



COMMITTEES OF COUNCIL
AGENDA
Regular Meeting

Mayor Mary Robichaux
Councilmember Sarah Beeson
Councilmember Eren Brumley
Councilmember Christine Hall
Councilmember Jennifer Phillippi
Councilmember Allen Sells
Councilmember Chris Zack
City Administrator Randy Knighton

Tuesday, June 23, 2026

5:00 PM

City Hall - Room 220

CALL TO ORDER / ROLL CALL

Approval of the Minutes

1. Approval of the Committee Meeting Minutes - June 9, 2026.

Regular Agenda

2. Consideration of a Resolution to apply for and accept a National Endowment for the Arts (NEA) Grant for Art Project grant in an amount not to exceed \$60,000.
Presented by Steven Malone, Director of Recreation, Parks, Historic & Cultural Affairs
3. Consideration to approve a construction contract in the amount of \$9,489,436.50 for the Riverside Road TSPLOST project and Budget Amendment 35042200-06-22-26 in the amount of \$1,454,580 for the Fulton County Waterline Intergovernmental Agreement funding with a total budget authorization of \$10,721,901.50.
Presented by Andy Phlegar, Director of Transportation
4. Consideration of the FY 2026 Mid-Year Budget Amendment
Presented by Adam Novotney, Director of Finance
5. Discussion of Downtown Parking Operations
Presented by Sharon Izzo, Deputy City Administrator

6. Discussion of 2045 Comprehensive Growth Plan Draft

Presented by Michelle Alexander, Director of Community Development

Adjournment



City of Roswell
Committees of Council
AGENDA ITEM REPORT

ID # - 10499

MEETING DATE: June 23, 2026
DEPARTMENT: Administration
ITEM TYPE: Agenda Vote

Approval of the Committee Meeting Minutes - June 9, 2026.



COMMITTEES OF COUNCIL
MINUTES
Regular Meeting

Mayor Mary Robichaux
Councilmember Sarah Beeson
Councilmember Eren Brumley
Councilmember Christine Hall
Councilmember Jennifer Phillippi
Councilmember Allen Sells
Councilmember Chris Zack
City Administrator Randy Knighton

Tuesday, June 9, 2026

5:00 PM

City Hall - Room 220

CALL TO ORDER / ROLL CALL

The meeting was called to order at 5:00 PM by City Administrator Randy Knighton
 Mayor Mary Robichaux: Present, Councilmember Sarah Beeson: Present,
 Councilmember Christine Hall: Present, Councilmember Chris Zack: Present,
 Councilmember Jennifer Phillippi: Present, Councilmember Eren Brumley: Present, City
 Administrator Randy Knighton: Present.

Approval of the Minutes

1. Approval of the Committee Meeting Minutes - May 26, 2026.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Sarah Beeson, Councilmember
SECONDER:	Jennifer Phillippi, Councilmember
IN FAVOR:	Robichaux, Beeson, Hall, Zack, Phillippi, Brumley

Regular Agenda

2. Approval for the Mayor and/or City Administrator to sign a contract with Midwest Employers Casualty for two years Workers Compensation Reinsurance coverage with a premium of \$424,826.000 (annual premium of \$212,413).

RESULT:	APPROVED TO MOVE TO MAYOR AND COUNCIL [UNANIMOUS]
	Next: 6/22/2026 7:00 PM
MOVER:	Mary Robichaux, Mayor
SECONDER:	Chris Zack, Councilmember
IN FAVOR:	Robichaux, Beeson, Hall, Zack, Phillippi, Brumley

3. Approval of an Ordinance to amend the Unified Development Code of the City of Roswell, Georgia by amending Article 12 - Environmental Protection, Section 12.5 - Stormwater Management. (First Reading)

This item will move to the July 21, 2026 Planning Commission meeting.

RESULT:	APPROVED TO MOVE [UNANIMOUS]
	Next: 7/21/2026 7:00 PM
MOVER:	Chris Zack, Councilmember
SECONDER:	Sarah Beeson, Councilmember
IN FAVOR:	Robichaux, Beeson, Hall, Zack, Phillippi, Brumley

4. Approval of an Ordinance to amend the Code of Ordinances of the City of Roswell, Georgia by amending Chapter 7 - Land Development and Environmental Protection, Article 7.2 - Post-Development Stormwater Management. (First Reading)

RESULT:	APPROVED TO MOVE TO MAYOR AND COUNCIL [UNANIMOUS]
	Next: 7/27/2026 7:00 PM
MOVER:	Eren Brumley, Councilmember
SECONDER:	Jennifer Phillippi, Councilmember
IN FAVOR:	Robichaux, Beeson, Hall, Zack, Phillippi, Brumley

Adjournment

There being no further comments or discussion the meeting was adjourned at 5:37 PM



City of Roswell
Committees of Council
AGENDA ITEM REPORT

ID # - 10496

MEETING DATE: June 23, 2026

DEPARTMENT: Recreation and Parks

ITEM TYPE: Agenda Vote

Consideration of a Resolution to apply for and accept a National Endowment for the Arts (NEA) Grant for Art Project grant in an amount not to exceed \$60,000.

Action Required:
 Agenda Vote

Description:

The National Endowment for the Arts (NEA) Grants for Arts Projects provides funding to organizations for public arts initiatives that promote artistic excellence, creativity, learning, and community engagement. Grants support a wide range of disciplines, including visual arts, music, theater, literature, history-based projects, and cultural heritage programs across the United States. Grants can fund exhibitions, performances, public programs, oral history projects, digital archives, and collaborations that connect historical research with artistic expression. The City of Roswell has an excellent track record with NEA, having received five major grants from the organization since 2019.

The Project

Roswell Recreation, Parks, Historic and Cultural Affairs will partner with local playwright Maya Lawrence and students from Spelman College and Morehouse College to create an original performance work rooted in historical research and storytelling. Through an immersive process of archival research, collaborative writing, and performance development, students will explore compelling and often overlooked stories from American history and transform their discoveries into a powerful new theatrical work. This project aligns with a grant priority outlined for arts support and collaboration with Historically Black Colleges and Universities (HBCUs).

Using the remarkable story of Nancy Jackson, an enslaved woman who successfully sued James Stephen Bulloch for her freedom, as a catalyst for deeper exploration and discovery, students will investigate the historical, legal, and human dimensions of her case while uncovering additional stories that reflect the complexities of the American experience and

Agenda Item (ID # 10496)

the enduring significance of freedom, citizenship, and individual rights. Connecting past and present, the resulting performance will bring history to life for the public through the voices and perspectives of a new generation.

The project combines history with creative expression, encouraging students to engage deeply and grapple with themes of justice, resilience, and moral courage. Working under Lawrence’s mentorship, participants will craft work that is relevant to ongoing conversations around freedom and civil rights and illuminates storytelling as preservation. At the same time, it provides emerging artists with a meaningful platform to develop their voices, collaborate across disciplines, and engage history in a way that is both personal and transformative.

Grant Timeline

Application Part 1* Grants.gov Submission deadline	July 9, 2026, 11:59 pm Eastern Time
Application Part 2** NEA Applicant Portal Opens to applicants	July 14, 2026, 9:00 am Eastern Time
Part 2 NEA Applicant Portal Submission deadline	July 21, 2026, 11:59 pm Eastern Time
Notification of recommended funding* or rejection	April 2027
Earliest project start date	June 1, 2027

***Application Part 1**

All applicants must submit the “Application for Federal Domestic Assistance/Short Organization Form”. This brief form will collect basic information about your organization. You must successfully submit Part 1 to continue to Part 2.

***Application Part 2**

This form collects information about your organization’s history and budget, as well as project details, including a project description, timeline, budget information, and work samples.

Per NEA grant guidelines, Roswell Recreation, Parks, Historic and Cultural Affairs requests funding in the amount not to exceed \$60,000. The grant requires a 1:1 match, resulting in a not-to-exceed amount of \$60,000 from the City’s Grant Match Contingency fund. This will cover all artists’ fees related to the development of the piece and a fully staged reading of the final project at Roswell Cultural Arts Center.

Financial Impact:

Upon award, grant acceptance and a signed agreement, a Budget Amendment will set up funding up to \$120,000 (Project 68026) with Federal Grant revenue of \$60,000 and grant match of \$60,000 from Grant Match Contingency. This grant requires a \$1:\$1 match.

Agenda Item (ID # 10496)

Comments:



City of Roswell
Committees of Council
AGENDA ITEM REPORT

ID # - 10462

MEETING DATE: June 23, 2026
DEPARTMENT: Transportation
ITEM TYPE: Agenda Vote

Consideration to approve a construction contract in the amount of \$9,489,436.50 for the Riverside Road TSPLOST project and Budget Amendment 35042200-06-22-26 in the amount of \$1,454,580 for the Fulton County Waterline Intergovernmental Agreement funding with a total budget authorization of \$10,721,901.50.

Action Required:

Agenda Vote

Description:

The Riverside Road TSPLOST project will provide safety and operational improvements along Riverside Road from Riviera Road to Old Alabama Road. The project will construct a continuous 8-ft to 10-ft multi-use trail with pedestrian lighting on the south side of Riverside Road and a 5-ft sidewalk on the north side of Riverside Road. The project also includes the construction of a new roundabout at River Lake Drive, a new traffic signal at Taimen Drive, buffered bicycle lanes, and several pedestrian crossings along the Riverside Road corridor.

ITB 26-111-J resulted in 11 bids submitted by the June 2, 2026 deadline for the construction of the Riverside Road Corridor Improvement project. The City of Roswell Department of Transportation (RDOT) staff completed a review and recommend awarding the contract to BackBone Infrastructure, LLC who was determined to be the lowest responsive responsible bidder at \$9,489,436.50 with a budget authorization up to \$10,721,901.50.

Financial Impact:

Upon approval of budget amendment, total funding in the amount of \$10,721,901.50 is available for the Riverside Road TSPLOST 2 Project. The funding breakdown is as follows: \$9,267,321.50 from the Riverside Road Corridor Improvements TSPLOST 2 Fund (Org - 33742200, Object - 541415, Project - 98203) and \$1,454,580 from the

Agenda Item (ID # 10462)

Fulton County Waterline Intergovernmental Agreement (IGA) within the Capital Projects Fund (Org - 35042200, Object - 541415, Project - 98203).

Comments:

N/A



City of Roswell
Committees of Council
AGENDA ITEM REPORT

ID # - 10502

MEETING DATE: June 23, 2026
DEPARTMENT: Finance
ITEM TYPE: Budget Amendment

Consideration of the FY 2026 Mid-Year Budget Amendment

Action Required:
 Agenda Vote

Description:

The FY26 mid-year budget amendment includes approximately \$1.3 million in departmental requests to address staffing needs, service restorations, and targeted infrastructure support. Details of each recommendation are included in the attached documentation.

Key items include \$263,000 for Police to maintain sworn staffing and support ADA improvements; \$222,000 for IT to reinstate the Office 365 license; and \$218,594 for Recreation, Parks, Historic and Cultural Affairs to restore janitorial services and support summer operations at Old Mill Park. Additional requests include \$122,047 for Environmental Public Works (custodial services and Nesbit Lake dredging), \$70,000 for Transportation (school flasher upgrades), \$107,314 for Fire (emergency staffing and equipment), and \$67,775 for Finance to re-establish the Grants Manager position. Smaller adjustments are included across Communications, Human Resources, Administration, and Community Development.

Overall, the amendment prioritizes restoring essential services and maintains public safety service levels. These adjustments are funded through a combination of recognizing increased revenues and the use of fund balance.

The midyear budget amendment is a balanced budget.

Financial Impact:

Agenda Item (ID # 10502)

Upon approval of the budget amendment, funding will be available with the FY 2026 Budget.

Comments:

CITY OF ROSWELL, GEORGIA

Fiscal Year 2026 Midyear Budget Amendment

Summary of Appropriations and Offsetting Revenue Adjustments

This amendment authorizes the appropriations listed below for the remainder of Fiscal Year 2026. Each appropriation is offset by identified source of funding, resulting in net neutral impact to a balanced budget.

Appropriations

Department	Request	Type	Amount	Fund
Public Safety & Emergency Readiness				
Police	Full-Time Position Management	Operating	\$245,000.00	General Fund
Fire	Inclement Weather Staffing Funds	Operating	\$75,000.00	General Fund
Transportation	Upgrade School Zone Flashers	Capital	\$70,000.00	General Fund
Fire	Machinery and Equipment	Operating	\$32,314.00	General Fund
Police	ADA Access Buttons	Capital	\$18,000.00	General Fund
Cost-Neutral & Reimbursed Items				
Environmental & Public Works	Insurance Claim – Ice Event, Station 26	Operating	\$58,643.66	General Fund
Police	Developer Relocation Reimbursement	Operating	\$15,000.00	General Fund
Parks, Recreation & Community				
Recreation, Parks, Historic & Cultural Affairs	Old Mill Park – Summer Operations	Operating	\$136,490.00	General Fund
Recreation, Parks, Historic & Cultural Affairs	Cultural Arts – Related Expense	Operating	\$135,000.00	General Fund
Facilities & Infrastructure				
Recreation, Parks, Historic & Cultural Affairs	Janitorial Service Contract	Operating	\$82,104.00	General Fund
Environmental & Public Works	Custodial Contract Services	Operating	\$67,610.00	General Fund
Environmental & Public Works	Dredging Assistance – Nesbit	Capital	\$54,437.50	General Fund
Technology & Operations				
Information Technology	City's Office 365 License	Operating	\$222,000.00	IT Fund
Community Development	Short-Term Rental Licensing Discovery	Operating	\$8,500.00	General Fund
Human Resources	LinkedIn Recruiter	Operating	\$2,400.00	General Fund
Personnel & Administration				
Finance	Grants Manager	Personnel	\$67,775.00	General Fund
Administration	Executive Assistant	Personnel	\$41,884.00	General Fund
Communications	Training for Communications	Personnel	\$3,700.00	General Fund
Total Use of Funding			\$1,335,858.16	

Attachment: FY2026-Midyear-Budget-Amendment final (Mid-Year Budget Amendment FY2026)

CITY OF ROSWELL, GEORGIA

Sources of Funding

Department	Description	Amount	Fund
Recognized Revenue Increases			
Finance	Sales Tax Revenue Increase	(\$550,000.00)	General Fund
Finance	Insurance Premium Revenue Increase	(\$491,714.50)	General Fund
Recreation, Parks, Historic & Cultural Affairs	Cultural Arts – Revenue Update	(\$135,000.00)	General Fund
Community Development	Short-Term Rental Business License (Occupation Tax)	(\$8,500.00)	General Fund
Other Adjustments			
Information Technology	Funding for Office 365 License (Offset from IT Fund Balance)	(\$222,000.00)	IT Fund
Environmental & Public Works	Insurance Reimbursement – Station 26	(\$58,643.66)	General Fund
Police	Developer Relocation Reimbursement (Offset)	(\$15,000.00)	General Fund
Police	School Zone Fine – Revenue Update	\$145,000.00	General Fund
Total Source of Funding		(\$1,335,858.16)	

Amounts shown in parentheses represent increase to revenue or other adjustments.

Net Budget Impact

Total Use of Funding (Expense)	\$1,335,858.16
Total Source of Funding (Revenue)	(\$1,335,858.16)
Net Impact	\$0.00

All requests are fully offset by identified source of funding or adjustments. The amendment is a balanced budget.



City of Roswell
Committees of Council
AGENDA ITEM REPORT

ID # - 10501

MEETING DATE: June 23, 2026
DEPARTMENT: Committees of Council
ITEM TYPE: Discussion

Discussion of Downtown Parking Operations

Action Required:

Discussion

Description:

Discussion of downtown parking operations

Financial Impact:

N/A

Comments:

Parking Operations Update



Prepared for: The City of Roswell, GA
By: 12 Oaks Parking
June 2026

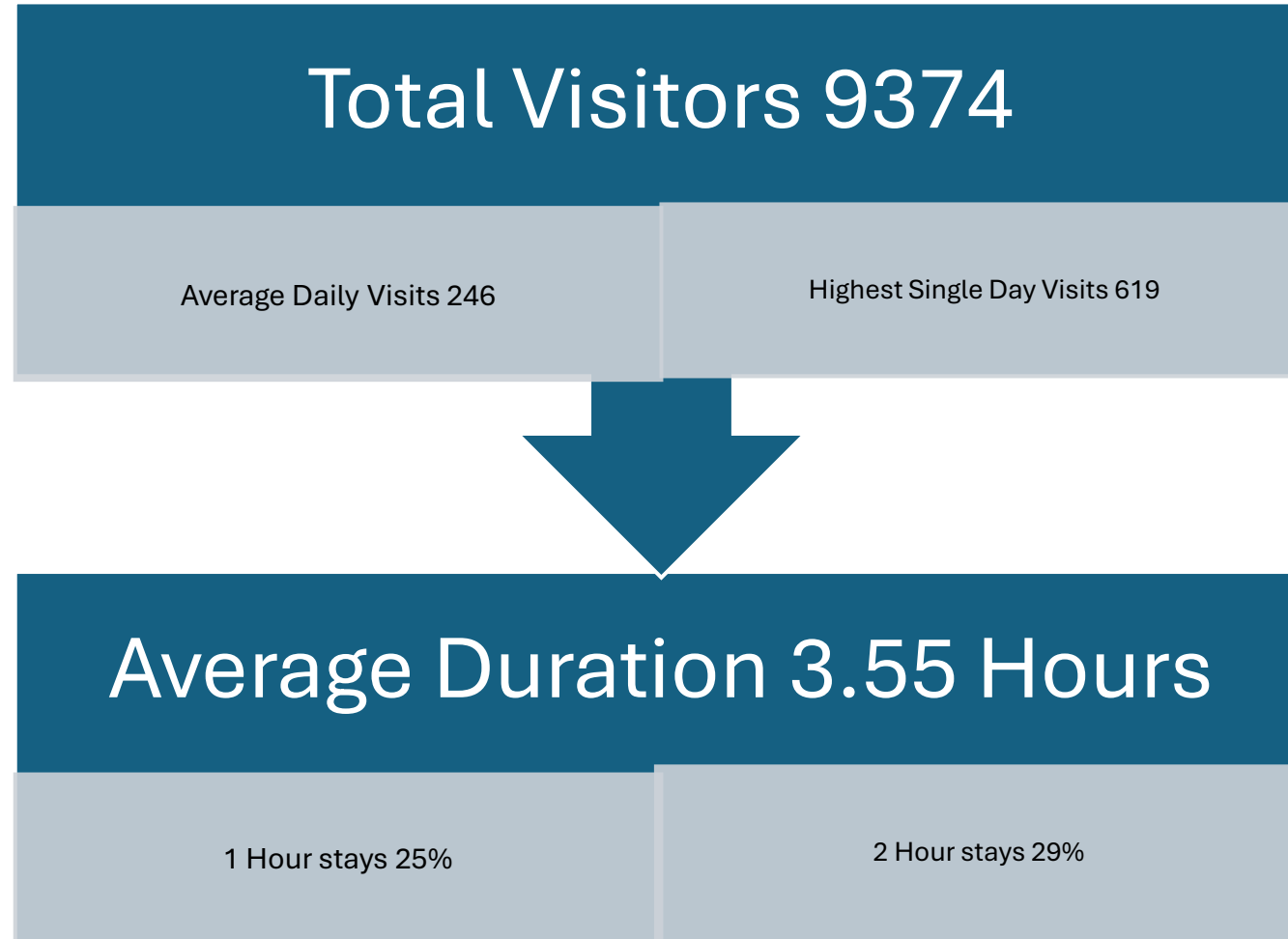
City of Roswell Parking Transition Update

Effective May 1st 12 Oaks Parking began the transition of operations for the City of Roswell's parking program based on the following timeline:

- May 1st – 12 Oaks contract begins to operate Roswell's parking assets.
- May 4th – Green Street Parking Deck opens to the public.
- May 15th - 12 Oaks Parking transitions operations of the current on-street parking program under the updated parking rate structure.
- May 15th - 12 Oaks begins Ambassador staffing to educate the public and monitor the on-street program and track payment compliance. Issues informational warning notices to on-street vehicles with non-payment
- May 30th - 12 Oaks begins Parking Enforcement staffing, issuing \$0 Parking Charge Notices to on-street vehicles with non-payment.
- June 13th - 12 Oaks Parking Enforcement staffing begins issuing \$20 Parking Charge Notices to on-street vehicles with non-payment.

Green Street Deck - Visitor Data

- May 8th – June 14th



On Street Parking Program - Transition

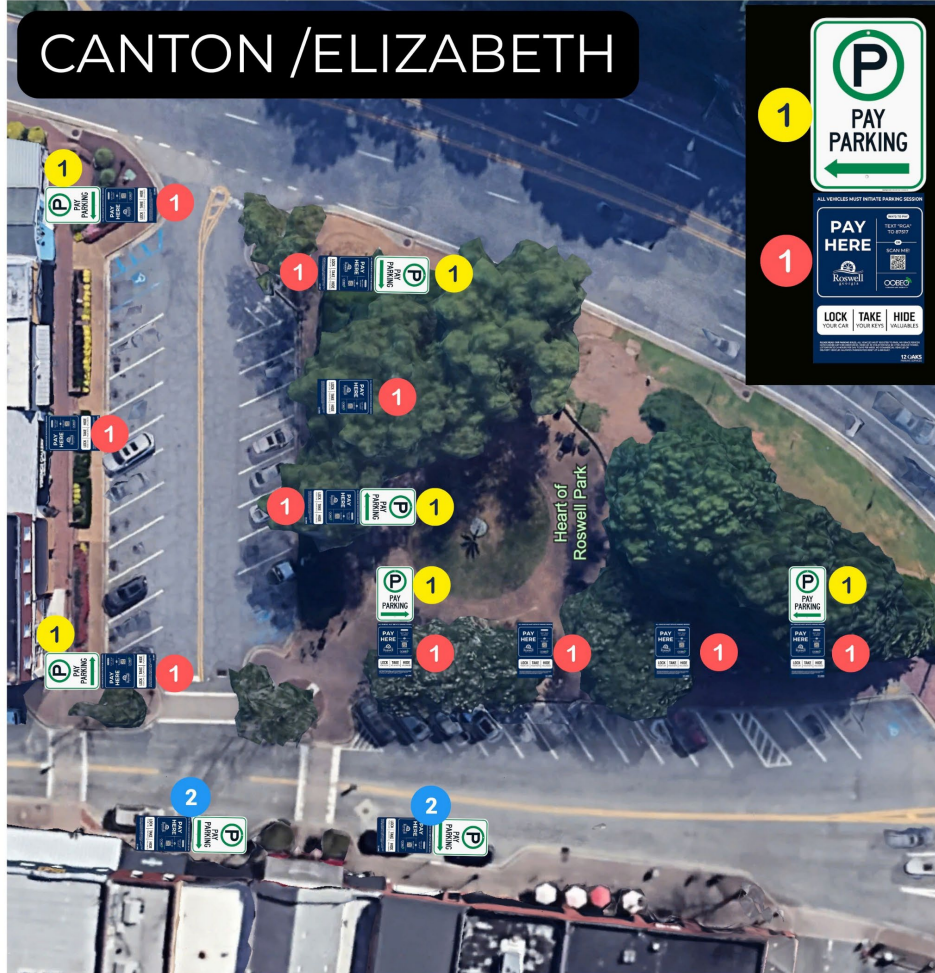
- Fabricated and installed custom parking signs with integrated QR codes.
- Transitioned away from ParkMobile and to a new payment platform (Oobeo) for scan-to-pay.
- Signs were strategically placed to maximize visibility and usability.
- Parkeon pay stations (2) were re-programmed to align with updated parking pricing structure.
- On Street payment breakdown is trending 93% Scan-to-Pay and 7% through pay stations.

Public Communication and Grace Period

- Parking ambassadors were deployed to greet patrons and explain the parking changes
- Informational warning letters were distributed to vehicles between May 15th – 30th
- Grace period was extended to June 12th as Parking Ambassadors began issuing \$0 Parking Charge Notices on vehicles with non-payment.



On Street Parking – Signage Map



Attachment: 12 Oaks - Report to City Council V3 - IM (Parking Operations Review with 12

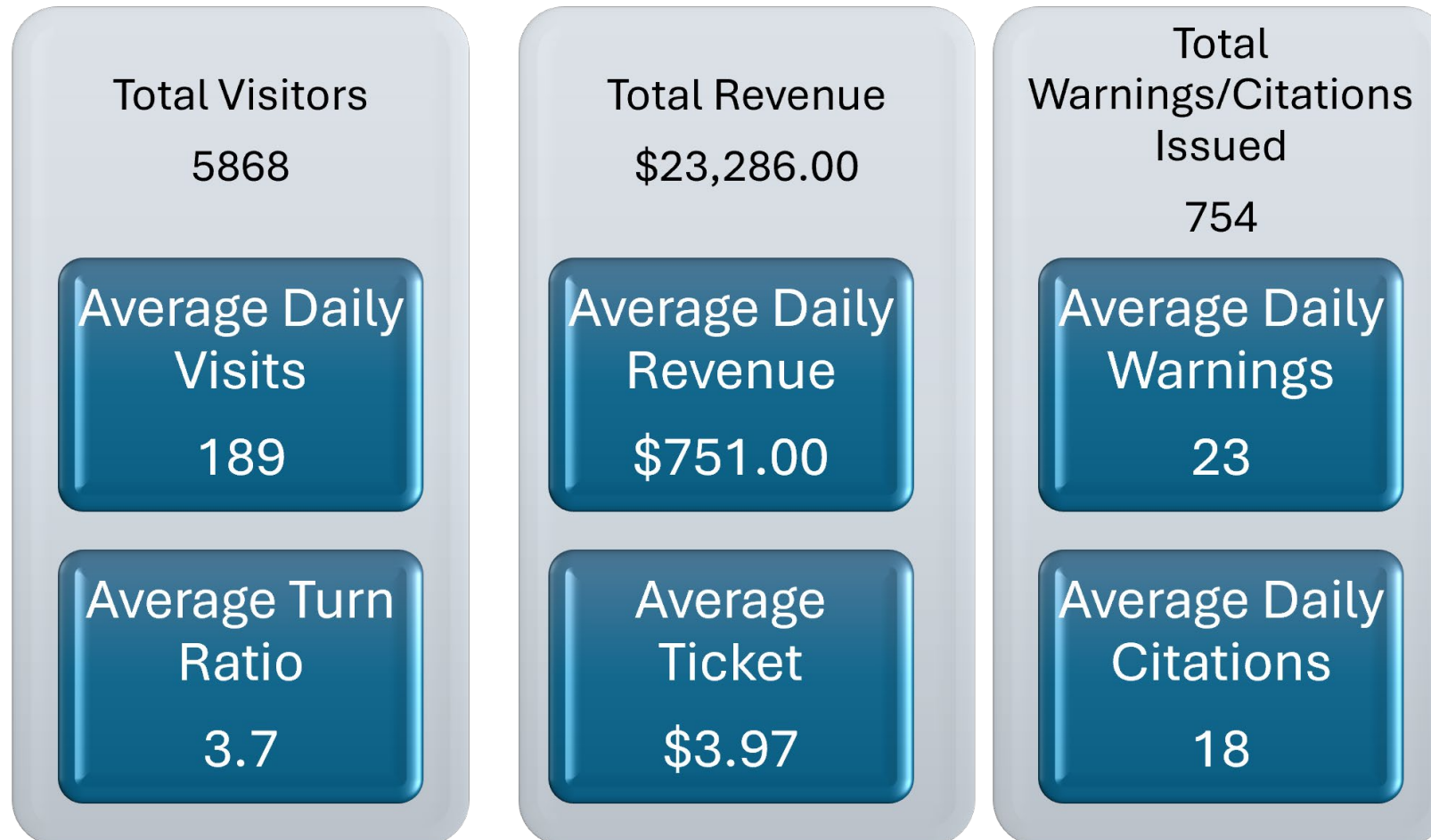
On Street Parking – ADA Parking



Attachment: 12 Oaks - Report to City Council V3 - IM (Parking Operations Review with 12

On Street Parking Transactions & Results

- May 15th – June 14th



Data Collection & Reporting

- Three distinct parking technology systems are being utilized in the operation of the Roswell parking program.
- Spark (Green Street Deck), Oobeo (on street scan-to-pay), and Parkeon (on street payment kiosk).
- All systems collect visitor data, length of stay data, and license plate data.
- Roswell has access to a customized reporting portal that contains all the compiled data from the three systems.
- The City can search and compile customized reports as needed based on their desired parameters.

The screenshot displays the 'City of Roswell' reporting interface. At the top, it says 'City of Roswell' in white and gold text. Below that is a dark blue box titled 'Select Report Period' with the subtitle 'Choose the date range for your weekly report'. Underneath, there is a 'QUICK SELECT' section with four buttons: 'This Week', 'Last Week', '2 Weeks Ago', and 'This Month'. Below these are 'FROM' and 'TO' date input fields. The 'FROM' field contains '05/18/2026' and the 'TO' field contains '05/24/2026'. At the bottom of the form is a large yellow button labeled 'Generate Report →'. A small note at the very bottom of the form reads 'Data loads once — change dates anytime without reloading'.

Questions/Contact Us



12 Oaks Parking, LLC
970 Canton Street, Suite B
Roswell, GA 30075
www.12oaksparking.com

Michael Craig
mccraig@12oaksparking.com
678-973-0348



City of Roswell
Committees of Council
AGENDA ITEM REPORT

ID # - 10500

MEETING DATE: June 23, 2026
DEPARTMENT: Community Development
ITEM TYPE: Discussion

Discussion of 2045 Comprehensive Growth Plan Draft

Action Required:

Discussion

Description:

Staff has distributed the draft 2045 Comprehensive Growth Plan Draft and seeks policy direction regarding the document.

Financial Impact:

N/A

Comments:

See attached draft Comprehensive Growth Plan 2045.



City of Roswell
2045 Comprehensive Growth Plan
June 2026 DRAFT



Mayor and City Council

Mary Robichaux, *Mayor*
Sarah Beeson, *Mayor Pro Tem, Post 1*
Allen Sells, *Post 2*
Christine Hall, *Post 3*
Jennifer Phillippi, *Post 4*
Eren Brumley, *Post 5*
Chris Zack, *Post 6*

City Staff

Jeff Leatherman
Michelle Alexander
Darryl Connelly
Jackie Deibel
Jeannie Peyton, *AICP*

Stakeholder Committee

Councilmember Allen Sells, *Chair*
Councilmember Christine Hall
Bill Wilkinson, *Vice-Chair*
Jay Corona
George Crumley
Deb Ewing
Ward Green
Jeff Jablonski
Denise Rauch
Clair Snedeker

Consultant Team

Kimley-Horn
Eric Bosman, *FAICP*
Jon Tuley, *AICP*
Jonathan Demirci, *AICP*
Hannah Robnik
Lindsay Dahl

KB Advisory Group

Geoff Koski
Gabrielle Oliverio, *AICP*
Trevor Butler
Jaycee Shin

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City of Roswell

Roswell, founded in the mid-1830s by industrialist Roswell King, has grown from its origins as a small mill town to a vibrant suburban City. Known for its rich history and well-preserved pre-Civil War architecture, Roswell showcases numerous historic landmarks such as the Roswell Mill, Bulloch Hall, Archibald Smith Plantation Home, and Doc's Cafe. These sites offer a glimpse into the City's past and contribute to its unique historical character.

Situated approximately 20 miles north of downtown Atlanta, Roswell is part of the metro Atlanta area, providing residents with easy access to the bustling urban center while maintaining a more relaxed, suburban lifestyle. The City's proximity to the Chattahoochee River offers picturesque landscapes and ample recreational opportunities, including the Chattahoochee Nature Center and several riverfront parks and trails.

In addition to its historical appeal, Roswell's economy benefits from a variety of businesses that choose to locate in the City. The employment base includes a concentration of car dealerships and automotive-related businesses along Highway 9, which play an important role in the local economy. While Roswell is home to several research and development enterprises that contribute to innovation and job creation, there remain many vacant office and flex industrial spaces that could be better utilized. The City continues to seek opportunities to attract a more diverse range of research, technology, and development-oriented businesses to strengthen and balance its economic landscape.

Roswell's key corridors, including Highway 9, Holcomb Bridge Road, and GA 400, provide essential connectivity to Atlanta and neighboring cities, including Alpharetta, Sandy Springs, and John's Creek. In particular, GA 400 offers a direct route to downtown Atlanta, facilitating convenient commutes for residents and businesses. These major roads also support regional collaboration and economic activities with nearby areas. Planned infrastructure improvements, such as express lanes and enhanced transit services, will further improve mobility and integration within the metro Atlanta region, providing efficient access and sustained growth for Roswell.

Known for its family-friendly environment, Roswell features top-rated schools, ample green spaces, and various recreational facilities. This blend of historical charm, vibrant community life, strong economic foundations, and strategic location within the metro Atlanta area makes Roswell a desirable destination for both residents and visitors alike.



What is the Comprehensive Growth Plan?

The 2045 Comprehensive Growth Plan is a blueprint for the future and economic growth of our city. It will outline the community's vision, goals, and strategies for land use, housing, transportation, public facilities, and infrastructure.

Why are we updating it?

All Cities and Counties in Georgia are required by the Georgia Department of Community Affairs (DCA) to update their comprehensive plan every five years. The 2045 Comprehensive Growth Plan will serve as Roswell's comprehensive plan update. Beyond state requirements, updating the plan also provides an opportunity to address current challenges and plan for future economic growth and investment.

How is the 2045 Comprehensive Growth Plan different?

The 2045 Comprehensive Growth Plan update places a stronger emphasis on market and economic analysis, helping to more clearly align the vision with the City's economic development strategy. This approach supports a focus on growing jobs and expanding economic opportunities while continuing to protect existing residential neighborhoods. Additionally, the plan will concentrate strategies on key corridors and centers that can support future development. These areas represent important opportunities to stimulate economic activity, attract new businesses, and enhance overall community vitality.

How will the plan be used?

The Comprehensive Growth Plan will serve as the City's primary guide for decision-making, helping elected officials, staff, and partners align policies, investments, and development decisions with the community's long-term vision. It will be used to evaluate rezonings, prioritize capital projects, and coordinate infrastructure improvements to ensure they support the desired character and growth patterns across Roswell.

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Existing Conditions Assessment

Overview

The Existing Conditions Assessment offers a comprehensive snapshot of the city’s demographics, economy, land use patterns, and infrastructure systems, establishing a clear understanding of the community’s current state. This baseline evaluation is essential for identifying both strengths and areas of need, helping to ground future decisions in real, local context. By examining these core elements together, the assessment creates a cohesive framework that supports informed planning and ensures that recommendations are tailored to the city’s unique challenges and opportunities.

The assessment covers the following topics in this section:



Previous Planning Efforts



Economic Assessment and Market Analysis



Transportation and Mobility



Recreation and Parks



Economic Nodes and Activity Centers



Previous Planning Efforts

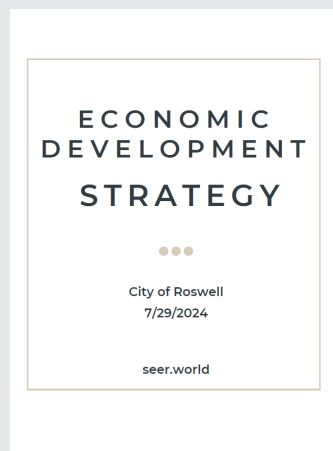
Citywide Planning Efforts

The Comprehensive Growth Plan aims to build on previous citywide planning efforts, including the 2040 Comprehensive Plan, Economic Development Strategy, Stormwater Utility Master Plan, Transportation Master Plan, Recreation, Parks, Historic, and Cultural Master Plan, and the Bicycle and Pedestrian Master Plan.



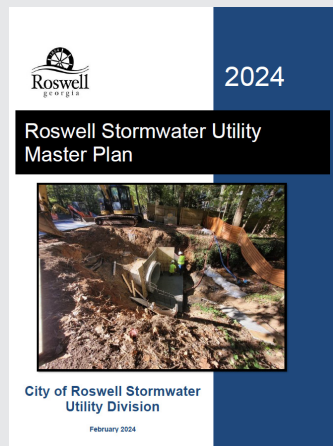
2040 Comprehensive Plan (2021)

The Roswell 2040 Comprehensive Plan, adopted in 2021, provided a long-term vision for the City’s growth and development. Its primary purposes were to deliver policy direction in key areas such as land use, transportation, economic development, housing, public facilities, inter-governmental agreements, and the management of natural and cultural resources. The goals of this plan aimed to ensure sustainable development, enhance quality of life, promote economic vitality, and preserve the unique character and resources of Roswell.



Economic Development Strategy (2024)

Roswell’s Economic Development Strategy aims to leverage the City’s strengths to foster sustainable growth and enhance its appeal to new industries and capital. The strategy focuses on establishing an innovative environment and attracting sectors like aerospace to position Roswell as a leading, forward-thinking municipality in North Fulton. The plan also identifies strategic economic nodes, such as downtown, midtown, and east side, to prioritize growth and redevelopment efforts, enhancing overall economic vitality.

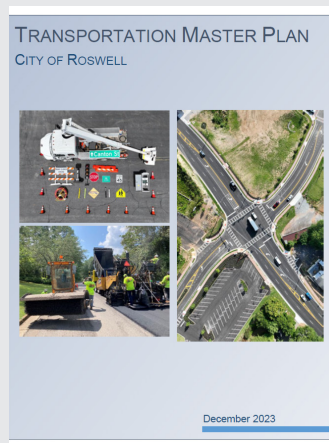


Stormwater Utility Master Plan (2024)

The Stormwater Master Plan reviewed and assessed the state of the stormwater drainage system and completed projects from the last five years. Building on the 2019 Master Plan’s success, the new plan serves as a roadmap for future maintenance, infrastructure enhancements including upgrades or new facilities, and regulatory compliance. Objectives include reducing property damage risk, enhancing departmental coordination, maintaining financial stability, and providing outstanding customer service.

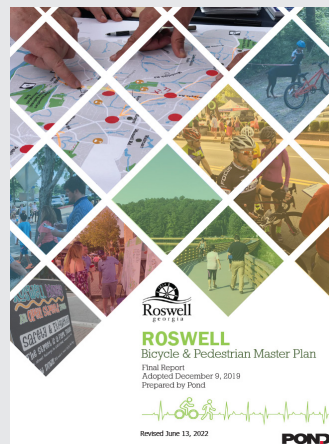
Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Each of these plans addresses specific needs within the community. The goal is to unify these efforts, enhancing the previous Comprehensive Plan by primarily focusing on the Economic Development Strategy to ensure sustainable growth and economic vitality.



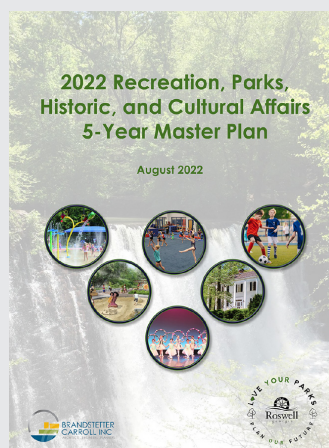
Transportation Master Plan (2023)

Roswell’s Transportation Master Plan is a comprehensive guide addressing traffic congestion, cut-through traffic, and safety. It includes repaving, sidewalk installations, speed management, bicycle and pedestrian infrastructure, bridge repairs, corridor and intersection improvements, roadway realignments, and traffic calming measures. These initiatives aim to enhance mobility, accessibility, and safety, supporting the vision of making Roswell the “number one family community in America”.



Bicycle and Pedestrian Master Plan (2022)

The Roswell Bicycle and Pedestrian Master Plan, revised in June 2022, aims to improve walkability and bikeability by moving beyond its auto-centric past. Key initiatives include updating policies, refining the Sidewalk Matrix, prioritizing investments, and implementing a “Hub and Spoke” vision for central connectivity. The plan phases implementation into short-term, mid-term, and long-term projects, with aspirational goals, emphasizing regular maintenance, Vision Zero policies, and regional alignment to create a safe and connected community.



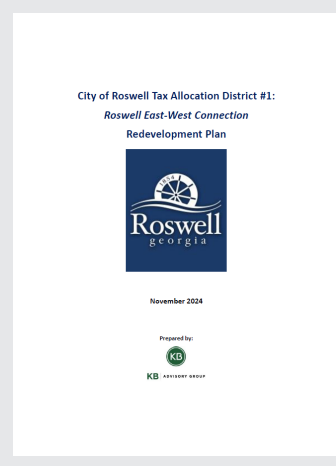
Recreation, Parks, Historic, and Cultural Master Plan (2022)

This Master Plan seeks to improve quality of life through strategic event programming, implementation of the River Parks Master Plan, capital investment strategies, and acquiring additional parkland and trails. It responds to population growth and diversification, clarifying departmental roles and setting priorities to deliver recreational services and facilities. Fueled by robust data and community engagement, the plan guides the Roswell RPHCA Department to become the primary provider of recreational experiences for the next five years.

Previous Planning Efforts

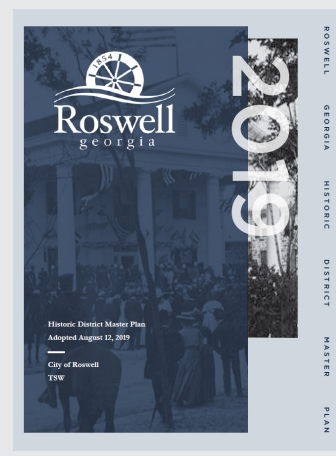
Focused Planning Efforts

In addition to the citywide plans, several smaller area or master plans address specific parts of the city, including the Tax Allocation District #1 Redevelopment Plan, the Historic District Master Plan, East-West Alley Master Plan, Holcomb Bridge 400 LCI Study, Groveway Community Hybrid Form Based Code, and the Midtown Redevelopment Plan.



City of Roswell Tax Allocation District #1: Roswell East-West Connection Redevelopment Plan (2024)

The Roswell Tax Allocation District #1 Redevelopment Plan, adopted in November 2024, outlines strategies to stimulate redevelopment and economic growth in specific areas of Roswell, particularly around GA 400 and the Holcomb Bridge Road corridor. Key action items include supporting the revitalization of dormant and aging commercial sites, enhancing transportation infrastructure, and developing mixed-use districts. The plan aims to attract private investment, improve public spaces, and ultimately increase property values and tax revenues.



Historic District Master Plan (2019)

The Roswell Historic District Master Plan, adopted in August 2019, aims to preserve and enhance the city's historic character while accommodating future growth. Key recommendations include updating the Unified Development Code to reflect the unique historic patterns of different Character Areas, promoting a balanced mix of commercial and residential uses, and improving connectivity and pedestrian infrastructure. The plan emphasizes the importance of maintaining the historic integrity of significant buildings and streetscapes, encouraging green building practices, and enhancing public spaces with sustainable design features.

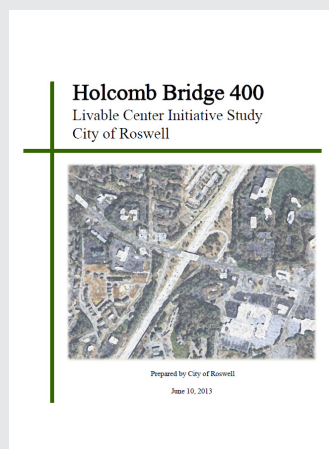


East-West Alley Master Plan (2015)

The East-West Alley Master Plan, completed in 2015, aims to integrate alleyways and side streets into Historic Downtown Roswell to create an active, safe, and economically vibrant area. It includes recommendations for East Alley, West Alley, Webb Street East, and Elizabeth Way. Key actions are improving pedestrian facilities, stormwater management, streetscape aesthetics, waste management consolidation, and possibly burying utilities. The plan emphasizes pedestrian-oriented design, connectivity, and historic preservation with phased implementation strategies.

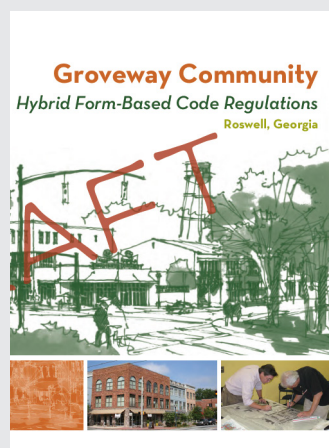
Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

These plans provide deeper analysis of targeted areas within the city, helping to inform more context-specific planning and implementation efforts.



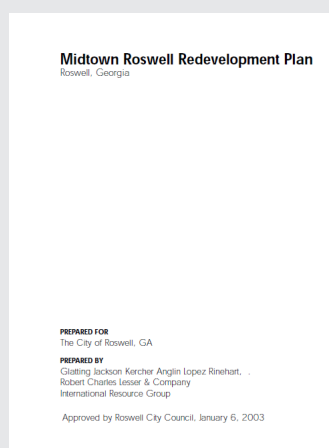
Holcomb Bridge 400 LCI Study (2013)

The Holcomb Bridge 400 LCI Study, completed in June 2013, aims to transform the Holcomb Bridge Road and SR 400 intersection in Roswell into a vibrant activity center. It promotes mixed-use development, enhanced pedestrian and bicycle facilities, improved traffic circulation, and expanded transit connectivity. Key goals include a balanced transportation system, complete streets, and diverse housing options. The study outlines short-term, medium-term, and long-term projects with designated funding sources to achieve these objectives.



Groveway Community Hybrid Form-Based Code (2012)

The Groveway Community Hybrid Form-Based Code Regulations, adopted in April 2012, guide land use, urban design, and transportation in the Groveway Community along Atlanta Street (Highway 9) and Roswell Town Center. This plan aims to create a mixed-use center that supports pedestrian-friendly areas and integrates residential and commercial uses. Key takeaways include a focus on building design and frontage, essential streetscape elements, and seamless connections between mixed-use and residential districts for cohesive development.



Midtown Roswell Redevelopment Plan (2003)

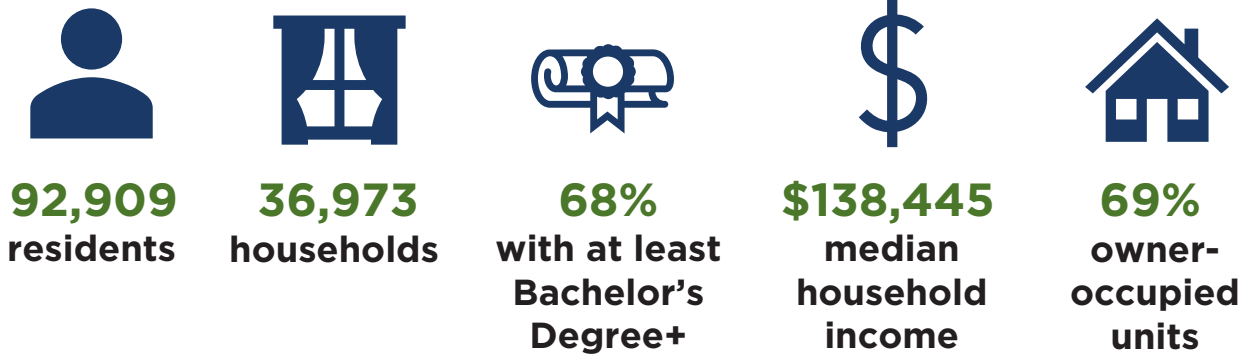
The Midtown Roswell Redevelopment Plan, adopted in January 2003, aims to revitalize and transform Roswell's Midtown district along Alpharetta Street. Faced with challenges such as limited parcel sizes, parking shortages, and aesthetic issues, the plan envisions a pedestrian-friendly area that balances local and regional needs. Key takeaways include enhancing transportation, improving streetscapes, fostering commercial redevelopment, and strengthening neighborhood stability, all driven by community input. The ultimate goal is to create a vibrant, harmonious environment for residents, businesses, and visitors.

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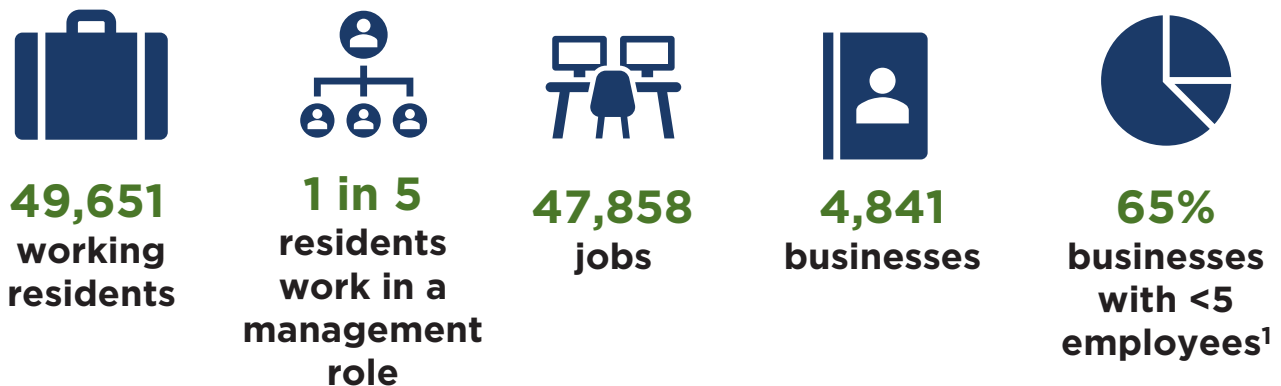
Economic Assessment and Market Analysis

Community & Industry

Roswell continues to be an affluent and well-educated community within the Atlanta region. The City leads Fulton County and the Atlanta MSA in the share of residents with at least a Bachelor’s Degree, median household income, wealth, and rate of homeownership. Similar to local and regional trends, the age cohort that is growing the most within Roswell are those 65 years of age and older.



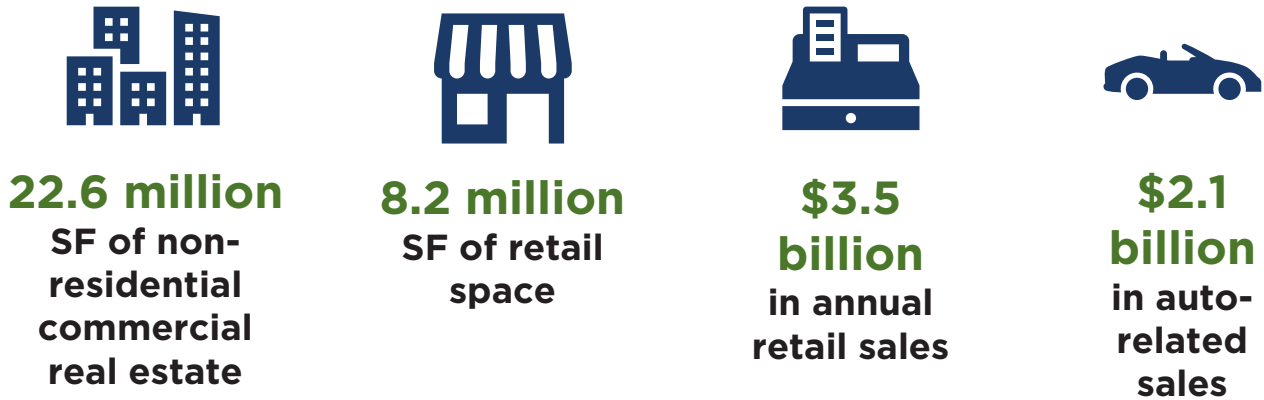
Only a small share of residents both live and work in Roswell. Akin to the County and region, the majority of residents work in a service-based industry - primarily the Professional and Technical Services sector. While this sector is in the top three industries in Roswell in terms of distinct businesses and jobs, the Health Care sector leads the rankings for both. The number of jobs within this industry far exceeds the number of residents working in this sector, causing these establishments to rely on in-commuters to fill these jobs.



¹Based on estimates for the City’s two main zip codes (30075,30076)
Source: KB Advisory Group with data from Esri, U.S. Census Zip Code Business Patterns

Market

Out-of-market visitors represent almost half of the average daily population within Roswell – in large part due to the City’s multiple major transportation corridors and the corresponding retail shopping centers that have been developed as a result. From July 2024 through June 2025, Roswell Corners was the most visited place within the City. Roswell Town Center received the most individual visitors – almost exclusively from visitors to the Chick-fil-A. However, due to the proximity to the affluent communities of Roswell and its sister cities, the majority of retail sales within the City stem from the various luxury car retailers.



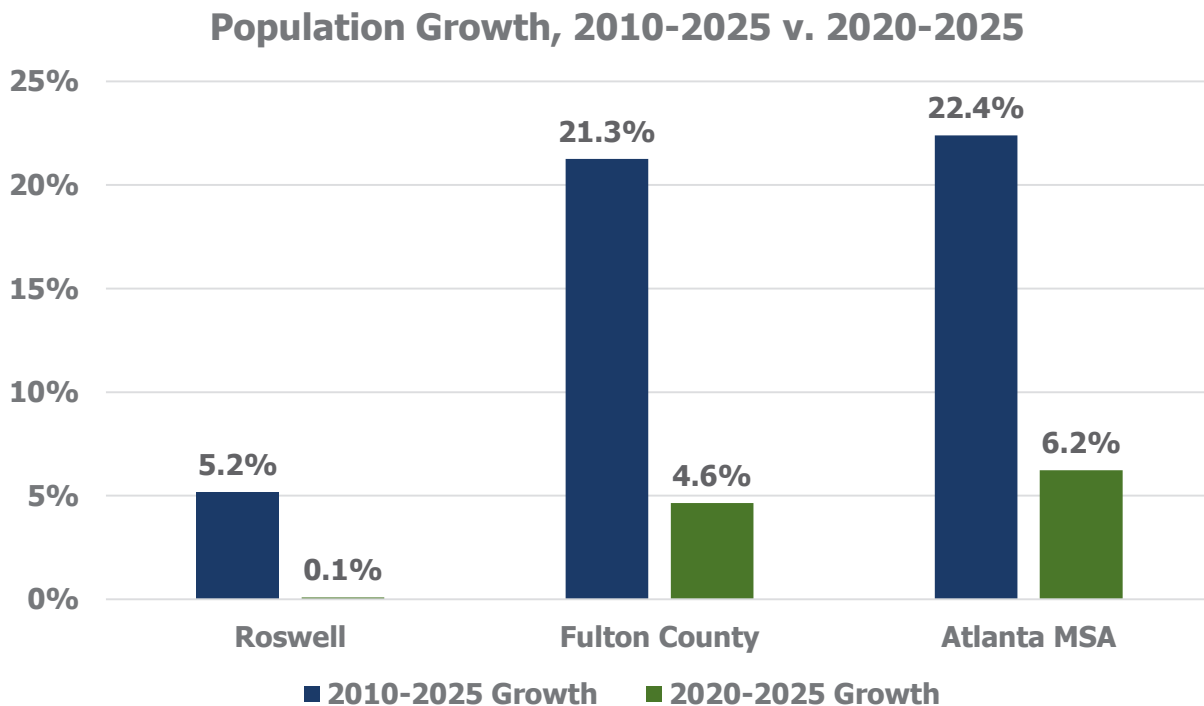
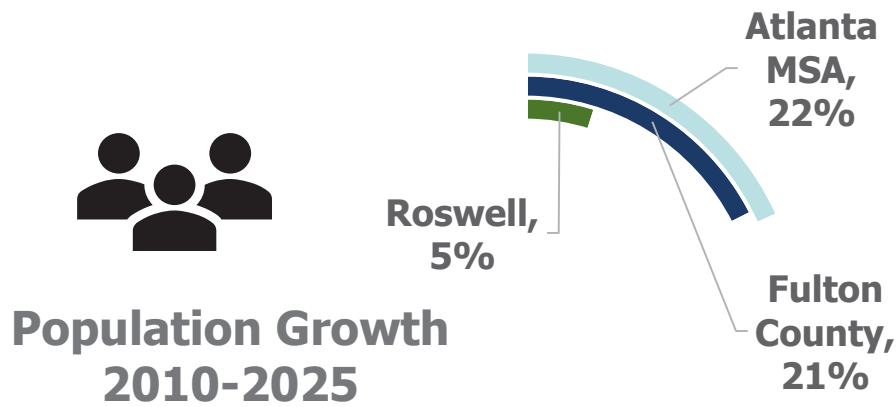
A significant portion of the City’s non-residential commercial real estate is at least 40 years old, contributing to a vast majority of properties being considered Class B properties, or “average” properties that do not have abundant amenities, are typically not in prime locations, and are generally considered to be more speculative investments. Despite comparable vacancy rates, the City’s industrial/flex spaces are supporting rents that are almost double the average County and regionwide. While office space within Roswell has significantly lower vacancies, this is largely contributed to much lower rents resulting from smaller and older buildings. Furthermore, although all the hotels within the City have been renovated, and the Home2 Suites and Springhill Suites are only five years old, none are considered Class A spaces – limiting customers looking for high-end accommodations and those looking to host large events or conferences.

Given that Roswell has had limited population and household growth over the past five to ten years, an increase in out-of-market visitors or larger employers may be needed to spur redevelopment of old and/or vacant spaces and bring new amenities into the City.

Source: KB Advisory Group with data from Claritas, CoStar, Placer.ai

Population & Households

The City of Roswell is currently home to an estimated **92,909 residents**. Although Roswell’s population has continued to grow, the rate is about 4 times slower compared to Fulton County and the entire Atlanta region. While the population grew by about 5% between 2010 and 2025, the growth rate between 2020 and 2025 has been marginal (less than 1%).



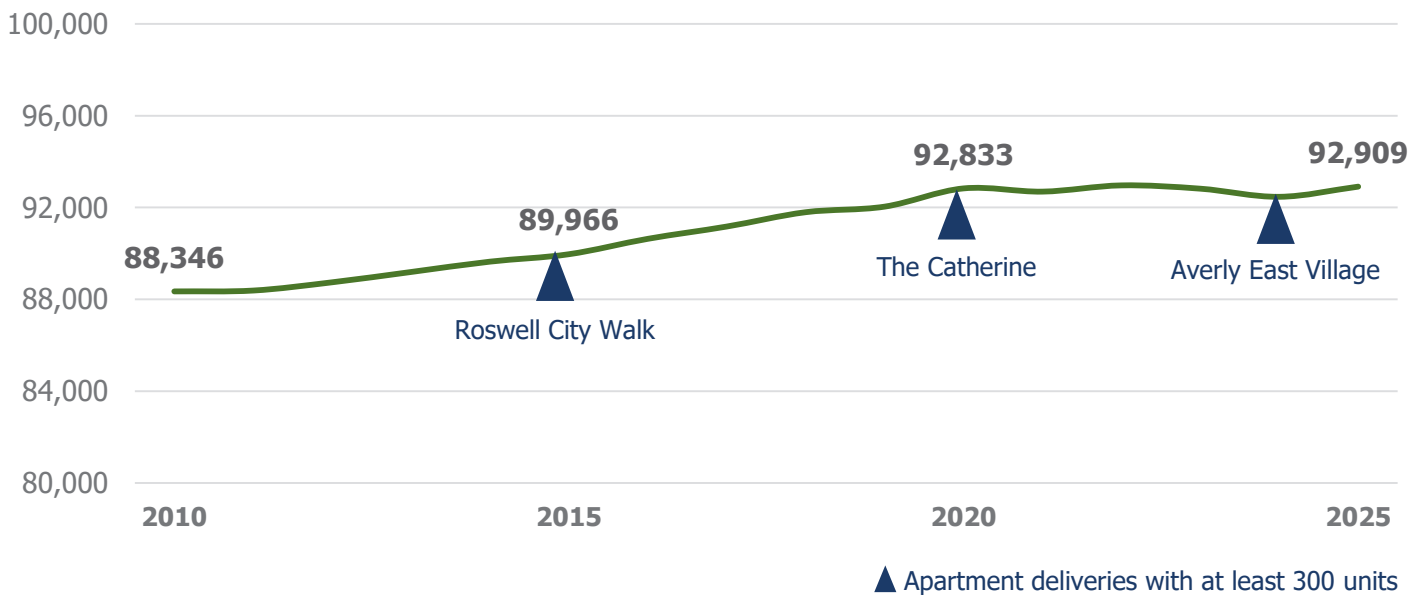
Source: KB Advisory Group with data from Esri

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

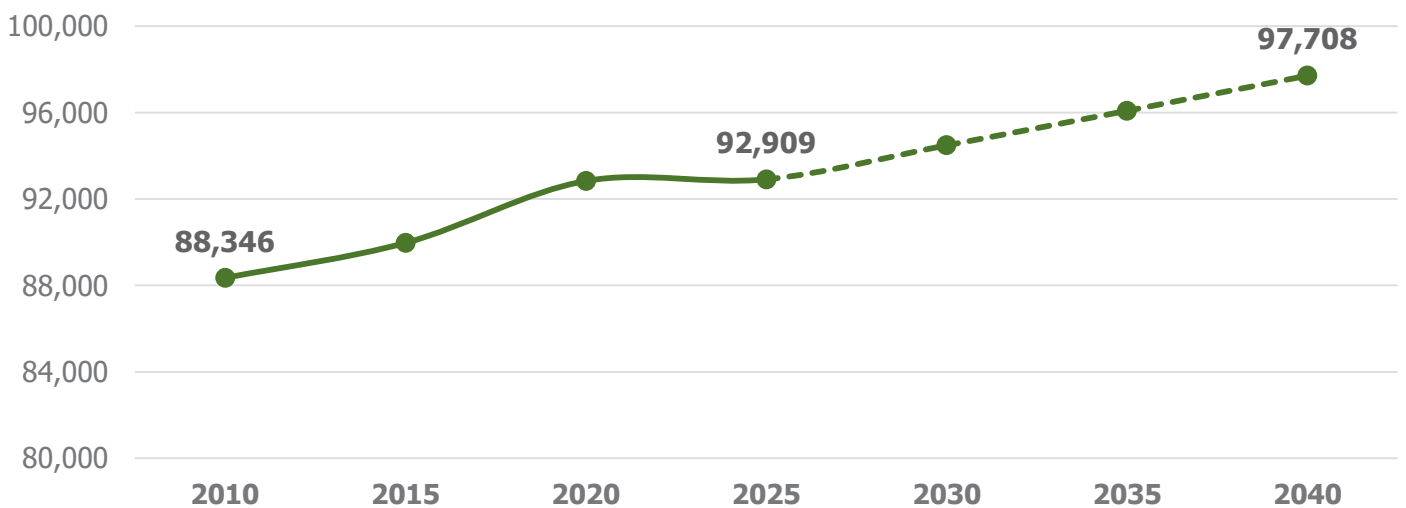
Population & Households

Roswell’s population growth rate has been marginal over the past 15 years. The average annual population growth rate of Roswell from 2010-2025 was **0.34% or approximately 320-375 people a year**. If this historical rate of growth continues over the next 15 years, Roswell’s population will only reach **97,708 by 2040***.

Roswell Population, 2010-2025



Roswell Population Forecast, 2025-2040



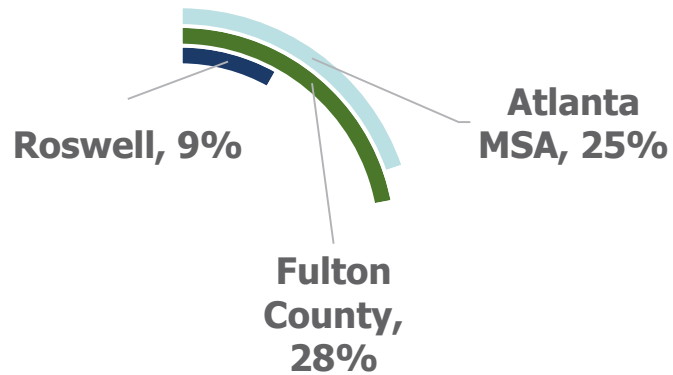
*This does not factor in any current projects under construction or proposed
Source: KB Advisory Group with data from Esri, U.S. Decennial Census (2010, 2020)

Population & Households

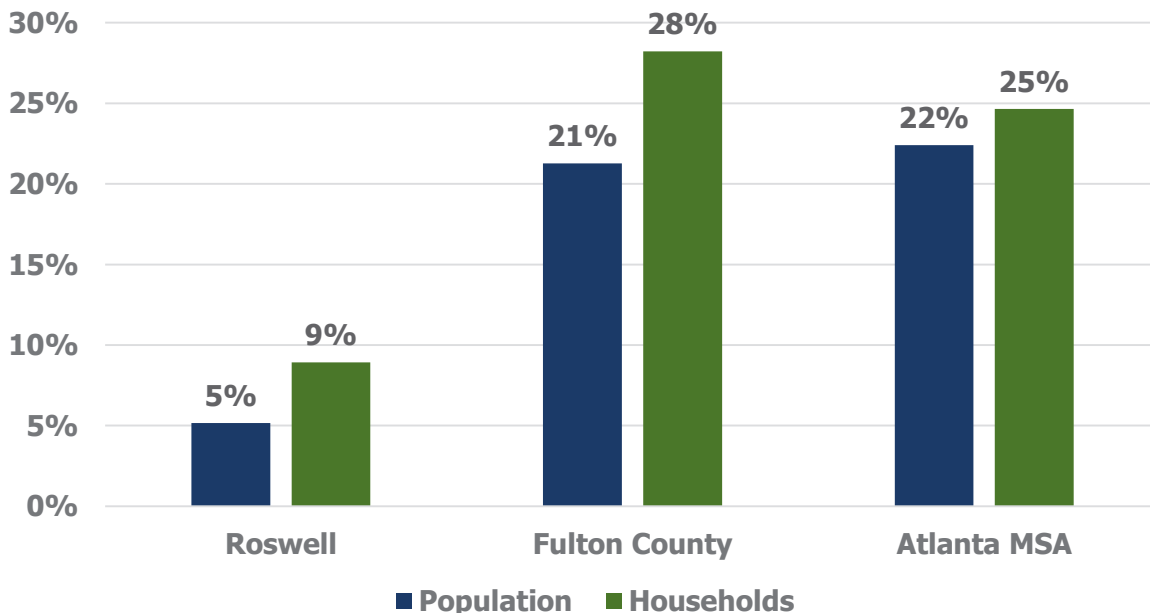
Roswell is also home to **36,973 households**. Household growth within Roswell has exceeded population growth - indicating that new household formation has primarily been from existing households and is reflected in smaller average household sizes. The average household size in Roswell declined from 2.59 in 2010 to an estimated 2.50 in 2025. If the number of new households continues to outpace population growth, this could put pressure on the housing supply and housing preferences as there may be more homes needed to accommodate the division of existing households.



**Household Growth
2010-2025**



Population v. Household Growth, 2010-2025



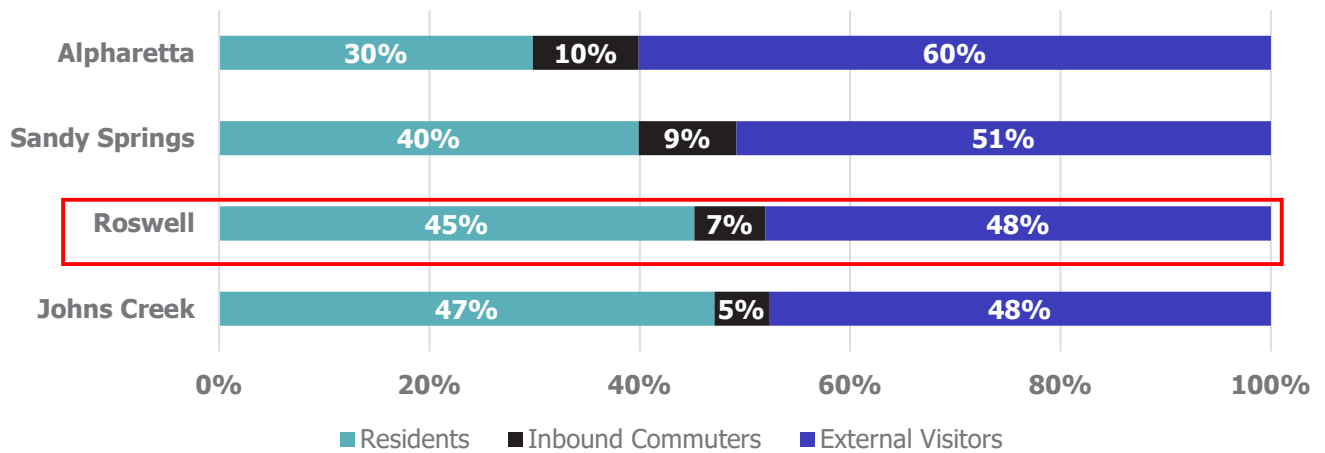
Source: KB Advisory Group with data from Esri

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Daily Draw Comparison

On average, **over 100,000 people come into Roswell daily** to work or patron the City’s businesses and recreational amenities. With a little over 90,000 residents, this means that on any given day, over half of the City’s daily population originated outside of Roswell. In comparison, approximately 60% of the average daily population to Alpharetta are external visitors or visitors who do not live or work in that area. Both Alpharetta and Sandy Springs have slightly higher shares of inbound commuters due to the office clusters in these communities.

Average Daily Population (%) by City, 2025



Top Places in Northern Fulton by External Visitors, 2025

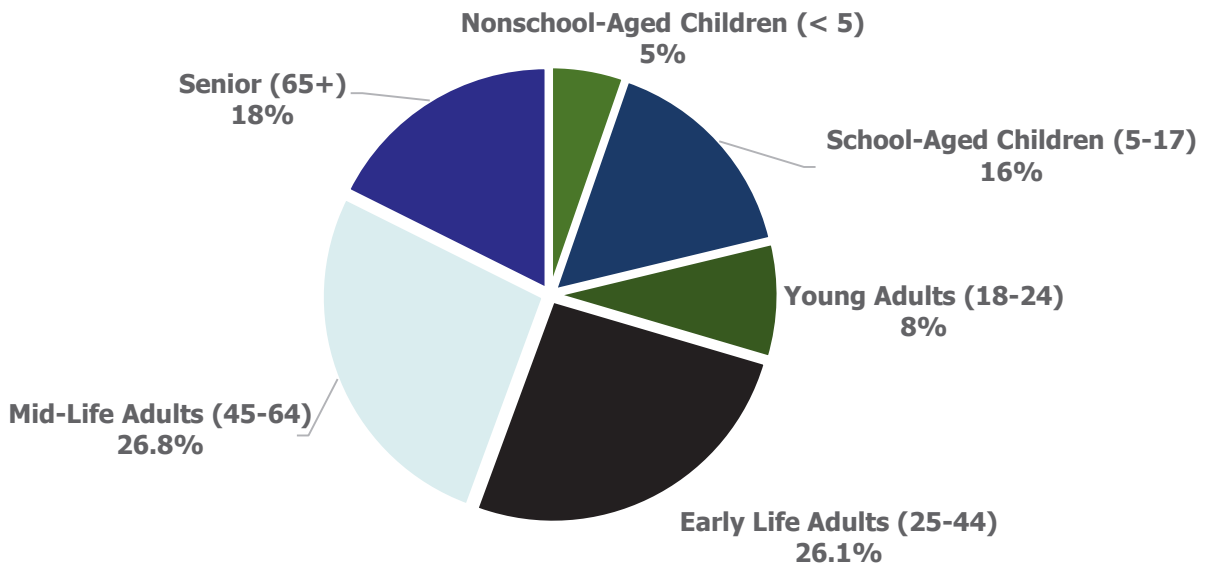
1. The Avalon	2.1 million visitors
2. North Point Mall	1.2 million visitors
3. North Point Market Center	1.0 million visitors
4. Mansell Crossing	1.0 million visitors
5. Northside Hospital	603.8K visitors
6. State Bridge Corners	602.5K visitors
7. John’s Creek Village	592.3K visitors
8. The Prado	558.5K visitors
9. Roswell Corners	542.4K visitors
10. Emory Saint Joseph’s Hospital	534.9K visitors

Source: KB Advisory Group with data from Placer.ai

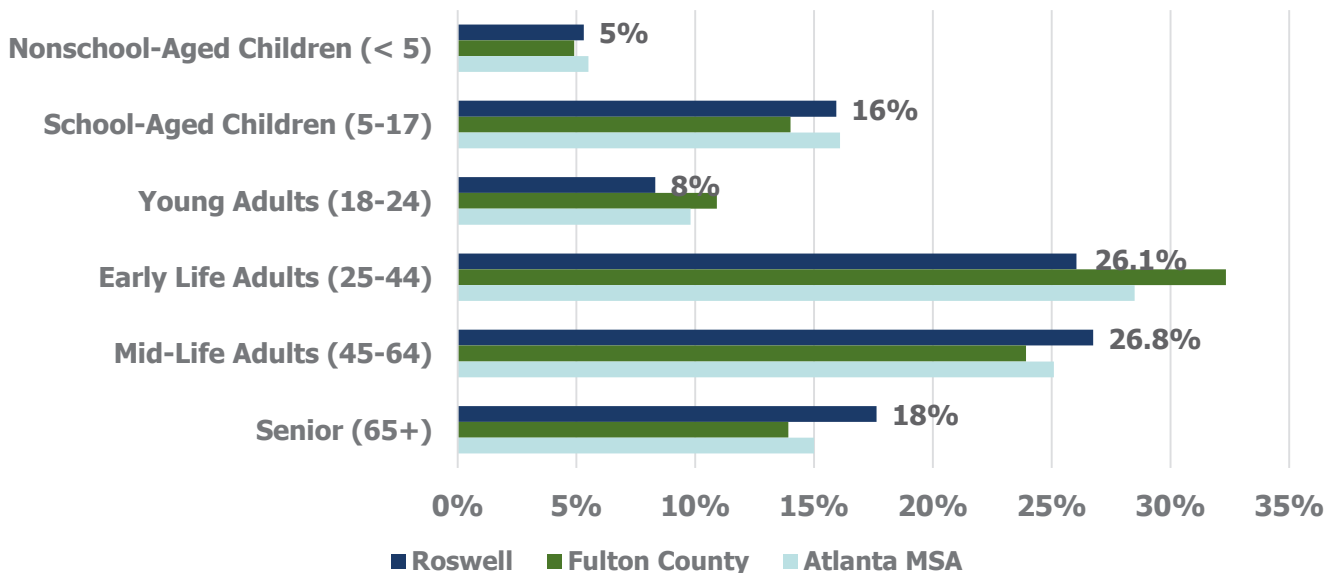
Age Cohorts

Unlike the County and region overall, Roswell currently has an equal share of residents that are 25-44 (Early Life Adults) and 45-64 (Mid-Life Adults) – collectively representing over 50% of residents. Those over 64 (Senior) represent almost another fifth of the City’s population.

Share of Population by Age Cohort, 2025



Share of Population by Age Cohort, 2025



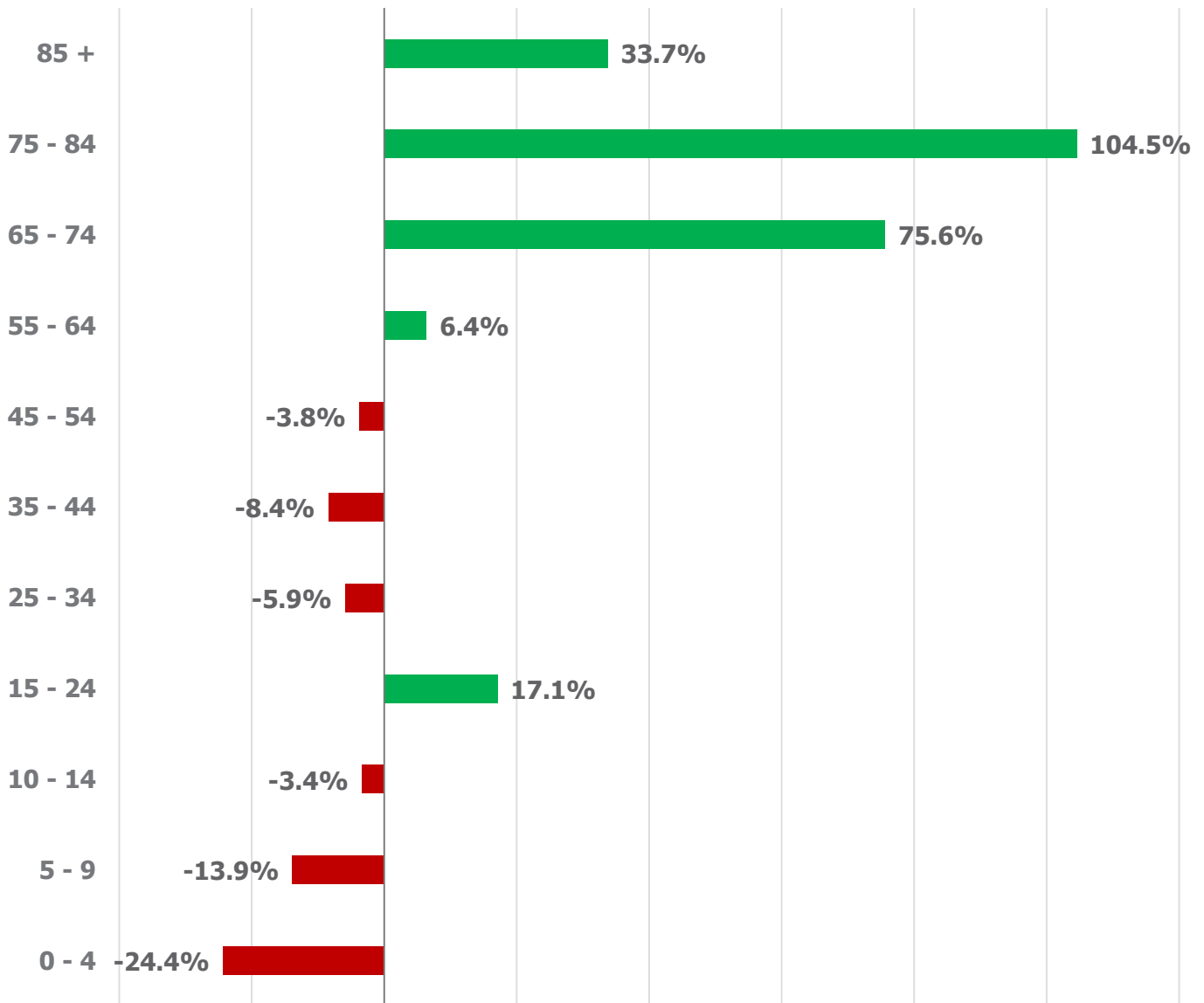
Source: KB Advisory Group with data from Esri

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Age Cohorts

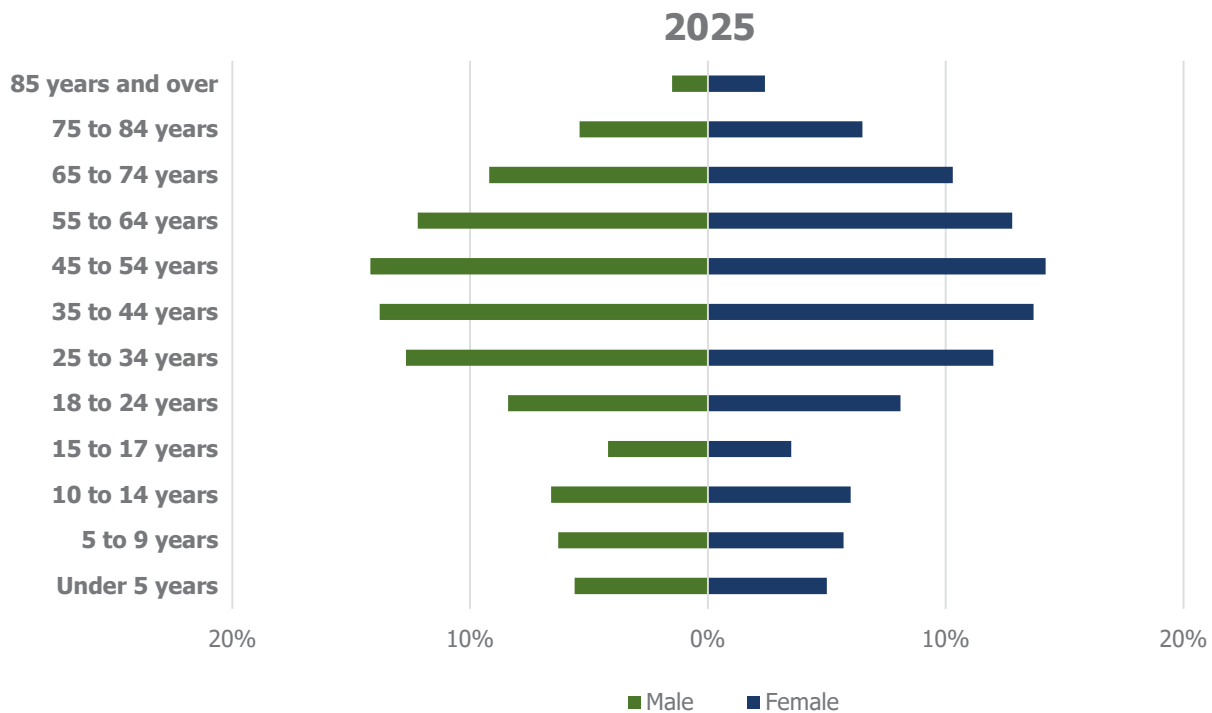
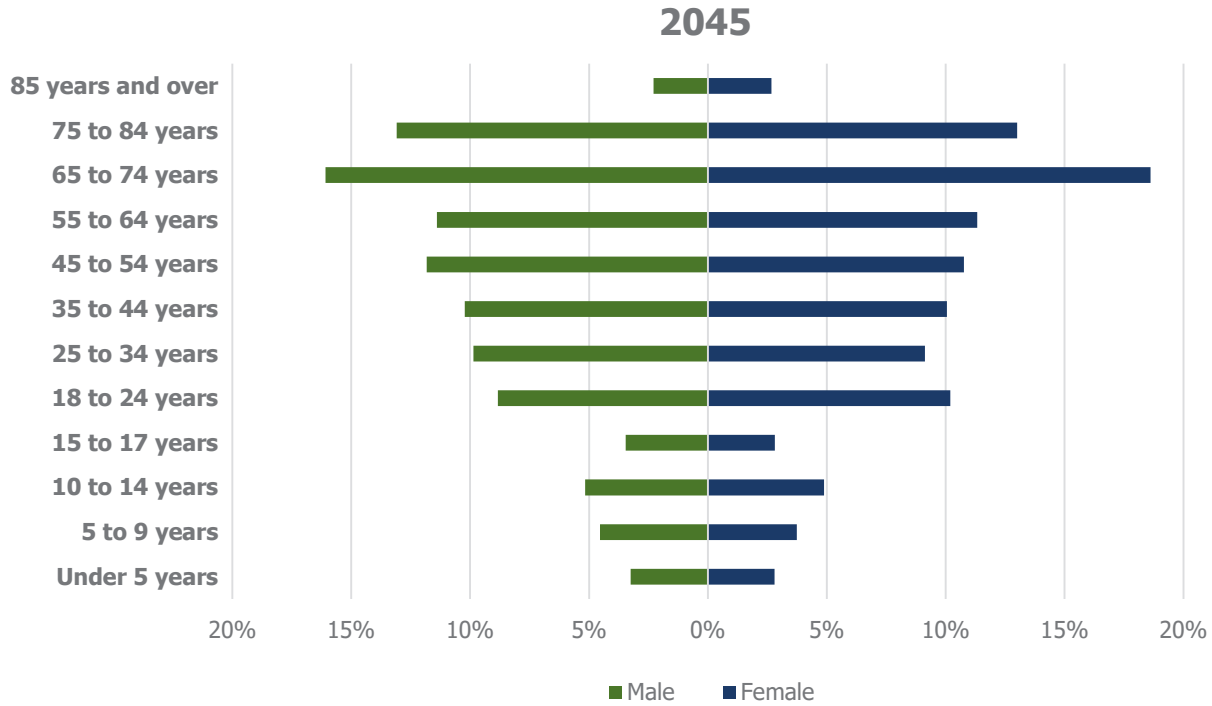
Of these age cohorts, those aged 65+ have grown the most since 2010. This growth was primarily driven by increase in the residents aged 75 to 84, whose population grew by approximately 105%. Several of the younger age cohorts, especially those under 15, have shrunken. Looking at the change in just the past five years, the only age cohort that grew were those aged 65 and older.

Change in Detailed Age Cohort, 2010-2025



Source: KB Advisory Group with data from Esri

Current and Projected* Population Pyramid



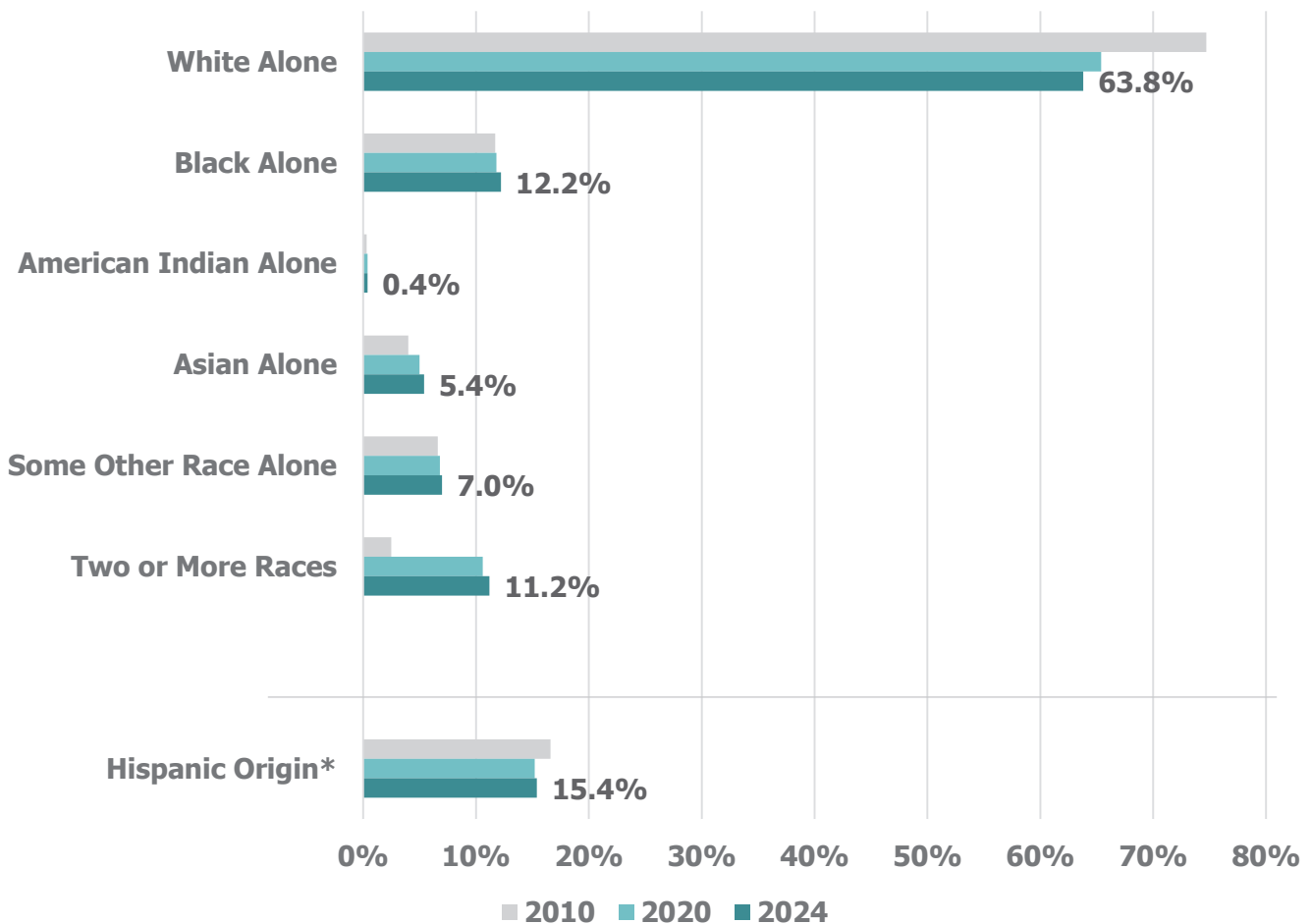
*Assumes 2010-2025 Compound Annual Growth Rate (CAGR)
Source: KB Advisory Group with data from Esri, U.S. Decennial Census

Race & Ethnicity

Roswell has a lower diversity index score compared to Fulton County and the Atlanta region. The Diversity Index summarizes racial and ethnic diversity by measuring the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity). However, the City has a higher index score compared to 2010. The biggest shift has been in the share of residents who identify as being more than one race.

Diversity Index: 67.4 Fulton County: 71.1 Atlanta MSA: 74.8

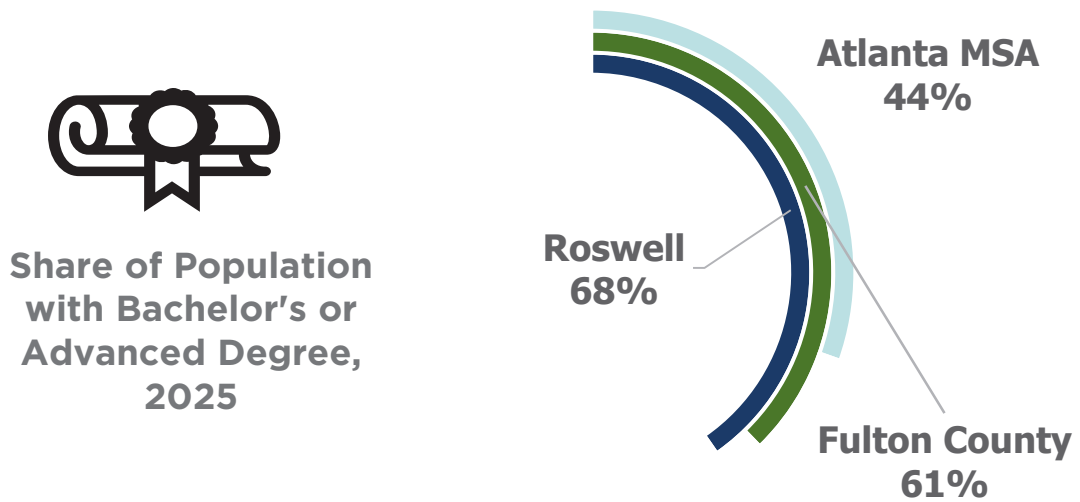
Population Trends by Race and Ethnicity (%), 2010–2025



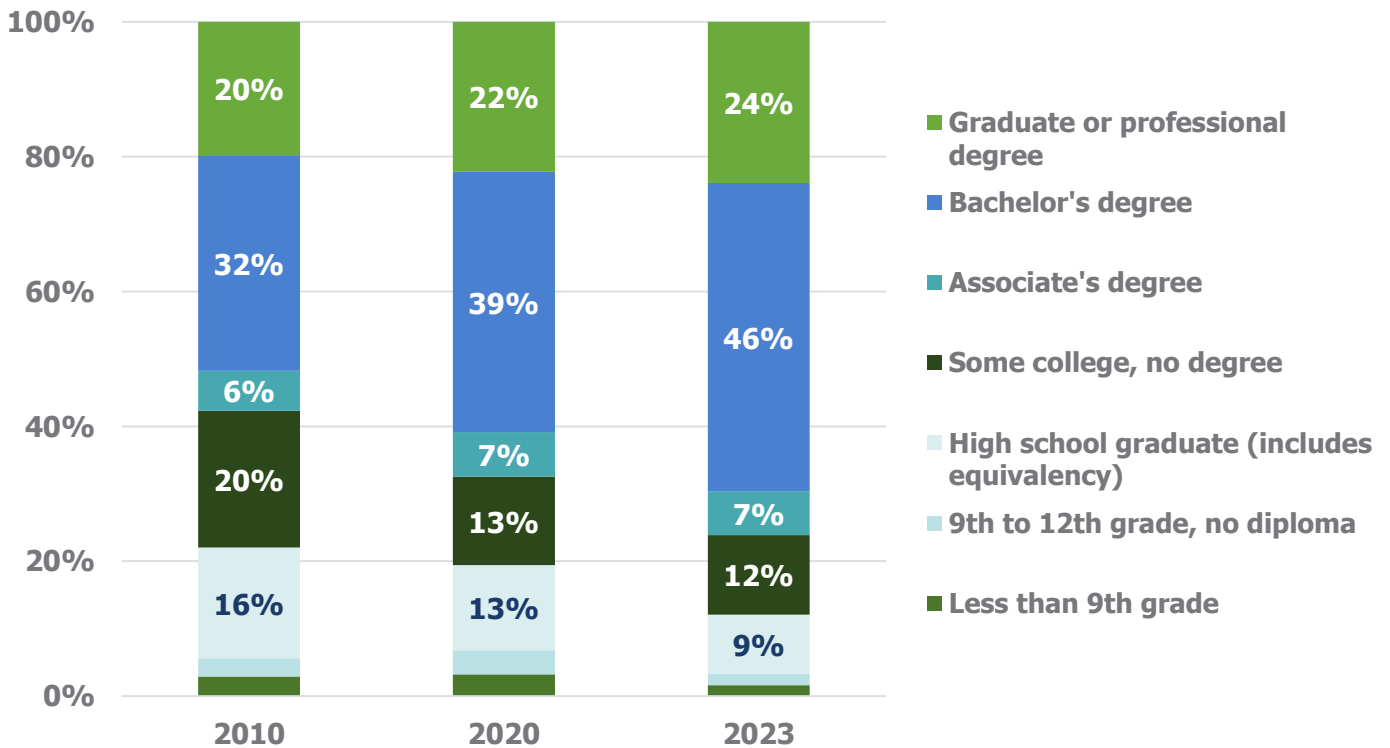
*Can be of any race
Source: KB Advisory Group with data from Esri

Educational Attainment

Roswell continues to be home to a well-educated community. Almost 70% of Roswell residents 25 years old or older have at least a Bachelor’s Degree, including about a quarter of the residents having a graduate or professional degree. This is higher than in both 2010 and 2020.



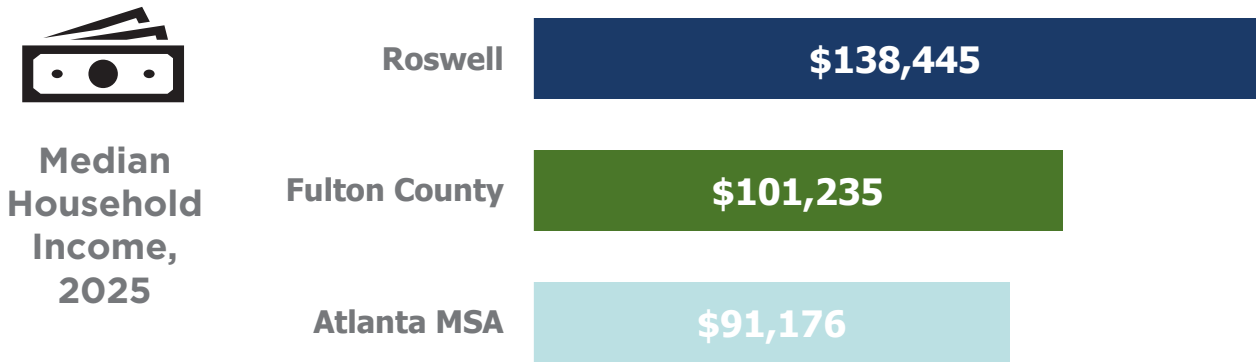
Educational Attainment of Population 25+ (%), 2010-2023



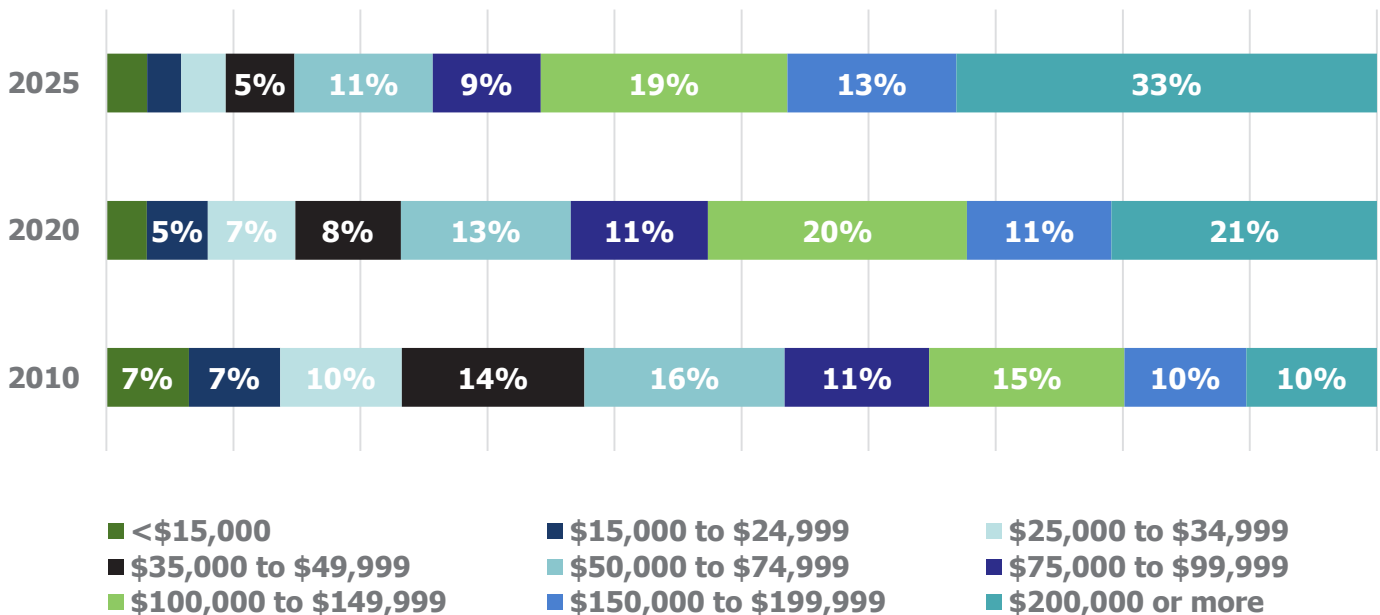
Source: KB Advisory Group with data from Esri

Household Income and Wealth

Roswell has a **median household income of \$138,445**, exceeding the median County and regionwide. All three areas are considered wealthier than the nation overall, with Wealth Index scores of 192, 124, and 107 respectively. Households within Roswell also have become more affluent over time- the share of households earning over \$200,000 annually more than tripled from 2010 to 2025. However, residents citywide are still spread across the various income levels with approximately 15% of households earning less than \$50,000 annually.



Share of Households by Annual Income Level (%), Roswell, 2010-2025

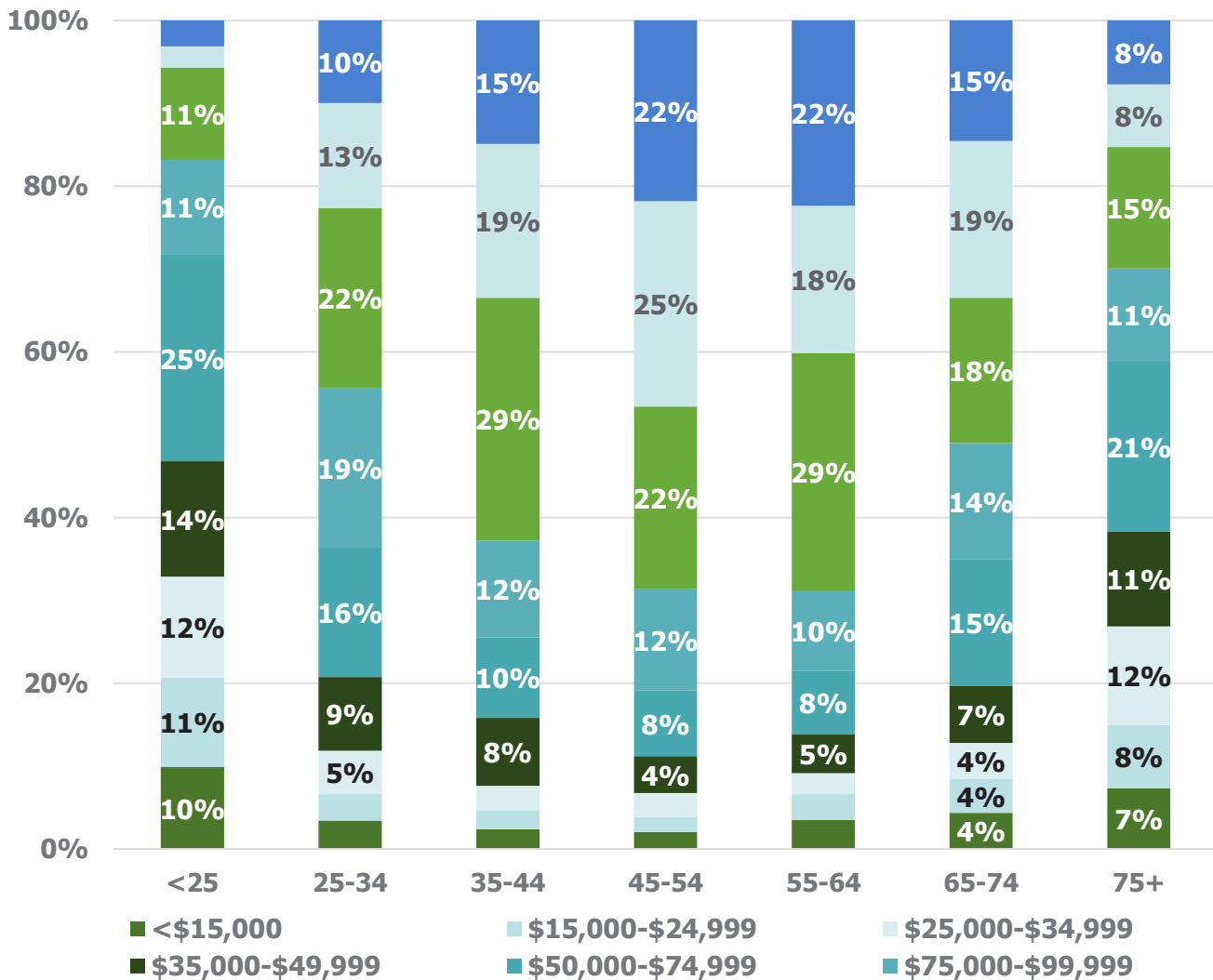


¹Incorporates multiple financial indicators including income and net worth to scale an area's wealth relative to the nation (100)
Source: KB Advisory Group with data from Esri

Household Income and Wealth

There are similar trends when looking at just disposable income, or the remaining income households have left over for spending or saving. Households within Roswell have a **median disposable income of \$108,661** - at least \$20,000 higher than the County and region overall. Households with the highest levels of disposable income are primarily residents between the ages of 45 and 64 - typical for those in the later stages of their careers and nearing potential retirement. Householders at either end of the age spectrum, less than 25 and those 75 and over, have the most varied disposable income.

Disposable Income by Age of Householder, 2025

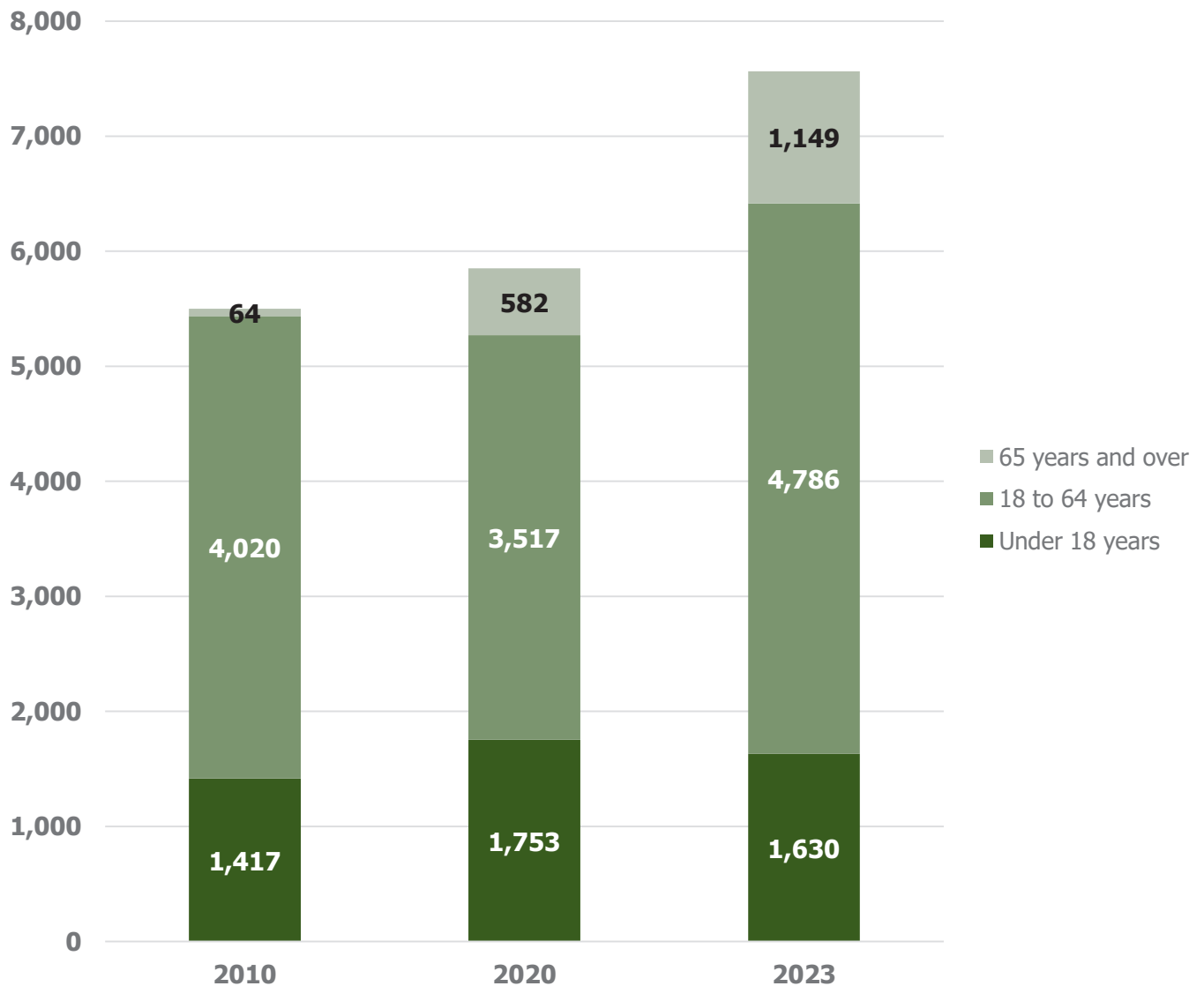


Source: KB Advisory Group with data from Esri

Household Income and Wealth

While the share of high-income households has been increasing in Roswell, the share of residents in poverty has also grown - rising to 8.3% in 2023 from 6.2% in 2010. The increase in the number of residents in poverty was largest in those aged 65 and over. In 2010, approximately 1% of those in this age group were in poverty (~ 65 residents). In 2023, an estimated 1,150 residents 65+ were in poverty or 9% of those in this age group.

Population in Poverty by Age Group, 2010-2023



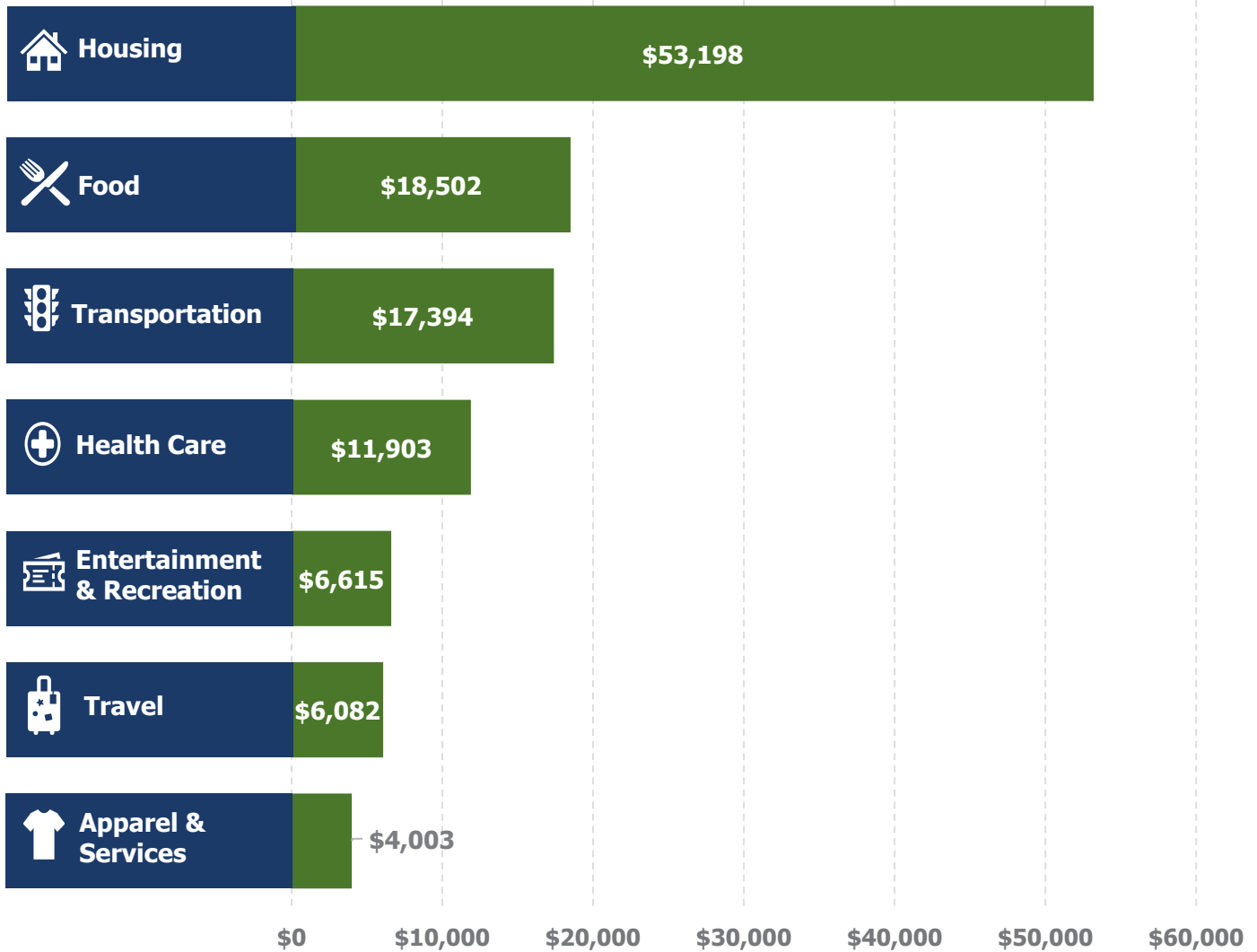
Source: KB Advisory Group with data from U.S. Census ACS 5-Year Estimates

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Household Expenditure

Roswell households are estimated to have an average household expenditure of **\$162,000**. Housing (shelter and utilities) represent a third of household spending. Households spend another 20% of their household budget on food (both at and away from home) and transportation. Currently, only 4%, or approximately \$6,000, of the average household spending in Roswell goes towards entertainment and recreation.

Average Annual Household Expenditure, 2025



Source: KB Advisory Group with data from Esri

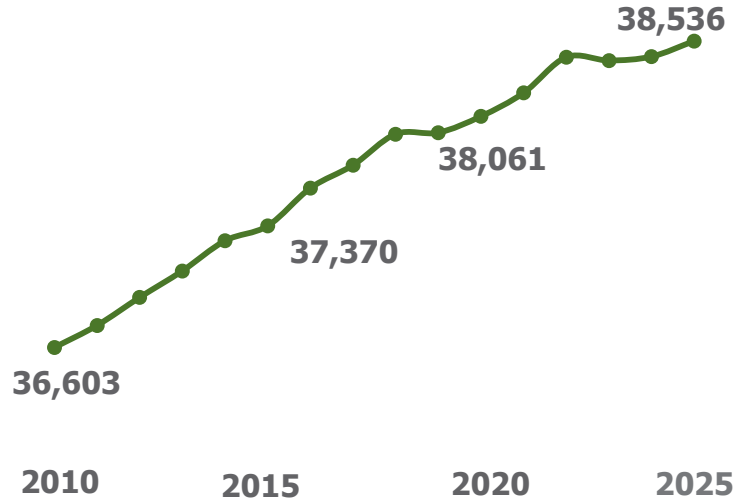
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Homeownership & Cost-Burden

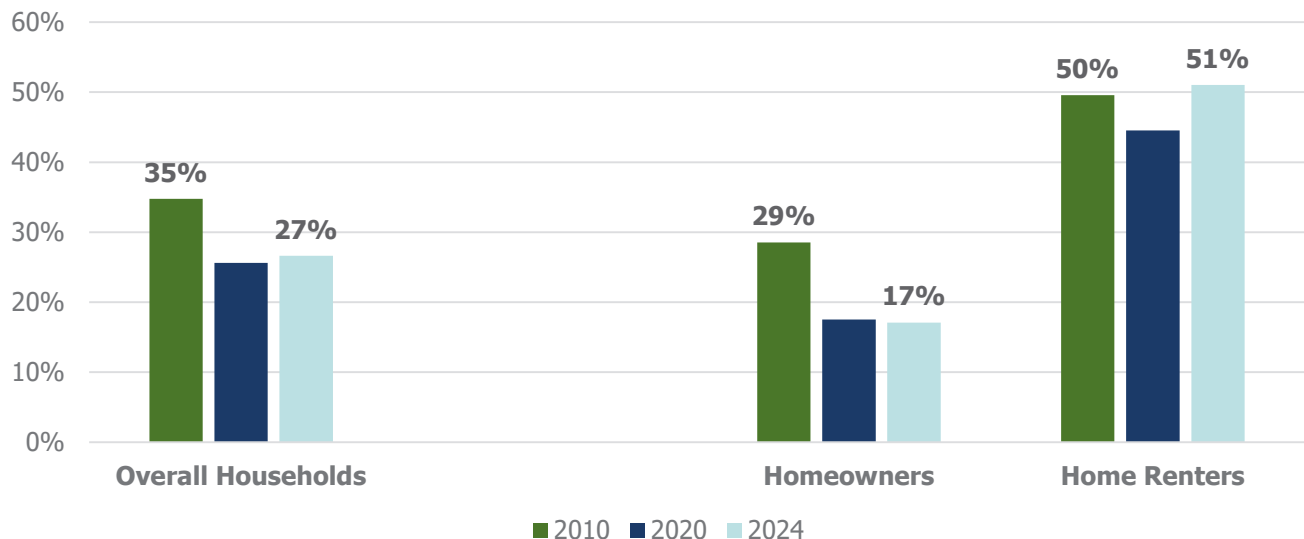
Roswell hosts over 38,000 housing units, a 5.3% increase since 2010. 70% of these housing units have consistently remained owner-occupied, higher than the share County 38,061 and regionwide (52% and 65% respectively). The median home 37,370 value within Roswell is also significantly higher - estimated at \$571,325. This is over \$70,000 higher than the median within Fulton County

and almost \$170,000 higher than the Atlanta region. Over time, the share of cost-burdened households and homeowners, or households spending more than 30% of their annual household income on housing costs, has declined. From 2010 to 2024, the share of cost-burdened households declined from 35% to 27%. This was driven by the decline of homeowners who were cost-burdened. However, the share of home renters who are cost-burdened has remained the same, despite a dip in 2020.

Number of Housing Units in Roswell, 2010-2025



Share of Cost-Burdened Households, 2010-2024



Source: KB Advisory Group with data from Esri, U.S. Census ACS 5-Year Estimates

Homeownership & Cost-Burden

The metrics on the previous page were for existing households already living within the City. Based on Esri’s Housing Affordability Index, the median household income is currently considered insufficient to purchase an existing median valued home within the City – potentially causing future homeownership barriers to existing residents who do not currently own their home.

Looking at single-family detached housing more specifically, a household would have to earn at least **\$200,000-\$270,000** a year to be able to purchase the average priced single-family detached home within the City’s main zip codes (30075, 30076) or its main High School clusters (Milton, Roswell, and Centennial) and be able to afford the annual homeownership costs and not be cost-burdened. The current average household income for households within Roswell is **\$191,523**, right below the lowest end of this threshold.

3% Downpayment	Avg Detached Home Price	Annual Home Costs*	Cost-Burdened Income Threshold (30%)
Main Zip Codes	\$829,987	\$69,700	\$232,335
City HS Clusters	\$957,874	\$80,169	\$267,229

20% Downpayment	Avg Detached Home Price	Annual Home Costs*	Cost-Burdened Income Threshold (30%)
Main Zip Codes	\$829,987	\$59,549	\$198,497
City HS Clusters	\$957,874	\$68,453	\$228,177

¹Assumes a 30-year conventional loan, 20% downpayment, and uses property tax and insurance assumptions from the latest ACS

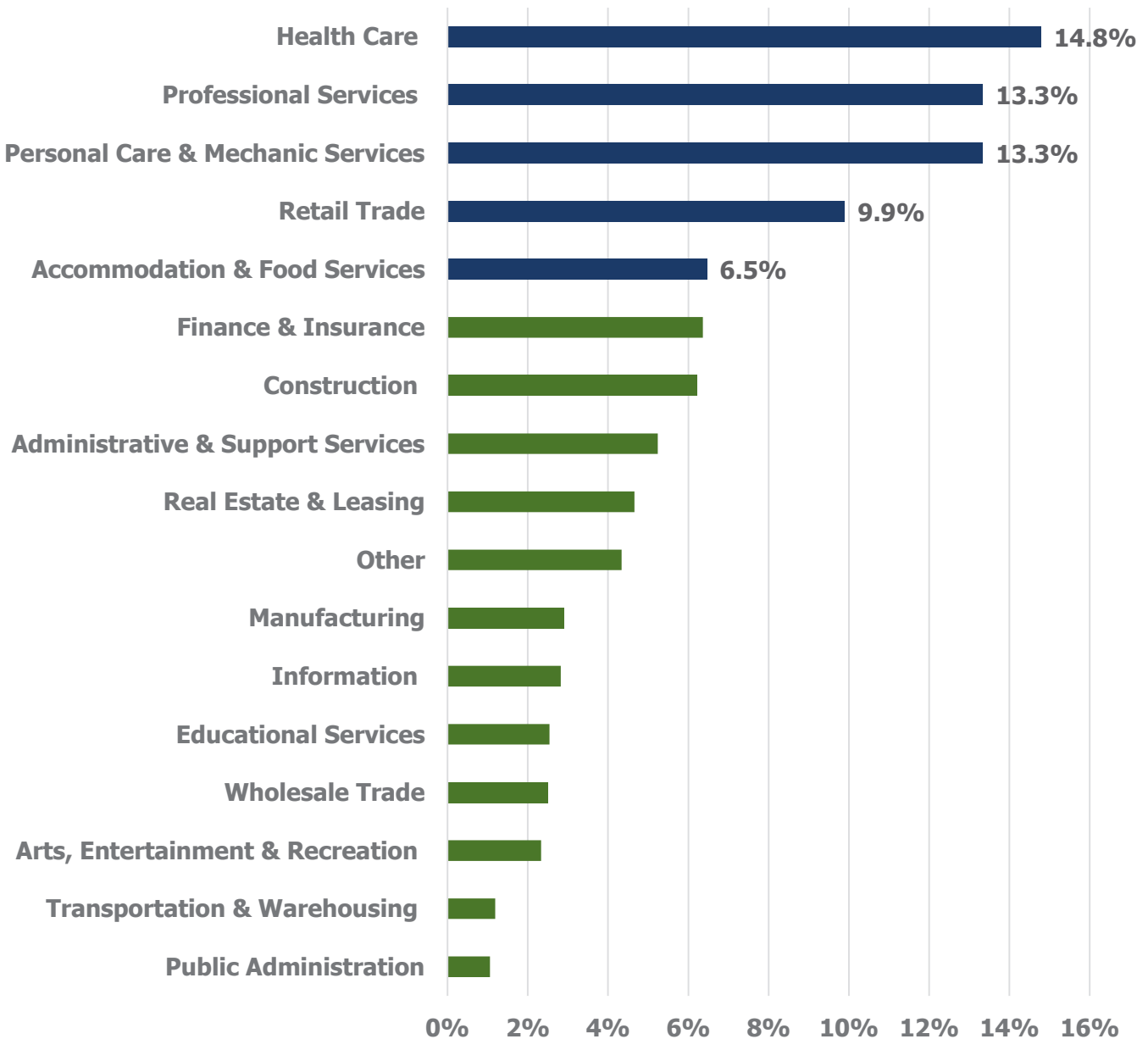
*Inclusive of closing cost and annual home insurance estimates and assumes a 30-year conventional loan, 6% interest rate, and no change in County, School, or City millage rates

Source: KB Advisory Group with data from Esri, U.S. Census ACS 5-Year Estimates, Fulton County Tax Assessor

Business and Job Composition

As of July 2025, Roswell hosts an estimated **4,841 businesses**- the largest share are in Health Care, Professional Services, Personal Care & Mechanic Services, and Retail Trade. Other notable shares of the City's business base includes Accommodation & Food Services, Finance & Insurance, and Construction.

Share of Businesses by Industry, 2025



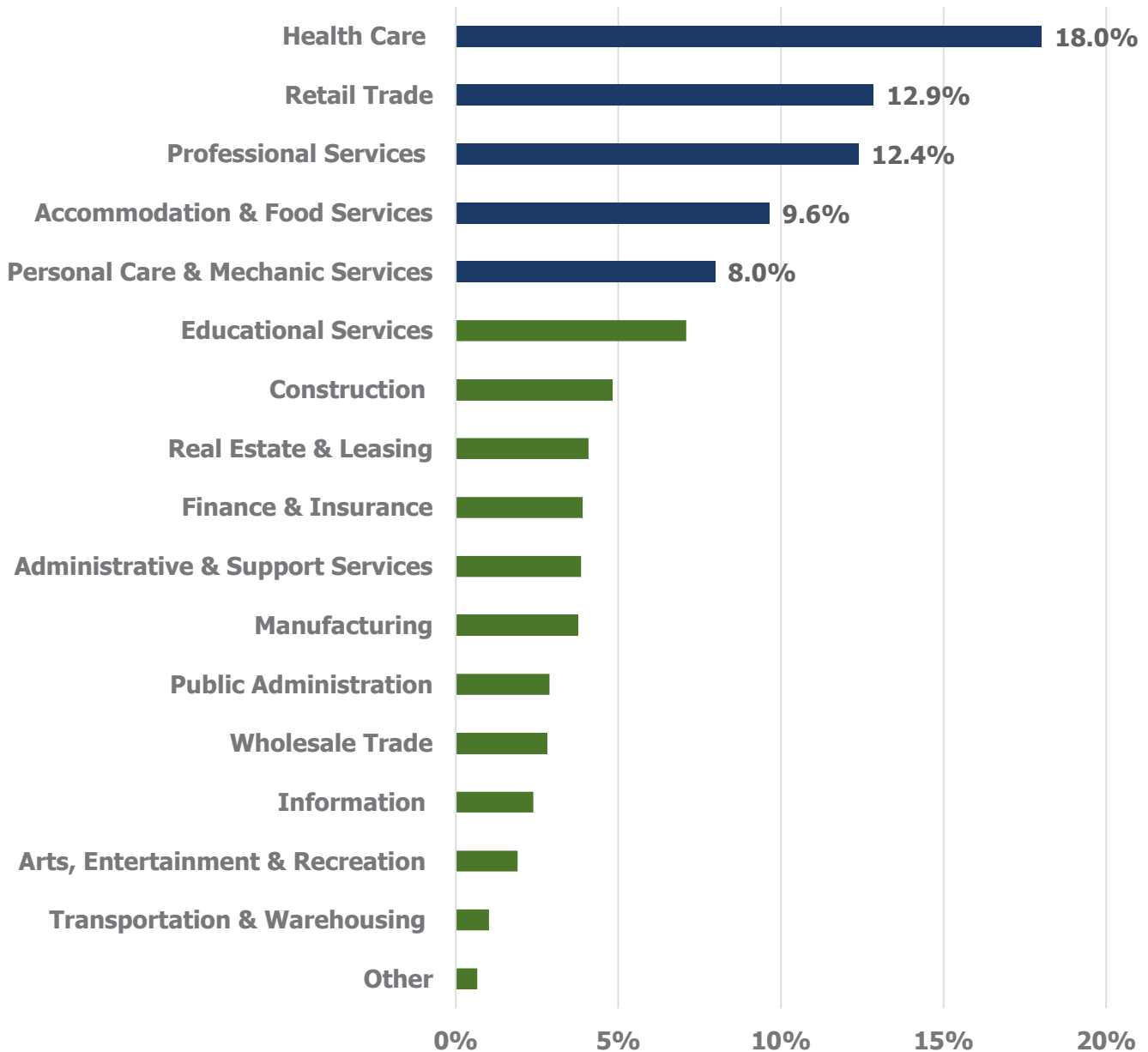
Source: KB Advisory Group with data from Esri

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Business and Job Composition

These businesses support an estimated **47,858 jobs**. The largest employment industries in Roswell are Health Care, followed by Retail Trade, Professional Services, and Accommodation & Food Services. Other notable shared of the City’s job mix include Personal Care & Mechanic Services, Educational Services, and Construction.

Share of Jobs by Industry, 2025



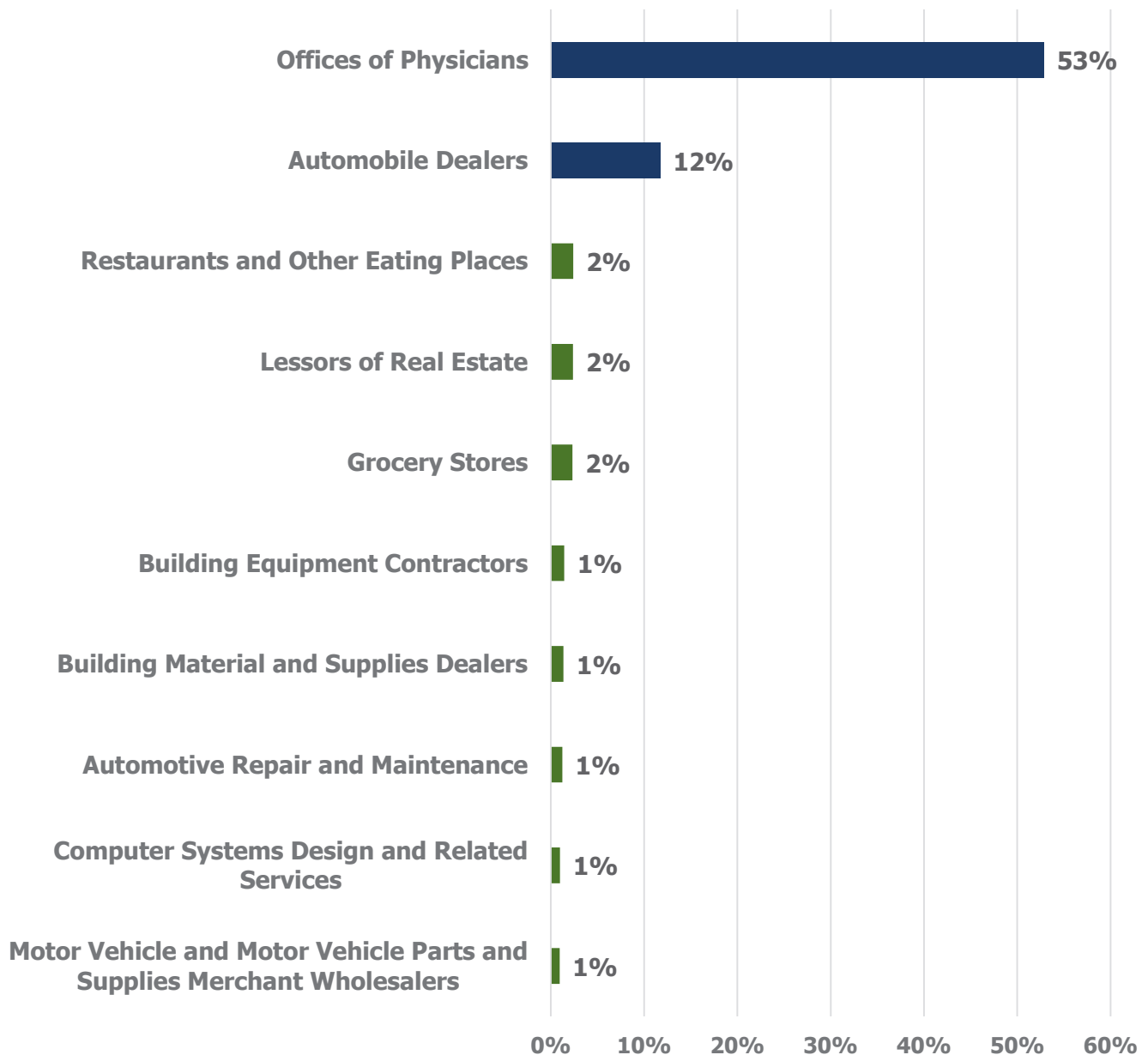
Source: KB Advisory Group with data from Esri

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Business and Job Composition

Health Care and Social Assistance and Retail Trade together represent about 31% of Roswell’s job base and are the top two sectors that generate the most citywide business-related tax revenue, based on FY 2025 Roswell business license records. Physician offices account for 53% of business-related revenues, followed by automobile dealers.

Share of Business License Revenue by Industry, FY 2025



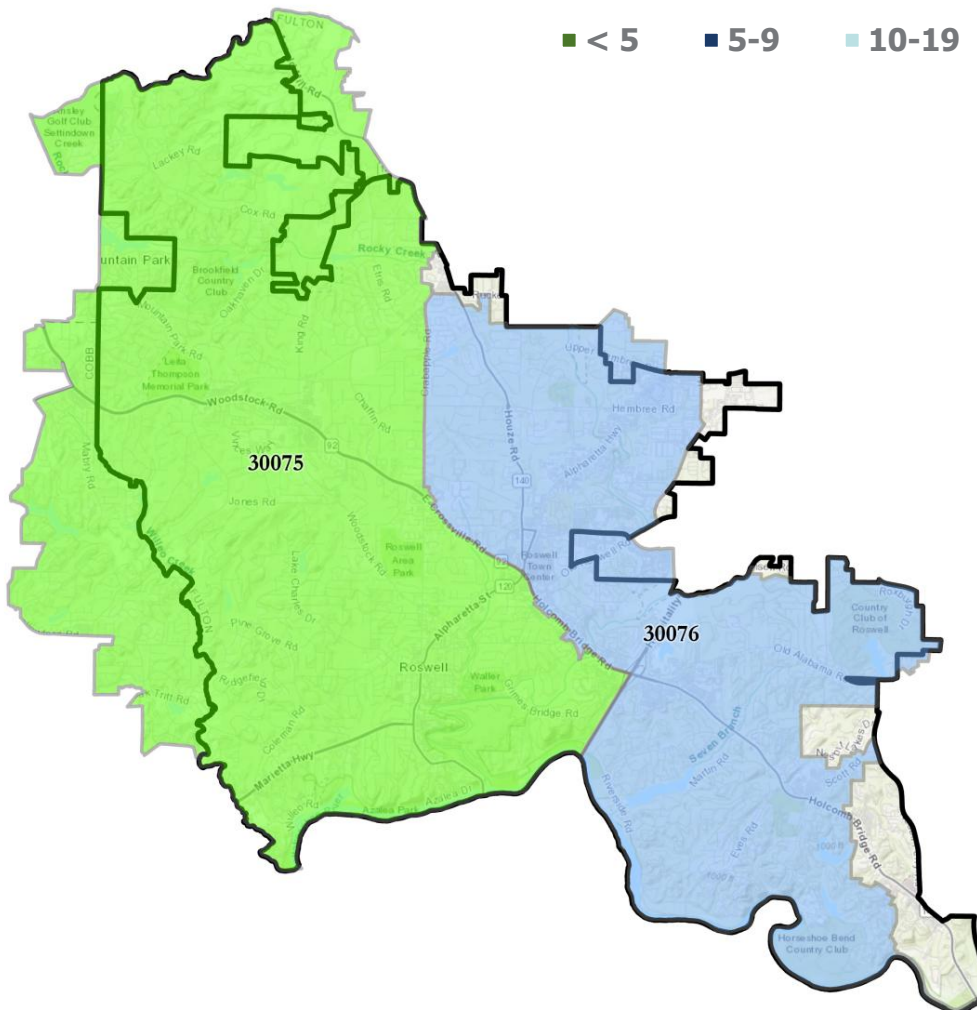
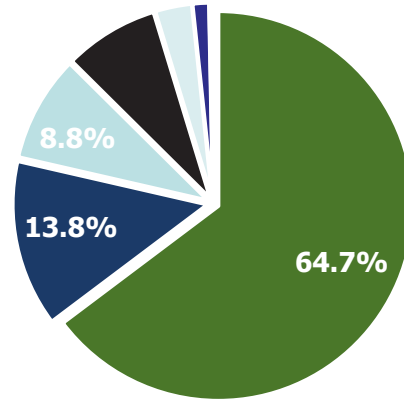
Source: KB Advisory Group with data from Esri, City of Roswell FY 2025 Business Licenses

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Business and Job Composition

The U.S. Census Zip Code Business Patterns were used to ascertain more detailed business and industry information. The two main zip codes for Roswell, 30075 and 30076, were used. Based on information from 2023, almost 65% of establishments across these two zip codes were extremely small businesses, or those with under five employees.

Establishments by Size, 2023



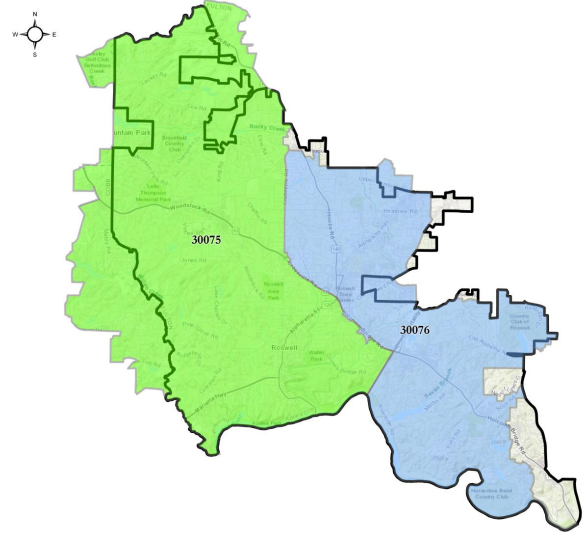
■ < 5 ■ 5-9 ■ 10-19 ■ 20-49

Source: KB Advisory Group with data from U.S. Census Zip Code Business Patterns

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Business and Job Composition

The table below lists the top detailed industries (4-digit NAICS) with more than 100 employees and have average annual wages higher than the MSA average (\$79,149). The BLS does not publish wage data for detailed industries at the zip code or city level, so countywide averages were used. The top five industries are all related to financial or specialized professional services.



Industry (4-Digit NAICS)	Jobs (2023)	Avg Annual Wage (2024)
Agencies, Brokerages, and Other Insurance Related Activities	282	\$155,419
Management, Scientific, and Technical Consulting Services	437	\$152,049
Legal Services	106	\$148,064
Computer Systems Design and Related Services	234	\$147,457
Accounting, Tax Preparation, Bookkeeping, and Payroll Services	115	\$135,054
Residential Building Construction	139	\$129,999
Architectural, Engineering, and Related Services	159	\$125,649
Offices of Physicians	126	\$121,353
Offices of Real Estate Agents and Brokers	202	\$121,208
Grocery and Related Product Merchant Wholesalers	112	\$89,001
Other Professional, Scientific, and Technical Services	322	\$85,715

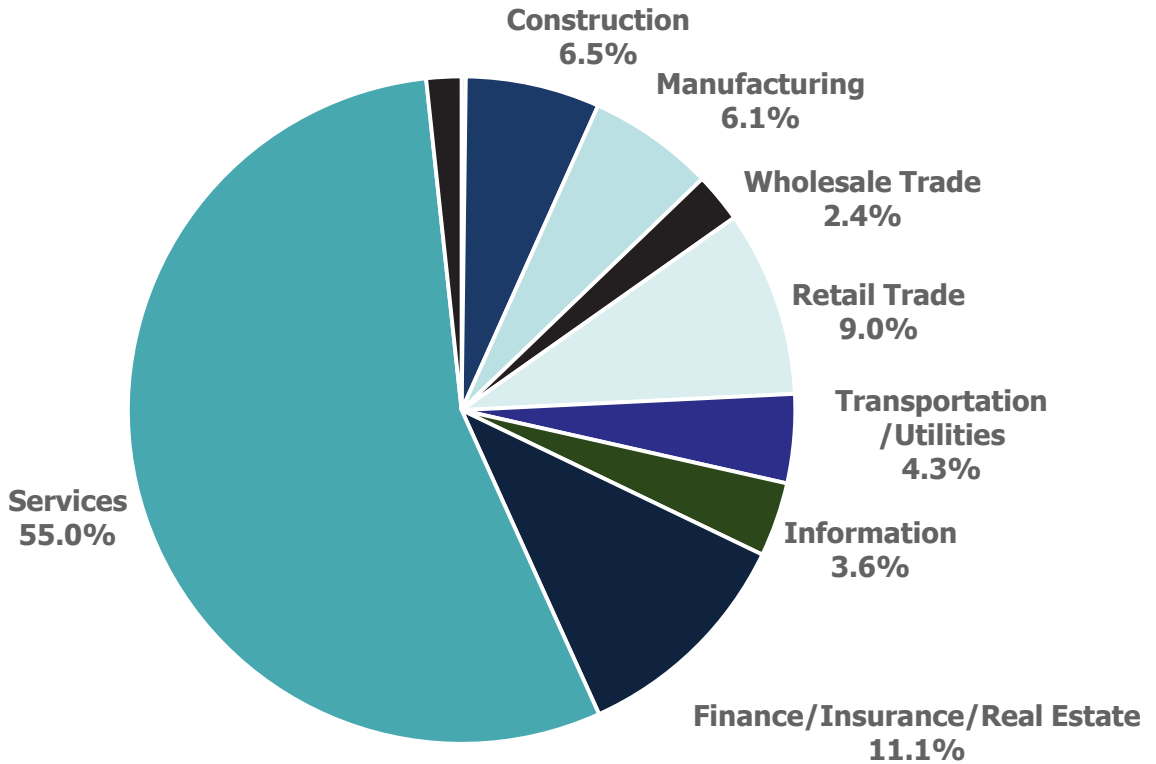
Source: KB Advisory Group with data from U.S. Census Zip Code Business Patterns, U.S. BLS

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Labor Force

Roswell is also home to a labor force exceeding **51,000 people**. With an unemployment rate a little over 3%, there are approximately 50,000 working residents at least 16 years of age or older. Similar to Fulton County and the region overall, the majority of residents are in a Services industry. Of these 27,000 workers, a third are working in the Professional Services industry. Despite the Health Care industry being the largest industry within Roswell in terms of both businesses and jobs, less than 10% of working residents work in this industry.

Employed Population 16+ by Industry, 2025



65.9%

**Employment-
Population
Ratio**

68.1%

**Labor Force
Participation
Rate**

3.3%

**Unemployment
Rate**

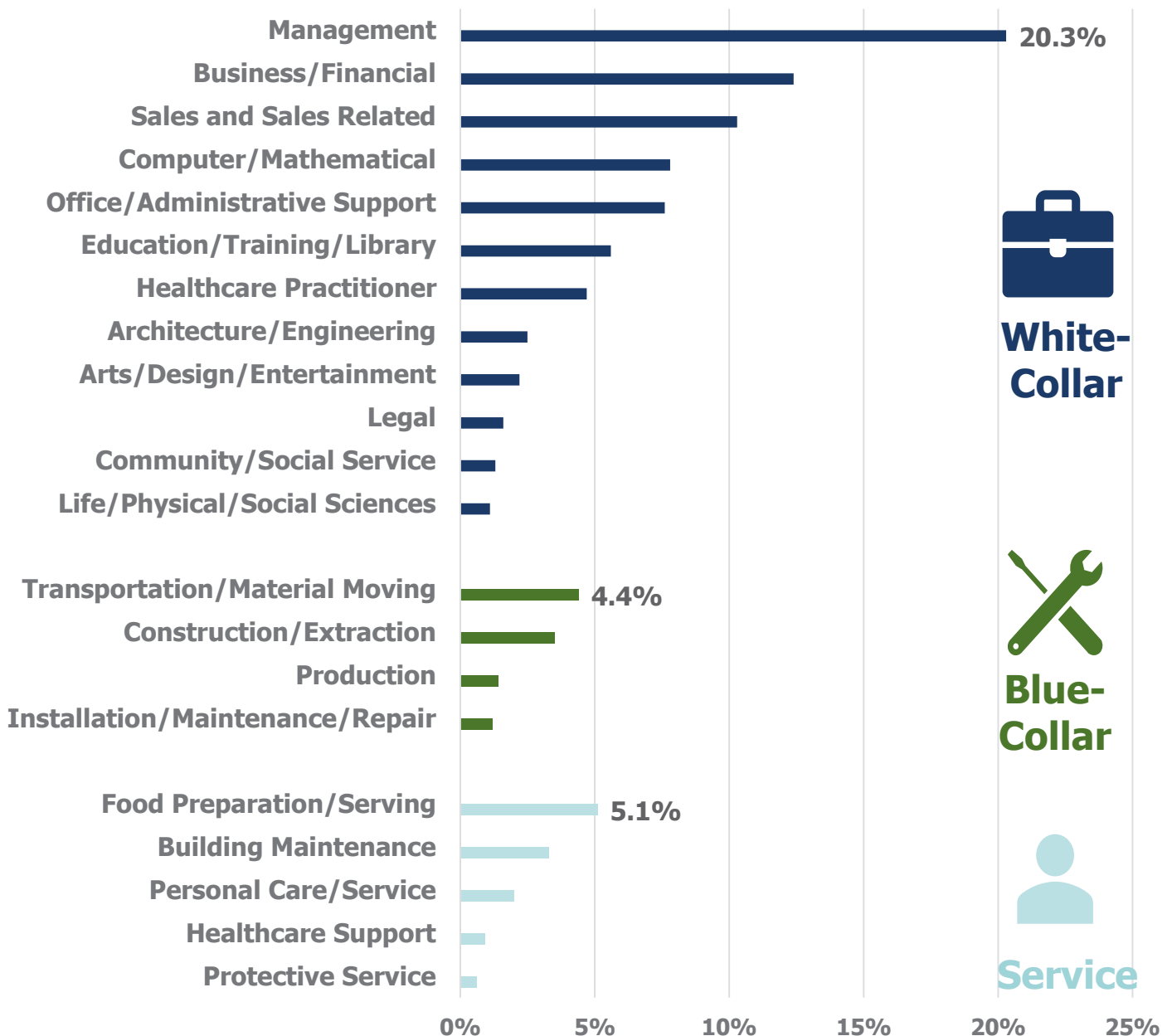
Source: KB Advisory Group with data from Esri

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Labor Force

For every ten working residents in Roswell, eight hold white-collar occupations, one holds a blue-collar role, and one is in a service occupation. Roswell’s white-collar labor force is concentrated in management, business/financial, and sales-related occupations.

Share of Employed Population 16+ by Occupation, 2025



Source: KB Advisory Group with data from Esri

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Jobs v. Labor Force

Overall, the number of working residents exceed the number of jobs currently within the City, reflecting the predominantly residential-character of the existing community. Comparing the number of residents employed by industry to the number of jobs that industry currently supports in the City can show potential “mismatches”. For example, there are more Health Care jobs within Roswell than there are residents employed in that industry - meaning that this industry has to rely on workers from outside of Roswell to fill these positions.

Jobs v. Employed Residents in Roswell by Industry, 2025



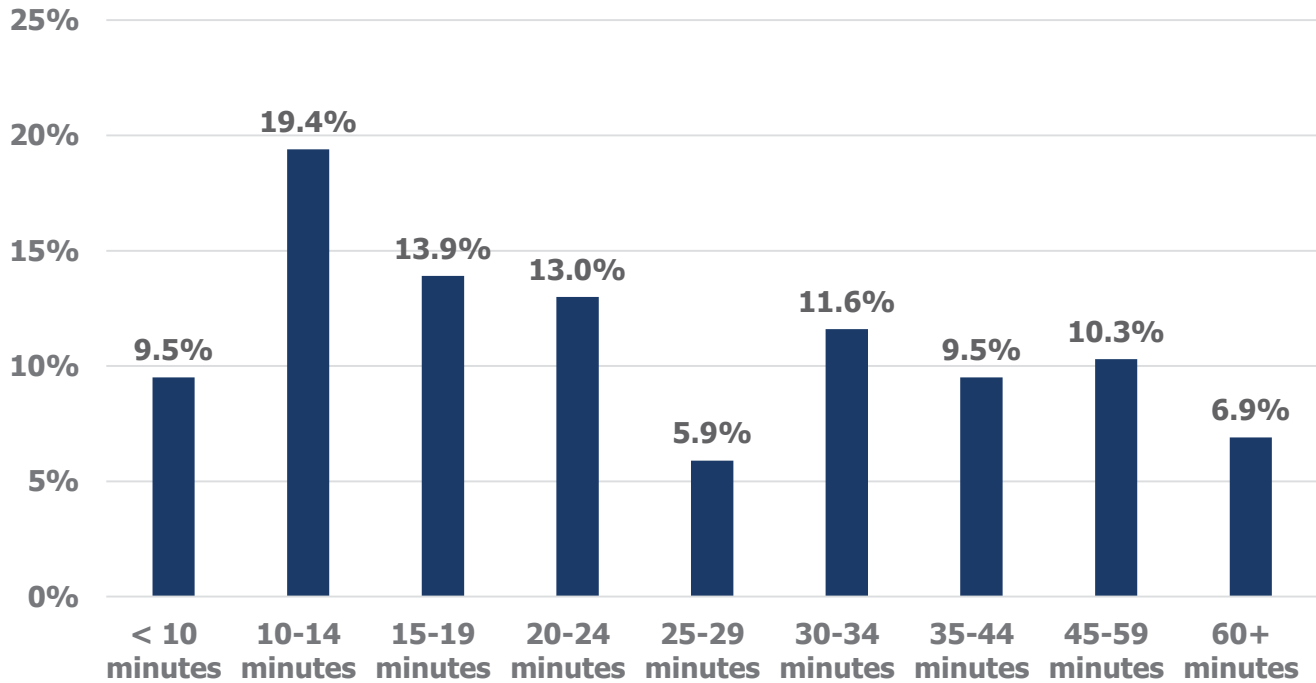
Source: KB Advisory Group with data from Esri

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Commuting Trends

The number of working residents in Roswell exceeding the number of jobs also means many residents commute outside of the City for work. As of 2023, Roswell residents spent **25.6 minutes** on average to commute to work. While about 29% spent less than 15 minutes commuting, 38% of workers traveled more than 30 minutes. Overall, the average commute time is similar to 2020 and 2010, but the share of commuters only having to travel 10-14 minutes to work has risen to almost 20% (compared to only 11% in 2010). Based on commuting patterns monitored by the U.S. Census in 2022, only 11% of working residents were employed within Roswell. Atlanta was the top work location (16%), followed by Alpharetta (11%) and Sandy Springs (9%).

Travel Time to Work, 2023



25.6

Average Travel Time to Work

38.3%

Travel more than 30 mins to work

28.9%

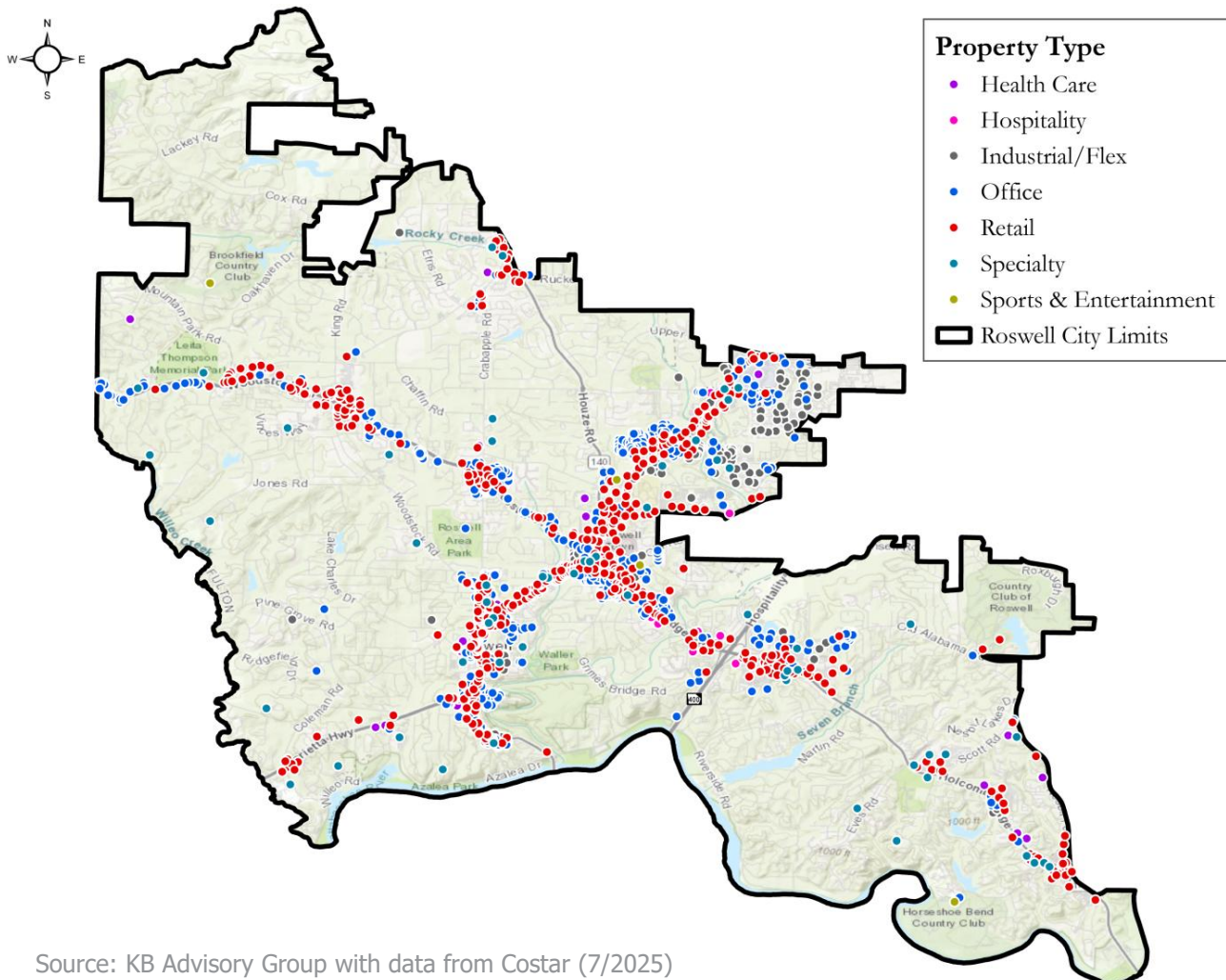
Travel less than 15 mins to work

Source: KB Advisory Group with data from U.S. Census ACS 5-Year Estimates, U.S. Census Longitudinal Survey

Overview

As of July 2025, the City of Roswell hosts over **22.6 million square feet (SF)** of non-residential commercial real estate. 8.2 million SF of this space is spread across the City’s retail properties, representing 36% of the City’s non-residential real estate footprint. Roswell also hosts over 4.5 million SF each of office and industrial/flex space, representing 26% and 24% of its inventory respectively. Hospitality is the lowest commercial real estate type, with less than 700,000 SF or 3% of the City’s real estate footprint. The remaining 15% of the City’s non-residential real estate inventory is spread across other properties such as health care properties, sports & entertainment establishments, and religious or educational institutions.

Approximately 41% of the total inventory citywide was delivered during the 1980s. Combined with less than 10% of the commercial inventory 15 years old or younger, the vast majority of properties are now classified as Class B, or “average” properties that do not have abundant amenities, are typically not in prime locations, and are generally considered to be more speculative investments.



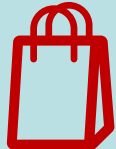
Source: KB Advisory Group with data from Costar (7/2025)

Citywide Commercial Real Estate Profile

Retail

With 8.2 million SF across over 570 properties, retail is the largest non-residential commercial real estate property type within Roswell. These properties are clustered along the main transportation routes through the City: Hwy 92, Hwy 9, Holcomb Bridge Rd, and Hwy 140. Notably, 11% of Fulton County's retail space is located within the City.

Historically, retail rents within Roswell have been lower than within the County overall - averaging around \$16/SF from 2015-2022. New retail deliveries in recent years have boosted average retail rents to just below \$25/SF, on par with Fulton County. Despite historically lower retail rents, average retail vacancies have continued to be higher than the average countywide.



571 Properties

8.2 million SF

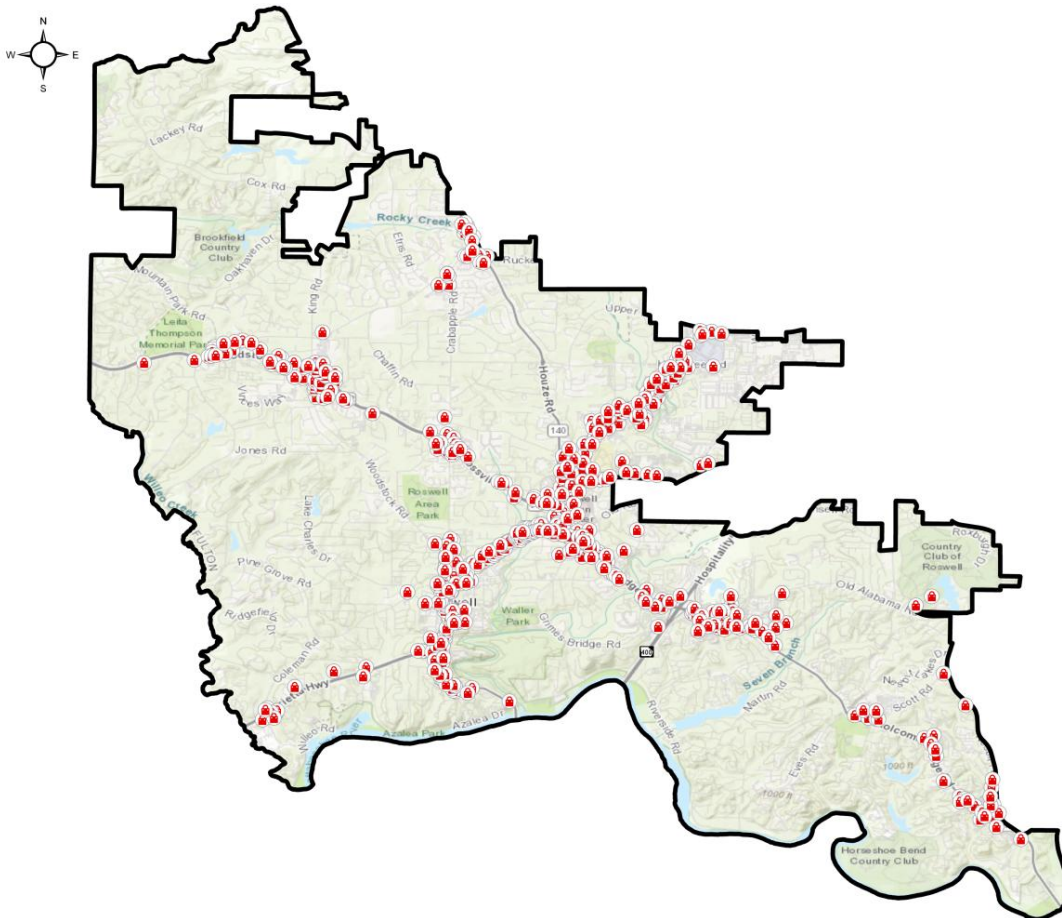
7.4% Vacancy

\$24.44 Avg Rent/SF

8.7% Class A

1979 Average Year Built

Source: KB Advisory Group with data from Costar (7/20)



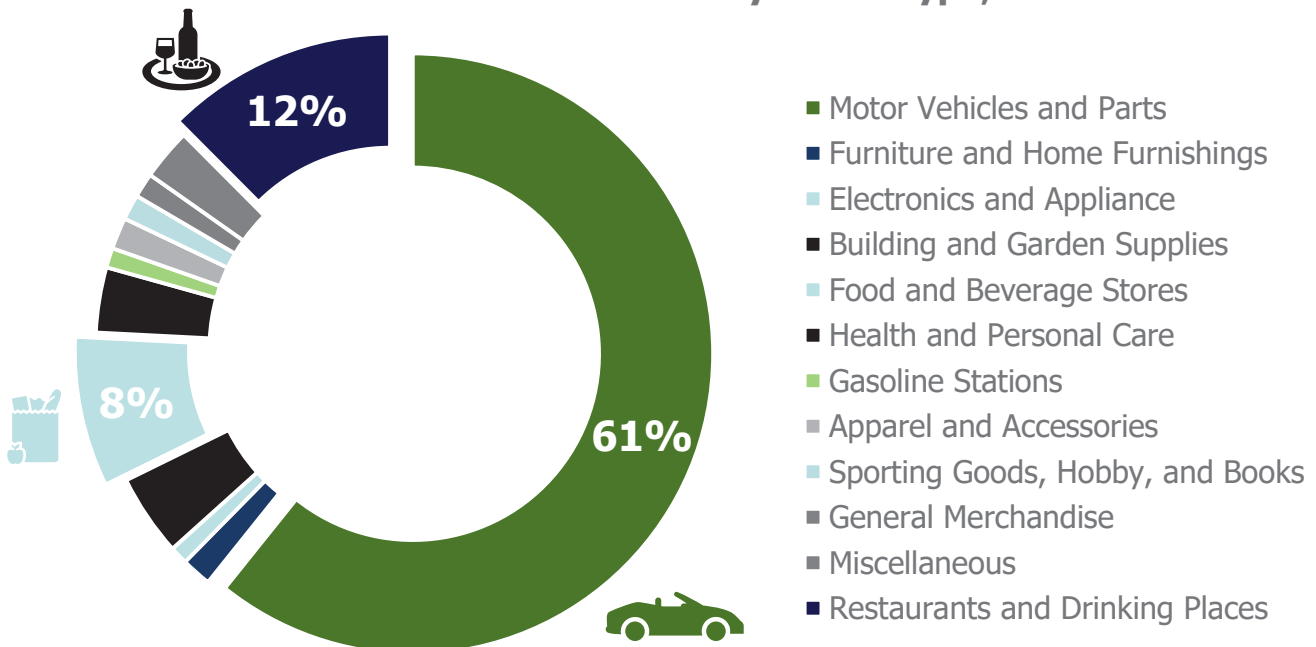
Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Retail

These retailers generate an estimated \$3.5 billion in annual retail sales - 61% are from Motor Vehicle or Parts retailers alone. Of this \$2.1 billion in auto-related sales, \$1.9 billion is from new car purchases. These auto-related retailers also capture a little over a third of all auto-related sales within Fulton County. Food-related retailers represent the second highest share of citywide retail sales. Restaurants and Drinking Places generate an estimated \$435 million in retail sales, almost 90% of which stem from Roswell's restaurants. Food and Beverage stores generate the third highest share of the City's retail sales at \$282 million. This is driven by supermarkets and other grocery stores.

Retail Type	Retail Sales (Mil)	Share of County Sales
Motor Vehicles and Parts	\$2,121	34%
Restaurants and Drinking Places	\$435	5%
Food and Beverage Stores	\$282	7%
Building and Garden Supplies	\$153	11%
Health and Personal Care	\$123	7%
Miscellaneous	\$97	13%
Apparel and Accessories	\$59	3%
Furniture and Home Furnishings	\$56	6%
Sporting Goods, Hobby, and Books	\$48	15%
General Merchandise	\$46	2%
Gasoline Stations	\$37	2%
Electronics and Appliance	\$34	8%
Total	\$3,492	11%

Share of Retail Sales by Retail Type, 2025

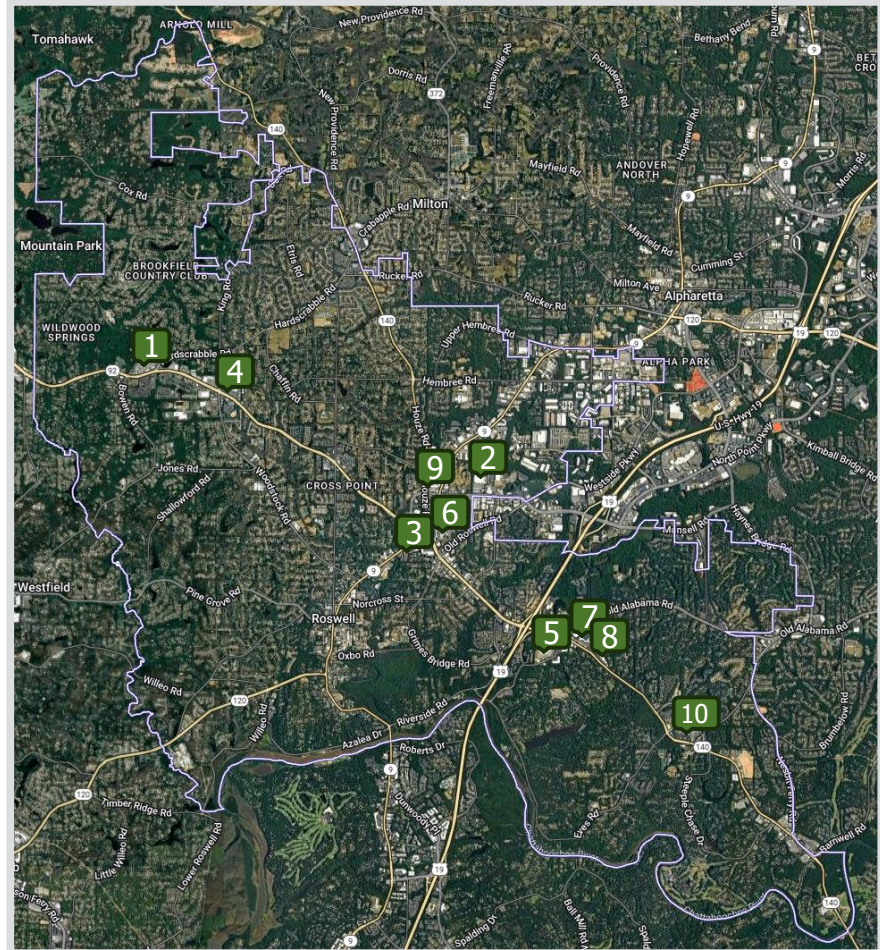


Source: KB Advisory Group with data from Claritas

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Retail

Based on foot traffic data from Placer.ai, the various retail shopping centers within Roswell continue to be the main driver of activity within the City. The map and corresponding table show the top ten locations within Roswell that were visited the most from July 1, 2024-June 30, 2025. Roswell Corners was most visited location during this timeframe with 3.4 million visits. Roswell Town Center had the most individual visitors at almost 495,000 people. Of its 1.8 million visits, 1.1 million were to the Chick-fil-A.




Rank	Name	Address	Visits (7/2024-6/2025)	Visitors (7/2024-6/2025)
1	Roswell Corners	1125 Woodstock Rd	3,353,957	442K
2	Walmart	970 Mansell Rd	2,439,600	376.2K
3	Roswell Village	593-665 Holcomb Bridge Road	2,380,982	352.4K
4	Roswell Crossing	615 W Crossville Rd	2,244,690	415.6K
5	Kings Market	1425 Market Blvd	2,014,239	461.6K
6	Roswell Town Center	606-616 Holcomb Bridge Rd	1,844,163	494.9K
7	Connexion Holcomb Bridge	1570 Holcomb Bridge Rd	1,537,603	310.7K
8	Roswell Market Center	1580 Holcomb Bridge Rd	1,502,283	313.2K
9	Roswell Market Place	10800 Alpharetta Hwy	1,388,911	341.3K
10	Centennial Village	2300 Holcomb Bridge Rd	1,308,240	162.5K

Source: KB Advisory Group with data from Placer.ai

Citywide Commercial Real Estate Profile

Office

With 6.0 million SF across over 560 properties, office is the second largest non-residential commercial real estate property type within Roswell. Similar to retail, these properties are clustered along the main transportation routes through the City; however, the vast majority are located west of 400. Although Roswell hosts multiple business parks, the existing inventory within Roswell is still predominately smaller buildings, contributing to the City hosting only 3% of Fulton County's office inventory. As a result of the size and age of the City's office spaces, office rents remain more affordable than both the average County and regionwide (MSA). This relative affordability has allowed these properties within Roswell to maintain vacancy rates that are half the average countywide. However, higher occupancy does not mean the properties are being fully utilized.

566 Properties 

6.0 million SF

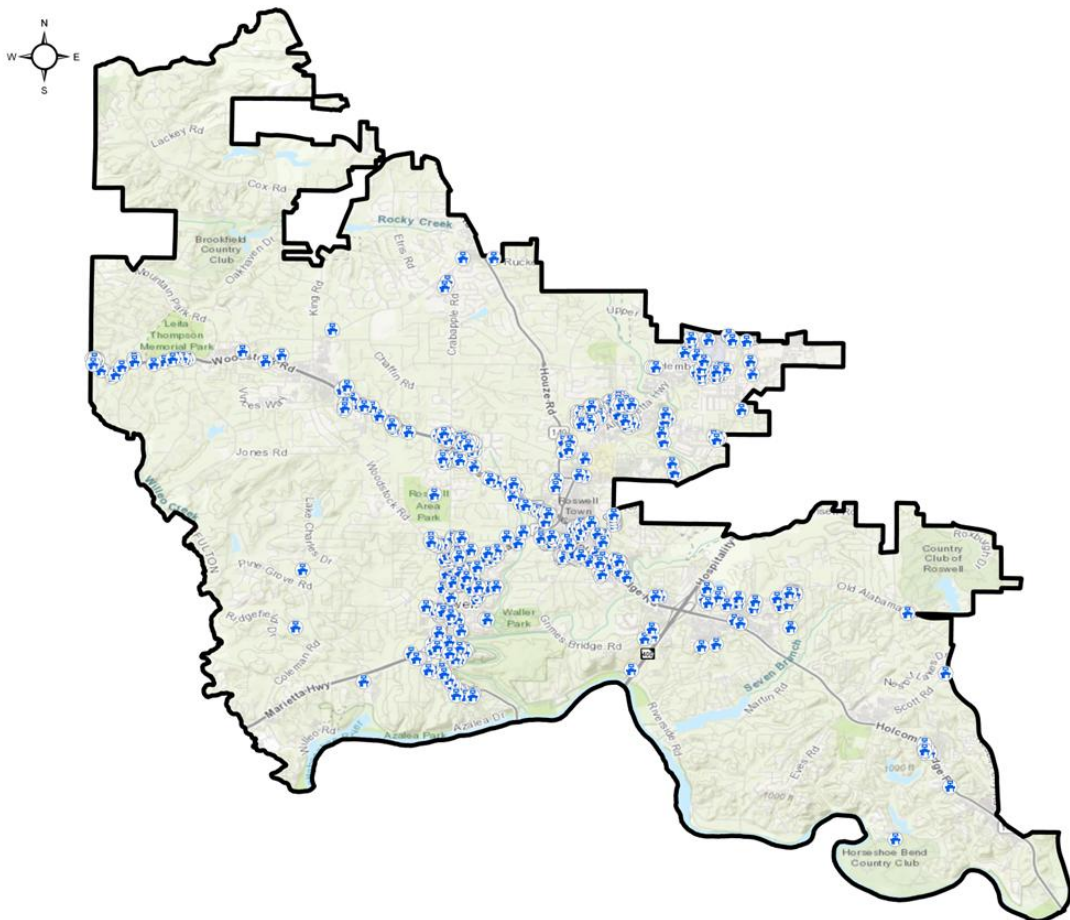
9.5% Vacancy

\$19.36 Avg Rent/SF

7.1% Class A

1981 Average Year Built

Source: KB Advisory Group with data from Costar (7/20

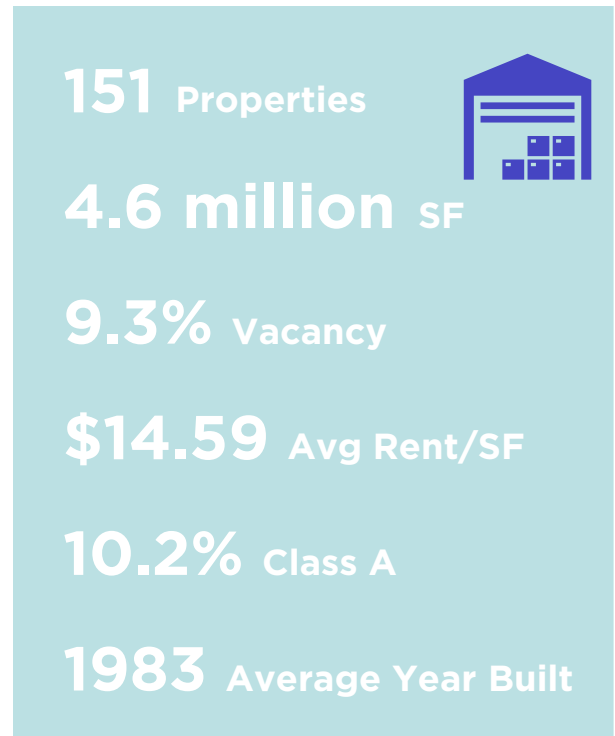


Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

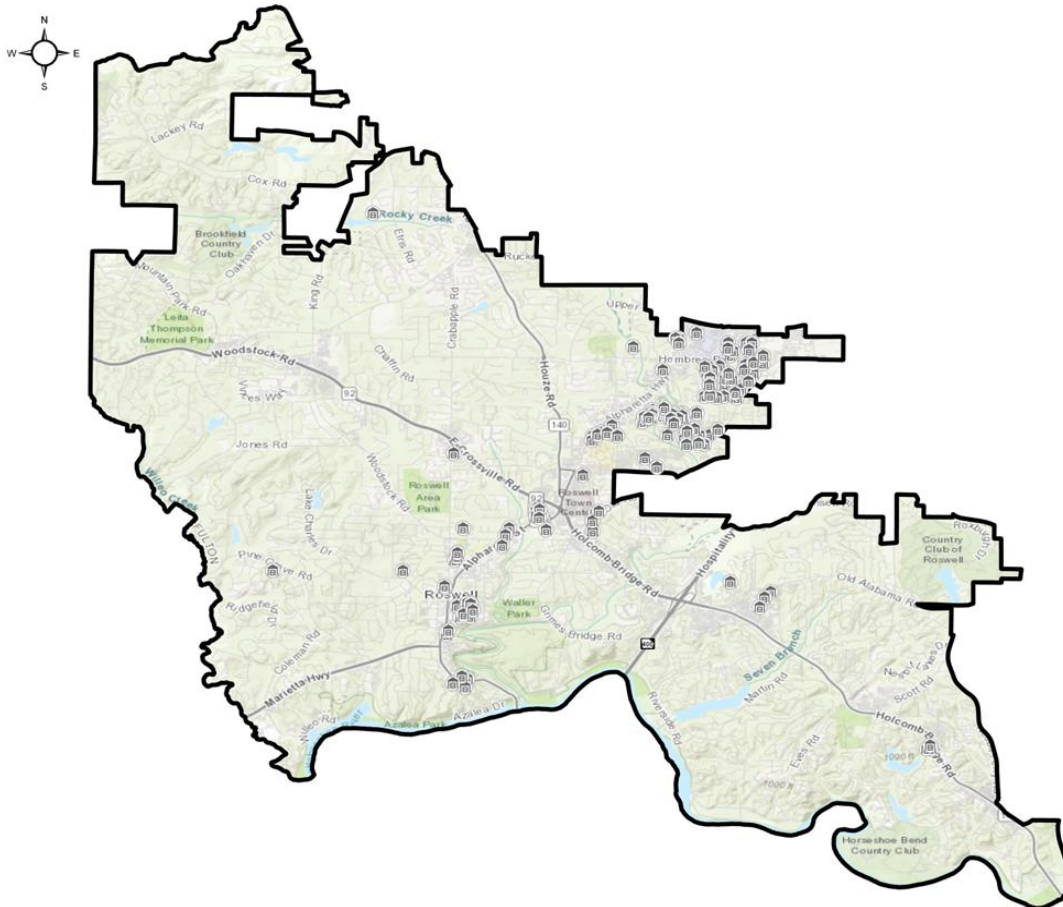
Citywide Commercial Real Estate Profile

Industrial/Flex

With 4.6 million SF across over 150 properties, industrial/flex is the third largest non-residential commercial real estate property type within Roswell. These properties are predominately along Hwy 9 - clustering between Mansell and Hembree Rd. Similar to office, the existing inventory within Roswell is in smaller buildings, contributing to the City hosting only 2% of Fulton County's industrial/flex inventory. Unlike the City's retail and office stock, vacancies have remained on par with the County and region and average rents continue to be higher. Similar to regional and national trends, rents began to steadily rise after the pandemic. However, whereas regionally these rents began to decline shortly after, rents within Roswell have maintained an average rental rate exceeding \$13/SF - indicating potential sustained demand for these spaces.



Source: KB Advisory Group with data from Costar (7/20)

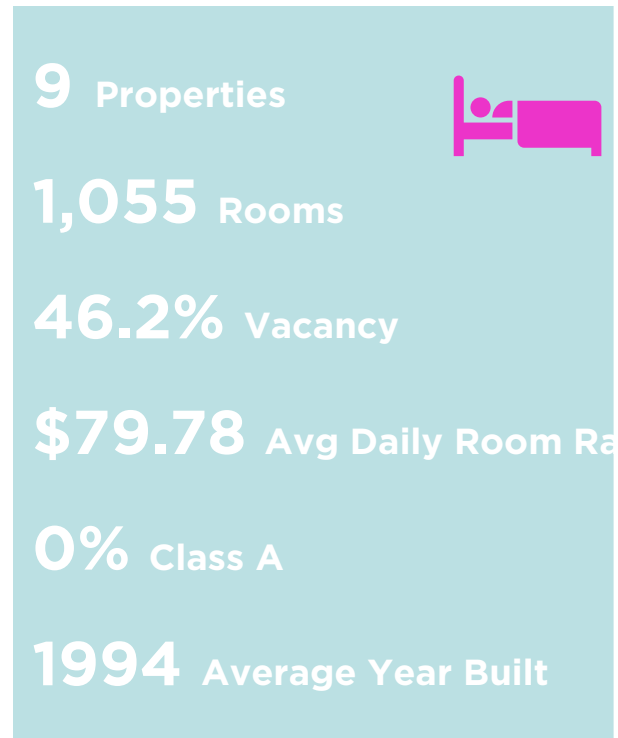


Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

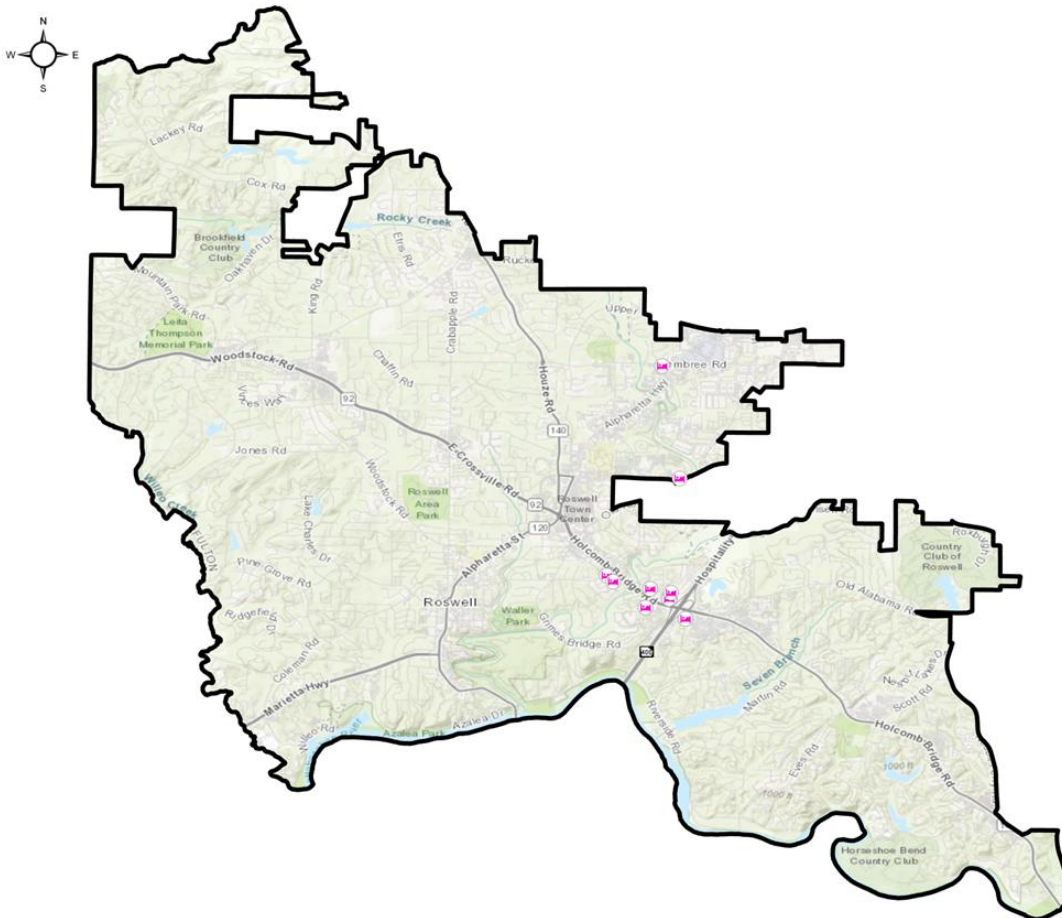
Citywide Commercial Real Estate Profile

Hospitality

With just over 1,000 rooms across nine properties, hospitality is the smallest core non-residential commercial real estate property type within Roswell. The existing inventory is clustered around the 400 interchange. Roswell only hosts an estimated 2% of the County’s hotel rooms. Of the hotels currently within the City, three are classified as Economy and five are considered Upper Midscale. Only one property, the Double Tree by Hilton, is classified as Upscale. While all have been renovated, and the Home2 Suites and Springhill Suites are only five years old, none are considered Class A space. Due to this, the average daily room rate continues to be half of the average rate countywide and below the regional average. Since 2022, average vacancies have remained above the County and the region.



Source: KB Advisory Group with data from Costar (7/20)



Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Demographic Comparison

As of 2025, Roswell is the second largest community in Northern Fulton* after Sandy Springs. The Roswell community is similar to its peers in terms of median age, outside of Sandy Springs which is comparatively younger. Johns Creek leads the peer cities within Northern Fulton in terms of median household income and Sandy Springs has the highest median home value.

In addition to highlighting these general relationships between Roswell and its peer cities in Northern Fulton, the table below represents an update of the 2023 metrics provided in the City’s 2024 Economic Development Strategy. Since the time of that report, Roswell experienced the greatest percent increase in median household income and median home value (20% and 30% respectively), a trend influenced by Roswell’s limited housing inventory growth and therefore higher income threshold needed to access homeownership opportunities within the City.

Demographics (2025)	Roswell	Alpharetta	Sandy Springs	Johns Creek
Population	92,909	66,485	109,022	82,604
Share of Population 25-44	26%	26%	35%	23%
Median Household Income	\$138,445	\$160,154	\$110,546	\$169,234
Median Home Value	\$571,325	\$628,317	\$674,138	\$596,858
Per Capita Income	\$76,252	\$81,460	\$85,725	\$72,148

*Defined as the cities of Roswell, Alpharetta, Sandy Springs, and Johns Creek
Source: KB Advisory Group with data from Esri

Industry & Market Comparison

The City of Roswell represents a significant share of Northern Fulton’s non-residential commercial real estate, accounting for roughly 20% of the total inventory. Its longstanding role as a regional activity center and connector has supported a strong retail presence, with retail comprising 41% of Roswell’s commercial space and representing 30% of all retail inventory in Northern Fulton. Roswell also plays a dominant role in industrial and flex space, leading the subregion with 4.8 million square feet, or 44% of Northern Fulton’s inventory in this category. B

Both Alpharetta and Sandy Springs far outpace their peers in both overall office inventory and share of Class A office space. In the case of Sandy Springs, this is despite an average year built of 1987. Both Sandy Springs and Alpharetta have been effective at encouraging reinvestment and repositioning of existing office and supporting redevelopment and demolition of obsolete office products where necessary. Ensuring that the City of Roswell’s office inventory remains high-quality and up to date will be a vital factor in allowing Roswell to remain competitive within the region and successful in corporate recruitment and other economic development related endeavors in the years to come.

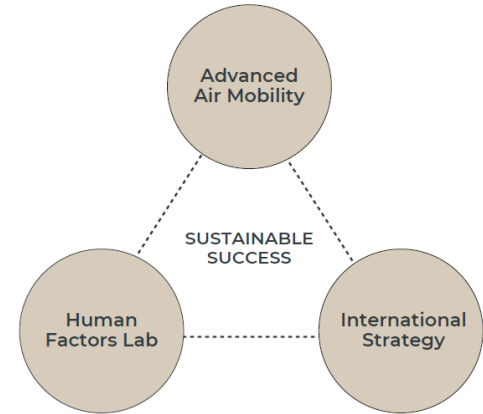
Office	Roswell	Alpharetta	Sandy Springs	Johns Creek
Properties	565	566	455	106
SF (millions)	6.4	21.8	26.6	2.8
Vacancy	10.3%	23.9%	25.2%	13.3%
Avg Rent/SF	\$24.00	\$27.28	\$25.05	\$29.64
Class A	8%	62%	66%	51%

Source: KB Advisory Group with data from CoStar

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Overview

In 2024, the City of Roswell adopted an Economic Development Strategy centered on targeted and balanced economic growth, diversifying the tax base, and unifying and positioning the City of Roswell as an attractive place for future job and investment growth. These goals built on the economic visions outlined in the 2040 Comprehensive Plan adopted in 2021 and the economic conditions following its adoption.



Beyond outlining potential nodes for future economic development projects, the Economic Development Strategy also established potential industries or sectors that the City could focus on to achieve the goals mentioned above. This interim report provides supplementary industry analyses, analyzing industry growth as well as industry physical footprint, to support these goals and outlined target industries. A list of the specific target industries can be found below and in the Appendix.

NAICs Code	Industry Name	MSA Job Growth 2017-2023
336411	Aircraft Manufacturing	200%+
336412	Aircraft Engine and Engine Parts Manufacturing	-96%
488119	Other Airport Operations	200%+
541380	Testing Laboratories and Services	62%
541511	Custom Computer Programming Services	65%
541512	Computer Systems Design Services	56%
541519	Other Computer Related Services	119%
541690	Other Scientific and Technical Consulting Services	172%
541715	R&D in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)	27%

Source: KB Advisory Group with data from U.S. Census, BLS

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Target Industries

The target industries outlined in the Economic Development Strategy look forward to propose additional industries that the City could pursue to have innovation and technology be the future of economic growth within Roswell. A large determinant in the City’s ability to successfully attract these future employers will be whether it has the commercial real estate inventory to meet their needs. The table below shows how each of the targeted industries are broken out across the various real estate types regionwide.

Industry Name	Industrial	Specialty	Office	Flex	Retail	Health Care	Avg Occupied SF
Aircraft Manufacturing	93%	-	1%	5%	-	-	111,838
Aircraft Engine and Engine Parts Manufacturing	34%	-	54%	9%	4%	-	50,093
Other Airport Operations	18%	-	67%	13%	1%	-	18,854
Testing Laboratories and Services	86%	-	4%	10%	-	-	15,016
Custom Computer Programming Services	54%	-	34%	11%	1%	-	10,424
Computer Systems Design Services	21%	4%	62%	12%	1%	-	10,702
Other Computer Related Services	22%	18%	51%	9%	-	-	10,467
Other Scientific and Technical Consulting Services	64%	-	26%	1%	2%	7%	12,861
R&D in the Physical, Engineering, and Life Sciences (except Nanotech. and Biotechnology)	63%	-	28%	9%	-	-	41,036

*Industry descriptions in the Appendix
Source: KB Advisory Group with data from CoStar

For the City’s target industries, most regional businesses occupy industrial or office space, with stronger demand for industrial (outlined in red). Limited industrial inventory may hinder recruitment of industries that prefer this product type, suggesting a need to protect existing supply and incentivize property upkeep. Meanwhile, although the City has substantial vacant office space, little is Class A, which may also limit recruitment. As Roswell plans redevelopment, it may need to encourage more Class A office development.

Property Type	Available SF in Roswell*
Industrial	228,800
Office	576,000
Flex	176,000

Industry Name	Avg Occupied SF in MSA (2026)	MSA Employment (2023)	MSA Annual Payroll (2023)
Aircraft Manufacturing	111,838	470	\$116,998
Aircraft Engine and Engine Parts Manufacturing	50,093	< 100	\$49,714
Other Airport Operations	18,854	3,335	\$42,276
Testing Laboratories and Services	15,016	2,480	\$83,038
Custom Computer Programming Services	10,424	37,995	\$104,198
Computer Systems Design Services	10,702	35,120	\$131,008
Other Computer Related Services	10,467	5,638	\$83,128
Other Scientific and Technical Consulting Services	12,861	5,171	\$92,040
R&D in the Physical, Engineering, and Life Sciences (except Nanotech. and Biotechnology)	41,036	3,601	\$117,142

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

*Q1 2026

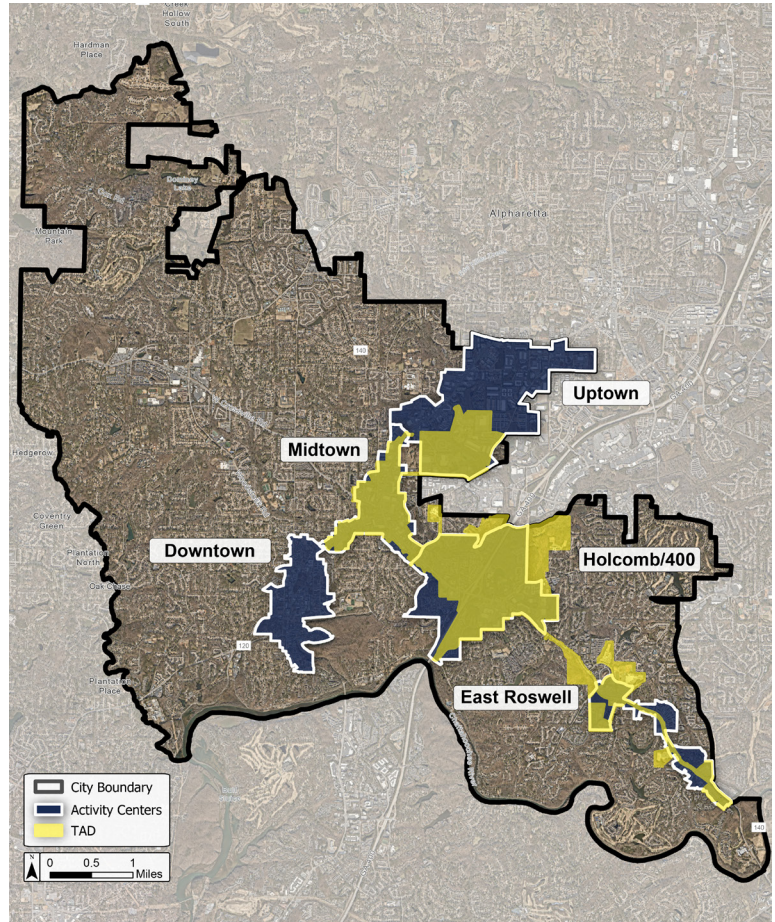
Source: KB Advisory Group with data from CoStar, U.S. Census, BLS

East-West Connection TAD

The City of Roswell Tax Allocation District #1, known as the East-West Connection TAD, serves as the City's primary implementation tool for catalyzing redevelopment within its key commercial corridors and Activity Centers. The TAD encompasses approximately 1,968 acres across 1,195 parcels and is focused along the Holcomb Bridge Road corridor, Midtown, and areas surrounding the GA 400 interchange, which are identified in the 2045 Comprehensive Growth Plan as locations where meaningful reinvestment is unlikely to occur through market forces alone.

A TAD is Georgia's version of tax increment financing, where the existing property tax base is frozen and future increases in value are reinvested within the district. This allows the City to fund infrastructure, public improvements, and redevelopment related costs without creating new taxes or reducing existing revenues, using new value generated by private investment to support further growth.

The TAD is closely aligned with the Comprehensive Plan's Activity Center framework and serves as the financial mechanism to implement its vision. As shown in the map to the right in yellow on top of the Activity Centers in blue, the TAD boundary overlaps with much of the City's primary commercial areas, closely tracking the Holcomb Bridge Road/ GA 400, East Roswell, and Midtown Activity Centers, with additional overlap into Uptown. This alignment reflects a deliberate strategy to concentrate redevelopment resources in the same areas identified for higher intensity growth, allowing the City to maximize the impact of its relatively limited commercial land base.



The following findings represent key themes identified through the economic assessment and market analysis and highlight the most significant opportunities and challenges currently shaping Roswell's future.



If current demographic trends continue, Roswell risks a demographic imbalance from an aging population and lower shares of younger age cohorts.



Roswell remains a desirable place to live and the City will continue to protect its residential neighborhoods. However, housing costs and limited options make it difficult for younger households to afford living in the City.



There is also a disconnect between the types of jobs available in Roswell and the cost of housing within the City, which creates further challenges for employees to both work and live in Roswell.



The limited availability of desirable office or commercial space in Roswell hampers employment and target industry growth. Focused redevelopment in these areas could allow for a shift in the tax burden to commercial and non-residential uses.

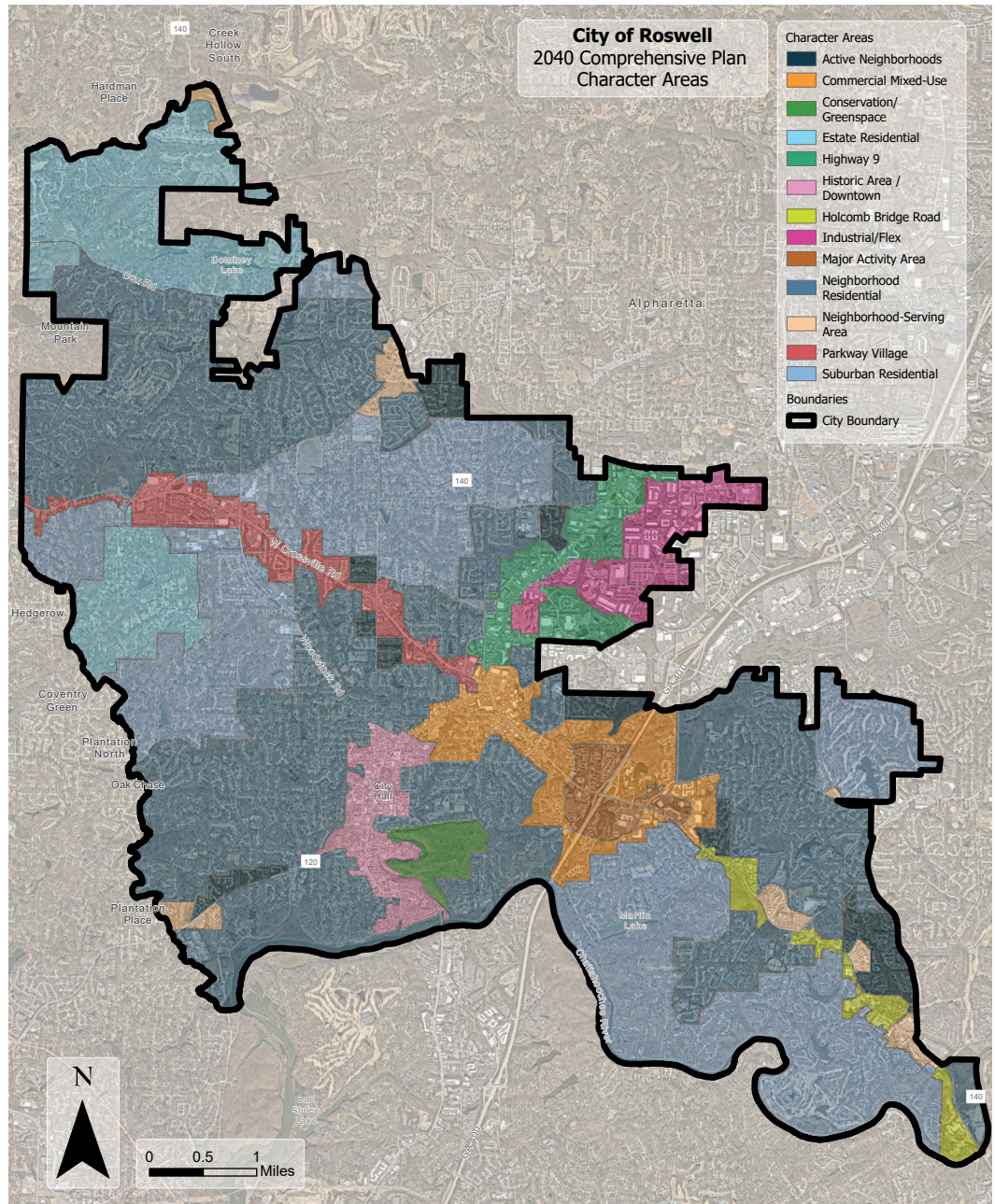


Roswell lacks the mixed-use and entertainment destinations of other nearby cities that attract visitors, and the City has untapped potential to better leverage its winning cultural and recreational programs to increase visitation.

Character Areas

A character area map outlines distinct areas across the City and offers guidance on development and land-use policies to create a vision for the area's identity and character.

The 2040 Comprehensive Plan maintains the general vision of the City's character areas as outlined in the two preceding comprehensive plans. This vision emphasized preserving and protecting single-family neighborhoods, while directing new and more intense development to key activity centers and major corridors. These key areas include East Roswell along Holcomb Bridge Road, the GA 400 and Holcomb Bridge Interchange, Highway 9 and the surrounding areas, the intersection of Highway 9 and Holcomb Bridge Road, and Downtown.



2040 Comprehensive Plan Character Areas

The 2040 Plan also identified sub-categories, such as Estate Residential and Suburban Residential, which are differentiated based on lot sizes and neighborhood density. Another change included the addition of a Major Activity Center character area at the Georgia 400 and Holcomb Bridge Road interchange, which calls for larger, regionally significant development.

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

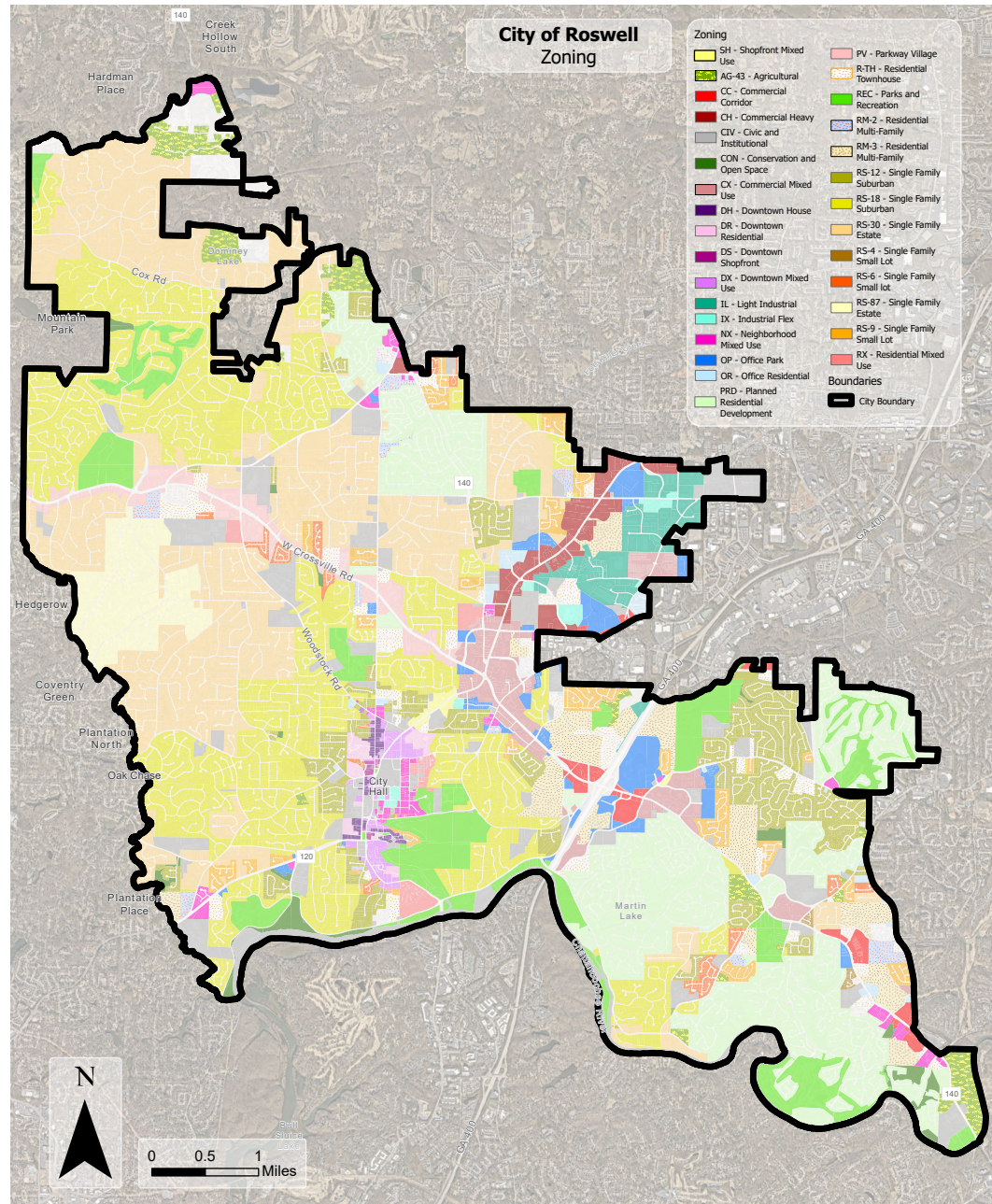
Citywide Land Use and Infrastructure

Zoning

The zoning map for the City of Roswell identifies what uses are allowed for each parcel or property within the community. A majority of the city is zoned for lower density residential, with more intense development and commercial development focused in key activity centers and along key corridors.

These areas include the Holcomb Bridge Road/GA 400 interchange, which is predominantly zoned Residential Mixed Use, Commercial, and Office Park, the Highway 9 corridor which is zoned Commercial Mixed Use, and the intersection of Highway 9 and Holcomb Bridge Road, which is zoned Parkway Village, a mixed-use zoning classification that promotes commercial, retail, office, and residential uses.

However, along key corridors such as Highway 9, Holcomb Bridge Road, and Atlanta Street, the zoning shifts to support commercial activities. These commercial zones accommodate retail, office spaces, and service-oriented businesses, promoting economic growth and providing convenient amenities for residents. Additionally, mixed-use zones in strategic locations encourage a blend of residential, commercial, and recreational uses, fostering integrated and walkable communities.



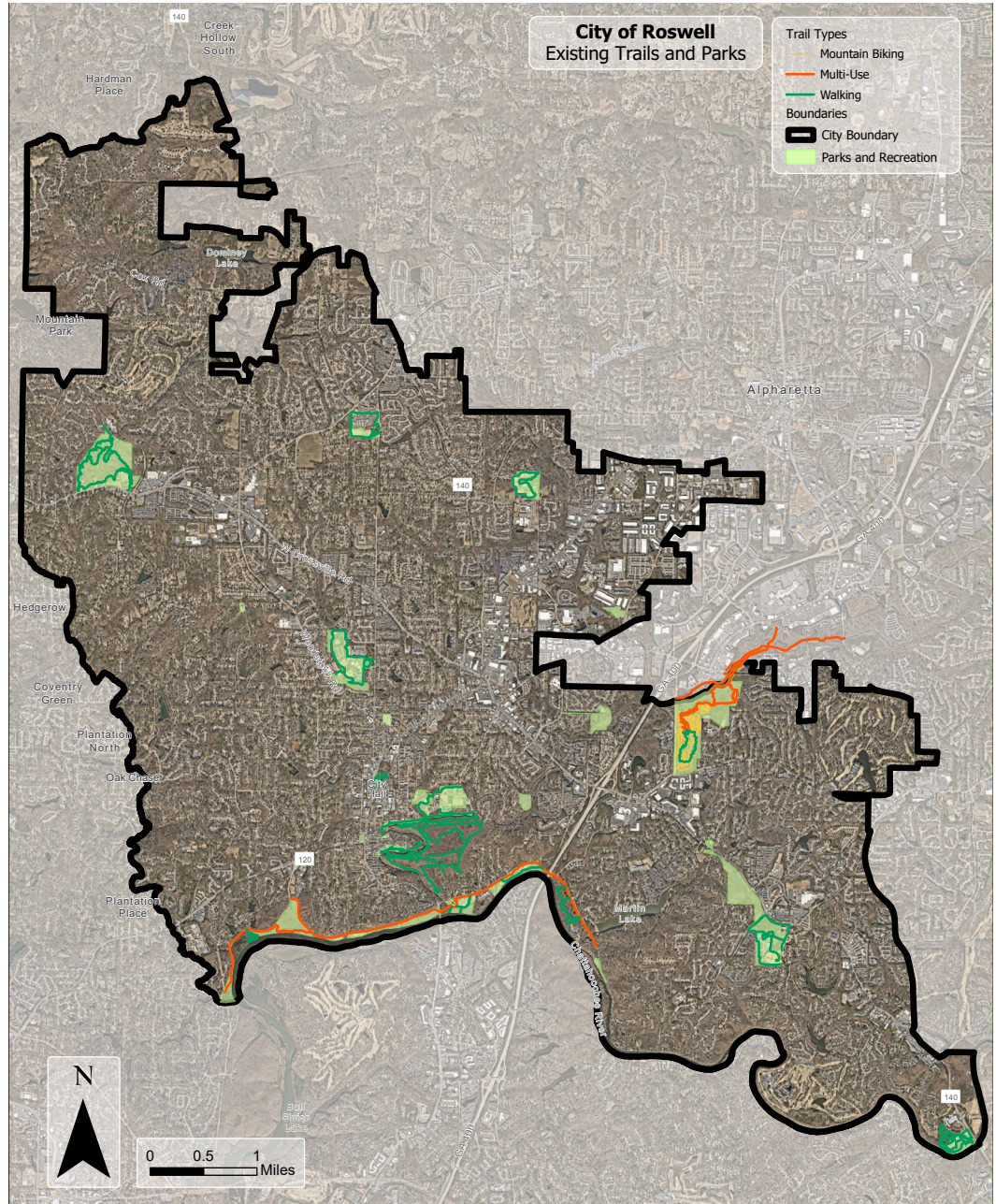
Current Zoning

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Trails and Parks

Roswell's parks and recreational amenities are well-distributed across the City, providing good access to most residents. The City also has extensive trail offerings, mostly found within each of the existing parks. However, several trails go beyond parks and connect to adjacent neighborhoods or commercial areas.

Roswell features several large parks and trails, including Big Creek Park, Roswell Area Park, East Roswell Park, and Riverside Park. These parks offer various amenities for outdoor activities. Trails like the Big Creek Greenway and Chattahoochee River trails connect to other cities and extend regionally, providing wide accessibility



Existing Trails and Parks

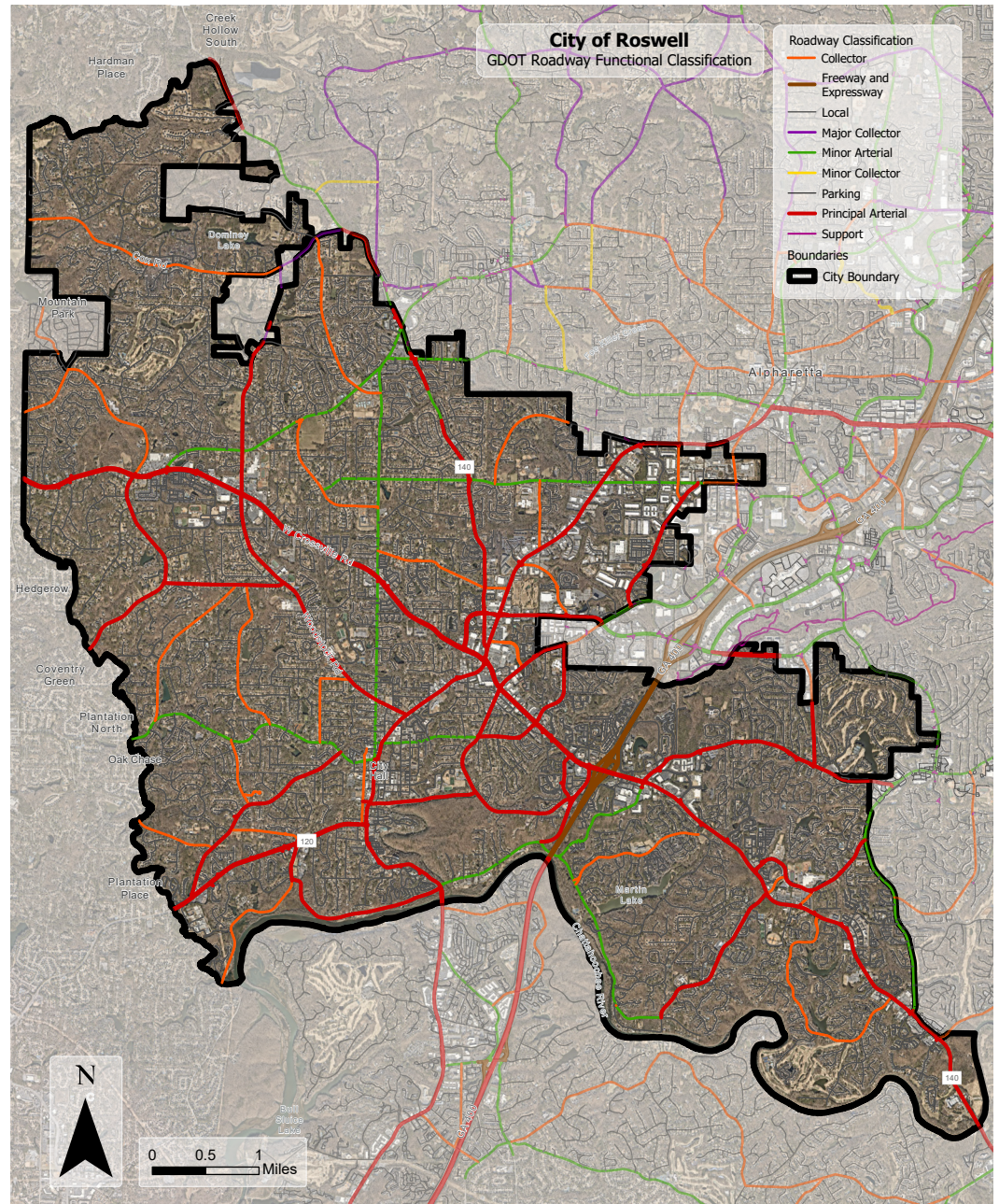
for recreation opportunities. Additionally, the nearby Chattahoochee National Recreation Area, a park of regional and national significance, offers extensive walking trails for broader outdoor exploration.

The City's Transportation Master Plan identifies Tier 1 trail projects as top priorities for improving connectivity and infrastructure. Key projects include the Big Creek Trail from Holcomb Bridge Road under GA 400 to Big Creek Park, a multi-use path along Canton Street from Woodstock Road to Highway 9, and a multi-use path along Holcomb Bridge Road from Holcomb Woods Parkway to Eves Road.

Citywide Land Use and Infrastructure

Roadway Functional Classification

Roadway functional classification is a system used to categorize streets and highways based on their function and the type of service they provide. Arterial roads prioritize high-speed, long-distance travel with minimal access points, making them key for regional connectivity. Collector roads strike a balance by funneling traffic from local streets to arterials while still providing some access to properties. Local streets primarily serve residential areas, focusing on providing direct access to homes and businesses with lower speeds and short travel distances. This classification helps determine design standards, funding, and maintenance priorities for each road type.



Roadway Functional Classification

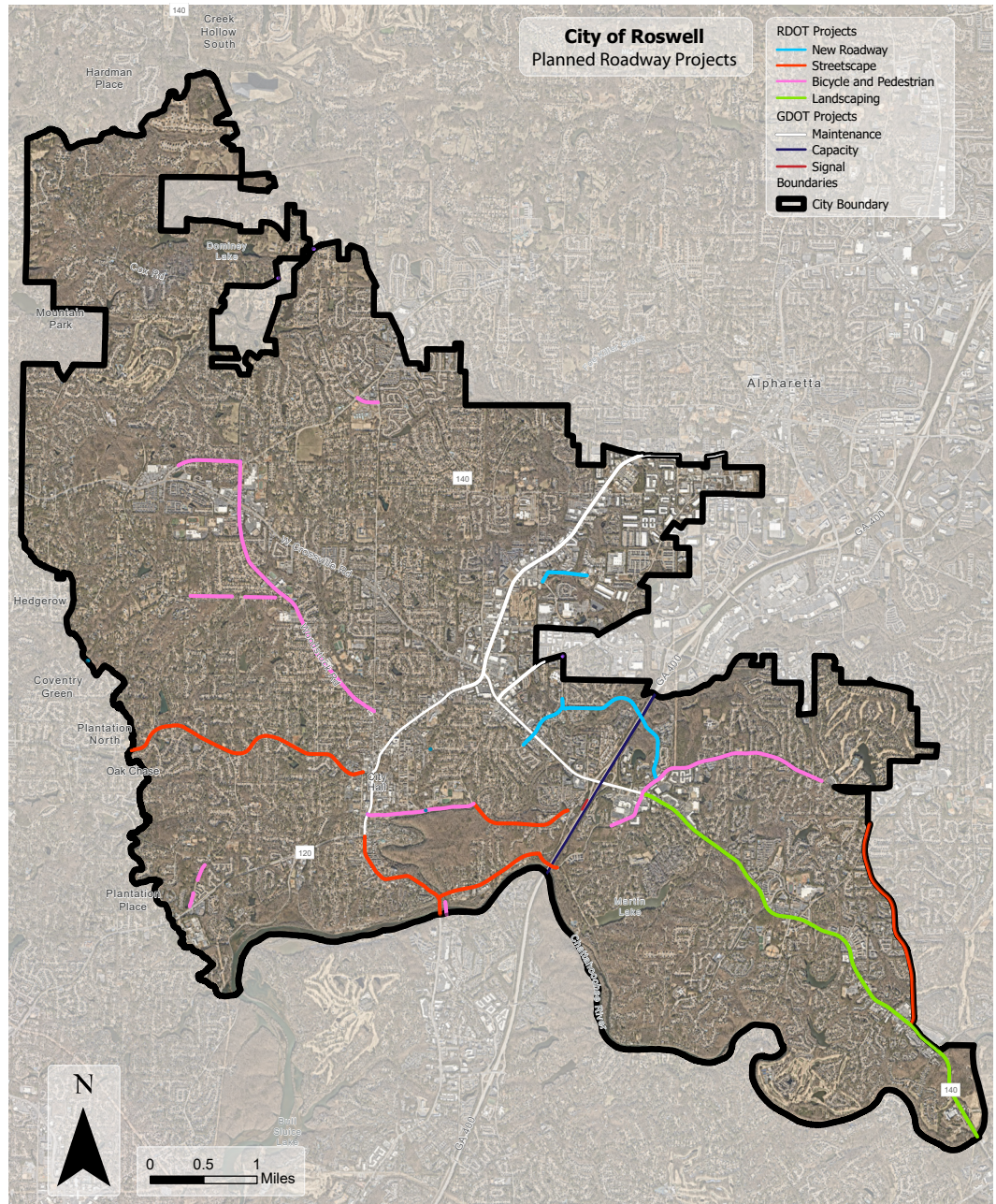
The City contains several principal arterial roadways, which are crucial for high-capacity travel over long distances, providing major routes that link Roswell to neighboring cities, such as Alpharetta, Johns Creek, and Peachtree Corners. These principal arterials, including key state routes, facilitate efficient movement of traffic and serve as vital connectors within the regional transportation network. Traffic volumes on these roadways are substantial, reflecting Roswell’s role as a significant hub in the metro Atlanta area.

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Transportation Projects

The City of Roswell DOT and Georgia DOT have several programmed or planned transportation projects within the city, including new roadway connections, maintenance, bicycle and pedestrian paths, landscaping, and capacity and signal improvements.

Notable Roswell DOT projects include Big Creek Parkway, a new east-west road connection designed to alleviate congestion on Holcomb Bridge Road, and the Old Alabama Multiuse trail, connecting Big Creek Park to the Chattahoochee River. The Transportation Master Plan also identifies several Tier 1 projects, such as the Big Creek Trail, corridor improvements



2040 Planned Roadway Projects

on Canton Street between Highway 9 and Webb Street/Norcross Street, and the Holcomb Bridge multiuse path from Holcomb Woods Parkway to Eves Road.

Georgia DOT projects in Roswell include the GA 400 Express Lanes, Highway 9 improvements from Roswell Square to Riverside Road to remove the reversible lane and convert the roadway to four lanes, and maintenance projects along Highway 9 and Holcomb Bridge Road. The GA 400 Express Lanes will add new toll lanes from I-285 to McGinnis Ferry Road in Forsyth County, eventually connecting to the regional toll lane system. MARTA is exploring adding transit service within the GA 400 corridor to utilize these new toll lanes once completed.

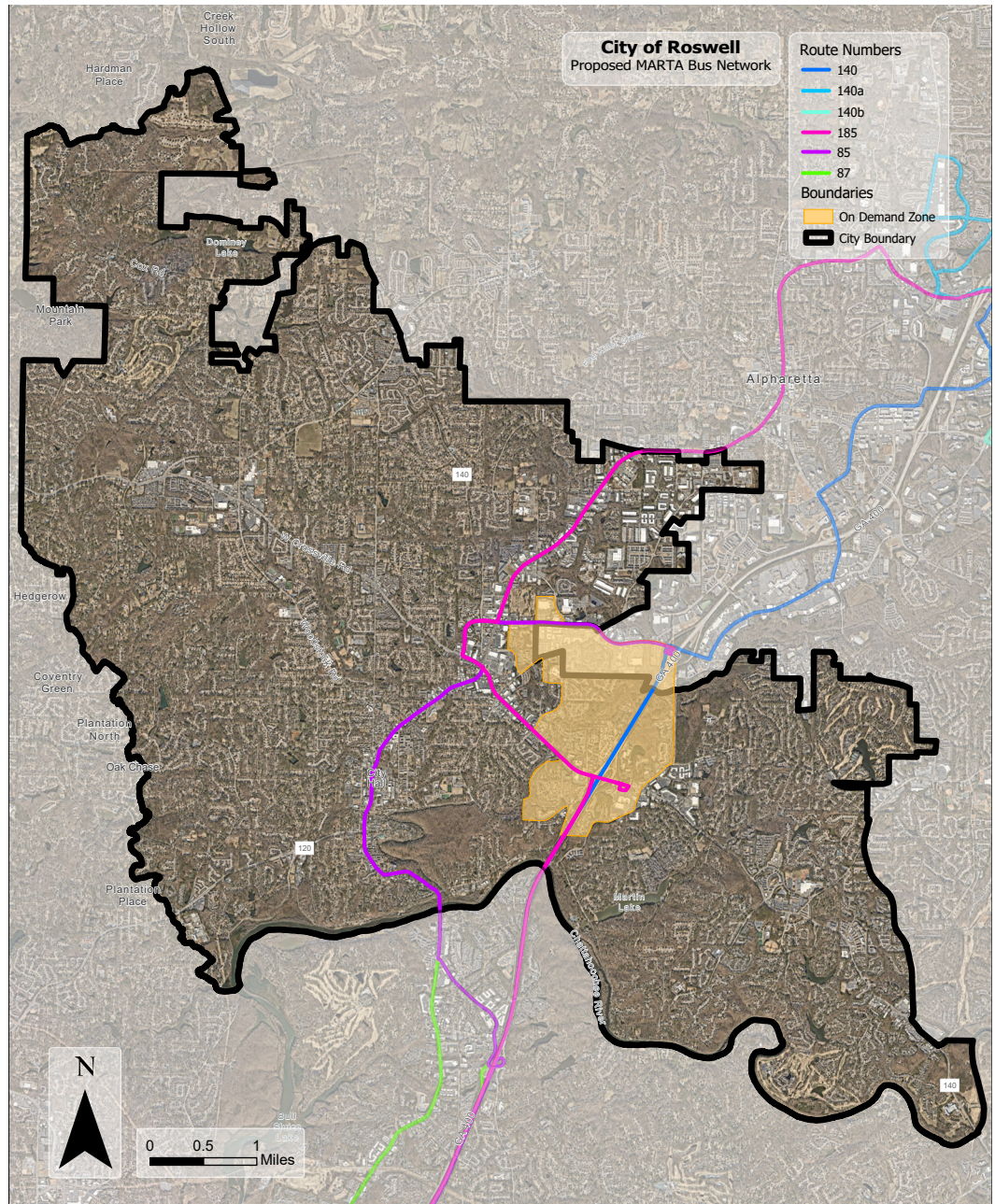
MARTA Bus Routes

MARTA currently serves the city of Roswell with three bus routes: 85, 140, and 142. These routes connect to key local destinations within Roswell, including Mansell Park & Ride, Holcomb Bridge Road, Roswell Downtown, and the Roswell City Hall. Route 85 also connects Roswell to the North Springs Station, providing access to the MARTA rail network.

In the fall of 2025, MARTA will implement its updated Bus Network Redesign to offer more efficient routes and new services.

Route changes within Roswell are minimal, but the new bus network is expected to prioritize fewer stops and more frequent headways, instead of more stops and coverage, but less frequent headways.

One new addition for Roswell includes the North Fulton On-Demand Zone. Similar to a 'ride-hailing' service, these on-demand zones will allow riders to 'hail' or call a transit vehicle to their location and take them to another point within that zone. This service aims to take riders to bus stops or rail stations, effectively bridging the last-mile connectivity gap. With 12 On-Demand Zones in the new network, the area around the GA 400 interchange with Holcomb Bridge is the only zone in North Fulton, providing Roswell residents with enhanced accessibility and transit options.



Updated MARTA Bus Network (2025)

Economic Nodes

2024 Economic Development Strategy

In 2024 the City of Roswell developed an Economic Development Strategy. The plan outlines six overarching goals that serve as a framework to achieve this vision. Additionally, it centers on five key questions that guide the conversation and chart a clear path forward. This strategy is designed to enhance Roswell’s appeal, drive innovation, and boost economic vitality.

Economic Development Strategy Goals



Grow

Grow the economy with out growing the population beyond 120,000. Prioritize target locations for growth engines.



Integrate

Build and execute strategy that unifies East and West Roswell. Centralize services and control land for deliberate development.



Balance

Diversify the tax base. Shift the tax digest proportions away from personal property tax to corporate taxes.



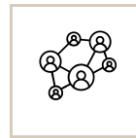
Optimize

Enhance infrastructure capacity for projected growth. Connect existing asset classes and CIP projects to drive progress.



Brand

Reposition Roswell as an attractive, effective and safe bet for outside capital and industry. Re-establish Roswell as the pre-eminent municipality of North Fulton.



Innovate & Align

Establish Roswell as an Applied Lab for R&D and innovation. Align with County and State ED industry priorities. Add a future facing, scaling industry.

2024 Economic Development Strategy Nodes

The Economic Development Strategy identifies three key Economic Nodes based on recent, planned, and upcoming development activities in key areas of Roswell. Highlighted on the accompanying maps, these catalytic developments focus on Downtown, Uptown and Midtown, and East Roswell.

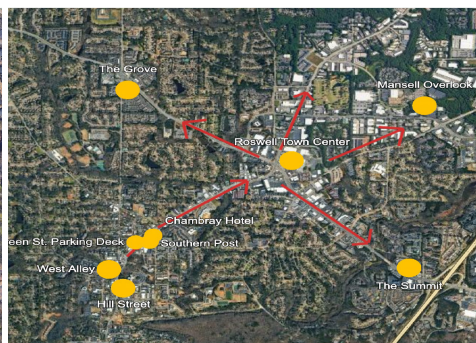
Economic Nodes

Node One: Downtown



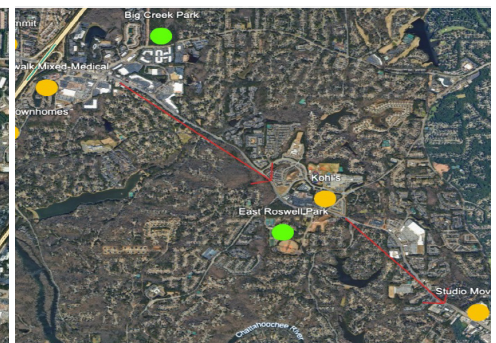
Southern Post, Canton Street, Hill Street

Node Two: Uptown & Midtown



Mansell Overlook, Roswell Town Center, The Summit

Node Three: East Roswell



Riverwalk, Kohl's, Studio Movie Grill

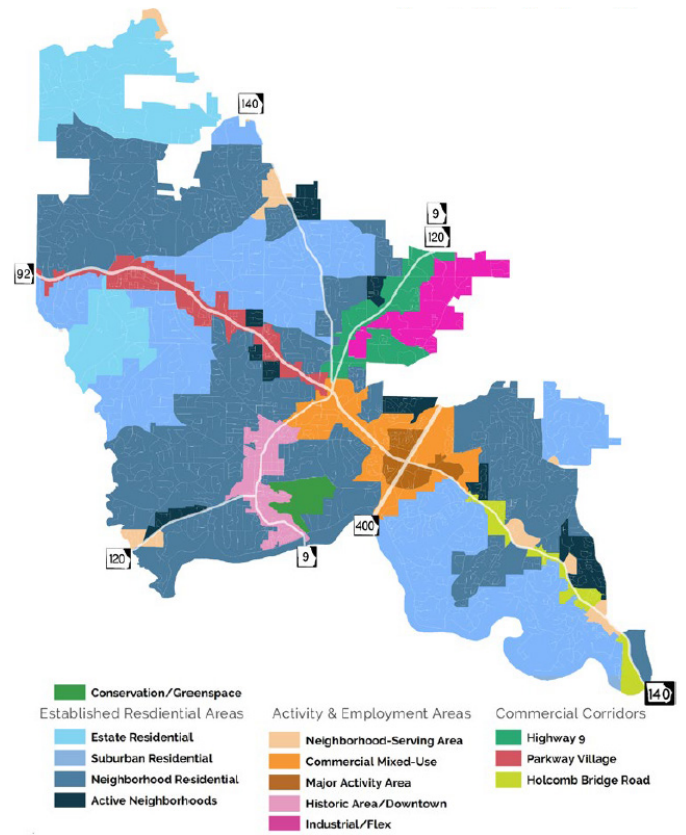
Activity Centers

Identifying Activity Centers

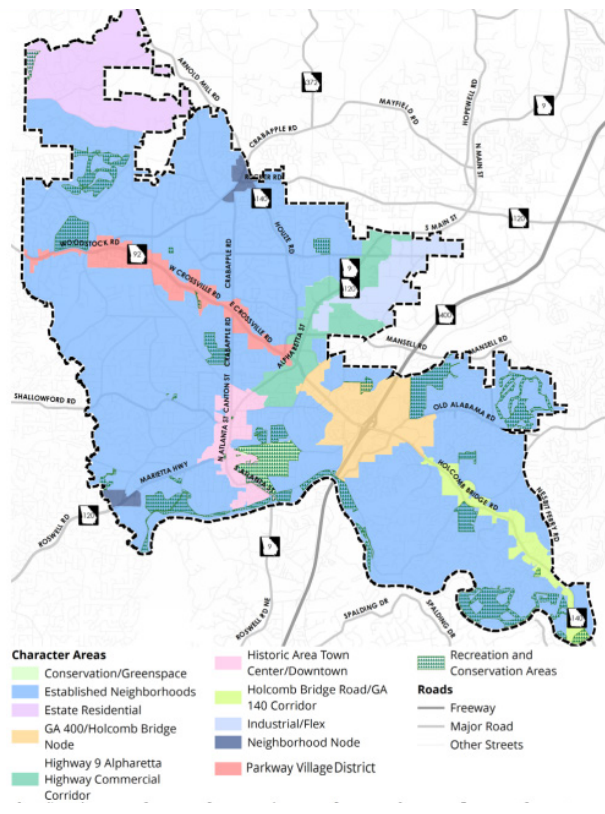
As can be seen in the three maps on this page, the three most recent comprehensive plan updates (2021, 2016, 2011), maintained a similar vision for growth that included focusing new, more intense development along key corridors and centers, while protecting and maintaining existing single-family residential subdivisions. Each plan update provided additional detail or refinements, while maintaining the goals of protecting and maintaining existing neighborhoods and directing future growth and more intense development to key corridors and activity centers.

This 2045 comprehensive plan update aims to continue with that vision and framework, and focus attention on the key areas for growth identified.

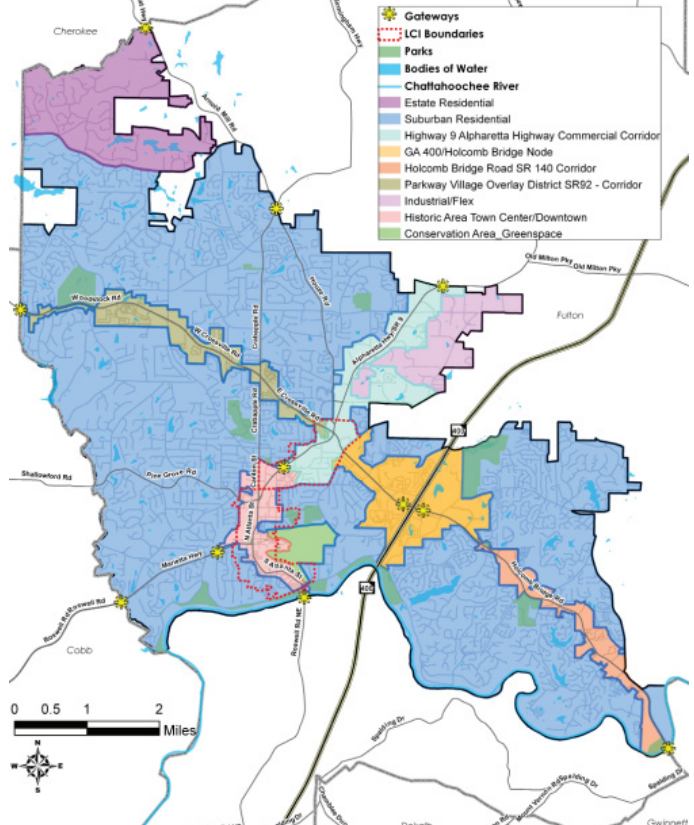
2040 Comprehensive Plan (2021)



2030 Comprehensive Plan (2011)



2035 Comprehensive Plan (2016)

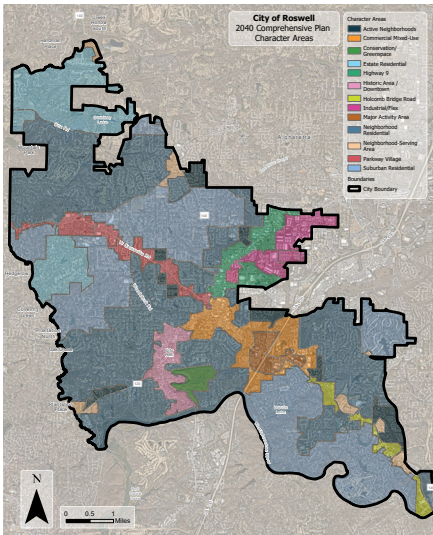


Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Identifying Activity Centers

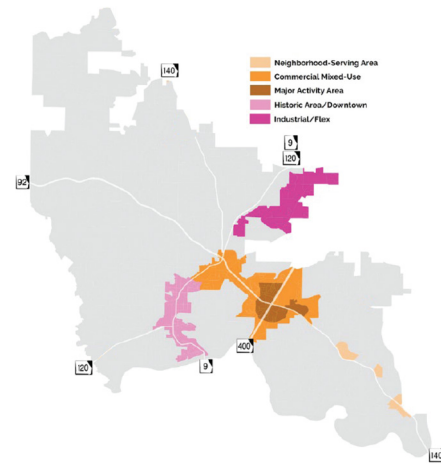
In order to align recent planning efforts and to base this update in current economic realities, the 2040 Comprehensive Plan, the 2024 Economic Strategy, the Tax Allocation District study, and the current local real-estate market were utilized to update the comprehensive growth plan character areas and identify Activity Centers.

2040 Comprehensive Plan



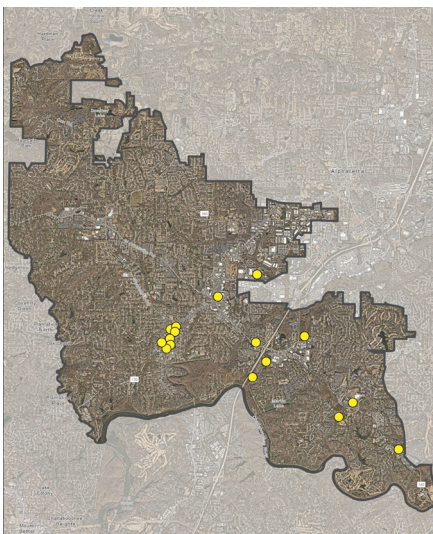
The 2040 Comprehensive Plan outlined Character Areas across the City.

Key Areas for Growth



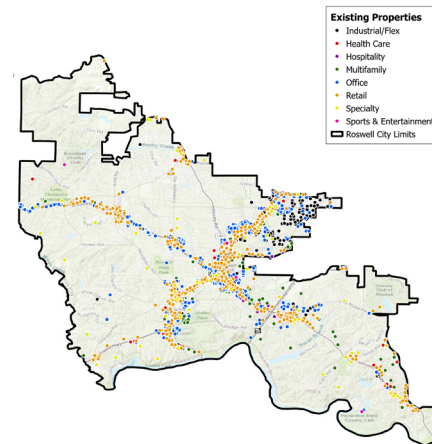
The character area map identifies a limited number of corridors and activity centers for more intense development.

Economic Strategy



The 2024 Economic Strategy focused on strategies for several key nodes across the City. These closely mirror the key corridors and activity centers from the 2040 Comprehensive Plan.

Existing Development



The current local real-estate market highlight areas of more intense commercial development along the same corridors identified in other recent plans.

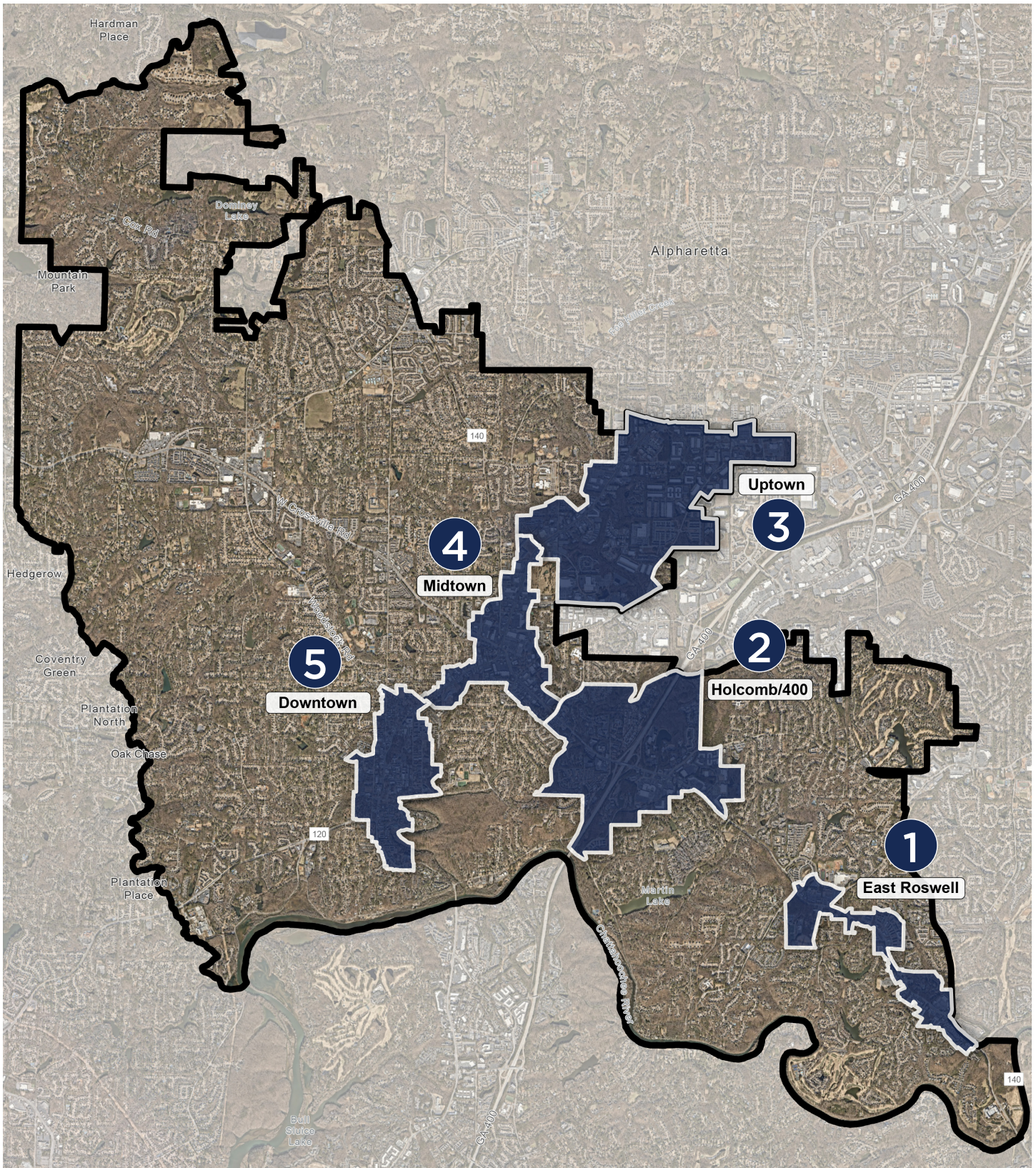
Five Activity Centers

Through the key areas identified for growth in the previous three comprehensive plans, the nodes highlighted in the economic strategy that capture recent and upcoming investments, and the existing commercial development pattern concentrated around these key corridors and areas, five Activity Centers were identified. These Activity Centers are intended to capture new investment, more intense development, and economic growth, as well as guide policy and infrastructure investments by the City of Roswell.

These five activity centers are shown on the map on the following page (Figure 8). Detailed analysis for each activity center is provided in the following section.

- 1 East Roswell**
Located east of Eves Road, primarily concentrated along Holcomb Bridge Road to Barnwell Road.
- 2 Holcomb Bridge Road/GA 400**
Centered around the Holcomb Bridge Road and GA 400 interchange, from Warsaw Road on the west to Holcomb Woods Parkway on the east.
- 3 Uptown**
Includes Highway 9 north of Sun Valley Drive to the City limit and the area east to the City limit.
- 4 Midtown**
Concentrated around the intersection of Highway 9 and Holcomb Bridge Road.
- 5 Downtown**
Includes the historic district north to Woodstock Street and south to Warm Springs Circle.

Activity Centers

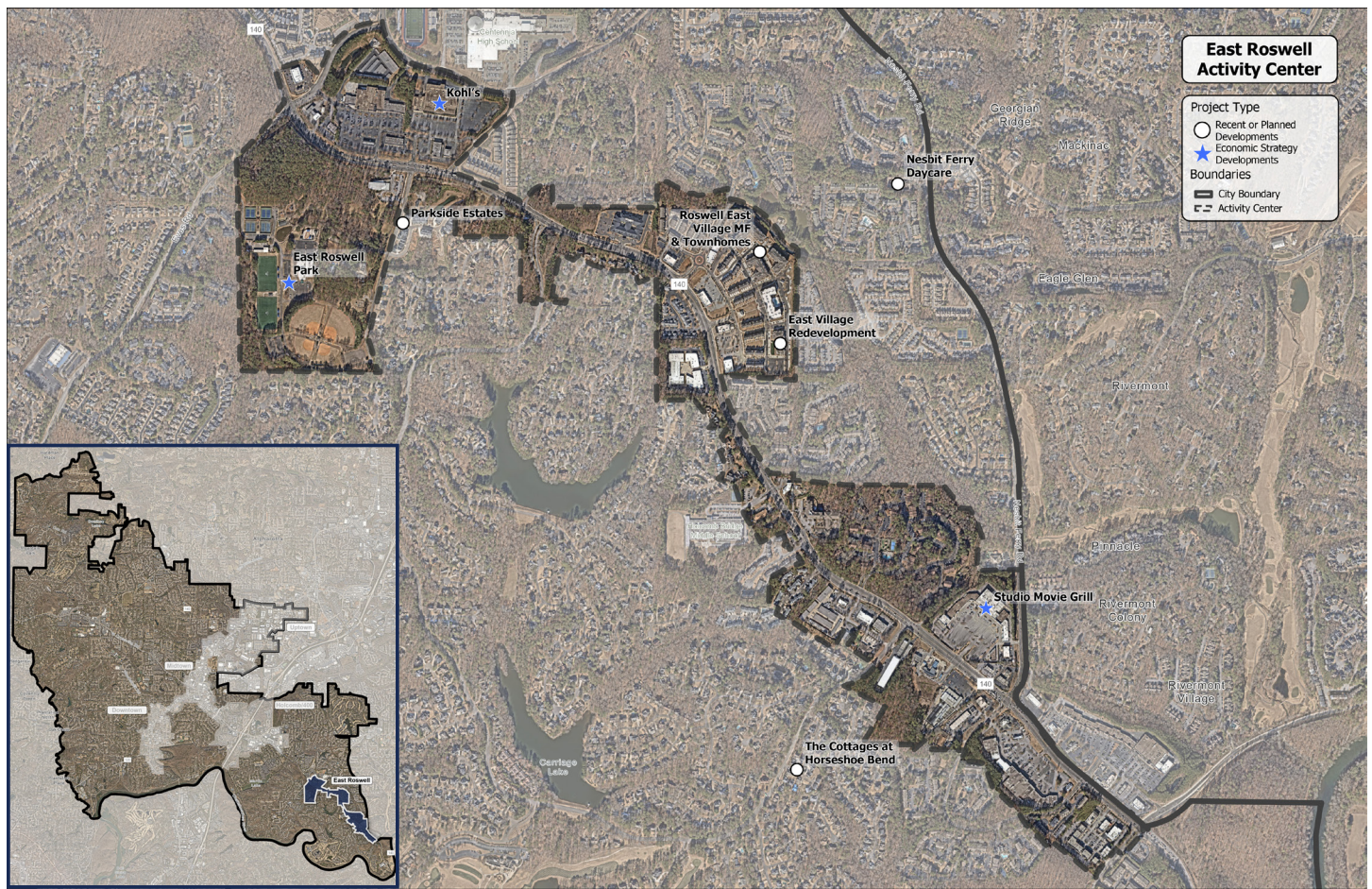


Activity Centers

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Activity Centers

Activity Center One | East Roswell



East Roswell Activity Center

The East Roswell Activity Center encompasses the commercial areas along Holcomb Bridge Road from Eves Road to Barnwell Road. This corridor includes three notable sites: the former Kohl's Shopping Center, East Village development (formerly Target), and former Studio Movie Grill development. The Kohl's shopping center and former Studio Movie Grill have been identified as reinvestment opportunities, as they are 30-40 years old and have high vacancy rates. Notably, the East Village development was completed in 2025 and features multifamily and townhomes. In addition to these prominent sites, there are numerous commercial parcels and aging multifamily developments along Holcomb Bridge Road, highlighting the area's potential for revitalization and economic growth.

The area also includes East Roswell Park on the west end, which has undergone several phases of improvement over the last few years. Enhancements to the tennis courts, restrooms, turf fields, entryway, and dog park have significantly boosted its appeal for nearby residents and employees. This facility serves as a vital asset to East Roswell and is expected to continue being a valued amenity for the community. Additionally, Holcomb Bridge Road is a major corridor within Roswell and the region, classified as a principal arterial. This designation means it is designed to handle high traffic volumes and long-distance travel, connecting major centers of activity and facilitating movement between cities or within urban areas. Planned improvements to the landscaping along Holcomb Bridge Road will further support future investment along the corridor.

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Activity Centers

Former Kohl's Shopping Center



East Village Townhomes



Former Studio Movie Grill



East Roswell Park



Holcomb Bridge Road

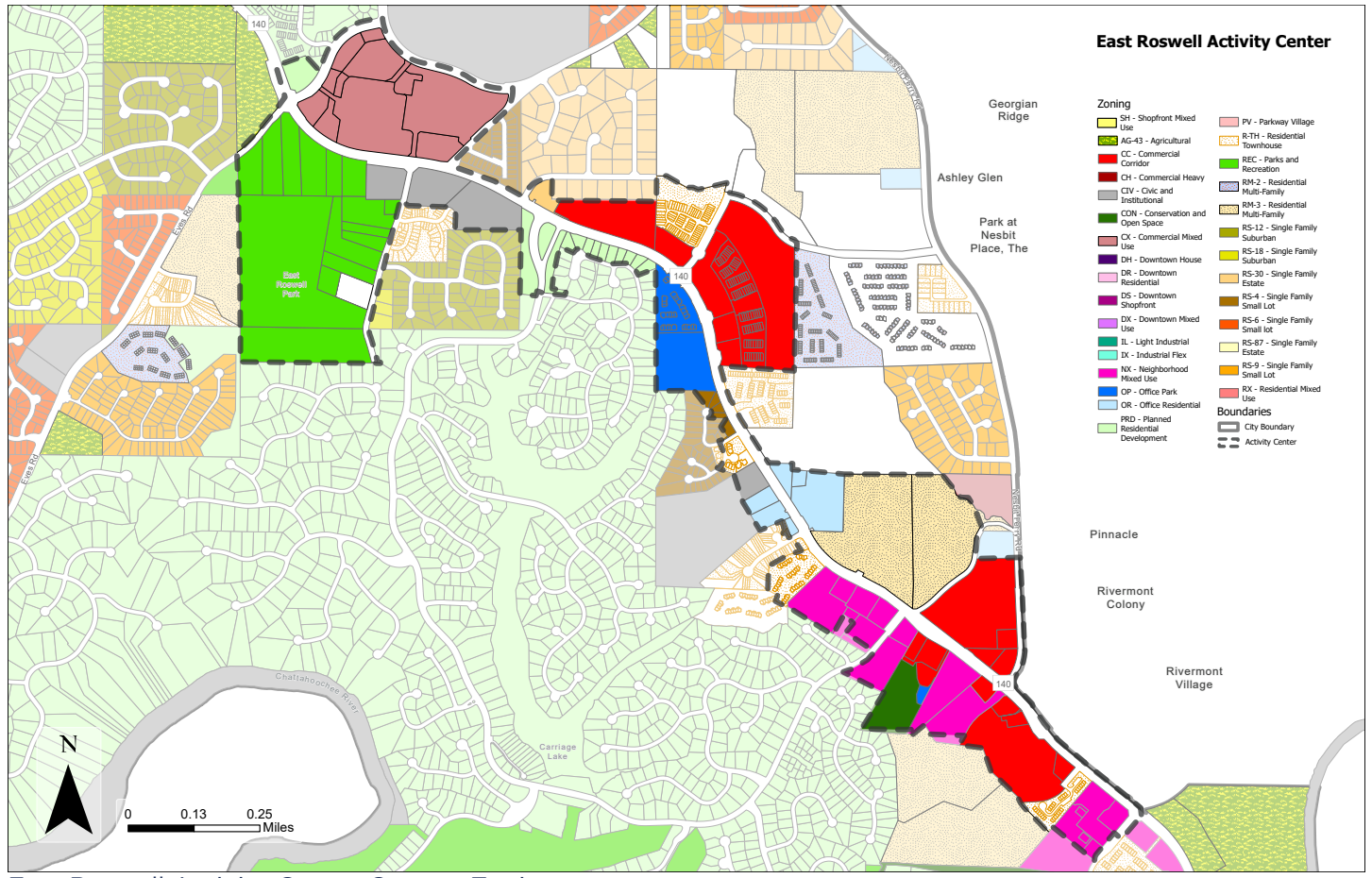


Fulton County Library



Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Activity Centers



East Roswell Activity Center Current Zoning

Zoning

The East Roswell area includes varied zoning classifications to support commercial, recreational, and residential uses. Commercial zones are mainly along major corridors like Holcomb Bridge Road, supporting businesses and local commerce. Mixed-use zones promote integrated communities with both residential and commercial components. Recreational zones, such as East Roswell Park, ensure ample green space and leisure facilities. Adjacent to the Activity Center boundary, residential zones range from low to medium density, catering to diverse housing needs.

All zoning classifications in this Activity Center include:

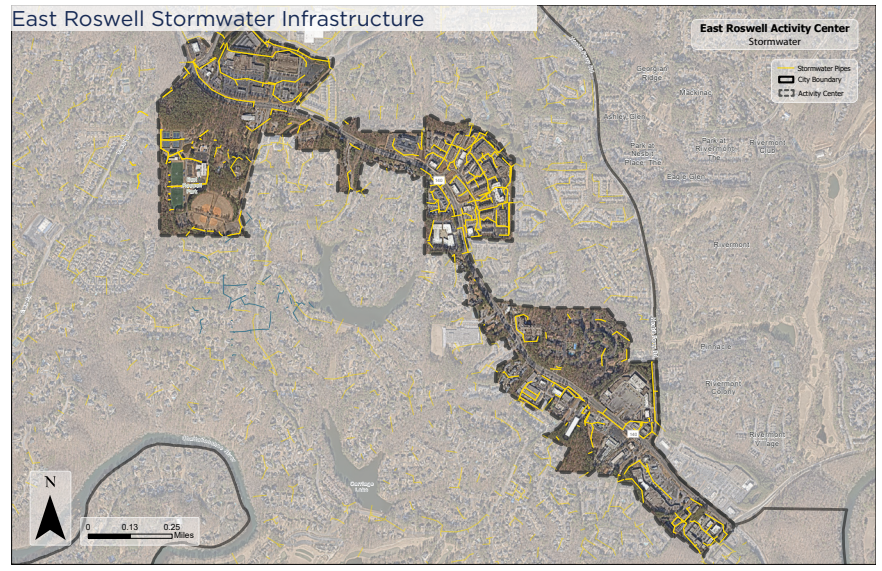
- Commercial Corridor (CC)
- Civic and Institutional (CIV)
- Conservation and Open Space (CON)
- Commercial Mixed-Use (CX)
- Office Park (OP)
- Office Residential (OR)
- Residential Townhouse (R-TH)
- Parks and Recreation (REC)
- Planned Residential Development (PRD)

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Activity Centers

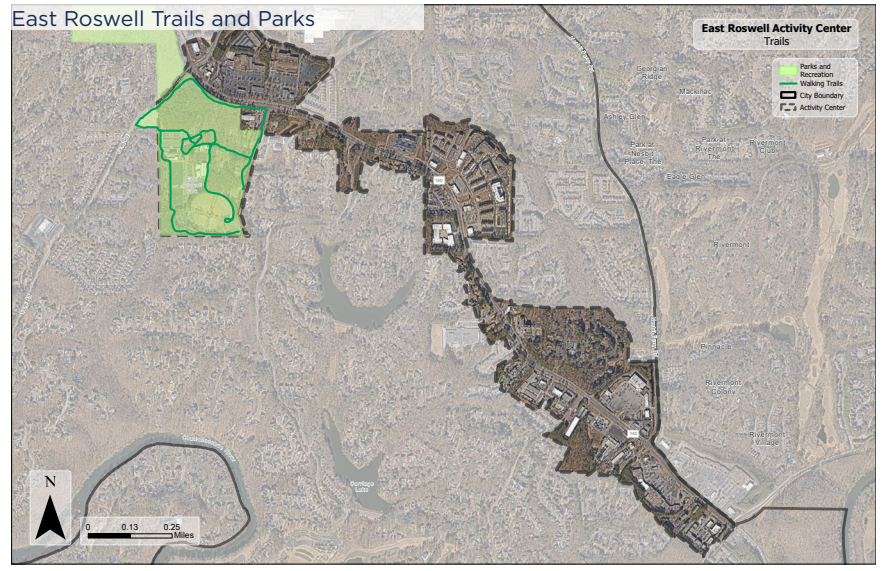
Stormwater Infrastructure

The stormwater map shows underground facilities designed to carry rainwater or runoff away from developed areas. High concentrations of facilities, such as in East Village, likely indicate newer developments, while areas with fewer facilities may be older developments or have more pervious surfaces or lower density.



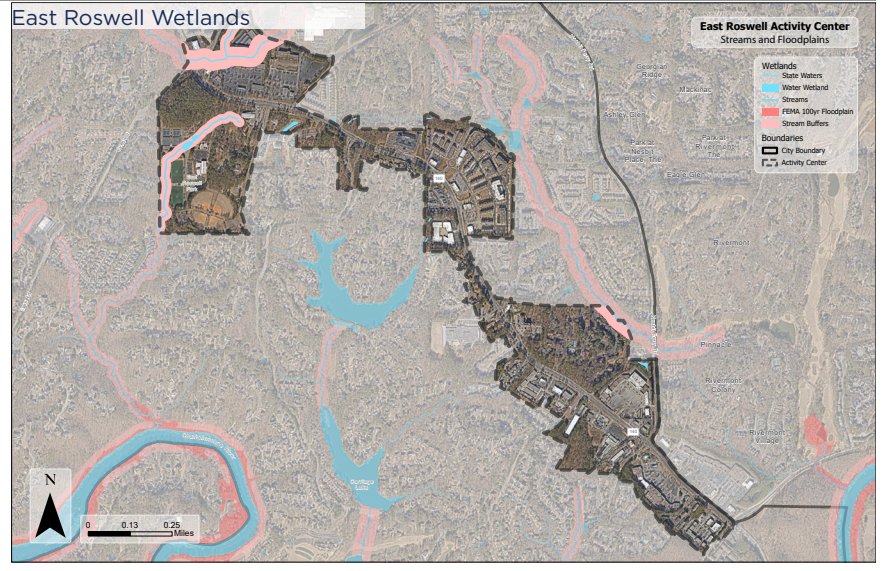
Trails and Parks

East Roswell Park is the primary recreational asset in the area, offering sports, leisure, and community activities. Recent improvements include refurbished tennis courts, upgraded turf fields, renovated restrooms, ADA improvements, new playground, renovated dog park, additional parking, and an improved entryway. Additionally, there is a trail connecting East Roswell Park to Nesbit Ferry Road.

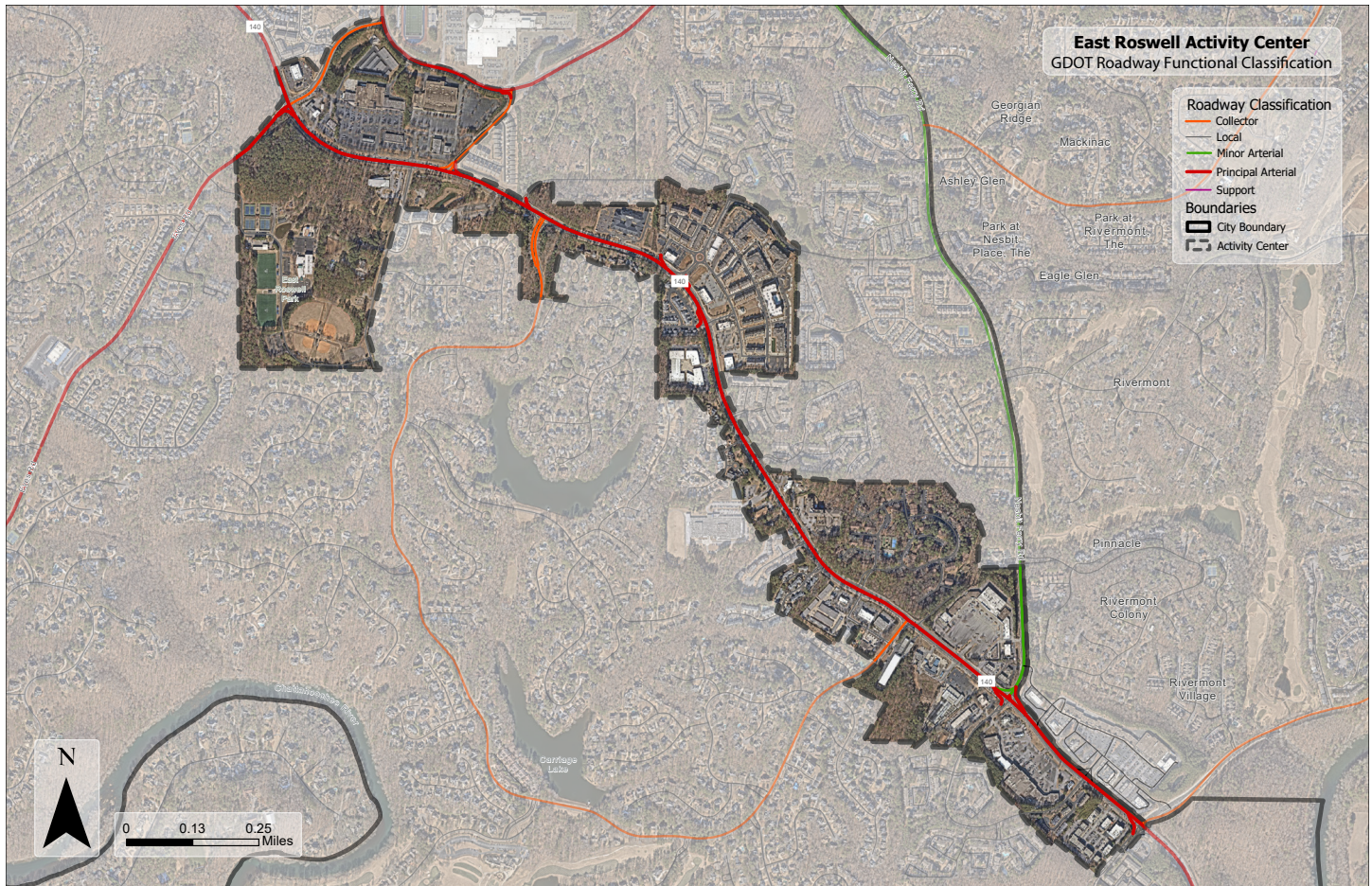


Wetlands

There are minimal wetland and environmental constraints in this Activity Center, however some exist adjacent to the corridor to the north and south. The most significant environmental features are located within East Roswell Park. As a result, these constraints are not expected to have a significant impact on development in the area.



Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)



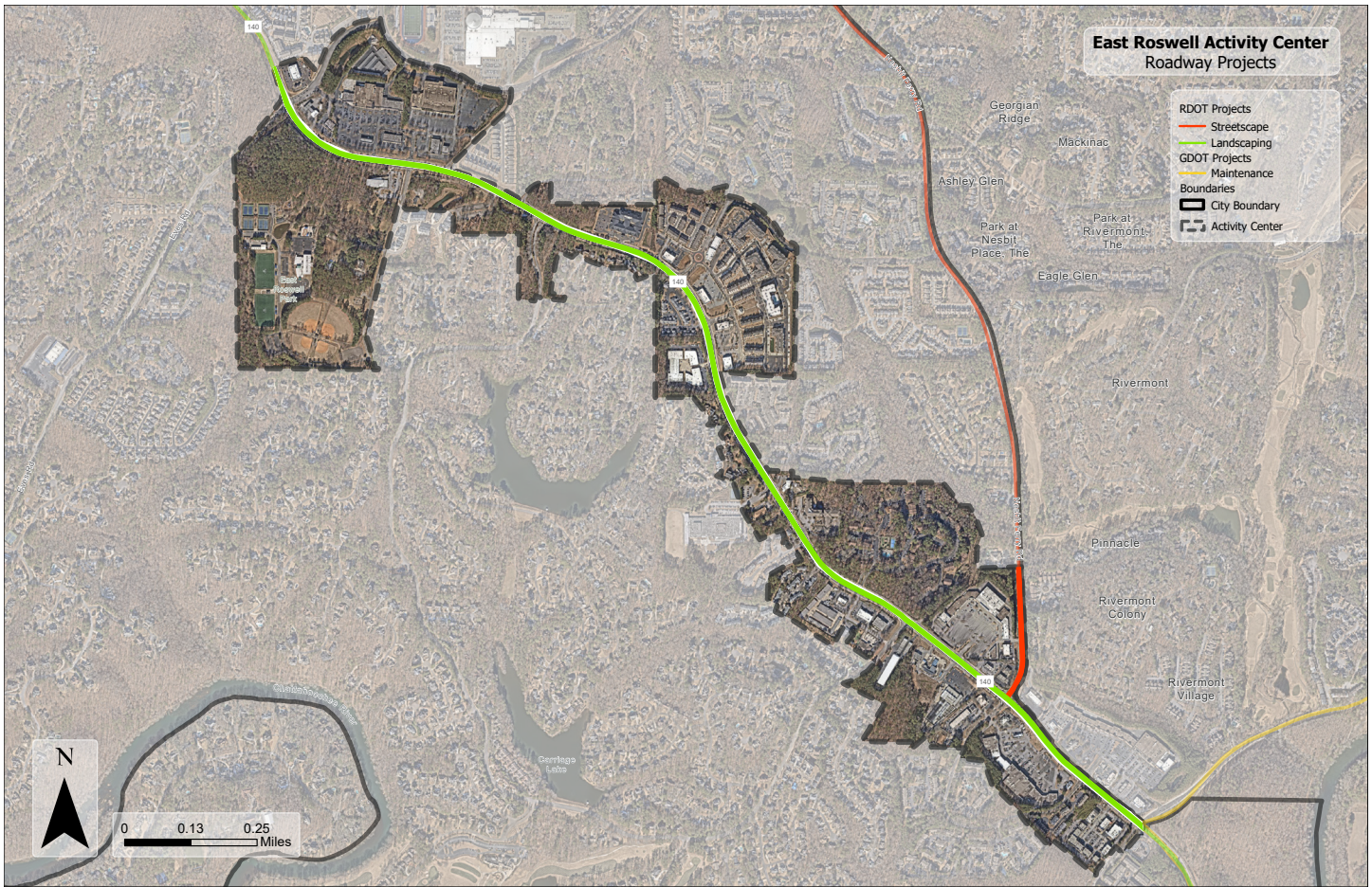
East Roswell Roadway Functional Classification

Roadway Functional Classification

Holcomb Bridge Road is a major arterial roadway in Roswell that intersects with key local roads such as Eves Road and Nesbit Ferry Road. Holcomb Bridge Road features multiple travel lanes, turning lanes, and traffic signals to accommodate its high traffic volume. Eves Road, a collector road, connects residential areas to the arterial, featuring narrower lanes and lower speed limits. Nesbit Ferry Road serves as a minor arterial with similar design features, providing access from local neighborhoods to the more heavily trafficked Holcomb Bridge Road.

MARTA Bus Routes

There are no bus routes planned to operate in this area as part of MARTA's 2025 Bus Network Redesign.



East Roswell Planned Roadway Projects

Transportation Projects

Roadway projects in this area focus on key corridors to enhance traffic flow and aesthetics.

The Holcomb Bridge Road Landscape Enhancement Project targets locations along Holcomb Bridge Road with new landscaping, improved sidewalks, and street lighting, focusing on high pedestrian traffic zones and intersections. The Transportation Master Plan includes Tier 1 projects for intersection improvements at Barnwell Road and Nesbit Ferry Road to upgrade signals and redesign these intersections for better traffic flow and safety.

Additionally, a partnership with the City of Johns Creek aims to improve the streetscape along Nesbit Ferry Road with new sidewalks, lighting, and landscaping to enhance pedestrian safety and accessibility.

Activity Center Two | Holcomb Bridge Road/GA 400



Holcomb Bridge Road/GA 400 Activity Center

The Holcomb Bridge Road/GA 400 Activity Center, centered around the GA 400 interchange, features key developments like the Roswell Innovation Center, King's Market shopping center, Holcomb Bridge Connexion shopping center, Regal Nissan, and the Summit, which houses the new public safety headquarters. Commercial development is concentrated along Holcomb Bridge Road and Old Alabama Road, with older multifamily sites scattered throughout.

This area, identified in the previous comprehensive plan as the City's most ideal location for higher intensity uses due to its location and regional access, is set to benefit from upcoming transportation investments. These include the GA 400 Express Lanes, MARTA's proposed Express Lane Transit (ELT) service connecting the North Springs MARTA station to North Fulton, and the conversion of Holcomb Bridge Road over GA 400 to a Diverging Diamond Intersection (DDI).

The City of Roswell is advancing the Big Creek Parkway extension to provide an alternative east-west connection over GA 400 and alleviate congestion, along with several bicycle and pedestrian improvements, such as the Old Alabama Multiuse Trail linking the Chattahoochee River to Big Creek Park. These projects will greatly enhance the area's growth and prominence as a key regional activity center.

Activity Centers

Roswell Innovation Center



Kings Market Shopping Center



Roswell Summit



Holcomb Bridge Road/GA 400



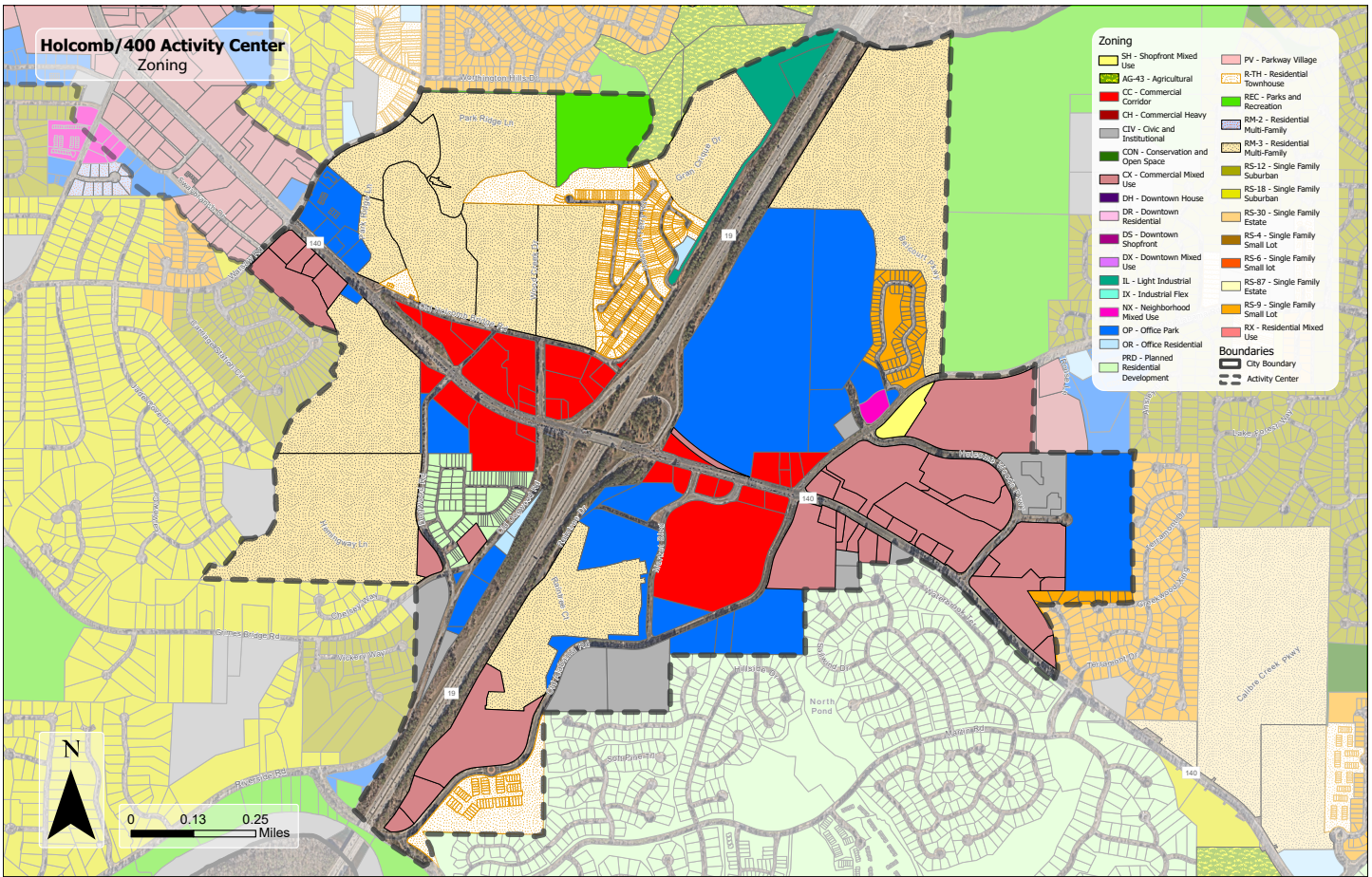
Holcomb Bridge Road at Old Alabama Road



Holcomb Woods



Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)



Holcomb Bridge/GA 400 Activity Center Current Zoning

Zoning

The zoning classifications around the GA 400 and Holcomb Bridge interchange support a mix of uses, reflecting the area’s potential for growth and strategic importance. This area features a combination of commercial and mixed-use zones, encouraging business growth and development. These zones are intended to accommodate retail, office spaces, and service-oriented establishments, catering to the high traffic and regional significance of the interchange. Additionally, primarily on the peripheries, there are areas designated for residential use, promoting convenient living options close to commercial hubs.

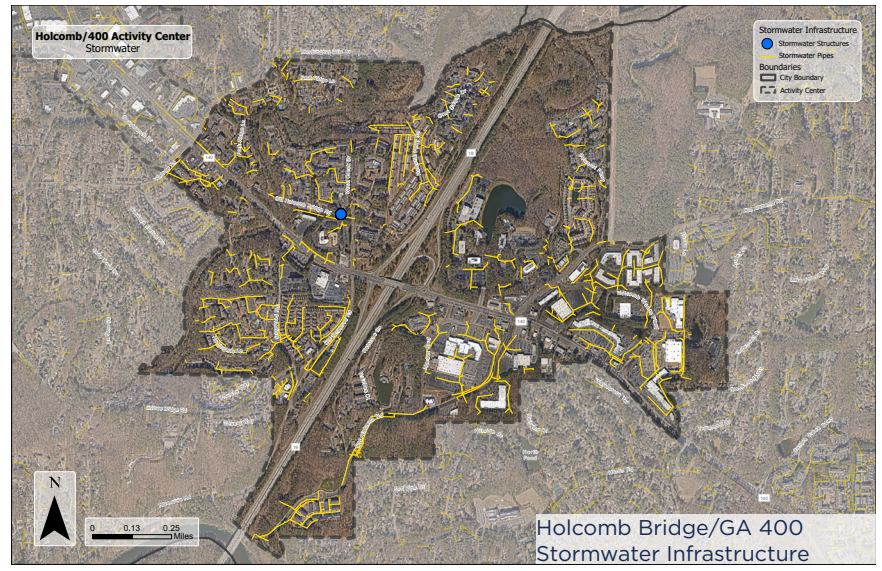
All zoning classifications in this Activity Center include:

- Commercial Corridor (CC)
- Civic and Institutional (CIV)
- Commercial Mixed-Use (CX)
- Light Industrial (IL)
- Office Park (OP)
- Office Residential (OR)
- Residential Townhouse (R-TH)
- Parks and Recreation (REC)
- Single Family Small Lot (RS)
- Residential Multi-Family (RM)
- Planned Residential Development (PRD)

Activity Centers

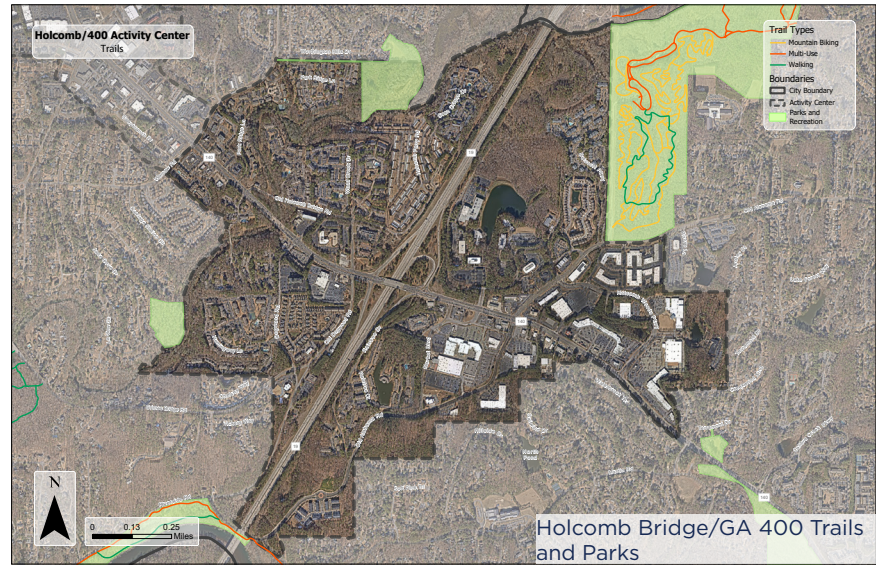
Stormwater Infrastructure

Some developments in this area feature denser concentrations of underground stormwater facilities, indicating newer developments. However, the four surrounding quadrants have sparser stormwater infrastructure, suggesting older facilities that may need updating as redevelopment occurs.



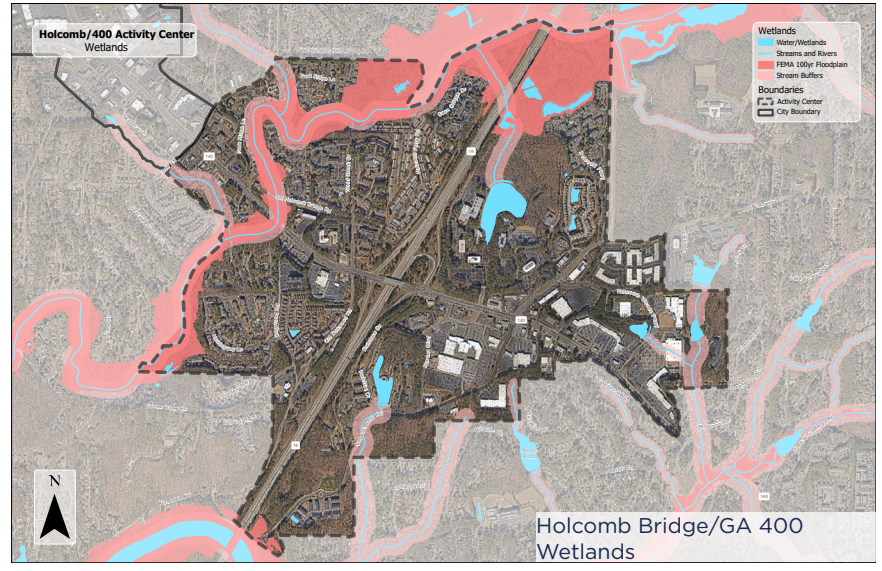
Trails and Parks

This area features several trails and parks offering recreational opportunities. Big Creek Park provides walking, jogging, and biking trails that connect to the Big Creek Greenway. The Chattahoochee River and its trails offer scenic hiking and fishing spots. Planned trails include the Old Alabama Multiuse Trail, which will connect Big Creek Park to the Chattahoochee River, the Big Creek Trail, and a multi-use path and potential cycle track along Holcomb Woods Parkway.



Wetlands

The wetlands and environmental constraints in this Activity Center are primarily along Big Creek and Foe Killer Creek in the north and northwest. Wetlands, floodplains, and buffers near the Roswell Innovation Center and GA 400 pose development challenges. Additionally, substantial topography changes exist between the northeast and southwest areas, and along Big Creek.



Activity Centers

Roadway Functional Classification

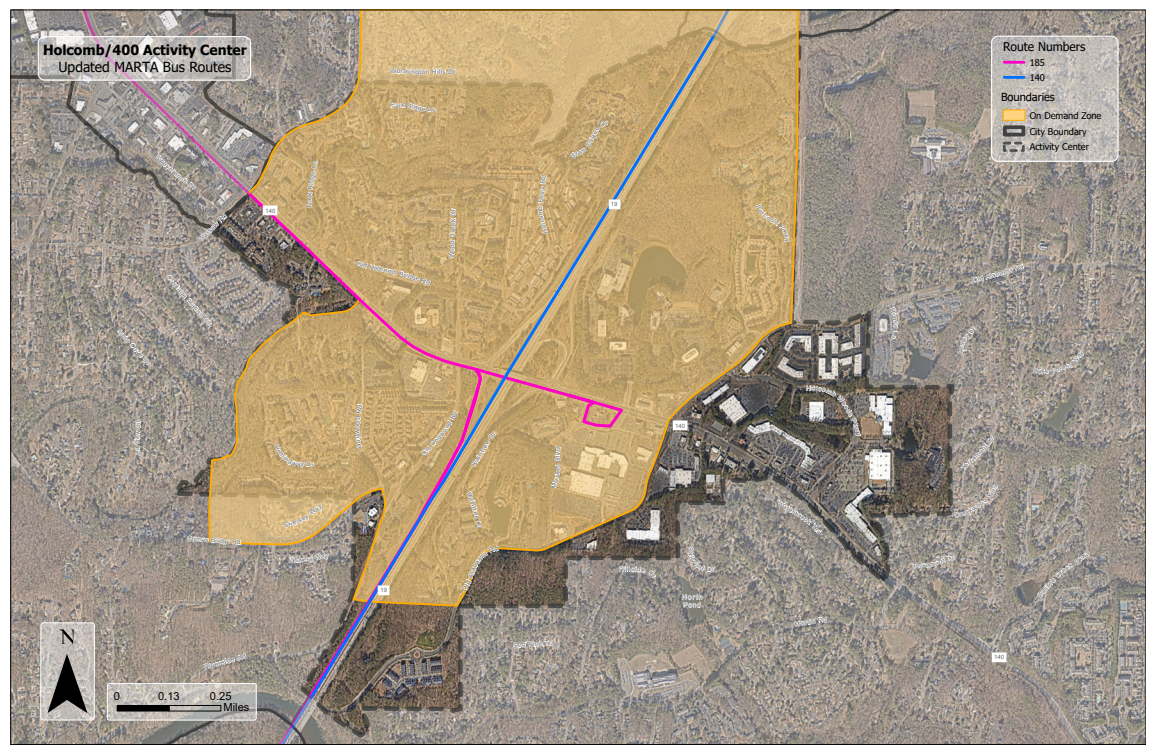
The functional classification in this area is on the higher capacity side, with GA 400 being a major regional highway and Holcomb Bridge Road classified as a principal arterial. Another key corridor is Old Alabama Road, a principal arterial.



Holcomb Bridge/GA 400 Roadway Functional Classification

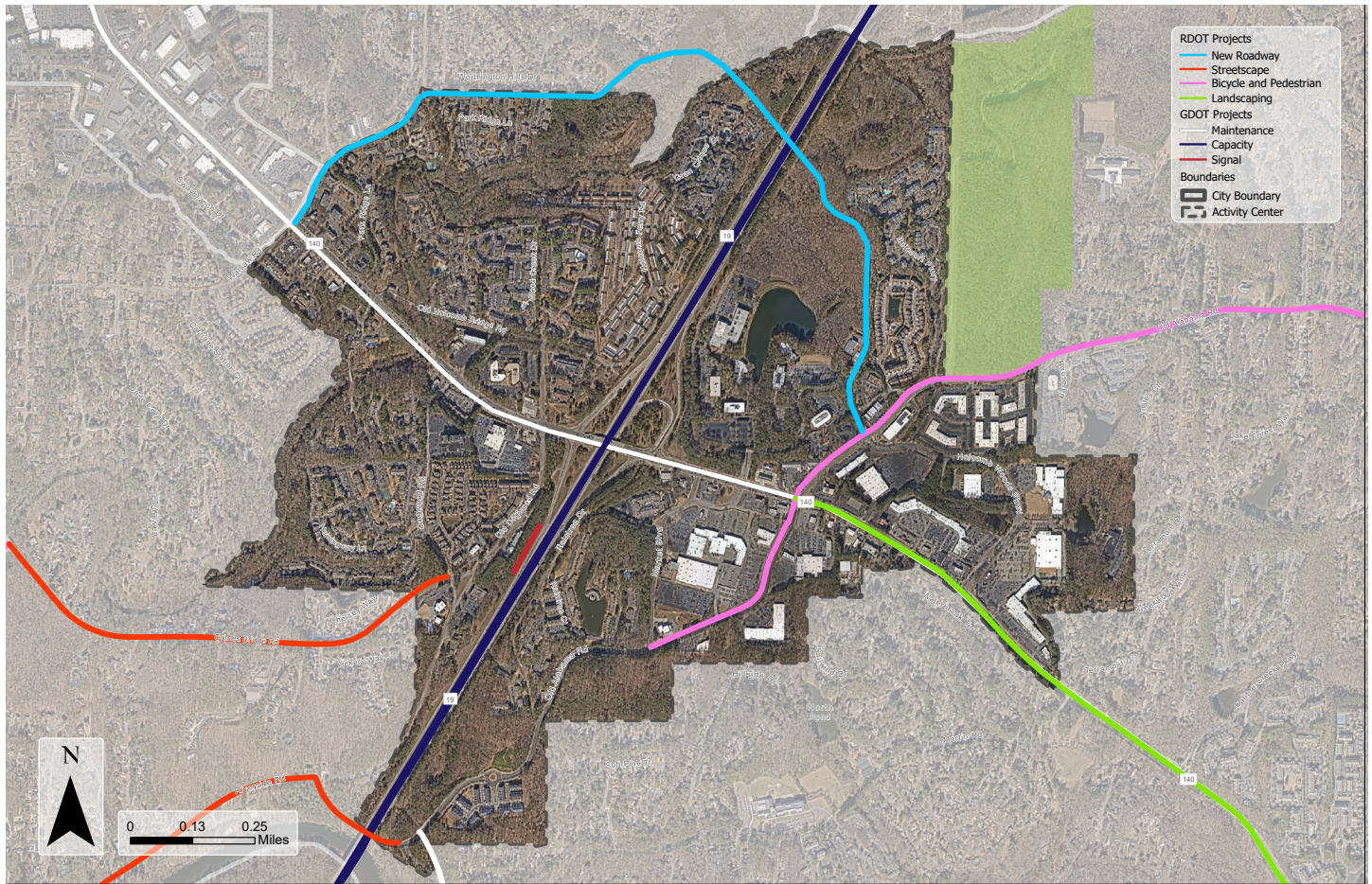
MARTA Bus Routes

The updated bus network will continue to serve the west side of the GA 400 interchange via Route 185, with a turnaround on the east side. The main feature is the North Fulton On-Demand Zone, allowing riders to summon a shuttle for local travel or to connect with other MARTA services.



Holcomb Bridge/GA 400 MARTA Bus Routes

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)



Holcomb Bridge/GA 400 Transportation Projects

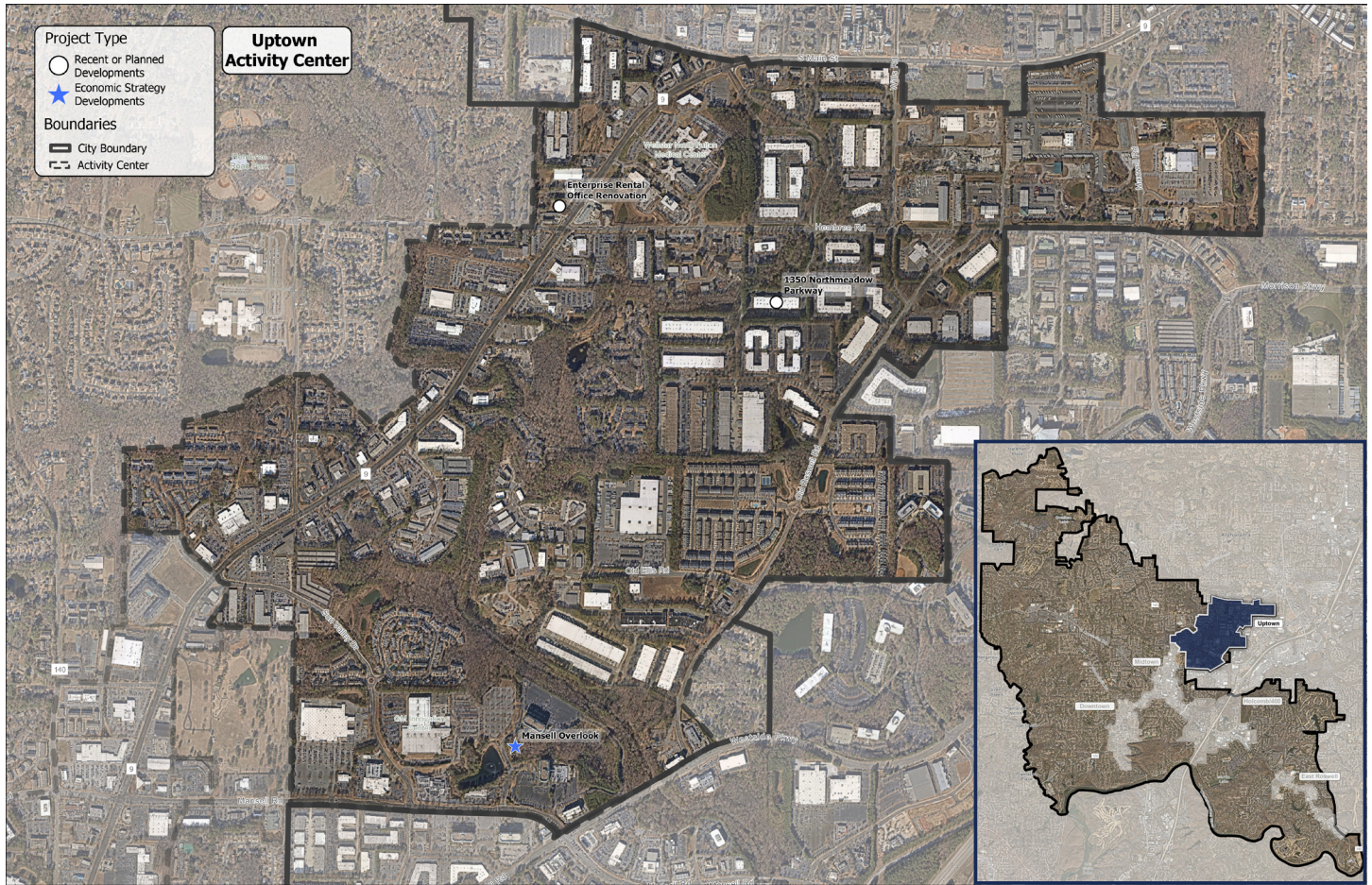
Transportation Projects

Planned roadway projects in this area are aimed at improving connectivity and easing congestion. The major project from GDOT is the implementation of managed lanes on GA 400, with MARTA planning to run an ELT service within these lanes. This service will connect the North Springs station to the Windward Park and Ride Lot, with the first stop being at Holcomb Bridge. Additionally, the bridge over GA 400 is planned to be reconstructed into a diverging diamond, featuring a pedestrian area in the center to connect to the potential transit station platform.

From RDOT, the Big Creek Parkway extension is planned to provide east-west connectivity over GA 400, alleviating congestion along Holcomb Bridge. Additionally, maintenance and landscaping improvements are planned along Holcomb Bridge Road. The City is also planning a multiuse trail along Old Alabama Road, which will connect the Chattahoochee River to Big Creek Park, linking two of the area's greatest assets.

The Transportation Master Plan identifies key Tier 1 projects in this area, most notably the Big Creek Trail, which is designed to connect from Holcomb Bridge Road on the west side of GA 400 under the highway to Big Creek Park and the existing Big Creek Greenway.

Activity Center Three | Uptown



Uptown Activity Center

The Uptown Activity Center is focused along Old Roswell Road and Highway 9, from Sun Valley Drive north to the boundary with the City of Alpharetta.

This area, primarily characterized by automotive-related businesses and automobile dealerships, plays a significant role in Roswell’s economy. The former GM Innovation Center and the Mansell Overlook offices are key redevelopment sites. To the east of Highway 9, flex office and light industrial spaces host research and development businesses, services like heating and air, and several medical offices and clinics, contributing significantly to both local and regional employment.

This blend of medical, automotive, office, and industrial uses makes the Uptown Activity Center a vital employment hub for Roswell and its surrounding areas, supporting a diverse and dynamic economic landscape.

Highway 9 serves as a major regional connector, accommodating high traffic volumes that benefit high-visibility businesses like car dealerships. In contrast, the more secluded area east of Highway 9 offers minimal visibility, ideal for light industrial or flex office spaces that often prefer to operate without prominent exposure. The Uptown Activity Center is also part of the larger North Fulton job corridor that stretches along GA 400 and Highway 9, further enhancing its role as a key employment center.

Activity Centers

Mansell Overlook



Wellstar North Fulton Hospital



GM Georgia IT Innovation Center



Flex Office along Roswell Road



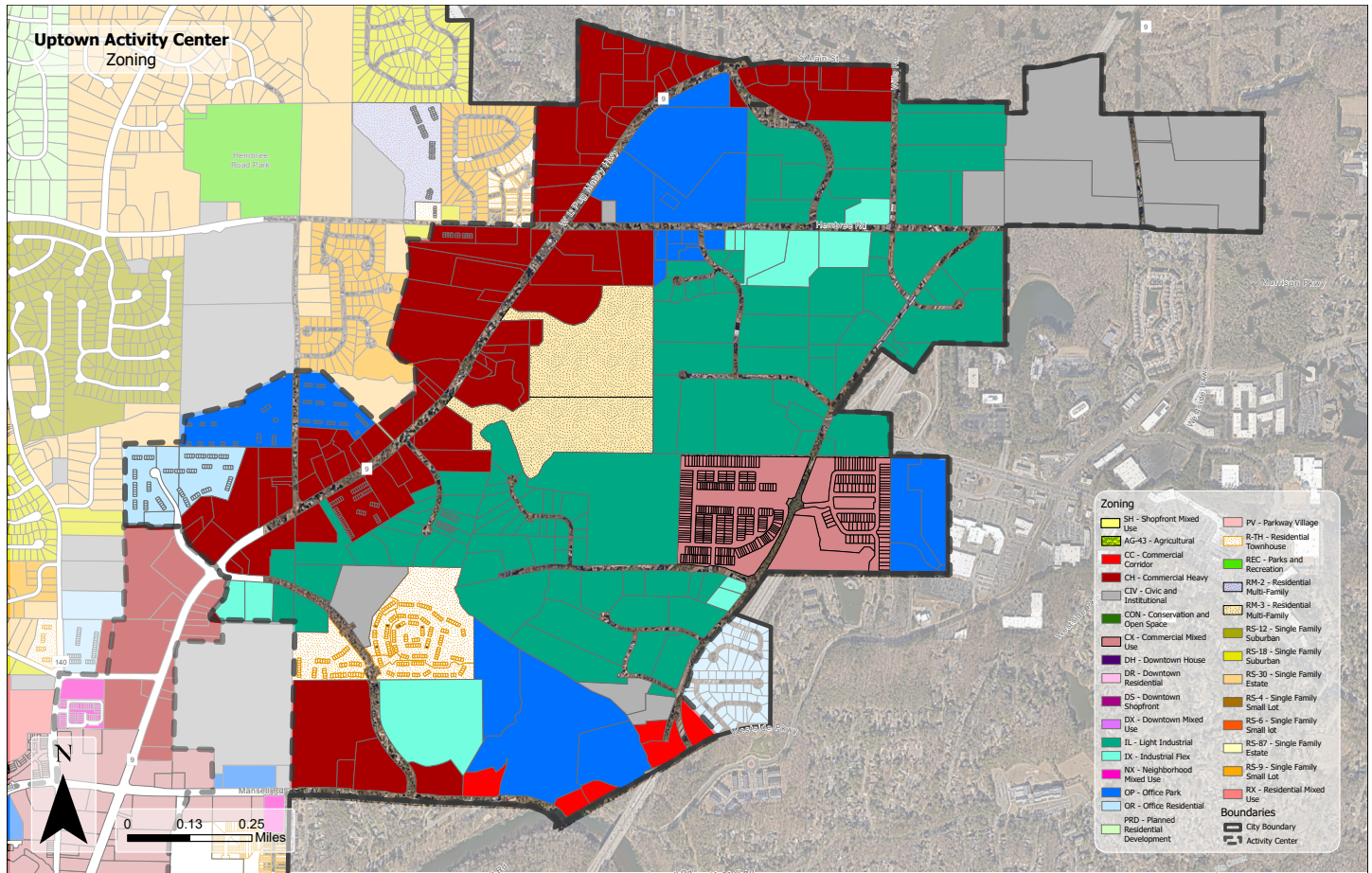
Highway 9



Harlow Townhomes



Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)



Uptown Activity Center Current Zoning

Zoning

The zoning classifications in this area primarily include a mix of commercial uses, with minimal other types. Along Highway 9, the zoning promotes commercial development, supporting retail, office, and service-oriented businesses that cater to the high traffic along this major corridor.

East of Highway 9, the area is predominantly light industrial, accommodating flex office and light industrial uses, making it the primary area for such developments within the city. There are a few isolated pockets of higher-intensity residential development scattered throughout, adding some residential presence to this largely commercial and industrial zone. While there are some residential areas and new residential development within this Activity Center, the City aims to maintain the job-focused character of this area, preserving or enhancing the existing commercial, flex office, and industrial uses.

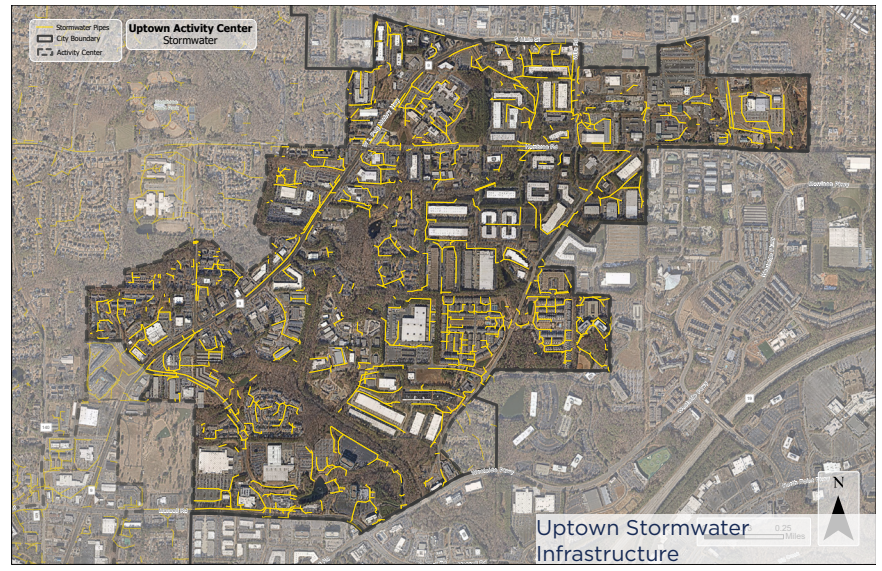
All zoning classifications in this Activity Center include:

- Commercial Corridor (CC)
- Commercial Heavy (CX)
- Civic and Institutional (CIV)
- Industrial/Flex (IX)
- Commercial Mixed-Use (CX)
- Light Industrial (IL)
- Office Park (OP)
- Office Residential (OR)
- Residential Multifamily (RM)
- Residential Townhouse (R-TH)

Activity Centers

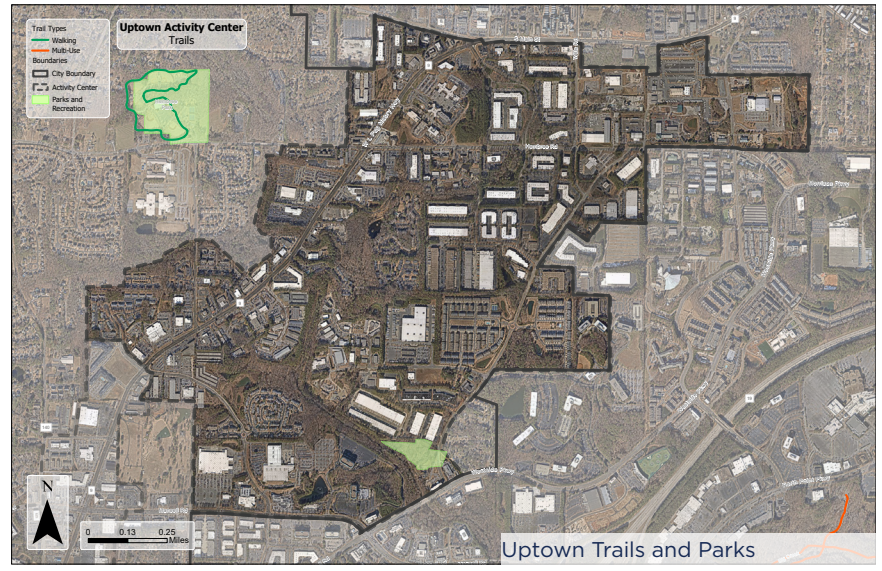
Stormwater Infrastructure

The stormwater infrastructure is relatively dense in some of the commercial areas along Highway 9 and newer residential developments, however much of the area has sparse infrastructure, indicating a potential need for upgrades as future development and redevelopment occurs.



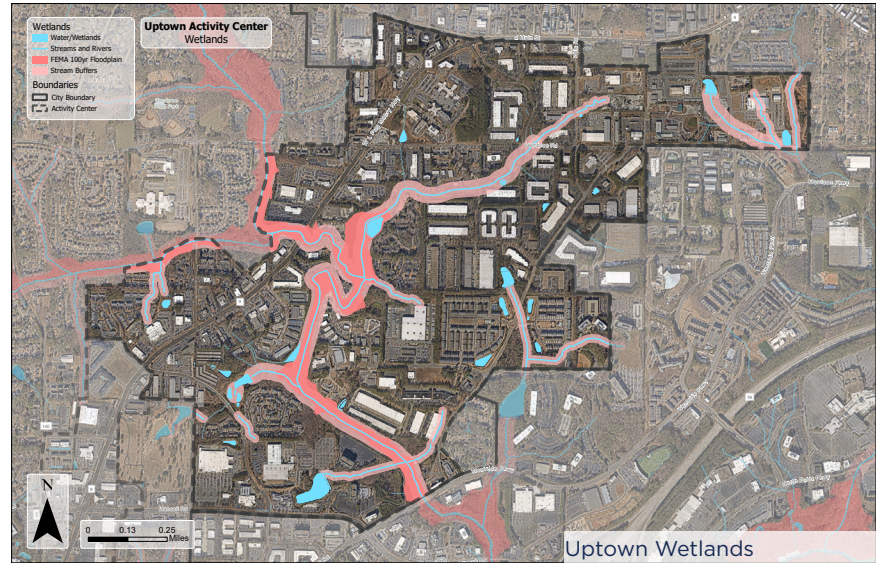
Trails and Parks

This area has traditionally been a job center with minimal residential development, resulting in fewer parks and recreational opportunities. With its focus on commercial and professional activities, the landscape is dominated by office buildings and business facilities rather than green spaces. However, there is a planned off system trail to run along Foe Killer Creek from Elkins Road to the potential Old Ellis Road extension.



Wetlands

This area faces some challenges related to wetlands and environmentally sensitive areas. While existing development has largely avoided these issues, any new infill development would need to carefully consider stream buffers and associated floodplain.

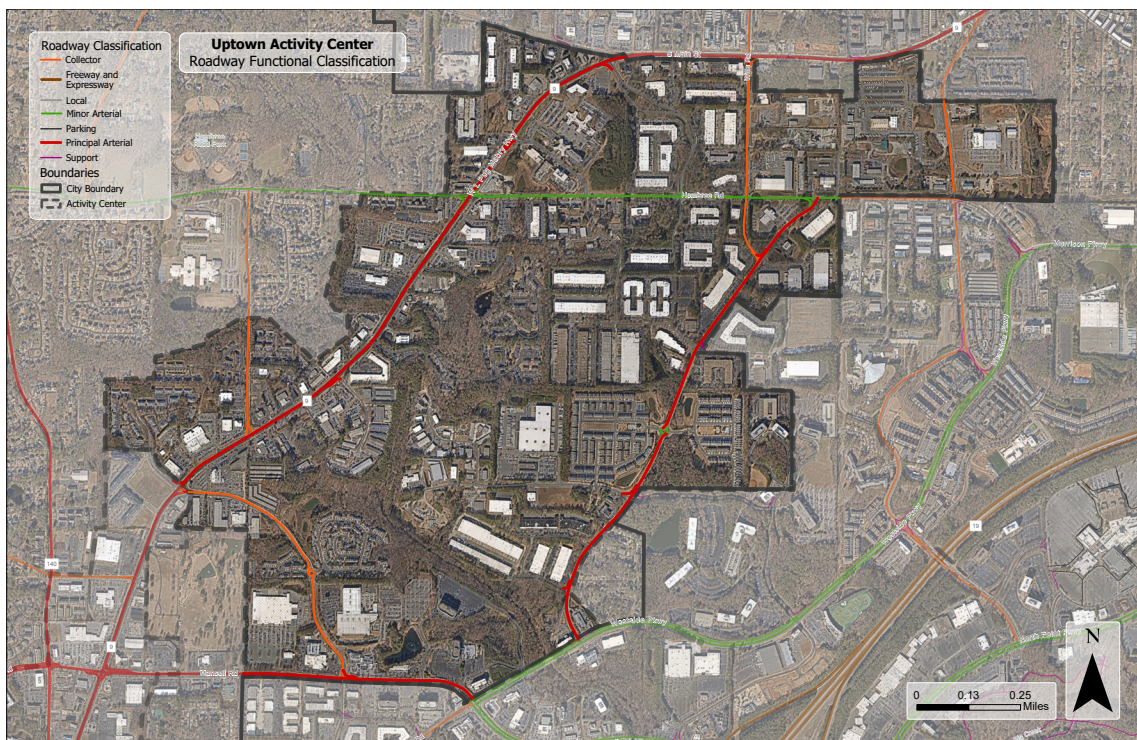


Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Activity Centers

Roadway Functional Classification

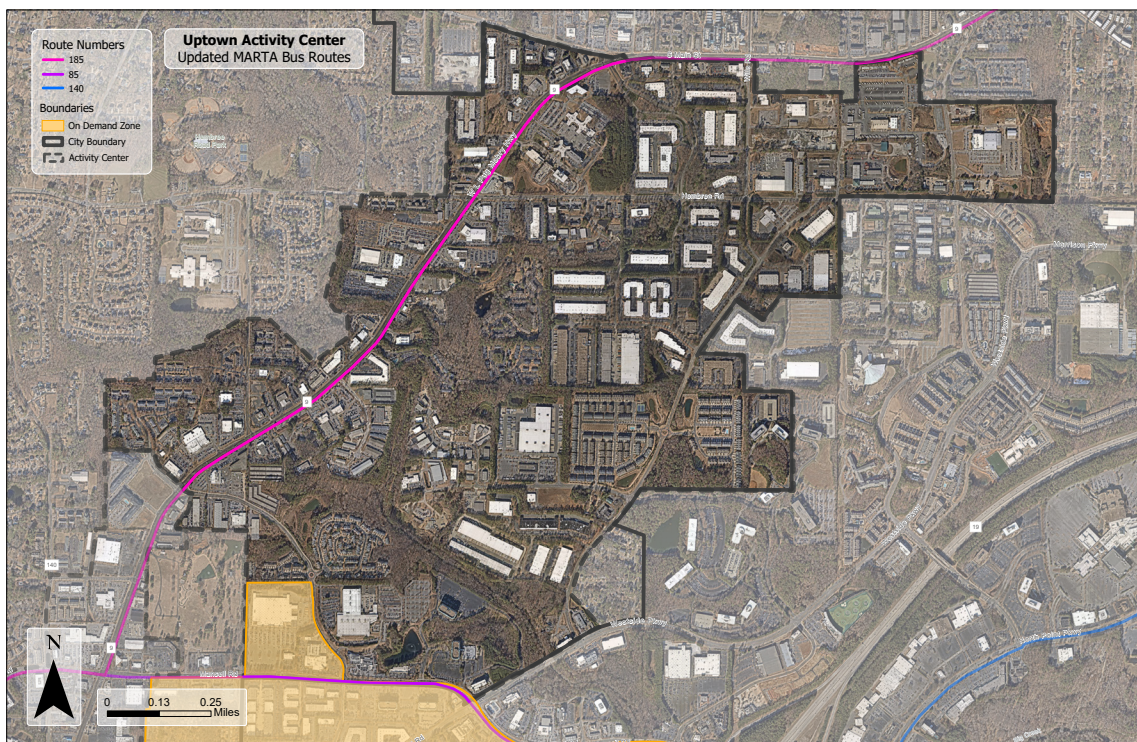
Key corridors in the area include Highway 9 and Old Roswell Road, both classified as Principal Arterials, facilitating local and regional travel and accommodating high traffic volumes.



Uptown Roadway Functional Classification

MARTA Bus Routes

This area is served by Route 185 in MARTA's new bus network, helping employees along Highway 9 and nearby get to work. This provides workers with reliable transportation to their jobs in this commercial and industrial region.



Uptown MARTA Bus Routes

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)



Uptown Transportation Projects

Transportation Projects

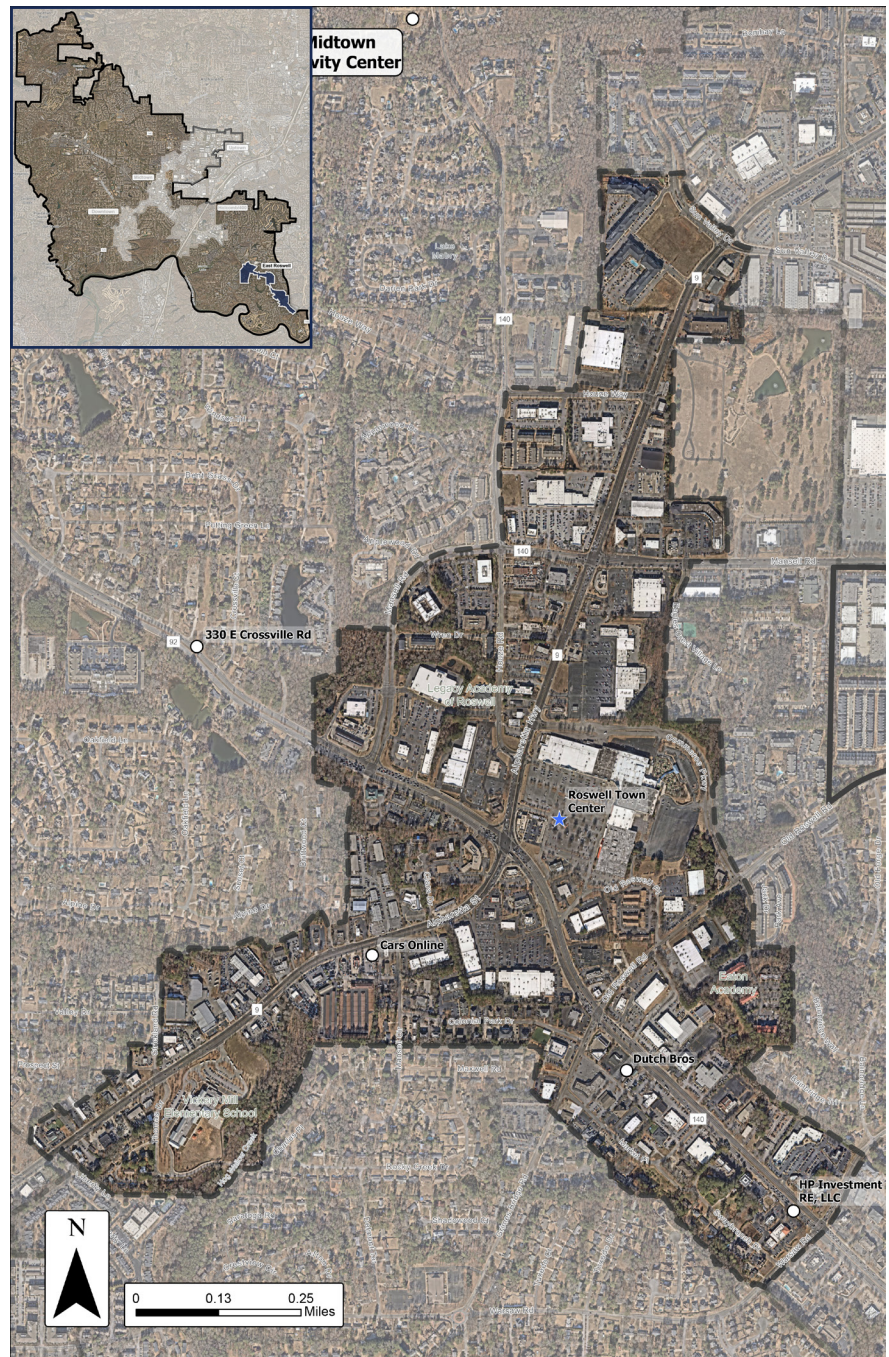
Planned roadway projects in this area are relatively limited. Highway 9, being a state route, has a maintenance project planned by GDOT to ensure its continued efficient operation. Other roadways in the area primarily support local employee and industrial traffic and currently have no significant projects planned. One proposed project is the Old Ellis Extension, which aims to provide additional connectivity for the UPS facility, enhancing access and operational efficiency. Another proposed project is Phase 3 of the Sun Valley Extension, which would connect SR 9 to Houze Road. Overall, the focus remains on maintaining existing infrastructure rather than embarking on major new developments.

The Transportation Master Plan highlights one project in its Tier 1 list in this area, which is intersection improvements at Hembree Road and Highway 9. Given this area's significance, both to Roswell and the region, finding additional transportation enhancements should be a priority.

Activity Center Four | Midtown

The Midtown Activity Center is centrally located around the intersection of Holcomb Bridge Road and Highway 9, which serves as a major north-south and east-west connector in the region. This prime location, along with its high visibility, makes it a bustling hub for retail activity within Roswell. Three of the four corners of this intersection feature expansive retail shopping centers, designed to leverage the area's significant traffic volumes. Among these, the 41-acre Roswell Town Center shopping center stands out as a key redevelopment opportunity. Its large scale and current underutilization highlight its potential to generate substantial economic benefits for Roswell upon successful redevelopment. This intersection's strategic positioning and retail offerings solidify the Midtown Activity Center as a vital commercial focal point for the City.

Beyond the central intersection of Holcomb Bridge Road and Highway 9, the Midtown Activity Center encompasses various commercial uses along each corridor. These primarily include restaurants, small offices, and retail stores, contributing to the diverse commercial landscape of the area. The northern terminus of this Activity Center features The Catherine multifamily residential development and an adjacent undeveloped parcel.



Midtown Activity Center

Activity Centers

Roswell Town Center Shopping Center



The Catherine Apartments



Highway 9



Highway 9 and Holcomb Bridge Road



Crossville Village



Brannon Square



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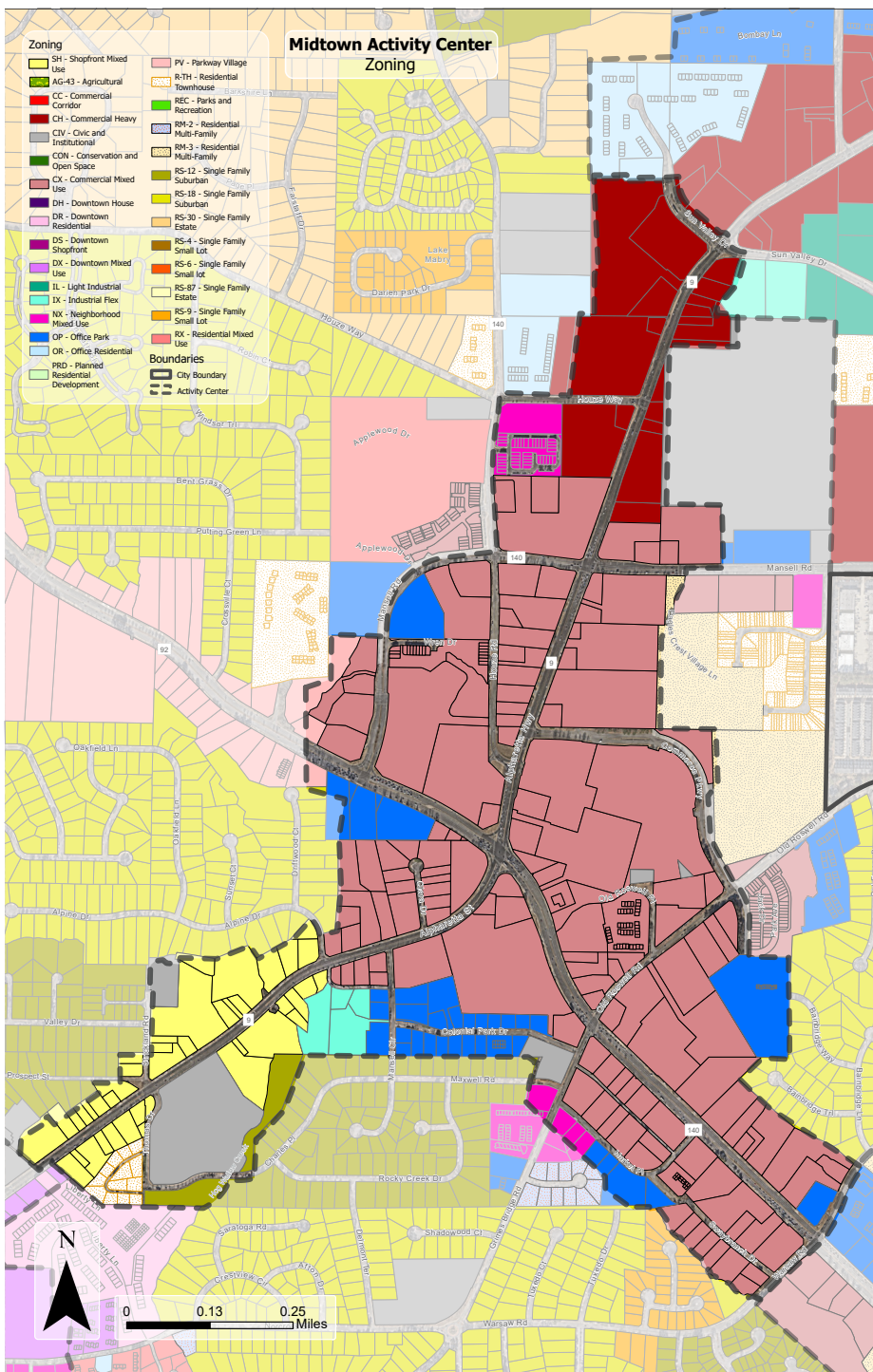
Activity Centers

Zoning

The zoning classifications in the area around the Highway 9 and Holcomb Bridge Road intersection are primarily commercial mixed-use. Although existing development is mainly retail and shopping centers, the zoning allows for a mix of housing and commercial spaces, where future residents can live near shops, offices, and amenities. Additionally, this area includes Vickery Elementary School. Moving north on Highway 9, the zoning shifts to heavy commercial, accommodating larger retail establishments, businesses, and service-oriented enterprises. This transition supports a diverse range of economic activities, promoting both residential life and significant commercial development along these key corridors.

All zoning classifications in this Activity Center include:

- Commercial Heavy (CH)
- Commercial Mixed-Use (CX)
- Parkway Village (PV)
- Industrial Flex (IX)
- Office Park (OP)



Midtown Current Zoning

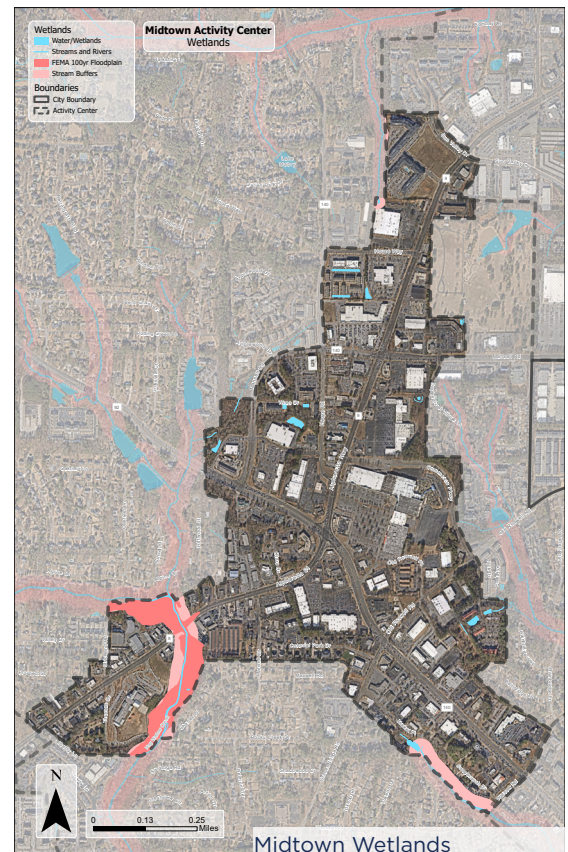
Stormwater Infrastructure

The shopping centers around the Highway 9 and Holcomb Bridge intersection have sparse underground stormwater facilities, indicating their age and lack of modern infrastructure. This outdated stormwater system underscores the need for upgrades as these centers are redeveloped to ensure proper runoff management and support growth.



Wetlands

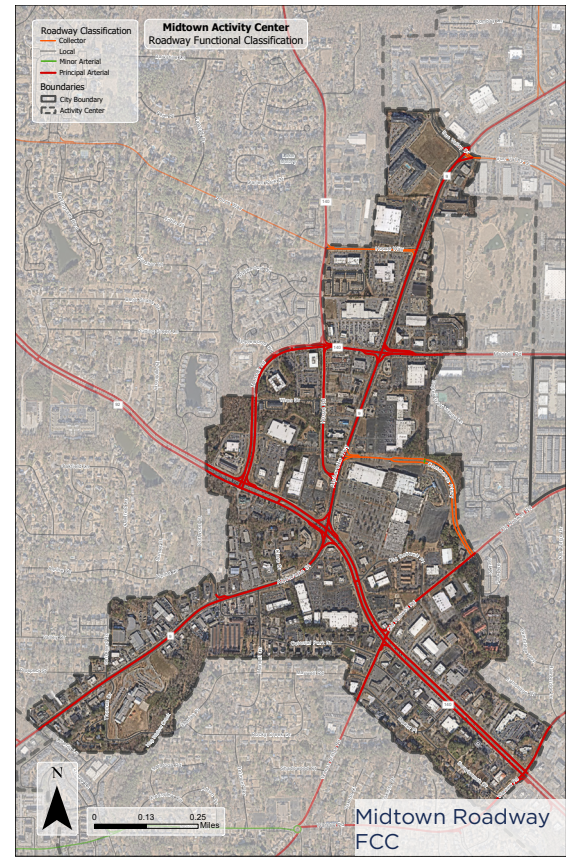
This area has very limited constraints in terms of wetlands or environmental features. Within a couple of developments, there are water features designed as stormwater facilities for the adjacent shopping centers, effectively managing runoff. The only notable environmental constraint is a small area of wetlands and stream buffers along Highway 9, heading south toward downtown along Hog Wallow Creek. However, this constraint will have minimal impact on redevelopment efforts around the Highway 9 and Holcomb Bridge Road intersection, where future growth is primarily expected. Overall, the environmental factors in this area are manageable and should not pose significant barriers to anticipated development.



Activity Centers

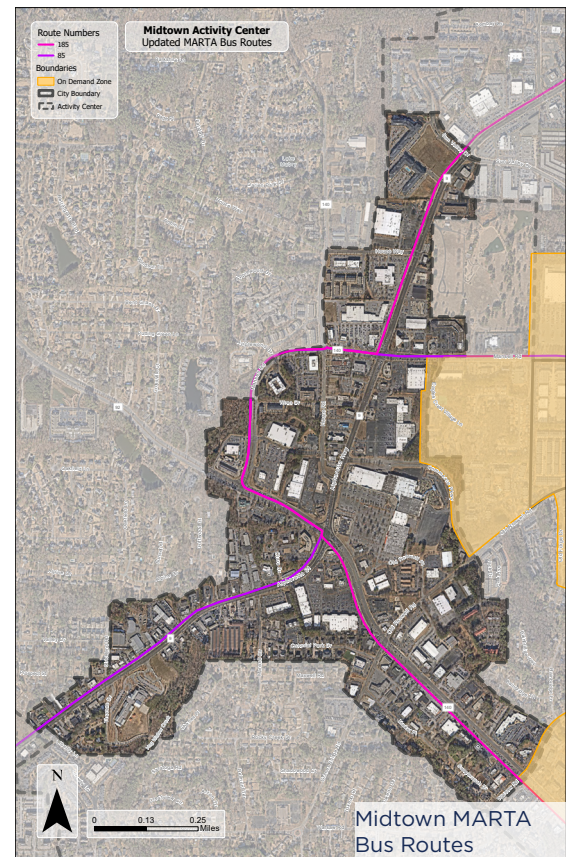
Roadway Functional Classification

The functional classification of roadways in this area includes principal arterials such as Holcomb Bridge Road and Highway 9. Principal arterials are designed to handle high-capacity travel, facilitating significant local and regional traffic flow. Additionally, many other roadways in the area are either principal arterials or collector roads. Collector roads serve to gather traffic from local streets and funnel it towards principal arterials, ensuring smooth connectivity. This network of high-capacity and collector roads makes the area a crucial hub for connectivity within the City and beyond, supporting efficient movement for residents, businesses, and commuters.



MARTA Bus Routes

The updated MARTA bus network covers this area with both Routes 185 and 85, supporting existing commercial development and facilitating commuting for workers. This comprehensive coverage positions the area well to accommodate future development, whether residential or commercial, by ensuring robust public transit options. Additionally, the North Fulton On-Demand Zone extends to the eastern part of this area, allowing riders to access a MARTA bus stop via the on-demand service.



Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Transportation Projects

Roadway projects in this area are limited to the state routes, with planned maintenance projects along Highway 9 and east of Highway 9 along Holcomb Bridge Road. Since these are state routes, GDOT is responsible for conducting these maintenance activities.

The Transportation Master Plan outlines one Tier 1 project in this area, which is intersection improvements at Mansell Road and Highway 9. While this is the only Tier 1 project, there is a long term plan to extend Mansell Road and Commerce Parkway to provide a new route that avoids the intersection of Highway 9 and Holcomb Bridge Road.

Given the high volumes in this area and the regional significance of Highway 9, additional emphasis should be placed on transportation improvements in this area.



Midtown Transportation Projects

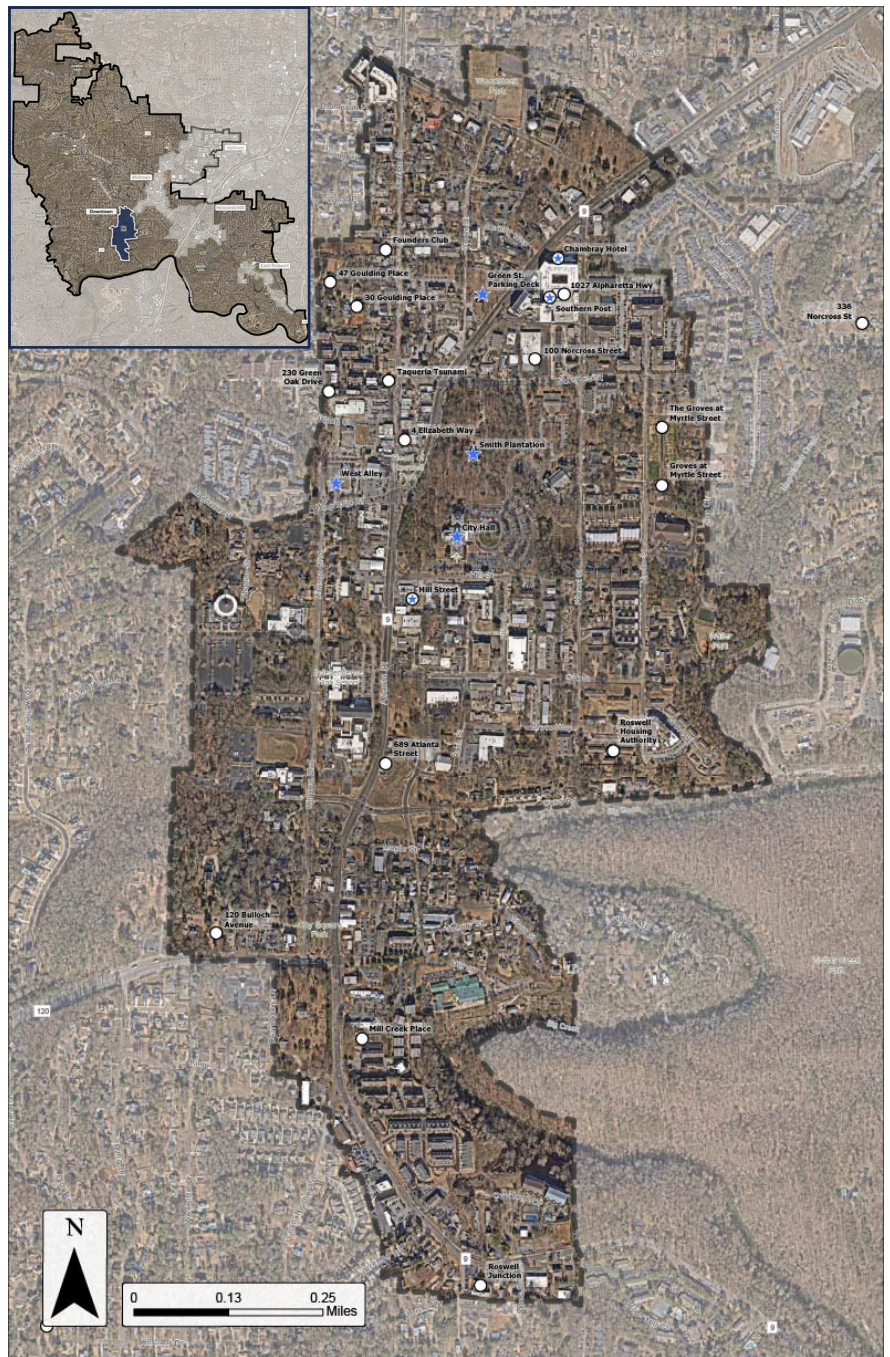
Activity Centers

Activity Center Five | Downtown

The core of the Downtown Activity Center is Roswell’s Historic District, characterized by its charming blend of historic buildings and vibrant commercial activity. Notable streets include Canton Street and Mimosa Boulevard. Canton Street is lined with eclectic shops, restaurants, and small offices, reflecting the area’s unique and lively atmosphere. Mimosa Boulevard is lined primarily by historic homes and churches, including some of the oldest structures in North Fulton.

The transportation network here is pedestrian-friendly, encouraging foot traffic and enhancing the area’s appeal. This Activity Center extends south to the recently completed Roswell Junction development along Atlanta Street, showcasing recent growth and redevelopment. The northern terminus includes the newly completed Southern Post development, which is a distinctive mixed-use project offering residential, retail, and office spaces. Additionally, this Activity Center includes the Roswell Mill and other older commercial or retail areas that have commercial uses and could potentially be redeveloped to complement the historic mill.

The city has also begun the Founders Park project, which includes new green spaces, pedestrian pathways, and event areas to foster community engagement.



Downtown Activity Center

Activity Centers

Canton Street



Roswell Mill Park



Town Square



Southern Post



Roswell Junction



City Hall



Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

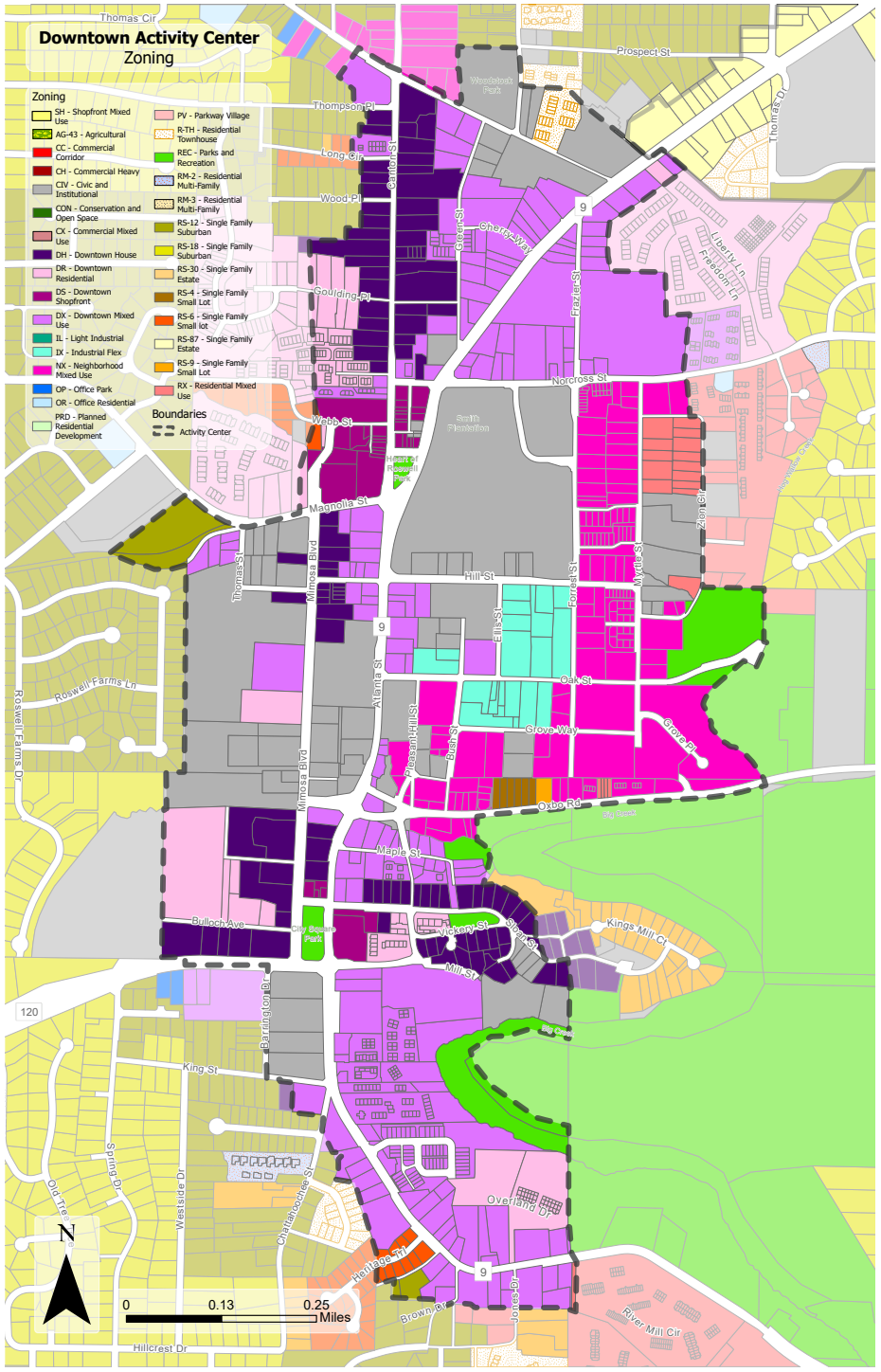
Activity Centers

Zoning

The zoning classifications within downtown Roswell reflect a mix of residential, commercial, and historic preservation efforts. Canton Street is known for its historic charm and vibrant commercial zoning that encourages retail, dining, and entertainment establishments, making it a hub of activity. Atlanta Street features a mix of commercial and residential zoning, promoting a blend of businesses and housing options. Around the Mill and City Hall, zoning emphasizes civic and community uses, alongside mixed-use developments that integrate public spaces with commercial and residential units. This combination of zoning classifications aims to preserve the historic character of downtown Roswell while promoting a dynamic and thriving urban environment.

All zoning classifications in this Activity Center include:

- Civic and Institutional (CIV)
- Industrial Flex (IX)
- Parks and Recreation (REC)
- Downtown Mixed Use (DX)
- Downtown Residential (DR)
- Downtown Shopfront (DS)
- Single Family Small Lot (RS)
- Residential Mixed Use (RX)
- Downtown House (DH)
- Neighborhood Mixed Use (NX)

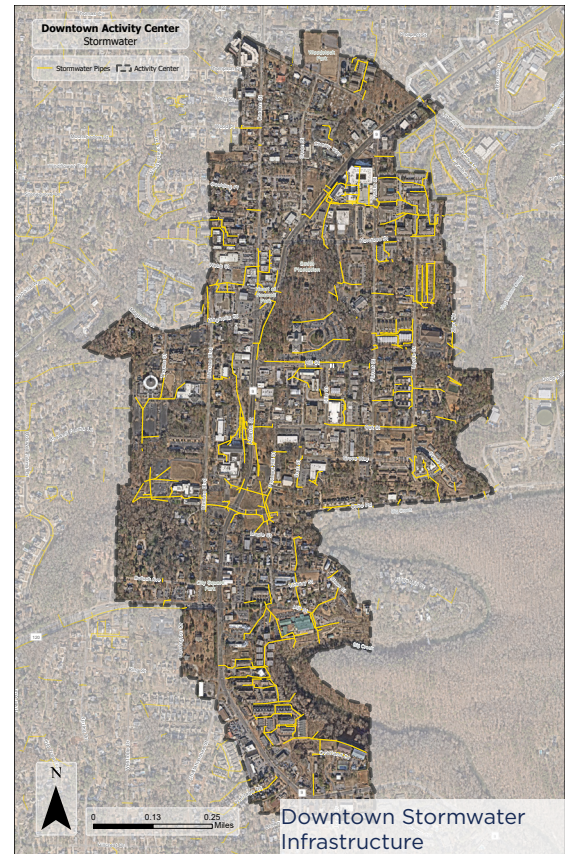


Downtown Current Zoning

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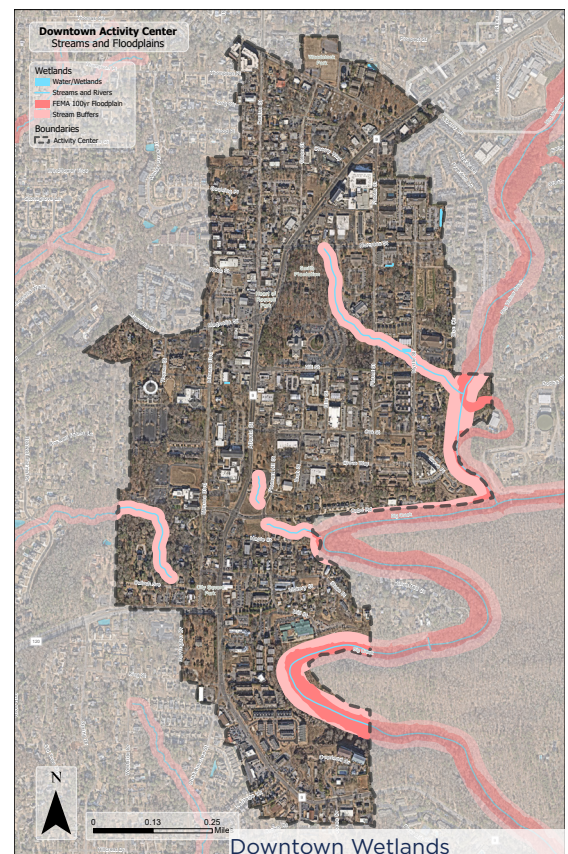
Stormwater Infrastructure

Stormwater facilities in Downtown Roswell are primarily older infrastructure and are quite limited, except in areas where recent development has occurred. As redevelopment continues, it should be anticipated that stormwater facilities will need ongoing upgrades to manage runoff effectively.



Wetlands

Due to the area's proximity to Big Creek, there are some wetland and floodplain concerns, primarily located on the east side. Additionally, there are floodplain and wetland constraints around Vickery Creek and Hog Wallow Creek. Significant topographic challenges also exist along these creeks and between the Canton Street/Historic Square area and the area along the Chattahoochee. However, these environmental constraints are generally well-defined and can be managed with careful planning. As a result, they should not pose significant challenges for future development and redevelopment in the central parts of the area.



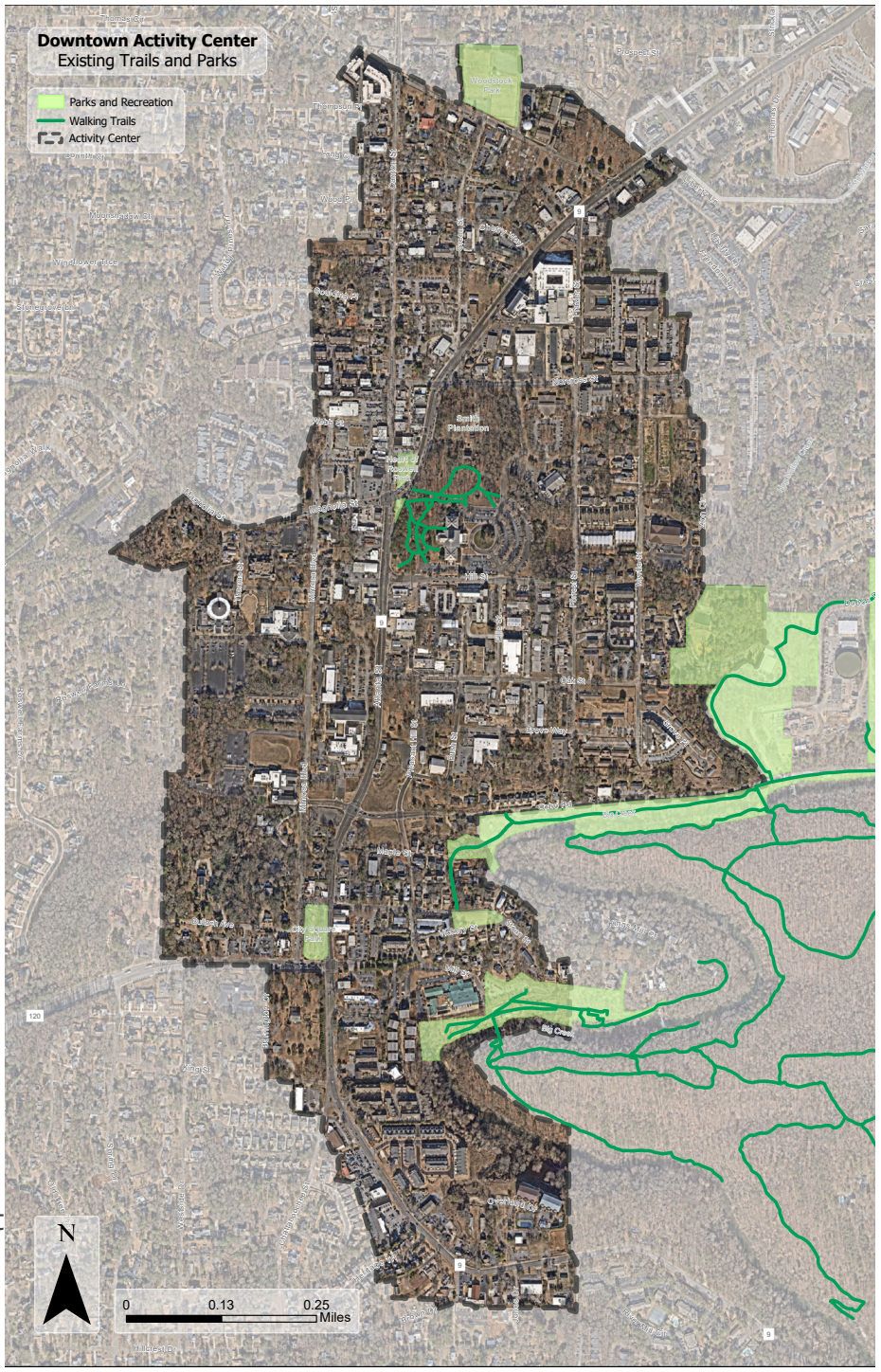
Activity Centers

Trails and Parks

Downtown Roswell boasts several parks and recreation areas that enhance the community’s quality of life. The Town Square offers green spaces, play areas, and a connection to the City’s rich history. The Chattahoochee River National Recreation Area provides scenic trails and water-based activities, making it a popular destination. Canton Street features the Heart of Roswell Park, which serves as a community gathering spot.

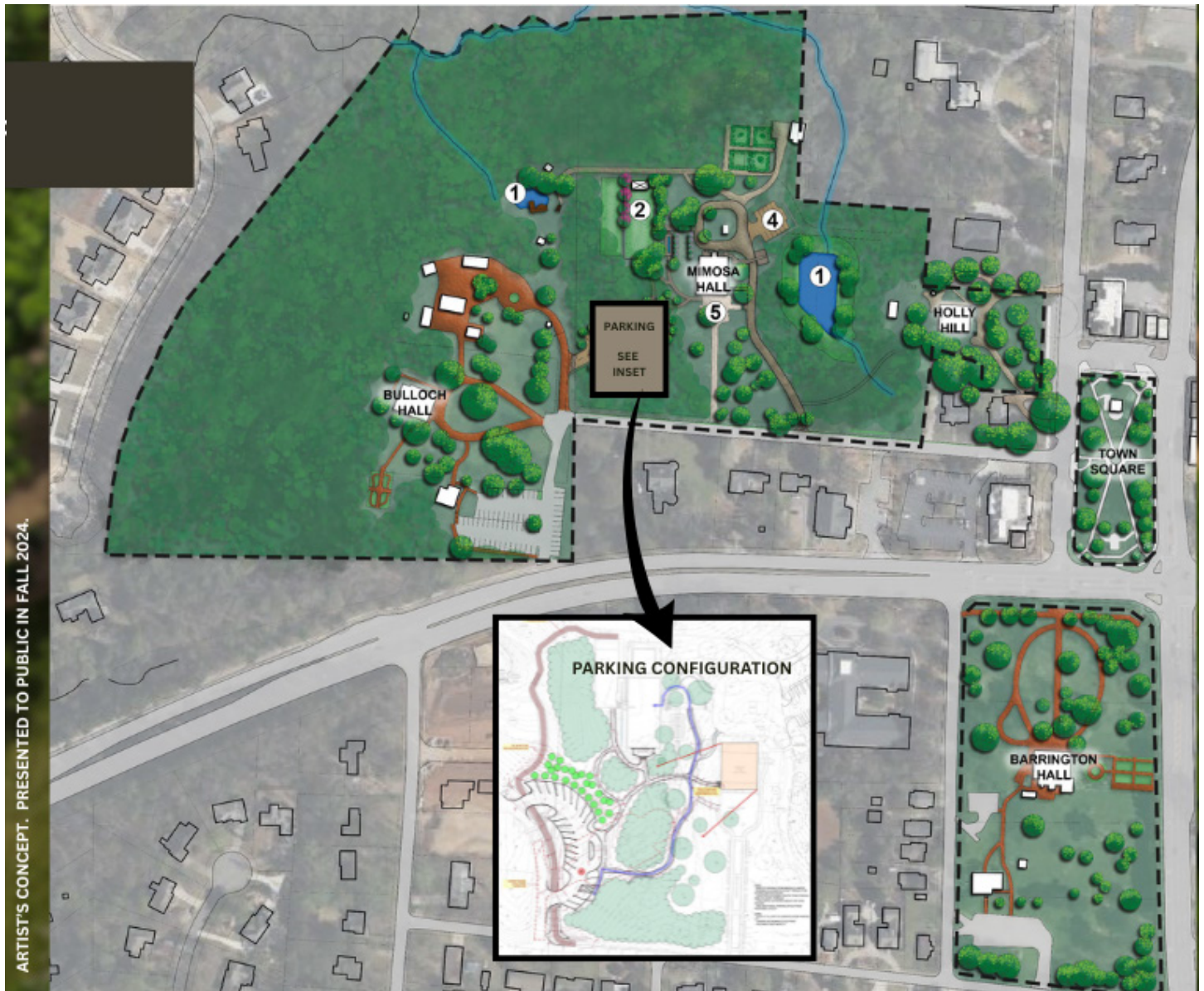
Additionally, there are ongoing plans to enhance the trail network, including improvements to connect downtown to the Roswell Riverwalk Trail, which provides access to the river and surrounding natural areas. These parks and planned trail enhancements underscore Roswell’s commitment to preserving green spaces and providing recreational opportunities for residents and visitors alike.

This area includes five significant historic homes: Barrington Hall, Bulloch Hall, Smith Plantation, Mimosa Hall, and Holly Hill. These homes are notable for their architectural beauty and historical importance, reflecting the city’s rich antebellum heritage. They attract visitors interested in heritage tourism, who come to learn about the local history, architecture, and culture. This influx of tourists supports local businesses such as restaurants, shops, and hotels, creating jobs and driving economic growth in the community. Events and educational programs hosted at these sites further enhance their economic impact by drawing additional visitors and fostering community engagement.



Downtown Trails and Parks

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)



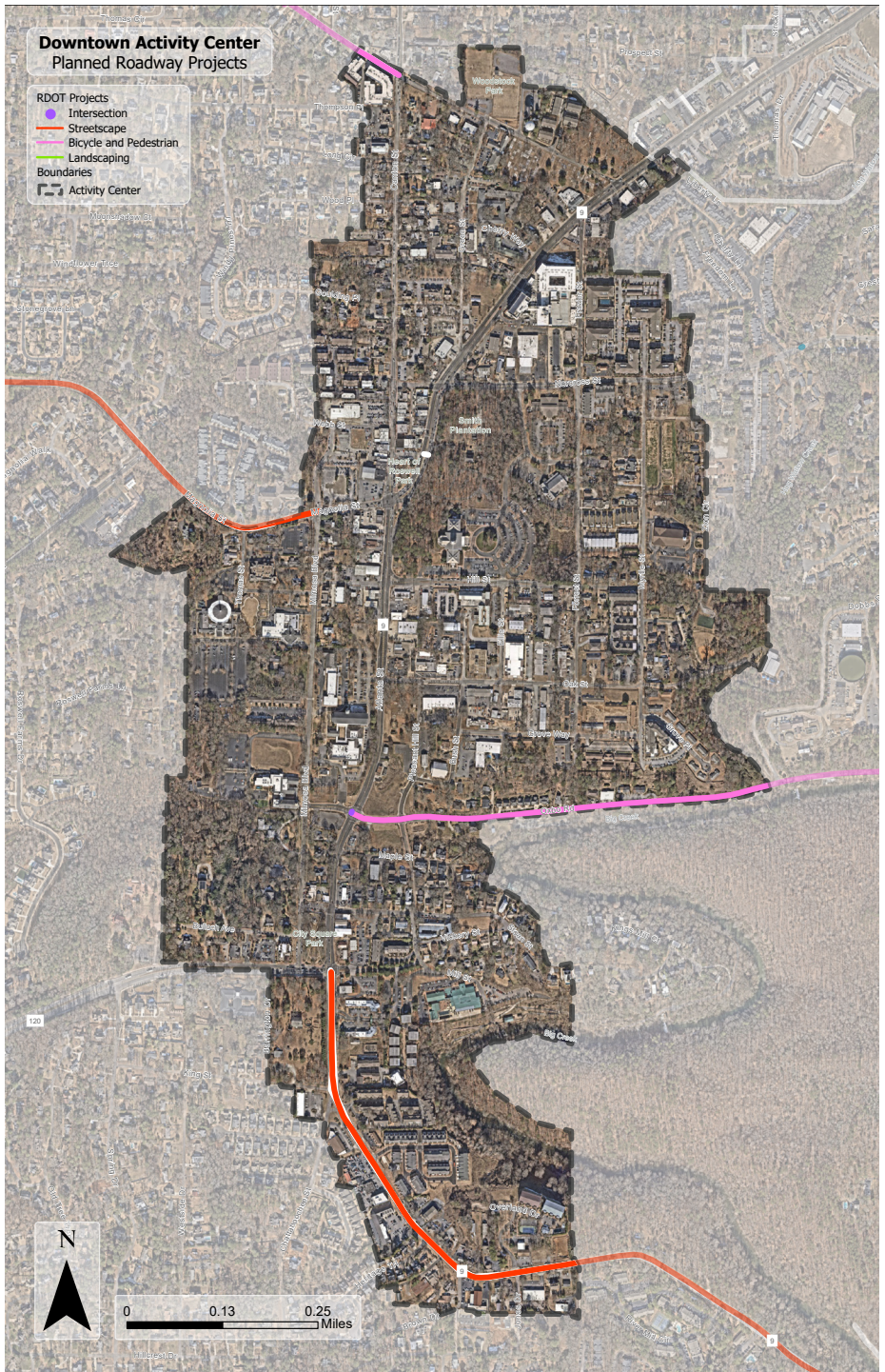
The City has a vision to consolidate all properties under one master plan, formerly referred to as Founders Park. This is a multi-phase development project aimed at connecting Roswell's rich history with its vibrant community. This exciting new space is planned to be located in the heart of the Roswell Historic District, serving as a central hub for residents and visitors alike. Proposed features for the park include a scenic green space perfect for relaxation, walking paths for leisurely strolls, historical markers that celebrate the city's heritage, and event-ready areas designed to host various community gatherings and celebrations. The park aims to create an inviting atmosphere that fosters a sense of connection and pride among the people of Roswell.

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Activity Centers

Roadway Projects

Planned roadway projects in downtown Roswell include significant improvements to enhance connectivity and safety. Streetscape improvements along Atlanta Street, south toward Riverside Road, involve the addition of two roundabouts to ease traffic flow. The streetscape project will remove the reversible lane and add another lane, converting Atlanta Street to a four-lane road with two lanes in each direction. Along with this, a multiuse path will be constructed to facilitate bicycle and pedestrian connectivity to the Chattahoochee River. Additionally, multiuse paths are planned along Oxbo Road, Mimosa Boulevard and Magnolia Street, and Norcross Street, providing further recreational and travel options.



Downtown Transportation Projects

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Activity Centers

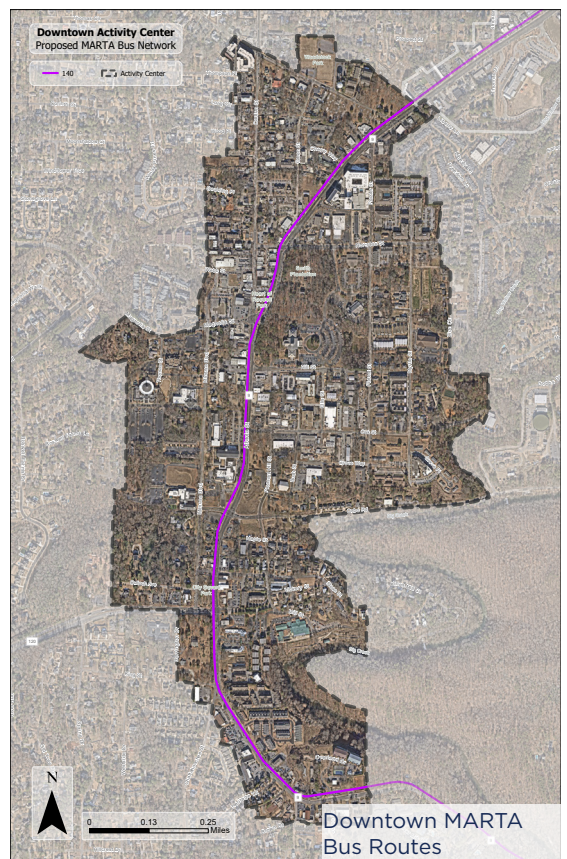
Roadway Functional Classification

The roads within downtown Roswell feature a variety of functional classifications that cater to different traffic capacities and purposes. Main corridors like Atlanta Street and Canton Street are classified as principal arterials, accommodating high traffic volumes and facilitating regional connectivity. These roads are designed with higher capacity features to manage substantial through-traffic and local access efficiently. Collector roads, such as Mimosa Boulevard, serve to gather traffic from local streets and direct it towards the arterial roads, ensuring smooth movement within the downtown area. Local streets provide access to residences and businesses, emphasizing lower traffic volumes and slower speeds for safety and accessibility.



MARTA Bus Routes

Downtown Roswell will be served by MARTA bus route 85, which uses Atlanta Street to connect through the area and continues north up Highway 9. This route provides essential transit access for residents, workers, and visitors, linking key destinations within downtown and beyond.



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Building on the Existing Conditions Assessment, these key themes emerged and represent the priorities identified to help capitalize on the City's greatest opportunities and address its most pressing challenges.

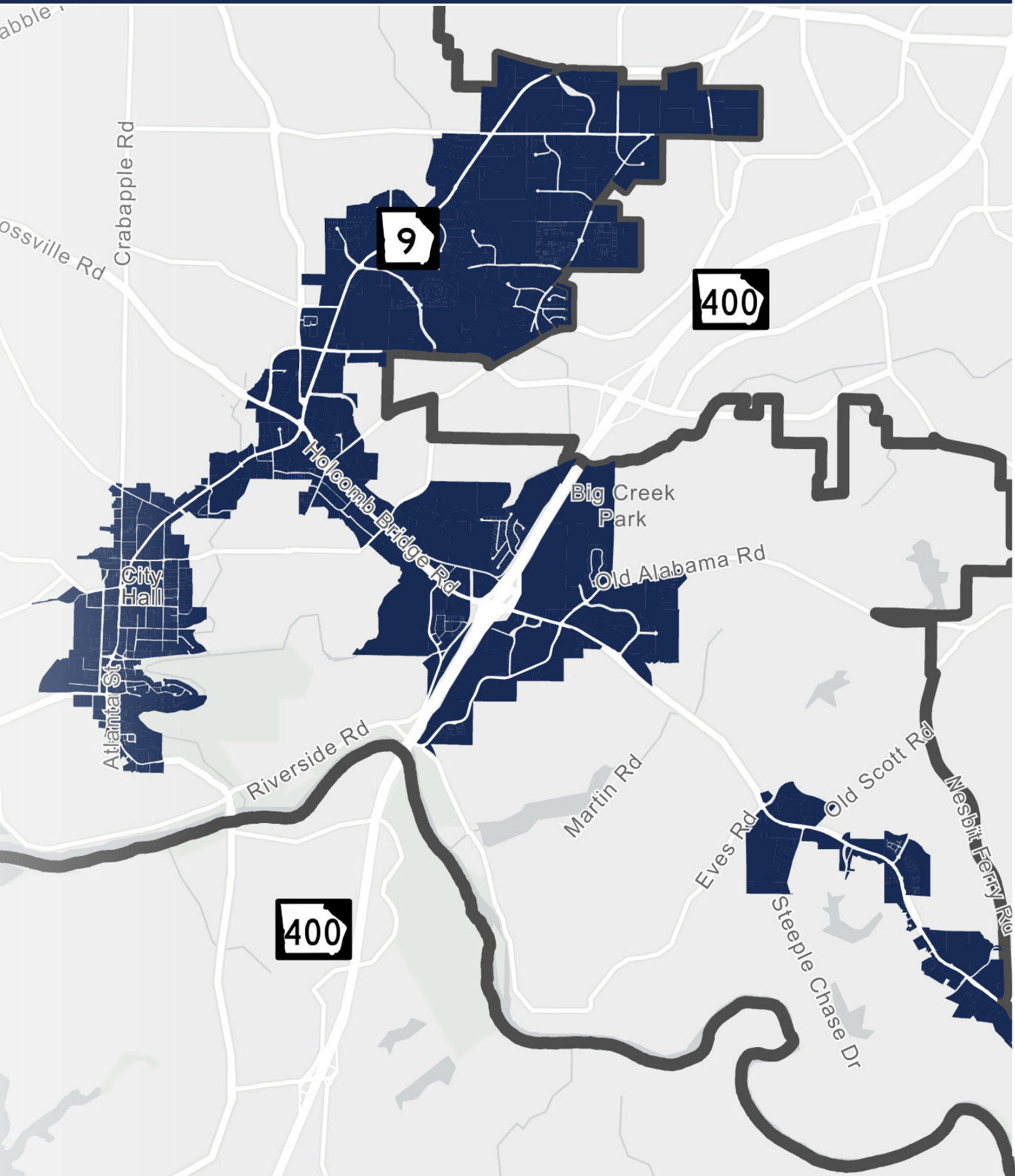
The economic success of Roswell is tied to five Activity Centers within the City

These five Activity Centers include specific redevelopment sites that are the keys to unlocking their potential

The City has very few undeveloped areas, therefore redevelopment will be the primary way the City attracts the amenities and services desired by residents and needed to attract visitors

Redevelopment should include appropriate transitions and buffers to protect existing neighborhoods





Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

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Community Vision and Recommendations

Overview

This section brings together the community's vision and the actions needed to realize it, translating input and aspirations into a clear path forward. It reflects the opportunities and challenges identified through engagement, shaping a shared direction for Roswell's future. This framework guides decision-making and implementation across a range of topics, ensuring that growth and investment remain aligned with that vision.

The following section includes:

Needs and Opportunities

Key issues to address and strengths to build on identified through community input and analysis

Vision and Goals

The community's desired future and the high-level objectives that guide decision-making

Future Development

The desired pattern and character of development across different areas of the City

Policies

Directional statements that guide staff and decision-makers on planning and development topics

Report of Accomplishments

Summary of progress made on implementing action items from the previous comprehensive plan

Community Work Program

The five-year action plan outlining projects and initiatives to implement the plan's vision



Needs and Opportunities

Needs and Opportunities are the identified challenges to be addressed and potential areas for growth that help guide the direction of the Roswell 2045 Comprehensive Growth Plan. These have been developed based on updated data, analysis, and input from the community and stakeholder committee, ensuring they reflect both longstanding priorities and current perspectives. In a comprehensive plan, this provides a clear, iterative foundation that connects past efforts with new feedback to inform goals, policies, and actions moving forward.

Land Use and Urban Design

Needs

- Improve quality and design of development at Holcomb Bridge Road at GA 400 interchange.
- Improve connectivity to relieve local congestion.
- Redevelop areas where pockets of poverty and sub-standard housing exist.
- Create a clear mixed use-policy.
- Consider where and how redevelopment should occur as the majority of the city is developed.
- Maintain and improve aging infrastructure and provide additional infrastructure to support new redevelopment.
- Create appropriate transitions between areas of different densities.
- Define character areas that clearly reflect desired development options.
- Ensure that primarily low density areas are enabled to maintain low density.

Opportunities

- Maintain and enhance the City's small town feel with access to big City amenities.
- Define the necessary guidelines to inform zoning decisions in each character area.
- Take advantage of the broader focus on sustainability to support City efforts to meet sustainable and innovative air, water, and energy goals.
- Use vacant or aging buildings to re-orient areas as centers/nodes instead of corridors/ strips.
- Address changing housing demands by allowing for the opportunity to provide new product development in redevelopment areas.
- Maintain strong protections of City character within the Historic District.

Population

Needs

- The City should attract diversity in age amongst its population.
- The City should seek to improve certain areas that have high levels of poverty.
- A large percentage of Roswell residents are seniors, and this demographic is expected to grow.
- There is a need for diverse housing to allow aging in place.

Opportunities

- Express and embrace ethnic, racial, and economic diversity of Roswell.
- Roswell supports a multi-generational community.
- Both public and private schools in the City are of high quality.
- Residents of Roswell are very civic minded.
- City staff is responsive to citizens.

Economic Development

Needs

- Attract new businesses, with diversity of land uses, to contribute to tax base.
- Educate citizens on the various form and functions of developments.
- Expand high tech infrastructure.
- Increase housing options.
- Increase higher education options in Roswell, including non-college options.
- City needs to define how and where infill and redevelopment will occur.
- Increase Class A office space as part of mixed-use developments.
- City is built out, limiting economic growth.

Opportunities

- Redevelop vacant strip shopping centers; potentially with incentives for housing and Class A office.
- Leverage historic areas as catalysts for redevelopment.
- Develop redevelopment strategy for key locations such as GA 400 and Holcomb Bridge Road.
- The City is set in an ideal geographical location with thriving sister cities to the north and south.

Community Facilities

Needs

- Create additional performing arts spaces or programs within the City.
- Increase pedestrian and bike connections between City parks.
- Connect parks with schools where appropriate.
- Determine how to acquire additional parkland/pocket parks/greenspace since the majority of land in the City has been developed.

Opportunities

- Increase recreational connections between City parks.
- Require additional open space and/or amenities as part of development and redevelopment projects.
- Connect the Big Creek Parkway and Riverside areas.
- Increase connections to and between Chattahoochee Park Areas.

Housing

Needs

- Improve conditions in existing apartment complexes as needed.
- Improve connections between housing and destinations.
- Increase housing targeted for workforce, young people, and aging population.
- Protect existing, stable single-family neighborhoods.
- Increase overall variety in housing options, including allowing other forms of housing like ADUs, cottage, duplexes, etc.

Opportunities

- Maintain strong, stable single-family neighborhoods.
- Develop redevelopment strategy to include a variety of housing options at key locations such as Georgia 400 and Holcomb Bridge Road.
- Utilize a public/private partnership funding mechanism to support developments that incorporate a variety of housing types and affordability.
- Redevelop strip shopping centers and areas along commercial corridors with incentives for preferred development types.
- Evaluate housing options to serve the needs of Roswell residents, including seniors and young professionals.

Transportation and Mobility

Needs

- Address traffic around Holcomb Bridge Road at GA 400 interchange which is particularly problematic.
- Address traffic congestion and maintain quality of life in the City.
- Create safe and secure walkability/ bikeability.
- Increase connectivity and transportation choices to combat local congestion.
- Encourage existing commercial developments to become more conducive to pedestrian, bicyclist, or transit rider usage.
- Address aging transportation infrastructure.
- Prevent local traffic from becoming a detriment to the overall quality of life.
- Reduce gaps in pedestrian network in some parts of the City.
- Increase access between many of the amenities and other resources.
- Improve east-west public transit options.
- Improve roadways to meet impact fee Level of Service standard “D”.
- Address capacity given right-of-way and other constraints.
- Enhance bus stops with additional shelters, seating, and amenities.

Opportunities

- Continue to connect trail and bicycle networks to distinct areas as viable alternative transportation.
- Connect pedestrian and bicycle facilities to existing and proposed projects from neighboring communities and statewide systems.
- Ensure that any master planning efforts in redevelopment areas incorporate all modes of transportation, including transit services, where appropriate.
- Increase use of Travel Demand Management strategies to better manage demand.
- Potential MARTA transit station at the intersection of Georgia 400 and Holcomb Bridge Road.
- Roswell’s centralized location provides convenient access to the wider region, including transit access to the airport.
- Educate residents about transit options to encourage higher utilization.
- The Hub and Spoke Plan highlights opportunities to expand multimodal connections.
- The Transportation Master Plan outlines areas for continued infrastructure investment.
- The updated North Fulton Comprehensive Transportation Plan supports coordination across jurisdictions to address regional challenges.
- The improved Holcomb Bridge Road/GA 400 interchange will enhance access and connectivity citywide.
- True North 400 CID provides opportunities for partnership on future infrastructure enhancements.

Natural and Cultural Resources

Needs

- Protect the City's natural resources such as streams, floodplains, and other waterways
- Control development in the Historic District in order to maintain historic identity.
- Monitor and limit development in environmentally sensitive areas.
- Conduct a Citywide, comprehensive survey of historic resources.
- Provide protection for resources outside Historic District with potential historic merit.
- Prevent the loss, vacancy, and/or deterioration of historic properties.
- Provide protection for those historic properties along Atlanta Street/SR 9 that are negatively impacted by traffic.
- Develop a strategy for preserving the City's tree canopy.

Opportunities

- Promote Roswell's open spaces available for residents and visitors.
- Utilize undeveloped land which is limited by environmental constraints for passive uses related to City park system, where appropriate.
- New Downtown parking deck supports Historic District businesses.
- Extend trails along the Chattahoochee River, and connect City park facilities to the National Recreation Area.
- Continue to promote and provide community activities for all residents.
- Promote areas along Riverside Road and Azalea Drive as scenic and natural areas, for relaxation and recreation in the City.
- There is a strong arts community in the City, so there needs to be an expansion of art throughout the City.
- Encourage a strong community identity amongst residents.
- Educate citizens further about the importance of protecting water resources through the Education Officer in the Public Works/Environmental Department.
- Roswell has a large, well programmed municipal park system and abundant river access and frontage.
- The City plans to conduct a strategic process to define and communicate Roswell's unique identity and experience to residents, visitors, and investors.

Broadband

Because Roswell residents generally have access to consistent and reliable high speed internet, no specific needs or opportunities were identified.

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Vision and Goals

The City of Roswell articulates its vision through a Vision Statement, Mission Statement, and Core Values. These, along with the goals from the 2024 Economic Development Strategy, establish the foundation for the Roswell 2045 Comprehensive Growth Plan.

Vision Statement



Mission Statement



Core Values

Accountability	Excellence
Communication	Respect
Inclusion	Responsiveness
Innovation	Transparency
Trust	

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Economic Development Strategy Goals

The following goals were identified as part of the 2024 Economic Development Strategy, which served as a guide for this Comprehensive Growth Plan.

GROW

Grow the economy with out growing the population beyond 120,000. Prioritize target locations for growth engines.

BALANCE

Diversify the tax base. Shift the tax digest proportions away from personal property tax to corporate taxes.

BRAND

Reposition Roswell as an attractive, effective and safe bet for outside capital and industry. Re-establish Roswell as the pre-eminent municipality of North Fulton.

INTEGRATE

Build and execute strategy that unifies East and West Roswell. Centralize services and control land for deliberate development.

OPTIMIZE

Enhance infrastructure capacity for projected growth. Connect existing asset classes and CIP projects to drive progress.

INNOVATE AND DESIGN

Establish Roswell as an Applied Lab for R&D and innovation. Align with County and State ED industry priorities. Add a future facing, scaling industry.

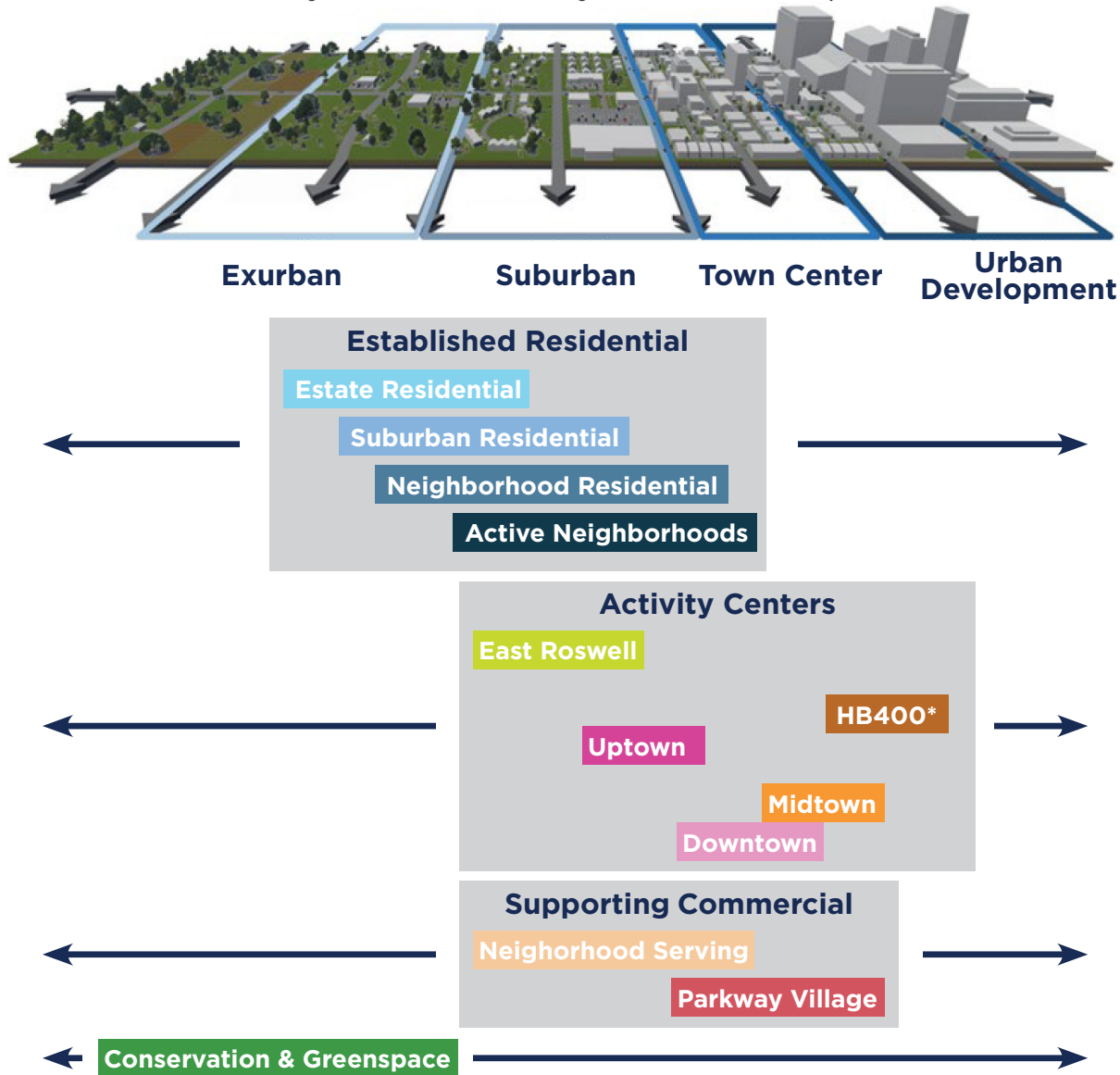
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Future Development

Character Areas

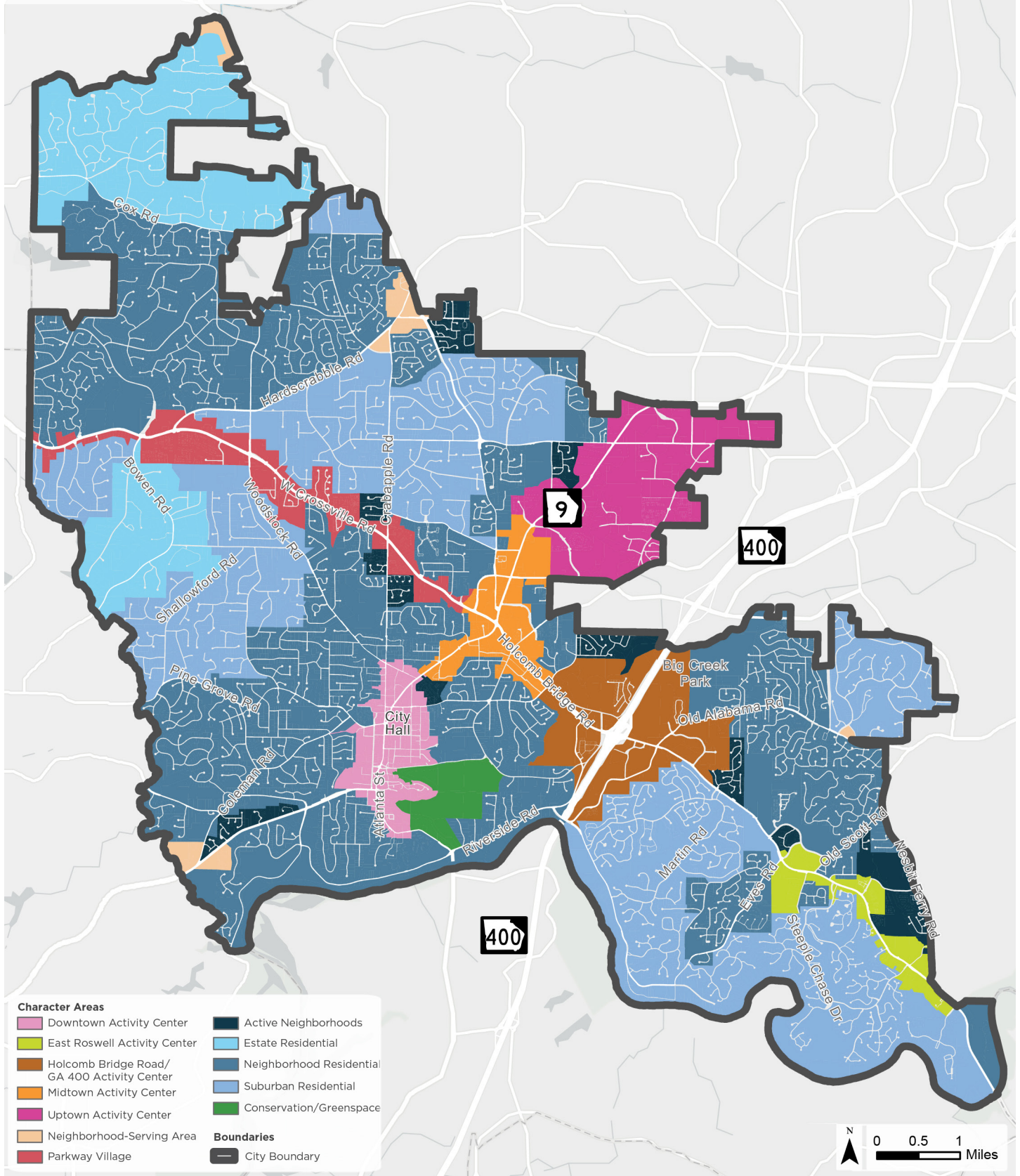
The Future Development Map on the following page serves as a guiding framework for how Roswell grows and evolves, helping the City’s elected officials make development and policy decisions that align with the community’s long-term vision and goals. It organizes the city into distinct Character Areas, each with its own vision for future development, a set of compatible zoning designations, and tailored policies and strategies for implementation. Together, these elements ensure that future growth is intentional, context-sensitive, and consistent with the overall direction established through the Comprehensive Growth Plan process.

The urban scale diagram, which was carried forward from the previous Comprehensive Plan and updated to reflect the new character areas, illustrates the range of development patterns within a community, from more rural, exurban areas to more intense, urban environments, each with its own distinct scale and character. Beneath the diagram, Roswell’s Character Areas are positioned along this spectrum to show how they relate to one another and where they fall within the city’s overall development context.



*Holcomb Bridge/GA 400

Citywide Character Area Map



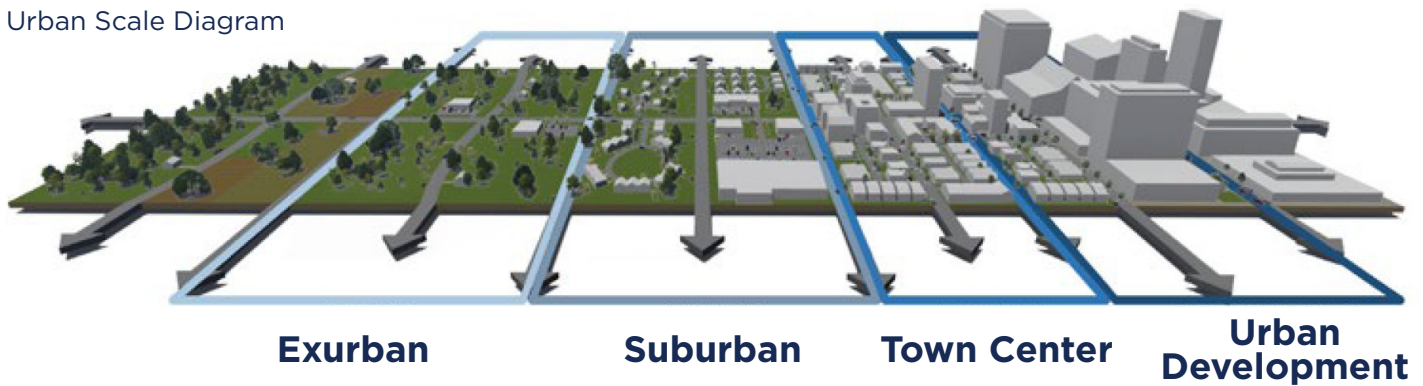
Established Residential Areas

Roswell’s established residential areas are primarily represented within the Estate Residential, Suburban Residential, Neighborhood Residential, and Active Neighborhoods Character Areas, which together account for the majority of the city’s land area.

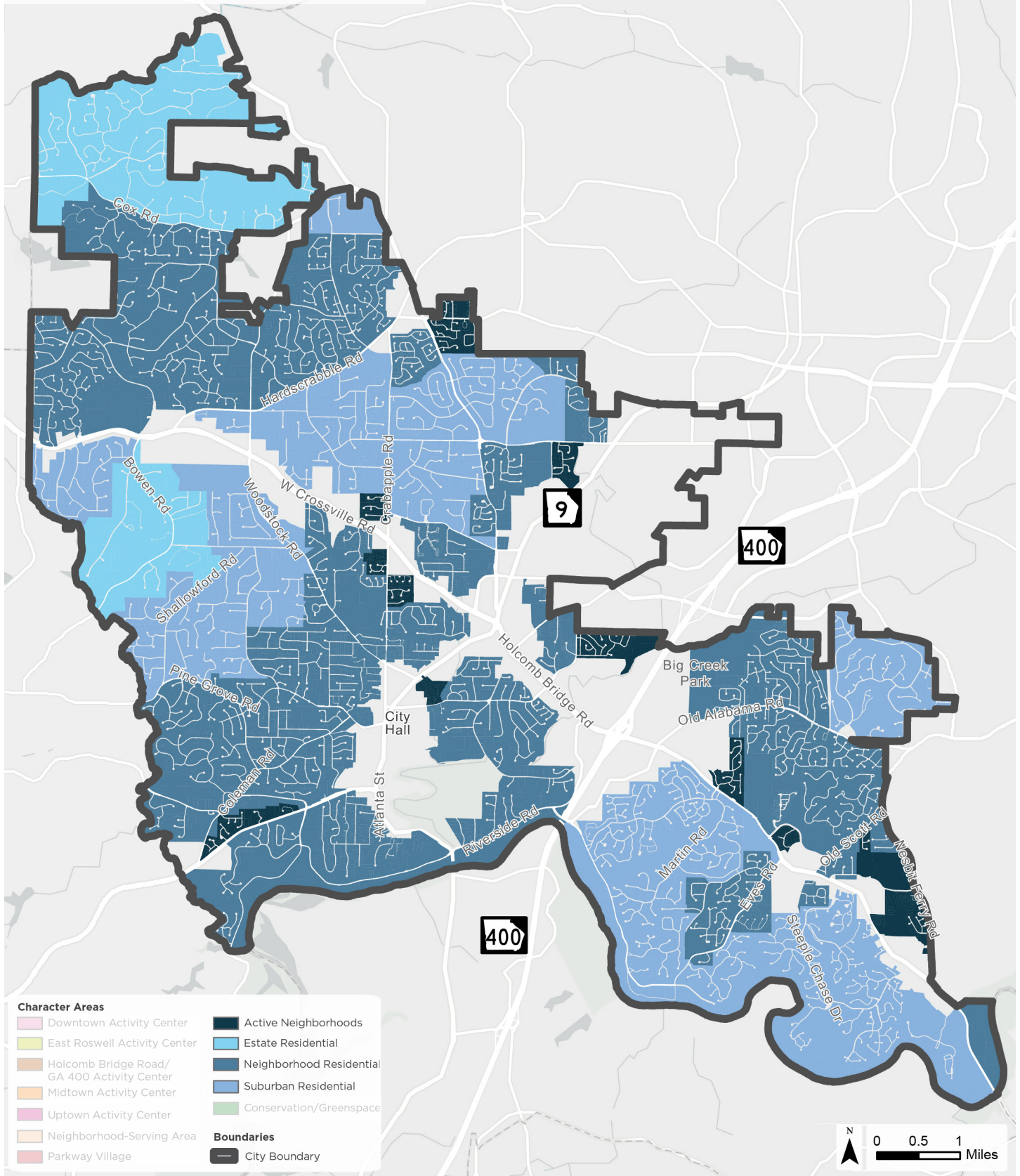
These areas reflect the City’s longstanding development pattern and play a central role in defining community character and quality of life. Consistent with this importance, the policies guiding these Character Areas remain largely unchanged from the previous Comprehensive Plan, reinforcing a continued commitment to stability and predictability for existing neighborhoods.

A key focus of the 2045 Comprehensive Growth Plan is the protection and preservation of these established areas, emphasizing compatible infill, maintenance of neighborhood scale and form, and safeguarding of natural features to ensure these communities remain resilient and desirable over time.

Urban Scale Diagram



Established Residential Character Area Map



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Estate Residential

Vision

This area will continue to be defined by an estate-style development pattern, where homes sit on large lots and contribute to a low-density, rural character that preserves significant open space. Limited sewer service will constrain future development potential, reinforcing the predominance of single-family residential uses. While the area will remain largely automobile-dependent, efforts will focus on encouraging a more connected system of trails and sidewalks to improve accessibility between subdivisions. New development will maintain an estate-style residential pattern, emphasizing high-quality materials, thoughtful design, and low-impact approaches through estates, conservation subdivisions, and compatible suburban neighborhoods.

Implementation and Policy Considerations

- Encourage trails, parks, and open space throughout
- Continue allowing agriculture and existing commercial uses
- Pursue connectivity program where subdivisions can evaluate pedestrian connections and access points
- Prioritize sidewalks, crosswalks, and bike lanes to close gaps and create a connected network
- Preserve greenspace and enhance and expand parks
- Retain single-family homes and neighborhoods
- Allow community gardens
- Identify conservation subdivision opportunities

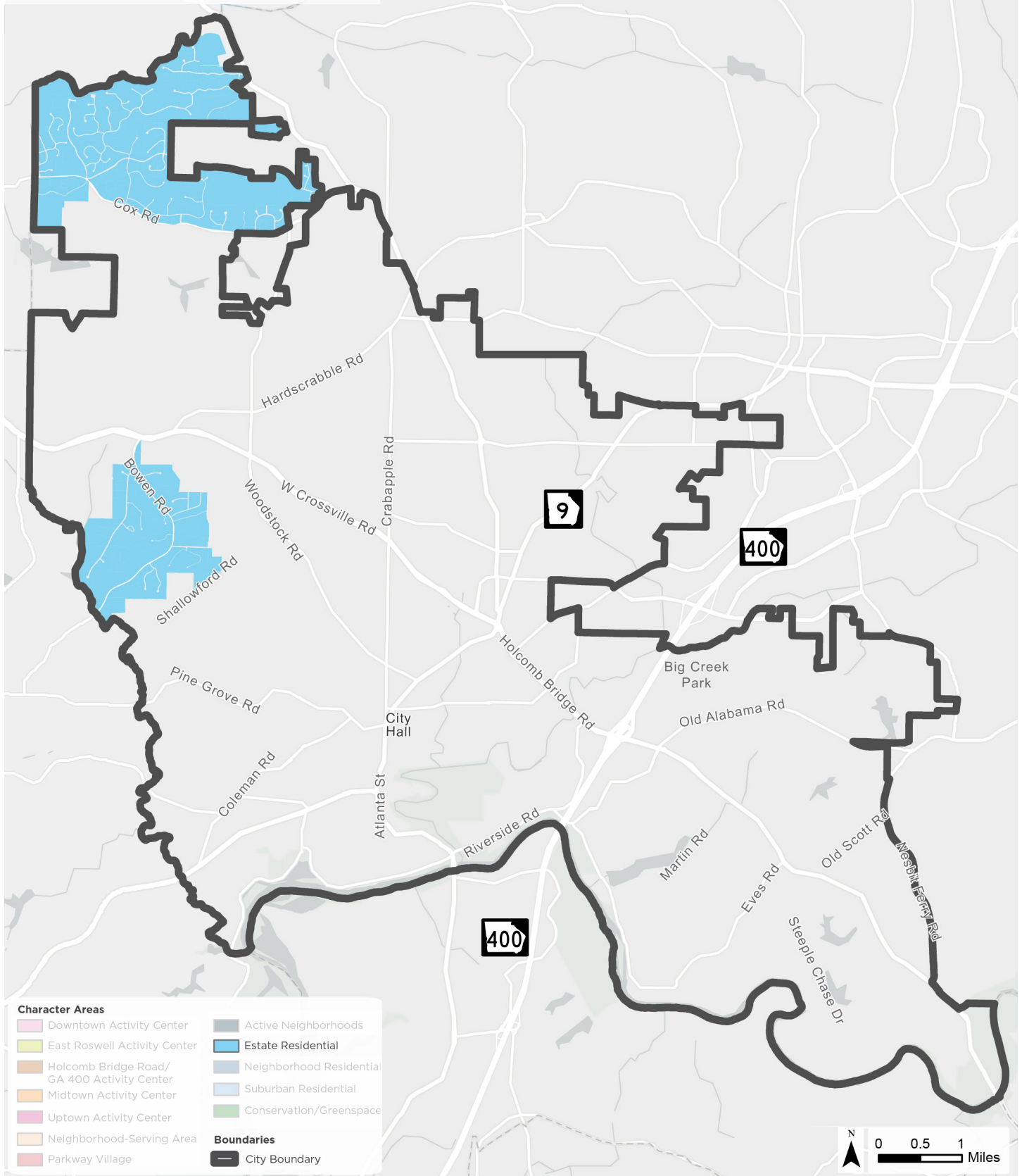
Compatible Zoning Districts

AG-43, CON, REC, RS-87, RS-30

PREFERRED USES



Estate Residential Character Area Map



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Suburban Residential

Vision

This area will continue to foster stable, established suburban neighborhoods, with existing single-family communities preserved and protected alongside smaller pockets of other housing types. The character will reflect larger lots and a strong connection to the natural environment, with limited opportunities for infill and redevelopment that are sensitively designed to match the surrounding scale and pattern. Careful transitions will be maintained where this area meets more intense uses, and historic landmarks will be preserved as valued cultural resources. Future development will consist primarily of single-family detached homes, built with high-quality materials and design, and aligned with the existing density, lot sizes, and neighborhood character while maintaining low- to medium-scale building heights.

Implementation and Policy Considerations

- Ensure infill development transitions appropriately to protect surrounding neighborhoods through buffers, open space, and landscaping
- Incorporate open space and preserve existing trees in new development
- Promote sustainable building practices across all new construction
- Expand the pedestrian trail master plan to improve access from disconnected subdivisions
- Pursue connectivity program where subdivisions can evaluate pedestrian connections and access points
- Improve pedestrian facilities, including sidewalks and crosswalks, to create a more connected network with bike lanes
- Enhance streetscapes along major roads to improve overall character and experience
- Explore gateway opportunities along Woodstock Road as the western entry to the City
- Promote transportation alternatives and support access for all modes as redevelopment occurs
- Preserve greenspace and enhance and expand parks

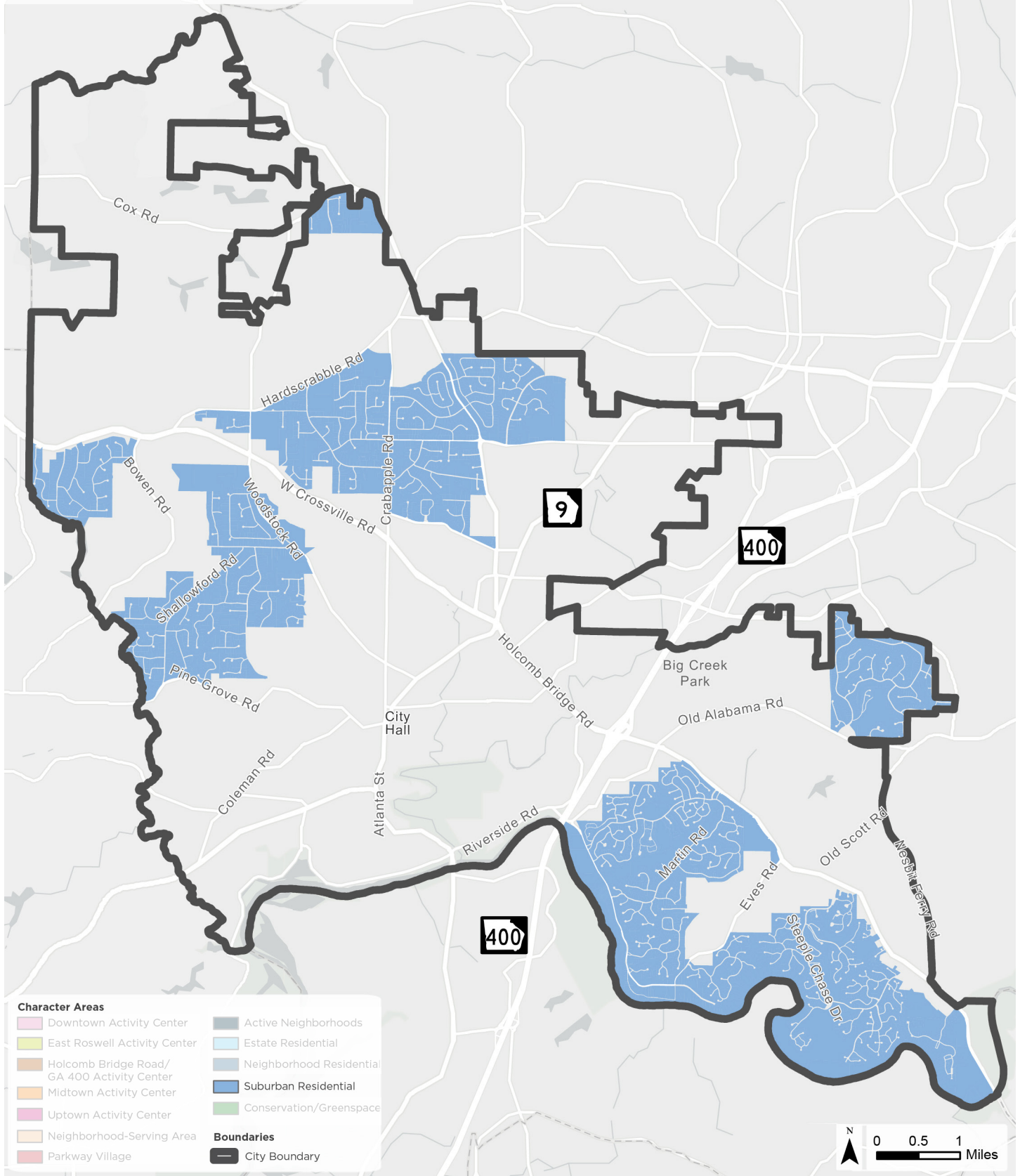
Compatible Zoning Districts

AG-43, CON, REC, RS-87, RS-30

PREFERRED USES



Suburban Residential Character Area Map



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Neighborhood Residential

Vision

This area will continue to support stable, established neighborhoods within a traditional suburban setting, often organized as subdivisions or within larger master planned communities. Lots will generally remain medium to large in size, reinforcing the area’s residential character. Infill and redevelopment opportunities will be limited, but where they occur, they will prioritize preserving the existing scale, pattern, and neighborhood identity. Development will remain focused on single-family housing that reflects the prevailing densities and lot sizes, with careful transitions managed where the area meets adjacent commercial corridors. Building scale will remain low to medium, consistent with the height and character of existing neighborhoods.

Implementation and Policy Considerations

- Ensure infill development transitions appropriately to protect surrounding neighborhoods through buffers, open space, and landscaping
- Encourage traditional single-family homes with high-quality materials and design
- Incorporate open space and preserve existing trees in new development
- Promote sustainable building practices across all new construction
- Support civic uses such as parks, schools, and places of worship
- Expand the pedestrian trail master plan to improve access from disconnected subdivisions
- Pursue a connectivity program for subdivisions to evaluate pedestrian paths and access points
- Improve pedestrian facilities, including sidewalks and crosswalks, to create a connected network with bike lanes
- Enhance streetscapes along major roads
- Explore gateway opportunities along Woodstock Road as the western entry to the City
- Promote transportation alternatives and support access for all modes as redevelopment occurs
- Preserve greenspace and enhance and expand parks

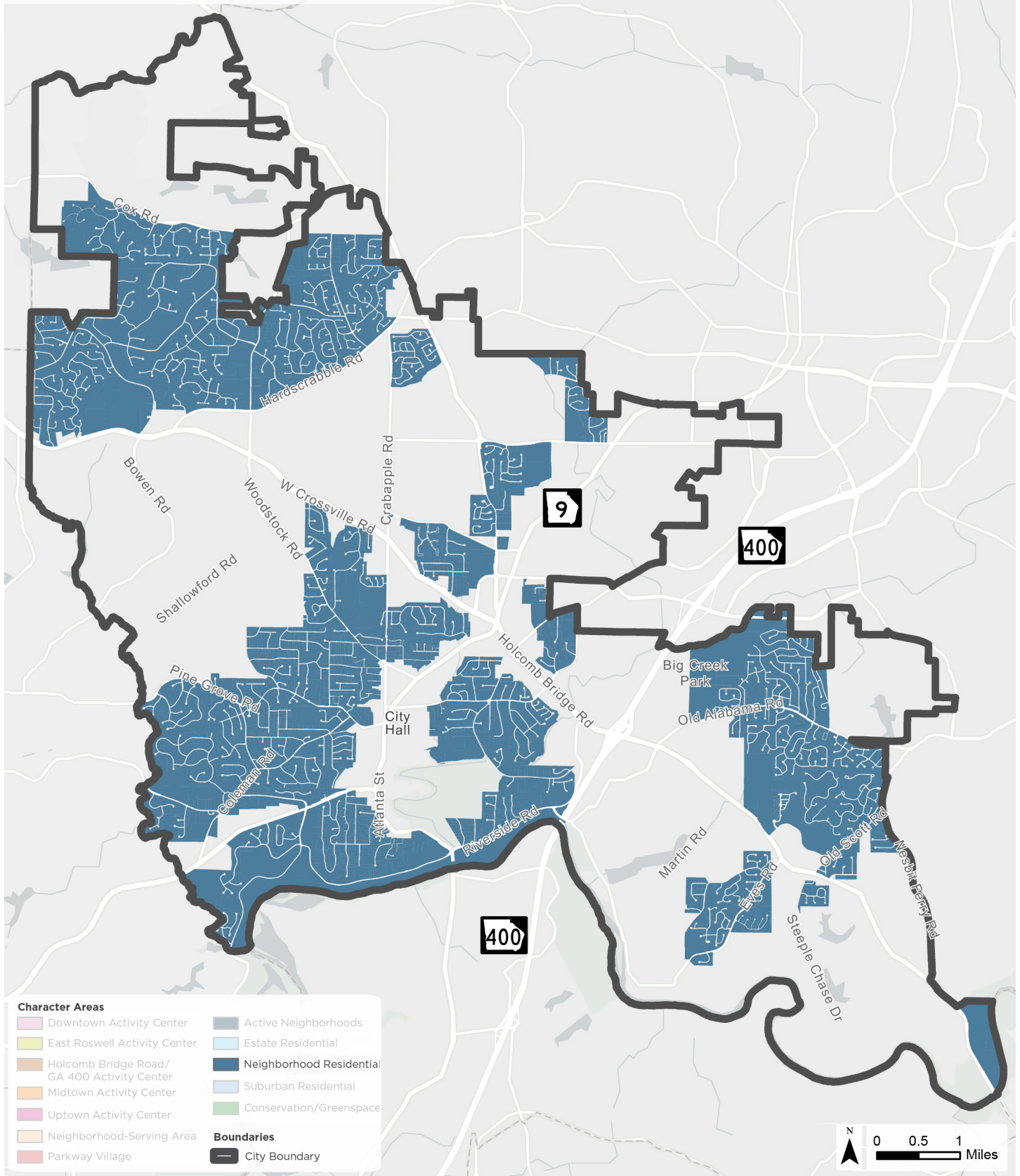
Compatible Zoning Districts

AG-43, CIV, CON, REC, RS-30, RS-18, RS-12

PREFERRED USES



Neighborhood Residential Character Area Map



Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Active Neighborhoods

Vision

This area will evolve as an established residential area that accommodates a mix of small-lot single-family and multifamily housing, particularly in proximity to commercial areas and major roadways. While infill and redevelopment opportunities will remain limited, new development will be designed to respect the surrounding scale and character. Transitions will be carefully managed between less intense residential neighborhoods and more active commercial or mixed-use areas. Development will support a range of housing types, including detached homes, townhomes, and multifamily, with building scale generally remaining at a medium level and compatible in height, density, and character with adjacent areas.

Implementation and Policy Considerations

- Ensure infill development transitions appropriately to protect surrounding neighborhoods through buffers, open space, and landscaping
- Encourage development with high-quality materials and design
- Incorporate open space and preserve existing trees in new development
- Promote sustainable building practices across all new construction
- Support civic uses such as parks, schools, and places of worship
- Ensure new development is compatible with adjacent neighborhoods, particularly in lot sizes along the perimeter
- Expand the pedestrian trail master plan to improve access from disconnected subdivisions
- Pursue a connectivity program for developments to evaluate pedestrian paths and access points
- Improve pedestrian facilities, including sidewalks and crosswalks, to create a connected network with bike lanes
- Enhance streetscapes along major roads
- Promote transportation alternatives and support access for all modes as redevelopment occurs
- Preserve greenspace and enhance and expand parks

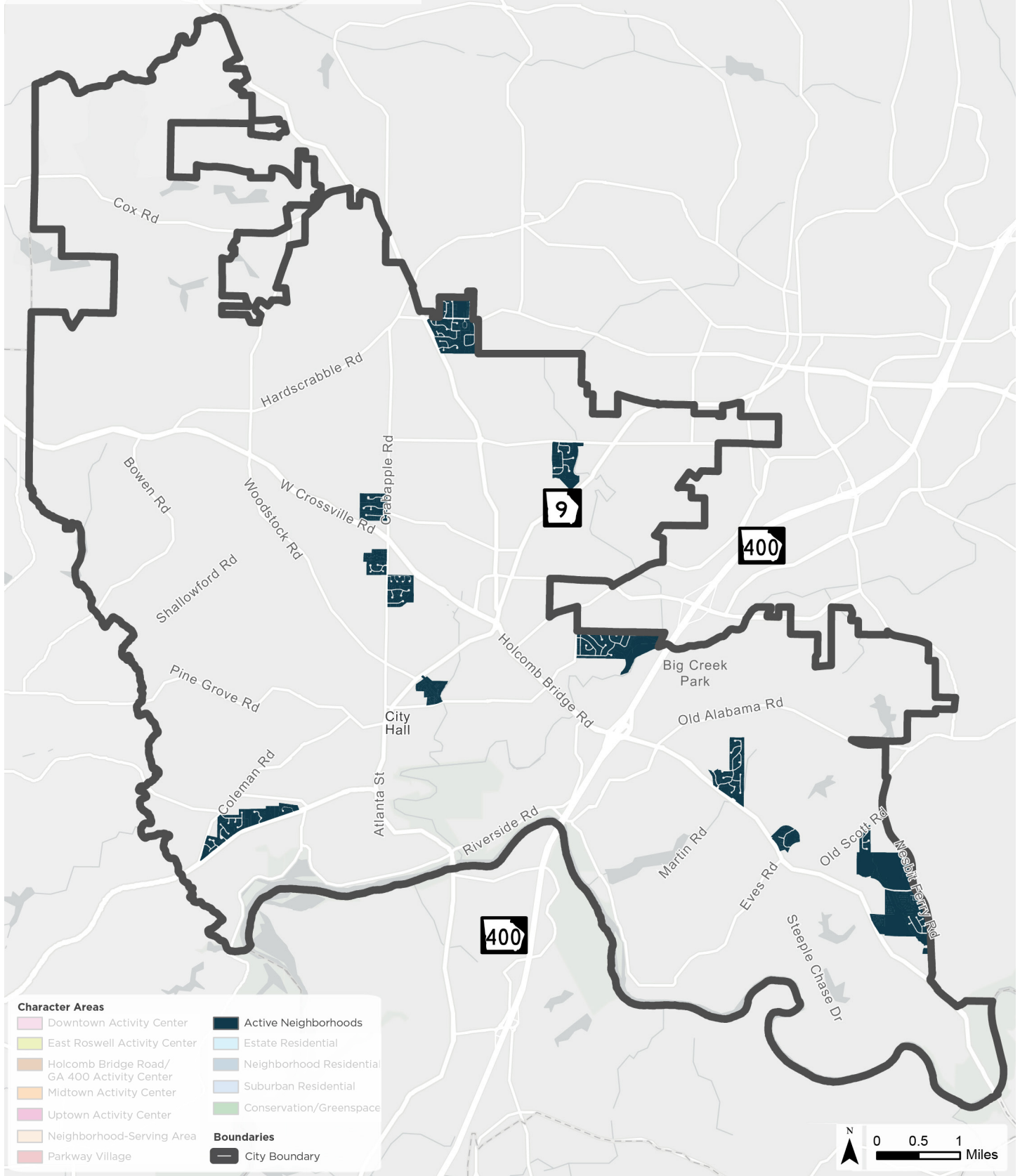
Compatible Zoning Districts

CIV, CON, REC, RS-18, RS-12, RS-9

PREFERRED USES



Active Neighborhoods Character Area Map



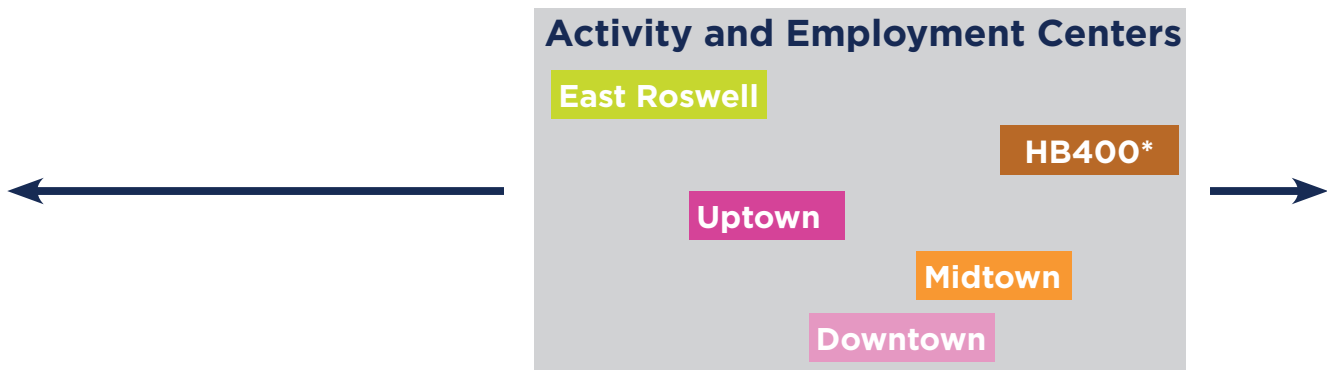
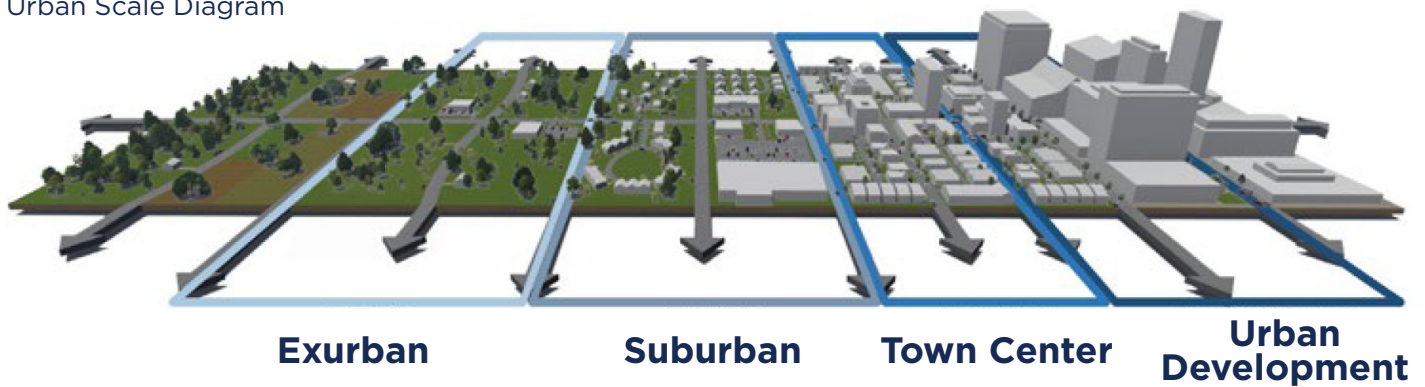
Activity and Employment Centers

Roswell's five major Activity Centers have the highest concentration of employment and commercial development within the city, while being located on only a small portion of the city's land area.

These areas have the greatest potential for redevelopment, reinvestment, and economic activity, thus they are intended to accommodate a large share of future growth and development. By concentrating development in these locations, the City aims to expand opportunities for jobs, services, and community vibrancy, while creating a more diverse tax base.

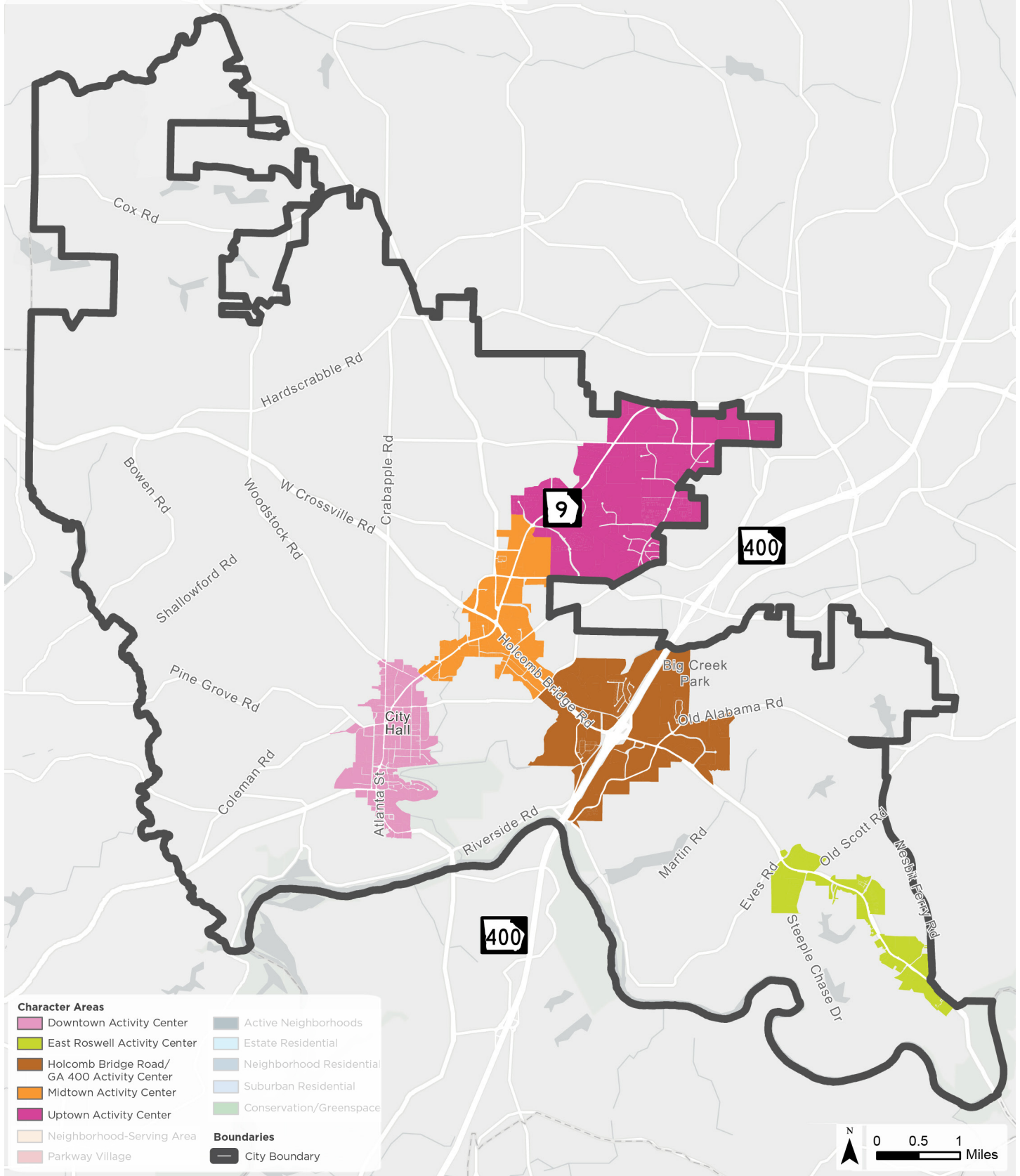
Each of these activity centers are diverse in their existing character and each has a unique vision, development guidelines, and implementation activities.

Urban Scale Diagram



*Holcomb Bridge/GA 400

Activity and Employment Centers Character Areas Map



East Roswell Activity Center

Vision

This area will serve as the City’s eastern gateway, evolving into a welcoming, walkable, and neighborhood-scale destination. It will be characterized by a mix of shops, restaurants, services, and community-oriented amenities that support daily needs and create an active, inviting environment. A diverse range of housing types will be integrated into the area, including options for seniors, helping to foster a more inclusive and multi-generational community. Thoughtful transitions and buffers will be maintained to ensure existing residential neighborhoods are protected and remain compatible with new development. Within this Activity Center, the “Core” subarea is the primary focus for reinvestment, and could support higher intensity development and a more concentrated mix of uses. Surrounding this, the “Transitional” subarea will provide a gradual shift in scale and character, reflecting patterns similar to nearby existing commercial and residential areas.

Implementation and Policy Considerations

- Add gateway and streetscape improvements along Holcomb Bridge Road
- Complete streetscape on Nesbit Ferry Road
- Complete Holcomb Bridge median project
- Ensure appropriate buffers, transitions, and appropriate scale
- Improve bicycle and pedestrian connections to parks within and within or adjacent to the Activity Center

Compatible Zoning Districts

CC, CIV, CON, CX, NX, OP, OR, R-TH, REC

PRIORITY USES

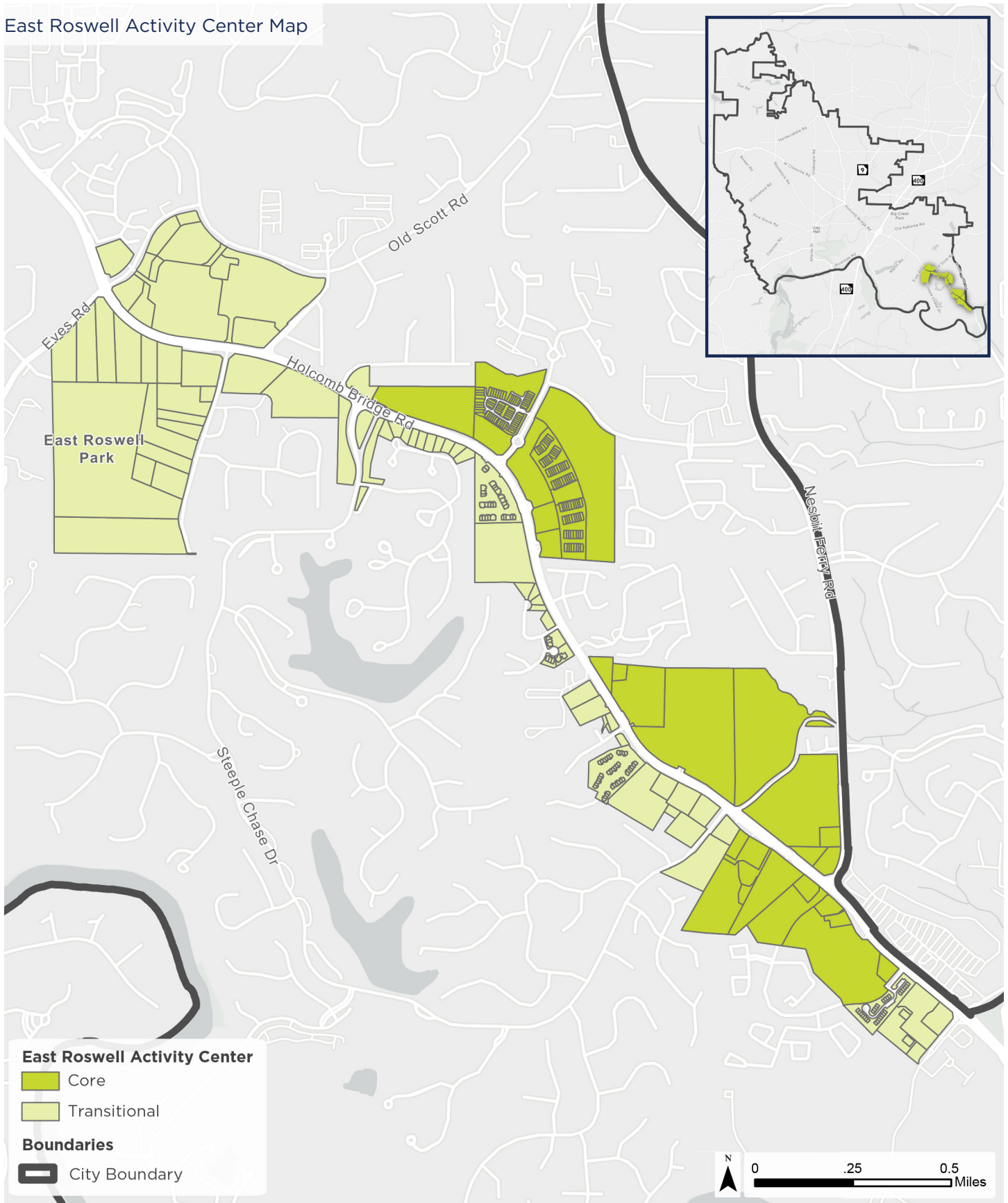


TRANSITIONAL USES



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East Roswell Activity Center Map



Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

East Roswell Activity Center

Economic Development Framework

The East Roswell Activity Center will support a more incremental and context-sensitive approach to economic development, focused on reinvestment in aging commercial properties and enhancing neighborhood-serving uses that meet daily needs. Positioned along Holcomb Bridge Road with convenient access to GA 400, the area also functions as Roswell’s eastern gateway, providing an opportunity to capture economic activity from nearby communities while reinforcing its role within the City’s broader network of activity centers. The area also benefits from proximity to East Roswell Park, which serves as a key community asset that can help anchor reinvestment and support increased activity in the district. Rather than large-scale transformation, the district’s economic future will be shaped by targeted reinvestment at key sites that introduces neighborhood serving retail and amenities, alongside a range of housing options.

New development should include transitions and buffers to ensure compatibility with surrounding neighborhoods. By prioritizing neighborhood-scale mixed-use, small-scale retail, and thoughtful site design, East Roswell can create a more active and inviting environment, support local businesses, and attract limited but meaningful investment that reinforces both local and regional economic activity while preserving the character of the area.

Catalytic Redevelopment Opportunity

The Holcomb Center retail property, located at 2880 Holcomb Bridge Road, along with nearby commercial sites, represent a key opportunity for targeted reinvestment within the East Roswell Activity Center. Consistent with the area’s neighborhood-oriented vision, redevelopment should focus on introducing updated, high-quality retail, dining, and service uses that better meet the daily needs of surrounding residents while enhancing the overall look and feel of the corridor.

Opportunities may include neighborhood-scale mixed-use or carefully integrated new commercial development that brings modest housing options alongside revitalized commercial space. Any improvements should prioritize sensitive design, strong transitions and buffering, and preservation of existing character to ensure compatibility with adjacent neighborhoods. Through incremental and well-designed reinvestment, this area can strengthen local economic activity, reduce vacancies, and create a more active and welcoming environment while maintaining the stability and identity of East Roswell.

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Holcomb Bridge Road/GA 400 Activity Center

Vision

This area will evolve into Roswell’s premier gateway and a regional destination, serving as a hub for jobs, entertainment, shopping, and housing. It will take full advantage of its regional access and planned transportation improvements, supporting increased connectivity for residents, workers, and visitors. Development will be aligned with and support the City’s target industries, reinforcing its role as an economic driver while creating a new, vibrant mixed-use center. The “Core” subarea is the primary focus for redevelopment, and could accommodate higher-intensity uses and a more concentrated mix of activity. Surrounding this, the “Transitional” subarea should provide a gradual shift in scale and character, reflecting patterns similar to nearby existing commercial and residential development.

Implementation and Policy Considerations

- Complete Multiphased Big Creek Parkway connector project
- Complete Big Creek Trail project connecting Big Creek Park to Liberty Square Park
- Complete Old Alabama Multi-Use Trail connecting Big Creek Park to the Chattahoochee River
- Prioritize the redevelopment of underutilized properties
- Continue coordination with the GA 400 Express Lanes, improvements to the Holcomb Bridge Road interchange, and planned transit investments
- Add gateway features and enhanced landscaping

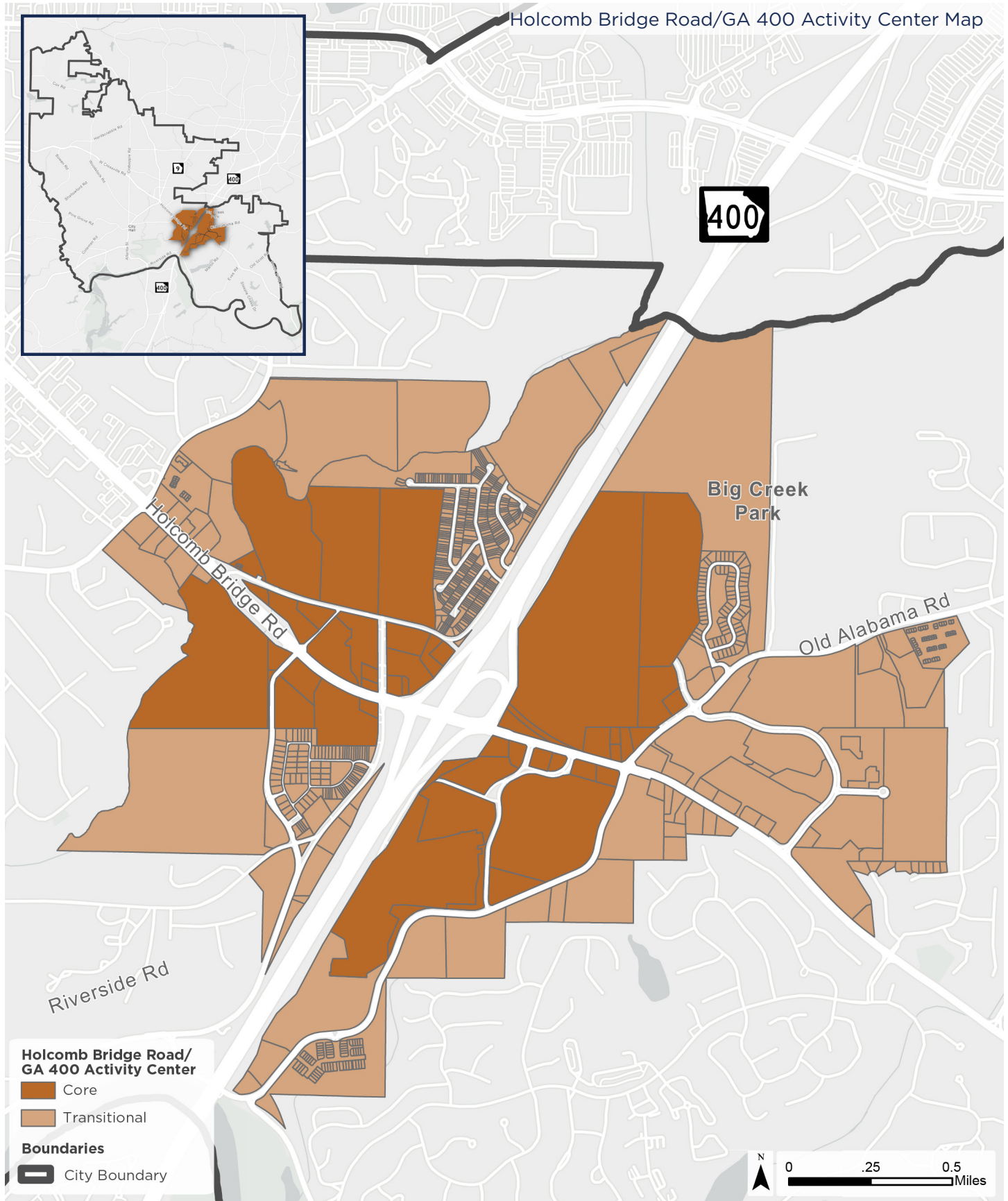
Compatible Zoning Districts

CC, CIV, CON, CX, OP, OR, PRD, R-CC, REC, RS-6, RS-4, SH

PRIORITY USES



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Holcomb Bridge Road/GA 400 Activity Center

Economic Development Framework

As Roswell’s premier gateway, the Holcomb Bridge Road/GA 400 Activity Center will serve as a key engine for economic growth, capitalizing on its strategic location along the GA 400 corridor and major transportation investments. The district is positioned to modernize aging commercial inventory, expand the tax base, and enhance competitiveness with neighboring communities by attracting private investment and supporting redevelopment that elevates the area into a regional destination.

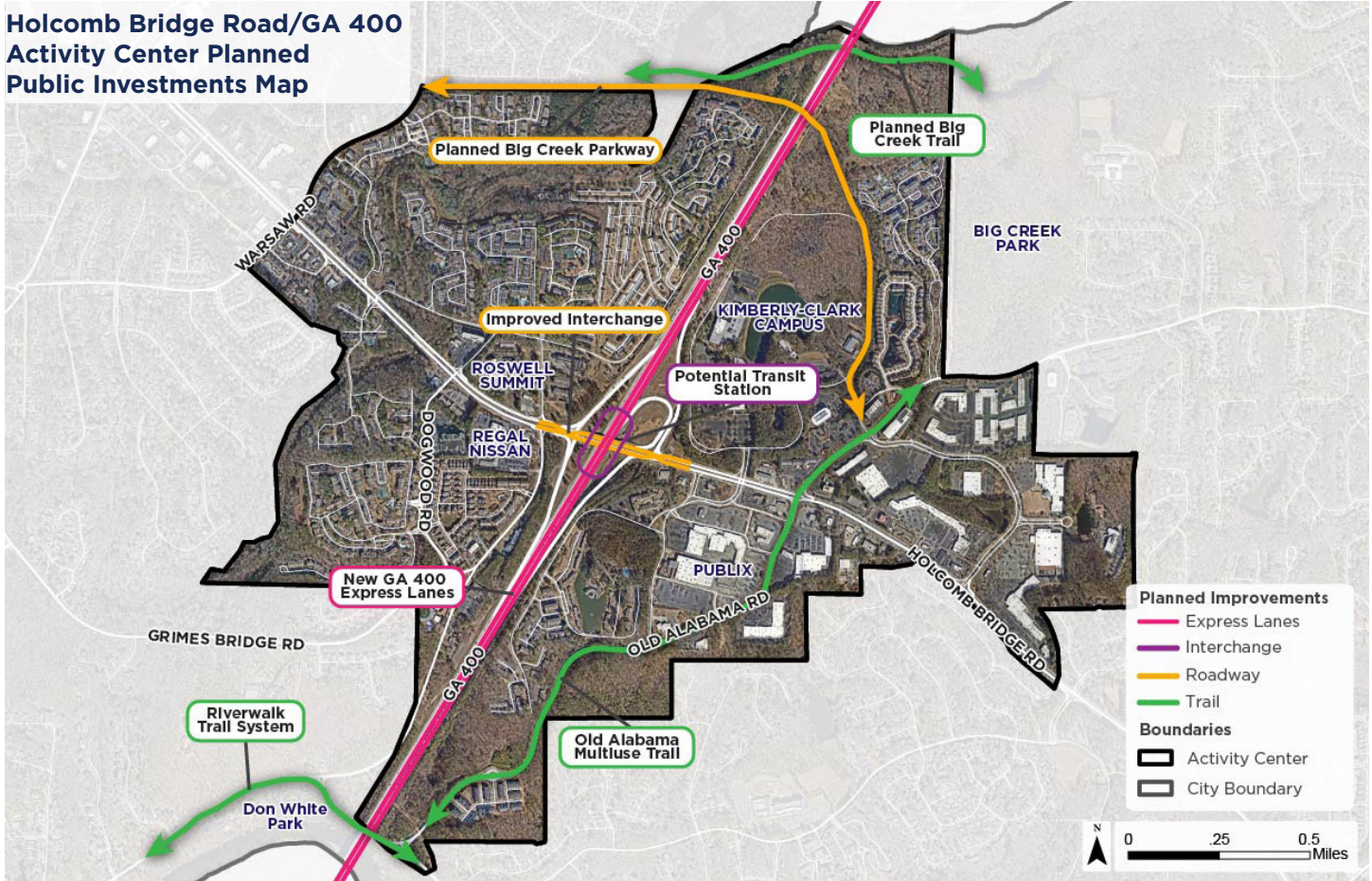
Targeted growth should focus on employment-generating uses aligned with the City’s target industries, including healthcare, professional services, and technology, while also supporting hospitality, retail, and destination-oriented activity. By fostering modern employment centers and creating an environment attractive to investors and businesses, the corridor will strengthen regional connectivity, capture future market opportunities, and reinforce its role as Roswell’s front door and a driver of long-term economic prosperity.

Catalytic Redevelopment Opportunity

The Kimberly-Clark campus is located in the northeast quadrant of the Holcomb Bridge Road/GA 400 Activity Center, just east of GA 400 at 1400 Holcomb Bridge Road, and represents the most significant catalytic redevelopment opportunity within the district as well as one of the largest and most strategically important sites for the City of Roswell. With the scale and visibility to shape the corridor’s economic trajectory for decades, this site offers a unique opportunity to establish a cohesive, mixed-use district that advances the broader vision for the area.

Redevelopment should capitalize on its regional accessibility, high visibility, and proximity to planned transportation investments by introducing a well-integrated mix of employment, hospitality, retail, residential, and destination-oriented uses supported by high-quality public spaces. As a signature location within the City and North Fulton, successful redevelopment could attract substantial private investment, create jobs, and significantly expand Roswell’s tax base, while setting the standard for future growth and reinforcing the district’s role as a regional destination.

Transportation and Infrastructure Framework



Public and private investments within the Holcomb Bridge Road/GA 400 Activity Center represent a transformative, regionally significant opportunity that positions the area as a major destination and economic hub. The GA 400 Express Lanes project is a monumental investment, representing one of the largest transportation infrastructure investment ever in Georgia, bringing substantial mobility and access improvements for communities north of the Chattahoochee, including Roswell. This is further strengthened by the planned bus express lane transit, with a proposed station at the Holcomb Bridge/GA 400 interchange, establishing the area as a key regional transit node.

Complementing these regional projects, the City is advancing the Big Creek Parkway project to improve east-west connectivity across GA 400 and relieve pressure on Holcomb Bridge Road while opening new redevelopment opportunities. An expanding trail network, including the Big Creek Trail and the Old Alabama multiuse trail, will connect to the broader Riverwalk system and the Chattahoochee, further enhancing access and appeal. Together, these investments support the catalytic potential of the Holcomb Bridge/GA 400 area, driving high-quality redevelopment and reinvestment within this area.

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Uptown Activity Center

Vision

This area will serve as the primary northern gateway into the City, establishing a strong identity as a key entry point and major employment destination. It will continue to be recognized as the City’s primary job center, supporting target industries such as technology aerospace, and healthcare. The area will grow as a hub for innovation and economic activity attracting investment and providing a wide range of employment opportunities that strengthen the City’s economic base. The “Mansell” subarea is the primary redevelopment opportunity within this activity center and could accommodate higher-intensity uses. The “Highway 9” subarea will continue to function as an automotive and commercial corridor, support and expand the healthcare industry, and provide an improved character and visual aesthetic along one of the City’s primary corridors. The “Employment Center” subarea will remain the City’s primary jobs cluster, reinforcing its role as a key destination for businesses and employment while supporting continued economic growth.

Implementation and Policy Considerations

- Add northern gateway treatments along Highway 9
- Add streetscape enhancements and safety improvements along Highway 9
- Encourage redevelopment of Mansell Overlook and adjacent sites
- Explore developing a targeted strategy to support the growing healthcare cluster in this area
- Continue focused recruitment of target industries
- Improve wayfinding and connectivity

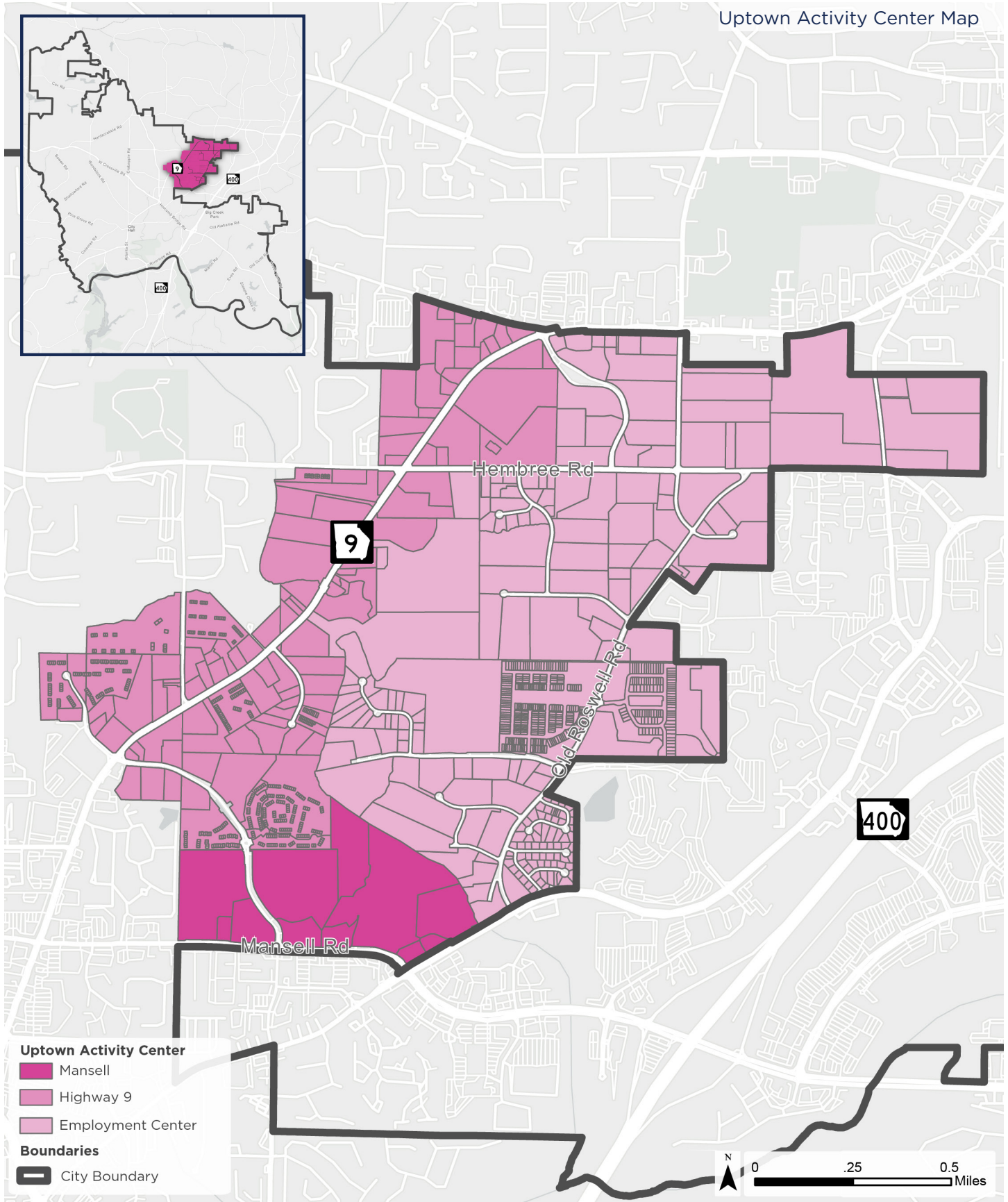
Compatible Zoning Districts

CH, CC, CIV, CON, CX, IL, IX, OP, OR, R-CC, REC, RS-6, RS-4, SH

PRIORITY USES



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Uptown Activity Center

Economic Development Framework

The Uptown Activity Center will serve as Roswell's premier innovation and employment district, leveraging its concentration of office and industrial assets, access to the GA 400 corridor, and anchor institutions such as Wellstar North Fulton Hospital. As the City's largest cluster of employment-oriented uses, Uptown is uniquely positioned to attract corporate investment, support high-quality job growth, and expand the commercial tax base by modernizing aging commercial inventory and advancing strategic redevelopment opportunities, including the former GM Innovation Center and Mansell Overlook sites.

Future growth should build on existing industry strengths and focus on target industries such as healthcare, technology, aerospace, engineering consulting, and research and development, creating modern employment environments that foster innovation, business attraction, and long-term economic competitiveness. By aligning investment, redevelopment, and industry growth, Uptown will reinforce its role as one of North Fulton's leading employment centers and a driver of Roswell's long-term economic prosperity.

Catalytic Redevelopment Opportunity

The former GM Innovation Center site is located just north of Mansell Road at 1035 Sun Valley Drive, and the adjacent Mansell Overlook properties at 300 Colonial Center Parkway and 500 Colonial Center Parkway, form a contiguous redevelopment area in a highly visible and accessible portion of the district.

Together, these sites represent approximately 90 acres of strategically located land within the Uptown Activity Center and serve as the catalytic core of the district's future innovation focus. Situated within Roswell's primary employment center and near GA 400, the properties provide a unique opportunity to transform aging office campuses into a modern, employment-driven district that advances the broader vision for Uptown.

Redevelopment should prioritize the creation of a high-quality innovation environment centered on employment, corporate investment, and job creation, supported by complementary residential, hospitality, retail, and recreational uses. By leveraging the scale, location, and existing infrastructure of these properties, the area can attract new investment, strengthen Roswell's economic competitiveness, and significantly expand the City's commercial tax base while setting the standard for future reinvestment across Uptown.

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Midtown Activity Center

Vision

This area will evolve into a future community hub that will connect nearby neighborhoods, anchored by Roswell Town Center and offering a vibrant mix of uses and cultural opportunities. Through catalytic redevelopment, it will become a future Town Center to complement Downtown and a focal point for gathering, activity, and civic life, within a walkable mixed-use district that supports both daily needs and destination experiences. Cultural amenities and programming will be integrated into the area, helping to create a distinct sense of place and reinforcing its role as a community destination. Within this area, the “Core” subarea could accommodate higher intensities, supporting a concentrated mix of uses and activity. The surrounding “Transitional” subarea will provide a more gradual shift in scale and intensity, reflecting patterns similar to existing development while ensuring compatibility with adjacent areas as the district grows.

Implementation and Policy Considerations

- Analyze outdated stormwater in order to support redevelopment efforts
- Explore potential traffic implications associated with future redevelopment
- Assess enhanced streetscapes in order to improve multimodal connectivity
- Update the Midtown LCI study
- Explore Old Roswell Place traffic signal
- New development should include new civic or public gathering spaces
- Update the Hub and Spoke plan to include Midtown as a Hub and identify bicycle and pedestrian connections
- Complete the Houze Road and Mansell Road connection projects

Compatible Zoning Districts

CC, CH, CIV, CON, CX, OP, OR, R-CC, REC, RS-6, RS-4, SH

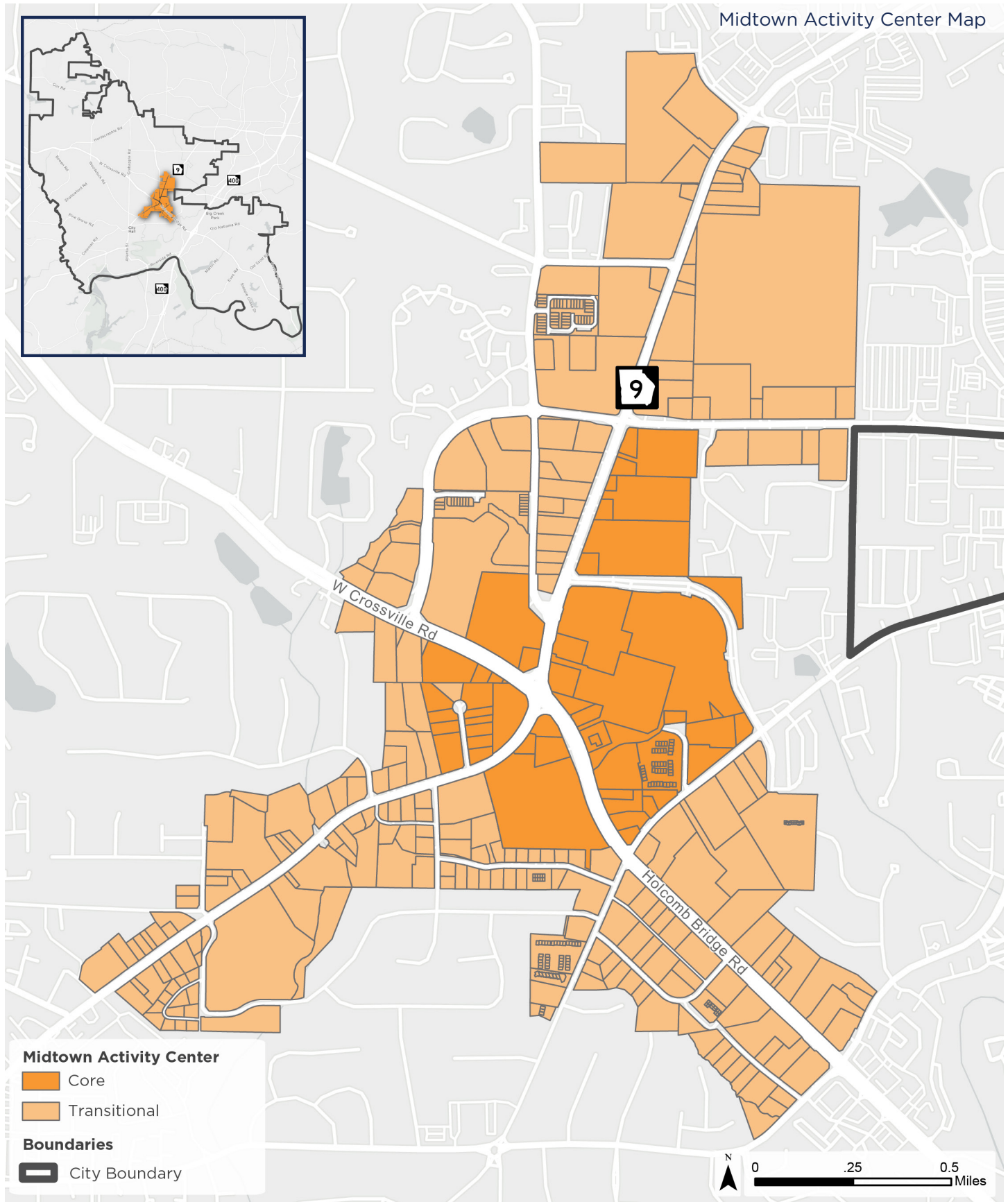
PRIORITY USES



TRANSITIONAL USES



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Midtown Activity Center

Economic Development Framework

The Midtown Activity Center will serve as a mixed-use destination and a primary driver of future economic growth, leveraging its central location, regional accessibility, and significant redevelopment opportunities to strengthen the City’s competitiveness. Positioned to address key challenges such as aging commercial inventory, limited housing diversity, and increasing competition from mixed-use districts in nearby cities, Midtown will support strategic investment that modernizes commercial development, expands housing options, and creates destinations that attract visitors, talent, and private investment.

Future growth should focus on developing high-quality mixed-use environments that support retail, hospitality, office, and residential uses while fostering economic activity and expanding the tax base. By creating vibrant, walkable places that complement Downtown and appeal to a broader market, Midtown will reinforce its role as a major destination district and a critical component of Roswell’s long-term, balanced, and resilient economy.

Catalytic Redevelopment Opportunity

Roswell Town Center, located at 606 Holcomb Bridge Road at the intersection of Holcomb Bridge Road and Highway 9 within the Midtown Activity Center, represents the most significant catalytic redevelopment opportunity in the district and occupies one of the most prominent and accessible locations in the city. Positioned at the convergence of two major thoroughfares that provide direct connections to GA 400 and the broader North Fulton market, including Alpharetta, Sandy Springs, Johns Creek, and Cobb County, the site offers a unique opportunity to establish the economic and social heart of Midtown.

This centrally located property has the scale and visibility to anchor a transformative mixed-use destination that delivers housing choices, modern commercial development, destination retail and hospitality, and high-quality public gathering spaces within a walkable environment. As Midtown’s defining project, redevelopment of Roswell Town Center can modernize aging commercial inventory, attract private investment and visitors, and significantly expand economic activity, ultimately reinforcing Midtown’s role as Roswell’s premier mixed-use destination and a key component of the City’s long-term, balanced, and competitive economy.

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Downtown Activity Center

Vision

This area will continue to serve as the civic and historic heart of the City, a central place that reflects Roswell’s heritage while supporting thoughtfully integrated mixed-use development along major corridors. It will maintain its unique character while accommodating appropriately scaled infill that complements the surrounding context. Careful transitions and buffers will ensure that established single-family neighborhoods are protected and remain compatible with nearby activity and growth. The “Core” subarea will accommodate the highest intensity of development within Downtown. The “Existing Civic/Commercial Area” should be preserved and enhanced over time, with a focus on improving connectivity and accessibility. The “Transitional” subarea will provide a gradual shift in scale and intensity, similar to existing adjacent development patterns.

Implementation and Policy Considerations

- Complete Green Street activation project
- Complete the Linear Park Connecting Historic Assets
- Explore redevelopment around the Mill
- Update Downtown LCI study
- Improve north/south and east/west connections between key destinations and historic assets
- Support active redevelopment efforts
- Continued coordination to ensure successful completion of the Gateway project
- Former Independence High School property is a strategic redevelopment property

Compatible Zoning Districts

CIV, CON, DH, DR, DX, DS, R-TH, REC, RX

PRIORITY USES

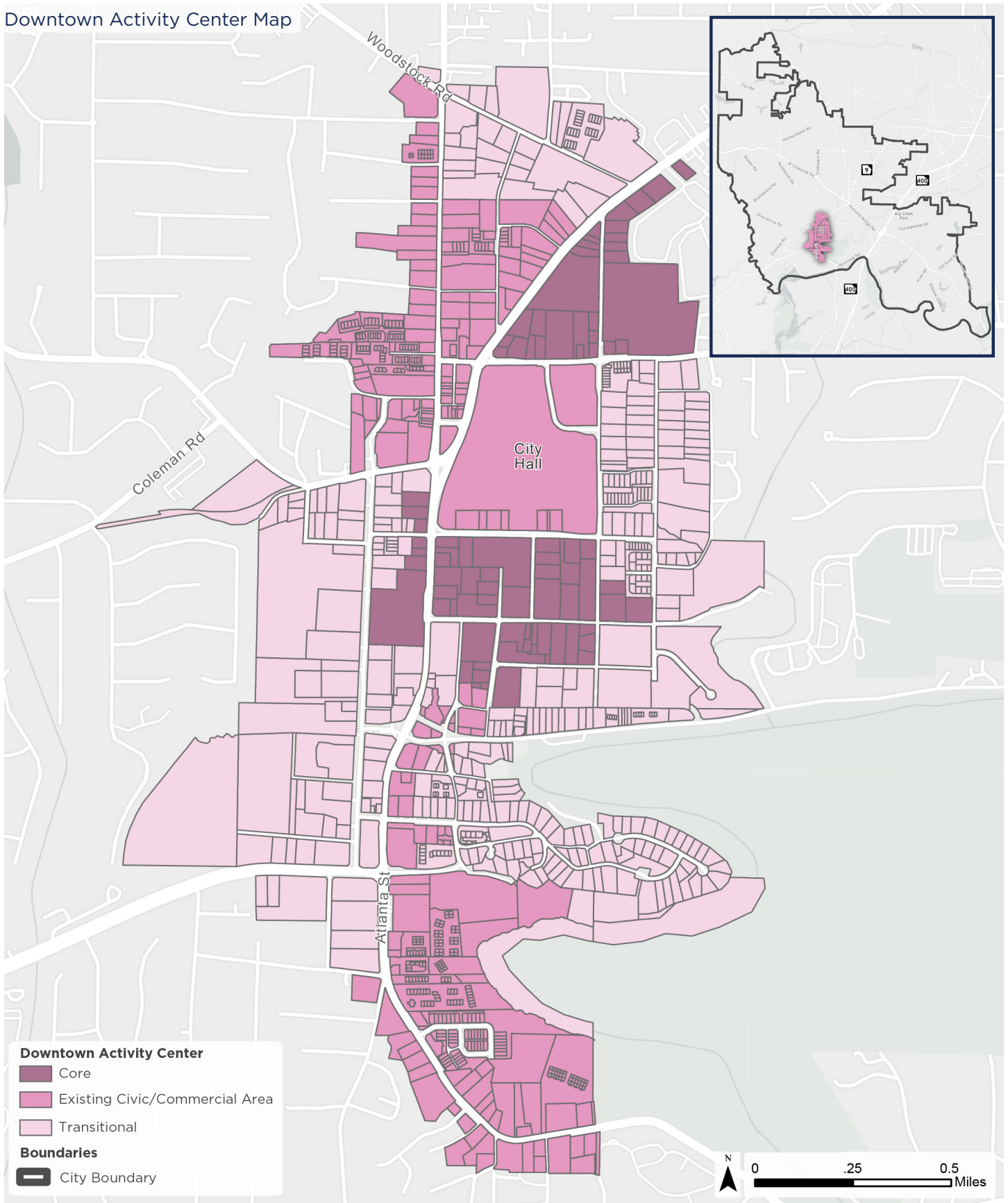


TRANSITIONAL USES



Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Downtown Activity Center Map



Downtown Activity Center

Economic Development Framework

Downtown Roswell will continue to serve as the City’s historic and civic heart, with its economic strength rooted in its established identity as a destination for tourism, dining, culture, and community life. Rather than accommodating significant new intensity, Downtown’s economic development framework should focus on preserving and enhancing the character, scale, and sense of place that underpin its success, while supporting local businesses and sustained economic activity.

Strategic investment should prioritize preservation and adaptive reuse of historic assets, thoughtful infill and redevelopment, and high-quality public realm improvements that reinforce Downtown’s appeal and competitiveness within the North Fulton market. By building on its strong foundation of restaurants, retail, events, and cultural programming, Downtown will continue to support employment, attract visitors, and generate economic activity, ensuring that its unique role within Roswell’s broader economic framework is maintained and strengthened over time.

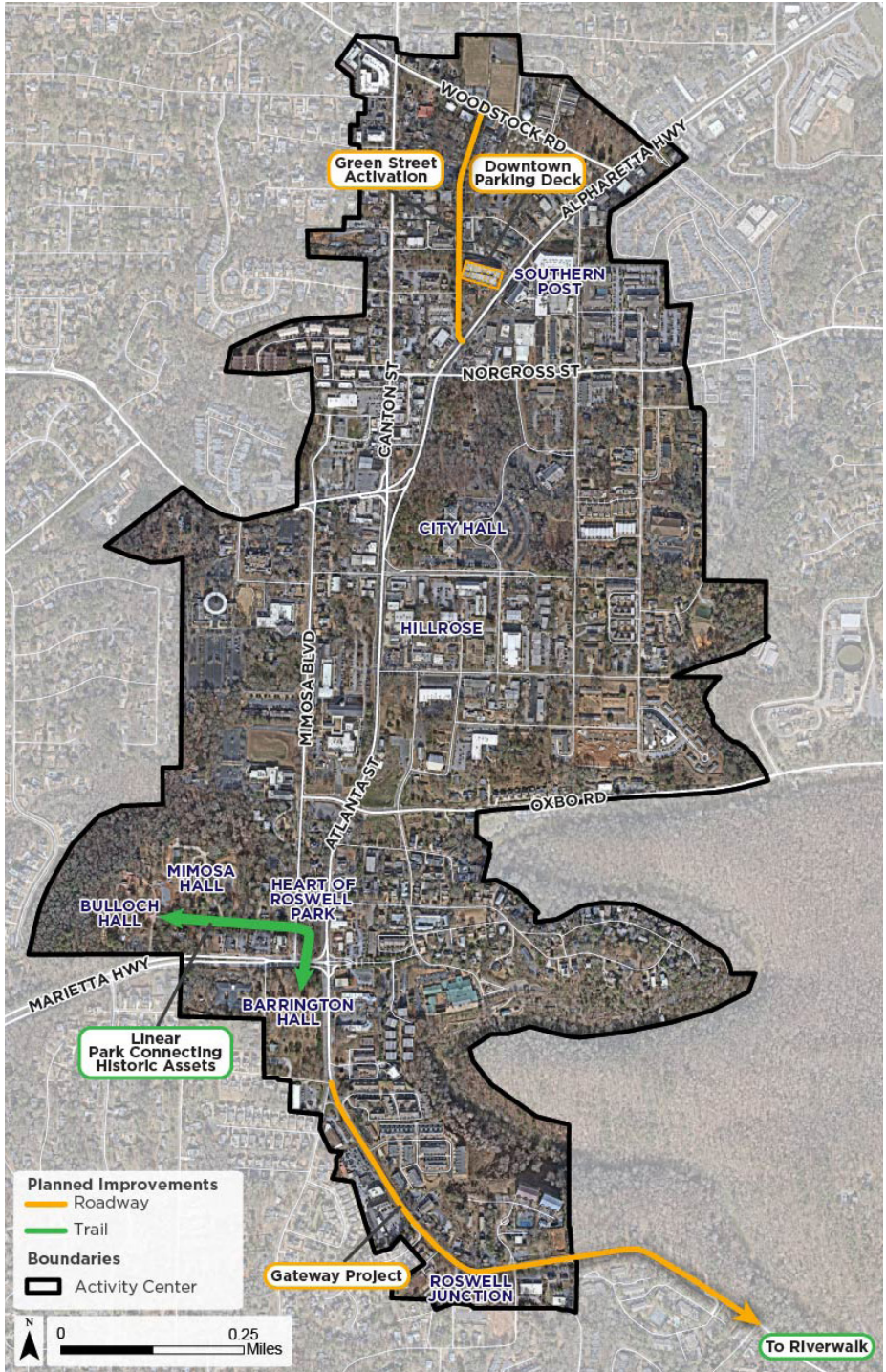
Catalytic Redevelopment Opportunity

The Independence High School property, located at 791 Mimosa Boulevard within the Downtown Activity Center, represents a significant opportunity to thoughtfully reinforce and expand Downtown Roswell’s role as the City’s cultural and civic heart. Situated adjacent to the historic core, the site possesses a unique combination of scale, visibility, and historic character that allows it to support new investment while remaining sensitive to its context.

Reinvestment should emphasize preservation, adaptive reuse, and placemaking, building on the site’s historic significance to create opportunities for cultural programming, community gathering, education, hospitality, and destination-oriented activity that complement and enhance Downtown’s existing strengths. Any future development should reflect a balanced approach that supports economic viability and long-term stewardship while maintaining the scale, character, and authenticity that define Downtown. Through strategic and context-sensitive investment, the property can help broaden Downtown’s offerings, support local businesses and tourism, and reinforce its identity as one of Roswell’s most important and enduring assets.

Transportation and Infrastructure Framework

Planned and ongoing public investments in downtown are highly catalytic, with significant economic development implications beyond transportation. Together, these projects strengthen connections within downtown and to surrounding areas while creating opportunities for redevelopment, attracting investment, expanding the tax base, improving accessibility, and encouraging private sector activity. The proposed Linear Park will link key historic assets, improving connectivity while serving as a destination amenity. The Historic Gateway project will reimagine Highway 9 south to the river, strengthening ties to the Riverwalk trail system and enhancing access to the Chattahoochee. Within the core, the Green Street activation project will create a distinctive pedestrian experience while improving mobility in a highly trafficked corridor, and the planned downtown parking deck represents a major investment to support access and ongoing economic activity. Together, these initiatives are shaping downtown as a more connected, accessible, and investment-ready activity center.



Downtown Activity Center Planned Public Investments Map

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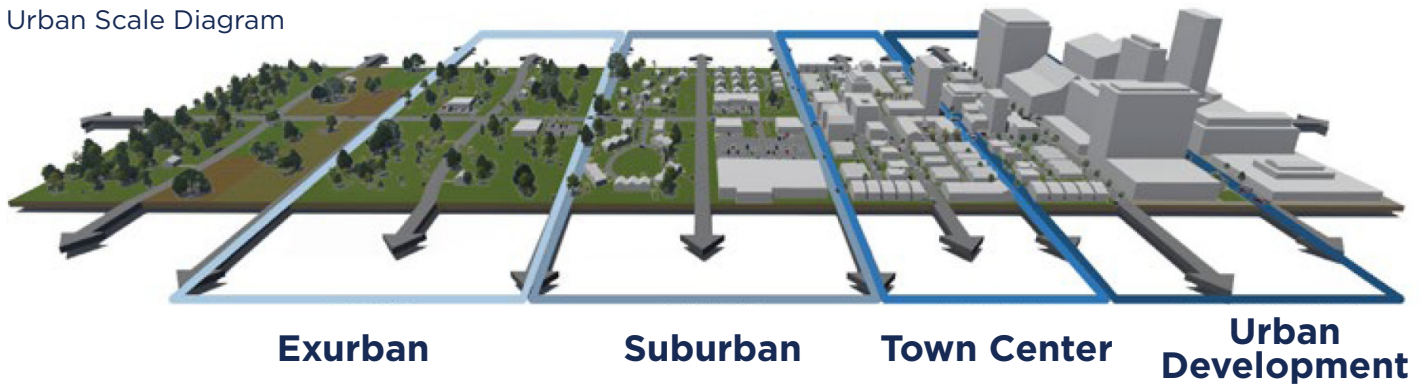
Supporting Commercial Areas

Additional supporting commercial areas provide opportunities for commercial development and reinvestment outside of the five primary Activity Centers, but at a different scale and character.

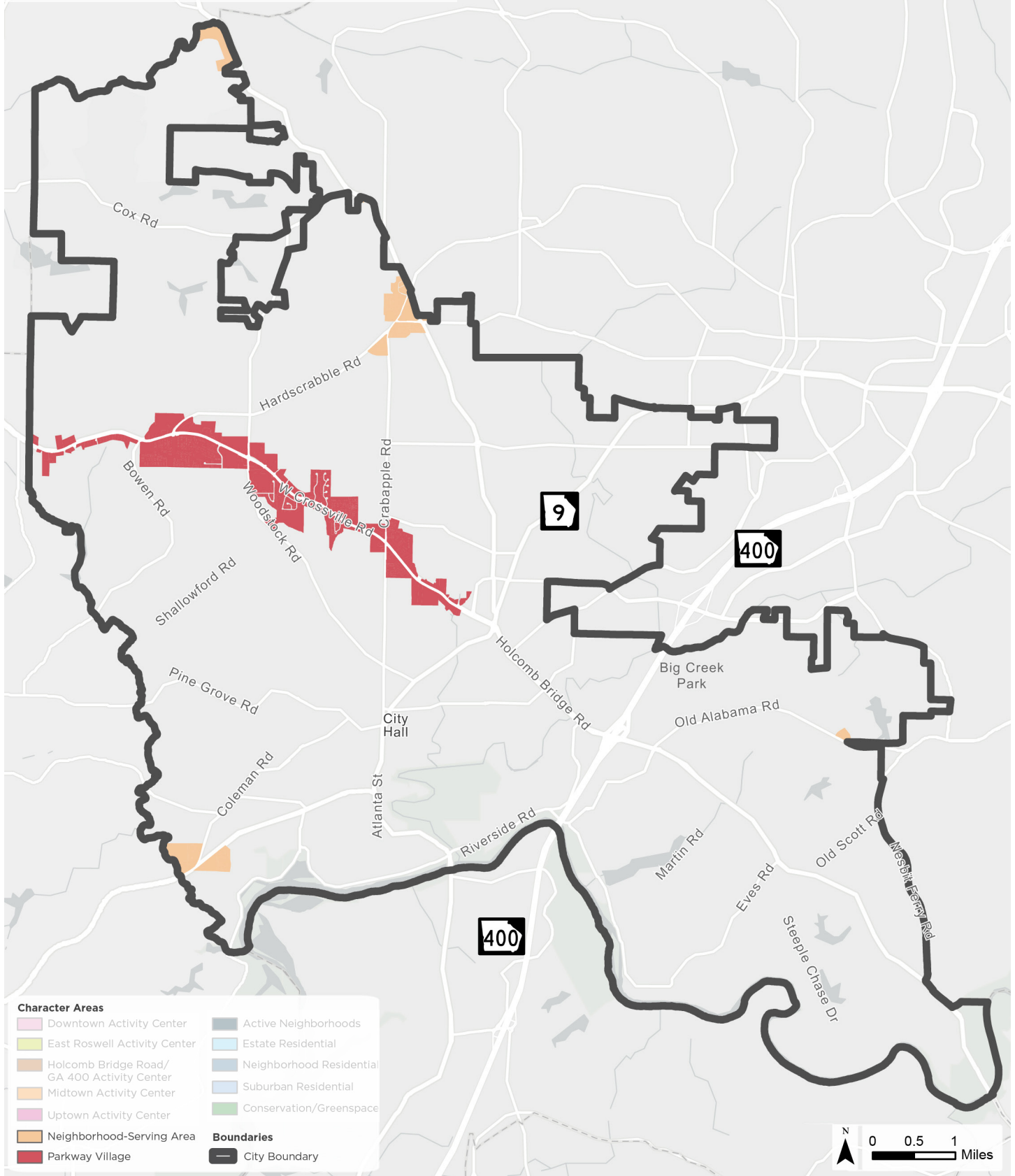
These include the Parkway Village Character Area, generally located west of Highway 9 to the city’s western boundary, which is intended to accommodate a mix of uses in a more suburban, corridor-oriented setting. They also include the Neighborhood Serving Character Area, which is located in smaller pockets along the perimeter of the city, that provide convenient access to goods and services for surrounding residents.

Together, these areas support local commercial needs and incremental economic activity while maintaining compatibility with adjacent neighborhoods and the broader community context.

Urban Scale Diagram



Supporting Commercial Character Areas Map



Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Neighborhood Serving Area

Vision

This area will continue to provide neighborhood-serving commercial uses in a manner that is compatible with surrounding residential communities. Retail, restaurant, and service uses will be organized in compact, walkable nodes centered on key intersections, creating convenient and accessible destinations. Careful transitions will be maintained between these areas and nearby neighborhoods through established development controls. Building scale will remain low, with limited opportunities for slightly taller nonresidential uses only where a mix of heights allows for appropriate transitions at the edges.

Implementation and Policy Considerations

- Ensure infill development transitions appropriately to protect surrounding neighborhoods through buffers, open space, and landscaping
- Incorporate open space and preserve existing trees in new development
- Allow neighborhood-scale retail and services that use high-quality materials, include substantial landscaping, and remain compatible with adjacent subdivisions
- Support civic uses such as parks, schools, and places of worship
- Expand the pedestrian trail master plan to improve access to nearby residential neighborhoods
- Enhance streetscapes along major roads
- Encourage redevelopment of declining and vacant commercial properties
- Promote sustainable building practices across all new construction

Compatible Zoning Districts

CIV, CON, NX, OP, OR, REC

PREFERRED USES

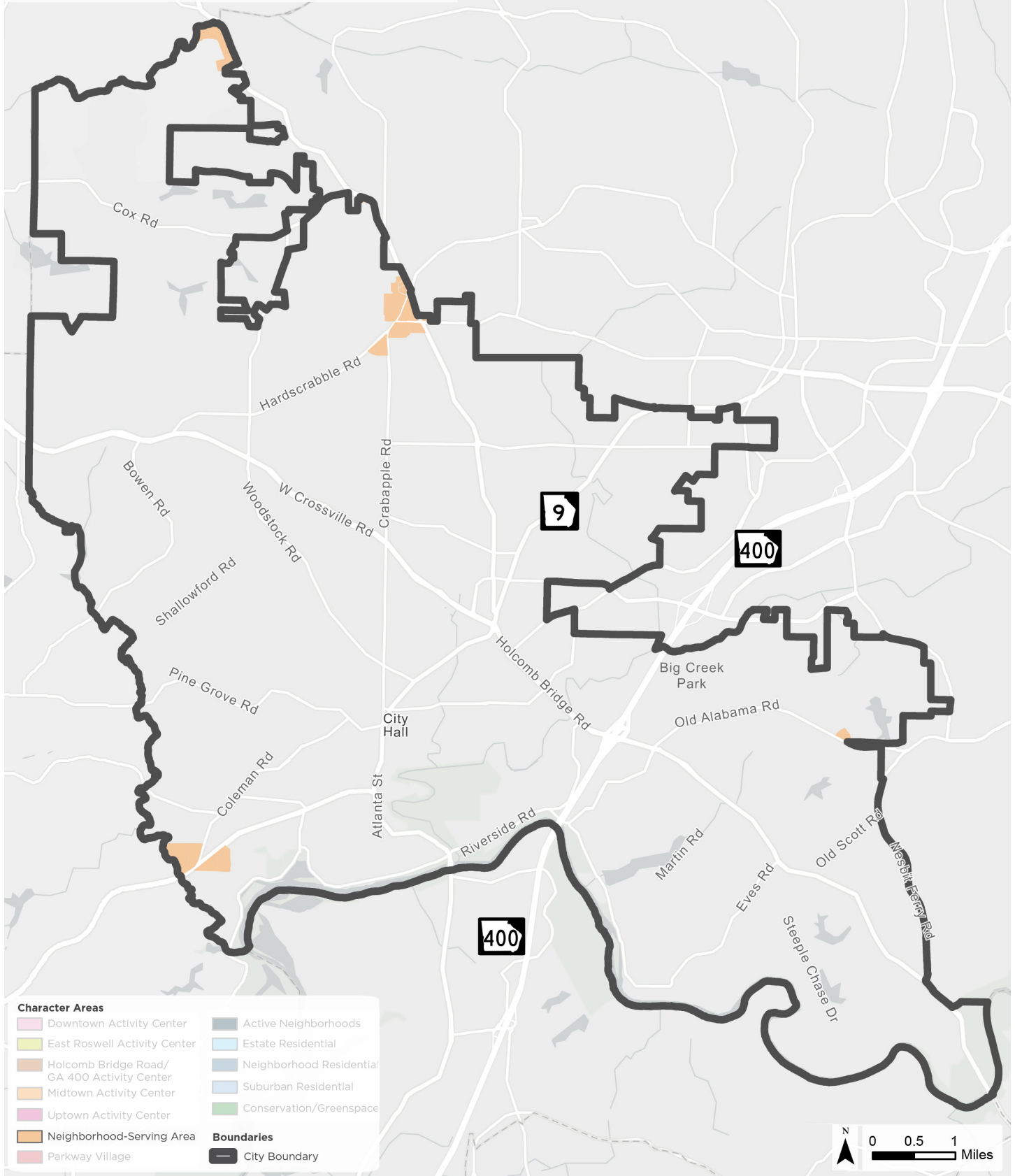


OTHER ALLOWABLE USES



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Neighborhood Serving Character Area Map



Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Parkway Village

Vision

This corridor will preserve its distinct historic character while accommodating thoughtful improvements. Transportation projects will be designed to maintain and reinforce the corridor’s existing character, ensuring compatibility with its surroundings. Improved vehicular and pedestrian interparcel connectivity will create a more integrated and accessible environment. Over time, single-family residences along the corridor will transition incrementally to office and professional uses, supporting a cohesive and evolving mixed-use pattern.

Implementation and Policy Considerations

- Ensure infill development transitions appropriately to protect surrounding neighborhoods through buffers, open space, and landscaping
- Pursue a connectivity program for developments to evaluate pedestrian paths and access points
- Improve pedestrian facilities, including sidewalks and crosswalks, to create a connected network with bike lanes
- Enhance streetscapes along major roads
- Promote transportation alternatives and support access for all modes as redevelopment occurs

Compatible Zoning Districts

CIV, CON, PRD, PV, R-CC, R-TH, REC, RS-9, RS-6, RS-4

PREFERRED USES

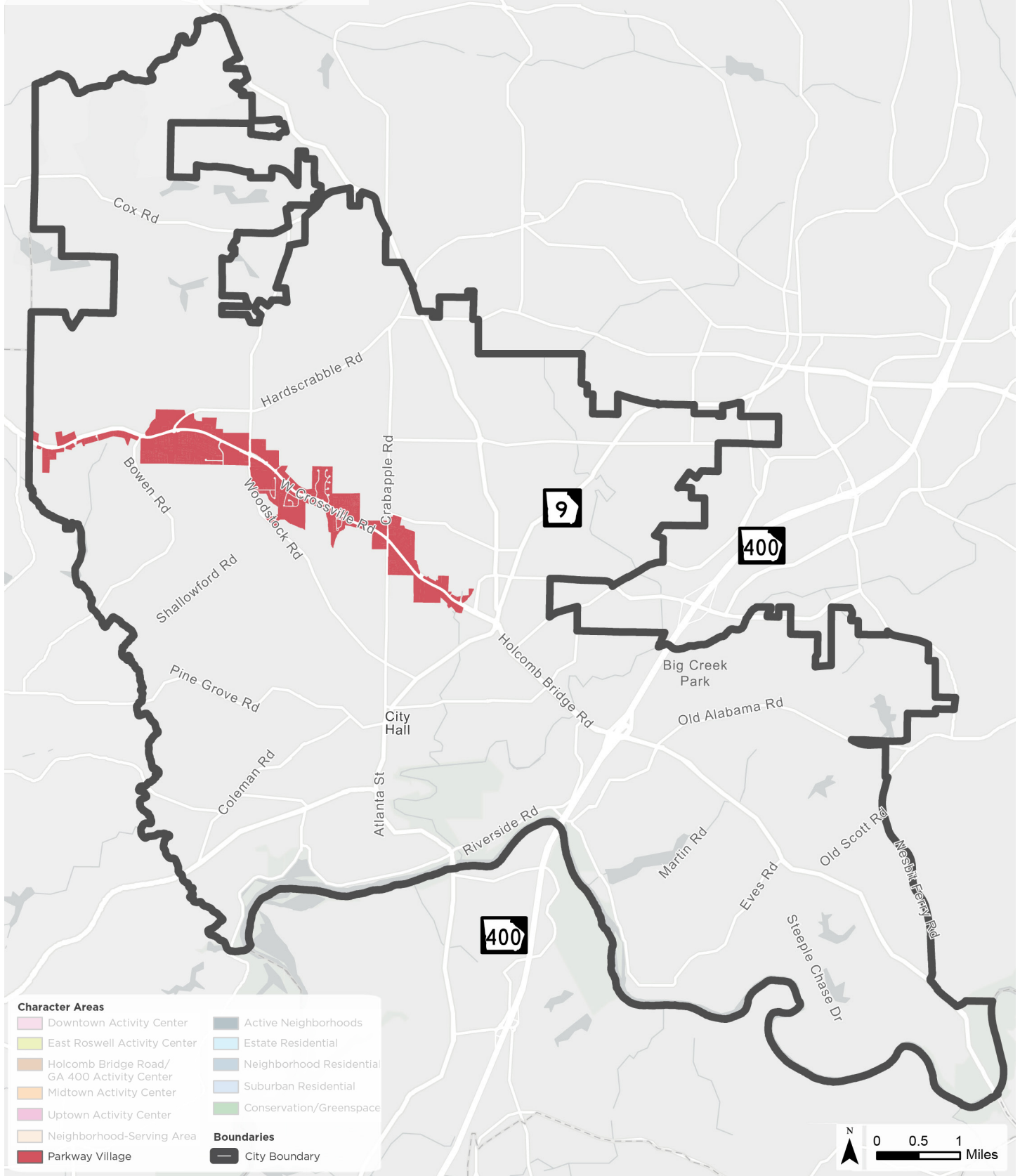


OTHER ALLOWABLE USES



Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Parkway Village Character Area Map



Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Conservation and Greenspace

Vision

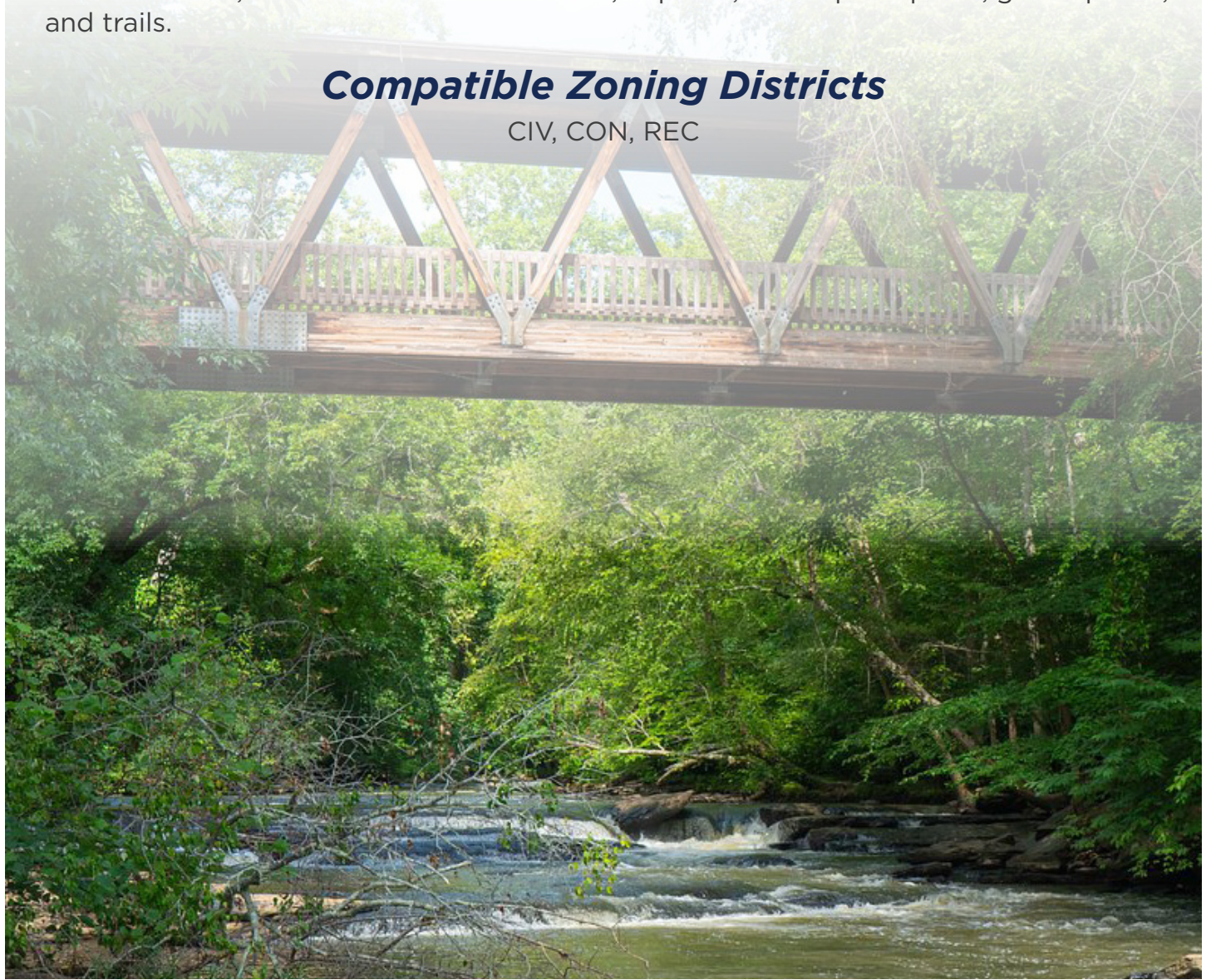
This area will remain a significant natural and recreational asset, encompassing protected parkland within the Chattahoochee River National Recreation Area. Bounded by Big Creek and connected to the broader river system, it will continue to serve as a major destination for recreation at both the City and regional level. Opportunities to expand access through walking and cycling will be explored, strengthening connections to surrounding areas. As part of the City’s larger vision, this area will play a key role in an interconnected trail network that enhances mobility, recreation, and access to natural resources.

Implementation and Policy Considerations

- Within the limitations of the appropriate regulations, including the Metropolitan River Protection Act, use these areas to maintain, improve, and expand parks, greenspaces, and trails.

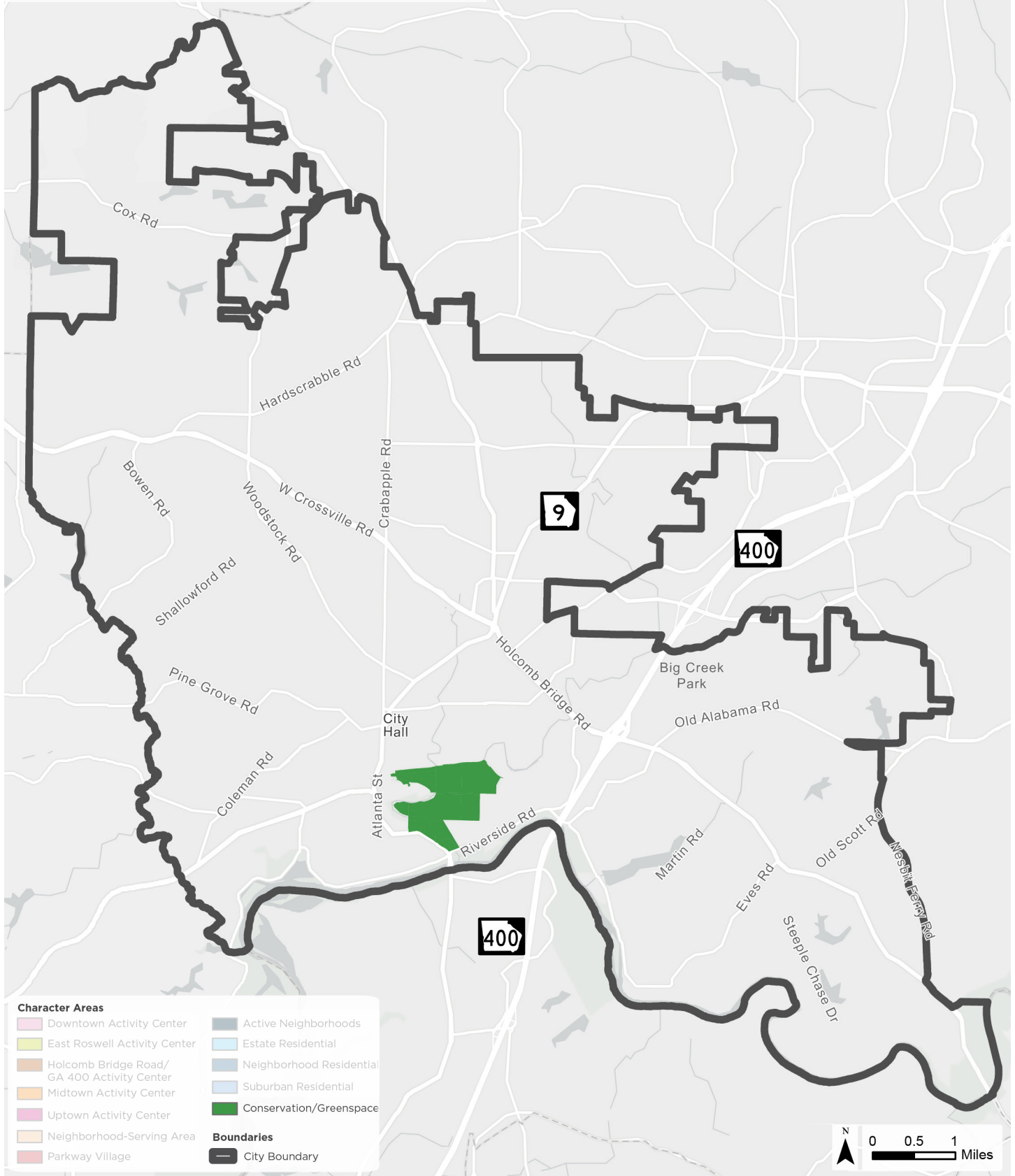
Compatible Zoning Districts

CIV, CON, REC



Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Conservation and Greenspace Character Area Map



Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Zoning

Zoning is the primary regulatory tool used to implement the vision of each Character Area by translating the Future Development Map into specific, enforceable development standards. While Character Areas describe the desired form and character of future growth, zoning districts define what uses and development patterns are permitted, ensuring that new development aligns with the broader planning framework.

Character Areas										
	AG-43	CH	CC	CIV	CON	CX	DH	DR	DX	S
Established Residential	X				X					
Suburban Residential	X				X					
Neighborhood Residential	X			X	X					
Active Neighborhoods				X	X					
East Roswell Activity Center			X	X	X	X				
Holcomb Bridge/GA 400 Activity Center			X	X	X	X				
Uptown Activity Center		X	X	X	X	X				
Midtown Activity Center		X	X	X	X	X				
Downtown Activity Center				X	X		X	X	X	
Neighborhood-Serving Area				X	X					
Parkway Village				X	X					
Conservation & Greenspace				X	X					

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Future Development

In practice, rezonings are evaluated for consistency with the applicable Character Area, and only compatible zoning districts are appropriate within each area. The table below highlights the zoning classifications that are compatible within each Character Area.

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Zoning Classifications

IL	IX	NX	OP	OR	PV	R-CC	R-TH	REC	RS-87	RS-30	RS-18	RS-12	RS-9	RS-6	RS-4	RX	SH
								X	X	X							
								X	X	X							
								X		X	X	X					
								X			X	X	X				
		X	X	X			X	X									
			X	X		X		X						X	X		X
X	X		X	X		X		X						X	X		X
			X	X		X		X						X	X		X
							X	X								X	
		X	X	X				X									
					X	X	X	X					X	X	X		
								X									

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Policies

Policies

Policies are the guiding statements that translate the community’s vision into clear direction for decision making.

In the Roswell 2045 Comprehensive Growth Plan, the policies in the following section provide a framework for city staff, elected officials, and community partners to evaluate projects, prioritize investments, and guide development in a way that aligns with the plan’s goals.

By establishing consistent expectations and direction, policies help ensure that day-to-day decisions ranging from land use and infrastructure to economic development and preservation collectively advance the community’s long-term vision.

Policies are organized into the following categories:

- **Land Use and Urban Design**
- **Economic Development**
- **Transportation and Mobility**
- **Community Facilities**
- **Natural and Cultural Resources**
- **Population**
- **Housing**
- **Broadband**



Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Overall Guiding Policies

These guiding policies provide a framework for development and investment throughout the city.

- The economic success of Roswell is tied to five Activity Centers within the City
- These five Activity Centers include specific redevelopment sites that are the keys to unlocking their potential
- The City has very few undeveloped areas, therefore redevelopment will be the primary way the City attracts the amenities and services desired by residents and needed to attract visitors
- Redevelopment should include appropriate transitions and buffers to protect existing neighborhoods

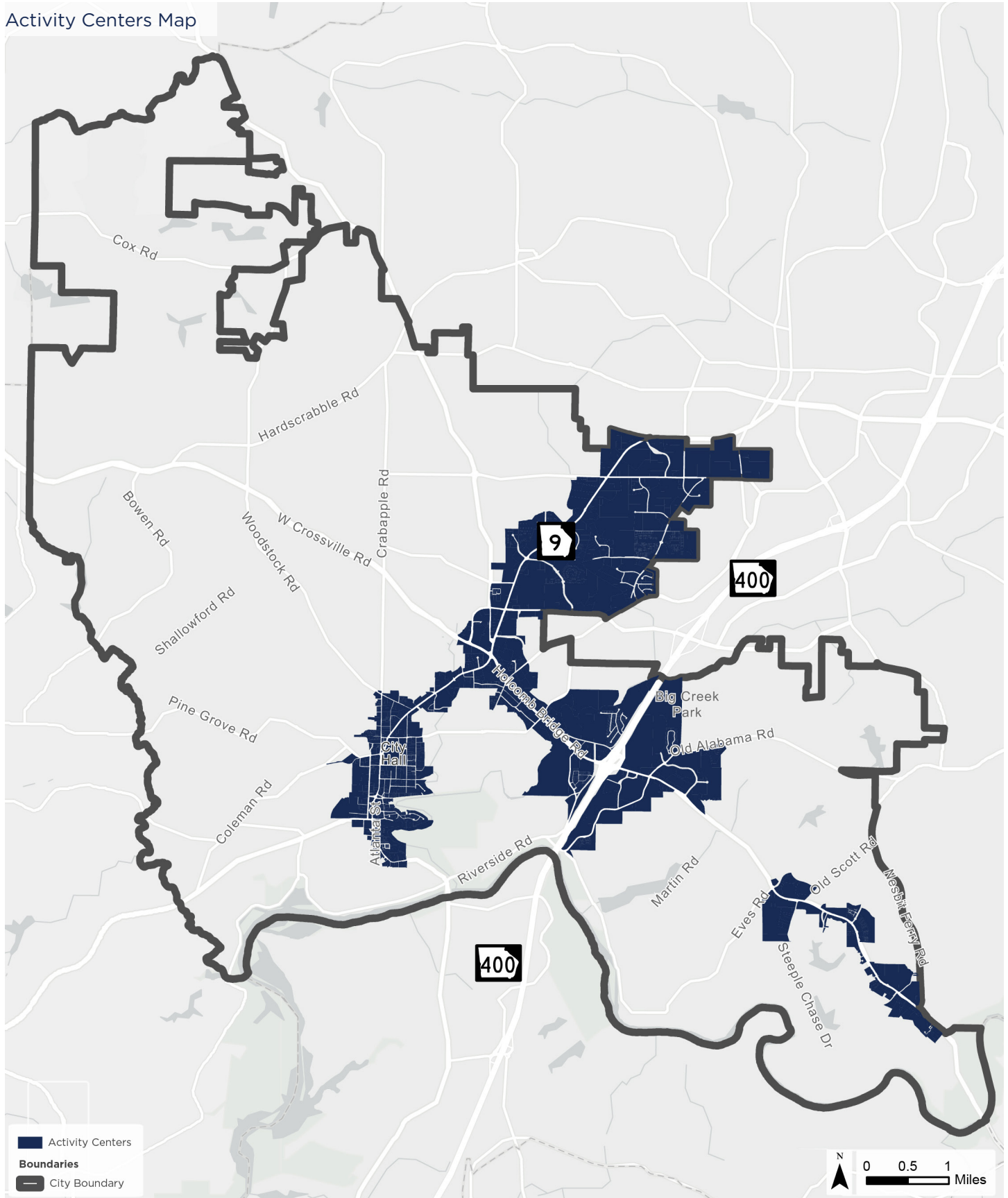
Land Use and Urban Design

The following are the land use policies that support the future development vision and the key themes identified as part of the Comprehensive Growth Plan process:

- Support adaptive reuse of vacant buildings where financially feasible.
- Encourage walkable, amenity-rich housing that responds to growing demand from families, professionals, and aging residents, while maintaining surrounding character.
- Regularly monitor and update the UDC to reflect evolving land use, development trends, and community needs.
- Promote infill housing that is well-scaled, context-sensitive, and appropriately designed.
- Align zoning and development with the Comprehensive Growth Plan by:
 - » Preserving the character and scale of established residential areas
 - » Linking transportation and redevelopment opportunities Applying design-based UDC provisions
 - » Maintaining an efficient review and approval process
- Encourage development that exceeds UDC open space requirements or provides public gathering space.

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Activity Centers Map



Economic Development

Economic Development Focus

A key goal of the Roswell 2045 Comprehensive Growth Plan is to concentrate future economic growth within the City’s five commercial Activity Centers, positioning these areas as primary hubs for jobs, services, and investment while helping protect the character and stability of established residential neighborhoods. By directing new commercial development and redevelopment into these targeted areas, the plan supports a more balanced tax base that could shift a greater share of the tax burden toward commercial uses rather than residential. These five Activity Centers collectively account for just over 14% of Roswell’s land area, underscoring the need to maximize their economic potential to benefit the remaining 86%.

2024 Economic Development Strategy

This approach builds on the City’s 2024 Economic Development Strategy, focusing on leveraging Roswell’s strengths to foster growth, attract new industries and capital, and target key areas for reinvestment. The Economic Development Strategy also establishes forward-looking industries or sectors for the City to target to help position the City of Roswell as an attractive place for future job and investment growth. These include aerospace, engineering and technical support, advanced manufacturing, and R&D. Additional economic analysis conducted as part of the Roswell Growth Plan also highlighted healthcare and professional services as other industries that represent opportunities for future growth.

A large determinant in the City’s ability to successfully attract these future employers will be whether the built environment in the City’s commercial areas meet the specification, amenity, connectivity, and sense of place needs of these employers and their workers. The Comprehensive Growth Plan carries this forward by focusing the City’s vision on concentrating growth within the five commercial Activity Centers and aligning land use, infrastructure, and investment decisions to fully realize prior planning efforts. Roswell’s economic success is closely tied to these five Activity Centers, particularly their core areas where development is most concentrated. Strategic redevelopment in these cores will be critical to unlocking their potential and strengthening each center’s role as a driver of the City’s overall economic vitality.



Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

The table below provides a brief description of the target industries from the 2024 Economic Development Strategy as well as the overarching goal for its inclusion.

TARGET INDUSTRY (NAICS Defined)	DESCRIPTION	GOAL
Aircraft Manufacturing	Businesses that manufacture, assemble, develop, convert, or rebuild aircraft.	<i>Align with statewide focus and framework to build upon the existing base within Roswell.</i>
Aircraft Engine and Engine Parts Manufacturing	Businesses that manufacture, develop, convert, or rebuilt aircraft engines, parts, and propulsion systems.	
Other Airport Operations	Businesses that operate airports or support airport operations.	
Testing Laboratories and Services	Businesses that perform physical, chemical, and other analytical testing services in a laboratory or on-site.	<i>Establish Roswell as an Applied Lab for R&D and innovation. Align with County and State economic development industry priorities to add a future facing, scaling industry in Roswell.</i>
Custom Computer Programming Services	Businesses that write, modify, test, and support software.	
Computer Systems Design Services	Businesses that plan and design computer systems that integrate computer hardware, software, and communication technologies.	
Other Computer Related Services	Businesses that provide computer related services (except custom programming, systems integration design, and facilities management services).	
Other Scientific and Technical Consulting Services	Businesses that advice and assist businesses and other organizations on scientific and technical issues (except environmental).	
Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)	Businesses that conduct research and experimental development (except nanotechnology and biotechnology in the physical, engineering, and life sciences).	

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Economic Development Tools

The City has a range of tools available to help support redevelopment and economic growth, allowing it to partner strategically with the private sector and respond to emerging opportunities. These tools play an important role in attracting and retaining the City's target industries and, when used strategically, can help catalyze investment, improve project feasibility, and support the achievement of desired outcomes over time.

- **East-West Connection Tax Allocation District (TAD)**
Captures future increases in property tax revenue within a defined area to help fund infrastructure and public improvements that support redevelopment.
- **Development Authorities (RDA and DDA)**
Provide financing tools and development support, including the ability to issue bonds or facilitate projects that align with economic development objectives.
- **Public-Private Partnerships**
Enable the City to collaborate with private developers to deliver projects that may not be feasible through traditional funding approaches alone.
- **Economic Development Incentives**
May be used on a case-by-case basis to attract targeted investment, support job creation, and advance priority redevelopment opportunities.
- **Community Improvement District (CID) Partnerships**
Allow coordination with property owners and businesses to fund and implement infrastructure and mobility improvements in key areas.
- **Roswell Development Finance Program (C-PACER) Financing**
Provides access to long-term financing for eligible improvements, which can support new development or reinvestment in hospitality projects.
- **Expedited Development Review Program / Preferred Developer Program**
Offers a streamlined review process for qualified projects, helping reduce timelines and provide greater predictability for development.

Implementation and Policy Considerations

These items outline key implementation and policy considerations to support Roswell's economic development vision, aligned with the 2024 Economic Development Strategy and the 2045 Comprehensive Growth Plan. They guide coordinated investments, land use decisions, key projects, and partnerships that strengthen the Activity Centers, support business retention, and contribute to target industry growth.

Citywide Economic Development

- Redevelopment is an economic imperative for the City and a priority for citizens in order to diversify the tax base to support a high quality of life
- City investment in infrastructure will support economic development that retains and grows existing employers, attracts new employers, and attracts redevelopment
- The City recognizes that accessibility and mobility impact the economic health of the community and it commits to providing residents and workers with genuine options for local and regional transit connections and establishing a transit-ready future
- Embrace the City's diversity through promotion of its restaurants and businesses that represent and reflect cultures from around the world
- Prioritize mixed-use projects that contribute to diversification of Roswell's housing inventory
- Use the visions and goals for each Activity Center from the adopted Roswell Comprehensive Growth Plan to market externally that Roswell is "open" for redevelopment opportunities
- Continue to support quality of life enhancements that make the area attractive to corporations
- Guide small entrepreneurs to available forms of resources and assistance
- Communicate with businesses via electronic newsletter to keep them informed of developments within the City
- Stay involved in regional discussions
- Continue to effectively communicate the development process; advocate for streamlining where opportunities exist
- Pursue priority-based budgeting to accomplish redevelopment goals
- Seek funding for implementation of redevelopment studies, plans, and projects
- Assist where possible in improving the access, ingress, and egress to outmoded retail centers and upgrade surrounding road networks
- Promote existing retail space and the redevelopment of vacant retail space
- Work with other City departments to promote economic growth that will result in increasing the tax base
- All Activity Centers should have specific branding, including gateways, improved landscaping, and signage

East Roswell Economic Development

- Identify funding to create a commercial façade program for aging commercial properties
- Leverage funds available through Roswell TAD #1 to cover infrastructure costs that serve as barriers to redeveloping the conversion of aging and declining commercial properties
- Work with other City departments to promote economic growth that will result in increasing the tax base

Holcomb Bridge Road/GA 400 Economic Development

- As Roswell’s “front door,” the Holcomb Bridge/Ga 400 node is a priority economic development location for the City and will receive priority consideration for:
 - » Multimodal access, public investment, private partnerships to improve the streetscape
 - » Gateway and signage upgrades
- Explore the creation of a reimbursement grant or revolving loan fund for property owners to upgrade existing properties to meet the needs and preference of desired target industries
- Continue routine Roswell Business Asset Showcase where the City invites external partners, brokers, and site selectors to tour the City’s top available properties, newest deliveries, and quality-of-life assets
- Leverage funds available through Roswell TAD #1 to cover infrastructure costs that serve as barriers to redeveloping the conversion of aging and declining commercial properties
- Identify funding to create a commercial façade program for aging commercial properties

Downtown Economic Development

- The City benefits from Historic District treasures; additional ways to enhance and expand the cultural life of the City will be considered as part of a strategy for promoting tourism and visitors
- Identify enhancements that improve multimodal connections within the Downtown Activity Center
- Continue routine Roswell Business Asset Showcase where the City invites external partners, brokers, and site selectors to tour the City’s top available properties, newest deliveries, and quality-of-life assets

Uptown Economic Development

- Develop a list of landscaping and gateway projects along Hwy 9 and other key roadways in the Uptown Activity City to improve the desirability of the commercial spaces as well as establishing a “sense of place” in this part of Roswell
- Explore the creation of a reimbursement grant or revolving loan fund for property owners to upgrade existing properties to meet the needs and preference of desired target industries
- Continue routine Roswell Business Asset Showcase where the City invites external partners, brokers, and site selectors to tour the City’s top available properties, newest deliveries, and quality-of-life assets
- Leverage funds available through Roswell TAD #1 to cover infrastructure costs that serve as barriers to redeveloping the conversion of aging and declining commercial properties
- Provide information on available office space to all potential users or reference sources
- Identify funding to create a commercial façade program for aging commercial properties

Midtown Economic Development

- Explore the creation of a reimbursement grant or revolving loan fund for property owners to upgrade existing properties to meet the needs and preference of desired target industries
- Continue routine Roswell Business Asset Showcase where the City invites external partners, brokers, and site selectors to tour the City’s top available properties, newest deliveries, and quality-of-life assets
- Leverage funds available through Roswell TAD #1 to cover infrastructure costs that serve as barriers to redeveloping the conversion of aging and declining commercial properties
- Identify funding to create a commercial façade program for aging commercial properties

Each of the five Activity Centers also has corresponding key performance indicators (KPIs) and related benchmarks to track progress towards their respective goals and vision. These indicators reflect measurable metrics that underpin economic vibrancy: attractive spaces, connectivity and access, and increased activity. For example, a commercial property is generally considered “stabilized” when occupancy is at 90% or above. From an investment perspective, this signifies a healthy property or market. For a community, this helps mitigate clusters of vacant or underutilized commercial spaces and aids in creating an attractive sense of place. Other benchmarks were based on elevating current trends.

ACTIVITY CENTER	KEY PERFORMANCE INDICATOR (KPI)	BENCHMARK (2045)
East Roswell	Retail Vacancy	Maintain <10% vacancy year-over-year
	Pedestrian Access	25% increase in number of residents within a 15-minute walkshed of public and recreational facilities
	Visitor Traffic	Maintain a minimum of 2% year-over-year external visitation
Holcomb Bridge Road/ GA 400	Job Growth	40% increase in net new jobs
	Office Inventory Modernization	25% office inventory designated as Class-A (i.e. most desirable and amenitized)
	Visitor Traffic	Maintain a minimum of 5% year-over-year external visitation
Downtown	Retail Storefront Vacancy	Maintain <5% vacancy year-over-year
	Pedestrian Access	25% increase in number of residents within a 15-minute walkshed of Canton Street
	Visitor Traffic	Maintain a minimum of 5% year-over-year external visitation
Uptown	Industrial/Flex & Office Vacancy	Maintain < 10% vacancy year-over-year
	Target Industry Job Growth	50% increase in net new jobs in one or more of the target industries
	Industrial/Flex & Office Modernization	25% of inventory designated as Class-A (i.e. most desirable and amenitized)
Midtown	Retail Vacancy	Maintain <10% vacancy year-over-year
	Visitor Traffic	Maintain a minimum of 5% year-over-year external visitation
	Mixed-Use Destination	Gateway mixed-use development with 90% utilization

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Transportation and Mobility

While a key priority of the comprehensive plan and several projects in the Community Work Program is to support the five Activity Centers, transportation and mobility are equally important. Ensuring safe, reliable, and well-integrated systems within and between Activity Centers is critical to their long-term success.

The following policies reflect Roswell’s broader goals for connectivity, mobility, and long-term infrastructure investment, outlining key implementation and policy considerations aligned with the Transportation Master Plan and the Bicycle and Pedestrian Master Plan. Together, they guide coordinated investments, project prioritization, and partnerships that improve multimodal connectivity, strengthen regional connections, and support redevelopment, access, and continued economic investment.

- The City is committed to a transportation program and project prioritization framework that achieves the following policy objectives, as identified in the Transportation Master Plan:
 - » Prepare for TSPLOST 2026
 - » Determine needs and prioritize funding for citywide intersection improvements
 - » Proactively pursue relationships with GDOT and other regional partners to improve mobility
 - » Prioritize funding for road resurfacing and maintenance
 - » Pursue “Smart Cities” initiatives through Georgia Tech’s Smart City Division and other nationally recognized organizations
 - » Begin and complete city projects on time and on budget while communicating progress to the community
 - » Prioritize the needs of residents, neighborhoods and businesses in transportation projects
 - » Incorporate aesthetics, landscaping and lighting into the design of transportation and mobility related projects
- Explore new local street, sidewalk, or Personal Transportation Vehicle (PTV) network connections to improve connectivity
- Support redevelopment in key identified areas of the City by planning and requiring a robust network of streets and blocks to organize this development into a walkable and liveable pattern
- Improve intersections with turn lanes, improved signalization, installation of roundabouts, and other connectivity options
- Add sidewalks and bicycle facilities on key streets that connect neighborhoods, schools, parks and other destinations
- Complete upgrades to the Riverwalk Trail system
- Prioritize Hub and Spoke Plan projects that connect surrounding areas to the Activity Centers
- Explore streetscape and safety improvements to Highway 9, one of the City’s main thoroughfares and the primary north-south corridor
- Coordinate with MARTA on the new MARTA Reach service and Next Generation Bus Network
- Continue coordination with the GA 400 Express Lanes, improvements to the Holcomb Bridge Road interchange, and planned transit investments
- Enhance Highway 9 to build on the Gateway Project and improve the look and feel of the City’s premier corridors

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Population

- Roswell, like other successful communities with diverse populations, will partner with schools and the business community to promote the educational attainment and civic involvement that the City of Roswell envisions for all who work and live in the City
- The City of Roswell’s housing and land use policies foster conditions that make aging in place possible. Specific goals incorporate lifelong community criteria where appropriate
- The City of Roswell’s housing, land use, transportation, and economic development policies will aim to create conditions that allow a variety of housing opportunities, access to job training facilities, and community supported service provision for those in need where appropriate.
- Recreation and parks facilities should continue to adapt to serve the needs of the increasingly diverse population of Roswell

Natural and Cultural Resources

- Roswell recognizes the various advantages of “going green.” The City strives to improve efficiencies and reduce the use of resources in order to produce meaningful savings to taxpayers and a better environment for our residents. Through responsible development and green building practices as appropriate, Roswell will grow into a healthier and even more desirable place to live and work
- The City promotes reducing energy and water use, expanding clean and efficient energy and water technology use, and promoting new buildings as high performance structures; as such, the City will consider appropriate development regulations to allow new technologies and incentivize efficiency
- Roswell will enhance the City’s successful historic heritage program with specific actions to expand protection and update existing historic preservation ordinances
- Promote a greater public awareness of Roswell’s cultural resources and the local programs that protect these resources
- The City maintains and cultivates a “historic preservation” culture by enabling local residents and property owners to pursue historic preservation-related projects and efforts
- Engage Roswell’s diverse network of volunteer, faith based, and nonprofit organizations in activities that benefit residents, preserve the city’s assets, and improve quality of life
- Maintain and enhance the City’s recreation areas and parks, especially along the Chattahoochee River, and continue to promote the City’s recreation and parks programming
- Prioritize community outreach and engagement through events and activities sponsored by the City’s public safety departments to promote trust between first responders and residents
- Continue implementation of the Recreation, Parks, Historic, and Cultural Master Plan creating opportunities for place making, artistic expression, cultural celebrations, special events and programming in our community

Housing

- Consider changes in housing needs and demands in conjunction with sustainable building practices by promoting the following, where appropriate:
 - » Residential development in close proximity/in walking distance to nonresidential
 - » Energy and water efficient buildings
 - » Building standards that allow flexibility to accommodate needs of aging and multi-generational households
- Create “lifelong” communities within Roswell through strategically located recreation, social, health and medical facilities near housing that young single professionals seeking lower maintenance and the “empty nester” generations desire where appropriate
- Pursue zoning and economic development actions to encourage a variety of housing sizes and price points to encourage the following, where appropriate:
 - » Consideration of market responses including housing preferences and needs for young professionals, multigenerational households, and “empty nesters”
 - » Zoning that reflects a variety of price points and housing demand
 - » Provision of incentives for work-force housing, and Redevelopment or organic reinvestment of aging housing stock.
- Use the Future Development Map as an overall guide to identify where and under what conditions housing of various forms may be appropriate

Community Facilities

- Ensure cost-effective and timely provision of community facilities and services to support the needs of the City’s neighborhoods, residents, and businesses. Increase the ability of the Roswell-Alpharetta Public Safety Training Center (RAPSTC) facility to accommodate police officers for training (joint effort with Fire Department)
- Maintain municipal buildings and grounds to the same high standard as exists today
- Maintain Roswell as one of the safest communities in metro Atlanta.
- Consider energy-efficient building programs for new facilities
- Identify emergency shelters for community members in need
- Fully integrate the City’s Capital Improvement Element (CIE), as required by state rules to be annually updated, with the City’s capital improvement planning process, so that the two items are one and the same
- Prepare tools to allow public-private partnerships to create new community facilities such as parks, public plazas and trail spurs to connect to City network
- Implement the recommendations from the current council adopted Recreation, Park, Historic and Cultural Affairs 5 year park master plan and strategic plan
- Maintain fire station coverage and deployment resources sufficient to meet adopted response time standards as the City grows.
- Sustain and improve the Roswell Fire Department’s ISO Class 2 rating through continued investment in personnel, apparatus, water supply infrastructure,

Community Facilities (cont.)

- and training programs.
- Periodically evaluate fire and EMS call volume, geographic distribution, and response time data
- Incorporate fire station facility needs into the City’s Capital Improvement Element to ensure long-range funding alignment with growth patterns and service demands.
- Require that redevelopment projects be evaluated for their impact on fire and emergency response infrastructure, including road access, water supply, and apparatus circulation,
- Evaluate fire suppression water supply infrastructure, including hydrant coverage and flow rates, in redevelopment corridors and Activity Centers to confirm adequacy for proposed land uses.
- Expand the Roswell-Alpharetta Public Safety Training Center (RAPSTC)
- Fire and Public Safety will coordinate with Community Development and Transportation departments to ensure capital projects, road designs, and redevelopment approvals account for emergency vehicle access and fire safety requirements.

Broadband

Because Roswell residents generally have access to consistent and reliable high speed internet, no specific policies for City jurisdiction were identified.



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Report of Accomplishments

Implementation Tracking

The Report of Accomplishments (ROA) tracks progress on all action items identified in the previous comprehensive plan. Each action item is listed with its current status (completed, underway, postponed, or canceled). For all action items that are underway, an expected completion date is provided. For all postponed or canceled action items, an explanation is provided.

Population

ID #	Project/Activity	Status	Status Explanation
P.1	Monitor regional and U.S. Census Bureau estimates of the City’s population	Completed	
P.2	Monitor and publicize any adult literacy programs available to Roswell’s residents	Completed	
P.3	Update population and functional population projections as needed to support annual updates of the Capital Improvement Element	Completed	

Housing

ID #	Project/Activity	Status	Status Explanation
H.1	Maintain data on issuance of housing starts (building permits) for estimates of population and housing	Completed	
H.2	Identify any concentrations of substandard housing units and use community development funds to help fund improvements	Completed	
H.3	Continue to enforce the standard housing code	Completed	
H.4	Maintain the City’s public housing program and determine appropriate future activities/ programs	Completed	
H.5	Monitor available state and federal housing programs and disseminate information to individuals and groups in need of such program resources	Completed	

Economic Development/Roswell Business Alliance

ID #	Project/Activity	Status	Status Explanation
ED.1	Provide information on available office space to all potential users or reference sources	Ongoing	
ED.2	Work with other City departments to promote economic growth that will result in increasing the tax base	Completed	
ED.3	Continue to support quality of life enhancements that make the area attractive to corporations	Completed	
ED.4	Collaborate with the Convention & Visitors Bureau and others on marketing	Completed	
ED.5	Complete signage to key attractions throughout the City	Completed	
ED.6	Guide small entrepreneurs to available forms of resources and assistance	Completed	
ED.7	Communicate with businesses via electronic newsletter to keep them informed of developments in the City	Completed	
ED.8	Stay involved in regional discussions	Completed	
ED.9	Continue to effectively communicate the development process; advocate for streamlining where opportunities exist	Completed	
ED.10	Continue to enhance the first line of marketing to new and expanding businesses, the Economic Development website	Completed	
ED.11	Administer and promote/ market the Roswell Opportunity Zone to all existing and prospective businesses	Completed	The City no longer has an opportunity zone
ED.12	Provide free workshops to Roswell businesses on topics of their choice	Completed	
ED.13	To solicit, plan and produce events in conjunction with organizations to offer a wide variety of affordable entertainment and leisure activities in a safe and attractive environment	Completed	

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Redevelopment

ID #	Project/Activity	Status	Status Explanation
R.1	Pursue priority-based budgeting to accomplish redevelopment goals, with redevelopment as a priority	Completed	
R.2	Continue to consider locating public facilities in redevelopment target areas	Completed	
R.3	Implement recommendations of revitalization study and plan for the Holcomb Bridge Road corridor west of GA 400 (UDC)	Completed	
R.4	Support Downtown Development Authority, if needed	Completed	
R.5	Seek funding for implementation of redevelopment studies, plans, and projects	Completed	
R.6	Assist where possible in improving access, ingress, and egress to outmoded retail centers and upgrade surrounding road networks	Completed	
R.7	Promote existing retail space and the redevelopment of vacant retail space	Completed	

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Historic Preservation

ID #	Project/Activity	Status	Status Explanation
HP.1	Develop a citywide GIS database of all identified cultural resources; update the database periodically as needed	Completed	
HP.2	Expand the existing National Register Historic District to include adjacent eligible commercial and residential areas	Completed	
HP.3	Pursue National Historic Landmarks designations, as appropriate	Completed	
HP.4	Enlarge the emphasis of programs and publications from antebellum resources to include resources from all periods of the City's history	Completed	
HP.5	Work with the Roswell CVB to develop ways to promote the City's historic sites through the CVB's already established channels. Meet regularly with all associated local agencies and organizations to discuss promotional programs and to keep all groups updated. Periodically review and update existing programs	Completed	
HP.6	Make information about the rehabilitation tax credit programs and application forms available through as many sources as possible. Provide positive case studies of successful rehabilitation projects	Completed	
HP.7	Make information about historic façade easements and conservation easements readily available through as many sources as possible. Provide positive case studies of successful easement donations and their resulting historic resources	Completed	
HP.8	Create a repository of information about all aspects of historic preservation and make this resource readily available and accessible to the public. Develop and maintain the collection to also serve as a resource center for the HPC	Completed	

Historic Preservation (cont.)

ID #	Project/Activity	Status	Status Explanation
HP.9	Add a specific historic preservation category to the City’s existing website to direct people to technical information about historic preservation that is available locally and on the internet	Completed	
HP.10	Create a contributing and non-contributing map of structures within the historic district/ Historic Resources Map	Completed	
HP.11	Historic Resource Survey - inventory (phase two)	Completed	

Neighborhoods

ID #	Project/Activity	Status	Status Explanation
N.1	Provide limited technical assistance to neighborhood planning efforts in the form of maps, existing zoning and land use, as well as demographic and economic data	Completed	
N.2	Encourage neighborhood “self-help” activities	Completed	

Urban Design

ID #	Project/Activity	Status	Status Explanation
UD.1	Implement a gateway master plan for major entrances to the City that incorporates various recommendations of adopted design guidelines	Completed	
UD.2	Continue to apply for federal and state funding to enhance the streetscapes of road corridors in the City	Completed	

Land Use

ID #	Project/Activity	Status	Status Explanation
LU.1	Further develop, refine, and implement land use recommendations for “character areas”	Completed	
LU.2	Periodically report as may be needed on conformance with regional development plan	Completed	

Community Facilities

ID #	Project/Activity	Status	Status Explanation
CF.1	Periodically update the City’s parks and recreation master plan as needed	Completed	
CF.2	Implement the master plan for the Roswell River Parks	Ongoing	Numerous projects are currently under construction from the Master Plan
CF.3	Update the Comprehensive Solid Waste Management Plan every ten years as required; update the Solid Waste Business Plan, Roswell Utility Master Plan and Roswell Stormwater Utility Master Plan as necessary to meet Division goals	Completed	
CF.4	Periodically review and modify sanitation rates and fees to reflect the actual costs of service provision and to further divisions goals	Completed	
CF.5	Prepare, adopt, and periodically revise as appropriate a municipal policy for use of City- owned buildings and grounds by private, non-profit, and other government users	Completed	
CF.6	Implement and maintain a customer service policy and action plan in each of the City’s departments, with a consistent level of service throughout the departments	Completed	

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Community Facilities (cont.)

ID #	Project/Activity	Status	Status Explanation
CF.7	Monitor the provision of municipal services and their ability to meet the diversifying needs of the City's population	Completed	
CF.8	Implement a community- based approach to policing, including Neighborhood Watch and other appropriate programs of the Crime Prevention Unit	Completed	
CF.9	Maintain the City's current Insurance Services Office (ISO) rating of 2	Completed	
CF.10	Continue programs of recognition to all firefighters for the jobs they accomplish as a combination department of full-time and part-time employees	Completed	
CF.11	Periodically review and modify water rates and fees to reflect the actual costs of service provision and to further system goals	Completed	
CF.12	Continue to prioritize road resurfacing projects, continue drainage maintenance projects, and sidewalk repair projects according to most urgent need	Completed	
CF.13	Investigate the need for traffic calming and integrate traffic calming projects as may be appropriate in the City's capital plan	Completed	
CF.14	Develop a program incorporating landscaping/ streetscaping and green infrastructure into all major road projects to improve water quality, provide greater community identity and safety	Completed	
CF.15	Maintenance of an Energy Assurance Plan for the continued operations of critical city services	Completed	
CF.16	Annually program and implement improvements needed to maintain and upgrade the stormwater management system in compliance with the MS4 NPDES Permit	Completed	

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Community Facilities (cont.)

ID #	Project/Activity	Status	Status Explanation
CF.17	Continue to implement TMDL Impaired Stream monitoring efforts and implementation of the Watershed Improvement Program (WIP)	Completed	
CF.18	Continue to monitor the conditions of municipally owned and operated historic and cultural facilities; schedule improvements to such facilities and grounds as appropriate	Completed	
CF.19	Consider plans for additional historic streetscape improvements within the local Historic District	Completed	
CF.20	Prepare, implement, and revise as appropriate a community information plan and programs	Completed	
CF.21	Continually review and revise the disaster preparedness and emergency management plans in conjunction with Fulton County	Completed	
CF.22	Continually evaluate and review cost efficient services for the Recycling Center as well as implement an education and outreach program to promote the Center to Roswell residents	Completed	
CF.23	Waterline Distribution Replacement Program	Completed	
CF.24	Continue using the agenda management software program for the Mayor and Council and the public to have electronic agendas and meeting documentation and minutes for laptops/tablets and webpage	Completed	
CF.25	Periodically update the City's Consolidated Action Plan (5-year) for HUD as needed	Completed	
CF.26	Periodically update the City's Annual Action Plan for HUD as needed	Completed	

Community Facilities (cont.)

ID #	Project/Activity	Status	Status Explanation
CF.27	Campaign Finance Reporting Software for automizing filing and management of necessary forms for candidates and elected officials for campaign finance reporting online	Completed	
CF.28	Open Records/Public Records online program for submtiting records which then allows the public to track requests, communicate regarding the requests, receive online the requests through a web portal and then download the documents	Completed	

Development Impact Fees

ID #	Project/Activity	Status	Status Explanation
DIF.1	Periodically review and update the development impact fee program, including fees	Completed	The city has a new impact fee ordinance that is currentlty going through the process in order to be adopted in 2026.

Transportation

ID #	Project/Activity	Status	Status Explanation
T.1	Implement transportation system improvements as described in the Comprehensive Plan and Transportation Master Plan	Completed	
T.2	TSPLOST Projects - Develop a list of projects for potential November 2021 referendum	Completed	

Intergovernmental Coordination

ID #	Project/Activity	Status	Status Explanation
IC.1	Periodically revisit and update intergovernmental service agreements	Completed	
IC.2	Monitor new forms of governance proposed in North Fulton County for their impact on Roswell	Completed	
IC.3	Continue to evaluate the necessity of moving the court system to a new location	Completed	
IC.4	Periodically revisit and revise the intergovernmental land use dispute resolution process	Completed	
IC.5	Assist in implementing the Water Supply and Water Conservation Management Plan prepared by the Metropolitan North Georgia Water Planning District	Completed	
IC.6	Coordinate a meeting between the City and the public and private schools	Completed	

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Community Work Program

Implementation Tracking

The Community Work Program (CWP) serves as a comprehensive, action-oriented roadmap outlining the initiatives the City of Roswell and its partners intend to advance over the next five years. The identified actions and projects reflect a blend of efforts carried forward from the previous comprehensive plan, alongside new initiatives that have emerged through related plans, studies, and ongoing planning efforts undertaken by the City. In addition, the CWP incorporates priorities and projects identified through the 2045 Comprehensive Growth Plan process, ensuring that near-term implementation aligns with the community’s long-term vision and evolving needs.

A key priority of the 2045 Comprehensive Growth Plan is supporting the City’s five commercial Activity Centers by aligning infrastructure investments and land use policies with the vision for each area. The CWP includes specific actions to support each Activity Center, organized under relevant categories to connect with broader City efforts, and also summarized by Activity Center below:

ID # In CWP	Project/Activity
EAST ROSWELL	
LU.1	Implement gateway features at the City boundary in East Roswell along Holcomb Bridge Road
LU.6	Review buffer and screening requirements to ensure proper protections for existing, stable single-family areas
T.11	Complete streetscaping along Holcomb Bridge Road in tandem with the Holcomb Bridge Median project
T.12	Complete the Nesbit Ferry Streetscape project in coordination with the City of Johns Creek
HOLCOMB BRIDGE ROAD/GA 400	
T.9	Complete Big Creek Parkway Phase 1
T.10	Complete Big Creek Parkway Phase 2
NR.8	Complete design of the Big Creek Trail project from Big Creek Park to Liberty Square Park
T.16	Coordinate with GDOT on GA 400 Express Lanes and improved interchange at Holcomb Bridge Road
T.17	Study connectivity to and from the GA 400 Express Lane Transit station between redevelopment sites
T.18	Develop interchange gateway concept design for the Holcomb Bridge Road/GA 400 interchange

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

ID # In CWP	Project/Activity
UPTOWN	
LU.5	Implement gateway features at the City boundary in Uptown along SR 9
T.13	Complete streetscape and safety improvements along Alpharetta Highway/SR 9
ED.3	Initiate a routine Roswell Business Asset Showcase to tour the City's top available properties, newest deliveries, and quality-of-life assets
MIDTOWN	
T.1	Conduct traffic analysis to determine potential traffic impacts and improvements in support of redevelopment in the Midtown Activity Center
T.7	Complete the Houze Road Connection
T.8	Complete the Old Roswell Place signal
T.13	Complete streetscape and safety improvements along Alpharetta Highway/SR 9
T.15	Complete the Mansell Road Extension in the Midtown Activity Center
NR.2	Update Hub and Spoke plan to include Midtown Roswell as a focus area and identify bike/ped connections to/from Midtown
LU.7	Update the Midtown LCI Study
CF.2	Conduct analysis to determine stormwater needs in support of redevelopment in the Midtown Activity Center
DOWNTOWN	
LU.8	Update the Downtown LCI Study
T.3	Conduct a local connections study to identify additional vehicular and/or bike/ped connections in the Downtown Activity Center
T.4	Continue to coordinate with GDOT on the Historic Gateway Project
T.13	Complete streetscape and safety improvements along Alpharetta Highway/SR 9
T.14	Complete the Green Street Complete Street project
NR.11	Complete Founders Park/Park Connecting Historic Assets in Downtown
CF.3	Complete hydraulic model to determine full needs for water line replacements/extensions in Downtown

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

ID #	Project/Activity	2027	
POPULATION			
P.1	Over the next five years, update population and functional population projections as needed to support annual updates of the Capital Improvement Element	X	
P.2	Assess current state of senior services within the City to identify gaps		
HOUSING			
H.1	Conduct review of existing zoning to determine provisions for senior and missing middle housing	X	
H.2	Conduct an existing housing assessment to understand housing market challenges and needs		
ECONOMIC DEVELOPMENT			
ED.1	Develop specific strategies for target industries, including healthcare, technology, and professional services	X	
ED.2	Develop a list of landscaping and gateway projects along Hwy 9 and other key roadways in the Uptown Activity City	X	
ED.3	Initiate a routine Roswell Business Asset Showcase to tour the City's top available properties, newest deliveries, and quality-of-life assets	X	
ED.4	Conduct a strategic process to define and communicate the unique Roswell identity and experience to residents, visitors, and investors. Establish a system to continuously refine what this means.	X	
NATURAL AND CULTURAL RESOURCES			
NR.1	Develop strategy to measure and improve the economic impact of the City's parks, recreation, and cultural amenities	X	
NR.2	Update Hub and Spoke plan to include Midtown Roswell as a focus area and identify bike/ped connections to/from Midtown	X	

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Community Work Program

Implementation Year			Estimated Cost	Funding Source	Responsible Parties
2029	2030	2031			
EDUCATION					
X	X	X	Staff Time	General Fund	Community Development, RDOT
X	X		Staff Time	General Fund	Community Development
HOUSING					
			Staff Time	General Fund	Community Development
X			\$100,000	General Fund, Grants	Community Development
ECONOMIC DEVELOPMENT					
			Staff Time	General Fund	Economic Development, Community Development
			Staff Time	General Fund	Economic Development, Community Development, RDOT
			Staff Time	General Fund	Economic Development
			Staff Time	General Fund	Community Development
CULTURAL RESOURCES					
X			Staff Time	General Fund	Economic Development, Community Development
			Staff Time	General Fund	Recreation and Parks

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ID #	Project/Activity	Implementation	
		2027	2045
NR.3	Complete improvements to Waller Park		
NR.4	Complete improvements to Riverside Park	X	
NR.5	Complete improvements to Don White Memorial Park	X	
NR.6	Complete the Pine Grove Multiuse Trail	X	
NR.7	Complete the Woodstock Road Multiuse Trail	X	
NR.8	Complete design of the Big Creek Trail project from Big Creek Park to Liberty Square Park	X	
NR.9	Complete the Riverwalk Trail System	X	
NR.10	Complete the Hembree Park improvement project	X	
NR.11	Complete Founders Park/Park Connecting Historic Assets in Downtown	X	
LAND USE AND DESIGN			
LU.1	Implement gateway features at the City boundary in East Roswell along Holcomb Bridge Road		
LU.2	Implement the impact fee ordinance	X	
LU.3	Identify funding to create a commercial façade program for aging commercial properties	X	
LU.4	Create a connectivity program where subdivisions can evaluate pedestrian connections and access points	X	
LU.5	Implement gateway features at the City boundary in Uptown along SR 9		

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Community Work Program

Implementation Year			Estimated Cost	Funding Source	Responsible Parties
2029	2030	2031			
X			\$1,000,000	Bond Funds, Grants	Recreation and Parks
			\$13,800,000	Bond Funds, Grants	Recreation and Parks
			\$7,400,000	Bond Funds, Grants	Recreation and Parks
			\$6,900,000	TSPLOST	RDOT
			\$6,740,000	TSPLOST	RDOT
			\$1,100,000	Grants	RDOT
			\$10,000,000	Bond Funds, Grants	RDOT
			\$11,300,000	Bond Funds	Recreation and Parks
			\$5,000,000	Grants	RDOT, Community Development

URBAN DESIGN

X	X		\$300,000	General Fund	Community Development, RDOT
X	X	X	Staff Time	General Fund	Community Development
			Staff Time	General Fund	Community Development
			Staff Time	General Fund, Grants	Community Development, RDOT
X	X		\$300,000	General Fund	Community Development, RDOT

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

ID #	Project/Activity	Implementation	
		2027	2030
LU.6	Review buffer and screening requirements to ensure proper protections for existing, stable single-family areas	X	
LU.7	Update the Midtown LCI Study		
LU.8	Update the Downtown LCI Study		
LU.9	Update zoning and development regulations based on Comprehensive Growth Plan update	X	
COMMUNITY			
CF.1	Implement the master plan for the Roswell River Parks	X	
CF.2	Conduct analysis to determine stormwater needs in support of redevelopment in the Midtown Activity Center	X	
CF.3	Complete hydraulic model to determine full needs for water line replacements/extensions in Downtown	X	
CF.4	Complete the Lighting Project at City Hall and Smith Plantation to Canton Street	X	
TRANSPORTATION			
T.1	Conduct traffic analysis to determine potential traffic impacts and improvements in support of redevelopment in the Midtown Activity Center		
T.2	Prepare for TSPLOST 2026	X	
T.3	Conduct a local connections study to identify additional vehicular and/or bike/ped connections in the Downtown Activity Center		
T.4	Continue to coordinate with GDOT on the Historic Gateway Project	X	

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Community Work Program

Implementation Year			Estimated Cost	Funding Source	Responsible Parties
2029	2030	2031			
			Staff Time	General Fund	Community Development
X			\$250,000	Grants, General Fund	Community Development
X	X		\$250,000	Grants, General Fund	Community Development
			\$200,000 (or Staff Time)	General Fund	Community Development

RECREATION FACILITIES

X	X	X	\$23,000,000	Bond Funds, Grants	Recreation and Parks
			\$300,000	General Fund	Environmental Public Works
X			\$300,000	General Fund	Environmental Public Works
			\$300,000	General Fund, Grants	Community Development

TRANSPORTATION AND MOBILITY

X	X		\$100,000	General Fund	RDOT
			Staff Time	General Fund	RDOT
X			\$200,000	General Fund	RDOT
X	X		Staff Time	General Fund	RDOT

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ID #	Project/Activity	Implementation	
		2027	2028
T.5	Complete the Oxbo Road bridge replacement	X	
T.6	Complete the Norcross Street bridge replacement	X	
T.7	Complete the Houze Road Connection		
T.8	Complete the Old Roswell Place signal		
T.9	Complete Big Creek Parkway Phase 1	X	
T.10	Complete Big Creek Parkway Phase 2		
T.11	Complete streetscaping along Holcomb Bridge Road in tandem with the Holcomb Bridge Median project		
T.12	Complete the Nesbit Ferry Streetscape project in coordination with the City of Johns Creek	X	
T.13	Complete streetscape and safety improvements along Alpharetta Highway/SR 9		
T.14	Complete the Green Street Complete Street project	X	
T.15	Complete the Mansell Road Extension in the Midtown Activity Center		
T.16	Coordinate with GDOT on GA 400 Express Lanes and improved interchange at Holcomb Bridge Road	X	
T.17	Study connectivity to and from the GA 400 Express Lane Transit station between redevelopment sites	X	
T.18	Develop interchange gateway concept design for the Holcomb Bridge Road/GA 400 interchange	X	
T.19	In partnership with newly expanded CID, partner with CID on Highway 9 branding and streetscape strategy	X	

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Community Work Program

Implementation Year			Estimated Cost	Funding Source	Responsible Parties
2029	2030	2031			
X			\$2,450,000	TSPLOST	RDOT
X			\$4,200,000	TSPLOST	RDOT
	X	X	\$7,500,000	TSPLOST	RDOT
	X	X	\$1,000,000	TSPLOST	RDOT
X			\$8,400,000	TSPLOST	RDOT
	X	X	\$49,480,000	TSPLOST	RDOT, GDOT
X	X		\$2,000,000	General Fund, Grants	RDOT
			\$1,000,000	TSPLOST	RDOT, City of Johns Creek
X			\$7,500,000	Grants, General Fund	RDOT
			\$4,000,000	Bond Funds	RDOT
	X	X	\$12,500,000	TSPLOST	RDOT
X	X	X	Staff Time	General Fund	RDOT, GDOT
			\$200,000	General Fund	RDOT, GDOT, MARTA
			\$250,000	General Fund	RDOT, GDOT
			Staff Time	General Fund	RDOT, Community Development, True North 400

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Community Engagement Summary

Community Engagement Overview

The 2045 Comprehensive Growth Plan was shaped by community input gathered at key points throughout the process, ensuring that the plan reflects the voices and priorities of Roswell's residents, stakeholders, and partners. Engagement efforts included public hearings at both the start and conclusion of the process, four stakeholder committee meetings, three community events, and an online community survey. Feedback from each of these touch points informed the plan's vision, priorities, and strategies. Additional details on these engagement activities and their outcomes are provided in the following section.

In addition to in-person meetings, events, and the community survey, a project webpage was created from the outset of the process to keep residents informed, with engagement dates, notices, presentations, and meeting materials all accessible in one place. Posters, postcards, and other physical materials were also distributed at local events ahead of public meetings. All outreach materials are included in the Appendix.



Stakeholder Meeting #1

July 31, 2025

The purpose of the meeting was to introduce the Comprehensive Growth Plan process and goals, provide an update on previous plans and the initial assessment, and present and discuss the activity centers. The meeting also served to review plans for the upcoming Community Event and next steps in the engagement process.

Community Event #1

August 21, 2025

The purpose of the event was to introduce the Comprehensive Growth Plan process and goals to the community, provide an update on previous plans and the initial assessment, and present the activity centers. Interactive exercises allowed community members to review the activity centers in detail as well as react and provide feedback on the current vision.

Stakeholder Meeting #2

October 29, 2025

The purpose of the meeting was to review key takeaways from the first round of engagement and identify high-level trends, develop an understanding of the market demand and pressure within each Activity Center, and discuss how that market demand and pressure translates to key areas within each center.

Community Event #2

November 7, 2025

The purpose of the event was to review key takeaways and high-level trends from the first round of engagement and to develop an understanding of market potential within each Activity Center. Interactive exercises provided opportunities for community members to give feedback on the refined draft visions and consider how those visions should respond to market demand and development pressure.

Stakeholder Meeting #3

March 18, 2026

The purpose of the meeting was to review progress since the last stakeholder meeting, discuss the City's needs and opportunities, and evaluate Roswell's market position through peer city analysis and opportunity industries. The meeting focused on confirming the Activity Center visions, reviewing potential development scenarios, and identifying key needs and priorities to catalyze Activity Center growth.

Community Event #3

April 30, 2026

The purpose of the final Community Event was to review themes and takeaways from the Comprehensive Growth Plan process, including analysis and community engagement, as well as understand the direction the plan is headed. Interactive exercises provided opportunities to provide input on the vision, as well as the implementation items to fulfill the vision, for each Activity Center and citywide.

Stakeholder Meeting #4

April 15, 2025

The purpose of the meeting was to review key takeaways from the economic analysis completed to date, explore preliminary strategies and actions for the Activity Centers and citywide, walk through the approach for the upcoming community event, and discuss the Comprehensive Growth Plan document and next steps.

Community Survey

April 7, 2025 - May 4, 2026

The online survey gathered feedback on the visions for each of the Activity Centers, as well as specific issues related to housing, transportation, population, and economic development.

Stakeholder Meeting #1 Summary

Meeting presentation and materials are available in the Appendix.

Meeting Attendees

- Councilmember Christine Hall
- Councilmember Allen Sells
- Deb Ewing
- Ward Green
- Denise Rauch
- Clair Snedeker (virtual)
- Jeff Jablonski
- George Crumley
- Bill Wilkinson
- Jay Corona
- Jeff Leatherman (City staff)
- Michelle Alexander (City staff)
- Darryl Connealy (City staff)
- Jeannie Peyton (City staff)
- Angela Rambeau (City staff)
- Eric Bosman (Consultant team)
- Jon Tuley (Consultant team)
- Jonathan Demirci (Consultant team)
- Geoff Koski (Consultant team)
- Gabby Oliverio (Consultant team)
- Trevor Butler (Consultant team)

1. Welcome and Introductions

- SVP Jeff Leatherman and Community Development Director Michelle Alexander welcomed, introduced the Comprehensive Growth Plan, and invited committee members, staff, and the consultant team to each introduce themselves.

2. Meeting Protocols

- SVP Jeff Leatherman discussed meeting protocols, that the meeting is open to the public, but is for the Stakeholder Committee to provide feedback.

3. Establish a Chair

- Director Michelle Alexander offered for the Stakeholder Committee to designate a Chair and Co-Chair to help guide meetings and discussions.
- Councilmember Allen Sells was nominated and approved by the committee as Chair.
- Bill Wilkinson was nominated and approved as Co-Chair to serve in the absence of Councilmember Sells.

Stakeholder Meeting #1 Summary *(Continued)*

4. Comprehensive Growth Plan Goals and Process

- The Kimley-Horn team described the goals, purpose, and process of the Comprehensive Growth Plan.
- Many elements and recommendations of previous Comprehensive Plans are still relevant, so this plan will build upon the previous plan, will be primarily focused on the commercial areas within the City, and will weave together the previous recently adopted Economic Development Strategy with this plan update.

5. Stakeholder Committee Role

- The Kimley-Horn team described the role of the Stakeholder Committee in the Comprehensive Growth Plan process, and that there will be four Stakeholder Committee Meetings throughout the process.
- The Committee will act as a sounding board, reviewing information before it is distributed to the community.

6. Previous Planning Efforts

- The Kimley-Horn team presented how the 2045 Comprehensive Growth Plan would be an extension of other recent planning efforts, such as the 2040 Comprehensive Plan, Economic Development Strategy, Transportation Master Plan, Stormwater Utility Master Plan, and the Parks, Recreation, and Cultural Affairs Master Plan.
- Additionally, the team reviewed previous comprehensive plan character area maps with the committee to highlight how the vision for future growth had been consistent for well over a decade, including the last three plan updates.
- Given the consistent vision, the consultant team discussed how this plan will focus in on the key activity centers and corridors identified for future growth and investment, while preserving and protecting existing, stable single-family neighborhoods.
- Economic Development Director Darryl Connealy presented an overview of the Economic Development Strategy, including the goals of the plan and the economic nodes that were identified.

7. Initial Economic Existing Conditions

- Kimley-Horn's subconsultant KB Advisory Group presented the initial economic existing conditions assessment of the City.
- The City has been in a period of population stagnation, only adding about 300 people each year over a 5-year period.
- Discussion was had about whether this low population growth can be sustained and still see economic growth within the City.

Stakeholder Meeting #1 Summary (Continued)

8. Initial Existing Conditions Assessment

- The Kimley-Horn team presented an overview of the existing conditions assessment that is underway.
- While the Comprehensive Growth Plan is focused on key commercial areas, it is important to understand the citywide context that these areas are within, as well as issues or efforts that may reach beyond the City of Roswell.
- Numerous analyses are underway including land use, transportation infrastructure, stormwater infrastructure, parks and trails, and planned improvements and investments.

9. Activity Centers Work Session

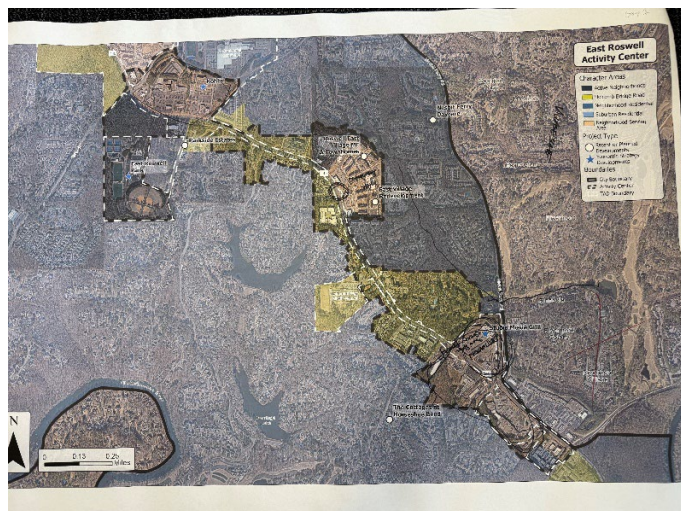
- The Kimley-Horn team described that based on the 2040 Comprehensive Plan's character areas, the economic nodes identified in the Economic Development Strategy, and current real-estate and development patterns, initial Economic Activity Centers were identified.
- Five draft Activity Centers across the City were identified including: East Roswell, Holcomb Bridge Road/GA 400, Uptown, Midtown, and Downtown.
- The Stakeholder Committee split into two groups to review each draft Activity Center in depth, provide feedback on the boundaries of the areas, where development and redevelopment opportunities are, and what type of development would be appropriate in each area.

Group 1

Councilmember Allen Sells, Denise Rauch, George Crumley, Bill Wilkinson

East Roswell

The group confirmed that the Studio Movie Grill and southeastern area of this Activity Center is a major opportunity. They described that there has been opposition to the East Village development centered around the apartments and the traffic generated. They confirmed that the former Kohl's Shopping Center is a development opportunity.



Stakeholder Meeting #1 Summary (Continued)

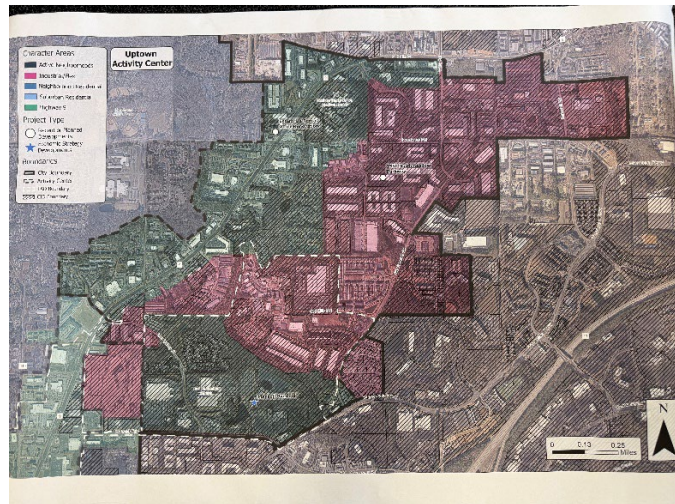
Holcomb Bridge Road/GA 400

The group agreed with the boundary of this Activity Center and Warsaw Road being the western terminus along Holcomb Bridge Road. They noted that the Kimberly-Clark campus is a significant opportunity, and that connections to the Chattahoochee River and east-west over GA 400 would be catalytic improvements to this area.



Uptown

The group noted that Wellstar North Fulton Hospital, the car dealerships along Highway 9, and the flex office/industrial spaces east of Highway 9 are a significant driver of the economy in Roswell. They described that this area should continue this trajectory and be a focus area for business recruitment and economic development.



Midtown

The Roswell Town Center Shopping Center and the parcel directly north were noted as the significant development opportunity in this area. There was discussion about what this area could be, including residential or mixed-use. The group also raised the question of if any of the parcels south along Highway 9 toward Downtown could be an opportunity, and consensus was that they could be, but not as high of a priority as Town Center.



Stakeholder Meeting #1 Summary (Continued)

Downtown

Hill Street was noted as a catalytic development that will help bring the Downtown character and feel closer to City Hall. There was discussion about upcoming projects along Atlanta Street to enhance walkability, including the multi-use trail. It was noted that Downtown should retain its charm, and careful attention should be paid to aesthetics and character as new development or redevelopment occurs.

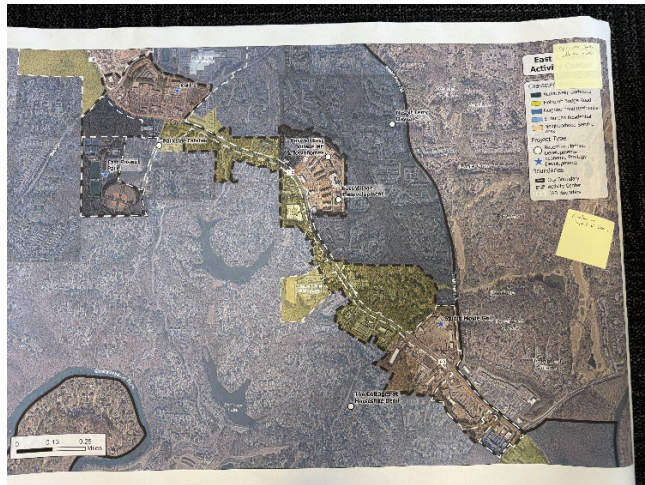


Group 2

Councilmember Christine Hall, Deb Ewing, Ward Green, Jeff Jablonski, Jay Corona

East Roswell

The group discussed recent activity and issues holding back the aging shopping centers within this area. There was some discussion on how demographics within this area impact shopping or spending patterns and how that compares to other areas within the city. The group discussed what redeveloped or updated retail space might include, such as smaller, walkable retail areas that are better connected to the surrounding neighborhoods; some new residential development but unsure about appropriate density.



Stakeholder Meeting #1 Summary (Continued)

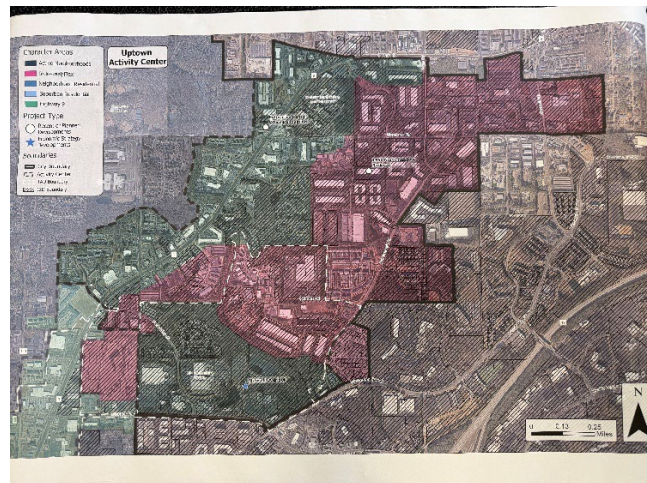
Holcomb Bridge Road/GA 400

The group agreed that this area has a lot of potential for more substantial growth. There was a lot of discussion around the Roswell Innovation Center, including unused or underutilized space; the planned transportation improvements including Big Creek Parkway and future transit stop; and the Holcomb Bridge Connexion shopping center that has seen success in attracting new tenants and patrons.



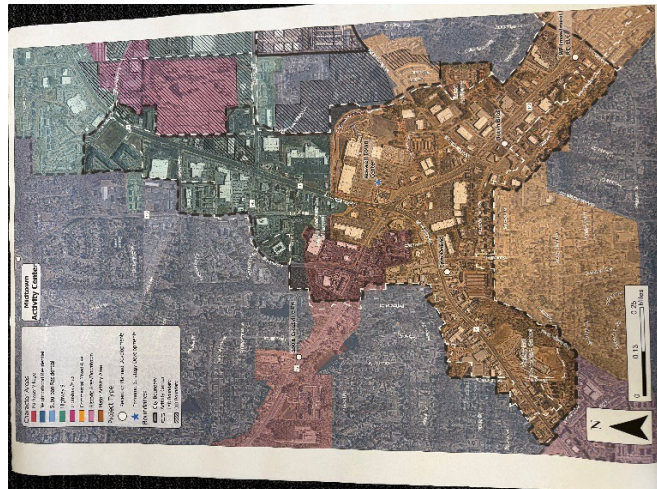
Uptown

Group 2 was interested to know what types of business and jobs were located within this area and discussed what housing needs current or future employees might have as well as if any of that housing could be accommodated within this area.



Midtown

The group discussed the importance of the Roswell Town Center site and how redevelopment of that will have the most impact on the entire activity center. There was some discussion around the differences between some of the shopping centers in the area that are performing well and others that are not. It was also noted by the group how The Catherine development still does not include commercial or retail space. The group also discussed the previous long-term plan to create a new street network around Highway 9 at Highway 92 that would provide an alternate route to avoid that intersection.



Stakeholder Meeting #1 Summary (Continued)

Downtown

The group discussed the various developments that have recently been constructed or approved within the area including Southern Post, Vickers, Hill Street Mixed-Use, and two planned hotels.



Meeting Photos



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Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

Community Event #1 Summary

Meeting presentation and materials are available in the Appendix.

Event Summary

The City of Roswell held the first 2045 Comprehensive Growth Plan community event on Thursday, August 28. The purpose of the meeting was to inform attendees about the planning effort, process, key goals, and engage them in defining the vision for five key activity centers within the city. Upon arrival, the 56 attendees marked on a map where they live, work, and visit. Introductory stations explained the process, goals, and initial economic and demographic features of the city, and gathered thoughts on needs and opportunities.

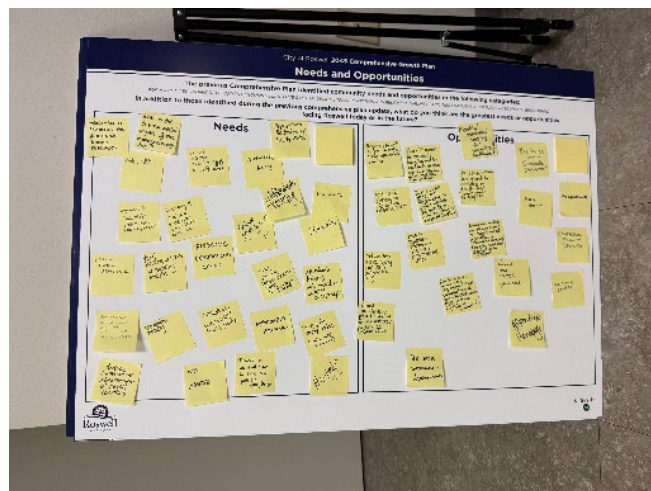
A presentation by city staff and the consultant team detailed the growth plan goals, process, and focus on commercial areas, building upon previous plans including the 2040 Comprehensive Plan, the Economic Development Strategy, Transportation Master Plan, Stormwater Utility Master Plan, and Parks, Recreation, and Cultural Affairs Master Plan. The consultant team presented economic existing conditions and provided an overview of existing conditions analysis involving character areas, zoning, infrastructure, parks and trails, and environmental constraints.

After the presentation, attendees participated in interactive exercises related to proposed activity centers within the city. The first station reviewed how the five potential Activity Centers were identified, followed by five stations that addressed and provided an opportunity for input on specific activity centers: East Roswell, Holcomb Bridge Road/GA 400, Uptown, Midtown, and Downtown, where participants shared their input and vision for these areas.

Needs and Opportunities

This station asked attendees to place sticky notes with needs or opportunities for the City.

- Needs: Common themes included the need for more diverse housing types, preservation of existing commercial areas, and the addition of more sidewalks.
- Opportunities: Common themes included more housing options for different stages of life and support for residents in rental properties.



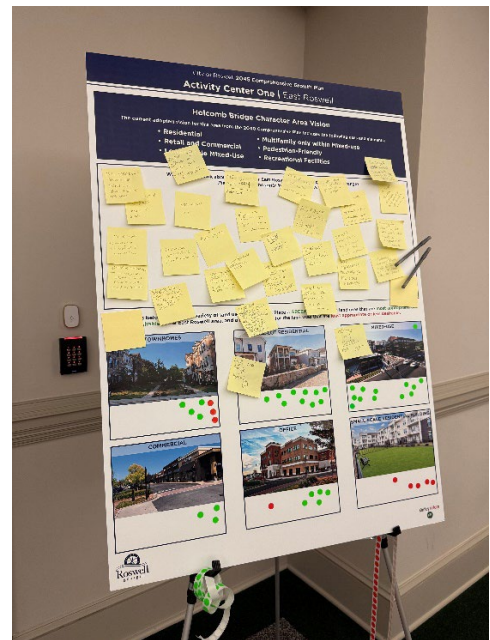
Community Event #1 Summary (Continued)

Interactive Exercises

Each activity center station included two boards. The first board showed a map of the potential Activity Center and asked for general thoughts on it as an opportunity area. The second board described the vision for the Character Area from the previous plan and asked if any words or phrases should be added or removed. It also included six example land use photos and asked participants to place green dots on appropriate uses and red dots on least appropriate ones.

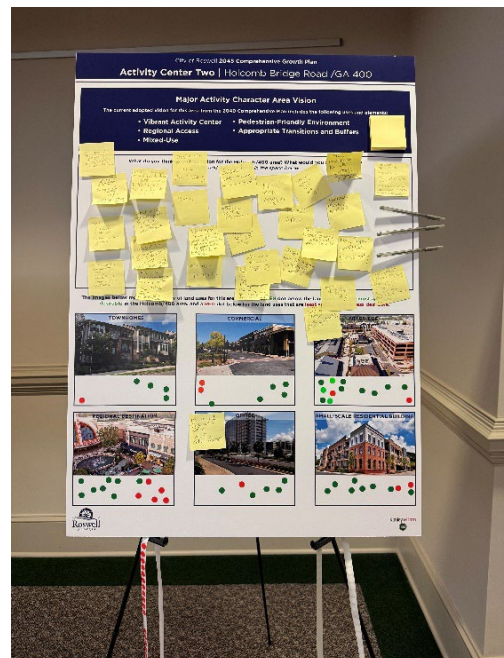
Activity Center 1 – East Roswell

- Key themes on the vision included a desire for:
 - Mixed-use developments
 - Variety of housing types
 - No multifamily
 - More greenspace new development
 - Workforce housing
 - No corporate ownership of housing
- Themes from the visual preference included:
 - A higher preference for Small-Lot Residential and Mixed-Use
 - Mixed opinions on Office and Townhomes
 - Lower preference for Commercial and Small-Scall Residential



Activity Center 2 – Holcomb Bridge Road/GA 400

- Key themes on the vision included a desire for:
 - Office and commercial uses
 - Concerns with existing traffic in the area
 - Mixed-use development, with mixed opinions on types of uses included
 - Improved transit
- Themes from the visual preference included:
 - A higher preference for Mixed-Use and Small-Scale Residential
 - A mix, but still positive preference for Regional Destination
 - Lower, but still positive preference for Townhomes, Commercial, and Office



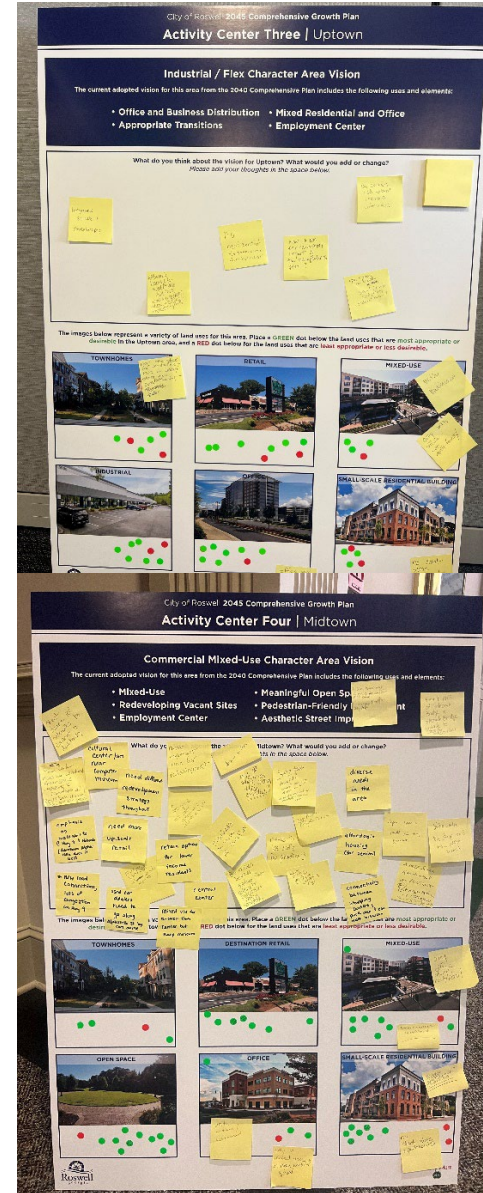
Community Event #1 Summary (Continued)

Activity Center 3 – Uptown

- Key themes on the vision included a desire for:
 - Concerns about the environmental impact of this area and the types of businesses within it
 - Additional housing options (mixed opinions)
 - Commercial and office uses
- Themes from the visual preference included:
 - Office, Industrial, and Retail were largely preferred
 - Mixed opinions on Townhomes, Mixed-Use, and Small-Scale Residential Building

Activity Center 4 - Midtown

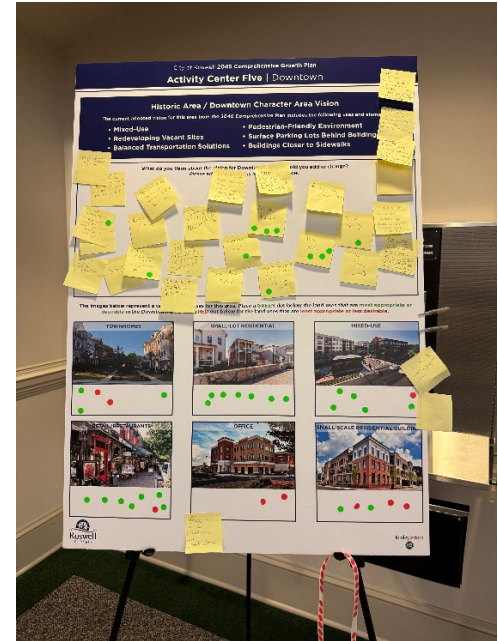
- Key themes on the vision included a desire for:
 - Redevelopment of the Town Center shopping center
 - Enhanced connectivity for all modes of transportation
 - Only office and retail with no multifamily
- Themes from the visual preference included:
 - Preference for Destination Retail, Mixed-Use, and Open Space
 - Mixed opinions on Townhomes, Office, and Small-Scale Residential Building



Community Event #1 Summary (Continued)

Activity Center 5 - Downtown

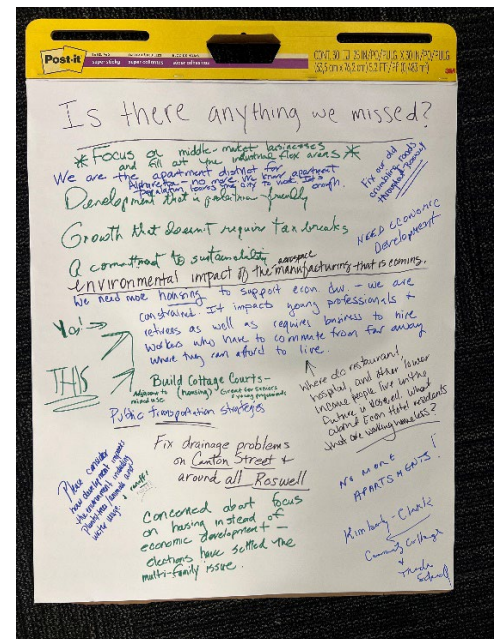
- Key themes on the vision included a desire for:
 - Variety of housing types for seniors and workers
 - Repurpose existing commercial spaces
 - Need for a hotel in the area
 - Mixed opinions on quality and quantity of retail and restaurants
- Themes from the visual preference included:
 - Small-Lot Residential largely preferred
 - Positive but mixed opinions for Mixed-Use and Retail/Restaurants
 - Mixed opinions on Townhomes and Small-Scale Residential Building
 - No desire for Office, except in a mixed-use development



Additional Comments

Near the exit attendees were invited to provide additional comments on the meeting topics or other issues. Key themes from these comments included:

- Need housing to support economic development
- Variety of housing types for seniors and workers
- Pedestrian-friendly development
- Public transportation
- Consider environmental impacts of new developments and existing businesses
- Concerns with multifamily and apartments



Community Event #1 Summary (Continued)

Meeting Photos



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Stakeholder Committee Meeting #2 Summary

Meeting presentation and materials are available in the Appendix.

Stakeholder Committee Meeting Attendees

- Councilmember Allen Sells (Chair)
- Councilmember Christine Hall
- Bill Wilkinson (Vice Chair)
- Denise Rauch
- Clair Snedeker
- George Crumley
- Jay Corona (virtual)
- Jeff Leatherman (City staff)
- Michelle Alexander (City staff)
- Jeannie Peyton (City staff)
- Angela Rambeau (City staff)
- Darryl Connelly (City staff)
- Eric Bosman (Consultant team)
- Jon Tuley (Consultant team)
- Jonathan Demirci (Consultant team)
- Geoff Koski (Consultant team)
- Gabby Oliverio (Consultant team)
- Trevor Butler (Consultant team)

1. Welcome

- SVP Jeff Leatherman welcomed the group and kicked off the meeting.

2. Introduction

- The Kimley-Horn team discussed the purpose of the meeting and reminded the group of the process and their role as stakeholder committee members.
- Meeting purpose: Review takeaways from the first round of engagement and high-level trends, develop an understanding of the market potential within each Activity Center, and discuss how the community vision and market potential translate into potential outcomes within each of the five Activity Centers.

3. Round 1 Engagement

- The Kimley-Horn team provided an overview of the first round of engagement, including Stakeholder Committee #1 and Community Event #1 and discussed the feedback from each meeting.

4. Existing Conditions

- Kimley-Horn discussed notable public investments within Roswell, both by the City and others, and how these have the potential to catalyze future development and investment. Some areas have substantial planned investments while others have little to no such investments planned.
- The consultant team also discussed recent private investments as examples of what the market is currently pursuing in Roswell. Lessons can be learned from

Stakeholder Committee Meeting #2 Summary *(Continued)*

each of these in terms of what went well, what could have been better, or where developments like these might be most or least appropriate within Roswell.

- The group was reminded that the focus of this plan update is primarily on the Activity Centers identified in earlier phases of work, which currently serve as primary commercial areas within the City.
- The consultant team also reviewed several key demographic trends within Roswell. Over the last 15 years, Roswell has not seen the level of population growth it experienced in the 1980's-1990's. Over the past five years, the City has only added about 300 people each year over a 5-year period.
- Discussion was had about whether this low population growth can be sustained and still see economic growth within the City.

5. Economic Overview

- Next KB Advisory Group reviewed several key demographic trends within Roswell.
- Over the last 15 years, Roswell has not seen the level of population growth it experienced in the 1980's-1990's. Over the past five years, the City has only adding about 300 people each year over a 5-year period.
- The Atlanta MSA and Northern Fulton County are seeing similar, but less pronounced trends.
- Next they presented data highlighting population growth by age groups. The City is growing population for those 65 and above, but declining in nearly every other age group.
- A graph of school enrollment showed a sustained decline in enrollment in the school cluster that serves Roswell for the last 5-7 years. The group discussed that this is a national trend but that Roswell appears to seeing the effects of this shift earlier.

6. Case Studies

- KB Advisory Group presented examples of recent or proposed commercial, retail, or office developments from North Fulton and the Perimeter. Most of these developments are mixed-use that include residential, retail, limited office, and entertainment uses. This further reinforces what the market is currently delivering in the area.

7. Market Demand and Pressure

- The KB Advisory team presented analysis on Roswell's market demand and pressure based on household, employment, visitation, and real estate trends. They explained that this does not represent what will or should be developed within the City, but rather what current market trends are supporting.

Stakeholder Committee Meeting #2 Summary *(Continued)*

- The group discussed how this was presented and wanted to revisit how this is being presented to ensure it is easily discussed and understood by the broader community.

8. Key Parcel Analysis and Work Session

- The consultant team identified parcels within each activity center that have the highest likelihood of changing or redeveloping in the short to medium-term.
- They presented the methodology for identifying these parcels which included land use, age of building, district/overlay, proximity to major roadway, lot size, and improvement to land value ratio. Together, these metrics were used to “score” each parcel in each Activity Center. Higher scoring, or more susceptible, parcels are noted in yellow on the work session maps.

Activity Centers Work Session

The consultant team set up the activity, which involved the stakeholders gathering around one table with a map for each Activity Center. The team presented the vision for each Activity Center and had poker chips correlated to the market demand and pressure by type of use (residential, retail, industrial, etc.) and asked the group to use poker chips to describe what they would like to see in different areas.

East Roswell

- Focus/emphasis on the eastern area of this Activity Center and the former Studio Movie Grill
- The group discussed that there should be appropriate buffers and transitions to surrounding uses, as well as Holcomb Bridge where possible
- The group emphasized that the look and feel of Holcomb Bridge should be enhanced
- Mix of residential and retail
- New community greenspace



Stakeholder Committee Meeting #2 Summary (Continued)

Holcomb Bridge Road/GA 400

- The group discussed that all four quadrants should be future areas for redevelopment, but the east side should be the priority
- Specifically, the northeast quadrant was identified as the most catalytic site given the amount of available land and future transportation investments in this area
- They agreed this is the area for the most intense development in the City, with a mix of uses and a regional entertainment destination
- Uses discussed included residential, retail, hospitality, and office



Uptown

- Maintain and support the industrial/flex area as well as the automotive corridor on Highway 9
- GM Innovation Center and Mansell Overlook are potential mixed-use opportunities
- Discussed the need for greenspace in this area
- Stakeholders identified this as the northern gateway into the City, and mentioned that the streetscape along Highway 9 in Alpharetta is enhanced, so perhaps Roswell should match it



Stakeholder Committee Meeting #2 Summary (Continued)

Midtown

- Roswell Town Center is the key opportunity in this area
- The group discussed repositioning existing shopping centers at the core, with lower intensity transition areas on the peripheries
- Higher intensity mixed-use and greenspace
- They discussed the arts/studio potential of some of the lower intensity areas within this Activity Center
- 1-2 story and horizontal mixed-use



Downtown

- North node centered/building off of Southern Post and Green Street Activation
- Central node South of Canton Street and including Hill Street Area, with supporting lower-intensity mixed-use (Hill Street, and similar development)
- South Atlanta Street node with horizontal mixed-use that is 2-3 stories
- Enhance bicycle and pedestrian connectivity between historic buildings, sites, the square, and the national recreation area



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Community Event #2 Summary

Meeting presentation and materials are available in the Appendix.

Event Summary

The City of Roswell held the second 2045 Comprehensive Growth Plan community event on Thursday, November 6, at the East Roswell Recreation Center. The purpose of the meeting was to review takeaways from the first round of engagement, develop an understanding of the market demand and pressure within each of the Activity Centers, and provide feedback on the Activity Center vision and potential. Approximately 57 community members attended the meeting with 49 signing in and 8 opting not to sign in. Upon arrival, attendees marked on a map where they live, work, or visit in Roswell.

After a welcome and introduction from City staff, the consultant team began the formal presentation. First, the consultants provided an overview of the comprehensive plan process and noted that this plan update will focus on five Activity Centers identified previously, which include the primary commercial areas within the City. The consultant team presented relevant population trends, case studies of what the market is delivering in surrounding areas and described the methodology for the market demand and pressure as well as the key parcel analysis, which would be a basis for the interactive exercises.

After the presentation, attendees engaged in interactive exercises on proposed activity centers in the City, including East Roswell, Holcomb Bridge Road/GA 400, Uptown, Midtown, and Downtown. They shared input on each area's vision and potential development outcomes based on previous plans and prior engagement. Additionally, attendees received three "city investment coins" to allocate to activity center stations, indicating areas needing public investment like improved streets, new sidewalks, or greenspace.

Interactive Exercises

Each activity center station included two boards. The first board included bullets and images of representing the draft vision for each Activity Center, derived from the previous plan and feedback from the first round of engagement. Participants were able to note if they liked the vision or not with a sticker or leave sticky notes with additional thoughts. The bottom of the first board included a graphic to illustrate the market demand and pressure. The second board at each station included activity center maps with potential redevelopment areas highlighted and bullet points about a potential outcome or development scenario for each area, again based on previous plans and input from stakeholders and the community. Participants were asked to review these and note if they agreed with the vision for these areas.

Community Event #2 Summary *(Continued)*

Activity Center 1 – East Roswell

- Common themes from comments at this station included:
 - More retail and amenities
 - Preserve and add greenspace
 - Preference for neighborhood scale mixed-use and small-lot residential
- “City Investment” coin count: 37

Activity Center 2 – Holcomb Bridge Road/GA 400

- Common themes from comments at this station included:
 - Want a regional destination, but not a soccer stadium
 - No apartments
 - General support for mixed-use
 - Mixed opinions on transportation projects in the area
- “City Investment” coin count: 51

Activity Center 3 – Uptown

- Common themes from comments at this station included:
 - Support for the vision to maintain and support the existing industrial/flex area
 - Generally supportive of the vision for this area
- “City Investment” coin count: 10

Activity Center 4 - Midtown

- Common themes from comments at this station included:
 - Support for the redevelopment of Town Center
 - Emphasis on this area being a gateway and should have a unique feel
 - Want to see mixed-use and retail
 - Desire for mix of residential types, including cottage court
- “City Investment” coin count: 17

Activity Center 5 - Downtown

- Common themes from comments at this station included:
 - Desire for small-lot residential
 - Support for Hill Street and supporting development surrounding it
 - Want more parking and hotels
 - Should be careful consideration for the look and feel of new development
- “City Investment” coin count: 12

Community Event #2 Summary (Continued)

Meeting Photos



Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

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Stakeholder Committee Meeting #3 Summary

Meeting presentation and materials are available in the Appendix.

Stakeholder Committee Meeting Attendees

- Councilmember Allen Sells (Chair)
- Councilmember Christine Hall
- Bill Wilkinson (Vice Chair)
- Denise Rauch
- Clair Snedeker
- George Crumley
- Jay Corona
- Michelle Alexander (City staff)
- Jeannie Peyton (City staff)
- Jackie Deibel (City staff)
- Angela Rambeau (City staff)
- Eric Bosman (Consultant team)
- Jon Tuley (Consultant team)
- Jonathan Demirci (Consultant team)
- Geoff Koski (Consultant team)
- Gabby Oliverio (Consultant team)
- Trevor Butler (Consultant team)

1. Welcome

- Michelle Alexander welcomed the group and kicked off the meeting.

2. Introduction

- The Kimley-Horn team discussed the purpose of the meeting and reminded the group of the Comprehensive Growth Plan process. The full presentation is attached at the end of this document.
- Meeting purpose: Review progress since the last stakeholder meeting; assess Roswell's needs, opportunities, and market position; confirm the Activity Center vision; and discuss development scenarios, priorities, and actions needed to catalyze Activity Center growth.

3. Status Update and Upcoming Engagement

- The Kimley-Horn team provided an overview of work completed since the last Stakeholder Meeting, including a summary of feedback from Community Event #2. The next Stakeholder Meeting will be held on Wednesday, April 15th at City Hall.
- An online survey is being developed to further engage community members. It will remain open at least until the April 30th Community Event to help inform the discussion and materials at that meeting. The project team will provide a summary of preliminary survey responses during the next Stakeholder Committee meeting.

Stakeholder Committee Meeting #3 Summary *(Continued)*

4. Needs and Opportunities

- Kimley-Horn introduced the Needs and Opportunities Worksheet to the group, which consisted of the needs and opportunities identified in the previous comprehensive plan, and the group was given time to note which needs or opportunities were still a priority or not, as well as add any additional needs or opportunities that weren't mentioned.
- There was discussion about how these can be streamlined for the current plan update including using recent plans and projects, as the previous list seemed to vary in level of detail and relevancy. The worksheet with the total number of votes for each respective need or opportunity is attached.

5. Peer Cities and Industry Analysis

- KB Advisory Group reviewed the Peer Cities analysis and how Roswell compares to its North Fulton peers in terms of demographics, visitation, and commercial real estate.
 - Roswell ranks second in relative population, while Sandy Springs leads in the share of 25 to 44-year-olds at 35% compared to 26% in Roswell.
 - Over half of Roswell's daily population comes from outside the city, versus 70% in Alpharetta. Last year, Alpharetta locations held the top four spots in Northern Fulton for external visitors.
 - Around 44% of Northern Fulton's industrial/flex space is in Roswell. In contrast, Alpharetta and Sandy Springs lead in total and Class A office inventory.
 - The group discussed how this affects Roswell's tax base and pointed out the need for more Class A office space within mixed-use developments. They noted that while peer cities are dealing with high vacancy rates from older offices and are now adding amenities, Roswell has the opportunity to build new, amenity-rich buildings from the start.
- KB then shared data from the Industry Analysis, which identified which industries had a larger or smaller presence in the City, as well as those with greatest and least growth potential.
- The Industry Analysis also considered industries highlighted in the 2024 Economic Strategy, which have not previously been concentrated in the City.
- Potential industries for Roswell to target include aircraft manufacturing, testing laboratories and related services, and scientific and technical consulting services. While Roswell has limited Class A office space to attract or expand some of these uses, the city has a relatively strong inventory of industrial and flex space that could support them, though additional or newer facilities may be needed over time.

Stakeholder Committee Meeting #3 Summary *(Continued)*

- With little to no remaining greenfield land, redevelopment of underutilized or vacant sites will be critical to supporting future economic growth and job creation.
 - The group discussed how many of these higher tech industries don't want to be "one of one" or the only tech company within a community or district. They want to be part of an ecosystem of similarly positioned companies to benefit from proximity to suppliers, workforce, etc.
 - It was noted that when large, potential employers are interested in investing in Georgia, they first go to the State before connecting with local governments. The City needs to ensure that the state and other economic development partners are aware of the potential sites and opportunities within Roswell.

6. Activity Centers Vision

- The consultant team presented that the five Activity Centers appear to fall into two or three categories:
 - Holcomb Bridge Road/GA 400 – Stay the course
 - Downtown – Stay the course
 - Uptown – Supporting target industries and job growth
 - East Roswell – Shopping center redevelopment
 - Midtown – Shopping center redevelopment
- Then, the consultant team walked through each of the Activity Centers, reviewing the vision and then presenting the "keys to unlocking their potential" for each of the areas. Notes and discussion on each are below, and the full presentation is attached.

Holcomb Bridge Road/GA 400

- The vision for this area is for it to be a major destination with a mix of jobs, housing, shopping, and entertainment that serves both Roswell and the larger region.
- The keys to unlocking its potential are the several regional projects by GDOT and others, local roadway projects to enhance connectivity, planned trail projects, and additional new residential.
- The group identified access and connectivity as top priorities, including better pedestrian connections to amenities, improved access to MARTA, and coordination with GDOT.
- Committee members emphasized the need for catalytic infrastructure investments (stormwater, parking) and a more intentional redevelopment approach that supports mixed-use outcomes, not just the easiest or lowest-cost residential-only projects.

Stakeholder Committee Meeting #3 Summary *(Continued)*

Downtown

- The vision for this area is for it to be the civic and cultural heart of the City with mixed-use development along major corridors, while maintaining its historic character.
- The keys to unlocking its potential are several underway connectivity and development projects, increasing connections to Canton street, and additional new residential.
- The group agreed with the vision and keys for Downtown, with little discussion. The only point emphasized was that although the “formula” for Downtown and Holcomb Bridge/GA 400 may be similar, the scale and character is vastly different. These areas in Downtown need to be catalytic, but in an appropriate scale to Downtown.

Uptown

- The vision for this area is for it to be a key job center and primary northern gateway into the City.
- The keys to unlocking its potential are streetscape and gateway improvements along major corridors, infrastructure enhancements to support redevelopment, and additional residential.
- The group emphasized that the City must play an active role in shaping the future of the Mansell Overlook and former GM Innovation Center area, which was viewed as a particularly important opportunity that could be overlooked without intentional action.
- Participants discussed the need for a premier mixed-use or entertainment-anchored development and noted that the City can help catalyze redevelopment by accelerating site rework through tools such as property acquisition, partnerships, and soliciting developer proposals, alongside broader character enhancement efforts in other areas.

Redevelopment Scenarios

- Before the consultant team discussed the two remaining Activity Centers, KB Advisory Group gave a brief overview on shopping center redevelopment and what conditions need to be met for this to occur.
 - Based on other projects and shopping centers within Roswell and the North Fulton market, developers typically aim to at least triple their net operating income (NOI) in a redevelopment project to ensure financial viability.
 - KB then provided several potential shopping center redevelopment scenarios to demonstrate how varying property uses could yield different returns. This included a 1:1 retail replacement scenario, a 1:1 office replacement scenario, and a residential replacement scenario. Among these, the residential scenario achieves the target NOI with

Stakeholder Committee Meeting #3 Summary *(Continued)*

comparatively lower rents, underscoring why residential development is more readily driven by market forces.

- KB also noted that while all redevelopment projects would likely require some support from the City, a project that included residential would likely require less support comparatively.
- A committee member inquired about which of these three scenarios would generate the greatest economic impact. The team responded that,

while the retail replacement scenario offers the most benefit in the short term, a mixed-use scenario would be superior over the long term. As such, it is important for the city to strategically support redevelopment initiatives going forward.

East Roswell

- The vision for this area is for it to be a walkable, neighborhood-scale area with shops, restaurants, services, amenities, and a mix of housing types, and transitions and buffers that protect existing residential areas.
- The keys to unlocking its potential are enhancing the major corridors, public space and trails, supporting infrastructure for redevelopment and additional new residential.
- The group expressed general agreement with the overall vision and the importance of focusing on key sites and areas to advance it.
- Studio Movie Grill was identified as the key opportunity, with participants noting that a strong City partnership, and use of the TAD as the implementation vehicle, would be critical, contingent on a truly catalytic project happening within the City.

Midtown

- The vision for this area is for it to be a walkable, mixed-use district centered on Roswell Town Center with shops, restaurants, and services that meet everyday community and neighborhood needs.
- The keys to unlocking its potential are infrastructure to support redevelopment, improvements to the major corridors, public space, and additional new residential.
- The group expressed general agreement with the vision and the importance of Roswell Town Center, noting that it falls within the TAD boundary and presents a meaningful opportunity for reinvestment.
- A committee member highlighted that stormwater upgrade costs for Roswell Town Center are extremely high, indicating the City would need to play a role, and raised the potential for incorporating missing-middle housing as part of the redevelopment approach.

Stakeholder Committee Meeting #3 Summary *(Continued)*

Final Key Takeaway

- The meeting concluded with the consultant team presenting a key takeaway and key message from the comprehensive growth plan process.
- First, Roswell’s economic future is tied to these five Activity Centers.
- Second, the “Core” areas within each are the keys to the success of the Activity Centers and the City needs to focus attention and resources in these areas.
- The group discussed the importance of this messaging to the broader community including two additional points.
 - Growth and investment within these areas can protect and support the existing single-family areas within the city.
 - With growth and investment of these commercial areas comes increased tax revenue from these areas, thus limiting or even reducing the tax burden by the residential areas of the city.

Stakeholder Committee Meeting #4 Summary

Meeting presentation and materials are available in the Appendix.

Stakeholder Committee Meeting Attendees

- Councilmember Allen Sells (Chair)
- Councilmember Christine Hall
- Denise Rauch
- George Crumley
- Jay Corona
- Ward Green
- Michelle Alexander (City staff)
- Jeannie Peyton (City staff)
- Jackie Deibel (City staff)
- Angela Rambeau (City staff)
- Eric Bosman (Consultant team)
- Jon Tuley (Consultant team)
- Jonathan Demirci (Consultant team)
- Gabby Oliverio (Consultant team)
- Trevor Butler (Consultant team)

1. Welcome

- Michelle Alexander welcomed the group and kicked off the meeting.

2. Introduction

- The Kimley-Horn team discussed the purpose of the meeting. The full presentation is attached at the end of this document.
- Meeting purpose: Review key takeaways from the economic analysis completed to date; explore preliminary strategies and actions for each Activity Center and citywide; walk through the outline and approach for the upcoming Community Event; discuss the Comprehensive Growth Plan document and next steps.

3. Economic Analysis Key Takeaways

- KB Advisory Group presented key takeaways from the economic analysis conducted throughout the Comprehensive Growth Plan process including key trends that have emerged.
- These included slower growth or decline in younger populations, increased percentage of the senior population, demographic comparison to peer cities, possible barriers for young families to purchase homes in the city, limitations in existing office and commercial real estate, the challenges for employees in the city to live in the city, and visitation data.
- The committee commented that the peer cities also have higher median home values, therefore the overall burden of owning a house in those cities is comparable.

Stakeholder Committee Meeting #4 Summary *(Continued)*

- Related to the visitation data and the lack of destinations, the committee also commented that the City needs to find the sweet spot between that residents want and what the market wants.

4. Preliminary Strategies and Actions

- The consultant team presented preliminary strategies and actions for each Activity Center, intended to define key priorities that support the vision and drive economic growth.
- Within each Activity Center, the project team presented current or planned actions or projects that support the vision, as well as additional, potential actions or projects.

Holcomb Bridge Road/GA 400

- Existing or planned actions or projects include: Complete major roadway and trail investments (Big Creek Parkway/Trail, Old Alabama), support GA 400 interchange and transit improvements, redevelop underutilized properties.
- A committee member asked who within the City is primarily responsible for coordinating these improvements and making sure they are all completed as planned. The consultant team and City staff explained that implementation relies on a partnership model in which elected officials set the vision and staff carries it out, through a combination of public-led projects and private projects that the City can influence. Additionally, there are a few city departments where these projects are managed or coordinated, so that staff will be critical to successful implementation.

Downtown

- Existing or planned actions or projects include: Complete Green Street Activation and Linear Park connection between historic sites, support Gateway transportation project, ensure successful implementation of the Hillrose redevelopment, improve north–south and east–west connections, explore Mill-area redevelopment.
- The committee agreed that these were the correct priorities for this Activity Center.

Uptown

- Existing or planned actions or projects include: None
- Proposed additional actions or projects: Implement Highway 9 gateway, streetscape, and safety improvements, improve wayfinding and connectivity, support and prioritize the redevelop of Mansell Overlook and the former GM Innovation Center sites, focused support for healthcare and other target industries.
- A committee member asked what is being done currently for Highway 9, as people don't know if they are in Roswell or not when they pass through here. The City explained that conversations have been ongoing with GDOT about this corridor including potential improvements.

Stakeholder Committee Meeting #4 Summary *(Continued)*

- A committee member asked for clarification on what “supporting the healthcare industry” could look like in practice and what role the City could play. The consultant team and City staff explained that this could take several forms, including helping create an ecosystem around hospital uses, addressing workforce needs such as housing availability and employee travel times, and leveraging the City’s economic development function rather than focusing solely on physical expansion.
- In discussing the importance of this Activity Center, the committee said that the Mansell area is as important as the other major redevelopment sites within the City.

East Roswell

- Existing or planned actions or projects include: Complete the Nesbit Ferry streetscape and Holcomb Bridge median projects
- Proposed additional actions or projects: Add gateway and corridor improvements along Holcomb Bridge Road, ensure redevelopment includes appropriate buffers, transitions, and development scale as related to existing, adjacent stable single-family areas.
- The committee members discussed the geographic, topographic, and site specific challenges with this area, including the former Studio Movie Grill site being below grade. They discussed that this could be a spot to create a destination for nearby residents and draw in visitors from nearby cities, but the focus needed to be on one site within this area rather than “putting too many eggs in too many baskets”.

Midtown

- Existing or planned actions or projects include: Complete Houze Road and Mansell Road connections
- Proposed additional actions or projects: Implement targeted traffic improvements, address stormwater infrastructure in redevelopment areas, enhance streetscapes and multimodal connectivity.
- Committee members emphasized the significant redevelopment potential at this major intersection, noting opportunities to better stitch together the four corners, leverage City-owned property for a loop road connection, and improve an underutilized, auto-oriented stretch of Holcomb Bridge Road with more mixed-use development patterns.
- The committee discussed the core area as having the most potential for more intense redevelopment, with each of the three corridors leading away from the core having slightly different character and scale.
- The committee also highlighted key implementation considerations, including the need for regional stormwater solutions tied to redevelopment projects, coordination with trail planning efforts, and integrating infrastructure upgrades as part of broader redevelopment rather than standalone City projects.

Citywide

Stakeholder Committee Meeting #4 Summary *(Continued)*

- The project team then presented several potential citywide priorities.
- Beyond each of the Activity Centers, there will also be several strategies, actions, and projects that are located outside activity centers, apply to all activity centers or at a citywide scale, or otherwise support the comprehensive growth plan vision.
- Potential citywide projects include: Upgrade parks and the Riverwalk Trail system, implement priority trail and bike/ped connections, develop a recreation and cultural destination strategy, update zoning and development regulations, cross-reference the City's bond program to advance plan-aligned projects.
- The comment was made that while two activity centers include some improvements to Highway 9, improvements to that corridor should be included as a citywide strategy since it is a major road within the city, spanning several areas throughout the community.

5. Community Event #3

- The consultant team presented the outline for the upcoming Community Event, highlighting that it would be largely similar content to this Stakeholder Meeting with a brief presentation to remind the community of the process thus far, followed by open house stations for them to review the visions and strategies and actions for each of the Activity Centers.

6. Next Steps

- The consultant team provided a brief overview on the development of the Comprehensive Growth Plan elements. They first reminded the committee that the draft Existing Conditions summary has been available for review online since October 2026. They then explained that all community and stakeholder input from this process is feeding into the goals and policies, Community Work Program, or the topical elements of the plan, including Land Use, Economic Development, Transportation, Housing, Community Facilities, and Natural Resources.
- The consultant team then discussed next steps once the draft document has been created. The draft will be reviewed by staff and the committee prior to being posted online. Following this, a public hearing will be held by the city to inform the public that the draft plan is available and the document will be submitted to the Department of Community Affairs and Atlanta Regional Commission for their review ahead of the City's adoption process.

Community Event #3 Summary

Meeting presentation and materials are available in the Appendix.

Event Summary

The City of Roswell held the third 2045 Comprehensive Growth Plan community event on Thursday, April 30, at Roswell City Hall. The purpose of the meeting was to review major trends and key themes that have emerged, present the vision for each Activity Center, and gather input on preliminary strategies and actions for each Activity Center and citywide.

Approximately 50 community members attended the meeting with 42 signing in. Upon arrival, attendees marked on a map where they live, work, or visit in Roswell.

After a welcome and introduction from City staff, the consultant team began the formal presentation. First, the consultant provided an overview of the Comprehensive Growth Plan process and the engagement that has been conducted to-date. They reminded the community of this plan update's focus on the five Activity Centers, which include the primary commercial areas within the City. The consultant team emphasized the major trends and key themes that have emerged throughout the planning process.

The major trends are:

- Roswell's senior population is growing, while enrollment in Roswell area schools and the number of younger residents are decreasing.
- Roswell remains a desirable place to live and the City will continue to protect its residential neighborhoods. However, housing costs and limited options make it difficult for younger households to afford living in the City.
- The City benefits from a strong location, with easy access to the broader metro area and nearby regional job centers.
- The limited availability of desirable office or commercial space in Roswell hampers employment and target industry growth. Focused redevelopment in these areas could allow for a shift in the tax burden to commercial and non residential uses.
- There is a disconnect between the types of jobs available in Roswell and the cost of housing within the City, which creates a challenge for employees to both work and live in the City.
- Roswell lacks the mixed-use and entertainment destinations of other nearby cities that attract visitors, and the City has untapped potential to better leverage its winning cultural and recreational programs to increase visitation. Addressing both of these could broaden the City's tax base.

The key themes are:

- The economic success of Roswell is tied to five Activity Centers within the City.

Community Event #3 Summary *(Continued)*

- These five Activity Centers include specific redevelopment sites that are the keys to unlocking their potential.
- The City is largely built out, therefore redevelopment will be the primary way the City attracts the amenities and services desired by residents and needed to attract visitors.
- Redevelopment should include appropriate transitions and buffers to protect existing neighborhoods.

The presentation concluded with the next steps and how the work conducted will feed into the Comprehensive Growth Plan document, as well as what the timeline for plan review and adoption will be.

After the presentation, attendees engaged in interactive exercises on the Activity Centers in the City, including East Roswell, Holcomb Bridge Road/GA 400, Uptown, Midtown, and Downtown, as well as Citywide. They shared input on the preliminary strategies and actions to implement the vision in each area.

Interactive Exercises

Each station included two boards. For each of the five Activity Centers, the first board included bullets and images representing the draft vision for each Activity Center, derived from the previous plan and feedback from the first round of engagement, as well as the preliminary strategies and actions. Participants were able to note if there was anything else the City should keep in mind as the area developed. The second board at each Activity Center station included the Activity Center maps with the “Core” and “Transitional” areas highlighted, as well as any major transportation investments, both planned or proposed. For the citywide station, the first board included the preliminary strategies and actions that were outside of the Activity Centers, or broader initiatives to connect or support several Activity Centers. The second board included the updated Character Area map with the new Activity Centers. It was noted on the board that the changes to the Character Areas included adding the five Activity Centers, and the established single-family areas remained unchanged. There was also a general “What did we miss?” station where participants could leave any additional comments.

Activity Center 1 – East Roswell

- Common themes from comments at this station included:
 - Supportive of variety of housing types and allowable uses such as neighborhood mixed-use and neighborhood serving retail
 - Focus on former Studio Movie Grill property, but many acknowledged challenges with development (stormwater, grading)
 - Some residents mentioned the loss of a bus (route/segment/stops?) as part of MARTA’s NextGen restructuring

Community Event #3 Summary *(Continued)*

Activity Center 2 – Holcomb Bridge Road/GA 400

- Common themes from comments at this station included:
 - Generally supportive of the vision as a mixed-use regional destination and the preliminary strategies and actions
 - Prioritize access to key parcels/core areas
 - Opportunity for more diverse housing types
 - Want to ensure human scale, walkability, pedestrian connections
 - Green space and tree canopy should be preserved
 - Emphasis on ensuring infrastructure can accommodate intensity of development to not impact quality of life

Activity Center 3 – Uptown

- Common themes from comments at this station included:
 - Support for the vision to maintain and support the existing industrial/flex area
 - Generally supportive of the vision for this area
 - Would like to see investment in streetscaping/landscaping to distinguish when you're in Roswell
 - Mixed opinions on residential in this area; some wanted workforce housing in this area, others didn't want any

Activity Center 4 - Midtown

- Common themes from comments at this station included:
 - Most were supportive of mixed-use redevelopment of Roswell Town Center shopping center
 - Concerns with traffic impacts of redevelopment
 - Some skeptical of likelihood of redevelopment
 - Emphasis on preserving single-family neighborhoods in the area
 - Want to see high quality building materials

Activity Center 5 - Downtown

- Common themes from comments at this station included:
 - Generally supportive of the vision and strategies to support the vision
 - Interest in north/south and east/west connectivity between key assets
 - Mixed opinions on Gateway project
 - Building design and character should have special attention here

Citywide Station

- Common themes from comments at this station included:

Community Event #3 Summary *(Continued)*

- Emphasis on protecting cultural and recreational destinations before developing an economic strategy for them
- Support for the Hub and Spoke connectivity, but want to see wider sidewalk requirements and traffic calming
- Add improvements at parks to the preliminary strategies and actions, including keeping half of the fields as grass

“What did we miss?” Station

- Additional comments at this station included:
 - Importance of executing the regulations that protect quality of life as the City redevelops
 - Don't want to see increased intensity, but rather focused on vitality and sustainability
 - Want to see a skate park in Roswell
 - Kimberly-Clark campus could be reimagined as a community college/trade school

Community Event #3 Summary (Continued)

Meeting Photos



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Community Engagement Summary

Community Survey

As part of the 2045 Comprehensive Growth Plan process, the City of Roswell developed and administered an online survey to gather input from residents and stakeholders. It provided an opportunity to share feedback on key themes, ideas, and draft visions discussed during prior community and stakeholder meetings.

Start Date: April 7th, 2026

Close Date: May 4th, 2026

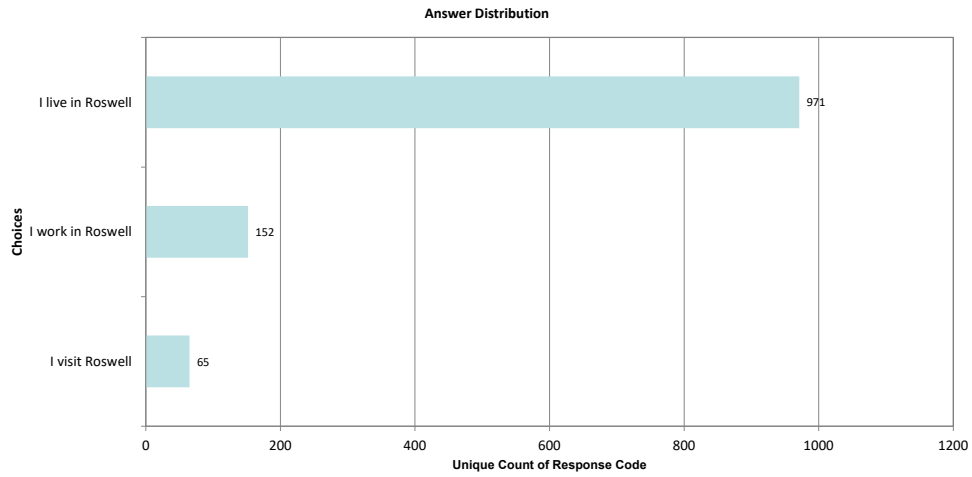
Total Individual Responses: 1,038 Respondents

The following pages walk through each of the questions asked and a summary of the responses. The full survey responses are located in the Appendix.

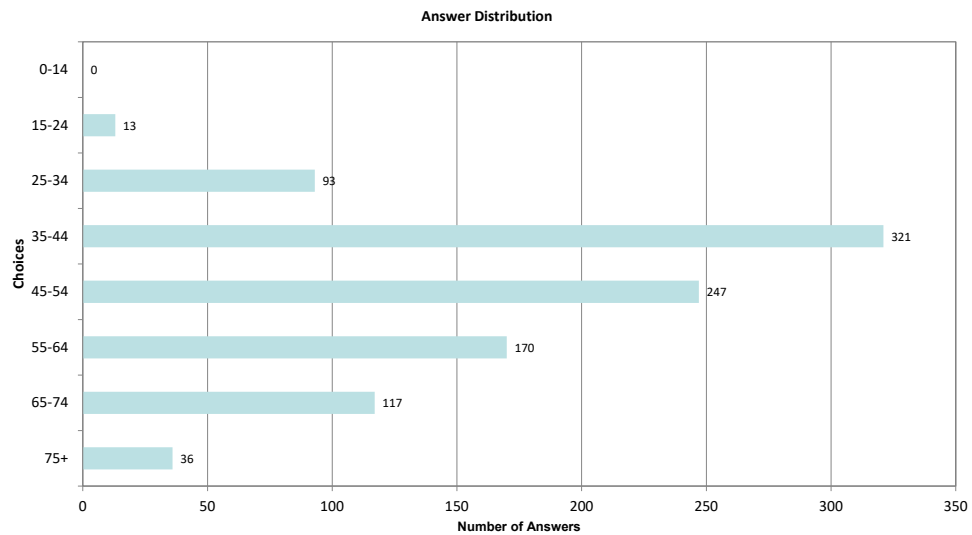
Key themes and takeaways from across all of the questions asked are the following:

- ◆ **Overall positive support for the vision of each Activity Center, with majority of respondents agreeing or strongly agreeing with the vision for each area**
- ◆ **Support for redeveloping underutilized or aging commercial areas for mixed-use, with attention to maintaining existing neighborhoods**
- ◆ **Priorities as Activity Centers redevelop include preserving the tree canopy, adding recreational space, and maintaining appropriate buffers**
- ◆ **Aging in place and access to healthcare emerge as key needs for Roswell's senior population**
- ◆ **Housing affordability and walkability to amenities are seen as barriers for young professionals and families**
- ◆ **While most respondents rely on driving to reach destinations, many express a preference for more walkable options**
- ◆ **Interest in recruiting well-paying employers, along with mixed-use development and diverse housing types, to support reinvestment in Activity Centers**

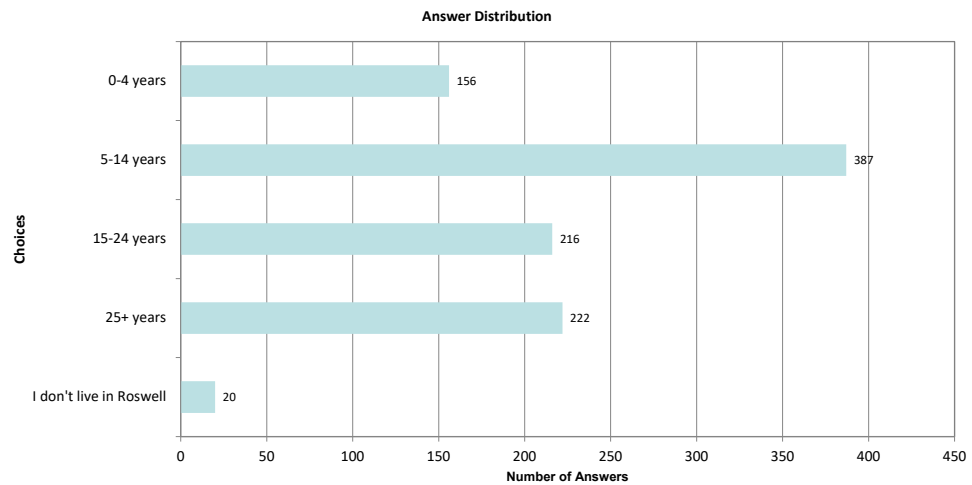
1. What is your relation to Roswell?



2. What is your age?



3. How long have you lived in Roswell?



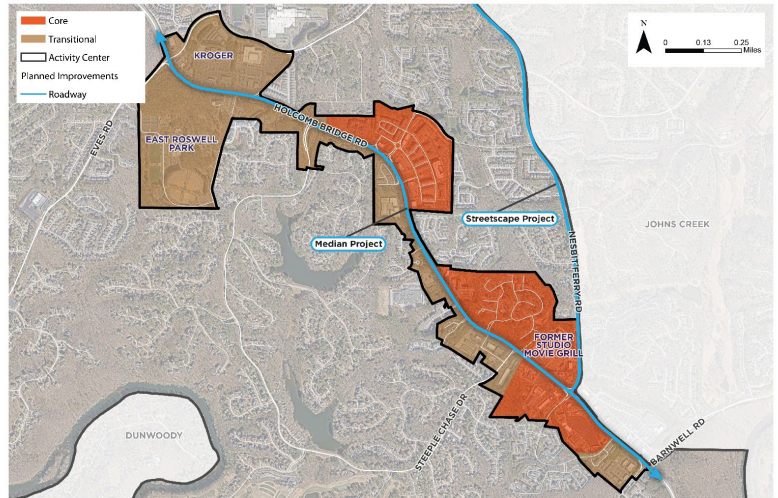
East Roswell Vision

Respondents were shown the following vision statement, photos, and map for East Roswell and asked the following questions.

A walkable, neighborhood-scale area with shops, restaurants, services, amenities, and a mix of housing types, and transitions and buffers that protect existing residential areas

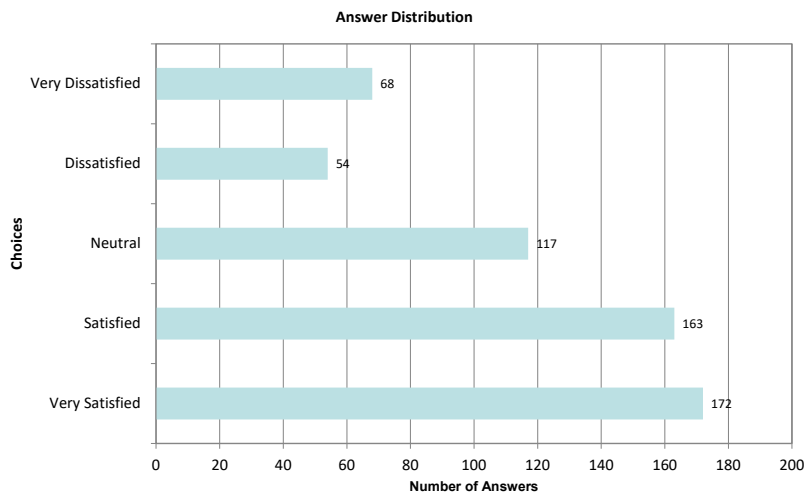
- “Core” subarea has most redevelopment potential, including new commercial and residential development
- “Transitional” subarea would be similar existing commercial and residential areas

Appropriate Development Types



4. What do you think about the vision for East Roswell?

1 star indicates very dissatisfied and 5 stars indicates very satisfied



Number of Responses:
574

Average Response:
3.55 stars

Satisfied or Very Satisfied:
58% of respondents

Dissatisfied or Very Dissatisfied:
21% of respondents

5. What should the City keep in mind as East Roswell develops?

Summary of themes mentioned:

- Traffic conditions along major roadways
- Concerns about additional high-density housing
- Importance of preserving trees, parks, and natural areas
- Reinvestment in existing commercial areas
- Interest in walkability and trails, with safety considerations
- Emphasis on affordable and workforce housing
- Transitions and buffers near neighborhoods

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

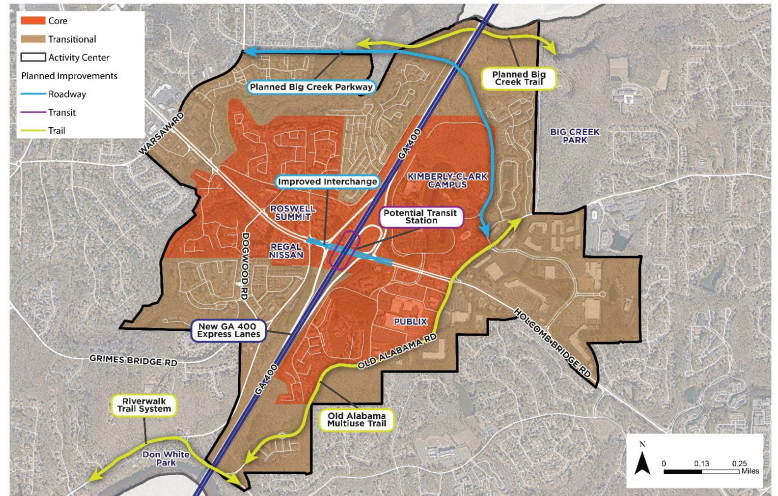
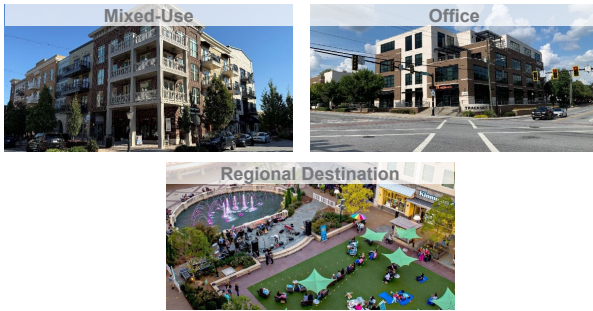
Holcomb Bridge Road/GA 400 Vision

Respondents were shown the following vision statement, photos, and map for Holcomb Bridge Road/GA 400 and asked the following questions.

A major destination with a mix of jobs, housing, shopping, and entertainment that serves both Roswell and the larger region

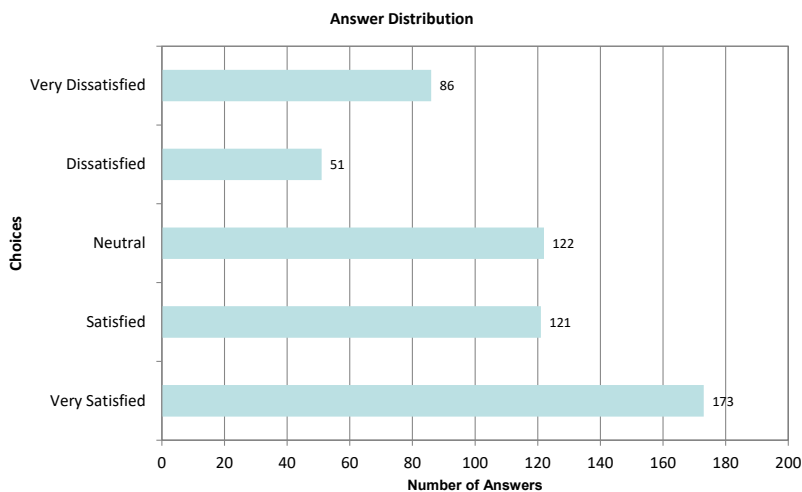
- “Core” subarea has most redevelopment potential and would allow highest intensity within the area
- “Transitional” subarea would be similar in scale to existing commercial and residential development

Appropriate Development Types



6. What do you think about the vision for Holcomb Bridge Road/GA 400?

1 star indicates very dissatisfied and 5 stars indicates very satisfied



Number of Responses:
553

Average Response:
3.44 stars

Satisfied or Very Satisfied:
53% of respondents

Dissatisfied or Very Dissatisfied:
25% of respondents

7. What should the City keep in mind as Holcomb Bridge Road/GA 400 develops?

Summary of themes mentioned:

- Traffic volumes and interchange performance
- Preference for less apartments
- Protection of nearby greenways, trees, and Big Creek
- Mixed views on transit and mobility options
- Interest in improved walkability and trail connections
- Support for employment and economic development Concerns related to safety and crime in the area

Uptown Vision

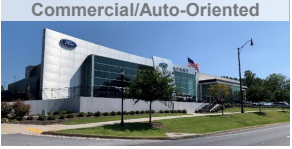
Respondents were shown the following vision statement, photos, and map for Uptown and asked the following questions.

The primary northern gateway into the City, envisioned to be the key job center for our target industries, including technology, aerospace, or healthcare


- “Mansell” has most redevelopment potential in this area
- “Highway 9” is an automotive and commercial corridor, and the northern gateway to the City
- “Employment Center” is the primary jobs cluster within the City

Appropriate Development Types


Commercial/Auto-Oriented

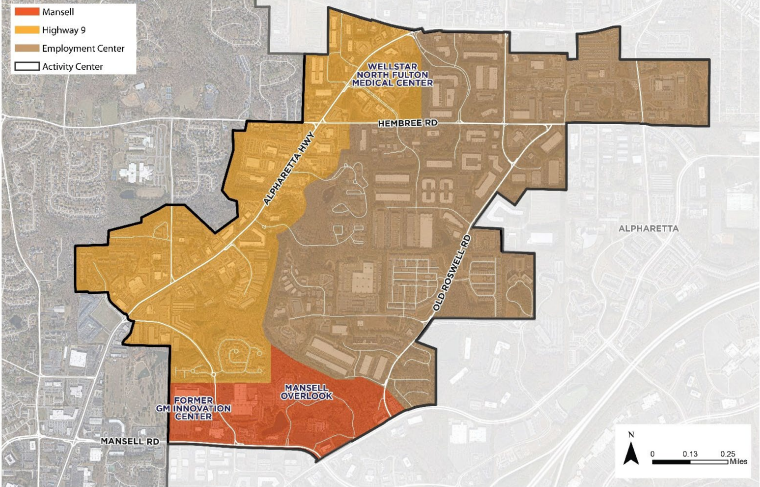


Industrial/Flex



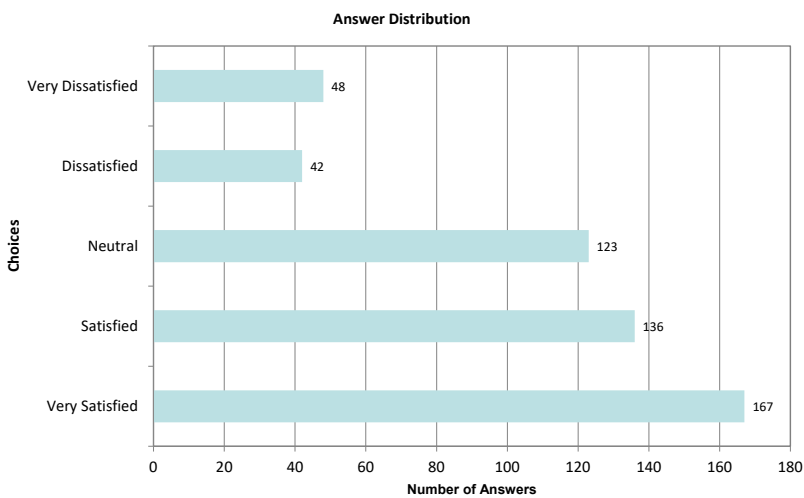
Mixed-Use – Mansell Core





8. What do you think about the vision for Uptown?

1 star indicates very dissatisfied and 5 stars indicates very satisfied



Number of Responses:
516

Average Response:
3.64 stars

Satisfied or Very Satisfied:
59% of respondents

Dissatisfied or Very Dissatisfied:
17% of respondents

9. What should the City keep in mind as Uptown develops?

Summary of themes mentioned:

- Traffic and access along Highway 9 and Mansell Rd
- Focus on job-producing uses
- Preference for limiting additional residential density
- Design quality, landscaping, visual character
- Mixed-use supported when tied to employment
- Need for sufficient infrastructure to support growth

Attachment: 20260615_Roswell Comprehensive Growth Plan_DRAFT v2 (2045 Comprehensive Growth Plan)

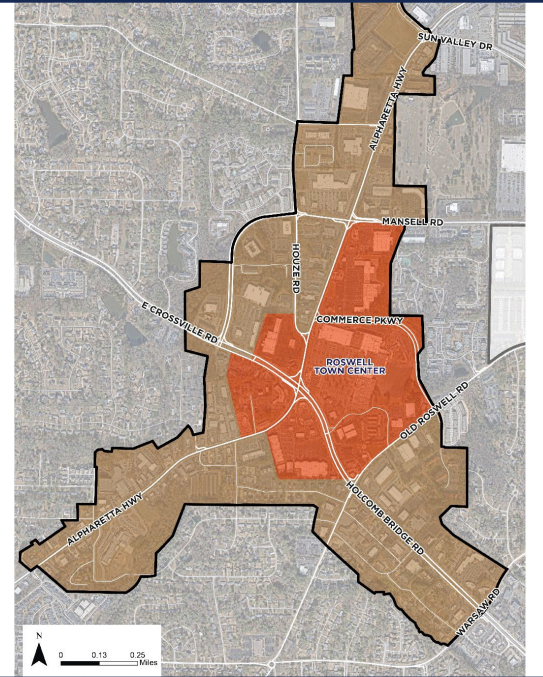
Midtown Vision

Respondents were shown the following vision statement, photos, and map for Holcomb Bridge Road/GA 400 and asked the following questions.

A future community hub that will connect nearby neighborhoods and introduce cultural opportunities, within a mixed-use district centered on Roswell Town Center

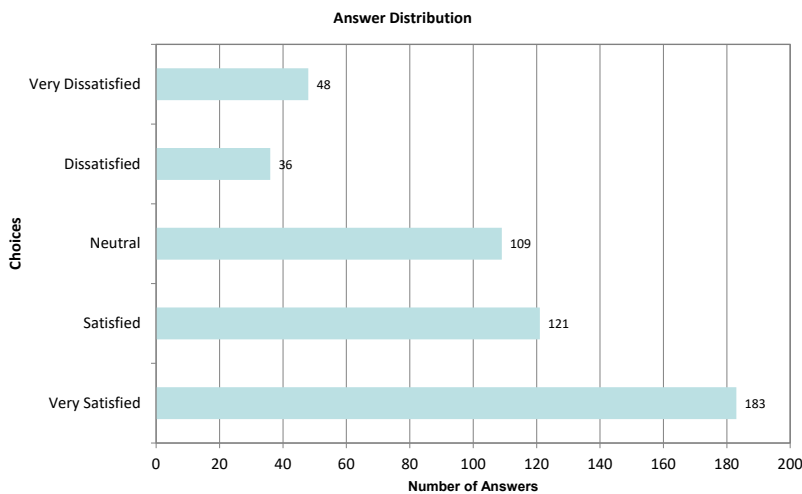
- "Core" subarea has most redevelopment potential and would allow highest intensity within the area
- "Transitional" subarea would be similar to existing area scale and intensity

Appropriate Development Types



10. What do you think about the vision for Midtown?

1 star indicates very dissatisfied and 5 stars indicates very satisfied



Number of Responses:
497

Average Response:
3.71 stars

Satisfied or Very Satisfied:
61% of respondents

Dissatisfied or Very Dissatisfied:
17% of respondents

11. What should the City keep in mind as Midtown develops?

Summary of themes mentioned:

- Traffic congestion near Highway 9 and Town Center
- Less dense residential development
- Need to reinvest in aging commercial areas and parking lots
- Desire for community-serving uses and gathering spaces
- Better internal connectivity between nearby uses
- Desire for retail, restaurants, and activity centers

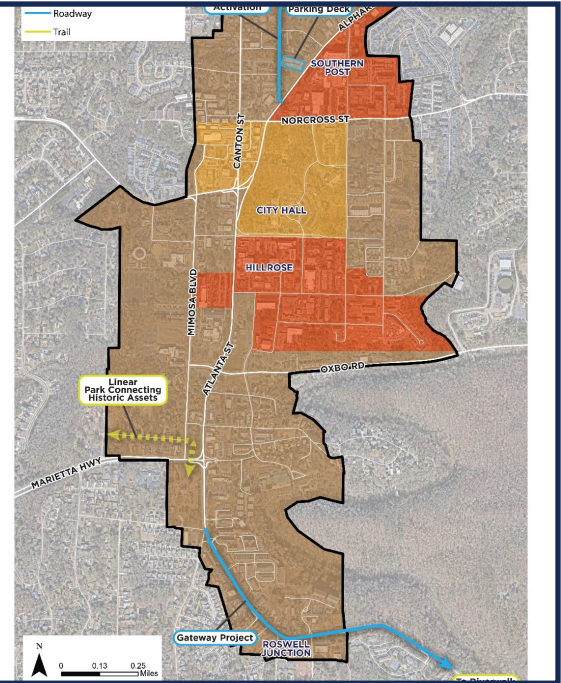
Downtown Vision

Respondents were shown the following vision statement, photos, and map for Downtown and asked the following questions.

The civic and historic heart of the City with mixed-use development along major corridors

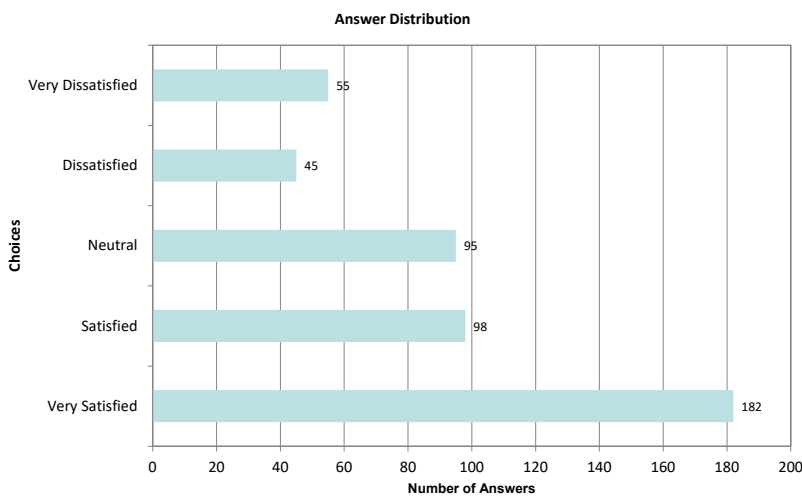
- "Core" subarea has most redevelopment potential and would allow highest intensity within the area
- "Existing Civic/Commercial Area" is intended to be maintained with improved connectivity or parking to support surrounding developments.
- "Transitional" subarea would be more consistent with existing scale and intensity

Appropriate Development Types



12. What do you think about the vision for Downtown?

1 star indicates very dissatisfied and 5 stars indicates very satisfied



Number of Responses:
475

Average Response:
3.65 stars

Satisfied or Very Satisfied:
59% of respondents

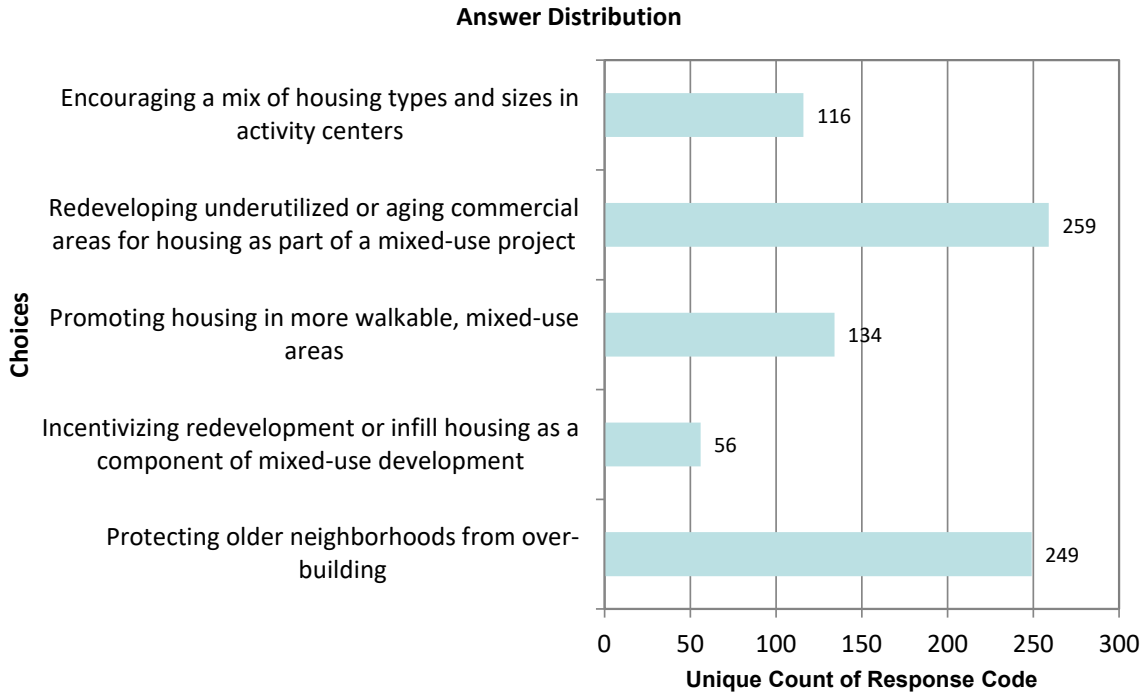
Dissatisfied or Very Dissatisfied:
21% of respondents

13. What should the City keep in mind as Downtown develops?

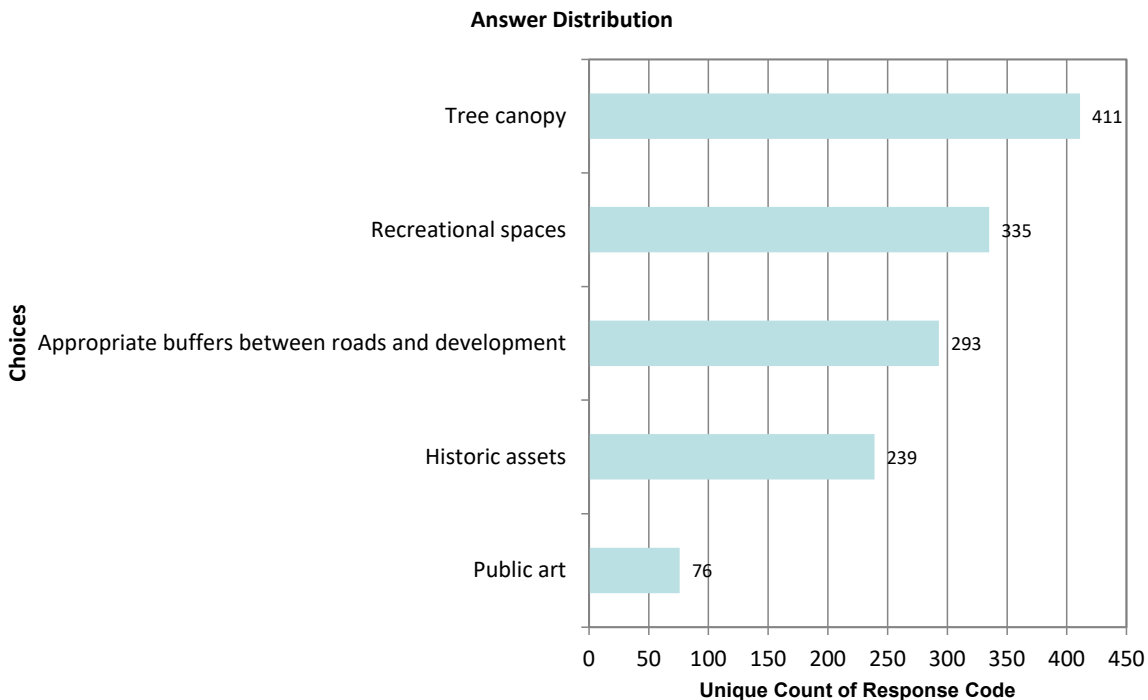
Summary of themes mentioned:

- Concerns with traffic and pedestrian safety at key locations
- Limit additional residential density
- Preserving historic character and scale
- Parking availability and cost, especially for residents
- Pedestrian-focused improvements and trail connections
- Supporting local retail, dining, and culture
- Balance visitor growth with quality of life for residents

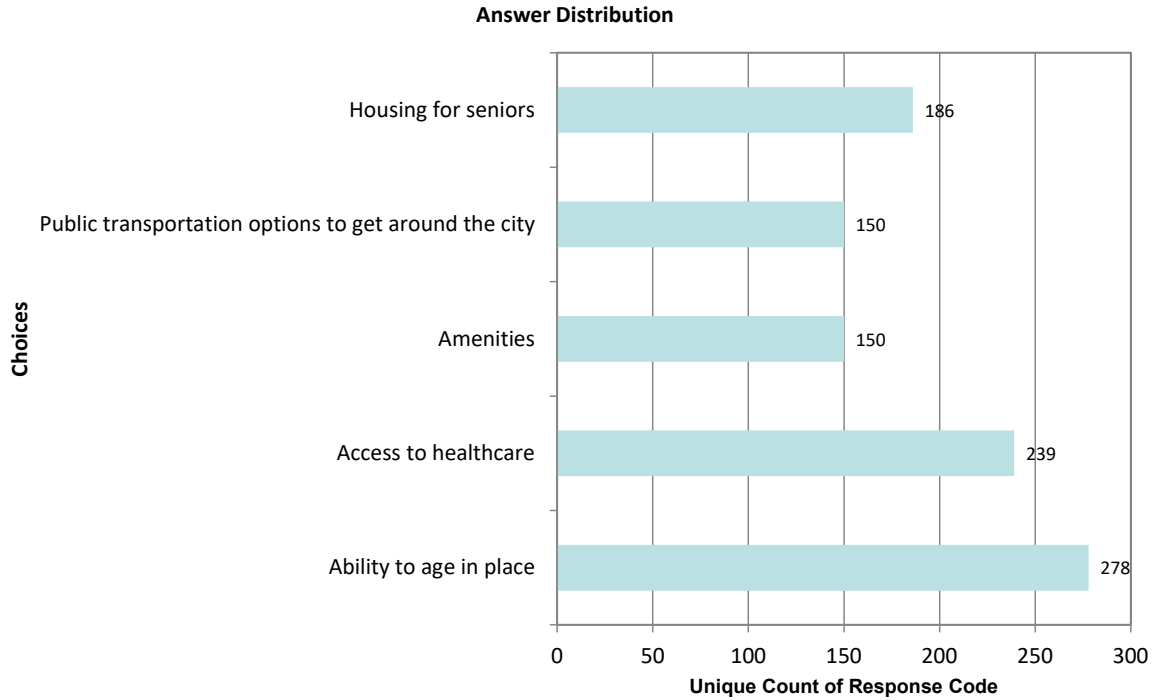
14. Considering the City’s housing needs, including for seniors, workers, and attracting families, what should the City’s top priorities be related to housing?



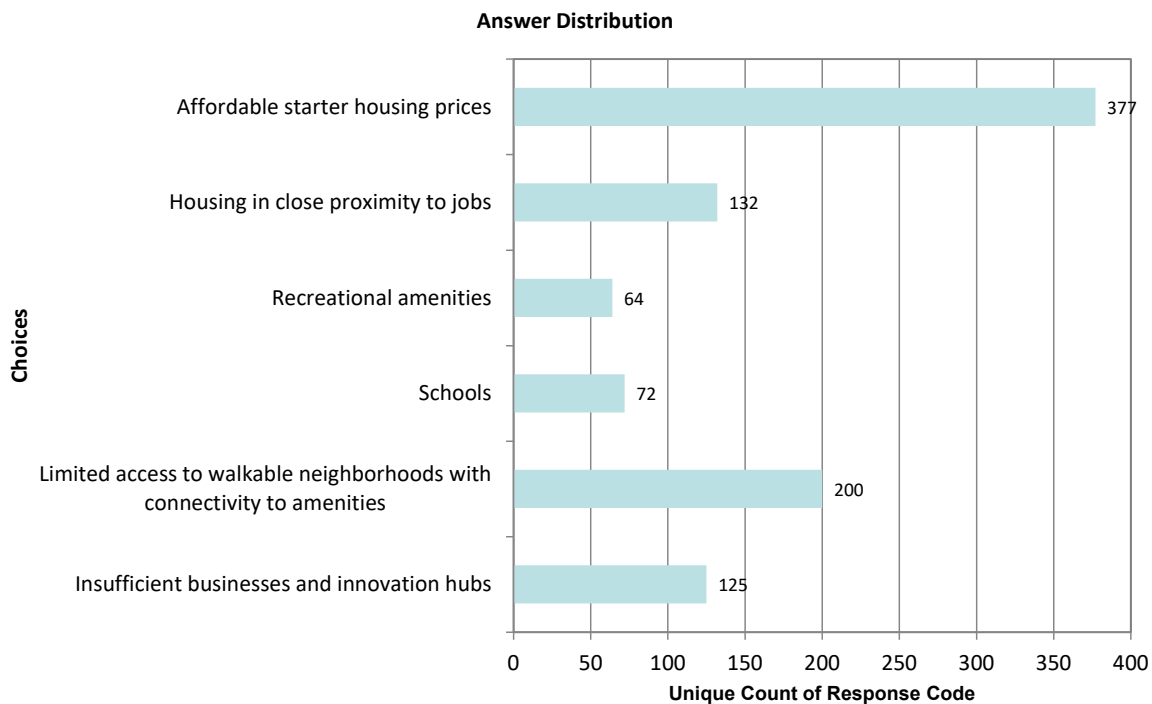
15. As areas within the Activity Centers redevelop, what are your top three priorities related to natural and cultural resources?



16. Which of the following issues are most important to Roswell’s senior or aging population?

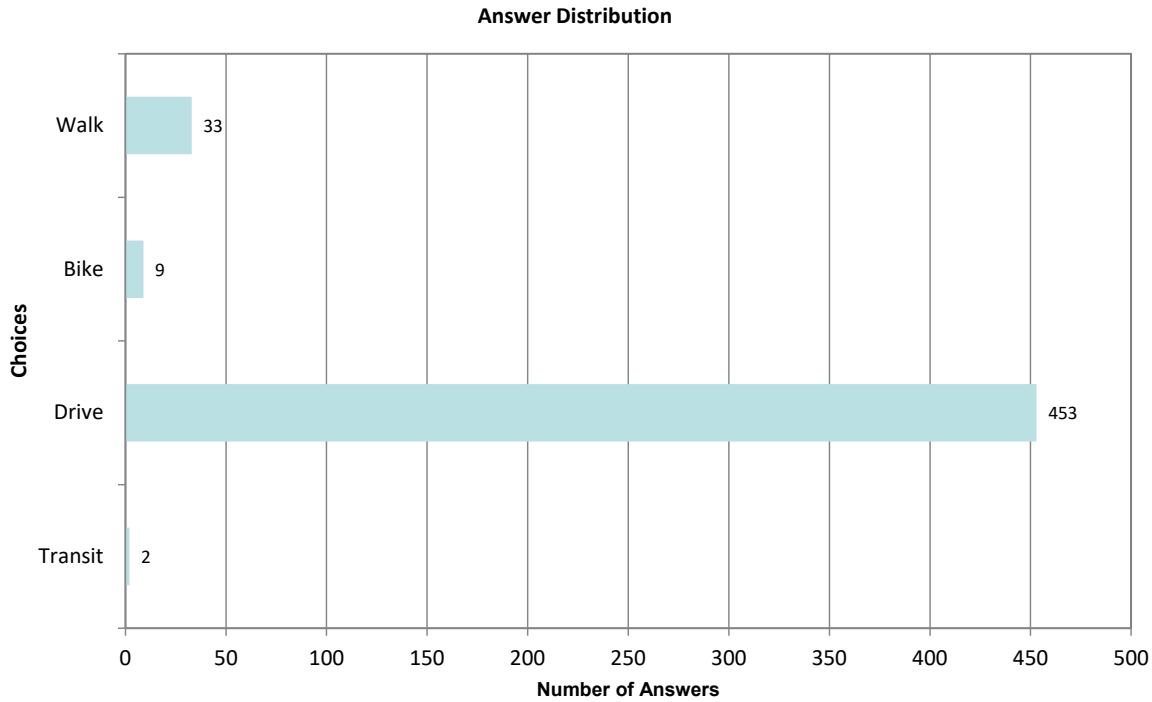


17. Which of the following issues may be preventing young professionals and young families from living in Roswell?

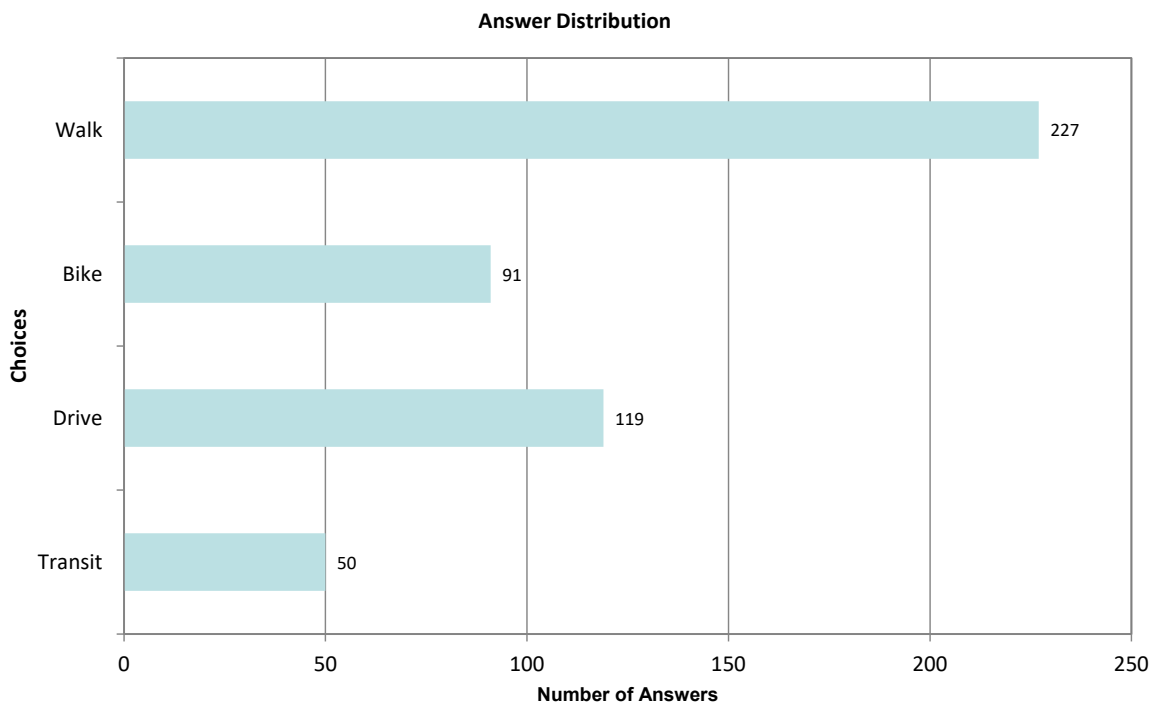


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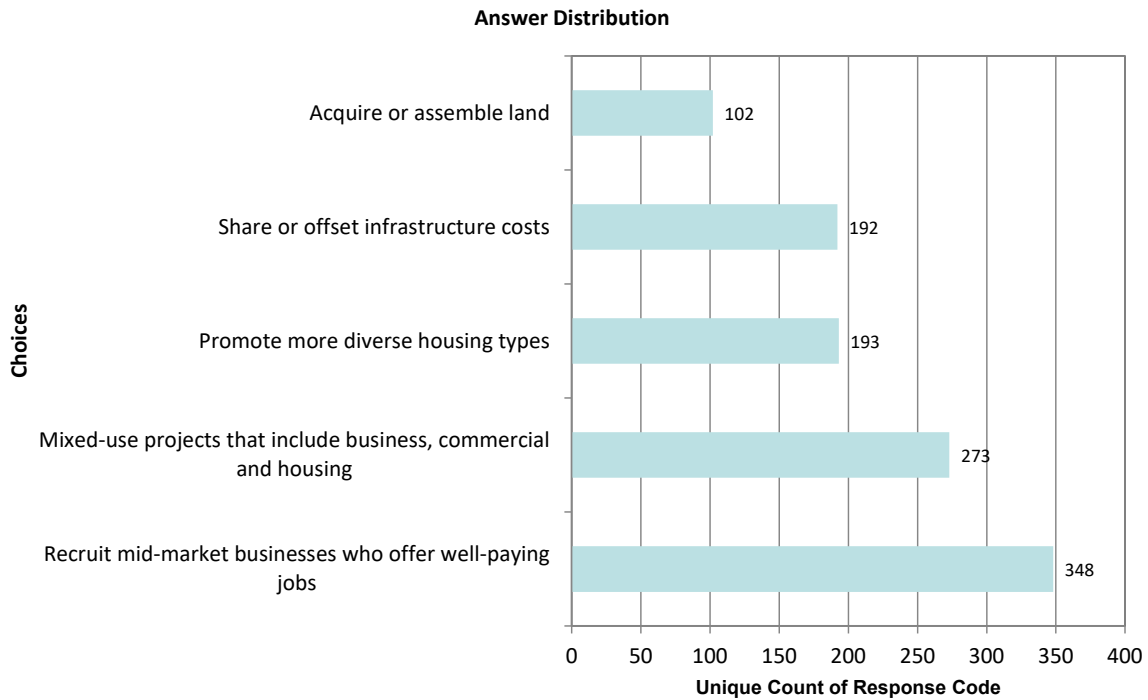
18. What is your current preferred mode of transportation to get to local destinations like the grocery store, entertainment, school, etc.?



19. Which mode of transportation do you wish you could use to get to local destinations like the grocery store, entertainment, school, etc.?



20. With Roswell’s goal of encouraging redevelopment and reinvestment in five commercial activity centers, certain economic development tools will need to be utilized to attract private sector investment. Other North Fulton communities have used one or more of the following tools to attract private investment and employment growth. What are the top 3 that Roswell should consider?



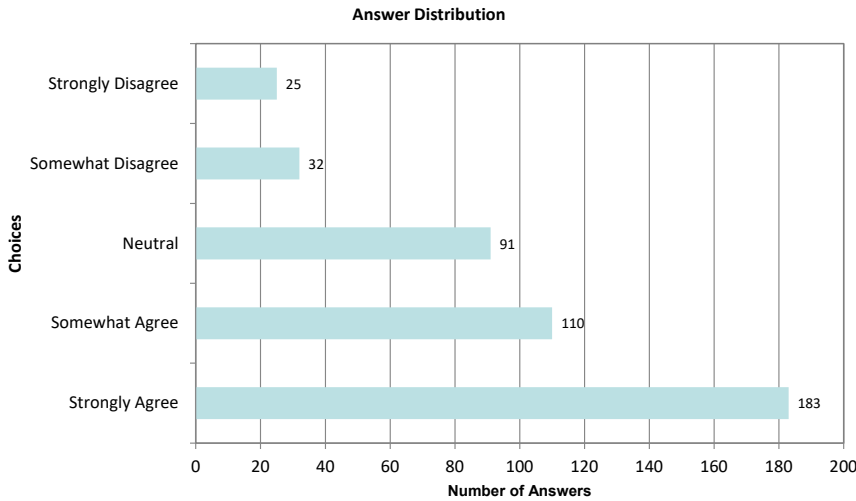
21. Keeping your answer to the previous question in mind, which Activity Center would you prioritize for these economic development tools?

Number of times each Activity Center was put in each rank, with Rank 1 being first and Rank 5 being last.

Choices	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
East Roswell	128	54	53	90	101
Holcomb Bridge Road/GA 400	87	129	82	80	54
Uptown	52	73	123	83	96
Midtown	73	123	100	108	22
Downtown	99	51	69	60	146

22. The City’s current vision is “To be the #1 family community in America”. Do you feel this statement reflects your vision of the future of Roswell?

1 indicates strongly agree and 5 indicates strongly disagree



Number of Responses:
441

Average Response:
3.89

Satisfied or Very Satisfied:
66% of respondents

Dissatisfied or Very Dissatisfied:
13% of respondents

23. Are there any other community aspirations or needs that you feel are not addressed by this vision?

Summary of themes mentioned:

- Traffic and congestion
- Manage growth and avoid overdevelopment
- Affordability concerns with housing and daily needs
- Preserve character, trees, and neighborhoods
- Economic development and job opportunities
- East-west connectivity across the city, both in transportation and community feel
- Infrastructure improvements keeping pace with growth