analysis using the ARC travel demand model.

Existing Conditions: Travel Time Index (TTI)

Recently, analysis techniques for measuring travel speeds along major corridors in the metro Atlanta region has been improved through the use of real-time data collection technology. Information is collected from sources such as probe vehicles, advanced traffic management systems (ATMS), and mobile devices to create a network of average travel speeds in real time. Any time someone uses their smartphone or personal GPS unit to see current traffic conditions, he or she is using a form of this speed data. Government agencies and other local and regional organizations are also beginning to use this data to help identify areas of congestion. For instance, the Congestion Management Plan (CMP) used by ARC to identify congested facilities will soon be modified to incorporate this new data source. The current CMP makes use of the volume-to-capacity values that are derived from the regional travel de-

mand model for the metro Atlanta area, which is less accurate than this field -measured data.

In order to determine the presence and severity of congestion, a performance measure, known as a Travel Time Index (TTI) is typically applied to the field-measured travel speed data. This is a ratio of the free-flow speed or posted speed limit over the actual travel time and serves as a measure of congestion. For example, a driver on a corridor with a posted speed limit of 50 mph that is exhibiting a TTI of 2.0 should expect to only be able to travel at 25 mph at that time (travel will take twice as long).

A facility LOS can be determined from these indices as well. Currently, the given range of LOS values as they relate to TTI are:

- LOS A-C exists along uncongested corridors; TTI ranges from 1.00 – 1.60.
- LOS D exists along corridors which are experiencing moderate congestion; TTI ranges from 1.61 – 1.80.
- LOS E and worse exists along corridors which are under severe congestion; TTI values greater than 1.81.

Figure 22: Congested Corridors and Travel Time Index on page 86 indicates congested roads identified through the congestion management process as well as roads with poor travel time indices based on ARC travel time data provided by NAVTEQ. It is important to note that there are major differences in the source of data presented in both figures. The v/c values are derived from a complex computer model of the region based on origins, destinations, and route choice, while TTI values are from field data collection. One observation made from comparing the figures is that the v/c is successful in identifying extended lengths of congestion, while TTI can be used to target specific segments that are operating below acceptable levels.

Existing Conditions: Roadway Characteristics

Figure 24: Roadway Functional Classification, Figure 25: Number of Lanes, and Figure 26: Pavement Conditions on pages 88-90 provide necessary existing conditions that will be useful when determining possible solutions to meet transportation needs. Figure 27: Average Annual Daily Traffic on page 91 shows traffic counts on major corridors.

Travel Corridor Performance Monitoring Plan

In 1997, Cobb County implemented a congestion performance monitoring plan that gives average corridor travel times on a yearly basis. The plan is a way for Cobb to monitor congestion levels and to appropriately respond to elevated areas of congestion. Data is gathered from vehicle runs that are made periodically throughout the year at peak rush hour times. The plan reviews 25 major corridors and provides a yearly LOS rating based on values from the Transportation Research Board's *Highway Capacity Manual 2010 Edition* and other sources. The latest report indicates that the county's corridors operate at an overall LOS of C. County-maintained corridor ratings are between A and D, while I-75 and I-575 operate at a peak hour LOS F. These values are based on travel times along the entire length of each corridor, and

FIGURE 20 | Crash Hotspot Locations

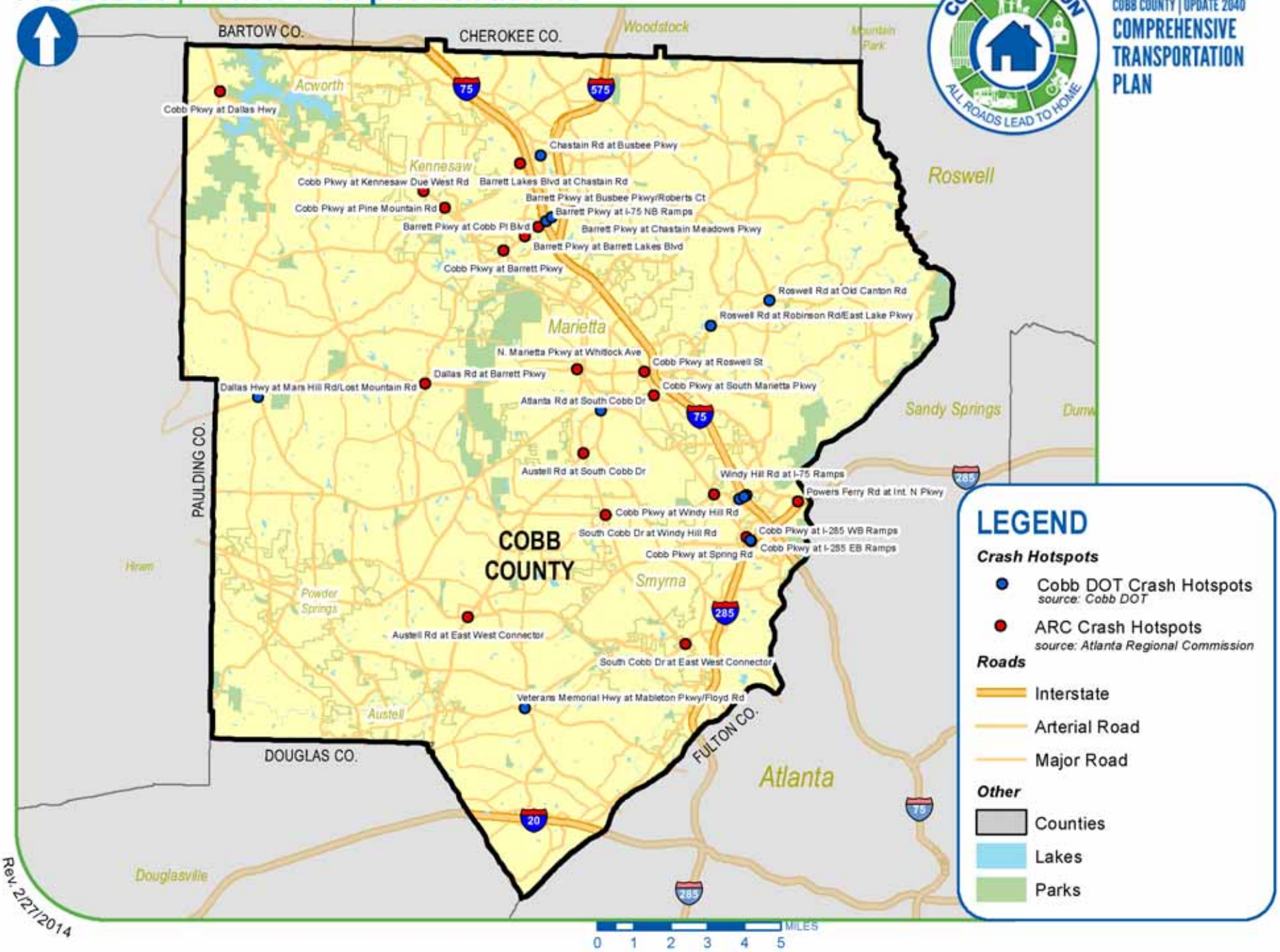
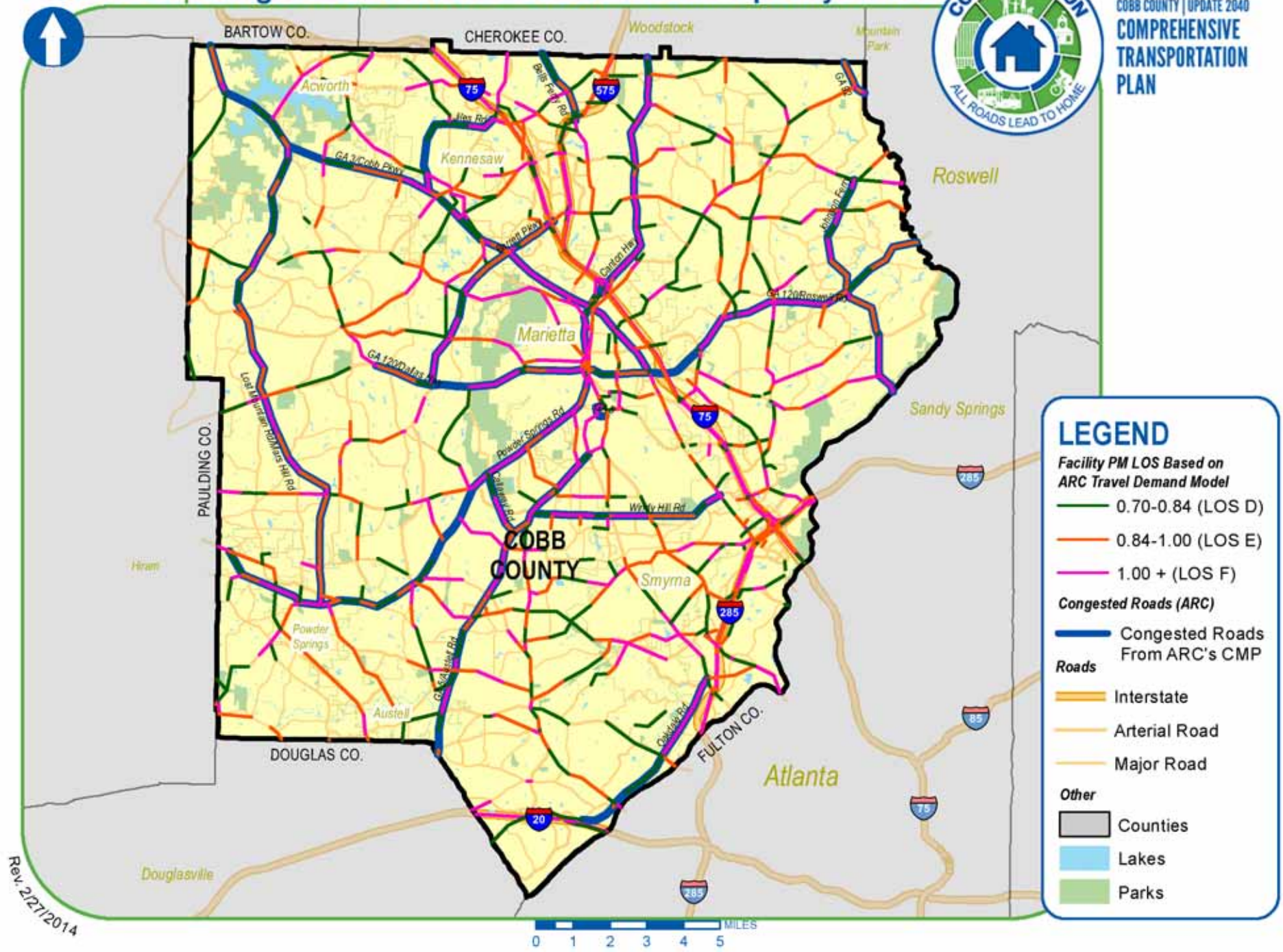


FIGURE 21 | Congested Corridors and Volume-to-Capacity Ratios



COBB IN MOTION
ALL ROADS LEAD TO HOME

COBB COUNTY | UPDATE 2040
COMPREHENSIVE TRANSPORTATION PLAN

FIGURE 22 | Congested Corridors and Travel Time Index

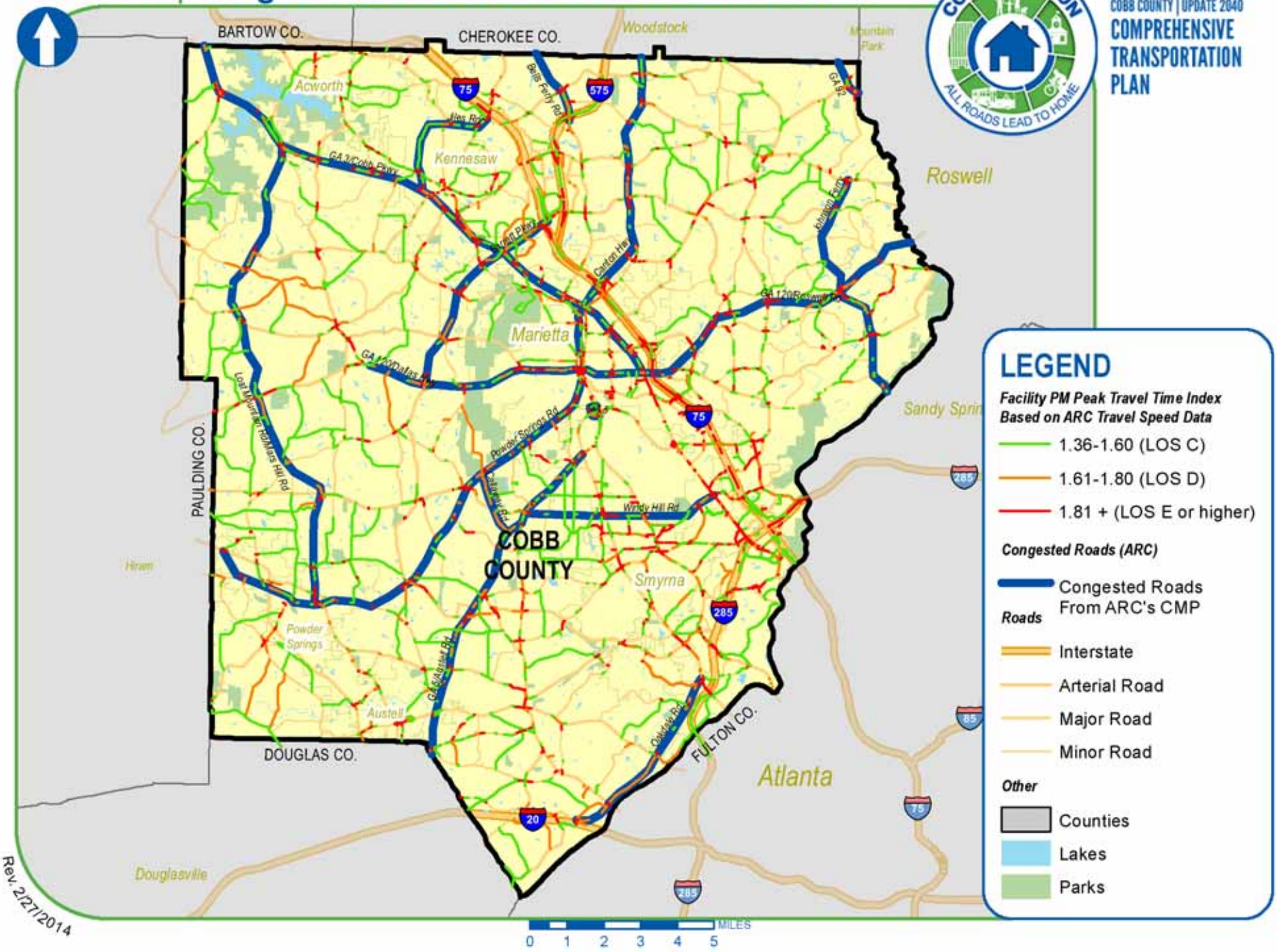


FIGURE 23 | Regional Thoroughfare Network

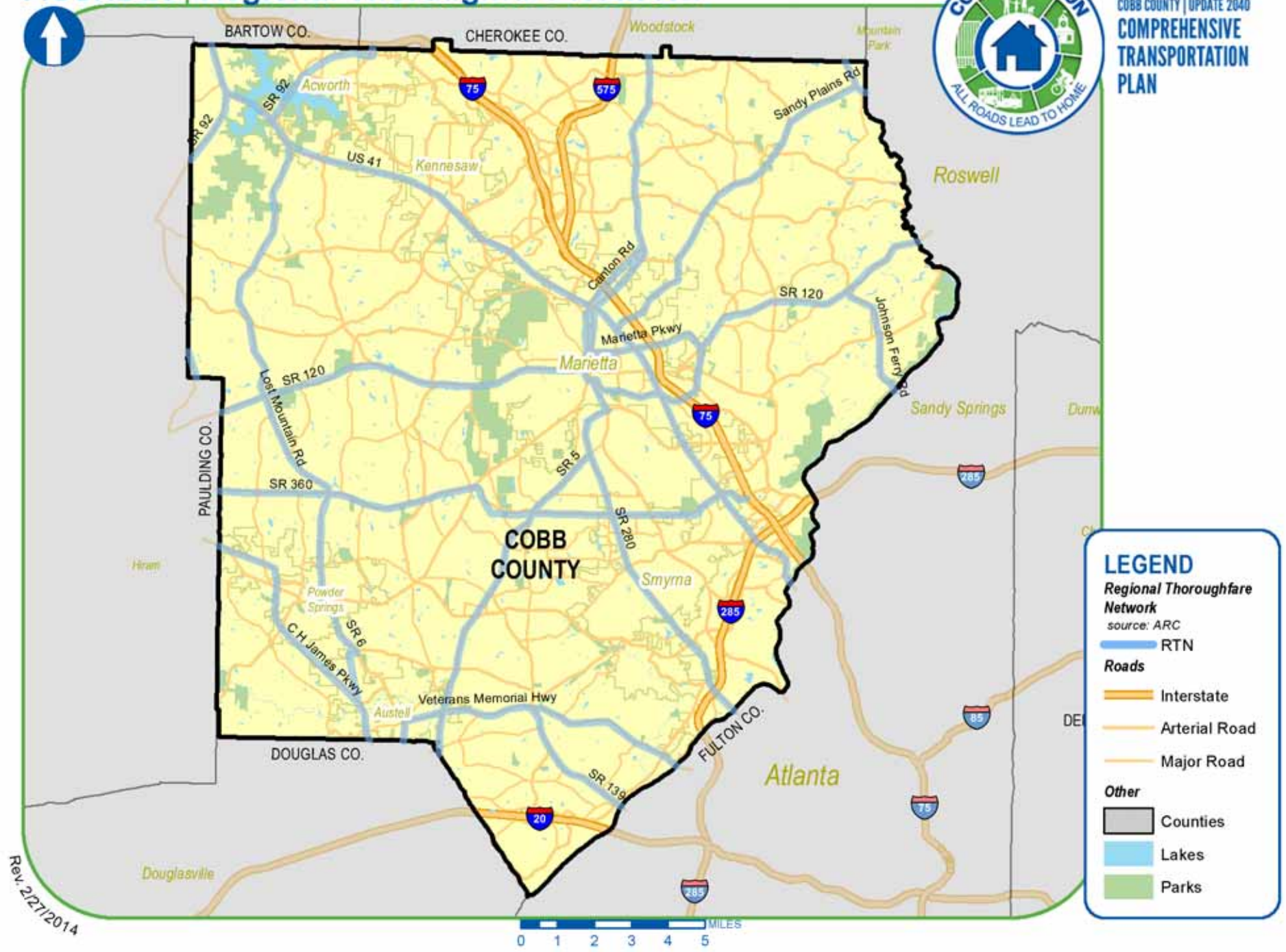
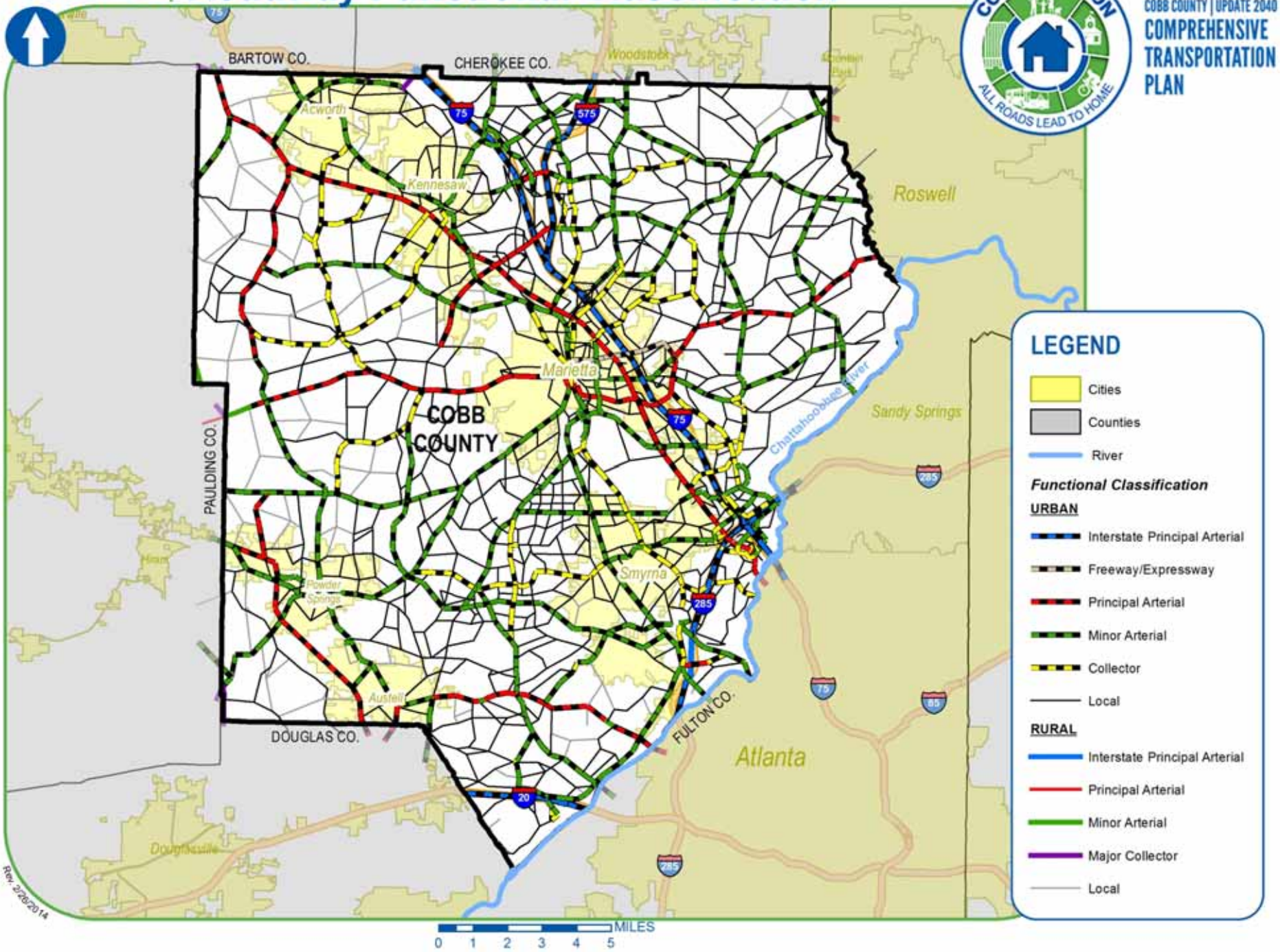


FIGURE 24 | Roadway Functional Classification



COBB IN MOTION
ALL ROADS LEAD TO HOME

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COMPREHENSIVE TRANSPORTATION PLAN

FIGURE 25 | Number of Lanes

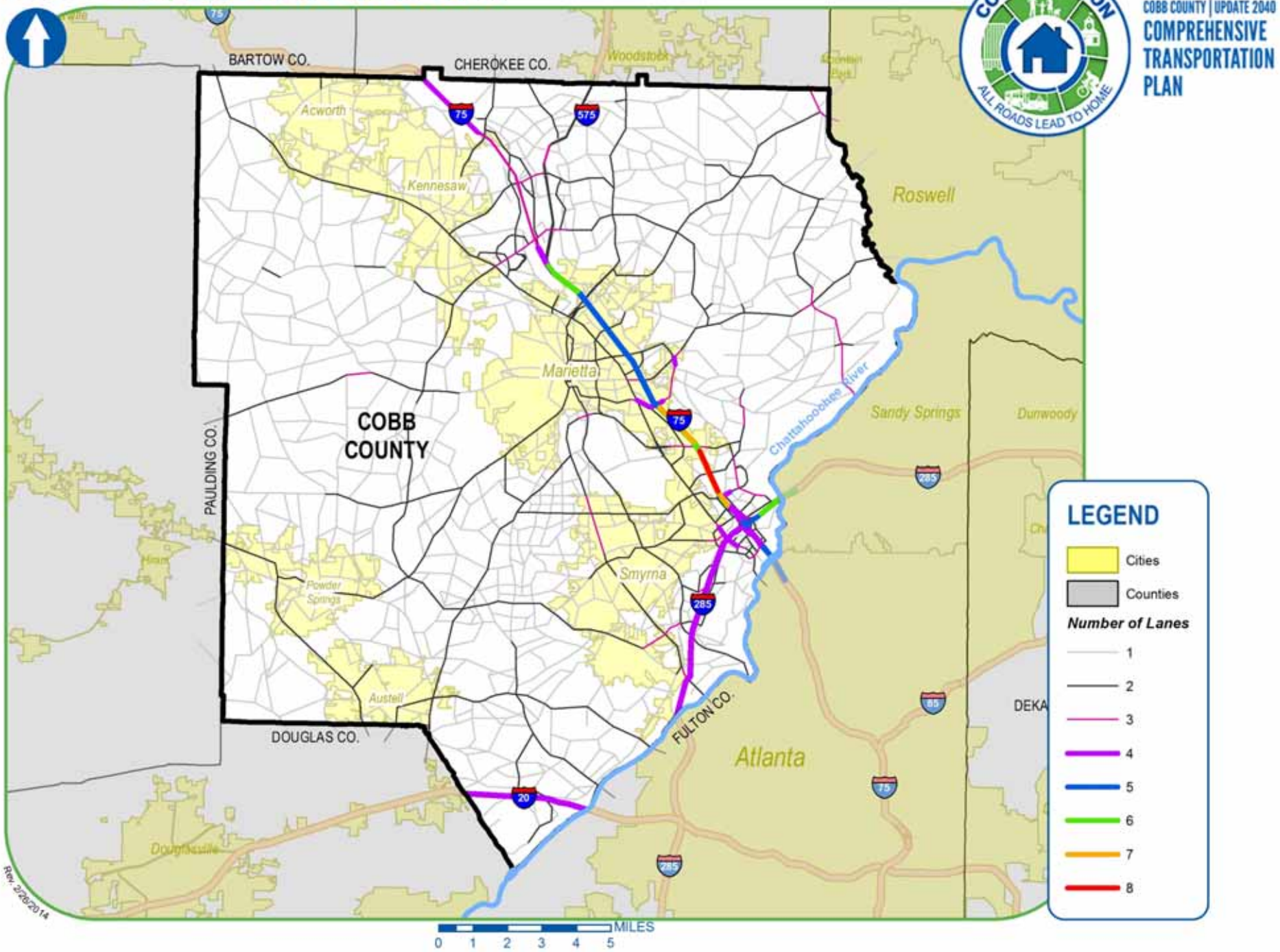
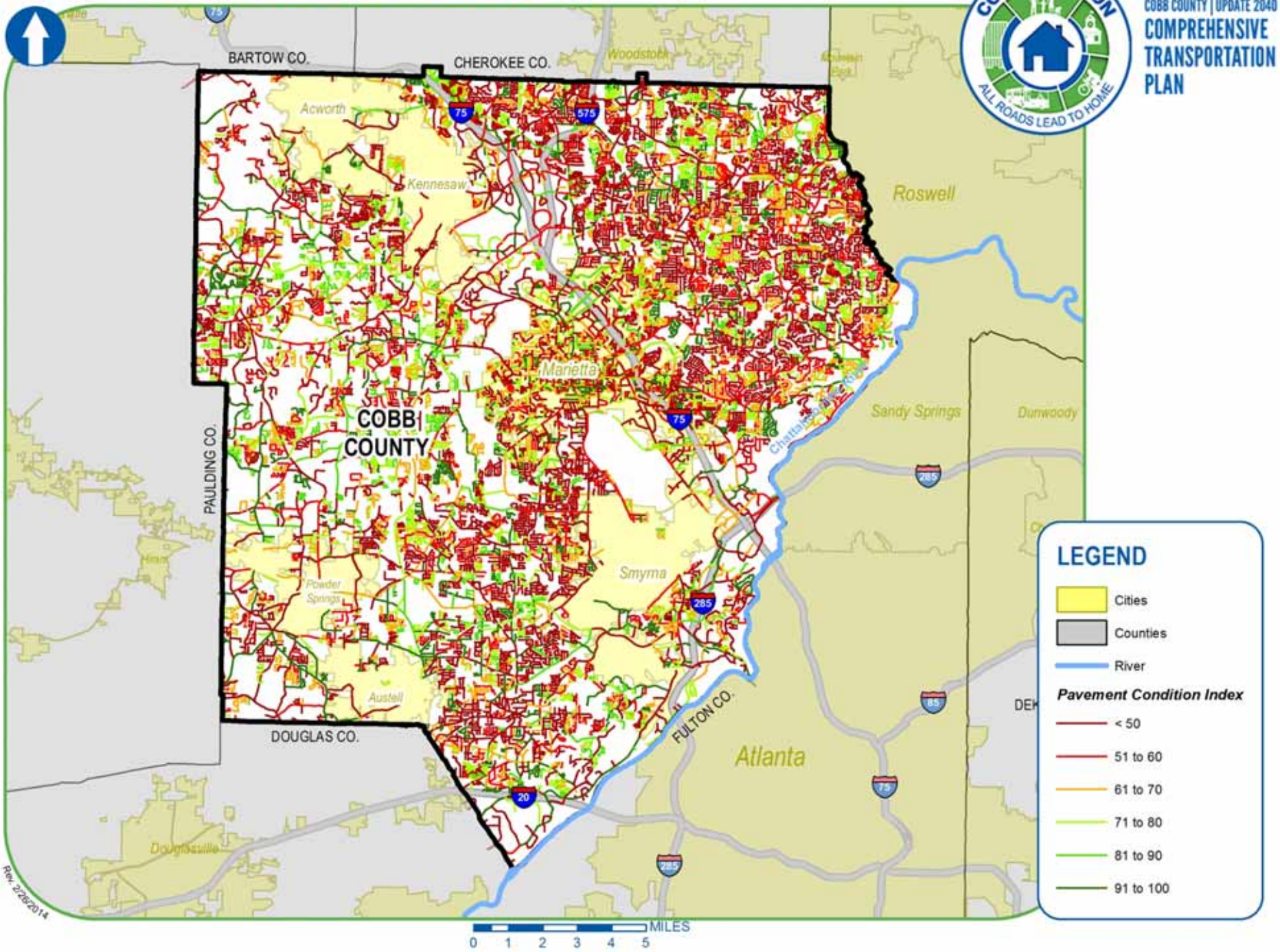
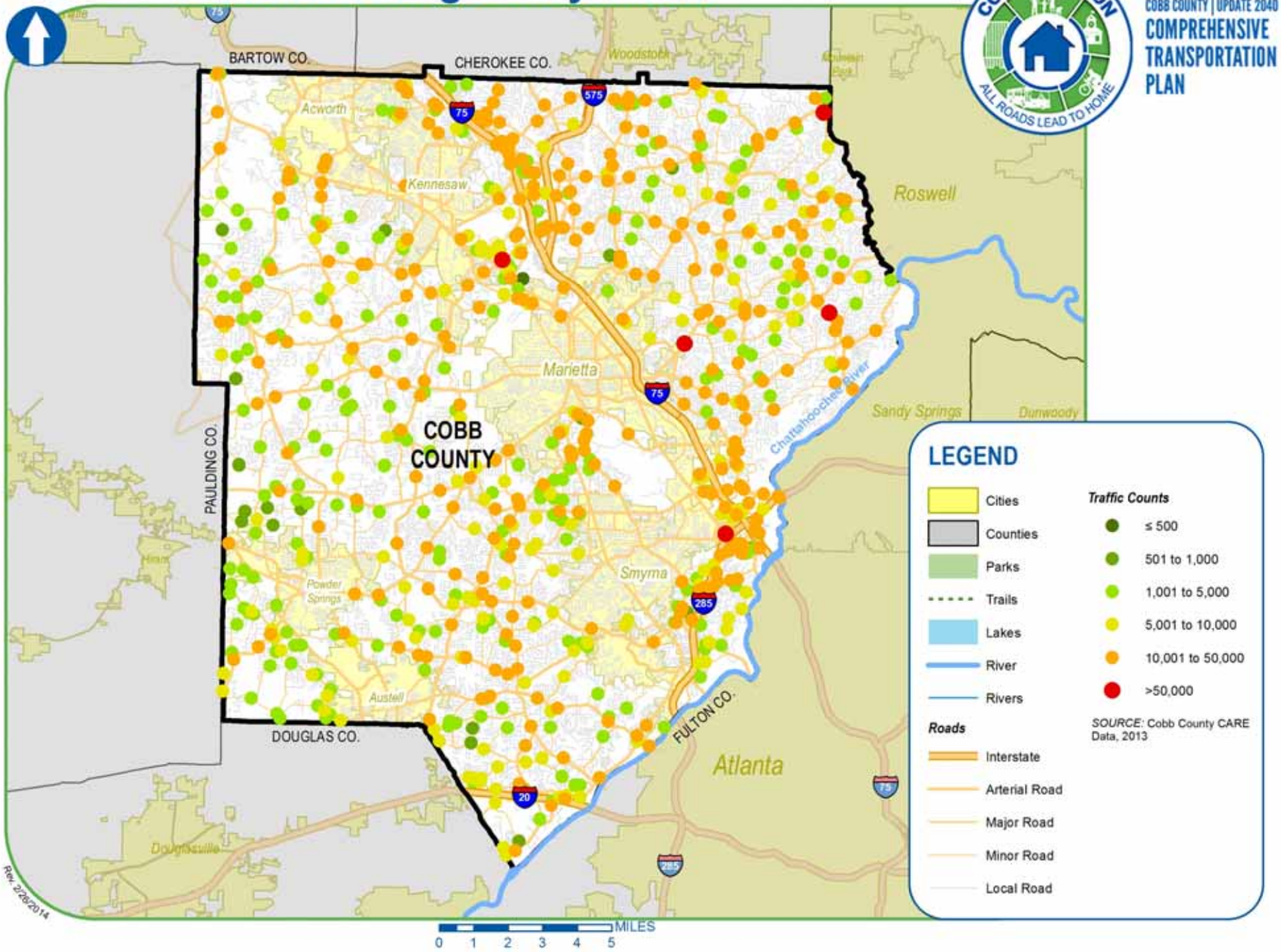


FIGURE 26 | Pavement Conditions



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FIGURE 27 | Annual Average Daily Traffic



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do not reflect segments of poor LOS. A more detailed analysis should be conducted to target these segments that are experiencing congestion.

Additionally, the plan found that since implementing the Special-Purpose Local-Option Sales Tax (SPLOST) in 2008, there has been a decrease in travel time along these corridors even with an increase in vehicular demand, suggesting that the tax has been successful in improving driving conditions for Cobb residents. This trend could also be attributed to the economic downturn and increased use of alternative modes of transportation; however; the continued support of the SPLOST is important to Cobb County's future transportation improvement endeavors.

Needs Assessment: Reduce Corridor Congestion

As a steadily growing urbanized county situated northwest of Atlanta, Cobb's road network experiences heavy congestion along major thoroughfares during peak periods of travel. As noted previously, several roads have been identified by ARC as being heavily congested. Several arterial roads within Cobb County are also considered to be regional thoroughfares by ARC, as indicated in Figure 23: Regional Thoroughfare Network on page 87. The ARC Strategic Regional Thoroughfare Plan (SRTP) defines a thoroughfare as:

> *A transportation corridor that serves multiple ways of traveling, including walking, bicycling, driving, and riding transit. It connects people and goods to important places in Metropolitan Atlanta. It is managed by applying special traffic control strategies and suitable land development guidelines in order to maintain travel efficiency, reliability, and safety for all thoroughfare users. In light of this special function, the thoroughfare network receives priority consideration for infrastructure investment in the Metro Atlanta region.*

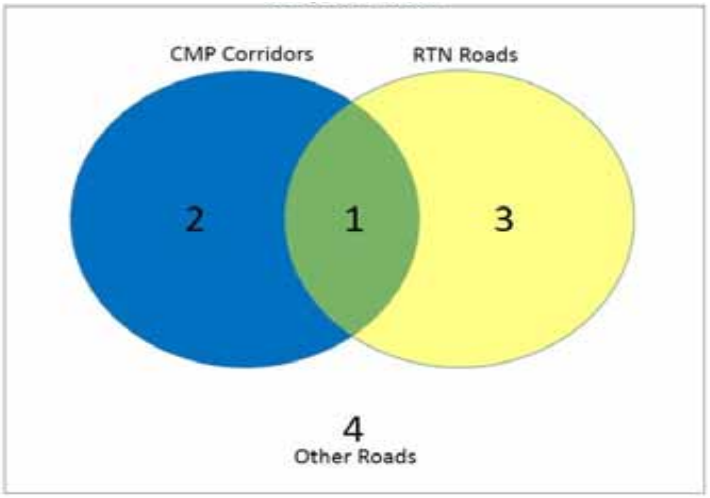
These corridors impact regional and local mobility in significant ways; and therefore, it is the goal of ARC and coordinating jurisdictions to prioritize, monitor and improve these thoroughfares. There are approximately 150 regionally significant thoroughfare miles within Cobb and many of these corridors experience congestion under current conditions.

While these thoroughfares are important roads for movement of regional through traffic, there are other corridors that are similarly important for moving traffic within Cobb County, yet experience peak period traffic congestion. Not all of the congested corridors included in the regional CMP process are part of the regional thoroughfare network (RTN), and not all of the RTN roads appear in ARC's congested corridor study. Additionally, there are several state and county roads for which travel times exceed acceptable levels. This needs assessment has considered transportation needs for each of the following categories:

1. CMP corridors indicated as congested and part of the RTN
2. CMP corridors indicated as congested but not part of the RTN
3. RTN roads not included in the CMP with limited congestion

4. Other arterial and collector roads experiencing congestion

Each of these categories are described briefly in the following sections. The graphic illustrates the relationship between each category. Within each section, numerous corridors have been identified for further investigation into the extent, the location, and potential solutions to the congestion. The assessment of needs section of this report will provide specific solutions that should be considered to deliver short term congestion relief.



Graphic: Congested Roads

1. CMP corridors indicated as congested and part of the RTN

RTN	CMP	Congested

GIS Analysis Methodology: To identify the corridors which are experiencing heavy congestion, a spatial overlay was conducted using GIS along RTN roads. The result of this overlay became the basis for the first tier of short term corridor needs. Of the 150 miles of RTN roads, approximately 71.9 miles exhibit heavy congestion as defined through ARC's CMP, and are shown in Table 31: RTN Roads on ARC's CMP.

Table 31: RTN Roads on ARC's CMP

Congested RTN Roads	Length (mi.)
Canton Rd	10.2
Johnson Ferry Rd	3.3
Lost Mountain Rd	14
Roswell Rd (SR 120)	7
Dallas Hwy (SR 120)	5.8
Austell Rd (SR 5)	9.5
SR 92	1.1
Cobb Parkway (US 41)	15.6
Windy Hill Rd	5.3
Total:	71.9

Once this network of congested RTN roads was identified, further assessment was done through the use of the previously mentioned TTI data. Congestion along each corridor is not uniform and may become severe at bottleneck locations. Using the travel time index data helps in identifying where speeds are dropping off significantly, which may be indicative of a bottleneck

Table 32: Heavily Congested RTN Roads		
RTN Road	Congested Segments Based On TTI	
	AM	PM
Cobb Parkway (US 41)	Cedarcrest Rd to Dallas Acworth Hwy	Cedarcrest Rd to Dallas Acworth Hwy
	SR 92 to Acworth Due West Road	Mars Hill Road to Acworth Due West Rd
	Loring Rd/Clubhouse Dr to Blue Springs Rd/Jim Owens Rd	Loring Rd/Clubhouse Dr to Blue Springs Rd/Jim Owens Rd
	Hickory Knoll Trl to Cobb Internat'l Dr	Jiles Road to Progressive Way
	Ellison Lakes Drive to Roberts Road	Field Parkway to Industrial Park Drive
	White Circle to Roswell Road	Allgood Road to Roswell Road
Canton Road/Church Street	County line to Lake Drive	County line to Lake Drive
	Cauthen Court to Judy Ann Lane	Cauthen Court to Judy Ann Lane
	Blackwell Sq. Shopping Ctr to Dozier Dr	New Chastain Shopping Ctr to Blackwell Cir
	Church St Ext. to Whitcher St/Cherry St	Nivea Court to Blackwell Lane
	Sessions St to North Marietta Pkwy	Church St Ext. to Whitcher St/Cherry St
		Hillside Aveto North Marietta Pkwy
Johnson Ferry Road	East Cobb Crossing Shopping Ctr to Woodlawn Dr	East Cobb Crossing Shopping Ctr to Woodlawn Dr
Mars Hill Road/ Lost Mountain Road	Dennis Kemp Lane to Thornapple Lane	US 41/Cobb Pkwy to Mars Hill Church Rd
	Dallas Highway to Corner Road	Dennis Kemp Lane to Thornapple Lane
	Red Oak Drive to Powder Springs Road	Collegiate Way to Corner Road
		Youngstown Place to McBride Drive
		Red Oak Drive to Powder Springs Road
SR 120/ Dallas Highway	Garrison Commons to Villa Rica Road	Garrison Commons to Villa Rica Road
	Mt. Calvary Road to Hardage Drive	Mt. Calvary Road to Hardage Drive
SR 120/ Whitlock Avenue	Cheatham Hill Dr/Noses Creek Trl to Lindley Ave/Kirkpatrick Dr	New Haven Drive to Cole Street
	McDonald Street to Green Street	
SR 120/ Roswell Road	Robinson Road to Sewell Mill Road	Wood Trail Lane to Wynmont Drive
	Robinson Road to Heritage Glen Drive	Taliwa Trail to Misty Forest Drive
		Robinson Road to Villa Chase Drive
SR 5	South Cobb Drive to Barber Road	South Cobb Drive to Roberta Drive
	County Services Parkway to Hicks Road	Kurt Drive to Hicks Road
	Dorothy Drive to Millford Church Road	Dorothy Drive to Millford Church Road
	Floyd Road to Elmwood Drive	Floyd Road to Elmwood Drive
	Warren Drive to Doby Lane	Warren Drive to Doby Lane
Windy Hill Road	Ward Street to Dixie Avenue	Wanda Circle to Brackett Street
	Village Parkway to Circle 75 Parkway	Old Concord Road to Burbank Circle
		Ward Street to Dixie Avenue
		Village Parkway to Powers Ferry Road

Table 33: Congested Corridors Not Classified as RTN Roads	
Congested Corridor (ARC)	Congested Segments Based On TTI
Barrett Parkway	Villa Rica Rd to Anderson Estates Court
	Burnt Hickory Road to Village Greene
	Old 41 Highway to Ridgewood Drive
Bells Ferry Road	Shiloh Road to Lansing Drive
Callaway Road	Powder Springs Road to Austell Road
Jiles Road	I-75 SB Ramps to N Hampton Drive
	English Oaks Drive to Cobb Parkway
Johnson Ferry Road	Shallowford Road to Lassiter Road
Oakdale Rd./Discovery Blvd./Lee Industrial Blvd.	Veterans Memorial Highway to 6 Flags Parkway SW
Powder Springs Road	Hedges Street to Chestnut Hill Road
	Hammonds Woods Cir to Kolb Farm Cir
	Oxford Road to Macland Crossing Circle
	Kolb Manor Circle to Pine Grove Drive
	Sharon Drive to Dillard Street
Roswell Road (SR 120) (inside Marietta Loop)	Rogers Street to Victory Drive SE
	Key Drive to Hagood Circle

in traffic. Inspection of this TTI data show that congestion occurs at similar locations along each thoroughfare in the morning as well as in the afternoon peaks. A full list of RTN roads with poor TTI can be found in Table 32: Heavily Congested RTN Roads.

2. CMP corridors indicated as congested but not part of the RTN

CMP	Congested

Congestion occurs on numerous roads in Cobb which are not designated RTN roads, and yet are still vital to county-wide transportation. Roads such as Barrett Parkway, Johnson Ferry Road and Powder Springs Road are essential arterials that also experience significant delays for extended periods of time throughout the day. These corridors are identified as congested in the regional CMP. The same process of identifying segments of excessive travel times using GIS was used. A list of these segments in category 2 is presented in Table 33: Congested Corridors Not Classified as RTN Roads.

3. RTN roads not included in the CMP with limited congestion

RTN	Congested

The third area of short term needs investigation consisted of RTN roads which are not heavily congested enough to be included in the regional CMP, yet may be subject to congested conditions at peak times or along certain segments. These roads should be considered for short term improvements to address congestion and provide reasonable operations along the RTN. Table 34: RTN Roads with Limited Congestion on page 96 highlights these segments of spot congestion along the RTN.

4. Other arterial and collector roads experiencing congestion

Congested

This category consists of major roads in the county which are not RTN roads and are not considered congested corridors in the CMP. However, segments

Table 34: RTN Roads with Limited Congestion		
RTN Road	Congested Segments Based On TTI	
	AM	PM
SR 120/Dallas Highway	Mars Hill Rd/Lost Mtn Rd to Holland Rd/Poplar Springs Rd	Mars Hill Rd/Lost Mtn Rd to Midway Rd
		Old Hamilton Rd/Casteel Rd to Bob Cox Rd
SR 360/Macland Road	McEachern Manor Rd to Ellen Dr	Corner Road to Bullard Road
		McEachern Manor Rd to Ellen Dr
		Barrett Parkway to Bankstone Drive
Canton Road	Dickson Road to Cherokee Street	Dickson Road to Cherokee Street
		Canton Road Cntr to Sandy Plains Rd
Veterans Memorial Hwy	Mulberry Street to Jefferson Street	Mulberry Street to Jefferson Street
	Church Street to Lions Club Drive	Church Street to Lions Club Drive
SR 280/S. Cobb Drive	Fairground Street to Appleton Drive	Fairground Street to Appleton Drive
	Carruth Drive to Bearden Drive	Old Concord Road to Windy Hill Road
	Old Concord Rd to Windy Hill Rd	Church Street to Smyrna Hill Drive
	Church Street to Smyrna Hill Drive	Ridge Rd to Maner Rd/Riverview Rd
	Cooper Lake Road to Wright Road	
	Calibre Lake Parkway to Maner Road/ Riverview Road	
Sandy Plains Rd	Piedmont Road to Ebenezer Road	Piedmont Road to Ebenezer Road
		Within Gordy Parkway
US 41/Cobb Parkway	Roswell Rd to S. Marietta Pkwy	Roswell Rd to Polytechnic Ln/Church Rd
	Cobb Pkwy Plaza Shopping Ctr to Paces Mill Rd	Cobb Pkwy Plaza Shopping Ctr to Paces Mill Rd
Marietta Parkway	Cobb Parkway to Wallace Road	Cobb Parkway to Wallace Road
	Lower Roswell Rd to Cobb Pkwy	Lower Roswell Rd to Cobb Pkwy
	Atlanta St to Cherokee St	Atlanta St to Cherokee St

along these roads may still experience significant delays; and therefore, should be considered for short term improvements. Table 35: Other Congested Arterial and Collector Roads indicates, by functional class, these congested road segments and their corresponding location.

Needs Assessment: Improve Intersection Operations and Safety

Improvements to intersections offer affordable, short-range solutions to increase throughput and mitigate hazards to driver, pedestrian, and cyclist safety. Additionally, reducing delay at intersections along congested corridors will relieve overall congestion. These performance measures are readily quantifiable, and provide means to prioritize project lists and monitor improvement efficiency.

Identification of intersections exhibiting possible capacity constraints and congestion was handled through the use of a GIS screening process. The 2010 ARC model network was employed in this process, which involved systematically identifying the

Table 35: Other Congested Arterial and Collector Roads	
Corridor	Congested Segments Based On TTI
Arterials	
Old Cherokee Street	I-75 NB Ramps to Lake Acworth Drive/SR 92
Dr. Luke Glenn Garrett, Jr. Mem Hwy	C.H. James Parkway to Powder Springs Road
Powder Springs Road	Sweetwater Street to Joe Jerkins Boulevard
Old 41 Highway	Duncan Drive to Barrett Parkway
Kennesaw Due West Road	Shillingwood Drive to Stilesboro Road
Stilesboro Road	Ector Chase NW to Gilbert Road
Clay Road	Mable Lake Drive to Floyd Road
Floyd Road	Clay Road to Puckett Drive
Delk Road	1-75 NB Ramps to Bentley Road
Fairground Road	North Marietta Parkway to Roswell Road
Church Street	Ardis Street to Crescent Circle
Cherokee Street	Ardis Street to South Marietta Parkway
Lower Roswell Road	Roswell Road to South Marietta Parkway
Brownsville Road	Blunschi Drive to C.H. James Parkway
East West Connector	Cooper Lake Road to Highlands Ridge Road
Atlanta Road	Windy Hill Road to Montclair Court
	Belridge Drive to Anderson Drive
Church Street	Old Concord Road to Atlanta Road
Cumberland Boulevard	Spring Road to Cobb Parkway
Wade Green Road	Hickory Grove Rd/Wooten Lk Rd to I-75NB Ramp
Chastain Road	I-75 NB Ramps to Chastain Meadows Parkway
Barrett Lakes Boulevard	Duncan Road to Greers Chapel Road
Acworth Due West Road	Burnt Hickory Road to W Hampton Drive
Floyd Road	Austell Road to East West Connector
East West Connector	Powder Springs Road to Tramore Park
	Austell Rd to Fenton Hill Rd/Barnes Meadow Rd
Atlanta Road	Cooper Lake Drive to N. Church Lane
Cumberland Parkway	S Cobb Drive to Atlanta Road
Paces Ferry Road	Spring Hill Parkway to Stillhouse Road
Terrell Mill Road	Cobb Parkway to Laurel Valley Drive
	Bentley Road to Embers Drive
Delk Road	Powers Ferry Road to Terrell Mill Road
Powers Ferry Road	Delk Road to I-285 Ramps
Major Collector	
Humphries Hill Road	C.H. James Pkwy to Joe Jerkins Blvd
Smyrna Powder Springs Rd	Evergreen Trail to Old Concord Road
Powder Springs Street SE	Old Concord Road to Atlanta Road
Cobb Place Boulevard NW	Barrett Lakes Blvd to Barrett Pkwy
South Gordon Road	Gordon Park Ct to Old Alabama Rd
Old Alabama Road	Pisgah Road to Mabelton Parkway
Hicks Road	Mill Creek Lane to Floyd Road
Anderson Farm Road	Ewing Road to Powder Springs Rd
Minor Collector	
Joe Jerkins Boulevard	Humphries Hill Rd to Mulberry St
Roswell Street	Hawthorne Avenue to Spring St
Spring Street	Roswell Street to Spring Road
King Springs Road	Concord Road to S Cobb Drive
Old Sewell Road	Holt Road to Chase Lane
Little Willeo Road	Johnson Ferry Rd to Timber Ridge Rd

volume of traffic entering each network intersection, followed by the development of a tiered ranking system based on the number of lanes on each road and the volumes moving through each intersection. The following three tiers were identified:

- Tier I: Intersections of two 4-lane roads experiencing a total intersecting Average Daily Traffic (ADT) greater than 60,000 vehicles per day.
- Tier II: Intersections of 4-lane roads with 2-lane roads experiencing an ADT greater than 48,000 vehicles per day.
- Tier III: Intersections of two 2-lane roads with volumes in excess of 36,000 vehicles per day.

It is to be assumed that intersections where both roads are currently at or near capacity would experience congestion and operational failure and an LOS F during peak times, unless significant turning and operational treatments are in place such as a significant num-

ber of auxiliary lanes including auxiliary through lanes in certain cases.

Often, previous intersection widening has claimed much of the available right-of-way, leaving buildings much closer to roads than when originally constructed. In this case, there may not be enough land to construct additional turn lanes without significant right-of-way impacts. Additional constraints include terrain, existing structures, and railroad right-of-way. Candidate areas for short-term operational improvements as determined by this process are shown in Appendix D: Congested Intersection Screening Process.

Needs Assessment: Safety Improvements

Another area of short term transportation needs for the county are intersections which experience frequent crashes. These should be considered for potential improvements to identify and remove geometric and/or operational conditions that could contribute to the elevated crash frequency. For instance, installing a traffic signal can reduce the number of right angle collisions at two-way stop sign, and adding left and right turn lanes can help limit rear-end collisions by moving turning vehicles out of the through lanes. The various types of crashes considered were the following:

- rear end collisions
- sideswipes
- right angle collisions
- collisions with fixed objects
- left turning collisions with through moving vehicles

Data sources used in this examination were the CARE database of statewide crash records, the 2012 ARC's document *County Crash Profile Analysis in the Metropolitan Atlanta Region: Cobb County*, and Cobb DOT records. Both ARC and Cobb DOT have maintained lists of high-risk intersections for Cobb.

The urban characteristic of Cobb County tends to promote a higher frequency of property damage only and minor injury crashes, although serious injuries and fatal crashes do occur in significant numbers. Speed limits of 35-45 miles per hour, frequent traffic signals, and heavy peak hour congestion on many major corridors create an environment where drivers are more prone to be involved in fender bender and minor injury crashes than high-speed crashes. For the purposes of this study, intersections have been identified based on the frequency of crashes, not the severity.

The Federal Highway Administration (FHWA) currently maintains a database of information pertaining to crash modification factors which will be used to aid in recommendations. The crash modification factors are used to predict crash reductions when intersection improvements are used as collision-mitigating tools. For instance, at intersections which experience crashes involving left turners and opposing through movement traffic, modifications such as the installation of a left turn lane would result in an estimated reduc-

tion in crashes by 21 percent. Being able to predict safety benefits from recommended improvements is an important tool in the prioritization process. Use of these factors can establish an estimated baseline improvement value that can help determine relative importance of recommended projects.

Bridge Facilities

FHWA requires routine inspection of state and locally owned bridges through the National Bridge Inventory (NBI). In Georgia, Georgia DOT must and has developed an inspection program that meets FHWA's bridge inspection standards. Georgia DOT conducts inspections every two years and reports results to the inventory. The NBI bridge classifications groups bridges into three categories:

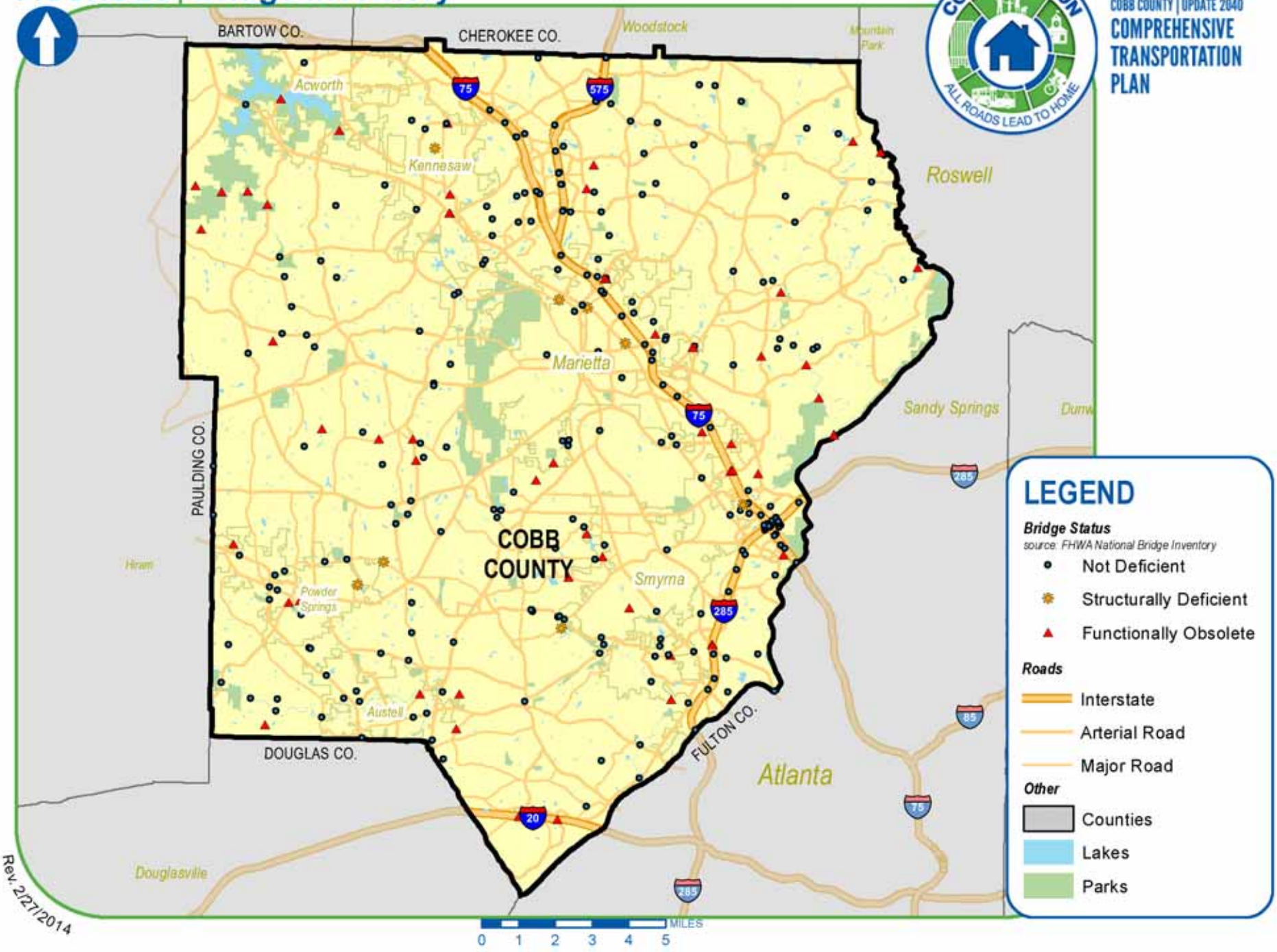
- Not deficient
- Structurally deficient (SD): Bridges that have deteriorating conditions which contribute directly to reductions in the load-carrying capacity. A bridge identified as structurally deficient does not necessarily imply that the bridge is unsafe.
- Functionally obsolete (FO): Bridges that do not meet current design standards (such as lane width or vertical clearance) due to increases in traffic volume or standard revisions.

The American Association of State and Highway Transportation Officials (AASHTO) developed a bridge sufficiency rating system adopted by FHWA . This 0-100 rating system is based on lane width, vertical clearance, and necessity.

The Georgia DOT last conducted bridge inspections in 2011. Cobb County currently has a total of 521 bridges, of which 376 are state or locally owned and maintained. Of these locally owned bridges, 10 (2.7 percent) are currently classified as structurally deficient and 67 (17.8 percent) are classified as functionally obsolete. Figure 28: Bridge Inventory on page 100 identifies all structurally deficient and functionally obsolete bridges in Cobb County. 163 locally owned bridges currently have an AASHTO sufficiency rating of 80 or less, and 19 fall into the poor sufficiency range (0-50).

This AASHTO rating system is used to determine which bridges are eligible to receive funding for rehabilitation or replacement. For a bridge to be eligible for rehabiliation funding, it must be classified as structurally deficient or functionally obsolete, and have a sufficiency rating of less than 80 but greater than 50. Bridges that have a rating of less than 50 are eligible for replacement funding. All 10 structurally deficient bridges are eligible for some type of federal funding and 59 out of the 67 obsolete bridges are eligible for federal funding. These structurally deficient and obsolete bridges are identified with their bridge inventory identification number in Appendix E: Bridge Data.

FIGURE 28 | Bridge Inventory



Human Services Transportation

Human services transportation (HST) refers to mobility services that provide transportation for disadvantaged populations such as people with disabilities, people with lower incomes, and senior citizens. In many cases, these individuals are dependent upon others to obtain access to health care, employment, education, shopping, social outings and other life-sustaining activities. HST services can be provided by public transit agencies, human services agencies, private for-profit operators, and/or private non-profit agencies.

HST is an important service which strives to meet the unique needs of populations that are not always met by fixed route public transportation. A specific HST plan is important to Cobb County, especially for the citizens that currently make use of HST services. The *Cobb Community Transit Service and Marketing Study* and *Senior Adult Transportation Study* include significant, county-specific transit recommendations. However, by adopting an HST plan, Cobb County will clearly identify where the needs are and have a specific plan in place to improve services, coordination, and effectiveness, but most of all will be able to improve transportation provision to populations that are in most need.

Previous Related Reports and Studies

There are multiple studies concerning HST that have been completed at the state, regional, and local levels. The following reports were reviewed:

- Human Services Transportation: A Coordinated Plan for the Atlanta Region, ARC 2013.
- 2013 Reporting Year and 2012 Reporting Year: Coordinating Rural and Human Services Transportation (RHST) in Georgia Final Report. GRTA, Governor's Development Council (GDC), and the Georgia Coordinating Council for Rural and Human Services Transportation, August 2012.
- CCT Service and Marketing Study. December, 2011.
- Senior Adult Transportation Study, Cobb County, 2006.

Key findings and recommendations from these reports and studies as they specifically apply to Cobb County will be found in the HST Plan Memorandum when it is completed in spring 2014. By consulting HST state and regional findings, the CTP can build upon their general recommendations to create an HST plan that will meet the needs of its citizens as well as be in line with state and regional goals for HST.

Profile and Existing Providers

To develop the HST Plan, it is important to understand both the magnitude of the HST populations as well as where they are travelling.

The two main public providers of public transportation available for HST populations are CCT and Cobb Senior Services (CSS). Both of these branches of Cobb County provide fixed route and paratransit service. In addition to ser-

vices provided by the county, there are also multiple private providers of transportation.

Citizens who qualify for CCT paratransit but do not live within the ¾ mile buffer around the CCT fixed routes are eligible to participate in the Cobb County Voucher Program. With this program, these citizens can purchase rides to and from various destinations including health visits and personal trips. There are two separate voucher programs, one for those aged 60 and over and one for those aged 18-59. For both of these programs, participants can purchase booklets of vouchers worth $100 for only $10. The participants then use these vouchers to pay for trips that they schedule themselves through one of the voucher-approved private vendors. The vouchers are then redeemed by the private companies to Cobb County. It is the responsibility of the customer to schedule and pay for the trip either using personal funds, Cobb Freedom Vouchers, or a combination.

Stakeholder Outreach

An HST plan is not a one size fits all situation. HST solutions depend on the community which they serve and must respond to the unique needs of the populations within that community. To understand the needs of the HST populations, as well as, stay in accordance with regional goals and projects, it was important to consult as many stakeholders as possible.

Within Cobb County, there are numerous types of stakeholders, including public and private transportation providers, organizations that provide the funds for transportation, agencies that direct federal and state funding, and finally the HST populations.

The following agency partners are considered stakeholders for development of the HST plan:

- CCT
- CCT Mobility Coordinating Council
- CSS
- Metropolitan Atlanta Regional Transit Authority (MARTA)
- Atlanta Region Area Agency on Aging, as part of ARC
- GRTA/GDC
- Cobb Community Collaborative (CCC)
- Regional Department of Human Services Office (DHS)
- Georgia Department of Community Health (DCH)

To reach out to all of these stakeholders, multiple strategies have been used and are planned. Interviews with CCT and CSS were conducted in-person. Interviews were also conducted over the phone with various other HST stakeholders.

Based on the review of previous studies, demographic analysis, travel characteristics, and stakeholder input, there are four main needs that must be

addressed in the Cobb County HST plan.

Needs Assessment: Consistent Mobility Manager

Over the past few years there have been multiple mobility managers and the position is currently vacant. This inconsistency in leadership needs to be addressed so that there is clear guidance in mobility for the county. Addressing this issue is a must for the stability of the mobility program and for moving the program forward and guiding the Mobility Coordinating Council.

Needs Assessment: Efficient operation

There are many trips provided to HST populations within Cobb County. This includes CCT and CSS operating at maximum capacity while the demand for these trips is growing. There is a need to identify areas where coordination can be improved including:

- Increase fixed route transit usage by HST populations
- Improve coordination with DHS and DCH on service provisions to reduce duplication and cost of trips
- For both CCT and CSS paratransit services, develop a performance-based review process to improve service delivery and efficiency

Needs Assessment: Updated database of all transportation options

The information about available transportation throughout the county is spread across various pages on the Cobb DOT website. For example, paratransit is included in the CCT webpages, while the CSS transportation is on another webpage. Both briefly discuss the Freedom Voucher Program, but with only a limited description. Additionally, a recommendation from the *Senior Adult Transportation Study* was to create a brochure, which describes all of the HST options within Cobb County. While this brochure was produced, it is difficult to find on the website, and has not been updated since 2010.

Needs Assessment: Informational programs for the low income population

The county provides programs for the disabled and the elderly. There are various non-profit organizations that provide transportation services to the low income population; however, there is no resource to locate this information on the county website.

Overall, there are multiple options for the elderly and disabled populations in Cobb County. By addressing the information gaps and lack of a consistent Mobility Manager, Cobb County can move forward and better serve these populations with transportation options that provide a higher quality of life. Future task reports will devise strategies and an action plan to address these gaps and needs and create a comprehensive HST plan for Cobb County that will improve HST service while still being fiscally responsible.

Freight

Cobb County is a major player in the Georgia freight industry, including 36 warehouse and distribution centers with a total capacity storage of over six million square feet. Additionally, Cobb is home to six additional storage facilities which focus solely on storing temperature-sensitive material such as food and pharmaceuticals. With such a large warehousing and distribution industry in the county, a secondary logistics industry has developed in the county. Over 250 businesses focus on the movement of the goods stored in the warehouses moving over 7.4 million tons of freight via truck or rail with origins or destinations within the county each year.[28]

Additionally, major interstate trade routes of I-75 and I-20 results in a far higher volume of freight which traverses the county requiring resources along the interstate corridors and in the vicinity of interchanges.

The following sub-sections examine freight movement in the County, their impact on the county's transportation network, and how network congestion impacts the movement of the freight within the county.

Roadway Freight

When most citizens think of freight, they think of roadway freight or heavy trucks. While heavy trucks are only one mode of the freight network, it is the mode that shares the transportation network the most with the public.

Freight Generators

With excellent access to two national freight corridors, Cobb has a significant amount of freight warehouses, logistics facilities, and industrial sites. Clusters of shipping companies are located along the I-75 corridor, around Cobb County Airport - McCollum Field, and south of I-20 along Riverside Parkway. Figure 29: Freight Generators on page 106 shows the location of the companies.

Freight Demand

ARC maintains a travel demand model for the region. The ARC model uses population and employment data to generate trips between different zones in the region. These trips are then loaded on the regional roadway network and paths between production and attraction zones are selected based on the shortest time paths. Employment data in the model is broken down by type with industrial, warehousing, and commercial each generating different amounts of truck traffic based on type and number of employees. In addition to significant amounts of truck traffic along interstate facilities, SR 92, US 78, and SR 139 each carry over 2,000 trucks per day. [29]

Regional Freight Routes

To address freight needs in a comprehensive manner, ARC has developed a system of regional freight routes throughout the metropolitan area. These facilities are designated to provide for increased federal funding and improve freight mobility throughout the region. Due to the time sensitivity of freight

28. Georgia Center of Innovation for Logistics

29. Atlanta Regional Commission Travel Demand Model

movement, congestion has a significant impact on a shipper's willingness to use specific routes and the attractiveness of areas to shippers. Figure 30: Regional Freight Corridors on page 107 shows the Cobb County portion of the regional freight network and the following sections describe each of the corridors and any congestion regularly experienced along the corridor.

SR 92: SR 92 arcs around the western portions of the metro Atlanta area. As part of the northwestern portion of the arc, two segments of SR 92 are in Cobb County. In northwestern Cobb, approximately 7.4 miles of SR 92 carries traffic from Paulding County to I-75 and points further east and approximately 1.0 mile of SR 92 cuts across the northeastern corner of the county.

The northwestern section is two lanes with the exception being the segment which runs concurrently with Cobb Parkway (US 41). The Cobb SR 92 segment has a significant amount of east-west commuter traffic from Paulding County and I-75.

Land use in the vicinity of the Cobb County segment of SR 92 is generally residential with small pockets of commercial along Cobb Parkway (US 41) and a portion of undeveloped/recreational land bordering Lake Allatoona. Currently roadway segments in the corridor generally operate at acceptable LOS (LOS D or better) during the AM peak period with minor bottlenecks at the intersections of Lake Acworth Drive (SR 92) at Cobb Parkway (US 41), Dallas Acworth Highway (SR 92) at Cobb Parkway (US 41), and SR 92 at Glade Road. The PM peak period has more congestion and intersection capacity issues than does the AM peak period. Due to segment and intersection capacity constraints (available lanes at the intersections), traffic backs up along SR 92 westbound between Cobb Parkway (US 41) and Glade Road during the PM peak hour and additional turning capacity constraints exist at the intersection of Cobb Parkway (US 41) and SR 92.

The segment of SR 92 located in northeastern Cobb County is a 4-lane divided highway with a grass or raised median. This segment carries commuter traffic between Cobb and Cherokee County, Roswell, and the SR 400 area. There is a large retail development at the intersection of SR 92 and Sandy Plains Road. Congestion does exist in this segment especially to the east of Sandy Plains Road.

US 41 from Bartow County to Lake Acworth Drive: Cobb Parkway (US 41) is a major north-south route that extends through much of the eastern United States, beginning in southern Florida and ending in northern Michigan. In Georgia, this route parallels I-75 often being located within 5-10 miles of I-75. This segment carries both local freight traffic and also serves as an alternate route to I-75 during times of heavy congestion or crashes.

Cobb Parkway (US 41) throughout this segment is a 4-lane divided highway with a grass median. Land use is generally retail commercial, light industrial, and warehousing in the vicinity of the segment with the retail commercial mainly centered on the major intersections of Cedarcrest Road, Dallas Acworth Highway (SR 92), and Lake Acworth Drive (SR 92). With the excep-

FIGURE 29 | Freight Generators

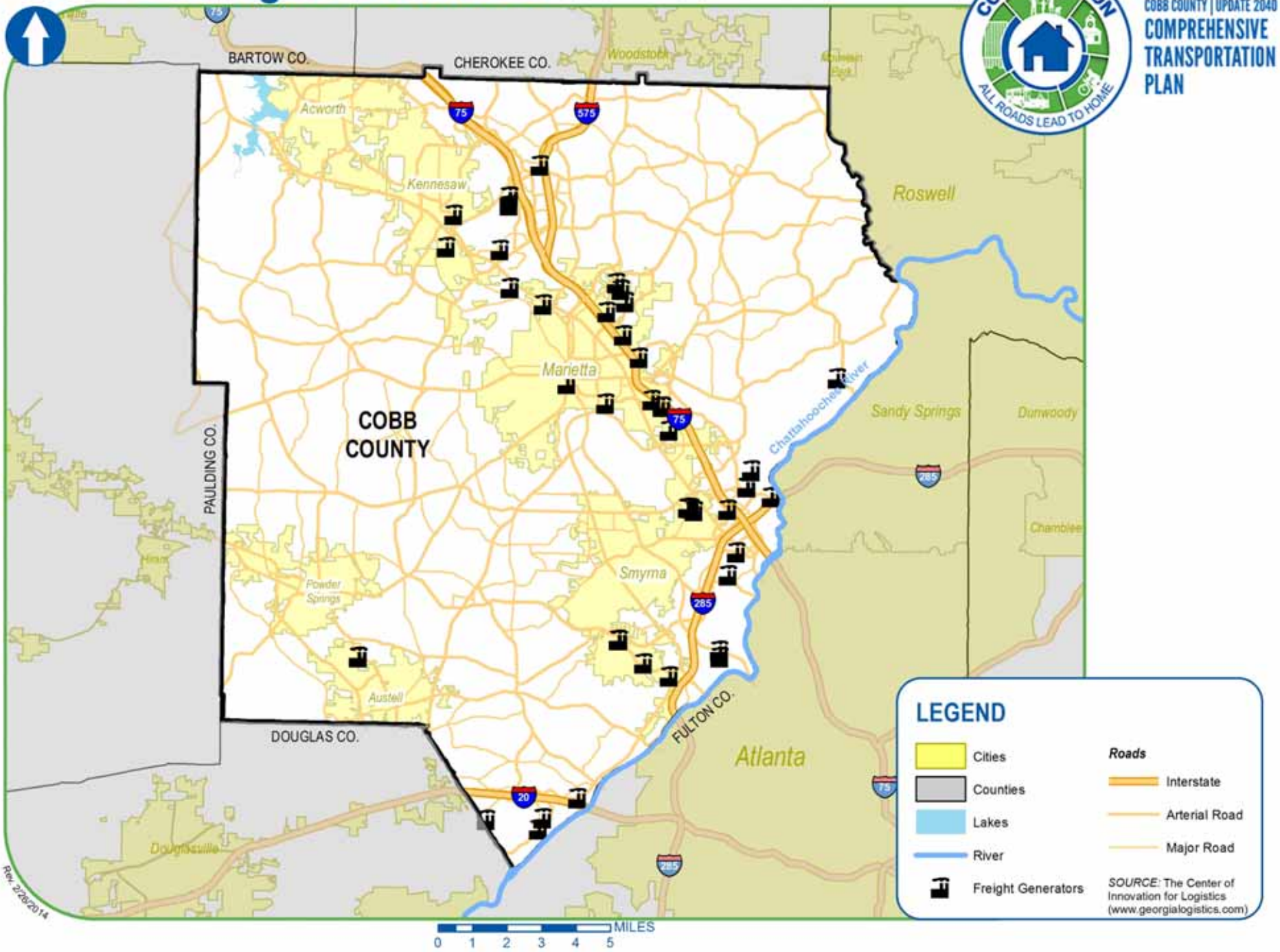
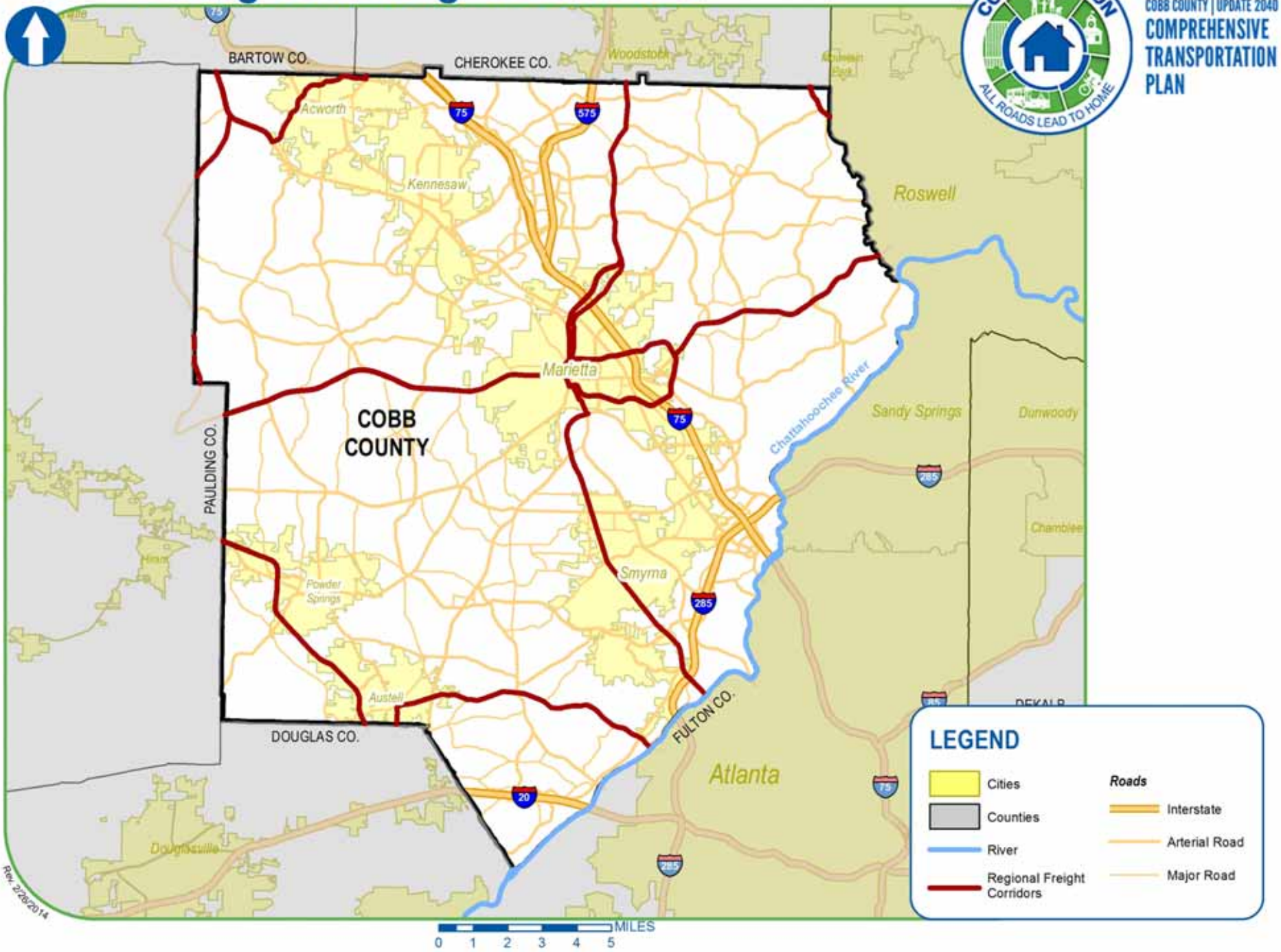


FIGURE 30 | Regional Freight Corridors



tion of times of extreme congestion along I-75, traffic congestion along this segment of Cobb Parkway (US 41) is focused around the major intersections.

SR 120: SR 120 passes through the heart of Marietta and bisects the county from west to east. The segment of SR 120 located within Cobb is approximately 20.8 miles long and has a variety of geometries based on the varying traffic volumes and land uses. Generally the roadway is 4-lane divided; however, it narrows to two lanes for short distances in the vicinity of Kennesaw National Battlefield and downtown Marietta. Median type varies between grass, raised concrete, and a two-way left turn lane.

The majority of the corridor is bordered by commercial uses with density increasing as you get closer to downtown Marietta. In far western and eastern portions of the county the land use becomes more residential.

Congestion increases along SR 120 as it approaches I-75, US 41, and SR 120 Loop. The general traffic flows are towards I-75 in the AM peak period and away from I-75 in the PM peak period. Severe congestion often exists in the 2-lane segments of SR 120, especially near the National Battlefield. This congestion results in lost time and increased operating cost for roadway freight.

SR 120 Loop: To reduce freight traffic in downtown Marietta, a system of roadways has been designated as SR 120 Loop. This eight mile loop is a series of surface streets including North Marietta Parkway, South Marietta Parkway, and Powder Springs Street. The majority of the corridor is 4-lanes except for the 1.4 mile segment between I-75 on the south side to the Roswell Road interchange which varies between six and eight lanes. Land use is commercial west of I-75 and residential east of I-75.

With the exception of the Powder Springs Street segment of the loop, congestion is localized around major intersections. Specifically, two intersections with Cobb Parkway (US 41), Atlanta Road and Cherokee Street, often result in delays for trucks in the AM and PM peak hours. The number of driveways, high traffic volumes, and the intersection of Powder Springs Street and SR 120 results in congestion along the SR 120 loop segment of Powder Springs Street during a significant portion of the day. This congestion results in lost time and increased operating cost for roadway freight.

Canton Road: Canton Road connects the cities of Marietta and Woodstock, and serves as a bypass for the often congested I-75/I-575 interchange. The roadway changes characteristics several times with a split, one-way pair in the south, a limited access segment in the middle, and a more standard 4-lane arterial in the northern portion of Cobb. Land use is commercial with a small pocket of medical in the south and several small residential developments in the north.

Congestion currently exists along many segments of Canton Road. In the AM peak hours, congestion is typically limited to the I-75 interchange and localized congestion at intersections. In the PM peak hours, congestion from I-75 northbound often creates queues along Canton Road back to SR 120 Loop. Traffic destined for eastern portions of Cobb and points north results in congestion along Canton Road south of Piedmont Road.

South Cobb Drive (SR 280): SR 280 connects the cities of Marietta and Smyrna to I-285 and to industrial uses just inside the I-285 perimeter. The entire 10.6 miles of the corridor is a 4-lane facility with a two-way left turn lane. While the cross section remains the same throughout the corridor, the land use changes multiple times. In the southern portions of the corridor, the land use is residential with nodes of retail commercial located around major intersections. North of Concord Road, the land use is more commercial with a few pockets of light industrial and warehouse use.

While not as congested as other corridors in Cobb County, SR 280 does have areas of congestion. In the PM peak period, segments just north of I-285 lack the capacity needed to serve all of the vehicles. Additionally, the segment between Austell Road and Atlanta Road operates near capacity.

C.H. James Parkway (SR 6): SR 6 connects the cities of Dallas and Rockmart to I-285 and also serves as the main access road for the Norfolk-Southern Austell Intermodal Terminal. The roadway is a 4-lane facility with a two-way left turn lane throughout the 7.4 mile Cobb segment of the roadway. Adjacent land use includes residential and undeveloped land with the exception of the segment bordering the intermodal terminal.

Widespread congestion does not exist along SR 6; however, congestion does exist at intersections and other locations which require heavy vehicles to come to a full stop. North of the intermodal terminal, freight traffic drops significantly and more laminar traffic flows results in higher capacities.

Connect 6 Corridor Study was competed in 2008. The study examined the SR 6 corridor from Paulding County to I-85 identifying deficiencies, assessing alternatives, and proposing projects along the corridor. The study found several hindrances to freight movement along the corridor including two applicable to the Cobb County segment of the corridor:

- Conflicts between heavy freight and vehicular traffic
- Freight operator lack of knowledge of existing traffic management tools

The study proposed freight friendly lanes be developed along the corridor to better serve major shippers within the study area and provide better separation of heavy truck and vehicular traffic. Additionally, the study proposed an access management plan be developed for the corridor.

Veterans Memorial Highway (US 78, SR 8): US 78 traverses Georgia from east to west, roughly following I-20. In Cobb County, US 78 runs concurrently with US 278 and SR 8, and is named Veterans Memorial Highway. The 8.5 miles of US 78 located within Cobb County is bordered by very diverse land uses from medium density commercial in the west to a combination of residential and light industrial in the east. The roadway maintains a 4-lane divided cross section throughout Cobb with the exception of a 0.3 mile segment in downtown Austell where the two-way left turn lane does not exist. US 78 generally operates without congestion unless extreme congestion occurs along I-20.

Heavy Truck Crashes

Between 2000 and 2008, over 13,000 crashes involving trucks occurred in

FIGURE 31 | Heavy Truck Crashes (Heat Map)

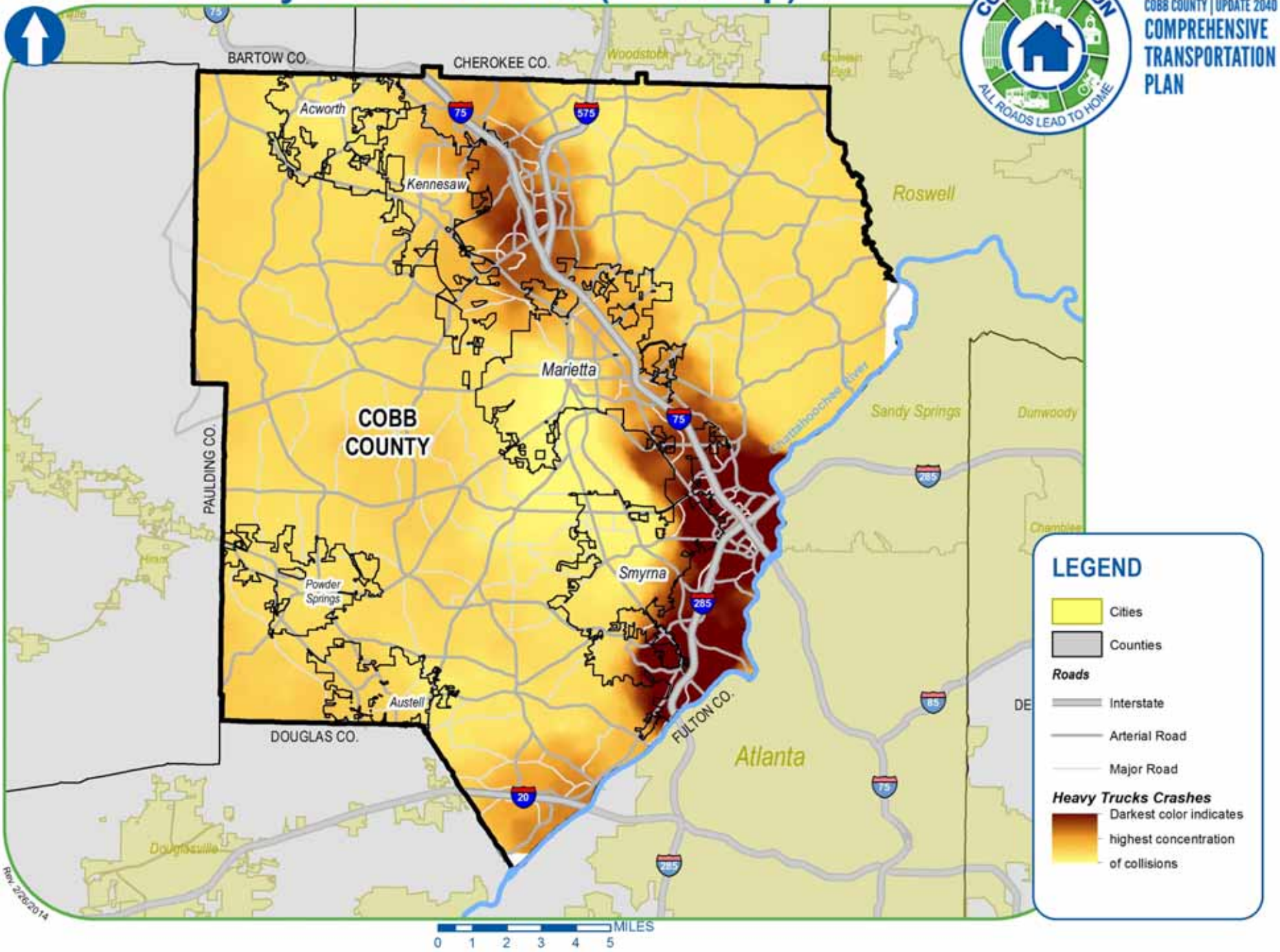
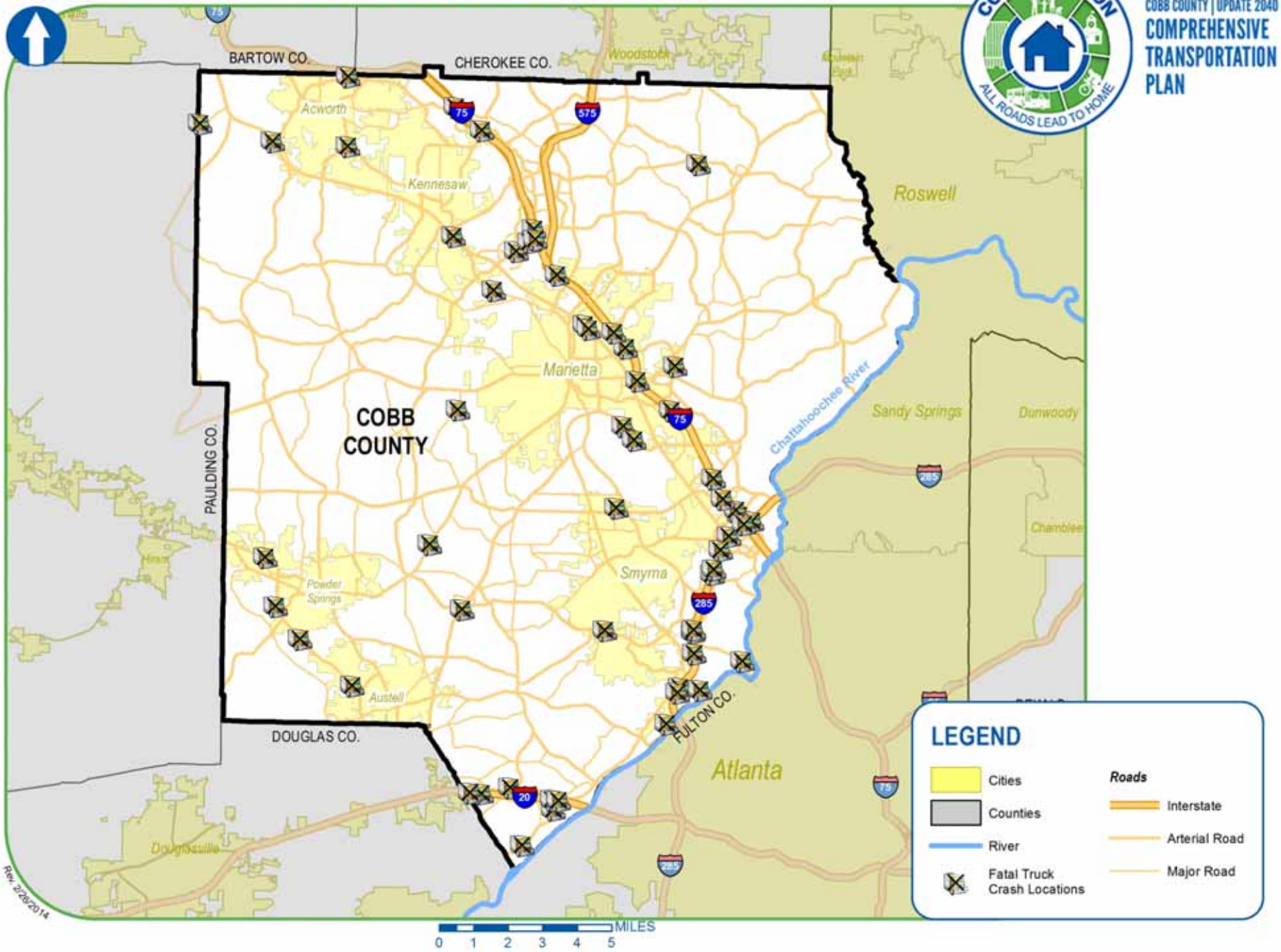


FIGURE 32 | Fatal Truck Crash Locations



COBB IN MOTION
ALL ROADS LEAD TO HOME

COBB COUNTY | UPDATE 2040
COMPREHENSIVE TRANSPORTATION PLAN

Cobb County. These crashes resulted in 3,139 injuries and 65 fatalities. Figure 31: Heavy Truck Crashes (Heat Map) on page 110 shows the intensity of heavy truck crashes and Figure 32: Fatal Truck Crash Locations on page 111 shows the locations in the county. The majority of the crashes occur along interstates with additional crashes along Cobb Parkway (US 41), SR 120 west of Marietta, and Austell Road.[30]

Of the 65 total fatality crashes, 29 occurred on arterials, collectors, or local roadways. These crashes resulted in 15 people being injured and 29 people being killed. While many of these crashes were isolated, several corridors had multiple crashes including:

- SR 6 between Garrett Road and Florence Road (4 crashes)
- Cobb Parkway (US 41) between North Marietta Parkway and Canton Road (2 crashes)
- Barrett Parkway between I-75 and Cobb Parkway (US 41) (2 crashes)
- South Cobb Drive between Atlanta Road and Cobb Parkway (US 41) (2 crashes).

Rail Freight

Two mainline and one shortline rail line run through Cobb County.[31] In Georgia, rail lines typically carry trailers/containers, coal, farm products, stone, sand, gravel, plastics, fertilizers, or other chemicals. Specifically in Cobb, the three rail lines carry over 1,700,000 tons of in-bound freight, over 9,000 tons of out-bound freight, and over 3,000 tons of intra-Georgia freight per year.[32] Figure 33: Rail Lines and Grade Intersections on page 114 shows the rail lines in the County.

The CSX Transportation (CSXT) "W & A" mainline rail line travels northwest/ southeast through the county passing through Vinings, Smyrna, Marietta, Kennesaw, and Acworth and eventually terminates in Chattanooga, Tennessee. Each year 75 – 100 million gross tons are carried on the CSXT rail line in Georgia and between 60 and 99 trains travel the rail lane each weekday.[33]

The Norfolk Southern "S Line" mainline rail line travels east/west through southern Cobb County passing through Mableton, Austell, and Powder Springs and eventually reaching Rome and Atlanta where the rail line branches off. Each year over 100 million gross tons are carried on the Norfolk Southern rail line in Georgia and between 60 and 99 trains travel the rail line each weekday. Additionally, the S Line serves the Norfolk Southern Intermodal Terminal in Austell. The 450 acre site includes over 46,000 feet of track and over 3,000 spaces for trailers.[33]

The Georgia Northeastern (GNRR) short line rail line intersects and branches off from the CSXT rail line near Marietta and continues northward to Blue Ridge. Each year GNRR hauls less than 3 million tons of goods such as timber, grain, poultry, and marble. GNRR also operates the Blue Ridge Scenic Railway north of Blue Ridge carrying passengers and freight.[33]

30. Georgia GEARS and CARE Databases
31. Mainlines serve multiple major cities, and are typically operated/ maintained by Class I or Class II railroads. Shortlines, or Class III, serve fewer smaller cities. The majority of shortline business is transporting rail cars for Class I or Class II operators.
32. Georgia Center of Innovation for Logistics.
33. Georgia Department of Transportation.

At-Grade Intersection Crashes

The largest impact rail lines have on the traveling public are at-grade crossings. With nearly 82 miles of track within the county, Cobb has approximately 65 at-grade intersections. Between 2000 and 2008, 32 motor vehicle crashes involving trains occurred. The crashes resulted in seven injuries.[34] Figure 34: Vehicle-Train Crash Locations on page 115 shows the locations of vehicle/train crashes. Most locations only had a single crash reported over the 8 year period however a few locations had multiple crashes including:

- Spring Street in Austell (2 crashes) [Norfolk Southern]
- Love Street in Austell (2 crashes) [Norfolk Southern]
- Bowden Street in Austell (2 crashes, 1 injury) [Norfolk Southern]
- Angham Road (3 crashes, 1 injury) [Norfolk Southern]
- Atlanta Street in Marietta (4 crashes) [CAXT]
- Waverly Way in Marietta (2 crashes) [CSXT]
- Whitlock Ave in Marietta (2 crashes, 2 injuries) [CSXT]
- White Circle in Marietta (2 crashes) [CSXT]

All locations with multiple crashes have gates and bells.

Needs Assessment: Freight

Most major forecasters agree freight will play an increasingly important factor in the future of Georgia's transportation system. With the proposed expansion of the Port of Savannah, both rail and road freight is expected to increase with a significant amount of freight traffic headed to the midwest and inland New England. Locally, efficient access to major freight routes and safe rail crossings will result in economic growth and improved performance of the transportation network.[35] The following improvements are expected to be necessary to meet 2040 freight transportation needs:

- Increase capacity and/or improve operations along major freight routes: Due to the slow acceleration and deceleration speeds, heavy trucks are impacted more significantly from congestion. This is especially true at intersections along major freight routes. Increasing capacity or improving operations through roadway widening or signal timing programs would improve travel times and eliminate the number of stops.
- Evaluate safety needs at high frequency truck crash locations: Crashes involving heavy trucks are often more severe, require longer clearance times, and create more congestion than those involving only passenger vehicles. Studies of high crash locations could yield underlying factors which could be used to reduce the number of crashes.
- Reduce At-Grade Railroad Crossings: At-grade railroad crossings are locations of safety and operational concerns. Steep grade crossings cause difficulties for heavy trucks, queues through grade crossings can trap vehicles on the tracks, and train/pedestrian interactions often result in fatalities. From an operational perspective, trains can block crossings at irregular times resulting in significant delays during peak hours.

34. Georgia GEARS and CARE Databases.

35. Listening tour meeting with CSX.

FIGURE 33 | Rail Lines and Grade Intersections

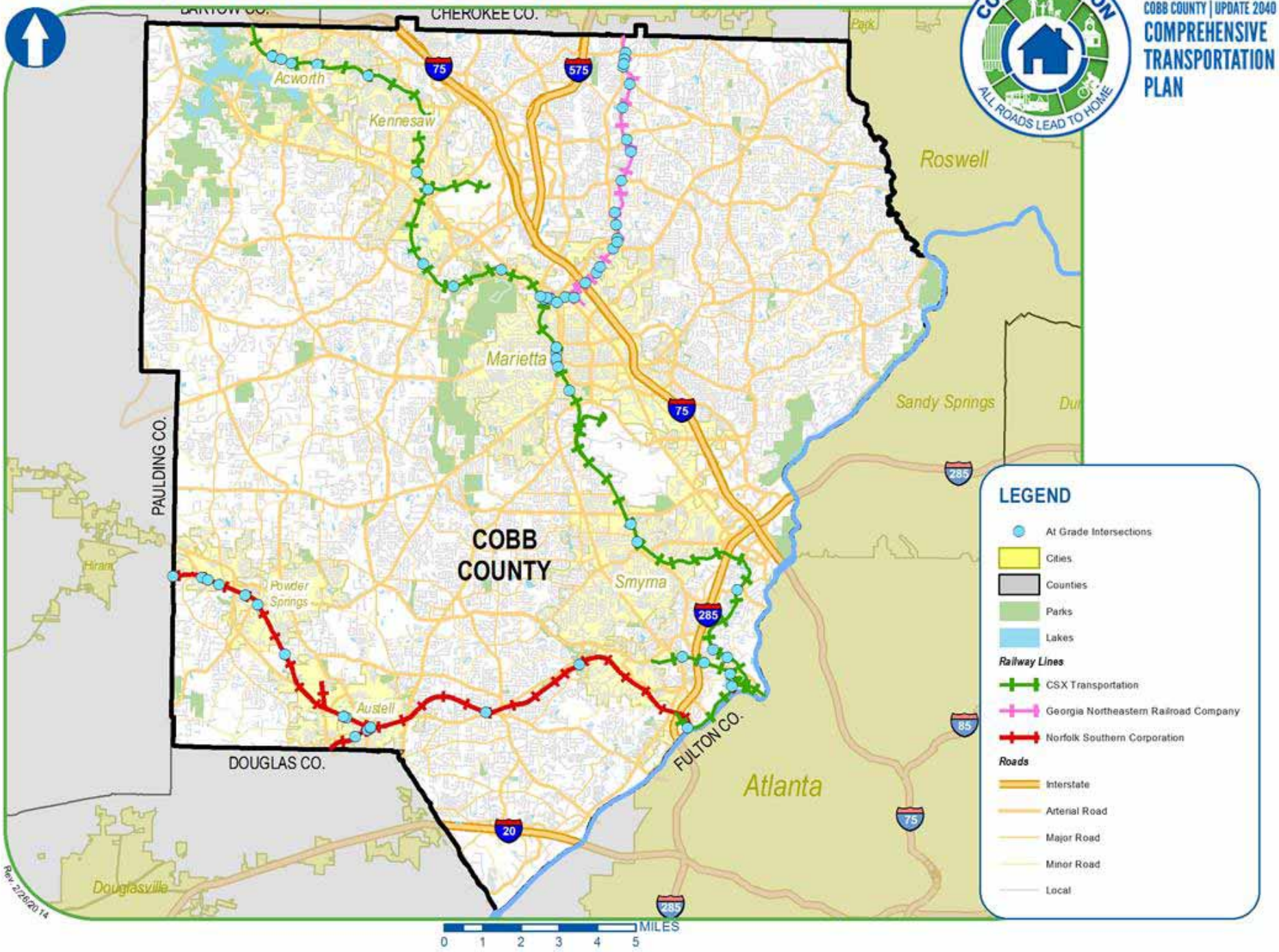
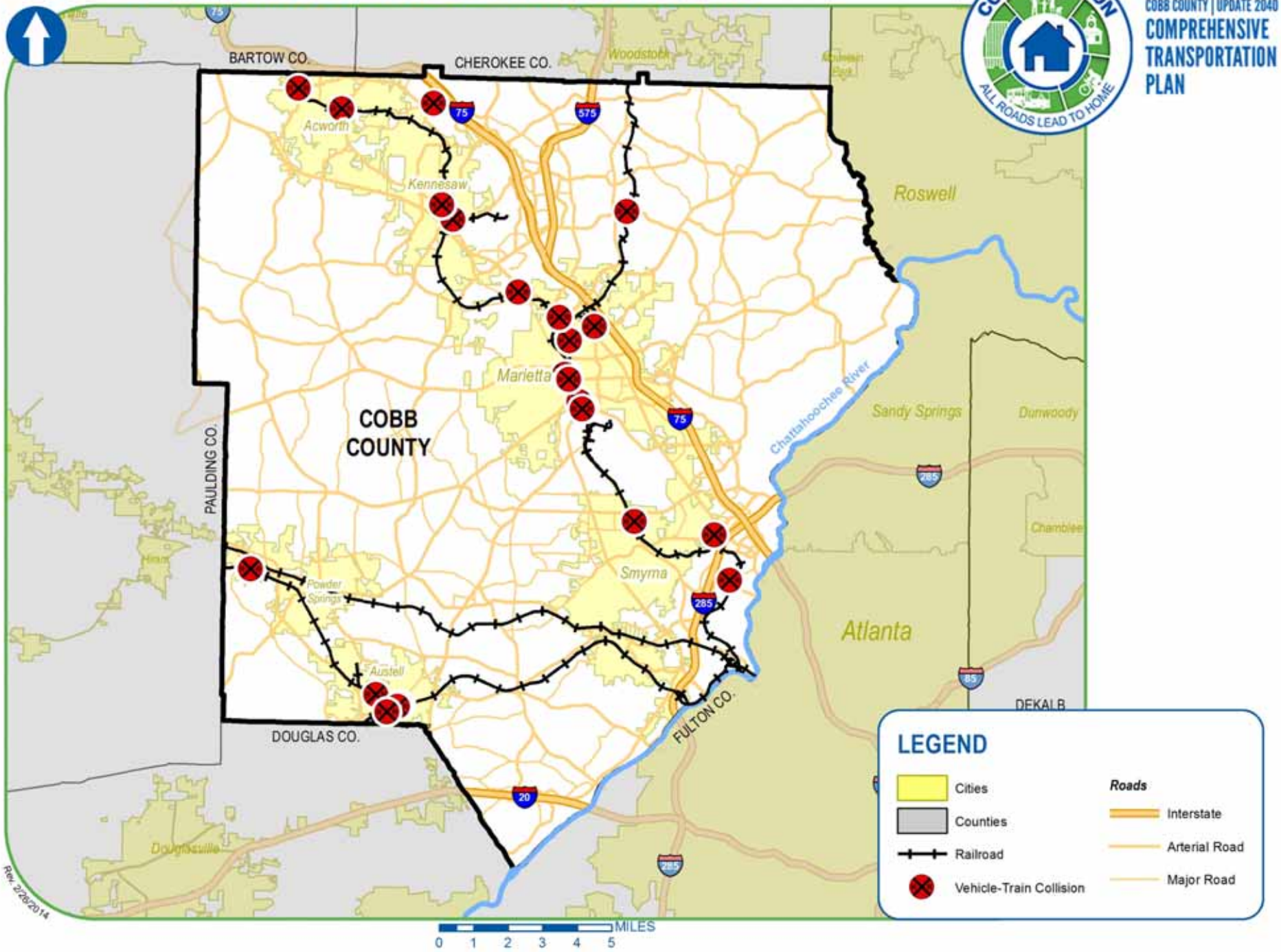


FIGURE 34 | Vehicle-Train Crash Locations



Bike and Pedestrian Facilities

Sidewalk

Cobb County's urban context drives the need to consider multiple modes of transportation for its residents in planning efforts. A well-connected sidewalk system provides transportation solutions for many users, including transit riders, individuals who do not own a car, children who walk to school, and the disabled. The 2008 Cobb County 2030 Comprehensive Transportation Plan inventory assessment identified that only 18 percent of the total roadway miles in Cobb County had sidewalks. Half of those roadway miles have coverage on both sides of the road. Also, it was noted that the majority of these facilities are located within the cities and other activity centers of Cobb. It is the goal of county and city planning efforts to expand this sidewalk network whenever feasible, especially in the vicinity of schools and community centers, and to improve connectivity between Livable Centers. Review of the existing 2013 inventory of county sidewalks reveals a total network length of 733 miles not including local roads, which translates to a 21.7 percent roadway coverage rate. The 2008 CTP indicated that the county had approximately 685 miles of sidewalk. Since 2008, the county has added approximately 48 miles of new sidewalk. Goals set forth in the Cobb County 2030 Comprehensive Transportation Plan and the Cobb County Bicycle and Pedestrian Improvement Plan identify the need to accommodate both pedestrians and cyclists in new development plans and road construction so it is expected that the network of sidewalks will continue to grow with the county.



Photo: Cumberland Boulevard Pedestrian Bridge

Sidewalk improvements have been funded through sources such as Cobb County's SPLOST, the County's General Fund, city funds, and through FTA and other sources. Projects are recom-

mended, prioritized and programmed through a county-level review process. Figure 35: Existing and Planned Sidewalks on page 118 is a county map of the 2013 existing sidewalk network and currently programmed SPLOST sidewalk projects.

In 2010, Cobb County developed the Cobb County Bicycle and Pedestrian Improvement Plan that supplements the Cobb County 2030 Comprehensive Transportation Plan. Sprinkle Consulting was responsible for developing the Atlanta Region Bicycle Transportation & Pedestrian Walkways Plan for the ARC and the two plans' methodologies closely resemble one another. The county-level plan first established a baseline for monitoring improvements by evaluating the existing levels of service for all collector and arterial roads. Findings from this analysis indicate that high vehicular volumes, geometric obstacles, lack of paved shoulders, gaps in sidewalks and other factors contribute to a countywide bicycle and pedestrian LOS D. The study concluded that this LOS is comparable to other urban areas. It does indicate that there is room for improvement and the plan recommends that action should be taken to improve this LOS. The study also found that only 43 percent of the major thoroughfare miles have full sidewalk coverage on at least one side of the road. It also identified a significant lack of buffering between lanes and sidewalk facilities, which can lead to a decline in pedestrian safety and a negative user perception. Recommendations for improving pedestrian LOS include adding new sidewalks and improving buffer distances.



Photo: Silver Comet Trail

Bicycle

Bicycle facilities include striped bike lanes, shared lanes with appropriate signage and side-paths within a road's right of way. As with pedestrian facilities, federal regulations require that cyclists be considered in planning efforts. Cobb County, its cities, and other activity centers are primarily urban settings, which benefit greatly from alternative modes of transportation. On-street bicycle facili-

FIGURE 35 | Existing and Planned Sidewalks

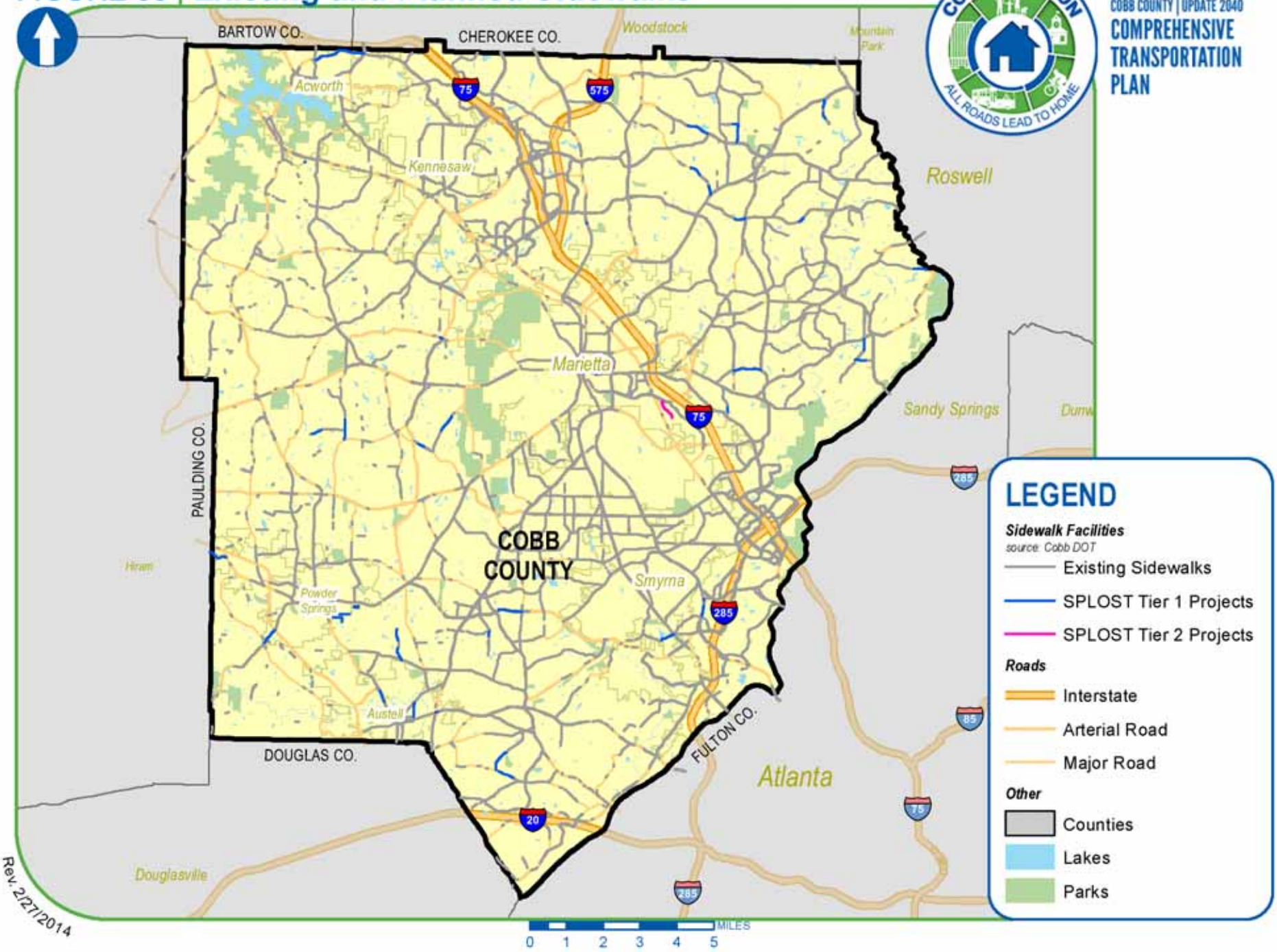
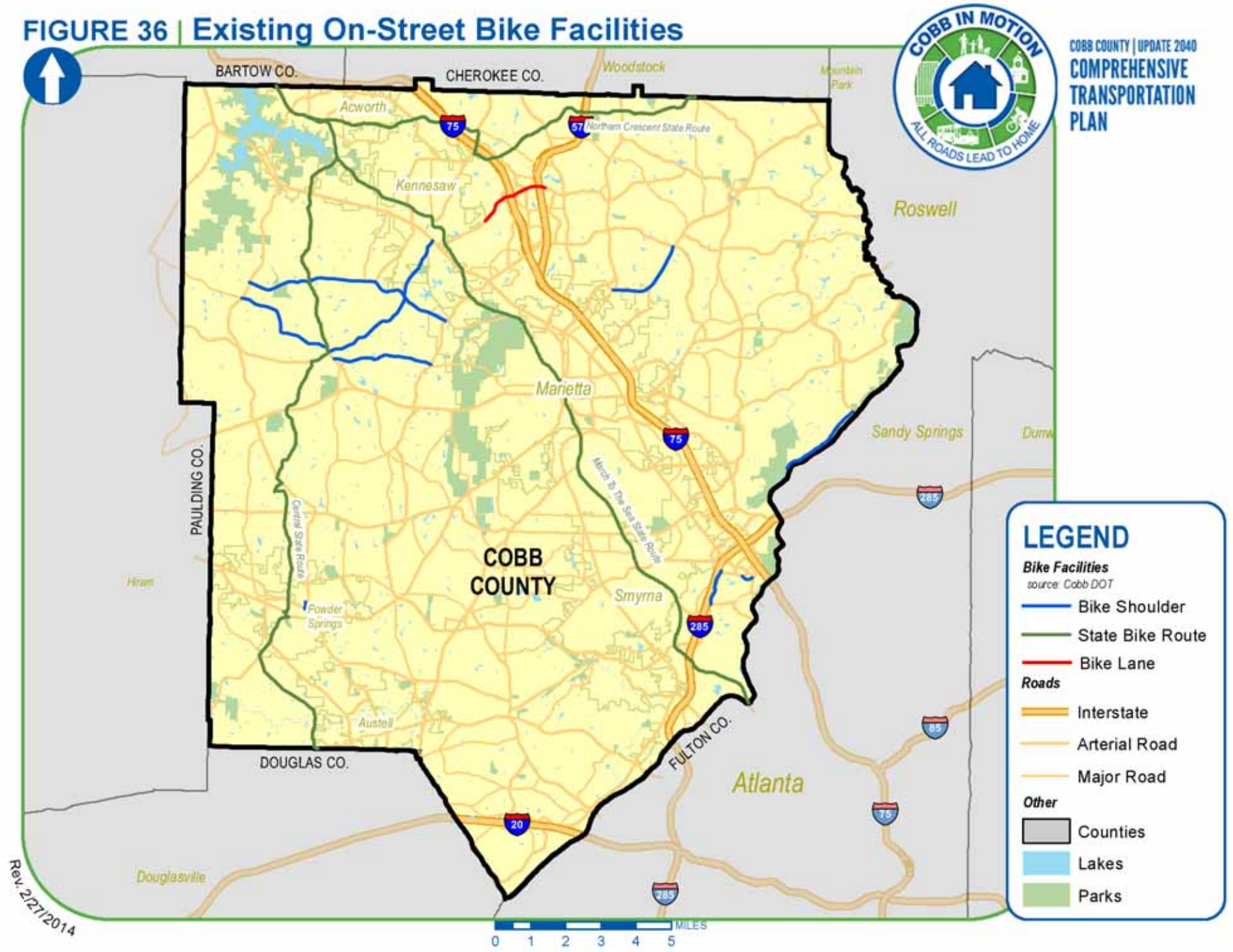


FIGURE 36 | Existing On-Street Bike Facilities



ties exist in only a few locations in the county, as shown in Figure 36: Existing On-Street Bicycle Facilities on page 119.

Several numbered state bike routes run through Cobb County. These routes consist of shared-use lanes with signage and can be 20-30 miles in length. The Georgia DOT is responsible for maintaining these routes. Georgia DOT also provides maps to the public that indicate route designations and expected traffic volumes for trip planning purposes. Expected users of the state bike routes are generally classified as "A", or advanced, users. These users are experienced in all traffic conditions and are comfortable sharing lanes with cars.

Those routes include:

- The Northern Crescent (Route 70)
- The Central State Route (Route 15)
- The March to the Sea (Route 35)



Photo: Cochran Shoals

In addition to these marked or signed facilities, the 2010 Cobb County Bicycle and Pedestrian Improvement Plan identified many other roads in the county as having an appropriate lane width to safely accommodate cyclists. Use of these shared lane facilities may be uncomfortable and even unsafe to riders with a low or moderate skill level, as travel within the vehicular stream is necessary.

The bicycle and pedestrian plan assessed the existing system and determined that the county achieved a LOS D for bicycle, which, as previously mentioned, is characteristic of other urban areas throughout the country. The assessment made in the Cobb County Bicycle and Pedestrian Improvement Plan suggests that facilities are acceptable, but there is room for significant improvement which could be facilitated through road widening, road diets, resurfacing and other locally funded projects.

Multi-Use Trails

Cobb County has a 48 mile network of multi-use trails and side paths, including the Silver Comet Trail and the Kennesaw Mountain to Chattahoochee River Trail. The trail system provides transportation alternatives and recreational opportunities for pedestrians and cyclists. Existing and planned trails will connect activity centers to each other, adjacent neighborhoods, and the regional trail network. Figure 37: Existing and Programmed Multi-Use Trails on page 122 shows the existing trails and includes an additional 36 miles of programmed trails from the ARC's Transportation Improvement Plan (TIP) project list, as well as other locally funded initiatives, such as the SPLOST.

Needs Assessment: Providing Mobility for All Users

A great diversity of residents call Cobb County home. With a variety of ethnic and income levels present, particularly along the major transportation corridors in central Cobb, it is necessary to provide safe and effective transportation for all of these residents. In support of this, Cobb County adopted a Complete Streets policy in 2009 which states:



Photo: Noonday Creek Trail

FIGURE 37 | Existing and Programmed Multi-Use Trails

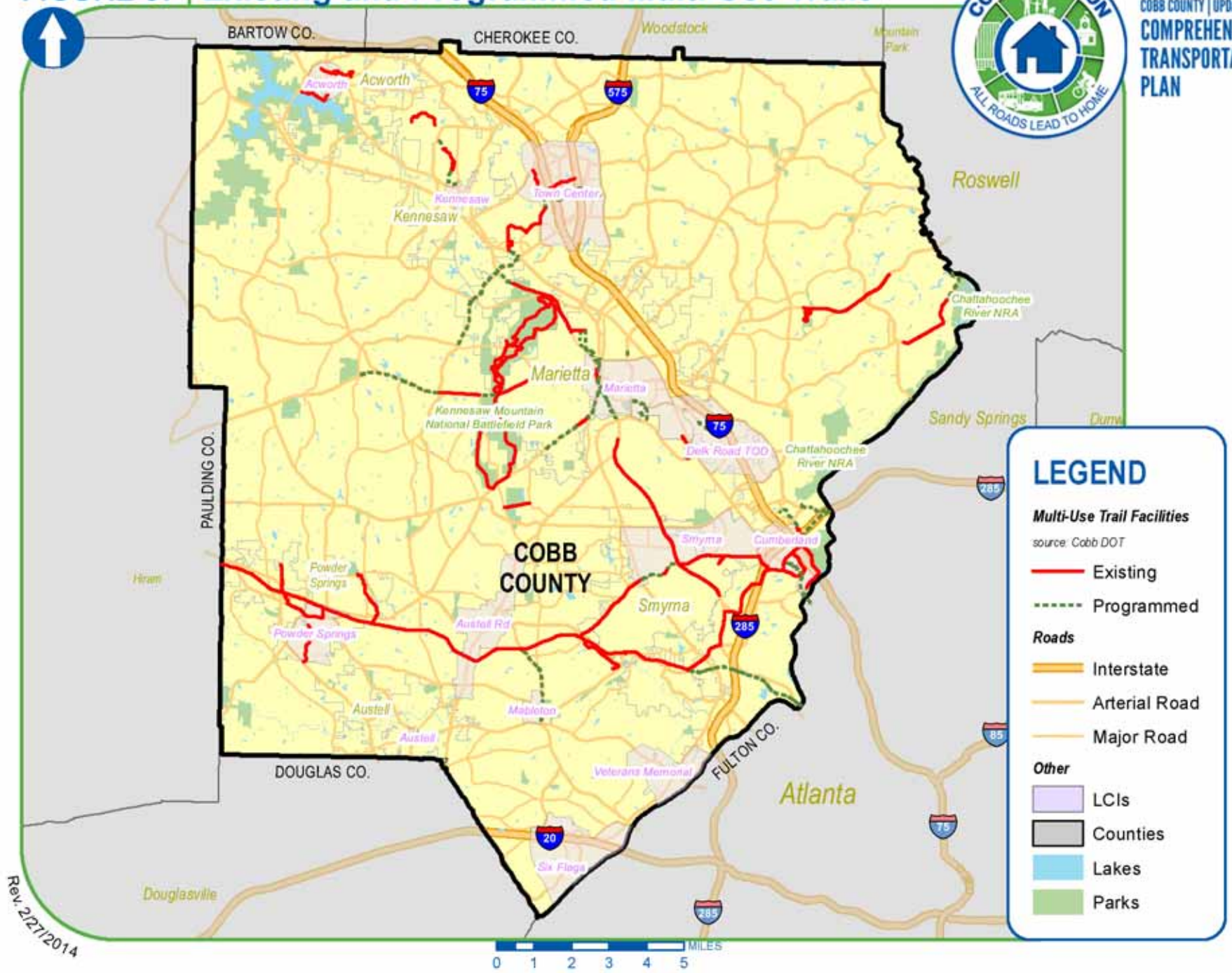
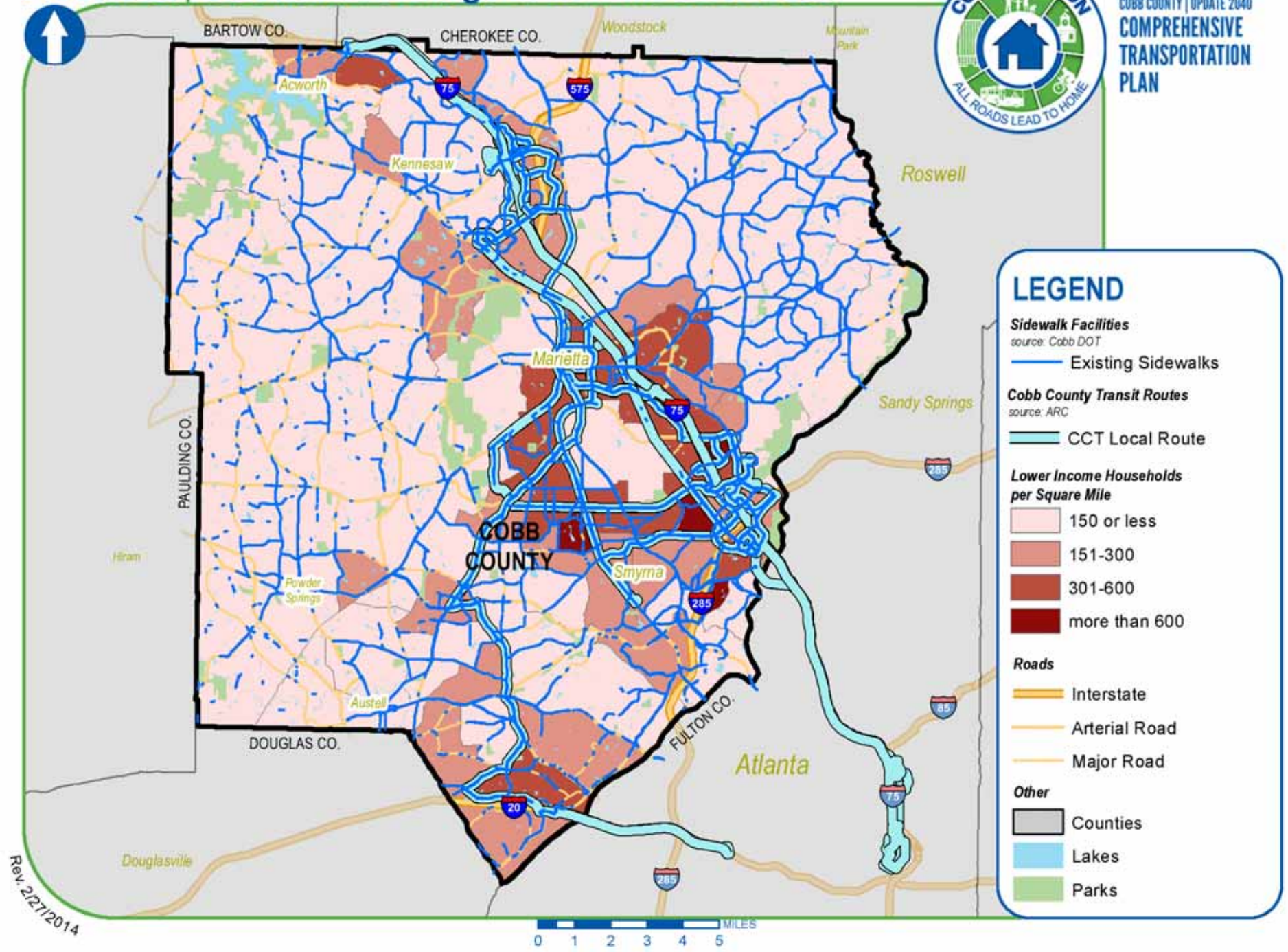


FIGURE 38 | Sidewalk Coverage in Low Income Areas



Cobb County will implement the Complete Streets concept by considering safe access for all users, to include motorists, bicyclists, pedestrians, and transit users, including individuals with physical disabilities and senior citizens, in the planning, design, construction and operation of streets within its jurisdiction.

While some of these users choose to take modes of transportation other than personal vehicles, other users are dependent on pedestrian, bicycle and transit facilities as their primary mode of travel. Households of lower income and low auto ownership have been shown to rely more heavily on public transportation; and therefore, require adequate connections to transit. Additionally, those areas with a higher dependence on transit should accommodate pedestrian trips to grocery stores, medical facilities, and other businesses associated with daily life. The complete street concept has been adopted by the county, and efforts are being made to continue to expand the sidewalk network in many areas. Figure 38: Sidewalk Coverage in Low Income Areas on page 123 shows areas of lower-income households overlaid with existing sidewalks.

As with any transportation facility, connections to pedestrian destinations in these areas should be considered to create an effective network. Travel by foot is limited by the distance that someone is willing to walk to reach a point of interest. This distance is not standard, and can vary depending on several circumstances such as streetscape appeal, trip purpose, perception of security, and others. A generally accepted guidance is that on average, a person is willing to walk to a destination when it lies within a quarter of a mile. For people who do not own a car; however, walking a mile or more is not uncommon to reach transportation and community destinations. Points of interest include places that serve a primary need, such as grocery stores, retail, places of worship, medical facilities, and transit stops among others. Areas with a higher density of lower income households can be categorized into three geographic regions: South Cobb, the I-75 Corridor and north Cobb in proximity to the I-75/I-575 Junction. For the purposes of this needs assessment, northeast Cobb and western Cobb have been included as regions that are characteristically less dependent on transit and alternative modes of transportation, but still experience a need for sidewalk facilities.



Source: Cobb CTP Listening Tour

Needs Assessment: Sidewalk Coverage

South Cobb/Mableton Area/Six Flags Area

- Low-income density in this area is moderate (151-300 households of low -income per square mile), with some zones of higher density (301-600 households of low-income per square mile).
- Segments of arterial roads and major collectors lack continuity. These roads include Veterans Memorial Hwy, Mableton Pkwy, South Gordon Rd, Old Alabama Rd SW, Lee Industrial Blvd and Six Flags Pkwy.
- Significant gaps exist in the sidewalk network, considering that this area also experiences a higher number of transit dependent households.

I-75 Corridor/Central Cobb

- Much of this area experiences a high density of low-income households, with some areas exhibiting very high densities (600+ households of low-income per square mile).
- The Cumberland area provides a very extensive sidewalk network, including coverage on both sides of most arterial and collector roads.
- Major roads in Smyrna provide sidewalk coverage on at least one side. Minor gaps exist along the East West Connector, Concord Road, Old Concord Road, Windy Hill Road and Pat Mell Road.
- Opportunities for additional sidewalks in Marietta lie along Cobb Pkwy, Whitlock Ave, Powder Springs St, Roswell Rd, and Lower Roswell Rd.

I-75/I-575 Junction/Town Center/North Cobb

- The Town Center area experiences moderate low-income household density. Sections of Acworth are in the high density category.
- In Town Center, sidewalk gaps exist along Bells Ferry Road, Shiloh Road, Cobb Parkway, Barrett Parkway, and Old 41 Highway.
- Acworth sidewalk facilities experience major gaps in connectivity along Hickory Grove Road.

Northeast Cobb

- The households are not primarily identified as being transit dependent.
- Sidewalk coverage suggests a well-connected network along major roads; and therefore, filling in gaps by connecting to neighborhoods along minor collectors and local roads should be the focus in this area.

West Cobb

- The households are not primarily identified as being transit dependent.
- Land use is less dense, and neighborhoods are more isolated.
- Significant gaps in sidewalk coverage exist along primary roads; therefore, filling in these gaps along these major roads should be the primary focus , especially those gaps in proximity to schools and parks.

The primary roadway network has good sidewalk coverage in areas with the potential for increased transit ridership. Additional sidewalks are needed along many of the secondary roads connecting residential neighborhoods to transit corridors in central Cobb.

Needs Assessment: Connecting to Transit

Multiple bus systems currently serve Cobb County. Both the CCT routes and the GRTA Xpress routes have stops along Cobb Parkway (US 41) and in cities of Cobb County. Xpress routes serve Marietta, Austell, Mableton, Powder Springs, Kennesaw and Acworth at designated Park and Ride lots. The CCT routes serve Mableton, the Six Flags area, Smyrna, Marietta and Kennesaw. These Xpress and CCT stops should have adequate facilities connecting them with residences and retail. Plans for a premium transit system along Cobb Parkway (US 41) suggest that the demand for a rapid transit option is substantial and it will be important for the county to create and maintain an interconnected sidewalk system if this is implemented in the future.

Needs Assessment: Providing Cobb Children with Safe Routes to School

Historically, the federal program known as Safe Routes to School provided funding to states to assist with improvements to infrastructure when project locations were within a 2-mile radius of a primary or middle school (K-8). With the new MAP-21 legislation, the Safe Routes to School funding has been rolled up, along with Transportation Enhancement (TE) funding into one single source of federal aid. This can make applying for federal aid more challenging, since projects of different types now compete for the same funding.

Cobb County already strives to construct sidewalks to connect to all schools and expects to continue pursuing this goal until each school is well connected. As seen in Figure 39: Sidewalk Coverage in Proximity to Schools on page 128, there are good connections to many county schools; however, more sidewalks in proximity to schools are needed, particularly in southwest Cobb and northwest Cobb. Improvements of crosswalk conditions, pedestrian refuges and connectivity near schools should be made whenever possible to continue to provide students with the proper facilities that they need to get to school safely every day.

Needs Assessment: Establishing a Primary and Secondary Trail Network

Cobb County's network of existing and planned trails span the county and provide transportation alternatives and recreational opportunities for pedestrians and cyclists. Currently, the southern and central portions of the county are dominated by the Silver Comet Trail and the Kennesaw Mountain to Chattahoochee River Trail. Both trails offer excellent opportunities to link LCI's to one another via spur connections. Additionally, the trails will connect to the Atlanta Beltline system in the future, allowing Cobb County residents to bike from outside of the Perimeter all the way to metro Atlanta without needing to travel in a shared vehicular lane.

To help prioritize new trail connections, a primary and secondary network

needs to be identified. This primary network should attempt to utilize any existing facilities while filling in gaps with programmed and planned projects. Primary connections should also link to LCI areas, which is one of the principles of the LCI program. LCI's which would benefit from added paths are the Austell Road Corridor, Kennesaw LCI, Franklin/Delk LCI, Envision Marietta LCI, Marietta University Enhancement District, Mableton LCI, Six Flags LCI and Acworth LCI. Major attractions such as the existing network of paths located within the Kennesaw Mountain National Battlefield Park and the Chattahoochee River Natural Recreation Area are also important destinations that should be linked to when possible.

The premise of a secondary trail connection is one that serves an area outside of an LCI center or within unincorporated Cobb County's residential areas. There are limited existing and programmed connections outside of these LCI areas. Fortunately, tracts of undeveloped land still exist and could be reserved for trail right-of-way through coordination with land owners, developers and Cobb County.

Universities are considered to be significant generators of walking and biking trips. Parking on school property is in high demand, and one challenge that many universities face is determining how to generate student and faculty trips using modes of travel other than passenger cars. Improvements to the walking and biking facilities in proximity to Kennesaw State University and Southern Polytechnic State University can alleviate some of the demand for parking, and serve to improve student health and quality of life.

Scenic points of interest such



Photo: Cobb Parkway at Spring Road

FIGURE 39 | Sidewalk Coverage in Proximity to Schools

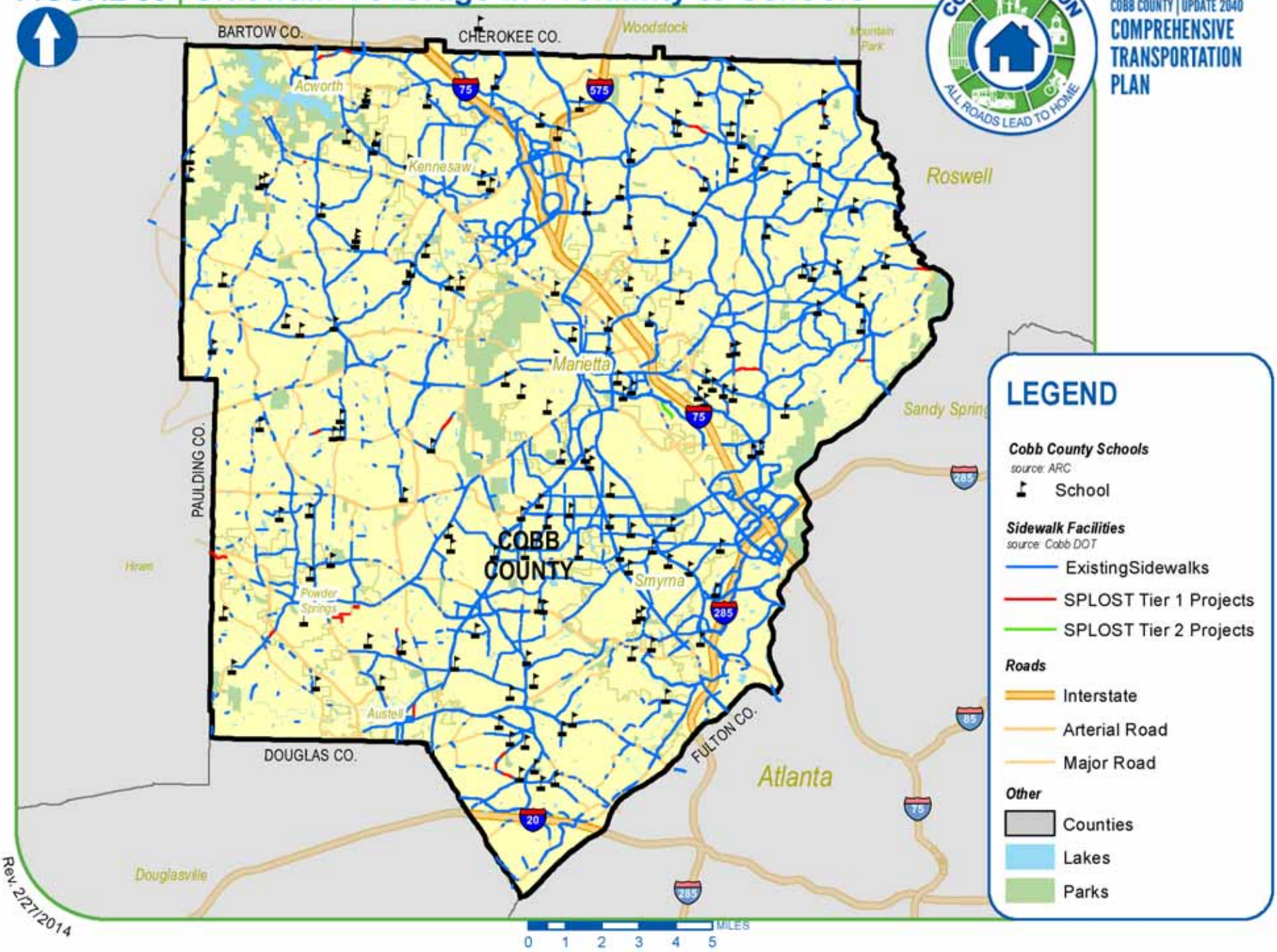
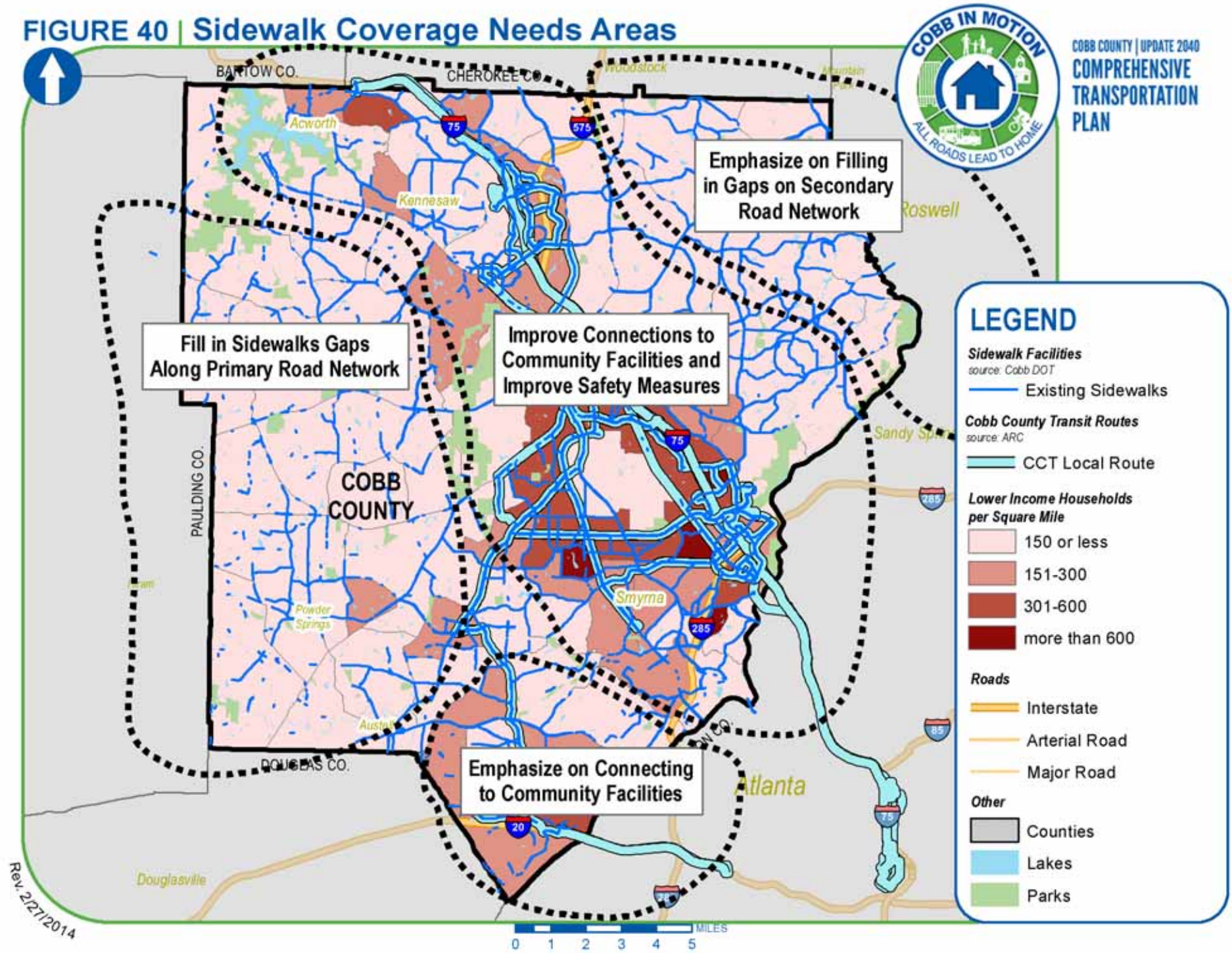


FIGURE 40 | Sidewalk Coverage Needs Areas



as the Chattahoochee River and Lake Acworth can be used to create destination trails for the County. These destination trails can be linear or loop trails and can be isolated or can share trailheads with other paths.

Needs Assessment: Multi-Use Trail Connections and Expansions

While the Cobb County multi-use trail and sidepath network is extensive, opportunities exist to fill in gaps and promote new connections along the Silver Comet and the Kennesaw Mountain to Chattahoochee River trails. New connections from LCI areas along these routes should be given consideration, especially along the Austell Road LCI corridor and in the Kennesaw LCI area, where connections are limited. KSU students would benefit from enhanced connections within the campus area and other destinations. The neighborhoods within the Austell Road Corridor LCI would also benefit from a trailhead that provides access to the Silver Comet Trail.

Additions of scenic recreational facilities along the bank of Lake Acworth would provide pedestrian and bike connections between the lakefront parks such as Dallas Landing and Cauble Park. A programmed TIP project (CO-301) to widen Highway 92 and install an adjacent multi-use trail creates a section which serves as one leg of a potential loop trail around the lake.

Few path connections exist in northeast Cobb's suburban neighborhoods. However, opportunities exist to connect parks, greenspaces and residential areas. Creeks provide extended, undeveloped stretches of land that, with correct context sensitive planning, can be turned into attractive recreation amenities that are also environmentally sustainable. Paths along creekbeds such as Rubes Creek, Sope Creek, Bishop Creek and Sewell Mill Creek would provide the ideal setting for recreational facilities, and could ultimately lead to the Chattahoochee River National Recreation Area. Smaller loop trails among these neighborhoods also offer residents unique amenities that all ages can enjoy.

Needs Assessment: Needs Identified in Previous Studies

Two important studies have been conducted to determine cyclist and pedestrian needs in Cobb County. The first study was conducted at the regional level in 2007 and is referred to as the Atlanta Region Bicycle Transportation & Pedestrian Walkways Plan. The study area considered in this plan spanned the entire metro-Atlanta region, and was based on the ARC's Regionally Strategic Thoroughfares System (RSTS). Improving travel along these corridors was recommended in the study, as was improving connections from communities to the network.

A second study, Cobb County Bicycle and Pedestrian Improvement Plan, conducted in 2010, which attempted to study the county's existing infrastructure to make recommendations for connecting to this regionally strategic system. A method called latent demand analysis was used to identify and rate a road's potential for bicycle and pedestrian demand. The higher a road's value, the more likely it is that pedestrians or cyclists would desire to

use the road. This determination was made by considering several factors such as land use, trip purpose and trip length. This study reflects a very significant need to provide adequate bike and pedestrian facilities in central Cobb County. There is also a reasonably strong need to provide connections in northeastern, northwestern and southern Cobb. It is important that these areas of higher demand be well-connected to strategic corridors, and plans should be in place to improve areas that do not meet this connectivity criteria. The preferred facility type recommended in the 2010 study was on-street bike lanes and shoulders, but these connections could also be made with multi-use trails which would provide for pedestrian use as well.

While the results of the 2010 Cobb County Bicycle and Pedestrian Improvement Plan were extensive, there were several recommendations made to improve cycling along corridors by simply restriping existing roadways or widening shoulders. Restriping improvements would typically involve reducing the vehicular lane width and adding a 4' striped bike lane at the edge of the road. Costs for this type of improvement are low, and could have significant benefits. The study also investigated roads which could be improved for cyclists by widening shoulder areas.

Needs Assessment: Sidewalk Summary

Figure 40: Sidewalk Coverage Needs Areas on page 129 illustrates the results of the preliminary sidewalk needs assessment. The map depicts the county sectioned off into 4 distinct areas that each require different needs. These needs are described below.

West Cobb

Focus should be on expanding sidewalk coverage on arterials and major collectors, particularly near schools and parks. Alternatively, connections to schools and parks could be made via greenway space since west Cobb is not as densely developed as other areas of the county.

Central Cobb

Due to transit dependence in this region, focus should be on creating sidewalk coverage along collectors and local roads to ensure connectivity to community facilities and transit stops. Additionally, safety should be addressed by improving road crossing treatments at transit stops and other major crossing locations.

South Cobb

Transit dependence and gaps in coverage indicate the focus should be on expanding coverage on primary roads and connecting to community facilities and transit stops.

East Cobb

Extensive coverage along primary roads suggest the focus should be on improving access to this network by creating sidewalks on secondary roads. Need for sidewalks in this area may not be as high as in other regions due to

the existing coverage and the fact that much of eastern Cobb is characterized by residential developments. Trips that begin in this area are expected to be longer than the distance that the average person would be willing to walk. Multi-use trails should still be considered for recreational purposes.

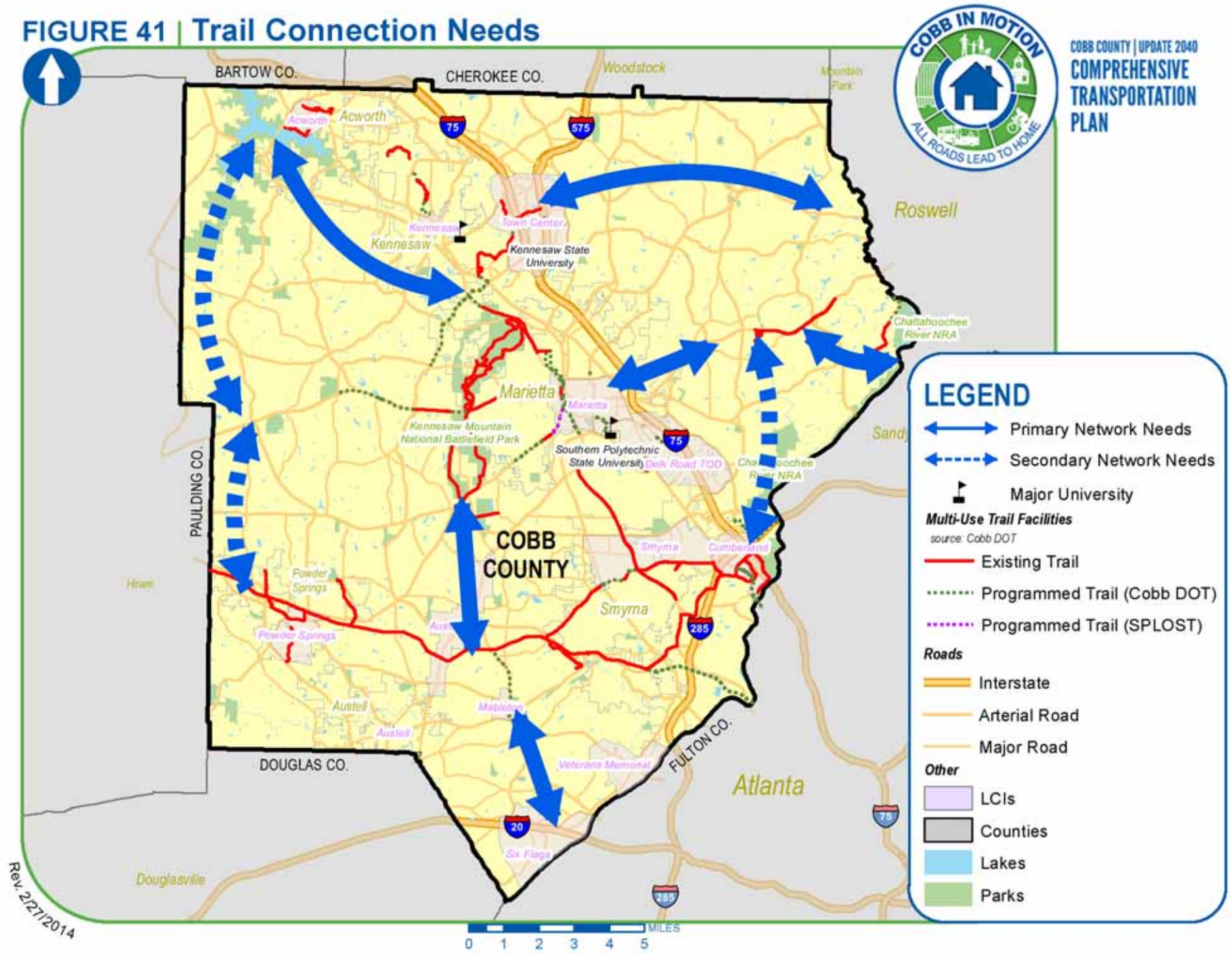
Needs Assessment: Multi-Use Trail Summary

Figure 41: Trail Connection Needs illustrates the primary and secondary connections that should be made through the use of side paths or multi-use trails. Connecting neighborhoods, parks, major community facilities and LCI areas where trail access is currently limited was a primary focus of this needs assessment. These connections are also based on the goal of providing trailheads within approximately two miles of all Cobb residents.



Photo: Multi-Use Trail, City of Powder Springs.

FIGURE 41 | Trail Connection Needs



Transit

Cobb County has about 147 miles of express bus routes and nearly 330 miles of local bus service providing access to jobs and services. Local service circulates within the county and connects residents to express bus routes at park-and-ride lots in Cobb and Paulding Counties and to rail service at stations in Fulton County. Three transit agencies operate in Cobb County: CCT, the GRTA, and MARTA.



Source: Cobb CTP Listening Tour

Of these, CCT has the largest presence, as it operates local and express bus service in the county. GRTA *Xpress*-branded express bus service is also visible within the county, although CCT contracts to operate these routes for GRTA along with its own express bus service. Many express bus routes, along with some of CCT's local routes, terminate at MARTA rail stations within Fulton County, although Cobb County is not part of the MARTA service area of DeKalb and Fulton Counties. Conversely, due to Cobb County's proximity to north Fulton County, MARTA extends two local routes to destinations in southern Cobb County. While fares vary, all three agencies accept Breeze Cards, which make fare collection and transfers more simple.

Transit Providers

CCT

CCT operates local bus service throughout Cobb County, local and express bus service between Cobb County and Midtown Atlanta, and express bus service between Cobb County and Downtown Atlanta. CCT started service in 1989, and currently serves 4 million trips per year. With an $18 million annual budget, CCT is the second largest transit service in the state, behind MARTA. In FY2013, the CCT system served 21.8 million passenger revenue miles in 3.6 million trips for a total of 2.8 million vehicle miles. In addition, CCT contracts with GRTA to operate GRTA *Xpress* commuter bus routes in Cobb County.

In October 2011, CCT enacted a fare increase to $2.50 for an adult, local, single ride ticket. Adult express bus tickets are $5.00, and month-long passes are available for $72.00 for local service and $125.00 for express service. CCT did not adopt fare increases in 2012 or 2013. In 2011, CCT also began requiring that all passengers transferring between CCT and MARTA use a Breeze card. Breeze cards were adopted to further coordinate with MARTA and other transit agencies in the region. Local bus patrons who do not desire a transfer may still pay cash.

GRTA

GRTA, a state agency created in 1999, has addressed transportation mobility and air quality in metropolitan Atlanta. To this end, it implements transportation solutions such as its *Xpress* commuter coach service, and a regional vanpool network, in a 13-county region in and around Atlanta. Its jurisdiction includes Cherokee, Clayton, Coweta, Cobb, DeKalb, Douglass, Fayette, Forsyth, Fulton, Gwinnett, Henry, Paulding, and Rockdale Counties.

Xpress routes provide non-stop or restricted-stop service between park and ride lots in outlying counties and MARTA stations in Downtown and Midtown Atlanta. *Xpress* routes are managed by GRTA, which contracts with transit management companies and transit agencies for the routes' operation. *Xpress* routes running to and from Cobb County are operated by CCT; GRTA does not directly operate any transit service in Cobb County.

GRTA has been managing its *Xpress* service since 2004. For routes operated by CCT, the fare on Xpress bus routes is the same as on CCT routes, $5.00 per one-way adult trip. Outside of Cobb County, GRTA *Xpress* uses distance-based fares that distinguish between a Green Zone, for locations closer to Atlanta, and a Blue Zone, which encompasses park-and-ride lots farther out from the city center. Fares are $3.00 for an adult one-way trip to and from Green Zone destinations and $4.00 for Blue Zone destinations. Month-long passes are available for $100.00 and $125.00, respectively. Breeze cards can be used on all GRTA routes, regardless of county.

MARTA

MARTA is the largest transit system in the state and the ninth largest in the U.S. For Cobb County residents, MARTA stations are the end points of CCT express bus routes into midtown Atlanta and downtown Atlanta. The MARTA H.E. Holmes station is the end point for a local CCT route. MARTA also runs two local bus routes that extend just over the county line into Cobb County.

MARTA utilizes the Breeze card fare payment system, which allows riders to transfer among bus and rail routes up to four times in three hours to complete a trip. A single one-way trip is $2.50; 30-day passes are $95.00.

Local Bus Service: Routes and Ridership

As shown in Figure 42: Local Bus Routes on page 136, CCT operates ten local bus routes that serve county points of interest and provide connections to MARTA rail and bus service at MARTA stations. All CCT local bus routes run Monday through Saturday; there is no CCT bus service on Sundays. Local bus routes are listed in Appendix F: Transit Data.

MARTA operates two local bus routes that connect to the Cumberland Transfer Center (12) and Six Flags (201). MARTA's one year-round bus route into Cobb County, Route 12, serves the Cumberland Mall area, which is right over the Chattahoochee River from Fulton County. Just ten of the route's 120 stops, or eight percent, are in Cobb County. Yet boardings at Cobb County stops account for approximately 380 of the 2,460 average weekday board-

FIGURE 42 | Local Bus Routes

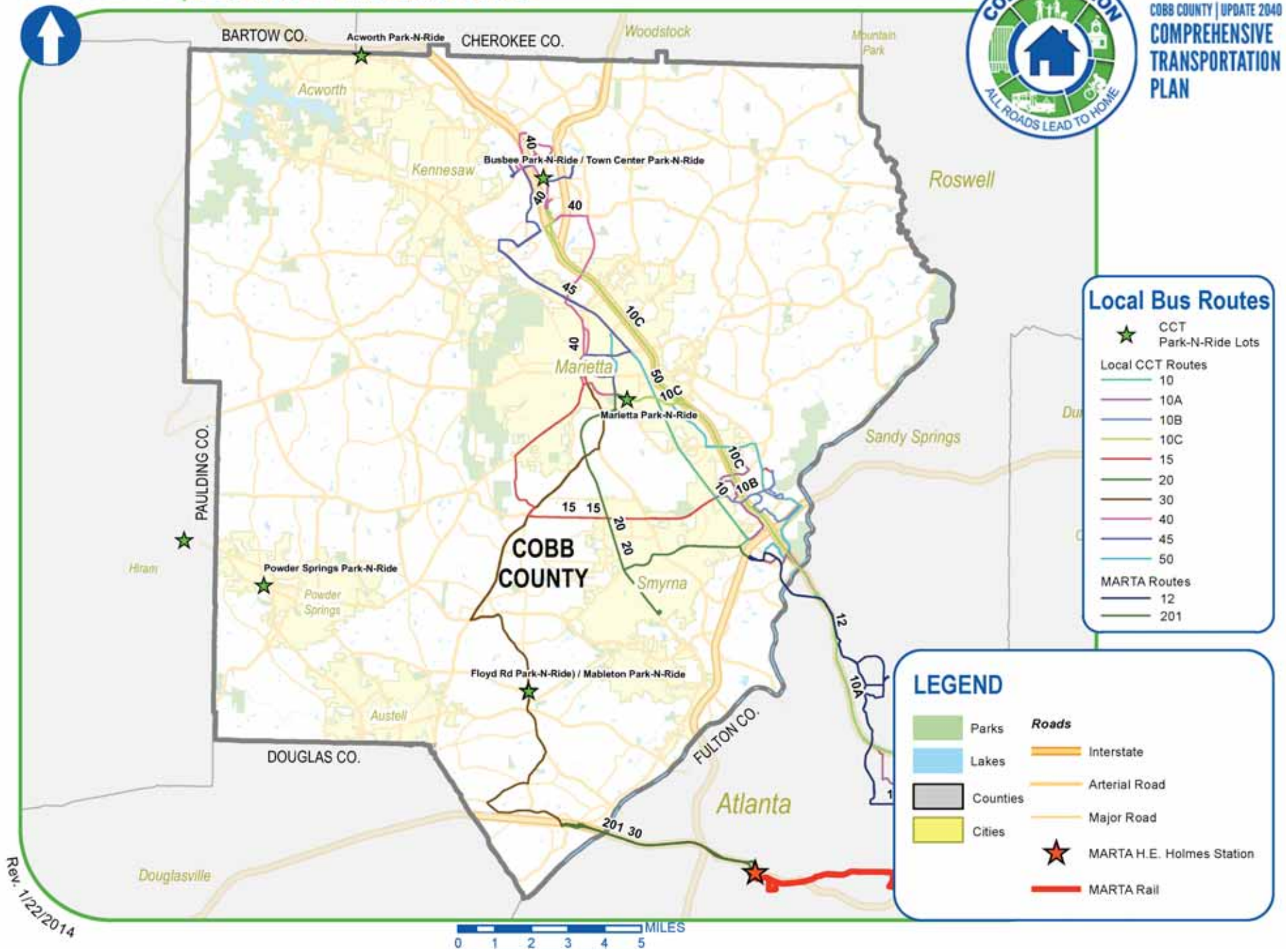
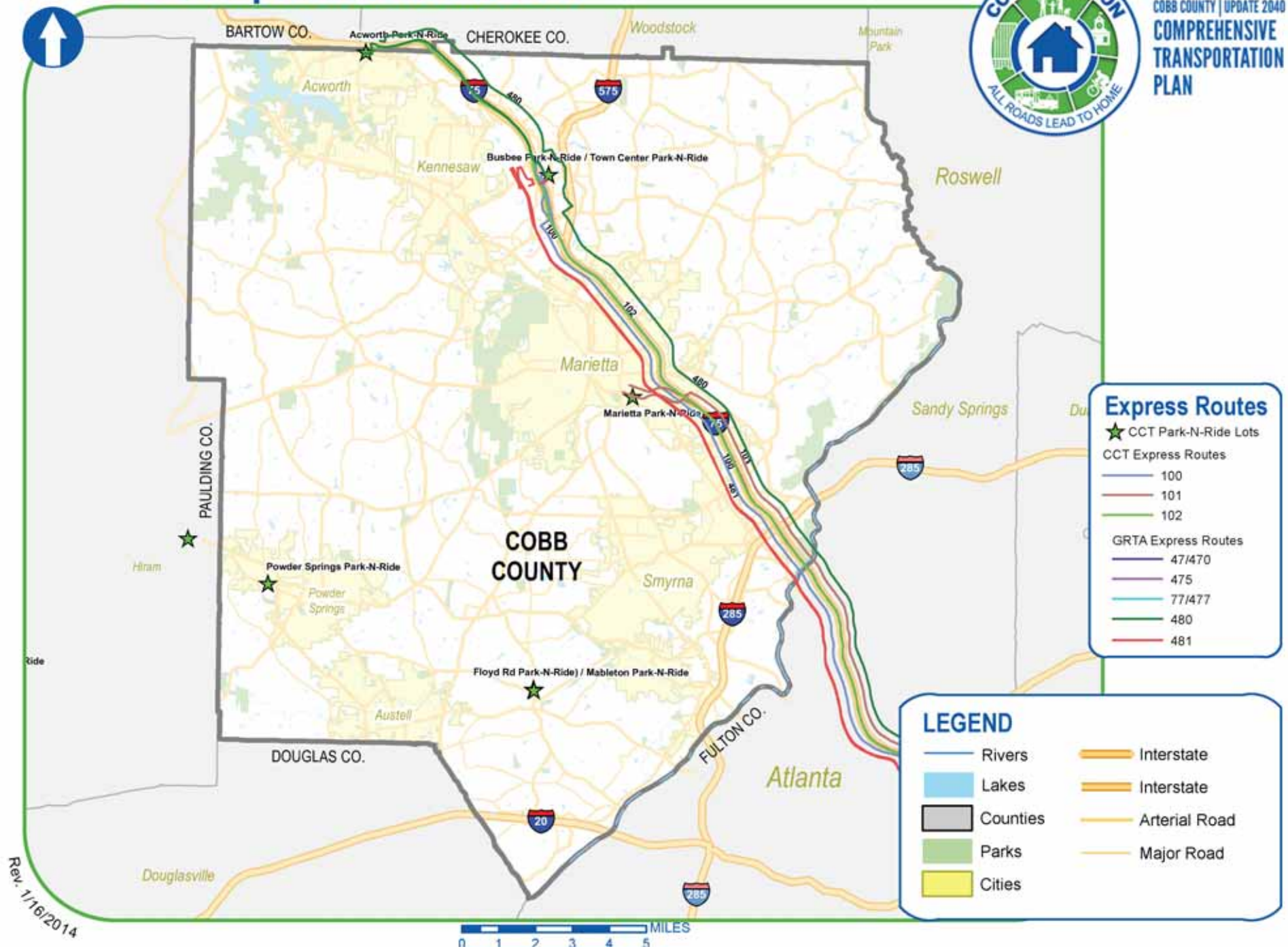


FIGURE 43 | Express Bus Routes



ings on this route, which is 15.5 percent of the route's ridership. MARTA local bus service operates Monday through Sunday, albeit with reduced hours and headways on the weekends. MARTA route 201, the Blue Flyer shuttle, operates between H.E. Holmes Station and Six Flags. MARTA shuttle service operates more often during the amusement park's high season, and does not operate at all during the winter months.

CCT Routes 10 and 30 are the local routes with the highest ridership with approximate average weekday ridership of 3,090 and 2,290, respectively. These routes terminate at MARTA stations, which suggests that many of these riders also utilize MARTA to complete their trips. The bus routes that only circulate passengers within Cobb County have less ridership. The routes with the lowest ridership include: Routes 10A, 10B and 10C.

Route Number	Approx. Avg. Weekday Ridership FY 2013
CCT Route 10	3,090
CCT Route 10 A	70
CCT Route 10 B	50
CCT Route 10 C	100
CCT Route 15	770
CCT Route 20	870
CCT Route 30	2,290
CCT Route 40	630
CCT Route 45	360
CCT Route 50	990
MARTA Route 12	2,460
MARTA Route 201	Irregular shuttle service, data not available

Express Bus Service: Routes and Ridership

CCT operates eight express bus routes between park-and-ride lots in Cobb County and MARTA stations in midtown and downtown Atlanta. Five of these express routes, 470/47, 475, 477/77, 480 and 481, are GRTA *Xpress* routes operated by CCT, the other three are CCT express bus routes. All express routes operate during am and pm peak hours only, Monday through Friday. Express routes are mapped in Figure 43: Express Bus Routes on page 137, and listed in Appendix F: Transit Data.

CCT Park and Ride lots can be found at seven locations throughout Cobb County, and one location across the border from Powder Springs in Hiram,



Photo: CCT Marietta Transfer Station

Table 36: Cobb County Park and Ride Lots				
Lot Name	Location	Type of Service	Routes Served	Parking Capacity
Acworth	Exit 277 off I-75 in Acworth 6045 Lake Acworth Drive	Express	CCT 102 GRTA 480	470 spaces
Busbee	Exit 271 off I-75 in Kennesaw 3221 Busbee Drive NW	Local and Express	CCT 40, 100 GRTA 480, 481	300 spaces
Floyd Road	Off Floyd Road in Mableton 4342 Floyd Road	Local	CCT 30	200 spaces
Hiram 278 Theater	Jimmy Lee Smith Pkwy/SR 278 in Hiram, Paulding 185 Metromont Road	Express	GRTA 470/47 and 477/77	210 spaces
Mableton	Off Floyd Road in Mableton 5239 Floyd Road	Express	GRTA 475	1700 spaces (shared)
Marietta	At the MTC in Marietta 800 South Marietta Parkway	Local and Express	CCT 10, 10C, 15, 20, 30, 40, 45,	290 spaces
Powder Springs	On Powder Springs – Dallas Road, Powder Springs 5100 Powder Springs – Dallas Rd	Express	GRTA 470/47 and 477/77	270 spaces
Town Center	Exit 271 off I-75 in Kennesaw 3019 George Busbee Pkwy	Express	CCT 40, 100 GRTA 480, 481	620 spaces
Source: Google Earth aerial photography				

in Paulding County. The Marietta park-and-ride lot is located adjacent to the Marietta Transfer Station (MTC), where CCT local routes 30 and 10 originate connecting service to the MARTA H.E. Holmes and Arts Center Stations in Atlanta. The locations of these lots are also mapped in Figure 43: Express Bus Routes on page 137 and listed in Table 36: Cobb County Park and Ride Lots.

With approximately 460 average daily riders in FY 2013, CCT Route 100 offers the most popular service among express bus routes offered by either CCT or GRTA in Cobb County. Ridership for express bus routes in Cobb County can be found below. Route 100 runs from Kennesaw to the MARTA Civic Center and Five Points Stations in downtown Atlanta via I-75, which is a predominant commuting pattern in Cobb County.

Route Number Approx. Avg. Weekday Ridership FY 2013
CCT Route 100 460
CCT Route 101 250
CCT Route 102 260
GRTA Xpress Route 470/
Reverse Commute Route 47270
GRTA Xpress Route 475 100
GRTA Xpress Route 477/
Reverse Commute Route 77230
GRTA Xpress Route 480 250
GRTA Xpress Route 481 150

Ongoing and Recent Transit Studies

Previously conducted and ongoing studies provide insight into the county's transit needs. Previously recommended transit improvements are particularly important to this study.

Cobb County CTP 2008

In 2008, Cobb County adopted its 2030 Comprehensive Transportation Plan. The plan investigated ways to efficiently move goods and people to and through the county over the next 25 years. To this end, it recommended roadway and transit investments in the county. Appendix F: Transit Data presents the list of transit recommendations from the 2008 plan. The study assumed that the cost of circulator bus service would be borne by the localities or CIDs which those routes served.

Connect Cobb

The purpose of the Connect Cobb Corridor project is to introduce high capacity transit service to the northwest area of metropolitan Atlanta that will satisfy the long-term regional mobility and accessibility needs for residents, businesses, and the traveling public. Connect Cobb, sponsored by Cobb County with a grant from the Federal Transit Administration (FTA) , addresses the needs of Northwest Transit Corridor, a 25-mile stretch linking northern Cobb County to Midtown Atlanta.

The Connect Cobb Corridor is one of the most congested areas in the Atlanta metropolitan region, and has the highest travel demand in the region for people traveling between Cobb and Fulton Counties. That demand is driven by a diversity of travel markets throughout the corridor, including commuters destined to employment opportunities in Atlanta, as well as a growing number of reverse commute trips from Atlanta to suburban employment centers. In addition, local trips are made by all ages from students to seniors for shopping, recreation, education, and medical and other services offered by the varied land uses in the corridor.

The proposed project would provide for transit improvements primarily along Cobb Parkway (US 41) and I-75, traversing Cobb and Fulton Counties as well as the cities of Acworth, Kennesaw, Marietta, Smyrna, and Atlanta, and the Cumberland and Town Center Area CIDs.

Connect Cobb began with an alternatives analysis (AA), and continues with an environmental assessment (EA), followed by project development, engineering, and construction.

Northwest Transit Corridor Alternatives Analysis (AA): The AA study was completed in December 2012. The study evaluated a range of transit modes and alignments and began the process of readying a project for future federal funding. The AA facilitated the selection of a Locally Preferred Alternative (LPA), which is the alternative that best addresses the transit needs of the corridor. The LPA consists of BRT and commuter express bus service between Atlanta and locations in Cobb County. BRT service would be all-day,

two-way service between the Kennesaw State University (KSU) campus and midtown Atlanta. It would operate primarily in dedicated, fixed guideway along SR 3/US 41 and in HOV lanes, primarily, on I-75. One-way, peak-hour commuter express bus service would extend between Acworth and midtown Atlanta and operate primarily in managed lanes and HOV lanes on I-75. Capital costs for this BRT project are estimated to be $494 million for guideway and stations.

The Environmental Assessment (EA) is the next phase in implementing a solution to the transportation needs of the Northwest Transit Corridor. The on-going EA will identify benefits and environmental impacts that would result from the construction and implementation of the LPA. It is expected to conclude in 2014.

Northern Suburbs Comprehensive Transportation Plan

The Northern Suburbs Comprehensive Transit Feasibility Study was conducted in 2011 for the North Fulton CID in order to identify actions that would lead to the implementation of fixed guideway transit connections among the North Fulton, Perimeter, Cumberland, and Town Center CIDs, as well as to the MARTA heavy rail system and other planned transit improvements in the Atlanta metro region. The study area included the I-75/US 41 corridor in Cobb County (Kennesaw/Town Center to Cumberland), the I-285 corridor from I-75 to SR 400 (Cumberland to Perimeter Center), and the SR 400 corridor in northern Fulton County (Perimeter Center to Windward Parkway).

The study found that new transit connections among the northern suburbs would attract significant ridership with just one point of access to the existing MARTA rail system. However, the study concluded that central Atlanta remained a major destination, particularly for the commuter trips that transit often serves, and that additional connections to this area drove higher ridership for any new transit investment in the study area.

Concept 3

The Transit Planning Board (TPB), a partnership of the ARC, MARTA, and GRTA, was established in 2006. The TPB developed a conceptual regional transit plan, Concept 3, from the evaluation of existing and planned transit projects and analysis of regional travel demands. Concept 3's project list, which was not fiscally constrained or prioritized, contains ten transit projects that would serve Cobb County. This project list can be viewed in Appendix F: Transit Data. Because this list was not financially constrained, some projects originally listed as high capacity rail are now being pursued as bus rapid transit. The Regional Transit Committee (RTC) is a policy committee of the ARC that builds upon the work of its predecessor, TPB.

Revive 285

GDOT and GRTA are jointly undertaking the ***revive***285 top end study to address transportation needs on the north side of I-285, in an area that includes I-75 from Windy Hill Road to I-285 and I-285 to I-85. The study has developed alternatives, which are made up of transit and roadway improve-

ments, to address these needs. Revive285 is considering four alternatives:

- Alternative 1 – No Build Alternative in which no transportation investments are planned for the corridor;
- Alternative 4 – Would implement express bus service in general purpose lanes with stops in Cumberland and Perimeter areas and operational improvements;
- Alternative 6(a) – Would add two managed lanes in both directions on the outside of general purpose lanes, separated by a concrete median barrier, and includes express bus service, acquisition of right-of-way for fixed guideway transit at a later date, and operational improvements; and,
- Alternative 6(b) - Would add two managed lanes in both directions on the inside of general purpose lanes, separated by a concrete median barrier, and includes express bus service, acquisition of right-of-way for fixed guideway transit at a later date, and operational improvements. This alternative would require a reduction in the number of general purpose lanes from five to four.

At the time of this writing, refinements to the alternatives were being finalized and documentation of the study's process, in accordance with the National Environmental Policy Act of 1969 (NEPA) had begun. A preliminary Draft Environmental Impact Statement (DEIS) has been prepared and is undergoing initial reviews by involved agencies. The DEIS is expected to be released for public comment in 2014. Once a Record of Decision is acquired, the Preferred Alternative will be advanced to right-of-way acquisition.

CCT Service and Marketing Study

CCT conducted an assessment of its existing services and marketing efforts in its 2011 Service and Marketing Study. The plan emphasized improving the efficiency of existing operations, service modifications over a ten-year period, and increasing revenues and attracting new riders creatively. The plan's recommended implementation schedule is shown in Table 37: Implementation Plan Summary. These were aspirational recommendations and the timeline for some of the services listed have changed.

Transit Demographic Analysis

The majority of transit trips are between home and work. Therefore, those areas with the greatest population and employment densities are historically those that are best served by transit investments. For this reason, an analysis of existing county population and employment densities in relation to current transit service was performed. As visible from the population density map Figure 44: Population Density on page 144**,** Cobb County's population is fairly well dispersed. However, there are several areas within the county with higher population densities. In some areas abutting I-75, the population tops ten persons per acre. As can be seen on this map, most higher-density areas within the county are currently well served by local and express bus routes.

Employment densities are presented Figure 45: Employment Density on page 145. Sufficient transit service is of particular concern for employment

Table 37: Implementation Plan Summary			
Plan Period	**Fiscal Year**	**Transit Services**	**Equipment/Facilities**
Near Term	2011/2012	Implement AVL & MDT technology on buses	Begin Very Small Starts planning and NEPA action for US
		Issue RFP for advertising vendor	41 / Cobb Parkway BRT
		Launch transit marketing campaign	
	2012/2013	Modify/streamline route alignments	Begin procurement/construction US 41/Cobb Pkwy BRT
		Re-allocate from unproductive service	
		Environmental/design of US 41/Cobb Pkwy BRT	
		Begin transit advertising program	
Mid-Term	2013/2014	Introduce new Route 80 local route	Procurement/construction US 41/Cobb Pkwy BRT
			Replace 15 local buses
			Replace 18 paratransit buses
	2014/2015	Modify Route 10 local service	Implement US 41 / Cobb Pkwy BRT
		Begin operations US 41/Cobb Pkwy BRT service	Replace 8 paratransit buses
			Enhance pedestrian connectivity to stops
	2015/2016	Introduce new Route 130 limited-stop express	Replace 20 local buses
			Purchase 2 new paratransit buses
	2016/2017	Introduce new Route 85 local service	Replace 9 local buses
		Improve service frequencies	Replace 11 express buses
			Purchase 1 new paratransit bus
			Begin planning and NEPA action for super-stops
Long-Term	2017/2018	Implement Sunday service	Begin procurement / construction of super-stops
			Purchase 1 new paratransit bus
	2018/2019	Introduce new Route 55 local service	Purchase 1 new paratransit bus
			Implement super-stops
	2019/2020	Introduce new Route 90 local service	Replace 6 local buses
			Replace 34 express buses
	2020/2021		Replace 19 paratransit buses

FIGURE 44 | Population Density

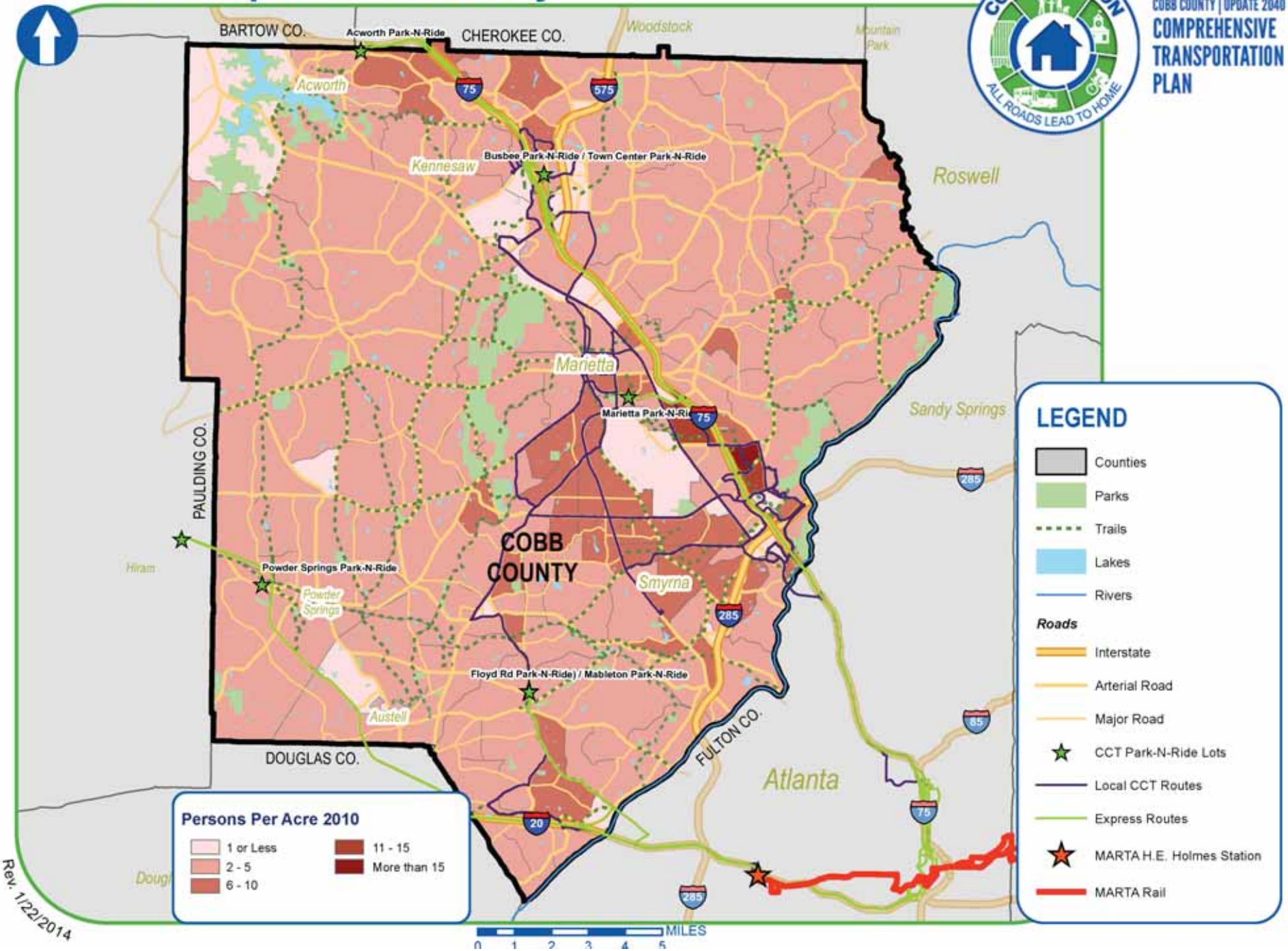
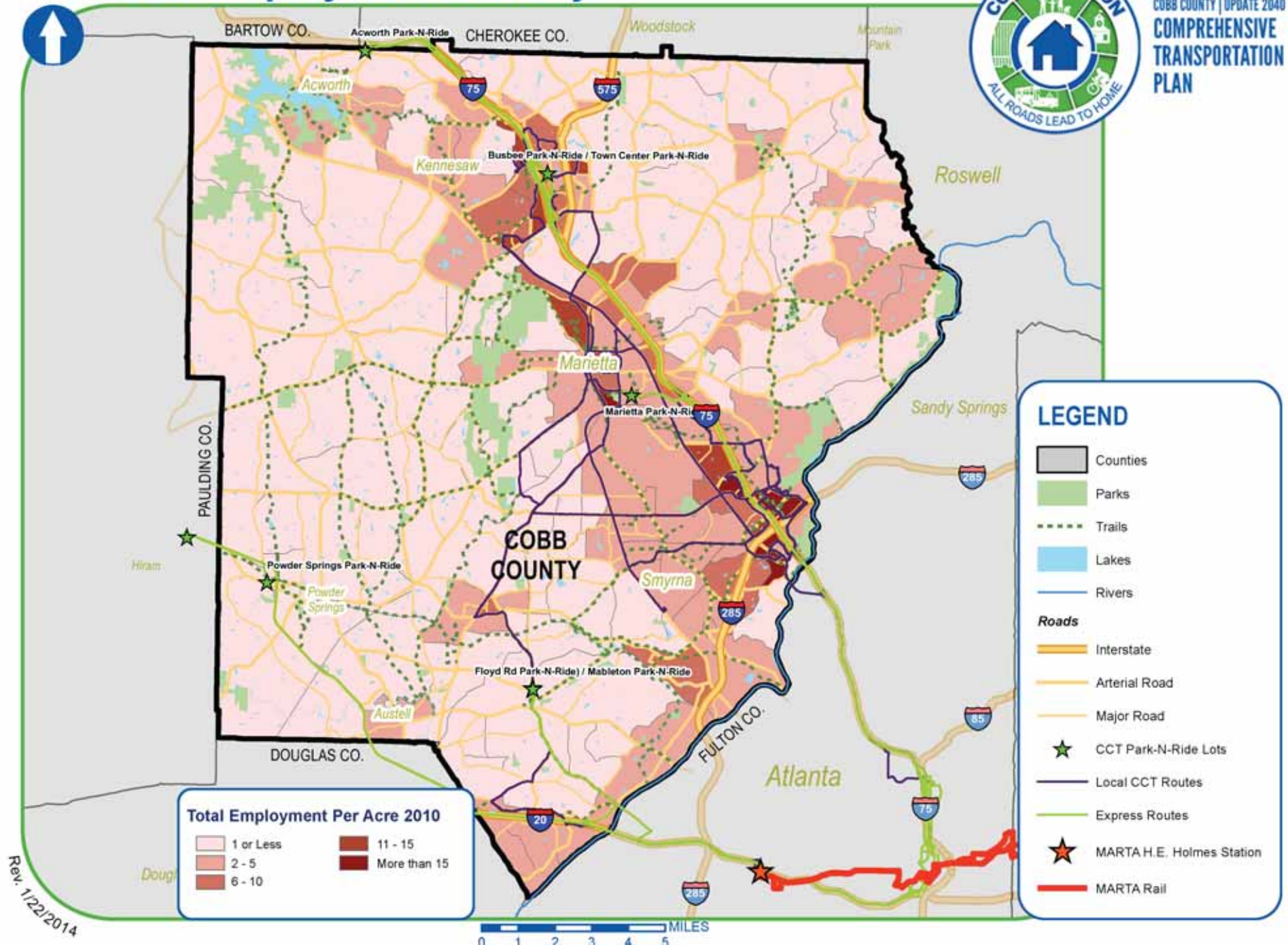


FIGURE 45 | Employment Density



centers, because employees may be reluctant to walk very far or transfer routes in order to travel to work. Since express bus routes serve employment centers outside the county, local service is of particular concern when analyzing transit service in relation to employment density. According to the map, Cobb County employment is concentrated along I-75 and is generally well served by existing transit, however there are areas of higher employment density that have no transit service. Transit service to these areas may need to be considered if employment densities increase in the future.

Zero Car Households

Households that do not own or have access to at least one car are generally considered transit-dependent populations. In Cobb County, four percent of total households are car-less, which is lower than the 6.1 percent of households across the Atlanta MSA, as shown in Table 38: Zero-Car Households Served by Existing Transit. However, there are several census blocks within Cobb County that have over 15 percent of the households without a vehicle. These households are concentrated, as shown in Figure 46: Zero Car Households on page 148, in the Marietta area and are well served by existing transit service.

Table 38: Zero-Car Households Served by Existing Transit

	Households (2011)	Zero-Car Households	Households that are Zero-Car
Cobb County	258,710	10,261	4.0%
Transit Service Area (Within one-half mile of bus stop or park-and-ride lot)	67,659	4,750	7.0%
Atlanta MSA	1,890,208	115,407	6.1%

Source: 2007-2011 American Community Survey 5-Year Estimates

The transit service area, for the purposes on this study, is defined as those areas within one-half mile of all local bus stops and park-and-ride lots. The transit service area does not include the area surrounding the Hiram 278 Theatre Park and Ride Lot in Paulding County, because there are no residents of Cobb County within one-half mile of that location.

Within the transit service area, seven percent of households are car-less, which is higher than the county rate. More important, existing Cobb County transit services extend to 4,750 households, or nearly one-half (46.2 percent) of the county's car-less households. However, there are areas near Powder Springs and Acworth which have relatively high rates of households without vehicles but no local bus service.

Elderly Persons

Rapid growth of the elderly population in the United States in the coming decades is expected to lead to an increased need for improved public transportation services. While elderly persons are not always mobility constrained, as they age, mobility options other than automobiles become increasingly important. People aged 65 and over make up 8.7 percent of Cobb

Table 39: Elderly Persons Served by Existing Transit			
	Population (2010)	Elderly Persons	Age 65 or Over
Cobb County	688,078	59,972	8.7%
Transit Service Area (Within one-half mile of bus stop or park-and-ride lot)	166,327	13,976	8.4%
Atlanta MSA	5,268,860	471,753	9.0%
Source: 2010 US Census			

County's total population as shown in Table 39: Elderly Persons Served by Existing Transit. This is on par with the Atlanta MSA, of which nine percent of the population is elderly. In Cobb County, some U.S. Census Block populations are 20 to 30 percent or more elderly. These areas can be found in Marietta, in and near Smyrna, and north of I-75, as can be seen from Figure 47: Elderly Persons on page 149.

Seniors account for 8.4 percent of the population within one-half mile of local bus stops and park-and-ride lots, which is comparable to the share of senior population across the county. These 13,974 seniors within one-half mile of transit service represent 25 percent, or one quarter, of the county's senior population. While the majority of county elderly persons are not transit dependent, as identified later in this section, stakeholders have identified improved transit access for the elderly as a need within the county. As these elderly populations age in place, improved transit access may need to be further considered.

Environmental Justice Populations

Environmental Justice (EJ) considerations have an essential role in the decision-making process for federally funded projects in communities with minority or low-income populations. Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, requires federal agencies to adopt strategies to address environmental justice concerns that may occur within the context of agency operations or as a result of federally funded projects. In relation to existing and future transit service, EJ populations are analyzed in order to identify the transit needs as well as to avoid potential impacts to these populations.

Per FHWA's December 2011 Guidance on Environmental Justice and NEPA, the FHWA uses the U.S. Department of Health and Human Services (HHS) poverty guidelines to define low-income populations. For FHWA EJ purposes, low-income is defined as the population within an area whose median household income, based on household size, is below the HHS poverty guidelines. Beginning with the 2010 Census, income data will be released annually at the census tract level through the American Community Survey (ACS), which is now current through the end of 2011. The ACS data are compared to the HHS poverty guidelines to help determine where low-income populations may be located. Poverty guidelines were released in January 2011 for the 2011 reporting year (refer to Table 12 – HHS 2011 Poverty Guidelines), and these correlate to the ACS median household income data

FIGURE 46 | Zero Car Households

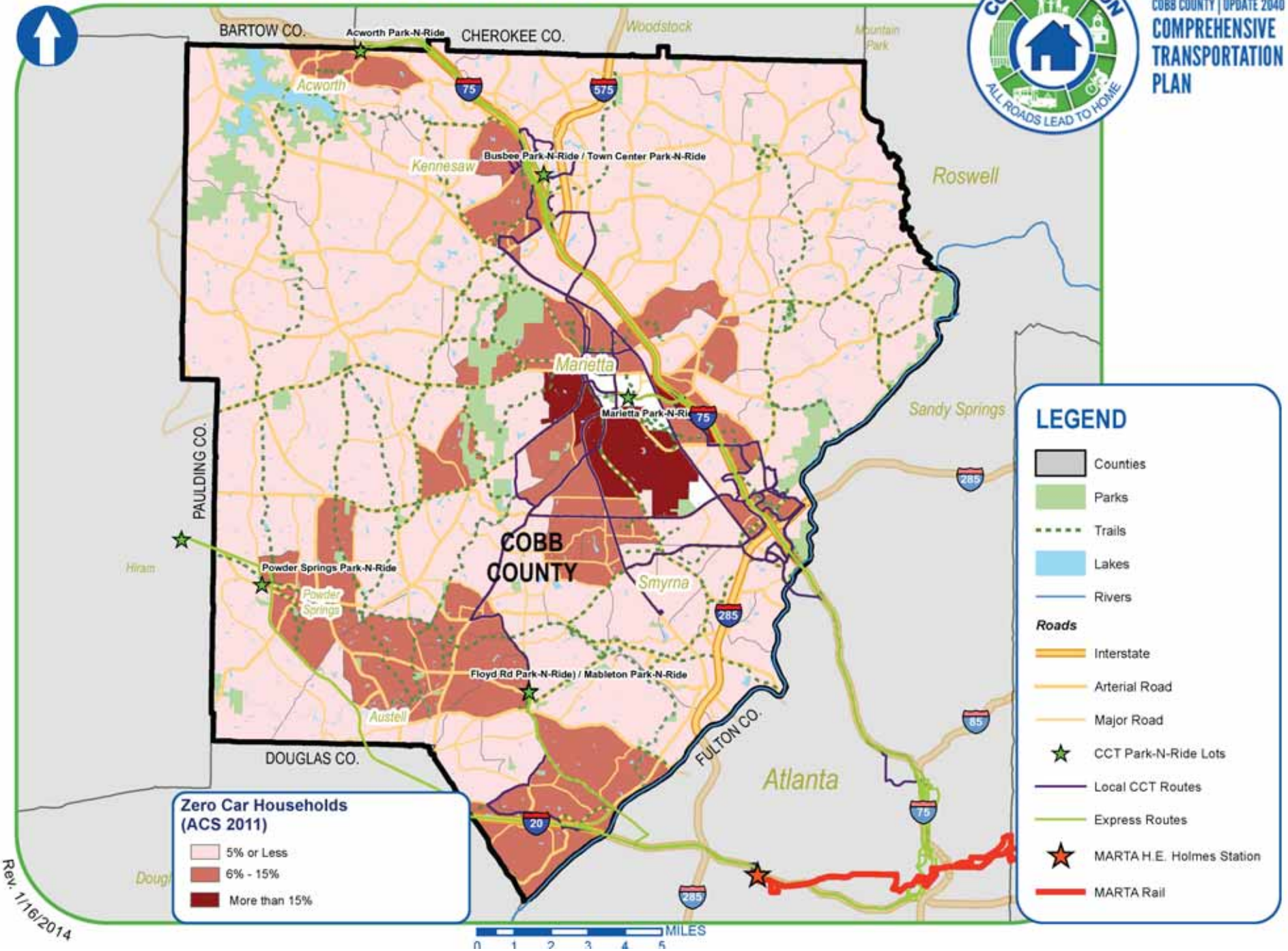
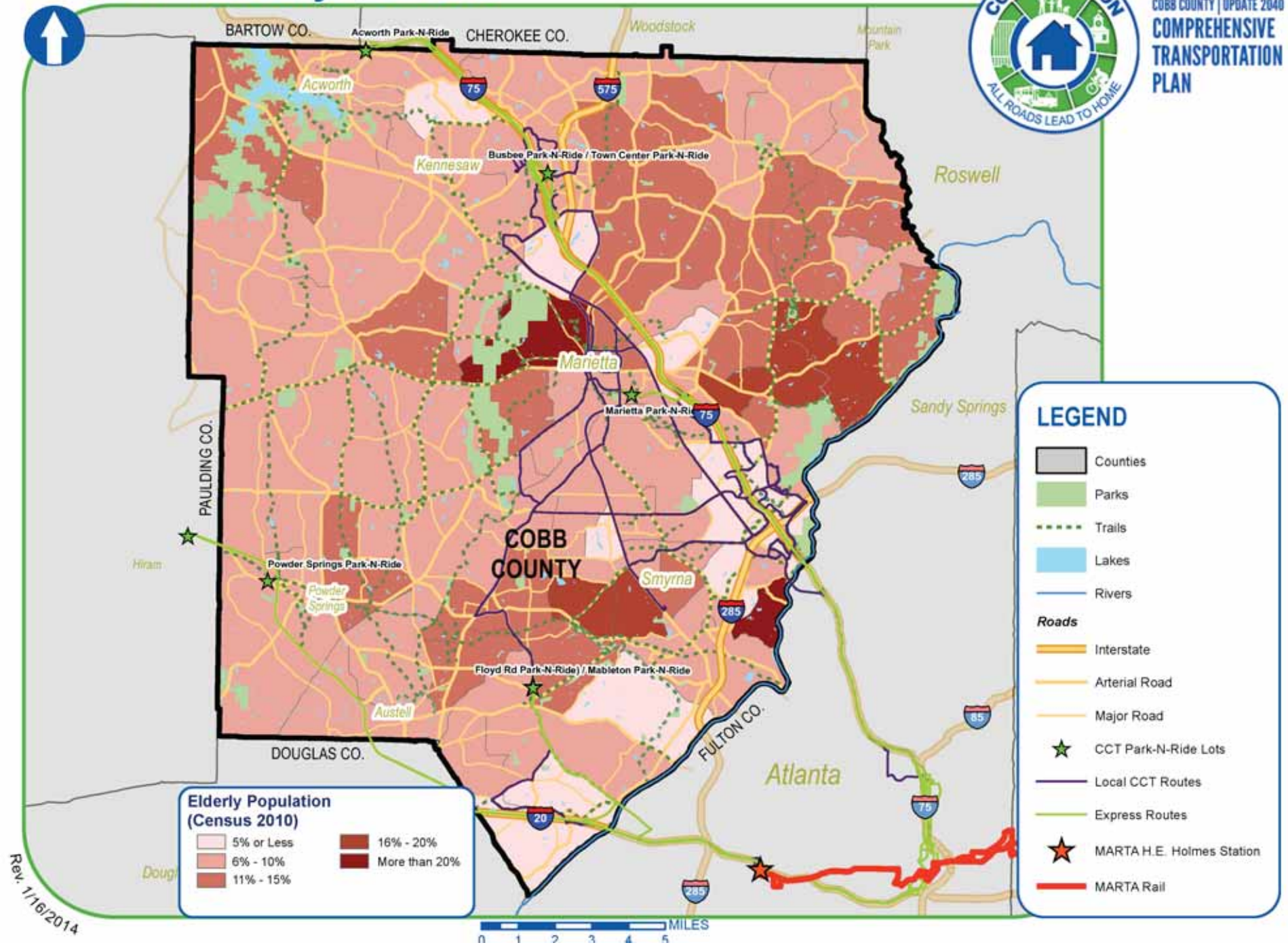


FIGURE 47 | Elderly Persons



reported through the end of 2011. For the data reported for 2011, the poverty guidelines varied from an annual median household income of $10,890 to $37,630, depending on the number of household members.

Because EJ concerns itself with low-income and minority neighborhoods, rather than individuals, census tracts with relatively high percentages of these populations provide some guidance as to where sensitive communities may be located. However, prior to any transit or other transportation investment, additional analysis would be required.

Low Income Persons

Low income persons are those whose income is below the poverty threshold as defined by the U.S. Census Bureau. As shown in Table 40: Low Income Persons Served by Existing Transit, low income persons total 11.3 percent of the county population. This percentage is two full points lower than the Atlanta MSA. However, the low income population is not distributed evenly across the county, and accounts for up to 33 percent in some census tracts. As shown in Figure 48: Low Income Persons on page 152, those areas with the highest density of low income persons are generally well served by transit.

Of the people within one-half mile of a bus stop or park-and-ride lot for whom income levels have been determined, 31,808, or 19.7 percent, are considered low income. This is significantly higher than the countywide rate of 11.3 percent, and indicates that existing transit service routes serve many areas in which the low-income population resides. Some areas of higher density low-income populations in southwest Cobb County, are unserved by local bus service.

Table 40: Low Income Persons Served by Existing Transit

	Population[1] (2010)	Number of Low Income Persons	Percentage of Population Considered Low-Income
Cobb County	676,315	76,183	11.3%
Transit Service Area (Within one-half mile of bus stop or park-and-ride lot)	161,187	31,808	19.7%
Atlanta MSA	5,125,448	692,354	13.5%

Source: 2007-2011 American Community Survey 5-Year Estimates

[1]Population for whom poverty status has been determined.

Minority Population

Minority populations were analyzed at the Census 2010 block level for the EJ analysis. A minority is defined as a person who is Black, Hispanic or Latino, Asian American, American Indian or Alaskan Native, or Native Hawaiian or other Pacific Islander.[36] The minority population was calculated based on those reporting as being a non-white race, Hispanic or Latino, or a combina-

36. All definitions are from the "Department of Transportation (DOT) Order to Address Environmental Justice in Minority Populations and Low-Income Populations." Federal Register 62:72 (15 April 1997) p. 18380.

tion of two or more races.

Minorities account for 42.2 percent of the Cobb County population, which is lower than the 49.3 percent minority population across the Atlanta MSA (Table 41: Minority Persons Served by Existing Transit). As presented in Figure 49: Minority Persons on page 153, the majority of minority persons reside in the central and southern portions of the county. In the areas within one-half mile of the bus stops and park-and-ride lots, minorities make up nearly two-thirds (63.6 percent) of the population. This is a measurably higher share of the population than in the county as a whole, and indicates that minorities are well served by current transit service. As with low-income populations, there are areas with higher densities of minorities in southwest Cobb that are not well served by existing transit. For both minority and low-income populations, new investments may expand service, but without negative and disproportional impacts on these communities.

Table 41: Minority Persons Served by Existing Transit

	Population (2010)	Minority Persons	
Cobb County	688,078	300,640	43.7%
Transit Service Area (Within one-half mile of bus stop or park-and-ride lot)	166,327	105,574	63.5%
Atlanta MSA	5,268,860	2,597,103	49.3%

Source: 2010 U.S. Census

Equitable Target Areas

To identify potential EJ communities in the Atlanta region, the ARC developed the Equitable Target Areas (ETA) Index. The ETA Index was based on five parameters: age, education, median housing value, poverty, and race. As can be seen from the map of the ETA Index presented in the graphic below, central Cobb County was rated a 12-13 on the index, while the majority of the county rated a 5-8, the average for the region. The Index provides a

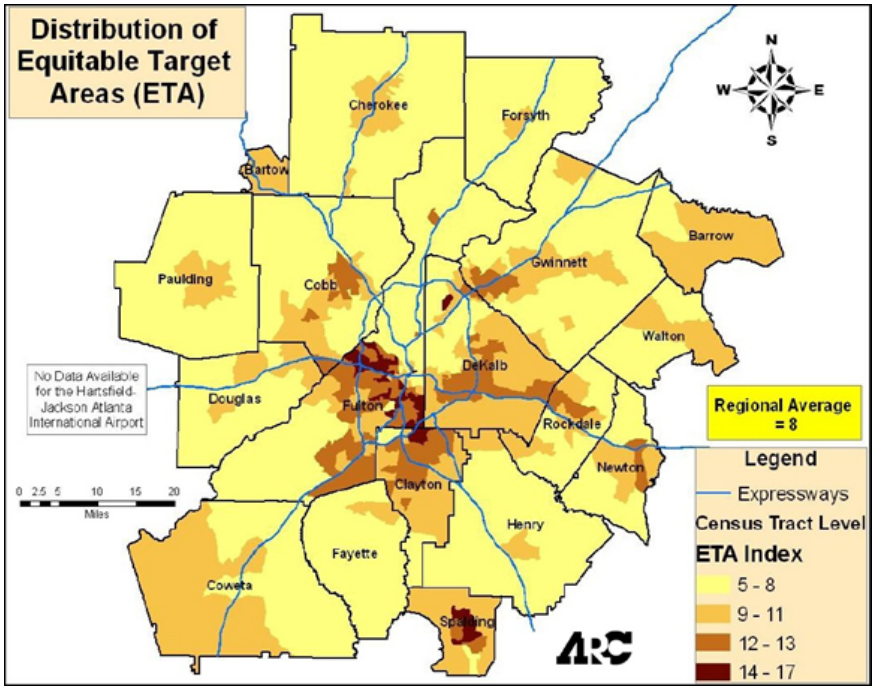


Photo: Distribution of Equitable Target Areas, ARC.

FIGURE 48 | Low Income Persons

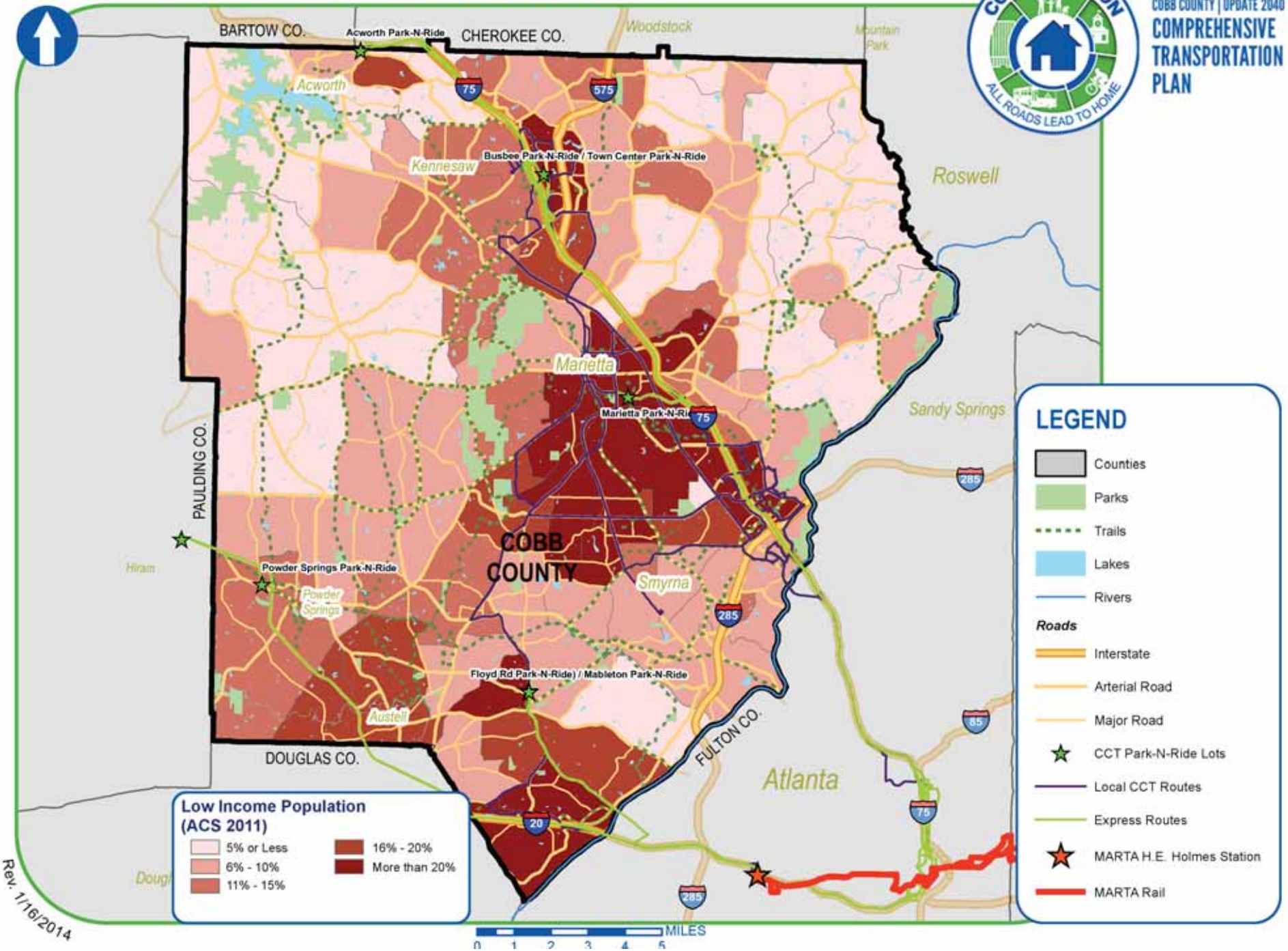
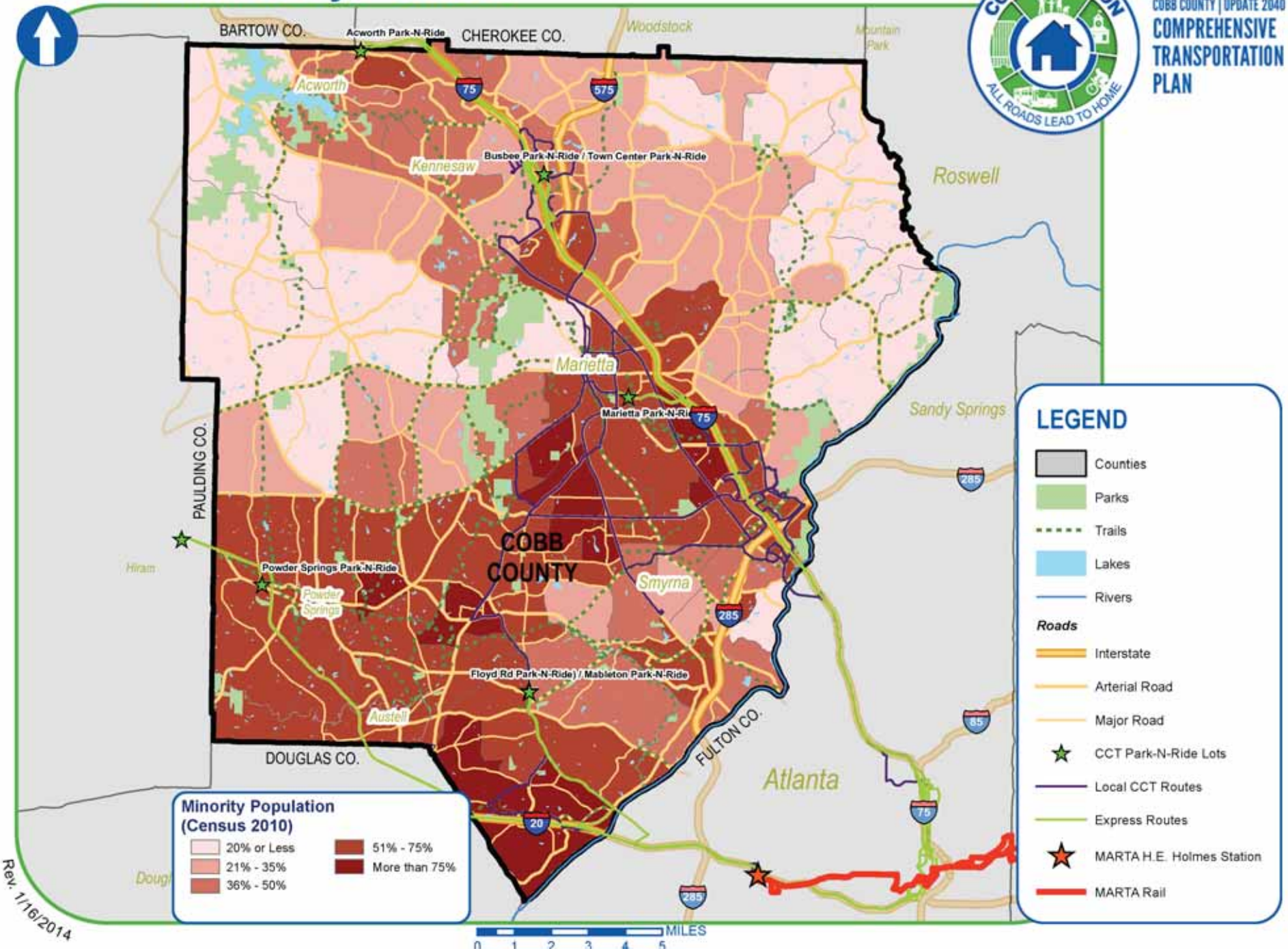


FIGURE 49 | Minority Persons



snapshot of those areas likely to house EJ communities by considering factors beyond income and minority status. This information is intended to guide decision making about transportation projects on both local and regional levels. An analysis of the ETA Index in relation to transit service suggests that those areas of Cobb with a high ETA Index are well served by existing transit service.

Major Findings from Demographic Analysis

From this data analysis, the following conclusions can be drawn about the transit needs in Cobb County:

- Within the transit service area, seven percent of households are car-less, which is higher than the county rate of four percent. More important, existing transit services extend to 4,750 households, or nearly one-half (46.2 percent) of the county's car-less households. It appears that many zero-car households are choosing to locate in those areas where they can access transit. There are areas with relatively high zero car household densities that may benefit from improved transit service.
- Seniors account for 8.4 percent of the population within one-half mile of local bus stops and park-and-ride lots, which is comparable to the share of senior population across the county (8.7 percent). The 13,974 seniors within one-half mile of transit service represent one quarter of the county's senior population. Seniors are not necessarily underserved by existing transit, but may provide an additional market for transit service.
- Of the people within one-half mile of a bus stop or park-and-ride lot for whom income levels have been determined, 31,808, or 19.7 percent, are considered low income. This is significantly higher than the countywide rate of 11.3 percent, and indicates that existing transit service routes serve many low-income population areas. There are areas in southwest Cobb County with high percentages of low income persons that may benefit from improved transit service.
- In the areas within one-half mile of the bus stops and park-and-ride lots, minorities make up nearly two-thirds (63.6 percent) of the population. This is a measurably higher share than the county as a whole, which is 42.2 percent minority, and indicates that minorities are well served by current transit service. There are areas in southwest Cobb with high percentages of minority persons that may benefit from improved transit service.
- Central Cobb County rates a 12-13 on the ARC's ETA Index, while the majority of the county rated a 5-8, the average for the region. For Cobb County, an analysis of existing transit service reveals that those areas with a high ETA Index are currently well served by transit.

System-Wide Ridership Trends

While individual routes were analyzed previously, this section examines the system-wide ridership trends of transit providers that serve the county. In 2007, total CCT system ridership was 4.64 million trips. By 2011, ridership

had fallen 5.7 percent to 4.37 million. Table 42: CCT System Ridership, 2007-2011 presents annual ridership on the CCT bus system, consisting of local and express bus service, which includes GRTA *Xpress* bus service operated by CCT but not paratransit trips. However, from 2007 to 2008, ridership had increased by 5.1 percent to 4.87 million, before it began to drop off. It is likely that the Great Recession, which began in 2008 and from which the local and national economies have yet to fully recover, and its corresponding increase in unemployment, contributed to the drop in CCT ridership.

Table 42: CCT System Ridership, 2007-2011

Agency	2007	2008	2009	2010	2011	% Change 2007-2011
CCT	4,637,100	4,873,888	4,553,004	4,598,516	4,373,551	-5.7%

Source: National Transit Database

Overall ridership on GRTA buses has increased by 29.5 percent from 1.23 million annual trips to 1.59 million trips in 2011. Ridership on the GRTA commuter bus network, not including *Xpress* buses in Cobb and Gwinnett Counties, which are operated by contracting agencies, is presented in Table 43: GRTA Commuter Bus Ridership, 2007-2011. GRTA's wide reach, it has routes in twelve Atlanta metro counties, many of which do not offer other commuter transit options, drives its increasing popularity and its strong fare collections.

Table 43: GRTA Commuter Bus Ridership, 2007-2011

Agency	2007	2008	2009	2010	2011	% Change 2007-2011
GRTA	1,227,213	1,270,291	1,660,737	1,490,428	1,589,234	29.5%

Source: National Transit Database

As with CCT ridership, MARTA ridership rose from 2007 to 2008 before falling in 2009, 2010 and 2011. Overall ridership fell by 5.2 percent from 147.52 million trips in 2007 to 139.87 million trips in 2011. Ridership on MARTA's bus system specifically was reduced even further, dropping by 9.2 percent from 2007's 69.46 million trips to 2001's 63.1 million trips. As with CCT's ridership trends, it is likely that MARTA ridership was affected by the Great Recession. In addition, MARTA implemented service cuts over the 2007-2011 period, including a reduction in routes and headways, that may have made transit less attractive. Table 44: MARTA System Ridership, 2007-2011, like the others presented here, does not include paratransit trips.

Table 44: MARTA System Ridership, 2007-2011

Agency	2007	2008	2009	2010	2011	% Change 2007-2011
MARTA System	147,523,544	150,912,988	156,542,393	146,249,114	139,873,115	-5.2%
MARTA Rail	77,685,887	82,984,033	83,346,491	77,732,006	76,228,482	-1.9%
MARTA Bus	69,464,584	67,519,392	72,716,409	68,008,889	63,104,604	-9.2%

Source: National Transit Database

Transit Needs Identified though Public Input

Transit needs identified by the public through the various outreach efforts are summarized in this section.

Existing Service

Existing transit was often perceived to be inconvenient, unpredictable, and uninviting. CCT bus service was seen as slow and unattractive, lacking the superior performance that would entice those who would otherwise drive. Interviewees would like to see longer hours, shorter headways, and Sunday service for the CCT local bus system. There were concerns over safety at bus stops and on the bus, as well as over pedestrian safety at and around stops.

Stakeholders generally supported express bus service as a form of transit that best meets the needs of the county's widely dispersed employment centers. Queue jumper lanes at intersections and transit signal preemption were suggested to speed up service. New express bus service was suggested for connecting Cobb County to Hartsfield Jackson Atlanta International Airport, or even locations within the county (e.g., Powder Springs to Marietta).

Where Transit is Needed

Expansion of local bus service to more areas of the county, as well as to destinations outside Cobb County, such as Paulding County and the MARTA system, was encouraged. Acworth and Kennesaw were seen as needing additional transit for connections to greater Cobb County, metro Atlanta, and possibly Chattanooga. Austell had CCT service, but lost it due to low ridership, but still has underserved riders.

Increased circulator service, perhaps paid for by employers or businesses, was suggested for the Town Center area, Fulton Industrial area (with Fulton County) and other areas that may be served by mass transit in the future. Service was also urged for local corridors, such as Canton Highway from Marietta to downtown Woodstock, or from Marietta to Town Lake.

Many stakeholders felt it appropriate to cut service for routes with low ridership. They expressed frustration with empty or nearly empty buses, and felt bus service should only grow into those areas with sufficient demand to support the expense of the service, whatever the need of the riders involved.

Seniors

Many stakeholders and church leaders thought that transit should have a role in increasing the mobility of the aging population. However, some reported that CCT fares were too costly for seniors. CCT busses only serve one senior center and shuttles to other senior centers were proposed. Seniors residing on Powder Springs Road may need transit service.

Funding and Costs

Concern was expressed about overspending on transit, both for existing bus service and for future projects. Cost-effective transit and transit that would be supported entirely by user fees were supported. Private transit, like that

on Buford Highway in DeKalb and Gwinnett Counties, was encouraged as a means of providing subsidy-free transit to Cobb County. Private transit has been tried before in Cobb County, but there were issues with sharing CCT bus stops. Pro-transit stakeholders wondered how transit could be expanded with a lack of funding from the county.

Transit-Oriented and Pedestrian-Oriented Development

Areas that can combine a mix of uses within a pedestrian scale are best suited to transit, and some felt that Cobb County's lack of these types of environments made it difficult or impractical to be served by transit. Better transit, in partnership with walkable, transit-oriented development and redevelopment, was seen as a way to attract young professionals. In addition, popular Cobb destinations, such as Cumberland, have ample free parking, which currently makes driving more attractive than transit.

Potential Premium Transit Service

Some interviewees expressed frustration with the region's disaggregated approach to solving transit problems. Cobb County was seen as potentially benefitting from an expansion of MARTA service, especially the train system. However, many also thought that Cobb County would resist any efforts to expand MARTA's service area beyond DeKalb and Fulton Counties.

Light rail options that would connect to MARTA stations, but not necessarily be part of the MARTA network, were supported. In general, light rail was seen as more attractive than bus service, because it would be cleaner, faster, and more comfortable, but there were concerns about its expense. Bus Rapid Transit (BRT) to Cumberland from central Atlanta, a BRT link between Six Flags and the H.E. Holmes MARTA station, and premium transit in the US 41/I-75 corridor were also suggested.

Connect Cobb Recommendations

Based on comments submitted via the website, people are very opinionated about the proposed Connect Cobb BRT project. Although the majority of people surveyed are in favor of the proposal, those that are opposed are expressly opposed. Among those opposed, many cited the project's estimated $1.1 billion capital cost and ongoing operating costs, or the forecast demand for the service as common reasons to question the investment. Those opposed often recommended consideration of more cost effective solutions such as increased local bus or express bus services. Those persons in favor of the proposed investment cited the overall need for and anticipated local benefits of the BRT corridor as reasons for supporting the investment.

CCT Customer Service Satisfaction Survey

In November and December of 2013, the CTP project team conducted a scientific survey of 315 CCT riders of both local and express routes on topics that included rating of CCT service, buses, drivers, and call center; priorities for future service; and travel patterns. A majority of local and express riders are at least somewhat satisfied with CCT overall. A complete summary can be found in Appendix H: Public Opinion Surveys.

Parking Facilities

Parking in Cobb County is available in various public and private parking garages, surface lots, and on-street locations. The cities of Acworth, Kennesaw, and Marietta provide angled on-street parking in their downtown areas. Smyrna provides on street parallel parking and surface lot parking in the Market Village.

The Cobb-Marietta Coliseum & Exhibit Hall Authority owns the Cobb Galleria Centre and Cobb Energy Performing Arts Centre. Cobb Galleria Centre has over 2,000 parking spaces, which are free. The performing arts center has a total of 1,000 parking spaces, of which 700 are in a parking deck. An additional 600 spaces are available at the Galleria Office Park. Cobb Energy Centre charges a fee for parking.

In addition to on-street parking, numerous parking facilities that support government offices and private businesses are available throughout downtown Marietta. Combined, these facilities offer a total of approximately 1,620 parking spaces. Public parking decks in downtown Marietta that are owned by Cobb County and the City of Marietta include the following:

- Cobb County Parking Deck (pay to park): 500 spaces (estimated)
- Lawrence Street Parking Deck (pay to park): 525 spaces
- City Hall Parking Deck (free parking for city business, all others pay to park): 140 spaces

Public surface parking lots in downtown Marietta include the following:

- Anderson Street Lot (pay to park): 85 spaces
- Waddell Street Lot (pay to park): 49 spaces
- Denmead Street Lot (pay to park): 76 spaces
- Marietta Welcome Center Lot (free parking, two hour limit): 92 spaces
- Root House Lot (free parking): 156 spaces

Park and ride lots and parking at public transit facilities are covered in the transit section.

Airport

Cobb County Airport - McCollum Field (RYY) is a public use facility owned and operated by Cobb County and maintained by Cobb County Department of Transportation. The airport serves a variety of general aviation users. Airport development is guided by the FAA, Georgia DOT, and the Cobb County Board of Commissioners. Cobb County Airport - McCollum Field is classified as a General Aviation – Reliever airport, relieving general aviation congestion from Hartsfield-Jackson Atlanta International Airport. It does not accommodate scheduled commercial service.[37]

The airport has approximately $112 million impact with more than 50 jets and 500,000 square feet of hangar space. It is the fifth busiest airport in the state, and the 274th busiest in the nation out of a total 5,000 airports. Cobb

37. Cobb County Airport – McCollum Field Master Plan Update 2010.

County Airport– McCollum Field has nearly 900 employees and 170 takeoffs/landings per day. Expected to open in fall 2014 is a new control tower and a U.S. Customs facility. This will permit international flights to arrive at the airport and clear customs. This is significant because it opens Cobb County up to global businesses. When this project is completed, it will be the only private airport in metro Atlanta that allows flights to return from outside the U.S.[38]

Businesses operating at RYY include corporate flight departments, charter operations, aircraft maintenance and avionics repair, fixed wing and helicopter flight training, aircraft scenic flight services, and Fixed Base Operators (FBOs). Other activity consists of medical evacuation service and a Georgia State Patrol unit. The airport does not accommodate commercial airline service or regular military activity. The FAA's Airmen Certification Registry in 2006 reported that nearly 2,400 registered pilots reside within Cobb County.[37]

The developable on-airport property at RYY is currently limited due to commercial and industrial development surrounding the airport. Several adjacent land parcels, however, have been considered for acquisition to reserve for future development.[37]

The airport plays a significant role in supporting major employers in the region, including Goodwin Pumps and Yamaha. Frequent users of Cobb County Airport - McCollum Field include Executive Jet Aviation and NetJets Aviation which provide fractional aircraft ownership; Bank of America; Plastech Corporation; Clorox Services Company, a branch of The Clorox Corporation; and Brasfield & Gorrie, a general contracting company. Aerial tours, provided by vintage biplane, helicopter, and other aircraft operators, are very popular at the airport, as downtown Atlanta, Stone Mountain, and the Appalachian Mountains are all short flights away. The airport also supports flight training, aerial surveys, air cargo, military exercises, and real estate tours. The airport further enhances the area's quality of life by supporting Civil Air Patrol search and rescue operations and Lifeflight air ambulance services.[39]

Airports connect Georgia's citizens and businesses to the rest of the state, our nation, and the global economy. Cobb County Airport - McCollum Field plays a vital role in supporting the region with 842 jobs with an annual payroll of $25,043,200, and $112,412,800 in economic output for the local and regional economies.[39]

38. COBB In Focus. March/April 2014.

39. State of Georgia - Economic Impact of Cobb County – McCollum Field 2011.

EXISTING STUDIES

Planned and Programmed Improvements

ARC has the responsibility of managing Federal transportation funds for the Atlanta Region. To gain access to these funds, ARC must maintain a fiscally constrained list of projects. This list links each project receiving federal funds in the region with a funding source and gives it a programmed date. Projects currently planned to have at least one phase (Preliminary Engineering, Right of Way, or Construction) between now and 2040 are on this list. Cobb currently has multiple projects included on this list. The programmed and long range projects are listed in Table 45: RTP Projects on page 163 and shown in Figure 50: RTP Projects on page 162.

In 1985 the Georgia Legislature enacted a law which allows citizens to vote on a one percent sales tax which is dedicated to capital projects. Each Special Purpose Local Option Sales Tax (SPLOST) must define a specific set of projects which the collected tax money is to be used. Cobb citizens have a long history of supporting SPLOST packages for both capital improvements and education. In March 2011, voters approved a four year SPLOST which would fund capital improvements for parks, public safety, county buildings, and transportation. Over the four years, the tax is expected to generate approximately $492 million dollars which will be spent directly on the capital improvement projects. Transportation improvements are expected to receive 51 percent ($492,068,482) of the tax money to fund the construction of several projects. The projects include street resurfacing, new sidewalks, intersection improvements, and thoroughfare improvements. Table 46: SPLOST Projects on pages 165 and 167 lists the projects included in the 2011 SPLOST and Figure 51: SPLOST Tier 1 Projects I and Figure 52: SPLOST Tier 1 Projects II on pages 164 and 166 show the locations of the SPLOST projects.

Comprehensive Plans

Each of the cities and the county create comprehensive plans on a reoccurring schedule. The CTP and comprehensive plans shall work in harmony.

City of Acworth Comprehensive Plan 2006-2026

City of Austell Comprehensive Plan 2007-2027

City of Kennesaw Comprehensive Plan 2006-2026

City of Marietta Comprehensive Plan 2006-2030

City of Powder Springs Comprehensive Plan Update 2005-2025

City of Smyrna Comprehensive Plan 2005-2030

Cobb County Comprehensive Plan 2030, 5-year Update 2012

The comprehensive plan for the City of **Acworth** provides the vision and action plan for the city through the year 2026. Acworth's vision for the future includes preserving its historic village business core, guiding future growth,

protecting natural resources, investing in infrastructure, and providing more employment, housing, and recreational choices.

Completed in 2007, the comprehensive plan for the City of **Austell** is organized into a future development narrative, a list of community issues and opportunities, a list of policies, and a Short Term Work Program. Components of the City of Austell's vision for the future include the conservation of greenspace, the protection of stable residential areas and traditional neighborhoods, the redevelopment of the historic downtown district, the commercial development of highway corridors and neighborhood areas, and the management of old and new industrial areas.

Kennesaw's comprehensive plan, adopted in 2007, establishes a vision that calls for providing exemplary facilities and services, offering unrivaled cultural, educational, and recreational opportunities, promoting economic development, and preserving historic character.

The Road Map for **Marietta's** Future is the City of Marietta's comprehensive plan which completed and adopted a 5-year update in 2012. The plan outlines a vision for the future of the city that includes trees, green spaces, boulevards, environmentally friendly industry, tourist destinations, entertainment centers, mixed-use developments, owner-occupied housing, efficient and safe transportation systems, as well as collaboration with citizens and other communities.

Adopted in 2007, the City of **Powder Springs'** comprehensive plan establishes a vision for the city that is in accordance with the city motto, 'a town small enough to know you, yet large enough to serve you'. The City of Powder Springs will work to maintain the small town feel of the city amidst the fact that it is located within the growing metropolitan Atlanta region. Other objectives described in the vision statement include preserving natural resources, expanding parks and recreation land, preserving and enhancing suburban residential neighborhoods, establishing village center residential areas, improving the mixed-use development within the town center, and the strengthening of activity centers throughout the city.

The City of **Smyrna** adopted its comprehensive plan in 2007. Some of the needs of Smyrna that are established in the plan include attracting more businesses and offices, building a mix of housing types including special needs housing, creating an inventory of environmental, historic, and cultural resources, reorganizing the land development process, and improving transportation systems.

In June 2012, **Cobb County** adopted the revised 5-Year Update to the 2030 comprehensive plan, Mapping Our Future, which establishes the county's vision for the future of unincorporated Cobb County. The plan describes several goals: protect natural resources, preserve parks/green spaces, develop environmentally compatible transportation systems, maintain diversity, and maintain strong public outreach.

FIGURE 50 | RTP Projects

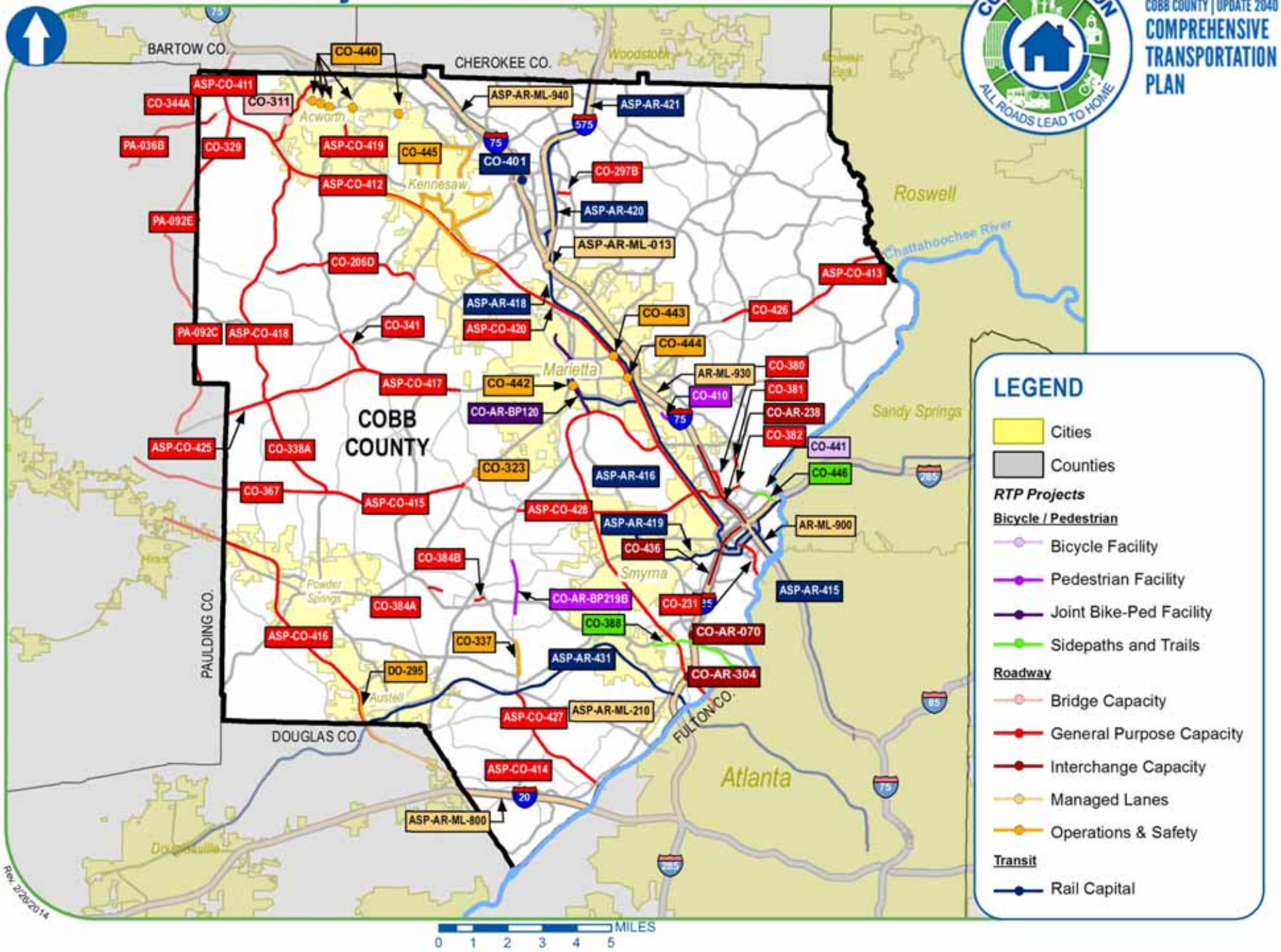


Table 45: RTP Projects				
ARC Project ID	Project Type	Status	Planned Construction	Project Description
CO-440	Roadway / Operations & Safety	Programmed	2015	RAILROAD CROSSING SAFETY IMPROVEMENTS AT 5 LOCATIONS IN ACWORTH
CO-442	Roadway / Operations & Safety	Programmed	2016	SR 5 (ATLANTA STREET) INTERSECTION IMPROVEMENTS
CO-443, CO-444	Roadway / Operations & Safety	Programmed	2016, 2015	US 41 (COBB PARKWAY) INTERSECTION IMPROVEMENTS
CO-AR-070, CO-AR-304	Roadway / Interchange Capacity	Programmed	2014, 2018-2030	I-285 WEST
CO-401	Transit / Facilities Capital	Programmed	2014	NORTH COBB PARK AND RIDE LOT
CO-311	Roadway / Bridge Capacity	Programmed	2018-2030	SR 92 (LAKE ACWORTH DRIVE)
CO-323	Roadway / Operations & Safety	Programmed	In construction	SR 360 (POWDER SPRINGS ROAD)
CO-380	Roadway / General Purpose Capacity	Programmed	2016	LELAND DRIVE EXTENSION
CO-381	Roadway / General Purpose Capacity	Programmed	2015	POWERS FERRY ROAD - NORTHBOUND ONLY
CO-382	Roadway / General Purpose Capacity	Programmed	2015	WINDY HILL ROAD - WESTBOUND ONLY
AR-ML-900	Roadway / Managed Lanes	Programmed	In construction	I-75 NORTH MANAGED LANES
CO-410	Last Mile Connectivity / Pedestrian Facility	Programmed	2015	FRANKLIN ROAD PEDESTRIAN IMPROVEMENTS
PA-092C	Roadway / General Purpose Capacity	Programmed	2018-2030	METRO ARTERIAL CONNECTOR - SR 92 (HIRAM ACWORTH HIGHWAY)
CO-231	Roadway / General Purpose Capacity	Programmed	In construction	US 41 (COBB PARKWAY)
CO-301	Roadway / General Purpose Capacity	Programmed	2018-2030	SR 92 (LAKE ACWORTH DRIVE / COWAN ROAD)
CO-329	Roadway / General Purpose Capacity	Programmed	2018-2030	METRO ARTERIAL CONNECTOR - SR 92 (DALLAS ACWORTH HIGHWAY)
CO-337	Roadway / Operations & Safety	Programmed	In construction	FLOYD ROAD
CO-344A	Roadway / General Purpose Capacity	Programmed	2015	CEDARCREST ROAD
CO-384A	Roadway / General Purpose Capacity	Programmed	2015	MULKEY ROAD EXTENSION - WEST
CO-AR-BP219B	Last Mile Connectivity / Pedestrian Facility	Programmed	In construction	COBB COUNTY TRANSIT SUPPORTIVE SIDEWALKS - HICKS ROAD
CO-384B	Roadway / General Purpose Capacity	Programmed	2015	MULKEY ROAD EXTENSION - EAST
AR-ML-930	Roadway / Managed Lanes	Programmed	2015	NORTHWEST CORRIDOR (I-75 AND I-575) MANAGED LANES
CO-400	Roadway / Bridge Capacity	Programmed	2014	SKIP SPANN CONNECTOR
CO-388	Last Mile Connectivity / Sidepaths and Trails	Programmed	In construction	SILVER COMET TRAIL - ATLANTA ROAD CONNECTOR
CO-AR-BP120	Last Mile Connectivity / Joint Bike-Ped Facility	Programmed	2014	KENNESAW MTN TO CHATTAHOOCHEE RIVER TRL, INCLUDES BRIDGE OVER SOUTH LOOP
PA-092E	Roadway / General Purpose Capacity	Programmed	2018-2030	METRO ARTERIAL CONNECTOR - SR 92 (DALLAS ACWORTH HIGHWAY)
CO-367	Roadway / General Purpose Capacity	Programmed	2016	SR 360 (MACLAND ROAD)
CO-041	Roadway / General Purpose Capacity	Programmed	2018-2030	US 41 (COBB PARKWAY)
CH-227	Last Mile Connectivity / Pedestrian Facility	Programmed	2016	CANTON ROAD PEDESTRIAN FACILITIES
CO-441	Last Mile Connectivity / Bicycle Facility	Programmed	2014	POWERS FERRY ROAD BICYCLE FACILITIES
DO-295	Roadway / Operations & Safety	Programmed	2015	SR 6 (THORNTON RD) CONGESTION REDUCTION & TRAFFIC FLOW IMPROVEMENT
CO-445	Roadway / Operations & Safety	Programmed	2014	TRUCK ROUTE SIGNAGE IN CITY OF KENNESAW
CO-446	Last Mile Connectivity / Sidepaths and Trails	Programmed	2015	ROTTENWOOD CREEK TRAIL PHASE II - SECTION A
CO-426	Roadway / General Purpose Capacity	Long Range	N/A	SR 120 (ROSWELL ROAD) WIDENING
AR-ML-200	Roadway / Managed Lanes	Long Range	N/A	I-285 NORTH MANAGED LANES AND CD IMPROVEMENTS
AR-409A	Transit / Rail Capital	Long Range	N/A	I-285 NORTH CORRIDOR HIGH CAPACITY RAIL SERVICE - PROTECTIVE ROW ACQUISITION
CO-206D	Roadway / General Purpose Capacity	Long Range	N/A	STILESBORO ROAD
CO-338A	Roadway / General Purpose Capacity	Long Range	N/A	SR 176 (LOST MOUNTAIN ROAD)
CO-341	Roadway / General Purpose Capacity	Long Range	N/A	DUE WEST ROAD
CO-297B	Roadway / General Purpose Capacity	Long Range	N/A	BIG SHANTY ROAD WIDENING PHASE IV
PA-036B	Roadway / General Purpose Capacity	Long Range	N/A	CEDARCREST ROAD
CO-AR-238	Roadway / Interchange Capacity	Long Range	N/A	I-75 NORTH
Source: ARC				

FIGURE 51 | SPLOST Tier 1 Projects I

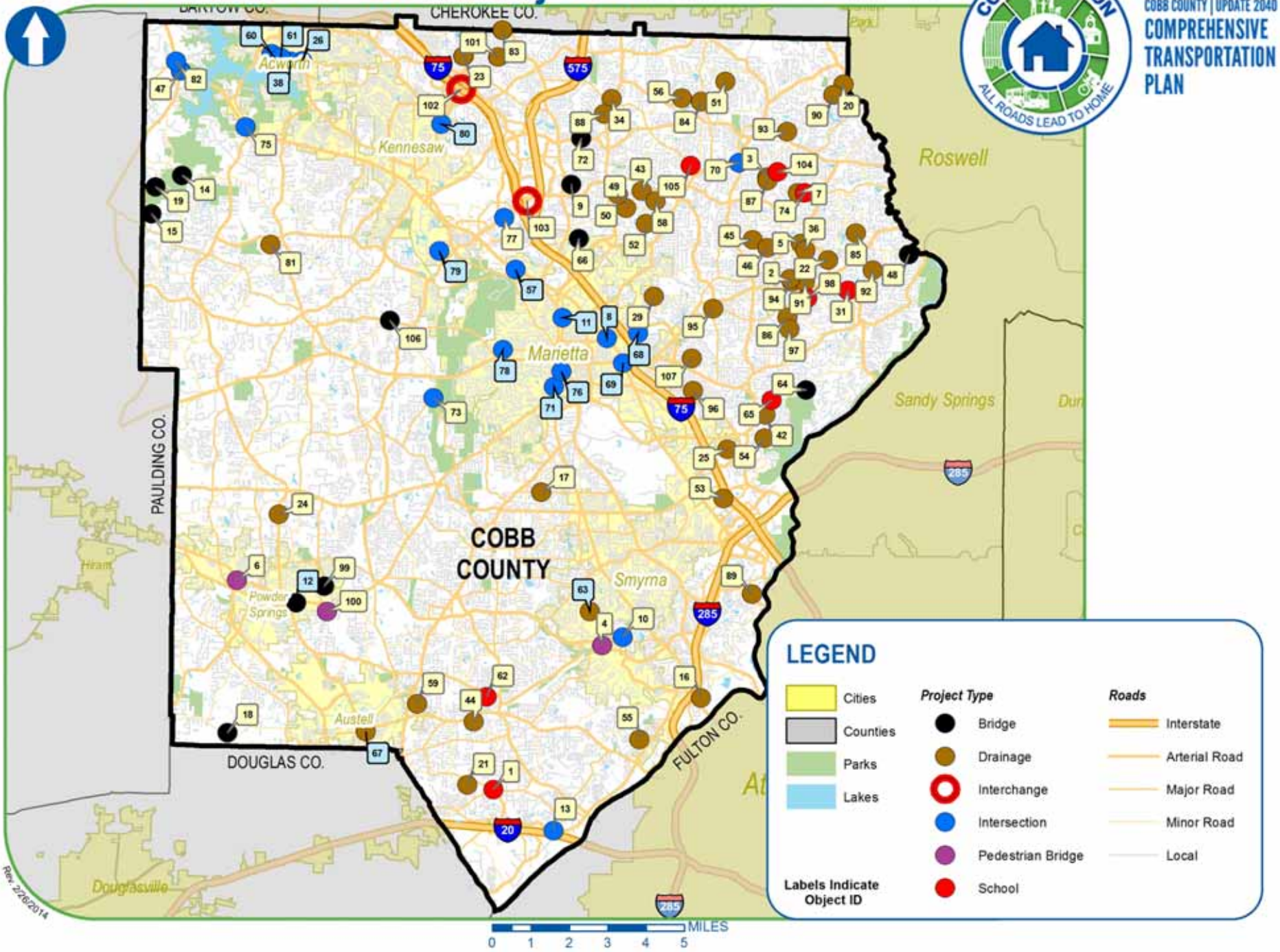


Table: 46: SPLOST Projects			
ID	Project	Cobb DOT #	Project Type
1	South Gordon Rd (Bryant Elementary School)	E8080	School
2	Providence Rd	E2200	Drainage
3	Creek Park Drive	E2240	Drainage
4	Silver Comet Trail over Cooper Lake Rd	E1160	Ped. Bridge
5	Clinton Drive	E2270	Drainage
6	Silver Comet Trail over Lucille Creek	E1160	Ped. Bridge
7	Post Oak Tritt Rd	E2030	Drainage
8	Cobb Pkwy (US41) at N Marietta Pkwy (SR120Alt)	<Null>	Intersection
9	Cedar Brook Drive over Noonday Creek Trib.	E1020	Bridge
10	Cooper Lake Rd at King Springs Road	E3040	Intersection
11	Cherokee Street at Cherry Street/Canton Rd	<Null>	Intersection
12	Marietta Street Bridge over Silver Comet Trail	<Null>	Bridge
13	Six Flags Drive at Lee Industrial Blvd	E3070	Intersection
14	Old Stilesboro Rd over Little Allatoona Creek	E1060	Bridge
15	Collins Rd over Little Allatoona Creek	E1030	Bridge
16	Maner Rd	E2050	Drainage
17	Pat Mell Rd	E2060	Drainage
18	Stout Parkway over Gothards Creek	E1080	Bridge
19	Pitner Rd over Little Allatoona Creek	E1070	Bridge
20	Mabry Rd	E2090	Drainage
21	Crossing Creek Point	E2070	Drainage
22	Johnson Ferry Rd	E2320	Drainage
23	Boxwood Trace	E2120	Drainage
24	New Macland Rd	E2080	Drainage
25	Twin Branches Circle	E2110	Drainage
26	Silent Crossing	<Null>	Intersection
29	Rockcrest Drive	E2500	Drainage
31	Johnson Ferry Rd (Mt. Bethel Elementary School)	E8070	School
34	Ebenezer Rd	E2250	Drainage
36	Emerson Bridge Court	E2230	Drainage
38	Silent Crossing	<Null>	Intersection
42	Old Paper Mill Drive	E2330	Drainage
43	Morgan Lake Drive	E2300	Drainage
44	Old Bankhead Highway	E2340	Drainage
45	Holly Mill Run	E2290	Drainage
46	Wicks Valley Drive	E2280	Drainage
47	Cobb Pkwy (US41/SR3) at Dallas Acworth Hwy (SR92)	E4070	Intersection
48	Timber Ridge Rd Pedestrian Bridge	E7050	Bridge
49	Liberty Hill Rd	E2310	Drainage
50	Irene Drive	E2350	Drainage
51	Steinhauer Rd	E2100	Drainage
52	Ridgewood Court	E2380	Drainage
53	Circle 75 Parkway	E2260	Drainage
54	Beechwood Drive	E2510	Drainage
55	Brookside Drive	E2220	Drainage
56	Keheley Drive	E2210	Drainage
57	Cobb Parkway at White Circle	<Null>	Intersection
58	Lorrie Drive	E2360	Drainage
59	Ledford Drive	E2140	Drainage
60	Silent Crossing	<Null>	Intersection
61	Silent Crossing	<Null>	Intersection
62	Church Street (Mableton Elementary School)	E8010	School
63	Reed Rd	<Null>	Drainage
64	Paper Mill Rd over Sope Creek	E1100	Bridge
65	Paper Mill Rd (Sope Creek Elementary School)	E8040	School
66	Mark Avenue Bridge at Kingswood Drive	E1090	Bridge
67	Jefferson Street	<Null>	Drainage
68	North Marietta Parkway at Wallace Rd	<Null>	Intersection
69	Roswell Rd at Cobb Parkway (US41)	<Null>	Intersection
70	Holly Springs Rd at Davis Road	E3050	Intersection
71	West Dixie Avenue at Powder Springs Street	<Null>	Intersection
72	New Chastain Rd (WB) over Noonday Creek	E1050	Bridge
73	John Ward Rd at Cheatham Hill Road	E3060	Intersection
74	Post Oak tritt Rd (Hightower Trail Middle School)	E8050	School
75	Cobb Parkway (US41) at Mars Hill Rd	E3020	Intersection
76	South Marietta Parkway (SR120) at Atlanta Street	<Null>	Intersection
77	Barrett Parkway at Home Center Drive	E3010	Intersection
78	Mountain View Rd at Polk Street	<Null>	Intersection
79	Collins Rd at Stanley Road	<Null>	Intersection
80	McCollum Parkway at Cherokee Street	<Null>	Intersection
81	Windchime Way	E2430	Drainage
82	Cobb Parkway (US41/SR3) at Cedarcrest Rd	E4080	Intersection
83	Summer Drive	E2420	Drainage
84	Longford Court	E2410	Drainage
85	Haverhill Drive	E2190	Drainage
86	Clubland Drive	E2180	Drainage
87	Creek Park Drive	E2130	Drainage
88	Canton Rd	E2170	Drainage
89	Laramie Drive	E2150	Drainage
90	Riverhill Court	E2020	Drainage
91	Gray Squirrel Crossing	E2010	Drainage
92	Lake Fjord Pass	E2490	Drainage
93	Summerford Court	E2480	Drainage
94	Independence Way	E2400	Drainage
95	Robinhood Place	E2390	Drainage
96	Wood Glen Lane	E2470	Drainage
97	Clubland Drive	E2460	Drainage
98	Indian Hills Parkway (East Side Elementary School)	E8060	School
99	Hopkins Rd Bridge over Wildhorse Creek	E1040	Bridge
100	Silver Comet Trail over Noses Creek	E1160	Ped. Bridge
101	Reading Drive	E2450	Drainage
102	I75/Wade Green Rd DDI	E4050	Interchange
103	Barrett Parkway at Busbee Parkway	E4060	Interchange
104	Hembree Rd (Pope High School)	E8030	School
105	Ebenezer Rd (Addison Elementary School)	E8020	School
106	Burnt Hickory Rd over Mud Creek	E1010	Bridge
107	Hunting Creek Drive	E2440	Drainage
Source: Cobb DOT			

FIGURE 52 | SPLOST Tier 1 Projects II

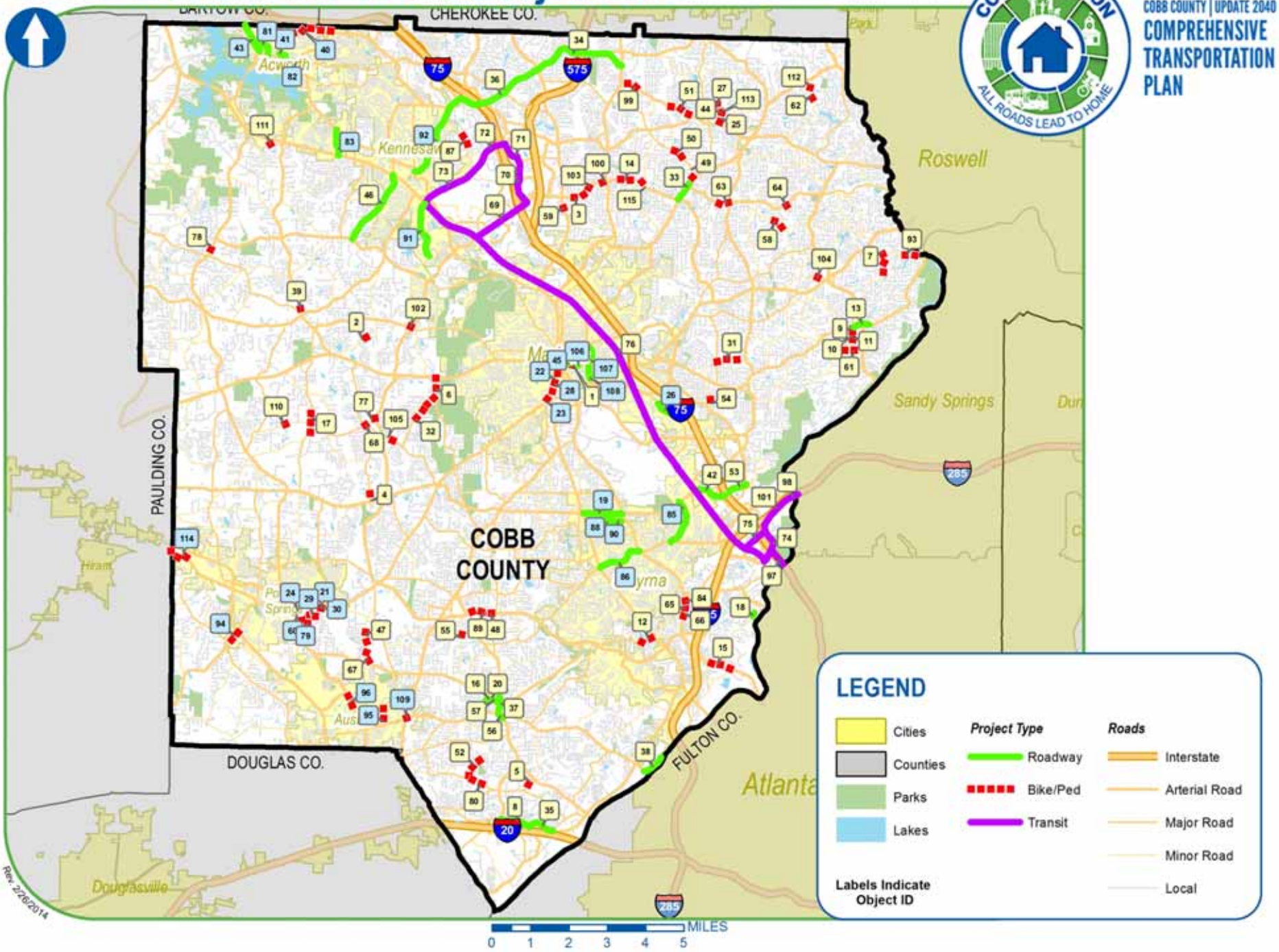


Table 46: SPLOST Projects Continued

ID	Project	Cobb	Project
1	Roswell Street	E7280	Sidewalk
2	Bob Cox Road	E7320	Sidewalk
3	Piedmont Road	E7410	Sidewalk
4	West Sandtown Road	E7310	Sidewalk
5	South Gordon Road	E7450	Sidewalk
6	John Ward Road	E7300	Sidewalk
7	Little Willeo Road	E7360	Sidewalk
8	Six Flags Drive	E6090	Shoulder
9	Woodlawn Drive	E7090	Sidewalk
10	Woodlawn Drive	E7090	Sidewalk
11	Woodlawn Drive	E7090	Sidewalk
12	Cooper Lake Road	E7040	Sidewalk
13	Lower Roswell Road	E6020	Shoulder
14	Piedmont Road	E7380	Sidewalk
15	Atlanta Road	E7370	Sidewalk
16	Walker Drive Extension	E6100	Shoulder
17	Casteel Road	E7200	Sidewalk
18	Woodland Brook Drive	E6110	Shoulder
19	Windy Hill Road	E4040	Widen
20	Walker Drive Extension	E6100	Shoulder
21	Preston Place Subdivision	<Null>	Sidewalk
22	Powder Springs St (SR360) Streetscape	<Null>	Trail
23	Powder Springs St (SR360) Streetscape	<Null>	Trail
24	Park Drive	<Null>	Sidewalk
25	Steinhauer Road	E7140	Sidewalk
26	Franklin Road Improvements A	<Null>	Shoulder
27	Rocky Mountain Road	E7150	Sidewalk
28	Powder Springs St (SR360) Streetscape	<Null>	Trail
29	Sharon Drive	<Null>	Sidewalk
30	Preston Place Subdivision	<Null>	Sidewalk
31	Old Sewell Road	E7160	Sidewalk
32	John Ward Road	E7180	Sidewalk
33	Sandy Plains Road	E6060	Shoulder
34	Shiloh Road/Shallowford Road	E6070	Shoulder
35	Six Flags Drive	E6080	Shoulder
36	Shiloh Road/Shallowford Road	E6070	Shoulder
37	Floyd Road	E6010	Shoulder
38	River View Road	E6040	Shoulder
39	Burnt Hickory Road	E7440	Sidewalk
40	SR 92	<Null>	Sidewalk
41	Taylor Street	<Null>	Shoulder
42	Windy Hill Road (West)	E4030	Widen
43	Main Street	<Null>	Widen
44	Steinhauer Road	E7140	Sidewalk
45	Alexander Street	<Null>	Shoulder
46	Pine Mountain Road	E6030	Shoulder
47	Ewing Road	E7110	Sidewalk
48	East-West Connector	E7220	Sidewalk
49	Ebenezer Road	E7120	Sidewalk
50	Ebenezer Road	E7120	Sidewalk
51	Shallowford Road	E7130	Sidewalk
52	Pisgah Road	E7010	Sidewalk
53	Windy Hill Road (East)	E4020	Widen
54	Little Road	E7070	Sidewalk
55	Brookwood Drive	E7210	Sidewalk
56	Floyd Road	E6010	Shoulder
57	Walker Drive Extension	E6100	Shoulder
58	Casteel Road	E7400	Sidewalk
59	Bells Ferry Road	E7230	Sidewalk
60	Louise Street	<Null>	Sidewalk
61	Powers Road	E7080	Sidewalk
62	Wesley Chapel Road	E7260	Sidewalk
63	Post Oak Tritt Road	E7250	Sidewalk
64	Post Oak Tritt Road	E7240	Sidewalk
65	Atlanta Road	E7060	Sidewalk
66	Atlanta Road	E7060	Sidewalk
67	Ewing Road	E7110	Sidewalk
68	Villa Rica Road	E7340	Sidewalk
69	Cobb Parkway Express Route	<Null>	Transit
70	Cobb Parkway Express Route	<Null>	Transit
71	Cobb Parkway Express Route	<Null>	Transit
72	Cobb Parkway Express Route	<Null>	Transit
73	Cobb Parkway Express Route	<Null>	Transit
74	Cobb Parkway Express Route	<Null>	Transit
75	Cobb Parkway Express Route	<Null>	Transit
76	Cobb Parkway Express Route	<Null>	Transit
77	Villa Rica Road	E7340	Sidewalk
78	Mars Hill Road	E7330	Sidewalk
79	Lindley Circle	<Null>	Sidewalk
80	South Gordon Road	E7020	Sidewalk
81	McClain Circle	<Null>	Shoulder
82	Southside Drive	<Null>	Widen
83	Blue Springs Road	<Null>	Shoulder
84	Atlanta Road	E7060	Sidewalk
85	Village Parkway	<Null>	Shoulder
86	Concord Road	<Null>	Shoulder
87	NcCollum Parkway	E7350	Sidewalk
88	Ward Street	<Null>	Shoulder
89	East-West Connector	E7220	Sidewalk
90	Belmont Hills Connector Road	<Null>	New Road
91	Cobb International Boulevard	<Null>	Shoulder
92	Cherokee Street	<Null>	Widen
93	Timber Ridge Road	E7030	Sidewalk
94	Brownsville Road	<Null>	Sidewalk
95	Fessenden Ave and Washington St Ext	<Null>	Sidewalk
96	Austell-Powder Springs Road	<Null>	Sidewalk
97	Transit	<Null>	Transit
98	Transit	<Null>	Transit
99	Shallowford Road	E7420	Sidewalk
100	Piedmont Road	E7410	Sidewalk
101	Transit	<Null>	Transit
102	Burnt Hickory Road	E7100	Sidewalk
103	Piedmont Road	E7410	Sidewalk
104	Providence Road	E7430	Sidewalk
105	Irwin Road	E7170	Sidewalk
106	Roswell Street	<Null>	Widen
107	Fairground Street Improvement C	<Null>	Shoulder
108	Fairground Street Improvement B	<Null>	Shoulder
109	Veterans Memorial Highway	8888	Sidewalk
110	Luther Ward Road	E7190	Sidewalk
111	McClure Road	E7270	Sidewalk
112	Wesley Chapel Road	E7260	Sidewalk
113	Pete Shaw Road	E7390	Sidewalk
114	Warren Farm Road	<Null>	Sidewalk
115	Piedmont Road	E7380	Sidewalk

Source: Cobb DOT

Livable Centers Initiative (LCI) Studies

The LCI is a program offered by the ARC that encourages local jurisdictions to plan and implement strategies that link transportation improvements with land-use development strategies to create sustainable, livable communities consistent with regional development policies. Planning grants are awarded on a competitive basis to local governments and non-profit organizations to prepare and implement plans for the enhancement of existing centers and corridors consistent with regional development policies. Implementation grants are also awarded on a competitive basis to provide transportation infrastructure funding for projects identified in the LCI plans.

Within Cobb County, there are 12 LCI study areas: Acworth, Austell, Austell Road, Cumberland, Delk Road, Kennesaw, Mableton, Marietta, Powder Springs, Six Flags, Smyrna, and Town Center. There have also been 13 additional LCI studies that were either supplemental to an original LCI study or were five-year action plan updates to an original LCI study. Table 47: LCI Studies and Supplemental Studies on page 171 shows a list of all the LCI studies that have been completed in Cobb County, and Figure 53: LCI Studies on page 170 shows the locations of all the LCIs in Cobb County. Projects and policies recommended through these LCI studies will be incorporated into the Recommendations Report. A description of each of these LCI Studies and Supplemental Studies is included in Appendix G: Summary of LCI Studies and Supplemental Studies.

Other Relevant Plans and Studies

There have been numerous other relevant plans, studies, and programs created for areas within Cobb County. These recent previous efforts will be used as inputs or references when compiling projects and policies in the Recommendations Report.

Austell Road LCI Supplemental Study – Access Management Plan

The Austell Road Access Management Plan (AMP) is a supplemental component of the Austell Road LCI that was completed in 2007. The AMP provides access management recommendations that complement the LCI Study such as alternative roadway networks and improved pedestrian connectivity. To create the AMP, policy, land use, transportation, traffic, and bicycle/pedestrian analyses were conducted. The major recommendations that were provided in the plan include developing a supporting street system, creating median closures, including raised and planted medians, establishing additional requirements for locating signals, and identifying preferred reductions in driveways along the corridor.

Chattahoochee River Trail Conceptual Master Plan 2004

Completed in 2004, the Chattahoochee River Trail Feasibility Study and Conceptual Master Plan is a comprehensive plan that covers the environmental, cultural, and regulatory aspects of developing a trail system in Cobb County running parallel to the Chattahoochee River between the City of Roswell and

Paces Mill Road. The study investigated planning, design, construction, operations and maintenance, phasing, and funding to determine whether or not the project was feasible. The study ultimately found that the project was not feasible due to regulatory restrictions, citizen opposition, and current land ownership conditions and instead recommended two different trail systems that may work better: a multi-use route following public right-of-way along major roadways and a recreational route that uses National Park Service land.

Cobb Complete Streets Implementation Plan 2009

The Cobb County Complete Streets Implementation Plan was completed in 2009 and consisted of a review of Cobb County planning documents related to the Complete Streets policy, and analysis of the ways that those documents either help or hinder the implementation of the Complete Streets program, and a compilation of successful implementation options collected from the experiences of other Complete Streets programs. Broad recommendations from the plan include developing a comprehensive policy; adopting a design manual; training transportation engineers, staff, and planners; coordinating projects; utilizing funding sources; and promoting coordination between departments.

Cobb County Bicycle and Pedestrian Improvement Plan 2010

The Cobb County Bicycle and Pedestrian Improvement Plan, completed in 2010, aims to increase the viability of biking and walking for recreational purposes as well for transportation for all residents and visitors to Cobb County. The sections of the plan are divided into: introduction; goals, objectives, and policy recommendations; existing conditions; infrastructure needs; implementation opportunities; design guidelines; trail alignment alternative analyses; safe routes to school plan; family friendly route studies; and appendices.

Pedestrian Friendly Nodes: Analysis of Village Green Neighborhood Activity Center 2008

In 2007, the Livable Communities Coalition conducted a study that recommended that Cobb County could improve mobility by establishing connections between residential developments and retail centers. This particular study, Pedestrian Friendly Nodes Analysis of Village Green Neighborhood Activity Center is focused on connecting the neighborhood activity center at Village Green to the surrounding neighborhoods in the Dallas Highway, Due West Road, and Old Hamilton Road area. The study evaluates the existing conditions in the study area and proposes improvements to the pedestrian network that will improve the connections between the activity center and the adjacent neighborhoods.

Canton Road Corridor Study 2005

In 2005, the Cobb County Planning Committee completed the Canton Road Corridor Study. The purpose of the study was to develop a master plan for the Canton Road corridor that followed the Atlanta Regional Commission's

FIGURE 53 | LCI Studies

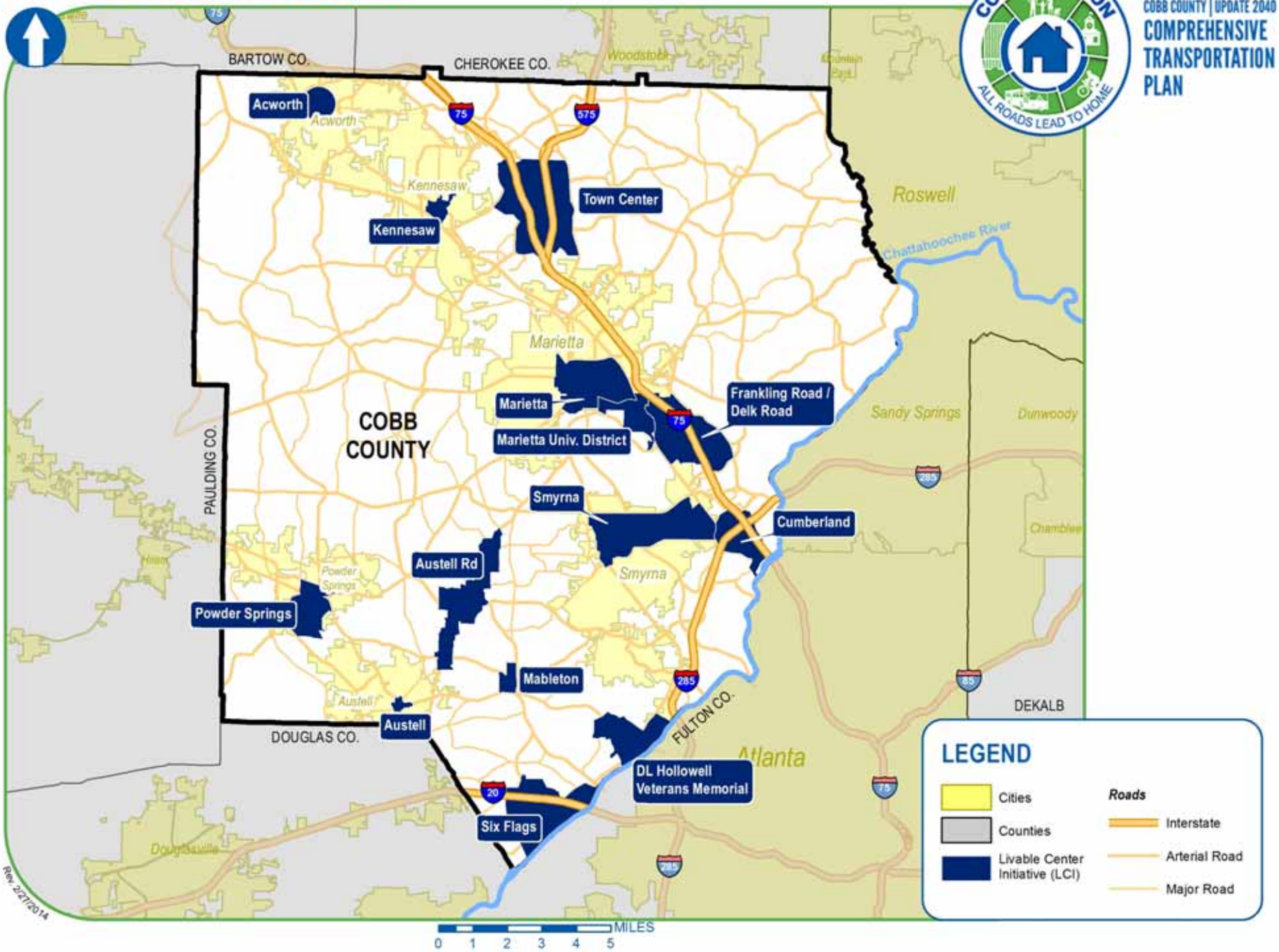


Table 47: LCI Studies and Supplemental Studies		
LCI Study Area	Sponsor	Year
Acworth Town Center	City of Acworth	2001
Acworth LCI 5-year Update (2007-2011)	City of Acworth	2006
Austell LCI	City of Austell	2002
Austell Rd Corridor	Cobb County	2006
Austell Rd Corridor Access Management Plan	Cobb County	2008
Cumberland LCI	Cobb County, Cumberland CID	2001
Cumberland Housing Study	Cobb County, Cumberland CID	2003
Cumberland-Galleria: Signage	Cobb County, Cumberland CID	2004
Cumberland CID TOD Study	Cobb County, Cumberland CID	2010
Blueprint Cumberland LCI Update 2012-2017	Cobb County, Cumberland CID	2011
Delk Road TOD	City of Marietta and Cobb County	2004
Franklin Road/ Delk Road LCI 5-year Update	City of Marietta and Cobb County	2009
Franklin Road/ Delk Road LCI 5-year Update Amendment	City of Marietta and Cobb County	2010
Kennesaw Town Center	City of Kennesaw	2003
Mableton LCI	City of Mableton	2004
Mableton LCI 5-year Update (2009-2014)	Cobb County	2009
Marietta LCI	City of Marietta	2000
Marietta LCI 5-year Update (2006-2011)	City of Marietta	2009
Marietta LCI 5-year Update (2011-2016)	City of Marietta	2002
Powder Springs	City of Powder Springs	2002
Powder Springs 5-year Update (2007-2011)	City of Powder Springs	2007
Powder Springs 5-year Update (20011-2016)	City of Powder Springs	2011
Six Flags Activity Center	Cobb County	2011
Smyrna Town Center	City of Smyrna	2003
Smyrna LCI 5-year Update (2009-2013)	City of Smyrna	2009
Town Center Area	Town Center CID	2003
Town Center LCI 5-year Update (2009-2013)	Town Center CID/Cobb Rides, Cobb County	2009

Livable Centers Initiative planning process and provided substantial opportunities for public involvement. The study involved steering committee meetings, a public charrette/design studio, and public hearings. The recommendations of the study include changes to the Cobb County Future Land Use Map, a list of Canton Road "Main Street" design principles, a list of ARC Regional Development Plan land use policies and how they apply to the Canton Road Corridor Plan, a list of transportation projects for consideration, and a list of short-range and long-rang programs for consideration.

Macland Road Corridor Study 2008

Macland Road is a major east-west travel route that extends from western Cobb County into Paulding County. The main motivations for the corridor study include preparing for two planned Transportation Improvement Projects while also creating a land use plan that will promote mixed-use development and improve transportation-land use connectivity in the area. The Macland Road corridor study area includes properties that have either direct access to the corridor or are located within a quarter mile of the corridor. The components of the study included an analysis of existing conditions, a public participation process, and a synthesis of this information to create a vision, a concept plan, and a list of recommendations. The recommendations aim to allow the study area to proactively plan before major growth occurs in the area. This will allow the rural character to be maintained and the transportation, connectivity, and appearance to be improved even as the development of the area grows.

Powers Ferry Master Plan 2009

In 2009, the Community Development Agency developed the Powers Ferry Road Corridor Study to establish a single comprehensive vision for the corridor to guide future growth and improve the quality of life for residents and visitors to the area. The study conducted an extensive public participation process to collect community goals and establish consensus as well as an analysis of existing and market conditions in the area. The study then establishes guiding principles that will help obtain the community vision that include encouraging development, balancing housing opportunities, developing a strong identity, improving aesthetics, increasing mobility and connectivity, and connection to the natural environment. The study then lists specific recommendations for actions that support and follow the guiding principles that fall into the categories of land use, transportation, economic development, open space and the natural environment, and community appearance.

Peach Roads Program

The Cobb County Department of Transportation (CCDOT) established a transportation project sustainability rating program, called the PEACH (Preserving Environment and Community Heritage) Roads program. The PEACH Roads program is based on the GreenLITES program from the New York State Department of Transportation (NYSDOT). A two-year pilot pro-

gram period for the PEACH Roads program began in January 2011 with the possibility of adoption by the Georgia DOT if the pilot proves successful. The main goals of the PEACH Roads program are to recognize and increase awareness about transportation sustainability efforts already in place as well as to expand the use of these and other transportation sustainability practices. PEACH Roads is a self-certification program in which the CCDOT assigns certification levels (certified, silver, gold, and evergreen) to transportation projects based on their sustainability design efforts related to choosing sustainable sites, water quality, materials and resources, energy and the atmosphere, and innovation/other.

Six Flags Drive Corridor Study 2005

The 2005 Six Flags Drive Corridor Study grew out of the results of a workshop focused on pedestrian safety and mobility along the Six Flags Drive. The Six Flags Drive Corridor study focused on a 1.1 mile segment of the roadway spanning from Factory Shoals Road to the Interstate – 20 interchange. This corridor serves as a backdrop to the Six Flags Over Georgia amusement park, has received minimal investment in recent years, and has one of the highest crime rates in Cobb County. Some of the objectives of the study are to promote alternative transportation modes such as transit, cycling, and walking; to propose changes to the Cobb County Zoning Ordinance and Comprehensive Plan that encourage revitalization and redevelopment; and to encourage housing types and housing densities that will spur economic growth. The study includes a community profile with background information on the study area, a concept and recommendations plan that contains strategies and action items to be implemented, and an implementation plan that provides methods to implement the action items described in the recommendations plan. The recommendations plan contains items related to community identity, transportation, land use, retail/commercial, housing, mixed-use development, education/civic facilities, and public safety.

State Route 6 Corridor Study 2008

The State Route 6 Corridor Study, completed in 2008, focused on a 32.5 mile stretch of SR 6 that runs through four counties: Paulding, Cobb, Douglas, and Fulton and seven municipalities: Hiram, Dallas, Powder Springs, Austell, Douglasville, East Point, and College Park. The study was aimed at addressing deficiencies related to transportation, transit, land use, urban design, corridor management, and financial programming. The study assessed the benefits and costs associated with strategies to address the deficiencies in these areas and then selected a group of preferred improvement strategies that fit within the financial constraints. These preferred strategies and recommendations were also included in the Regional Transportation Plans (RTP) and the Transportation Improvement Program (TIP).

Industrial Land Inventory and Protection Policy 2008

Completed in 2008, the Industrial Land Inventory and Protection Policy is an

assessment of the industrial land supply in unincorporated Cobb County and includes recommended policies to protect important areas for industrial expansion from being used for other land uses. The assessment was conducted by the Planning Division of Community Development and had the goals of establishing industrial protection mechanisms and creating and maintaining an up-to-date database of parcels within unincorporated Cobb County that could be suitable for industrial land uses. The creation of this assessment was also aimed at increasing the economic development in Cobb County not only in industrial sectors, but in many other sectors due to multiplier effects. The assessment report contains detailed information on factors for industrial site selection, and inventory of potential site locations, and an action plan outlining methods for supporting and protecting the identified potential properties.

Georgia DOT Northwest Corridor 2013

The Record of Decision for the Northwest Corridor Project was completed by the Federal Highway Administration (FHWA) and the Georgia Department of Transportation (GDOT) in May 2013. The Northwest Corridor Project includes managed lanes on I-75 between I-285 and Hickory Grove Road in Cobb County and managed lanes on I-575 between I-75 and Sixes Road in Cobb and Cherokee Counties. New managed lane interchanges will be constructed along I-75 at Akers Mill Road, Terrell Mill Road, SR 3 Connector/ Roswell Road, I-575, Big Shanty Road, and Hickory Grove Road. Slip ramps to the I-575 managed lanes will be constructed at Sixes Road, Shallowford Road, and Big Shanty Road. The managed lanes will be reversible toll lanes with two reversible toll lanes constructed on I-75 between I-285 and I-575 and one reversible toll lane constructed on I-75 between I-575 and Hickory Grove Road and on I-575 between I-75 and Sixes Road.

There are many more plans and studies completed within Cobb County that are more than 10 years old. Studies that are more than 10 years old will not be referenced of use for the purposes of this CTP Update.

Vinings Vision Plan

Cobb County worked with the Vinings Home Owners Association and the Vinings Business Association on the development of a master plan to create a strategic vision on how this area will grow in the future. Vinings is unique in that it has a historic core that has developed into a high-end, low density residential community that is now surrounded by more intense and higher density uses. These land use issues, along with Vinings' prime location, has led to other challenges with traffic being the most dominant. The Plan included an Implementation and Recommendations Program with recommendations for traffic, bike/pedestrian infrastructure, land use, natural environment, community facilities, historic preservation, aesthetics, and sense of place. The Board of Commissioners approved *Vinings Vision: A Master Plan for a Georgia Historic Community* on July 24, 2012.

River Line Master Plan

The River Line Master Plan is a mid-to-long range plan that addresses land use, transportation, and preservation issues, which are all important in improving the quality of life in an area of southeastern Cobb. The study area is bounded to the east by the Chattahoochee River and to the west by Buckner Road. It encompasses southern portions of Oakdale Road and eastern portions of Veterans Memorial Highway. Most of the study area is within unincorporated Cobb County; however the southern tip of Smyrna covers some of the land tracts with direct access to Oakdale Road. The area has seen increased industrial and residential growth over the past decade, which in combination with the numerous natural and historic resources in the area resulted in the need to create a strategic vision on how this area will grow in the future. The Board of Commissioners approved this Master Plan effort on October 27, 2009 and Cobb County staff is now working with the community on implementation of this effort.

Johnson Ferry Urban Design Plan

The Johnson Ferry Urban Design Plan was developed as a result of growing concerns for this major commercial and residential corridor. Johnson Ferry Road is located in eastern Cobb County and serves as the main north south thoroughfare. The Plan will create an overall urban design plan focusing on improving the aesthetics and maintaining its unique character. This study was approved by the Board of Commissioners in 2011. Since 2011, Cobb County staff has been working on the 1st implementation of the Urban Design Plan which is the creation of a series of design guidelines.

Cobb Competitive EDGE

Cobb's Competitive EDGE, an initiative of the Cobb Chamber of Commerce and its community-wide partners, is Cobb County's community and economic development strategy and implementation plan designed to strengthen the quality of life, education, and infrastructure assets. It intends to market Cobb County to the world, thus generating high-wage job growth. EDGE partners include Cobb County Development Authority and the development authorities of Cobb's cities. A thorough Competitive Assessment of the county's position in the economy has been completed using data and feedback from key constituencies. A Target Cluster Analysis was conducted to identify the most important existing and the most promising emerging targets. The identified target clusters include: Healthcare Services, Travel and Tourism, Bioscience, Aerospace and Advanced Equipment Manufacturing, Information Technology and Software, Professional and Business Services, and Wholesale Trade. EDGE includes an analysis of current business concentrations, future projections and an assessment of Cobb's current workforce development capacity for each sector. The information revealed by the research provided the foundation for the development of a five-year Economic and Community Development Strategy.

POLICIES

System Adequacy in the Event of a Natural Disaster

System adequacy in the event of disasters has been addressed in Cobb County through an update to the Cobb County Pre-Disaster Mitigation Plan (PDMP). These threats can include natural hazards such as floods, earthquakes, and tornadoes as well as technological hazards such as terrorism, dam failures, and hazardous material spills. The plan analyzes and references the transportation system and how it relates to disasters, such as hazards spills on roadways and evacuation routes needed during storm emergencies.

The Cobb County PDMP Update 2011 was prepared by Cobb County Emergency Management Agency (CEMA) in partnership with the cities . This plan is a revision of the Cobb County PDMP which was approved January 2006. The revised plan was developed to address natural and manmade threats not included in the previous PDMP, to update the status of mitigation goals and objectives, to include current applicable information that will aid the process of reducing or eliminating the loss of life and property damage resulting from local threats, as well as providing the user with a clearer organized plan which is easier to use.

The Cobb County Pre-Disaster Mitigation Executive Planning Committee is charged with making Cobb County and the cities less vulnerable to the effects of natural and human-caused hazards through effective and efficient planning, hazard risk assessments, and a coordinated feasible mitigation strategy. Following the implementation plan of the PDMP will help to make all of Cobb County a safer place to live and work for all citizens.

Development Policies and the Transportation System

Cobb has many established and stable residential areas that are to be preserved according to their comprehensive plans. This leaves fewer opportunities to modify existing development patterns. Therefore, infill and limited development opportunities take on strategic importance as they provide ways to improve access and change travel behavior. Future land use changes along key corridors bring the greatest opportunity for incremental redevelopment through adaptive re-use.

Adopted transportation policies include a commitment to better access to destinations in the future. The existing zoning regulations promote creating conditions to do so. Some of these zoning regulations include mixed-use zoning or overlay districts, connectivity requirements for subdivisions and streets, inter-parcel connectivity, development regulations requiring sidewalk improvements, median management, and shared drive requirements.

In Cobb, ample parking is generally provided at destinations. This creates a disincentive for alternate modes of transportation, because people know they are practically guaranteed a parking spot at their destination. Strategi-

cally reducing parking supply in key locations, while potentially unpopular, can have a positive impact on traffic conditions by discouraging single occupancy vehicle use and encouraging alternative modes of transportation, such as walking, bicycling, public transit, and carpooling. However, this reduction in parking supply must be executed with an investment in alternative modes to be successful. If investments in alternative modes, such as sidewalks, bicycle lanes, new or increased transit service, or high occupancy vehicle infrastructure are not made prior to limiting parking supply, the transportation network can be negatively impacted. Excess surface parking lots can also be viewed as an opportunity for potential park-n-ride lots.

Transportation Demand Management

Transportation Demand Management (TDM) is a general term for strategies that result in more efficient use of transportation resources. TDM strategies reduce automobile trips through elimination or shortening trips and spreading demand. Examples include vanpooling, carpooling, biking, walking, transit, teleworking, and alternative work schedules.

Did you know:

Transportation Demand Management (TDM) strategies maximize the current transportation system by eliminating automobile trips or shortening trips and spreading demand.

The original TDM concepts were to provide alternatives to SOV commuter travel in order to save fuel and money, improve air quality, and reduce peak period congestion. Today, it has expanded to include maximizing the current transportation system performance not only for commute trips, but for non-commute trips, and for recurring as well as nonrecurring events. It now applies to trips to shopping malls, recreational sites, special events, and employment areas. However, targeting commuter trips remains a priority because most of the congestion and delays occur during weekday rush hours.

Existing Programs

In 1996, the Cumberland CID created Commuter Club, the first Transportation Management Association (TMA) in Georgia. Funded by the CID and other partners, Commuter Club provides a variety of cost-effective transportation options. Services such as vanpools, carpools, teleworking and more have reduced 757,000 vehicle trips, 26 million vehicle miles, 8,800 tons of pollutants, and saved commuters $16.6 million over the years. Today, Cumberland supports TDM by providing financial support to vanpools and through a strategic partnership with the Clean Air Campaign's Georgia Commute Options.

Program Needs

Population and employment growth in Cobb County will have a profound effect on the county's transportation system and quality of life. Limited fund-

ing is available to build additional capacity to address congestion. Even if funding became available for major capacity projects, additional vehicles on the roadways would further contribute to air pollution and greenhouse gas emissions. Given these challenges, it is important to have plans, goals, and strategies in place in order to protect Cobb's quality of life. Benefits realized from implementing TDM strategies include: lower levels of air pollution, less demand for foreign oil, money saved by residents and businesses, freedom to pursue other activities during the commute, reduced stress, more effective use of the existing roadway system, improved regional access to jobs and services, improved access to a broader and more experienced labor pool, improved physical health, improved health and lifestyle for the elderly and disabled population, and fewer parking spaces needed.

TDM strategies are especially effective when implemented in conjunction with land use planning and infrastructure improvements that better accommodate pedestrians, bicyclists, and transit users. Facilities such as high-occupancy vehicle (HOV) and high-occupancy toll (HOT) lanes that accommodate and give priority to transit, carpools, and vanpools allow TDM to be more successful.



Photo: Vanpool van

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Appendix A: Listening Tour Summary

In the summer of 2013, a listening tour of stakeholders and community leaders from across Cobb County was conducted with the purpose of introducing the Cobb County Comprehensive Transportation Plan (CTP) 2040 Update to the community, and to gain insight into the issues that are important to citizens of the County. The listening tour included 16 interviews across the County held in July and August. Input and feedback received provided in the summary below.

Interviews included:

Cobb County	Town Center Community Improvement District
City of Acworth	Cumberland Community Improvement District
City of Austell	The Coalition of Cobb County Business Associations
City of Kennesaw	Bake One
City of Marietta	The Georgia Tea Party
City of Powder Springs	Cobb Immigrant Alliance
City of Smyrna	East Cobb Civic Associations
Cobb EDGE, Cobb Chamber of Commerce	NAACP Cobb County Branch

Comments Received:

- Southern part of the county, around Austell is the low end of the county- transit doesn't seem to work. There are just a few people are riding it. Twice they have started running CCT buses and then cut it because not enough people riding it.
- It would be interesting to know every time someone sits on a bus how much it is costing. It was $35 based in the Reagan era.
- The City of Austell only hears from a couple of people about riding transit because the city is at the end of the line. It might work better if it continues on to another city (ex: GRTA Xpress- Dallas -> Powder Springs -> Atlanta).
- Congestion is not bad in Austell. Overpass helps with getting around the RR when a train comes through.
- Austell has pretty good roads with good access to 4-lane roads in the area. Many people take Veterans Memorial into Atlanta because it's quick and not as much traffic.

- Austell has good proximity to the airport (16 miles).
- The area around Austell can be considered a low income area. It always been that way and probably will always be that way.
- There are 6,000 residents, and 4,000 who work in Austell. City has 100 employees. The gas system has 100 employees. Old Fashioned Foods has 40 to 50 employees and the intermodal yard- 300 to 400 employees.
- What works here in Austell? The streets are not crowded, intermodal facility works well, truck traffic doesn't seem to be a problem- they go out CH James Parkway to I-20.
- What would make it better in Austell? Raise income for those who live here, parks are key asset in the city. The city just put a disc golf course (9 holes) in. It is working well and they are looking to add another 9 holes.
- Austell has put in a good number of sidewalks, resurfacing, and improved intersections with the money they have received. The city seems to do well with transportation dollars.
- On Columns Drive, runners are using the bike lane.
- People have to get used to using something new and incorporate it into their everyday lives
- People's attitudes seem to be changing.
- When they did have the bus in east Cobb, it wasn't convenient.
- Signal timing may help with congestion on Johnson Ferry
- If rating Cobb County, would give Cobb a 10 because of good schools, low taxes. But one has to like suburban life. Cobb is not for the young and single
- Have you looked at Terrell Mill design guidelines? They are totally different from Johnson Ferry and Terrill Mill design guidelines were done first.
- Avenues at East Cobb and Merchants Walk: these are the town squares for East Cobb.
- Don't have real business community in east Cobb. There is not a large corporation along Johnson Ferry, but there are a lot of small businesses. It is a challenge to get small businesses together to put their ideas out there.
- Several worldwide headquarters in the area off of South Cobb Drive Kenny's Pies, IBM, DHL Worldwide (Highland Park business/industrial area).
- South Cobb Drive and interchange with I-285 are critical to the industry in that immediate area.
- Along South Cobb Drive, starting to see middle/upper income rebirth in terms of residential uses. Traffic is bad based on the time of the day (South Cobb Drive and East-West Connector. There are more subdivisions in the area than you think)
- Description of East Cobb- "It's 20 minutes- anytime, anywhere."
- South Atlanta Road and I-285 interchange is horrible. The lights are not timed appropriately
- What is great about Cobb County? Schools, clean county, well-maintained.
- Public transportation needs to improve throughout the entire region, not just Cobb County. Transit is currently inconvenient and not enticing
- 3 county schools in the city of Austell- some children do walk to school
- Cobb is a pretty good place to live and would rate it 8 or 9 on a scale of 10 because of low crime, tax base is low, good school system (although it could always be better), and government is well run in the county.
- Supports local funding of transportation but not state involvement.
- Cobb has done a good job spending money locally on transportation as has the cities.

Appendix A: Listening Tour Summary

- Better transportation would not necessarily result in growth for the Austell or likely lure businesses to the Austell
- Traffic is probably the forefront issue in people's mind. It is a two-edged sword: like traffic on the one hand, but don't want to be affected by it individually.
- Cut-through traffic is always an issue especially through residential neighborhoods in Marietta.
- Safety is always important, but people seem to be conscious of it.
- Franklin Road is being looked at for redevelopment, jobs, and mixed use.
- Biggest complaint is "not in my backyard" when it comes to improvements.
- Would love to see transit in the US 41/I-75 corridor.
- Transit to the county seat (Marietta) would be important with stops at the Cobb County government complex and Wellstar regional hospital facility. Those seem like natural locations for a transit stop.
- People will probably continue to look at rail through the county (Kennesaw to Atlanta) but don't see it coming yet.
- People are willing to support funding (SPLOST/BONDS) when they are able to see what's in it for them.
- Marietta uses SPLOST and bonds for capital projects only.
- Most parks have some sort of public/private partnership for operations and maintenance (Marietta).
- In discussions about shuttle service to/from bus stops/CCT and office parks; similar to what is currently found in Perimeter.
- Cumberland has no walkability. That type of environment is missing
- It is hard to recruit international companies to Cobb when the employees of those companies are not used to having to drive a car to get to work
- The Cumberland area has a 10% higher daytime workforce than downtown, but people do not live here (particularly young professionals).
- Buses look dated. There is nothing appealing about the ride (why young people don't ride it).
- Want to make Cobb a hip place to be.
- How do you change the perception to get young people to ride the bus?
- How do you get people to want to stay or live here (in Cobb)- best chance right now for that to happen is in the Cumberland area.
- Where comparing Cumberland and Midtown- zoning, exterior facades, mixed use create a vibrant street scene in Midtown.
- Buses look gross and outdated and young professionals won't use them. "If it looked right and felt right, people would use it." Buses currently do not look right and feel right; therefore young professional don't use it.

- Young professionals would respond to a vibrant, hip Cobb. Young professionals might change perceptions if Cobb became more engaged and trendy, had streetscapes to hang out and activities within walking distance of where they live and work.
- The bus takes 50 minutes to go 7 miles. It makes no sense to use CCT and therefore, would rather drive.
- No trendy environment, no walkability, storefronts should be out-facing (in the Cumberland area)
- Cobb has an identity crisis about who it is and where it's going. They want fresh blood, new ideas, innovative, but what they project is a 'dated vibe' with no character, atmosphere, no downtown and no identity.
- If rating Cobb, would give Cobb 7 out of 10. To get to a 10, Cobb needs to be more hip, better vibe, more things for young professional to do
- If rating Cobb, would give it 5 out of 10. To get to a 10, Cobb needs a better identity, more character, atmosphere, less conservative
- If rating Cobb, would give it 8 out of 10 because no crime and great quality of life. To get to a 10, the transportation issues solved
- Cobb is great because of safety, opportunities for education, friendliness, and the great Chamber
- Cobb is the best functioning county
- They may be missing the single, young professional but when they get older they are moving to more family oriented communities, like Marietta. Marietta is a family oriented community.
- Overall goal of Marietta is 50% owner occupied, 50% renter.
- If rating Cobb, would give Cobb 9 out of 10 because you can get anything you want in Cobb. It is there for the taking. Cobb is an exceptional value all the way around.
- Challenge in Cobb is transportation, especially cut through traffic, traffic at morning rush hour.
- Safety issues with Six Flags area and police- there is an opportunity at Six Flags to improve the area
- Sidewalks are lacking in South Cobb. Sidewalks will make it safer to walk and will bring a sense of community.
- Any transportation (transit) combined with the City of Atlanta is forbidden. However, a light rail system could be welcomed so long as it is not connected with MARTA.
- It is recommended you also talk with Cobb EMC, Georgia Power to gain insight on traffic information
- South Cobb also needs more parks like East Cobb. South Cobb also needs more activists to raise money to start paying for it.
- Many Cobb politicians act like it was 40 years ago and are not thinking 40 years into the future. In order to succeed in the future, a walkable urban is a re-quirement. Major philosophical changes are needed to change this way of thinking. Many Cobb residents do not feel this way, but the politicians continue to listen to the same old people that blog or get an editorial in the local paper, but these few do not represent the whole or the future.
- Biggest challenge in transportation is funding. We are limited to SPLOST funds.
- SPLOST has been very successful.
- Transportation dream: Sky buckets from Adams Park to the bus station at Chastain and Busbee Parkway near the KSU stadium.
- There is a bike lane planned in the SPLOST along the back road of McCollum Parkway for students to use.
- There is a need for additional overpass over the rail line in Kennesaw to separate those who do not want to go through downtown traffic
- Limited to what can be built in Austell because of Sweetwater Creek and flooding.
- Austell is better served as a small city.

Appendix A: Listening Tour Summary

- Does want to improve the main intersection in the City of Austell and add sidewalks though traffic is in good shape
- Flooding in Austell is an issue when it comes to bringing in new business and building roads
- The way the state uses funding does not help the city of Austell, they get lost in the dollar handout.
- Healthcare is seen as a growth opportunity, not an industry Chamber necessarily recruits
- If rating Cobb, would rate Cobb a 7 on scale of 1 to 10 as it is better than most, but missing mobility and vibrancy.
- If rating Cobb, would rate Cobb a 5 out of 10 because it is missing identity.
- There is nothing unique about US 41.
- There are lots of sidewalks in the Cumberland area, but don't see people using them.
- It would be nice to connect some trails to the Beltline.
- South Cobb Redevelopment Authority- staffed by the county, been active for about 1 ½ years
- Churches over in south Cobb that are huge and investing large amounts of money
- Try to partner with Six Flags to make it a destination place
- Franklin Road/Six Flags- priorities for redevelopment in the county.
- Parking is free at the office complexes in the Cumberland area so everyone is driving to work. They are running out of parking spaces.
- Would like more support for downtowns in Cobb County and the flow of economic development in the downtowns. Sometimes the County is only focused on the I-75 corridor and the big arterials.
- Businesses in downtown (Kennesaw) want more parking. Parking is big deal for them.
- Recently had a walkability study for downtown Kennesaw completed. Downtown is going through a transition from less dedicated parking to more walkable.
- Kennesaw is attracting young professionals and young families
- Kennesaw has a "Fit City" initiative
- Need to facilitate partnerships with positive role-model organizations such as 100 Black Men to inspire youth in the community. Cobb County went to non-minority communities to get feedback on how to use SPLOTS dollars, but did not go to the African-American communities.
- Bus shelters are located all along US-41 but not along Fairground Road and other places where shelters are also needed

- Public housing tenants were displaced from Fort Hill to Garrison Plantation Apartments in South Cobb; 6 months later residents were told vouchers will no longer be honored and forced residents to relocate within the year. Marietta Housing Authority knew or should have known the impact of the relocation on citizens.
- Citizens, including the underserved, must believe that you sincerely hear what they want
- Add transit service on Allgood Road in South Cobb.
- Buses should be on-time and with air-conditioning in underserved communities, just as they are in other areas; the worse buses are placed in service in the underserved communities
- If recommending Cobb to a friend, Cobb County would not be my recommendations; have seen too much of Cobb County where schools are not educating kids, jails are filled with African Americans, and the County does not care about the underserved.
- Business development and locations as seen in the County: CIDs- business services/software development, South Cobb- manufacturing. South Cobb, Marietta, Smyrna- supply chain/wholesale/logistics because of proximity to airport and cheaper land, bioscience- CIDs, Marietta, Franklin Road corridor
- Currently avoid south Cobb because it is a dangerous area. Also don't go north after 3:30pm, I-285 east is a nightmare
- Need to include the CCID strategic project list in the Cobb CTP project list
- Need for sweeping changes to how the County approaches transportation facilities and systems. The county needs to recognize development trends in the pipeline and stay up to date with how things are changing to stay vibrant.
- Cumberland is not positioned well in comparison to Perimeter, Buckhead, Midtown, or even North Fulton. Policies like walkable, urban, transit, mixed-use, attracting a younger market, etc. do not exist in Cobb and Cumberland.
- What works in Cumberland is that so much traffic is coming through the area and it seems to work really well. Multiple overpasses over the interstate, so there are different ways to move about in the Cumberland area.
- Cobb Parkway needs more quality development as it is a major gateway into the City of Kennesaw
- Avoid Wade Green and I-75 and Barrett Parkway and I-75, because the traffic is just so bad
- Would like to see policies or initiatives to get more kids riding school buses and fewer parents driving their kids. Paying for buses that are not used is wasteful, and parents individually driving all the kids make more long traffic queues at every school.
- If rating Cobb, would give Cobb a 7 or 8 out of 10 on quality of life. In order to get to a 10, need more walkability, downtown living, pedestrian friendly, and access to CCT.
- Commercial rent space in Cumberland is the same price now as it was in 1985.That is not good.
- Would like to see a Regional Mass Transit Authority oversee MARTA, CCT, and GRTA as now they operate inefficiently and independently of each other. We need to attract young families for a young vibrant place to live but we're lacking in transit options to do this.
- Small businesses need easy access to the regional transportation system. Trying to get on I-75 south from US 41 or I-285 is a mess. South Cobb Drive needs to be rethought as well.
- Buildup for economic growth in Smyrna will take a completed Jonquil Plaza and maybe Belmont Hills. South Cobb Drive needs redevelopment of shops.
- Believes the new elementary school in Smyrna is helping to save the city right now as an attraction for young families.
- Avoids Cobb Parkway and the East West Connector. There's no good way to get home from Canton Road. Avoids Windy Hill and US 41, and I-285. Refuses

to use Barrett Parkway and go to Towne Center. Dallas Highway is also awful.

- Cobb cannot continue to try and live how they did in the 1980s and think that model will succeed in the future. Cannot just build highways.
- Cumberland is in early stages of codifying an overlay district for the area, however it will only be optional.
- There is an opportunity with road diets. There is plenty of ROW on many roads to easily do a road diet and insert more pedestrian and bike amenities.
- Cumberland CID Board very supportive of trails program.
- Kennesaw would like to be included in CCT. A sensible loop would include from City Hall to KSU (KSU has their own transit system of buses called "Big Al Bus")
- Though KSU is not in the City of Kennesaw (in unincorporated Cobb), the Big Al Bus enters the City has stops at the new amenity-rich student apartment complexes in the city
- Opportunity: KSU is within CID borders and even though they pay no taxes, they pump economic activity into the area.
- Circulator is needed in the Town Center area first. No point in any future transit to the area if you get here and then cannot get around. Town Center has had holiday circulators in the past and they were very well used. A Town Center Circulator could be pay to ride, could be operated by CCT, and if it is convenient and efficient people will pay a reasonable fee to ride.
- PATH system in the Town Center area is very supported and popular. A north to south trail is needed and planned to connect existing east to west trails.
- A 46 acre linear park is planned just north and adjacent to Town Center Mall
- Park and Ride @ Big Shanty Road (both GRTA and CCT) will soon have access to the I-75 HOT lanes to actually head downtown in a quick manner. The Park and Ride will also be accessible via the planned new north to south trail.
- Biggest road transportation problem in the Town Center area: I-75 and I-575 and Barrett Parkway.
- Frequency of CCT after normal business hours is not good, especially because there are so many 2nd and 3rd shift workers at call centers in the Town Center CID that rely on, need, or would use transit. Some of these call centers include: Chase, Bank of America (2,000 employees), Home Depot (1,700 employees), Alarka (bought out Ryla 2 years ago, 2,000 employees), Tesis (call center for all types of credit cards). Alarka has its own private shuttle service to off-site parking.
- After the first priority of a transit circulator, more pedestrian improvements are needed too in the Town Center area.
- CCT is not efficient enough. The signs just say "CCT" and do not provide route number or a route map on the sign pole. Its hours and headway are not

often enough.

- Senior population is growing in Cobb County presenting another issue.
- What would you rate Cobb County 1 to 10? 8 or 9. Cobb has the best safety, schools, environment, and quality of life in the region. would not live anywhere else in the region. Transportation improvements would make Cobb a 10.
- The CTP is usually updated with no look at the future land use plan. Is any thought going to be given to that?
- One of the biggest issues in East Cobb – Wellstar Health Park at Roswell Road and Providence (currently being built)
- Didn't have to go through zoning – approvals went through the Health Dept. Not a hospital- will be doctor offices, outpatient surgery, doc-in-a-box
- Creating traffic concerns among the area residents
- Providence Road is a 2-lane road used by Walton HS and (middle school). Wellstar will not have access to Providence Road
- Senior Living facility proposed across the street from Wellstar- 4 stories- have to go through zoning (34 acres). CCRC zoning
- Sub area corridor plan completed for Johnson Ferry Road. A lot of the community doesn't seem to understand the plan as a look into the future
- Some are worried that it changes zoning, but it is a design overlay
- No demarcation you are in the East Cobb- no signage, no design guidelines- community wants to provide unity in east Cobb through landscaping, pedestrian lighting, signage, etc
- Big thing was interparcel access to take some of the local traffic off of Johnson Ferry
- Johnson Ferry Road at rush hour is a disaster area
- Roswell Road from Indian Hills Parkway to Johnson Ferry Road is a disaster on the weekends. What happens when future development comes along?
- Lower Roswell Road, east of Johnson Ferry Road, improvements are ongoing
- Transportation is a concern when you can't get out of your subdivision onto Johnson Ferry Road.
- Sidewalks are helping throughout the community by giving people choices. You are starting to see people use them to get to Publix, get to activities, and to exercise
- Putting in 'concrete pads' around school bus stops. Developers like doing it and gives students something to stand on
- If rating Cobb, would give it 7 out of 10. For a 10, we need more recreational things to do in the County, more retail, more restaurants, pump up the volume in the schools, scores and have more confidence in the school boards.
- If rating Cobb, would give it 7 out of 10. For a 10, we need mass transit. Light rail to give it a 10.
- Seeing senior living/assisted living housing trends throughout the County
- Check city of Acworth Trails Plan/Map
- Plan to connect trails/side path around Lake Allatoona
- Don't have transit up in Acworth- #1 complaint in Acworth is traffic because of SR 92
- Interested in how to get transit up to north Cobb (Acworth/Kennesaw area)- need discussion on that
- Acworth is pretty good at keeping up with maintenance which is funded through the SPLOST. Not sure what the city would do without SPLOST
- The County need to go a better job of communicating where they money is spent and what the needs are for the future
- #1 ranked project in Cobb on the TIA list- intersection improvements at every intersection along Cobb Parkway between Bartow County line and Barrett

Parkway

- Disappointed that the BRT Plans stopped at Kennesaw. Would like to see there be some sort of looping between Kennesaw and Acworth but that has never come to fruition
- Mars Hill and US 41- intersection improvements- about to go to construction
- What are the demographics and trends (to see if young professionals are or are not moving here)
- Need a light rail transportation system that ties into MARTA that has designated stations to maximize ridership. Boston, Austin, Washington and NYC got it right. We have not.
- Need to convey the benefits of light rail to connect downtown and all parts of the county for economic development. As this generation checks out, the young kids are more accepting to light rail. If we can capitalize on their frame of mind, instead of the current antiquated way of thinking, we stand a chance. No light rail hurts Cobb County and it's the one thing companies ask about.
- Smyrna is in the best location but there's no easy connectivity to I-75 or I-285 main artery.
- Smyrna needs more retail. No place to get a pair of pants, needs more restaurants and better buildup. More economic build is needed. That build is hurt by no connectivity.
- There's no easy access to Roswell and all it has to offer. East-west movement is also lacking. Can't do the trip to Roswell in under an hour, so no connectivity.
- Spring Road and Cobb Parkway intersection in the City of Smyrna is dangerous and needs to be rethought.
- Would like to see Cobb County get on the same page as far as equal education for every area of the county. Through that education comes better choices, understanding and vision.
- Critical to get funding for transportation improvements so the public understands long term sustainability and how to pay for it.
- Get the community to believe in the long term buy in although the vision may scare some people.
- We need to get rid of the congestion so businesses can thrive and will want to come here. The worker needs accessibility especially blue collar works because their shifts don't change. White collar workers can leave early and stay late, but shift workers don't have that luxury. Transportation needs to be accessible and predictable because blue collar workers and support staff depend on it.
- What does work in Cobb County? It's a great place to live, eat, work and play. It's safe and welcoming. There's also a great selection of restaurants. Feeling

safe is a big element of a great place to live. People need to know that they are safe.

- Avoids is Whitlock Ave any time of the day.
- When rating Cobb, Cobb County is an 8 of out 10. To get to a 10, Cobb County needs better mobility, less congestion and a solution to connectivity. "There is no solution Cobb can do alone."
- We now have an East-West connection, but we still have a missing link. That link is light rail. "I see no jurisdiction in metro Atlanta not having a light or heavy rail." With a rail, we can expose ourselves to a different type of work force.
- We need to make transit more predictable. CCT buses in West Cobb have no connectivity to Paulding County.
- For the future to be better in 2040, we need to educate, gain the public trust, be transparent and overcome the negativity. We need to identify the leaders of tomorrow, and the leaders are not always obvious.
- A lot of traffic going into Marietta- moving along Powder Springs Road (early morning and later afternoon)
- Don't get a lot of requests for CCT in Powder Springs.
- Seniors want transit (that that live along Powder Springs Road, but not in city of Powder Springs proper)
- Powder Springs is an aging community
- Cobb seems to focus on flex service for transit in the area
- Cobb/Powder Springs- feels like home- feels like part of a community
- Would like to see more TND type development here
- Have both rural and urban feel in Cobb
- Don't have enough of the opportunity to build mixed use (Powder Springs)
- 5 mile radius of Powder Springs- restaurants, stores, trails, dense and rural character- everything you need
- Silver Comet- goes right through the city of Powder Springs. Built city trails around the city and connect to the Silver Comet
- Downtown Powder Springs is wide open for redevelopment
- 4th city in the nation for affordable housing- $85,000. $68,000 median HH income (Powder Springs)
- There is an opportunity to connect those traveling within Cobb (Powder Springs to Marietta, etc for those who live and work in Cobb) with something like GRTA Xpress. Might catch some Paulding people too who work up in Marietta.
- 85 to 90% of personnel in South Cobb Drive business park area is manufacturing and traveling from a variety of areas
- There is no convenient or nearby bus stop (CCT) in South Cobb Drive business park area
- Workforce (South Cobb Drive business park area) is dependent on transit- people need to get to work (business case). Government should subsidize transit
- Cobb has the potential to be at risk for losing business- there is cheaper land and better incentives in other counties (Douglas County).
- Public input does not matter in Cobb County; Cobb has a long way to go
- What happens in Cobb does not address the needs and concerns of the underserved
- Underserved are not even an after-thought in Cobb County
- Unbelievable how little impact citizen input has on what happens with tax dollars
- Cobb feels that the underserved are a drain on the community

Appendix A: Listening Tour Summary

- Cobb County is home to mothers who struggle to send children to school, home to mentally disturbed individuals, and people without food, yet the County makes no effort to address these problems
- Public transportation either does not exist or does not go where people need and want service
- CCT cut bus service in communities where it was needed
- Provide bus service where people live and work. One example is in South Cobb
- Need to extend weekday service of CCT
- Citizens need weekend CCT service in order to access activities such as grocery stores and other shopping trips, recreational activities and other mobility needs
- Churches must provide transportation for seniors and others on Sunday; this is the only day most seniors get out
- Cobb County believes that public transportation brings in crime
- Transit Advisory Board members are non-transit riders
- Engage bus riders in the CTP study; there is presently a disconnect
- Conduct CTP meetings regarding transit needs within the community and at times convenient to the public, not during the work day or at staff offices
- Public servants must work to make conditions better for the underserved
- Marietta approved SPLOST for $25 million for six projects in 2009; all projects were completed except the two that are in the African American community: Lawn Street Recreation Center (pool has been out-of-service for 3-5 years) and Elizabeth Porter Recreation Center
- Cobb opts out of programs that do not serve the needs of decision makers (example is the indigent program)
- Maintenance of Powder Springs city owned/maintained streets is a hot button. Mountain (of opportunity) for us to maintain and have funding to do it.
- Not sure another SPLOST will pass and what will we do if it doesn't
- General fund will not support maintenance repair in Powder Springs
- Have issues with signal timing in Powder Springs:
    - 278 @ Elliott/Dallas-Powder Springs Road- issue on the local road side
    - Richard Sailors Parkway and Old Lost Mountain Road
    - New Mackling and Macedonia – has been addressed a couple of times by the County, but doesn't seem to work long term. Major citizen com-

plaint

- Paulding traffic coming through Powder Springs- use Richard Sailor Parkway
- Trying to step up with economic development in Powder Springs to try and capture some of the economic opportunities within the city
- Have developed along Richard Sailors Parkway in Powder Springs
- People don't know about Lewis Road in Powder Springs- to get around railroad (when there is a train) to get to US 278. Road is not utilized like it should be.
    - It's one way (if take it back from the DOT, then could make it two way)
- If rating Cobb, would give it a 8 and 9 out of 10. To get to a 10- more walkability, attract younger professional, traffic is very aggravating- stresses me out and makes me have to change my lifestyle.
- Citizens say- fix what we have first.
- Cobb is almost 50/50 minority/white, but still lives like it is majority white
- Leadership almost all white
- There are many different perspectives now in the county
- Poor are always undercut/shortchanged
- Fought for years to get bus route to Austell and got it- and then it was the first thing cut in the budget cuts
- Cobb county stops above Marietta
- Tried to bring private bus service, but the issue was need to be able to share the bus stops- fell through with the Commissioners
- Working on flex bus in south Cobb- meetings with the Chairman and there have been several public meetings on it
- Two different constituencies in the County:
    - 'conscious' – tax paying public (upper/middle- resistant to paying more taxes)
    - The rest- voted for the tax property hike- the poor voted for it because of the threat of loss of service
- If it's there and they need it- they will pay, have no choice
- People are riding bikes from Austell to Marietta
- When rating Cobb County- it would depend on what color/race they are
    - Middle class/well educated- would rate pretty high
    - For a 10- would have to be heaven- MLKs dream-not judged by the color of their skin
- Everything done underground, good ole boy network
- Need to talk to African, Haitians, Brazilians, Cebu community in Mableton
- Everybody is going to get ahead, except African Americans. Must get them involved
- Focus on biking- latino community rides bikes
- Pedestrians need help
- Floyd Road- deaths on that road by bus. Also Clay Road
- South Cobb Drive, Atlanta Road- Hispanics live and walk around

Appendix A: Listening Tour Summary

- Franklin Road and Six Flags Drive- 2 highest crime areas in the county
- Six Flags Road- just put a pedestrian signal in- only one in the county
- Las Carolinas Apartments- good place to go to talk with people
- Acworth's #1 priority (and would also like it to be the County's priority) is SR 92 (Project ID # 00006862) Bridge project – 7318765 BRST)-0114-01 (005)
    - Met with GDOT 3 wks go
    - Finishing up environmental
    - ROW funds scheduled to start in July 2014
    - Recommended that FY 2018- CST funded
    - SR 92 from Cherokee Street to US 41- includes new bridge/replacement (2 separate project numbers)
    - Southern piece of SR 92 has the bat issue
    - Project was rated #2 on the TIA list for Cobb according to benefit
    - Need County to put it in the plan in order to get CST in ARC's plan
    - CST estimated at $32M
    - Project has been designed
- Acworth is somewhat opposed to the 3rd Army Road connector. Fixing SR 92 would alleviate much of the traffic congestion and would not divert traffic around the city
- Acworth can build apartments any day of the week- but don't want to be the next Franklin Road
- Acworth demographics is trending towards younger (avg age 34 yrs old- 10 years younger than 10 years ago)
- When defining young people- make sure talking to all different groups of young people
- Can you come up with metrics on the demographics? Send to mayor of Acworth
- Look at growth in schools- have built 4 new schools in the city of Acworth
- Acworth is fastest growing city (population and business) in Cobb
- Quality of Life (as defined in Acworth)-
    - Educations

    - Parks and recreation
    - Good public safety
    - Good city services
    - Diversity (something for everyone)
    - Faith based part
    - Affordability
    - Business opportunity
- Diversity is important to Acworth
- Congestion negatively impacts quality of life. Cobb has the best quality of life- has it all.
- Transportation is important to economic development but not the driving force
- When looking at economic impacts- fix the existing area before you go out and build new (ex: Cedar Crest Road)
- Need to look at where strategically doing improvement- know that improvements may cause development and be sure that is where you really want growth/development
- Public transportation-most don't know what BRT is or what the Cobb BRT project is. Acworth wants the transit loop as part of the BRT project. The whole BRT project needs to be reinvented
- The CTP doesn't matter because at the end of the day, the government will do whatever they want.
- There are some common sense solutions that don't cost much money, such as timing of traffic lights and re-striping intersection turn lanes to reflect new traffic patterns.
- Suggest considering a second airport in northern metro area; suggest considering an outer bypass of Atlanta off I-75; Need to fix I-285/I-20 inter-change.
- Consider express bus service from Cobb to the airport.
- Money spent on timing of traffic lights is money well spent, and perhaps we should spend more to keep them better timed.
- Cross-parcel access and service roads are needed to improve access.
- Opposed to urbanizing Cobb County

Appendix B: Public Outreach

Date	Activity	Description	Outcome
2/19/2013	Cobb Town Hall Meeting		
2/21/2013	Cobb Town Hall Meeting		
3/19/2013	Cobb Town Hall Meeting		
4/9/2013	Cobb Town Hall Meeting		
4/18/2013	Cobb Town Hall Meeting		
4/22/2013	CTP Overview for Transit Advisory Board		
5/14/2013	Cobb Town Hall Meeting		
6/11/2013	Cobb Town Hall Meeting		
7/9/2013	Listening Tour- City of Austell	Met with Mayor Jerkins to discuss CTP and transportation in Cobb and Austell	input/feedback on the CTP, summary developed for website and distribution
7/9/2013	Listening Tour- Cobb Competitive EDGE	Met with Brooks Mathis and Trent Williamson to discuss Cobb Competitive EDGE, economic develop-	input/feedback on the CTP, summary developed for website and distribution
7/12/2013	Listening Tour- City of Kennesaw	Met with Mayor Matthews and Steve Kennedy to discuss CTP and transportation in Cobb and Kenne-	input/feedback on the CTP, summary developed for website and distribution
7/10/2013	Listening Tour- Coalition of Cobb Business Associations	Met with Barbara Hickey to discus CTP and transportation in Cobb County	input/feedback on the CTP, summary developed for website and distribution
7/18/2013	City/County Quarterly Transportation Meeting	Introduced the CTP to group and showed the CTP video	input and feedback on the CTP
7/22/2013	Listening Tour- East Cobb Civic Association	Met with Jill Flamm to discuss CTP and transportation in Cobb County	input/feedback on the CTP, summary developed for website and distribution
7/23/2013	Listening Tour- Cobb County Manager	Met with David Hankerson to discuss CTP and transportation in Cobb County	input/feedback on the CTP, summary developed for website and distribution
7/23/2013	Listening Tour- City of Smyrna	Met with Mayor Bacon and Eric Taylor to discuss CTP and transportation in Cobb and Smyrna	input/feedback on the CTP, summary developed for website and distribution

7/23/2013	Listening Tour- Cumberland CID	Met with Malaika Rivers and Brantley day to discuss CTP and transportation in Cobb	input/feedback on the CTP, summary developed for website and distribution
7/25/2013	Listening Tour- Town Center Area CID	Met with Lanie Shipp to discuss CTP and transportation in Cobb	input/feedback on the CTP, summary developed for website and distribution
7/25/2013	Cumberland CID Board Meeting	Introduced the CTP to the Cumberland CID Board, CTP video shown	input and feedback on the CTP
7/30/2013	Listening Tour- Bake One	Met with Andy Linkon to discuss CTP and transportation in Cobb	input/feedback on the CTP, summary developed for website and distribution
8/5/2013	Project Website	www.cobbinmotion.com project website is live	N/A
8/13/2013	Town Hall Meeting- Chairman Lee, Pebblebrook HS	CTP materials available.	input and feedback on the CTP
8/13/2013	Listening Tour- Cobb NAACP Branch	Met with Deanne Bonner to discuss CTP and transportation in Cobb	input/feedback on the CTP, summary developed for website and distribution
8/14/2013	Listening Tour- City of Powder Springs	Met with Mayor Vaughn and Brad Husley to discus CTP and transportation in Cobb	input/feedback on the CTP, summary developed for website and distribution
8/16/2013	Listening Tour- Cobb Immigrant Alliance	Met with Rich Pellingrino	input/feedback on the CTP, summary developed for website and distribution
8/19.2013	Parternship with Cobb Public Library System	Includes bookmarks, newsletter	4000 bookmarks distributed through the library system
8/19/2013	Listening Tour- Geogia TEA Party	Met with Georgia TEA Party Watch Group Task Force to discuss CTP and transportation in Cobb	input/feedback on the CTP, summary developed for website and distribution
8/19/2013	Listening Tour- City of Acworth	Meet with Mayor Allegood, Brian Bulthuis, and Brandon Douglas to discuss CTP and transportation in Cobb	input/feedback on the CTP, summary developed for website and distribution
8/26/2013	Stakeholder Briefing- Transit Advisory Board/ Accessibility Advisory Board	provided brief update and had time for general input	input and feedback on the CTP
8/22/2013	Town Hall Meeting- Commissioner Birrell	shared project video, CTP materials available	input and feedback on the CTP
8/21/2013	Stakeholder Briefing - Cobb Community Collaborative	presented project intro; used "clickers" to collect input specific to HST	input and feedback on the CTP
8/28/2013	CTP Communication Push	CTP Information distributed in the Cobb County Employee Newsletter	provided information about how to get involved with the CTP.
8/28/2013	CTP Communication Push	CTP website information and logo sent to cities with request to post it on their website	provided information about how to get involved with the CTP.
9/30/2013	CTP Communication Push	Submitted article for Lost Mountain Life community magazine- October issue	highlighted the process and how to get involved.

Appendix B: Public Outreach

9/3/2013	CTP Communication Push	CTP message on all outgoing county emails (Sept 3rd through the 17th)	attributed to getting the word out about how to get involved
9/13/2013	Stakeholder Interview- TAB chairman Ken Marlin	held in conjunction with Connect Cobb	input and feedback on the CTP
9/12/2013	Listening Tour- City of Marietta	Phone interview with Mayor Tumline to discuss the CTP and transportation in Cobb	input/feedback on the CTP, summary developed for website and distribution
9/16/2013	CTP Event- Cobb's Redevelopment Forum	distributed CTP materials and talked to attendess about the CTP, asking them to go to the website to	distrbuted over 100 bookmarks.
9/17/2013	CTP Event- Chattahoochee Technical College	distributed CTP materials and talked to students and staff regarding the CTP, asking them to go to the website to provide comments	distributed over 200 bookmarks, set up partnership with bookstore to have bookmarks distributed through the bookstore with purchases.
9/22/2013	Stakeholder Briefing- Transit Advisory Board/ Accessibility Advisory Board	provided brief update and had time for general input	input and feedback on the CTP
9/23/2013	Stakeholder Interview- Cobb Faith Partnership, Reverend Pendergrass	one-on-one interview/discussion about transportation and traffic issues in the county	input and feedback on the CTP
9/23/2013	Stakeholder Interview- Mt. Zion Baptist Church-Rose Garden Commmunity, Reverend John Hurst	one-on-one interview/discussion about transportation and traffic issues in the county	input and feedback on the CTP
9/25/2013	CTP Event- SPSU	distributed CTP materials and talked to students and staff regarding the CTP, asking them to go to the website-	distributed over 200 bookmarks.
9/30/2013	Community Partnership- CTP announcement in the East Cobb Civic Association's monthly newsletter	Short announcement driving readers to the website to provide input and comments	announcement in monthly newsletter about the CTP

9/30/2013	Stakeholder Briefing- Coalition of Cobb Business Associations	Presentation at the monthly lunch meeting for CCBA, updating the Coalition on the CTP process and what we have heard so far from the public.	discussion and input on transportation issues facing Cobb County.
10/7/2013	Stakeholder Interview- Cobb Senior Services	Met with Jessica Gill to discuss transportation and traffic issues in Cobb	input and feedback on the CTP
10/12/2013	Stakeholder Briefing - Cobb County Civic Coalition	Presentation at their monthly meeting - including CTP process and status	distributed handout; obtained input on issues and ideas
10/17/2013	Stakeholder Interview- Cobb Diversity	Met with director to discuss transportation and traffic issues in Cobb	input and feedback on the CTP
10/17/2013	Stakeholder Interivew- Veolia (CCT)	Met with Dionee Pittman to discuss transportation and traffic issues in Cobb	input and feedback on the CTP
10/21/2013	Stakeholder Interview- Destiny Church	Met with Pastory Bryan Crute to discuss transporta-tion and traffic issues in Cobb	input and feedback on the CTP
10/21/2013	Stakeholder Committee Meeting	1st CTP Stakeholder & Technical Joint Meeting- re-viewed CTP, role of Committees, and discussed what are the transportation needs and guiding principles	input and feedback on the CTP
10/24/2014	Stakeholder Briefing- North Cobb Rotary Club	Presentation on monthly Rotary Club breakfast	input and feedback on the CTP
10/24/2014	Stakeholder Briefing- KSU Student Government	Meeting and discussion with KSU student govern-ment association	input and feedback on the CTP
10/25/2014	CTP Event- Cobb County Sope Creek Bridge Rib-bon Cutting	attended event, distributed flyers and bookmarks	distributed b/w 50 and 100 flyers and bookmarks
10/29.2013	CTP Event- Powder Springs Park (youth baseball tournament)	attended event, handed out bookmarks, distributed bookmarks through the concessions areas	distributed ~100 bookmarks
10/30/2013	Stakeholder Interview- Rev. Vest, Powder Springs United Methodist Church	Met with Rev. Vest to discuss the CTP, transportation issues in Cobb, and ways to engage his congregation	input and feedback on the CTP, left book-marks for distribution.
11/1/2013	Stakeholder Interview- Dr. Bryan Crute, Destiny World Metropolitan Worship Church	Met with Dr. Crute to discuss the CTP, transportation and traffic issues in Cobb	Input and feedback on the CTP
11/6/2013	Stakeholder Interview- Darlene Dukes with C.A.M.P.	Met with Darlene Dukes to discuss the CTP and trans-portation issues for the constituency C.A.M.P. serves	input and feedback on the CTP
11/6/2013	CTP Event- Wednesday Night Supper at Powder Springs First United Methodist Church	discussed CTP with attendees, received input into the CTP, distributed CTP materials	input and feedback on the CTP
11/9/2013	CTP Event- Oregon Park (youth baseball tourna-ment)	attended event, handed out bookmarks, distributed bookmarks through the concessions areas	distrubuted ~150 bookmarks
11/11/2013	Stakeholder Interview- Craig Camuso, Regional VP, CSX	discuss freight movement in Cobb County and the traffic issues associated with it	input and feedback into the CTP.

Appendix C: Stakeholder and Technical Committee Meeting Summary

October 21, 2013 5pm to 7pm
Cobb County DOT Squad Room
1890 County Services Parkway
Marietta, GA

Attendees:

Phyllis Silverman, Cobb County Senior Council	Mike McNabb, Citizen Transit Advisory Board	Sally Flocks, PEDS
Mandy Elliott, Cobb County Planning & Community Development	Daneea Badio-McCray, Marietta Police Department	Steve Byrne, Mauldin & Jenkins
Phillip Westbrook, Cobb County Development	Jung Pyun, The Weather Channel	Sam Heaton, Cobb Fire Department
Larry Savage	Tim Hourigan, Home Depot	Julia Billings, GDOT
Wayne Bennett, Chattahoochee Technical College	Larry King, Cobb TAB	Ron Storey, Cobb County School District
Lee Rudisail	Andy Ramsden, Six Flags	Steve Kitchen, SPSU
Galt Porter, Planning Commission	Nicole Faulk, Georgia Power	Brantley Day, Cumberland CID
John Robinson, Georgia Tea Party	Helen Poyer, Cobb Library System	David Weldon
Joe Brywczynski, Wellstar	Michael Kray, ARC	Eric Randell, City of Smyrna
Jim Wilgus, City of Marietta	Walter Kiley, Cobb Marietta Exhibit Hall Authority	Kevin Ergle, Kimley-Horn
Marc Schneider, Life University	Ian Samson, PEDS	Kaycee Mertz, GDOT
Nadine Bennett, Cobb DOT	Karl Van Hagel, Cobb DOT	Jack Kennedy, Cobb Public Health
Steve Covert, Georgia Tea Party	David Maske, Georgia Power	Brian Bober, Bike Cobb

Project Team Staff:

Faye DiMassimo, Cobb County DOT	Eric Meyer, Cobb County DOT	Marty Sewell, Cobb County DOT
Tim Preece, ARCADIS	Olen Daelhousen, ARCADIS	Walker Marshall, ARCADIS
James Hudgins, ARCADIS	Pat Smeeton, Jacobs	Richard Fangmann, Pond & Company
Haley Berry, ARCADIS	Maggie Carragher, Metro Planners & Engineers	

Faye DiMassimo with Cobb County DOT and Tim Preece with ARCADIS opened the meeting. Each committee member and the CTP project team introduced themselves and the organization they are representing. Tim Preece introduced the CTP video, Cobb in Motion. The video was shown to the committee.

Tim Preece introduced the CTP process to the committee. The CTP is the guiding document for transportation improvements for Cobb County and the cities of Acworth, Austell, Kennesaw, Marietta, Powder Springs, and Smyrna. The CTP will include an inventory of existing transportation conditions, future development and mobility needs. It will include a specific list of prioritized actions, policies, and projects through a short range Transportation Improvement Program (TIP) for projects that will be completed in the near term and a Long Term Transportation Plan that will include projects through the year 2040. The CTP will also identify potential funding sources and partners.

Mr. Preece discussed the success that Cobb County has had leveraging federal and state transportation funding in the past through the CTP and SPLOST programs.

The CTP process can be summarized into three phases: READY, SET GO. All phases include technical and public engagement components. Phase I is underway and will be wrapping up as the project team transitions into Phase II.

The project team is approaching public engagement proactively and has identified several grass roots efforts to undertake. To date scientific polling, community partnerships, social media, project website, attendance at community events, and many listening sessions throughout the county have all taken place.

Finally, Mr. Preece reviewed the role of the stakeholder committee: provide input and feedback on needs and project recommendations. The Stakeholder Committee is advisory to the Project Management Team (PMT). Mr. Preece also preliminarily outlined the meetings over the next year:

Meeting 1 (October 21)- provide input on the transportation needs and guiding principles
Meeting 2 (November/December 2013)- affirm guiding principles and provide input on goals and objectives
Meeting 3 (February 2014)- provide feedback on the TIP project recommendations
Meeting 4 (summer 2014)- provide feedback on the LRTP project recommendations

Break-out Table Discussions included: Transportation Needs and Guiding Principles. Tim Preece and Haley Berry introduced the table discussion topics to the committee. Each table was given sheets of paper to record top transportation needs based on four categories: roadway, bicycle, pedestrian, and transit. Each table was asked to discuss and record their top transportation needs in each category. The second part of the discussion was to identify broad themes that the guiding principles should be based upon. The sheet of paper identified several themes and each table was asked to discuss, write in their own, and choose three as their top themes for guiding principles.

Appendix C: Stakeholder and Technical Committee Meeting Summary

Identified Transportation Needs:

Roadway:

Better paving quality	Coordination with utilities, businesses, and property owners	Moving emergency vehicles
Minimize road closures to what is needed- off hour construction	Lighting at high traffic intersections with bus stops	Variable signal timing/synchronization
Provide better access to industrial area south of I-20, as well as other employment centers	I-75	I-20 at I-285
Through trucks contribute to Atlanta congestion (more freight on rail)	Paulding Co. residents accessing I-75 causing back-up- Macland, Dallas, Windy Hill, Cedar Crest	East-West Connector needs some kind of access management to improve through traffic (see Dupont Circle)
More limited access roadways	Preserve right-of-way	Manage existing system better to utilize limited funding
Weakness- congestion on interstates	Reimagine Cobb Parkway/South Cobb- not good for pedes-trians/transit	Community travel- morning and night
Incident management needs empha-sis	Need for education regarding safety: cell phones and texting	Lack of parallel corridors
Need for walkable urban places/ proximity of uses	Improved use of truck technology- expand ITS, per PLAN B on GPPF.org	Seek most cost effective solutions
East-west travel within Cobb County	Improved intersection control	Drivers from outside the county using Cobb roads
Sustained signal timing/ synchronization	Broad ITS usage (PLAN B)	Grade separation at major bottlenecked intersections
Signal timing and synchronization	Increase road capacity and improve traffic flow with thought of overall impact	Program HAWK to maximize flow at peak
Median for pedestrian safety	Transportation projects need to be functional. Invest wisely	

Transit:

Fill up empty busses	School bus/CCT coordination	Addressing traffic at schools/SOV
School traffic happens with general morning commute	CCT bus loading zone/lane – congestion/back-up	No transit provided to MHS area
Keeping the buses moving, ways to avoid slow down when no riders are at the stop	Lack of funding for transit	Pedestrian safety (ex: median barriers, mid-block crossings, Cumberland)
Train or BRT connection from H.E. Holmes to Six Flags area	Train or BRT to Cumberland	Connect the entire county with transit
Partnership for circulator service on Fulton Industrial area	Grow organically, based on proven demand, include flex-ibility	Local circulation
Perception of safety problem (or reality?)	Safety at stops and on bus	Express Routes for target needs
Is there any opportunity for private transit like Buford Hwy	Think about more than commuters- seniors	Limitations of transit: regular service = money. Low ridership is noticed
Need to make leap to other solutions like transit	Changes for increased density- more transit viability, more congestion	Good transit- cost effective-convenient access
Circulators- trams (maybe funded by developers/employers)	Sidewalk considerations	Access to schools
Cost effective plans for O&M	Access to all necessities/recreation	Increase transit options to destinations outside of the county
Better connections to MARTA	Queue jumper lanes at intersections/signal preemption	Flex bus for underserved areas
Add ‘circulators’ to high density areas to make it easier to move around one you arrive in an area	Park and ride hubs	Many areas with no service- determine how to expand to areas that make sense
Consider environment/light rail	HAWK signals	

Bicycle:

Improve bike lanes	Improve connectivity	Transit connections
Marketing/promotion	Development of full system	Vision for comprehensive system
Bicycles- are they transportation?	Attention to user group- not expert users	On street-cycle tracks, etc
Many hills- facilities not used	Focus on smaller connections- not regional trails	Bicycle and sidewalk is nice to have, but they need to connect to transit, schools, and other destinations
Safe crossings	Safe routes to school	Safe routes to transit
Access to employment standard	Increase bike storage	Headlights and tail lights required on bicycles
Signs educating bicyclists to be safer	Parking at trailheads	Security (lighting, security officers) at trailheads
0ff-street facilities/multi-use trials with lighting	Any new arterials need lanes for commuter biking at time of original construction	Evaluate other rights of way for bike/ped paths

Appendix C: Stakeholder and Technical Committee Meeting Summary

Pedestrian:

Put sidewalks where they matter most	Comprehensive sidewalk plan	Sidewalks around transit
Safe crossing at bus stops	Ped facilities- local/collectors- access to homes	Ped facilities on major routes- street crossings
Pedestrian refuge islands- also access management	Breaking large blocks	Address current pedestrian needs (ie cow paths)
Fill sidewalk gaps	Safe crossings at bus stops	Midblock crossings
Safety tips on advertisements at bus stops	Crosswalks/pedestrian bridges to bus stops (with lights?) (timed with intersection)	Sidewalks- intelligent connectivity
Focus on commercial and high foot traffic areas		

Guiding Principles Themes:

Below is the list of guiding principles themes that rose to the top from all the tables. They are listed in no particular order.

Safety and security (noted by two tables)	Preserve, reinvest, innovate
Expand need-based infrastructure	Relieve congestion throughout the day
Seek cost effective strategies that reinvest where there is a clear economic benefit and enrich quality of life	Seek cost effective solutions/fiscal responsibility
Prioritize without politics	Optimize existing infrastructure
Seek cost effective, high return strategies that optimize access	Enrich quality of life by reducing time we spend with commuting
Preserve and enhance existing community character with area appropriate development	Seek cost effective strategies/maintain and preserve existing infrastructure first
Connectivity and access	Health, safety, and security

Below are other themes on guiding principles that were identified by committee members but did not rise to the top of the list:

Access for most benefit
Openness and competiveness/enhance employment
Cost effectively solve transportation problems and provide as much mobility as possible, not to provide development opportunities
Reduce taxes
Support the business community
Serve all ages
Health impacts
Quality public education about transportation
Health impacts
Bang for the buck
Input from stakeholders/those impacted soon and often

Each group presented their top three themes on guiding principles.

Tim Preece reminded the groups we would be meeting again in early December and to look for the next meeting notice. Mr. Preece noted that the project team and county staff would be drafting the guiding principles over the next several weeks based on the committee's input, listening sessions and stakeholder interviews, scientific polling, and public input received through the website.

The next meeting has been scheduled for Thursday, December 12th from 5 to 7pm at the Cobb County DOT Offices Squad Room.

The meeting was adjourned.

Appendix C: Stakeholder and Technical Committee Meeting Summary

Cobb Comprehensive Transportation Plan Update

Stakeholder and Technical Committee Meeting- SUMMARY

December 12, 2013 5pm to 7pm
Cobb County DOT Squad Room
1890 County Services Parkway
Marietta, GA 30008

Attendees:

Mandy Elliott, Cobb County Planning & Community Development
Galt Porter, Planning Commission
Joe Brywczynski, Wellstar

Jim Wilgus, City of Marietta
Steve Covert, Georgia Tea Party
Richard Crim, Dobbins AFB
Khy Chestnut, KSU

Ian Samson, PEDS

Karl Van Hagel, Cobb DOT
Sharon Qin, Cobb Comm. Development
Jill Flamm, ECCA
Wade Carroll, Jacobs (Paulding CTP)
Ron Sifen
Trevor Leonard, Six Flags Whitewater

Sally Flocks, PEDS

Steve Byrne, Mauldin & Jenkins
Julia Billings, GDOT

Brantley Day, Cumberland CID
David Welden
Brian Bober, Bike Cobb

Project Team Staff

Faye DiMassimo, Cobb County DOT
James Hudgins, ARCADIS
Haley Berry, ARCADIS
Grady Smith, Metro Planners & Engineers

Eric Meyer, Cobb County DOT
Glen Daelhousen, ARCADIS
Pat Smeeton, Jacobs

Marty Sewell, Cobb County DOT
Walker Marshall, ARCADIS
Amanda Hatton, Jacobs

Welcome and Introductions

Faye DiMassimo with Cobb County DOT opened the meeting.

Status Update

Haley Berry gave a quick status update on CTP tasks. The Draft Existing Conditions and Needs Assessment Report was under review by the Cobb County project team staff. To date, the project team has completed approximately 40 stakeholder interviews. The Public Opinion Poll is complete and the results are online. The CCT Customer Satisfaction Survey was completed in late November and the results will be available in early January. And finally, the Guiding Principles and objectives have been developed by the project team and will be reviewed tonight by the committee members.

Presentation

Haley Berry started the presentation by reviewing what the CTP team has heard so far from the public. Cobb is a great place to live and call home; there is a need to improve both local and commuter traffic; and all types of improvements are needed from roadway and intersection improvements to bicycle, pedestrian, and transit improvements.

The Guiding Principles were developed with several inputs, including the Listening Tour, stakeholder interviews, public input, public opinion poll, and input from the first Stakeholder and Technical Meeting in

October 2013 Guiding Principles are defined as generalized statements that broadly relate the physical transportation environment to values. The objectives are specific measureable statements related to the attainment of the guiding principles. Performance measures are indicators that capture each objective's fundamental outcomes.

The draft Guiding Principles and objectives are:

(1) Maximize performance of transportation system
   a. Operate the transportation system efficiently and effectively
   b. Give priority to investment that preserves existing infrastructure
   c. Protect and enhance transportation connections to key destinations
   d. Protect and enhance existing community character

(2) Improve access and manage traffic congestion
   a. Focus on improving travel times rather than reducing congestion
   b. Provide increased travel choices (routes and modes of travel)
   c. Focus on key travel patterns

(3) Achieve traveler safety and security
   a. Reduce number and/or severity of crashes
   b. Balance safety considerations across all users (see Complete Street principles)

(4) Drive economic competitiveness
   a. Enhance and serve redevelopment areas
   b. Complement growth sectors and areas (see EDGE Core Clusters)

(5) Lead with Cost-Effective Solutions
   a. Seek partnerships
   b. Seek innovative solutions
   c. Apply value-engineering principles as appropriate
   d. Select actions which reduce life-cycle costs, not just capital costs
   e. Select strategies which allow future flexibility

Amanda Hatton with Jacobs and Haley Berry then led the committee through an exercise to gain feedback on the guiding principles using electronic key pad polling. Each committee member was given an electronic key pad to use in answering a series of questions on the guiding principles and objectives. The results from the voting were recorded and shown to the committee immediately following the voting. The results of the electronic key pad polling are attached at the end of this summary.

Grady Smith then reviewed the evaluation process with the committee that the project team is currently developing. The overall process was summarized into five stages:

- Identify Guiding Principles and Objectives
- Identify and evaluate existing transportation conditions and needs (and establish performance measures)
- Multi-modal Scenarios and Project Evaluation (includes developing an unconstrained list of projects, performance evaluation, and deliverability evaluation)
- Financial Constraints
- Project Recommendations (including short-term, mid-term, and long-term)

Mr. Smith also reviewed SMART objectives with the committee. SMART objectives stand for: **S**pecific (sufficiently descriptive but not dictating approach), **M**easurable (quantitative- number, degree), **A**greed (consensus on meaning and value), **R**ealistic (can be accomplished with expected resources), **T**ime (bound, identifies timeframe).

Mrs. Berry briefly discussed the short term improvements recommendations that the team will begin working on as the next major task. The short term improvements are projects to be completed in the first five years of the plan (2015-2020). Potential projects are identified through the existing conditions and needs assessment, public and agency input, and data analysis. Potential projects will be selected and prioritized by comparison with the guiding principles and analysis of congestion, safety, and high volume locations across the County.

Cobb Comprehensive Transportation Plan Update

The next steps include finalizing the Existing Conditions and Needs Assessment Report, identifying short term project recommendations, evaluating those short term project recommendations, and continuing public outreach and engagement.

The next meeting for the Stakeholder and Technical Committees will be planned for February 2014.

Mrs. Berry then introduced the final exercise for the meeting. Committee members were asked to provide input on short term recommendations. The first activity was to provide input on maps of specific project recommendations. The second activity was to determine what percentage of the short term improvement budget should be allocated to various types of improvements. The summary of those activities is described below.

Discussion

Below is a summary of the discussion and comments received during the presentation:

- Objective 1d: Define enhancement
- GP #5- cost effectiveness should also include not limiting funding only to large projects which could limit funding availability down the road
- Funding evaluation
  - Balance broad versus specific needs across the county and the region
  - Consider maintenance and life-cycle costs
  - How do you define a corridor?
  - There are design guidelines (as well as master study area plans, etc) in place for some areas- how are those included in the performance evaluation?
- Traffic signal optimization- not good for pedestrians. Adding lanes is not good for pedestrians
- Need mid-block crossings in Cumberland

Note: Ron Sifen submitted an email comment on December 14th regarding the Guiding Principles: *Within the guiding principles for the CTP, I recommend including the following language. Prioritize using our transportation dollars to maximize improving mobility throughout Cobb County. Cobb should fund only the most cost-effective projects that will achieve the most to improve mobility throughout Cobb County.*

Activity Results:

Mapping for short term project recommendations/considerations

Southwest Planning Area

- Thornton Road- transit improvement
- Right turn lane at S. Gorgon at Mableton Parkway
- Add median to Six Flags Drive
- Six Flags- transit improvement (trams or BRT stop with connection to Holmes station
- Freeway Access at Factory Shoals
- Six Flags Transit
- Trails connection along the Chattahoochee River with connection to the Beltline
- Expand Factory Shoals to Industrial Park/Quality Road
- Right turn lane Floyd Road at Veterans Memorial – grid lock

Appendix C: Stakeholder and Technical Committee Meeting Summary

Cobb Comprehensive Transportation Plan Update

Northwest Planning Area

- Add 3rd Army exit off I-75 to relieve SR 92
- Chastain to I-575 North congestion
- Hopkins Road going south
- Lighting on Barrett Lakes
- Improve intersection Hwy 92 and SR 92 (Cobb Parkway)
- Lighted sidewalks on Chastain
- BRT to Cumberland
- Right turning lane from Frey To George Busbee Road
- Light Frey to Chastain
- Big Shanty: Lighting and sidewalks

Northeast Planning Area

- Intersection improvement at Piedmont Road and Canton Road (connector)
- Transit along Johnson Ferry Road (for Braves)
- Roadway improvements with development along Johnson Ferry Road and Old Canton Road/Post Oak Tritt Road
- Senior transport to Wellstar
- Need crosswalks on all four corners of Johnson Ferry Road and Woodlawn Drive
- Pedestrian/bicycle improvements at intersection of Lower Roswell Road and Johnson Ferry Road and Johnson Ferry Road and Roswell Road
- Signal timing along Roswell Road at Robinson Road and Johnson Ferry Road
- Intersection improvement at Perkins property along Johnson Ferry Road

Southeast Planning Area

- More HAWK signals and mid-block crossings at transit stops. Every transit stop should have a safe crossing
- Replace fence on Cumberland Blvd with HAWK and crosswalk
- Connect bike/ped from Akers Mill to Silver Comet
- Median along South Cobb Drive
- Intersection improvement at Spring and Cobb Parkway
- Silver Comet Connector (state project)
- Windy Hill at Austell Road- improve light timing- too long green for Windy Hill
- Connection from Sandtown Road over to Dallas Highway
- Dedicated BRT land on Cobb Parkway, upgrading from BRT to LRT
- Windy Hill Blvd concept
- Install mid-block crossings, HAWKS signals on Cobb Parkway. Pedestrian bridges are 20th Century and do not work for pedestrians
- Support Alternative 6-A on revive 285
- Improve traffic flow through intersection of Cumberland Blvd and Cumberland Parkway
- BRT/LRT to Arts Center, Perimeter Center and Town Center
- Improve ped/bike access and safety along Cobb Parkway and major feeders
- Nickjack Creek Trail from Silver Comet to Riverline/Riverview park
- Windy Hill Trail
- Intersection improvement Cobb Parkway and 120 Loop
- Roadway improvements along Cobb Parkway and Windy Hill Road (intersection improvements as well)
- More lanes along South Cobb Drive
- Reduce block length and increase connectivity in Cumberland area
- Adjust route for Cobb Connect and add a loop to put stop at stadium
- Pedestrian access and direct path from Cumberland transfer center to mall
- Complete Silver Comet (to Atlanta/Beltline)
- BRT loop through downtown Marietta
- Allgood at US 41- through lane on Allgood to Fairground
- BRT on Windy Hill
- Intersection improvement at Allgood and Cobb Parkway
- Roadway improvements at Leland Drive

- Too many road crossing along South Cobb Drive
- Preserve residential character along South Cobb Drive
- Camp Highland Road- right turn lane eastbound on East- West
- Interchange improvement at Atlanta Road at I-285
- Bike/ped improvements along Atlanta Road
- More turn lanes needed along South Cobb Drive
- More turn lanes and signal timing outside of Smyrna and south of Ridge Road along Atlanta Road
- Traffic signal timing along Cumberland Parkway
- Intersection improvement at Spring and Cobb Parkway
- South Cobb Drive Trail
- Camp Highland Road u-turn on East-West- move it west of Camp Highland to avoid excess congestion from turning vehicles
- Median on South Cobb Drive

Funding

The Table below summarizes how participates divided the short term improvement budget among major project categories

	Existing Roadway	New Roadway	Traffic Signal Optimization/ Intersection Improvement	Bike/Ped	Transit	Maintenance/ Preservation
1		10%	10%	10%	20%	50%
2	30%	10%	20%		10%	30%
3	20%	30%	10%	10%	10%	20%
4	10%			20%	40%	30%
5	20%	20%	20%	20%	10%	10%
6	30%	20%	20%		10%	20%
7	30%	10%	30%	20%		10%
8	10%		20%	30%	30%	10%
9	30%	30%	30%			10%
10	20%	10%	40%		10%	20%
11	20%	10%	20%	10%	10%	30%
12	30%	20%	10%	10%	20%	10%
13	35%	20%	20%		10%	15%

Adjourn

The meeting was adjourned.

Follow-up

- The meeting summary will be forwarded to the Stakeholder and Technical Committees
- Guiding Principles will be finalized and emailed to the Stakeholder and Technical Committees
- The evaluation process will be emailed to the Stakeholder and Technical Committees once it has been finalized
- The draft list of short term improvement recommendations will be emailed to the Stakeholder and Technical Committees before the next meeting

Cobb Comprehensive Transportation Plan Update

- The next meeting will be scheduled for February 2014 and will focus on the short term improvement recommendations
- Committee members are encouraged to contact Haley Berry with any questions or comments

Appendix C: Stakeholder and Technical Committee Meeting Summary

Cobb In Motion Committee Meeting 12/12/2013
Polling Results

Q #	Choice	Choice Text	Response Count	Response Pct
1		Q1: How well do you like Guiding Principle #1?♂Maximize Performance of Transportation System		
	1	Dislike	1	7.1%
	2	Neutral	0	0.0%
	3	Somewhat like	2	14.3%
	4	Like	4	28.6%
	5	Strongly like	7	50.0%
		N	14	
2		Q1a: How well do you like Objective 1a?♂Operate the transportation system efficiently and effectively		
	1	Dislike	0	0.0%
	2	Neutral	0	0.0%
	3	Somewhat like	2	14.3%
	4	Like	1	7.1%
	5	Strongly like	11	78.6%
		N	14	
3		Q1b: How well do you like Objective 1b?♂Give priority to investment that preserves existing infrastructure		
	1	Dislike	1	7.1%
	2	Neutral	3	21.4%
	3	Somewhat like	5	35.7%
	4	Like	3	21.4%
	5	Strongly like	2	14.3%
		N	14	
4		Q1c: How well do you like Objective 1c?♂Protect and enhance transportation connections to key destinations		
	1	Dislike	1	7.7%
	2	Neutral	0	0.0%
	3	Somewhat like	2	15.4%
	4	Like	6	46.2%
	5	Strongly like	4	30.8%
		N	13	

Q #	Choice	Choice Text	Response Count	Response Pct
5		Q1d: How well do you like Objective 1d?♂Protect and enhance existing community character		
	1	Dislike	2	14.3%
	2	Neutral	1	7.1%
	3	Somewhat like	5	35.7%
	4	Like	1	7.1%
	5	Strongly like	5	35.7%
		N	14	
6		Q2: How well do you like Guiding Principle #2?♂Improve Access and Manage Traffic Congestion		
	1	Dislike	2	14.3%
	2	Neutral	0	0.0%
	3	Somewhat like	1	7.1%
	4	Like	3	21.4%
	5	Strongly like	8	57.1%
		N	14	
7		Q2a: How well do you like Objective 2a?♂Focus on improving travel times rather than reducing congestion		
	1	Dislike	2	14.3%
	2	Neutral	1	7.1%
	3	Somewhat like	3	21.4%
	4	Like	5	35.7%
	5	Strongly like	3	21.4%
		N	14	
8		Q2b: How well do you like Objective 2b?♂Provide increased travel choices (routes and modes of travel)		
	1	Dislike	4	28.6%
	2	Neutral	1	7.1%
	3	Somewhat like	0	0.0%
	4	Like	1	7.1%
	5	Strongly like	8	57.1%
		N	14	

Q #	Choice	Choice Text	Response Count	Response Pct
9		Q2c: How well do you like Objective 2c?♂Focus on key travel patterns		
	1	Dislike	3	21.4%
	2	Neutral	1	7.1%
	3	Somewhat like	4	28.6%
	4	Like	3	21.4%
	5	Strongly like	3	21.4%
		N	14	
10		Q3: How well do you like Guiding Principle #3?♂Achieve Traveler Safety and Security		
	1	Dislike	1	7.1%
	2	Neutral	0	0.0%
	3	Somewhat like	1	7.1%
	4	Like	1	7.1%
	5	Strongly like	11	78.6%
		N	14	
11		Q3a: How well do you like Objective 3a?♂Reduce number and/or severity of crashes		
	1	Dislike	0	0.0%
	2	Neutral	0	0.0%
	3	Somewhat like	0	0.0%
	4	Like	3	21.4%
	5	Strongly like	11	78.6%
		N	14	
12		Q3b: How well do you like Objective 3b?♂Balance safety considerations across all users (see Complete Streets principles)		
	1	Dislike	5	35.7%
	2	Neutral	0	0.0%
	3	Somewhat like	2	14.3%
	4	Like	0	0.0%
	5	Strongly like	7	50.0%
		N	14	

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Q #	Choice	Choice Text	Response Count	Response Pct
13		Q4: How well do you like Guiding Principle #4?ď Drive Economic Competitiveness		
	1	Dislike	1	7.1%
	2	Neutral	2	14.3%
	3	Somewhat like	1	7.1%
	4	Like	4	28.6%
	5	Strongly like	6	42.9%
		N	14	
14		Q4a: How well do you like Objective 4a?ď Enhance and serve redevelopment areas		
	1	Dislike	2	14.3%
	2	Neutral	0	0.0%
	3	Somewhat like	2	14.3%
	4	Like	6	42.9%
	5	Strongly like	4	28.6%
		N	14	
15		Q4b: How well do you like Objective 4b?ď Complement growth sectors and areas (see EDGE Core Clusters)		
	1	Dislike	2	14.3%
	2	Neutral	1	7.1%
	3	Somewhat like	2	14.3%
	4	Like	3	21.4%
	5	Strongly like	6	42.9%
		N	14	
16		Q5: How well do you like Guiding Principle #5?ď Lead with Cost-Effective Solutions		
	1	Dislike	1	7.1%
	2	Neutral	0	0.0%
	3	Somewhat like	0	0.0%
	4	Like	3	21.4%
	5	Strongly like	10	71.4%
		N	14	

Q #	Choice	Choice Text	Response Count	Response Pct
17		Q5a: How well do you like Objective 5a?♂Seek partnerships		
	1	Dislike	1	7.1%
	2	Neutral	0	0.0%
	3	Somewhat like	3	21.4%
	4	Like	3	21.4%
	5	Strongly like	7	50.0%
		N	14	
18		Q5b: How well do you like Objective 5b?♂Seek innovative solutions		
	1	Dislike	1	7.1%
	2	Neutral	0	0.0%
	3	Somewhat like	0	0.0%
	4	Like	2	14.3%
	5	Strongly like	11	78.6%
		N	14	
19		Q5c: How well do you like Objective 5c?♂Apply value-engineering principles as appropriate		
	1	Dislike	0	0.0%
	2	Neutral	0	0.0%
	3	Somewhat like	2	14.3%
	4	Like	2	14.3%
	5	Strongly like	10	71.4%
		N	14	
20		Q5d: How well do you like Objective 5d?♂Select actions which reduce life-cycle costs, not just capital costs		
	1	Dislike	0	0.0%
	2	Neutral	1	6.7%
	3	Somewhat like	2	13.3%
	4	Like	1	6.7%
	5	Strongly like	11	73.3%
		N	15	
21		Q5e: How well do you like Objective 5e?♂Select strategies which allow future flexibility		
	1	Dislike	0	0.0%
	2	Neutral	0	0.0%
	3	Somewhat like	1	6.7%
	4	Like	5	33.3%
	5	Strongly like	9	60.0%
		N	15	

Q #	Choice	Choice Text	Response Count	Response Pct
22		Q1: How much do you like pizza?♂		
	1	Dislike	1	9.1%
	2	Neutral	0	0.0%
	3	Somewhat like	1	9.1%
	4	Like	1	9.1%
	5	Strongly like	8	72.7%
		N	11	

Appendix D: Congested Intersection Screening Process

Note that the column with the heading "Significant Aux. Lanes" is a basic ranking of each intersection's auxiliary lane geometry and is defined below:

1. Auxiliary lanes do not exist, or are very limited
2. Single auxiliary lanes exist on major approaches, and may exist on minor approaches as well
3. Dual left and right turn lanes are in place on at least one approach

Tiered Results of Congested Intersection Screening Process			
Tier 1 (Intersection of two 4-lane roads experiencing ADT > 60000 vpd)	Daily Volume	PM Congestion Based on TTI	Significant Aux. Lanes
Cobb Pkwy at Barrett Pkwy	91113	Yes	3
Powder Springs Street at South Marietta Pkwy	80943	Yes	3
Piedmont Road at Sandy Plains Road	79648	Yes	3
Piedmont Road at Canton Road	78355	Yes	3
Cobb Pkwy at Windy Hill Road	77568	Yes	2
Atlanta Road at Windy Hill Road	74247	Yes	3
Cobb Pkwy at North Marietta Pkwy	73226	Yes	2
Roswell Road at Piedmont Road	70727	Yes	3
Sandy Plains Road at Shallowford Road	70685	Yes	3
North Marietta Pkwy at Church Street	70084	Yes	3
Powder Springs Road at Macland Rd/Windy Hill Rd	65772	Yes	3
Cobb Pkwy at McCollum Pkwy	65544	Yes	3
Roswell Road at Old Canton Road	64932	Yes	2
South Cobb Drive at Atlanta Road	64785	Yes	3
Sandy Plains Road at Canton Road	63341	Yes	2
Canton Road Connector at Sandy Plains Road	63341	Yes	2
Veterans Memorial Highway at Austell Road (grade separated with quadrant roads)	63231	Yes	2
Dallas Hwy at Barrett Pkwy	63229	Yes	3
Austell Road at Windy Hill Road	62855	Yes	3
Atlanta Road at Concord Road/Spring Road	61196	Yes	2
S Cobb Drive at Concord Road	61109	Yes	3
S Cobb Drive at Austell Road	61040	Yes	2
South Marietta Parkway at Waverly Way	60908	Yes	2

Tier 2 (Intersection of 2-lane roads with 4-lane roads experiencing ADT > 48000 vpd)	Daily Volume	PM Congestion Based on TTI	Significant Aux. Lanes
South Marietta Parkway at Atlanta Rd	76767	Yes	2
Roswell Road at Sewell Mill Rd	69098	Yes	3
S Cobb Dr at Oakdale Rd/Church Rd/Kenwood Rd	67625	Yes	2
Marietta Parkway at Whitlock Avenue	67252	Yes	2
Sandy Plains Road at Post Oak Tritt Road	64888	Yes	3
Cobb Pkwy at Kennesaw Due West Rd	64177	Yes	2
Canton Road Connector at Church St Ext/Church Street	64038	Yes	3
Cobb Pkwy at Pine Mountain Ct/Watts Dr	63689	Yes	3
Barrett Pkwy at Stilesboro Road	62188	Yes	3
S Cobb Dr at Austell Rd	61040	Yes	2
Cobb Pkwy at Old 41 Hwy	60055	Yes	2
Cobb Pkwy at Jiles Road	59646	Yes	2
North Marietta Parkway at Polk Street	58335	Yes	2
Austell Road at Hicks Road (unsignalized)	58192	Yes	1
Barrett Pkwy at Burnt Hickory Road	58183	Yes	2
Powder Springs Rd at Cheatham Hill Road/Callaway Rd SW	56721	Yes	1
Dallas Highway at Mars Hill Road/Lost Mountain Road	56599	Yes	2
Roswell Road at Indian Hills Pkwy	55615	Yes	2
Macland Road at Lost Mountain Road	55549	Yes	2
Sandy Plains Road at Ebenezer Road	55425	Yes	2
Atlanta St SE at E Dixie Ave/West Atlanta St SE	53819	No	2
Austell Road at Clay Rd	53685	Yes	3
Austell Road at Callaway Road	53620	No	2
Cobb Pkwy at Roswell Road	53465	Yes	3
Canton Road at Blackwell Road/New Chastain Road	53420	Yes	2
Barrett Pkwy at Old 41 Hwy	53157	Yes	2
Sandy Plains Road at Trickum Road	51539	No	2
Church Street at Tower Road/Cherokee Road	50918	Yes	2
Powder Springs St at Sandtown Rd	50827	Yes	2
Macland Road at John Ward Rd SW	50275	Yes	2
S Cobb Dr at Cooper Lake Road	50146	Yes	2
Windy Hill Rd at Old Concord Rd SE (unsignalized)	49897	Yes	1
Macland Road at Villa Rica Rd SW	48798	No	2
Sandy Plains Road at Holly Springs Road	48168	No	2

Tier 3 (Intersection of two 2-lane roads experiencing ADT > 36000 vpd)	Daily Volume	PM Congestion Based on TTI	Significant Aux. Lanes
Marietta Street at New Macland Road	37118	Yes	2

Appendix E: Bridge Data

Bridge ID#	Feature Intersected	Facility Carried	Location	Year Built	ADT	Status	AASHTO Sufficiency	Funding Eligibility
000000006700630	POWDER SPRINGS CREEK	SR 360	3.8 MI NW OF POWDER SPR	1971	23,380	Structurally Deficient	63.4	Rehabilitation
000000006701810	SOPE CREEK TRIB	SR 120 LOOP	IN EAST MARIETTA	1969	24,790	Structurally Deficient	55.7	Rehabilitation
000000006751310	POPLAR CREEK	CIRCLE 75 PARKWAY	5.8 MI SE OF MARIETTA	1969	2,202	Structurally Deficient	54.7	Rehabilitation
000000006751560	PROCTOR CREEK	LINDLEY LANE	IN NORTH KENNESAW	1988	2,202	Structurally Deficient	45.5	Reconstruction
000000006751020	NOSES CREEK	MACEDONIA ROAD	1.8 MILES NORTH EAST OF P	1974	2,202	Structurally Deficient	43.5	Reconstruction
000000006700870	CLARK CREEK	I-75 (NBL)	AT COBB-CHEROKEE LINE	1977	105,710	Structurally Deficient	43	Reconstruction
000000006700190	SR 3 (US 41)	CANTON ROAD	1.6 MI N OF MARIETTA	1938	10,350	Structurally Deficient	19.5	Reconstruction
000000006751170	WILD HORSE CREEK	HOPKINS ROAD	1 MI E OF POWDER SPRINGS	1962	2,202	Structurally Deficient	17	Reconstruction
000000006701610	CSX RAILROAD (340397A)	OLD HWY 41	IN ELIZABETH	1972	12,620	Structurally Deficient	6	Reconstruction
000000006750830	NICKAJACK CREEK	CONCORD RD	2.5 MILES SOUTH WEST OF S	1872	2,202	Structurally Deficient	3	Reconstruction
000000006752520	COWAN ROAD CR-3501	SOUTHSIDE DRIVE	IN KENNESAW CITY LIMITS	2002	7,500	Functionally Obsolete	79.6	Rehabilitation
000000006701490	CHATTAHOOCHEE RIVER	AKERS MILL ROAD	7.1 MI SE OF MARIETTA	1979	14,010	Functionally Obsolete	78.5	Rehabilitation
000000006750730	WILLEO CREEK TRIB.	TIMBER RIDGE ROAD	9.6 MI NE OF MARIETTA	1959	2,202	Functionally Obsolete	77.5	Rehabilitation
000000006750190	NOONDAY CREEK TRIB.	CEDER BROOK DR	4 MI E OF KENNESAW	1962	2,202	Functionally Obsolete	76.3	Rehabilitation
000000006751700	ROTTENWOOD CREEK	TERREL MILL ROAD	5 MI SW OF MARIETTA	1996	13,820	Functionally Obsolete	75.3	Rehabilitation
000000006700690	M-9495 TERRELL MILL RD	I-75 (SBL)	4.9 MI SE OF MARIETTA	1965	321,610	Functionally Obsolete	74.9	Rehabilitation
000000006751290	ROTTENWOOD CREEK	INTERST NORTH PWY	6 MI SE OF MARIETTA	1975	8,830	Functionally Obsolete	74.8	Rehabilitation
000000006701380	POWDER SPRINGS CREEK	BROWNSVILLE ROAD	IN W POWDER SPRINGS	1992	9,060	Functionally Obsolete	74.7	Rehabilitation
000000006750740	SOPE CREEK	COLUMN DRIVE WBL	7 MILES SOUTH EAST OF MAR	1974	2,202	Functionally Obsolete	74.4	Rehabilitation
000000006751200	BUTTERMILK CREEK TRIB.	SOUTH GORDON RD	1.7 MILES SOUTH EAST OF A	1956	2,202	Functionally Obsolete	74.3	Rehabilitation
000000006751130	SWEETWATER CREEK	PERKERSON MILL RD	IN NORTH EAST AUSTELL	1971	2,202	Functionally Obsolete	74.2	Rehabilitation
000000006700680	M-9495 TERRELL MILL RD	I-75 (NBL)	4.9 MI SE OF MARIETTA	1965	321,610	Functionally Obsolete	73.8	Rehabilitation
000000006750070	LITTLE ALLATOONA CREEK	PITNER ROAD	4.5 MILES SOUTH WEST OF A	1959	2,202	Functionally Obsolete	73.1	Rehabilitation
000000006752390	BARRETT PARKWAY	IRWIN ROAD	4.8 MI SW OF MARIETTA	2002	14,890	Functionally Obsolete	72.9	Rehabilitation
000000006750980	POWDER SPRINGS CR TRIB	GAYDON ROAD	10.1 MILES SW OF KENNESAW	1956	2,202	Functionally Obsolete	72.1	Rehabilitation
000000006750510	MUD CREEK	VILLA RICA ROAD	5.9 MI W OF MARIETTA	1949	4,610	Functionally Obsolete	71.6	Rehabilitation
000000006700080	CSX RAILROAD (340404H)	US 41 (SBL)/ SR 3	IN SOUTH KENNESAW	1949	35,350	Functionally Obsolete	71.4	Rehabilitation

000000006751120	BUTTERMILK CREEK	HARRIS STREET	1.7 MILES EAST OF AUSTELL	1952	2,202	Functionally Obsolete	71.3	Rehabilitation
000000006701430	I-75 - I-75 RAMP	WINDY HILL ROAD	3.5 MI NE OF SMYRNA	1980	31,580	Functionally Obsolete	70.9	Rehabilitation
000000006700450	SR 120	SR 120 LOOP (CBL)	IN EAST MARIETTA	1969	34,710	Functionally Obsolete	70.1	Rehabilitation
000000006700600	PROCTOR CREEK	SOUTH MAIN STREET	IN SE ACWORTH	1927	12,950	Functionally Obsolete	69.2	Rehabilitation
000000006701410	ROTTENWOOD CREEK	DELK ROAD	4 MI NE OF SMYRNA	1974	32,890	Functionally Obsolete	69.1	Rehabilitation
000000006701500	NOONDAY CREEK	BELLS FERRY ROAD	3.8 MI E OF KENNESAW	1959	10,100	Functionally Obsolete	69.1	Rehabilitation
000000006752400	NOSES/WARD CREEKS	BARRETT PARKWAY	2 MILES SOUTH WEST OF MAR	2000	14,890	Functionally Obsolete	68.9	Rehabilitation
000000006750650	SOPE CREEK	BARNES MILL ROAD	@ E MARIETTA CTY LIMIT	1955	2,202	Functionally Obsolete	68.6	Rehabilitation
000000006750380	ALLATOONA CREEK	OLD MOUNTAIN RD	7.3 MILES SOUTH OF ACWORT	1988	2,202	Functionally Obsolete	67.5	Rehabilitation
000000006750880	NICKAJACK CREEK TRIB.	N COOPER LAKE RD	2.5 MI S OF SMYRNA	1956	2,202	Functionally Obsolete	67.4	Rehabilitation
000000006750350	SWEAT MOUNTAIN CREEK	MABRY ROAD	9.7 MI NE OF MARIETTA	1976	2,202	Functionally Obsolete	67	Rehabilitation
000000006750750	SOPE CREEK	COLUMN DRIVE EBL	7 MILES SOUTH EAST OF MAR	1974	2,202	Functionally Obsolete	65.7	Rehabilitation
000000006750620	ROTTENWOOD CREEK	FRANKLIN ROAD	IN SE MARIETTA	1968	2,202	Functionally Obsolete	65.5	Rehabilitation
000000006700070	CSX RAILROAD (340404H)	US 41 (NBL) / SR 3	IN SOUTH KENNESAW	1949	35,350	Functionally Obsolete	64.8	Rehabilitation
000000006700460	SR 120	SR 120 LOOP (CCBL)	IN EAST MARIETTA	1969	34,710	Functionally Obsolete	63.3	Rehabilitation
000000006750040	ALLATOONA CREEK	COUNTY LINE ROAD	3.5 MI SW OF ACWORTH	1959	2,202	Functionally Obsolete	62.4	Rehabilitation
000000006750900	SILVER COMET TRAIL	CAMP HIGHLAND RD	3 MI SE OF SMYRNA	1978	2,202	Functionally Obsolete	62.3	Rehabilitation
000000006700590	CSX RAILROAD (340407D)	MAIN STREET	IN SOUTH KENNESAW	1975	12,980	Functionally Obsolete	60.9	Rehabilitation
000000006750030	LITTLE ALLATOONA CREEK	OLD STILESBORO RD	3.8 MILES SOUTH WEST OF A	1959	2,202	Functionally Obsolete	60.8	Rehabilitation
000000006751270	NICKAJACK CREEK TRIB	GANN ROAD	1.5 MI S OF SMYRNA	1962	2,202	Functionally Obsolete	60.5	Rehabilitation
000000006750310	SEWELL CREEK	CASTEEL ROAD	7 MI NE OF MARIETTA	1962	2,202	Functionally Obsolete	60.4	Rehabilitation
000000006701660	NICKAJACK CREEK	HURT ROAD	1.8 MI W OF SMYRNA	1996	8,980	Functionally Obsolete	58.9	Rehabilitation
000000006751180	GOTHARDS CREEK	BROWNSVILLE-LITHIA	3.7 MI W OF AUSTELL	1964	2,202	Functionally Obsolete	57.4	Rehabilitation
000000006700360	M-9028 -CSX RR - CS 108	SR 92	IN NORTH ACWORTH	1974	2,202	Functionally Obsolete	57.2	Rehabilitation
000000006700500	ALLATOONA CREEK	OLD WESTSIDE RD	3.7 MI S OF ACWORTH	1967	15,010	Functionally Obsolete	56	Rehabilitation
000000006700020	I-285	ATLANTA ROAD NBL	3.5 MI SE OF SMYRNA	1969	33,350	Functionally Obsolete	54.2	Rehabilitation
000000006700030	I-285	ATLANTA ROAD SBL	3.5 MI SE OF SMYRNA	1969	33,350	Functionally Obsolete	54.2	Rehabilitation
000000006750720	WILLEO CREEK TRIB.	LITTLE WILLEO ROAD	9 MI E OF MARIETTA	1971	2,202	Functionally Obsolete	53.6	Rehabilitation
000000006750010	BUTLER CREEK	NANCE ROAD	IN SOUTH EAST ACKWORTH	1960	11,050	Functionally Obsolete	52.6	Rehabilitation
000000006751000	POWDER SPRINGS CREEK	ELLIOTT ROAD	2.8 MILES WEST OF POWDER	1986	2,202	Functionally Obsolete	52.6	Rehabilitation
000000006701640	SOPE CREEK	LOWER ROSWELL RD	6.1 MI E OF MARIETTA	1970	16,390	Functionally Obsolete	51.9	Rehabilitation
000000006700170	SILVER COMET TRAIL	POWDER SPRINGS RD	IN E POWDER SPRINGS	1952	27,550	Functionally Obsolete	50.5	Rehabilitation
000000006752350	NICKAJACK CREEK	VINEYARD WAY	IN CITY LIMITS OF SMYRNA	1972	2,202	Functionally Obsolete	50.5	Rehabilitation
000000006701350	I-20	FACTORY SHOALS RD	4.1 MI SE OF AUSTELL	1963	105,290	Functionally Obsolete	49.5	Reconstruction
000000006750640	SOPE CREEK	PAPER MILL ROAD	6.5 MI E OF MARIETTA	1925	2,202	Functionally Obsolete	48.7	Reconstruction
000000006751510	OLLEY CREEK	CANDY LANE	3.3 MI SW OF MARIETTA	1970	2,202	Functionally Obsolete	47.5	Reconstruction
000000006750570	OLLEY CREEK	BELLEMEADE DRIVE	IN SOUTH MARIETTA	1967	2,202	Functionally Obsolete	46.3	Reconstruction
000000006750060	LITTLE ALLATOONA CREEK	COLLINS ROAD	5 MILES SOUTH WEST OF ACK	1968	2,202	Functionally Obsolete	45.5	Reconstruction
000000006700350	PROCTOR CREEK (LAKE)	SR 92	IN SW ACWORTH	1950	24,140	Functionally Obsolete	44.5	Reconstruction
000000006701720	I-20	SIX FLAGS DRIVE	5 MI SOUTH EAST OF AUSTEL	1963	18,640	Functionally Obsolete	42.3	Reconstruction
000000006701090	CHATTAHOOCHEE RIVER	I-285	7 MI SE OF MARIETTA	1962	202,100	Functionally Obsolete	41	Reconstruction
000000006751580	ROTTENWOOD CREEK TRIB.	POWERS FERRY DR	3.8 MI NE OF SMYRNA	1962	2,202	Functionally Obsolete	36.1	Reconstruction

Appendix F: Transit Data

Express Bus Routes			
Route Number	Route Description	Approximate Hours of Operation	Headways
CCT Route 100	North Cobb Express to Downtown Atlanta. Operates from Busbee Park and Ride Lot in Kennesaw to Atlanta (MARTA Civic Center and Five Points Stations) via Interstate 75. Limited service from Children's Healthcare Park and Ride.	Outbound: AM Peak Hours Inbound: PM Peak Hours	10 to 35 minutes
CCT Route 101	Marietta Express to Downtown Atlanta. Operates from the Marietta Transfer Center (MTC) to Atlanta via Interstate 75.	Outbound: AM Peak Hours Inbound: PM Peak Hours	21 to 50 minutes
CCT Route 102	Acworth Park and Ride to Midtown Atlanta. Non-stop service between Acworth Park and Ride Lot and Midtown Atlanta (MARTA Arts Center Station).	Outbound: AM Peak Hours Inbound: PM Peak Hours	30 to 35 minutes
GRTA *Xpress Route 470 / Reverse Commute Route 47*	Service from the Hiram 278 Theater Park and Ride lot to Downtown Atlanta (MARTA Civic Center and Five Points Stations) via the Powder Springs park and ride lot.	Outbound: AM Peak Hours and Inbound: PM Peak Hours. One reverse commute route during AM and PM peak hours.	30 minutes
GRTA *Xpress Route 475*	Service from Mableton Park and Ride lot to downtown Atlanta (MARTA Civic Center and Five Points Stations).	Outbound: AM Peak Hours Inbound: PM Peak Hours	30 to 45 minutes
GRTA *Xpress Route 477 / Reverse Commute Route 77*	Service from the Hiram 278 Theater Park and Ride to downtown Atlanta (MARTA Civic Center and Five Points Stations) and midtown Atlanta (MARTA Arts Center Station) via Powder Springs Park and Ride.	Outbound: AM Peak Hours and Inbound: PM Peak Hours. One reverse commute route during PM peak hour.	30 to 45 minutes
GRTA *Xpress Route 480*	Service from Acworth Park and Ride Lot to downtown Atlanta (MARTA Civic Center and Five Points Stations) via Busbee Park and Ride lot.	Outbound: AM Peak Hours and Inbound: PM Peak Hours. One reverse commute route during AM peak hour.	30 to 35 minutes
GRTA *Xpress Route 481*	Service from the Town Center Park and Ride Lot to downtown Atlanta (MARTA Civic Center) and midtown Atlanta (MARTA Arts Center and Midtown Stations).	Outbound: AM Peak Hours Inbound: PM Peak Hours	31 to 35 minutes
Source: CCT			

Local Bus Routes				
Route Number	Description	Approx. Hours of Operation	Headways (Peak/ Off-Peak)	Points of Interest Served
CCT Route 10	Operates from Marietta to Cumberland Boulevard Transfer Center via U.S. 41, then to the MARTA Arts Center Station.	5:00 am to 12:00 am M-F, 6:00 am to 11:00 pm Saturday	15/30 min.	SPSU, Greyhound, Dobbins AFB, Post Village Clocktower, Galleria, Akers Mill Square, and Cumberland Mall
CCT Route 10 A	Operates from Atlanta (MARTA Civic Center and Five Points Stations) to Delk Road	Part time service Inbound, AM peak Outbound: PM peak	13-55 min. all day	Cumberland Boulevard Transfer Center, Cobb Parkway, and Terrell Mill Road.
CCT Route 10 B	Atlanta (MARTA Civic Center and Five Points Stations) to Windy Hill Road	Part time service Inbound, AM peak Outbound: PM peak	23-72 min. all day	Cumberland Boulevard Transfer Center and Interstate North.
CCT Route 10 C	Town Center to Midtown Atlanta (MARTA Arts Center Station)	Part time service Inbound, AM peak Outbound: PM peak	30-35 min. all day	Marietta Transfer Center
CCT Route 15	Marietta to Wildwood Office Park via County Services Parkway and Windy Hill Road.	5:00 am to 9:00 pm M-F, 7:00 am to 8:00 pm Saturday	30/60 min.	Marietta Square, Cobb Civic Center, Cobb County Health Department
CCT Route 20	Marietta to Cumberland Boulevard Transfer Center via South Cobb Drive, Spring Road and Emory Adventist Hospital.	5:00 am to 12:00 am M-F, 7:00 am to 10:00 pm Saturday	30/60 min.	Cumberland Mall, Emory Adventist hospital, Cobb Center, Cobb Civic Center, Lockheed
CCT Route 30	Marietta to MARTA Holmes Station via Atlanta Road, Austell Road, East-West Connector, Floyd Road, Mableton Parkway, Factory Shoals Road and I-20.	4:30 am to 12:00 am M-F, 7:00 am to 11:30 pm Saturday	15/30 min.	Cobb Civic Center, Cobb Hospital, East-West Crossing, East-West Commons, Mableton Crossing, Mableton Walk, Village at Mableton, Six Flags, South Cobb Rec. Center.
CCT Route 40	Marietta to Kennesaw State University via Bells Ferry Road and George Busbee Parkway, with stops in the Town Center Mall area.	6:00 am to 10:00 pm M-F, 7:00 am to 9:00 pm Saturday	60 min. all day	Civic Center, Kennestone Hospital, Cobb EMC, Tommy Nobis Center, Town Center, KSU
CCT Route 45	Marietta to Town Center Mall via U.S. 41 and Ernest Barrett Parkway.	6:30 am to 9:30 pm M-F, 7:30 am to 9:30 pm Saturday	40-95 min. all day	Cobb Civic Center, KSU, Chastain Meadows Industrial Park, Cobb Place, Wal-Mart
CCT Route 50	Marietta to Cumberland Blvd Transfer Center via US 41 and Powers Ferry Rd.	6:00am to 12:00am M-F, 7:00am to 10:00pm Saturday	30/60 min.	White Water, Parkway Center, Wildwood, Galleria, Akers Mill Square, Cumberland Mall.
MARTA Route 12	Cumberland Transfer Center to MARTA Midtown Station via Brady Avenue.	5:00 am to 1:00 am M-F, 5:30 am to 1:00 am Saturday and	20-25/30 min.	North Atlanta HS, Paces Pavillion Medical Center, Atlanta Water Works, GT.
MARTA Route 201	"Blue Flyer" shuttle service from H.E. Holmes to Six Flags.	Hours vary by month and day of the week.	40 min. all day	Direct service.
Source: CCT and MARTA				

Appendix F: Transit Data

Concept 3 Projects Serving Cobb County						
Project Name	Route	Length	Service Hours and Frequency	Order of Magnitude Capital Cost	2030 Est. Operating Cost	2030 Estimated Daily Boardings
SR 120 – Marietta/Dallas Arterial Rapid Bus	Service to Marietta, Powder Springs and Dallas along SR 360, US 278/SR 6 and SR 120.	20.0 miles	All-day service. 15 to 30 min. headways.	$100.0 M	$6.7 M	1,300 to 1,800
SR 120 – Marietta/Lawrenceville Arterial Rapid Bus	Service to Marietta, Roswell, Alpharetta, Duluth and Lawrenceville along SR 120.	39.4 miles	All-day service. 15 to 30 min. headways.	$197.1 M	$13.2 M	6,100 to 9,200
I-285 West Freeway BRT	Service between Atlanta and Cumberland from I-20 along I-285 corridor.	17.3 miles	All-day service. 15 to 30 min. headways.	$431.3 M	$3.3 M	590-650
Canton to Town Center High Capacity Rail Line	Service between Town Center, Kennesaw and Canton along I-575 corridor.	21.1 miles	All-day service. 15 to 20 min. headways.	$1,266 M	$38.2 M	1,800 to 4,000
KSU/Town Center to Marietta High Capacity Rail Line	Service between Kennesaw, Town Center, and Marietta, along the I-75 corridor.	4.8 miles	All-day service. 15 to 20 min. headways.	$360 M	$8.7 M	6,000 to 15,000
Marietta/Cumberland High Capacity Rail Line	Segment of the trunk line in Cobb County. Service between Marietta and Cumberland along SR 41/Cobb Parkway and I-75 corridor.	6.2 miles	All day service. 15 to 20 min. headways.	$465 M	$11.20	10,000 to 21,000
Cumberland to Arts Center High Capacity Rail Line	Service between Cumberland and Midtown along I-75 corridor.	9.8 miles	All-day service. 15 to 20 min. headways.	$735 M	$17.8 M	15,000 to 23,000
Smyrna to Cumberland High Capacity Rail Line	Service between Smyrna and Cumberland along Spring Road corridor.	2.7 miles	All-day service. 15 to 20 min. headways.	$202 M	$4.9 M	2,000 to 7,000
Cumberland to Perimeter Center High Capacity Rail Line	Service between Cumberland and Perimeter Center along I-285 corridor	7.6 miles	All-day service. 15 to 20 min. headways.	$570 M	$13.8 M	9,800 to 18,700
Regional Suburban Bus Network	Cross regional and inter-county bus service connecting destinations in the outer portions of the region, including Cumberland regional transfer station.	468 miles	All-day service. 30 to 60 min. headways.	$0	$47.6 M	5,100 to 6,200

Cobb County Comprehensive Transportation Plan 2008 Transit Recommendations				
Project Description	Route	Initial Capital Costs	Annual Operating Costs	2030 Estimated Daily Ridership
High Capacity Transit System Feasibility Study along US 41/I-75*	Feasibility Study	$3,500,000	NA	NA
Limited Stop Bus Service to HE Holmes parallel to Route 30	Marietta Transfer Center to HE Holmes via I-20	$1,472,000	$3,128,000	761
Limited Stop Bus Service from Marietta Transfer Center to Bankhead MARTA Station	MTC to Bankhead Station via Atlanta St, Austell Rd, and Veterans Memorial Pkwy	$1,472,000	$3,159,280	837
Limited Stop Bus on Cobb Pkwy	Acworth Park and Ride, Kennesaw, Cumberland, & Perimeter	$1,913,600	$4,066,400	1,110
Local Bus Service on Cobb Pkwy	Acworth Park and Ride to Marietta Transfer Center	$4,073,600	$8,656,400	2,519
Limited Stop Bus Service on Roswell Rd	Marietta Transfer Center to North Springs MARTA Station	$1,030,400	$2,189,600	337
Circulator shuttles in Cumberland/Galleria	Circulator	$176,000	$374,000	138
Local Bus Service on Barrett Pkwy and East-West Connector	Town Center Park and Ride to Cumberland Galleria	$2,573,800	$5,467,200	622
Circulator Shuttles in Kennesaw/ Kennesaw State U/Kennesaw Battle Park/Town Center	Circulator	$128,000	$272,000	103
Express Bus Service on Veterans Memorial Pkwy	Downtown Austell Park and Ride to HE Holmes	$956,800	$2,033,200	210
Circulator Shuttles in Austell & Powder Springs	Circulator	$80,000	$170,000	70
Express Bus Service on Johnson Ferry Rd	Johnson Ferry Rd @ Roswell Rd to Dunwoody MARTA Station 148	$588,800	$1,251,200	166
Express Bus Service on Canton Rd.	Canton Rd/ SR 92 to Downtown Atlanta via I-75	$1,766,400	$3,753,600	148
Local Bus Service on Bells Ferry Rd	Bells Ferry/SR 92 to Town Center BRT Station	$750,400	$1,597,600	203
Limited Stop Bus Service on CH James Pkwy	Florence Rd/Silver Comet Park and Ride to HE Holmes MARTA Station	$1,251,200	$2,658,800	504
Express Bus Service on SR 120/Dallas Highway	Paulding County to Marietta Transfer Center and Town Center	$2,106,101	$4,487,300	285
Express Bus Service on Bells Ferry Rd	Bells Ferry/SR 92 to Downtown Atlanta via I-575,Town Center, & I-75	$1,840,000	$3,910,000	203

Appendix G: Summary of LCI Studies and Supplemental Studies

ACWORTH

Land Use, Development, and Economic Development

- Support and promote the Atlanta Regional Commission's Regional Development Plan Best Housing Policies
- Promote innovative, environmentally sensitive design and development
- Maintain a comprehensive economic development plan
- Manage economic development through regular reviews and updates to the Economic Development Plan
- Promote environmentally clean industry and business
- Increase the viability of businesses in downtown Acworth
- Promote balanced growth and diversity in residential development, business, and industry
- Promote the arts, cultural affairs, and broad-range community programs
- Improve existing park and recreational facilities and plan for future expansions
- Integrate historic preservation into the planning process
- Ensure that natural and scenic sites are fully accounted for in all planning and development activities
- Encourage water conservation and appropriate expansion of water/wastewater facilities
- Continue to develop and refine the functioning of public safety services
- Increase the level of citizen participation in all facets of local government to help ensure that City departments function in a manner that is responsive to the needs and concerns of the citizenry
- Support and promote the Atlanta Regional Commission's Regional Development Plan Coordination Policies
- Establish appropriate planning procedures and innovative planning tools to guide growth and development
- Promote orderly growth and development based on physical, social, and economic needs, environmental considerations, and public facilities and services
- Provide a diverse mix of residential types to serve the varying housing needs of Acworth's existing and future population
- Improve and rehabilitate existing neighborhoods
- Provide for the development of adequate commercial facilities on both Citywide and neighborhood levels while retaining existing facilities
- Retain existing business and professional offices and provide for the development of suitable areas for business and professional offices
- Retain existing compatible industry and preserve adequate land, services, and facilities for expansion and growth of light, clean industrial activities
- Provide adequate public and semi-public facilities and services to meet the needs of Acworth's population
- Promote the revitalization of the downtown area

Transportation Infrastructure

Work to incorporate Best Transportation Practices from the Atlanta Regional Commission's Regional Development Plan (RDP)

- Support, promote, and participate in the scheduled updates to the Cobb County Comprehensive Transportation Plan, the Cobb County Thoroughfare Plan, the Atlanta Regional Commission's Regional Strategic Transportation System, Regional Freight Mobility Plan, and the Regional Bicycle and Pedestrian Plan
- Maintain and implement design standards for local streets to promote attractive pedestrian-friendly travel, including sidewalks, paths, street trees and pedestrian-scale lighting
- Coordinate with Cobb County, adjacent governmental entities, business interests, and citizens to extend the existing public transit system to Acworth
- Encourage connectivity between residential and compatible surrounding uses
- Implement and maintain a locally funded street maintenance and/or resurfacing program

AUSTELL

Land Use, Development, and Economic Development

- Public services need to adopt a broader range of language and cultural patterns
- The aging population will change the needs for senior programs/activities, housing choices, healthcare requirements, recreation programs/activities, services industry mix in community, and continuing education services
- The City and the civic and business organizations will need to provide community events/education opportunities addressing a wider selection of language and cultural patterns
- Make Austell's Central Business District (CBD) an active town center to serve as a catalyst for development and/or redevelopment
- Leverage the historic downtown to bring infill and new commercial, office, and residential developments
- Utilize vacant downtown parcels for mixed commercial and residential use
- Promote historic based tourism focusing particularly on the railroad heritage which was the reason for the City's original development
- Place greater focus on greyfield development
- Develop a recruitment and retention strategy to attract and support neighborhood-based businesses in the CBD and neighborhood commercial areas
- Identify, acquire, assemble, and stabilize properties for redevelopment
- Identify suitable property for annexation for economic development purposes
- Develop policy/regulations to encourage a diversity of housing types that meet the needs to a wide range of incomes and ages
- Support and encourage infill and mixed-use development for future housing
- Update ordinances, codes, and regulations to protect against insufficient and poor quality in residential development and to encourage traditional neighborhood developments
- Revitalize declining residential neighborhoods
- Apply upgraded quality and development standards to pending permit demand for residential units
- Preserve land within developments and through conservation programs
- Support downtown CBD historic preservation
- Establish links between existing greenspace, parks, cultural/historic interest points, trail systems, bike routes, and similar facilities in adjoining communities
- Increase the amount of parks, recreation (passive and active), and green spaces
- Develop plan for 120 acres of property donated to the City by Norfolk Southern for appropriate green space, open space, and recreation utilization
- Develop a community multi-use center
- Invest in modern, more efficient operating equipment and in employee training/education
- Pursue cooperative agreements with public/private organizations for adaptive reuse and joint use of community facilities

- Encourage Traditional Neighborhood Development
- Develop mixed-use neighborhood zoning or overlay districts in appropriate areas
- Eliminate unattractive visual clutter along major corridors
- Encourage streetscape development for safer walking and enhanced aesthetics

Transportation Infrastructure

- Support opportunities and transportation alternatives that reduce the need of the private automobile to get places, therefore reducing traffic congestion
- Maintain an effective balance between auto-dependent transportation initiatives and alternative modes of transportation
- Continue efforts to make areas of the County, including Austell, more pedestrian and bicycle-friendly based on the current roadway system
- Encourage County-wide development of additional sidewalks and bicycle trails to eventually establish an interconnected alternative transportation system
- Pedestrian facilities should incorporate urban design elements that make them more attractive – especially in activity centers, commercial nodes, villages, and hamlets
- Roadways should be designed in context sensitive manner – follow the Connective Sensitive Design program developed by Federal Highway Administration

KENNESAW

Land Use, Development, and Economic Development

- Encourage Traditional Neighborhood Development (TND)
- Encourage and promote preservation of historic homes
- Monitor market for opportunity to encourage high-end and senior housing
- Redevelop highly visible properties
- The Kennesaw Downtown Development Authority should continue to develop, refine, and sell their vision for the downtown area and historic districts to residents, business owners, and prospective developers
- Identify and pursue businesses that are a proper fit for the City and its residents
- Develop a comprehensive annexation plan
- Develop a regionally-connected network of open space
- Review the impact fee calculation formula and application guidelines
- Redevelop highway corridors
- Identify available land for industrial and commercial growth
- Simplify zoning categories
- Re-evaluate impact fees

- Utilize the Special Purpose Local Option Sales Tax
- Continue to be actively involved in regional transportation planning

Transportation Infrastructure

- Promote pedestrian safety
- Promote mixed-use developments that will provide the activity nodes to support public transit in the future
- Design transportation facilities so that they are context sensitive
- Coordinate with CCT and GRTA to develop transit service options that adequately serve the residents of Kennesaw

MARIETTA

Land Use, Development, and Economic Development

- Develop high-quality neighborhoods that are more compact, contain a mixture of uses, are aesthetically pleasing, and provide connectivity for pedestrian, bicycle, and vehicular travel modes
- Induce redevelopment and/or reinvestment in some neighborhoods, particularly those in close proximity to the downtown area, to install a new pride in those areas by improving neighborhood quality
- Maintain and enhance already stable neighborhoods
- Urban Design: Reduce the amount of impervious surface, provide for market-preferred infill housing, improve the attractiveness of commercial corridors, reduce visual clutter, preserve scenic views, ensure quality development on undeveloped properties in close proximity to downtown, rejuvenate aging commercial corridors, and ensure that Marietta's sense-of-place is maintained to solidify the city's identity
- Increase the quantity/quality of affordable housing
- Improve the region's water resources
- Strive to find a balance between new developments in the downtown area while maintaining the traditional and historic base of the built environment
- Retain Marietta's historic character

Transportation Infrastructure

- Improve air quality
- Increase the use of public transit, bicycling, walking, and carpooling as alternatives to single-occupancy vehicle use
- Improve vehicular access and circulation in necessary areas
- Improve bicycle and pedestrian mobility and accessibility throughout the City
- Minimize the demand for automobile parking without negatively impacting development and business opportunities

POWDER SPRINGS

Land Use, Development, and Economic Development

- Proactively manage development pressures through thoughtful planning
- Implement an impact fee program
- Work with developers of mixed-use projects
- Attract developers to the downtown area to build upscale, mixed-use developments
- Consider school district boundaries and future school locations when planning residential development
- Establish parity between residential development and commercial, retail, office, and industrial development to ensure a jobs/housing balance
- Establish an affordable housing strategy
- Develop a business park within the City

- Plans to redevelop the town center may facilitate new office/professional development in Downtown Powder Springs
- Continue implementation of the conservation subdivision/open space development ordinance
- Implement streetscape enhancements in the downtown area

Transportation Infrastructure

- Create a mixture of travel modes: pedestrian, bicycle, transit, and automobiles
- Use context sensitive design when designing roadways
- Inter-parcel connections between individual development uses should continue to be encouraged
- Coordinate with CCT and GRTA to provide transit service options to the residents of Powder Springs
- Benefits of the Silver Comet Trail can be realized by adding sidewalks and multi-use trails to establish an interconnected alternative transportation system
- Use streetscaping along Marietta Street to reduce downtown speeds and traffic volumes

SMYRNA

Land Use, Development, and Economic Development

- Establish a coordinated economic development strategy formulated with public input on the types of businesses/services needed
- Improve efforts to recruit industries
- Recruitment efforts should be targeted at health care and social services
- Provide a variety of housing options to meet resident's needs at all stages of life
- Develop an inventory of public and private land available for the development of future housing
- Convert some apartments to townhomes
- Inventory the incentives and barriers to the development of affordable/workforce housing
- Inventory the community's historic and cultural resources
- Tree protection should be implemented in sited development planning
- Expand the park system with links to bike/ped trails
- Prepare design guidelines
- Address the fact that the land use/development regulations and the Future Land Use map do not match up

Transportation Infrastructure

- Transit services should be coordinated with regional transit agencies
- Inter-parcel connections between individual developments are encouraged
- Develop and incentive-based program that encourages walking, biking, or car-pooling

COBB COUNTY

Land Use, Development, and Economic Development

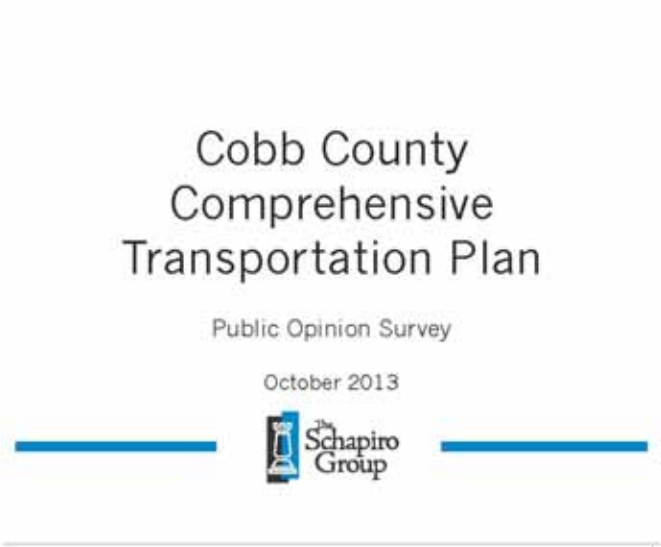
- Plan for growth through local and regional policies
- Guide future growth through infrastructure investments
- Manage growth in a way to meet the needs of a community without changing demographics
- Preserve stable neighborhoods
- Establish urban development patterns
- Address loss of rural character in West Cobb
- Implement compatible infill development
- Establish community gathering spaces
- Target specific industries
- Retain and expand businesses
- Promote a jobs-housing balance
- Manage land for business and industrial growth
- Retain and attract workforce
- Promote historic based tourism
- Promote economic growth
- Improve education and health
- Construct affordable/workforce housing
- Promote urban design
- Increase open space/green space
- Preserve historic resources
- Improve public safety
- Improve parks and recreation facilities
- Protect natural resources

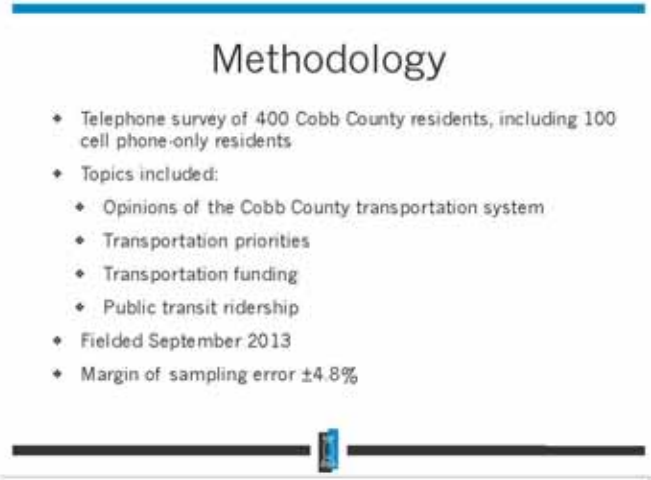
Transportation Infrastructure

- Address traffic congestion
- Use context sensitive design
- Evaluate transportation alternatives
- Increase land use-transportation connectivity
- Utilize intelligent transportation systems
- Implement operational improvement projects
- Utilize travel demand management

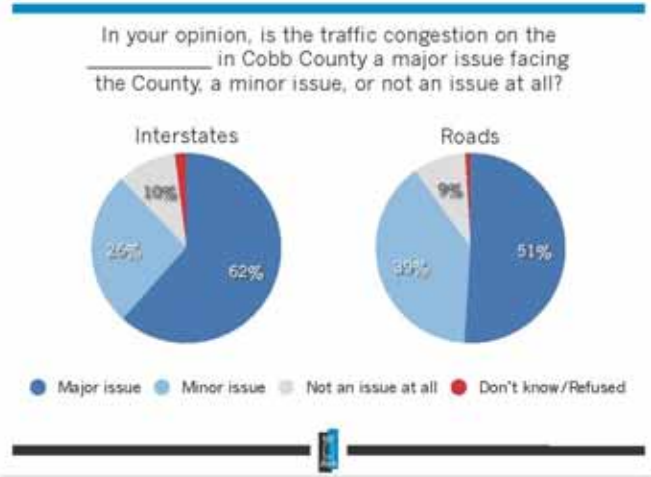
Appendix H: Public Opinion Surveys

(Public Opinion Survey, October 2013)

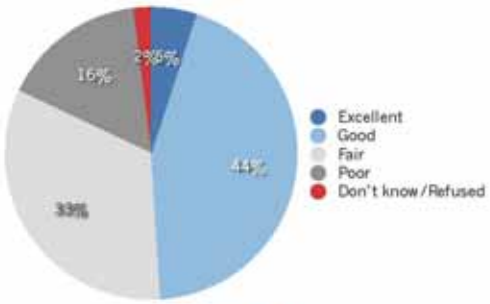




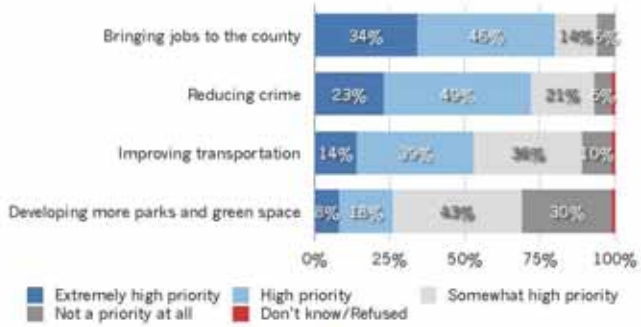




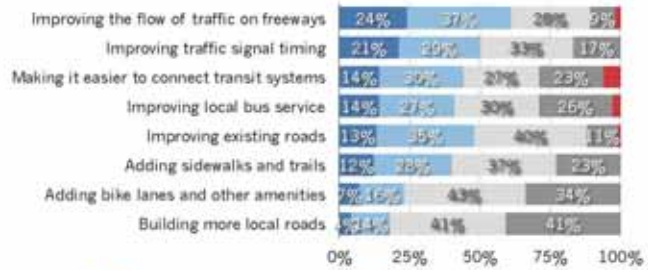
Overall, how would you rate the quality of the transportation system in Cobb County, including all of its roads, interstates, and public transit?



I'm going to read you several areas where the county government could make improvements. Keeping in mind that the county has limited funding, I'd like you to tell me how much of a priority each one should be.



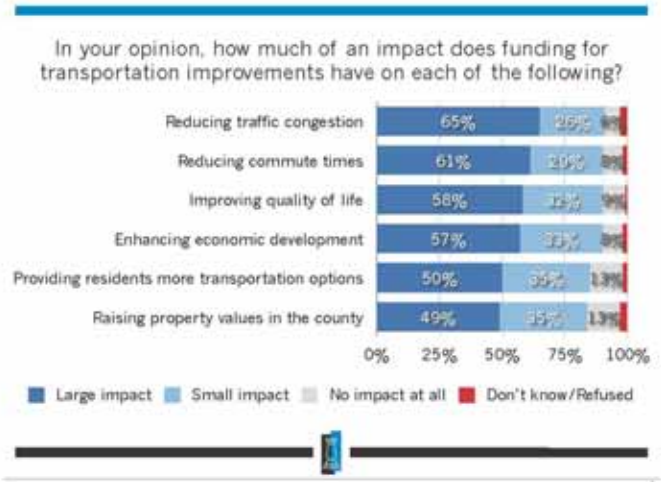
I'm going to read you several aspects of transportation where the county government could make improvements. Keeping in mind that the county has limited funding, I'd like you to tell me how much of a priority each one should be.

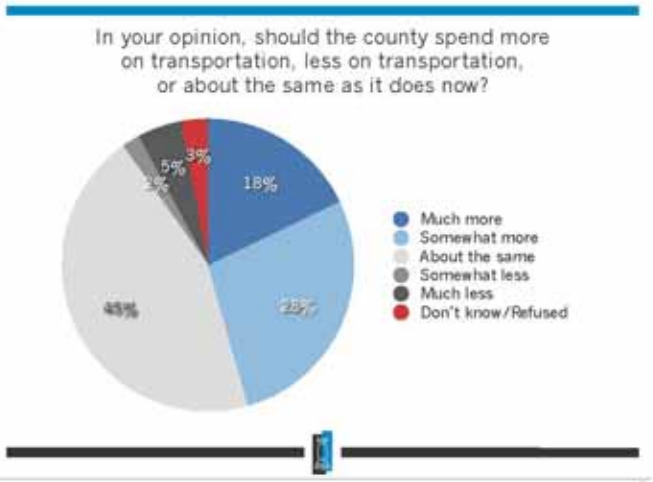


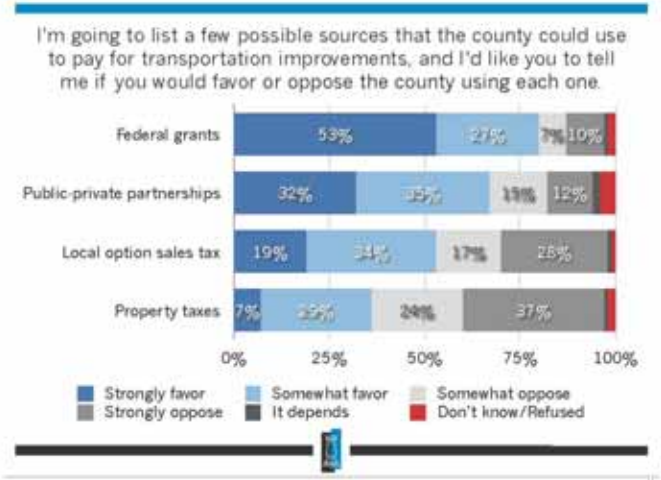
Transportation Funding

Appendix H: Public Opinion Surveys

(Public Opinion Survey, October 2013)

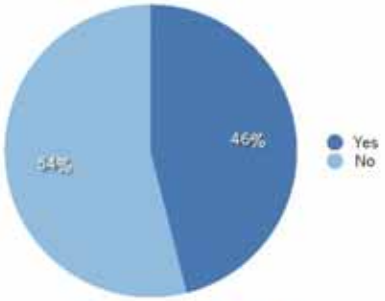




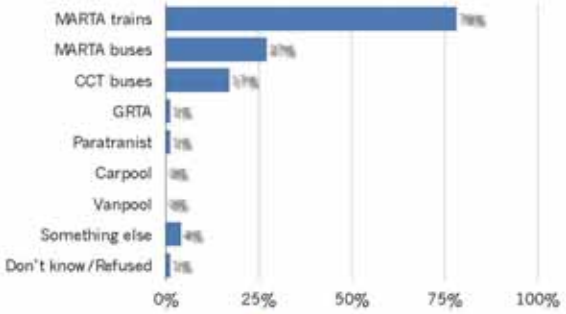




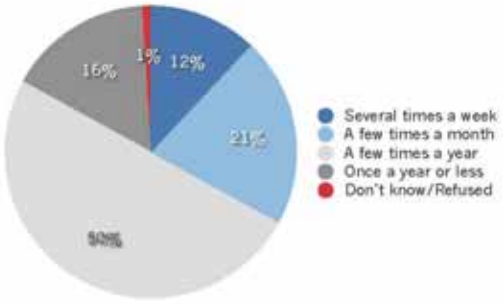
Do you ever ride public transit in Georgia, including any type of buses or MARTA trains?



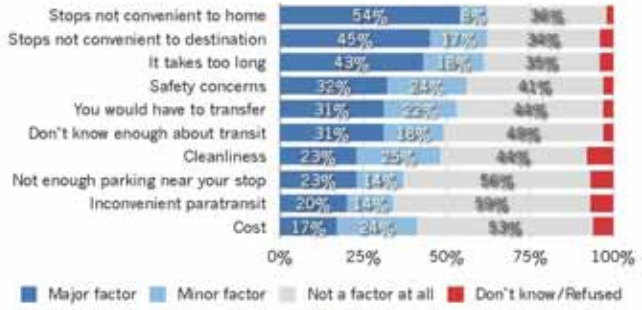
(If rides public transit) What types of public transit do you ride?
(select all that apply)



(If rides public transit) About how often do you ride public transit?

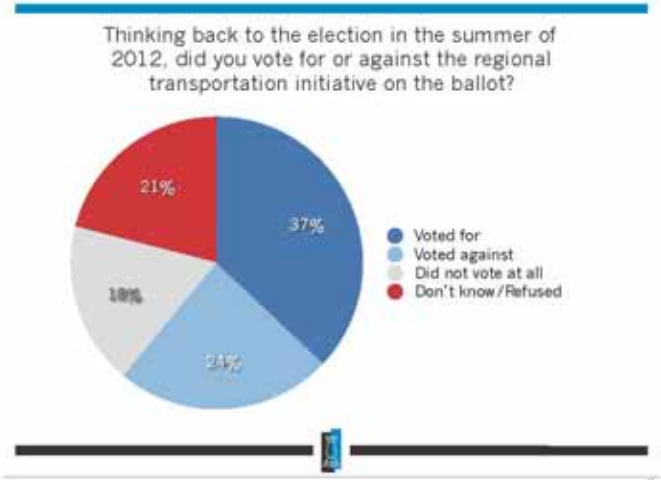


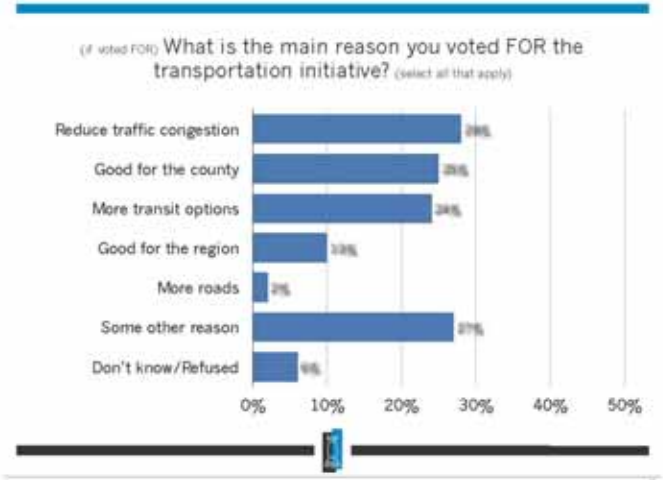
I'm going to list a few reasons why someone might not ride public transit, and I'd like you to tell me whether or not each one is a factor for you.

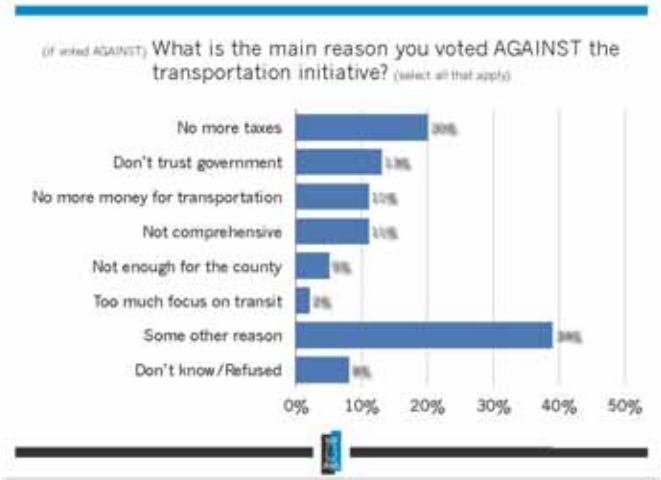


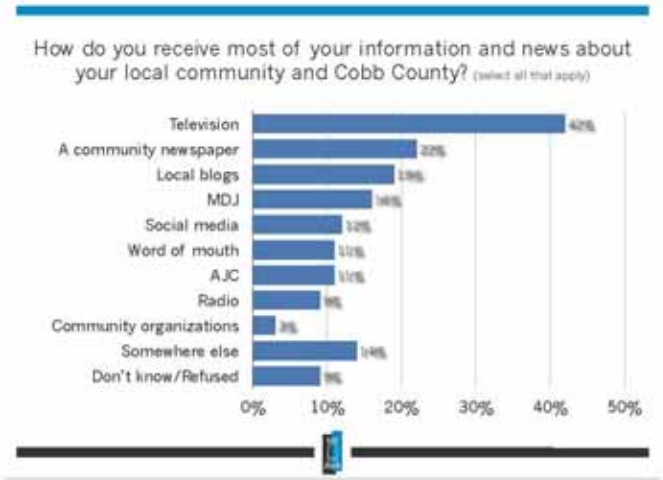
Appendix H: Public Opinion Surveys

(Public Opinion Survey, October 2013)









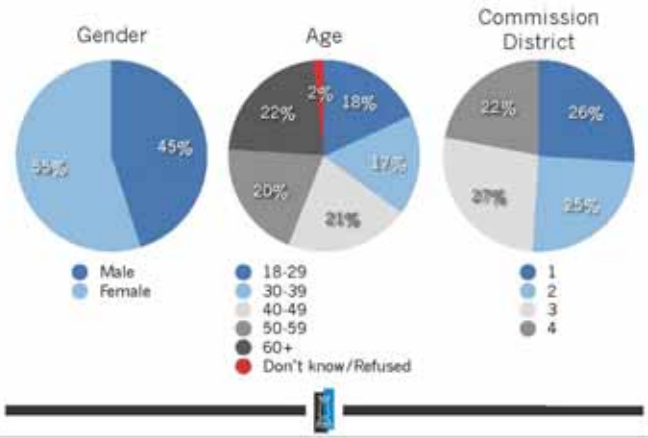
Summary

- More than half of residents consider traffic on both the roads and interstates passing through Cobb County to be a major issue, and nearly half of residents rate the Cobb County transportation system as only "fair" or "poor."
- Despite that, improving the transportation system ranks well behind bringing jobs to the county and reducing crime on residents' priorities list.
- Among possible transportation improvements, residents place the highest priority on improving the flow of traffic on freeways and improving traffic signal timing.

Summary

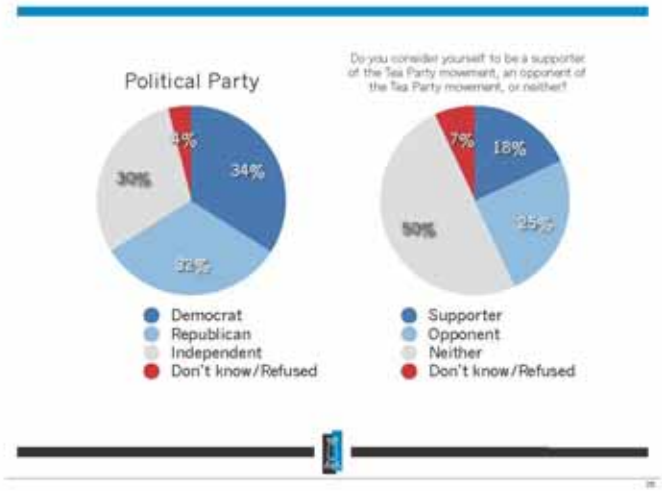
- Residents believe that funding for transportation improvements has substantial impact on all of the tested items, and nearly half believe that the County should spend more on transportation. About as many believe that the County should continue to spend at current levels.
- Majorities of residents at least somewhat favor all of the funding sources other than property taxes. Most residents *strongly* favor federal grants.
- Nearly half of residents ride public transit in Georgia, primarily MARTA trains. Only one-third of those ride a few times a month or more. The main reasons someone might not ride public transit are the inconvenient location of stops and the time it takes.

Demographics



Appendix H: Public Opinion Surveys

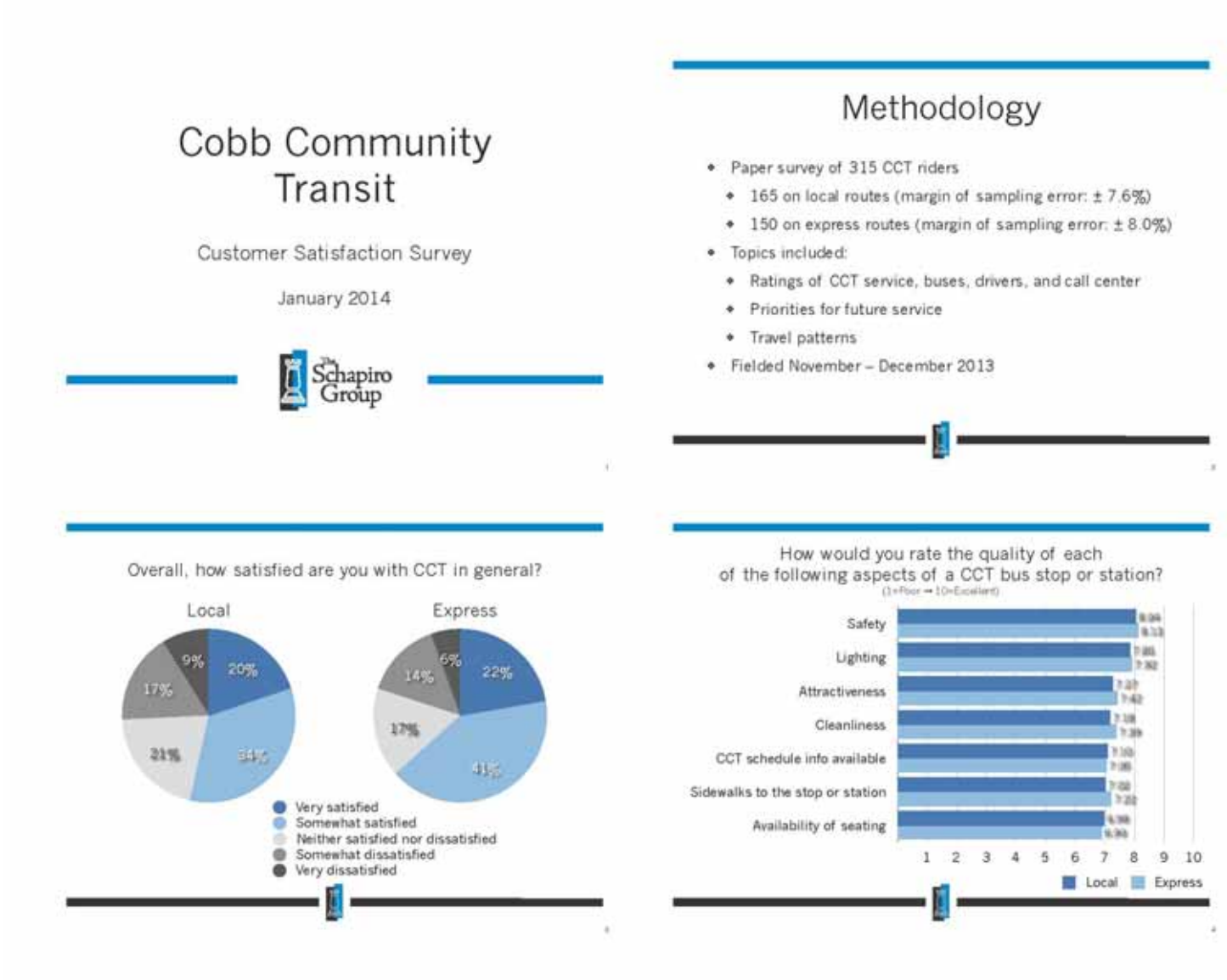
(Public Opinion Survey, October 2013)

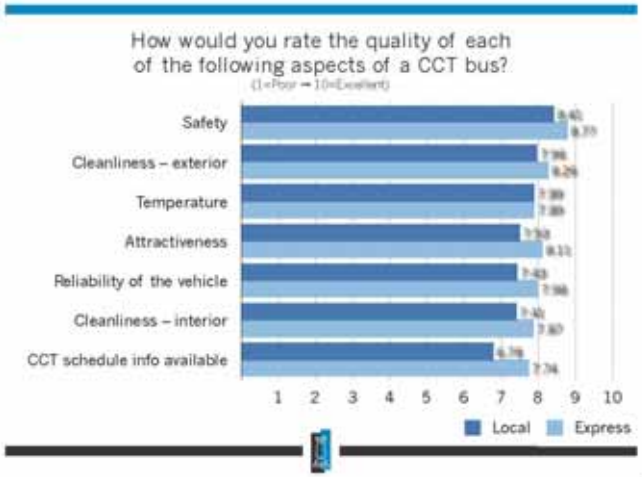


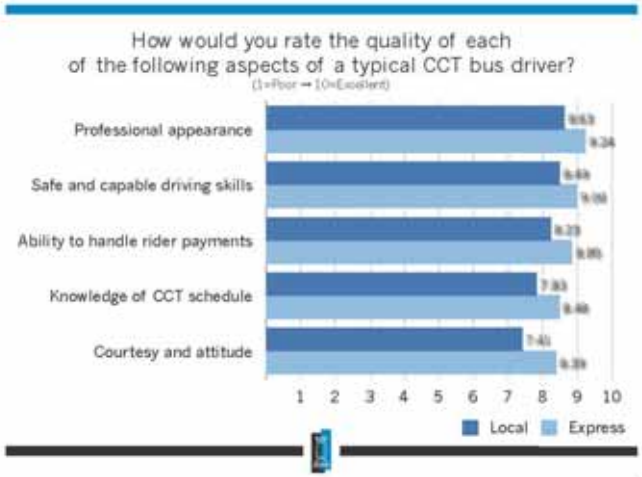
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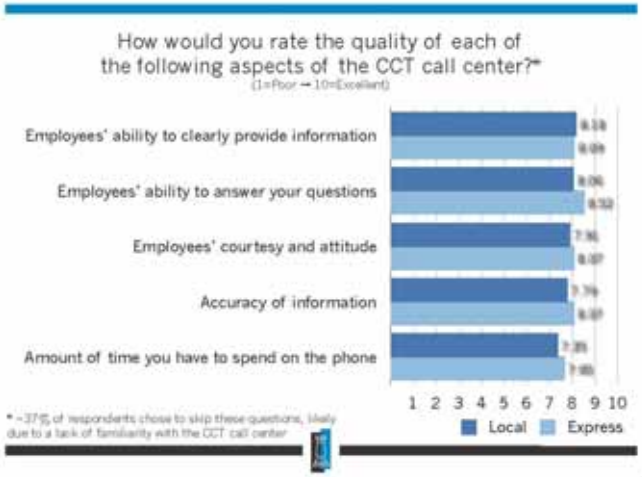
Appendix H: Public Opinion Surveys

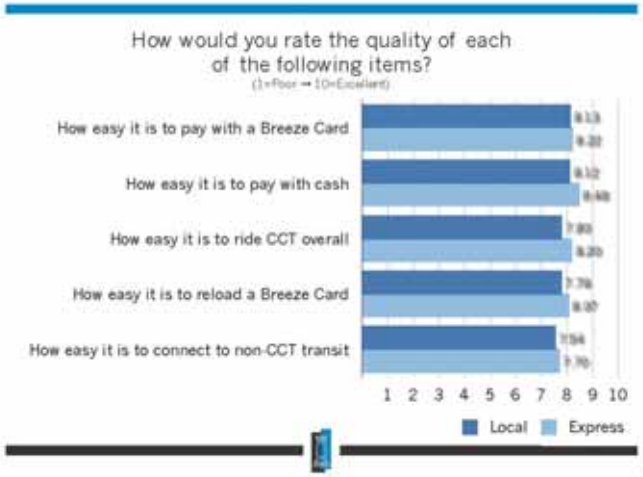
(Cobb Community Transit Customer Satisfaction Survey, January 2014)




How would you rate the quality of each of the following aspects of a CCT bus?
(1=Poor → 10=Excellent)
Safety
Cleanliness – exterior
Temperature
Attractiveness
Reliability of the vehicle
Cleanliness – interior
CCT schedule info available
1 2 3 4 5 6 7 8 9 10
Local
Express

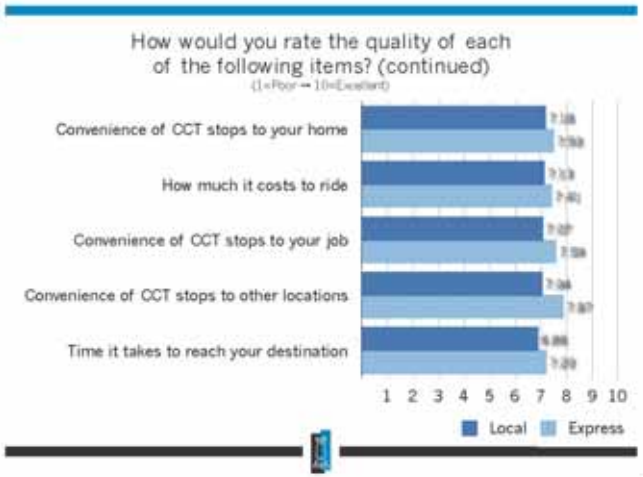

How would you rate the quality of each of the following aspects of a typical CCT bus driver?
(1=Poor → 10=Excellent)
Professional appearance
Safe and capable driving skills
Ability to handle rider payments
Knowledge of CCT schedule
Courtesy and attitude
1 2 3 4 5 6 7 8 9 10
Local
Express

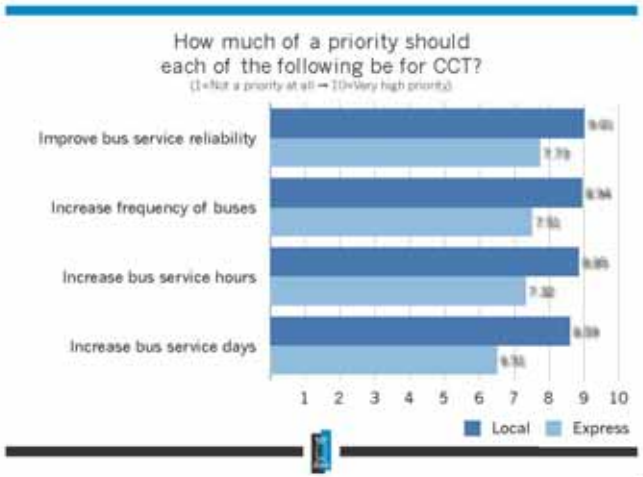

How would you rate the quality of each of the following aspects of the CCT call center?*
(1=Poor → 10=Excellent)
Employees' ability to clearly provide information
Employees' ability to answer your questions
Employees' courtesy and attitude
Accuracy of information
Amount of time you have to spend on the phone
1 2 3 4 5 6 7 8 9 10
Local
Express
* ~37% of respondents chose to skip these questions, likely due to a lack of familiarity with the CCT call center

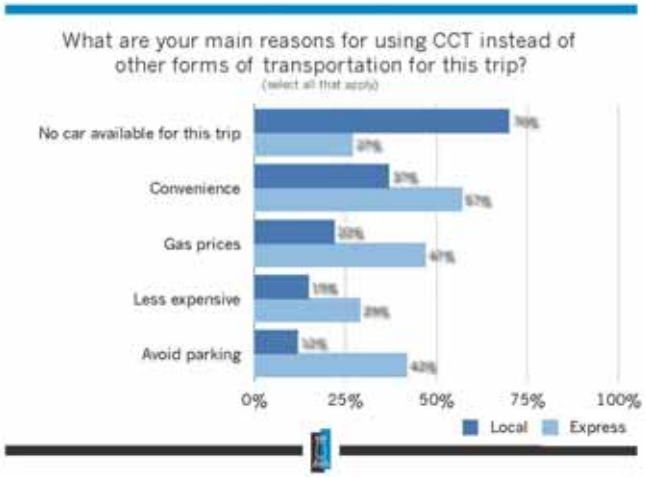

How would you rate the quality of each of the following items?
(1=Poor → 10=Excellent)
How easy it is to pay with a Breeze Card
How easy it is to pay with cash
How easy it is to ride CCT overall
How easy it is to reload a Breeze Card
How easy it is to connect to non-CCT transit
1 2 3 4 5 6 7 8 9 10
Local
Express

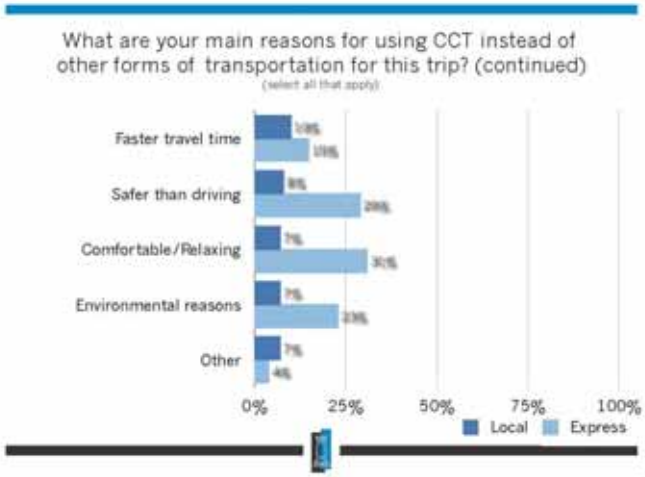
Appendix H: Public Opinion Poll Survey

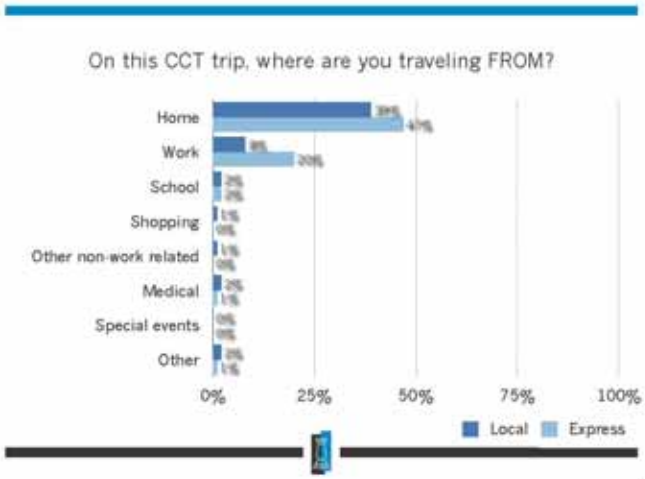
(Cobb Community Transit Customer Satisfaction Survey, January 2014)

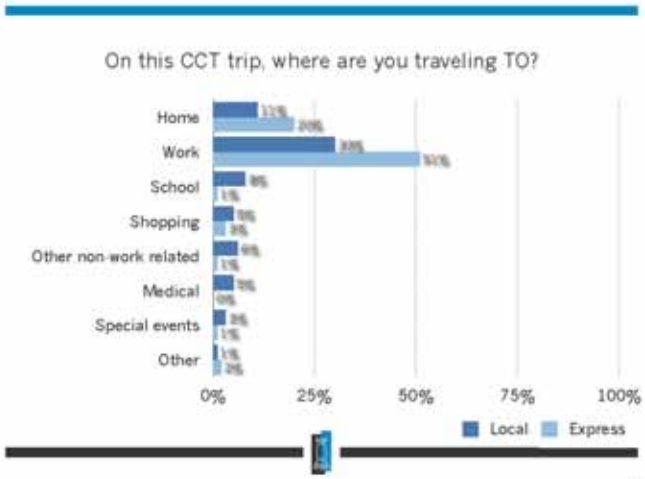


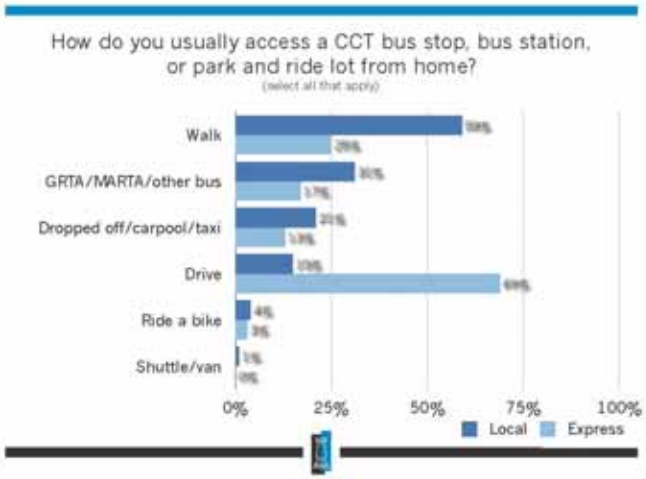


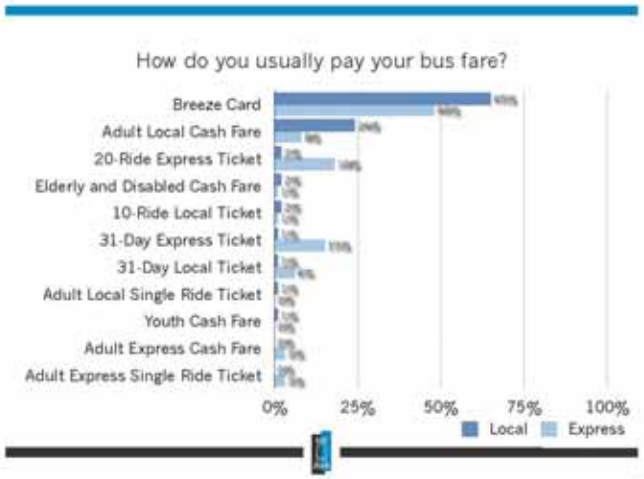





On this CCT trip, where are you traveling FROM?
Home
Work
School
Shopping
Other non-work related
Medical
Special events
Other
0%
25%
50%
75%
100%
Local
Express

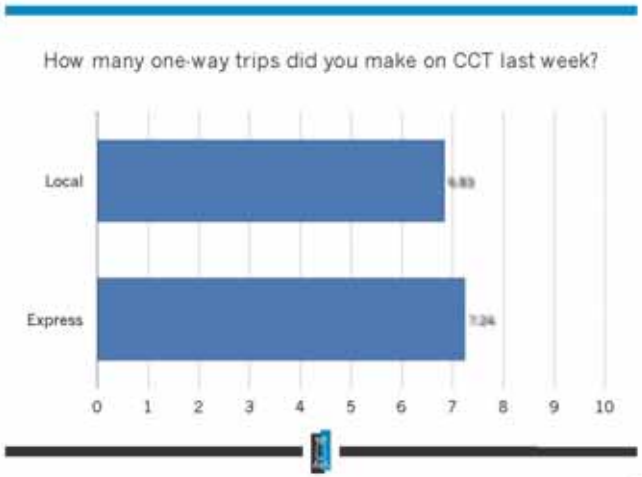

On this CCT trip, where are you traveling TO?
Home
Work
School
Shopping
Other non-work related
Medical
Special events
Other
0%
25%
50%
75%
100%
Local
Express

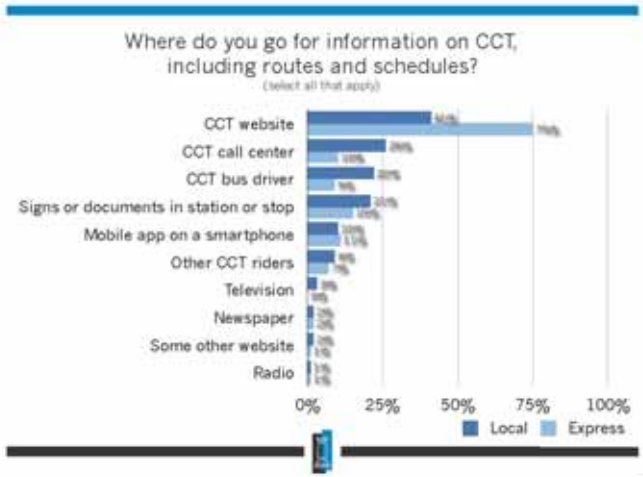

How do you usually access a CCT bus stop, bus station, or park and ride lot from home?
(select all that apply)
Walk
GRTA/MARTA/other bus
Dropped off/carpool/taxi
Drive
Ride a bike
Shuttle/van
0%
25%
50%
75%
100%
Local
Express

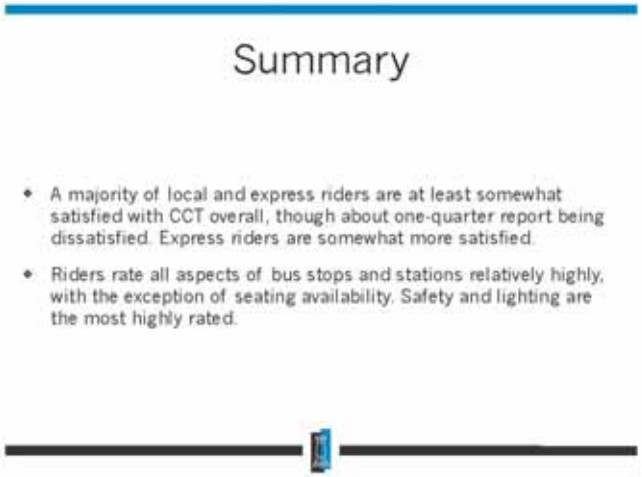

How do you usually pay your bus fare?
Breeze Card
Adult Local Cash Fare
20-Ride Express Ticket
Elderly and Disabled Cash Fare
10-Ride Local Ticket
31-Day Express Ticket
31-Day Local Ticket
Adult Local Single Ride Ticket
Youth Cash Fare
Adult Express Cash Fare
Adult Express Single Ride Ticket
0%
25%
50%
75%
100%
Local
Express

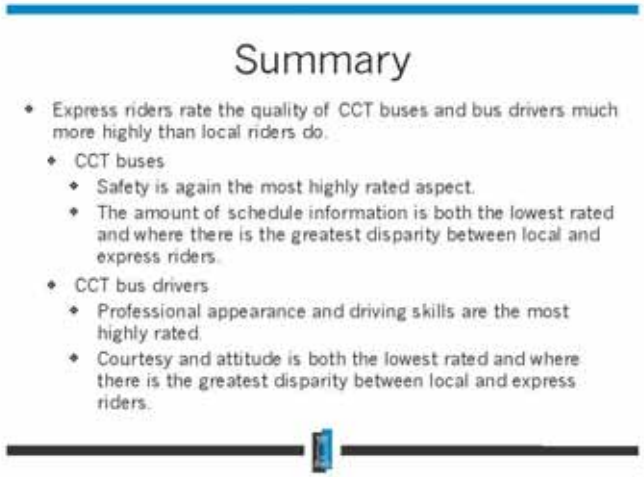
Appendix H: Public Opinion Poll Survey

(Cobb Community Transit Customer Satisfaction Survey, January 2014)









Summary

- Local and express riders rate all aspects of the CCT call center relatively highly.
- Local and express riders consider CCT to be both convenient and easy to ride.
  - The most highly rated items are how easy it is to pay with a Breeze Card or cash. The lowest rated item is the time it takes to reach a destination.
- Local riders consider all tested service changes/additions to be very high priorities.

Summary

- Local and express riders differ in their reasons for using CCT.
  - Local riders mainly use CCT because they do not have access to a car for their trip.
  - Express riders use CCT for a variety of reasons — primarily convenience, gas prices, and to avoid parking, but 8 different reasons are cited by more than 20% of express riders.
- Local riders are likely to walk to CCT bus stops, bus stations, or park and rides. Express riders are likely to drive.
- A Breeze Card is the most common form of payment for CCT trips. Local riders are also likely to pay with Adult Local Cash Fares, while express riders are also likely to use Express Tickets.

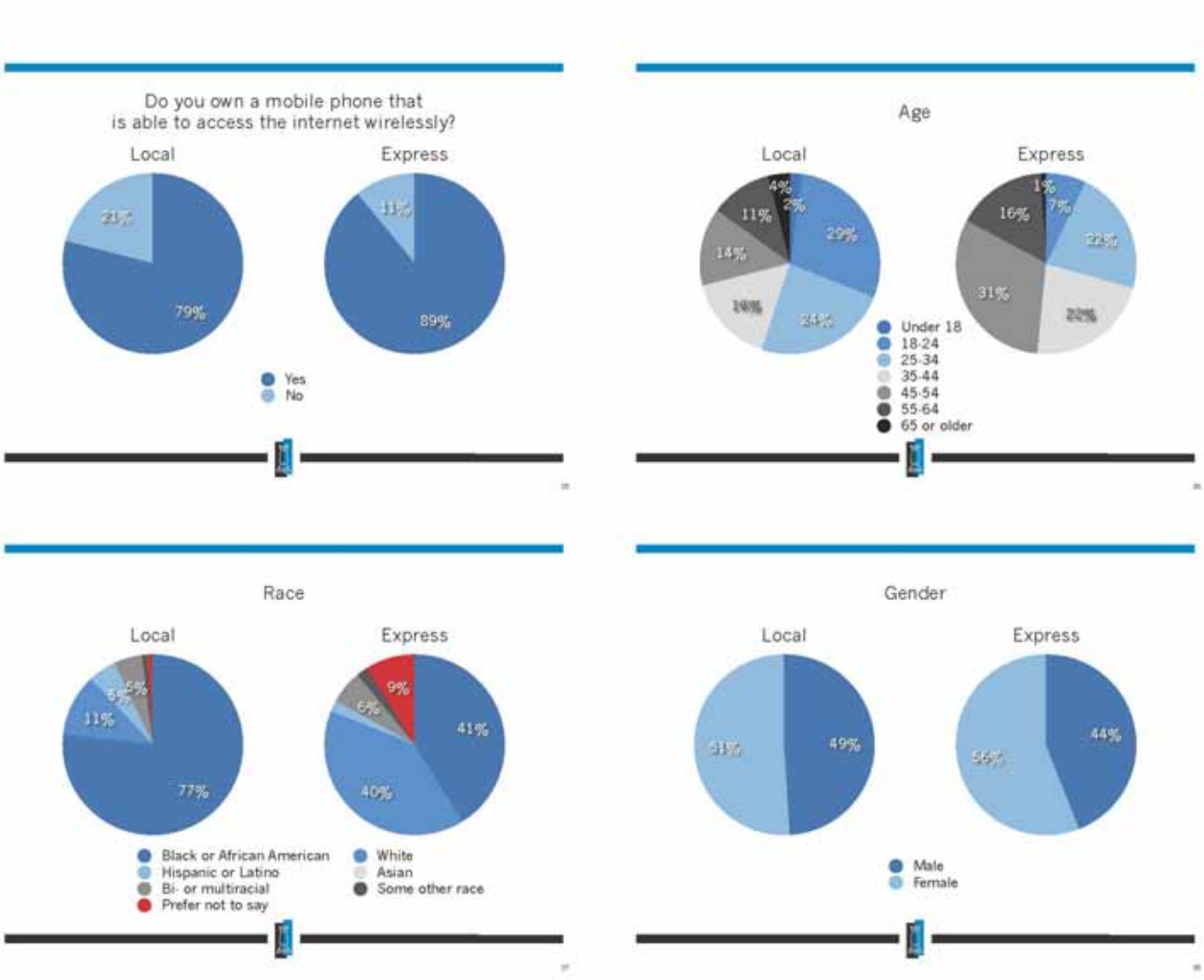
Summary

- The primary information source for all riders is the CCT website. Local riders are also likely to turn to the CCT call center, CCT bus drivers, and signs or documents in CCT bus stations and bus stops.
- There are several important demographic differences between local and express riders.
  - Express riders tend to be somewhat older than local riders.
  - Local riders are predominantly Black. Express riders are more evenly split between Black and White.
  - Express riders tend to have a much higher income than local riders.

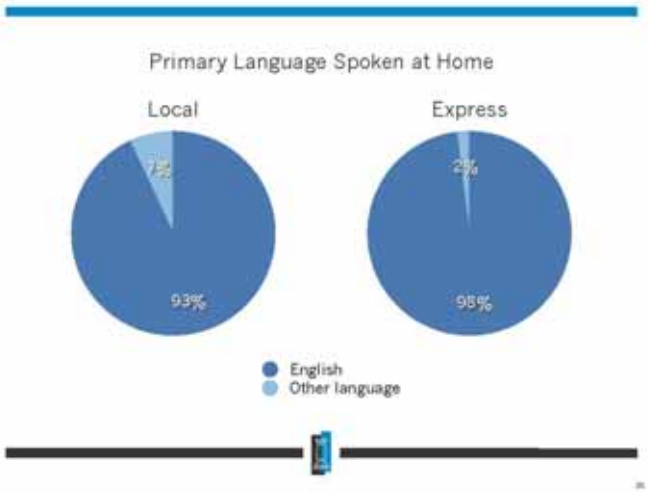
Demographics

Appendix H: Public Opinion Poll Survey

(Cobb Community Transit Customer Satisfaction Survey, January 2014)




Annual Household Income
Less than $10,000
$10,000-$14,999
$15,000-$19,999
$20,000-$24,999
$25,000-$29,999
$30,000-$34,999
$35,000-$39,999
$40,000-$49,999
$50,000-$74,999
$75,000-$99,999
$100,000-$149,999
$150,000-$199,999
$200,000 or more
0%
5%
10%
15%
20%
25%
Local
Express


Primary Language Spoken at Home
Local
Express
7%
93%
2%
98%
English
Other language

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Market Assessment Memorandum

Residential Market Assessment

RESIDENTIAL MARKET: NATIONAL & METRO SNAPSHOT

There was a major decline in home sales and residential construction during the economic downturn of the past several years. In fact, many economists believe that the crash in the housing market was one of the main contributors to the onset of "The Great Recession." Fortunately, the U.S. housing market appears to have finally reached bottom and has been slowly improving. While the number of existing home sales (5.08 million) declined by 1.2% between May and June 2013, they are still 15.2% higher than June 2012 and remain well above year-over-year levels for the past two years. The median home sales price ($214,200) has shown 16 consecutive months of year-over-year price increases, with the last seven months reporting double-digit year-over-year increases.[1] Multifamily housing starts averaged 325,000 in first quarter 2013 for the nation, which exceeds the annual average observed in any year since the 1980s. In fact, price indices for gypsum and softwood lumber are at 93% of the highs seen during the housing boom.[2]

Because construction is such a large part of the local economy, metro Atlanta was especially hard hit by the recession and the slow-down in the housing market. Just as in the rest of the nation, metro Atlanta's housing market is continuing to improve, with closer-in areas typically performing better than areas that are further from the urban core. For second quarter 2013, the median sales price for existing single-family homes in metro Atlanta was $143,300. This represented a 39% increase year-over-year and an increase of 25% over last quarter. For second quarter 2013, the median sales price for existing attached homes in metro Atlanta was $111,600. This represented a 123% increase year-over-year and an increase of 16% over last quarter.[3]

The rental apartment market in metro Atlanta has seen improvements in performance. Vacancy rates are near levels that have not been seen in nearly a decade, at approximately seven percent for 2012; low construction levels drive much of this occupancy trend. Approximately 700 units were delivered in 2012, in comparison to 8,000 units delivered in 2009 (the height of the recession). Average rents increased approximately two percent between 2011 and 2012. Most promising is that vacancy is being projected to fall even further, to approximately six percent over the course of 2013 and to approximately five percent in 2014, which would bring the metro Atlanta area closer to the performance of other major multifamily markets.[4]

[1] Source: *"June Existing-Home Sales Slip but Prices Continue to Roll at Double-Digit Rates"* National Association of Realtors; July 22, 2013.
[2] Source: *"Apartment Market Statistics."* Multi-Housing News, July 2013.
[3] Source: *"Metropolitan Median Area Prices and Affordability."* National Association of Realtors; 2nd Quarter 2013.
[4] Source: *"Occupancy Increases in Spite of Meager Recovery in Atlanta."* Multi-Housing News, April 2013.

RESIDENTIAL MARKET: COBB COUNTY OVERVIEW

Residential Sales[5]

In taking both sales activity and pricing together for Cobb County, mixed results are seen; the number of sales have increased, but the prices have declined. In 2011, a total of 10,368 homes were sold in Cobb County, which was an increase of 17% over 2010. The number of home sales in 2010 and 2011 marked the reversal of a downward trend since 2005.

The median sales price for all homes in Cobb County was $131,600 in 2011, which was a decrease of 20% over 2010. Cobb's median sales prices have been on a steady decline since 2007. The number of homes sold in Cobb in 2011 ranked third of the 10 core metro Atlanta counties. Cobb's median sales price ranked fifth of the 10 core metro Atlanta counties in 2011; however, it is worth noting that all 10 core counties experienced declines in median sales prices year-over-year.

RESIDENTIAL SALES, COBB COUNTY, 2005-2011

	2005	2006	2007	2008	2009	2010	2011
New Units Sold	4,954	4,125	3,107	1,812	1,391	1,152	1,102
Resale Units Sold	11,489	11,467	9,364	7,124	7,137	7,692	9,266
Total Units Sold	**16,443**	**15,592**	**12,471**	**8,936**	**8,528**	**8,844**	**10,368**
Median New Price	$253,987	$294,822	$308,100	$275,000	$255,000	$264,250	$249,817
Median Resale Price	$182,000	$188,000	$186,000	$173,925	$159,000	$145,500	$118,000
Median Total Price	**$199,700**	**$209,694**	**$213,000**	**$193,000**	**$172,500**	**$164,325**	**$131,600**

Source: Atlanta Journal-Constitution Home Sales Report, Market Data Center.

The bulk of Cobb County's housing market activity is in existing home resales, which account for 89% of sales activity. The number of existing home sales in Cobb increased 20% between 2010 and 2011. The number of existing home sales is at a similar level to 2007 activity. The median sales price for existing homes ($118,000) declined 19% between 2010 and 2011. A steady downward trend in existing home sales prices has occurred since the high seen in 2006, representing a loss of 37% in value between 2006 and 2011.

The new home sales activity is a much smaller share of the market than existing homes in Cobb County. While the existing home market has always been larger than new homes in Cobb, the proportion has shifted markedly in recent years. The new home sales activity level (1,102 sales) declined 78% between 2005 and 2011. Conversely, the new home sales prices have performed much better than existing homes, with Cobb's median new home sales price at $249,817 in 2011. While the new home sales prices in 2011 were similar to 2005 prices, they are still a decline of 25% from the high seen in 2007.

[5] Source: Atlanta Journal-Constitution Home Sales Report, Market Data Center.

RESIDENTIAL MARKET: SALES BY SUBAREA

For purposes of this analysis, the Planning Subareas established by Cobb County are utilized to review market dynamics across the County. There are four Planning Subareas that cover the County: Northeast, Southeast, Northwest, and Southwest.

Northeast Subarea

The Northeast subarea covers the area from the City of Marietta to the border with Fulton County. It has some of the most highly sought-after residential areas in metro Atlanta. According to local real estate agents, the area's public schools are consistently listed as the top reason that people move to the area. Some schools in the area are perceived as better than others, and much of the new development occurs in the areas with the highest-rated schools.

Large-scale residential development in this subarea began over 50 years ago, and a great deal of the housing stock consists of older, fairly modest ranch-style homes. As the area has grown in popularity and wealth, there have been many new developments with large, luxury homes. In addition, many of the older homes have received complete renovations, with extensive upgrades to have greater appeal to the upper-income buyer with children.

The subarea is largely built-out, but there are still some isolated development opportunities for infill construction where land is available. According to local agents, demand is strong for new homes located in swim/tennis communities and in the highest regarded school zones. There is the beginning of a shift in the market, as some areas are starting to experience more upscale townhome development, beginning to diversify this predominately single-family residential area.

RESIDENTIAL SALES, NORTHEAST SUBAREA, 2005-2011

	2005	2006	2007	2008	2009	2010	2011
New Units Sold	620	590	370	240	180	150	170
Resale Units Sold	3,200	3,160	2,530	1,890	1,740	2,030	2,470
Median New Price	$392,900	$442,600	$496,900	$527,600	$423,000	$468,000	$414,300
Median Resale Price	$218,200	$220,200	$229,900	$218,700	$213,500	$192,900	$170,300

Source: Atlanta Journal-Constitution Home Sales Report, Market Data Center.

Note: Data is collected at the zip code level, therefore some areas that cross borders of County lines are included. The zip code boundaries vary somewhat from the established Cobb County Planning Subarea boundaries. Zip codes used to approximate the Northeast Subarea include: 30062, 30066, 30067, 30068.

The Northeast subarea has the highest median resale price and the highest new home sales price of any of the subareas. The median new home price peaked at $527,600 in 2008. The median resale price peaked at $299,900 in 2007. The number of new homes sold peaked at 620 in 2005 and declined every year through 2010, before rebounding slightly in 2011. The number of existing homes sold reached a high of 3,200 in 2005. This figure then declined every year through 2009 before beginning a steady increase.



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Southeast Subarea

The Southeast subarea roughly follows the I-75 corridor through the center of the County, and includes the cities of Marietta and Smyrna. This subarea contains some of the oldest residential neighborhoods in the County, especially in the City of Marietta. It also includes the very upscale Vinings area inside I-285, which is closely tied to the Buckhead residential market. Overall, the subarea is largely built-out. There is significant infill development where land is available, with this subarea experiencing the most townhome development within the County. Buyers often choose this subarea because of its proximity to major employment centers and because of the accessibility to I-75 and I-285.

According to local agents, buyers are also drawn to this subarea because of the walkable areas near downtown Smyrna, the historic Marietta Square, and the Vinings Jubilee lifestyle center. This has led to a great deal of infill development and redevelopment in these areas. In Marietta, the local government has played an active role in residential redevelopment. Many of these initiatives stalled during the economic downturn, but they are now finding new life as properties have been purchased out of foreclosure and construction is beginning again.

RESIDENTIAL SALES, SOUTHEAST SUBAREA, 2005-2011

	2005	2006	2007	2008	2009	2010	2011
New Units Sold	1,560	1,570	1,530	780	610	490	500
Resale Units Sold	2,530	2,490	2,110	1,670	1,750	1,880	2,110
Median New Price	$296,300	$297,600	$335,400	$269,300	$265,100	$250,400	$251,500
Median Resale Price	$181,400	$191,300	$191,700	$177,300	$152,200	$161,600	$115,600

Source: Atlanta Journal-Constitution Home Sales Report, Market Data Center.

Note: Data is collected at the zip code level, therefore some areas that cross borders of County lines are included. The zip code boundaries vary somewhat from the established Cobb County Planning Subarea boundaries. Zip codes used to approximate the Southeast Subarea include: 30060, 30080, 30082, 30126, 30339.

The median new home sales price for the Southeast subarea peaked at $335,400 in 2007. The number of new homes sold peaked at 1,570 in 2006 and declined every year through 2010, before rebounding slightly in 2011, when the figure reached 500 new homes sold. The median resale price for existing homes reached a high of $191,700 in 2007. The number of existing homes sold peaked in 2005 at 2,530, and then declined every year through 2008, before beginning a steady increase. By 2011, the number of existing homes sold had rebounded to 2,110, the largest number since 2007.

Northwest Subarea

The Northwest subarea includes the cities of Acworth and Kennesaw. It has some of the newest residential areas in Cobb County, and is predominately single-family development. Portions of this subarea have an almost rural feel with a density that is much lower than many areas of the County. When compared to the other subareas, the Northwest area has more land available for future residential development. Most of the new single-family homes currently under construction are being built on vacant lots in subdivisions that stalled during the

economic downturn. According to local real estate agents, a shortage of developed lots is being anticipated.

Large portions of the Northwest subarea are located fairly distant from I-75 and the major employment centers. Buyers in these areas make the trade-off of less accessibility and a longer commute in exchange for relatively affordable prices and highly rated schools.

RESIDENTIAL SALES, NORTHWEST SUBAREA, 2005-2011

	2005	2006	2007	2008	2009	2010	2011
New Units Sold	1,660	1,170	630	390	350	300	250
Resale Units Sold	3,340	3,370	2,640	2,010	1,990	2,020	2,450
Median New Price	$289,600	$331,900	$359,300	$332,100	$262,800	$279,800	$269,100
Median Resale Price	$182,400	$191,300	$191,000	$179,900	$164,700	$154,200	$133,800

Source: Atlanta Journal-Constitution Home Sales Report, Market Data Center.

Note: Data is collected at the zip code level, therefore some areas that cross borders of County lines are included. The zip code boundaries vary somewhat from the established Cobb County Planning Subarea boundaries. Zip codes used to approximate the Northwest Subarea include: 30101, 30144, 30152, 30064.

The median new home sales price for the Northwest subarea peaked at $359,300 in 2007. In 2011, the median was $269,100, representing a decrease of 25.1% from the peak figure. The median sales price of existing homes reached a high of $191,300 in 2006, before beginning a steady decline. In 2011, the median was $133,800. The number of new homes sold peaked at 1,660 in 2006, and then declined every year through 2011. The number of existing homes sold peaked in 2006 at 3,370, and then declined every year through 2009, reaching a low point of 1,990. This represents a decrease of almost 41%. By 2011, the sales of existing homes had rebounded to 2,450.

Southwest Subarea

The Southwest subarea includes the cities of Austell, Mableton, and Powder Springs. There is a great deal of older suburban housing stock in this subarea. Before the downturn in the national economy, the area around Veterans Memorial Drive between Mableton and I-285 was seeing a great deal of new residential development. Much of this development was a spillover from the very strong Vinings residential market. There was also significant housing development along the East-West Connector, largely because of the easy access to I-285. Residential development in these areas has resumed, but at a much slower pace.

On the whole, the residential market in this subarea has not fully recovered from the economic downturn, and it is likely that future development will lag behind other areas of the County. Large parts of the subarea have fairly difficult access to I-20 and I-285, and the housing market tends to get weaker as one gets further from the interstates. In addition, the area's public schools are often perceived to be inferior to those in other parts of the County.

RESIDENTIAL SALES, SOUTHWEST SUBAREA, 2005-2011

	2005	2006	2007	2008	2009	2010	2011
New Units Sold	1,260	870	680	470	370	250	230
Resale Units Sold	2,680	2,740	2,330	1,760	1,870	1,960	2,490
Median New Price	$253,860	$288,240	$293,870	$270,200	$262,390	$239,700	$225,190
Median Resale Price	$162,980	$173,190	$165,600	$143,800	$118,100	$101,110	$88,030

Source: Atlanta Journal-Constitution Home Sales Report, Market Data Center.

Note: Data is collected at the zip code level, therefore some areas that cross borders of County lines are included. The zip code boundaries vary somewhat from the established Cobb County Planning Subarea boundaries. Zip codes used to approximate the Southwest Subarea include: 30064, 30127, 30008, 30168, 30106.

The Southwest subarea has the lowest median new home sales price of any of the four subareas. In 2011, median was $225,190. This is almost 46% lower than the Northeast subarea, which has the highest median sales price in the County. The median new home price peaked at $293,870 in 2007, and has declined every year since. The Southwest area also has the lowest median sales price for existing homes, at just $88,030. This is over 48% lower than the Northeast subarea, which is the highest of the four subareas.

The number of new homes sold in the Southwest subarea peaked at 1,260 in 2005, and declined every year through 2011. Resales reached their highest point in 2006 at 2,740, and then declined every year through 2008, before beginning a steady increase. By 2011, the number of resales had risen to 2,490. This represented an increase of 41.5% over the low point in 2008, when only 1,760 existing homes sold.

RESIDENTIAL MARKET: RENTAL BY SUBMARKET

Metro Atlanta Apartment Market[6]

With over 430,000 apartment units, metro Atlanta's multi-family rental market is large and varied. Unit types range from high-rise apartments in intown markets to garden apartments in the suburbs. At the end of 2012, the average occupancy rate across the metro area was 92.4%. While this was slightly lower than the average occupancy for the South (93.9%) and for the United States (94.9%), it represented the highest occupancy in metro Atlanta since the fourth quarter of 2007.

The average rent in the metro Atlanta area was $824 per month, representing a rent per square foot of $0.797. Rental rate growth in 2012 was just 1.1%, which was the slowest growth in eight quarters. At the end of the year, Atlanta was one of the few markets in the nation where rents were still below pre-recession levels. New supply levels were at a two-decade low with only 1,700 units added during 2012. For the year of 2012, almost 4,400 new apartment units were permitted for construction. This represented almost twice the number approved during the previous year. However, this figure was still well below the record for multi-family permits

[6] Source: *Atlanta Apartment Market Report*, MPF Research; Fourth Quarter 2012.



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issued, which was 18,400 in 2000.

Cobb County Apartment Submarkets[7]

In terms of multifamily market, Cobb County includes six apartment submarkets: East Marietta, Kennesaw/Woodstock, Smyrna, South Cobb County/Douglasville, Vinings, and West Marietta. When taken together, there are a total of approximately 73,700 units. The average occupancy rate is 93.0%, which is just above the metro average (92.4%). The average monthly rent is $782, which is below the metro average ($824). Three of the submarkets are above the metro average occupancy rate and two of the submarkets are above the metro average monthly rent.

East Marietta Area Apartment Submarket

At the end of 2012, the East Marietta Area apartment market had approximately 18,360 units. Occupancy was 93.0%, which represented an increase of 2.4% during 2012. The average monthly rent was $751 per unit and $0.722 per square foot. Over 2012, the average rent increased by 1.3%. There were no new units anticipated for completion during 2013. There was, however, an expected increase in demand of 157 units, which is expected to result in a 0.9% increase in the occupancy rate by the end of 2013.

Kennesaw/Woodstock Area Apartment Submarket

At the end of 2012, the Kennesaw/Woodstock Area apartment market had approximately 12,720 units. Occupancy was 95.1%, which represented no change from a year earlier. The average monthly rent was $859 per unit and $0.788 per square foot. Over 2012, the average rent increased by 2.0%. There were 480 new units anticipated for completion during 2013. There was, however, an expected increase in demand of only 280 units. This is expected to result in a 1.3% decrease in the occupancy rate by the end of 2013.

Smyrna Area Apartment Submarket

At the end of 2012, the Smyrna Area apartment market had approximately 14,560 units. Occupancy was 93.9%, which represented an increase of 1.2% during 2012. The average monthly rent was $769 per unit and $0.755 per square foot. Over 2012, the average rent increased by 3.3%. There were no new units anticipated for completion during 2013. There was, however, an expected increase in demand of 95 units, which is expected to result in an increase of the occupancy rate of 0.6% by the end of 2013.

South Cobb/Douglasville Area Apartment Submarket

At the end of 2012, the South Cobb/Douglasville Area apartment market had approximately 11,610 units. Occupancy was 92.9%, which represented an increase of 4.1% during 2012. The average monthly rent was $693 per unit and $0.671 per square foot. Over 2012, the average rent decreased by 0.2%. There were no new units anticipated for completion during 2013. There was, however, an expected increase in demand of 102 units, which is forecast to result in a 0.9% increase in the occupancy rate by the end of 2013.

[7] Source: *Atlanta Apartment Market Report*, MPF Research; Fourth Quarter 2012.

VININGS AREA APARTMENT SUBMARKET

At the end of 2012, the Vinings Area apartment market had approximately 8,290 units. Occupancy was 95.1%, which represented a decrease of 1.1% during 2012. The average monthly rent was $958 per unit and $0.944 per square foot. Over 2012, the average rent decreased by 2.7%. There were 610 new units anticipated for completion during 2013. The expected increase in demand is only 440 units, which is forecast to cause a 1.6% decrease in the occupancy rate by the end of 2013.

WEST MARIETTA AREA APARTMENT SUBMARKET

At the end of 2012, the West Marietta Area apartment market had approximately 8,150 units. Occupancy was 87.7%, which represented an increase of 0.8% during 2012. The average monthly rent was $661 per unit and $0.640 per square foot. Over 2012, the average rent increased by 2.0%. There were no new units anticipated for completion during 2013. There was, however, an expected increase in demand of 123 units, which is expected to result in a 1.5% increase in the occupancy rate by the end of 2013.

As one can see from the preceding submarket statistics, the health of the apartment market varies greatly across Cobb County. In general, rental rates tend to be higher in the central portion of the Southeast subarea and the northern portion of the Northwest subarea. Similar to the trends seen in rental rates, occupancy rates are much higher in these same portions of the Southeast and Northwest subareas.

Commercial Market Socioeconomic Dynamics

Understanding the socioeconomic characteristics of the residents and workers in Cobb County is critical in understanding how the commercial markets perform. The following sections briefly address the most relevant aspects of population and employment characteristics in Cobb County that influence market performance.

POPULATION

The population of Cobb County is estimated at 708,580, as shown in the table below. Cobb County as a whole had a growth rate (16.6%) between 2000 and 2013, which was slightly higher than the national average and about half of the Atlanta MSA's[8] rate of growth. Cobb County is expected to continue to grow between 2013 and 2018, at a rate slightly higher than the national average, and just below the Atlanta MSA's. Cobb County accounts for 13% of the Atlanta MSA's population.

POPULATION TRENDS, 2000-2018: COBB COUNTY & PLANNING SUBAREAS

	Northeast Subarea	Southeast Subarea	Northwest Subarea	Southwest Subarea	Cobb County
2000	150,690	228,870	116,300	121,740	607,720
2010	152,130	244,300	157,490	146,270	688,080
2013 (Estimate)	**154,140**	**250,980**	**164,620**	**151,320**	**708,580**
2018 (Projected)	158,470	262,880	176,220	160,030	744,480
Pop. Change					
2000-2010	1.0%	6.7%	35.4%	20.1%	13.2%
2010-2013	1.3%	2.7%	4.5%	3.5%	3.0%
2013-2018	2.8%	4.7%	7.0%	5.8%	5.1%

Source: US Census Bureau, Claritas, Market + Main

Note: Total shown for Cobb County is not aggregate of subareas; it is County as a whole.

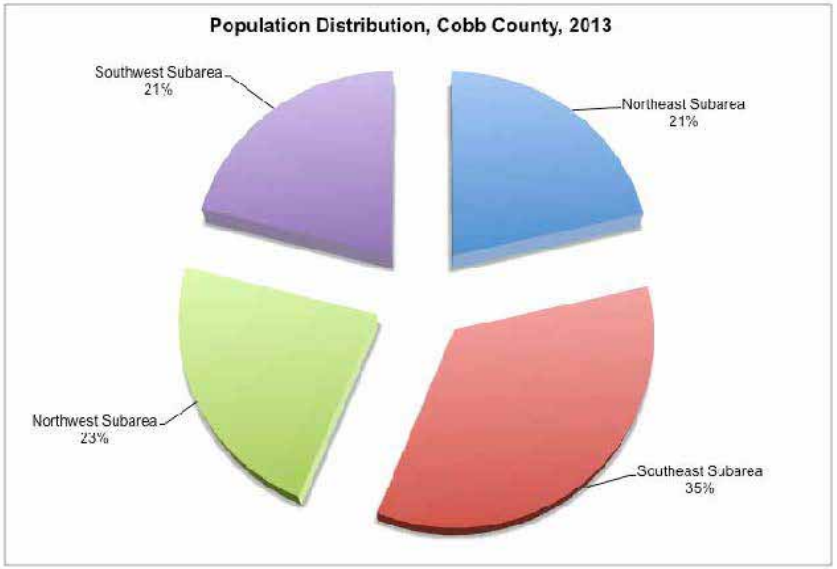
All subareas in Cobb County have increased in population over the past decade, and are expected to continue to grow. As is clear in the table above, the two subareas in the western portion of the County had the largest growth rates between 2000 and 2010. During the same timeframe, the eastern subareas did grow, but my much less, demonstrating its built out nature. Over the last three years, the western portion of the County's growth again outpaced the eastern portion. Projections for the next five years have the western subareas expecting the largest population increase. The western subareas are on par or greater than the projected growth rate of the Atlanta MSA (5.9%); these two subareas and the Southeast subarea also exceed the national rate (3.3%).

[8] The Atlanta-Sandy Springs-Marietta Metropolitan Statistical Area (MSA) is made up of 28 counties: Barrow, Bartow, Butts, Carroll, Cherokee, Clayton, Cobb, Coweta, Dawson, DeKalb, Douglas, Fayette, Forsyth, Fulton, Gwinnett, Haralson, Heard, Henry, Jasper, Lamar, Meriwether, Newton, Paulding, Pickens, Pike, Rockdale, Spalding, and Walton.

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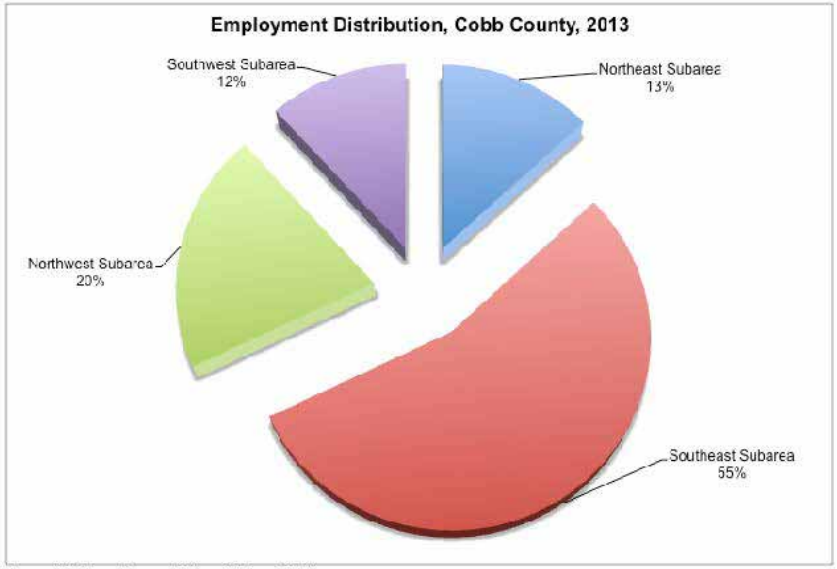
Within Cobb County, the population distribution varies slightly, but is relatively even across the County, as shown in the chart below. The Southeast subarea has slightly more population than the other three subareas, mostly due to the increasing densification of residential development in the area. The Northwest, Northeast, and Southwest subareas are very close in population size, though they do vary in geographic size.



Source: US Census Bureau, Claritas, Market + Main

EMPLOYMENT

The total daytime population, or employees, for Cobb County is about 310,530. This represents a sizable proportion (13.4%) of the total employment base in the Atlanta MSA. In terms of biggest employment base, the Southeast subarea – driven largely by the Cumberland/Galleria area and its surroundings – is by far the employment generator, as shown in the following chart and table. Northwest is the next largest employment area, with concentrations largely in Kennesaw and surrounding area. The Northeast and Southwest subareas are much smaller in employment size, demonstrating their largely residential development patterns.



Source: US Census Bureau, Claritas, Market + Main

There are approximately 27,800 businesses in Cobb County, demonstrating its role in the regional economy as a significant contributor, as detailed in the following table. Cobb constitutes 13.9% of the Atlanta MSA's total businesses. The planning subareas with the largest number of businesses, in rank order, are: Southeast, Northeast, Northwest, and Southwest. This illustrates that the Southeast is the largest employment base, but is also the location of larger-sized businesses as well. While Northwest has a similar number of businesses to Northeast, Northwest has many more employees, showing it has larger-sized businesses and Northeast has much fewer employees, demonstrating its small-sized businesses.

EMPLOYMENT CHARACTERISTICS, 2013: COBB COUNTY & PLANNING SUBAREAS

	Northeast Subarea	Southeast Subarea	Northwest Subarea	Southwest Subarea	Cobb County
Employees	40,370	170,240	63,460	36,280	310,530
Businesses	5,310	13,940	5,300	3,730	27,800

Source: US Census Bureau, Claritas, Market + Main

Note: Total shown for Cobb County is not aggregate of subareas; it is County as a whole.

As is common across the nation today, people who live in Cobb County do not necessarily work in the County. Particularly in metro Atlanta, commutes include destinations throughout the region, both near and far. Approximately 40% of Cobb residents work within the County. The largest proportion of Cobb County residents that commute outside Cobb go to locations

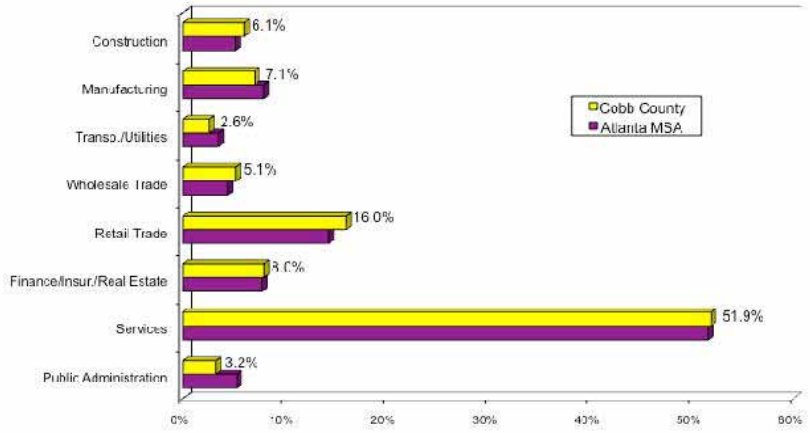
in Fulton County (30%), including City of Atlanta and the North Fulton area. Conversely, it appears that the people that work in Cobb County are commuting from all over the metro Atlanta region, with no real concentrations from any single city or county.[9]

The residents that work within Cobb County are mostly aged 30 to 54 years (60%), earn more than $40,000 annually (43%), and are in the Services industry (71%). The workers that are employed in Cobb but live elsewhere are mostly aged 30 to 54 years (61%), earn more than $40,000 annually (42%), and are in the Services industry (62%). The residents that work outside Cobb County are mostly aged 30 to 54 years (62%), earn more than $40,000 annually (50%), and are in the Services industry (62%).[10]

Sector Employment

In terms of sector employment, Cobb County's largest employment sectors are Services, Retail Trade, and Finance, Insurance and Real Estate as shown in the chart below. In comparison, the top three industry sectors, in terms of employment, for the Atlanta MSA are Services, Retail Trade, and Manufacturing and Finance, Insurance, and Real Estate (FIRE) (tied for third). The proportions for the Services, Retail Trade and FIRE sectors are pretty similar between Cobb County and the Atlanta MSA. In fact, the economic structure for Cobb County essentially mirrors the MSA's composition, with all employment sectors within a one to two percent difference.

Sector Employment, Cobb County & Atlanta MSA, 2013



Source: US Bureau of Economic Analysis, Claritas Market + Main, Inc.

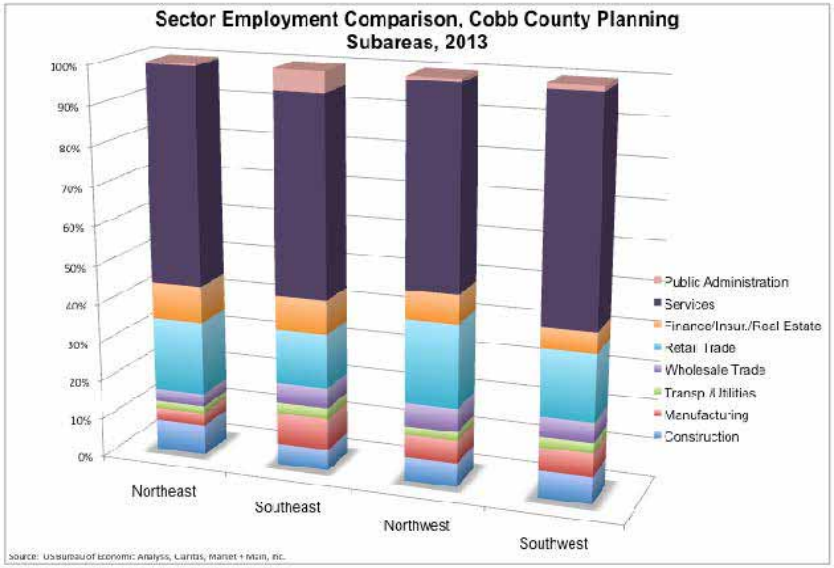
[9] Source: LEHD Origin-Destination Employment Statistics.
[10] Source: LEHD Origin-Destination Employment Statistics.

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Within Cobb County, the employment structure is markedly consistent across the planning subareas, as shown in the chart on the following page. All subareas have the same top two largest sectors, and three of four subareas share the same third largest sector as well. Below are the listings and proportions of the three largest employment sectors for each planning subarea.

- Northeast: Services (55%), Retail Trade (19%), Finance, Insurance, and Real Estate (9%)
- Southeast: Services (51%), Retail Trade (14%), Finance, Insurance, and Real Estate (9%)
- Northwest: Services (51%), Retail Trade (21%), Finance, Insurance, and Real Estate (7%)
- Southwest: Services (56%), Retail Trade (17%), Construction (7%)



Services and Retail Trade are strong employment sectors in each planning subarea, which does mirror the Cobb County and Atlanta MSA and national trends. Generally, the Retail Trade is a lower-paying sector and the Finance, Insurance, and Real Estate sector includes higher-paying jobs. The Services sector tends to be a diverse mix of jobs, with both high-skill, high-paying and low-skill, low-paying jobs.

Retail Market Assessment

RETAIL MARKET: NATIONAL & METRO SNAPSHOT

Even before the downturn in the national economy, retail space in the United States was overbuilt in most communities. The falling incomes of the last several years have left less disposable income for retail purchases, and Internet sales continue to take customers away from brick-and-mortar stores. The result is a retail real estate market with a great deal of weakness overall. On the national level, vacancy has stabilized at around 6.7%, after steadily increasing during the downturn. However, average rental rates had been still decreasing during this timeframe, but did report a slight increase to $14.50 for second quarter 2013.[11]

Metro Atlanta's retail market has not escaped the same trends as those causing the national weakness. For second quarter 2013, metro Atlanta's retail vacancy rate was 9.7%, which was much higher than the national rate and well above the metro area's pre-recession rates. In addition, rental rates for retail space in metro Atlanta have been steadily decreasing. For second quarter 2013, average rental rates were $12.91, down from a high of $15.78 in 2008.[12] However, the mid-year statistics were still a slight improvement in metro market conditions for year-to-date.

RETAIL MARKET: COBB COUNTY SUBMARKET OVERVIEW[13]

Cobb County is located within two retail market clusters: North Cobb and South Cobb.[14] The North and South Cobb retail market clusters account for approximately 17.9% of the metro Atlanta retail market, and do include areas outside of the actual County boundaries. The North and South Cobb retail market clusters have a total of 4,153 shopping centers, comprising approximately 62.3 million square feet of retail space. The combined vacancy rate of these retail market clusters is just below the metro average, at 9.4%. The combined average rent per square foot of the two relevant retail market clusters is slightly above the metro average, at $13.23. Approximately 37,700 square feet have been delivered in this combined market cluster this year, with another 538,000 square feet under construction currently. In fact, North Cobb and South Cobb ranked first and fourth, respectively, among 13 retail market clusters across metro Atlanta for under construction square footage, according to CoStar. North Cobb's construction activity was 83% pre-leased and South Cobb was 34% pre-leased. The year-to-date net absorption for the North and South Cobb retail market clusters is 320,500 square feet.

[11] Source: *The CoStar Retail Report*, National Retail Market; Mid-Year 2013.
[12] Source: *The CoStar Retail Report*, Atlanta Retail Market; Mid-Year 2013.
[13] Source: *The CoStar Retail Report*, Atlanta Retail Market; Mid-Year 2013.
[14] North Cobb retail market cluster includes the following submarkets: Bartow/Cartersville, Cherokee/Woodstock, Kennesaw/NW Cobb, Pickens County, and Town Center/Marietta. South Cobb retail market cluster includes the following submarkets: Cumberland/Galleria and Powder Springs/Austell.

In the North Cobb retail market cluster, rental rates have been making a slow and steady increase since second quarter of 2012, with the high in average rental rates being seen in the current quarter. Vacancy rates in the North Cobb retail market cluster have been slowly decreasing since fourth quarter of 2011, the current vacancy rate is lower than it has been in this retail market cluster since first quarter of 2010. There has been more square footage under construction in the North Cobb retail market cluster over the last five quarters than there had been since 2009.

In the South Cobb retail market cluster, rental rates have been slowly increasing since third quarter of 2012, with the peak in average rental rates being seen in the current quarter, though not at levels seen in 2009. Vacancy rates in the South Cobb retail market cluster have been basically stable since second quarter of 2012, following a steady increase over the course of 2011. The highest levels of square footage under construction in the South Cobb retail market cluster were also over the course of 2011. There was negative net absorption (-54,300) reported for the first quarter of 2013, but the second quarter has had a positive absorption (91,500).

In terms of individual retail submarkets, the following are within or contain a notable portion of Cobb County: Cumberland/Galleria, Kennesaw/NW Cobb, Powder Springs/Austell, and Town Center/Marietta. These relevant retail submarkets statistics are reviewed below.

The **Cumberland/Galleria** retail submarket has a total of 580 shopping centers, reflecting approximately 9.4 million square feet of retail space. The vacancy rate is 7.4%, which is below the metro average. The average rental rate is above the metro average, at $14.88 per square foot. Approximately 13,000 square feet have been delivered in this submarket this year, with no retail space under construction currently, according to CoStar. The year-to-date net absorption is negative for the Cumberland/Galleria retail submarket, at -45,800 square feet.

The **Kennesaw/NW Cobb** retail submarket has a total of 917 shopping centers, reflecting approximately 12.9 million square feet of retail space. The vacancy rate is 7.5%, which is below the metro average. The average rental rate is above the metro average, at $13.90 per square foot. No retail space has been delivered in this submarket this year, with 30,000 square feet of retail space under construction currently, according to CoStar. Approximately 47,200 square feet have been absorbed in the Kennesaw/NW Cobb retail submarket, year-to-date.

The **Powder Springs/Austell** retail submarket has a total of 804 shopping centers, reflecting approximately 11.0 million square feet of retail space. The vacancy rate is 12.0%, which is well above the metro average. The average rental rate is below the metro average, at $10.92 per square foot. No retail space has been delivered in this submarket this year, with 83,800 square feet of retail space under construction currently, according to CoStar. Approximately 83,000 square feet have been absorbed in the Powder Springs/Austell retail submarket, year-to-date.

The **Town Center/Marietta** retail submarket has a total of 637 shopping centers, reflecting approximately 12.6 million square feet of retail space. The vacancy rate is 8.9%, which is below the metro average. The average rental rate is on par with the metro average, at $12.99 per square foot. No retail space has been delivered in this

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submarket this year and no retail space is under construction currently, according to CoStar. Approximately 142,200 square feet have been absorbed in the Town Center/Marietta retail submarket, year-to-date.

RETAIL MARKET: SUBAREA DYNAMICS

For purposes of this analysis, the Planning Subareas established by Cobb County are utilized to review market dynamics across the County. There are four Planning Subareas that cover the County: Northeast, Southeast, Northwest, and Southwest.

Northeast Subarea

According to CoStar, the Northeast subarea consists of 410 retail buildings, representing approximately 7.3 million square feet of rentable area. As of August 2013, vacancy stood at 8.0% in the subarea. The subarea experienced 108,600 square feet of absorption through August 2013. The average age of retail buildings was 25.8 years, and the average rent was $12.80 per square foot per year. The vast majority of the Northeast subarea is located in CoStar's Town Center/Marietta retail submarket.

Overall, this market has very strong demographics for retail, with high incomes and a large proportion of families. Because the area is not a major employment center, most of the retail demand comes from this residential base. The intersection of Roswell Road and Johnson Ferry Road is "ground zero" for retail development in this subarea. The Avenue East Cobb is located close to this intersection and serves as the retail anchor. It is a lifestyle center with over 200,000 square feet of specialty retailers, including Gap, J. Crew, and Ann Taylor. Its success has encouraged other high-end boutiques to locate in neighboring shopping centers, which has greatly strengthened the area's overall drawing power. Several of the older strip centers in the area have been redeveloped to accommodate new tenants, including Target and Whole Foods.

There is additional strip center development throughout this subarea, but many of the centers located away from the Roswell Road/Johnson Ferry Road intersection struggle with high vacancy and low rents. This is especially true in the Canton Road area. As newer retail centers have been built, older shopping centers in the area have often become unable to compete for tenants.

Southeast Subarea

According to CoStar, the Southeast subarea consists of 1,620 retail buildings, representing approximately 21.2 million square feet of rentable area. As of August 2013, vacancy stood at 8.9%. This subarea experienced negative absorption of 29,800 square feet through August 2013. The average age of retail buildings was 31.9 years, and the average rent was $13.70 per square foot per year. The Southeast subarea includes portions of four CoStar retail submarkets: Cumberland/Galleria, Kennesaw/Northwest Cobb, Powder Springs/Austell, and Town Center/Marietta.

This subarea encompasses some of the oldest retail space in Cobb County, including the historic Marietta Square. As the county seat, downtown Marietta was the original shopping district for the County. While it no longer serves that purpose, it is still provides the cultural

and civic center of the area. It includes the recently re-opened Strand Theatre, numerous restaurants, and a significant amount of specialty retail.

Downtown Smyrna is also located in this subarea. Unlike Marietta, downtown Smyrna is a fairly new, master-planned town center. The retail portion of this development originally included a number of restaurants and specialty retailers. While the restaurants continue to anchor the area, most of the specialty retailers did not survive the economic downturn. Much of the former retail space is gradually being filled by service businesses, such as salons and small offices.

The major retail center in the Southeast subarea is Cumberland Mall, located along Highway 41/Cobb Parkway in the southern portion of the County. Cumberland Mall was built in the early 1970s as a two-level, indoor mall with four department store anchors: Sears, JCPenney, Davison's, and Rich's. When this center first opened, it served a very large trade area that extended north and west of metro Atlanta. This trade area was greatly eroded by the opening of Town Center Mall in north Cobb County and Arbor Place Mall in Douglas County. With its drawing power diminished, Cumberland began to enter a slow decline. Many of the high-end specialty stores departed for the nearby Vinings Jubilee lifestyle center. After losing two anchor department stores, the mall reinvented itself by demolishing both of the vacant department stores and replacing the former JCPenney with a Costco and the former Macy's/Davison's with an outdoor lifestyle center. The decision to include a Costco in the redevelopment was somewhat novel; as a warehouse store, Costco is definitely not a traditional mall anchor, but it also has a reputation as a discount store catering to a more affluent customer. Tenants in the new outdoor lifestyle component include the Cheesecake Factory, P.F. Chang's, and Chico's. This transformation repositioned the mall to better target the large number of office employees who work in the area, as well as the upper-income customers who live in west Buckhead and Vinings. These changes appear to have given the mall a new life in recent years. Based on increasing sales, the current Macy's store was completely renovated and its merchandise mix was greatly upgraded. Gradually, new stores have opened in the interior portion of the mall. New tenants in 2013 include Michael Kors, Teavana, Charming Charlie, and Sephora.

Outside of the mall, power centers along the southern portion of Highway 41/Cobb Parkway perform reasonably well. However, this market appears to be fairly static, with gains at one center creating vacancies at another. As one travels north on Highway 41 away from the Cumberland/Galleria area, retail development becomes older and much less competitive.

Vinings Jubilee is a small, village-style lifestyle center located in the heart of the wealthy Vinings community, just south of the Cumberland/Galleria area. It competes with Cumberland Mall for the upscale tenants and customers. For many years, Vinings Jubilee was "winning" this competition. With the opening of Cumberland's outdoor lifestyle component, the mall has been better able to compete. Just to the north of Vinings Jubilee and adjacent to I-285, there is another node of fairly significant retail, including Publix and Home Depot.

Northwest Subarea

According to CoStar, the Northeast subarea consists of 570 retail buildings, representing approximately 12.7 million square feet of rentable area. As of August 2013, vacancy stood at 7.8%, the lowest vacancy rate of the four subareas. The subarea experienced 170,741 square feet of absorption through August 2013. The average age of retail buildings was 21.9 years, representing the newest buildings of the four subareas. The average rent was $14.07 per square foot per year, the highest average rental rate of the four subareas. The majority of the Northwest subarea is located in CoStar's Kennesaw/Northwest Cobb retail submarket; the subarea also includes portions of the Town Center/Marietta submarket.

The Northwest subarea includes the historic downtowns in the cities of Kennesaw and Acworth. Neither of these downtowns qualify as major retail centers, but both are fairly active and have potential for future growth. In downtown Kennesaw, there are plans for two large-scale mixed-use projects that would include apartments and retail space. If these developments take place, downtown Kennesaw would likely increase in size and activity.

Most of the major retail centers in this subarea are located in and around the Barrett Parkway corridor. This area has a large number of power centers. In fact, most of the major big-box retailers with a metro Atlanta presence have a location along Barrett Parkway.

Town Center at Cobb mall is also located on Barrett Parkway. It is a super-regional indoor mall with 175 small shops, and Sears, JCPenney, Belk and Macy's as anchors. While many indoor malls have struggled over the past decade, Town Center has remained a strong retail destination. In recent years, JCPenney greatly expanded their store, Macy's opened a separate men's store, and Belk underwent a major renovation. Because there is no major shopping center to the north, Town Center is able to draw from a customer base that includes several counties to the north of Cobb.

There is also a significant amount of retail development along Highway 41/Cobb Parkway in this subarea. While much of it is smaller and older, there are areas with significant power center development near the City of Acworth, serving much of the area to the north of Acworth.

Southwest Subarea

According to CoStar, the Southwest subarea consists of 480 retail buildings, representing approximately 7.3 million square feet of rentable area. As of August 2013, vacancy stood at 14.4%, which is much higher than the other four subareas. The Southwest area experienced negative absorption of 21,800 square feet through August 2013. The average age of retail buildings is 28.4 years, and the average rent is $10.28 per square foot per year. This represents the lowest average rental rate of any of the four subareas. The Southwest subarea is located in CoStar's Powder Springs/Austell retail submarket.

The cities of Austell and Powder Springs have historic downtowns in this subarea. In their current state, they are not significant retail draws, but they do have the potential to become more active civic and commercial hubs in the future.



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Some of the earliest suburban retail development in the subarea took place along Veterans Memorial Highway. Many of these strip centers are now older and somewhat obsolete. While there are vacancies, this corridor still has an active retail presence. One of the few remaining Kmarts in metro Atlanta is located in this area.

Over the past 20 years, there has been a great deal of new power center development along the East-West Connector. Retailers in the area include Home Depot, Walmart, Lowe's, and Target. While much of this area is still fairly healthy, there are significant vacancies, particularly in the anchorless retail centers.

The Avenue West Cobb is the most upscale retail development in the subarea. It includes a variety of specialty retailers, including Gap, Banana Republic, Talbot's, and Chico's. It is important to note, however, that this center is located at the northern edge of the Southwest subarea. In all likelihood, the majority of its trade area is located to the north, in the Northwest subarea.

RETAIL MARKET: SUBAREA STATISTICS

The following table provides a comparison of retail market statistics for the four Cobb County Planning Subareas. It is important to note that the four Planning Subareas are not equal in geographic size, and, in most cases, include more than one established market/trade area.

SELECTED RETAIL STATISTICS, COBB PLANNING SUBAREAS

Subarea	# of Bldgs	Total Sq. Ft.	Average Age	Vacancy	Average Rental Rate
Northeast	410	7,300,000	25.8	8.0%	$12.80
Southeast	1,620	21,200,000	31.9	8.9%	$13.70
Northwest	570	12,700,000	21.9	7.8%	$14.07
Southwest	480	7,300,000	28.4	14.4%	$10.28

Source: CoStar Group, August 2013.

Retail: Subarea Size

The Southeast subarea has the largest number of retail buildings, at 1,620, and the largest total square feet of retail space, at 21.2 million square feet. The Northeast subarea has the fewest number of buildings, with just 410; due largely to its older retail centers constructed in larger development footprints. Both the Southwest and Northeast subareas have approximately 7.3 million square feet of retail space. This is quite a bit smaller than the other two subareas, but this is not surprising since the other subareas contain regional malls.

Retail: Subarea Age

The oldest retail buildings can be found in the Southeast subarea, with an average age of 31.9 years. The newest retail buildings are found in the Northwest subarea, with an average age of 21.9 years. These statistics indicate a fairly mature retail market in Cobb County.

Retail: Subarea Rental Rates

Because it does not have as many older, vacant shopping centers, the Northwest subarea has the highest average rental rate ($14.07 per square foot) for retail. The lowest rental rates are found in the Southwest subarea, with an average of $10.28 per square foot.

Retail: Subarea Vacancy

The highest vacancy rate for retail is found in the Southwest subarea, at 14.4%. This is most likely caused by the combination of fairly old retail stock and lower levels of disposable income in the area. The Northeast subarea has the lowest vacancy rate at 8.0%. This is likely the result of a lack of land for new construction in some areas (constricting supply) combined with high incomes in the area creating strong demand.

Office Market Assessment

OFFICE MARKET: NATIONAL & METRO SNAPSHOT

The United States office market was greatly impacted by the economic downturn of the past several years. The massive increases in unemployment drove down the demand for office space. The vacancy rate peaked at 13.5% in the first quarter of 2011, and has been gradually decreasing ever since. By second quarter 2013, the vacancy rate had fallen to 11.7%. While this is an improvement, it is still higher than the pre-recession vacancy rate of 10.6% in 2006. Rental rates had been rising through 2012 for the U.S., but the second quarter 2013 average quoted rate of $21.60 is a recent decline.[15]

Metro Atlanta was not immune to the effects of the weak economy, and by most measures, the Atlanta office market has fallen behind the national market. For second quarter 2013, metro Atlanta's office vacancy was 15.5%, which was much higher than the national figure. This was, however, an improvement over the peak vacancy rate of 17.5% in 2011. The average quoted rental rate for second quarter 2013 was $18.57 per square foot. This figure represents a slight improvement, but it is still below the national average, and well below the previous metro Atlanta peak of $20.49 in 2008.[16] With the current trends of positive absorption and fairly low deliveries of new space, it is expected that the vacancy rate will continue to slowly decrease over the short-term. This should also create modest positive pressure on rental rates.

OFFICE MARKET: COBB COUNTY SUBMARKET OVERVIEW[17]

Cobb County is primarily located within the Northwest Atlanta office market cluster.[18] The Northwest Atlanta office market cluster accounts for approximately 15.8% of the metro Atlanta office market. The Northwest Atlanta office market cluster has a total of 3,009 buildings, reflecting approximately 47.5 million square feet of office space, and does include areas outside of the actual County boundaries. The vacancy rate is on par with the metro average, at 15.4%. The average rent per square foot is below the metro average, at $17.73. Approximately 2,600 square feet have been delivered in this market cluster this year, with another 117,400 square feet under construction currently, according to CoStar. The square footage under construction is 100% pre-leased and ranks this office market cluster fifth among the 10 metro office markets clusters for construction activity. The year-to-date net absorption for the Northwest Atlanta office market cluster is 372,500 square feet.

In the Northwest Atlanta office market cluster, rental rates have been fluctuating between $17.00 and $18.50 since third quarter 2009. Vacancy rates in the Northwest Atlanta office market cluster held steady between third quarter 2009 and third quarter 2011. There was a decline in the vacancy rate over the following three quarters, with a notable increase reported

[15] Source: *The CoStar Office Report*, National Office Market; Mid-Year 2013.
[16] Source: *The CoStar Office Report*, Atlanta Office Market; Mid-Year 2013.
[17] Source: *The CoStar Office Report*, Atlanta Office Market; Mid-Year 2013.
[18] Northwest Atlanta office market cluster includes the following submarkets: Bartow County, Cherokee County, Cumberland/Galleria, East Cobb, Kennesaw/Town Center, and Pickens County.



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in third quarter 2012, and then further decreases over the last three quarters. There has been consistent construction activity in the Northwest Atlanta office market cluster in recent years, though in small square footages delivered to market over time. Absorption in this office market cluster has been positive in nine of the last 11 quarters.

In terms of individual office submarkets, the following are within or contain a notable portion of Cobb County. Cumberland/Galleria, Douglasville/Lithia Springs, East Cobb, and Kennesaw/Town Center. These relevant office submarkets statistics are reviewed below.

The **Cumberland/Galleria** office submarket has a total of 738 office buildings, reflecting approximately 28.3 million square feet of office space. The vacancy rate is 16.5%, which is above the metro average. The average rental rate is just below the metro average, at $18.31 per square foot. No office space has been delivered in this submarket this year and no office space is under construction currently, according to CoStar. Approximately 200,300 square feet have been absorbed in the Cumberland/Galleria office submarket, year-to-date.

The **Douglasville/Lithia Springs** office submarket has a total of 346 office buildings, reflecting approximately 2.6 million square feet of office space. The vacancy rate is 14.0%, which is below the metro average. The average rental rate is well below the metro average, at $14.55 per square foot. No office space has been delivered in this submarket this year, with 7,100 square feet of office space under construction currently, according to CoStar. Approximately 56,600 square feet have been absorbed in the Douglasville/Lithia Springs office submarket, year-to-date.

The **East Cobb** office submarket has a total of 341 office buildings, reflecting approximately 3.0 million square feet of office space. The vacancy rate is 19.5%, which is well above the metro average. The average rental rate is well below the metro average, at $15.64 per square foot. No office space has been delivered in this submarket this year and no office space is under construction currently, according to CoStar. Approximately 34,100 square feet have been absorbed in the East Cobb office submarket, year-to-date.

The **Kennesaw/Town Center** office submarket has a total of 1,229 office buildings, reflecting approximately 11.4 million square feet of office space. The vacancy rate is 12.7%, which is well below the metro average. The average rental rate is below the metro average, at $16.84 per square foot. No office space has been delivered in this submarket this year, with 16,700 square feet of office space under construction currently, according to CoStar. Approximately 69,200 square feet have been absorbed in the Kennesaw/Town Center office submarket, year-to-date.

OFFICE MARKET: SUBAREA DYNAMICS

For purposes of this analysis, the Planning Subareas established by Cobb County are utilized to review market dynamics across the County. There are four Planning Subareas that cover the County: Northeast, Southeast, Northwest, and Southwest.

Northeast Subarea

According to CoStar, the Northeast subarea has approximately 390 buildings with 2.8 million square feet of rentable space. In August 2013, the vacancy rate was 14.5%. Over the first eight months of 2013, approximately 16,500 square feet of office space was absorbed in the market. The average age of office buildings in the subarea was 23.2 years, and the average rent was $15.12 per square foot per year. The Northeast subarea includes most of CoStar's East Cobb office submarket, along with portions of the Cumberland/Galleria and Kennesaw/Town Center office submarkets.

A combination of easy transportation access and a high level of amenities are typically required to attract large, corporate office tenants. Because most of the Northeast subarea is not located directly adjacent to an interstate, office space in this area tends to be geared more towards tenants serving local residents. However, the office market in the subarea is not insignificant, and smaller office buildings are interspersed with retail development throughout the subarea, most notably on Roswell Road. In addition, a significant amount of service-related office is located in the subarea's retail centers.

The large amount of executive housing in the area has also supported an office market for entrepreneurial businesses owned by nearby residents. These businesses often serve a broader market than just local residents, but they still tend to be smaller in both employee count and square footage than traditional office buildings. To satisfy the demand from this type of tenant, the subarea has several office buildings that, while fairly small, have architecture and construction more typical of Class A properties than the typical local-serving office building.

Southeast Subarea

According to CoStar, the Southeast subarea has approximately 1,460 buildings with 31.3 million square feet of rentable space, making it by far the largest office market of the four subareas. In August 2013, the vacancy rate was 15.7%, which was the highest of the four subareas. Over the first eight months of 2013, approximately 170,900 square feet of office space was absorbed in the market. The average age of office buildings in the subarea was 38.0 years and the average rent was $17.79 per square foot per year. This is the highest average rental rate of the four subareas. The Southeast subarea includes most of CoStar's Cumberland/Galleria office submarket, along with portions of the East Cobb and Kennesaw/Town Center office submarkets.

The Southeast subarea includes the Cumberland/Galleria area, one of the largest Class A office markets in metro Atlanta. As is typical of areas with a large concentration of suburban office space, this office market grew up at the intersection of two major interstates (I-75 and I-285) and adjacent to a regional retail center (Cumberland Mall). The availability of nearby executive housing in Buckhead, Sandy Springs, Vinings, and East Cobb was also a strong component of this subarea's office development. Over the past 40 years, the area has developed an impressive skyline with a collection of tall office buildings. Over the past several decades, the Cumberland/Galleria office market has expanded eastward to the intersection of Windy Hill Road and Powers Ferry Road, with the construction of the Wildwood development, an area of large, multi-story office buildings. To the southwest, office development has extended to the intersection of Paces Ferry Road and I-285. Major tenants in the area include Home Depot and the Weather Channel.

In addition to the large-scale corporate market, the Southeast subarea also includes a large of number of smaller office buildings spread throughout the subarea with tenants who provide services to local residents. Close to the Marietta downtown square, there is also a significant amount of office space with tenants who are in some way connected to County government or courthouse operations.

Northwest Subarea

According to CoStar, the Northwest subarea has approximately 340 buildings with 5.0 million square feet of rentable space. In August 2013, the vacancy rate was 14.9%. Over the first eight months of 2013, approximately 48,200 square feet of office space was absorbed in the market. The average age of office buildings in the subarea was 26.8 years and the average rent was $16.85 per square foot per year. The Northwest subarea is included in CoStar's Kennesaw/Town Center office submarket.

The Northwest subarea has a fairly large office market with a variety of regional and national companies. Major office tenants in the area include Cryolife and Aaron's, Inc. Development in the area tends to be more horizontal, without the tall office buildings found in the much denser Cumberland/Galleria area of the County. This area is particularly attractive to companies with a large middle-income workforce because of the high quality, but fairly affordable, housing in the area. Access to I-75 is an important driver of office demand, and the location of the Cobb County Airport, McCollum Field, within the subarea is a transportation amenity for local companies. In addition, the strong retail lineup of Town Center Mall and surrounding retail centers is another factor contributing to the growth of this office market.

Office space in the area is spread out, but much of it is located in the areas directly north of Barrett Parkway to the west of I-75. Another concentration of office space can be found along Chastain Road to the east of I-75. Both of these areas have traditional office space mixed with flex and light industrial properties.

Southwest Subarea

According to CoStar, the Southwest subarea has approximately 210 office buildings with 1.5 million square feet of rentable space. The Southwest subarea has the smallest office market of the four subareas. In August 2013, the vacancy rate was 11.4%, which was the lowest vacancy rate of the four subareas. Over the first eight months of 2013, approximately 23,300 square feet of office space was absorbed in the market. The average age of office buildings in the subarea was 39.1 years, the oldest of the four subareas. The average rent was $12.20 per square foot per year, the lowest of the four subareas. The Southwest subarea is located mainly in CoStar's Douglasville/Lithia Springs and Kennesaw/Town Center office submarkets, with a small portion in the Cumberland/Galleria office submarket.

The Southwest subarea does not have a large Class A office market. The area lacks the retail amenities and executive housing typically required for the formation of a major office node. This does not mean, however, that the office market is not notable; however, office tenants in

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the area tend to be those who serve the needs of local residents. Examples of this type of tenant would include doctor's offices, dentist's offices, insurance agencies, and bookkeepers.

Many offices in the area are located in converted homes, and vacant retail space in the subarea also provides strong competition for office tenants. In areas where retail centers and office buildings compete for the same tenants, rental rates tend to be depressed.

OFFICE MARKET: SUBAREA STATISTICS

The following table provides a comparison of office market statistics for the four Cobb County Planning Subareas. It is important to note that the four Planning Subareas are not equal in geographic size, and, in most cases, include more than one established market/trade area.

SELECTED OFFICE STATISTICS, COBB PLANNING SUBAREAS

Subarea	# of Bldgs	Total Sq. Ft.	Average Age	Vacancy	Average Rental Rate
Northeast	390	2,800,000	23.2	14.5%	$15.12
Southeast	1,460	31,300,000	38.0	15.7%	$17.79
Northwest	340	5,000,000	26.8	14.9%	$16.85
Southwest	210	1,500,000	39.1	11.4%	$12.20

Source: CoStar Group, August 2013.

Office: Subarea Size

The Southeast subarea has the largest number of office buildings, at 1,460, and the largest total square feet of office space, at 31.3 million square feet. The Southwest subarea has the fewest number of buildings, with just 210. The Southwest subarea also has the smallest amount of total office space, with 1.5 million square feet.

Office: Subarea Age

The oldest office buildings can be found in the Southwest subarea, with an average age of 39.1 years. The newest office buildings are found in the Northeast subarea, with an average age of 23.2 years. These statistics indicate a fairly mature office market in Cobb County.

Office: Subarea Rental Rates

Because of its position as a major Class A office node, the Southeast subarea has the highest average rental rate at $17.79 per square foot. The lowest rental rates are found in the Southwest subarea, with an average rate of $12.20 per square foot.

Office: Subarea Vacancy

The highest vacancy rate for office is found in the Southeast subarea at 15.7%. This subarea's position as a major office node for metro Atlanta can create volatility in the vacancy rate as large tenants enter or leave the market. The Southwest subarea has the lowest vacancy rate at

11.4%. Because office tenants in this subarea tend to be small firms providing services to local residents, the amount of space utilized by office tends to remain fairly stable.

Industrial Market Assessment

INDUSTRIAL MARKET: NATIONAL & METRO SNAPSHOT

After suffering through several years of poor economic conditions, the United States industrial market is beginning to rebound. A great deal of the recovery is driven by national retailers and third-party logistics companies who need large, modern distribution space. For second quarter 2013, the national vacancy rate was 8.5%, which represented the lowest vacancy since 2008. Quoted rental rates had been increasing through 2012, but the average for mid-year 2013 of $5.25 was a slight decline.[19]

Metro Atlanta's industrial market is somewhat weaker than the nation's. The metro vacancy rate was 11.9% for second quarter 2013, which was much higher than the national rate. Still, this was metro Atlanta's fourth consecutive quarter of incremental decrease in average vacancy rate. The average quoted rental rate was $3.89, which is much lower than the national average, and still lower than metro Atlanta's peak of $4.39 in 2008.[20]

INDUSTRIAL MARKET: COBB COUNTY SUBMARKET OVERVIEW[21]

Cobb County is primarily located within the Northwest Atlanta industrial market cluster.[22] The Northwest Atlanta industrial market cluster accounts for approximately 11.0% of the metro Atlanta industrial market. The Northwest Atlanta industrial market cluster has a total of 2,313 buildings, reflecting approximately 71.7 million square feet of industrial space, and does include areas outside of the actual County boundaries. The vacancy rate is below the metro average, at 10.5%. The average rent per square foot is higher than the metro average, at $4.76. No industrial space has been delivered in this market cluster this year, with no industrial space under construction currently, according to CoStar. Only two of the nine metro Atlanta industrial market clusters report square footage under construction, and none of it is pre-leased. The year-to-date net absorption for the Northwest Atlanta industrial market cluster is 980,800 square feet.

In the Northwest Atlanta industrial market cluster, rental rates have been relatively stable since fourth quarter 2011, after a downward trend from third quarter 2009 into 2011. Vacancy rates have been on a downward trend in the Northwest Atlanta industrial market cluster since third quarter 2009, with an approximately five percent decrease. There has been very little new construction in this market cluster in recent years, and the absorption of space has been positive for six of the last seven quarters.

[19] Source: *The CoStar Industrial Report*, National Industrial Market; Mid-Year 2013.
[20] Source: *The CoStar Industrial Report*, Atlanta Industrial Market; Mid-Year 2013.
[21] Source: *The CoStar Industrial Report*, Atlanta Industrial Market; Mid-Year 2013.
[22] Northwest Atlanta industrial market cluster includes the following submarkets: Kennesaw/Acworth, Pickens County, SE Cobb County/Marietta, and Woodstock/Canton.

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In terms of individual industrial submarkets, the following are within or contain a notable portion of Cobb County: Chattahoochee, Kennesaw/Acworth, and SE Cobb County/Marietta. These relevant industrial submarkets statistics are reviewed below.

The **Chattahoochee** industrial submarket has a total of 703 industrial buildings, reflecting approximately 22.6 million square feet of industrial space. The vacancy rate is 6.5%, which is well below the metro average. The average rental rate is well above the metro average, at $5.29 per square foot. No industrial space has been delivered in this submarket this year and no industrial space is under construction currently, according to CoStar. Approximately 24,400 square feet have been absorbed in the Chattahoochee industrial submarket, year-to-date.

The **Kennesaw/Acworth** industrial submarket has a total of 732 industrial buildings, reflecting approximately 33.5 million square feet of industrial space. The vacancy rate is 10.2%, which is below the metro average. The average rental rate is basically on par the metro average, at $3.92 per square foot. No industrial space has been delivered in this submarket this year and no industrial space is under construction currently, according to CoStar. Approximately 877,800 square feet have been absorbed in the Kennesaw/Acworth industrial submarket, year-to-date.

The **SE Cobb County/Marietta** industrial submarket has a total of 947 industrial buildings, reflecting approximately 28.3 million square feet of industrial space. The vacancy rate is 10.8%, which is below the metro average. The average rental rate is well above the metro average, at $5.90 per square foot. No industrial space has been delivered in this submarket this year and no industrial space is under construction currently, according to CoStar. The year-to-date net absorption is negative for the SE Cobb County/Marietta industrial submarket, at -10,000 square feet.

INDUSTRIAL MARKET: SUBAREA DYNAMICS

For purposes of this analysis, the Planning Subareas established by Cobb County are utilized to review market dynamics across the County. There are four Planning Subareas that cover the County: Northeast, Southeast, Northwest, and Southwest.

Northeast Subarea

The Northeast subarea has approximately 75 industrial buildings with 1.1 million square feet of rentable space, making it by far the smallest industrial market of the four subareas. In August 2013, the vacancy rate for the subarea stood at 6.1%. The average rent was $5.80 per square foot per year, the highest of the four subareas. The average age of the buildings was 27.1 years. During the first eight months of the year, approximately 17,800 square feet of industrial space was absorbed in the subarea. The Northeast subarea is located largely in CoStar's SE Cobb County/Marietta industrial submarket, with a small portion located in the Woodstock/Canton industrial submarket.

The Northeast subarea industrial market is fairly small for a number of reasons. In general, the area has a large and affluent residential base that results in a strong demand for land for retail and residential uses. Because of this, industrial uses have largely been squeezed out of the Northeast subarea. In addition, large-scale industrial uses tend to congregate near major

highways, and only a small portion of the subarea has direct access to I-75 or I-575. The result is an industrial market with very little large-scale distribution but a great deal of smaller flex spaces, which are more compatible with nearby residential uses. The subarea does have a section of more traditional industrial space located north of Canton Road and adjacent to industrial development in the Southeast subarea. Overall, the industrial market in this subarea is relatively stable and is unlikely to experience a great deal of future growth.

Even though the industrial market is small, it is fairly healthy because of the large amount of executive housing in the area. For small companies that utilize industrial space, proximity to the owner's home is often a key decision factor when choosing a location.

Southeast Subarea

The Southeast subarea has approximately 660 industrial buildings with 22.1 million square feet of rentable space. This is the largest industrial market of the four subareas. In August 2013, the vacancy rate for the subarea stood at 7.9% and the average rent was $4.25 per square foot per year. The average age of the buildings was 30.3 years, the oldest of the four subareas. During the first eight months of the year, this subarea experienced negative absorption of approximately 56,200 square feet. The Southeast subarea is located largely within CoStar's Chattahoochee and SE Cobb County/Marietta industrial submarkets.

This area is home to a variety of industrial uses, including major manufacturing facilities such as the Lockheed Martin Aeronautical Plant in Marietta. Access to I-75 and I-285 drives this industrial market, and demand weakens as you get further from the interstates. The proximity to executive housing in Vinings, Buckhead, and East Cobb has also been a factor in the attraction of industrial businesses to the area.

Much of the industrial development in this subarea took place when the central portions of Cobb County still had large tracts of vacant, developable land. This is no longer the case, and Cobb County has reached a density of development that is making industrial land attractive for other types of development. Before the economic downturn, a significant amount of industrial property close to I-285 was converted to other uses. The industrial market in this subarea is fairly stable and unlikely to see a great deal of growth.

Northwest Subarea

The Northwest subarea has approximately 350 industrial buildings with 16.2 million square feet of rentable space. In August 2013, the vacancy rate for the subarea stood at 8.6%, and the average rent was $4.53 per square foot per year. The average age of the buildings was 20.2 years, which was the lowest average age of the four subareas. During the first eight months of the year, this subarea absorbed approximately 312,500 square feet of industrial space. The Northwest subarea is located largely in CoStar's Kennesaw/Acworth industrial submarket.

The Northwest subarea has a significant industrial market, based on its access to I-75 and its proximity to high-quality workforce housing. The Cobb County Airport, McCollum Field, is another transportation asset located in the area. According to local leasing agents, firms looking for industrial space in the area tend to have businesses more focused on "value-added" processes that require a more skilled workforce, in comparison to simple distribution

operations. In addition, development pressure from other uses has tended to discourage the attraction of large-scale distribution facilities.

Unlike many areas of Cobb County, industrial uses in the Northwest subarea tend to coexist with office development. This is especially apparent in the area north of Barrett Parkway and west of I-75 and in the business parks along Chastain Road.

Southwest Subarea

The Southwest subarea has approximately 280 industrial buildings with 15.4 million square feet of rentable space. In August 2013, the vacancy rate for the subarea stood at 16.3% and the average rent was $3.13 per square foot per year. This represents the highest vacancy and the lowest average rental rate of the four subareas. The average age of the buildings was 23.9 years. During the first eight months of the year, this subarea absorbed approximately 103,100 square feet of industrial space. The Southwest subarea is located largely in CoStar's SE Cobb County/Marietta industrial submarket, with a small portion in the I-20 W/Douglasville industrial submarket.

The industrial market in the Southwest subarea tends to struggle for a number of reasons. Industrial uses in the area tend towards distribution and warehouse, and while I-20 does cross the southeast corner of the subarea, much of the area lacks direct interstate access. In addition, the area is just outside of the strong industrial cluster in South Fulton County that serves Hartsfield-Jackson International Airport. Leasing agents also often mention a lack of executive housing in the area as a deterrent to industrial leasing. Company executives typically look for a facility within a reasonable commute from their home, and this causes many corporate decision-makers to pass over this area. Also, many of the industrial buildings in the subarea are older and some are functionally obsolete.

During the housing boom of the mid-2000s, the Mableton area experienced a great deal of residential growth that tended to push out many industrial uses. While the housing market in Mableton has slowed considerably, re-zonings and new development patterns make it less likely for large-scale industrial development in the area.

The small portion of the subarea located adjacent to I-20 does have a stronger industrial market. This area is often considered to be an extension of the very large Fulton Industrial District in adjacent Fulton County. Its biggest draw is its direct interstate access. The Riverside development, just south of I-20, provides newer industrial and flex space in an attractive corporate campus environment.

INDUSTRIAL MARKET: SUBAREA STATISTICS

The following table provides a comparison of industrial market statistics for the four Cobb County Planning Subareas. It is important to note that the four Planning Subareas are not equal in geographic size, and, in most cases, include more than one established market/trade area.

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SELECTED INDUSTRIAL STATISTICS, COBB PLANNING SUBAREAS

Subarea	# of Bldgs	Total Sq. Ft.	Average Age	Vacancy	Average Rental Rate
Northeast	80	1,100,000	27.1	6.1%	$5.80
Southeast	660	22,100,000	30.3	7.9%	$4.25
Northwest	350	16,200,000	20.2	8.6%	$4.53
Southwest	280	15,400,000	23.9	16.3%	$3.13

Source: CoStar Group, August 2013.

Industrial: Subarea Size

The Southeast subarea has the largest number of industrial buildings, at 660, and the largest total square feet of industrial space, at 22.1 million square feet. This subarea has direct access to long sections of both I-75 and I-285, which makes it a desirable location for larger industrial properties. The Northeast subarea has the fewest number of buildings, with approximately 80. The Northeast subarea also has the smallest amount of total industrial space, with 1.1 million square feet.

Industrial: Subarea Age

The oldest industrial buildings can be found in the Southeast subarea, with an average age of 30.3 years. The newest industrial buildings are found in the Northwest subarea, with an average age of 20.2 years.

Industrial: Subarea Rental Rates

The Northeast subarea has the highest average rental rate at $5.80 per square foot. The lowest rental rates are found in the Southwest subarea, with an average rate of $3.13 per square foot.

Industrial: Subarea Vacancy

The highest vacancy rate for industrial is found in the Southwest subarea at 16.3%. The Northeast subarea has the lowest vacancy rate at 6.1%. This is likely the result of supply constrained by a lack of available land.

Potential Future Market Trends

Both the economic base and the built environment vary greatly across Cobb County. Therefore, it is not surprising that certain areas have fared better than others from an economic standpoint. In order to understand future development trends for the County, it is important to look closely at the smaller areas that are especially well-suited for redevelopment or new development.

Each subarea of the County includes several nodes or corridors with opportunities for future growth or redevelopment. The following maps provide an overview of the areas with the most potential for enhanced market performance. It is important to note that this development outlook is based on current market conditions and performance dynamics, which are always in flux and subject to change.

MARKET DYNAMICS EXPLANATIONS

The following categories are used on the maps to denote the various redevelopment or development opportunities and potential market enhancements.

Mixed Use Infill

Over the past two decades, developments that include some combination of office, retail, and residential uses have greatly increased in favor with both consumers and with commercial tenants. In areas of the County that have strong real estate dynamics but functionally obsolete commercial properties, it is possible and desirable to redevelop these older properties to include a variety of new commercial and residential uses.

Retail Pruning

As retail markets shift and mature, it is not uncommon for areas to be left with obsolete retail space or just too much retail space in general. In these instances, it is imperative that non-productive retail space be removed from the market so that the remaining space can remain economically viable.

Retail Re-Tenanting

Over time, shopping centers and retail districts may no longer effectively serve their surrounding trade area. In cases where significant retail space is supportable by the local population but the retail properties are older and tend to struggle, it may be necessary for the buildings to be renovated and for a more appropriate tenant mix to be created.

Office Development

Because of its accessibility and strong demographics, Cobb County has developed a large and vibrant office market. Over time it should be possible to grow this office market in areas with access to major highways and executive housing.

Flex/Industrial Development

Because Cobb is a maturely developed county, there is not a great deal of land available for additional industrial or flex (office/industrial) space. However, industrial uses help to diversify both the job market and the tax base, and these uses should be encouraged where viable and appropriate.

New Residential

While much of Cobb County is built-out, there are still some limited areas where land is available and desirable for new residential development, most likely single-family development.

Existing Residential Reinvestment

In established and mature residential areas where home values are rising, efforts should be made to encourage updating and renovation of the existing housing stock. Conversely, in areas where existing homes are suffering from disinvestment, efforts should be made to encourage rehabilitation of the existing housing stock.

Residential Densification

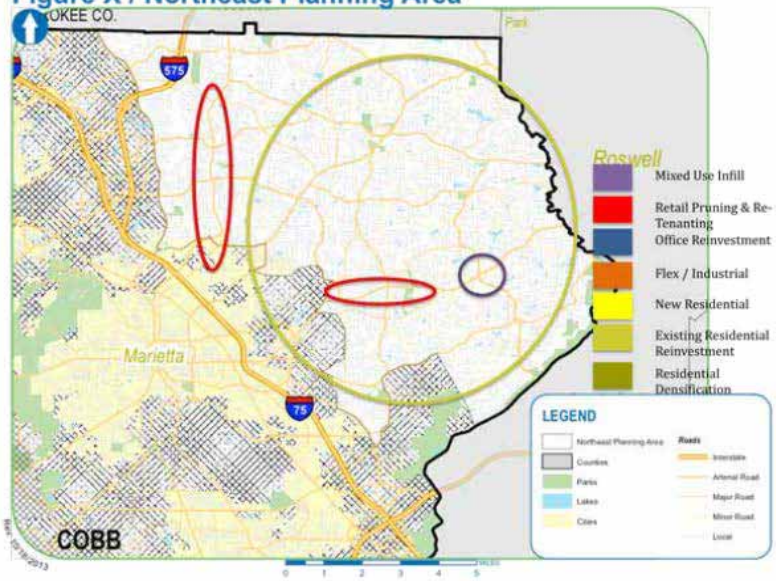
Certain established residential areas are largely built-out, but continue to grow in popularity. In these instances, it is possible to accommodate additional growth through infill development. This increases residential supply in the market and leads to an overall increase in density.

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FUTURE MARKET: NORTHEAST SUBAREA

Figure X / Northeast Planning Area



The Northeast subarea is a strong residential area, and as a result, supports significant commercial development. Due to the high wealth and family structure in the area, this dynamic is likely to continue.

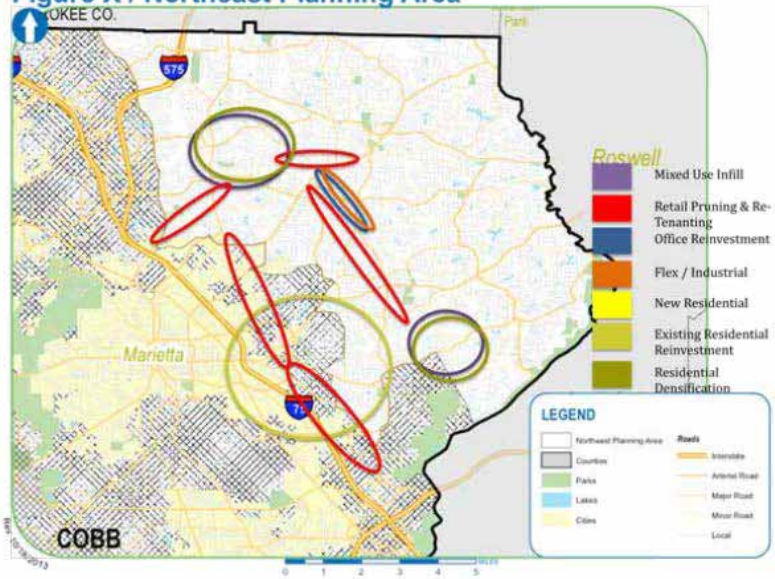
The Northeast subarea has an opportunity for mixed-use development in the area around the intersection of Roswell Road and Johnson Ferry Road. Retail tenants in the area are fairly high-end, and the area is a desirable place to live. These two attributes provide the necessary ingredients for successful mixed-use development.

Many areas along Canton Road and some portions of Roswell Road have a great deal of older, outdated retail space with high vacancy. Some of these centers simply need to be re-tenanted with businesses that satisfy current demand in the area. However, it is likely that retail demand in some areas is not strong enough for all of these centers to survive. Many of the anchorless strip centers may need to be pruned or converted to other uses.

Much of the Northeast subarea consists of older single-family neighborhoods that do not meet the current demand for more upscale housing in the area. Many of these older homes are being renovated and upgraded, and this trend is likely to continue.

FUTURE MARKET: SOUTHEAST SUBAREA

Figure X / Northeast Planning Area



The Southeast subarea has some of the oldest development in Cobb County, so it is not surprising that there is a need for a great deal of redevelopment in the area. With a number of aging shopping centers, the Cobb Parkway, South Cobb Drive, Powder Springs Road, and Roswell Road corridors will require both retail pruning and retail re-tenanting.

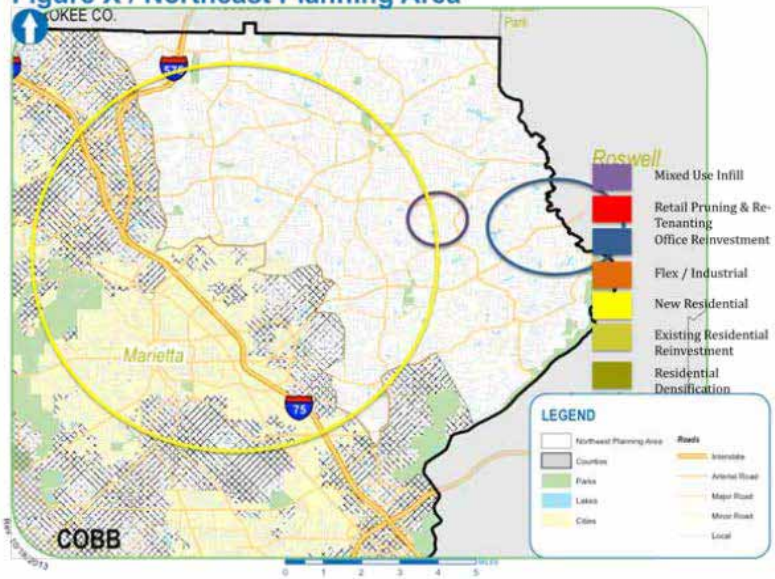
In the older sections of Smyrna, a great deal of residential reinvestment is taking place because of the area's access to I-75, I-285, and nearby employment centers. This reinvestment is likely to continue.

Both the Cumberland/Galleria area and the areas within walking distance of the Marietta Square have demand for mixed-use infill developments. There is also an opportunity for continued residential densification in the areas around the Marietta Square. Currently, a great deal of vacant land in the area is slated for development with new housing.

If the City of Marietta succeeds in its efforts to purchase the majority of the aging apartment complexes along Franklin Road for redevelopment, this area could see large-scale office or industrial/flex development. The area's access to I-75 and proximity to executive housing provide a base to support new commercial development.

FUTURE MARKET: NORTHWEST SUBAREA

Figure X / Northeast Planning Area



The Northwest subarea is the last area of Cobb County to fully develop. In the western portions of the subarea, there is still a good bit of land available for traditional single-family development. The area around Town Center Mall is largely built-out with retail, but the area's amenity base and access to transportation make it an area with the potential for further office development.

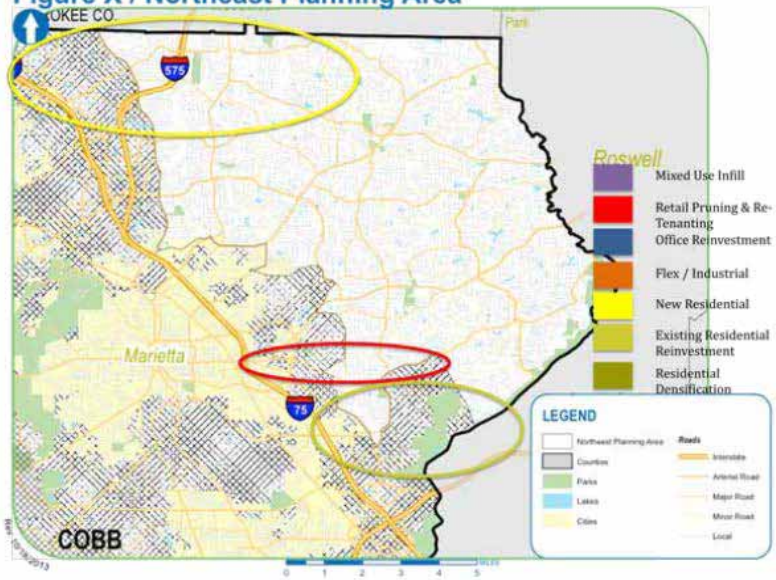
Kennesaw's historic downtown is fairly small, but plans for two major apartment complexes near the heart of downtown signify the possibility of creating fairly dense mixed-use developments in the area. The large student population at the nearby Kennesaw State University could provide a possible demand base for further residential and commercial development.

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FUTURE MARKET: SOUTHWEST SUBAREA

Figure X / Northeast Planning Area



Many portions of the Southwest subarea are in need of redevelopment, but fairly low incomes and the lack of a major employment center make this redevelopment difficult. Many of the apartment communities and single-family neighborhoods north of I-20 are suffering from disinvestment. While there has been a great deal of infill development in the Mableton area to the north, it is uncertain as to whether the housing market to the south will strengthen enough to support large-scale reinvestment. However, the area's easy access to the City of Atlanta does provide some possibility for the housing market in this area to rebound.

There is a great deal of commercial development in the Veterans Memorial Drive area that is older and suffering from disinvestment. Some of the retail centers will need renovation and re-tenanting, while others will most likely have to be converted to other uses.

The northern portions of the subarea still have a significant amount of land available for new single-family development. This area is considered to be desirable by new home buyers, so growth in the area is expected to continue.

Based on access limitations, and current income levels, residential patterns, and employment levels, further office and industrial development in the area seems unlikely.

Cobb County Market Key Findings

- Cobb County is a **mature county approaching build-out**. In most areas, attention will be focused on redevelopment instead of new development. In general, the eastern half of the County is more mature, and these areas have been experiencing this dynamic in recent years. This is also happening in the more densely developed and incorporated portions of the County, such as the cities of Smyrna and Marietta.
- There is a **disparity in incomes across Cobb County**, with the northern and eastern portions of the County tending to be wealthier, and the southwestern areas tending to be less wealthy. These residential development patterns directly impact the location of office, retail, and industrial development.
- There are **three primary factors that drive home sales in Cobb**: the perceived quality of neighborhood schools, accessibility to the interstates, and walkability/proximity to amenities. If there is one of these attributes, there is a market for housing. If there is more than one of these, the for-sale housing market is strong. If there are not any of these three attributes, the for-sale housing market is very weak.
- As a historically suburban area, for-sale residential development in Cobb County has **typically taken the form of single-family neighborhoods**. However, there has been a move towards somewhat denser development in the most highly sought-after areas as land has become scarce. Large-scale townhome development has taken place in the areas with easy access to job centers. These townhomes are typically comparable to single-family homes in size, finishes, and amenities. Before the economic downturn, there was also a significant amount of condominium development in the Cumberland/Galleria area.
- In general, the Cobb County **apartment market is fairly comparable to the larger metro Atlanta market**. The Cumberland/Galleria area has developed a fairly strong luxury rental market because of its large employment base and nearby retail amenities. In many other areas of the County, older apartment communities are aging and suffering from disinvestment. In order to keep a healthy mix of unit types and rental rates, many of the County's apartments will need to be renovated or redeveloped.
- Cobb County has a **very mature retail market**. The upper end of the market is well-covered with two regional malls (Cumberland and Town Center) and three lifestyle centers (Avenue East Cobb, Avenue West Cobb, and Vinings Jubilee). On the whole, the County's malls, lifestyle centers, and power centers are performing well. All areas of the County also have a great deal of strip center development, much of which is aging and suffering from high vacancy rates. Strip centers that were originally anchored by a grocery store that has now left tend to be the weakest performers in the market. Centers built without an anchor also struggle in areas where disposable incomes are low or where retail is overbuilt.
- Cobb has a **healthy office market**. The Cumberland/Galleria area is the largest and strongest office area, and the area surrounding Town Center Mall and the Windy Hill area east of I-75 also have extensive office development. Over the short term, rental rates do not indicate support for a great deal of new office. Over the longer term, Cobb should continue to grow as an office market.
- Cobb is **not a substantial industrial market** in metro Atlanta, and that is unlikely to change. Areas with suitable access are too expensive for industrial development. I-75 north is not as strong of an industrial corridor as some of the other major interstate corridors in metro Atlanta for various reasons, such as terrain, access to markets, and land prices.