



The Firm

Cooper Consulting Company is a nationally recognized strategic planning, public involvement and plan implementation firm. The firm specializes in strategic and long range comprehensive planning, transportation and economic development planning, and land development regulations. The firm is also a key provider of public outreach and goals setting, with many successful endeavors in public consensus building.

Connie B. Cooper, FAICP, the president of **Cooper Consulting Company**, brings major strengths and valuable perspectives to strategic planning and public outreach assignments. Her 35 years of "in the trenches" local government experience and "hands on" private sector work provide clients with an enormous wealth of expertise.

Since its formation, **Cooper Consulting Company** has successfully completed a significant number of major planning initiatives. Projects include a highly successful public outreach initiative for Tuscaloosa, Alabama's Greater Downtown Plan and Urban Renewal; Athens-Clarke County, Georgia's Land Use Guiding Principles; a Marketing and Promotional Program for South Fulton County, Georgia; an innovative Growth Management Plan Update and new Land Development Regulations for Columbia County, Georgia; a Comprehensive Plan for Gainesville-Hall County, Georgia; an Economic Development Plan for DeKalb County; and Comprehensive Plans for Rome-Floyd County, Georgia; Road Infrastructure Financing Techniques, Kansas City, Missouri; public facilitation for the South River Platte River Corridor Plan, Omaha, Nebraska; a Future Land Use and Development Plan for Norman, Oklahoma; a Comprehensive Land Development Plan for Suwanee, Georgia; a Recreation Plan for Hoover, Alabama; and a Comprehensive Plan Update for Alpharetta, Georgia. In addition, the firm has had major roles in intensive visioning charrettes in Destin, Florida and Charleston, South Carolina. Additional projects include the public involvement for the GDOT Statewide Transportation Plan; an update of Macon-Bibb County, Georgia's Long Range Transportation Plan; a Comprehensive and Transportation Plan for Roswell, Georgia; and a Comprehensive Land Development Plan for Pueblo, Colorado.

Cooper Consulting Company is known for its work in the field of transportation financing techniques and land development implementation. The firm has handled a wide assortment of zoning and development assignments for both the public and private sectors, often providing expert testimony in zoning lawsuits, and lecturing on related subjects at the graduate school level. The firm also has completed "unified land development codes" in Rome/Floyd County, Georgia, and Lee's Summit, Missouri, and an innovative zoning ordinance for Columbia County, Georgia.

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COOPER CONSULTING COMPANY, INC.

CONNIE B. COOPER, FAICP

Education:

Masters of Urban and Regional Planning
University of Mississippi
Bachelor of Arts, Political Science
Mississippi State University

Professional Service & Recognition:

Past President, American Planning Association
Past President, Alabama Chapter of American Planning Assn.
Charter Member, Alabama Planning Commissioners' Institute
Fellow, American Institute of Certified Planners

CONNIE B. COOPER, FAICP, former national president of the American Planning Association, has 35 years of experience in planning and community development at the state, county, and local levels. This has included extensive experience throughout the US as a principal participant in the areas of urban redevelopment, strategic planning; community goal setting and visioning; comprehensive planning; economic development; zoning and subdivision; housing; transportation; market research; land development; community relations; and intergovernmental cooperation. In addition, as a planning director in the public sector, Ms. Cooper's experience has included major responsibilities in the management of planning programs that have become the cornerstones of Shelby and Jefferson Counties' (Alabama) planning programs.

Ms. Cooper has considerable experience as the principal participant in more than 100 projects related to county and municipal governments; federal agencies; community organizations; chambers of commerce; private corporations; and individuals. As Principal Planner with Jefferson County's Community Development program, Ms. Cooper led the agency in the urban redevelopment of its 28-municipal consortium. As a private consultant, she has been strongly involved in the preparation of Destin, Florida's citywide visioning initiative charrette; a community-wide visioning and design charrette in Charleston, South Carolina; a land use, environmental and transportation charrette for a 10-mile river corridor in Nebraska; a marketing and promotional program for South Fulton County; a major neighborhood revitalization project in Rockdale County; a comprehensive plan update and new land development regulations for Columbia County, Georgia; an economic development plan for DeKalb County, Georgia; a growth management plan for Norman, Oklahoma; a corridor redevelopment plan in Atlanta, Georgia; and comprehensive plans in Alabama, Georgia, Colorado, and Indiana, as well as unified development ordinances in Missouri and Georgia.

Representative Projects:

- Greater Downtown Plan, Tuscaloosa, Alabama
- Regional Development Plan, Pueblo, Colorado COG
- Land Use Guiding Principles, Athens-Clarke County, Georgia
- Comprehensive Plan – 2020, Gainesville-Hall Co., Georgia
- Norman 2020 Growth Management Plan, Norman, Oklahoma
- Comprehensive Land Development Plan, Suwanee, Georgia
- Destin Vision, Destin, Florida
- Ashley Bridge District Vision Plan, Charleston, SC
- Lower Platte River Corridor Plan, Omaha, Nebraska
- Road Impact Fee Analysis, Kansas City, Missouri
- Transportation & Land Use Plan, Fort McClellan, Alabama
- ITS Transportation Stakeholder Plan, Georgia DOT
- Comprehensive Plan – 2020 Update, Henry Co., Georgia
- Growth Management Plan Update, Columbia Co., Georgia
- Zoning Ordinance Update, Columbia County, Georgia
- Growth Management Plan, Rome-Floyd County, Georgia
- Unified Development Ordinance, Rome-Floyd Co., Georgia
- Unified Development Ordinance, Lee's Summit, Missouri
- Zoning & Urban Design Ordinance, Sullivan's Island, SC
- Zoning and Development Ordinance, Kansas City, Missouri
- 2020 Comprehensive Development Plan, Columbus, IN
- Comprehensive Plan - 2020 Update, Alpharetta, Georgia
- Urban Renewal/Redevelopment Plan, Tuscaloosa, Alabama
- Promotional/Marketing Strategy, Fulton County, Georgia

Examples of Experience

Cooper Consulting Company, a nationally recognized urban planning and plan implementation firm, has provided key elements for strategic and long range community plans, economic development plans, and regulatory programs across the US.

A strong element of the work **Cooper Consulting Company** undertakes is to assist the client in devising a strategy for coping with anticipated growth and change that will meet public needs within financial realities. These capabilities are interwoven into many of the firm's projects. Comprehensive planning includes the identification of land use and community facility needs based on future forecasts of population growth and economic development demand, and on projected patterns of land use development. Implementation is often furthered through state-of-the-art regulations that translate local objectives into actual requirements within realistic staffing capabilities.

The following assignments illustrate the range of experience **Cooper Consulting Company** brings to any project and reflect the depth of knowledge the firm will rely upon in assisting clients with their specific needs.

■ **Greater Downtown Plan, Tuscaloosa, Alabama**

As an outgrowth of the Urban Renewal Study, Cooper Consulting undertook the Greater Downtown Plan for Tuscaloosa identifies a wealth of opportunities for residential, commercial, historical and cultural tourism for the hometown of the nationally-recognized educational institution – the University of Alabama located on the banks of the Black Warrior River. The Plan identifies sections of the Greater Downtown that will experience new development and revitalization, and establishes an overall direction for guiding development and revitalization activities. It serves as a unifying catalyst for the transformation of the Greater Downtown into a vibrant and attractive, economically viable and people-friendly urban center. Cooper Consulting Company created a Plan that meets the visual needs of the Downtown, preserves historic resources, improves parking, improves pedestrian and vehicular circulation, upgrades infrastructure, promotes excellence in physical design, assures compatible land development and recommends a structure for management and promotional activities for a Main Street Tuscaloosa.

■ **Downtown Urban Renewal / Redevelopment Study, Tuscaloosa, Alabama**

The Urban Renewal Study identified blighting conditions in a 16-block area of Downtown Tuscaloosa and resulted in the City passing a resolution declaring the area blighted, creating an urban renewal / redevelopment area in accord with state law and adopting an Urban Renewal / Redevelopment Plan. This study made it possible for the City to initiate major acquisition of privately-held property within this 16-block area and to make it available for development of a new federal courthouse, a downtown urban park and a multimodal transportation center. The total anticipated expenditure of funds is estimated to rise over \$200 million.

■ **Unified Land Development Code, Rome/Floyd County, Georgia**

Working through the Georgia Zoning Institute, Inc., Cooper Consulting prepared a unique joint development code for adoption by both the City and the County Commissions, with common administration by the Rome/Floyd County Planning Commission for zoning and land use control. The code incorporates not only zoning regulations, but also all other regulations related to the land development process, including subdivision, site design, flood plain, erosion control, drainage and infrastructure construction requirements. As a precursor to the development code, the existing land use inventory and the Future Land Use Plan map were updated. Lastly, a new zoning map will be prepared reflecting the new code and existing and future land use considerations.

■ **Growth Management Plan, Columbia County, Georgia**

Completion of the *Growth Management Plan for Columbia County, Georgia* included a highly intensive countywide community involvement effort over the life of the 18-month comprehensive planning and development regulations work. The plan serves to guide development decisions in the County into the year 2020, including both land use growth and the placement or expansion of community facilities. A key component of the plan is the five-year implementation work program currently being successfully implemented.

■ **Comprehensive Plan Update, Alpharetta, Georgia**

Completion of the *Comprehensive Plan - 2015 (1995 Update) for Alpharetta, Georgia* included a re-examination of the key elements of the original plan in light of substantial growth and development experienced by the City of Alpharetta. A cornerstone of the update was an assessment of the critical economic indicators to determine the future demands that placed on the community by an expanding population and employment base. The updated plan also provided the City with recommendations on future areas for annexation, as well as a five-year plan implementation program.

■ **Destin Vision 2000, Destin, Florida**

In the aftermath of Hurricane Opal, the Chamber of Commerce and the West Florida Regional Commission undertook a community-wide visioning initiative, *Destin Vision 2000*. Cooper Consulting Company was a key part of this seven-day charrette with planning and transportation specialists working with Destin's citizenry to plan the Destin of the future. The project involved training facilitators, structuring agendas, developing publicity materials; conducting intensive hands-on citizen work sessions; producing final design renderings of the "new" Destin, and providing a realistic implementation and capital funding program. A measure of the success of the project was the participation of an estimated 1000 people in the workshops and public forums of *Destin Vision 2000*.

■ **Future Land Use and Development Plan, Norman, Oklahoma**

Preparation of this plan involved extensive studies of future growth and development, resulting in Land Demand and Development Capacity Analyses. An estimate of future demand for residential and non-residential growth by land use and density categories was a key element of the forecasting process. A future land use plan was developed based on land demand, the capacity for vacant areas to absorb future development and the environmental appropriateness of such development. As a part of the land use plan work, implementation recommendations were provided related to the extension of public facilities, flood plain management, zoning issues, etc.

■ **Zoning Ordinance and Urban Design Standards, Sullivan's Island, South Carolina**

This barrier island has a rich history of historical homes and island cottages that are feeling increased pressures from new development. As land prices increase so do the size and mass of new development. The new Zoning Ordinance for Sullivan's Island successfully addressed the issues of development compatibility using traditional land use controls coupled with innovative design techniques.

■ **Strategic Marketing and Promotional Plan, South Fulton County, Georgia**

Development of a *Strategic Marketing and Promotional Plan, South Fulton County, Georgia* was geared toward creating a comprehensive economic marketing and implementation strategy for retaining and attracting new residential, commercial and industrial development to South Fulton County (Atlanta, Georgia). The plan targeted promotional activities appropriate for subareas of the study area; proposed physical improvements to the areas gateways and infrastructure base; focused on development incentives with a proven result-oriented approach; and developed an implementation plan for carrying out the recommendations. Key to the success of the study effort has been a broad based partnership of business and residents focused on bringing major changes to the area. The project is currently being implemented by Fulton County.

- **Unified Land Development Code, Lee's Summit, Missouri**

Cooper Consulting Company was part of a blue-ribbon team selected to prepare a unified code for this fast-growing suburb of Kansas City, along with the nationally recognized law firm of Stinson, Mag and Fizzell of Kansas City, and Lohan Associates, a design firm based in Chicago. The project involved extensive rewrite, consolidation and restructuring of the city's land use and development regulations, with a major emphasis on urban design elements and the future livability of this burgeoning community.

- **Economic Development Strategy, DeKalb County, Georgia**

As a part of the DeKalb County, Georgia comprehensive planning process, an *Economic Development Strategy* was prepared by COOPER-ROSS. The strategy included an intensive analysis of population and employment data for the county, region and state, as well as personal interviews with business owners and economic development providers throughout the metropolitan area. Based on this data and the assistance of a citizens' committee, recommendations for stimulating the County's economy, the second largest in Georgia, were proposed.

- **Development Regulations, Columbia County, Georgia**

As a part of the Growth Management Plan Revision, the development regulations were significantly amended to support the goals and objectives of the plan. The regulations were revamped to bring them into accord with legal rulings at the State and national level, to more severely restrict commercial signage, to implement landscaping and tree protection measures, to clarify and revise the purpose and permitted uses of the various zoning districts, and to generally provide consistent language and ease of use throughout the document.

- **Community Facilities and Implementation Strategies, Camden County, Georgia**

Completion of the *Community Facilities and Implementation Strategies* of a joint comprehensive plan for Camden County, Kingsland, St. Mary's and Woodbine, Georgia. The assignment included preparation of a Capital Improvements Element for each of the four jurisdictions, identification of funding alternatives and formulation of implementation strategies for the comprehensive plan.

- **Comprehensive Master Plan for Recreation, Hoover, Alabama**

This Comprehensive Master Plan for Recreation provides a framework to guide the Parks and Recreation Board in the completion of its recreation mission. The plan looks at both passive and active recreational needs of the City, as well as addresses the implementation of procedures and policies that will meet those needs. And, it evaluates the current status of Hoover parks and recreation areas. The study is a 20-year plan addressing recreational issues through the year 2015. It also updates the City's current Comprehensive Master Plan for Recreation that was written in 1990. The study explores opportunities for joint funding and operation alternatives with adjacent governmental jurisdictions. It examines existing codes and ordinances and determines measures for enhancing recreational opportunities as new developments are planned, both residential and commercial. The study examines measures for including recreation-related services such as bike paths and sidewalks in tandem with public improvements such as street widening and sewer projects.

- **Impact Fees, Kansas City Missouri.**

Cooper Consulting Company, working as a sub consultant with Duncan Associates, developed the arterial street impact fee ordinance for Kansas City, Missouri. The fee system encouraged infill development in older central city areas. In the study, the build-out major street plan was used to determine average cost per unit of capacity. In order to encourage infill and redevelopment in older areas of the community, and in recognition that the arterial system in these areas was for the most part already in place, areas that were within the City prior to 1950 were excluded from service areas where impact

fees were assessed. The City Council adopted the recommended fees making Kansas City the first city in the state of Missouri to adopt road impact fees.

■ **Intelligent Transportation Systems Stakeholder Plan, Georgia Dept. of Transportation**

The ITS Stakeholder Involvement Plan was a statewide outreach to local governments, agencies, companies and individuals that benefit from the implementation of the Georgia Department of Transportation's Intelligent Transportation Systems. This project was initiated to ensure these potential ITS "stakeholders" had an opportunity to be fully informed of the wide range of ITS applications in Georgia, as well as an opportunity for input in the implementation of ITS within the state. The project approach was to hold a series of workshops throughout the state and then fold the information gained from the workshops into a report on ITS "needs, roles, opportunities and challenges" and "next steps" for GDOT's ITS strategic deployment plan. The first set of workshops provided an ITS educational component as well as identified ITS participant needs and concerns. Following this first round of workshops, was a second series of comment forums and a wrap-up workshop to share what we heard from the first round of workshops and provide our insights into what is next for ITS in Georgia. Based on workshop surveys, 90% of the attendees felt the workshops were highly productive and professionally conducted.