

EAST ROSWELL ECONOMIC ACTION COMMITTEE REPORT

January 31, 2020

INTRODUCTION

The purpose of this report is to communicate to Mayor and Council Committee findings and recommendations resulting from the work during its initial term of service which expires on February 8, 2020. The East Roswell Economic Action Committee (EREAC) was established by Roswell Mayor and Council to study Roswell east of Warsaw Road and provide the city governing body with recommendations on how to better promote economic development in this area.

The EREAC membership is comprised of city volunteers empowered to organize and manage a work effort of their design and administered with the support by appropriate city staff. The Committee orientation meeting was held in February, 2019 with election of officers and approving by-laws accomplished in March, 2019. A formal and ambitious work plan was then adopted in April.

The Committee work plan involved a large reading/study list that included a variety of city economic development studies, resident Vision survey and various plans developed over the last 16 years, as listed in Attachment 1. Also, the Committee detailed several requests for information briefings and updates from select city departments and/or consultants that included the following: Administration, Community Development, Roswell, Inc., Transportation and Community Relations. The entire work effort was comprehensive and expected to provide the Committee with a strong economic development foundation for its recommendations.

During the balance of 2019 the Committee embarked on eight months of extensive work in regular meetings along with small outside work groups and reviewing the vast body of knowledge found in the referenced study resources. With support from Administration there was also significant support provided by Community Development, Roswell, Inc. and RKG Consultants. Transportation was available only for an update on the Big Creek Parkway and Community Relations was unavailable; because of the limited availability of these departments, we conducted no planned public outreach initiatives and relied extensively on the legitimacy and relevance of existing studies and survey to support Committee recommendations.

This report is organized into six parts: INTRODUCTION, ECONOMIC PLANNING/DEVELOPMENT, TRANSPORTATION, CHARACTER AREAS, COMMUNITY FACILITIES and CONCLUSIONS. Each of the four core topics is divided into two parts. The first will be an outline of the subject topic and the second will be Committee recommendations.

ECONOMIC PLANNING/DEVELOPMENT

In the city Strategic Economic Development Plan (SEDP) there is an old saying in economic development circles, that seems intended to get the attention of city leaders, and it goes “you’re either growing or you’re declining”. The broader point furthered is that the reason Roswell’s economy seems healthy now is because the city relies on tax revenues that result from a desirable resident lifestyle along with real property appreciation and retail sales tax revenue growth. This was not intended to predict any immediate decline in a relatively healthy Roswell economy but to lay the foundation for the fact that there is a significant need for the city to formulate a more effective economic development plan to better provide for sustainable long term growth of the city economy. For years many city leaders and residents have pointed out that Roswell needs to better balance its tax revenue income to reduce its heavy reliance on residential property taxes by adding to the commercial value of our business sector. The increase of the city commercial sector will create a more stable and balanced tax base available to fund future city program growth.

In studying the Attachment 1. resources, it is clear the city has not kept pace with neighboring cities in terms of attracting and supporting the development of commercial office developments and the larger companies that are attracted by this type of economic growth. Instead, most of our business development strategies result in the growth of our small business sector. This is not to imply that small business growth is bad because that is false. In many ways, small business is the lifeblood of a broader economy but there is far less stability and growth in this segment due to high failure rates and the fact that they do not typically employ the higher income professions that comprise most of east Roswell residents. Also, the presence of larger companies helps to stimulate the growth and prosperity of smaller businesses.

Based on a recent and brief revue of the business data base of ReferenceUSA, Roswell has some 5500 businesses with 92% employing less than 20 employees, another 6% employ less than 50 and the remaining 2% employ more than 50 employees. Of the total city businesses, it is likely that some 1900 (35%) are based in the home. On the east side where we have about 40% of Roswell’s residents, we have about 1600 employers and these are mostly small businesses proportioned about the same as the city as -a - whole, making the east side business base significantly smaller and less developed than the rest of Roswell.

In addition, because Roswell has very few larger employers, we have a low employment demand for higher income jobs. And because 60% of adult residents of our city have at least a four- year college degree and require a job that pays significantly higher incomes than the average worker, more than 41,000 residents commute outside the city every workday for employment. The negative economic impact to our city due to this employment imbalance is almost too great to calculate. Imagine the added daily roundtrip traffic counts to our streets, the loss to Roswell of daytime revenues to a variety of

businesses in other cities, and the addition of economic vitality to the city if these employers were located here.

Most of Roswell economic studies point out that the city's most valuable development potential is at our Holcomb Bridge/400/Old Alabama (HB/400/OA) interchange. For 16 years studies have pointed to this economic potential without any actionable city leadership plan to effect increased growth to this east side area. Simply compare the state of development of the Holcomb Bridge/400 exit to other North Fulton 400 exits over the last 20+ years. The comparison speaks volumes on how much real and balanced economic growth Roswell sacrifices by not making better use of this valuable east side location.

For years, the city economic development process has offered little hope for growth on the east side which has caused much frustration to area residents. And since the 2005 Holcomb Bridge Road East Revitalization Study (HBRERS), the problems and needs of the east side have been well documented, with few improvements offered by the city. Instead of offering real economic growth strategies, the city has been adding hundreds of multifamily residential apartment units to vacant land or where retail businesses have failed. Including the recent Target redevelopment project, we will have more than 9000 renter occupied multifamily apartment units vs. some 8200 single family owner occupied residential units on the east side. A significant number of east side residents view this situation as lost economic opportunity that also jeopardizes the quality of life our residents have taken for granted for decades.

It is clear the city needs to reevaluate the design and effectiveness of our existing economic development program and its priorities as it affects the east side. Even the studies allude to the fact that city planning and allocation of resources to east side economic development has not been adequate or effective. There are stark differences between development priorities applied to the east Holcomb Bridge Road and the west side of Crossville/Woodstock Rds., Alpharetta Highway and the Canton Street/ Historic district areas. The city needs to develop a more effective plan for the east side and enforce the implementation of specific goals and objectives to effect real economic growth that is long past due.

ECONOMIC PLANNING/DEVELOPMENT - COMMITTEE RECOMMENDATIONS:

- 1) It is recommended that the city develop a new comprehensive planning and development approach to stimulate economic growth on the east side of Roswell. This portion of the city seems to lack a plan, a commitment to change and the resources to make a difference. The priorities begin with the HB/400/OA redevelopment, then Transportation enhancements, character node and parks upgrades. General details are included throughout this report.

- 2) Develop a more proactive business support relationship with east side business owners. The city could offer numerous ways to assist them in managing and growing their businesses. Examples could include market analyses reports, merchant associations support, various workshops, coordinate industry trade shows, etc. Many east side businesses never have any contact with the city except for licensing and taxes.
- 3) The city needs to develop a more effective strategy to recapture a large amount of local east side business potential that has for years been lost to neighboring cities. The value of our rich consumer market is far greater than our businesses realize today. Residents simply choose to shop for retail and professional services, to name a few, in areas more appealing than our Holcomb Bridge area. The corridor does capture much of the convenience shopping volume. However, the value of our existing east side business revenues is only 26% of the city's \$3.5 billion volume when we have 40% of the city population. Roswell, Inc. has defined some of this lost business opportunity and the city needs a strategy to recapture as much as possible.
- 4) The EREAC supports the recent action by Mayor and Council that places a 90 day moratorium on approving additional apartment projects. We feel that for many cities like Roswell, who have limited expansion capabilities, the popular approach to growth is to add high density multifamily apartment projects. However, without proper planning and the necessary economic and physical infrastructure in place to support that growth, this development is unsustainable for the long term. We believe this is where we are now with the east side.
- 5) The Committee has not attempted to quantify the lost economic opportunity the city has experienced over the last 15 years as a result of not effectively addressing the significant economic development needs of the east side nor are we qualified in the various funding mechanisms available to the city to fund these recommendations . However, we do request the city to fast track the implementation of the recommendations we have offered and realize that will challenge the city financially. Therefore, we recommend the city explore all possible cost- effective financial and incentive alternatives available to fund and implement these recommendations in an expedited manner. That may include but not be limited to a Community Improvement District (CID), Tax Allocation District (TAD), use of the Downtown Development Authority (DDA), special bonding options and GDOT.
The Committee feels that with the lost HB economic opportunity, somewhat defined in the Transportation section, and the legacy of state Transportation tax revenues/benefits there is a compelling argument for GDOT to fund the HB upgrades. This community has sacrificed economic growth over decades to effectively support expansive traffic volumes with RDOT carrying the bulk of the

burden of supporting the HB infrastructure. At 45,000 vehicle trips/work day, that amounts to some 13 million trips per year for decades. That is a lot of gas tax revenues paid to the state and it's time for payback!

- 6) It is recommended that 40% of the annual hotel/motel tax revenues collected by the city from the five hotel/motels located east of Warsaw be reinvested into east side promotion, visitation and events. Further, the total east side CVB investment must equal at least 25% of its annual budget.
- 7) To more effectively support the strong small business base in Roswell, we recommend the city recruit more office condo developers throughout the east side. The present inventory of existing office condos has a very high occupancy rate.
- 8) Mixed use zoning should require retail to be on the first floor with residential above that. There should also be a minimum requirement for general office space in mixed use as well.
- 9) As development on the east side grows, it is important to optimize available land use for business growth by incorporating parking garages rather than continuing to rely on expansive surface parking lots.
- 10) Because prior studies estimate that approximately 35% of Roswell businesses are home based, it is highly recommended the city promote shared office spaces as part of future development.

TRANSPORTATION

The Committee acknowledges the fact that one of the most important variables in making the east side economy grow is the Holcomb Bridge corridor that runs eastward about 5.9 miles from Warsaw Road and divides the 40,000 residents of the area. This stretch of road carries about 75,000 vehicle trips/day on the west side of 400 and about 45,000 vehicle trips/day on the east side. The HB/400 interchange has about 75,000 vehicles/day (about 2 million/month) entering and exiting 400. There is no way the economy can improve without addressing this intense flow of traffic.

Fortunately, the city and GDOT have made significant progress toward improving the HB traffic congestion by recently approving the 400/HB interchange improvement project which includes two new 400 bridge crossings, one to the north and one to the south of HB, and a MARTA connection in the SE quadrant of HB/400. The modified Big Creek project will also be added to these improvements. Once constructed, these projects will add much needed transportation capacity to the most significant gateway to our city and significantly improve our potential for economic growth.

Problematic is that today most of Holcomb Bridge road east of Old Alabama exists much the same as it did over 20 years ago. And not only has there been more residential developments built but traffic has also increased substantially over that period placing more pressure on an area already challenged to keep up. Thousands of east side residents commute to work via this route and thousands more pass through from other areas every day.

This growing transportation pressure has adversely affected area businesses and based on the latest east side resident Vision survey, the overwhelming traffic problem is considered the number one problem with the east side of Roswell. In addition to the traffic volume, residents feel that the aesthetics of this entire segment of HB represents a sort of suburban blight, detracts from our pristine residential subdivisions and does not represent the type of area they wish to shop in. They also feel this contributes to why the area can't attract or keep first class retail businesses; it degrades the economic vitality of the entire area.

In addition to the challenges presented by high traffic volume and a weak transportation infrastructure, connectivity becomes a major problem for residents in all areas of the east side. Not only are the major residential subdivisions access limited by vehicles but pedestrian and bicycle traffic, in many areas, is treacherous at best. Some bike lanes have been retrofitted to certain streets but because they are not maintained along curb areas, they are very difficult to navigate safely. Also, there is an acute shortage of sidewalks and trails to facilitate safe connectivity and lifestyle needs. This shortage is not defined within residential subdivisions but along major streets there are no sidewalks at all, just embarrassing dirt paths worn down by pedestrian use over many years. We are not aware of accident statistics on the east side but assume they are higher in this area due to present conditions.

Traffic flow is not effectively controlled by lights or signage. Traffic on HB does not seem to be coordinated with any sort of technology assists that affect a more efficient flow of traffic. Also, there is minimal signage provided to guide drivers to any points of interest such as parks and the river.

In summary, it seems that the HB corridor lacks from effective traffic planning and management. It does not take into consideration that a major roadway the size of HB is not just to move vehicles from point to point but also is a major component to the surrounding economic development of the community it serves. To seemingly ignore all but the movement of cars is not enough today. This high-volume east-west corridor needs major improvements in order to improve community lifestyle and better promote economic growth on the east side.

TRANSPORTATION - COMMITTEE RECOMMENDATIONS:

- 1) The Committee wants to see the east side HB corridor retrofitted to the Parkway Village scale of development standard very similar to that of the west side. We understand that because the east side was built out long ago, most of the needed improvements will require modifying the corridor within the existing roadway rights of way and with new development projects. The HBRERS highly recommended this action many years ago and could be referenced for engineering/design standards that are considered still timely and relevant.
Most of this extensive streetscaping work effort would likely occur east of OA and continue, at minimum, through Nesbit Ferry/HB and even to the river. The scope of work would include the following:
 - a) Sidewalks on both sides of HB extended to Nesbit Ferry. On the north side, it should be an eight-foot multi-model pathway all the way to Nesbit Ferry, and a sidewalk should then extend to the wastewater treatment park on the south side of HB. An additional sidewalk should also extend from HB along Fouts Road south and through the Park to Eves Road.
 - b) Both sides of the street should be landscaped with shrubbery, trees and grass wherever possible. Also, horse fences as built on the west side would be desirable aesthetics.
 - c) Street lights of like design shall be installed at appropriate spacing and placement along the entire length of HB Road.
 - d) Landscaped medians shall also be installed as appropriate.
 - e) All cross walks shall be boldly marked and provide for safe pedestrian crossings in coordination with intersection lights.
- 2) Construct two pedestrian bridges across HB in the Old Alabama/Holcomb Woods Parkway area and Eves Road area.

- 3) Create a Trails map for east Roswell for public distribution. It should include bike trails and pedestrian paths. The Committee understands that this project is underway by RDOT but we want to also have an exclusive east side network map. There is a dated east side map in the HBRERS, Figure 40, that would be a good start. Some of this proposed plan has already been constructed by the city. Subdivision connectivity, where desired, should also be a high priority.
- 4) Design our three 400 crossing bridges to reflect our city character and to serve as effective gateways to Roswell. We believe Alpharetta's Encore Bridge is a good example of this concept.
- 5) Provide longer entrance and exit lanes to HB for large residential subdivisions to reduce backups during peak commute times.
- 6) Improve east side signage.
 - a) There must be clear and appropriate signs directing to our river corridor/recreation areas.
 - b) Signage must also direct to our parks.
 - c) Our 400 exits must communicate that Roswell exists on the east side of 400. After all, 40,000 residents live within the 5+ mile east of 400. For example, Exit7A now directs to Peachtree Corners.
 - d) It is also important that code restrictions on signage be enforced to improve the aesthetics of the area.
 - e) Lastly, the city should better utilize the new light posts with signage/announcement capabilities on HB/400 bridge. It would add to community aesthetics.
- 7) Sidewalks need to be installed on Old Alabama Road to access Big Creek Park. Also, the park frontage, parking and signage must be upgraded.
- 8) The bridge at Riverside and Roswell Road that was built in 1958 needs to be replaced. It is outdated and obstructs optimal flow of east-west traffic in the area and access to the city.
- 9) Add sidewalks on Dogwood to Riverside.

CHARACTER AREAS

The developed character of the east side is diverse and could be viewed as having had limited benefit from any long-term planning. Many say it has been a chaotic and reactionary pattern of community development for several decades. Presently, the area is generally defined in terms of three major areas: The HB/400/OA area as a large east side business center with a variety of mixed uses. The second area is the balance of the HB corridor to the river with a relatively dense configuration of retail/commercial & mixed use developments, with significant infill of large multifamily apartment projects. The third and most significant east side land area is made up of large planned subdivision neighborhoods. All areas are highly dependent on the automobile for connectivity within the community and throughout North Fulton county. Little has changed over the last 30+ years.

The dominant character of the east side is defined as a “suburban residential” lifestyle based on the large single family (owner occupied) planned subdivisions that were built decades ago. These subdivisions represent the cultural foundation of east Roswell, utilize almost 70% of total land area, and are expected to be the most important priority consideration in area development considerations.

However, over the last several years, the city has effectively deviated from the “suburban residential” lifestyle priority in approving very large multifamily apartment units. This development trend has now resulted in having a majority of renter occupied multifamily apartment units over the total of owner occupied subdivision homes. Understandably, residents have perceived this result as detrimental to the character of their east side lifestyle.

Because of the imbalance between apartment units and single family homes and the concerns expressed by many residents, the Committee supports the aforementioned 90 day moratorium on further approvals of apartment units. When the Target redevelopment project is completed, it will add several hundred apartment units to area totals which will further exacerbate the problem.

Finally, over the last many years, various economic studies have pointed out that to effectively provide for better economic planning and development, it is helpful to view the HB corridor in three unique segments referred to as activity nodes. These nodes include the immediate area around the following locations: HB/400/OA, Centennial and HB/Nesbit Ferry.

HOLCOMB BRIDGE/400/OLD ALABAMA

This area presently offers a wide variety of mixed uses that include apartments, several types of retail, large corporate office campus, five hotel/motel units and commercial office buildings. This area is also considered as having SIGNIFICANT redevelopment potential in the city of Roswell due to its gateway location at HB/400 and the total area available. As referenced earlier, the Committee has recommended that this area be considered for

actionable redevelopment planning and has numerous Transportation improvements approved, funded and scheduled for construction.

CENTENNIAL

This node is located along Holcomb Bridge Road/SR 140 running east to west. The area is bounded by Centennial High School and Hillside Elementary School to the north. East Roswell Library and the East Roswell park are to the south. The western boundary abuts residential uses, mostly apartments and single family in nature, and the same exists on the east side. Centennial is approximately 2 miles east of 400 in the HB corridor and is bisected by Eves Road. Residents in the Vision survey and in various economic studies designate this area as the “community and institutional center of east Roswell”

NESBIT FERRY

This node is the area surrounding the Nesbit Ferry and Holcomb Bridge Roads. The northeast quadrant of this intersection is part of the city of Johns Creek. Within Roswell, there are various mixed- use retail businesses and properties with relatively dense concentrations of apartment and single- family homes.

CHARACTER AREAS - COMMITTEE RECOMMENDATIONS:

- 1) With improvements to the transportation infrastructure, including a MARTA station, in the HB/400/OA node initiated, it is time for the city to lead the redevelopment effort on this area. The logical first step should be to engage landowners and relevant stakeholders in a process with the goal of maximizing the value and use of real estate and business assets throughout the entire area. Most existing land uses are less than authorized by present zoning and undervalued with regard to market potential of the area.

- 2) The Committee feels there are many good development concepts that need to be considered for the HB/400/OA node, many of which have been proposed in economic studies and the 2017 recent resident Vision survey. Many suggest that this area should be a destination site for not only Roswell residents but the entire North Fulton area. Not only is this node THE major gateway to our city but it will also have a MARTA connection to this regional market. Residents suggest this area could be similar but exponentially larger than our popular Canton Street attraction. There should be experience retail, entertainment and performing arts venues, arts attractions and additional fine dining, to name a few. And there will be significant area improvements to transportation/ connectivity/access, all without the infrastructural constraints of our downtown. In addition, there could be a mixture of new or upgraded class A and B offices and updated retail, all of which would bring a new mix of businesses, corporate offices and jobs to the area. Combining the HB corridor improvements defined earlier in

this report, all this would bring new economic vitality to this node. We also believe our market potential is so large that this development would not jeopardize the success of our existing downtown.

This concept would certainly energize the east side!

- 3) The Committee agrees with many public comments and the studies that the character of the Centennial node should be established as the “community and institutional center of east Roswell”. The area is at the approximate center of the east side and with the HB transportation upgrades recommendations made earlier in this report, there will be great east side connectivity with this node, not only east to west but to the river via Eves Road, to the park and with other connecting trails/paths throughout.

Suggested additional development includes: shared work force office facilities for small and home businesses, class B offices for local professional service businesses, aquatic/ athletic/training center, a branch office of city hall, expand the use of the old school building in the Park to the “EAST ROSWELL COMMUNITY CENTER”, and some believe there could be additional private schools/training facilities added to the area, to name a few.

Our subcommittee for the Centennial Node has recommended that the city consider supporting a new development concept for this area, and the EREAC supports this view by including it in our recommendations. The concept provides for the creation of a Roswell Activity Complex ideally located at the Kohls property. The Complex would represent a new and bold development for the east side that is a departure from the traditional retail and residential development challenges we have faced in this area for many years. We feel this project could be significantly more catalytic to area economic growth and better conform to the character of our neighborhoods and lifestyle choices of our residents. Attachment 2 outlines this development concept in more detail.

- 4) The Committee feels the development needs are more basic in the Nesbit Ferry node. There seems to be adequate representation of retail and conventional housing in this area but, based on the demographic composition of this area, there needs to be more elderly housing options, medical practices-maybe a doctor's office park, and promote the development of remaining HB frontage. Area offices are likely to be class B and might even extend along the south side of HB to the wastewater treatment facility. With the already recommended transportation improvements, this area will also have better connectivity.
- 5) In addition to the aforementioned suggestions, the Committee believes that with the extensive Transportation upgrades to the HB corridor and multifamily development moratorium, the character of the east side will be significantly improved and residents will welcome these changes.

COMMUNITY FACILITIES

It is well known that Roswell has an award-winning Recreation programs and Parks system (RP). The city has done a great job of identifying resident recreational needs and city staff have worked hard at setting aside prime land resources for such development. The residents appreciate an outdoor lifestyle and RP has done a good job at developing and managing our natural resources for the enjoyment of our residents.

Admittedly, the Committee has not had the opportunity to have city RP program staff brief us on existing east side facilities and programs but we realize that RP programs are important to the character of our residential neighborhoods and that has a direct benefit to the economic wellbeing of the east side of Roswell.

Based on our research and the recent resident Vision survey, the Committee has several recommendations we would like the city to address with regard to the RP programs on the east side.

COMMUNITY FACILITIES – COMMITTEE RECOMMENDATIONS:

- 1) The RP has a standard of 9 acres/1000 residents for determining the amount of park land needed to serve residents. It seems that based on that standard, the east sides 40,000 residents may be under served and we request the RP department affirm that the we are being served according to city standards.
- 2) We have requested Transportation to provide appropriate signage for parks and river recreational areas located on the east side and we also request that RP partner with them to accomplish this goal. It should increase park use and resident appreciation of our resources.
- 3) The Committee requests that there be a restaurant authorized at the city's Ace Sand Co. Riverside location. Perhaps a city land lease arrangement might work there.
- 4) We also request the upgrade of Don White Park.
- 5) The Committee also recommends that the East Roswell Park baseball fields be upgraded.
- 6) In coordination with the CVB provide for better promotion of Big Creek Park, our great access to the river corridor and other great east side parks and trail features.
- 7) Optimize the use of the old school building in the Park as the EAST ROSWELL COMMUNITY CENTER.

CONCLUSION

The members of the East Roswell Economic Action Committee thanks the Mayor and Council for the opportunity to serve in this effort to research and recommend to the city ways to improve the economic condition of our community. In empowering this group of volunteer city residents, without any restrictions or limitations on what we can do or recommend was a bold act of leadership. We appreciate your trust and the opportunity to serve our city in this important mission.

Because we all live and/or work on the east side, we had a basic level of understanding about the economic needs and problems of our east side. However, as we delved into the studies, benefitted from staff presentations and Vision survey, we realized that our east side economic development problems have a long complex history and identifying EASY solutions has been very difficult.

Since 2003 most of the contracted economic development studies have been relatively consistent on what needs to be done to address long term economic growth for the city. They have stressed planning, economic research, organizational changes and program priorities to promote growth. However, the city has been slow to adapt and has struggled with reversing the legacy of small town-no growth mind sets. Also, residents have simply resisted many proactive growth initiatives over the years.

However, the Committee feels that the economic development situation, especially on the east side, is so dire that immediate action is required. We have far more growth potential than we are realizing. In fact, the east side economy has negative growth while our true market potential remains untapped and growing.

The Committee believes that however the city organizes this effort, now is the time that effective economic development leadership and a bold vision for the east side is necessary. We believe this report does offer some of the major elements of what needs to be done to lay a foundation for real growth. However, the city must address how to organize and implement a new growth strategy for our east side.

The studies do reinforce the idea that the east side has been underserved for years in terms of economic development. The 2005 HBRERS clearly defined many of the problems and needs of the east side in order to grow our economy. It was never finalized and only a few of its recommendations were ever implemented.

To grow the east side economy now requires the political will, organizational changes and lots of funding. And time for this change is past due.

Respectfully,

East Roswell Economic Action Committee

Trent Perry, Chairman

Ron Buckley, Vice Chairman

Bruce Kellogg, Secretary

Amanda Riepe

Andy McGarry

Robert Mimms

Kerstin Sommer-Raza (resigned for job relocation)

Tim Stevens

Stephen Shanahan

Ex-officio Support Members

Gary Palmer, City Administrator

Alice Wakefield, Director, Community Development

Steve Stroud, Executive Director, Roswell, Inc.

ATTACHMENT 1

STUDY RESOURCE LIST

Documents:

- East Roswell for Economic Action Committee Charter (with map)
- Holcomb Bridge Road East Revitalization Study, 2005
- City of Roswell Redevelopment Strategy, 2003
- Strategic Economic Development Plan 1.0, 2012
- Strategic Economic Development Plan 2.0- Implementation Strategy, 2017
- Feasibility Study for a proposed 90-room Hyatt House, 2017
- Roswell Retail Study Key Findings Presentation, 2018
- City of Roswell 2035 Comprehensive Plan
- City of Roswell Development map
- City of Roswell Basemap
- East Roswell Vision Survey Results, 2017
- East Roswell Discussion: Strategic Economic Development Plan, 2018
- NextSite Studies

Town Hall Meetings Videos:

- Holcomb Bridge Road Revitalization Town hall Meeting Hosted by Mayor Wood, 2017
- East Roswell Economic Development Forum Hosted by Council members Zapata and Palermo, 2017

Archives:

- Agendas, Briefs & Minutes