



**Harvey Persons**  
Mayor

**William D. Osborne**  
City Manager

**Joyce Stone**  
City Clerk

September 19, 2013

**City Council**  
Mark E. Adams  
LaShun B. Danley  
Samuel Davis  
Douglas H. Lequire  
Dennis McLain  
Carl D. Pope  
Larry G. Yockey

Mr. Dan Reuter, Community Development Manager  
Atlanta Regional Commission  
40 Courtland Street NE  
Atlanta, GA 30303

RE: Comprehensive Plan Update Submittal

The City of Douglasville has completed an update of its comprehensive plan and is submitting it with this letter for review by the Atlanta Regional Commission and the Department of Community Affairs.

I certify that we have held the required public hearings and have involved the public in development of the plan in a manner appropriate to our community's dynamics and resources. Evidence of this has been included with our submittal.

I certify that appropriate staff and decision-makers have reviewed both the Regional Water Plan covering our area and the Rules for Environmental Planning Criteria (O.C.G.A. 12-2-8) and taken them into consideration in formulating our plan.

If you have any questions concerning our submittal, please contact Michelle Wright, Planning Director at 678-449-3052 [wrightm@douglasvillega.gov](mailto:wrightm@douglasvillega.gov).

Sincerely,

Harvey K. Persons, III  
Mayor

cc: Bill Osborne, City of Douglasville  
Marcia Hampton, City of Douglasville  
Michelle Wright, City of Douglasville  
Jared Lombard, ARC  
Andrew Smith, ARC

# **Douglasville: 2013 Comprehensive Plan**

**DRAFT**

This plan was prepared by the Atlanta Regional Commission for the City of Douglasville  
using funds provided by the Georgia Department of Community Affairs.

# ACKNOWLEDGMENTS

Mayor Harvey Persons

## City Council

Mayor Pro-Tem Larry Yockey

Mark Adams

LaShun Burr Danley

Samuel Davis

Doug Lequire

Dennis McLain

Carl Pope

Ken Barber

Rob Coats

Rick Denson

Karen Dones

Tony Gonzalez

Susanne Hudson

Vickie Mitchell

Barry Oliver

Nate Smith

John Stewart

## Douglasville City Staff

Stephanie Aylworth

Marcia Hampton

Jerrel Leonard

Bill Osborne

Michelle Wright

## Citizens Stakeholder Committee

Barbara Caldwell

Pete Frost

Rev. Keenan Hale

Gordon Johnson

Charles Jones

Gary Miller

Mike Miller

Dot Padgett

Lula Mae Parker

Elaine Pendley-Sears

Richard Segal

John Sells

Will Smith

Larry Toney

Jack Tysor

Greg Ussery

John Van Camp

Gary Warner

## Atlanta Regional Commission Staff

Jared Lombard

Andrew Smith

Meredith Britt

Allison Duncan

Dan Reuter





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# **2013 Douglasville Plan: Executive Summary**



## INTRODUCTION & OVERVIEW

The City of Douglasville has completed its state mandated update of its Comprehensive Plan. This process was achieved with guidance and involvement of a Stakeholder Committee, City Council, City Staff and the residents of the City of Douglasville.

The 2013 Comprehensive Plan contains three components that are required by the State of Georgia, a Community Vision, Community Issues and Opportunities, and Community Work Program. The plan also requires the development of a Future Land Use Plan, and requires the city to maintain a Transportation Plan.

The Stakeholder Committee and Open House Participants focused on what are the key assets of the City of Douglasville to build upon for the future and what key challenges are facing the city for the future.

The assets identified are:

- Downtown Douglasville
- Arbor Place Mall
- Economic Amenities and Infrastructure
- Natural Resources
- Location
- Medical Services
- Higher Education
- Senior Services
- People of Douglasville
- Historic Preservation
- Technical Education

While the challenges are:

- Workforce Development
- Aging Population
- Balanced Growth and Redevelopment
- Government Coordination
- Transportation
- Business Development

The City of Douglasville already has an adopted vision statement:

Douglasville is a unique blend of small-town charm coupled with metropolitan amenities. We offer the ideal environment for startups and small businesses, providing high tech centers and fortune 500 companies the infrastructure for growth. The standard for southern living, Douglasville is the place where innovation meets opportunity. Dedicated to employees, pleasant and responsive to the community and committed to enhancing the quality of life for both visitors and residents alike, Douglasville is the premier city in the nation to live, work, play, and raise a family.

This plan provides goals created by the stakeholders to assist Douglasville in implementing this vision, along with the Community Work Program details specific projects and programs that the City will undertake over the next five years.

# **Douglasville: Yesterday & Today**



## HOW IT ALL STARTED

The City of Douglasville is the county seat of Douglas County and is one of two cities within Douglas County. Located at a natural rise in the topography, Douglasville was originally known as Skint Chestnut. The name derived from a large tree used by Indians as a landmark, which was stripped of its bark so as to be more conspicuous.

Once Douglas County broke away from Campbell County in 1870, a county seat was needed. Folks in the new county were divided. Some preferred the community of Chapel Hill; others wanted the center of Douglas County, and a third group lobbied for Skint Chestnut to be the county seat.

The matter should have been decided in a simple election, but ended up being dragged out for four years with the Georgia Supreme Court finally ordering a second election. The men who wanted Skint Chestnut as the county seat did not stop their work. During the four year period Young Vansant donated 40 acres along the ridge for the town. Land lots were laid out and a small structure was built to serve as a temporary courthouse

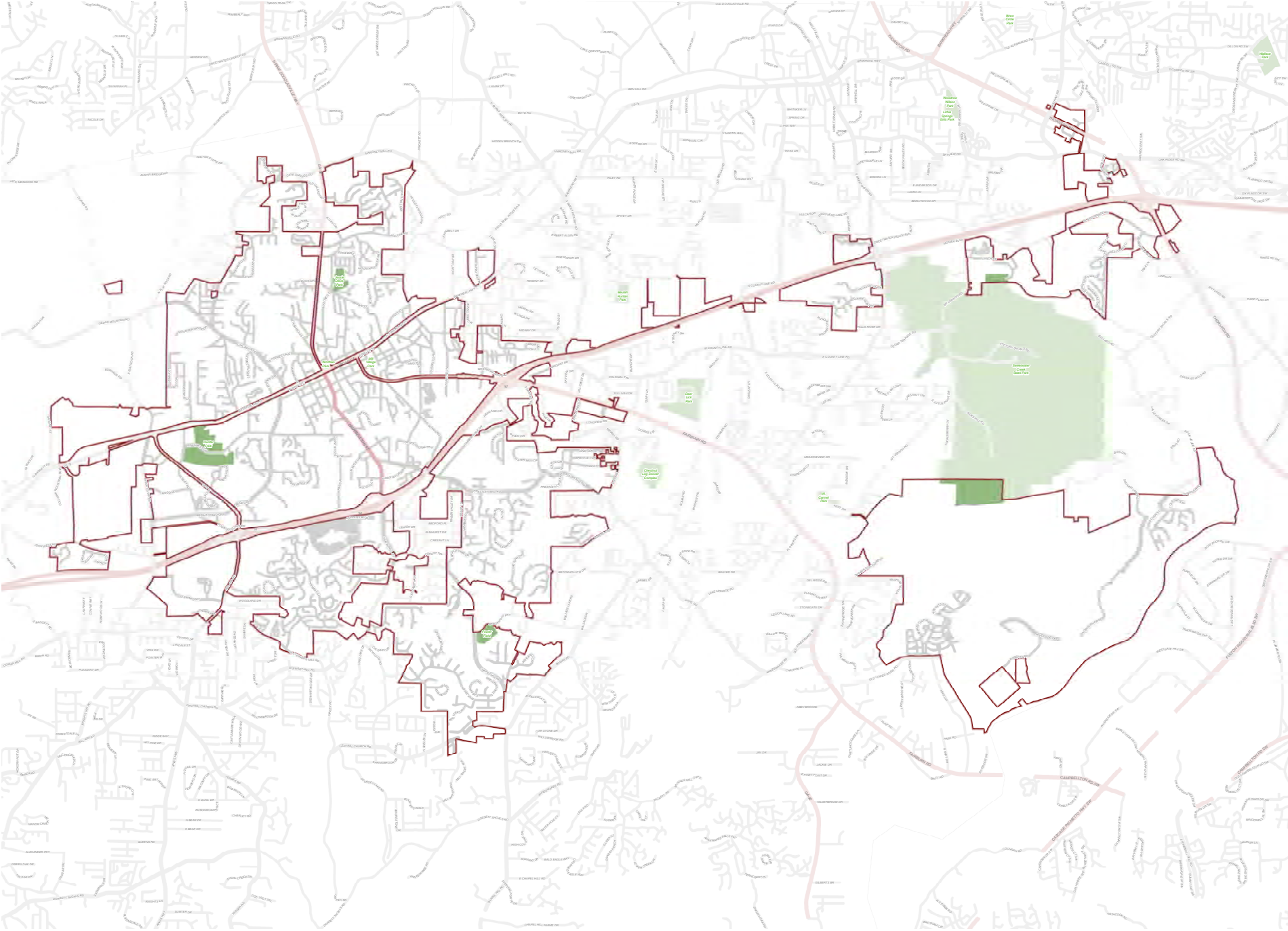
Skint Chestnut was the winner following the second election and the name was changed to Douglasville when the Georgia General Assembly formally established the town on February 25, 1875. The boundaries were as follows: The center shall be a point directly opposite the court house in said town, on the Georgia Western Railroad, thence running along the center of said road each way three-fourths of a mile, and extending one half mile each way from the center of said road, the form of said territory to be an oblong square.

An election was held on the first Saturday in March, 1875, and a mayor, treasurer, records (secretary), and marshal were chosen.





MAP OF THE CITY OF DOUGLASVILLE





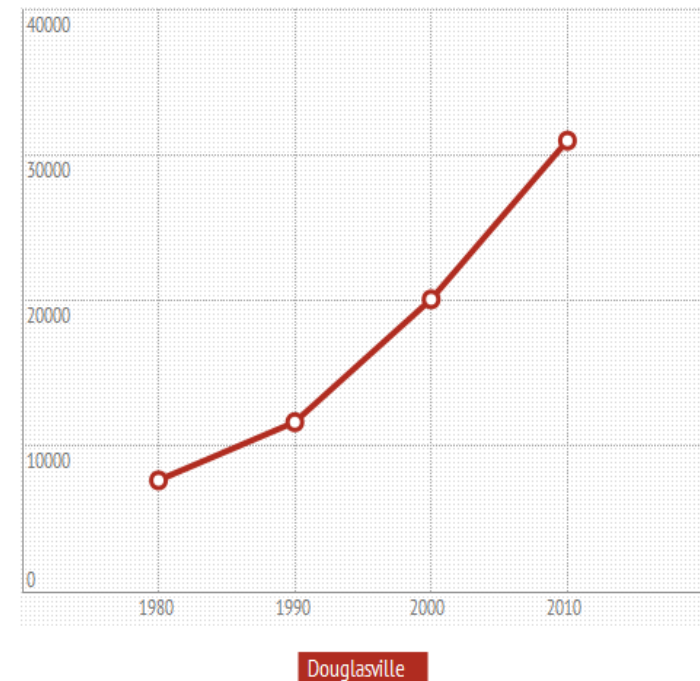
The City of Douglasville is conveniently adjacent to Interstate 20 and within 30 minutes of Hartsfield-Jackson Atlanta International Airport (HJIAIA). These transportation connections provide residents and businesses within the city easy access to the Atlanta region and the world.

Four major state and US highways connect Douglasville to the region, US 78, State Route 92, State Route 5 and State Route 6. Not only do these routes connect the city to the region, but they are major regional transportation corridors as well. US 78 (Broad Street) is the primary alternative east west route through Douglas County and connects Douglasville to the City of Atlanta

State Route 92 provides important north south connections connecting Douglasville with the cities of Fairburn and Dallas, as well as providing connections to the Tributary/New Manchester Development area in the City of Douglasville.

## GROWTH AND DEMOGRAPHICS

The City of Douglasville's population has grown rapidly and will continue to grow in the future. Douglasville currently has available vacant land for new residential growth opportunities. Much of this population growth occurred as the result of a multitude of annexations along the I-20 Corridor during the recent past. A mix of high density zoning (apartments) along with many new single family subdivisions were approved and built. Several examples of larger tracts of raw land that were annexed include the sites of Arbor Station, Chapel Hill and Saddlebrook developments.



### How Much has Douglasville Grown?

2010 Census

made with infogr.am



0-9 10-29 30-44 45-64 65 and Older

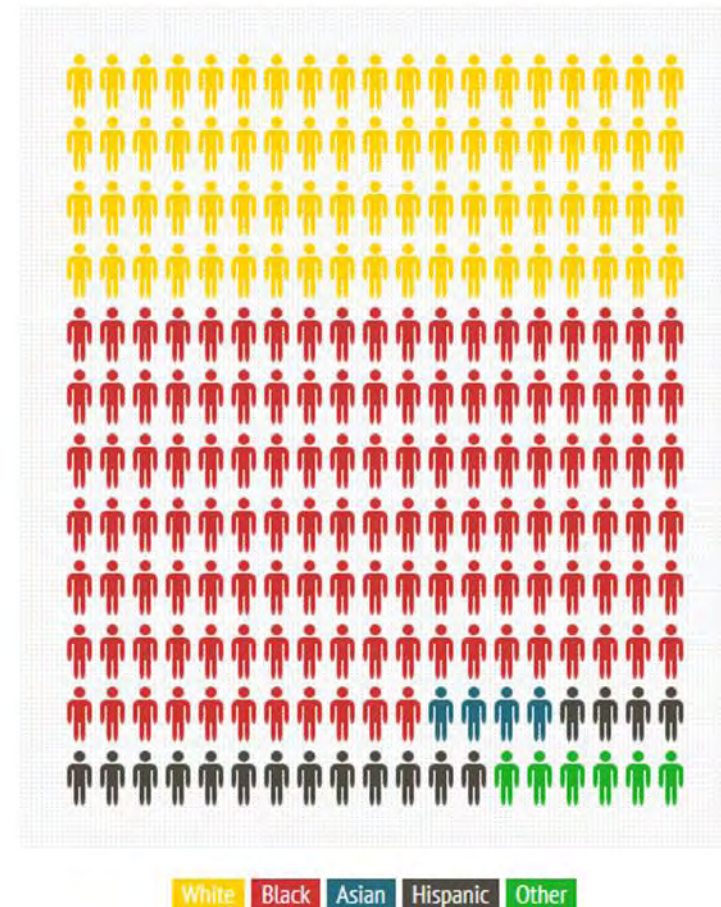
## Who lives in Douglasville?

i 2010 US Census

made with infogr.am

Another annexation, New Manchester/Tributary, will continue to impact the population growth of the City of Douglasville. New Manchester is a large scale development that must be noted as it will have a significant effect on the population of the City of Douglasville over the next 20 years and was annexed into the City of Douglasville in 1998. According to the approved Master Plan, there will be approximately 4,300 residential units when the development is completed. These residential units are a combination of single family, garage and basement apartments, attached single family and multi-family homes, in addition to commercial and office developments.

Douglasville over the last decade has become a diverse community of White, African American, Hispanics and Asian American. In addition Douglasville is a relatively young city with the majority of the population under the age of 45. However the share of the population over 45 is increasing.



## Who Lives in Douglasville?

2010 US Census

Create infographics

info.gr.am





## Housing in Douglasville

**▲ 66.6%**  
Increase in  
Housing Units  
from  
2000-2010

**● 11.7%**  
Number of  
Vacant Units

## Share of Douglas County Housing



## Renter vs Owner



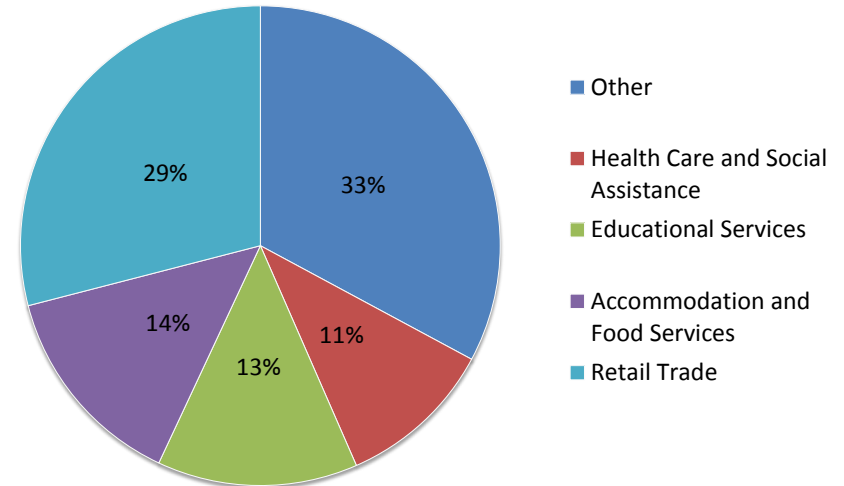
2010 Census

made with infogr.am

# JOBS

Approximately 17,600 people work within the City of Douglasville making it a small regional employment hub on the western side of the Atlanta region. Currently the largest sector of employment is Retail. However, by 2040, ARC projects that the largest job sector within Douglas County will be Medical Services. By having the largest concentration of Medical Service jobs within the County, Douglasville should be well positioned to attract future medical growth.

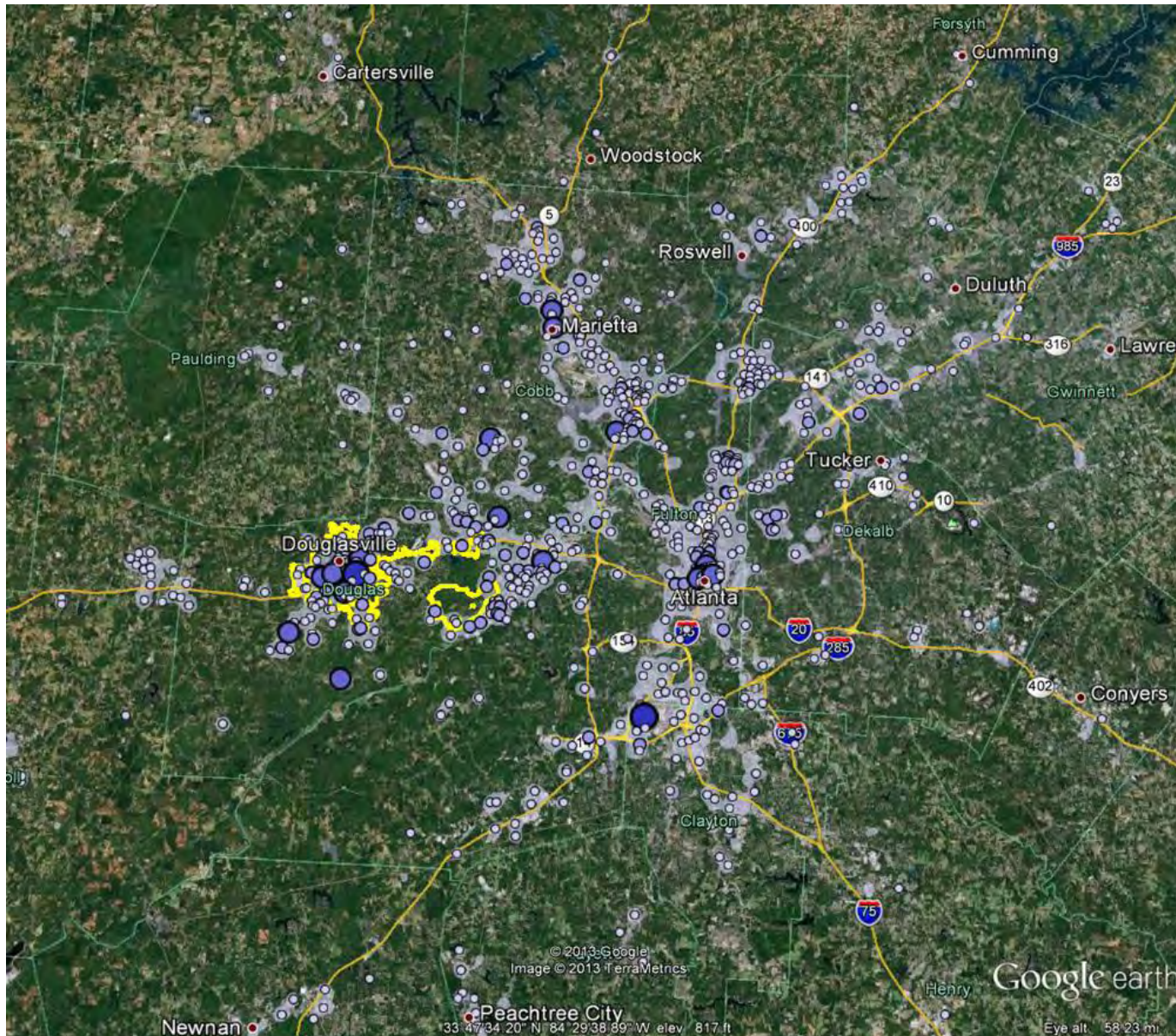
Job Sectors within Douglasville



The American Red Cross Southern Region Blood Services Headquarters opened in 2006.



# Where Residents of Douglasville Work in Metro Atlanta



## Inflow and Outflow of Commuters

 **16,568**

Number of  
People who  
commute into  
Douglasville  
each day

 **9,561**

Number of  
People who  
commute out  
of Douglasville  
each day

 **1,041**

Number of  
People who  
Live and  
Work in  
Douglasville

Census Official Map Database

Create Infographics

Mapbox







# KEY AREAS OF ATTENTION

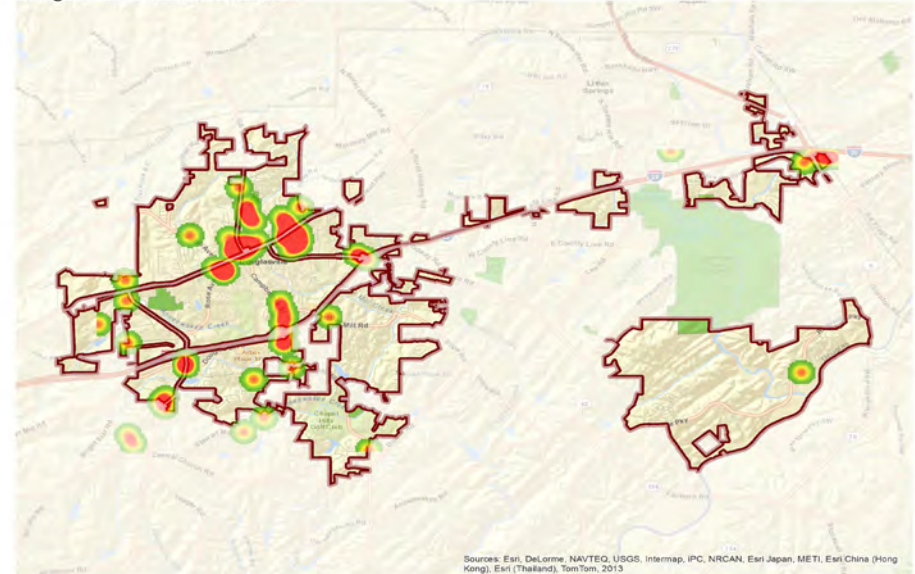
Douglasville's historic downtown is comprised of one-to-two story buildings with storefronts and small, locally-owned restaurants and retail shopping. Also located within the downtown is the city government offices and conference center. These offices provide a good foundation for new commercial development within the downtown which could include a new boutique hotel to serve the conference center. The Douglasville Downtown is listed as a National Register of Historic Places as the Douglasville Commercial Historic District.

The Douglasville Commercial Historic District consists of those properties retaining historic features that face Broad Street, for the most part, with some along Church Street and Price Street. It includes the remaining concentration of historic commercial buildings.

Downtown Douglasville and the surrounding area are a part of the ARC's Livable Centers Initiative (LCI) Program. It is bounded by Bankhead Highway (US 78/SR 5/SR 8), Forrest Avenue, and Brown Street on the north, Highway 92, Gurley Road, and the city boundary on the west, I-20 on the south, and Hospital Drive on the east. The area between Highway 5 and the western city boundary was added in the 2010 update since there are large parcels of undeveloped land close to I-20 which are ripe to be developed as potential activity centers. Douglasville has received over \$7 million in federal funding to complete transportation projects since 2000. Funding sources have included the LCI program, Transportation Enhancement funds, and local matching funds such as SPLOST monies.

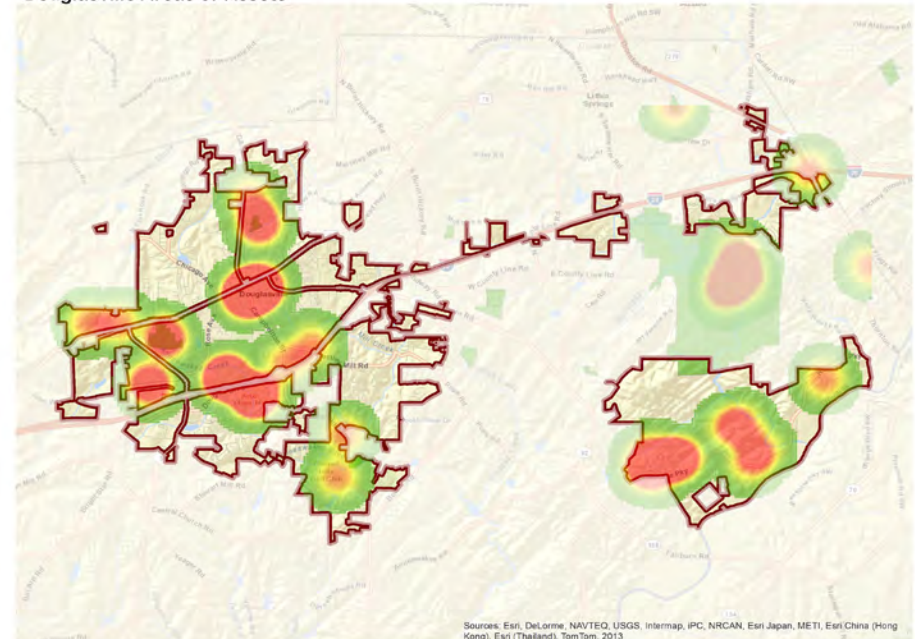


Douglasville Areas of Concern



Areas in Douglasville identified by the Stakeholder Committee

Douglasville Areas of Assets





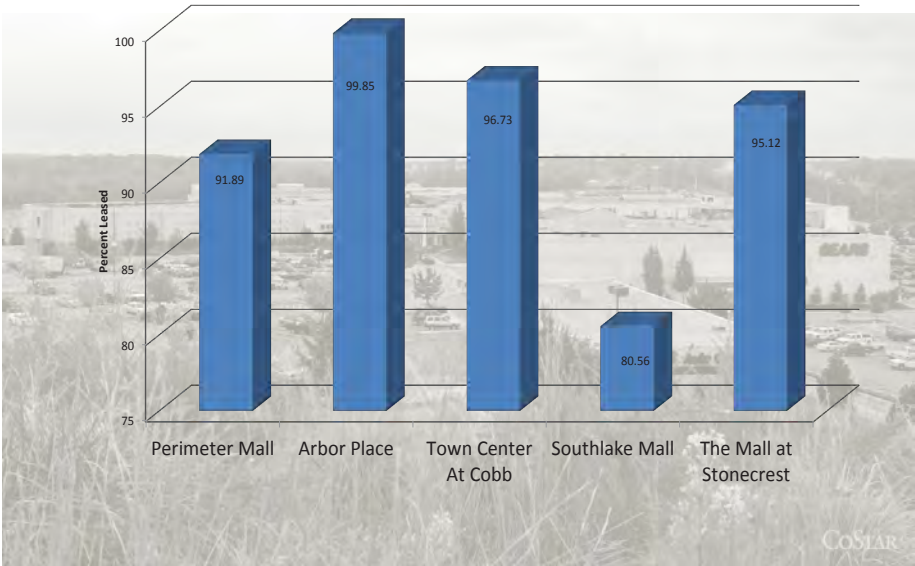
Other than Downtown Douglasville LCI there are two unique areas within the city that were identified as areas of interest within this planning process

The Arbor Place Mall has close proximity to Interstate 20 and is a regional draw from surrounding counties. The mall is 99.85% leased and has the lowest vacancy rate in comparison with similar regional malls (Perimeter Mall, Town Center at Cobb, Southlake Mall, and The Mall at Stonecrest). The mall's high lease rate makes it a strong contributor to Douglas County's economy.

The Tributary/New Manchester development adjacent to Sweetwater Creek State Park is the area where new greenfield development will occur within the City of Douglasville. According to the approved Master Plan, there will be approximately 4,300 residential units when the development is completed. These residential units are a combination of single family, garage and basement apartments, attached single family and multi-family homes.



### Regional Malls Comparison



# Community Input

# APPROACH TO COMMUNITY ENGAGEMENT

The City and planning team designed a number of communication tools and activities to ensure that meaningful community input would form the backbone of this plan. A Steering Committee, convened to oversee the process, was the main instrument for guiding development of the plan. The Steering Committee played an essential role in providing input to the comprehensive planning process and represented a diverse cross-section of the City. The members' role was to provide input so that the plan was in line with the City of Douglasville's community values.

Steering Committee members played a key role in the Comprehensive planning process in that they provided plan oversight and input. At each phase of the planning process, they provided the planning team with a valuable perspective that helped refine the comprehensive planning process.

The Steering Committee met seven times beginning with a kick-off gathering in March 2013. Subsequent meetings were held in April 2013 to identify the city's assets and challenges; in May 2013 to discuss the assets and challenges; in June 2013 to discuss the land use vision; in July and August 2013 to discuss the city's Goals; and in September 2013 to review the final plan.



Douglasville's Assets to Build Upon (above) and Challenges for the Future (below) as identified by the Steering Committee and City Council at the April 2013 Meeting.

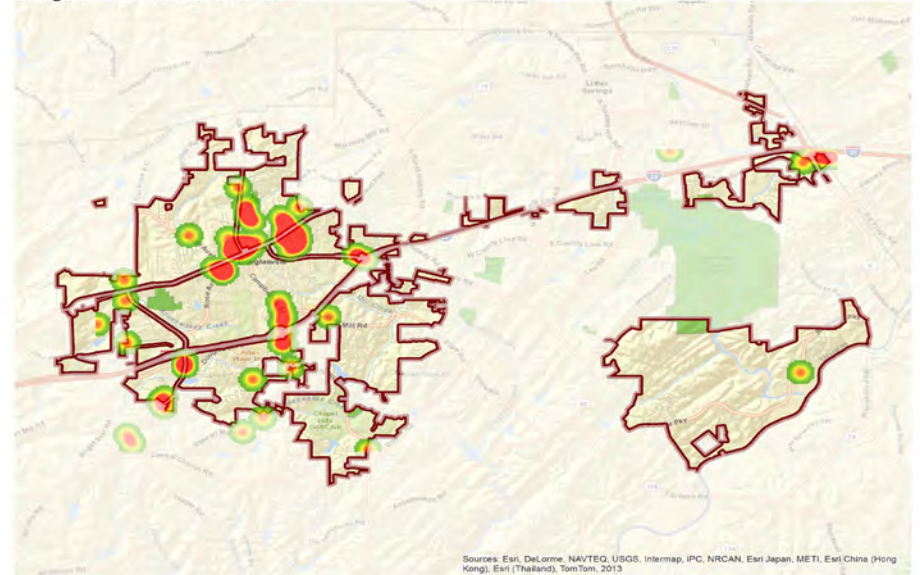




## Collaborative Map

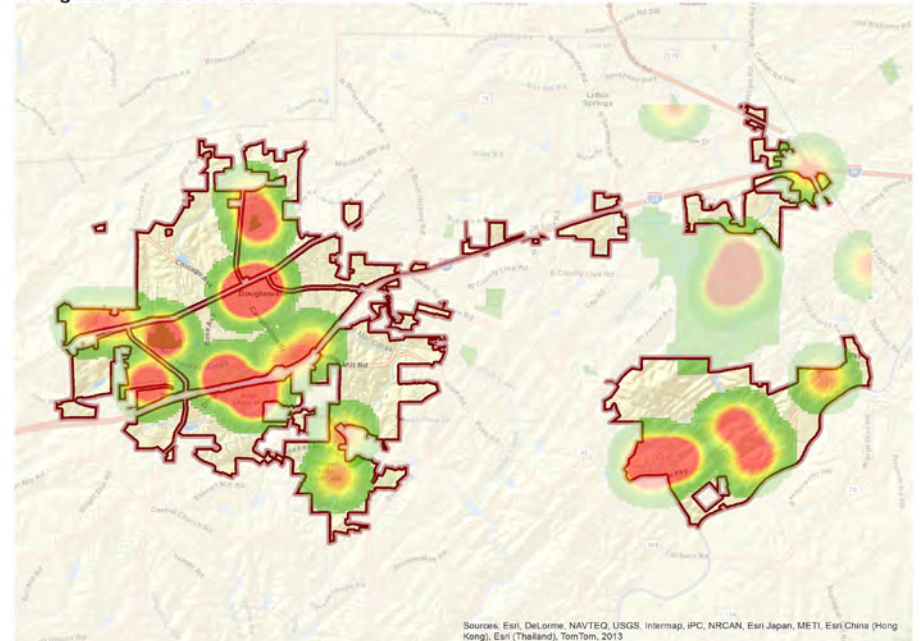
A large-format map of the City and surrounding areas was used to gather responses to two questions from the Stakeholder Committee-1) Besides your home, what is your favorite location in Douglasville? 2) If you had money to spend to improve one location in the City, where and what would you spend it on? The stickers used for responses were color coded by question.

Douglasville Areas of Concern



Areas in Douglasville identified by the Stakeholder Committee

Douglasville Areas of Assets



## The Open House

Douglasville's open house on August 14, 2013 hosted over 30 residents who shared feedback on what they imagine for the future of their city. Having already collected feedback from the stakeholder committee at several meetings, the open house provided an opportunity for the community-at-large to participate in interactive planning activities that speak to the values and needs of Douglasville.

Attendees thoroughly enjoyed the activities and stated they would like more opportunities to offer input to city government in a fun, interactive way.

## Where Do You Live?

Douglasville residents located their homes on a map of Douglasville to better understand which areas of Douglasville were most represented in the feedback. A surprise of the evening was the strong showing by Douglas County residents as well, who also marked their homes on the map. Representation was balanced across Downtown, the Chapel Hill Road area, and Tributary.



Join your neighbors, city leaders and area business owners for an Open House to see the highlights of the comprehensive planning process. Your feedback is needed!

Wednesday, August 14, 2013  
Douglasville Downtown Conference Center  
6700 Church Street  
Douglasville GA 30134

Doors open at 5:00 p.m. Presentation at 6:00 p.m.



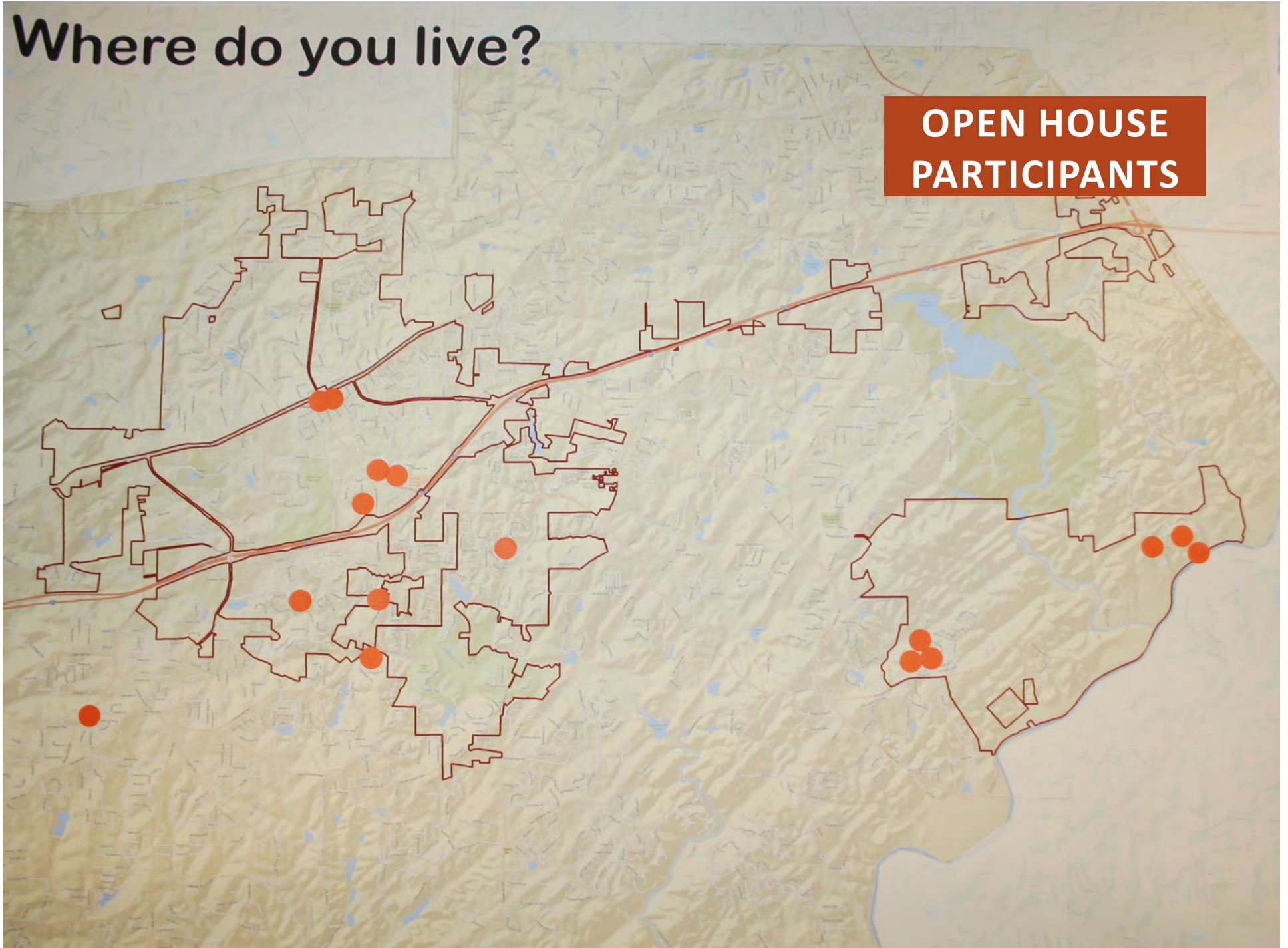
Please Direct Questions to  
Jared Lombard [jlombard@atlantaregional.com](mailto:jlombard@atlantaregional.com) • Michelle Wright [wrightm@douglasvillega.gov](mailto:wrightm@douglasvillega.gov)





# Where do you live?

**OPEN HOUSE  
PARTICIPANTS**

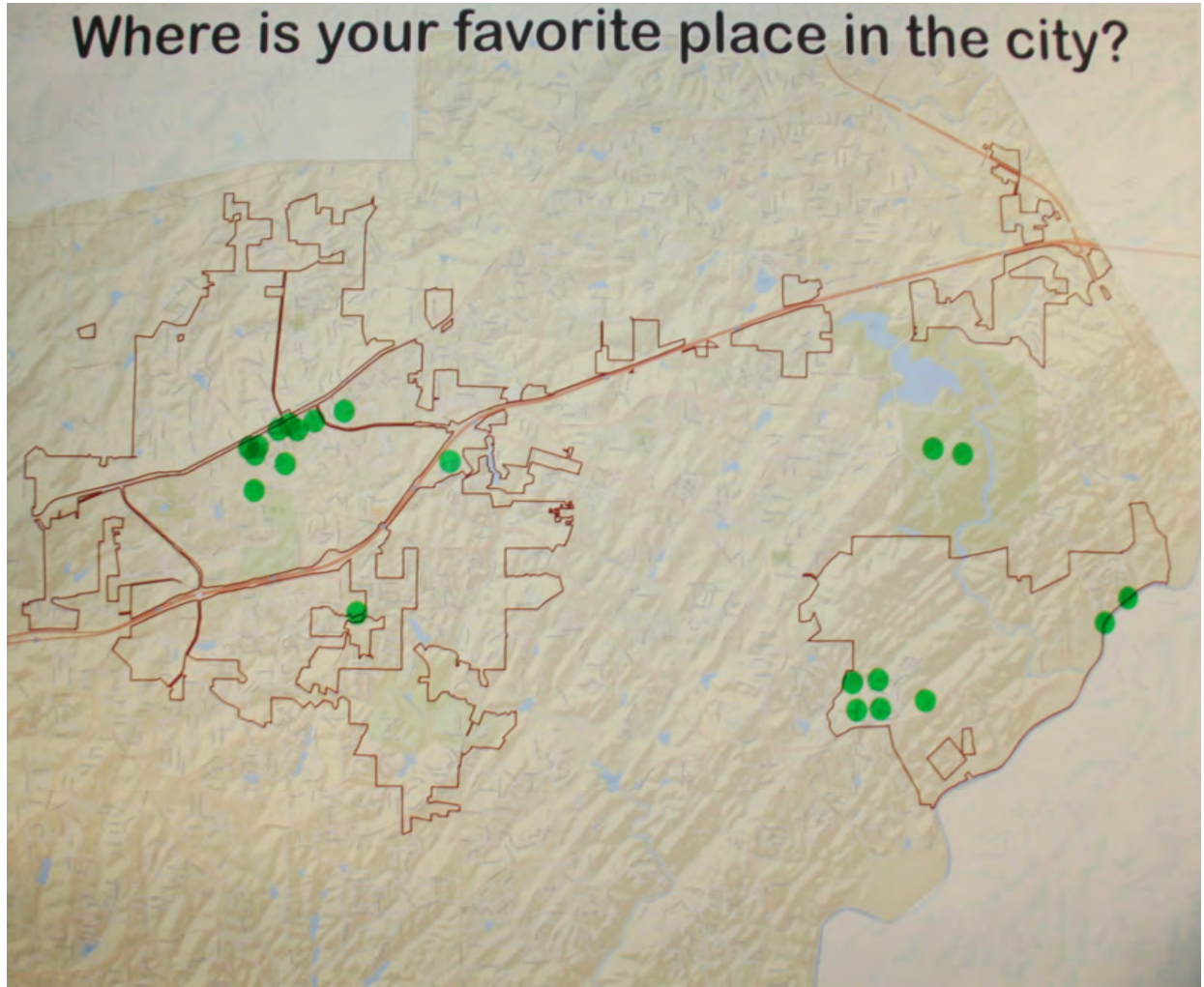


## Favorite Places

A few spots in Douglasville were strong favorites among attendees. Downtown Douglasville overwhelmingly received the most sticker tags, while Sweetwater Creek State Park and Tributary also received significant numbers. This placement represents a theme communicated by residents and the stakeholder committee throughout the planning process: Douglasville's unique combination of small-town charm, represented by downtown, and its surrounding natural beauty are what residents most appreciate about their hometown.

## Places Needed Improvements

Downtown Douglasville and Tributary also received the most attention as places needing improvement. Those who placed their stickers downtown primarily focused on the need for more economic development. Tributary stickers were accompanied by discussions of Riverside Parkway, which attendees felt needed more capacity to accommodate increased industrial development along the road. Other sticker locations highlighted the need for economic development along Fairburn Road at I-20, traffic concerns on Highway 5 at Douglas Boulevard, and a need for upscale retail on the Bright Star Connector.





# Where would you like to see Improvements?



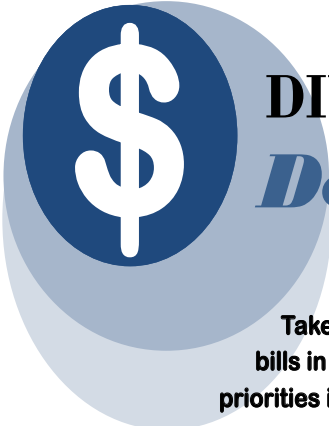


## DIY (Do it Yourself) City Budgeting

Residents prioritized where they would like to see investment made in Douglasville in the future. Each resident was given a pack of “planning money” to spend on 11 different priorities, ranging from public safety to senior services to community aesthetics. Each money packet included one bill each in six different denominations: \$1, \$5, \$10, \$20, \$50, and \$100. All priorities are listed on the graphic below.

Four planning areas emerged as attendees’ favorites: public safety, transportation networks, economic development, and arts and culture. Public safety received the largest share of \$100 bill allocations from 35% of attendees. Economic development received the largest percentage of \$50 bill allocations at 39% of attendees.

Because attendees had less bills than the number of priorities available, they had to make tough choices about where to allocate their money. This exercise was a fun way for residents to make choices about where they would spend a finite amount of money while also ranking their priorities for the future.



## DIY CITY BUDGETING

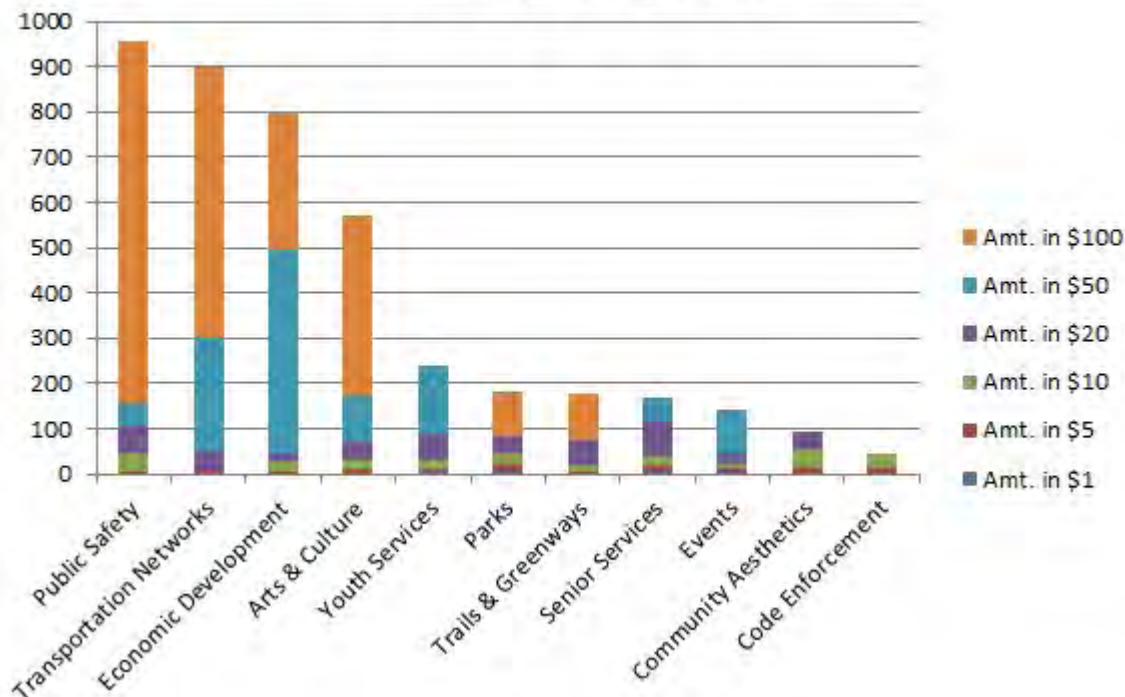
### *Do it yourself!*

**If you were in control of the City's budget, how would you spend the money?**

**Take a pack of planning money and drop your bills in the piggy banks that represent your priorities in terms of local budgeting.**

**Each pack has denominations in the amount of \$1, \$5, \$10, \$20, \$50, and \$100. Save your larger bills for the piggy banks that mean the most to you. There are fewer dollars than piggy banks, so choose your priorities wisely!**

### DIY City Budgeting



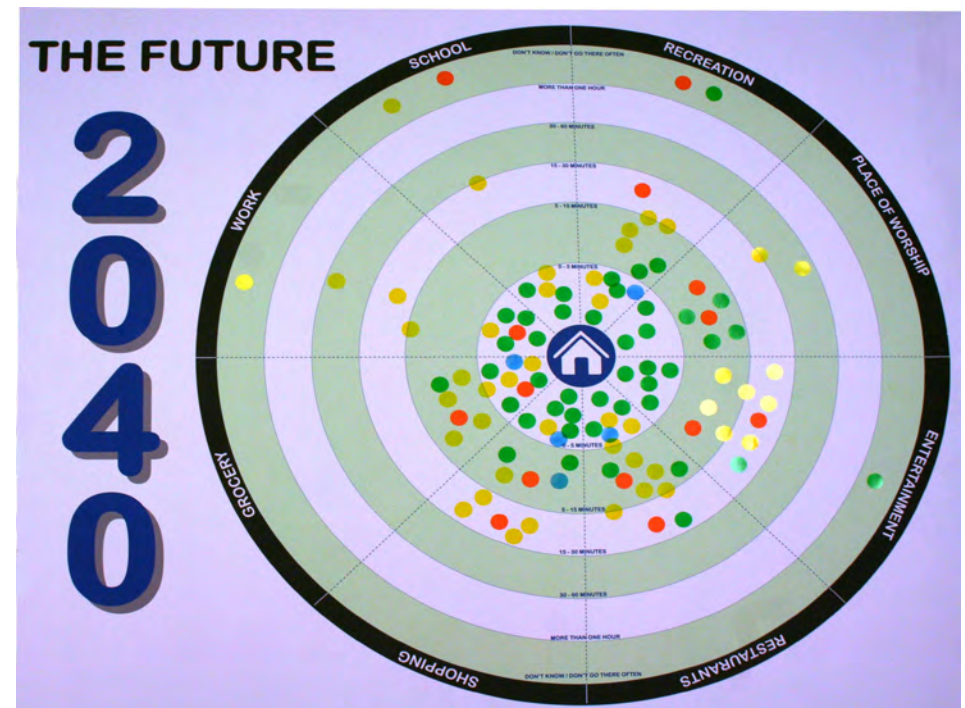
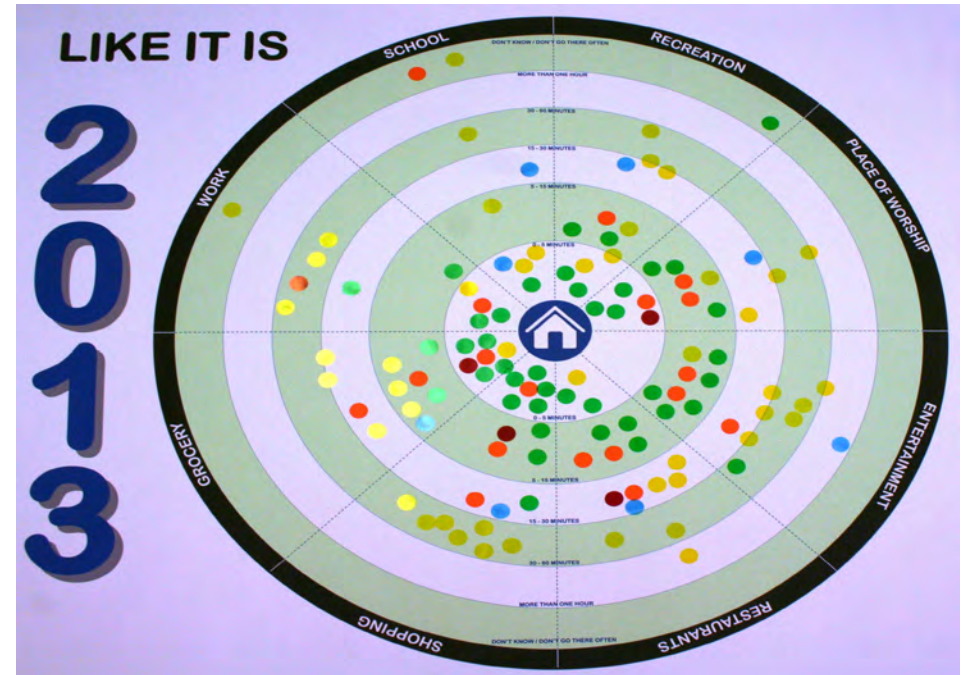
## Community Now and Later

Many residents in Douglasville are used to driving to get where they need to go. Some residents live near the city center, and everything they need is within five minutes. Others live outside the city center and prefer to drive to various areas in the Atlanta region for entertainment, recreation, and shopping. Many residents seemed satisfied with their current commute times, and aside from some traffic issues within the county, they felt like their commute times to key locations in the Atlanta region (the airport and downtown Atlanta) was relatively short when compared with other parts of the Atlanta region.

The image below shows information shared by residents on their current commute times. Most people who live in South Douglasville commute to their daily destinations within fifteen minutes. Many Tributary residents travel over 30 minutes for a number of their regular destinations, including shopping, restaurants, entertainment, and work.

There is always room for improvement. When residents were asked to complete the same exercise but instead mark their stickers for how long they would like their drive times to be for these locations in the future, almost all participants placed all their stickers within 30 minutes, and most stickers were within the 15-minute ring. The largest changes occurred in the segments of the circle for shopping, restaurants, entertainment, and work.

All of the outreach methods described above provided hundreds of observations and ideas for considerations. These ideas were then weaved into the list of Strategic Assets and Key Challenges in the next pages. These Strategic Assets and Key Challenges form the framework of what items that the City of Douglasville will address within their Community Work Program.







# **Douglasville: Assets & Challenges**



## ASSETS FOR THE FUTURE

These assets of the City of Douglasville are items to be accentuated and improved on over time, to ensure the continued long term success of the city.



# LOCATION

The City of Douglasville is conveniently located in Douglas County adjacent to Interstate 20 and within 30 minutes of Hartsfield-Jackson Atlanta International Airport (HJIAIA). These transportation connections provide residents and businesses within the city easy access to the Atlanta region and the world.

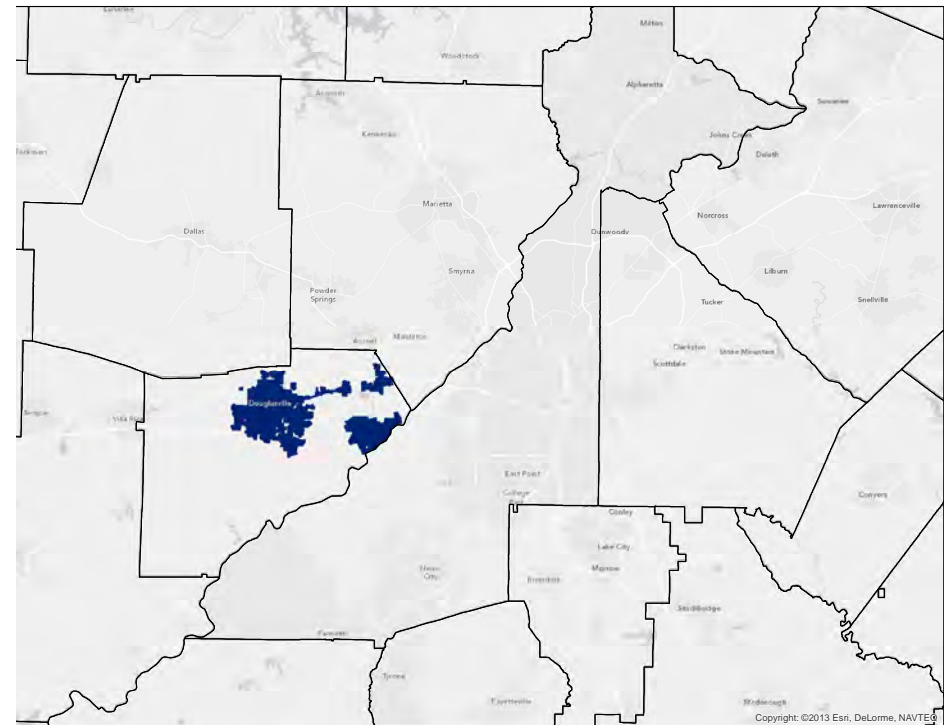
Three major state and US highways connect Douglasville to the region, US 78, State Route 92, and State Route 6. Not only do these routes connect the city to the region, but they are major regional transportation corridors as well. US 78 (Broad Street) is the primary alternative east west route through Douglas County and connects Douglasville to the City of Atlanta.

State Route 6 connects Douglas and Douglasville to the HJIAIA but also to the Norfolk Southern's Whitaker Intermodal Terminal in Austell and I-20. This corridor is a major transportation and freight route for the Atlanta region.

State Route 92 provides important north south connections connecting Douglasville with the cities of Fairburn and Dallas, as well as providing connections to the Tributary/New Manchester Development area in the City of Douglasville.



## The City of Douglasville within Metro Atlanta



# ECONOMIC INFRASTRUCTURE

Douglasville is fortunate to be within 30 minutes of Hartsfield Jackson Atlanta International Airport (HJIAIA), and Fulton County Brown Field. HJIAIA provides Douglasville residents and employers access to over 230 destinations and 80 percent of the United States is within a 2 hour flight.

Fulton County Brown Field is located just across the Douglas County line in Fulton County. Fulton County Brown Field provides Douglasville and Douglas County the resource of having general aviation airport close by for businesses and recreational opportunities.

In a cooperative effort, the City of Douglasville and Douglas County joined together to form the Douglasville-Douglas County Water and Sewer Authority (WSA). Douglas County's drinking water comes primarily from the Authority's 1.9 billion gallon Dog River Reservoir. Raw water is removed from the reservoir and is treated at the Bear Creek Water Treatment Plant.

The capacity of the Bear Creek Water Treatment Plant is 16 million gallons per day (mgd). Water treated at this plant is held in one of two 3 million gallon clearwell before it is pumped to the consumer. Water not used is stored in one of the Authority's six water towers.

The Dog River Reservoir was expanded to a 1.9 billion gallon facility in 2009. This along with expansions to the treatment plant increased water production capacity to 23 million gallons per day.

In 2013, Google provides 60 acres of free Wi-Fi areas, including Downtown Douglasville, Hunter Memorial Park and Davis Park.



The Dog River Reservoir (above) and Hartsfield Jackson Atlanta International Airport (Below) are both assets to the City of Douglasville



## NATURAL AND RECREATION RESOURCES



Sweetwater Creek State Park has both historical and natural amenities.

The City of Douglasville is fortunate to be adjacent to Sweetwater State Park. This state park annually receives over 190,000 visitors a year, and is one of the top 6 state parks within the State of Georgia. Sweetwater Creek State Park contains 9 miles of hiking trails, boat rental and bait shop, and the ruins of an 1840's mill. The 215-acre George Sparks Reservoir is popular with anglers and provides a pretty setting for feeding ducks and picnicking. During warmer months, the park rents fishing boats, canoes and pedal boats.

The Douglasville Parks and Recreation Department operates five parks within the city limits. The city's parks system totals 391 acres, including many specialty facilities such as ball fields, a swimming pool, fishing lake, walking track, tennis courts, gymnasium, and recreation activity centers.

Nearby to the city is the Dog River Recreational Complex includes a 256-acre lake for fishing, boating and kayaking. The Complex is surrounded by some of southwestern Douglas County's most beautiful scenery and is home to the Dog River Reservoir, Douglas County's principal drinking water supply.

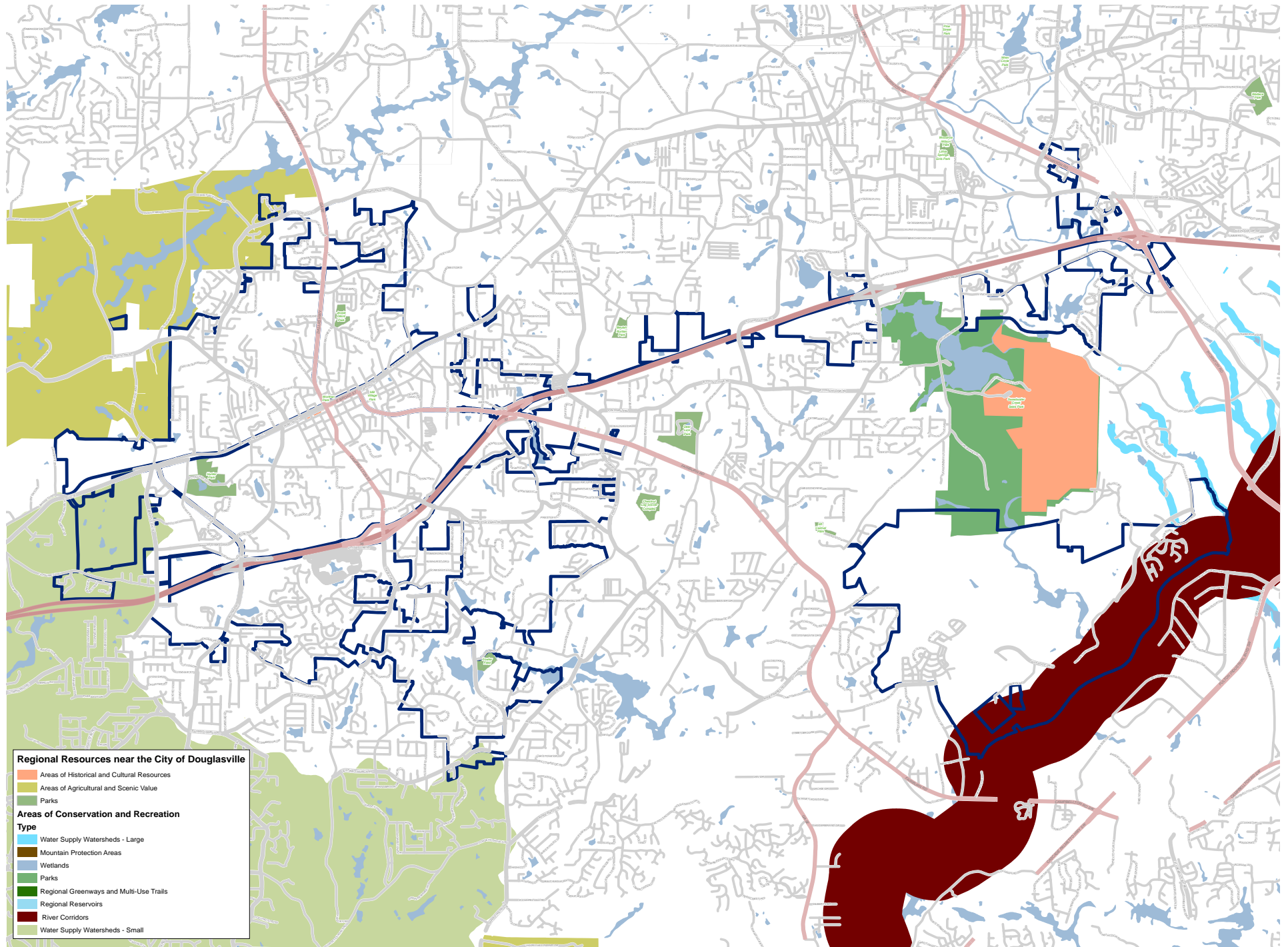
Douglasville has many events within the city including the Hydrangea Festival, sponsored by the Douglas County Tourism and History Commission. In addition to local residents, the festival attracts attendees throughout Georgia and the nation as well as foreign countries. The festival honors Penny McHenry, the founder of the American Hydrangea Society.

Located within Cobb County, Six Flags over Georgia is located only 10 minutes from the city. Open throughout the spring, summer and fall, Six Flags is a 100 acre park with roller coasters, rides, and other attractions.

With a variety of recreational, and entertainment amenities, the City of Douglasville has a lot of activities to offer its residents but it needs to work to ensure that the amenities are promoted and maintained in the future.



# REGIONAL RESOURCES NEAR THE CITY OF DOUGLASVILLE



## MEDICAL SERVICES

Located within the City of Douglasville is the Wellstar Douglas Hospital. This hospital has been within the community since 1982 and has 108 beds with emergency care. Surrounding the hospital is a variety of the medical offices and services. This area is the core medical center for the western side of the Atlanta region.

By 2040, ARC projects that the largest job sector within Douglas County will be Medical Services. By having the largest concentration of Medical Service jobs within the County, Douglasville should be well positioned to attract future medical growth.

## ARBOR PLACE MALL AREA

Arbor Place Mall and the surrounding area, provide a regional commercial shopping district for the western Atlanta region. Opened in 1999, the mall has five main anchor stores: Dillard's, JC Penney, Macy's, Belk and Sears as well as a movie theater. Currently, Arbor Place Mall has one of the best occupancy rates within Metro Atlanta; however the surrounding retail area is experiencing a slight increase in store vacancies.

As commercial development within this area ages, reinvestment within this area will become important to maintain the Arbor Place Mall Area as a regional commercial shopping district.

## DOWNTOWN DOUGLASVILLE

Douglasville's historic downtown is comprised of one-to-two story buildings with storefronts and small, locally-owned restaurants and retail shopping. Also located within the downtown is the city government offices and conference center. These offices provide a good foundation for new commercial development within the downtown which could include a new boutique hotel to serve the conference center. The City of Douglasville is a designated Main Street Town and follows the Main Street approach of a return to community self-reliance, local empowerment, and the rebuilding of traditional commercial districts based on their unique assets: distinctive architecture, a pedestrian-friendly environment, personal service, local ownership, and a sense of community.

Within Downtown Douglasville are two large redevelopment sites. One is the old county jail on the western edge of downtown. This site is approximately 2 blocks in size and provides the opportunity for a western gateway into Downtown Douglasville. Many participants in this process discussed the need for a boutique hotel and some higher density residential within the downtown area and this site could meet both of those needs.

The second site is the General Western Cotton Mill site on the eastern edge of downtown. This building was built in 1897 and was completely destroyed by fire in 2012. This site also was recommended for the construction of new high density housing to support the downtown.







The Douglasville Conference Centers is the newest addition to Downtown.





## HISTORIC PRESERVATION

In 1989, the City of Douglasville took the important step of placing their downtown area on the National Register of Historic Places. The Douglasville Commercial Historic District consists of those properties retaining historic features that face Broad Street, for the most part, with some along Church Street and Price Street. It includes the remaining concentration of historic commercial buildings within the City of Douglasville.

These five blocks are part of the original town plan and parallel the railroad tracks. The buildings have a typical downtown siting, perpendicular to the streets, and most are one or two stories in height. The majority of the buildings are of brick construction, dating from the late 19th and early 20th century. The important building materials include wood, pressed metal, terra cotta, natural stone, and glass. The district also includes the historic courthouse square with its historic landscaping, 1914 Civil War monument, non-historic World War II monument, and the new old courthouse, and the historic railroad right-of-way which parallels Broad Street through the downtown district. The oldest historic resource in the district is the county courthouse square, with its landscaping and Civil War monument; the oldest historic buildings date from the mid-1880s. The newest historic resource in the district is the former movie theater.

The City of Douglasville also has a residential historic district for the residential properties surrounding the downtown area. Both districts have Historical Preservation Guidelines that are monitored and managed by the Douglasville Historic Preservation Commission.

## HIGHER EDUCATION

Douglasville is home to several colleges and universities which including Georgia Highlands College, Mercer University and Strayer University. Georgia Highlands College which opened in 2010 provides over 30,000 sq. ft. of instructional space that provides the residents of Douglasville the opportunity to attend an institution that is a part of the University System of Georgia.

Currently, Douglasville is working with Georgia Highlands College to move to a larger more permanent home.

## TECHNICAL EDUCATION

Douglasville contains a campus of West Georgia Technical College. Located on Timber Ridge Drive, West Georgia Technical College has over 130 certificate, diploma and associate degree programs in business, healthcare, technical, skilled trades, and personal care fields. These programs provide Douglasville a skilled workforce for new and existing employees.

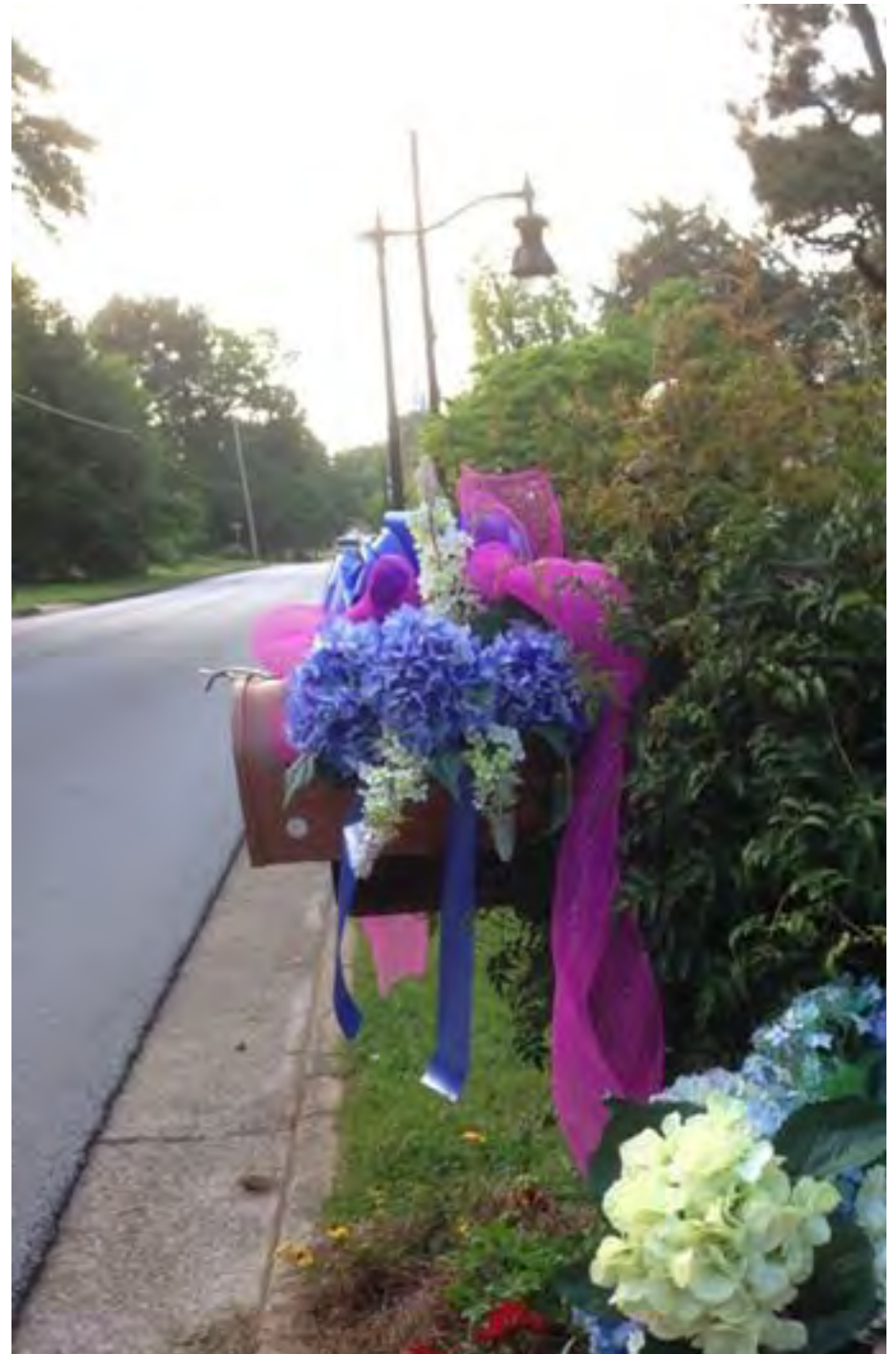
## PEOPLE OF DOUGLASVILLE

Douglasville contains a wide diverse population in terms of race, culture, age and experiences. The city's residents provide a strong sense of community. While the city has grown over the past 20 years, the City of Douglasville still maintains that small town community feel, while providing a high level of city services. This fosters a healthy safe and safe community.

Douglasville over the last decade has become a diverse community of White, African American, Hispanics and Asian American. In addition Douglasville is a relatively young city with the majority of the population under the age of 45.

## SENIOR SERVICES

Adjacent to the Douglas County Courthouse, the Woodie Fite Senior Center offers local senior citizens a place for activities like painting, wood carving, jazzercise, yoga and line dancing. Groups meeting at the center include the Alzheimer's Support Group, the Crohns and Colitis Support Group, the Red Hat Society and the Tea Timer's Afternoon Group.







## CHALLENGES FOR THE FUTURE

These challenges of the City of Douglasville are items to be addressed and monitored on over time, to ensure the continued long term success on the city.



# WORKFORCE AND BUSINESS DEVELOPMENT

Attracting high-wage industries is dependent on having an educated workforce capable of providing the knowledge and experience needed. As a whole the City of Douglasville workforce is less educated than the Atlanta region. Retail trade is the largest employment sector within the city, but Health Care and Social Assistance is the fastest growing business sector. These types of jobs require advanced skills training and education. The City of Douglasville is home to a Workforce training center on Club Drive that assists displaced workers in acquiring new skills.

A key concern heard throughout this process is the perception of the Douglas County School quality and is a barrier to recruiting new companies to the area. At the elementary level, Douglas County receives pass rates on par with 19 counties in the metro-Atlanta area. At the middle school level, Douglas County lags behind the Atlanta region for 8th grade math pass rates by 12 percentage points. However the Governor's Office of Workforce Development recognizes Douglas County Schools for 100% participation by high schools in "Go Build." "The purpose of the Go Build Georgia High School teams project is to connect students, parents and business leaders together to ensure Georgia's workforce is strong now and for generations to come."

The City of Douglasville has a Development Authority to assist companies in locating or expanding with the city. The Douglasville Development Authority administers the Business Retention and Expansion (BR&E) program for the City of Douglasville. The purpose of the BR&E program is to determine what the needs are of local industry and develop solutions that can enhance their operations. These activities are important to continue to attract new business.

The City of Douglasville also contains an Opportunity Zone (OZ). OZ are administered by the Georgia Department of Community Affairs, and they allow up to a \$3,500 tax credit per job created within these areas. The incentive, which is available for new or existing businesses that create two or more jobs, is a Job Tax Credit which can be taken against the business's Georgia income tax liability and payroll withholding tax. This incentive has worked in other communities within Georgia to attract high paying jobs.



The area in Red is the City of Douglasville's Current Opportunity Zone areas (Source: Georgia DCA)







The area near Upshaw Rd and SR 92 is an area that was identified by the stakeholders as place needing reinvestment.

## BALANCED GROWTH

With the City of Douglasville being so large; different areas are in different life cycles of growth. The Tributary/New Manchester Area has room to for new residential and employment growth, while the areas just north of the railroad tracks near the downtown is in need of reinvestment. While both areas have plans and visions for growth, Douglasville needs to monitor and invest in capital improvements to ensure that those plans and visions are implemented.

## TRANSPORTATION

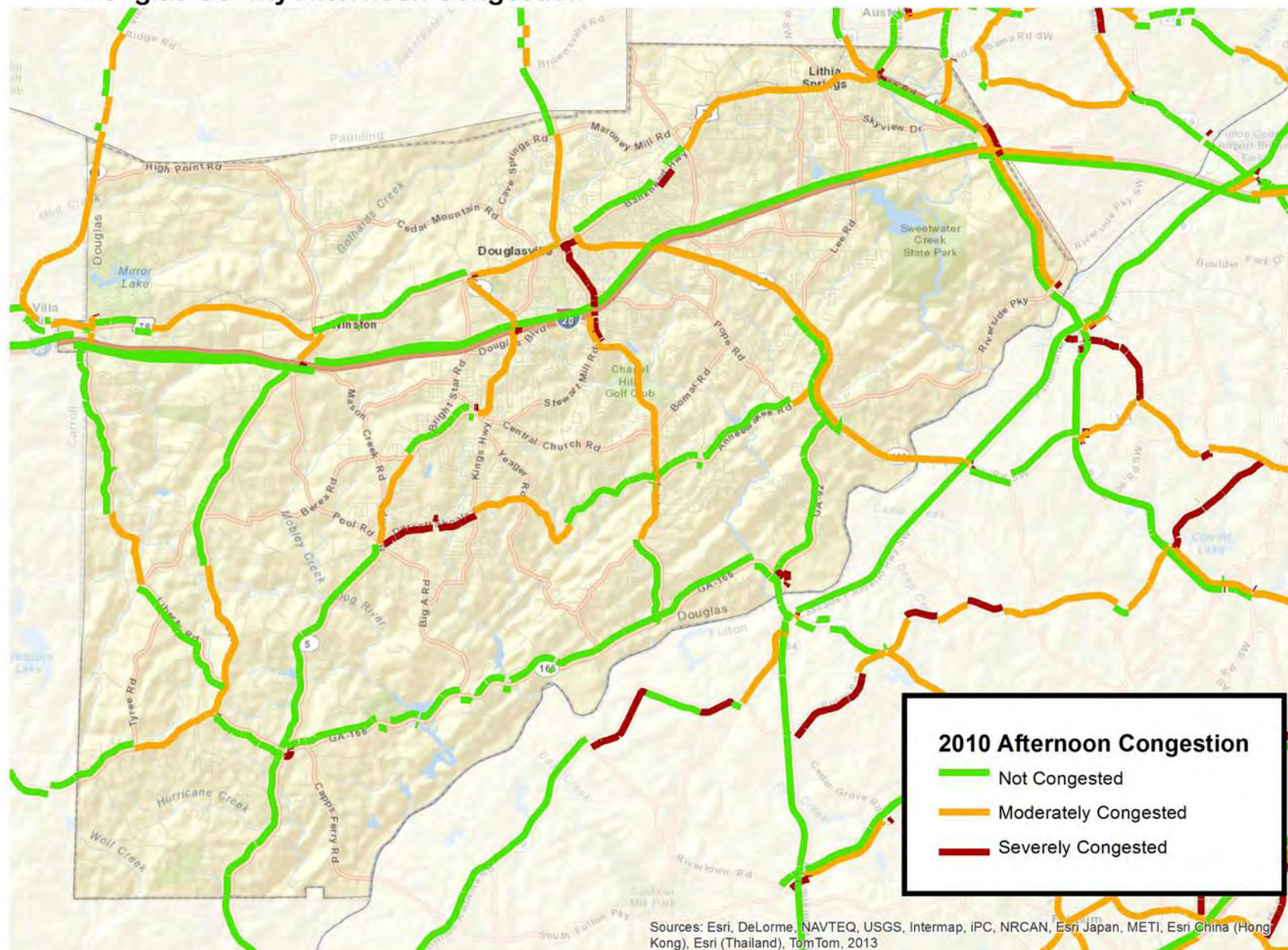
The City of Douglasville has a separate transportation plan that was adopted in 2008. This plan identified the needs and within the city and will be updated as changes occur within the City of Douglasville.

The Georgia Highway 92 relocation within the city will have a major impact on mobility and land use within Douglasville. Both the new road construction and the transfer of the current Highway 92 to the city will require new land use and zoning changes. The city is actively planning for this project and it will need to monitor to ensure an effective response to issues that arise.

Many participants within this process identified the need to widen or improve Riverside Parkway both at the stakeholder meetings and the Public Open House. This project is identified in the Douglasville Transportation Plan and the Douglas County Transportation plan. However it is not identified as a project within the Regional Transportation Plan.



## Douglas County Afternoon Congestion





# AGING POPULATION

In 2006, ARC partnered with the UGA Carl Vinson Institute on a survey of the preferences and practices of the 55+ Community in Douglas County. When asked how they will get around when they can no longer drive, 63% of older adults in Douglas County plan to be driven around by others, 6% will use public transportation, 10% plan to find some other means and 21% do not know how they will get around.

As this community grows in size the City of Douglasville and Douglas County will need to work on how to best provide services and development to meet the needs of the this growing population. These solutions are partnered around:

1. Provide housing and transportation options,
2. Encourage healthy lifestyles, and
3. Expand access to services.



# **2013 Douglasville Plan: Vision & Goals**



# CITY OF DOUGLASVILLE VISION STATEMENT

Douglasville is a unique blend of small-town charm coupled with metropolitan amenities. We offer the ideal environment for startups and small businesses, providing high tech centers and fortune 500 companies the infrastructure for growth. The standard for southern living, Douglasville is the place where innovation meets opportunity. Dedicated to employees, pleasant and responsive to the community and committed to enhancing the quality of life for both visitors and residents alike, Douglasville is the premier city in the nation to live, work, play, and raise a family.

## REACHING THE VISION: GOAL AREAS

To implement the vision and address the Assets and Challenges the steering committee developed these goals for the City of Douglasville. These goals are divided into four themes based on the vision.

### ...a unique blend of small-town charm coupled with metropolitan amenities...

- Make Downtown a central example of Douglasville's small-town and metropolitan fusion.
- Build mixed-use and infill developments that encourage walkability and a more urban, human-scale environment.
- Enhance our environment for business to Hartsfield-Jackson International Airport area.
- Continue to support a thriving regional shopping destination at Arbor Place Mall.
- Redevelop key properties into sites offering metropolitan amenities.

## **...We offer the ideal environment for and small businesses, providing high tech centers and fortune 500 companies the infrastructure for growth...**

- Provide the physical infrastructure necessary for high-tech and Fortune 500 companies to do business.
- Ensure that high tech centers, startups, and small businesses can recruit from a local, highly-skilled workforce.
- Offer a variety of incentives to small businesses and startup companies to provide a stimulating environment for their growth and development.
- Expand recruitment of companies with a regional or national influence.
- Recruit tenants to fill existing vacancies in industrial parks, e.g., on Riverside Parkway.

## **...the standard for southern living...**

- Promote historic resources, nature preserves, greenspace, and arts and culture.
- Conserve elements of the environment that contribute to Douglasville's southern small-town atmosphere.
- Promote a welcoming culture.



**...dedicated to employees, pleasant and responsive to the community, and committed to enhancing the quality of life for both visitors and residents alike...**

- Provide housing choices.
- Maintain Douglasville's reputation as a safe place to live and raise a family.
- Increase mobility and transportation options.
- Promote development that increases quality of life for all citizens.
- Provide a nurturing environment that fosters youth achievement.
- Provide high quality spaces for residents to play.
- Provide quality services for senior citizens.

## **REACHING THE VISION: COMMUNITY WORK PROGRAM**

The Community Work Program, also known as the Short Term Work Program provided in the appendix, lists all proposed projects, along with timelines, the parties responsible for implementation, and cost estimates. The matrix is intended to serve as a blueprint for achieving the community's vision for the future. The Community Work Program is updated every five years.

# **2013 Douglasville Plan: Future Land Use**

## **Future Land Uses**

The Future Land Use Map is a tool to implement the City of Douglasville's vision and to address the challenges and improve the assets of the city. Please refer to the future land use map of the City of Douglasville, which is separate from this document due to the size and scale of the map to identify specific areas within the city. Seven existing and proposed future land uses have been classified and mapped. Guidelines and recommendations for each of these categories are described as follows:

## **Residential Land Uses**

### **Low Density Single-Family Detached**

This category would be established to protect and promote a suitable environment for family life, to discourage any use which would generate other than normal residential area traffic on minor streets, and to protect the orderly future development of land in accordance with the land use plan for the City at a density of not more than two units per acre.

### **Medium Density Single-Family Detached and Attached**

This category would be established to protect and promote a suitable environment for family life, to discourage any use which would generate other than residential traffic on minor streets, to meet the needs and demands of single-, two-, three-, and four-family residences and to protect the orderly future development of land, all in accordance with the land use plan for the City at a density of not more than four units per acre. A minimum development site size of three acres and a minimum requirement that 50 percent of the units in the development be in single-family detached dwellings is intended to ensure compatibility with surrounding residential uses.

### **High Density Single-Family Detached and Attached, Townhouse and Multi-Family Residential**

This category would be established to protect and promote a suitable environment for family life and to encourage flexibility in meeting the needs of families, by permitting townhouse and multi-family dwellings in accordance with the land use plan for the City at a density of not more than six units per acre and development sites of at least two acres, and by permitting single-family detached residential dwellings at a density of no more than five units per acre.



## Mixed-Use Design

The purpose of a mixed-use design concept is to encourage the best possible site plan and building arrangement under a unified plan of development. The concept benefits from better land utilization, economy in the provision of roads, utilities and flexibility in design. Approval of an overall concept plan provides an opportunity to assure that the new growth will be in accordance with the character of the neighborhood in which the development is located. The mixed-use design concept is intended to encourage ingenuity and resourcefulness in land planning, to assure the provision of park and recreation land, and facilities for the use of the occupants of the development. A mixed-use design concept is required to include at least two types of land use that are not otherwise allowed together or at least two types of residential density, in order to promote unique solutions to growth issues. A mixed-use design concept is intended to be a relatively large-scale project on a site of ten acres or more, except when contained entirely within a historic site or historic district may be located on a site of not less than five acres.

The mixed-use design concept may include: commercial, residential, schools, recreation, open space, office and institutional.

## Industrial

The industrial classification is established to protect and promote a suitable environment for industrial purposes, including accessibility to major transportation facilities, availability of adequate utilities and other public services.

### Light Industrial

All light industrial uses to include but not limited to warehouse, distribution, manufacturing, wholesale, transportation, terminals, processing plants, workshops, greenhouses, research, development, markets, auctions, and other ancillary uses.

### Heavy Industrial

All light and heavy industrial uses to include but not limited to warehouse, distribution, manufacturing, wholesale, transportation, terminals, processing plants, workshops, greenhouses, research, development, markets, auctions, junkyards, lumberyards, building supplies, and other ancillary uses.

## Transportation, Communications, Utilities

All uses dedicated to facilitate transportation and allow for communication and utility installations.

## Recreation

The purpose of a recreation designation is to acknowledge the need to preserve open space and land that will encourage the best possible environment for family use of passive and active recreational opportunities. This designation will also provide opportunities to enjoy and appreciate the performing arts and related activities that help to define our quality of life.

## Regional Activity Center

The purpose of the Regional Activity Center (RAC) category is to provide for areas that can support a high intensity of development which serves a regional market. Typical land uses in these areas include high-rise office buildings, regional malls, and varying densities of residential development.

Guidelines for the RAC category are listed below:

- Mid-rise to high-rise office developments;
- High density residential development;
- Floor area ratios (FAR) should be less than 2.0 for office and mixed use projects and less than 1.0 for retail uses;
- Regional serving office and retail development and supporting services should be encouraged to locate in a RAC;
- RACs shall be located in close proximity to the intersection of freeways and their access ramps to/from adjacent arterial streets;
- RACs should be located only where adequate water and sewer services are available;
- Office, retail, personal service, apartment lodging and other high density residential uses should be encouraged to be developed together as self-contained mixed use projects.

## Community Activity Center

The purpose of the Community Activity Center (CAC) category is to provide for areas that can meet the immediate needs of several neighborhoods or communities. Typical land uses for these areas might include low to mid-rise office buildings and department stores.

Guidelines for the CAC category are listed below:

- Low to medium intensity office, retail and commercial service uses should be encouraged to locate in CACs;

- FAR should be no greater than 0.75 for office uses and 0.25 for retail uses;
- CACs should be primarily located near the intersection of a freeway interchange and arterial road or the intersection of two arterials;
- Retail uses shall be encouraged where direct access to the arterial is available and where safe turning movements are possible. Interparcel access is encouraged;
- A transition in building scale and land use type should be provided between higher intensity uses and adjacent residential areas. Transitional land uses could include low intensity office or higher density residential uses;
- More intense uses should be focused on those properties near the geographic center of the CAC and away from existing residential development;
- Nodal development should be encouraged;
- Commercial service uses with outdoor activities should be encouraged in CACs only if outdoor storage and activities are screened and buffered from adjacent uses;
- Any area of floodplain or wetlands should be subtracted from the aggregate area of the site submitted for zoning or development prior to the calculation of residential density.

## Neighborhood Activity Center

The purpose of the Neighborhood Activity Center (NAC) category is to provide for areas that serve neighborhood residents and businesses. Typical land uses for those areas include small offices, limited retail and grocery stores.

Guidelines for the NAC category are listed below:

- Low intensity office and retail uses should be encouraged to locate in NACs;
- Office and retail uses should be limited to a maximum of two stories;
- FAR should be less than 0.5 for offices use and less than 0.25 for retail uses;
- A transition in building scale and land use type should be provided between higher intensity uses and adjacent residential areas. Transitional land uses could include low intensity office uses or higher density residential uses;
- To ensure neighborhood compatibility, retail uses should also be limited to total floor area;
- Uses should be adequately buffered to protect the stability of surrounding residential neighborhoods.



## Photo Credits

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Page 12 DPR Construction <http://www.dpr.com/projects/american-red-cross-new-blood-processing-facility>

Page 14 Atlanta Regional Commission

Page 15 Visit Douglasville

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Page 29 Atlanta Regional Commission

Page 30 (Top) Douglas County

Page 30 (Below) City of Atlanta

Page 31 Douglas County

Page 33 Mike Palasnik

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Page 36 City of Douglasville

Page 37 Atlanta Regional Commission

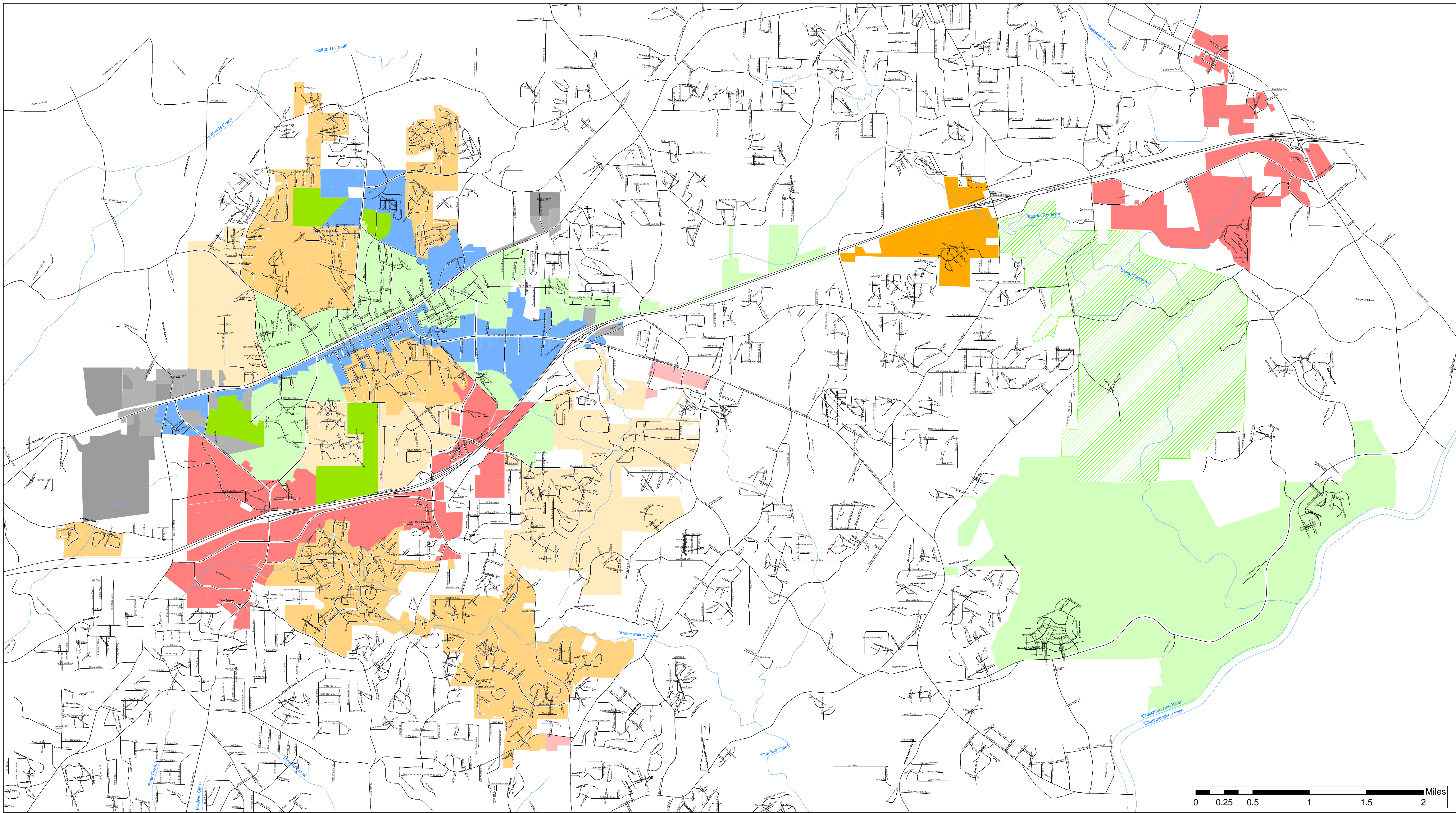
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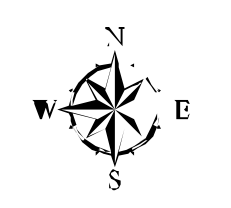




City of  
Douglasville



2024 Land Use  
Plan



**Legend**

- State Park
- Streets
- Lakes & Streams
- County Boundary

2024 Land Use Plan

**Future Land Use - 2020**

- Regional Activity Center
- Community Activity Center
- Neighborhood Activity Center

To provide for areas that can support a high intensity of development that serves a regional market. Typical land uses in these areas include high-rise office buildings, regional malls, and varying densities of residential development.

To provide for areas that can meet the immediate needs of several neighborhoods or communities. Typical land uses for these areas include low to mid-rise office buildings and department stores.

To provide for areas that serve neighborhood residences and businesses. Typical land uses for these areas include small offices, limited retail, and grocery stores.

Mixed-Use Design

Recreation

Low-Density Residential

Medium-Density Residential

High-Density Residential

Light Industrial

Heavy Industrial

To encourage the best possible site plan and building arrangements under a unified plan of development. The Concept benefits from better land utilization, economy in the provision of roads, utilities, and flexibility in design. Approval of an overall concept plan provides an opportunity to assure that the new growth will be in accordance with the character of the neighborhood in which the development is located. The mixed-use design concept is intended to encourage ingenuity and resourcefulness in land planning, to ensure the provision of park and recreation land, and facilities for the use of the occupants of the development. A mixed-use design is required to include at least two types of land use that are otherwise not allowed together or at least two types of residential density, in order to promote unique solutions to growth issues. A mixed-use design concept is intended to be a relatively large-scale project on a site of ten acres or more, except when contained entirely within an historic site or historic district may be located on a site not less than five acres.

To acknowledge the need to preserve open space and land that will encourage the best possible environment for family use of passive and active Recreational opportunities. This designation will also provide opportunities to enjoy and appreciate the performing arts and related activities that help define our quality of life.

To protect and promote a suitable environment for family life, to discourage any use which would generate other than normal residential area traffic on minor streets, and to protect the orderly future development of land in accordance with the land use plan for the city at a density of not more than two units per acre.

To protect and promote a suitable environment for family life, to discourage any use which would generate other than normal residential area traffic on minor streets, to meet the needs and demands of single-, two-, three-, and four-family residences and to protect the orderly future development of land, all in accordance with the land use plan of the city at a density of not more than four units per acre. A minimum development site size of three acres and a minimum requirement that 50 percent of the units in the development be in single-family detached dwellings is intended to assure compatibility with surrounding residential uses.

To protect and promote a suitable environment for family life and to encourage flexibility in meeting the needs of families, by permitting townhouses and multi-family dwellings in accordance with the land use plan for the city at a density of not more than six units per acre and a development site of at least two acres, and by permitting single-family detached residential dwellings at a density of no more than five units per acre.

To include but not limited to warehouse, distribution, manufacturing, wholesale, transportation, terminals, processing plants, workshops, greenhouses, research, development, markets, auctions and other ancillary uses.

To include but not limited to warehouse, distribution, manufacturing, wholesale, transportation, terminals, processing plants, workshops, greenhouses, research, development, markets, auctions, junkyards, lumberyards, building supplies, and other ancillary uses.

THIS MAP HAS BEEN PRODUCED FROM VARIOUS PUBLIC SOURCES. EVERY EFFORT HAS BEEN MADE TO ENSURE THE ACCURACY OF THIS MAP. HOWEVER, THE CITY OF DOUGLASVILLE ASSUMES NO LIABILITY OR DAMAGES FROM ERRORS OR OMISSIONS. IF ANY ERRORS OR OMISSIONS ARE DETECTED, PLEASE CONTACT THE CITY OF DOUGLASVILLE SO THAT IT MAY BE CORRECTED.



**DRAFT**

**2014 - 2018  
Short Term  
Work Program**

The following matrix is designed to provide a summary of the action statements contained within the body of the City's Comprehensive Plan. The tables below explain the codes for funding and responsibility included in the matrix.

**Responsible Parties in Plan Implementation**  
(City Departments Unless Otherwise Noted)

CODE	RESPONSIBLE PARTY
A	Mayor and City Council
B	Zoning Department
C	Planning Department
D	Maintenance and Sanitation Department
E	Building Department
F	Engineering Department
G	Code Enforcement
H	Finance Department
I	City Attorney's Office
J	Police Department
K	County Planning Department
L	Parks and Recreation Department
M	Community Development Department
N	Development Organization
O	Water and Sewer Authority
P	Chamber of Commerce
Q	Other Governmental Entity
R	GIS
S	City Council Planning and Zoning Committee
T	Local School System
U	Cultural Arts Council
V	Historic Organization
W	Convention and Visitors Bureau
X	Other Organizations
Y	Consultant
Z	City Manager
Za	Communications

## Anticipated Funding Sources

CODE	FUNDING SOURCE
1	General Fund
2	Capital Budget
3	Impact Fees
4	Revenue Bonds
5	General Obligation Bonds
6	Sales Tax
7	Grant in Aid
8	Other Grant
9	Loan
10	Other Tax
11	Service Charge or User Fee
12	Special Assessment
13	Other/Unknown



## Estimated Costs

Code	Explanation
N/A	No identifiable costs are applicable to this action item, either because: (a) no costs are expected to be incurred as a result of this action, or (b) the cost of the overall action to be taken is not to be increased noticeably through inclusion of this action item.
\$ Figure	The estimated cost for the specific action item. (Unless the \$ figure is followed by an asterisk, the estimated cost should be considered to be part of ongoing operations; it is not projected to be an additional cost. The action item is to be carried out by existing staff, such as the City Manager, Building Department, City Attorney's Office, Water and Sewer Authority, etc.)
*	When the \$ figure is followed by an asterisk (*), it means the estimated cost is for an additional cost to be incurred in order to carry out the action item. It may be a construction project, work to be done by a consultant, work anticipated to be done by expanding the current staff.
Special Notes	Instead of the three codes identified above, some action items have "special notes." These provide an explanation of the estimated cost, or they refer to another action item where the costs may be aggregated. An example would be in the Transportation chapter, where costs are not shown in individual action items but are combined under the action item pertaining to the operation of the City-County Transportation Planner.

## Economic Development

[illegible]

## Economic Development

ACTION	2	2	2	2	2	LONG TERM	RESPONSIBLE PARTIES	FUNDING SOURCES	ESTIMATED COSTS
	0	0	0	0	0				
	1	1	1	1	1				
	4	5	6	7	8				
4. Encourage communication and assistance from the CDA, DCDA and Chamber of Commerce so vital information for businesses is readily available.	X	X	X	X	X	OG	N, P	1	N/A
5. Encourage local businesses and industries to work with the CDA and join the Chamber of Commerce in order to take full advantage of the services of each.	X	X	X	X	X	OG	N, P	1	N/A
6. Review the City's processes for business licenses, building permits, plan review, and other required procedures, and encourage other regulatory bodies such as the Douglasville - Douglas County Water and Sewer Authority, the Douglas County government and the Douglas County Board of Education to do the same in order to streamline and coordinate these activities.	X	X	X	X	X	OG	N, P	1, 13	N/A
7. Continue active communications with the business and industrial community.	X	X	X	X	X	OG	A, B, C, E, G, H, I, N	1, 13	N/A
8. Work with the local economic and industrial organizations to estimate the future needs of the commercial sectors.	X	X	X	X	X	OG	N	1, 13	N/A



## Economic Development

[illegible]

## Economic Development

[illegible]

## Economic Development

[illegible]



## Economic Development

[illegible]

## Economic Development

ACTION	2 0 1 4	2 0 1 5	2 0 1 6	2 0 1 7	2 0 1 8	LONG TERM	RESPONSIBLE PARTIES	FUNDING SOURCES	ESTIMATED COSTS
27. The Douglasville Convention and Visitors Bureau shall establish and maintain contacts with key members of the tourism industry the Georgia Department of Industry Trade & Tourism, and others.	X	X	X	X	X	OG	X, Z, W	10	N/A
28. A tourism committee shall make recommendations for incentives to attract tourism-related industries to Douglasville.	X	X	X	X	X	OG	M, W, X, Z	10	N/A
29. Identify and market key properties and sites that offer infill and adaptive reuse opportunities for economic development.	X	X	X	X	X	OG	N	1	N/A
30. Partner with property owners to develop “shovel ready” industrial and commercial sites that have the necessary infrastructure and engineering work completed in order to provide opportunity sites for new and expanding businesses.	X	X	X	X	X	OG	N	1	N/A
31. Develop a business park program that will allow for the marketing of permitted buildings and sites to industrial and office prospects.	X	X	X	X	X	OG	N	1	N/A
32. Develop and implement an economic development strategic plan for the CDA that identifies goals, objectives, action items, responsible parties and time lines for economic development.	X	X	X	X	X	OG	N	1	N/A

## Economic Development

ACTION	2 0 1 4	2 0 1 5	2 0 1 6	2 0 1 7	2 0 1 8	LONG TERM	RESPONSIBLE PARTIES	FUNDING SOURCES	ESTIMATED COSTS
33. Create and maintain an inventory of existing industrial and office properties available in Douglasville for new and expanding industries.	X	X	X	X	X	OG	N	1	N/A
34. Develop and implement a targeted industry study for the recruitment of business sectors that are projected to have strong, positive growth and are well suited for Douglasville based on the City's workforce demographics, location and desire to attract high wage, sustainable jobs.	X	X	X	X	X	OG	N	1	N/A
35. Maintain and advance the City's Business Retention and Expansion (BR&E) program in order to identify and address those issues critical to the growth and success of local industry. The program will include key economic development partners of the City such as the DCDA, Douglas County Chamber of Commerce, Georgia Department of Economic Development, Georgia EMC, Small Business Development Center, and West Georgia Technical College.	X	X	X	X	X	OG	N	1, 13	N/A



## HOUSING

ACTION	2014	2015	2016	2017	2018	LONG TERM	RESPONSIBLE PARTIES	FUNDING SOURCES	ESTIMATED COSTS
36. Continue to review and revise, as needed, the residential section of the zoning code to better meet the needs of current and future citizens.	X	X	X	X	X	OG	A, B, C, I	1	N/A
37. Continue to review and revise, as needed other ordinances and codes that relate to housing, such as the building regulations and subdivision regulations, to better meet the needs of current and future citizens.	X	X	X	X	X	OG	A, B, C, E, I	1	N/A
38. Continue to strictly enforce the codes applicable to residential property and develop other mechanisms to ensure compliance.	X	X	X	X	X	OG	E, G	1	N/A
39. Continue to review and revise, as needed, the residential section of the zoning code to allow a greater variety of housing options and a greater flexibility of application.	X	X	X	X	X	OG	A, B, C, I	1	N/A
40. Continue to utilize the zoning code, land use decision making process, and code enforcement function to ensure or minimize land use compatibility.	X	X	X	X	X	OG	E, G	1	N/A
50. Continue to review and revise, as needed, the residential section of the zoning code to include requirements and incentives to encourage attractive design and design coordination.	X	X	X	X	X	OG	A, B, C, E, I	1	N/A

## HOUSING

ACTION	2 0 1 4	2 0 1 5	2 0 1 6	2 0 1 7	20 18	LON G TER M	RESPONSIBLE PARTIES	FUNDING SOURCES	ESTIMATED COSTS
51. Maintain code enforcement efforts in neighborhoods.	X	X	X	X	X	OG	E	1	N/A
52. Develop a database on vacant land and government-owned property.	X	X	X	X	X	OG	C, R	1	N/A
53. Encourage flexibility with unusual or undersized parcels and the development of mini-parks for those parcels that absolutely cannot be developed.	X	X	X	X	X	OG	A, B, C, I	1, 8, 10	N/A
54. Review the applicable state building codes and other appropriate documents periodically to determine areas for improvement and flexibility in the area of residential building technology.	X	X	X	X	X	OG	E	1	N/A
55. Continue to review and revise, as needed, the residential section of the zoning code to include additional requirements and incentives to achieve enhancements such as sidewalks, parks, and open space, and others that may be deemed of merit.	X	X	X	X	X	OG	A, B, C, I	1	N/A
56. Develop methods to determine the physical limitations of the land such as Geographical Information Systems (GIS) and other data sources and techniques.	X	X	X	X	X	OG	R	1	N/A

## HOUSING

ACTION	2014	2015	2016	2017	2018	LONG TERM	RESPONSIBLE PARTIES	FUNDING SOURCES	ESTIMATED COSTS
57. Identify and evaluate local government resources such as codes and ordinances, staffing levels and expertise, and enforcement capabilities targeted to the prevention and enforcement of illegal waste disposal activities with the objective of strengthening weaknesses and closing gaps.	X	X	X	X	X	OG	A, D, I, G	1	N/A
58. Enhance current Adopt-a-Street program and support efforts to maintain and enhance the State's Adopt-a-Highway program and the County's Adopt-a-Mile program.	X	X	X	X	X	OG	D, Q, X	1, 13	N/A
59. Expand current efforts by the local governments to clean up trash and litter with the use of inmate and community service labor.	X	X	X	X	X	OG	D, Q	1, 13	N/A
60. Continue to review and revise, as needed, the sign section of the zoning code to ensure that signage is attractive.	X		X		X	To be reviewed alternate years.	A, B, G, I	1	N/A
61. Continue aggressively to enforce the sign ordinances to minimize visual clutter at entrance points to the City and within the City.	X	X	X	X	X	OG	G	1	N/A
62. Encourage the development of cultural institutions in Douglasville such as a performing arts center, art museum, concert hall, history museum, and other institutions.	X	X	X	X	X	OG	A, M, P, U	1, 13	N/A



## HOUSING

ACTION	2 0 1 4	2 0 1 5	2 0 1 6	2 0 1 7	20 18	LON G TER M	RESPONSIBLE PARTIES	FUNDING SOURCES	ESTIMATED COSTS
63. Continue to cooperate with the Cultural Arts Council and other cultural and entertainment groups to maintain and possibly increase the offering of and participation in cultural events, programs, and organizations in Douglasville.	X	X	X	X	X	OG	A, L, M, U	1	N?A
64. Create a housing team to participate in the Georgia Initiative for Community Housing.	X	X	X	X	X	OG	A, C, M	1	N/A
65. Apply for funding to address the limited water and sewer capacity issues, along with the aging infrastructure in the north and west Douglasville.	X	X	X	X	X	OG	A, M, Z	1	N/A
66. Apply for funding to provide down payment assistance or homeowner rehabilitation funding to eligible low-income and moderate-income households.	X	X	X	X	X	OG	A, M, Z	1	N/A
67. Encourage the development of loft apartment housing in downtown Douglasville as approved in the Zoning Ordinance.	X	X	X	X	X	OG	C, M, Q	1	N/A
68. Develop friendly Planning and Zoning Codes that will address housing and homelessness.	X	X	X	X	X	OG	A, B, C, M	1	N/A

## LAND USE

ACTION	2	2	2	2	2	LONG TERM	RESPONSIBLE PARTIES	FUNDING SOURCES	ESTIMATED COSTS
	0	0	0	0	0				
	1	1	1	1	1				
	4	5	6	7	8				
69. Prepare and periodically update the future land use map.		X			X	OG	C	1	N/A
70. Encourage rezoning to bring areas designated for a particular use on the future land use map in conformity with such designations.	X	X	X	X	X	OG	A, B, C	1	N/A
71. Develop and periodically update a Capital Improvements Plan as part of an overall update to the Comprehensive Plan.		X			X	OG	A, C, D, Y, Z	1	N/A
72. Identify spot zoning applications and other rezoning requests which are not in conformity with the Comprehensive Plan and prevent their approval.	X	X	X	X	X	OG	A, B, C	1	N/A
73. Review and revise, as needed, the residential section of the zoning code to specify effective requirements for orientation, access, buffering, and preservation.	X	X	X	X	X	OG	A, B, I	1	N/A
74. Consider in the plan review process such zoning issues as buffering, setbacks, bulk, density, height, and other elements.	X	X	X	X	X	OG	B, E	1	N/A
75. Consider the effect of terrain when looking at buffering.	X	X	X	X	X	OG	B, F	1	N/A
76. Develop a design element in transition areas which would require the use of compatible design elements in commercial, industrial, or		X		X		OG	B	1	N/A

## LAND USE

ACTION	2	2	2	2	2	LONG TERM	RESPONSIBLE PARTIES	FUNDING SOURCES	ESTIMATED COSTS
	0	0	0	0	0				
	1 4	1 5	1 6	1 7	1 8				
public facilities uses adjacent to residential areas.									
77. Continue to review and revise the zoning code, as needed, to provide incentives and minimize obstructions to the adaptive re-use or rehabilitation of existing sites and structures.	X	X	X	X	X	OG	A, B, I	1	N/A
78. Encourage flexibility with unusual or undersized parcels and consider tax relief and the development of mini-parks or other open spaces for those parcels that absolutely cannot be developed.	X	X	X	X	X	OG	A, C, L	1	N/A
79. Modify site plan review requirements and procedures, as needed, to incorporate innovative commercial site design concepts.	X	X	X	X	X	OG	F	1	N/A
80. Continue to allow the Planned Unit Development (PUD) configurations in residential developments to provide for a greater variety of housing options, open space and a greater flexibility of application.	X	X	X	X	X	OG	A, B, I	1	N/A
81. Determine the distribution of sensitive lands and natural and historic resources through an assessment using GIS technology.		X			X	OG	R	1	N/A



## LAND USE

ACTION	2	2	2	2	2	LONG TERM	RESPONSIBLE PARTIES	FUNDING SOURCES	ESTIMATED COSTS
	0	0	0	0	0				
	1	1	1	1	1				
	4	5	6	7	8				
82. Continuously Identify, purchase, and maintain through protection certain key sensitive lands by developing nature preserves or protection areas and seek to identify additional protective mechanisms.	X	X	X	X	X	OG	A, C, Z	1, 2, 13	TBD
83. Make zoning and land use decisions that follow the goals and objectives of the Comprehensive Plan as directed through the zoning code.	X	X	X	X	X	OG	A, B, C	1	N/A

## Natural and Historic Resources

[illegible]

## Natural and Historic Resources

ACTION	2 0 1 4	2 0 1 5	2 0 1 6	2 0 1 7	2 0 1 8	LONG TERM	RESPONSIBLE PARTIES	FUNDING SOURCES	ESTIMATED COSTS
90. Work with those coordinating on water quality on a regional basis including the Atlanta Regional Commission (ARC) and other Area Development Commissions.	X	X	X	X	X	OG	A, F, O	1	N/A
91. Work with the WSA on public education mechanisms to relay information about water quality issues including information on septic tanks, wells, watersheds, and open space zones.	X	X	X	X	X	OG	C, F, O	1, 13	N/A
92. Analyze the zoning code and all other codes and ordinances related to development suitability and modify them as needed to make them more responsive to protect environmentally sensitive areas.	X	X	X	X	X	OG	A, B, C, F, I	1	N/A
93. Enforce the zoning code and all other codes and ordinances related to development suitability.	X	X	X	X	X	OG	G, E	1	N/A
94. Identify and ensure the protection of strategic areas with the objective of creating natural refuges, reserves, or a nature center.	X	X	X	X	X	OG	C, L	2, 4, 5, 8, 13	N/A
95. Identify and evaluate local government resources such as codes and ordinances, staffing levels and expertise, and enforcement capabilities targeted to the prevention and enforcement of illegal waste disposal activities with the objective of strengthening weaknesses and closing gaps.	X	X	X	X	X	OG	D, G, I	1	N/A
96. Investigate and pursue claims of illegal dumping and waste disposal through an environmental protection mechanism in local government.	X	X	X	X	X	OG	D, G	1	N/A



## Natural and Historic Resources

ACTION	2 0 1 4	2 0 1 5	2 0 1 6	2 0 1 7	2 0 1 8	LONG TERM	RESPONSIBLE PARTIES	FUNDING SOURCES	ESTIMATED COSTS
97. Enhance current Adopt-a-Street program, and support efforts to maintain and enhance the State's Adopt-a-Highway program, and the County's Adopt-a-Mile program.	X	X	X	X	X	OG	D	1	N/A
98. Expand current efforts by the local government's to clean up trash and litter with the use of inmate and community service labor.	X	X	X	X	X	OG	D, Q	1	N/A
99. Develop a strong local educational effort through schools and community service organizations which targets litter and its effects.	X	X	X	X	X	OG	D, T	1	\$1,000 annually
100. Encourage the modification of land use and development patterns to allow these transportation alternatives to become viable modes.	X	X	X	X	X	OG	A, C	1	N/A
101. Identify other sources of air pollution and take steps to reduce emissions through enforcement and encouragement.	X	X	X	X	X	OG	A, C	1	N/A
102. Identify and acquire land with the intent of developing public parks, golf courses, or preserves for the enjoyment of local citizens.	X	X	X	X	X	OG	A, L	1, 2, 4, 5, 6, 10, 11, 13	\$1,000,000*
103. Encourage the Douglas County government, the State government, the Douglasville-Douglas County Water and Sewer Authority, and the appropriate private property owners to preserve and protect the scenic views and sites under their respective ownership.	X	X	X	X	X	OG	A, C, K, O, Q	1, 13	N/A

## Natural and Historic Resources

ACTION		2 0 1 4	2 0 1 5	2 0 1 6	2 0 1 7	2 0 1 8	LONG TERM	RESPONSIBLE PARTIES	FUNDING SOURCES	ESTIMATED COSTS
104.	Identify and evaluate City and County government resources targeted toward environmental issues with the objective of strengthening weaknesses and closing gaps.	X	X	X	X	X	OG	A, C	1	N/A
105.	Coordinate local governmental activities related to the environment with ARC, EPD, and EPA.	X	X	X	X	X	OG	C, F	1	N/A
106.	Encourage a detailed local history to be taught in the local school curriculum.	X	X	X	X	X	OG	V	1	N/A
107.	Maintain and update a historic database that catalogs existing historic and archaeological resources.	X	X	X	X	X	OG	V	1	N/A
108.	Coordinate with Douglas County to share and network and Geographical Information System database in order to assure the most accurate and dependable information and analysis.	X	X	X	X	X	OG	R	1	N/A
109.	Expand current efforts by the local governments to clean up trash and litter with the use of Keep Douglasville Beautiful, inmate and community service labor.	X	X	X	X	X	OG	D, Q	1, 13	N/A

## PARKS AND RECREATION

[illegible]

## PARKS AND RECREATION

ACTION		2 0 1 4	2 0 1 5	2 0 1 6	2 0 1 7	2 0 1 8	LONG TERM	RESPONSIBLE PARTIES	FUNDING SOURCES	ESTIMATED COST
116.	Distinguish between organized versus un-organized activities and facilities when planning for parks.	X	X	X	X	X	OG	L	1	N/A
117.	Consider the distribution of current and future population when planning for new park facilities and enhancing existing facilities. Park and open space facilities should be centrally located in relation to existing and planned residential areas. (This should be part of an overall recreational facilities plan.)	X	X	X	X	X	OG	A, C, L, Z	1	N/A
118.	Give consideration to linkage of parks, open space, and other recreational facilities to residential and commercial areas throughout Douglasville and Douglas County in the development of the Bicycle and Pedestrian Plan as part of the Transportation and Thoroughfare Plan.	X	X	X	X	X	OG	A, C, L, Y, Z	1	N/A Annewakee Trail Project
119.	Re-evaluate needs identified in the 2004 Parks and Recreation Master Plan for current and future applicability. Viable needs should be pursued through an implementation plan identified in an overall recreational facilities plan.	X	X	X	X	X	OG	A, L	1	N/A
120.	Evaluate park security practices periodically and compare them with security goals and objectives identified in an overall recreational facilities plan. Any disparities should be addressed in the implementation section of the plan.	X	X	X	X	X	OG	A, J, L, Z	1	N/A
121.	Review recreation programs periodically for consistency, as part of an overall recreational facilities plan.	X	X	X	X	X	OG	A, L, X, Y	1	N/A



## PARKS AND RECREATION

ACTION		2 0 1 4	2 0 1 5	2 0 1 6	2 0 1 7	2 0 1 8	LONG TERM	RESPONSIBLE PARTIES	FUNDING SOURCES	ESTIMATED COST
122.	Seek actively -- along with the Douglas County government, the Chamber of Commerce, and the local economic and industrial development organization -- to attract tourism-related industries to Douglasville and Douglas County by establishing a separate tourism committee. Continue this element through the Douglasville Convention and Visitors Bureau.	X	X	X	X	X	OG	A, M, N, P, W	1, 6, 13	N/A
123.	Assign to the Douglasville Convention and Visitors Bureau a tourism committee for the establishment and maintenance of contacts with key members of the tourism industry, the Georgia Department of Industry, Trade, and Tourism (ITT) and others.	X	X	X	X	X	OG	A, M, W,	1, 13	N/A
124.	Make recommendations for incentives to attract tourism-related industries to Douglasville and Douglas County.	X	X	X	X	X	OG	A, M, W	1, 13	N/A
125.	Update the 2013 Comprehensive Plan for Parks and Recreation to reflect accomplished projects and changed priorities in the City.					X	OG	A, C, L, Z	1	N/A
126.	Consider the development of other sources and means of funding for these public improvements.				X	X	OG	A, Z	1, 2, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13	N/A
127.	Acquire additional acres for future Parks.				X	X	OG	A, C, L, X, Z	1, 2, 3, 6, 8, 10, 13	\$ 300,000*

## PARKS AND RECREATION

ACTION	2 0 1 4	2 0 1 5	2 0 1 6	2 0 1 7	2 0 1 8	LONG TERM	RESPONSIBLE PARTIES	FUNDING SOURCES	ESTIMATED COST
128. Start development of additional property to be acquired for future Parks.					X	OG	A, L, Z	2, 3, 6, 8, 10, 13	N/A
129. Utilize the updated version of the 2013 Comprehensive Plan for Parks and Recreation in planning for and initiating new recreation activities.				X	X	OG	A, L, Z	1	\$5,000
130. Expand the Indoor Activities program by developing and conducting various community awareness programs.						OG	L	1	N/A
131. Maintain and update Tennis Complexes.	X	X	X	X	X	OG	A, L, X, Y, Z	1, 2, 4, 6, 8, 10, 13	\$360,000
132. Maintain Park Security backup by the Police Department.	X	X	X	X	X	OG	J	1	N/A

## PUBLIC FACILITIES AND SERVICES

ACTION	2 0 1 4	2 0 1 5	2 0 1 6	2 0 1 7	2 0 1 8	LONG TERM	RESPONSIBLE PARTIES	FUNDING SOURCES	ESTIMATED COSTS
133. Develop a public facilities action plan for the City which should be updated every 1 to 3 years.				X	X	OG	A, Z	1	N/A
134. Ensure that all construction of and alterations to City of Douglasville public facilities comply with all local, State, and Federal standards and regulations, including the Americans with Disabilities Act.	X	X	X	X	X	OG	A, D, E, F	1	N/A
135. Consider the requirements of the Americans With Disabilities Act (ADA) in planning for new, expanded, or modified City government facilities.	X	X	X	X	X	OG	A, D, E, F	1	N/A
136. Incorporate Community and Public Facilities and Services Goals regarding City public facilities having good access to major roadways and parking.	X	X	X	X	X	OG	A, E, F	1	N/A
137. Develop a public service action plan for the City which should be updated every 2 to 5 years.			X		X	OG	A, Z	1	N/A
138. Seek continuing coordination among the various City departments and with the Douglas County government and the Douglas County Board of Education in the planning and siting of their respective new facilities.	X	X	X	X	X	OG	A, C, E, K, Q, T, Z	1	N/A
139. Ensure that City public service staffs have adequate space and materials to carry out their respective mandates as productively and efficiently as possible.	X	X	X	X	X	OG	A, D, Z	1	N/A

140.	Identify needs and issues within the community that can be address with cable TV programming and media services.	X	X	X	X	X	OG	A, Za	1	N/A
150.	Plan programming to address topics of interest and need for the citizens and public at large.	X	X	X	X	X	OG	Za	1	N/A
151.	Develop programming that promotes the City and its departments and their functions.	X	X	X	X	X	OG	A, Za	1	N/A
152.	Provide a media vehicle for the public to find out critical, timely, and general information about their government.	X	X	X	X	X	OG	Za	1	N/A
153.	Provide a media vehicle for the public to find out critical, timely, and general information about the community.	X	X	X	X	X	OG	Za	1	N/A
154.	Coordinate with community leaders, business owners, organization directors, and other identified sources, to gather information and re-distribute through one of the many media resources designed by CITI TV and the Communications Department.	X	X	X	X	X	OG	A, P, Za	1	N/A
155.	Involve department heads in the design and content of the programming that reflects their department and its functions.	X	X	X	X	X	OG	B, C, D, E, F, G, H, J, L, M, N, V, W, Za	1	N/A
156.	Involve department heads in the design and content of the programming that reflects their department and its functions.	X	X	X	X	X	OG	B, C, D, E, F, G, H, J, L, M, N, V, W, Za	1	N/A
157.	Link CITI TV and its media resources with other governmental agencies to exchange ideas and develop additional resources.	X	X	X	X	X	OG	Za	1	N/A
158.	Participate in a support capacity on community boards, committees, and organizations as deemed beneficial and advantageous.	X	X	X	X	X	OG	Za	1	N/A
159.	Determine community needs and awareness issues to address in programming content.	X	X	X	X	X	OG	Za	1	N/A
160.	Create monthly programming that informs, educates, and entertains the general public.	X	X	X	X	X	OG	Za	1	N/A
161.	Continuously evaluate programming and revise program design, content, and production needs.	X	X	X	X	X	OG	Za	1	N/A
162.	Maintain program scheduling on daily, weekly, and monthly basis.	X	X	X	X	X	OG	Za	1	N/A
163.	Work with Mayor, Council, and City Staff to produce quality programming that meets and exceeds the expectations of the general public.	X	X	X	X	X	OG	A, Za	1	N/A
164.	Seek to provide additional media resource tools to the public to get timely messages to the citizens.	X	X	X	X	X	OG	Za	1	N/A



165.	Create a social media platform to distribute and manage volumes of information to the general public.	X	X	X	X	X	OG	Za	1	N/A
166.	Update social media forms, such as Facebook, on a daily basis.	X	X	X	X	X	OG	Za	1	N/A
167.	Continually monitor other media sources available for the City to incorporate into an outreach and distribution plan.	X	X	X	X	X	OG	Za	1	N/A
168.	Establish communications with vital resources within Business district.	X	X	X	X	X	OG	P, Za	1	N/A
169.	Maintain communications with Business district.	X	X	X	X	X	OG	P, Za	1	N/A
170.	Review product market to determine additional equipment needed to remain active in providing quality service and product to the public.	X	X	X	X	X	OG	Za	1	N/A
171.	Establish Communication Committee to quantify policy and procedures for the department and its broadcast scope.	X	X	X	X	X	OG	Za	1	N/A
172.	Determine future growth needs for department, staffing, and resources available to the community.	X	X	X	X	X	OG	A, Za	1	N/A
173.	Maintain Park Security backup by the Police Department.	X	X	X	X	X	OG	J	1	N/A
174.	Expand current efforts by the local governments to clean up Animal Control with the use of inmate and community service labor.	X	X	X	X	X	OG	D, Q	1, 13	N/A

## PUBLIC UTILITIES

[illegible]

## PUBLIC UTILITIES

ACTION		2014	2015	2016	2017	2018	LONG TERM	RESPONSIBLE PARTIES	FUNDING SOURCE	ESTIMATED FUNDS
180.	Recognize that coordination among WSA, Douglas County, Douglasville, Villa Rica, Austell, adjacent counties, and ARC is critical and should be done by the WSA and local governments.	X	X	X	X	X	OG	A, O, Q, X, Z	1, 13	N/A
181.	Work with the Atlanta Regional Commission to coordinate water quality issues.	X	X	X	X	X	OG	A, O, F	1, 13	N/A
182.	Encourage the WSA to continue its requirements for sewer lines to be placed in developments that have sewerage services available now or are projected to have them in five years, and for WSA to obtain sewer easements in developments where sewerage services are projected to be more than five years away.	X	X	X	X	X	OG	A, E, F, O, X	1, 13	N/A
183.	Ensure that solid waste treatment and disposal facilities serving Douglasville and Douglas County meet regulatory requirements and are in place when needed to support and facilitate effective solid waste handling programs today and for the subsequent 10-year period, thereby maintaining and enhancing the quality of life of the residents of Douglas County and Douglasville.	X	X	X	X	X	OG	A, D, Q, Z	1, 11, 13	N/A
184.	Ensure that proposed solid waste handling facilities are sited in areas suitable for such developments, are compatible with surrounding uses and are not considered for location in areas which have been identified by local officials as having environmental or other land use limitations.	X	X	X	X	X	OG	A, D, Q, X, Z	1, 11, 13	N/A

## PUBLIC UTILITIES

ACTION		2 0 1 4	2 0 1 5	2 0 1 6	2 0 1 7	2 0 1 8	LONG TERM	RESPONSIBLE PARTIES	FUNDING SOURCE	ESTIMATED FUNDS
185	Develop additional regulations at the local level to deal with solid waste issues not covered in current ordinances.	X	X	X	X	X	OG	A, D, I	1	N/A
186.	Direct the applicable City government staff (Maintenance and Sanitation) to develop contact with their counterparts throughout the region.	X	X	X	X	X	OG	D	1	N/A
187.	Participate in regional committees and task forces regarding solid waste disposal.	X	X	X	X	X	OG	A, D	1	N/A
188.	Guard against the disposal of any hazardous waste or toxic waste material in the Douglasville area which are generated from outside Douglas County.	X	X	X	X	X	OG	A, D, G	1	N/A
189.	Consider additional services from cable television operators such as interactive TV, public access channel services, and more local control.	X	X	X	X	X	OG	A, I, Za	1	N/A
190.	Participate in the Douglas County Utility Committee.	X	X	X	X	X	OG	A,D	1	N/A



TRANSPORTATION									
ACTION	2 0 1 4	2 0 1 5	2 0 1 6	2 0 1 7	2 0 1 8	LONG TERM	RESPONSIBLE PARTIES	FUNDING SOURCES	ESTIMATED COSTS
191. Work toward the timely completion of City transportation projects currently on the regional Transportation Improvements Program (TIP).	X	X	X	X	X	OG	C	1, 2, 6, 7, 13	N/A
192. Work toward putting additional Regional Transportation Plan (RTP) projects for the City in the TIP based on an assessment of current and future needs and the likelihood of funds acquisition.	X	X	X	X	X	OG	A, C	1, 13	Costs included in an overall annual budget annually for transportation planning.
193. Develop new projects for the RTP and TIP, including locally programmed projects, based on assessment of current and future needs and the likelihood of funds acquisition.	X	X	X	X	X	OG	A, C	1, 2, 6, 7, 13	N/A
194. Develop an interlinking system of east-west and north-south major and minor arterials to aid in the efficient and rapid movement of through vehicles and which will have a minimum impact on residential areas.	X	X	X	X	X	OG	C	1, 2, 6, 7, 13	N/A
195. Include the special transportation needs of the elderly, handicapped, and poor by providing them with convenient and safe transportation options.	X	X	X	X	X	OG	C, D, X	1, 2, 8, 13	N/A
196. Participate in various state and inter-regional meetings regarding alternative transportation modes.	X	X	X	X	X	OG	C	1	N/A
197. Participate in the planning and continuing study of commuter rail presently sponsored by Georgia DOT's Office of Intermodal Programs.	X	X	X	X	X	OG	C	1	N/A

[illegible]



214.	Develop coordinated transportation planning in Douglasville that forecasts future needs, identifies and evaluates effective alternatives, and has a thorough knowledge of projects and regulations.	X	X	X	X	X	OG	A, C, Q	1	N/A
215.	Continue to coordinate transportation planning between Douglas County and the City of Douglasville (it is essential because at ARC the Douglas County representative on the Transportation Coordinating Committee (TCC) also represents the City of Douglasville.	X	X	X	X	X	OG	A, C, Q	1	N/A
216.	Coordinate City of Douglasville transportation planning efforts with those of other local governments in the Atlanta Region through the TCC.	X	X	X	X	X	OG	C, Q	1	N/A
216.	Encourage the development of innovative techniques for the planning, design, and financing of needed transportation facilities.	X	X	X	X	X	OG	C, Q	1	N/A
218.	Encourage citizen participation in the transportation planning process.	X	X	X	X	X	OG	A, C, Q	1	N/A
219.	Maintain and improve informed representation on the TCC and regional transportation management systems task forces.	X	X	X	X	X	OG	C, Q	1	N/A
220.	Establish and maintain contact with the Georgia DOT regarding transportation projects and funding, and actively to pursue projects.	X	X	X	X	X	OG	A, C	1	N/A
221.	Review transportation plans with contiguous counties to ensure coordination of transportation planning, improvements and status of various projects.	X	X	X	X	X	OG	C, Q	1	N/A





229.	Develop a plan that would address the SR 92 Relocation Project for the effected communities.	X	X	X	X	X	OG	A, C, Z	1	N/A
230.	Utilize appropriate noise and visual abatement methods, including landscaped beams, trees, shrubbery, and other mechanisms to screen adjacent properties from the effects of traffic such as noise and emissions.	X	X	X	X	X	OG	A, B, C, F	1	N/A
231.	Incorporate the Bicycle and Pedestrian Plan within the Transportation and Thoroughfare Plan.	X	X	X	X	X	OG	A, C, Q	1	N/A
232.	Encourage Georgia DOT consideration of Local/Express lanes for development along I-20.	X	X	X	X	X	OG	A, C, Q	1	N/A
233.	Coordinate zoning, land use regulations, and development ordinances with the Transportation and Thoroughfare Plan to avoid traffic and residential conflicts and to encourage cycling and walking.	X	X	X	X	X	OG	A, B, C, F	1	N/A
234.	Provide for bicycle and pedestrian paths and easements within and adjacent to developments that provide direct and convenient access to major points of destination such as schools, shopping centers, and places of employment.	X	X	X	X	X	OG	A, C	1	N/A
235.	Review traffic flows and congestion on major and minor arterials, and identify needed street improvements projects in order to discourage cut-through traffic problems in residential subdivisions.	X	X	X	X	X	OG	C, F	1	N/A
236.	Discourage strip commercial development along arterials and encourage concentrated nodal commercial development to minimize traffic congestion.	X	X	X	X	X	OG	A, B, C, F	1	N/A

237.	Plan and develop commercial areas to be more efficient and pedestrian friendly and to accommodate bicycle traffic.	X	X	X	X	X	OG	A, B, C, F	1	N/A
238.	Coordinate zoning and other land use regulations with the Transportation and Thoroughfare Plan to provide adequate transportation infrastructure in current and projected industrial areas.	X	X	X	X	X	OG	B, C	1	N/A
239.	Consider access from the arterial road system when planning for government buildings and other public facilities.	X	X	X	X	X	OG	A, C, F	1	N/A
240.	Encourage the Board of Education not to locate public schools on State routes and major arterials where posted speed limits are in excess of 35 mph. (This is imperative in order to maintain traffic control on the arterial street, eliminate the reduction of travel speeds as a result of reduced speed zones in school areas, reduce points of congestion, and protect the safety of pupils, teachers, and the public which patronize schools for educational, athletic events, and recreational purposes.)	X	X	X	X	X	OG	A, C, Q, Z	1	N/A
241.	Coordinate the Comprehensive Plan and the local Transportation and Thoroughfare Plan.	X	X	X	X	X	OG	C	1	N/A
242.	Plan street and other transportation improvements in such a way that land use, environmental, and other impacts become part of the local review process.	X	X	X	X	X	OG	A, B, C, F	1	N/A
243.	Continue to encourage the private sector, through zoning and development regulations, to provide street improvements such as deceleration lanes, left turn lanes, and intersection improvements to separate site-generated traffic from through traffic.	X	X	X	X	X	OG	A, B, C, F	1	N/A





[illegible]

260.	Recognize the Transportation Section of this and subsequent comprehensive planning efforts shall form the basis for the development of a transportation plan, and that such a plan will be developed, updated, and implemented.	X	X	X	X	X	OG	A, C	1	N/A
261.	Coordinate the transportation plan with the land use section of the Comprehensive Plan.	X	X	X	X	X	OG	C	1	N/A
262.	Incorporate various transportation policies stated in previous goals and objectives into City codes, ordinances, development regulations, and the zoning and plan review process.	X	X	X	X	X	OG	A, B, C, D, Q, Z,	1, 13	N/A
263.	Encourage the development in the City of alternatives to the private car such as walking, biking, carpooling, and public transportation.	X	X	X	X	X	OG	A, C	1, 6	N/A

## SHORT TERM WORK PROGRAM-LIST OF ACCOMPLISHMENTS 2009-2013

### City of Douglasville

Project	Start	End	Resp.	Cost/ Source	Status
<b>Housing</b>					
Continue to review and revise, as needed, the residential section of the zoning code to better meet the needs of current and future citizens.	2009	OG	Zoning	N/A	Ongoing
Continue to review and revise, as needed other ordinances and codes that relate to housing, such as the building regulations and subdivision regulations, to better meet the needs of current and future citizens.	2009	OG	CD	N/A	Ongoing
Maintain code enforcement efforts in neighborhoods.	2009	OG	CE	N/A	Ongoing
Develop databases on vacant land and government-owned property.	2001	OG	GIS	N/A	Ongoing
Review the applicable state building codes and other appropriate documents periodically to determine areas for improvement and flexibility in the area of residential building technology.	2009	OG	BLDG	N/A	Ongoing
Develop methods to determine the physical limitations of the land such as Geographical Information Systems (GIS) and other data sources and techniques.	2005	2007	GIS	General Fund	Completed

## City of Douglasville

Project	Start	End	Resp.	Cost/ Source	Status
<b>Housing</b>					
Continue to review and revise, as needed, the sign section of the zoning code to ensure that signage is attractive.	2009	OG	Zoning	N/A	Ongoing
Continue aggressively to enforce the sign ordinances to minimize visual clutter at entrance points to the City and within the City.	2009	OG	CE	N/A	Ongoing
Continue to cooperate with the Cultural Arts Council and other cultural and entertainment groups to maintain and possibly increase the offering of and participation in cultural events, programs, and organizations in Douglasville.	2009	OG	CS	N/A	Ongoing
Encourage the development of loft apartment housing in downtown Douglasville as approved in the 1999 Zoning Ordinance.	2009	OG	Zoning	N/A	Ongoing



## City of Douglasville

Project	Start	End	Resp.	Cost/ Source	Status
<b>Natural Resources</b>					
Promote erosion control standards, which are enforced by the WSA, which are at least as strict as State and Federal Government guidelines, and consider stricter measures where state and Federal guidelines do not suffice.	2009	OG	CD	N/A	Ongoing
Promote strict enforcement of soil erosion ordinances by the WSA.	2009	OG	CD	N/A	Ongoing
Coordinate and enhance where necessary, local ordinances related to and effecting soil erosion such as the tree protection ordinance and soil erosion ordinance. (These ordinances are to continue to be reviewed and revised in a coordinated and complementary manner and are to continue to be administered and enforced in a coordinated and effective manner.)	2009	OG	CD	N/A	Ongoing
Evaluate and modify, as necessary, land use regulations related to watersheds and open space zones. (City Ordinances are to be continuously reviewed and revised in a coordinated and complementary manner and are to continue to be administered and enforced.)	2009	OG	Zoning	N/A	Ongoing
Enforce land use regulations related to development within watersheds, aquifers, groundwater recharge areas, and open space zones.	2009	OG	Zoning	N/A	Ongoing

## City of Douglasville

Project	Start	End	Resp.	Cost/ Source	Status
<b>Natural Resources</b>					
Develop and maintain a set of computerized maps (GIS), which will allow staff to more closely determine boundaries of watersheds and open space zones and to analyze land use issue.	2009	2011	GIS	General Fund	Completed
Work with local commercial and industrial concerns to ensure the proper disposal of wastes.	2009	OG	MAIN.	N/A	Ongoing
Analyze the zoning code and all other codes and ordinances related to development suitability and modify them as needed to make them more responsive to protect environmentally sensitive areas.	2009	OG	Zoning	N/A	Ongoing
Enforce the zoning code and all other codes and ordinances relate to development suitability.	2009	OG	CE	N/A	Ongoing
Enhance current Adopt-a-Street program, and support efforts to maintain and enhance the State's Adopt-a-Highway program, and the County's Adopt-a-Mile program.	2009	OG	MAIN.	N/A	Ongoing
Expand current efforts by the local governments to clean up trash and litter with the use of inmate and community service labor.	2009	OG	MAIN.	N/A	Ongoing

## City of Douglasville

Project	Start	End	Resp.	Cost/ Source	Status
<b>Natural Resources</b>					
Make zoning and land use decisions, which follow the goals and objectives of the Comprehensive Plan as directed through the zoning code.	2009	OG	Zoning	N/A	Ongoing
Coordinate local governmental activities related to the environment with ARC, EPD and EPA.	2009	OG	Planning	N/A	Ongoing
Develop a historic database that catalogs existing historic and archaeological resources.	2009	OG	CS	N/A	Ongoing

## City of Douglasville

Project	Start	End	Resp.	Cost/ Source	Status
<b>Land Use</b>					
Prepare and periodically update (3 to 5 years) the future land use map based on assigned land uses.	2009	OG	Planning	N/A	Ongoing
Encourage rezoning to bring areas designated for a particular use on the future land use map in conformity with such designations.	2009	OG	Zoning	N/A	Ongoing
Develop and periodically update a Capital Improvements Plan as part of an overall update to the Comprehensive Plan (every 5 years).	2009	OG	FIN.	N/A	Ongoing
Consider in the plan review process such zoning issues as buffering, setbacks, bulk, density, height, and other elements.	2009	OG	Zoning	N/A	Ongoing
Consider higher densities at or near major intersections to balance the loss of commercial zoning opportunities at other locations.	2009	OG	Zoning	N/A	Ongoing
Continue to review and revise the zoning code, as needed, to provide incentives and minimize obstructions to the adaptive re-use or rehabilitation of existing sites and structures.	2009	OG	Zoning	N/A	Ongoing
Continue to allow the Design Concept Development (DCD) configurations in residential developments to provide for a greater variety of housing options and a greater flexibility of application.	2009	OG	Zoning	N/A	Ongoing

## City of Douglasville

Project	Start	End	Resp.	Cost/ Source	Status
<b>Economic Development</b>					
Coordinate transportation and thoroughfare planning with land use planning so that efficient and ordered linkages between uses can be developed.	2009	OG	Planning	N/A	Ongoing
Involve adjacent governments when developing changes and modifications to local land use codes and ordinances, in order to seek to maintain positive communications.	2009	OG	Planning	N/A	Ongoing
Continue to support and participate in cultural events, programs, and organizations.	2009	OG	CS	N/A	Ongoing
Encourage the Downtown Development Authority of the City of Douglasville to provide Volunteer committees for small businesses downtown. Seminars, workshops, brochures, and other resources for small businesses to be available.	2009	OG	CS	N/A	Ongoing
Hire a consultant to do a professional Market Analysis for the downtown area of the city.	2009	2008	CS	\$20,000	Completed
The Douglasville Convention and Visitors Bureau shall establish and maintain contacts with key members of the tourism industry, the Georgia Department of Industry Trade & Tourism, and others.	2009	OG	CVB	N/A	Ongoing



## City of Douglasville

Project	Start	End	Resp.	Cost/ Source	Status
<b>Transportation</b>					
Work toward the timely completion of City and County transportation projects currently on the regional Transportation Improvements Program (TIP).	2009	OG	Planning	N/A	Ongoing
Work toward putting additional Regional Transportation Plan (RTP) projects for the City and County in the TIP based on an assessment of current and future needs and the likelihood of funds acquisition.	2009	OG	Planning	N/A	Ongoing
Develop new projects for the RTP and TIP, including locally programmed projects, based on assessment of current and future needs and the likelihood of funds acquisition.	2009	OG	Planning	N/A	Completed
Participate in various state and interregional meetings regarding commuter and high-speed rail.	2009	OG	Planning	N/A	Ongoing
Participate in the planning and continuing study of commuter rail presently sponsored by Georgia DOT's Office of Intermodal Programs.	2009	OG	Planning	N/A	Ongoing

## City of Douglasville

Project	Start	End	Resp.	Cost/ Source	Status
<b>Transportation</b>					
Encourage the establishment of a commuter rail line along the Norfolk Southern Line paralleling Bankhead Highway with a station in Douglasville. This system would be developed in conjunction with the Atlanta Multimodal Passenger Terminal in downtown Atlanta and provide comfortable and convenient commuter service to residents of the City and County as an alternative to the private car. Such a system should provide links to other modes of transportation such as vanpools, buses, pedestrian, and bicycle transit.	2009	OG	Planning	N/A	Ongoing
Investigate the economic, social, and land use implications of the benefits of commuter rail through Douglasville.	2009	OG	Planning	N/A	Ongoing
Continue the efforts of the local Bicycle and Pedestrian Task Force in the planning and implementation of bicycle and pedestrian facilities within Douglasville and Douglas County such as bicycle routes, bicycle lanes, bicycle paths, jogging trails, sidewalks, and other pedestrian paths.	2009	OG	Planning	N/A	Ongoing
Integrate bicycle and pedestrian planning design in road and intersection projects, involving both local and state projects.	2009	OG	Planning	N/A	Ongoing
Coordinate with other bicycle and pedestrian planning efforts and projects in adjacent counties and throughout the region.	2009	OG	Planning	N/A	Ongoing

## City of Douglasville

Project	Start	End	Resp.	Cost/ Source	Status
<b>Transportation</b>					
Continue to work with State and Federal agencies to implement sidewalk and pedestrian planning with transportation projects.	2009	OG	Planning	N/A	Ongoing
Coordinate with Georgia DOT, ARC, and various state and federal agencies regarding public safety.	2009	OG	MAIN.	N/A	Ongoing
Maintain and improve informed representation on the TCC and regional transportation management systems task forces.	2009	OG	Planning	N/A	Ongoing
Establish and maintain contact with the Georgia DOT regarding transportation projects and funding, and actively to pursue projects.	2009	OG	Planning	N/A	Ongoing
Encourage developments to plan for access and proper circulation prior to subdivision of land during the initial planning process.	2009	OG	CD	N/A	Ongoing

## City of Douglasville

Project	Start	End	Resp.	Cost/ Source	Status
<b>Transportation</b>					
Provide for bicycle and pedestrian paths and easements within and adjacent to developments that provide direct and convenient access to major points of destination such as schools, shopping centers, and places of employment.	2009	OG	Planning	N/A	Ongoing
Continue to plan for major access north-south and east-west routes, designed to move through traffic safely and efficiently and to preserve the character of residential streets.	2009	OG	Planning	N/A	Ongoing
Seek to identify costs of transportation projects, and match funding with phasing and implementation time frames.	2009	OG	Planning	N/A	Ongoing
Budget at the local level on an annual basis for funding various phases of projects, including pre-engineering, right-of-way acquisition, and construction, and seek to match funding with state and federal commitments.	2009	OG	FIN.	N/A	Ongoing
Continue to budget annually for maintenance of streets and bridges including signing, pavement markings, asphalt repair, resurfacing, storm drainage improvements, sidewalks, traffic signals, and street lighting.	2009	OG	MAIN.	N/A	Ongoing
Encourage regional efforts of transportation communication at the Georgia DOT and ARC.	2009	OG	Planning	N/A	Ongoing
Develop a roadside maintenance and improvement program, which will better maintain and improve the appearance of roadside.	2009	OG	MAIN.	N/A	Completed

## City of Douglasville

Project	Start	End	Resp.	Cost/ Source	Status
<b>Recreation and Open Space</b>  Consider the needs of such groups as the elderly, poor, and handicapped in planning for new parks and recreation facility, expansion or renovation, and the development of programs and services. Consider the Americans with Disabilities Act in facility planning.	2009	OG	PARKS	N/A	Ongoing. (There is a new community center in Jesse Davis Park which has been constructed that will satisfy the needs for elderly, low income and disabled citizens)
Utilize surveys and other mechanisms to form a picture of future program direction for the City's Parks and Recreation Department.	2009	2011	PARKS	CDBG	As part of the Hunter Park renovation project the City of Douglasville added an ADA Miracle League baseball field at a cost of \$160,000
Develop a site selection and analysis database for the City's Parks and Recreation Department, which would establish criteria for potential sites, provide vital statistics on the sites, and make recommendations and rankings.	2009	OG	PARKS	N/A	Ongoing
Include a financing plan or mechanism as part of an overall recreational facilities plan identifying current and potential sources of funds.	2009	OG	FIN.	N/A	Ongoing



## City of Douglasville

Project	Start	End	Resp.	Cost/ Source	Status
<b>Recreation and Open Space</b> Upgrade current facilities or develop new facilities as needed as part of an overall recreational facilities plan.	2009	OG	PARKS	SPLOST/General Fund	The City of Douglasville completed an 8 million dollar renovation to Hunter Park
Maintain and update Tennis Complexes.	2009	2011	PARKS	N/A	The City of Douglasville added a seven tennis court complex
Draw a distinction between active and passive uses in any facility or service planning and assure that adequate area is set aside for each.	2009	OG	PARKS	N/A	Ongoing
Distinguish between organized versus unorganized activities and facilities when planning for parks.	2009	OG	PARKS	N/A	Ongoing
Consider the distribution of current and future population when planning for new park facilities and enhancing existing facilities. Park and open space facilities should be centrally located in relation to existing and planned residential areas.	2009	OG	PARKS	N/A	Ongoing

## City of Douglasville

Project	Start	End	Resp.	Cost/ Source	Status
<b>Recreation and Open Space</b>					
Develop facility master plans for all current and future City recreation and open space facilities as part of an overall recreational facilities plan and cooperate with WSA on the plan for the Dog River Reservoir.	2009	OG	PARKS	N/A	Ongoing
Develop multi-purpose recreation facilities at Hunter and Jesse Davis Parks, which include basketball courts.	2009	2011	PARKS	\$1,750,000	Completed
Re-evaluate needs identified in the 1999 Parks and Recreation Master Plan for current and future applicability. Viable needs should be pursued through an implementation plan identified in an overall recreational facilities plan. – Updated 1999 version of recreational capital funds account.	2009	OG	PARKS	N/A	Ongoing
Evaluate park security practices periodically and compare them with security goals and objectives identified in an overall recreational facilities plan. Any disparities should be addressed in the implementation section of the plan.	2009	OG	PARKS	N/A	Ongoing
Review recreation programs periodically for consistency, as part of an overall recreational facilities plan.	2009	OG	PARKS	N/A	Ongoing

## City of Douglasville

Project	Start	End	Resp.	Cost/ Source	Status
<b>Public Utilities</b>					
Develop and maintain a set of computerized maps (GIS), which will allow staff to more closely determine boundaries of watersheds and open space zones and analyze land use issues.	2009	2011	GIS	General Fund	Completed
Work with the Atlanta Regional Commission to coordinate water quality issues.	2009	OG	CD	N/A	Ongoing

<b>Public Facilities</b>	<b>Start</b>	<b>End</b>	<b>Resp.</b>	<b>Cost/ Source</b>	<b>Status</b>
Develop a public facilities action plan for the City which should be updated every 1 to 3 years.	2009	OG	CD	General Fund	Ongoing
Ensure that all construction of and alterations to City of Douglasville public facilities comply with all local, State, and Federal standards and regulations, including the Americans with Disabilities Act.	2009	OG	BDLG	General Fund	Ongoing
Consider the requirements of the Americans With Disabilities Act (ADA) in planning for new, expanded, or modified City government facilities.	2009	OG	BDLG	N/A	Ongoing
Incorporate Community and Public Facilities and Services Goals regarding City public facilities having good access to major roadways and parking.	2009	OG	CD	N/A	Ongoing
Develop a public service action plan for the City which should be updated every 2 to 5 years.	2009	OG	MAIN	General Fund	Ongoing

Seek continuing coordination among the various City departments and with the Douglas County government and the Douglas County Board of Education in the planning and siting of their respective new facilities.	2009	OG	PLAN	N/A	Ongoing
Ensure that City public service staffs have adequate space and materials to carry out their respective mandates as productively and efficiently as possible.	2009	OG	MAIN	N/A	Ongoing
Identify needs and issues within the community that can be address with cable TV programming and media services.	2009	OG	CM	N/A	Ongoing
Plan programming to address topics of interest and need for the citizens and public at large.	2009	OG	CM	N/A	Ongoing
Develop programming that promotes the City and its departments and their functions.	2009	OG	CM	General Fund	Ongoing
Provide a media vehicle for the public to find out critical, timely, and general information about their government.	2009	OG	CM	N/A	Ongoing
Provide a media vehicle for the public to find out critical, timely, and general information about the community.	2009	OG	CM	N/A	Ongoing
Coordinate with community leaders, business owners, organization directors, and other identified sources, to gather information and re-distribute through one of the many media resources designed by CITI TV and the Communications Department.	2009	OG	CM	N/A	Ongoing
Involve department heads in the design and content of the programming that reflects their department and its functions.	2009	OG	CM	N/A	Ongoing
Involve department heads in the design and content of the programming that reflects their department and its functions.	2009	OG	CM	N/A	Ongoing
Link CITI TV and its media resources with other governmental agencies to exchange ideas and develop additional resources.	2009	OG	CM	N/A	Ongoing
Participate in a support capacity on community boards, committees, and organizations as deemed beneficial and advantageous.	2009	OG	CM	N/A	Ongoing
Determine community needs and awareness of issues to address in programming content.	2009	OG	CM	N/A	Ongoing

Create monthly programming that informs, educates, and entertains the general public.	2009	OG	CM	General Fund	Ongoing
Continuously evaluate programming and revise program design, content, and production needs.	2009	OG	CM	N/A	Ongoing
Maintain program scheduling on daily, weekly, and monthly basis.	2009	OG	CM	General Fund	Ongoing
Work with Mayor, Council, and City Staff to produce quality programming that meets and exceeds the expectations of the general public.	2009	OG	CM	N/A	Ongoing
Seek to provide additional media resource to the public to get timely messages to the citizens.	2009	OG	CM	N/A	Ongoing
Create a social media platform to distribute and manage volumes of information to the general public.	2009	OG	CM	N/A	Ongoing
Update social media forms, such as Facebook, on a daily basis.	2009	OG	CM	N/A	Ongoing
Continually monitor other media sources available for the City to incorporate into an outreach and distribution plan.	2009	OG	CM	N/A	Ongoing
Establish communications with vital resources within Business district.	2009	OG	CM	N/A	Ongoing
Maintain communications with Business district.	2009	OG	CM	N/A	Ongoing
Review product market to determine additional equipment needed to remain active in providing quality service and product to the public.	2009	OG	CM	N/A	Ongoing
Establish Communication Committee to quantify policy and procedures for the department and its broadcast scope.	2009	OG	CM	N/A	Ongoing
Determine future growth needs for department, staffing, and resources available to the community.	2009	OG	PLAN	N/A	Ongoing
Maintain Park Security backup by the Police Department.	2009	OG	Police	N/A	Ongoing



## **RESPONSIBLE PARTY**

PLAN	Planning Department
ZON	Zoning Department
CE	Code Enforcement
CM	Communications
CD	Community Development Department
Police	Police Department
BLDG	Building Department
MAIN	Maintenance Department
GIS	Geographical Information System