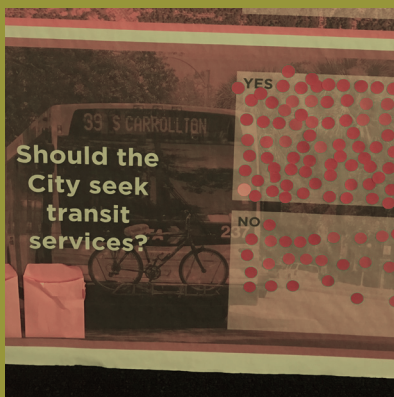


3

ACHIEVING THE VISION: COMMUNITY WORK PROGRAM

This chapter outlines the overall strategy and action items for achieving the community vision. It addresses the questions:

- How can we best address the priority needs and opportunities our community will face in the future?
- What action items and capital projects will help us now to achieve our vision?





3. ACHIEVING THE VISION: COMMUNITY WORK PROGRAM

Smyrna is community of action with a long planning history of effective implementation. The community work program is where the rubber meets the road in terms of allocation of funds, definition of required actions, and plans for future studies that will take the city closer to achieving its vision. It is grounded in the recommendations of previous planning studies and charts a new course in line with the community's overall vision and goals.

OVERVIEW

COMMUNITY WORK PROGRAM

Following is a community work program designed to help Smyrna achieve its vision and goals and thereby address the needs and opportunities identified through this and prior planning efforts.

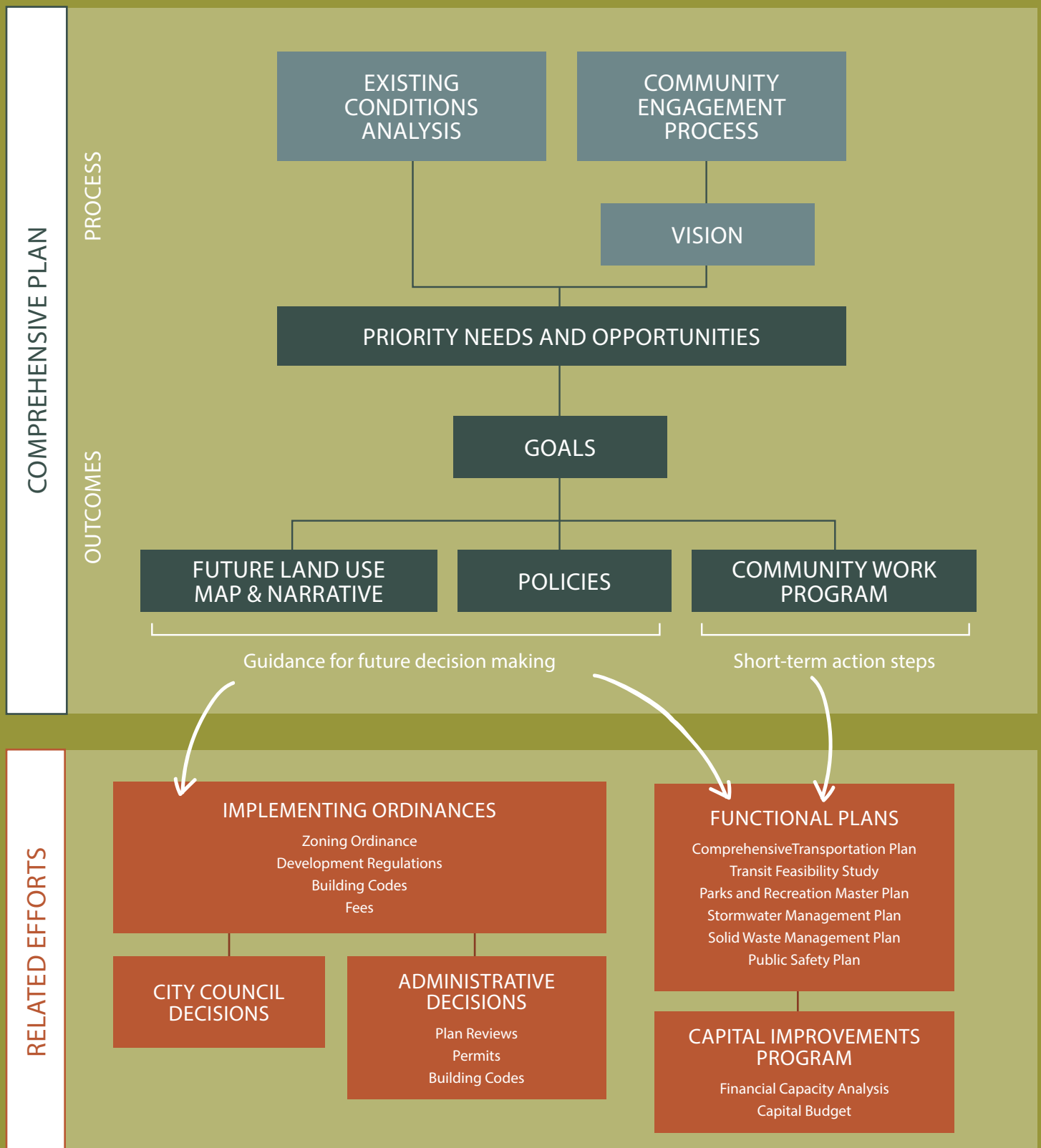
This work program is divided into three parts: a set of Policies and Actions, a 100-day Action Plan, and a five-year short-term work program.

The Policies and Actions borrow heavily from previously documented planning efforts and adopted policies. The 100-day Action Plan comprises high-priority or strong first steps to implementing the plan in order to address the needs and opportunities that the community affirmed and identified. Finally, the five-year Short-Term Work Program lays out very specific projects and initiatives the City plans to undertake and identifies projected costs, implementation partners, and funding sources.



HOW DOES THE VISION GET IMPLEMENTED?

As the city's umbrella policy document, the 2040 Comprehensive Plan will both provide guidance for future decision making and establish tangible action items to work toward realizing the community's vision.



POLICIES AND ACTIONS

Policies and action items that are a part of the 2040 Smyrna Comprehensive Plan are organized under the priority needs and opportunities. These action items have been identified based on the existing conditions analysis, stakeholder interviews, Steering Committee input, and feedback from the public workshops. Action items and policies identified in the 2014 Smyrna Strategic Vision Plan or carried forward from the 2030 Comprehensive Plan are identified as such with their respective reference number. Policies are goals that the city government will take into consideration when making administrative and capital investment decisions, and action items are specific tasks, such as the construction of particular facilities or the undertaking of designated studies or planning initiatives.

IMPLEMENTATION PROGRAM

The implementation program outlines a variety of action items that need to be undertaken to address the priority needs and opportunities. These action items include policies, ongoing efforts, and short term efforts. Short term efforts are those that can be accomplished in the next five years and are later included in the Short- Term Work Program.

As the ongoing committee efforts of the Strategic Vision Plan demonstrates, implementing the city's vision for the future requires a targeted effort. Like in any community, resources are limited and implementation often relies upon the hard work of city staff and community volunteers, coordination with other jurisdictions, and local champions to see that the tasks are carried through to completion. The implementation program is intended to be a living document that is regularly updated and referenced as existing conditions change and new needs and opportunities are identified.

LAND USE

LU1. KEY NODES AND CORRIDORS ARE OPPORTUNITIES FOR WALKABLE, MIXED-USE DEVELOPMENT AND INFRASTRUCTURE INVESTMENT

For this item, a Priority Redevelopment Area Map has been created that identifies key areas where there is a need for more public and private investment. See Task ED 2.2 and Figure 3.1 for a partial list of these redevelopment areas.

LU1.1 Prioritize redevelopment and revitalization of existing underutilized commercial and industrial areas over development of new land for commercial purposes. (2030 Comprehensive Plan, Policy 18.1).

LU1.2 Implement various corridor improvement projects identified in the current Special-Purpose Local-Option Sales Tax (SPLOST), such as Windy Hill road and Concord Road. (See the 2011 and 2016 SPLOST project lists in the 2017-2022 Short Term Work Program, same as Action Item T2.3)

LU1.3 Implement various public works improvements to meet the needs of new development, including water, sewer and storm sewer facilities.

The City already does an excellent job of meeting and anticipating the public facility needs of new development. Through its annual budget process the City allocates millions of dollars to maintain and upgrade water distribution, sewer and storm sewer infrastructure.

LU2. THE CITY'S DEVELOPMENT REGULATIONS NEED ADAPTABILITY AND FLEXIBILITY TO ACCOMMODATE ADAPTIVE REUSE AND REDEVELOPMENT

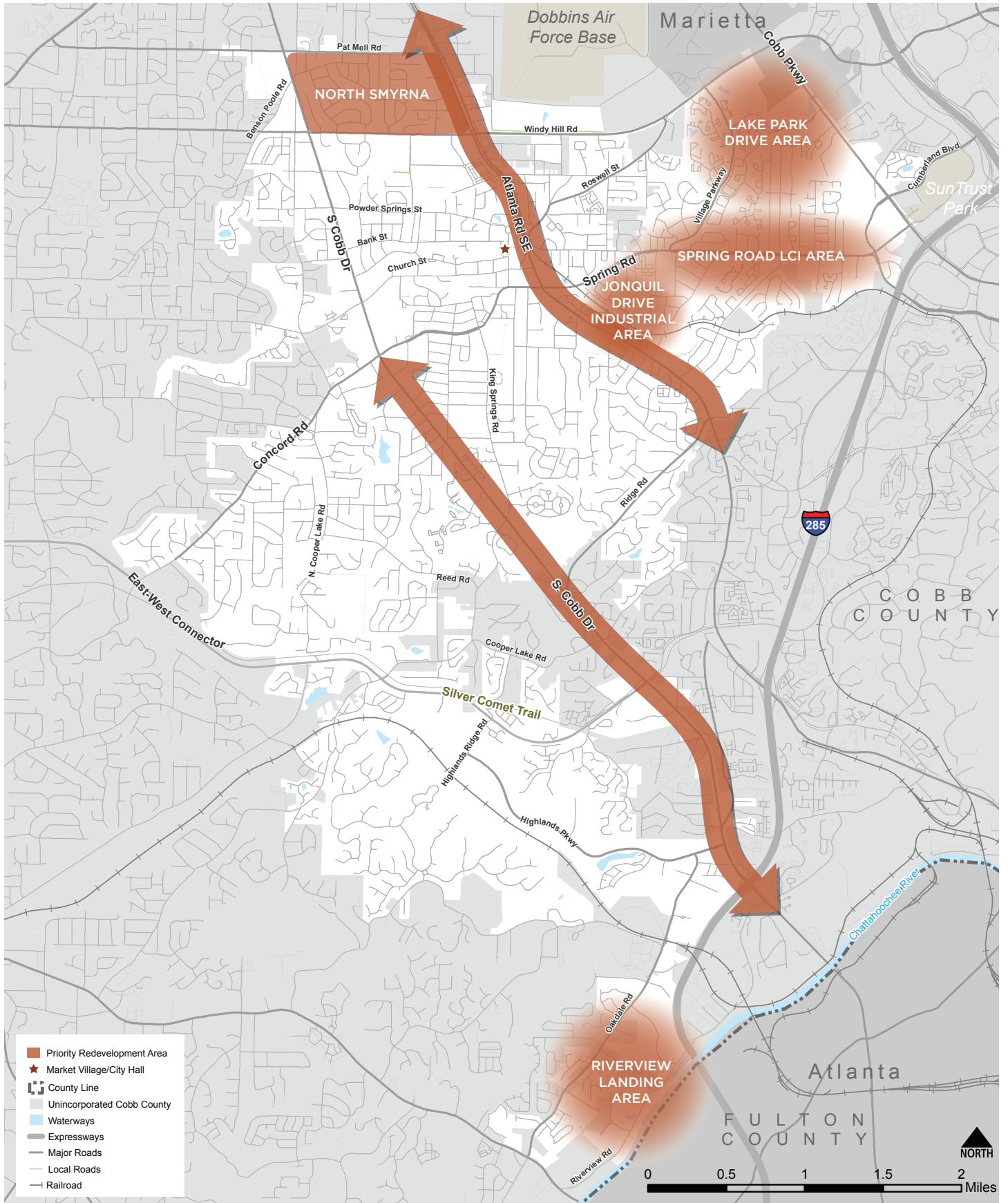
LU2.1 Revise and update the City Zoning Ordinance to improve readability and ease of use, and to allow the development of new residential, industrial, and commercial products in line with the community's vision (See action item H4.2).

LU2.2 Offer a local Citizen Planning Academy program that regularly meets with local developers, homeowners, and business leaders to improve communication about recent development news, rezonings, and regulatory changes. (SVP, Task 1.2.2)

LU 2.3 Provide for a reasonable accommodation of a broad range of land uses within the City. (2030 Comprehensive Plan, Policy 16.1).

LU 2.4 Provide the use of density bonuses to encourage greenspace creation or preservation. (2030 Comprehensive Plan, Policy 16.5).

Figure 3.1. Priority Redevelopment Areas



LU3. INFILL DEVELOPMENT NEEDS TO BE COMPATIBLE WITH ITS SURROUNDINGS

LU3.1 Encourage infill residential development and redevelopment surrounding the downtown area that is supportive of “Main Street” retail. (2030 Comprehensive Plan, Policy 15.2).

LU3.2 Conduct an Infill Housing Study that will address the following goals:

- Establish Infill Development Guidelines for consideration at the time of rezoning and permitting
- Evaluate the impact of the City Stormwater regulations, Chapter 46, Article V of the City of Smyrna Official Code of Ordinance, on the configuration of lots and development costs for infill development.

LU4. HIGH DESIGN STANDARDS ARE A PRIORITY FOR BOTH NEW CONSTRUCTION AND RENOVATION/ADAPTIVE REUSE

LU4.1 Study the application of architectural design standards to key activity centers and corridors of the city.

Some of the existing Urban Design Overlay districts include architectural design standards—such as regulations for building materials, roof types, or facade articulation—to varying degrees, while others only provide site planning criteria. Conduct an assessment of the current architectural design standards, their impact on development, the appropriate level of design regulation, and other locations where architectural design standards may be applicable.

LU4.2 Update, implement and enforce the City’s design guidelines for development along major corridors. (2030 Comprehensive Plan, Policy 17.3).

Revise the Urban Design Overlay guidelines with the goal of making them more readable, easier to administer, and more consistent. This task will be done in conjunction with the revision to the City Zoning Ordinance (Task LU2.1).

HOUSING

H1. SMYRNA NEEDS DIVERSIFICATION OF HOUSING TYPES TO RETAIN AND ATTRACT A RANGE OF RESIDENTS AND COMPETE WITH OTHER AREAS. “MISSING MIDDLE” HOUSING IS A TARGET OPPORTUNITY

Over the past ten years, Smyrna has done much to encourage greater housing choices, particularly through the development of mixed use centers such as Market Village, Belmont and Jonquil Village. The success of these developments has further fueled the demand of such housing product. As a result the demand is outpacing the supply, which in turn leads to higher housing prices. This need can be addressed by providing an even greater variety of housing choices such as accessory dwelling units, cottage courts, duplexes, and townhomes.

The key issue in providing such choices is one of location, which will be addressed through land use policy as presented in the guidance of the Future Land Use Map. Most likely, locations for this greater variety of housing types would be within moderate and medium density single-family areas that have been identified on the Policy Map as exhibiting a high susceptibility to change. Below are some additional supportive policies and action items than help promote the creation of diverse housing choices.

H1.1 Consider ways to offer a reduced price point in new quality apartments, such as through incentives for moderately priced units. An example of this can be seen in Atlanta BeltLine overlay housing requirements in the City of Atlanta. Like the Atlanta BeltLine, Smyrna will

need to leverage a desirable amenity in order for this incentive to be effective. This task could be undertaken as part of the Revisions to the City Zoning Ordinance (Task LU2.1)

H1.2 Consider establishing a land bank that can be used as a redevelopment tool to purchase foreclosed and delinquent properties, for future sale or development. (See Action Item ED1.3)

H1.3 Encourage the construction of affordable senior housing in order to accommodate

the growing senior population (2030 Comprehensive Plan, Policy 3.1).

Smyrna like many communities around the country is seeing an increased demand for senior housing; particularly active senior housing that is designed for ease of accessibility and mobility. Design features such as zero step entries and master bedrooms on the main floor, as well as condominium, apartment, or assisted living options in walkable, mixed-use settings are the types of housing products that help meet

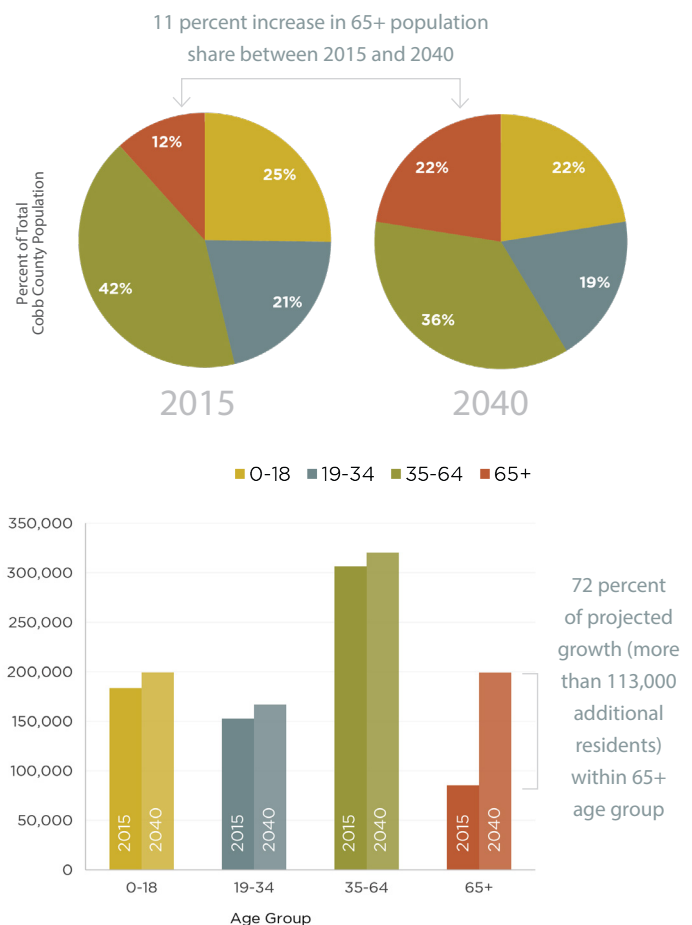
GROWING DEMAND FOR SENIOR HOUSING

SIGNIFICANT LOCAL DEMAND

As the baby boomer generation ages, the number of residents in need of senior housing will increase,¹ and the impact in Smyrna will be higher than average. Residents over the age of 65 are projected to be the fastest growing population segment in Cobb County between 2015 and 2040, more than doubling from 85,449 residents in 2015 to 199,016 residents in 2040, an 11 percent increase in countywide population share.²

SENIOR HOUSING NEEDS

Quality of life for older adults is particularly impacted by affordable, accessible, and well-located housing, as many live on fixed incomes and may experience limited mobility. Integrating units that fit these criteria within a community allows residents to age in place, helping them to maintain valuable social connections. Walkable, mixed-use communities with access to healthcare and other resources can help extend independence and an active lifestyle, and assisted living facilities are needed for older adults requiring additional support.



¹Joint Center for Housing Studies of Harvard University, Housing America's Older Adults: Meeting the Needs of an Aging Population (2014).

²Atlanta Regional Commission (2015).

this senior housing demand. Provisions for or incentives to build accessibility and mobility friendly housing can be included as goal of to the Revisions of the City Zoning Ordinance (Task LU2.1) and the creation of Master Housing Plan (Task H1.5)

H 1.4 Encourage housing opportunities to ensure that those who work within Smyrna have the option of living within the City (2030 Comprehensive Plan, Policy 3.3).

Throughout the planning process many expressed a concern over the impact of rising housing prices on the ability of the City's low income workers to live close to work. This situation creates a number of problems, including greater traffic congestion. This issue should be a focus of the local Housing Master Plan as described in Task H1.5.

H1.5 Develop a Housing Master Plan. (The Strategic Vision Plan (SVP), Task 2.4.1). Unlike the Consolidated Plan for Cobb County, prepared under the guidelines of the U.S. Department of Housing and Urban Development, this housing study would analyze ways to encourage the construction of housing suitable for active seniors (Task H1.3), the housing needs of those that work within the city (Task H1.4), as well as ways to encourage the redevelopment of aging apartments (Task H2.3).

H2. HOME OWNERSHIP AND NEIGHBORHOOD STABILITY AND ENHANCEMENT REMAIN PRIORITIES FOR THE CITY

In order to make home ownership realistic for more people, it needs to be more affordable, yet safe, well built, and free from the negative impact of adjacent development. Many of these action items and policies are integral part of the day-to-day operation

of the Community Development Department in their efforts to administer and enforce the City's land use regulations. Many of these will also need to be taken into consideration in revising the City Zoning Ordinance (Task LU2.1).

H2.1 Ensure adequate buffering and screening in order to protect residential neighborhoods from negative impacts of adjacent development. (2030 Comprehensive Plan, Policy 1.1).

H2.2 Strictly enforce building code regulations in order to eliminate substandard or dilapidated housing. (2030 Comprehensive Plan, Policy 2.2).

H2.3 Encourage the redevelopment of older apartment complexes into townhomes and condominiums in order to increase homeownership rates. (2030 Comprehensive Plan, Policy 2.3).

H2.4 Require that new apartment developments to be built with individual unit utility metering to ease conversion from renter to owner occupied. To be addressed in the Revision to the City Zoning Ordinance (Task LU2.1)

H2.5 Create a preferred multi-family vendor designation to reward good management practices and as a first step in increasing maintenance standards for rental homes. (SVP Task, 2.4.3)

H2.6 Educate interested homeowners in available financial assistance and other support for lower income homeowners who want to renovate their properties. (See example of programs offered through Residents and Communities of Georgia, a non-profit known for its work in the Reynoldstown neighborhood of Atlanta.)

H3. QUALITY OF LIFE SHOULD BE MAINTAINED AND ENHANCED IN RESIDENTIAL AREAS

Well established single-family neighborhoods are the foundation of much of the charm and character of Smyrna. Preservation of these neighborhoods is a high priority, and to bolster their overall quality of life, access to recreational opportunities is essential, as well as strict code enforcement, which is already identified as an action item under H2.2 above.

H3.1 Incorporate a park into every neighborhood or provide safe pedestrian and bicycle access from every neighborhood to larger community parks. To address as part of the update of the Parks and Recreation Master Plan (Task O2.1).

H3.2 Improve coordination between the City Public Works Department, private waste management services, and the Community Development Department to monitor code violations.

H3.3 Identify declining neighborhoods through planning studies and target these areas for revitalization efforts.

See the Priority Redevelopment Area Map (Figure 3.1 on page 7) discussed under LU1.

H3.4 Implement various park improvement projects identified in the current Special-Purpose Local-Option Sales Tax (SPLOST). (See SPLOST project list in Short Term Work Program)

H3.5 Continue to invest in the maintenance and improvement of City public safety facilities. (See SPLOST project list in Short Term Work Program)

H4. CONTEXT-APPROPRIATENESS IS CENTRAL TO REGULATING NEW HOUSING DENSITIES

H4.1 Consider design guidelines for residential neighborhoods to ensure new construction is high quality, respect the scale and character of the neighborhood, and contribute to a pleasant public realm.

As part of the revision to the Infill Housing Study, review efforts by other jurisdictions such as DeKalb County that allow local residential neighborhoods to impose voluntary overlay districts that impose design guidelines to regulate the quality, scale and character of new infill construction, and renovation of existing housing. (See Action item LU3.2)

H4.2 Revise the City Zoning Ordinance to offer a wider range of residential zoning designations to avoid reliance on single-family residential attached and/or detached zoning district, currently known as RAD. (See action item LU2.1)

Throughout the planning process, stakeholders who are familiar with and regularly use the Zoning Ordinance pointed to the need to revise and update the provisions for the RAD district. It has been recommended that the district be split into more than one category to more closely align to the residential densities depicted on the 2040 Future Land Use Map, and be renamed to avoid confusion.

H4.3 Examine the impact of existing stormwater regulations and detention facility requirements on potential lot configurations and development costs for infill development.

Current stormwater regulations make it more cost effective to replace a single home with multiple homes in many cases. These regulations are covered under Chapter 46, Article V of the City of Smyrna Official Code of Ordinances and would have to be reviewed as part of the Infill Housing Study (Action Item LU3.2).

H4.4 Ensure that infill housing development is compatible with surrounding established neighborhoods. (2030 Comprehensive Plan, Policy 1.2).

This is a current policy that is taken into consideration at the time of permitting and rezoning, but guidelines on how to apply this policy should again be included in the Infill Housing Study. (Action Item LU3.2)

H4.5 Encourage adequate amounts, types, and densities of housing needed to support desired mixed use redevelopment. (2030 Comprehensive Plan, Policy 2.5).

TRANSPORTATION

T1. SMYRNA NEEDS ENHANCEMENT AND EXPANSION OF TRANSIT TO REDUCE CAR DEPENDENCY AND COMPETE IN THE REGION

Throughout the planning process, participants expressed a desire to:

- Improve efficiency of existing system.
- Enhance existing bus stops.
- Explore direct connection from Market Village to the Airport or an end-of-the-line MARTA station (Sandy Springs or Hamilton E. Holmes).
- Study the potential for a Smyrna Circulator.
- Coordinate bus timing with city events.

This will require close intergovernmental coordination with those entities providing transit service within the Smyrna community.

T1.1 Coordinate transit planning and services with CobbLinc and GRTA to ensure existing bus route and stops are appropriately planned for and incorporated into the transportation network and land use plan. (2030 Comprehensive Plan, Policy 19.14).

T1.2 Undertake a Transit Feasibility Study that will include:

- A review of available existing transit services and the current and future demand for such services
- An evaluation of shuttle service between commercial districts in Smyrna and the Atlanta Braves Stadium using the circulator system being envisioned for the Cumberland Galleria area.

(SVP Action Item 2.2.6, and the Georgia Tech Spring Road Study).

At the time of this plan's preparation, the Smyrna City Council has applied for a grant through the Atlanta Regional Commission for a Transit Feasibility Study.

T1.3 Advocate for alternative transportation options that can alleviate congestion for Smyrna residents. (SVP Task 2.2.1)

T2. CONGESTION ON MAJOR ROADS AT PEAK TIMES REMAINS A CHALLENGE

T2.1 Continue participation in the regular updates of the Cobb County Comprehensive Transportation Plan to address congestion, pollution, transit, land use and redevelopment issues. (2030 Comprehensive Plan, Policy 19.1).

Many participants in the planning process expressed the need for better coordination of traffic lights along key corridors and pinch-points, and wells as the need for parallel road networks as redevelopment occurs.

T2.2 Actively be involved in regional and state-level decision making that impact Smyrna's transportation system (SVP, Task 1.5.3)

Partner organizations that the City of Smyrna is and should continue to be involved with include, but are not limited to: the Cobb County Commission, Cobb County Department of Transportation, the Atlanta Regional Commission, the Cumberland Community Improvement District, the Cobb Chamber of Commerce, Cobb Travel and Tourism, the Georgia Chamber of Commerce, and the Georgia Department of Economic Development.

T2.3 Implement various transportation projects identified in the current Special-Purpose Local-Option Sales Tax (SPLOST). (See the 2011 and 2016 SPLOST project lists in the 2017-2022 Short Term Work Program, same as Action Item LU1.2)

T3. CONTINUED DEVELOPMENT OF BICYCLE/ PEDESTRIAN/TRAIL NETWORKS - PARTICULARLY OFF-STREET - IS A CRITICAL NEED

T3.1 Work with the PATH Foundation, Atlanta Bicycle Coalition, and PEDS to assist with the provision of safe and convenient bike and pedestrian facilities to and throughout the City, with the following goals in mind:

- Create continuous bicycle connections to designated activity centers and residential nodes.
- Improve safety along bicycle corridors through signage, providing adequate bicycle facilities, and outreach.
- Provide bicycle facilities along designated routes and/or activity centers.
- Examine existing pedestrian “cow paths” and opportunities to provide formal connections.
- Become the first community “outside the Perimeter” to connect to the Atlanta Beltline. (SVP, Task 2.2.3)

- Implement recommendations related to trail and path connectivity as contained in the Parks & Recreation Ten Year Master Plan. (SVP, Task 2.2.4)

At the time of this plan’s preparation, the Smyrna City Council has approved funding through the SPLOST Program for a Parks & Recreation Ten Year Master Plan.

T3.2 Implement and regularly update the City’s Parks & Recreation Master Plan. (2030 Comprehensive Plan, Policy 19.15, Same as Action Item Q2.1)

The Parks & Recreation Master Plan includes plans for trail and greenway connections between City Parks, and so plays a critical role in the planning of the city’s multi-modal transportation network.

ECONOMIC DEVELOPMENT

ED1. EXPAND RETAIL IN ACTIVITY CENTERS AND PRIORITY REDEVELOPMENT AREAS.

ED 1.1 Implement the recommendations of the Spring Road LCI Master Plan.

The Spring Road LCI delves deeply into Smyrna’s Spring Road corridor, a priority redevelopment area. Recommendations to encourage economic development within this corridor include pursuing a Special Purpose Local Option Sales Tax (SPLOST) to improve and potentially expand Jonquil Park, employing beautification strategies along the corridor, pursuing the Sports Avenue redevelopment, and supporting the development of the Arts District.

ED 1.2 Pursue future studies for priority redevelopment areas.

Smyrna is an active planning community and has a long history of undertaking planning studies targeted to improve priority redevelopment areas. (See Figure 3.1.) Through this planning effort several such areas have been identified for further study, including the following:

- The southern portion of South Cobb Drive Corridor – this would be a companion study to the current South Cobb Drive Corridor Study and will focus on the area south of Concord Road.
- Atlanta Road Corridor
- North Smyrna area – north of Windy Hill Road to Pat Mell Road and between Atlanta Road and South Cobb Drive
- Jonquil Drive Industrial Area
- Lake Park Drive – could include greater surrounding area of aging apartments and office parks
- Riverview Landing – the greater area around the proposed development
- Updates to existing LCIs: Smyrna LCI 10 year update in 2018, Spring Road LCI 5 year update in 2022

ED 1.3 Continue to serve in a “curator” role to help attract new retail to the city.

1.3.1 Leverage findings of a retail leakage and surplus study to strengthen retail recruitment and expansion effort (SVP, action item 2.6.1).

Understanding that retail is a largely market-driven development process, the City can continue to serve in a “curator” role to help attract new retail that can not only

be patronized by residents, but bring in shoppers from other jurisdictions. Pursuing a retail leakage and surplus study can arm the City with the information needed to strategically attract preferred retail options.

ED2. CONTINUED GROWTH AROUND THE BATTERY/TRUIST PARK AND IN THE CUMBERLAND CID SHOULD BE LEVERAGED TO GROW SMYRNA'S ECONOMIC BASE.

ED 2.1 Follow recommendations of the Spring Road LCI Master Plan regarding the connection between SunTrust Park and Market Village.

Recommendations of the LCI Study include the “Braves Boulevard” that would connect Smyrna neighborhoods to the “Battery Smyrna Plaza” and to the “Battery Atlanta” and provide opportunities for redevelopment, and creating Special Use Districts and performance Tax Allocation Districts (TADs) around the “Battery Smyrna Plaza” and “Battery South Spring.”

ED3. BUSINESS RETENTION, RECRUITMENT, INCENTIVES, AND ENTREPRENEURSHIP ARE PRIORITY NEEDS.

ED 3.1 Continue to explore the City's role in working with Cobb EDGE, surrounding higher education partners, and existing businesses to establish a small-scale incubator and mentoring programs.

Much interest has been expressed in the idea of rallying resources to encourage entrepreneurship within the city limits through an incubator and/or maker space and related mentorship. The City enjoys a strong relationship with its partners, which can be leveraged to bring the Chamber and private players together to formalize a conversation around the feasibility of a small-scale incubator in Smyrna.

ED 3.2 Examine the feasibility of instituting gradual license fee increases.

Although small business owners are very positive regarding the City's one-stop-shop and its responsiveness to small business concerns, one concern that lingers is stark increases in license fees. While business owners understand the necessity in these increases, they expressed the preference for gradual increases over large percentage increases every few years. Currently, gradual increases are only offered as an incentive to new businesses.

ED 3.3 Continue to promote education about City processes among small business owners.

Work with the Smyrna Business Association to provide a workshop within its workshop series that focuses on navigating city services and the process by which the City adopts changes to its fee structures and other policies.

ED 3.4 Seek Entrepreneur Friendly Community status through the Georgia Department of Economic Development. (SVP, Action item 3.4.1).

Although the City of Smyrna is limited in its ability as a public entity to spur innovation and entrepreneurship in the city, it can continue to bolster its reputation as a business-friendly community by following the 7-step process to obtain this designation. By achieving this designation, the City not only puts in place several of the state's best practices in strengthening its business-enabling environment, but it also signals to prospective entrepreneurs and small businesses that Smyrna will welcome and support their entrepreneurial endeavors.

ED 3.5 Consider expanding the City's Business Retention and Expansion (BRE) program.

3.5.1. Consider including an annual business survey to broaden its outreach efforts.

The City has a strong BRE program that consists of approximately 50 site visits per year. The focus is primarily on smaller businesses who may need more city assistance with identified challenges or with preparing for future growth. The City's rapport with its area business community is favorable and an asset to its BRE program, and a customized survey questionnaire to the existing business community would increase the city's reach beyond site visits. This questionnaire should be targeted at those businesses who are not in the City's queue for site visits in the given year. The questionnaire can also help in maintain minimal contact with mid-sized to larger businesses who do not desire frequent site visits. Finally, the survey can assist with gathering broad information on the business climate and general business and economic trends, while broadening the reach of the City's existing Business Retention and Expansion outreach efforts.

3.5.2 Consider acquiring a customer relationship management (CRM) system customized for BRE, such as ExecutivePulse or Synchronist.

These systems are critical for ensuring that information is effectively recorded and tracked over time, businesses receive timely and relevant follow-up from various forms of outreach and communication, and analysis can be conducted on individual businesses, sectors, and the existing business community at large to help identify trends, obstacles, and opportunities.

PUBLIC SERVICES AND QUALITY OF LIFE

Q1. CONTINUED COORDINATION WITH COBB COUNTY SCHOOLS IS ESSENTIAL TO SUPPORT SCHOOL EXCELLENCE AND TO LINK GROWTH WITH SCHOOL CAPACITY.

School quality was consistently raised as a top concern of participants in the public involvement efforts for the comprehensive plan, and was also a top concern raised in the 2014 Smyrna Strategic Vision Plan planning efforts. The City of Smyrna government does not have direct control over local public schools. Direct control over the schools is the jurisdiction of the Cobb County School Board. Nonetheless, the City does have a degree of influence on school board decisions and is an active partner. Toward this end, there are a few actions and policies that city as a local government can undertake, and the Strategic Vision Plan (SVP) does include a number of stated outcomes and actions that address this:

- Parents and businesses will be expected to be active partners with local schools (SVP desired outcome 1.4)
- Smyrna's public schools will be high-performing and sought out by parents and families (SVP desired outcome 2.1)
- Smyrna will be known for its high quality schools (SVP desired outcome 3.1)

Q1.1 Work collaboratively with Cobb County School Board, local school administrators and volunteer leadership in order to improve local schools. (Policy 20.3, 2030 Comprehensive Plan)

Q2. ADDITIONAL PARKS AND GREENSPACE ARE NEEDED.

Q2.1 Develop and routinely update a parks master plan (ongoing, should be underway as the adoption of this Comprehensive Plan), to undertake the following:

- Identify if there is a need for additional parks and the type of parks needed (active, passive, signature)
- Identify what programs and activities should occur at the parks. Basketball was one activity noted as missing.
- Identify ways to improve safety and security at all parks, including along the Silver Comet and other multi-use paths.
- Create a signature park, similar to Piedmont Park, either the enhancement of an existing park or the creation of a new one.

Q3. ARTS AND CULTURE, INCLUDING PUBLIC ART, ARE COMMUNITY NEEDS THAT SHOULD BE EXPANDED

Q3.1 Pursue cultural institutions, entertainment, and recreational businesses to locate in and around Smyrna Market Village in order to draw people to the district after business hours. (2030 Comprehensive Plan, Policy 6.3).

Q4. THE COMMUNITY NEEDS A STRATEGIC APPROACH TO ANNEXATION, ESPECIALLY OF UNINCORPORATED "ISLANDS..

Q4.1 Promote the annexation of unincorporated islands within the City in order to streamline and simplify the provision of public services. (2030 Comprehensive Plan, Policy 12.8).

Q4.2 Ensure that land use plans are consistent with surrounding jurisdictions and regional goals. (2030 Comprehensive Plan, Policy 21.1).

Q4.3 Conduct an Annexation Study in order to establish future city expansion areas based on fiscal impacts and community facilities. (Community Work Program Item from the 2030 Comprehensive Plan).

100-DAY ACTION PLAN

The 100-Day Action Plan consists of the action items from the overall Community Work Program identified as critical first steps to realizing the community's vision. While these items should be prioritized and initiated within the first 100 days of the plan's adoption, most will take longer than that period to be accomplished.



LAND USE AND DESIGN

- Revise and update the City Zoning Ordinance.
- Conduct a study of Infill Development Guidelines, and in it recommend and adopt Infill Development Guidelines.
- Undertake a study of the application of Architectural Design Standards to key activity centers and corridors of the city.



TRANSPORTATION

- Undertake a Transit Feasibility Study.
- Apply for supplemental LCI funding for projects recommended in the Spring Road LCI
- Attract implementation project LCI funding for select Spring Road LCI initiatives
- Implement and regularly update the city's Parks and Recreation Master Plan.



HOUSING

- Revise the city Zoning Ordinance to offer a wider range of residential zoning designations.
- Identify declining neighborhoods through planning studies and target these areas for revitalization.
- Consider establishing a land bank that can be used as a redevelopment tool.



ECONOMIC DEVELOPMENT

- Consider expanding the city's Business Retention and Expansion (BRE) program by including an annual business survey and acquiring a customer relationship management system
- Seek Entrepreneur Friendly Community status through the Georgia Department of Economic Development
- Consider repackaging current incentives to property owners for making improvements to commercial properties
- Develop a marketing and rendering package for the Spring Road area in partnership with the Cumberland CID



PUBLIC SERVICES AND QUALITY OF LIFE

- Conduct an Annexation Study to establish future city expansion areas based on fiscal impact
- Develop and routinely update a parks master plan

ZONING RECOMMENDATIONS

In order to align the Zoning Ordinance with the vision established in the 2040 Comprehensive Plan, several high level changes are recommended. Additional, detailed review of the alignment of the Zoning Ordinance with this plan is recommended as part of the revision and update of the city's Zoning Ordinance, a priority action item for the community work program. Those changes originally recommended in the Spring Road LCI Study are denoted with an asterisk (*), and more detailed information about recommended zoning changes is available in that report.

REGIONAL ACTIVITY CENTER

- Update the boundary of the Spring Road Corridor Design District Overlay to match the Spring Road LCI Study boundary.*
- Create design standards to regulate block size and street connectivity for the Spring Road Corridor, in addition to the overlay*:
 - Require large parcels be divided according to maximum block lengths of a recommended 300-400 feet and a maximum of 600 feet.*
 - Recommend new connections per the Spring Road LCI Study proposed street connections map.*

Table 3.1. Regional Activity Center Tiered Building Scale

	Near Cobb Parkway Highest Intensity			Near Residential Neighborhoods Lowest Intensity		
	Tier 1	Tier 2	Tier 3	Tier 1	Tier 2	Tier 3
Max. Building Height	15 stories	10 stories	6 stories			
Density	40 to 50 du/ac	20 to 30 du/ac	10 to 12 du/ac			
Min. Distance Between Buildings	0 feet	5 feet	5 feet			

Figure 3.2. Proposed Development Tier Map for Spring Road LCI Study Area



Source: Spring Road LCI Study (2017)

- Avoid or prohibit dead-end streets and cul-de-sacs.*
- Design standards for street sections, street lights, street furniture, plantings, and signage.*
- Develop a tiered plan for building heights, densities, and building-to-building distances with the greatest intensities near Cobb Parkway. (See Table 3.1 and Figure 3.1.)*
- Allow smaller lot sizes, smaller minimum building footprints, and accessory dwelling units for the residential portion of the Spring Road LCI Study area.*
- Recommend a ratio of 10 acres of greenspace per 1,000 residents within the Spring Road Corridor Design District Overlay.*
- Require trail connections where feasible.*
- Consider incentives for workforce housing or inclusionary zoning within the Spring Road Corridor Design District Overlay.*
- Establish a recommended mix of unit sizes in multi-family developments.*

MIXED USE

- Consider updates to the Mixed Use zoning category, as described in the Spring Road LCI Study.*
 - Reduce the minimum unit size for single-family detached dwellings to 500 square feet to accommodate cottage courts and accessory dwelling units.*
 - Reduce the minimum setback for single-family detached dwellings to 0 feet from back of sidewalk.*
 - Reduce minimum lot sizes for multi-family and single-family attached homes to 3,000 square feet.*

- Develop design standards or guidelines for the Spring Road corridor-- including streetscape standards, block sizes, setbacks, and other urban design features-- in alignment with the recommendations of the Spring Road LCI Study.*
 - Increase the minimum sidewalk width to 6-feet wide or more.*
 - Decrease front yard requirements on Spring Road and secondary roads to a minimum of 30 feet and a maximum of 50 feet.*

INDUSTRIAL MIXED USE

- Create a new Industrial Mixed Use zoning district to accommodate a mix of light industrial uses, office, limited commercial, research and development, event space, breweries, flex space, multi-family residential, live-work units, townhomes, and post-secondary education.

RESIDENTIAL

- Review the R-15 (Single-family residential, 15,000 square feet, 2.7 du/ac) district and consider creating an alternative low-density residential category.
- Review the RDA (Residential detached and/or attached, 6 du/ac) district and consider creating an alternative medium-density residential category.
- Review residential zoning requirements to better align with the principles of Traditional Neighborhood Development.
- Permit residential accessory uses and structures to be rented or occupied for gain.
- Expand the allowable uses for select

residential categories to permit cottage courts, accessory dwelling units, and community gardens.

- Assess the impact of residential zoning regulations for stormwater management on potential lot configurations for infill development and revise to increase flexibility.
- Establish a process for allowing neighborhoods and subdivisions to adopt voluntary neighborhood design guidelines.
- Permit the creation of alleys within single-family residential neighborhoods.
- Reduce the recommended residential block lengths, currently between 600 and 1,800 feet, to encourage walkability.
- Require the provision of sidewalks for newly developed residential parcels or major redevelopments.
- Create incentives for the provision of moderately priced residential units.
- Consider relaxing home-based business occupation certificate requirements to encourage entrepreneurship.

PARKING

- Revise regulations of the joint use of parking facilities to permit and incentivize shared parking agreements.*
- Reduce parking requirements for multi-family and mixed-use development within a transit-oriented development.*
- Revise off-street parking and loading design standards for appropriate districts to require parking and loading for new buildings (other than single-family homes) be located in the rear or to the side.

GENERAL

- Revise the Zoning Ordinance to improve readability, adaptability, and ease of use.
- Consider creating an interactive, digital mapping interface to make it easier for property owners to identify the regulations associated with their parcels.
- Review zoning requirements to ensure they are applicable to both new development and redevelopment scenarios.
- Update urban design overlay districts to more clearly delineate overlay boundaries and align with the design recommendations of the Spring Road LCI Study, South Cobb Drive Corridor Improvement Study, and best practices in Traditional Neighborhood Development and transit-oriented design.
- Identify additional locations and zoning designations suitable for childcare and eldercare to accommodate growing demand.

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2017-2021 REPORT OF ACCOMPLISHMENTS

The Report of Accomplishments documents Smyrna's progress to date toward completing the action items set forth in the previous Comprehensive Plan's 2017-2021 Community Work Program. Items noted as underway/ongoing, or postponed to a definitive new start year, carry over into the new 2022-2026 Community Work Program in the following section.

Table 3.2. Land Use

Ref. No.	Project or Activity	Responsible Party	Estimated Cost	Funding Source	STATUS
1	Stormwater Drainage Rehabilitation	Public Works	\$300,000	2016 SPLOST	Underway/Ongoing Est. Completion 2025
2	Water Distribution Infrastructure Improvements Replace 1, Water Meters and Back Flow	Water Distribution	\$11,400,000	Water/Sewer Capital Project Fund	Complete
3	Install Water Distribution Preventers	Water Distribution	\$2,240,000	Water/Sewer Capital Project Fund	Complete
4	Drainage Improvements	Water Distribution	\$1,040,000	Water/Sewer Capital Project Fund	Complete
5	Storm Water Projects	Storm Water	\$4,650,000	Storm Water Capital Project Fund	Complete
6	Evaluate RAD zoning and change to RDA	Community Development	Staff Time	General Fund	Complete
7	Revise and Update the City Zoning Ordinance	Community Development	Staff Time	General Fund	Complete
8	Offer a Citizen Planning Academy Program	Community Development	Staff Time	General Fund	Complete
9	Prepare Infill Housing Study	Community Development	TBD	General Fund	Cancelled No longer pursuing as key priority

Table 3.2. Land Use (Continued)

Ref. No.	Project or Activity	Responsible Party	Estimated Cost	Funding Source	STATUS
10	Conduct Architectural Design Study for activity centers and key corridors	Community Development	TBD	General Fund	Postponed Est. Start 2025
11	Truck Replacement for Building Inspector	Community Development	TBD	TBD	Complete
12	Truck Replacement for Lead Marshal	Community Development	TBD	TBD	Complete

Table 3.3. Housing

Ref. No.	Project or Activity	Responsible Party	Estimated Cost	Funding Source	STATUS
13	Conduct Housing Master Plan	Community Development	TBD	General Fund	Cancelled No longer pursuing as key priority
14	Create a preferred multifamily vendor designation	Community Development	TBD	General Fund	Cancelled No longer pursuing as key priority
15	Park Improvement Projects	Parks & Recreation	\$3,951,298	2011 SPLOST, 2016 SPLOST	Complete
16	Public Safety Facility Improvements	Public Safety	\$3,399,716	2012 SPLOST, 2016 SPLOST	Complete
17	Public Safety Equipment	Public Safety	\$2,360,057	2016 SPLOST	Complete

Table 3.4. Transportation

Ref. No.	Project or Activity	Responsible Party	Estimated Cost	Funding Source	STATUS
18	Transit Feasibility Study	Community Development	\$500,000	General Fund (20% match), Surface Transportation Block Grant (80%)	Complete
19	Village Pkwy Improvements	Public Works	\$10,506	2011 SPLOST	Complete
20	Intersection Improvements	Public Works	\$1,167,326	2011 SPLOST	Complete
21	Windy Hill Rd Improvements	Public Works, Cobb DOT	\$44,045,177	2011 SPLOST, 2016 SPLOST	Underway/Ongoing Est. Completion 2026
22	Church St Improvements	Public Works	\$900,000	2016 SPLOST	Complete
23	Pat Mell Rd Improvements	Public Works	\$900,000	2016 SPLOST	Underway/Ongoing Est. Completion 2025
24	Spring Rd and Cumberland Blvd Improvements	Public Works	\$6,050,000	2016 SPLOST	Complete
25	Intersection Improvements at Five Points	Public Works	\$1,000,000	2016 SPLOST	Complete
26	Concord Rd at S Cobb Dr Intersection Improvements	Public Works	\$3,242,007	2011 SPLOST, 2016 SPLOST	Underway/Ongoing Est. Completion 2025
27	Riverview Rd at S Cobb Dr Intersection Improvements	Public Works	\$150,000	2016 SPLOST	Underway/Ongoing Est. Completion 2024
28	Oakdale Rd Improvements	Public Works	\$1,500,000	2016 SPLOST	Complete
29	Dickerson Dr Improvements	Public Works	\$1,000,000	2016 SPLOST	Complete
30	Pedestrian Access Improvements	Public Works	\$2,020,000	2016 SPLOST	Underway/Ongoing Est. Completion 2026
31	Gann Rd Culvert Replacement	Public Works	\$600,000	2016 SPLOST	Complete

Table 3.4. Transportation (Continued)

Ref. No.	Project or Activity	Responsible Party	Estimated Cost	Funding Source	STATUS
32	Congestion Relief Improvements	Public Works	\$1,528,000	2016 SPLOST	Underway/Ongoing Est. Completion 2026
33	Traffic Calming	Public Works	\$200,000	2016 SPLOST	Underway/Ongoing Est. Completion 2026
34	Traffic and Pedestrian Crossing Signal Upgrades	Public Works	\$150,000	2016 SPLOST	Underway/Ongoing Est. Completion 2026
35	Street Signage and Signal Pole Upgrades	Public Works	\$300,000	2016 SPLOST	Underway/Ongoing Est. Completion 2026
36	Paths / Sidewalks	Public Works	\$1,003,967	2011 SPLOST, 2016 SPLOST	Underway/Ongoing Est. Completion 2026
37	Street Resurfacing	Public Works	\$6,432,363	2011 SPLOST, 2016 SPLOST	Complete
38	Pavement Marking	Public Works	\$250,000	2016 SPLOST	Complete
39	Curb and Gutter	Public Works	\$500,000	2016 SPLOST	Complete
40	Undertake Operational Transportation Studies	Public Works	\$250,000	2016 SPLOST	Underway/Ongoing Est. Completion 2024
41	South Cobb Drive Study	Community Development	\$150,000	General Fund (20% match), Surface Transportation Block Grant (80%)	Complete
42	South Cobb Dr Improvements	Public Works, Cobb DOT	TBD	TBD	Postponed Est. Start 2026

Table 3.5. Economic Development

Ref. No.	Project or Activity	Responsible Party	Estimated Cost	Funding Source	STATUS
43	Undertake Smyrna Land Bank Feasibility Study	Downtown Smyrna Development Authority	TBD	TBD	Complete
44	Implement the Economic Development recommendations of the Spring Road LCI Master Plan, including pursuing the creation of a Special Use District/Community Services District, and a Smyrna Community Improvement District	Community Development,	\$20,000	General Fund, ARC	Cancelled No longer pursuing as key priority
45	Pursue studies of priority redevelopment areas	Community Development	TBD	General Fund for matching funds	Underway/Ongoing Est. Completion 2024
46	Jonquil Commercial District Sidewalks	Public works	\$320,000	TIP or LCI, General Fund for 20% matching funds	Underway/Ongoing Est. Completion 2025
47	Poplar Creek Bridge Pedestrian Enhancements	Public Works	\$275,000	TIP or LCI, General Fund for 20% matching funds	Underway/Ongoing Est. Completion 2024
48	Argyle Elementary Sidewalk Enhancement	Public Works	\$275,000	TIP or LCI, General Fund for 20% matching funds	Underway/Ongoing Est. Completion 2026
49	Cobb Parkway West Sidewalk Enhancement	Public Works	\$330,000	TIP or LCI, General Fund for 20% matching funds	Underway/Ongoing Est. Completion 2025
50	Jonquil Commercial District Trail Enhancements	Public Works	\$200,000	TIP or LCI, General Fund for 20% matching funds	Underway/Ongoing Est. Completion 2026
51	Jonquil Park-Gateway East-West Street Connection	Public Works	\$4,525,000	General Fund, TBD	Underway/Ongoing Est. Completion 2026
52	Argyle Elementary East-West Connection	Public Works	\$5,800,000	General Fund, TBD	Underway/Ongoing Est. Completion 2026
53	Spring Road Baseline Crossing	Public Works	\$1,350,000	TIP or LCI, General Fund for 20% matching funds	Underway/Ongoing Est. Completion 2026

Table 3.5. Economic Development (Continued)

Ref. No.	Project or Activity	Responsible Party	Estimated Cost	Funding Source	STATUS
54	Spring Road I-285 Connector Path	Public Works	\$9,800,000	TIP or LCI, General Fund for 20% matching funds	Underway/Ongoing Est. Completion 2026
55	Cumberland Mall Pedestrian Path Enhancements	Public Works, Cumberland CID, Cobb County	\$110,000	CID Funds, LCI Implementation Funds	Underway/Ongoing Est. Completion 2026
56	Galleria Connection	Public Works, Cumberland CID, Cobb County	\$380,000	CID Funds, LCI Implementation Funds	Underway/Ongoing Est. Completion 2026
57	Cobb Parkway Pedestrian Bridge: Battery to Smyrna Gateway	Public Works	\$5,500,000	TIP and CID funds, public-private partnership	Underway/Ongoing Est. Completion 2024
58	Signage and Wayfinding Program	Public Works	\$75,000/year	General Fund, Private development contributions	Underway/Ongoing Est. Completion 2026
59	Transit Amenity Program for Stop Enhancement	Public Works, Cobb Linc	\$50,000/year	FTA funds	Underway/Ongoing Est. Completion 2026
60	Station Area Access Enhancements	Public Works, Cobb Linc	\$2,300,000	FTA funds	Underway/Ongoing Est. Completion 2026

Table 3.6. Quality of Life

Ref. No.	Project or Activity	Responsible Party	Estimated Cost	Funding Source	STATUS
61	Prepare Parks and Recreation Master Plan	Parks & Recreation	\$86,500	2016 SPLOST	Complete
62	Conduct an Annexation Study	Community Development	TBD	General Fund	Complete

2022-2026 SHORT-TERM WORK PROGRAM (COMMUNITY WORK PROGRAM)

The Short-Term Work Program (a.k.a. Community Work Program) identifies key action items to be accomplished over the next five years (2022-2026) to make meaningful progress toward the City's long-term vision. The work program addresses issues related to land use, transportation, housing, economic development, and quality of life. The responsible party, estimated cost, and anticipated funding source for each project are provided when available.

Table 3.7. Land Use

New Ref. No.	Old Ref. No.	Project or Activity	Responsible Party	Estimated Cost	Funding Source	Ongoing	2022	2023	2024	2025	2026
1	1	Stormwater Drainage Rehabilitation	Public Works	\$300,000	SPLOST	●	●	●	●	●	
2	10	Conduct Architectural Design Study for activity centers and key corridors	Community Development	TBD	General Fund					●	●
3	-	S. Cobb Drive Corridor Land Use Study	Community Development, Cobb County	\$300,000	General Fund				●		
4	-	Land Use changes to Support Transit on S. Cobb Drive	Community Development	Staff Time	General Fund					●	
5	-	Riverview Road Master Plan	Community Development	\$150,000	General Fund				●		
6	-	Spring Road LCI Study Update	Community Development	\$75,000	General Fund					●	

Table 3.8. Housing

New Ref. No.	Old Ref. No.	Project or Activity	Responsible Party	Estimated Cost	Funding Source	Ongoing	2022	2023	2024	2025	2026
	-	No initiatives at this time									

Table 3.9. Transportation

New Ref. No	Old Ref. No.	Project or Activity	Responsible Party	Estimated Cost	Funding Source	Ongoing	2022	2023	2024	2025	2026
7	21	Windy Hill Rd Improvements	Public Works, Cobb DOT	\$44,045,177	SPLOST	●	●	●	●	●	●
8	23	Pat Mell Rd Improvements	Public Works	\$900,000	SPLOST	●	●	●	●	●	
9	26	Concord Rd at S Cobb Dr Intersection Improvements	Public Works	\$3,242,007	SPLOST	●	●	●	●	●	
10	27	Riverview Rd at S Cobb Dr Intersection Improvements	Public Works	\$150,000	SPLOST	●	●	●	●		
11	30	Pedestrian Access Improvements	Public Works	\$2,020,000	SPLOST	●	●	●	●	●	●
12	32	Congestion Relief Improvements	Public Works	\$1,528,000	SPLOST	●	●	●	●	●	●
13	33	Traffic Calming	Public Works	\$200,000	SPLOST	●	●	●	●	●	●
14	34	Traffic and Pedestrian Crossing Signal Upgrades	Public Works	\$150,000	SPLOST	●	●	●	●	●	●
15	35	Street Signage and Signal Pole Upgrades	Public Works	\$300,000	SPLOST	●	●	●	●	●	●
16	36	Paths / Sidewalks	Public Works	\$1,003,967	SPLOST	●	●	●	●	●	●
17	40	Undertake Operational Transportation Studies	Public Works	\$250,000	SPLOST	●	●	●	●		
18	42	South Cobb Dr Improvements	Public Works, Cobb DOT	TBD	TBD						●
19	-	Lake Park Drive Capacity and Landscape Improvements	Public Works	TBD	General Fund						●
20	-	S. Cobb Drive at I-285 Intersection Improvements	Public Works, Cobb DOT	TBD	SPLOST						●

Table 3.9. Transportation (Continued)

New Ref. No.	Old Ref. No.	Project or Activity	Responsible Party	Estimated Cost	Funding Source	Ongoing	2022	2023	2024	2025	2026
21	-	Traffic Calming Program	Public Works	\$1,105,000	SPLOST, General Fund			●	●	●	●
22	-	Grade Separated Pedestrian Crossing on Spring Road	Public Works	TBD	SPLOST, General Fund						●
23	-	East-West Connector Roadway Safety Improvements: S. Cobb Drive, Cooper Lake Road, Access Management Improvements	Public Works, Cobb DOT	\$2,170,000	SPLOST (Partial)				●		
24	-	Camp Highland Bridge replacement	Public Works	\$1,500,000	SPLOST				●		

Table 3.10. Economic Development

New Ref. No.	Old Ref. No.	Project or Activity	Responsible Party	Estimated Cost	Funding Source	Ongoing	2022	2023	2024	2025	2026
25	45	Pursue studies of priority redevelopment areas	Community Development	TBD	General Fund for matching funds	●	●	●	●		
26	46	Jonquil Commercial District Sidewalks	Public works	\$320,000	TIP or LCI, General Fund for 20% matching funds	●	●	●	●	●	
27	47	Poplar Creek Bridge Pedestrian Enhancements	Public Works	\$275,000	TIP or LCI, General Fund for 20% matching funds	●	●	●	●		
28	48	Argyle Elementary Sidewalk Enhancement	Public Works	\$275,000	TIP or LCI, General Fund for 20% matching funds	●	●	●	●	●	●
29	49	Cobb Parkway West Sidewalk Enhancement	Public Works	\$330,000	TIP or LCI, General Fund for 20% matching funds	●	●	●	●	●	
30	50	Jonquil Commercial District Trail Enhancements	Public Works	\$200,000	TIP or LCI, General Fund for 20% matching funds	●	●	●	●	●	●
31	51	Jonquil Park-Gateway East-West Street Connection	Public Works	\$4,525,000	General Fund, TBD	●	●	●	●	●	●
32	52	Argyle Elementary East-West Connection	Public Works	\$5,800,000	General Fund, TBD	●	●	●	●	●	●
33	53	Spring Road Baseline Crossing	Public Works	\$1,350,000	TIP or LCI, General Fund for 20% matching funds	●	●	●	●	●	●
34	54	Spring Road I-285 Connector Path	Public Works	\$9,800,000	TIP or LCI, General Fund for 20% matching funds	●	●	●	●	●	●
35	55	Cumberland Mall Pedestrian Path Enhancements	Public Works, Cumberland CID, Cobb County	\$110,000	CID Funds, LCI Implementation Funds	●	●	●	●	●	●
36	56	Galleria Connection	Public Works, Cumberland CID, Cobb County	\$380,000	CID Funds, LCI Implementation Funds	●	●	●	●	●	●
37	57	Cobb Parkway Pedestrian Bridge: Battery to Smyrna Gateway	Public Works	\$5,500,000	TIP and CID funds, public-private partnership	●	●	●	●		
38	58	Signage and Wayfinding Program	Public Works	\$75,000/year	General Fund, Private development contributions	●	●	●	●	●	●

Table 3.10. Economic Development (Continued)

New Ref. No.	Old Ref. No.	Project or Activity	Responsible Party	Estimated Cost	Funding Source	Ongoing	2022	2023	2024	2025	2026
39	59	Transit Amenity Program for Stop Enhancement	Public Works, Cobb Linc	\$50,000/year	FTA funds	●	●	●	●	●	●
40	60	Station Area Access Enhancements	Public Works, Cobb Linc	\$2,300,000	FTA funds	●	●	●	●	●	●
41	-	Support Commercial and Restaurant Development on Spring Road	Economic Development	Staff Time	General Fund		●	●	●	●	●
42	-	Beautification of Spring Road Bridge	Public Works	\$25,000	General Fund		●	●	●	●	

Table 3.11. Quality of Life and Public Safety

New Ref. No.	Old Ref. No.	Project or Activity	Responsible Party	Estimated Cost	Funding Source	Ongoing	2022	2023	2024	2025	2026
43	-	Bathrooms at N Cooper Lake Park	Public Works	\$275,000	SPLOST			●			
44	-	Prioritize Areas for Annexation	Community Development	Staff Time	General Fund			●	●	●	●
45	-	Enhance Code Enforcement for Commercial Centers	Community Development	Staff Time	General Fund			●	●	●	●
46	-	Safety Improvements for Transit	Public Works/Cobb Links	TBD	General Fund						●
47	-	Spring Road Beautification	Public Works	TBD	General Fund						●
48	-	Public Safety Infrastructure for Riverview Road Corridor	Public Safety	TBD	General Fund						●

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8 GUIDE
SMYRNA